

Emerging Trends in Enterprise Architecture

John Götze

QualiWare Center of Excellence



#1 Enterprise Architecture Is Not Broken, But ...



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I write and consult on digital transformation in the enterprise.

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Is Enterprise Architecture Completely Broken?

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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.

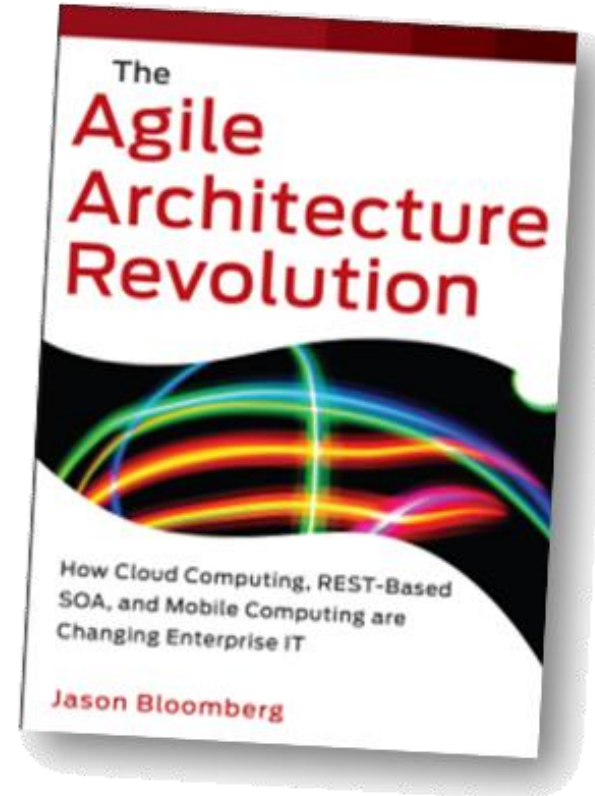
Makes you wonder: are there any Miltons in *your* organization?

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?

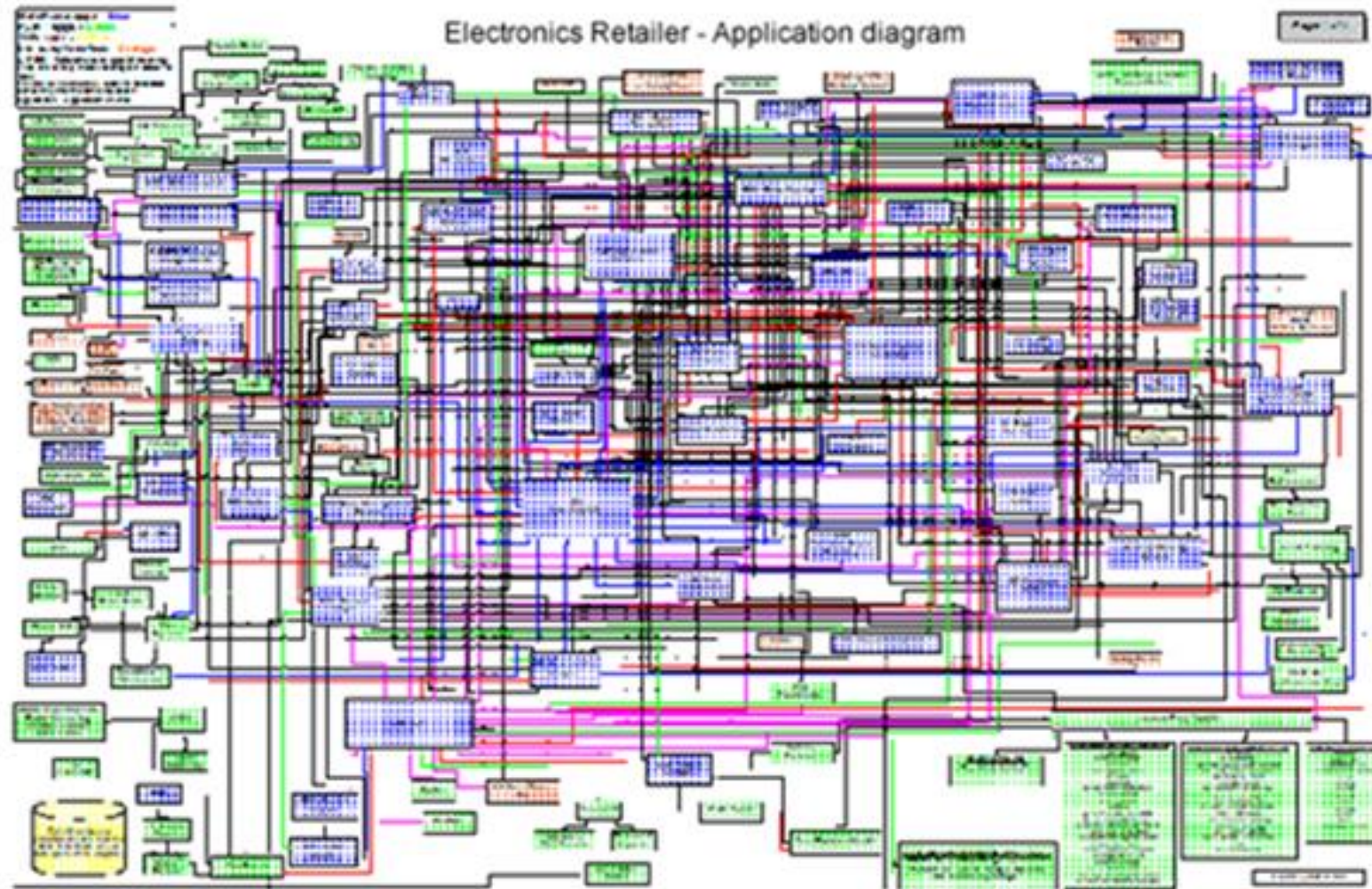


In fact, just what an Enterprise Architect is actually supposed to do is curiously still up for debate, more than 25 years after EA's invention. Common

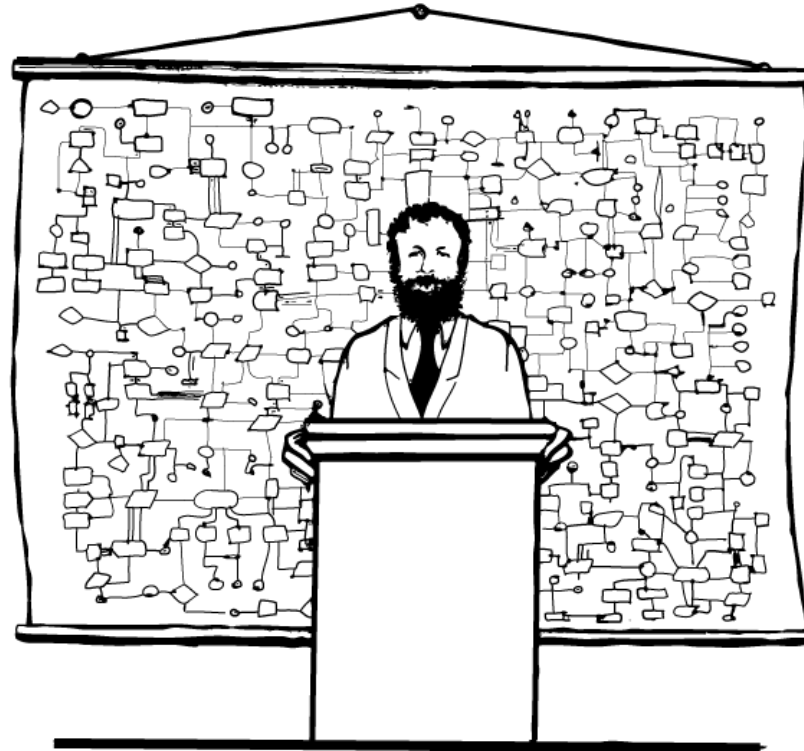


Cookies on Forbes

Hmm...



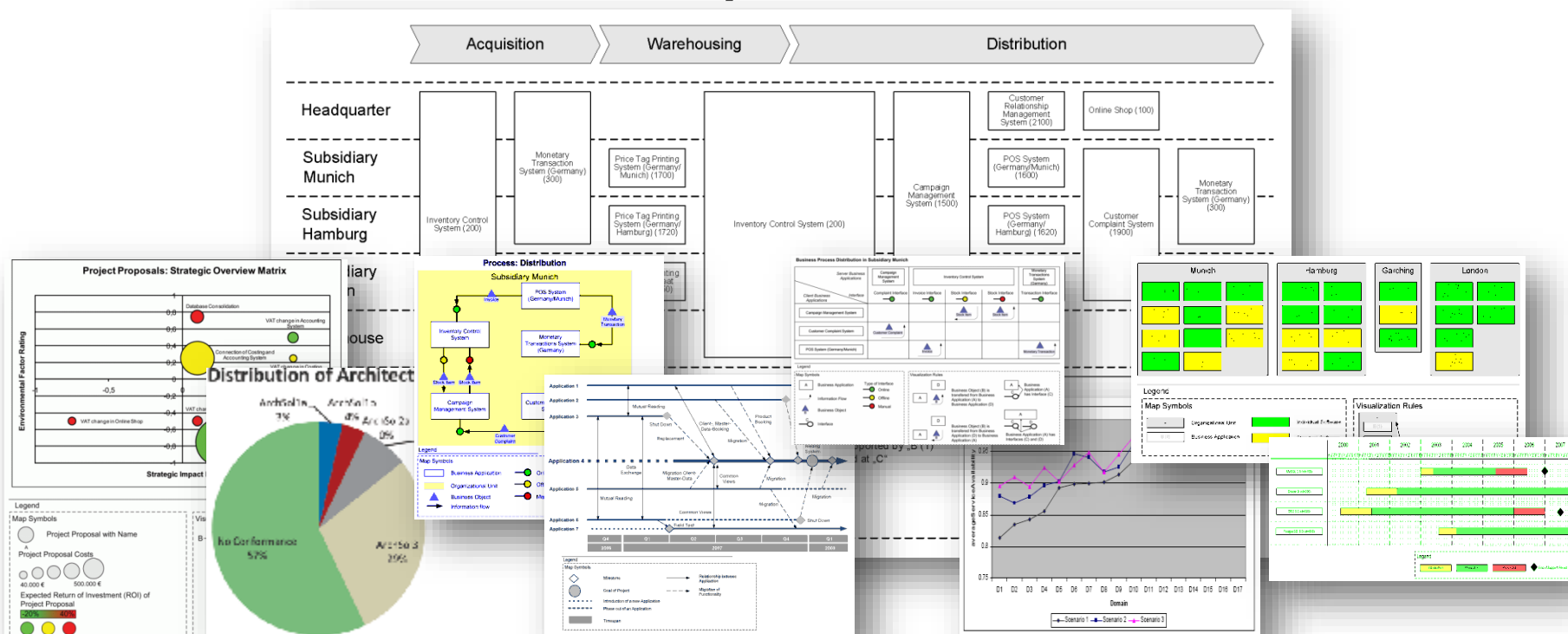
Communicating With Models



“Now that you have an overview of the system,
we’re ready for a little more detail”

