Waste no more time arguing what an enterprise architect should be. Be one.

Martin Sykes
2 July, 2019
A brief personal history
<table>
<thead>
<tr>
<th>Role</th>
<th>Years</th>
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<tbody>
<tr>
<td>Enterprise Strategy Consultant, UK Cabinet Office</td>
<td>~ 10</td>
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<tr>
<td>Global Enterprise Architect</td>
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<tr>
<td>Director Strategy &amp; Architecture</td>
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<tr>
<td>Director of Alignment, Analysis and Architecture</td>
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<tr>
<td>Business Systems &amp; Change Director</td>
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*Observing the best over 10 years*

- ~ 150 Organisations

- **Services**
  - Orchestrating
  - Doing
  - Coaching

- **Cambridge Assessment**
  - Orchestrating
  - Doing
  - Coaching

- **team**
  - Orchestrating
  - Doing
  - Coaching
My EA team is seen as an Enterprise wide IT Architecture team. How do I change that into a true EA position?
Alter your Perspective

Why do you believe they have this perception?

What does your organisation need?

How would a ‘true’ EA position be different?

Who can you have on your team?
How can EA contribute to strategic decision making?
Opportunities

June 2007  Jan 2009  March 2009

“We always overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten. Don’t let yourself be lulled into inaction.”

Bill Gates

Risks

Premeditatio malorum

“Nothing happens to the wise man against his expectations.”

Seneca
What are the top 3 things I can do differently to have a better impact?
Decisions and Consequences

Start Here
Architect like a gardener, not a city planner
We remember what we can visualise.

We think about what we can remember.

Lauren Kessler
Architecture is seen as something to do in the project planning stage and for governance, then ignored when the project starts.

How can I change that?
Advice
Explanation
Participation
I have plenty of data on the enterprise and models from capabilities, to data flows, to systems, but I’m told I’m not making a difference to the organisation. What do I need to do? How can I measure the impact?
Welcome to nobody cares
If you want better answers, get better questions
Doubt Kills More Dreams Than Failure Ever Will
Martin Sykes

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Business Systems & Change Director, Team Consulting

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