

# The Enterprise Architecture Leader's First 100 Days

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What you do in your first 100 days as an enterprise architecture leader — whether entry, lead, senior or chief — will be critical to your success. EA and technology innovation leaders should focus on target business outcomes, communications and relationships in the early days of their new role.

## Overview

### Key Findings

- Success as an enterprise architecture leader depends on establishing the foundation for a sound approach from the beginning. This requires a firm grasp on best practices and avoiding worst practices, along with an understanding of how to deliver value and communicate vision, goals and objectives.
- A laserlike focus on iteratively and pragmatically identifying and delivering against business outcomes — increased support for the execution of the organization's business strategy — will increase the impact, perception and value of a new enterprise architecture leader.
- To make a faster and more significant impact on the business, a new enterprise architecture leader should engage with business leaders and key stakeholders as early as possible, secure long-term support, and ensure significant line-of-business and product-line-level involvement.
- Having a clear brand and a communication plan are powerful ways for a new enterprise architecture leader to collaborate with business and IT counterparts.

### Recommendations

As a new enterprise architecture (EA) and technology innovation leader seeking to build a world-class EA capability, you must:

- Identify quick wins for you and your team to deliver at least one actionable recommendation that addresses a high-priority business outcome within the first 100 days.

- Create a direct link between targeted business outcomes, the future-state business capabilities required to achieve them, and the organizational programs, projects and initiatives that will deliver them.
- Forge empathetic relationships with key stakeholders and show the value of EA by delivering high-impact change.
- Create a communication plan that has a regular pattern, persuades and influences, and opens a two-way dialogue between you and your stakeholders.

## Introduction

You have just been appointed as the EA leader in your organization. That may include being tasked with starting, restarting or refreshing your organization's EA discipline to improve its strategy and decision-making ability in the use of technology to achieve business outcomes. You are in a dynamic and value-adding area, and your business is looking for leadership and direction that may or may not have been a success factor in the team's past contributions (see Note 1 for the assumptions regarding the EA role).

Adapt the 100-day roadmap and checklist of actions based on your organization's:

- Defined business strategy and investment objectives
- Existing business and IT capabilities
- Size and maturity of the IT organization
- Corporate structure — centralized versus federated
- Cultural norms and management styles

Proper preparation, assessment, planning, acting, measuring and, above all, communication can significantly enhance your chances of success. This research highlights key activities and provides actions and resources to help you achieve your intended outcomes. Tailor our suggestions to suit your circumstances, such as whether you are new to the organization, have been appointed from within your current business unit in your organization or come from another business unit.

Gartner also offers a unique companion experience to this research in our Peer Connect forum for Enterprise Architects. You can use this forum to meet other newcomers to this leadership role, discuss challenges and get support from like-minded peers.

Your first 100 days will constitute an expected "honeymoon" or transition period. This all-too-brief period is yours to formulate a course of action, make connections, and establish and communicate a

personal management style. Use the time to set the stage for EA's contribution to the business, and remember: First impressions are critical.

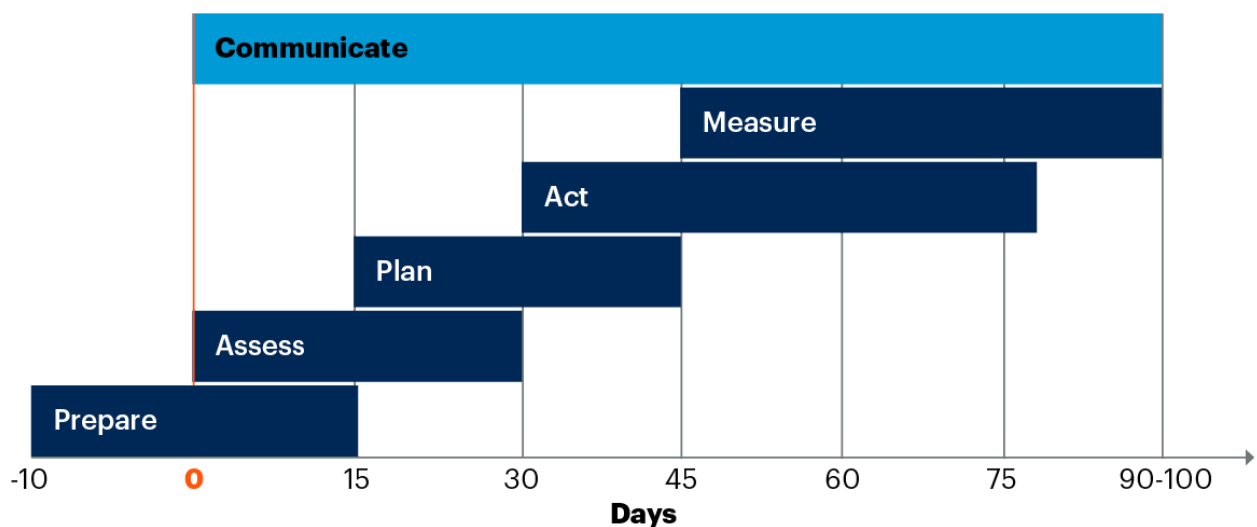
**You must establish yourself and create business-value and business-outcome-focused perceptions that others will associate with your subsequent plans and actions.**

We break down your first 100 days into six phases, each overlapping with suggested durations that you can customize. Each phase includes critical target outcomes, actions and resources, as well as some optional ideas to consider as time and resources allow. The Communicate Phase spans the full duration, and we include specific actions for effective communication for each stage (see Figure 1).

**Figure 1. First 100 Days Roadmap**



### First 100 Days Roadmap



Source: Gartner  
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A successful agenda for the first 100 days should:

- Ensure that you have a thoughtful and diligent plan of action prior to setting up an EA practice within the organization.

- Identify a couple of key, business-outcome-oriented quick wins that are easily achievable, which can be valuable for EA to help quickly (re-)position EA as a discipline that delivers real, timely business value.
- Strike a balance between seizing quick-win opportunities that align to key stakeholders' priorities, plus provide thoughtful advice and due diligence. EA must be perceived as both holistic long-term-focused expertise and responsive.
- Ensure that you properly recalibrate expectations ahead of time, and clearly articulate the risks associated with acting so quickly without the proper due diligence.
- Forge solid relationships with all key stakeholders and sponsors (such as business leadership, IT leadership, business partners and, ultimately, customers). Determine expectations for commitments, funding, business benefits and time scales.
- Know how success — your own and that of the EA practice — is defined and how it can be measured by using this research to guide your planning and delivery.
- Communicate the business value of EA clearly, and engage your stakeholders in regular, open communications. Establish your credibility.
- Develop a roadmap for your EA practice that shows how you will establish and build its maturity, scale and scope over time. Look for the quick win.
- Be outcome-oriented, and always ensure that the EA practice is delivering business value, not developing EA for the sake of EA.

## The First 100 Days Plan

### Prepare Phase (Days 10 to 15)

**“Don’t just do something; stand there.”**

*— Martin Gabel, American actor, film director and film producer*

Take the time to understand what is expected of you and the EA discipline in your organization, and what success looks like. At this stage, EA staff need to get out of their cubicles and go and meet stakeholders to build relationships, understand perspectives, strengthen confidence in approach and so on.

