
The logo for 'accelare' features the word in a bold, black, sans-serif font. To the right of the text is a green, curved swoosh that starts under the 'e' and curves upwards and to the right, ending under the 'e'. A small 'TM' trademark symbol is positioned at the top right of the swoosh.

Building a Sustainable Architecture Practice

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MACC
Minneapolis
November 13th, 2014

Why am I here today?



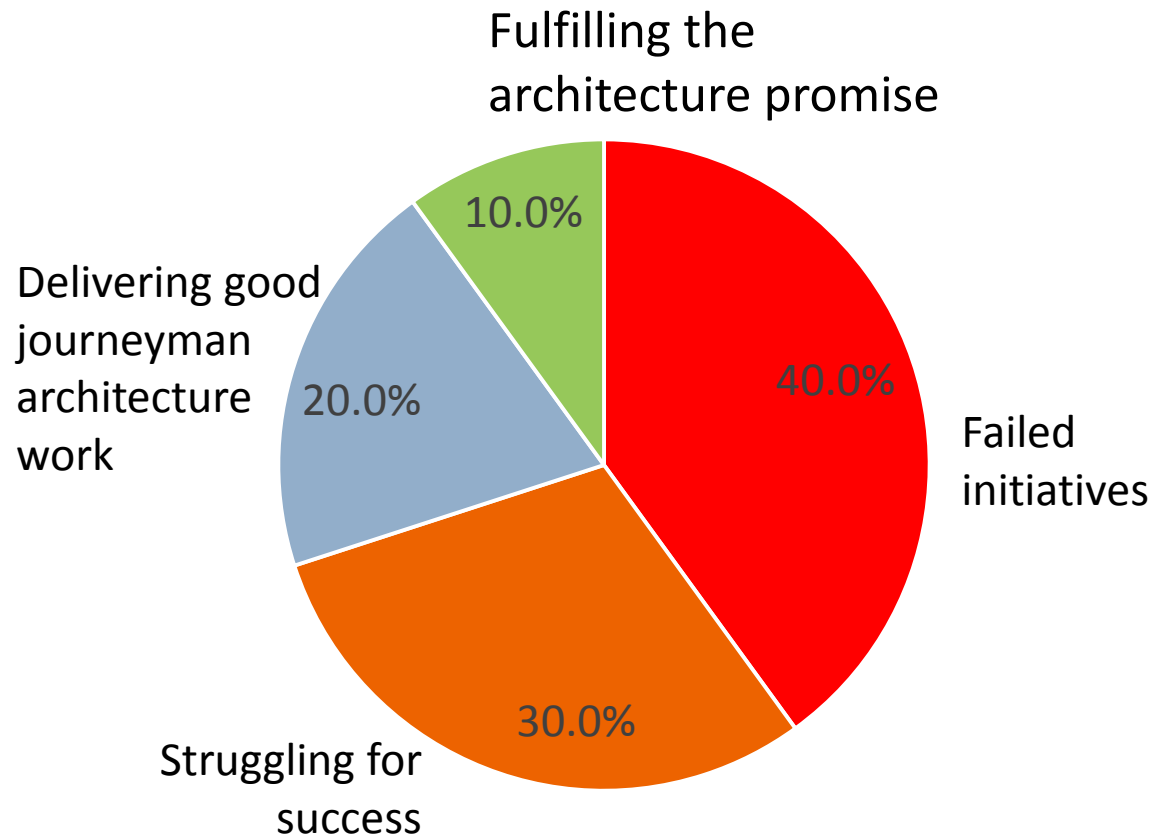
The problem is never how to get new,
innovative thoughts into your mind,
but how to get old ones out.

