

Managing Architecture

LeadDev
Berlin 2023

The image displays three overlapping mobile application screens. The background screen shows a 'Portfolio' view for an 'ESG Portfolio' with a total value of €45,000 and a list of holdings including BioNTech SE, iShares Healthcare Innovation, and iShares NASDAQ Biotechnology. The middle screen is a 'Fractions' modal for 'VTI Vanguard ETF', showing 0.8 units at a market price of €193.26, resulting in a total value of €154.60. The foreground screen shows investment frequency options: 'of every week' (checked), 'of every month', and 'of every year', with a 'BUY' button at the bottom.

Asset	Value
ESG Portfolio	€45,000

Field	Value
Name	VTI Vanguard ETF
ISIN	US9229087690
Units	0.8
Market Price	€193.26
Total	0.8 x €193.26

Total Value: €154.60

BUY

Why Should Leaders Care About Architecture?



“In a digital company, architecture, organization and processes can only evolve **together.”**

Stefan Tilkov

Architecture is **Key to Success**

Architecture determines these traits:

01

Scalability
(technical)

02

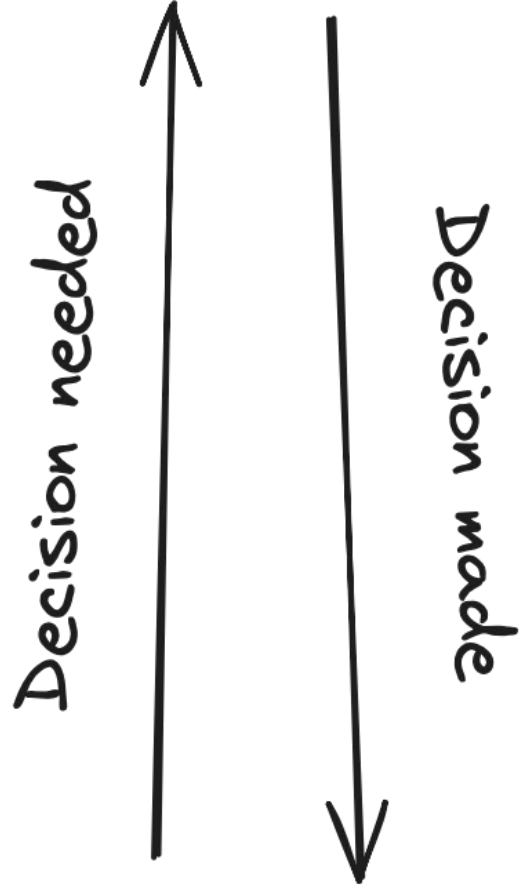
Scalability
(organizational)

03

Fast Flow
(of Change)



