Face2Face 2013

Enterprise Architecture in Action.
Delivering Business Value

EDUCAUSE 2013 - Anaheim, CA

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About ITANA

ITANA is focused on developing the skills, tools and a suite of resources to assist institutions with their enterprise, business and technical architectural needs. ITANA serves higher education while drawing from other architecture groups and vendors as needed.

http://itana.org

All ITANA work is covered under the Internet2 Intellectual Property Framework

EDUCAUSE

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INTERNET2 ®

Social Networks

- Hashtag: #E13_SEM07F

- Twitter Account: @itanadotorg

- Google+ Page: `http://goo.gl/sJ8qB`

- Web Site: http://itana.org

- Wiki: `http://goo.gl/aJQ187`

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ITANA Events @ EDUCAUSE

Tuesday, October 15; 8 am to 4 pm, Room 207D
ITANA Face2Face Session on Disruptive Change and Enterprise Architecture

Thursday, October 17; 1:30 to 2:20 pm, Room 208A/B
ITANA Discussion Session

Thursday, October 17; 4:30 to 6:30 pm, Room 204C
ITANA (un)Conference

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ITANA Events

ITANA Conference Call - Led by Jim Phelps
Every other Thursday 2PM Eastern Time

Learning Reference Architecture Working Group - Led by Leo Fernig

SOA / API Management Working Group - Led by Jim Phelps

Screen2Screen Sessions - varies

Calendar of Events: Follow the "Events" link on the ITANA web site.
https://spaces.internet2.edu/display/itana/ITANA+Calendar

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URL for Face2Face 2013 Resources

```
http://goo.gl/Do1hJt
```

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Face2Face 2013 Team

- Chris Eagle, EA at University of Michigan

- Scott Fullerton, EA at UW-Madison

- Jim Phelps, EA at UW-Madison

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Face2Face 2011

Architects are Leaders

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What defines leadership?

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Doing the right things vs. doing things right

"A leader's job is to make sure the organization does the right things while a manager's job is to make sure we do those things right."
Warren Bennis, Why Leaders Fail

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Being visible & building followers

"The only true leader is someone who has followers...who do the right things...Leaders are highly visible."
Peter Drucker

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Transform vision into action

"The essence of leadership is found in the ability to transform vision into significant actions. The two dimensions are vision and ability to implement."
William Hitt, The Leader Manager: Guidelines for Action

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Solving adaptive problems

"In doing adaptive work, the problem is often unclear and therefore the solution is unclear. Adaptive work is generally messy work that requires persistence, creativity and courage to work through."

Ronald Heifetz et al, "Political Leadership: Managing the Public's Problem Solving"

