

# Architecting for Business Value; Challenges and Dilemmas

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## Abstract

This presentation challenges, dilemmas, and pitfalls in architecting.

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# Challenges and Dilemmas - Business Context

- Multi-disciplinarity
  - Amount and distance stakeholders
  - Connecting breadth and depth:
  - Customer value proposition
  - business proposition
  - Design and Technology
  - Many unknowns, uncertainties, little time
- Role of the architect is vague (holistic)
  - Many stakeholders consider architect as a “trespasser”
  - Architects take decisions with lifecycle and business impact without detailed information.
  - How to deal with tensions between long term (strategic), mid term (tactical), and short term (operational).

# Challenges and Dilemmas - Role and Task

- Limited deliveries; information/documentation predominantly
- Vague responsibilities
- Most responsibilities are shared and owned by someone else
- Many activities are necessary for the result, however, more or less invisible
- Architect works via influence, without formal power
- Architect and project leader are “opposing mates”
- How to grow in breadth?
- How to maintain depth?
- How to connect with other depth disciplines?
- Customer value vs. engineering delight
- Required skills & process available skills & process
- Architectural cleanness product release date
- Technology improvement risk reduction

# Risks and Pitfalls - Architecting

- What happens without architect or architecting team?
- Ivory tower architects
- When working agile, architecting is not needed
- Architecting costs time
- Investment in architecting is a waste, since we do not know enough
- Architect does not have power, needs perseverance