

WHITE PAPER

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S2E consulting

Business Architecture Integration

Integrating Business Architecture Into The Enterprise

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Business Architecture Integration

Audience



This white paper is primarily designed for business architecture practice leaders and business architecture practitioners. It is also helpful for executives and related teams to clarify how to interact with the business architecture team and receive value. This includes teams such as strategy, innovation, product management, customer experience, risk and compliance, portfolio management, planning, program / project management, business analysis, change management, IT architecture, business process and organizational effectiveness.

At a Glance

To be effective and successful, a business architecture team must work as part of a broader ecosystem

Business architecture works collaboratively with other teams across the strategy execution life cycle. When scoped correctly, it does not overlap with any other teams or disciplines—in fact, there is always mutual benefit when teams work together.

Business architecture teams interact with a common set of related teams.

These related teams generally belong to one of two categories. The first category relates to teams which set business direction and / or run the operations of an organization. These teams leverage the enterprise business architecture framework and expertise of business architects to inform business direction and decisions as well as translate them into concrete changes which need to be made to the business and IT environment.

The second category relates to teams which collaborate with the business architecture team at various points across the strategy execution life cycle to implement business direction. These teams exchange various inputs and outputs with the business architecture team and work closely together to define, design, plan, execute and measure the success of business direction.

A mature business architecture practice is fully integrated into the fabric of an organization, but this process takes time.

Fully integrating business architecture and business architects with the established functions and processes of an organization takes time, and occurs through a progression where each related team moves from awareness to partnership and finally to integration. The first step towards integration is to document a business architecture engagement model and begin conversations with each related team.

Introduction

As the discipline of business architecture^[1] has evolved over the years, the scope of what it does and does not include as well as how it relates to other teams and disciplines has been a source of great confusion and discussion. This is further complicated by the fact that much of business architecture's value comes from its ability to help other teams and disciplines to function even more effectively.

However, as business architecture has matured, its boundaries and integration points have now become clear. This has been the result of many years of dedicated work and consensus building by the business architecture community and practitioners from related communities including enterprise architecture, business process, Agile, and customer experience. These integration efforts have confirmed that in order to be effective and successful, business architecture teams must work within a broader ecosystem of teams across the strategy execution life cycle. When scoped correctly, business architecture does not overlap with any other teams or disciplines. In fact, there is always mutual benefit when teams work together.

The purpose of this white paper is to provide a simplified and consolidated summary of how business architecture interacts with a common set of teams within an organization, reflective of the most recent industry advancements and consensus. It will also provide an overview of how to perform business architecture integration activities with other teams. The content of this paper is intended to help those who are new to business architecture start with a solid foundation as well as to help those who are experienced in the discipline to align with the most recent thought and best practices. The information in this white paper, along with the key industry references cited throughout, can and should be used by business architecture practitioners to draw from, adapt and incorporate into their own material as they facilitate business architecture integration within their organizations.

Business Architecture and Related Teams

There are a common set of related teams with whom a business architecture team typically interacts. A discussion of business architecture as it relates to each of these teams is below, though other ones may certainly exist within an organization depending on its structure.

Which Teams Interact With Business Architecture?

The teams related to business architecture can generally be thought of in two categories, as shown in Figure 1. The first category relates to teams which set business direction and / or run the operations of an organization. These teams leverage the enterprise business architecture framework and expertise of business architects to inform business direction and decisions as well as translate them into concrete changes which need to be made to the business and IT environment. The second category relates to teams which work collaboratively with the business architecture team at various points across the

¹ According to the Federation of Enterprise Architecture Professional Organizations (FEAPO), Business Architecture “represents holistic, multidimensional business views of: capabilities, end-to-end value delivery, information, and organizational structure; and the relationships among these business views and strategies, products, policies, initiatives, and stakeholders.” A solid understanding of what business architecture is as well as how it fits within a strategy execution context is helpful background for this white paper. See for example, “What is Business Architecture?” whitepaper by Whynde Kuehn, S2E Consulting Inc., March 2017, which introduced a number of the concepts in this paper at a high level.

strategy execution life cycle to implement business direction. These teams exchange various inputs and outputs with the business architecture team and work closely together to define, design, plan, execute and measure the success of business direction.

Figure 1 also delineates the related teams which are involved with planning and executing initiatives as well as those which are typically considered to be part of an organization's operating model. The operating model is inclusive of the details related to people (organizational effectiveness and human resources teams), process (business process teams) and technology (IT architecture teams). When the domain content from the operating model teams is connected to the business architecture, comprehensive impact analysis can be performed. For example, if business units, processes and system applications are cross-mapped to business architecture capabilities, any time changes need to be made to a specific capability due to a change in strategy or other drivers, the scope of impact to the operating model can quickly be discerned.

