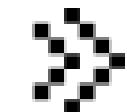


The Making of a Decision

Andrea Magnorsky



Web Directions

Code Leaders - 11th June 2025



About Andrea

Programmer and Creator of Bytesize Architecture Sessions

- Programming professionally since 2001
- Co-founded PC & Console Games Company in Ireland
- Worked in Enterprise, medium and small companies
- Contractor and Consulting since 2018
 - E-Commerce
 - Broadcasting media
 - Finance
- Moved to NZ a year ago!

 /in/magnorsky

 @types.pl@roundcrisis

 @roundcrisis.com

Architectural Decisions



Facilitating Software Architecture
Andrew Harmel-Law

“...architectural decisions are happening over and over again, throughout the lifespan of the system, eternally and unpredictably. **That’s a lot of decisions, all piled up, one on top of the other, each an ossified record of the power structures and feedback loops (or lack of them) that got it there.**”

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**How many times have
important decisions gone
exactly like you expected?**

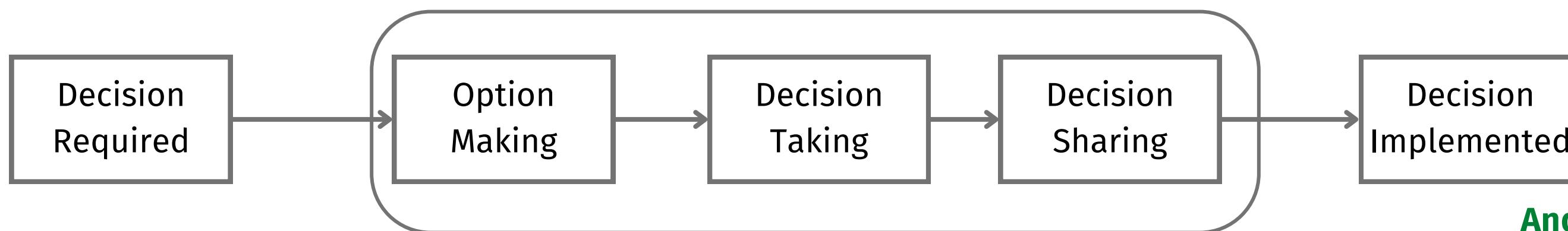
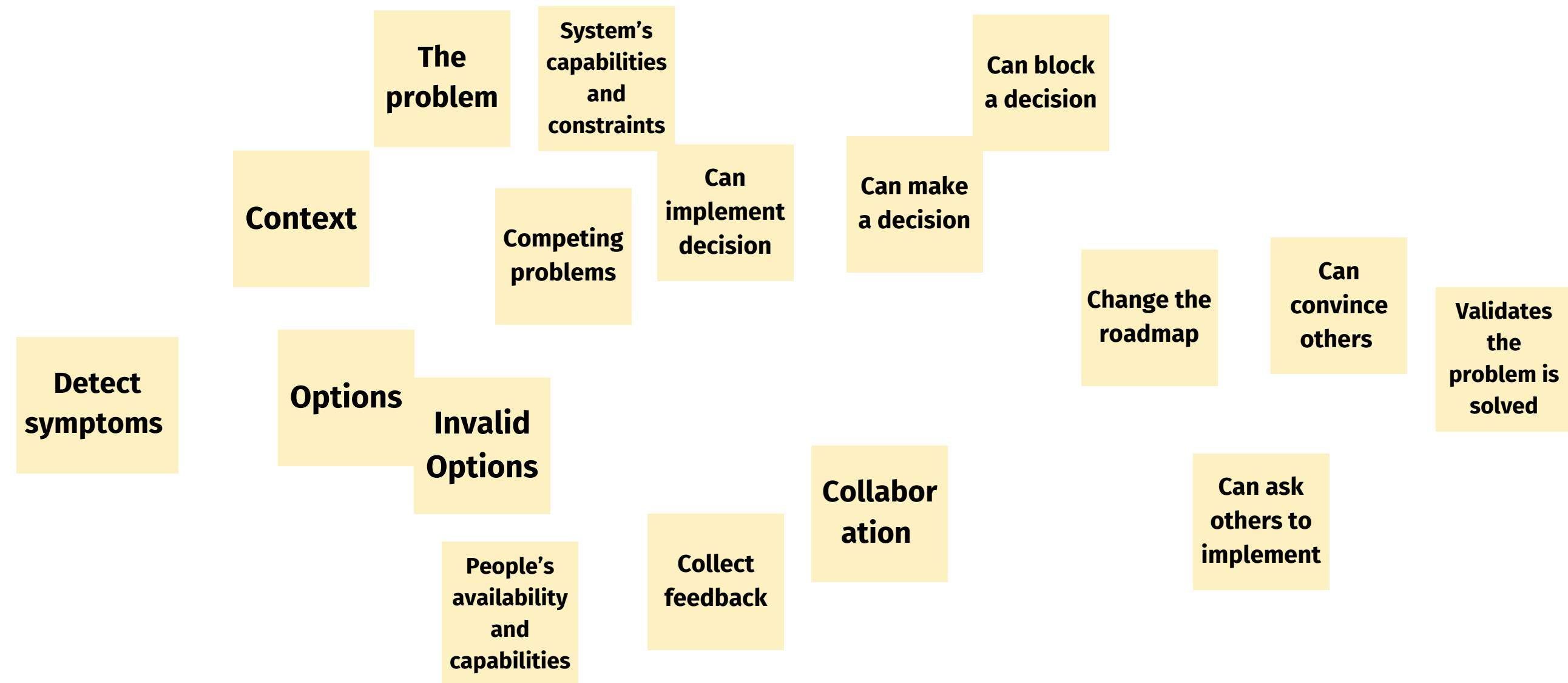
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Anatomy of a Decision

