# 10 CHARACTERISTICS OF A BUSINESS ARCHITECT SERVANT-LEADER

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#### GROWTH

As you establish your business architecture practice, find ways to replicate yourself. This means actively growing the next generation of business architects. To scale and embed business architecture, consider how aspects of the role can be performed by non-business architects.

> Avoid the temptation to do everything yourself, even if that seems an easier path in the short run. Trying to be a hero leads to burn out and a lack of growth opportunity for others to follow in your footsteps.

#### **STEWARDSHIP**

Think in terms of legacy — building something sustainable beyond your time with the organization. This includes a sustainable business model(s), teams and the business and technology operating environment. This legacy of sustainability should address the needs of all stakeholders, both internal and external.

#### FORESIGHT

The advantage a visionary leader has is often the ability to see ahead of the next hill. This is especially true for the business architect, who needs to see beyond the immediate tactical needs of the organization. Help leaders and their teams to widen their focus on what lies ahead, versus getting mired in the tactical, quick-hit opportunities

#### CONCEPTUALIZATION

Have a bias for enterprise thinking and building toward the common good. You must both 1) conceive of the big dream, and 2) identify how that big dream can be realized in bite-size pieces.

> See the inter-connectedness of the organization, both internally and externally and help others to see the same.





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#### **BUILDING COMMUNITY**

When launching a business architecture practice within an organization, establish a community of early adopters to generate enthusiasm and early successes to build momentum for the practice. This will grow in size and robustness as the number of practitioners and supporters increase.

> Connect with and contribute to your local and global business architecture community as well.

#### LISTENING

Really listen to the underlying concerns of business partners and hear beyond their initial requests for sometimes tactical improvements in systems or processes. Be proactive in helping them to achieve the critical results they are striving for.

Listen to all internal and external stakeholders to truly understand how you can help them co-create organizational transformation.

#### **EMPATHY**

When trying to bring about transformative change, the stakes are often high as is the potential resistance to change. Be empathetic to those most impacted by organizational transformation internal or external - and help ensure their needs are met as the future state evolves.

> When introducing business architecture concepts to someone, be patient and look at it from their perspective and consider their other priorities and demands.

### HEALING

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Sometimes not all stakeholders' needs can be met simultaneously in large transformative efforts. While you cannot restore what was lost, consider how you can help find creative ways to "make whole" those stakeholders in the new organizational structures.

SERVANT-LEADER **CHARACTERISTICS**<sup>1</sup> FOR BUSINESS ARCHITECTURE LEADERS & PRACTITIONERS

## PERSUASION

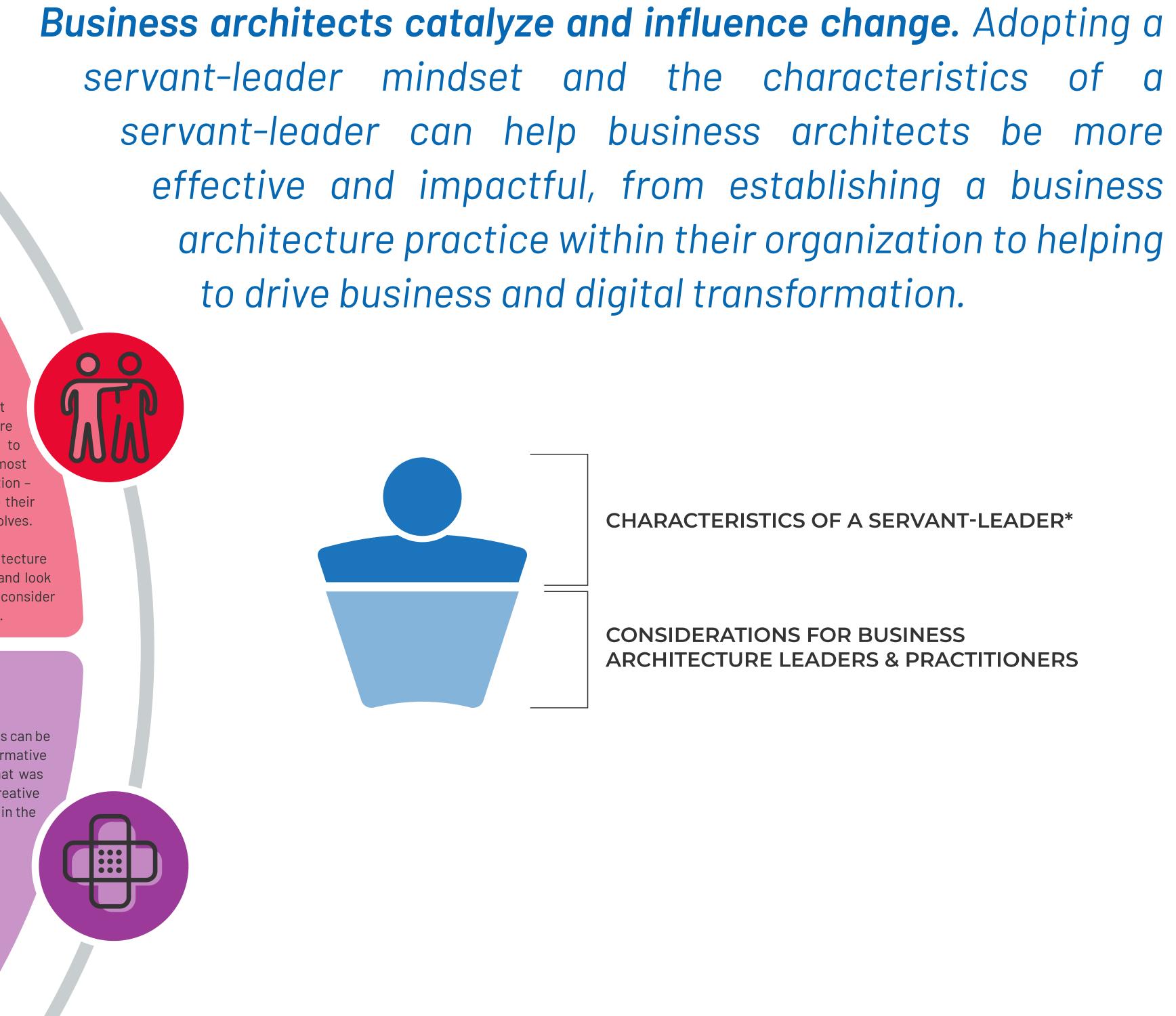
Business architects often work in a matrixed environment, and rarely have line authority over their key partners and stakeholders. In fact, they often work with teams that include senior leadership. Be confident and able to influence others through the strength of your ideas, commitment, and passion, rather than through command and control

#### AWARENESS

When initially launching a business architecture practice, help yourself and your team become more self-aware of their skills and passions, and try to organize the teams to leverage those gifts.

Build in self-reflection and team-reflection time and honor it. This includes reflecting on business architecture-specific use cases as well as on the practice itself

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<sup>1</sup> Spears, Larry C. Insights on Leadership: Service, Stewardship, Spirit, and Servant-Leadership. New York, NY: John Wiley & Sons, 1998



**CHARACTERISTICS OF A SERVANT-LEADER\*** 

**ARCHITECTURE LEADERS & PRACTITIONERS**