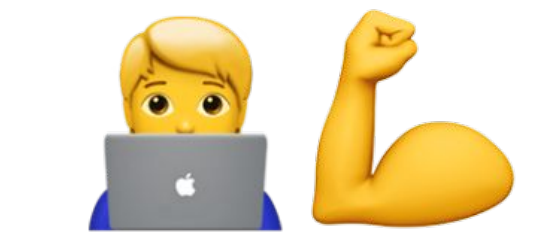
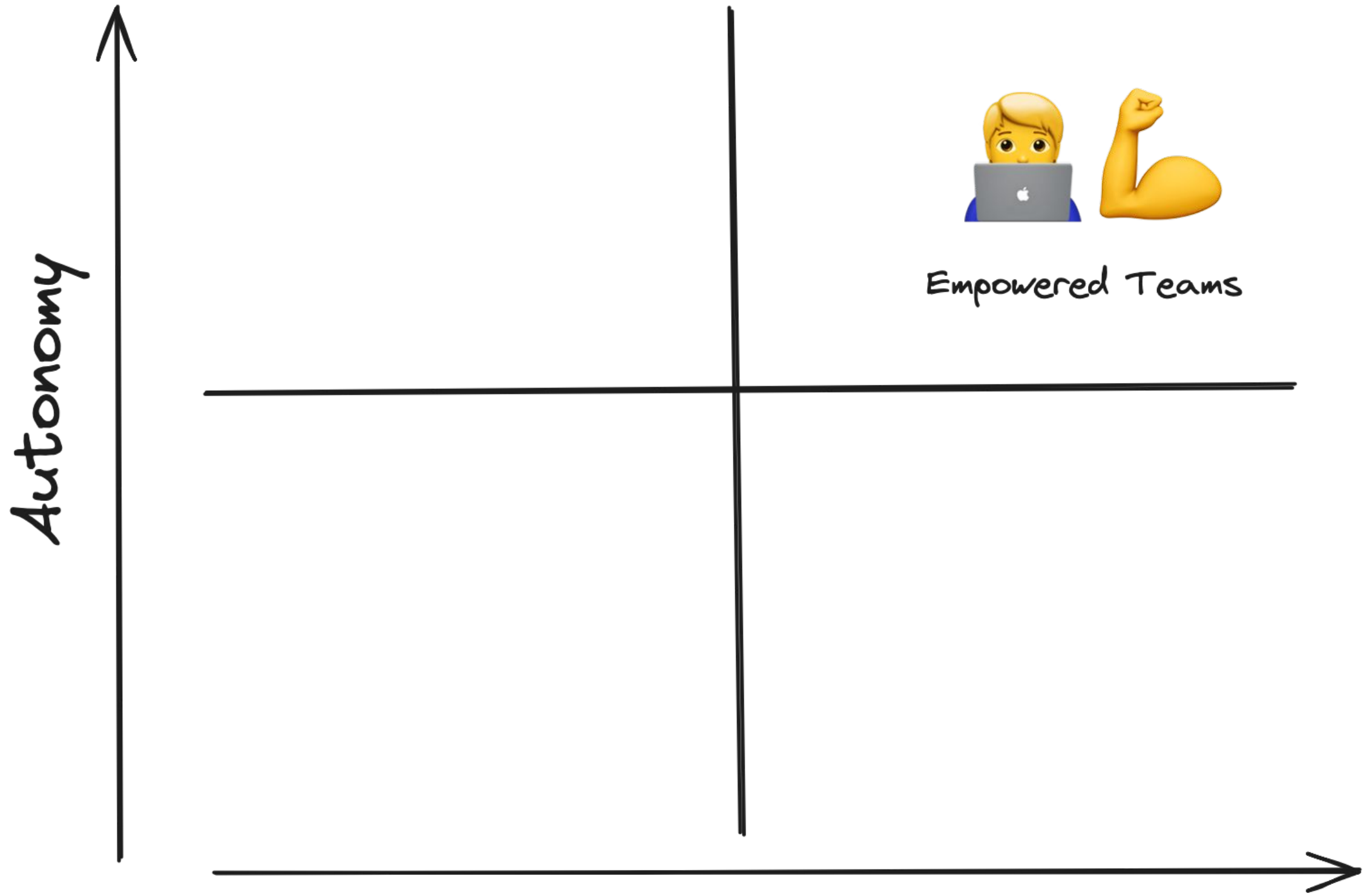
Architecture Decision Making





“with all apologies to my many wonderful, highly skilled Architect friends, I tend to think it's a bullshit role. I believe that only the people building software systems get to have opinions on how those systems get built.

Charity Majors - <https://twitter.com/mipsytipsy/status/1628295050215182336>



Empowered Teams

Alignment
(Through Principles and Guidelines)

Example 1

Architecture “Guild”

- Young company
-
- Strong architectural vision from technical founders
-
- Make sure the vision is not lost

