



Agile Leadership



Scaling Agile

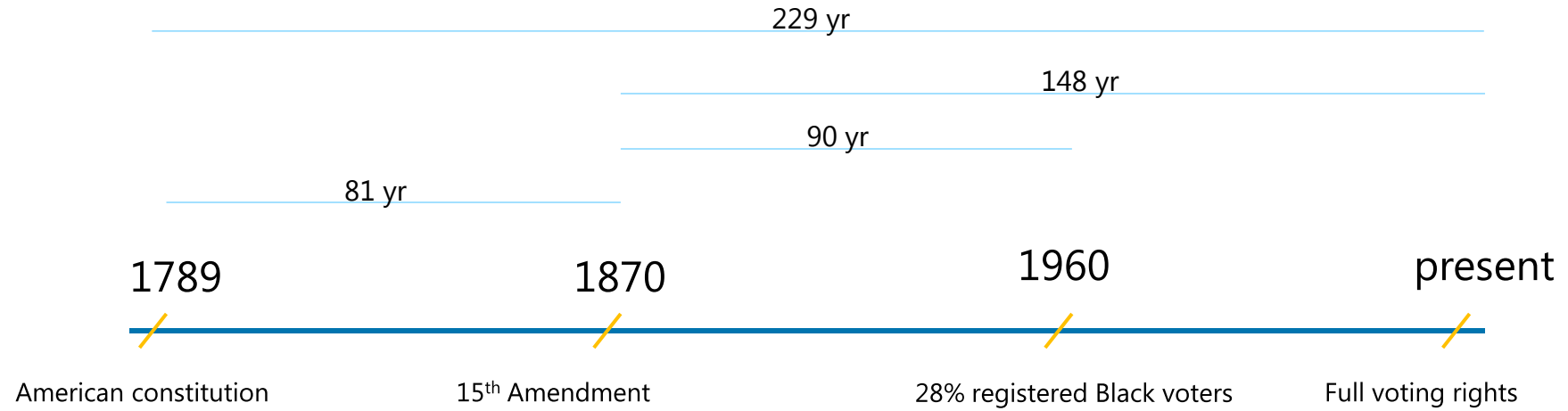
Dragos Gorjan

15<sup>th</sup> June 2018

