Leading for Business Agility

from 'A fresh approach to Business Agility'

THE *Training* **PRACTICE**

PARTNER – CREATE – GROW – TRANSFORM

Leading for Business Agility

3.1 LEADERSHIP MINDSET FOR BUSINESS AGILITY
3.2 LEADING IN AN AGILE ENVIRONMENT
3.3 LEADERSHIP TOOLS

3.1 LEADERSHIP MINDSET FOR BUSINESS AGILITY

Leading for business agility starts with an agile leadership mindset. And that is taking into account complex and ever-changing environments and accepting uncertainty.

It means planning as you go and making decisions quickly with others, often with limited information. A growth mindset, curiosity and continual learning are key attributes.
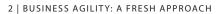
The result is leaders who are self-aware and authentic. They won't have all the answers; instead they empower and enable the teams they lead. This means letting go of command and control, extending trust and creating a strong sense of belonging, psychological safety and community.

Outcomes

- Lead effectively in a VUCA environment.

- Develop your emotional and social intelligence.

- Build trust and empathy.

- Empower the teams you lead.

- Be curious and continually learn.

- Lead authentically.

- Build engagement, psychological safety and community

- Lead openly and transparently.

- Continually scan the horizon and embrace multiple perspectives.

A growth mindset, curiosity and continual learning are key attributes.

Leading

THE
Training PRACTICE
PARTNER – CREATE – GROW – TRANSFORM

3.2 LEADING IN AN AGILE ENVIRONMENT

Culture wins every time. Agile leaders monitor and build culture continuously and role model the big picture 'why'.

Sometimes agile leaders are leading in isolation; at other times they're part of an agile organisation. Either way they need to build strong agile teams and collaborate. That can mean conventional or stretch collaboration.

Experimenting, iterating, working in short cycles, re-assessing and moving off again are agile fundamentals. Without certainty, leaders are learning and adapting quickly. Embracing failure is also part of the mix.

They need to enable strong and self-directed teams that embrace agility, and that are empowered and engaged. They and the teams can then disrupt by questioning the status quo, thinking creatively and innovating.

Outcomes

- Foster an agile culture.

- Focus your people on the why and outcomes.

- Build strong and self-directed teams.

- Collaborate internally and externally.

- Adapt quickly to changing circumstances

- Iterate, experiment, work in short cycles and embrace failure.

- Recognise your role as enabler and disrupter.

- Encourage divergent ways of thinking.

Experimenting, iterating, working in short cycles, re-assessing and moving off again are agile fundamentals.

3.3 LEADERSHIP TOOLS

Conversations are a leader's work: listening as well as contributing. Leaders bring people together to share ideas and generate new futures. Informal networks and relationships get work done and allow leaders' influence to spread.

Leaders use agile practices that work for them and their teams. Scrum, Kanban, SAFe, XP, Agile PM, Design Thinking and Lean StartUp all have a place and none are sacrosanct. They're tools to use and adapt, not to follow religiously. With all practices, agile leaders need to continually prioritise and reprioritise.

Agile tools always come back to people: team members and people who leaders need to collaborate with. Agile leaders recognise their own and team members' strengths and aim them to achieve results. Conversations and coaching are key parts of this. They're mainstays of an business agility leader's toolkit.

Outcomes

- Prioritise and re-prioritise continually.

- Listen effectively and engage in reflexive and generative dialogue.

- Coach others and promote a coaching culture.

- Build relationships and influence others.

- Build on your and others' strengths.

- Adopt and adapt a range of agile and agile related practices and frameworks that fit your environment.

> Agile tools always come back to people: team members and people who leaders need to collaborate with.

Leading

THE
Training PRACTICE
PARTNER – CREATE – GROW – TRANSFORM

PROGRESS INDICATORS

I've got the idea	Understand what it means to have an business agility leadership mindset. Understand the principles and challenges of agile leadership. Ready to use agile and agile-related leadership tools in your context.
I'm starting to apply it	Experiment with agile leadership practices and reflect on results. Understand your specific agile leadership strengths and other leadership attributes and competencies you need to develop. Begin to lead with an agile leadership mindset and practices.
I'm totally on the case	Practise agile leadership consistently. Adapt and develop your agile leadership practice based on continuous learning. Influence/coach others to adopt agile leadership practices.

THINGS TO READ

Business Agility Institute. (2019). *Domains of Business Agility*. Retrieved from http://bit.ly/2w1TPVG

Courtney, S. & Wheeler, J. (2018). *A Story of Leadership Transformation* [Talk]. Retrieved from http://bit.ly/2Tal9sN

D Davis, L. (2019). *A Guide to Collaborative Leadership* [Talk]. Retrieved from http://bit.ly/2ST0jPS

Denning, S. (2018). *The Age of Agile*. New York, United States: American Management Association

England, R. & Dr Vu, C. (2019). *The Agile Manager.* Porirua, New Zealand: Two Hills Ltd.

Hamman, M. & Spayd, M. K. (2015). *The Agile Leader*. Retrieved from http://bit.ly/2SQWcDS

Hayward, S. (2018). *The Agile Leader*. London, United Kingdom: Kogan Page.

