November 2019

MEDTRONIC

FEDERATING ENTERPRISE ARCHITECTURE

Grant Ecker

Sr. IT Director, Enterprise Architecture

Medtronic

TODAY'S CONVERSATION

MEDTRONIC OVERVIEW	THE ARCHITECTURE VALUE PROPOSITION	FEDERATING ARCHITECTURE	DISCUSSION
Who are we? What do we do? How do we do it?	What is the purpose? How is it approached? What are the services?	Why federate? How is it structured? What are the benefits?	What have you seen? Where can we create insights?

MEDTRONIC OVERVIEW

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Medtronic

MEDICAL TECHNOLOGY **IS WHAT WE DO. IT'S WHAT WE'VE ALWAYS DONE.**

You may know us as
the **pacemaker company**,
the **diabetes pump maker**, or
deep-brain stimulation experts —
and we do so much more.

Medtronic
Further, Together

TODAY

1
WHO
WE ARE

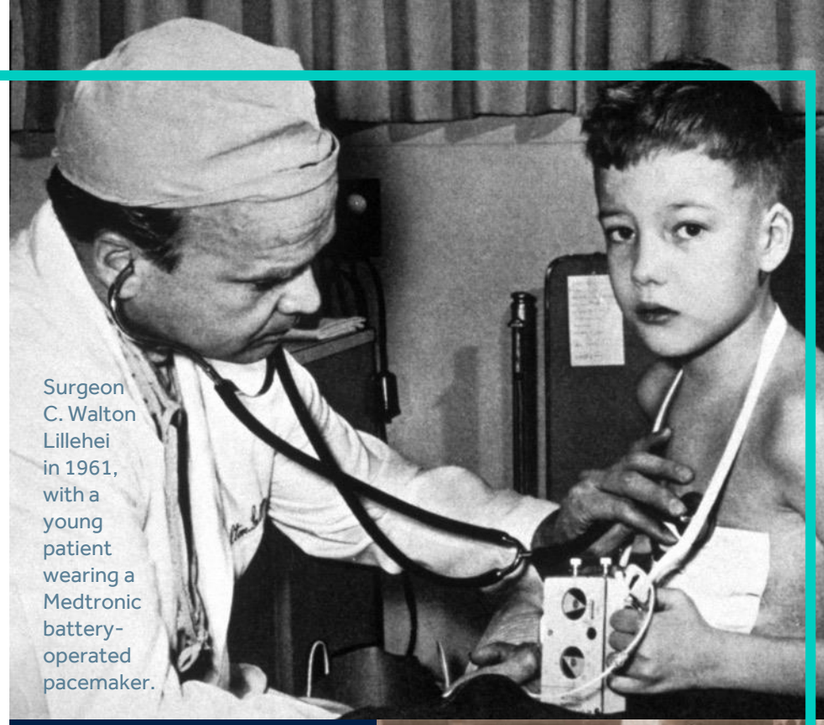
2
WHAT
WE DO

3
HOW
WE
DO IT

WHO WE ARE

FOUNDED ON INNOVATION AND COLLABORATION

Since the late 1940s, we have been working with others to **alleviate pain, restore health, and extend life**.



Surgeon C. Walton Lillehei in 1961, with a young patient wearing a Medtronic battery-operated pacemaker.

Our founder, Earl Bakken, who — together with his brother-in-law, Palmer Hermundslie — started Medtronic out of a small Midwestern garage in 1949.

Medtronic

WRITTEN IN 1960, OUR MISSION **DRIVES EVERYTHING WE DO.**

1. To contribute to human welfare by application of biomedical engineering in the research, design, manufacture, and sale of instruments or appliances that **alleviate pain, restore health, and extend life.**
2. To direct our growth in the areas of **biomedical engineering.**
3. To strive without reserve for the **greatest possible reliability and quality in our products.**
4. To make a **fair profit.**
5. To recognize the **personal worth of employees.**
6. To maintain **good citizenship.**

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WHAT WE DO

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COMMITTED TO HELPING TRANSFORM HEALTHCARE

THERAPY INNOVATION

Introducing and delivering meaningful offerings at the therapeutic, procedural, and system level

GLOBALIZATION

Addressing the inequities in healthcare access globally

ECONOMIC VALUE

Helping lead the creation of value-based healthcare solutions

WE OFFER THERAPIES AND SOLUTIONS ACROSS OUR FOUR BUSINESS GROUPS

CARDIAC & VASCULAR GROUP

- Aortic, Peripheral & Venous
- Atrial Fibrillation Solutions
- Cardiac Rhythm and Heart Failure
- Coronary and Structural Heart

DIABETES GROUP

- Advanced Insulin Management
- Multiple Daily Injection Solutions
- Non-intensive Diabetes Therapies

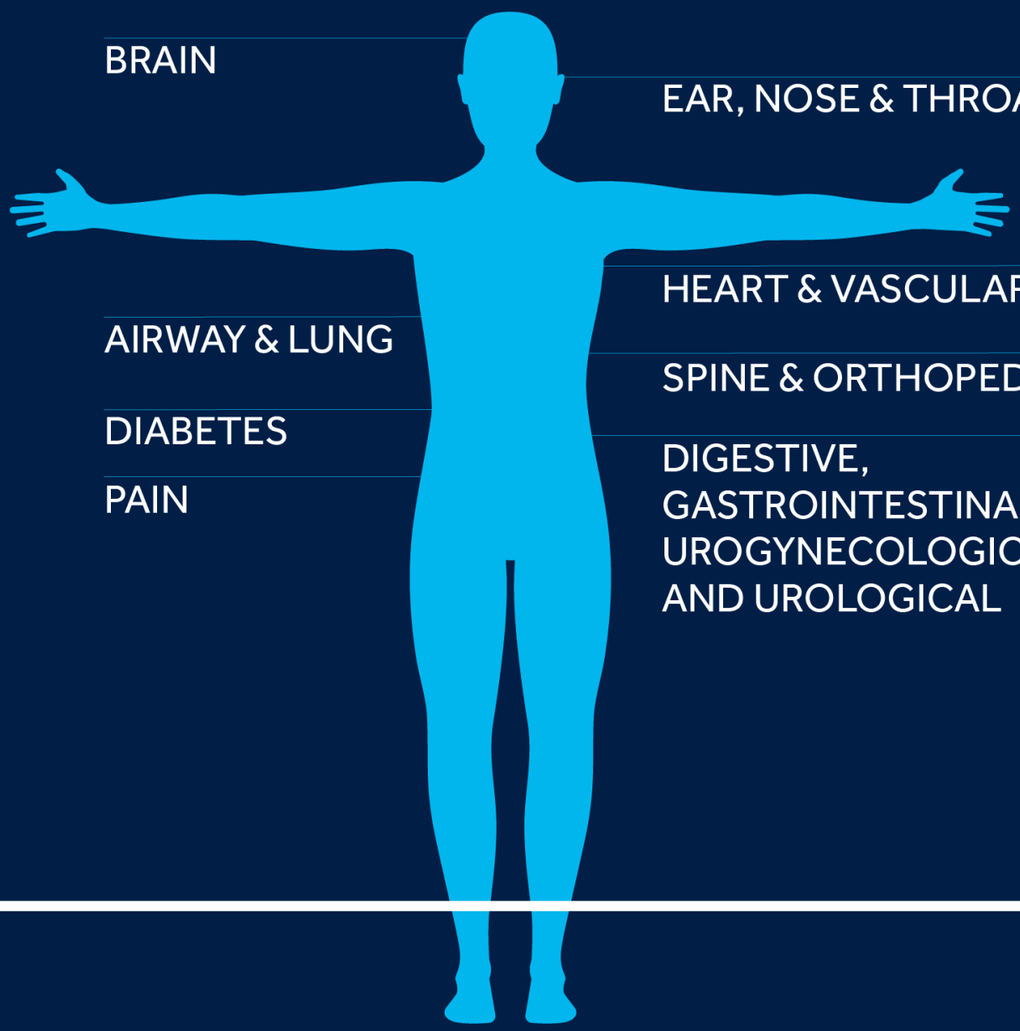
MINIMALLY INVASIVE THERAPIES GROUP

- Renal Care Solutions
- Respiratory, Gastrointestinal & Informatics
- Surgical Innovations

RESTORATIVE THERAPIES GROUP

- Brain Therapies
- Pain Therapies
- Specialty Therapies
- Spine

OUR THERAPIES AND SOLUTIONS IMPROVE LIVES



More than 70 conditions in the human body are treated with our therapies, enabling us to address chronic conditions and provide healthcare solutions

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MEDTRONIC CONTINUES TO LEAD IN TECHNOLOGY INNOVATION

Continuous Innovation
Enhancing the clinical outcomes and economic value of existing products

Invention
creating and developing new therapies that result in new markets

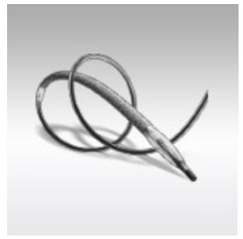
Disruption
Disruptive therapies in existing markets

VisiaAF™ ICD

Azure™ Pacing System

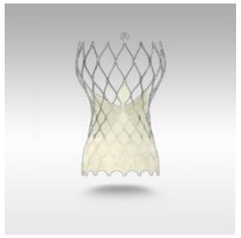
Intellis™ Implantable Neurostimulator

StealthStation™ Surgical Navigation



Resolute ONYX™ Drug-eluting stent

Signia™ Surgical Stapling

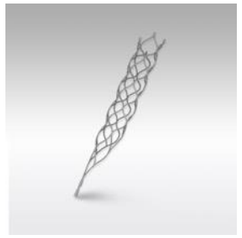


CoreValve™ TAVR

MVAD™ Left Ventricular Assist*

PillCam™ Capsule Endoscopy

Reveal LINQ™ ICM



Solitaire™ Revascularization

MiniMed™ 670G Insulin Pump System

Surgical Robotics System

Micra™ Wireless Pacing System

Arctic Front Advance™ Cryoballoon

*Pipeline — Product concept in development

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HOW WE DO IT

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OUR PEOPLE
EXPERTISE TO ACHIEVE OUR MISSION

86,000+
EMPLOYEES

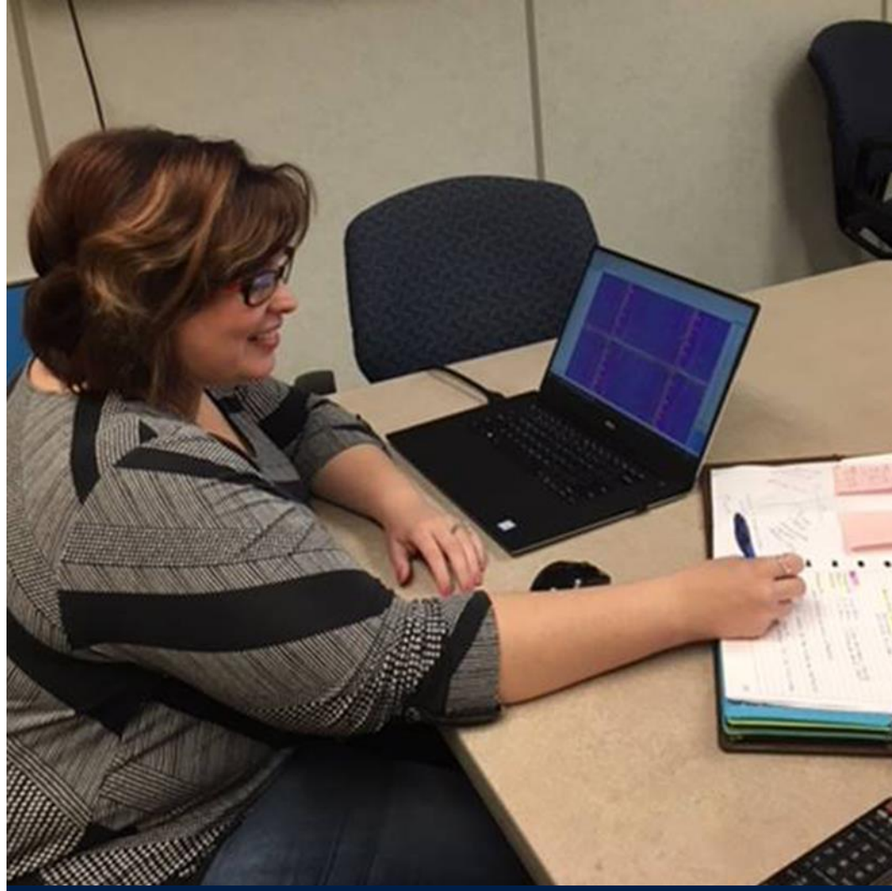
9,600+
SCIENTISTS & ENGINEERS

1,600+
CLINICAL PROFESSIONALS

And tremendous clinical expertise and investments*:

- $2.3 billion in **R&D**
- $486 million in **clinical investments**
- 4,100+ **patents**
- 350+ **clinical trials**

* Numbers are representative of this past year.



Medtronic employee Amanda Miranda returned to work as a biomedical engineer after spending six years away to attend to her family. Through Careers 2.0 — a Medtronic hiring initiative for women in engineering that helps them return to the industry after personal time away — Miranda found a position that fits her skills and helps her feel like she's making a difference.

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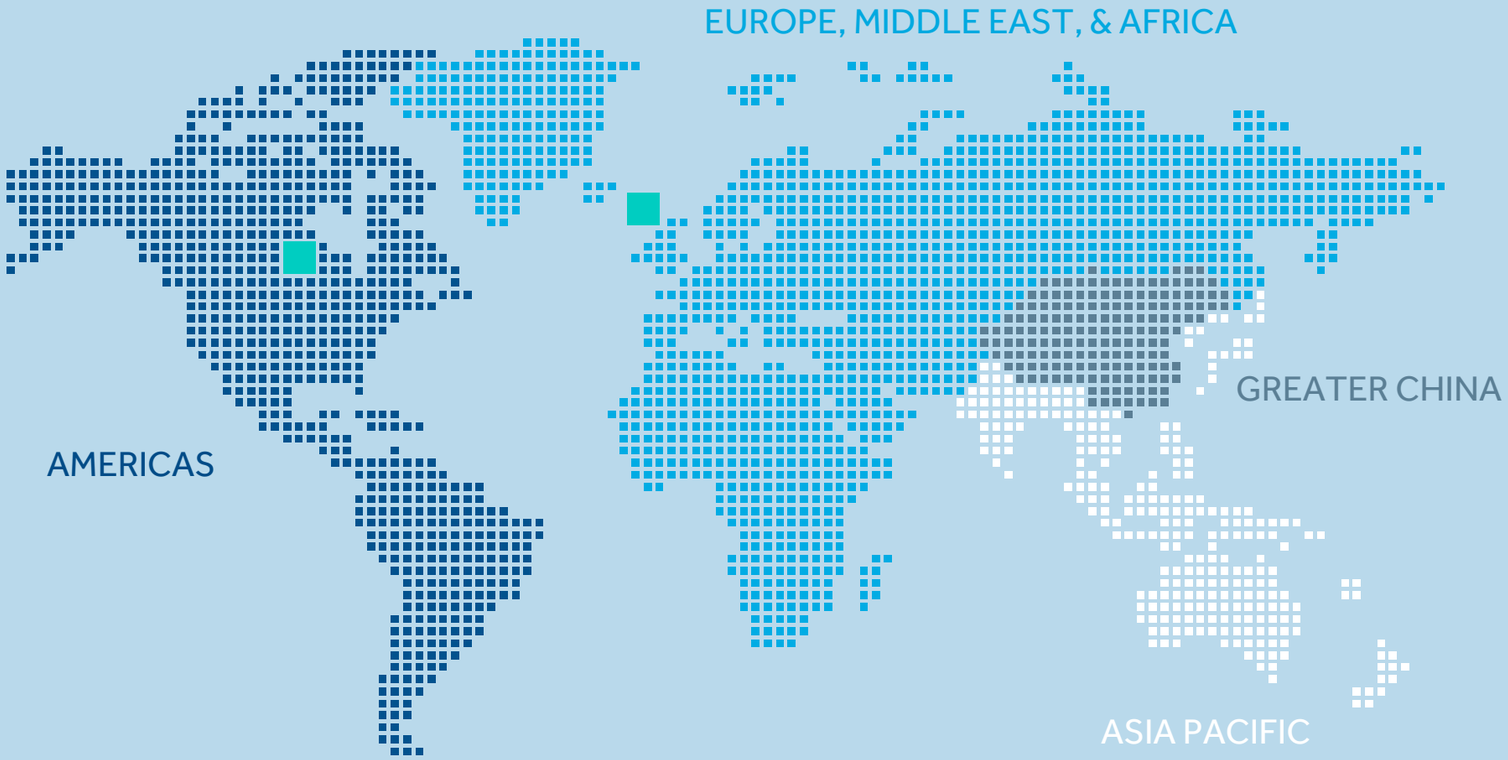
OUR GLOBAL PRESENCE
HELPING MORE PEOPLE IN MORE PLACES



Headquarter Locations

Medtronic Operational Headquarters
Minneapolis, Minnesota

Medtronic Principal Executive Office
Dublin, Ireland

OPERATE IN
150+
COUNTRIES

ORGANIZED IN
4
REGIONS

350+
LOCATIONS

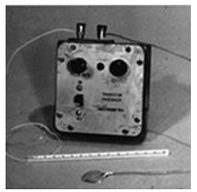
76
MANUFACTURING SITES

Medtronic

OUR RICH HISTORY OF INNOVATION
HOW WE'VE GROWN OVER THE YEARS

1949 — **MEDTRONIC** IS FOUNDED

1957 — **CREATED FIRST** BATTERY-OPERATED, EXTERNAL PACEMAKER



1960 — WROTE OUR **MISSION**

Developed the first implantable pacemaker

1977 — INTRODUCED **PROSTHETIC HEART VALVE**

1979 — ESTABLISHED THE **MEDTRONIC FOUNDATION**

1983 — EXPANDED INTO **NEURO-STIMULATION**

1999 — EXPANDED INTO **SPINAL CARE**

2001 — EXPANDED INTO **DIABETES CARE**

2002 — INTRODUCED **FIRST REMOTE MONITORING SYSTEM**

2015 — **ACQUIRED COVIDIEN**

2016 — INTRODUCED **THE WORLD'S SMALLEST PACEMAKER** AND THE **FIRST HYBRID CLOSED LOOP INSULIN DELIVERY SYSTEM**

2017 — INTRODUCED **THE WORLD'S SMALLEST IMPLANTABLE SPINAL CORD STIMULATOR**

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TOGETHER,
WE IMPROVE
THE LIVES
OF PEOPLE
AROUND
THE WORLD
Medtronic
Further Together

THE ARCHITECTURE VALUE PROPOSITION

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MEDTRONIC'S ARCHITECTURE VISION

ENTERPRISE ARCHITECTURE

SHAPING STRATEGY, OUTCOMES & SOLUTIONS

Your partner to shape strategies and outcomes through transformative services and solutions to deliver business value, enterprise excellence, resilience, and quality.

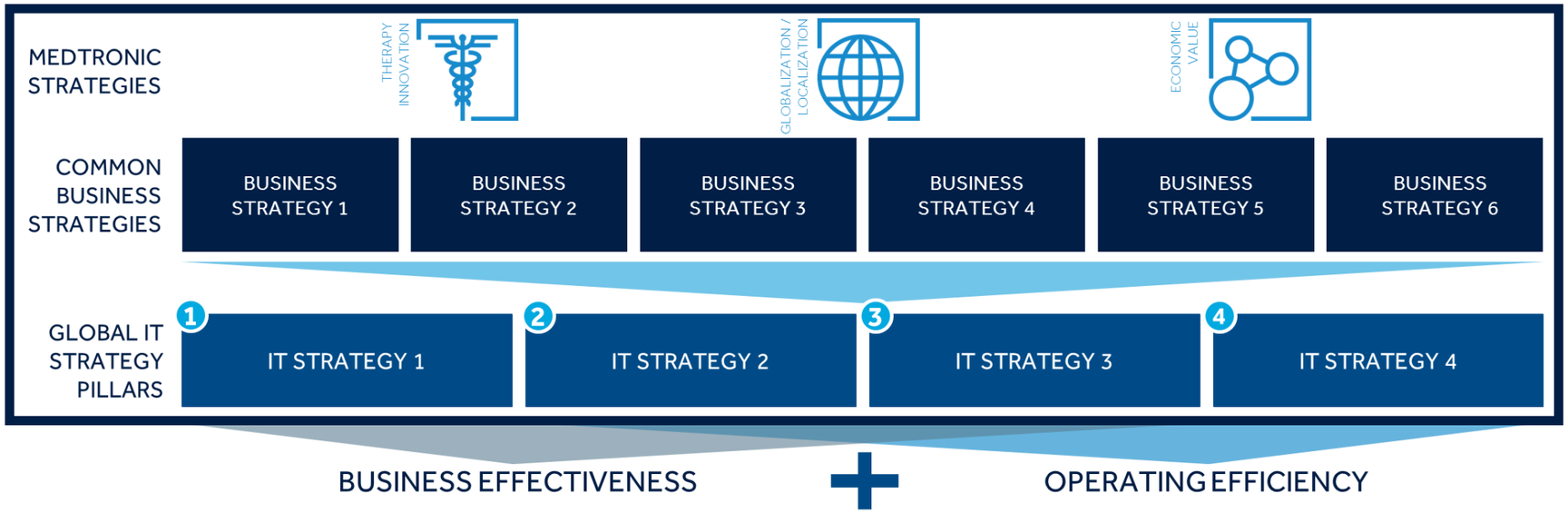
ENTERPRISE ARCHITECTURE
COMPANY ALIGNMENT & VISION

An Industry View…

Architecture is chartered to define, guide, and lead Enterprise-level activities to shape & enable strategy.