# Agile Leadership

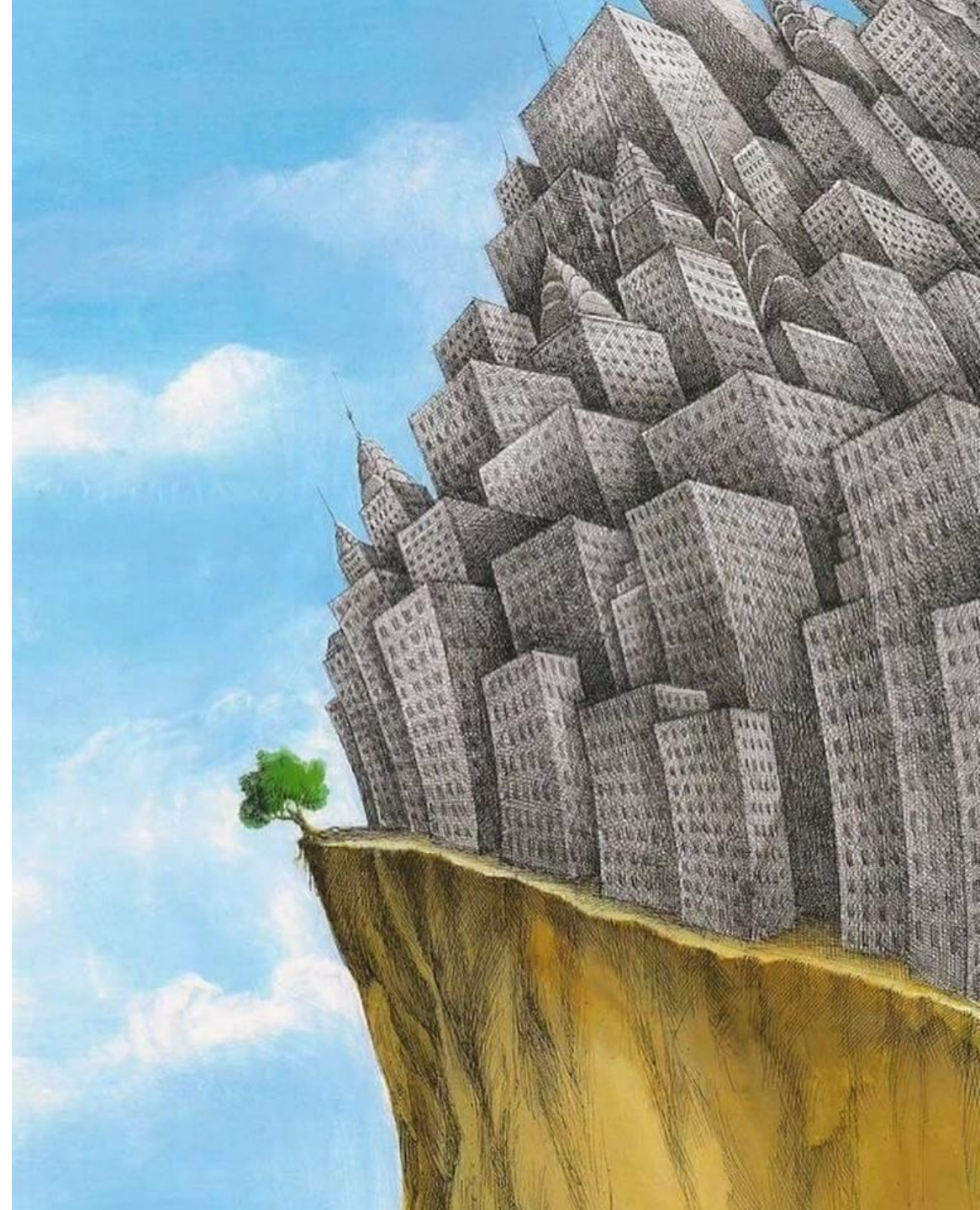
What are the most important things to consider as an Agile Leader ?

