Lost in Translation: The Manager's Role in Agile

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Michael K Sahota

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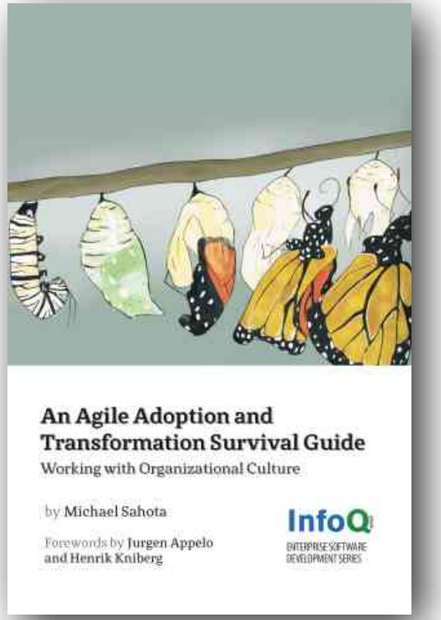
- CEO & Founder of SHIFT3.14 —> Evolve2B: Leadership Training & Consulting
- Co-creator of the SHIFT3.14 Evolutionary Leadership Framework™ (SELF)
- Author & Speaker

2012



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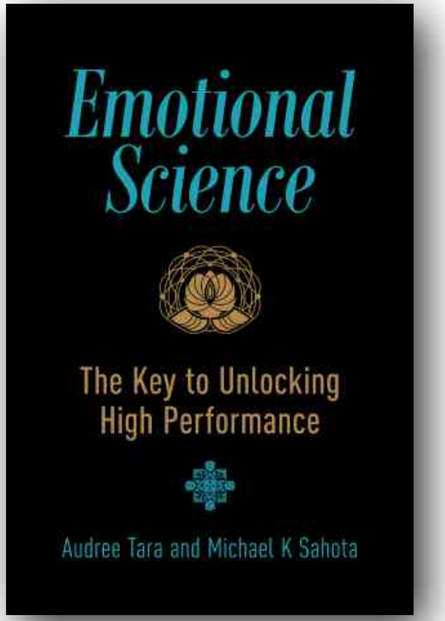
2018



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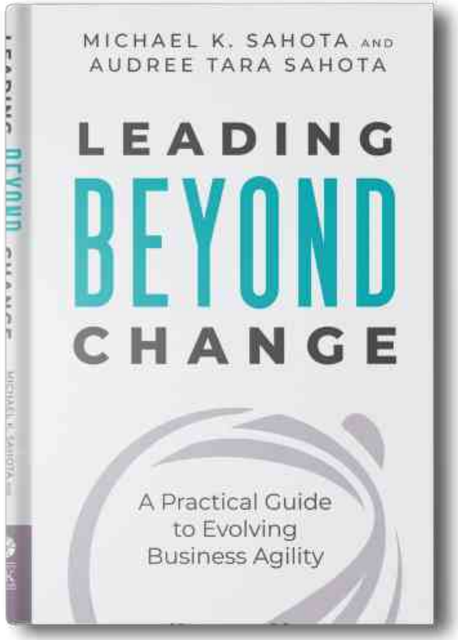

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Traditional

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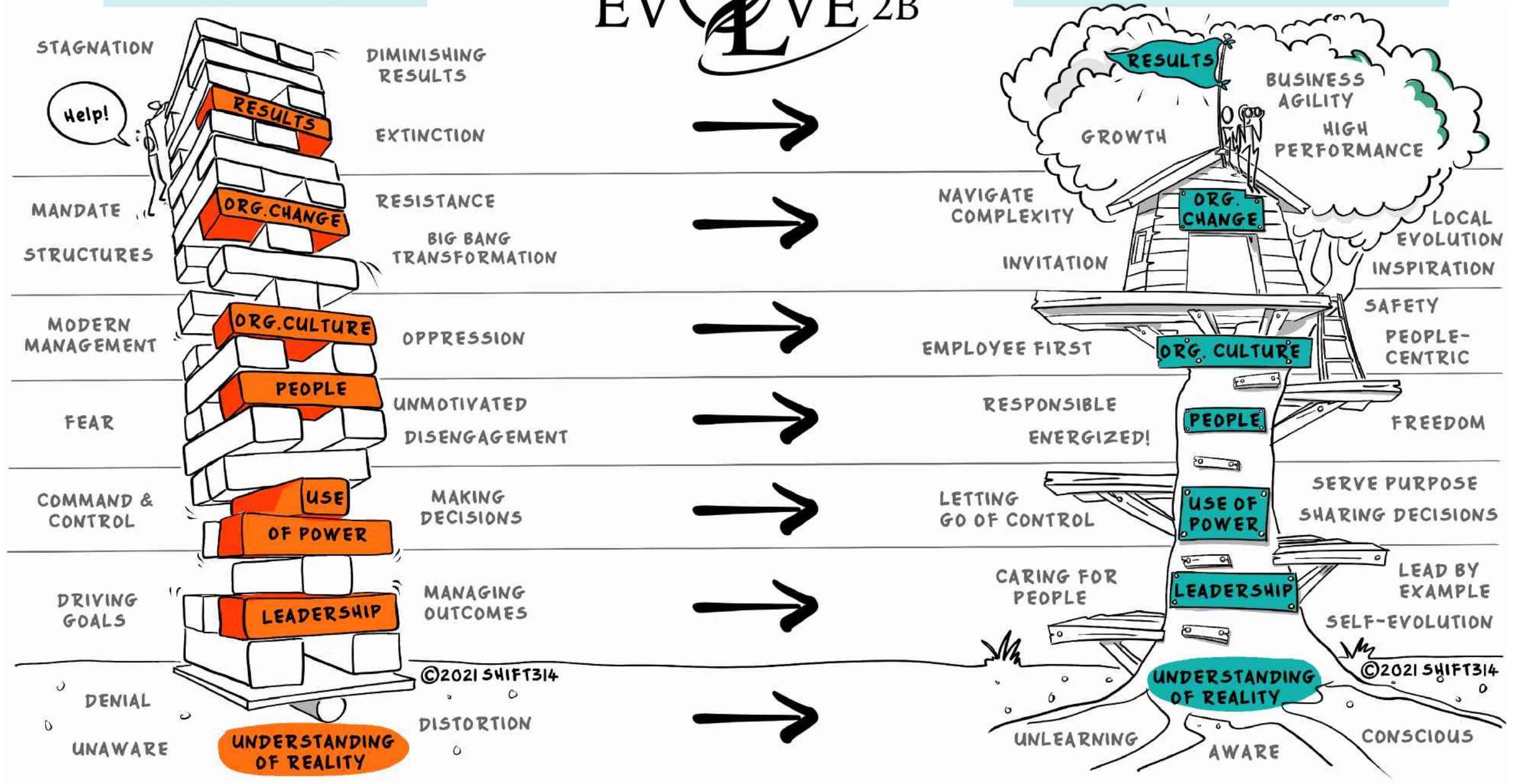
Evolutionary



The Manager’s Role in Agile - What is The Context?

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Rules of Scrum

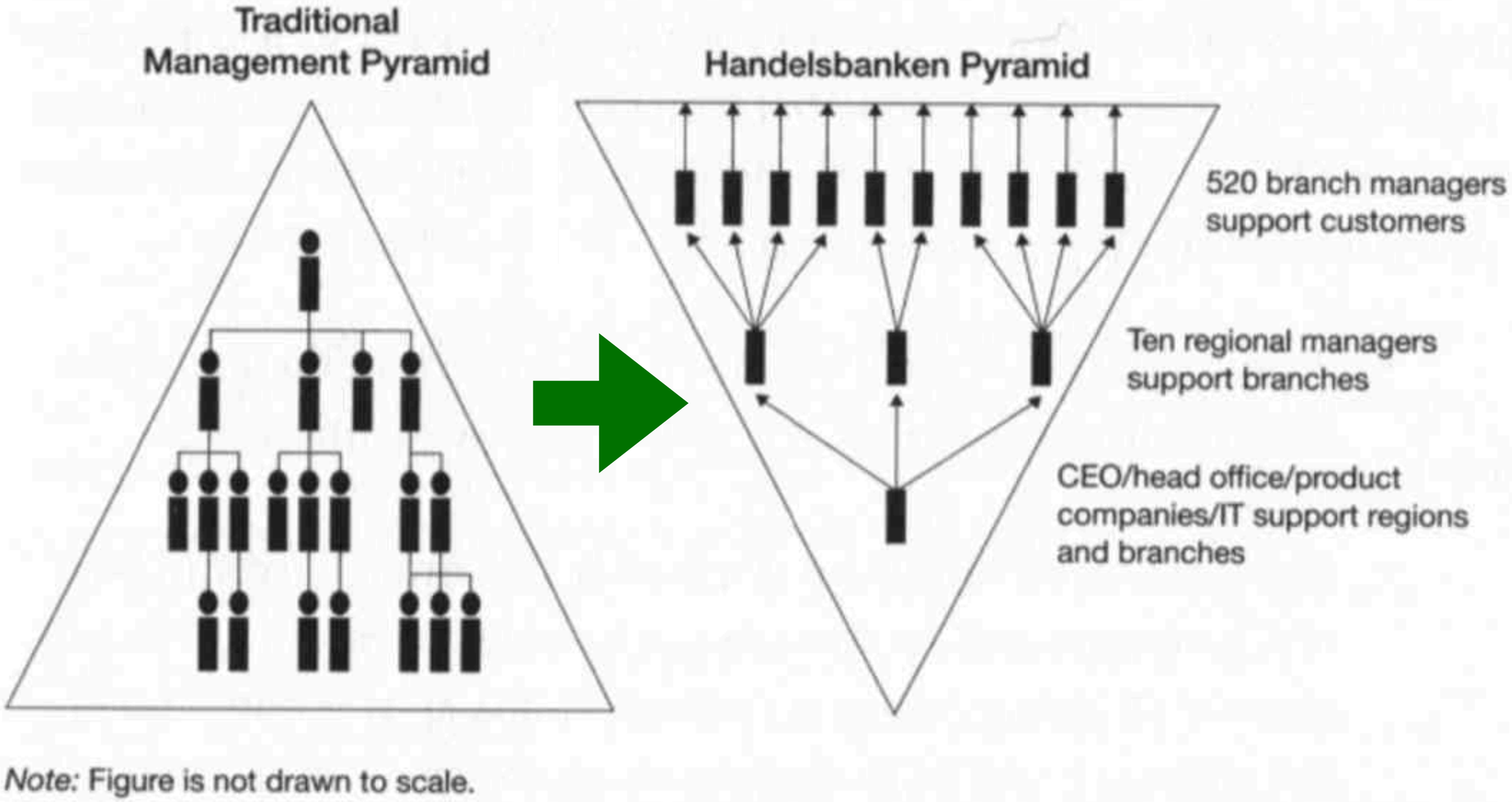
Manager = ????

