

# Taking ENTERPRISE ARCHITECTURE from THEORY to ACTION!

Presented by:  
The Architectures  
Center Of  
Excellence

## ENTERPRISE ARCHITECTURE *for PRACTITIONERS by PRACTITIONERS*

Visit **EACOE.org**

*for Dates and Registration*

- Public Workshops
- Distance Learning Workshops\*
- On-Site Workshop Opportunities

### \* Distance Learning Opportunities!

- 5-day live event accessed from a simple internet connection
- Identical experience to location-based workshops

FOR DETAILS VISIT: [EACOE.ORG/DISTANCE-LEARNING-FAQ.PHP](http://EACOE.ORG/DISTANCE-LEARNING-FAQ.PHP)



EACOE.org  
810 231-0531

## HOW TO SELECT AN ENTERPRISE ARCHITECT CERTIFICATION PROGRAM

As the field of Enterprise Architecture (EA) grows and the number of practitioners increases, the need to establish the competency of the Enterprise Architect is greater than ever.

Even in a field so young, the number of certification programs to choose from is large. With no set standards for EA certification, how do you pick the right one? Which certification programs will give you the best measure of an architect's capabilities?

The following list outlines the fundamentals of an effective, holistic approach to Enterprise Architecture. Visit [www.EACOE.org](http://www.EACOE.org) for the details behind each element.

- Upon completion, you can actually develop an effective Enterprise Architecture
- It is based on sound, proven theory
- The methodology is well-defined and documented
- The certifying organization is practitioner-based
- You are required to demonstrate competency
- The instructors are practitioners of EA
- The case studies used are relevant and real
- Completion includes "next step" initiatives
- Certification renewal requires professional growth and development
- The certifying organization is vendor-neutral

# WHAT IS THE EACOE?

While nearly all enterprises build information systems, the end objective is not just an information system, but a *flexible, changeable, and reusable asset* that will meet current and future business needs. Few organizations today use model-driven approaches that truly separate Architecture (Engineering) from Implementation (Manufacturing). Throughout recorded history, as complexity increases, separating Architecture from Implementation becomes an imperative. These experiences can now be provided through the EACOE course of study.



envision, plan, and develop cohesive, flexible, and adaptive solutions that deliver high-value, and become enduring Enterprise assets.

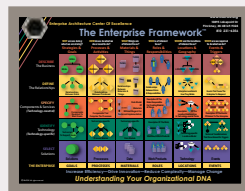
The EACOE is the leading practitioner-based association for the Enterprise Architecture profession.

The EACOE sets professional standards, conducts research, provides information, and promotes professional and career development. The EACOE offers practice-based certification, professional networking, and knowledge development opportunities.

We have invested over 30 years in developing a robust body of knowledge for executing architecture and model driven business and technology planning, business process engineering, and application development. These techniques, methodologies, and processes are recognized as best practices, and are used globally, with over 3,500 companies and 125,000 individuals educated and trained in these techniques.

The EACOE and its body of knowledge, through actual Enterprise Architecture practicing, training courses, workshops, and practitioner professionalization activities, provides the only holistic and comprehensive environment for the Enterprise Architect. This environment allows the Enterprise Architect to follow an experience-driven disciplined architecture process, using models to help enterprise stakeholders

## THE EACOE CERTIFICATION PROCESS



The EACOE provides a recognized practicing standard for Enterprise Architects. As you review the workshop outline, you will see the most comprehensive and complete body of knowledge in the profession. Certification through EACOE will provide you with a referenceable standard and is the benchmark for the Enterprise Architecture practicing profession. You will be recognized for your achievements—now and in the future.

Certifying against a defined body of knowledge is crucial to advance the profession. All professional disciplines begin with a body of knowledge as a reference point. The EACOE Enterprise Architecture Certification process follows this professional discipline. Without this body of knowledge, the results of the Enterprise Architecture will be inconsistent and difficult to verify. As an example, chemistry was alchemy until Mendeleev defined the chemical periodic table of elements. Once the periodic table of the elements was defined, a "body of knowledge" resulted. From this body of knowledge, alchemy could be transformed to chemistry and chemical engineering. The chemical engineering profession then flourished. Numerous parallels in other disciplines can be shown with similar outcomes.

Our certification approach is simple and straightforward: learn the practice of Enterprise Architecture, actually perform Enterprise Architecture, have that performance reviewed by the world's most experienced Enterprise Architects, and receive the appropriate level of certification. You gain experience, use your knowledge and the knowledge of other practitioners, add to the knowledge base, and continue to advance the profession.

