

The Making of a Decision

Andrea Magnorsky



Code Leaders - 11th June 2025



About Andrea

Programmer and Creator of Bytesize Architecture Sessions



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

Andrea Magnorsky
www.roundcrisis.com

Architectural Decisions



O'REILLY

Facilitating Software Architecture

Empowering Teams
to Make Architectural
Decisions



Andrew Harmel-Law

Facilitating Software Architecture
Andrew Harmel-Law

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

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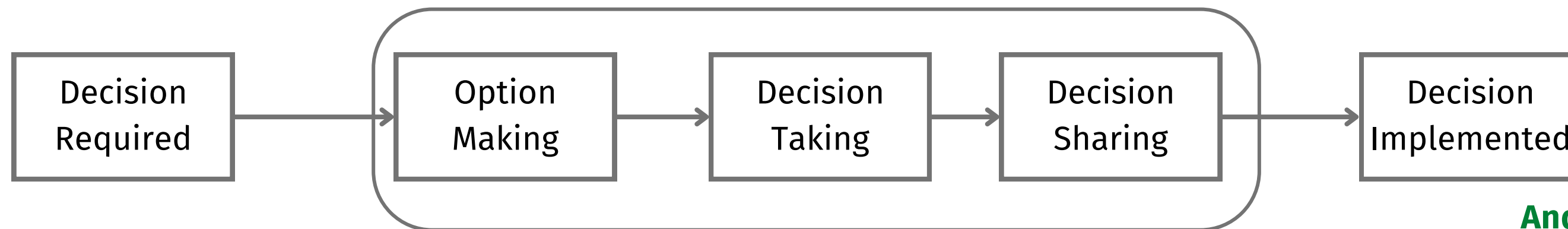
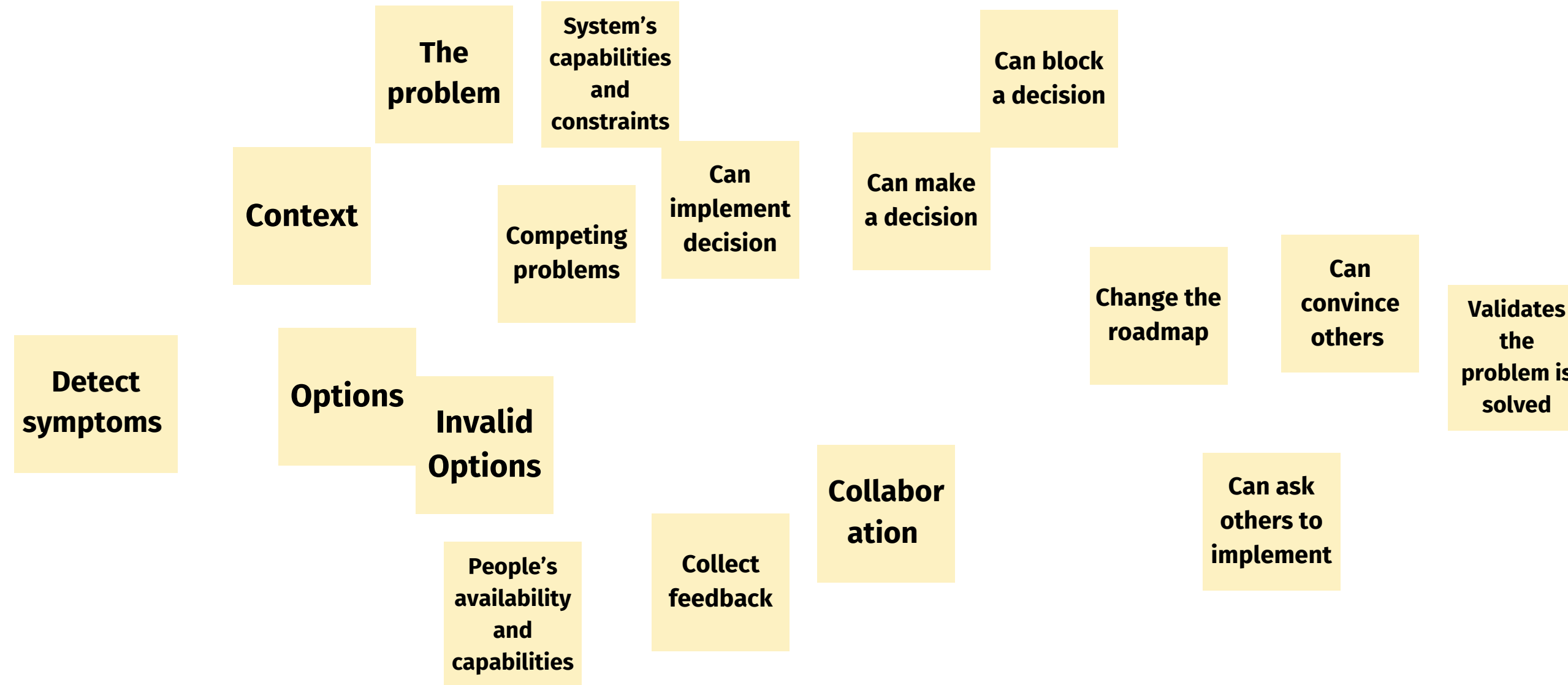


