

# How to appraise or assess an architect?

by *Gerrit Muller* Buskerud University College

e-mail: gaudisite@gmail.com

www.gaudisite.nl

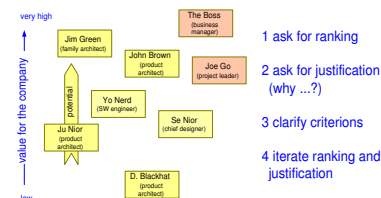
## Abstract

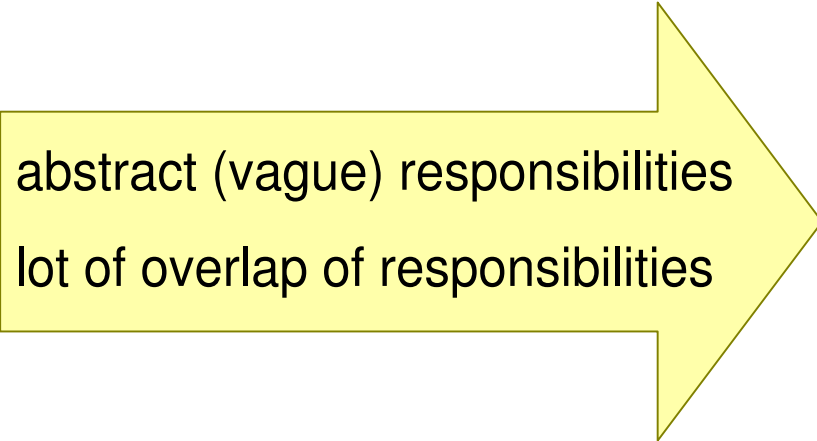
The appraisal of system architect is handicapped by the vague and abstract responsibilities of the system architect. The success criterions for architecting are discussed. An approach to "measure" or assess the architect is described.

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October 20, 2017  
status: planned  
version: 0.1



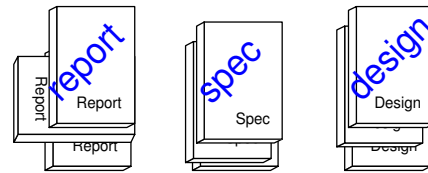


abstract (vague) responsibilities  
lot of overlap of responsibilities

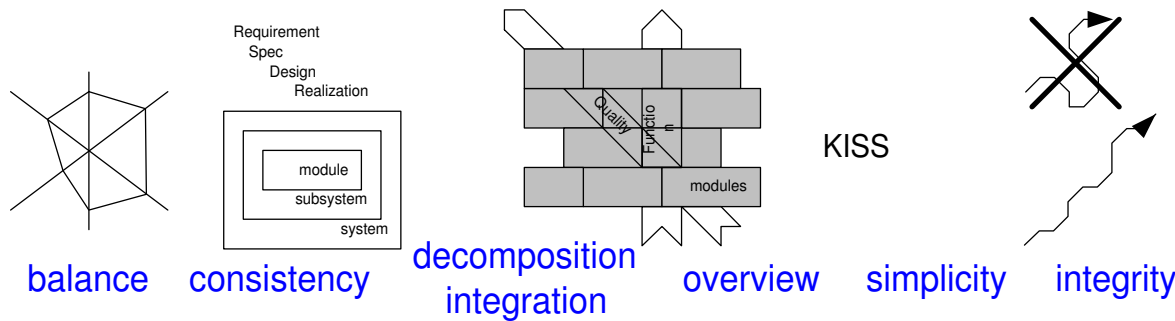
- difficult to define yardstick
- difficult to measure
- difficult to compare
- difficult to certify
- difficult to translate in (financial) consequences

## How to assess an architect?

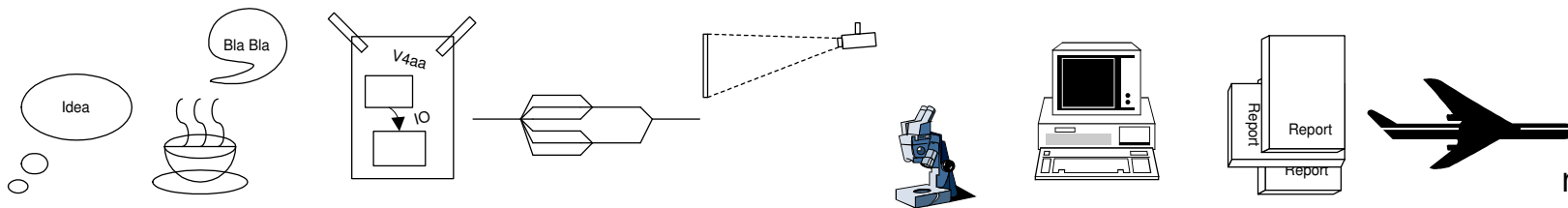
# Tangible deliverables based upon many invisible activities



