

Enterprise Architecture and Technology Innovation Leaders Primer for 2022

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Initiatives: [Enterprise Architecture and Technology Innovation Leaders](#)

EA and technology innovation leaders, including CTOs, must design, manage, and lead their teams to effectively identify emerging trends and architect the “composable business.” They must build strong stakeholder relationships in increasingly democratized and distributed organizations.

Scope

This initiative helps CTOs, EA and technology innovation leaders to build effective teams to drive innovation and architect the composable business to achieve adaptability and resilient growth.

In addition to enterprise architecture and technology innovation leaders, including CTOs, other roles involved in this initiative are:

- Chief information officers
- Strategy leaders
- Application and software engineering leaders

Topics in this initiative include:

- **Function Design:** Operationalize the services that the respective EA or CTO function will provide to the organization.
- **Function Management:** Define the roles, responsibilities and expectations of EA and technology innovation and CTO teams.

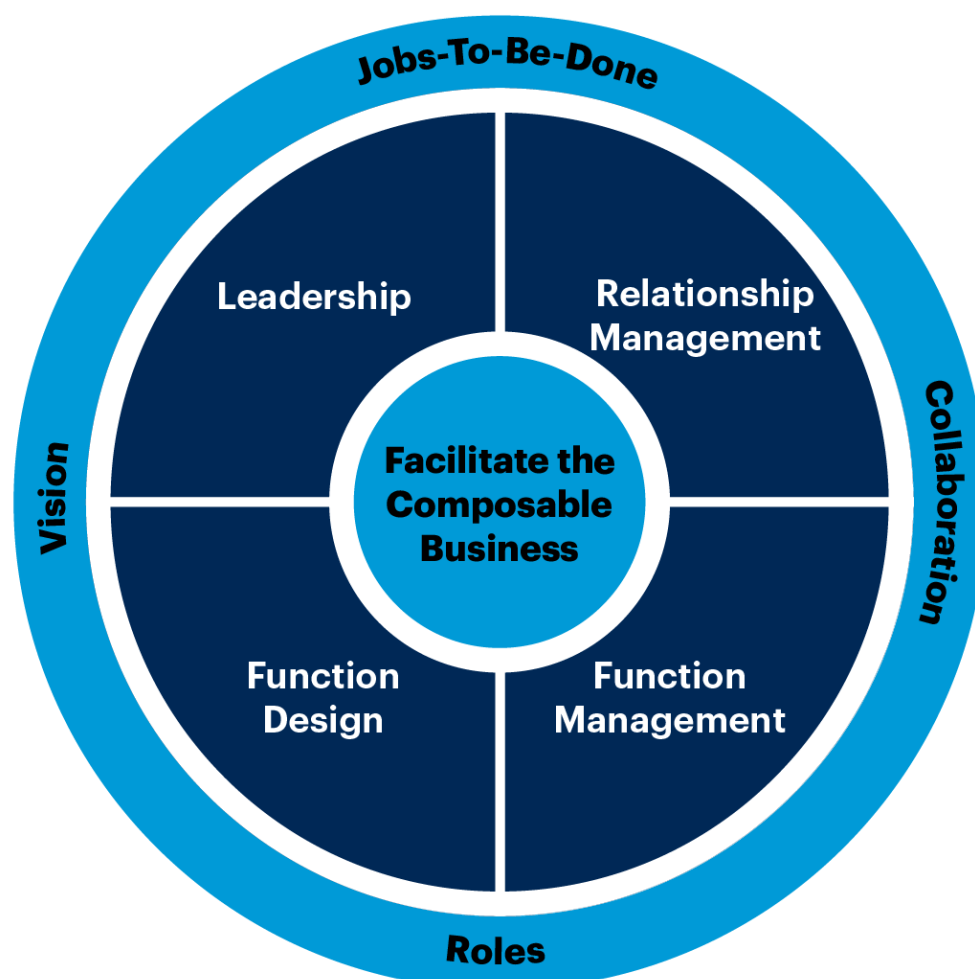
- **Leadership:** Define the vision, strategy, operating model and staffing of EA, the OCTO and technology innovation to support IT and business decision-making processes.
- **Relationship Management:** Develop a strong brand and solid relationships with peers, helping senior business and IT leaders make smarter decisions.

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Analysis

Figure 1. Enterprise Architecture and Technology Innovation Leaders Overview

Enterprise Architecture and Technology Innovation Leaders



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At the strategic level, collectively, CTOs, technology innovation leaders and enterprise architecture (EA) leaders plan and design business change with business executives. To be effective, they must build high-performing teams and establish strong relationships across the organization.