**How many times have
important decisions gone
exactly like you expected?**



Anatomy of a Decision

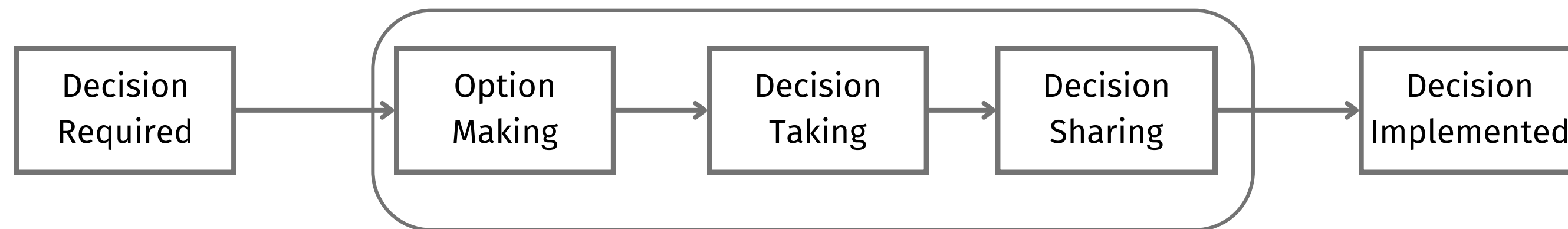
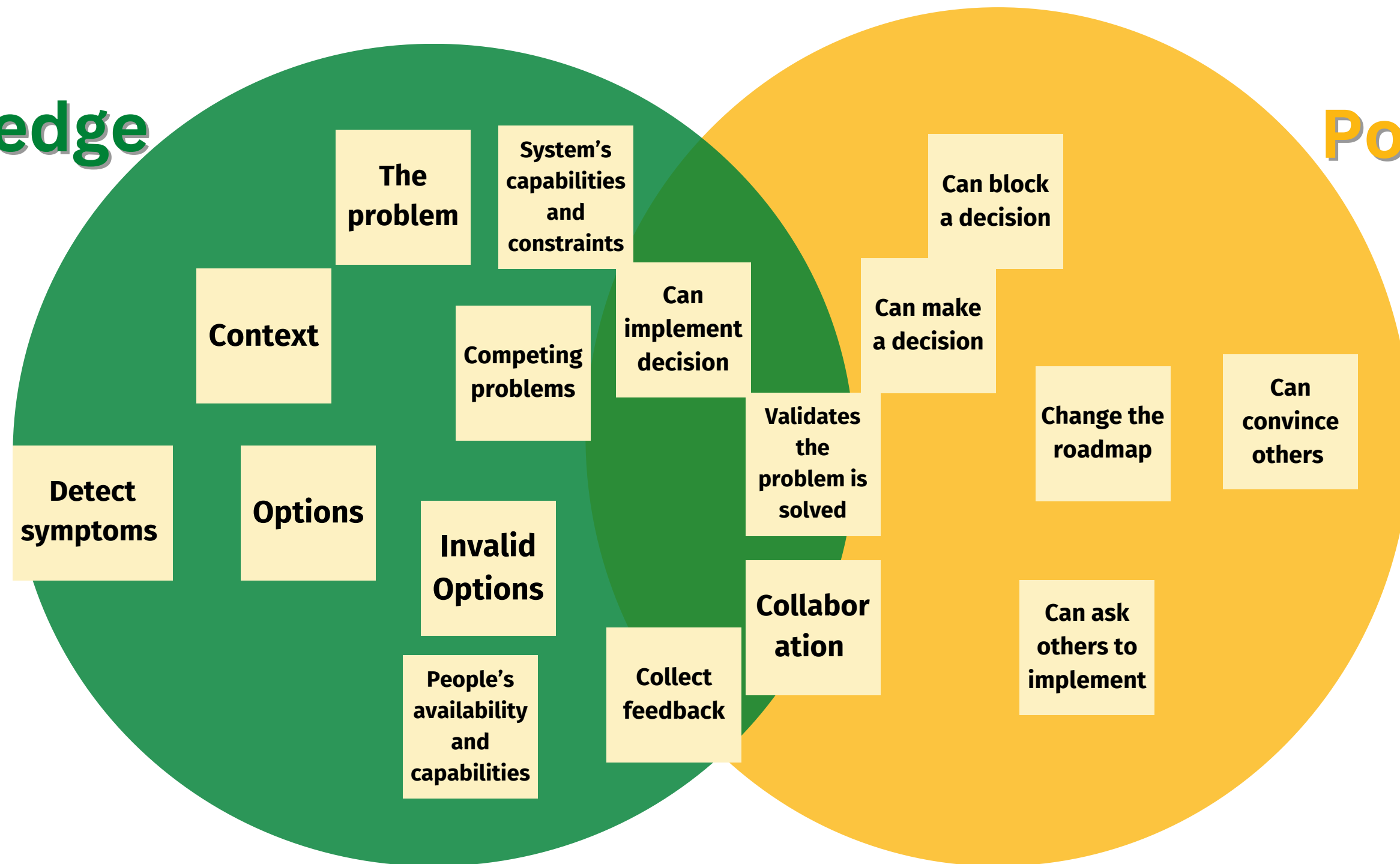
“Ingredients” of a decision

