

Climbing the Leadership Ladder: Vertical Development in the Age of Agility

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 ScrumAlliance®
**REGIONAL SCRUM
GATHERING™**
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EMERGING DIRECTIONS

Whither Agile?



Manifesto Signers

Reimagine Agile
Heart of Agile
Federated Wiki...
Tidy First...



Beyond Software

Marketing
Schools
HR
Business Agility...



Partnerships

BossaNova
Org Design
Complexity
Future of Work...



Technology

FAST
Programmer Ethics
Sustainability
Learning Work...



Diana Larsen's talk at XP2024

'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."

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

An organization cannot perform
at a level higher than the CONSCIOUSNESS
of the leadership



How can we grow leaders' ability to embrace complexity?

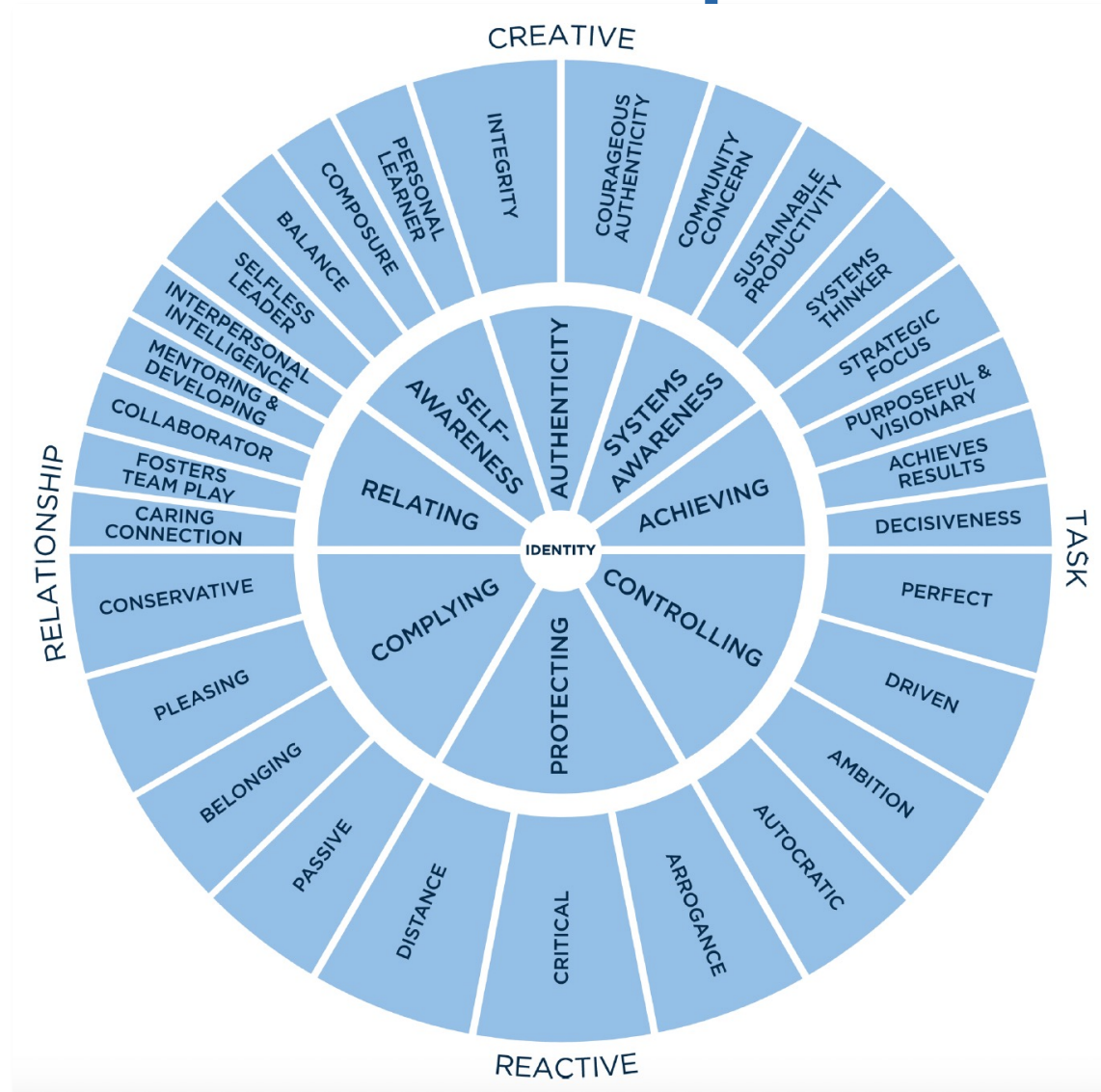
The Mismatch

“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

The Leadership Circle



Reactive Styles

Complying

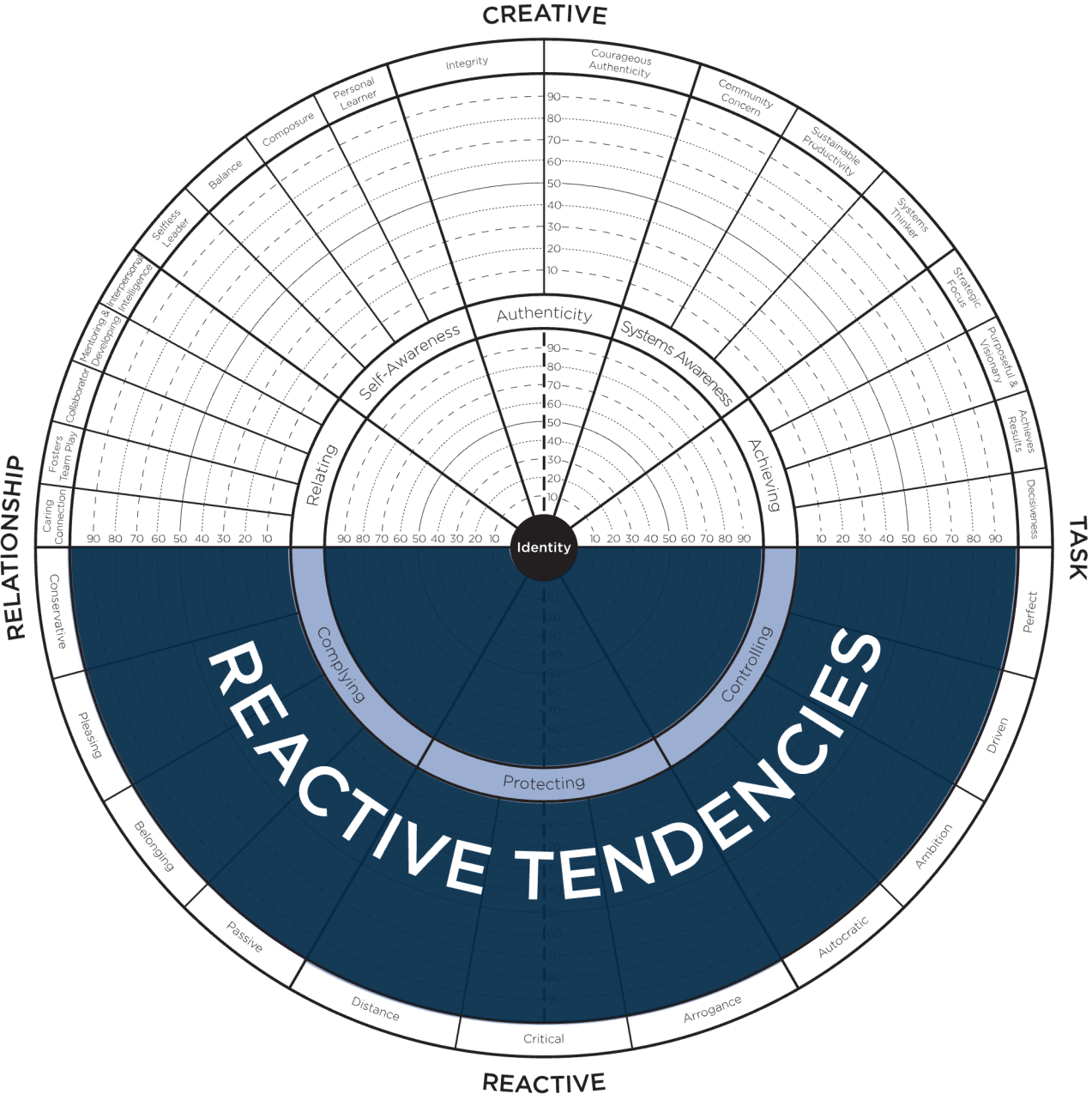
*Conservative
Pleasing
Belonging
Passive*

