Awais Sultan – Lead Architect. Worked as Senior Consulting Manager before.

An Architect who can deliver (get things done, make things happen in a right way).

I am fond of innovation and creating next-level solutions and apps. I am conceptually very strong, solid architectural skills. Always analyzing the world logically, I am a deep and a logical thinker, and I think that comes with a true architect. A good architect is a good analyst too. I see a lot around me that can be improved and can be done in different way to reach to next level. I consider Architect as somebody who conceptualizes what is next and then proposes the best way to make it happen. This is the time for dynamism, agility, automation and Artificial intelligence.

TOS2020 is a great enterprise strategy and I really liked it to the core. It's about thinking differently but keeping to basics, that is doing the things architecturally the right way to achieve more at a faster pace. TOS2020 teaches us to be customer focused, customer obsessed. TOS2020 was at a higher level at a philosophical level in the beginning and then the cloud came down and now we have focused workstreams like Cloud, DevOps, Process Automation etc. When TOS2020 was introduced, I prepared a presentation as an architect for BPM (Business Process Management) technology, showing what we are doing within BPM as a team and to encourage team to contribute to TOS2020. At that time, I was also hitting on some philosophical, conceptual points; Like for example use the technology where it is best at and don't use it outside its scope which is normally defined by Enterprise architecture teams or relevant technology teams (Although sometimes I see confusion here and that is what TOS2020 wants to streamline); How the TOS groups can be organized better to break silos and become more hybrid and to look around at other things, not just their assigned projects, to achieve more e.g. reusable components/frameworks. Later-on I focused more on TOS2020 workstreams, like our journey to DevOps tools, transition to Cloud, grading charts under each TOS2020 workstream etc. **US Bank is a big organization, we can do a lot with so many TOS people, however I have seen big organizations grow into White Elephants where things become static and large number becomes a disadvantage in a way rather than an advantage. If we develop a framework which enables us to come together as one community to build applications/features in an agile manner, then that will lead us to a remarkable future.**

I think we should have another work stream under TOS2020 called **Enterprise Engine**. Enterprise Engine can be built over multiple platforms like Document Center, Business Automation, Content Management, APIs, CRM and their seamless integrations. If we have an Enterprise engine established using the current platforms within US Bank strategically better aligned and integrated, then any new feature can be introduced to market with a snap of the finger. Of course, Enterprise Engine should adopt Cloud and DevOps, should adopt to 1-Click deploy mechanisms and continuous integration/ continuous delivery mechanisms.

I think the biggest bottleneck TOS2020 is facing is the crowded work queues for the work streams, can we fund more resources here or how about thinking differently here? Can we enable other teams outside TOS2020 workstreams for TOS2020 work? Similar ideas to handle this issue are also given in the paragraph above which describes OneBridge.

Within my current role as lead Architect for BPM (Business Process Management) I perform following relevant functions:

- I normally come up with several improvement ideas, within the technology I am assigned to and at enterprise level.
- With my delivery and project management skills I also end up leading development team and deliver idea implementation all the way.
- I am a sole architect for BPM team. BPM has developed 20+ applications for 5000+ business users for investment services and wealth management business line.
- As an architect, I am the chief Strategist for BPM TOS group.
- Its my responsibility to be aligned with Enterprise Strategies. While doing so I do come up with inputs to enterprise strategies and I discuss them with other TOS leaders, Architecture groups, TOS2020 champions.
- My job demands leadership skills.
- As an architect I must provide leadership to developers, business analysts, other technology leaders, business line product owners.
- I do talk with business leaders for the projects to see what we can achieve more for the business since at the back-end I know the offerings from different technologies and I understand enterprise strategies. For example, I know or try to educate myself what is our data strategy (business line data platforms, enterprise data platforms etc.) and if data is injected properly into data platforms and proper system of records are established and kept in sync then how many advantages the business line gains, consider the enriched reports they can achieve with known data location with data being kept at the right place; they don't have to create manual excel spread sheets and laboriously look into different systems to provide reports to higher management.
- I also have keen interest in learning business domain and try to attend trainings offered by business line in this regard.
- I work with Architecture Review Board (ARB) so that Project Architectures are following enterprise guidelines/strategy and get the architecture approved from ARB. **Although I feel Architecture Review Board is following more of WaterFall model, few things could be automated to reduce documentation and that will make things more agile on ARB side.**
- I come up with Architecture Guidelines for BPM TOS group.
- I am expected to make BPM work and offerings more visible to business lines and enterprise.
- Providing leadership skills to increase visibility to senior leaders in how strategically aligned we are with enterprise strategies and what we have achieved so far in this regard.
- I work with business analysts to come up with right artifacts after getting requirements from business line which can be consumed efficiently by development team. For example, screen specs should be more visual like Mock-Ups versus mere spread sheets.
- Architecting and Guiding to build reusable apps (like FileNet Upload utility), reusable frameworks (Object Persistence Model that can be consumed by data platforms like ELZ).
- Creating milestone charts depicting what we can achieve by when in terms of Enterprise Strategies/Improvement goals.
- Worked with Enterprise Architects to Evaluate new technology/Platform like I evaluated new systems to replace our current system - SEI Trust 3000.
- Built Project Architectures/Solution Architectures while adding a table to diagrams highlighting what strategically we are achieving, TOS2020 values we are gaining with the architecture.

- We are following agile framework called SCRUM. I have SCRUM MASTER certification and I make sure that we are following SCRUM principles and not deviating away to end up making it SCRUM-FALL. Architect is very important in SCRUM, although part of SCRUM extended team but Architectural Excellence is a SCRUM value and to achieve it Architect can greatly help. Plus, good architect is a good analyst and a logical thinker, he can logically analyze agile methodologies and the maturity level of the team following these methodologies.

I am helping strategically place BPM (Business Process Management) team within US Bank to not restrict ourselves to BPM, but to serve business lines as TOS group going beyond BPM. We currently develop business workflows consisting of human tasks, but we are introducing additional technologies like ODM - Operational Decision Manager (Business Rules Engine – Can enable BL to author business rules), RPA - Robotics Process automation, java-based APIs. We are transitioning from BPM team to become Business Automation team. I also noticed that we have TOS2020 workstream called Process Automation. I have just begun working with them to add ourselves to Process Automation workstream. What they are currently facilitating is Robotics and Artificial Intelligence, however we can bring in BPM and ODM into the shelves to offer more complete package, which US Bank can leverage in their journey towards automation. I am working on engagement model, assessment model, enablement model, unified use case, licensing model that I will eventually share with Process Automation Workstream. I am leading this, alongside other members of the team, as not much can be achieved individually.

I am also part of Innovator Inside Residence (IIR) team within US Bank and came up with few ideas and couple among them were voted in favor by colleagues and were selected by innovation group for Innovation Cohort's. By being part of cohort, I was trained on tools/methods like innovation canvas, journey maps, InVision - Screen Mockups tool, Customer Empathy Maps, Primary-Secondary Research, Interviewing people, Research Synthesis. One of my idea that passed through Innovation Cohort is very relevant here called OneBridge. **OneBridge is a platform to create a connection between business lines users (who are looking for solutions to problems OR who have their own ideas) and TOS.** This a collaboration platform between business lines and TOS. Business lines are encouraged to submit their ideas here and then OneBridge COE help them in solutioning part by finding right TOS groups and do the proper hand-over to TOS groups. OR in other words help construct the team for the idea, which will eventually develop it. Funding is the major question mark here, but OneBridge proposes third level of funding outside CapEX or Innovation group funding. Consider TOS teams time defragmentation (some TOS resources have free time from here and there, some specialized roles are looking for additional work for their technology, some may love to put extra hours for the idea they like). OneBridge COE works with TOS leaders to create resource pool with part-time availability and capability pool, consuming/maintaining TOS organization charts, finding low code to no code models, business line enablement. More documentation is available on OneBridge, which can be provided upon request. Another idea, selected by IIR, that I am working on is AI based Personal Accounting app.