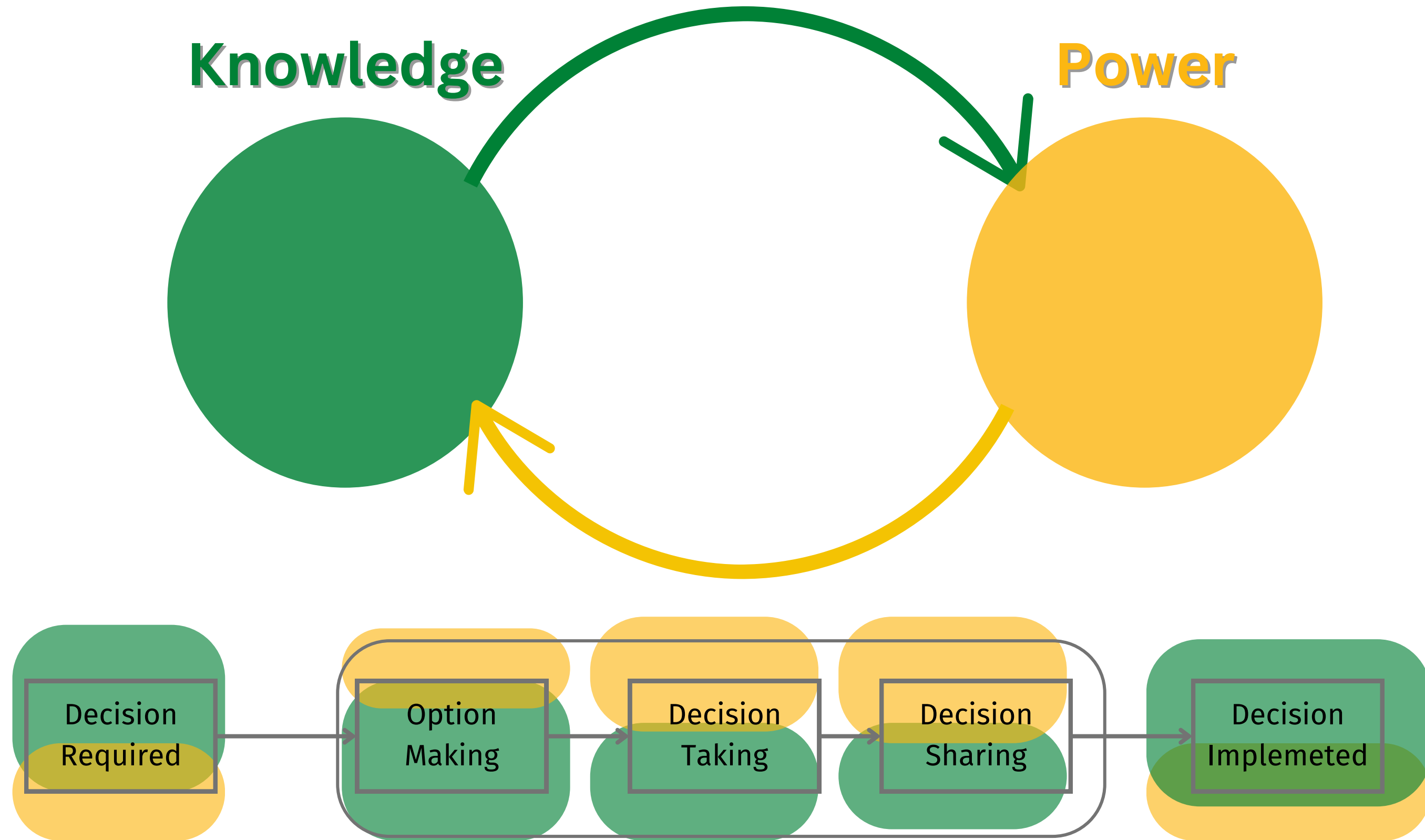




Knowledge

Power







Power





Power-With



Mary Parker
Follett
(1868-1933)

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

Highly recommended



Dynamic Administration: The
Collected Papers of Mary
Parker Follett

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Power-Over



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

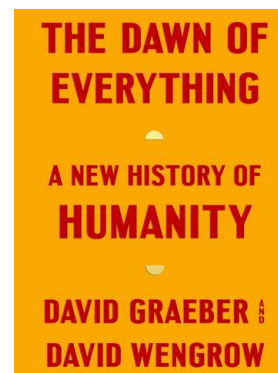
Sources Of Power



Authority

Charisma

**Access to
Knowledge**



The Dawn of Everything
D. Graeber and D. Wengrow

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Laws Of Power

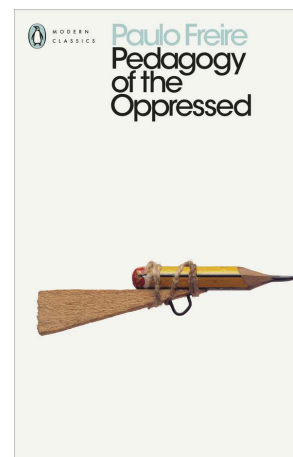


Dynamic

Like water

**Power begets
more power**

Related read



Pedagogy of the Oppressed
Paulo Freire

Source: How to understand power - Eirc Liu

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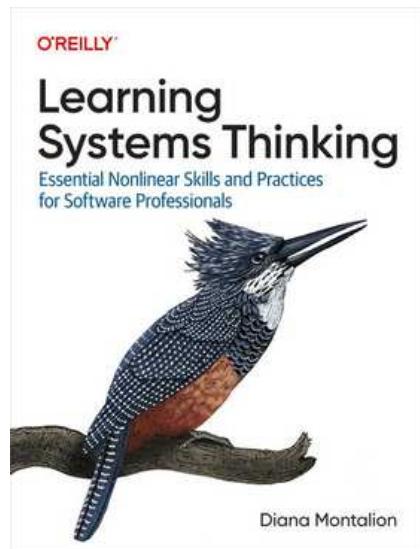
Know^{ledge}



Knowledge



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

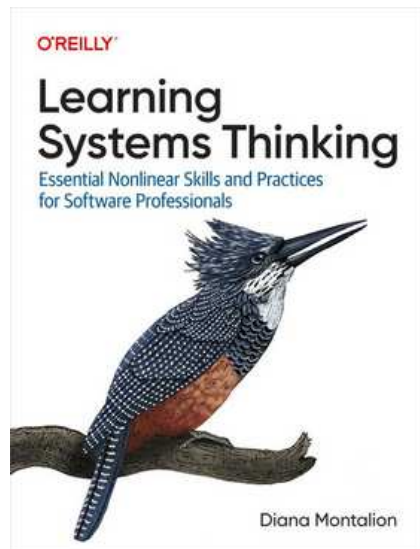


Learning Systems Thinking
Diana Montalion

Wisdom



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



Learning Systems Thinking
Diana Montalion



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

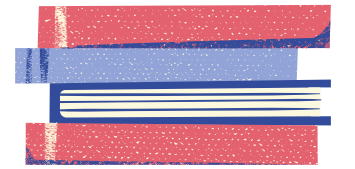
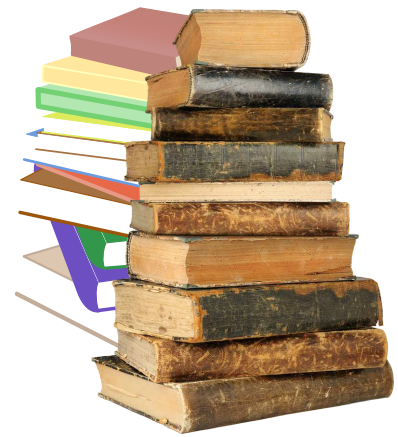
Source: Thinking For A Living: How to Get Better Performance and Results From Knowledge Workers.
Davenport, Thomas H. (2005).

