Career Journeys

New2EA Working Group - 11/06/2019

Itana

New2EA Working Group

Call Time:

11AM Pacific, Noon Mountain, 1PM Central, 2PM Eastern Time, UTC/GMT 18:00

Agenda:

New2EA WG (Wiki)

Zoom for Audio/Video

Audio via phone:

URL: **https://tinyurl.com/new2ea-zoom**

Telephone:

US: +1.669 900 6833 or +1 646 876 9923

Meeting ID: **560 869 507**

Scribe Shout-out - It's easy to scribe: How To Scribe Itana Notes

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Agenda

1. Scribe Shout-out - It's easy to scribe: How To Scribe Itana Notes

2. Roll Call (by time zone)

3. Upcoming Call Program

4. **Career Journeys**

5. Upcoming New2EA topics

6. Closing (last 5 minutes)

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New2EA Roll Call

(by time zone)

> Eastern

> Central

> Mountain

> Pacific

> Points around the Globe and anyone else missed

PRO TIP: You can rename yourself in the Zoom *Participant Panel*

(hover over your name to see the "Rename" option)

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New2EA Fall Call Program

November 6	Panel: Architect Career Journey Maps - shared by established practitioners
November 20	Sharing our New2EA Journey Maps - **Call for volunteers!**
December 4	Panel Recommendations: EA Article Swap
December 18	TBD
January 15	First call of Winter

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Architect Career Journeys

Betsy Draper, jeff kennedy, Greg Charest, Raoul Sevier, Maher Shinouda, Louis King, J.J. Du Chateau

Jim Phelps, Piet Niederhausen, Lonnie Smetana
(as time allows)

Betsy Draper

Deputy CIO, Strategy, Planning, and Enterprise Architecture
Kansas State University

Connect Dots ... Step Up ... Step Back!

Technology - problem solving and something to prove (software development, UNIX system administration)

Process - how it works and prove it works (instructional technology, faculty, research, program assessment)

People - matter more than anything (organizational role, outside interests)

Ecosystem - be the change NOW (institutional initiatives)

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Lessons Learned ...

Keep your perspective	Stick your finger in this glass of water. Take it out. Your finger is just a little wet. You are still OK. The glass of water is OK. Everything is OK.
Think beyond today	Use 25% of your time to do anything you want that you think will bring value to our operation.
Update resume	I think these PCs are a fad!
Grow	Volunteer for a non-technology project.

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jeff kennedy

Enterprise Architecture Manager
The University of Auckland

Plastic House

*of the future may come
in mass-produced,
no-upkeep parts that
you arrange to suit
the whole family.*

By ERNST BEHRENDT

FIRST MODEL of plastic house shows the four U-shaped wings cantilevered out from a small central foundation. Actual test house, scheduled for '57, will follow a similar design.

MIT ARCHITECTS Marvin Goody (second from left) and Richard Hamilton (center) plan "House of Tomorrow" with Monsanto plastic experts Giglioti, Whittier and Hansen.

THIS is the schedule for the plastic house in which you may live a few years from now:

• The preliminary design has been completed at the Massachusetts Institute of Technology.

• A scale model will go up some time this spring.

• A life-size test house may be ready in a year.

What will happen after that is anybody's guess; but a brand-new multi-million-dollar industry could result.
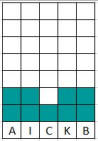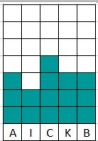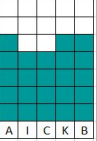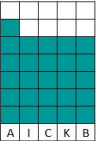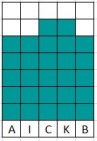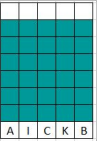
There will be a lot of concrete and maybe wood and steel in the house—where concrete, wood and steel can be used more advantageously than plastics. But plastics will be the very backbone of the structure. They will be used for its floors, walls and ceilings; they will line the bathroom, decorate the living room and support the roof.

