

Architect Competency Framework

	What you KNOW	What You DO	What You ARE
Technology	<p>In-depth understanding of the domain and pertinent technologies</p> <p>Understand what technical issues are key to success</p> <p>Development methods and modeling techniques</p>	<p>Modeling</p> <p>Tradeoff analysis</p> <p>Prototype/experiment/simulate</p> <p>Prepare architectural documents and presentations</p> <p>Technology trend analysis/roadmaps</p> <p>Take a system viewpoint</p>	<p>Creative</p> <p>Investigative</p> <p>Practical/pragmatic</p> <p>Insightful</p> <p>Tolerant of ambiguity, willing to back-track, seek multiple solutions</p> <p>Good at working at an abstract level</p>
Consulting	<p>Elicitation techniques</p> <p>Consulting frameworks</p>	<p>Build "trusted advisor" relationships</p> <p>Understand what the developers want and need from the architecture</p> <p>Help developers see the value of the architecture and understand how to use it successfully</p> <p>Mentor junior architects</p>	<p>Committed to others' success</p> <p>Empathetic, approachable</p> <p>An effective change agent, process savvy</p> <p>A good mentor, teacher</p>
Strategy	<p>Your organization's business strategy and rationale</p> <p>Your competition (products, strategies and processes)</p> <p>Your company's business practices</p>	<p>Influence business strategy</p> <p>Translate business strategy into technical vision and strategy</p> <p>Understand customer and market trends</p> <p>Capture customer, organizational and business requirements on the architecture</p>	<p>Visionary</p> <p>Entrepreneurial</p>
Organizational Politics	<p>Who the key players are in the organization</p> <p>What they want, both business and personal</p>	<p>Communicate, communicate, communicate!</p> <p>Listen, network, influence</p> <p>Sell the vision, keep the vision alive</p> <p>Take and retake the pulse of all critical influencers of the architecture project</p>	<p>Able to see from and sell to multiple viewpoints</p> <p>Confident and articulate</p> <p>Ambitious and driven</p> <p>Patient and not</p> <p>Resilient</p> <p>Sensitive to where the power is and how it flows in your organization</p>
Leadership	<p>Yourself</p>	<p>Set team context (vision)</p> <p>Make decisions (stick)</p> <p>Build teams</p> <p>Motivate</p>	<p>You and others see you as a leader</p> <p>Charismatic and credible</p> <p>You believe it can and should be done, and that you can lead the effort</p> <p>You are committed, dedicated, passionate</p> <p>You see the entire effort in a broader business and personal context</p>