How to appraise or assess an architect?

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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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Problem statement

- 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

 Activities
 necessary but invisible

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HTApyramid
Criterions for successful architecting

Architecting

Stakeholders
expectations, needs,
concerns, constraints

problem know how

preceeding architecture

solution know how

PCP team
architect, project leader,
engineers, product manager

result satisfies

architect

tean is enabled

legenda
human context
business context
technology context

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HTAsuccessfulArchitecting

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## Yardsticks for architect assessment

<table>
<thead>
<tr>
<th>formalized expectations</th>
<th>actual architect performance</th>
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<tbody>
<tr>
<td><strong>function</strong> appraisal system, f.i. from Hay Management Consultants</td>
<td><strong>architecture</strong> fitness</td>
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<td>sales turnover</td>
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<td><strong>job</strong> description</td>
<td>internal <strong>stakeholder</strong> satisfaction</td>
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360 degree assessment

How to appraise or assess an architect?
Ranking as trigger for discussions

1. Ask for ranking
2. Ask for justification (why ...?)
3. Clarify criteria
4. Iterate ranking and justification

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