# BIL–T CONFERENCE CHIEF ARCHITECTS, BIG CHALLENGES

NOV 10TH 2022, 8AM US CENTRAL

IASA

An Association for All IT Architects

# INTRODUCTION & Topic

**Mohammad Arshad**

Enterprise Architecture & Strategy Lead
Boston Scientific
IT leader with over 25 years of extensive experience in developing and implementing complex technology strategies in healthcare, retail, and life sciences industries with a proven track record of leading high impact strategic initiatives working with both IT and Business key stakeholders while successfully managing their expectations.

## TOPIC:

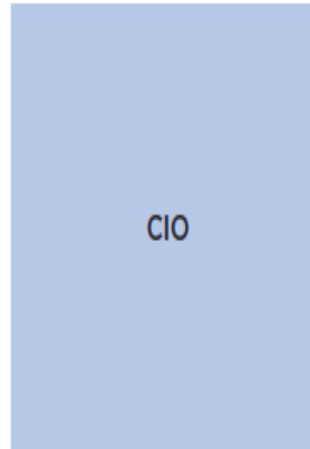*"The Cycle of Resetting Enterprise Architecture Organization"*

## PANELIST:

- **Grant Ecker**
- **Pat Lee**
- **Lisa Pratico**

- **Michael Arulfo**
- **Gregory Sexton**
- **Jason Bragry**

# Curious Case of EA Restructuring

*Research tells us that 70%+ of companies are currently considering or actively in the process of resetting EA practice.*

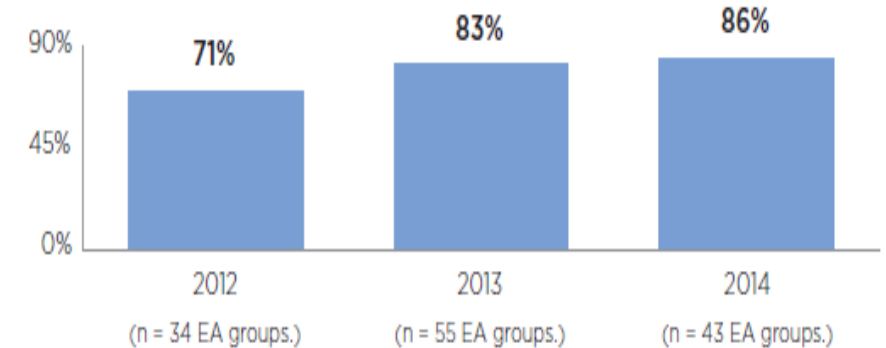**Perception that causes EA Reset:**

- **EA is a Roadblock**
  A source of hold-ups that extend timelines, add costs, and create re-work.
- **An Ivory Tower**
  White papers and big picture plans of little relevance to delivery teams' day-to-day work.
- **EA purpose and value is unknown**
  EA not widely recognized, and its purpose is unknown.
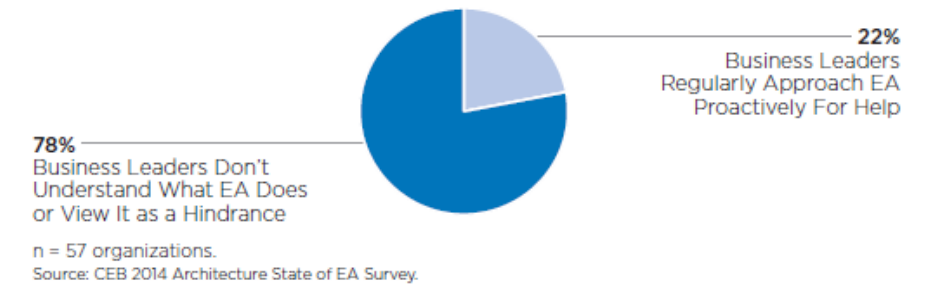
CIO

EA Stakeholders' Views of EA

**Business Leaders**

EA Groups Restructuring Within 12 Months (Recent or Likely to)

| | 90% | | |
|---|---|---|---|
| | 71% | 83% | 86% |
| 45% | | | |
| 0% | | | |
| | 2012 | 2013 | 2014 |
| | (n = 34 EA groups.) | (n = 55 EA groups.) | (n = 43 EA groups.) |

Source: CEB 2012–2014 Architecture Peer Polling.