## Target Outcomes for the Prepare Phase

- A stakeholder map that identifies stakeholder capabilities, priorities and the business outcomes they're responsible for.
- Knowledge of expectations and the influence of each stakeholder, and who will be directly and indirectly influenced by the EA practice (see [Stakeholder Engagement Profile Map](#)).
- A clear plan and schedule for constant communication with stakeholders, as appropriate.
- A clear understanding of the expectations of the role and what the success criteria will be. Write all this down in less than 300 words for your personal use and review.
- Knowledge of what has come before and the organization's understanding of EA. Write a list of three to five key, formative, prior organizational experiences (negative and positive) that you need to keep in mind (see [IT Score for Enterprise Architecture and Technology Innovation](#)).

## Actions for the Prepare Phase

In many organizations, the understanding of what EA is and how it adds value varies greatly. This begins by getting a good understanding of each stakeholder, their capabilities, priorities and business outcomes. From this, create a value proposition that shows how the EA practice will help stakeholders meet their priorities and business outcomes, and begin the process of building relationships and setting expectations.

EA teams often underestimate the importance of selling the success of an EA program. EA communications activities require time and talent. Plan and execute them as an integral part of the overall process to set up the EA program. A critical success factor for EA programs is the ability to win support, help or resources from key people in the organization. This is no easy task. It takes hard work to build selling skills, engage in communication planning and devise the best messages to pitch to key people.

If you are restarting or refocusing your EA efforts, consider using the IT Score to determine a maturity baseline, importance and priorities (see [IT Score for Enterprise Architecture and Technology Innovation](#)).

## Actions Before Day 1

Adopt business-outcome-driven EA by addressing the questions EA and technology innovation leaders should ask and answer:

- What is the level of understanding of EA across the organization?
- What are my key stakeholders' perceptions of an EA practice?
- What does our organization want from an EA practice?

- How will our organization benefit from an EA practice?
- What type of EA practice will our organization adopt (framework-driven EA, process-driven EA or business-outcome-driven EA [BODEA])?
- How will we advance the organization's EA practice capabilities and maturity?

**Issues:** Without “linkage” to business strategy and to targeted business outcomes – which inform EA efforts and provide guidance – it is impossible for EA practices to make business and IT recommendations they can act on and deliver on.

**Explanation:** EA practices that start or restart by focusing only on either business or technical and/or IT tactical requests are bound to become stuck in a reactive mode. Many of these efforts do not focus on creating diagnostic, actionable and measurable deliverables that business leaders can use to understand opportunities or take action in support of the business's strategic direction; thus, they result in EA practice failure. EA practices that focus primarily on the tactical questions their business and IT leaders are asking will find it impossible to demonstrate and deliver business value in the digital era, or garner long-term stakeholder engagement and support.

**Solution:** Start or restart the enterprise's EA practice by adopting a BODEA approach. Focus first and foremost on linking all EA and IT efforts to business direction and strategy. These strategies can be defined at multiple levels of the organization. This includes higher-up, but also at the level of product categories and product lines, so EA should seek to understand the future state at different altitudes of the enterprise. All EA work is not top-down. Address the “why” and “what” – before the “how” of “doing” EA. Avoid the pitfalls of a failed EA practice by ensuring that EA efforts deliver targeted business outcomes and a continuous value proposition. Evaluate the maturity of your EA practice to prioritize improvements and create an actionable plan to improve performance (see [IT Score for Enterprise Architecture and Technology Innovation](#)).

## Communications in the Prepare Phase

### Before Day 1

Prepare to follow best practices for effective communication:

- Use business language wherever possible. Avoid detailed technical terms. Clearly define any specialist terms, such as business jargon and IT abbreviations.
- Be brief, clear and consistent in your messages across forums and audiences. Tailor your messaging to your audience, their priorities and their digital dexterity (i.e., digital ambition and ability).
- Connect plans explicitly to the organization's strategic investment objectives, thus demonstrating continuous business-IT alignment.

- Adopt “agile” communication: iteratively deliver in-progress plans to IT peers and business leaders, seeking feedback and evolving as needed. Don’t spend too long polishing EA deliverables before seeking feedback.
- Help stakeholders understand the “art of the possible” by sharing industry case studies and examples (see [Case Study: How EA Enhances Digital Business Competitiveness \(Johnson Matthey\)](#))).

Create introductory communication material:

- Introduce yourself, your background and your initial thoughts on joining the organization.
- Make this content as fact-based and neutral as possible, and keep it short and succinct.
- Within the context of your organizational culture, personalize the biography and connect to the audience based on your common humanity and shared goals.

Draft a discussion guide. This must be customized for the audience — that is, stakeholders and staff members:

- For stakeholders:
  - Prepare a list of no more than five to seven questions that will engage stakeholders and gather the information you need.
  - Make some questions specific and others open-ended to go beyond the polite meet and greets.
- For staff members:
  - Include questions about their views, wants and needs. You can use the EA IT Score to collect their expectations on what EA stands for and what they can expect an EA practice to deliver.
  - Use the questions as an opportunity to discover pitfalls that you may encounter and to reveal entrenched biases.
  - Get a sense of their satisfaction levels with their own teams and organizations, and how you might be able to impact them positively.

Some sample discussion questions are shown in Table 1. These will help you understand your role, key people and the key challenges of your job as others see them (see [Scaling EA’s Influence](#)). It is unlikely that you will use these questions verbatim; however, you can adjust them to suit your users’ styles and preferences

Preface these discussion points by learning something about the people you are speaking to – for example, what they are responsible for, the trends and challenges that concern them most, how they measure success, and the key people in their organizations. Get a sense of their styles, body language and comfort levels with you. As you move into your discussion points, adjust your language and questions to their styles.

Table 1: Sample Discussion Questions

| Questions  | Senior Executive Leadership | Management | Staff |
|--|-----------------------------|------------|-------|
| How well does our team deliver on your requirements and expectations?                    | ✓                           | ✓          | ✓     |
| Who are the key contributors to your success (either in IT or your business operations)? | ✓                           | ✓          |       |
| What promises and commitments have been made for the next six to 12 months?              | ✓                           | ✓          |       |
| Who else should I talk with concerning your experiences with EA?                         | ✓                           | ✓          |       |
| Which of my IT peers are critical to my team’s success?                                  | ✓                           |            | ✓     |
|  |                             |            |       |

Source: Gartner (July 2022)

Actions and Communications on Day 1

Since your first few days on the job are all about listening and communicating, we’ve combined this phase’s actions and communications (see Figures 2 and 3).

Identify stakeholders, and tailor your communication plan to them:



- Define your brand: What one to two words do you want stakeholders to think about you and your team at the end of Year 1? Use your brand to shape your communication plan.
- Do not try to tutor your stakeholders on the concept of EA; this is critically important. Rather, show them the value of your effort by exploring and listening to their needs. Use that information to illustrate not only how EA deliverables add business value, but also what you can do for them.
- Communicate through multiple channels, from spending time with stakeholders to formal communication messages and informal “brown bag” or lunch sessions.
- Develop a plan for the timing and delivery of these communications. Establish a regular pattern of ongoing communications as well as a continuing dialogue with your stakeholders. Put ticklers and meetings in your calendar now – don’t wait.