The project began in 1953 when the Monsanto Chemical Company, one of the largest producers of plastics, offered to sponsor research. Work has been going on ever since under the direction of Richard W. Hamilton of MIT's Depart-

ment of Architecture. The preliminary design was completed in 1954 by architect Marvin Goody with the help of Ernest Kirwan.
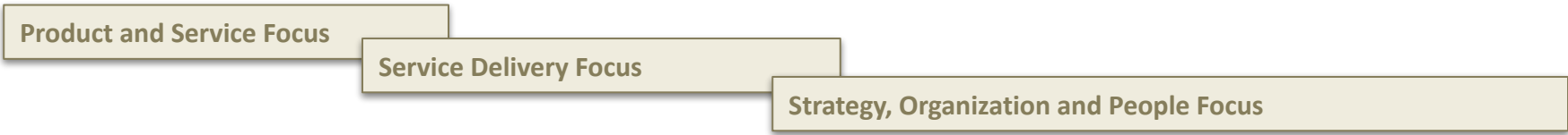
What will the plastic house look like? Imagine a big chunk of concrete. 16 feet square. This is the central utility core

of the house, and its anchor to the ground as well. It contains baths, kitchen and laundry; the heating plant will probably be underground. From this core four lightweight plastic wings are cantilevered. Each of these, too, is 16 feet square. Seen from above, the four

1994	1996	1998	2000	2006	2013+
Data Analyst	Systems Analyst	Information Resource Specialist	Enterprise Solutions Consultant	Enterprise Architect	Enterprise Architecture Manager
Academic Registry	Academic Registry	IT Systems & Services	Creative Integrity Ltd	IT Services	Digital Strategy & Architecture
course catalogue data administration; academic calendar preparation; functional analysis for the student management system	business process analysis; database support; government compliance reporting; enterprise data integration	identity management integration, implementation and data migration for PeopleSoft Campus Community	boutique consultancy, enterprise strategy, architecture, solution design, and finding creative solutions to enterprise integration challenges, co-director	enterprise architecture and running the solutions-architecture practice, 16 direct reports (too many!)	enterprise architecture digital strategy, identity + access management, business capability roadmapping, data and information architecture
details-focused, new, interesting, fresh start, using computer systems, enjoying learning new things and the context	SQL, processes, joining things together, caring about data, appreciating business complexity	ERP exposure, coding starting recognisable architecture work, new appreciation for the consequences of things.	new people, demands, challenges, and expectations, more telling than listening in contract/project mode	a big team, very busy, involved in everything, unsustainable, exciting!, not fully under control, haste and challenges.	small team, bigger pieces, more strategic, less technical, lots of relationship management and consultancy

SFIA level of responsibility:
* *Autonomy*
* *Influence*
* *Complexity*
* *Knowledge*
* *Business skills*