*Business Leaders' View of EA*

**22%**
Business Leaders Regularly Approach EA Proactively For Help

**78%**
Business Leaders Don't Understand What EA Does or View It as a Hindrance

n = 57 organizations.
Source: CEB 2014 Architecture State of EA Survey.

**Without strong support from stakeholders, the instability of the EA function can increase.**
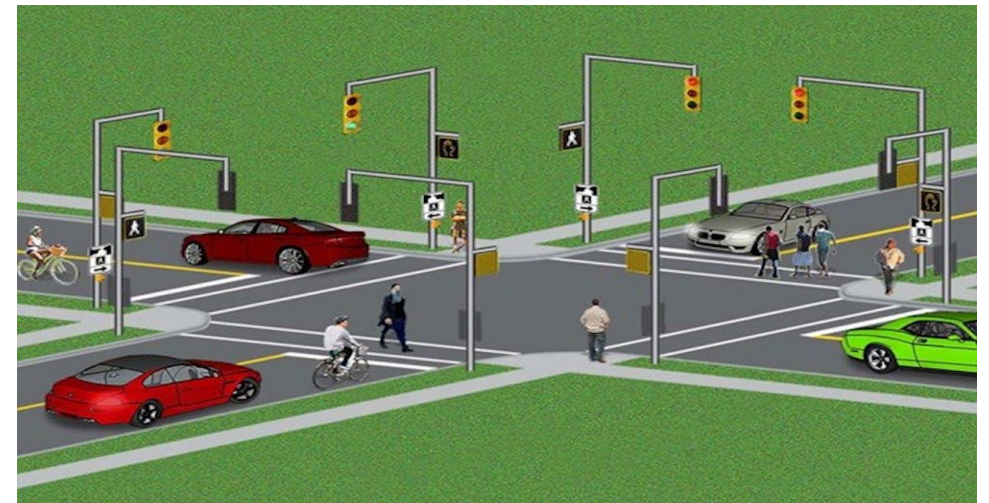
# Who you gonna call? Enterprise Architects!

## Without the EA Function

- Higher chances of failed implementations
- Exposure to risks
- Disconnected enterprise strategies
- Unpredictability of technology decision making process
- Unorganized technology landscape, redundancy, no visibility to health of technology portfolio
- Higher complexity and lower productivity



## With the EA Function

- Reduced risk exposure and higher success rate of implementations
- Connect disparate initiatives with enterprise strategies
- Transparency into technology decision making process
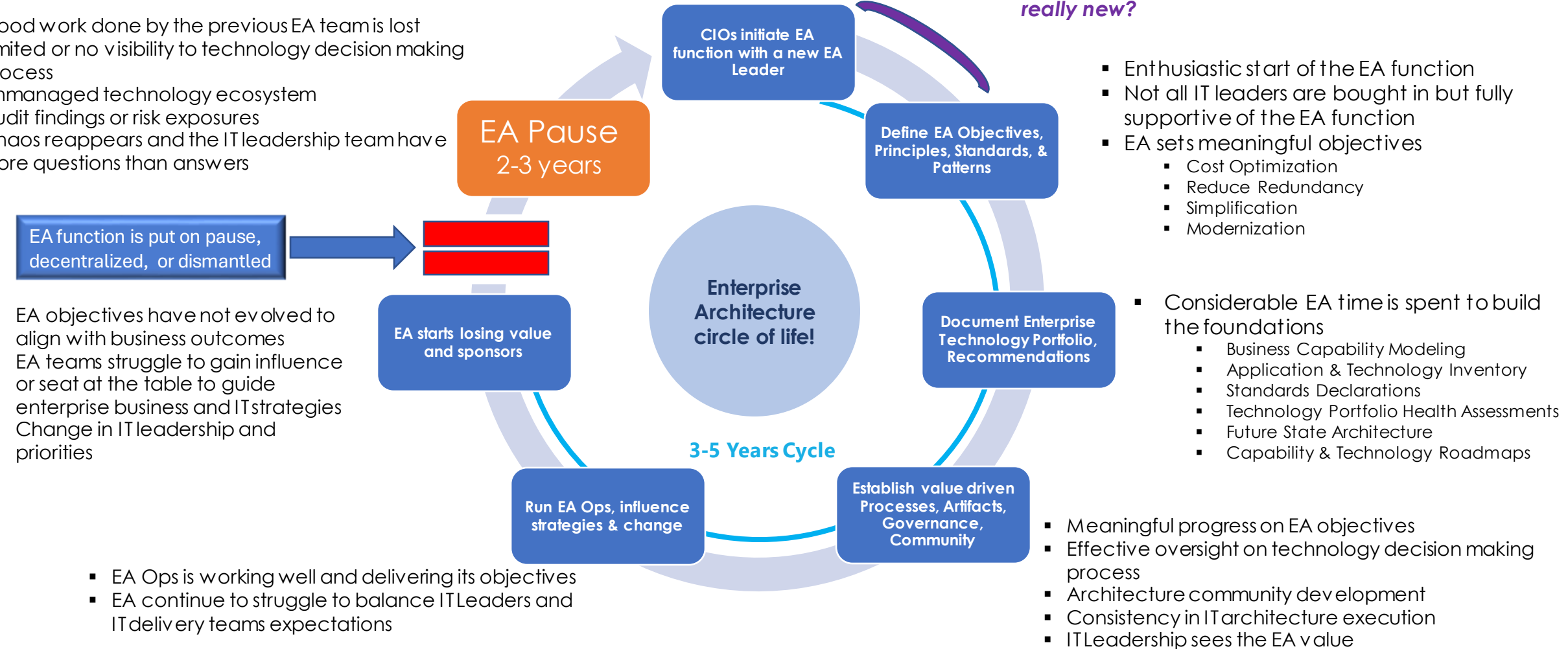- Predictable technology execution
- Cost optimization

