4 Agile Lean Leadership – Practition

This course covers the core practical aspects of introducing Agile Lean Leadership (ALL) into an organization. Patterns and templates to be inspired from are presented and discussed. Sometimes if you want people to change behavior you have to give them tools that allow them to do so.

The Challenge

Any organizational change is hard; theory has to become practice very quickly in order to provide real sustainable benefits. Most people have heard so much talk and seen so many organizational changes in their careers, that they have a very healthy sceptic attitude to management fads. Many – also Agile – transformations have failed and fallen back.

If a transition to ALL is to succeed and be worth the effort, then it has to be outstandingly involving, authentic and transparent.

First of all, it requires someone willing to be the champion, the anchorman and the holder of the vision, and it cannot be an external consultant. Then, the purpose has to be very clear and real; do not try to manipulate or cheat here.

ALL Practition, the tools

This ALL practition course is for those leaders, who want to get a solid handle on templates, tools and patterns that can be brought into action when embarking on a transformation.

People do not change just by being told, they have to be shown. Behavior – and consequently culture – changes when people see the value in it, see a plausible way forward and believe that the challenge is possible.

Many people have contributed with workgroup methods, templates and ways of visualizing information. All this is collected in this course to provide the student with a comprehensive toolbox and the knowledge to use the tools so that when in a given context they can choose the requisite instrument to use.

Patterns are not checklists, templates are only guides and tools exist in an overlapping multitude. Every organization on the journey to agility, sustainability and resilience must dive into its own context and choose their initiatives carefully out of respect for this context.

Learning Objectives

Agile Lean Leadership Context
Understanding the practical implications of the prevailing management Neo-Taylorist paradigm versus ALL. Being able to address the ethical dilemmas.

Leadership
An insight into different tools and workgroup methods that enable the leader to have the best possible intelligence of the present.
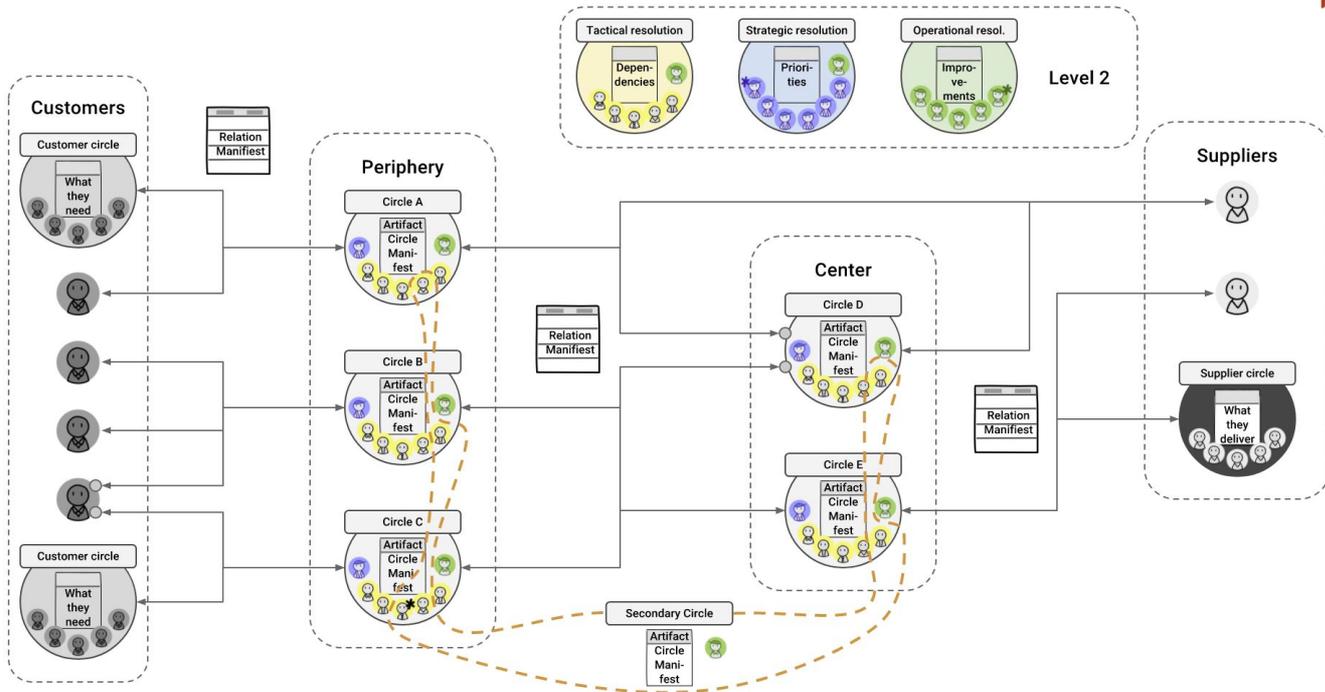
Organization
A collection of patterns, tools, practices and templates that can be deployed under the right circumstances. A collection of examples of how others have solved challenges and exploited opportunities.

