



1 Agile Lean Leadership - Introduction

This course is the entry point for understanding Agile Lean Leadership and Organization. The fundamental patterns and worldview in Scrum, Agile and Lean Thinking are comprehensively discussed, including the benefits and highlighting the difference to traditional management.

The Challenge

In the 20th century the industrial economy reigned supreme. Starting with F. Winslow Taylor and his Scientific Management, the industrial age gave the world unprecedented productivity and efficiency in mass production.

The changes were relatively slow compared to the present with its developments in communication and global competition.

Today most people are in a constant challenge of problem solving or adapting to new circumstances; a totally different approach than the rigid, reductionist and expert driven Neo-Tayloristic one. In some ways there is a brand new set of axioms at work, and in some ways it is a return to an earlier age, where man as a social creature is center-stage.

Introduction, the Basics

This Introduction course is for those who want a thorough introduction to and a solid foundational understanding for everything Scrum, Agile and Lean.

Participants learn the basics of why a team-based approach to problem-solving and innovation works, and what it takes of its participants. They learn to trust in team members' commitments and sense of responsibility and grant authority as far out in the organization as there is someone who can carry it. On the other hand they learn how radical transparency not only enables the knowledge sharing and innovation capacity, but also how it dampens the negative forces in human nature.

Complex assignments are much harder than obvious ones; Checklists and best practices are not enough. Everybody needs to develop a capacity to observe and learn by trying things out, not blindly but very thoughtfully, learning to understand the hitherto unknown territory we all seem to be moving into.

The learner is provided with a box of requisite tools, so that he has a better chance of using the right one in the right context.

Learning Objectives

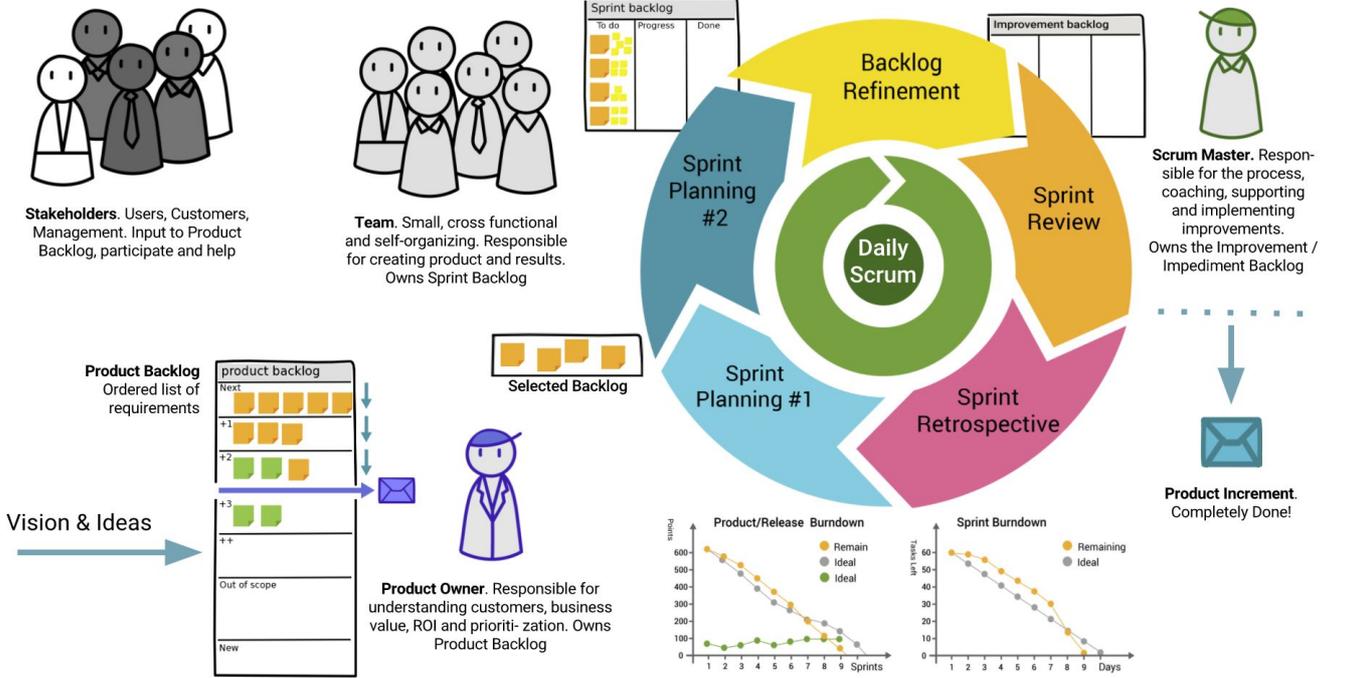
Agile Lean Leadership Context
Understanding why the plandriven approach doesn't work, another paradigm is needed for complex work. Seeing the background in complexity thinking and constant improvement. Challenges with the prevailing management paradigm.