# Agile Leadership



# Agile Leadership

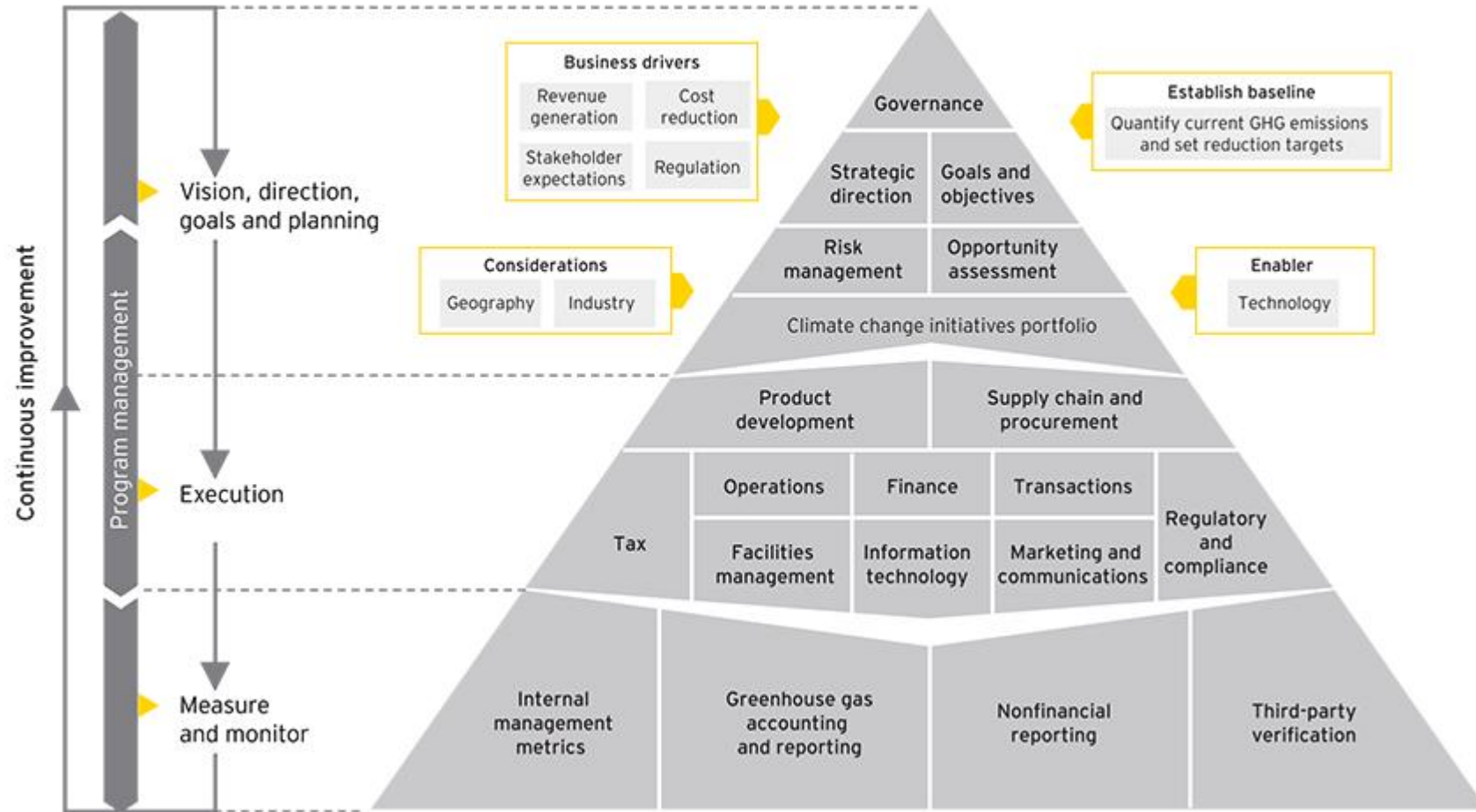
- 1 Building on agile culture (**deliver value**)
- 2 Forming self-organizing teams (**autonomy**)
- 3 Rewarding team performance (**meritocracy**)
- 4 Change Management (**shifting mindset**)