Guild Goals



- 01** Improve understanding and documentation of shared architecture

- 02** Provide a forum to discuss and challenge architecture decisions

- 03** Establish and promote core architecture principles

- 04** Give everyone interested a chance to learn and to contribute

- 05** Explore and evaluate new technologies

Guild Organization



01 Main forum is guild meetings

02 Staff+ engineers organize and drive

03 Decisions are consensual

04 Some previously agreed principles exist

Example 2

Enabling Team

- Established company
-

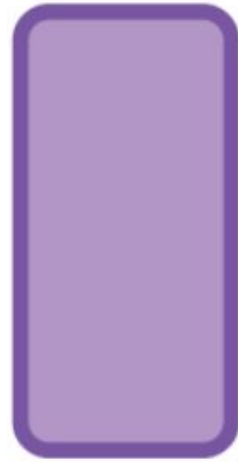
- A lot of legacy
-

- Transform outdated architecture into contemporary

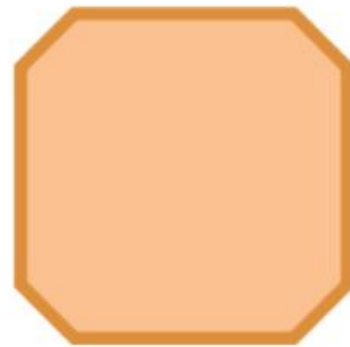
Four Team Types



Stream-aligned team



Enabling team

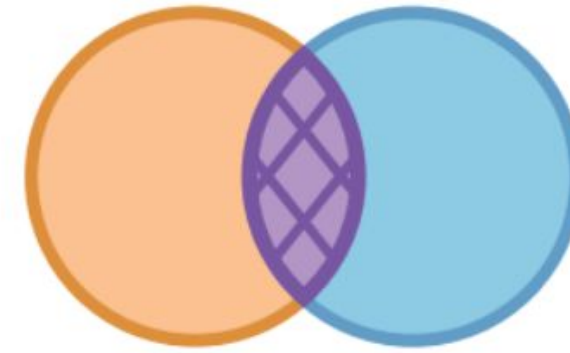


Complicated-subsystem team

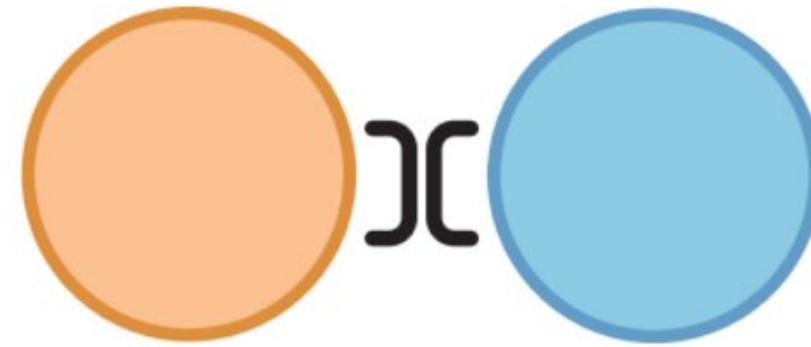


Platform team

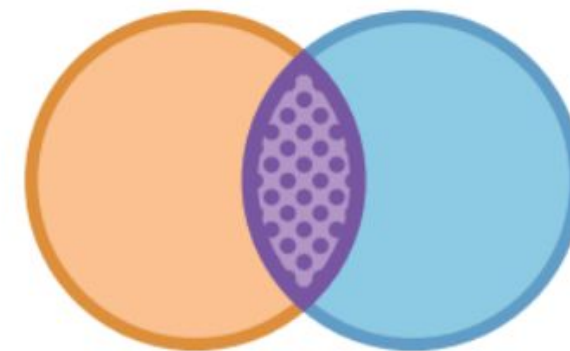
