



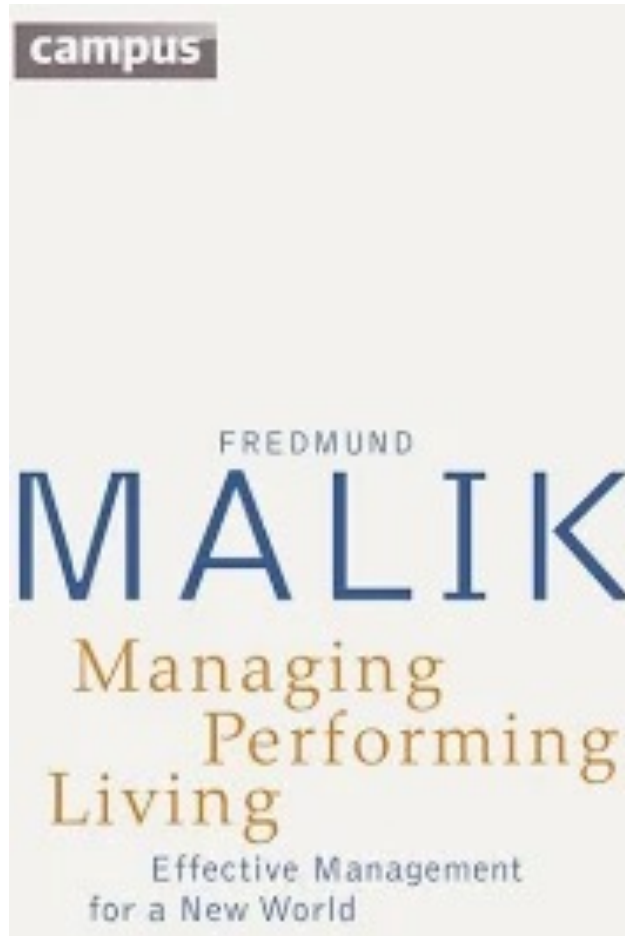
Agile Leadership

Michael Roemer, SAP
October, 2024

INTERNAL – SAP and Partners Only



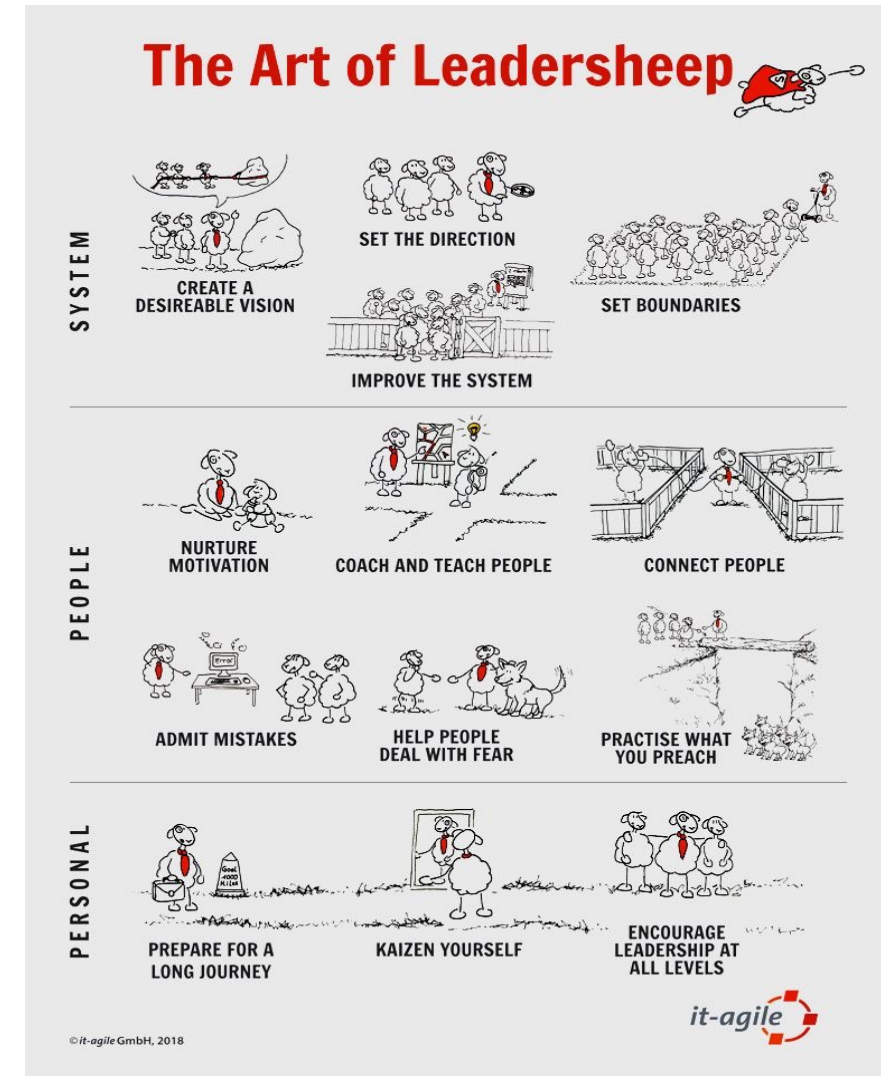
Traditional Management*



* Based on Fredmund Malik "Führen, Leisten, Leben" (Managing, Performing, Living)








