# Agile Leadership In Practice

Jeremy Renwick
Agilesphere Founder and CxO

@jeremyrenwick
jeremy.renwick@agilesphere.co.uk

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*"An expert is a person who has found out by their own painful experience all the mistakes that one can make in a very narrow field"*

Niels Bohr, Nobel Prize for Physics ,1922

# The subtle science and exact art of...

## ...getting people to do what you want them to do...

## ...quickly

*Severus Snape - Harry Potter and the Agile Manifesto*

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## True Agile Leaders…

- Embrace every aspect of agility
- Set a clear vision that their team can embrace and own
- Believe in their mission and live it on a daily basis
- Build a culture of self-organising and self-managing teams
- Focus on what really matters-delivering value
- Help their team members take care of the customers

*Centre for Agile Leadership*

## What Does It Mean To Be An Agile Leader?

1. Being Present To Gain Insights

2. Inspiring Creativity And Innovation In Your Employees

3. Moving Quickly

4. Adapting To Any Situation As It Happens

5. Having The Flexibility To Take Quick But Sure Actions…..

…..13. Shifting Your Management Style To Match Your Employees

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*Forbes*

# Agile Leadership

Purpose leading to motivation
Feedback leading to growth
Delegation leading to empowerment
Organisational design leading to culture

*Jeremy Renwick*

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MIKE BREARLEY
THE ART OF CAPTAINCY



INSPIRATIONAL LEADERSHIP
Richard Olivier
Timeless lessons for leaders from Shakespeare's Henry V
Foreword by Mark Rylance

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# The Six Emotional Leadership Styles

| | Commanding | Visionary | Affiliative | Democratic | Pacesetting | Coaching |
|---|---|---|---|---|---|---|
| The leader's modus operandi | Demands immediate compliance | Mobilises people toward a vision | Creates harmony and builds emotional bonds | Forges consensus through participation | Sets high standards for performance | Develops people for the future |
| Style in a phrase | "Do what I tell you" | "Come with me" | "People come first" | "What do you think?" | "Do as I do, now" | "Try this" |
| Underlying emotional intelligence competencies | Drive to achieve, initiative, self-control | Self-confidence, empathy, change catalyst | Empathy, building relationships, communication | Collaboration, team leadership, communication | Conscientiousness, drive to achieve, initiative | Developing others, empathy, self-awareness |
| When the style works best | In a crisis, to kick start a turnaround or with problem employees | When changes require a new vision or when a clear direction is needed | To heal rifts in a team or to motivate people during stressful circumstances | To build buy-in or consensus or to get input from valuable employees | To get results quickly from a highly motivated and competent team | To help and employee improve performance or develop long term strengths |
| Overall impact on climate | Negative | Most strongly positive | Positive | Positive | Negative | Positive |