The increased velocity of business disruptions is making business change more vital than ever, but also more difficult. Business and IT practices must become more agile, adaptive, and resilient, and master business composability to increase speed to value and reduce time to market. The 2022 Gartner CIO and Technology Executive Survey found that 87% of respondents have at least a moderate level of composability. The greater the level of mastery of business composability, the higher the relative performance. ¹ The focus of business is shifting to:

- A digital economic architecture (that is, the structures and processes that organizations put in place to maximize, allocate and account for the economic capital extracted from the new digital business environment)
- Evolving the nature of risk and how to manage it (what we call risk as a business calculus)
- and environmental, social and governance (ESG) plus sustainability

To help their organizations through this shift in architectural focus, EA and technology innovation leaders and CTOs must:

- Enhance their leadership role and capabilities to guide and lead digital transformation toward resilient growth.
- Adopt a relationship management style with business and IT management and peers that enables and empowers delegated and democratized ownership of innovation, required for resilient growth.
- Design and position the EA discipline, technology innovation function, and the office of the CTO (OCTO) to achieve organizational goals, manage the discipline and function through resource planning and day-to-day operations, and work effectively across all architectural practices.
- Enable, motivate and empower their teams to develop the skills necessary to support new “services” and realize resilient growth focused outcomes and key results (OKRs).
- Enable and organize their teams to facilitate and support business and IT executives and leaders to understand, identify, create and deploy the capabilities necessary to realize a composable business architecture (see [Quick Answer: What Does It Mean to Be ‘Composable’?](#))

In addition, the CTO and the OCTO must operationalize technology innovation into the business and IT delivery entities. From the EA perspective, EA leaders must reevaluate the role and responsibilities of all architects. They must adopt emerging EA roles including product architect, AI architect and cloud architect to ensure the ability to deliver on digital business OKRs.

Topics

EA and technology innovation leaders and CTOs must help their organizations stay ahead of the competition while responding to disruptions. They must strive for resilient growth and composability. Business success will depend on these elements.

Our research addresses the following topics.

Function Design

The organizational design and value proposition of the EA and technology innovation functions, and of the OCTO, must change. These are at risk of focusing on short-term needs only. However, it's equally important to plan long-term strategies, using trendspotting as a key input. EA and technology innovation leaders and CTOs must help the organization make decisions on technology investment and technology innovation to prepare for the challenges and opportunities that agility, adaptability and resilience require.

Questions Your Peers Are Asking

- What is the role of the EA discipline and of EA and technology innovation leaders, and CTOs?
- How do organizations operationalize EA, innovation and trendspotting?
- How can I use jobs to be done and journey maps to build effective EA, technology innovation and CTO disciplines?

Recommended Content

🔑 Some recommended content may not be available as part of your current Gartner subscription.

- [Enterprise Architecture Adapted for Product Lines \(The Hanover\)](#)
- [Infographic: Benchmark Data From the IT Score for Enterprise Architecture and Technology Innovation Maturity Model](#)

- [Establish 5 Capabilities to Create a Winning Office of the CTO](#)
- [Quick Answer: How Can Jobs-to-Be-Done Methods Improve EA Business Value?](#)
- [The Practical Value of an OCTO](#)

Planned Research

- What is the right size and structure for the EA team?
- Designing the OCTO operating model
- Redefining architecture review processes for a distributed architecture
- How to measure the value proposition for trendspotting
- Don't start innovating by building an innovation lab

Function Management

The EA, CTO, and technology innovation functions must adapt their practices, skills, roles and responsibilities in response to new changes in the business and IT landscape to support fusion teams and democratized business-led solution design and delivery. It requires different approaches and skills from their teams, with more focus on leadership through coaching and guiding, and proactive product-team-based collaboration to drive action.

Questions Your Peers Are Asking

- How should EA, technology innovation and CTO leaders manage the innovation process, projects and funding to realize technology innovation?
- What are the typical career paths for EA and technology innovation leaders and CTOs?
- What are the typical roles, responsibilities and job descriptions to support innovation and trendspotting?

Recommended Content

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- [How CTOs Can Create Effective Technology Roadmaps](#)

- [Enterprise Architecture Skills and Competencies That Drive Digital Business Success](#)
- [Architect Behavioral Assessment](#)
- [Quick Answer: How Should Business Architecture Support Digital Transformation?](#)
- [Maximize the EA Discipline's Effectiveness by Defining Architect Roles](#)

Planned Research

- Navigating the EA certification landscape
- CTO/EA responsibility matrix
- Product architect job description
- Quick Answer: What is the typical career path for CTOs?
- Quick Answer: What do product architects do?

