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# An Enterprise Architecture Practitioner's Notes

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VOLUME 5: THE BUSINESS ENVIRONMENT

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Matthew Ford Kern

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Matthew Ford Kern, MsEA BsEE CEA(DODAF, FEAF and Zachman), CISSP-ISSAP PMP

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## VOLUME 5: THE BUSINESS ENVIRONMENT

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This series of books will describe what I view as the totality of enterprise architecture, in the broad meaning of that term. It will consist of five volumes as follows:

1. Enterprise Level Architecture
2. Segment Level Architecture
3. Solution Level Architecture
4. Governance and Maturity Management
5. The Business Environment

While the series will address enterprise architecture (EA) in the broad sense, this volume will address enterprise level architecture in the narrow sense. It is this narrow activity that gives the whole its name, purpose and organizing principles.

These volumes originated as blog posts on my personal website, and later on LinkedIn™. I wrote these to popularize and clarify the deep understanding of enterprise architecture of my government colleagues, who invented it. It seems to me that knowledge of the subject has spread from its global hub city, Washington DC, out to the rest of the globe. We know it best here.

As for myself, my main contribution at the enterprise level is simply popularizing, restating the work of the various founders of EA, of whom I know many. Some are friends; all are colleagues. They created a comprehensive vision of EA, and I follow it. This is mostly true of EA maturity management and EA governance as well. In regard to solution architecture and segment architecture, I have contributed some innovations.

I did contribute the organizational structure for the book, the “Five Activities Model.” It is a small and obvious addition to the work of Dick Burk while at the Office of Management and Budget (OMB).

This work is not another framework and is not intended to replace them. It is designed to, instead, provide what they do not: perspective. This particular volume draws mainly on Federal Enterprise Architecture Framework (FEAF) and FEA concepts, with Zachman’s concepts, as those are more directly applicable to this level of architecture and scope of effort.

Each day I hope to do something useful. It is not an ambitious philosophy, but it helps in consulting. With this book I also hope that I have done something useful. Please let me know if I have.

SECTION 1: INTRODUCTION TO VOLUME 5

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[Volume 5: The Business Environment](#).....6

[Section 1: Introduction to Volume 5](#).....7

[1.1 My Ideas: Mostly Not, May 25, 2015](#).....8

[1.2 The Five Activities of Enterprise Architecture, April25, 2015](#).....10

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The section “My Ideas: Mostly Not” describes the limits of my contribution to the art relative to the founders. The other four sections describe the underlying model on which the five volumes are based.

In “The Five Activities...” the basic notion of dividing EA into these five bins is described, and then in “Enterprise, Segment, Solution” the preceding model of OMB and Burk is recapped and simplified. In “Correspondence to Management Activities” the link of each of the OMB levels to the PLI levels of management is described. Lastly in “Strategic, Operational and Tactical Thinking” the correspondence to levels of planning is implied.

New material was added for this volume. In “Why Do Architecture” I address the attitude that architecture is not required. In “Introducing Architecture...” I give some notes on initial implementation of an architecture program. In “...Carts and Horses” I address the phenomenon where some organizations promote parts above the whole. In “Achieving Success” I suggest that architecture is used to achieve some goal or goals.

QUESTIONS FOR SECTION 1

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1. Do these five levels cover all of enterprise architecture? If not, what is left out?
2. Does the three-level model correspond to contracts and “statements of work” you have seen?
3. How often is it true that the segment architecture works for the program manager? Should it happen more often in an ideal situation? What of the other levels?
4. Have you seen other authors use a different order of operational and tactical planning? Have you seen them refer to all planning as strategic? Is that useful?
5. Why do architecture, in your own words?
6. Is it possible to have architecture without a goal or goals?

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## 1.1 My Ideas: Mostly Not, May 25, 2015

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Several people suggested I should write a book, notably Dale Chalfant in Detroit (a fine architect), who convinced me. I had toyed with and resisted the idea for several years, as most of what I have learned has come from those founders of enterprise architecture and systems engineering and whomever else I have read. I have added little to the body of thought, a bit here or there, but nothing like their sweeping insights.

You could say that mostly I simply popularize (simplify, clarify and restate) what my government and beltway friends created, and regarding enterprise level architecture that would be fair. I think in solution architecture I may have innovated more.

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I really don't have that many ideas of my own regarding EA, and of those I have; only a few are profound.

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I would like to list some of the folks whose ideas I have borrowed, restated and maybe extended a small bit. They are the real source of what I say. They are not in order of precedence, just random order as I thought of them.

- John A. Zachman, whose ontology I use to think about architecture
- Kathie Sowell, the "mother" of DODAF, who ran the project at MITRE
- Mike Tieman, who rewrote FEAF 1.1 and whose thinking I admire greatly

## The Business of Environment

- Felix Rausch and Beryl Bellman who made it possible for me to get an education in enterprise architecture
- Lee Smith, the first Chief Architect at DHS and lion tamer, from whom I learned many lessons concerning governance
- Rob Thomas, who wrote so much of the early material for FEA and FEAF. I met him recently, a great man.
- Manny DeVera, contributor to FEAF 1.1 and a great guy. I worked with Manny a bit at the Federal Emergency Management Agency (FEMA).
- Ira Grossman, who popularized and supported EA for years. I met him on EDMICS and worked with him a bit at FEMA
- Dr. Scott Bernard, a brilliant guy. He was the brains behind FEAF II. Currently Chief Architect at OMB.
- Bobby Jones, who can sell enterprise architecture like no one else. I worked for Bobby at FEMA for a bit.
- Stephen Spewak, who died early and who I never met. I regret that.
- Bradford Rigdon, who chaired the panel for NIST and whose team first used the term "enterprise architecture" defining it by context. I never met him either.
- Richard Burk, former Chief Architect at OMB and a great guy. I quote him often.
- Kshemendra Paul, another former Chief Architect at OMB. I sat in class with him at FEAC, a brilliant guy.
- Randy Hite, who worked tirelessly at the US Government Accountability Office (GAO) for so many years and wrote the Enterprise Architecture Management Maturity Model (EAMMF), a monument to good government.
- Skip Boeteger, my sounding board and more senior colleague. We share neurons, I think.
- I have to add John Tieso. I just saw him at the Business Process Management (BPM) conference, which reminded me. I sometimes forget he is a great architect, as he pretty much agrees with me on nearly everything. I suppose, ironically, that if I had a bigger ego I would remember John is a great architect more often.

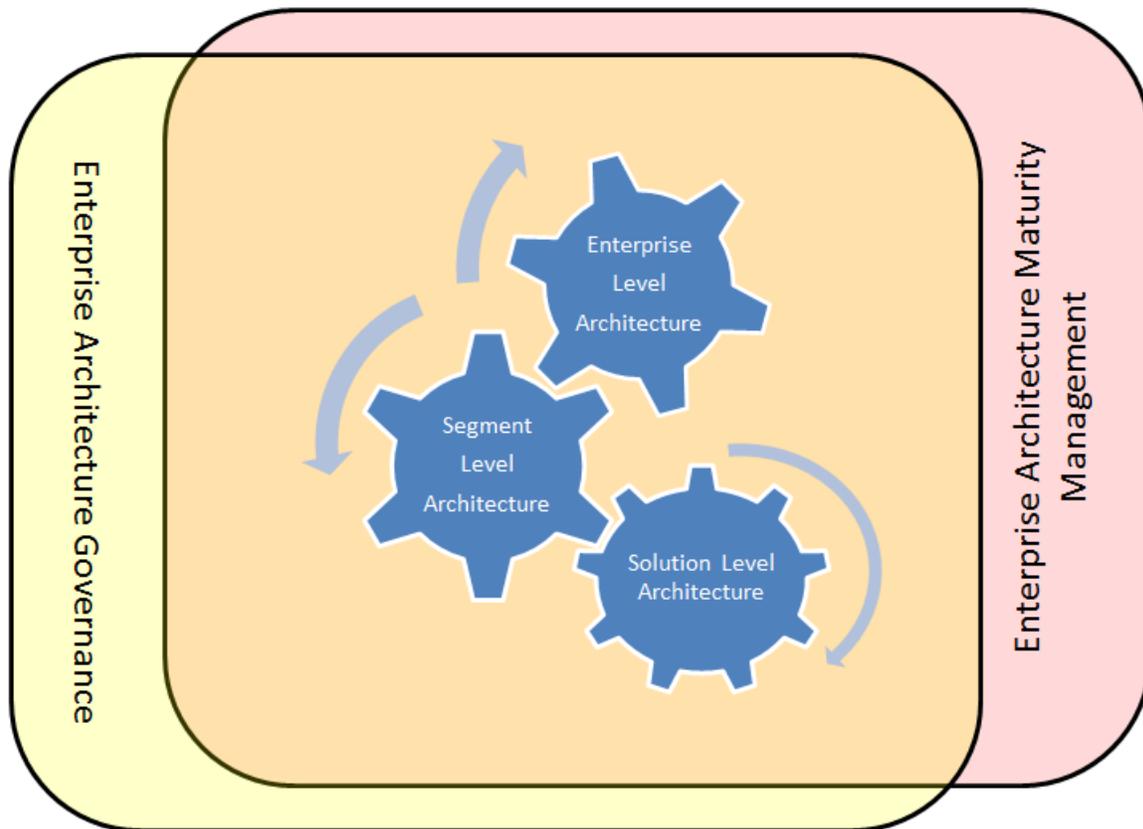
It strikes me, having written the list, how many of these folks are friends. Also, of those remaining, how many I wish I knew better. Surely I left some out, and I will have to edit them in. (If I did leave you out, it was probably simply my brain misfiring.)

Regardless, they thought the profound thoughts and I followed. I hope I was a good student. If you like what I have said, seek these folks out. I learned from them.

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1.2 THE FIVE ACTIVITIES OF ENTERPRISE ARCHITECTURE, APRIL 25, 2015

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Enterprise Architecture is pretty darned simple if you have a good model to explain it. Without a good model everyone starts arguing. In 1989 the Federal Enterprise Architecture Framework (FEAF) described a three-layer model that was pretty simple. In 2006 Burk at OMB described it even more clearly. Three layers—easy.

People talked about two other important activities, governance and process improvement of EA. I wrote a paper and added those a few years ago. Five activities—simple.

So for just a moment ignore those with partial views, axes to grind or strange garage-grown frameworks and let me explain the five simple activities of a complete enterprise architecture effort.

### ENTERPRISE LEVEL ARCHITECTURE

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The term enterprise refers to either a whole organization or some hard effort. Here we refer to the whole organization. This has nothing to do with coding information systems or other details, and everything to do with keeping an inventory of all the important features in the enterprise to be transformed and updating this based on plans. It also involves keeping a schedule (roadmap, transition plan) for efforts to change the enterprise. This level supports the portfolio management

efforts encompassing all transformational investments (programs, projects) in the enterprise—all of them.

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### SEGMENT LEVEL ARCHITECTURE

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A "Line of Business" can be a product line or a line of services or some mix. A "Segment" is either one of those or some other large internal effort used across a wide range of lines. The segment architecture describes things like the customers (or stakeholders), the value chain, the logistics chain, the distribution chain, the production line, etc. These usually correspond to a "Program" and so segment architecture usually supports "Program Management." Most importantly, this activity must propose the business cases for the improvements to be funded in the portfolio and implemented in real projects.

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### SOLUTION LEVEL ARCHITECTURE

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The solution is some system created to effect transformation. In changing the organization or the line of business, something must often be automated, centralized, decentralized, constructed, moved or otherwise revamped. The solution architecture describes how that is built, moved, changed etc. Each such thing is a system and a project to be completed.

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### ENTERPRISE ARCHITECTURE GOVERNANCE

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To make all this work you must have a governance structure to tie architecture with real implementation. Otherwise all the stray cats go their own way. You need at least three levels: to approve the portfolio decisions, to approve the business cases to change the segments, and to approve the changes in the solutions (systems).

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### ENTERPRISE ARCHITECTURE MATURITY MANAGEMENT

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All these things are processes. The organization needs some means to manage, standardize and improve these processes.

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### CONCLUSION

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The Five Activities Model is a simple way to understand enterprise architecture.

1.3 ENTERPRISE, SEGMENT, SOLUTION, JANUARY 14, 2015

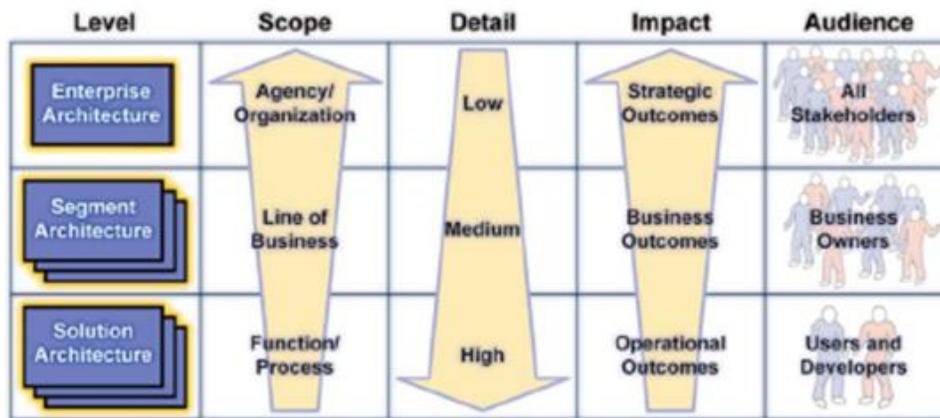


FIGURE 1 THREE LEVELS OF ARCHITECTURE FROM 2007 FEA PRACTICE GUIDANCE OF US GOVERNMENT OMB

This section will describe the basic differences in the three levels of architecture presented first in early material on the FEAF and FEA. The three levels were again described by Burk in the 2007 and 2008 FEA Practice Guidance. This model is extremely important in differentiating the types of work in architecture and minimizing redundancy of effort.

The descriptions here are based in part on my own understanding of architecture and experience. For other views, you might check FEA practice guidance, the early FEA documents on establishing enterprise architecture and FEAF v1.1.

I find that this old material is poorly understood outside DC. Even in DC, some practitioners have an inadequate understanding due to lack of education or training. Consequences of mashing the levels together with fuzzy thought processes include less effective architecture, reduced cost effectiveness, poor clarity, redundancy and excess work. Therefore, I find this material important to all practitioners.

**ENTERPRISE LEVEL**

As shown in the accompanying image, the enterprise level of architecture is intended to be shallow but broad. The intended scope is the entire enterprise—the complete agency, department, corporation or whatever you are charged with. It is focused on strategic outcomes based on strategic planning. The process of ensuring investments and architecture support strategy is called alignment.

The enterprise level of architecture supports the choice of transformation investments. In the Project Management Body of Knowledge (PMBOK) this activity is described as portfolio management, and in the US Government it is called Capital Planning and Investment Control (CPIC). Transformation expenditures in EA are treated as investments and are expected to produce a return on investment (ROI). Comparative management of investments ensures high ROI and controlled risk.

To minimize unneeded depth (detail) and maximize utility, simple inventories of the major elements of the enterprise are kept at the enterprise level (composition). Relationships between elements of the inventories are kept (structure) to understand the effects of change. By comparing the current enterprise to the target enterprise (the composition and structure after investments are applied), you can determine remaining gaps.

Other than inventory lists and their relationships, the main artifact at the enterprise level is the transition plan or roadmap, a schedule of initiation and completion of each investment leading to the target state. (One good practice is to include stage gates, color coded for systems development life cycle (SDLC) stages and initial operating capability/full operating capability (IOC/FOC) on the investment lines of this schedule.) Artifacts should not include the types listed for lower levels of architecture, as these would be redundant, unless a clear need exists.

Vision, standards, principles and other guidance are commonly produced at this level for consumption by the levels below.

For more on a minimalist approach to the enterprise level see:  
<https://www.linkedin.com/pulse/20140727145732-86002769-very-lean-enterprise-architecture?trk=mp-reader-card>

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### SEGMENT LEVEL

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The segment level of architecture is less broad and more detailed than the enterprise level. It is also wider and less deep than solution architecture. The segment level is focused on the operational mission and on operational plans. One primary purpose of this level is to produce the business plans that propose new transformation investments (to be reviewed and selected at higher levels). The segment level also introduces customer focus and ensures individual systems add value to the operations.

The segment level describes lines of business. This would include the products that compose a product line or the services that compose a line of services. It would also include the mix of products and services in a line of business.

The governance body that most often appears at this level is that which makes stage-gate review decisions, which oversees lower systems engineering and subsumed solution architecture. Some SDLC context is often applied.

Coverage might include the supply chain, the manufacturing line, the value chain, the distribution chain, markets and customers. Segment architecture is best when focused on the value delivered to the customer, or in government, the value delivered to the citizen.

Various operational diagrams are the main artifacts of segment architecture. The value chain diagram is of particular note. The key artifacts do not include redundant listed inventories of what exists in the enterprise nor roadmaps.

Three kinds of segments are often described. The first includes all the mission segments, a.k.a. the core business of the organization. The second category includes all support operations, such as human resources. The third includes any internal initiatives to provide a common resource to the organization, such as an enterprise service bus (ESB) in IT or a fleet of cars and trucks for non IT.

Each may have many component solutions implemented as projects, so the segment level can be said to correspond to the program level in the PMBOK.

For more on a customer focused approach to Segment Architecture see:

<https://www.linkedin.com/pulse/20140727163249-86002769-customer-centric-enterprise-architecture?trk=mp-reader-card>

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## SOLUTION LEVEL

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The solution level of architecture describes the particular detailed implementation plans of one project or investment. Often this may be produce by the contracted company implementing the plan, unlike the levels above. Only at this level is discussion of servers, virtual servers, programming languages and features (e.g. Struts, Hibernate) appropriate.

The governance body most often associated with this level of architecture is the CCB (configuration control board). Decisions supported by this level of architecture are considered tactical in the enterprise context.

A wide range of artifacts are possible at the solution level describing operations, business process, databases, software structure or service-oriented architecture (SOA) services, component applications, ESBs, and other such details of implementation. These artifacts should not be redundantly reproduced at higher levels. Higher level artifacts are commonly referenced.

Any solution exists within the context of improvement of a segment.

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## INTEGRATION

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In the enterprise repository the segment artifacts are commonly attached to the enterprise. The solution artifacts are attached to the segment in the EA repository as well. Segment artifacts are filed and kept together by some mechanism in the repository, as are solutions. Repository tools such as Troux Architect (tm) are designed to do precisely these things.

In a medium or large enterprise, different teams may produce different instances at different levels of architecture. The enterprise level is most often reserved for the employees of the enterprise. This solution level is often contracted out with the solution, producing innovation and other advantages. Guidance on these different levels helps to streamline these distributed efforts.

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## TERMINOLOGY

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In a loose sense all three levels are referred to as enterprise architecture. In a strict sense, only the enterprise level is included in that term.

I have written a paper connecting this 15-plus-year-old model with the two other most common activities, EA governance and EA internal practice maturity. You can find that here:

[http://www.unauthorizedprogress.com/images/EA\\_as\\_5\\_activities\\_2014.pdf](http://www.unauthorizedprogress.com/images/EA_as_5_activities_2014.pdf)

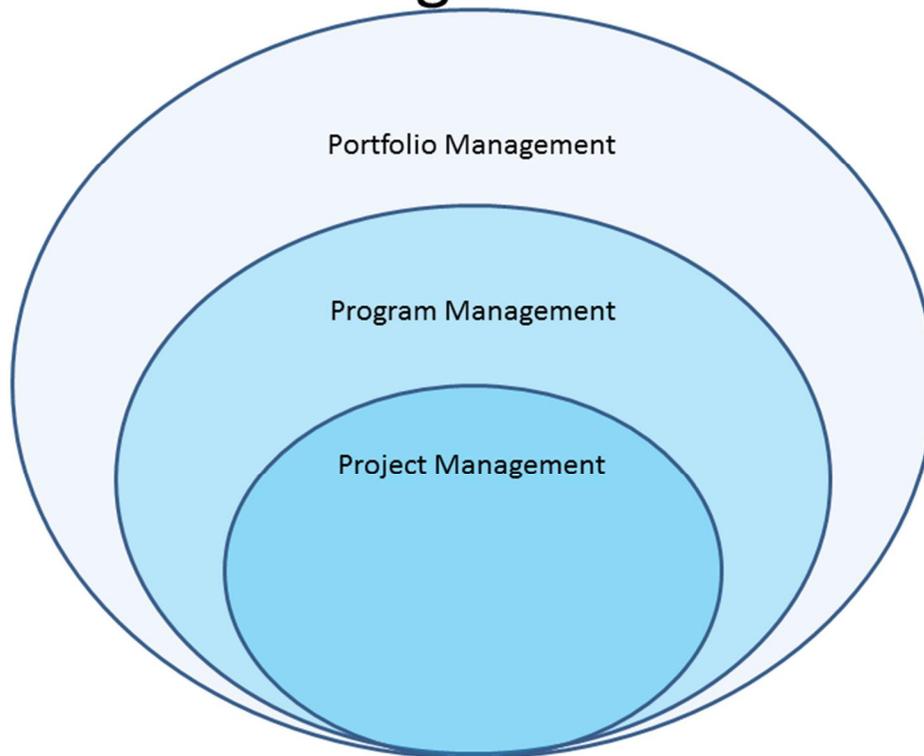
I hope this helps.

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1.4 CORRESPONDENCE TO MANAGEMENT ACTIVITIES, NEVER POSTED

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## PMI Management Levels



In the previous section, we saw the three levels of enterprise architecture described by Burk at OMB in 2006 and originally introduced in the early FEAF circa 1999. These have a direct correspondence to the three levels of management described by the Project Management Institute™ (PMI) that are the fundamental subject matter of the PMP™ certification.

### PORTFOLIO MANAGEMENT

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The portfolio management activity is described by PMI as responsible for business leadership, alignment, value orientation, program selection and portfolio adjustment. This corresponds closely to the enterprise architecture activities described in US OMB Circular A-130 and described by OMB/Burk in 2006.

### PROGRAM MANAGEMENT

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PMI describes the program management activity as providing business sponsorship, ownership of benefits, benefit streams, comprehensive ownership of the business system, and multiple projects. This corresponds well to descriptions of segment architecture and the improvement activities of a line of business.

## PROJECT MANAGEMENT

Project management is described by PMI as providing delivery of capabilities, budget and schedule. Solution architecture as commonly describes support those items. This includes descriptions by Burk at OMB.

## MERGING

Architecture Level	Scope	Detail	Impact	Audience	Customer Management Level
Enterprise Architecture	Corporation or Agency	Low	Strategic Outcomes	All Stakeholders	Portfolio Management
Segment Architecture	Line of Business	Medium	Business Outcomes	Business Owners	Program Management
Solution Architecture	Function or Process	High	Operational Outcomes	Users and Developers	Project Management

If we merge the information in the OMB table (previous section) with the PMI information, we get a table like the one above. It implies that the enterprise architecture activity supports the portfolio management activity and the portfolio manager. Further the segment architecture activity supports the program manager. Lastly the solution architecture activity supports the project manager.

While these are not absolute rules embedded in any law or policy, they seem to be important guidelines.

## MEASURING SUCCESS

Customer Management Level	Architecture Level	Scope	Detail	Outcome Measures
Portfolio Management	Enterprise Architecture	Corporation or Agency	Low	Strategic Goals & Objectives
Program Management	Segment Architecture	Line of Business	Medium	Organizational Performance Measures & KPIs
Project Management	Solution Architecture	Function or Process	High	MOPEs, MOPs and KPPs (INCOSE)

## The Business of Environment

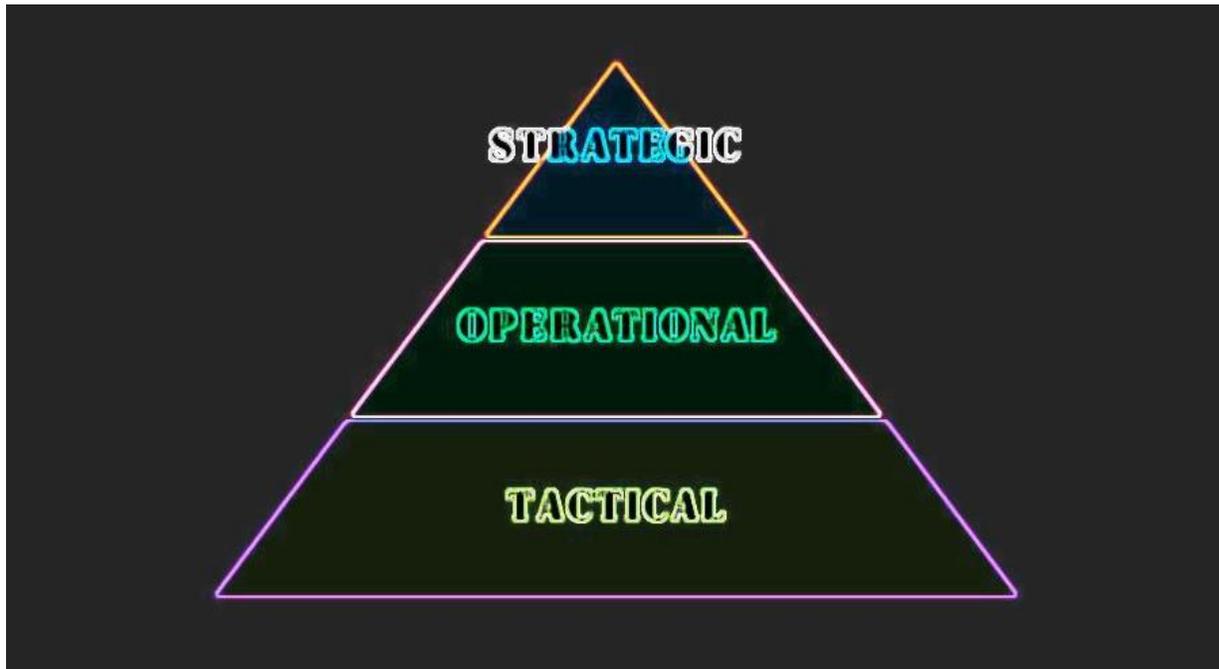
If we add common material on how success is measured to the appropriate levels, we get the table shown above. The correspondences here are rough, as there is overlap between the system engineering measures of the International Council on Systems Engineering (INCOSE) and the common business nomenclature of performance indicators and the Key Performance Indicator (KPI) versus the INCOSE Measure Of Effectiveness (MOE).

Ignoring the semantic overlap, there appears to be a hierarchy of measures that can be used to measure the success of management and architecture.

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1.5 STRATEGIC, OPERATIONAL AND TACTICAL THINKING, JULY 19, 2014

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Are you really a strategic thinker? Is your plan really strategy? Probably not, based on the predominance of mislabeled plans and concepts: Many use the word “strategic” as a synonym for “important.” While strategy is widely acknowledged to be important, the words are not synonymous. Those who misunderstand the term or who misuse it are unlikely to produce strategy.

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### STRATEGY

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Both time-frame and scope are associated with strategy. If it affects the entire organization and covers a period of years, it may be strategy. Examples of strategy include what markets you will compete in and which you will exit; what are your competitive advantages shared across the company; where you will invest in capacity and where you will divest; and the fundamental purpose (mission, goals) of your company or organization.

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### TACTICS

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Tactics involve point approaches to local problems or situations. Tactics may be reusable for a common problem or situation. Tactics are usually rapid compared to strategy and do not describe activities covering years before fruition. Examples of tactics are Standard Operating Procedures (SOPs) and choice of and purchases or acquisitions of services or products.

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### OPERATIONAL THINKING

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This lies between tactics and strategy, affecting perhaps an entire product line but not the organization or the business processes used repeatedly and changes to them. Examples may include new features or improved performance of a product or a single line of products among many.

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## MISUSE

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Now let's examine some common misuse of the term "strategy." A vendor wants you to have a "mobile strategy." This may well be strategic to the vendor, who sells mobile services or devices, but it is not about your market positioning, your markets, or your major investment areas. It is at best operational to you and perhaps tactical. Everyone is using this stuff; there is no competitive advantage

Six Sigma or Lean or Agile are said to be strategic and may provide competitive advantage. Adoption and implementation of these may rise to a strategic goal to provide competitive advantage, but once adopted these are operational issues.

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## STRATEGY FORMAT

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In the US Government it has become common to create recurring yearly strategies in the form of a list of broad goals, subdivided into concrete objectives, perhaps associated with some performance measures. Supporting policies are often not included (perhaps due to the complexity of their approval). Sequences of actions are left to operational plans. In commercial use a strategic plan may commonly include all three and are more often confined to a single issue.

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## CONCLUSION

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Perhaps the quickest way to indicate your strategic irrelevance is to improperly indicate your tactical advantage is strategy. Those trained in strategy can spot the difference. Try to use the terms correctly and you may be better respected by your audience. If you are a CxO or vendor, or anyone between, misuses of the term "strategy" will likely hurt you more than helping you.

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1.6 WHY DO ARCHITECTURE?, JULY 5, 2015

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I have left out one topic. I am remiss. This particular topic mystifies me, not the answer itself but all the controversy.

I started out my paid career as a technician. I would repair and maintain complex electronic systems designed by others, much of it past the end of its predicted product life. To do this I needed drawings, lists, matrices and documents which are the artifacts of engineering. Without these the complex and expensive systems I was charged to maintain would remain broken as I could not figure out what might be wrong; I could not troubleshoot.

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No manager was both so bold and so dim as to suggest that engineering documentation was not needed for my function.

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Later, I was an electronics design engineer and manager of engineering. I was charged with producing prototypes and their associated drawings, lists, matrices and documents. Without these the production engineering function would have nothing to optimize, and technicians no means to repair. The repair function slowly changed, as all electronics became commodity and broken items were wastefully thrown away.

Electronics design moved to the Pacific Rim and I left it behind. No matter how good I was, the exchange rate (Dollar to Yen etc.) became so unfavorable that they could hire multiple engineers there to replace one of me, and for the same money.

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Now managers sometimes spoke of outsourcing all design and the provider keeping the documentation.

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I began to work on system integration. I would design systems, do site surveys, and produce drawings, lists, matrices and documents. I was paid to do this. Without such documents the large complex systems we produced could not be implemented, fielded. We had to build them and make them work, then repair and maintain them. I had moved from single boards and units to entire groups of computers and peripherals as building blocks, but the artifacts of design remained the same.

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No manager responsible for design and fielding of such complex systems argued that the artifacts of design were not needed. But customers who had outsourced the function were sometimes uninterested in those artifacts.

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In the latest leg of my career I have managed the enterprise, often working for the customer. Here there are many large complex systems, which may be interconnected. Those involved in building and interconnecting such systems produce artifacts such as drawings, lists, matrices and documents, to manage the design, construction, fielding and maintenance of the systems and their interconnection. The customer is less interested in the artifacts, so long as the provider is doing the job.

---

Managers today routinely question the need for design artifacts regarding the enterprise.

---

So I can tell you these experiential facts and opinions from my career:

Opinion: Architecture and design are mostly synonymous, although some academic minds insist on slicing them apart via tiny nuance.

Fact (by observation): If you are directly responsible for designing, building, fielding and maintaining complex equipment or systems and competent in doing so, you will use drawings, lists, matrices and documents. You will not often question their use if you produce more than a prototype.

Fact (by observation): If you are a customer who has outsourced these functions you will not care as much. So long as the provider has done their job you may not care at all.

Fact (by observation): At some point in the lifecycle of complex equipment or systems you will need to upgrade, modify, maintain or otherwise change them. If they are sufficiently complex, and the original designers have long gone, you will suddenly realize that you need those artifacts (drawings, lists, matrices and documents). You will be unable to meet customer needs without them, and you will be out of business with your present technology. On that day you will become aware that you needed architecture or design documentation.

## The Business of Environment

Fact (by observation): This can all be mitigated if you intentionally plan to throw away all you have and start from scratch every few years. (Zachman refers to this as "scrap and rework".)

Zachman identifies two key factors: Complexity and Change. As complexity increases, scribbling notes on whiteboards and post-it notes will fail as engineering methods. When change occurs you will be unable to use your documentation to manage it. This is true regardless of scale.

Complexity arises from producing systems and equipment to aid in achieving complex goals and objectives, BTW. You produce sophisticated tools to support sophisticated use. Excellence, quality, or cost-effectiveness requires some sophistication.

So, as a manager of a complex system or equipment you may have a short-term view and expect to move on before the disaster strikes. You may then argue against engineering documentation, as it is an expense for an item you will not require before transferring the obligation elsewhere. It will not be needed if all your technology and its configuration is commodity to be thrown away repeatedly.

You do architecture or design of an item not for its own sake. You do it so that the item, be it process or box, supports effort to produce product or service. That way you make money, for example. You initially produce it so that it exists at all, then later so it is better. You will stay ahead of competition that way. You want to produce that process or service with lower cost, higher quality, or higher throughput. These are outcomes, to produce the product or service with higher throughput, quality or lower cost. To simply produce, it is a capability.

If you are the customer, buying the product or service, you may discard the documentation as if it were a microwave oven or dishwasher in your home. You will assume the manufacturer has a copy. However if it was custom built for you, they may not keep your documentation. If you fire the first vendor, the second vendor will need the documentation. If your enterprise falls apart after the last person in charge has left, the new person may also desire documentation. If the mission or market changes, you will want the documentation. When you cannot serve the mission or the customer any more with the undocumented mess that has been left behind, you will realize you need the documentation.

If you do not believe these drawings, lists, matrices and documents are required for your large and very complex project, system, equipment or enterprise then I request you do one of the following:

Go work for my company's competitors or hostile nations and apply your views there;

Get out of the way of those doing required work, even if you do not understand it, as your presence is not constructive;

Stick around long enough to take responsibility for your lack of foresight;

Take up used-car sales or tele-evangelism, go far away and quit playing with managing technology before you damage something.

# Architecture and Management

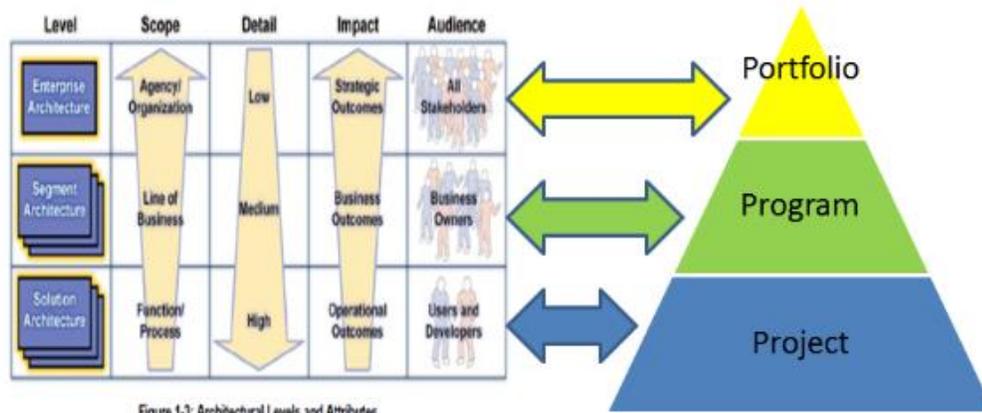


Figure 1-3: Architectural Levels and Attributes

Have you heard the story of the Emperor of China asking the great sage Lao Tzu to explain all the secrets of the universe, while the emperor stood on one foot? An impatient and impetuous young emperor thinking it was all that simple is the point of the story. I was recently asked how to implement architecture in a huge contract gone roudge, with many systems thrown together at the last minute to meet deadlines. They seemed to want a simple formula.

Let's assume you have no architecture practice, which is probably untrue and people are probably building architecture in little dark corners because they have to, but let our assumption stand. In my mind, the first step to introducing architecture to your organization is to understand that there is not one architecture. I have listed elsewhere the five activities within enterprise architecture, and so near as I can tell they have different purposes and processes, and implementing each is different.

## ENTERPRISE LEVEL ARCHITECTURE

The enterprise level architecture practice supports portfolio management of transformation investments, it has a yearly cycle, following the budget. Its main risk is "boiling the ocean" or trying to do too much architecture centrally. Burk described this level as most strategic, broad but shallow.

Here the term "enterprise" is specifically applied to the whole organization. I am not using the broad meaning, all of this stuff, at all levels, as that would not aid description.

Oddly the startup of this level may be easiest to describe. Rob Thomas II and company described this well for the Federal Government in a good document: [A PRACTICAL GUIDE TO FEDERAL ENTERPRISE ARCHITECTURE](#). Read that.

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## SEGMENT (LINE OF BUSINESS) LEVEL ARCHITECTURE

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Someone must first divide the enterprise into lines of business, and cross-cutting efforts. This must be done at the enterprise level, and everyone must agree to the divisions. Then you can kick off each one of these efforts, associated with an overall transformation program for each.

The segment or LOB architecture serves the program. A clear, 1 to 1 relationship is best. To do this well I suggest you ignore the FSAM and DSAM of the US Federal Government and instead look to the "Mission Architecture" or "operational architecture" efforts of DoD in DODAF. They do this well. [An example here](#).

Segment or LOB architecture effort should produce business cases proposing needed operational improvements. This level of architecture has moderate breadth, and moderate depth. As for how to proceed, the [FSAM](#), the [DSAM](#) and [DoDAF](#) all have processes for that. There will be one to many segments in an organization.

---

## SYSTEM OR SOLUTION LEVEL

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Systems are oddly problematic, and you have to choose boundaries. Once you do you can define them through architecture. This kind of architecture serves a project intended to construct the system and make it operational. The architecture then supports maintenance and operations. There may be many systems in a segment or LOB. Not all may need the same level of architectural documentation.

How do you proceed? First get an [SDLC](#) or equivalent like [PMBOK](#) or the [TOGAF ADM](#) (first used in TAFIM years ago to describe system construction). Then follow that. Stop by [INCOSE](#) in your search.

---

## ARCHITECTURE GOVERNANCE

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To institute architecture governance is a bit tricky. It must fit into your corporate governance, or customer governance. The main problem in this is reigning in runaway governance, as everybody wants the power to control something. Go for simplicity. The governance glues the levels above together. Have a look at [my post here](#) for a minimalist viewpoint. Here is a guy with a [5 point approach](#). You can find advice all over the web, but try the early FEA documents to understand how to get started related to architecture.

Starting the architecture above and the governance that uses it is a "chicken and egg" problem. Start somewhere and keep moving. Do not wait for all conditions to be perfect.

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## MATURITY MANAGEMENT

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How do you institute process improvement of architecture itself? You need an independent process. Look [here](#) for some guidance. There will be audits, self-assessments, analyses, and

process improvement. (You can do it yearly in the lull between budget cycle support at the enterprise level.)

---

## GENERAL RULES

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Here are some general rules:

Architecture is lists, matrices, drawings, documents. Do lists first, documents last to the extent you can.

FEAF v1 points out that in architecture business drives data drives systems drives technology and infrastructure. The original NIST model puts middleware and data exchange between business and systems, and databases between systems and platform. Follow advice like this as to what precedes what.

Zachman often says don't do all the architecture for everything, do it as needed. Do that.

Do architecture at the lowest level that makes sense. The upper levels drive the lower, but are more shallow. The upper levels only become more shallow at the top by doing architecture at the lowest level reasonable.

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## STAFFING

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At the enterprise level the basic FEAF v1 team has about 6 persons. You have 1 for the inventory of business functions (top level processes), another for the list of data assets, another for the list of systems, another for the standards and approved products, a performance architect and a chief. Tiny organizations may need less. You can hit ten if you do some other sophisticated things, like governance and maturity management and performance management. If you need far more than that you may be "boiling the ocean".

At the segment or LOB level you will have a large team at first, and then less later. This can be 20+ people to describe the architecture in terms of production line, supply chain, distribution chain, value chain, product mix and more. Choose what you need but do not skimp on the initial staffing. The ROI is high here, and this affects your core businesses.

