

Is There a Switch that Can Transcend a “Manager” into a “Servant Leader”?

- Why agility demands specific leader competencies?
- Essential traits that agile leaders should exhibit
- Empathetic View: Qualities, Aspirations and Challenges that managers face in the times of change
- How not to be a creature of habit?





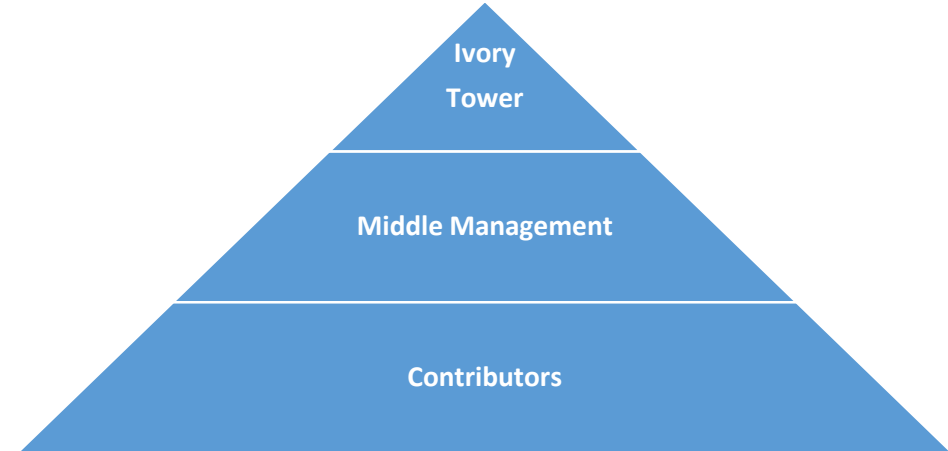
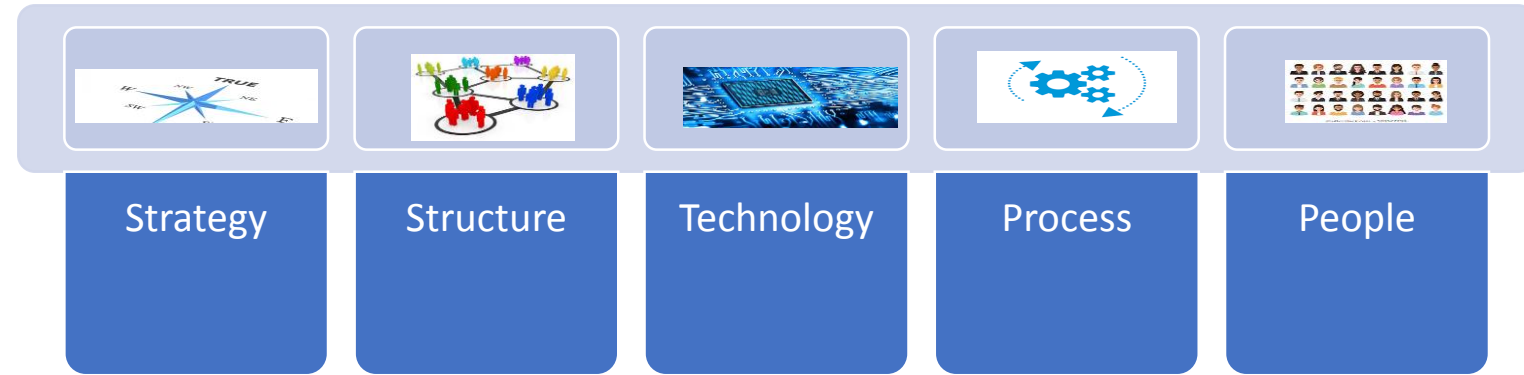
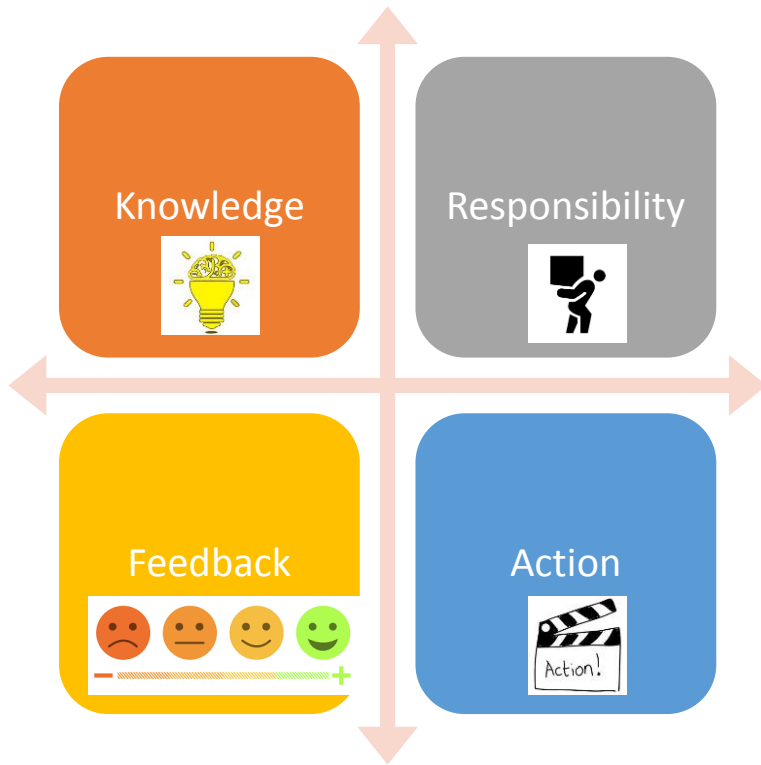
Agility by Definition:

Ability to move quickly and easily, ability to think and understand quickly

Quick and light in movement or action; reacting quickly and positively.

