



# Implementing an effective Enterprise Architecture

From C-suite to the front lines

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# Disclaimers

- ✓ Many competing perspectives and approaches to Enterprise Architecture exist – this is just one of them
- ✓ There is no single, agreed upon Enterprise Architecture standard
- ✓ Information presented here will not make you an instant Enterprise Architecture expert
- ✓ This presenter should not be held liable for any misconceptions, misrepresentations, or mistakes you make in your organization based on the information presented here

# The Architecture Continuum

If enterprises were cities...



Enterprise  
Architecture  
(City)



Portfolio  
Architecture  
(Street)



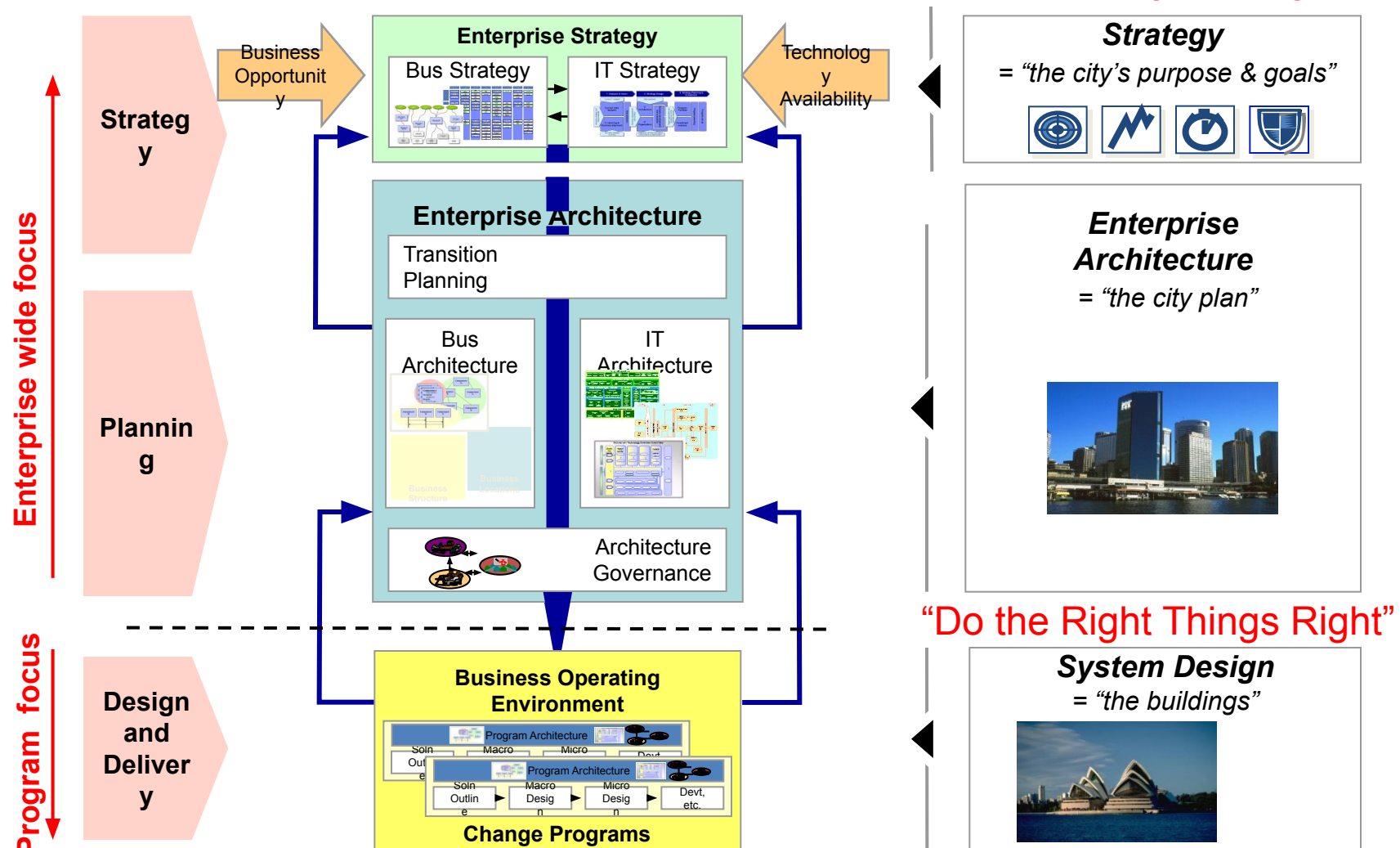
System  
Architecture  
(Building)

Architecture Continuum

# Enterprise Architecture & the Enterprise

Classically, EA is the “planning” function between strategy formulation and delivery...