Product Owner

Scrum Master

Cross-functional Team

Are Staff Able to Lead?
Are Managers Able to Lead from Influence?



Source: Beyond Budgeting - Hope & Fraser

Agile Organization - What Does it Mean?

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Traditional to Evolutionary

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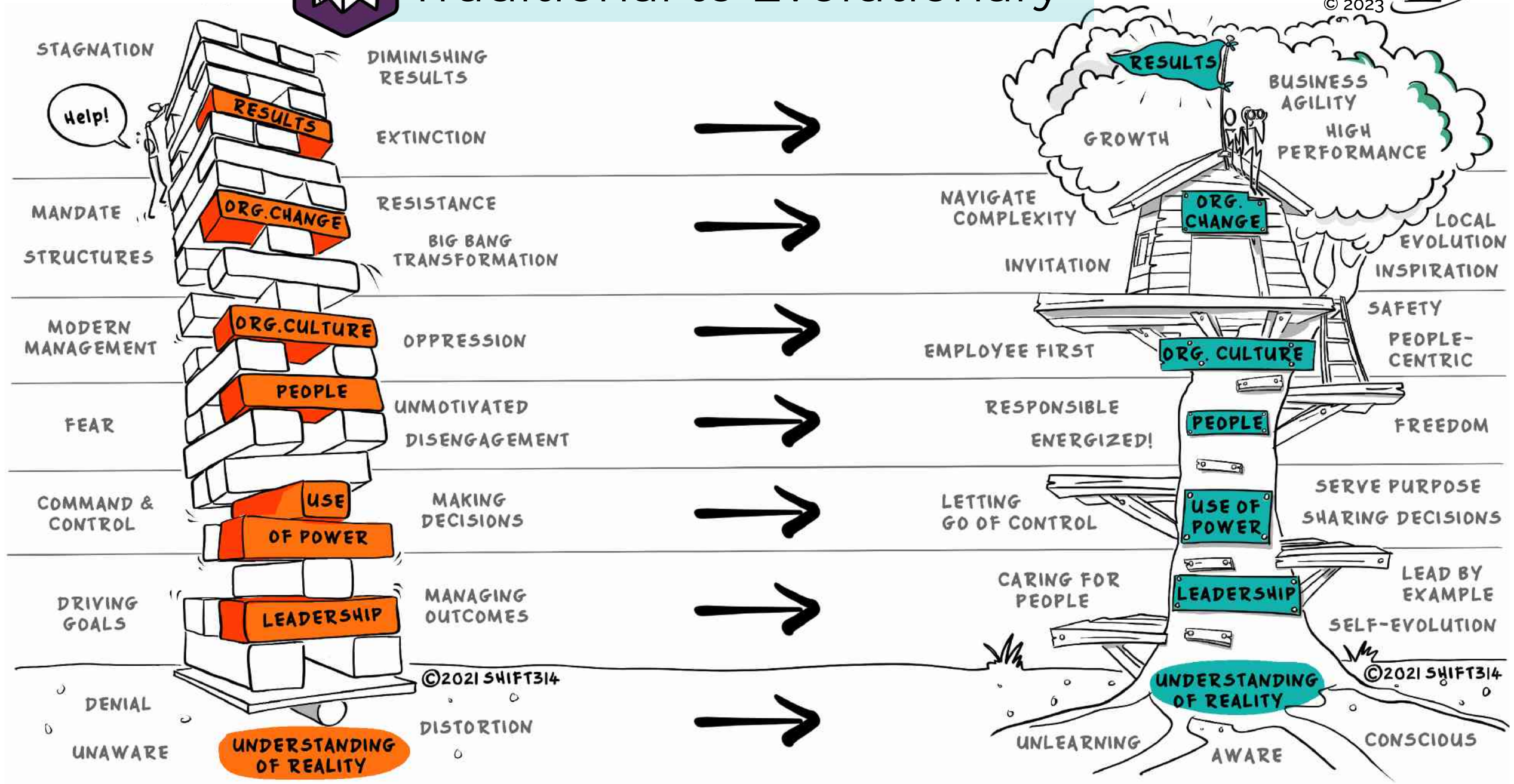

Traditional to Evolutionary

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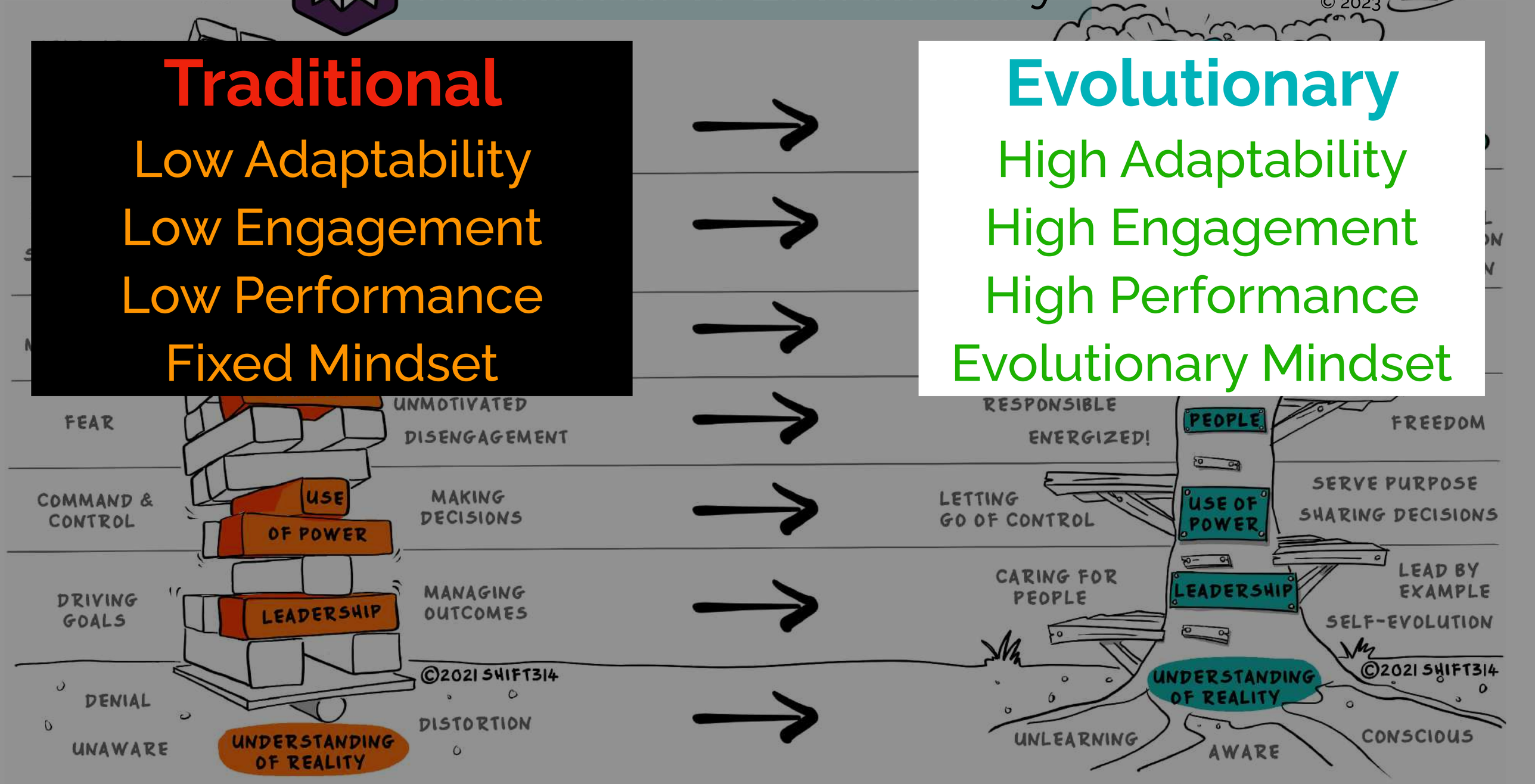
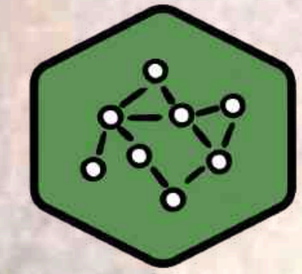
Traditional

Low Adaptability
Low Engagement
Low Performance
Fixed Mindset

Evolutionary

High Adaptability
High Engagement
High Performance
Evolutionary Mindset





1. A Culture of Learning

We are uncovering better ways of developing software by doing it and helping others do it.

Blah blah blah blah blah blah blah blah:

Blah blah blah blah blah blah blah blah blah
Blah blah blah blah blah blah blah blah blah
Blah blah blah blah blah blah blah blah blah
Blah blah blah blah blah blah blah blah

Blah blah blah blah blah blah blah
blah blah blah blah blah blah blah blah.

2. People First

Blah blah blah blah blah blah blah blah
blah blah blah blah blah blah blah.
Blah blah blah blah blah blah blah blah.

Individuals and interactions over processes and tools

Blah blah blah blah blah blah blah blah blah
Blah blah blah blah blah blah blah blah blah
Blah blah blah blah blah blah blah blah

Blah blah blah blah blah blah blah
blah blah blah blah blah blah blah blah.

Alex Krivitsky

3. Adaptabilty

Blah blah blah blah blah blah blah blah
blah blah blah blah blah blah blah.
Blah blah blah blah blah blah blah blah:

Blah blah blah blah blah blah blah blah blah
Blah blah blah blah blah blah blah blah blah
Blah blah blah blah blah blah blah blah blah

Responding to change over following a plan

blah blah blah blah blah blah blah blah.

