



Promoting Agile Leadership Program

Supporting leaders working in a scaled Agile set up

RECOMMENDED PROGRAM LENGTH: 6-MONTHS

WHY

Purpose of the Promoting Agile Leadership (PAL) program

PAL's purpose is to actively back managers as they work toward improving Agile ways of working, particularly in a scaled Agile set up, in order to help people thrive and achieve business objectives. While managers are expected to achieve all of this, they have not necessarily had the training and support to reach these goals in an Agile environment. This program is all about helping managers become even better leaders.

WHAT

A support mechanism for leaders

PAL should be viewed as a way to help managers in reaching overall objectives, and not "one more thing they have to do." This program is based on hard science of motivation, learning and making change last, and at the same time offering practical, specific ideas, tools, and mechanisms that relate directly to achieving successful results using scaled Agile principles and processes, as well as incorporating appropriate organizational KPIs.

What it requires

Communication, communication, communication. To gain buy in and get the most out of this program, top leaders need to tell about this initiative: the WHY, the WHAT, the HOW, the VALUE, the CHALLENGES over and over again. And not just with facts, but with stories! Stories will make this stick and help people relate more quickly to what you are trying to achieve. We must also tie all the communications to Agile ways of working, and any other organizational initiatives.

We also recommend **involving HR** in this initiative – to spread the value more quickly across the organization, and take advantage of HR people's expertise and connections to help remove organizational, HR-related impediments that may pop up along the way.

Finally, depending on the specific challenges with current culture and possible fear of failure (or fear of not appearing all-knowing) in your organization, we suggest that participation for managers be mandatory – at least in the first 6 months. In this way, it sends a serious signal that PAL is prioritized and that all managers, no matter what level of leadership they are at, can benefit from the program. After that, the idea is that managers will WANT to continue with ad hoc coaching/sparring because they are receiving so much value.

MORE DETAILS ON THE INITIATIVE'S CONTENT + HOW

To anchor this initiative in your organization, we recommend as much involvement as possible of your Agile coaches and leadership team in this effort.

CONTENT:

Training

A combination of courses and workshops spaced out over 6 months to allow time in between to work on concepts learned, get additional sparring and support to anchor the learnings in the organization.

Suggested courses & workshops:

Leaders in Agile (3-day course)

The foundation for this course is Intent-based Leadership – how to give control and the decision-making power to people closest to the information. (See more at <http://www.inc.com/rhett-power/9-ways-to-make-people-feel-empowered-with-intent-based-leadership.html>) In addition, managers will learn how to get the most out of Agile – from the business case for Agile; roles and responsibilities, ceremonies and artifacts; how to deal with complexity; planning across the organization; making SAFe work; leadership tools to support Agile; dealing with the uncertainty of change; and how to create an environment where people feel empowered.

Facilitation for Leaders (2-day course)

Understand why and how facilitation fits into your role as a leader, and learn how to create ownership via facilitated meetings/workshops and techniques to involve and engage your people and gain results.

The Agile Mindset (1-day course)

A real Agile transformation is about not just doing Agile, but being Agile. Taking the principles of Agile in, and shifting to new behaviors that drive results. This course is heavily based on neuroscience; how we, as humans, are wired, and how that relates to motivation and dealing with change.

Creating Meaning for Stakeholders (1-day course)

In addition to leadership responsibilities, the role of the Agile manager also requires the ability to align communications with strategic goals, create understanding for stakeholders, and build trust. In this course, you will review/clarify communication goals, create benefit messages that stick, as well as a prioritized plan together on how to effectively communicate out to the organization.

The Asking-for-Feedback Organization (½-day workshop)

As managers, the discussions you have with your people help guide the success of individuals and the overall organization. In order for feedback to be useful, it has to be fast, frequent and focused on the task. And the most effective way to work with feedback is to shift to an “Ask-for-Feedback culture.” This gives the control to the recipient of the feedback, changing the dynamics and increasing the effectiveness. This half-day workshop focuses on tools and techniques for creating an Ask-for-Feedback culture, and how you can take what you learn and translate it into better development discussions and results with your people.

The Robust Leader - Mitigating Stress in the Workplace (2 ½-day workshops)

Leaders today face tremendous pressure to drive high-performance results in environments of ever-increasing change. Learn how to thrive while building resilience in yourself, your people and your organization. These two half-day workshops give an overview of how the brain works and what we can do as leaders to affect how we think and act. It will inspire you to become more present, focused, and effective. In between the two workshops, managers will practice learnings.

Assessment/Measurement

We recommend doing interviews with all managers (perhaps with involvement from HR) and with representative people working for each member to more specifically determine leadership support needs for individual managers. The results will be mapped according to the goAgile IBL/SCARF Model Matrix to see where managers are doing well and where we can improve the ability of managers to help people feel more valued and motivated to do their best work.

In addition, metrics will be created to measure the success of this initiative. A baseline measure will be made, then every 6 months, we'll measure again. We recommend, the specific measures will be determined together with the leadership team and the managers themselves.

Action Planning

Each manager having their own action plan – and working their plan – is paramount to the long-term success/results of this initiative. Managers will receive individual support/sparring from goAgile and/or senior Agile coaches in your organization, as appropriate, as the managers implement their individual plans.

Group Coaching/Sparring

Bi-weekly sparring and coaching in a group setting (can be done distributed) will support, encourage, offer ideas, and challenge leaders in their new Agile management roles. Individual leaders will also discover and use their own tools and mechanisms to reinforce and anchor Agile leadership principles and practices in your organization.

For more information, please contact Louise Navntoft at louise@goagile.dk or +45 2712 3887