# ENTERPRISE ARCHITECT CERTIFICATION WORKSHOP

## 1. Enterprise Architecture and the Business

1. The Case for Change
2. The Concepts for Change
3. Accelerating Implementation (Business Change Implementation and Technology Change Implementation) in the Face of Accelerating Change

## 2. Definitions

1. Framework
2. Methodology
3. Architecture
4. Implementation
5. Project Management
6. Enterprise Architecture
  1. Architecture Models
    1. Strategies/Goals
    2. Processes/Activities
    3. Materials/Things
    4. Roles/Responsibilities
    5. Locations/Geography
    6. Events/Triggers
  2. Implementation Models
    1. Business
    2. Application
    3. Information
    4. Technology
    5. Other Common Implementation Models
7. “As-Is” and “Desired-State” Models
8. Governance

## 3. Demystifying Enterprise Architecture for the Non-Practitioner

1. The Analogies
2. Justification Approaches
  1. Value to the CEO
  2. Value to the CIO
  3. Value to Stakeholders
3. What Works (and what doesn't)
4. Business Vocabulary
5. Creating an Enterprise Architecture Charter

## 4. Planning for Enterprise Architecture

1. Purpose of “Plan the Plan”
2. Establishing Architecture Scope
3. Defining Architecture Deliverables
4. Major Tasks

## 5. Developing the Enterprise Architecture Models

1. Strategies—Goal Analysis and Models
2. Activities—Process Analysis and Models
3. Things—Materials Analysis and Models
4. Geography—Location Analysis and Models
5. Responsibilities—Roles Analysis and Models
6. Triggers—Events Analysis and Models

## 6. The Model of Models – Business on a Page

## 7. Further Understanding the Enterprise through Implementation Models and Analysis

1. Implementation Analysis Models and Understanding
2. Building on the Analysis—Developing Move-Ahead Initiatives
3. Prioritization—Methods to Move Ahead and Enable the Architecture

## 8. What Enterprises are Actually Doing – A Sampling of Real Enterprise Architecture Models

1. Models
2. Examples
3. Templates
4. Strategies

## 9. Doing the Work

1. Task Details
2. Work Breakdown Structure
3. Suggested Deliverables by Task
4. Potential Task Challenges and Solutions
5. Transitioning to Next Step Activities

## 10. Ongoing Enterprise Architecture Activities

1. Preparing for Ongoing Architecture Refinement and Usage
2. Revising, Enhancing, and Using the Architecture Artifacts
3. Reviewing and Approving the Project Plans
4. Continuing to Deliver Value to the Enterprise

## 11. Managing the Models

1. The Governance Process

2. Understanding Architecture (Engineering) and Implementation (Manufacturing) Models
3. Developing Models
4. Classifying/Storing Models
5. Reusing and Managing Models
6. Versioning and Changing Models

## 12. Addressing Organizational Change and Resistance to Change

1. Scale of Change
2. Organization “Engineering”
  1. Organization Vision
  2. Organization Analysis
  3. Organization Design
  4. Organization Deployment
  5. Continuous Knowledge Gain
3. Resistance to Change
4. Strategies for Overcoming Resistance to Change
5. ACTION™ Model for Change
  1. Analysis
  2. Communication
  3. Training and Development—Reskilling
  4. Involvement
  5. Organization Structure, Alignment, Development
  6. Intervention

## 13. The Enterprise Architect Maturity Model

1. Maturity Model History
2. The Enterprise Architect Maturity Model (EAMM)
  1. EAMM Stages
  2. EAMM Artifacts
3. EAMM Stages
  1. Enterprise Architecture Awareness
  2. Enterprise Architecture Foundation
  3. Develop Architecture Models
  4. Develop Implementation Models
  5. Use Architecture Models
  6. Use Implementation Models
  7. Manage Models for Enterprise Change
4. Implementing the Enterprise Architect Maturity Model Program
  1. Initiate the EAMM Program
  2. Plan the EAMM Program
  3. Enable the EAMM Program
  4. Validate the EAMM Program
  5. Use and Evolve the EAMM Program

## 14. Conducting an Enterprise Architecture Project – the Process and Work Breakdown Structure

1. Team Composition
  1. Planning Team
  2. Core/Subject Matter Team
  3. Review/Subject Matter Management Team
2. Prepare for the Enterprise Architecture Program Project
3. Model the “Enterprise” within Scope
4. Analyze the “Enterprise” within Scope
5. Conduct Review and Verification Session
6. Transition to Next Steps

## 15. Short Term Approaches for Long Term Success

1. Demonstration Projects
2. Portfolio Rationalization Projects
3. “Less than Enterprise” Architecture
4. More “Quick Strike” Opportunities

## 16. The Enterprise Architect Job Description

## 17. Developing a Center of Excellence

## 18. The Quick Start Toolkit

1. Templates
2. Analysis Tools and Algorithms
3. Work Breakdown Structure
4. Microsoft Office Tool Enablement
5. Enabling other Toolsets

## 19. Next Step Activities

1. Certification Levels
2. EACOE Web site
  1. Bulletin Board
  2. EACOE Members and Friends
3. Continuing your Enterprise Architecture Growth

# Take Enterprise Architecture from THEORY to ACTION with these EACOE Programs

## Enterprise Architect Certification

## Practitioner Workshops

EACOE Certified Enterprise Architects have the proven ability to perform Enterprise Architecture activities using globally accepted standards and guidelines. They will ensure that the enterprise's information technology and business systems are aligned with business goals, are capable of change in continually changing business and technology climates, can reuse enterprise systems assets, and are cost effective.

