

## SESSION DESCRIPTIONS

Our new agenda delivers strategic and tactical excellence in 3 Tracks:

**A Strategic EA: Relationships & Leadership**  
What defines a successful enterprise architecture program today? The ability to effectively integrate EA thinking into the enterprise's strategic initiatives. But with transformational programs and governance initiatives like Business Process Improvement (BPI) and Program and Portfolio management (PPM) competing for enterprise mindshare, an EA program's ability to advance a common view of enterprise business strategies is critical to EA value delivery. The result: communication and facilitation skills trump technical acumen. Explore best practices for strategic EA – ones that help translate business vision and strategy into an implementable view of the future.

**B Real Life EA: Experiences & Best Practices**  
You've seen "Reality TV." Now check out "Reality EA." Responding to attendee feedback, we've sought out the most useful lessons learned – the good, the bad, and the ugly – and will bring them to Vegas. With these EA case studies, you'll learn techniques for running a successful EA initiative, discover the pitfalls to avoid and have the opportunity to ask questions. This track also includes sessions on key best practices identified by Gartner research as the most effective for EA programs.

**C Delivering EA Excellence: Models and Measurement**  
Enterprise architects must model the future, determine how to get there, and then measure success. This track breaks out the basic – as well as advanced techniques – to model enterprise business, information, technology and solution architecture, while considering people and process challenges along the way. It also defines key metrics for the value EA provides, focusing on project execution success against enterprise business KPIs. See how to define EA-centric governance strategies that really work. And gain new strategies and tactics to maximize the impact of EA.

# SESSION DESCRIPTIONS

## PRE-CONFERENCE TUTORIAL

### T1. Getting Started with EA: First 200 Days

Many architecture teams struggle in the early stages of enterprise architecture (EA) artifact creation. Attend this session to learn about the agenda for the creation of the first enterprise technology architecture (ETA) artifacts during the first and second three-month period of an EA program's existence. This includes advice on managing the ETA domain creation process, timing and staffing this effort, and setting appropriate expectations for the deliverables produced within this portion of the EA program.

**Philip Allega, Research VP**

## KEYNOTE SESSIONS

### GUEST KEYNOTE

#### EA4. Mobilizing Social Power to Drive Change

**Malcolm Gladwell, Author**

How do organizations change? In this thought-provoking presentation, Malcolm Gladwell distills ideas from his 3 latest books to examine the idea of "social power" – of how to step outside of formal organizational hierarchies and create powerful movements for change.

**DON'T MISS** this keynote's compelling insights – **AND pick up your free copy of Malcolm Gladwell's latest book, *Outliers*, at the end of the session!**

### GARTNER KEYNOTES

#### EA1. Achieving EA Excellence: The Present and Future of Enterprise Architecture

Gartner's Architecture Maturity Assessment (AMA) diagnostic tool tells us much about the current state of real-world efforts, successes and failures in EA. By exploring results gained from this tool, we can identify practical next steps and architecture, and learn how to develop holistic solutions across all viewpoints, so that one can rapidly deliver products and services to customers.

- What are the key indicators for Enterprise Architecture Maturity?
- What is the current state of EA?
- What are leading EA programs doing today that will be in the mainstream tomorrow?

**Philip Allega, Research VP**

#### EA9. The Changing Nature of the World, Business and IT: Enterprise Architecture's Place in IT and the Business

Resistance to change is futile. The question is whether leaders from business, IT and enterprise architecture will manage change or have it thrust upon them. This session explores how EA can serve as a discipline to absorb and manage change.

- How will organizations be affected by major demographic and economic power shifts?
- What will be the next generation of disintegrating business models?
- How can organizations strategically absorb and manage change?

**Nick Gall, VP Distinguished Analyst & Richard Buchanan, Managing VP**

## POWER BREAKFASTS

### PB1. EA + SOA + Cloud: How Are Enterprise Architects Coping with Services Across the Enterprise and Beyond?

While enterprise architecture (EA) is supposed to be about architecting the enterprise, too often major initiatives, such as SOA and cloud, are undertaken without any coordination with EA. After a brief presentation that defines terms and outlines the challenges, we will open the floor to share experiences, obstacles, successes, and lessons learned. If SOA happened in your organization when you were looking the other way, then this is a great opportunity for your architects to prepare themselves before the next big thing – cloud computing – rolls in.