# An Agile Organisation
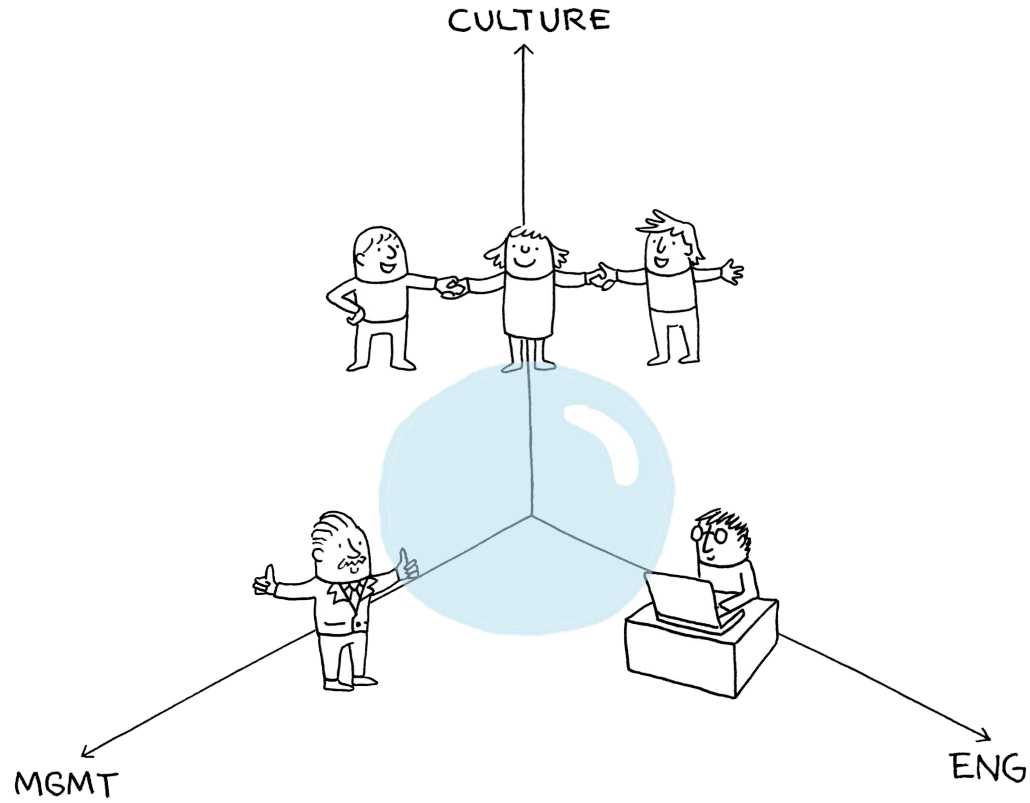
# Vision

## The UK's preferred vendor of digital delivery services

## Genuinely Agile organisation

Self-organise around opportunities

Recognise all types of value

Team orientated

Co-operative ethos

Minimal hierarchy

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# CxOs

Our CxOs lead our business and provide strategic yet practical advice and support to our clients.  They are each agile transformation specialists in their own right meaning they are uniquely placed to support our clients and people.

### Davina Sirisena

I'm an experienced agile coach, adept at setting up portfolios and programmes from scratch, and making agile work at scale. Clients typically hire me when they are at the start of something new and want to ensure that their processes, people, culture and governance are set up for success.

### Hugh Ivory

I have a depth of experience working with delivery teams and senior leadership to develop innovative approaches to change management, portfolio governance and service delivery. I focus on delivering real business value - with the ultimate objective of creating agile and adaptive organisations.

### Jeremy Renwick

I am the founder of Agilesphere and work primarily as an Agile Coach at the executive level. I am driven by the desire to enable whole organisations to transform to an agile way of working. I have a deep knowledge of the various agile methodologies and makes turning that theory into practice seem easy. Consider me if you, need agile coaching at board level, have a complex project that encompasses significant organisational change and/or want to scale agile, and have fun doing it.

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# Purpose

To help clients with their Agile/Digital Transformation
To find good work for good Agile people

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# Success

2014: £400k, 8 people        2018: £13m, 90 people

Criminal Justice Process
Overseas Healthcare
Civil Money Claims
DVLA Strategic Payments
BPDTS/DWP Agile Transformation
Prosperity Fund and Event Fees

BPDTS Ltd
Providing digital technology
services to DWP

Government
Digital Service

Ministry
of Justice

Ministry of Housing,
Communities &
Local Government

Department
of Health &
Social Care

# Feedback leading to (personal) growth

AUTISM AWARENESS

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Always remember you are holding a megaphone

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# NEUROPLASTICITY

## MOHEB COSTANDI
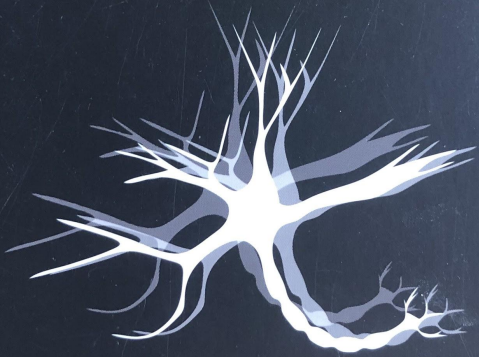
THE MIT PRESS ESSENTIAL KNOWLEDGE SERIES

Rapid personal change is possible when you believe it is

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# Feedback leading to growth