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Doing the right things

Being visible & building followers

Transform vision into action

Solving adaptive problems

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Leadership Competencies

Strategic Thinking

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Change Management

Decision Making

Strategic Thinking

Strategic Partnerships

Change Management

Building Agreement

Change Management

Persuasion & Communication

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Decision Making

Shared Leadership

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An Architect is a Leader

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Strategic Thinking

Change Management

Decision Making

ITANA

Strategic Partnerships

Building Agreement

Persuasion & Communication

Shared Leadership

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St... ...hips

Building Relationships

Per... ...cation

...hip

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Building Relationships

Influence

Introduce
Inquire
Invest
Influence

From MOR ITLP

"Huzzahs!" and Table pounding welcome

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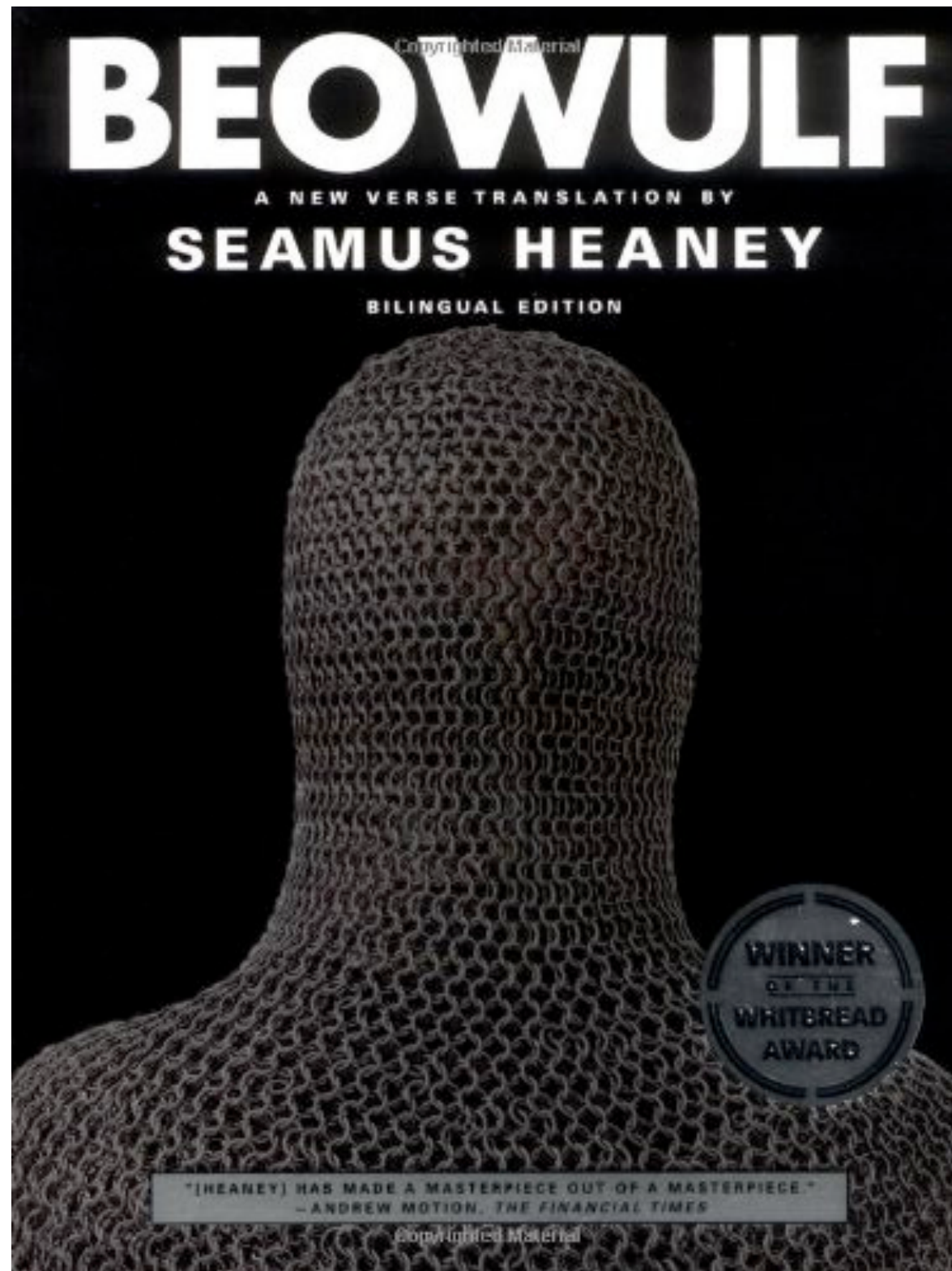
CREATE FUTURE VIABILITY

