

Architecting for Business Value; Challenges and Dilemmas

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Abstract

This presentation challenges, dilemmas, and pitfalls in architecting.

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August 16, 2025
status: preliminary
draft
version: 0

logo
TBD

Challenges and Dilemmas - Business Context

- Multi-disciplinarity
 - Amount and distance stakeholders
 - Connecting breadth and depth:
 - Customer value proposition
 - business proposition
 - Design and Technology
 - Many unknowns, uncertainties, little time
- Role of the architect is vague (holistic)
 - Many stakeholders consider architect as a “trespasser”
 - Architects take decisions with lifecycle and business impact without detailed information.
 - How to deal with tensions between long term (strategic), mid term (tactical), and short term (operational).

Challenges and Dilemmas - Role and Task

- Limited deliveries; information/documentation predominantly
- Vague responsibilities
- Most responsibilities are shared and owned by someone else
- Many activities are necessary for the result, however, more or less invisible
- Architect works via influence, without formal power
- Architect and project leader are “opposing mates”

- How to grow in breadth?
- How to maintain depth?
- How to connect with other depth disciplines?
- Customer value vs. engineering delight
- Required skills & process available skills & process
- Architectural cleanness product release date
- Technology improvement risk reduction

Risks and Pitfalls - Architecting

- What happens without architect or architecting team?
- Ivory tower architects
- When working agile, architecting is not needed
- Architecting costs time
- Investment in architecting is a waste, since we do not know enough
- Architect does not have power, needs perseverance