A high-level summary of how business architecture interacts with each team is described in Figure 1 and is detailed further in the next two sections.

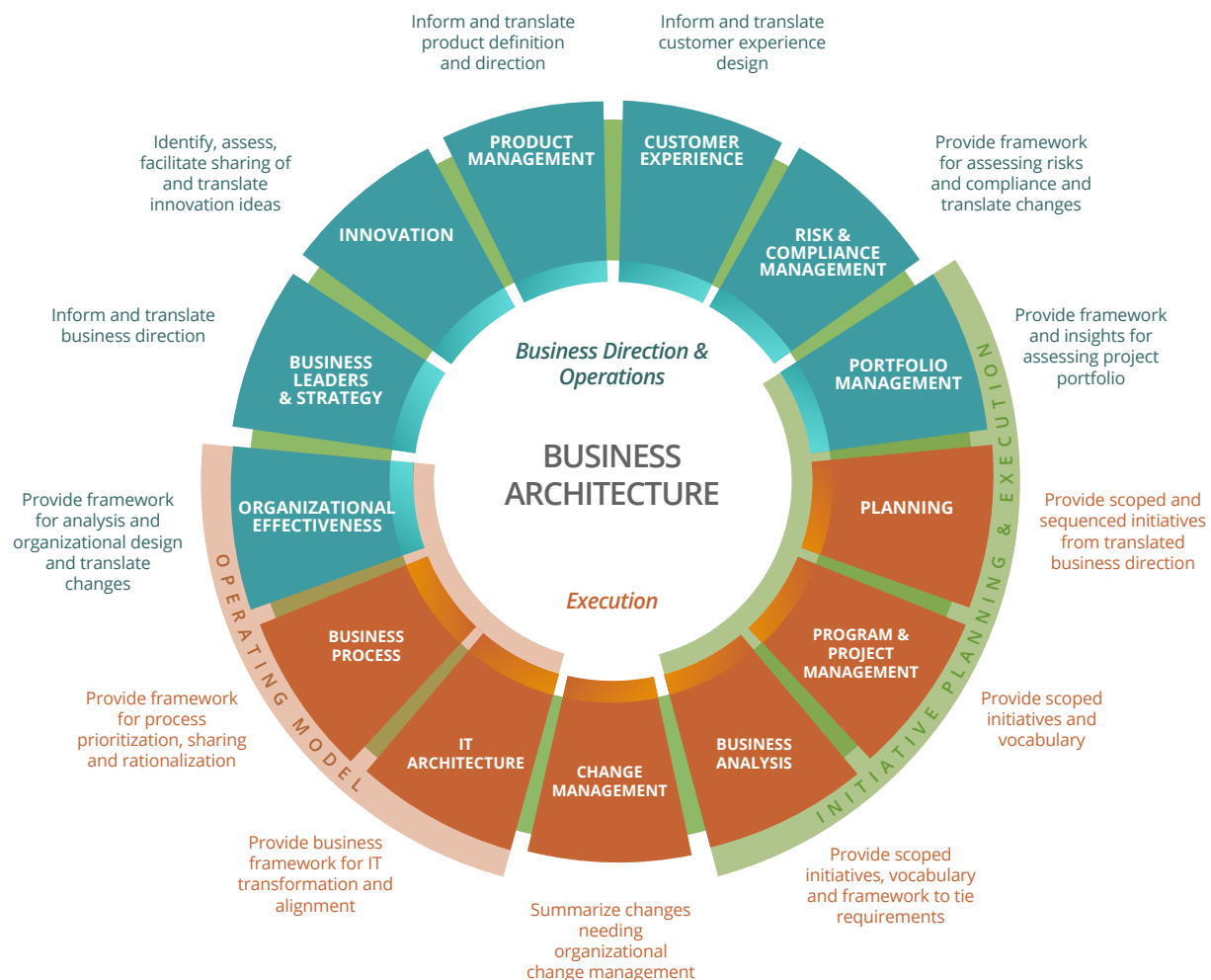


Figure 1: Business Architecture Team Interaction With Related Teams

How Do Teams Work Together Within a Strategy Execution Context?

Understanding how business architecture and related teams work together across the strategy execution life cycle provides important context for positioning business architecture and understanding its role. Figure 2 overlays each team onto a strategy execution perspective in order to illustrate their primary area(s) of focus.

