About The Presenter

Guy B. Sereff

• Author, Speaker and Technology Practitioner
• Vice President / Enterprise Architecture
• Technology Industry Experience
  • Global Enterprise Architecture (8 years)
  • Large-Scale Technology Management (8 years)
  • Application Research & Development (12 years)
• Enterprise Architecture Domain Experience
  • Business Architecture
  • Information Architecture
  • Application Architecture
  • Solution Architecture
  • Enterprise Architecture Governance
• Pragmatic Blend of Strategy and Tactical Execution

http://www.linkedin.com/in/guysereff

10 December 2014
Agenda

General Context
• Enterprise Architecture as Practice
• Enterprise Architect as Role

Skills of Influential and Impactful Enterprise Architects
• TOGAF® 9 Architecture Skills Framework
• Essential Skills for Software Architects
• EQ – Emotional Quotient
• Politics – More Than a Necessary Evil

Recommended Next Steps

Questions and Closing Comments
Enterprise Architecture as Practice

- Initial Drivers of Enterprise Architecture as a practice
  - Growing system complexity
  - Misalignment between business and technology
- Not talking about a specific Enterprise Architecture Methodology or Framework such as TOGAF, Zachman, FEAF, etc.
- EA philosophically serves as a blueprint that defines the structure and operation of an organization
- However...
  - Typically aligned to the office of the CIO or CTO
  - Typically IT-centric orientation in practice

Enterprise Architecture

A discipline for proactively and holistically leading enterprise responses to disruptive forces by identifying and analyzing the execution of change toward desired business vision and outcomes. EA delivers value by presenting business and IT leaders with signature-ready recommendations for adjusting policies and projects to achieve target business outcomes that capitalize on relevant business disruptions. EA is used to steer decision-making toward the evolution of the future state architecture.

Gartner
Enterprise Architecture as Role

• Generally responsible for executing the organization’s Enterprise Architecture discipline across the various verticals the firm is engaged in as well as IT domains
  – Application Architecture
  – Security
  – Infrastructure
  – Information Management

• Best suited to look across the enterprise – focused on delivering against strategic roadmaps

• Tend to have both technical and operational backgrounds (or at least a thorough understanding of both)

• Common Misperception: Core Enterprise Architect’s function is to document the current and future state

“Unfortunately, EA is often synonymous with the practice of documenting one person’s viewpoint of their company’s IT. In reality, EA is about the skillful manipulation of an enterprise’s structure and behavior within a complex environment.”

Jason Bloomberg
Skills of Influential and Impactful Enterprise Architects

- **Common Theme** - As passionate about the ‘business’ or purpose of their organization as about technology trends and implementation details
- Ability to speak the language spoken outside of IT with credibility and genuine understanding
- Strong technical skills and insight, which in turn, become critical to the successful execution of the strategic plan
- Successful execution leads to more influence and impact, creating a cycle of increasing trust ...*but beware the antithesis*
- Great Enterprise Architects ‘raise their gaze’ above the sheer mechanics of technology
- Note: The following sections are not to be followed *verbatim*, but to cause thought on how to help increase the effectiveness of Enterprise Architects

McCall’s IS Hierarchy of Needs

- Competitive Differentiation
- Business Enablement
- IS Cost Effectiveness
- System Reliability
TOGAF® 9 Architecture Skills Framework

• Potential risk of having ad hoc Enterprise Architecture roles and functions
  – Poor communication during recruitment process
  – Time loss with under-qualified resources
  – Overlooking of qualified resources
  – Ineffective execution of the Enterprise Architecture Function

• TOGAF® 9 Architecture Skills Framework
  – Roles
  – Competency Levels
  – Categories
  – Mapping

• Potential Benefits
  – Reduced time/cost/risk in hiring/managing architects
  – Reduced time/cost to set up EA Practice
  – Reduced time/cost to solution delivery

“Enterprise Architecture” and “Enterprise Architect” are widely used but poorly defined terms in industry today. They are used to denote a variety of practices and skills applied in a wide variety of architecture domains. There is a need for better classification to enable more implicit understanding of what type of architecture/architect is being described.
TOGAF® 9 Architecture Skills Framework - Roles

- Architecture Board Member
- Architecture Sponsor
- Architecture Manager
- Enterprise Architect
- Business Architect
- Technology Architect
- Data Architect
- Application Architect
TOGAF® 9 Architecture Skills Framework – Capability Levels

Level 1
Background
- Not a required skill though should be able to define and manage skill if required.

Level 2
Awareness
- Understands the background, issues, and implications sufficiently to be able to understand how to proceed further and advise client accordingly.

Level 3
Knowledge
- Detailed knowledge of subject area and capable of providing professional advice and guidance. Ability to integrate capability into architecture design.

