

12



ESSENTIAL
SKILLS FOR
**SOFTWARE
ARCHITECTS**

Dave Hendricksen

12 ESSENTIAL SKILLS FOR SOFTWARE ARCHITECTS

This page intentionally left blank

12 ESSENTIAL SKILLS FOR SOFTWARE ARCHITECTS

DAVE HENDRICKSEN

◆ Addison-Wesley

Upper Saddle River, NJ • Boston • Indianapolis • San Francisco
New York • Toronto • Montreal • London • Munich • Paris • Madrid
Capetown • Sydney • Tokyo • Singapore • Mexico City

Many of the designations used by manufacturers and sellers to distinguish their products are claimed as trademarks. Where those designations appear in this book, and the publisher was aware of a trademark claim, the designations have been printed with initial capital letters or in all capitals.

The author and publisher have taken care in the preparation of this book, but make no expressed or implied warranty of any kind and assume no responsibility for errors or omissions. No liability is assumed for incidental or consequential damages in connection with or arising out of the use of the information or programs contained herein.

The publisher offers excellent discounts on this book when ordered in quantity for bulk purchases or special sales, which may include electronic versions and/or custom covers and content particular to your business, training goals, marketing focus, and branding interests. For more information, please contact:

U.S. Corporate and Government Sales
(800) 382-3419
corpsales@pearsontechgroup.com

For sales outside the United States please contact:

International Sales
international@pearson.com

Visit us on the Web: informit.com/aw

Library of Congress Cataloging-in-Publication Data

Hendricksen, Dave, 1964–

12 essential skills for software architects / Dave Hendricksen.

p. cm.

Includes bibliographical references and index.

ISBN 978-0-321-71729-0 (pbk. : alk. paper)

1. Computer software developers—Vocational guidance. 2. Computer software developers—Life skills guides. 3. Computer software developers—Professional relationships.

4. Career development. I. Title. II. Title: Twelve essential skills for software architects.

QA76.25.H47 2011

005.1092—dc23

2011027673

Copyright © 2012 Pearson Education, Inc.

All rights reserved. Printed in the United States of America. This publication is protected by copyright, and permission must be obtained from the publisher prior to any prohibited reproduction, storage in a retrieval system, or transmission in any form or by any means, electronic, mechanical, photocopying, recording, or likewise. To obtain permission to use material from this work, please submit a written request to Pearson Education, Inc., Permissions Department, One Lake Street, Upper Saddle River, New Jersey 07458, or you may fax your request to (201) 236-3290.

ISBN-13: 978-0-321-71729-0

ISBN-10: 0-321-71729-5

Text printed in the United States on recycled paper at RR Donnelley in Crawfordsville, Indiana. First printing, September 2011

To my wife, Jennifer, my son, Tim, and my daughter, Katie.

This page intentionally left blank

CONTENTS

Preface	xvii
Acknowledgments	xxi
About the Author	xxiii
Part I Relationship Skills	1
Chapter 1 Gracious Behavior	3
How Would Others Describe You?	3
The Technical Ceiling	4
The Road to Becoming a Gracious Professional	6
Choosing Relationships over Correctness	6
Learning to Delegate	9
Life Is Reflexive	10
Life or Death for Effective Communications	13
Integrity and Honesty Without Bluntness	15
Don't Bury Issues—They Will Come Back	17
Provide a Professional Service	19
Forgive Past Offenses	20
Summary	23
Bibliography	23
Chapter 2 Communication	25
Communication Principles	26
Listen First, Talk Later	27
Be There	28
Be Positive	29
Apologize Early	29
Avoid the Feeding Frenzy on Imperfections	30
Communication Strategies	31
Prefer Yes over No	31
Establishing Trust in the Sales Process	33
	vii

Reserve Your No's for Special Occasions	33
Avoid the Urge to Get Defensive	36
Hear Suggestions as Collaborative Improvements	36
Learn Others' Communication Needs, Including Your Own	37
Think on Your Feet	40
Communicating with Executives	41
Executives Thrive on Trust, Loyalty, and Consistency	41
Prefer Clarity over Completeness	42
Don't Surprise Executives	43
Summary	45
Bibliography	45
Chapter 3 Negotiation	47
Negotiation Principles	48
No Surprises	48
Don't Waver on Decisions	49
Delegate Authority, Not Accountability	49
Seek Help When You Are in over Your Head	50
Don't Cover Things Up	51
Do the Right Thing Even When It's Hard	51
Negotiation Strategies	52
Listen to Your Gut Feelings	52
Manage to Yes	52
Don't Find the Differences	54
Find the Common Ground	54
If General Agreement is Not Possible, Make Everyone Slightly Unhappy	55
Use Negotiation as a Means of Improvement	56
Negotiation Prep Work	57
Know What Is Negotiable	57
Know How to Surf the Organization	58
Seek a Collaborative Context for Key Decisions	60
Learn the Culture	61
Let Others Understand Your Thinking	62
Negotiation Wrap-Up	62
Ongoing Defense of the Decision	63
Maintaining an Architecture Decision Log	63
Sometimes You Win, Sometimes You Lose	64
Learning from Delegating	65
Summary	66
Bibliography	67

Chapter 4 Leadership	69
Leadership Principles	70
Establish Trust	71
Establish a Common Vision	71
Establish Strategic Partnerships (Bring Safety Through Relationships)	72
Eat Your Own Dog Food (Bring Safety to What You Say)	73
Perceive Risk, Assess Impact, and Act (Bring Clarity to Risk)	74
Deal with Risk Appropriately: What Is a Firecracker Versus an Atomic Bomb? (Bring Clarity to Impact)	75
Leadership Strategies	76
Use Occam's Razor	76
Present Visualizations of Information	76
Lead by Keeping Things Focused	77
Sell Based on Context	78
Following the Crowd (Looking for Opportunities to Leverage)	79
Focus Executives on Vision, Not Conflict Resolution	80
Leadership Timing	80
Capitalize on Organizational Momentum	80
Learn When to Rescue	81
Allow Others to Learn	82
Know When to Stand Alone	82
Ask for Forgiveness or Ask for Permission	84
Leading Others	85
Allow Others to Contribute (Don't Mandate)	85
Engage Others Through Influence	87
Enable Others to Take Ownership	88
Deal with Conflict	89
Summary	89
Bibliography	90
Chapter 5 Politics	93
Politics Defined	93
The Political Marketplace	94
Political Context	98
Align with Strategic Company Directions	98
Understand the Cultural Context That Surrounds You	99
Address Others' Concerns Early	100
Believe in What You Are Selling	102
Not My Problem	103
Relationships (Context with Others) Matter	103

Political Principles	104
Taking the High Road	105
Avoid Compromising Your Values	105
Compete Graciously	106
Operate with Transparency	106
Be Who You Are	106
Help Others and Don't Expect Anything in Return	107
Realize That Life Is Reflexive	107
Political Strategies	108
Help Others Achieve Their Objectives	108
Learn to Enjoy the Journey (Not Just the Destination)	108
Strive for Excellence in the Areas That Matter	109
Be Willing to Compromise on Lower-Priority Goals	109
Don't Take Offense to Poor Behavior	110
Confront Interpersonal Issues Privately	111
Political Timing	111
Execute Things in a Timely Fashion	112
Failure Today Does Not Mean You Will Not Succeed	
Tomorrow	113
Realize That Politically, You Will Not Always Win	113
Get in the Game	114
Becoming a Good Politician	115
Bibliography	116

Part II Personal Skills

117

Chapter 6 Transparency	119
Architects Live in a Glass House	119
Types of Transparency	121
Self-Transparency	121
Be Yourself	121
Acknowledge Your Weaknesses	122
Acknowledge Your Strengths and Interests	124
Beat the Crowd to Your Boss	125
Project Transparency	126
Let Executives See All the Cards	126
Architects Bring Transparency and Clarity to Many Areas	128
Architects Bring Discovery to Acquisition	129
Relational Transparency	133
Give Credit to Others Where Credit Is Due	133

Be Consistent in What You Say	134
Apologizing Demonstrates Transparency	135
Learn to Hear Before You React (Seek Transparency)	135
Allow Others to Be Transparent with You	136
Becoming a Transparent Architect	136
Bibliography	137
Chapter 7 Passion	139
What Is Passion?	140
Discovering Passion	141
How Do I Find Passion?	141
Persistence and Passion: The Ultimate Killer Combination	143
Passion over Position	144
Rekindling Passion	145
Using Passion as a Guide	145
Watch for Opportunity: It Usually Seeks You and Speaks Quietly	146
Follow Your Instincts	147
Choose Areas That You Are Passionate About	148
Change: The Kick in the Pants to Get You Moving Again	149
Lack of Passion Acts as a Ceiling to Your Career	150
Do the Hard Things Well and Give It Everything You Have	151
Passion: The Internal Fuel That Supplies Drive	151
Protecting Your Passion	151
Ignore the Critics: It's Your Passion, Your Vision— Not Theirs	152
Avoid Distractions	152
What Is One Thing You Can Do Today to Pursue Your Passion?	153
Learn to Jump in and Enjoy the Ride	154
Becoming a Passionate Architect	155
Bibliography	156
Chapter 8 Context Switching	157
Self-Awareness Context	160
Be Where You Are	160
Be Aware of Your Weaknesses	161
There's More to Life Than Work	161
The Myth of Multitasking Efficiency	161
Keep the Adrenaline in Check: Sloooow Down	162
Architectural Awareness Context	162
Bring the -Ilities	162

Seek Proper Coupling and Cohesion	162
Constantly Build Your Context	164
Elephant Context	164
What Is Not Being Said?	165
Ask the Hard Questions	165
Deliver the Bad News Early	166
If They Owned the Company, What Would They Do?	166
Decision Awareness Context	167
Do They Already Have the Problem Solved?	167
Do They Know Which Alternatives Are Possible?	167
Have Others Already Weighed in on the Decision?	168
Be a Neutral Third Party, Even When It Is a Disadvantage	169
Conversational Context	169
Avoid Meetings and Email	169
Bring in Others (Now), If Needed	169
Audience Context	169
Know Your Audience	170
Be Appropriate	170
Sometimes Play Good Cop, Bad Cop	170
Supply Background Information	170
Project Context	171
Bring a Budget	171
Bring Pragmatism	172
Learn to Surf the Avalanche	172
Seek Out Dedicated Resources	173
Which Assumptions Are You Making?	173
Becoming a Context-Aware Architect	173
Bibliography	174

Part III Business Skills

175

Chapter 9 Business Knowledge	177
Understanding Business	179
Marketing, Finance (ROI), and Sales	179
Consider Getting a Business Degree	181
Understanding Your Company	183
Know Your Product's Value Proposition	183
Know How Your Company Makes Money	184
Understand Your Company's History/Culture	184