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# Learn how to give and receive feedback

Behaviour
Impact
Feeling
Future

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*"Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand."*

--Norm Kerth,

# Great for retros
# Poor for performance management

# 360° performance management
# on short (max 3 month) timeframes

Delegation leading to empowerment

Situational Leadership Model
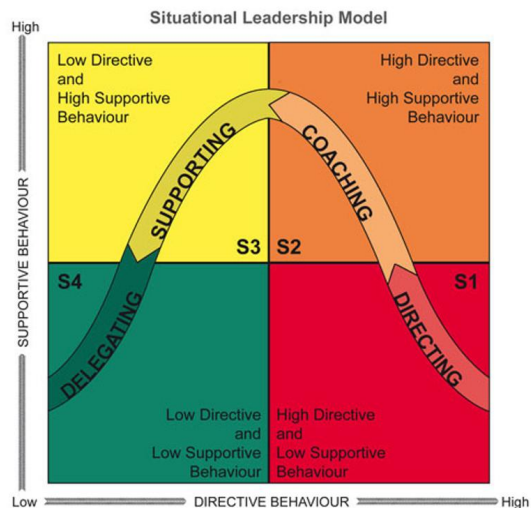
Learn how to delegate...
...and receive delegation...
...before empowering

*Show me, Do it with me,*
*Watch me do it, Let me do it*

*Tell - Sell -*
*Ask - Delegate*

ENGLAND RUGBY

# Organisational design leading to culture

## *Internal focus*

# Primary cause of burnout in Agile teams

## Role stressors:

Inter-role conflict
Intra-role conflict
Person-role conflict
Role strain

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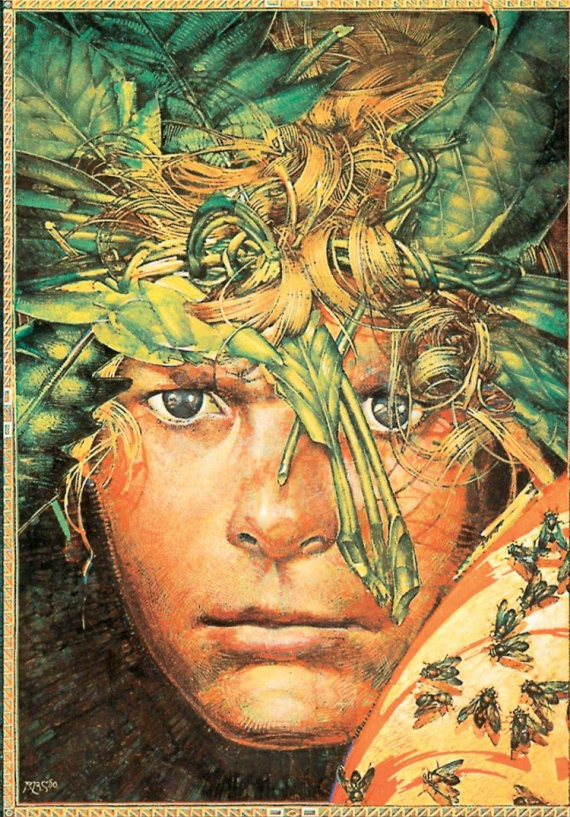
# Self-organisation causes stress

