



The Art of Enterprise Architecture for Business Architects

C J Cooney

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Enterprise Business Architecture is the business of alignment. In the real world, your enterprise's strategic goals are thwarted by a long list of things: economic turmoil, increasing complexity, rapid business and technological change, cut-throat competition, ever rising costs, strategy confusion, chronic project failures, and the vexing phenomenon known as the Business-IT gap. These forces throw your enterprise's strategic goals and strategic outcomes out of alignment. Unfortunately, there are no forces at work to naturally bring an enterprise back into alignment. There are no silver bullets. This is why Enterprise Business Architecture is important, because: Enterprise Business Architecture is the only enterprise-scoped function dedicated to bringing all the parts of the enterprise into alignment with IT and enterprise strategy. The primary function of enterprise business architecture is to create alignment: by aligning business strategy with IT risks and opportunities; by aligning the strategic IT plan with the strategic business plan; by aligning business and IT tactical plans; by creating a value adding enterprise reference architecture; by aligning IT project, program, and change management plans with IT strategic and tactical plans and the reference architecture. Of course, to do this the enterprise business architect requires the right tools and techniques. The mission of The Art of Enterprise Architecture for Business Architects is to put the tools and techniques of enterprise business architecture into the hands of business architects so that they can: understand their business; create strategic alignment in their organizations; take a leadership role in their organizations, and help create organizations that generate value for clients, shareholders, stakeholders, and employees.

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