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Agile Leadership

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

1789: American constitution
1870: 15th Amendment
1960: 28% registered Black voters
Present: Full voting rights
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
Agile Leadership

Three Horizons of Growth

Horizon 1: Maintain & defend core business

Horizon 2: Nurture emerging business

Horizon 3: Create genuinely new business
Agile Leadership

- Metrics
- ROI
- Predicted Margin
- Uncertain Value
- Business Maintainers
- Business Builders
- Champions and Visionaries
- Fully assembled platform
- Tactical development
- No capability

Horizon 1
Horizon 2
Horizon 3

Maintain BAU
Extend BAU
Explore

Time (years)
Agile Leadership

Bureaucratic

- 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

Entrepreneurial

- 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

Role Culture

- 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 itself
- Communities of Practices are most common

Power Culture

- Task Culture
- Person Culture

Decisions Made

- Job descriptions
- Processes
- Rules
- Systems
Agile Leadership

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

Centralized

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

Decentralized

Widely most used

Functional

Divisional

Matrix

Network

Team-based
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

SIZE matters
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?
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 foreseen | 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 into 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

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