Figure 2. Identify Behavioral Barriers



Identify Behavioral Barriers

Behavioral Listening Guide

| Drivers of Stakeholder Behavior | Barriers to Stakeholder Behavior   | What You May Hear When Listening   |
|---------------------------------|--|--|
| Individual Attitudes            | <b>Beliefs:</b> Beliefs that conflict with desired behavior  | • “I don’t think that’s important.”  |
|                                 | <b>Expectations:</b> Stakeholders’ ignorance of the consequences of their actions                              | • “I don’t see how what I did impacts the bottom line.”                    |
|                                 | <b>Alignment:</b> Actions that go against things that stakeholders value and consider important                | • “I care a lot about ...”   |
| Capability                      | <b>Control:</b> Stakeholders’ sense that they don’t have the autonomy to take action or implement changes      | • “That’s someone else’s job.”   |
|                                 | <b>Opportunity:</b> Stakeholders’ ignorance of how to take actions based on the available information          | • “I don’t have the skills (resources, time) to do this.”                  |
| Social Cues                     | <b>Norms:</b> Cues and actions of others close to the stakeholders that steer them toward undesirable behavior | • “No one here would like it if I did that.”                               |
|                                 | <b>Signals:</b> Conflicting messages and incentives that lead stakeholders to choose an undesirable path       | • “I would like to do that, but my manager tells me to do something else.” |

Source: Gartner  
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Figure 3. Redefine EA’s Strategy on a Page



Redefine EA’s Strategy on a Page

Statement of Enterprise Architecture Strategy or Mission



Source: Gartner  
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Identify stakeholders:

- Consider the impact of social cues and capabilities – not just attitudes – on stakeholder behavior. Narrow down the top five to seven key stakeholders for the EA practice.
- List their interests/influence in the EA practice. Business-outcome-driven EA is a collaborative effort involving stakeholders from across the organization, such as business executives, business analysts, project managers and IT executives.
- Understand their perspectives and expectations of your role and of the EA practice.
- Prepare to manage the various political domains of the organization, each with its own alliances and agendas.
- Conduct an informal stakeholder-mapping exercise to provide an important context for the landscape of your role in the organization (see [Stakeholder Engagement Profile Map](#)). Clearly, this analysis is for your personal use and should be handled as such.

For key stakeholders:

- Explore your stakeholders' visions regarding what they want from you and what they want from an EA practice. Begin with your key stakeholders — that is, the person you will report to and those who will be closely involved in or impacted by the EA practice.
- Review your findings with your manager.
- Draft a very-high-level, business-driven vision and mission statement (one page) for the EA practice. Don't start by trying to define EA. Start with the business vision, strategy and outcomes. In some organizations, an enterprise charter is a good way to capture these discussions and set out the scale and scope of the EA practice. Use the [Toolkit: How to Create an EA Charter, and Why](#) to help you start.
- Concisely summarize and communicate EA's reenvisioned practical plan for the digital era on one page to relevant stakeholders. Your strategy is a living document and should evolve as the organization evolves.

For the management team:

- The CIO (or equivalent sponsor) is also a key part of your communication plan.
- The CIO should sell the concept of EA at the senior level and lay the foundation for the EA practice.
- Coach the CIO (or equivalent sponsor) in creating and crafting this message.

For your team:

- Meet with your team members, and discuss their vision for the EA practice.
- Get a sense of their skills, competencies and aspirations.
- Determine what has gone before and what successes and failures previous leaders have had. This will set the context for your focus and the messaging you will need to create. Every individual can offer valuable insight into the history of EA in the organization, and why the organization is seeking to start, renew or restart the EA practice.
- Where the EA practice is restarting, ensure that individuals who are closely associated with the fear of failure are fully committed to the new vision for EA. Give them different responsibilities, or move them into other roles within the organization.
- Ensure that your whole team understands the communication plan and each member's part in it.

In some cases, executives will not have a clear understanding of the purpose of EA or an EA practice in general; use this as an opportunity to introduce them to your vision and the value of business-

outcome-driven EA:

- Test your vision, plans and communications with a smaller group first; get feedback, and refine if necessary.
- Focus on a straightforward message, such as: “We deliver actionable guidance to help you make better business and IT investment decisions.”
- Watch for verbal and nonverbal signals to tailor your message — this is most important. Sometimes, this means “talk less, listen more” (see [Scaling EA’s Influence](#)).

## Resources for the Prepare Phase

### Gartner Research and Tools

[8 Steps to Start or Restart a High-Impact, Business-Outcome-Driven EA Program](#)

[IT Score for Enterprise Architecture and Technology Innovation](#)

[Case Study: How EA Enhances Digital Business Competitiveness \(Johnson Matthey\)](#)

[Effective Communications: How to Perform a Stakeholder Analysis](#)

[13 Best Enterprise Architecture Practices to Ensure Program Success](#)

[Scaling EA’s Influence](#)

[EA Value Stories: Articulating EA’s Performance to Stakeholders](#)

### Other Suggested Resources

Use these resources to get organizational context and history:

- **Company and industry websites:** Even if you are internal to the organization where you are setting up or restarting an EA practice, develop an understanding of the key elements of the organization’s business, the competitive landscape and industry trends. These insights will either give you the first glimpse into the market pressures and disruptive forces that shape strategies and priorities, or help you understand the main areas of attention and messaging from a business perspective.
- **Published financial reports:** Utilize public financial and performance data, such as stock exchange filings, to gauge the company’s recent trends relative to the financial results.
- **Earnings calls and investor resources:** Leverage key information on corporate strategies and plans shared with investors during quarterly earnings calls.
- **Corporate blogs, Facebook and Twitter:** Subscribe to or follow these increasingly important communication channels.

- **Professional networking and employee feedback sites:** Find out what current and former employees say about the company.
- **External and internal resources:** Use these to improve your personal communication skills. Many organizations can help you become a great communicator (for example, [Toastmasters International](#) and internal HR training opportunities).

## Assess Phase (Days 0 to 30)

**“The unexamined life is not worth living.”**

— *Socrates, Greek philosopher*

Build on your preparations with a more detailed assessment of your organization and the capabilities needed to support your EA practice.

### Target Outcomes for the Assess Phase

- Know how the EA practice will add business value. Describe the value quantitatively and qualitatively, and review it with your manager.
- Identify the key business outcomes that must be addressed. Prioritize those outcomes and trade-offs. Pick one or two that are prime for EA influence and success.
- Understand how the EA practice must work to fit within the organization.
- Create an outcome statement for the EA practice and socialize it.
- Assess EA staff and individual readiness to achieve objectives. This may result in organizational changes during the Act Phase. Also assess your stakeholders’ ability to deliver on their targets. Since you support their objectives, you should adjust your EA services to meet stakeholder maturity.
- Identify customer-focused EA offerings by building profiles of potential stakeholders that are anchored on the jobs those stakeholders perform.