Traditional to Evolutionary

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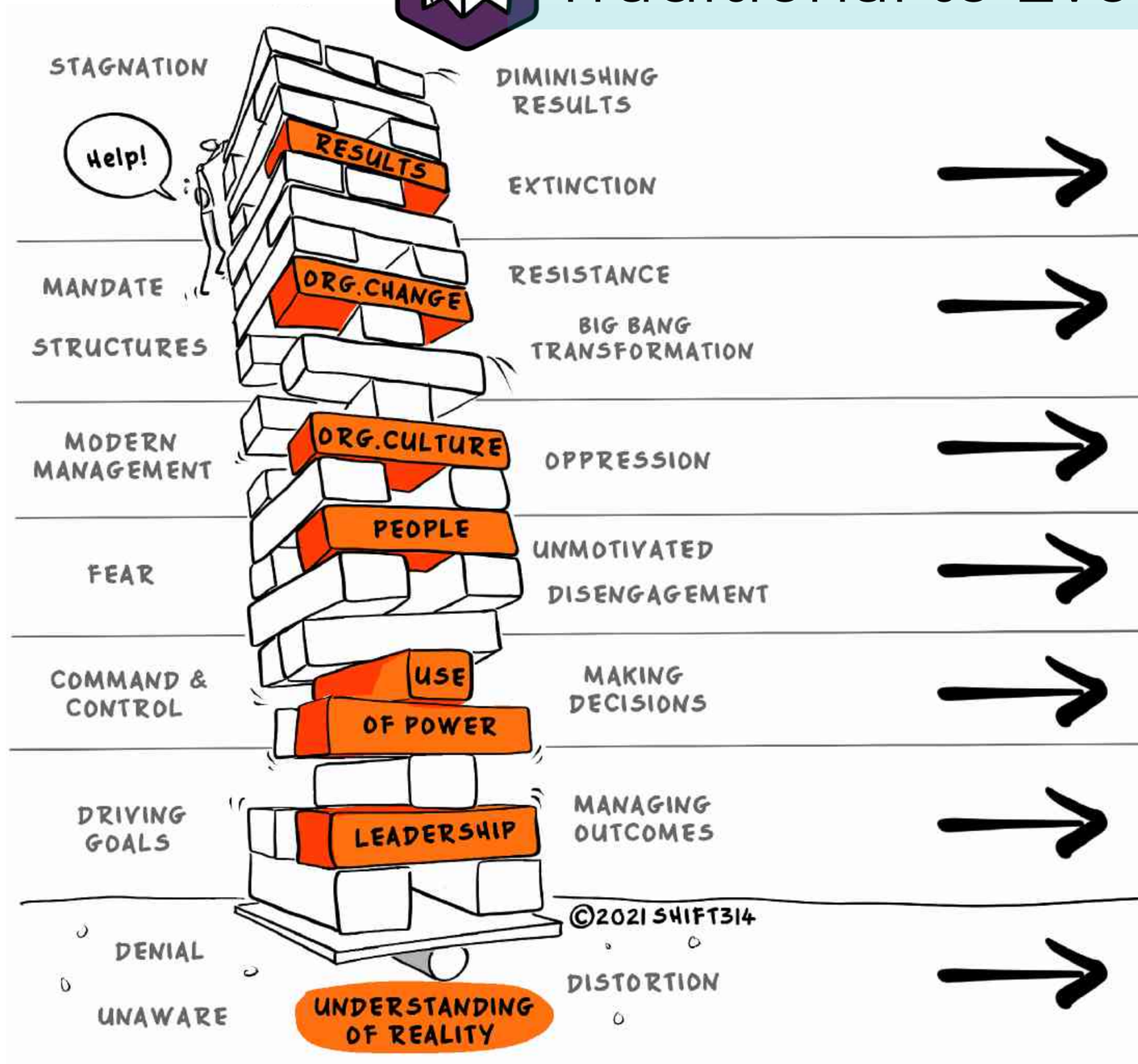
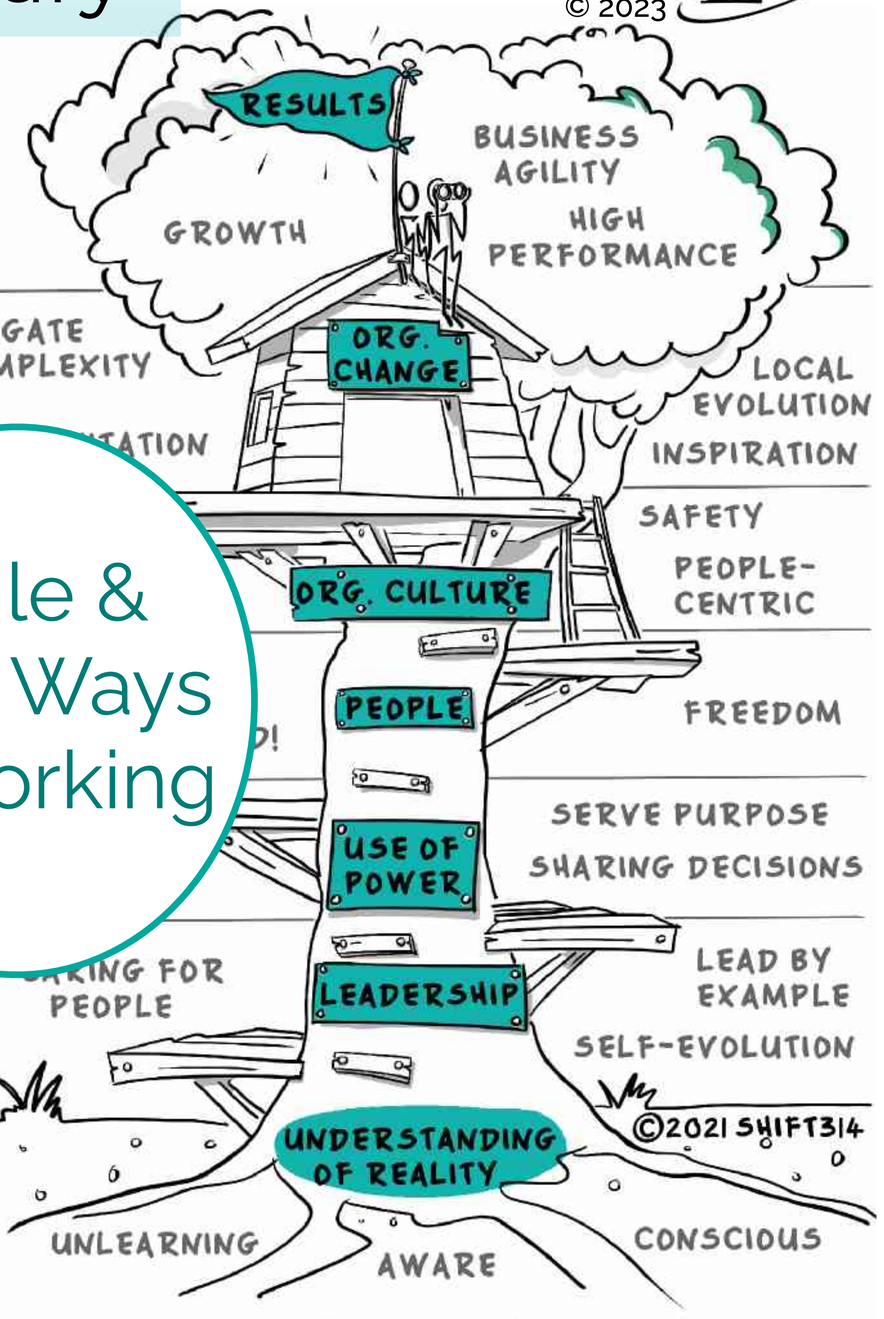
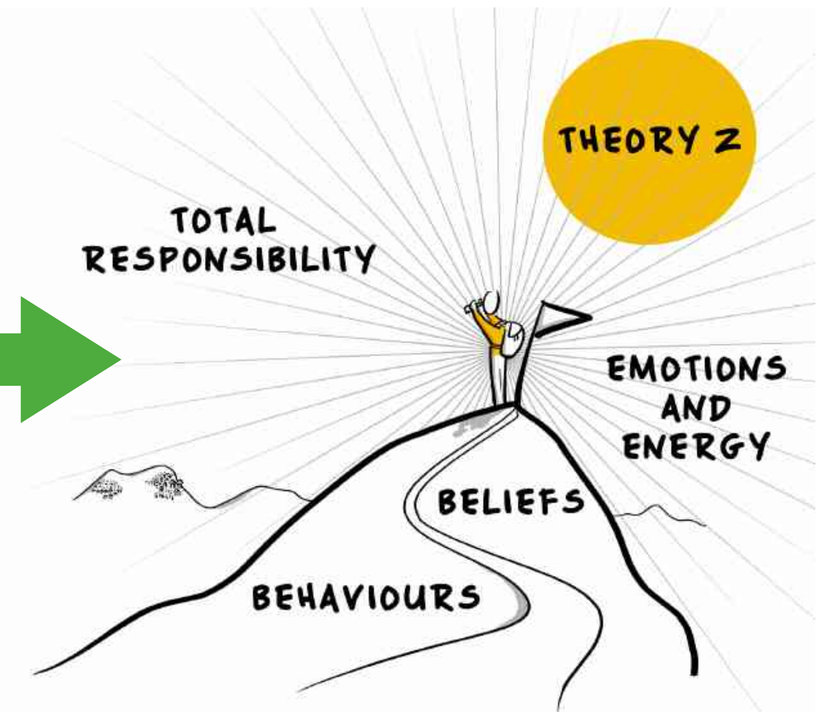


Agile & New Ways of Working



Evolution in All the People



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The Role of Managers in Creating an Evolutionary (Agile) Organizational