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Knowledge Stock



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



...each pile represents a person's knowledge

Knowledge Flow



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



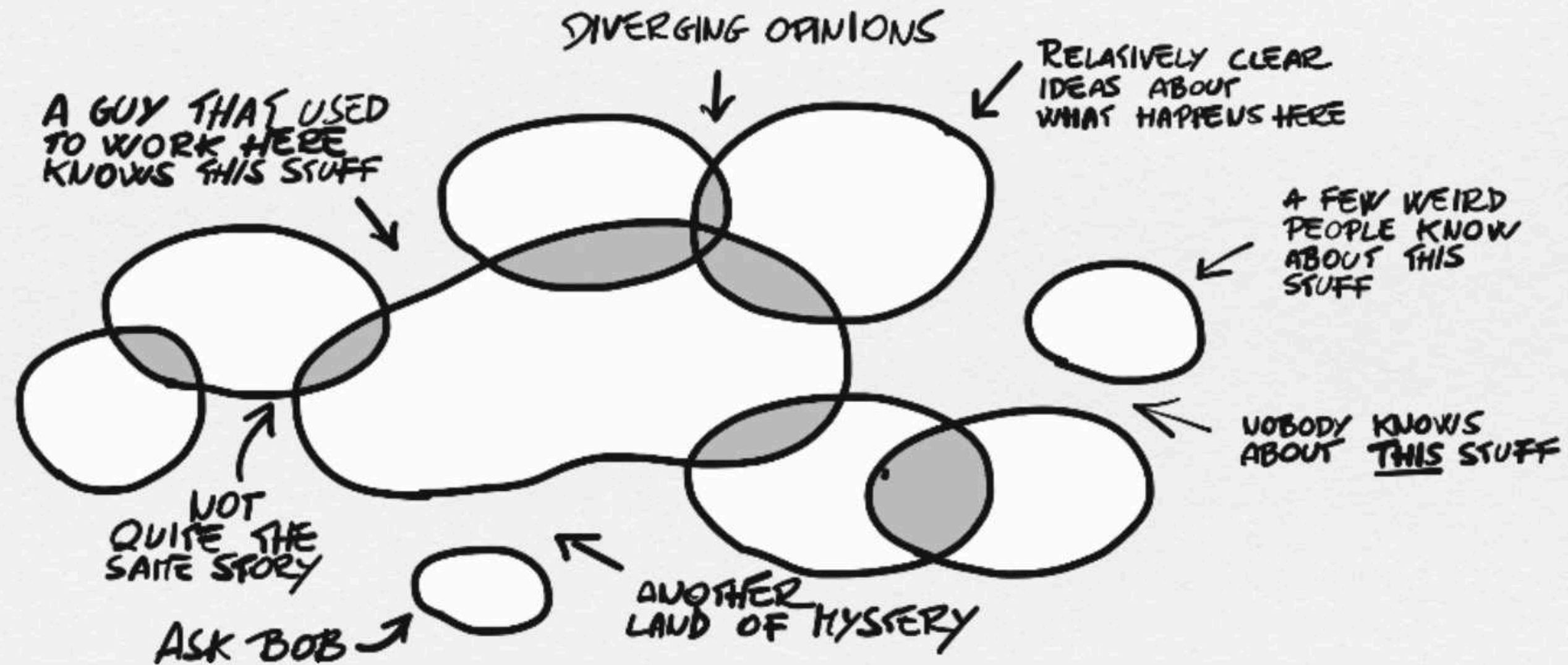
“Knowledge transfer among employees is thought to be a **crucial determinant** of an organisation’s capacity to utilise new knowledge and **innovate.**”



Liao et al., 2007



THE KNOWLEDGE DISTRIBUTION



The way the knowledge is distributed during workshops.

Source: Presentation by A. Brandolini

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What now?



Understanding generates options



Tools



Large



Medium



You



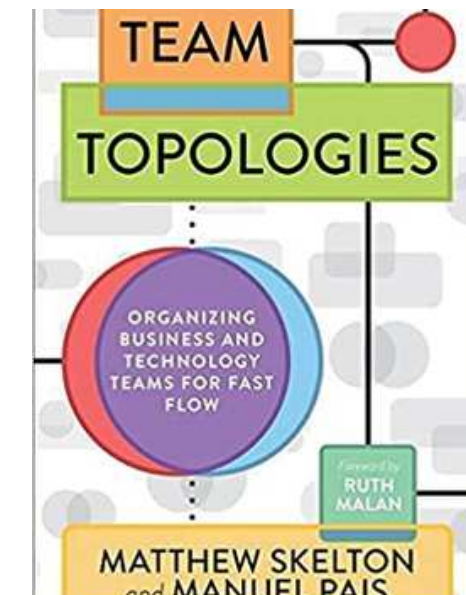
Large Groups

Architecture Advice Process



Facilitating Software Architecture
Andrew Harmel-Law

Team Topologies



Team Topologies
Matthew Skelton and Manuel Pais

Architecture Advice Process



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

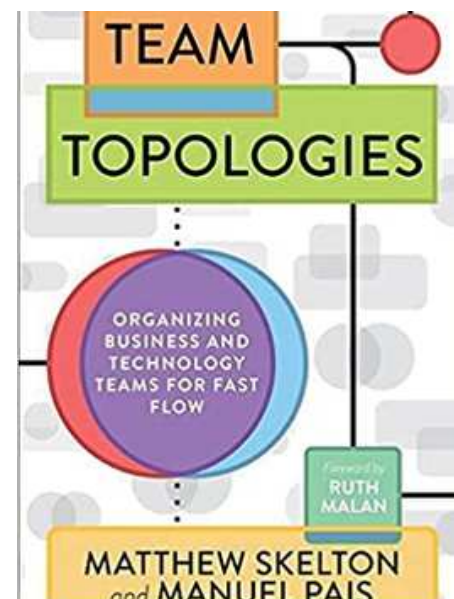
- Seek advice from all affected parties **and**
- from people with expertise on the matter

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Andrew Harmel-Law

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Team Topologies



Team Topologies
Matthew Skelton and Manuel Pais

A model for describing the organisation of teams.

- Four forms of teams
- Three modes of team interactions

Healthy interactions that provide a steady flow of valuable software.