Understanding Your Customers	185
Consider Going on a Customer Visit, Sales Call, or Helping Staff a Booth at a Trade Show	185
Consider Watching Usability Studies, Product Concept Interviews, or Other Customer Product Evaluations	187
Consider Using Agile Techniques	188
Understanding Your Domain	188
Gather Domain Knowledge	188
Understand Your Domain in the Business Context	190
Help the Business Better Understand Technology	190
Becoming a Business-Savvy Architect	191
Bibliography	192
Chapter 10 Innovation	193
Innovation Defined	194
Establishing Margins	195
Finding Margins	195
Innovate at the Edge	197
What Would You Do? (Given No Constraints, Don't Try to Posture)	198
Encourage Others to Think and Be Open	199
Be Prepared for the Naysayers	200
Avoid the Naysayers and Find a Safe Place to Think	200
Developing an Internal Compass	200
Listen to Your Gut	200
Learn to Trust Yourself	201
Listen to the Customer Closely, But Maintain Your Own Vision	201
Listen to Others (Collaborate)	202
Can You Make a Baby Step Today?	202
No Is Okay for Today: Keep Plugging Along, Because Yes Will Come	203
Blending Essential Concepts	204
Read, Read, Read	204
Crazy Ideas Help You Discover the Real Boundaries	205
Have a Big Vision	205
<i>Innovator's Dilemma</i>	206
Innovation and Clustering: Getting the Right Group of Things Together	206
Choose Simplicity	207
Simplification Is the Essence of Intellectual Property	207
Consider the Problem Before the Solution	208

Define the Problem	209
Sleep on It	209
Is It Strategic or Tactical?	210
Becoming a Innovative Architect	210
Bibliography	211
Chapter 11 Pragmatism	213
Pragmatic Architecture Defined	213
Scope Management	214
Work with the Business to Determine Feature Priority	215
Help Executives Make the Right Decision	216
Deal with Ambiguity	216
Sometimes, You Just Need to Start with a Concept	216
Use Agile Processes as a Means to Pragmatism	216
Risk Management	217
Differentiate Between Possible and Feasible	217
Ask Yourself Key Questions About Every Decision	219
Deal with Likely Risks	220
Architectural Spikes	220
Work with Operations to Determine Efficiency	220
Observe Other Projects to Determine What Is Acceptable to Sacrifice	221
Communication	221
Document Agreed-Upon Resolutions	221
Present Multiple Alternatives and Make a Recommendation	223
Use Transparency to Level Expectations	223
Develop Rules of Thumb for Sizing Projects	223
Becoming a Pragmatic Architect	224
Bibliography	225
Chapter 12 Vision	227
Vision Defined	227
Finding and Establishing a Compelling Destination	228
Discovering Your Vision	228
Crafting a Compelling Story from Vague Facts	230
Overcoming Roadblocks	231
Developing and Establishing a Strategic Roadmap	232
Mapping the Route to Your Vision	233
Establishing Strategies to Support the Vision	234
Establishing Aligned Partners	235
Vision Requires Alignment	235

Vision Requires Key Stakeholders	236
Vision Requires Funding	237
Vision in Practice	238
Using Vision to Increase ROI as a Strategy	238
Using Vision to Instill a Sense of Purpose	239
Applying Vision During Project Estimation	240
Developing a Spending Envelope (Scoping the Vision)	240
Becoming an Architect with Vision	241
Bibliography	241
Index	243

This page intentionally left blank

PREFACE

The soft stuff is always harder than the hard stuff.

—Roger Enrico, Vice Chairman, Pepsico

As you start reading this book, I hope you are prepared to keep an open mind and are willing to try some new approaches to your daily life.

My name is Dave Hendricksen, and I have the privilege of being a software architect for Thomson Reuters, where the focus of my work is on producing intelligent legal information. This includes everything from data capture to data display of legislative, regulatory, and intellectual property materials on Westlaw.com. I have been married for 22 years to a beautiful lady. We have two great kids, one cat, one dog, and a koi pond.

As a technology person, I have always considered myself to be slightly different from the rest of the “normal” world. Thinking analytically, focusing on problem solving, building things, and gaming for hours on end all come quite naturally to me. I love to learn new things. For me, going to school has always been great fun; I have a bachelor’s degree in math and Bible and two master’s degrees (one in computer science and one in the management of technology).

I love to work hard and am willing to put in whatever amount of effort is needed to get a project done on time. I love to hear my boss say, “Great job, Dave.” Of course, my thinking would be this: Do great work, get promoted, and life is awesome—and to a degree, this has been true, at least up to the point where technology enters management. An invisible ether exists here that prevents a large number of talented individuals from moving up the organizational hierarchy and any further in their careers. This magical ether detects a lack of soft skills and quietly prevents these individuals from advancing to the next rungs of the ladder.

My goal for this book is to enable you to learn the essential soft skills that you will need to master as a software architect.

This book assumes that you already have the requisite technical skills to become an architect; as such, it does not focus on these types of skills. Instead, this book focuses on 12 essential soft skills that are critical to the daily activities of being an architect. These are the skills that are typically the most challenging for people with technology backgrounds.

The 12 skills in this book are organized into three groups: relationship skills, personal skills, and business skills. These classifications are based on the notion of relative priority; that is, if you don't have relationship skills, the other two areas don't matter. You are not likely to be promoted to the position of architect or to stay in the role of architect for long if you do not relate to people and various parts of your organization well. Similarly, if you don't have the necessary personal skills, business skills will not be deemed as important. In the end, all of these areas are important, but from a prioritization perspective, if you don't have the foundation skills of relationships mastered first, working on business skills will not have the impact that you are likely looking for.

I view this as a pyramid of skills, which is depicted in Figure Pref-1.

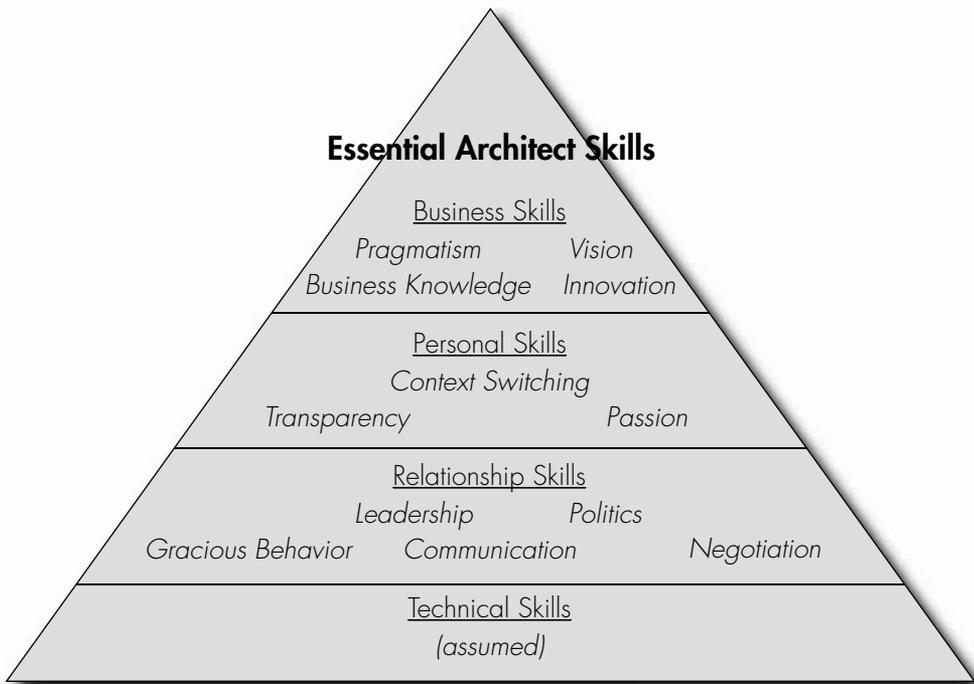


Figure Pref-1 Essential architect skills

I hope you enjoy reading this book and learn some new things that will enable you to become an architect, improve your skills as an architect, or better understand the nature and role of an architect. If you have any questions or comments, feel free to email me at dave@hendricksen.org.

Have great day!

Dave

This page intentionally left blank

ACKNOWLEDGMENTS

I want to thank the very helpful staff at Addison-Wesley—specifically, Raina Chrobak, Sheri Cain, Anna Popick, Chris Guzikowski, and freelance copy editor Jill Hobbs. They have been absolutely terrific in helping me work on my first book.

I want to thank my boss at Thomson Reuters, Mick Atton, for all his mentoring and for reviewing this book.

In addition, I want to thank Brad Appleton, Bob Maksimchuk, and Davie Sweis for their insights and detailed reviews of this book. I would also like to say thank you to Colin Renouf for his very detailed review of this book and for the knowledge of psychology that he shared with me. I also want to thank my wife, Jennifer, and my son, Tim, for taking time to review the book.

Finally, I want to thank my family and parents for their patience and support while I completed this book.

This page intentionally left blank

ABOUT THE AUTHOR

Dave Hendricken is a software architect for Thomson Reuters.

Dave enjoys working closely with new product development teams to create innovative legal products for large-scale online platforms such as Westlaw.com.

In his spare time, Dave enjoys mentoring the Eagan High School Robotics team, downhill skiing with his kids, fishing for large-mouth bass, golfing early in the morning, and spending time at the cabin building things like trebuchets, go-carts, and rain barrel watering systems with his kids.

PASSION

Passion, it lies in all of us, sleeping . . . waiting . . . and though unwanted . . . unbidden . . . it will stir . . . open its jaws and howl. It speaks to us . . . guides us . . . passion rules us all, and we obey. What other choice do we have? Passion is the source of our finest moments. The joy of love . . . the clarity of hatred . . . and the ecstasy of grief. It hurts sometimes more than we can bear. If we could live without passion maybe we'd know some kind of peace . . . but we would be hollow . . . Empty rooms shuttered and dank. Without passion we'd be truly dead.

—Joss Whedon, American Screenwriter¹

Nothing great in the world has been accomplished without passion.

—Georg Wilhelm Friedrich Hegel, German Philosopher and Inventor

Passion is the genesis of genius.

—Anthony Robbins, American Advisor to Leaders

If you have worked in a business environment for more than a couple of years, you may begin to feel overwhelmed by the resistance of the organization that allows it to stay unchanged, and by the glacial pace at which things sometimes move. Perhaps you have amazing ideas for all kinds of things, but getting those ideas through the gauntlet of the product business cycle to actually reach a customer can begin to wear you down.

As time progresses, that small voice (your passion, the source of the ideas) begins to quiet. The excitement you first had gives way to a slower, less exciting and more realistic cadence. You may even feel as if the weight of the organization has literally bound you up, making it hard to breath.

1. Joss Whedon. Great-Quotes.com, Gledhill Enterprises, 2011. Retrieved June 14, 2011, from <http://www.great-quotes.com/quote/40898>

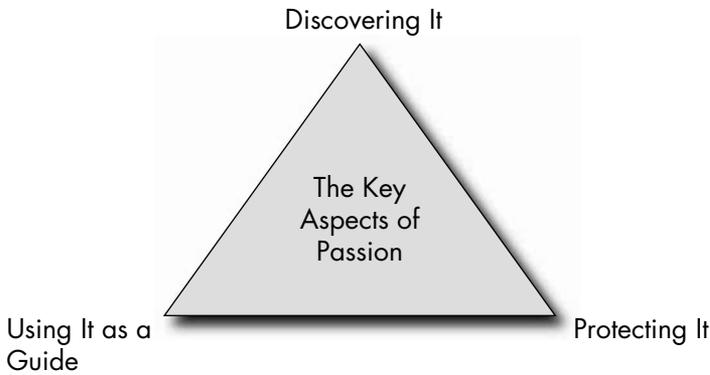


Figure 7-1 Passion is the internal fire that can propel your career.

After the initial flame of enthusiasm is quenched, it is hard to get your passion rekindled. You need to recognize the warning signs that the flame is dimming and learn to adjust your environment to allow you to pursue a meaningful life and career. If you feel your flame has been put out completely and your role is no longer enjoyable, now is the time to move on to another company to rekindle the passion you once had, rather than simply settling for a miserable job where you never strive to “do better.”

This chapter shows you how to find, use, protect, and actively pursue passion as a key soft skill that will enable you to find success as a software architect (see Figure 7-1).

WHAT IS PASSION?

Passion (from the Latin verb *patior*, meaning “to suffer” or “to endure”) is a very strong feeling about a person or thing. Passion is an intense feeling, enthusiasm, or desire for something. It can be expressed as a feeling of unusual excitement, enthusiasm, or compelling emotion toward a subject, idea, person, or object. A person is said to have a passion for something when he has a strong positive affinity for it.²

For me, passion revolves around those things that I would be naturally inclined to want to do or to think about in my free time. No one has to

2. “Passion.” *Wikipedia*. (2011). Wikimedia Foundation, Inc. October 9, 2010. [http://en.wikipedia.org/wiki/Passion_\(emotion\)](http://en.wikipedia.org/wiki/Passion_(emotion))

ask me to do it. No one has to pay me to do it. It just naturally consumes my thoughts. The key is to begin applying action toward those thoughts. Obviously, we are referring here to the business context and your role as an architect; any other passion wouldn't be appropriate in the workplace. As you slowly gain expertise in a particular area, your interests and fascination with that particular area can grow and provide you with new opportunities—opportunities that can help you enjoy what you do every day.

Work surrounded by passion feels less like an obligation and more like a great day to do what you love to do.

DISCOVERING PASSION

One of the best things you can do to help your career is discover the things that you are passionate about.

How Do I Find Passion?

The people you work with know what you are passionate about. When you talk to them, certain topics and activities cause your eyes to light up, your voice to be enthusiastic, your body posture to be engaged—you don't need to tell anyone, because your whole body will shout the message. The reverse is also true: If you truly lack passion about something, there is almost nothing you can do to overcome your body shouting, "Please, just put me out of my misery now!"

Listen to what you say to others, and how you say it, when you are consumed by the conversation and the rest of the world fades away.

Learn about body language and study the way other people present themselves and their ideas to figure out what they really feel about a subject—and then apply the same techniques to look at the way you present yourself. If your body language contradicts what your lips are saying about your passion for a subject, look for some nuance to pique your interest when communicating with others. Make yourself passionate about your work and the quality of your work, but recognize that there are always some things we are more interested in than others; that is, we have a natural desire to spend more time on some things than others.

What is that small voice saying? It may not speak loudly, but listen to it once in a while; it is usually a dream that is trying to get out. Let it out—don't bury it in the endless set of activities that are clamoring for your attention. These are areas you are likely to be passionate about.

Find some quiet time to sit down and write out your interests (see Figure 7-2). This exercise may start out slowly. The ideas may seem odd or goofy at first, but write them down anyway. As more ideas start coming, keep writing everything down—there are no wrong answers.

Let a few weeks or months pass. Try the exercise again. Do you see repeated patterns when you compare the lists? Have some things already happened? (Don't be too surprised—things have usually already started to manifest themselves.)

I usually keep the list of these things in my wallet; they are always with me. Some of the items may never become reality, but at least I am aware of them. Over time—sometimes years later—I forget what was on an earlier list, and I find that I have addressed many of the items and new opportunities have managed to present themselves in ways not quite as I imagined. Nonetheless, the outcomes are clearly related to some of the earlier thoughts that were merely seeds.

Identification of your passions gives you additional information when you are weighing options in making a particular decision and gives you a better understanding which path to take. At least for me, the answers are not always clear.

My final decision usually comes at the last moment, after I have had time to write down the pros and cons related to a decision (usually from both sides—if I choose one path, what are the pros and cons; if I choose a different path, what are the pros and cons—and then compare the options). For some reason, it is not until the last minute that clarity presents itself.

By consciously capturing areas that you are passionate about (and these areas are likely to change over time) and by being willing to take some

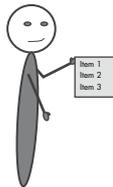


Figure 7-2 Keep a list of the things that grab your attention—wishes, dreams, things that seem interesting or fun. These are the seeds of your passion.

risks to pursue the things that inspire your passion, you may find that your dreams are probably just around the corner. Even if they aren't, or even if the destination isn't quite what you expected, you may still enjoy the journey.

Persistence and Passion: The Ultimate Killer Combination

Mastery of a particular area usually comes only with dogged persistence. It seems like there are 10,000 ways to do things wrong and only a handful of ways to do them right. For me, mastery usually requires running at a problem repeatedly, making mistakes, learning, running at the problem again, and repeating the process again. Each time I learn from the previous iteration and try something slightly different or take a different approach.

Each time I approach the problem from a different angle, I try to step back and think, and perhaps study the area by examining documentation or books to see what I was doing wrong. Usually, however, I end up giving it another try.

After a while, the nuances of the real problem I am trying to solve emerge, and I finally start to understand what needs to be done and why it needs to be done a particular way. The next time I am faced with a similar problem, I can reuse all of the knowledge that I so painfully gained to shorten the amount of time to solve the current problem.

On the surface, someone who has mastered a particular area makes it look easy. If you talk to the person, however, you usually find the individual traveled a long and winding road to gain the knowledge and experience she now possesses.

For me, it usually is not until I have resolved in my heart, "No matter what, I am going to pursue this problem until it gets resolved," that the solution begins to emerge from the faint details of each new piece of information discovered. Each piece of the puzzle reveals itself only when diligently pursued.

The areas you are passionate about require the same kind of tenacity. You must be willing to deal with setbacks, course adjustments, and putting in the extra effort to bring what you are passionate about to life. It seems as if challenges are the universe's way of asking you, "Do you really, really want this?" Until you are willing to answer, "Yes, I am committed—not just today, but for the long haul," the universe will keep asking the same question.

By combining persistence and passion, you will create the ultimate killer combination: something you love to do and the strength and endurance

to keep on going even when obstacles are put into your path. This is how dreams live and die. It is also how we learn—by making mistakes and picking ourselves up to try again.

Passion over Position

Occasionally, the desire to advance in the company for which you work may overwhelm your thinking, so that you consider taking positions that are not in areas that you truly care about. Perhaps the position looks great from a monetary perspective and an increased responsibility perspective, but fails to capture your heart. In these situations, consider the long-term effects of taking the position. If you are not able to advance beyond this next position:

- Can you enjoy the work required of this position?
- Can you enjoy working with the people associated with this position?
- Can you enjoy solving the types of problems this position is responsible for?
- Can you work in the political environment the position brings?
- Can your family survive the extra time commitments needed?
- Does this position align with your long-term goals?

If the answer to any of these questions is no, you need to seriously consider what will happen when the honeymoon period of getting this position wears off and the daily grind sets in. Can you find something that makes you want to get up in the morning to do the required work (and no, making more money is not the answer)? If you lose your passion for doing the work, your ability to produce excellent work will diminish. Your boss and those around you may question whether you are the right person for the position. Even if you never get to the point where your job is jeopardized, do you really want to spend your valuable life doing something that fails to inspire you?

If the answer to most of the preceding questions is yes, you should seriously consider applying for the position. Change is a good thing. It gives you the opportunity to learn new things, find out different ways to solve new problems, expand your network of relationships, and grow as an individual. Even if this position is more of a lateral move, it will show those above you in the organizational hierarchy that you are capable of handling a broad set of problems and are resilient to change. This is a great message to share, because businesses are constantly changing and they need to know that as new and more challenging business problems arise, you are up to the task of slaying the new dragons.

Rekindling Passion

Occasionally, life loses its sense of excitement and a sense of a dull routine seems to engulf you—you can feel it, you can sense it. In this environment, the enthusiasm to do much of anything seems to be absent. If you sense this lassitude coming on or you are already bogged down in ennui, it's time to take a break, regroup, and consider which ideas might energize you.

Sometimes, just getting away for a few days can help clear your head. For example, I usually take every Friday off during the summer. These three-day weekends at the lake allow me to unwind from everything that has happened over the course of the week. As the summer progresses, I can feel myself being rejuvenated, and the things that were beginning to bore me start to take on new life. It's like a breeze fanning the flame. My outlook brightens and I am ready to take on a whole new set of problems with vigor and enthusiasm.

The Value of Exercise

Another strategy that can dramatically improve your outlook is to get out and exercise, even if it's just walking for a couple of miles in the morning or evening. If you can't do this, park a few blocks from work or take the stairs. It's amazing how just a little activity can have a dramatic impact on your perception of what is happening around you and your ability to be more accommodating (and less irritated) by life's daily hassles. The higher the level of stress associated with your position, the more activity you may want to pursue. Exercise will truly help keep you healthy, wealthy, and wise.

If a vacation isn't possible, exercise produces endorphins that can stimulate and relax the body, thereby producing a positive attitude. All it takes is just a little change to help rekindle the spark.

USING PASSION AS A GUIDE

Let your passion help guide you to the right path (see Figure 7-3). Passion can be used as a force in helping you decide

- Which things you should pursue
- Which things you should ignore

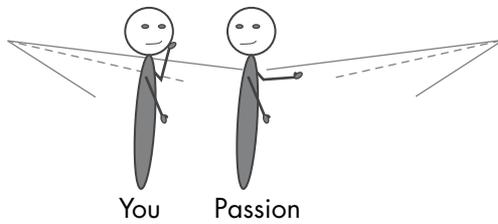


Figure 7-3 Let passion help you decide which roads to follow.

Watch for Opportunity: It Usually Seeks You and Speaks Quietly

It is an odd paradox, but the best route to goals (at least for me) is not always a straight-line, forward path. Most of the areas that, when I look back, have turned into areas of success for me were not things I was directly pursuing. It seems that whenever life gets noisy and the number of distractions is running high, opportunity seems to present itself off to the side, not with a lot of fanfare, but speaking in a faint voice that compels me to listen closely. When I can unravel myself from the commotion surrounding me and not be caught up in the brew-ha-ha, I can begin to hear the voice of opportunity—the chance to pursue what I am passionate about. This opportunity is usually not packaged in the manner that I had imagined, but it still presents the essence of what I am fascinated in pursuing. The challenge for me is to listen diligently enough to hear and internalize what is being said, and not to be drawn away by the loud distractions.

This situation has arisen in relation to many of the job opportunities I have had over my career—I have had my mind clearly set on one path when a unique opportunity presented itself. Such an opportunity can come from an unexpected direction and at a time when I least expect it. The first challenge is to see the opportunity, given the current momentum and focus on what is directly in front of me. At first, the change seems like a 90° hard left, at least until I begin slowing down and contemplating the essence of what has presented itself.

Think about such an opportunity this way: The situation is analogous to speeding down the highway and seeing some glimmer out of the corner of your eye. At first, you are not quite sure what it is, but you have a gut feeling that is important. Do I keep on truckin' down the highway (I have deadlines to keep and plans formulated) or do I take the time to slow down, turn around, and find out more about the glimmer off to the side that I just

missed? When I have the presence of mind to disengage for just a moment and fully consider the opportunity, I have rarely been disappointed in pursuing it.

If you enthusiastically engage with everyone you work with—from colleagues, to managers, to customers, to vendors—and show tenacity and skill in everything you do, opportunity can be around every corner. Often, those you engage with will be the source of these events. Customers and vendors may bring opportunities to learn and excel, so don't neglect them; your willingness to embrace such opportunities will reflect back on the company.

Follow Your Instincts

In today's media-centric world, trying to find and hear your inner voice (your instincts) can be challenging. When you first start to estimate projects, try guessing first. You may be surprised to find that, after you have done your top-down analysis and your bottom-up analysis, your initial guess (read gut feel, instinct) was in the ball park. If it's not, learn a little, and try again the next time. Often, rough project sizing requests come up with extremely small time frames (sometimes less than 30 minutes). You need to learn how to build some form of a model from which you can begin viewing the problem from multiple perspectives. This mechanism will help validate that your "guess" is somewhat reasonable.

If you get in a situation where things just don't feel right, and you can't quite explain why, back out. Your instincts should guide you. After a while, you will notice a sixth sense about situations—either you are at peace with what is happening or you sense something is wrong. Listen to this sixth sense; it can guide you out of troublesome areas when you don't know all of the details.

When you get ideas in your head, write them down. Ponder alternatives and other details about the ideas. The idea may be a great new design or an approach, so take the time to capture it. The still, small voices that inject ideas into your thinking can often produce the breakthroughs that you need to solve a particular problem.

There is a scientific basis to this process—that is, the way your instincts highlight things to you. The human brain consists of two hemispheres, with the left brain doing slow and thorough conscious analysis and the right brain doing the creativity and looking at "the big picture."³ The conscious

3. <http://viewzone2.com/bicamx.html>

thought you put into your work in IT is primarily the work of the left brain, whereas the subconscious and the right brain are looking out for you at a more expansive level. The little voice? It's your subconscious telling you that it has done the "big picture" work and spotted a problem—it just doesn't have the detailed communication skills of the left brain that would enable it to explain the idea directly to you. That's why we solve so many problems in our sleep and wake up with ideas for solving problems. Learn to listen to your subconscious!

Choose Areas That You Are Passionate About

When opportunity knocks, try to keep the financial considerations at bay for at least some period of time. Think about the pros and cons of each opportunity from the perspectives of "if you take it" and "if you don't": What are the impacts? Think about how the opportunity will affect both you and your family. Think about how well it aligns with the areas that excite you and cause you to melt away in your thinking.

Recognize that you, like every other human being, have different motivators. According to Abraham Maslow's hierarchy of needs, people have a series of needs (read: motivators) that are organized into a pyramid, where needs must be fulfilled from the bottom of the pyramid upward. At the bottom level are physiological needs such as the need for food and water; they are built upon by safety needs such as a home, health, and employment, along with love needs such as a family. Money at its most fundamental is associated with these levels, because it enables us to live securely. The upper levels of Maslow's hierarchy consist of esteem, where we look for respect from others and self-respect, and self-actualization, such as occurs through creativity and problem solving.

Within the hierarchy of needs, we seek first to fulfill our needs at the bottom of the hierarchy and then move farther up the pyramid. Thus, once we have enough money to be secure in the first three levels of the pyramid, our motivators become self-respect, which we may achieve through the way we behave honestly and professionally, and respect from others, which we may get from our status in management or from our colleagues through our interactions and professionalism.

When evaluating any proposed new role, consider your passions and determine whether the top level of the pyramid would still apply to you: Would you still be able to express your creativity and solve problems in your own unique way? If not, then the job probably isn't for you unless you yearn to

adapt to solving different types of problems and creatively handling new challenges that are different from those you face today.

Pick the path that you will love, and the money will follow. If it doesn't, at least you will enjoy the journey you are on.

Change: The Kick in the Pants to Get You Moving Again

If you have finally reached the point where that once sparkling and exciting career has turned into drudgery, and it seems like going to work will continue to suck the life out of you until you evaporate, you seriously need to consider change. Don't run out and quit your job; unless you are independently wealthy, you probably need the cash flow to keep yourself financially afloat.

Think about what excites you today, what makes you happy, what gives you a sense of fulfillment. If you don't know, consider helping out someone else. It might seem odd, but sometimes helping others find or achieve what they are looking for can help you rediscover what you were looking for. Even if you don't find it right away, your sense of self-worth and general outlook on life will improve dramatically when you help others.

Consider learning a new skill or technology that could be applied at work to bring some sense of change into your current role. At one extreme, contribute to books, magazines, standards bodies, and the general industry community as a way of bringing change to your current role by changing yourself; this effort will bring increased self-esteem along with the more tangible results.

Once you fan the embers of your daily living, you may begin to see ways to change and opportunities that you can begin pursuing on a small scale. Try to figure out if the new interest is really what you want or which aspect of it you like. If this interest really engages you, look for ways to turn it into more of a full-time pursuit.

Once you have made the change, you will be amazed at the amount of energy it produces and how it reinvigorates your life. Your new pursuits will make you want to smile every day, simply because life is good. You may not be making as much money, but money—although necessary—truly is not everything.

Lack of Passion Acts as a Ceiling to Your Career

In my position as an architect, I get the opportunity to interview people on a regular basis. Over the years, I have had a chance to see some hiring decisions turn out to be amazing and others turn out to be less than stellar. Among the ones that did not turn out so well, a definite pattern cannot always be seen. In contrast, among the ones that have excelled, the pattern is clear.

During the interview, as I look for details about the work the applicant has done in the past, a clear story emerges when the great candidates begin to talk. Not only can they speak to the positions they have had, but they can also recall large volumes of specific details—the kind you would remember if you truly loved solving the problems and spent the time to fully immerse yourself in the nuances of the problem and the solution.

The great candidates typically work on technology even in their spare time. They are fascinated with particular areas and learn everything there is to know about those areas. In many respects, their thirst for knowledge is unquenchable.

This kind of drive and interest in a particular area will get you noticed. Your knowledge and expertise will naturally draw people to you when a particular set of problems crops up. In areas that you are passionate about, your ability to communicate clearly and with authority is demonstrated with the greatest of ease.

The reverse is also true: If you go to work just to punch the clock and get a paycheck, your attitude, approach, and level of knowledge about what you do will be adequate, but it will be clear to everyone around you that you lack any level of passion about your endeavors. When it comes time to finding someone who can get the job done right and on time, the person selected typically will have a passion for attacking the problem. These individuals may include a lackluster employee in the effort, but likely only as a team member, not the leader.

When looking at yourself and when hiring others, what should you look for? Are you seeking lots of skills or experience only? Or is the lack of some small skill worth ignoring if it is offset by a great attitude—by enthusiasm and passion? Enthusiasm and passion are likely to triumph over skills any day, as long as the general skills and background are there to build upon.

Whatever you choose to do, do it with everything you have. Find something about the problem that motivates you, and that will fully engage your heart and soul.

Do the Hard Things Well and Give It Everything You Have

Sometimes you may be asked to do tasks that seem small, unglamorous, and downright hard. The first reaction to this kind of request is typically to contemplate saying no. In your head, you think, “I have better things to do and this certainly was not on my priority list.” After a brief amount of time, you reluctantly agree to do what has been asked. Your challenge now is to find the energy to fulfill the request.

The first thing to realize is that someone has asked you to perform the task because the individual trusts that you can solve the problem and get it done. The second thing to realize is that they may be testing you to see whether you can deal with the less desirable tasks and nail them before the higher-profile tasks begin flowing in your direction. Those above you in the organizational hierarchy need to know that you can jump in, take charge, and clean up whatever messes might be lying around. Your successful completion of the task will give them the confidence that you are capable, and not just a dilettante seeking the spotlight. It serves to build up their trust in you—and trust is a valuable commodity. It should also boost your own confidence, by proving that you can take on nearly any task and bring it to completion.

Passion: The Internal Fuel That Supplies Drive

After a while, it seems as if almost any pursuit can lose its sparkle. At first, the drop-off is imperceptible, but over time your energy level slowly dwindles and the enthusiasm you once possessed fades. It is usually at this point in time that you need to dig deep to rediscover what inspired you to begin this pursuit in the first place. Knowing what your passions are and knowing that they may change over time can supply the energy that is needed to keep your momentum moving forward when the environment seems a bit rainy and dreary.

PROTECTING YOUR PASSION

Passion is like a flame. You need to be careful not to let others throw water on it; they will quench it. Learn to protect your passion.

Ignore the Critics: It's Your Passion, Your Vision—Not Theirs

When you are truly passionate about something, that enthusiasm sometimes seems to attract negativity from certain people. Be cautious about sharing your dreams and goals. Not everyone will share your enthusiasm. It is hard to hear people say, “Awww, that’s impossible,” or “What a silly idea.” At this point, your passion is like a fledgling starting out: The dream or idea is not especially strong yet, so it may not take that much to kill it.

If you do choose to share your interest, be prepared to overlook the detractors and realize that it truly is *your* passion, and not theirs—they have their own goals and ideas to pursue. The naysayers may not be actively trying to dissuade you from pursuing your passion; rather, it’s just not important to them and they don’t share your enthusiasm.

After you have had more time to pursue your goal and you have some success under your belt, it seems like the amount of positive feedback grows naturally. Everyone is drawn to success.

Avoid Distractions

At any given time, there seems to be a never-ending stream of activities that are competing to consume your time. If you are not careful, these activities will sap your time and energy, and result in you losing your focus on what is truly important to you.

