

The Enterprise Architecture Landscape of Practice

Dr. John Gøtze



Agenda

- Enterprise Architecture Today
- The EA Body of Knowledge Dilemma
- EA Practice
- Learning EA
- "The shift in the burden of identity"

Enterprise Architecture Today

- EA: A profession, a discipline, a craft?
 - In reality, a range of various management and planning roles, often in the CIO department
 - A member of a practitioner-based community of people identifying with being **architects** in an enterprise context:
 - The architect of the enterprise
- Or, more commonly:
- The architect of an enterprise system, e.g., IT
 - The manager of enterprise standards and methods

What is Architecture?

FEAF-II and EA³

- A systematic approach that organizes and guides design, analysis, planning, and documentation activities.



ISO 42010:

- Fundamental concepts or properties of a system in its environment embodied in its elements, relationships, and in the principles of its design and evolution.



What is Enterprise?



Image:
Participants in CMU training.

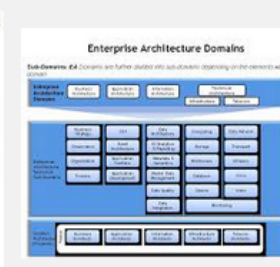
Oxford Dictionary:

A project or undertaking, especially a bold or complex one


A business or company



qualiware®
Enabling positive change



Forbes
How To Make Your First Million Dollars - Yo, Hailo And Others Explain
Active on LinkedIn







Jason Bloomberg
Contributor

[FOLLOW](#)

I write and consult on digital transformation in the enterprise.
[full bio →](#)

Opinions expressed by Forbes Contributors are their own.

TECH 7/11/2014 @ 7:34AM | 6,807 views

Is Enterprise Architecture Completely Broken?


[+ Comment Now](#) [+ Follow Comments](#)

Remember Milton, the red stapler guy from the movie *Office Space*? Useless to his company, he had been laid off years before, but due to an unexplained glitch, he was never informed and kept getting paid. So there's Milton, showing up for work day after day, clueless about why he has nothing useful to do.

Makes you wonder: are there any Miltons in *your* organization?

Sadly, for some large enterprises, you need look no further than the *Enterprise Architects*. In the years since [John Zachman](#) originated the field of Enterprise Architecture (EA) in his [seminal 1987 article for IBM Systems Journal](#), EA has achieved a surprisingly paltry level of success. Yes, Enterprise Architects have used various frameworks and other tools to document how their organization operates, often with meticulous detail. But to what end? The cost savings and responsiveness benefits that EA has purported to deliver have been few and far between. Stories of stalled or misdirected EA initiatives vastly outnumber bona fide examples of EA efforts leading to measurable business value.

What gives?



In fact, just what an Enterprise Architect is actually supposed to do is curiously still up for debate, more than 25 years after EA's invention. Common

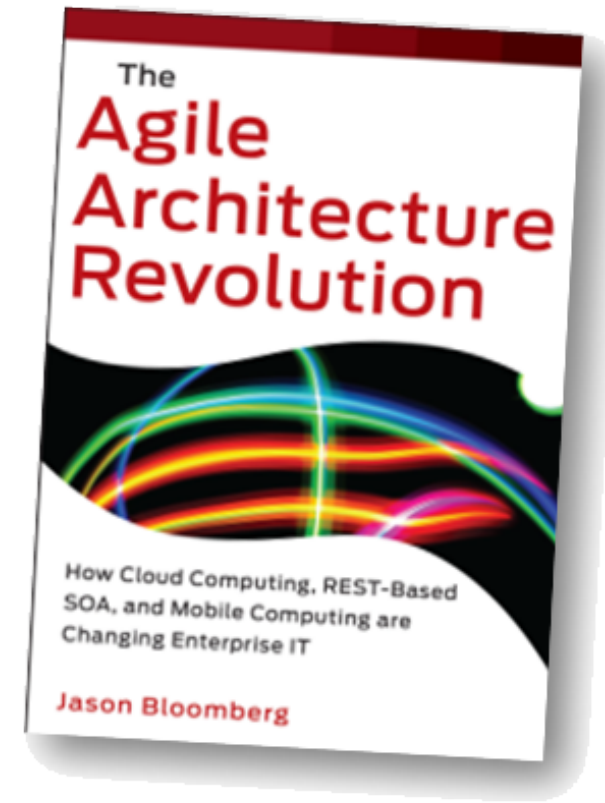
8 COMMENTS

8 CALLED-OUT

[+ Follow Comments](#)

Share

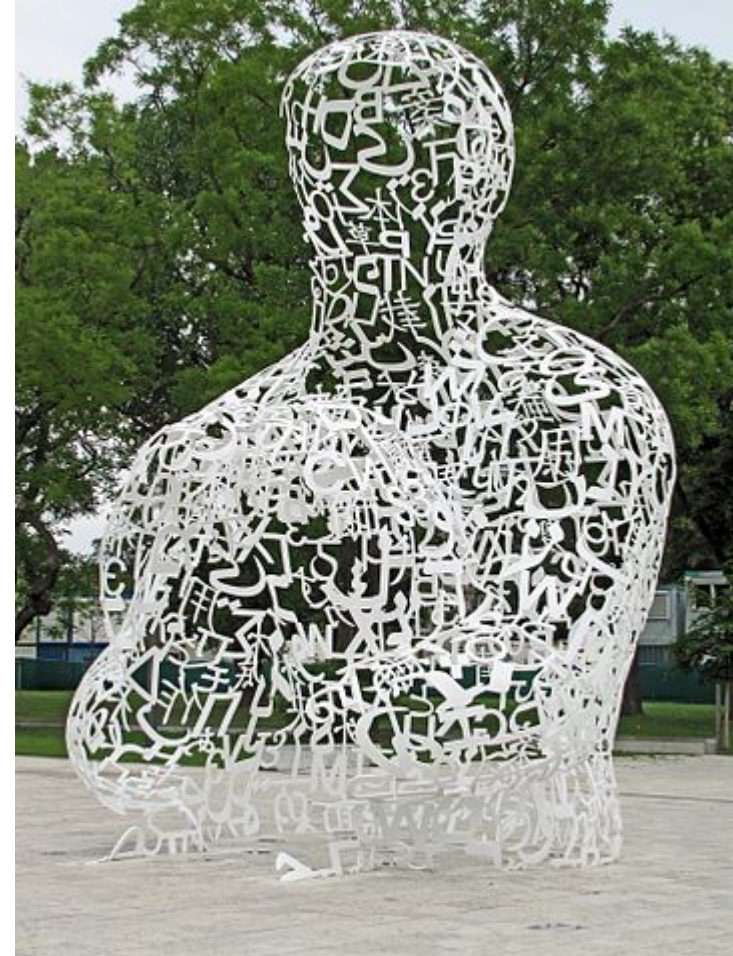
CONFERENCES AND MORE: [How To Make Your First Million Dollars - Yo, Hailo And Others Explain](#)



Body of Knowledge

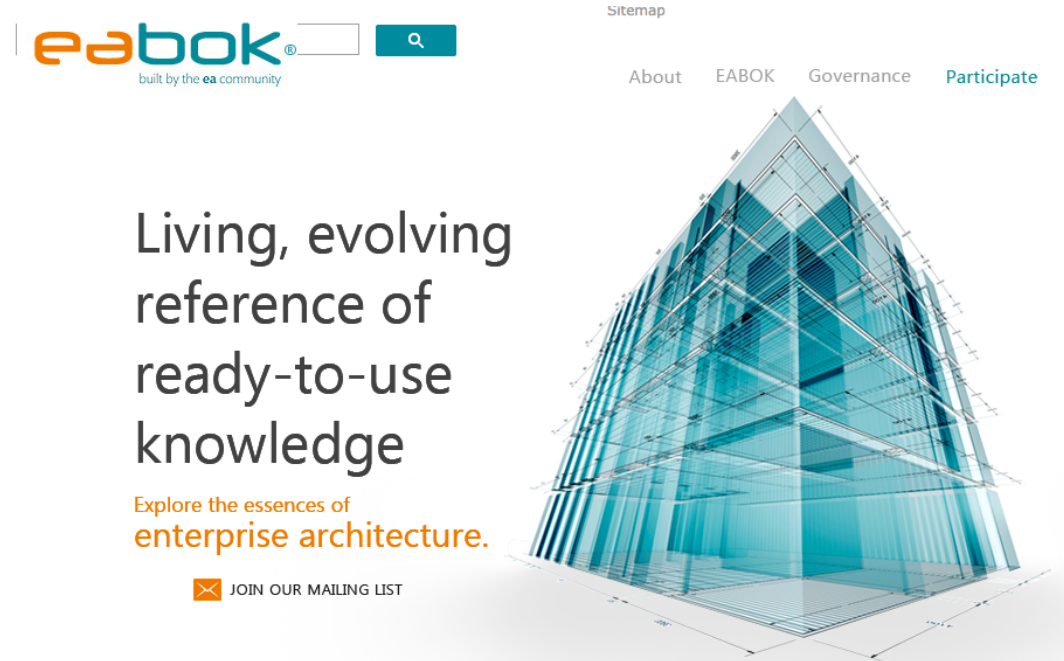
- ... the complete set of concepts, terms and activities that make up a professional domain...
- ... the accepted ontology for a specific domain.

Wikipedia



Goethe-Universität sculpture "Body of Knowledge" by Jaume Plensa

EA Body of Knowledge



What is Enterprise Architecture?

Enterprise Architecture analyzes areas of common activity within or between organizations, where information and other resources are exchanged to guide future states from an integrated viewpoint of strategy, business and technology.

What is the Enterprise Architecture Body of Knowledge?

The Enterprise Architecture Body of Knowledge (EABOK®) is a living, evolving reference of ready-to-use knowledge that describes the essence of enterprise architecture. To increase understanding, the components of this reference are organized, contextually linked, and visualized, and are intended to serve the EA community from novice to expert. [Learn more](#)

Recent Additions to the EABOK:

NEW Reference Architecture Description

"How to Make Business Architecture Adaptable to Organizational Change," by Sheila Cane and Carlos Martinez, MITRE

EABOK panel presentation at the Oct. 2014 EA Gov conference in Washington, D.C.

Tweets

[Follow](#)

EA Body of Knowledge
@eabok
Happy New Year! Big things are ahead in 2015 for the EABOK. Don't miss a thing – sign up for our free newsletter – bit.ly/1zvXSyl.

