Gartner for IT Leaders Tool

Sample Job Description for the Role of  
Chief Enterprise Architect

**June 2022**

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The following sample job description should be amended as needed by the hiring organization.

# Job Name

Chief Enterprise Architect

# Job Overview

The chief enterprise architect (CEA) proactively and holistically helps guide the enterprise through transformation and optimization initiatives, supporting the formulation of future strategy. The CEA’s scope of activities includes helping the organization achieve targeted business outcomes related to grow revenue, optimizing costs and mitigating risks. They focus on building relationships with business and IT stakeholders, communicating the value of Enterprise Architecture and the services it offers, and shaping and guiding the delivery of EA’s services. The CEA’s focus is to:

* Engage business and IT stakeholders, creating and building relationships
* Communicate the value of enterprise architecture, and its portfolio of services
* Design and build an EA team oriented around internal management consulting
* Drive the evolution of the EA teams services and operating model
* Facilitate alignment between business and IT, and across the democratized IT landscape
* Coach and mentor EA practitioners

The CEA is hired in a management capacity. They usually lead the formal EA practice, managing a team of domain architects (business, information, solution, technical, security and other) in a direct capacity.[[1]](#endnote-1) This includes the organizational design, management and day-to-day running of the EA practice as an internal management consultancy that offers a portfolio of services to business leaders and enterprise stakeholders. They are responsible for defining the advisory process, EA process, and architecture governance, and for leading the integration of those processes with related business and IT functions.

The CEA responds to disruptive forces by helping business and IT leaders facilitate the decision-making process and providing actionable recommendations on initiatives and policies to help the organization drive targeted business outcomes. They help business leaders enable their future-state business capabilities that, in turn, drive the organization’s targeted business outcomes through the choice of initiatives in which the organization chooses to invest.

The CEA helps business leaders achieve business outcomes and understand, monetize and operationalize existing, new and emerging technologies. They build and motivate the EA team — empowering domain architects — with coaching and mentoring to build a creative and safe learning environment.

The CEA leads, prioritizes and develops the overall enterprise architecture approach for the organization, and communicates architectural direction. They have purview into (and may directly manage) other architecture-related activities and the respective roles (such as business, information, solution[[2]](#endnote-2) and technical).

# Scope of Activities

The CEA will demonstrate competencies across six key dimensions.

## Manage the EA Practice

*Develop the EA Practice*

* Leads the development of a value proposition and execution of a communication and education plan for the enterprise architecture practice. Promotes the business value of EA as an enabler of strategy formulation, and as support for technology innovation.
* Leads the creation and maturing of the enterprise architecture practice into an internal management consultancy.
* Leads the development of the EA service portfolio, ensuring they are aligned to the needs of the organization and EA’s key stakeholders.

*Develop the EA Team*

* Ensures the core EA team works closely with extended EA team members across the organization. Plans and manages a talent pool of domain architects that works with EA and non-EA related disciplines to deliver the goals, objectives and outcomes of the organization.
* Recruits and develops the critical skills, competencies and career paths for the EA team members; in particular, building the business and behavioral competencies needed to support delivery of EA’s consulting services.
* Coach and mentor members of the EA team.

*Design the EA Operating Mode*

* Determines the extent to which the EA program has decision-making (governance) and compliance (assurance) rights. Ensures the role of EA in the project and product governance setting is one of guidance, advice and oversight.
* Identifies organizational requirements for the resources, structures and cultural changes necessary to support agility and adaptability.
* Helps the enterprise find the right balance between enterprise risk and agility. Communicates key EA positions to business and IT leaders to get buy-in and mandate.

## Formulate Strategy and Guide Execution

*Work with Business and Leadership Stakeholders to Develop Strategy*

* Understands disruptive forces and the business’s economic and financial levers that are susceptible to digital transformation to effectively guide investment decisions.
* Leads the analysis of business and operating models, market trends and the technology industry to determine their potential impact on the enterprise’s business strategy, direction and architecture.
* Provides perspective on the readiness of the organization to change and innovate, and supports formulation of business strategy.
* Uses planning-driven, design-driven and learning-driven approaches to construct future- and current-state business models.

