Becoming an Agile Leader

Ralph van Roosmalen and Kurt Bittner

July 24, 2019

SCRUM PULSE

Quick Guidelines

- Your microphones will be muted throughout

- Please ask questions!

  - Type questions into the webinar questions box:

  - Type comments into the webinar comments box:
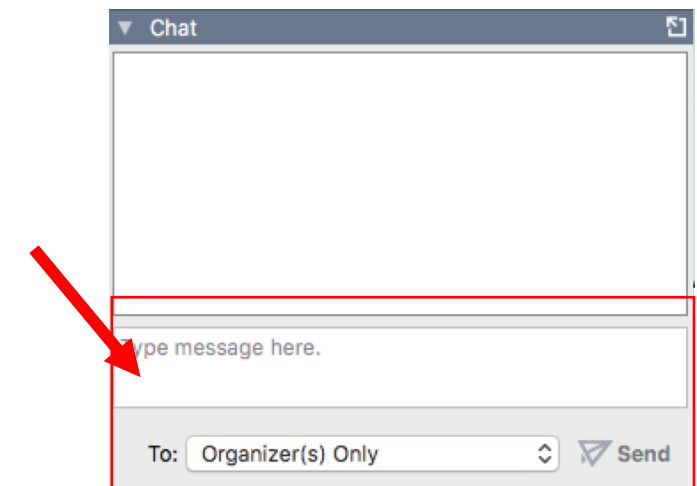
About Ralph van Roosmalen

- 22+ years experience in Management and Agile, focused on Tech Companies
- Management 3.0 Facilitator, Practitioner and Content Creator
- Author of the book "*Doing It – Management 3.0 Experiences*"
- Team Member / Guardian of the Content / CEO @ Management 3.0
- 44 Years, The Netherlands (not Amsterdam ;))

- More information https://www.linkedin.com/in/ralphvanroosmalen/

Scrum.org
The Home of Scrum

About Kurt Bittner

- 37 years experience in finding new ways of working across a wide variety of industries
- Experience leading product development organizations
- Primary author of four books, contributor to many more
- Contributor to Scrum.org's leadership offerings
- Lives in Boulder, Colorado

- More information https://www.linkedin.com/in/kurt-bittner-882b203/

Who Is Scrum.org?

Training

Certification
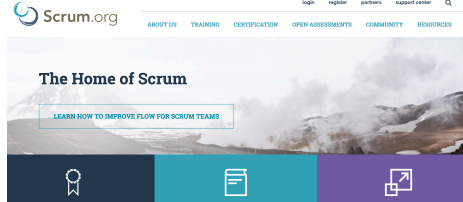
Founded by Ken Schwaber Co-creator of Scrum
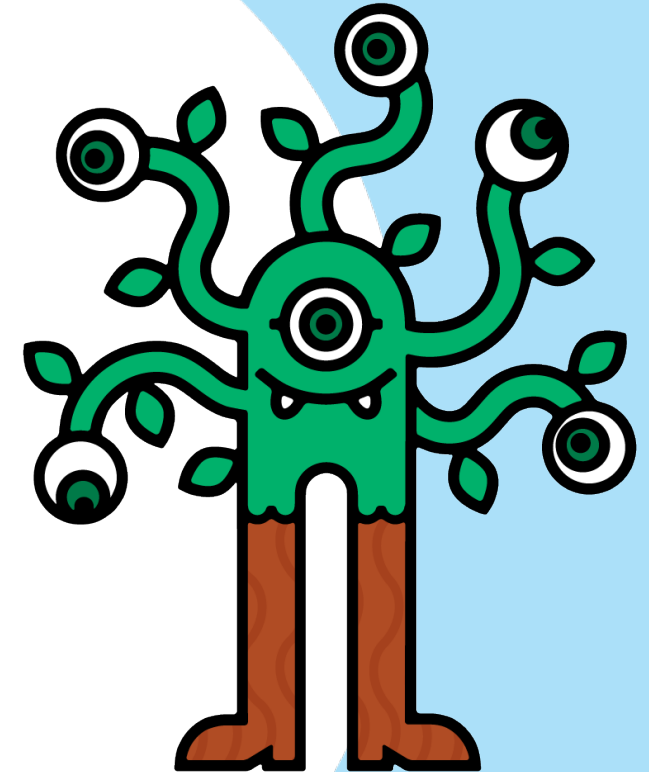
Founded by Jurgen Appelo.

Based on the book Management 3.0 – Leading Agile Developers, Developing Agile Leaders.

Two-day Management 3.0 Foundation Workshop
Supporter Community

CERTIFIED
MANAGEMENT 3.0
ATTENDEE

CERTIFIED
MANAGEMENT 3.0
PRACTITIONER

CONTENT
MANAGEMENT 3.0
CREATOR

25.000+ Certified Attendees & 430+ Licensed Facilitators Worldwide

Managers are not mentioned in the Scrum Guide. Does that mean that managers aren't need by a Scrum Team?

Scrum.org
The Home of Scrum

What does it mean to be an agile leader?

Scrum.org
The Home of Scrum

Why would a manager want to give up their traditional authority to help a team grow?

What's in it for them?