### Actions for the Assess Phase

- Start developing your business outcome statement for EA, which documents the measurable outcomes sought by business stakeholders as a consequence of their strategy.

- Use the business outcome statement to gain a clear understanding of what the organization is trying to achieve, as well as the trends and disruptions to which the organization must adapt. Keep the business outcome statement fairly high level and focused.
- Expect that you may not get complete stakeholder or organization consensus on your business outcome statement during the Assess Phase (the first 30 days).
- Make the first iteration of the business outcome statement a five- to seven-page PowerPoint presentation.
- Be prepared to regularly assess the validity of the business outcome statement, and expect to update it at least quarterly.

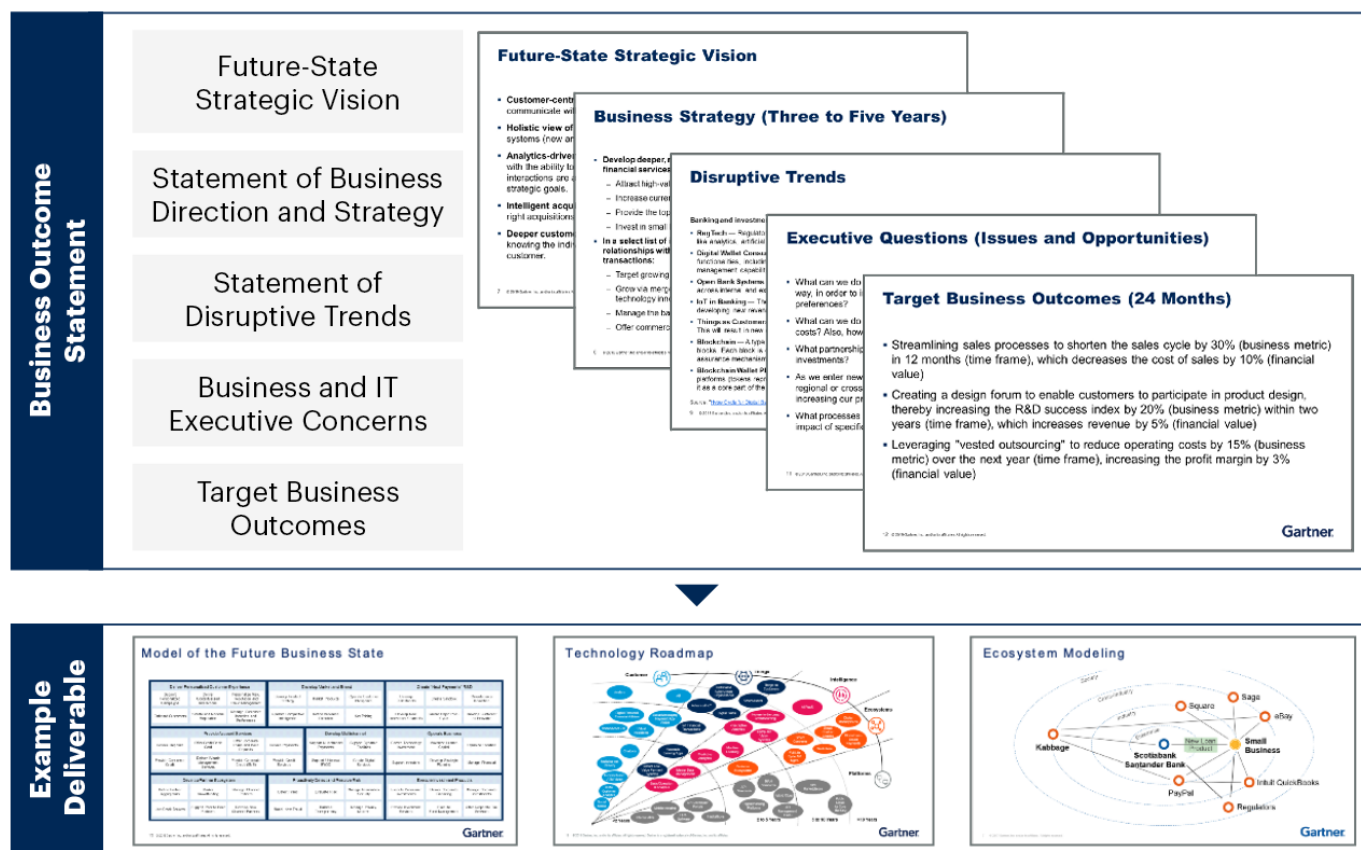
The business outcome statement represents an opportunity to engage your stakeholders in a discussion about the organization's strategy and stakeholders' priorities. This has many benefits. The business outcome statement will clarify the strategy and priorities; will limit the scope of the work and explicitly define what will not be done; and is a first step in forming collaborative working relationships with key stakeholders. It also will allow you to identify the priority business outcomes and the ones in which EA should be involved. The document provides the enterprise context to the EA effort, and, for many organizations, is a key deliverable of the strategy and planning process (see Figure 4).

Assess how much your management expects you to spend on strategic versus tactical efforts. "Enterprise architecture" is a ubiquitous term that means different things to different people. Assess differences in stakeholder perceptions, especially of the EA role. Organizations support a range of activities in EA, such as a strategic to a tactical focus and an enterprise to a local scope. Use [Toolkit: Determining the Scope, Focus and Work Allocation Mix for Your EA Program](#) to help facilitate this type of discussion with business and IT executives and leaders. Use it with diverse stakeholders to understand varying expectations and to reset those expectations as needed.

**Figure 4. Business Outcome Statement Building Blocks**



## Business Outcome Statement Building Blocks



Source: Adapted From Adidas AG  
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Gartner.

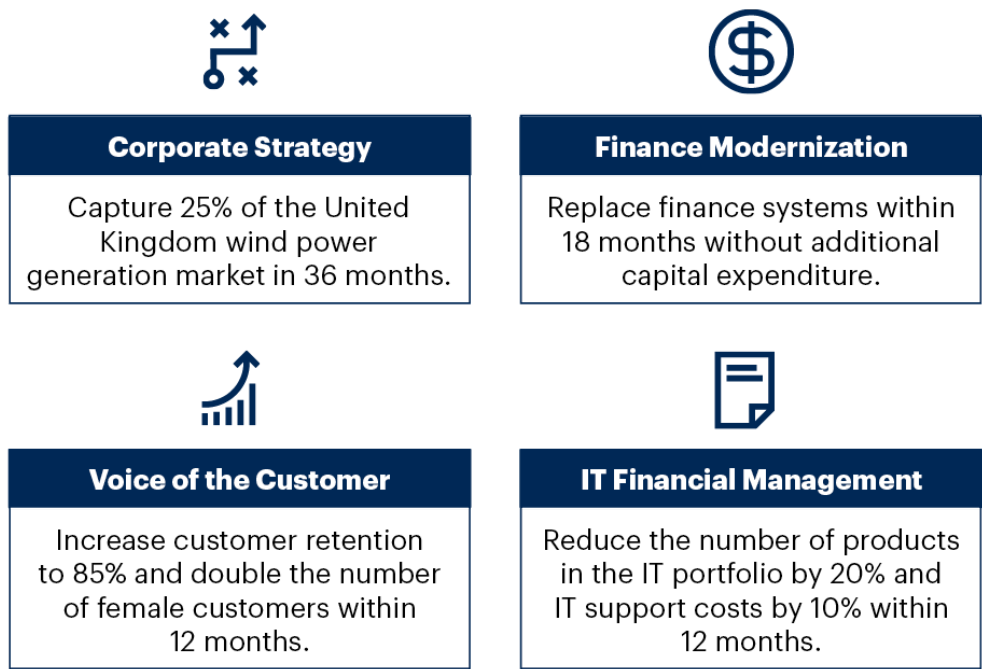
By using this approach, stakeholders will receive valuable EA deliverables that bridge the strategy-to-execution gap to better support business decision making. Stakeholders will be motivated to participate in business-outcome-driven EA and benefit from the EA team's insights and guidance.

