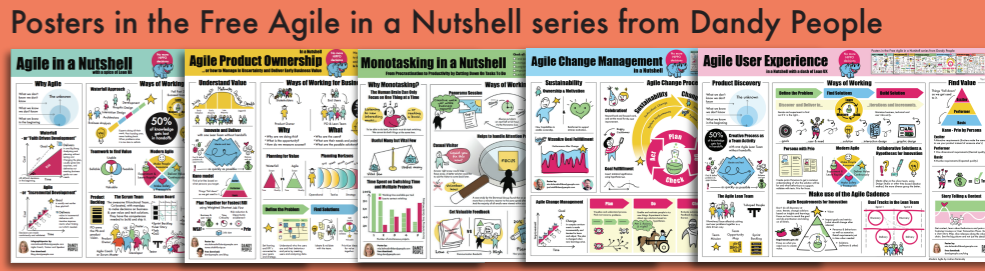


Agile Leadership in a Nutshell



- ### Common Leadership Concepts for Agile
- Catalyst Leadership
 - Management 3.0
 - Systems Thinking
 - Servant Leadership



Lead in Complexity

Cynefin

Agile is Needed here

Complex Probe Sense Respond Emergent	Complicated Sense Analyze Respond Good Practices
Chaos Act Sense Respond Novel	Obvious Sense Categorise Respond Best Practises

DISORDER

Agile Onion

Less visible - more powerful

Move towards learning organisation

Requires structural and cultural change

Can be adopted in command and control

More visible - less powerful

Alignment

High

Low

Autonomy

High

Impact Oriented Leadership

Build a bridge.

We need to cross the river. You can figure out how.

Hope someone is working on the river problem...

Leadership Styles

Catalyst Leadership
Culture: WE
Characteristics: Intrinsic Motivation, Creates Safety & Trust, Transparent, Visionary, Impact Focus, Many to Many, Coaching, Engage & Collaborate, Pull, Experiments, Listens & Integrates.

Achiever Leadership
Culture: MY WAY
Characteristics: Extrinsic Motivation, Strategic, Result Focus, Stretch Goals, Compete, Manipulates, Moving Up, Top Down, I-to-Many.

Expert Leadership
Culture: I
Characteristics: Smart, I-to-I, Task Focus, Direct, Push, Individual Responsibility, Clone Me, Don't Listen, Always Busy, Tactical.

Turn the Pyramid Upside Down

System built for Control

Controls with long term detailed budgets and projects.

Controls delivery against the plan.

Top Mngm

Middle Management (the more the merrier)

Front Line

Communication down to top is not supported by the system.

Collaboration between silos is not supported.

Customer

Top management is too far away to make good decisions based on customer needs ...

... those who have knowledge about customer needs don't have mandate to act on it.

System built for Flexibility

Teams can make tactical data driven... Customer ... decisions and learn how to meet customer needs.

Information goes both ways and is transparent.

Leaders focus on fixing the system to enable best possible performance.

Leaders asks and listens to what the organization needs to reach goals.

Management are leading with clear vision and goals, making sure WHY is obvious to everyone.

"Empowered Teams"

Agile Mindset

Version 1.1

Ownership Focus - Short Term → Customer Focus - Long Term

Detailed Budgets → Shared Vision, Impact Goals & Activities

Resource Optimization → Flow Optimization

Decisions made on Gut Feeling → Data Driven Decisions

F.A.I.L

Fail means "First Attempt In Learning".

Focus on Control → Focus on Trust & Learning