EA Value Play

GLOBAL IT STRATEGY OVERVIEW
ALIGNED TO BUSINESS STRATEGIES & OUTCOMES

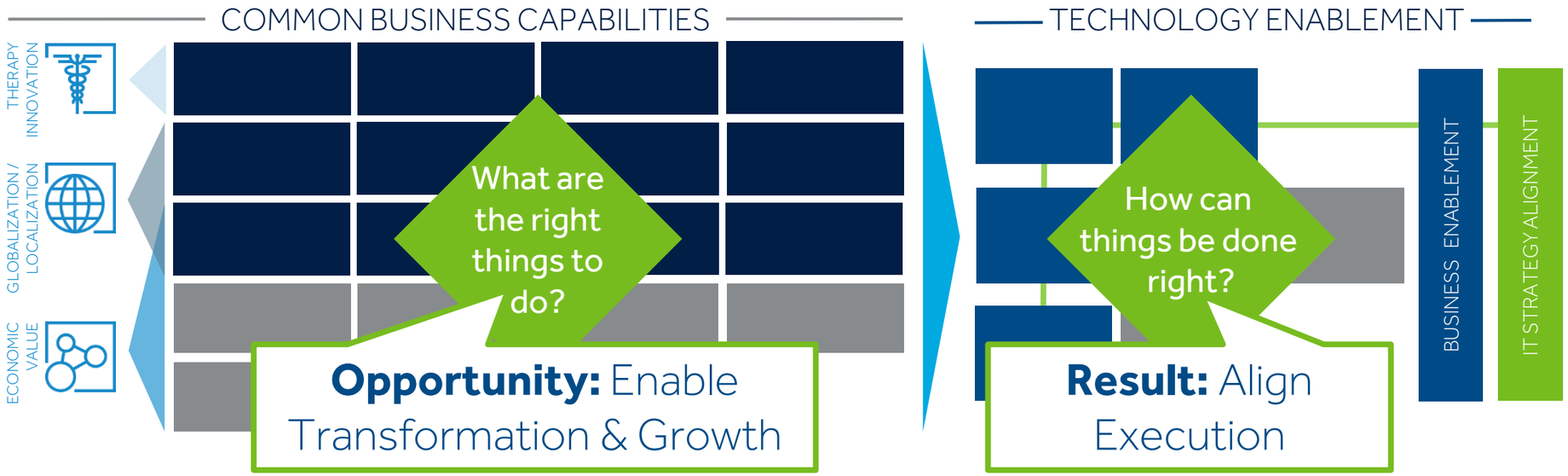


…understanding ***what*** the business needs and translating these needs into…

how to deliver to enhance business capabilities and value…

ENTERPRISE ARCHITECTURE VALUE
THE ARCHITECTURE APPROACH

Make enterprise choices on WHAT to do and right size our HOW to our scope, aligned with strategy



KEY BENEFITS

- Engaging as a strategic partner providing business enablement consulting and delivery.
- Creating information driven innovations to deliver customer-centric outcomes.
- Connecting siloed efforts to optimize delivery across BUs, Regions and Functions.

ENTERPRISE ARCHITECTURE
LINKING BUSINESS NEEDS TO INFORMATION OUTCOMES

ENTERPRISE ARCHITECTURE

BUSINESS VALUE DRIVEN

LINKING BUSINESS NEEDS TO INFORMATION OUTCOMES

INFORMATION -CENTRIC

WHAT

OUTCOME

FLEXIBLE

STANDARDIZED

SIMPLE

SECURE & COMPLIANT

CONSIDERATIONS FOR 'HOW'

ARCHITECTURE'S VALUE TO THE ENTERPRISE
DEVELOPING STRATEGY OFFERINGS & CONTINUING TO GUIDE EXECUTION

Architecture is developing IT and business strategy consulting services…
while continuing to offer traditional architecture execution support services

Highest Priority to Develop/Mature	
Manage Business Architecture	IT Strategic Plan
Demonstrate Digital Opportunities	Future State Architecture
Facilitate Digital Strategy Decisions	Introduce New Technologies
Voice of the Customer	Manage Information Architecture
Digital Business Consulting	Agile & Product IT Adoption

Medium Priority
IT Modernization
IT Vendor Assessments
Set Technology Standards
Roadmaps
Integration Management
Reference Architecture

Lower Priority
IT Standards Governance
Project Delivery
Solution Architecture
Solution Design Reviews
Assess Current State

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Highest Priority to Develop/Mature	*Medium Priority*	*Lower Priority*

BUT WAIT…

DOES THIS FOCUS VARY ACROSS IT?

LET'S START TO ANSWER THAT QUESTION
WITH ANOTHER QUESTION…

Who
is architecture's
Customer?

FEDERATING ARCHITECTURE

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LET'S FIND OUR CUSTOMER
WITH QUESTIONS…

Who uses architecture?

Who benefits from architecture?

Who pays for architecture?

Who supports architecture?

Who

FIRES

Architecture?

WHO IS ARCHITECTURE'S PRIMARY CUSTOMER?
WHAT DO YOU THINK?

The Business	The CIO's Staff	Project Teams
Votes?	Votes?	Votes?
Why?	Why?	Why?

OUR CUSTOMERS = THE CIO'S STAFF & OUR ARCHITECTS
DELIVERING FOR THEIR BUSINESS STAKEHOLDERS

We support the business as an architecture community on behalf of our IT leadership

IT STRATEGY & EXECUTION

ITLT
IT LEADERSHIP

IT OWNERS
IT REGIONAL, BU AND FUNCTIONAL LEADERS

LINKING BUSINESS NEEDS TO INFORMATION OUTCOMES

GO&BS
DATA & ENTERPRISE EXCELLENCE

M&A
LEGACY COVIDIEN INTEGRATION

OTC&GTM
COMMERCIAL OPTIMIZATION

MAJOR ENTERPRISE PROGRAMS

BUS ARCHS
BUSINESS FACING ARCHITECTS

TECH ARCHS
TECHNOLOGY FACING ARCHITECTS

FEDERATED ARCHITECTS

EA
ENTERPRISE ARCHITECTURE

BUSINESS CUSTOMERS

REGIONS
SUPER REGIONS

BUSINESS UNITS
BUSINESS GROUPS

FUNCTIONS
BUSINESS FUNCTIONS & COUNCILS

SUBJECT MATTER EXPERTS

ARCHITECTURE COMMUNITIES OF PRACTICE

BUSINESS ARCHITECTURE | INFORMATION ARCHITECTURE | TECHNICAL ARCHITECTURE | SECURITY ARCHITECTURE

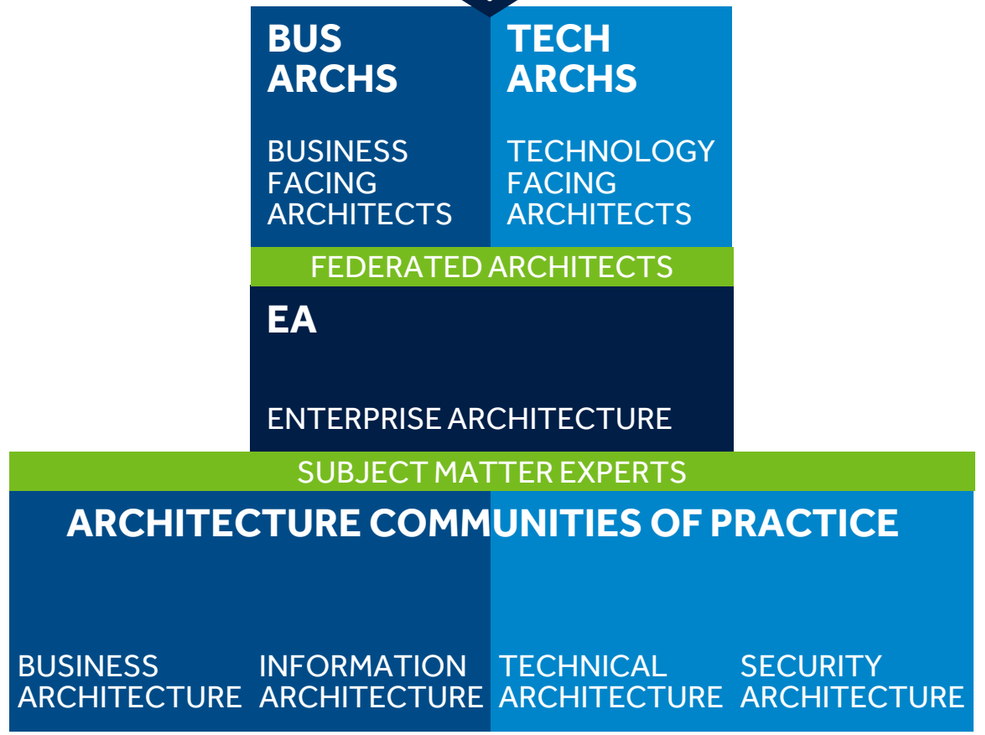
WHAT DELIGHTS OUR CUSTOMER?
UNDERSTANDING OUR STAKEHOLDERS

What DELIGHTS IT Leadership?

Outstanding Results!

Delivered by developing their own people!

That's why these are also customers!



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Solution Design Reviews
Assess Current State

ARCHITECTURE'S VALUE TO THE ENTERPRISE
DEVELOPING STRATEGY OFFERINGS & CONTINUING TO GUIDE EXECUTION

Architecture is developing IT and business strategy consulting services…
HOWEVER: unless the CIO's staff demands these services, our focus will gravitate to today's needs

Highest Priority to Develop/Mature	
Manage Business Architecture	IT Strategic Plan
Demonstrate Digital Opportunities	Future State Architecture
Facilitate Digital Strategy Decisions	Introduce New Technologies
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ARCHITECTURE'S VALUE TO THE ENTERPRISE
DEVELOPING STRATEGY OFFERINGS & CONTINUING TO GUIDE EXECUTION

Architecture is developing IT and business strategy consulting services…
AND: with federated architects localizing these services, our relevant application drives our maturity

Highest Priority to Develop/Mature	
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Demonstrate Digital Opportunities	Future State Architecture
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Example priorities for a CIO's staff leader

