Professionalizing the Discipline of Enterprise Architecture

An Approach to Designing EA Practice that Supports Architects Throughout the Job Lifecycle

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NIKE, Inc. Architecture Practice Team

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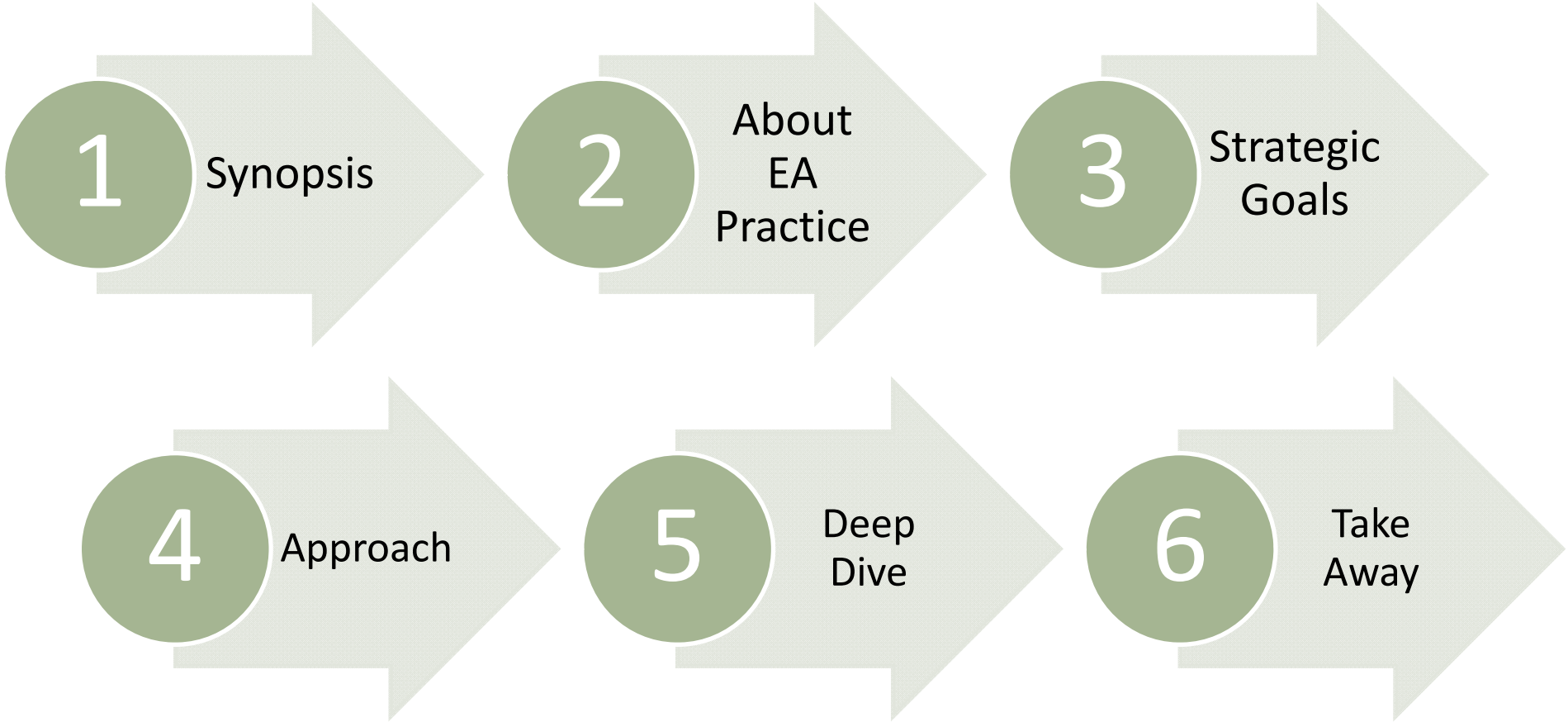

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1 Synopsis

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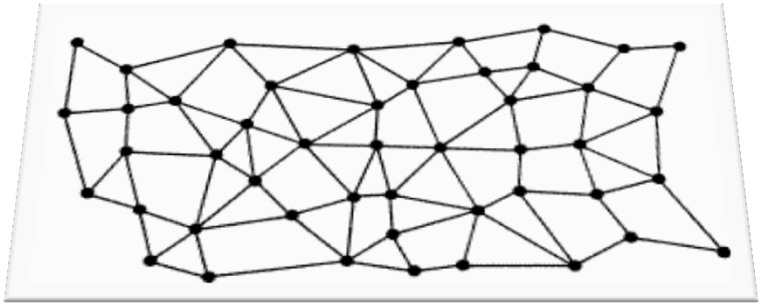
Q: WHAT are the challenges we face?

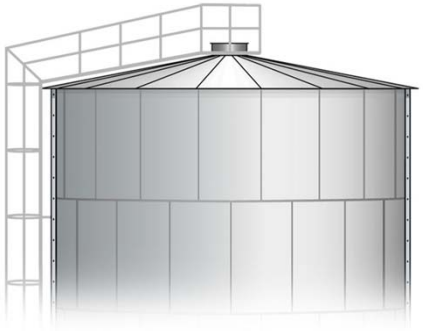
We work in an organization that is:

- Fast-paced
- Entrepreneurial
- Distributed



Which leads to siloed approaches:

- Inconsistency in designs & deliverables
- Reinventing tools & templates
- Reduced sharing across organizations



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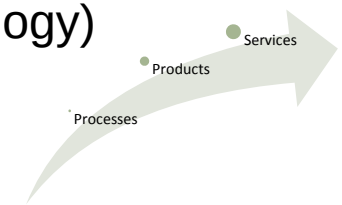
Q: HOW can EA Practices help?

By providing reusable:

- Processes (framework & methodology)
- Services (CoE participation)
- Products (tools & templates)



Our Vision:

- Promote consistency
- Deliver quality solutions
- Support ongoing growth & maturity

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Q: WHO is our using community?

The Architecture Community:

- Employees in the architecture job family
- Architecture managers
- Those interested in an architecture career

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Q: **WHEN** do we provide support?

We provide support throughout the architect's job lifecycle through:

- Hiring
- On-boarding & orientation
- Annual goal setting
- Continuing career development
- Job changes & promotions
- Mentoring, networking & coaching

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Q: WHAT'S in it for me?

Architects	Architecture Managers	Those interested in Architecture
• Coaching & mentoring • Annual goal setting • CFE assistance • Networking • Architecture forums • Training plan facilitation • Community meetings • Core training • Promotion/job change	• Recruiting support • Hiring support • Screening/interviewing • Promotion/job change • Training facilitation • Annual goal setting • Networking • Coaching support • Community meetings • Architecture forums	• Career map creation • Coaching & mentoring • Training plan assistance • Self-assessment questionnaires • Stretch assignments • Promotion/job change • Networking • Community meetings • Architecture forums

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2 About

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Q: **WHERE** do we fit?

LBS

- Lean Business Solutions

CDEA

- Corporate Data & Enterprise Architecture

EA AP

- Architecture Practices

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Q: WHAT is our purpose, vision and mission?