- Dee Hock

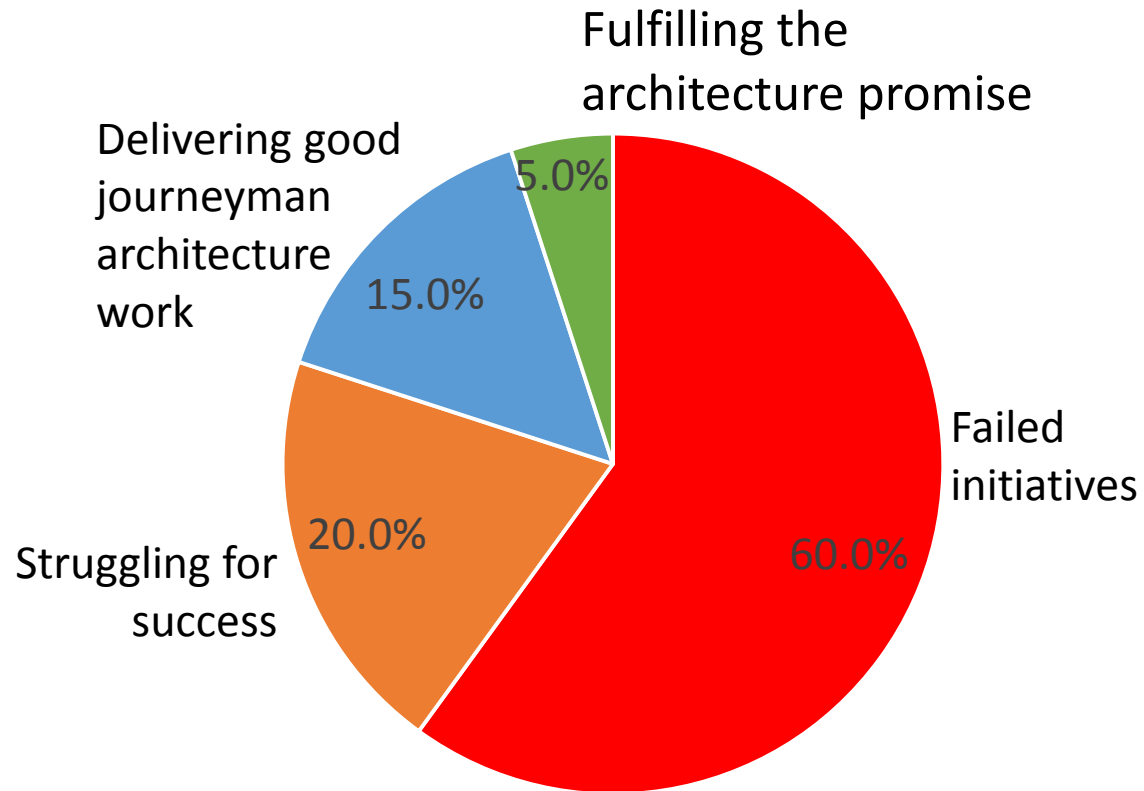
Some interesting facts

- **Architects are among the best and brightest members of our organizations.**
 - **Architects have more latitude than other organizations to create their role to be what they want it to be.**
 - **Architects have fewer time dependent deliverables than most organizations so they have the time they need to develop a high quality product.**
 - **Organizations are in desperate need of innovative business designs, strategy implementation, and transformation management.**
- . . . and yet**
- **Architecture teams struggle for success.**