A system can often have one architect. Several systems may share one. Large database centered enterprise software may have 2 or 3 (system, software, database). Unless you have a system of systems, or SOA environment, or some such more is not advisable; and if you do have SOA or ESB or SOS it is probably a segment and you screwed up the system boundaries. (All the ESB, EAI, ETL, data-warehouse and DataMart efforts are best mixed into a single program for several reasons.)

Somewhere, above all this effort, you need a chief architect or chief systems engineer to sort it out-maybe both. Don't skimp on this guy.

If you have all these folks and more and nothing is getting done, the organization and scopes and authorities are not clear. It's a management problem, not an architecture problem. Fix it.

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## CONCLUSION

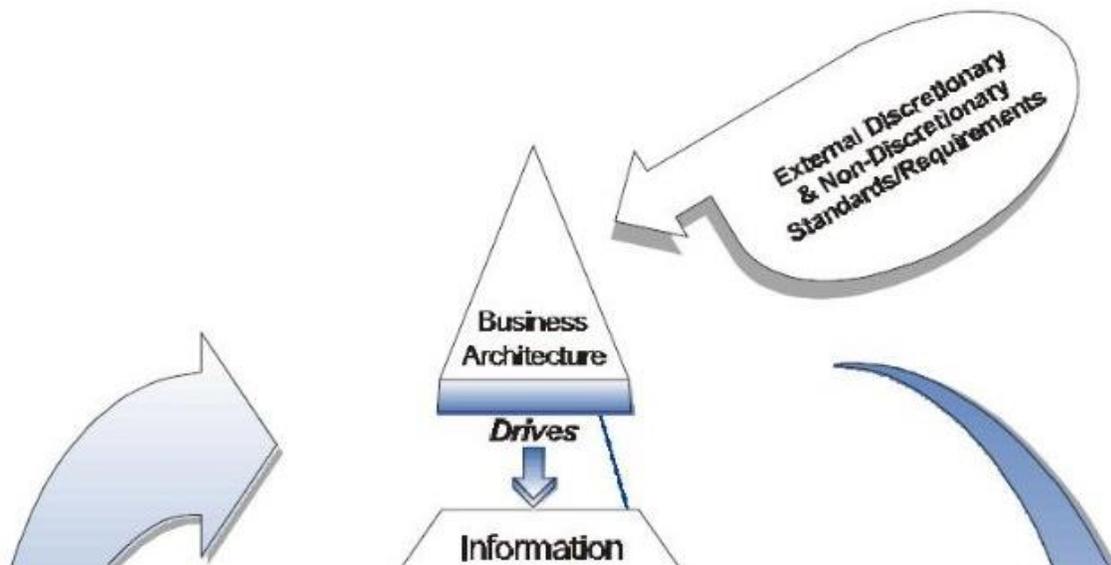
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Initiating an architecture practice in your organization is not a single, simple formula.

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1.8 EA, BA, DA, CARTS AND HORSES, JUNE 28, 2015

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Recently I saw a presentation from a BPM guru that completely mischaracterized EA as IT only architecture. The ignorant presenter was also not aware that Business Architecture is a component of Enterprise Architecture. This rendered the presentation worthless.

I have seen Business Architecture create a body of knowledge emphasizing such misinformation, and organizations elevating business architecture outside of Enterprise Architecture. Such a huge step backwards will not create a seamless application of technology to the mission, or in support of strategy.

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Separating BA from EA is not constructive to the management of either technology or modern business.

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Data Architecture has also been oft promoted to outside of Enterprise Architecture. This also rewrites history, and works against a unified architecture.

The value of architecture will not be achieved by attempts to split it in to fiefdoms. Holism is key. Examples of splitting out this and that component and giving it dominant political power or supremacy over EA holism are also examples of bad management.

If you want real results, keep the components of Enterprise Architecture in their context and relative position within it. The relationship was described in the first EA document (NIST SP 500-167), and in the early FEAF, and is implicit in DODAF, etc. Do not mistake political power grabs with effective management or effective architecture.

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1.9 ACHIEVING SUCCESS, APRIL 12, 2015

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Success is one of those words that loses meaning without a context. People argue endlessly regarding what success means, and it is meaningless without the key. This post is for younger folks and anyone else who do not have that key.

I don't want to string you along: There is no success without a goal. When you achieve your goal you have success. There, the mystery is gone. You can look at me, and plenty of old guys, and say "he is no billionaire, he is not successful". Hey, that was not my goal. If that is your goal, the same approach will work. Go for it.

To make your life successful, follow the same advice that generations in the past have followed. Here it is: use the planning cycle. It's not obsolete. It's not irrelevant because our time is full of chaos and turmoil. It's not optional. It's not a peripheral part of the life of the driven and successful. It is a core activity if you want to succeed.

Let me describe the cycle you use for success:

- Set (or adjust) a goal or goals. Pick carefully. You are going to achieve these if you pick obtainable goals, and you need to appreciate them once you have attained them. These goals must reflect who you are, your values, what has meaning to you- as they will be all that for you in the end.
- Make plans. Include contingencies, risk mitigations. The harder the goal the better the plan must be. Make plans that are real, concrete, and attainable. Do not be timid. Be objective.
- Execute the plan. Be brave. Stick to it. Never give up. Work hard. Ignore distractions.

## The Business of Environment

- Evaluate and consolidate. Check where you are versus your goals. Evaluate the effectiveness of your plan. Be brutally honest. Be factual. Then go back to the top.

Pick something like a yearly schedule for the cycle. There are other descriptions of the cycle, most are fine. Now go do it.

Here is the hard part of this advice: Others who have done this tell me that there are very few things in life more important to your success. They say learning to read well, study, write well and speak well may be such a thing, but it can be achieved by this cycle. They tell me you can be tall or short, red or green, LGBT or straight, woman or man, Catholic or agnostic, born poor or born rich, big or small, ugly or good looking, and this approach will work anyway. So do not whine and complain about whatever disadvantage life has given you, we all have disadvantages and things to overcome. Shut up and get moving. Stop waiting for someone else to fix your life, it's yours to fix by achieving goals. If someone does help you, be grateful but do not expect it or rely on it.

Some may have achieved more this way, some a bit less perhaps, but still they achieved success. This advice works for almost anyone, as well as for companies and government organizations. It applies to whole countries and civilizations. If you have no goals you are unlikely to achieve them. If you do, you have a good chance.

SECTION 2: GETTING A JOB IN ENTERPRISE ARCHITECTURE

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So you want a job in enterprise architecture? How do you measure yourself? How should others measure you? What barriers are there to getting work? Read this section.

Questions for Section 2:

1. What is the enterprise architecture career development path? Where does it end? Where does it begin?
2. How do you become an enterprise architect?
3. Is commercial enterprise architecture like US Government enterprise architecture? How do you think they might differ?
4. Is there a shortage of enterprise architects? Why? Should they be obtained by visas? Why or why not?

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2.1 HOW TO BECOME AN ENTERPRISE ARCHITECT, NOVEMBER 13, 2015

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Many people ask how to become an enterprise architect. Here is my advice. I am going to tell you to do what I did. It worked.

Do not go into this field for money. You must possess the innate skills to be an architect. We are a collaborative lot, and work together, so you need not possess every skill- but you must have enough of them. If your mind is not naturally a wiring diagram for the universe, you may be happier doing something else. If your head works that way already, you are already an fledgling architect and you need to become a good one. This is a hard field to enter, and hard to perform, and may not be worth the trouble for you unless you have the "right stuff".

Do not try to become an enterprise architect right out of college after your BS. If you do you will become a modeler, not an architect. You will not have the experience and depth to guide architecture. You may get stuck there forever, many do. As far as I can tell a BS degree in EA makes you no more useful than a doorstep.

Learn one of the component architecture disciplines first: business architecture, data architecture, application architecture, network architecture, security architecture. (I learned several, nearly all of them. Overkill. Avoid that mistake.)

Learn an EA framework to allow you to work with the other architecture disciplines. EA is about working across these other component architecture disciplines. When you can work with other architecture disciplines you are near to being an enterprise architect. Get certified.

Learn the fundamentals and the background material for EA. Knowing a framework does not make you an architect. This is not optional, despite so many not knowing enough. Don't be a wannabe.

## The Business of Environment

Apprentice yourself. Work under a successful architect for a few years. Maybe try more than one. I did not have this advantage, but I knew many of the founders of EA and could talk with them and watch them. I did that. When you hit 10,000 hours (not all working hours but just those spent on EA) you will be an expert by the normal yardstick. Others will begin to recognize you.

Get a Masters Degree in EA. They now exist. (Do not get a Bachelor's degree in EA- get it in one of the component architectures).

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### GET CERTIFIED

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Another common question is which certification is best? My answer is to go to FEAC Institute for certification. I did. Here is why:

- Some certifications, like TOGAF, are one week long. After your 1 week, are you an architect? I think not. Even TOG (The Open Group) has another process to be recognized as an architect.
- FEAC has a green belt certification (only two weeks) and a black belt certification (2.5 months). Get the black belt certification. It includes extensive practicum.
- FEAC classes are graduate level college courses. You can get credit for them I did. (from Cal State).
- You can use your FEAC courses towards an EA degree at National University. I did.
- FEAC is in the DC Metro area, the world hub for EA practice.
- FEAC can teach you FEAF, TOGAF, DODAF, and the Zachman Ontology- all the major frameworks. Other certifications focus on home-grown nonsense.
- The instructors are famous EA experts.
- Zachman owns it now- making it a world leader for that reason alone.
- Honorable mention goes to the EA certification classes from "The Graduate School", also in DC. Also check out the certification efforts run by Kathie Sowell.

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### GET A DEGREE

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Sometimes people ask which Master's Degree in EA is best. I graduated from NU, and it is a fine program. It has these advantages:

- The best programs combine business management and technology, both. If you know one they teach you the other (a famous Aussie program is this way). NU is a management degree with EA concentration- dead on target.
- Many lesser programs teach EA as an outgrowth of computer science. This produces some graduates who think at a tactical level, and are technology centric. NU avoids that.
- NU incorporates the FEAC classes. These are the world's best.
- The NU program is one of the oldest in the USA, most of the kinks have been worked out.
- The USA and Australia have the best degrees in EA. Next best are the UK and Germany. Get one there. Skip backwaters like Singapore or India who are playing catch-up.
- One course in an MS does not make it an EA degree. Two do not either. Many offer that- but it is not an EA degree. The NU degree has 5 courses directly in EA, and the rest in relevant management areas.

Another equally as good as NU is the EA degree from National Defense University. You can only get in there if you are military. The Penn State program is OK, it is run by continuing education, and the folks who run it are great. I have no information on the Kent State program. The others.....meh.

Don't get confused between a certificate and a degree. Several more institutions offer only a certificate, just a few courses (3 to 5). (I have taken 10 graduate level courses directly in EA, for your reference, and another 8 in management for the MS.) A certificate may not be enough for full credibility, unless you have another Masters sitting around.. A certificate is not a certification, but they are in the same ballpark in terms of professional credibility.

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### GET A DOCTORATE

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Ultimately you might choose to get a doctorate and share your expertise by teaching others. You might add to EA research in your thesis. This is beyond my present accomplishments.

Unfortunately no university offers a doctorate directly in enterprise architecture. You will be forced to choose between closely related areas, such as technology management, engineering management, or systems engineering.

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### CONCLUSION

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That is my advice. It is only my opinion. You kept asking.

1. Start out in a component discipline (You are an architect);
2. Apprentice under a successful enterprise architect and learn the background (You are now an enterprise architect);
3. Get certified at FEAC (You are now a certified enterprise architect);
4. Get the graduate degree from NU or NDU. (Down under try Griffith, I think. Now you are the real deal, fully qualified.)
5. Ultimately you might get a doctorate and advance the profession through research, or teach. This is slightly beyond what I have done so far. There are plenty of academics in this field without adequate experience and they struggle, so get the experience first.

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## 2.2 KNOW YOUR MARKET VALUE, MAY 16, 2015

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<The image is a partial screenshot from [Indeed.Com](#) salary search feature, which is very useful.>

Every employee should know their current market worth. For enterprise architecture this can be tough. Most salary sites cannot tell the difference between an enterprise architect and a solution architect. Some cannot differentiate architecture from Java programming. Some mangle the terms and could care less.

I use two sites. [Indeed salary search](#) will tell you, for any keywords, in any region, what the last few equivalent people were hired at.

At this site you can see how architecture jobs vary in pay with changes in terminology. This can be a game if you have done a wide variety of this stuff. Suppose I take down the Java, C#, C++, virtualization and big-dataish books from my shelf and brush up on those. I am now worth \$30K more as a solution architect. (Yes recruiter, you can pay \$30K and more to mash programmer and sysadmin job descriptions into architecture. The squirrels get more purple and the money more green.) The EA market is down, the Solution Architect market is up. Some few recruiters can look at my resume and understand that I have done both- but most can't. Position thyself. Choose thy label.

The other site, for those of us with both management and EA credentials is [Salary.Com](#). They track salary for the "Enterprise Architecture Director". You can enter your education, zip code and other pertinent data to get an estimate. It can be a bit low for very senior people.

Recently the US Federal Government smashed senior contractor pay, in a set of moves that seem to violate the FAR and anti-age-discrimination- but there it is. As the Federal contractor market turns back up, it is important to track if you are being paid enough. These are how to do that. Good luck.

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2.3 ENTERPRISE ARCHITECTURE CREDENTIALS, JANUARY 24, 2015

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Are you hiring an enterprise architect? What credentials should an enterprise architect have? What could they have?

### DEGREES

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There are only a few available degrees in enterprise architecture in the USA. A degree in computer science or an MBA is not an EA credential. Here is a list of the programs I know of.

- National University offers a Masters of Science in Engineering Management specializing in Enterprise Architecture. This is the oldest program in the USA.

***<http://www.nu.edu/OurPrograms/SchoolOfEngineeringAndTechnology/AppliedEngineering/Specializations/Specialization-Enterprise-Architecture.html>***

- The Carnegie Mellon Institute for Software Research has issued graduate level certificates in enterprise architecture in the past. The status of this program is unclear.

<http://www.isri.cmu.edu/>

Penn State offers a Master of Professional Studies in Enterprise Architecture.

[http://www.worldcampus.psu.edu/degrees-and-certificates/enterprise-architecture-masters/overview?cid=GOO40496&gclid=CjwKEAiAoo2mBRD20fvvlojj5jsSJABMSc7jc4S456cAZpkwDKgnlGoECfM2j-DQLnUAPOCzwpd91xoCQ47w\\_wcB](http://www.worldcampus.psu.edu/degrees-and-certificates/enterprise-architecture-masters/overview?cid=GOO40496&gclid=CjwKEAiAoo2mBRD20fvvlojj5jsSJABMSc7jc4S456cAZpkwDKgnlGoECfM2j-DQLnUAPOCzwpd91xoCQ47w_wcB)

- Kent State offers a Master of Digital Sciences (Enterprise Architecture Concentration) and a Graduate Certificate in Enterprise Architecture.

<https://www2.kent.edu/dsci/enterprisearchitecture/>

- The USA Graduate School (formerly USDA Graduate School) has Certificate of Accomplishment in Enterprise Architecture.

[http://graduateschool.edu/index.php?option=com\\_content&task=view&id=84&Itemid=205](http://graduateschool.edu/index.php?option=com_content&task=view&id=84&Itemid=205)

- California State University has, in the past, offered graduate certificates in enterprise architecture. The status of this program is unclear.
- Stevens Institute offers a Graduate Certificate in Enterprise Architecture and Governance:

<https://www.stevens.edu/sse/academics/graduate/certificates>

- Please contact me with any other certificates or degrees in EA in the USA.

## CERTIFICATION

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Other than education, there are several enterprise architecture certification training programs in the USA. I will mention a few of the more important.

- FEAC Institute: FEAC Black Belt certification takes 2.5 months and is the equivalent of 16 credit hours. Green belt certification is only a few weeks. You can take it for credit.
- Zachman International: This is certification in the oldest framework.
- EACOE: These folks have an active and respected program but use a non-standard framework as the basis.
- TOGAF Certification: There are dozens of vendors offering this. It includes a one week course and a short test. This is the lightweight of certifications in EA. (Note: I have had requests to remove TOGAF saying it is solution architecture, and separately that it is too short to be credible.)
- I sometimes refer to Kathie Sowell as "the mother of DODAF". She ran the program at MITRE that created it. She has a certification program here:

<http://www.sowelleac.com/>

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## EXPERIENCE

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If you are one of the founders of EA, or someone who was doing this before there were degrees and credentials, you may not need any of the credentials above. I would say experience before 2000 qualifies you for this.

Otherwise any good candidate should probably have one of the credentials above, In addition to experience.

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## CONCLUSION

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There are so many persons claiming to be qualified enterprise architects it is difficult to sort them out. A great many are simply just not qualified. I mean a truly large number. Unless they have one of these kinds of qualification, some 3rd party verification that the candidate knows something about EA, I would be skeptical.

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## NOTE

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There are many ways to botch EA. A good number of these are out of the control of the architect. Success is not always possible as you envisioned it unless the environment supports it, and you might have to modify your goals or your plan.

<https://www.linkedin.com/pulse/20140921200744-86002769-10-ways-to-botch-ea?trk=mp-reader-card>

But on the other hand, here is how to achieve success:

<https://www.linkedin.com/pulse/achieving-success-matthew-kern-msea-cea-pmp-itol-cissp-issap?trk=mp-reader-card>

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2.4 MBA DEGREE VS EA DEGREE, FEBRUARY 28, 2015

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I just saw yet another article on how valuable the MBA degree is. I say "Show me the money".

Above I have provided a salary search from Indeed, in the local area, for your garden variety enterprise architect vs the typical MBA. This is a direct comparison of salaries over time for the period in my local neighborhood here.

<http://www.indeed.com/salary?q1=enterprise+architect&l1=22043&q2=MBA&l2=22043&tm=1>

Go get an Enterprise Architecture degree or certification. I'm not saying you can learn more about business that way, just that what the enterprise architect knows is more valuable. See the proof above.

### Example EA Degree

I have one of those rare enterprise architecture degrees. National University has one of the oldest enterprise architecture degrees. It is a hybrid degree in several ways. The title is "Masters in Engineering Management with specialization in Enterprise Architecture". Non-engineers are admitted to the degree if they take a few extra courses to catch up. The required portion of the degree is a set of courses that are mostly identical to MBA courses. (The ones with an asterisk \* commonly recur in MBA programs.)

- Engineering Management Concepts (ENM 601)
- Risk, Contracts, and Legal Issues (ENM 602) \*
- Skills Management (PME 602) \*
- Quality Management (ENM 604) \*
- Global Trends in Technology (TMG 610)
- Operation Management (ENM 603) \*
- Project Management Principles (ENM 601) \*

## The Business of Environment

- Capstone I (Thesis) (ENM 607a)
- Capstone II (Thesis) (ENM 607b)

The degree focuses on international, multicultural, distributed team efforts in multiple time zones. Any assignment that is not another paper is an international team exercise.

### MISSING

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The other half of the curriculum is one of the FEAC Institute Black Belt Enterprise Architecture sets. What is missing (I compared vs Harvard)?

- Marketing- as an engineer this is unlikely to be your focus anyway. No great loss.
- Leadership- many of the students are prior military, and this is redundant for them. No great loss.
- Entrepreneurship- as an engineer this is who you are anyway. The course is partially superfluous.
- Finance, finance, corporate controls and more finance... hey this is part of enterprise architecture governance anyway in FEAF, less so in DODAF.

What do I find missing from the NU degree vs. an MBA? Not much. I have those other areas covered anyway, myself; to the degree I need them.

### THE EA ADVANTAGE

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Most EA degrees mix business and technology management (though this is widely misunderstood). What the MBA does not get in comparison is structured analysis of business/operations, solutions, data, infrastructure and a focus on organizational transformation. That is important material.

### CONCLUSION

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I have no problem comparing the value of an EA degree vs and MBA degree. However the chart is for the average EA, with no degree, and still the pay is greater on average. An enterprise architect can transform your organization, an MBA maybe.

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2.5 SENIOR AIN'T WHAT IT USED TO BE, FEBRUARY 22, 2015

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The title **Senior Engineer** now seems to mean a minimum of 5 years' experience. It was 10 years minimum of experience not so many years ago.

Why do you think that happened? Is it because Gen-X and Gen-Y are so much smarter than the boomers and the generations before? SAT scores don't tell us that. Neither do engineering tests. Recruiters tell me it is a recruiting inducement. I suppose it feeds the young candidate's hubris. They really think they are senior engineer material at 5 years.

You can substitute "senior programmer", or "senior analyst" or "senior manager". 'Same problem.

10,000 hours makes an expert according to some. That's 5 years. An engineer is an expert. A senior one is an expert with some judgement, some wisdom. Senior at 5 years barely leaves room for the titles junior and associate, or the plain old journeyman usually without a modifier on the front like "engineer". Five years minimum used to be just plain "engineer" or "programmer". The "associate" level still means hot out of college, mostly.

Many say that technology is moving so fast that you don't learn anything after 5 years. I learned things after 5 years. Maybe later generations just stop learning after 5, but I doubt that.

The title Principal Engineer meant a minimum of 15 years in most places. Now it sometimes hits as low as 10. The workforce is aging, not retiring. We may need some new terms at the top of the scale. Some of this compression might have to reverse.

Here is an example at an engineering shop that did not change much with market pressure to flatter younger folks. I just found it by accident.

[https://www.jlab.org/div\\_dept/admin/HR/matrices/engineer\\_matrix.pdf](https://www.jlab.org/div_dept/admin/HR/matrices/engineer_matrix.pdf)

What do you call someone with 20 years of experience? That used to be Chief. Chief Scientist, Chief Engineer, Chief Analyst, Chief Programmer. Sometimes they had Fellow programs. Don't forget the "technical director". Of course most never made that, regardless of the years of experience. They hit a limit, or more likely stopped to play with the kids and enjoy the wife at the beach house. Its hard work to keep going.

As for myself... I hit Principal Engineer about '92. After that I went out and got myself a Chief Scientist gig- mostly marketing support, BD. Now many consider me among those itinerant experts. I am not ready to retire, I still have well over a decade, and I am still learning like mad. I may not ever retire. I am far from alone. Somebody give us a standard title please. Show some respect HR profession. We are all that deep technical expertise that you keep looking for, and say you cannot find. You just don't want to pay us much, and would prefer to get less skilled less educated less experienced people on the cheap using visas. We know the score.

Make room technology employers. We older workers are not going anywhere. There is an army of us less than fully employed, fully trained, more capable than anyone you have, and your visa cheating and outsourcing are coming to an end. There is even a law against age discrimination now. Do something NOT sleazy this time, as a group.

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## 2.6 CHIEF TECHNOLOGY OFFICER VS CHIEF ENTERPRISE ARCHITECT, SEPTEMBER 27, 2014

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How do the roles of Chief Enterprise Architect (CEA) and Chief Technology Officer compare? This is a question that has had some discussion recently.

### OVERLAPPING RESPONSIBILITIES

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There are many responsibilities or duties that are described as part of both roles. These include:

- Assure implementation of business strategy via technology.
- Produce, or act as primary contributor to, technology strategy and policy.
- Implement technology strategy and policy.
- Produce technology future state vision.
- Ensure creation of IT security architectures and plans.
- Track and respond to technology drivers and business drivers.
- Evangelize or communicate the technology strategy and architecture.
- Evaluate technologies for use, manage list of approved technologies.
- Establish technology controls and processes.
- Establish technology standards.
- Establish technology testing & quality processes

- Establish technology deployment processes.
- Inventory as-is technology.
- Identify to-be technology architecture.
- Produce road-map or transition plan from as-is to to-be technology.
- Oversee management of data architecture and standards.
- Oversee management of infrastructure architecture and standards.
- Oversee management of application architecture and standards.
- Oversee technological aspects of business transformation and improvement.
- Establish overall technical direction for the organization.
- Establish technology gaps and direct R&D.

That is a fairly long list of commonalities for a job description.

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### TRAINING & EDUCATION

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Both positions commonly require a degree in a related technical discipline (electrical engineering, computer science, or management information systems) and extensive credentials in technology management. Note: in academic circles enterprise architecture is often categorized as technology management, and specific degrees in this are becoming more popular.

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### DIFFERENCES

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The main difference between these positions is that one commonly reports to the CIO, and the other to the CEO. However there are many who advocate that the Chief Enterprise Architect should report to the CEO, and that the CIO is and should be mainly focused on help desk, seat management and similar duties.

Differences involving the CTO performing vendor management and intellectual property management are sometimes identified.

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### CONCLUSION

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Perhaps these roles are merging. At a minimum we can probably say that the proper education, training and experience for a CTO involve enterprise architecture. One might say that enterprise architecture is uniquely positioned as the background for a CTO. Merging the CEA role into the CTO would address a common complaint that the CEA should report to the CEO.

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2.7 SPOTTING BAD EMPLOYERS, JULY 20, 2015

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There are many posts on the Internet for spotting poor employees. Fewer describe spotting bad companies to work for. This is a shame, as lousy companies are a far bigger problem than poor employees. Employees are usually trying to do a good job and get paid (see Taylorism) but companies are often trying to make money in any way possible. After 30 years in this business I have just recently found a few of these iffy companies, and my penance for such stupidity is to warn all of you.

Here is my top ten list of how to spot lousy companies:

- **Company does not value you for your existing skills and accomplishments:** They speak of other skills, or keep trying to get you to do things outside your expertise, despite having recently hired you for your present skills and expertise. They diminish or downplay your current skills and past accomplishments. Suddenly they need something else. Some companies will even actively seek to discredit or dishearten all employees to make them feel lucky to have any job and stop complaining about conditions. Find a company that values you.
- **Company refuses to deliver what is due:** Policy states you get A but the company will only give you B. You cannot have A. Other people get A, but not you. Getting A sometimes depends on an unpublished super-secret list of requirements. You perhaps do not possess the "cool kid" card, required skin color, or other hidden criteria. Failure to pay on sales agreements is a legendary and widespread problem, for example. Just leave.

- **Instability:** The company reorganizes every other year, or fires the bottom 10% in every unit without trying for better fit, or keeps swapping managers out. They have poor management philosophy, and it cannot be easily cured. Go.
- **Scapegoating, recrimination, retribution:** You mention that the company is injuring people or cheating customers or breaking laws and suddenly you are a bad employee. Whatever legal or safety issue you saw becomes your fault for mentioning it. Run. These people are scum.
- **Company emphasizes irrelevant things like culture:** The company demands things unrelated to job performance such as community activity, singing company songs, attendance at parties. If it is not job performance related, the law says it cannot affect your reviews and raises. If they insist otherwise, ditch them.
- **Company dislikes your personality:** Are you a realistic engineer and they want a Pollyanna? (For example: I have signed ethical statements as an engineer to not exaggerate my capabilities or those of products and services offered and this is a professional norm.) Do they complain about your personality traits that are unrelated to job performance? Do they want you to cheerlead as they claim the ridiculous or state the impossible? This is an unethical and unlawful practice, ditch the company.
- **Company fires or criticizes in review without substantive cause, but because of lack of enthusiasm or because of your dissatisfaction:** Some companies will fire you for stating that the job is not very good, that they have not delivered on promises, or that you are examining other options, or because they dislike your looks. Sometimes they will unfairly attack you for poor performance while ill, or while fighting a disability. Lack of loyalty to a company that currently underpays or mistreats you, or lack of enthusiasm for same is not cause for dismissal, but they have the power to fire you anyway so shut up and get out when you can.
- **Company does not honor written agreements:** The company does not produce items in your offer letter, or training plan, or other written agreement. This company cannot be trusted, get out.
- **Company cannot make payroll:** You are employed to get paid. Payroll problems or poor credit rating are inexcusable in a company. No money, no workie.
- **Company leadership unethical or criminal:** The company breaks laws and ethical conventions repeatedly, including discrimination for race, religion, disability or sexual preference. Company leadership is unaware of law and convention, understands only a small subset, or expresses other values. For example, they may think once they hire you fairly they can then treat you badly because of your wheelchair. Put the chair in high gear and go when you can.
- **Chaos:** Perennial changes of mind and direction rendering all transition efforts useless within months, sometimes shorter <Thanks to Paul Vereycken at Greater Brain Group>
- **Moral Confusion:** Company methods and values are at odds with what they want you to achieve. Short-term, money-making initiatives rather than addressing long-term, systemic problems. Pick most investment banks! <Thanks to Paul Vereycken at Greater Brain Group>

Like I said, these sorts of things are far more common than the reverse problem of poor employees. You need to watch for these bad companies. Many of these company behavior items

## The Business of Environment

are widely seen as acceptable business practice, despite illegality or ethical shortfalls. This stuff is surprisingly common.

Most especially watch for a period after excellent performance reviews when something changes and suddenly you can do nothing right: An illegal or unethical company action is probably in progress. Don't wait.

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2.8 FEDERAL GOVERNMENT CONTRACTING, NOVEMBER 3, 2014

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So your company in Kansas wants to be a government contractor. What is government contracting like? Or do you want to grow up to be a government contractor? Here are some observations about our industry.

### THE SNAIL

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The government contractor, on site, making money, shows up each day to "pull their weight". However it is not only their weight they must pull. I have heard, over the years many references to "feeling like a snail", or similar analogies. You pull your own weight on some funded contract, and then you also pull forward the vast bulk of the company overhead structure. While each individual contractor is a "profit center" there will be many in any company who are not, who make their money from the overhead generated from your labor hours.

In small companies the weight of the overhead staff will be light on the individual contractor. In large companies each contractor must carry a larger burden of overhead staff. There is some variation between companies of any size too, but this is controlled by competition for contracts. Government segregating contracts for small business and for all companies (mostly big business) allows bigger companies to exist - along with differentiators (see below). In the end you may be earning for two of you or more, or only 1.5 of you. Further, all those overhead VPs, lawyers and accountants are expensive folks.

Another analogy:

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## THE SPEAR

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Don Rumsfeld was famous for focusing DoD on "the pointy end of the spear". He reversed the wisdom of Napoleon and tossed logistics and support operations to the contractors. This approach can also be applied to contracting. In government contracting the two sharp sides of the pointy spearhead are 1) execution and 2) business development. Somebody has to win work, somebody has to execute it.

The shaft of the government contracting spear has many players. There are the contracts administrators, the contract law folks, the accountants, the HR people, the people in payroll and who check your timesheet. There are also all the managers above line level.

However, unlike DoD, in government contracting companies there is no marketing campaign to focus attention, motivation and thanks on the folks in the spearhead. The folks in the shaft often get the impression they are more important than the revenue earning contractor, who is far beneath them. Stupid and uninformed contractors, they need managing! Poor attitude is quite common. Meanwhile the overhead folks in the shaft are often thought of as parasites by those facing paid work. Both sides, direct labor and overhead, often feel cheated.

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## GROWING COMPANIES

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Companies may start small and grow, in theory. In practice only minorities, women, residents of selected depressed areas and disabled veterans can create a small company and compete due to "set-asides". If you have no category for protected opportunities, this market is not your friend.

When these companies outgrow their small business category they face a challenge. They are now lumped in with every other medium and large company. The majority fail. I call that the "dead zone".

The largest companies have many advantages. Sheer size indicates stability, they will probably deliver despite some setbacks. They also have differentiators, things they can do that others cannot.

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## TWO STRATEGIES

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In your management degree they will tell you that there are only really 2 business strategies in the end. Either you can be the vendor of quality, uniqueness, with differentiators and high price point, or you can be the cheap company. Invariably those small companies do not develop differentiators, or lie to themselves about them, and graduate to mid-size with additional competition lacking any competitive advantage.

They are all out for cheap. The biggest costs affecting these companies are labor and overhead. So they favor young, cheap employees, or those without expensive extra skills.

When government gets serious about cost cutting, it is the best of employees that suffer. The mediocre employee with lower salary sails on through. Occasionally you get a break and someone recognizes that those highly skilled employees *are the only differentiators*.

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## GOVERNMENT RULES

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On top of this the government makes up rules to control contractors. In the past few years more work is performed on the government site. More rules apply on site. Further there is a tendency for agencies of government to develop a culture where it is acceptable to treat contractors as sub-humans, slaves or pack animals.

In theory the government is constrained by law not to treat contractors as subordinate employees- but those laws are widely bypassed today. The idea was for government middle managers not to hire employees outside of controls designed to manage government size. Instead every little government operation is an empire to be built by adding people. Ironically you can occasionally have a PhD working for a guy with a BS who can barely read or write. It happens.

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## VENDORS

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Vendors always think they can buy a government contracting company to move product. This would give the contracting company differentiators. Synergy! Unfortunately as a government contractor you are required to be vendor neutral in many roles assisting the government. Conflicts of interest are a no-no. If you are seen as partisan, favoring some make, you are out- and revenue is lost. It very rarely works.

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## CONCLUSION

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Our business is not so great. It is no better than yours. The grass may look greener, but watch out for where the dog paused.

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2.9 WASHINGTON DC SCAMS, DECEMBER 28, 2014

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A friend and colleague asked me to write about this. It affects the whole DC community, and inadvertently the nation. Read on and learn something you may not have known. I have included some FAR tweaks for each case.

### NOT A RECRUITER

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My friend was contacted by yet another headhunter/independent recruiting firm. He supplied his resume again. There are so many copies of our (contractor) resumes out there you could build a small town from paper stacks. This time it was a scam, which happens often.

Sometimes the supposed recruiter works for a company that has absolutely no intention of hiring you. They want your resume to bid as key personnel to the US government on a proposal. However, if the contract is awarded they will never contact you and will substitute someone cheaper (younger or foreign national on a visa).

Sometimes the supposed recruiter is working on identity theft (whaling) of important technical talent supporting the USA. Or they are looking for some discriminator, some advantage, to justify a visa.

[All contractor resumes should be held in a secured government system, which all contracting companies must use to fill contracts. Alternatively privacy law could be improved to prevent exploitation by such parties. Foreign entities should be blocked from mining contractor resumes for information "sensitive in bulk".]

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## RESUMES IN BULK

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Remember a few years ago then the Washington Post ran a big article on that the Intelligence Community was doing, in detail, and where? That was in the heyday of the Washington Post Career Fairs. I am definitely NOT saying that the Post mined resumes to get the data on the IC, but I am saying someone could and probably has.

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## INTELLECTUAL PROPERTY POLICY

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Here in DC many government consulting companies use standard intellectual property agreement language in some agreement you must sign. Let's skip that, Virginia, for example, is a work for hire state and the agreement itself is a bit disingenuous. Instead, examine for a moment that all the work we government contractors do is "work for hire" and belongs to the government customer and not the contracting company (barring proposals). All that government "work for hire" is then, ostensibly, owned by the people and can be obtained by FOIA (Freedom of Information Act) requests, unless classified. If classified, the company probably has no "need to know" and no need to see it.

[The FAR should be updated to prohibit this company behavior.]

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## NON-COMPETE

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Out there in the commercial world you see this all the time. People want you, an individual to not compete with the company. In the DC context this makes less sense. There are only 70 some agencies of government that contract. If you are an individual government contractor, your skills are largely specific to government contracting. Do they expect you to stop working for a year or more when they lay you off? Clearly that is not in the interests of the government customer, nor is it reasonable for the employee. I understand that case law throws this stuff out nearly universally.

[The FAR should be updated to prohibit this company behavior.]

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## UNDER-QUALIFIED CHEAP IMITATIONS

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The government is pressing for low cost. That means low salaries. Often you end up working for or with cheap substitutes these days. You can find an army of so called managers without a PMP or management degree of any kind, and not capable of performing the role. You can also find enterprise architects without degree or certification, or any number of other specializations. This is not good for the government customer.

[The FAR should be modified to prohibit violation of the age-discrimination act across contractor teams, and should require all persons supplied to have qualifications in their contracted role. The FAR should also apply preference for veterans and former government employees, who have more government experience. It should also require that visa holders be replaced by the first qualified American who contests their role on a contract.]

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## CONCLUSIONS

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There you go buddy. I didn't use your name. I threw in the ones I have seen. Let me know which ones I have left out. Good luck. I am sure my Fed friends will read this. Something might happen.

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2.10 GETTING PAID FOR INDIVIDUAL PROFESSIONAL SERVICES IN DC, FEBRUARY 15, 2015

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Here in Washington there are several ways to participate in government contracts, and we use all of them. Let's examine the different ways to get paid, and how they differ. We will focus on rates and compensation.

### FULL TIME W2

This is the normal full-time position for long term work. You state a base pay that excludes all benefits provided by the employer, such as health care, short and long term disability, 401K, vacation, sick leave and anything else provided like transportation subsidy or parking subsidy. Some companies have substandard benefits, be sure to add pay to cover obtaining equivalent benefits to your target package, usually the local standard stuff.

You can get your local fair market average salary from Indeed Salary Search. Remember to adjust for seniority. You can also use salary.com. If you create a free account you can get estimates for exactly your level of seniority, education, etc.

<http://www.indeed.com/salary>

<http://www.salary.com/>

## CERTIFICATION MAINTENANCE, LICENSES AND PROFESSIONAL ORGANIZATION FEES

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Be sure to assure your company compensates you for required yearly certifications and professional fees. In DC these items are valuable to companies in bids and proposals, and they are not toys for your personal pleasure. If it is not a benefit, put it in your base pay. This is a common area where employers seek to cheat or defraud you by your ignorance. In my experience many recruiters and HR tend to have a bad (unprofessional, sometimes jealous, ignorant or mean) attitude about this issue. Ignore them, if they were competent enough to become certified you know they would. Such certifications and licenses and such should work to increase your effective pay after expenses - not decrease it.

## PART TIME W2

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This is a short term position at a company where they pay you like an employee. However some or all benefits may be missing. You must add the cost of all missing benefits to any rate you quote for part time W2. In vacation or sick leave this is a double whammy, both the value of the benefit is missing and you have less hours in the year to earn it. You will be out of work when this gig ends, and you will need to cover that expense by incorporating the average period searching for a job. You must adjust your pay to cover these items. You can quote this rate to recruiters or HR per hour or per year, but usually hourly is best as it is short term. Your rate will be significantly higher than long-term W2.

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Don't forget to add in any travel and lodging expenses for those "all inclusive" rates related to distant part-time gigs.

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## 1099

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In 1099 your employer does not pay some taxes, and you are not an employee in some legal sense. You are an independent contractor. Because you now pay taxes that they paid under W2, your rate will go up significantly compared to part-time W2. The tax in question is called FICA. You will probably also need additional insurance for professional errors and omissions, and for any liability for any accident you may be involved in on-site. Recruiters or purchasers may use your ignorance of tax differences to cheat or defraud you.

## CORP TO CORP

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In Corp-to-Corp arrangement you will be an employee of a third party company. They may give you benefits. Recruiters or purchasers may assume you have your own corporation, and your corporation will have no overhead and no additional profit margin. This assumption is, in some cases, an attempt to cheat or defraud you. You must check with the owner of the corporation to determine the additional increase in your hourly rate. If it is your corporation do not exclude corporate costs and profit margin in your calculations.

## CALCULATOR

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There are several calculators on the Web to assist you in translating your rates. One can be found here: <http://skillserv.com/rcalc.vm>

This particular calculator leaves out some Corp-to-Corp considerations. Most have some flaw.

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### EXAMPLE

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Usually the person thinking about this is quite senior. Let's say his ordinary corporate base pay for long term employment is \$155,000.00 USD. This is in the range of average pay for an enterprise architect in Washington DC. All figures will be approximate, as an example only.

Now our example architect has amassed many certifications, seeking to be of more use in the bid and proposal process. Retraining for these certifications costs him about \$10,000.00 per year. Lost wages from work time off for classes cost him another \$10,000.00 per year. Our example guy needs to add \$20,000.00 to base pay for certification maintenance, and a few for professional organization fees. We are now at \$175,000.00 per year or maybe \$85 per hour.

When performing short term W2 work, because contracts come and go and small employers will lay you off in DC, our example guy should add money for all the missing benefits, and more again for the tie required to seek a new job after this short term thing is done. Let's say 15% for benefits. If work is scarce and the average time to get a new job is 2 months, and the work is 10 months, you will be out of work about 17% of the time, so add that in. Add something in for the risk they will not honor the commitment for the selected duration in states where employment is "at will", as this is your risk and you are entitled to compensation. This will take our example guy to at least \$125 per hour in most cases.