*Connect Strategy to Execution*

* Facilitates business and IT alignment through a collaborative, supportive and consultative manner, driving the organization’s digital business strategies and balancing innovation and growth.
* Translates and executes business strategy to achieve the organization’s targeted business outcomes by leading the development of an implementation roadmap for the enterprise architecture.
* Constructs technology-enabled business and operating models and provides viable options and visibility into execution issues.

## Facilitate Innovation

*Collect, Analyze, Review and Refine Innovations, Trends, Disruptions, Opportunities or Ideas*

* Assesses disruptive forces impacting the organization and identifies technology-enabled innovation opportunities that enables business strategy.
* Contextualizes technology trends based on social, economic, political and other non-technology trends.
* Scans emerging technologies and the business ecosystem for major disruptive technology and non-technology trends (trendspotting) that affect business. Provides practical advice and best practices to take advantage of new, or emerging, opportunities and successfully deliver the expected business outcomes.

*Develop, Track and Manage Execution of Innovations, Trends, Disruptions, Opportunities or Ideas*

* Details potential competitive threats from digital enterprises that are generally considered outside of your traditional realm of competition.
* Tracks and applies innovative technologies, anchoring them in the business and operating model to assess their potential, and uses agile and lean approaches to evolve and manage innovation.
* Runs technology experiments to create new products and services and integrate the best of these into steady-state operations for the organization.

## Build and Maintain Relationships

*Build the EA Value Proposition and Structure Business Engagement*

* Builds the EA practice to become an internal management consultancy, offering services and skills to support the development and execution of business strategy.
* Develops a portfolio of consulting services, designed to meet business and stakeholder needs, and delivers in an agile and time-boxed way.
* Determines the relationship between people, processes, information, technology and other components of the enterprise, and their relationships to one another and to the external environment.

*Enable Value-Based Messaging and Manage Cross-Functional Relationships*

* Provides consultative advice to business leaders and organizational stakeholders who seek actionable recommendations to make investment decisions about the next business and operating model of their organization, using technology to make that change happen.
* Leads and facilitates interaction with business leaders, product managers and product owners in a business-driven conversation over the risks and implications of the product decision to the line of business, business unit and greater enterprise.
* Leads a collaborative “guild” of architects and works with a strategic committee/board to resolve conflicts between product lines and enterprise business outcomes.

## Orchestrate the Delivery of Business Outcomes

*Develop the Business Architecture*

* Positions the EA practice at the intersection of business and IT. Ensures the EA practice is designed and enabled to help formulate, translate, and execute business strategy.
* Works with business leaders to identify key drivers and targeted business outcomes to derive useful business context.
* Develops diagnostic and actionable deliverables that help guide investment decisions in support of executing business strategy.

*(see* [*Tool: Business Architecture Activities and Deliverables Close the Strategy-to-Execution Gap*](https://www.gartner.com/document/4008335) *to give examples of deliverables that make sense for your organization)*

*Bring Alignment Across Business and IT*

* Leads analysis of the business’ future-state capabilities and future (and current) IT environment to detect critical deficiencies and recommend solutions for improvement to drive the business toward its targeted outcomes.
* Identifies organizational requirements for the resources, structures and cultural changes necessary to support the enterprise architecture.
* Works with the CIO and IT leaders to find the right EA organizational design to drive business-outcomes.
* Ensures the EA organizational design process leads to a more efficient and effective business and IT operating model, significantly improved results (profitability, customer service, internal operations), and EA resources who are empowered and committed to the integration of business and IT.

## Plan and Manage the IT Portfolio

*Support Portfolio Modernization and Develop Roadmaps*

* Presents gap analyses and/or IT investment roadmaps that reflect the status of the existing IT landscape, namely, its ability to contribute to future-state business capabilities around ecosystems and digital platforms.
* Leads analysis of the IT environment to detect critical deficiencies and recommend solutions for improvement.
* Leads the development of an implementation plan for the enterprise architecture, based on business requirements and the varying IT strategies for project-driven or product-driven delivery teams.

