

When do Enterprise Architects add value?

Enterprise architects (EAs) add value by

- ▶ making sense of complexity
- ▶ showing how to navigate complexity
- ▶ guide the reduction in unnecessary complexity
- ▶ helping to manage uncertainty

EAs help organisations address messy and wicked problems that have strategic impacts

Messy Problems

- ▶ have high process, data or technology complexity
- ▶ problem space is reasonably stable or changes in a predictable way
- ▶ target state scenarios can be defined with reasonably sound assumptions

Wicked Problems

- ▶ are poorly understood, are ambiguous
- ▶ have a constantly changing problem space with complex interdependencies
- ▶ often have significant social / people / political complexity
- ▶ large parts of the current and / or target state cannot be defined with confidence

Or A mix of both

Messy Problems

- ▶ Enterprise Architects can help
 - ▶ make sense of the complexity
 - ▶ define target state scenarios
 - ▶ define roadmaps to guide the delivery of a target
 - ▶ define an incremental approach to benefits delivery

EA engagement is likely to be front loaded focused on defining current state, target state and the roadmap followed by a supporting role to help maintain the overall integrity of the approach as the business and technology changes progress

Wicked Problems

- ▶ Enterprise Architects can help
 - ▶ make sense of the complexity
 - ▶ identify areas of uncertainty
 - ▶ define experiments and nudges to enable learning
 - ▶ define an incremental approach to benefits delivery

EA engagement is likely to be continual during the programme which will be based on an agile learning approach

A Problem with both Wicked and Messy Parts

- ▶ Identify components of the problem space that are Messy and those that are Wicked
- ▶ Design the enterprise architecture response to suit each part of the problem space

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