Greg Charest

Enterprise Architect
Harvard University

Itana

| 1980 -1998 | 1998-2015 | 2015-2017 | 2017- present |

Product and Service Focus

Service Delivery Focus

Strategy, Organization and People Focus

GIS Manager

▲ Deploying new technical capabilities

▲ Mission driven

▼ Federal bureaucracy

IT Director

▲ Building teams

▲ Adding visible value

▲ Having local control

▲ Gaining University experience

▲ ▼ Learning to work in large matrix organizations

▼ Organizational inertia

Solutions Engineer

▲ Managing infrastructure at scale

▲ Developing technical strategies

▲ Learning and applying ITIL processes

▲ Participating in an academic, research, clinical and business partnership

Enterprise Architect

▲ Organization-wide influence

▲ Variety of technical work

▲ Consulting orientation

▲ Having the opportunity to address fundamental issues

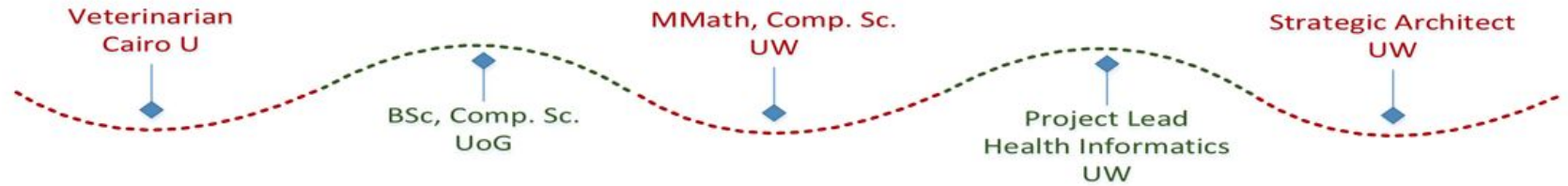▲ ▼ Technology is the easy part

▼ Evolving EA role

Raoul Sevier

Enterprise Architect
Harvard University

Architect Career Journey Map: Raoul Sevier

	Coding Systems	*Solving Problems with IT*	*Large Corporations*	*Government*	*Higher Education*
+	• Independent • Startup #1 - All Jobs • SIS • Food Manufacturing • PCB Manufacturing	• Startup #2 - Consulting • Solution Architect • JIT Manufacturing • Compiler Development • Pharma Lab Systems • MRP2 SW vendor	• DEC • Enterprise Architect • World-wide Supply Chains	• LLC • Commonwealth of MA • Enterprise Architect • DPH, HHS, ITS and other TLAs	• Harvard • Enterprise Architect • CIO/CTO initiatives • Central Admin + 12 College and Grad Schools
-	• Poor • Recession '73	• Less Poor • Recession '81 • Hunting for Work	• Less Poor • Recession '2001 • Corporate M&A	• Recession '2007 • Political Leadership Transitions	• Recession? • HigherEd Org and Leadership Dynamics
Key Skills Learned	• Learned to listen to requirements • Learned Design-Dev-Test lifecycle	• Small Enterprise Dynamics • Refined Systems Development Skills • Formalized Systems & Architecture Roles	• Large Enterprise Dynamics • Decentralized Business Org Behaviors • Leading X-org Alignment • Governance of IT Systems	• Decentralized Government Org Behaviors • Large-scale Custom System Design & Implementations	• Decentralized HigherEd Org Behaviors • Never, ever, judge a person by appearance
	Timeshare Era	**Start of Desktop Era**	**Departmental Computing Era**	**VM Era**	**Cloud Era**

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Maher Shinouda

Strategic Architect
University of Waterloo

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Veterinarian Cairo U

BSc, Comp. Sc. UoG

MMath, Comp. Sc. UW

Project Lead Health Informatics UW

Strategic Architect UW

Veterinarian — Cairo U
- Pharmaceutical Companies
- Communication, presentation, problem solving and analytical skills,
- Persuading and influential skills
- Plan your work and work your plan
- Dealing with various stakeholders on various levels

BSc, Comp. Sc. — UoG
- Start over, never too late
- Take the challenge
- Persistence/ perseverance
- Honor with Coop
- Dean's Honor list with Distinction
- Programmer
- Data Analyst/DB
- Wed Developer

MMath, Comp. Sc. — UW
- Software Architecture
- Reverse Engineering
- Integrating the healthcare Enterprise Systems
- Explore new areas
- Connect the dots
- Find a better solution

Project Lead Health Informatics — UW
- Electronic Optometric Medical Record (EOMR)
- Electronic Student Evaluation System (ESES)
- Leader
- Face the Challenges
- Take opportunities
- Innovative