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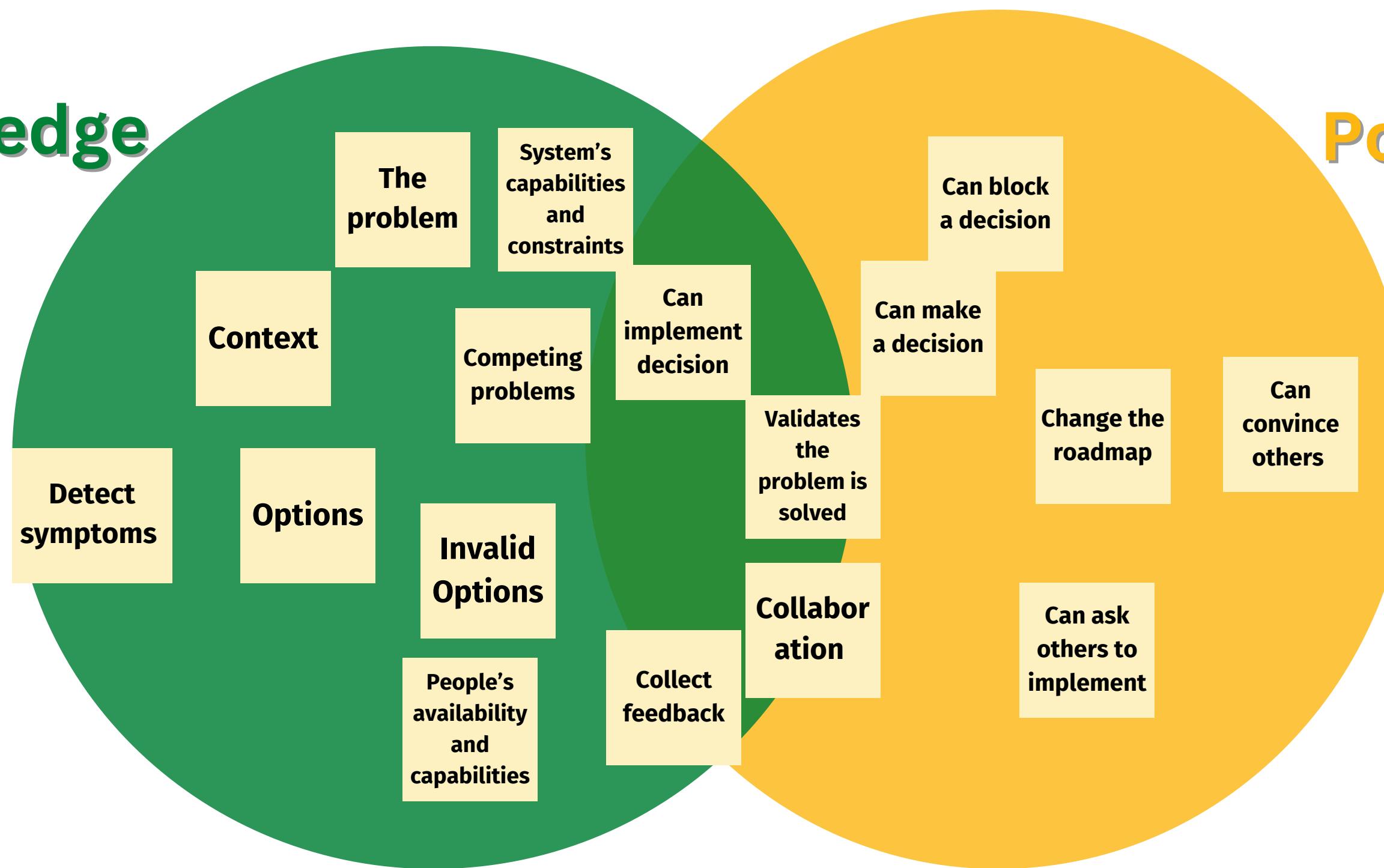
“Ingredients” of a decision



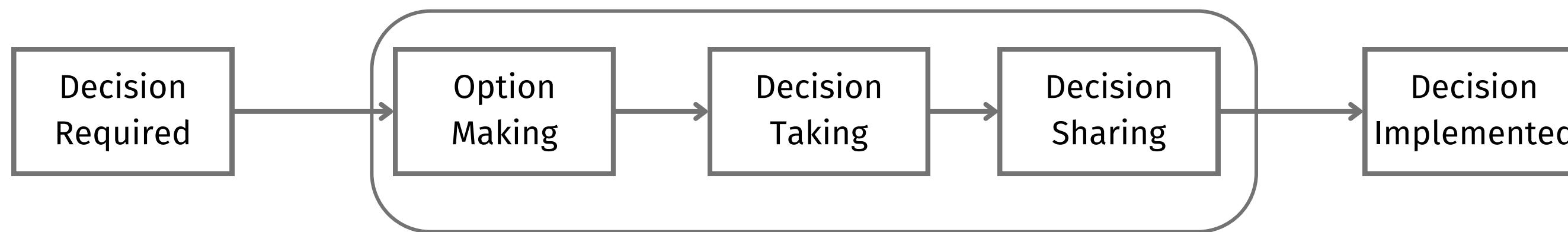
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Knowledge



