

Role Profile: Servant Leader

Attribute	Description
Creation Date	Feb 17, 2016
Prepared By	Michael Harris
Job or Role	Role
Company Name	Agile Competency Development
Job/Role Title	Servant Leader
Job/Role Reference	
Purpose and Scope	In Lean-agile environments, servant-leadership replaces command-and-control management. This role captures the common skills that all servant leaders need regardless of specialization.
Key Accountabilities	Servant-leaders are accountable for the success of their teams, the growth of knowledge in the organization and continuous improvement.
Key Processes	Facilitation of the teams. Removal of impediments to the teams progress and success.
Education requirements	Bachelors degree. Masters degree preferred.
Qualification requirements	None
Other requirements	

7	set strategy, inspire, mobilise
6	initiate/influence
5	ensure/advise
4	enable
3	apply
2	assist
1	follow

The SFIA-based Job Description Creator tool on the Assessment Portal has been used to identify the SFIA skills and other key characteristics of this Role. SFIA has been used in this Role Profile in 2 ways:

- To identify the level of responsibility and accountability, or seniority, required to perform this Role. This is done by looking at 4 key responsibility attributes - Autonomy, Influence, Complexity and Business Skills.
- To identify the core skills and levels required to perform this Role Profile

SFIA attainment scoring for both the level of responsibility AND professional skills is defined from level 1 through 7 as shown in the table.

Based on the answers provided the Servant Leader Role has been assessed as requiring the following minimum level:

Level of responsibility and accountability: 5

Attribute	Level Description	Level Achieved	No.
Autonomy	Works under broad direction. Work is often self-initiated. Is fully responsible for meeting allocated technical and/or project/supervisory objectives. Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.	Ensure, advise	5
Influence	Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Builds appropriate and effective business relationships. Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget. Has significant influence over the allocation and management of resources appropriate to given assignments.	Ensure, advise	5
Complexity	Performs an extensive range and variety of complex technical and/or professional work activities. Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. Understands the relationship between own specialism and wider customer/organisational requirements.	Ensure, advise	5
Business Skills	Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives. Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. Assesses and evaluates risk. Communicates effectively, both formally and informally. Demonstrates leadership. Facilitates collaboration between stakeholders who have diverse objectives. Takes all requirements into account when making proposals. Takes initiative to keep skills up to date. Mentors colleagues. Maintains an awareness of developments in the industry. Analyses requirements and advises on scope and options for continuous operational improvement. Demonstrates creativity, innovation and ethical thinking in applying solutions for the benefit of the customer/stakeholder.	Ensure, advise	5


















Professional Skills

SFIA V6 describes 97 skills, each at several of the 7-levels. **18** skills at an individual level have been selected as most relevant for performance of this Role. These are shown below, along with an indication of whether they are essential or merely desirable.

LEGEND

 = The skill at this level is essential (core) for the Role  = The skill at this level is desirable (non-core) for the Role

Professional Skills Profile

Category	Sub Category	Code	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
Strategy and architecture	Information strategy	ITSP							
Strategy and architecture	Information strategy	INAN							
Strategy and architecture	Advice and guidance	TECH							
Strategy and architecture	Business strategy and planning	INOV							
Strategy and architecture	Technical strategy and planning	EMRG							
Strategy and architecture	Technical strategy and planning	METL							
Change and transformation	Business change implementation	PRMG							
Delivery and operation	Service transition	CHMG							
Skills and quality	Skills management	LEDA							
Skills and quality	Skills management	ETDL							
Skills and quality	People management	PEMT							

The level descriptions shown below are those identified as essential/core (green) for this job/role. All level definitions are available on the SFIA website – www.sfia-online.org

Technical specialism (TECH) Level 4

Maintains knowledge of specific specialisms, provides detailed advice regarding their application and executes specialised tasks. The specialism can be any area of information or communication technology, technique, method, product or application area.

Innovation (INOV) Level 5

Actively monitors for, and seeks, opportunities, new methods, trends, capabilities and products to the advancement of the organisation. Clearly articulates, and formally reports potential benefits from both structural and incremental change. Encourages and motivates colleagues to share creative ideas and learn from failures.

Emerging technology monitoring (EMRG) Level 4

Maintains awareness of opportunities provided by new technology to address challenges or to enable new ways of working. Within own sphere of influence, works to further organisational goals, by the study and use of emerging technologies and products. Contributes to briefings and presentations about their relevance and potential value to the organisation.

Methods and tools (METL) Level 4

Provides expertise and support on use of methods and tools.

Methods and tools (METL) Level 5

Promotes and ensures use of appropriate techniques, methodologies and tools.

Project management (PRMG) Level 4

Defines, documents and carries out small projects or sub-projects (typically less than six months, with limited budget, limited interdependency with other projects, and no significant strategic impact), alone or with a small team, actively participating in all phases. Identifies, assesses and manages risks to the success of the project. Agrees project approach with stakeholders, and prepares realistic plans (including quality, risk and communications plans) and tracks activities against the project schedule, managing stakeholder involvement as appropriate. Monitors costs, timescales and resources used, and takes action where these deviate from agreed tolerances. Ensures that own projects are formally closed and, where appropriate, subsequently reviewed, and that lessons learned are recorded.

Change management (CHMG) Level 2

Documents changes based on requests for change. Applies change control procedures.

Change management (CHMG) Level 3

Develops, documents and implements changes based on requests for change. Applies change control procedures.

Performance management (PEMT) Level 4

Supervises individuals and teams. Allocates routine tasks and/or project work. Provides direction, support and guidance as necessary, in line with individuals' skills and abilities. Monitors progress against agreed quality and performance criteria. Acts to facilitate effective working relationships between team members.

Performance management (PEMT) Level 5

Manages individuals and groups. Allocates responsibilities and/or packages of work. Provides support and guidance as required, in line with individuals' abilities. Delegates responsibilities as appropriate. Advises individuals on career paths, and encourages pro-active development of skills and capabilities. Sets performance targets, and monitors progress against agreed quality and performance criteria. Provides effective feedback, throughout the performance management cycle, to ensure optimum performance. Mentors individuals, possibly within other parts of the organisation. Participates, as appropriate, in formal processes such as compensation negotiations and disciplinary procedures.

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