Purpose

To share information about the architecture practice, to encourage community participation, and provide an opportunity for the community to exchange ideas.

Vision

To facilitate design & implementation of a well understood & well managed architecture landscape that addresses Nike's current needs and supports growth.

Mission

To promote consistency and delivery quality architecture for Nike, Inc.

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Q: WHAT are our goals?

Architecture Practice Goals:

- Strengthen the Nike architecture foundation
- Facilitate direction of our architecture strategy
- Increase responsiveness
- Formalize visibility & decision making
- Promote consistency
- Grow architects
- Enable community maturity

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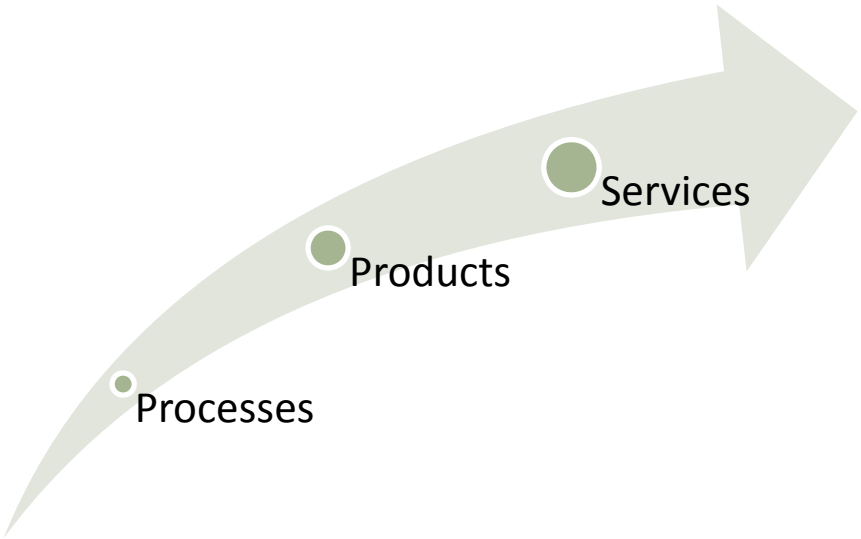
Q: **WHAT** are our strategic goals?



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Q: **WHO** are our customers?

- CIO/COO
- 2nd level CIO
- Global Technology Leader
- Architecture Managers
- Architects
- Those interested in Architecture

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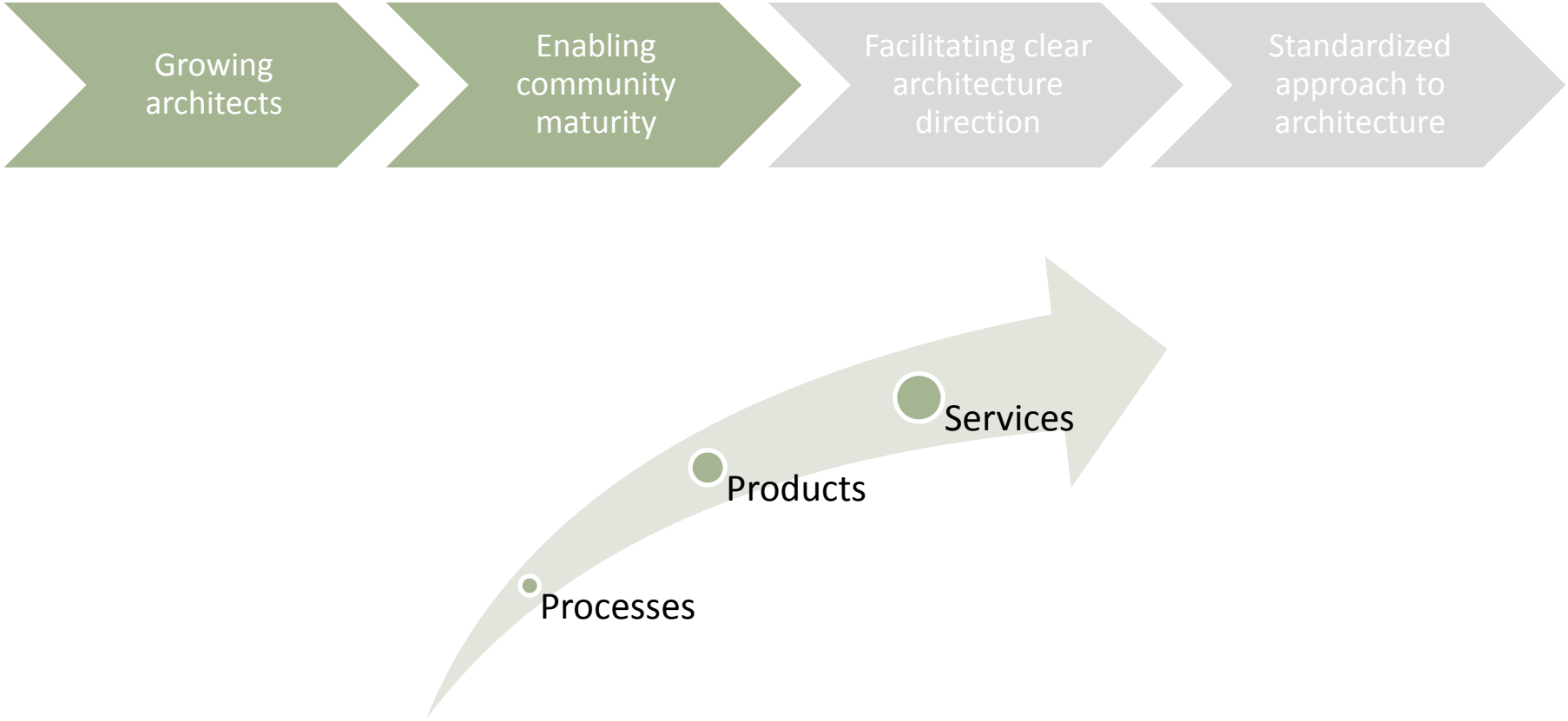
Q: WHAT are some of the values, products & metrics produced?