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CREATE FUTURE VIABILITY

Establish direction - Strategic thinking

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CREATE FUTURE VIABILITY

Establish direction - Strategic thinking

Inspire commitment - Partnerships, Influence

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CREATE FUTURE VIABILITY

Establish direction - Strategic thinking

Inspire commitment - Partnerships, Influence

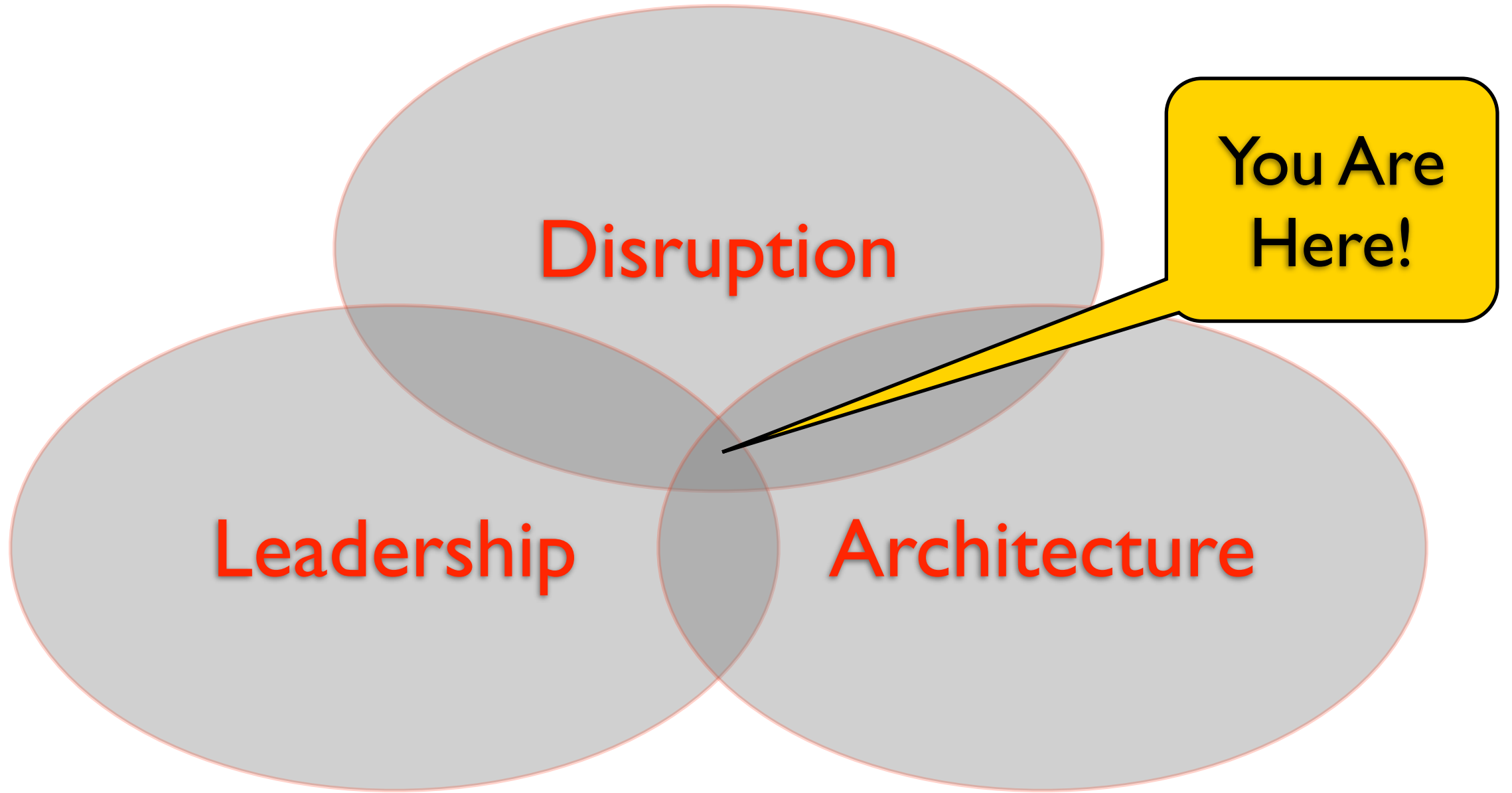Transform vision into action - Commitment, Followers

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CREATE FUTURE VIABILITY

Establish direction - Strategic thinking

Inspire commitment - Partnerships, Influence

Transform vision into action - Commitment, Followers

Solve adaptive problems - Change Management

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All architects are/ should be leaders.