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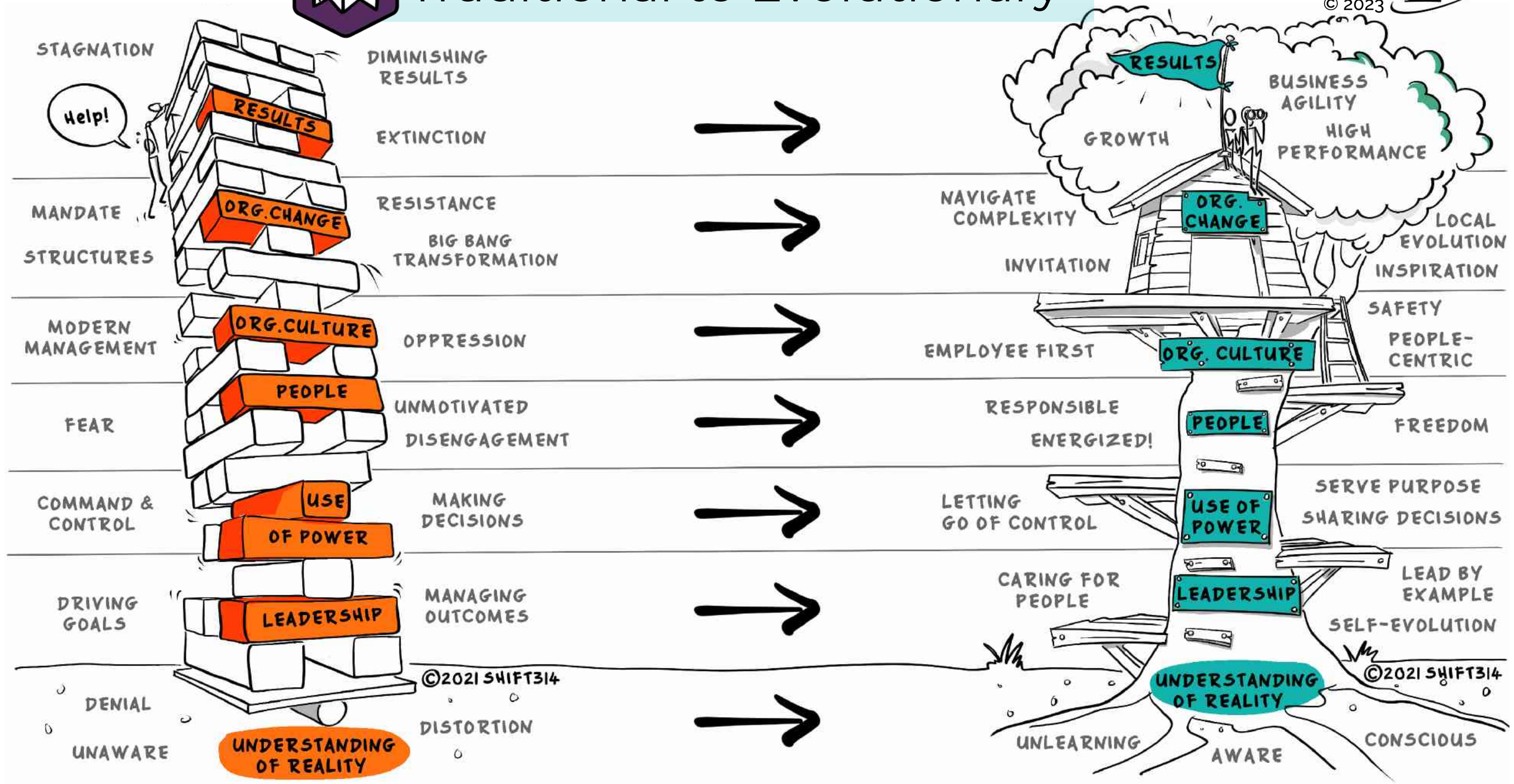
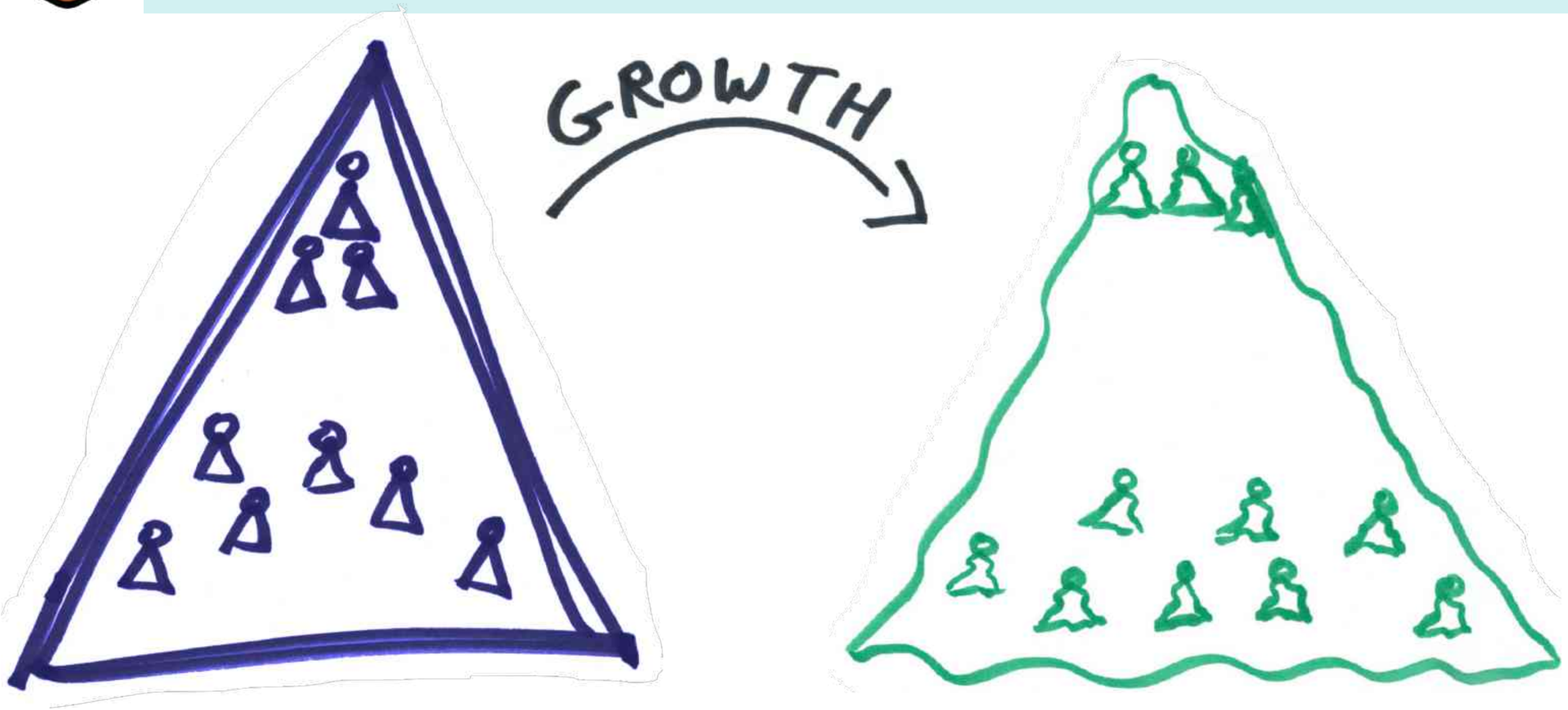