Strategic Architect — UW
- Brand yourself
- Trust and recognition
- Build relationships
- Plan and execute
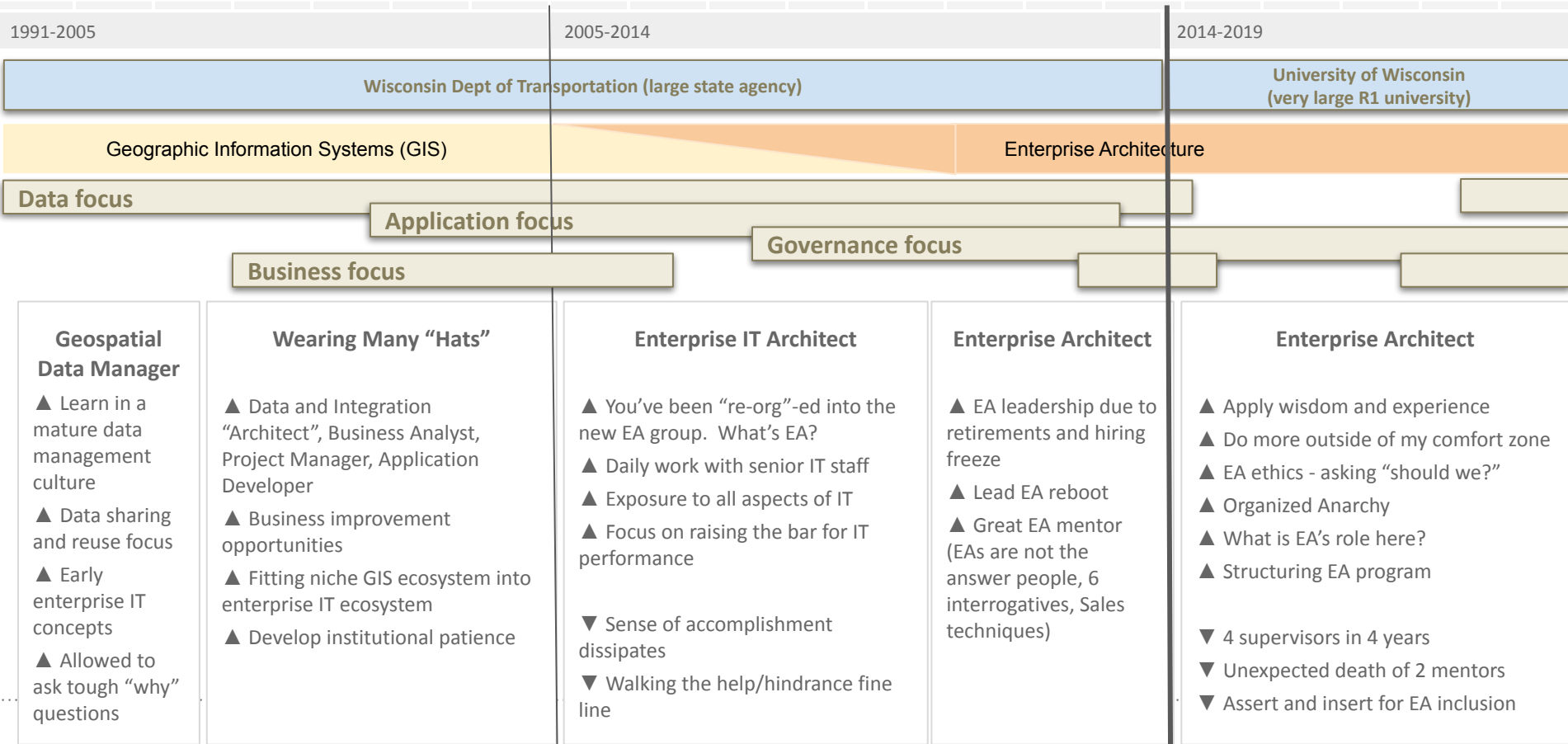- Resilient
- Fill in the gaps
- Depth and breadth

Louis King

Enterprise Architect
Yale University

J.J. Du Chateau

Enterprise Architect
University of Wisconsin– Madison

1991-2005	2005-2014	2014-2019

Wisconsin Dept of Transportation (large state agency)	University of Wisconsin (very large R1 university)

Geographic Information Systems (GIS) — Enterprise Architecture

Data focus

Application focus

Governance focus

Business focus

Geospatial Data Manager

▲ Learn in a mature data management culture

▲ Data sharing and reuse focus

▲ Early enterprise IT concepts

▲ Allowed to ask tough "why" questions

Wearing Many "Hats"

▲ Data and Integration "Architect", Business Analyst, Project Manager, Application Developer

▲ Business improvement opportunities

▲ Fitting niche GIS ecosystem into enterprise IT ecosystem

▲ Develop institutional patience

Enterprise IT Architect

▲ You've been "re-org"-ed into the new EA group. What's EA?

▲ Daily work with senior IT staff

▲ Exposure to all aspects of IT

▲ Focus on raising the bar for IT performance

▼ Sense of accomplishment dissipates

▼ Walking the help/hindrance fine line

Enterprise Architect

▲ EA leadership due to retirements and hiring freeze

▲ Lead EA reboot

▲ Great EA mentor (EAs are not the answer people, 6 interrogatives, Sales techniques)

Enterprise Architect

▲ Apply wisdom and experience

▲ Do more outside of my comfort zone

▲ EA ethics - asking "should we?"

