What has to start now to build a recognized architect role
1. Presentations
2. Usurpation of architect’s role
3. Accountabilities
4. Start Measuring
The Architect: the Easily Usurped Role

- Users & Sponsors Architecting
- Architects with Skills Issues
- IT Managers Architecting
- Unsupported Architects
- Programmers Architecting
- Project Managers Architecting
Why Is It So?

Lack of architecture leadership?

Roles not well delineated?

Architects not well positioned in the organization?

Designing is fun?

Some people want to do everything?

Not enough architects?

No legally constituted professional orders?

Accountabilities are not well distributed?
Why Is It So?

There are very little consequences for architecture wrongdoings.
What Makes Usurpation ‘Non-Consequential’?

1. Flexibility
2. Measures
The Innate Flexibility and Malleability of Digital Matter
The Innate Flexibility and Malleability of Digital Matter
A double edged sword

In the End, It Always Works!

It Will Work!
What Makes Usurpation ‘Non-Consequential’?

1. Flexibility

2. Measures
What’s an Architecture Role...

Without accountability?
Most Architects Are Accountable for:
Most Architects Are Accountable for:

Doing some work  Not Effect of work product
What’s an Accountability...

Without measures of attainment of what you’re accountable for?
The Measures That **Really** Count

Is it directly linked to pecuniary advantages?

Is failure to achieve a reason for dismissal?
What Really Counts... and the Rest

- Deliver On Time
- Keep the Lights On

The Rest
Short term

- Deliver On Time
- Keep the Lights On

- Quantitative
- Qualitative
- None

MEASURES

JOB KEEPING IMPORTANCE

The Rest
Q: What Is Covered by ‘the Rest’?

A: Anything that has an impact (positive or negative) on the long term.
Q: How do we get more recognition and impact, and less usurpation?

A: Move the architecture work higher in this chart.
What Should We Measure?
Guiding Principles for Selecting What to Measure

1. Close to the work that architects do.

Not measures made for others, like: project success or business value!
Guiding Principles for Selecting What to Measure

1. Close to the work that architects do on a daily basis.
2. Aligned with the reasons that justify good practices.
Example: Adaptability

1. Measuring adaptability of designed architecture
2. Measuring the effects of adaptability
3. Measuring causes (or not) adaptability
Merci

rm@rmbastien.com (don’t be shy)
A problem well stated is a problem half solved.

Charles F. Kettering
Architecture best practices legitimized and architect’s contribution recognized

Accountability upon results

Relevant measures
The Future in the Lessons From the Past

“Patrons should employ architects instead of turning to some master mason or master carpenter as is the custom or some painter, some notary or some other person who is supposed to be qualified but often than not has no better judgment than the patron himself [...]”

Philibert Delorme (1514-1570)