Begin by working with your business stakeholders to identify their business outcomes. A “business outcome” is a statement of a specific business benefit result that is measurable, achievable within a specified time frame, and in support of the business strategy and objectives. Business outcomes may be focused on growing revenue, optimizing costs and/or mitigating risk (see Figure 5).

### Figure 5. Targeted Business Outcomes (Illustrative Example)



**Targeted Business Outcomes**  
Illustrative Example



Source: Gartner  
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**Gartner**

It is important for you to be aware of expectations and, for larger organizations, to enable and encourage the different kinds of architectural roles within the company. For this to happen, you must first determine (see Figure 6):

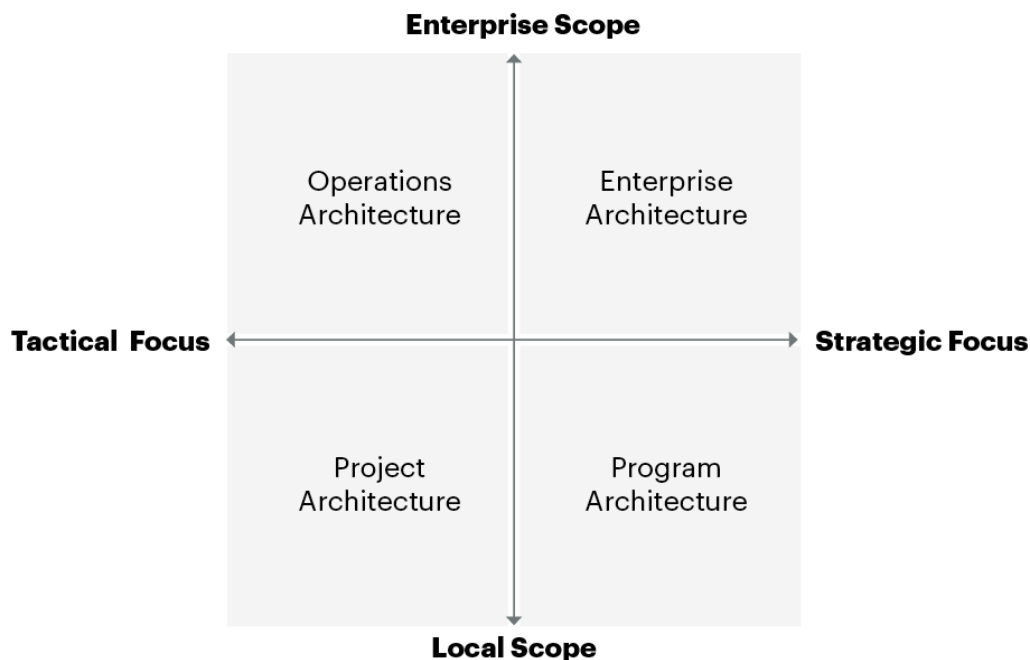
- Your scope of decision making (enterprisewide scope versus a local scope; single business unit or department).
- Tactical focus (shorter term and reactive) versus a strategic focus (longer term and practice).

**Figure 6. EA Vision Quadrant**





## EA Vision Quadrant



Source: Gartner  
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**Gartner**

**Assess your organization's culture:** The organization's culture sets the tone for the way EA must be applied to be successful. The way EA works must be natural for the organization, following accepted practices and values. For example, some organizations are hierarchical, valuing formal structure and control as well as strong task orientation, whereas others may value collaboration and common understanding among individuals.

Assess and act on your organization's EA maturity:

- Assess organizational maturity using the [IT Score for Enterprise Architecture and Technology Innovation](#) tool. Gartner's EA IT Score assessment helps you identify EA priorities by taking you through yes/no questions for six main EA objectives and 24 key activities. Based on your answers, the tool will reflect your perception of the EA maturity, and which objectives and activities have the highest priority. Each IT Score will deliver an extensive report with insights per activity, next steps and relevant research.
- If you are new to the organization or new to the role, consider asking stakeholders as well as your EA team to also take the assessment. That way, you will gain insight into their perception on the EA maturity of the organization and what they think EA should focus on. It is a good way to identify key points of attention so you can build the right communication plan. However, don't use the

assessment to say, “That was done wrong in the past,” as you will likely not gain team support and may upset individuals. Either way, focus your team and management on the positive potential impact and value that the team can achieve by concentrating on business outcomes.

- Identify a target maturity level to achieve in the short term (less than one year) and the long term (one to three years).
- Focus on determining how to build the capabilities needed to achieve your target level of maturity.
- Evaluate your team; identify critical skills and behaviors. Consider whether you need to create new positions, eliminate old positions or move people around.

**Prepare EA to lead technology innovation practices:** Determine the relevance of potentially disruptive and emerging technologies to the business, using Gartner Hype Cycles as a resource. Incorporate that knowledge into your discussion of business outcomes, particularly how disruptive and emerging technologies can impact the organization’s future as a digital business (see [Inventing the Future With Continuous Foresight](#)).

### **Communications in the Assess Phase**

**Create your elevator pitch:** Develop a brief business-outcome-focused statement (30 seconds or less) to deliver to key decision makers at a moment’s notice. Your pitch needs to be consistent, easily understood and repeatable. Easily memorable trumps complex. For example:

“We create actionable deliverables that will guide senior management to make more informed, effective and impactful business and technology investment decisions.”

**Engage key stakeholders – formally and informally:** Spend time (and encourage your team to dedicate time) and be recognized for communicating with business and IT users in informal settings. Use brown-bag lunch sessions, company gatherings, company recreational activities and hallway conversations as ways to engage. A firm handshake, good eye contact and graceful social skills are key to cementing relationships. Make an emotional – not just a cerebral – connection. The goal is to be viewed as a trusted advisor rather than a controller.