Tweet to @eabok

EABOK® Knowledge Areas

-  Planning an EA
-  Managing an EA
-  Developing an EA
-  Using an EA
-  Measuring the Impact of EA
-  Perspectives on EA
-  Glossary

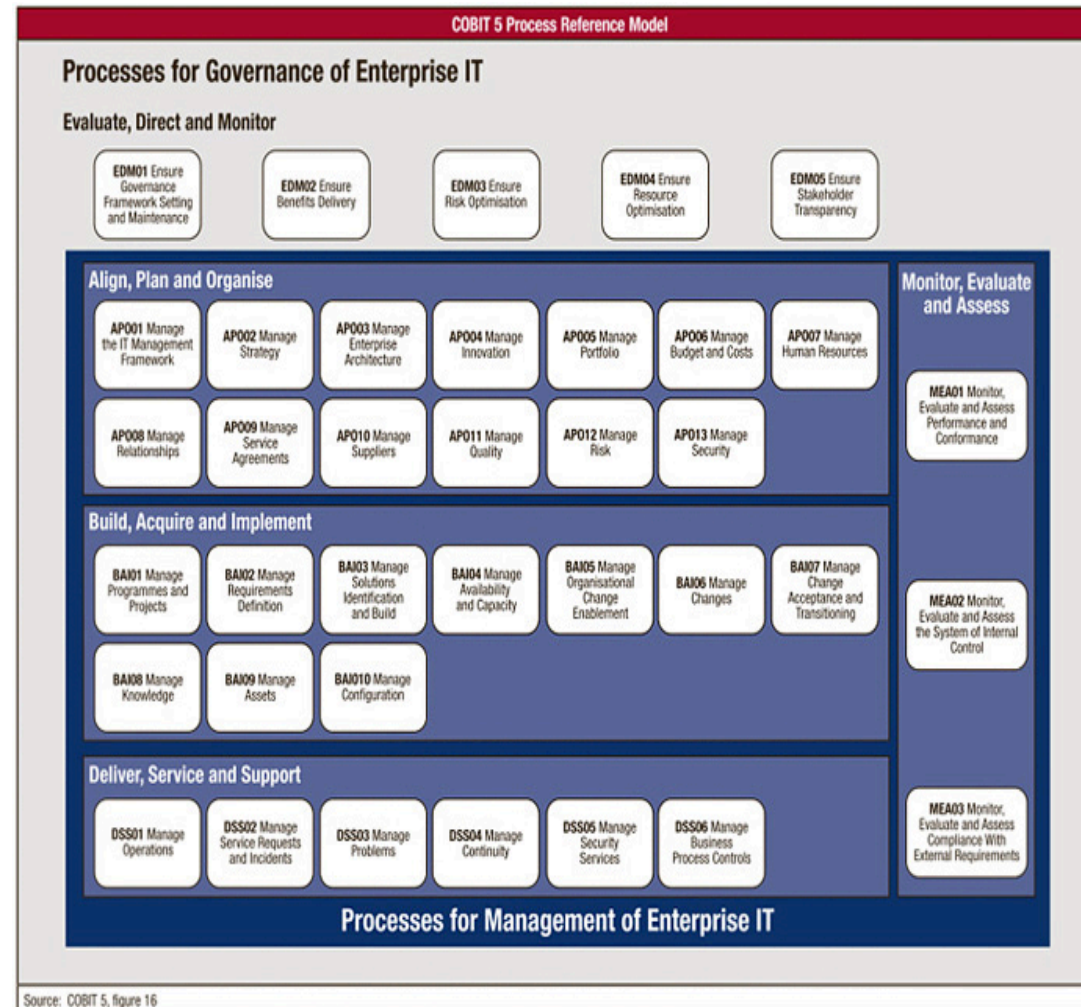
The [EABOK](#) provides a living, evolving reference of ready-to-use knowledge about EA. The EABOK is decomposed into five knowledge areas that roughly correspond to phases in the EA development lifecycle – **planning, managing, developing, using and measuring** the EA.

“[Enterprise Architects](#) analyze areas of common activity within or between enterprises or organizations, where information and other resources are exchanged to guide future states from an integrated viewpoint of strategy, business and technology.

The Enterprise Architecture is a **strategic tool** used to guide the investment decisions and technical direction of an organization necessary to fulfill its business imperatives.

The enterprise architecture is intended to help an organization evolve its business processes and IT capabilities from their current state to a desired, integrated future state within financial and technological constraints, thereby **strategically positioning the organization for the future.**”

Classic Enterprise Thinking: Plan, Build, Run

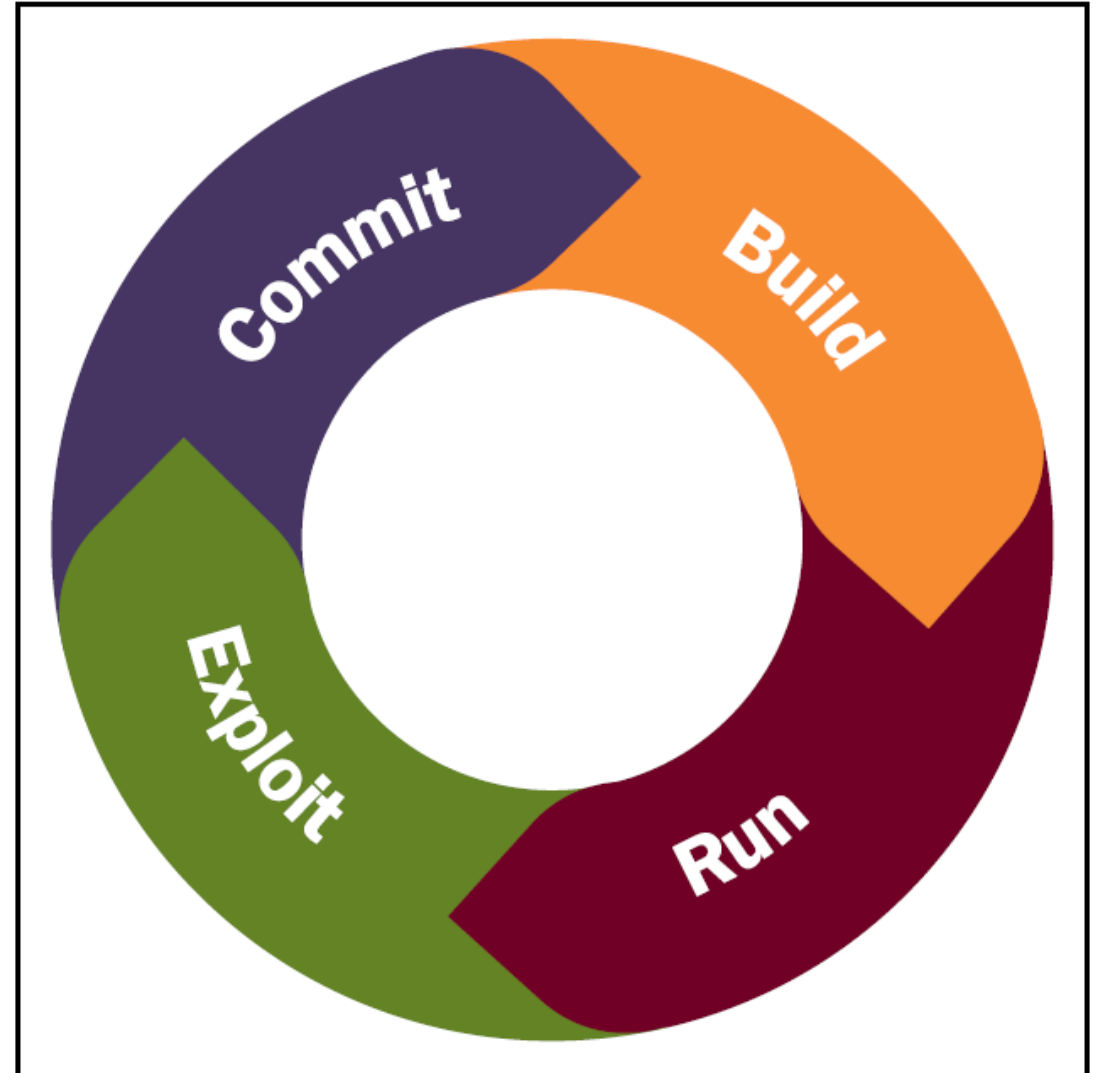


COBIT, ITIL, PRINCE2 are examples of Plan-Build-Run approaches.

Gartner/MIT: IT Value Creation Cycle

- The digital economy requires that firms build digitized platforms to provide a foundation for doing business
- An enterprise function must commit to using IT strategically and exploit the digitized platforms it builds and runs

Hunter & Westerman:
The Real Business of IT



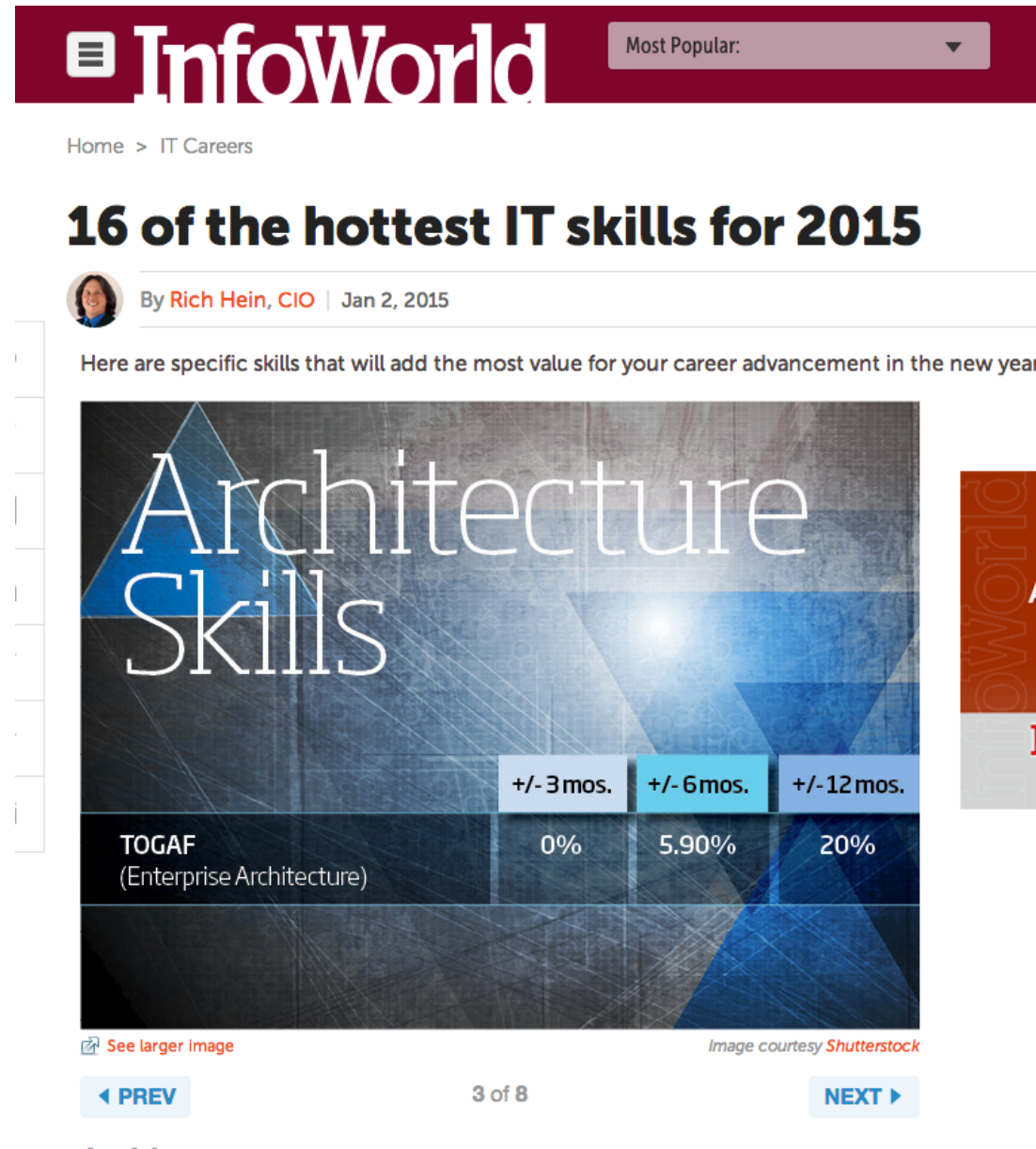


And so EA evolves ...

