

From fear to outcomes: coaching leaders for Agility

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agile
AUS 24



"I'm petrified in the presence of senior leaders"

"I enjoy team coaching more but I don't know how I can progress in my career and make more impact without working with executives"

'The state of Agile coaching 2021' report

CHALLENGES

Agile coaches were asked to share the biggest challenges they faced in their role. These were thematically analyzed to identify common patterns and issues.

Although there was some variation among types of coaches, four themes were common across all respondents and are shown below.

01

Leadership as a barrier to implementing agility

02

Resistance to change from legacy structures, culture, and mindsets

03

Lack of understanding about agile

04

Remote working and COVID-19



'The state of Agile coaching 2022' report



"The top-down and bottom-up miss the middle."

"Executives tell us to 'be agile' but don't adjust their expectations accordingly."

03

Challenge 03

Resistance from Management / Leadership

The third most prevalent theme concerned leadership either resisting, or not being engaged in, agile transformations. This has a flow-on impact with other levels of the organization having no example to follow. Examples of this included leaders who were directing transformations 'from a distance' without embodying agile practices or mindsets themselves, leaders being seen as 'silent dissenters' who were not supporting transformations, and leaders still sticking to command and control practices which do not mesh with agile practices.

"Not willing to accept change, enforcing old ways on teams."

#1 How can I shift my role from an order taker to an influencer?

Who are you as a coach?



<https://unsplash.com/photos/v0H-vn0BixI>

VS



<https://unsplash.com/photos/4xe-yVFJCvw>

What is Agile coaching?



<https://unsplash.com/photos/W1r1li4AW0Q>

VS



<https://unsplash.com/photos/round-green-and-yellow-fruit-lot-c8TWWQ5ZnUw>

What does success look like?



VS



How can I share my observations (without my judgements)?



<https://unsplash.com/photos/a-person-in-a-blue-shirt-nYi5W1kzmV4>



Reflection moment



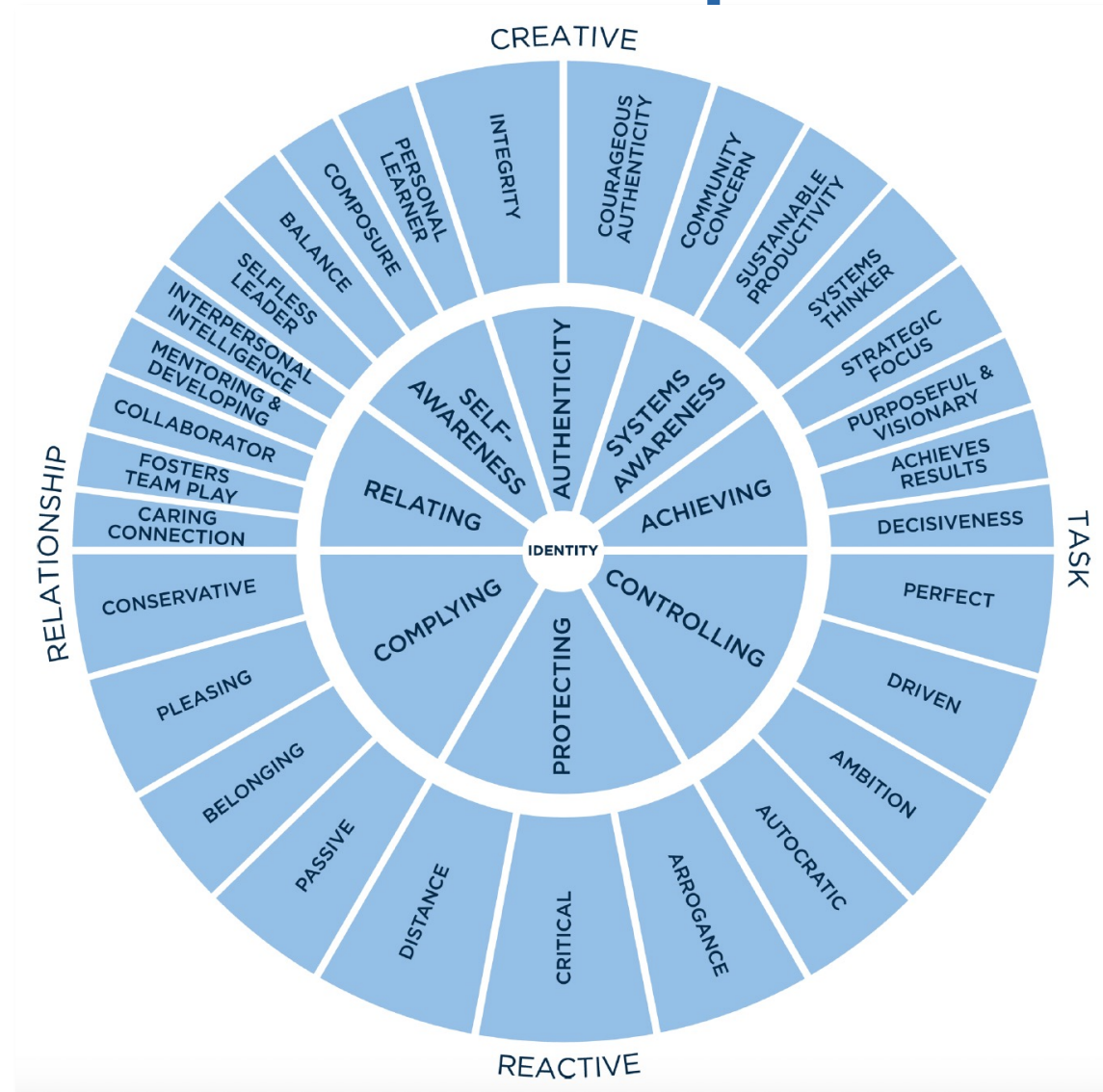
If you are currently coaching a leader or
you are working with an Agile coach