### **Resources for the Assess Phase**

#### **Gartner Research and Tools**

[Leadership Vision for 2022: Enterprise Architecture](#)

[Tool: Business Architecture Activities and Deliverables Close the Strategy-to-Execution Gap](#)

[EA Unlocks Composability](#)

[Quick Answer: How Can We Position the Architecture Review Board for Success?](#)

## Design a Better Digital Business With the Business Architecture Landscape

### Hype Cycle for Enterprise Architecture, 2022

#### Other Suggested Resources

- **Get a deeper understanding of the organization's business model:** Learn how the organization's business model operates and where competitive advantage comes from (see [Leverage Business Models to Guide Digital Business Transformation](#)).
- **Review statements of strategy:** Review senior leaders' (internal and external) formal strategy documents to identify the organization's strategic priorities.
- **Review what has been done before:** Look at the strategic initiatives of the past two or three years to determine the previous focus and outcomes. If you've had an EA practice in the past, then review how the team was involved with strategic planning.
- **Look for success:** Identify successful initiatives or leaders. Also identify what led to their success in the organization and what lessons you can learn (even better, go ask them).

#### Plan Phase (Days 15 to 45)

**"The best plan is only good intentions unless it leads into work."**

— *Peter F. Drucker, Austrian-American management consultant, educator and author*

Shape a plan to start your EA practice, and create a roadmap along which it will evolve.

#### Target Outcomes for the Plan Phase

- Create a stage plan for you and your team's efforts. Keep it high level to expand on and build on for six-month, 12-month and two-year plans.
- Plan for the development of an EA team to support your stage plan once it is in place. Create a hire/fire/replace strategy and timing.
- Determine the key EA processes to be developed and put in place. Target individuals/roles that are responsible for execution, and make sure this is communicated clearly.

## Actions for the Plan Phase

**Develop your brand:** A brand is a commitment that sets expectations in a memorable way – i.e., a definition of you and your EA team’s expected capabilities and experience.

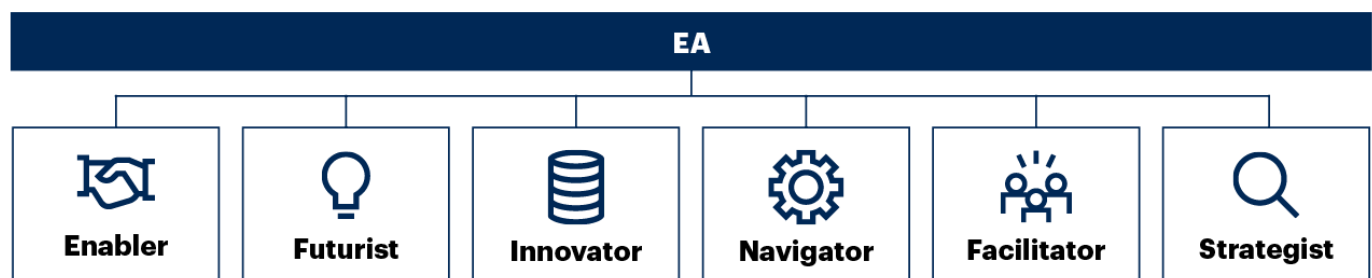
Seek to understand the six archetypes of enterprise architecture and technology innovation leaders, and use them to shape your approach and brand (see Figure 7):

- **Navigator:** Directs and routes the course of technology within the organization through short-term and long-term strategies.
- **Facilitator:** Organizes and formalizes processes in order to make it easier, consistent and beneficial for the organization.
- **Innovator:** Introduces new ideas, technologies, processes or methods to the organization.
- **Futurist:** Studies the future and makes predictions about it based on current trends.
- **Strategist:** Thinks and plans the future strategies leveraging imagination or wisdom.
- **Enabler:** Makes the impossible possible by taking enabling action.

Figure 7. Archetypes for EA and IT



### Archetypes for EA and IT



Source: Gartner  
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Gartner

Developing your brand will help you frame your efforts and give everyone in contact with EA a clear, memorable anchor. This is particularly important if you are restarting an EA practice where stakeholders may have negative perceptions of EA. In shaping a brand for EA:

- **Define your brand image:** Define how you would like your stakeholders to view you and your EA team. Specifically:
  - What reactions do you want them to have to the EA practice?

- How do you want stakeholders to think of you?
- What clear set of principles establishes the behavioral norms of the EA team?
- **Describe an engagement experience:** The perception has to be built on a solid foundation of delivery — that is, on time, on budget and achieving the defined scope. Describe an engagement experience that provides a high-quality experience that stakeholders want.
- **Communicate your brand openly and often:** Develop a communication plan that keeps the conversation going and allows you to emphasize accomplishments.
- **Identify your friends — and your enemies:** Some stakeholders will be more open to working with you as well as to the idea and opportunity of EA, so reach out to them. Identify the stakeholders who have a high degree of influence in your organization, and strive to understand — and address, where appropriate — the criticism opponents or skeptics voice.

**Start to develop your EA stage plan:** It takes time to build a successful EA practice that is truly business-outcome-focused. A stage planning approach focuses on a small number of business outcomes, working with stakeholders who are more open to EA, in order to achieve a track record of wins.

Defining an EA stage plan is an important tool for your own planning and for setting the expectations of your stakeholders (see [Stage Planning a Business-Outcome-Driven Enterprise Architecture](#)). The EA stage plan will show:

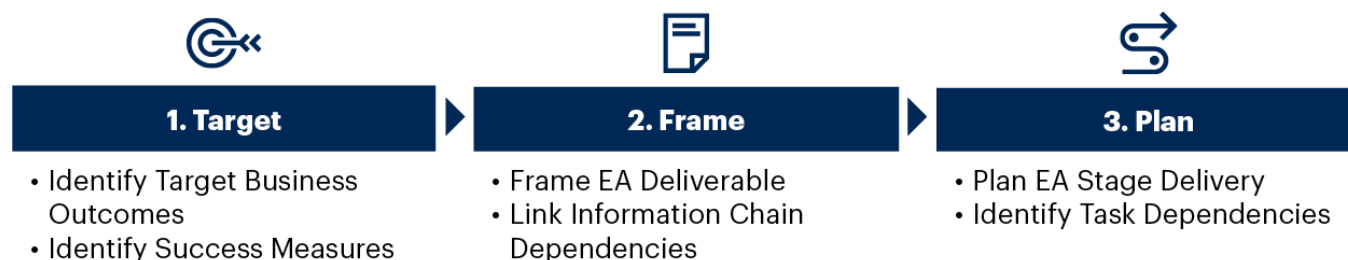
- What business outcomes you will focus on initially
- What activities your team will be focused on over time
- What capabilities and resources you will add to the EA practice over time
- How you and your team will continue to deliver business value

The stage plan is a living document that you will review regularly with your EA stakeholders, EA team and management team (see Figure 8).

**Figure 8. EA Stage Planning**



## EA Stage Planning



Source: Gartner  
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**Gartner**

Create your team plan and begin filling positions (real and virtual teams). EA roles typically fall into the categories representing each of the EA dimensions:

- **Enterprise architects:** They lead and oversee the EA practice, and have reporting responsibility to EA sponsors.
- **Business architects:** They work with business stakeholders to develop EA deliverables that articulate the business strategy, business outcomes, and business capabilities and processes. These elements need to be supported through techniques like investment and cost analysis.
- **Information architects:** They articulate the information needs of the business. Ensure that you create a direct link between targeted business outcomes, the future-state business capabilities required to achieve them, and the organizational programs, projects and initiatives that will deliver them. This takes a much broader perspective than that of data architects, who are concerned primarily with the data in the organization's systems. Enterprise information architects link together areas such as big data, predictive analytics and the Internet of Things.
- **Technical architects:** They articulate and define the technical architecture, from the IT service portfolio to the application portfolio and associated areas.
- **Security architects:** The information security architect will develop and implement information security architecture and technology solutions to address the current and emerging information security and compliance requirements of the organization.
- **Solution architects:** They craft solutions to support initiatives and projects, bringing together input from business, information and technical architects, and addressing enterprise integration.
- **Special roles:** Every organization is different, and some will include a security architect or cloud architect to focus on particular areas of architecture. Some organizations will also have business-

unit-aligned enterprise architect roles included on the EA team.