Agile Leadership**



** Taken from IT-Agile

Traditional Management* to Agile Leadership**

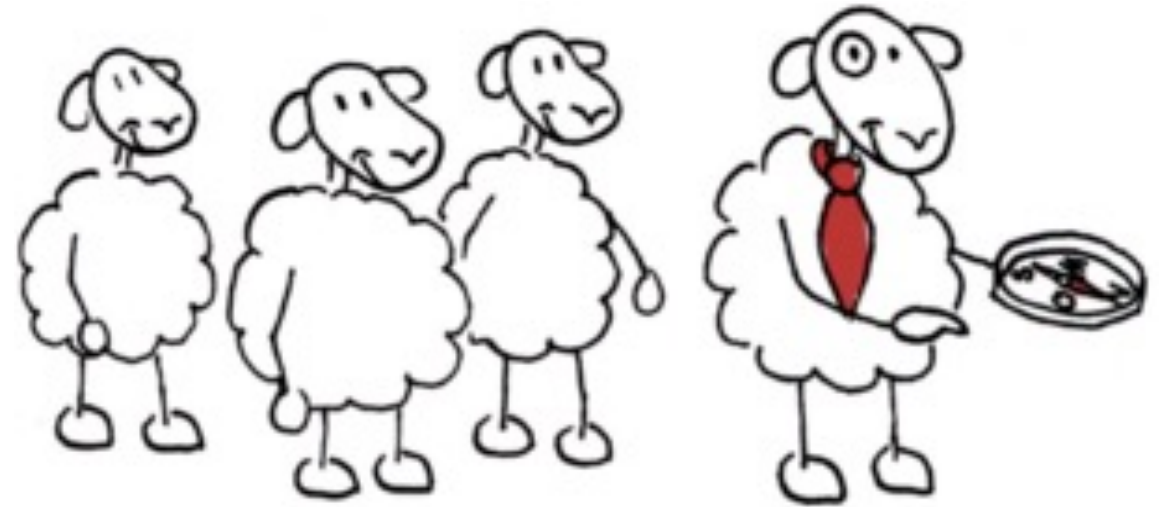
1. Set Yearly Goals		Set the Direction
2. Organize		Set Boundaries
3. Decide		Encourage Leadership on all levels
4. Control		Practising what you preach & Improve the system
5. Develop & Support People		Coach and Teach people

* Based on Fremund Malik "Führen, Leisten, Leben" (Lead, Perform, Live)