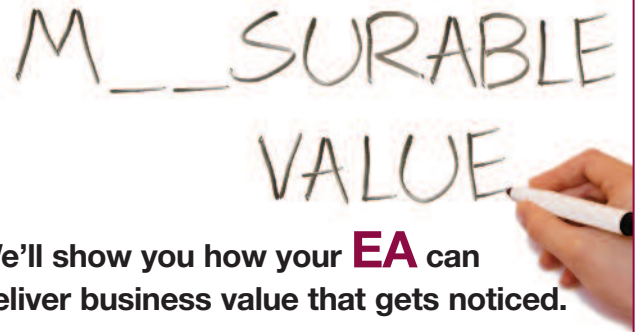
**Nick Gall, VP Distinguished Analyst**

### PB2. Managed Diversity: Because Standards Just Don't Work

The traditional IT strategy of control and standardization causes deep frustration, resentment and distrust of IT among users and business leaders. The result is that many question the value of IT. A new concept called managed diversity defines boundaries rather than specific choices. Find out how managed diversity will become a core part of future enterprise architectures.

- Why don't standards work?
- How can organizations balance flexibility and control?
- Which best practices should organizations use to support managed diversity?

**Betsy Burton, VP Distinguished Analyst**



**We'll show you how your EA can deliver business value that gets noticed.**

**For details or to register, visit**

**Web: [gartner.com/us/ea-fall](http://gartner.com/us/ea-fall)**

**Phone: +1 866 405 2511**



**Registration Fee:**

Standard Price: \$1,695

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We accept Gartner conference tickets as full payment. If you are a client with questions about tickets, please contact your sales representative.

# SESSION DESCRIPTIONS

## TRACK A: STRATEGIC EA: RELATIONSHIP & LEADERSHIP

### EA2a. EA and the Future of AD: Synergies and Conflicts

The drive for business agility, shorter cycle times, and increased emphasis on business value have given rise to greater use of agile and lean development methods. Uncontrolled and uncoordinated use of agile methods can lead to the proliferation of siloed applications, poor reuse, unrationalized information and higher TCO. As more and more organizations embrace agile development, enterprise architects and application developers must work together to ensure that adoption of agile practices does not exacerbate application chaos.

- What are the common misconceptions that cause agile projects and EA to work poorly together?
- How should enterprise architects and agile development teams collaborate and what supporting techniques are there?
- How can adoption of agile techniques improve?

**Nick Gall, VP Distinguished Analyst & David Norton, Research Director**

### EA3a. Beyond Aligning Business and IT Strategy

Business authority Michael Hammer estimates that as many as 75% of companies fail to execute on their strategies, due to the fact that different areas of the business interpret and operationalize the strategy in the context of their own specific goals and objectives. This lack of a unified approach not only has a profound impact on the enterprise's business but also on IT, which must negotiate scarce resources among conflicting business priorities. This leaves EA and IT initiatives (PPM, BPM, BI, IT strategy) with little guidance and direction. The challenge is much more than just aligning business and IT strategy. Organizations must focus on how business and IT can work together to deliver the highest business value and impact.

- What is fractured execution, and why is it a problem for business and IT?
- How can a unified (business, EA, and IT) approach to strategy increase business impact?
- How can architects lead a unified approach to strategy and what tools can they use?

**Anne Lapkin, Research VP**

### EA5a. Building an Effective EA Team

Enterprises are complex "socio-technical" entities. The care and feeding of the social system is the key determinant of the enterprise architecture (EA) program's success. This places a premium on the chief architect's leadership skills and ability to build confidence, overcome conflict and inspire creative collaboration among diverse groups. Our research indicates that there are several characteristics and practices of great chief architects, enabling them to improve the social dynamics of EA teams and improve their performance.

- Why team dynamics and social factors are the most important variables affecting the success of the enterprise architecture effort.
- How savvy CIOs and Chief Architects can diagnose and treat social and team "pathologies."
- How to design health maintenance.