<https://teamentopologies.com/>

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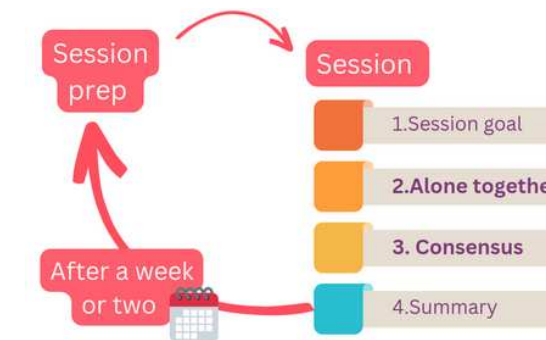


Medium Groups



Event Storming

<https://eventstorming.com/>



Bytesize Architecture Sessions

<https://bytesizearchitecturesessions.com/>



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

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Event Storming



Explore complex domains
by mapping events,
commands, etc

<https://eventstorming.com>



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

Andrea Magnorsky
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Bytesize Architecture Sessions



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

<https://bytesizearchitecturesessions.com>



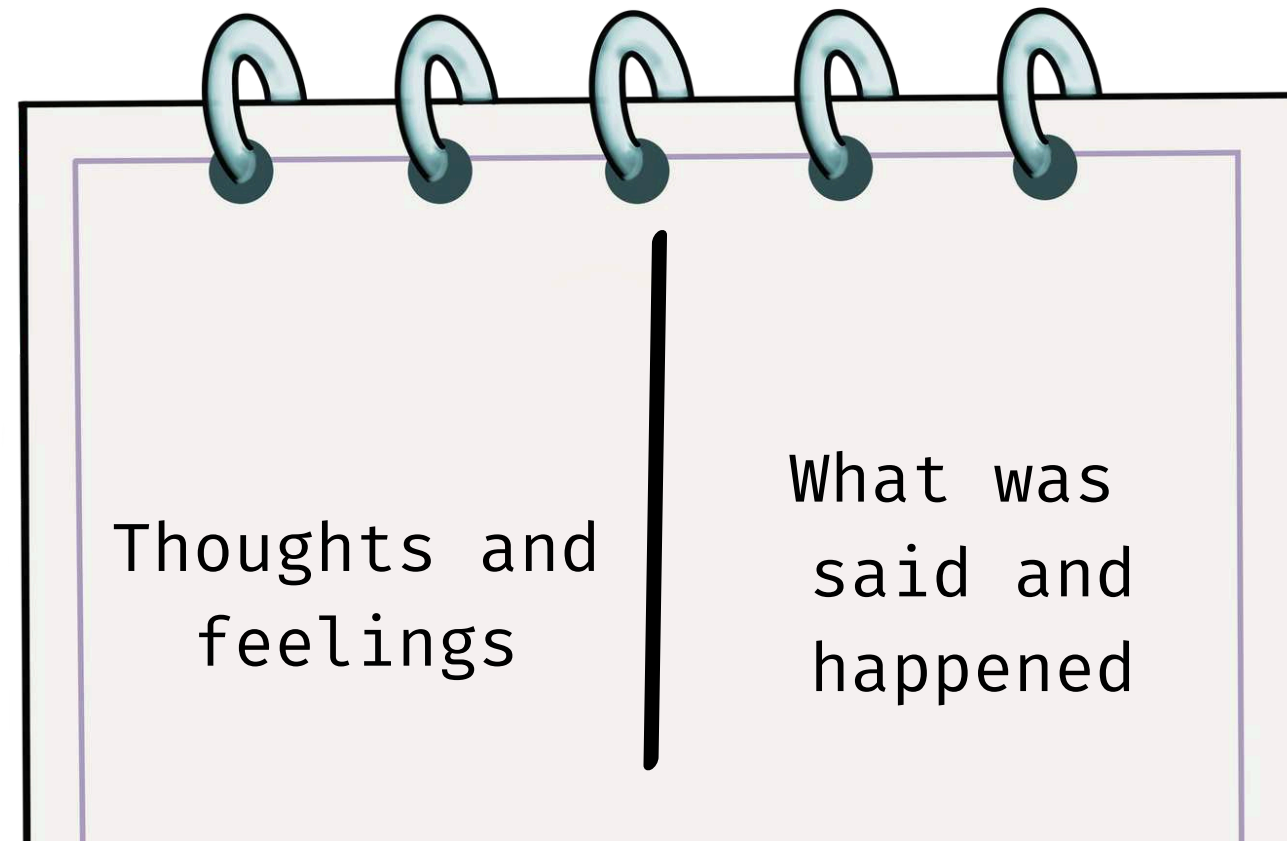
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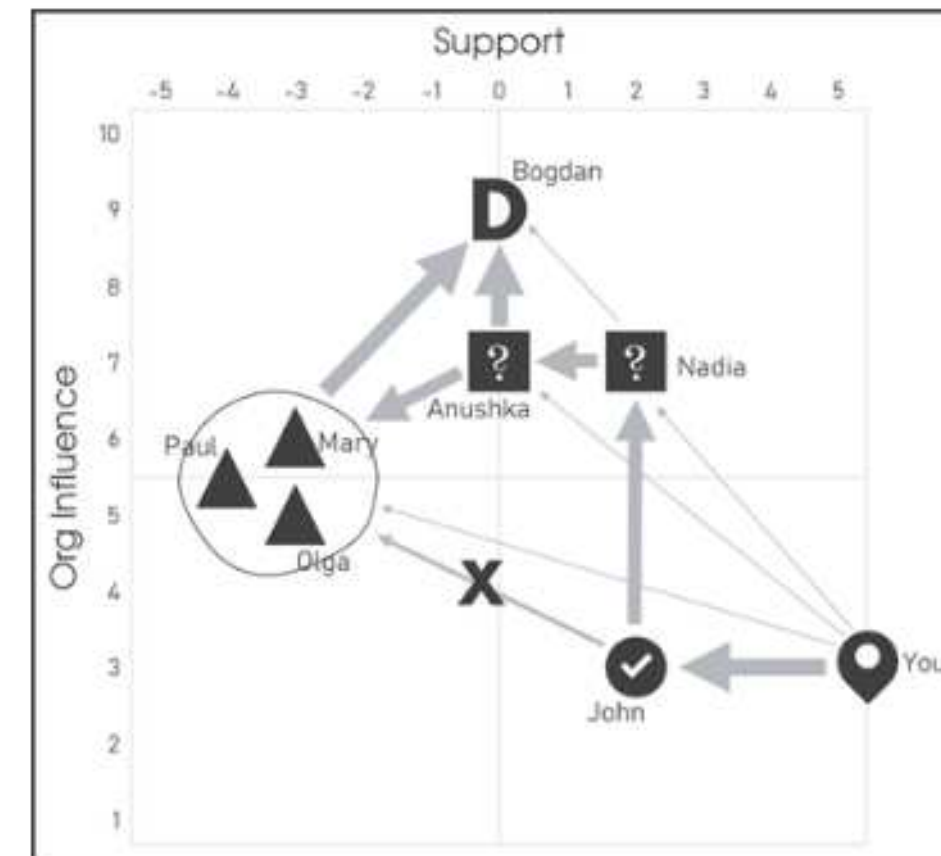