Within this context, the upfront business teams (strategy, innovation, product management, and risk and compliance management) set and communicate various types of business direction in the Develop Goals & Strategy stage which will require changes to be made to the business and IT environment. The customer experience team designs new or updated customer experiences as needed to achieve customer-related business direction in the Architect Changes stage. The business architecture team informs business direction in the Develop Goals & Strategy stage as well as the customer experience design in the Architect Changes stage. The business architecture team then translates the business direction and customer experience design into a target business architecture(s) and set of related initiatives during the Architect Changes and Plan Initiatives stages, thereby providing a bridge between strategy and execution. The business architecture team also plays a role in other downstream stages as well.^[2]

During the Plan Initiatives stage, portfolio management teams select and fund the highest priority initiatives which enterprise and business unit planning teams help to inform, track and manage from an overall perspective. Program and project management teams then initiate, manage and execute the funded initiatives to deploy changes needed to both the business and IT environments.

In the Execute Solutions stage, business analysis teams (and other execution teams not shown) consume the business architecture changes related to their specific initiative(s) and translate them into a set of requirements and other artifacts. Business process and organizational effectiveness teams (often including human resources) also consume business architecture changes related to their specific initiatives or scopes of responsibility and translate them into the detailed changes necessary from a process and people perspective. For example, this may include creating a new process or adjusting an existing one, or creating a new role within the organization. The organizational effectiveness team also may also play a role upfront during the Develop Goals & Strategy stage to set and communicate direction from an organizational perspective.

The IT architecture teams (especially application and data architecture) partner closely with the business architecture team during the Architect Changes and Plan Initiatives stages to translate business direction and customer experience designs into a corresponding target IT architecture(s) and IT-related changes within initiatives. All of the IT architecture teams (application, data and technical architecture) continue to play an active role throughout the downstream stages as well.

² See “The Strategy Execution Metanoia” white paper by Whynde Kuehn, S2E Consulting Inc., April 2017, for a comprehensive discussion of how business architecture enables strategy execution across each stage.

Finally, beginning in the Architect Changes stage, the change management team consumes the planned changes to the business and IT environment from the business architecture team along with other inputs in order to assess and manage the organizational change impact.

