

Competency Category	Description	Competencies
Business Architecture Mapping and Architecting Competencies	Representing and evolving the business architecture structure of an organization and its ecosystem.	<p>Strategic Thinking</p> <ul style="list-style-type: none"> ✓ Information rationalization, abstraction, analysis, and synthesis ✓ Business architecture mapping and blueprinting* ✓ Business context creation and framing* ✓ Business architecture analysis and enhancement* ✓ Initiative definition and roadmapping <p><i>* Includes relationships to the operating model and related disciplines</i></p>
Cognitive Competencies	Analyzing, designing, and problem solving in various business opportunity and challenge scenarios.	<p>Strategic Thinking</p> <ul style="list-style-type: none"> ✓ Systems thinking ✓ Design thinking ✓ Analytical thinking ✓ Problem solving ✓ Creativity and innovation

Competency Category	Description	Competencies
Communicating and Relating Competencies	Communicating, collaborating, and influencing others towards understanding and change.	<p>Behavioral</p> <ul style="list-style-type: none"> ✓ Adaptability ✓ Emotional intelligence ✓ Accountability ✓ Humility ✓ Candor <p>Group Dynamics</p> <ul style="list-style-type: none"> ✓ Written and verbal communication ✓ Visualization ✓ Storytelling ✓ Collaboration ✓ Facilitation ✓ Influence ✓ Leadership ✓ Relationship building

Table 5.1: Key Competencies for Business Architects