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Face2Face 2012
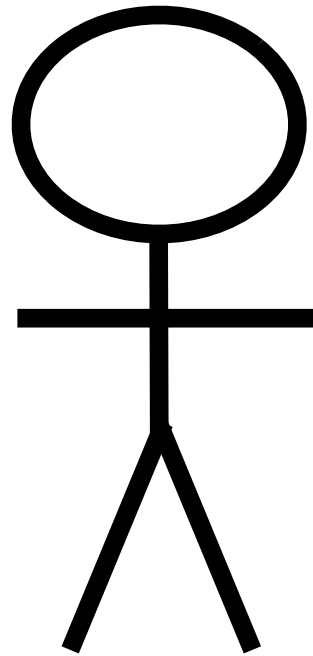
Figure 1. The Nexus of Forces
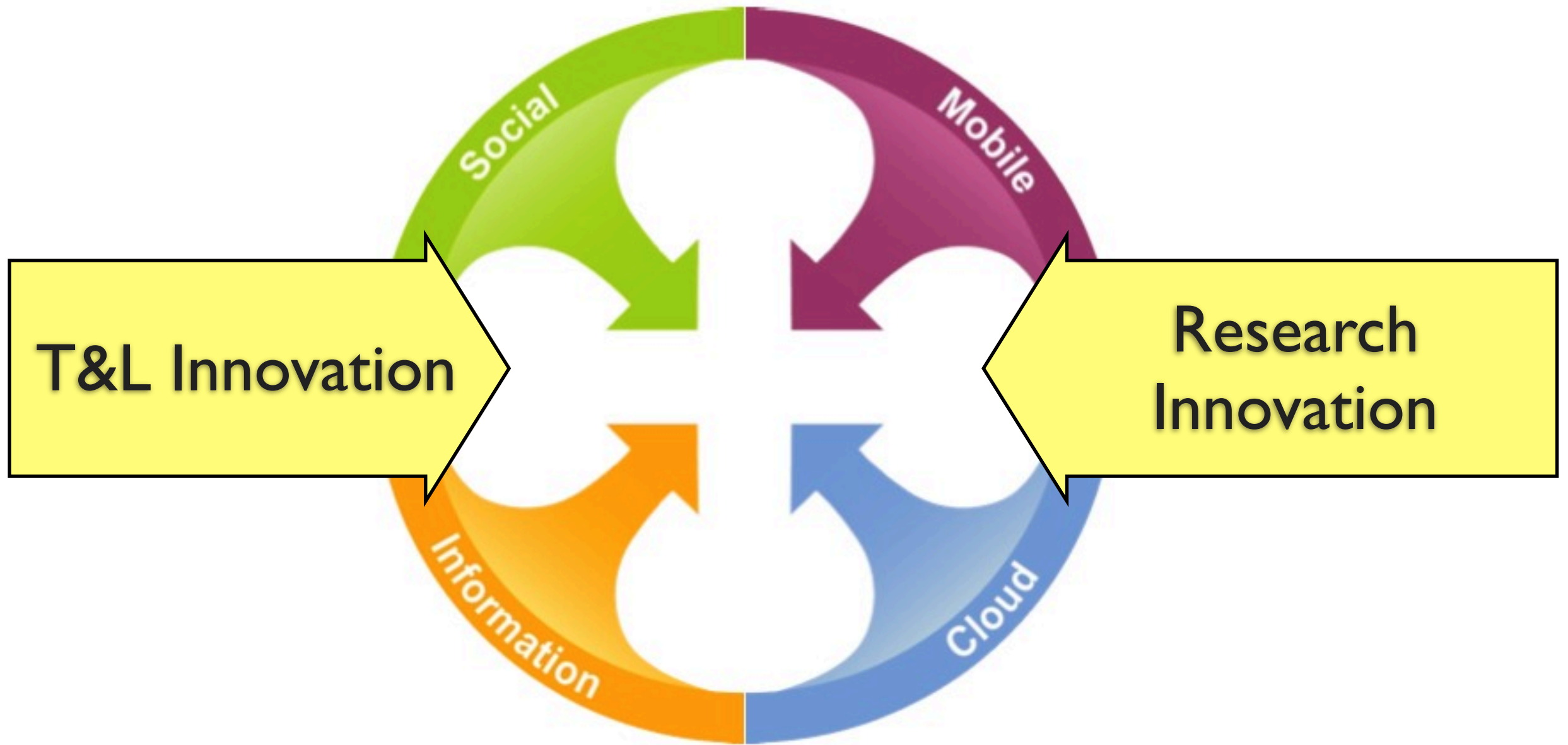
Source: Gartner (June 2012)