▲ Organized Anarchy

▲ What is EA's role here?

▲ Structuring EA program

▼ 4 supervisors in 4 years

▼ Unexpected death of 2 mentors

▼ Assert and insert for EA inclusion

Lessons: 1) Technology has always been the easiest part. 2) Be curious and expand your horizons.

Does not meet
National Map Accuracy Standards

Jim Phelps

Director, Enterprise Architecture and Strategy
University of Washington

Founder & Chair, Itana

Prof. Harris   UBTL

*Passion for Tech
solving problems*

*I need cognitive
challenges*

*Repetitive Analytical
Chem is boring*

Analytical Chemistry Years

Prof. Harris	UBTL		Target Therapeutics

Passion for Tech solving problems

I need cognitive challenges

Holistic design Saving Lives Cutting edge medical

Repetitive Analytical Chem is boring

Quarterly Profits > morality, honesty
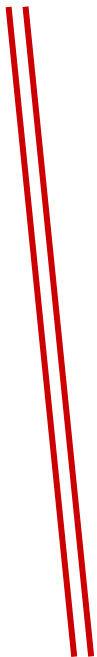
Analytical Chemistry Years

The Materials Scientist / Med. Prod. Engineering Years.

| Prof. Harris | UBTL | Target Therapeutics | Oregon State U. |

Passion for Tech solving problems

I need cognitive challenges

Repetitive Analytical Chem is boring

Holistic design Saving Lives Cutting edge medical

Quarterly Profits > morality, honesty

Russ Meints: *Turned me loose. "I don't pay you enough to take shit from faculty" Learned that I love to build orgs.*

BCC: *Step Up & Lead*

Everything is politics

Managing staff takes lots of thoughtful engagement

Bright people make bad hires in high places

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Strategic Partnerships

*I enjoy:
Solving the big problems
Bringing insight to others*

*I became:
Much more thoughtful about my leadership, my presence, developing others.*

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*I enjoy:
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Much more thoughtful about my leadership, my presence, developing others.*

My Brother's Death

Doing what is important for others.

Openness

Clear communications

Set clear expectations

Build staff competencies

The people are important

Respect

Working against my own leadership values causes me great stress

Analytical Chemistry Years

The Materials Scientist / Med. Prod. Engineering Years.

Piet Niederhausen

Enterprise Business Architect
University of Washington

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Piet

1999-2006		2006-2012		2014-2015	2016-2019
Developer	**IT service manager**	**Web & data architect**	**Business analyst**		**Business architect**

Fades *(hard to see at the time, important in hindsight)*

Technology solutions focus

Product and service focus

Organization and change focus

Pivots *(conscious decisions with evolving consequences)*

Taking ownership of enterprise level outcomes
- Enterprise scope
- Widest possible collaboration

Setting aside management (but not leadership) to choose individual contributorship
- Thought leadership
- Team perspective

Setting aside technology (as such) to focus on process, information, and people
- Business orientation
- False dichotomy of IT and business

Setting aside individual contributorship to choose consultation
- Coaching over doing
- Rethinking control and motivation

Emotions *(motivation, purpose, satisfaction, self-esteem)*

Lonnie Smetana

Solution Architect
University of Manitoba

| 1995 -1998 | 1998 - 2009 | 2010 - 2016 | 2016 - present |

Local and National ISPs

University of Manitoba   (Canadian U15 university – Research Intensive)

Product and Service Focus

People and Service Delivery Focus

Strategy and Organization Focus

Technical Support Roles

▲ Learned solid customer service skills

▲ Grew confidence in my ability to be a technical leader

▼ Limited growth potential

Web Architect / Team Lead

▲ Building a team (mentoring)