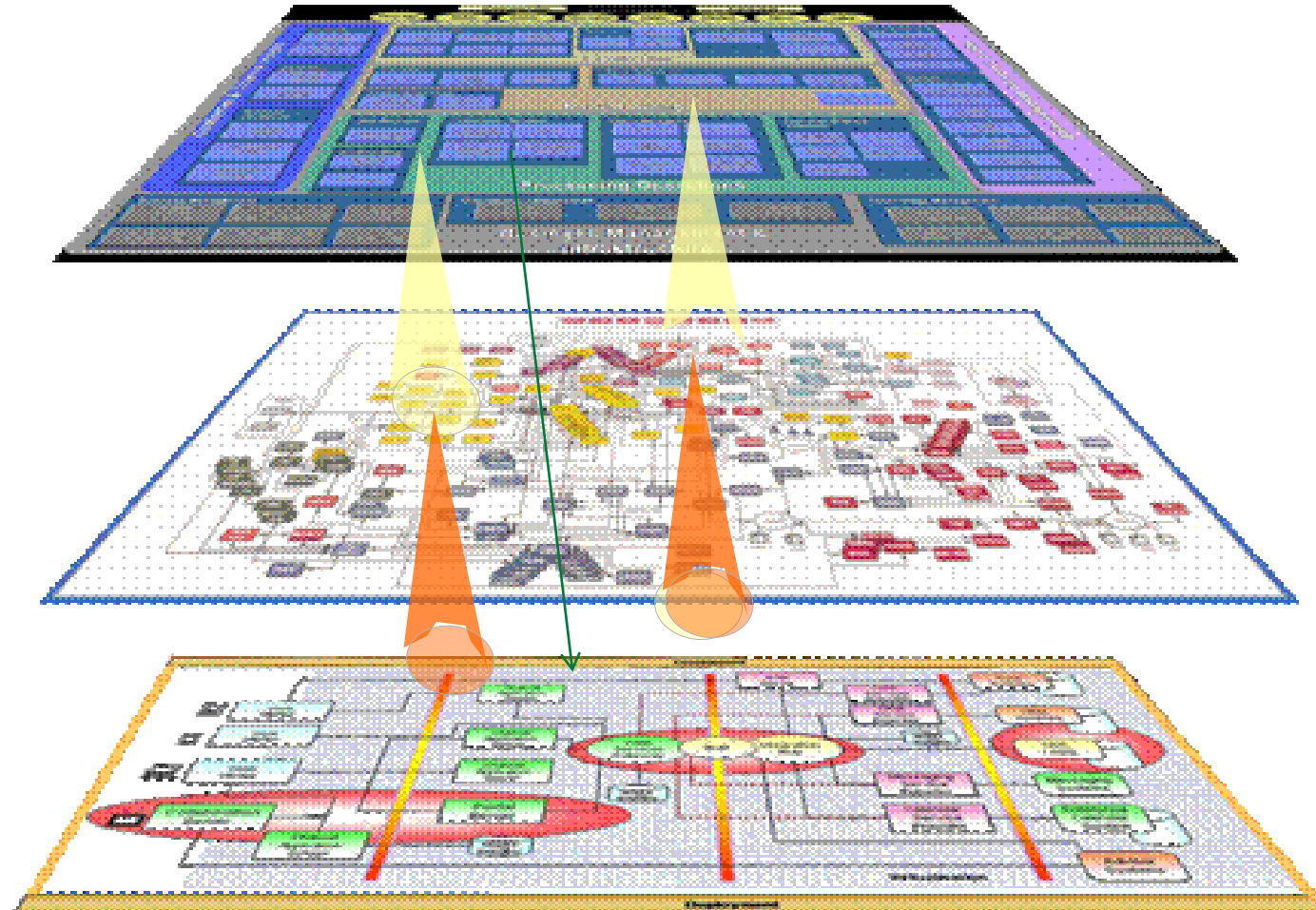
“An enterprise architecture has to be visualized to make it accessible to different stakeholders”

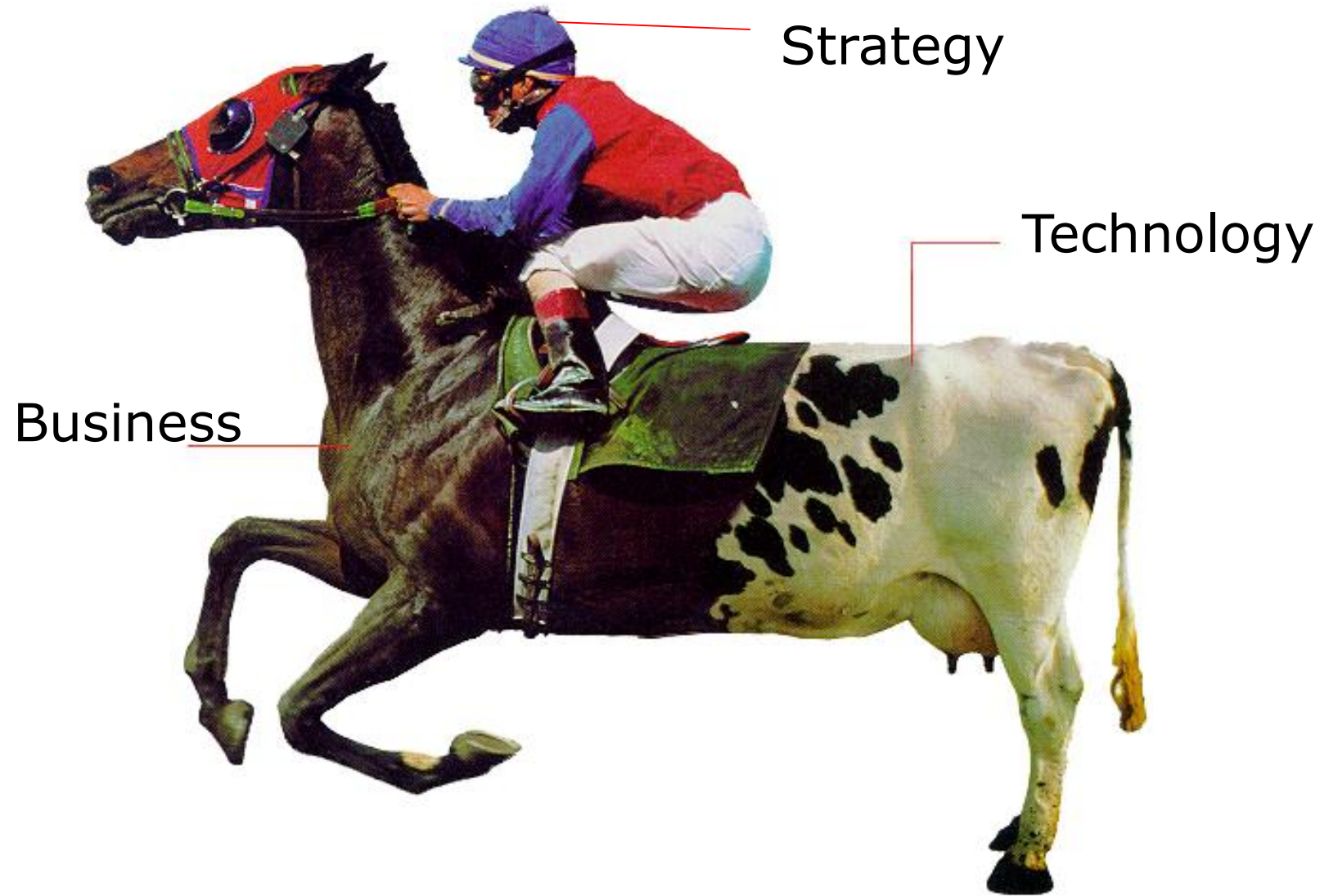
Prof. Florian Matthes, TU Munich



#2 E(A)lementary, My Dear Watson!

Line of Sight

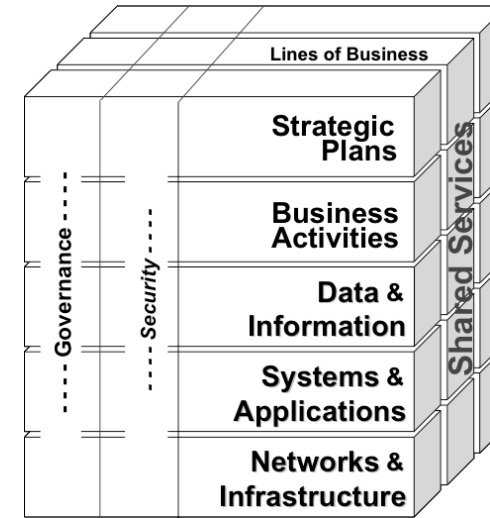
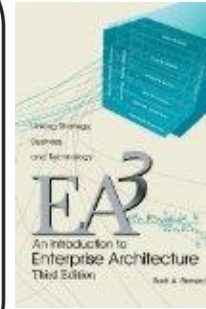
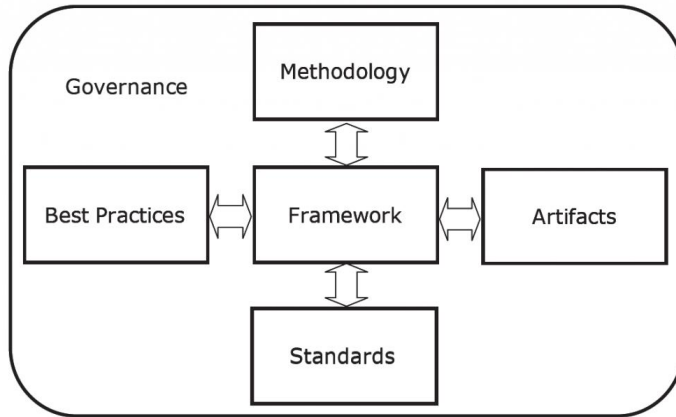




$$EA = S + B + T$$

The EA³ Cube Approach

EA = Strategy + Business + Technology



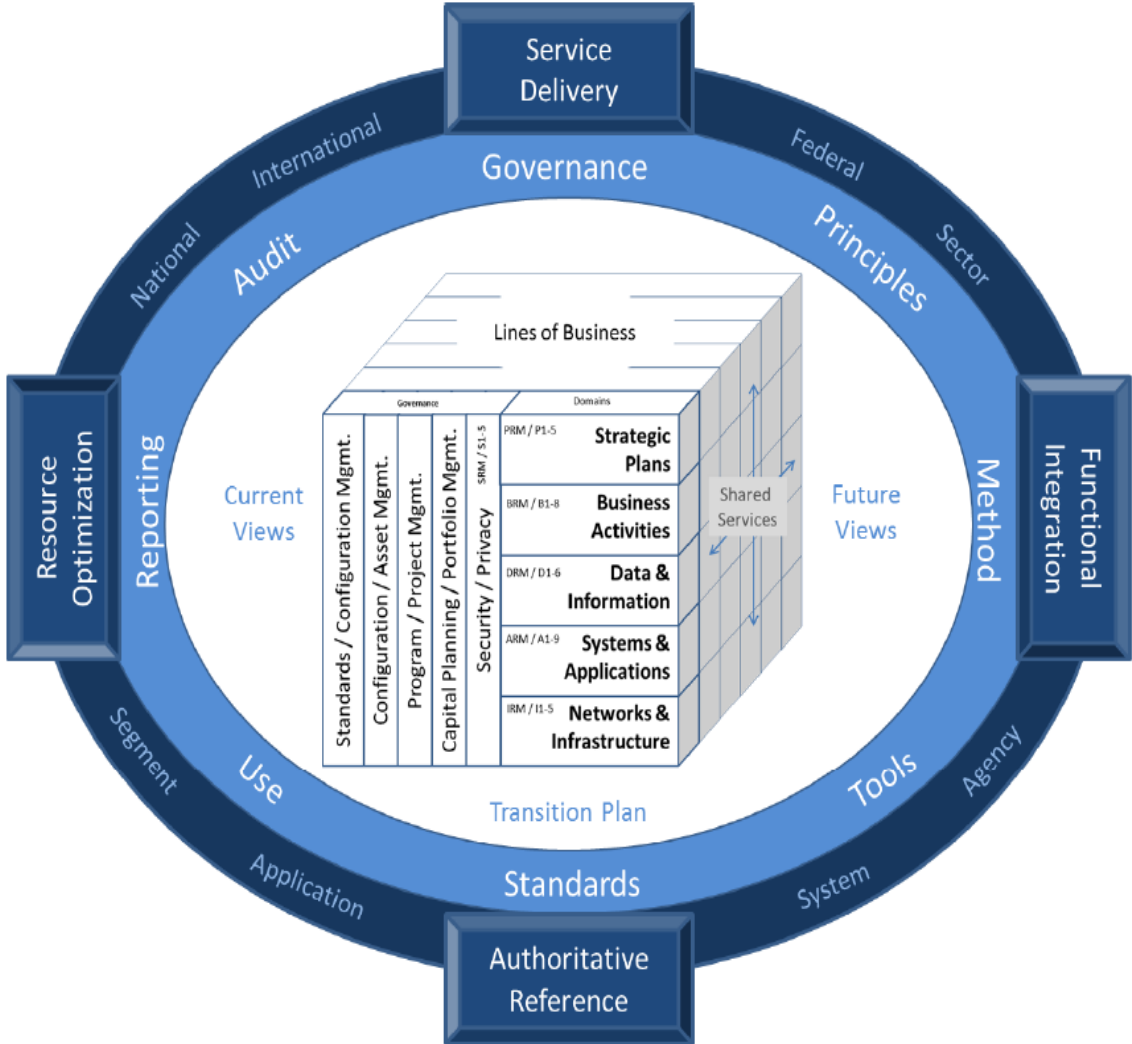
Dr Scott Bernard
US Federal Chief Architect