Hearns, C. (2018). Why Servant Leadership Doesn't Work. *Linkedin*. Retrieved from http://bit.ly/395kY8Q

Horney, N., Pasmore, B. & O'Shea, T. (2010). *Leadership Agility*. Retrieved from http://bit.ly/32jkTMm

Johnston, K., Coughlin, C. & Berger, J. G. (May 2014). *Leading in Complexity*. Retrieved from http://bit.ly/2w22G9T

Joiner, B. (2012). How to Build an Agile Leader. *Chief Learning Officer*. Retrieved from http://bit.ly/37T3Vp6

Kniberg, H. (2015). What is an Agile Leader? *Crisp*. http://bit.ly/2wByanD

Lagestee, L. (2013). *Agile Leadership Engagement Model*. Retrieved from http://bit.ly/2HLKyUD

Lawrence, K. (2013). *Developing Leaders in a VUCA Environment*. Retrieved from http://bit.ly/2PimVak

Leybourn, E. (n. d.). *Certain Uncertainty*. Retrieved from http://bit.ly/2HM3sdW

Macor, J. D. (2018). Why Change Managers Need to Care About Agile. *Linkedin*. Retrieved from http://bit.ly/2v9qBUX

Mandarino, P. (2012). Leadership in an Agile Environment. *Thoughtworks*. Retrieved from https://thght.works/2SQf1an

National Audit Office. (2012). *Governance for Agile Delivery* [report]. Retrieved from http://bit.ly/2HP02an

Nizker, E. 7 Agile Leadership Lessons for the Suits. *CIO*. Retrieved from http://bit.ly/32ly8vU

Reid, P. & Porterhouse, J. (2019). *New Zealand Post Group: An Agile Executive*. Retrieved from http://bit.ly/2SUd3Wg

Thoren, P-M. (2019). *Agile people: HR and leaders in the future of work*. Retrieved from http://bit.ly/37NzQra

Waters, K. (2007). 20 Qualities of an Agile Leader. *101 Ways*. Retrieved from http://bit.ly/2v1U2Zc

Leading

THE *Training* PRACTICE
PARTNER – CREATE – GROW – TRANSFORM

Our team for business agility

HILARY BRYAN

Agile qualifications and memberships

- ICAgile Certified Professional
- Agile Coach and Facilitator, ICAgile
- Scrum Alliance CAL1 Agile Leadership Certified
- Member of Agile Agnostic
- Founder member of Wellington Businss Agility Meetup

Other qualifications

- BA (Hons) Comparative Government
- MA Political Behaviour
- Certificate of Education (Further Education)
- Diploma, Public Speaking and Communication, Speech NZ
- Licentiate to Teach Public Speaking and Communication, Speech NZ
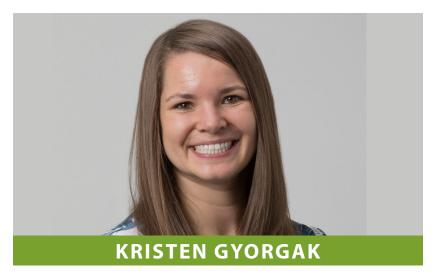- Fellow, Speech New Zealand (by examination)

Accreditations

- Team Management Systems leadership; emotional and social intelligence; and team assessments
- Lominger (Leadership and Voices 360)
- DiSC profiles
- Bar On EQi Emotional Intelligence
- SSC Leadership Success Profile
- Design thinking, MOOC, Darden Business School, University of Pennsylvania

Experience

- Director, The Training Practice for 20 years
- Developed and facilitated leadership, innnovation, strategy and agile programmes

- ### Interests and areas of expertise

- Agile and adaptive leadership
- Innovation and creative thinking
- Leading transformational change
- Leading people in an agile environment

KRISTEN GYORGAK

Agile qualifications and experience

- Agile Coach and Facilitator, ICAgile
- Worked in agile product development environment
- Founder member of Wellington Business Agility Meetup

Other Qualifications

- Bachelor of Science (Hons) Education, Political Science and History

Accreditations

- Gallup strengths coaching (CliftonStrengths)
- Team Management Systems leadership; emotional and social intelligence; and team assessments
- Leadership Development Centre – Leadership Success Profile

Other experience

Facilitated numerous leadership, team building, change and strengths development sessions

Interests and areas of expertise

- Strengths based mindset
- Business agility
- Leading teams through the change process
- Building personal resilience during difficult times
- Innovation, continuous improvement and agile working
- Integrating multiple generations in the workplace
- Business performance measurements and tracking

THE *Training* PRACTICE
PARTNER – CREATE – GROW – TRANSFORM

DINAH VINCENT

Qualifications

- PhD (Fashion Studies)
- PG Cert Museum and Heritage Studies
- MA (Merit) English Literature
- BA English Literature
- Certificate of Journalism

Accreditations

- Team Management Systems leadership; emotional and social intelligence; and team assessments.
- Leadership Development Centre - Leadership Success Profile
- Leadership Circle Profile
- Gallup Strengths coaching (Clifton Strengths)

Experience

Facilitated numerous leadership and team building workshops.

Interests and areas of expertise

- Understanding the barriers to change
- Planning actions to achieve impact
- Resilience

Cover photo credit: CoWomen on Unsplash

Mindset

Strategy

Leading

Teams

Innovation

People

Achieve great things with
game-changing learning

Inclusion & diversity

Assessment

Coaching

Strengths

Curiosity & discovery

Communication

Team development

Business agility

Leader development

Change

Customised

Online learning

Public sector

THE
Training **PRACTICE**
PARTNER – CREATE – GROW – TRANSFORM

To find out more call us on 04 472 6267
or email us: office@trainingpractice.co.nz

trainingpractice.co.nz/agile