▲ Adding visible value

▲ Trusted with increasing responsibilities

▲ Gained experience in managing a large scale project

▲ ▼ Learning to work in a large academic organization

▼ Role disappeared in a re-org

Management – Infrastructure and Application Development

▲ Managing infrastructure at scale

▲ Developing technical strategies

▲ Learning and applying ITIL processes

▲ Learning to lead by influence

▲ ▼ Wearing multiple hats

▼ Change in relationship with technical colleagues

Architecture

▲ Organization-wide scope and influence

▲ Tackling complex problems

▲ Connecting with architects internationally

▲ ▼ It's not really about the tech (people, process are often more critical)

▼ Changes in 'playbook' as architecture leadership changed several times

Three things I've learned

> **Never be afraid to ask questions**
— You need to be sure you are solving the right problem at the right time for the right people. This requires you to be question-oriented rather than being the "one with the answer".
— Question everything – including yourself and your assumptions.

> **Soft skills > technical skills**
— The technology bit is important but being good at influencing, reading a room, tailoring your communication style and other people-oriented skills will help get your ideas seeded in the right people's minds.

> **Strive toward simplicity**
— If you are the only one that can explain your design or another artifact you've produced, you've made it too complex.
— I've never seen a project fail due to a lack of complexity.

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Thank you for sharing!

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Upcoming New2EA Call Program

November 13	*New2EA Steering Group meeting*
November 20	Sharing our New2EA Journey Maps - **Call for volunteers!**
December 4	Panel Recommendations: EA Article Swap
December 11	*New2EA Steering Group meeting*
December 18	Topic TBD
January 15	First call of Winter

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Closing

+ Δ ? ! Once more around, any final thoughts, reflections, questions or things we may have missed or went unsaid?
(you are free to pass)

NEXT New2EA WG CALL: Nov 20, 2019

Call Time:

11AM Pacific, Noon Mountain, 1PM Central, 2PM Eastern Time

Agenda:
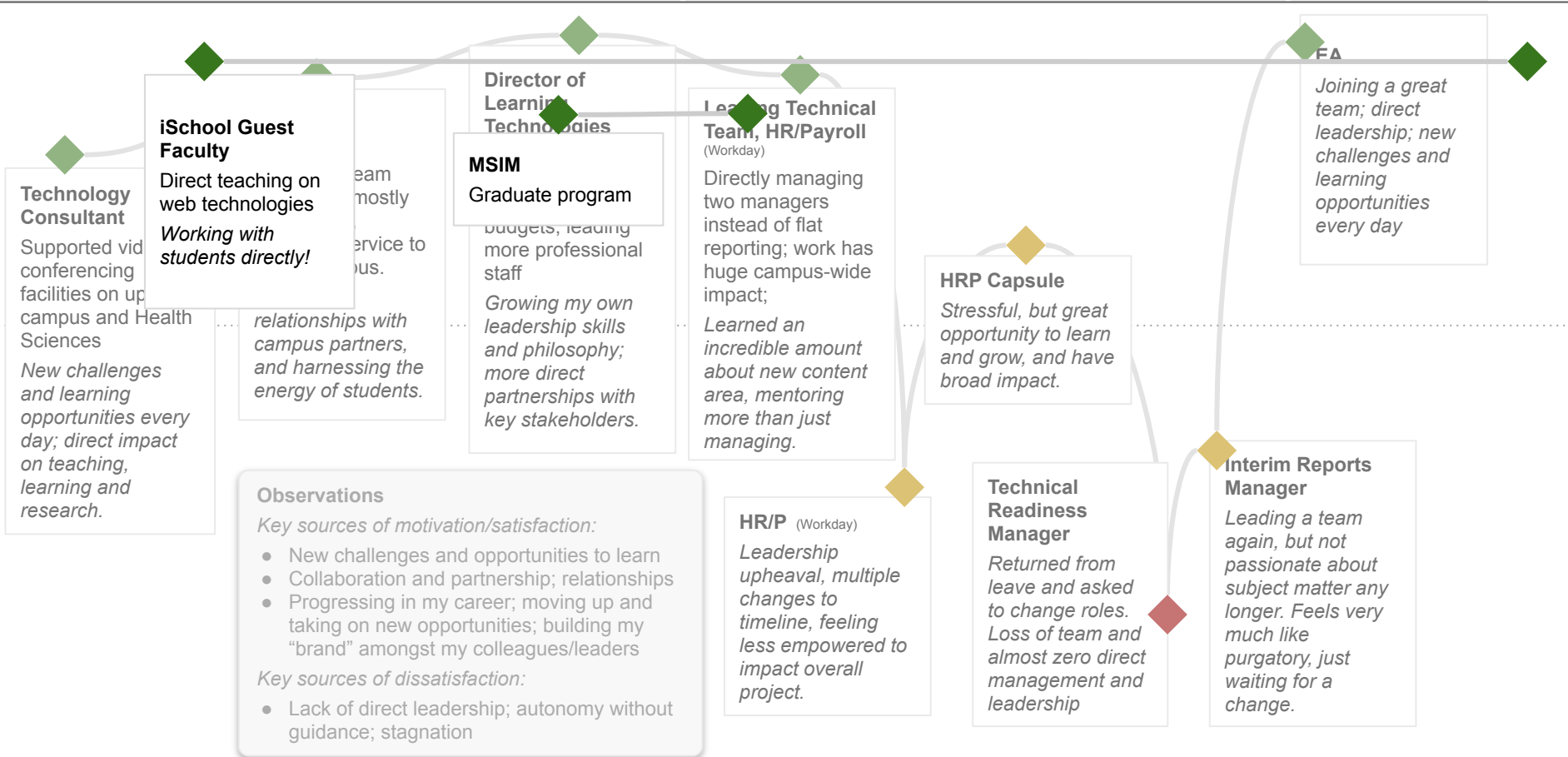
New2EA WG (Wiki)

