Many enterprise architecture (EA) programs are deemed to be failing …
  - Failing to deliver business value
  - Failing to have relevance to the IT community
  - Failing to define expectations, let alone meet them

EA is perceived to be a complex and mysterious undertaking that requires a little magic and a lot of luck.

However, 100% of successful EA programs get the basics right, so let's get down to basics.
Key Findings and Trends

- 3% of IT head count dedicated to enterprise architecture
- Holistic EA (vs. ETA only) becoming more common
- Other Viewpoints still less mature than ETA in almost all cases
- Increasing level of maturity overall
- Maturity varies significantly by industry

### Maturity by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auto/Tran. Eq.</td>
<td>2.84</td>
</tr>
<tr>
<td>Insurance</td>
<td>2.58</td>
</tr>
<tr>
<td>Telecomm</td>
<td>2.50</td>
</tr>
<tr>
<td>Financial Srvcs.</td>
<td>2.45</td>
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<tr>
<td>Aerospace</td>
<td>2.43</td>
</tr>
<tr>
<td>Leisure</td>
<td>2.42</td>
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<tr>
<td>Pharmaceutical</td>
<td>2.33</td>
</tr>
<tr>
<td>Transportation</td>
<td>2.27</td>
</tr>
<tr>
<td>Energy</td>
<td>2.25</td>
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<tr>
<td>Banking</td>
<td>2.24</td>
</tr>
<tr>
<td>Government</td>
<td>2.06</td>
</tr>
<tr>
<td>Retail</td>
<td>1.84</td>
</tr>
</tbody>
</table>
The 7 Myths (and Realities) of Enterprise Architecture

- “Enterprise architecture is non-political”
- “Enterprise architecture is an IT matter - it is of no concern to the business”
- “The architecture must be complete”
- “Enterprise architects do not need to work at a detailed level”
- “Architecture equals models”
- “Architecture can be fully outsourced OR no architecture work can be outsourced”
- “Choose architects primarily for their technical expertise”

- Enterprise architecture is highly political
- Enterprise architecture should be business-driven
- Don’t get bogged down. Do the most-important things. The 80/20 rule applies
- Architects must be prepared to selectively drill down into detail
- Architecture is more than models
- Selectively used, outsourcers can provide real benefits to architecture
- Architects need business and behavioral competencies as well as technical competencies
Enterprise architecture (EA) is the process of translating business vision and strategy into effective enterprise change by creating, communicating, and improving the key principles and models that describe the enterprise's future state and enable its evolution.
The Role of EA

EA enhances the relationship between IT and business.

- EA is a practical mechanism for bridging the gap.
- It creates a process for continuous IT/business alignment.
- It clarifies multiple constituency "viewpoints" into a future vision.

**Architecture**

*Business Strategy*
- Environmental forces
- Business goals
- Business policy
- Resource allocation

*Implementation*
- Business processes
- Information structures
- Application systems
- Technical infrastructure
- Organizational structure
Enterprise Architects: Talents Required

• Talents
  - Conceptualization
  - Innovation
  - Enterprise perspective
  - Foresight
  - Consensus building
  - Facilitation
  - Leadership
  - Logic
  - Communication

Enterprise Architects must possess the necessary talents
Enterprise Architects: Skills Learned

• Skills
  - Create EA Documents
  - Manage EA Processes
  - Define EA Governance
  - Create EA Models
  - Define EA Principles
  - And so on…

Enterprise Architects can learn additional tools of the trade
## A Good Architect Is Hard to Find

<table>
<thead>
<tr>
<th>Technical Competencies</th>
<th>Business Competencies</th>
<th>Behavioral Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Architect</td>
<td>Business Architect</td>
<td>Technical Architect</td>
</tr>
<tr>
<td>Understanding existing systems and technology</td>
<td>Applying procedures, tools and methods</td>
<td>Understanding existing systems and technology</td>
</tr>
<tr>
<td>Understanding emerging technologies</td>
<td>Understanding emerging technologies</td>
<td>Understanding emerging technologies</td>
</tr>
<tr>
<td>Understanding business organization, politics and culture</td>
<td>Understanding business practices and approaches</td>
<td>Integrating systems</td>
</tr>
<tr>
<td>Communicating/listening and gathering information</td>
<td>Communicating/listening and gathering information</td>
<td>Designing technical architecture</td>
</tr>
<tr>
<td>Focusing on customers</td>
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<td>Communicating/listening and gathering information</td>
</tr>
<tr>
<td>Leading, inspiring and building trust</td>
<td>Thinking creatively and innovating</td>
<td>Focusing on customers</td>
</tr>
<tr>
<td>Focusing on results</td>
<td>Thinking on results</td>
<td>Thinking creatively and innovating</td>
</tr>
<tr>
<td>Thinking strategically</td>
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<td>Focusing on results</td>
</tr>
<tr>
<td>Building relationships/teaming</td>
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<td>Thinking strategically</td>
</tr>
<tr>
<td>Influencing and persuading</td>
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</tbody>
</table>

