**Checklist: 10 mistakes**

enterprise architecture management

One of the most relevant tasks today is to improve an organization's management system in order for it to effectively respond to modern challenges.

One of these answers is digital transformation, which is inextricably linked to enterprise architecture management. In turn, corporate architecture is the main tool for successful digital transformation.

The basics of the architectural approach for 4 basic business domains of the enterprise are separately disclosed, the main competences of the architecture office are defined, the enterprise model from the perspective of the architectural approach, the template of end-to-end architecture modeling and the methodology of cross-analysis of data from the architecture repository are presented.

The tasks that enterprise architecture solves, a common framework for creation, **and typical mistakes in applying architectural practices are identified.**

*Typical mistakes of applying architectural practices*

*One of the main building blocks of a service or product landscape is* ***Enterprise Architecture****. Mistakes made at this stage will affect all subsequent processes and functions.*

1. Refusal to describe the current state of the business As Is
2. Overly ambitious goals
3. Privatization of corporate architecture in IT block
4. Use of unprepared data
5. Architecture office works in isolation from the strategy
6. Lack of communication with the architecture office
7. Top management does not participate in the architecture committee
8. Incorrect approaches to evaluating the architecture office's performance
9. Emphasis only on digital technologies
10. Consider enterprise architecture management as a project

# 01. Refusal to describe the current state of the business As Is

It is believed that it is not necessary to spend time analyzing the current situation, but to concentrate on the future state, striving in every possible way to get some result.

Knowledge of the current state can show that perhaps some of the requirements for a new initiative have already been realized within the existing ones and you can calculate the economic effect due to the existing functionality.

Through the audit process, you will clean up the current architecture, ensure that the operational costs of maintaining the existing IT landscape are reduced, populate the repository, and create a complete model that will be useful for future initiatives.

**Recommendation.** As part of preparing an architectural description for solution, competency, or enterprise-wide initiatives, be sure to prescribe the current architecture, target architecture, and conduct a GAP analysis. The conclusions drawn from a GAP analysis for decision makers are always more powerful than simply suggesting that they do this or that because someone thought of something.

# 02. Overly ambitious goals

The architecture office often has goals that are comparable to the company's strategic goals. For example, in a year's time, the architecture office should have the entire business and IT landscape in its repository. At the same time, there is confidence that measurable results will be obtained from the first year, and the team will be motivated by the complexity of the project.

However, the more complex and ambitious the goals set at the beginning of the journey, the easier it is for the project to fail, for example, by not meeting some KPIs.

**Recommendation 1. Any progress in EA during 2 years is more important than KPIs.**

Evaluate progress by how much better you have become compared to yourself in the past tense. Instead of invented KPIs, use ACMM methodology to assess the current maturity level of architectural competencies. Plan the next stage to strive for throughout the year. Make progress within your own practice on simple qualitative attributes.

**Recommendation 2. Manage stakeholder expectations. This is a key success factor.**

Immediately build a process of expectations management and communication with stakeholders interested in assistance in making management decisions based on architectural content. In order for them to see the real benefit of the architecture office, in response to their viewpoints on problems and tasks, prepare the necessary information about the components that affect that task. The real benefit will come from giving them information they did not previously possess when making management decisions.

**Recommendation 3. Create an MVP for the initial launch + sprint roadmap.**

On the release path, it is sufficient with a developed target architecture to do agile development and operationally manage the architecture of these kinds of solutions.

# 03. Privatization of corporate architecture in IT block

If the CIO has serious ambitions to influence the business and understand the essence of new IT, which are responsible for the business model, for services within the organization, and not only for the IT landscape or the development of IT solution architecture, then the creation of an architecture office within IT can be justified.

However, those people who are responsible for the business component, for making money in the organization, are users of data architecture as much as IT, because on the basis of this information they generate ideas on how to work with the client, how to develop the product component of the business.

Gartner claims that by 2025, enterprise architecture management units should replace all external consultants, because the effectiveness of their consulting product will be much higher due to the fact that they have information about all the connections within the organization.

# 04. Use of unprepared data

You can often see a picture where data is collected manually and mostly in Excel, there is no one responsible for data quality, and the competence center has to ensure data integrity on its own.

It is believed that the center for enterprise architecture management should collect all this dirty data, add it to the repository, and clean up the mess there. However, the organized garbage is still garbage, because most of the data itself is unreliable, unnecessary or unrelated.

