



Reducing Uncertainty In Architecture Plans

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Two Planning Discussion Scenarios



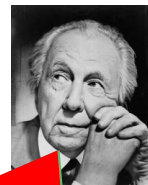
"We have budget for <n> people on your Architecture Team. Here are the program milestones..."



"Ok. I'll scope and prioritize our work accordingly."



Here are the program deliveries. Bring me your proposed architecture plan.



"Can I get back to you on that?"

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What "Planning Scenarios" Have You Witnessed?

How Much?

(aka “what if we don’t do that?”)

key sources of uncertainty shown in red

- What Is Included In “Architecture”?
 - What decisions?
 - Rules / patterns / building codes?
 - Blueprints / views?
 - Requirements?
 - Interfaces?
 - Coding standards?
- How Complete Does It Need To Be?
 - “Exhaustive” use cases?
- How Detailed?
 - Analysis or implementation level modeling?
- How Much Technical Risk Does The Project Have?

How Much Have You Even *Tried* To Predict Scope?

How Fast?

- How Long Does It Take To Address Each Architecture Issue?
- How Formally Does The Architecture And Rationale Need To Be Captured?
 - Intra-company guidance?
 - Informal may be sufficient
 - Basis for contracting?
 - Formal legalize may be necessary
- How Many Stakeholders Are There?
 - How diverse are their goals & interests?
- How Much Authority Does The Architect(s) Have?
 - How many people have to concur with his/her decisions?
 - Who has veto power?

What Sources Of Variation Have You Seen?

What Resources?

- How Much Funding Is Allocated?
- How Closely Related Is The Architects' Experience To The Current Project?
 - What prior assets are available?
- With What Agility Can Resources Be Applied?
- Are "Architects" Also Tapped For "Non-architecture" Tasks?

Ever Underestimated The Technical Novelty Of A Project?

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Contributors To Predictable Plans



- Maximize Organizational Support For Architecture Development Determinism
 - Establish trustworthy & trusted teams

- Articulate Architecture Work Scope. Target Technical Risks
 - Technology opportunity: better leveraging past work to improve estimates
- Establish "Lean" Effort & Process



Partner to continuously balance cost, schedule, and risk



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Discussion Topics

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What Sources Of Variation Have You Seen?

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