



The 90 Day Plan Your New EA Role

Enterprise Architecture in Complex Organisations

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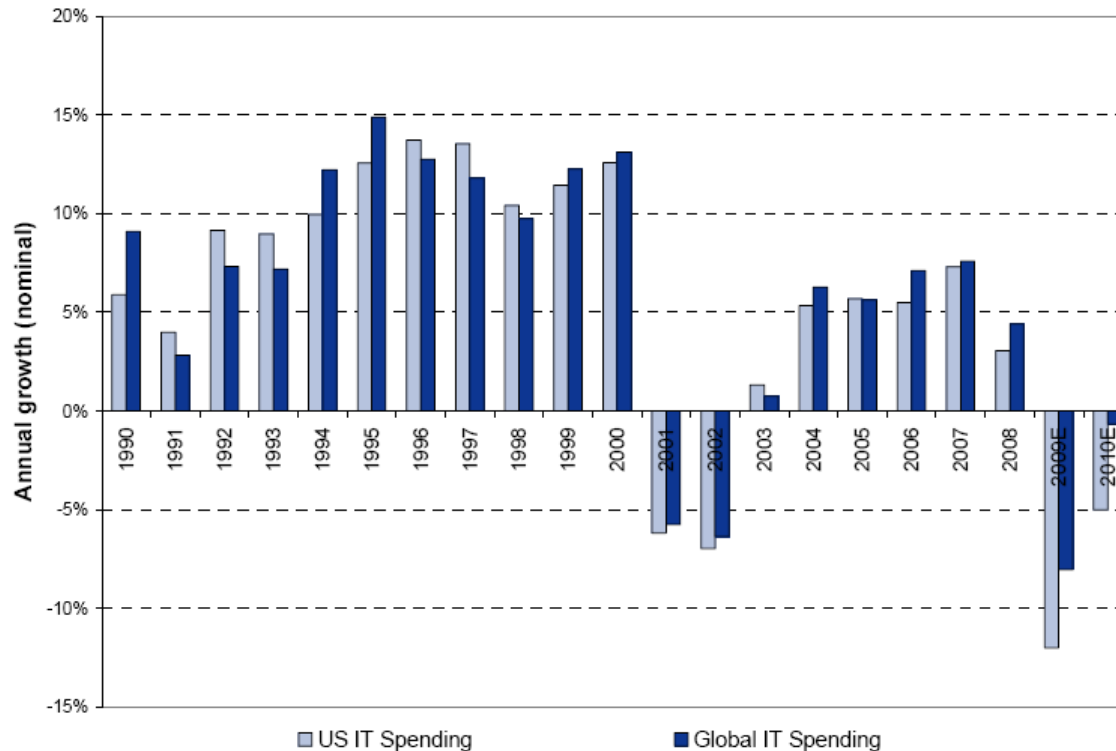
Key Learning

- It is all about You
- You need to quickly demonstrate your business value
- You need to be disciplined
- You need a workable plan

EA Is Getting More Important

Exhibit 3: We forecast a 9% global IT spending decline in 2009

Goldman Sachs IT spending growth estimates (nominal), 1990-2010E



Source: Company data, Goldman Sachs Research estimates.

“IT Spending Survey : Early Signs of Optimism”, Goldman Sachs, May 2009

Agenda

- SWOT Methodology
- Framing Your Employment Challenge
- SWOT Analysis
- Recommendation : Your 90 Day Plan

The Approach – SWOT Analysis

- Challenge, Drivers and Impediments
- The Internal and External view
- Go beyond the 2x2
- How to complete a SWOT analysis
 - Describe the challenge in detail
 - Fill the dimensions
 - Stack rank the SWOT dimensions to find key dynamics
 - Identify alternatives to address key dynamics
 - Develop recommendations
 - Validate recommendations, then communicate

With thanks to Prof Ashwin Joshi, Kellogg-Schulich EMBA Program

Framing the Challenge

You are an accomplished enterprise architect with a solid portfolio of achievements at medium sized firms. You are ready for the challenge of working in a Fortune 1000 firm and have started your research for ideal employers. But you haven't faced this scale of operations before, and your colleagues have shared many war stories suggesting that the road to success will be difficult.

What Can You Do For Me?

- Tell prospective employer about our glorious past
- Fumble when asked about our prosperous future
- If successful, leap straight in.... and get lost in the morass

Framing the Challenge

Challenge Statement

Become a productive contributor to the firm's EA practice in 90 days.

Pre-Interview Questions

- What does “productive contributor” mean
- How can I measure it
- How do I communicate it to others
- How do I achieve it in 90 days

Drivers : Strengths & Opportunities

- Your Strengths
 - Experience
 - Industry knowledge
 - Industry credentials
 - Lots of different projects
 - Dedication
- The Opportunities
 - Major business-changing events in progress
 - Major cost saving initiatives in progress
 - Self-evident transformations within IT industry
 - Cloud, shared service models, loosely coupled integration, virtualization etc

Inhibitors : Weaknesses & Threats

- Your Weaknesses
 - Less major project / program experience
 - Jack of all trades
 - Limited experience with big EA practices
 - Limited exposure to big organizational dynamics
 - Limited exposure to big organizational funding issues
- The Threats
 - Significant diversity within the project portfolio
 - Order of magnitude more relationships to manage
 - Unfamiliar industry jargon
 - Organizational rate of change high
 - Organizational perception of EA value low

Determining Key SWOT Dynamics

Your Strength	Direct Impact of Strength	Uniqueness to You
Experience	5	3
Industry Knowledge	5	3
Industry Credentials	4	4
Lots of Different Projects	3	3
Dedication	4	4

SWOT Analysis

- Leverage Your Key Strength
- Key Strength = Industry credentials
- Alternatives to Leverage Key Strength
 - Find internal champion of your credentials
 - Locate and understand internal methods and standards
 - Introduce new EA techniques as espoused in your education

SWOT Analysis

- Address Your Key Weakness
- Key Weakness = Inexperience with big firm dynamics
- Alternatives to Address Key Weakness
 - Detailed firm assessment via public information
 - Read the org charts – business and IT
 - Spend your training budget
 - Find the gatekeepers

SWOT Analysis

- Exploit Your Key Opportunity
- Key Opportunity = Major cost saving initiatives in progress
- Alternatives to Exploit Key Opportunity
 - Understand reporting and scorecards
 - Love the PMO
 - Find the CMDB sources
 - Own a piece of a critical cost saving program

SWOT Analysis

- Remove Your Key Threat
- Key Threat = Organizational opinion of EA value low
- Alternatives to Remove Key Threat
 - Use the language and tools of business
 - Measure your work - financial and qualitative metrics
 - Proactively engage in initiatives requiring your expertise
 - Relentlessly pursue feedback from customers

Recommendations

- Pre Arrival
 - Industry review
 - Company review
- 30 Days
 - Organisational review
 - Methods and standards review
 - IT financial management review
 - Business and IT measurement review
- 60 Days
 - Engaged on major business or cost saving initiative
 - Champion one key EA initiative that improves EA maturity
- 90 Days
 - Test : Am I a productive member of the EA practice?

The rationale for your plan is that it is :

- Comprehensive – addresses weakness and threat
- Feasible – leverages strengths
- Likely to Succeed – exploits opportunity

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