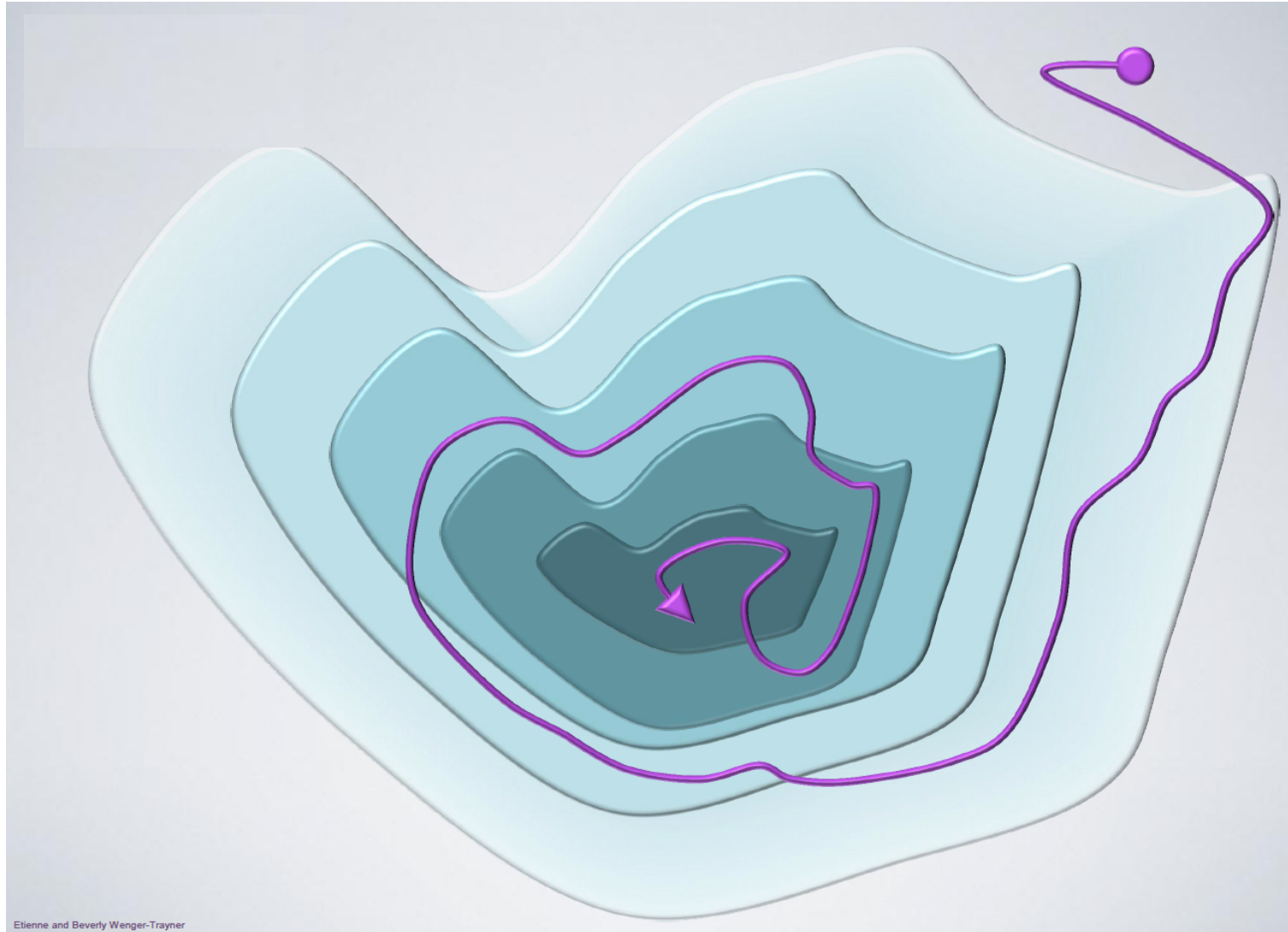
- Lean EA
- Agile EA
- Dynamic EA
- Outcome-Driven EA
- ...

The EA Body of Knowledge = Living, ever-evolving

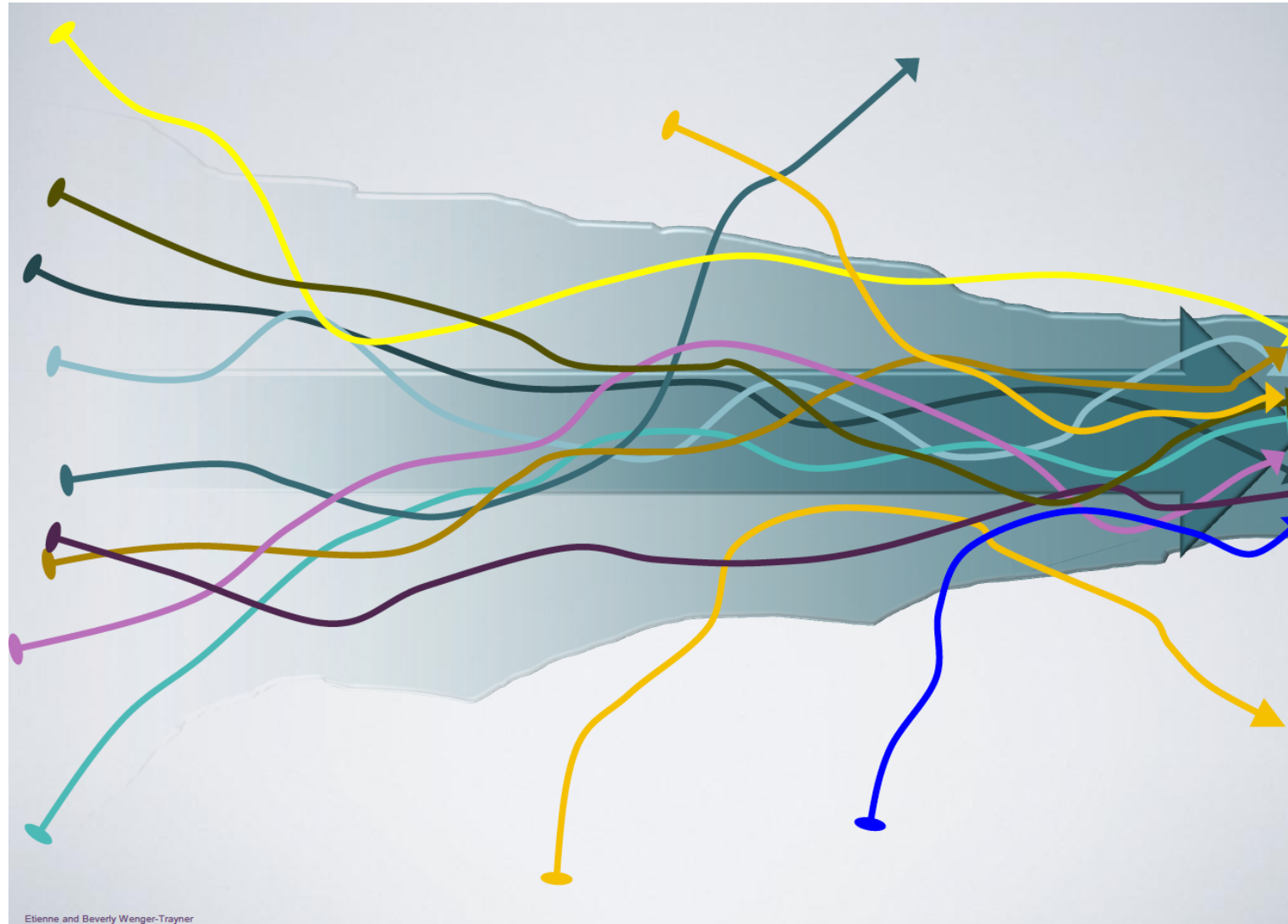
EA is "hot"



Learning EA: A journey into a community of practice



Architects are products of their social histories



Using Social Learning Theory

Etienne Wenger

(AI) -> Communities of Practice -> Social Theory of Learning

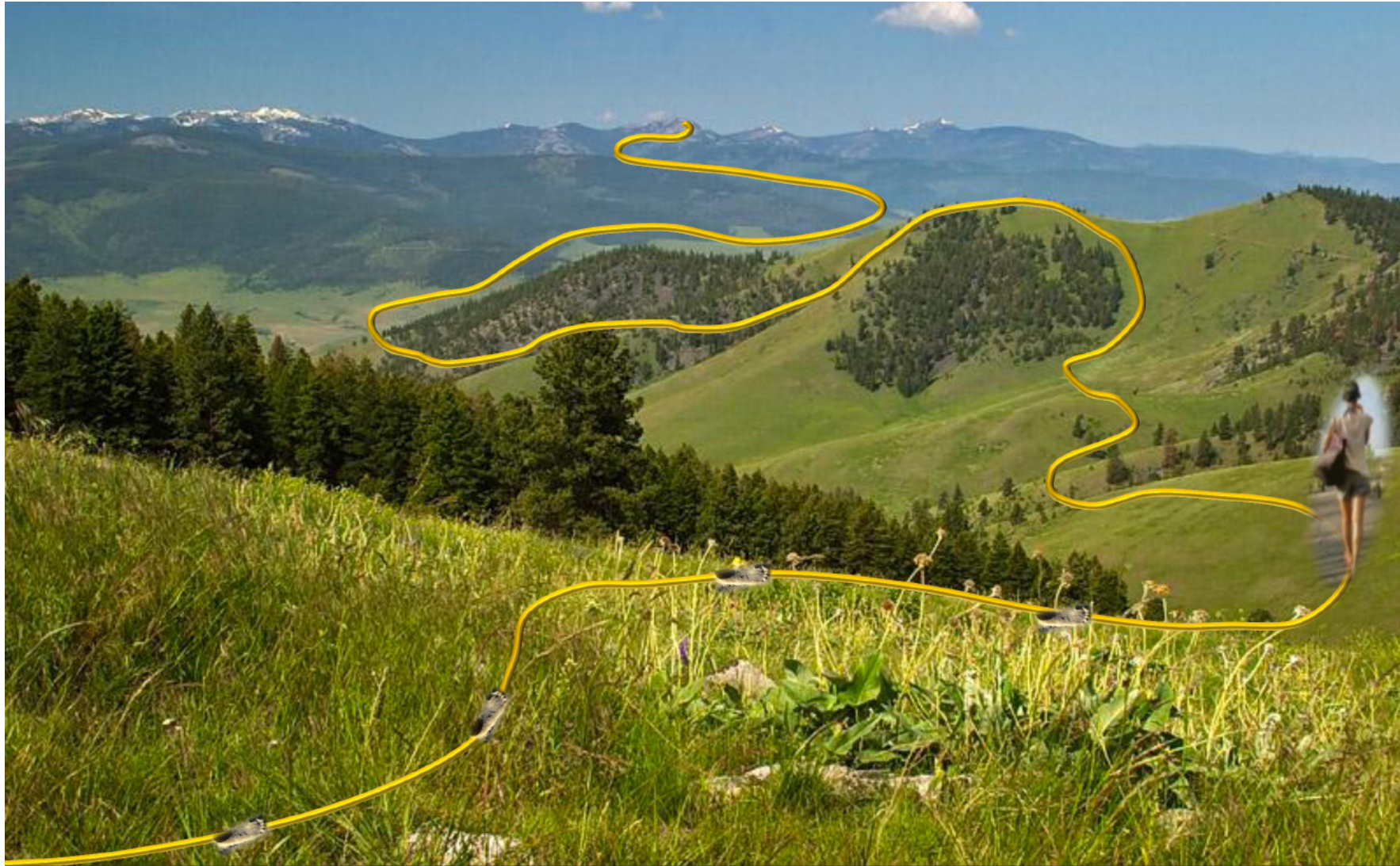
- Community
- Identity
- Practice
- Meaning



Wenger's Social Theory of Learning



**“Learning is a trajectory ...
...forming an identity across a landscape”**



One Version of EA?

