

How to appraise or assess an architect?

by *Gerrit Muller* University of South-Eastern Norway-NISE

e-mail: gaudisite@gmail.com

www.gaudisite.nl

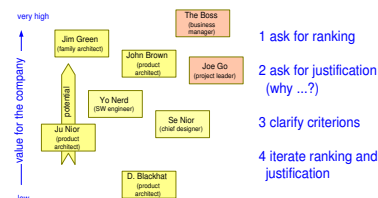
Abstract

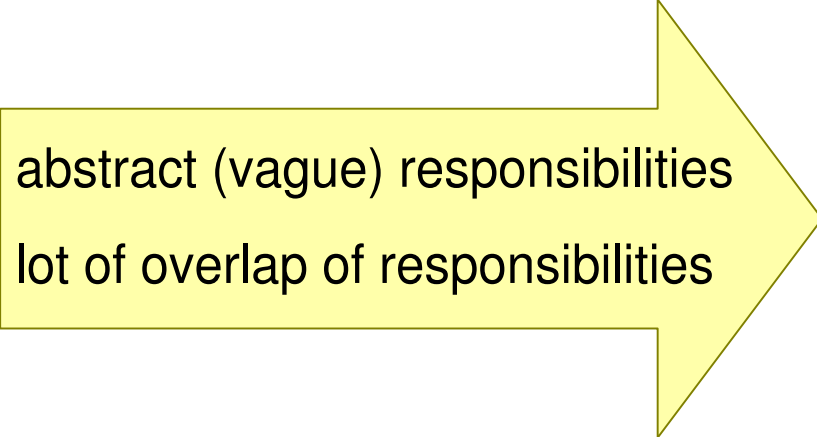
The appraisal of system architect is handicapped by the vague and abstract responsibilities of the system architect. The success criteria for architecting are discussed. An approach to "measure" or assess the architect is described.

Distribution

This article or presentation is written as part of the Gaudí project. The Gaudí project philosophy is to improve by obtaining frequent feedback. Frequent feedback is pursued by an open creation process. This document is published as intermediate or nearly mature version to get feedback. Further distribution is allowed as long as the document remains complete and unchanged.

September 9, 2018
status: planned
version: 0.1



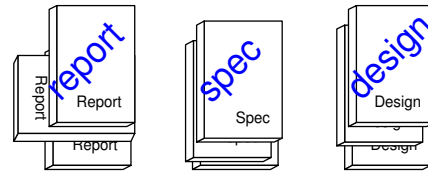


abstract (vague) responsibilities
lot of overlap of responsibilities

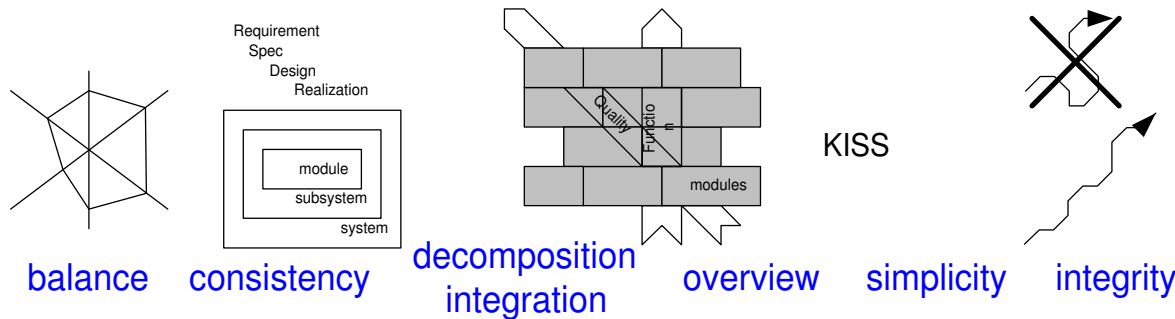
- difficult to define yardstick
- difficult to measure
- difficult to compare
- difficult to certify
- difficult to translate in (financial) consequences

How to assess an architect?

