Servant Leadership redefined
Role of a Project Manager in Agile Teams

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Agenda

- Brief background on servant leadership

- Transitions PMs need to make:

  - Working collaboratively with their clients (Product Owners)

  - Helping real, whole teams with flow

  - Helping to create true *learning organizations*

- Q & A

About me

Pradeep Prakash
Senior Project Manager
IBM

- Accomplished program and project manager with 15+ years experience, including 8+ years in Banking and Financial

- Key strengths are in client experience management, people management and project management

- Been with IBM Philippines since August 2011 as a project manager and delivery executive

- Electrical Engineering from NIT Trichy and MBA from IIM Calcutta.

Project Management Helps Deliver Products

- We have a coherent vision

- We might have a clearer idea about when to make decisions

- We know who needs what and when

Agile Invites Collaboration and Change

- People take responsibility for their work

- People work collaboratively

- Teams uncover and manage requirements themselves

- PM-as-Controller doesn't fit with agile culture
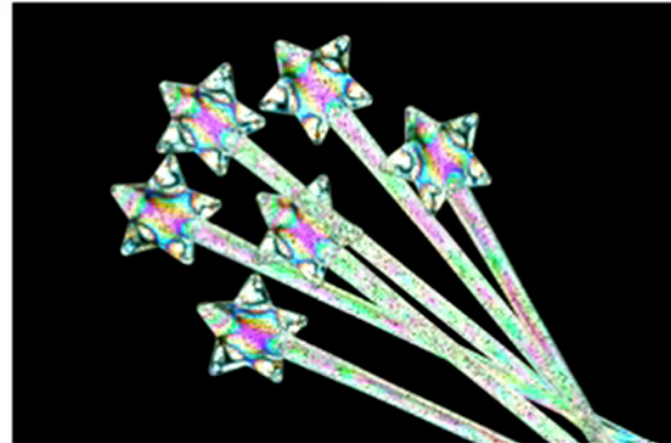
The Servant as Leader

By Robert K. Greenleaf

ROBERT K. GREENLEAF
CENTER FOR
SERVANT LEADERSHIP

"A fresh critical look is being taken at the issues of **power** and **authority**, and people are beginning to learn, however haltingly, to relate to one another in less **coercive** and more **creatively supporting** ways. A new moral principle is emerging which holds that the only **authority** deserving one's **allegiance** is that which is **freely** and knowingly **granted** by the **led** to the **leader** in response to, and in proportion to, the **clearly evident servant stature of the leader**."

- Robert K. Greenleaf – The Servant as Leader

"**Criticism** has its place, but as a total preoccupation it is **sterile**. In a time of crisis, like the leadership crisis we are now in, if too many **potential builders** are taken in by a complete absorption with **dissecting the wrong** and by a zeal for **instant perfection**, then the movement so many of us want to see will be set back. The danger, perhaps, is to hear the **analyst too much** and the **artist too little**."

- Robert K. Greenleaf – The Servant as Leader

Working collaboratively with your clients (Product Owners)

- How is your Product Owner doing?

- When Product Owners are new to Agile, it is the ScrumMaster/Iteration Manager's job to coach the Product Owner

- ScrumMasters/Iteration Managers help their Product Owners find ways to maintain the product backlog and release plan

Helping real, whole teams with flow

- How is your team doing?

- Is your team in a state of flow?

- Do team members seem to like each other? Do they celebrate each other's successes?

- Do team members hold each other accountable to high standards?

"Build projects around **motivated** individuals. Give them the **environment** and **support** they need, and **trust** them to get the job done."

- Principles behind the Agile Manifesto

"The most efficient and effective method of **conveying information** to and within a development team is **face-to-face conversation.**"

- Principles behind the Agile Manifesto

"The **best** architectures, requirements, and designs **emerge** from **self-organizing teams**."

- Principles behind the Agile Manifesto

Characteristics of Servant Leaders

They are self-aware.

They listen.

They share the power.

They help other people grow.

They coach people, not control them.

They unleash the energy and intelligence of others.

They work to develop their foresight, so they can act, not react.

— From Keith: The Case for Servant Leadership

Thank you