



Guide the Modernization of Digital Technology Foundations

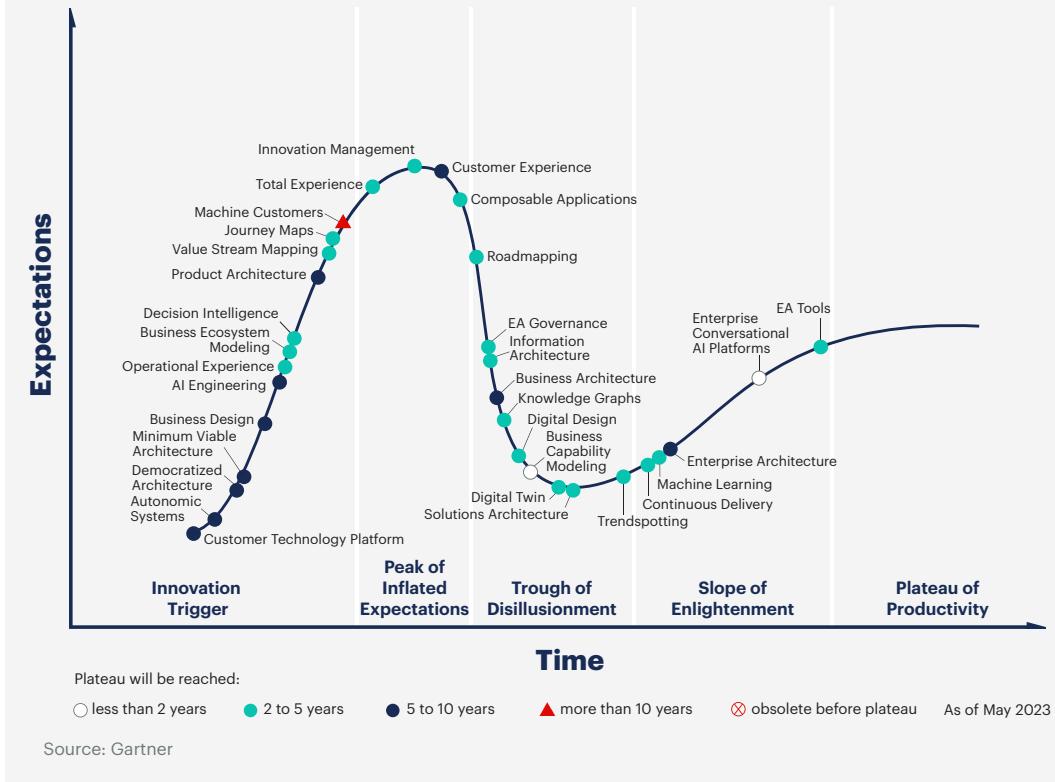
A roadmap for enterprise architecture leaders

Can you keep pace with rapid technology change in a VUCA world?

The pace of digital business transformation is rapidly increasing as organizations strive to provide services and products in a challenging operating environment. To navigate this volatile, uncertain, complex and ambiguous (VUCA) world, it is crucial for enterprise architecture (EA) leaders to enable digital business change while also ensuring organizational resilience.

To effectively drive digital business change, EA leaders must create effective practices and disseminate deliverables that offer guidance for implementing transformation through digital platforms. As companies onboard new and advanced technologies, such as AI, cloud and data solutions, the responsibility falls on EA to provide consumable business architecture guidance and expertise to an increasingly distributed and diverse technology team.

Hype Cycle™ for Enterprise Architecture, 2023

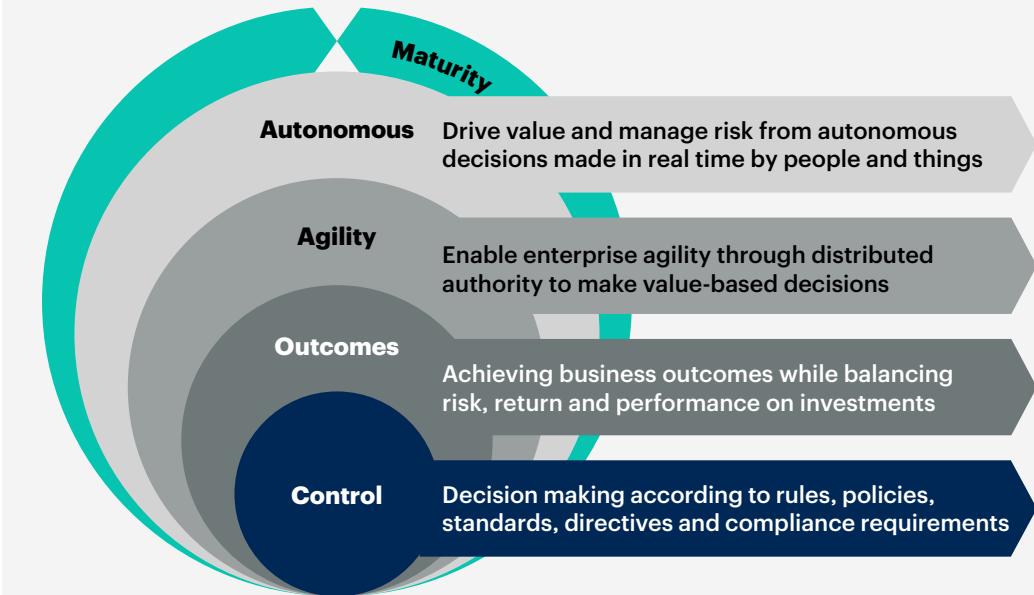


How can EA leaders foster innovation with distributed technology teams?