Protecting

*Distance
Critical
Arrogance*

Controlling

*Autocratic
Ambition
Driven
Perfect*



Creative Competencies

Relating

Caring Connection
Fosters Team Play
Collaborator
Mentoring and Development
Interpersonal Intelligence

Self Awareness

Selfless Leader
Balance
Composure
Personal Learner

Authenticity

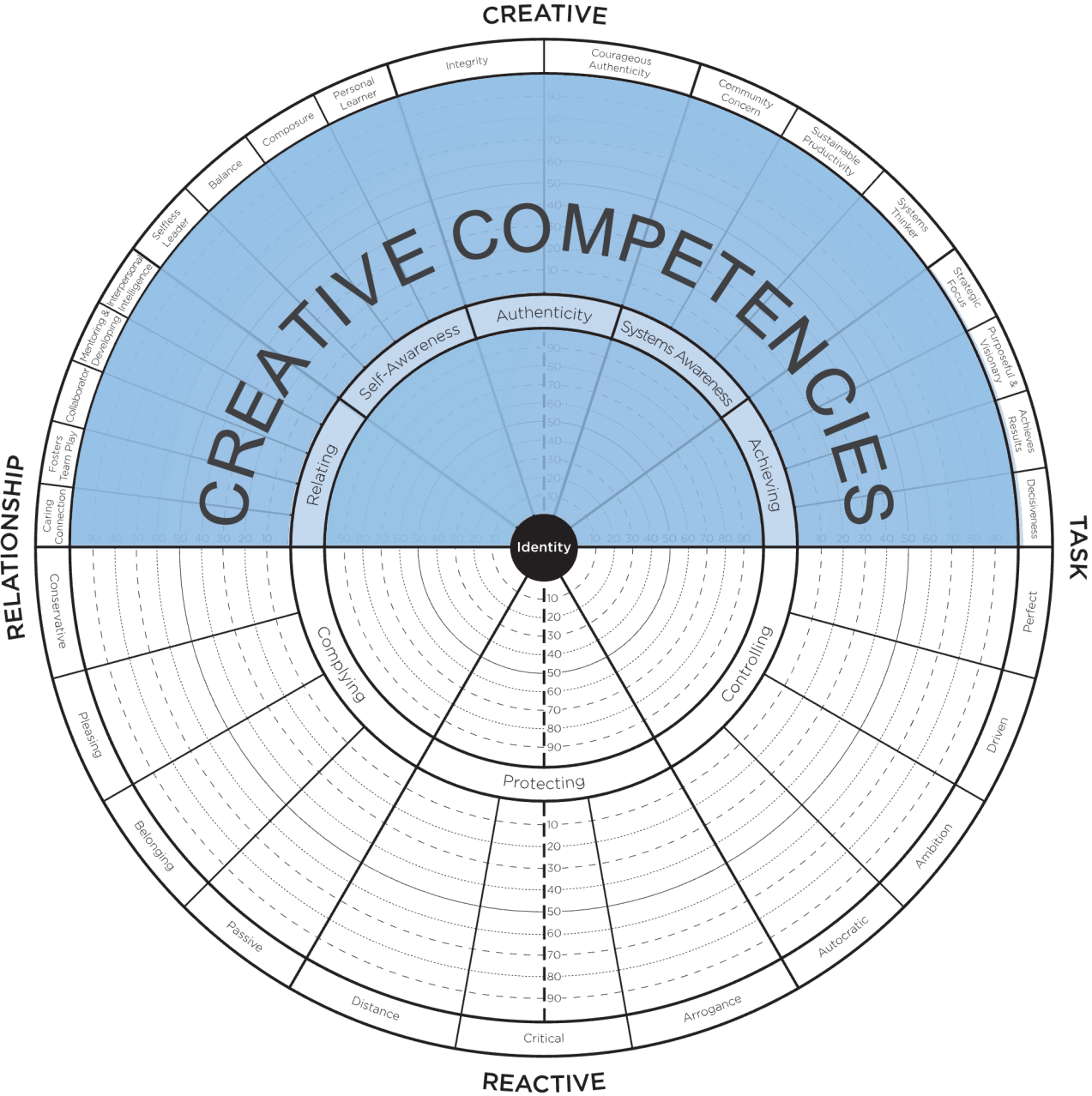
Integrity
Courageous Authenticity

Systems Awareness

Community Concern
Sustainable Productivity
System Thinker

Achieving

Strategic Focus
Purposeful and Visionary
Achieves Results
Decisiveness



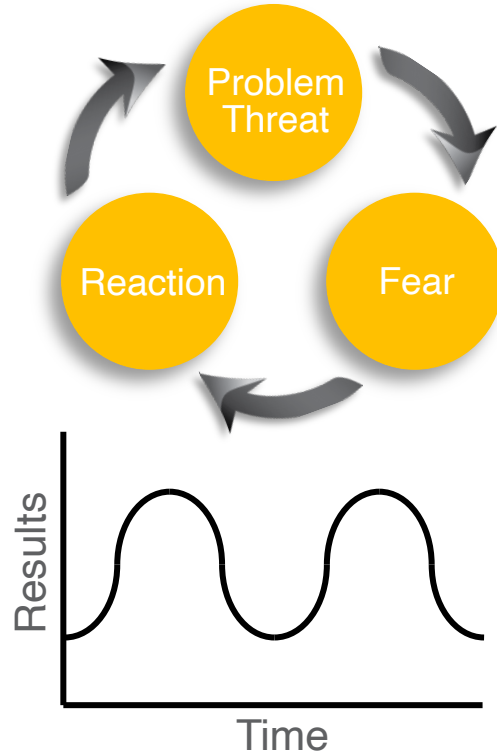
What do you see here?



