

Career Journeys... continued

New2EA Working Group - 11/20/2019

New2EA Working Group

Call Time:

11AM Pacific, Noon Mountain, 1PM Central,
2PM Eastern Time, UTC/GMT 18:00

Agenda:

[New2EA WG \(Wiki\)](#)

Zoom for Audio/Video**Audio via phone:**

URL: <https://tinyurl.com/new2ea-zoom>

Telephone:

US: +1.669 900 6833 or +1 646 876 9923

Meeting ID: **560 869 507**

Scribe Shout-out - It's easy to scribe: [How To Scribe Itana Notes](#)

Agenda

1. Scribe Shout-out - It's easy to scribe: [How To Scribe Itana Notes](#)
2. Roll Call (by time zone)
3. Upcoming Call Program
4. **Career Journeys**
5. Upcoming New2EA topics
6. Closing (last 5 minutes)

New2EA Roll Call

(by time zone)

- > Eastern
- > Central
- > Mountain
- > Pacific
- > Points around the Globe and anyone else missed

PRO TIP: You can rename yourself in the Zoom *Participant Panel*
(hover over your name to see the “Rename” option)

New2EA Fall Call Program

November 6	Panel: Architect Career Journey Maps - shared by established practitioners
November 20	Architect Career Journey Maps - continued...
December 4	Sharing our New2EA Journey Maps - Call for volunteers!
<i>December 11</i>	<i>New2EA Steering Group meeting</i>
December 18	EA Article Discussion

Reminder: Sharing our New2EA Journey Maps

As you listen today, **be thinking about how you will capture your journey** thus far.

Not everyone needs to share, but *everyone should create their version*, and some volunteers will be needed for the next meeting.

Architect Career Journeys

Lonnie Smetana, J.J. Du Chateau, Jim Phelps,
Piet Niederhausen

Lonnie Smetana

Solution Architect
University of Manitoba



Product and Service Focus

People and Service Delivery Focus

Strategy and Organization Focus

Technical Support Roles

- ▲ Learned solid customer service skills
- ▲ Grew confidence in my ability to be a technical leader
- ▼ Limited growth potential

Web Architect / Team Lead

- ▲ Building a team (mentoring)
- ▲ Adding visible value
- ▲ Trusted with increasing responsibilities
- ▲ Gained experience in managing a large scale project
- ▲ ▼ Learning to work in a large academic organization
- ▼ Role disappeared in a re-org

Management – Infrastructure and Application Development

- ▲ Managing infrastructure at scale
- ▲ Developing technical strategies
- ▲ Learning and applying ITIL processes
- ▲ Learning to lead by influence
- ▲ ▼ Wearing multiple hats
- ▼ Change in relationship with technical colleagues

Architecture

- ▲ Organization-wide scope and influence
- ▲ Tackling complex problems
- ▲ Connecting with architects internationally
- ▲ ▼ It's not really about the tech (people, process are often more critical)
- ▼ Changes in 'playbook' as architecture leadership changed several times

Three things I've learned

> **Never be afraid to ask questions**

- You need to be sure you are solving the right problem at the right time for the right people. This requires you to be question-oriented rather than being the “one with the answer”.
- Question everything – including yourself and your assumptions.

> **Soft skills > technical skills**

- The technology bit is important but being good at influencing, reading a room, tailoring your communication style and other people-oriented skills will help get your ideas seeded in the right people's minds.