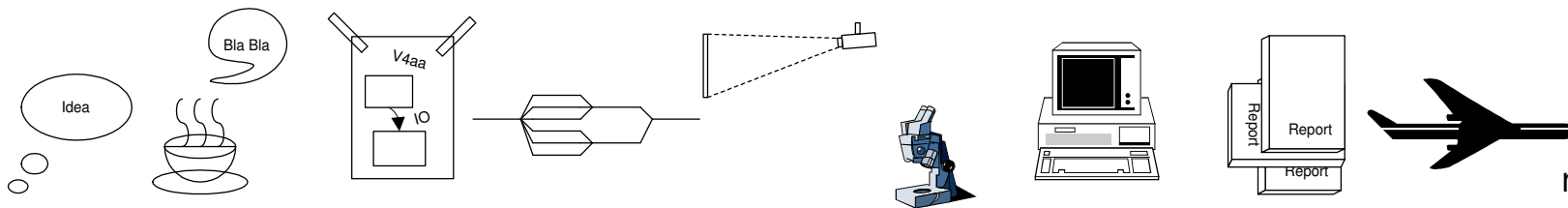
Tangible deliverables based upon many invisible activities



Deliverables
paperwork only



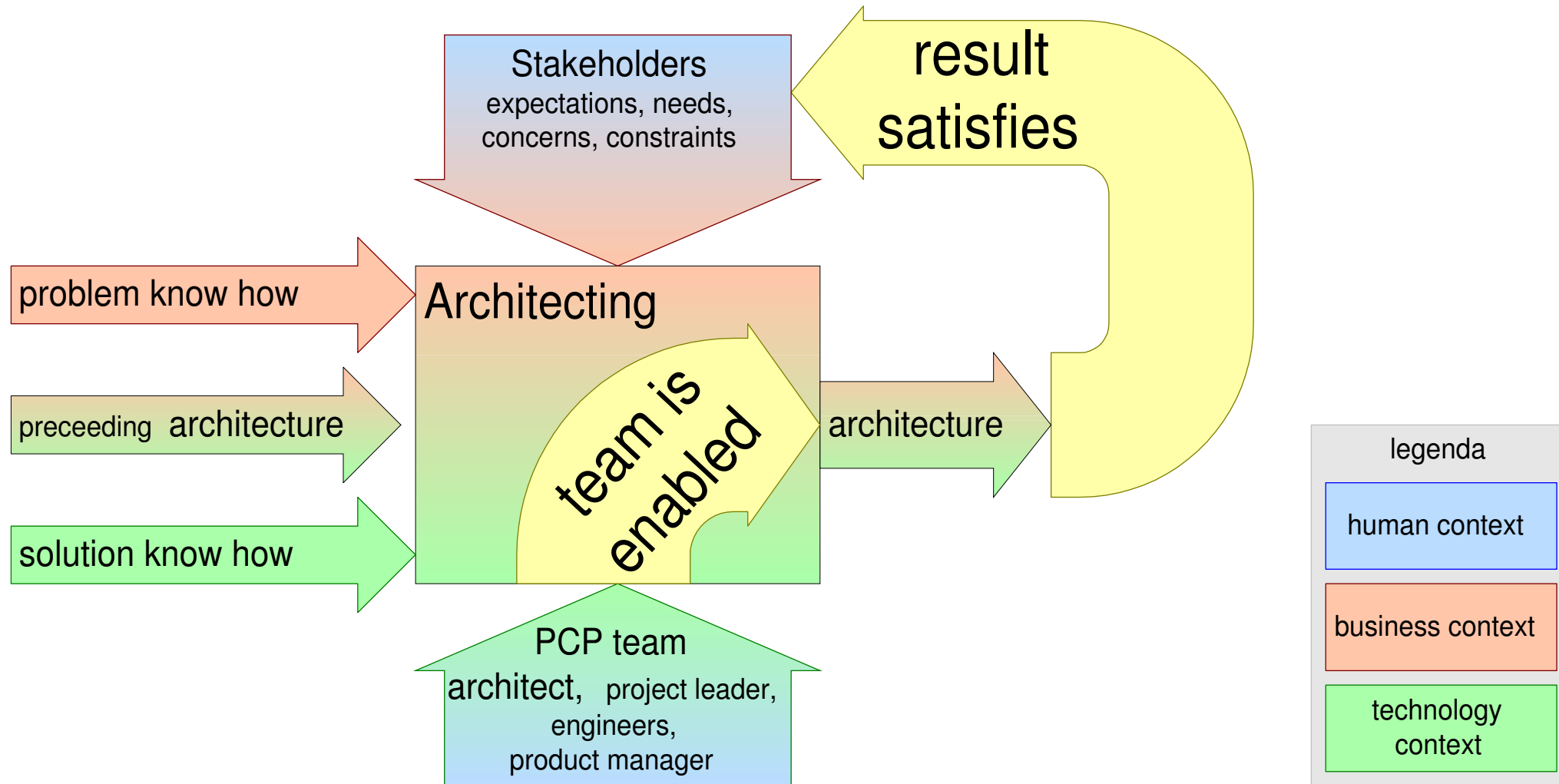
Responsibilities
abstract and qualitative