Today's reality for enterprise architects

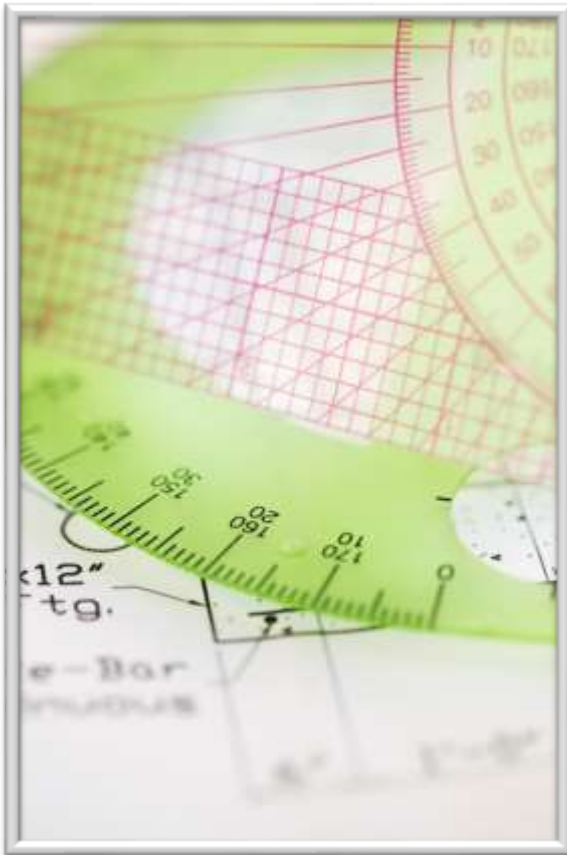


Today's reality for business architects



Which is harder?

Build



Sell

Cultural & political support are the biggest barriers to business architecture success

“What are the three most significant barriers to BA success?”
(Percentage reflects rank of 1, 2, or 3)



Base: 85 IT professionals who report unsuccessful business architecture initiatives in their firms

Source: Q2 2012 Global Enterprise Architecture Maturity Online Survey

March 2013 “The State Of Business Architecture And Business Architects In 2013”

FORRESTER

Cultural & political support are the biggest enablers to business architecture success

“What are the top three success criteria for your BA program?”
(Percentage represents rank of 1, 2, or 3)



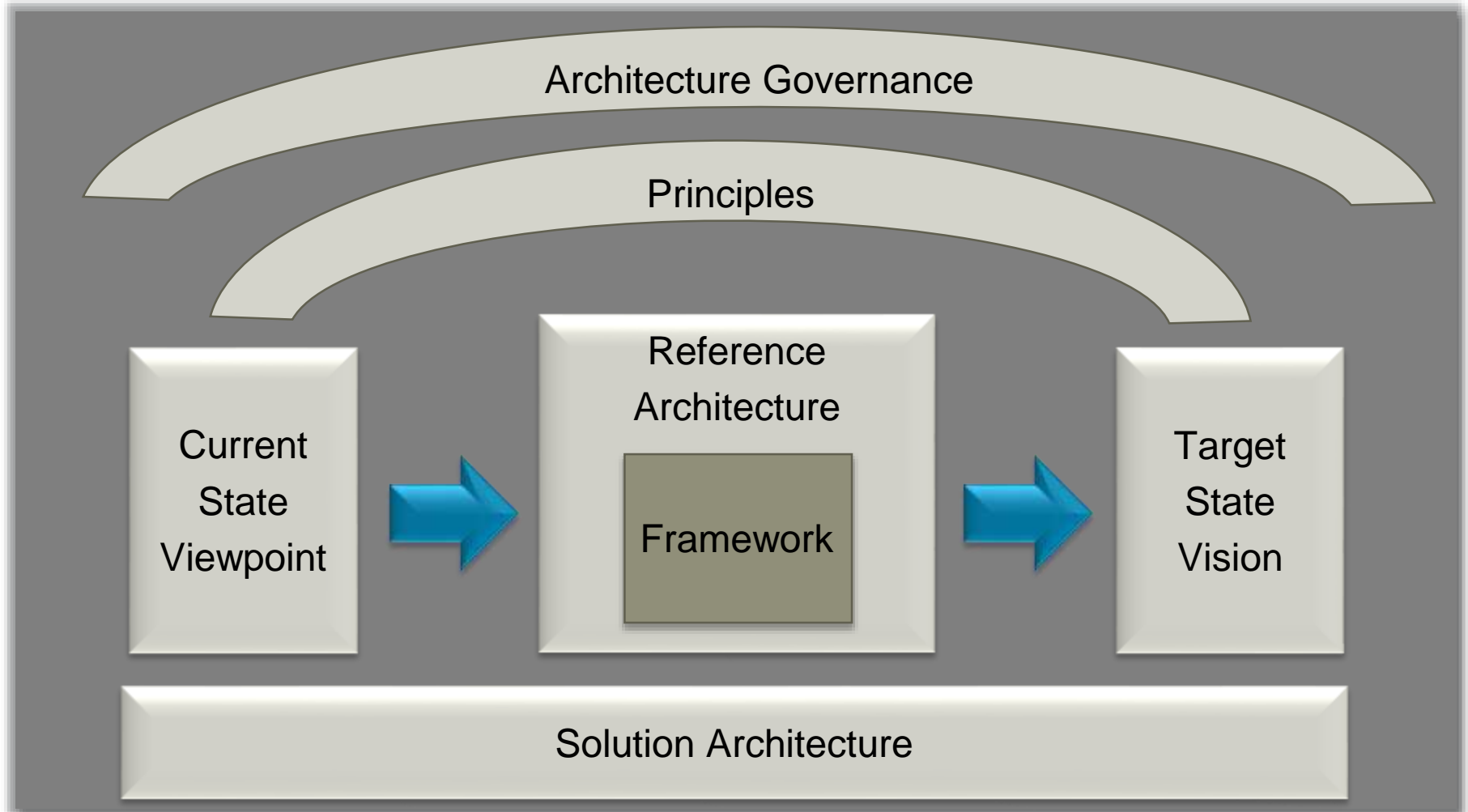
Base: 49 EA professionals with a successful business architecture initiative