Two Structures of Mind

Problem - Reacting

Anxiety Containing

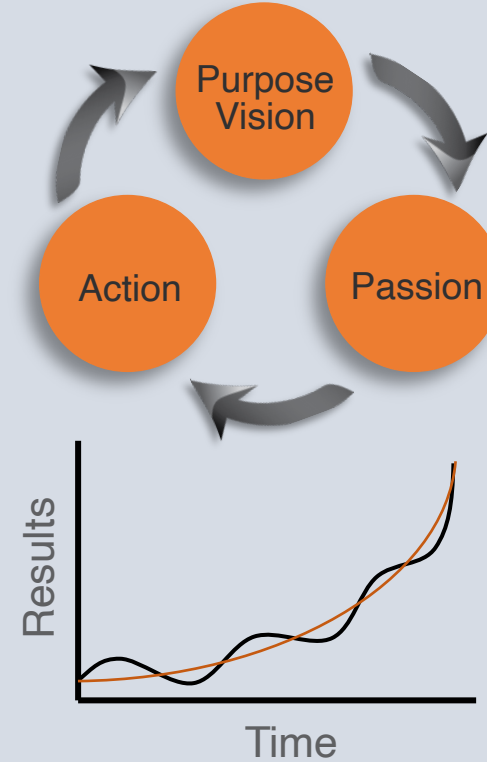


Identity Maintaining

Balancing / Oscillating Loop

Outcome - Creating

Potential Unleashing

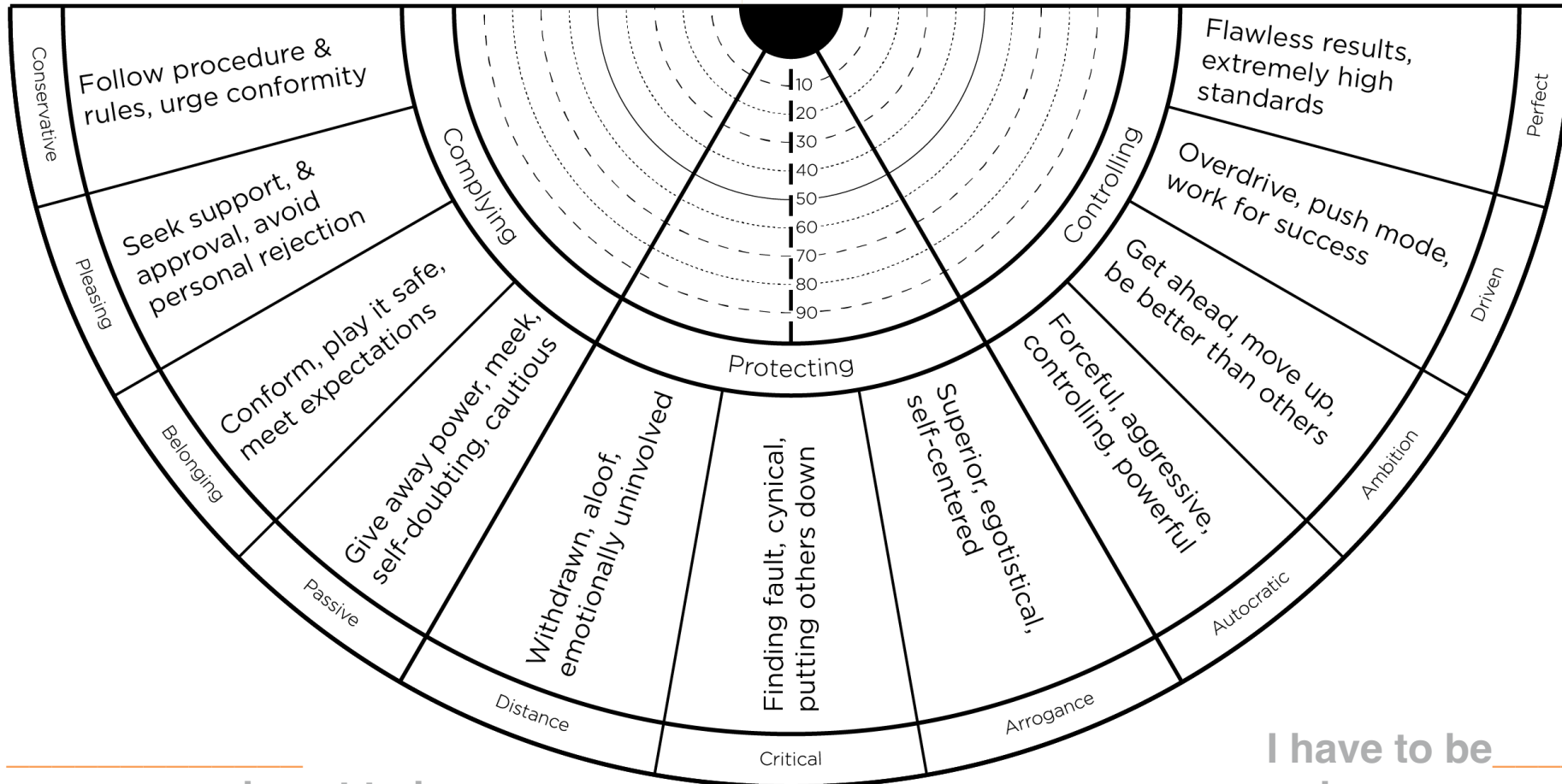