If you will work under 1099 add the portion of FICA tax you must now pay. Call that 8% or a bit less. We are at about \$135 per hour.

Suppose your corporation requires 10% of your wages to operate, and you want a 5% profit from the thing. Add about another 15%. \$155 per hour.

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### WORKING BY CONTRACT

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If you are delivering some work by contract as professional services it is customary to get an initial payment. If the party will not provide an initial payment up front, they are probably crooks seeking to take work you produce without providing payment. Run away. Progress payments for partial completion are normal for a small or very small business, you need steady revenue. Their review on final work is normal, and on partial work is acceptable unless they are going to criticize the work based on the part not completed. Some weirdos do that, honest.

If your work for them is based on time and materials, make sure that is clear. The risk that the work is of no use to them is their problem, and rates will be lower. Add cost for any case where you are taking risk such as firm fixed price. Try to specify the product in great detail under firm fixed price, leave nothing to misinterpretation.

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### THEY UNDERBID

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We are currently leaving behind a period when all government contracting companies underbid on a wide range of services to the government. They underbid. It is not your fault if they cannot obtain supporting labor in a job market that is picking up. It is their responsibility to lose money on work

they underbid. Any other assertion is wage control, price fixing, and if coordinated in any way with any other company it is probably illegal or at least unethical.

### MIND THE GAP

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Once you have calculated your reasonable target rate based on real expenses and market wages, you may be faced by a lower offer. The gap in compensation is a cost to you. It might be justified by a new customer, work you need for your resume or professional development, or helping out a long term customer or employer. Take that compensation offered and see if you can make a plan to recover the losses over your career due to taking this job. If the answer is no, you may be forced to do it in a bad economy but not in a good one. Employment is currently increasing, unemployment decreasing, and wages will be rising.

### CONCLUSION

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If you are not aware of these costs you might be summarily raped by the buyer, recruiter or HR regarding pay. Don't be fooled, they usually know all this material in great detail. The responsibility to protect yourself is on you. Being cheated in this way is not a rare occurrence, I see attempts about weekly. This is a very serious and costly issue, be prepared with the knowledge required.

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2.11 STEM MYTH, NOVEMBER 28, 2014

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There is a national dialog in the USA, with lots of marketing. The current story is that all little girls and boys should get STEM (Science, Engineering, Technology & Math) degrees and thereby enjoy lucrative permanent STEM careers. This is a myth. Here is why.

### JOBS

Currently there are more STEM graduates than STEM jobs. Many STEM graduates go on to other employment. Some choose poorly in narrow specialization, like Aerospace Engineers in the 1980s-90s, and end up unemployable for long periods. We already have too many chasing STEM degrees. Over 11 million US citizens with STEM degrees do not have STEM jobs.

- <http://www.breitbart.com/Big-Government/2014/05/20/Report-U-S-Has-Surplus-Not-Shortage-of-High-Tech-Workers>

### Visas

STEM jobs are at the heart of visa programs. The USA imports as many foreign STEM professionals as possible. By the inexorable laws of supply and demand, this deflates wages. Furthermore, as employers hold enormous power over visa workers, they can force further reduction in wages dropping salaries lower yet.

- <http://spectrum.ieee.org/at-work/education/the-stem-crisis-is-a-myth>

- <http://www.computerworld.com/article/2495402/vertical-it/top-users-of-h-1b-visas-are-offshore-outsourcers--computerworld-study-finds.html>

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### Brain Wiring

STEM careers may not be for you. You are more suited for a STEM career as an introvert, if you are more of a thinker than an emotional sort, and if you are intuitive. Furthermore, if you have a talent for 2d or 3d visual thinking, high concentration (low idea flow), and high diagnostic reasoning you may be a better fit.

Those with the wrong innate brain wiring or skills tend to leave STEM professions after finding themselves unhappy. Only a few percent of people have these mental predispositions. Some have been proven to be related to genetic predisposition, so it is not anyone's fault.

- <http://pathfinderscareerdesign.com/>
- <http://www.aei.org/publication/the-genetics-of-job-choice/>
- <http://www.psychologytoday.com/articles/199909/career-your-dreams-career-your-genes>

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### Age Discrimination

Age discrimination is rampant, dominant, in some STEM careers. Your STEM career may not last long.

- <http://www.todaysengineer.org/2012/Dec/petition.asp>

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### Retraining

Constant retraining is required for some STEM careers. There is little room for outside interests in some.

- <http://www.nspe.org/resources/education>
- [http://www.nspe.org/sites/default/files/resources/pdfs/education/state\\_ce\\_requirements.pdf](http://www.nspe.org/sites/default/files/resources/pdfs/education/state_ce_requirements.pdf)

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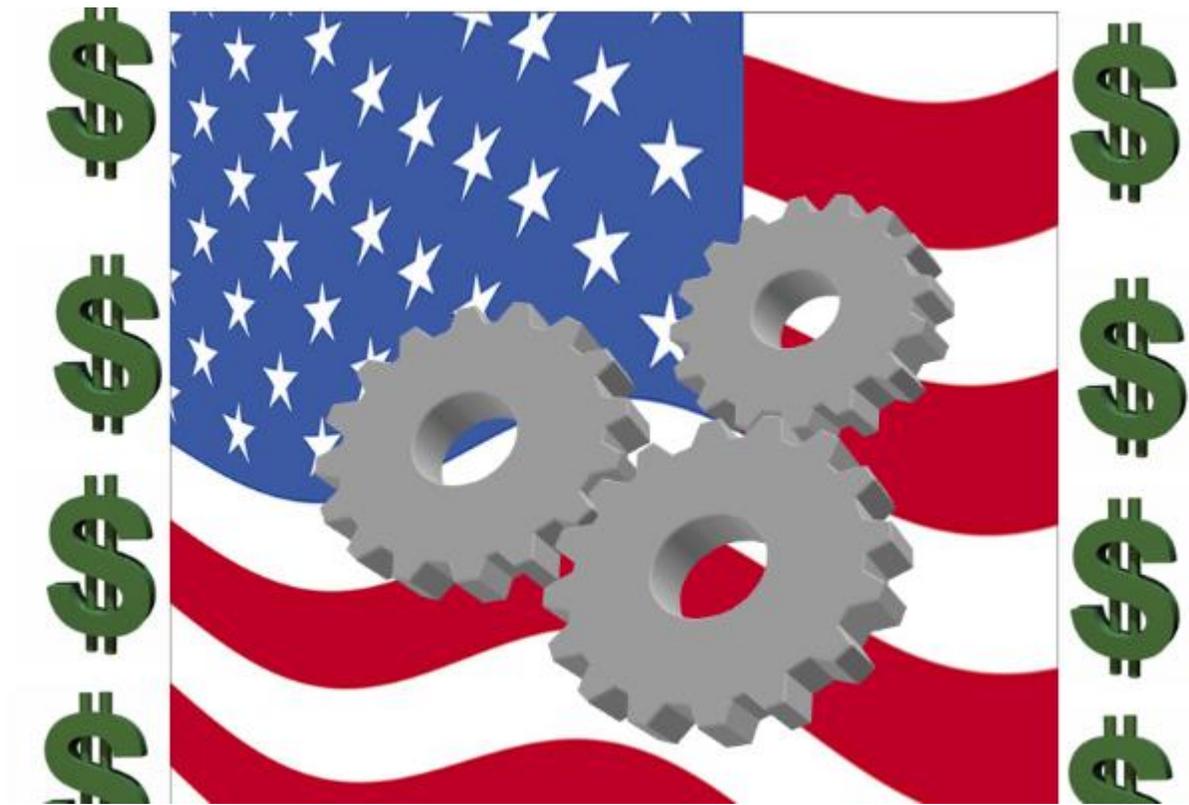
### Conclusion

Do not force your child into a dead end career for which they are not suited. Conversely if they do have the predispositions for STEM careers they may be less suited to other careers, and this may be the best option. Support your STEM children by working to end excessive visas and age discrimination. Work to assure any visa holders in STEM careers do not leave the USA taking valuable know-how away to undermine US industry.

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2.12 THE MYTH OF A U.S.A. STEM SHORTAGE MAY 30, 2015

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FIRST SOME FACT

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There is a good deal of debate about if there is a shortage of STEM workers in the USA. Let's examine the actual facts:

The US Census Bureau officially reports that 74% of US STEM graduates cannot find jobs in STEM fields.

- <http://www.census.gov/newsroom/press-releases/2014/cb14-130.html>

There are 11.4 million US STEM degree holders with jobs outside STEM.

- <http://spectrum.ieee.org/at-work/education/the-stem-crisis-is-a-myth>

There were 5.7 million open US STEM jobs in 2013. (We had a 2 year buffer of extra STEM grads.)

- <http://www.usnews.com/news/stem-solutions/articles/2014/02/05/report-stem-job-market-much-larger-than-previously-reported>

Visa holders make up 2/3 of new US STEM Hires.

- <http://www.epi.org/publication/bp359-guestworkers-high-skill-labor-market-analysis/>

Most visas go to offshoring companies who abuse the visa process, offshoring US work in bulk:

- <http://www.nbcnews.com/business/business-news/tech-demands-more-h-1b-visas-critics-cry-foul-n77161>

Specific narrow skillsets drive much of STEM demand, such as cybersecurity, big data or cloud based skills:

- <http://www.forbes.com/sites/louiscolumnbus/2014/12/29/where-big-data-jobs-will-be-in-2015/>

Certifications in narrow skillsets are in high demand.

- <http://www.cio.com/article/2891552/careers-staffing/it-certification-hot-list-2015-10-that-deliver-higher-pay.html>

## NOW MY OPINION

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The truth is that there is no STEM shortage in the USA, and we discard perfectly good STEM graduates like old refrigerators, piling them up like junk on the side of the highway of progress. Many millions of US citizens with extensive STEM education litter the economic landscape, forgotten and ignored by industry, government and politicians alike.

When a US STEM graduate does not have the latest narrow skillset, pushed by market hype and trendy demand, they are thought worthless by recruiters. Many of these narrow specific skillsets take less than a month to learn, such as Big Data or Cloud (virtualization). (Many such skillsets barely exist as rehashed decades old technologies.) Four or five years of STEM education are rendered worthless for a lack of some 2 week skillset. This is combined with a common policy of employers of not paying for certification, retraining or continuous education.

We need better policy and attitudes across the USA to train, retrain and certify the vast army of underemployed STEM graduates in new technologies and keep them current. This will deny the shady crooks who sell H1b visa-holders as better than US workers based on the lack of one or two buzzwords on the resume, buzzwords to be had for the cost of retraining or certification. It will also change the attitudes of under skilled recruiters who cannot tell that physics or computer science takes years to master but the Hadoop API only 2 weeks.

## SECTION 3: RECRUITING AND RECRUITERS

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How do you find skilled architects? How do you entice them to work with you? What do you do that drives these skilled people away? How long does it take to become an architect, and how many years of experience should you look for? This section addresses these concerns.

Questions for Section 3:

1. Should there be a bachelor's degree in Enterprise Architecture? Why or why not?
2. Describe the enterprise architect, the solution architect, the system administrator and the system engineer. How do these jobs differ?
3. Can common recruiter tactics drive good architecture candidates away? How?
4. Does enterprise architecture skill and knowledge increase with age? In programming the latest trend may be in possession of the young, just out of college; how does this compare to the architect?
5. How does the state of the recruiting industry, including cutting corners, illegal practices and failure to understand the job contribute to poor architecture and poor organizational performance?

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3.1 COLLECTING GOOD PEOPLE, FEBRUARY 16, 2015

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Here is some old fashioned wisdom: Surround yourself with good people. Good people are more likely to aid you in life. With good people you will be more likely to succeed. To do this you need two primary skills: (1) Recognizing good people from bad; (2) Eliminating the bad people from your life. Having eliminated the bad people from your life you are more likely to improve yourself and your situation.

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You probably already know all of what I will say. Saying it may make one sound simple minded, and writing it is worse. I will just repeat it anyway so we can all remember together.

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### **Recognizing Good People**

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How do you recognize good people? To begin, you have to observe them and to pay attention. Watch what they do more than listening to what they say. To the extent you do listen compare what they said to what they did. Especially watch what they do when they believe no one is watching. This will give you a shot at recognizing integrity, honor and loyalty.

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Do you want to know who you are? Don't ask. Act! Action will delineate and define you. Thomas Jefferson

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Other primary characteristics of good people, according to St. Thomas Aquinas:

## The Business of Environment

- Prudence: Knowing right from wrong.
- Justice: Determination to give each person what is due to them.
- Fortitude: The courage or will to overcome your fear and do what is right.
- Temperance: The self-restraint required to avoid excess. Work hard and avoid the rest.

If you are a good person, you probably became this way by efforts to continuously improve yourself. You will have lists of things you had to improve, wish to improve, or are most important. Look for others also set on the path of improving themselves.

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The way for a young man to rise is to improve himself in every way he can, never suspecting that anybody wishes to hinder him. Abraham Lincoln

---

## Eliminating the Bad People

Eliminating bad people from your life involves dropping any feelings of loyalty or indebtedness to them. Just walk away. It is best to do that after paying off your debts, but do not let them make you feel indebted for more than they are due. Once you have that under control, then recognize where to eliminate bad people from in all your dealings:

- Your employer: If they are bad people, arrange to leave.
- Your friends: Treacherous bad friends are a curse.
- Your family: Avoid dealings with family members that have gone bad. This one is hard, as you have to give them every reasonable chance to redeem themselves.
- Where you shop: Avoid buying from or trading with bad people.
- Who you employ: Avoid hiring bad people.

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Associate with men of good quality if you esteem your own reputation; for it is better to be alone than in bad company. George Washington

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## What About Attracting Good People to Your Life

If you pander to them or bribe them you have missed the point. The best way to attract good people is to be one. Promoting other good people by recognizing their merit simply follows from justice and fortitude. Supporting them in their efforts is the same. By improving yourself, others will want to associate themselves with you, just as you want to associate with them.

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As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them. John F. Kennedy

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## Where to start

I am not a great example. I am only a man, not a saint, nor even a very good man. I have made so many mistakes I cannot list them all. However I aspire to be good, to be better than I am. I attempt to improve a bit each day, to be useful to others. This is a good start for anyone, I suppose. Yesterday is gone.

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Keep your eyes on the stars, and your feet on the ground. Theodore Roosevelt

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The older I get the more wisdom I find in the ancient rule of taking first things first. A process which often reduces the most complex human problem to a manageable proportion. Dwight D. Eisenhower

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I try to look for the great good in everyone, look for their special gifts or genius. Everyone has something. Find their nature and recognize it. The best person to start with in this is always yourself, know yourself. Other than looking for this good, do not otherwise evaluate people all the time, only when the circumstances force you to do so. Once you do evaluate, then act with justice and fortitude, with prudence and temperance.

---

I know in my heart that man is good. That what is right will always eventually triumph. And there's purpose and worth to each and every life. Ronald Reagan

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I find I do not have time enough for all the fine people I know, and certainly I should spend less of my time on the others. That is what the traditional wisdom tells us. Sometimes a thing need not be new and cool to be of great value. I read a great many books to find this simple truth, and like most poor students I resisted the truth for a long time. I hope my restating it is of use to you. 'Happy president's day.

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Any man worth his salt will stick up for what he believes right, but it takes a slightly better man to acknowledge instantly and without reservation that he is in error. Andrew Jackson

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3.2 IT RELATED ARCHITECTURE ROLES FOR RECRUITERS AND MANAGERS, APRIL 25,  
2015

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Recently a program manager asked me for a document describing architecture roles. Surely that is a good idea, so here is my take. I copied several definitions from the US Government's "The Common Approach to Enterprise Architecture" May 2, 2012, which see, and added significant material. I also borrowed from INCOSE.

Practitioners: Feel free to add comments to improve my definitions.

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## ARCHITECTURE ROLES

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Following are definitions of architecture roles within the domain of enterprise architecture practice.

### ARCHITECT

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PROFESSIONALS IN ANY OF SEVERAL DISCIPLINES INVOLVED IN DEFINING COMPONENTS AND THEIR RELATIONSHIPS (OR INTERACTIONS) IN A COMPLETE SYSTEM OF ANY IDENTIFIED SCALE. ARCHITECTS ARE ALSO COMMONLY RESPONSIBLE FOR THE PRINCIPLES BY WHICH DESIGN IS CONDUCTED.

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ONE WHO DESIGNS.

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### BUSINESS ARCHITECT

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"IN COORDINATION WITH THE CHIEF ARCHITECT AND OTHER ARCHITECTS, WORKS COLLABORATIVELY WITH STAKEHOLDERS TO CREATE, IMPROVE, OR RE-ENGINEER BUSINESS PROCESSES AND IDENTIFY ENABLING IT. DOES ANALYSIS/DOCUMENTATION." -- COMMON APPROACH

THE BUSINESS ARCHITECT IS CONCERNED WITH THE STRUCTURE AND FUNCTION OF THE ORGANIZATION, ITS ALIGNMENT TO MISSION OR STRATEGIC PLANNING, CREATION OF BUSINESS VALUE, AND THE DECOMPOSITION OF THESE INTO POTENTIALLY MULTIPLE LEVELS OF BUSINESS PROCESSES.

---

### CHIEF ENTERPRISE ARCHITECT (AKA CHIEF ARCHITECT)

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"MANAGE THE EA PROGRAM. IDENTIFY EA METHODS AND STANDARDS. COORDINATE ARCHITECTURE PROJECTS. LEAD THE CONFIGURATION MANAGEMENT PROCESS." -COMMON APPROACH

A SUPERVISOR OF ENTERPRISE ARCHITECTS AND MANAGER OF THE ENTERPRISE ARCHITECTURE PROGRAM FOR AN ENTERPRISE. A PERSON WHO HAS STUDIED BOTH ENTERPRISE ARCHITECTURE AND MANAGEMENT, AND APPLIES BOTH LEADING ARCHITECTURE EFFORTS.

---

### DATA ARCHITECT

---

"IN COORDINATION WITH THE CHIEF ARCHITECT AND OTHER ARCHITECTS, WORKS COLLABORATIVELY WITH STAKEHOLDERS TO PROVIDE TECHNICAL ANALYSIS AND DESIGN FOR DATA-LEVEL SOLUTION ARCHITECTURE PROJECTS AND DATA-RELATED BUSINESS AND TECHNOLOGY REQUIREMENTS. ENSURES THAT DATA SOLUTIONS MEET INTEGRATION, INTEROPERABILITY, PRIVACY REQUIREMENTS. DOES ANALYSIS/DOCUMENTATION." -- COMMON APPROACH

THE DATA ARCHITECT APPLIES ENTITY-RELATIONSHIP MODELING, IDEF-1X MODELING, OBJECT MODELING, CONCEPTUAL DESIGN, LOGICAL DESIGN, PHYSICAL DESIGN, MDM AND SIMILAR METHODS TO PERSISTENT DATA STORAGE ISSUES IN THE ENTERPRISE.

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THE INTEGRATION ARCHITECT APPLIES SIMILAR TECHNIQUES TO DATA MOVING AT INTERFACES IN THE ENTERPRISE, AND MAY BE CONSIDERED A TYPE OF DATA ARCHITECT. THIS ENCOMPASES SOA, MICROSERVICES, DATA STANDARDS AND ASYNCHRONOUS MESSAGING.

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#### ENTERPRISE ARCHITECT

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A PROFESSIONAL WHO MAINTAINS A CURRENT AND PROJECTED TARGET INVENTORY OF THE MAJOR BUSINESS FUNCTIONS, ENTERPRISE APPLICATIONS, DATA STORES, TECHNOLOGIES, STANDARDS, DESIGN PRINCIPLES, LINES OF BUSINESS, BUSINESS AND TECHNICAL DRIVERS, AND OTHER MAJOR FEATURES IN THE ARCHITECTURE. THE PROFESSIONAL MAINTAINS LISTS OF THE IMPORTANT RELATIONSHIPS BETWEEN ITEMS IN THE INVENTORY. ALSO THIS PROFESSIONAL PRODUCES A ROADMAP, OR SCHEDULE, BASED ON THE CAPITAL PLAN AND THE TARGET INVENTORY. THE PROFESSIONAL ALSO ADJUSTS THE TARGET INVENTORY BASED ON CURRENT APPROVED INITIATIVES AND THE STRATEGIC PLAN.

A PROFESSIONAL WHO, HAVING DEVELOPED EXPERTISE IN ONE OF THE CONSTITUENT ARCHITECTURE DISCIPLINES OF ENTERPRISE ARCHITECTURE, HAS GONE FURTHER AND DEVELOPED EXPERTISE IN HOW THESE CONSTITUENT ARCHITECTURE DISCIPLINES WORK TOGETHER BY STUDYING ONE OR MORE ENTERPRISE ARCHITECTURE FRAMEWORKS.

AN ARCHITECT WHOSE SCOPE IS THE TRANSFORMATION OF THE WHOLE ORGANIZATION OR ENTERPRISE. (SEE ALSO SEGMENT ARCHITECT BELOW.)

"." COMMON APPROACH (SURPRISINGLY, NOT A VERY GOOD DEFINITION. SEE SYSTEMS ENGINEER BELOW.)

---

#### INFRASTRUCTURE ARCHITECT (AKA NETWORK ARCHITECT, CLOUD ARCHITECT OR DATA CENTER ARCHITECT)

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"IN COORDINATION WITH THE CHIEF ARCHITECT AND OTHER ARCHITECTS, WORKS COLLABORATIVELY WITH STAKEHOLDERS TO PROVIDE TECHNICAL ANALYSIS AND DESIGN SUPPORT FOR INFRASTRUCTURE-LEVEL ARCHITECTURE PROJECTS. ENSURES THAT IT NETWORK AND DATA CENTER HOSTING SOLUTIONS MEET

INTEGRATION AND INTEROPERABILITY REQUIREMENTS. DOES ANALYSIS/DOCUMENTATION." -COMMON APPROACH

A PERSON WHO DESIGNS NETWORK INFRASTRUCTURE, TO INCLUDE FIREWALLS, ROUTERS, SWITCHES, BROUTERS, SWITCHES, LEASED LINES, AND SIMILAR TECHNOLOGIES.

A PERSON WHO DESIGNS DATA CENTER INSTALLATIONS INCLUDING SERVERS, VIRTUALIZED SERVERS, STORAGE SERVERS, BACKUP SYSTEMS, HVAC AND POWER DISTRIBUTION.

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### SECURITY ARCHITECT

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"IN COORDINATION WITH THE CHIEF ARCHITECT AND OTHER ARCHITECTS, WORKS COLLABORATIVELY WITH STAKEHOLDERS TO PROVIDE TECHNICAL ANALYSIS AND DESIGN FOR SECURITY-RELATED ARCHITECTURE PROJECTS AND SECURITY OR PRIVACY-RELATED BUSINESS AND TECHNOLOGY REQUIREMENTS. ENSURES THAT SECURITY AND PRIVACY SOLUTIONS SUPPORT RISK MITIGATION PLANS. DOES ANALYSIS/DOCUMENTATION." -- COMMON APPROACH

A SECURITY ARCHITECT DESIGNS MECHANISMS TO ENFORCE SECURITY CONTROLS OF A PHYSICAL, TECHNICAL OR ADMINISTRATIVE NATURE, AND ALLOCATES THOSE CONTROLS TO APPROPRIATE COMPONENTS. THIS INCLUDES SPECIFYING TECHNOLOGY COMPONENTS SUCH AS IDENTITY MANAGEMENT SYSTEMS, INTRUSION DETECTION SYSTEMS, OR FIREWALLS.

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### SEGMENT ARCHITECT

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AN ENTERPRISE ARCHITECT WHOSE ENTERPRISE IS CONFINED TO A SINGLE LINE OF BUSINESS OR CROSS-CUTTING INITIATIVE.

SYSTEM ARCHITECT (AKA SOLUTION ARCHITECT)

THESE TWO ARE SYNONYMOUS, AND ANY ARTIFICIAL DIVISION IS SPECIOUS.

"IN COORDINATION WITH THE CHIEF ARCHITECT AND OTHER ARCHITECTS, WORKS COLLABORATIVELY WITH STAKEHOLDERS TO PROVIDE TECHNICAL ANALYSIS AND DESIGN SUPPORT FOR SYSTEMS-LEVEL ARCHITECTURE PROJECTS. ENSURES THAT IT SYSTEMS MEET INTEGRATION AND INTEROPERABILITY REQUIREMENTS. DOES ANALYSIS/DOCUMENTATION." -- COMMON APPROACH FOR SYSTEM ARCHITECT

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"IN COORDINATION WITH THE CHIEF ARCHITECT, AND/OR AN ENTERPRISE ARCHITECT, WORKS COLLABORATIVELY WITH STAKEHOLDERS TO IDENTIFY SOLUTIONS FOR BUSINESS AND TECHNOLOGY REQUIREMENTS. DOES ANALYSIS/DOCUMENTATION." -- COMMON APPROACH FOR SOLUTION ARCHITECT

A PERSON ENGAGED IN THE DESIGN ACTIVITY OF SYSTEM ENGINEERING, OR THE DESIGN PHASE OF AN SYSTEM DEVELOPMENT LIFECYCLE.

---

#### SOFTWARE ARCHITECT (AKA APPLICATION ARCHITECT)

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AT SMALLER SCALE, SOMEONE WHO USES METHODS LIKE OODA TO DESIGN SOFTWARE STRUCTURE. (SOFTWARE ARCHITECT)

AT LARGER SCALE, SOMEONE WHO CHOOSES ENTIRE SOFTWARE SYSTEMS, PACKAGES OR SUITES AND ASSISTS IN IDENTIFYING INTERFACES BETWEEN THOSE. (APPLICATION ARCHITECT)

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### ASSOCIATED ROLES

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Following are definitions of roles associated with the architecture function.

#### SYSTEMS ENGINEER

---

A PRACTITIONER OF SYSTEMS ENGINEERING: "SYSTEMS ENGINEERING IS AN INTERDISCIPLINARY APPROACH AND MEANS TO ENABLE THE REALIZATION OF SUCCESSFUL SYSTEMS. IT FOCUSES ON DEFINING CUSTOMER NEEDS AND REQUIRED FUNCTIONALITY EARLY IN THE DEVELOPMENT CYCLE, DOCUMENTING REQUIREMENTS, THEN PROCEEDING WITH DESIGN SYNTHESIS AND SYSTEM VALIDATION WHILE CONSIDERING THE COMPLETE PROBLEM..." -- INCOSE

A PROFESSIONAL WHOSE PRACTICE IS WIDER THAN, BUT MAY INCLUDE, SYSTEM ARCHITECTURE (SOLUTION ARCHITECTURE).

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#### STRATEGIC PLANNER

---

"IN COORDINATION WITH AGENCY LEADERSHIP AND OTHER STAKEHOLDERS, INCLUDING THE CHIEF ARCHITECT, WORKS COLLABORATIVELY TO UPDATE STRATEGIC PLANS AND PRIORITY

GOALS, AND IDENTIFIES LINKAGES TO PROGRAM ACTIVITIES." --  
COMMON APPROACH

---

PORTFOLIO MANAGER (CAPITAL PLANNER)

---

"USES EA INFORMATION TO SUPPORT THE DEVELOPMENT OF  
ALTERNATIVES ANALYSES AND TO MAKE INVESTMENT DECISIONS." --  
COMMON APPROACH

---

FUNCTIONAL EXPERT

---

"PARTICIPATES IN ARCHITECTURE PROJECTS TO PROVIDE SUBJECT  
MATTER EXPERTISE IN A FUNCTIONAL REQUIREMENT AREA." --  
COMMON APPROACH

---

END-USER REPRESENTATIVE

---

"PARTICIPATES IN ARCHITECTURE PROJECTS. IDENTIFIES BUSINESS  
AND IT REQUIREMENTS FOR SYSTEMS/APPLICATIONS." -- COMMON  
APPROACH

---

TOOL ADMINISTRATOR (TOOL EXPERT)

---

"DOCUMENTATION SUPPORT AND MAINTENANCE OF EA TOOLS.  
SUPPORTS ARCHITECTURE PROJECTS AND THE REPOSITORY." -  
COMMON APPROACH

---

REPOSITORY MANAGER

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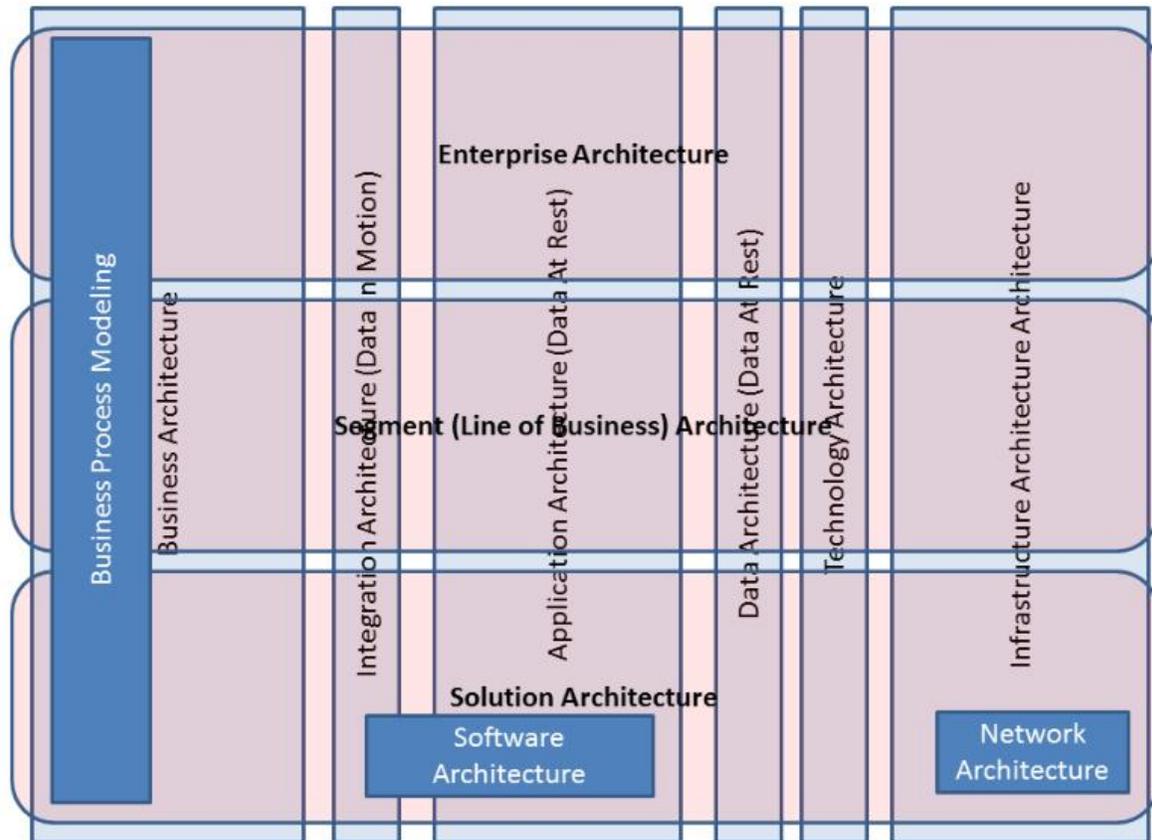
"MAINTENANCE OF EA WEBSITE AND REPOSITORY, ASSOCIATED  
CONTENT, AND LINKS TO OTHER WEBSITES AS NEEDED." -- COMMON  
APPROACH

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3.3 IT RELATED ARCHITECTURE TERMS FOR RECRUITERS. APRIL 6, 2015

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Many are very confused concerning IT related architecture terminology used to describe various types of architects and architectures. I am not surprised. Here is a diagram to help clarify things.

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The diagram is drawn to emphasize that the terms overlap. They overlap. To communicate more fully with us you must understand how they overlap. Honest.

---

Note first the horizontal layers, first described in the FEAF associated with the US Government. Now they are widespread. These layers have greater abstraction, less detail and wider scope as you head up. The layers are 1) Enterprise Architecture, 2) Segment (Line of Business) Architecture and 3) Solution Architecture.

---

Recruiters and hiring managers, you are almost always talking about solution architecture, unless there is a job for the CxO at the top of the organization. Integrators and vendors do not even perform the two higher levels of architecture- but their customers do (with consultants and contractors).

---

## The Business of Environment

Next note those vertical columns. There is 1) business architecture, 2) integration architecture (aka SOA, MOM, REST, ESB, EAI), 3) application architecture, 4) data architecture (aka database modeling and design), 5) technology architecture (aka selection of approved technologies), 6) infrastructure architecture.

---

Recruiters and hiring managers, those horizontal levels cross and use all those vertical specialties. The terms are not distinct and separate.

---

Now look at the terms most commonly used in job postings, in blue. First, business process modeling aka business process reengineering is a substantial component of business architecture at any level. Second, software architecture (may be behind my head) including OOAD and design patterns and comp-sci and all the rest is a small piece of the puzzle at the intersection of solution architecture (a level) and application architecture (a column). Third, network architecture (or equally: data center architecture, and most of cloud architecture AS THE CLOUD LIVES IN THE DATA CENTER) is a small piece of the puzzle at the intersection of solution architecture (a level) and infrastructure architecture (a column). You tend to overemphasize these.

---

Many of your job posts are nearly indecipherable due to massive misuse of terminology. Please try to get this straight so we can work with you more easily and be less confused as to what you need. Thanks.

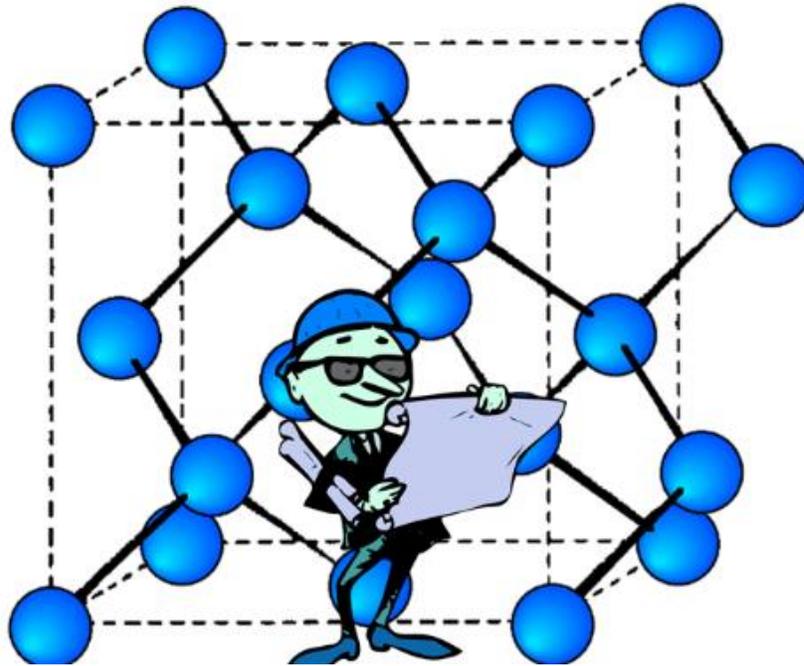
---

Some interesting caveats: The specialties were described perhaps first in NIST SP 500-167, the first document to describe enterprise architecture. What they called "information architecture" lived between business and applications, or between applications and applications, and eventually split into "information architecture" meaning UI/UX and integration architecture. Another key point is that the term enterprise architecture can be taken as the whole framework and all its relationships, in a broad sense. However enterprise-solution architecture remains an oxymoron. Lastly software architecture extends into integration architecture a bit, relating to coding of adapters and services but not visual workflow scripting nor analysis of service needs.

---

3.4 RECRUITER: "THE ARCHITECT" EXPLAINED, MAY 9, 2015

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So you want to hire an IT or enterprise or solution or data or whatever architect. Alternately you may just want to understand how to relate to them on the job. This post is just for you.

I want to say that writing this post is oddly dangerous. Various MYERSBRIGGS fanatics may rush from their armchairs to attack me and anything I say here which irks them. The MBTI to me is just another model. In Enterprise Architecture I use models daily, and do not usually become too attached to them. I value them for their predictive power and utility. I keep the MBTI because it often works well enough. However others sometimes treat it as religion. Watch for it. Tiny differences of opinion may become religious wars.

At the other end of the spectrum are those who hate MBTI for its poor theoretical foundations. It is empirical (scandalous). These others will rush in to declare any information written that references the MBTI to be fallacious, inherent pseudoscience and witchery deserving the stake and the fire. It's only a model. It only needs to be accurate enough to draw a few conclusions. Theoretical perfectionists should wander on, there is no new theory here.

Now down to business. Let us just assume the MBTI model is sufficient to draw a few conclusions about these architects you want to hire. I will try to explain a bit about how the enterprise architect, business architect, systems architect, and similar function internally. I will try to shine a brief light in the workings of their heads. This is not for the timid, who may deny or reject bits of it. Too bad, as language paints a picture of a thing and I will try to paint something real here, just a glimpse. The result will not be true about all architects, just many or most of the good ones. Mainly the insights will be **useful!**

That term "The Architect", or alternately "The Mastermind", or "Strategist" are all associated with the INTJ personality type. Most architects are that. So too are most "systems engineers", for which

see INCOSE. If you want a good one, look for an INTJ. They have "whatcha call yer" "natural talent" for this stuff. Honest.

So here are some observations selected from the INTJ characterization and applicable to most architects:

- The architect is **not usually arrogant**, although you may often think he/she is. Instead such (INTJ) folks have a competency based view of life, they work to develop strong competencies in selected areas so as to get along in life. They tirelessly pursue their competence in their carefully selected areas. Their self-image also lies in competencies. If you ask a question of them in an area of mastered competency they will respond with confidence, often near certainty. If this intimidates you, or you disbelieve anyone is so devoted to (or can develop such) competence, or if you are full of doubt, or any of several other issues within yourself- you may misdiagnose that confidence as arrogance in the architect. The architect/INTJ rarely sees him/herself as better than anyone (sometimes they find difficulty in differentiating moral superiority over rocks and inanimate objects) but they are just pretty darned sure of some several things in certain areas they have made a lifelong study of.
- The architect (INTJ) will think in the longer term. Temporary fixes are just transient deviations from the architecture. Short term plans are less interesting. The goals may be years away. This longer viewpoint does not deter them in the slightest bit, they thrive in it. They see the many steps in the plan, alternatives, and contingencies, all with little effort.
- The architect (INTJ) dislikes inefficiency, waste, ineffectiveness. For example: they do not like to lead, nor dislike it, but if effective competent leadership is not available they will want to do it. The same is true with most other roles around them, any in their areas of competence, if no one capable shows up then they will try to do it to fill the gap. If you stop them from pitching in and fixing whatever, you may then become responsible for the continued ineffectiveness in their eyes.
- The architect is a pragmatist. Theory and plan will be tossed aside in the face of hard incontrovertible fact. If a shortcut is required now in the path to the long term goal, the architect (INTJ) will accept that and move on. Contingencies, alternatives, steps and timelines will slide around in their mind in ways others may doubt can exist. This is how they are wired.
- The architect loves a worthy problem. They are like Lancelot searching for a worthy opponent. They search for the worthy problem. If you want to sell them on a job show them the complex, difficult and worthwhile problem, and then do not tell them how to solve it. That last is the fun part for them. Don't take the fun out.
- The architect (INTJ) is predictive and can foresee logical outcomes. They are good at games of strategy. They may tell you when a project or system or company will fail long before others are vaguely aware of the problem. This can be uncanny and disturbing to some, so they may not tell you unless you ask.
- The architect is circumspect with their mental models of life... The words coming out of your mouth may not impress them. If you say suspect things or irrelevant things, they may ignore them. If you try to educate them in areas they already understand, they may try to be polite, or not. Smalltalk is sometimes a strange phenomenon to the INTJ architect, often involving odd social rituals and group spectator sports which they may not enjoy. More words about that may impress them even less. Even more words may just drive them

away. If you absolutely force the architect (INTJ) to put you in the category of useless noisy things, like broken washing machines or undercharged air-conditioners, then you may be placed next to wallpaper, broken flower pots or lawn flamingoes in terms of utility and status.

