

Gartner[®]

Redesign Enterprise Architecture to Support Distributed Decision Making and Digital Product Strategy

A roadmap for enterprise architecture leaders

Is your enterprise architecture team built to support a distributed, product-led, digital enterprise?

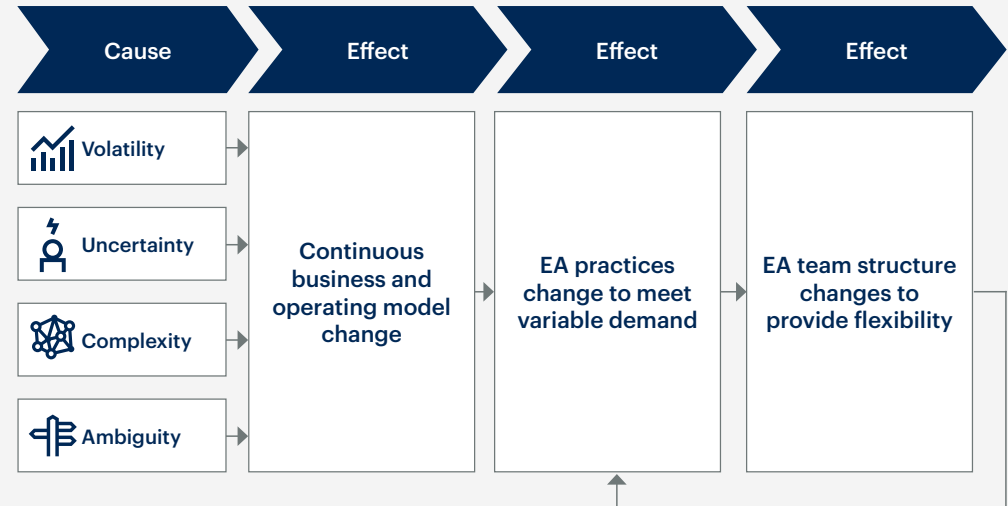
In the current landscape, where distributed and decentralized decision making has become the norm, organizations are actively pursuing greater agility, resilience and growth. Given the economic challenges, rapid transformations and talent scarcity, enterprise architecture (EA) receives a clear message:

To thrive in a project- and product-oriented digital enterprise, EA leaders must reassess their value proposition and redesign their activities, management approaches and staffing strategies.

However, the challenge is twofold. EA leaders must understand and support the architecture needs of diverse and rapidly moving product teams. They require more flexible EA services and operating models to support the variable and varied demands of the digital enterprise.

EA, as a discipline, is undergoing significant changes. Therefore, leaders must prioritize the development of high-priority architecture skills and competencies to keep up with the pace of change.

EA Practices Are Responding to Change



Source: Gartner

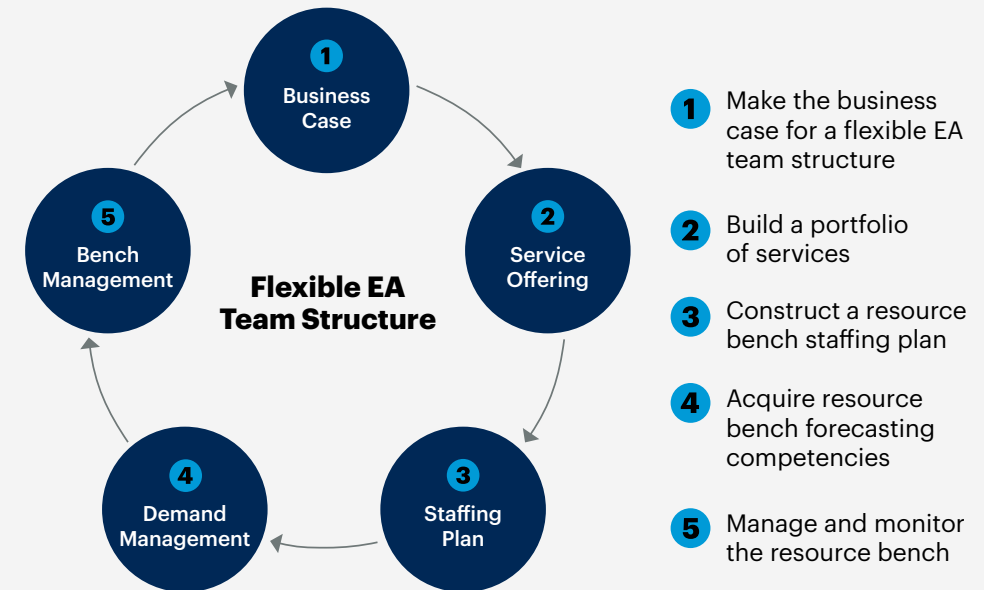
How do you revitalize EA's value proposition and guide digital transformation?

