

Business Architecture Competency Model

	Business Architect	Master Business Architect	Chief Business Architect
Equivalent Business Title	<ul style="list-style-type: none"> • Manager Level 	<ul style="list-style-type: none"> • Director Level 	<ul style="list-style-type: none"> • Vice President / GM Level
Activities	<ul style="list-style-type: none"> • Business Architecture Team Member 	<ul style="list-style-type: none"> • Business Architecture Team Leader 	<ul style="list-style-type: none"> • Lead Business Architecture Group and advise Corporate Management
Education and Certification	<ul style="list-style-type: none"> • College degree with exposure in Business and IT architectures and practices • Certified Business Architect (CBA)® from the Business Architects Association® or equivalent 	<p>In addition:</p> <ul style="list-style-type: none"> • MBA or equivalent • Advancing the profession through published articles and papers 	<p>In addition:</p> <ul style="list-style-type: none"> • Leadership Training • Public speaking • Recognized leader in the BArch field
Years of Prior Experience	<ul style="list-style-type: none"> • 3 - 5 (participated as a key member on multiple BArch engagements) • Exposure to other disciplines, including Sales/Marketing, Operations (ex: Service, Supply Chain, Manufacturing), IT, Strategy, Finance, HR, Project Mgt. Work experience within these disciplines a plus 	<ul style="list-style-type: none"> • 5-7 (leader of small cross organizational BArch engagements) • Work experience within several of the following disciplines: Sales/Marketing, Operations (Service or Manufacturing), IT, Strategy, Finance, HR, Project Mgt 	<ul style="list-style-type: none"> • 10 years(leader of multiple cross organizational BArch engagements) • Work experience within many of the following disciplines: Sales/Marketing, Operations (ex: Service, Supply Chain, Manufacturing), IT, Strategy, Finance, HR, Project Mgt
Individual and / or Leadership Behavior	<ul style="list-style-type: none"> • Works collaboratively with others • Self-directing • Maintains confidentiality • Exhibits respect for cultural differences • Uses industry approved methods and standards • Open to and gives constructive advice • Raises awareness when needed • Understands the engagement's big picture • Participates as a positive team member on BA team • Takes initiative to get assignments done, particularly as a part-time assignment • Dissects corporate strategy and designs the enabling Business Architecture • Understands the interdependencies across organizational boundaries • Is passionate about advancing the business through the application of Business Architecture tools and methodologies • Is passionate around improving the business • Comes up with new ways of looking at problems / solutions • Maintains a focus on customer and business needs when doing projects • Challenges the status quo when necessary with their superiors • Displays appropriate political acumen • Influences others with no direct authority in 	<p>In addition:</p> <ul style="list-style-type: none"> • Leads teams • Challenges the status quo and raises issues with functional Directors/VPs. • Secures commitments from others with no direct authority in Business Architecture engagements • Looks ahead for ways to address core process issues beyond engagement scope • Finds ways to remove barriers for Business Architecture teams • Advocates a constant focus on customer and business needs • Achieves leadership buy-in • Estimates costs and allocates resources • Developing people/orientations • Nurtures collaboration relationships across the organization • Empowers, delegates, and mentors team members • Mitigates risks • Sets clear goals and guidelines • Insures adequate resources are in place before initiating engagements • Scans internal and external environments to ensure Business Architecture organization is using latest techniques and tools • Participates on behalf of the Business Architecture organization in strategy sessions • Raises and resolves Business Architecture 	<p>In addition:</p> <ul style="list-style-type: none"> • Sets direction for Business Architecture organization • Educates leadership on the benefits of a well architected organization • Sets the Business level strategy for Business Architecture deployment and manages overall change planning • Sets and oversees plan for deployment of Business Architecture corporation-wide • Identifies next area of Business Architecture implementation • Incentivizes Business Architecture team members • Is passionate about advancing the business • Updates senior leadership on Business Architecture activities • Raises and resolves critical Business Architecture organizational issues • Ensures HR policy supports Business Architecture • Raises expectations for improvement • Vocal champion for Business Architecture through-out the organization • Prepares and obtains approval for the annual budget of Business Architecture group <p>Improves team quality:</p> <ul style="list-style-type: none"> • Encourages cross-training and knowledge-sharing

