



PLAYBOOK

The New Rules of Enterprise Architecture - **Updated Edition**

A More Powerful and Effective
Approach to EA



Introduction

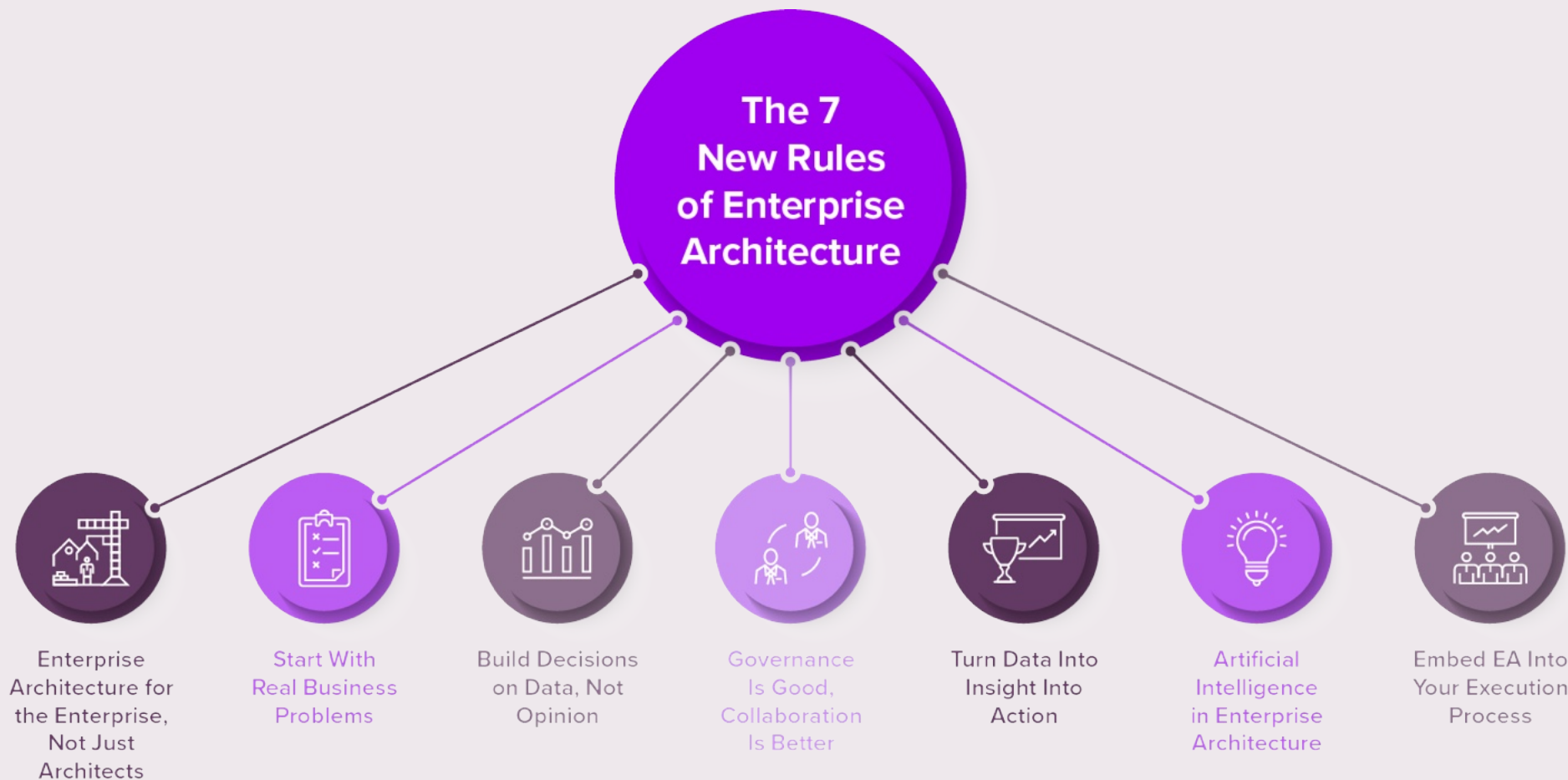
For too long, Enterprise Architecture (EA) has existed as a black box, a mystery to the rest of the organization. Even if stakeholders understand the inherent value of EA data, few are able to extract it themselves, and fewer still in a way that's context-driven, dynamic, and timely. And that's assuming the data can be extracted from the EA in the first place.

With the right technology and culture, EA has the potential to become a driver of business change. But the Enterprise Architect will need to reach out to the wider organization first, making them aware of the information they have and how it can be used.

To help your business meet the challenges of the future, EA will need to undergo fundamental changes.

The seven principles outlined here are critical to helping you build a capable EA function that really delivers for all of your stakeholders.







Rule One

Enterprise Architecture for the Enterprise, Not Just Architects

Infrastructure maps are great, but business leaders are more interested in creating value through improved data-driven decision making.

Traditional Enterprise Architecture (EA) is focused entirely on architecture. You build and populate a model and then use it to generate scenarios. But it's not possible to make sense of the outcome without understanding the model. Your business leaders aren't interested in understanding architecture. They need EA to help them make better decisions faster, with insight and intelligence about their operations.

Strategic decisions rely on senior decision-makers being able to interrogate the constantly evolving digital business ecosystem.

And these questions could be quite complex.

Where should we invest in people and technology?

How can we increase scalability and agility while reducing risk?

New EA looks beyond architects and C-suite executives to consider what would benefit the rest of the organization. With improved access to information, cross-functional teams can begin to generate contextual data insights in real time, allowing them to make smarter decisions too. **The ultimate goal should be stakeholder self-service, removing the EA from the decision loop to accelerate insight creation.**

To make this happen you will need to change the way you approach enterprise architecture. The EA team needs to think from the outside in, treating stakeholders as customers. Ask yourself: what do my stakeholders need to make data-driven decisions, and how can I build a user interface that gives them access to EA information?

You may also need to relax your reliance on formal frameworks if they limit data sharing and actionable insights. Ultimately your stakeholders are not excited by EA diagrams. They are interested in the ability to generate data-informed insights and the value that creates.

Here are three factors to consider as you plan your future EA capabilities:

