

Software Architecture and Techniques

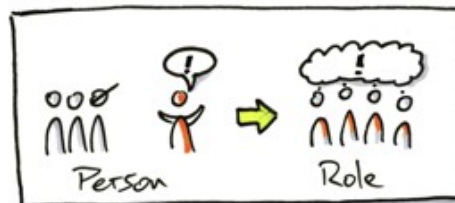
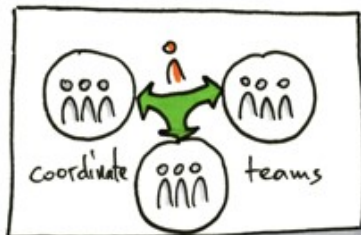
Team and Technical Excellence for Architects

Lecture Content

- *Why agile Architecture and Design?*
- *Evolution of Software Architecture over the last Decades*
- *What is agile Architecture?*
- *Agile Approaches with Scrum, XP, LeSS*
- *Refactoring*
- *Errors, Vulnerabilities, Smells*
- *Architecture of Components and Subsystems*
- *Quality Attributes of Software Architecture*
- *-ility Attributes*
- **Architecture Documentation**
- **Architecture Trends I**
- **Architecture Trends II**
- **Workshop**
- **Team and Technical Excellence for Architects**

Administration

- Please provide feedback to the content and form of the lecture
- Do you have any questions concerning examination or grading?



lead technically



technology evangelist
engineering practises
technical spikes
non-functional specs
write code

understand stakeholders



big picture
talk to all stakeholders
learn about all view points
understand the user
help the PO

coach the team



architecture is team work
coordinate
pair program
educate
support SM



communicate



use effective tools



be part of the team



learn to be a good designer



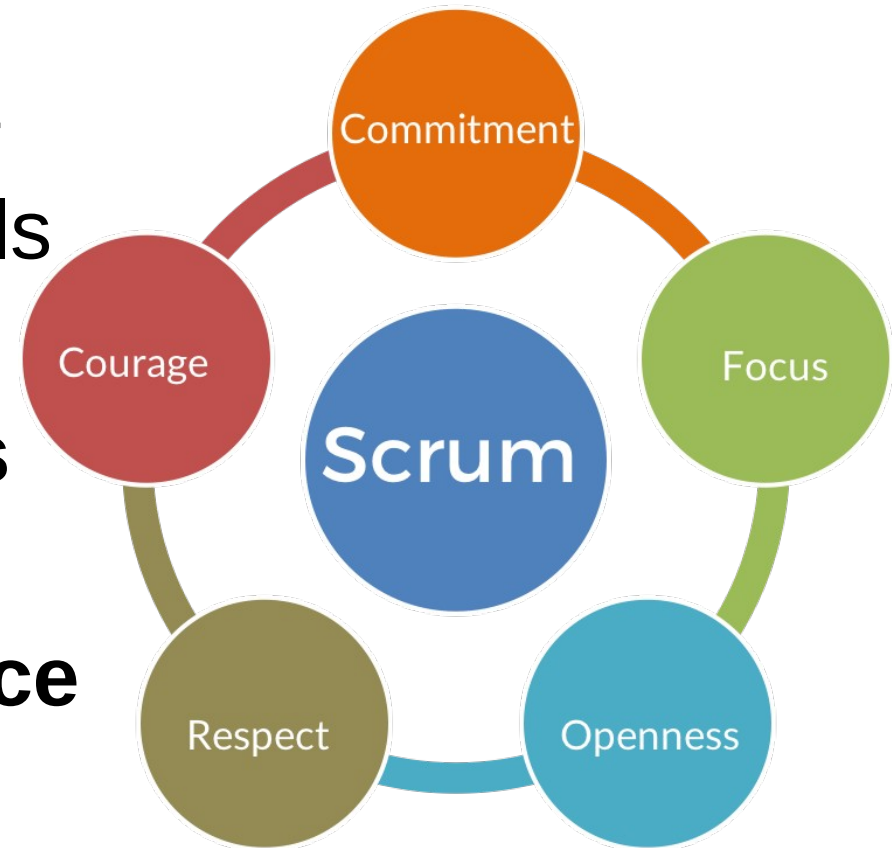
make sure decisions are made

Architect as a Teacher

- **Teaching** is a way to **learn**
 - Go deeper in the taught field because you must answer questions, write a blog, hold a workshop
 - Respect and like people you teach to
 - Understand what your teaching goals are and develop a strategy
 - Evaluate psychology to find out best learning practices for your target audience

Architect as Tech Leader

- **Facilitate** creation of architecture, not enforcing it
- **Transition** architectural skills to team members
- Realize architectural **spikes** to learn and reduce risk
- **Mentor** in technical **guidance**



Architect as a Coach

- A coach goal is to nurture developers and designers to become better than you are
- A coach is not the player playing the game, and only the player wins
- Often the coach goes away after tremendous successes and a new coach will bring fresh ideas

Teaching Techniques

- Community of practice
- Pair programming
- Design workshop
- Coding dojo
- Design and code review
- Workshop and presentations

Community of Practice

A community of practice
CoP is, according to
cognitive anthropologists
Jean Lave and Etienne
Wenger, a group of people
who share an interest, a
craft, or a profession.



Self-Teaching Techniques (1/2)

- Articles e.g. [Baeldung](#),
- Source code examples e.g. [StackOverflow](#)
- Java Magazines see HSLU library
- Technical blogs see [blog list](#)
- Youtube Channels
- Books see [books list](#)
- Open Source contributions

Self-Teaching Techniques (2/2)

- Block a 4 hours session at least every two weeks to learn
- Have a budget to buy technical books
- Have a list of preferred blogs
- Ask questions in forums
- Be a member of a user group
- Have a budget to attend conferences

Coding Learning Techniques

- Pair programming
- Open source projects
- Refactoring sessions
- Mob programming
- IDE trainings
- Defect driven development

Agile-Lean Practitioner

Applies Agile practices,
lives Agile values

Teaching

Instructing others in
specific knowledge,
skills and perspective

Sharing knowledge, skills &
perspectives that foster the
personal and professional
growth of someone else

Professional Coaching

Partnering with clients in a creative
process that inspires their personal
and professional potential (from
ICF)

A neutral process holder who
guides groups through processes
that help them come to solutions
and make decisions