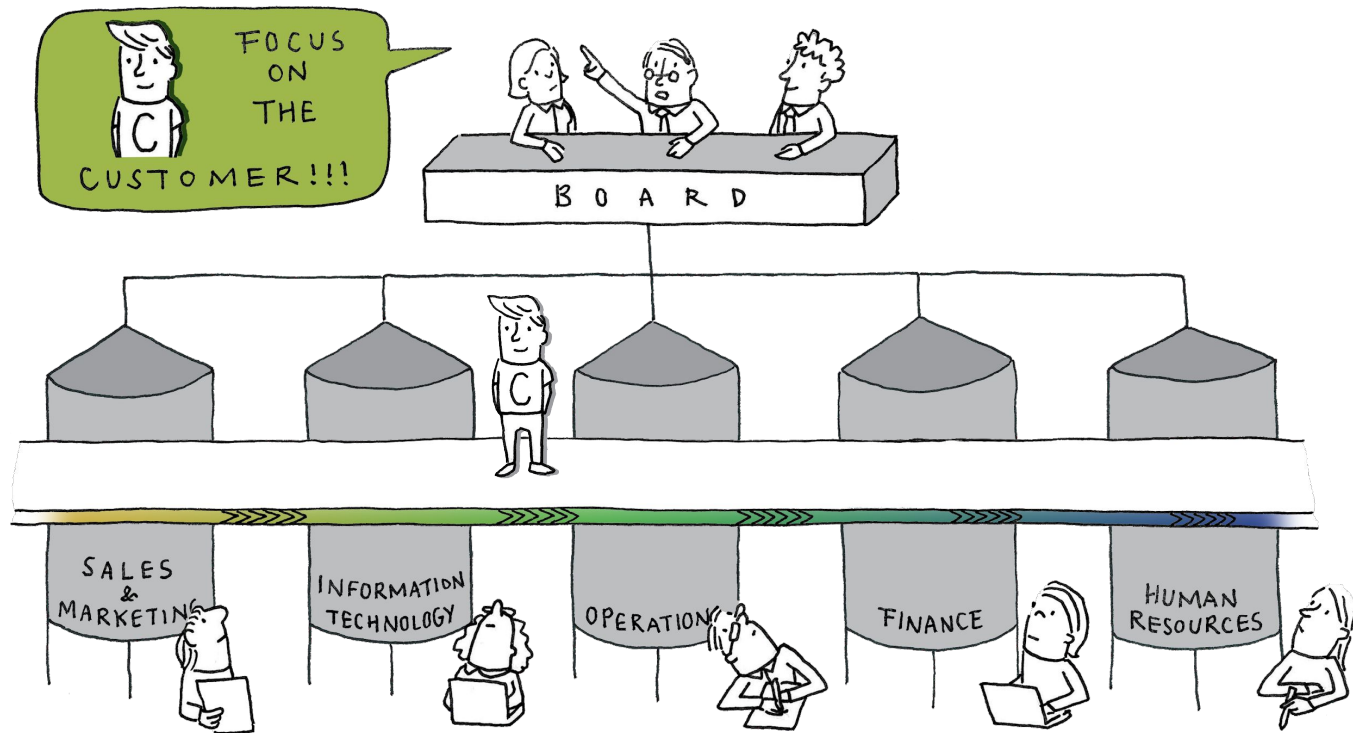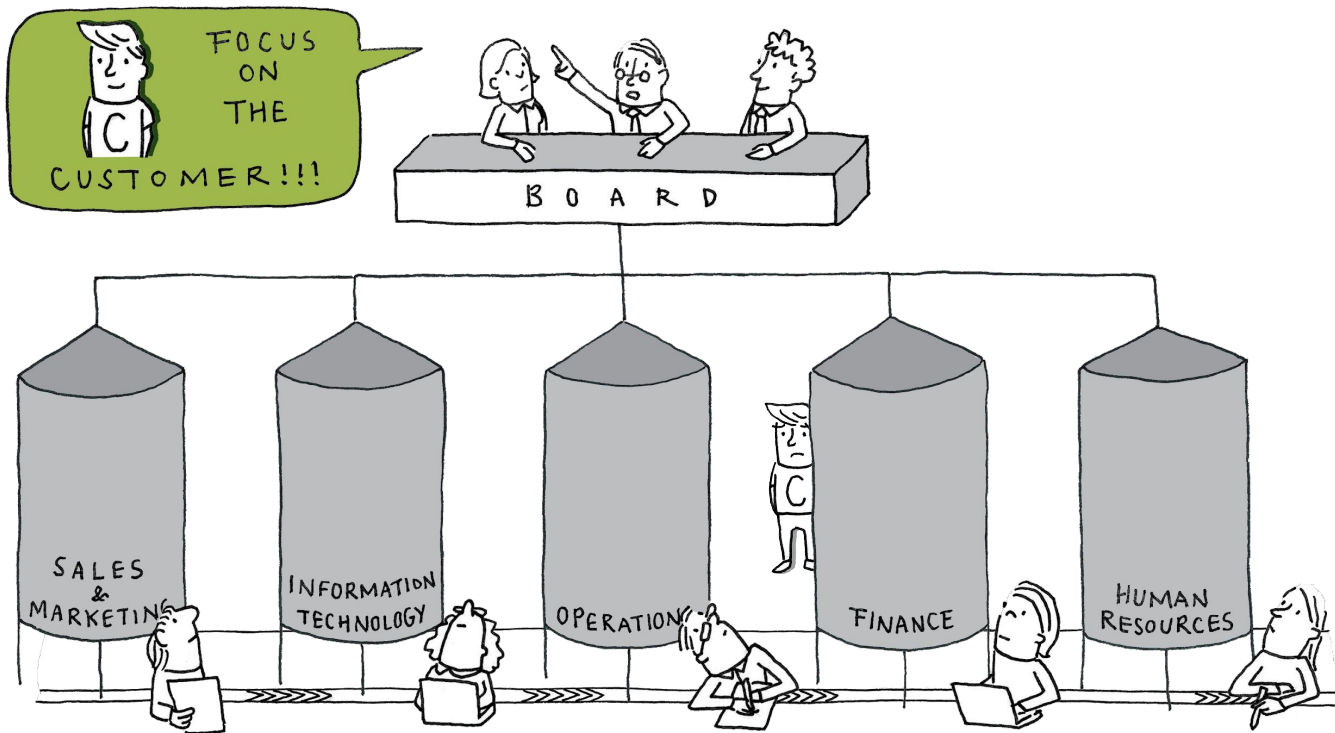Actively design roles, responsibilities