Carnegie Mellon

Institute for Software Research International · School of Computer Science

Enterprise Architecture Repository						
Current EA Views	Goals & Initiatives	Products & Services	Data & Information	Systems & Applications	Networks & Infrastructure	Security Solutions
High Level View	Strategic Plan	Business Plan	Knowledge Warehouse	Business Systems	Wide Area Network	Security Program
Mid Level View	Goals & Initiatives	Business Processes	Information Flows	Support Systems	Local Area Network	System Certifications
Detailed View	Performance Measures	Investment Portfolio	Data Dictionary	Application Inventory	Buildings & Equipment	Data Privacy

FEAF-II



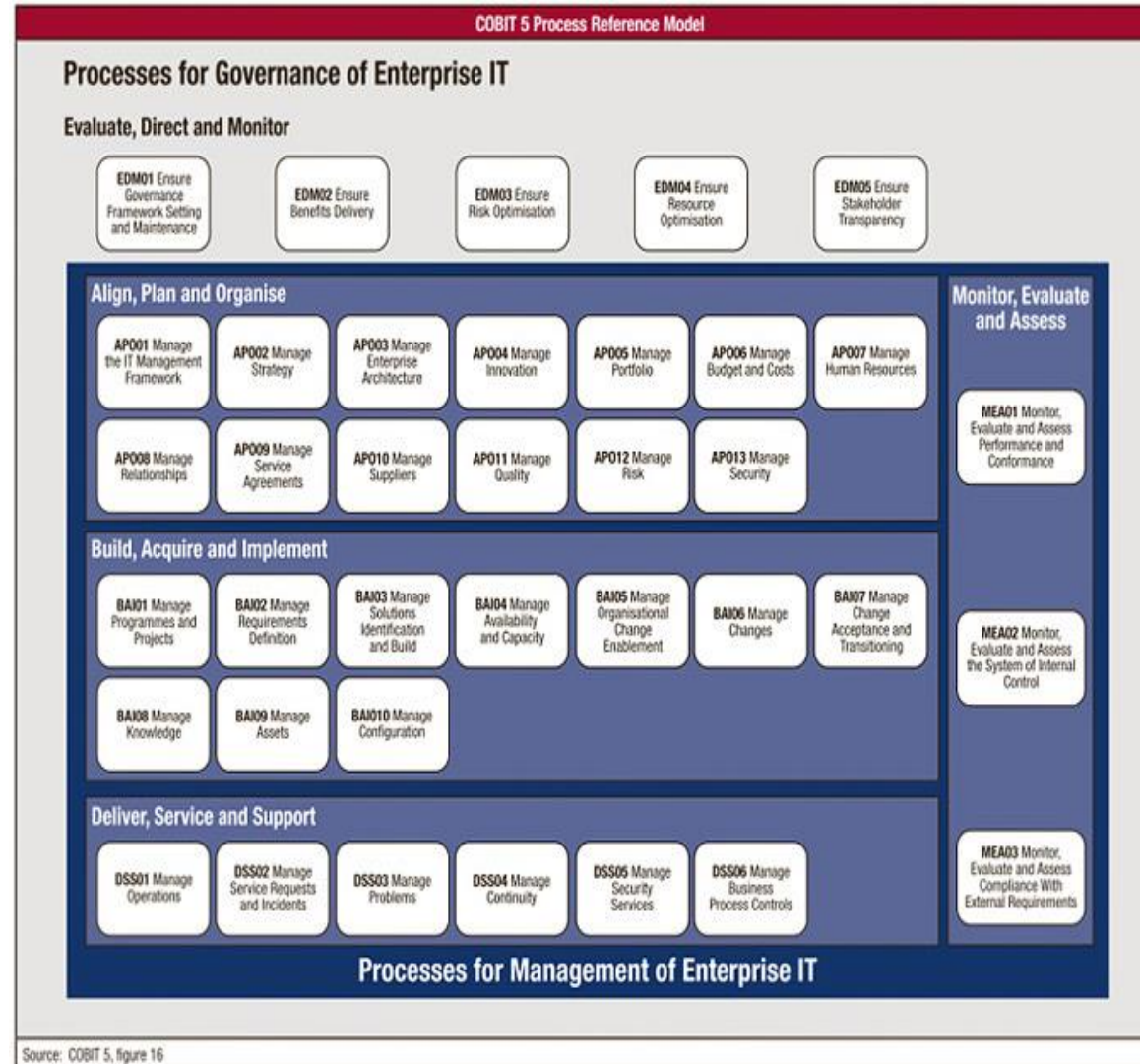
*"The role of an enterprise architect is to help **facilitate and support a common understanding of needs**, help formulate **recommendations to meet those needs**, and facilitate the development of a plan of action that is grounded in an **integrated view** of not just technology planning, but the **full spectrum of planning disciplines** to include mission/business planning, capital planning, security planning, infrastructure planning, human capital planning, performance planning, and records planning."*

Memo from US Federal CIO VanRoekel (May 2012):

http://www.cio.gov/documents/SharedApproachMemo_0502.pdf

#3 Beyond Plan-Build-Run

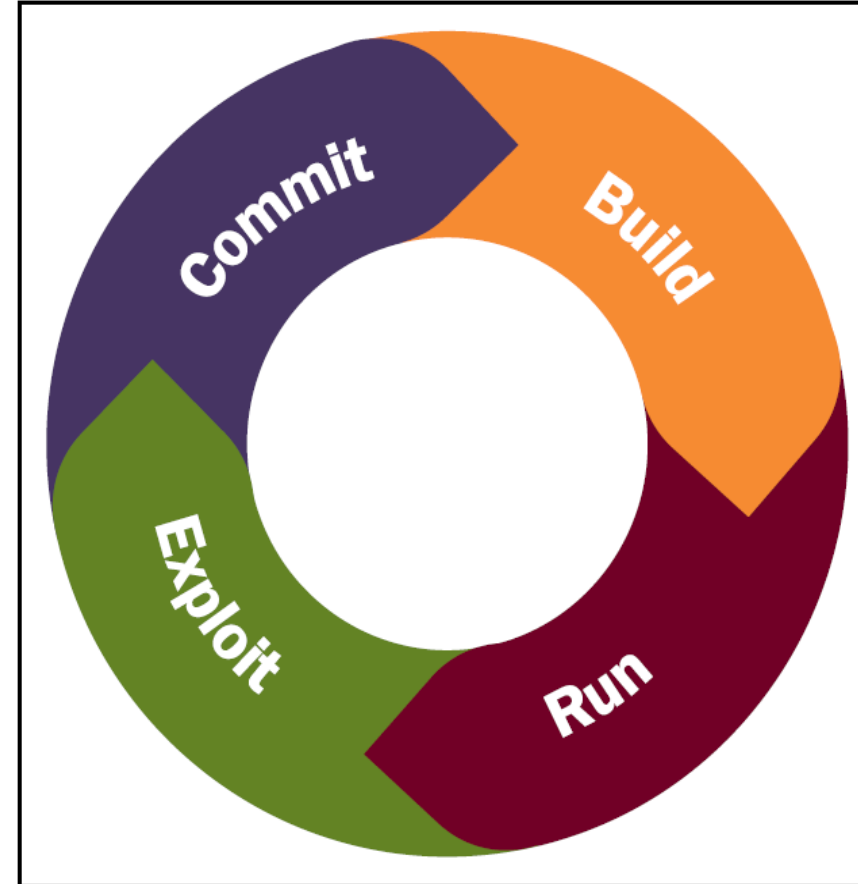
Classic Enterprise Thinking: Plan, Build, Run