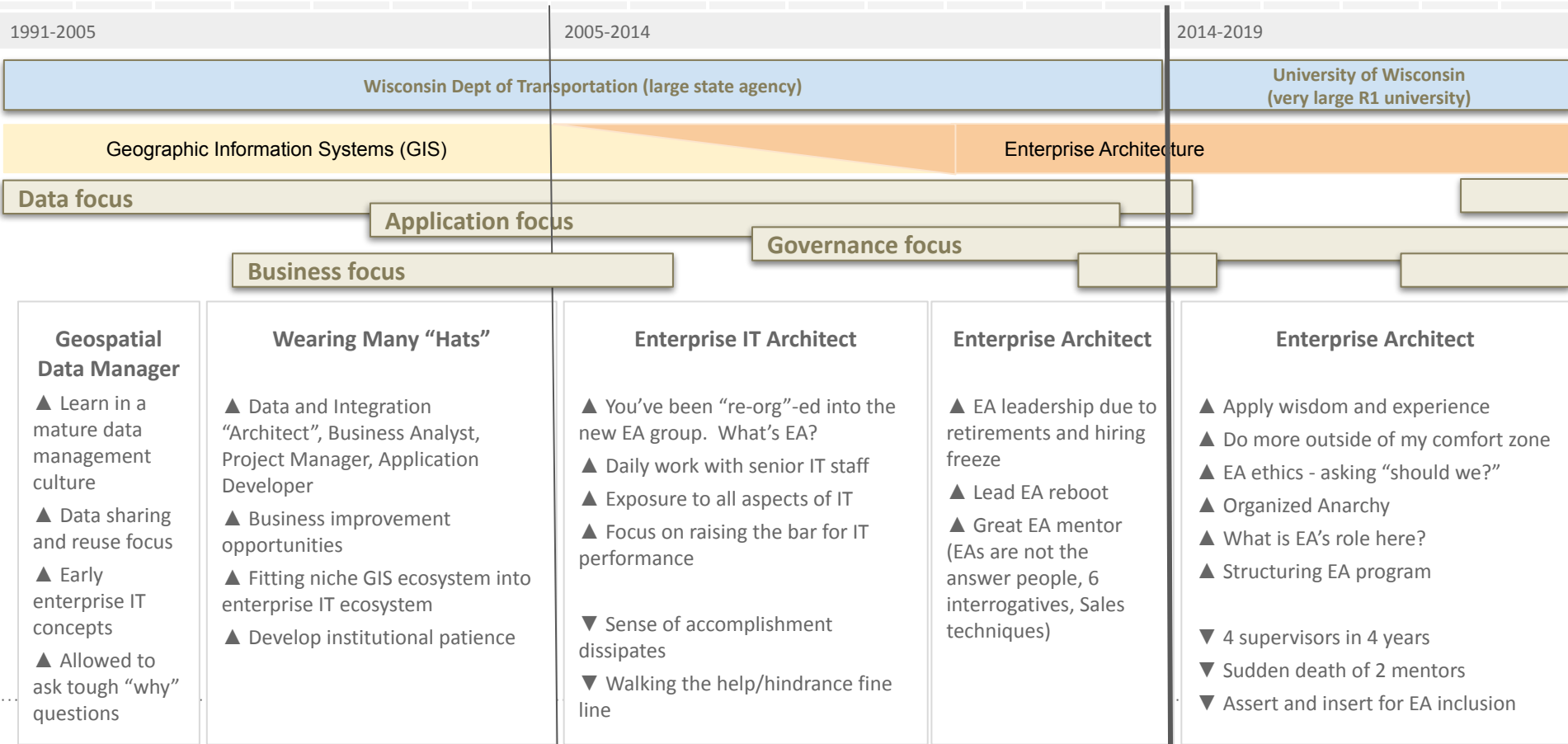
> **Strive toward simplicity**

- If you are the only one that can explain your design or another artifact you've produced, you've made it too complex.
- I've never seen a project fail due to a lack of complexity.

J.J. Du Chateau

Enterprise Architect

University of Wisconsin– Madison



Lessons: 1) Technology has always been the easiest part. 2) Be curious and expand your horizons.

Does not meet National Map Accuracy Standards

Jim Phelps

Director, Enterprise Architecture and Strategy
University of Washington

Founder & Chair, Itana



Prof. Harris

UBTL



*Passion for Tech
solving problems*

*I need cognitive
challenges*



*Repetitive Analytical
Chem is boring*



Analytical Chemistry Years

Prof. Harris

UBTL

Target
Therapeutics



*Passion for Tech
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*I need cognitive
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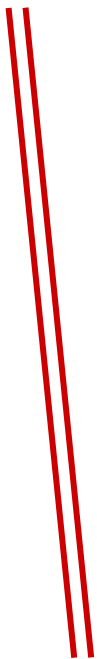
*Repetitive Analytical
Chem is boring*



*Holistic design
Saving Lives
Cutting edge
medical*



*Quarterly Profits >
morality, honesty*



Analytical Chemistry Years

The Materials Scientist / Med.
Prod. Engineering Years.

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Oregon State U.