**Deliverables**  
paperwork only



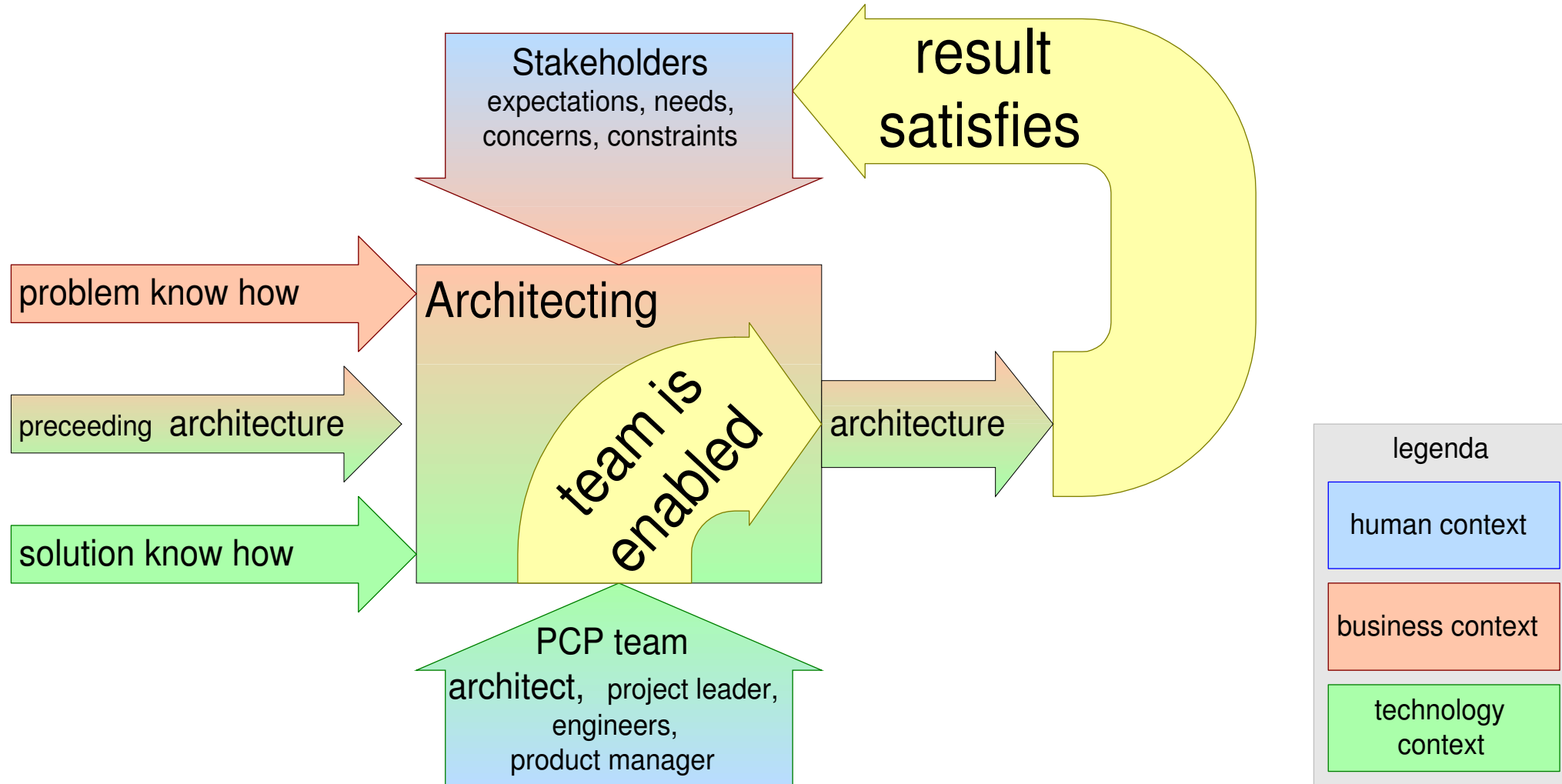
**Responsibilities**  
abstract and qualitative



many very detailed  
**Activities**  
necessary but invisible

thinking, talking, discussing, scheduling, presenting, measuring, writing, reviewing, visiting customers  
analyzing, listening, brainstorming, supporting, teaching, testing, reading, visiting trade-shows  
simulating, communicating, troubleshooting, selling, integrating, browsing, consolidating, visiting suppliers

