Leadership Vision for 2022: Enterprise Architecture

> Enterprise architecture leaders are key enablers for digital business — accountable for helping the enterprise balance risks and benefits. This Leadership Vision will help in planning for 2022 and in presentations to leadership, peers and teams.

Executive Summary Video

Overview

Today's rapidly changing business environment provides great opportunities for enterprise architecture (EA) leaders. The architecture practices that were useful in the past are now becoming obsolete. Enterprise architecture leaders have an unprecedented opportunity to define a new vision for EA and for their teams.

Enterprise Architecture Leaders Play a Key Role

A Guide for Leading the Enterprise Architecture Practice

- Create a vision for the EA practice
- Redefine EA and how it adds business value
- Engage and educate executives and stakeholders

- Focus on delivering business value and driving business outcomes
- Deliver value early, often and in an "agile" way
- Support innovation, transformation and the use of new technologies
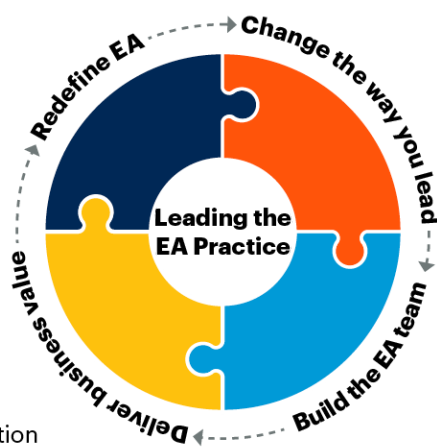
- Shift your leadership style to coaching and mentoring
- Provide clarity and direction to the team
- Encourage learning, flexibility, and personal and team growth

- Create a flexible, adaptive team
- Broaden the skills and competencies of the team
- Develop individuals and the whole team

Leading the EA Practice

Redefine EA · Change the way you lead · Build the EA team · Deliver business value

Source: Gartner
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As organizations recover from the global pandemic, there are three challenges that will apply to future enterprise strategies:

1. Perhaps most pressingly, architecting the organization to be adaptable and resilient is key to survival. That means being able to change quickly and efficiently (adaptability) and being able to change, and change again as needed (resilience).

2. Rather than slowing the pace of digital innovation, the pandemic sped it up. Organizations attempted to shift as fast as possible to digital — with employees working at home and an increased focus on customers and supply chains.

3. The "democratization" of IT.

What is clear is that no organization will make progress on any of these lessons without enterprise architecture. However, the type of architecture that's needed will vary significantly. Firstly, there will be a shift toward architecture as internal management consulting, offering a portfolio of "services" aligned to stakeholders needs. Second, architecture services will be delivered across the organization — from the business, through to the IT organization, and even out into service providers — in an ecosystem of delivery. Third, architecture teams will continue to be small. They will require a wider range of new competencies (from design thinking to product development) and focus more on high-value activities. These changes to how enterprise architecture is delivered will require an updated approach from enterprise architecture leaders.

This Leadership Vision presentation discusses three challenges and four related trends that are impacting enterprise architecture leaders.

Challenges for Enterprise Architecture Leaders

Three challenges are facing enterprise architecture leaders and their practices over the next 18 months. They are:

- Businesses want to accelerate digital progress.

- The democratization of digital capabilities is straining traditional IT organizations.

- Enterprises need to architect their business for resilience and adaptability.

Emerging Trends

These challenges are being triggered by four broader trends that enterprise architecture leaders have to address:

- The design and delivery of digital and IT services is democratizing.

- Leading EA practices are delivering EA services as internal management consultancies (IMCs).

- Product management is becoming widely used to support digital business.

- There is an increasing need to architect composable organizations.

Recommended Actions

The enterprise architecture leader's agenda for 2022 and beyond should emphasize the following prioritized actions. Each is a leadership opportunity for which the enterprise architecture leader can exhibit their executive competency and develop a mature EA practice. Enterprise architecture leaders should:

- Shift EA toward an internal management consultancy by clearly defining what EA is, how it works, and how it adds value to the organization.

- Adopt a new style of leadership by focusing on developing organizational influence rather than spans of control.

- Create dynamic EA teams by building individual competencies that support a fusion-team operating model.

- Focus on delivering business value through "total experience" by thoughtfully designing and managing the customer experience and the service portfolio. Deliver business value to enterprise stakeholders by carefully constructing the experience that consumers of EA will have with the practice, and stay focused on the outcomes that they need from the engagement.

How to Use Leadership Vision

The attached PowerPoint presentation is a critical tool to ensure corporate and personal success for enterprise architecture leaders.

Enterprise architecture leaders can use this research and the slides within the presentation to understand:

- The major trends impacting their business and their role, and the major challenges they need to overcome in the short term, midterm and long term.

- How to construct a value proposition for a business-outcome-driven enterprise architecture program.

- The reasons why their role is becoming increasingly critical.

- How leading organizations are successfully overcoming challenges.

- Best practices for delivering business value and outcomes.

Enterprise architecture leaders who are Gartner clients can use this research material to raise the quality of their own teams and better influence other IT leaders. They can also use it to construct a value proposition for a business-outcome-driven enterprise architecture program — communicating the value of enterprise architecture to the higher ranks of the organization and other stakeholders.

Evidence

This Leadership Vision was developed using research from the enterprise architecture team and across Gartner. In the notes sections of the slides, you can find a discussion of the content, and links to relevant research.

Document Revision History

Leadership Vision for 2021: Enterprise Architecture - 22 October 2020

Leadership Vision for 2020: Enterprise Architecture and Technology Innovation Leader - 10 May 2019

Recommended by the Authors

Some documents may not be available as part of your current Gartner subscription.

Evolve Enterprise Architecture Into an Internal Management Consultancy

8 Steps to Start or Restart a High-Impact, Business-Outcome-Driven EA Program

Predicts 2021: Enterprise Architecture Designs the Composable Organization

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