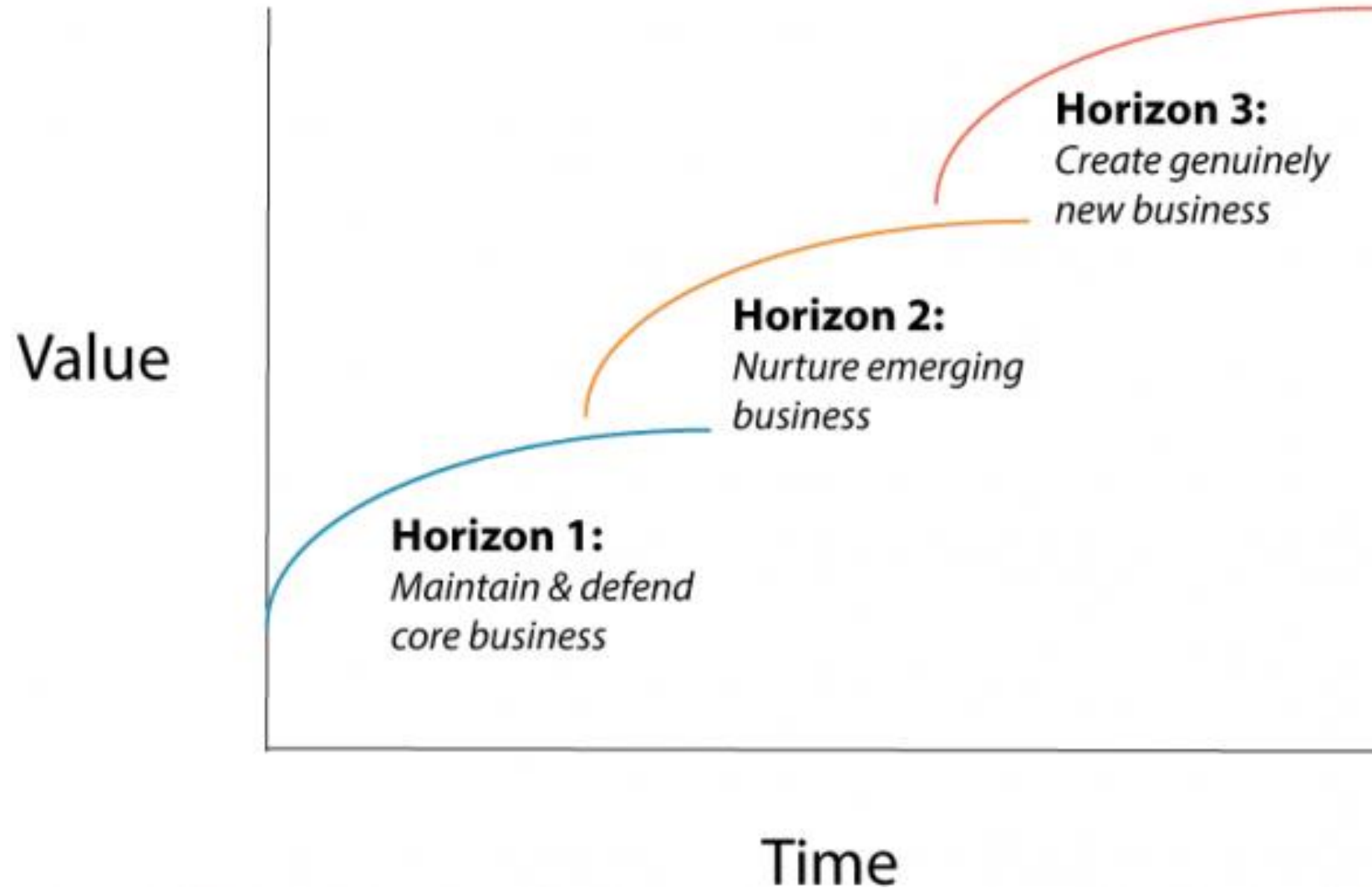
# Agile Leadership

The Business that drives profit  
The Organizational Structure  
The People and culture