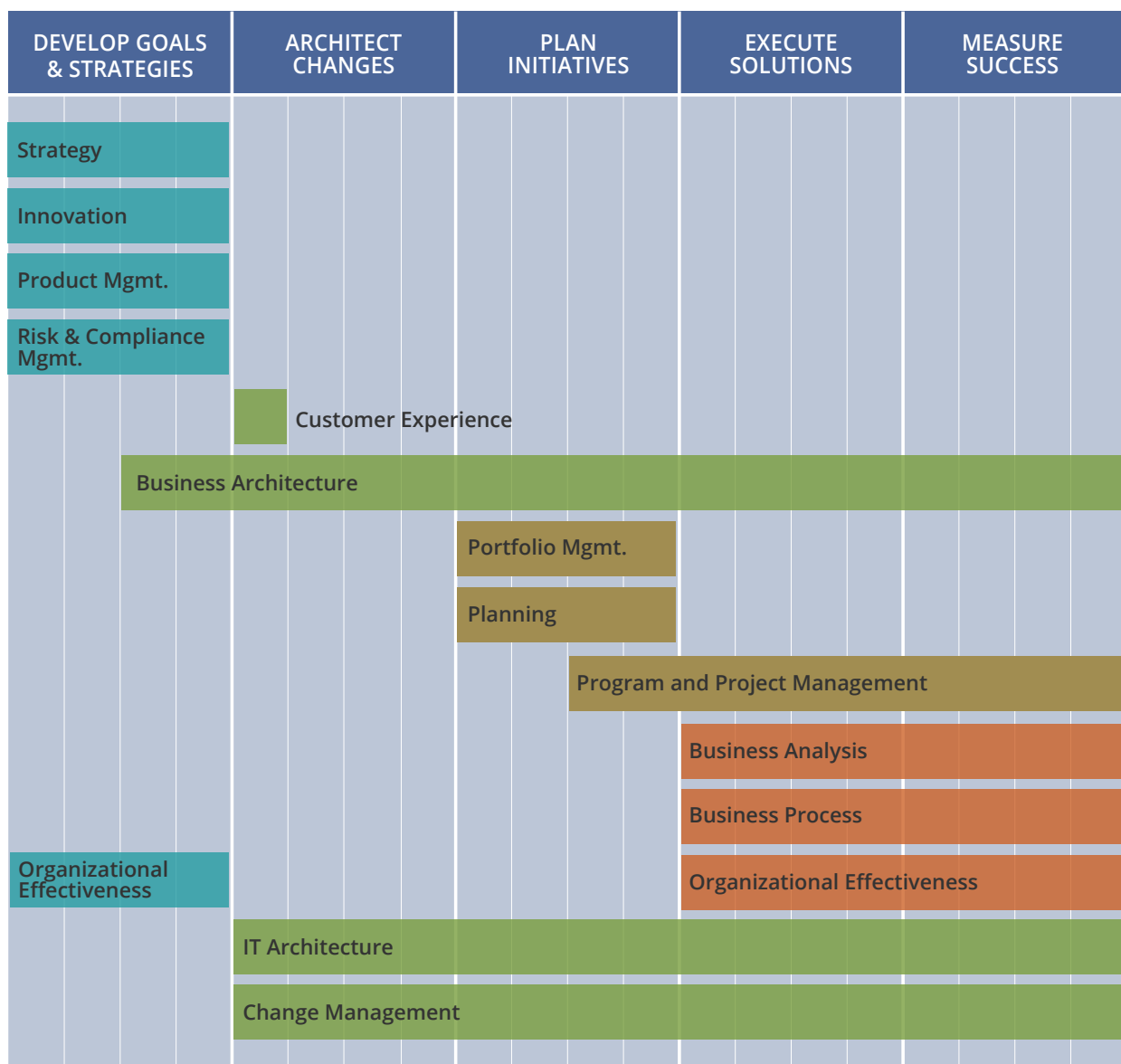


Figure 2: Business Architecture and Related Teams Within a Strategy Execution Context

How Do Related Teams Interact With Business Architecture?

The table below brings together and expands upon the previous perspectives, articulating the details of how the business architecture team interacts with and provides value to each related team.

Business Direction and Operations-Related Teams

Team	Business Architecture Role and Interactions	Key Business Architecture Domains and Cross-Mappings	Key Industry References ^[3]
Organizational Effectiveness (organizational effectiveness advisors, organizational developers, organizational designers, human resources)	Provide framework for organizational analysis and design and translate changes <ul style="list-style-type: none"> Organizational effectiveness team members leverage the business architecture and work with business architects when analyzing and designing / redesigning the organization (upstream) Business architects translate organizational business direction (e.g. workforce strategy) into architectural changes and initiatives (facilitate strategy execution life cycle) ^[4] (upstream) Organizational effectiveness team members consume business architecture changes related to their specific initiatives or scopes of responsibility and translate them into the detailed changes necessary from a people perspective (e.g. implement a new role) (downstream) 	Business units and stakeholders mapped to capabilities and value streams	BIZBOK® Guide: Organization Mapping Section 2.3
Strategy (business leaders and strategists)	Inform and translate business direction <ul style="list-style-type: none"> Business architects inform strategies, business model changes and other types of business direction with insights about the organization's current state as well as external factors Business architects use the business architecture to assess potential impacts of strategic options to the business and IT environment Business architects translate business direction into architectural changes and initiatives (facilitate strategy execution life cycle) 	Objectives mapped to capabilities and value streams	BIZBOK® Guide: Business Strategy Mapping Section 2.1 BIZBOK® Guide: Business Architecture and Business Performance Management Section 3.7 BIZBOK® Guide: Business Architecture and Business Models Section 3.3 BA Guild® Whitepaper: Linking Business Models with Business Architecture to Drive Innovation

³ The scenarios described within Part 4 of the BIZBOK® Guide are useful references in all cases as well.

⁴ See "The Strategy Execution Metanoia" whitepaper by Whynde Kuehn, S2E Consulting Inc., April 2017, for a comprehensive discussion of how business architecture enables strategy execution.

Team	Business Architecture Role and Interactions	Key Business Architecture Domains and Cross-Mappings	Key Industry References ^[3]
Innovation (innovation leaders and team members and potentially any individual generating or sponsoring innovation ideas)	Identify, assess, facilitate sharing of and translate innovation ideas <ul style="list-style-type: none"> • Business architects may identify innovation ideas while building or applying business architecture • Business architects use the business architecture to assess potential impacts of an innovation idea to the business and IT environment • Business architects may use the business architecture to identify additional applications for innovation ideas across the organization • Innovation team members use the business architecture as a framework for cataloging and sharing innovation ideas across the organization • Business architects translate innovation ideas into architectural changes and initiatives (facilitate strategy execution life cycle) when they are ready for commercialization and deployment 	None additional	None currently
Product Management (product managers)	Inform and translate product definition and direction <ul style="list-style-type: none"> • Product managers leverage the business architecture and work with business architects to analyze and optimize how products are created and delivered • Business architects use the business architecture to assess potential impacts to the business and IT environment when introducing new products or services or making changes to existing ones • Business architects translate product direction into architectural changes and initiatives (facilitate strategy execution life cycle) 	Products mapped to capabilities and value streams; objectives and business units are also helpful	BIZBOK® Guide: Product Mapping Section 2.7