Power

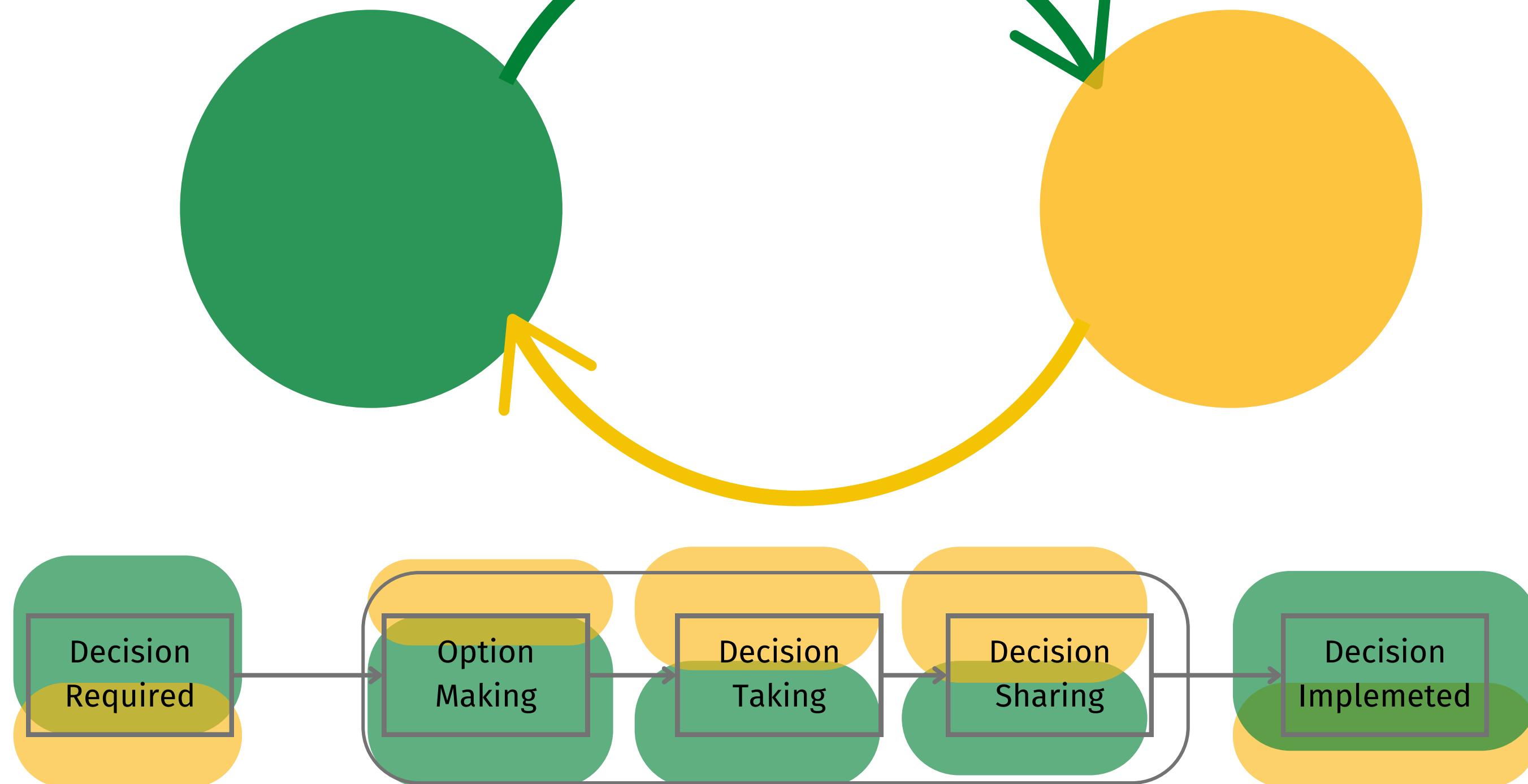


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Knowledge

Power



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Power



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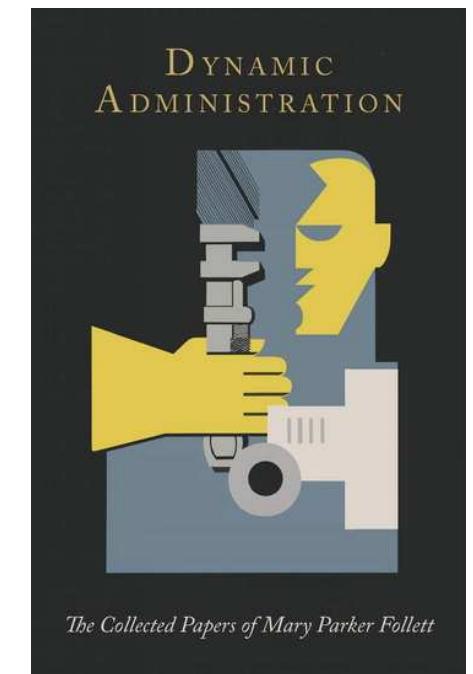
Power-With



Mary Parker
Follett
(1868-1933)

“Power might be defined as simply the ability to make things happen, to be a **causal** agent, to initiate change.”

Highly recommended



Dynamic Administration: The Collected Papers of Mary Parker Follett

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Power-Over

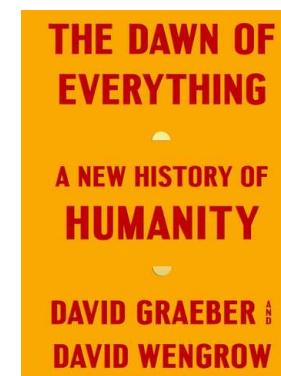


“Power is the ability to make others do as you would have them do.”

Source: <https://plato.stanford.edu/entries/feminist-power/>

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Sources Of Power