Mentoring

Technical
expertise as a
software
craftsperson

Technical Mastery

Expert at
business-value
driven
innovation and
product
development

Business Mastery

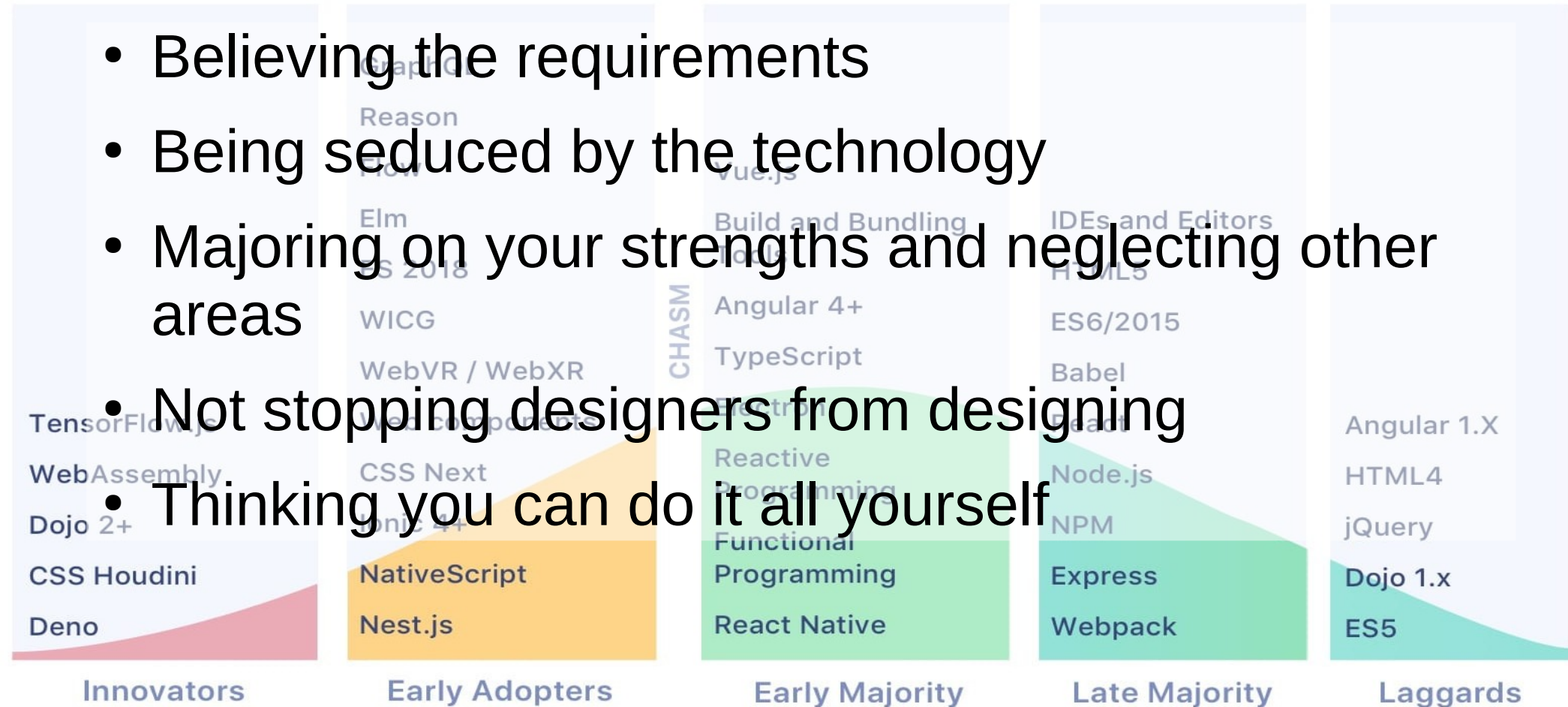
Expertise as an
organizational
development and
change catalyst