Team	Business Architecture Role and Interactions	Key Business Architecture Domains and Cross-Mappings	Key Industry References ^[3]
Customer Experience (customer experience leaders and team members)	Inform and translate customer experience design <ul style="list-style-type: none"> Business architects inform customer experience design with insights about the current state of customer capabilities and value streams as well as external factors Business architects use the business architecture to assess potential impacts of customer experience changes to the business and IT environment Business architects translate customer experience designs (e.g. journeys) or changes to them into architectural changes and initiatives (facilitate strategy execution life cycle) 	Customer journeys mapped to capabilities and value streams; business units and products are also helpful (and channel from a solution perspective)	BA Guild® Whitepaper: Business Architecture and the Customer Experience: A Comprehensive Approach for Turning Customer Needs into Action
Risk & Compliance Management (leaders and team members from risk, legal, compliance and audit business units)	Provide framework for assessing risks and compliance and translate changes <ul style="list-style-type: none"> Risk and compliance team members leverage the business architecture and work with business architects to categorize and analyze potential risks and compliance issues Business architects use the business architecture to assess potential impacts to the business and IT environment related to making risk, regulatory or compliance-related changes (e.g. assess the full impact of a new regulation) Business architects translate strategies and changes related to risk, regulation and compliance into architectural changes and initiatives (facilitate strategy execution life cycle) 	Policies mapped to capabilities and value streams; business units are also helpful	BIZBOK® Guide: Policy Mapping Section 2.9

Team	Business Architecture Role and Interactions	Key Business Architecture Domains and Cross-Mappings	Key Industry References ^[3]
Portfolio Management (portfolio leaders and team members)	Provide framework and insights for assessing project portfolio <ul style="list-style-type: none"> Portfolio team members consume project portfolio heat maps and insights from business architects to assess planned investments within and across portfolios to identify initiatives which are potentially redundant or misaligned with strategic priorities 	Potential and / or in flight Initiatives mapped to capabilities and value streams; business units are also helpful	BIZBOK® Guide: Initiative Mapping Section 2.6

Execution-Related Teams

Team	Business Architecture Role and Interactions	Key Business Architecture Domains and Cross-Mappings	Key Industry References ^[5]
Planning (leaders and team members responsible for enterprise or business unit level planning)	Provide scoped and sequenced initiatives translated from business direction <ul style="list-style-type: none"> Planning team members consume the definition, scope (described as business architecture changes) and recommended sequence for initiatives within their area of responsibility defined by business architects as part of the top-down strategy translation approach Planning team members consume the overall vocabulary and mental model which business architecture defines 	Potential and / or in flight Initiatives mapped to capabilities and value streams; business units are also helpful	BIZBOK® Guide: Initiative Mapping Section 2.6

⁵The scenarios described within Part 4 of the BIZBOK® Guide are useful references in all cases as well.

Team	Business Architecture Role and Interactions	Key Business Architecture Domains and Cross-Mappings	Key Industry References ^[5]
Program & Project Management (program managers, project managers, project planners)	Provide scoped initiatives and vocabulary <ul style="list-style-type: none"> Program / project managers consume the definition and scope for their initiative(s) (described as business architecture changes) defined by business architects as part of the top-down strategy translation approach Program / project managers consume the overall vocabulary and mental model which business architecture defines 	Initiatives mapped to capabilities and value streams (program level); capabilities, value streams and stakeholders for initiative scope along with a description of changes; business units and applications are also helpful (project level)	BIZBOK® Guide: Initiative Mapping Section 2.6
Business Analysis (business analysts, requirements analysts)	Provide scoped initiatives, vocabulary and framework to tie requirements <ul style="list-style-type: none"> Business analysts consume the business architecture changes related to their specific initiative(s) as well as the overall vocabulary and mental model which business architecture defines Business analysts, with collaboration from business architects, translate business architecture changes into a set of requirements and align them to capabilities and stakeholders 	Capabilities, value streams and stakeholders for initiative scope along with a description of changes; business units and applications are also helpful Once created, requirements should be mapped to capabilities	BIZBOK® Guide: Business Architecture and Requirements Alignment Section 3.8 BA Guild® Whitepaper: Leveraging Business Architecture to Improve Business Requirements Analysis BA Guild® Whitepaper: Business Architecture and Agile Methodologies BA Guild® Whitepaper: Aligning Business Architecture and the Scaled Agile Framework®