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** Taken from IT-Agile

FROM
SETTING YEARLY GOALS

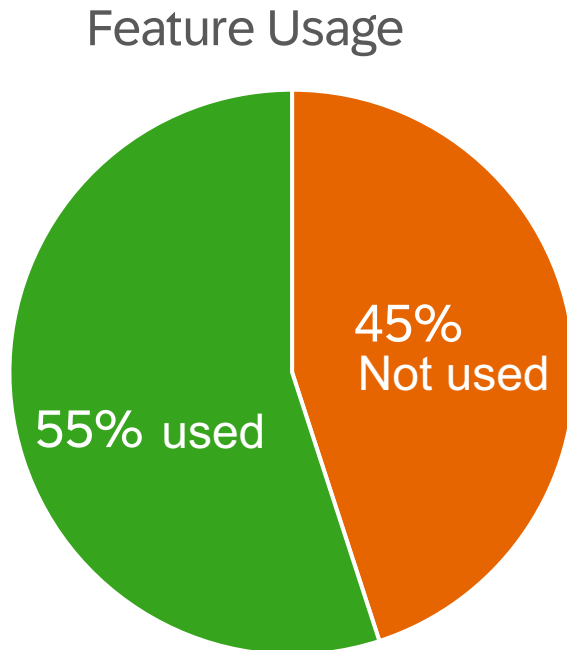


TO **SETTING THE DIRECTION**

Antipattern

Plan Yearly, Deliver and Measure

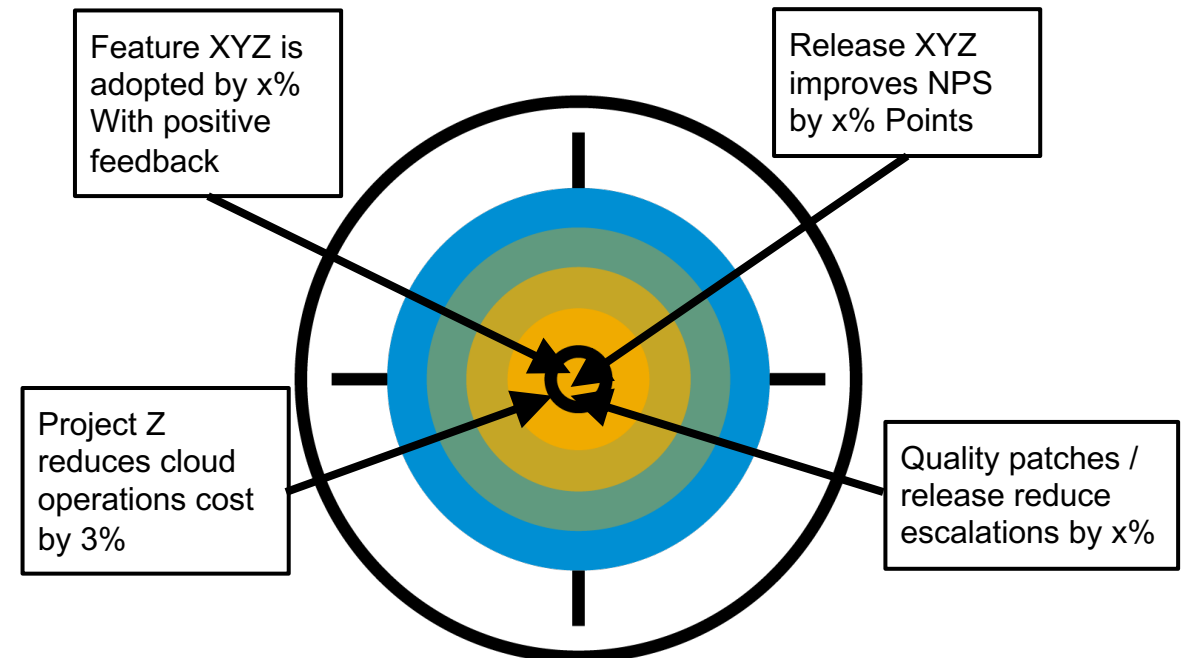
OUTPUT



Good Practice