**Can you trace any
challenges you have now
back to contracting?**

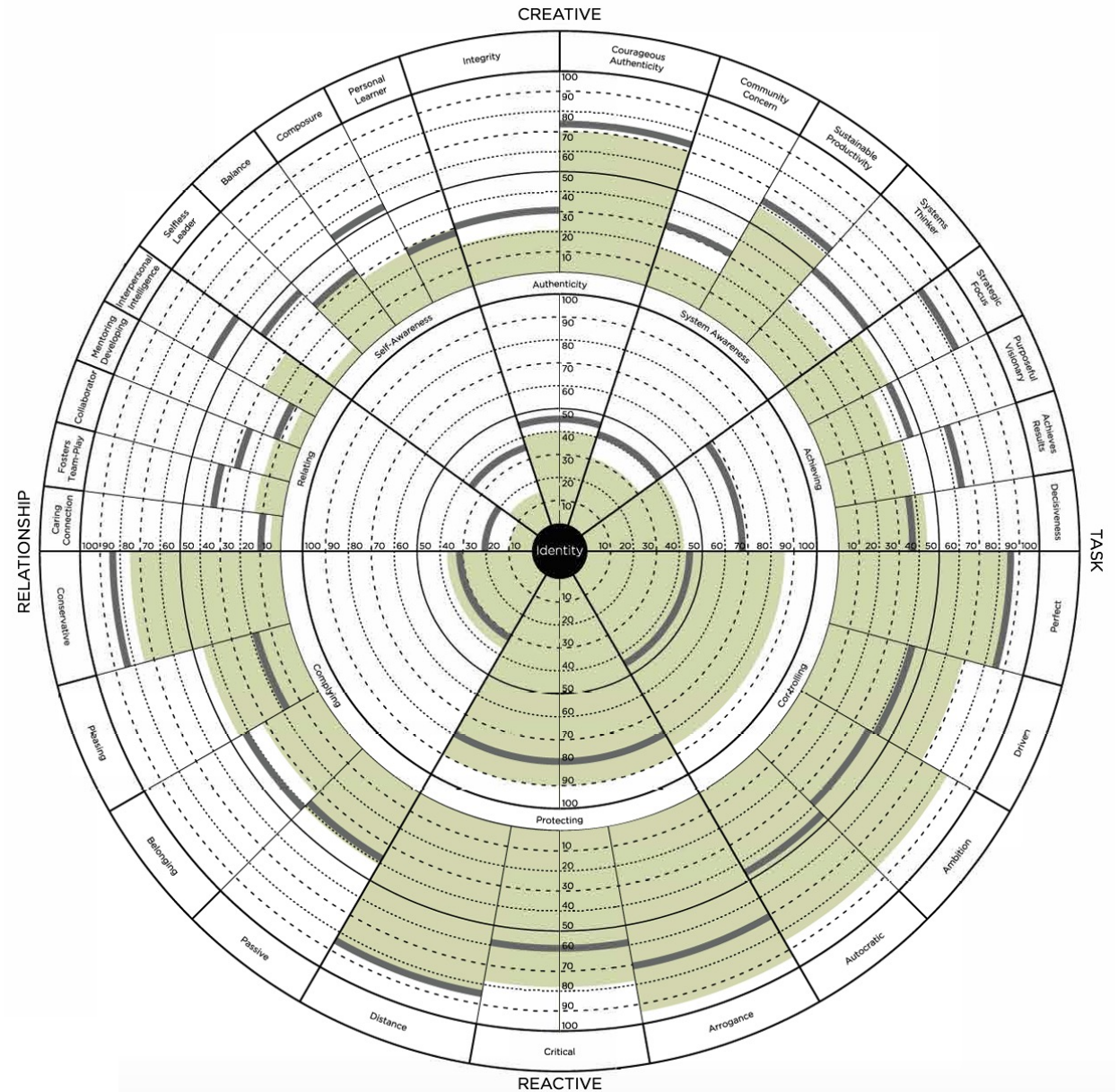
#2 How can I engage leaders in conversations that lead to meaningful behavioural changes?