New2EA Steering Group: *Nov 13th, 2019*

Call Time:

11AM Pacific, Noon Mountain, 1PM Central, 2PM Eastern Time

Agenda:

Planning upcoming New2EA WG Sessions

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Jacob Morris

2006-2014
Temporary Employee, Collaborative Technology Consultant, Help Desk Manager, Director of Learning Technologies

2014-2017
Technical Manager; Technical Readiness Manager; Interim Reports Manager

2018-Current
Enterprise Business Architect

Technology Consultant

Supported video conferencing facilities on up... campus and Health Sciences

New challenges and learning opportunities every day; direct impact on teaching, learning and research.

iSchool Guest Faculty

Direct teaching on web technologies
Working with students directly!

...team ...mostly

...service to ...us.

...relationships with campus partners, and harnessing the energy of students.

Director of Learning Technologies

MSIM
Graduate program

...budgets, leading more professional staff

Growing my own leadership skills and philosophy; more direct partnerships with key stakeholders.

Leading Technical Team, HR/Payroll (Workday)

Directly managing two managers instead of flat reporting; work has huge campus-wide impact;

Learned an incredible amount about new content area, mentoring more than just managing.

EA

Joining a great team; direct leadership; new challenges and learning opportunities every day

HRP Capsule

Stressful, but great opportunity to learn and grow, and have broad impact.

HR/P (Workday)

Leadership upheaval, multiple changes to timeline, feeling less empowered to impact overall project.

Technical Readiness Manager

Returned from leave and asked to change roles. Loss of team and almost zero direct management and leadership

Interim Reports Manager

Leading a team again, but not passionate about subject matter any longer. Feels very much like purgatory, just waiting for a change.

Observations

Key sources of motivation/satisfaction:
- New challenges and opportunities to learn
- Collaboration and partnership; relationships
- Progressing in my career; moving up and taking on new opportunities; building my "brand" amongst my colleagues/leaders

Key sources of dissatisfaction:
- Lack of direct leadership; autonomy without guidance; stagnation

What is New2EA?

The New2EA Working Group is open to Itana Community Group members who are interesting in launching or re-launching an EA practice as well as those already running mature practices.

Who is included in New2EA?

Itana recognizes that the EA role is inclusive of multiple architecture disciplines.

> Business architecture
  — Business architects, business stakeholders, business leaders, etc.
> Information architecture
  — Information architects, data stewards, business and technical consumers, et.
> Technical architecture
  — Technical architects, technical project managers and teams, etc.

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Meeting Notes and Resources

https://spaces.at.internet2.edu/display/itana/New2EA+Working+Group