

# Agile Leadership Team in a Nutshell - How to Manage in VUCA

## Shared Values in the Agile Leadership Team



**Focus**  
Everyone focuses on the work of the sprint or timebox and the goals of the Agile LT.



**Courage**  
Agile LT-members have the courage to do the right thing and work on tough problems.



**Openness**  
The Agile LT and its stakeholders agree to be open about all the work and the challenges with performing the work.

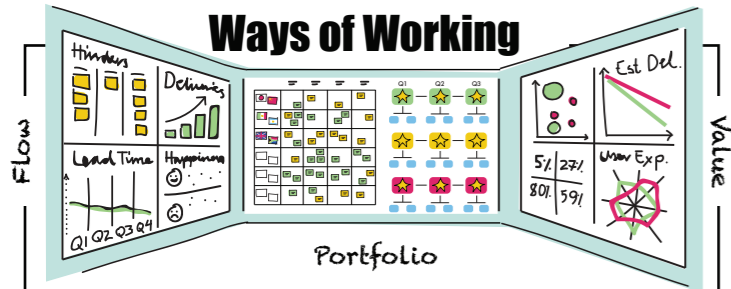


**Commitment**  
People personally commit to achieving the goals of the Agile LT.



**Respect**  
Agile LT-members respect each other, and everyone, to be capable, independent people.

Version 1.0

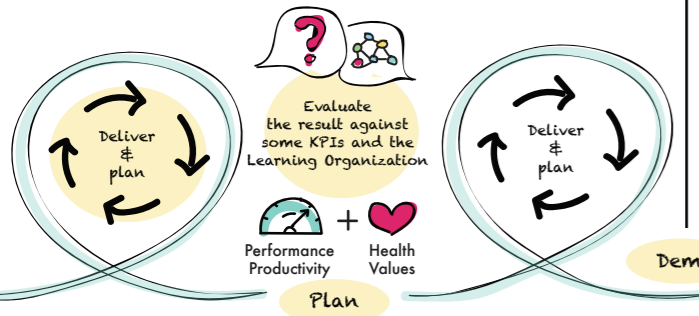


The Strategic Leadership Room visualizes what we are doing, what we think we should be doing, and how things are doing. It is a great way to enable a shared understanding and make strategic decisions together on what is needed, when it is needed.

### Connecting the Dots

| Dimensions      | Current state  | +                  | -                | Wanted state   |
|-----------------|----------------|--------------------|------------------|----------------|
| Leadership      | Green squares  | →                  | ←                | Green squares  |
| Goals           | Green squares  | →                  | ←                | Green squares  |
| Structures      | Red squares    | Moving us forward. | Holding us back. | Red squares    |
| Learning        | Yellow squares | →                  | ←                | Yellow squares |
| Control Systems | Grey squares   | →                  | ←                | Grey squares   |
| Way of working  | Orange squares | →                  | ←                | Orange squares |
| People          | Purple squares | →                  | ←                | Purple squares |
| Culture         | Blue squares   | →                  | ←                | Blue squares   |

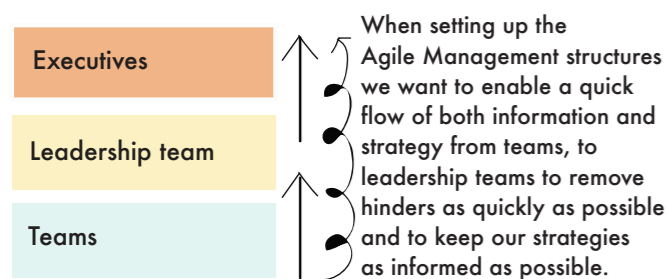
### Delivering Change in an Agile Way



### Learning Organization

Agile Management is about managing the structures to increase the flow of value in the organization. The Agile Leadership team work as a cross functional team, in sprints, removing hinderers and delivering value together. Just by starting doing this the learning organization will emerge and then help move it forward.

### Speed up with a flow of information



## The Agile Leadership Team

### What's going on with your organization?

- Significant growth or retraction.
- Major change in capital or other resources.
- Horizontal integration of semi-autonomous business units.
- Externally originated challenges of traditional ways of operating.



### The Agile Leadership Flower

The cross-functional Agile Leadership Team works together on moving the organization forward while working within each area supporting their people at operational and tactical as well as strategic level.