**Develop your governance and assurance approaches, frameworks and processes:** You will need to provide some structure and process to the EA practice so that it can work effectively on a day-to-day basis. Initially, three elements will be needed: governance, frameworks and processes. At its simplest level, governance defines the way decisions are made and enacted. At the highest level, EA governance and assurance has three aspects:

- **Oversight:** This brings together the sponsors and key stakeholders of the EA practice. It aims to ensure that the EA practice is focused on the right business outcomes and on delivering business value. This is often done through the executive steering committee, which has both business and IT representation.
- **Management:** This represents the day-to-day activities of EA. The architecture review board manages the development and implementation of the principles and policies that underpin the architecture. The EA core team works together to deliver business outcomes.
- **Assurance:** This provides oversight that the architecture, as defined, has been followed correctly within the organization.

EA frameworks recognize that:

- No single framework is “right.”
- Frameworks are toolboxes, with sets of models and processes that can be used to deliver business outcomes.

Rather than adopting a framework wholesale, select one by considering which business outcomes you will be expected to drive and what contributions you will be making to those outcomes. It is most likely that you will only need elements of a framework, and you will need to supplement them with other models to meet your specific needs.

### **Communications in the Plan Phase**

A large percentage of the time, energy and money invested in EA is dedicated to building teams, reaching a consensus (or at least an understanding) and working through political/organizational roadblocks. This means that your team needs strong interpersonal skills.

**Implement communications and soft-skills training:** Educate your EA core and virtual team on subjects such as negotiation, presentation and communication skills, and facilitation.

**Use collaborative social media:** Create the opportunity to make the EA practice more immediate and hands-on, rather than ethereal and academic. Ensure the focus is on a specific outcome so that

those involved are interested and engaged.

Tell stories in which the heroes are those who consume EA advice, not stories in which the heroes are enterprise architects.

## Resources for the Plan Phase

### Gartner Research and Tools

[Stage Planning a Business-Outcome-Driven Enterprise Architecture](#)

[Maximize the EA Team's Effectiveness by Defining Team Roles](#)

[Create Roadmaps That Support Decision Making and Communicate Strategy Effectively](#)

[Tool: Solutions Architect Job Description](#)

[Tool: Chief Enterprise Architect Job Description](#)

[Tool: Business Architect Job Description](#)

[Tool: Technical Architect Job Description](#)

[Tool: Sample Job Description for the Role of Information Architect](#)

### Other Suggested Resources

- **Existing strategy documents and budgets:** Study these to gain a good indication of the structure and format used for strategic planning in the enterprise.
- **Templates and processes:** Many organizations have existing templates and processes developed. If they're available, leverage them.
- **EA framework resources:** Most EA frameworks have dedicated websites with tools and templates you can draw on if needed.

## Act Phase (Days 30 to 80)

**"... execution actually is strategy."**

*— Roger L. Martin, author<sup>1</sup>*



## Target Outcomes for the Act Phase

- Deliver actionable recommendations to address at least one key business outcome in order to demonstrate quick success.
- Create a list of behavioral changes that you will focus on to improve the interpersonal effectiveness of staff members, as necessary.
- Develop a description of the formal (such as governance) and informal (such as communities of practice) mechanisms that enable progress toward the business outcomes you intend to implement.
- Start work on key business outcomes that can be quick successes.

## Actions for the Act Phase

**Work with key stakeholders to define your execution process:** To be successful in applying EA, you must define the execution process with your stakeholders. Specifically, how will you move from business strategy to the individual initiatives and projects that support it? A defined execution process will also help you understand what EA is doing at each step, and what EA deliverables are needed.

In defining the execution process you are interested in, ask:

- **What are the steps?** These begin with framing the strategy through the initiatives and projects that support it:
  - Identify strategy and goals.
  - Identify business outcomes.
  - Identify and prioritize business capabilities.
  - Identify and prioritize value streams.
  - Identify change requirements (across people, process and technology).
  - Develop roadmaps and initiate projects while providing guardrails.
- **Who is involved?** Identify the stakeholders, teams and individuals who are involved (or should be involved) in each step of the process.
- **What are they doing?** For each of the groups or individuals involved, identify what role they play and whether they are actively involved in making decisions or producing output. For example,

identify who is only consulted or advised, and do it through a traditional responsible, accountable, consulted and informed (RACI) chart.

- **What decisions need to be made and how?** As you move through the process, different decisions are being made. To ensure that this is being done properly, identify a “governance lite” model for the execution process.
- **What is the EA team supporting?** Identify how the EA team is involved in each step, and what deliverables it is creating to support each step.

**Use a collaborative approach to develop the execution process, and involve key stakeholders in the discussion:** A workshop approach is often best. This helps create the buy-in needed to successfully implement the process and the governance needed to support it.

**Deliver an actionable recommendation to address at least one key business outcome:** From the business outcome statement and your discussions with key stakeholders and sponsors, you will have identified the shortlist of key business outcomes that the organization is driving and that are more suited to EA.

**Create a deliverables framework that can be decomposed into a plan including specific tasks, such as a work breakdown structure:** As in any project, this is accomplished by identifying the phases, activities, tasks and dependencies that are required to create the deliverables.

**Announce and implement any initial organizational changes among your direct reports based on your assessments of skills and behaviors:** Propose these to your manager to obtain feedback and support.

### **Communications in the Act Phase**

**Engage your stakeholders:** As you begin delivering business outcomes, engage your stakeholders to ensure that your delivery is on track. This is done formally through the governance model and, often more importantly, through the regular formal and informal meetings you have with stakeholders. Stakeholder engagement includes:

- Showing that you’re open and willing to be helpful and supportive.
- Creating an opportunity to get your message across and garner stakeholders’ involvement in key decisions.
- Reviewing the metrics you have developed for the EA practice and the business outcomes.
- Checking in with your stakeholders on the status of the business outcomes, as described by the data. Be open and honest in your discussions with stakeholders on issues and challenges, and help provide the ideas and options on how these may be resolved.

**Create a business-driven communication presentation:** Create a short 10- to 15-page presentation template that provides consistency and context to status meetings. Use this shortened presentation to advocate and educate people about the value and impact of the plan. This presentation should be brought to senior management and to business and IT discussions. Furthermore, this presentation should be utilized with users in different groups to communicate progress and solidify support.