Identity Evolving

Growth / Generative Loop

The Identity Hook

If I am not _____ then _____

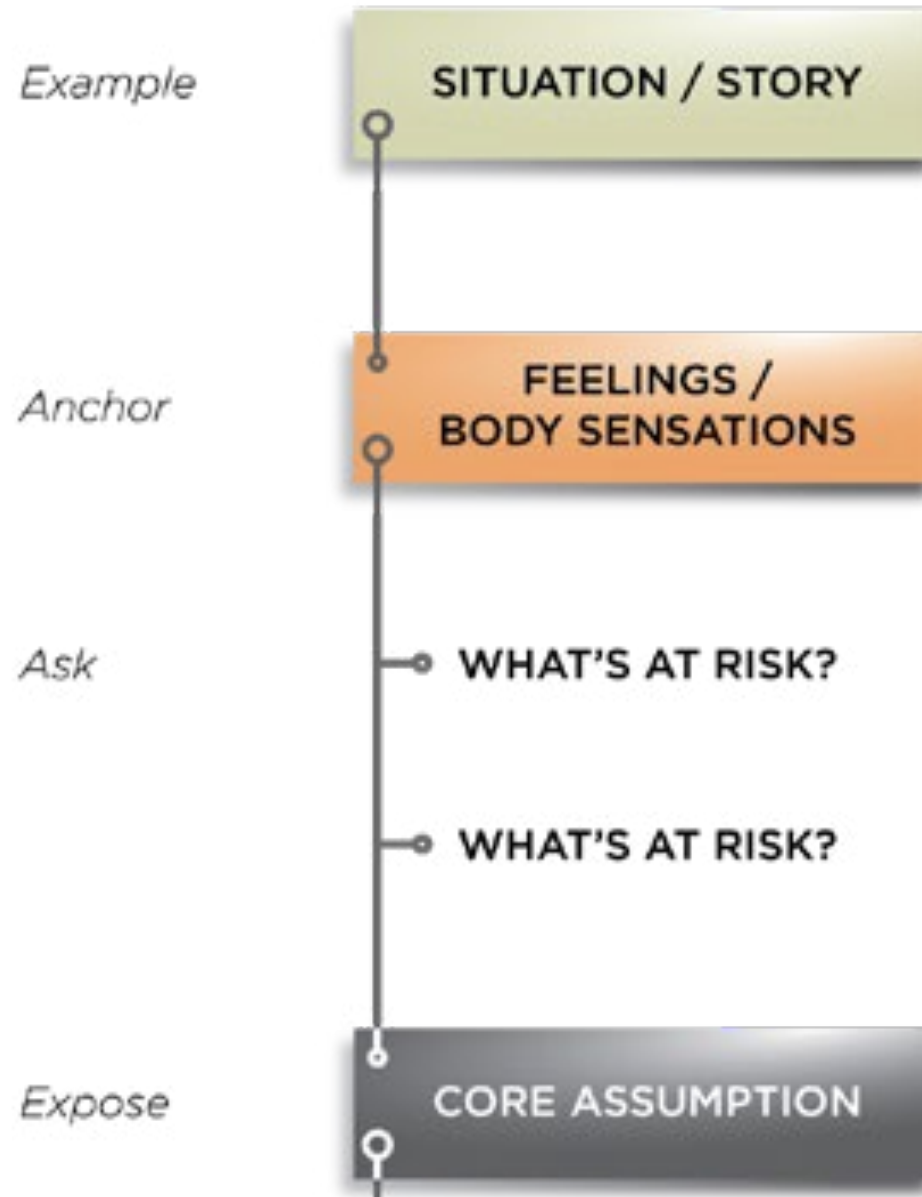


To be is to be _____
Not to be _____ is not to be

REACTIVE

I have to be _____
or else _____

Uncovering assumptions and beliefs



'What if the problem isn't what you know, but who you are?'

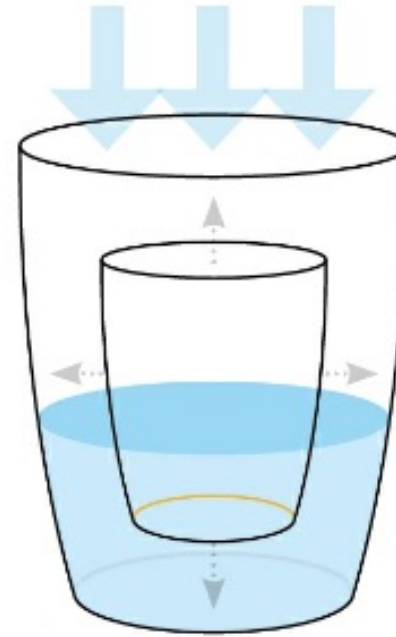
(Nick Petri, 2014)

How do we upgrade our operating system?



