Becoming an Agile Leader

Ralph van Roosmalen and Kurt Bittner

July 24, 2019
Quick Guidelines

• Your microphones will be muted throughout
• Please ask questions!
  • Type questions into the webinar questions box:
  • Type comments into the webinar comments box:
About Ralph van Roosmalen

• 22+ years experience in Management and Agile, focused on Tech Companies
• Management 3.0 Facilitator, Practitioner and Content Creator
• Author of the book “Doing It – Management 3.0 Experiences”
• Team Member / Guardian of the Content / CEO @ Management 3.0
• 44 Years, The Netherlands (not Amsterdam ;)

• More information https://www.linkedin.com/in/ralphvanroosmalen/
About Kurt Bittner

• 37 years experience in finding new ways of working across a wide variety of industries
• Experience leading product development organizations
• Primary author of four books, contributor to many more
• Contributor to Scrum.org’s leadership offerings
• Lives in Boulder, Colorado

• More information https://www.linkedin.com/in/kurt-bittner-882b203/
Who Is Scrum.org?

Certification

Training

Founded by Ken Schwaber Co-creator of Scrum
Founded by Jurgen Appelo.

Based on the book Management 3.0 – Leading Agile Developers, Developing Agile Leaders.

Two-day Management 3.0 Foundation Workshop
Supporter Community

25,000+ Certified Attendees & 430+ Licensed Facilitators Worldwide
Managers are not mentioned in the Scrum Guide. Does that mean that managers aren't need by a Scrum Team?
What does it mean to be an agile leader?
Why would a manager want to give up their traditional authority to help a team grow?

What’s in it for them?
Leading in a hybrid world

- What makes my organization successful?
- What does my organization/manager need from me as a Leader to achieve this success?
- How does Agility fix typical issues in the Complex Domain?
- How to support Agile teams to self-organize?
Focus Areas of an Agile Leader

Source: Integral Human Development – Ken Wilber (https://integrallife.com/four-quadrants/)

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## Agile Maturity Is a Result of Role Maturity

<table>
<thead>
<tr>
<th>Maturity</th>
<th>Results</th>
<th>How the Scrum Team operates</th>
<th>How the Leader operates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Leading: Continuously taking instant, appropriate decisions. Without the need for rules, monitoring, Following the Greater Goal</td>
<td>Leading: Providing a Greater Goal (based on passion, greatness and economics) and relentlessly following this greater goal</td>
</tr>
<tr>
<td>5</td>
<td>Great</td>
<td>Shaping: Continuous reshaping rules. Delivering value, based on conscious feedback. Following principles, vision, intuition</td>
<td>Mining: Providing a vision &amp; mission</td>
</tr>
<tr>
<td>4</td>
<td>Good</td>
<td>Contributing: Co-creating guidelines &amp; delivering goal-driven results</td>
<td>Connecting people to the mission</td>
</tr>
<tr>
<td>3</td>
<td>Decent</td>
<td>Interpreting: Following Guidelines with situational experience</td>
<td>Collecting feedback to find a Greater Goal</td>
</tr>
<tr>
<td>2</td>
<td>Mediocre</td>
<td>Complying: Following rules and instructions</td>
<td>Involving: Coaching, mentoring &amp; challenging people</td>
</tr>
<tr>
<td>1</td>
<td>Limited</td>
<td></td>
<td>Advising: Providing Guidelines &amp; room to experiment. Advising and Consulting people</td>
</tr>
</tbody>
</table>

Source: RonErinja.com
For many organizations, a common practice is that they are managed like machines. We call this Management 1.0. In this style of management, leaders assume that improvement of the whole requires monitoring, repairing, and replacing the parts.
In a Management 2.0 organization, everyone recognizes that “people are the most valuable assets” and that managers have to become “servant leaders”. But, at the same time, managers prefer to stick to the hierarchy.
Some people think of an organization as a community or a city. You can do what you want, as long as you allow the community to benefit from your work. We call that Management 3.0.
The Management 3.0 model

1. Energize People
2. Empower Teams
3. Align Constraints
4. Develop Competence
5. Grow Structure
6. Improve Everything
Continue Your Learning – Learning Paths

- Scrum.org now has learning paths on our website for Scrum Master, Product Owner, Leadership and Development Team Members

- Provide structured guides to help you understand the roles of the Scrum Master/Product Owner with a way to continue learning on your journey

https://www.scrum.org/pathway/scrum-master
https://www.scrum.org/pathway/product-owner-learning-path
https://www.scrum.org/pathway/team-member-learning-path
https://www.scrum.org/pathway/agile-leader-learning-path
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Thank you!