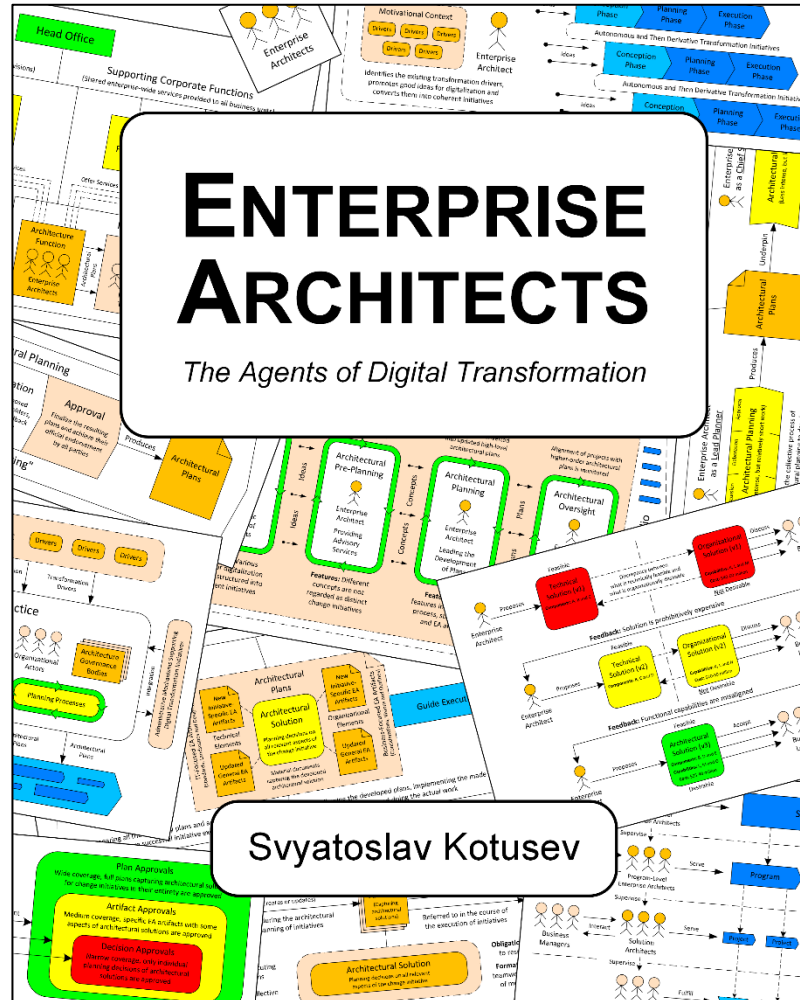# INTRODUCTION TO THE COURSE

Enterprise Architects:
The Agents of Digital Transformation

Svyatoslav Kotusev, PhD

Book for This Course

Subject of This Course

- The subject of this course are people generally known in the industry today as "enterprise architects"

- Without attempting to strictly define this term, the subject of this course is specialized professionals responsible for planning IT in the best interests of business

- This course is about modern information systems planners, irrespective of their preferred title

- The course intends to provide comprehensive coverage of their personality and occupation, including their resources, instruments, activities and their interplay

Not Subject of This Course

- Business planning, digital transformation, enabling technologies and technical best practices for designing IT systems are not the subject of this course

- The subject is specialists merging business planning with the design of IT systems using the best suitable technologies and practices, driving digital transformation

- This course describes architects who plan "ordinary" IT systems deployed in organizations to support their business capabilities, e.g. enterprise applications

- The course does not apply to architects of highly specific systems with unique demands and planning approaches, e.g. medical devices, search engines or social networks

The Practice of Enterprise Architecture

- This course is complementary to the sibling course *The Practice of Enterprise Architecture*

- Whereas *The Practice of Enterprise Architecture* presents a top-down organizational view, this course presents a bottom-up view of individual architects

- The relationship between *The Practice of Enterprise Architecture* and this course resembles that between macroeconomics and microeconomics respectively

- To achieve self-sufficiency, the contents of the two courses partly overlap, but only to the minimum extent necessary to enable a "seamless" studying experience

Features of This Course

- Its subject and attitude make this course quite a unique educational product

- On the one hand, historically, this course represents the first deliberate attempt to provide a comprehensive discussion of enterprise architects and their trade

- On the other hand, this course intends to describe the actual behavior of architects observed in the industry, rather than proposing some new ways of working

- By virtue of its distinctive approach, this course has a number of specific features distinguishing it from an "average" course in the area of management and IT

Based on Research and Evidence

- This course is based primarily on a methodical analysis of the empirical evidence gathered by the author from practicing enterprise architects

- All the source materials underpinning the course are original and authentic

- This course does not try to "repack" mainstream ideas, but starts from the basics and constructs an entirely fresh view of enterprise architects and their work

- All the models, observations and conclusions presented in this course are produced by the author out of first-hand evidence as part of persistent research efforts

Descriptive and Analytical Attitude

- This course is analytical and descriptive in nature

- The course aims to analyze the role of enterprise architects in its full complexity with all variations of this role identified in the industry without simplifying it

- This course provides a purely descriptive account of architects and their job without making any normative prescriptions

- The course propagates no superficial instructions for architects, but calls for a deeper understanding of the overall meaning and contextual character of their work

Dispassionate and Factual View

- This course intends to illuminate the profession of enterprise architects in its current form, without trying to entertain, motivate or envision the future

- The course can hardly be regarded as a source of inspirational thoughts, innovative ideas or unachievable ideals for practitioners to be striven for

- The sole objective of this course is to inform about the present industry situation with enterprise architects based on the best available evidence

- This course takes the existing situation for granted and does not judge it, nor does it prophesy its further development or propose a "desirable" way forward

