

# Taking ENTERPRISE & BUSINESS ARCHITECTURE from THEORY to ACTION!

## SOFT SKILLS

*for ENTERPRISE & BUSINESS ARCHITECTS*

*...a critical set of skills for the effective architect—  
whether using Zachman, TOGAF, or any other  
approach!*

Visit **SoftSkillsForArchitects.com**

*for Dates and Registration*

- Public Workshops
- On-Site Workshop Opportunities

*Presented by:*  
The Architectures  
Center Of Excellence



**810 231-0531**

# WHAT IS THE ARCHITECTURES CENTER OF EXCELLENCE?

## SOFT SKILLS FOR ARCHITECTS

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

In this course, we will introduce you to some of the key soft skills needed and share some simple, practical tools you can take back to your organization.

Participants will have opportunities throughout the session to practice using these tools in a context relevant to the worlds of Enterprise, Business, Information, and Technology Architecture.

You will return from this workshop with simple, practical concepts and tools.

The Workshop materials are based on industry demonstrated practices and the approach is Architecture neutral—whether you use Zachman, TOGAF, EACOE, BACOE, or another approach.

The case studies and examples used are relevant and real.

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 Architectures COE (EACOE and BACOE) course of study.

The Architectures COE and its body of knowledge, through actual Enterprise and Business Architecture practitioner, training courses, workshops, tools, methods, frameworks, and practitioner professionalization activities, provides the only holistic and comprehensive environment for the Enterprise or Business Architect. This environment allows the Enterprise or Business Architect to follow an experience-driven disciplined architecture process, using models to help stakeholders envision, plan, and develop cohesive, flexible,



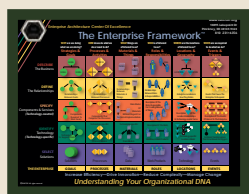
and adaptive business understanding, and practical solutions that deliver high-value, and become enduring enterprise assets.

The EACOE is the leading practitioner-based vendor neutral independent association for the Enterprise Architecture profession. The BACOE is the leading practitioner-based vendor neutral independent association for the Business Architecture profession.

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

The Architectures COE and its predecessor organizations, have invested over forty years in developing a robust body of knowledge for executing architecture and model driven business and technology planning, business process engineering, change and risk analysis, and flexible/agile application development. These techniques, methodologies, and processes are recognized as the state of the practice, and are used globally.

## WHY SOFT SKILLS?



The work of an architect is challenging indeed. It requires a strong set of analytical and organizational skills and tools. But it also requires one to be able to navigate an organization to find the right people, engage them in the effort and then tap their thinking and understanding. It requires the ability to bring together people with different views to create shared views. Simply put, the architect must be able to lead people to be successful.

What are “soft skills”? This term is often associated with a set of behaviors and traits that relate to an individual's ability to interact with other people, whether it be one-on-one or in a group. Examples of soft skills include: communications, team building, and conflict resolution. In many organizations, soft skills are contextualized by the culture and desired behaviors of the organization. Soft skills are contrasted with “hard skills” that describe capabilities needed to perform tasks, such as industry expertise and process knowledge.

We've observed over the years that the soft skills are just as important, perhaps even more important, than the hard skills. An architect may have mastered the process, tools, and templates for developing architectures. However, it's impossible to develop an architecture in a vacuum. Without the necessary interpersonal skills, the architect will not be successful in engaging the right people, understanding their perspectives, and then building a framework that will be purposefully used by the organization.

# SOFT SKILLS FOR ARCHITECTS WORKSHOP OUTLINE

## Introduction to Soft Skills

1. Concepts of Soft Skills versus Hard Skills
2. Relevance to the work of an Architect
3. Overview of key skills to be reviewed

*Outcome: Awareness of the importance of soft skills in the world of Architecture*

## Foundational Communications Skills

1. Advocacy and Inquiry
2. Observation and Assessment
3. Listening
4. Feedback
5. Attitude

*Outcome: Awareness and understanding of some of the building blocks for effective interpersonal communications*

*Skills: Communications skills*

## Scoping and Framing

1. Defining Context and Boundaries
2. Preparing for Meetings

*Outcome: Tools to help you plan the breadth and depth of your Architecture projects and meetings*

*Skills: Planning and Organizing, Systems Thinking*

## Project Management

1. Stakeholder Management
2. Communications Plans
3. Project Milestone Reviews

*Outcome: Awareness of fundamental principles of project planning*

*Skills: Planning and Organizing, Systems Thinking, Learning*

## Review / Interview Sessions

1. Preparing for a Review
2. Principles of Effective Reviews / Interviews
3. Leading the Session

*Outcome: Improved capability to lead Review / Interview Sessions*

*Skills: Interpersonal communications, Analysis and synthesis of information*

## Meetings and Facilitation

1. Meeting Preparation
2. Safety for open discussion
3. Hearing all voices in the room
4. Addressing problems and issues
5. When to have a meeting / when not to have a meeting

*Outcome: Understanding of skills needed to lead a workshop or review meeting*

*Skills: Planning and Organizing, Interpersonal Communications, People leadership.*

## Presentations

1. Principles of effective Presentations
2. Storytelling
3. Storyboarding

*Outcome: Improved understanding of the importance of sharing stories around Architecture efforts*

*Skills: Storytelling, Interpersonal Communications, Teaching*

## Governance and Decision Making

1. Governance Principles
2. Committee Structures and Methods
3. Decision records
4. Prioritization
5. RACI
6. Consensus and Negotiating