# Criteria for successful architecting



# Yardsticks for architect assessment

## formalized expectations

*function* appraisal system,  
f.i. from Hay Management Consultants

impact  
scope of control  
freedom of thinking

*job* description

deliverables  
timing

*career* development plan

skills  
know how

## actual architect performance

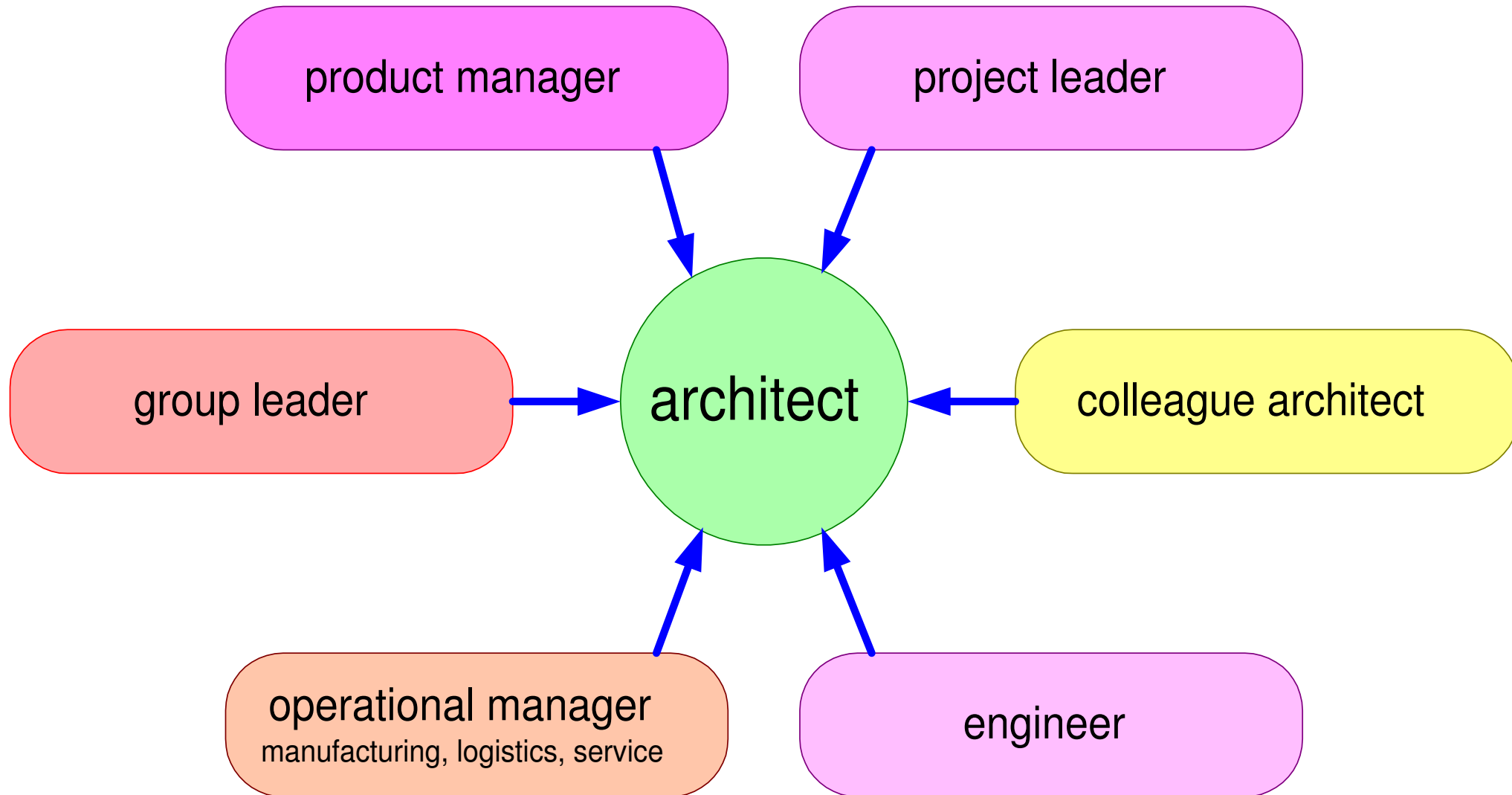