Three Interaction Modes



Collaboration



X-as-a-Service



Facilitating

Enabling Team Goals



01 Identify capability gaps in teams

02 Provide assistance in building missing capabilities

03 Establish and promote core architecture principles

04 Provide some risk mitigation by guiding decision making

05 Explore and evaluate new technologies

Enabling Team Organization



01 Regular checkpoints with teams

02 Creator and maintainer of documentation portal

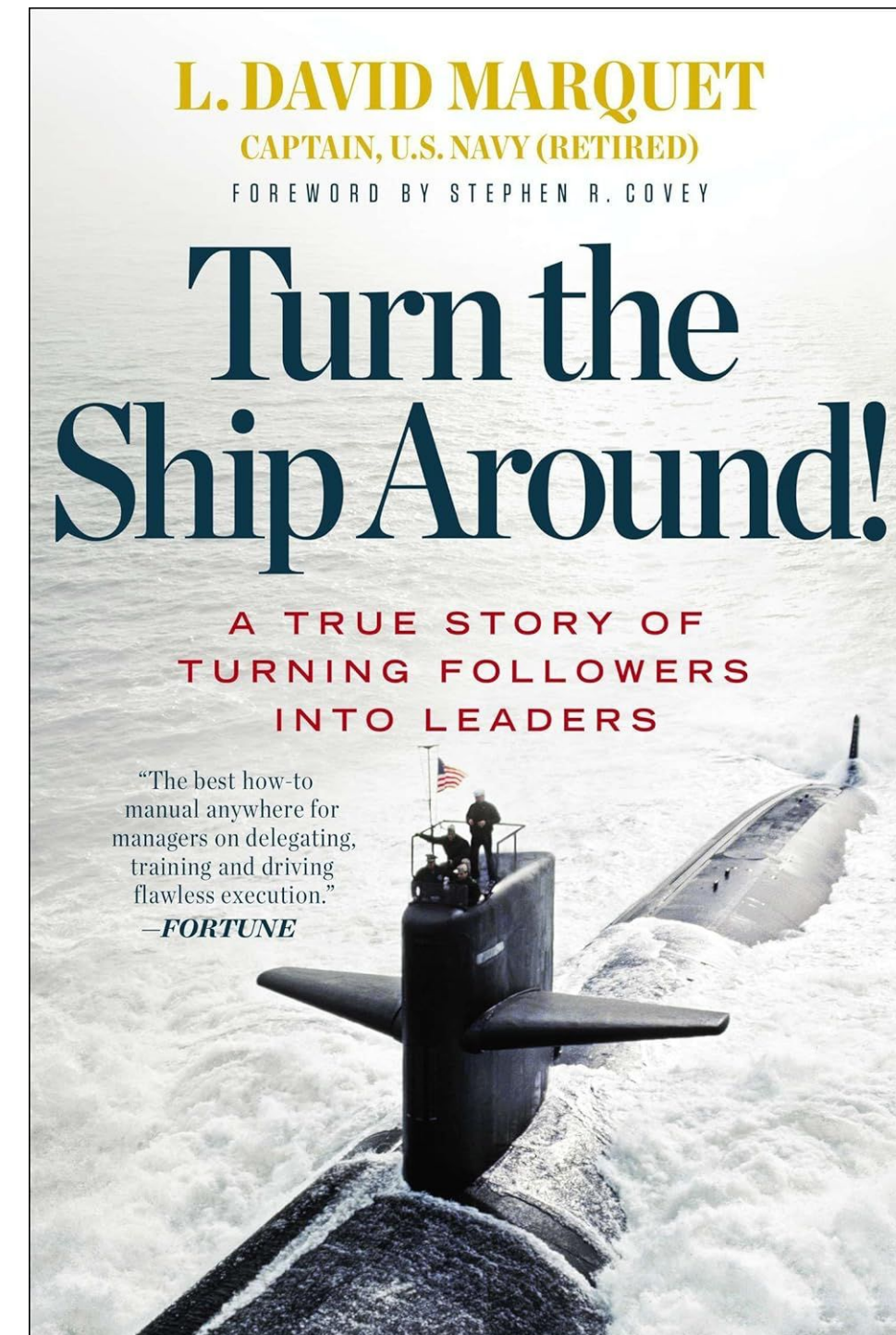
03 Might intervene on architectural decisions

04 Organizer of architecture CoP, events

05 Maintainer of Tech Radar

Observations

**A culture of
“I intend to..”**



**Testing,
Security,
Architecture..**

**Shift left is good.
Dump left not so much.**



**Conserving vs.
Transforming**

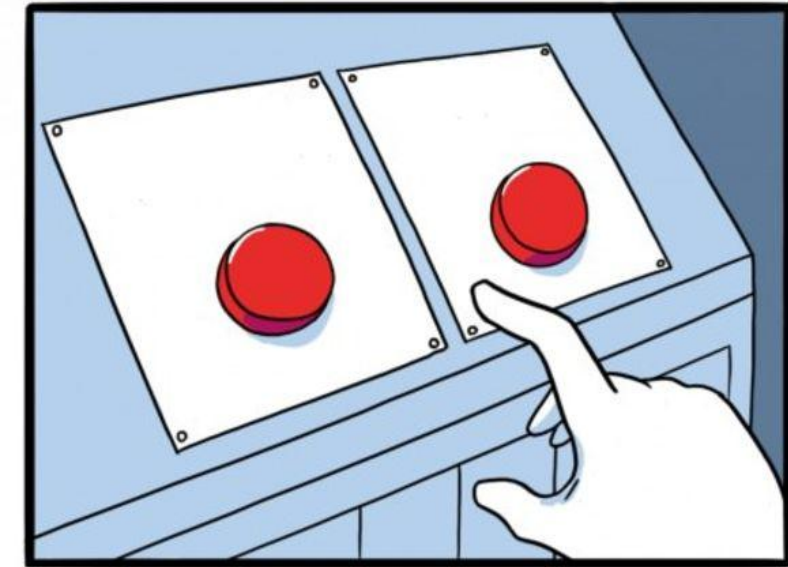
**But also: The need for
continuous improvement**



Learnings

Don't focus on decision making too much.