, reward/recognition to align with the (Agile) culture you want to create
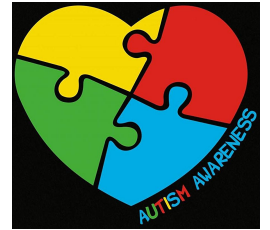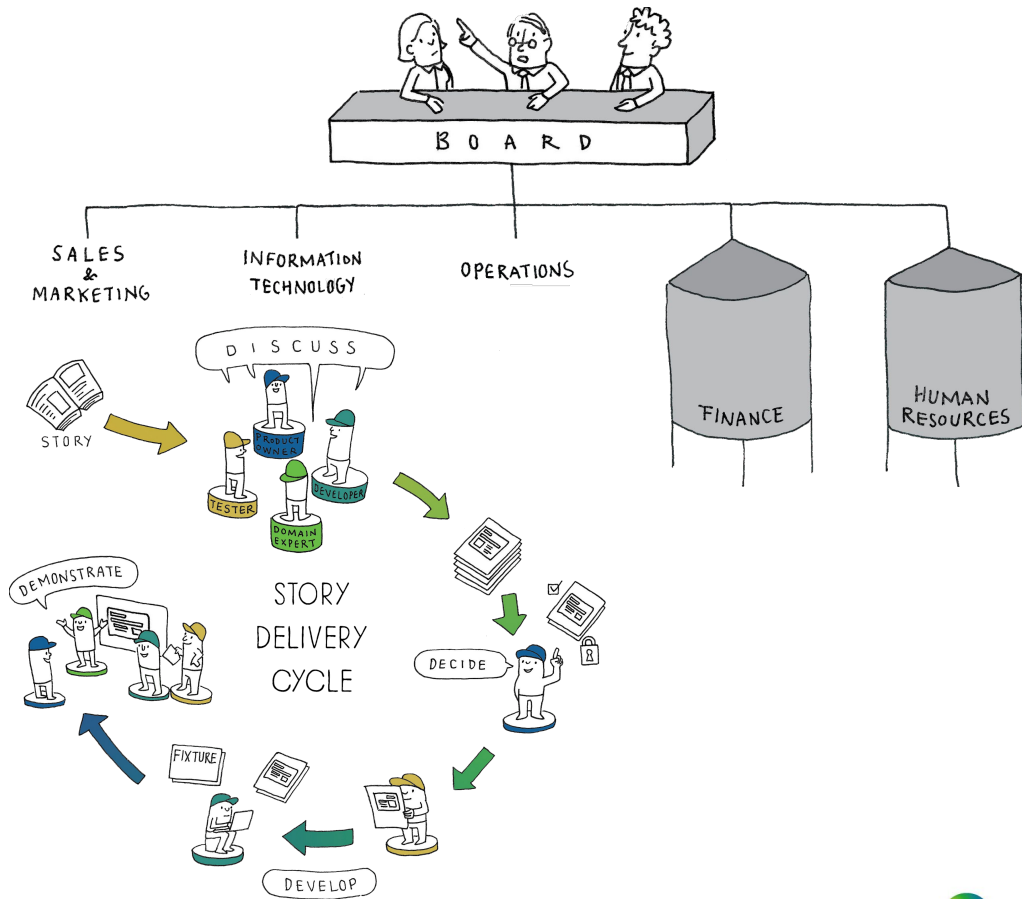
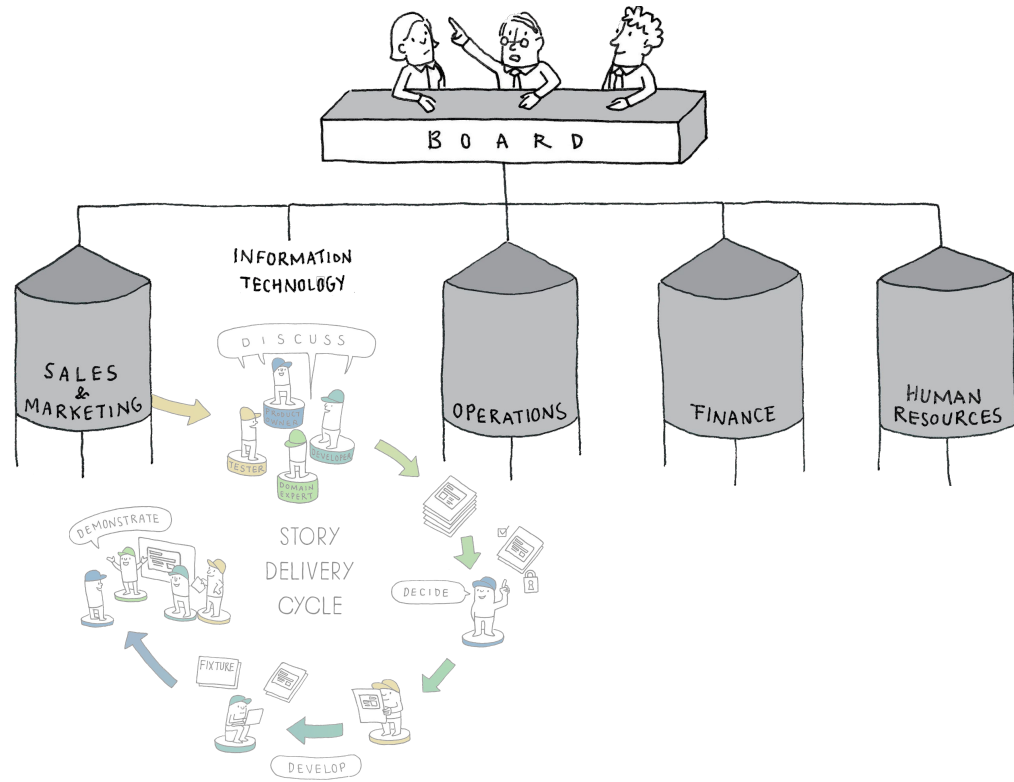# Organisational design leading to culture