As the pace of digital change quickens and technology decisions are increasingly made closer to the point of value, EA leaders know that their ability to manage and govern the IT estate is threatened. To meet the evolving demands of the business, EA must embrace flexibility and adaptability in their interactions with distributed technology teams, while also ensuring that ongoing IT modernization is executed in a resilient, secure and manageable way.

Today, EA leaders have a critical mandate to drive growth by aligning business and technology strategies, providing guidance for solution design and delivery decisions, and building consumable business architecture deliverables that are embraced by the entire organization.

4 Styles of Adaptive EA Governance



Source: Gartner

Source: Gartner

Some of the top questions of the modernizing business through technology initiative are:

1 In what ways does an EA leader support business and technology strategists in achieving their business goals?

2 How can I advise business unit leaders and heads of functions in determining the future-state vision and architecture for the enterprise?

3 How can I provide an effective architecture framework that supports and coordinates across distributed product teams?

The 5 key steps to drive modernization

From business design strategy to solution design to building the architecture deliverables, the thread of EA involvement runs deep through all aspects of digital business strategy and change. The challenge for EA leaders is establishing their team seat at decision-making tables and providing a clear and actionable plan for success. To that end, they need to understand disruptive threats and opportunities, build technology roadmaps and provide the tool that teams need to execute the plans.

Align Business and Digital Strategy

Foster Technology Innovation

Guide Solution Design and Delivery

Apply Adaptive Governance

Build Consumable Architectural Deliverables



Align business and digital strategy

Ensure EA work is business-aligned and that the EA group is viewed as a trusted advisor.

Actions to take:

Help EA leaders identify and monitor trends that will impact the organization and its technology.

Advise business leaders and functional heads in determining future-state vision and architecture for the enterprise.

Ensure strategic actions and corresponding portfolios are aligned to targeted business outcomes.

Sample of associated Gartner resources

- **Research:** How to Design Strategic Portfolios Using Business Architecture
- **Expert inquiry:** Discuss how you can work across the organization to extend analysis of threats and opportunities beyond a technology lens
- **Tool:** The Gartner Trendspotting Framework: Driving Operations, Innovation and Strategy



Foster technology innovation

Understand how new technologies and practices can be applied to drive new business opportunities.

Actions to take:

Help design and facilitate transformative changes to our business and operating models through technology.

Shape and build a culture for business-led innovation, focused on capabilities that operationalize the innovation life cycle.

Use business architecture deliverables like capability models and value streams to identify opportunities for innovation.

Sample of associated Gartner resources

- **Research:** Assessing Emerging Technology Adoption Readiness
- **Expert inquiry:** Discuss the role of EA in the company's business and technology innovation strategy
- **Presentation:** New Ways for Enterprise Architecture to Support Business Growth Strategy



Guide solution design and delivery

Build an adaptive model that provides services and deliverables that support distributed decisions.

Actions to take:

Support delivery teams with services appropriate to their adopted methodologies, be it an Agile or waterfall project approach.

Coach delivery teams to make good product and solution design and architecture decisions.

Help product and development teams leverage Agile and SAFe methodologies and DevOps best practices.

Sample of associated Gartner resources

- **Research:** EA's Role in Supporting Fusion Teams
- **Expert inquiry:** Discuss how to coach delivery teams to make good product/solution design and architecture decisions
- **Tool:** Solutions Architect Job Description



Apply adaptive governance

Governance and assurance postures and supporting mechanisms that pivot around business outcomes.

Actions to take:

Develop governance and assurance that balances risk and agility that allows for distributed decision making at the point of value.

Ensure team compliance, while also shaping architectural governance, to meet team needs.

Design in adaptive governance that can scale and flex accordingly to risks and risk appetite, and empower digital platforms and product teams.

Sample of associated Gartner resources

- **Research:** Quick Answer: How Must EA Governance and Assurance Change to Support Product Management?
- **Expert inquiry:** Establish governance and assurance protocols that enable high-quality digital delivery at speed
- **Tool:** Ignition Guide to Creating an Effective Architecture Review Process

Align Business and
Digital Strategy

Foster Technology
Innovation

Guide Solution Design
and Delivery

Apply Adaptive
Governance

Build Consumable
Architectural
Deliverables



Build consumable architectural deliverables

Business architecture informs planning and execution decisions.

Actions to take:

Facilitate the design of, or changes to, business and operating models to drive business transformation and optimization.

Manage the reference architecture life cycle in line with the cadence of business change.