- Community: Open Group + Association of Enterprise Architects
- Practice: (?) Archimate
- Meaning: TOGAF
- Identity: TOGAF Consultant

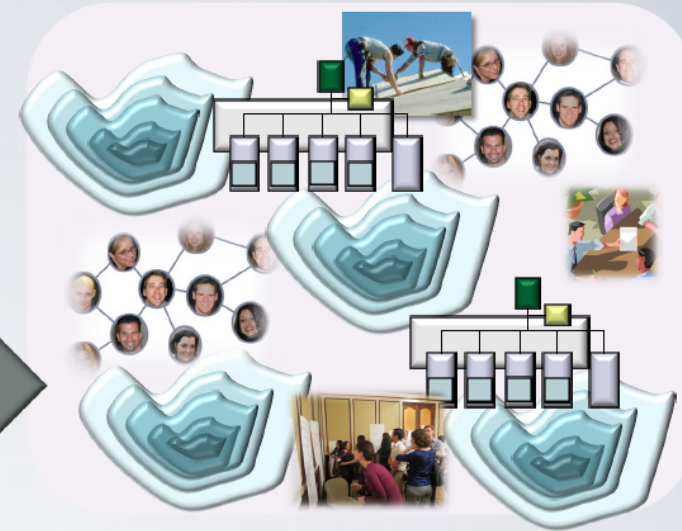
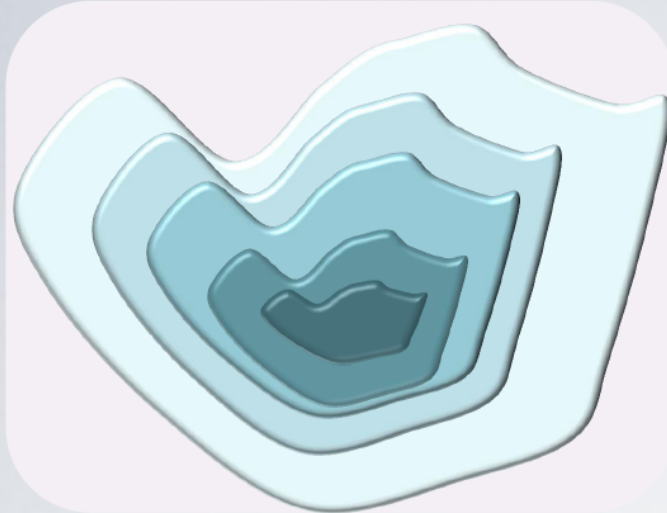
We need other trajectories too.

EA practice requirements

Competence

and

knowledgeability



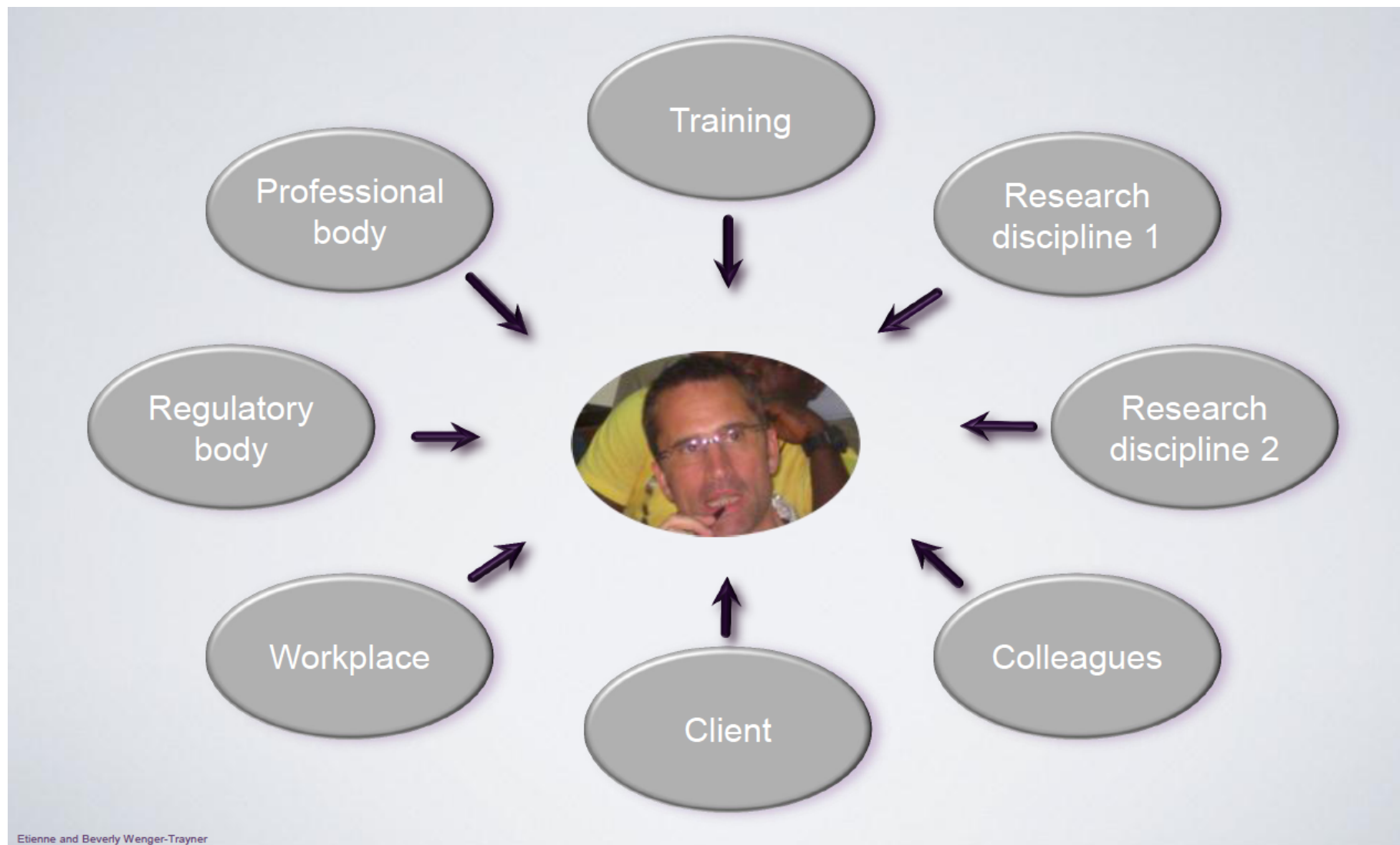
Defined within a community of practice

- Claims to competence negotiated in the politics of community formation

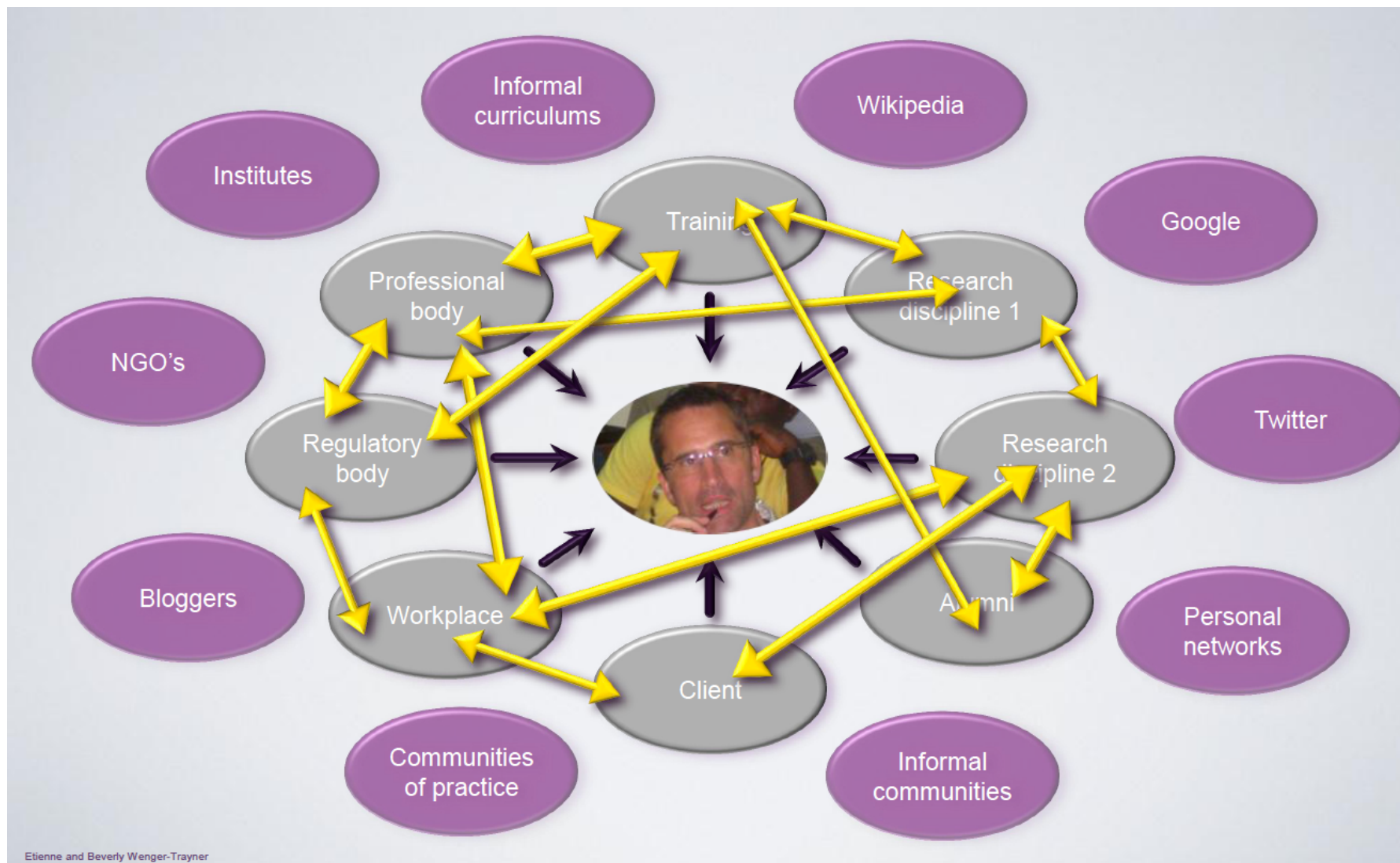
Defined in relation to a landscape of practice