Organizational Evolution follows Individual Evolution



http://shift314.com/2016/08/organization-follows-leadership/

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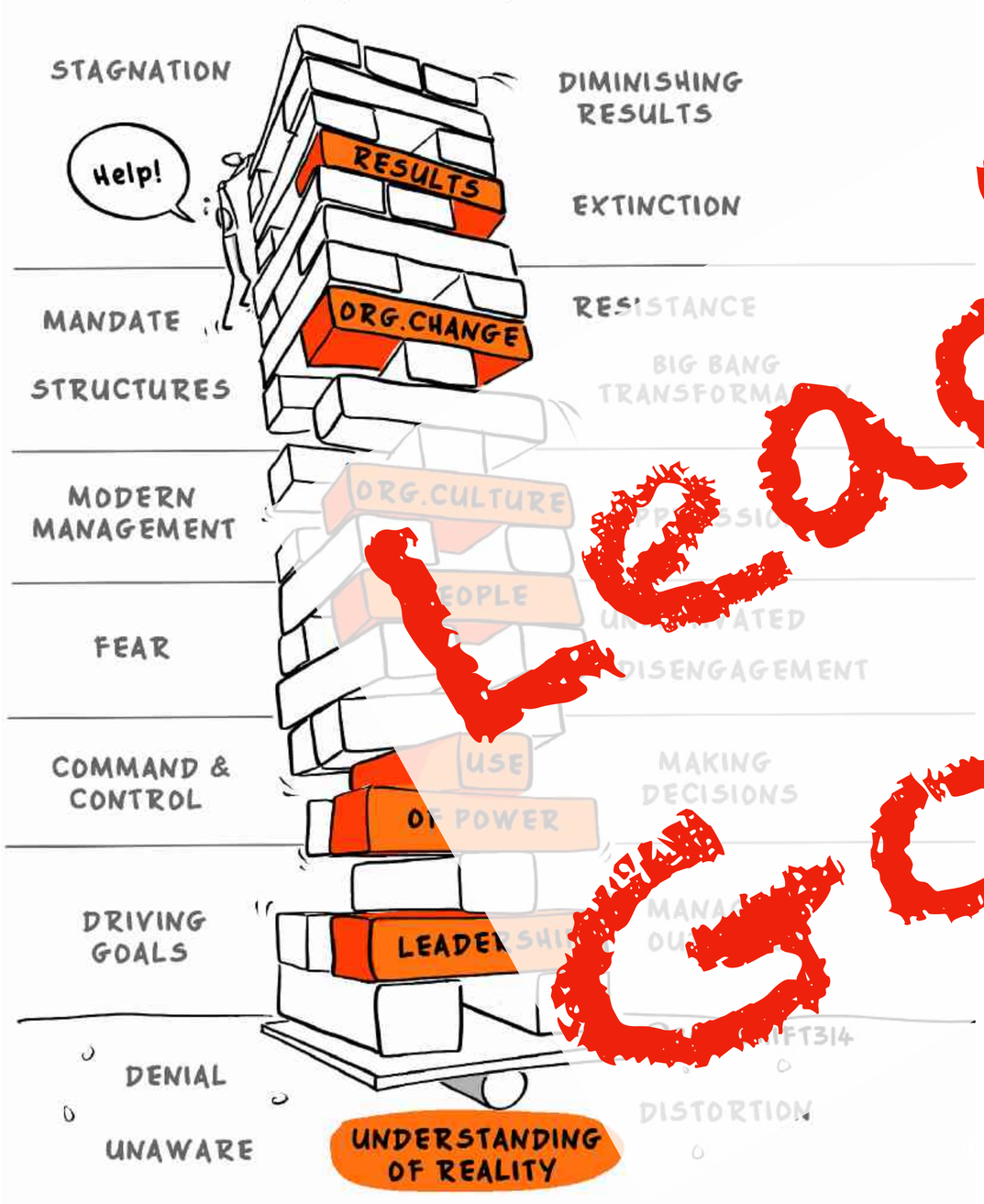
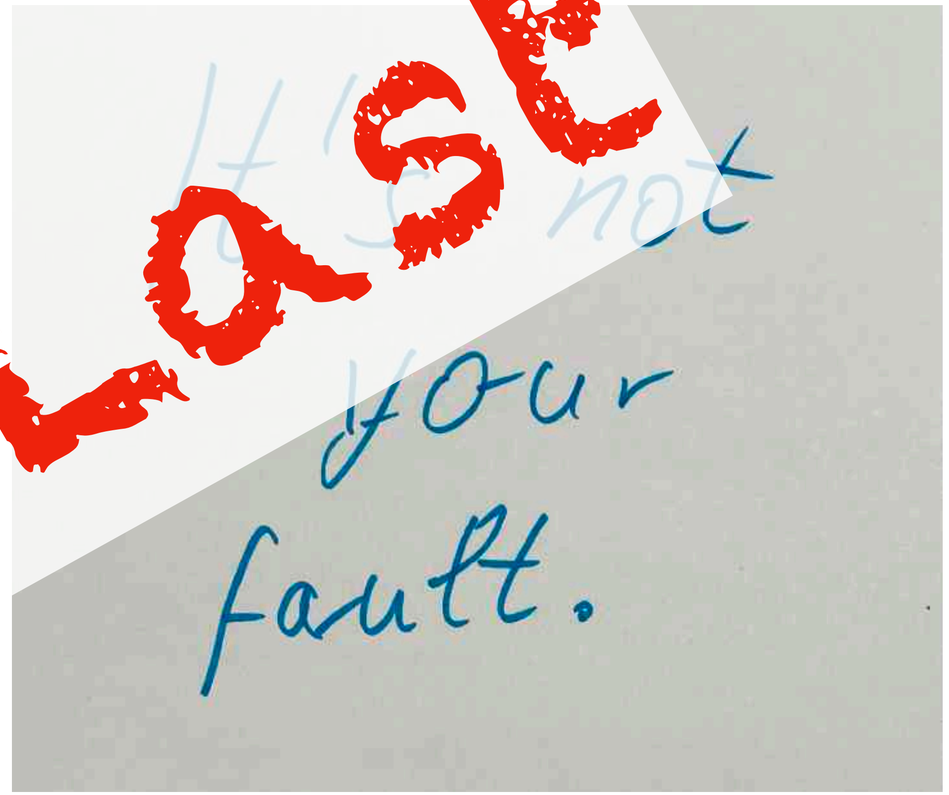
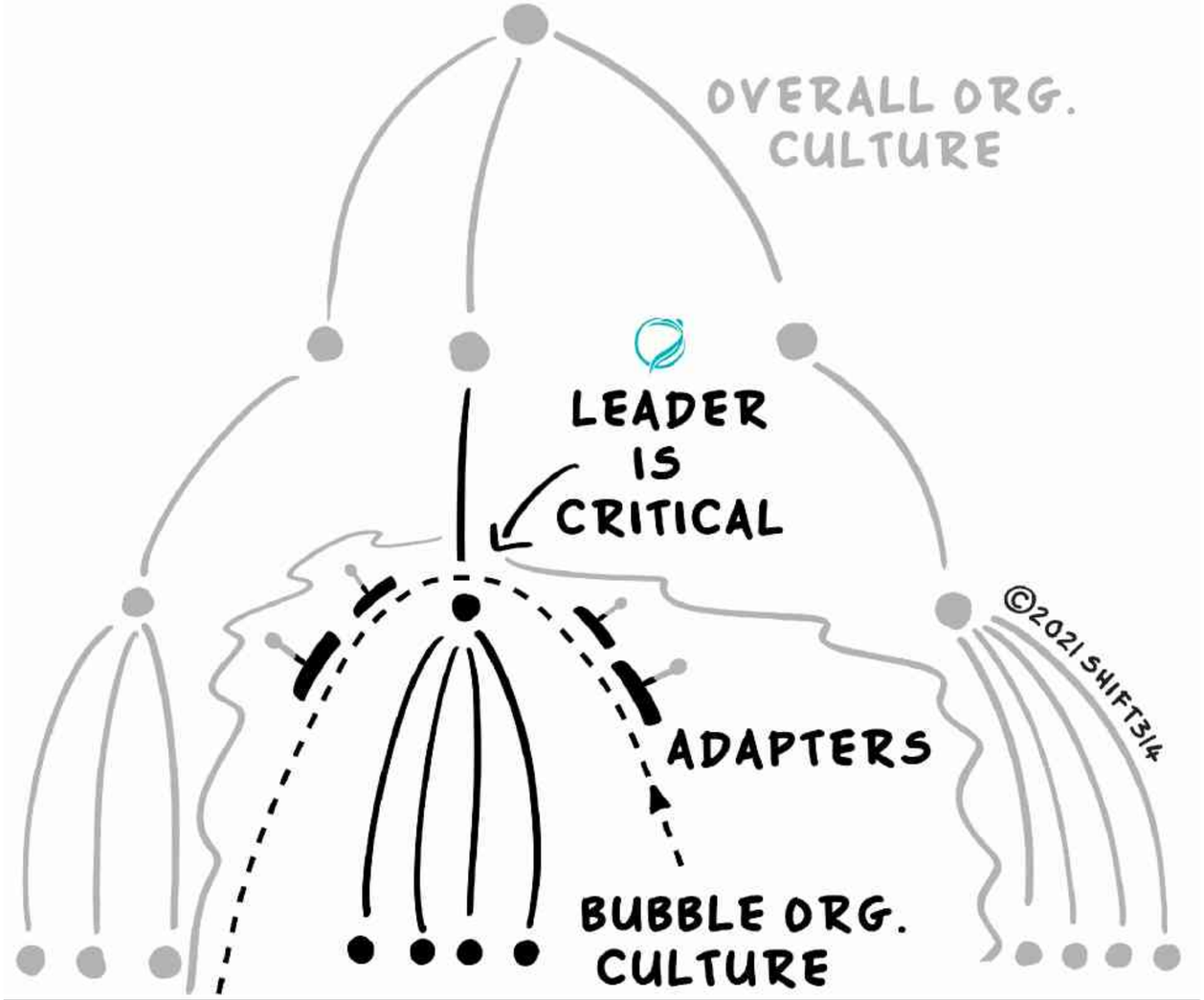
Leadership Stuck In Old Patterns



Leaders Last Go



Culture Bubbles



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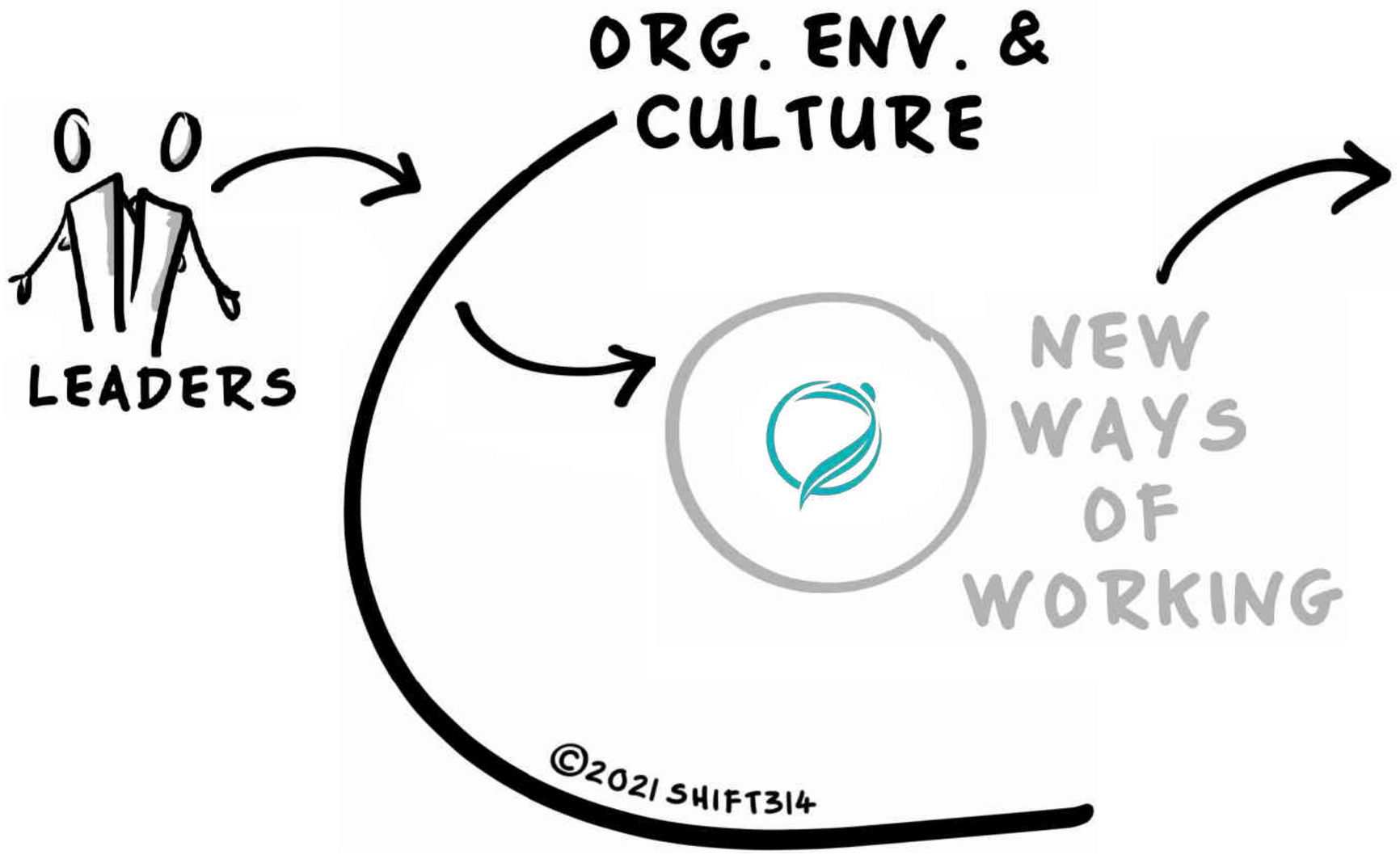
The Evolution of High Performance