## *Customer focus*

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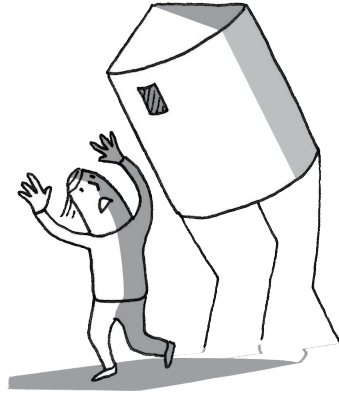
The silos are out to get us!

# Commit to switch from function led....

| Sales | Technology | Finance | Operations | |
|-------|-----------|---------|------------|---|
| | | | | Service 1 |
| | | | | Service 2 |
| | | | | Service 3 |
| | | | | Service 4 |
| | | | | Service 5 |
| | | | | Service 6 |

# ....to service led

| Sales | Technology | Finance | Operations |
|-------|-----------|---------|-----------|

Service 1

Service 2

Service 3

# Change the power structures
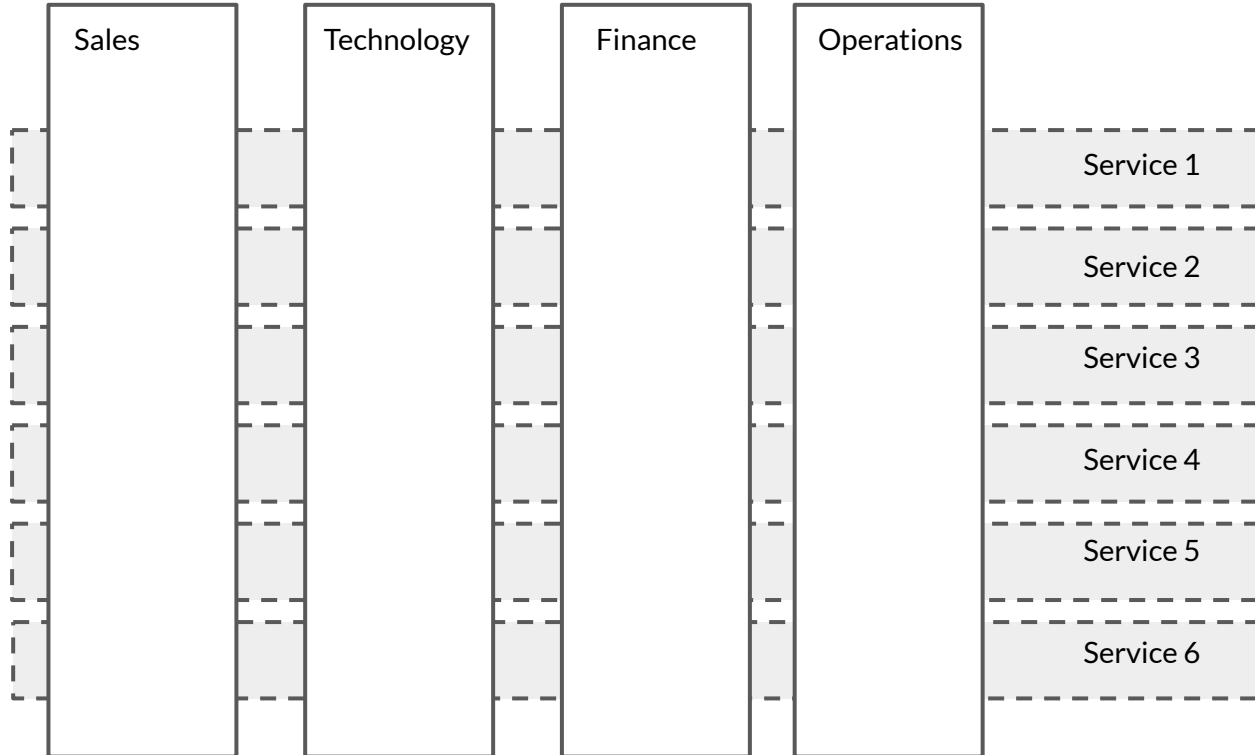
Service 5

Service 6
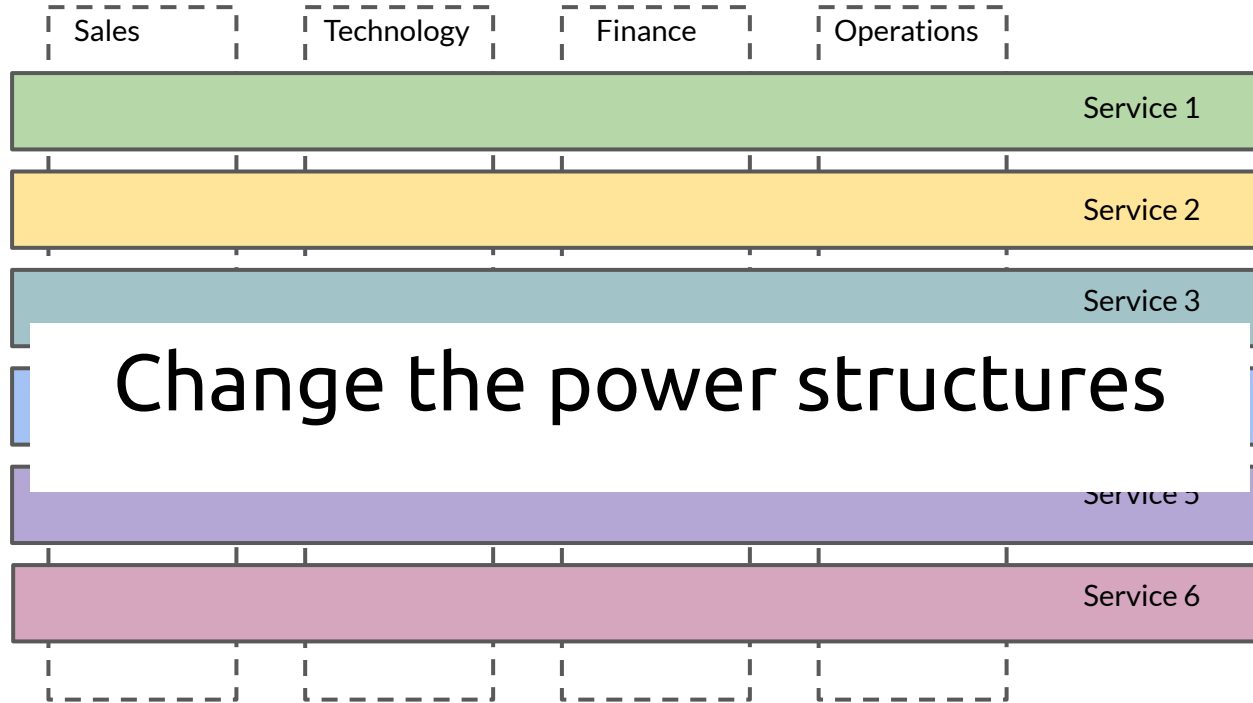
# Commit to breaking down the silos

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# "Silo refinement" - HR

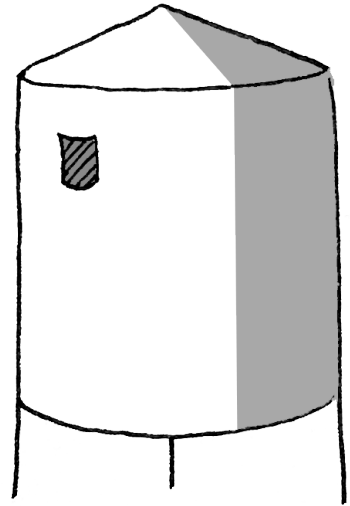Strategic - right people with right skills for the future

Professional development - providing opportunities to grow

Compliance - making sure we are legal

Standards - this is generally how we do things round here

Operational - adding our part of the value to the client

- Hiring and firing
- Coaching (behaviours and others)
- Facilitating feedback / managing performance

# Agile leadership in practice

Be nice, work on yourself, believe you can grow

Embrace "traditional" leadership best practice

Be skeptical of "Extreme Agile"

Actively design your organisation

Define roles and remuneration carefully

Monitor performance on short cycles

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Thank you