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Strategic Goal: GROW ARCHITECTS			
Customer	Value-add	Products	Metrics
Architects	Career development direction, support for architecture delivery	Skill assessment, Training facilitation, Architect OTP,	Number of high quality resources that can be shared across silos, number of architects in talent pipeline
Architecture Managers	Assistance in managing and growing architects, and architect talent pipeline creation.	Hiring support, CFE framework, Training, & on boarding support, OTP	Number of high quality resources that can be shared across silos, number of architects in talent pipeline
Architecture Interested	Growth of specific architecture skills	Skill assessment, Identification of stretch assignments	Number of team members qualified for architect roles in talent pipeline

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Strategic Goal: GROW ARCHITECTS			
Customer	Value-add	Products	Metrics
Global Technology Leader	High quality solutions delivered through quality architecture	High quality resources	Number of high quality resources that can be shared across silos, number of architects in talent pipeline
CIO/COO	Mature and sustainable enterprise architecture - talent and resources	High quality resources	Number of high quality resources that can be shared across silos, number of architects in talent pipeline
2nd level CIO	High quality solutions delivered through quality architecture	High quality resources	Number of high quality resources that can be shared across silos, number of architects in talent pipeline

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Strategic Goal: COMMUNITY MATURITY			
Customer	Value-add	Products	Metrics
Architects	Broader understanding of and access to the greater Nike architecture, venue for increasing communication skills to other audiences.	Arch Forum, community meetings, arch targeted communications	Architects have enhanced visibility into greater Nike architecture; Clear understanding of skills by architect role
Architecture Managers	Ease of effort to move resources due to visibility between silos, better understanding of skills across the architecture roles	Arch Forum, Practice community meetings	Architects have enhanced visibility into greater Nike architecture; Clear understanding of skills by architect role
Architecture Interested	Clarity of skills needed for architect role, Visibility into what architects are working on.	Arch Forum, Practice community meetings	Architects have enhanced visibility into greater Nike architecture; Clear understanding of skills by architect role

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Strategic Goal: COMMUNITY MATURITY			
Customer	Value-add	Products	Metrics
Global Technology Leader	Quicker placement or replacement of architecture resources	High quality of connected resources;	Architects have enhanced visibility into greater Nike architecture; Clear understanding of skills by architect role
CIO/COO	mature and sustainable enterprise architecture - shared and consistent across the organization	High quality connected resources	Architects have enhanced visibility into greater Nike architecture
2nd level CIO	High quality solutions delivered through consistent, connected, quality architecture	High quality of connected resources	Architects have enhanced visibility into greater Nike architecture; Clear understanding of skills by architect role

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4 Approach

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Q: WHAT is our approach?

***EMPOWER* Architects through:**

- Tools
- Training
- Process support
- Increased collaboration
- Heightened visibility

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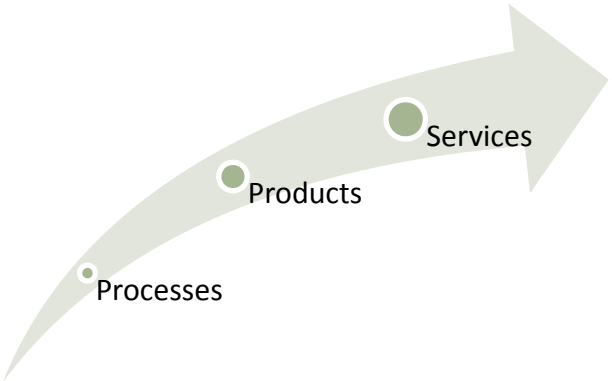
Q: **HOW** is this accomplished?



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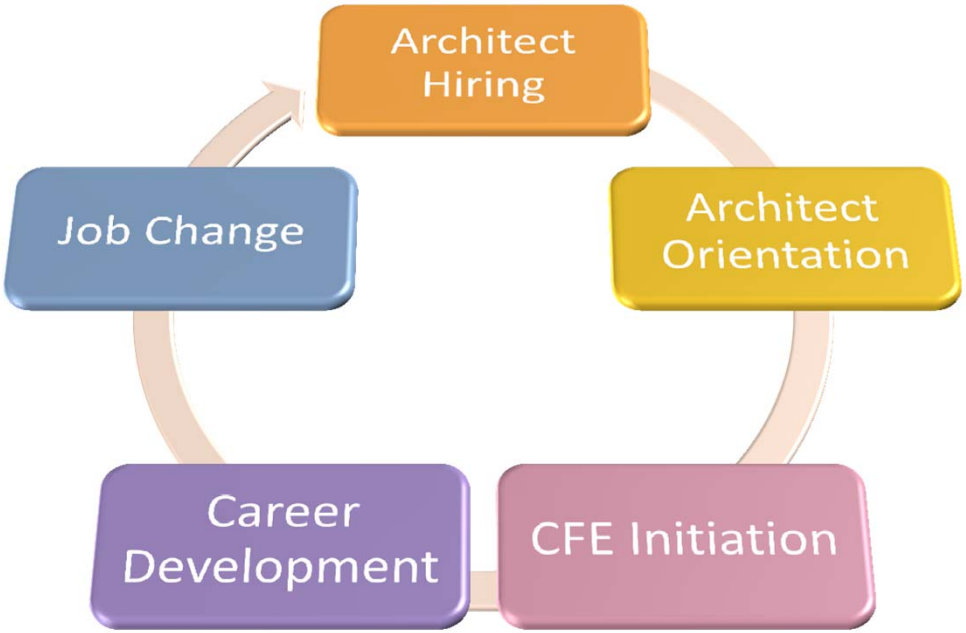
Q: **WHEN** are these activities initiated?



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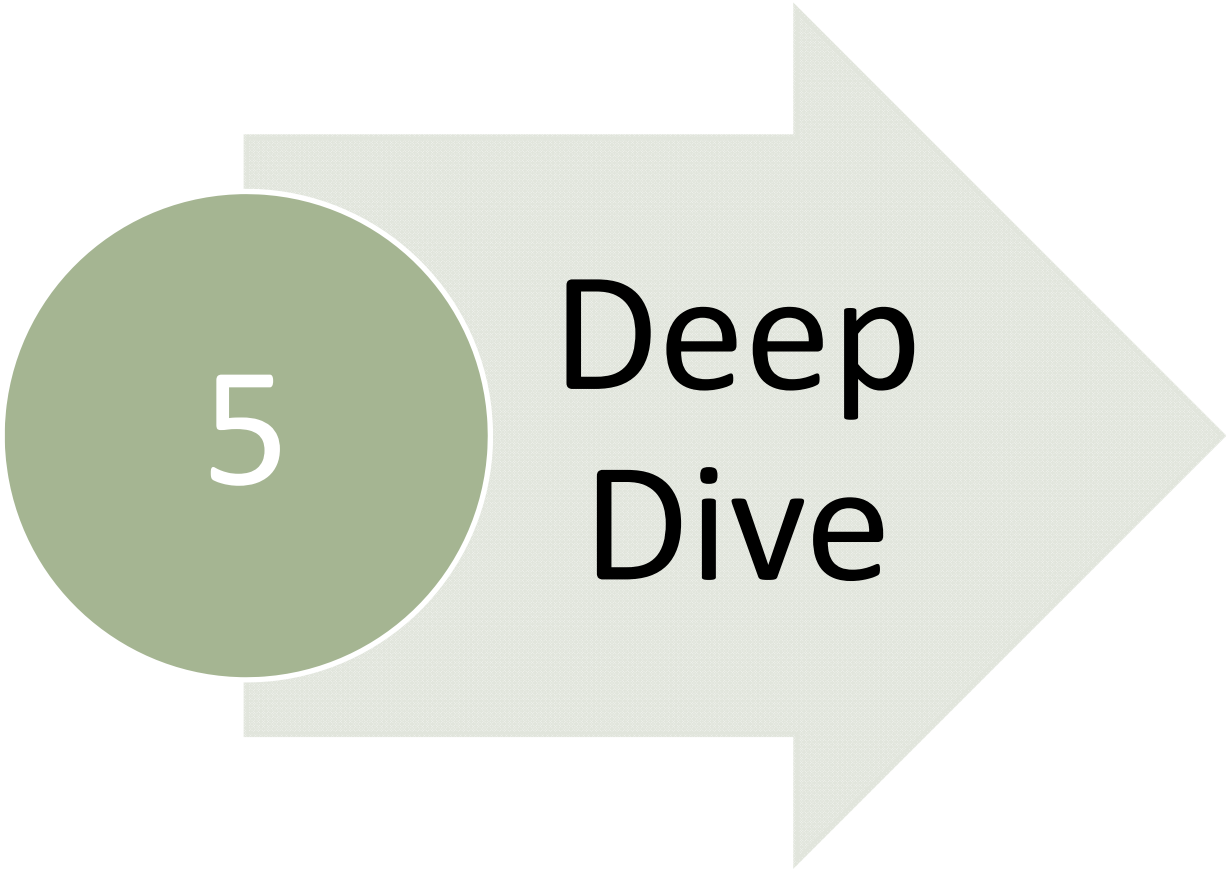