- The architect (INTJ) usually does not want to be the "smartest guy in the room". He/she is an introvert, and does not desire being singled out or pigeonholed in public. On the other hand, after he/she has gone to such extremes to acquire and demonstrate important competencies, he/she does expect your acknowledgement and inclusion in those areas. In fact most of the ego games people play leave the architect annoyed, he/she left behind such nonsense for measurable, demonstrable competencies as a child. The focus of the architect is mainly on the thing under construction/analysis, not coworkers.
- Like other personalities, the INTJ/Architect may have some quirks, some dislikes. They often dislike surprises for example. Here is an INTJ with a list:

**<http://introvertempowerment.blogspot.com/2013/02/intj-pet-peeves.html>**

The architect (INTJ) is only about 2% of the population overall. They are not like you in several ways, and unless you are an INTJ (maybe ENTJ, INFP) by chance then they are profoundly different. This difference and rarity creates demand. They are often aware of the differences and rarity. They are aware of the inefficiency and inadequacy of using others as substitutes in areas for which they are best suited. They may be fully aware of their current market worth. Still, this is not "better" in some human value way, the odd bit simply has a place and a role in the way things work. They often want only that role, and not another. It is not just a preference, it is who they are.

Even without the MBTI model, the pattern is clear; but what of other M.B. types working as architects? What does the model (or pattern) and history tell us? Well, when schools of music look for the best they search for those with early evidence of natural talent. Mathematicians seek out early evidence of extraordinary ability in the next generation as well. Architecture has its prodigies too. But not all will be prodigies, some will choose to be architects and work twice as hard to become good because they lack natural talent. Sometimes they can never get to great. But, on the other hand, there are niches for the merely good such as managing architecture, or selling it, or acting as liaison, or other gaps. Enterprise architecture is particularly rich in ways for others to contribute, even if greatness in architecture may be beyond them. Sometimes their other talents, other greatness, may let them contribute in very important and notable ways that are not quite architecture. Among MBTI types, the ENTJ and the INTP are perhaps best able to masquerade as an INTJ (architect) in daily life.

**I did not make this stuff up. It all happens.**

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People really are different, and some really are more inclined to certain roles, more capable in them, that much is clear. The MBTI may be imperfect, but these conclusions may transcend its limitations, as they are mostly drawn from direct observation and also happen to fit the model. It should now be obvious why you want to hire these folks, and why substitutes may work far less well. The care and feeding of the architect should also be clear. Go get some INTJ architects, and let them improve things. They love that. Actually, it may be hard to stop them.

## NOTE

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Some questions have naturally arisen among architects as to why I selected the INTJ over the ENTJ or INTP (after Keirse) as the MBTI type for architects. I reference the notion of "actionable architecture". I will describe why by asking how many of each type it takes to change the proverbial light bulb.

Imagine a dim large room filled with INTJ, INTP and ENTJ persons. The ENTJs will organize a contest among them to see who can first convince someone else to change the light bulb, and none will change it themselves except as a strategy to prevent another ENTJ from winning. The results will help determine which ENTJ has dominion over the room, architecture, and the universe. Individual INTPs will each be paralyzed until theoretical questions such as if the light bulb should truly be changed, and who should change it based on social theory, can be answered. Notorious self-organizers, the first INTJ that determines the light bulb is relevant to an objective on their list will spare no effort to change it without delay. (Hating inefficiency, the INTJs may perhaps briefly coordinate objective lists and schedules before acting.) After the light has been changed each ENTJ will claim credit for convincing the INTJ to act, and several INTPs will ask why the INTJ chose to change it with a particular bulb type thus starting a debate.

Characteristics of MBTI types were exaggerated to increase clarity in this note. (Paul Vereycken of Greater Brain Group notes that people are very willing to adapt their personality to fit a job.) The note was constructed in accordance with years of observation of the various types in architecture roles. Opinions represented are solely my own. Please note that as an INTJ elements of sarcasm and irony were unavoidable in this note, and I am partially joking. It's only a model.

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3.5 DEAR RECRUITER..., JANUARY 21, 2015

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Thank you #NAME# for contacting me recently regarding your opportunity and/or job for a portal architect, Pega architect, CRM architect, system administrator, network administrator, lead programmer, junior programmer, director of software development (add yours here).

I want to direct your attention to my profile and/or resume. On this you will see that I hold a Masters of Science in Engineering Management specializing in *Enterprise Architecture* (8,9). I do not wish to be too bold, but as there are only five or so institutions of higher learning in the USA offering a similar advanced degree in *enterprise architecture*, I must have really wanted exactly that.

Furthermore if I may point you to the two masters level certificates in **enterprise architecture** from Cal State. I suggest this may be a clue. I might also point out the two black-belt level certifications in **enterprise architecture**. Lastly, if I may offer the less obvious point that a CISSP-ISSAP is the top level certification in security architecture from (ISC)<sup>2</sup>, which is now a key component of **enterprise architecture**. If these clues are still too subtle, let me point out my current title as **Chief Enterprise Architect**.

May I suggest that if you really wanted to recruit me for your company, you might have titled the job **Enterprise Architect**.

It is important for you to remember that the enterprise architects work to optimize the total portfolio, and not one single aspect like a portal or CRM. Combining the terms portal or CRM with the term enterprise architect is an oxymoron, with meaning of the flavor "simultaneously quite broad but very narrow". So too the job descriptions that mention some vertical market (i.e. healthcare or wealth management) in conjunction with the term enterprise architect.

## The Business of Environment

Further, I feel that it is important for you to know that a degree in computer science alone would not come close at all to qualifying someone as an enterprise architect. An MBA might be a tiny bit closer, but still is not qualification in EA. The enterprise architect lies somewhere between these.

If, perchance, you have a mistaken idea of what enterprise architecture is then let me explain that it is definitely not the function of designing a solution. That would be a solution architect. If your job description says the words Java, Struts, Ant, Hibernate, C# and such you are looking for a solution architect - and probably even a lower level, a software architect. While I have studied several software languages, operating systems, software suites and environments I do not spend my day writing software. I do not. I am too busy doing enterprise architecture. Truly.

While I might be enticed to work for your company as a solution architect, your misuse of terms dissuades me from taking you very seriously. The total reflection on the company you represent would be difficult to quantify, but negative. (i.e. When the recruiting industry complains it cannot find qualified top US talent, with a hundred thousand engineers and scientists working as grocery clerks, it is now apparent that this is because you might not find that talent when surrounded by it in a stadium jammed to capacity full of it. As each brilliant candidate uses the 20 additional points of IQ that you (as measured statistically) were likely spared (1) to explain to you their applicability, you might deny each in turn were capable indicating some minor detail of terminology that you do not seem to fully grasp. These practices seem to have hurt the entire country and its economy, and you might consider changing them for the good of humanity.)

Let me also mention that if you have already chosen the hardware, software, libraries and more then you do not need an architect- rather you need to fire the person who designed the solution without an architect.

Also if you have contacted me to work for a vendor to promote sales of your product, that is not enterprise architecture either.

Lastly, if I may point out that we enterprise architects tend to make a fair amount of money. I more so, having done it for so very long and having so many relevant credentials. Therefore your offer of less than **\$50 per hour** is not in the range of the reasonable. This makes me believe you are combining unrelated qualifications together to create a rare or unobtainable person - just to justify another visa, as so many disreputable companies do these days.

Regarding your suggestion of "contract to hire": This is used to mitigate risk. In this case while I have been doing this for 30 years and I am a known quantity, the firm you represent has been in existence for only a few years. I suggest a hiring bonus would be better risk mitigation.

In short your job description and contact message were less than completely effective. You may have missed your target audience, or offended them, and I cannot really tell you which. No offense intended, but you could perhaps do better at performing your job. (2, 3, 4, 5, 6, 7) Thank you so very much for your time.

### NOTES:

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*(1) IQ by profession found at <http://www.iqcomparisonsite.com/occupations.aspx>*

*(2) View of same practices in Australia: <http://www.hcamag.com/hr-news/unethical-recruiters-tarnishing-the-industry-148418.aspx>*

*(3) Other unethical recruiting practices: <http://www.fordyceletter.com/2010/09/22/oh-those-unethical-recruiters/>*

*(4) Deceptive recruiting: <http://www.asktheheadhunter.com/newsletter/oe20050823.htm>*

*(5) Ethics for*

*recruiters: <http://www.integrepartners.com/Monographs/Ethics%20Of%20Recruiting%20And%20Selection.pdf>*

*(6) Ethical issues: <http://stewartcoopercoon.com/blog/ethical-issues-in-executive-recruiting/>*

*(7) How to spot bad recruiters: <http://recruiterbox.com/blog/how-to-spot-a-bad-recruitment-agency/>*

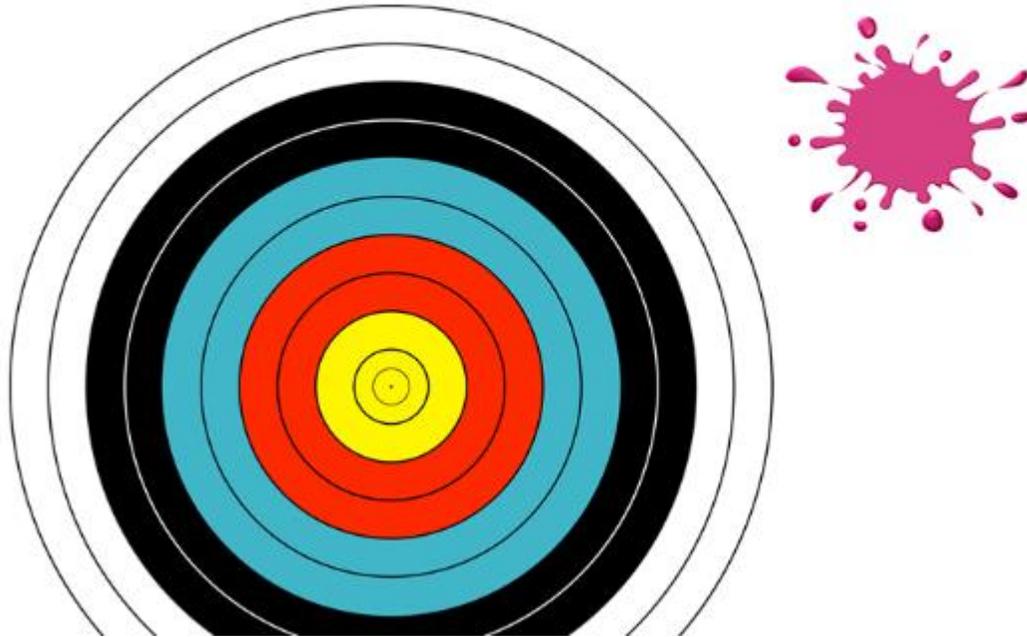
*(8) EA is transformation: <https://www.linkedin.com/pulse/20141129174141-86002769-ea-is-interdisciplinary?trk=mp-reader-card>*

*(9) Enterprise Architecture Purpose: <https://www.linkedin.com/pulse/20140816204807-86002769-enterprise-architecture-purpose?trk=mp-reader-card>*

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3.6 THANKS AGAIN, DEAR RECRUITER..., JANUARY 28, 2015

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Dear #NAME#, when last we spoke you had sent me a job or opportunity I could not relate to my resume or experience. This time you have sent me a job or opportunity with a category of the same name as one of my actual skills! Thank you so much for the improvement!

See my previous response here, for your convenience:

<https://www.linkedin.com/pulse/dear-recruiter-matthew-kern-msem-bsee-cea-cissp-issap-til-pmp?trk=mp-reader-card>

With regard to your job or opportunity in systems engineering, there seems to be a problem. The job description is not systems engineering.

Do not worry or be offended. In fact the error you have made is so very common that INCOSE, the international standards body for system engineering, once published a paper on it! You can find that here. See role 12.

<http://www.incose.org/educationcareers/PDF/12-roles.pdf>

In specific, you are looking for a system administrator or system programmer. A system administrator uses the built in functions of an operating system, software package, or perhaps routing and appliance equipment, to configure that same item. The item has been engineered, exists and is in operation. Whereas a system engineer is involved in creating brand new things that do not yet exist, or brand new versions of older things.

## The Business of Environment

(There is some considerable irony in your having listed so many bits of existing technology in your job description, when systems engineering is about creating new things that are none of those. The same goes for nearly all engineering jobs, by the way.)

On the other hand a system programmer writes software connected with or part of the operating system, such as drivers or utilities or demons or low level services. A systems engineer often or usually does not program much, perhaps not at all.

While I personally might be able to perform these other roles to some degree due to long and wide ranging experience, I think you may be looking for more candidates than that. Also, the salaries may not line up.

I suggest that while I am flattered that you have sent me a job or opportunity for something actually listed on my resume, you have not reached your target audience. You should re-title your job for what it is and try that to achieve greater success.

Thank you!

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3.7 AHEMMMM, TECH-RECRUITER, FEBRUARY 26, 2015

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I will be quick. Hey young recruiter, just so you know... ..there is a vast untapped reservoir of candidates with exposure to concepts and implementations of "the cloud", "Hadoop" like distributed databases and "no-SQL".

### THE CLOUD

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The cloud is the child of virtualization technology. You run a job or a server or an application on some host in the data center, but you do not know which. Entire operating systems and environments may be loaded on top of the virtual machine. Software execution may move.

This was the norm prior to the mid-1980s. Nearly all computer science and engineering graduates using mainframe computing resources were extensively exposed, trained and conceptually grounded in virtualized environments aka "the cloud". Most executed software with direct exposure to manipulating the virtual environment with VM/CMS (the CMS OS on top of the VM), VM/TSO (the TSO OS on top of the VM), and similar environments on smaller super-minicomputers. The differences today are mainly in administration and tools for administration in recent products.

### NO-SQL

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Prior to the mid-1980s most programmers, integrators and analysts used No-SQL tools like IMS, DB2, Paradox, and records managers like B-Trieve. Approaches including wide columns and key-value were common. Object databases date back to the 1980s rather than before. There were "big

data" sorts of conferences as early as 1960. Multidimensional, multivalued, graph and graph databases also are not new. Document databases existed long before XML, as did tree data structures. The concepts and technology are not new but old. Very many involved in the computing profession prior to 1990 were deeply versed in some aspect of these.

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## HADOOP

Distributed database technology leaped forward with the Hadoop product. Before Hadoop this was the core topic in the study of distributed systems, discussed in terms of 2 and 3 phase commit. This kind of mechanism is built in to the 7 layer model of OSI-ISO in the session layer, if you bother to look. A huge number of electrical engineers and computer scientists are deeply familiar with these topics from study between 197x and 2000.

---

## CONCLUSION

When checking resumes remember that most older candidates working in computers and computation prior to 1985-1990 have extensive exposure to the concepts and technologies of "The Cloud", distributed databases and "No-SQL". More or less nearly all of them have it. Just ask any older cloud architect, we grew up in this stuff.

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Only exposure to recent product offerings is missing in most cases. This has little bearing on analysts and architects, though it certainly affects heads-down programmers occasionally and system administrators often.

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Have a good day.

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3.8 ARE YOU AN IT "NINJA", JULY 22, 2015

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This is just an explanatory note.

Ninja is a term used to connote a person with multiple "black belt" certifications. Generally, a minimum of three top level certifications are required to call you a "ninja".

### ORIGINS

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The term "ninja" arose a few years ago, invented by those of us with many high level certifications, to describe that particular state of being. The term "black belt" applied to certifications began with "Six Sigma", denoting a higher level of certification than "green belt". Any top level certification with lower level prerequisites can today loosely be termed "black belt".

(Advanced degrees are a grey area, but may count as a certification in the minds of some. Especially note the fuzzy notion of a college certificate versus a certification.)

### NEED

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The need for persons with many high level certifications has increased:

- Certification trainers are widely sought, and to teach multiple certification classes these must be "ninjas".

## The Business of Environment

- US Government contracts require example resumes with minimum qualifications. A "ninja" or two is generally employed by the contracting company so their resume may be applied to proposals.
- Complex activities such as cybersecurity and enterprise architecture where advanced degrees were slow to appear caused a need for "ninjas" with third-party verifiable credentials.

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### EXPERT

The term "expert" is usually taken to denote 10,000 hours of directly related practice or experience. Being an "expert" does not make you a "ninja". Being a "ninja" does not necessarily make you an "expert". However most "ninjas" are "experts" as it turns out, as certifications are easier if you have significant experience.

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### IMITATORS

Wannabees are people who do not hold a credential or skill, but claim to have one. (Alternately they may claim to have had an experience but were not there.) Persons claiming to be multiply certified "ninjas" that do not actually have the certifications are common. This can occur when spot-checking the certification is difficult, such as with the CISSP. You must obtain the license number from the individual checked before you can query their certification status online. However some will even claim a quickly verified certification such as a PMP when you can easily check their name for certification on the Web in a few minutes.

Note: If they do not have the certification, it is safe to assume they do not have the required mastery of knowledge. If they did, well, tests are cheap (training is not).

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### HOW-TO

To become a "ninja" simply obtain multiple top level certifications. Example top level certifications, of an advanced nature beyond the basic certification, include:

- Six Sigma Black Belt
- CISSP-ISSEP (The CISSP serves as the green-belt entry certification for the ISSEP, although hard to obtain itself in this case)
- CISSP-ISSAP
- CISSP-ISSMP
- FEAC "Black Belt" Certified Enterprise Architect (Five college courses worth of training)
- CCAR
- CCDE
- Solace Black Belt Router Certification
- ITIL Master or ITIL Expert

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### DAN

In martial arts, especially Karate, there are levels of "black belt" called "Dan". The lowest level is 1st Dan, and the highest 10th Dan. For fun, you can refer to techie black belts in this way too. For each "black belt" certification, add 1 and then say "Dan". Try it out. Generally we, the over-certified, do not take ourselves too seriously, we have to maintain all of those certifications!

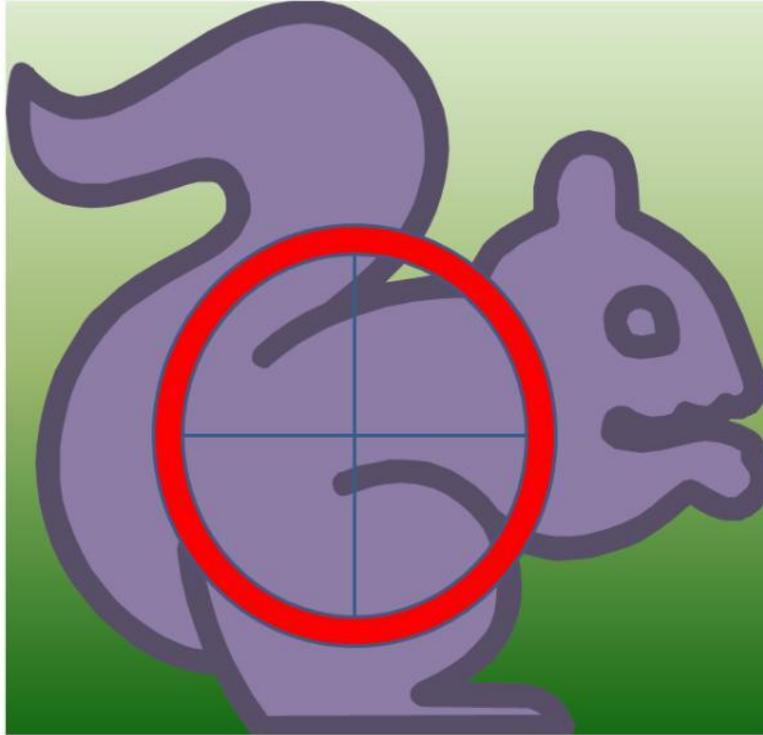
## The Business of Environment

Example: If you look at my profile closely and add up the certs, I would be 3rd Dan.

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3.9 PURPLE SQUIRREL HUNT, OCTOBER 20, 2014

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"Purple Squirrel" is a term well known to recruiters, and highly experienced oddballs like me. More than perhaps any other time in my recollection, recruiters are looking for purple squirrels. A purple squirrel is a kind of person who does not exist, a combination of skills not possible to find.

This phenomenon of looking for purple squirrels is important, because it drives the perception that talent is not available in the USA. It falsely drives that perception. These purple squirrels are mythical beasts everywhere.

I thought I would take a moment to list some types of purple squirrel. I sometimes see hundreds of jobs pass through my inbox in a week, dozens of weird ones. I might be in a good position to list them.

### WRONG TITLE

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Imagine if the job description says plumber, and then talks only about carpentry. Imagine if it said auto mechanic, and then only spoke of landscaping. I see this almost every day, with job descriptions claiming Enterprise Architecture as the title and then demanding software development or system administration, maybe system architecture. EA is none of those things. I can tell you that if you are doing EA then you are too busy to also be doing all that.

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## WRONG BACKGROUND

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Imagine a job description that asks for a plumber, and then wants you to also have a background, before plumbing, in real estate. Like the case above, this happens often in my field. You might not find that guy.

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## CHEVY NOT FORD

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Imagine a job description where they want a Chevy mechanic. Not an auto mechanic, but Chevy only. You may have worked on Fords, Toyotas, Hyundai's, Isuzu's, Jeeps and everything else, but all that does not count. They will only count Chevy. This also happens routinely in IT. I saw a JD recently demanding experience with only one brand of firewall, no other experience counted.

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## CONFLICTING PERSONALITIES & JOBS

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This is harder to envision. Please bear with me- let's use Myers Briggs. Not because MBTI is correct, but it is useful for the description. You find a job description for someone to be a programmer (I-introvert, T-thinking) and also a salesman (E-extroverted, F-feeling). To be good at either of those things, you need certain personality traits- but not the same ones. To be good at both simultaneously the individual would need multiple personality disorder.

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## ALREADY WORKS HERE

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This is the kind of job description that demands internal details of exactly what is happening and has happened in that specific work environment, and is not present elsewhere. It demands exact detailed experience that could only possibly be known to those who work there now. It is as if someone made a policy to advertise all jobs, but they already have picked an internal candidate anyway.

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## IMPOSSIBLE CERTIFICATION COMBINATIONS

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This is another one I sometimes see. When you combine some of the harder certifications to master, you can easily narrow the field to one or two persons in the world. I was, for example, the only person with an ISSAP also certified in FEAF and DODAF for a long time, might still be.

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## CONCLUSION

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You can easily specify a person you will not find. Expecting them to exist is a sign of inexperienced or uncooperative management writing the JD, with unrealistic expectations. Stick to common career paths, common combinations of things, if you really want to fill a job. Do not bid purple squirrels unless you have that one in hand. The few you may find are often unique.

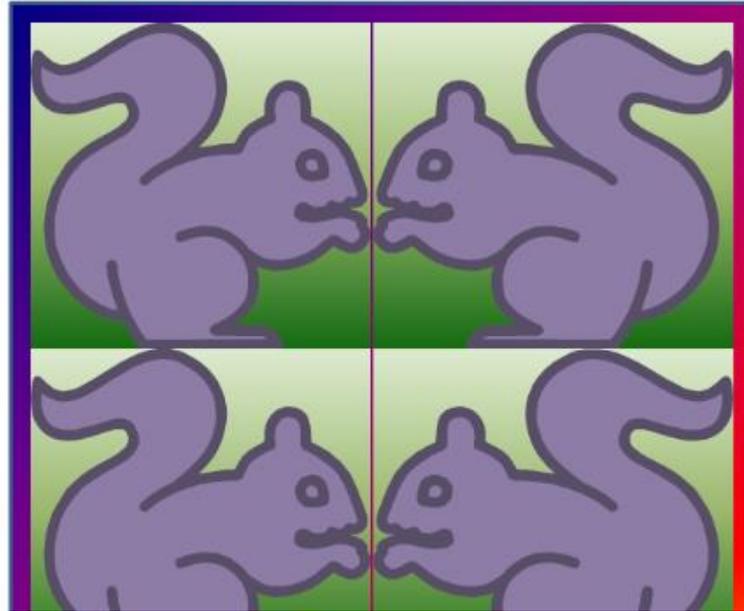
Whatever the circumstance, try not to be overly specific in your position criteria. It causes more problems, more wasted effort, than it could possibly solve. There is a big cliff, more specific is better and better again but one step too far and it is not good at all. Honest!

(...and BTW if you want somebody just like me, then just contact me directly. The same for the rest of us oddballs. We often like doing hard or unusual things.)

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### 3.10 LIFE OF THE PURPLE SQUIRREL, FEBRUARY 1, 2015

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A "purple squirrel" is a mythical creature, like a unicorn. Recruiters use it as a term for a non-existent or vanishingly rare type of candidate. If you combine traits or skills in an oddball way, you get a job description for a purple squirrel.

I will use myself as an example. I am sometimes accused of being the purple squirrel. Let me describe to you how I got there, and why you may not find others. I want to quash any hope that there is a colony of us just waiting to be recruited, or that we are magical perfect super-humans. You should not actively seek such persons to staff all your organization, and at most a good organization usually has but a few.

#### LIFELONG GEEK

Let us say you have listed some combination of skills that you cannot find. I come close. Why? It could be because I have been working with technology since I was ten years old, playing with electronics kits. I have no children to distract me. Hence, I have worked in a great many facets of technology. Now think a moment, how many people have been tinkering with technology for 40 years and have no children to distract them? That's right, darned few.

#### SELF MANAGING

Here is another take on those recruiting posts that demand initiative. My friend Anthony Spadafore at Pathfinders Career Design identifies me as one of these below:

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MAESTRO™ PERSONALITY GROUP ABOUT 25% OF PEOPLE ARE MAESTROS, THEY ARE INDEPENDENT-MINDED MAVERICKS WHO

WALK TO THE BEAT OF A DIFFERENT DRUMMER. IF YOU FEEL LIKE AN OUTSIDER, RARELY JOIN GROUPS, ETC, AND WOULD RATHER NOT COLLABORATE TO GET THE JOB DONE, YOU'RE PROBABLY A BIT OF A MAESTRO.

INTROVERTED MAESTRO™ — THE INGOING MAESTROS ARE THE RAREST PERSONALITY TYPE IN OUR SPECIES. WE ALL KNOW SOME OF THEM AS NERDS AND GEEKS, OR BRAINY TYPES. THEY ARE THE BORN MAVERICKS—THE OFTEN MISUNDERSTOOD LONE WOLF. INTERESTINGLY, THEY USUALLY DON'T CARE. THEY LIKE BEING DIFFERENT AND PREFER NOT TO BE TEAM PLAYERS. LINUS OF PEANUTS IS AN INTROVERTED MAESTRO. PRESIDENT OBAMA'S INTROVERTED MAESTRO NATURE ISN'T SUITED WELL FOR THE CONSTANT HAND-HOLDING DEMANDED BY THE VERY TRIBAL U.S. CONGRESS. PRESIDENTS THOMAS JEFFERSON AND ABRAHAM LINCOLN ARE IN THIS CLUB TOO.

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The point to grasp here is that such persons are rare. They are not the norm. While I can perhaps go solve a problem from a new angle, or be a "thought leader" (I hate that term), or create a new framework/environment from scratch, I am not likely to be a tireless glad-handed salesman too. Others of this type are the same or similar.

## MORE NATURAL TALENTS

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Here are some additional talents my friend Anthony tests for. I have not been tested, but we are all pretty sure where I fall due to lengthy acquaintance, and some obvious manifestation.

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### PROBLEM SOLVING TALENTS

EVERYONE HAS ALL THE PROBLEM SOLVING TALENTS, IT'S A MATTER OF DEGREE. TYPICALLY, PEOPLE ARE STRONG IN JUST ONE OF THESE ABILITIES . . .

DIAGNOSTIC REASONING™ — DIAGNOSTIC REASONING IS A PROBLEM-SOLVING ABILITY TO LEAP TO ACCURATE CONCLUSIONS BY SEEING A RELATIONSHIP BETWEEN BITS OF INFORMATION THAT ARE NOT OBVIOUSLY RELATED. SOMETIMES IT'S REFERRED TO AS THINKING WITHOUT THINKING BECAUSE IT'S A TALENT THAT IS LIGHTNING FAST AT SIZING UP SITUATIONS.

ANALYTICAL REASONING — ANALYTICAL, LOGICAL REASONING IS A PROBLEM-SOLVING ABILITY TO QUICKLY AND ACCURATELY CATEGORIZE, ORGANIZE AND SYNTHESIZE GIVEN INFORMATION AND REACH CONCLUSIONS BY A THOROUGH STEP-WISE ANALYSIS.

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RATE OF IDEA FLOW™ — RATE OF IDEA FLOW IS YOUR MIND'S SPEED OF GENERATING IDEAS. IN SIMPLER TERMS, IT'S YOUR BRAIN'S TALENT FOR BRAINSTORMING IDEAS AND/OR CONCENTRATING.

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Now I have high diagnostic reasoning, with high analytic reasoning as well, but a low rate of idea flow. Lest you think you want all your candidates to have all three, let me caution you a bit. The person with high diagnostic reasoning is the person who walks in to the office and accurately notices every flaw in every form, process, manager, co-worker and even the carpet. They may not voice it, but they spot it immediately.

The person with high analytic reasoning will not believe you unless all the facts line up. The higher the analytic reasoning the more they will double-check the facts. Flap your jaw in the breeze all you like, they will check the analysis and the facts again. They will otherwise remain skeptical. They may do as directed right now, but they will think about all this on the side.

The person with high rate of idea flow is a creative whirlwind, but does not focus and concentrate well. Of the three, this natural talent is most obviously both a disadvantage and an advantage, either way you happen to be.

Again, I have 2 of 3. Rare. Unusual. Not particularly good for all jobs, but oddly effective at some. If you think you want all that, read it again. It's not all peaches and cream.

### SOMEONE NOT ME

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Another example of a purple squirrel is a remarkably talented lady who has been producing websites from 1994. She too is an introverted maestro™ but with diagnostic reasoning even higher than mine and analytic reasoning nearly as high. She can manage, design, produce, produce architecture for and even code websites.

### MYERS BRIGGS

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Regardless of your like or dislike of Myers Briggs, such purple squirrels tend to be rare personality types in that system. They may be INTJ, INTP or INFP, all types that are small fractions of the population.

The table below was found at the Myers-Briggs official website:

<http://www.myersbriggs.org/my-mbti-personality-type/my-mbti-results/how-frequent-is-my-type.htm>

Total		<b>ISTJ</b>	<b>ISFJ</b>	<b>INFJ</b>	<b>INTJ</b>
<b>E</b> 45-53%	49.3%	11-14%	9-14%	1-3%	2-4%
<b>I</b> 47-55%	50.7%	11.6%	13.8%	1.5%	2.1%
<b>S</b> 66-74%	73.3%	<b>ISTP</b>	<b>ISFP</b>	<b>INFP</b>	<b>INTP</b>
<b>N</b> 26-34%	26.7%	4-6%	5-9%	4-5%	3-5%
<b>T</b> 40-50%	40.2%	5.4%	8.8%	4.4%	3.3%
<b>F</b> 50-60%	59.8%	<b>ESTP</b>	<b>ESFP</b>	<b>ENFP</b>	<b>ENTP</b>
<b>J</b> 54-60%	54.1%	4-5%	4-9%	6-8%	2-5%
<b>P</b> 40-46%	45.9%	4.3%	8.5%	8.1%	3.2%
		<b>ESTJ</b>	<b>ESFJ</b>	<b>ENFJ</b>	<b>ENTJ</b>
		8-12%	9-13%	2-5%	2-5%
		8.7%	12.3%	2.5%	1.8%

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## MODEL INDEPENDENT SITUATION

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I have used Anthony's talent models to describe this phenomenon. However you can use almost any and still you will come up with limitations imposed by each natural advantage.

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## COMBINING RARITIES

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You may look at these and tell yourself that a few percent of the population is not that rare. However when you combine these categories you multiply the scarcity. This effect depends on how independent the factors are you are combining, but you can still quickly get to a fraction of a percent of the population without trying too hard.

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## CARE AND FEEDING

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When you hire such a person they do not perform like the statistical norm, and may desire to have an actual impact. Forcing them to do work for which they are not well suited (for persons less capable) may annoy them. If you have lied on your Job Description to try to obtain superman, you may not be prepared for real retention of actual unusual talent.

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## PURPLE SQUIRRELS IN THE PAST

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Some time ago these unusually skilled persons were the majority of computer technologists. When you spoke to the geeks who built the computing infrastructure, they would all be purple squirrels. Such persons are limited in number, and as the industry expanded the participants became more like the general population. This has created a situation where the jobs must be fit more closely to the available candidates.

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## FOREIGN RECRUITERS

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Non-US recruiters often seek odd combinations of skills and end up contacting various persons who may be associated with the purple squirrel phenomenon. They seek these odd and difficult to obtain combinations of talent that may command high salary in the few available individuals. They then offer very low salary. When the offer is inevitably rejected by several of those few, they run off to create justification for yet another H1B visa for an outsourcing firm. This behavior is illegal and highly detrimental to the US technology industry.

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## CERTIFICATIONS

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Certifications are another way to create a job description focused on only a few individuals. Some of my current certifications are held by less than 1000 persons, some worldwide and others nationwide. (Try finding that CISSP-ISSAP with both FEAC certifications, FEAF and DODAF, if you do not believe me.)

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## CONCLUSION

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When you go loading up a job description with all the things you need, looking for that in one rare person, you need to stop and think. If you are looking for the combination programmer and salesman, no individual born will be inclined to both. At other times your random combination of skills may match a rare person, but we are each unique and not built to your specifications.

## The Business of Environment

No one can do it all. This is even more true when you realize that there are only so many hours in the day. The flipped side of this coin is that when you find someone claiming to be good at everything in your purple-squirrel job description, they are probably not really good at all of it.

If you do want one of these highly skilled and unusual persons, be prepared to pay them well for their statistical scarcity and to put them in key positions in the company so their talents will have impact. Be prepared to treat them as the exceptions to rules and norms that they are. Be prepared to have to work to recruit them, and prove you are not holding another bogus offer.

You probably cannot populate your entire company with purple squirrels. Such persons are often in high demand. You might get a few, even if you are some big Silicon Valley firm.

Find out more about the terms used here for measurement of innate talents:

*<http://pathfinderscareerdesign.com/what-is-talent/>*

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3.11 GENERATIONS AND WORK ATTITUDES, MARCH 7, 2015

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I am contemplating my navel again.

You are a product of your culture and generation. In youth you deny it, in middle age you accept it, and in old age- I don't know yet. The differences in work ethic and attitude by generation are startling. I am no expert, but this affects us daily. Let me recap quickly what impresses me most about US generations.

### THE GREATEST GENERATION

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These folks saw the Roaring 20s, as children, which made the 80's look like a high school dance. They saw WWI stop, where men stood in trenches and were gassed to death, the "war to end all wars". The men fought in WWII with no expectation of return, because the enemy did not act honorably, while women stayed home and ran industry and commerce, because somebody had to. They invented RADAR, the atomic bomb, and the modern computer. They rebuilt the country after the war to new economic heights. They listened to Big Band music.

These folks worked very hard, partied very hard. They would work hard for any good cause. Heck, you could hardly stop them from pitching in for WWII.

---

AFTER YOU'VE DONE ALL THE WORK AND PREPARED AS MUCH AS  
YOU CAN, WHAT THE HELL, YOU MIGHT AS WELL GO OUT AND HAVE A

GOOD TIME.  
BENNY GOODMAN

---

“DUTY, HONOR, COUNTRY. THOSE THREE HALLOWED WORDS  
REVERENTLY DICTATE WHAT YOU OUGHT TO BE, WHAT YOU CAN BE,  
WHAT YOU WILL BE.

OLD SOLDIERS NEVER DIE; THEY JUST FADE AWAY.”  
DOUGLAS MACARTHUR

---

“NUTS” ANTHONY MCAULIFFE

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### THE SILENT GENERATION

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These folks experienced WWII as children, and won the name in a Time Magazine article. Time said they were grave, fatalistic, and expected disappointment. Time also said they had confused morals, but desired faith. After WWII women now wanted both career and family. Eisenhower told them the Military Industrial Complex that had won WWII was evil and must be destroyed. They fought in the Korean War - which began the whole illegal war controversy. This was the "Jet Age". Surely you have heard of jazz? Did you ever hear of beatniks? In old age this bunch sometimes became jaded, decadent outsiders who did not belong to the Greatest Generation but packaged and commented on it. They are not altruistic, much.

A BANK IS A PLACE THAT WILL LEND YOU MONEY IF YOU CAN PROVE  
THAT YOU DON'T NEED IT.  
BOB HOPE

---

I HAD NOTHING TO OFFER ANYBODY EXCEPT MY OWN CONFUSION.  
JACK KEROUAC

---

WHEN YOU ARRIVE AT A FORK IN THE ROAD, TAKE IT.  
YOGI BERRA

---

## THE BABY BOOMERS

---

These folks faced the Red Scare, and the Cold War. The first half fought in the Vietnam War (another war examined as illegal), the last half watched it on TV, daily, in glorious Technicolor with lots of red. They grew up with "duck and cover" and bomb shelters, with the ICBM and the strategic bomber and nuclear submarines. Nearly every baby boomer had a reasonable expectation of apocalyptic death in the back of their mind. They created Hippies, free love, the psychedelic movement (tune out, turn on and so on). Eisenhower's destruction of the Military Industrial Complex was well underway, and the rust belt was growing for these folks, so welcome to the "Space Age". Everybody wore blue jeans and T-shirts. When they woke up and realized the world would not end today they became the enemy (don't trust anyone over 40) and assumed their corporate archetypes. They then worked double-time to make up for wasted years expecting Armageddon. Sex, drugs and Rock n' Roll gave way to Wall Street.

These folks worked very hard, partied very hard. They would work hard for any good cause. Heck, you could hardly stop them from pitching in for ecology, stopping Vietnam, and a dozen other causes. Hmmmmm...

---

IT'S BETTER TO BURN OUT, THAN TO FADE AWAY.  
NEIL YOUNG

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THE SUIT DOES NOT REPRESENT THE BUSINESSMAN ANYMORE. NOR  
DOES THE LOUD SHIRT REPRESENT THE ROCK STAR. THE SAME MAN  
CAN NOW WEAR BOTH.  
DONATELLA VERSACE

---

## GENERATION X

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This group grew up with single parents, dual income parents, increasing divorce rates and invented the "latchkey kids". They saw Nixon, Watergate and the end of the cold war growing up. They saw men on the moon and the microchip and the electronics revolution growing up. These folks saw corporate downsizing and are skeptical, cynical, mostly lack organizational loyalty of any kind and are self-reliant. Generation Y is mostly a marketing ploy for the latter half of generation X, used to sell goods and ideas to a difficult crowd.. Their music has naked chicks and increased commercialism. They have been said to expect big titles and salaries without much effort or time spent. They have also been said to have expected to change the world by age 25. They might grow old like The Silent Generation I suppose. Not altruistic, much.

---

GOD WANTS MY LIFE TO BE ABOUT BEING SUCCESSFUL AND BEING  
HAPPY AND BLESSING OTHER PEOPLE AND BEING BLESSED.  
MILEY CYRUS

---

---

MODELING IS THE BEST BECAUSE YOU HAVE TO LOOK HOT, WHICH COMES EASY TO ME, YOU KNOW. I'M BLESSED WITH THAT.  
ASHTON KUTCHER

---

I tried to find more substantial, but still popular, quotes. I did.

## CYCLES

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People often say generational attitudes and focuses are cyclic. I see two generations here who partied too much, then worked like dogs in later life. Each was followed by a cynical, skeptical, grave, fatalistic bunch with low expectations. Attitudes on work alternate, with one group ready to work 'till they drop and the next seeking to grab the best deal without much concern for existing institutions or norms. One inherits chaos and creates new order from it. The next dislikes the order and ignores it, leading to chaos. This observation is not new.

