

The Tense Relation between Architect and Manager

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Abstract

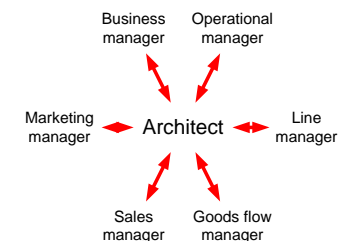
Most system architects don't feel at home in management teams or meetings. The other way around managers often see architects as a mixed blessing and don't perceive them as peer manager. The relation of the architect with the manager is full of tension.

This intermezzo reflects on the underlying causes of this tension, in the hope to enable a better relationship. An improved relationship is important for a company, because manager and architect are quite complementary, both are required for success.

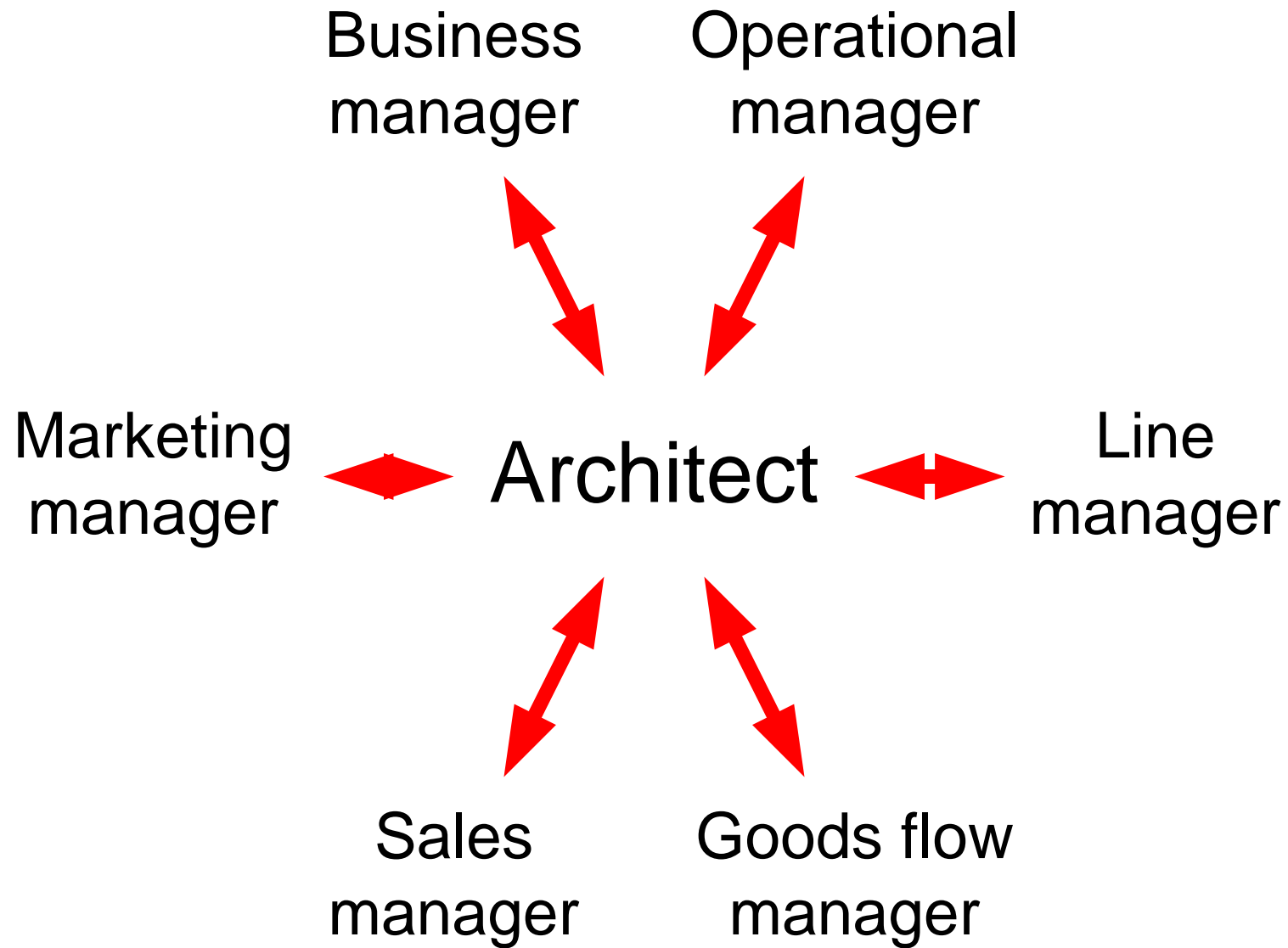
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Which Managers?



Comparison of Caricature of Architects and Managers

<i>responsibilities</i>	<i>architect</i>	<i>manager</i>
scope	wide	limited
formal weight	low	high

<i>view on solutions</i>	<i>architect</i>	<i>manager</i>
design	elegant	if it works it is OK
application	perfect fit	no complaints
future proof	important	task dependent

<i>view on changes</i>	<i>architect</i>	<i>manager</i>
viewpoint	changes needed: + stakeholders + time + problem analysis	changes introduce: - problems - uncertainties - new changes
attitude	fact of life	avoid changes

<i>architect</i>	<i>manager</i>
<i>personal characteristics</i>	
independent critical curious	conformance demanding control minded
<i>leadership values</i>	
based on knowledge vision	based on KPI's title creates expectations task driven
<i>personal ambition</i>	
best solutions	highest hierarchical level

List of Modern Management Techniques

Empowerment

Delegation

Leadership instead of task-driven management

Process orientation instead of hierarchical organizations

Teamwork

Mutual Respect

Recognition of diversity and nonconformity

Reverse Appraisal

Stimulating open communication