

The Tense Relation between Architect and Manager

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

e-mail: gaudisite@gmail.com

www.gaudisite.nl

Abstract

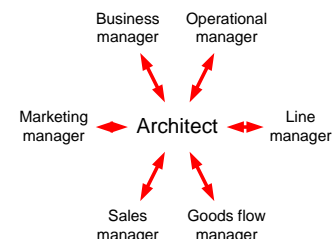
Most system architects don't feel at home in management teams or meetings. The other way around managers often see architects as a mixed blessing and don't perceive them as peer manager. The relation of the architect with the manager is full of tension.

This intermezzo reflects on the underlying causes of this tension, in the hope to enable a better relationship. An improved relationship is important for a company, because manager and architect are quite complementary, both are required for success.

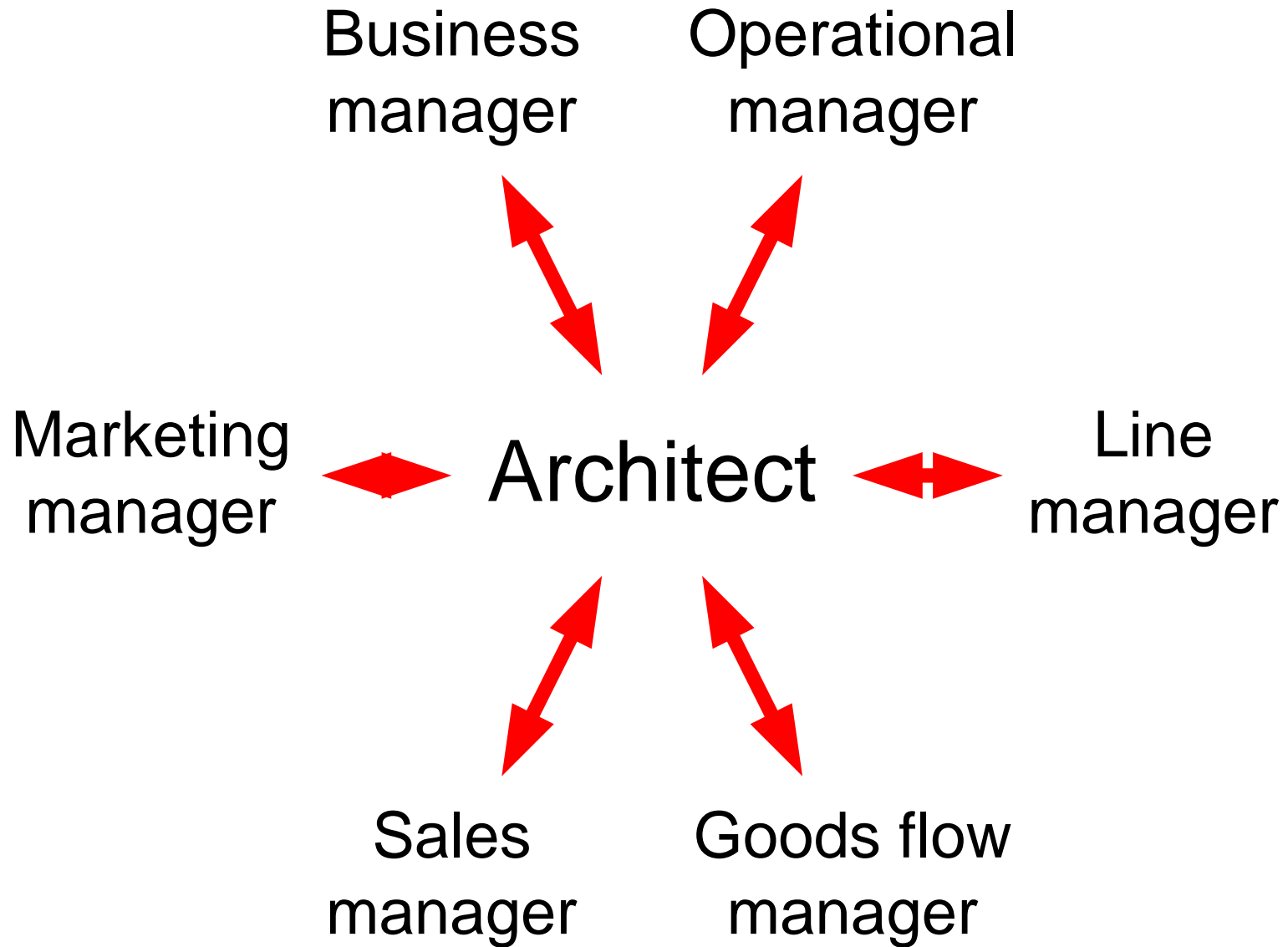
Distribution

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: concept
version: 1.5



Which Managers?



Comparison of Caricature of Architects and Managers

<i>responsibilities</i>	<i>architect</i>	<i>manager</i>
scope	wide	limited
formal weight	low	high

<i>view on solutions</i>	<i>architect</i>	<i>manager</i>
design	elegant	if it works it is OK
application	perfect fit	no complaints
future proof	important	task dependent

<i>view on changes</i>	<i>architect</i>	<i>manager</i>
viewpoint	changes needed: + stakeholders + time + problem analysis	changes introduce: - problems - uncertainties - new changes
attitude	fact of life	avoid changes

architect

manager

personal characteristics

independent
critical
curious

conformance
demanding
control minded

leadership values

based on
knowledge
vision

based on
KPI's
title creates
expectations
task driven

personal ambition

best solutions

highest
hierarchical level

List of Modern Management Techniques

Empowerment

Delegation

Leadership instead of task-driven management

Process orientation instead of hierarchical organizations

Teamwork

Mutual Respect

Recognition of diversity and nonconformity

Reverse Appraisal

Stimulating open communication