Source: Q2 2012 Global Enterprise Architecture Maturity Online Survey

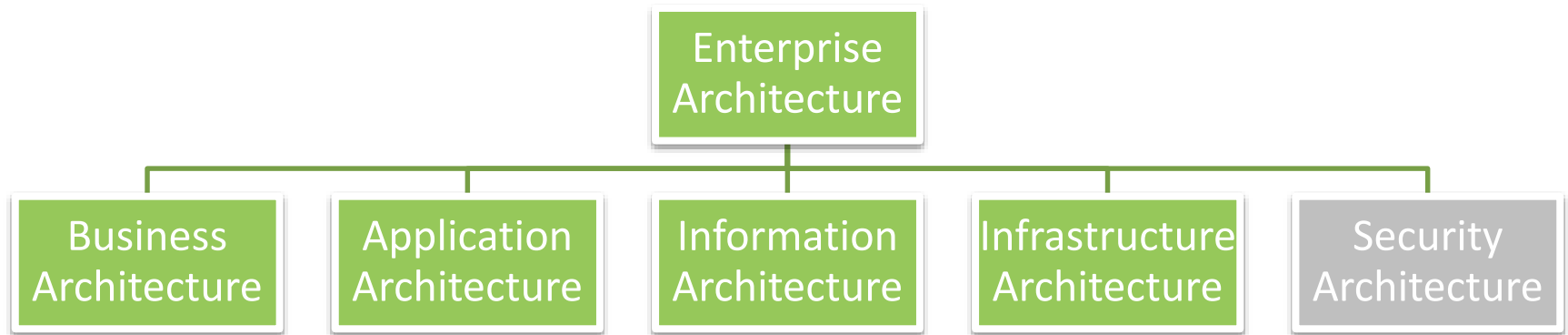
March 2013 “The State Of Business Architecture And Business Architects In 2013”