**Richard Buchanan, Managing VP**

### EA6a. Myth Busting: What EA is Not

Misperceptions regarding the role of EA abound in most organizations, resulting in conflicts, and resentments between the EA team and other groups. These issues are fueled by EA urban legends that have taken on a life of their own and continue to be professed as truths by both pundits and practitioners. The key is to increase collaboration among business, IT and architects and to debunk the common EA urban legends by clearly communicating what EA is – and equally what EA is not.

- How does Gartner define enterprise architecture?
- What is EA not? And, how does EA relate to other IT and Business initiatives?
- How can architects ensure they deliver the highest value and impact to business and IT?

**Betsy Burton, VP Distinguished Analyst & Anne Lapkin, Research VP**

### EA7a. Enterprise Change: Making IT Happen

Every day, we are bombarded with the need to change. One moment we need to change because of upcoming elections. The next moment change is being driven by a budget crisis, a new technology trend, upcoming retirement of key staff, etc. How can IT leaders effectively drive change?

- What must change in IT organizations?
- Why must IT organizations change?
- How must IT organizations change?
- How should change be measured and encouraged to drive the right behaviors and outcomes?

**Val Sribar, GVP**

### EA8a. Putting the Enterprise in Context: Using the Business Context to Inform Your Strategic Initiatives

It has long been accepted that an enterprise architected on the business strategy has a better chance of achieving that strategy. The tool architects use to create that alignment is the business context. A well defined business context not only provides the foundation for the enterprise architecture, but also provides invaluable guidance to strategic initiatives like BPM, BI, CRM and others.

- What is the business context and why is it important?
- How do you build the business context for your enterprise?
- How do you leverage the business context for strategic initiatives in the enterprise?

**Anne Lapkin, Research VP**

### EA10a. Why Leaders Place IT Strategy before Business Strategy

How far ahead should your strategy look? Three years? Five? How about "as long as the persistence of your decisions?" Business and IT managers today are living with the consequences of decisions taken 20 years ago. Persistent success means raising the horizon and developing a 20-year life-cycle plan for all the enterprise assets.

- How can a long-term IT strategy be meaningful in the absence of a long-term business strategy?
- Which are the key components of a successful long-term IT strategy process?
- How should the CIO organize IT and business management to deliver successful IT strategy?

**Andy Kyte, VP & Gartner Fellow**

# SESSION DESCRIPTIONS

## EA11a. Projects and Programs: The Future Must Be Smaller, Faster and Easier

Enterprises execute change through project-based activities under the PPM (Program and Portfolio Management) umbrella. The methodologies, roles and best practices for these activities have been written about, standardized, certified, promoted and documented. Yet success – the ability to pick the right projects, execute and deliver to expectations – still is often elusive for today's IT organizations. In this presentation, we discuss how to find the real critical success factors: the ones no one taught you. In addition, we take a look into the future and find increasing evidence that even less of the standard project methodology foundation we depend on today will serve us effectively in the future. We'll discuss what the future holds and how projects and programs will need to change.

- Which business trends will force you to radically transform your project, program and portfolio management practices in the future?
- Which technology trends will enable the business to move faster than your current project practices will allow?
- What should PPM leaders do to prepare for the upcoming changes?

**Robert Handler, VP Distinguished Analyst**

## TRACK B: REAL LIFE: EXPERIENCES & BEST PRACTICES

### EA2b. EA Best Practices: The Top 10 List

Some of your peers have cracked the code and have EA programs that are performing well and delivering real value to the business. These teams are delivering against different value propositions, in organizations of different sizes, with different cultures, and in different industries. This presentation is focused on the best practices of these high-performing EA teams.

- What are the 10 best practices of enterprise architecture?
- What benefits do organizations see when they apply these best practices consistently?
- What are the techniques for applying these best practices?

**Scott Bittler, Research VP Distinguished Analyst**

### EA3b. Communication, Persuasion and Interpersonal Skills for EA

Both rigorous analysis and common sense show that the most critical success factor to enterprise architecture is developing and maintaining stakeholder involvement and support. For EA to succeed, however, enterprise architecture must master communication, persuasion and interpersonal skills.