Team	Business Architecture Role and Interactions	Key Business Architecture Domains and Cross-Mappings	Key Industry References ^[5]
Change Management (change managers)	Summarize changes needing organizational change management <ul style="list-style-type: none"> Organizational change managers consume a summary of planned changes to the business architecture and work with business architects to understand the scope and magnitude of organizational change impact related to an initiative(s) 	High level summary of capability and value stream changes for an initiative(s); business units, stakeholders, products and system applications are also helpful	None currently
IT Architecture (application architects, data architects)	Provide business framework for IT transformation and alignment <ul style="list-style-type: none"> Application and data architects consume the current, interim and target state business architecture views to inform and align IT transformation Application architects (and owners) leverage the business architecture and work with business architects to assess system applications from an enterprise business perspective to identify which are potentially redundant, have a high level of risk or have other opportunities for improvement Application architects (and data architects) work closely with business architects to translate business direction into architectural changes and initiatives from an IT perspective (facilitate strategy execution life cycle) 	System applications mapped to capabilities, value streams and business units	BIZBOK® Guide: Business Architecture and IT Architecture Alignment Part 6

Team	Business Architecture Role and Interactions	Key Business Architecture Domains and Cross-Mappings	Key Industry References ^[5]
Business Process (process analysts, process engineers, process architects or process owners for any process disciplines including Business Process Management (BPM), Six Sigma or Lean)	Provide framework for process prioritization, sharing and rationalization <ul style="list-style-type: none"> Process team members leverage the business architecture and work with business architects to identify gaps and overlaps in processes Process team members use the business architecture as a framework for cataloging and sharing processes and best practices across the organization Process team members consume business architecture changes (resulting from translated business direction or identified areas for improvement to capabilities and / or value streams) related to their specific initiatives or scopes of responsibility and translate them into the detailed changes necessary from a process perspective 	Processes mapped to capabilities (necessary) and value streams (optional but helpful)	BIZBOK® Guide: Business Architecture and Business Process Modeling and Management Alignment Section 3.4 BIZBOK® Guide: Business Architecture and Lean Six Sigma Section 3.6 BA Guild® Whitepaper: Business Architecture and BPM: Differentiation and Reconciliation

To be effective and successful, a business architecture team must work as part of a broader ecosystem of teams to inform and translate business direction as well as collaborate to help implement it across the strategy execution life cycle.

Business Architecture Integration Approach

Fully integrating business architecture and business architects with the established functions and processes of an organization takes time. The achievement of this state represents a high level of maturity where using business architecture becomes just part of the way that the organization operates.

What is the Scope of Business Architecture Integration?

There are multiple components that should be considered when integrating with a related team, though not all of them will apply in each case. These components and key considerations for each are described below.

The Business Architecture

- Does any additional business architecture content need to be developed in order to support the usage scenarios for the team? For example, a relevant scope of product mapping may need to be completed before a product manager(s) can fully leverage the business architecture.
- Does the team have any domain content that needs to be mapped to the business architecture? For example, when working with business process teams, processes should be mapped to business architecture capabilities and potentially value streams as well.

The Business Architects

- Should business architects be involved in any of the team's activities and / or initiatives? For example, it may be useful for a business architect to attend certain strategy team discussions so that the architect can fully understand the strategy for translation as well as potentially help to inform it and assess preliminary impacts.
- Do any of the team's processes or procedures need to change to reflect the availability of business architecture and business architects? Do any of the business architecture processes or procedures need to change to reflect what the related team does? Both teams' processes and procedures should reflect the inputs and outputs of the other as well as how they will work together during key activities. For example, when integrating with business analysis teams, the Systems Development Life Cycle (SDLC) procedures or other business analysis procedures may need to be updated to reflect the consumption of business architecture and necessary mapping of requirements to capabilities and stakeholders.
- Do any of the team's roles and responsibilities need to change to reflect the availability of business architecture and business architects? Does the business architect role and responsibilities need to change to reflect what the related team does? For example, responsibilities may need to be adjusted to reflect new interactions and to resolve any overlaps.

The Business Architecture Practice

- Do the visions, objectives and roadmaps for business architecture and the team align?
- Are there ways to coordinate and / or support each other's efforts? For example, can socialization efforts be combined or can each team serve as advocates for each other?

What are the Steps for Business Architecture Integration?

Integrating business architecture with related teams typically occurs in a progression, though the pace may vary based on resource availability and the level of business architecture adoption. As shown in Figure 3, there are three stages to integration and at any point in time, each related team may be at a different stage as it pertains to integration with business architecture.