**Plan education and training sessions:** Over time, EA should become a natural way for your organization to work, but it will always need some level of training/onboarding. Education sessions can be:

- Simple brown-bag sessions during a lunch break regarding what EA is, how it adds business value and what it can do for the individual.
- Formal training sessions for architects, IT managers and project managers on how to use EA processes and deliverables.
- Part of the personal development program for individuals and managers across your organization.

## Resources for the Act Phase

### Gartner Research and Tools

[Stage Planning a Business-Outcome-Driven Enterprise Architecture](#)

[Tell Your Business Model Story With Simple Building Blocks](#)

[8 Best Practices for Creating High-Impact Business Capability Models](#)

[Quick Answer: What Does It Mean to Be 'Composable'?](#)

[Follow 5 Steps to Architect Your Enterprise Operating Model](#)

[How Enterprise Architects Use OKRs to Deliver Business Outcomes](#)

[Use Enterprise Architecture to Build Collaboration and Cooperation in Federated Organizations](#)

### Other Suggested Resources

Use these resources to get organizational context and history:

- **Company and industry websites:** Even if you are internal to the organization where you are setting up or restarting an EA practice, develop an understanding of the key elements of the organization's business, the competitive landscape and industry trends. These insights will either give you the first glimpse into the market pressures and disruptive forces that shape strategies and priorities, or help you understand the main areas of attention and messaging from a business perspective.

- **Published financial reports:** Utilize public financial and performance data, such as stock exchange filings, to gauge the company's recent trends relative to the financial results.
- **Earnings calls and investor resources:** Leverage key information on corporate strategies and plans shared with investors during quarterly earnings calls.
- **Corporate blogs, Facebook and Twitter:** Subscribe to or follow these increasingly important communication channels.
- **Professional networking and employee feedback sites:** Find out what current and former employees say about the company.
- **External and internal resources:** Use these to improve your personal communication skills. Many organizations can help you become a great communicator (for example, [Toastmasters International](#) and internal HR training opportunities).

## Measure Phase (Days 45 to 100)

**“Spend the bulk of your time on the ‘critical inch’ of your business or project.”**

*— Richard Carlson, author*

Develop the metrics and key performance indicators (KPIs) to enable you to ensure that the EA practice is delivering business value and to track the performance of the EA practice.

### Target Outcomes for the Measure Phase

Create:

- A list of core measures that can be used immediately. Refer to them frequently.
- A first draft of a metrics and reporting framework.
- A list of processes and behaviors that encourage rapid, iterative solutions, and ensure that opportunities for continuous improvement are defined. Begin to implement them.

### Actions for the Measure Phase

**Develop business-focused metrics:** EA metrics operate at two levels: the EA practice (as a whole) and individual business outcomes (see [EA Business Value Metrics You Must Have Today](#)). These are

derived from your discussions with stakeholders and sponsors.

**Make metrics quantitative and qualitative:** Quantitative metrics should be tangible and easy to measure — for example, the number of business outcomes being supported, and the business impact of EA and projects being supported. Qualitative metrics are focused on measuring the perception that the stakeholders have as to the value of the EA practice. This is an excellent way to get good feedback and engage stakeholders at the same time (see [Ignition Guide to Creating a Functional Health Dashboard for the Head of EA](#)).

**Track and review metrics with key stakeholders:** Metrics are reviewed in two ways: through the governance model and in regular meetings with stakeholders. Metrics are also an important part of discussions with key stakeholders. Aim to use a few key metrics, such as the business outcomes that interest them most, to demonstrate the value of the EA practice.

**Focus on continuous improvement:** Leading EA practices constantly adjust to ensure they are adding business value to their organizations.

In many organizations, continuous improvement of the EA practice is a regular topic in the oversight practice of the governance model. It can also be included within the wider review of the EA practice quarterly or annually.

## **Communications in the Measure Phase**

**Highlight early wins, successes and challenges:** Schedule meetings with your line manager, team leaders and key stakeholders to gather their thoughts on the progress made and challenges encountered during the first 90 days of your tenure. Collate the findings into a first-quarter status report for executive management and the steering committee. Report on only what is relevant to them. Don't rely on just numbers. Interpret the metrics for your audience and provide recommended courses of action. Ask your key stakeholders:

- How am I doing?
- What's working and what isn't?
- Are we delivering quickly enough?
- Are we doing the right things?
- Is communication effective?
- Is quality at the level it should be?
- Are projects successful?
- Are we contributing to and achieving our business outcomes?

**Make use of dashboards:** Incorporate EA and business outcome measures into the automated dashboards that become a key staple for management team review.

**Resources for the Measure Phase**

Gartner Research and Tools

[How Enterprise Architects Use OKRs to Deliver Business Outcomes](#)

[EA Business-Value Metrics You Must Have Today](#)

[7 Rules for Demonstrating the Business Value of IT](#)

[Tool: IT Business Value Investment Framework](#)

[Prioritize Digital Investments That Maximize Business Value](#)

**Other Suggested Resources**

**In-house metrics and measures:** Many organizations have developed their own sets of metrics and measures. Use and extend these where appropriate.

**Scorecards and benchmarks:** In most cases, a good graphic is a great way to communicate a metric or KPI. Reach out to a design team if you have one, or use in-house tools (for example, Microsoft Excel has great dashboard resources and templates).

**Acronym Key and Glossary Terms**

|                      |   |
|----------------------|---|
| Business direction   | The trajectory of business operations as established by the present business model, company investments, organizational capabilities, progression of objectives, vision and corporate performance. Business direction is a superset of business strategy, which includes all current and planned investments in business change initiatives, independent of the source or planning horizon.                                     |
| Business disruptions | Changes in the business environment. They may be strategic or tactical in nature, and can present threats or opportunities. Business disruptions include market, technology, economic, cultural, technical and business shifts that can force a change, place constraints or present opportunities that can affect the business direction.  |
| Business outcome     | A specific and measurable target action that is taken in response to a business direction (or a change in business direction) or a business disruption (or a set of business disruptions). A business outcome is expressed as a change and a time frame. The best way to ensure that a business outcome is targeted to meet business needs is by mapping to the critical strategic questions that senior executives are asking. |
|                      |   |

## Enterprise architecture (EA)

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.

## Evidence

<sup>1</sup> [Stop Distinguishing Between Execution and Strategy](#), Harvard Business Review

## Note 1. Our Assumptions About Your Role

This research makes core assumptions about the characteristics of a person entering the enterprise architecture role. We have named our sample person “Archie,” and he is an amalgam of client experiences that contribute to our 100-days scenario:

- Archie works in a large, leading-edge enterprise.
- Archie is new in the role, reports to the CIO or most senior IT leader, and has a dotted-line reporting relationship to a business area (COO, chief analytics officer [CAO] or chief of strategy); in some cases, the dotted-/straight-line relationship is reversed:
  - Archie meets regularly (every one to two weeks) with them.
  - His evaluation is done by his immediate manager, with significant oversight by and input from the secondary manager.
- Archie was promoted into the role more because of his focus on business outcomes and less for his technology prowess.
- Business feedback makes Archie realize that he needs to take a fundamentally different approach to EA in order to maintain the support of IT and the business:
  - Archie needs to restart or renew the EA organization.
- Archie is tasked with defining and managing the digital business strategy.

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