- Claims to knowledgeability negotiated in the politics of landscapes of practice

Knowledgeability: Negotiating identity in a complex landscape

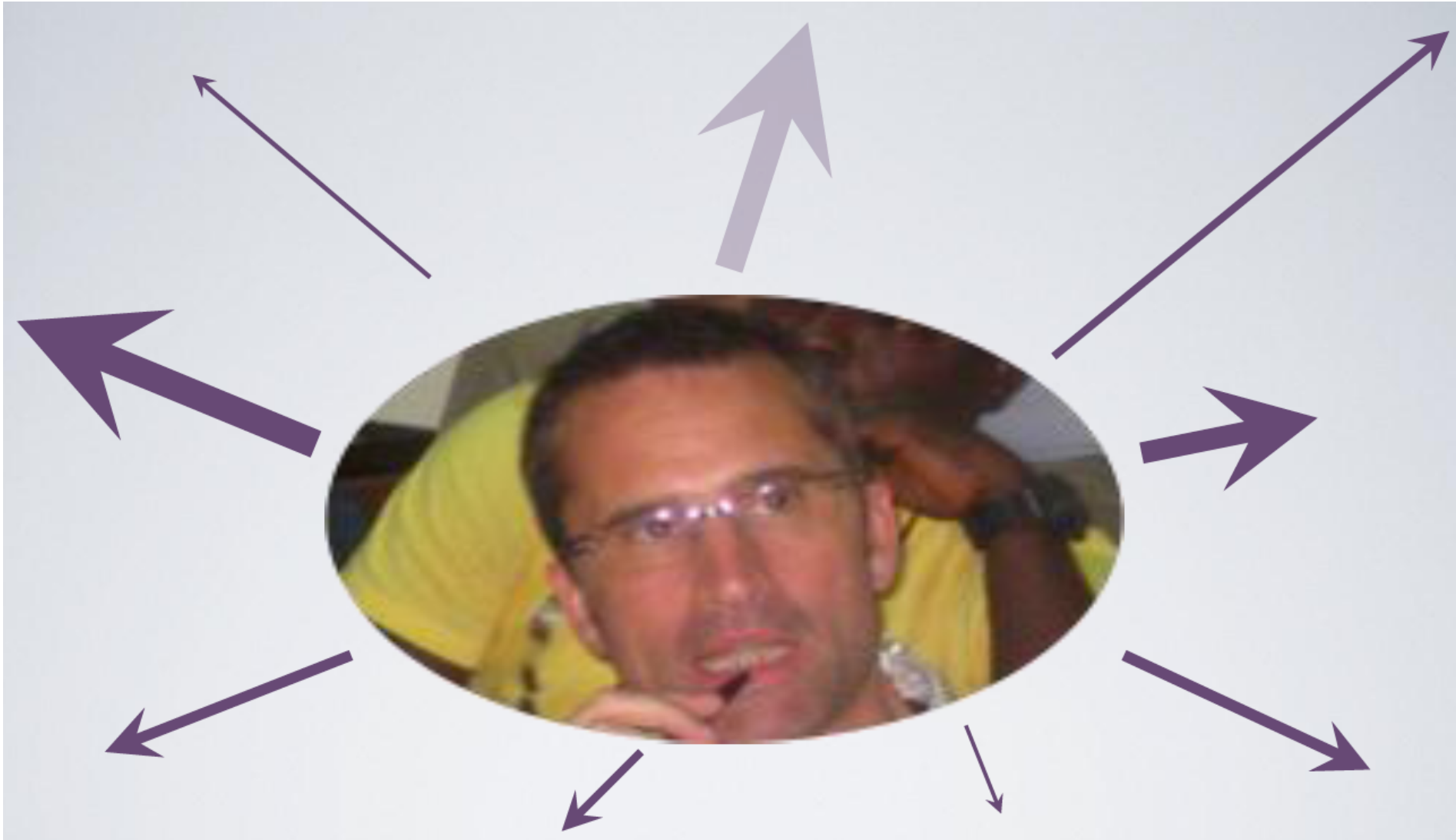


Increasing complexity

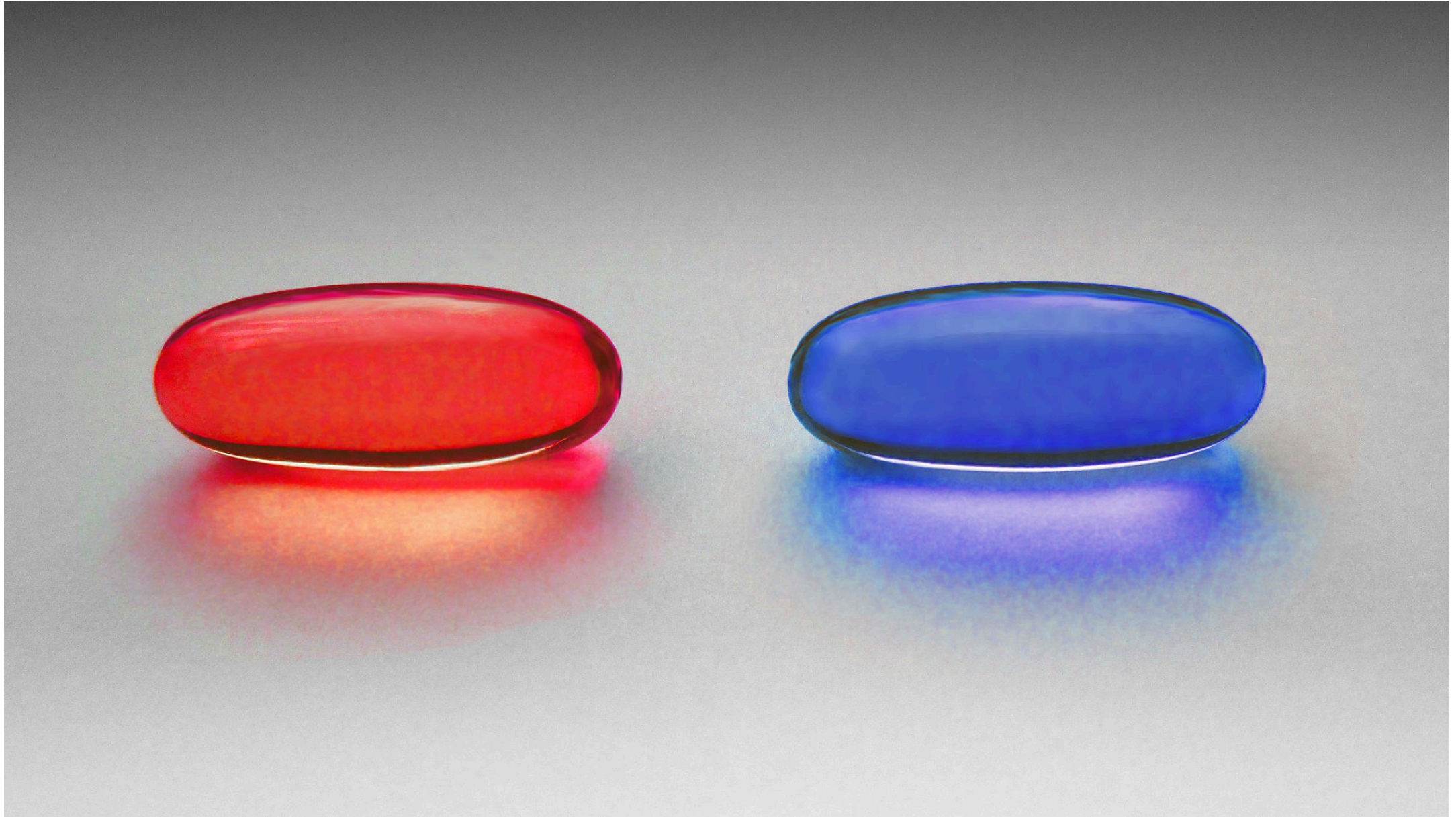


Modulation of identification

- a shift in the burden of identity



EA Identity?





Problem
Finding



Problem
Solving

Richard Sennett: The Craftsman

Gartner: Bimodality



Vanguard

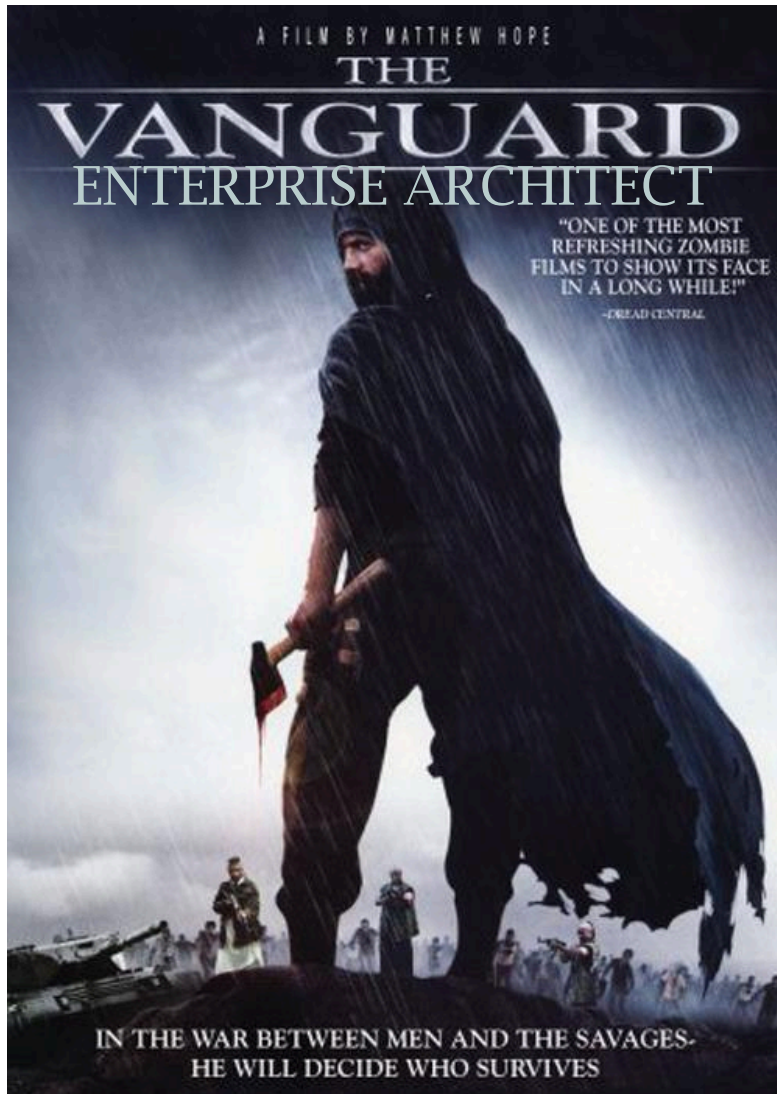
Vanguard enterprise architects, driving innovation with disruptive technologies



Foundation

Foundational enterprise architects, delivering systems of record and maintaining the (primarily technology) estate

Vanguard?