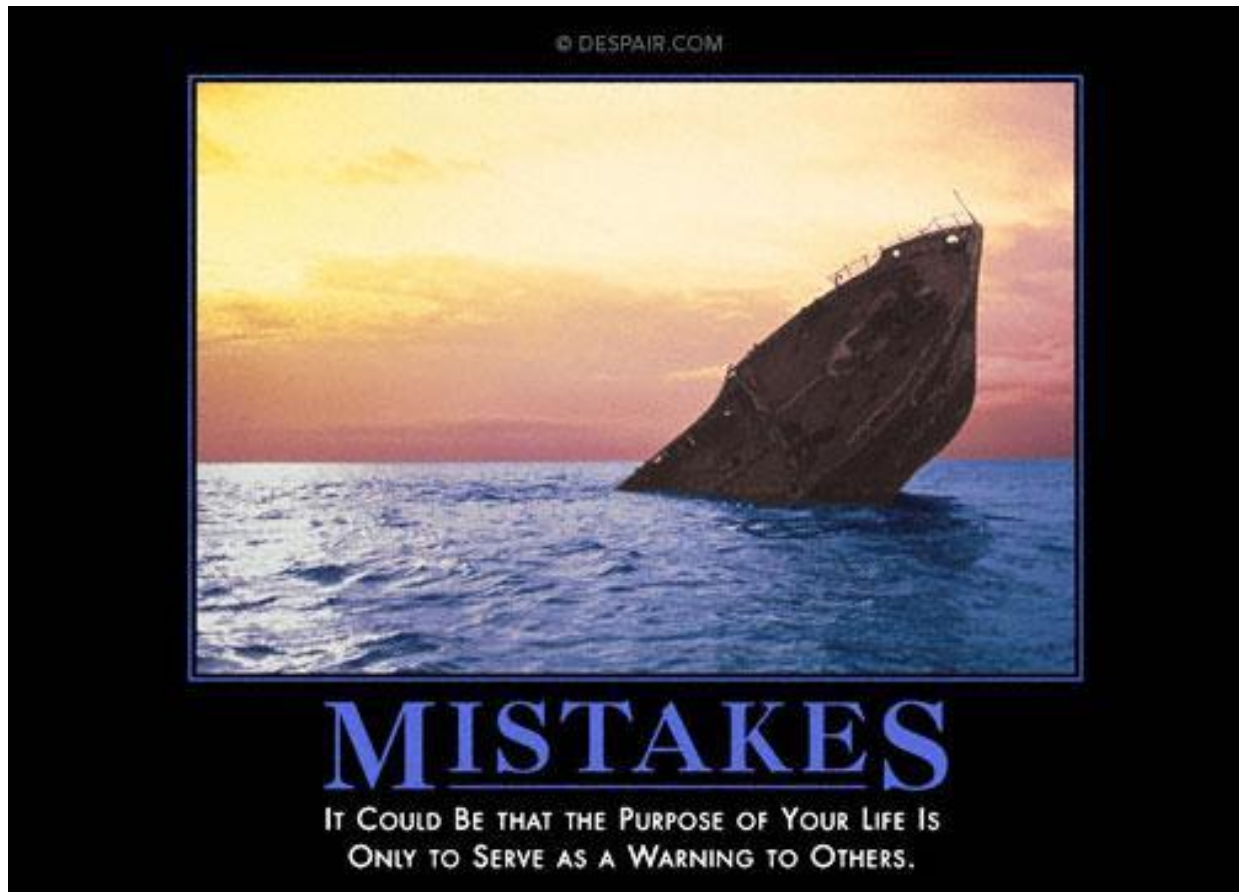
“Do the Right Things”



# What is Enterprise Architecture?

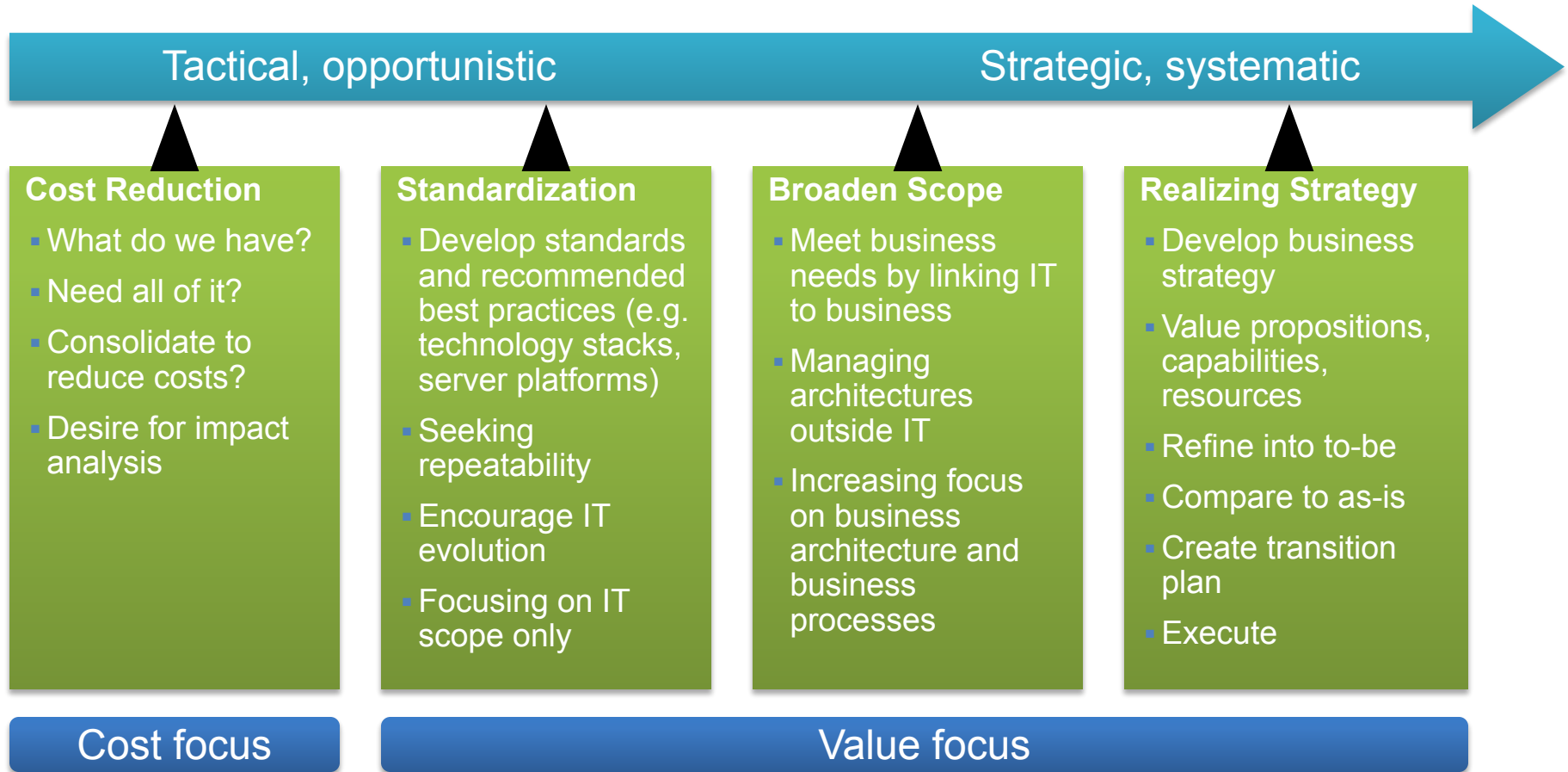
## Simple definition:

Enterprise Architecture is a strategy to minimize IT and business mistakes



# Enterprise Architecture Program

## EA is a journey, often non-linear

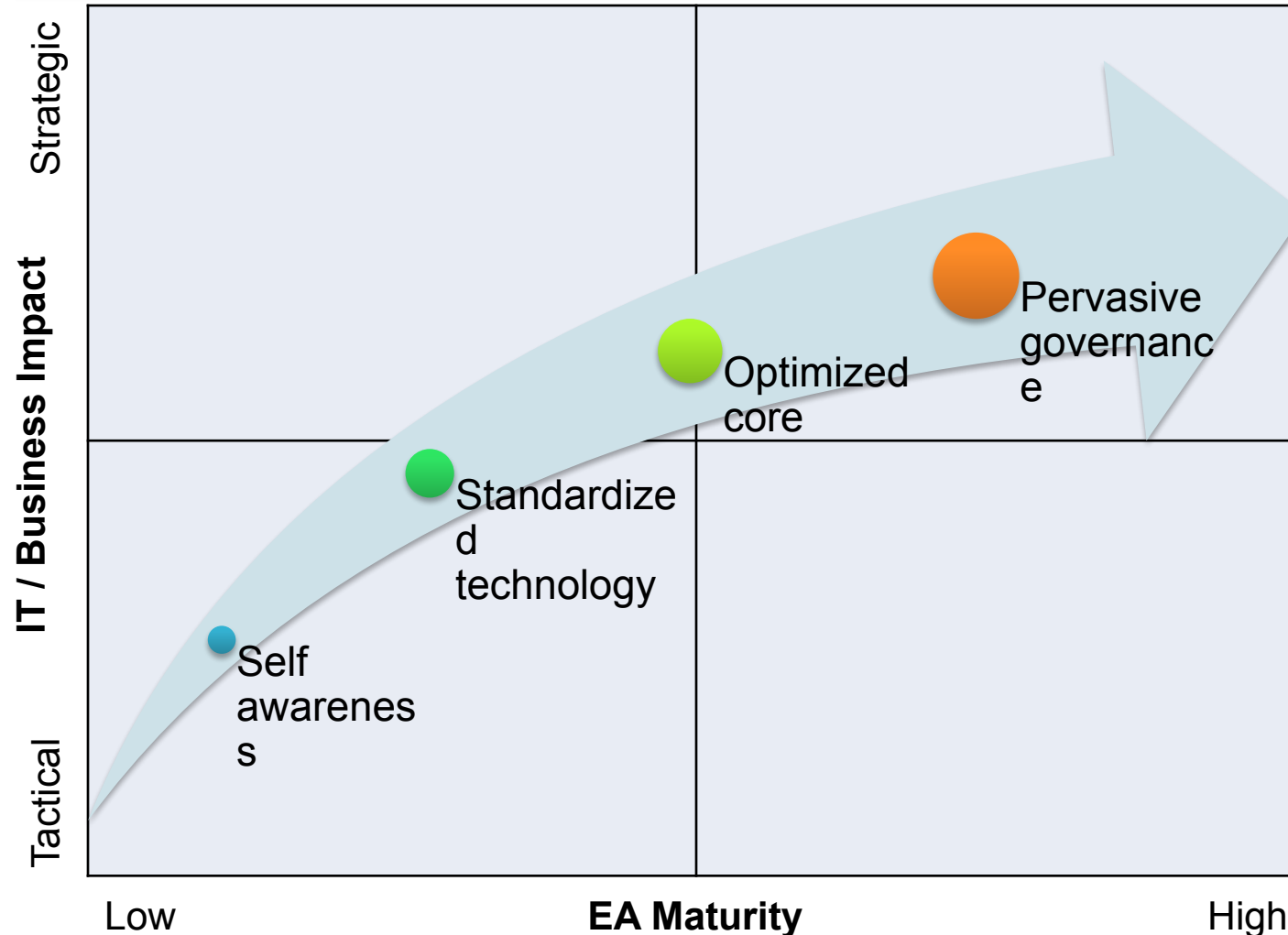


Enterprise Architecture has to be treated as an ongoing program that continues to evolve together with the organization



# Determining Your Path

Laying out a vision of the Enterprise Architecture Program's maturity is one of the most important first steps in ensuring its success and longevity

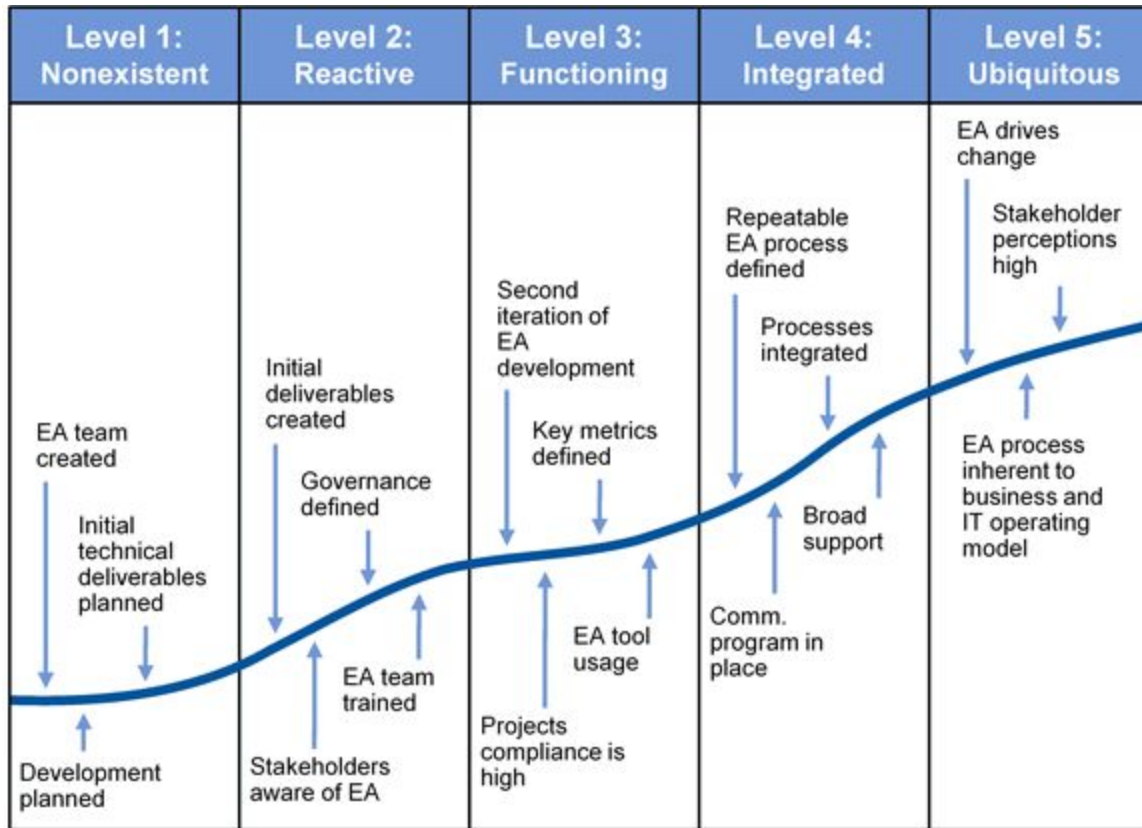


- **Self awareness**
  - Recognizing the problem
  - IT leadership starts the EA program
- **Standardized technology**
  - Establishing technology standards
  - Moving to a shared infrastructure model
- **Optimized core**
  - Moving from local to enterprise view of technology assets
  - Standardizing core business processes
  - Establishing core technology assets
- **Pervasive governance**
  - Establishing effective centralized EA governance
  - Federation of EA

\* Based on MIT Sloan Center for Information Systems Research EA maturity model

# Enterprise Architecture Maturity Model

Many EA Maturity Models exist. Choose the one that works best for you and adopt it. It will provide a prescriptive guidance and define the levers you can pull to maximize EA maturity.