Take the time to figure out what your values are and what your priorities are. Write it down. If you don’t know where you are trying to go, time will escape you. Even if what you write down is not all that inspiring, simply having some direction is better than having no direction at all. You can improve your vision and change it over time.

Create a “to do” list every day and maintain a list of outstanding tasks to carry over from one day to the next; any additional tasks picked up along the way can then be integrated and prioritized. This helps focus your mind on the tasks linked to your highest priorities, ensuring that you do not lose track of tasks and shove them to the bottom of the pile.

By formalizing what is important to you, you have a better shot at prioritizing what you do each day. This approach allows you to put the blinders on and pursue your passions. You will have a much better sense of which responsibilities you can decline, and which responsibilities (a limited number) you can accept. One of the chief things that you should put aside is the TV. Television has a unique way of devouring time; although it is certainly

entertaining and fun to watch the latest programming, it will rob you of the most precious resource you have in pursuing your passions—time.

One of the things I always strive to put high on my priority list is my kids. If they want to play, do something, or buy something, I work to find ways that I can say yes. If they want to buy something, I offer to pay half. If they are willing to put up some of their own money, it must be important; if not, it probably wasn't. If they want to play, unless what I am currently doing is extremely urgent (it rarely truly is), I try to drop what I am doing (or if I can finish it quickly, I do so) and engage with them. After all, they took the time to actually include me in something that is important to them. If you say you will play later, do it; your word is your honor.

Don't procrastinate. If there are tasks you can do now that are higher priority than what you are actually doing (and particularly if what you are doing is staring out of the window wishing for the sun to come out before the weekend), get moving with them now and don't put them off until the last minute. With those tasks safely out of the way, there will be no concerns that they haven't been done; if they take longer than you expected, at least you have completed them and now have time to daydream or do something else. While there are always tasks that need to be done, address the important ones early.

WHAT IS ONE THING YOU CAN DO TODAY TO PURSUE YOUR PASSION?

Sometimes when you look at the goal you are passionate about pursuing, it can be nearly debilitating just to get started. You see the mountain. You see all of the work it may take. You begin to see the obstacles. Fear creeps in. This is your body telling you to get moving, not in the opposite direction, but toward the goal that consumes your thinking.

Look for one small step that you can take today that will help you get started. Here are a few ideas:

- Is there a book you can read or listen to? (I listen to five or six books each year in my truck on the way to and from work every day; it is only a five-minute drive, but I can still put the time to good use.)
- Is there a class you can take?
- Is there a conference or user group you can attend? Typically, these gatherings have birds-of-a-feather meetings you can attend and meet others with similar interests.

- Is there someone who is already doing what you want to pursue?
Could that person act as your mentor?
- Can you join a club or organization in the area where you live that focuses on your interest area?
- Are there blogs written by experts on the Web or tutorial presentations they have written?
- Are there online chat rooms or forums that you can participate in?

Engaging with other people, particularly experts in the field, to bounce ideas off them and learn from them, is a great way to gain experience quickly by learning from others' mistakes. Most experts will happily discuss the wrong turns they took as a warning to others—they learned the hard way, which is why they are experts. If you can't find a local expert, try to find a user group or vendor contact who can introduce you to an expert, even if the contact is only via email.

Write down the things you learn, as a way to accelerate your navigation of the road to "expert." If you know from first principles how things work "under the covers," you always have something to build on. We often learn that following the old medical student adage, "Watch one, do one, teach one," applies just as well to IT. You will learn more by explaining to others what you have learned about your area of passion, and by listening to their questions and trying to answer them. I often hear a little voice in my head saying, "Good question. Why didn't I think of that?" If I can work out the answer, then I have learned something; if not, on my road to being an "expert," I can say, "I'll find out"—and then I have another task to follow up on that aligns with my passion.

The key is to just get moving. The momentum you generate will help refuel your inner commitment and give you the strength to take the next step. After a while, the steps you take become automated—they are now a habit.

LEARN TO JUMP IN AND ENJOY THE RIDE

First you jump off the cliff and you build wings on the way down.

—Ray Bradbury, American Science-Fiction Writer

The only real way to maintain your passion in life is to jump in and, as Nike says, "Just do it." We get enjoyment out of our passion only by engaging in it, not by avoiding it through fear. You need to remember that

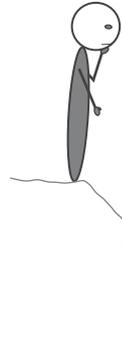


Figure 7-4 Sometimes you have to jump without knowing all the details.

- You will never be able to remove all of the obstacles.
- You will never be able to reduce all of the risk.
- You cannot do everything.
- You have to prioritize and choose.
- You have to make the rest of the world vanish, follow your instincts, and jump. Try the small cliffs first.
- Enjoy the journey: Smile on the way down, and if you hit the bottom, get up, dust yourself off, climb back up the hill, and jump off again (see Figure 7-4).

BECOMING A PASSIONATE ARCHITECT

The road to becoming a passionate architect begins with the following steps:

- Understanding what passion is.
- Discovering passion:
 - Understand how to find passion.
 - Combine persistence and passion.
 - Choose passion over position.
 - Rekindling of your passion is occasionally required.
- Using passion as a guide:
 - Watch for the quiet voice of opportunity.
 - Learn to follow your instincts.
 - Choose areas that you are passionate about.
 - Change your environment or circumstance.
 - Realize that a lack of passion will limit your career path.
 - Do the hard things well, and give them everything you have.
 - Supply your drive by using passion as the fuel.

- Protecting passion:
 - Ignore the critics.
 - Avoid distractions.
- Pursuing your passions beginning today.
- Learning to jump in and enjoy the ride.

Becoming an architect who embraces passion means navigating a road filled with excitement, wonder, and a positive outlook. The biggest hurdle to overcome is recognizing when you are going off course and taking corrective action. The good news is that it takes relatively little effort to pursue what you are passionate about, but it does take a bunch of courage.

BIBLIOGRAPHY

Citrin, James M.; Smith, Richard A. (2004). *The 5 Patterns of Extraordinary Careers: The Guide for Achieving Success and Satisfaction*. Crown Business.

Coyle, Daniel. (2009). *The Talent Code: Greatness Isn't Born, It's Grown. Here's How*. Bantam Dell.

Fowler, Chad. (2009). *The Passionate Programmer: Creating a Remarkable Career in Software Development*. Pragmatic Life.

Goleman, Daniel. (2001). *Emotional Intelligence: Why It Can Matter More Than IQ* [Audio CD]. Macmillan Audio.

Maxwell, John C. (2000). *Fail Forward: Turning Mistakes into Stepping Stones for Success*. Thomas Nelson.

Schmitt, Bernd H. (2008). *Big Think Strategy: How to Leverage Bold Ideas and Leave Small Thinking Behind (Your Coach in a Box)* [Audio CD]. Your Coach Digital.

Ziglar, Zig (1994). *Over the Top: Moving from Survival to Stability, from Stability to Success, from Success to Significance*. Thomas Nelson.

INDEX

Numbers

4+1 View Model of Architecture (Krutchen), 72, 77

A

Accountability, not delegating, 49–50

Acquisition projects, bringing discovery to, 129–133

Advisors, strategic partnerships with, 73

Agendas, creating neutral, 60–61

Agile development

Agile processes as means to pragmatism, 216–217

applying Agile techniques, 188

Agreement. See Negotiation

Aligned partners

funding and, 237–238

key elements in establishing vision, 228

key stakeholders and, 236–237

overview of, 235

vision requiring alignment, 235–236

Alignment, role of vision in, 227

Alternatives

knowing what is possible, 167–168

presenting and making recommendations, 223

presenting instead of simple no, 33–34

Ambiguity, dealing with, 216

Apologies

accepting, 111

apologize early principle of communication,
29–30

for offensive behavior, 11–12

relational transparency demonstrated by, 135

Approachability, building customer relationships, 19

Arbitration, balancing groups' interests. See also
Negotiation, 57–58

Architect skills

business skills. See Business skills

personal skills. See Personal skills

pyramid illustrating, 2, xviii

relationship skills. See Relationship skills

technical skills, 2, xviii

Architectural spikes (proof of concept), 220

Architecture

approaches to, 213–214

architectural awareness context, 162–164

considerations in making acquisitions, 131

Assumptions

identifying, 173

sharing common understanding, 100

validating with domain models, 189

what is not being said, 165

Attention, giving undivided, 160

Audience

audience context, 169–170

knowing your audience, 170

Authenticity, being yourself, 106–107, 121–122

Authority

delegation of, 49–50

getting help from authorized superiors, 50

when you can't delegate, 65

Availability, in architectural awareness context, 162

B

Background information, supplying, 170

Bad news, delivering early, 166

Battles

choosing carefully, 168

leadership and, 79–80

Be where you are, self-awareness context, 160–161

Be yourself, self-transparency, 106–107, 121–122

Behavior. See also Relationships

apologizing for, 11–12

caustic, 12

gracious. See Gracious behavior

not being offended by poor behavior, 110–111

offensive. See Offensive behavior

Bluntness, maintaining honesty and integrity with-
out being too blunt, 15–17

Body language

effective communication and, 38–39

- Body language (*continued*)
 revealing how people feel, 141
 understanding stakeholder positions and, 60
- Bosses. *See also* Executives
 not wanting surprises, 125
 relating to, 125–126
- Brain, right and left hemispheres, 147
- Brainstorming, in innovation, 205
- Budgets
 managing, 112
 project context and, 171–172
- Business
 architects understanding of business needs, 128
 considerations in making acquisitions, 130
 degrees, 181–182
- Business knowledge
 applying Agile techniques, 188
 bibliography, 192
 gathering domain knowledge, 188–189
 getting a business degree, 181–182
 knowing how your company makes money, 184
 knowing your company, 183
 knowing your product's value proposition,
 183–184
 marketing, finance, and sales, 178–181
 meeting your customers, 185–187
 overview of, 177–178
 steps in becoming a business-savvy architect,
 191–192
 understanding company history and culture,
 184–185
 understanding technology, 190–191
 understanding your domain in the business
 context, 190
 usability studies and customer evaluations,
 187–188
- Business skills
 business knowledge. *See* Business knowledge
 innovation. *See* Innovation
 overview of, 175–176
 pragmatism. *See* Pragmatism
 vision. *See* Vision
- C**
- Career
 lack of passion creating ceiling on, 150–151
 passion propelling, 140
- Caustic behavior, mistrust related to, 12
- Challenges
 of conference calls, 38
 doing hard things well, 151
 fear as, 120
 seeing the big picture, 178
 of switching roles, 158
- Change
 making changes based on passion, 149
 as opportunity to learn new things, 144
 resistance to change in organizations, 139
- Chits, organizational clout and, 112
- Clarity
 acquisitions and, 132
 bringing to many diverse areas, 128
 of communication, 221
 executives valuing over completeness, 42–43
 in leadership pyramid, 70
 of risk impact, 75–76
 of risk perception, 74–75
 transparency creating, 120
 of vision, 239
- Clustering, innovation and, 206–207
- Cohesion and coupling, in architectural awareness
 context, 162–164
- Collaboration
 delegation building, 50
 listening as basis of, 202
 politics as, 94
 receiving suggestions as collaborative improve-
 ments, 36–37
 seeking collaborative context for key decisions,
 60–61
- Commitments
 cross-organizational, 112–113
 delivering on, 51–52
 enforcing, 222
- Common ground, finding during negotiation, 54–55
- Communication
 apologizing early, 29–30
 avoiding piling on when imperfections are
 reviewed, 30–31
 being positive, 29
 being present, 28
 bibliography, 45–46
 building relationships, 13–15
 developing rule of thumb for sizing projects,
 223–224