---

FOR AN ECONOMY BUILT TO LAST WE MUST INVEST IN WHAT WILL FUEL US FOR GENERATIONS TO COME. THIS IS OUR HISTORY - FROM THE TRANSCONTINENTAL RAILROAD TO THE HOOVER DAM, TO THE DREDGING OF OUR PORTS AND BUILDING OF OUR MOST HISTORIC BRIDGES - OUR AMERICAN ANCESTORS PRIORITIZED GROWTH AND INVESTMENT IN OUR NATION'S INFRASTRUCTURE.  
CORY BOOKER

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## CONCLUSION

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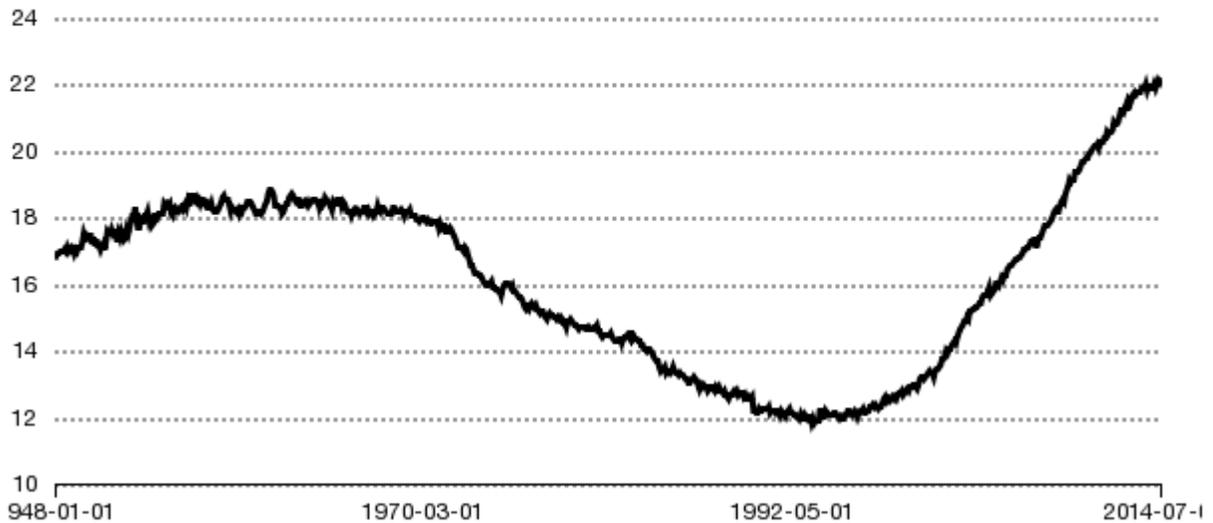
Attitudes toward work and expectations of reward change. Social order oscillates around some norms. Find the norms, set the bars, create the rules, and hold people to them without regard to when they are born. Stabilize expectations. Only in this way can people plan their lives, understand their careers, and prosper over a lifetime. Only in this way can our society prosper across generations.

Take a longer view, folks. Try to find some values and attitudes that last longer than the latest set of products and advertisements. Try to see some goals for America across generations, and factor that in to your behavior. Work in accordance with those, not what the TV shows and the celebrities are talking about. Envision an America with a future.

3.12 RECRUITING & AGE 55+ LABOR, JULY 11, 2015

## Boomers Refuse to Go Away

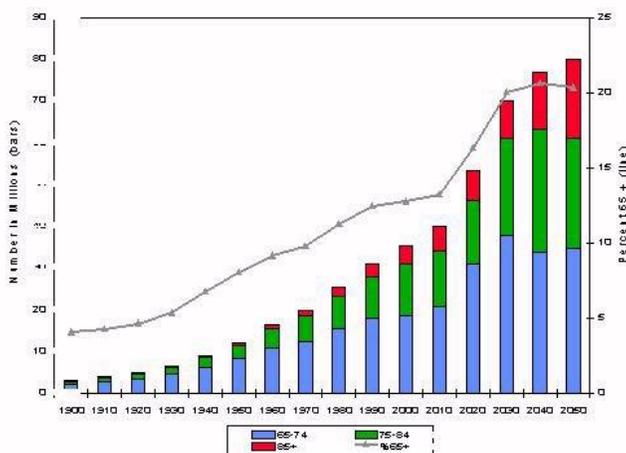
Percentage of U.S. workers 55 or older



Recently many sources have publicly indicated that employment of older workers has decreased significantly, and retirement has suddenly greatly increased. This is premature at best. The graph shows the increase through last year in percentage of the workforce who are older workers. A leveling off has occurred in the past months, with a tiny drop indicating a possible local maximum with a gentle decrease.

Source: U.S. Bureau of the Census. Current Population Reports, Special Studies P-23-190, 65+ in the U.S. U.S. Government Printing Office, 1996.

Growth of the 65+ Population, by Age Group: 1900 to 2050



The labor rate participation of older workers can be found at: US. Bureau of Labor Statistics, [LNS11324230], retrieved from FRED, Federal Reserve Bank of St. Louis <https://research.stlouisfed.org/fred2/series/LNS11324230/>, July 11, 2015.

The graph below shows that the aged population will continue to increase. Image found at

<http://www.trinity.edu/mkearl/over65.jpg>.

Unless the participation of

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older labor drops greatly the percentage of older workers may be expected to remain relatively high.

For the moment, the participation of older workers has leveled off. It is not dropping precipitously. All the older workers are not suddenly retiring at once.

Note: Using the retirement of older workers as an excuse to prefer younger workers is illegal.

***<http://www.eeoc.gov/laws/statutes/adea.cfm>***

Discriminating against older workers on activities funded by the Federal Government (perhaps including Federal contracts) may also violate another law:

***[http://www.dol.gov/oasam/regs/statutes/age\\_act.htm](http://www.dol.gov/oasam/regs/statutes/age_act.htm)***

Exploiting loopholes in these laws, or promoting unlawful discrimination in writings on social media remains unethical where not directly illegal.

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3.13 DC CEOS & RECRUITERS: DEAR OLD WHITE GUY, MAY 2, 2015

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DEAR CANDIDATE:

WE ARE VERY IMPRESSED WITH YOUR 5 PHDS AND 15 ADVANCED CERTIFICATIONS, AS WELL AS YOUR VAST EXPERIENCE. YOU DID, IN FACT, HELP CREATE THE VERY TECHNOLOGY THAT OUR COMPANY MAKES ITS LIVING FROM. YOUR PATENTS AND PAPERS ON RELATED SUBJECTS ARE STAGGERING. BASED ON THE REQUIREMENTS, YOU ARE PROBABLY QUALIFIED FOR THE JOB AS SENIOR ANALYST (THE SAME TITLE WE GIVE ANYONE AFTER 5 YEARS OF MEDIOCRE SERVICE).

WE WOULD LIKE YOU TO INTERVIEW WITH THE HIRING MANAGER PAT. PAT, LIKE ALL OUR MANAGERS, IS A LGBT/INDIAN/ASIAN/LATINO/AFRICAN-AMERICAN 30 SOMETHING. ALTHOUGH PAT HAS NO DEGREE WHATSOEVER, AND IS YOUNGER THAN YOUR CHILDREN, PAT HAS ALL THE IMPORTANT QUALITIES WE SELECT FOR IN PROMOTION (AND IS CHEAP, H1B VISA). PAT WILL GRILL YOU AND DETERMINE IF YOU ARE QUALIFIED TO WORK WITH US. PAT WILL ASK YOU ABOUT 3 OR MORE RECENTLY HYPED TECHNOLOGIES THAT ARE ACTUALLY REHASHED 50 YEAR

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OLD TECHNOLOGIES, LIKE NO-SQL, THE CLOUD AND BIG DATA. IF YOU ARE SELECTED YOU WILL WORK FOR PAT.

WE ARE AN EQUAL OPPORTUNITY EMPLOYER, AND WE VALUE DIVERSITY (EVERYONE BUT YOU).

---

This is really how it looks from the other side, now and then. The rules are stacked against old white guys. Perhaps this is related to the government's set-aside programs for minority owned businesses here in DC, or perhaps it is due to local demographics. Does your company ever do this? Shame on you. It is not only illegal, it is foolish.

Equality works both ways. There is no equality unless we all share it. Tipping the scale in the other direction does not create balance or justice. Thank you for your time and attention.

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We are not retiring.

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3.14 COLD WARRIORS, MARCH 21, 2015 RECRUITERS:

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Hey US Gen X, Gen Y, former full-time stoners, old retirees and the rest of you clueless as to what goes on in the mind and souls of the folks who served in the Cold War? I have what you want right here. Honest. You may not like it.

By "Cold Warrior" I do not refer to some elite jokers leading the successful anti-USSR efforts from safety in DC alone. Not just these: [http://en.wikipedia.org/wiki/Cold\\_warrior](http://en.wikipedia.org/wiki/Cold_warrior) I also refer to all who served. It's no surprise that the mass of folks who contributed are forgotten. There is no "cold war" medal, no campaign badge, and some jackass will routinely say no one died in the Cold War. Good one, Sherlock.

Let's further divide this down. There are the 'Boomers who had the chance to serve in Vietnam, and the Late 'Boomers or Shadow 'Boomers who were a bit too late for that. You could have served as late as '89, right? The wall fell then. Actually, the war in 'Nam wasn't the first Cold War event, starting in 1955 with us joining later. We had the Korean Conflict too, in 1950. Let's count them a bit, tentatively, if they don't show up and object.

If you had to serve the country in the Cold War era, you are a "Cold Warrior". We will leave out those who hitchhiked to Canada, and those who tuned out, turned off to society and turned on to the psychedelic land of the mushrooms - and we will keep just those who turned out mostly. Hey, 20% of the workforce is over 55. We still count. Many of these served.

Now let me try to summarize some Cold Warrior attitudes. Let's start with some background:

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- The Korean War was not a declared war. It was a "conflict" or "police action", so those who served there were discounted and treated as a bit less than "real" veterans. After all it wasn't a "real" war.
- People served in Vietnam, then were spat on and hated by US citizens when they returned. After all, it was an "illegal war".
- People served after 'Nam. They didn't count. There was no war. No lasting legal benefits, no special government hiring advantages, no TV specials for them.
- A good deal of the Cold War activity was "covert operations". There is a wall full of stars for folks who died in the Cold War at the CIA, outside 'Nam or Korea, and many more unreported or unknown to the public. There is no total tally, and it is not zero.
- Some subsets of these folks have fought and received recognition due, but it was not freely given. Some never received anything but a piece of paper or a handshake.
- I grew up next to many acres of woods. 'Nam vets who could no longer hold a job, could no longer sleep inside, sometimes made camp there. This Cold War stuff did real damage to some people.

In light of this it may not surprise you to learn that these folks are not very impressed with those who arrange for the glory first before they bother to do the right thing. Nor do they trust the system to take care of everything and reward good work. That has not stopped many from doing what good they can.

Many cold warriors will judge the person first, not the skills. You can train a solid person easily. Training is simple and mostly quick, not like education. Good, proven people are hard to find. People stay the same mostly, unless they have a "life changing experience". What you have done is more important than what you may say you will or can do. History is the best predictor of future performance for these folks. Most people are full of ... stuff. They may be a bit skeptical. In fact I often refer to that mythical operation in which the military removes your civilian sense of humor to replace it with sarcasm, satire and a sense of irony. Heck I barely served and I got a full dose.

Listen for that phrase "He's a good man" or "She's OK". Clue in on that. It means more than you think.

...And, of course, just like the stoners we assumed the world was about to end. No, really, we assumed it would. 'Duck and cover and all that. If somebody showed up and said "Go see the TV- the President just announced WW III and the nukes are in the air", nobody would have called BS. They even experimented on civilians and soldiers because we were all expendable in the face of worldwide annihilation. It may seem insane from the safety of your present world view, but that was the expected outcome: worldwide bar-b-que

It does not matter much if you served in Korea, Vietnam, or outside those events in the IC or some other way, the attitudes mostly remain the same. Remember the USS Liberty, etc.

[http://en.wikipedia.org/wiki/USS\\_Liberty\\_incident](http://en.wikipedia.org/wiki/USS_Liberty_incident)

Here are some bits of culture to remind you pieces of the supporting evidence for my opinions here:

1. [http://en.wikipedia.org/wiki/MASH\\_%28film%29](http://en.wikipedia.org/wiki/MASH_%28film%29)
2. [http://en.wikipedia.org/wiki/Catch-22\\_%28film%29](http://en.wikipedia.org/wiki/Catch-22_%28film%29)

## The Business of Environment

3. [http://en.wikipedia.org/wiki/Good\\_Morning\\_Vietnam](http://en.wikipedia.org/wiki/Good_Morning_Vietnam)
4. <http://pjmedia.com/lifestyle/2014/04/19/the-10-best-movies-to-watch-to-understand-the-cold-war/?singlepage=true>
5. [http://en.wikipedia.org/wiki/A\\_Boy\\_and\\_His\\_Dog](http://en.wikipedia.org/wiki/A_Boy_and_His_Dog)
6. [http://en.wikipedia.org/wiki/Apocalypse\\_Now](http://en.wikipedia.org/wiki/Apocalypse_Now)

Look, WW III came and went, it was the Cold War. No expected apocalypse occurred. The next world war may be largely in cyberspace, and no missiles may fly. The nature of war changed. There is a spectrum of conflict, and no one factored this in for Cold War veterans.

<http://www.airpower.maxwell.af.mil/airchronicles/apj/apj98/win98/hillen.html>

So the next time you show up saying you should get the big title and the big pay because you worked hard in school and put in five years as a junior whatever, or you should get the big Wall Street bonus for fleecing millions, just remember how the Cold Warrior may see it: 1) Thank-you is not guaranteed, medals may not be awarded, 2) you don't do the right thing for the rewards, 3) you perhaps don't seem to have served society or the organization in an exceptional way from a big-picture viewpoint, 4) it's all impermanent anyway, what are you whining about? (you can't take it with you anyway). Get it? They might resent you for your excessive opinion of your worth.

When you next see a job application and they have categories for 1) recent veterans; 2) Vietnam era veterans; 3) campaign badge holders; and 4) never served; just ask yourself where the category is for those not protected by law who served in the 1970's fit?

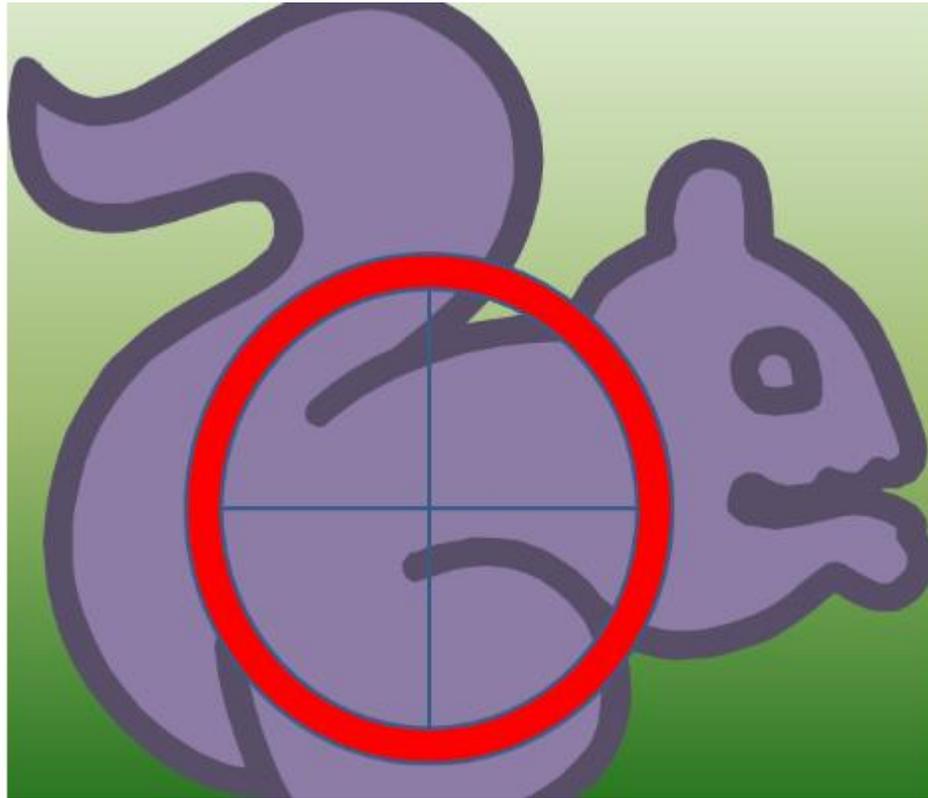
Let me put it another way: Imagine that people possibly way better than you have perhaps done more than you and sacrificed more than you for less reward than you for longer than you and are still just waiting their turn. They are not complaining much either. If fate is handing out fair and just rewards, get in line. Or try to jump to the front ahead of everyone because you are just soooooo much better than they are. Everybody is watching. Go ahead!

(No, I'm not talking about me at all- I barely served and there are folks way better than me and still just hanging around.)

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3.15 FINDING THE "JUNIOR ENTERPRISE ARCHITECT", APRIL 13, 2015

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Lately a veritable orgy of underbidding on government contracts in Washington DC has produced widespread searches for the "junior enterprise architect". This beast is illusive, rare to the point of nonexistence. Here is why.

When you begin your career to eventually become an enterprise architect, you start as something else, most often as some other type of IT architect or analyst. See the diagram below for the range of types. You develop skill there, and later learn a thin veneer of enterprise architecture knowledge on top of that, allowing you to work with other enterprise architects in a collaborative framework. The best candidates to become enterprise architects have what is called the "thumbtack profile" with at least one deep specialization and a range of general knowledge as well.

There is another possibility. There are people lacking any depth to begin with who join enterprise architecture early, producing artifacts without a depth of understanding. These persons may even lack a technical degree. They are sometimes called "modelers", indicating that they can produce drawings but not provide the judgement and expertise of real enterprise architects.

(Penn State had some nutty notion of a BS degree in EA to produce these modelers in bulk. That would not be constructive either.)

So stop looking, if you are a contracting firm. Face that you have underbid or you will get a reputation for delivering unqualified people. If you are employed in acquisitions in the Government, stop buying modelers instead of architects. You are both creating excess risk and failure in government IT operations. Stop. Please. I'm not joking.

---

### 3.16 RECRUITER COMPLIANCE ATTITUDES, SEPTEMBER 3, 2015

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Recruiting is widely acknowledged as a big part of the problem in the US job market. These lazy folks run keyword searches and use unproven tests of irrelevant factors to toss out candidates, just to narrow the applicant field. They ignore law and hire foreign workers instead of US nationals, just to save a buck. The iceberg is deeper underneath.

There are a great many recruiters on LinkedIn. Some few are paragons of integrity and ethics. Some are "iffy" on integrity, as in any large population. Some post their odd ideas about hiring for public approval. Here are a few ideas worthy of notice.

- Young people have more potential than old people. Focus on hiring millennials. This is both incorrect and illegal in the USA.
- Past accomplishments do not count. Seriously, some say this.
- Your education is not important. Put that poly-sci guy in an engineering job and see if that works out for you. Pack it up Harvard, MIT, these guys have definitively stated that your business model has no value.
- Certifications and training are unimportant. These bozos are one of the main culprits in diminished US competitiveness. Short "2 week" skillsets dominate the want-ads. Companies need to recognize certification in these trendy little skills, and also pay to train those short one or two.
- "Emotional intelligence" is more important than conventional intelligence. I guess these touchy-feely recruiters have not seen the studies - this is bunk. (Those emphasizing emotional manipulation of co-workers as advantageous lack integrity and should be fired.)
- Ignore experience. This one is a veiled statement of ageism, and illegal in the USA.

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- Diversity employers make a clear statement that they have a prejudice against the average candidate based on race, sexual preference or what have you. You cannot legally hire someone simply because they are not a white heterosexual. If you do you are prejudiced.
- Some make up written, oral or automated tests to check for factors not related to work performance. Making decisions on factors unrelated to work performance is not legal.

Hire employees who are likeable! Create a company of cheerleaders! Everybody must get along all the time! This company hires Polyannas and only the popular kids need apply! Is that strictly related to job performance bub? These folks want to turn the work environment into a social club. The most highly skilled and inventive tend to have a bit of an edge, no wonder we are becoming less competitive.

Right now, for example, is a unique point in history when highly intelligent, highly educated, highly credentialed, older, white, heterosexual professionals are out of work in my city, Washington DC. Much of the problem has been caused by LCTA contracting practices of the US Government. More has been caused by moving jobs onsite and treating contractors as employees, in violation of the FAR. The GSA building at 7th and D had a notice up for some weeks concerning a finding of job prejudice in the building, as a concrete anecdote. (Do not believe for a minute that the government's actions will excuse the actions of civilian recruiters.)

But the tech field nationwide is plagued by these practices. Prejudice against older engineers is legendary. The child CEO myth is a pandemic. Outsourcing to save money by the Silicon Valley types and the outsourcing contracting firms has been documented again and again - only to be countered by paid pundits denying the obvious facts. The list goes on.

If you are a recruiter and consider yourself a professional it is your responsibility, yours directly, to restore law and ethics in the profession. Take responsibility for your actions. Fix it.

How long will it be before the ambulance chasers start targeting you, recruiter, and your execution of illegal or unethical company practices? How long will it be before the FBI or some such decides to run a sting operation and shut down industry corruption by sending a message? One week? One year? After the next election when the jobs problem in DC has been widely publicized? When retribution for backing the wrong party hits the Valley? Don't look at me, I am the messenger and I cannot help you.

### SEE ALSO:

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[\*http://www.eeoc.gov/laws/practices/\*](http://www.eeoc.gov/laws/practices/)

[\*http://employment.findlaw.com/employment-discrimination/employment-discrimination-overview.html\*](http://employment.findlaw.com/employment-discrimination/employment-discrimination-overview.html)

[\*http://www.inc.com/suzanne-lucas/are-your-hiring-tactics-unethical.html\*](http://www.inc.com/suzanne-lucas/are-your-hiring-tactics-unethical.html)

[\*http://labs.openviewpartners.com/five-unethical-recruiting-practices-that-will-sink-your-career/\*](http://labs.openviewpartners.com/five-unethical-recruiting-practices-that-will-sink-your-career/)

*<http://hhstaffingservices.com/unethical-hiring-and-how-to-avoid-it-when-recruiting-for-sarasota-jobs/>*

*<http://blog.entelo.com/recruiting-ethics-qa>*

Note: Immediately after posting this I was contacted by four recruiters with strong ethics. I know of several others. There is hope.

SECTION 4: PERFORMING ENTERPRISE ARCHITECTURE

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What is it like to perform enterprise architecture? How do you produce results? This section contains some subjective advice.

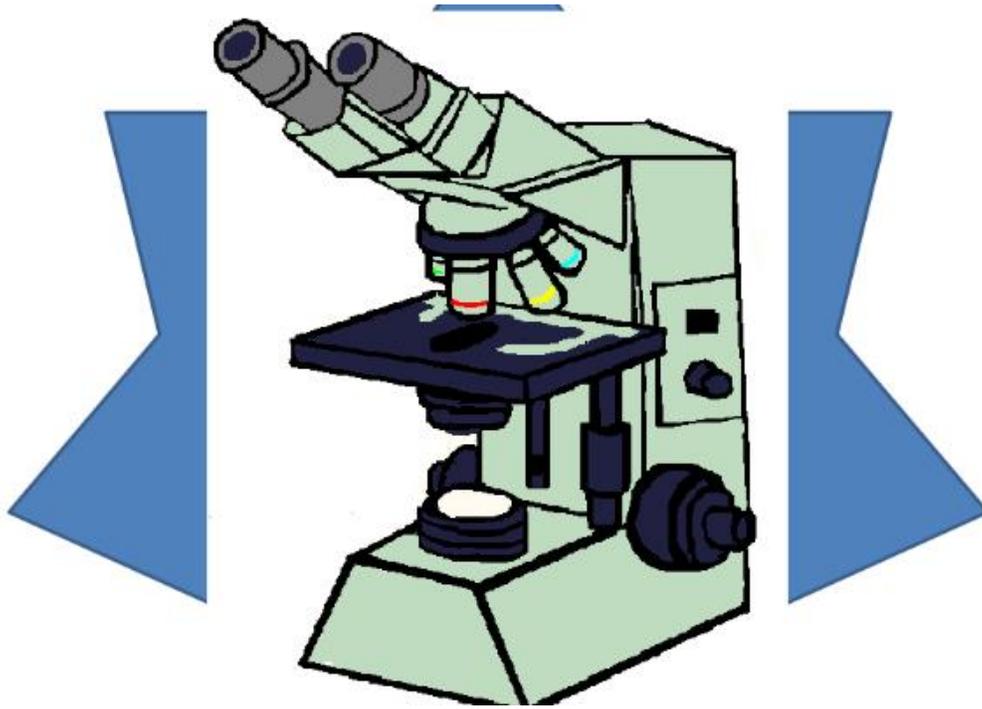
Questions for Section 4:

1. Which is more important to analysis and planning, focus or “multitasking”? Which makes an architect more effective? How does an attitude demanding “multitasking” affect success as an architect?
2. How long does it take to learn enterprise architecture? How many years does it take to become an expert? Do you have to study more each year to keep current or grow?
3. Is integrity important to the architect? Is objectivity important?
4. As an architect is it important to speak well?
5. Is it important to communicate well to be an architect? Does it help if your views are respected?
6. If architecture requires a team, how do you manage such a team? (See also volume 3 in this series.)

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4.1 FOCUS ON THE PROBLEM, JULY 13, 2015

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I am an engineer and architect. We focus on the problem, and the solution. To us, focus is an asset. We exclude all the irrelevant factors and search for the key element or elements to be adjusted to create success. We study the thing, not the packaging or the wrapper.

Focus is concentration. No significant technical advance happens without concentration, unless it falls on your foot and you stub your toe on it. Concentration is hard, hard work. We work hard. Applying science to reality is hard work. We have to study all our lives. We read books, take training and generally have less fun than most.

Engineering has, arguably, brought about more improvement in the living conditions of man than any other discipline. We engineers commonly claim the wheel, fire, heat, central AC, the modern mattress, the couch, the TV, the computer, the Internet, food distribution and manufacturing. We can face Medicine head to head for first place in the betterment of mankind's condition. Politics, soft sciences, and sales and marketing can all move to the rear of the line.

If you want to be an engineer, you focus on the problem. If you are building an airplane, focus on that airplane or its parts. Ignore all those trying to redirect your attention to people, their emotional baggage, and their needy interaction issues like encouragement or whatever. To be an engineer is to find approval in a working part, a prototype that does not catch fire. It is not a discipline devoted to getting along with gadflies. Politics are for the gregarious sorts who produce less value to society and accomplish less. Water coolers are often just for water, unless you need a break.

Focus on the problem, the item under construction or development. Push out those distractions. The following elements of modern life will seek to decrease your technical contribution:

- Cubicles will fail to isolate you so you can work productively. The manager guy stops by to ask why you have not solved the problem yet when you spent all morning hearing about how Sam's dog ate the pet bird and had to go to the Vet.
- Managers will wonder why you are not nice to Suzy when you were barely aware there was a Suzy.
- Slackers will accuse you of arrogance simply because they never worked hard, they studied basket weaving and they feel intimidated. Surely their lack of effort makes the case that you are a smug, superior bastard?
- You have to attend the Stand-Up Meeting. Those who talk and do not work will decide your fate if you do not defend yourself at the Stand Up Meeting.
- Sociologists will insist you need to devote time to emotional intelligence, when that has nothing to do with the part that does not function and the problem at hand. Who is Suzy again?
- At some point when sales is briefed on your progress, some sales guy will begin making statements of the form: "I do not understand it so no one else can understand it"; "I do not understand it so it cannot work"; and my favorite "I do not understand it so you must stop all progress". If you point out the fallacy and incredible egotism of such a position, the sales guy will declare you arrogant.
- Everybody wants to tell you how smart you are. You know darned well that smart is when the part works as designed. They will not shut up. You measure yourself against the problem, and until it is solved you are quite clear that your skill and intelligence are not yet adequate. They tell you how great you are and you will solve the problem by this personal greatness, but this gives you no clue how to solve the problem. AARGH!
- Some turkey who has fifty less IQ points will want to review you every year, just to piss you off. Further the guy cannot tell you anything that helps to make the part function as designed. He adds no value to solving the problem. He keeps wanting to meet about your contribution to the organization, which would be greater if he left you alone to solve the problem!
- Various smooth talkers will insist you know nothing about anything outside your current focus. They will insist that you will drool and stutter if taken out of your present problem domain. Despite the fact that you may have read 50 books on the subject they refer to, and may be an international expert, they will claim you are incompetent because of your current focus on some other problem. Distraction results.
- Your wife will wonder why you study and work so hard. They should pay you more.
- And then there is Fred. Fred is not focused on the problem, he is focused on competing with you. Fred is barely aware of the problem. Fred spends his time positioning to be more important than you. Fred barely contributes, but has great status reports. Fred routinely tells you that you are an idiot, because the important thing is building relationships with the senior managers that will promote you (meaning himself). Fred knows little about engineering or the problem domain, and tells everyone you are doing the job poorly. You try to ignore Fred, as you are all about solving the problem.
- You finally solve the problem, and it saves the company 10 million per year. You get a patent. They give you \$100 for the patent and a \$1000 one-time bonus. Then the manager

## The Business of Environment

guy shows up again to review you and says you are not a good employee because you are mean to Suzy. Who is Suzy? Did this manager guy ever, in his career, save he company \$10 Million per year? Did Suzy? Did Fred? No, none of them.

Our society does not support engineers or engineering. It did once, not so long ago. It's a flipping pandemic. This list has many more potential entries.

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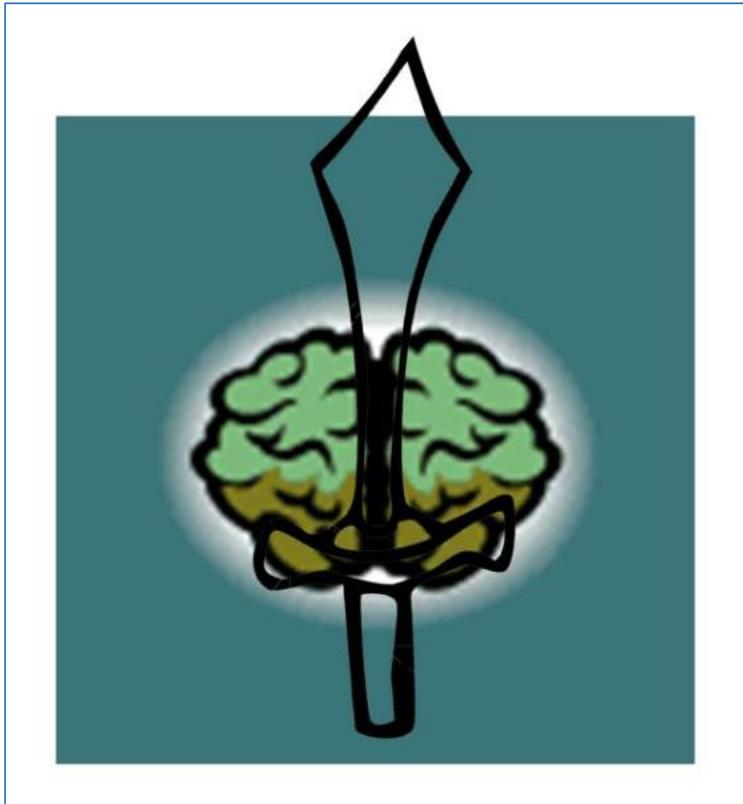
"GREAT MINDS DISCUSS IDEAS; AVERAGE MINDS DISCUSS EVENTS;  
SMALL MINDS DISCUSS PEOPLE." ELEANOR ROOSEVELT

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## 4.2 THINK LIKE AN ARCHITECT, OCTOBER 4, 2014

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I'm an architect. I will assume I am a fair example. Here are four tips to think like an architect.

### CONSTRUCTS:

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Architecture consists of a set of components and the relationships between them. Which components? Some think it's only some preconceived set of things based on some preconceived set of points of view. Zachman straightened that out. There are six categories of components and several relevant points of view of different stakeholders.

Don't forget Occam's Razor in your analysis. Use fewer assumptions, fewer constructs. Stick to the components that count. Don't add additional junk.

### DICHOTOMY

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You often have to categorize things. Imagine the world without any categories. You can cut it into two piles, by any criteria you choose. If you choose well, the criteria will make the whole solution clear. If you choose poorly the solution will be obscured, hidden from view. Only divide things up in ways that help.

### RELATIONSHIP

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If you can track how everything is related to everything, that probably will not help. Only some relationships are significant. Only track the ones that you are sure have some meaning. The rest are a waste of time.

### DEPICTION

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When you draw a drawing, only show one or two kinds of things and one or two kinds of relationships. More requires more drawings. Jamming a drawing full does not make it better, does not make the situation clearer.

## ELECTRONICS

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When I designed electronics the components that were important included resistors, capacitors, diodes, chips. The relationships that counted included wire connections and signals. In IT solutions it may be systems and interfaces. In business it may be process steps and sequence.

## STICK TO WHAT COUNTS

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Don't make up fancy new constructs without some tie to physical reality. Don't let these concepts and relationships take up space in your mind unless they pay the rent. All the rest simply clutters your mind and prevents seeing the important truth.

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### 4.3 SELF-DEVELOPMENT, JUNE 15, 2015

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Several years ago I decided I needed a new goal. I decided I would become the best possible enterprise architect, world class. I would devote myself to it. My corner of the world seemed to need another expert architect. I believe in [setting goals and achieving them](#). How can a man measure himself without testing himself? (Writing the eBook that these posts will fill is just a step toward the goal.)

I believe that we are all [born without much value](#), definitely not the present common wisdom. We have potential, but we must strive to better ourselves or [remain of little worth](#). Only in this way can we serve others and gain self-respect. I try to be useful to others once every day, for example. I am not a member of any [fraternal organization](#) or secret society dedicated to such self-improvement, but I know and recognize many who are. Instead I came by this philosophy from my Catholic upbringing, via the [doctrine of good works](#).

When you do this sort of thing, it is important not to set goals to please others. You need to choose your own path, and [set goals meaningful to you](#). Not everyone will respect your efforts. In fact the more progress you make the more often [petty and jealous people](#) may show up to attack you. The closer you get to your goal, the more you may be challenged. I often muse that this may be some sort of spiritual law, testing you just before you achieve something of value. It is important to ignore these petty barriers to your development. This is doubly true when the origins of the barrier are in yourself.

One routine source of criticism of your progress comes from those who equate your efforts at self-development with egotistical claims of superiority over others. You need not make such claims, they will infer them. This later viewpoint is alien to my personality type, and I can barely claim superiority over pond scum. While some think of the world primarily via hierarchy, and A is always higher or lower than B, people like me, and many dedicated to self-improvement, often see the

world as a collection of different things that are less than comparable in terms of moral superiority (but possibly comparable to some specific need or circumstance via goodness of fit). The real effort to many of us is to improve ourselves, not to defeat some other, but a friendly competition can sometimes happen. We sometimes seek differentiation in development.

Other kinds of setbacks can occur on the way to your goal. (It can also be impressive to see how many people will rush to attack you when they detect an unrelated weakness.) I have just faced several years of setback due to my health, for example. I now seem to have overcome the health problem, or controlled it. Often the answer is remarkably simple when it has been found, and it was so in this case. I sought relief for years and finally found it. That is a common claim.

Persistence is key to success. Hard work and dedication are required to achieve any real self-development. This is true if we are speaking of goals, like this one, related to your work or if we instead speak of more ephemeral goals related to some sort of spiritual improvement. To me the line between such goals is blurry at best, and helping others is best accomplished by having some skill. A man of worth can do something of concrete use.

I make no particular claim myself that I have achieved some kind of greatness via my efforts. I only claim that I have now studied the subject and I have achieved improvement in my own skills. In fact there is a range of founders of the discipline I will freely admit are my betters, having created what I now study. Among my peers, slightly younger than the founders, I seem to have won a place among those others who have devoted themselves to the study and practice of the subject. Heck, I even have some currency among the pundits who have studied less and speak much more. I occasionally accept that I may even be a source of some valid opinions and advice in my specific area of study, and that that itself may help others sometimes. Mostly I can better help others with their problems. I think there are many more who think like me (that we are each on our own individual path, not an assembly line).

You can do what I have done, and I am not unique. So set a goal and keep at it, and destroy the forces in yourself that prevent your success. Ignore and bypass the petty or jealous works of others to block your success. Persevere, do not give up, and keep your goal set in your mind. Do not waiver. Also do not expect rewards from others as some will in fact react negatively to your progress.

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#### 4.4 BUCKET LIST: ONE DOWN, MAY 9, 2015

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This week my "bucket list" lost one item. I had an opportunity I had hoped for over the last decade and some. I went to Zachman Level 1 Certification Training. I spent most of a week with John A. Zachman.

You may think this is an odd item. Admittedly some of the others might be more colorful: Rappel from a hovering helicopter; Parachute into nowhere; See a few places in Europe... but this was on the list. You might reasonably ask why.

In early 1990 I read some of John Zachman's early papers. I was involved in large scale integration and systems engineering at the time. I read the first and simply agreed. The second was more complete and was obviously correct. I started using the framework described then, on the spot. It seemed natural.

Much later, while working on counterterrorism, I took the two FEAC certification training courses. Zachman spoke at both. I listened carefully both times, admittedly some of his description is less than completely translatable. I had something incomplete, I was using the framework and yet did not completely understand some aspects of the approach. It takes some work to fully understand some of the more obscure points.

The Zachman Ontology is important because it is the one proven Ontology for architecture, including enterprise architecture. It sorts all the basic facts about the enterprise into little cells (lists of basic facts). It tells you which relationships between facts are important and why. From a set of facts sorted into Zachman's cells you can construct any artifact.

Now I have heard the whole thing. I think about Enterprise Architecture using Zachman's ontology, and I have done so for many years. Thank you for Cort Coghill, FEAC Institute and Zachman International for making this happen.

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EVERY ENTERPRISE ARCHITECT SHOULD TAKE THIS COURSE. DO IT NOW, YOU WANT TO HEAR IT FROM JOHN A. ZACHMAN, AND JOHN IS NOT GETTING YOUNGER!

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4.5 EMOTIONAL INTELLIGENCE VS CHARACTER, SEPTEMBER 1, 2014

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In the last few years there has been a great deal of discussion of emotional intelligence. This discussion has emphasized the importance of such emotional intelligence in business and society. We are to believe that emotional intelligence is how we will manage our social interactions. People with this trait are desirable as leaders of society and industry.

In many ways this discussion replaces an older discussion on character. In the past persons of character were desirable as leaders of society and industry. The space taken up for discussion of emotional intelligence has reduced the space in our lives for discussion of the older concept of character, usurping its importance in how we will manage our social interactions.

I will examine this for a moment here, which characteristic is more desirable in the leadership of our society: emotional intelligence or character?

### EMOTIONAL INTELLIGENCE

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What is “emotional intelligence”?

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EMOTIONAL INTELLIGENCE IS THE ABILITY TO MONITOR ONE'S OWN AND OTHER PEOPLE'S EMOTIONS, TO DISCRIMINATE BETWEEN DIFFERENT EMOTIONS AND LABEL THEM APPROPRIATELY, AND TO

USE EMOTIONAL INFORMATION TO GUIDE THINKING AND BEHAVIOR." WIKIPEDIA

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Presumably, if you are paid to do something that makes someone angry - you do not do that. That is just an example.

## CHARACTER

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What is "character"?

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6. MORAL EXCELLENCE AND FIRMNESS <A MAN OF SOUND *CHARACTER*>" WEBSTER

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Good character is often described as including honesty, respect for others, integrity, fairness, responsibility, reliability, and a variety of those old-fashioned words. Presumably if you are paid to do that thing above, and it harms no one, you will still do it if you have character, even if someone else dislikes that you do it. Let's look at some examples:

## PSYCHOPATHS AND SOCIOPATHS

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These persons lack something the rest of us have, but that thing may not be emotional intelligence. Many such persons become quite skilled at monitoring other people's emotions, using that to guide their thinking and behavior. These are the interesting examples for our comparison, so we shall note that they may have quite high emotional intelligence but either high or low character.