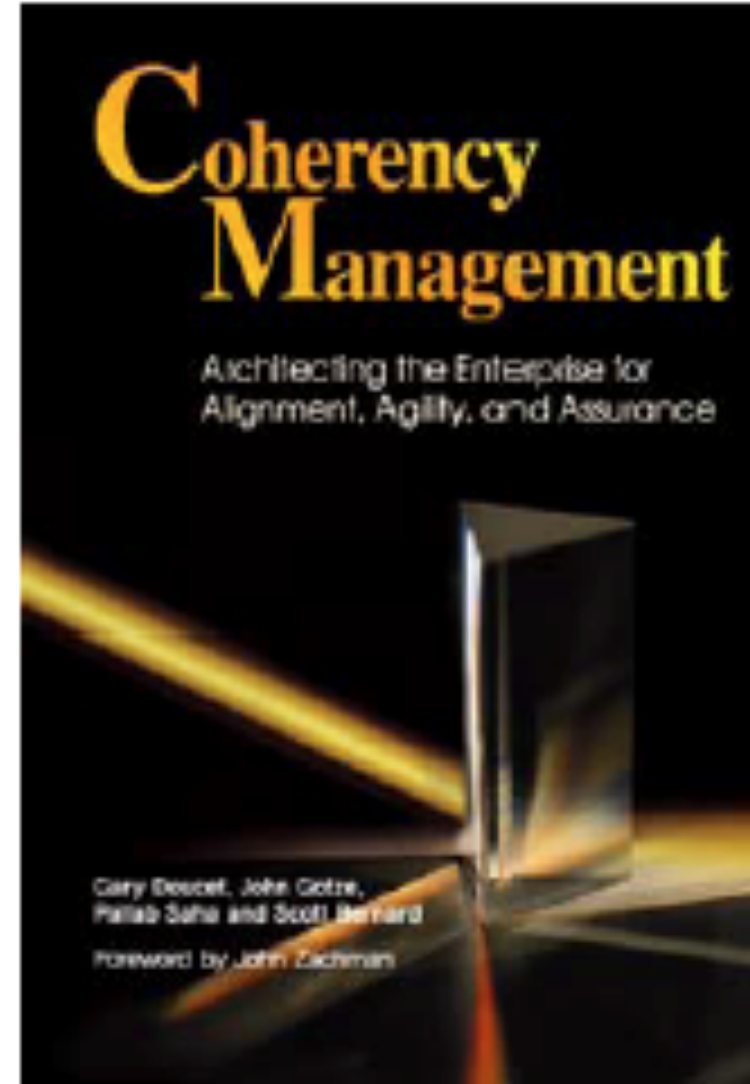


Supporting cast:

- "Technical Debt Collectors"
- "The Pace-Layerer"
- "The Mad Data Scientist"
- "The Ruthless Digitalizer"
- And other superheroes

The Many Enterprise Architects

- **Core enterprise architects:**
experts in enterprise architecture theory and practice.
- **Implicit enterprise architects:**
those who support enterprise architecture work.
- **Applied enterprise architects:**
those who define enterprise architecture requirements.