## EA Maturity Dimensions

- **Stakeholder Support and Involvement**
  - The involvement and support of the primary stakeholders
  - Includes all EA stakeholders
- **Team Resources**
  - Skills and talent level of Enterprise Architects
  - Tools and support available
- **Architecture Development Method**
  - Process to define architecture goals and outcomes
  - See EA Lifecycle
- **Organizational Integration**
  - Integration with other processes and organizations
- **Deliverables**
  - Existence of actionable EA deliverables
  - Alignment with EA lifecycle
- **EA Governance**
  - Formally established EA Governance
  - Broad visibility across the organization
- **Metrics**
  - Set of clearly defined metrics
  - Broadly understood and communicated
- **Stakeholder Perceptions**
  - Perceived value of the EA program by the stakeholders
  - Indication of success or failure



# Starting the EA Journey

Gartner recommends establishing and evolving the EA program via six major phases.

Gartner®

Strategize  
and plan

- Gain

Assess  
current  
state

Assess  
competenci  
es

Gain  
approval

- Develop

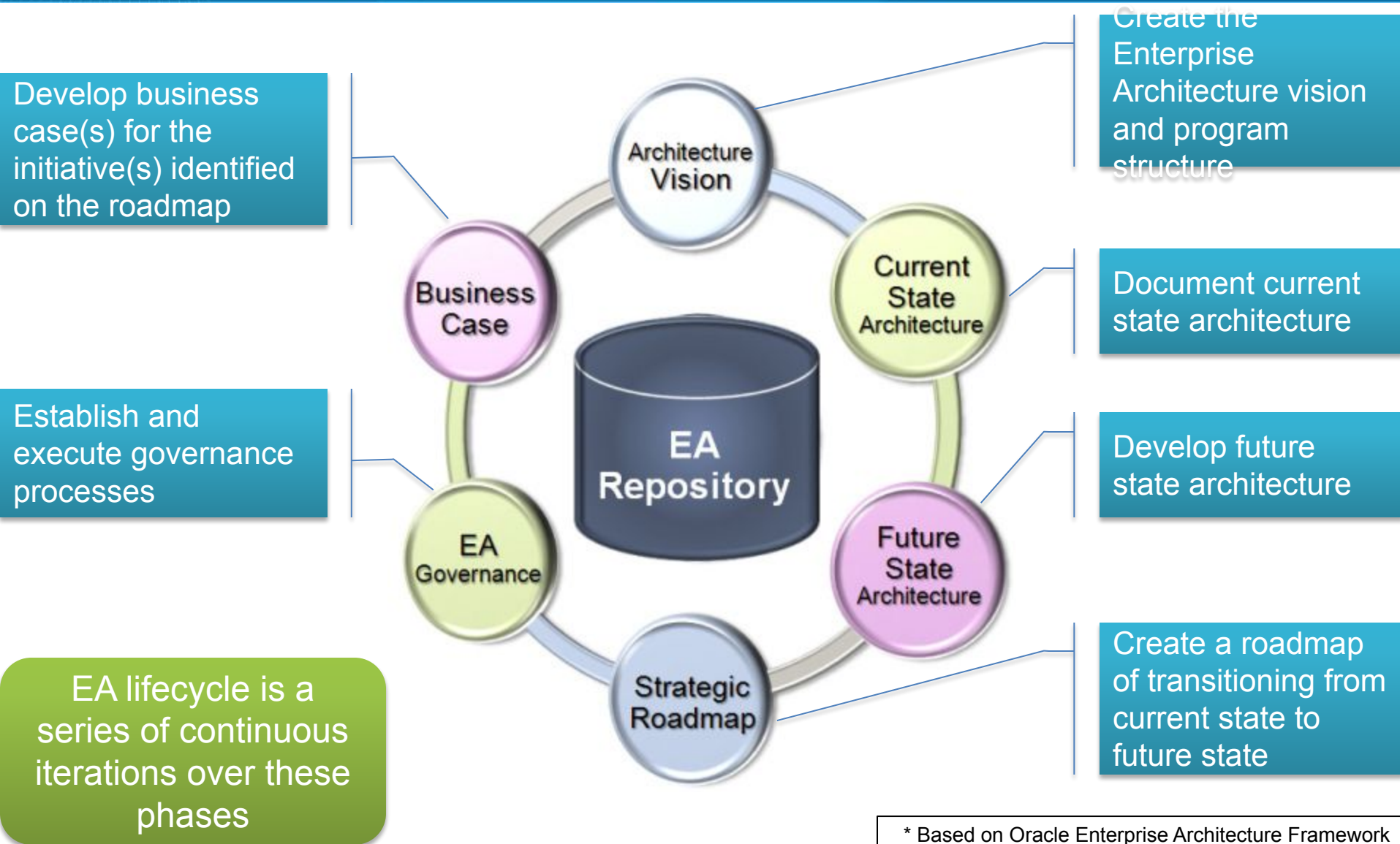
Implement

- Analyze  
the

Operate  
and evolve

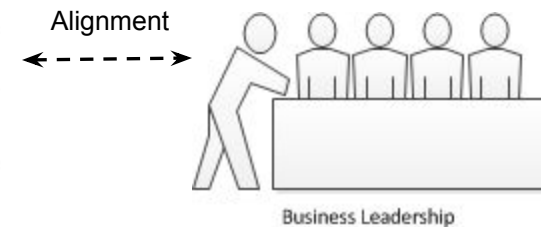
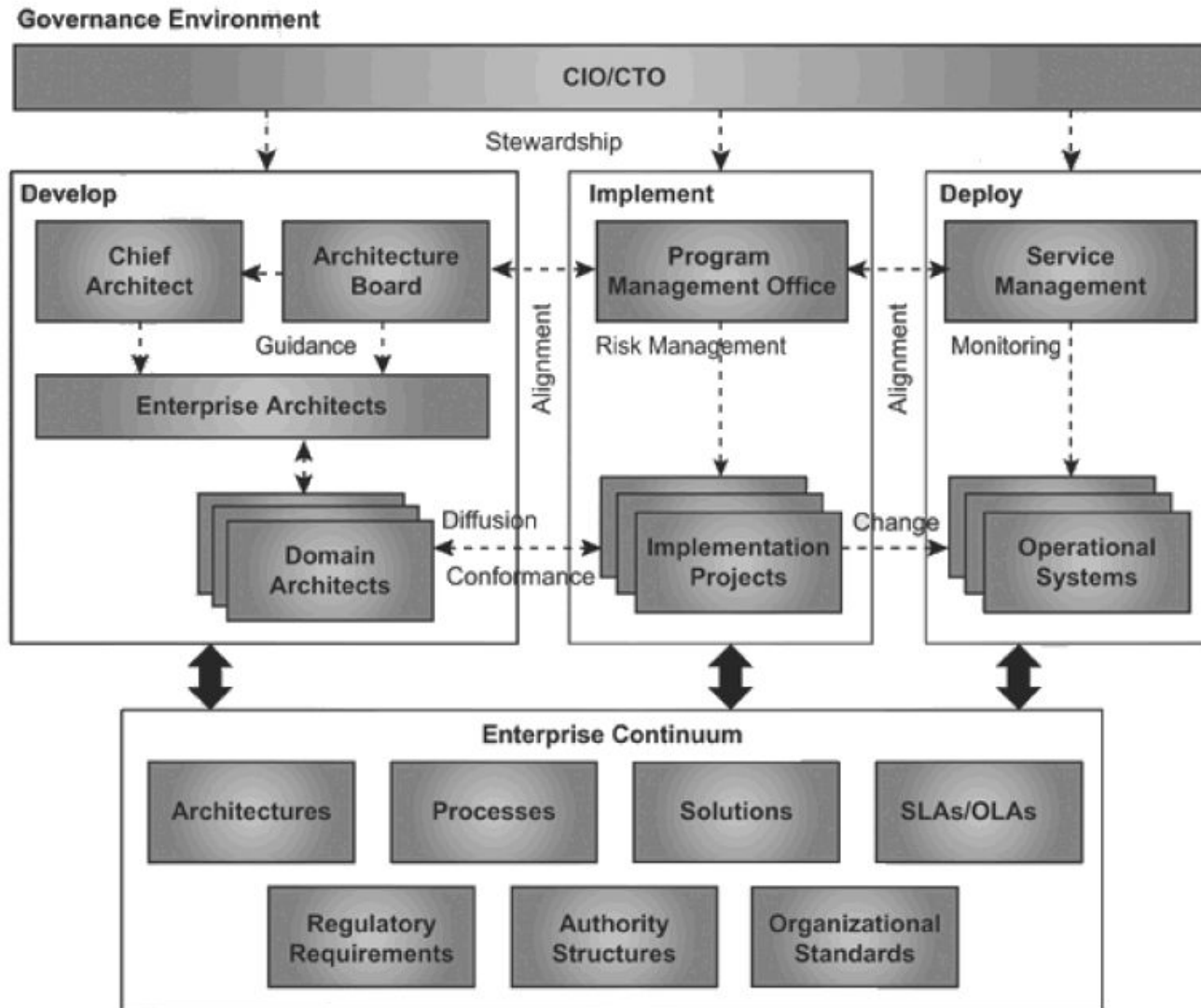
- Improve