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Russ Meints:
*Turned me loose.
"I don't pay you
enough to take
shit from faculty"
Learned that I
love to build orgs.*



BCC:
*Step Up & Lead
Everything is politics*

*Managing staff takes lots of
thoughtful engagement*



*Bright people make
bad hires in high
places*

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**Strategic
Partnerships**

*I enjoy:
Solving the big problems
Bringing insight to others*

*I became:
Much more thoughtful
about my leadership, my
presence, developing
others.*

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●
My Brother's Death
*Doing what is
important for others.*

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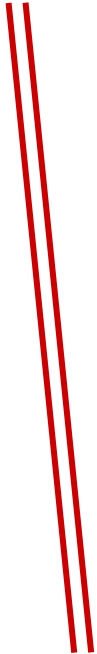
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*Doing what is
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HRP

- Openness
- Clear communications
- Set clear expectations
- Build staff competencies
- The people are important
- Respect

●
*Working against
my own leadership
values causes me
great stress*

A different view

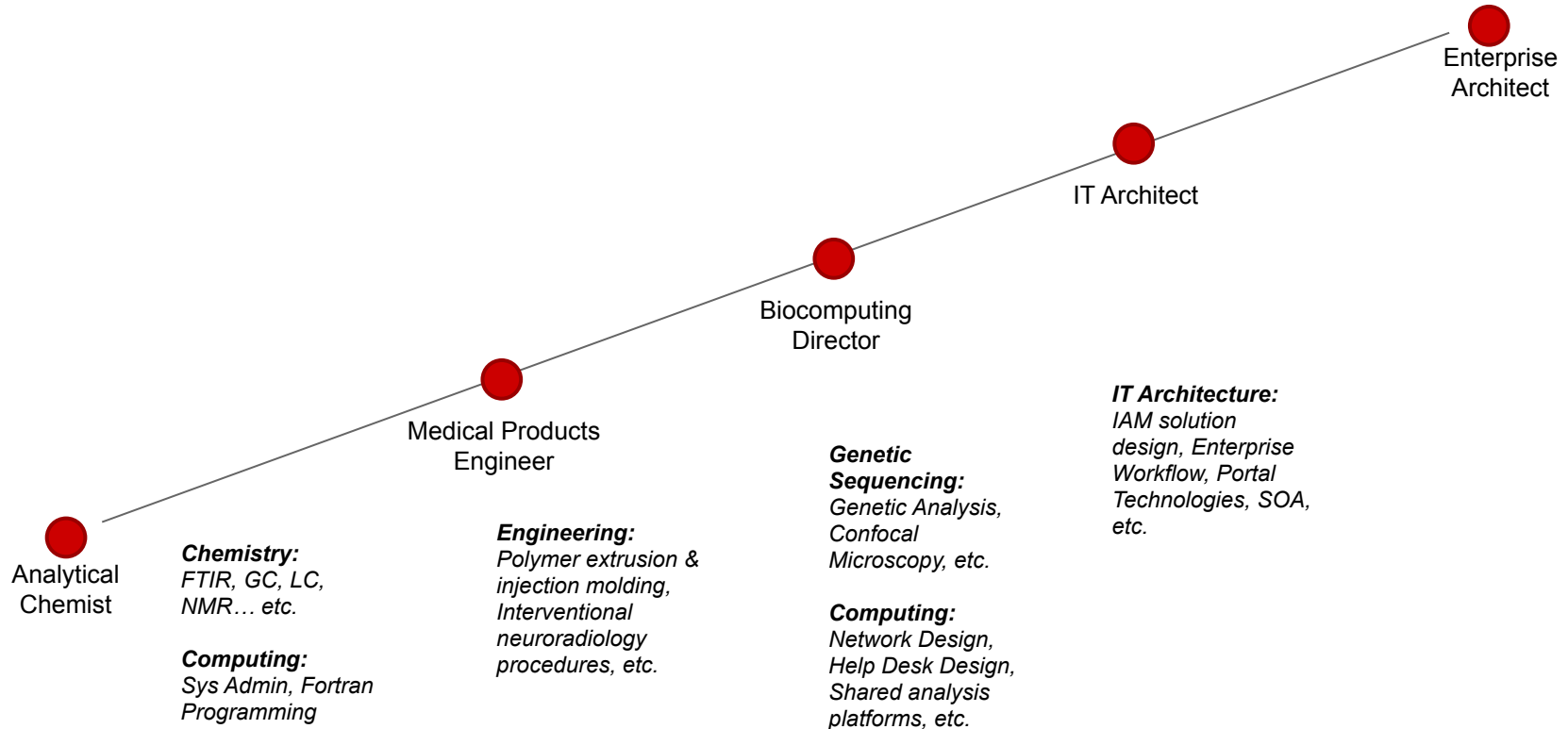


Enterprise
Architect

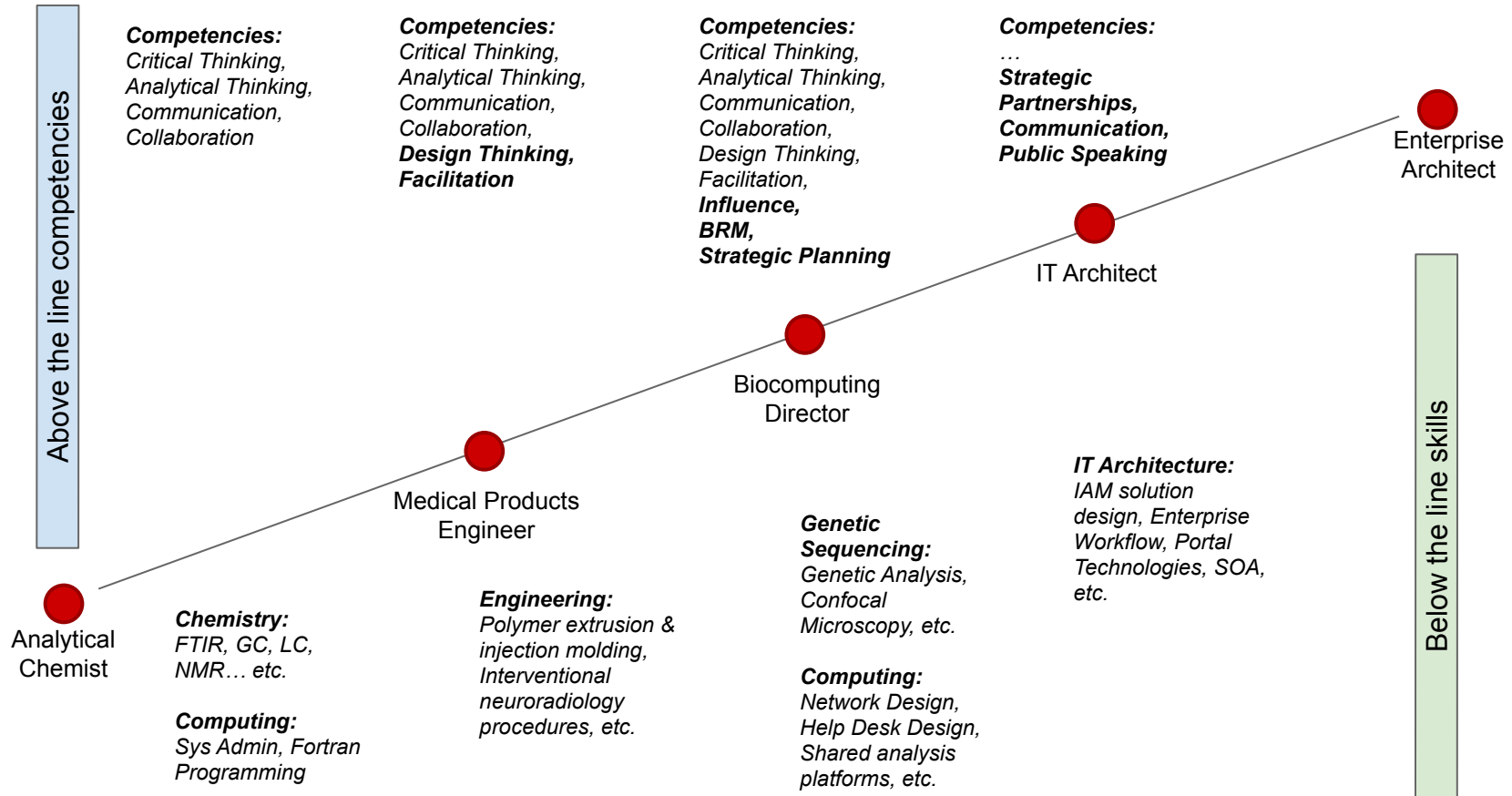


Analytical
Chemist

A different view



A different view



Skills Framework for the Information Age



Piet Niederhausen

Enterprise Business Architect
University of Washington

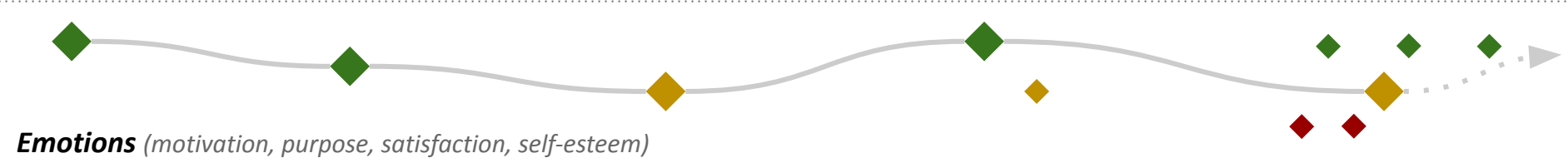