Climate change framework  
A path to transformation

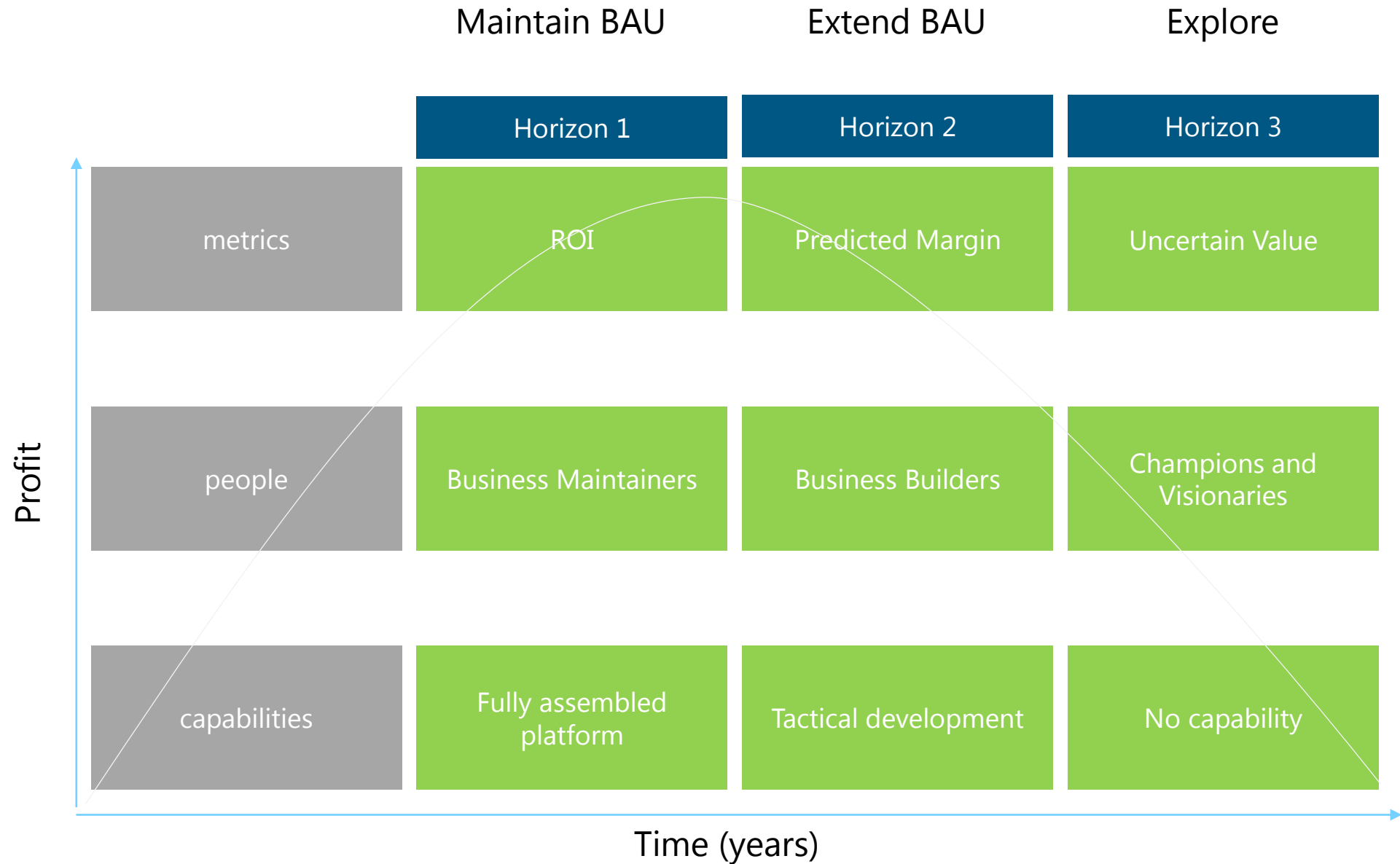


# Agile Leadership



## Three Horizons of Growth

# Agile Leadership





# Agile Leadership

Bureaucratic

Entrepreneurial

Based on structural support of specialized roles  
Each role is crucial and persist even if the person leaves  
Procedures and systems are strictly followed  
Governments/military are most common

- Driven by powerful individuals at the center
- All major decision are taken at this level
- Those closest to the center have more influence
- Typically, family owned business

- Project oriented work, where a project completion is the motivating force
- Results are more important than individuals
- Technology companies are most common