- documenting agreements, 221–222
 - establishing trust in sales process, 33–35
 - with executives, 41
 - executives not liking surprises, 43–45
 - executives valuing clarity over completeness, 42–43
 - executives valuing trust, loyalty, and consistency, 41–42
 - learning communication needs, 37–39
 - leveling expectations, 223
 - listen first, talk later, 27–28
 - maintaining while meeting delivery dates, 164
 - not being defensive, 35
 - overview of, 25–26
 - pragmatism and, 221
 - preference for yes over no, 31–32
 - presenting alternatives and making recommendations, 223
 - principles of, 26–27
 - receiving suggestions as collaborative improvements, 36–37
 - strategies of, 31
 - summary, 45
 - between technology-oriented and business-oriented personnel, 182
 - thinking on your feet, 40–41
- Companies. *See* Organizations
- Competence, balancing with likeability, 12
- Competition
 - competing graciously, 106
 - making acquisitions, 130
- Compliance, leadership and, 70
- Compromises
 - avoiding compromise of values, 105
 - on lower-priority goals, 109–110
 - protecting your vision, 200
- Concepts, in feature development, 216
- Concerns, addressing, 100–102
- Conference calls
 - alternatives to, 38–39
 - challenges of, 38
- Conflicts
 - dealing with upfront, 134
 - leadership focus on vision, not conflict resolution, 80
 - leadership role in resolving, 89
- Consistency
 - being consistent in what you say, 134
 - communicating with executives, 41–42
- Constraints, considering innovation free of, 198–199
- Context switching
 - architectural awareness context, 162–164
 - audience context, 169–170
 - bibliography, 174
 - constantly building context, 164
 - conversational context, 169
 - decision awareness context, 167–169
 - elephant in the room context, 164–167
 - learning to surf the avalanche in project development, 172
 - overview of, 157–159
 - project context, 171–173
 - self-awareness context, 160–162
 - steps in becoming a context-aware architect, 173–174
- Contributions, leadership encouraging, 85–87
- Conversational context, 169
- Corrective action. *See* Remedial action
- Coupling and cohesion, in architectural awareness context, 162–164
- Credit, giving where due, 133–134
- Criticism
 - handling opportunities to critique or be critiqued, 36–37
 - not piling on, 30
 - reflexive nature of relationships, 10
 - when to ignore, 152
- Culture
 - company history and, 184–185
 - learning the organizational culture, 61–62
 - understanding the cultural context, 99–100
- Customers
 - Agile techniques focusing on, 188
 - being a service provider for, 19
 - domain modeling and, 189
 - listening to, 201–202
 - meeting, 185–187
 - researching before meeting, 186
 - usability studies, interviews, and customer evaluations, 187–188
 - vision requiring alignment with, 235
- D**
- Daily planners, 28
- Deadlines
 - avoiding saying no to, 34
 - managing, 112

- Decision awareness context, 167–169
- Decision making
- asking petitioners what they would do, 166–167
 - defending decisions, 63
 - determining impact of decisions, 219
 - encouraging others to weigh in early, 168
 - enforcing decisions, 222
 - fairness in, 58
 - helping executives make decisions, 216
 - including others in, 169
 - knowing what is possible, 167–168
 - maintaining decision log, 63–64
 - neutrality in, 169
 - not wavering on decisions, 49
 - passion as guide in, 145–146
 - presenting alternatives and making recommendations, 223
 - role playing in, 170
 - seeking collaborative context for decisions, 60–61
 - sharing assumptions, risk, and issues related to, 100
 - understanding costs in, 167
 - unpublished organizational hierarchy and, 58–59
- Dedicated resources, seeking out, 173
- Defensiveness
- “flight or fight” responses, 37
 - not being defensive as communication strategy, 35
 - receiving feedback and, 11
- Delegation
- of authority, not accountability, 49–50
 - learning from, 65
 - learning to delegate, 9–10
- Deliverables, phased approach to, 34–35
- Delivery dates, meeting, 164
- Destination
- finding and establishing for vision, 228–232
 - key elements in establishing vision, 228
- Differences
- finding common ground, 54–55
 - not finding differences when making high-level decisions, 54
- Discovery
- bringing to acquisition projects, 129–133
 - vision discovery process, 229–230
- Distractions
- avoiding, 152–153
 - focused communication and, 28
 - leadership role in maintaining focus, 77–78
- Divisions, finding natural boundaries between, 163
- Documentation
- of agreements, 221–222
 - of decisions, 100
 - of principles and standards, 62
 - of vision, 89
- Domains
- gathering domain knowledge, 188–189
 - understanding your domain in the business context, 190
- E**
- “eating your own dog food,” 73–74
- Edge of systems, innovation at, 197–198
- Efficiency
- determining efficiencies in risk management, 220–221
 - multitasking decreasing, 161–162
- Elephant context, 164–167
- Email, avoiding, 169
- Emotions, communicating need for corrective action and, 16
- Enthusiasm. *See* Passion
- Environment, understanding political context of, 98
- Estimation, applying vision during project estimation phase, 240
- Excellence, striving for, 109
- Executives
- communicating with, 41
 - communication skills of, 14
 - helping in making decisions, 216
 - not wanting surprises, 125
 - project transparency and, 126–128
 - as stakeholders, 80
 - surprises not welcomed by, 43–45
 - trust, loyalty, and consistency valued by, 41–42
 - valuing clarity over completeness, 42–43
 - vision requiring alignment with, 236
- Exercise, physical, 145
- Expectations
- managing, 223
 - setting proper, 222
 - setting up front, 35
- Experts, learning from, 154
- F**
- Failure, treating as learning opportunity. *See also* Losing, 113

- Fairness
 playing fair in negotiations, 58
 politics and, 107
- Fear
 engaging passion as means of overcoming, 154–155
 negative communication generating, 29
 preparing for challenges and, 120
- FEAR (FocusEd Action is Required), 29
- Feasibility
 determining for project, 31–32
 differentiating between possible and feasible, 217–219
- Features, determining feature priority, 215–216
- Feedback
 about effectiveness of communication, 38
 accepting graciously, 10–12
 avoiding piling on when imperfections are reviewed, 30–31
 getting honest, 103–104
 growth of positive, 152
 nonverbal, 28
 value of positive, 65
- Finance
 business knowledge regarding, 178–181
 knowing how your company makes money, 184
- FIRST robotics, 3
- Flexibility, in implementation of projects, 221
- “Flight or fight” responses, 37
- Focus
 being present in communication, 28
 “to do” lists as means of maintaining, 152
 leadership role in maintaining, 77–78
 role of vision in, 227
- FocusEd Action is Required (FEAR), 29
- Forgiveness
 apologies facilitating, 29
 asking forgiveness vs. asking for permission, 84–85
 of past offenses, 20–22
- Frantic pace of life, slowing down, 162
- Friendliness
 building customer relationships, 20
 presenting information in non-blunt (friendly) manner, 16
- Funding, required by vision, 237–238
- G**
- Goals
 compromising on lower-priority, 109–110
- finding common, 54–55
 helping others achieve objectives, 108
 leadership selling based on context, 78–79
 you will not always win, 113–114
- Golden rule, 13
- Good Cop, Bad Cop, role playing in decision making, 170
- Goodwill, helping others without expectation of return, 107
- Gracious behavior
 being a professional service provider, 19–20
 bibliography, 23–24
 choosing relationship over correctness, 6–9
 facing issues rather than burying, 17–19
 forgiving past offenses, 20–22
 knowing how others would describe you, 3–4
 learning to delegate, 9–10
 limitations of a merely technical approach, 4–6
 maintaining honesty and integrity without being too blunt, 15–17
 overview of, 3
 reflexive nature of relationships, 10–12
 role of effective communication in building relationships, 13–15
 steps in achieving, 6
 summary, 23
- Growth considerations, in making acquisitions, 130
- Gut feelings
 following instincts, 147–148
 listening to, 52, 200–201
- H**
- Hard questions, addressing the elephant in the room, 165–166
- Hard tasks, doing hard things well, 151
- Help, seeking help when needed, 50–51
- Helpfulness
 being helpful without expectation of return, 107
 building customer relationships, 19
 helping others achieve objectives, 108
 helping others as means of improving outlook, 149
- Hierarchy of needs (Maslow), 148
- High road, as alternative to political battles, 105
- Hiring, enthusiasm and passion overriding skills in, 150
- Home, balancing work with home life, 161

Honesty

- bringing safety to what you say, 73–74
- competing graciously, 106
- in decision-making, 51
- maintaining without being too blunt, 15–17
- trust and, 49

I

Improvement, negotiation as means for, 56–57

Industry, vision requiring alignment with, 236

Influence

- leadership by, 70
- leadership engaging others via, 87–88

Information

- background information, 170
- communicating in non-offensive manner, 14–16
- presenting from positive perspective, 29
- presenting in non-blunt (friendly) manner, 16
- presenting visually, 76–77
- what is not being said, 165

Innovation

- bibliography, 211–212
- brainstorming, 205
- clustering and, 206–207
- considering the problem before the solution, 208
- defined, 194–195
- at the edge, 197–198
- encouraging in others, 199
- finding margins, 195–197
- handling naysayers, 200
- having a big vision, 205–206
- listening to customers, 201–202
- listening to gut feelings, 200–201
- listening to others, 202
- overview of, 193–194
- persisting in, 203–204
- reading as seed of, 204–205
- simplicity and, 207–208
- sleeping on it, 209–210
- steps in becoming an innovative architect, 210–211
- strategic vs. tactical issues and, 210
- taking small steps, 202–203
- trusting yourself, 201
- without constraints, 198–199

Innovator's Dilemma (Christensen), 206

Instincts. See Gut feelings

Integrity

- areas that are non-negotiable, 57
- bringing safety to what you say, 73–74
- bringing up issues with requests, 34
- competing graciously, 106
- defending, 36
- giving credit where due and, 133
- maintaining without being too blunt, 15–17
- trust and, 71

Intellectual property. See IP (intellectual property)