work together, get things done

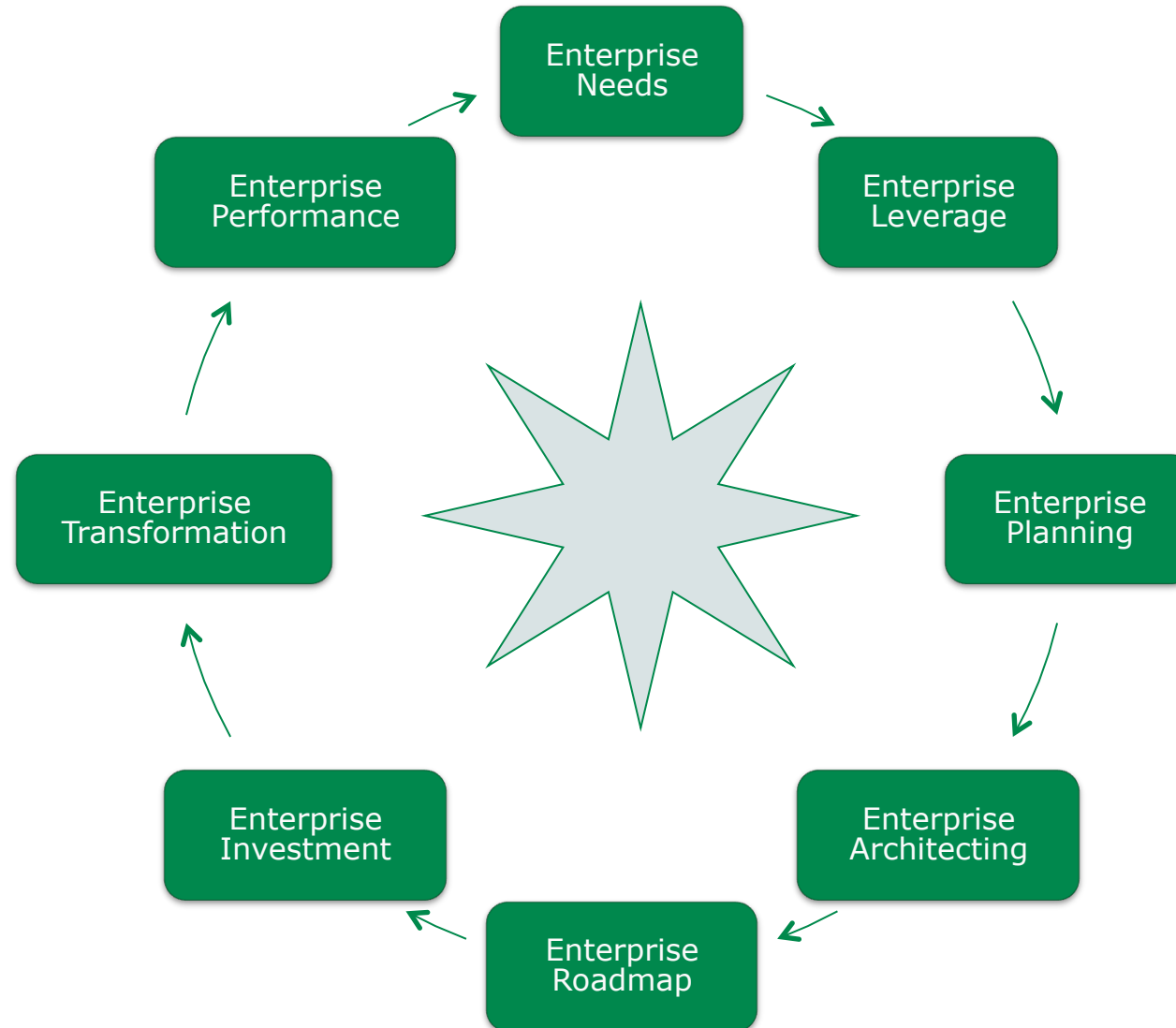
PLAN THE FUTURE

GET STARTED

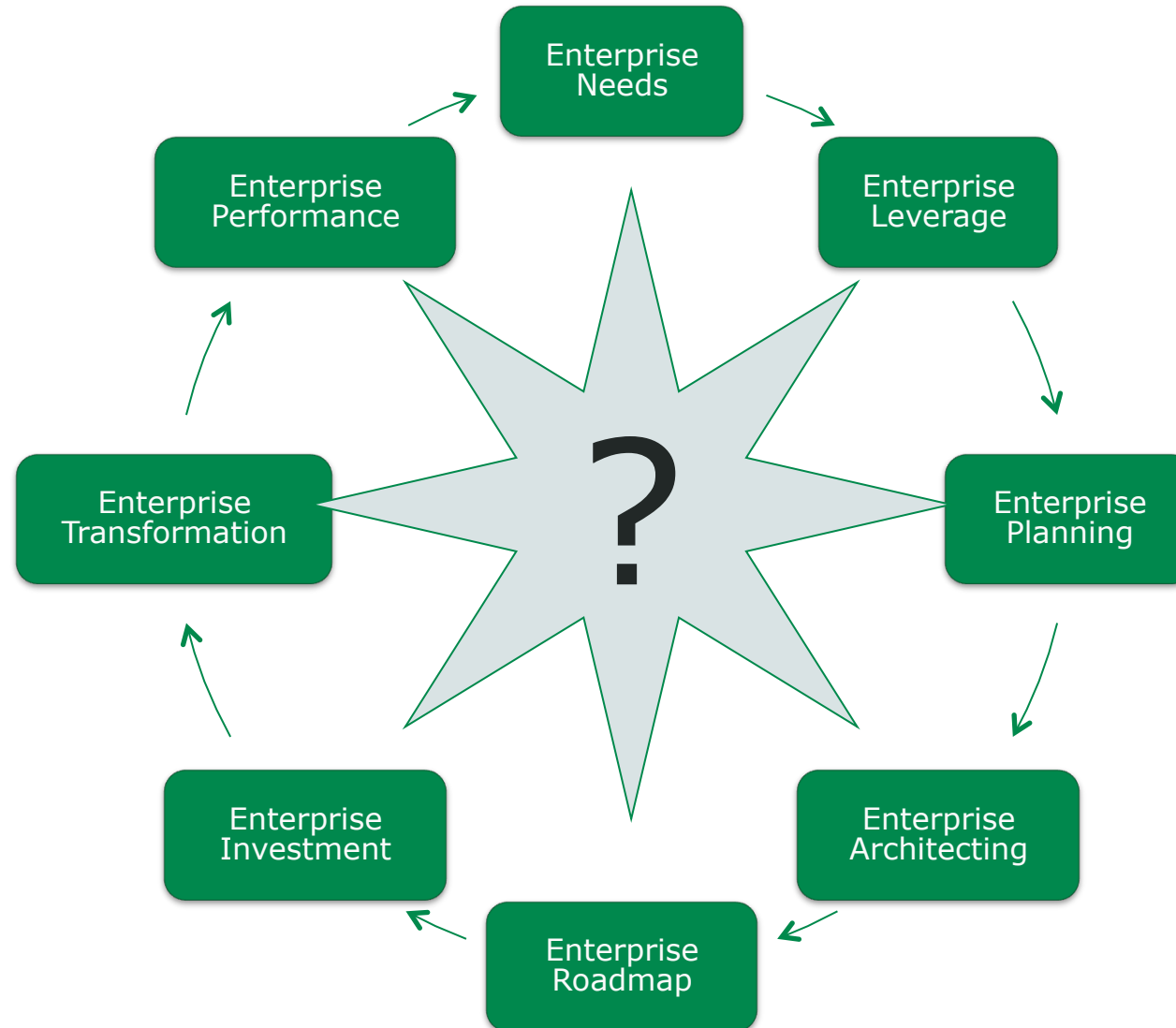


the planning institute

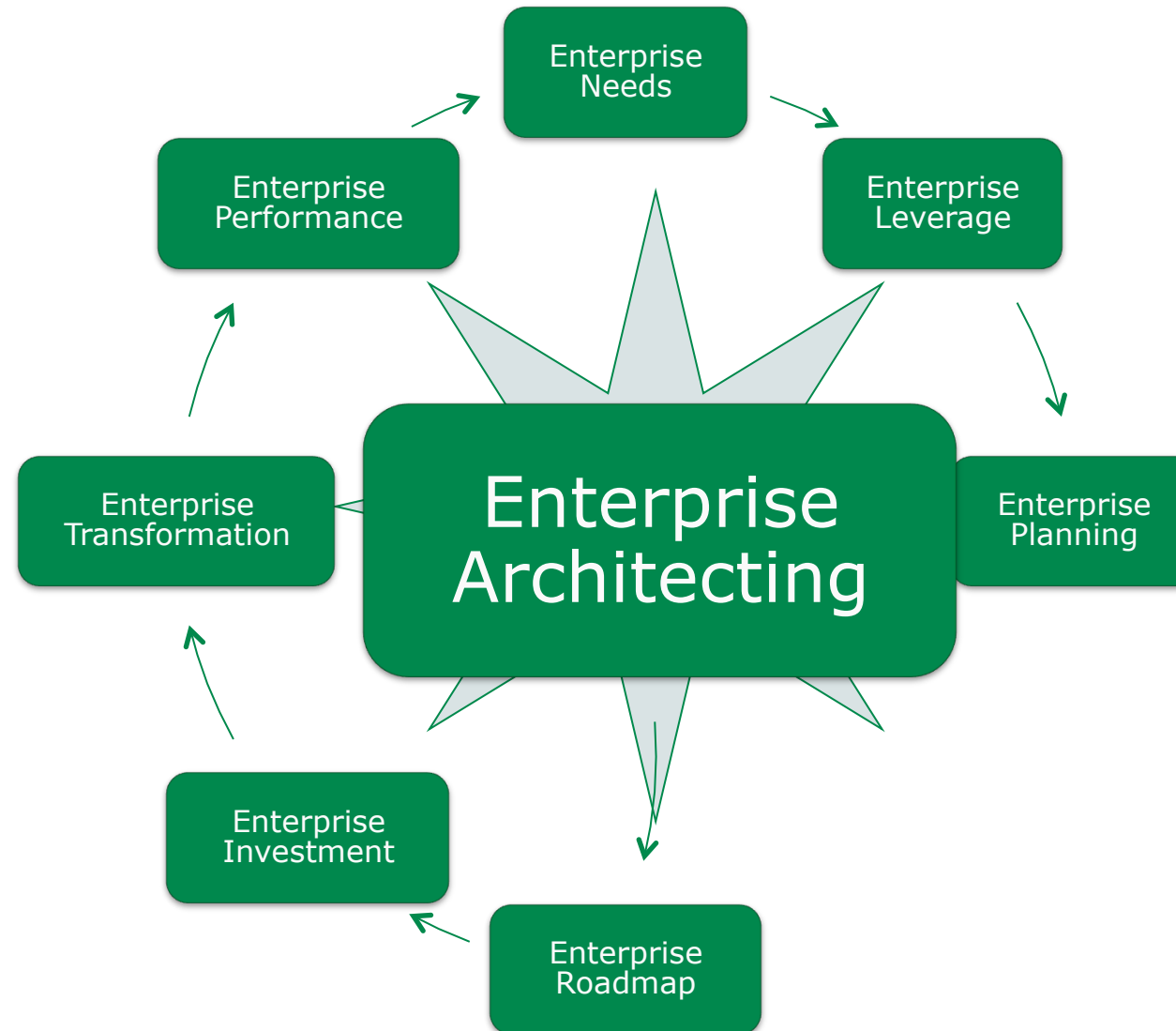
Enterprise as a Discipline



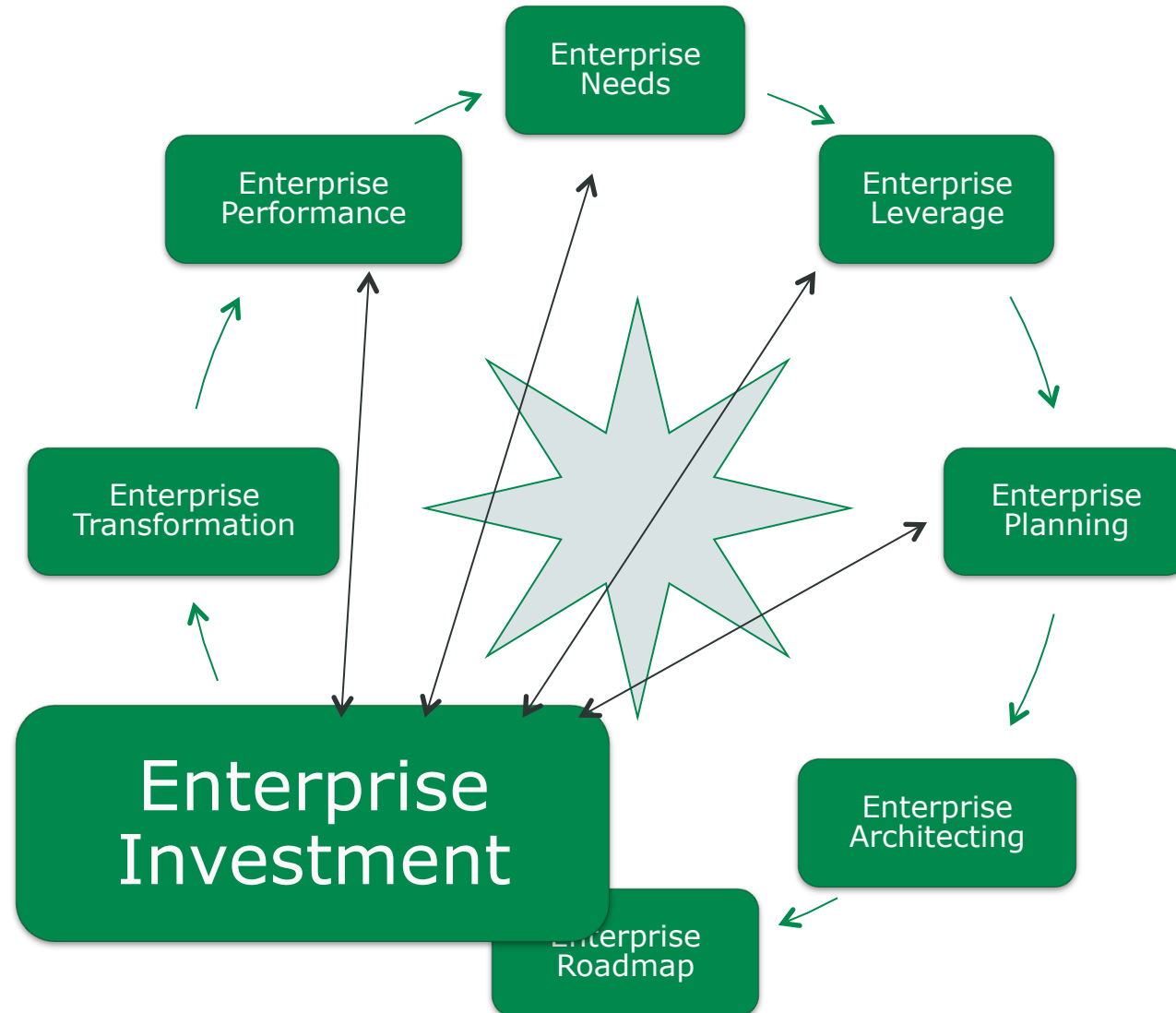
Enterprise as a Discipline



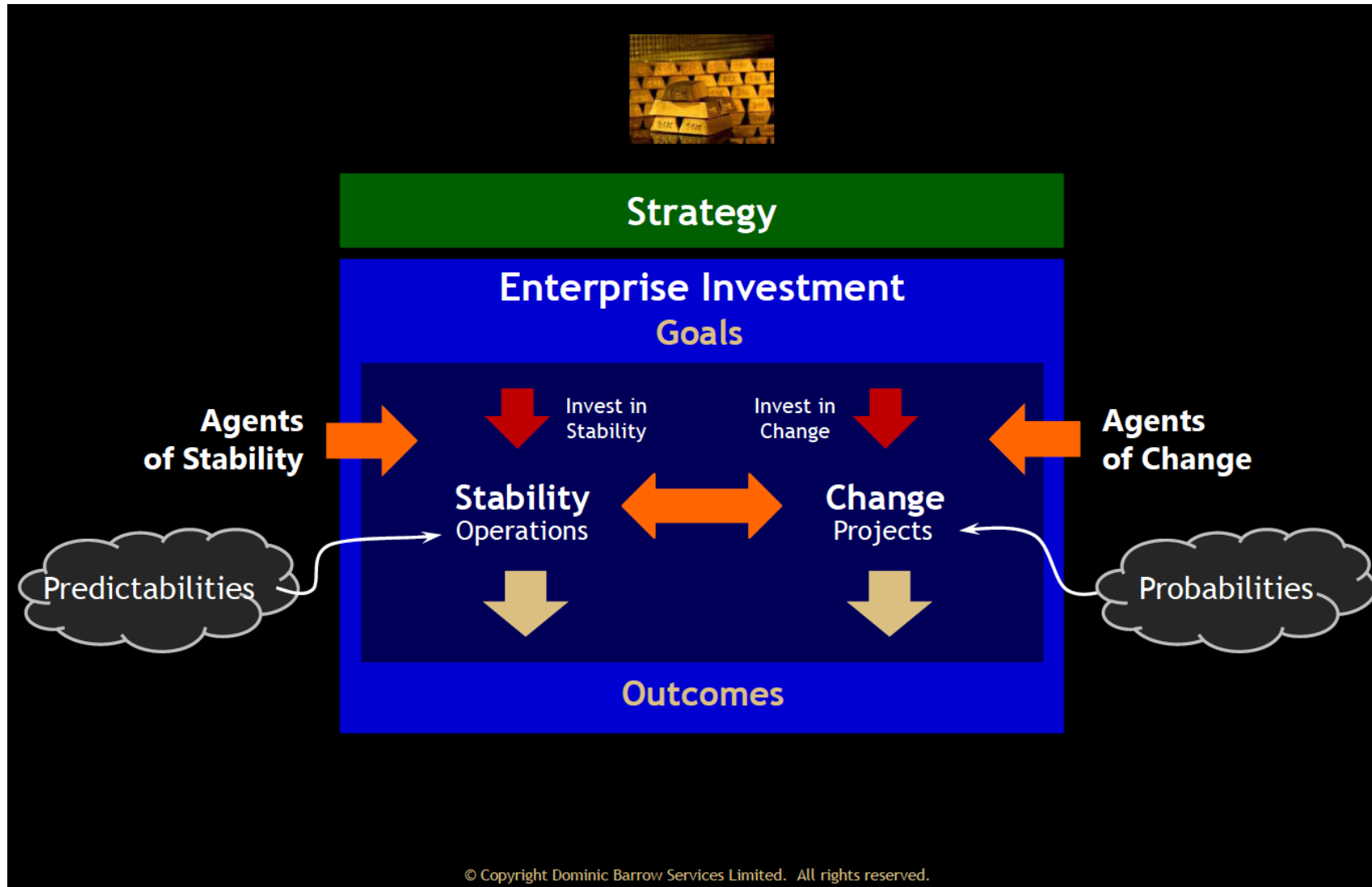
Enterprise Architecture



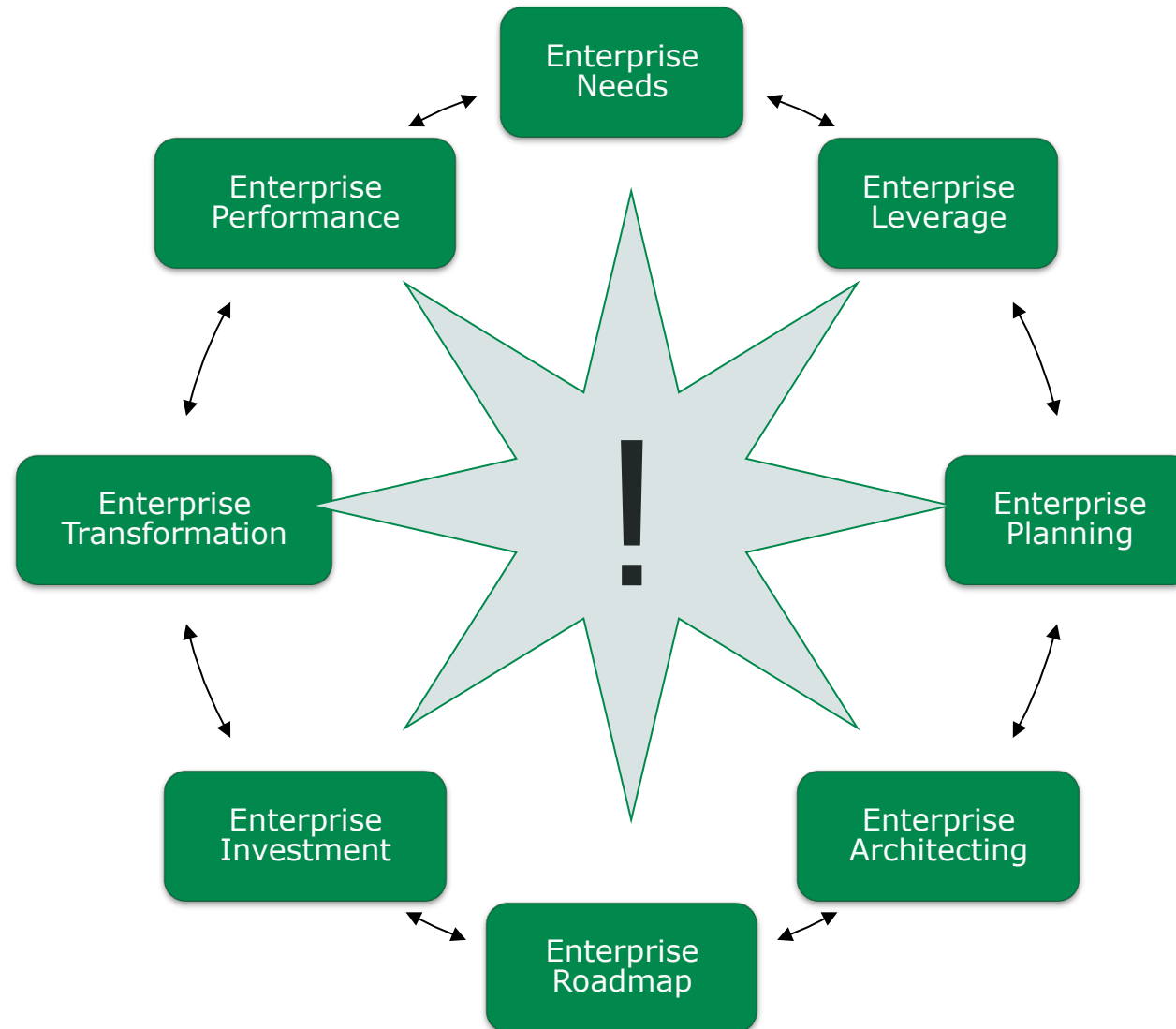
Enterprise Investment



Chris Potts: Enterprise Investment



Enterprise *is* a Discipline



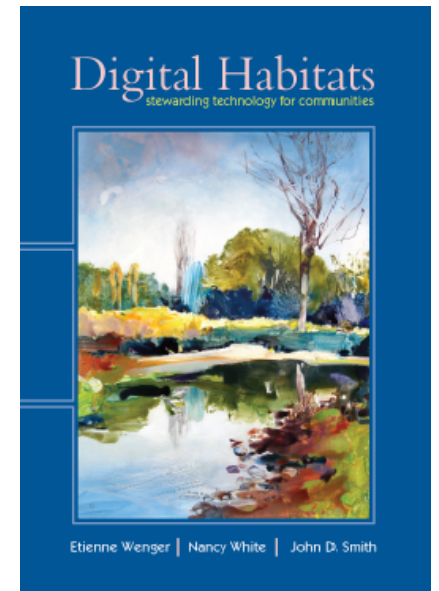
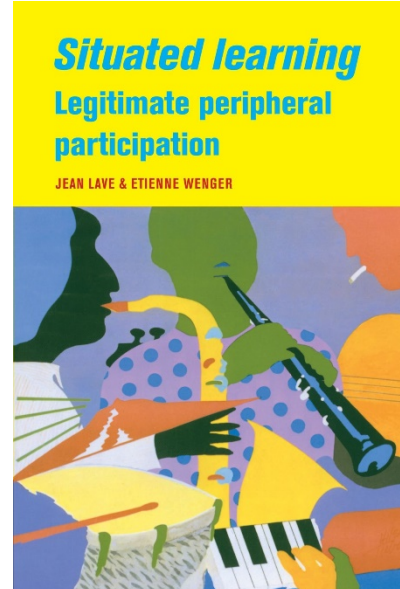