Transformation Mastery

Facilitating

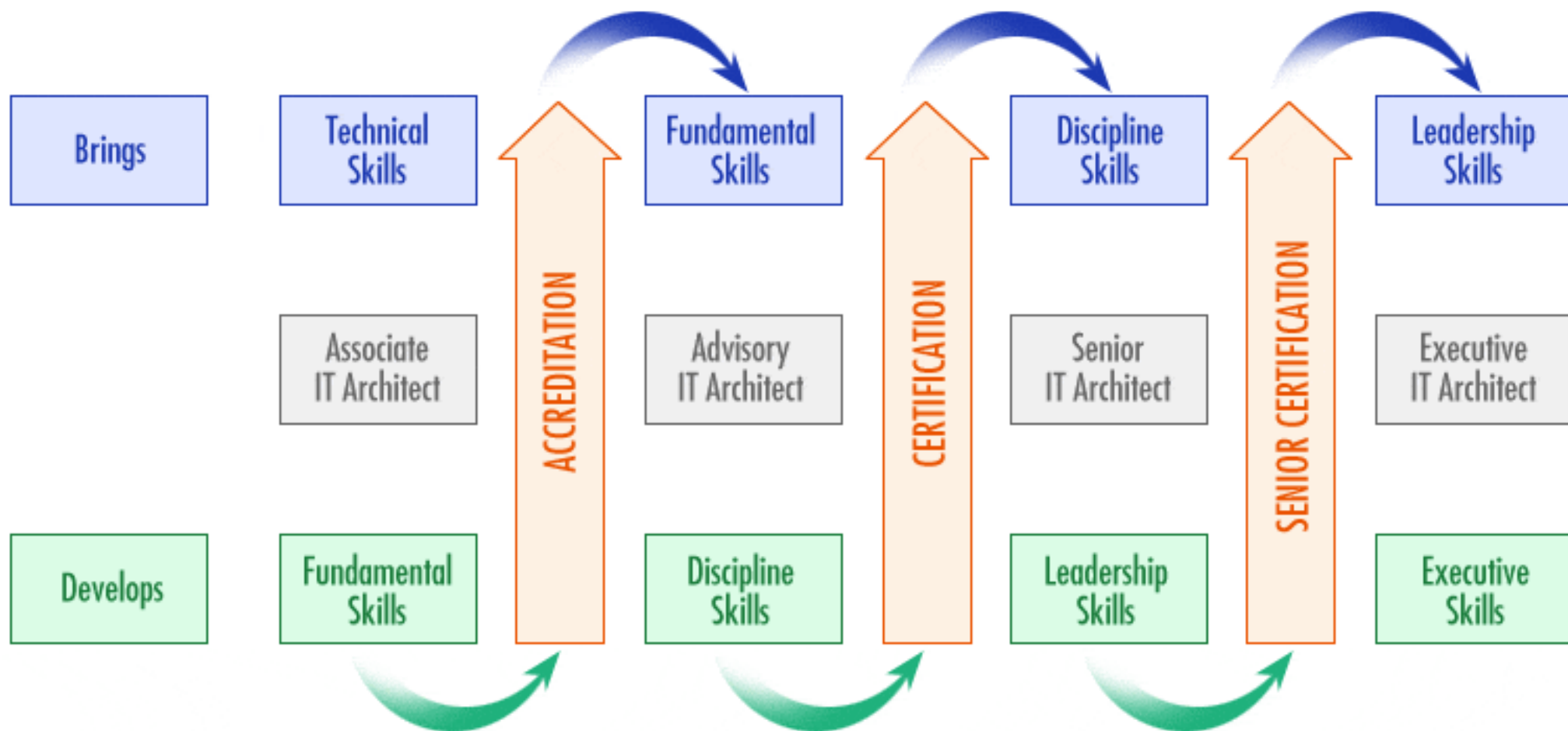
Five Top Mistakes (IBM)

- Believing the requirements
- Being seduced by the technology
- Majoring on your strengths and neglecting other areas
- Not stopping designers from designing
- Thinking you can do it all yourself



Ten Top Mistakes (Woods)

- Scoping Woes or Errors
- Not Casting Your (Stakeholder) Net Widely
- Focusing on Functions (Forgetting Qualities)
- Using Box and Line Descriptions (Too Simple Diagrams)
- Forgetting that *it Needs to be Built*
- Lack of Platform Precision
- Performance Assumptions
- Do-It-Yourself Security
- Lack of Disaster Recovery
- No Back-out Plan