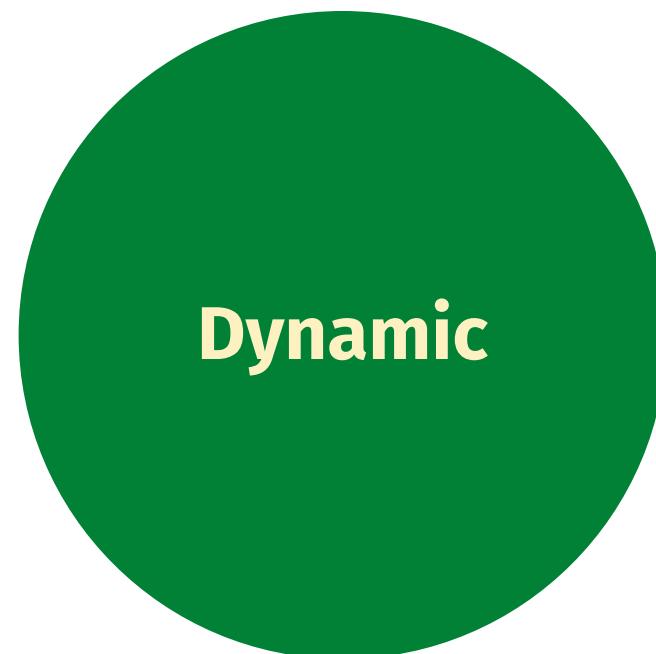
The Dawn of Everything
D. Graeber and D. Wengrow

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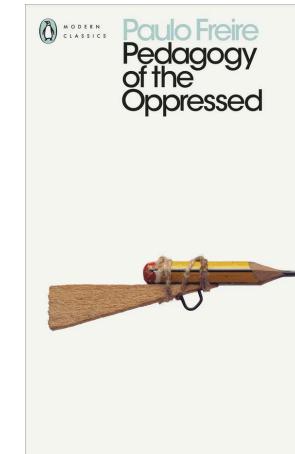




Laws Of Power



Related read



Pedagogy of the Oppressed
Paulo Freire

Source: How to understand power - Eirc Liu

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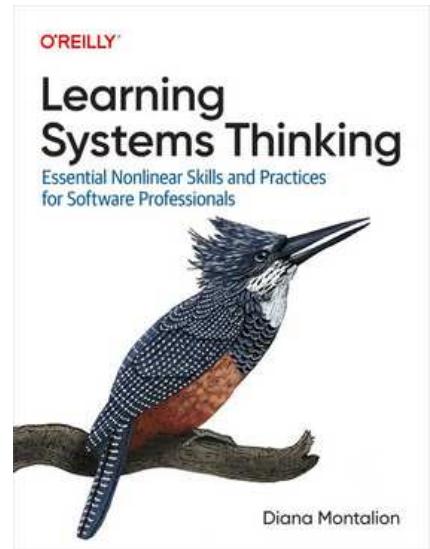
Knowledge



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Knowledge



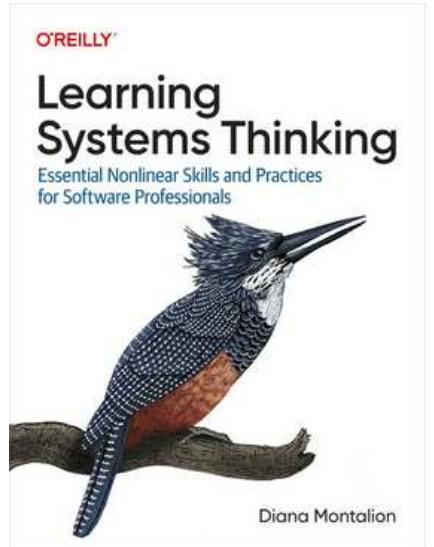
Learning Systems Thinking
Diana Montalion

“A sophisticated **integration** of data, information, and experience. It is the conceptual material we use to create laws and theorems; best practices and heuristics; strategies and predictions based on patterns.”