Organizational Context: Difference between Agile and Traditional Methods

Areas	Traditional	Agile
Focus	Individual creativity, processes and tools, Technical competence, Phase and horizontal optimization	Creative team work, collective intelligence, Technical-Social-Cognitive Competence, Ability to adapt thru validated learning
Change Readiness	Low	High
Process Flow	Predominantly sequential OR horizontally parallel	Vertically Parallel and Iterative
User Involvement	Partial, access to the privileged few	Complete
Software Craftsmanship	Useful but not critical	Highly important
Dominant model of communication	Documentation & Process driven hand-offs	Barrier free, interpersonal interactions
Code ownership	Individual accountability	Team based collective ownership , T, Pi and Comb based personalities
Roles	Defined and relatively constant	Change, often at developer's discretion
Key decision maker	Project manager / Dev-test manager	Dev team members
Management control	Through plans, hierarchy, processes, and verification	Trust, collaboration & self-organization
Rewards	Individual	Team based



Source: Dr. Allan Ward

Source: The five trademarks of agile organizations, McKinsey

Organizational Context: Habits and Ways

People Context.....What do Managers have to do that they have not done before?

Coach and enable:
questioning rather
than telling, teaching,
mentoring

Raise the bar of high
standards
incrementally

Focus on competency
and skill progression
rather than
performance appraisal

Develop alternate
ways of assessing
people's strengths and
competencies

Acknowledge the
need of cognitive and
social competencies

Refrain from creating
heroes

Having uncomfortable
conversations

Providing space to
thrive

Build a learning
organization

Give away control,
Stand-back, step aside

Humanizing Challenges of Managers



- *Great organizational context*
- *Functional & technical expertise*
- *Persistence and problem solving*
- *Dependable and dutiful*
- *Influence & charisma*
- *Proven credibility in the organization*



- *Wanting the best for organization and its people to succeed*
- *Wanting to make a difference*
- *Wanting to be at the top of their game*
- *Wanting to grow with the organization*



- *Dealing with uncertainty in the times of change*
- *Acknowledging need for change*
- *Feeling excluded from decision making*
- *Unable to see the big picture*
- *Phases of self-doubt, what about 'me'!*
- *Re-aligning to organization*

People Context.....UNLEARNING.....?

(Authoritative)
Leader

- Causing Atrophy, playing by strengths, **creature of habits**
- Getting Velcro fingers away: with compassion
- ENGAGE, ENABLE, INVOLVE, TRUST

(Complaint)
Team

- Do as told, do when told, respect the hierarchy, **wait for the decisions to be made**
- Think and apply yourself
- Empiricism, continuous learning , self-organizing, high performance, learning how to progress



~~HUSTLE.~~
ALIGN.



Ref: Turn the ship around

Back to the Basics!

“The success of an intervention depends on the internal condition of the intervenor”

-former CEO of Hanover Insurance, Bill O’Brien

*A meaningful and profound agile transformation is never easy but it starts with having a culture that aligns with the agile mindset, **driven by leaders who model that mindset** throughout the organization. Hence “internal condition” and alignment of an agile leader who is a major intervenor & influencer is important. With these in place, your organization is sure to see continued improvements.*



Super Leader :
Do it all,
helper...atrophy
in others

Personal

- Oldest of the 3 siblings, significant responsibilities from childhood
- Wonderful, gracious person, achiever, sharp,
- Always ready to go the extra mile, hard-wired to help

Professional Identity

- Extensive knowledge technical issues
- Identify reinforcement thru reward, recognition and praise
- Habitual structure of interpretation always manifesting as opportunity to help and make the problem disappear

Downside

- Unknowingly retard people's ability to think
- Didn't know how else to be and other ways to respond and contribute

Super Leader: Be everywhere!.. ...micro- manage?