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	<p>Business Architecture engagements</p> <ul style="list-style-type: none"> • Maps and mitigates cross organizational impacts • Finds ways to resolve barriers • Ensures all activities map to organization's strategy • Builds collaborative relationships across the organization • Insures teams work towards customer goals • Has an understanding of the overall business direction and how to relate the project to the business strategy • Appreciates and understands customer interfaces and marketing / merchandizing • Displays and empathetic understanding of marketing drivers that influence customer behavior • Proactively pulls in expertise • Immediately apprises leadership when conditions impact deadlines and budgets • Ability to build and manage effective teams • Monitors team carefully and intercedes when signs of stress and burn-out occur • Inspires exceptional performances from team members • Quick to make adjustments as new information arises • Raises and resolves Business Architecture engagement issues 	<p>team issues</p>	<ul style="list-style-type: none"> • Ensures team members are properly oriented and trained • On-going skills development • Incentives time-saving and tool-building practices
<p>Solutions Delivery</p>	<ul style="list-style-type: none"> • Manages Business Architecture engagements • Follows proper Business Architecture phased analysis • Comprehensively applies Business Architecture tools and solution methodologies • Looks at the organization holistically • Prepares Business Architecture deliverables • Leads engagement reviews • Oversees implementation 	<p>In addition:</p> <ul style="list-style-type: none"> • Leads cross-organizational teams • Manages a portfolio of Business Architecture engagements and maintains engagement portfolio for function • Sets and monitors Business Architecture engagements • Manages governance reviews • Assembles teams • Engages internal and external experts • Sequences and apportions work among team members • Prepares and presents business cases, obtains approvals to proceed • Leads team meetings 	<p>In addition:</p> <ul style="list-style-type: none"> • Leads multiple cross-organizational teams • Manages overall Business Architecture group and program • Influences leadership development process to insure top talent is recruited into Business Architecture roles • Manages monthly Business Unit governance reviews; insures right questions are being asked • Manages Business Architecture Business Unit Scorecard including dedicated resources staffing, training plan, financial return, engagement completion and adoption rate • Hire/fire/mentor and develop team members • Select team leaders • Manages global Business Architecture organizations to ensure alignment with organization's strategic plan

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Business and Financial IQ	<ul style="list-style-type: none"> Views the organization holistically Understanding what the different areas of the business do and how they interconnect with each other Understands core processes, business structures and enabling technologies and what the impact of the engagement is to the whole system Understand Financial Models Has insight into customers' perspective and how to insure engagements can create value as well as solve problems Can learn multiple parts of the business quickly Has an understanding of the overall business direction and how to relate the engagement to the business strategy 	<p>In addition:</p> <ul style="list-style-type: none"> Understands how to financially quantify engagements Understands core processes and what the impact of the engagement is to the whole business In-depth knowledge of different areas of the business and how they are interconnected 	<p>In addition:</p> <ul style="list-style-type: none"> Has strong understanding of industry forces and long-term organization's strategy Has strong financial acumen. Can relate Business Architecture engagements to organization's financial models Understands internal political forces at the leadership level Constantly scanning for opportunities where the application of Business Architecture can improve the business
Capability and Technical Skills	<p>Uses appropriate Business Architecture Frameworks, Methodologies and Tools. Able to conduct and supervise the application of any of the tools identified below, based on engagement requirements.</p> <p>Business Architecture Activities</p> <ul style="list-style-type: none"> Project Management Applications GAP Analysis Measurement Systems Analysis Rewards System Analysis Value Analysis Improvement Tools Organizational Architecture Business Model Operational Model Organizational Model Corporate Governance Model Key Performance Indicators (KPIs) Financial Modeling Business Scenarios Communications planning and execution, including raising awareness when needed Change readiness survey <p>Skills</p> <ul style="list-style-type: none"> Requirements gathering Specification writing Technology Inventorying Data Collection & Filtering Root Cause Analysis Risk Analysis Scenarios Use cases 	<p>In addition:</p> <p>Monitors appropriate use of Business Architecture Frameworks, Methodologies and Tools. Able to provide advice to Business Architecture Team's on which tools to use when.</p> <p>Business Architecture Activities</p> <ul style="list-style-type: none"> Prepare the organization / leadership for change Prioritization and Resource Planning Strategy Planning Team Building Mentoring Influencing without authority 	<p>In addition:</p> <p>Expert in all Business Architecture Frameworks and Methodologies, with a strong understanding of appropriate tools, their phase usage, and what they are intended to do. Has enough knowledge to question appropriateness of tool usage and question assumptions.</p> <p>Business Architecture Activities</p> <ul style="list-style-type: none"> Political Environment Cultural Environment Organizational Planning

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	<ul style="list-style-type: none">• Facilitation Skills• Written and Verbal communication skills• Problem Solving• Planning• Presentation Skills <p><u>Analysis Tools</u></p> <ul style="list-style-type: none">• Microsoft Office, Visio• Process Mapping / Frameworks• Collaboration Tools• Financial modeling		
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