Success

Business Agility

VUCA

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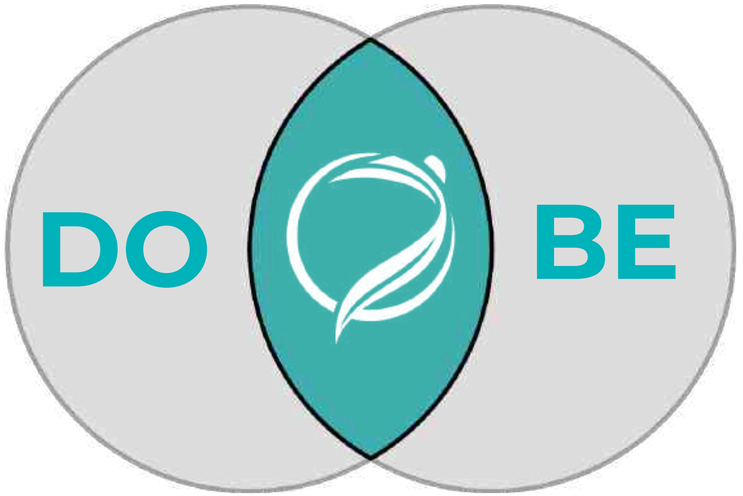
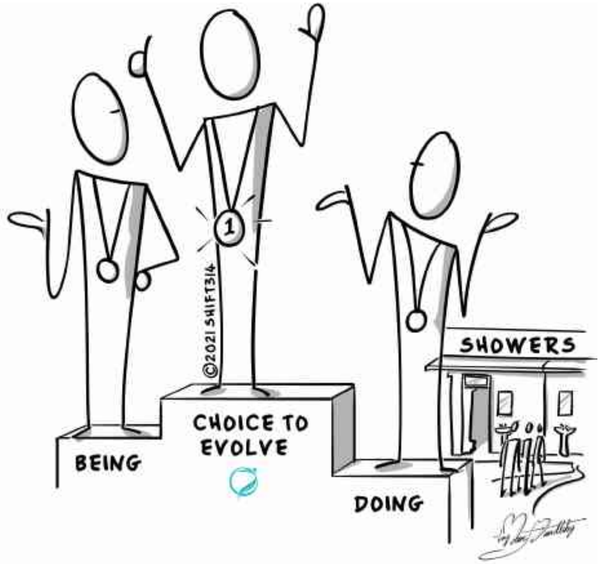
~~Servant Leadership~~

Evolutionary Leadership



Evolutionary Leadership is the choice to evolve oneself and develop the capabilities needed to evolve an organization.



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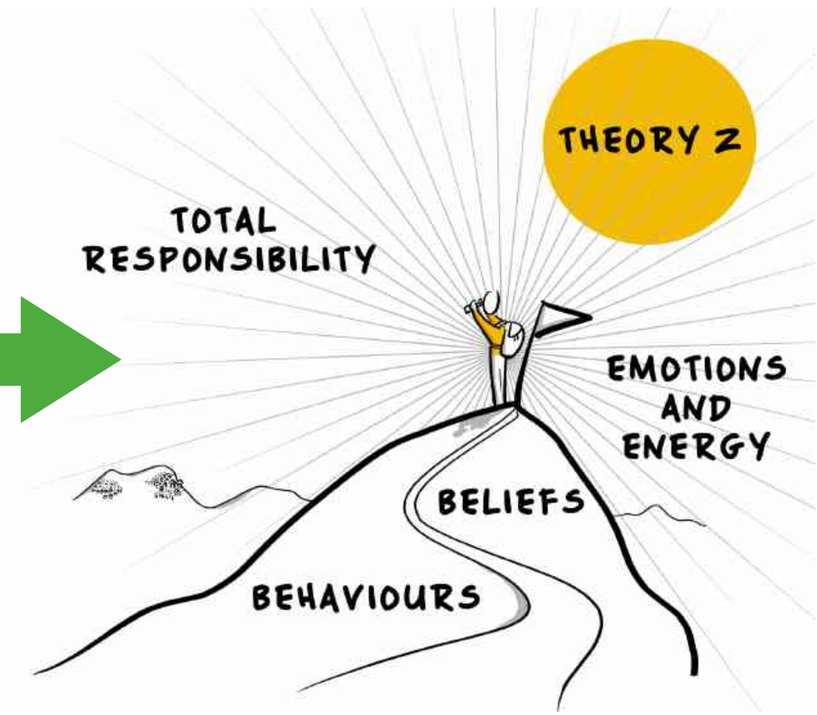
Journey to Total Responsibility



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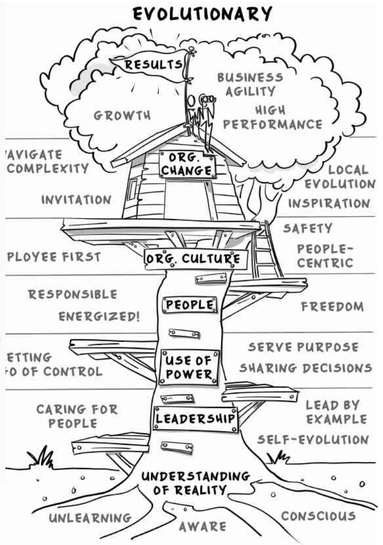
The Agile Leadership Gap

+ TRAINING
+ COACHING



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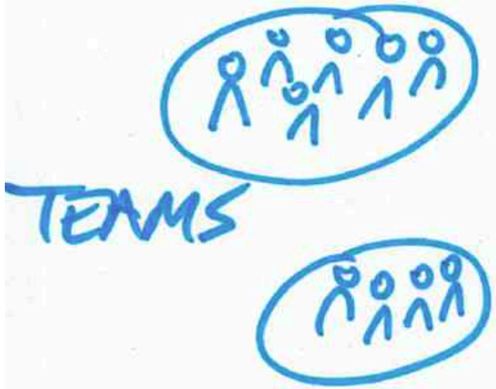

+ TRAINING
+ COACHING = ✓

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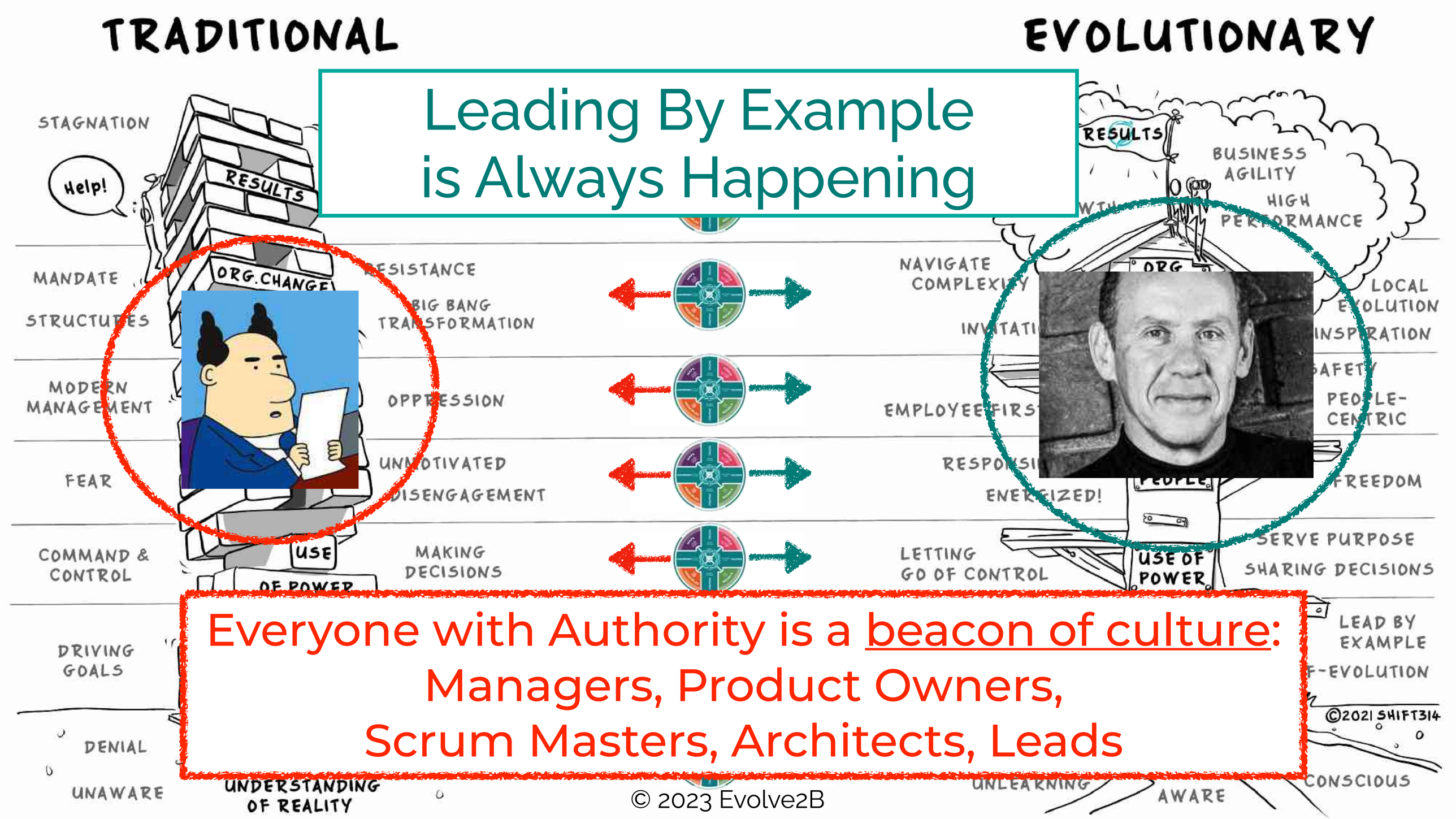
Leading By Example is Always Happening



Everyone with Authority is a beacon of culture:
Managers, Product Owners,
Scrum Masters, Architects, Leads

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Roles For “Managers”

Other

Product Owner

Everyone Needs to Add Value

Organizational Coach

Cross-functional Team

(Scrum Master)/Manager/Coach!