FEDERATED ARCHITECTURE ORG STRUCTURE

ENTERPRISE ARCHITECTURE

SHAPING STRATEGY, OUTCOMES & SOLUTIONS

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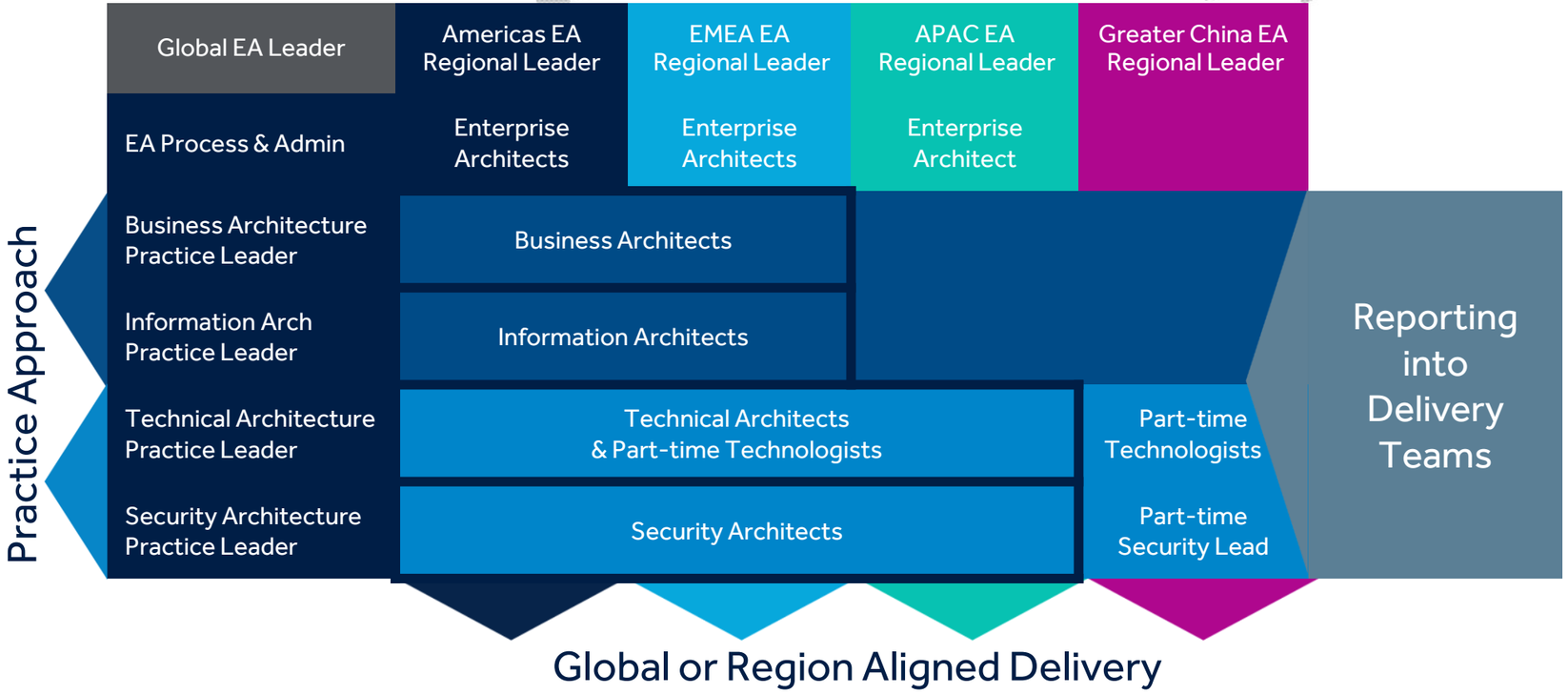
ARCHITECTURE FUNCTION & ROLE ALIGNMENT
HOW ROLES ARE ALIGNED WITHIN OUR ORANIZATIONAL MODEL

- The Enterprise Architecture organization leads practices, standards, governance, training & education
- Enterprise Architects report into the central Enterprise Architecture organization & align with CIO staff leaders
- Business & Technical Architect roles report into the functional, business and regional teams across the IT organization and are staffed based on local needs



ENTERPRISE ARCHITECTURE
SHAPING STRATEGY, OUTCOMES & SOLUTIONS
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GLOBAL IT SENIOR LEADERSHIP STRUCTURE
ALIGNED ARCHITECTS

Enterprise Architects join the CIO's staff's extended leadership teams while reporting into EA

Chief Information Officer

Federated Architects join the architecture community while reporting into IT leadership

CIO's LEADERSHIP TEAM

IT Vice President	**IT Vice President**	**IT Senior Director**	**IT Vice President**	**IT Vice President**	
Enterprise Architect	Enterprise Architect	Enterprise Architect	Enterprise Architect	Enterprise Architect	**Chief Architect**
5 Business Architects	4 Business Architects	No Architects	Business Architect	No Architects	
10 Technical Architects	2 Technical Architects	2 Technical Architects	3 Technical Architects	No Architects	

GLOBAL IT SENIOR LEADERSHIP STRUCTURE
A TAILORED THE FOCUS FOR EACH LEADER

IT Vice President

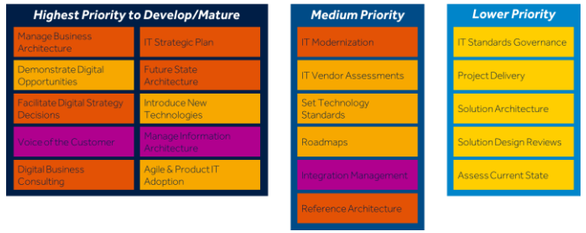
Business Architect

3 Technical Architects

1 Understand desired business outcomes

2 Curate architecture offerings

3 Execute in partnership



Enterprise Architect

Chief Architect

COMMUNITIES OF PRACTICE
OPERATIONAL STRUCTURE & FOCUS BY DISCIPLINE

Communities of practice facilitate the harmonization of architecture disciplines

Enterprise Architecture

Lead the architecture practices

Architecture Practice Leaders

Enterprise Architects

Guide architecture delivery

Strategy
Standards
Patterns
Methodology
Techniques
Documentation
Metrics
Outcomes

EA Practice Leader Business Architecture	Business Architecture Community of Practice	Performs capability modeling, gap analysis and roadmap creation
EA Practice Leader Information Architecture	Information Architecture Community of Practice	Identifies information assets and needs for reuse
EA Practice Leader Technical Architecture	Technology Architecture Community of Practice	Defines design aligned with strategy, guides implementation
EA Practice Leader Security Architecture	Security Architecture Community of Practice	Identifies the security capability needs then aligns & validates the security design

Business Architects
Enterprise Architects
Technical Architects

COMMUNITIES OF PRACTICE
PRACTICE LED COLLABORATION ENABLING COMMUNITY DELIVERY

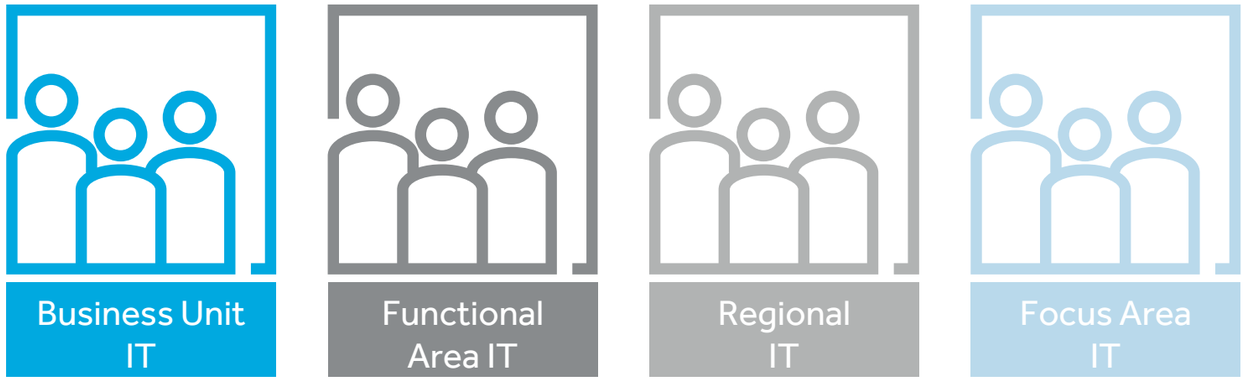
Architecture **Practices:**

- Is led by the practice leader
- Is joined by embedded IT architects
- Shares knowledge with its community of practice with virtual classrooms
- Creates a methodology & talent pipeline
- Enables architects to drive their delivery

Enterprise Architect
Practice Leader

Architecture **Practice**

Practicing Architects

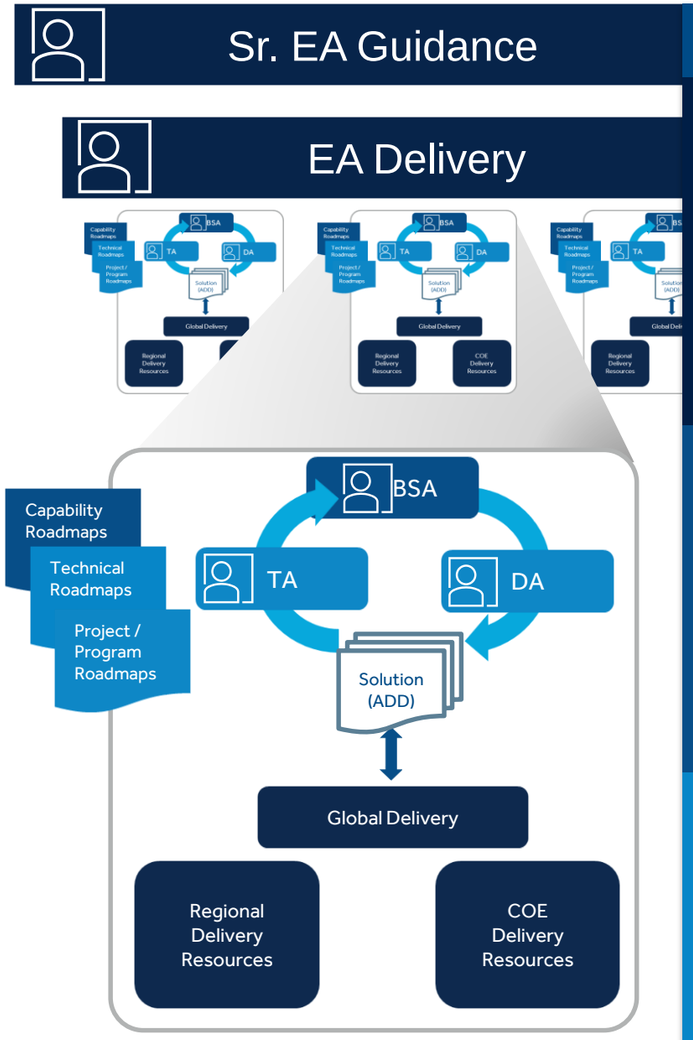


Community of Practice

Interested Architects & Aspiring Architects

Architecture Education Sessions
(Monthly virtual classrooms)

THE FEDERATED ARCHITECTURE MODEL
DELIVERY IS ALIGNED WITH ARCHITECT RESPONSIBILITIES



Roles	High Level Delivery Responsibilities
Enterprise Architect (EA)	▪ Aligns Enterprise strategic technology direction, strategic capability and technical roadmaps ▪ Partners to define the solution 'how' broadly across capability areas ▪ Facilitates the architecture components of Solution Selection to ensure the delivery of business capability needs aligned with enterprise strategy, standards and governance
Business Solution Architect (BSA)	▪ Documents business capability assessments, roadmaps, and process models ▪ Defines the business 'what' capabilities and needs ▪ Maps business capability needs to the solution portfolio and partners with technical architects on roadmaps ▪ Aligns the design with EA strategy, standards and governance
Technical Architect (TA)	▪ Develops and maintains technology roadmaps ▪ Plays the role of a platform, application, data, or domain architect ▪ Defines the technology 'how' within a solution (platform, application, data) and its patterns for reuse ▪ Aligns the design with EA strategy, standards and governance