T&L Innovation — **Research Innovation**
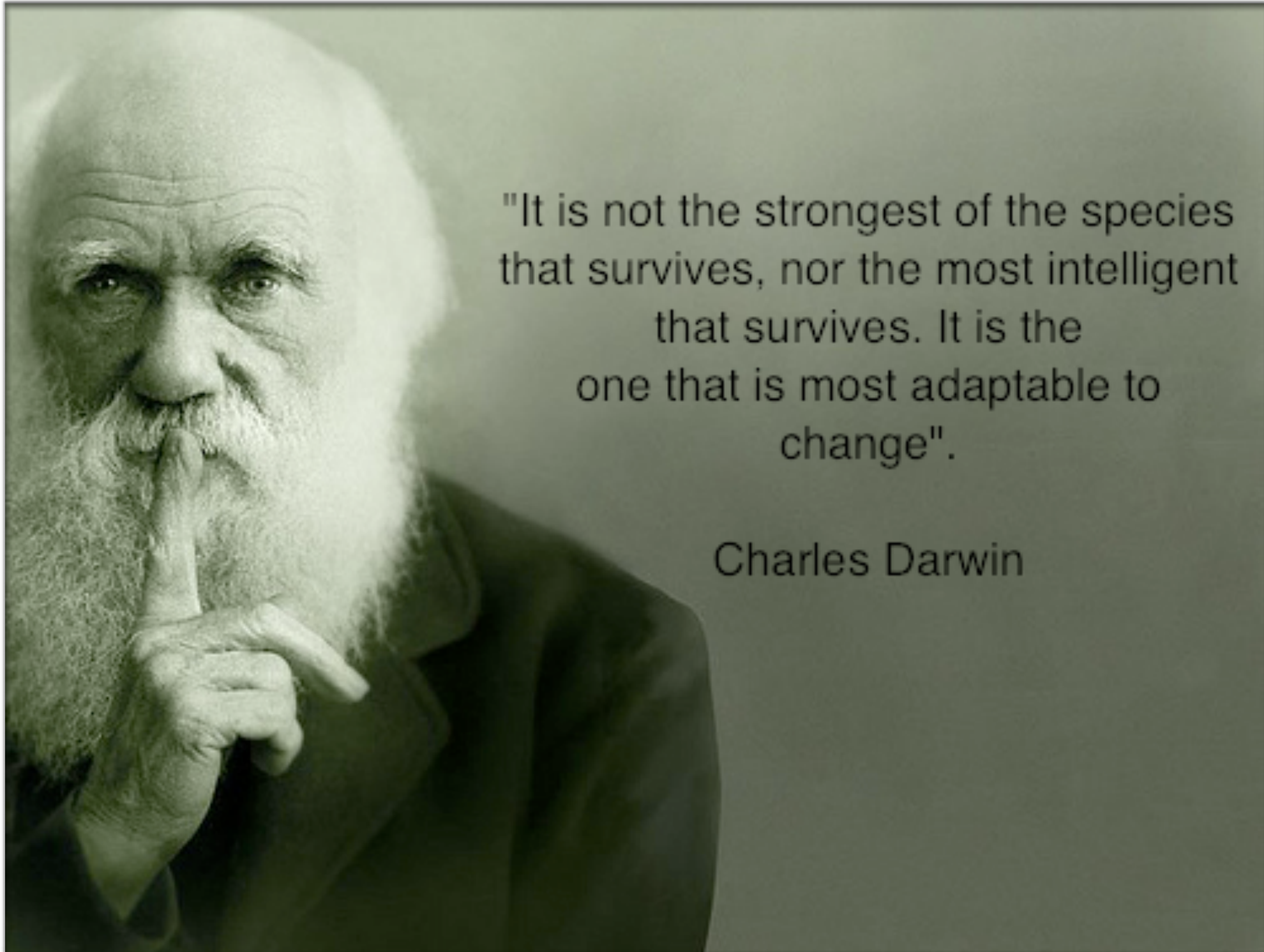
"