- Which people issues must be addressed?
- How should people issues be addressed to drive results?
- What practical steps can you take, and what benefits will you derive?

**Robert Handler, VP Distinguished Analyst**

### EA5b. Case Study: Technical Architecture

In this session, an EA practitioner will share best practices in technical architecture and will discuss goals, approaches, methods and techniques, challenges and benefits, what works and what doesn't.

### EA6b. Case Study: Business Architecture

In this session, an EA practitioner will share first-hand experience in implementing a business architecture and will explore the following: goals, approach, methods and techniques, challenges and benefits, what worked and what didn't.

## EA7b. Effective Governance: Best Practices

Why do many enterprise architecture (EA) programs create decent content, only to find program failure when the EA artifacts end up collecting dust on the shelf? The answer typically lies in the lack of effective EA governance. This is where the rubber hits the road. All successful EA programs have effective governance mechanisms in place. Yours must have it, too.

- What are the elements of EA governance?
- How are others succeeding in EA through effective governance?
- How must EA governance be linked with other governance areas?

**Scott Bittler, Research VP Distinguished Analyst**

## EA8b. Case Study: Portfolio Management

In this session, an EA practitioner will share best practices in a major portfolio management initiative and will discuss goals, approaches, methods and techniques, challenges and benefits, what worked and what didn't.

## EA10b. Case Study Panel: SOA and EA: Lessons Learned From the Trenches

In this user panel, co-moderated by Gartner and the SOA Consortium, several EA practitioners will look at the links, synergies and dependencies between SOA and Enterprise Architecture. How does SOA fit into the EA picture? How can it help make EA more valuable? Does SOA need to be part of a broader EA? Hear from our panelists about their first-hand experience and lessons learned, and ask them your own SOA/EA questions.

**Moderators: Nick Gall, VP Distinguished Analyst and SOA Consortium Speaker: Maya Tibling**

## EA11b. Case Study: EA Lessons Learned

In this session, an EA practitioner will share best practices in achieving success with their EA program and will discuss goals, approaches, methods and techniques, challenges and benefits, what worked and what didn't.

## TRACK C: DELIVERING EA EXCELLENCE: MODELS AND MEASUREMENT

### EA2c. Pulling It All Together: Defining the Solution Architecture

Solution architecture integrates the business processes, information and technology to actually deliver something useful. However, many enterprise architects struggle with the concepts and relationships in a solution architecture. Understanding solution architecture is key to delivering an integrated architecture that meets business needs. This session will discuss solutions and services and how they fit into the enterprise architecture model.

- How do you create a solution architecture?
- How does ESA integrate with solution portfolio management?

**Nick Gall, VP Distinguished Analyst**

# SESSION DESCRIPTIONS

## EA3c. If You Had an Application Strategy, What Would It Look Like?

The typical de facto application strategy approach works in a slow-changing environment, but cannot support today's radical and rapid changes in technology and business. Organizations need to build a coherent, modern, vision-focused strategy, but few know where to start and how to craft the right objectives, structure and content. This session will present a framework for constructing a modern application strategy, and will provide practical advice on how to create and grow one.

- What is an application strategy, and how do you know you need one?
- How do you create an application strategy that will evolve?
- What do you need to do to bring the strategy to life in day-to-day practice?

**Andy Kyte, VP & Gartner Fellow**

## EA5c. Enabling Real Business Change with Enterprise Business Architecture (EBA)

Architecting your business can seem like a daunting task given the diversity of moving business parts, particularly in a turbulent world. EBA enables people, financials, processes and organizational structures to evolve toward a desired future state.

- What is the value of supporting business architecture?
- How do organizations identify critical business functions and capabilities?
- What are the critical steps for business architecture development?

**Betsy Burton, VP Distinguished Analyst**

## EA6c. Defining and Managing Your Technical Architecture

Enterprise Technical Architecture (ETA) may not be sexy anymore, but it's still a foundation of enterprise architecture. Our clients tell us that EA teams still struggle to define and deliver ETA guidance, and to encourage compliance. Clearly, a better approach is needed. This session will define key best practice processes and techniques for developing and managing the ETA content over time and for ensuring that the EA guidance is utilized in the governance process.