FEDERATED ARCHITECTURE PROCESS

ENTERPRISE ARCHITECTURE

SHAPING STRATEGY, OUTCOMES & SOLUTIONS

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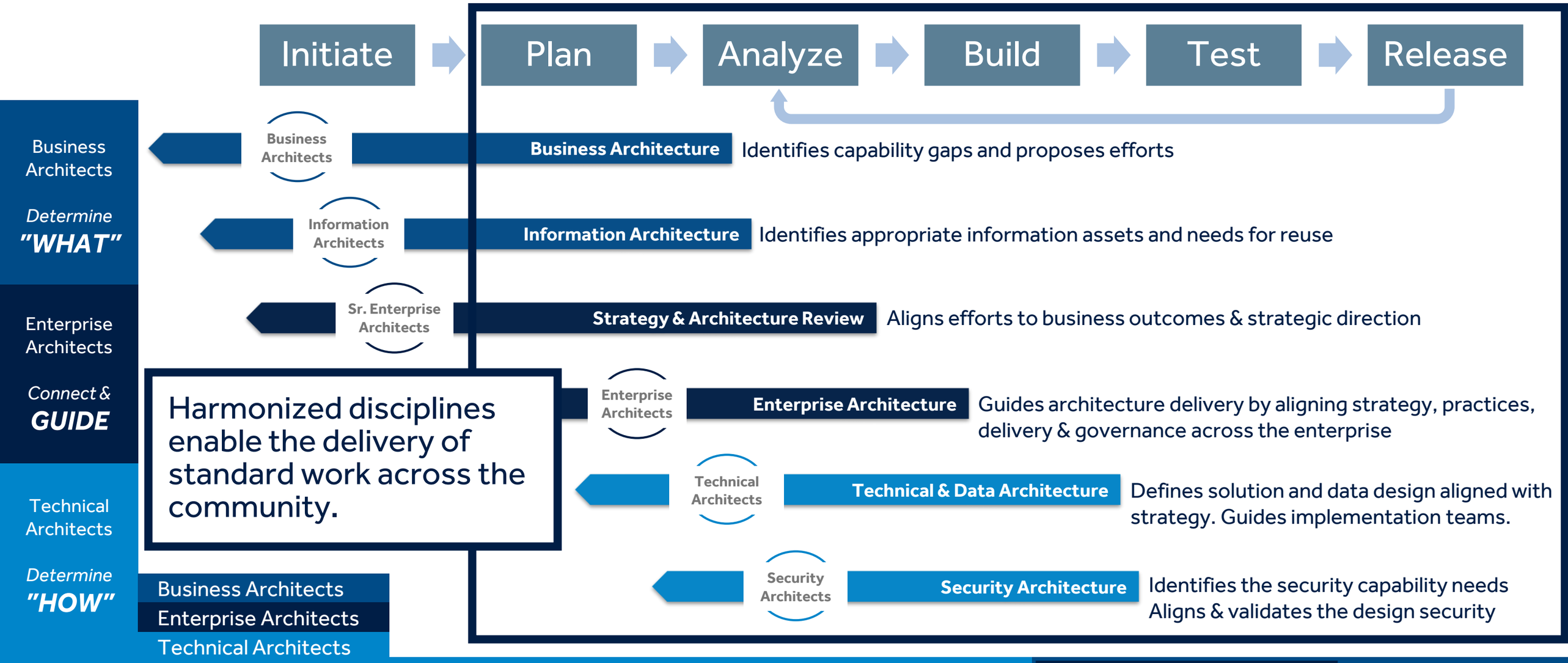
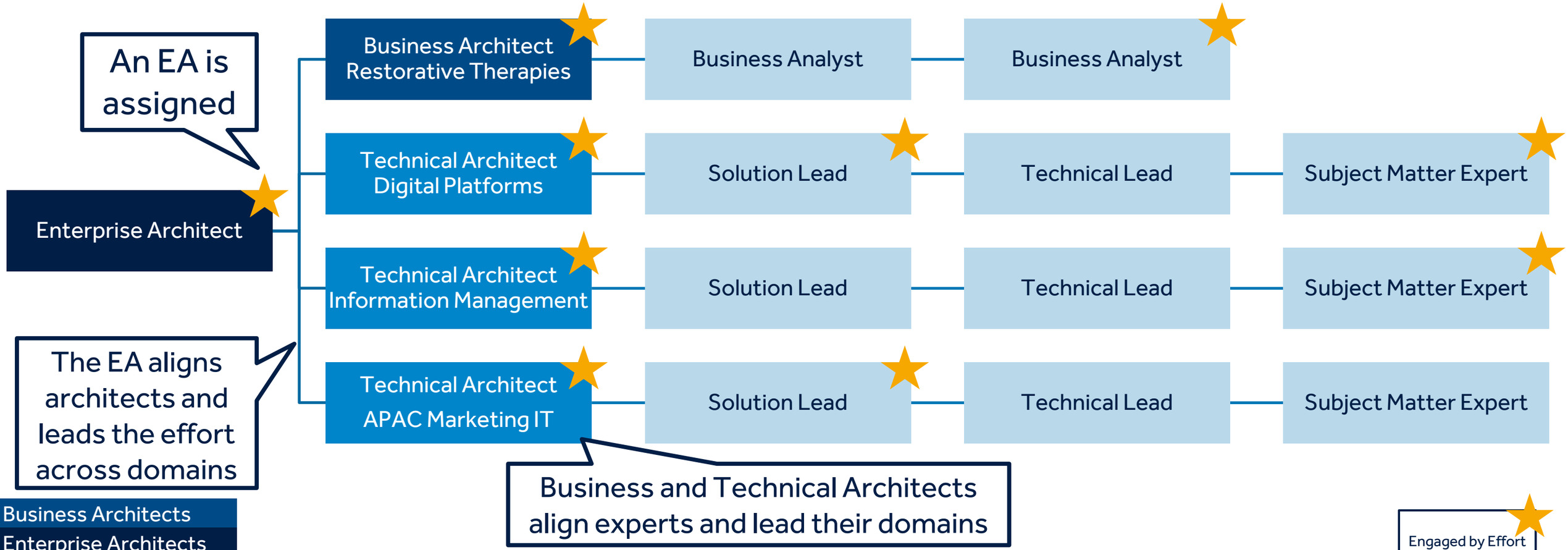
THE FEDERATED ARCHITECTURE MODEL
SHAPING DEMAND, GUIDING INTO EXECUTION



HOW IS ENTERPRISE WORK STRUCTURED?
WITH FEDERATED ENGAGEMENT

Problems are solved by those with the most knowledge, with visibility to enterprise impacts

An EA is assigned



The EA aligns architects and leads the effort across domains

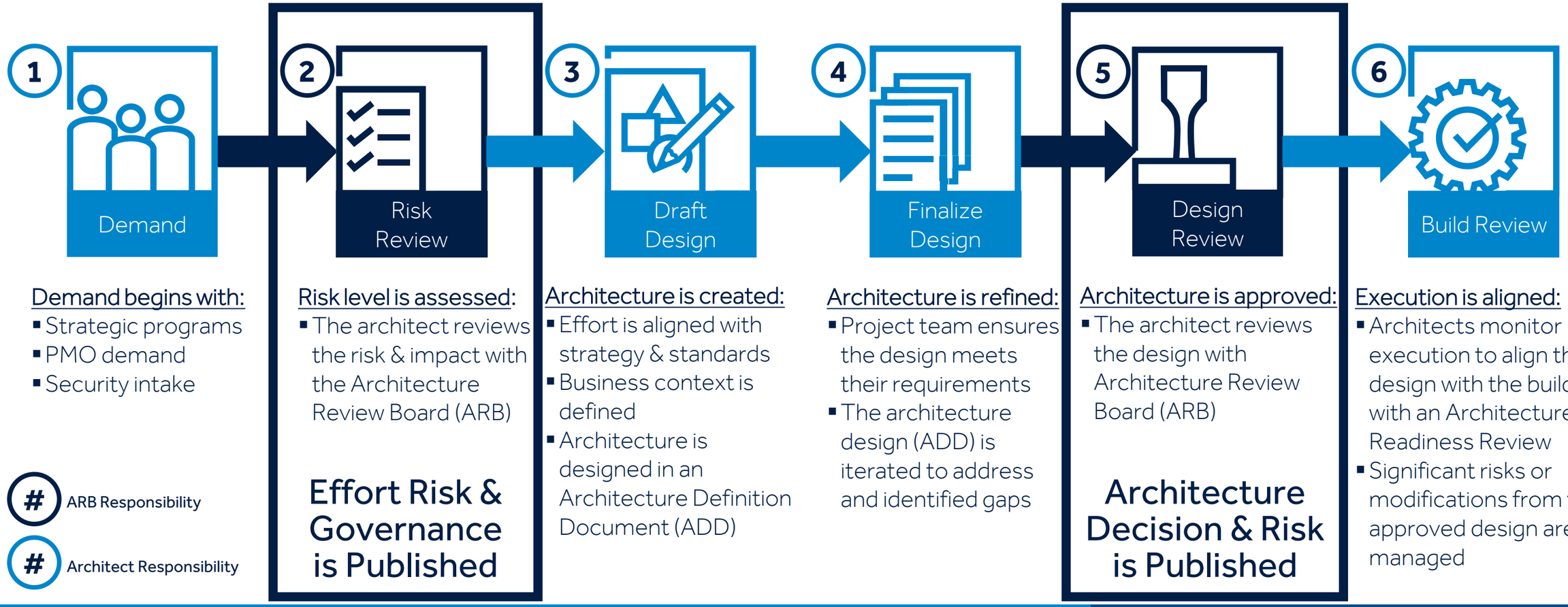
Business and Technical Architects align experts and lead their domains

Business Architects
Enterprise Architects
Technical Architects

Engaged by Effort

ENTERPRISE ARCHITECTURE DELIVERY PROCESS OVERVIEW
KEY PROCESS STEPS AND ACTIVITIES

Architecture development, design, review, approval, and governance are managed as shown below:



Demand begins with:
- Strategic programs
- PMO demand
- Security intake

Risk level is assessed:
- The architect reviews the risk & impact with the Architecture Review Board (ARB)

Architecture is created:
- Effort is aligned with strategy & standards
- Business context is defined
- Architecture is designed in an Architecture Definition Document (ADD)

Architecture is refined:
- Project team ensures the design meets their requirements
- The architecture design (ADD) is iterated to address and identified gaps

Architecture is approved:
- The architect reviews the design with Architecture Review Board (ARB)

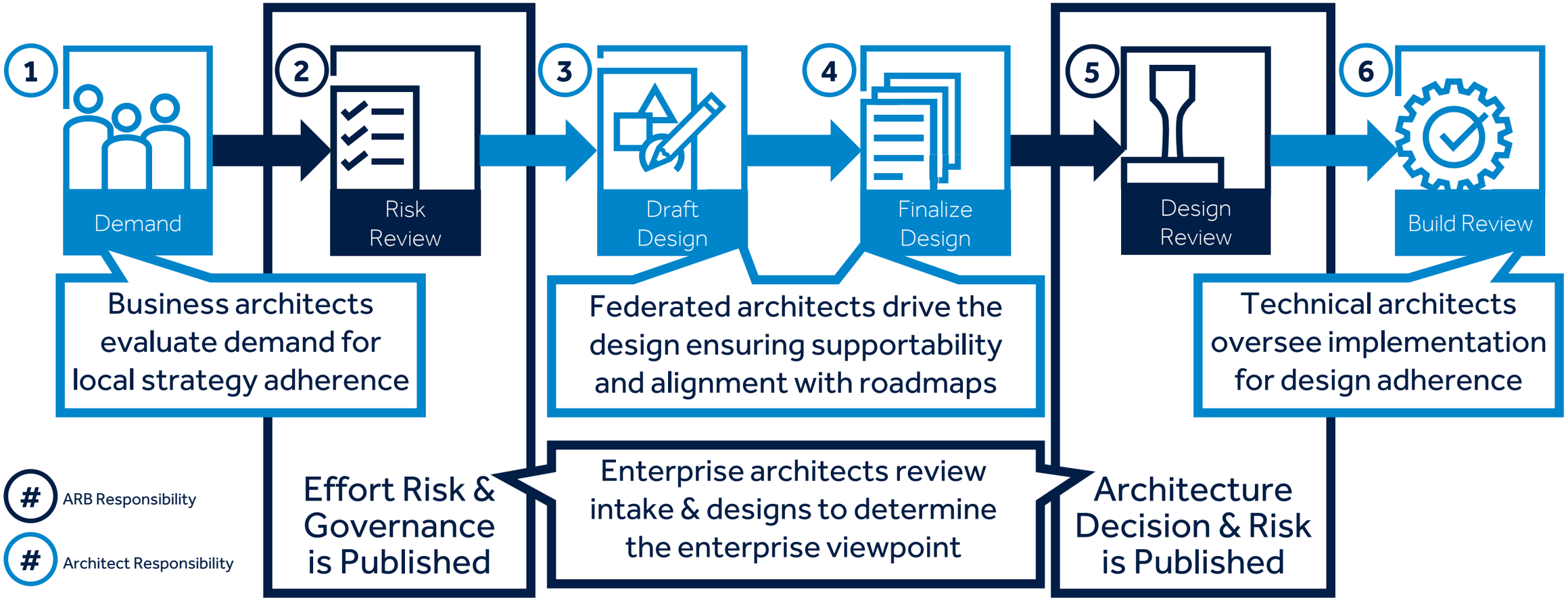
Execution is aligned:
- Architects monitor execution to align the design with the build with an Architecture Readiness Review
- Significant risks or modifications from the approved design are managed