[People Development]

Tech Lead/ Architect

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Use of Authority: Sharing Power Iteratively and Incrementally

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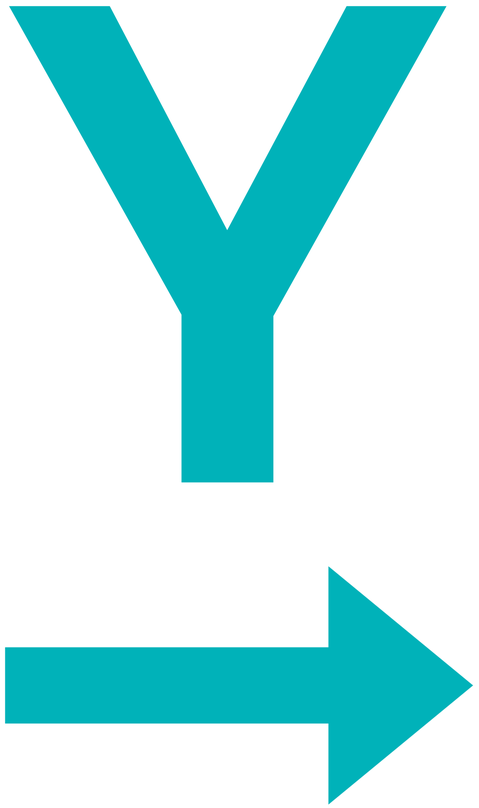
Evolutionary Leaders Create Theory Y



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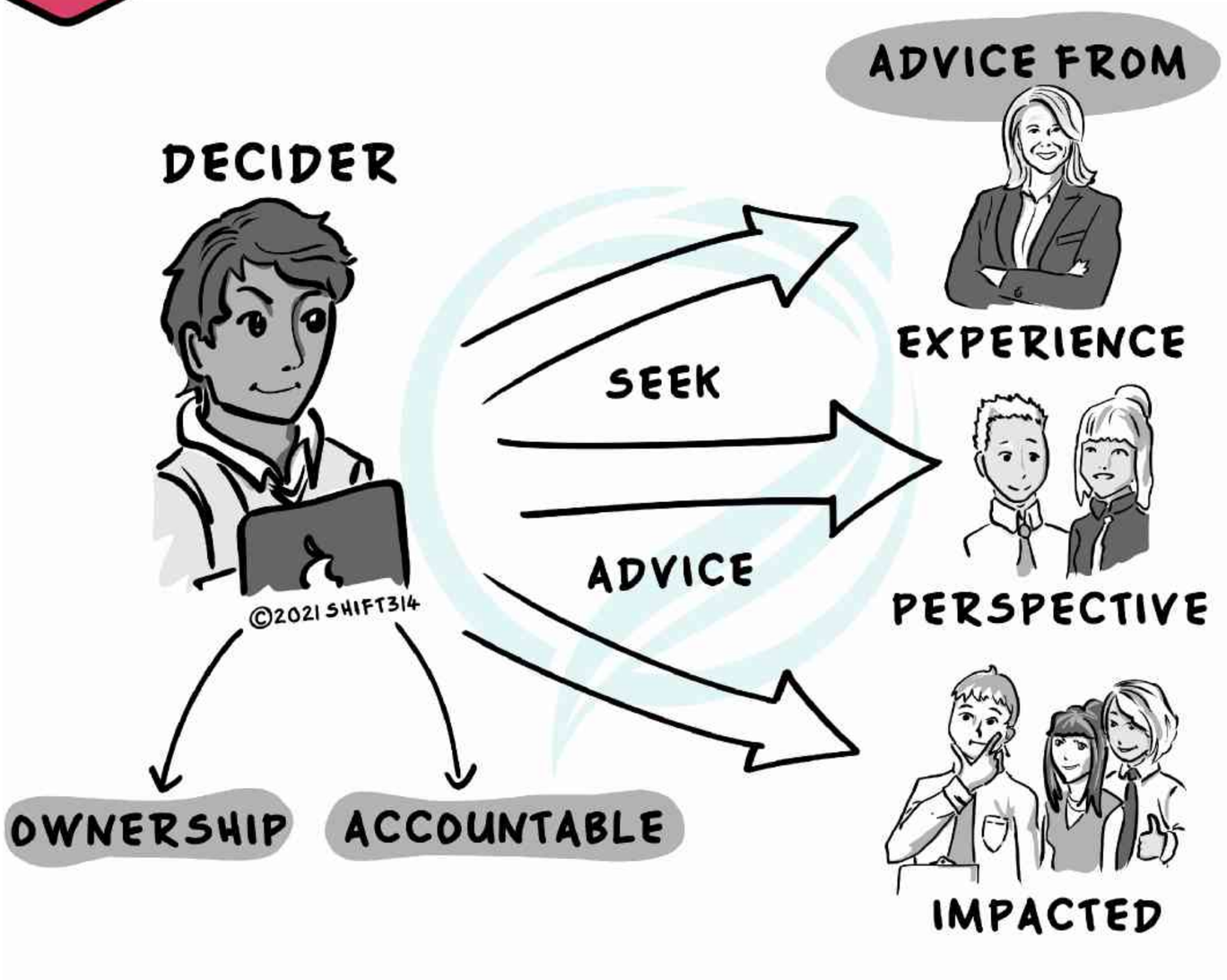
Advice Process



Benefits

- Better Decisions
- Leverage Collective Intelligence
- Elevate status of others
- Develop Relationships

Get Decision Cards on your Phone

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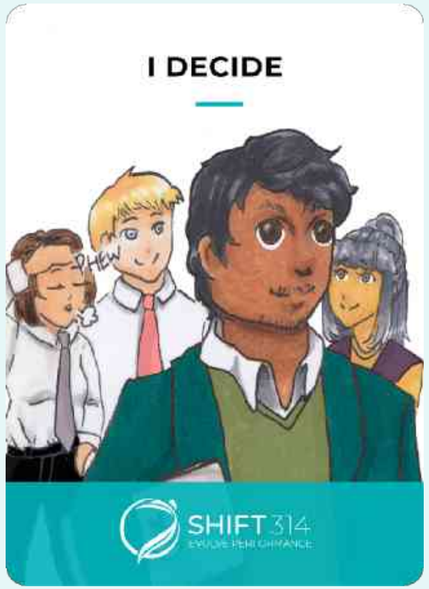
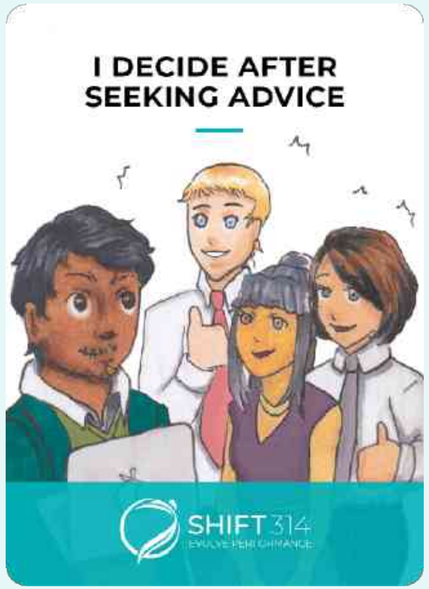
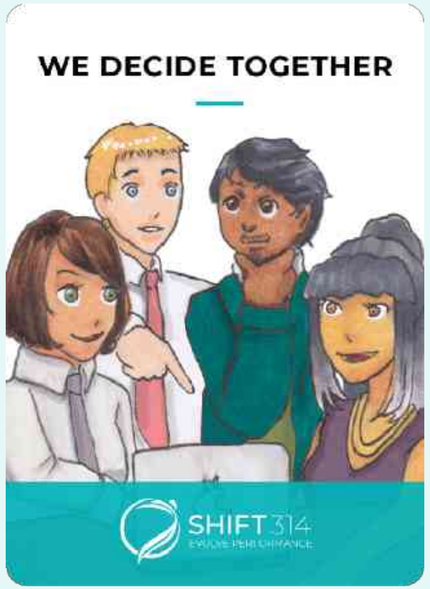
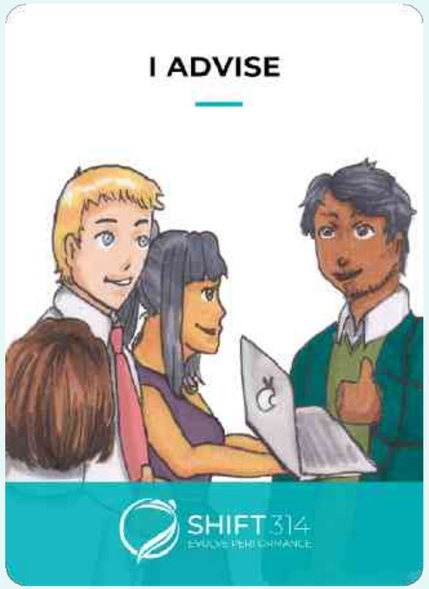
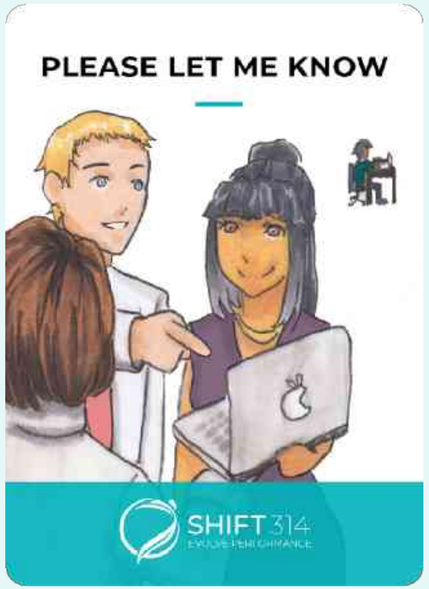
Decision Cards











Your Role

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Traditional to Evolutionary

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STAGNATION

DIMINISHING RESULTS

Help!