FORRESTER

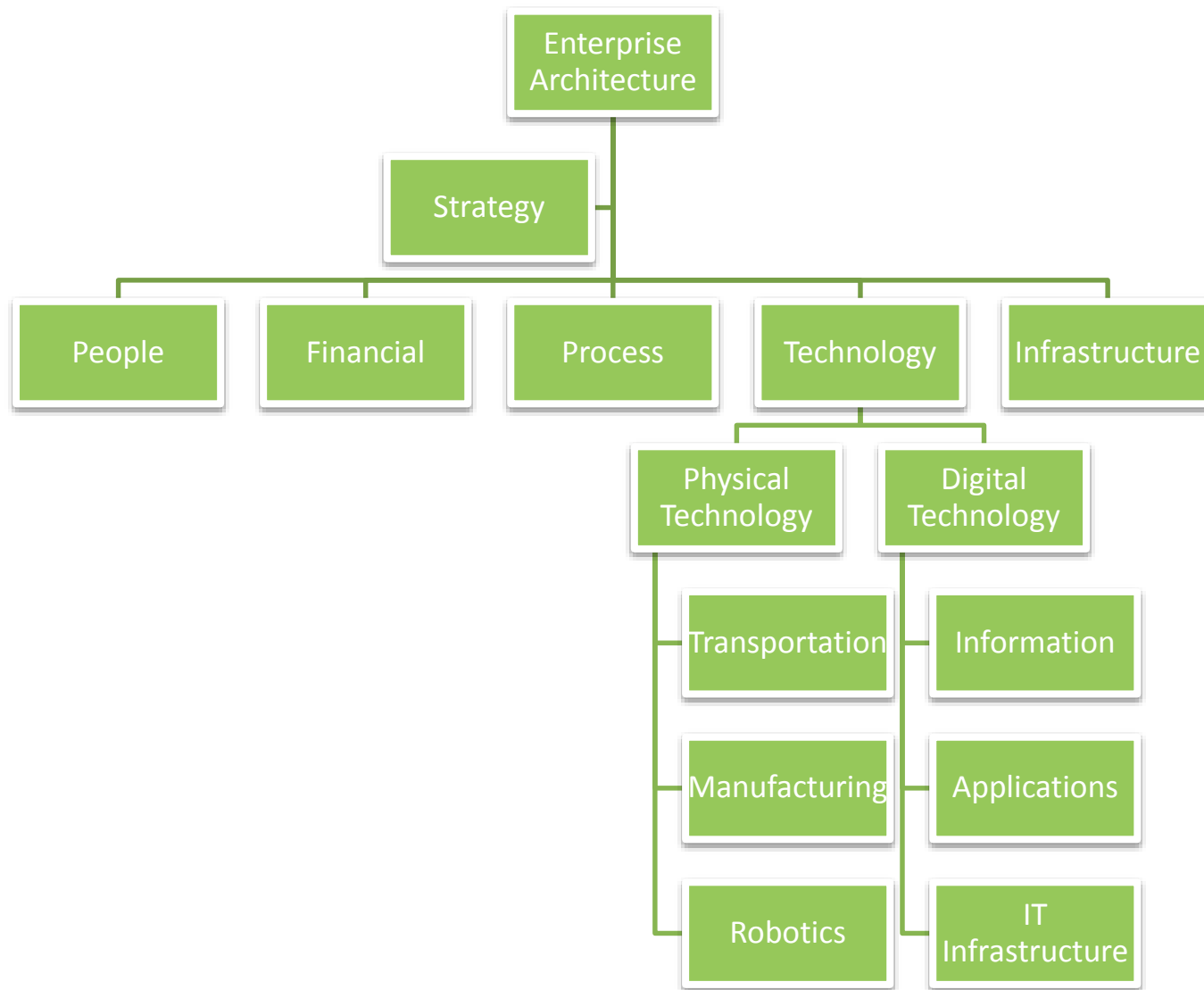
Our current paradigm is out of date



The architects view of enterprise architecture



A business view of enterprise architecture



We have met the enemy. . .

. . . and he is us

- We want change to happen our way
- We ignore culture and context
- Technology is the center of our universe
- We place efficiency over effectiveness
- We want to control versus collaborate
- We focus on models versus results
- We want it to be easy for us
- We would rather be right than successful





What's different about successful architects

Recognize reality

- The CEO dictates the “what” but not the “how”
- Business is driven by financial objectives not strategic plans
- It’s always about making money
- Everything is a tradeoff
- There is never enough money to do it “right”
- Businesses do not make long term investments without a clear and certain return
- Customer acceptance and/or time to market are the most important project drivers
- People trust who and what they know