Define OKRs & test assumptions to achieve

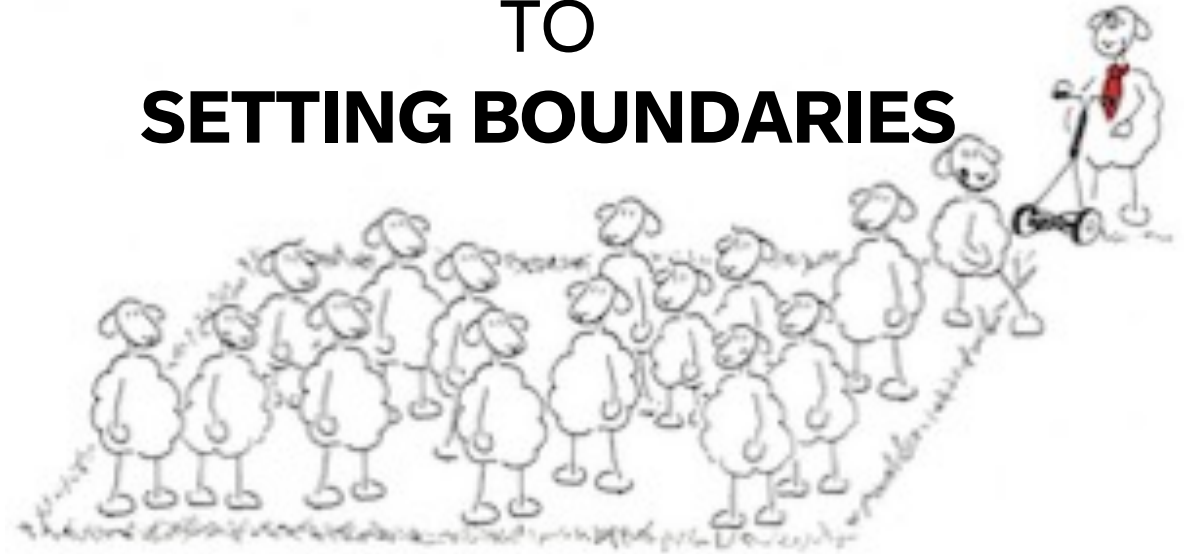
OUTCOMES



Focus on Outcomes NOT Output
PMs set the direction, not Managers

FROM
DECIDING HOW TO
ORGANIZE

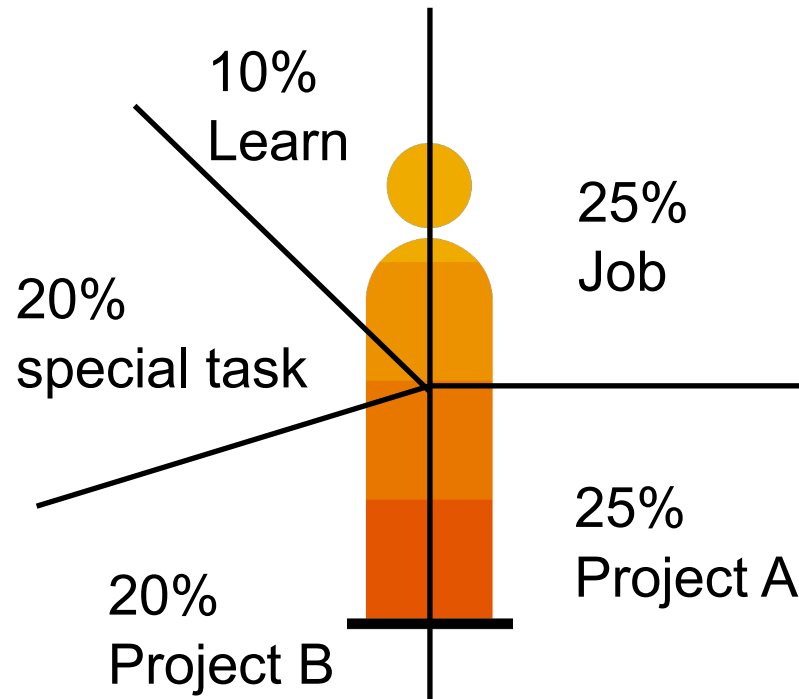
TO
SETTING BOUNDARIES



Antipattern

Manage what can be measured:

CAPACITY

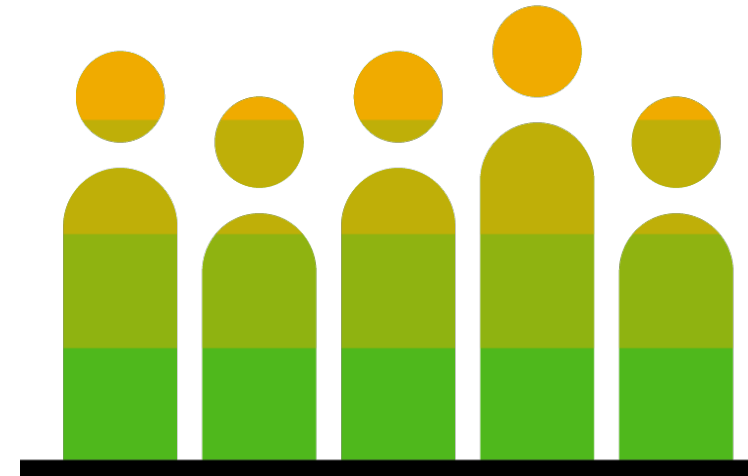


Good Practice

Setup & enable (small) agile teams delivering

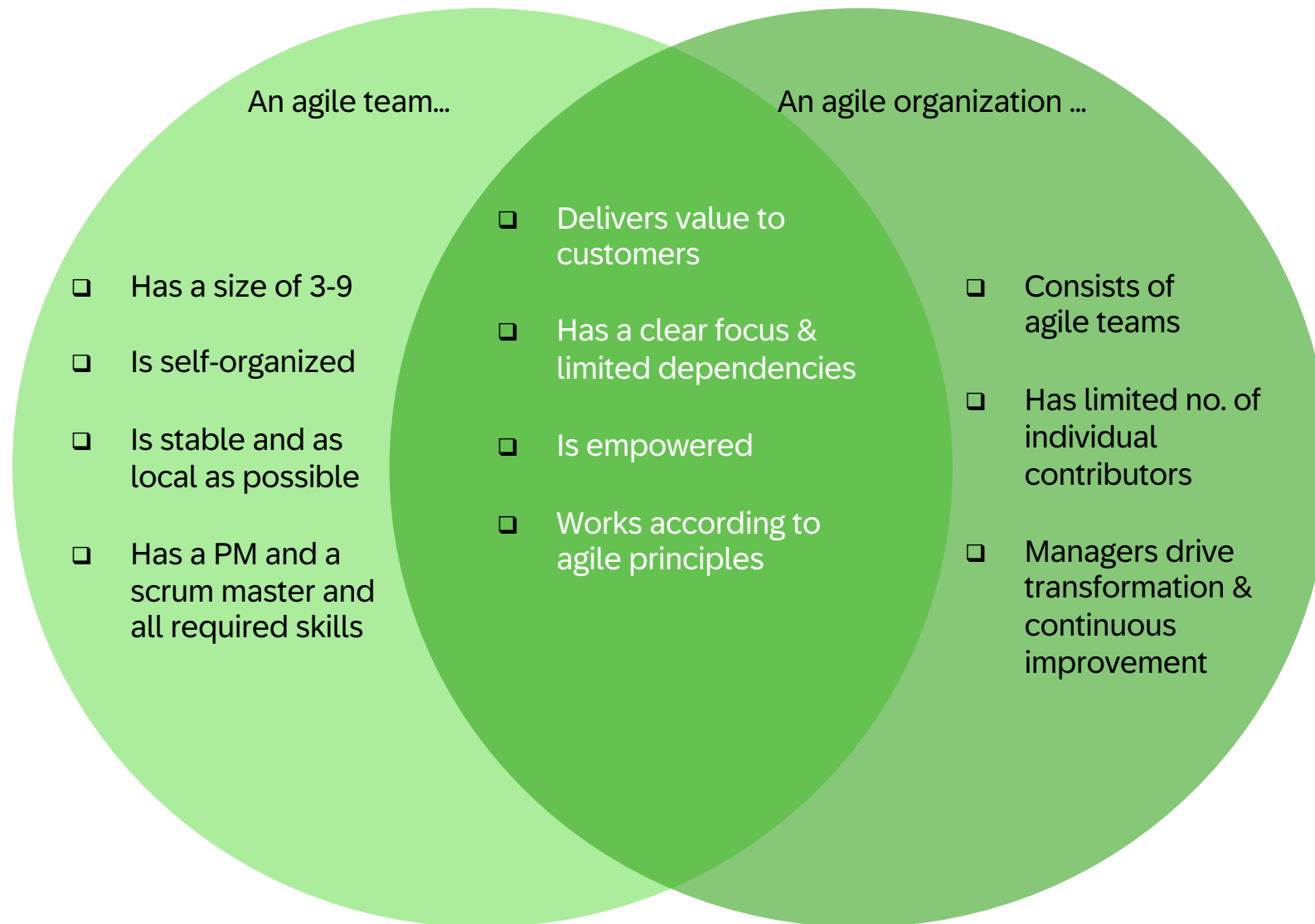
CUSTOMER VALUE

AUTONOMOUSLY

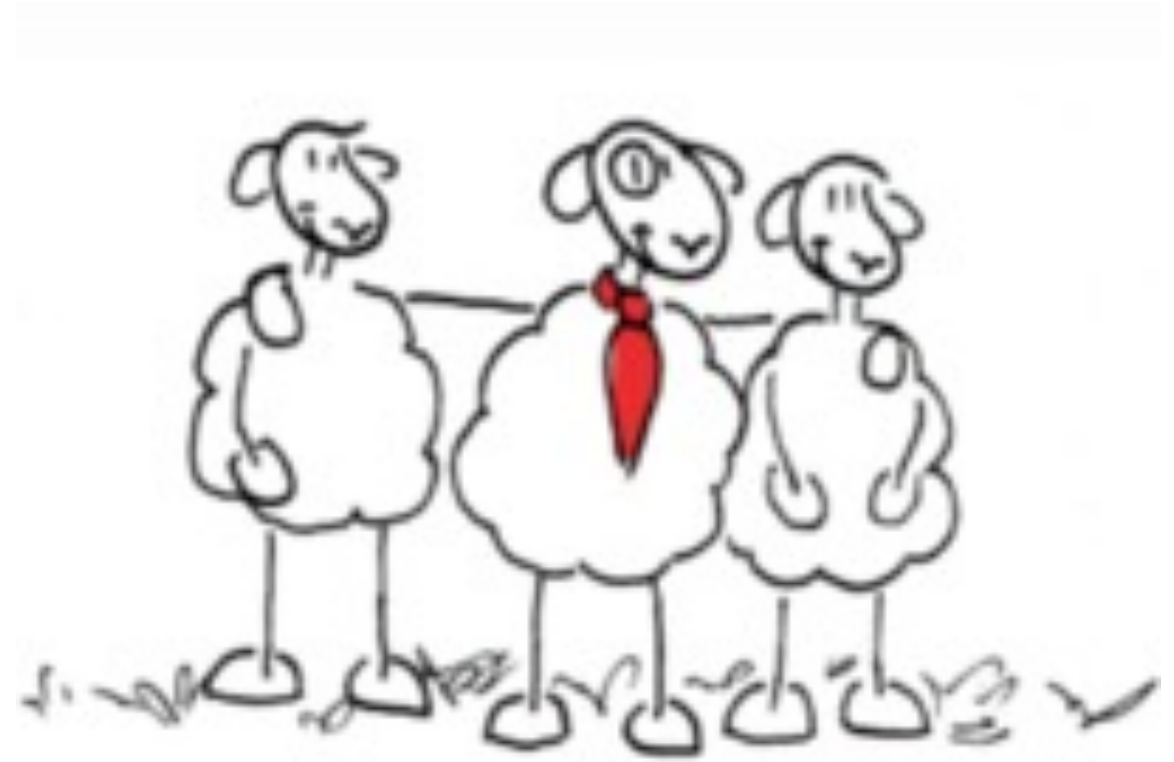


Split Work NOT People
To manage Value & Dependencies NOT Capacity

HOW? Try Agile Design Principles for your Team / Organization



FROM
DECIDING



**TO ENCOURAGE
LEADERSHIP ON ALL LEVELS**

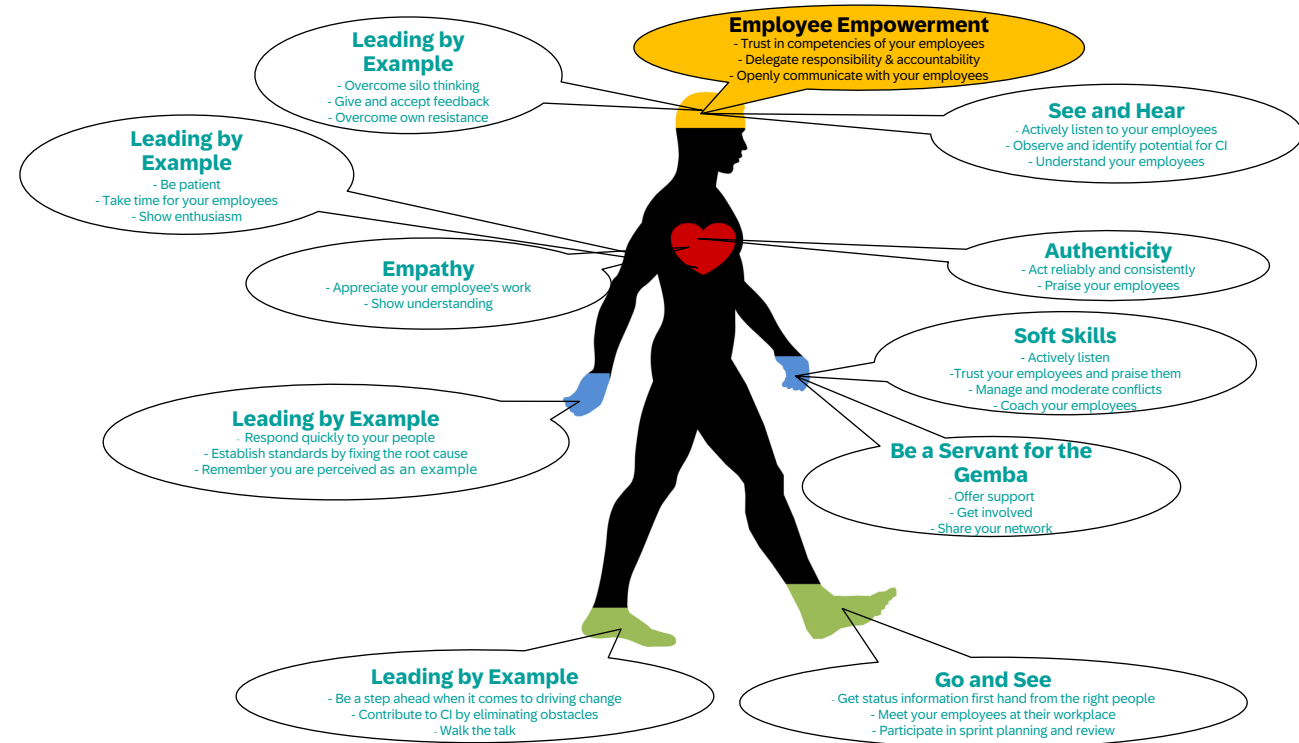
Antipattern

Decide, steer and drive as
(Project) **MANAGER**



Good Practice

Empower PMs & Scrum Masters as
SERVANT LEADER

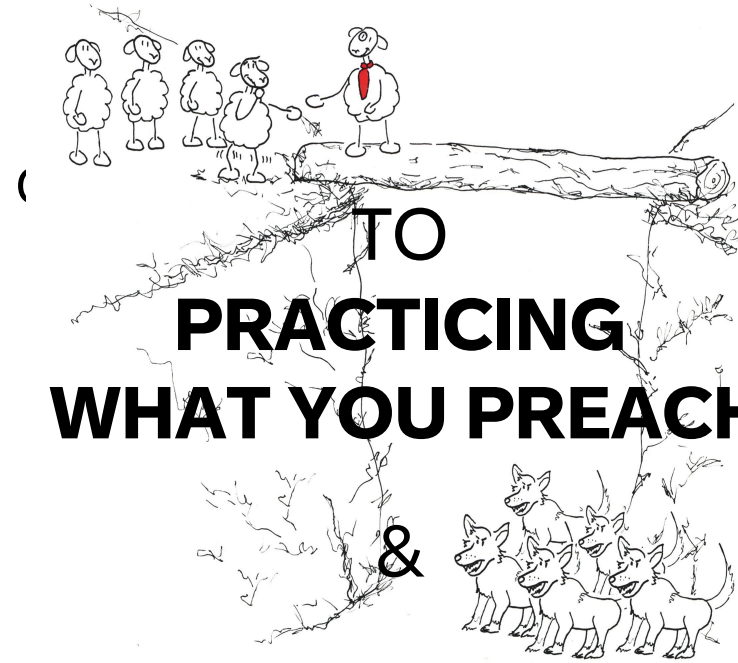


Empower People to DECIDE
To achieve better decisions

FROM
CONTROLLING

TO
**PRACTICING
WHAT YOU PREACH**

IMPROVING THE SYSTEM



Antipattern

Control with STATUS MEETINGS



Good Practice

Instead, go and see for yourself