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

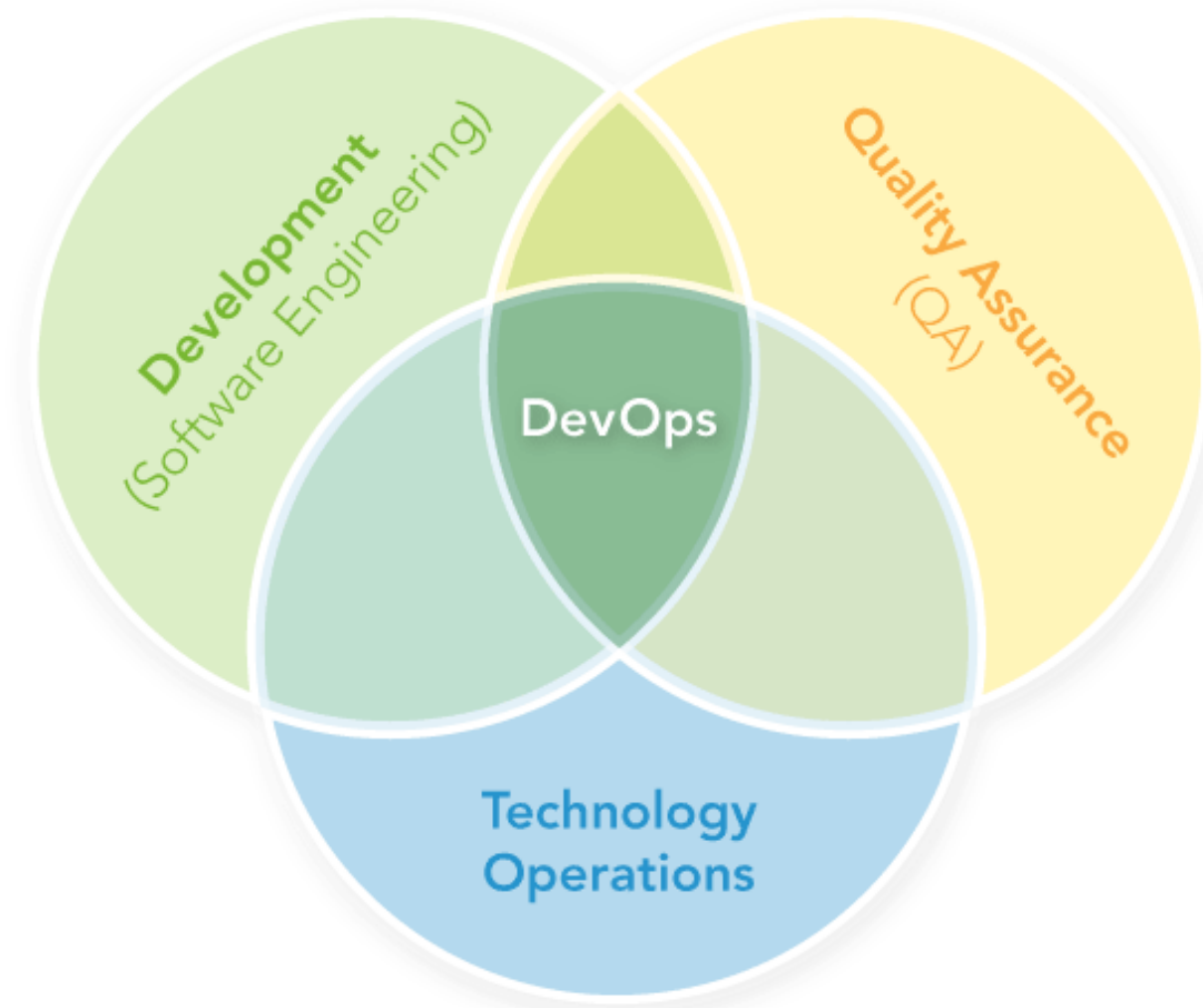


Minimum viable product

Validated Learning
~~Plan-Build-Run~~



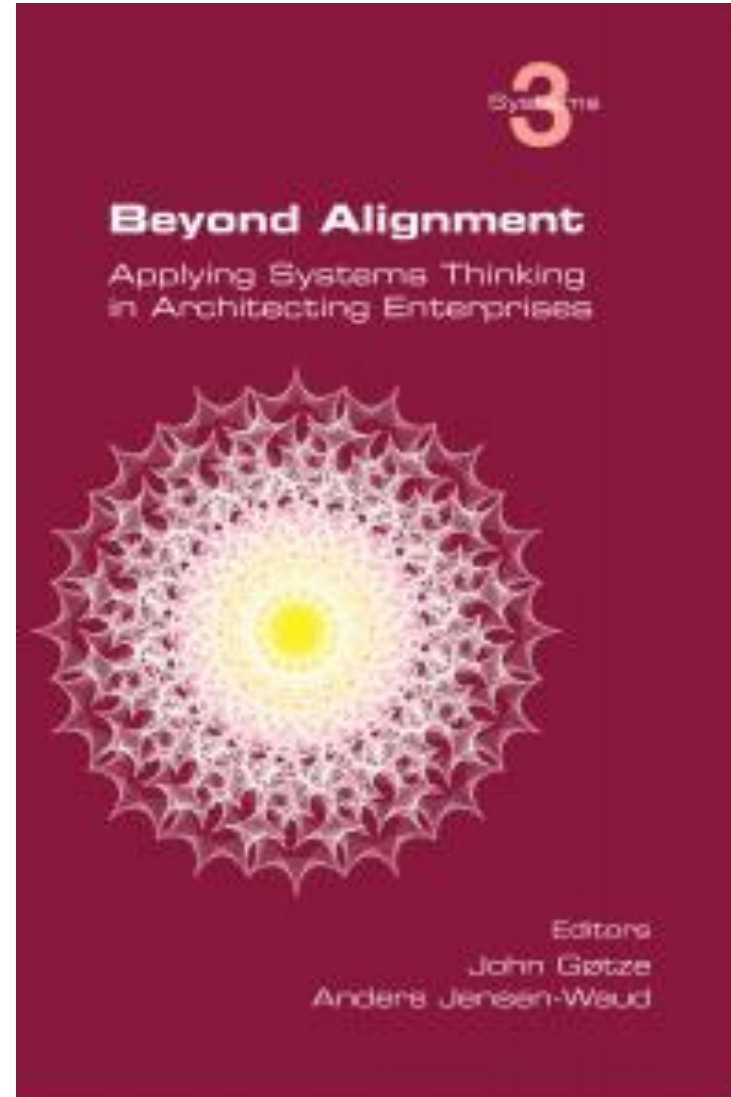
Devops



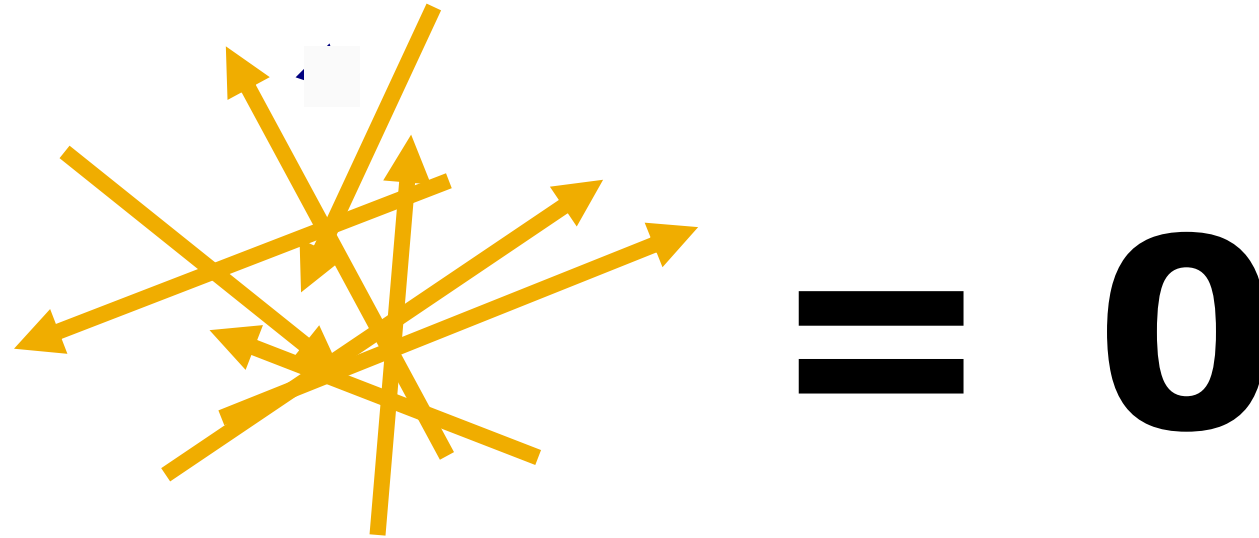
#4 Beyond Alignment

~~"The Business"~~

- Business-IT Alignment is a misleading concept
- Soon, most IT is bought outside the IT Department
- "The Business" is a highly complex system-of-systems



“Remember Your Vector Math!”



Alignment = “the ability of the organization to operate as ONE by working towards a common shared vision supported by a well orchestrated set of strategies and actions”.

(Doucet et al, Coherency Management, 2009)

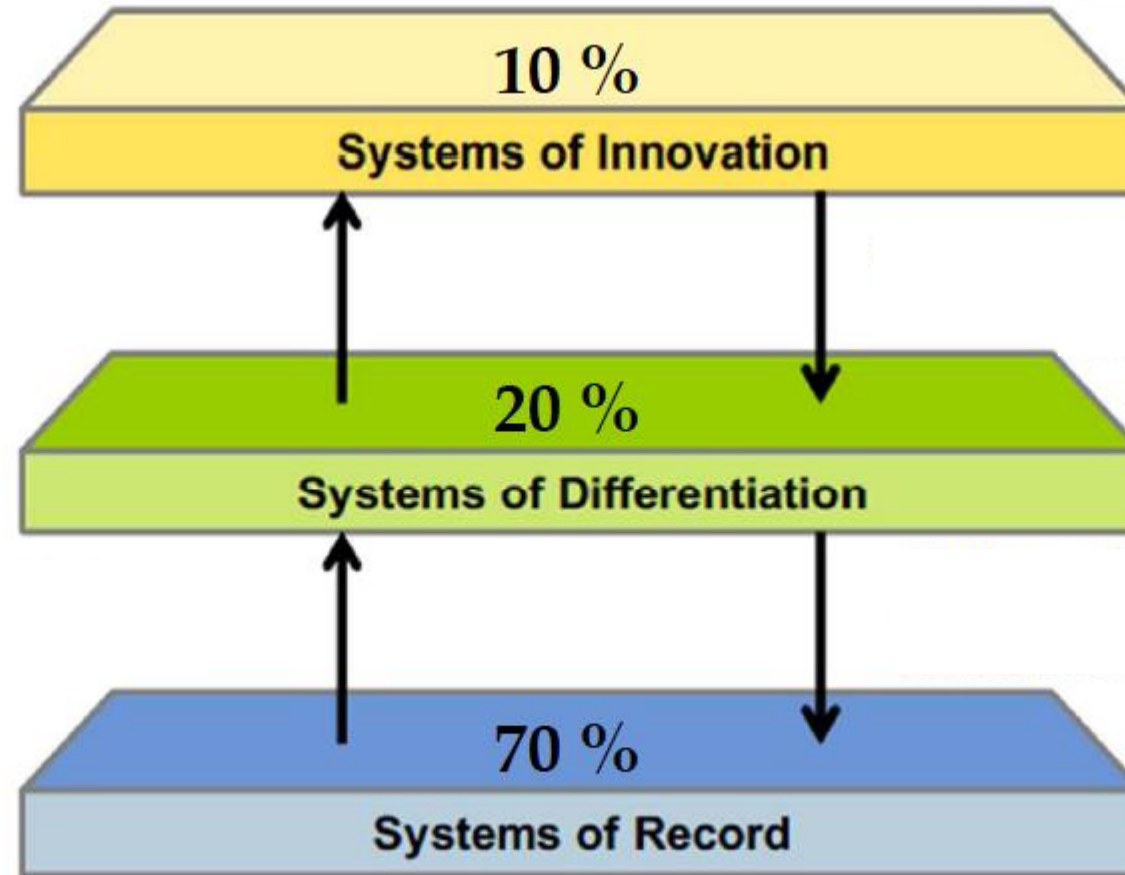
Story Alignment



Get your ducks in a row!

#5 Paces and Modes

Gartner 2011: Pace-Layering



Source: Gartner (April 2011)

Gartner 2014: Bimodal IT



- Mode 1 is traditional IT, where systems must be reliable, predictable and safe (SoR).
- Mode 2 is non-sequential, emphasizing innovation, agility and speed (SoI).

IT must be both:

“Rock-solid and fluid”

**big mobile service data
on-demand agile cloud
byod always on social
business apps!**

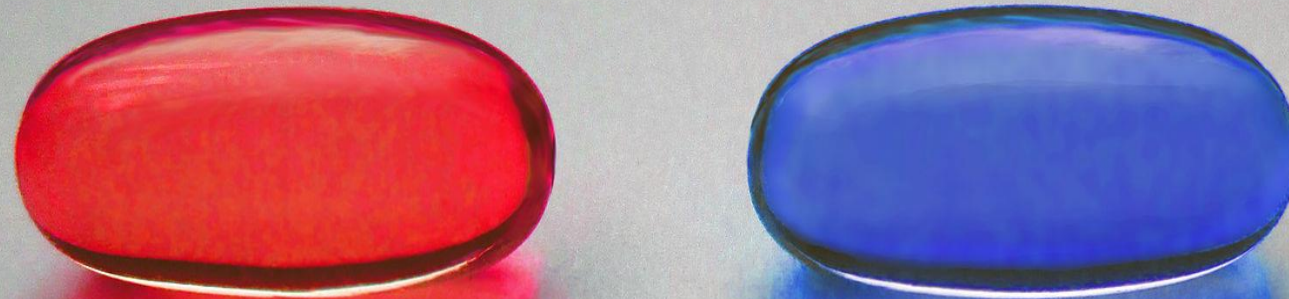


???

#6

Which Pill to Take?

EA Identity?

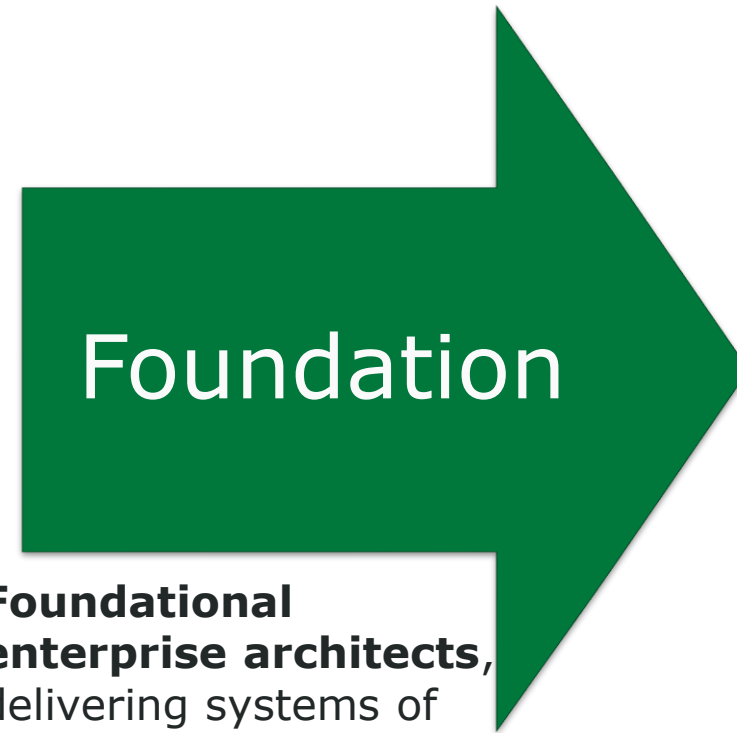


"You take the blue pill, the story ends. You wake up in your bed and believe whatever you want to believe. You take the red pill, you stay in wonderland, and I show you how deep the rabbit hole goes."

