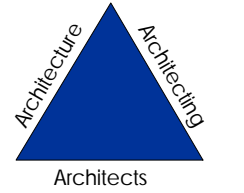


ARCHITECTURE RESOURCES

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Leadership

Architect Competency Elaboration

The domain of competency which organizes all the others and gives them dynamic force, is leadership. An architecture team without leadership goes nowhere. It thrashes and diverges. We've seen this too many times. A leader is required to infuse the team with a common vision, and to motivate the architecture core team and associated teams to do their best work.

This requires dedication and passion, and a strong belief that you can lead the effort. You must see yourself, and others must see you, as a credible leader.

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Competency: Leadership

Background

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What You Do: Motivation and Alignment

Creates a shared purpose, vision, or direction for his/her group or organization, and inspires others to work toward it.

Level 1	Level 2	Level 3	Level 4
<p>Sets personal objectives and works toward achieving them.</p> <p>Communicates enthusiasm and commitment to achieving goals and making a contribution to the team.</p>	<p>Outlines a clear direction and objectives for his/her team, and effectively motivates them toward achieving important team goals.</p> <p>Infuses the architecture team with a common vision. Aligns and motivates the team to do their best work.</p> <p>Builds teams that are more than a collection of individuals.</p> <p>Works enthusiastically with people in his/her own group and related groups to achieve team goals.</p>	<p>Articulates a clear strategic vision that impacts multiple teams or groups.</p> <p>Involves other in creating the vision and strategy, and is good at generating enthusiastic participation, buy-in and commitment.</p> <p>Creates symbols, tells stories, etc., to generate enthusiasm for the vision and rally the support of people in his/her group or organization.</p> <p>Is a role model in energizing others to work towards the enterprise vision.</p>	<p>Creates a compelling strategic vision for the enterprise, and fosters and leads cross-group collaborations necessary to achieve the vision.</p> <p>Skilful at adapting his/her leadership and communication style to win support from a variety of different stakeholders and personalities.</p> <p>Is able to lead through stressful and difficult times.</p> <p>Constantly communicates the vision, and constantly looks for ways to make the vision more personally compelling to others.</p> <p>Demonstrates unflagging personal commitment to the vision.</p>

What You Do: Decision Making and Consensus Building

Facilitates the decision process by building consensus and leading the team to be decisive even under uncertainty or where tradeoffs and compromises have to be made. Achieves commitment to implementing the decision.

Level 1	Level 2	Level 3	Level 4
<p>Works with a spirit of goodwill towards those who make decisions at a different level of scope.</p> <p>Does not resist a decision just because someone else made it.</p>	<p>Facilitates the team’s progress towards consensus.</p> <p>Draws out the various perspectives on the team, establishes alternatives, and leads the team in evaluating tradeoffs so that a decision emerges.</p> <p>Is willing and able to make credible decisions for the team when needed (there is insufficient time or the consensus process stalls).</p>	<p>Involves people from different groups in decision making in ways that generate enthusiasm, ownership and personal commitment to implementing the decisions and ensuring that others do so.</p> <p>Makes decisions for the group(s) when this is the best way to move forward.</p> <p>Is effective at selling upward and rallying downward to build commitment to decisions.</p>	<p>Creates alignment broadly across the organization and empowers others to make decisions.</p> <p>Effectively uses different decision-styles as appropriate to the situation (time pressure versus need to overcome organizational resistance, etc.).</p> <p>Is able to build and manage broad participation in the decision process.</p> <p>Is credible--is given the “benefit of the doubt,” when he/she acts decisively to move forward.</p> <p>Is willing to make a decision, even when it is unpopular, if it is critical to the vision and strategy of the enterprise.</p>

What You Are: Leader

Is seen as a leader in the technical community, and is a role model that inspires others to greater achievements.

Level 1	Level 2 Viewed as an effective team leader.	Level 3 Viewed by group members and others as an effective leader who is able to align and inspire teams to achieve broader organizational goals. Mentors project architects and senior developers.	Level 4 Is a gifted and broadly recognized leader who is able to inspire groups to break new ground, overcome challenges and reach new levels of achievement. Respected and active leader of the technical community across the organization. Mentors junior architects (e.g., at project/product and product family/portfolio levels of scope).
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Self-Assessment Questions

Am I a Leader? What Can I Do to be Better at Leading?