GO GEMBA



STOP status meetings, GO & SEE yourself
To learn, provide feedback & reduce waste

...and its much easier in
virtual times!

Antipattern

DELEGATING Process how a team works to Mgmt Support or Juniors

Management Support Specialist



Key Responsibilities & Tasks

Responsible for the operation of daily office functions and duties, including active and autonomous administrative support to the manager. May perform and / or administer some special projects in collaboration with various staff and departments. This includes:

- > Managing diary/calendar and e-mails for the Managers on their behalf, potentially also including calls and voicemails.
- > Monitoring actions and manage reminders
- > Managing internal and potentially external correspondence
- > Arranging meetings for Managers including co-ordination of Team Meetings and larger external events.

purchase orders Updating materials including PowerPoint and excel spreadsheets for meetings and presentations

- > Preparation and follow up of meetings including taking meeting minutes.
- > Manage shared drives and communities
- > Admin support for new starters into the team to include ordering of equipment and monitoring induction.
- > Central contact and all other ad-hoc support as needed by Manager and his/her team.
- > Resolving issues with some complexity with limited guidance
- > Developing collaborative work relationships within own team and cross-functional, including representation of team towards senior management
- > Supporting internal projects, including decision taking within clearly defined framework of departmental guidelines and practices
- > Supporting knowledge sharing within the team and prepares decision taking