Practical and Conceptual Perspective

- This course is theoretical and practical simultaneously
- On the one hand, the course includes many conceptual models reflecting different aspects of enterprise architects and their job in an abstract manner
- On the other hand, in given contexts, these models are immediately translatable into the language of practice, e.g. concrete actors, tasks, documents and decisions
- This course maintains a strong linkage between theory and practice, covers both the "big picture" and its smaller details and is generic and specific at the same time

Systematic and Comprehensive Approach

- This course adopts a holistic perspective and provides a systematic and comprehensive treatment of enterprise architects

- The course attempts to embrace all significant aspects of their environment, occupation and personality, and to explain connections between these aspects

- On the one hand, this course considers architects as unique actors with their specific resources, instruments and activities and describes how those are interrelated

- On the other hand, it intends to present an exhaustive, all-encompassing description of architects covering all important facets of their profession

Introduces Novel Conceptualizations

- This course introduces brand new conceptualizations of enterprise architects and their work, which resulted squarely from the analysis of empirical evidence

- Due to the lack of solid theoretical models relevant to architects, there is no foundation upon which a serious discussion of their job can be based

- This course lays the foundation for discussing architects from scratch, grounded directly in the data collected "from the fields"

- This foundation consists of multiple models and patterns depicting architects from different angles and provides the necessary apparatus for analyzing their conduct

Addresses Organizational Side

- This course is non-technical in character and highlights the organizational side of the occupation of enterprise architects

- The course does *not* discuss technologies, technical best practices, principles of robust system design or approaches to structuring complex IT landscapes

- This course accentuates the place of architects in the organizational context, their niche in the organizational ecosystem and their role in decision-making processes

- The course cannot teach aspiring architects how to make proper technical choices, but how to behave in organizations to facilitate their digital transformation

Focuses on Doing Work, Not Certification

- This course is not a certification guide, unrelated to any certification programs and describes how enterprise architects actually do their daily work

- The course does not explain how to take tests, pass exams, fulfill certification requirements, obtain "black belts" or stockpile professional credentials

- This course concentrates exclusively on the practical matters composing the occupation of architects, their real tasks, challenges and ways of overcoming them

- The course cannot assist the students in getting certified, but it can assist them in getting the job done and turning into accomplished enterprise architects

Intended Audience of This Course

- This course is aimed at a broad audience, including practitioners, academics, students and all other people interested in concerted planning of business and IT

- To practicing enterprise architects, it offers actionable suggestions for doing the job and a set of reference models for better understanding their own work

- To academics and researchers, it provides an array of conceptual models for the personality and occupation of architects that can be reused in further studies

- To students and lecturers, it offers a sound introduction to the profession of architects, which can also be used for developing curricula and teaching courses

Structure of This Course

- This course consists of three consecutive parts

- Part I: Introduction to Enterprise Architects

  - Provides a general introduction to enterprise architects and the overall context in which they operate

- Part II: Enterprise Architects in Depth

  - Provides a very detailed coverage of enterprise architects as specialized professionals from various angles

- Part III: Enterprise Architects in Organizations

  - Covers various aspects of enterprise architects related to their work in organizations

Part I

- Part I (Introduction to Enterprise Architects) consists of five lectures:
  - Lecture 1: Digital Transformation
  - Lecture 2: Digital Transformation Initiatives
  - Lecture 3: Architectural Planning
  - Lecture 4: Welcome, Enterprise Architects
  - Lecture 5: Enterprise Architects in Context

Part II

- Part II (Enterprise Architects in Depth) consists of nine lectures:
  - Lecture 6: Resources of Enterprise Architects
  - Lecture 7: Instruments of Enterprise Architects
  - Lecture 8: The Catalog of Enterprise Architecture Artifacts
  - Lecture 9: Using Enterprise Architecture Artifacts
  - Lecture 10: Basic Activities of Enterprise Architects
  - Lecture 11: Leading the Development of Plans
  - Lecture 12: Ensuring Adherence to Plans
  - Lecture 13: The Work of Enterprise Architects
  - Lecture 14: The Profession of Enterprise Architects

Part III

- Part III (Enterprise Architects in Organizations) consists of five lectures:
  - Lecture 15: The Archetype of Enterprise Architects
  - Lecture 16: The Archetype of Solution Architects
  - Lecture 17: Architecture Positions in Organizations
  - Lecture 18: Challenges of Enterprise Architects
  - Lecture 19: Other Aspects of Enterprise Architects

Ambiguity Around Enterprise Architects

- The term "enterprise architects" has multiple divergent interpretations along at least two different lines:
  - The *role* of enterprise architects and the scope of their duties, e.g. do enterprise architects work on separate IT solutions?
  - The *variety* of architects and their relation to enterprise architects, e.g. are domain architects enterprise architects?
- In this course, these two questions are resolved in the following way:
  - As a profession, enterprise architects are understood in the broadest sense, embracing all duties and variations of architects
  - More concrete archetypes and positions for architects are presented as *specializations* within the overarching profession

Note on Used Terminology

- All the key terms are explicitly defined (**bolded** when first introduced) and used consistently throughout the course

- The titles of the most pivotal concepts are capitalized:

  - Different hats of enterprise architects, e.g. Technology Experts and Change Agents

  - Major archetypes of architects, e.g. Enterprise Architects and Solution Architects

  - General types and narrow subtypes of EA artifacts, e.g. Standards and Target States

- Although the term "digital transformation" is pretentious and not particularly meaningful, due to its popularity, it is used in this course to mean "IT-supported change"

QUESTIONS?

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Full Teaching Pack Available on Request

The full teaching pack based on the books *The Practice of Enterprise Architecture: A Modern Approach to Business and IT Alignment* and *Enterprise Architects: The Agents of Digital Transformation* is available on request to the author (kotusev@kotusev.com)