Personal

- Likable, brilliant, energetic
- Hardworking & ambitious

Professional Identity

- Driven and competitive
- Extra vigilant
- Habitual structure of interpretation always manifesting as assuming, being everywhere means being in-control

Downside

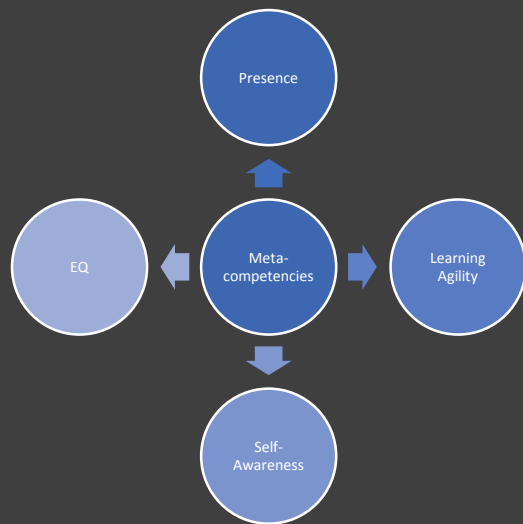
- Tended to micro-manage, bothered too much about others judgement
- Didn't trust others and got pulled off-track by their needs & Priorities



Habit was the helper, Habit is the bar

Ref: Sri Aurobindo

Performance Driven vs. Developmental Coaching



Conflict between personal goal vs. organizational goal

Not Humane enough & not personalized

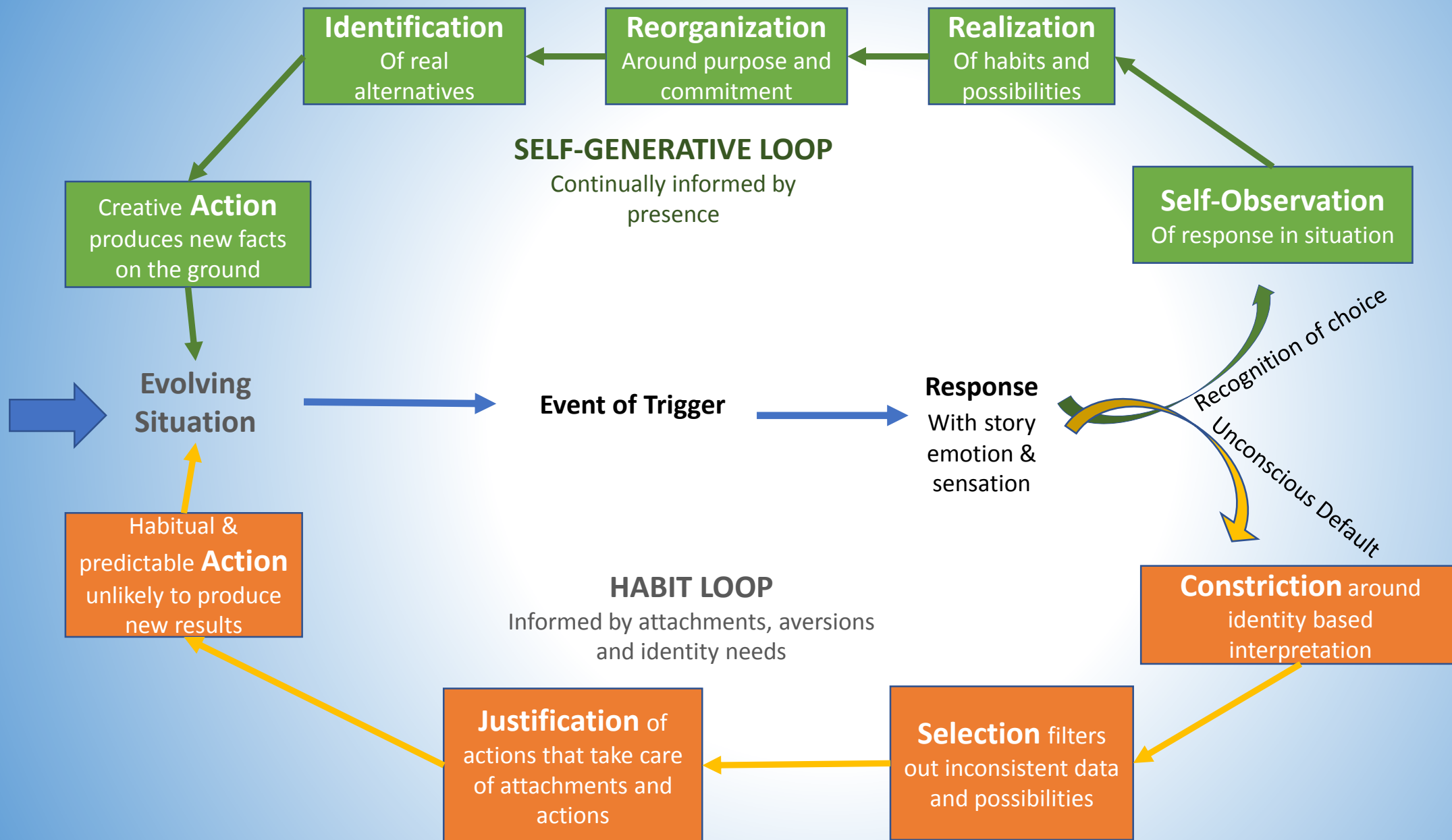
Pressure of performance standards and metrics slowing down the learning

Ineffective when expected change is deeply rooted in habits

Not rooted in enriched self-awareness

Not sustainable, may not reduce dependency on coach/ intervention

From Habits to Self-generation



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