



敏 Agile Lean Leadership Appetizers

Agile Lean Leadership guides organizations to become resilient and create sustainable value for all stakeholders - through times of change; by being fast, reliable and innovative with a consistency of purpose.

Appetizer #1

This gives participants an understanding of what Agile Lean Leadership (ALL) is all about, the background and the benefits.

- Why is traditional management challenged these days?
- Why is the classic plan-driven Neo-Taylorist approach unhelpful now?
- Which set of values and benefits can be expected from ALL?
- What are the cornerstones and foundation that an ALL organization is built on?

Participants will have a deep appreciation of why ALL can reform organizations in the modern world, getting to a Team-of-teams structure, a network of Circles. We look at the the organizational relationship diagram and the master roadmap as key illustrations.

Appetizer #2

This second Agile Lean Leadership Appetizer gives participants a clear understanding of the practical details that can and should be addressed in organizations intending to introduce and use Agile Lean Leadership (ALL).

- How to design Teams that serve customers well?
- Using manifests to clarify Circles and relations
- How to delegate jobs to other Circles and how to escalate cross-team-cutting concerns
- How to scale up and down and working in different cognitive domains (Complex, Complicated, Obvious)
- The dual leadership of CO and XO (Product Owner and Scrum Master)

Agile Lean Leadership may seem intuitively plausible, but practitioners need patterns to follow, good practices that can serve as starting points for the various challenges, that will be encountered during such a transition.

Educational Program

- [#1 ALL – Introduction](#)
- [#2 ALL – Foundation](#)
- [#3 ALL – Executive](#)
- [#4 ALL – Practition](#)
- [#5 ALL – Teams](#)
- [#6 ALL – Specifications](#)

Follow the links and get inspiration to make a difference in the job, in society and for yourself.

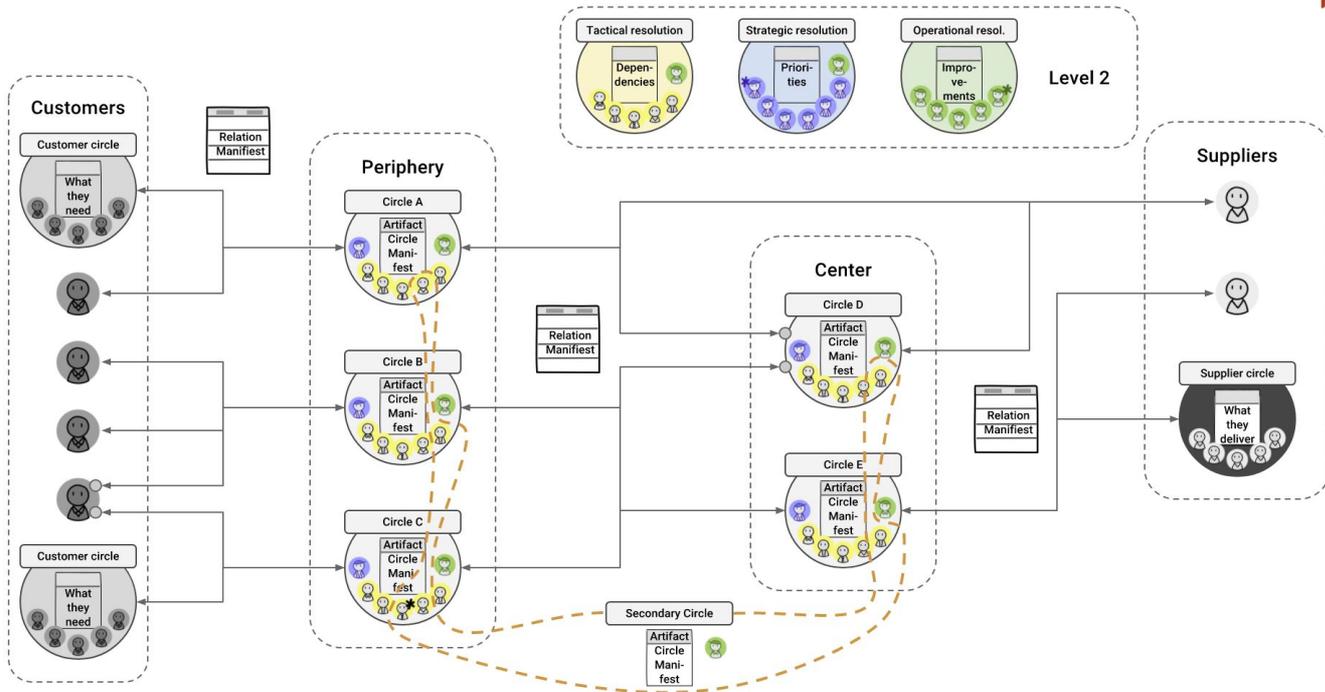


The Appetizers

One hour presentations with a deep-dive question and answer section afterwards for clarification of details.



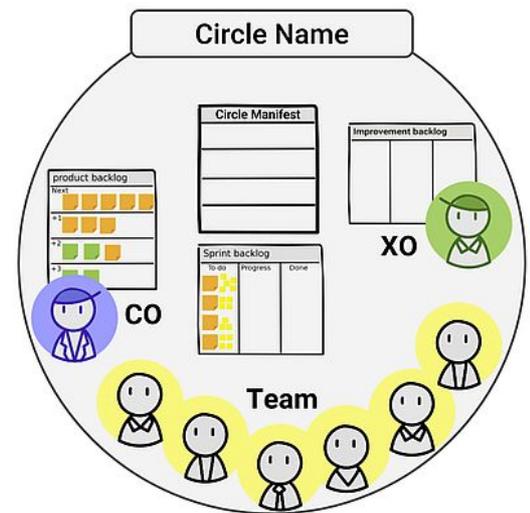
Kurt B. Nielsen



ALL, the Content

- **What's in it for us?** Why should leaders be concerned about scaling Agile and Lean out in the whole organization? What benefits does it bring? Is it worth the effort?
- **Leadership in Agile and Lean** – Understand the value of clear purpose and value; learn how to communicate these. Grasp how to create psychological safety and transparency, work with intrinsic motivation, push responsibility as far out in the organization as someone can carry it. Remove impediments.
- **Preconditions for the Agile and Lean organization** – First make it safe, then transparency must be in place. Everybody should willingly tell the truth and show the facts. All must be at work to discover threats and opportunities – a human sensor network. Mandate must be granted to people so they can adapt. Everybody should know what is expected of them.
- **The dual leadership principle** – Exemplified by the Product Owner and Scrum Master in Scrum. One with focus on the strategy; looking out, what should we do. One with focus on how we work together; looking in. This creates a balance.
- **Generalizing Teams** – into Circles, used throughout the organization to get jobs done sustainably and resiliently.
- **The organizational toolbox** – A set of patterns, tools and templates to facilitate good, working organizational structures. Analyze dependencies, response times and functional requirements of circles. Come up with structures that have high internal coherence and low external coupling.
- **The history of Agile Lean Leadership** – Tracing the history and development. There is a long and sound heritage.
- **Value based prioritization** – Learn to build Story Maps with milestones, perform Kano analysis and impact estimation to engage stakeholders in prioritizing strategically.
- **A road-map** – A set of practical steps that can be taken to start the process. How to achieve critical mass. Focus on the value creation; let other concerns be secondary.

“Leaders must establish common purpose and build trust within an organization.”
Stanley A. McChrystal



The generalized Team – the Circle – is the fundamental building block of the organization. It has the right mix of structure and freedom to be resilient and effective.

Read more about
Agile Lean Leadership here:
<https://tinyurl.com/yazl4xtf>