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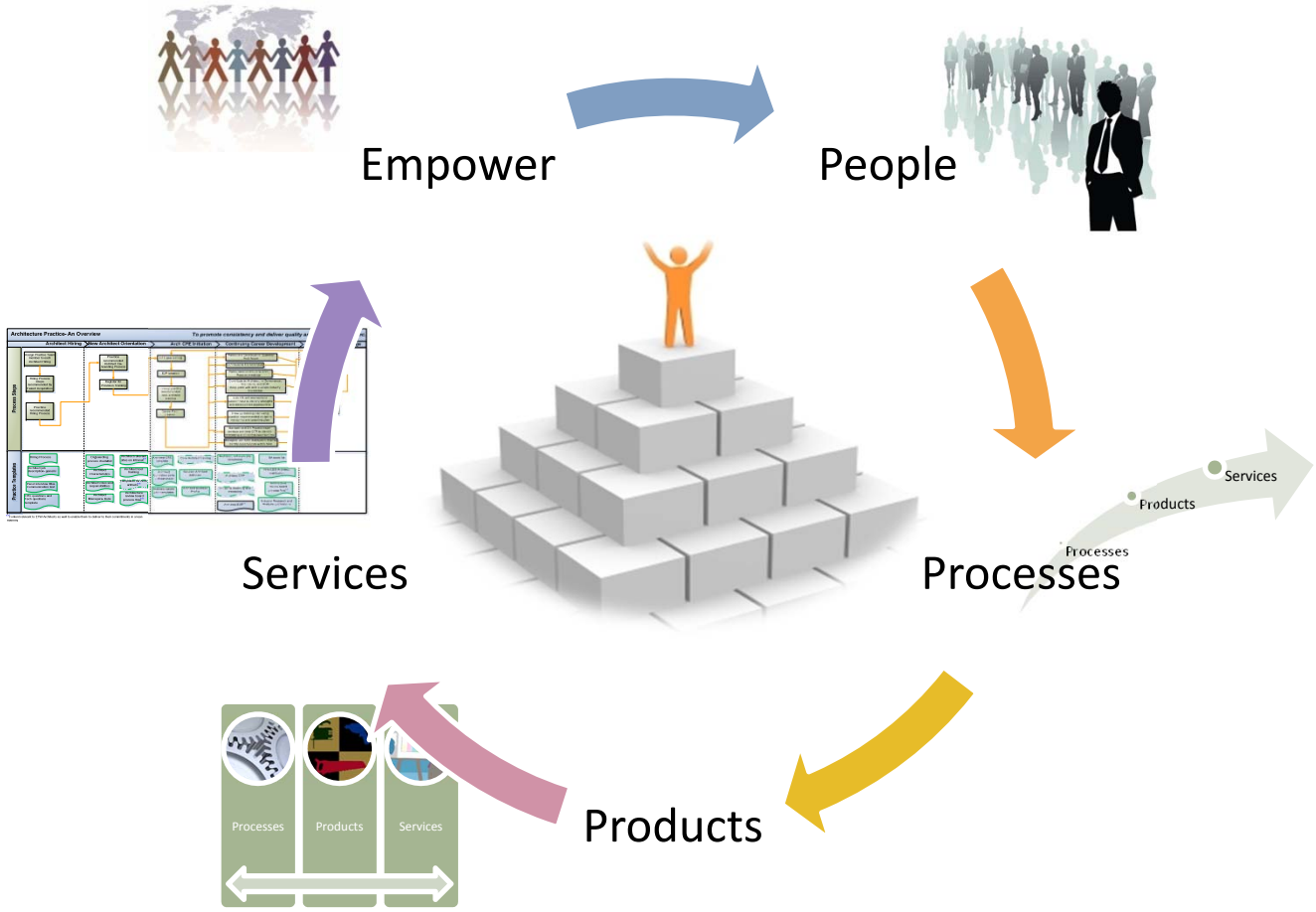
The Holistic View - EMPOWER the Architecture Community



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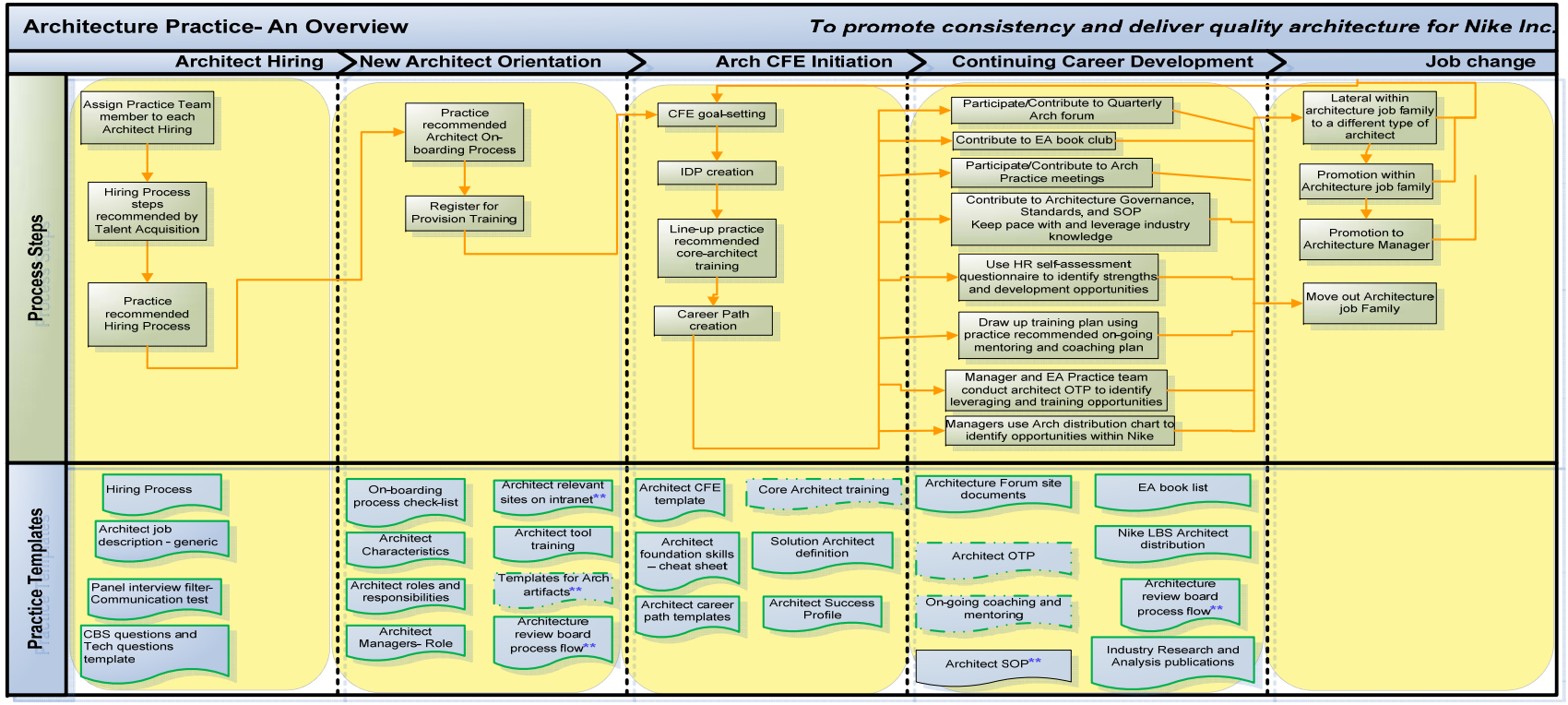
Q: WHAT is the architecture practice design diagram?



