

Professionalizing the Discipline of Enterprise Architecture

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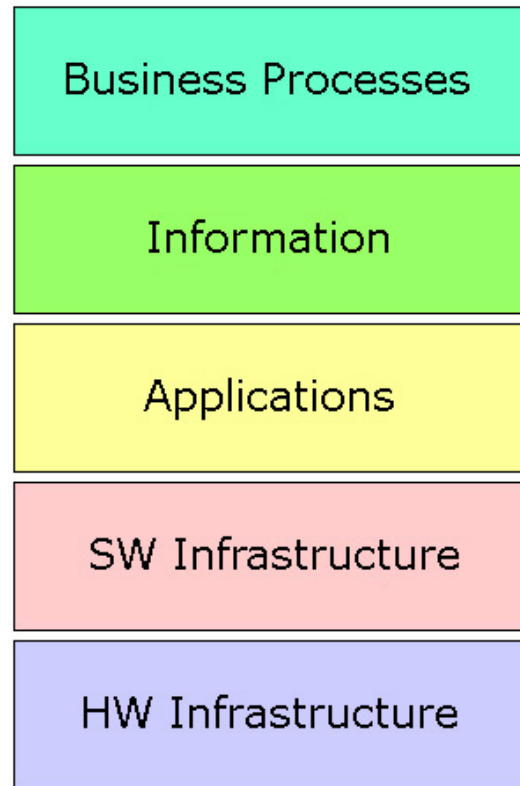
Agenda

- ❑ Why
- ❑ What
- ❑ How
- ❑ The Open Group and An Enterprise Architecture Profession

Today's World

- ❑ Increasing emphasis on “Business/IT alignment”.
 - And, by the way, do more with less, faster.
- ❑ Larger, more complex problems.
- ❑ IT increasingly a “mission critical” resource.

A Typical Stack



A Persistent Trend

- Consolidation, standardization and commoditization move up the stack, driven by
 - Cost reduction
 - Eliminate needless replication
 - Eliminate needless diversity
 - Simplify operations and support
 - Flexibility
 - Decrease response time
 - Increase scope of adaptability

Consequences

- ❑ “Buy, don’t build” moves up the stack.
- ❑ Competitive differentiation moves up the stack.
 - Commoditization moves differentiation by excellence in design and implementation to differentiation by excellence in configuration management and operations.
- ❑ Valued skills move up the stack.
 - Commoditized skills get outsourced.
- ❑ Recognizing core competencies becomes increasingly the key to success.
 - I.e., what is it that really differentiates you from everyone else?
- ❑ This is the realm where architects work.

How Do You Do This?

- ❑ How do you put all the pieces together so your enterprise assets deliver strategic value?
- ❑ Who knows how to do this?
- ❑ How do you know that someone knows how to do this?
- ❑ This is what we look to architecture, and especially enterprise architecture, (and architecture professionals) to do for us.

Why Professionalize (Enterprise) Architecture

- ❑ Until the discipline becomes commoditized, the quality of an architecture is largely dependent on the quality of its architect.
- ❑ If you must trust someone to architect your infrastructure/ solution/enterprise, you must be confident they know what they're doing
 - i.e., they need to actually **be** an architect, not just call themselves one
- ❑ If you decide you want to become an <X> architect, you need to know how to do so.
- ❑ Professions are meant to address these issues.

What does it mean to be a Profession?

- A Profession entails (*inter alia*):
 - A well defined domain of service that has value to some population of consumers
 - A well defined body of knowledge and skill set
 - Formal training and apprenticeship
 - A code of ethical behavior
 - A mechanism for vetting members by some recognized authority
 - Often, statutory recognition and regulation
- Acting professionally means more than being paid for what you do (in contrast to an amateur)

Other Perceptions of Professions

- ❑ Many people believe professions were created for less than honorable reasons:
 - Control entry to manage the supply
 - Increase the market value of members
 - Protect and lobby on behalf of the membership
- ❑ These are not necessary characteristics of a profession, but they can easily follow despite the best of intentions.

Behaving Like Professionals

- ❑ Industry wide sharing and institutionalization of best practices through open forums will change the way architects “compete for business”.
 - Proprietary knowledge and methods will become the exception rather than the rule.
- ❑ Excellence will be judged based on competence, responsiveness, scale, breadth, effectiveness, delivery capability, cost, ...
- ❑ New best practices will be introduced and adopted as academic research and practitioner experience advances the state of the art.

Are we there yet?

- By most definitions, enterprise architecture is not yet a true profession.
 - Value of EA increasingly recognized as consumer population grows, but it's still an “uphill” sell.
 - Body of knowledge and skill set are not well understood and not universally shared
 - Much is of the form “this worked for me, maybe it will work for you” best practices.
 - Training still very much ad hoc, few formal apprenticeship or internship programs
 - Multiple certification programs of varying quality and rigor
 - Multiple professional groups acting independently.

Where to Start

- ❑ Many enterprises with large internal populations of architects have created “professions”.
- ❑ These “proprietary professions” generally include:
 - A skills model
 - Job family descriptions (roles and responsibilities)
 - Career advancement/promotion criteria
 - Training and a professional development plan
 - Profession events
 - Certification

Why The Open Group?

- ❑ World's leading consortium for EA spanning both IT and business architecture skills
- ❑ 20-year history of facilitating consensus on standards
- ❑ Premier provider of certification services in IT
 - Standards body and certification authority for the IT Architecture Certification program (ITAC)
 - Standards body and certification authority for TOGAF, which includes world's leading architecture development method
- ❑ Home to Architecture Forum, which oversees TOGAF
- ❑ Host of well-known "Enterprise Architecture Practitioners Conferences" held around the globe

What We Need to Do

- ❑ We need an open forum for sharing and institutionalizing best practices.
- ❑ We need a professional development curriculum with academic support, and a mechanism for continuing professional development.
- ❑ We need rigorous certifications that are accepted as defining minimal and higher levels of competence.
- ❑ We need professional standards of ethics and behavior.

How The Open Group Is Helping

- ❑ The Architecture Forum and the AOGEA provide open forums.
- ❑ TOGAF is an example of widely shared best practice.
- ❑ ITAC is an example of a rigorous, widely adopted certification.

The Association of Open Group Enterprise Architects (AOGEA)

- ❑ Formed in 2006 at the request of the membership, to promote the professionalization of the discipline of IT architecture.
- ❑ A separate legal entity from The Open Group, though currently administered by The Open Group.
- ❑ Members are individuals, not organizations.
 - They represent themselves, not their employers.

Association of Open Group Enterprise Architects

- ❑ > 8000 members as of August 2008
- ❑ 7 local chapters
 - Central Texas
 - DC Metropolitan area
 - Atlanta GA
 - Michigan
 - Toronto Ontario, Canada
 - Sydney Australia
 - Bangalore India
- ❑ 8 additional chapters expected shortly

The Players

- ❑ The Open Group staff
 - ❑ The Open Group membership
 - ❑ The Association membership
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- ❑ Roles and responsibilities will change as the Association evolves and matures.

The Vision

- ❑ The Association is an autonomous, self-governing professional association whose relationship with The Open Group is explicitly one of client and service provider.
- ❑ Making this happen will largely depend on the commitment and contribution of the Association membership. The Open Group (staff and membership) can only facilitate this.

What you can (and need to) do

- ❑ Only the profession's members can make a real profession:
 - Join (get certified)
 - Collaborate
 - Contribute
 - Evangelize