Gartner: Bimodal architects

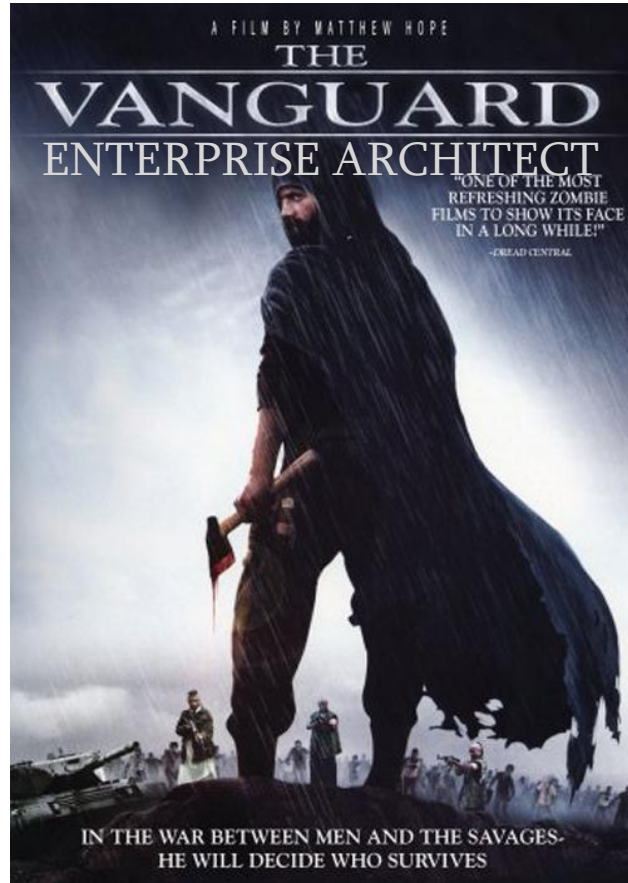


Vanguard enterprise architects, driving innovation with disruptive technologies



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

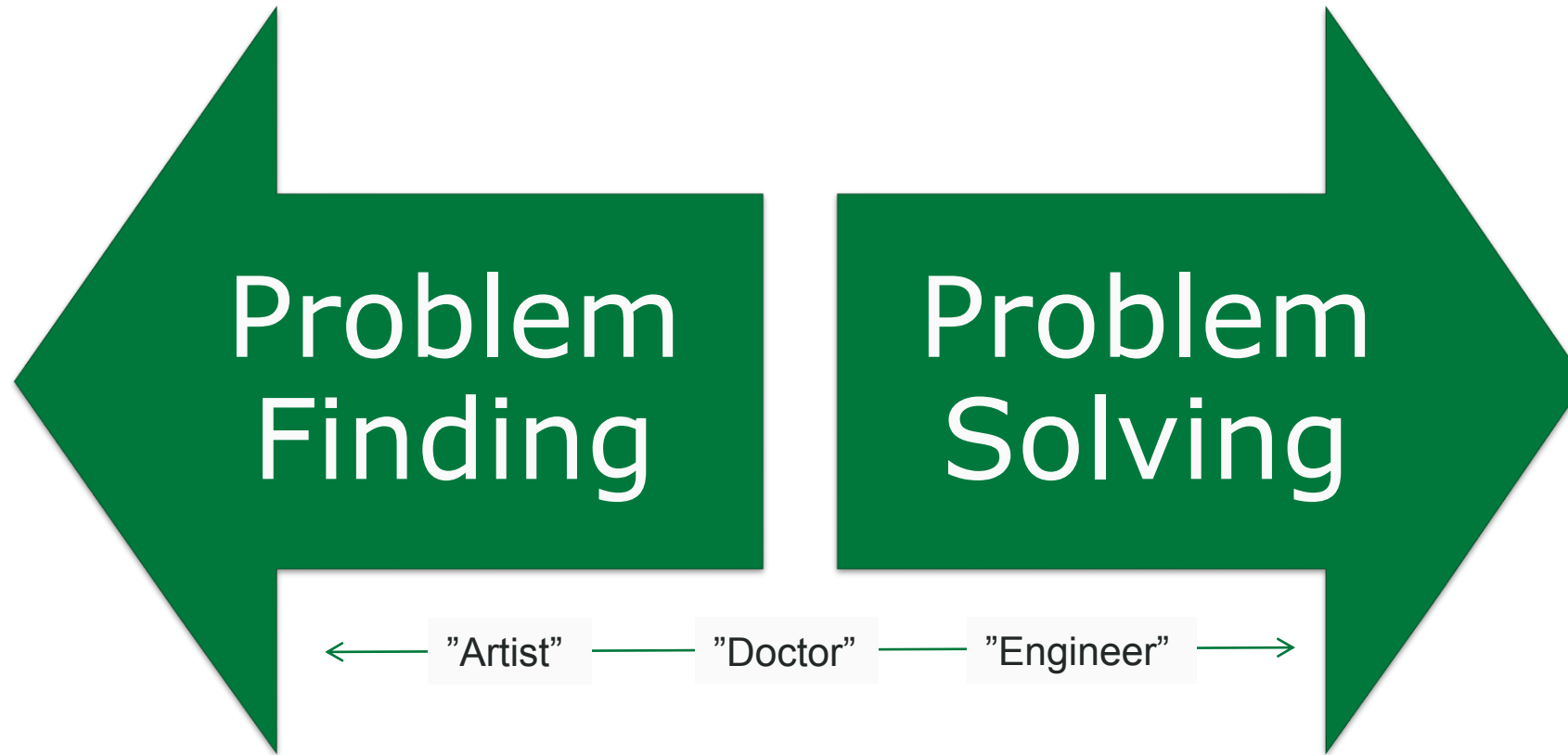
Vanguard?



Supporting cast:

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

EA is about taking both pills

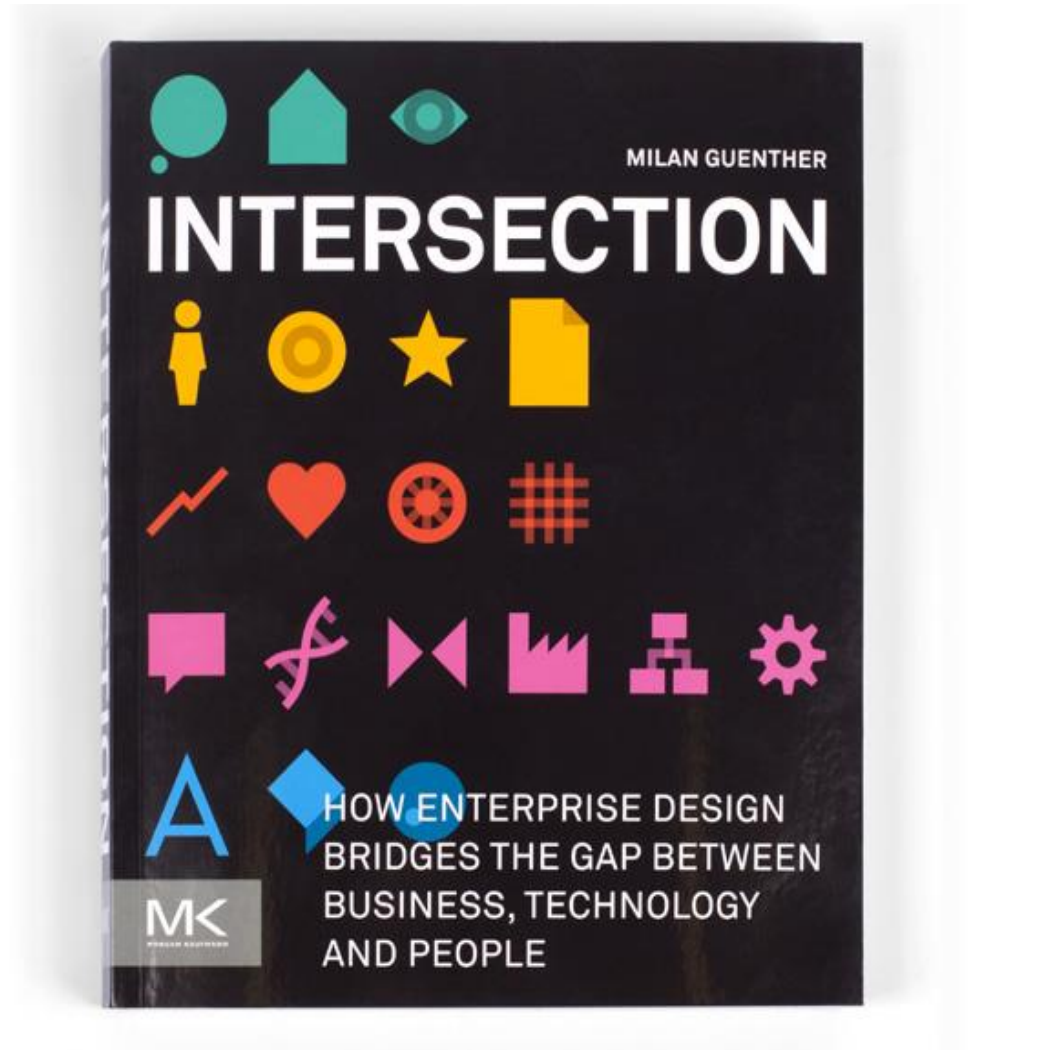


Richard Sennett:
The Craftsman

#7

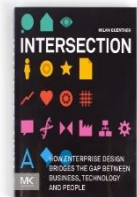
Architecting With and For People

Enterprise Design



www.intersectionbook.com

Enterprise Design Framework



BIG PICTURE



identity



architecture



experience

ANATOMY



actors



touchpoints



services



content

FRAMES



business



people



function



structure

DESIGN SPACE



communication



information



interaction



operation



organization



technology

RENDERING



signs

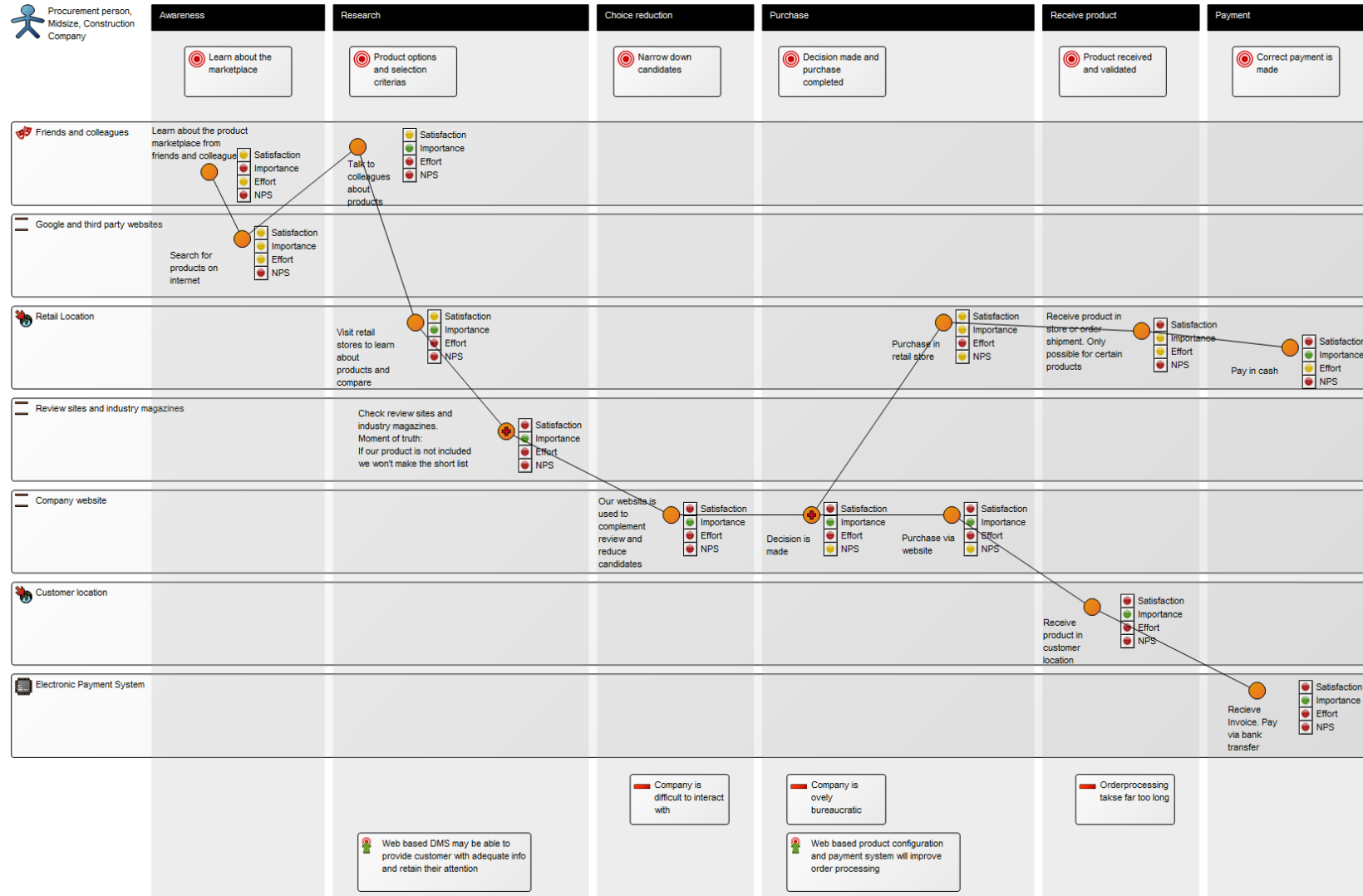


things



places