It is essential to reevaluate and redefine the value proposition and purpose of the EA function. This involves enabling distributed product and fusion teams to make well-informed decisions that align with architectural principles. Additionally, EA must orchestrate shared resources to facilitate agile and resilient business and technology transformations.

To adapt to these evolving needs, it is necessary to recalibrate the services and operating model provided by EA and develop creative resource management strategies, including the provision of flexible services and operating models. This can involve offering specialized business services through mechanisms like resource benches to meet demand and exploring ways to leverage distributed architecture talent pools more effectively.

Furthermore, EA leaders must reassess and prioritize the skills and competencies required for effective architectural support and establish initiatives to upskill and cross-skill their existing teams to meet the evolving demands of the organization.

5 Steps to Create a Flexible EA Team Structure



Source: Gartner

Some of the top questions of the recalibration of the EA function initiative are:

- 1** How do you define a new vision, charter and operating model for EA?
- 2** How do you build a flexible and skilled EA team to support distributed decision making?
- 3** How do you engage stakeholders to align strategy and execution?

The 4 stages to redesign and recalibrate EA

To foster sustainable business growth and enhance resilience in today's volatile, uncertain, complex and ambiguous (VUCA) world, it is necessary to strategically redefine the EA function. This involves repositioning the function's strategy, operating model, services, talent and stakeholder relationships to enable a responsive digital business strategy. The aim is to bridge the gap between strategy formulation and execution across distributed stakeholders and fusion teams. Additionally, the EA function must provide architectural guardrails to mitigate critical business and operational risks.



**Redesign the Enterprise
Architecture Role**

**Modernize and Improve
Enterprise Architecture Skills**

**Cultivate Stakeholder
Relationships**

**Articulate Enterprise
Architecture Value**



Redesign the enterprise architecture role

Craft an EA model responsive to business priorities.

Actions to take:

Define EA value proposition, operating model and staffing to support distributed, product-oriented digital business.

Reprioritize EA effort around a portfolio of services and a flexible EA team resourcing model.

Define how business architects, product and solution architects, and platform architects fit within this model.

Sample of associated Gartner resources

- **Research:** 5 Steps to Create a Flexible Team Structure That Enables Enterprise Architecture Value Delivery
- **Expert inquiry:** Engage with an expert to discuss how to build a portfolio of EA services
- **Phone consultation:** Draft an action plan and agreement on next steps
- **Tool:** Use Gartner's IT Score for Enterprise Architecture Tool to assess key strengths and weaknesses

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Modernize and improve enterprise architecture skills

Attract, retain and develop a world-class EA team.

Actions to take:

Reevaluate EA roles to allow enterprise architects to shape strategy, guide distributed teams and modernize the digital foundations.

Improve and modernize EA skills to help orchestrate resources and foster nimble and resilient change by distributed product teams.

Understand the right mix of skills, competencies and behaviors to build an effective EA function.

Sample of associated Gartner resources

- **Research:** 7 Causes of Strategy Execution Failure and How to Prevent Them
- **Expert inquiry:** Speak with an expert to understand how to build the EA talent strategy
- **Phone consultation:** Review business, product, solution and platform architect job descriptions
- **Tool:** Leverage Competency Model for Enterprise Architecture Talent Management

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Cultivate stakeholder relationships

From business leaders to distributed delivery partners

Actions to take:

Communicate with and persuade diverse audiences and enable effective architectural collaboration.

Craft engagement methods for EA to use to guide and enable distributed stakeholders.

Define stakeholder relationships and engagement methods for business, solution and platform architects.

Sample of associated Gartner resources

- **Research:** 3 Top Practices for Enterprise Architects to Engage Business Executives
- **Expert inquiry:** Discuss what stakeholder relationships are needed for an effective EA function
- **Tool:** Ignition Guide to Building Architecture Communities of Practice

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Articulate enterprise architecture value

Build and market a set of EA services.

Actions to take:

Build and market a set of EA services that helps stakeholders deliver against those outcomes.

Develop outcome-based narratives, metrics and scorecards focused on target audience needs.

