

# How to present architecture issues to higher management

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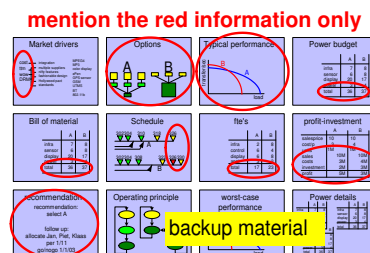
## Abstract

Architects struggle with their visibility at higher management echelons. The introvert nature of architects is a severe handicap. Participation of architects in management teams is important for balanced technical sound decisions and strategy. Improved managerial communication skills of architects are required. This article describes how to give a more effective presentation to higher management teams. Subjects discussed are the preparation, content and form, do and don't advise.

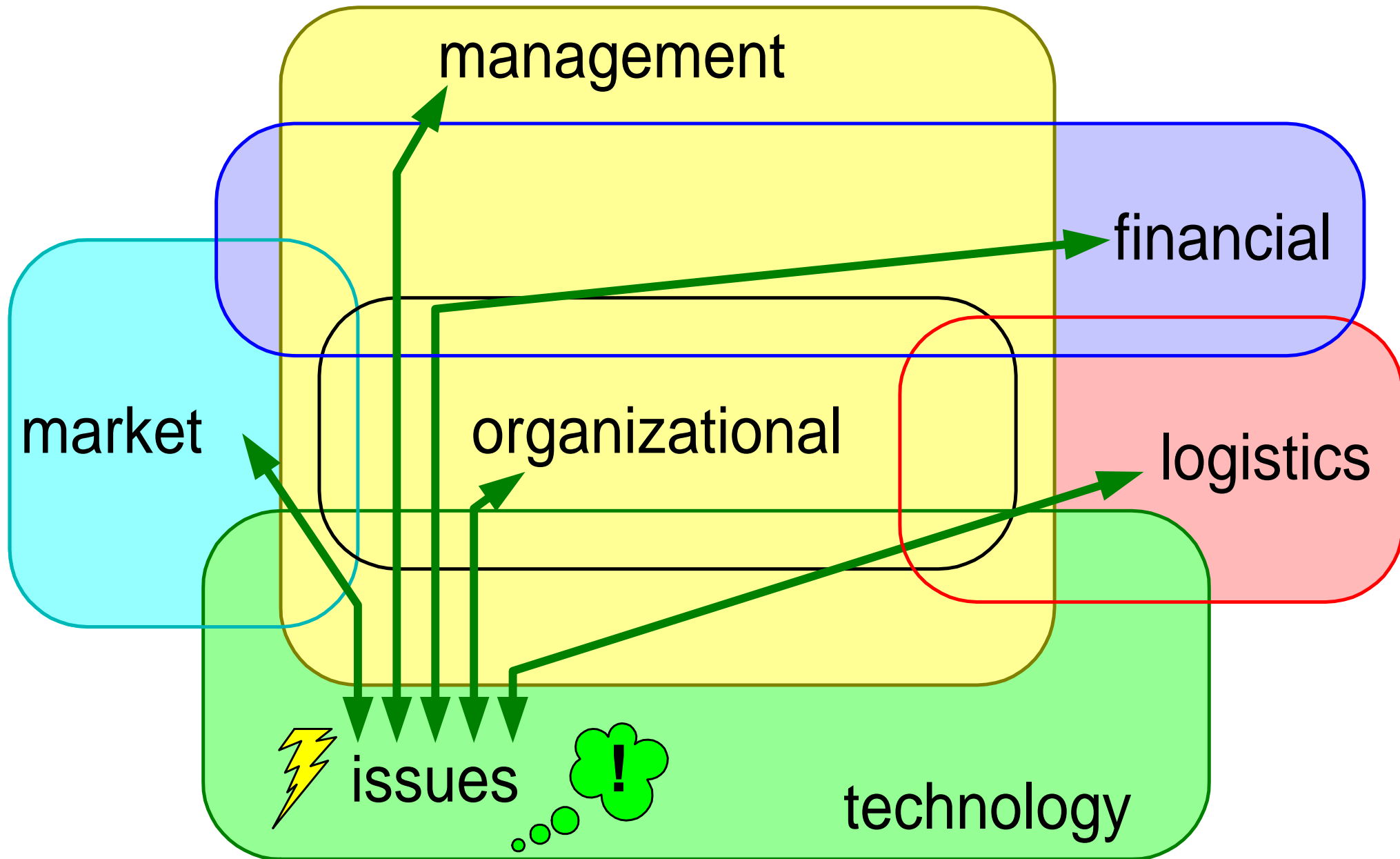
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# Architectural issues related to managerial viewpoints