Horizontal development =

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

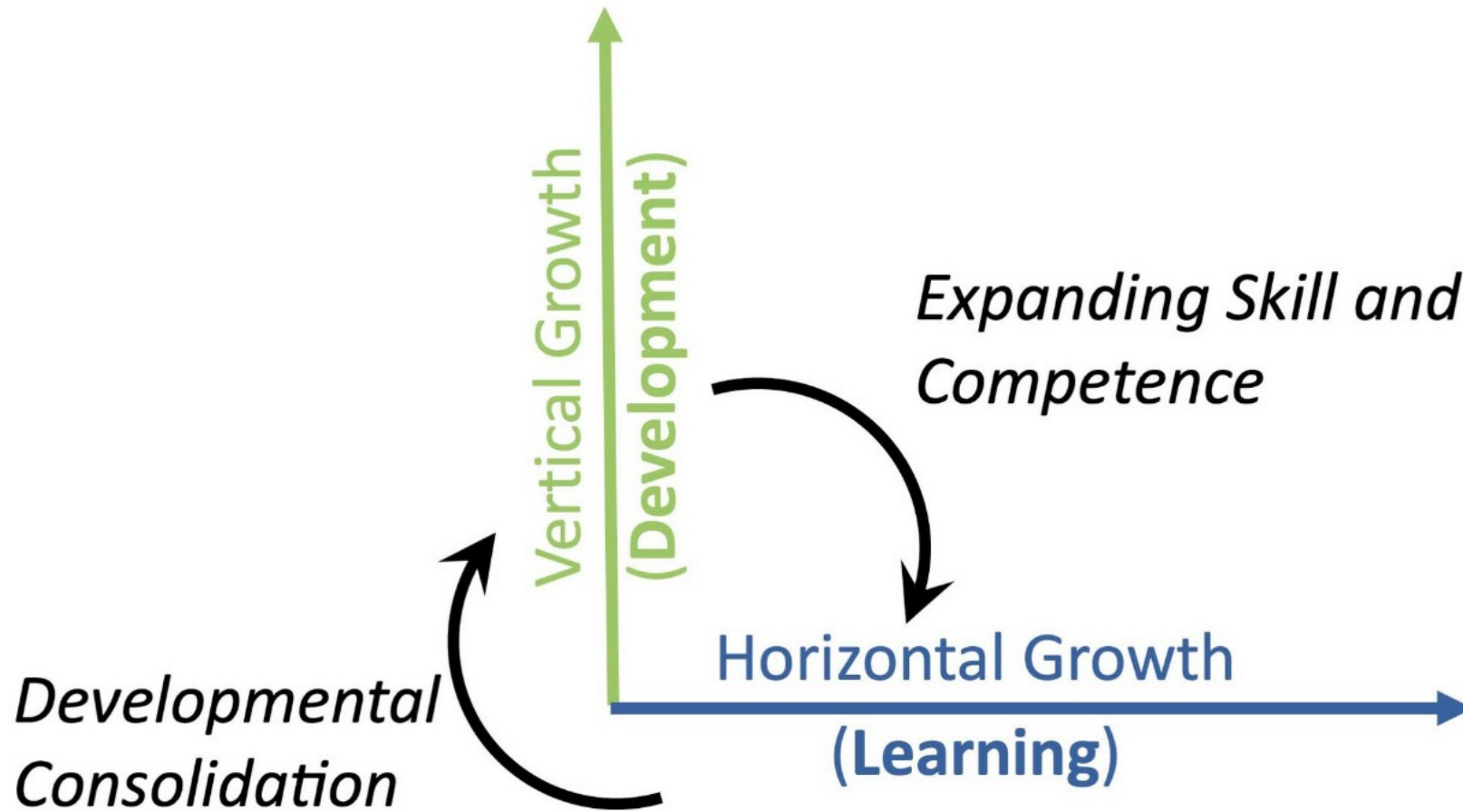


Vertical approaches =

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)

Interplay between Horizontal growth and Vertical development

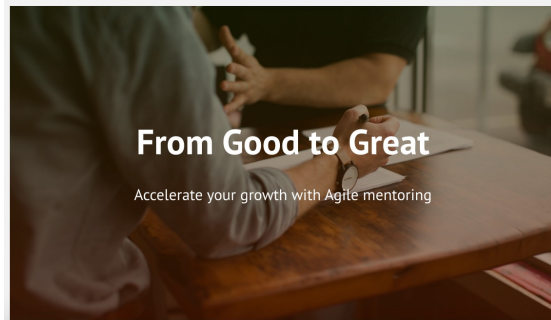


Adapted from 'Evolvagility' by Michael Hamman



<https://lobus.works/rsgsg2024>

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Thank you!