Scrum and Agile Patterns
A thorough introduction to all the fundamental Agile and Lean patterns exemplified by Scrum. Understanding enabling constraints in the complex domain: Sprints, quality, roles, events and artifacts. Other types of work apart from projects and product development are addressed. Kanban is explained.

Predictability
Complex work is by nature hard to predict, nevertheless there are ways to systematically develop an ability to estimate based on fragmented knowledge. Methods are shown.



Kurt B. Nielsen

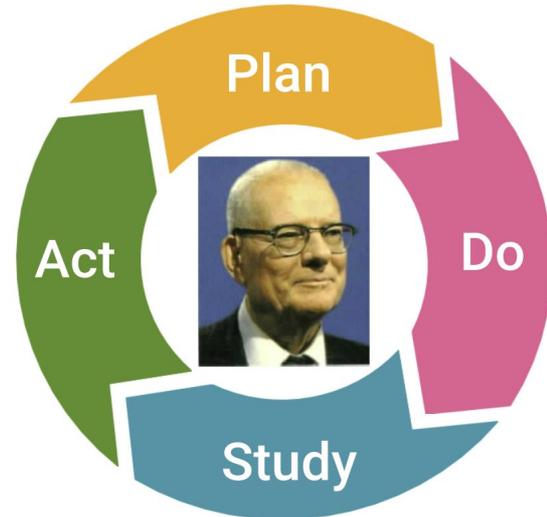


Agile Lean Leadership
The pattern for organizing for complexity

Introduction - Content

- **What makes people tick?** Why do some perform well and enjoy their work-life? A tactile exercise to get a handle on constant improvement, self-organization and flow.
- **Constant Improvement** – Empirical process control, The Deming PDSA Circle. Feed-forward and feed-back.
- **History of Agile and Lean** – Discussion of the Agile Manifesto, the Toyota Production System, Lean Thinking, the creation of Scrum, the Learning Organization, Lean Startup.
- **Complexity theory** – Cynefin and other models. Why much work in the modern world falls in the complex domain. Why traditional planning is insufficient to solve complex problems effectively. The failure of Neo-Taylorism, top-down control.
- **The Heart of Scrum and Agile** – The enabling constraints: Iterations (Sprints and cadences), clear definition of done. Clear roles, clear processes, radical transparency and disciplined reflection. Servant Leadership.
- **The Classic Agile Roles** – Clear responsibility and mandate:
 - The CO/PO: Captain, Product Owner, Commanding Officer or CEO; strategic responsibility, prioritization.
 - The XO/SM: Team Master, Coach, Executive Officer or COO; operational responsibility, servant leader.
 - The Team or staff members; responsibility for tactical, skilled execution and self organizing.
- **Retrospectives and constant learning** – Kaizen and Kaikaku, small steps and giant leaps. Disciplined reflection.
- **In Real Life** – Handling of unplanned, periodic and event-driven activities. Coordination with and delegation to other Teams, departments and suppliers. Escalation.
 - Kanban, workflow, limit WIP, visibility
 - Crisis handling, crews
- **Predictability** – its importance. Different Estimation methods, pros and cons, uncertainty. Building reliable and predictable sprints or cadences. An exercise in estimation.

"It is not necessary to change.
Survival is not mandatory."
W. Edwards Deming



The fundamental Scrum Sprint feedback loop rests on the same foundation as W. Edwards Deming's PDSA circle of constant improvement.

Read more about
ALL - Introduction here:
<https://tinyurl.com/yx9tysrj>