It should be understood that the architecture office is responsible for the big picture, on the basis of which key top managers make decisions. Critical management decisions ultimately suffer from the quality of the information processed.

**Recommendation**. It is necessary to make the work related to data cleaning a separate competence.

# 05. Architecture office works in isolation from the strategy

The architecture office is burdened with low-level tasks such as process modeling, building solution architecture or IT systems. At the same time, they forget about the focus on working out solutions related to the strategic development and digital transformation of the organization.

**Recommendation 1**. Architectural competencies should become a mandatory tool for strategy implementation. All current project activities and all transformation initiatives should be checked for strategic alignment.

**Recommendation 2**. Spell out the connection of each initiative to the rationale for some strategic goal. Find out why this or that initiative continues to be implemented, why this or that initiative, on which the key strategic goal depends, is stalled and not resourced?

# 06. Lack of communication with the architecture office

It is believed that the architectural office should interfere as little as possible with other departments and distract them from their direct responsibilities because the practice of architecture is extremely complex to understand and apply.

**Recommendation.** Build communication mechanisms, instrumental or process-based, to discuss developed architectures within the architecture committee with stakeholders. There are solutions for this in the format of user-friendly interactive architectural data showcases.

*The key task of the architecture department is to respond to stakeholders' requests and involve them in architectural content as much as possible, to conduct business training to convey the key ideas of building corporate architecture.*

# 07. Top management does not participate in the architecture committee

It happens that top managers do not understand why an architectural office exists (it's trendy, everyone has one and we should have one), because it is believed that the less interfering architects are, the more efficient they will be.

This is fundamentally wrong, because top management is the key consumer of architectural products. A manager must understand the essence of corporate architecture management, its impact on business development, must be an architect himself, first of all, and develop managerial thinking with the help of such practices to see the whole picture.

**Recommendation.** It is necessary to educate stakeholders and top management and make them receptive to architectural content.

# 08. Incorrect approaches to evaluating the architecture office's performance

Due to the fact that architects seem to "just prepare information for decision making", the value of architectural practice seems indirect and difficult to measure. A program to develop architectural practices is often presented as creating as many architectures as possible. The effectiveness of architectural activity is measured as production through various KPIs. It is not assessed whether it is an activity in principle.

**Recommendation 1**. Create a map of the services that architects provide within the organization to stakeholders. This can be the development of the architecture of an initiative, the harmonization of initiatives and their elaboration for compliance with the strategy, business and architectural principles. To the service map, add SLAs and production metrics for service development.

**Recommendation 2.** Prepare a program for transition to iterative development of the project office.

# 09. Emphasis only on digital technologies

Research shows that companies that invest heavily in digital but don't engage in change management development lose out by a long stretch to those who, even without investing in digital, are seriously engaged in change management. Digital transformation should therefore be more about 'transformation' than 'digital'.

A key change management competency is an architectural approach. Having invested in corporate architecture management, having learned change management, one can safely work with all kinds of new technologies.

# Consider enterprise architecture management as a project

* assume that it is possible to do an enterprise architecture management project and emphasize proper design as a major success factor;
* assume that the project will change core processes and fix problems that have prevented the delivery of better products and services;
* believe that all objectives will be achieved immediately once the project is completed;
* complete an enterprise architecture project and consider it unsuccessful if the goals are suddenly not met;
* believe that in case of failure, investments in the enterprise architecture implementation project will be partially compensated if some small bugs are found and fixed during the project.

**Architectural practices** is a strategic functional area of management based on identifying the links between business domains, between objectives and operational capabilities. This competence should become a key element of development, a permanent component that ensures survival and development in the new reality.

**Bonus track. How do you sell to the owner and top management the need to implement corporate architectural practices?**

Most often, the owner considers only the direct benefit of any initiatives. In the absence of such, no initiatives are accepted.

**Recommendation 1.** Talk to the top executives about what they care about. If they care about revenue, then revenue must be decomposed into functions and services, and this is the architect's task.

Identify the interrelationship of key architectural entities and show them what it takes to make more money. Decompose the task into components, find interdependencies, and show that benefit as a goal is dependent on many factors. To operate on these factors, to envision them, to consider them, to design them, to define attributes - this is the architectural approach and architectural thinking.

**Recommendation 2**. Appeal to foreign experience, where even small companies have an architect, because he is responsible for the development model.

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