### Technical Competencies
- Coach
- Advanced
- Proficient
- Basic

### Business Competencies
- Advanced
- Proficient
- Basic

### Behavioral Competencies
- Coach
- Proficient
- Basic
## Chief Architect Skills Breakdown

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<tr>
<td>Advanced</td>
<td>Coach</td>
</tr>
</tbody>
</table>
The Gartner EA Activity Cycle

- **Strategize**
  - Identify business strategy
  - Articulate IT strategy
  - Build the business context
- **Architect**
  - Develop future state
  - Document current state
  - Develop gap analysis and road map
- **Lead**
  - Evangelize, encourage and motivate
  - Evolve architecture process
  - Develop human capital
- **Govern**
  - Establish decision processes
  - Establish oversight
  - Link to related disciplines
  - Evaluate performance and adapt
- **Communicate**
  - Craft communications
  - Deliver communications
  - Analyze feedback
Distribution of Effort by EA Activity

- Communicate: 16%
- Strategize: 24%
- Govern: 15%
- Lead: 18%
- Architect: 27%
How Do You Sell Enterprise Architecture?

1. Define your objectives
2. Identify your stakeholders
3. Understand their needs
4. Speak in their language
5. Craft the messages
6. Select the right channel
7. Rehearse your pitch
8. Invite a dialogue
9. Handle objections
10. Close the deal
11. Deliver ongoing results
12. Go back to Step 1

Understanding Stakeholder Needs

The Pain Chain

*What is their pain?*

**Title:** CFO  
**Problem:** Costs are too high  
**Reason:** Inefficient processes and systems

**Title:** CEO  
**Problem:** Revenue growth too low  
**Reason:** Culture, regulation and existing systems/processes

**Title:** CFO  
**Problem:** Costs are too high  
**Reason:** Inefficient processes and systems

**Title:** CIO  
**Problem:** Cost of maintaining legacy is too high  
**Reason:** Systems not designed to change

**Title:** Director, Application Development  
**Problem:** Too much change  
**Reason:** Monolithic applications

---

**Using The Pain Chain**

1. Use stakeholder analysis to identify opportunities for EA
2. Identify highest access point
3. Find the pain/issues
   1. Perform research first
   2. Use your network
   3. Ask their influencers
   4. Ask them directly
   5. Find what is going to make a difference to them
   6. Incorporate value propositions that resonate with those above the initial access point
   7. Ask for referrals to move up the chain

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Source: Jurek Durczak, [http://www.flickr.com/photo_zoom.gne?id=169429575&size=0](http://www.flickr.com/photo_zoom.gne?id=169429575&size=0)
Speak Their Language

- Prepare sales pitch(s) tuned to your target(s).
  - It's not about what you need to say.
  - It's about what they need to hear.
- Use audience-specific language.
- Learn their "terms of art."
- Understand their "hot buttons."

Shannon-Weaver Communication Model

**Six Styles of Business Communication (Bateman and Zeithaml)**

- **Controlling**: To give direction — the boss telling people what to do
- **Egalitarian**: To collaborate — working as a team to solve a problem
- **Structuring**: To organize — to provide guidance to achieve a complex task
- **Dynamic**: To persuade — to change behavior (rhetoric)
- **Relinquishing**: To provoke conversation — to understand other points of view
- **Withdrawal**: To not communicate — to limit influence over outcomes
Craft the Messages

• Leverage Persuasion Principles (Dr. Robert Cialdini)
  - Contrast principle — giving them a negative contrasting experience first.
  - Principle of reciprocation — People feel obligated to give back.
  - Principle of scarcity — People want what they can’t have.
  - Principle of authority/credibility — People defer decisions to experts.
  - Principle of trust — Admit a flaw or to show you are trustworthy.
  - Principle of consistency — People want consistency.
  - Principle of liking - People say yes to the people they like.

Questions and Discussion