# Characteristics of managers in higher management teams

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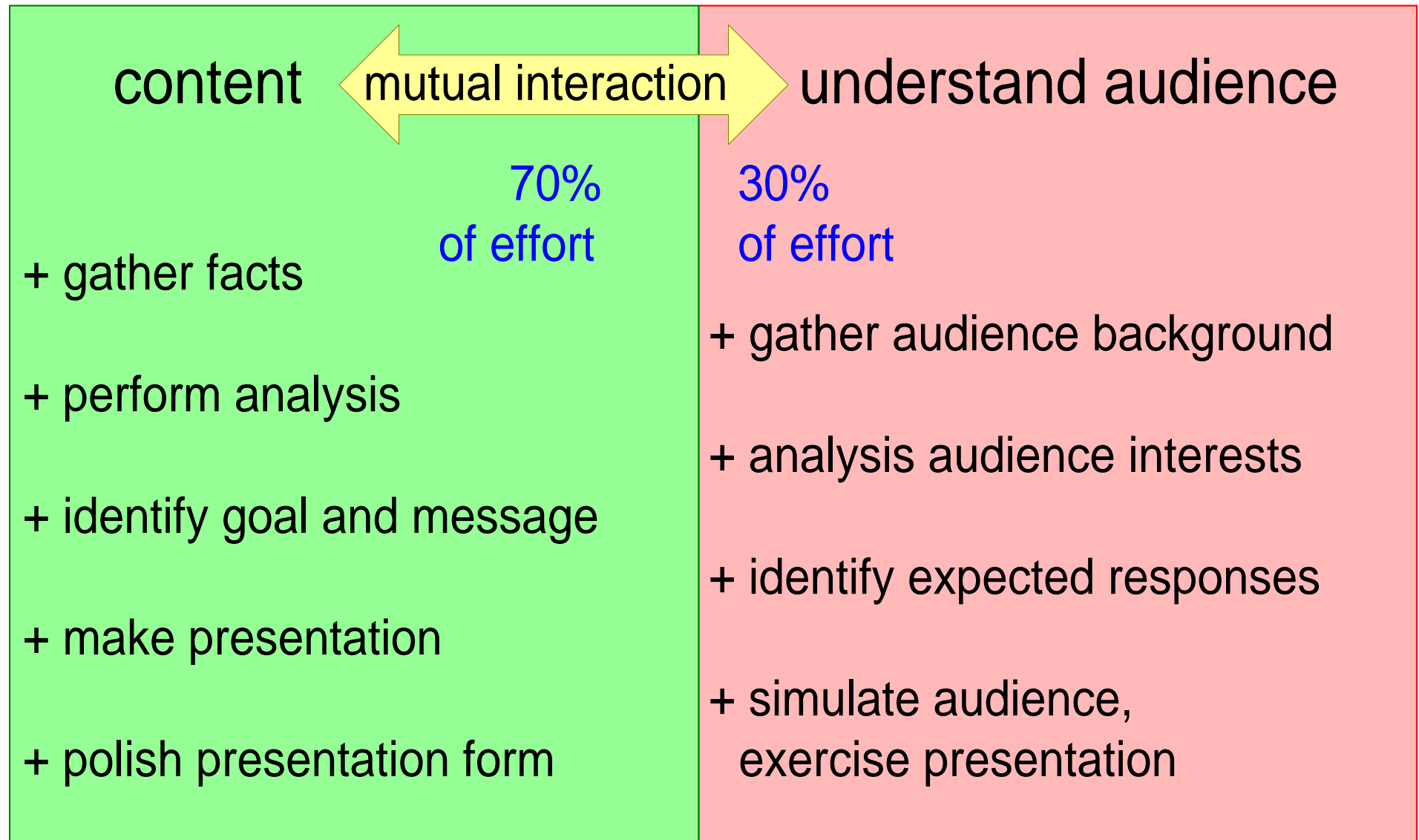
## *common characteristics*

- + action-oriented
- + solution rather than problem
- + impatient, busy
- + want facts not beliefs
- + operate in a political context
- + bottom-line oriented:  
profit, return on investment,  
market share, etc.

## *highly variable characteristics*

- ? technology knowledge  
from extensive to shallow
- ? style from power play to  
inspirational leadership

## Always prepare with small team!



# Recommended content

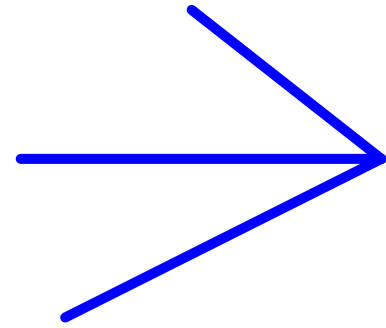
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+ clear problem statement (what, why)

+ solution exploration (how)