# Enterprise Architecture Lifecycle



\* Based on Oracle Enterprise Architecture Framework

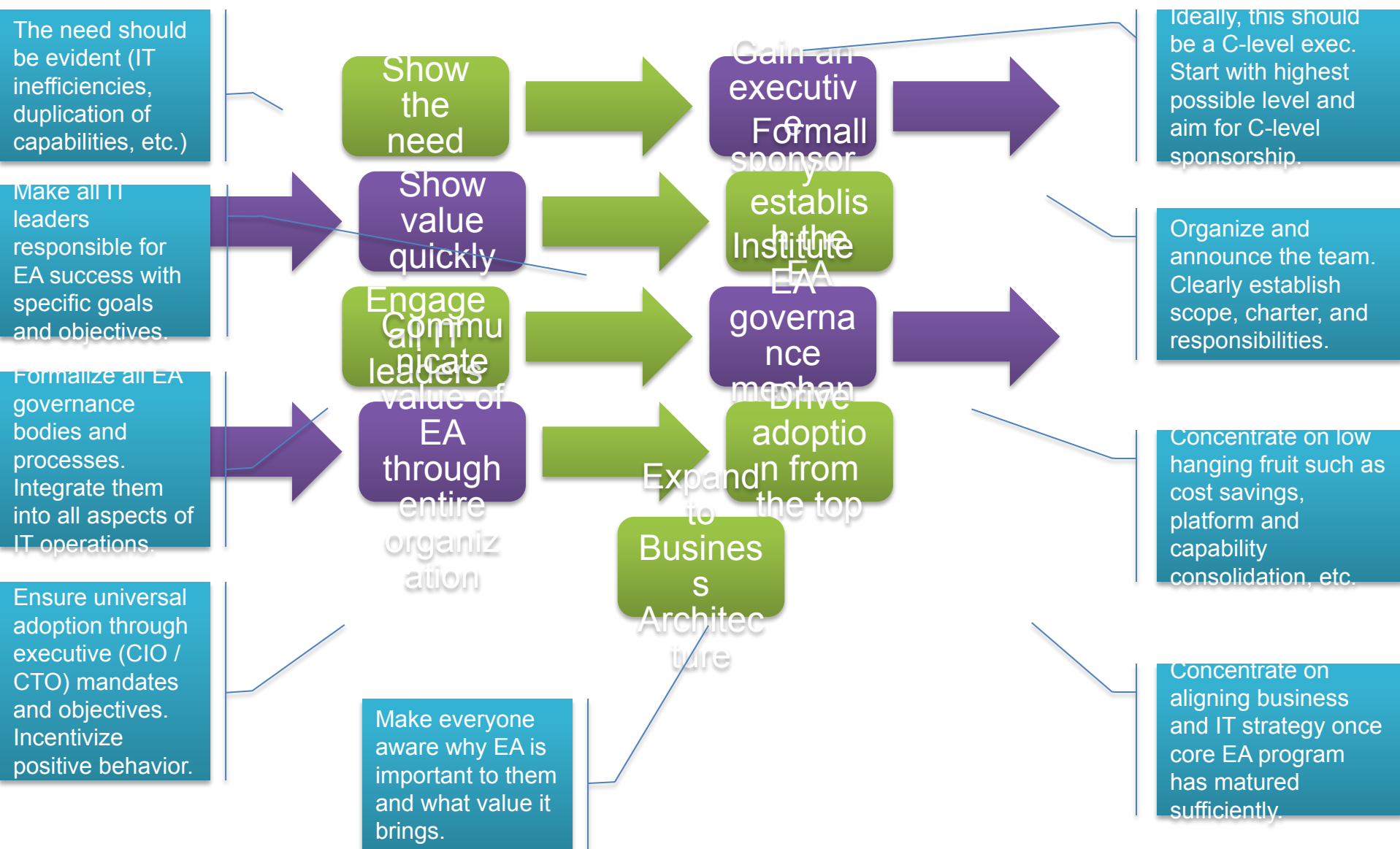
# EA Governance



- Enterprise Architecture establishes a number of governance mechanisms
  - Architecture Board serves as a governance body ensuring IT initiatives align with EA
  - CTO and/or Chief Architect provide stewardship and guidance
  - Enterprise Architects develop policies, practices, and processes that the Architecture Board supports
- Enterprise Architecture and IT leadership ensures alignment with business goals, strategies, and objectives

\* Based on TOGAF

# Recipe for EA Program Success



# Keys to Success

## Start small

- Don't try to boil the ocean
- Focus on quick wins
- Show results early and often

## Plan big

- Start with the end in mind
- Design the EA program for maximum scale and flexibility upfront

## Obtain executive sponsorship

- Without a C-level executive sponsor, EA program will not succeed
- Ensure buy-in from all IT leaders

## Communicate and celebrate

- Communicate results and accomplishments often and to as wide of an audience as possible
- Celebrate successes and recognize those responsible

It is very hard to sell

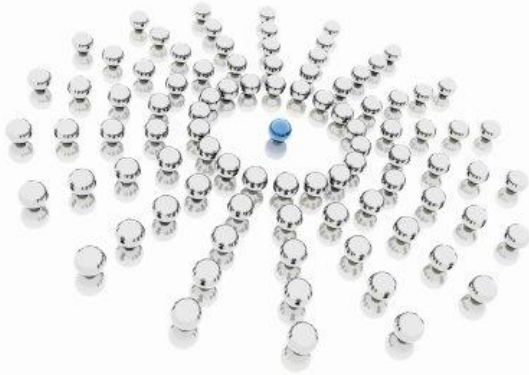
EA on its value alone. While there are many ways to demonstrate value, it is often not realistic enough for executives to grasp. Instead, identify real needs to establish the EA program and focus on showing results quickly. Once everyone sees the value, it will be easy to justify continuing investment. Frequently publish metrics to demonstrate

progress.