Our Workshops can be conducted at your site. Organizations requiring education and training for more than 8 people often find it more economical to have an on-site workshop rather than sending their attendees off site.

## EA Consulting & Implementation

## Executive Briefings

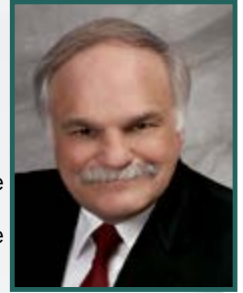
Yes, we actually DO Enterprise Architecture! We provide support for your Enterprise Architecture efforts from mentoring your project team to more continuous support. A very popular offering is our "Quick Start" program to get your Enterprise Architecture efforts going in the right direction. A second popular offering is what we refer to as Enterprise Architecture-driven "Portfolio Rationalization," which provides guidance to optimize and rationalize your current technology and systems environments aligned with your Enterprise plans.

We offer management-level briefings about Enterprise Architecture that are based on your needs. These sessions provide a management understanding of the central issues from a business and/or technology perspective, and discuss the potential opportunities of Enterprise Architecture for your organization.

## The Architectures Center of Excellence



Your Presenter: SAMUEL B. (Sam) HOLCMAN is the Chairman of the Pinnacle Business Group, Inc., Managing Director of the Enterprise Architecture Center Of Excellence (EACOE) and the Business Architecture Center Of Excellence (BACOE), and the President of



the Zachman Institute for Framework Advancement (ZIFA). He is considered the practitioners practitioner in Enterprise Architecture and Business Architecture, and the leading implementer and world-wide educator and trainer in Enterprise Architecture and Business Architecture methodologies and techniques.

The Pinnacle Business Group, Inc. and its associated organizations provide its clients with innovative, yet practical solutions to a range of business and systems related challenges and activities. He was the Vice President of Modelware, Methodologies, and BPE (Business Process Engineering) for a major software company. Prior to this experience, Mr. Holcman was the Founder and President of Computer and Engineering Consultants, Ltd. His interests include consulting and research on topics such as enterprise architecture, business architecture, business process engineering, intellectual capital management, organization development, system methodologies and life cycles, corporate business modeling, and accelerated analysis techniques. Mr. Holcman conceptualized and constructed a unique look at system development methodologies, which resulted in the highly regarded ForeSight™ methodology and methodology management product.

He has developed a strategic planning process that is used by many Fortune 500 companies, and is the co-developer of the widely used accelerated analysis (JAD-like) technique known as Rapid Analysis. He has also developed an innovative approach to Business Process Re-Engineering known as Business Process Visualization™ and Organization Network Analysis™. These techniques are being used to Unlock the Hidden Assets in your Organization SM.

In association with Mr. John Zachman, he formed The Zachman Institute for Framework Advancement (ZIFA), to explore, explain, and share the concepts of enterprise architecture. Sam has also focused on understanding the value and management of Intellectual Capital to enterprises. He has developed the Intellectual Capital Maturity Model™ to provide guidance on how effectively organizations are managing their Intellectual Capital, and steps they can take to more effectively manage this capital, and the Enterprise Architecture Maturity Model, to provide guidance to organizations seeking to improve their understanding and implementation of Enterprise Architecture concepts. He has developed and published works on Cooperatively Optimized Relationships (COR), which is the next generation of understandings in the field of Customer Relationship Management (CRM). To better understand an organizations "DNA", Sam led the development of The Enterprise Framework™ and The Business Architecture Framework™. Both The Enterprise Framework, and The Business Architecture Framework have received worldwide acclaim for their understandability, and usability, while maintaining theoretical purity. Most recently, he published the book titled "Reaching the Pinnacle – a Methodology of Business Understanding, Technology Planning, and Change". This book brings a method to the marketing madness that surrounds Enterprise Architecture, and its straightforward and no-nonsense style sheds much light on a poorly understood topic. The book helps business executives and technology professionals through the process of building an Enterprise Architecture appropriate to their organization's needs.

Sam was with Ford Motor Company for 11 years in data processing, finance, and engineering. He was Vice President of a robotics and factory automation firm for two years. He was also a senior member of a technology delegation to the People's Republic of China, on the invitation of the Chinese and United States Government, and a member of a technology delegation to the Commonwealth of Independent States (Soviet Union).

Sam has a Bachelor's degree in Bioengineering and Master's Degree in Electrical Engineering from Wayne State University in Detroit, Michigan, and a Master's in Business Administration from the University of Michigan, Ann Arbor. He has been elected to Eta Kappa Nu (electrical engineering honors society), and Tau Beta Pi (engineering honors society), and is a member of numerous societies and professional organizations, and is a frequent speaker at seminars around the world. He can be reached by email at: Samuel.Holcman@PinnacleBusGrp.com or by telephone at (810) 231-0531

Register Online: [EACOE.org](http://EACOE.org)

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