ARB Responsibility

Architect Responsibility

ENTERPRISE ARCHITECTURE DELIVERY PROCESS OVERVIEW
ARCHITECTS OF HAVE BALANCING AUTHORITY & INFLUENCE…

Federated architects represent their domains & EAs provide the enterprise view



2

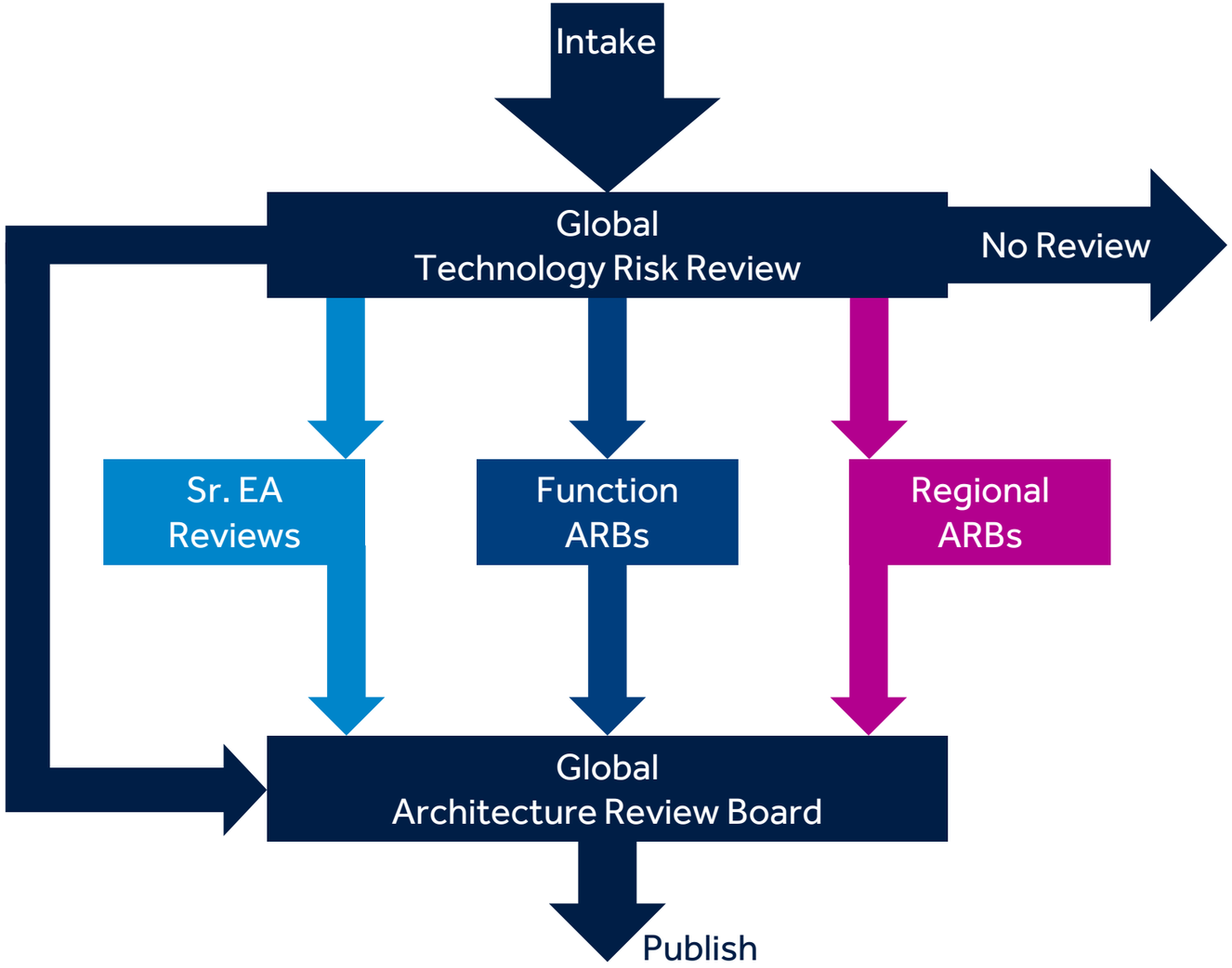
ENTERPRISE ARCHITECTURE TECHNOLOGY RISK REVIEW
LEVELS & DESCRIPTIONS

Technology Risk Reviews occur as efforts exit planning:

- Programs, projects & security assessments
- Architecture efforts

The process:

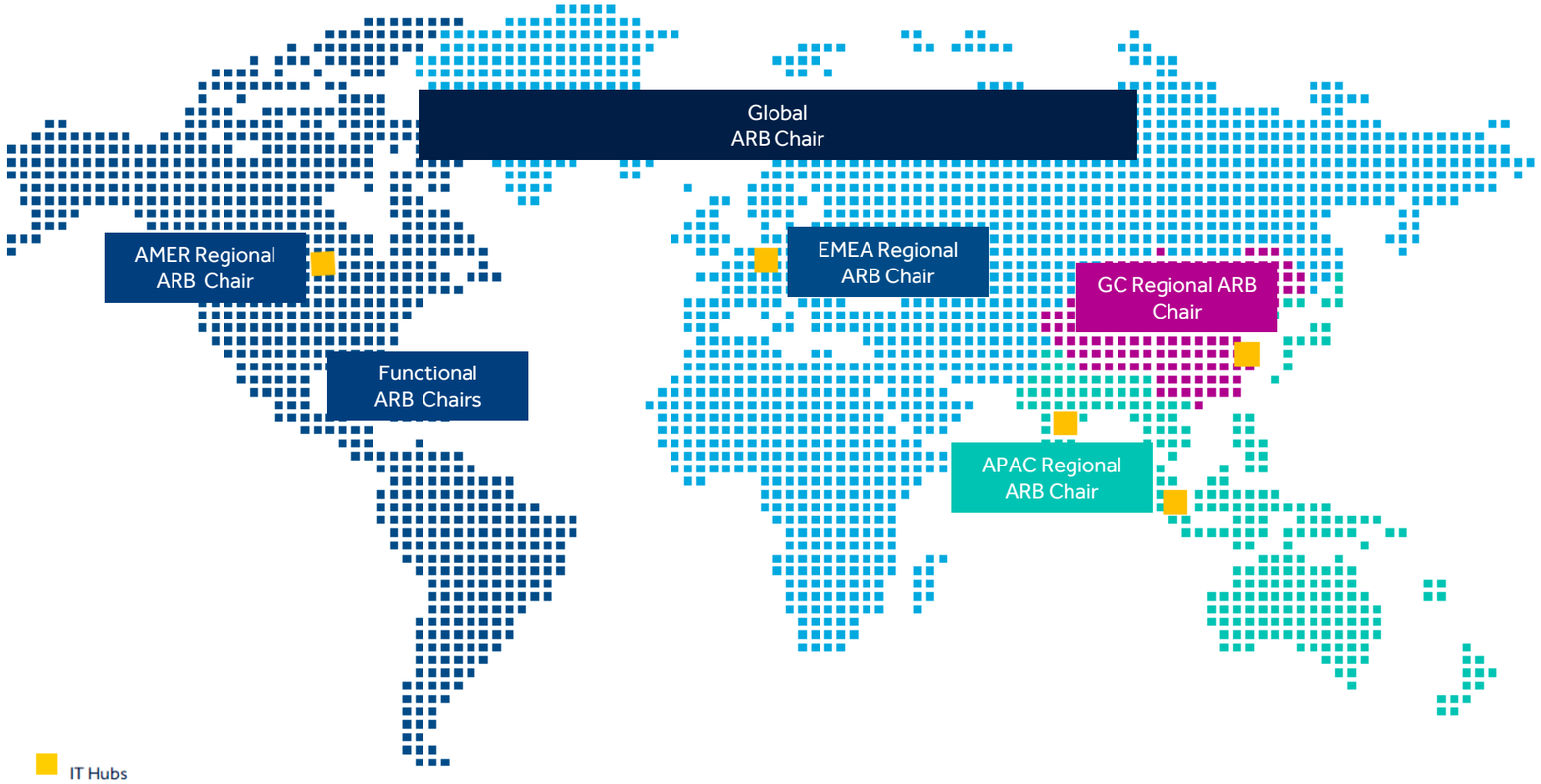
1. The effort's risk level is determined
2. The type of architecture deliverable is determined
   - 70% of efforts have a low risk and no deliverables
3. If an architecture deliverable is required the path for its review is also determined:
   - Sr. Enterprise Architect Review (small efforts)
   - Functional ARB Review (federated functional efforts)
   - Regional ARB Review (regional efforts)
   - Global ARB Review (global, strategic & high risk efforts)
4. Note: All ARB outcomes are overseen by the Global ARB prior to final approval & publication



5

ARCHITECTURE REVIEW BOARDS
STRUCTURAL OVERVIEW

The Architecture Review Board (ARB) reviews architecture deliverables regionally, globally or functionally based on its intended business use & impact.