Positive
Inclusive
Promotes Improvement

THE AGILE FLUENCY™ MODEL

CHART YOUR AGILE PATHWAY

Fluency: Routine, Skillful Ease
Comes From Investment In Learning

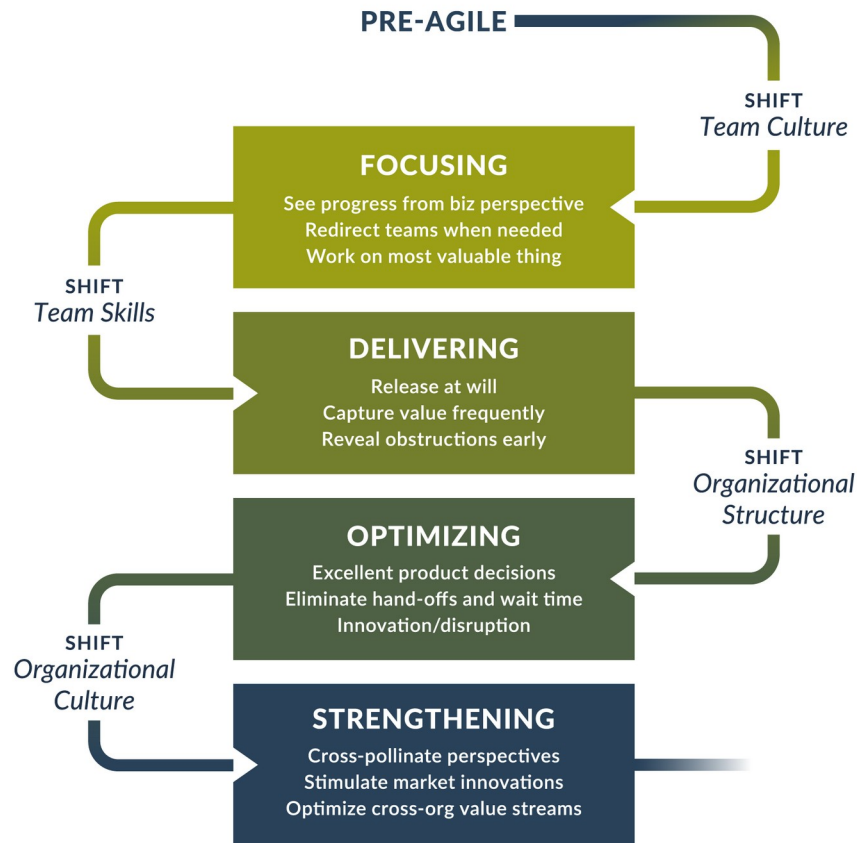
SWAT Goals

INVEST IN:
Productivity dip
DevOps, UX, etc. in team
Technical training & mentoring

AGILE SUSTAINABILITY: +3-24 MO.
Extreme Programming
DevOps Movement

INVEST IN:
Inventing new practices
Cross-organization focus

AGILE'S FUTURE
Complexity Theory
Organization Design Theory
Alternative Governance Structures



INVEST IN:
Full-time team members
Team workspace
Business representation
Team coaching
Management training

AGILE FUNDAMENTALS: 2-6 MO.
Basic Scrum
Kanban

INVEST IN:
Market focus
Business expertise in team
Team business ownership
Management coaching


AGILE'S PROMISE: +1-5 YR.
Lean Startup
Lean Software Development
Design Thinking
Beyond Budgeting

AGILE FLUENCY PROJECT

agilefluency.org

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CULTURE = "How we do things around here to succeed."

 "The Reengineering Alternative."
William Schneider



Agile HR - Also for Architects

Collaborative networks over hierarchical structures

→ Self-selecting teams, mob programming, remote-only teams

Transparency over secrecy

→ Access to all financial data

Adaptability over prescriptiveness

→ Rolling budgets

Inspiration and engagement over management and retention

→ Why are we working on this product?

Intrinsic motivation over extrinsic rewards

→ No bonuses, no MBO, evaluations by peers, 360 evaluation

Ambition over obligation

→ Curriculum based design,

Agile Culture

- **Customer** Centric *instead of Plan Centric*
- **Small** Teams *instead of Departments*
- **Network** Connections *instead of Hierarchical Organizations*

Self-Organizing Teams

Setting Overall Direction	Management Responsibilities			
Designing the Team and Its Context				
Monitoring and Managing Work Processes		Team Responsibilities		
Executing the Task				
	Manager-Led Team	Self-Managing (Self-Organizing) Team	Self-Designing Team	Self-Governing Team

1



Tell

I will tell them

2



Sell

I will try and
sell it to them

3



Consult

I will consult
and then decide

4



Agree

We will agree
together

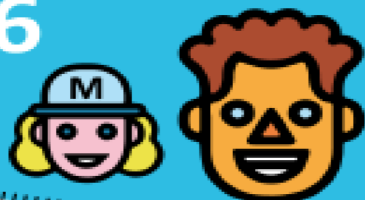
5



Advise

I will advise but
they decide

6



Inquire

I will inquire
after they decide

7



Delegate

I will fully
delegate

DELEGATION POKER

These cards are part of the Management 3.0 materials. They represent the 7 delegation levels for empowering organizations. You can find a description of their use at:

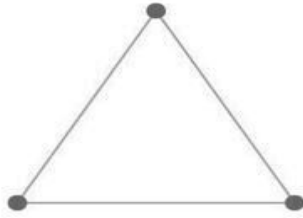
[www.management30.com/
delegation-poker](http://www.management30.com/delegation-poker)

MANAGEMENT 3.0
CHANGE AND INNOVATION PRACTICES

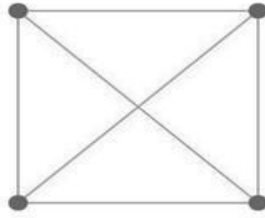
True North - Scrum Values



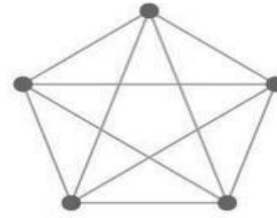
Small Teams



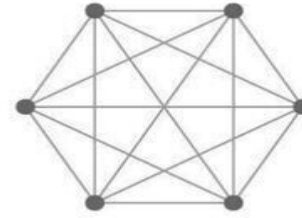
3 people, 3 lines



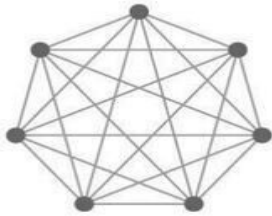
4 people, 6 lines



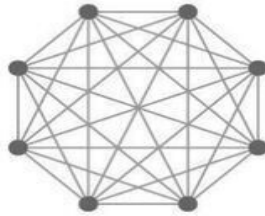
5 people, 10 lines



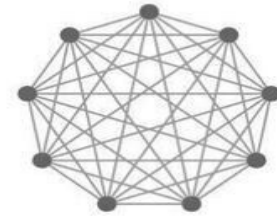
6 people, 15 lines



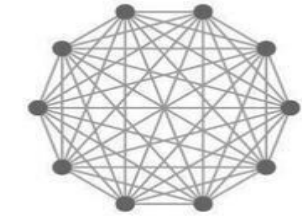
7 people, 21 lines



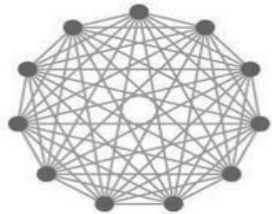
8 people, 28 lines



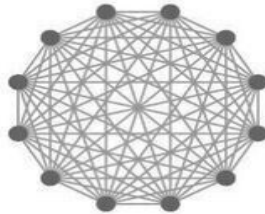
9 people, 36 lines



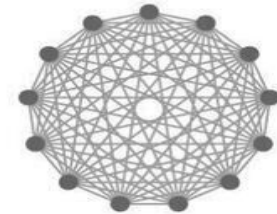
10 people, 45 lines



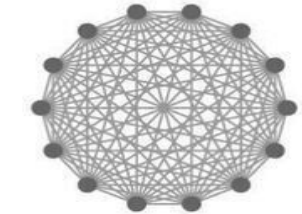
11 people, 55 lines



12 people, 66 lines



13 people, 78 lines



14 people, 91 lines

Reflections (1/2)

Any **organization** that **designs** a system will produce a design whose structure is a **copy** of the organization's communication structure.

— Melvin E. Conway, 1967

- *Agile approach is a way to break Conway's Law*

Reflections (2/2)

Do not fight to change a **culture**. Change the organization's **structure** and **processes**. The culture will naturally evolve.

Do not force common **goals** and **accountability**. Require **pair** and **mob programming** for example.

Exercises (1/2)

- Read article “High Performance Teams: The Foundations”
- Draw your vision of agile architecture
- Write down why you want to be an architect – or why you do not want to be one -
- Reflect why software is strategic for the company you are working for – or will work for, or the company your parents are working for -

Exercises (2/2)

- Themes brought by attendees