Interactions, adapting style to individual differences, 38

Interests, making list of, 142

Internal compass, for innovation

- listening to customers and others, 201–202
- listening to gut feelings, 200–201
- overview of, 200
- persisting in, 203–204
- taking small steps, 202–203
- trusting yourself, 201

Interpersonal issues, confronting privately, 111

Investment

- decisions, 216
- returns on, 128

IP (intellectual property)

- considerations in making acquisitions, 131–132
- innovation and, 197–198
- simplification as essence of, 207–208

Issues

- addressing early on, 100–102
- addressing the elephant in the room, 165–166
- facing rather than burying, 17–19
- not covering up difficulties during negotiation process, 51

J

Jumping in (“Just do it”), 154–155

K

Knowledge. See Business knowledge

L

Language, adapting to customers, 189

Laws/legal, avoiding compromise of, 105

Leadership

- allowing others learning opportunities, 82
- allowing others to contribute, 85–87
- applying Occam's razor, 76
- asking forgiveness vs. asking for permission, 84–85
- bibliography, 90–91
- bringing clarity to risk, 74–75
- bringing safety to what you say, 73–74
- capitalizing on organizational momentum, 80–81
- dealing with conflict, 89
- dealing with risk, 75–76
- enabling others to take ownership, 88–89
- engaging others in vision, 87–88
- establishing a common vision, 71–72
- establishing strategic partnerships, 72–73
- establishing trust, 71
- focusing on vision, not conflict resolution, 80
- knowing when to stand alone, 82–84
- “leaders are readers,” 204–205
- looking for opportunities to leverage, 79–80
- maintaining focus, 77–78
- overview of, 69–70
- presenting information visually, 76–77
- principles of, 70
- rescuing projects, 81–82
- selling concepts, visions, goals based on context, 78–79
- strategies of, 76
- summary, 89–90
- timing and, 80

Learning

- change as opportunity for, 144
- communication needs of self and others, 37–39
- to delegate, 9–10
- from delegation, 65
- to hear before you react, 135–136
- leadership allowing learning opportunities, 82
- from mistakes or failure, 113, 154, 199
- new skills, 149
- organizational culture, 61–62

Likeability, balancing competence with, 12**Listening**

- building customer relationships, 20
- building trust, 107
- clarifying understanding by reiterating, 37
- conflict resolution and, 89

- to customers, 201–202
- to gut feelings, 52, 200–201
- learning to hear before you react, 135–136
- listen first, talk later principle, 27–28
- to others, 202
- receiving feedback, 11

Logs, decision, 63–64**Losing**

- keeping winning in perspective, 113–114
- outcomes of negotiation, 64

Loyalty, communicating with executives and, 41–42**M****Management**

- moving from technical level to management level, 26
- technical ceiling for those missing soft skills, 5–6
- by walking around, 164

Mandate, not leading by, 85–87**Mapping strategies, 232–234****Margins, establishing for innovation, 195–197****Marketing**

- allies in innovation, 196
- business knowledge regarding, 178–181
- knowing how your company makes money, 184

Marketplace, of political transactions, 94–97**MBA programs, 182****Mediation, abilities of leaders, 89****Meetings**

- avoiding, 169
- communicating with executives during, 43
- levels (types) of communication during, 39
- review meetings, 30
- seeking collaborative context for key decisions, 60–61
- when to go/when not to go, 28

Mergers, considerations in making acquisitions, 132–133**Mistakes, learning from, 113, 154, 199****Models, of domains, 189****Money, knowing how your company makes money, 184****Morals**

- areas that are non-negotiable, 57
- avoiding compromise of values, 105

Multitasking, inefficiency of, 161–162

- N**
- Naysayers, handling, 200
 - Negative feedback. See also Feedback, 10
 - Negativity
 - forgiving past offenses, 20
 - reflecting positive response to negative messages, 14–15
 - Negotiation
 - balancing degrees of unhappiness in, 55–56
 - bibliography, 67
 - defending your decisions, 63
 - delegating authority, not accountability, 49–50
 - doing the right thing under difficult circumstances, 51–52
 - eliminating surprises, 48–49
 - finding common ground, 54–55
 - knowing what is negotiable, 57–58
 - learning from delegating, 65
 - learning the organizational culture, 61–62
 - letting others know your perspective, 62
 - listening to gut feelings, 52
 - maintaining decision log, 63–64
 - managing to yes, 52–54
 - as means of improvement, 56–57
 - not covering up difficulties, 51
 - not finding differences, 54
 - not wavering on decisions, 49
 - outcomes of, 64
 - overview of, 47–48
 - prep work for, 57
 - principles of, 48
 - seeking collaborative context for key decisions, 60–61
 - seeking help when needed, 50–51
 - strategies of, 52
 - summary, 66
 - surfing organizational structures, 58–60
 - wrapping up, 62
 - NMP (Not my problem), political approach to issues
 - outside area of responsibility, 103
 - Nonverbal feedback, in communication, 28
 - No's
 - being clear about reasons for communicating, 32
 - preference for yes over no, 31–32
 - reserving for special occasions, 33–35
 - Not my problem (NMP), political approach to issues
 - outside area of responsibility, 103
- O**
- Objectives. See Goals
 - Obstacles
 - overcoming roadblocks to vision, 231–232
 - removing, 52–53
 - role of passion in overcoming, 144
 - types of, 53
 - Occam's razor, 76
 - Offensive behavior
 - adjusting, 104
 - apologizing for, 11–12
 - forgiving past offenses, 21–22
 - not being offended by poor behavior of others, 110–111
 - Online presentations, compared with conference calls, 38
 - Openness
 - bringing safety to what you say, 73–74
 - competing graciously, 106
 - in decision-making, 51
 - encouraging, 199
 - trust and, 49
 - Operational costs, determining, 220–221
 - Opportunities
 - change and, 149
 - choosing areas you are passionate about, 148–149
 - watching for, 146–147
 - Options and procedures
 - balancing, 83
 - personality traits and, 124
 - Organizations
 - knowing how to surf organizational structures, 58–60
 - knowing how your company makes money, 184
 - knowing your company, 183
 - leaders capitalizing on organizational momentum, 80–81
 - learning the organizational culture, 61–62
 - non-negotiability of company rules, 57
 - reorganization of, 191
 - resistance to change in, 139
 - understanding cultural context of, 99–100
 - understanding history and culture of, 184–185
 - Outcomes, of negotiation, 64
 - Ownership
 - leadership enabling, 88–89
 - learning to delegate and, 9–10

- P**
- Pace of life, slowing down, 162
- Paradigm innovation, 194
- Partnerships. *See also* Aligned partners
 aligning partners to vision, 235–236
 with executives, 43
 leadership role in establishing, 72–73
 with stakeholders, 236–237
- Passion
 acknowledging strengths and interests, 124
 avoiding distractions, 152–153
 bibliography, 156
 choosing areas you are passionate about, 148–149
 choosing over position, 144
 doing hard things well, 151
 drive and energy based on, 151
 following your instincts, 147–148
 as guide to right decisions, 145–146
 how to find, 141–143
 ignoring critics, 152
 jumping in (“Just do it”), 154–155
 lack of passion creating ceiling on career, 150–151
 making changes based on, 149
 overview of, 139–141
 persistence and, 143–144
 pursuing, 153–154
 rekindling, 145
 steps in becoming a passionate architect, 155–156
 watching for opportunities, 146–147
- Permission, asking forgiveness vs. asking for permission, 84–85
- Persistence
 combining with passion, 143–144
 in innovation, 203–204
- Personal skills
 context switching. *See* Context switching
 overview of, 117–118
 passion. *See* Passion
 transparency. *See* Transparency
- Personalization, avoiding during critical reviews, 37
- Personnel considerations, in making acquisitions, 131
- Policies
 avoiding compromise of values, 105
 defending, 36
- Political context
 addressing concerns of others, 100–102
 aligning with strategic directions, 98–99
 believing in what you are selling, 102
 key aspects of political marketplace, 97
 not my problem principle, 103
 relationships matter, 103–104
 understanding cultural context, 99–100
- Politics
 addressing concerns of others, 100–102
 aligning with strategic company directions, 98–99
 avoiding compromise of values, 105
 being helpful without expectation of return, 107
 being who you are, 106–107
 believing in what you are selling, 102
 bibliography, 116
 choosing your battles carefully, 168
 competing graciously, 106
 compromising on lower-priority goals, 109–110
 confronting interpersonal issues privately, 111
 enjoying the journey, not just the destination, 108–109
 executing actions in timely fashion, 112–113
 helping others achieve objectives, 108
 keeping winning in perspective, 113–114
 marketplace of political transactions, 94–97
 not being offended by poor behavior, 110–111
 not my problem principle, 103
 overview of, 93–94
 playing the game, 114
 principles of, 104–105
 realizing reflexive nature of life, 107–108
 relationships matter, 103–104
 steps in becoming a good politician, 115
 strategies of, 108
 striving for excellence in key areas, 109
 taking the high road, 105
 timing of, 111–112
 transparency in, 106
 treating failure as learning opportunity, 113
 understanding cultural context, 99–100
 understanding political context, 98
- Position innovation, 194
- Positions
 changing. *See* Context switching
 choosing passion over, 144
- Positive attitude
 handling naysayers, 200
 principles of communication, 29
 reflecting positive response to negative messages, 14–15

- Positive feedback, in reflexive nature of relationships, 10
- Possibility, differentiating between possible and feasible, 217–219
- Power, ebb and flow of political power, 95
- Pragmatism
 - bibliography, 225
 - in communication, 221
 - developing rule of thumb for sizing projects, 223–224
 - documenting agreements, 221–222
 - in innovation, 193, 198
 - managing expectations (transparency), 223
 - overview of, 213
 - pragmatic architecture defined, 213–214
 - presenting alternatives and making recommendations, 223
 - project context and, 171–172
 - in risk management, 217–221
 - in scope management, 214–217
 - steps in becoming a pragmatic architect, 224
- Praise, steps in building trust, 107
- Prep work, for negotiation, 57
- Present focus, be present principle in communication, 28
- Principles, documenting, 62
- Principles, of communication
 - apologize early, 29–30
 - avoiding piling on when imperfections are reviewed, 30–31
 - be positive, 29
 - be present, 28
 - listen first, talk later, 27–28
 - overview of, 26–27
- Principles, of leadership
 - bringing clarity to risk, 74–75
 - bringing safety to what you say, 73–74
 - dealing with risk, 75–76
 - establishing a common vision, 71–72
 - establishing strategic partnerships, 72–73
 - establishing trust, 71
 - overview of, 70
- Principles, of negotiation
 - delegating authority, not accountability, 49–50
 - doing the right thing under difficult circumstances, 51–52
 - no surprises, 48–49
 - not covering up difficulties, 51
 - not wavering on decisions, 49
 - overview of, 48
 - seeking help when needed, 50–51
- Principles, of politics
 - avoiding compromise of values, 105
 - being helpful without expectation of return, 107
 - being who you are, 106–107
 - competing graciously, 106
 - key aspects of political marketplace, 97
 - overview of, 104–105
 - realizing reflexive nature of life, 107–108
 - taking the high road, 105
 - transparency, 106
- Prioritization
 - ascertaining priority of executive requests, 32
 - avoiding distractions and, 152–153
 - compromising on lower-priority goals, 109–110
 - determining feature priority, 215–216
 - maintaining priorities while meeting delivery dates, 164
 - resource allocation based on, 193
 - of roadblocks, 232
 - striving for excellence in key areas, 109
- Privacy, confronting interpersonal issues privately, 111
- Problem solving
 - addressing concerns of others early on, 100–102
 - addressing the elephant in the room, 165–166
 - approach to, 53–54
 - asking petitioners what they would do, 166–167
 - considering the problem before the solution, 208
 - facing issues rather than burying, 17–19
 - finding common ground, 54–55
 - has the petitioner already solved the problem, 167
- Procedures and options. *See* Options and procedures
- Process innovation, 194
- Procrastination, avoiding distractions, 153
- Product concept interviews, 187–188
- Product evaluations, 187–188
- Product innovation, 194
- Product value proposition, knowing, 183–184
- Project context, 171–173
- Project transparency
 - bringing transparency and clarity to many areas, 128
 - bringing discovery to acquisition projects, 129–133