Personal tools

Left-hand column

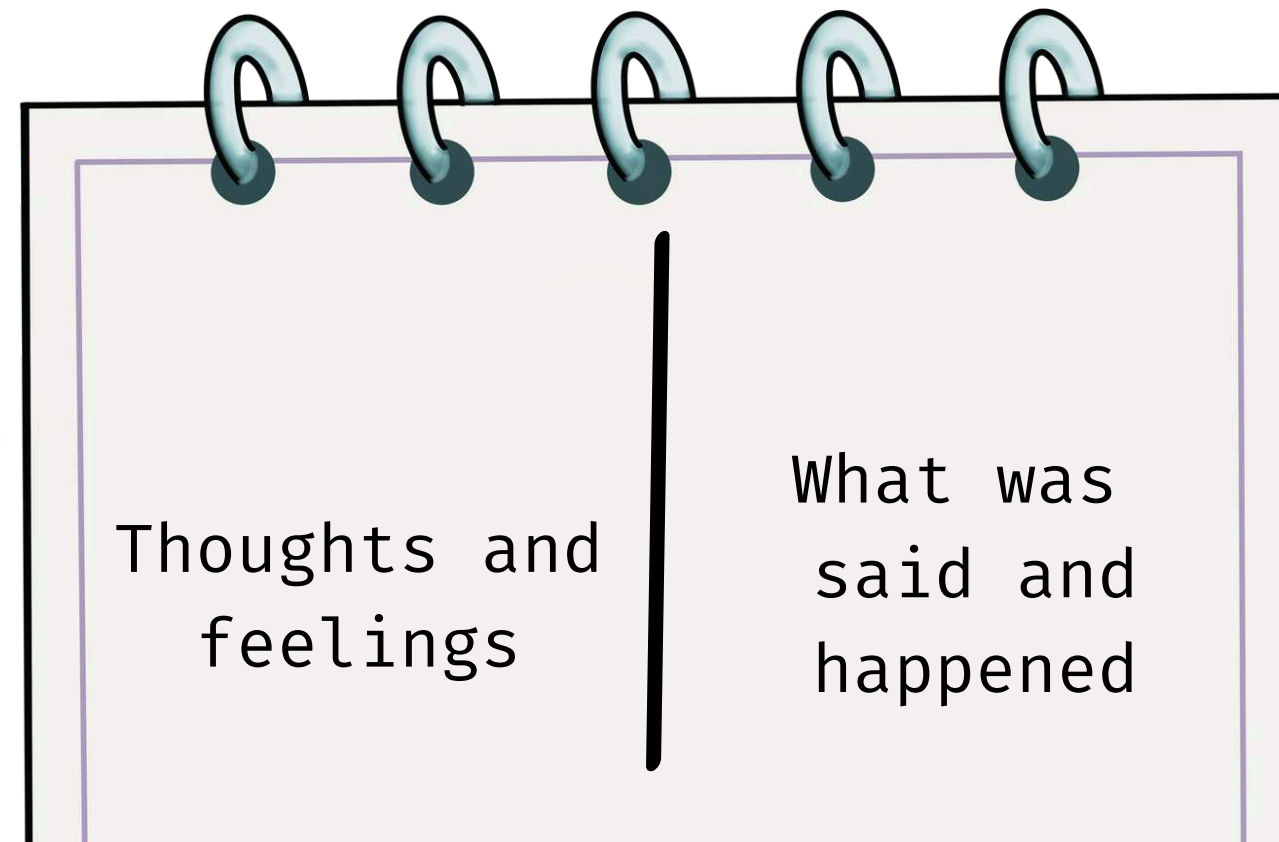


Influence map





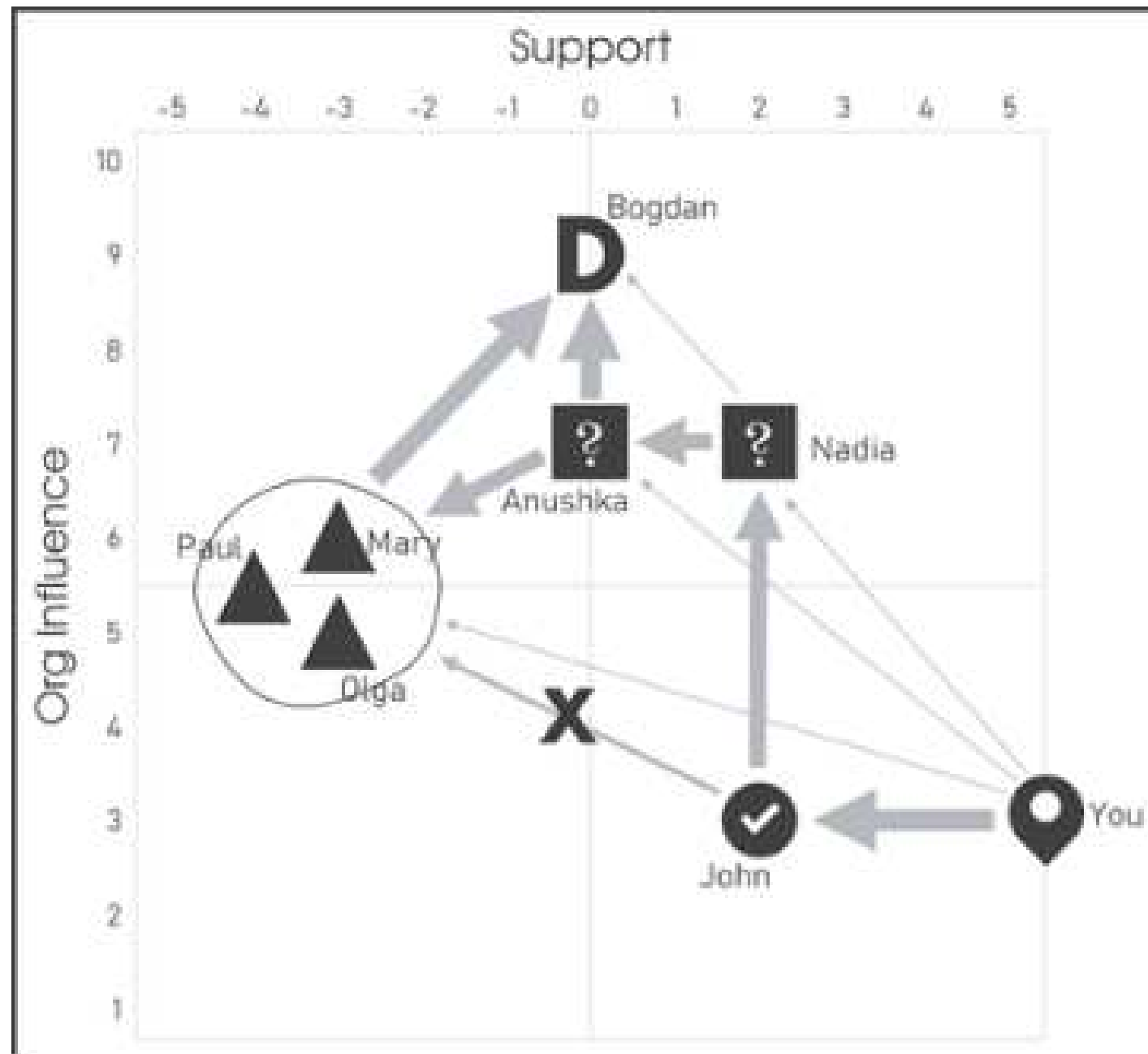
Left-hand Column



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



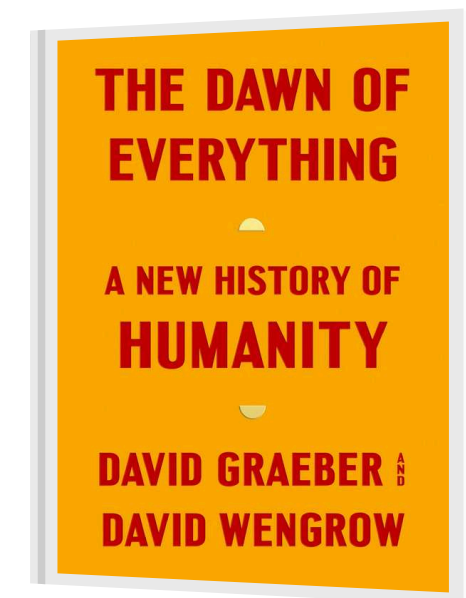