### 7 Conditions for an Agile Leadership Team

- Purpose-driven
- Aligned reward system
- Interdependent
- Stable over time
- Continuously coached
- Bounded
- Structured

### Getting Started

#### Create ONE backlog

|                 | Next          | Doing         | Done          |
|-----------------|---------------|---------------|---------------|
| Unplanned       |               |               |               |
| Leadership      | Green square  |               |               |
| Goals           | Green square  |               | Green square  |
| Structures      |               | Red square    | Yellow square |
| Learning        |               |               | Yellow square |
| Control Systems |               |               |               |
| Way of working  | Orange square |               |               |
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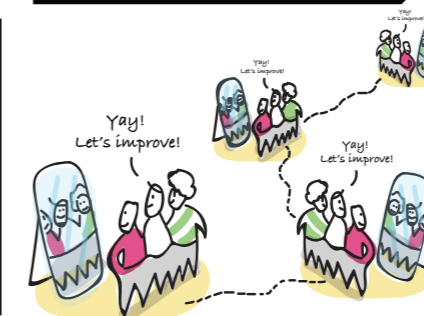
#### Have Daily Standups

A 15 min standup every day often saves many hours in meetings, freeing up time for real work to be done. The Agile LT talk about what the goal for the days is, what hinderers might have emerged from the organization (after their standups) that they need to support with, and who will pair up on what.

#### Pair up to deliver

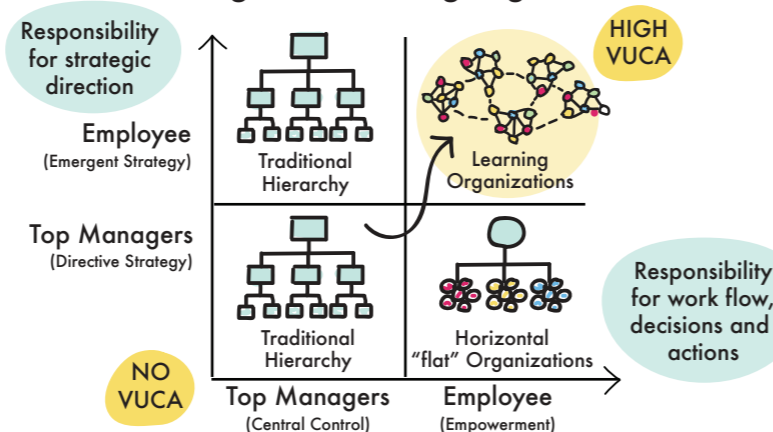
It is a great rule to increase effective work in complexity to always pair up. Two people are so much better than one.

#### Reflect, inspect and adapt



## Aiming for a Learning Organization

### Moving to a Learning Organization



### Prerequisites for a Learning Organization

1. Create continuous learning opportunities
2. Provide inquiry and dialogue
3. Encourage collaboration & team learning
4. Create systems to capture and share learning
5. Empower people to a collective vision
6. Connect the organization to its environment
7. Provide strategic leadership for development & learning

Inspired by Marsick and Walkins' (2003) Integrative Learning Organization Model

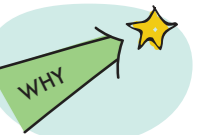
## 7 Agile Leadership Team Principles

### As Leaders, We Always Strive to:

Keep a transparent strategy and facilitate a pull-based backlog for teams to self organize around value - **NOT** pushing things to the teams, or micromanaging.



Give a clear direction and share **WHY** we are doing things to enable new learnings to impact the **WHAT** - **NOT** deciding on the solution.



Manage structures around the teams so that they can make quick and smart decisions - **NOT** managing the people.



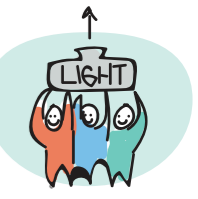
Acts as sponsors by asking "What do you need to succeed?" and actively remove impediments - **NOT** acting as a steering group and only following up results or making decisions on the team's behalf.



Empower the people and foster a culture of psychological safety to enable initiative, experimentation, and problem solving together - **NOT** stepping-in to solve everyday, low-risk problems so teams can become increasingly mature.



Empower teams and individuals to build the capabilities needed to take responsibility for delivering value continuously - **NOT** taking the responsibility from them, and not only optimizing for short-term goals.



Lead with vision, practice what we preach, and actively encourage a spirit of joy and responsibility - **NOT** keeping old structures and practices in place that reinforce ineffective behaviors.



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