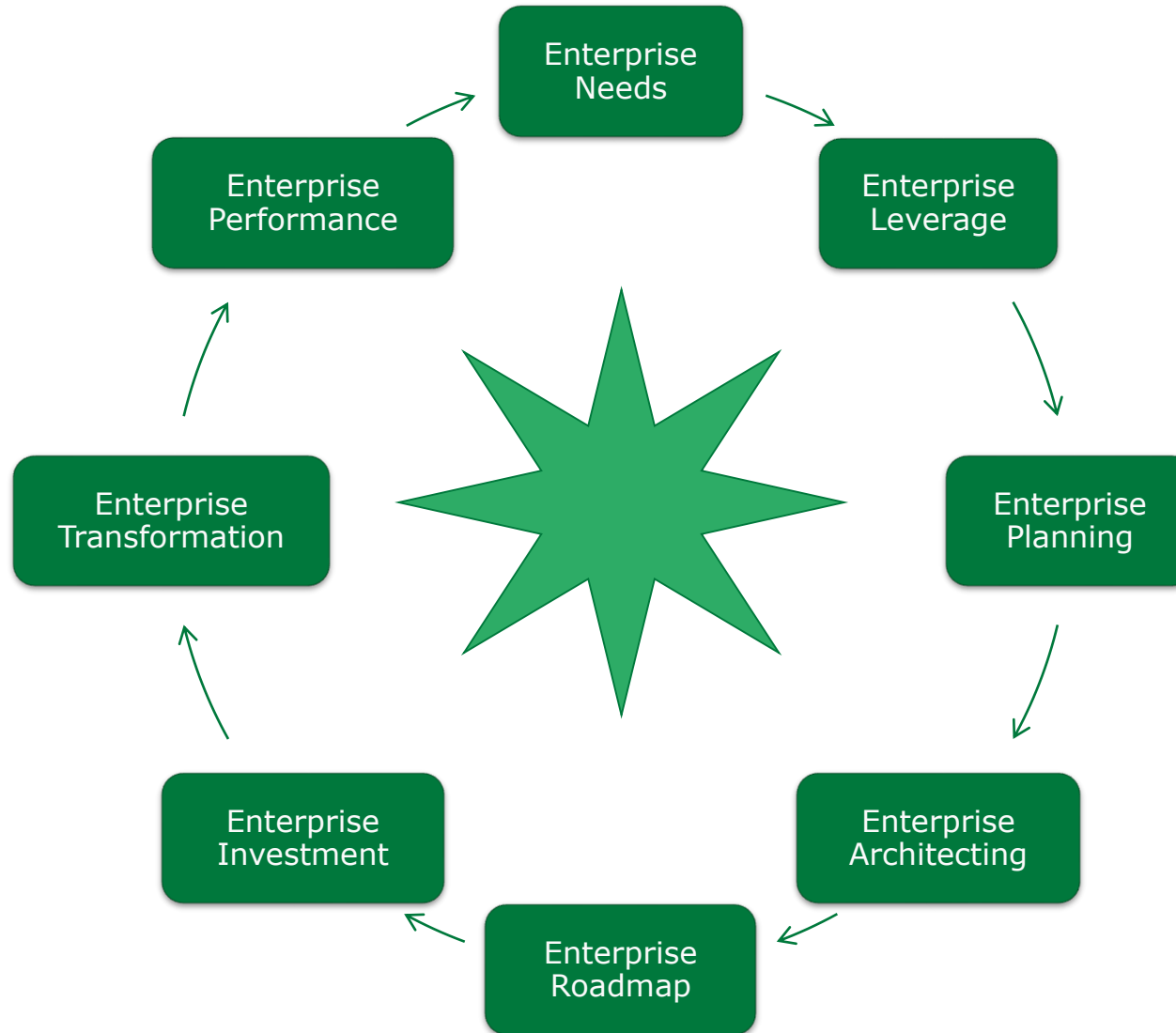
Customer Journey Map



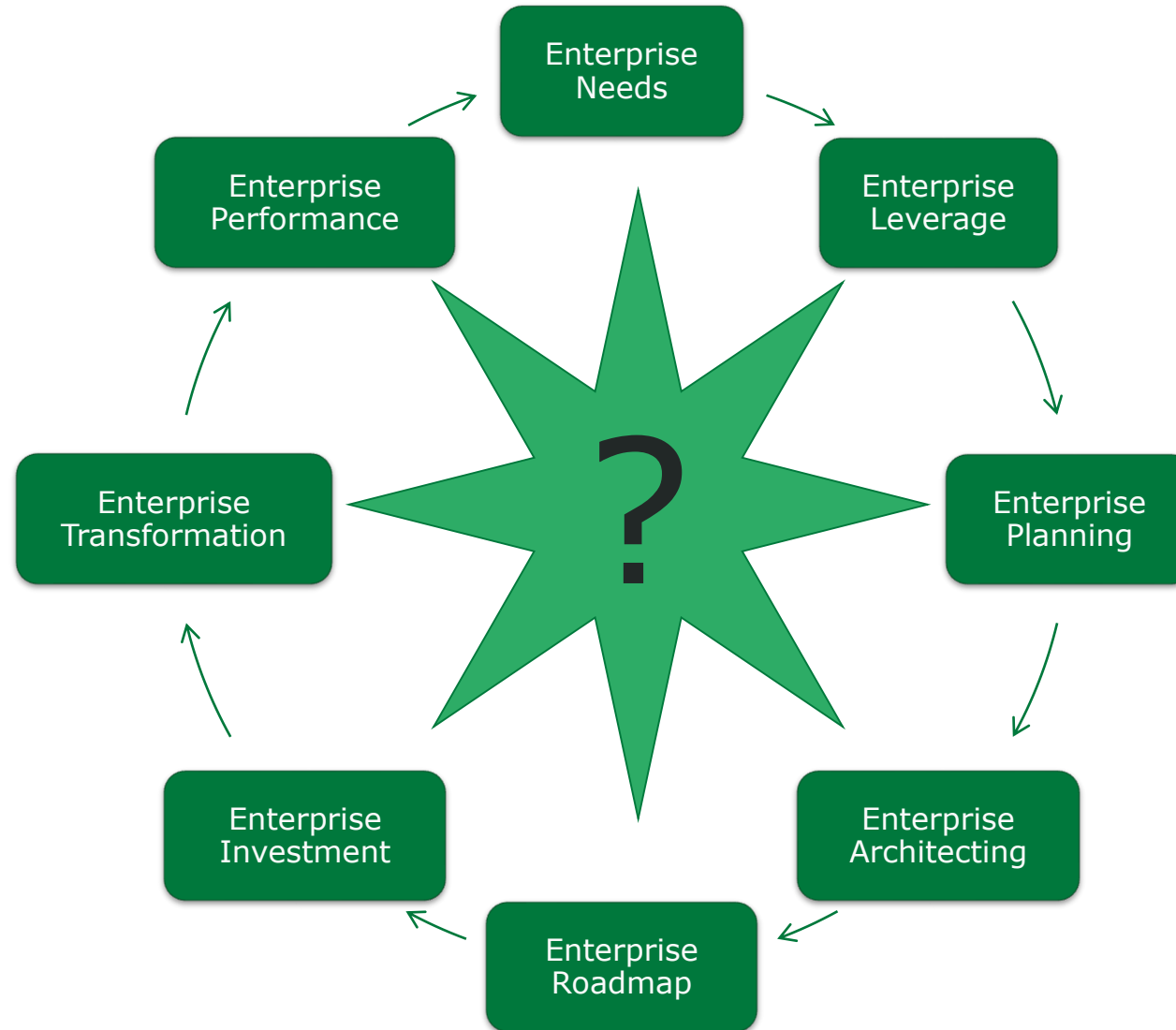
#8

Enterprise as a Discipline

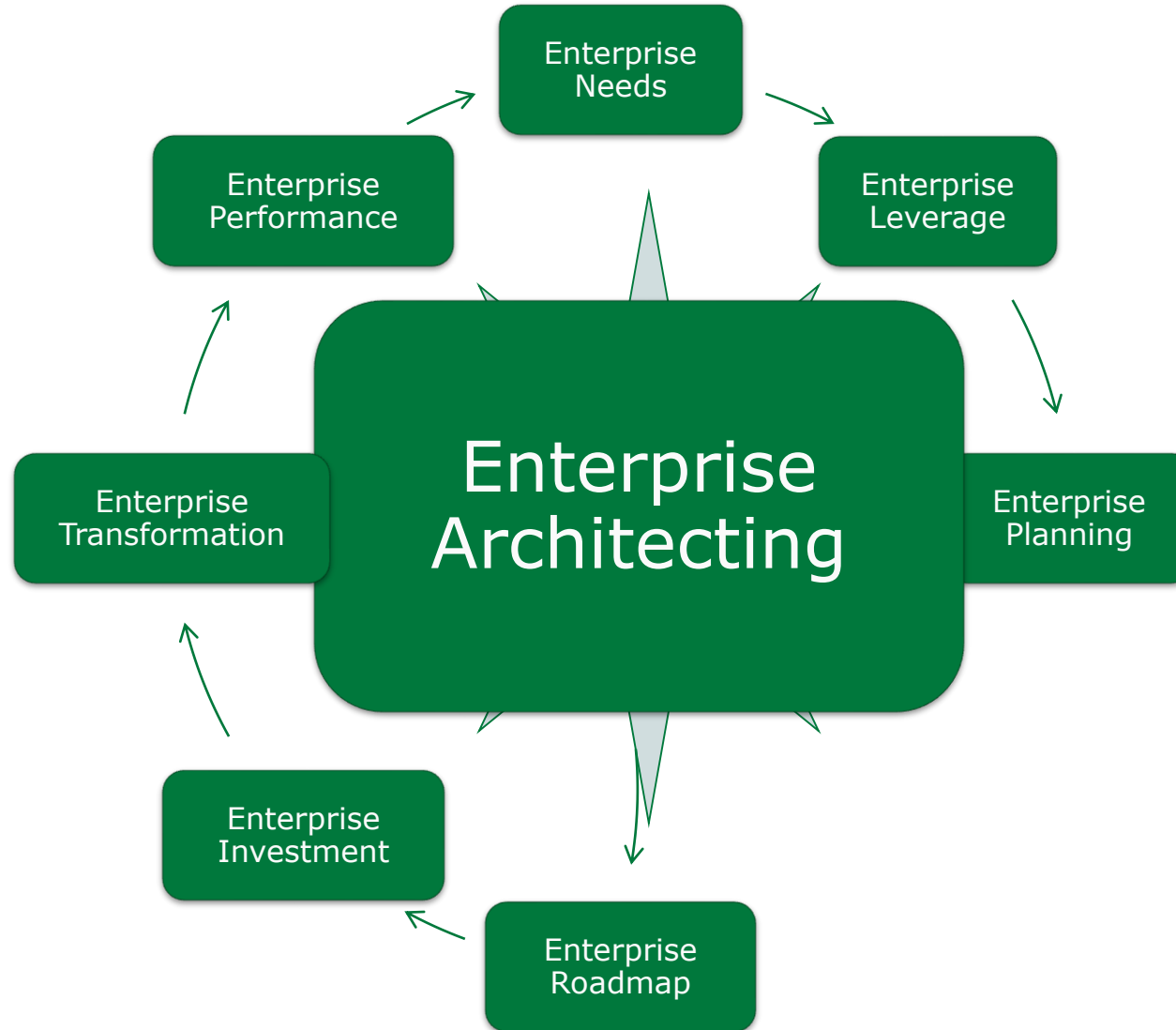
Enterprise as a Discipline



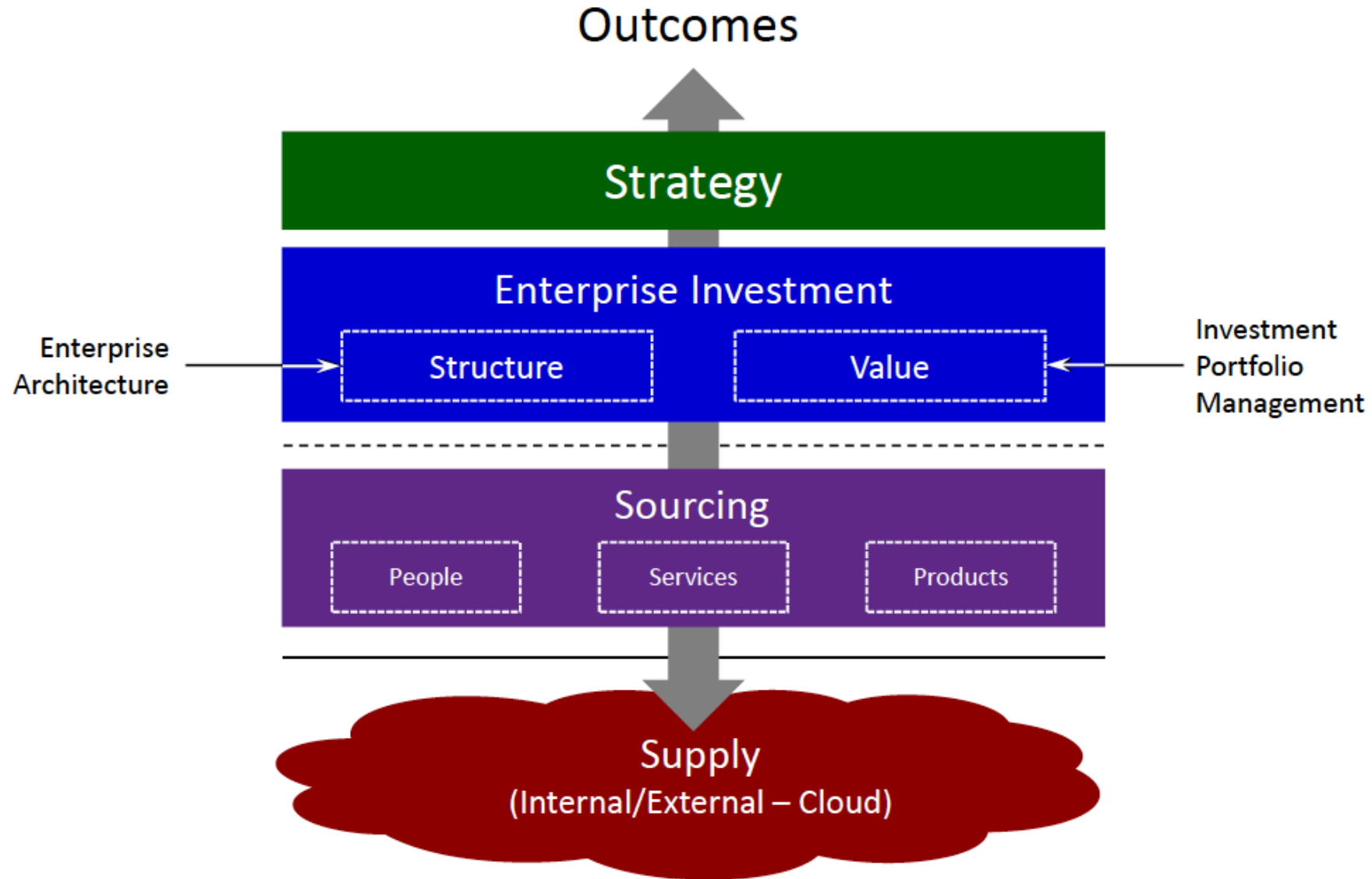
Enterprise as a Discipline



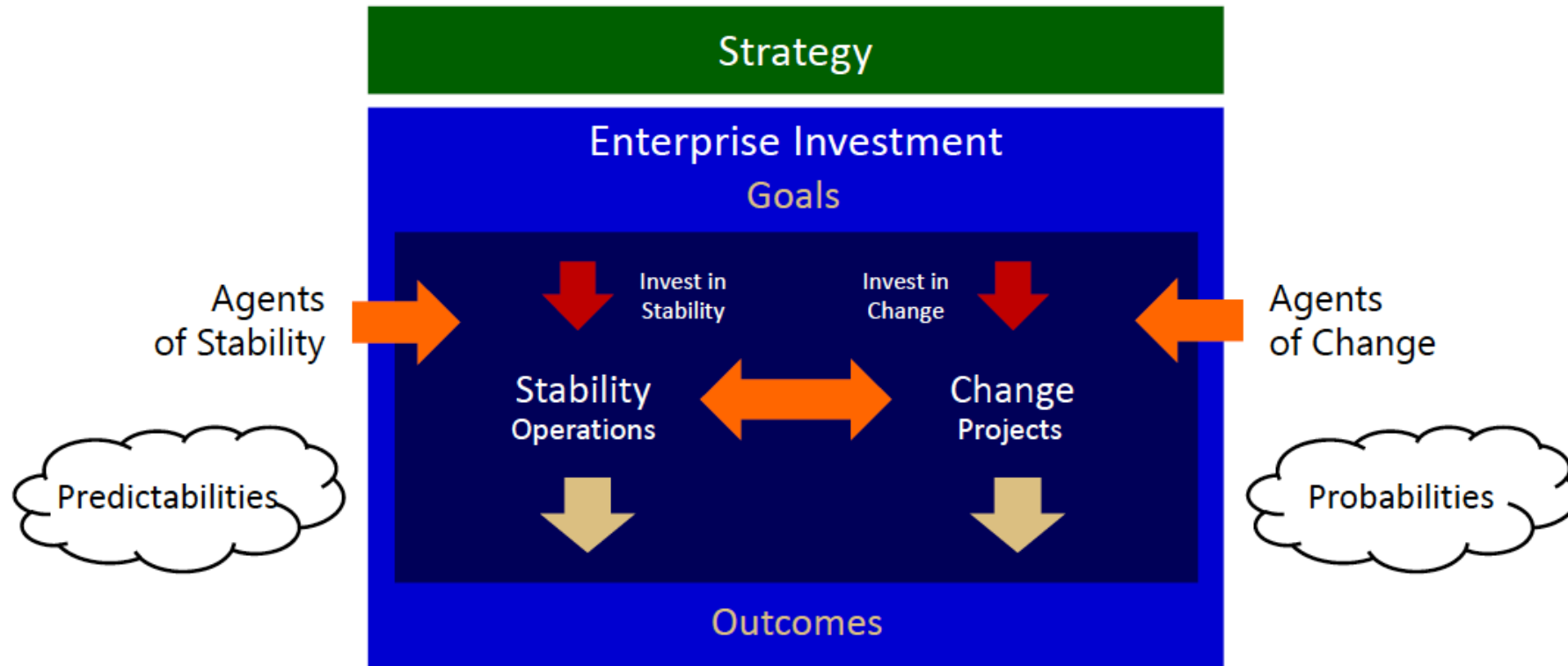
Enterprise Architecture



#9 Enterprise Investment



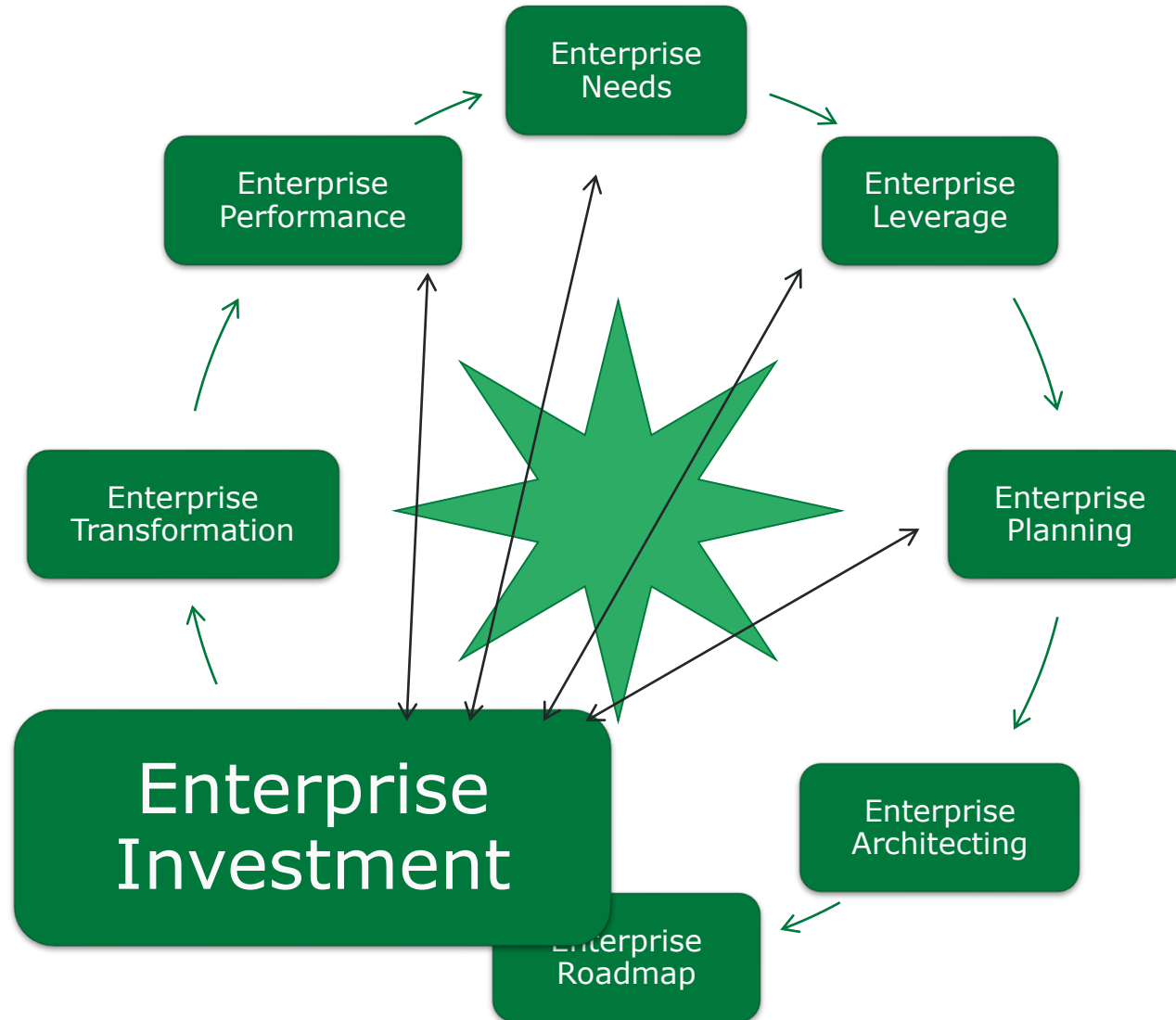
Chris Potts: Enterprise Investment



Enterprise Investment is an agent of the investment strategy
(neither an agent of stability, nor an agent of change)

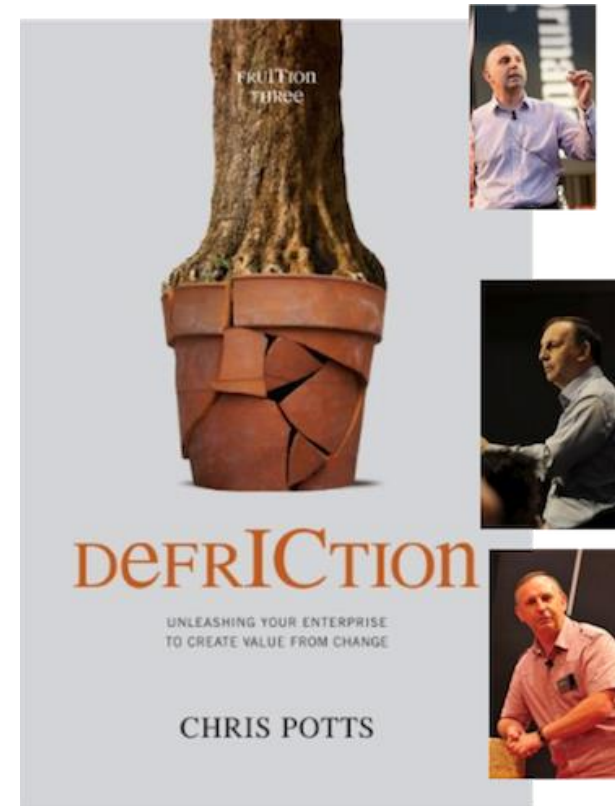
Investing in projects is based on probabilities
which are often medium at best

