

Agile Leadership – know thy self (& thy team!)

Katie Taylor
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About me



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- Director of the Consortium
- Lead on Consortium's 'Insights' group
- Course Leader of MSc Agile Leadership at UCLan
- Co-founder and member of Agile Research Network

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We Know the Issues in Business



- VUCA world – Volatile, Uncertain, Complex, Ambiguous
 - Traditional management plans for stability and repeatability when flexibility and adaptability necessary
 - <https://hbr.org/2014/01/what-vuca-really-means-for-you>

- Speed of change
 - The 'Age of Acceleration' – is our rate of change exceeding our ability to adapt?
 - <https://www.noted.co.nz/tech/the-rate-of-technological-change-is-now-exceeding-our-ability-to-adapt/>
 - <https://www.cio.com/article/3304276/speed-adaptation-and-the-pace-of-change.html>

- Financial Crisis and Poor productivity
 - UK productivity slow to respond to financial crisis
 - <https://www.theguardian.com/business/2017/apr/05/weak-productivity-leaves-uk-trailing-other-g7-nations>

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Impact of World Issues



- More emphasis on well-being and work-life balance

- But, worrying predictions that will impact us all:
 - Recent study calls for 'Transformative Change'
 - They suggest moving away from GDP as a key measure of economic wealth and instead adopting more holistic approaches that would capture quality of life and long-term effects.
 - "Crucially, governments must end the destructive subsidies, including for fossil fuels and industrial fishing and agriculture," said Andrew Norton, director of the International Institute for Environment and Development.
 - <https://www.bbc.com/news/science-environment-48169783>

 - Next financial crash predicted for 2020
 - <https://www.theguardian.com/business/2019/jan/05/global-economic-crash-2020-understand-why>

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What Successful Organisations are Doing!



“For years, management thinkers assumed that there were inevitable trade-offs between efficiency and flexibility – and that the right organisational design for each was different. But it’s possible to design an organisation’s work in ways that **simultaneously offer agility and efficiency** – if you know how”

Nelson P. Repenning, Don Keiffer and James Repenning – <https://sloanreview.mit.edu/article/a-new-approach-to-designing-work/>

What successful organisations do: **continually adapt and change**

What successful individuals do: **continually develop**

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Agile Business Manifesto



Achieving business agility by valuing:

Innovation and Learning over the status quo
Inspiring leadership over conservative management
Collaboration and Autonomy over hierarchical control
Customer focus over self interest

Acknowledging that: while there might sometimes be a time and a place for the item on the right, the items on the left should be our default focus.

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Agile Leadership – One Part of the Jigsaw



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Agile Leadership



Supportive leadership over directive, command and control styles

Leading people in an agile way is a completely different skill set and mindset from the traditional command and control model. It requires individual leaders and leadership teams to trust the skills and abilities of their team, to support them rather than dictate to them, to have high levels of social and emotional intelligence and to live the values in their organisation

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“Be the change you want to see” Ghandi

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Principles of Agile Leadership



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A Development Framework



Organisational Development Level	
Transformational	Leaders are Servant Leadership orientated (placing the needs of others in the highest regard), working towards the shared vision and developing collaborative teams with a sense of shared responsibility. They are able to manage the inevitable conflict between control and flexibility and internal and external viewpoints to create an organisation which delivers today and is also looking well into the future. High emotional intelligence ensures they put others first and behave with humility, fostering a learning organisation
Thriving	Visionary, inspirational leaders seek and listen to input and feedback from all stakeholders to enhance understanding and leverage diversity. They have the emotional intelligence to admit they make mistakes and the empathy to make their people feel respected and valued. They empower and develop others, acting as a facilitator, encouraging an open exchange of views.
Secure	Leaders understand the need for stakeholder buy-in and motivation. They have a more strategic, external orientation. Very focused on achieving outcomes, they use consultation, seeking feedback and discussion, but more to gain buy-in to their own views than to gain new insights. They use their authority to influence others and are competent in delivering their goals. They maintain an open door but are sometimes not effective at shielding their team from negative pressure
Stabilising	Leadership is based on authority and expertise and is 'Command and Control' in character. There is a tactical, functional, task focus with a team of individuals and reliance on one's own opinions. Feedback is not sought. Often leaders are too busy to give their people time or to listen to their views. They may be respected for their technical expertise and /or feared for their strong task focus, but are not seen as inspirational
Surviving	Leaders are disengaged and there is widespread In-fighting with personal priorities taking precedence over all else. With little focus on improvement, leaders are caught up in surviving/ winning the day and fire fighting, often with frequent changes of priorities and deliberately or inadvertently generating a fear culture.

Be The Change



- Business Agility requires a people-centric approach – a different philosophy and mindset
- People are key to business agility
- Agile Leadership – a different set of aspirations and principles
- How do we develop ourselves and help others to develop in these new ways of working?

