

HOW THE CORE CHARACTERISTICS OF A SERVANT-LEADER HELP BUSINESS ARCHITECTS BECOME MORE EFFECTIVE AND IMPACTFUL

Business architects catalyze and influence change. Adopting a servant-leader mindset and the characteristics of a servant-leader can help business architects be more effective and impactful, from establishing a business architecture practice within their organization to helping to drive business and digital transformation.

CHARACTERISTICS OF A SERVANT-LEADER ¹	CONSIDERATIONS FOR BUSINESS ARCHITECTURE LEADERS & PRACTITIONERS
 <p>BUILDING COMMUNITY – The servant-leader senses that much has been lost in recent human history as a result of the shift from local communities to large institutions as the shaper of people’s lives. The servant-leader seeks to identify some means for building community among those who work within a given institution.</p>	<ul style="list-style-type: none"> ✓ 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.
 <p>LISTENING – The servant-leader seeks to identify the will of a group and helps clarify that will. The effective servant-leader listens respectfully to what is being said and unsaid. Listening, coupled with regular periods of reflection, is essential to the growth of the servant-leader.</p>	<ul style="list-style-type: none"> ✓ 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.
 <p>EMPATHY – The servant-leader strives to understand and empathize with others. People need to be accepted and recognized for their special and unique spirits. One assumes the good intentions of others and does not reject them as people.</p>	<ul style="list-style-type: none"> ✓ 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.
 <p>HEALING – The healing of relationships is a powerful force for transformation and integration. Many people have broken spirits and have suffered from a variety of hurts. Servant-leaders recognize that they also have an opportunity to help make whole those with whom they come in contact.</p>	<ul style="list-style-type: none"> ✓ 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.
 <p>AWARENESS – Awareness helps one in understanding issues involving ethics, power and values. It lends itself to being able to view most situations from a more integrated, holistic position. Able leaders are usually sharply awake and reasonably disturbed. They are not seekers of solace. They have their own inner serenity.</p>	<ul style="list-style-type: none"> ✓ 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.

SOURCE –

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

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 <p>PERSUASION – Primary reliance on persuasion rather than positional authority. The servant-leader seeks to convince others, rather than coerce compliance; to build consensus within groups.</p>	<ul style="list-style-type: none"> ✓ 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.
 <p>CONCEPTUALIZATION – Servant-leaders nurture their abilities (and others') to dream the great dreams. The ability to look at a problem or an organization from this perspective means one must think beyond the day-to-day realities.</p>	<ul style="list-style-type: none"> ✓ 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.
 <p>FORESIGHT – Enables the servant-leader to understand the lessons of the past, the realities of the present, and the likely consequences for the future. It is also deeply rooted within the intuitive mind.</p>	<ul style="list-style-type: none"> ✓ 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
 <p>STEWARDSHIP – Servant-leadership, like stewardship, assumes first and foremost a commitment to serving the needs of others. This view is one in which CEOs, staffs, and trustees all play significant roles in holding the institution in trust for the greater good of society.</p>	<ul style="list-style-type: none"> ✓ 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.
 <p>COMMITMENT TO THE GROWTH OF PEOPLE – Servant-leaders believe that people have an intrinsic value beyond their contributions as workers. They recognize the responsibility to do everything to nurture the personal and professional growth of employees and colleagues.</p>	<ul style="list-style-type: none"> ✓ As you establish your business architecture practice, find a way 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 only leads to burn out of senior architects and a lack of growth opportunities for those who follow in their footsteps.

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