**Content relevant to ETW Architects as well to enable them to deliver to their commitments in a lean manner.

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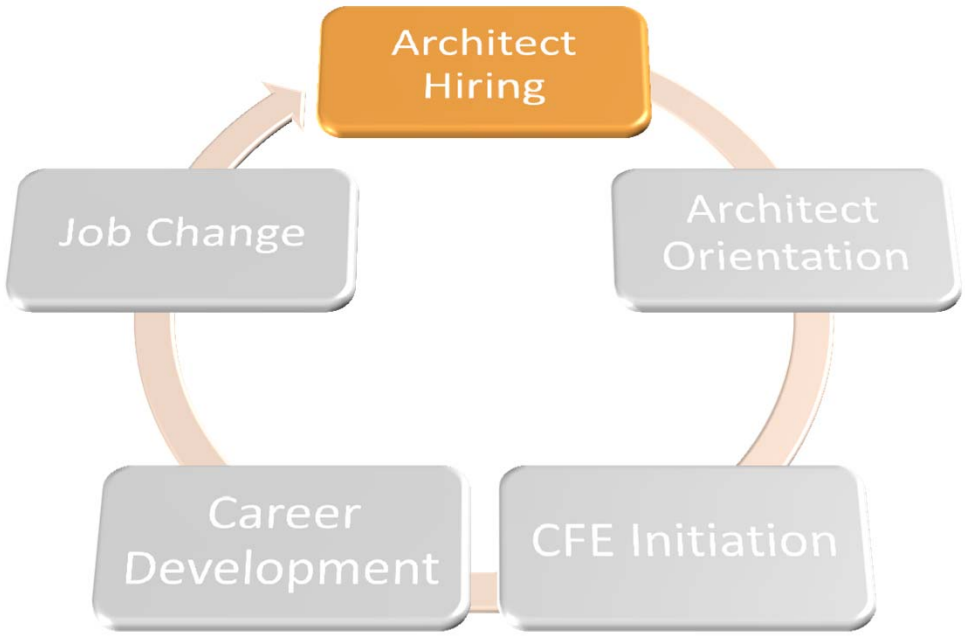
Q: **WHAT** support do we provide during *Architect Hiring*?



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Architect Hiring process and template support

Process Steps

Assign Practice team member to each hiring Architect

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Partner with hiring manager for job posting, reviews

↓

Guide hiring manager through screening and decision-making

Templates

- Hiring process – flow and touch points
- Generic Architect job description
- Participant phone screen
- Support for feedback to internal applicants
- Decision-making criteria
- Interview questions template – behavioral and technical

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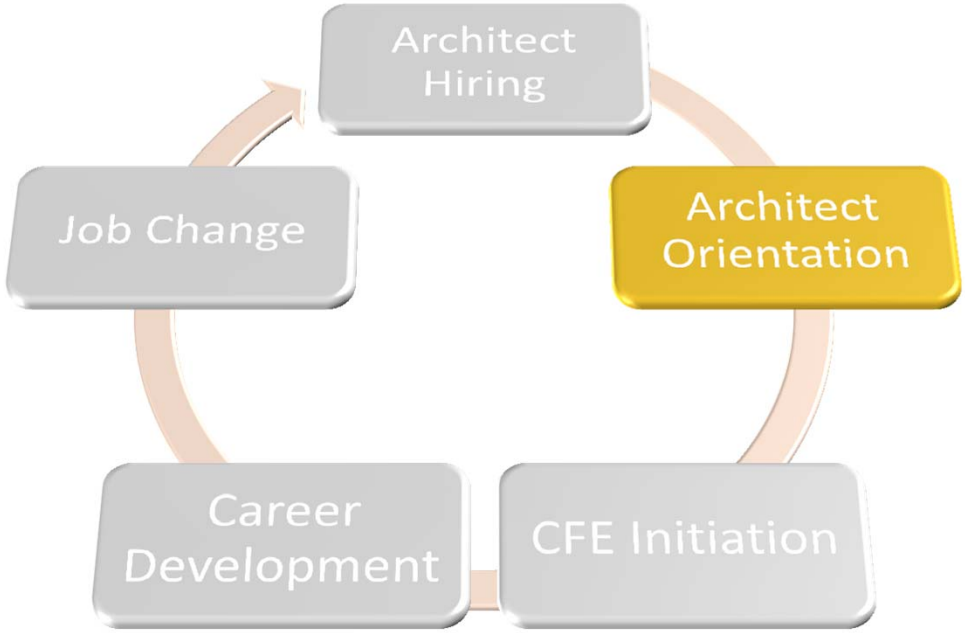
Q: **WHAT** support do we provide during *Architect Orientation*?