Andrea Magnorsky
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Wisdom



Learning Systems Thinking
Diana Montalion

“Our ability to discover true leverage points in the systems we inhabit and push them in a valuable direction.”

Andrea Magnorsky
www.roundcrisis.com



**Knowledge workers are workers
whose main capital is knowledge.
These are workers whose job is to
“think for a living”.**

Source: [Thinking For A Living: How to Get Better Performance and Results From Knowledge Workers.](#)
Davenport, Thomas H. (2005).

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Knowledge Stock

is the **store** of knowledge
you have developed or can
access.

...each pile represents a person's knowledge

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Knowledge Flow



**... the lines represent knowledge sharing in ways
that change the system**

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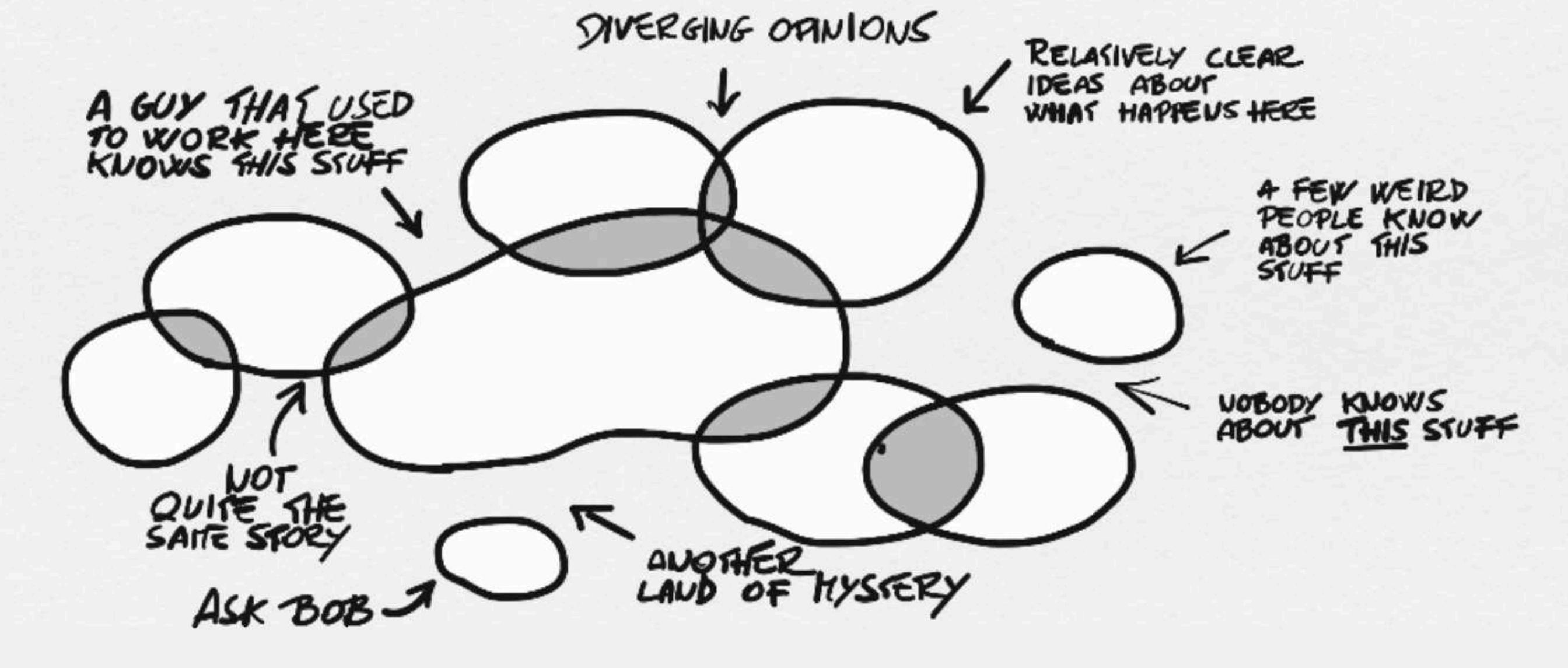
“Knowledge transfer among employees is thought to be a **crucial determinant** of an organisation’s capacity to utilise new knowledge and **innovate.**”

Liao et al., 2007

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THE KNOWLEDGE DISTRIBUTION



The way the knowledge is distributed during workshops.

Source: Presentation by A. Brandolini

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What now?



Understanding generates options

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Tools



Large



Medium



You



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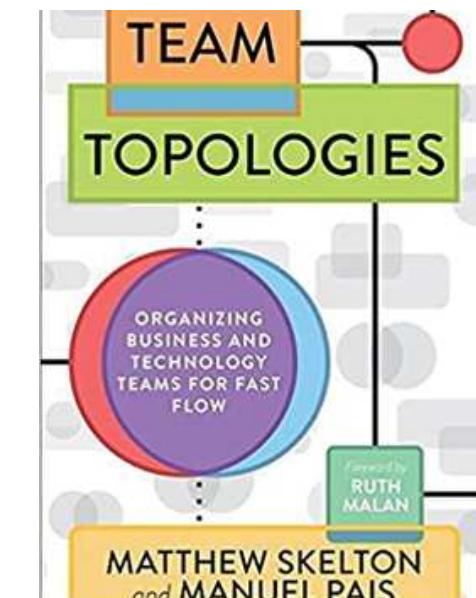
Large Groups

Architecture Advice Process



Facilitating Software Architecture
Andrew Harmel-Law

Team Topologies

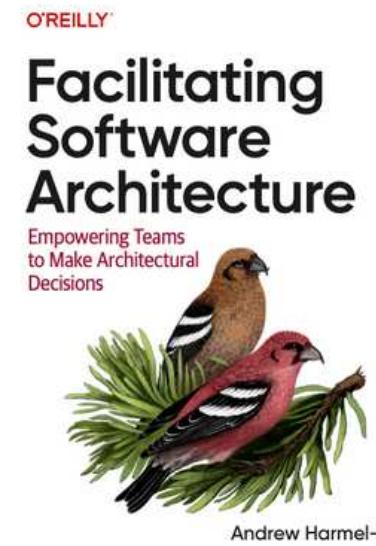


Team Topologies
Matthew Skelton and Manuel Pais

Andrea Magnorsky
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Architecture Advice Process