Level 4
Expert
- Extensive and substantial practical experience and applied knowledge on the subject.
TOGAF® 9 Architecture Skills Framework – Categories

- **Generic Skills**: Common interpersonal and professional skills
- **Business Skills & Methods**: Basic business acumen and contextual knowledge
- **Enterprise Architecture Skills**: Conceptual strategy and critical reasoning
- **Program or Project Management Skills**: Ability to lead organizational change
- **IT General Knowledge Skills**: Knowledge of application portfolio
- **Technical IT Skills**: System and software engineering capabilities
- **Legal Environment**: Familiarity with relevant aspects of laws and regulations
TOGAF® 9 Architecture Skills Framework – Subcategories

**Generic Skills**
- Leadership
- Teamwork
- Interpersonal
- Oral Communication
- Written Communication
- Logical Analysis
- Stakeholder Management
- Risk Management

**Enterprise Architecture Skills**
- Business Modeling
- Business Process Design
- Role Design
- Organization Design
- Data Design
- Application Design
- Systems Integration
- IT Industry Standards
- Services Design
- Architecture Principles Design
- Architecture Views & Viewpoint Design
- Building Block Design
- Solutions Modeling
- Benefits Analysis
- Business Interworking
- Systems Behavior
- Project Management

**Business Skill & Methods**
- Business Case
- Business Scenario
- Organization
- Business Process
- Strategic Planning
- Budget Management
- Visioning
- Business Metrics
- Business Culture
- Legacy Investments
- Business Functions

**Program / Project Management Skills**
- Program Management
- Project Management
- Managing Business Change
- Change Management
- Value Management

**IT General Knowledge Skills**
- IT Application Development Methods & Tools
- Programming Languages
- Brokering Applications
- Information Consumer Applications
- Information Provider Applications
- Storage Management
- Networks
- Web-Based Services
- IT Infrastructure
- Asset Management
- Service Level Agreements
- Systems
- COTS
- Enterprise Continuums
- Migration Planning
- Management Utilities
- Infrastructure

**Technical IT Skills**
- Software Engineering
- Security
- Systems & Network Management
- Transaction Processing
- Location & Directory
- User Interface
- International Operations
- Data Interchange
- Data Management
- Graphics & Image
- Operating System Services
- Network Services
- Communication Infrastructure

**Legal Environment**
- Contract Law
- Data Protection Law
- Procurement Law
- Fraud
- Commercial Law

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### TOGAF® 9 Architecture Skills Framework – Mapping

#### Domain Architect Roles

<table>
<thead>
<tr>
<th>Category</th>
<th>Subcategory</th>
<th>Role Mapping</th>
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</thead>
<tbody>
<tr>
<td>Program or Project Management Skills</td>
<td>Program Management</td>
<td>1</td>
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<tr>
<td></td>
<td>Project Management</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Managing Business Change</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Change Management</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Value Management</td>
<td>4</td>
</tr>
</tbody>
</table>

#### Skill Level

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Background</td>
</tr>
<tr>
<td>2</td>
<td>Awareness</td>
</tr>
<tr>
<td>3</td>
<td>Knowledge</td>
</tr>
<tr>
<td>4</td>
<td>Expert</td>
</tr>
</tbody>
</table>

- **Background**: Not a required skill, though should be able to define and manage skill if required.
- **Awareness**: Understands the background, issues, and implications sufficiently to be able to understand how to proceed further and advise client accordingly.
- **Knowledge**: Detailed knowledge of subject area and capable of providing professional advice and guidance. Ability to integrate capability into architecture design.
- **Expert**: Extensive and substantial practical experience and applied knowledge on the subject.
Skills for **Enterprise Architects** are considered to be a superset of the Enterprise Domain Architect Skills
- Technical
- Business
- Data
- Application

Only lower-end ‘outlier’ appears to be requisite Legal competency

Highest recommended skill levels
- Generic
- Enterprise Architecture

**Composite Skill Category**

**Enterprise Architecture Skills**
- Business Modeling
- Business Process Design
- Role Design
- Organization Design
- Data Design
- Application Design
- Systems Integration
- IT Industry Standards
- Services Design
- Architecture Principles Design
- Architecture Views & Viewpoint Design
- Building Block Design
- Solutions Modeling
- Benefits Analysis
- Business Interworking
- Systems Behavior
- Project Management

**Skill Level Designation**
- Expert
- Knowledge
- Awareness
- Background
Essential Skills for Software Architects

- Dave Hendrisksen identified a number of competencies that are highly sought after in software architects
- Some may seem vague or subjective, while others may appear to be more personality traits than teachable skills
- We can use the list introspectively
  - Do I demonstrate that I am passionate about my work in a way that is clear to others and beneficial to the organization?
  - Would this particular skill make me more effective within the context of my environment or my next targeted role?
- Not all of these skills will be of equal value in every organization
- Rather than trying to be great at everything on the list, focus on those areas most likely to increase your influential effectiveness
- Take an intentional approach to skill improvement
  - Iteratively try new things out until they become natural
  - Avoid defaulting to comfortable areas of current expertise

“When I hire for Enterprise Architects, I look for individuals who have an exceptional ability to communicate, deal with political situations, and take on big bold organizational challenges. If all s/he brings to the table are strong architectural abilities, I pass on that individual and keep looking”.