- How do you use ETA models like technical patterns and services to guide project and purchasing behavior?
- How do you manage the ETA model life cycle?
- How do you introduce new technologies and service levels?

**Nick Gall, VP Distinguished Analyst**

## EA7c. Information Architecture Grows Up, Out and Across the Organization

Organizations look for new ways to exploit vast stockpiles of information assets to support their differentiation, efficiency and transparency objectives. Consequently, enterprise information architecture (EIA) has emerged as an area of increased focus.

- What is the value of supporting a business architecture?
- How do organizations identify critical business functions and capabilities?
- What are the critical steps for business architecture development?
- What are the risks posed by a lack of information architecture discipline?
- How does EIA maximize the value of information assets?
- Which best practices achieve results?

**David Newman, Research VP**

## EA8c. EA Metrics: Getting a Grip on the Business Value

Many EA teams, which are struggling to find metrics that demonstrate the value EA is delivering to the business, resort to inwardly focused metrics that increase the scope of EA assurance and governance processes. The EA measurement program must shift its focus from these metrics to performance management, in order to relate EA value to business value areas as defined in the business strategy.

- What are the best practices for developing an effective performance management program?
- Which frameworks, metrics and methodologies offer the best building blocks for business value tracking?

**Bruce Robertson, Research VP**

## EA10c. Managing the Migration to Your Future State Architecture

Enterprises execute change through project-based activities under the PPM (program and portfolio management) umbrella. The methodologies, roles and best practices for these activities have been written about, standardized, certified, promoted and documented. Yet "success" (the ability to pick the right projects, execute and deliver to deliver to expectations) is often still elusive for today's IT organizations. In this presentation we discuss how to find the real critical success factors – the ones no one taught you. In addition, we take a look into the future and find increasing evidence that even less of the standard project methodology foundation we depend on today will serve us effectively in the future. We'll discuss what the future holds and how projects and programs will need to change. Key issues:

- What business trends will force us to radically transform our project, program and portfolio management practices in the future?
- What technology trends will enable the business to move faster than our current project practices will allow?
- What should PPM leaders do to prepare for the upcoming changes?

**Scott Bittler, Research VP Distinguished Analyst**

## EA11c. EA and Context Delivery Architecture: What's Next?

Gartner has identified context aware computing as one of the ten key disruptive technologies of the coming decade. The next great challenge in computing is context-awareness – the ability to leverage information to provide context-aware, personalized interactions with end users and the maintaining of this context awareness dynamically as users move among sessions, applications and endpoints. The benefits to mainstream enterprises include making it more convenient and attractive for consumers to find and use services and products, for employees to switch more quickly among tasks and be more efficient and effective in collaborating and for business-to-business interactions to be conducted with greater agility. Enterprise architects need to start thinking about how this disruptive trend will impact their business.

- How do we define context aware computing and what are the new information and delivery models that will be used?
- What context aware services are being offered today and how will they evolve?
- What first steps should you take?

**Anne Lapkin, Research VP**

# Agenda at a Glance

Wednesday, December 10, 2008

9:00am	<b>Registration</b> <b>Pre-Conference Tutorial</b>	<b>Paid Workshops</b> (Pre-registration required. Limited seats available)	
10:45am	<b>T1.</b> Getting Started with EA: First 200 Days	<ul style="list-style-type: none"> <li>Business Alignment: Practices &amp; Pitfalls</li> <li>The Open Group Architecture Framework (TOGAF™): A Comprehensive Overview</li> </ul> For details and pricing, visit <a href="http://gartner.com/us/ea-fall">gartner.com/us/ea-fall</a>	
<b>Track Sessions</b>			
	<b>Track A: Strategic EA: Relationships &amp; Leadership</b>	<b>Track B: Real Life EA: Experiences &amp; Best Practices</b>	<b>Track C: Delivering EA Excellence: Models &amp; Measurements</b>
1:00pm	<b>Welcome Address</b>		
1:15pm	<b>EA1.</b> Gartner Keynote: Achieving EA Excellence: The Present and Future of Enterprise Architecture		
2:15pm	<b>EA2a.</b> EA and the Future of AD: Synergies and Conflicts	<b>EA2b.</b> EA Best Practices: The Top 10 List	<b>EA2c.</b> Pulling It All Together: Defining the Solution Architecture
3:30pm	<b>EA3a.</b> Beyond Aligning Business and IT Strategy	<b>EA3b.</b> Communication, Persuasion and Interpersonal Skills for EA	<b>EA3c.</b> If You Had an Application Strategy, What Would It Look Like?
4:45pm	<b>EA4.</b> Guest Keynote: <b>Mobilizing Social Power to Drive Change</b> Malcolm Gladwell, Author		
5:45pm	<b>Solution Showcase Reception</b>		