# EA Circle of Life!

Appears a brilliant idea "*Why don't we have an EA function to manage all this chaos?*"

- Start of a new journey**? Or** *Is it really new?*

- Good work done by the previous EA team is lost
- Limited or no visibility to technology decision making process
- Unmanaged technology ecosystem
- Audit findings or risk exposures
- Chaos reappears and the IT leadership team have more questions than answers

**EA Pause**
2-3 years

EA function is put on pause, decentralized, or dismantled

- EA objectives have not evolved to align with business outcomes
- EA teams struggle to gain influence or seat at the table to guide enterprise business and IT strategies
- Change in IT leadership and priorities

**CIOs initiate EA function with a new EA Leader**

**Define EA Objectives, Principles, Standards, & Patterns**

**EA starts losing value and sponsors**

**Enterprise Architecture circle of life!**

**3-5 Years Cycle**

**Document Enterprise Technology Portfolio, Recommendations**

**Run EA Ops, influence strategies & change**

**Establish value driven Processes, Artifacts, Governance, Community**

- Enthusiastic start of the EA function
- Not all IT leaders are bought in but fully supportive of the EA function
- EA sets meaningful objectives
    - Cost Optimization
    - Reduce Redundancy
    - Simplification
    - Modernization

- Considerable EA time is spent to build the foundations
    - Business Capability Modeling
    - Application & Technology Inventory
    - Standards Declarations
    - Technology Portfolio Health Assessments
    - Future State Architecture
    - Capability & Technology Roadmaps

- Meaningful progress on EA objectives
- Effective oversight on technology decision making process
- Architecture community development
- Consistency in IT architecture execution
- IT Leadership sees the EA value

- EA Ops is working well and delivering its objectives
- EA continue to struggle to balance IT Leaders and IT delivery teams expectations

## *'Can't live - With or Without you' - U2*

# EA Must Pivot To Break The Cycle

- Redefine the EA charter and objectives
- Get a buy in from IT leadership on the EA pivot
- Redesign EA team (roles, responsibilities and accountabilities) and the EA engagement model
- Refresh EA stakeholders list
- Upskill EA team to gain new skills (as needed by your organization!)
- Create new excitement about the EA function!

**EA must pivot to stay relevant and drive more value**

**SHIFT LEFT!**

CIO's Initiate EA Function with a new EA Leader

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# The Enterprise Architecture Pivot

- Should EA function continue to re-invent itself or the reset is inevitable?
- Should EA function be more technology focus or business outcomes focus?
- How should EA gain influence beyond IT leadership team?
- What role does EA play in Product organization?
- What new skills EA must gain to deliver more value to the organization?
- What should be EA deliverables in driving business and IT strategies?
- Should EA shift towards Platform Thinking?

For further information, please contactus@iasaglobal.org

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