RESULTS

EXTINCTION

MANDATE

ORG.CHANGE

RESISTANCE

STRUCTURES

BIG BANG TRANSFORMATION

MODERN MANAGEMENT

ORG.CULTURE

OPPRESSION

PEOPLE

FEAR

UNMOTIVATED DISENGAGEMENT

COMMAND & CONTROL

USE OF POWER

MAKING DECISIONS

DRIVING GOALS

LEADERSHIP

MANAGING OUTCOMES

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DENIAL

UNAWARE

UNDERSTANDING OF REALITY

DISTORTION

RESULTS

BUSINESS AGILITY

HIGH PERFORMANCE

LOCAL EVOLUTION

INSPIRATION

SAFETY

PEOPLE-CENTRIC

FREEDOM

SELF-EVOLUTION

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UNDERSTANDING OF REALITY

UNLEARNING

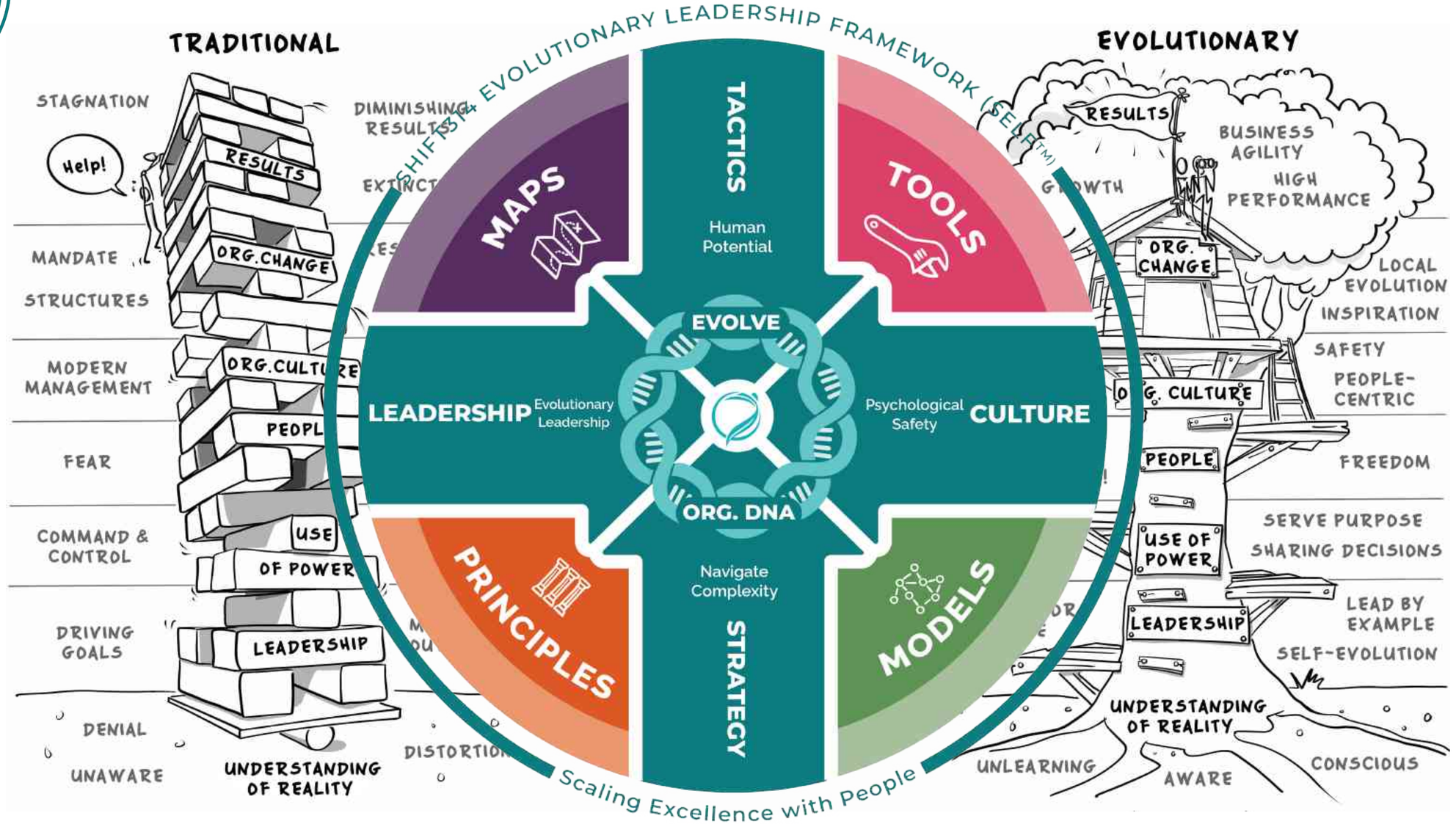
AWARE

CONSCIOUS

Anyone can be a Beacon of Culture

Continuing The Journey

SELF ™ Framework for High Performance



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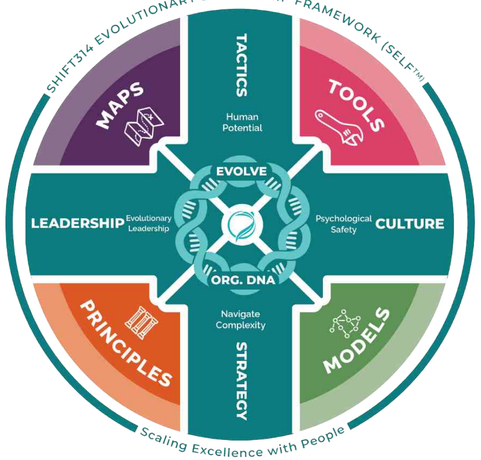

A Guide for Leaders

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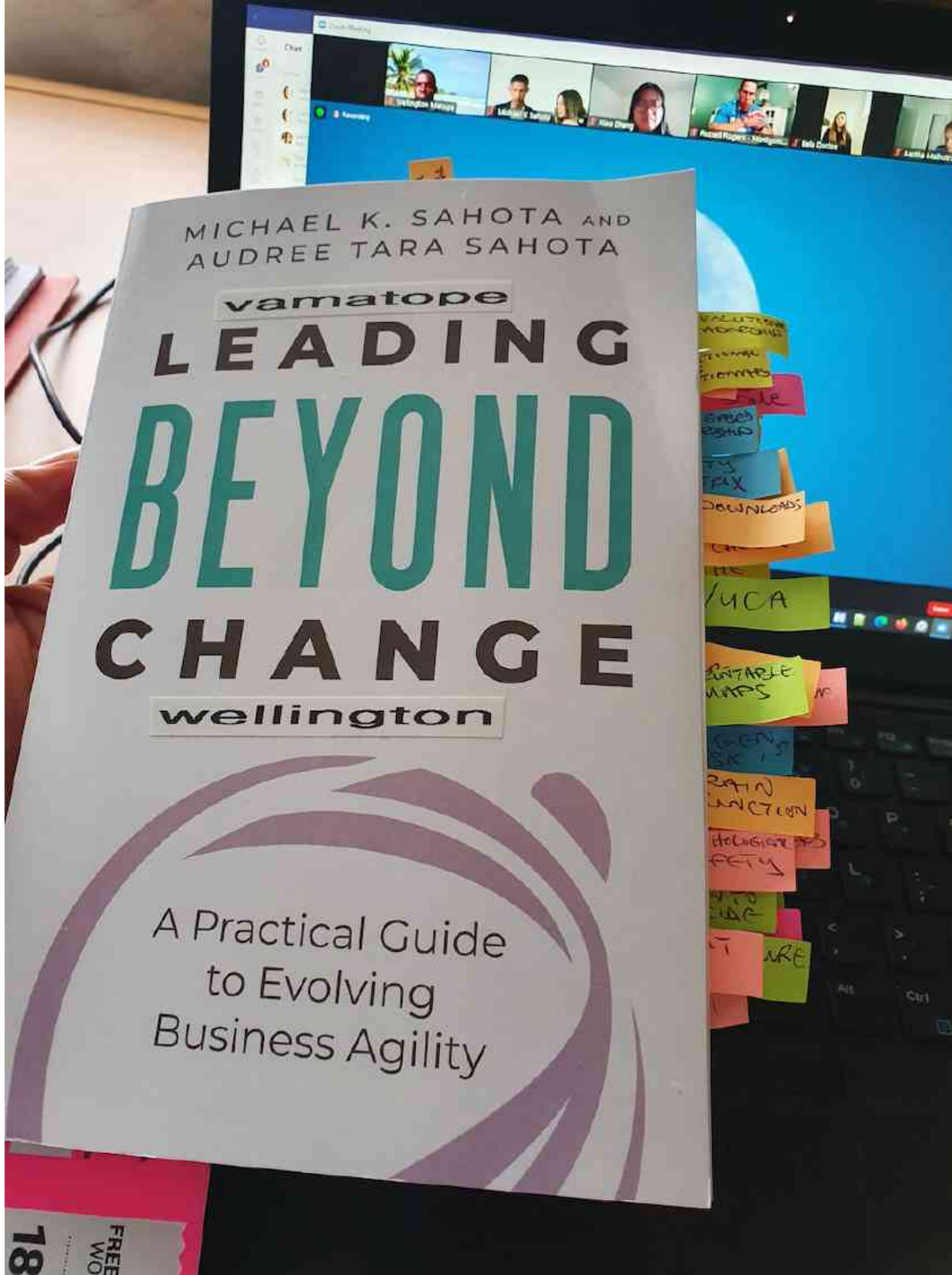
Get The Book



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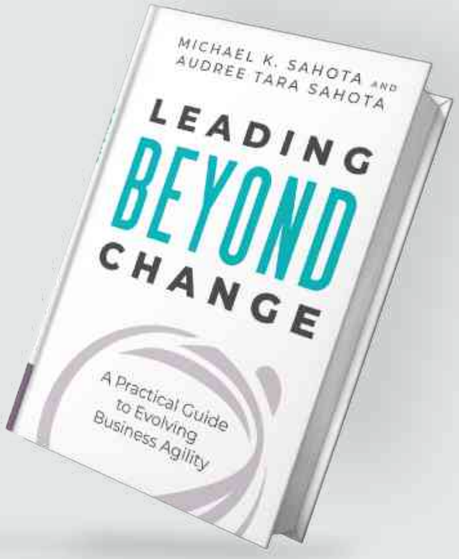
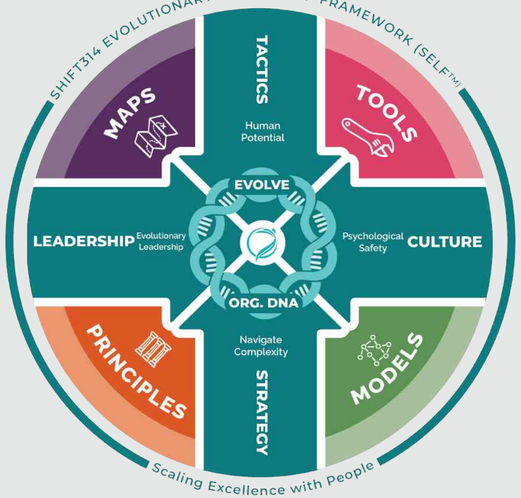
Certified Agile Leadership Training





Michael K Sahota, Audree Tara Sahota

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CAL Training

In Person: **Chicago**
Vienna, London, Istanbul
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Academy of Evolutionary Leadership

Audree Tara Sahota
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Academy

Immersive Residential Training
October 23 to 28, 2023
Boston, MA, USA

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