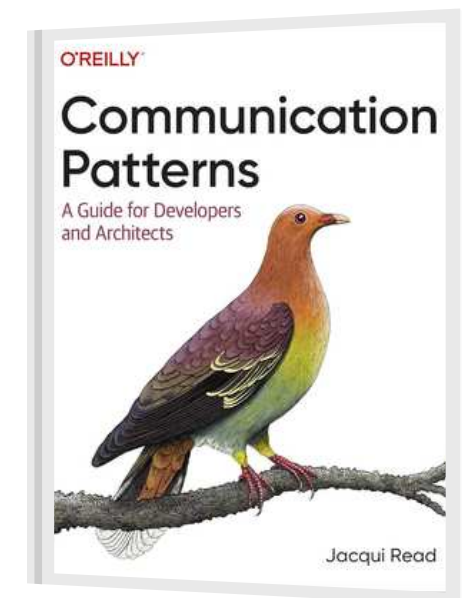
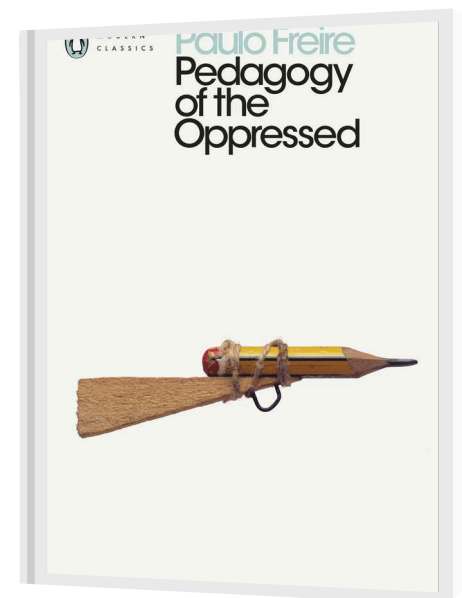
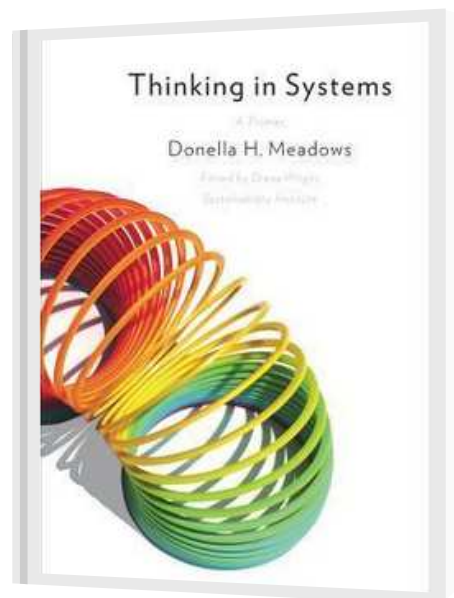
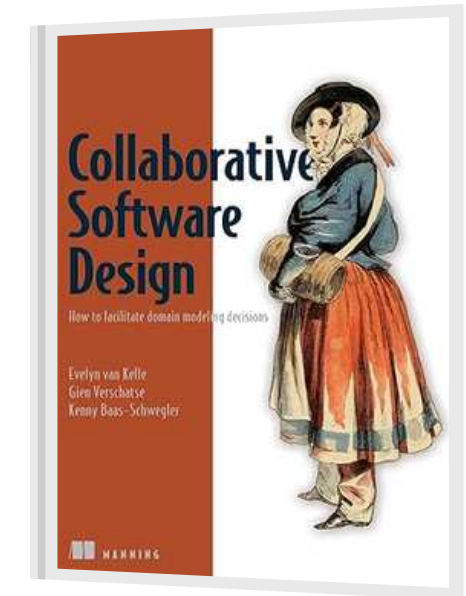
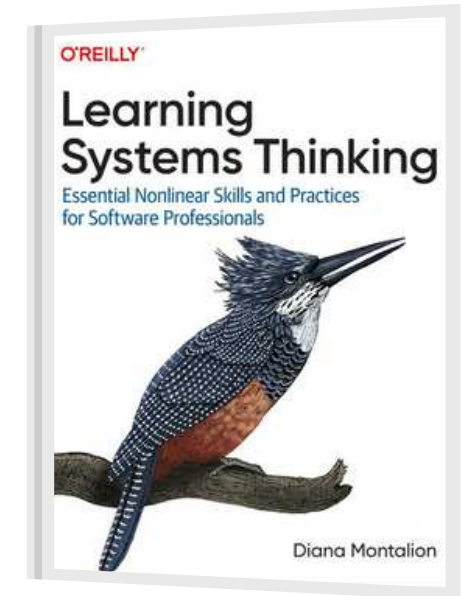
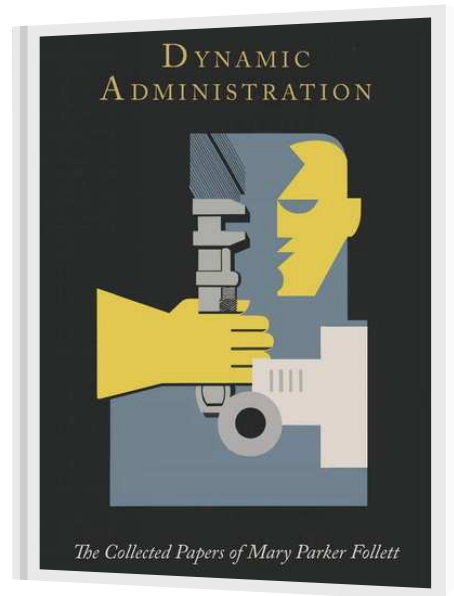
Influence Map