Coaching in Action



- Let's work in groups to explore a way of understanding and developing our teams
 - (we could focus on individuals but it would be dangerous in this environment!!)
1. One volunteer needed (they should be currently working in a team or have good knowledge of a team). Everyone else is part of the Coaching Team
 2. The volunteer reads and decides the current leadership style of the team **(5 mins)**
 3. The Coaching Team use 1st GROW template to work with the volunteer to reflect on the NOW, PAST and FUTURE aspirations and performance of the team **(10 mins)**
 4. The Coaching Team use 2nd GROW template to encourage volunteer to consolidate and consider 'what do you want to do' **(10 mins)**
 5. Ask challenging questions – to test and get to consensus **(Time does not allow)**

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GROW Model



Model	Description	Example
G Identify and crystallise the Goal to be achieved	What do you want?	To extend/deploy our agile leadership skills and practice where they will enhance the value stream (<i>Define</i>)
R Explore all material aspects of the current Reality	Where are you now?	Understand the areas that we need to pay attention to, to develop or extend our agile practices (<i>Analyse</i>)
O Explore the Options and any obstacles that may need to be considered	What could you do?	Capture one or more options, how we (with help/support from others) will bring about the desired change. Test and select using 'well-formed outcomes' framework (<i>Innovate</i>)
W Define what is the motivation or the Will and the Way forward	What will you do?	Detail our agreed plan to make things happen. Using the '4 WH framework' (What, Where, When, Who and How) (<i>Plan the Action</i>)

Performance Coaching by Sir John Whitmore

<https://www.performanceconsultants.com/grow-model>

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Agile Culture & Agile Leadership



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AGILE CULTURE DEVELOPMENT MATRIX

Level	Purpose and Results (PR)	Agile Leadership (AL)	Well-being and Fulfilment (WF)	Collaboration and Autonomy (CA)	Trust and Transparency (TT)	Adaptability to Change (AC)	Innovation and Learning (IL)
Transformational	Organisational purpose is clear and compelling	Our leader(s) act in a self-less and supportive way	People have a deep sense of fulfillment and achievement at work	People have an appropriate level of autonomy to carry out their work	There is a complete honesty and transparency in day to day working	New ideas are quickly adapted if appropriate or discontinued if not	A growth mindset, strong commitment to reflection and learning
Thriving	Individual and team goals are aligned to organisational purpose	Our leader(s) take responsibility for their actions and admit limitations	People feel valued and content with work-life balance	Cross functional collaboration is how people work here	It is safe to challenge and question	Routine change well handled but transformation 'too risky'	Some experimentation and learning built in
Secure	Work is primarily driven by targets	Our leader(s) listen but do not always act on feedback	People feel pressured when targets are not met	There are long established functional silos	People's behaviours are having an adverse impact on trust	Some proactive continuous improvement	Personal development but subordinated to operations
Stabilising	Organisational purpose and goals are not aligned	Our leader(s) are authoritative and give orders	People keep their heads down, focus is delivering work	People are a pair of hands to do as they are told	People have a feeling of not being heard	'If it is not broken, don't fix it'	Personal development mainly for high potentials
Surviving	Change in direction and priorities are chaotic	Our leader(s) are working in a crisis mode	People feel demotivated and disengaged	People are working in a crisis mode	There is not trust among our people	Changes are chaotic and uncoordinated	Mistakes are buried not learnt from

Note: Indicative scoring alignment with Pulse survey results would be: 0=Disagree and Strongly Disagree, 1 = Slightly Disagree, 2 = Slightly Agree, 3 = Agree and 4 = Strongly Agree.



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Our Message

1 Evolve Purpose & Strategy



Change focus from process to people (employees and customers)

- Agile DNA gives you the building blocks for transformation – include as part of your success factors and start to measure against them – www.agilebusiness.org/agileculture
- Conscious Capitalism - <https://www.consciouscapitalism.org/>

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Our Message

2 Create an Enabling Environment



“Truly Agile organisations, learn to be both stable (resilient, reliable, and efficient) and dynamic (fast, nimble, and adaptive) across three dimensions of People, Processes and Structure at the same time.”

McKinsey 2015

Use an Assessment Tool

- ***Awareness*** – This is powerful, I want to know more
- ***Readiness*** – I’m aware, there’s now things I MUST do to begin this process
- ***Action*** – A clear assessment of strengths and areas of improvement – first step priorities with action plan

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Our Message

3 Develop Agile Leaders



The 9 Principles of Agile Leadership encapsulate the desired behaviours

- Map these principles against your current values and behaviours
- Coach, mentor and train specifically to your organisation's needs
- Remember – Agile Culture and Leadership have a symbiotic relationship

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Find Out More



- Agile Leadership
 - www.agilebusiness.org/agile-leadership
- Agile Culture
 - www.agilebusiness.org/agile-culture
 - <https://www.agilebusiness.org/resources/white-papers/towards-an-agile-culture>
- Agile Coaching
 - <http://assentire.net/>
- Agile Leadership Training
 - <http://agile-leadership-training.strikingly.com/>

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Thomas A. Edison said

“I have not failed. I’ve just found 10,000 ways that won’t work.”

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