



## 2 Agile Lean Leadership - Foundation

This course shows the ambitious leader how Agile Lean Leadership (ALL) can transform an organization. All the necessary details, the Why, Who, What and When of such a transition are shown, including highlighting the difference to Neo-Taylorist management.

### The Challenge

Change in an organization is always hard. For decades the Neo-Taylorist, reductionist way of seeing an organization as a giant machine that can be programmed by the appropriate expert has been worshipped; most people regard the idea an undisputed fact. Alongside this idea the imperial leader emerged, either of the bureaucratic or the heroic type. The worst consequence of this is the resulting separation of thinking and doing; people's pride of workmanship and sense of autonomy is gone – sometimes also their sense of purpose.

Facing complex challenges, the organization has to reverse this tide and re-learn how to organize, adapt and survive with only fragmented knowledge and operate in uncharted territory.

Luckily the cure does not require rocket-science. The challenge can be met by unlearning the plan-driven thinking and returning to the trust and respect for skill and craftsmanship that existed before. The conservative bias is still there though to be fought.

### ALL Foundation, the Ground Rules

This ALL Foundation course assumes prior knowledge of Agile and Lean thinking. It is for people who have a Scrum Master or Product Owner certification or have taken ALL course #1.

A complete background for ALL is given; why it makes sense and why it is necessary. There is a substantial historical backdrop explaining how we got here and the present managerial situation, but also ample evidence of power of consistency in purpose and transparency. Common values and goals is the glue the keep an ALL organization together. A section is dedicated to the understanding of intrinsic motivation.

Participants learn about the values and the principles of ALL and are given patterns and building blocks so they can design their organizations in context, not a checklist to follow. Leaders must have deep domain knowledge of the areas they operate in and take responsibility for the organizations.

### Learning Objectives

#### Agile Lean Leadership Context

Understanding the history of leadership and management.

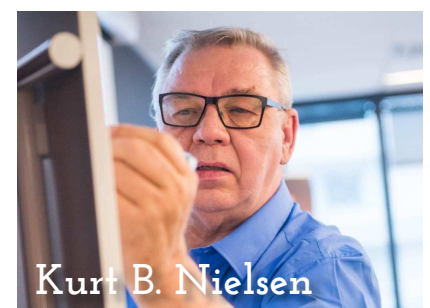
Understanding how complexity has to change our ways of working, including the antithesis to the prevailing Neo-Taylorist, plan and numbers-driven management paradigm. Understanding intrinsic versus extrinsic motivation.

#### ALL Values and Principles

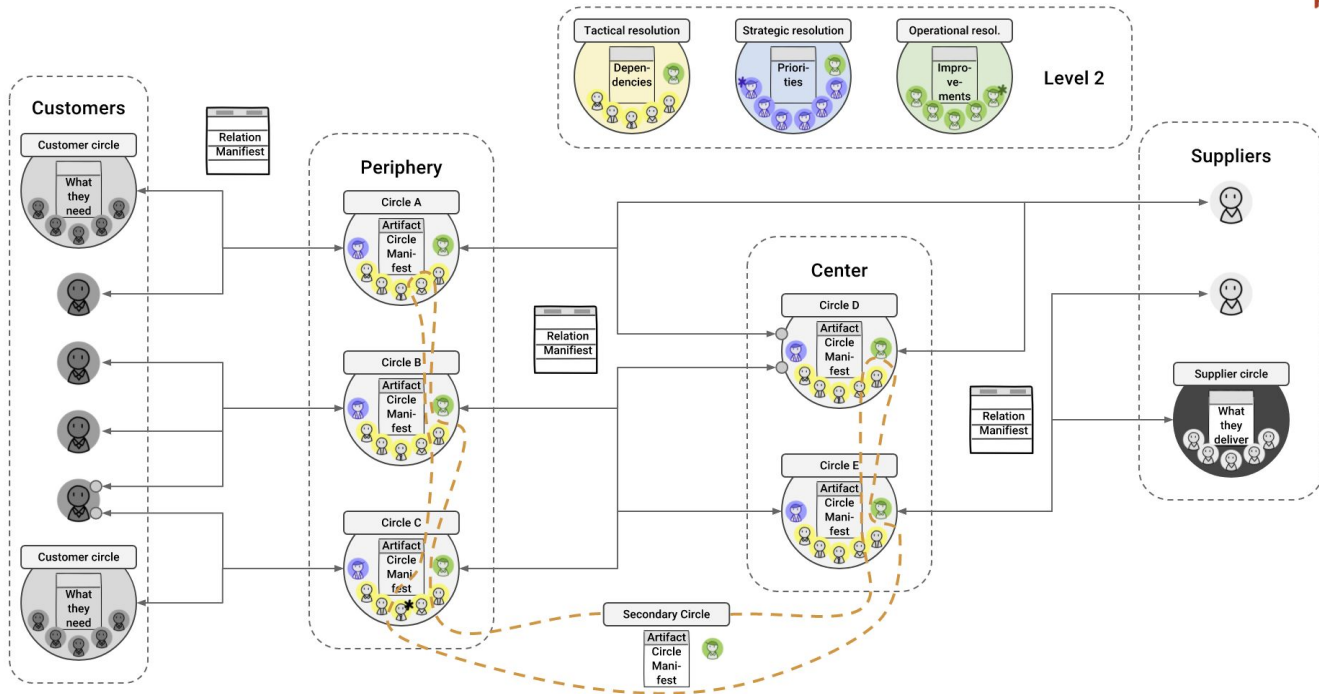
A deep understanding of the ALL pattern: Teams, Circles in different levels, manifests and relationships and why these patterns work. A deep understanding of the 4 values and 16 principles, and ability to apply them in context.