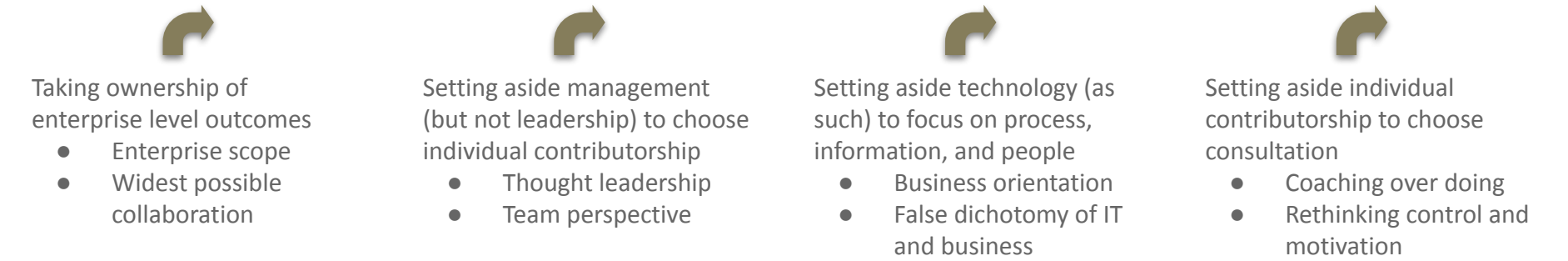
Piet

1999-2006		2006-2012		2014-2015	2016-2019	
Developer	IT service manager	Web & data architect	Business analyst		Business architect	

Fades (hard to see at the time, important in hindsight)



Pivots (conscious decisions with evolving consequences)



Emotions (motivation, purpose, satisfaction, self-esteem)

Journeys from our previous meeting

11.06.2019

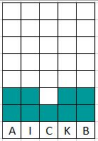
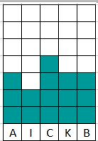
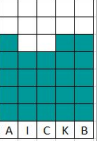
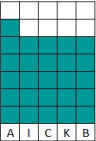
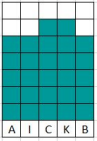
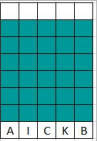
Connect Dots ... Step Up ... Step Back!

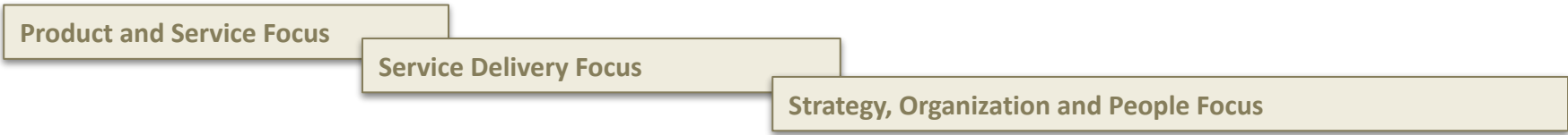
Technology - problem solving and something to prove (software development, UNIX system administration)

Process - how it works and prove it works (instructional technology, faculty, research, program assessment)

People - matter more than anything (organizational role, outside interests)

Ecosystem - be the change NOW (institutional initiatives)

1994	1996	1998	jeff kennedy 2000	2006	2013+	
Data Analyst	Systems Analyst	Information Resource Specialist	Enterprise Solutions Consultant	Enterprise Architect	Enterprise Architecture Manager	
Academic Registry	Academic Registry	IT Systems & Services	Creative Integrity Ltd	IT Services	Digital Strategy & Architecture	
course catalogue data administration; academic calendar preparation; functional analysis for the student management system	business process analysis; database support; government compliance reporting; enterprise data integration	identity management integration, implementation and data migration for PeopleSoft Campus Community	boutique consultancy, enterprise strategy, architecture, solution design, and finding creative solutions to enterprise integration challenges, co-director	enterprise architecture and running the solutions-architecture practice, 16 direct reports (too many!)	enterprise architecture digital strategy, identity + access management, business capability roadmapping, data and information architecture	
details-focused, new, interesting, fresh start, using computer systems, enjoying learning new things and the context	SQL, processes, joining things together, caring about data, appreciating business complexity	ERP exposure, coding starting recognisable architecture work, new appreciation for the consequences of things.	new people, demands, challenges, and expectations, more telling than listening in contract/project mode	a big team, very busy, involved in everything, unsustainable, exciting!, not fully under control, haste and challenges.	small team, bigger pieces, more strategic, less technical, lots of relationship management and consultancy	
SFIA level of responsibility: * Autonomy * Influence * Complexity * Knowledge * Business skills						