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

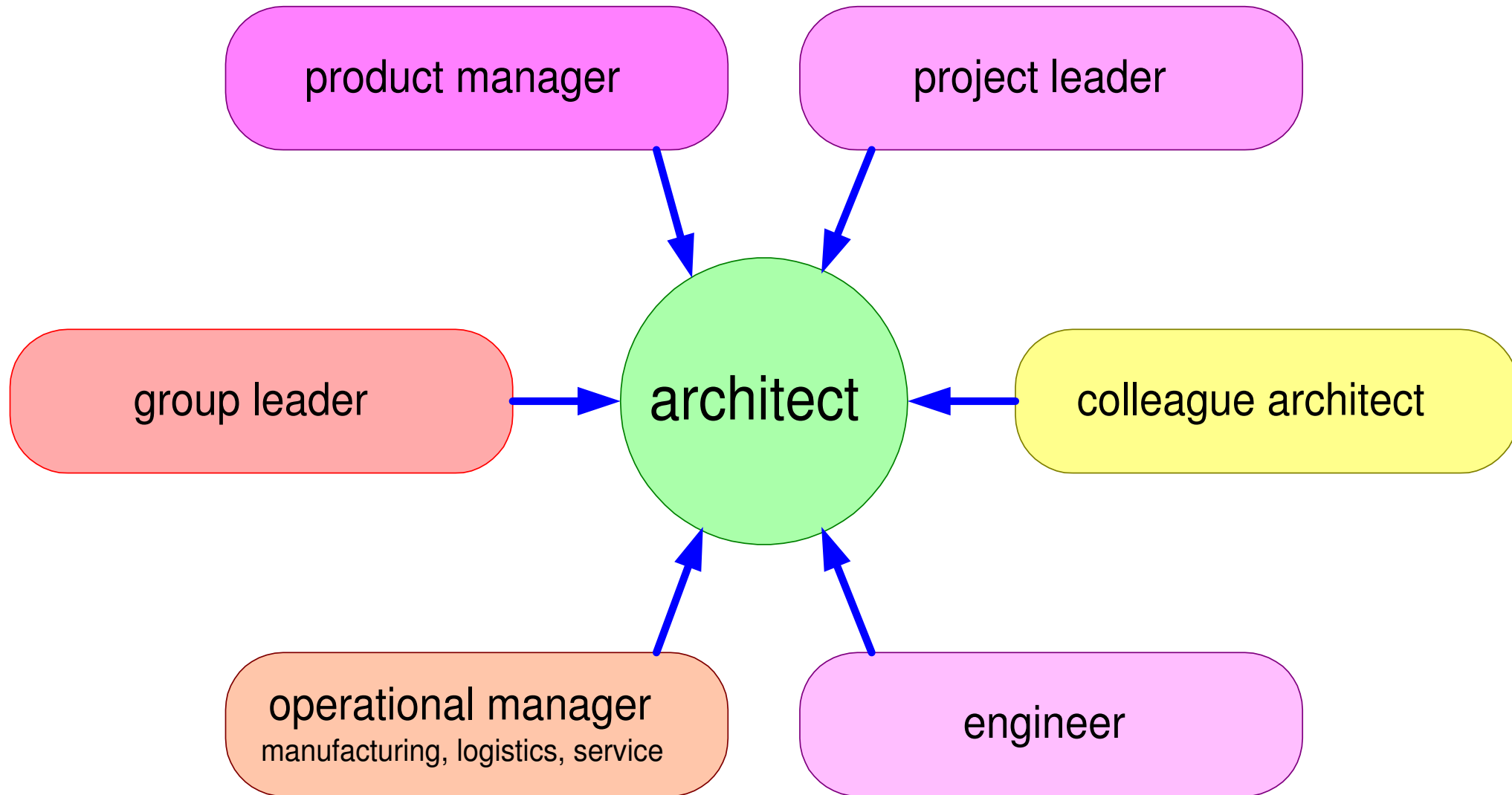
architecture fitness

sales turnover
business success