Facilitating Software Architecture
Andrew Harmel-Law

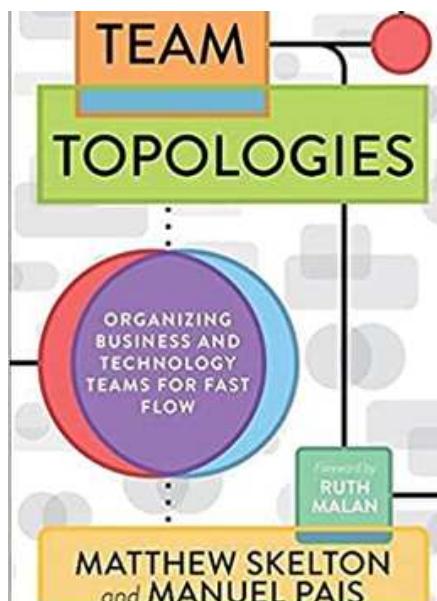
Anyone can make a decision but before they do so they **must**:

- Seek advice from all affected parties **and**
- from people with expertise on the matter

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Team Topologies



Team Topologies
Matthew Skelton and Manuel Pais

A model for describing the organisation of teams.

- Four forms of teams
- Three modes of team interactions

Healthy interactions that provide a steady flow of valuable software.

<https://teamtopologies.com/>

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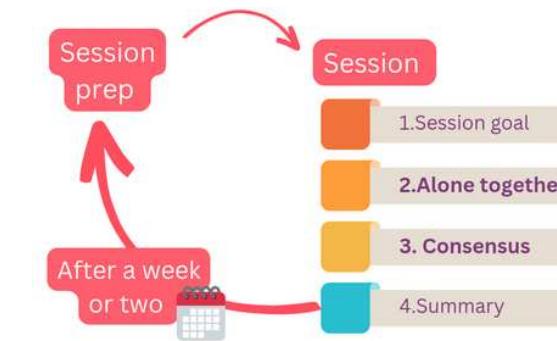


Medium Groups



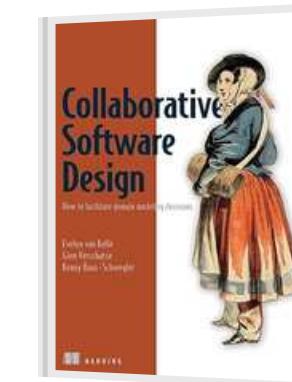
Event Storming

<https://eventstorming.com/>



Bytesize Architecture Sessions

<https://bytesizearchitecturesessions.com/>



Collaborative Software Desing
E. Kelle, G. Verschatse and K. Baas-
Schwegler

Andrea Magnorsky
www.roundcrisis.com



Event Storming



Explore complex domains
by mapping events,
commands, etc

<https://eventstorming.com>



Collaborative Software Desing
E. Kelle, G. Verschatse and K. Baas-
Schwegler

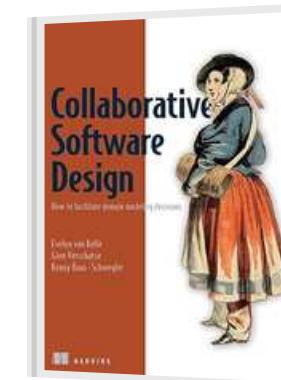
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Bytesize Architecture Sessions



Teams share systems knowledge and create solutions in a collaborative and iterative format

<https://bytesizearchitecturesessions.com>



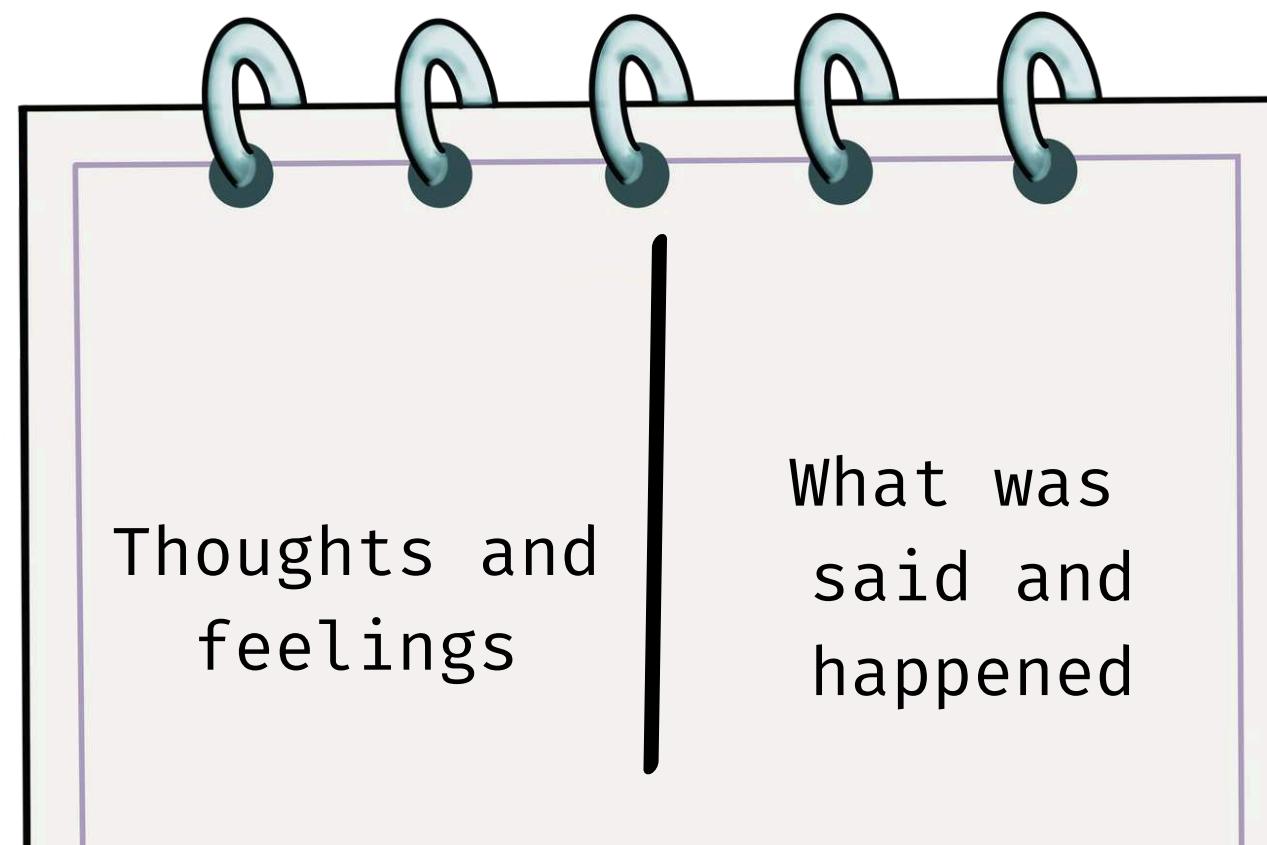
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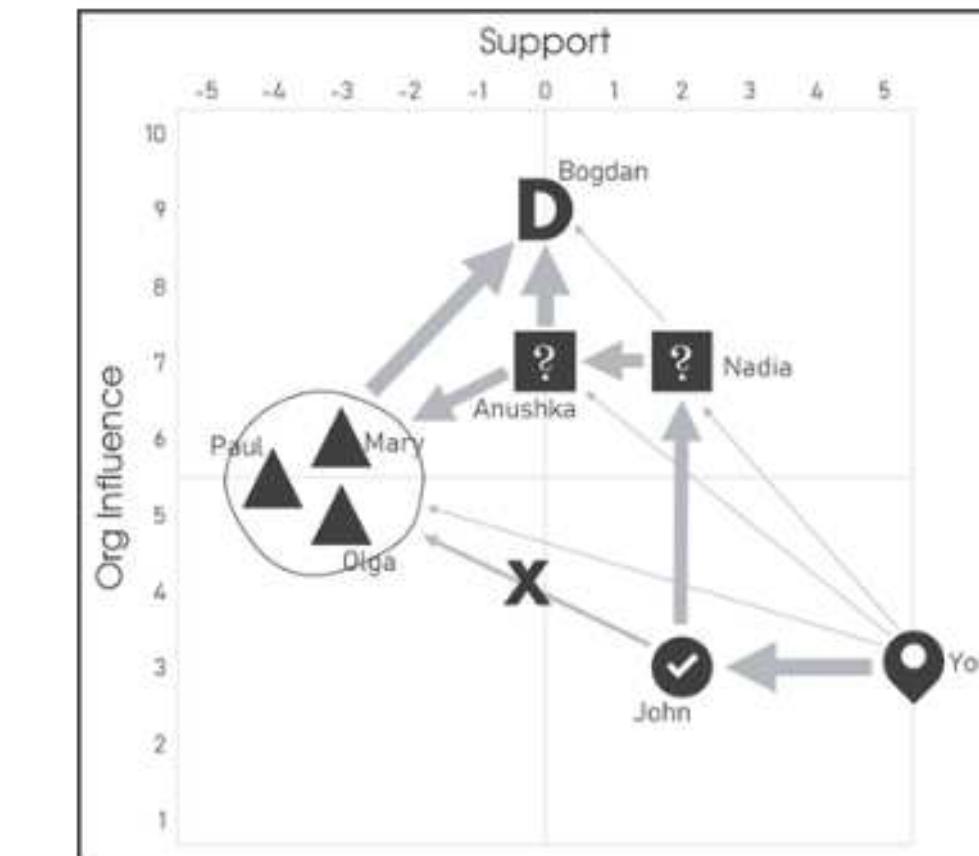