# Designing an Effective EA Program

## From centralization to federation



- **Centralize at first to accelerate maturity**

- Establish a central EA team
- Define and enhance all the EA processes
- Pragmatically and systematically drive EA adoption

- **Exercise EA governance cautiously**

- Establish an Architecture Review Board
- Slowly increase its scope and influence

- **Plan for federation**

- Ensure all the processes and structures can be easily federated when needed

- **Federate when enterprise is ready**

- Pull the trigger when the enterprise is mature enough for federation
- This typically happens when EA is universally accepted and is not questioned

- **Align Enterprise Architects with business units**

- Absorb Portfolio Architecture functions
- Ensure clear alignment between EA and Portfolio Architecture

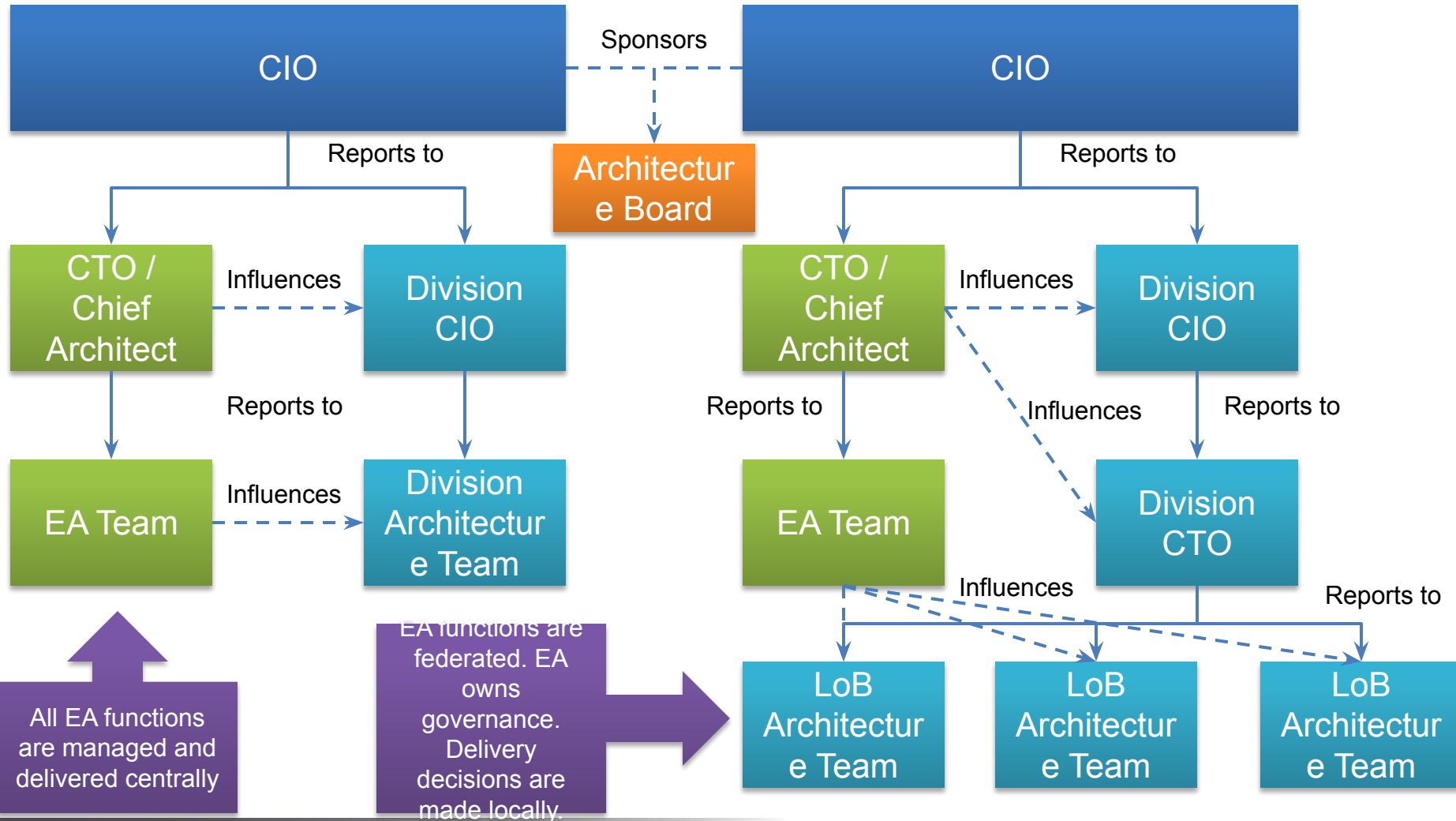
- **Maintain governance and planning functions centrally**

- Keep Architecture Review Board as a central governance body

# Designing an Effective EA Program

Small / medium organizations  
and early in large enterprises

Large mature enterprises



# Achieving Success

The success of an Enterprise Architecture program is hard to measure in objective terms. It is not just how much savings was achieved, what percentage of enterprise was modeled, how many roadmaps were created, etc. The primary indicator of success is the degree of change in the company's **culture**. Below are the signs of what a successful Enterprise Architecture program looks and feels like.

EA is universally accepted

Everyone (from executives to developers) believe in EA vision, mission, and purpose

EA Governance is invisible yet omnipresent

EA processes are tightly woven into the IT fabric

A system to incentivize positive behavior and penalize negative behavior is in place

Everyone understand their role and value they bring to EA



# Q & A



## About the Author

## About

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<http://www.amarc.org/conferences-for-architecture-firm/bidise>

- Service-Driven Architectures to National City and Enterprise Integration and Ongoing

• <http://www.iaa-leipzig.de/Service/duyen-architektur-leipzig>