*Outcome: Improved understanding of the importance of creating shared views, so that meaningful action can be taken*

*Skills: Governance, Creating Shared Views, Flexibility, Building Trust*

## Influencing and Networking

1. The Importance of Emotion
2. Trust and Relationships
3. Communities of Interest
4. Coaching

*Outcome: Improved capability to relate to and engage others to help you achieve success*

*Skills Political and Cultural Awareness, Interpersonal Communications, People Leadership, Team Building, Building Trust*

## Creativity and Strategic Thinking

1. Paradigms
2. Strategic Thinking
3. Learning

*Outcome: Improved capability to generate new ideas*

*Skills: Strategic Thinking, Empathy*

## Time Management

1. Creating the Environment
2. Prioritization
3. Health and Well Being

*Outcome: Awareness of fundamental principles of managing your time and the time of others*

*Skills: Time Management*

## Change Management

1. Basic Principles
2. Resistance to Change
3. The "ACTION"™ Model for Change

*Outcome: Awareness of fundamental principles of managing change*

*Skills: Change Management*

Co-presenter:

**SAMUEL B. (Sam) HOLCMAN** is the Chairman of the Pinnacle Business Group, Inc., the 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. 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™.

In association with Mr. John Zachman, he formed The Zachman Institute for Framework Advancement (ZIFA). He has also developed and published works on Cooperatively Optimized Relationships (COR). To better understand an organizations "DNA", Sam led the development of The Enterprise Framework™ and The Business Architecture Framework™. He recently published "Reaching the Pinnacle—a Methodology of Business Understanding, Technology Planning, and Change".

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. Email Sam at Samuel.Holcman@PinnacleBusGrp.com, or telephone at (810) 231-0531.



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

## Enterprise or Business Architect Certification

EACOE Certified Enterprise Architects and BACOE Certified Business Architects have the proven ability to perform 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.

## EA & BA Consulting

Yes, we actually DO Enterprise and Business Architecture! We provide support for your Enterprise or Business Architecture efforts from mentoring your project team to more continuous support. A very popular offering is our "Quick Start" program to get your Enterprise or Business 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 or Business plans.

## Executive Briefings

We offer management-level briefings about Enterprise or Business 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 and benefits of Enterprise or Business Architecture for your organization.

## Practitioner Workshops

Our Workshops are conducted in classroom environments, remotely, and 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.

## Architectures Center of Excellence



Co-presenter:

**KEN NAIGUS** is an experienced business consultant with expertise in the domains of business strategy, change management, creativity and innovation, strategic planning, and information systems planning.



He has developed an approach to problem-solving that blends these disciplines with contemporary thinking about leadership, knowledge, and organizational learning. His work focuses on helping teams and individuals break out of existing modes of thinking to generate new ideas and implement them.

He has served as an internal consultant for three major corporations: Electronic Data Systems (EDS), General Motors, and Walt Disney Co. With EDS, he was instrumental in the design and implementation of a corporate transformation program that engaged over 100 top executives. On a smaller scale, he is equally at home designing simple creativity sessions for small teams and providing leadership coaching to individuals. With General Motors, Ken served in a variety of roles within corporate and divisional information systems organizations. He served as an executive in operational roles, managing teams engaged in customer service, marketing and planning, and systems development and implementation. He also served in GM's corporate business strategy department, providing leadership in the design and implementation of strategic initiatives. With Walt Disney Co., Ken was Director of IT Governance, driving improved decision making and alignment across multiple organizations.

Through his experiences in leadership and operations, Ken has come to realize that achieving success in business initiatives is enhanced by taking a holistic view of the enterprise, augmenting the economic and analytical side of problem solving with social and personal considerations. In his consulting work, Ken strives to ensure that all elements of the system are factored into the equation when change is needed. He holds Bachelor's and Master's degrees in mathematics from the University of Michigan, Ann Arbor.

Co-presenter:



**Dana Baer** has been practicing Enterprise Architecture since 2005. She has used Enterprise Architecture techniques to develop strategic roadmaps at corporations including the Walt Disney Company, Raytheon, Microsoft Corporation, and UnitedHealth Care. She also worked to determine best practices of the Corporate Tax, Shareholder Services, Corporate CIO, and Sales organizations at The Walt Disney Company. She is highly skilled in developing process visualizations including budget forecasts, management processes, and project priority organizational charts to improve functionality within each organization.

She has experience educating personnel on Enterprise Architecture techniques and conducting workshops with business partners to discuss and validate findings. She wrote and published an article titled "Top 10 Characteristics for Evaluating an Enterprise Architect Certification Program".

While at Big Brothers Big Sisters, Dana created and facilitated workshop sessions multiple times each week with corporate volunteers and their mentees. Additionally, she recruited and trained groups of volunteers through the use of presentations. At Pinnacle Business Group, she assists Sam Holcman in the EACOE workshops educating participants in the EACOE Enterprise Architecture methodology.

Dana is also an adjunct professor at Kent State University. She teaches Enterprise Architecture to both undergraduates and graduates in their School of Digital Sciences. She is skilled in Enterprise Architecture, Business Analysis, and Process Modeling and Analysis. She has a Bachelor of Arts in Sociology from the University of Michigan and a Masters in Social Work from Fordham University. She is an EACOE certified Enterprise Architect fellow.

Register Online: [SoftSkillsForArchitects.com](http://SoftSkillsForArchitects.com)

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