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Architect Orientation process and template support

Process Steps

Practice recommended Architect On-boarding Process

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Register for Provision Training

Templates

- On-boarding process check-list
- Architect Characteristics
- Architect roles and responsibilities
- Architect Managers- Role
- Architect relevant sites on intranet
- Architect tool training
- Templates for Arch artifacts
- Architecture review board process flow

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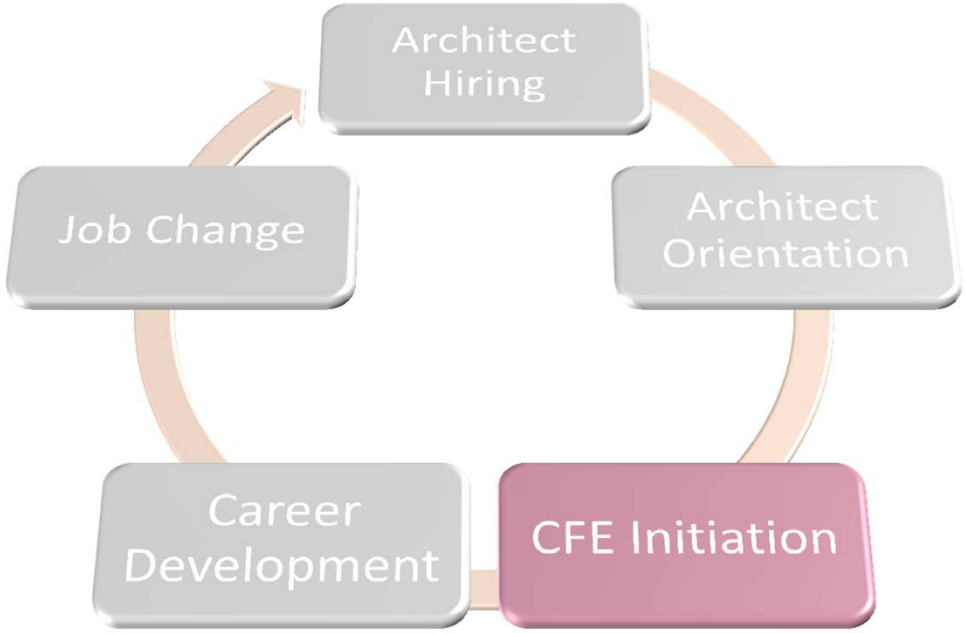
Q: **WHAT** support do we provide during *CFE Initiation*?



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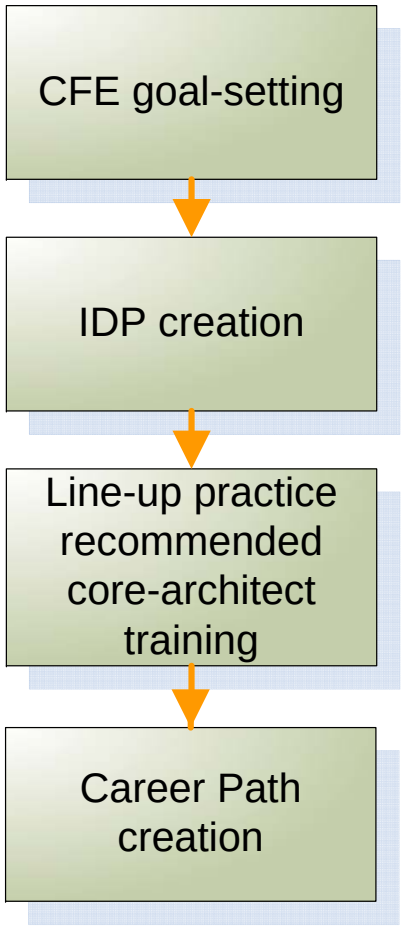
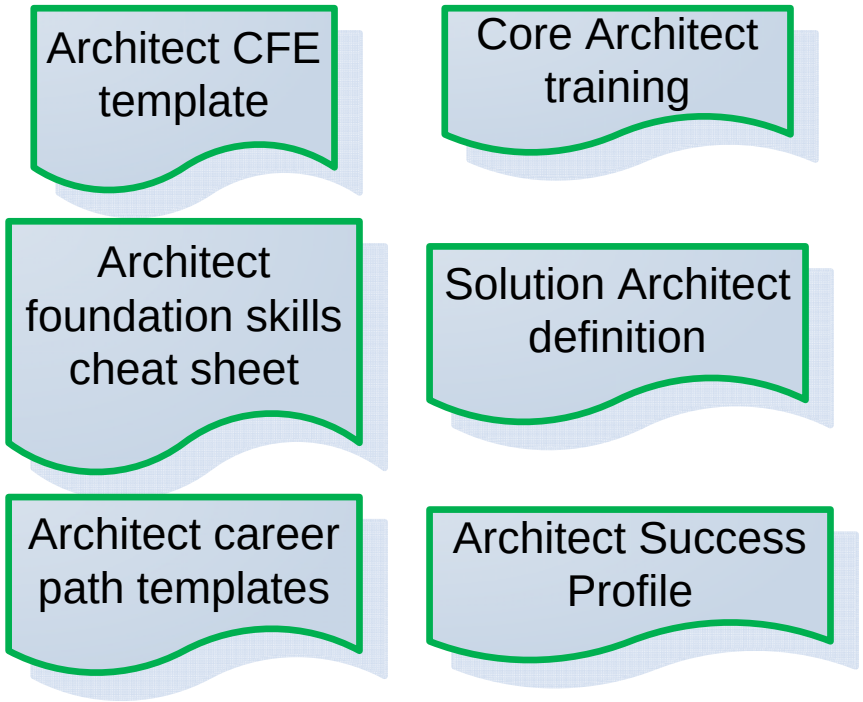
CFE Initiation process & template support

Process Steps



Templates



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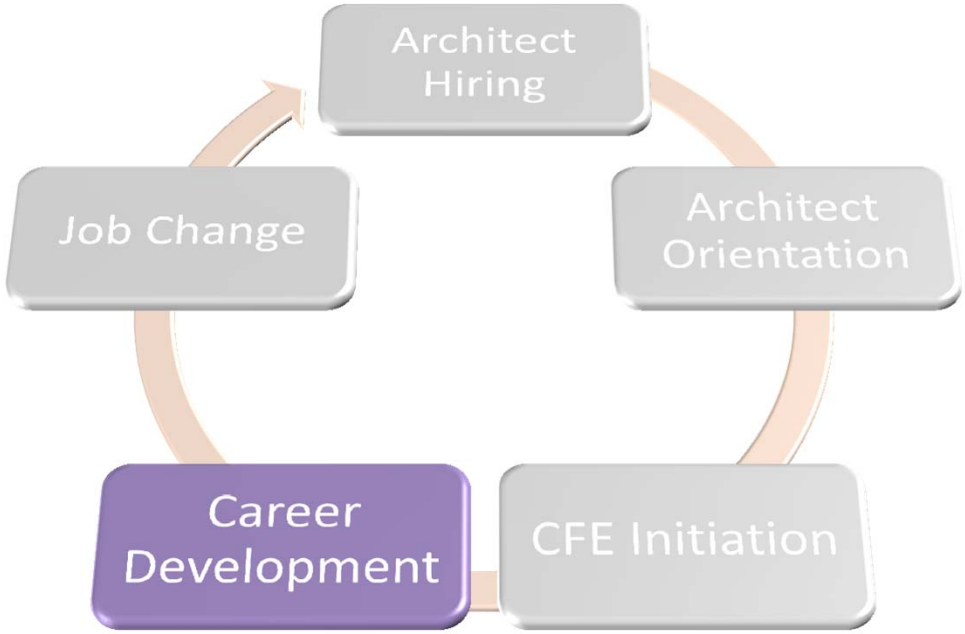
Q: **WHAT** support do we provide during *Career Development*?



