Architecture Leadership

Introduction

The capabilities featured in this site help architects work as leaders in their organizations, creating consensus around ideas, inspiring action, and guiding solutions.

Architectural capabilities overlap with those of project managers and other leaders, but focus on slightly different themes. These themes include:

- Leading toward decisions that are best for the whole enterprise, not just a particular project
- Building awareness of enterprise-wide patterns that may not be initially apparent to individual teams
- Creating consensus and sustaining action on complex, large-scale problems and ideas
- Measuring success in terms of long-term architectural principles, not just short-term benefits

This site is not intended as a framework or a fixed process of doing things in a specified way. Each capability below includes examples, possible activities, and suggested skills or competencies. You should adapt these to your enterprise and to the problem at hand.

Overview

Generating Ideas

Generate and develop a pool of ideas for satisfy a need or solve a problem, and sift that pool into a workable set of useful ideas. These ideas have the support of the group that created them. Processing these ideas could involve classifying them according to some relevant framework.

Using an Artifact to Analyze and Communicate

Assemble and lead the right mix of people in creating an architectural representation which helps meet objectives for solving a problem or satisfying a need. An artifact helps the right people have the right conversation about the right problem. An architectural representation (aka artifact) may take the form of a one-pager or a composite of several artifacts.

Selling an Idea

Clearly and succinctly explain a concept or opportunity. The explanation and needs identification are intended to persuade stakeholders. The selling work requires showing stakeholders how implementing the idea/artifact addresses the problem and close the gaps. A key aspect of this is telling a compelling story or using a metaphor that resonates with the targeted audience.

Inspiring Action, Mobilizing, and Acting

Convey the urgency or priority to act from what you understand and believe in a way that resonates with what stakeholders needs and/or believe. This includes articulating a vision of a better place to journey to. It also requires inspiring action by defining the action, working either independently or with the participant, and moving the recipient to the point of desire for action.

Sustaining and Adjusting

Ensure that an idea continues to track positively against the defined vision, objectives, and goals. Monitoring of the idea's trajectory enables adjustments to the idea and/or its supporting initiatives and/or its strategic goals and roadmaps.

Thank you!

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Architect Viewpoints

There are as many ways to use architectural capabilities to lead change as there are institutions and architects. Here are some viewpoints contributed by Itana members:

- Scott Fullerton on The Leadership Skills Ninja

	Measuring Progress (to be completed)
	Communicating Success (to be completed)

Other capabilities that are also crucial to the success of architecture leadership include:

	Planning and Managing Meetings Understand and classify the goals of an engagement for the purpose of designing a meeting structure best suited for achieving those goals. Factors for classification include, persuasive vs shared vision, generating outcomes vs artifacts, etc. Planning a meeting ideally involves describing the facilitation techniques that will best realize the objectives for the identified participants.
	Building Relationships Establish rapport, trust, credibility, and regular contact with stakeholders. Understand and achieve common goals and facilitate the brokering of information across silos.