BIL-T CONFERENCE CHIEF ARCHITECTS, BIG CHALLENGES

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An Association for All IT Architects
INTRODUCTION & Topic

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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
- Michael Arulfo
- Pat Lee
- Gregory Sexton
- Lisa Pratico
- 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.

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!

- 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

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

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

- 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

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

EA starts losing value and sponsors

Run EA Ops, influence strategies & change

Document Enterprise Technology Portfolio, Recommendations

Establish value driven Processes, Artifacts, Governance, Community

Define EA Objectives, Principles, Standards, & Patterns

Enterprise Architecture circle of life!

3-5 Years Cycle

‘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!

**CIO’s Initiate EA Function with a new EA Leader**

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

**Document Enterprise Technology Portfolio, Recommendations**

**Establish value driven Process, Artifacts, Governance**

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

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

- EA Ops is working well and delivering on its objectives
- EA continue to struggle to balance IT Leaders and IT delivery team’s expectation
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 contact us@iasaglobal.org