

# Enterprise Architecture: My Journey

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# Pessimism to Reality

- ▶ Continual Advancement of Enterprise Architecture in the industry
- ▶ Reality and Positive Pessimism
- ▶ Each organization is a work of art
- ▶ Resistance still encountered

# Goals of Enterprise Architecture

- ▶ Furthering Business priorities through technology innovation
- ▶ How
  - ▶ Doing the right things. (planning and priorities)
  - ▶ Doing the big things right. (architecture)
  - ▶ Be pragmatic and opportunistic
- ▶ Remember, EA is a Means to an End, not an End in itself...

# Innovation

- ▶ Innovation is Invention + Adoption.
- ▶ Innovation is about a process. Idea 1.0 rarely is the killer idea.
- ▶ Need to nourish promising ideas and kill off bad ideas.
- ▶ Enterprise Architecture could drive this process

# People

- ▶ Enterprise Architecture is a challenge
- ▶ Trusted Business Senior Technology Advisor
- ▶ Skills
  - ▶ Communicate, Negotiate, Influence, Collaborate, Technology
- ▶ Exhibit open mindedness and neutrality
- ▶ Need a balance of skills including business experts
- ▶ Not necessarily a calling but an opportunity to assign good people

# Organizational Culture

- ▶ Each organization has a unique culture and therefore EA is not a one-size fits-all proposition
- ▶ Turf and Tradition can undermine an EA program. Need to be able to determine realistic goals for your organization.
- ▶ Good luck if you do not have a Senior Manager champion
- ▶ Trust and Respect are always the starting point
- ▶ Changeover in senior management can alter support. Be proactive in engagement with Senior Management to ensure continued value.

# Governance

- ▶ Backbone of an Enterprise Architecture program
- ▶ Need to scale the representation to the impact sought. (clients, stakeholders)
- ▶ Tie this to a senior management committee.
- ▶ Store all decisions in your Information Management tool
- ▶ Timely and professional.
- ▶ Avoid Ivory Towers
- ▶ Seek out advice and feedback on governance.
- ▶ May require multiple layers to encourage collaboration.

# Tools

- ▶ Ideally - use a sharable, repository based tool based on standards that can publish and share information effectively.
- ▶ Realistically - likely will be a combination of documents and diagrams. Need to store these in your information management tool and protect write access to the documents.
- ▶ My personal opinion is to share broadly and not limit read access to these documents, unless there are security considerations.



# Government of Canada Context

## ▶ Reality

- ▶ GC EARB - key governance table
- ▶ GC EA Working Group
- ▶ TBS, SSC and PSPC working hand-in-hand on EA issues
- ▶ Each Dept should be creating an EA capacity
- ▶ Capacity and capability vary across departments

## ▶ Pessimism...

- ▶ Still some departments where CIO is not at the Senior Mgmt table
- ▶ Too much funding available to niche projects that have no Enterprise Architecture oversight.
- ▶ Too much complexity in laws, policies, etc.

# Random musings about the trade

- ▶ Custom Built is sometimes the better approach
- ▶ Re-engineering means changing the business, not just the technology
- ▶ Information is often overclassified in terms of sensitivity
- ▶ Mission Criticality of systems is not well understood
- ▶ Enterprise Architecture does not always mean Enterprise Systems
- ▶ Politics beats logic, so be logical and prepared politically
- ▶ Reducing to a single tool for each capability is an honorable goal, however not always practical to do this.
- ▶ Our objectives go beyond the technology. We need to take ownership in adoption of technology and ensure our technologies are integrated and easy to use.

# Where to next?

- ▶ Architect with the end in mind. Avoid only feeding the beasts. Help your businesses think about the consumers/users.
- ▶ Move up the value chain in EA, having more capacity for Business and Data Architecture.
- ▶ Pick the right battles to help your organization move forward. Keep relevant and engaged with the business.
- ▶ Choose to Lead
- ▶ Choose to Innovate

Questions?