In the Awareness stage, the business architecture team and the related team meet one or more times. The discussion usually starts with an overview of what business architecture is and the value it provides. Then the teams discuss how they should begin interacting with each other. In addition, they share visions, plans and roadmaps and any initiatives they are working on. Finally, next steps for communicating and collaborating with each other are discussed.

In the Partnership stage, the business architecture team and the related team actively begin working together. If applicable, they map some or all of the related team's domain content (e.g. processes, system applications, etc.) to business architecture. Additional business architecture domain content may need to be developed as well. Then the teams start working together to use the business architecture for a specific use case or within the context of a specific initiative. For example, when the business architecture and business process teams are integrating, they may choose to use the cross-mapping of capabilities and value streams to processes in order to identify process redundancy, and they may also decide to partner on an initiative to solve a specific business challenge or opportunity. In the Partnership stage, both teams share and align their visions, plans and roadmaps and initiatives on an ongoing basis.

In the Integration stage, the business architecture team and the related team refine and formalize how they have been working together in the Partnership stage. Any domain content mapping to the business architecture is completed (as applicable). A process is established for identifying, assessing, prioritizing and staffing joint initiatives, not only for purposes of team efficiency, but also to make the engagement processes as simple as possible for business and IT leaders. The methods for working together are formally defined and documented in any processes, procedures or methodologies as well as role definitions.

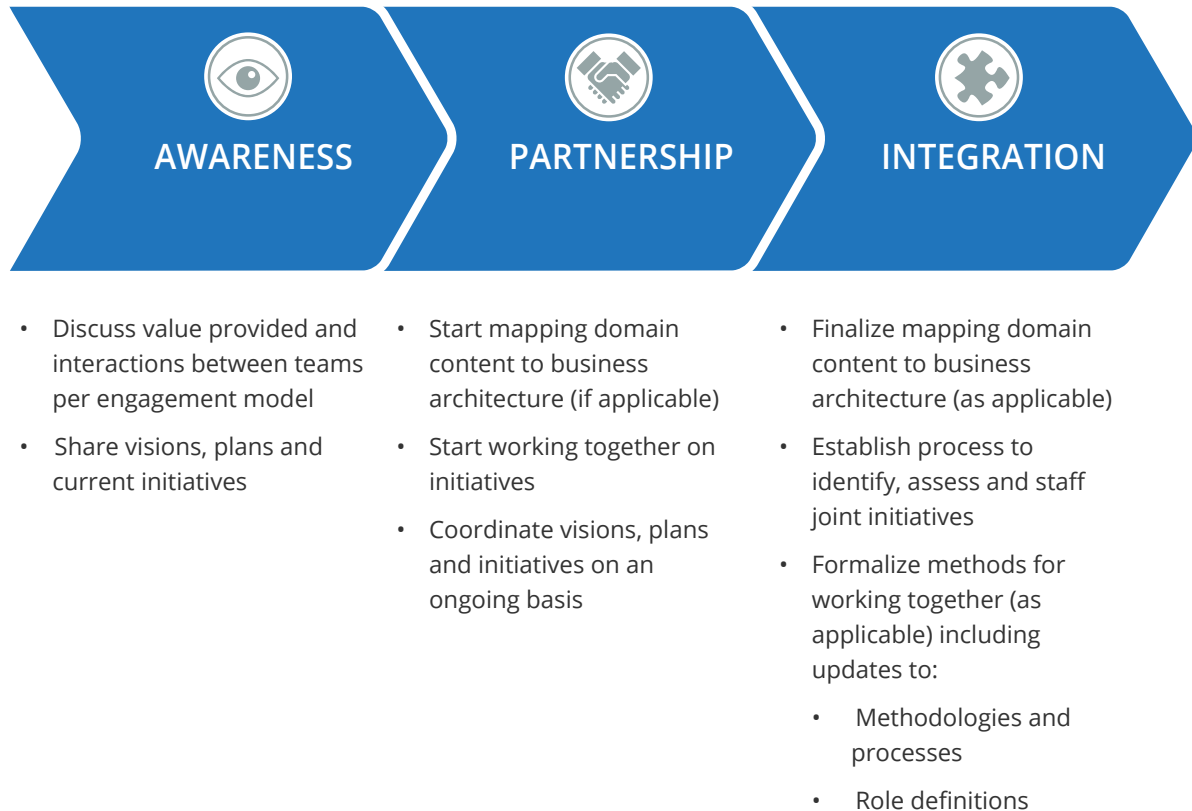


Figure 3: Business Architecture Team Integration Approach

What is the Best Way to Start Integration?