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Continuing Career Development process & template support

Process Steps

- Participate/Contribute to Quarterly Arch forum
- Contribute to EA book club
- Participate/Contribute to Arch Practice meetings
- Contribute to Architecture Governance, Standards, and SOP
  Keep pace with and leverage industry knowledge
- Use HR self-assessment questionnaire to identify strengths and development opportunities
- Draw up training plan using practice recommended on-going mentoring and coaching plan
- Manager and EA Practice team conduct architect OTP to identify leveraging and training opportunities
- Managers use Arch distribution chart to identify opportunities within Nike

Templates

- Architecture Forum site documents
- Architect OTP
- On-going coaching and mentoring
- Architect Stretch Role-Search, Find, Start
- Architect Skill Assessment
- EA book list
- Nike LBS Architect distribution
- Architecture review board process flow**
- Industry Research and Analysis publications

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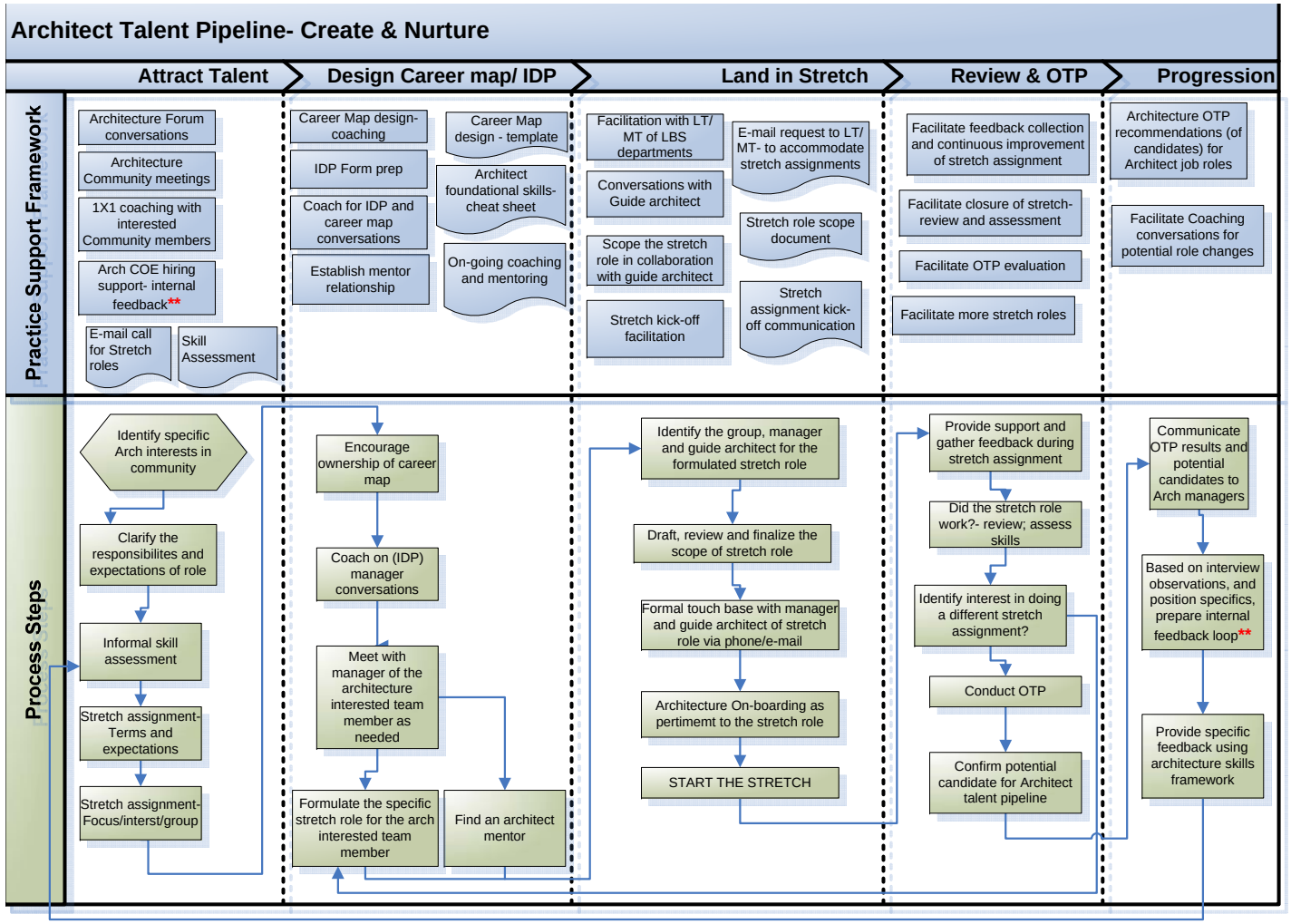
Internal Talent Pipeline Creation: process & template support



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Architect Skill Assessment Process and Objectives

Skill Assessment template:

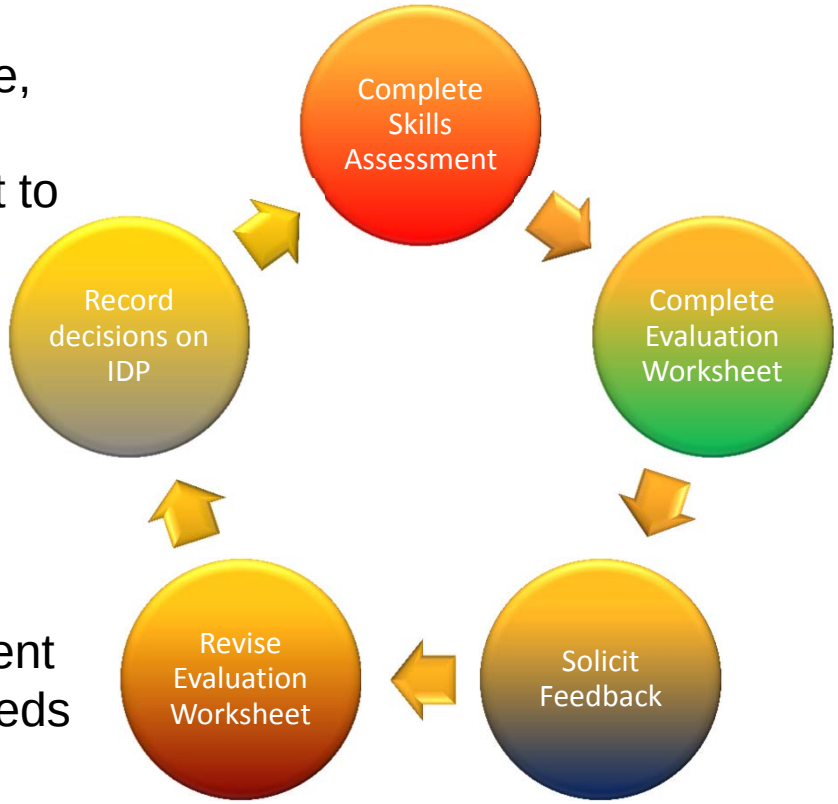
•Self-directed career development tool

•Includes Skill assessment template, assessment key (loosely based on TOGAF), and evaluation worksheet to record results.