Good Practice

Install “How we work” as a LEADERSHIP task



TAKE CARE
on HOW YOU & YOUR TEAMS WORK

FROM
DEVELOPING &
SUPPORTING PEOPLE

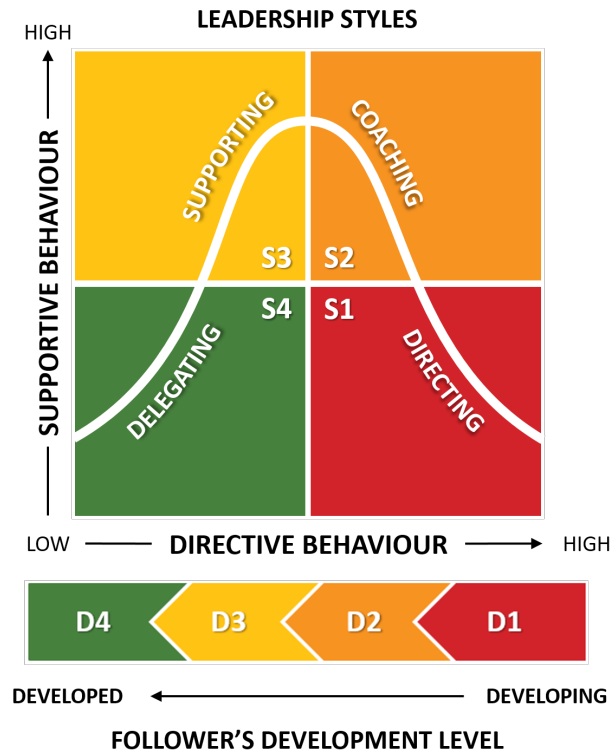


TO ALSO
**COACHING AND TEACHING
PEOPLE**

Good Practice

Develop and Support your People

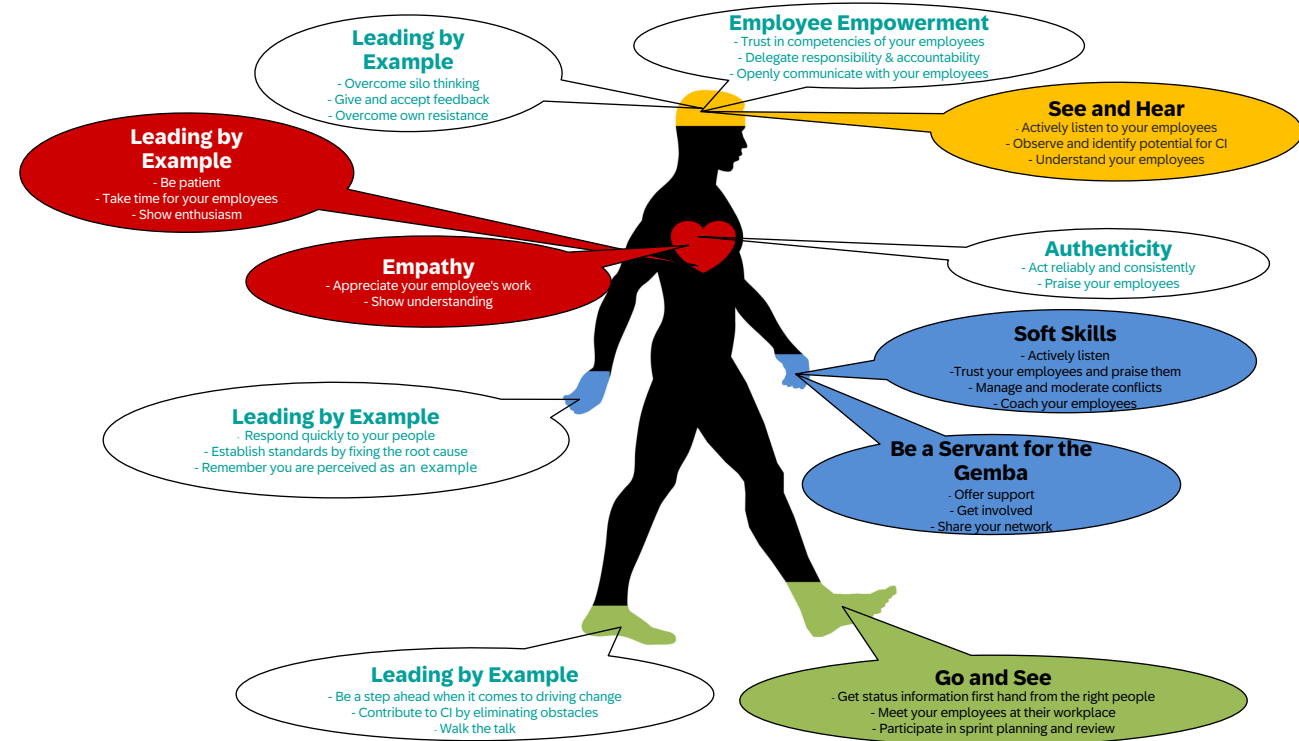
Being their **MANAGER**



Next Practice

Provide Feedback & Ensure Learning as

SERVANT LEADER



“Shut up and LISTEN”
To become a servant leader (see [TED talk](#))

Antipattern

Late & non direct Feedback from others
Used for EVALUATIONS








Good Practice

Provide FEEDBACK & ask QUESTIONS as
Coach



Give direct FEEDBACK & ask good QUESTIONS
To attract & grow employees

Traditional Management* to Agile Leadership

1. Set Yearly Goals		Set the Direction & Create Transparency <ul style="list-style-type: none">○ Focus on Outcomes NOT Output
2. Organize		Setting Boundaries <ul style="list-style-type: none">○ Split Work NOT People
3. Decide		Empower people <ul style="list-style-type: none">○ Empower People to DECIDE
4. Control		Establish fast Feedback & Cont. Improvement <ul style="list-style-type: none">○ Go Gemba○ TAKE CARE on HOW YOU & YOUR TEAMS WORK
5. Develop & Support People		Coach and Teach people <ul style="list-style-type: none">○ “Shut up and LISTEN”○ Give direct FEEDBACK & ask good QUESTIONS

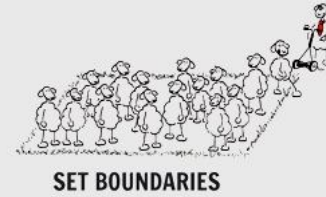
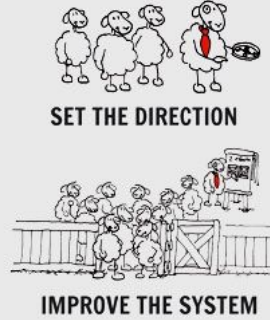
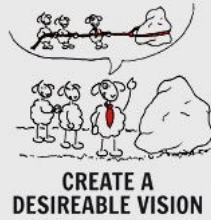
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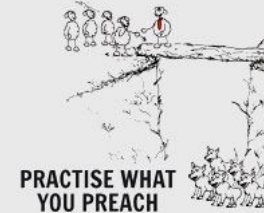
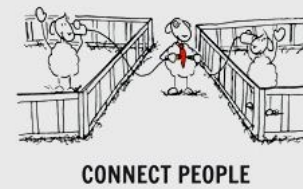
The Art of Leadersheep



SYSTEM



PEOPLE



PERSONAL



Thank you.

Contact information:

Name

Email