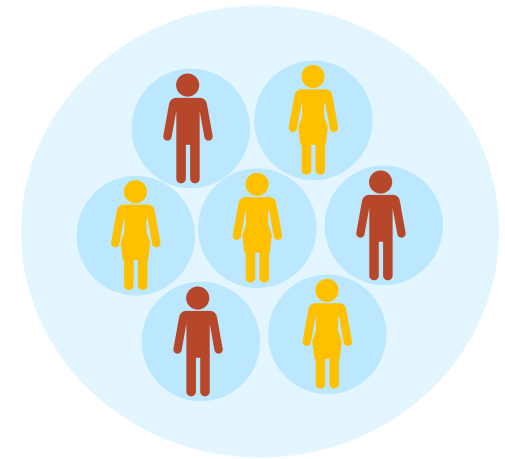
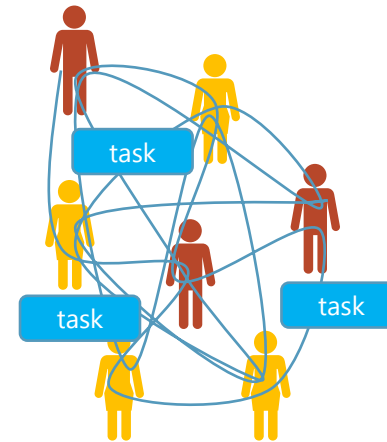
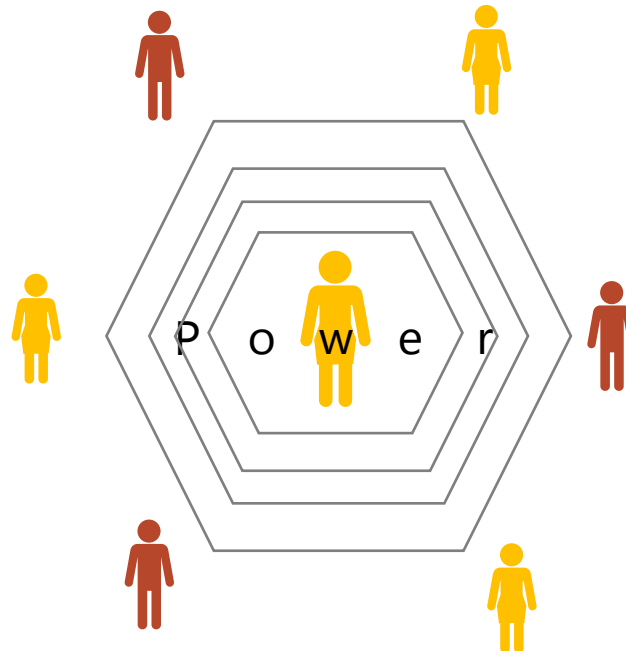
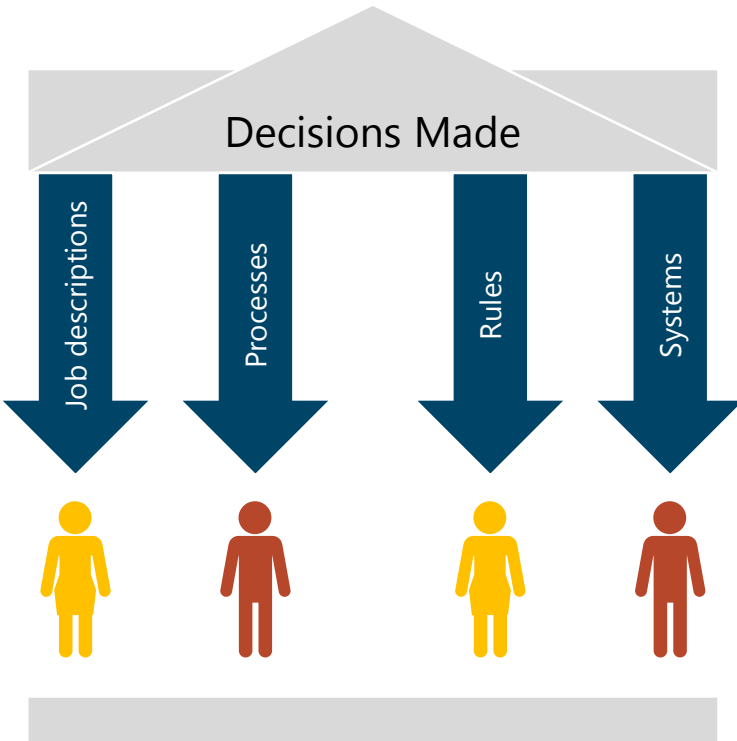
- Power and influence shared among individuals with similar background
- People count more than the company its
- Communities of Practices are most common