#### A Model ALL Organization

Principles and practices of organizational design. Starting from the periphery, where the real clients are and working towards needed service teams in the center. How to handle and escalate opportunities and issues.



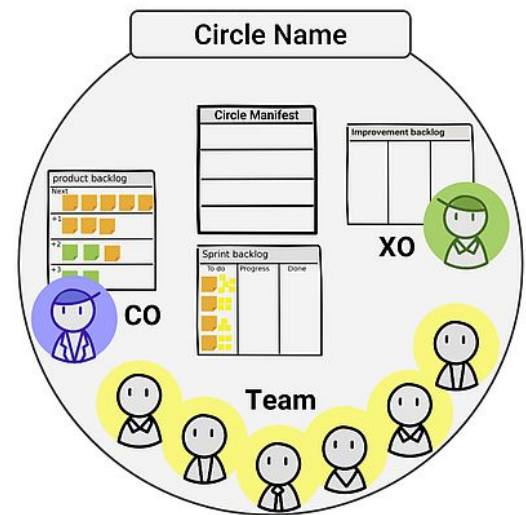
Kurt B. Nielsen



## 2 ALL - Foundation, Content

- **What's in it for me?** Reality check, the challenges and benefits of ALL, why is it a plausible way forward?
- **Complexity** – Theory, Cynefin in detail. How to use this in daily life and choose the right approaches in actual contexts.
- **The history of leadership** – How did we get here? The rise of Neo-Taylorism, the consequences. Where did all things Agile and Lean come from? Lean thinking, Scrum and Kanban, Systems Thinking, Beyond Budgeting, The Learning organization, the Beta Codex.
- **Intrinsic Motivation** – with checks and balances. People need a certain sense of purpose, autonomy and mastery.
- **Agile Lean Leadership, the 4 values and 16 principles** – Clarity of purpose, a clear vision. A clear line of sight to the customer, be clear on who is served and why. Leadership in complex domains, the organization as a complex organism. Binding people together with common goals and values, not rules and regulations. Focus on sustainability and resilience, keeping everything working through time and changes. Building psychological safety and leading for learning.
- **The ALL organizational pattern – Scaling Out.** Generalizing Teams into Circles with Relationships in a network. Focus on serving the customers, decision making and escalation.
  - The power of a hierarchy of Circles (Level 2 Circles or Teams of Teams) for Escalation and Resolution.
  - The power of guilds (Secondary Circles). Dealing with skill-based, cross-cutting concerns.
  - The power of manifests for Circles and Relationships.
  - The Organizational Relationship Map (ORM).
  - The dual leadership pattern, inherited from Scrum.
- **Scaling Up** (several Teams and one backlog) and **Down**.
- **A Model ALL organization is built** – A model ORM is built. Canvases are developed for the business case and the roadmap of introducing Agile Lean Leadership.

“The temptation to lead as a chess master ... must give way to that of a gardner”  
Stanley 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 both resilient and effective in complexity.

Read more about  
ALL - Foundation here:  
<https://goo.gl/KFkDvq>