market continuity

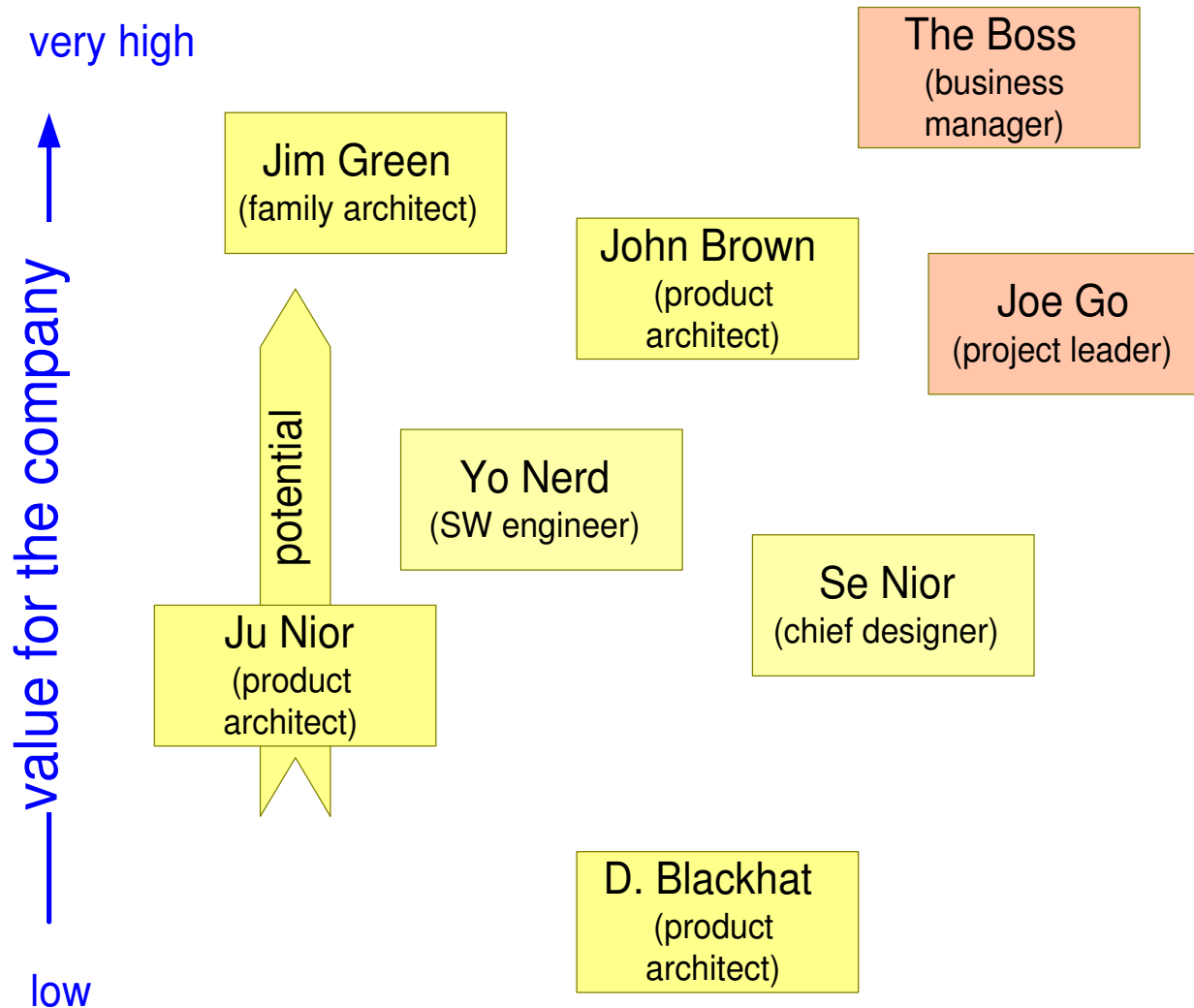
internal *stakeholder* satisfaction

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