

JOB DESCRIPTION

Job Title	Head of Strategy & Architecture		
Reports to	Chief Information Officer		
Department	Information Technology		
Job Family	Business Services	Level	5

About the School

At London Business School, we strive to have a profound impact on the way the world does business and the way business impacts the world. Our departments work hard to ensure that we are continually delivering a world-class service, academic excellence and that our course offering maintains our place as a leading business school.

With thought-leading faculty and dynamic learning solutions, we empower both businesses and individuals by offering a transformational learning experience that will broaden their professional knowledge and mindset. As well as offering postgraduate courses for the business leaders of the future, we run open and customised executive courses for professionals and corporate clients that help leaders identify the future focus and strategic direction of their businesses.

With London in our hearts, we draw from its status as a financial, entrepreneurial and cultural hub to attract a diverse range of students and faculty, creating an abundance of opportunities to network with industry experts and alumni worldwide.

About the Department

The IT team at LBS delivers all digital capabilities across the school. Our goal is to ensure that the life-long learning journey for LBS students, participants and alumni is enabled by world class technology solutions. These include the physical learning environments in our campuses and the virtual environments which compliment them.

All the above is supported by core platforms that support LBS staff delivering learning and administration services.

IT service teams provide service request and incident management support to all of the above capabilities.

Job Purpose

The Head of IT Strategy and Architecture will, working across the IT team and across the School, formulate and maintain an IT strategy that responds to the overall LBS business strategy. They will define, document and maintain the as-is enterprise architecture, define the to-be architecture and will work with other SMEs to define projects and programmes to move from 'as-is' to 'to-be'.

The Head of IT Strategy and Architecture will play a leading technical expert role in delivering LBS's most significant enterprise-wide digital programmes and ensure that the school's technology strategy and roadmap are aligned with its business vision and objectives. The role combines deep enterprise, data and technical architectural experience with strong analysis, influencing and leadership skills.

The Head of IT Strategy and Architecture is responsible for ensuring that the school's technology architectures are complete and fit-for-purpose to address stakeholder requirements in a cost effective manner, balancing the desire for short term tactical improvements against long term aims and gains. This involves communicating actively with both technical and non-technical communities to ensure that they fully understand the proposed and agreed technology vision and its applicability to LBS's projects and services.

The role also leads an agile software architecture, development and support function. This team iteratively develops and enhances a variety of key customer facing platforms.

The Head of IT Strategy and Architecture is part of the CIO's Senior Leadership Team

Key Areas of accountability and Key Performance Indicators (KPIs)

Key areas of accountability:

Strategy and Planning

- As part of the IT Senior Management Team, lead the development of a shared IT strategy to enable the realisation of the London Business School business priorities.
- To create and maintain a clear architecture vision for LBS that represents the 3-5 year technology roadmap for the organisation and the key milestones required to achieve this. As milestones are reached, new technologies emerge, business strategy or the market changes, they will continuously review the strategy to ensure its validity and appropriateness for enabling LBS continually to achieve its business goals.

- Ensures the architectural vision clearly maps the current application estate, and defines the key strategic applications to be used by each of LBS's business areas, and the roadmap to get there including the retiring of non-core systems and legacy platforms with clear exit risk management analysis and mitigation.
- To develop, lead, manage, govern and report on the architecture function, utilising the skills of resources within IT and across the School, with an integrated technical and business knowledge focus.
- To create control, governance and reporting frameworks and educate the business on how to use these to achieve efficiencies and deliver results within cost and time requirements, and future cost certainty (i.e. driving to minimum key dependencies and maintenance investment).
- Lead the development of Key Performance Indicators to support the assessment of the quality and efficiency of enterprise architecture at LBS, and effective MI and reporting for the business.

Partnering and Service Delivery

- Establish enterprise architecture as a key business activity with senior stakeholders and educate and coach key stakeholders in their role in defining LBS IT strategy and architecture to ensure business needs and outcomes are delivered.
- Provide technical guidance and recommendations as a subject matter expert in programme and project management across the School.
- Act as the single point of contact for the SMT on enterprise and technical architecture.
- Understand the needs of the business and support stakeholders by enabling them to look at outcome vs solution, and link needs across the School (drive towards one way of working / one system).
- To develop an approach to engagement with stakeholders that embeds them within the evolving LBS enterprise architecture.

Analysis and Reporting

- To establish key governance and reporting metrics for the architecture function and produce monthly reports informing on progress and risks for the CIO and LBS SMT.
- Ensure all team members report in line with these metrics, escalating risks for mitigation as required.
- Analyse key themes from a wide range of data sources in order to identify issues and how different scenarios may impact upon London Business School and the delivery of its services.
- Ensure reports are supported with data and information aligned to business needs and priorities to enable effective decision making by senior management within the School.

