Architect Effectiveness:

Matching competences with project situations

Mohammed Bakkar

46th SASG Meeting, October 2012

- Context

- Concept

- Company

APGAR SCORE for assessing the health of newborns			
CRITERIA	**0**	**1**	**2**
Color	Pale or Blue	Pink body, blue extremities	Pink body and extremities
Heart rate	Absent	< 100 beats per minute	≥ 100 beats per minute
Respiration	Absent	Slow and irrigular	Good breathing with crying
Reflex response	Absent	Grimace or noticeable facial movement	Coughs, sneezes or pulls away
Muscle tone	Absent	Some flexion of extremities	Active and spontenous movement of limbs

.... SCORE for assessing effectiveness of system architects			
CRITERIA	**0**	**1**	**2**
Communication	Stringent	Reactive	Pro-active
Leadership	Absent	Hesitant	Prominent
Involvement	Absent	....	....
....			

- The quality of being successful in achieving what is wanted

  Cambridge dictionary

- The degree to which something is successful in producing a desired result

  Oxford dictionaries

- Multitude of strategies

- Multiplicity of expectations and perceptions

- Measurement of performance and success

www.reuters.com/article/2011/09/22/us-nokia-cto-idUSTRE78L1BV20110922

HELSINKI | Thu Sep 22, 2011 3:14am EDT

(Reuters) - Nokia said on Thursday it had promoted Henry Tirri to chief technology officer after his predecessor Richard Green left the mobile phone company.

In June, Nokia said Green had taken indefinite leave for personal reasons, while media reports said he had disagreed with new chief executive Stephen Elop's smartphone strategy.

in.reuters.com/article/2012/07/11/nokia-earnings-outlook-idINDEE86A09U20120711

PAINFUL QUARTER

Ratings agencies are worried Nokia is tearing through its cash reserves at an unsustainable rate. With the cost of Nokia's debt rising, the most bearish of analysts say the company could even be at risk of default in 2014.

Over the past five quarters, the one-time darling of mobile telcoms has eroded its cash pile by 2.1 billion euros - a rate that could wipe out its entire 4.9 billion euros reserves in a couple of years.

Analysts on average expect the company will burn through 1.9 billion euros more in just three quarters, while the most bearish see the company wiping out its 4.9 billion euros net cash buffer completely next year, the poll showed.

- Determine project aspects and situational factors

- Determine individual competencies

- Measure influence of organization strategies on project

- Measure influence of individual strategies on project

- Correlate and evaluate strategies

- Power, influence, conflicts and interests

- Plan, procedures and control

- Exchange, motivation and commitment

- Collective learning, knowledge and feedback

- Spontaneous evolution, self-organization, openness

- Develop survival mechanisms

- Exhaust earlier success formulas

- Defer and delegate decisions

- Integrate to acquire knowledge

- Underestimate organization dynamics

- Social

Organization, Management, Team

- Economic

Business, Operation

- Technical

Requirements, Application, Technology

- **Responsibilities** *Leadership, Control, Architecting, Consultancy*

- **Skills** *Communication, Management, Involvement*

- **Knowledge** *Governance, Organization, Architecture, Information*

- Social → *Leadership, Communication, Governance*

- Economic → *Control, Management, Organization*

- Technical → *Architecting, Consultancy, Involvement, Architecture, Information*

Organization, Management, Team

Social

Leadership, Communication, Governance

Business, Operation

Economic

Control, Management, Organization
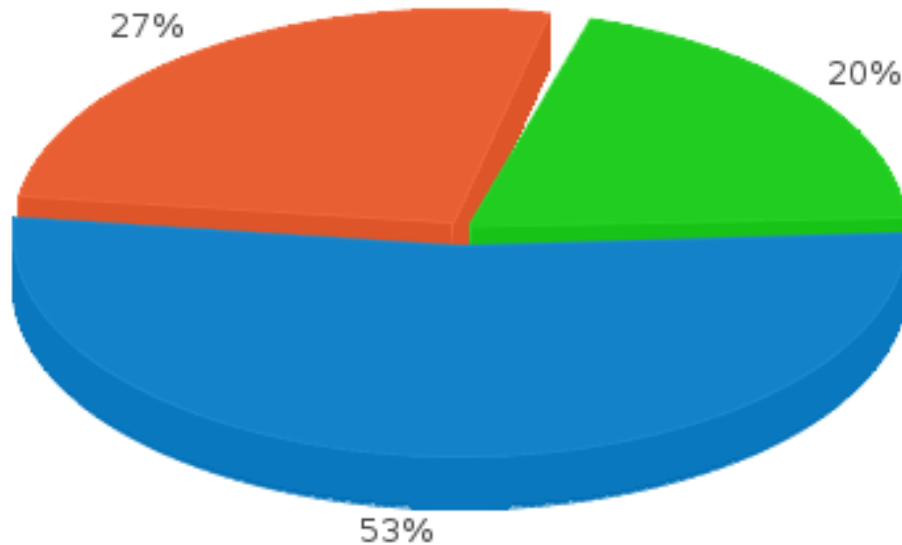
Requirements, Application, Technology