Change
Understanding the mechanisms that make people in an organization willing to try to change. The importance of psychological safety and disciplined reflection.

Kurt B. Nielsen

ALL The Organizational Relationship Map

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Customers — Customer circle — What they need — Relation Manifest

Periphery — Circle A — Artifact Circle Manifest — Circle B — Artifact Circle Manifest — Circle C — Artifact Circle Manifest

Center — Circle D — Artifact Circle Manifest — Circle E — Artifact Circle Manifest — Relation Manifest

Secondary Circle — Artifact Circle Manifest

Level 2 — Tactical resolution — Dependencies — Strategic resolution — Priorities — Operational resol. — Improvements

Suppliers — Supplier circle — What they deliver

Customer circle — What they need

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4 ALL - Practition, Content

- **What is the real difference?** Highlighting the implications of the Neo-Taylorist approach versus ALL. Describe in own words the differences and how to spot the status of the organization in practice. The ethical dilemmas:
    - Wicked problems. Exploitation or sustainability?
- **Concrete tools for the Leader** – How can the leader get a reasonable understanding of the present and the evolutionary potential therein and monitor the development?
    - An ALL Canvas for the situation at hand, is produced.
    - The Future Backwards exercise, understanding the present; what will move in the desired direction?
    - Cynefin assessment. Individual evaluation – in which domain are people comfortable and can contribute?
    - Templates for working with complex challenges.
    - Value and Impact estimation. Value follow up.
- **Organizational tools and templates** – Organizational canvas and Relationship diagram. Circle and relationships manifests, different examples. Various blackboard templates for investigation and problem solving. Roadmaps at large.
- **Organizational patterns** – Patterns are helpful ideas that can be used as scaffolding, when applying ALL values and principles in context. Contracts, employment etc.
    - A mix between planned and event driven work
    - Crisis, sudden drops into Chaos, crews, re-teaming.
    - ALL Adaptor pattern for incomplete transitions
- **ALL in an imperfect world** – Often it is not possible to have the perfect Team, supplier or complete ALL transition:
    - Team Members pulled out for other work.
    - Dependencies on outside experts or other resources.
    - Too few, immature or demotivated Team members. Patterns for conflict resolution.
- **Change** – in behavior, driven by clear purpose, useful tools, psychological safety and submitting to transparency.

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"Nobody changes by being told, they have to be shown!."
Timothy Keller

Prerequisite for this course is
#2 ALL Foundation or
#3 ALL Executive.

Tactical resolution — Dependencies — Operational resol. — Improvements — Strategic resolution — Priorities

The Circle, the Roles and the Level 2 Circles (sometimes called Team of Teams) provide the mix between hierarchical structure and local freedom enabling innovation.

Read more about
ALL - Practition here:
https://goo.gl/MM8nzA

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