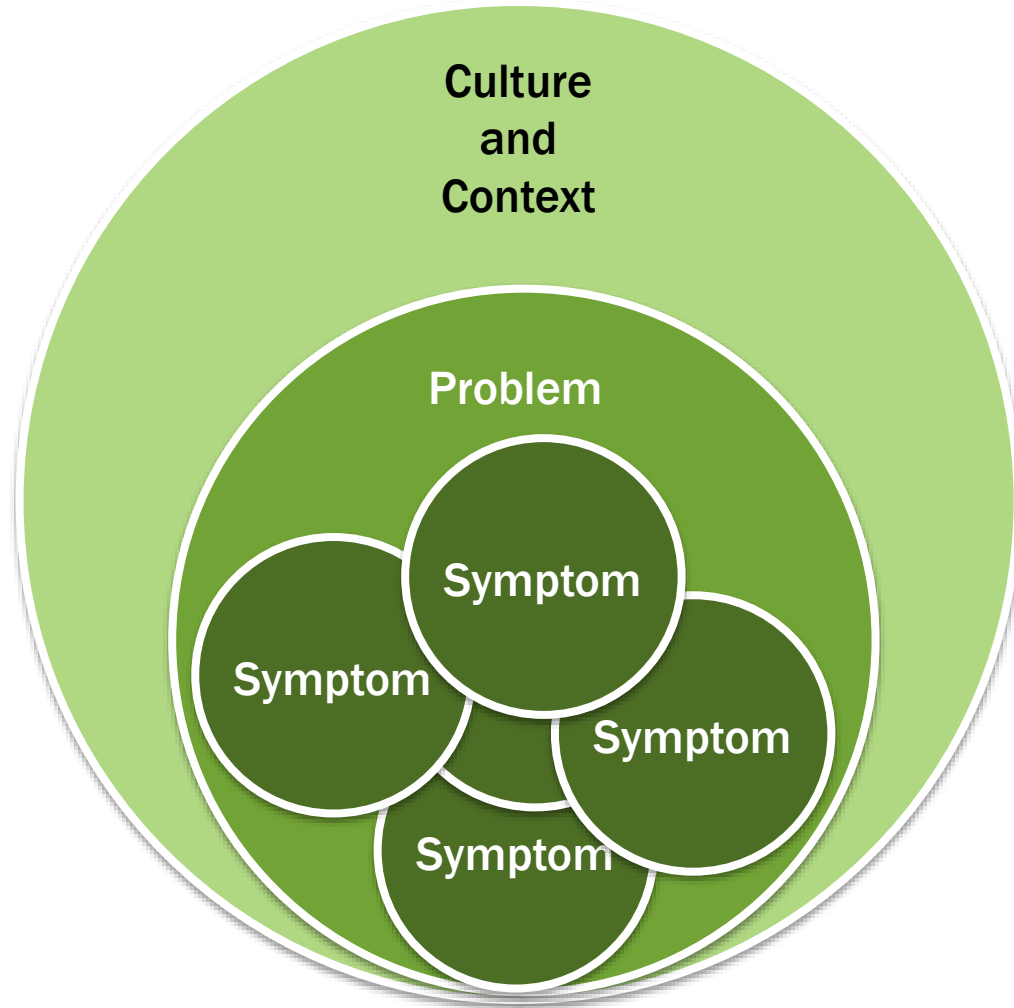
Forget the theory – do what works



Yogi Berra

“In theory, there is no difference between theory and practice. In practice there is.”