Kathy Watanabe, Microsoft Chief IT Architect
Essential Skills for Software Architects

### Business Skills
- Business Knowledge
- Innovation
- Pragmatism
- Vision

### Tech Skills
- Platform Development
- Architecture Perspective
- Governance
- Know How

### Project Skills
- Partnership
- Discovery
- Conceptualization
- Estimation
- Management

### Relationship Skills
- Gracious Behavior
- Communication
- Negotiation
- Leadership
- Politics

### Personal Skills
- Transparency
- Passion
- Context Switching

### Visionary Skills
- Technology Innovation
- Strategic Road Mapping
- Entrepreneurial Execution
EQ – Emotional Quotient (Intelligence)

EQ: Emotional Quotient
A measurement of a person's emotional intelligence (their ability to understand their own feelings and the feelings of others):

For leadership positions, EQ accounts for 90 percent of success.

Cambridge Business Dictionary

• Studies have shown that high IQ scores are not always synonymous with highest levels of professional success and innovation

• Based on a simple Stimulus/Response Model
  • What I See (observation)
  • What I Do (reaction)

“The difficulty with these kinds of [IQ] tests is that they’re a snapshot...on this day, on this particular test, with this particular tester.
An IQ score doesn’t measure your practical intelligence: knowing how to make things work. It doesn't measure your creativity. It doesn't measure your curiosity”.

Jacque Wilson
**EQ – Emotional Quotient (Intelligence)**

<table>
<thead>
<tr>
<th>Personal Competence</th>
<th>What I See</th>
<th>What I Do</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Self-Awareness</strong></td>
<td><strong>Self-Management</strong></td>
</tr>
<tr>
<td></td>
<td>The ability to accurately perceive</td>
<td>Your ability to use awareness of</td>
</tr>
<tr>
<td></td>
<td>your emotions and stay aware of</td>
<td>your emotions to stay flexible and</td>
</tr>
<tr>
<td></td>
<td>them as they happen</td>
<td>positively direct your behavior</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Social Competence</th>
<th><strong>Social Awareness</strong></th>
<th><strong>Relationship Management</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Your ability to accurately pick up</td>
<td>Your ability to use awareness of</td>
</tr>
<tr>
<td></td>
<td>on emotions in other people and</td>
<td>your emotions and the others’ emotions</td>
</tr>
<tr>
<td></td>
<td>understand what is really going on</td>
<td>to manage interactions successfully</td>
</tr>
</tbody>
</table>

- Personal Competence is the starting point – realistic perception of strengths, weaknesses and impact
- Social Competence provides insight into key relationships throughout the company
- Strong Social Competence, coupled with a deep knowledge of the business and above-average technical acumen is a powerful combination in an Enterprise Architect
Politics – More Than a Necessary Evil

• Suspend Disbelief about Politics
  – Ignore negative stereotypes
  – Don’t pretend to be immune to it

• Politics is about influencing the behavior of others to achieve a desired outcome or objective

• Effective Enterprise Architects are often masters of the political aspects of their organization
  – Navigate and leverage the decision-making networks
  – Communicate well with all levels of the entity in ways that resonate with constituents
  – Influence institutional behavior irrespective of the formal organizational structure

• This isn’t about being the most popular or widely known architect in the company
  – It is about being a true catalyst for change
  – It is about successfully influencing outcomes at a strategic and meaningful level

"The secret to success is sincerity. Once you can fake that you’ve got it made".
Jean Giraudoux

Political competence is the ability to understand what you can and cannot control, when to take action, who is going to resist your agenda, and who you need on your side to push your agenda forward. Political competence is about knowing how to map the political terrain, get others on your side, and lead coalitions. More often than not, political competence is not understood as a critical core competence that is needed by all leaders in organizations.

Bacharach, The Unspoken Leadership Skill You Need to Survive
Turning Politics into Influential Leadership

• Understand Influence
  – Positional Power (formal)
  – Influential Power (informal)
  – Realistic Self Assessment

• Start Where you Are
  – What works where you work?
  – Influential Role Models?

• Leverage influence in all directions
  – Vertical
  – Horizontal

• Traits to master
  – Social Reputation
  – Enhanced Skill Set
  – Executive Presence
  – Superior Likeability
  – Power to Persuade
Recommended Next Steps

• Speak and understand the language of your business and industry
• Harness and master the power of organizational politics rather than being controlled by them
• Focus on business outcomes before technology outcomes rather than the other way around
• Seek out mentors and role models from non-technical parts of the organization
• Narrow targeted skill improvements initially to those that are most valuable within the context of the organization
• Remember that the goal is a better enterprise, not merely better enterprise architecture

Watch for these benefits...

Have a more direct impact on the progress of the enterprise agenda
Bring clear value to the Enterprise Architecture function within the organization
Reduce friction and resistance to change through higher levels of influence
Become a trusted business colleague while still being respected for technical expertise
Any Questions?

Contact the Author
http://www.linkedin.com/in/guysereff

Any questions or suggestions for the webinar:
enquiries@orbussoftware.com

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