Architect as Change Agent

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Architecture as Hallucination

Architecture is just a collective hunch, a *shared* hallucination, an assertion by a set of stakeholders on the nature of their observable world, be it a world that is or a world as they wish it to be.

Grady Booch

***IEEE Software*, Jan/Feb 2010**

Grady has recorded all of his "On Architecture" columns from *IEEE Software*. www.computer.org/portal/web/computingnow/onarchitecture

Architects as Service Providers

Architects provide those system qualities as values to their customers, communicating and implementing them in close cooperation with developers.

Roland Faber

"Architects as Service Providers," *IEEE Software*, March/April 2010 (special issue on Agility and Architecture)

Architecture in Retrospectives

- The project had no architecture leader who could explain the business case to the team.
- There was no common vision of the software architecture, which caused the system to be designed as two frameworks. The result was over-engineered and too complicated.
- We really needed competent architecture decision-makers. When people make important architectural decisions and they don't understand, nor have they been trying to learn, how the application should function, then the project has been damaged.

Architect as Change Agent?

The architect must interact closely with the projects. The architecture must be accepted by the team.

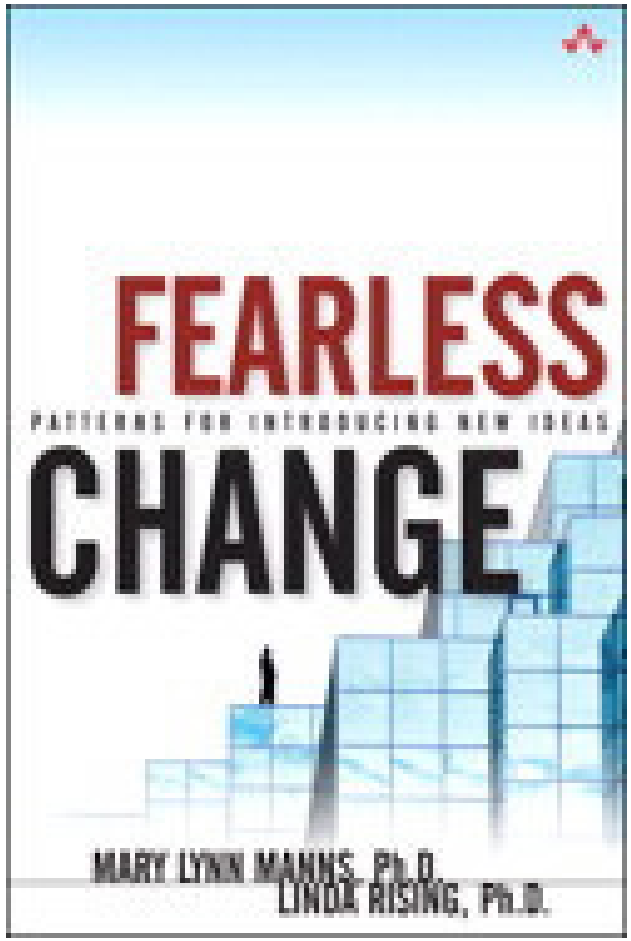
Perhaps the architects didn't understand the design themselves, so how could they communicate it?

The architect, although brilliant, bullied you if you had alternative ideas by taking over your meetings and/or trivializing your work. He abused his power by demanding everyone agree with him. We had to regularly to check in with him to make sure we were "on track" with the system-architecture.

We still don’t know if we built the right tool.

The Book

Fearless Change:
Patterns for Introducing New Ideas
with Mary Lynn Manns
Addison Wesley, 2005



What's a pattern?

Naming a recurring problem with a known solution. Names of related patterns can be used in a conversation about the problems and solutions.

Alexander's Definition

Christopher Alexander - building architect and author

- The Timeless Way of Building
- A Pattern Language

Each pattern describes a problem that occurs over and over again in our environment and then describes the core of the solution to that problem in such a way that you can use this solution a million times over without ever doing it the same way twice.

Myths? Hallucinations?

I wonder if architects subscribe to a collection of myths about how people, teams, and organizations work?

I wonder if these myths have been preventing them from being effective?

I wonder if it's time to examine some of these myths?

Myth #1:

Creating the architecture is my job.

I shouldn’t have to *sell* it.

***Underlying the myth*:**
The architecture is *good* or *bad*. *Good* ideas *should* succeed *because they are good*. Selling is, well, underhanded, and only for THOSE people in marketing!

Evangelist

Good ideas succeed because they are sold by someone who believes in them and has passion for how the ideas will play out in the organization.

You have your story, but you have to put the best twist on it. On each gig, you must be marketing Me Inc. You can go too far, but you constantly have to spin doctor. If you don't, you have what I call the “engineer's mentality” and believe that truth and virtue will automatically be their own reward. That's a crock, no matter what you do for a living.

Tom Peters

Myth #2:

If we just explain the value in the architecture, people will understand it and accept it.

Underlying the Myth:

After all, we're smart people and smart people are reasonable people and logical decision-makers!

Personal Touch

Help others see how your idea can be useful in solving their problems. Answer the question, "WIFM?"

As you sit across the table from the person you'd most like to work for, it is crucial that you relate your skills to what's going on in his head, not merely to what's going on in yours.

What Color Is Your Parachute? **Richard Nelson Bolles**

Myth #3:

You're a smart person, so you don't need help from anyone else. This architecture is your baby! It can stand on its own!

Underlying the Myth:

Reaching out is a sign of weakness and, why do all the work on the architecture if you're not going to get all the credit?

Ask for Help

The architecture might be yours and, of course, you believe in it, but the end result is produced by the team and it's not "all about you."

What separates those who achieve from those who do not is in direct proportion to one's ability to ask for help.

Donald Keough, former president Coca-Cola

Just Say Thanks!

Research suggests that grateful people:

Have more energy and optimism

Are more resilient in the face of stress

Have better health

Suffer less depression

Are more compassionate, more likely to help others, less materialistic, and more satisfied with life.

Myth #4:

The best way to deal with negative people who are skeptical about your architecture or don't seem to "get it" is—avoid them!

Underlying the Myth:

Cynics and skeptics are naysayers (and usually old people who are out-of-date). THOSE people have nothing useful to say.

Fear Less

Use resistance to your advantage. Listen, really listen, and learn all you can.

Listen hard to what you don't want to hear.

My Mom

There are 48 patterns in *Fearless Change* to help you. This is just a start!

Questions??

Thanks for your time!