### JOSEPH GOEBBELS

This was, of course, Hitler's propaganda minister. He had a PhD in romantic literature. He is noted as a genius of propaganda, manipulating the emotional state of others to guide their thinking and behavior. Clearly this man had high emotional intelligence and perhaps low character as he wished to achieve genocide.

## PERSONS OF GOOD CHARACTER

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Such persons include Thomas Jefferson, Nelson Mandela, Albert Einstein, Marie Curie, Mahatma Gandhi, and Mother Teresa. As these persons were going to do what was right regardless of what others thought of it, we might say they had a various levels of emotional intelligence and that was not their focus.

Let's not drag this out...

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## WHICH DO I PREFER?

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Would I rather that society be led by an Abraham Lincoln, or his like, who would free the slaves even if that was a poor political decision that would anger millions in the South? Or would I rather society be led by a Joseph Goebbels or similar? Popular in the extreme, having convinced millions to do the wrong thing. Well, I fear I remain a Lincoln fan.

Suppose I get three things to look at in new candidates for a job. Examining criteria is costly and difficult, so I get 3. The first two are taken up by 1) credentials or skills; 2) experience and success record. What is my third? I can pick character or emotional intelligence?

I must pick character, as emotional intelligence is worthless or even dangerous without character. There is no comparison here, character is the more important criteria.

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## PRELIMINARY CONCLUSION

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The recent dialog on emotional intelligence has eclipsed discussion of character, and emotional intelligence is widely described as the critical element needed in our business leaders. Yet emotional intelligence is far less important than character in our leaders. We do not need a generation of emotionally intelligent (i.e. manipulative) amoral politicians running things. We have tried that, it was a dead end.

Surely this must relate to a deeper discussion nearer to the root cause.

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## PROFESSIONALISM VS EMOTIONALISM

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Not long ago we had a common notion of professionalism in America. This definition was not partisan in a religious or political sense, nor was it particularly controversial. Yet it now seems to be under revision.

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### PROFESSIONALISM

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At one time professionalism implied that you would perform your job, to various ethical and technical standards, regardless of how you felt about that. If you hated the customer, you would remain professional. If you hated your employer, still you would perform professionally. If you despised your co-workers or their politics, you would produce reliable results.

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### EMOTIONALISM

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We now often discuss the need for people to feel good at work. Employees need more than compensation, they also need emotional something or other. They need to feel good.

Why do we have this new discussion, this new need for some sort of emotional support?

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## COURTESY AND DISCIPLINE

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Earlier each person was responsible for being polite. Each was expected to respect others, however they felt. Each was required to manifest the standard US level of polite interaction including typical niceties:

## The Business of Environment

- Please;
- Thank-you;
- You are welcome;
- Pardon me;
- Yes sir;
- No sir.

Unlike today our commercial interactions assumed the customer, or the employer, or the senior person, was superior for the sake of the work conversation. We also were occasionally reminded that all are equal, and could end their subordinate commercial relationship with the largest company or most powerful person in a flat moment - it was all self-discipline by both parties which made the relationship work.

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### Responsibility

Each person, from the mail clerk to the executive, was held responsible for meeting the standard of polite interaction. Executives were held more responsible, as they had more responsibility. If an executive failed to be polite to subordinates, they would be reprimanded or removed where a subordinate might only be counseled.

So long as all was polite, and no unfair behavior occurred, no corruption, no illegality, each person was expected to maintain their emotions. Failure to meet moral or social standards might warrant a breach of politeness.

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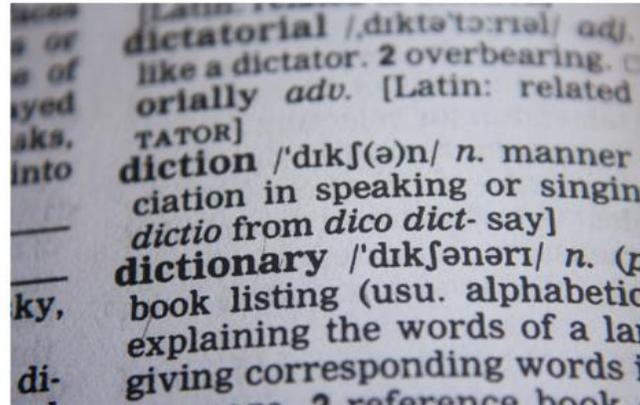
### What Changed

Could our moral and ethical standards have slipped? Corruption on a small scale is a constant? Respect is not required? Politeness and normal etiquette is forgotten? Thus each is now expected to manage the emotional reaction of others, to manipulate others to accept reduced morals and increased corruption.

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4.6 INCOME, ELOQUENCE AND VERNACULAR, MARCH 6, 2015

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### Eloquence

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I have read repeatedly that how eloquent you are, and how well you speak and write, have a high correlation with your income. It is a higher correlation, they tell me, than race or ethnicity or gender. Apparently, if you want to make money you had best speak and write well.

<http://www.forbes.com/sites/cherylsnappconner/2013/03/11/report-how-grammar-influences-your-income/>

Central to all that is vocabulary. It seems that the larger your vocabulary the more money you will make. Vocabulary also has a very high correlation with intelligence. To close the loop, intelligence has a high correlation with income. Vocabulary, intelligence and income all correlate, barring various abnormal cases like sports figures.

<http://www.ncbi.nlm.nih.gov/pubmed/15773700>

If you want your kid to make more money, apparently you can teach him a word a day, and test him on that word a few days later. My grandfather did that for me. Or perhaps it is all in the genes, but genes usually provide the possibility while circumstance realizes it.

<http://blogs.discovermagazine.com/gnxp/2012/06/higher-vocabulary-higher-income/#.VPmf4PnF-oM>

### Vernacular

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But there are recognized words, and slang or jargon. Every generation and area has its slang and jargon. Coupled with other oddities of expression this is called "vernacular".

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FULL DEFINITION OF VERNACULAR

1 A : USING A LANGUAGE OR DIALECT NATIVE TO A REGION OR COUNTRY RATHER THAN A LITERARY, CULTURED, OR FOREIGN LANGUAGE B : OF, RELATING TO, OR BEING A NONSTANDARD LANGUAGE OR DIALECT OF A PLACE, REGION, OR COUNTRY..."

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[\*\*http://www.merriam-webster.com/dictionary/vernacular\*\*](http://www.merriam-webster.com/dictionary/vernacular)

Vernacular is not usually associated with higher income.

[\*\*https://scholar.google.com/scholar?q=vernacular+income+correlation&btnG=&hl=en&as\\_sdt=0%2C47&as\\_vis=1\*\*](https://scholar.google.com/scholar?q=vernacular+income+correlation&btnG=&hl=en&as_sdt=0%2C47&as_vis=1)

I believe that if you want to make more money, it is best to avoid the use of vernacular, jargon and slang.

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Today's Examples

I grew up in the 1970's. We had vernacular. I sometimes refer to it for comic effect. It does nothing for my income, but some of it is still in use today. However there is a whole landscape of slang and vernacular accumulated since then that folks use routinely as acceptable. I believe the users of such words and phrases are subtly limiting their income horizons (barring comedic uses). I am most intrigued by management slang, which should be an oxymoron but is not.

Here are some examples:

- The "Ask": Most often this refers to a request.
- The "Tell": A structured message.
- A "Lift": An effort.
- "Bandwidth": A term of art from electrical engineering misused as capacity or throughput.

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MBAs and Consultants

There is a whole collection of these words here:

[\*\*http://www.johnsmurf.com/jargon.htm\*\*](http://www.johnsmurf.com/jargon.htm)

Apparently this proliferation of poor English is being promulgated, in part, by otherwise legitimate schools hosting an MBA program. It is then further disseminated and copied by consulting companies (a have direct experience with that). The term "corporate speak" now commonly refers to the phenomenon.

[\*\*http://www.forbes.com/sites/groupthink/2012/01/26/the-most-annoying-pretentious-and-useless-business-jargon/\*\*](http://www.forbes.com/sites/groupthink/2012/01/26/the-most-annoying-pretentious-and-useless-business-jargon/)

[\*\*http://en.wikipedia.org/wiki/Corporate\\_jargon\*\*](http://en.wikipedia.org/wiki/Corporate_jargon)

[\*\*http://www.theofficelife.com/business-jargon-dictionary-A.html\*\*](http://www.theofficelife.com/business-jargon-dictionary-A.html)

*<http://blog.hubspot.com/marketing/business-babble-translated>*

*<http://www.theatlantic.com/features/archive/2014/04/business-speak/361135/>*

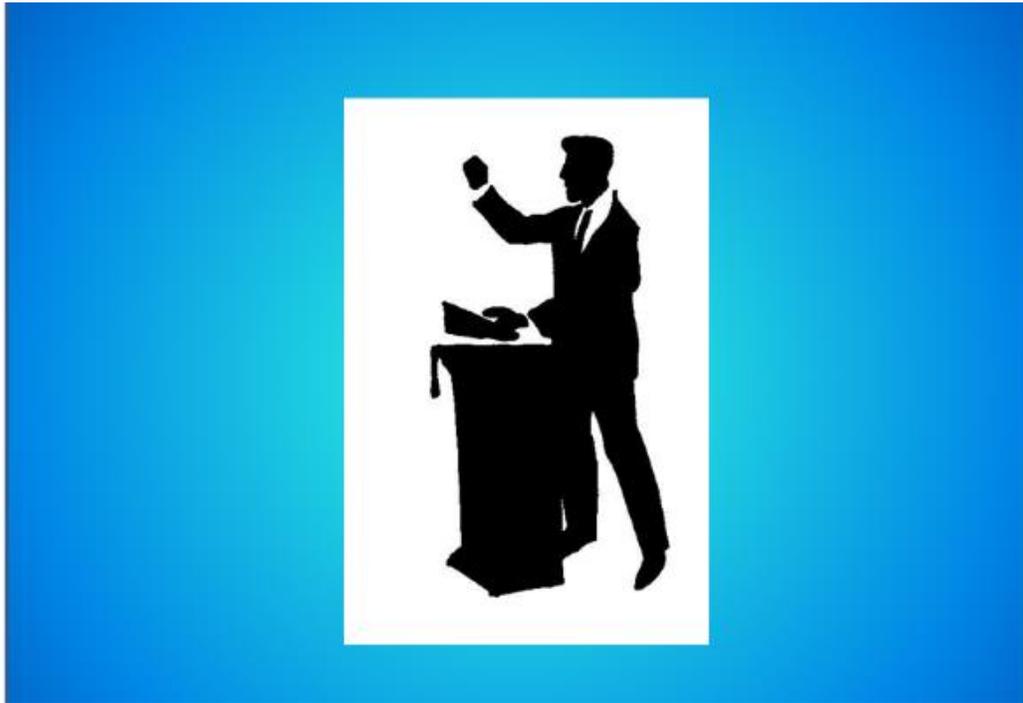
*[http://www.huffingtonpost.com/2012/03/16/corporate-speak-non-human-machine\\_n\\_1354338.html](http://www.huffingtonpost.com/2012/03/16/corporate-speak-non-human-machine_n_1354338.html)*

We have an MBA-vernacular. It has been widely adopted by early and mid-career executives as normal. It makes our young executives seem less educated, less intelligent. It is working against them.

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## 4.7 ARCHITECT AS EVANGELIST, FEBRUARY 6, 2015

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A great deal has been said concerning architecture, enterprises, systems, technology. Less has been said about the architect himself. Let's examine the architect for the moment, from the particular standpoint of representing a technology effort.

### Evangelist

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The architect has a role as the spokesman for a particular technology or technical effort. This phenomenon is not so much associated with the enterprise and the management of the portfolio as it is with a single large system, solution or perhaps a SYSTEM OF SYSTEMS.

### Not the Project Manager

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Project management in the era of PMBOK and PRINCE2 has become largely an administrative function. Administrators do not inspire confidence in technology. It is no longer normal, nor quite as possible for the PM to act as the evangelist. To do so may even pose a conflict of interest, implying a bias. Whereas in the distant past the manager may have also been the architect and evangelist, today, instead, some other person must commonly assume the role of technical leadership.

### A Human Face

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For those who are not technologists, the evangelist architect puts a human face on the architecture. The architect stands for the technical effort, and vouches for its correctness. To believe in the architect is to have confidence in the technology and the effort. The architect becomes synonymous with the system.

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## Track Record

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For the evangelist architect to lend confidence to the effort, that architect had best have a track record of success. The longer the list of past successful system implementations the better. The better known the track record, the greater the effect on confidence.

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## Credentials

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Heaping loads of relevant credentials can be an asset to the architect as evangelist. The certifying authority lends credence to the architect and by implication the technical effort and its architecture.

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## Age

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While some choose the pimple faced, snout nosed child as the face of the technology, the voice of the architecture, it is far more common to choose an older person. Age lends additional respect and confidence to the effort. Choosing a young evangelist may imply an unproven or immature approach. Youth is the image of risk. This is different from hiring a young programmer as cheap and current in the latest techniques, it is not the same problem at all.

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You need a Steve Jobs, not a skateboard rat.

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## Senior Management

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Management likes to see someone with proven judgement, proven ability take responsibility for the correctness and risks of big technology efforts. They want a credible face, a person they believe in. But management also wants a technologist who has an understanding of the business, of operations and mission, and who can link technology to business needs. The evangelist architect must have exactly that image, that reputation backed by a bit of charisma.

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## Leadership

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The evangelist architect must also inspire confidence within the team. His presence must reduce fears and encourage progress, harmony.

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## Presentation

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The evangelist must speak with confidence. He must use the vocabulary of the solution fluently. He must be able to simplify the technical details and to speak of how the technology will improve the organization.

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## Image

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There is an image to be maintained in this role. If your Italian suite is too well pressed, or you're hair too perfectly coifed, you may not be believable. A tweed sport jacket may be required. Glasses may help more than hurt. Pocket protectors are generally passé though.

## Vision

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The evangelist architect must, most of all, have a vision. He must be able to articulate the vision, paint a picture of the vision. The vision must be compelling. The vision must convince the audience that the effort, the risk, the cost is justified by real business and operational improvements.

## Remedy for Various Maladies

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(Pardon the uncharacteristic "sales pitch" tone here.) Does management believe your effort is owned and driven by the vendor? Do they feel that it is too risky, out of control, or chaotic? Do they question the value of what you are doing? Do your peers and managers hesitate to back you? Is your marketing to corporate peers and management inadequate? Then you may just need an architect to act as your evangelist.

## CONCLUSION

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If you have a big, risky, complex, long or controversial technology effort, be it a system a solution or even a SYSTEM OF SYSTEMS, an evangelist can build confidence and overcome skepticism. Humans, especially non-technologists, need a human face on such efforts to believe in.

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4.8 RESPECT AND DISRESPECT, OCTOBER 10, 2014

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It amazes me how many people have forgotten, or have never learned the basics of respect. There is little more powerful in business or life than mutual respect. Further, disrespect can cause you to fail as rapidly as one can imagine.

### COMMUNICATING RESPECT

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Two military men, veterans or a mix pass in a hallway. Their eyes briefly meet in a direct unflinching deliberate glance. An imperceptible nod occurs. Mutual respect has been communicated, efficiently and wordlessly, even when the circumstance indicates a salute is not custom.

Two businessmen meet and shake hands. They give each other a direct look, and exchange a greeting. The Japanese bow. Mutual respect may have been communicated. It is so important to know the difference that some spend a lifetime learning to discern it.

A tradesman joins a group of peers. Some verbal jostling may occur, some testing. Generally a person's ego and hostility will be measured, their willingness to accept the others as peers in the trade. When the reaction is correct, respect has been gained and acknowledged in seconds.

Southerners, veterans and some other groups will often call each other "Sir" or Ma'am". Sometimes in greeting, and without provocation, they will deliberately and proactively express respect for the other party.

(In the comments culture that came up, I will add this example. Arabs and some other Muslim folks will, on meeting, speak of Allah. Westerners often fail to grasp that they are presenting their own devotion to self-improvement, and their implied promise of absence of malice in their dealings. There is even a hand gesture as shorthand for this. Even hello is a declaration of peace. I find that, despite being an obvious Christian that if I equally declare my absence of evil intent, my own quest for self-improvement, truly and sincerely, then I am most often accepted as a brother.)

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### WHAT RESPECT SAYS

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You cannot respect others if you are self-absorbed, self-centered, driven by ego, or lacking in character. The more character you develop, the more you come to respect others. When you convey respect you are saying as much or more about yourself than you may be about the other party. This is an open secret.

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### DISRESPECT

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Anyone can easily express disrespect about someone to third parties. Sometimes people will construct a lie to reduce the power or influence of another. Sometimes a person will meet another and roll their eyes in an expression of contempt. Disrespect is often met with disrespect.

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### WHAT DISRESPECT SAYS

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If you lie about others to diminish them you have indicted yourself without easy redemption. If you blame others to cover your own shortfalls you are without merit. Contempt without tolerance is not good on your resume.

However many persons are not worthy of respect. They have not earned respect, have not developed character, and are concerned more with themselves than others. The situation with disrespect is less clear than with respect, but one should be careful not to express disrespect for a worthy person. (Watch for those who beat their dogs, or humiliate their betters. Beheading people on TV or selling widows and orphans can also be an indicator.)

If you show disrespect to most of those around you, or those more developed than yourself in some way, do not be surprised if you are not well respected in turn.

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### FINDING RESPECT

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One practice I have used for many years is to look for the unique essence, the unique genius or gift of each person I deal with. Once I have found what they are distinctly good at, I know why and how to respect them.

Each person has a unique nature, and perhaps type. When someone of one nature undergoes self-development they do not become another nature or type. The ultimate development of any person's character is different from others. You must understand their nature, how they have struggled and improved, to truly grasp their gifts.

## HIERARCHY AND CIRCLES

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Those who see people primarily in a hierarchy are incapable of understanding the unique nature of each person. All they can see is level. What respect they may exhibit is based on an appraisal of the other's perceived power or money. Only by looking at all person's (and eventually all things) as peers can you truly develop insight into each person you meet, and their unique gifts.

However, having recognized someone's nature, it is then possible to respect the trials and self-development they have endured. This is their true level. Self-development, oddly, is usually accompanied by pain and suffering, and/or very hard work.

## LIVING WELL

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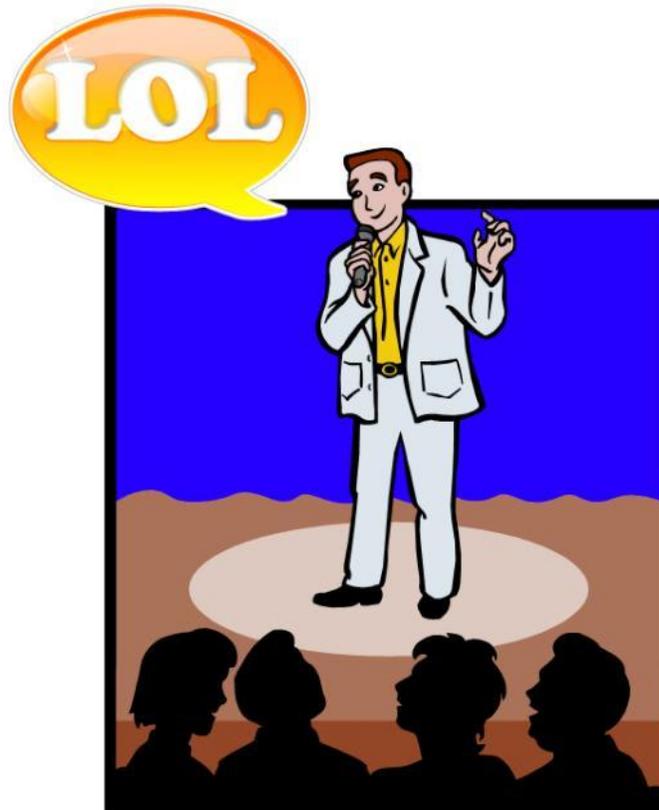
To live well we must find where we belong, somewhere that each person around us understands our nature and respects us for it. Somewhere where each person around us learns to trust our individual unique gifts and directs opportunity or challenge to the peer who is best suited for it.

If you cannot see the implications in this for leadership and teamwork, you may not be suited to lead teams or participate in them fully. If you understand all that I have written and take it to heart, then you have earned some of my respect.

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4.9 AMATEUR HOUR FOR ENTERPRISE ARCHITECTURE, OCTOBER 26, 2014

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Warning: This post contains some old-school honesty and rough language. If you are not a practicing enterprise architect, run for the hills and close your browser. Get out now.

Here is my list of the top amateur nonsense concerning enterprise architecture taken from LinkedIn (LI) group discussions. These are really annoying. If you do any of these things, go take a course or otherwise get a clue and stop bothering real professionals. We have real work to discuss.

- An enterprise architecture is one big diagram. Just one. With multiple disparate kinds of things on it. It shows everything all at once. (You are a marketer, not an architect.)
- Enterprise architecture is all about organizational structure. (You have an MBA from a gumball machine and you think that makes you as an enterprise architect?)
- Enterprise architecture shows a single solution or system. (Go read Zachman or NIST SP 500-167 the first paper with the term enterprise architecture in it. If you want me to do solution architecture then call it a solution architecture or system architecture and don't use words or terms you do not understand.)
- "WE DON NEED NO STINGKING FRAMEWORKS!" Oh, cowboy! Yee-haw!
- You think SOA and your ESB management is completely distinct from your enterprise architecture? You probably also think my shoe is completely disconnected from the seat of your pants. Don't get too close or we may have a toofer. (Note to whoever has no sense of humor- this is a J-O-K-E joke. It is not a threat of actual physical violence. Get it?)

## The Business of Environment

- Transformation and organizational performance are not EA? Nice. I bet you are not having much luck with that. How do you prove ROI?
- Yew a gonna dew a whole big dashboard full of ore-gan-isatunal performinse idy-caters! Yew a big-dater dashboard guru and don't wanna talk to no EA? 'Get lost.
- 'Built a framework in your basement? The whole world should use it now? Yup. I feel ya. Tried that, doesn't work. It is a nice learning exercise. Now give it up.
- EA has nothing to do with IT. You think you are too important to ever work for a CIO. It's all about selling the CEO and the board. Right. Come down here where the work gets done. I bet my CEO buddies may just show you the way. Some might get enthusiastic, watch out.
- Expert eh? Where did you study EA? Who did you work under? Speak up.
- Agile means that EA is just doing software patterns. EA is just the same as software architecture. @%\$#&(!^\*\$&% moron.
- Enterprise architecture is a young, immature discipline and poorly defined, poorly understood. EA is 25 years old folks. The body of knowledge is large, significant study and trials have occurred. Just because your knowledge of it is inadequate does not mean the discipline is.
- EA has no ROI. 'Got CPIC? 'Got any portfolio management? 'Got any associated controls? Do you even know what EA is? Read my post on the top 10 ways to foul up EA? Shut up until then

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4.10 TEAMS & FACTOR T (TIME), JANUARY 18, 2015

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There seem to be armies of people trying to determine who works better in teams. They seem to think this is a personality trait, or a skill, or something called "Factor C". All are focused on throwing random or externally dictated people in a team and expecting immediate results.

I know something about teams. I have worked in US Federal Government contracting for approaching 30 years. My MS was provided by a school and a program focusing on international teamwork. My first job after college was running a team. Somewhere in there you might think I would learn something.

As a boy in Civil Air Patrol I participated in a wilderness search and rescue team. I learned something there. Teams are based on trust and knowledge. The better you know the other team members, the more effectively you can work together. You can defer to the team-member with the right skills. You can anticipate the reactions and actions of other team members. You can cooperate naturally for any challenge, reorganizing to face it based on skill and cooperation.

You do not so much manage a team as participate. You have your skills, your role, and so does everyone else. If you should not be leading an effort, you step back and let the better person do it.

Most people will never see a team that well integrated. Why not? Corporations break up teams, and reform them out of whoever is handy. But, in contrast, teams get better with age and stability. With time you get to know and cooperate with team-members.

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The missing element is creating long-term stable teams.

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In my experience you can have all the Factor-C or none, any mix of women and men, a range of skills and personalities or less so, and if you give them a bit of time they will form a team. They will do that because it makes work easier. It is a natural process. Just don't disturb them in mid process.

This does not mean that all persons will fit. Various issues will arise, and some persons will not fit with some teams. There are so many reasons that they may be difficult to classify. It is easiest to just treat each as a unique exception, and don't blame anyone too much. Sometimes the mix is just not right.

Sometimes a team just will not form. It will get stuck in storming or norming or whatever names of stages you may wish to apply. You may have to change participants. However the ones you may see as troublesome may be the most important members of a functioning team. Be careful.

I find the various research misguided. Short term team formation, and initial cooperation pale in comparison to long term gains and efficiencies. Emotional intelligence, heightened recognition or manipulation or control of emotions of others is not the key to long term effectiveness in teams. People will discover those games over time. Long term trust, respect and detailed understanding of teammates (skills, strengths, weaknesses, and quirks) is the key.

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A team plays to each-other's strengths. A gang preys on each-others weaknesses.

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Most good people will form a good team, will naturally work to form a good team, over time. Short term groups are not really the teams we seek to build our organizations on. Short term classroom assignments or working groups are a different problem from long term team effectiveness.

SECTION 5: CULTURE & POLITICS

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Why is there a section on culture and politics in a book volume on enterprise architecture? Culture and politics affect architecture. They skew the selection of transformative investments, color the purpose of the mission and the strategy, and create hidden goals or objectives. That is why.

Culture has been singled out by some as so important it should be part of enterprise architecture itself. The enterprise should, in its architecture, identify its culture and values according to some. While this is an interesting premise, it is not mainstream. It is not measurable. It does not assist in placing architecture on sound objective footing, using objective measures. I reject the inclusion of culture inside enterprise architecture, but I accept that it is an important environmental factor.

Politics too are an environmental factor. Politics colors the mission and the strategy and creates new hidden or undocumented goals and objectives. Some politics clarify and aid the architect, other politics cloud the situation and introduce inefficiencies.

Here are my subjective thoughts on the matter, for your consideration.

Questions for Section 5:

1. Should culture be introduced as a component of enterprise architecture?
2. Is culture uniform across lines of business
3. How does politics affect the mission, the strategy and the transformative investments of the agency in government organizations?
4. Should enterprise architecture be objective, or subject to these effects?

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## 5.1 THE ANTHROPOMORPHIC CORPORATION, MARCH 3, 2015

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The legal basis for corporations, I am told, is that they are fictitious persons. That seems reasonable. It helps to explain so many things. Let me see if I can help you understand issues like employee engagement, employee retention and corporate culture by means of this concept of corporations as people. Bob will be our corporation, Tom our employee, and the Island will be the corporation's physical sites in this analogy. Enjoy the story.

Bob invited Tom to the island with much fanfare. Bob promised several things which did not occur, but Tom was happy to forgive that as simple forgetfulness.

Tom was presented with the Book of Bob, all the rules for the Island. Tom found that Bob could create rules and Tom could create none. On the Island people were more concerned with Bob's rules than with actual law. They might even bend the law to follow Bob's rules. Tom found that a bit wrong.

Bob maintained a strict caste system, a hierarchy, on the island. There were acquaintances like Tom, and then there were the friends of Bob, the close friends of Bob, and the special close friends of Bob. The closer a friend of Bob you were, the more responsibilities you had on the Island. Responsibility comes with privilege, and sometimes those privileges were abused. When a privilege was abused by a friend of Bob the friends would close ranks and say it was OK. If acquaintances like Tom abused anything no quarter was given. Most of the rules in the Book of Bob were about Tom and few about the Friends of Bob and their greater special responsibilities.

Usually everything went along fine, Tom thought, until one of the acquaintances did something to offend a friend of Bob. Then the Friends would search furiously for any rules they could use to punish the acquaintance. The rule might have nothing to do with the offense, there might be no rule for it, but they would find something else to punish the acquaintance sometimes.

## The Business of Environment

One year there was a crisis and Tom worked 1000 extra hours. He received a bonus that year of \$2000. Tom calculated that as 2\$ per hour. He would rather have had a nice award, and maybe some better treatment.

Bob tended to create lousy titles for everyone who was not a friend of Bob. Bob would give better titles to people he liked, not based on how much they did for the island. Bob rarely measured what anyone actually did. There was a yearly meeting with a Friend of Bob to insult you and demand more for Bob, but this was always subjective and based on whim.

Tom accepted a shack on the island which he decorated. Friends of Bob came and made him remove some of the decorations as too nice. Only friends could have nice decorations. One day they told him to move to a different shack, with no warning, and he lost some decorations moving. Some would not fit.

Tom had a Friend of Bob he liked and was supposed to deal with in communicating with Bob. They took that friend away and switched this Liaison often, never asking Tom.

The book told Tom that all his thoughts belonged to Bob. Tom helped create some patents, and Bob gave him \$50 each. One saved Bob 3 million per year. After that Tom did not help with patents. He tried other suggestions, but Bob's friends mostly discouraged him, and occasionally punished him for having ideas and suggestions.

Tom wondered if Bob was a sociopath, Bob seemed to promote and like several sociopaths, so maybe they travel in herds?

Bob had moved to this Island to escape taxes. Bob had renounced his citizenship. Tom was a patriot and upset by all that.

Every few years Bob would push a big group of people off the island and into the sea. Some would get life rafts. Bob had little loyalty. He would toss one or two people off the island daily.

Tom wanted to leave the island, and the Friends were dismayed. Why would Tom want to leave, they asked? Tom knew they were instructed by Bob to show such dismay and act surprised. In private moments the friends of Bob would secretly admit Bob was a heartless dictator and the Island was like a prison.

Sometimes Tom had not wanted to do all the things Bob required of him. Sometimes Tom did not want to do more than the minimum. No one had asked Tom what he wanted to do, or if he felt he was being treated fairly. They would just point at the Book of Bob and order him around.

Bob had recently decided to create his own culture, sort of a replacement religion with values for acquaintances that would benefit Bob. The Friends of Bob did not hold those values, and knew they were a joke, a trick to bilk people into giving more to Bob that he was not entitled to. Tom, a religious guy and a patriot, was a bit dismayed by it all.

What was Tom to do?

If you view the corporation as a person you get a whole new perspective. Normal relationships are reciprocal, not exploitive. Perhaps if you treat employees better they will want to stay, and will want to give more to the organization. 'Just sayin'...

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## 5.2 CORPORATE CULTURE & ENTERPRISE ARCHITECTURE, JULY 28, 2015

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How does corporate culture relate to enterprise architecture? This topic receives wide attention, and is quite controversial. Let me see if I can say a few true things to bind the problems and activities involved.

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### INDIVIDUALS

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An enterprise, ultimately is composed of individuals. If we think of an enterprise as a society of some sort, it is still made of individuals. The primary effect of having a corporate culture is to create a standard for those individuals. But individuals mainly behave according to their personality, except under duress. Some behaviors are preferred by a culture, and therefore some personalities are preferred.

From a different viewpoint, culture defines values and myths (including heroes). Different personalities are embodied by myths, and myths embody different values. When you identify a culture you create preference for personalities.

Testing this: recruiters often speak of the "cultural fit" of an individual in an organization. They will reject some candidates and accept others based on this "cultural fit" between candidate personality and corporate culture. Presumably such preference extends to promotion decisions, so called "discipline" and even firing decisions.

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### PERSONALITY TYPE

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If you adopt a methodology like MBTI (or any similar personality typing), for the duration of this discussion, you can observe that the effect of a corporate culture is to prefer some personality types

in the model and devalue others. Some types will be the target of hiring and promotion. Others will be ignored, essentially rejected and perhaps even deliberately filtered out.

Now we also know that some personality types do some types of work better than others. Personality type has an effect on job performance. Therefore certain types of work will be performed more efficiently by the organization that has a certain culture, and other types of work will be performed less well. This performance differential may even extend to sub-par performance in some areas.

A culture affects performance of task types differently. Some are enhanced, some are neglected. This should be measurable in performance measurement and results, if the culture is effective. If the culture efforts have no effect on performance, those efforts are wasted.

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### EXAMPLES USING MBTI

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The use of MBTI is only to illustrate the concept here:

- To perform accounting well, but engineering badly, choose a culture that values ISTx MBTI and associated shared values.
- To perform engineering well, but sales poorly, choose a culture that values INTx personality types.
- To perform sales and consulting well but engineering poorly, choose a culture that values ExFx personality types.
- To perform creative or artistic functions well, but engineering, sales and accounting poorly, choose xNFx personality types over others.

If you grasp the linkage described, you can see the problem. A given enterprise would often like to perform all or many functions well, not just one or two. At the enterprise level you may want to describe a plurality of values and personality types, mapped to function as appropriate. A corporate culture, an overall blanket, should support a plurality of personalities, behaviors and values for effectiveness of many functions and should emphasize only a common subset of values. You might restrict it to only integrity and ethics, for example.

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### SEGMENTS

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Segments are differing lines of business, product lines or service lines, corresponding to different external products and services. They may also be internal services or products used to share costs or effort inside the organization. You might also think of them as different missions performed by the overall enterprise.

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It is better to have a mission specific culture than an overall corporate culture.

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In terms of a mission or service or product, a culture makes much more sense. The sales function inside the enterprise may be a shared internal resource, a segment in itself. Sales might reasonably be expected to be mapped to touchy-feely extroverts. The engineering pool might also be shared. It might be dominated by intellectual introverts. The values of engineering and sales are rarely fully

shared. Six Sigma is a manufacturing quality methodology often tied to culture, values and behavior. It might not be applicable to accounting or sales.

The mapping of culture and personality type is better performed mission by mission, service by service, one product line at a time.

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## CREATING YOUR CULTURE

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An effort to create a corporate culture, if you chose to create a common one, would be a large program. It would be an item in the portfolio, with costs and expected ROI, with risks and schedule.

Such culture does not seem at home among the inventories of systems, databases, drivers, offices and such of the enterprise level of architecture. It is more complex, not so easily described. However once implemented the values may become simple primitive listed items taking their place among the other drivers, and no more important.

To effectively create culture and transform your organization you would identify this effort as a transformation initiative, implemented by a program, acting as a segment like all the other transformation initiatives. You would not have a culture-architect at the enterprise level doing mysterious things, you would have a culture program with a budget and schedule. You would measure the effectiveness of the expenditure.

(You might put those "organizational change" experts right in there too. Perhaps.)

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## CONCLUSION

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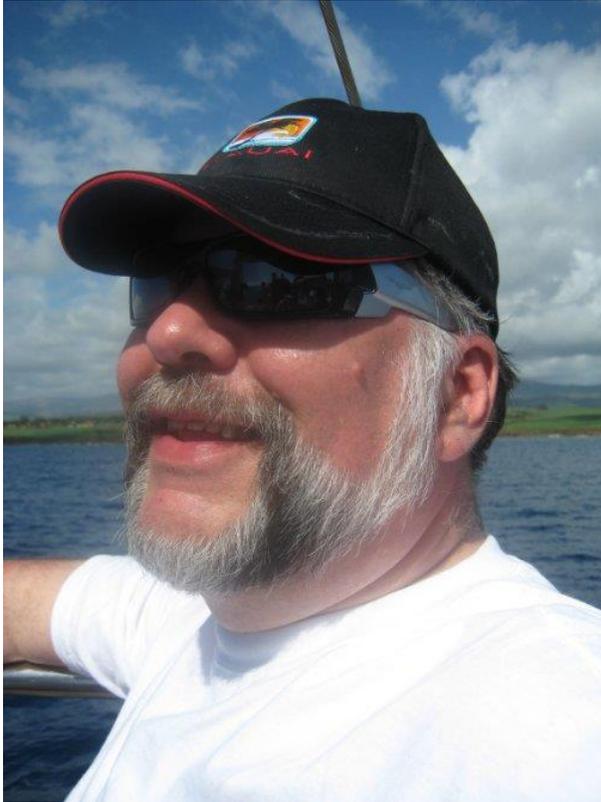
Corporate culture efforts demand a separate transformation initiative, with a schedule and budget and performance targets. Culture is also best adopted function by function, service by service, mission by mission, per each product, and not as a whitewash over the whole organization.

Culture efforts do not fit well with enterprise level architecture efforts supporting the portfolio and choice of transformative investments. They fit far better in segment level architecture.

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### 5.3 CULTURE VS STRATEGY, AUGUST 22, 2014

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For a moment, let's examine the current rhetoric that organizational culture is more important than strategy. We should also examine the notion, proposed by some, that given organizational culture a strategy is not needed. To examine all this we will need an example, and one springs to mind: Robin Hood and his Merry Men.

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#### INTRODUCTION

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You may recall the story. In a common version, young Robin of Loxley (or Robin of Sherwood) was off fighting the Crusades. He returns home to find that his property has been seized by the false king John (the usurper). King John had arranged for, or was complicit with, the kidnapping of good King Richard (the Lionhearted, I believe) on his way back from the very same Crusades. Robin's family apparently supports the true king. Robin takes to the woods and attracts some followers.

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#### CULTURE

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Robin and the Merry Men have plenty of culture. Not only are they mainly a martial bunch, but they have English culture in abundance. They have Christian culture. They have common feudal values: All power is granted by the king. They even have their own cleric (Friar Tuck) as keeper of Christian culture and values.

In one version the more ancient culture of the land was added to all this. BBC ran a series in the 1980s with music by Clannad. In this series Robin is deeply connected to the forest and its meaning, its ways. He is the "Son of Hearn the Hunter", a role not a lineage as such. He is deeply connected to ancient values, symbols, traditions and rites of various sorts. He and the Merry Men have even more culture.

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#### RESULTS OF CULTURE

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Robin and the Merry Men resisted King John and his henchman, the Sheriff of Nottingham. They did this because of feudal values, God had made Richard the king. They served Richard. In addition they robbed from the rich who passed through Sherwood, and gave to the poor peasants whose wealth had been overtaxed first by the Crusades, and then by King John.

In the end, as enemies of the state, they would have been detained and killed.

## STRATEGY

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At some point in most variants Robin and the boys develop a strategic goal. They determine that they will take some of the money stolen and pay Richard's ransom. They execute the strategy, and Richard returns. In most versions Robin's lands and estates are restored, and his peasants are better cared for because of it.

## LESSONS

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What may we learn from this legend, retold precisely because it holds important cultural values and such? Well,

- The land and country have a culture;
- You work together and cooperate because of culture and values;
- Working against cultural values as the Sherriff and King John did is evil;
- The culture and values are partially embedded in law, and law must follow culture;
- When law and culture collide, the culture of the country and land win out;
- Follow the culture and values of your land and country, or be destroyed by them;
- Having a strategy is good, without it evil may win or you may **lose**.

## THOUGHTS

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Today we have corporations usurping law and rights of individuals, and attempting to displace the authority of nations and society. Each person should have the freedom to express their cultural values and symbols and myths in law and society. Corporations should not be free to usurp society or the culture of a people or nation. However corporations should be free to follow culture and values to engage and motivate employees in accordance with societal norms and laws.

Corporations should have a strategy, have goals and objectives, and achieve them if they are not contrary to culture, society and law. Culture may trump strategy, but that is not corporate culture, rather the culture of the society around it. Without a strategy, without goals and objectives, any band of merry men is unlikely to achieve much.

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5.4 TWO CULTURES, APRIL 22, 2015

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In government contracting we have two very different types of companies, with two very different types of cultures. I choose to write about this because it is both very obvious to many of us, and it has produced dramatic consequences. I will explain.

On the one hand we have the engineering firms who once produced great feats of technology. On the other hand we have the descendants of the Big 5 accounting firms and their followers doing "management consulting". In the beginning they could not have been more different. Let's call them Culture A and Culture B to remove some bias as you read it.