*Support Solutions Delivery*

* Develops and applies standards and minimal viable architectures through the EA governance model, which is informed by the business strategy and corporate governance. Clarifies accountability and provides the focal point for agile, effective and efficient decision making.
* Facilitates a collaborative relationship across architecture community, product management and product delivery teams.
* Collaborates with delivery teams to ensure consistency with the enterprise architecture, as well as to leverage shared technologies, tools and processes that impact speed to value and time to market.
* Collaborates with infrastructure teams to ensure consistency with the enterprise architecture, as well as to identify when it is necessary to modify the enterprise architecture.

# Credentials and Experience

* Master’s or bachelor’s degree in business, computer science, computer engineering, electrical engineering, system analysis or a related field of study, or equivalent experience.
* Ten or more years of business experience in strategic and operations planning and/or business analysis.
* Ten or more years of experience in at least three disciplines, such as business, information, solution or technical architecture, application development, middleware, information analysis, database management or operations in a multitier environment.

# Skills

* Knowledge of business ecosystems, SaaS, infrastructure as a service (IaaS), platform as a service (PaaS), service-oriented architecture (SOA), APIs, open data, microservices, event-driven IT and predictive analytics.
* Knowledge of business models, operating models, financial models, cost-benefit analysis, budgeting and risk management.
* Familiarity with information management practices, system development life cycle management, IT services management, agile and lean methodologies, infrastructure and operations, and EA and ITIL frameworks.
* Understanding of the different types of agile principles, methodologies and frameworks, especially those designed to be scaled at the enterprise level.
* Understanding of existing, new and emerging technologies, and processing environments.
* Strong leadership skills with exceptional soft and interpersonal skills, including teamwork, facilitation and negotiation.
* Strong consulting skills such as targeted communications, engagement management, stakeholder management and business development.
* Knowledge of all components of enterprise architecture, business and IT principles and processes.
* Familiarity with basic graphical modeling approaches, tools and model repositories.
* Excellent analytical, planning and organizational skills.
* Excellent written, verbal, communication and presentation skills with the ability to articulate new ideas and concepts to technical and nontechnical audiences.

# Competencies

* Organizationally savvy, with situational and contextual intelligence of the political climate of the enterprise and how to navigate obstacles and politics.
* Balances the long-term (“big picture”) and short-term implications of individual decisions and organization goals.
* Estimates the financial impact of EA alternatives and applies multiple solutions to business problems.
* Rapidly comprehends the functions and capabilities of new technologies.
* Ready to think, behave and act in an innovative consulting manner to drive the organization’s digital business strategies.
* Understands and speaks the language of the business.

# Characteristics

* Trusted and respected as a thought leader who can influence and persuade business and IT leaders.
* Comfortable, experienced and accomplished at working with business executives, and able to push back in a professional and diplomatic way.
* Highly collaborative and supportive of business and of its ideals and strategies.
* Highly innovative with aptitude for foresight, systems thinking and design thinking.
* Vendor- and technology-neutral — more interested in achieving targeted business outcomes than in personal preferences, or in vested personal preferences of other business and IT leaders.
* Composed in the face of opposition to architectural principles, governance and standards.
* Practical in approach to problem solving and decision making.

1. Enterprise architects, on the other hand, do not typically lead the formal EA practice or manage a team of architects (business, information, solution, technical, security and others). They are usually sole contributors that typically report directly to leaders within IT and/or business. Enterprise architects work closely with other architects on the EA team and/or across the organization — sometimes in a dotted-line reporting capacity. [↑](#endnote-ref-1)
2. Application architecture is a subset of solutions architecture. It's the discipline that guides application design and execution — often using agile and lean methodologies, and defines application architecture paradigms, such as SOA, principles that influence design decisions and patterns that provide proven design solutions for the construction of digital platforms. [↑](#endnote-ref-2)