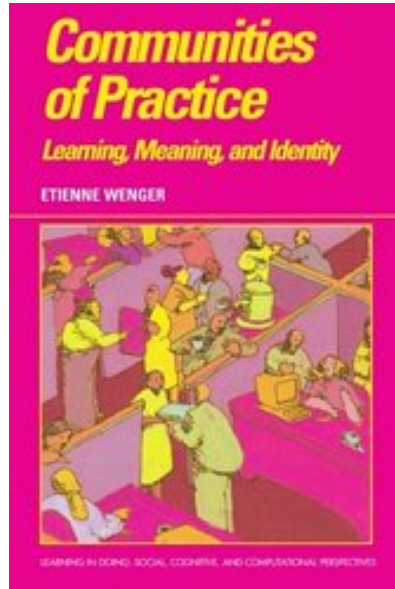
Further Readings

Social Theory of Learning

Etienne Wenger

Lectures:

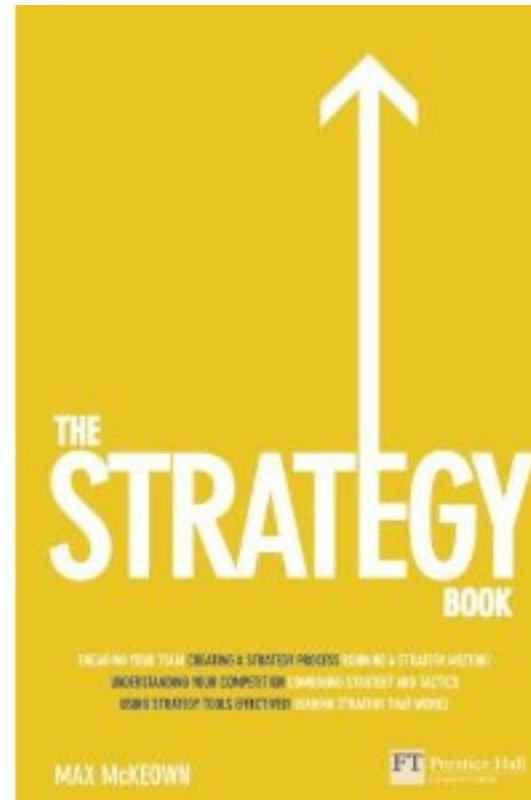
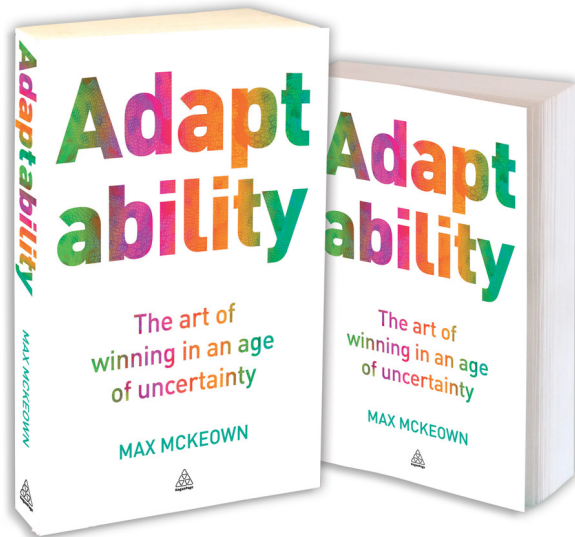
- <https://www.youtube.com/watch?v=qn3joQSQm4o>
- <http://goo.gl/IKBPiD>



Strategy and Innovation

Max McKeown

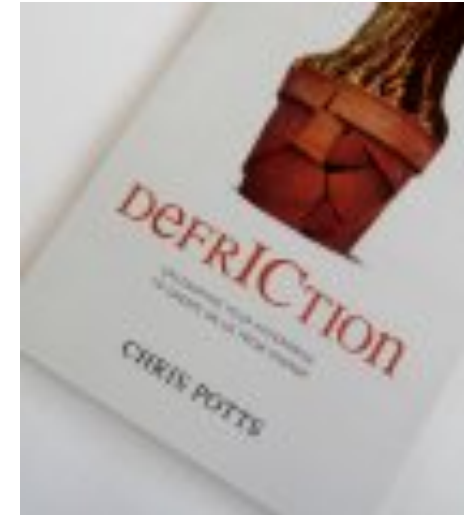
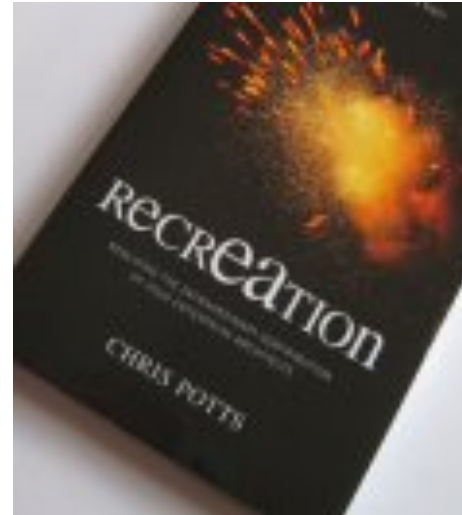
https://www.youtube.com/watch?v=YIYy_xOECgc



Chris Potts

Lectures:

- <https://www.youtube.com/watch?v=eRAhv2A6BEA>
- <https://www.youtube.com/watch?v=xcoK6Kqb6ao>



Thank You!

Join us at <https://coe.qualiware.com>