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**CULTURE A:**

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In Culture A companies like you to spend extra hours collaborating. They have routine after-hours events. They want any employee to have a range of soft skills related to sales and customer management - and any lacking these are encouraged to leave. In fact, all employees may be required to perform some yearly business development, regardless of their success. These companies tend to have an indoctrination period stressing that delivered documents must be pretty, and a primary collective behavior.

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**CULTURE B:**

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In Culture B companies stress competence. Substance is demanded over aesthetics. Results are objectively measured. Success results in promotion. Culture B talks less and works harder to achieve goals.

## RECENTLY

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In recent trends all government consulting companies prefer culture A. CEOs of companies with Culture B have extinguished it. Mergers have extinguished Culture B as well. Methodologies and processes have been simplified and collaboration increased. Success and failure have become subjective and applied by consensus.

## STEM (SCIENCE, TECHNOLOGY, ENGINEERING, MATH)

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Unfortunately culture B fits those precious STEM graduates we all speak of. For you see, organizational cultures exemplify some kind of person - and in company B that is the engineering and science sort. Introvert geeks are the focus of culture B.

They have found a real physiological difference between introverts and extroverts. When an extrovert hears a question blood flows to the parts of the brain that speak, and speaking activity follows. On the other hand when you speak to an introvert blood flows to the parts of the brain that analyze, and consideration of your point follows.

These more thoughtful, more analytic people need company culture that values them, and the worldwide technical leadership they can produce. Instead we produce companies that value drinks after work to talk about things.

DEC, HP, CDC were famous companies that put engineering first. In government consulting we had Northrup, Lockheed and SAIC. Things have changed a bit in every case.

## THE REAL ANSWER

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I have spoken of company culture as farcical. Company cultures tend to elevate one personality type, saying such a type is what is valued at their company. Other types are, by implication, not valued. However real research has shown that personality type is strongly related to skill: Skill in any area is aided by innate talent tied to personality type by physiology and genetics. Therefore the real answer is to create companies that value and prefer certain personality types for certain skills, companies with internal subcultures based on work and role.

Unfortunately we are far from realizing any such approach.

## REAL IMPACT

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DHS has announced it will open an office in Silicon Valley to access security technology. There are more security technologists in absolute numbers in DC. There are more highly skilled security technologists in DC. There are more per square mile, more per acre, more per purple car, more who program, more who do not program, just way more in DC in any way you wish to count them. What is lacking in DC are the companies with the culture to make technology, putting real technologists first. All we have is watered down management consulting firms powered by extraverts posing as engineers.

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5.5 USAF CULTURE, JANUARY 16, 2015

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There is a great deal of hype about culture floating around. I think it is mostly nonsense, a kind of corporate overreaching into the value systems of employees. However, if you are going to talk culture, you may as well get it right.

Of all the organizations I have ever worked for, the USAF had the best developed culture.

### Heroes

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Why do I say that? If you look at the minimalist value statements of the USAF, in the current modern style, you would think they have no edge. But they do, they have heroes. Heroes exemplify values. They have a history full of people who emit Air Force culture like after shave. You can even smell it through the pages of books. To wit:

- **Eddie Rickenbacker:** Insisted on flying, became an ace, raced cars in peace, started an airline, donated his time in the next war.
- **Billy Mitchell:** Enlisted, learned to fly, lead huge air battles in WW I, decided Japan war was inevitable, demonstrated Navy dreadnoughts were obsoleted by air power, demoted for it, court-martialed for it, and was proven absolutely correct in WW II.
- **Jimmy Doolittle:** Learned to fly, enlisted and promoted to officer in WW I, finished degree after, pioneered many aircraft innovations, flew long range raid over japan landing in China to prove we could do it.
- **"Hap" Arnold:** Barnstormer, logistics professional, R&D supporter, General of the Air Force, General of the Army, and his 5 star rank insignia is in orbit today. Responsible for more innovation than I can list.

## The Business of Environment

- **Curtis LeMay:** Joined up and lead units, focusing on constant training, envisioned and conducted Pacific bombing campaign in WW II, took over SAC (Strategic Air Command) and grew it emphasizing continuous training, improvement and evaluation.
- **Jimmy Stewart:** Famous actor and proficient pilot first, enlisted as a private despite degree, promoted and given flying status via mischief, insisted on combat duty.
- **Glen Miller:** Famous band leader in the big band era, insisted on serving giving up the big bucks, lead USAAF band and inspired the whole country, disappeared.
- **John Boyd:** Ace, developed the OODA loop, revolutionized management.

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## WHY THE ARMY

The USAF became a separate service in 1947. Before that they were the US Army Air Corps. This did not help the USAF culture much, as for example one of our heroes was passed by to run the bombing operations of the Army, and an artillery officer with no air experience was appointed instead. (Even today "purple thinking" denies the USAF room to differentiate, for example halting USAF F22 production in favor of the inferior F35 Joint fighter. Independent innovation is not rewarded by the JCS these days.)

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## CORE VALUES

Now the USAF has published core values:

- Integrity First
- Service Before Self
- Excellence in All We Do

Our list of heroes show these highly crafted values very well. Yet the values could be extended to innovation and vision without much problem. The real-life heroes of the USAF would support that, as examples. You can't have real culture without real examples.

On the other hand, real heroes put a spotlight on where values have been politically altered away from the real culture to ignore things (like vision and innovation).

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## CONCLUSION

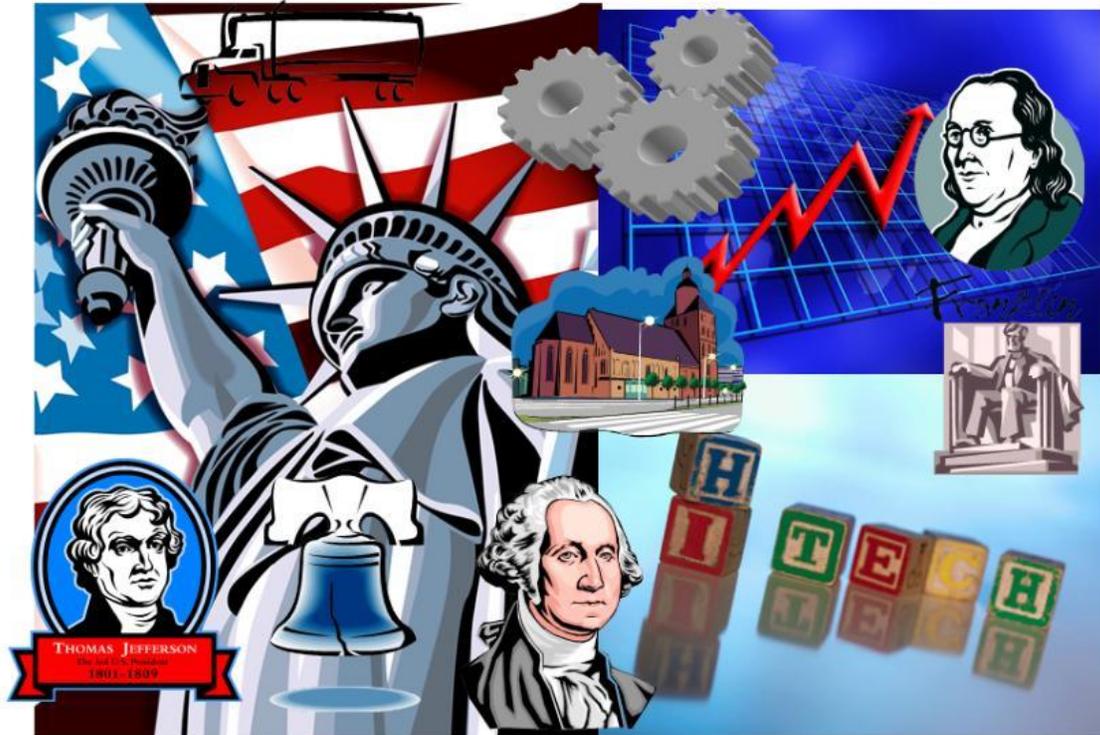
You really can't claim a culture without examples of people that embody it. Hypocrisy is common, easily spotted and expected in corporations and large organizations. Your culture will be easily dismissed as nonsense, or wishful thinking at best. Show real examples.

Also, when you describe a culture, don't leave important things out due to current politics. People will notice.

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5.6 AMERICAN CULTURAL VALUES, OCTOBER 30, 2014

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Following my earlier post on Culture vs Strategy:

<https://www.linkedin.com/pulse/article/20140822173711-86002769-culture-vs-strategy?trk=mp-reader-card>

I thought I would comment on American cultural values. Sometimes people say that America has no culture, but of course we do. The context of such culture is important in creating any company subculture to live within it, and has a strong effect on success of such efforts. It also has an effect on leadership, as I described here:

<https://www.linkedin.com/pulse/article/20140601183718-86002769-five-simple-rules?trk=mp-reader-card>

A discussion of American Cultural Values is always current, but even more-so near an election. Further, in business cultural sensitivity is critical to getting along in a foreign country. It is also critical to immigration into any country, and your company approach to visas.

If you want to be American but ignore America's culture, more power to you. Good luck. Stand a few yards away please, maybe in the next block. As for me, I am an American and I accept our culture.

This is just my quick summary of US cultural values. Not what I wish it to be, but what it is. I will use some terms repeatedly. To drive home the point that there are large emotional penalties for abuse of culture, I will use the term "**vermin**" for persons of low repute, worthy of derision or disgust in US culture. That should capture it. I will not soften it, but emphasize what people usually discount. I will also use "**ethnicity**" to refer to any ethnicity, substitute one as an example. I will similarly use "**race**", and "**religion**", substitute any example.

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## AMERICA AND AMERICANS FIRST

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Very many Americans feel that each American should put other Americans first, and put our country ahead of other countries. In some corners of our country the life of one American is sometimes said to have more value than 10 foreigners. You are expected to place the welfare of our country ahead of the welfare of any other, unlike Benedict Arnold. If you do the reverse, and are an American, you are vermin. This is true regardless of the ethnicity of the American citizen, their race or their religion.

No one cares where you came from. Our ancestors all came from somewhere. You are now American, put America first. If you want to publish all our secrets and then join the Russians, you might be judged harshly in the end.

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## DON'T CHEAT

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America is said to be a country of authoritative law, not authoritative men (or persons if you choose to update the saying). We follow the rules, or try to. The word for those who do not value or follow the law is "scofflaw", and those who violate it are criminals, both kinds of vermin. Not all laws are respected equally, and some do not fit our true cultural values. Some less valued laws are trivial, and violation of them harms no one. Some laws are not seen as produced by valid works of Congress within the Constitution, and are discounted. But Americans will generally try to follow most law if they can, and laws are not seen as optional guidelines. This goes double for keeping your word, and honoring a contract.

If you want to break contracts, go back on your word, cheat people, lie, and not care what you have promised - we will highlight you and sort you out eventually.

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## CREATED EQUAL

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Many present this without its Renaissance philosophical context, and produce an easily dismissed "straw man". Instead, imagine a new born baby, who exits its mother and hits the floor. It is of no use to anyone, and must undergo education, training, and experiences to develop the skills, knowledge and abilities to be of value to others and society, or even themselves. We are therefore created equal, all useless, and must make something of ourselves to be of value. Our value, eventually, will be measured by our good works. Not by our selfish works or base labor, but by the works that help others, help society, or have such quality as to outlast our short lives. If someone thinks they are better by virtue of their race, ethnicity or religion, they are mistaken and will be judged by their good works in the end. Those who produce no value to themselves, others or society are generally just vermin.

The famous upside of this is that America accepts everyone. If your father was a trash collector in Slobovia, who cares! Come here and be one of us.

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### HARD WORK:

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Any person who does not work hard to improve themselves and produce something with their life is seen as vermin. If you are lazy, you are vermin. This rule has outgrown its protestant origins, and has long been applied to all. If you are a rich playboy who produces nothing-- vermin. If you live from the toil of others and add little, vermin. You may have a religion or philosophy that tells you it is alright to toil less, but this American value prevails in how you will be judged.

You can play hard too, just as long as you work hard a sufficient amount of the time.

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### SELF RELIANCE

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Some will tell you this value is old-fashioned. Nonsense. You are still being judged by it. If you do nothing for yourself and expect some 3rd party to come save you, you have little merit. You are primarily responsible for your own destiny, regardless of circumstances or fairness or barriers to success. Your fate is in your hands. Get going. Persist. Keep going. Results are, however, scaled to the abilities of the person in many cases, and a paraplegic is not expected to be a track star. Just do something and thrive. If you blame others for everything, whine and do nothing, you are vermin.

Now what is your problem again?

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### LIBERTY

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That means if there is no law specifically against it, you can do it. It also means that no person may tell you what to do outside your contracted or agreed role in employment. It also means that you should not invade people's privacy, steal their 401K money, or make up new rules as you go and assume agreement of the other party (credit cards, employers). Liberty is both the freedom to have an abortion and the freedom to carry a gun. Liberty is currently under attack by a variety of vermin, and people do not like it.

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### ENGLISH

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We speak English. All our great documents are written in English. Our laws are written in English. Gerald Ford made a terrible mistake requiring government to publish in every language, it is unworkable, too complex, and not worth it. The law can say whatever, but if you come here and refuse to learn our language, you are still vermin. It is not polite. Speaking other additional languages is not an issue, go for it!

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### CONSUMERISM

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Please note that consumerism is not an American value. It is the result of relentless marketing and sales. When American TV is imported into some distant country, and they adopt consumerism, they have not adopted American culture. Andy Warhol was wrong. We do not think more highly of people who buy too much consumer stuff.

Famous people are entertaining. They may be entertaining vermin. Some may exemplify the opposite of every American value, but they are still famous and entertaining. Do not mistake that we use them as positive role models. Sometimes we use them as examples of who not to be.

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## VERMIN

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I have used the term "vermin" repeatedly. Again, this is for effect, to rouse you out of complacency. If the term annoys or angers you, it has been effective. Cultural values are emotional, not always closely examined! All cultures have them. You will be gauged by them for your personal merit, and if you lack merit you will face disgust, disrespect, defamation and perhaps some censure. Rather than being bad, such cultural values create a culture and allow common effort, common viewpoint. Just as you will be judged in any culture, you will be judged here.

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## CHOICE OF VALUES

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Again these are not the values I want, or the values I hate, but the values I grew up with or see around me. I hear them expressed daily. I have seen them expressed by persons of all races and religions. I make no assertion that they are right or wrong, good or bad. Also these are subjective, my understandings of American values, a simplified subset.

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## EXAMPLES OF APPLICATION.

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If Obama sends troops to fight Ebola in Africa, he is risking valuable American lives on less valuable foreign lives. On the other hand, he is attempting to perform good works, being charitable to the less fortunate. The jury is still out.

If foreign workers are allowed to invade the country, time and again, and then given amnesty - then Americans are not being protected. If they displace significant numbers of American workers, someone is not doing their job. Good works may balance this a bit, but not completely. I have seen polls showing 70% of Americans against another round of amnesty.

When Wall Street firms make trillions and reduce the savings of all Americans by same, this is not "good works". If they worked hard and it was fair, it would be tolerated. However it was unfair, fraud or bordering on it. Americans find it disgusting.

Suppose you take your headquarters overseas to dodge taxes. You were an American company, pulling your own weight. No longer. Oops, you may be shunned.

Do you have overwhelming policies that treat the company as immutable and authoritative and the employee as a captive forced to comply? Does your company produce no value for society? Companies are not Congress. All men are created equal, including your Corporate fictitious persona. You may be judged, silently, over and over.

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## 5.7 U.S. CULTURAL INHIBITORS OF SCIENCE AND TECHNOLOGY, JULY 11, 2015

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In the USA we currently struggle to maintain scientific and technical world leadership. This is no great mystery to practitioners in the sciences and engineering. Our culture must return to valuing US science and engineering, embodied in US

scientists and engineers, to lead.

Here are my personal top 10 list of cultural barriers to scientific and technical leadership in the USA:

- **Corruption:** You can sometimes show a manager the indisputable facts and that manager will choose political influences over truth. This puts personal influence ahead of the responsibilities of profession, and is a form of corruption. You can say that corruption has not increased in the USA, but the CPI (Corruption Perception Index) has varied over the last few years, and may well have been lower if it were measured in the years before its inception.
- **Ethics:** We often ignore law and policy and US cultural values. It is hard to achieve technical quality when unethical or unlawful events disrupt quality efforts. It is hard to publish factual science when political officers prevent it.
- **MBA Culture:** Before the MBA and the professional manager, the engineer and scientist managed their efforts. This produced greater advance.
- **Excessive Collaboration:** By including too many in technical decisions we produce results that rarely exceed the common understanding, leading to a culture of mediocrity.
- **Failure to Reward Competence:** We often do not seek the best, most competent candidate, but the cheapest meeting the minimums. We do not reward technical excellence at work either, instead preferring to reward popularity.
- **Failure to Reward Citizenship:** We give away education, experience and jobs to foreign persons who do not intend to remain here, but intend to return to another nation. Grants and awards for science should also go to citizens by preference. This drains away know-how. We also make inadequate attempts to compel foreigners to remain here as citizens if they have been educated or trained here.
- **Failure to Respect Devotion to a Domain:** Deep expertise in science and engineering take years to master. A current myth has it that engineering experience

expires, yet give the experienced engineer the new, quickly mastered skill and they will outperform the inexperienced. This happens because some aspects of the art are not quickly mastered, and these are disregarded. Devotion to a career in an area, and mastery of that area, result in excellence and innovation.

- **Bubble-Gum Dispenser Patents:** We give patents away when not warranted, ignore prior art, and rush to increase throughput of awards. Real innovations are devalued and lost in a swamp of trash patents. Conversely important US patents are not enforced, especially versus foreign violations.
- **Failure to Hire Existing US STEM graduates:** Millions of past STEM graduates work in jobs outside STEM careers. These millions should have priority for all STEM jobs. Instead we seek to inspire the unqualified to rush into STEM education to further depress wages.
- **Failure to Promote US Citizens in STEM Careers:** US companies promote less qualified but less expensive foreign workers to STEM leadership positions. We can only lead if US Citizens are placed into the vast majority of STEM leadership positions in US companies and foreign companies residing here. We substitute the myth of a STEM shortage for the fact of a STEM excess.

Given these overwhelming cultural barriers most engineers and scientists are not surprised by the loss of US scientific and technical leadership. Clearly the deck is stacked against us, and US government leaders / US corporate leaders are dealing from the middle of the deck. Our leaders are failing us daily.

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5.8 GLOBALIZATION, GLOBALISM & WORLD COMMUNISM, OCT 1, 2015

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I am highly skeptical of Globalism. Here is why.

Before we start: Globalization is a phenomenon concerning increase of international trade. Globalism, in contrast, is the belief that increased global trade is good and the associated policy of promoting ever increasing global trade. These terms are not the same.

Globalism includes the notion that national governments are obsolete and should be replaced with one world government. Globalism advocates the mobility of labor as well as products, and removal of barriers to immigration to create a single world labor market. It also advocates the streamlining or elimination of differences in laws to enhance trade.

Globalism is a political belief system similar to World Communism or International Communism. All advocate eliminating nations (states) and creation of a global labor market. Globalism differs from World Communism by not emphasizing class struggle. However by causing massive increase in labor competition through removal of barriers Globalism achieves the same ends, making all labor of reduced value. Examine wage suppression of White Collar labor in the USA. The rich and poor are less affected increasing in numbers slightly, but the middle class is reduced.

Globalist efforts have been successful in creating excess international supply of skilled labor and in creating trade agreements disadvantageous to all parties. Globalist lawyers have succeeded in undermining the US Constitution and national sovereignty, and have had similar effects elsewhere. Globalism has given rise to massive trade unions such as the EU, which is failing.

Globalism is short-sighted. The end state for the Globalist world is one in which peoples and their cultures are crushed into an undifferentiated single whole. Nations are eliminated, and the basis of law becomes a global unelected elite. No person has worth more than any other, despite greater effort or better character. You can go anywhere, but why bother as the world is an undifferentiated grey mush. Product quality will decrease due to price pressure, and all goods will be cheap junk. Food will be of equally low quality. Only a tiny elite will afford better.

Unfortunately the realization of any such scheme is always perverted by those with privilege and greed. Drawing a straight line prediction from events today and in the recent past we can envision that globalist future as realized. Without nations and national law to restrain them, corporations will become that global elite or will control it. While all others are suppressed these few will remain powerful. World globalism may move from World Communism to Corporate Fascism. Communists may, however, get the destruction of all religion they desire from a Globalist world. Neither the global elite, not corporations, not the atheists who promote these agendas need religion, so it may not survive.

Luckily we may have reached the end of globalization, and the trend may begin to reverse. This should scrap or slow the Globalist agenda. Perhaps Democracy and Capitalism will triumph. I am a fan of Jefferson, Franklin and that lot, so I hope it does. I am generally no political ideologue though. I prefer empiricism in that area, as most sources are not telling the truth. I may be wrong about this Globalism, but I don't think so. If we examine the trends today, it is all in there to see. Have a look.

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5.9 TRUMP: NATIONALISM VS. GLOBALISM, AUGUST 23, 2015

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Trump has declared himself a nationalist, and is having unexpected success. This despite a certain widely promoted shortfall in "[electability](#)". I would perhaps not vote for Trump, nor would many, but his rhetoric is extremely popular even with those who would not vote for him. This nationalism has been given bad press for years, but what is it really?

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## NATIONALISM

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HERE IS NATIONALISM ACCORDING TO WEBSTER:

"LOYALTY AND DEVOTION TO A NATION; ESPECIALLY: A SENSE OF NATIONAL CONSCIOUSNESS EXALTING ONE NATION ABOVE ALL OTHERS AND PLACING PRIMARY EMPHASIS ON PROMOTION OF ITS CULTURE AND INTERESTS AS OPPOSED TO THOSE OF OTHER NATIONS OR SUPRANATIONAL GROUPS"

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Now forgive me if I would like the politicians elected to serve this nation to place the interests of our nation above others. Many do swear to do just that in their oaths of office. Forgive me if I would prefer institutions of our government to serve primarily the interests of our country, and spend little time or money on the rest. I hope you will find it understandable that when politicians and institutions do not serve the national interests, I label it corruption. Conversely when our national politicians and institutions put national interest first, I label it integrity.

I think all elected politicians in all countries should do this, just for the record. Apparently my views are not unusual, as a declared nationalist is dominating the polls, and not just Trump in the

USA but others in other countries. That is not to say Trump is a perfect or good candidate, or that I endorse him, but he is a nationalist. I therefore agree with him on *several* issues.

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## GLOBALISM

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What is Globalism?

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HERE IS WEBSTER ON GLOBALISM:

"A NATIONAL POLICY OF TREATING THE WHOLE WORLD AS A PROPER SPHERE FOR POLITICAL INFLUENCE — COMPARE IMPERIALISM, INTERNATIONALISM"

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That is pretty clear. Globalism is an "-ism", a doctrine, a practice, a prejudice, a belief system. Many confuse globalism with globalization, which is a factual phenomenon and not a policy. They are different. Some globalization of an industry may be inevitable, but that does not imply you should have a globalist doctrine. (Besides, the whole globalization effect really is misrepresented, and breaks down to the [world-cities](#) phenomenon. There is no globalization, only concentration of production of items into a select few cities around the globe. Different cities source different items. The whole globe does not participate in production.)

When the politicians or institutions of our government work to the global good, even to the detriment of the national good that is globalism. Further when movie stars run to Africa to adopt a destitute child, instead of adopting an equally destitute child in Detroit (given identical race, color, age, medical conditions or whatever you like), flying across the globe just to do it, that is globalism.

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## UNITED NATIONS

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We in the United States spend a huge amount of our tax dollars on that institution, the UN, which is supposed to manage that international sphere. It is supposed to be globalist and internationalist.

Now either 1) This institution is effective and we should continue to fund it: it produces a "return on investment" for our tax dollars; or 2) The institution is not effective and we should divest, or fix it. (As an enterprise architect, this is how I am supposed to see government spending. Policy and practice tell me so. My position is consistent with my own professional ethos.) So which is it? Use it, trash-can it, or fix it?

Assuming it is effective, redundant and duplicative investments in other portions of the US government should be eliminated. We should only pay for this function once. All the rest of government should serve the national interests, pretty much exclusively.

Globalism then has its allotted place, where it is appropriate. Globalist politicians have a forum to indulge their preference for global issues. This place, this forum, is not the bulk of institutions serving the country nor elections for those who serve the country. This is a common nationalistic viewpoint.

## BOUNDARIES

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So what is part of the nation? Where do the national interests end and begin? What does one think as a nationalist?

- Are foreign citizens part of our nation? No. What if they happen to be present in the nation at the moment? Still no.
- Is the nation defined by land? Yes. Is geography outside our borders part of the nation? No.
- Is the nation a set of laws and institutions and policies? Yes. Should the nation allow foreign influence to set its laws and policies? No. Should the citizens, or their representatives, set the laws and policies of the nation? Yes.
- Should corporations, supposedly fictitious persons, have a nation of which they are citizens? Yes. Should corporations that are citizens of our nation have preferential treatment here? Yes. Should these fictitious citizens pay their taxes here? Yes.
- Does a nation have a culture and values? Heck yes. Should corporations or other entities have culture and values that deliberately compete or supersede or challenge those of the nation? Not so much, unless the distinction is part of the national dialog (free speech) on the direction of the nation. Such competing culture is political.

## RED OR BLUE?

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Nationalism is not really tied to either party. It is neither a Democratic nor Republican position. (I, for example, am an independent.) There is a long history of patriots from both parties as nationalists. Both Reagan and Kennedy, for example, were nationalists.

(However globalist thinking does have historic ties to socialist and communist thinking.)

## GLOBALISM ORIGINS

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Carl Marx was a notable globalist. He believed in a worldwide market for labor without boundaries as an end state. We can all see how that outsourcing of labor is turning out. (The trans-national model is not working out for nations like Greece, Italy, Spain either.) Marx apparently invented the "race to the bottom".

Einstein was a notable globalist, claiming to be a citizen of the world. Perhaps he was not so smart on that issue. We need some smaller division of power. Nations compete, and by existing we can see what works best, accommodate local differences in culture and values.

Perhaps most influential is the work of mathematician John Nash, whose ideation greatly affected economics. He described games in which the sum of gains and losses of players are not zero. In such games it is best to cooperate to create higher total sum of winnings. Unfortunately most politicians and many economists forgot that some games have a zero sum: no amount of cooperation will increase the amount of iron ore available, for example. The resulting thumb rule of international politics, always cooperate wherever possible, is flawed in detail. It does not apply on selected issues, surprisingly many issues. (Let's not be afraid of a little competition between nations.)

## WHY NATIONALISM?

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Why do I find myself a nationalist? Is it driven by political ideology? Perhaps a bit, as I am a fan of the founding fathers, but mostly it arises from practical evaluation. Examine the end-state, take the idea to its logical conclusion. The competing position, globalism, claims that nations are obsolete and should be dismantled or diminished. Corporations, freed from national law and governance, would be free to expand control. Unelected corporate officials would make law, not citizens. Voting by citizens would end.

Employees exist for the good of the company (corporation). When we replace citizens with employees and nations with corporations, we get fascism. In specific, we get "corporate fascism" when corporations replace countries. (Citizens exist to benefit the country in fascism.) Rights, and human rights, and freedom will suffer.

Furthermore, the nations must exist to preserve the values and cultural variations of different people. Who wants a world homogenized where all cultures are mashed together and distributed everywhere? There will be no local color, no need to travel, nothing to compare or compete between peoples.

We need nations. Nations compete. Ideologies, laws, policies may be compared. Nations may innovate. When some fail, others will do better. It makes the world more stable to have nations, as we will not all fail the same way at the same time.

To me, the whole globalist ideology has failed to produce results. It has caused excessive dependencies between nations and destabilized the global economy. It has cost people jobs and produced low quality trade agreements robbing citizens of livelihood. International cooperation and trade should continue on world issues where cooperation is of benefit, not where cooperation leads to everyone being shortchanged.

We have many problems within this country, and globalism has contributed to ignoring those in favor of international cameo issues. Our problems have become worse for lack of attention.

## CONCLUSION

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There you have it, the thoughts of a life-long moderate nationalist. Nationalism is quite popular this year, as evidenced by Donald Trump. It has been for many years, I would say, although it has been ignored. Nationalism is not some fringe experiment, it is near the mainstream, indeed perhaps the mainstream of American thinking. It also seems to be gaining popularity in other nations across the globe, a backlash to excessive Pollyanna globalism.

I am not surprised at the success of Trump's nationalism. Past presidents labeled as populist were often nationalist, such as perhaps Kennedy, Reagan and the Bushes. Clearly, if other candidates want to have some of Trump's success, they too will need to adopt nationalism. This election year will be interesting.

How is this relevant to enterprise architecture? Well, when you have guidance from the Whitehouse to improve service to citizens, you can start to work towards that. We had that under "W". Now we don't. Program and project goals get less focused. Inefficiencies creep in.

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5.10 RICH, POOR OR EXCLUDED, JUNE 26, 2015

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In recent years my President and his administration decided to mark many Americans as "rich". This was very convenient for them because they had promised to tax the rich. What is being rich, really? What is the middle class? There is disagreement:

<http://www.financialsamurai.com/how-much-income-do-you-consider-to-be-rich/>

This is a typical semantic problem. Politics are wound through it. Any definition will make someone mad. In my work this kind of problem is everywhere.

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Let's clear up this little semantic problem.

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What the heck, we can't do worse than the jokers who wiped out the term "upper middle class" just to tax people more! First we will try to find some solid ground to stand on...

## POOR

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The term poor applies to people who do not make enough money to survive on their own. We have official poverty guidelines in the USA, and these are widely used without much objection.

<http://aspe.hhs.gov/poverty/15poverty.cfm>

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## RICH

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Ignore the current political dialog. It does not matter how much salary you get, even combined as a couple. When most of us say "rich" we refer to people with enough money in the bank to live off. Rich people do not have to work. They do not require a salary, but may still have one anyway.

CNBC said 5 million in the bank would do it, if you have enough cash on hand.

<http://www.cnbc.com/id/100904381>

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## MIDDLE CLASS

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Now that we have both ends sewn up, let's talk about the "middle class". They would be all those people who are neither poor nor rich. Simple. I think that is what most of us mean by middle class anyway. The income cut-off thing never worked for most of us.

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Do you agree? Disagree? Are you Unsure?

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## POLITICS

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Will such a definition stick? It already did, in a way, even though no one spoke of it so simply. People widely rejected the nonsense substituted by politicians. This is inconvenient for to the politicians, as the Democrats (arguably) champion the poor and wanted the middle class lumped in with the poor. This would divide society neatly down the middle, and let them tell you who to vote for (again arguably). Inappropriate and clumsy semantics often have an associated political agenda.

The Republicans (arguably) champion the rich, or (also arguably) champion all but the poor. These two camps would perhaps produce different definitions of middle class. A divided Republican party might not be able to battle a Democratic backed definition of "middle class".

Arguably again, no party champions the middle class. No political party champions the broad, simple definition above. The middle class has been excluded from the political dialog. Are you "fired up" yet? There lies the point.

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## AT WORK

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If you are skeptical about my little post, you can also be skeptical about harmonizing semantics at work. There are probably political agendas at your job. If you work for a big company or the government defining a term and establishing semantics is equally as hard, and pressure can be overwhelming.

Many of us just agree to translate instead of trying to find direct agreement on meaning. We may produce a middle language, neutral by being used for technical linguistic purposes. This is called the "canonical form". We all translate back and forth to that, which mitigates the need to translate back and forth from every other set of definitions.

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## SEMANTIC WEB

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The World Wide Web must convey news. Imagine standardizing the words in web content? Politics may get in your way. Yet the idea of the Semantic Web is to standardize the meaning of certain content and protocols between people and machines. Agreements on semantics always invoke politics of some sort.

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## PHILOSOPHY AND MATHEMATICS

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I would argue that Wittgenstein and Godel support the notion that language must have semantic domains which differ in meanings. Many disagree. However finding universal meaning is at least very difficult. If you will address big issues of distributed systems, and harmonizing communications between machines and people across the enterprise and beyond, you might best have an opinion on these issues.

*<http://www.nybooks.com/articles/archives/2012/nov/08/what-can-you-really-know/>*

*<http://wdomains.fbk.eu/semanticdomains.html>*

*<https://www.ias.edu/people/godel>*

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## CONCLUSION

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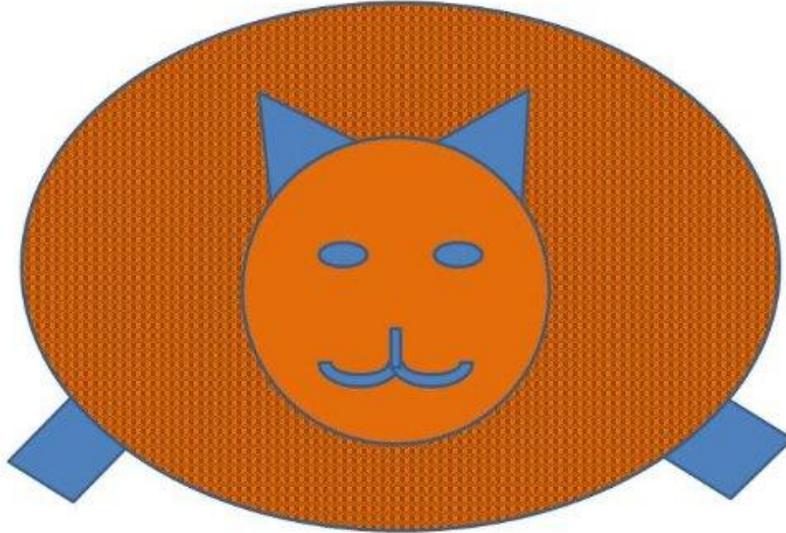
The current administration has taken a position on who is rich and who is middle-class. This can affect architecture, by changing the nature and kinds of transformative initiatives it is possible to consider. For example, when the upper middle class are redefined as rich, why should we have programs to retrain them to remain technologically current?

However the main point here is that many kinds of semantic issues cannot be easily decided. This can affect your internal terminology, and agreements on governance or standards. That, in turn can affect segments and solutions governed. Semantics of this sort are at the root of many problems faced by the architect, some not amenable to solution.

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5.11 FAT CAT CEOS, FEBRUARY 22, 2015

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I have a gripe. Yes, I know this was popular a while ago and it is old news. I am griping anyway. Many CEOs get paid far more than the value they actually add.

You can extend this to governors, presidents, secretaries of cabinet level departments in government, non-profit heads, heads of professional societies, all of them. Some authors point at the same problem as a leadership gap. I want all these CEOs and top managers to get off their back ends and provide value, or take a pay cut. There should be a law. Yeah, I know, I sound like a shareholder activist or something like it.

[http://www.mckinsey.com/insights/corporate\\_finance/preparing\\_for\\_bigger\\_bolder\\_shareholder\\_activists](http://www.mckinsey.com/insights/corporate_finance/preparing_for_bigger_bolder_shareholder_activists)

America is falling down because of these poor leaders and managers.

<http://deloitte.wsj.com/cfo/2014/11/04/confidence-gap-among-americas-top-executives-deloitte-survey/>

I want the top-dog to know what the future of their organization looks like, and then start heading it there. Lead for crimmeny sakes. Is that asking too much from these often grossly overpaid talking heads? I want them to identify and then produce the future organization, or find another job and give back all the darned money.

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You can have all the lean-agile-cloud-big-data-hype you want, just so long as you have the real stuff FIRST. Stop wasting effort on organizational culture and "emotional intelligence" to manipulate

everyone into accepting the current status-quo, and face the real challenge!

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## WHAT

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Sure I have specifics. I take a long term view; I want these people to have the following:

- Have a bonus based on organizational performance improvement and goals.
- Make subordinate bonuses based on organizational performance improvement and goals.
- Have a plan (usually called strategy) for how the organization will evolve, improve and deliver.
- Implement measurement of organizational performance to hold others accountable
- Have more accountability than committees to avoid accountability
- Have a vision for the future organization
- Produce a road-map to get there using technology and innovation
- Implement organizational transformation management to get there, including portfolio management, a PMO and enterprise architecture.
- Put them all together under someone responsible for managing and achieving transformation to produce the future organization and I will be even happier. That will get the correct transformation programs actually in implementation- and the redundant or worthless ones canceled.

Tell me I am wrong here. You know I am right.

## HOW

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I have written about all the parts of this elsewhere.

- The CTO job description is essentially the same as the Chief Enterprise Architect. This is the guy who might be in charge of modernization, transformation, improvement - right?
- In the Federal Government it's the CIO who has this job, by law (see Clinger Cohen ITMRA). Fine. Hold them accountable. Give them the authority (the new FITARA law should help). <http://www.nextgov.com/cio-briefing/2014/12/fitara-analysis-will-cios-use-their-new-powers-good/101160/>
- Every organization should have a strategic plan. All transformation efforts should support it. Gaps should be corrected.
- Enterprise Architecture produces the vision, standards and principles by which the organization modernizes. It supports portfolio management.
- Portfolio management should select (using the business cases, ROI and predicted performance measures), control (when being built using EVMS and such) and evaluate (once built, via actual performance measures). In US Federal government this is called CPIC.
- Enterprise architecture will produce your vision and road-map from your strategy. They do that.
- A PMO will ensure that performance gets measured. It will also track performance in the "control" phase with portfolio management.

Why isn't this stuff present now? Cronyism... did I hear cronyism? Give me a better term then. Speak up.

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## WHY

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An organization that does not evolve, does not modernize, is dying. An organization that hopes for random improvement leading to success is led by fools.

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“BY FAILING TO PREPARE, YOU ARE PREPARING TO FAIL.” – BENJAMIN FRANKLIN

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“IN PREPARING FOR BATTLE I HAVE ALWAYS FOUND THAT PLANS ARE USELESS, BUT PLANNING IS INDISPENSABLE.” – DWIGHT D. EISENHOWER

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“FAILING TO PLAN IS PLANNING TO FAIL” – ALAN LAKEIN

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## NOT SO FAST

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There are a whole range of political pundits saying the way to do this is more women. Put the measures above in place and we can measure if that is true, but I doubt it will have much effect without the measurement. I have the same doubts with the demand to have more <ethnics> (pick your favorite ethnic group here). On the other hand start measuring performance and tying pay to that and we will see some improvement pretty quick no matter who runs the show. Follow the money, Jack. The two issues are not connected, and competent managers come in all colors and genders.

...and while we are here, our current President could do better on this front. His execution has not been as good as his promises, and much of the change he has executed will have no real effect on the future performance of the country. But skip the politics, this is about cold, hard measurement of these overpaid slackers.

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## CONCLUSION

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Stakeholders, investors, taxpayers, customers, employees and citizens are being ripped off by lack of effort here. It seems to me to be just another form of low-grade corruption. We should have "zero tolerance". America is our home, not a transient hotel or a rental unit, so let's start improving it organization by organization, one at a time.

Do not mistake me. I do know the job of the CEO and similar top managers is to sell the organization as an offering to the stock market, the retail markets or the stakeholders. I am saying that I have no idea how you can do that very well if you do not understand where the organization is now, what it will look like in the future, and how it is moving to be that improved thing. Without that you will look like a vacuous fool.