Leaders unconsciously create organisational structures, practices, policies, and cultures based on their worldview, including its benefits and limitations.

The Leadership Circle



What do you see here?



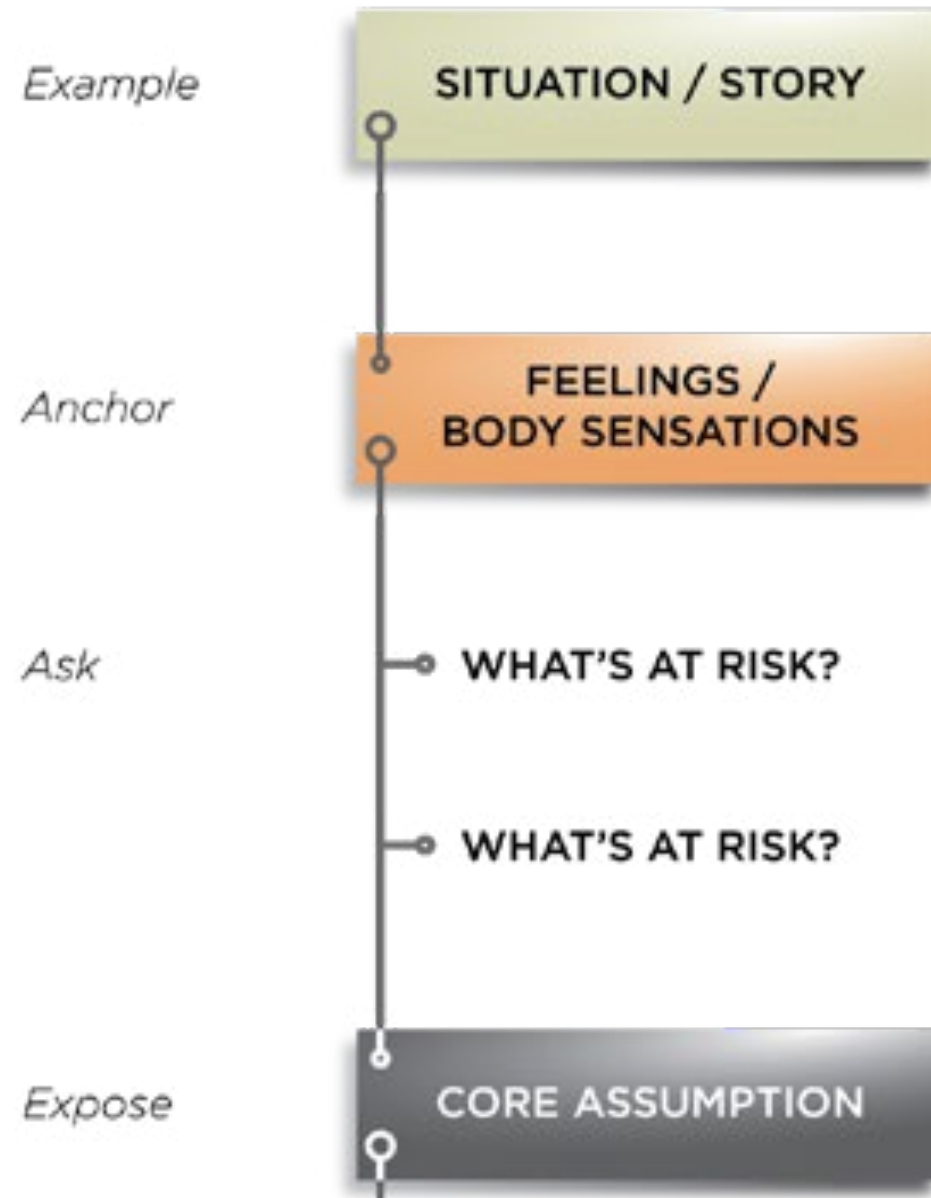
The Mismatch

“When we experience the world as “too complex” we are not just experiencing the complexity of the world. We are experiencing a mismatch between the world’s complexity and our own at this moment.”