OBJECTIVE: To produce a risk assessment and a decision summary:

ARCHITECTURE RISK

THE SOLUTION'S DESIGN RISK

QUALITY RISK

THE DOCUMENTATION'S QUALITY OR COMPLETENESS

OVERALL RISK

THE SUMMARY RISK LEVEL BASED ON THE ABOVE RISKS

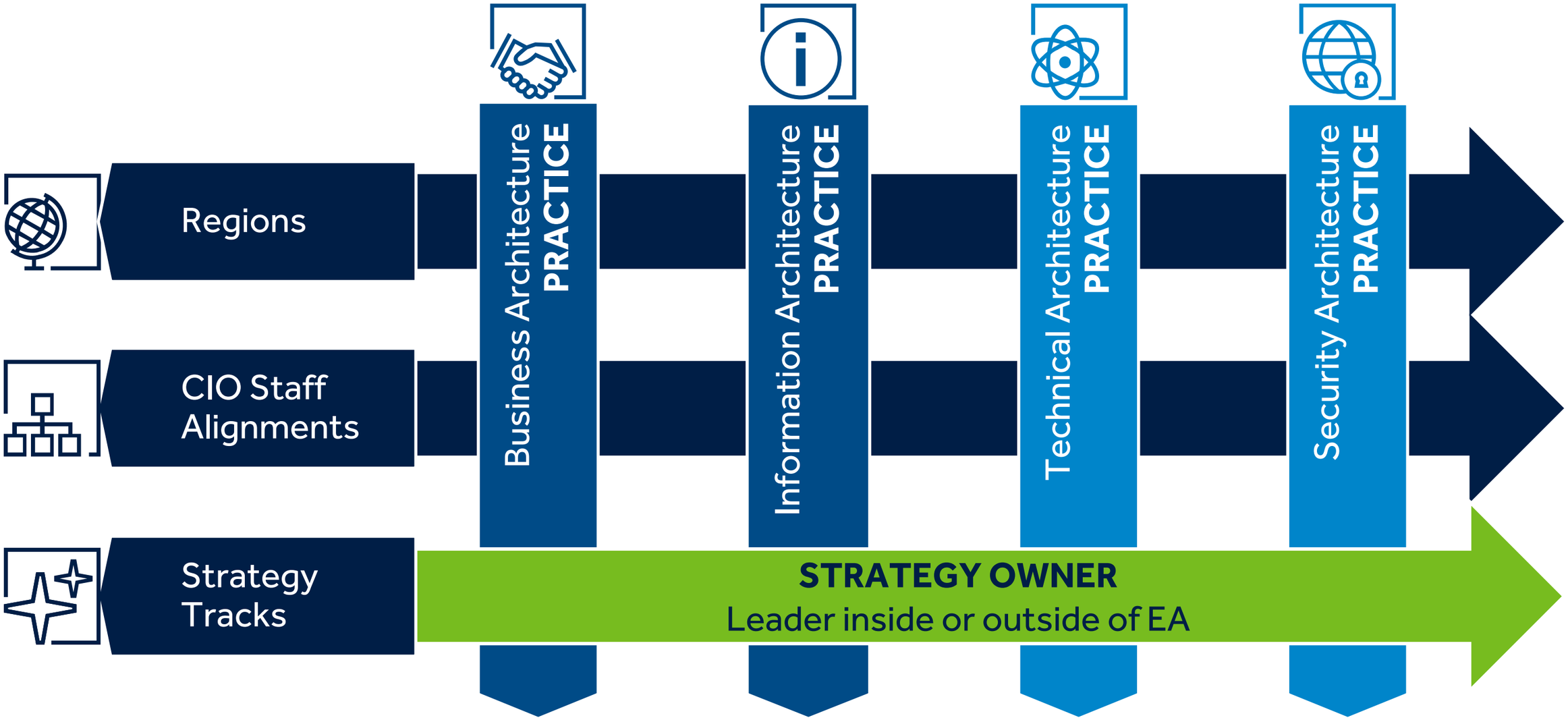
DECISION SUMMARY

A SUMMARY OF THE ARB'S DECISION AND NEXT STEPS REQUIRED

ARB reviews are is performed either regionally or globally depending on the use.

The **Global ARB** oversees and publishes all architecture review outcomes.

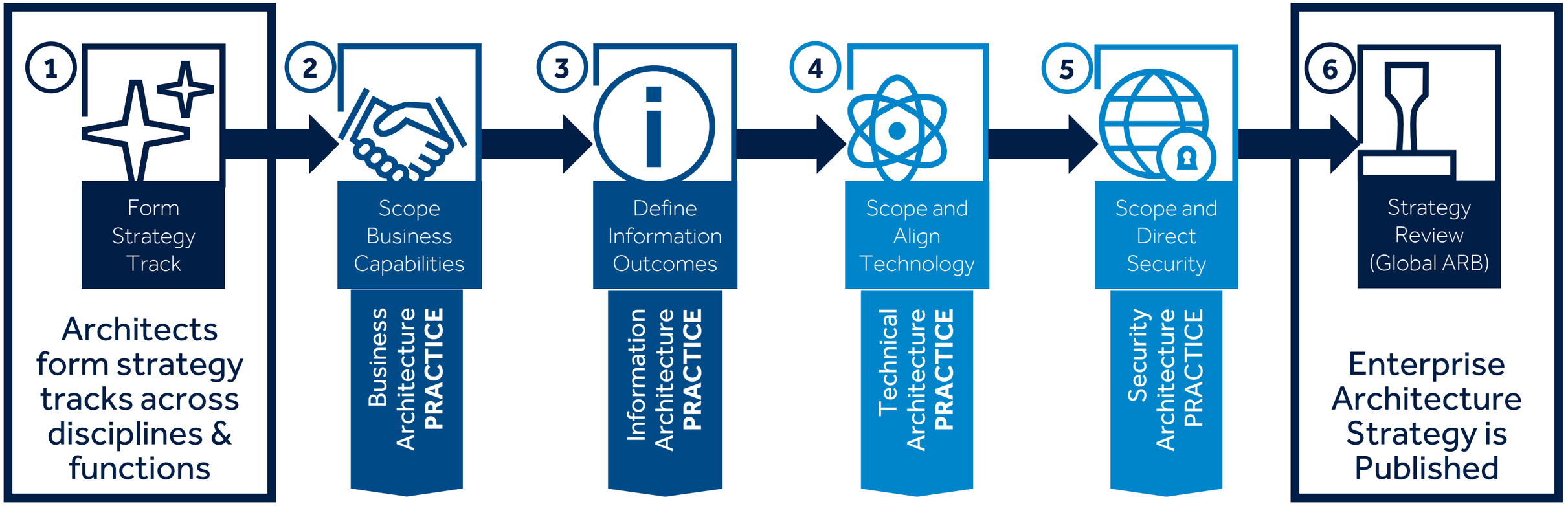
HOW DO WE ENABLE FEDERATED STRATEGY?
THE ARCHITECTURE PRACTICES PROVIDE METHODOLOGY & ALIGNMENT



WHAT Alignment | ENTERPRISE Alignment | HOW Alignment

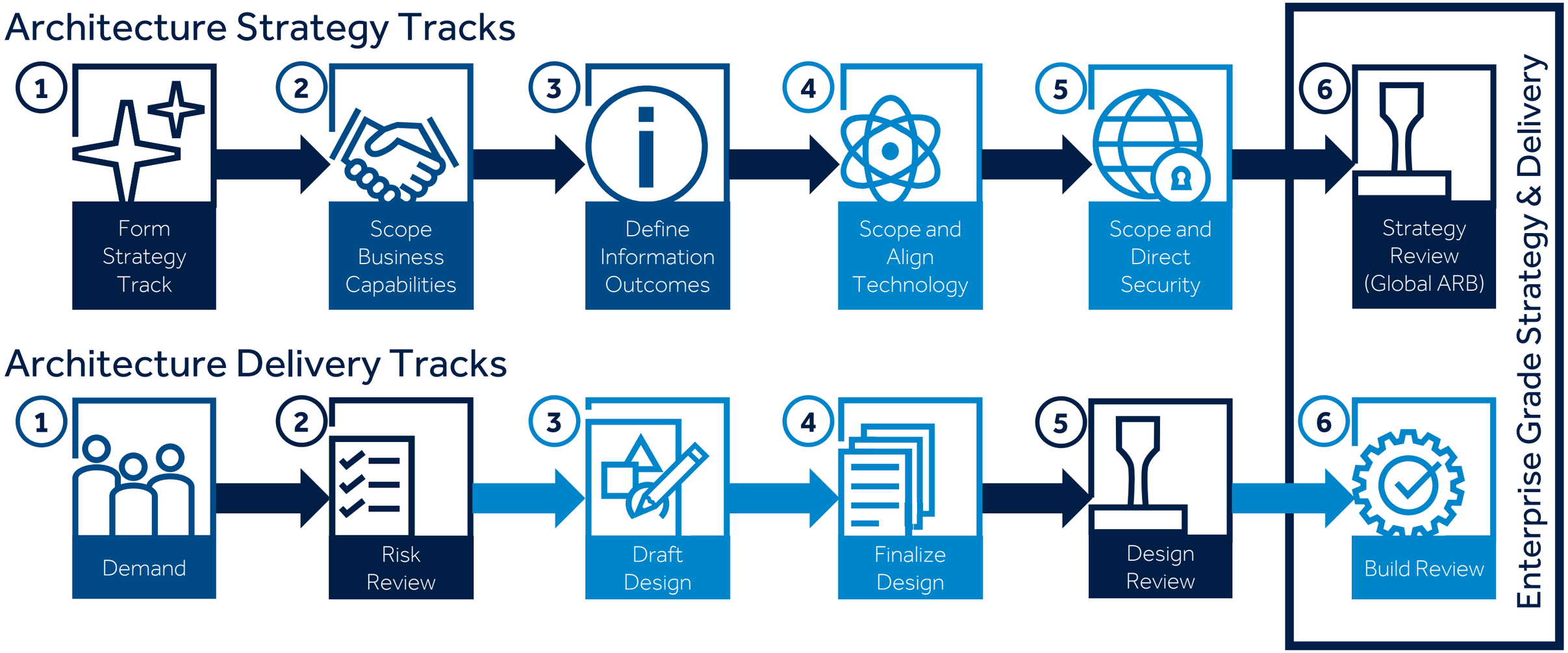
ENTERPRISE IT STRATEGY DELIVERY PROCESS OVERVIEW
STRATEGY TRACKS ARE GUIDED BY THE ARCHITECTURE PRACTICES…

Federated architects lead their domain's strategy tracks & join enterprise strategy tracks



WHAT Alignment | ENTERPRISE Alignment | HOW Alignment

THE ENTERPRISE ARCHITECTURE PROCESS
DELIVERS ENTERPRISE GRADE DELIVERY AND STRATEGY



WHAT Alignment | ENTERPRISE Alignment | HOW Alignment

ENTERPRISE ARCHITECTURE
SHAPING STRATEGY, OUTCOMES & SOLUTIONS

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FEDERATED ARCHITECTURE OPERATING MODEL

ENTERPRISE ARCHITECTURE

SHAPING STRATEGY, OUTCOMES & SOLUTIONS

Medtronic
Further, Together

ENTERPRISE ARCHITECTURE
OPERATING MODEL

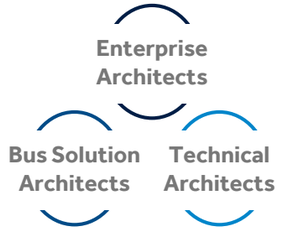
STRATEGY

EA STRATEGY	ROADMAPS	ARB REVIEW	AOP
STRATEGIC FOCUS AREAS	BUSINESS & TECH ROADMAPS	REVIEW AND PUBLISH	STAGED FOR EXECUTION