+ options, recommendations

+ expected actions or decisions

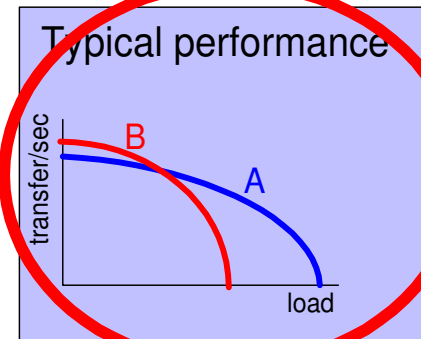
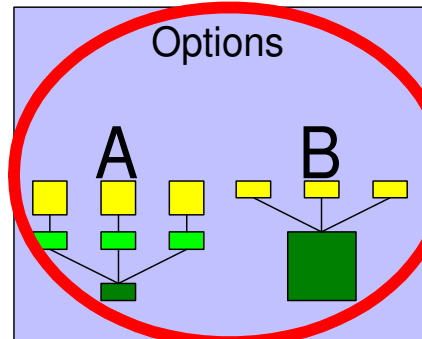


supported by  
facts and figures

## mention the red information only

### Market drivers

cost	integration	MPEG4
ttm	multiple suppliers	MP3
wow	nifty features	color display
DRM	fashionable design	ePen
	Hollywood pact	GPS sensor
	standards	GSM
		UTMS
		BT
		802.11b

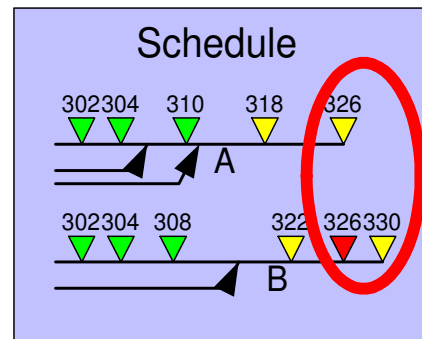


### Power budget

	A	B
infra	7	8
sensor	6	8
display	20	17
power	3	4
total	36	37

### Bill of material

	A	B
infra	7	8
sensor	6	8
display	20	17
power	3	4
total	36	37



### fte's

	A	B
infra	2	8
control	6	4
display	6	8
anal	3	9
total	17	23

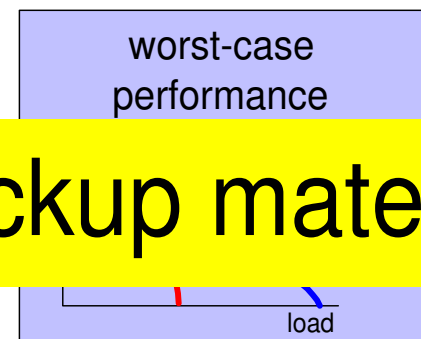
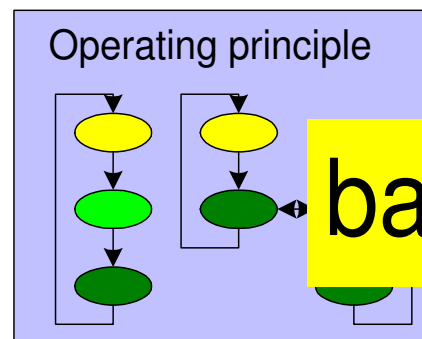
### profit-investment

	A	B
salesprice	10	10
cost/p	3	4
units	1M	1M
sales	10M	10M
costs	3M	4M
investment	2M	3M
profit	5M	3M

### recommendation

recommendation:  
select A

follow up:  
allocate Jan, Piet, Klaas  
per 1/11  
go/nogo 1/1/03



### Power details

	A	B
infra	7	8
sensor	6	8
display	20	17
power	3	4
total	36	37

# Form is important

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poor form can easily distract from purpose and content

presentation material

- + professional
- + moderate use of color and animations
- + readable
- + use demos and show artifacts

presenter's appearance

- + well dressed
- + self confident but open

but

stay yourself,  
stay authentic

# Don't force your opinion, understand the audience

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## *do not*

- preach beliefs
- underestimate technology knowledge of managers
- tell them what they did wrong
- oversell

## *do*

- + quantify, show figures and facts
- + create faith in your knowledge
- + focus on objectives
- + manage expectations



# How to cope with managerial dominance

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## *do not*

- let one of the managers hijack the meeting
- build up tensions by withholding facts or solutions
- be lost or panic at unexpected inputs or alternatives

## *do*

- + maintain the lead
- + be to the point and direct
- + acknowledge input, indicate consequences (facts based)

# Exercise presentation to higher management

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- + Bring a clear **architecture message** to
- + a **Management team** at least 2 hierarchical levels higher
- + with **10 minutes** for **presentation including discussion**  
(no limitation on number of slides)
- \* architecture message =  
**technology** options in relation with **market/product**
- \* address the **concerns** of the **management stakeholders** :  
translation required from **technology** issues into  
**business consequences** (months, fte's, turnover, profit, investments)

# Exercise schedule