There are only two logical ways to mend this mismatch—reduce the world’s complexity or *increase our own*.”

Robert Kegan & Lisa Lahey

Uncovering assumptions and beliefs

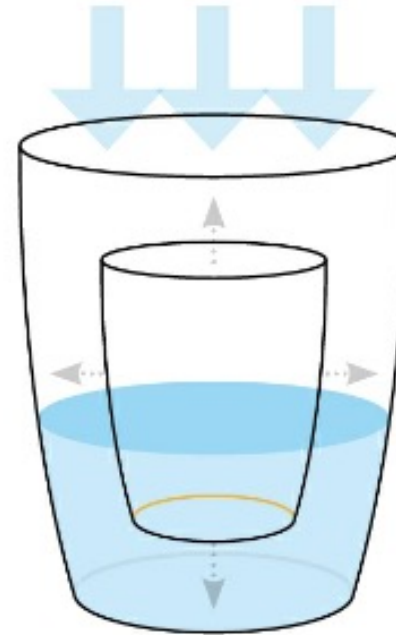


How do we upgrade our operating system?



Horizontal development =

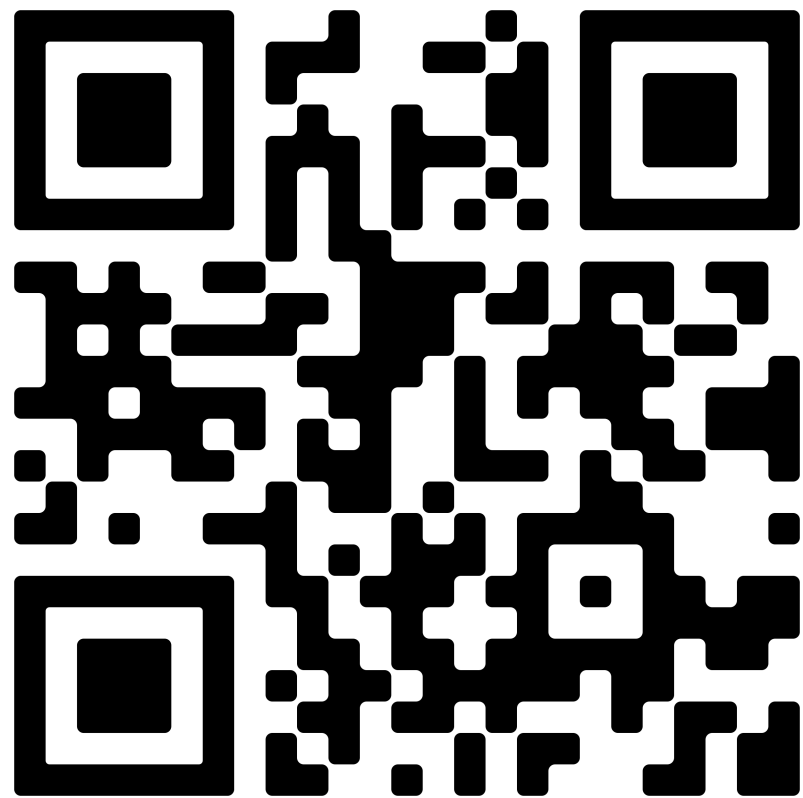
adding more knowledge, skills and competencies. (Filling the glass with more content)



Vertical approaches =

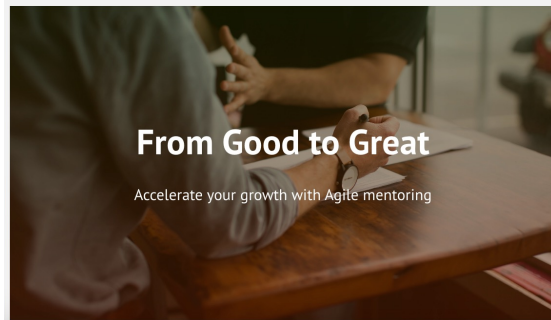
grows the internal capacities to operate in more complex, systemic, strategic and interdependent ways.

Expands an individual's ability to handle complexity and 'sense make' in ambiguous and uncertain situations. (Increases the glass size or leader's worldview)



<https://lobus.works/agileaus2024>

**Download
materials**



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Thank you!