Technical

Architecting, Consultancy, Involvement, Architecture, Information
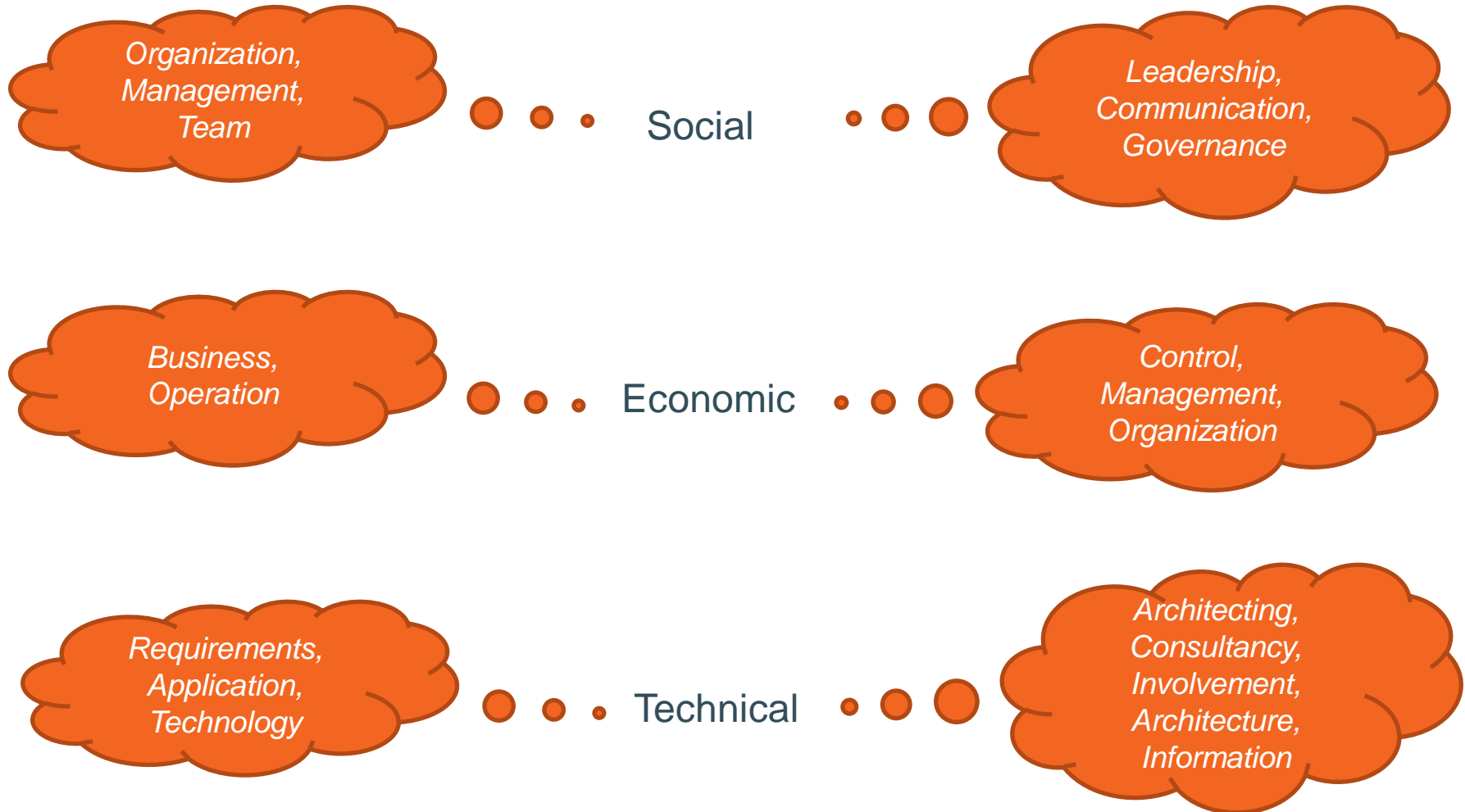
- Complementary strategies

- Contradicting strategies

- Co-existing strategies

Survey - Leadership

27%

20%

53%

- I keep the project team members committed by discussing improvements and obstacles and delegating design responsibilities when possible

- I explain and discuss stakeholder feedback, design decisions and alternative solutions on a regular basis with the project team members