Compliance

- Develop architectural standards and principles that demonstrate a full and thorough understanding of the business direction of LBS and that can be readily applied in all change programmes/projects.
- Ensure all projects include information security and GDPR design principle and management of data is a core consideration in delivery.

- Lead the creation of architecture frameworks and develop collateral and training to help embed these across IT and the rest of the School.

Supplier/Contractor Management

- Build an appropriate ecosystem of external partners to enable LBS IT to build and deliver its IT strategy.
- Ensure external contractor and suppliers are engaged in line with the Schools procurement processes and IR35 assessments.
- Review internal and external resourcing options.

Collaboration and Relationship Management

- Work closely with the business to deliver Schoolwide solutions that breakdown silos, reduce duplication and maximize efficiencies.
- Build effective networks and relationships across the School and share thoughts and suggestions to produce great outcomes.
- Utilise external partners and service suppliers building on partnerships and effective supply chain provider management.
- Resolve conflict across the organisation for application decisions and identifies where tactical solutions take us away from the desired application architectural vision. He or she ensures plans are in place and acted upon to resolve any architectural cul-de-sacs arising from tactical change.

Project Management

- Provide subject matter expertise to strategic, complex and/or high-impact projects to support their successful delivery.
- Ensure that architecture is embedded as a key enabler in all stages of the project lifecycle
- Provide application delivery capability to ensure successful project outcomes and work with project and business analysis teams to determine the best software development methodology to deliver success.
- Develops processes and tools that enable the broader LBS community to be empowered to contribute to the definition and execution of the technology strategy.
- Ensure functional and non-functional requirements are included in all project specifications.

Financial Management

- Develop and manage departmental budgets working closely with other IT SMT and finance colleagues.
- Develop integrated resource plans, within IT, across the business and external providers.
- Work closely with Finance and People Team functions.

Process Improvement

- Use best practice architectural frameworks and methodologies such as TOGAF and Zachman to add value to the architectural approach and disciplines required at LBS.

- Ensure enterprise architecture processes & policies are written, reviewed, consulted on and trained within the team and the business. Review these on a regular basis or on the occurrence of key learnings. Use external best practice to inform LBS methodologies.
- Use feedback to make recommendation to CIO, or to enhance the Schools experience and ability to work more effectively.

People Management

- To act as part of the IT Senior team, in engaging and motivating the department of the achievement of business goals, and to ensure excellent communications within the department and own team.
- To lead the strategy and architecture function, ensure clear goals, effective people management and reporting.
- To engage and motivate the team, ensure skills are invested in and talent managed.
- To ensure resource plans are clear, costed or revised as needed.
- To manage CSS department resources effectively

Change Management

- Act as Champion of change for the IT function, positioning the function as a business enabler and ensuring the business / customer is at the centre of all change activity.
- Act as change champion with IT SMT to develop shared goals and leadership behaviours

KPIs:

- Key accountability of IT SMT is to develop a shared and individual set of KPIs.
- Well defined, clearly communicated and executed strategies and/or plans for area of work.
- Trusted adviser relationships developed with key stakeholders.
- Excellent stakeholder feedback.
- Development of high-quality policies and processes.
- Smooth operation of reporting cycle in own area producing highly accurate data which informs decision making.
- Contribution to cross-School initiatives.
- Projects delivered on time, on budget and to quality standards.
- Accurate budgets developed, no overspend and value for money demonstrated.
- Contribution to continuous improvement in School rankings.
- High-quality work delivered by contractors and agencies.

Knowledge/Qualifications/Skills/Experience required

- A career encompassing senior IT architectural roles within challenging, changeable environments comprising multiple business systems and independent business units.
- Professional qualification and relevant experience in architecture frameworks and best practice such as TOGAF and Zachman
- Deep knowledge of enterprise IT including software development, project lifecycle and service delivery. Demonstrates the ability to act as SME
- Deep knowledge of a broad range of technology solutions, trends and techniques with a clear understanding of what future technology can mean for business. Deep knowledge of cloud/SaaS solutions and the architectures required to exploit them effectively.
- Proven analytical, problem solving and design skills. Able to visualise large, complex situations and break them into component parts to drive appropriate actions. Excellent communicating and influencing skills, with the ability to negotiate, collaborate and influence up to and including Board level.
- Bachelor's degree in computer science or related subject
- Evidence of a hands-on, practical approach to architecture based on getting out into the business as opposed to adopting an 'ivory tower' style and
- Ability to scan the horizon, identify industry best practice and translate this into future planning for own area of specialism.

Resources including team management

See Organisation chart

Staff	
Budgets	
Date Updated	