The first step to business architecture integration is to identify all related teams and document them in an engagement model (similar to the concept represented in Figure 1). The engagement model typically places business architecture in the middle and then shows all of the related teams around it along with a description of the interaction with each. The engagement model may describe business architecture benefits to each team, interactions with each team and / or inputs and outputs between them. Once the engagement model is drafted, the teams can be prioritized and then meetings scheduled with each in priority order to begin conversations as described in the Awareness stage.

Fully integrating business architecture and business architects into an organization takes time, but once this has been achieved, the application of business architecture seamlessly becomes just a part of the way the organization operates going forward.

Moving Into Action

Whether you are starting a new practice or maturing an established one, there are steps you can take to act upon the information discussed in this white paper.

If you are starting a new business architecture practice within your organization ...

Leverage what you've learned from this white paper, the BIZBOK® Guide and the Business Architecture Guild® white papers referenced throughout to help you start your practice with the right foundation. Let the steps in the “Business Architecture Integration Approach” section above guide you. Your first step is to create an engagement model and then begin discussing the value of business architecture and interactions with each related team, in order of priority.

If you have an established business architecture practice within your organization...

If you have already established a business architecture practice, then you are likely developing relationships with related teams already. Considering the approaches and boundaries of business architecture described here and in the BIZBOK® Guide, assess your own business architecture practice to consider:

- Have you identified all of the related teams you should be integrating with?
- Is your engagement model documented?
- Have you gone far enough in your integration with each team based on the approach described in Figure 3?
- Have you defined the boundaries of business architecture differently than what has been established by the industry (e.g. perhaps you have defined business architecture as inclusive of processes, requirements and / or various IT perspectives)?

Identify any gaps, misalignments and opportunities and then take action to address each accordingly. If you have defined the boundaries of business architecture differently than what has been described here and in the BIZBOK® Guide, it is necessary to redefine them. This may take some time and organizational change management, but doing so will ensure that your business architecture practice is adopted, effective and sustainable as well as industry aligned, making hiring, training and usage much easier.

Acknowledgement—

We've had the pleasure and honor to work alongside many industry leaders and practitioners over the years. We want to acknowledge all of the thought leadership, dedication and hard work that has been done by the Business Architecture Guild® and the business architecture community as well as other professional associations and their communities. The ground work that has been laid by these people to drive clarity and consensus around the business architecture discipline and its integration points has truly shaped the discipline and paved the way for future practitioners.

— Whynde Kuehn, S2E Consulting Inc.



About S2E Consulting

S2E Consulting Inc. is an established consulting practice dedicated to accelerating successful business transformations, with a focus on Fortune 500 companies. We help our clients to:

- Streamline the strategy-execution life cycle from end-to-end, including optimizing the project and application portfolio management processes
- Design and plan major enterprise change initiatives from a business perspective, including digital transformations and mergers and acquisitions (M&A)
- Create and mature in-house business architecture practices
- Get started with basic business architecture concepts and training

Learn more by visiting www.s2etransformation.com, or email info@s2etransformation.com or call us at +1 917 727 3244.



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www.terezacervenova.com

About the Author

Whynde Kuehn is Founder and Principal of S2E Consulting Inc. She founded S2E to help clients bridge the gap between strategy and execution, and achieve their greatest visions for business transformation in a practical and business-focused way. She has extensive experience in enterprise transformation and planning, and was a key player in one of the largest business transformations in the world. She also led one of the largest business architecture consulting practices prior to starting S2E.

With a strong track record of creating successful teams that become embedded into their organizations, Whynde most enjoys helping clients to build their own business architecture practices. She also provides business architecture training and has developed and taught comprehensive, large-scale business architecture training programs for the public and for clients.

A long-time business architecture practitioner, educator and recognized industry thought leader, Whynde regularly speaks, writes and chairs/co-chairs events with a mission to advance best practices and facilitate community across the globe. Whynde is a Co-Founder, Board Member, and Editorial Board Chair of the **Business Architecture Guild**, a not-for-profit organization focused on the advancement of the business architecture discipline. She also founded a **New York Business Architecture Community** (NYBAC), and is Co-Founder and Partner of **Business Architecture Associates**, an educational organization committed to business architecture training.

Whynde also serves as a Senior Consultant for **Cutter Consortium**, a global information technology research company. In 2014, Whynde Kuehn founded **Metanoia Global Inc.** to apply solid business approaches and design to help social initiatives and social entrepreneurs successfully start, scale, replicate, and sustain.