Trusting is better than "what if" mode.



JAKE-CLARK.TUMBLR

**There are other things
to consider besides
decision making.**

**For example:
Who drives?**

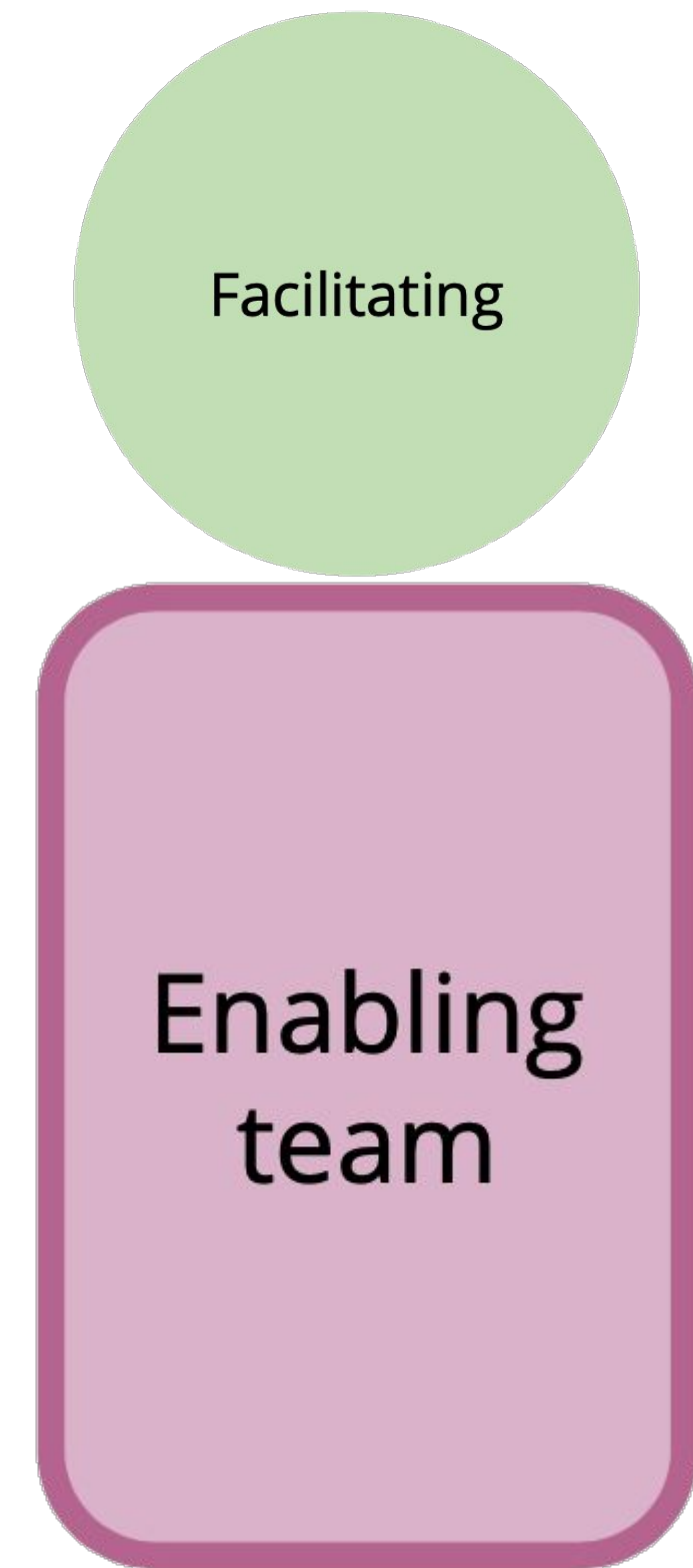


Driver

Who is setting the pace and
pushing this forward?

If you know what works for you, do that.

If you're unsure, go with the Enabling Team.





Thank you!