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Welcome to the debut edition of the Enterprise Architecture Body of Knowledge (EABOK) eNewsletter. Here you'll find the latest news about the EABOK community and more. Enjoy!

News & Notes

- The EABOK recently changed how it operates by replacing the Governance Board and the Panel of Advisors with an Advisory Board. Their mission remains the same—to advance and evolve the EABOK. Look for updates in the coming months on the board's activities— there are several exciting new initiatives underway.

- The EABOK Advisory Board welcomed new member **Henrik von Sheel**, co-founder and CEO of LEADing Practice**.** Henrik joins sitting board members Dr. Sheila Cane, Con Kenney, and Dr. Rich McCarthy.

Read Our Latest

- **VIDEO. "**Introduction to Enterprise Architecture to Support Decision Making.**"** This short video gives a thoughtful overview of the profession.
  Contributed by: Neil Efrom, enterprise architect, The MITRE Corporation

- DoD Architects' Competency Framework Guide: New Tools for Career Development and Management**—**The Department of Defense Enterprise Architecture Career Path Working Group created this document to guide employees interested or already working in EA. It's a good read for experienced EAs and those just starting out.
  Contributed by: Con Kenney, member, EABOK Advisory Board

Meet the Expert

Introducing **Jeff Scott—***A former Forrester analyst and business strategist for Accelare. A veteran enterprise architect—Jeff generously shared his thoughts on the profession today, and where it's headed.*

How did you get started working in EA?

Early in my career I was an "organization fixer." My CIO moved me every year or two to address a wide variety of organizational performance issues, and when he started talking about enterprise architecture (EA), I raised my hand. He turned me down three times! After three false starts, the CIO finally let me start an EA group. I began with four people and grew the EA function to a 20-person staff—achieving my goal of building an impactful organization with broad appeal.

What advice would you give someone just starting out or looking to specialize in EA?

New architects tend to focus on building frameworks, tools, modeling, and certifications, but these aren't the most important aspects of the job. I asked over 2,000 architects which is harder: building an architecture, or implementing it? Every single person said building is the easy part—getting the organization to embrace it is much harder. If you don't enjoy collaborating with others, and juggling people, political, and cultural issues, EA isn't for you.

What do enterprise architects bring to the table? How can they help organizations?

Effective enterprise architects bring a different type of thinking to the table. One that has a broader and longer term scope. They can also create a collaborative environment among business and IT partners, identify previously hidden opportunities and challenges, and enable strategy execution by connecting the dots across the organization.

What common mistakes do enterprise architects make or situations they should avoid?

The biggest mistake I see enterprise architects make is not recognizing that success is achieved through collaboration and influence—not governance and control. When my former boss learned I landed the EA group lead, he said, "OK smart guy, you got the job. I'm not helping." Basically, he was letting me know I had no authority, and would have to work through influence. I succeeded by focusing on how I could help the organization, not how I could create a great architecture. In the end, I got both.

If someone never heard of EA, how would you explain it in 10 seconds?

EA is a structured, disciplined approach that translates strategic intent into focused, effective action by creating a holistic, common understanding of business operations.

Lastly, do you have any predictions for EA?

Yes, but many enterprise architects won't like my answer. I predict that EA will split between technical architecture and business architecture. The technical EA groups will focus on technology issues and continue to report to IT. The business architects will focus on business issues and report to a variety of business functions. For the next 5-10 years, the technical architects will become more specialized, while the business architects will become generalists. This is already happening and I predict it will accelerate.

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