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change".
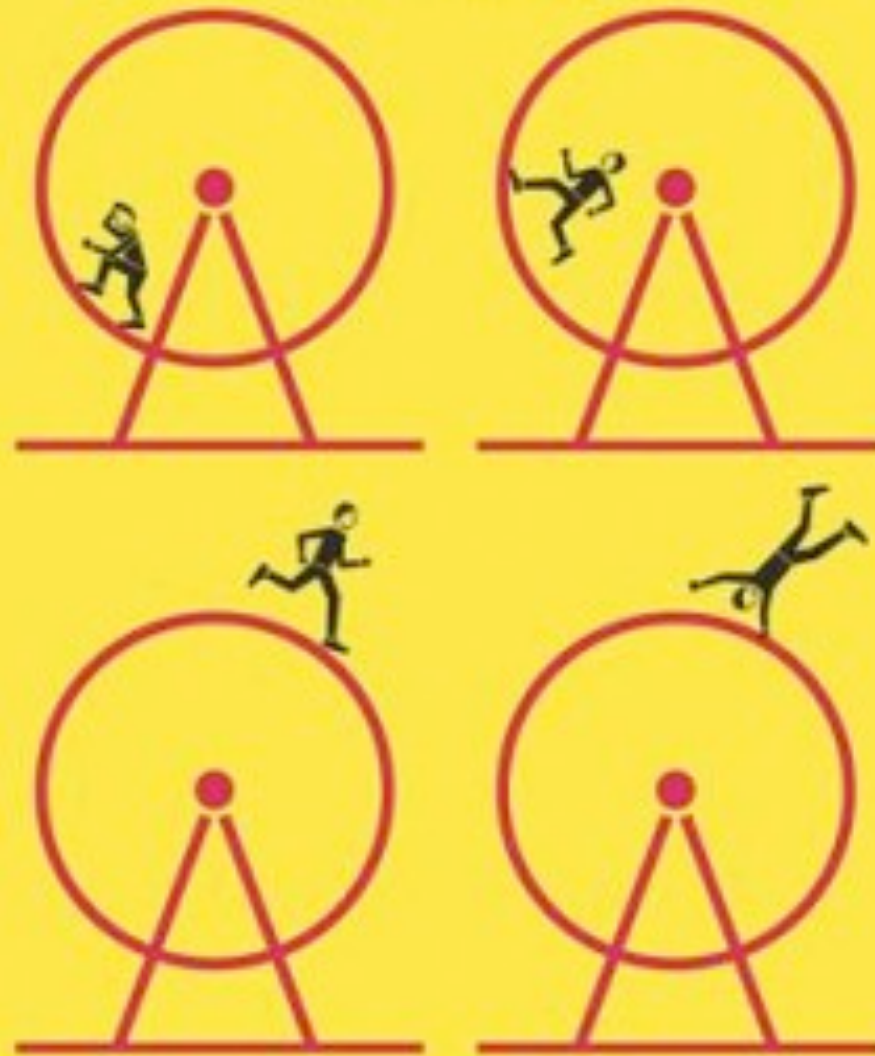
Charles Darwin

