# 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 currrent 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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