- I include the project team members in discussions with stakeholders and ensure that everybody is involved and contributing to different aspects of the project
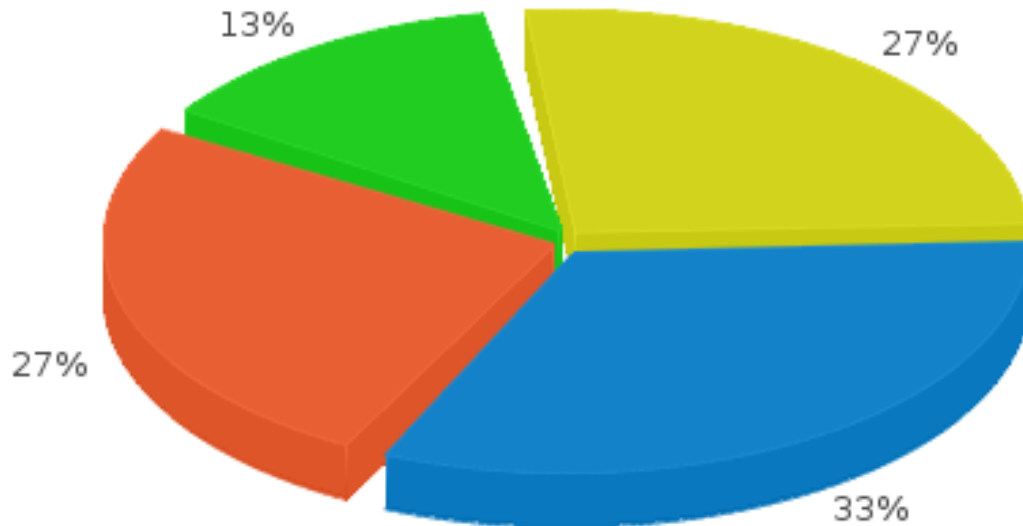
- **I organize, prioritize and explain design decisions and their rationales thoroughly when I need to convince stakeholders**
- **I reflect with stakeholders on design decisions and motivate them to express their concerns and needs**
- **I convey with stakeholders to learn from each other and I regularly assess whether we share the same vision and objectives**
- **I encourage informal discussions between stakeholders and I recommend them to negotiate their concerns and seek alternatives**

13%
27%
27%
33%

Survey - Architecture

- 20%
- 27%
- 7%
- 47%
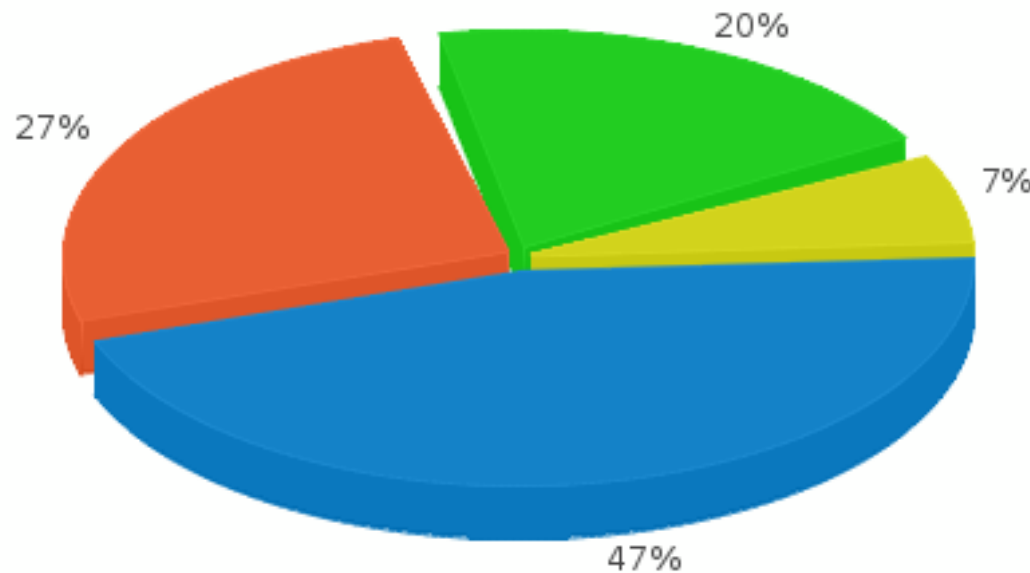
- Architecture is balancing concepts and decisions and stipulating risks and solutions for business stakeholders
- Architecture is the blue print that includes decisions and their rationale and defines the path to solution
- Architecture is the mental model that is to be shared and agreed on by the stakeholders
- Architecture is the gathering of concepts, ideas and initiatives that ultimately lead to consensus and solution

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www.sioux.eu

@ mohammed.bakkar@sioux.eu

+31 (0) 88 SIOUXAT