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

A tool that helps you understand networks of power

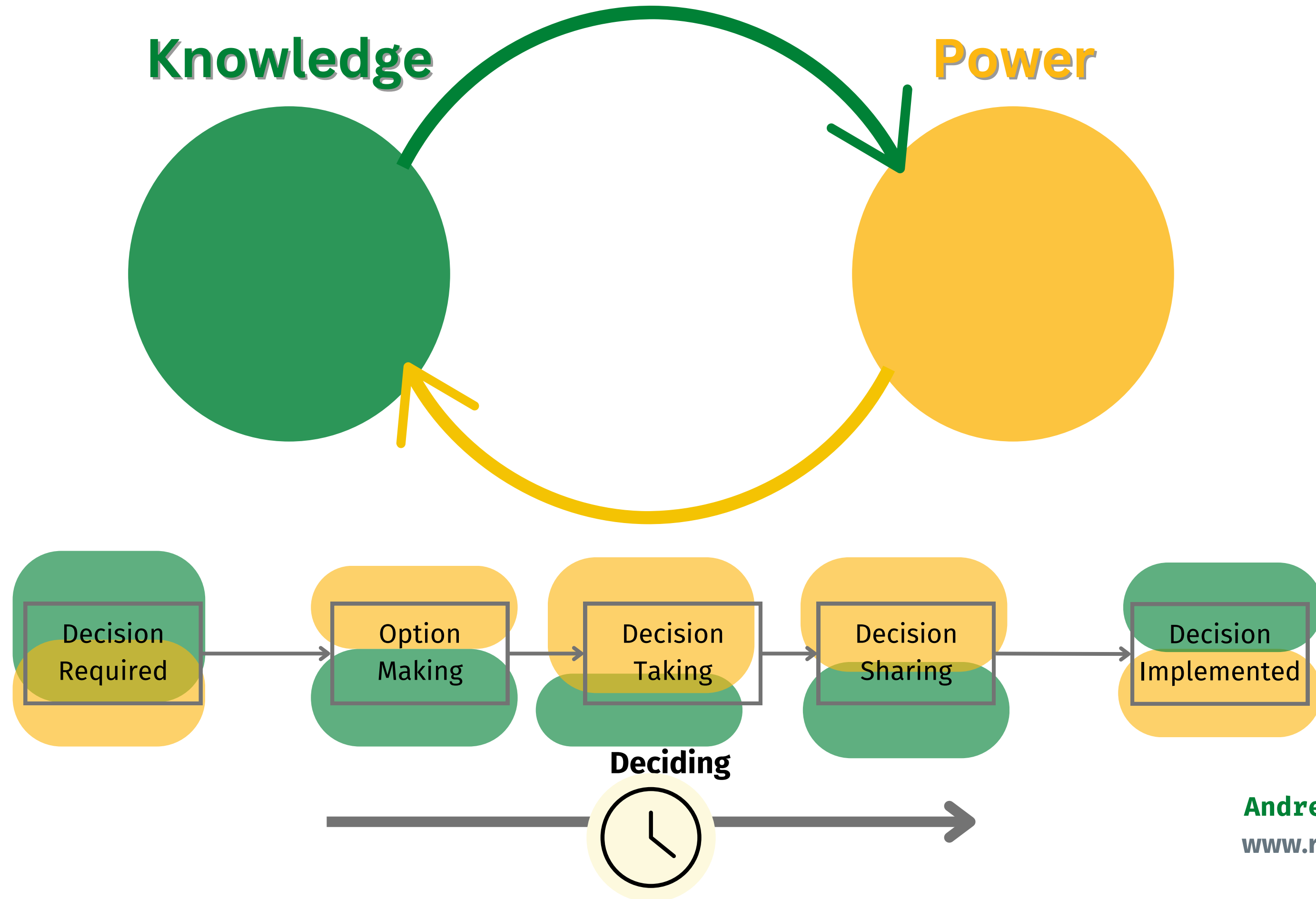
Making of a Decision Bookshelf



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

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Questions?