Leadership

An organization's leaders must know how to respond to market or technology changes that impact the business. These changes include new technologies, new ways of working and new business and operating models. Enterprise architects, CTOs and technology innovation leaders can help business leaders realize targeted business outcomes by giving them expert guidance and recommendations on digital business transformation and optimization initiatives.

Questions Your Peers Are Asking

- How do I define the vision, strategy and mission for the EA discipline, CTO and technology innovation teams?
- How do I position myself as a leader when planning the business use of technology?
- What is the future role of the EA leader, CTO and technology innovation leader?
- How do leaders create and foster an innovation culture within the enterprise?

Recommended Content

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- [8 Steps to \(Re-\)Position EA to Enable Digital Transformation](#)

- [Getting Started With Trendspotting](#)
- [CTO Insights: Building a Process for Trendspotting and Innovation](#)
- [IT Score for Enterprise Architecture and Technology Innovation](#)
- [IT Score for CTO](#)

Planned Research

- What is an innovation culture?
- Define the composable business architecture vision
- Who defines the technology vision — CTO or EA?
- What is the leadership profile of the CTO?

Relationship Management

It's no longer enough for enterprise architects, CTOs and technology innovation leaders to be experts in business design or information technology — they must also have strong interpersonal, communication and organizational skills. These skills will enable them and their teams to work effectively with peers, senior leaders and staff to ensure the organization achieves targeted business outcomes and responds to disruptions. They must be able to communicate, inspire, collaborate and lead.

Questions Your Peers Are Asking

- How do I convey the value propositions of EA, technology innovation and the OCTO to senior business and IT leaders?
- How do I work effectively with business leaders, product managers and product owners?
- How can I ensure that the EA discipline, CTOs and technology innovation teams work effectively with various stakeholders across the organization?

Recommended Content

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- [Storytelling for Enterprise Architecture: How to Persuade Leaders of EA's Value in Decision Making](#)

- [Understanding the CTO's Role in Technology Strategy](#)
- [How to Communicate EA's Value: Start With a Focus on the Value of 'Good Architecture'](#)
- [Quick Answer: How Do EA Stakeholder Relationships Develop as Maturity Increases?](#)
- [Ignition Guide to Building Architecture Communities of Practice](#)

Planned Research

- [Measuring the value of the office of the CTO](#)
- [Successful fusion teams start with leadership](#)
- [EA communication: Tell them what they need to know](#)
- [Enterprise architecture metrics that matter](#)
- [Mapping enterprise architecture stakeholders](#)

Suggested First Steps

- [The Enterprise Architecture Leader's First 100 Days](#)
- [The Chief Technology Officer's First 100 Days](#)
- [8 Steps to Start or Restart a High-Impact, Business-Outcome-Driven EA Program](#)

Essential Reading

- [Presentation: The New EA Operating Model for Digital](#)
- [Leadership Vision for 2022: Enterprise Architecture](#)
- [Leadership Vision for 2022: Technology Innovation](#)
- [IT-Business "Fusion" Teams and How They Can Deliver Innovation](#)
- [How to Demystify the Chief Technology Officer's Many Personas](#)

Tools and Toolkits

- [Tool: Chief Technology Officer Sample Job Description](#)
- [Tool: How to Establish a Charter for the Office of the CTO](#)
- [Tool: Templates for CTOs to Create Effective Technology Roadmaps](#)
- [Toolkit: Architecture Talent Diagnostic](#)
- [Toolkit: Enterprise Architecture in a Box 2.0](#)
- [Toolkit: Enterprise Architecture Value and the I&T Operating Model Optimizing Patterns](#)

Evidence

¹ [The 2022 CIO and Technology Executive Agenda: Master Business Composability to Succeed in Uncertain Times](#)

Document Revision History

[Enterprise Architecture and Technology Innovation Leaders Primer for 2021 - 1 February 2021](#)

[Enterprise Architecture and Technology Innovation Leaders Primer for 2020 - 24 January 2020](#)

Related Priorities

| Initiative Name | Description |
|---|---|
| Enterprise Architecture | This initiative covers enterprise architecture (EA) practices that support targeted business outcomes and critical business priorities, such as digital acceleration and organizational resilience. |
| Technology Innovation | Technology innovation teams must continuously monitor emerging technologies and trends, while applying combinatorial innovation to discover, assess and prioritize them, to achieve resilient growth. |

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