Solve the right problem



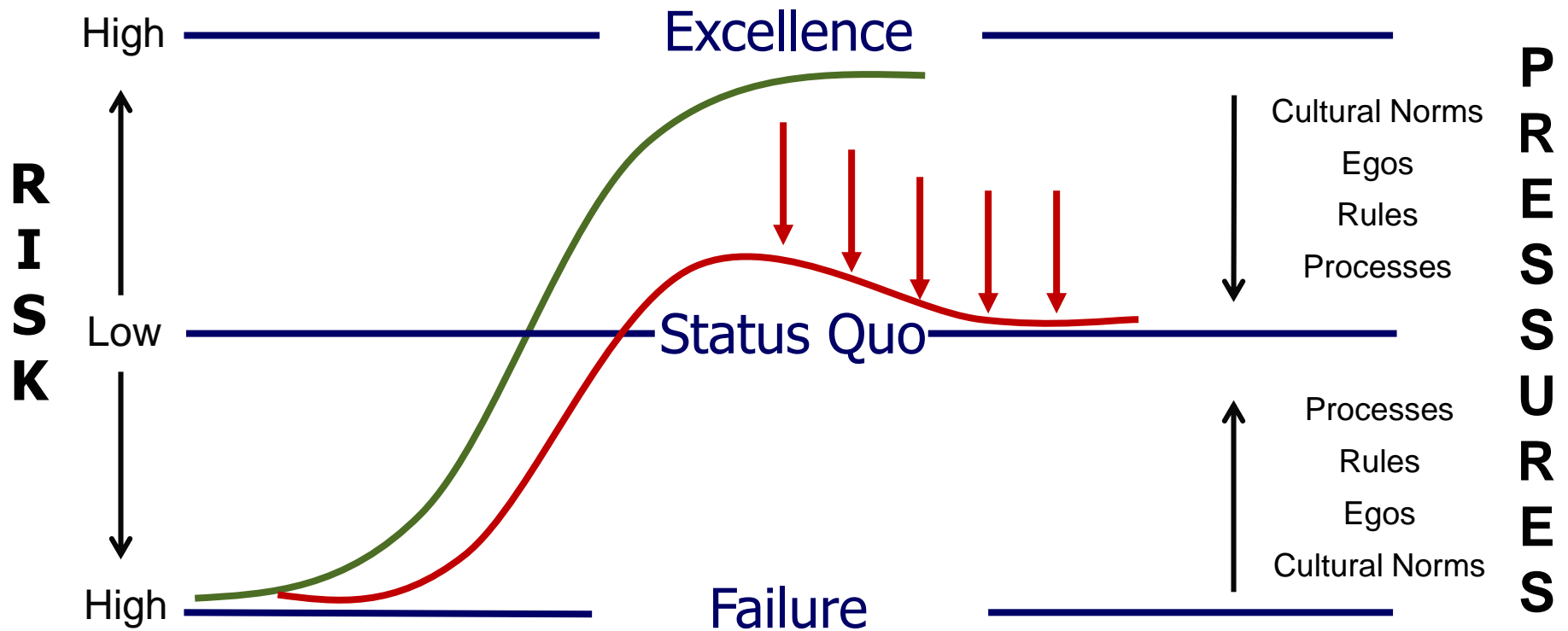
Make others successful



Deal with culture and context



Take risks



Attributes of successful architects

- **A sound understanding of business principles and concepts**
- **An ability to think about business processes outside of the technology context**
- **Knows how to listen. . . well**
- **A really strong consulting mindset**
- **Have a strategic point of view**
- **Can innovate on the fly**
- **Good at design thinking**
- **A catalyst for change**





Sustainability

Sustainable practices have big aspirations

Highly productive organization

- Highly structured
- Detailed processes
- Roles are clearly defined
- Specialization reigns
- “I get the job done”