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Simple Messages

Cues for Change

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Change and Cues.

Working On	Stop Doing
Story-A-Week	Providing the answer
Focus on results	Meetings w/o Outcomes
Calendar blocks	

Week of: ☆☆☆☆☆

Desired outcomes

Monday ☆☆☆☆☆

Friday ☆☆☆☆☆

Tuesday ☆☆☆☆☆

Action Items

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Wednesday ☆☆☆☆☆
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Thursday ☆☆☆☆☆
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Fragmented Infrastructure
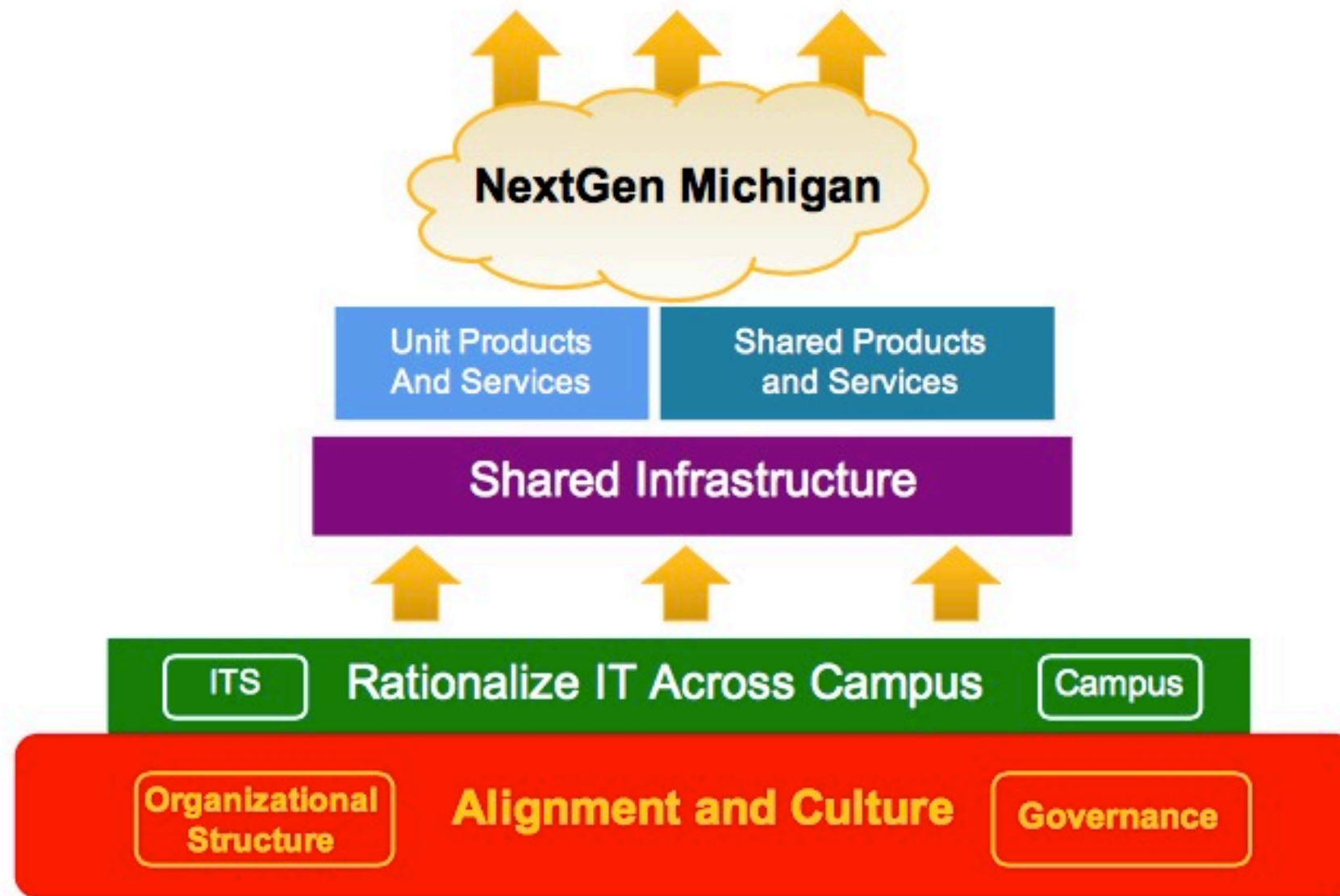
Leading through Disruption

Simple Messages

Cues for Change

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If you are doing something in EA and you can't draw a clear line of sight back to what that means to the business, then you should be asking yourself why are you doing it at all.

– Betsy Burton, VP Distinguished Analyst, Gartner
Best and Worst Practices in Enterprise & Application Architecture.
29 August 2013

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Now, over 70% of organization's EA efforts are focused on aligning business and IT vision and strategies, delivering strategic business value and enabling a major business transformation.

Less than 30% are guiding technology use… simplifying the tech landscape.

– Betsy Burton, VP Distinguished Analyst, Gartner
Best and Worst Practices in Enterprise & Application Architecture.
29 August 2013

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67% of organizations are starting, restarting or renewing their EA efforts.

56% are supporting EA as a collaboration between business and technical organizations.

Organizations are asking, 'What value is EA delivering to the business?'

– Betsy Burton, VP Distinguished Analyst, Gartner
Best and Worst Practices in Enterprise & Application Architecture.
29 August 2013

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"You are all talking about administrative things. You need to focus on the real mission of the university – teaching, research and maybe outreach."

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