Agile Leadership Class

**Quote –“Instead of exploiting human talent,**

**it's your mission as an agile leader to harness**

**the creative energy and motivation**

**of the individuals on your teams,**

**and to inspire and empower them to do their best work”**

Definition of change- process of becoming different; forces evolution or adaptation; clears old outdated things, challenges an individual, creates new opportunities, exposes weaknesses and highlights strengths; creates a massive opportunity to have a clearer vision, become stronger, reinvent, grow and thrive

**Change Intensity Levels** – minor – simple changes that do not require much, moderate-moderately complex, contained in one group or process requires some changes in behavior, significant- high level of changes, span across multiple areas and processes, requires extensive planning, extreme/revolutionary- highly complex, poorly understood, often sudden and broad

Covid as an example-extreme change, created micro(individual) and macro(mass) change,

Creativity suffers in the face of adversity and danger

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Description automatically generated**Difference between Transformation and Change-**transformation has no clear strategie, it includes changing culture, involves high risk and experimentation, difficult to manage, has a high degree of uncertainty and risk, takes longer and may take a few years to accomplish, if dedication of transformation isn’t adhered to then it could cause employees to lose trust in changes implemented making them believe that the company is utilizing a “flavor of the month” ideology, it is intentional-realizing that the current state must be reworked in order to stay competitive and relevant,

**Agile Transformation-**process of evolving from being resistant to change, uncomfortable, fearful, and reactive into thriving in an environment with high change saturation or environments full of ongoing changes; thriving in this environment is defined as the ability to to have a flexible mindset to see changes and opportunity as well as being proactive and welcome and embracing change

**Change Management Theories –** created to combat the unwillingness of companies and corporations to change when faced with new technologies and ideas

**Psychological Change Journey-** **diffusion of innovation** – explains how an idea product of behavior gets adopted through time within the social system or a specific group; citing that an individual must see the idea, product, or behavior as new or innovative in order to want to adapt to it; it paints a clear picture that not everyone adopts new technology, ideas, or behaviors at the same pace; it highlights 5 categories of adopters: innovators- comprises approximately 3% of total population, early adopters- 14% of population-this group represents leaders-they recognize the need for change and embrace it; early majority- 33% need proof that the new idea or product works before they are willing to try it, they are not typically leaders but adopt new ideas or behaviors once evidence is proven, late majority – 34% these are people who are uncomfortable with change and are skeptical about its benefit, will only adopt change after the majority has already implemented it, laggards- 16%, have to be forced or persuaded into adopting a change; **Theory of Transition-**transition as any event that changes an individuals assumptions, roles, relationships, and routines; transition process goes excitement fear denial depression hostility acceptance and moving forward, people go through this process at different paces

**Module 2**

**Traditional Leader –** person with a fixed mindset who manages teams and organizations in a linear, rigid war within a command and control framework, they have : fixed mindset, risk aversion, command and control management style, uncomfortable with change, feels they are the expert, closed off to others input, relies on individuals instead of teams, direct others, are predictable; they don’t believe that transformation is possible

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Description automatically generated with low confidence**Agile Leadership –** believes in a growth mindset and empowers both teams and organizations to observe, experiment, and innovate within a servant leader framework; believes that a team will bring more value than a single contributor; subscribes to the servant leadership framework meaning instead of ordering people around the lead as mentors and rely on inquiry for ex :”how can I be of service, what barriers can I remove for the team, how can I help the team accomplish their best work”

**Characteristics-** observation, experimentation, innovation, and flexibility

**Key –** have an idea of what the desirable outcome is and then pursue the most effective solution through experimentation

Growth mindset – belief that everyone can grow, develop, and evolve; views transformation as an opportunity to improve; seeks out personal development and believe that organizational change is a positive thing;

Empowerment- achieved through letting go of control and treats others as creative, talented, and intelligent

**Traditional Team- team of individuals** assigned to a project to deliver a specific outcome appropriate to the individuals level of expertise; can be functional, cross-functional, virtual, and self directed; follow a well documented rigid process and are typically told what to do and does not allow for creativity and innovation; averse to change; prioritize procedures and policies over employees or customers; lack motivation; function on learned helplessness, interact on minimum basis; work at an unregulated pace; traditionally dysfunctional;

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Description automatically generated with low confidence**Agile Team – self organizing** team of motivated individuals whose focus is delivering the most value to its customers in the shortest time possible; work in collaboration with other team members to collectively reflect, make necessary adjustments in team functionality, as well as continuously seeking ways to improve performance; originated in software development in 2001;(See Agile Manifesto);

**Module 3**

**Traditional Organization –** stable and highly structured; defined by rigid rules and policies; procedure defines responsibility; top down management system and silo departments(do not inherently collaborate with other departments);

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Description automatically generated with low confidence**Agile Organizations –** variable, dynamic, and have a flexible structure; quick in response to change; defined by leadership vision and direction who empower teams to figure out how to execute said vision; though they may be dynamic they are stable in their methodology, though its widely believed that agile organizations disregard structure, rules, and documentation, they actually subscribe to a specific philosophy which allows for creative freedom, exploration, and innovation through the process of discovery and experimentation;

**Key Characteristics –** stable and dynamic; leadership establishes direction and removes roadblocks; cross functional agile teams; agile mindset and philosophy; empowered and motivated individuals who are seen as a competitive advantage

**Second Course**

**Module 1**

**Primordial Survival System -**amygdala-responsible for recognizing and processing threats, fear, and anxiety;