Thursday, December 11, 2008

7:00am	<b>Registration</b>		
7:30am	<b>Birds of a Feather Networking Breakfast</b> (by Industry)	<b>Power Breakfast:</b> EA + SOA + Cloud: How Are Enterprise Architects Coping with Services Across the Enterprise and Beyond?	
8:30am	<b>Guest Keynote</b>		
9:45am	<b>Solution Provider Sessions and Case Studies</b>		
11:00am	<b>EA5a.</b> Building an Effective EA Team	<b>EA5b.</b> Case Study – Technical Architecture	<b>EA5c.</b> Enabling Real Business Change With Enterprise Business Architecture
12:00pm	<b>Attendee Lunch and Solution Showcase Dessert Reception</b>		
2:00pm	<b>EA6a.</b> Myth Busting: What EA is Not	<b>EA6b.</b> Case Study – Business Architecture	<b>EA6c.</b> Defining and Managing Your Technical Architecture
3:15pm	<b>Solution Provider Sessions and Case Studies</b>		
4:30pm	<b>EA7a.</b> Enterprise Change – Making IT Happen	<b>EA7b.</b> Effective Governance Best Practices	<b>EA7c.</b> Information Architecture Grows Up, Out and Across the Organization
5:45pm	<b>EA8a.</b> Putting the Enterprise in Context: Using the Business Context to Inform Your Strategic Initiatives	<b>EA8b.</b> Case Study – Portfolio Management	<b>EA8c.</b> EA Metrics: Getting a Grip on the Business Value

Friday, December 12, 2008

7:00am	<b>Registration</b>		
7:30am	<b>Breakfast with the Analysts</b>	<b>Power Breakfast:</b> Managed Diversity: Because Standards Just Don't Work	
8:30am	<b>EA9.</b> Gartner Keynote: Changing Nature of the World, Business and IT: Enterprise Architecture's Place in IT and the Business		
9:45am	<b>EA10a.</b> Why Leaders Place IT Strategy Before Business Strategy	<b>EA10b.</b> Case Study Panel: SOA and EA: Lessons Learned from the Trenches	<b>EA10c.</b> Managing the Migration to Your Future State Architecture
11:00am	<b>EA11a.</b> Projects and Programs: The Future Must Be Smaller, Faster and Easier	<b>EA11b.</b> Case Study: EA Lessons Learned	<b>EA11c.</b> What's Next? Context Delivery Architecture
12:00pm	<b>Conference Adjourns</b>		

Agenda current as of August 25, 2008 and subject to change.

## Co-Located Event

### Gartner Application Architecture, Development & Integration Summit 2008

December 8 – 10, 2008  
Caesars Palace • Las Vegas, NV  
[gartner.com/us/aadi-fall](http://gartner.com/us/aadi-fall)

Attend **Gartner Application Architecture, Development & Integration Summit** where the industry's most respected analysts will provide expert guidance on today's SOA challenges.

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- 1 Adopting to the new while preserving the integrity of enterprise services
- 2 Reducing costs while investing for innovation
- 3 Increasing agility as complexity deepens

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- A** Initiating a SOA Effort
- B** Building on Initial SOA Success
- C** Delivering on Advanced SOA
- D** IT Modernization and Application Strategy
- E** Embracing New Era Application Development Practices

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**Email:** [gartner.events@gartner.com](mailto:gartner.events@gartner.com)



## Registration Fee

Standard Price: \$1,995