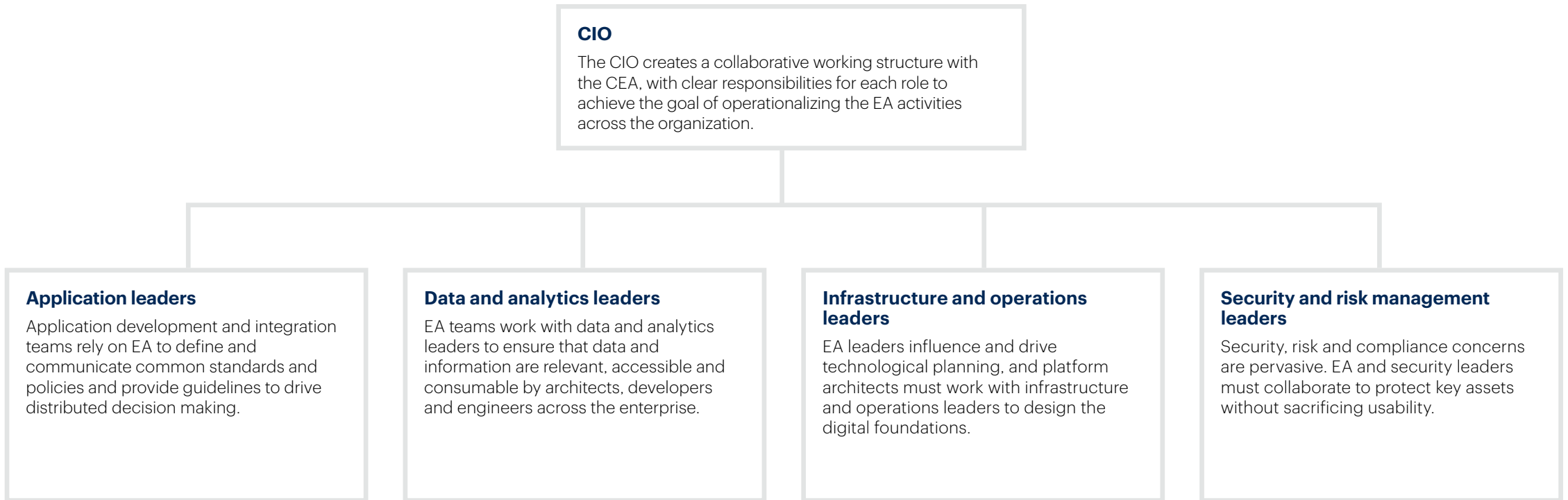
Build an EA brand positioning to best communicate EA business value.

Sample of associated Gartner resources

- **Research:** Customize EA Metrics to Capture and Communicate the Value of EA
- **Expert inquiry:** Identify key internal stakeholder personas and internal customers
- **Tool:** Ignition Guide to Creating a Marketing Plan for Enterprise Architecture

Who needs to be involved?

The most successful companies establish cross-functional teams for their modernization initiatives. We have outlined the recommended functions to involve and their roles to ensure the best success in hitting the milestones.



Client success story:

How Gartner Helped Establish Capability-Based Investment Planning

Mission-critical priority

Gartner experts and advisors have had 450+ distinct interactions with Gartner clients between June 2022 and May 2023 regarding the value proposition of EA in a federated, distributed or democratized enterprise, supported by a variety of client case studies consolidated through Gartner researchers.



How Gartner helped

Gartner experts and advisors were critical in providing strategic input to clients linking business and IT capabilities to business outcomes and key results, which informed investment planning and decision prioritization. Gartner helped make strategic execution quicker and more efficient.



Mission accomplished

Gartner experts and advisors were able to unearth a best practice from a manufacturing client for investment prioritization based on business architecture deliverables.

This best practice has been able to help clients across every industry in many ways, including:

- Identify, evaluate and prioritize opportunities by value, complexity and time.
- Align its five-year technology roadmap to its business strategy and business capabilities.
- Improve the ROI and business value for IT investments.

Actionable, objective insight

Position your organization for success. Explore these additional complimentary resources and tools for enterprise architecture leaders:



eBook
2023 Leadership Vision for
Enterprise Architecture

Discover four opportunities to drive digital era hypergrowth.

[Download eBook](#)



Research
Enterprise Architecture Function
Primer for 2023

Enable growth and resilience in a project- and product-oriented digital enterprise.

[Download Research](#)



Webinar
5 Steps to Architect Your
Enterprise Operating Model

Understand business and operating models and how they fit together.

[Watch Webinar](#)



Research
8 Steps to Select and Obtain
Value From Enterprise
Architecture Tools

Identify and assess what data you need and how to use it to deliver value.

[Download Research](#)

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