Motivation and Alignment

- Am I too invested in the status quo to see the need for fundamental change, or do I see a big opportunity to make a contribution to something I and my group cares about?
- Am I cynical about the opportunities and constraints on our group, or am I enthusiastic about our group's ability to make a difference to some higher level goal?
- Am I uncomfortable with non-technical, motivational activities, or do I enjoy finding and telling motivating stories and do I seek out and enjoy leading group activities oriented at achieving alignment and shared understanding?
- Does my group have a shared vision and does it guide their activities and decisions? What has my role been in creating this situation?
- Does everyone in my group understand where we are headed?
- What is it about our mission and vision that excites our group? other stakeholders?
- Do members of my group describe our vision to newcomers and outsiders as if it were their own?
- Does the day-to-day pressure keep me from keeping the vision alive and compelling? How well do I juggle daily demands with longer-term goals and vision?
- How do I approach those who do not share my vision?
- What am I doing to foster goodwill and good following? Where can I lead by example, particularly where can I lead by following well?

Learning on the Job

General strategy: Create personal goals for improvement and ask a mentor to help you monitor your progress.

Specific techniques:

- “Lead by following well.” Learn about leadership from the point of view of a good follower. Pay attention to what helps the leader lead, and what helps the follower follow.
- Identify and study great leaders. This will give you a good source of stories, as well as role models to emulate and test out leadership styles and techniques to find those that suit you and to see what works best in different situations.
- Get “360° feedback.” Ask your peers, managers, team members, extended team members and other stakeholders for feedback on your vision and on your effectiveness in inspiring commitment to the vision.
- Seek out opportunities to lead. Watch for situations that call for leadership (decisions take too long, objectives are not being met, the group is fragmented, etc.) and ask yourself if you are willing and able to make a difference. Take on the challenge of leading whenever it is available to you. Pay attention to how well you are doing in building alignment and commitment, and whether this is evidenced in progress towards objectives.

Training

Some people will simply never be good leaders. For those that have a predisposition towards leadership, it is a characteristic that can be improved through experience and attention.

General guidelines

- Find workshops that focus on building leadership skills through experiential exercises.
- Find team-building programs that build leadership and strengthen teams

Specific suggestions

- Grove Consultant’s *International Strategic Facilitation* training. See <http://www.grove.com>
- Bredemeyer Consulting’s *Architectural Leadership and Other Skills* workshop. See http://www.bredemeyer.com/role_of_architect_workshop_overview.htm
- Wharton Business School Executive Education Program, *Critical Thinking: Real-World, Real-Time Decisions*, <http://aresty-direct.wharton.upenn.edu/execed/course.cfm?Program=CT>
- Wharton Business School Executive Education Program, *Executive Development Program*, <http://aresty-direct.wharton.upenn.edu/execed/course.cfm?Program=EDP>

Multi-Media

- Thomson NETg, *Strategic Decision Making: Advanced Decision Making*, CD-ROM, <http://www.netg.com/Catalog/detail.asp?c=US46013&pStatus=A>

Recommended Reading

It is a challenge to sift through the sea of popular “self-help” books and articles on leadership and extract those that really make a contribution to you. This list will help you get started. But buy a cup of coffee and make yourself comfortable in the management section of your local bookstore, and find the books that fit your palate.

- Collins and Poras, “Building Your Company’s Vision”, *Harvard Business Review*, Sept-Oct 1996.
- Dikel, Dave, David Kane and Wilson, “Projecting and Unifying Vision”, Ch 3. *Software Architecture: Organizational Principles and Patterns*, 2001.
- Kotter, John, “Leading Change: Why Transformation Efforts Fail”, *Harvard Business Review*, March-April 1995.

- Malan, Ruth and Dana Bredemeyer, "Creating an Architectural Vision: Collecting Input", July 2000. http://www.bredemeyer.com/pdf_files/vision_input.pdf
- Senge, P. M. *The Fifth Discipline*. Doubleday, 1990.
- Senge, P. M. *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization*. Doubleday, 1994.
- Useem, Michael, *Leading Up: How to Lead Your Boss so You Both Win*, Crown Business, 2001
- Useem, Michael, *The Leadership Moment*, Times Books, 1999