**FEATURES**

a|EA
JOURNAL

lower-case characters, with the 'ea' in the middle in a larger font than the rest of the title. The title itself is ambiguous, as it might mean recreation in the sense of playful diversion, or recreation in the sense of creating again. If you get what this book is saying, you'll see that both meanings apply.

The book is apparently a sequel of sorts to an earlier book titled "fruITion", but not having read that precursor, I can assure you that this volume stands quite successfully on its own. It's a quick, easy read, but if you're not already 'on its wavelength' you may mistakenly dismiss it as irrelevant to enterprise architecture as you know it.

At face value, this is the self-narrated story of one Simon Rathbone, newly hired as the VP of Enterprise Architecture for an unnamed company in an unnamed business, headquartered in New York City, but with facilities all over the world. In his first few weeks with his new employer, Simon travels extensively, and successive chapters of the book describe his encounters with his colleagues in a succession of cities. This story serves as a sort of parable or allegory, though more explicit and rather less momentous than, say, The Pilgrim's Progress. In case you might not get the message, each chapter ends with a set of concise 'Observations', and it is these observations that are the real substance of the book.

That the business of Simon's new employer is left unspecified says something telling about both Chris Potts's concept of enterprise architecture and the way he thinks it is best shared with the reader. I happen to agree with much of that concept of enterprise architecture, but if I didn't, I'm not sure that the way Potts presents it would change my mind. More than just the nature of the unnamed company's business is left unsaid; almost all of Simon's insights are out-of-the-blue 'ah hahs!' or revealed truth gleaned from a colleague's remark. Why these things ought to or must be the case is left to the reader to figure out. The model that Simon develops, EEAA (Establish, Explore, Activate, Apply), with each of the four steps having four primary focuses, struck me as a bit arbitrary and perhaps contrived. I also thought the language got a little too wooly in places; e.g., when Simon concludes that enterprise architecture should be: "centered on the structure and space we give people for their enterprise to flourish"; I think I know what he means, but it would have been helpful to get some confirmation. This is a book, not a conversation, and I can't reply to Simon: "so, what you're saying is …".

I don't want these quibbles to detract from the fact that this book articulates what an increasing number of enterprise architects believe to be a properly business-centric, rather than IT-centric, concept of enterprise architecture. The collection of 'Observations' that express this concept and some of its consequences is itself worth the price of the book and the time it takes to read it. Highly recommended, with the reservation that if you're certain enterprise architecture is about IT, it may read like a lot of New Age blather.

*Len Fehskens is the Vice President, Skills and Capabilities for The Open Group. He is responsible for The Open Group's activities relating to the professionalization of the discipline of enterprise architecture.*

# Zoom Factor for the Enterprise Architect: How to Focus and Accelerate Your Career

***Sharon C. Evans, Firefli Media, Winnipeg, 2010, 368pp***

### REVIEW BY PAUL KURCHINA
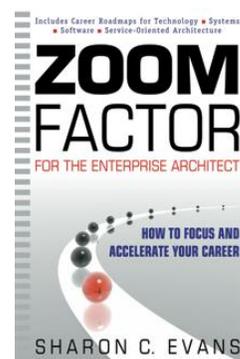
I highly recommend this book by Sharon Evans as a great career excellence guide that is targeted at three distinct groups – would-be architects, new IT architects, and architects who are new in their chosen architecture specialty in enterprise architecture. The book begins by describing the use of the roadmap and the various pit-stops along the way to gain critical information and expedite career advancement opportunities in this exciting field.

The book includes very good tips and techniques, including shortcuts and methods with references to links and templates, are presented throughout the book, as well as a downloadable workbook to offer a curriculum and tools for the reader's journey. The book covers a variety of distinct knowledge areas that are common to architects who possess traits of excellence and are presented in a precise order, with opportunities and decision points along the way.

The first section describes the basic 'gate' of information and skills an architect would need to excel at as an IT practitioner in various fields and areas in which they started their career. Topics such as changes to their current skills that got the reader to a position to even consider architecture is addressed. Modeling, engineering, research, and analysis and the different approaches from an architecture perspective are included.

Moving to section two, the reader gets an abridged guide to information they need about the architecture process. Critical information they would need to apply it to any of the confusing and daze of various architecture methodologies prevalent today is reviewed. Abstract and

pattern thinking are included, and a deep discussion on the mapping and blueprinting activities that great architects use in their everyday work is included. This section covers the skills needed to compartmentalize and organize chunks of information and requirements into systems and solutions.

Section three is about mastering the use of critical soft skills and, major crossroads here – one in which the architect may decide to further his/her career as a lead project architect or choose to follow a path in enterprise architecture. Here a few soft skills such as leadership, politics, consulting, and specific communication methods are key. The book describes the critical knowledge needed, and ways in which the reader could gain experience from various project assignments they may engage in to get such experience.

In section four, architecture perspectives, such as vision and big picture thinking, are introduced. The concept of using roadmaps to broach the subject of moving from current to future state is addressed, from both a project architecture and a larger-scaled enterprise view. The book offers ways to use realist filters to test recommended solutions, and show the budding architects how they can gain credibility as an expert by using checklists to ensure solution integrity. The section is concluded by a lengthy area on team design, construction, and leadership, as it is the number one reason that a company would call in an enterprise architecture coach.

The final section includes subjects that must be mastered to attain full excellence and recognition as a Chief Architect or Chief Technology Officer. The topics and specific activities such a strategic planning and alignment between business and IT are included, as well as discussion of the various components to an engagement of this activity. The book includes techniques to include and prove quality in the architecture through metrics and portfolio planning.

The appendices and resource sections include sample resumés and tips for inclusion of key project and focus areas. Book-sized checklists and several reference maps and charts are sprinkled throughout the book.

The book succeeds in introducing the architect to key business areas of knowledge they must strive to learn in order to gain the respect and work side-by-side with business experts.

The website for the book is www.zoomfactorbook.com. The book is currently available in print, and soon as a digital book.

*Paul Kurchina (paul@kurchina.com) runs KurMeta Group out of Calgary, Canada. He has co-authored several books, including In Pursuit of the Perfect Plant – A Business and Technical Guide. Paul is also the Americas SAP User Group (ASUG) Enterprise Architecture Community Chair.*

Enterprise Architecture is the organizing logic for business processes and IT infrastructure reflecting the integration and standardization requirements of the firm's operating model. [MIT Center for Information Systems Research, Peter Weill, Director, as presented at the Sixth e-Business Conference, Barcelona Spain, 27 March 2007 [http://www.iese.edu/en/files/6_29338.pdf] ]. It is often said that the architecture of an enterprise exists, whether it is described explicitly or not. Enterprise architecture (EA) is "a well-defined practice for conducting enterprise analysis, design, planning, and implementation, using a comprehensive approach at all times, for the successful development and execution of strategy. Enterprise architecture applies architecture principles and practices to guide organizations through the business, information, process, and technology changes necessary to execute their strategies. These practices utilize the various aspects of an enterprise to identify