GIS Manager

- ▲ Deploying new technical capabilities
- ▲ Mission driven
- ▼ Federal bureaucracy

IT Director

- ▲ Building teams
- ▲ Adding visible value
- ▲ Having local control
- ▲ Gaining University experience
- ▲ ▼ Learning to work in large matrix organizations
- ▼ Organizational inertia

Solutions Engineer

- ▲ Managing infrastructure at scale
- ▲ Developing technical strategies
- ▲ Learning and applying ITIL processes
- ▲ Participating in an academic, research, clinical and business partnership

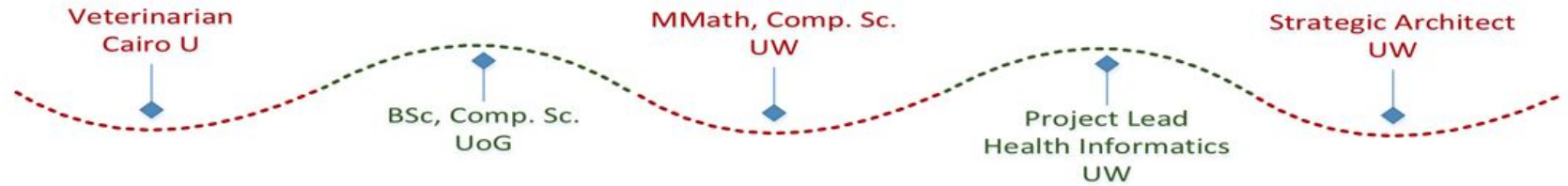
Enterprise Architect

- ▲ Organization-wide influence
- ▲ Variety of technical work
- ▲ Consulting orientation
- ▲ Having the opportunity to address fundamental issues
- ▲ ▼ Technology is the easy part
- ▼ Evolving EA role



Architect Career Journey Map: Raoul Sevier

	Coding Systems	Solving Problems with IT Large Corporations	Government	Higher Education	
+	<ul style="list-style-type: none"> • Independent • Startup #1 - All Jobs • SIS • Food Manufacturing • PCB Manufacturing 	<ul style="list-style-type: none"> • Startup #2 - Consulting • Solution Architect • JIT Manufacturing • Compiler Development • Pharma Lab Systems • MRP2 SW vendor 	<ul style="list-style-type: none"> • DEC • Enterprise Architect • World-wide Supply Chains 	<ul style="list-style-type: none"> • LLC • Commonwealth of MA • Enterprise Architect • DPH, HHS, ITS and other TLAs 	<ul style="list-style-type: none"> • Harvard • Enterprise Architect • CIO/CTO initiatives • Central Admin + 12 College and Grad Schools
-	<ul style="list-style-type: none"> • Poor • Recession '73 	<ul style="list-style-type: none"> • Less Poor • Recession '81 • Hunting for Work 	<ul style="list-style-type: none"> • Less Poor • Recession '2001 • Corporate M&A 	<ul style="list-style-type: none"> • Recession '2007 • Political Leadership Transitions 	<ul style="list-style-type: none"> • Recession? • HigherEd Org and Leadership Dynamics
Key Skills Learned	<ul style="list-style-type: none"> • Learned to listen to requirements • Learned Design-Dev-Test lifecycle 	<ul style="list-style-type: none"> • Small Enterprise Dynamics • Refined Systems Development Skills • Formalized Systems & Architecture Roles 	<ul style="list-style-type: none"> • Large Enterprise Dynamics • Decentralized Business Org Behaviors • Leading X-org Alignment • Governance of IT Systems 	<ul style="list-style-type: none"> • Decentralized Government Org Behaviors • Large-scale Custom System Design & Implementations 	<ul style="list-style-type: none"> • Decentralized HigherEd Org Behaviors • Never, ever, judge a person by appearance
	Timeshare Era	Start of Desktop Era	Departmental Computing Era	VM Era	Cloud Era