Enterprise Investment

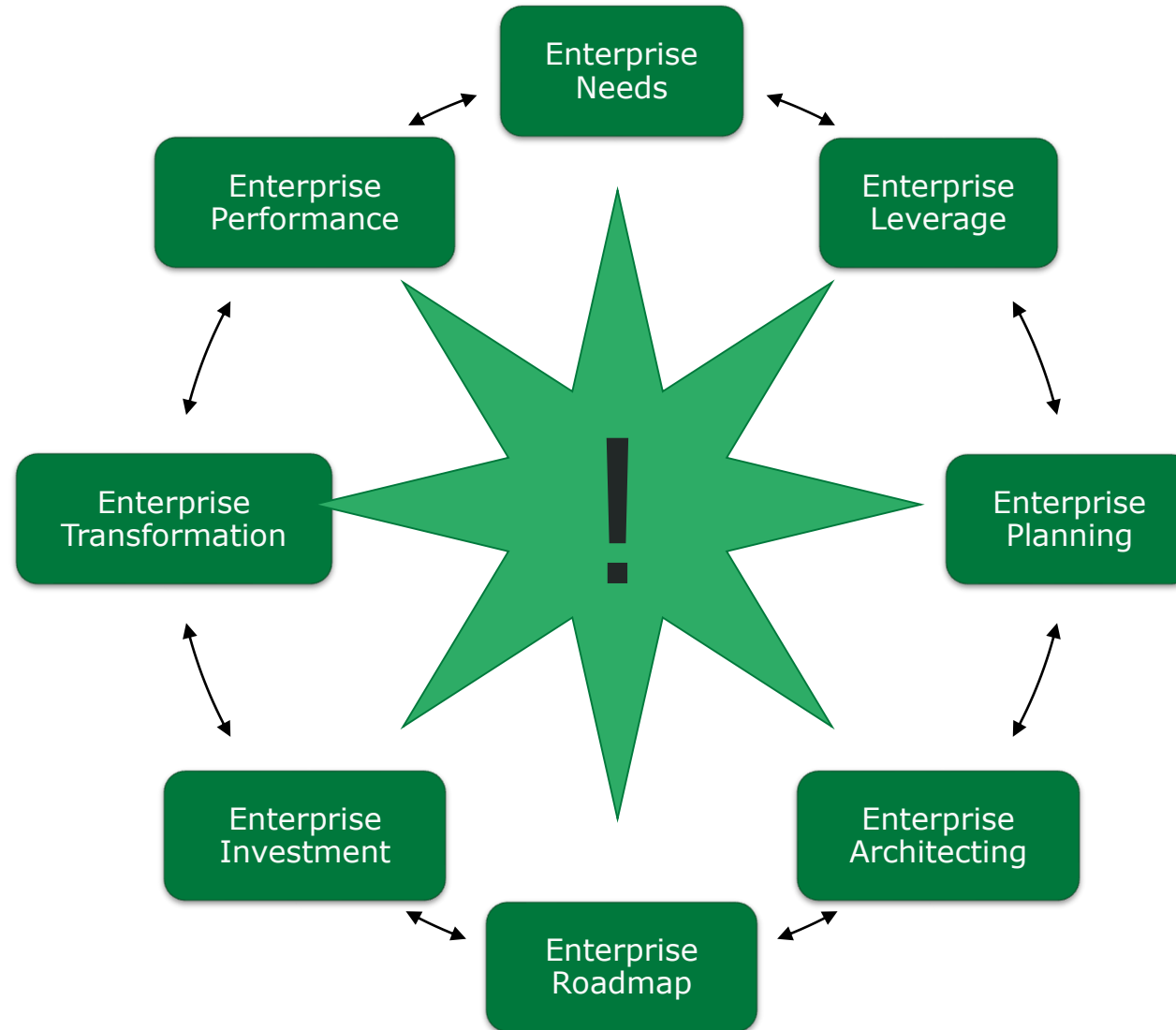


Mastering Enterprise Investment - New Certification Program

- Developed by Chris Potts and John Gøtze
- 3 intensive days, taught by Chris Potts and QualiWare



Enterprise *is* a Discipline



#10 Learning EA

EA is "hot"



Home > IT Careers

16 of the hottest IT skills for 2015



By Rich Hein, CIO | Jan 2, 2015

Here are specific skills that will add the most value for your career advancement in the new year



[See larger image](#)

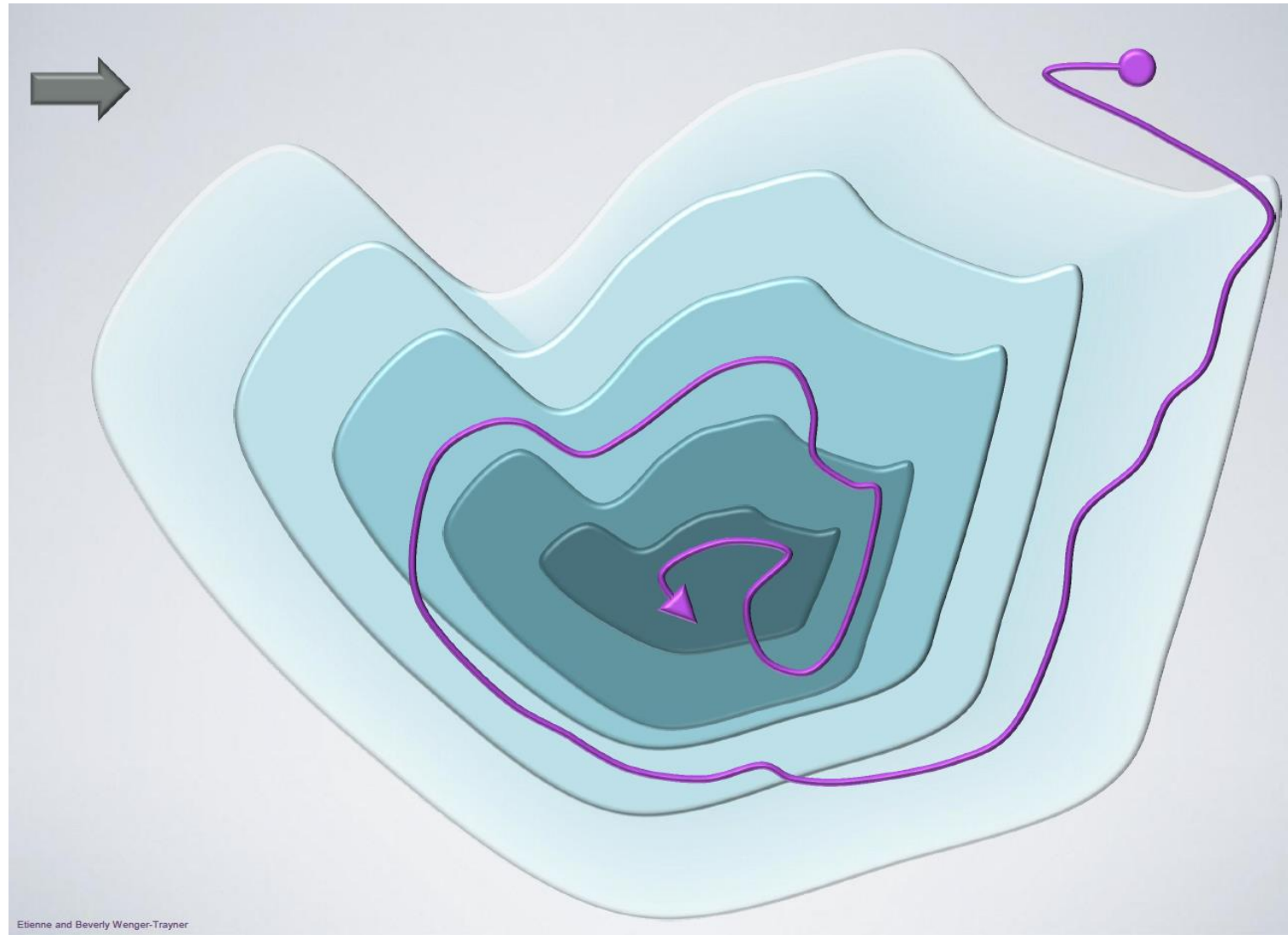
Image courtesy Shutterstock

◀ PREV

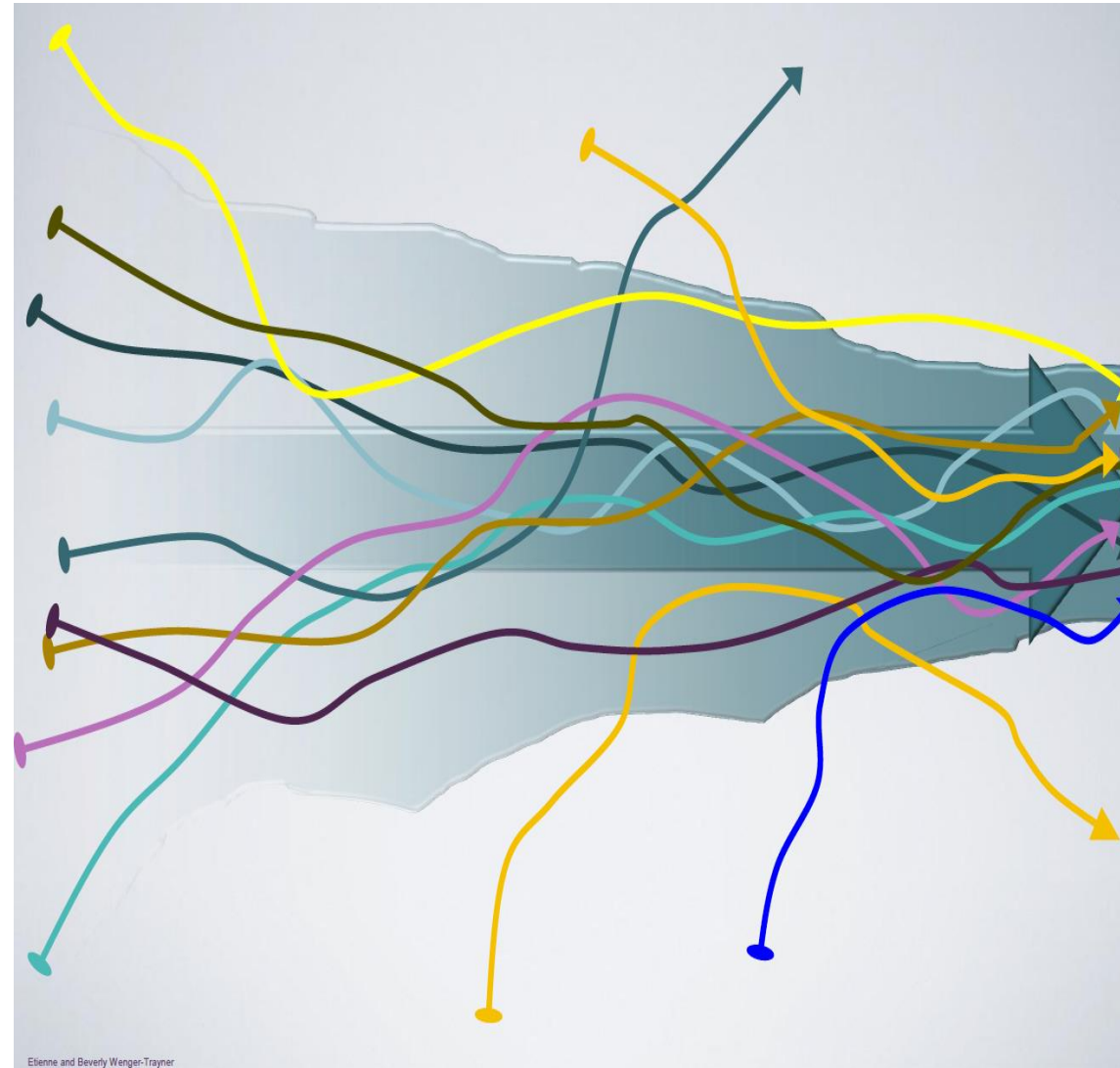
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NEXT ▶

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”**



QualiWare Graduate Program



From university (MSc) straight into an EA career:

- Platform Developers
- Solution Architects
- Business Architects and Consultants

More info at www.qualiware.com

Thank You

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