- letting executives see all the cards, 126–128
 overview of, 126
- Projects**
 applying vision during project estimation phase, 240
 determining acceptable sacrifices, 221
 flexibility in implementation of, 221
 importance of timely delivery, 112
 rule of thumb for sizing, 223–224
- Promises/commitments, delivering on, 51–52
- Promotions, selling, 134
- Proof of concept (architectural spikes), 220
- Purpose, vision as means of instilling sense of, 239–240
- Q**
- Quality measures, meeting, 164
- Questions**
 asking the hard questions, 165–166
 in building a vision roadmap, 233–234
 in developing vision strategy, 234–235
 in risk management, 219
- R**
- Reading, as seed of innovation, 204–205
- Recommendations, making, 223
- Reflexive nature of life, realizing, 107–108
- Regulatory bodies, establishing strategic partnerships with, 73
- Relational transparency**
 apologies demonstrating, 135
 being consistent in what you say, 134
 encouraging in others, 136
 giving credit where due, 133–134
 hearing before reacting, 135–136
 overview of, 133
- Relationship skills**
 communication. See Communication
 gracious behavior. See Gracious behavior
 leadership. See Leadership
 negotiation. See Negotiation
 overview of, 1–2
 politics. See Politics
- Relationships**
 building positive, 30
 choosing over correctness, 6–9
- establishing safety through, 72–73
 importance of, 103–104
 reflexive nature of, 10–12
 role of communication in building, 13–15
 transactional nature of, 95
- Reliability, in architectural awareness context, 162
- Remedial action**
 communicating need for, 16
 preferred to covering up difficulties, 51
- Reporting structure, of organization, 58
- Rescuing projects, leadership role in, 81–82
- Resources**
 managing, 112
 prioritization of allocation, 193
 seeking out dedicated, 173
- Return on investment. See ROI (return on investment)
- Revenue model, knowing how your company makes money, 184
- Reviews**
 mental preparation for, 11
 valid approaches to, 30–31
- Risks**
 architectural spikes (proof of concept) in managing, 220
 dealing with likely, 220
 determining efficiencies in risk management, 220–221
 differentiating between possible and feasible in risk management, 217–219
 executives not liking surprises, 43–45
 key questions in determining impact of, 219
 leadership role in clarifying, 74–75
 leadership role in dealing with, 75–76
 making acceptable sacrifices, 221
 overview of, 217
 perception of, 74
 sharing common understanding, 100
- Roadblocks to vision, overcoming, 231–232
- Roadmap, strategic, 232–233
- ROI (return on investment)
 architects role in determining, 128
 financial metrics, 179–180
 vision as means of improving, 238–239
- Role playing, in decision making, 170
- Roles, challenges of switching, 158
- Rule of thumb, for sizing projects, 223–224
- Rumors, impact on project morale, 48

- S**
- Sacrifices, making acceptable, 221
 - Safety. *See also* Risks
 - bringing safety to what you say, 73–74
 - establishing safety through relationships, 72–73
 - in leadership pyramid, 70
 - Sales call, meeting customers, 185
 - Sales/selling
 - allies in innovation, 196
 - believing in what you are selling, 102
 - business knowledge regarding, 180–181
 - establishing trust in sales process, 33–35
 - knowing how your company makes money, 184
 - leaders selling concepts, visions, goals based on context, 78–79
 - Scalability, in architectural awareness context, 162
 - Scope management
 - pragmatism in, 214–217
 - projects and, 112
 - using a spending envelope, 240
 - Self-awareness context, 160–162
 - Self-transparency
 - acknowledging your strengths and interests, 124–125
 - acknowledging your weaknesses, 122–123
 - being yourself, 121–122
 - overview of, 121
 - relating to your boss, 125–126
 - Sense of purpose, vision as means of instilling, 239–240
 - Service, being a professional service provider, 19–20
 - Simplicity, innovation and, 207–208
 - Sizing projects, rule of thumb for, 223–224
 - Sleeping on it, innovation during sleep, 209–210
 - Social collateral, trading, 95
 - Solutions
 - considering the problem before the solution, 208
 - presenting alternatives and making recommendations, 223
 - Spending envelope, for scope management, 240
 - Stakeholders
 - communicating with critical, 191
 - executives as, 80
 - required by vision, 236–237
 - seeking collaborative context for key decisions, 60–61
 - Standards, documenting, 62
 - Standing alone, leadership and, 82–84
 - Story, crafting a compelling, 230–231
 - Strategic partnerships, 72–73
 - Strategic roadmap
 - developing and establishing, 232–234
 - key elements in establishing vision, 228
 - Strategies
 - balancing with tactics, 163
 - political alignment with, 98–99
 - supporting vision, 234–235
 - vs. tactical issues, 210
 - Strategies, in communication
 - establishing trust in sales process, 33–35
 - learning communication needs of self and others, 37–39
 - not being defensive, 35
 - overview of, 31
 - preference for yes over no, 31–32
 - receiving suggestions as collaborative improvements, 36–37
 - thinking on your feet, 40–41
 - Strategies, in negotiation
 - balancing unhappiness when broad agreement is unreachable, 55–56
 - finding common ground, 54–55
 - listening to gut feelings, 52
 - managing to yes, 52–54
 - as means of improvement, 56–57
 - not finding differences, 54
 - overview of, 52
 - Strategies, of leadership
 - applying Occam's razor, 76
 - focusing on vision, not conflict resolution, 80
 - looking for opportunities to leverage, 79–80
 - maintaining focus, 77–78
 - overview of, 76
 - presenting information visually, 76–77
 - selling concepts, visions, goals based on context, 78–79
 - Strategies, political
 - compromising on lower-priority goals, 109–110
 - confronting interpersonal issues privately, 111
 - enjoying the journey, not just the destination, 108–109
 - helping others achieve objectives, 108
 - key aspects of political marketplace, 97
 - not being offended by poor behavior, 110–111

overview of, 108
 striving for excellence in key areas, 109

Strengths
 acknowledging, 124–125
 transforming weaknesses into, 122

Success
 failure and, 113
 positive feedback growing based on, 152

Suggestions, being receptive to, 36–37

Surprises
 bosses and executives not wanting, 125
 no surprises principle in negotiation, 48–49
 not welcomed by executives, 43–45

Systems considerations, in making acquisitions, 131–132

T

Tactics, balancing with strategies, 163, 210

Teams, transparency in interactions with, 136

Technology
 considerations in making acquisitions, 131
 limitations of a merely technical approach, 4–6
 understanding, 190–191

Tenacity, passion and, 143

Tests, dealing with issues, 17

Thinking on your feet, as communication strategy, 40–41

Third-party
 establishing strategic partnerships with suppliers, 73
 neutrality decision making process, 169

Time management
 acknowledge your weaknesses, 123
 be there principle in communication and, 28
 finding margins for innovation, 195–197

Timing
 executing actions in timely fashion, 112–113
 by leadership, 80
 political, 111–112

“to do” lists, for maintaining focus, 152

Trade shows, meeting customers at, 185

Transparency
 bibliography, 137
 bringing safety to what you say, 73–74
 living in a glass house, 119–120
 managing expectations, 223
 operating transparently, 106

overview of, 119
 project transparency. See Project transparency
 relational transparency. See Relational transparency
 self-transparency. See Self-transparency
 steps in becoming a transparent architect, 136–137
 types of, 121

Tribes, in organizational culture, 62

Trust
 apologies reestablishing, 135
 building, 11–12
 communicating with executives, 41–42
 customer relationships and, 20
 establishing in sales process, 33–35
 establishing with decision maker(s), 59
 hearing before reacting, 135
 honesty and, 49
 in leadership pyramid, 70
 leadership role in establishing, 71
 relationships and, 62
 steps in building, 107
 transparency and, 136
 vital factor in success, 15
 in yourself, 201

U

Usability studies, for key products, 187–188

V

Vacations, rekindling passion, 145

Value proposition, of products, 183–184

Values, not compromising, 105

Videoconferencing, compared with conference calls, 38–39

Vision
 aligning partners with, 235–236
 applying during project estimation phase, 240
 bibliography, 241–242
 crafting a compelling story, 230–231
 discovering, 228–230
 funding requirements in, 237–238
 having a big, 205–206
 leadership engaging others in, 87–88
 leadership focus on, 80
 in leadership pyramid, 70

Vision (*continued*)

- leadership role in establishing, 71–72
 - leadership selling based on context, 78–79
 - maintaining, 201–202
 - mapping route to, 233–234
 - as means of increasing ROI, 238–239
 - as means of instilling a sense of purpose, 239–240
 - moving from vision to execution, 88–89
 - navigating, 199–200
 - overcoming roadblocks, 231–232
 - overview of, 227–228
 - presenting information visually, 76–77
 - promoting contributions to, 85–87
 - scoping using a spending envelope, 240
 - stakeholders required for, 236–237
 - steps in becoming an architect with vision, 241
 - strategic roadmap in, 232–233
 - strategies supporting, 234–235
- Visualizations, presenting information, 76–77

W

- Walking around, management by, 164
- Weaknesses
 - acknowledging, 122–123
 - being aware of your weaknesses in context
 - switching, 161
- WebEx online presentations, 38
- White labeling partners, 73
- Winning
 - keeping in perspective, 113–114
 - outcomes of negotiation, 64
- Work, balancing work with home life, 161

Y

- Yes's
 - managing to yes, 52–54
 - preference for yes over no, 31–32
 - special circumstances impacting yes/no decisions, 35

This page intentionally left blank