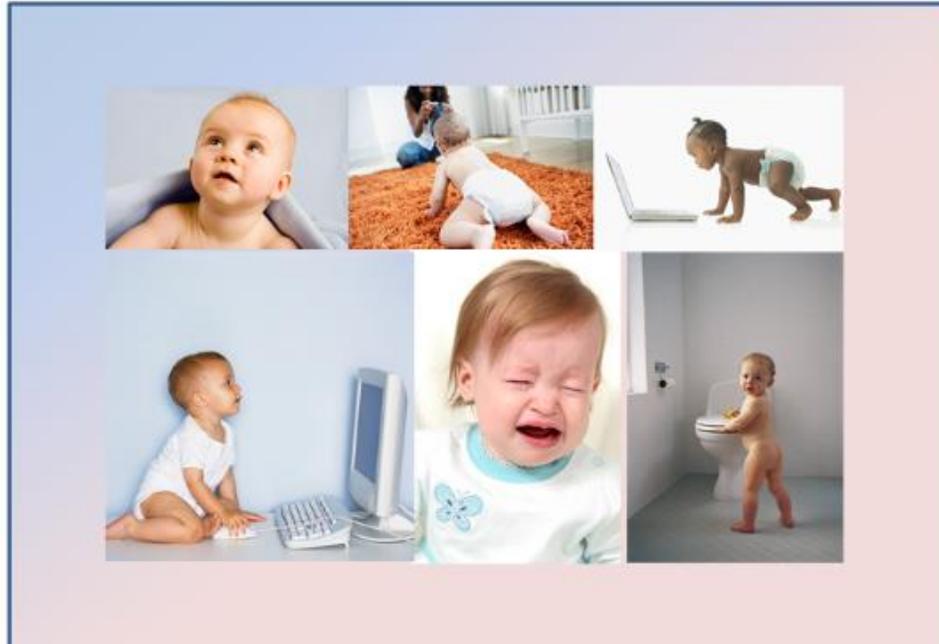
## The Business of Environment

And the point, in short, is that if the CEO does not do his job and identify or back a vision, create a strategy, then there can be no architecture to achieve it.

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5.12 Child CEO Myth, NOVEMBER 22, 2014

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You can be a CEO of a giant company at any age! It does not matter how young you are! Wunderkind that invent something should then run the company because they are brilliant! Who needs an MBA, any geek is qualified! Phooey.

### Facebook

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Mark Zuckerberg built some cool software that did something new. People threw money to him in baskets. So his company started mistreating users, ignoring ethics, violating privacy, engaging in surveillance. Gee, if I had one good idea and people gave my bazillions of dollars, I might purchase some companies with a steady revenue stream or do some serious R&D. Not the kind where you engage in emotional mind control though. 'Silly me.

### Google

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How about that Larry Page? Has anybody noticed that Google builds almost anything any geek chooses to build, releases stuff regardless of it being useful, and then deprecates most of it? Somebody should have a plan, right? Somebody has a vision in there, right? Eric? I suppose you can manage your money that way when you have more cash than the Mint. That can't last forever.

### Netscape

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Remember Netscape? Remember Marc Andreessen? No? They were important before Google. They had tons of money. They had the market sewn up. You must remember them?

## Twitter

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Evan Williams had a good idea. I hope he has another one. How about diversification?

Yet these companies run by inexperienced CEOs do not seem to last. They do not even seem to, on average, exhibit good judgment. Some even credit them with the decline of society.

<https://www.axelspringer.de/dl/433625/LetterMathiasDoepfnerEricSchmidt.pdf>

## Reality

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Just because you can invent stuff does not mean you can run and operate that stuff as a business. ...And just running it is not the same as running it well, producing a sustainable business that lasts decades or even maybe centuries. The role of large companies in the economy is to provide economic stability, act as institutions giving confidence, produce dividends. We could use more of that basic social good recently.

I hear this malarkey in LinkedIn posts: Hey why stop at CEOs? Surely every kid is better at technology than anyone older? Surely experience is now worthless? Generation X is already obsolete- forget the Boomers. Go out right now and get some Gen-Y kid and put them in charge!

Youth beats experience, right? Inexperience and enthusiasm are a perfect formula for success, right? Anyone young and bright will be smarter than anyone older and as bright, right?

Don't get that on my shoes. It smells. It is piling up. Armies of vacuous parrots are marching forward spewing this stuff aiming to fill jobs with cheap applicants. For thousands of years the old led, the young executed- in broad summary. But not now, so they tell us.

## FACE IT

---

We have an aging workforce full of energy and enthusiasm. Their pensions and savings were stolen by outlaw bankers. The future of our economy depends on making use of the expertise of this aging workforce, and they have no choice but to keep working. The older and more experienced will continue to lead society for some time yet.

We even have a law about it.

<http://www.eeoc.gov/laws/types/age.cfm>

First your grandfather dies, then your father, then it is your turn. My father says this now and again. It is inevitable. People continue to learn and grow throughout life unless or until their health declines. What disturbs me in all this is a loss of respect for wisdom, planning, judgment and age.

The next time some moron markets you to believe youth should be running everything and should get all the good jobs, bring in a boomer whose pension or retirement was stolen to punch them square in the mouth, real hard.

## Last Words

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We have a rash of overpaid, nonperforming CEOs in our public companies. They form an elite supported by boards full of other overpaid, under-performing CEOs and wannabees. Some CEOs have accepted pay of \$1 and performed well by contrast. CEOs and everyone else on the upper end of the pay-scale should be subject to measurement of their performance, and pay based on their contributions relative to others in the market. Such analysis is justified when salaries are astronomical.

SECTION 6: CONCLUSION

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This ends Volume 5 and the series. I hope you have learned something you did not know of enterprise architecture. My aim was to tell you those things not in the existing texts.

Now you know pretty much everything I have worth saying about this field, beyond the theory and academics in the usual texts. Go do something good with it. Avoid a mistake I made or fix something broken on a large scale. Cause an organization to prosper.

I have included a post about myself. From this you may draw several conclusions as to why I wrote this series of eBooks. First, several people asked me to write a book. Second, I did believe I might be dying. Third, I was unsure of the timing. Therefore I wrote it first as posts, then placed those in an eBook rather than a book to save time.

I am much better now, thanks.

The last post covers the generations of EA practice. This describes the current market for EA services, a snapshot in time. EA is now mature, or nearly so. The practice has changed.

I hope this effort is of use to you. Good luck!

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6.1 TYPE II DIABETES, DECEMBER 2, 2015

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PERSISTENCE

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When I was in 4th grade, some friends visited the house for the day. They wanted to explore the creek, it was winter. There was a large snowy cliff with a steep incline between us and the creek. When they reached the creek, they just had to walk on the ice. One fell through into a depth of a foot of water or so. By the time he was out, with assistance, all four of us had soaked feet. It was cold, and my brain raced to calculate ways out of trouble, avoiding hospital trips, amputations of toes and angry parents.

I forced my friends to walk directly up the cliff. I was a tyrant. They had wanted to take the long way around. By 2/3 of the way two had freezing feet, could not feel their toes and wanted to stop. I drove them on mercilessly. They made it, and we avoided disaster.

I spent significant time by myself outside as a boy. In high school I recall walking in the cold dark of mornings and early evenings. Winter can be silent and beautiful in Erie, very peaceful. The moonlight on new snow, ice on the twigs and the abject silence of a cold day at an odd hour can draw you in. Sometimes I would overextend myself, exhausted, and think of stopping, sitting down under a tree. My survival training (Civil Air Patrol) told me I might never get up. If you are very tired you sometimes muse that hypothermia is a painless way to go. Of course I never gave in. I would not die by simply sitting down.

Years later I encouraged a friend to never give up on advanced engineering academics, several times. He attributes his significant success to those talks. Persistence had become one of my values, and I encouraged others to adopt it.

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## DENIAL

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A few years ago I denied that I had diabetes. I would sometimes stop, unable to continue. This would happen especially when I exited the car. I could open the door, put out a foot, but nothing more for a few minutes until I could resume. I thought it was something else. The tests were not conclusive. I waited to see what it would be. This went on for a few years. Doctors denied that anything was wrong.

Eventually one insisted it was diabetes, and sent me to a conclusive test. I still denied it for a time. As a policy I avoid accepting limitations until well proven. I am skeptical, a professional hazard. I will take decisive and rapid action on clear, verified data. It took a while to verify that I had diabetes.

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## NUISANCE

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Many think of diabetes as a tame threat. Your aunt whasername had it, and needed to do this and that, but mostly it was just a nuisance. But it takes time to tame the beast, and for a bit it may not act predictably. For a few years I was sure I was dying, that the disease was definitely winning. It was not tame, this predatory beast, but it was inexorable, unrelenting. Any small mistake would render you useless for a random number of hours, feeling horrible. I was slipping away, my general health and condition were less favorable each day by some small margin. My clock would stop ticking, my hourglass would run out, and I was so very ill I could not enjoy whatever was left.

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## IMPAIRMENT

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My memory was failing. My skills were slipping. My eyes were failing. I could become irritable and snap at people. No one cut me a break. Perhaps I work in a brutal industry, as a government contractor. If you expose weakness you may be cut or kicked out or quietly shoved aside. Too bad. Your detractors will be there to jeer and celebrate, and government customers treat you like livestock. No one believes you are ill, there is no blood and you are an indestructible veteran who continues like a machine. Get over it.

Diabetes is now a disability under the ADA (Americans with Disabilities Act). If people will not hire you, if they dismiss you, if they make any assignment decision, if they deny you any opportunity, if they produce any review or document deriding you for symptoms of the disease- it is illegal. If a customer says to get rid of you, your legal responsibility as an employer is not removed. They do not care. Most think you are just malingering.

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CLEARLY I WAS HEADED FOR THAT TRASH HEAP WHERE WE THROW  
OLD GEEKS.

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## FRIENDS

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I often say that "it is good to have friends". Without my friends I would be dead or in the gutter somewhere. A friend saved my life. It was the simplest of things, and at first I would not believe him. But, in the end, simply taking diabetic vitamins changed my life. Now each day I feel more capable, I produce more. I became stronger, my symptoms less prevalent. I gained the strength to go back to the doctor and get more medications. Encouraged, I started taking a supplement made

from seaweed that also has remarkable effect. My life changed. You will deny or discredit what I am saying, but it was that simple.

I gave a diabetic friend some bottles of what I take. Now he feels better too. I try to be useful every day, and that counted as a win for one day.

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## FUTURE

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I checked the life expectancy charts for old diabetic white guys. I can expect to live until 73. That is 18 more years. Only that. I will call it 20, my planning horizon. I have lost about 50 pounds, and I am losing more. My A1C was under control in the last blood test. Now I battle the one remaining of four things that were racing to kill me but a few years ago.

People ask me how I am. They wonder why I respond that "I'm not dead yet". Now you know. Dark humor and a bit of Monty Python. Hey, it works for me. (If you really don't get it, try asking a Mason; I hear they know that joke.)

I am well on my way to controlling the symptoms now. In the end I will beat this illness, no longer be diabetic for a time, but all men share the same fate. I will be me and do what I do, doing that as well as I can, for as long as I can. What else would I do? Life is a journey to discover who you are. Having discovered yourself, you are then doomed to be that. The irony is palpable.

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## WHY

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Why do I tell you this? Do I tell you for you to have sympathy or to convince you to give me something? Hah, I want nothing from you whoever you are! Only my friends and family can offer something I would accept. Otherwise I prefer competence and self-sufficiency, if possible. I have hundreds of friends among my colleagues, and even a few close friends to help me if I need it, hard won through years of service to causes bigger than myself. I almost never forget a friend, even if I have not seen them for years. My dance card is full. Get lost.

No, what I want you to do is find your very own diabetic. Find the diabetic who is your friend, who you have decided is a loose partner for whatever strange circumstance comes. If not a diabetic, then someone disabled, a veteran, or someone who was an orphan or was adopted. Talk with them, listen close, believe them and help them. Then hope to God that when you need someone they will show up for you too. Build connections to people and keep them, be a part of a community, pitch in.

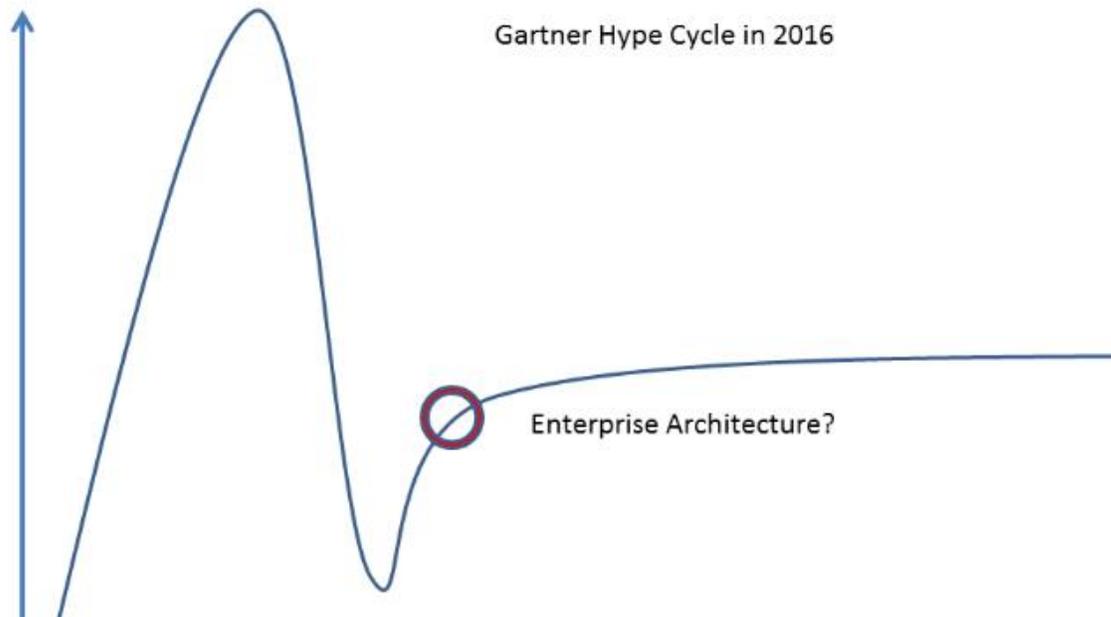
Most important: If you are an employer in the USA please read the law and comply with it. Some think only hiring is affected, but they are so very wrong. Is your HR practice handling this correctly, or are you acting outside ethics and open to lawsuits? Check it and fix it.

...Or you can just burn any Ayn Rand book and send me a note to make me chuckle. No one is a superman forever. Everyone needs help now and again. Society and community are not made of disenfranchised, independent individuals seeking only self-gain. In that direction lies the destruction of civilization.

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6.2 UNDERSTANDING ENTERPRISE ARCHITECTURE GENERATIONS, DEC 27, 2015

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is 25 years old. It has not remained static. I thought I might take a moment to document the major phases of its development and the key turning points between those phases.

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**GENERATION 0, UP TO 1989**

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Leading up to the development of enterprise architecture several people published important material that was almost there, not quite it. This included Finkelstein and Martin with Information Engineering. Zachman was very close to the mark with a paper citing the need for an "architecture of the enterprise" virtually on the eve of its creation. (Many laws were also passed in the US Congress to control US Government IT Spending and effectiveness. This will become relevant below.)

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**EVENT 0, 1989, THE ADVENT OF ENTERPRISE ARCHITECTURE**

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The term "enterprise architecture" was first used in print in 1889 in a document from the US Government: NIST SP 500-167. The reference model chosen for it combined the information engineering of Finkelstein (data at rest) with business architecture, integration architecture (interfaces, data in motion), application architecture (software architecture summarized, the set of applications and their function) and infrastructure (networks, storage, processors, etc.). Zachman's model was rejected, though it contained many of the same elements in less developed (at the time) form.

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**GENERATION 1, 1989 TO 1996**

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After 1989 many conjectured and described and positioned. Concepts were clarified and some limited adoption occurred. Work on TAFIM occurred at US DoD. GERAM development

began. TOGAF version 1 came into existence based on prior work in TAFIM. Many people were employed describing and refining enterprise architecture "frameworks".

Enterprise architecture was increasingly applied to systems with portions that were IT, and portions not IT.

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### EVENT 1, 1996/1999, FUNDING AND ADOPTION

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In 1996 the US Congress passed the Clinger Cohen Act. This mandated an IT architecture. In 1999 the US CIO council produced guidance on implementation. Policy on implementation was published in US OMB Circular A-130, equating the IT architecture of the CIO act with Enterprise Architecture. In 2001 the Congress passed the E-Gov act, reiterating the need for enterprise architecture. The result of all this was a massive infusion of money and widespread adoption. If you live outside the USA you may be confused by this US focus, but this is where it happened. Follow the money.

---

### GENERATION 2, 1999 TO 2012

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With massive adoption and procurement, standardization began to occur. The FEAF, DODAF, TEAF, TOGAF frameworks, and many others, arose and/or matured. Use of enterprise architecture in governments outside the USA became common. Use of enterprise architecture in commercial organizations became accepted. It was still possible to make money creating and selling new enterprise architecture "frameworks" in this timeframe. More people were gradually employed doing architecture rather than describing frameworks and methods.

Enterprise architecture was widely applied to systems without significant IT content, such as DoD BTA (which see).

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### EVENT 2, TEAF DISCONTINUED, 2012

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On May of 2012 the Treasury Enterprise Architecture Framework was discontinued, subsumed into Federal efforts. There were too many frameworks. The market was saturated. Standardization had succeeded. Other framework efforts were also discontinued or shelved. TOGAF certification exploded.

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### GENERATION 3, 2012 TO PRESENT

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It is no longer possible for so many people to make a good living describing or refining enterprise architecture frameworks and methods alone. Frameworks and methods are mature and accepted. Only a few frameworks have survived, the shakeout has occurred. Some small vendors, believing the industry can be disrupted, have continued producing frameworks to no avail. (Niche market opportunities may remain.) Some new frameworks bear no resemblance to enterprise architecture, or ignore principles to maintain a charade of purpose. Pundits who formerly made a living producing or promoting frameworks (not architecture itself) have falsely claimed enterprise architecture is over- as they have had to find new work. But the main frameworks continue to expand, consolidate and standardize. There is no lessening of work doing enterprise architecture, just less work building frameworks for it. Enterprise architecture has matured.

Some work does remain in tailoring frameworks to the individual adopting organization. Also, there is framework revision in continuous improvement effort. Further I think the "flatlander"

notion that EA transformation is performed centrally only for a single authority in the organization, rather than in the 3 tiers of Burk 2006, that notion is obsolete and fitting the whole set of activities together has room to grow a bit.

However thousands have been left behind, incapable or unwilling to learn the core mature material on enterprise architecture. A new shakeout of the unqualified is possible, including any clueless pundits who do not adapt.

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## CONCLUSION

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Whereas the market has matured, we need researchers and consultants who can go deeper, accepting existing practice, method and theory and adding to it. We do not need unschooled junior "disruptors" who want to overthrow what we have already learned or who want to ignore it, but those capable of going further towards a future with increased or improved depth of understanding. The time for rehashing those same old issues has ended. That horse is dead cowboy, quit kicking it.

The question of application of this to the Gartner Hype Cycle has been raised by Tim Reynolds. It is possible that this means EA has "crossed the gap", and is headed toward the "Plateau of Productivity". If this is the case the nutty pundit articles claiming EA is broken or useless will become unpopular with the end of the "Trough of Disillusionment". With EA at 25 years old, we can hope so.

6.3 ENTERPRISE ARCHITECTURE CAREER END GAME, JAN 21, 2016

**Average Salary of Jobs with Titles Matching Your Search**

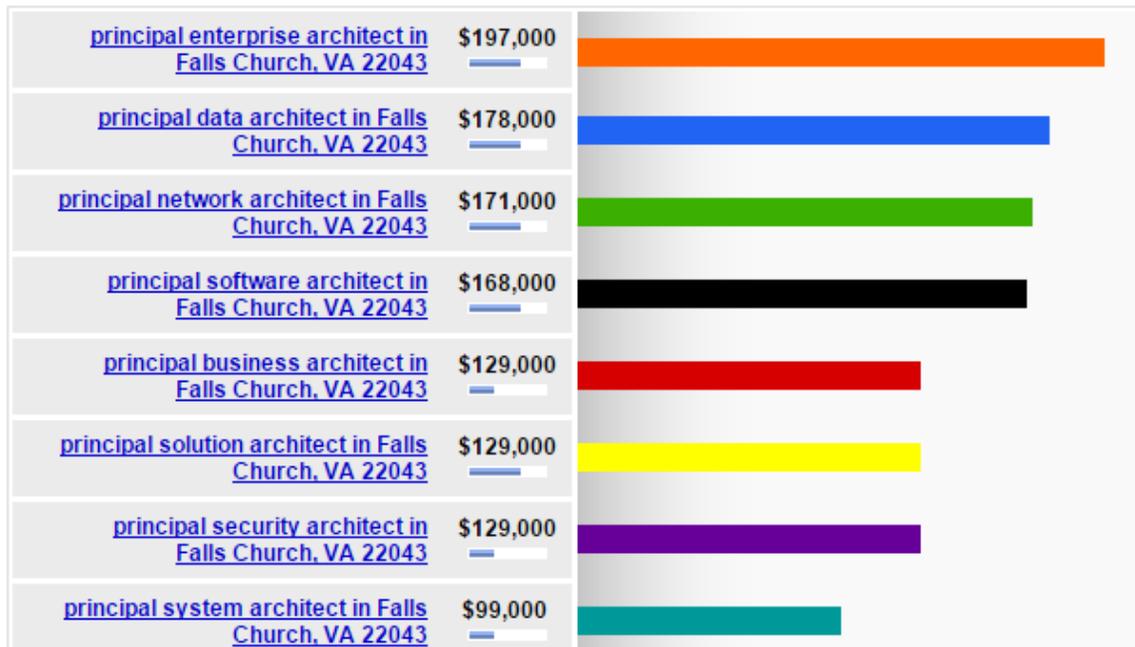


FIGURE 2 FROM WWW.INDEED.COM

We too rarely talk about the enterprise architecture career path. I have posted a bit elsewhere about entering the field, much about getting a job, and something about the CTO role. Here is some additional data on the top end of the enterprise architecture ladder. (I have some useful supporting data.)

This is an image <above> of results from [Indeed salary search](#), and reflects my local work area just outside Washington DC (the global preeminent hub-city for enterprise architecture). These categories are all for "principal" level architects, the end game, the top seniority. Here are some interesting points regarding this image:

- "Enterprise architecture" has the top salary. That holistic architecture category is worth more than any other more narrow category..
- "System architecture" pay is lowest, and far less than "solution architecture", which is a synonym. Fashion plays it's part.
- "Business architecture" pays far less than "enterprise architecture".
- "Software architecture" is not "enterprise architecture", and pays less.
- Security architecture, despite the hype, does not pay that well in comparison.
- "Data architecture", with its canonical forms, MDM and semantics, pays second best.

I will note that some persons who claim the title "enterprise architect" actually lack the additional skills, and are members of one of these other more narrow categories but desirous of the higher salaries in the top category. As I have posted elsewhere, having developed the skills in one of the

narrow constituent areas you are now in a position to broaden those skills and become an enterprise architect. The category "junior enterprise architect" is mostly nonsense.

**Average Salary of Jobs with Titles Matching Your Search**

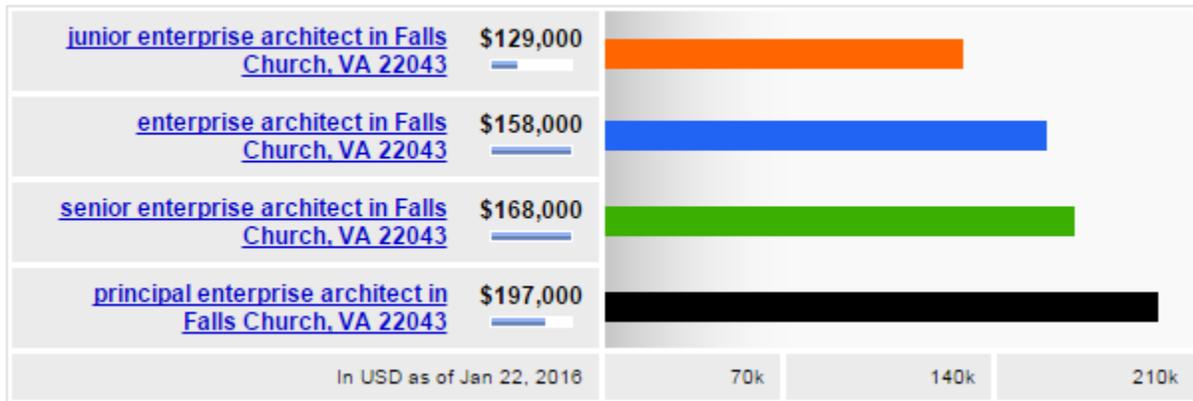


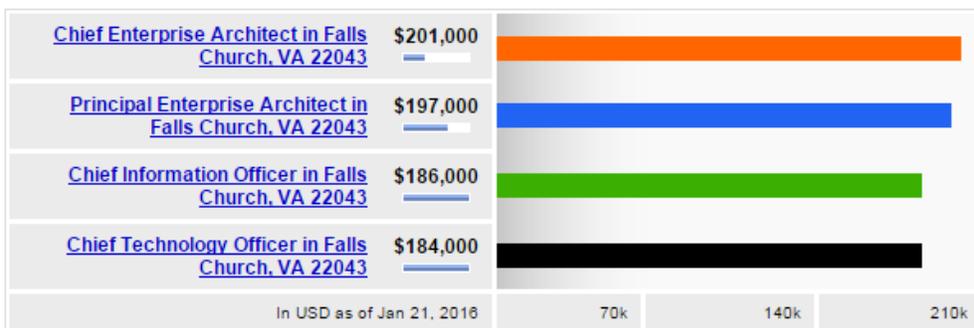
FIGURE 3 FROM WWW.INDEED.COM

See the [figure above](#). Note how "junior enterprise architect" starts at the same salary as most of those very senior positions in constituent architecture fields? See how it is not on the same curve as the other enterprise architect titles? What a strange coincidence! Six figures for entry level work! Nonsense, you start out in one of the other narrow architecture fields and then learn the additional, wider scope of skills to become an enterprise architect.

**END GAME**

In career progression, above "principal enterprise architect," you have Chief Architect then CIO or CTO then CEO. That's all folks (quoting Porky Pig). Let's look at that:

**Average Salary of Jobs with Titles Matching Your Search**



Average Chief Enterprise Architect salaries for job postings in Falls Church, VA 22043 are 9% higher than average Chief Technology Officer salaries for job postings in Falls Church, VA 22043.

FIGURE 4 FROM WWW.INDEED.COM

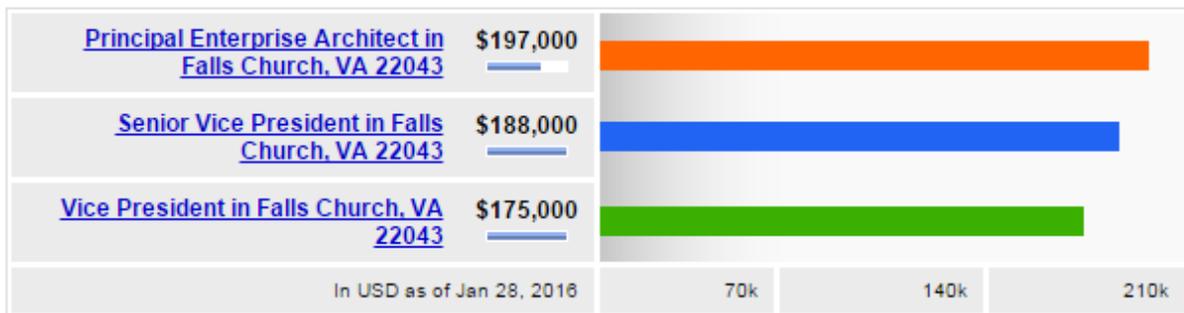
<[Image from Indeed Salary Search](#)>

Here are some interesting points on the career end graph:

- CIO and CTO jobs make less money than the slightly more junior "principal enterprise architect".
- "Chief enterprise architect" positions make only slightly more.
- And as I have illustrated elsewhere project managers, program managers and MBAs make less money. VPs compete in salary, so "vice president" is a lateral shift. (See more about that below.)

Below you can see the evidence of relative salaries of the average VP versus our principal enterprise architect.

#### Average Salary of Jobs with Titles Matching Your Search



Average Principal Enterprise Architect salaries for job postings in Falls Church, VA 22043 are 12% higher than average Vice President salaries for job postings in Falls Church, VA 22043.

FIGURE 5 FROM WWW.INDEED.COM

Back to the point of career progression to CIO etc., here is similar data for [San Francisco, 94101](#). Here it is for [Houston, 77001](#). Again you see the inversion from "chief enterprise architect" to CTO or CIO. This is practical empirical data- not theory.

### MARKET SPECIFIC TRENDS

A very interesting phenomenon occurred in the DC job market recently. For a period in 2013-2014 it was nearly impossible for a "principal enterprise architect" to get a fair-paying job on a Federal Government contract. Contracting activities attempted to cap wages, while simultaneously promoting this wrongheaded notion of a "junior enterprise architect". The results can be seen below. If this had happened in commercial industry there might have been lawsuits for the collusion on wage fixing- but you cannot sue Uncle Sam (at least not easily).

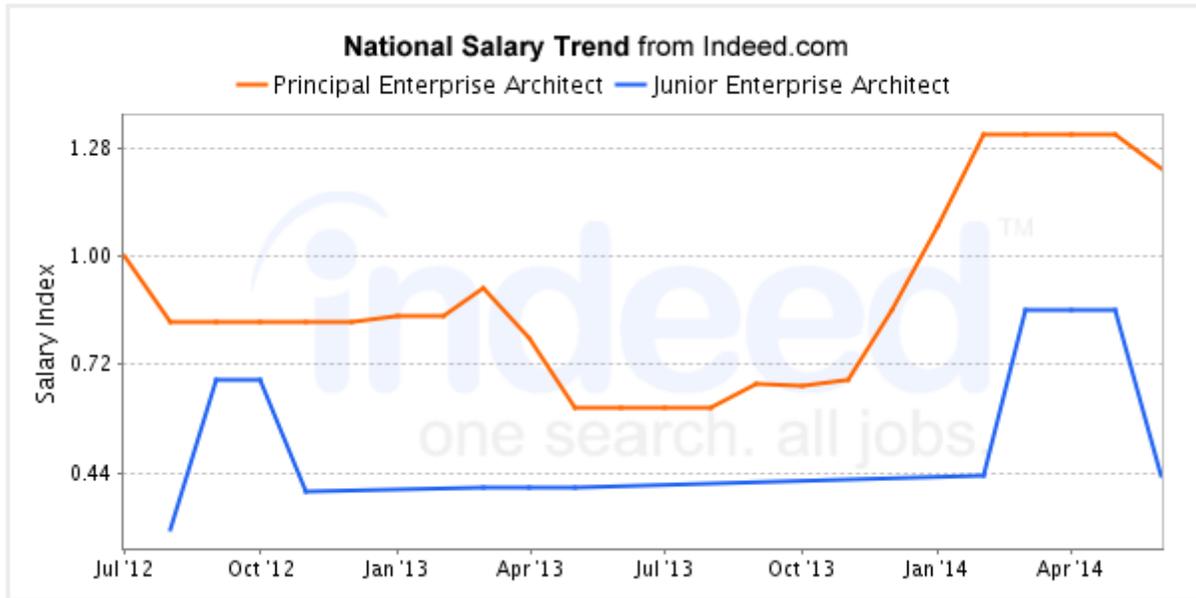


FIGURE 6 FROM WWW.INDEED.COM

Note also <below> the wage inversion of "senior enterprise architect" under "enterprise architect" for part of this period of wage suppression. (This would be an interesting thesis topic for an economics student. One may be able to relate this to the recognition that Silicon Valley is now a major political contributor: Rumor says the White House started a witch hunt against the OMB CIO and Chief Architect in this period, and EA is the function that points out large cost / low impact IT purchases. They also started that "digital" agency as a pet project with a stated purpose being to buy more (low impact/high cost) Silicon Valley products and services. This could be a fascinating study.)

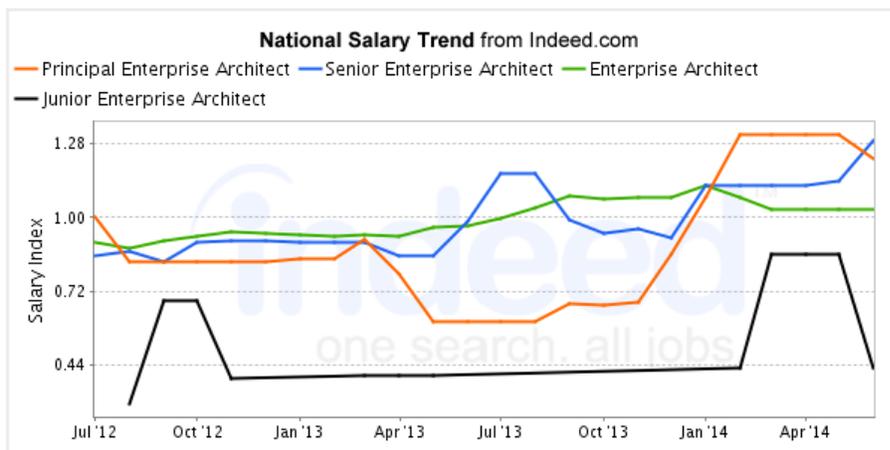


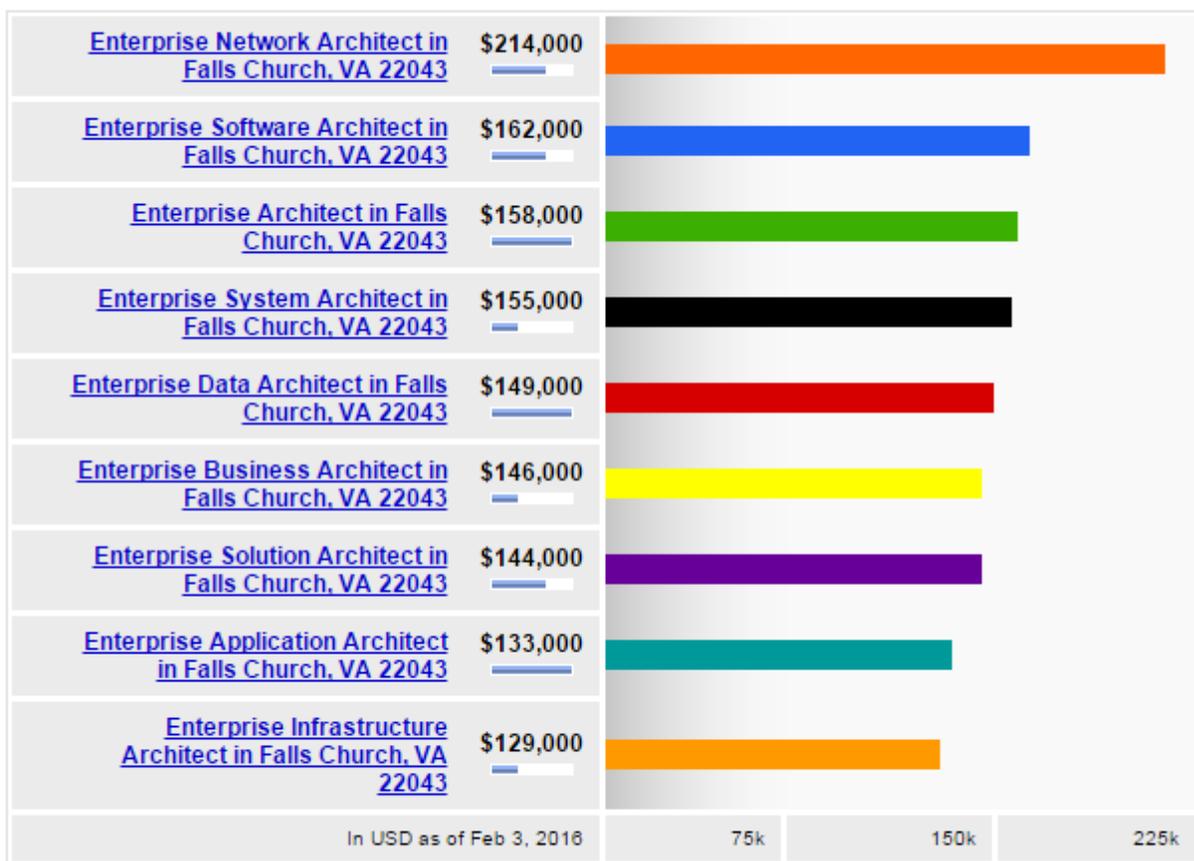
FIGURE 7 FROM WWW.INDEED.COM

The point here is that each market has its quirks. Look up your local market on Indeed to get this kind of information. Do not take DC numbers as representative of your local market- unless that is DC.

## SEMANTICS

When I use the term "enterprise" in "enterprise architecture", I use it to denote holism or cross-disciplinary architecture. These are the skills a framework or real training in enterprise architecture teaches us. However, when recruiters and hiring managers use the term they may mean something else. Sometimes they attempt to convey "big system" or "enterprise scale" or "very senior" or "purple squirrel".

### Average Salary of Jobs with Titles Matching Your Search



Average Enterprise Network Architect salaries for job postings in Falls Church, VA 22043 are 65% higher than average Enterprise Infrastructure Architect salaries for job postings in Falls Church, VA 22043.

FIGURE 8 FROM WWW.INDEED.COM

This leads to combination titles (broad + narrow) that are pure oxymoron if you accept the professional meaning of the first word in enterprise architecture as "holism" or "cross-domain". What you know when you see such terms is that the recruiter has no idea what enterprise architecture is. They mean something other than that meaning associated with "enterprise architecture" training, certifications, papers or practices. You can see this in the scattered salaries

for such titles, and the measurable difference from the salary for the "enterprise architect" category. Clearly from the spread these categories are not quite the same skillset.

It is difficult to draw any conclusions about "enterprise architecture" from that mess of hybrid titles. (Perhaps other than the point that some of us could return to network architecture and make a bit more money.) The data available becomes chaos, indicating that such hybrid terms are chaotic nonsense imposed on the discipline of enterprise architecture by those uneducated in it.

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### LESSONS

Other, less holistic architecture practitioners may aspire to the title "enterprise architect", assuming salary is a factor. This requires learning a framework, some background and something about the other areas listed. The Principal Enterprise Architect may aspire to the slight raise inherent in being the Chief Architect, but this managerial position is largely ceremonial or honorary in nature and not a big step up. From there the CIO and CTO positions, managerial and often related to sales or marketing (internal or external) or help-desk operations are not always truly a step up, and may pay less.

Perhaps senior management does not take these positions, CIO and CTO, seriously enough. Perhaps, in part, this is because organizations keep filling them with the wrong people.

I am roughly at this "principal enterprise architect" level after 39 years of work, so I can supply some additional insight from direct experience. When the recruiter asks me what I aspire to, they are often disappointed with my answer. They dislike when I say CIO or CTO or CEO, as they seem to think I am being egotistical. Yet these are the next steps in the career progression. However they also dislike me saying I have hit the pinnacle and no more career progression can be had. They are suspicious of any skepticism or circumspection regarding working for a junior PM or low level VP. Additionally, they want me to be the Chief Architect far more than I do- they want the ambition; Yet the meager pay increase offered may not warrant the hassles causing some ambivalence in the candidate. The factual data indicate that such recruiter attitudes, when encountered, are nonsensical.

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### CONCLUSIONS

Regardless, from any of these positions you might retire satisfied. You have reached the top. There is no more big gain. There is no more pay really, and the titles are mostly honorary, with limited difference in emphasis of responsibilities. This is the nebulous end of the enterprise architecture career path. People tend to move in and out of these top end positions (CIO, CTO, VP, Chief Enterprise Architect, Principal Enterprise Architect and even Chief Scientist- not discussed here), from one title to another, without seeing it as either promotion or demotion. I have many friends who illustrate this phenomenon. At this end of the ladder it is often more about what you want to do (goals), how you want to work (part time or semi-retired) and where you want to do that (environment, mission) than it is about additional title and pay. Your market area might differ.

Note that you can hit CTO or CIO from those other, lower paying architecture categories, but enterprise architecture is closest and generally prerequisite for the title "chief architect". It is best to become more holistic, and broaden your focus from the other architecture categories before moving up. As I have written elsewhere, if you do not draw your CTO and CIO candidates from

## The Business of Environment

these "principal enterprise architects", you may get people with insufficient breadth of skill. You can see from the implied evidence of salaries where that skill (and value) resides.