Personal tools

Left-hand column



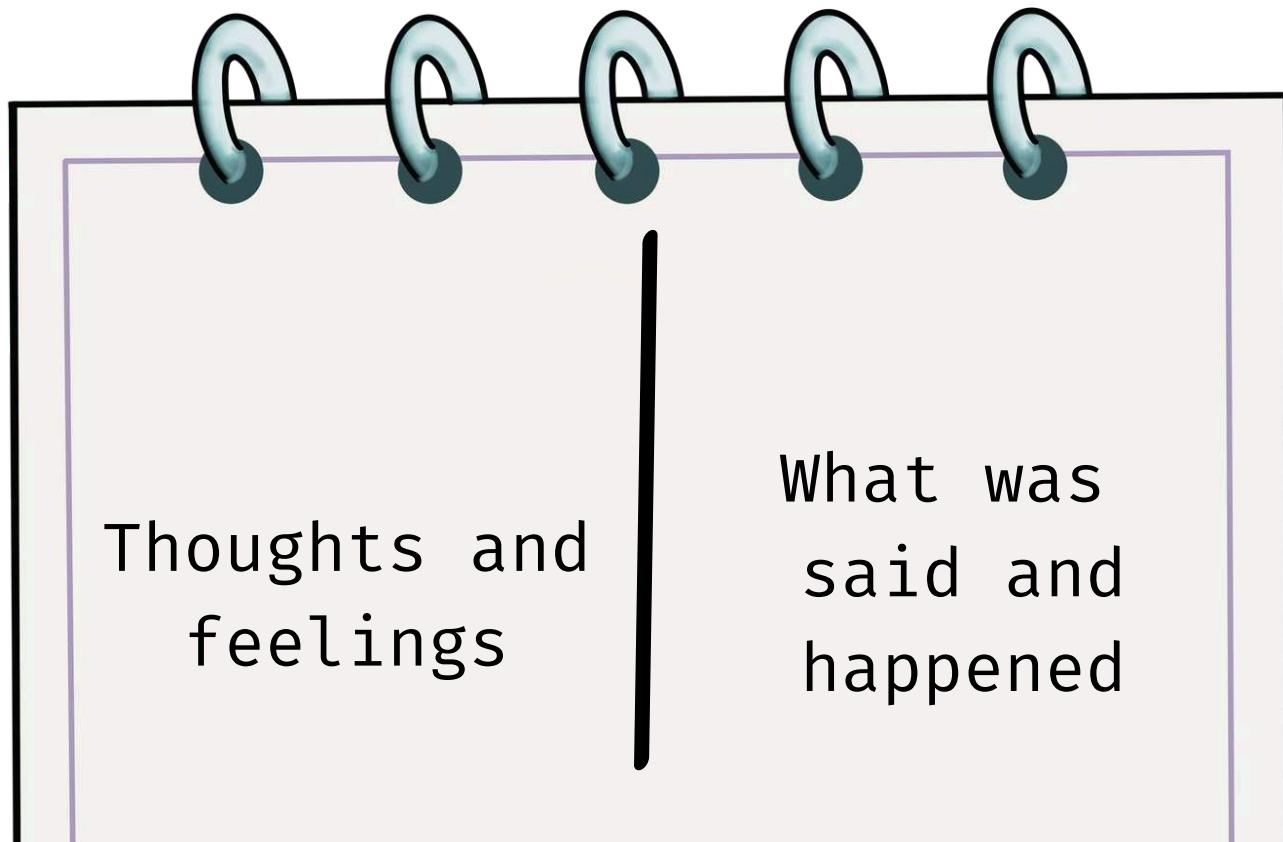
Influence map



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Left-hand Column

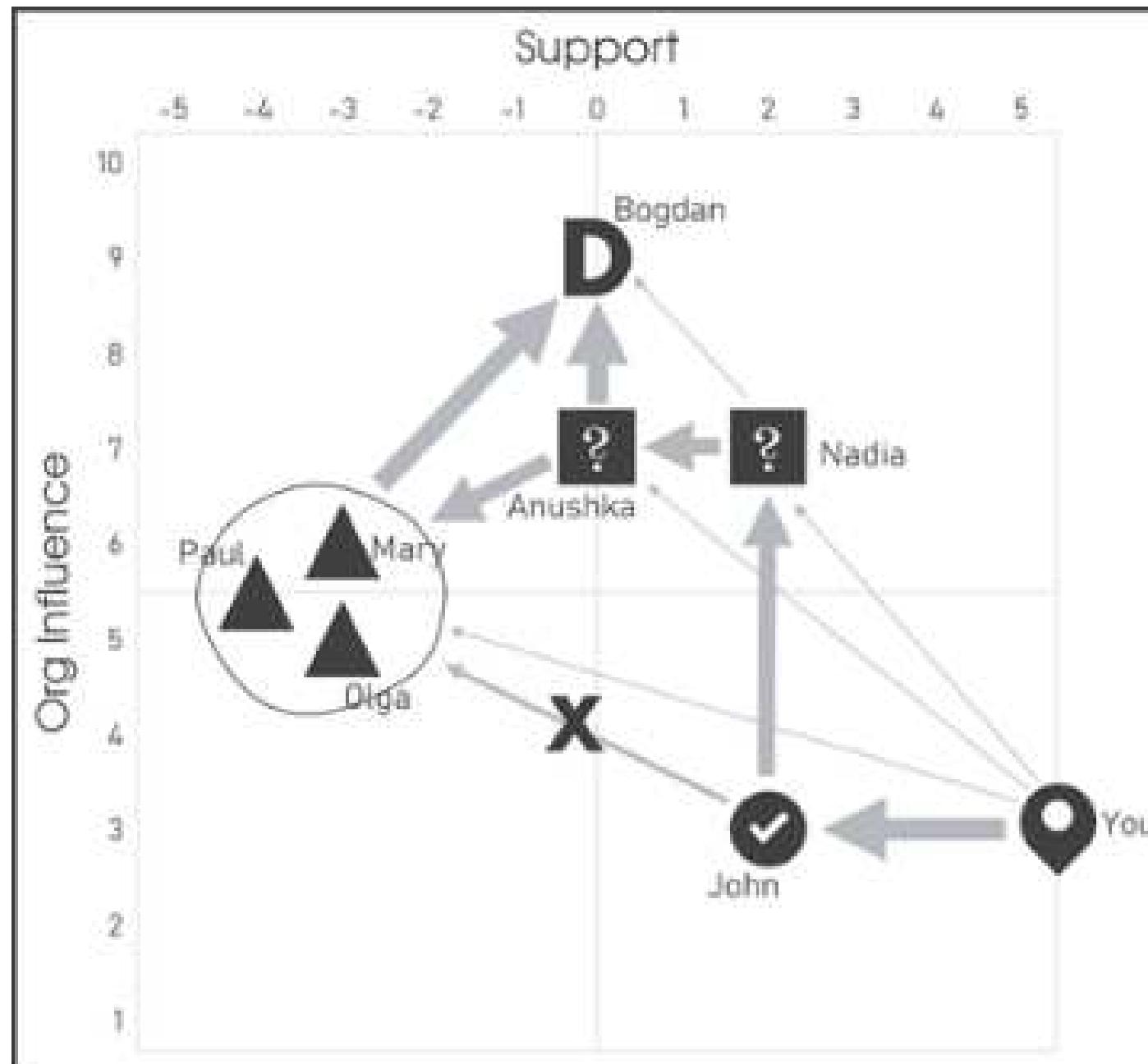


<https://psdchallenge.psd.gov.sg/ideas/work-better/communicate-better-with-the-left-hand-column-technique>