## Role Culture

## Power Culture

## Task Culture

## Person Culture





- Power at the Top
- Conventional
- Slow Response to change

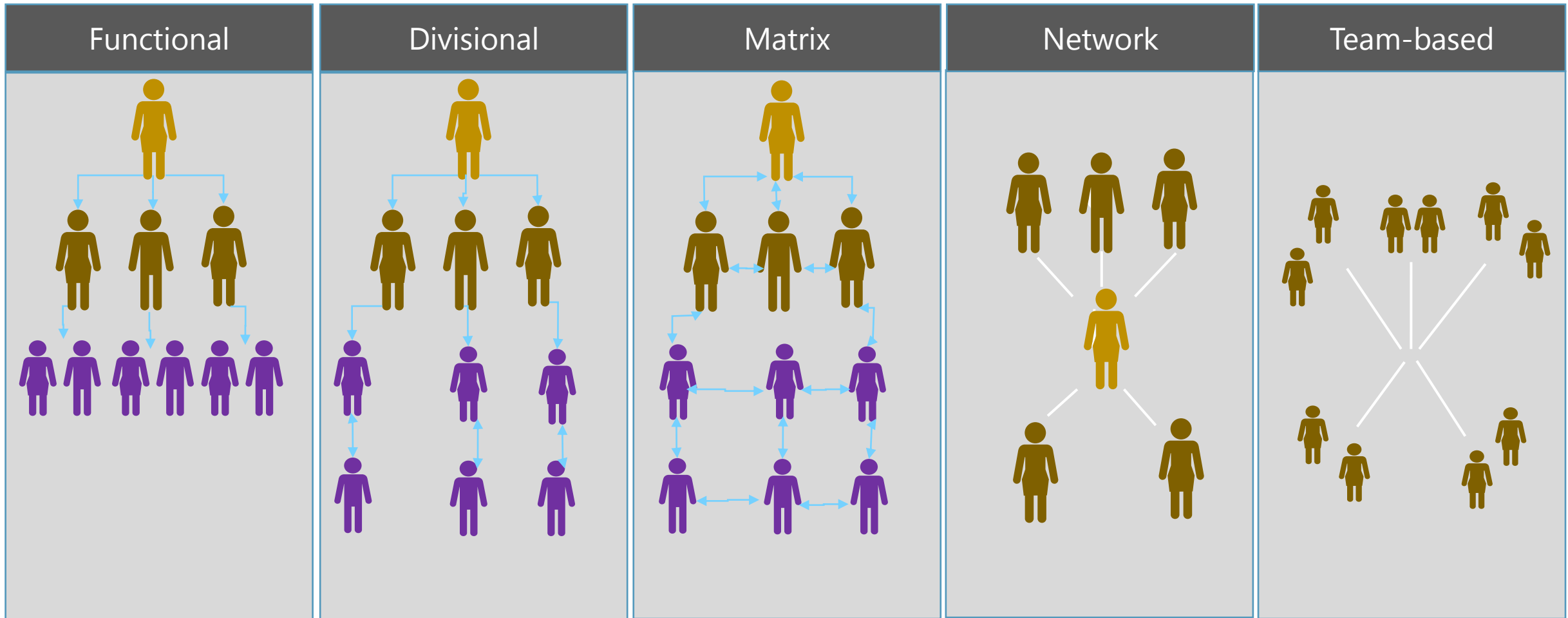
# Agile Leadership

- Power shared
- Organic
- Experimental
- Fast Response to change

Centralized

Decentralized

Widely most used



# Agile Leadership

What makes a good Agile Leader Profile ?

- Awareness in Business Perspectives
- Awareness in Organizational structure
- Awareness in how People are operating
- Awareness in Agile Frameworks and other methods

The change management strategy should be combined in such a way that the change is balanced and absorbable by the organization.

# Scaling Agile

an Agile Enterprise is primarily a Human system



# Scaling Agile

How do we enable people within the Organization, to act in the best interest of the organization, given the fact that they never have sufficient information and context to understand the full consequences of their decisions ?