DELIVERY

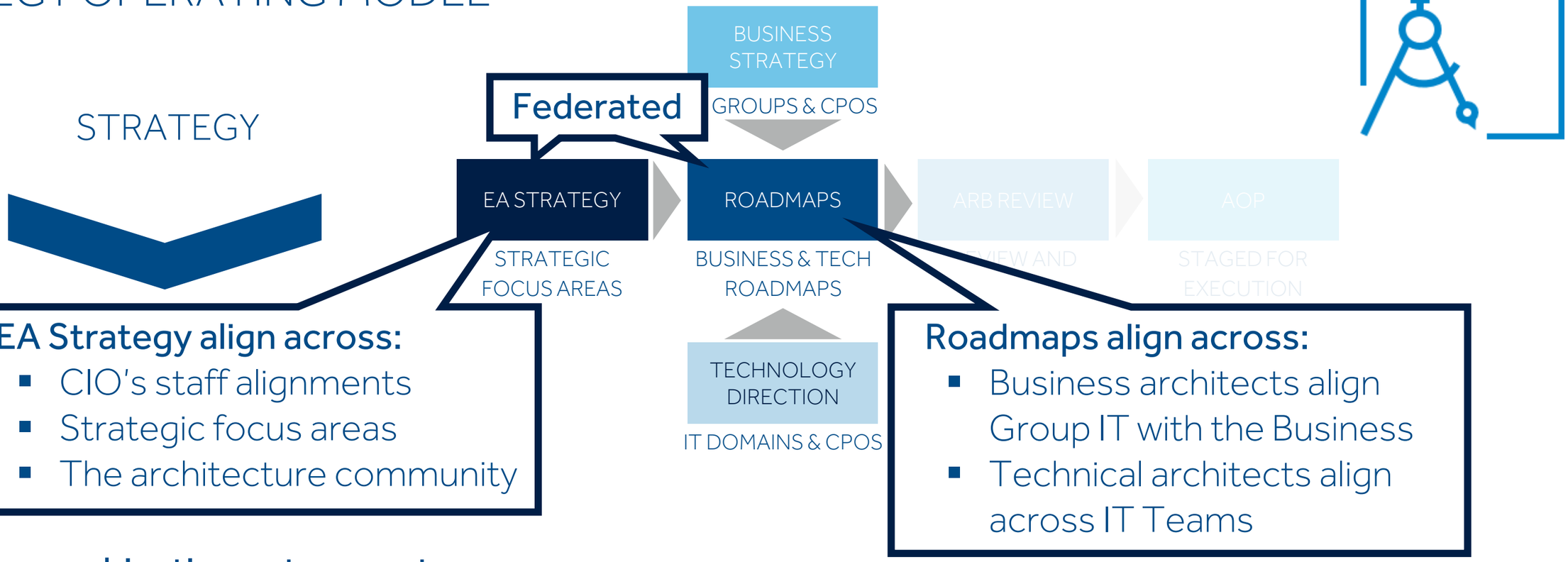
TECHNOLOGY RISK REVIEW	ENGAGE	ARB REVIEW	ARCHITECTURE READINESS REVIEW
INTAKE	ARCHITECTURAL DESIGN	REVIEW AND PUBLISH	QUALITY ASSURANCE

BY THE COMMUNITY



COMMUNITY OF PRACTICE	ARCHITECT LEADERSHIP FORUM	ARCHITECT MANAGERS FORUM	JOB FAMILY OVERSIGHT
SHARE THE METHODOLOGY	ALIGN ACROSS ROLES	MANAGER CALIBRATION	JOB FAMILY GOVERNANCE

ENTERPRISE ARCHITECTURE
STRATEGY OPERATING MODEL



EA Strategy align across:

- CIO's staff alignments
- Strategic focus areas
- The architecture community

Roadmaps align across:

- Business architects align Group IT with the Business
- Technical architects align across IT Teams

Achieving our objective outcomes to:

- Serve as a strategic partner
- Promote technology strategy
- Identify emerging technologies
- Partner to set technology guidelines
- Build understanding of the environment

ENTERPRISE ARCHITECTURE
STRATEGY OPERATING MODEL

STRATEGY

EA STRATEGY → ROADMAPS → ARB REVIEW → AOP

STRATEGIC FOCUS AREAS

BUSINESS & TECH ROADMAPS

REVIEW AND PUBLISH

STAGED FOR EXECUTION

ARB Reviews:

- Measures & communicates risk
- Ensures strategies are aligned
- Publishes and socializes results

Annual Operating Plans:
Fund strategic plans for execution

Achieving our objective outcomes to:

Partner to set technology guidelines

Facilitate technology governance

Provide a technology forum

Build understanding of the environment

ENTERPRISE ARCHITECTURE
DELIVERY OPERATING MODEL

DELIVERY

Federated

TECHNOLOGY RISK REVIEW

ENGAGE

INTAKE

ARCHITECTURAL DESIGN

Technology Risk Review:
The architect's recommendation guides IT governance and EA engagement decisions in the standardized global intake

Architect Engagement:
- Estimate architecture work
- Cross functional staffing
- Assignments are shared to mentor future architects contributors
- Work is aligned with roadmaps & strategy
- Reusable assets are created

Achieving our objective outcomes to:

Identify emerging technologies

Partner to set technology guidelines

Facilitate technology governance

Provide a technology forum

Build understanding of the environment

ENTERPRISE ARCHITECTURE
DELIVERY OPERATING MODEL

DELIVERY

Architecture Review Board:

- Measures & communicates risk
- Ensures strategies are aligned
- Publishes and socializes results
- Mines assets for reusability

Architecture Readiness Reviews:
Implementation quality conformance is overseen by technical architects

Achieving our objective outcomes to:

Partner to set technology guidelines

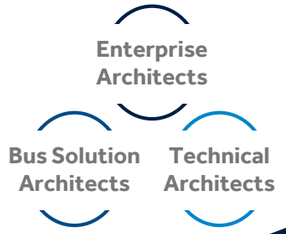
Facilitate technology governance

Provide a technology forum

Build understanding of the environment

ENTERPRISE ARCHITECTURE
COMMUNITY OPERATING MODEL

BY THE COMMUNITY



COMMUNITY OF PRACTICE → ARCHITECT LEADERSHIP FORUM → ARCHITECT MANAGERS FORUM → JOB FAMILY OVERSIGHT

SHARE THE METHODOLOGY

ALIGN ACROSS ROLES

MANAGER

JOB FAMILY GOVERNANCE

Community of Practice:
Methodology and best practices is shared across the architecture community to develop current and future architects

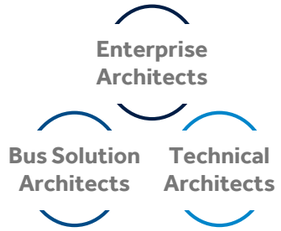
Architect Leadership Forum:
Business and Technical architects collaborate on common practice priorities and deliverables

Achieving our objective outcomes to:

- Promote technology strategy
- Identify emerging technologies
- Partner to set technology guidelines
- Provide a technology forum
- Build understanding of the environment

ENTERPRISE ARCHITECTURE
COMMUNITY OPERATING MODEL

BY THE COMMUNITY



Architect Manager's Forum:
Managers of federated architects assemble to discuss the needs, opportunities and operational focus for the roles

ARCHITECT MANAGERS FORUM → JOB FAMILY OVERSIGHT

MANAGER CALIBRATION

JOB FAMILY GOVERNANCE

Architect Job Family Oversight Committee:
Sponsoring IT leadership governs the use of the architect job title and reviews manager nominations for resources to join the job family

Achieving our objective outcomes to:

- Serve as a strategic partner
- Promote technology strategy
- Provide a technology forum
- Build understanding of the environment

ENTERPRISE ARCHITECTURE
OPERATING MODEL

STRATEGY

EA STRATEGY	ROADMAPS	ARB REVIEW	AOP
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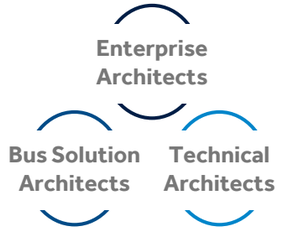

COMMUNITY OF PRACTICE	ARCHITECT LEADERSHIP FORUM	ARCHITECT MANAGERS FORUM	JOB FAMILY OVERSIGHT
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FEDERATED ARCHITECTURE OUTCOMES

ENTERPRISE ARCHITECTURE

SHAPING STRATEGY, OUTCOMES & SOLUTIONS

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WHAT OUTCOMES ARE WE SEEKING?
FEDERATION ENABLES COLLABORATION & STANDARDIZATION

When architecture is sourced across distributed teams with common practices:

Local architects (outside of EA) define the roadmap, assess the pipeline, define their solutions and measure their quality.

Collaboration across architects creates balanced solutions across business needs (Business Architects), IT domain needs (Technical Architects), and technology strategies (Enterprise Architects).

A network of broad technical leaders with mastery of their areas increases collaboration and knowledge sharing across Global IT.

Global architecture practices create consistent and standardized work that is locally designed.

- Localized architecture
- Balanced solutions
- Increased collaboration
- Standardized work

WHAT OUTCOMES ARE WE SEEKING?
FEDERATION ENABLES LOCALIZATION & RELEVANCE

When distributed teams localize their common practices:

- **Theory is Grounded** — Federated architects select the architecture offerings that are the most relevant to the needs of their leadership teams.
- **A Small Ivory Tower** — Enterprise Architecture governance can be reduced to scopes which span the CIO's staff with distributed review when efforts are contained within their domains.
- **Tailoring and Improving** — The federated architects leverage practice methodology while improving them through their usage, contributing assets to the practices.
- **A Global Technical Hotline** — The network of architects across the globe creates a technical hotline of expertise, bridging awareness to opportunities to partner and/or reuse

CIO: WE ARE HERE TO MAKE YOUR TEAM SUCCESSFUL!
DELIVERING OUTSTANDING RESULTS WHILE DEVELOPING YOUR PEOPLE

We are here to support your business customers as an architecture community on behalf of your team

IT STRATEGY & EXECUTION

ITLT
IT LEADERSHIP

IT OWNERS
IT REGIONAL, BU AND FUNCTIONAL LEADERS

GO&BS
DATA & ENTERPRISE EXCELLENCE

M&A
LEGACY COVIDIEN INTEGRATION

OTC&GTM
COMMERCIAL OPTIMIZATION

MAJOR ENTERPRISE PROGRAMS

LINKING BUSINESS NEEDS TO INFORMATION OUTCOMES

BUS ARCHS
BUSINESS FACING ARCHITECTS

TECH ARCHS
TECHNOLOGY FACING ARCHITECTS

FEDERATED ARCHITECTS

EA
ENTERPRISE ARCHITECTURE

BUSINESS CUSTOMERS

REGIONS
SUPER REGIONS

BUSINESS UNITS
BUSINESS GROUPS

FUNCTIONS
BUSINESS FUNCTIONS & COUNCILS

SUBJECT MATTER EXPERTS

ARCHITECTURE COMMUNITIES OF PRACTICE

BUSINESS ARCHITECTURE | INFORMATION ARCHITECTURE | TECHNICAL ARCHITECTURE | SECURITY ARCHITECTURE

DISCUSSION

MEDTRONIC OVERVIEW	THE ARCHITECTURE VALUE PROPOSITION	FEDERATING ARCHITECTURE	DISCUSSION
Who are we? What do we do? How do we do it?	What is the purpose? How is it approached? What are the services?	Why federate? How is it structured? What are the benefits?	What have you seen? Where can we create insights?

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