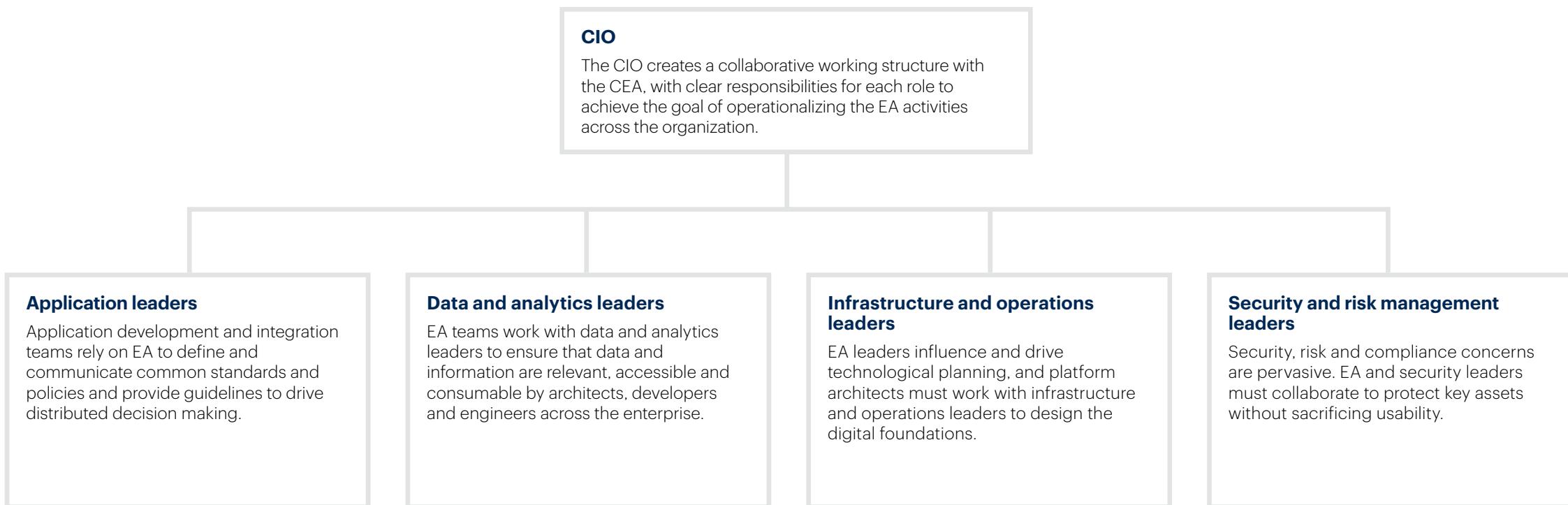
Offer consumable and minimally viable business architecture tactics and deliverables to inform decisions.

Sample of associated Gartner resources

- **Research:** Quick Answer: How to Document Product Architecture
- **Expert inquiry:** Discuss how business architecture can inform strategy, planning and execution decisions
- **Infographic:** Developing a Business Case for EA Tools With User Stories

Who needs to be involved?

The most successful companies establish cross-functional teams for their modernization initiatives. We have outlined the recommended functions to involve and their roles to ensure the best success in hitting the milestones.



Client success story:

How Gartner Helped Establish Capability-Based Investment Planning

Mission-critical priority

Gartner experts and advisors have had 450+ distinct interactions with Gartner clients between June 2022 and May 2023 regarding the value proposition of EA in a federated, distributed or democratized enterprise, supported by a variety of client case studies consolidated through Gartner researchers.

How Gartner helped

Gartner experts and advisors were critical in providing strategic input to clients linking business and IT capabilities to business outcomes and key results, which informed investment planning and decision prioritization. Gartner helped make strategic execution quicker and more efficient.

Mission accomplished

Gartner experts and advisors were able to unearth a best practice from a manufacturing client for investment prioritization based on business architecture deliverables.

This best practice has been able to help clients across every industry in many ways, including:

- Identify, evaluate and prioritize opportunities by value, complexity and time.
- Align its five-year technology roadmap to its business strategy and business capabilities.
- Improve the ROI and business value for IT investments.

Actionable, objective insight

Position your organization for success. Explore these additional complimentary resources and tools for enterprise architecture leaders:

eBook

2023 Leadership Vision for Enterprise Architecture

Discover four opportunities to drive digital era hypergrowth.

[Download eBook](#)

Research

Enterprise Architecture Function Primer for 2023

Enable growth and resilience in a project- and product-oriented digital enterprise.

[Download Research](#)

Webinar

5 Steps to Architect Your Enterprise Operating Model

Understand business and operating models and how they fit together.

[Watch Webinar](#)

Research

8 Steps to Select and Obtain Value From Enterprise Architecture Tools

Identify and assess what data you need and how to use it to deliver value.

[Download Research](#)

Already a client?

Get access to even more resources in your client portal. [Log In](#)

Connect With Us

Get actionable, objective insight that drives smarter decisions and stronger performance on your mission-critical priorities. Contact us to become a client:

U.S.: 1 855 811 7593

International: +44 (0) 3330 607 044

[Become a Client](#)

Learn more about Gartner for Enterprise Architecture Leaders

gartner.com/en/information-technology/role/enterprise-architecture-technology-leaders

Stay connected to the latest insights