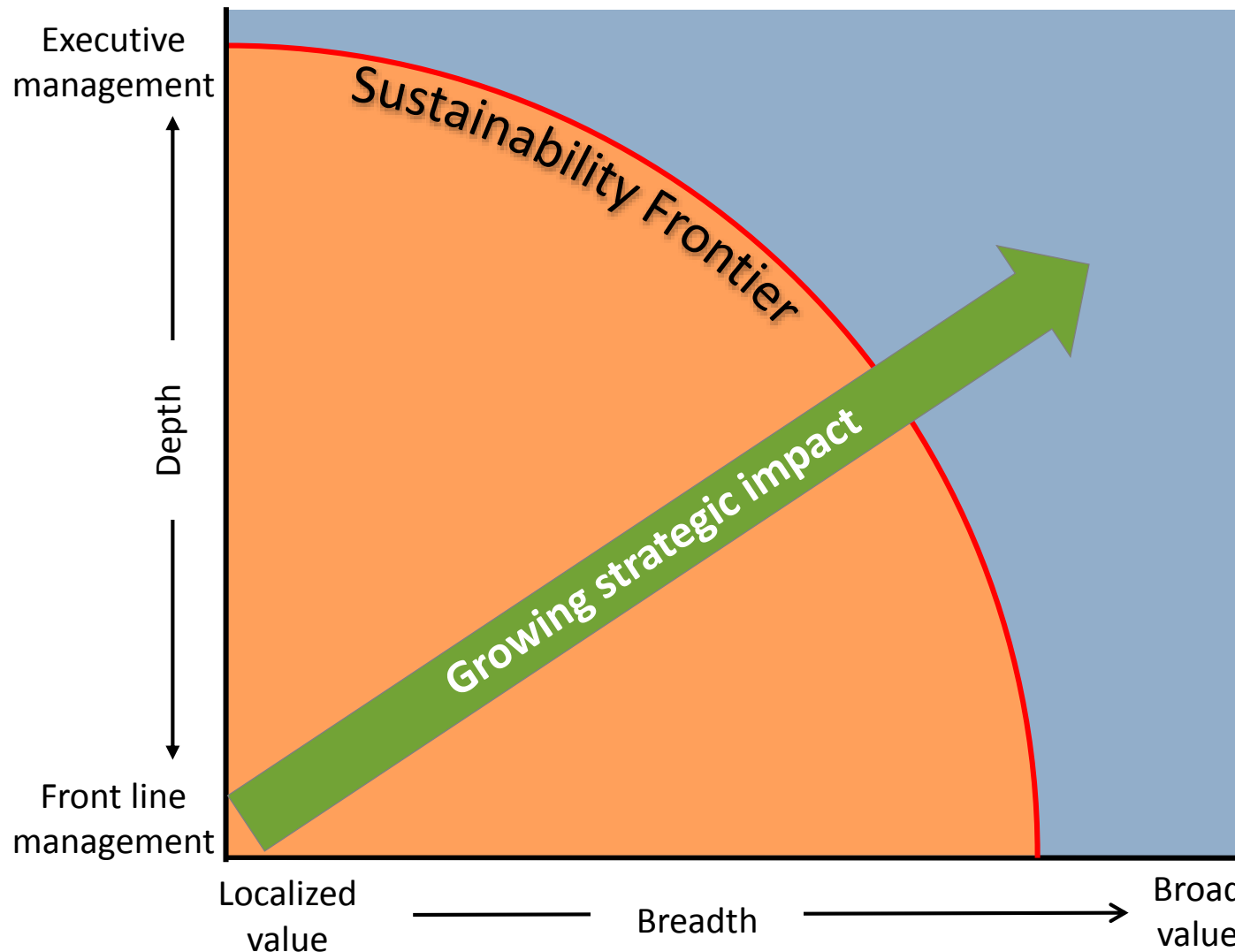
NPR - Scott Sady/AP

High performance organization

- Clear and wide boundaries
- Just enough process
- Roles are in flux
- Learning reigns
- “I am contributing to something”



Sustainable practices are growing practices



The bottom line

- If you are not growing, you are dying
- The top three critical success factors are influence, influence, influence
- Technology is NOT the center of the universe
- Architects design new worlds, engineers build the plumbing
- Value is in the eye of the customer
- Low hanging fruit is bitter, solve the right problems
- Culture eats strategy for breakfast
- Be so good the b%\$!@&^s can't ignore you
- Think **BIG**, start *small*, move *Fast.....*

Stay in touch

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Things you might be interested in:

The Business Architect blog @ <http://thebusinessarchitect.accelare.com/>

Ask me about: The business architect's roundtable





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