Create Alignment at Scale Following the Principle of Mission

# Scaling Agile

Size matters

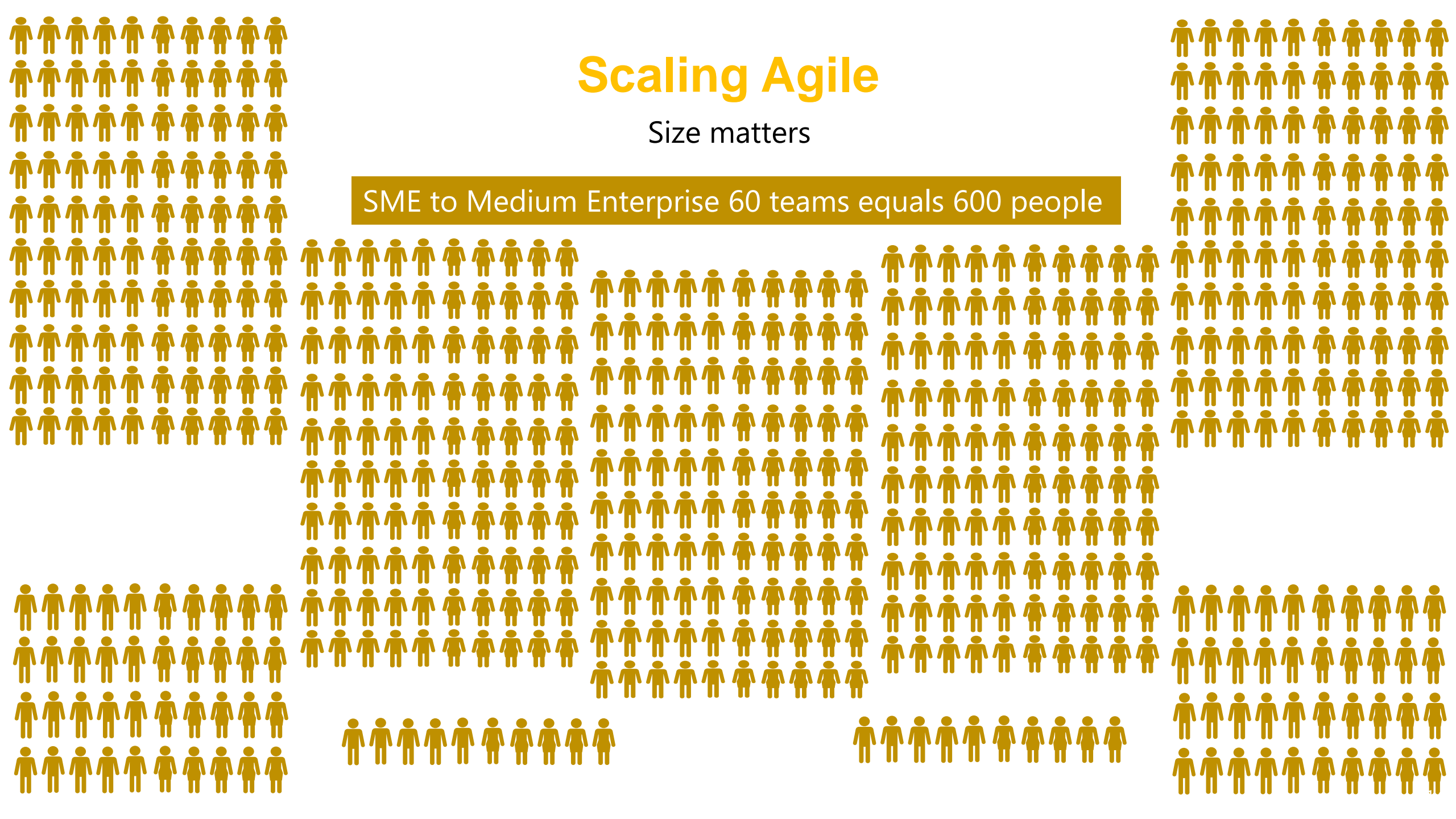
8 Agile Teams 80 ± - SME\* small enterprise



# Scaling Agile

Size matters

SME to Medium Enterprise 60 teams equals 600 people



# Scaling Agile

Create Alignment at Scale Following the Principle of Mission



Everyone retains freedom of decision and action within bounds

Do not command more that is necessary or plan beyond the circumstances you can foresee

Communicate to every unit as much of the higher intent as is necessary to achieve the purpose



# Scaling Agile

- To scale in a Startup Organization, is easier but might evolve in to an unmanageable structure if we ignore people sizing and we think that 10 people can operate in the same way as 1000 people
- To scale in a Large Organization is more complex, if the organization itself is not understood properly and the change impact is underestimated

# Thank you

Q&A

1

Agile Leadership

2

Scaling Agile

Dragos Gorjan

15<sup>th</sup> June 2018



**knowledgehut**