•Ties into HR job profile definition, hiring support, and training requirement matrix.

•Share the assessment; share the results on strengths and development opportunities; share the training needs with your manager.

•Potential starting point for a skill expert database.



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Forums & Community support

Forum & Community objectives:

- Strengthens the Nike architecture community
- Builds a learning environment
- Supports sharing among the community
- Improves comprehension of the big picture
- Fosters architecture networking
- Increases sharing of successes & pain points
- Boosts the exchange of ideas
- Develops interaction with various roles within LBS
- Expands customer/business visibility & value through solutions & technologies

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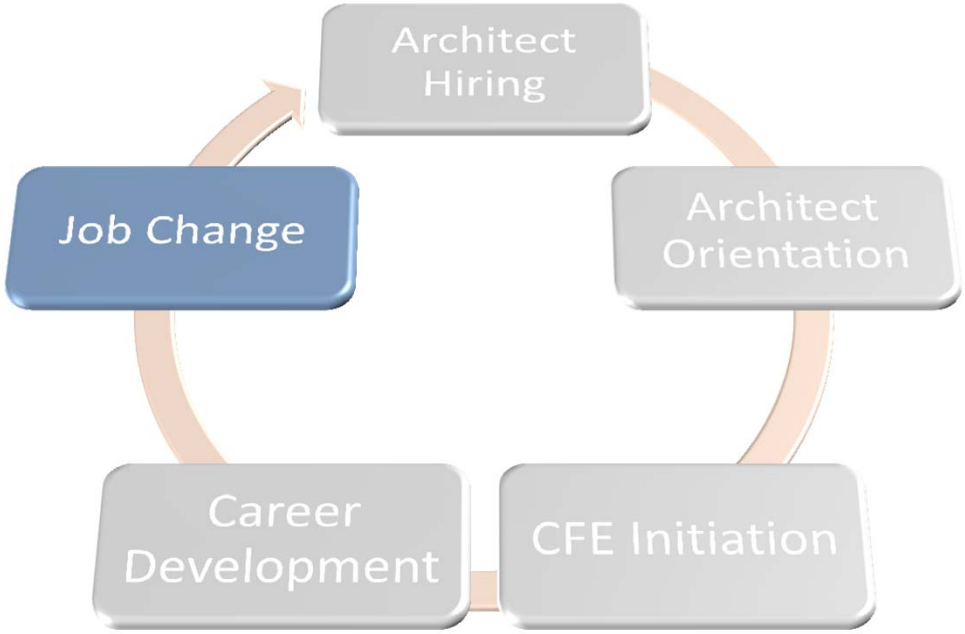
Q: **WHAT** support do we provide during *Job Changes*?



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Job Change process steps

Process Steps

Lateral within architecture job family to a different type of architect

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Promotion within Architecture job family

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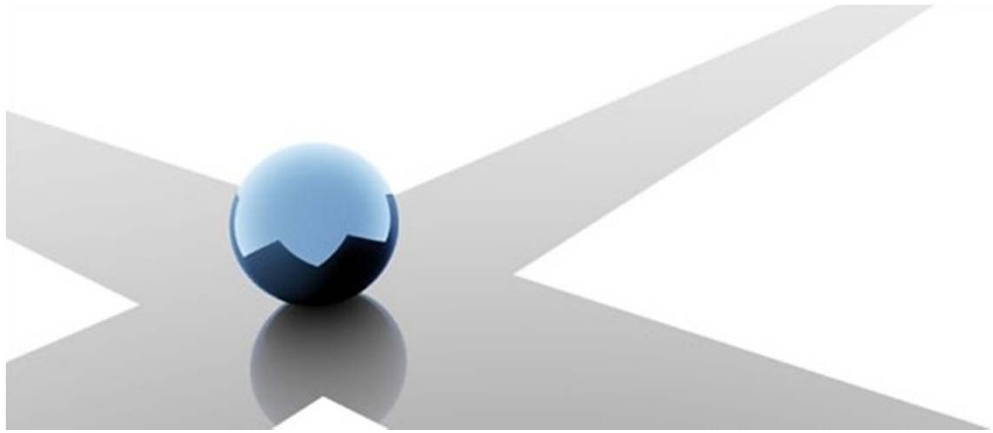
Promotion to Architecture Manager

Move out Architecture job Family



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Get The Help You Need

Architects	Architecture Managers	Those interested in Architecture
• Coaching & mentoring • Annual goal setting • CFE assistance • Networking • Architecture forums • Training plan facilitation • Community meetings • Core training • Promotion/job change	• Recruiting support • Hiring support • Screening/interviewing • Promotion/job change • Training facilitation • Annual goal setting • Networking • Coaching support • Community meetings • Architecture forums	• Career map creation • Coaching & mentoring • Training plan assistance • Self-assessment questionnaires • Stretch assignments • Promotion/job change • Networking • Community meetings • Architecture forums

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Contact!! Questions??

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Just Do It!

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APPENDIX: Architect Skill Assessment Template

Skill Area	Architect Manager	Enterprise	Solution	Technical	Data	Application	Business	Definition	Level
Generic Skills									
Leadership	4	4	4	3	3	3	3		Level of Knowledge
Collaboration & Team Focus	4	4	4	4	4	4	4		Level of Knowledge
Listening	4	4	4	4	4	4	4		Level of Knowledge
Skill Area	**Manager**	**Enterprise**	**Solution**	**Technical**	**Data**	**Application**	**Business**	**Definition**	
Customer & Partner Relationships									
Business Enterprise Knowledge	4	4	4	3	3	3	4		Level of Knowledge
Business Process Knowledge	4	4	4	4	4	4	4		Level of Knowledge
Skill Area	**Manager**	**Enterprise**	**Solution**	**Technical**	**Data**	**Application**	**Business**	**Definition**	
Enterprise Architecture Skills									
Requirements Elicitation & Analysis	4	4	4	4	4	4	4		Level of Knowledge
Visualization	4	4	4	4	4	4	4		Level of Knowledge
Skill Area	**Manager**	**Enterprise**	**Solution**	**Technical**	**Data**	**Application**	**Business**	**Definition**	
IT General Knowledge Skills									
IT Application Development	3	4	4	4	4	4	2		Level of Knowledge
IT Architecture	3	4	4	4	4	4	2		Level of Knowledge
Skill Area	**Manager**	**Enterprise**	**Solution**	**Technical**	**Data**	**Application**	**Business**	**Definition**	
Program & Project Management									
Program Management	3	3	3	3	3	3	3		Level of Knowledge
Project Management	3	3	3	3	3	3	3		Level of Knowledge
Change Management	4	3	3	3	3	3	4		Level of Knowledge
Skill Area	**Manager**	**Enterprise**	**Solution**	**Technical**	**Data**	**Application**	**Business**	**Definition**	
IT Technical Skills									
Software Engineering	3	4	4	3	4	4	3		Level of Knowledge
Security	3	3	3	4	3	4	3		Level of Knowledge

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