- Pharmaceutical Companies
- Communication, presentation, problem solving and analytical skills,
- Persuading and influential skills
- Plan your work and work your plan
- Dealing with various stakeholders on various levels

- Start over, never too late
- Take the challenge
- Persistence/perseverance
- Honor with Coop
- Dean's Honor list with Distinction
- Programmer
- Data Analyst/DB
- Web Developer

- Software Architecture
- Reverse Engineering
- Integrating the healthcare Enterprise Systems
- Explore new areas
- Connect the dots
- Find a better solution

- Electronic Optometric Medical Record (EOMR)
- Electronic Student Evaluation System (ESES)
- Leader
- Face the Challenges
- Take opportunities
- Innovative

- Brand yourself
- Trust and recognition
- Build relationships
- Plan and execute
- Resilient
- Fill in the gaps
- Depth and breadth

Honor The Shoulders I Stand On

Hard Work Is A Very Good Thing

Solve Problems With Design

Understand Our Audience

Serve Our Constituents

Take Some Chances

Lift Myself Up

Louis King

Thank you all for sharing!

Q&A

How have you sustained through challenges? What are your coping strategies?

How did you evaluate whether to stay or go (especially in regards to leadership changes)?

Looking at the skills you use today, where in your past journey did you pick up those skills (e.g. facilitation, etc.)?

Where did they intersect in the past?

How have you determined that you personally have made an impact as you "push the boulder slowly uphill?"

Piet's response:

The only point out of my journey that I felt was important to highlight is that the transition to a "consulting" type of role as an architect involves re-defining personal motivations -- where does my satisfaction come from and what is the "deliverable" I believe I "own"?

It can be a more difficult transition than one might expect.

Everyone had career changes, what were the drivers for those changes? Why?

How did you come to change in that moment?

Upcoming New2EA Call Program

December 4	Sharing our New2EA Journey Maps - Call for volunteers!
<i>December 11</i>	<i>New2EA Steering Group meeting</i>
December 18	EA Article Discussion
January 15	First call of Winter

Closing

+ Δ ? ! Once more around, any final thoughts, reflections, questions or things we may have missed or went unsaid?
(you are free to pass)

NEXT New2EA WG CALL: Dec 4, 2019

Call Time:

11AM Pacific, Noon Mountain, 1PM Central,
2PM Eastern Time

Agenda:

[New2EA WG \(Wiki\)](#)

New2EA Steering Group: Dec 11th, 2019

Call Time:

11AM Pacific, Noon Mountain, 1PM Central,
2PM Eastern Time

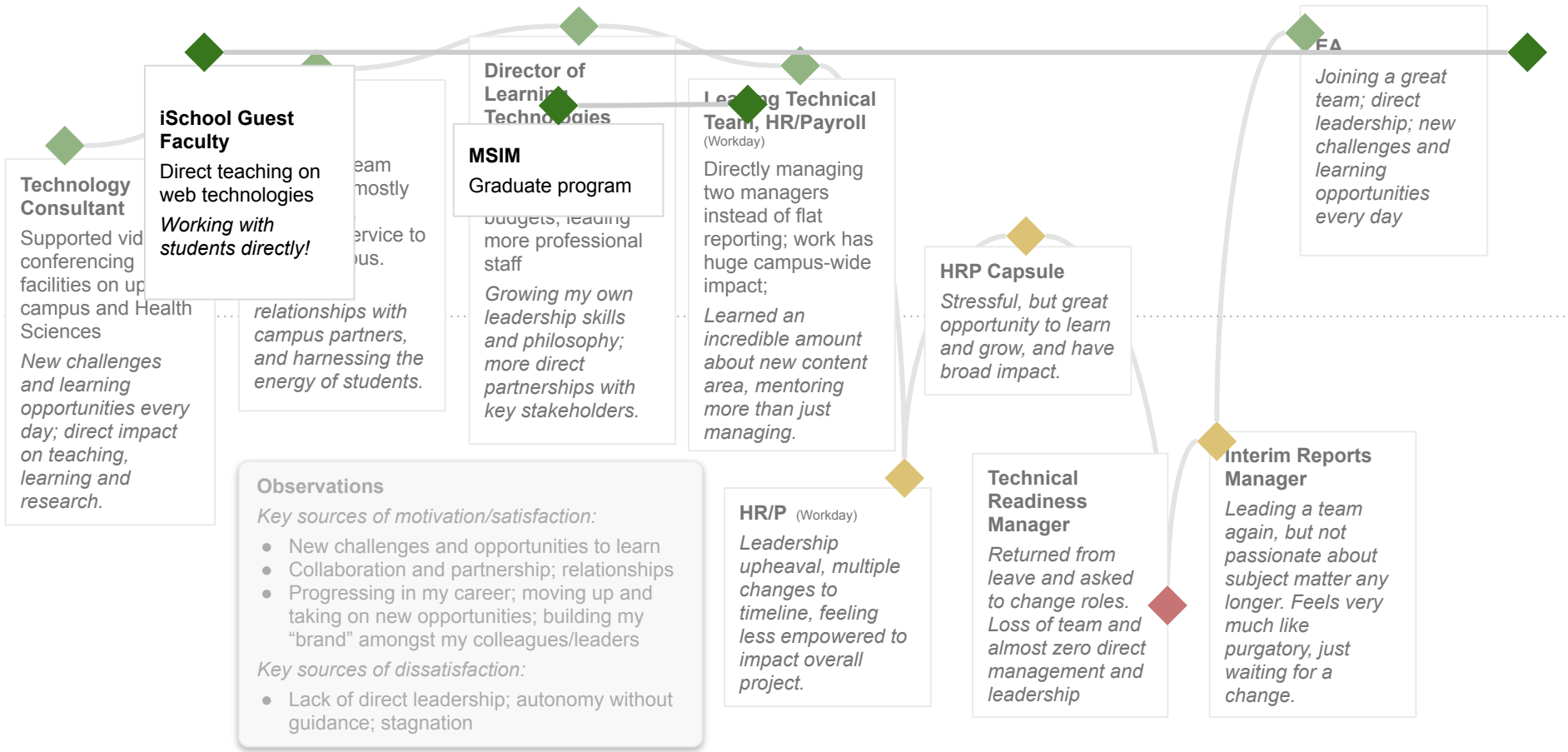
Agenda:

Planning upcoming New2EA WG Sessions

2006-2014
Temporary Employee, Collaborative Technology Consultant, Help Desk Manager, Director of Learning Technologies

2014-2017
Technical Manager; Technical Readiness Manager; Interim Reports Manager

2018-Current
Enterprise Business Architect



What is New2EA?

The New2EA Working Group is open to Itana Community Group members who are interesting in launching or re-launching an EA practice as well as those already running mature practices.

Who is included in New2EA?

Itana recognizes that the EA role is inclusive of multiple architecture disciplines.

- > Business architecture
 - Business architects, business stakeholders, business leaders, etc.
- > Information architecture
 - Information architects, data stewards, business and technical consumers, et.
- > Technical architecture
 - Technical architects, technical project managers and teams, etc.

Meeting Notes and Resources

<https://spaces.at.internet2.edu/display/itana/New2EA+Working+Group>

Confluence Spaces People Create Search

Dashboard / Home / Groups

New2EA Working Group

Created by Louis E King (yale.edu), last modified by Jacob Morris (washington.edu) on Aug 16, 2019

Overview

The New2EA Working Group is open to Itana Community Group members who are interested in launching or relaunching an EA practice as well as those already running mature practices. Itana recognizes that the EA role is inclusive of multiple architecture disciplines.

- Business architecture -- Business architects, business stakeholders, business leaders, etc.
- Information architecture -- Information architects, data stewards, business and technical consumers, et.
- Technical architecture -- Technical architects, technical project managers and teams, etc.

Are you interested in leading a session? Please attend a [New2EA WG Steering Team meeting](#) or contact the New2EA Co-Chairs [Jacob Morris](#) and [Alberto Mendoza](#)

Want to help out? Scribe a call. It's easy. You can scribe in email, in the wiki directly, in a Google Doc. Give a hand. Help out. Take notes.

Join a call! <https://tinyurl.com/new2ea-zoom>. See the [Itana Events page](#) for details.

Join the mailing list.

[New2EA Group Survey](#)

[New2EA Working Group Charge](#)

Working Group Call Schedule

All meetings scheduled for every other Wednesday at 11a Pacific, 2p Eastern. See the [Itana Events page](#) for details.

Date	Topic	Lead	Presenter(s)	Notes
2019-03-27, 11am Pacific	New2EA Kickoff Meeting	Jacob Morris		Notes
2019-04-10, 11am Pacific	New2EA Meeting - Panel: How existing EA practices got started	Jacob Morris		Notes
2019-04-24,	New2EA Meeting - Scoping your EA	Jacob		Notes