*architecture* fitness

sales turnover  
business success  
market continuity

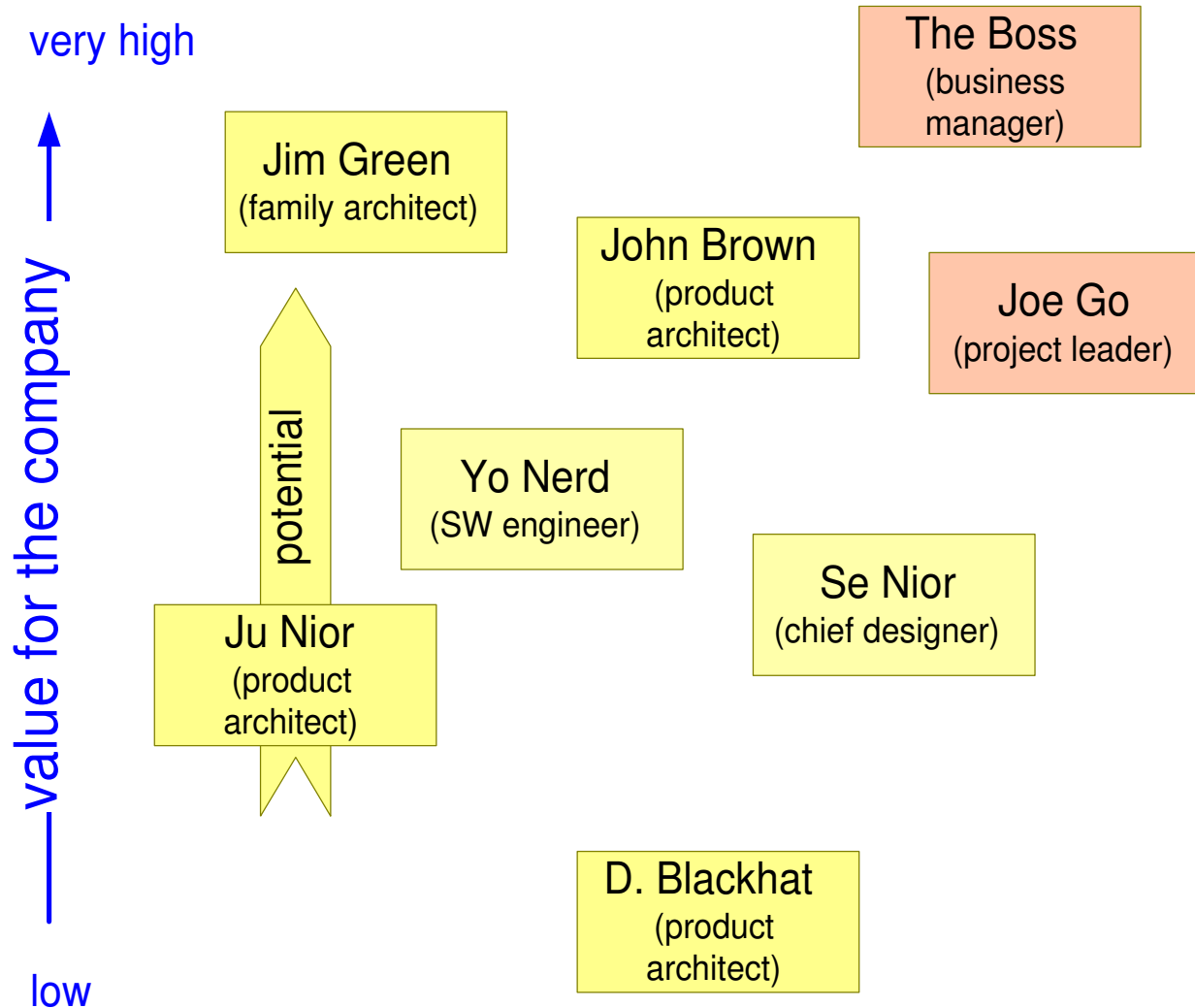
internal *stakeholder* satisfaction

contribution  
deliverables  
timing  
skills  
know how

# 360 degree assessment



# Ranking as trigger for discussions



1 ask for ranking

2 ask for justification  
(why ...?)

3 clarify criterions

4 iterate ranking and  
justification