



The North Star
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**November 18th 2021: The Business Architect:
What HR and Hiring Managers Need to Know**

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Prior episodes of The North Star identified business architecture as a positive factor in successful strategy execution. It should come as little surprise then that, as business architecture has gained traction, the demand for skilled practitioners has grown. One association's career center that specializes in job opportunities for business architects has scores of job openings. In addition to the fact that there is an actual shortage of skilled practitioners, the lack of well-formed job descriptions makes it difficult to attract talent. Many open requisitions expect every business architect t

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Kelley Eckmayer

Kelley Eckmayer is a VP at PNC Bank. She enables others to thrive and guides them to bring their visions into fruition. Kelley achieves this success as a Senior Enterprise Architect. With over a 15 year proven track record as a value-adding, delivery-loaded, and project hardened professional, Kelley has hands-on expertise spanning business architecture, business analysis, system analysis, architecting financial applications, data warehousing, data migrations, data processing, and ERP applications. Kelley is team lead for Enterprise Business Architecture and co-chair of PNC's Business Architecture Community of Practice. Kelley is a Certified Business Analysis Professional (CBAP®) and Certifie

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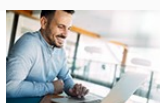
Teresa Garcia-Holm is a Strategy Consultant in the Operations Transformation Group at Wells Fargo & Company. She focuses on enterprise payments transformations, advancing holistic, common, and optimized designs to deliver against strategic objectives. Teresa applies her expertise in business architecture and interdisciplinary alignment between process, risk, customer experience, and technology to improve cross-enterprise collaboration. She has held various positions in financial services over the past 20 years, from Sales Manager to Digital Business Architect to Process Consultant. Most of Teresa's career has been spent on process engineering for large-scale regulatory changes and complex mu

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