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Influence Map

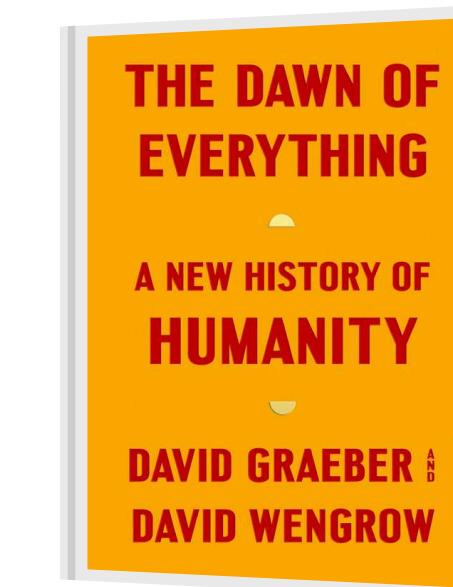
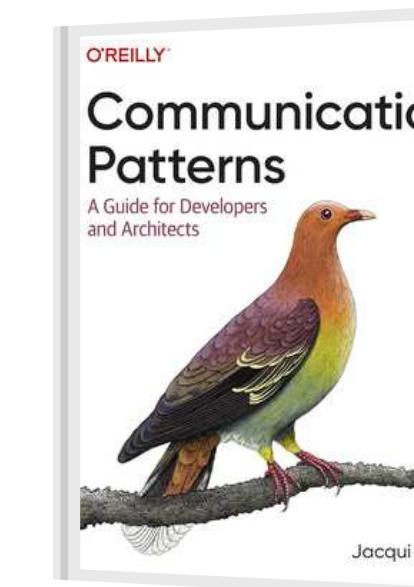
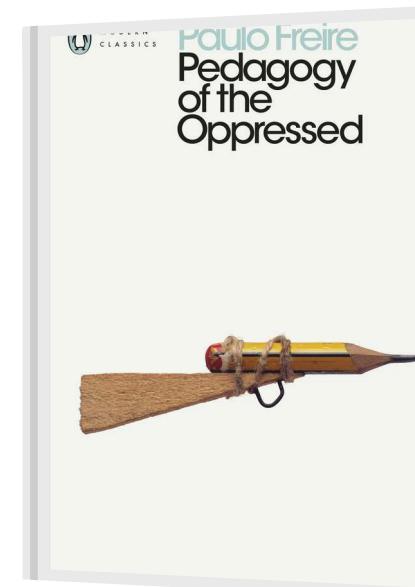
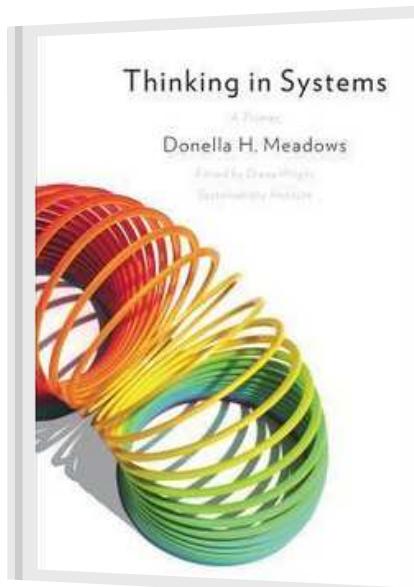
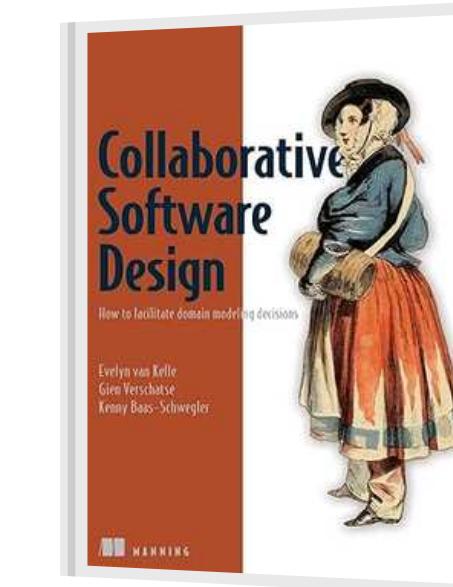
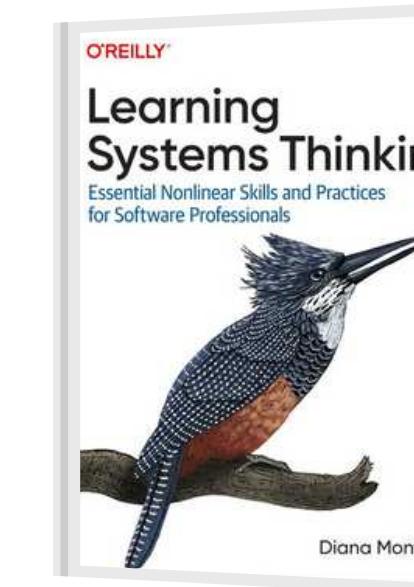
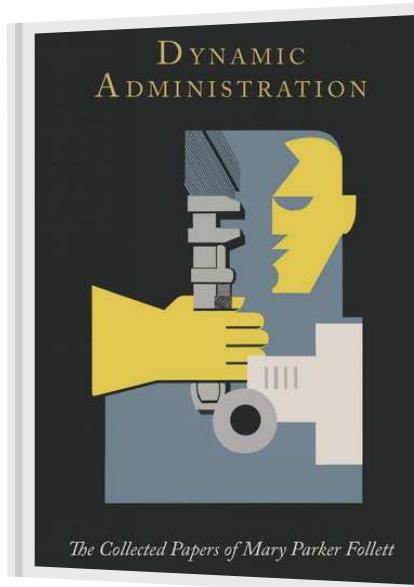


A tool that helps you
understand networks of
power

<https://charleslambdin.com/2021/12/14/influence-mapping-part-1/>

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Making of a Decision Bookshelf



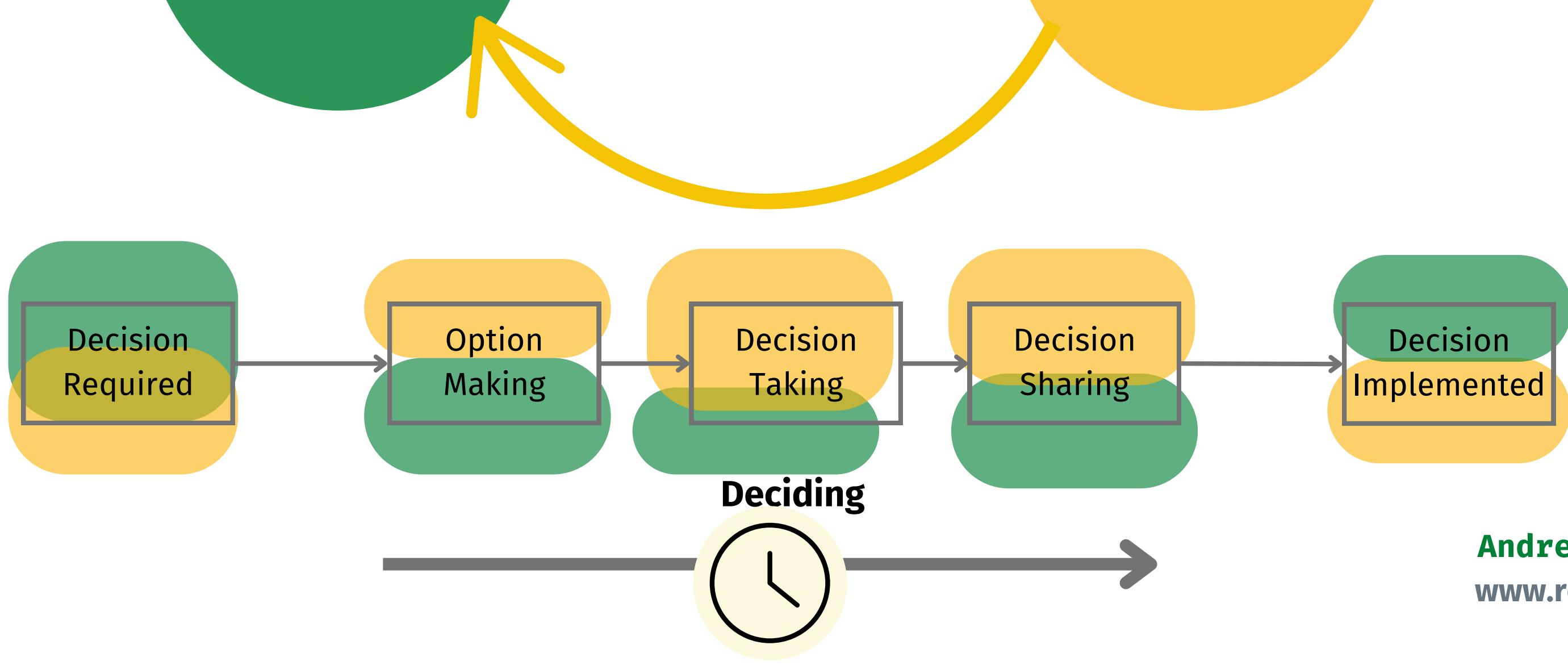
<https://www.roundcrisis.com/2024/10/13/the-making-of-a-decision/>

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Knowledge

Power

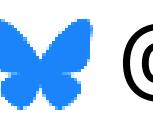


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Thank You!

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Questions?