Leading in a hybrid world

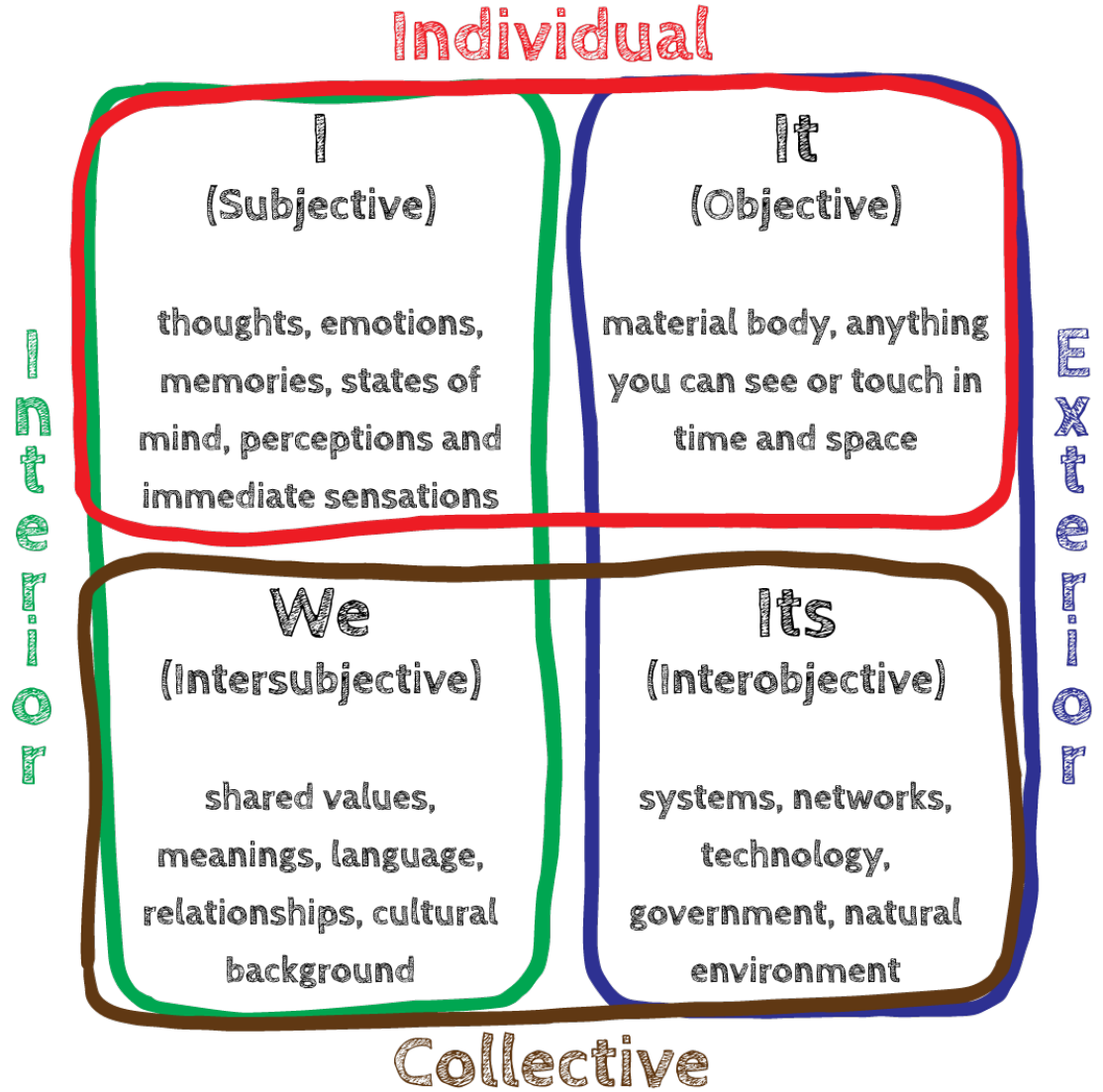Traditional world:
Plan-driven and Top-down

Empirical world:
working in the Complex Domain
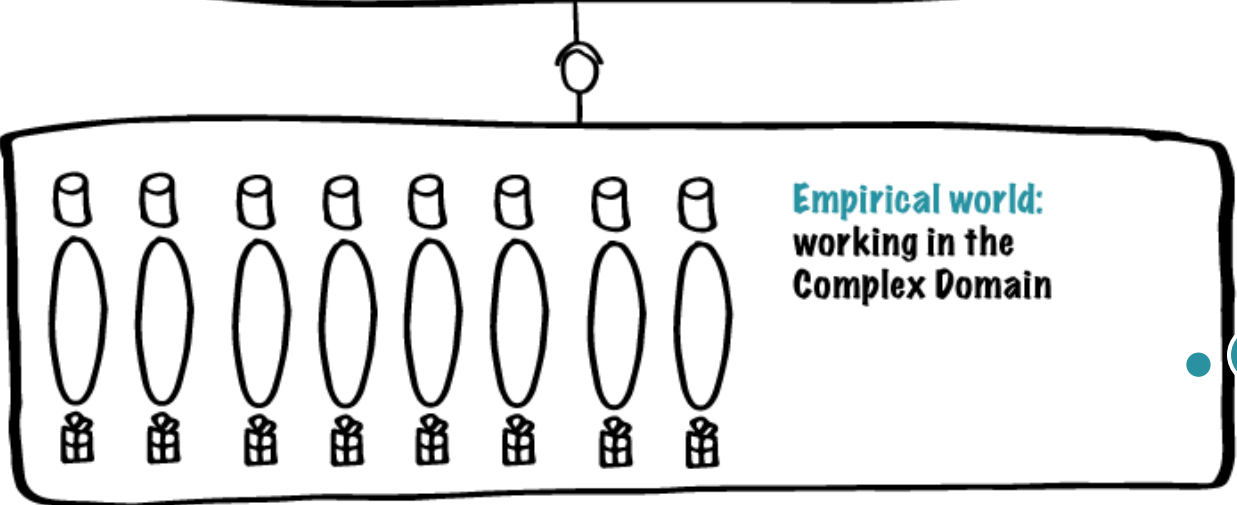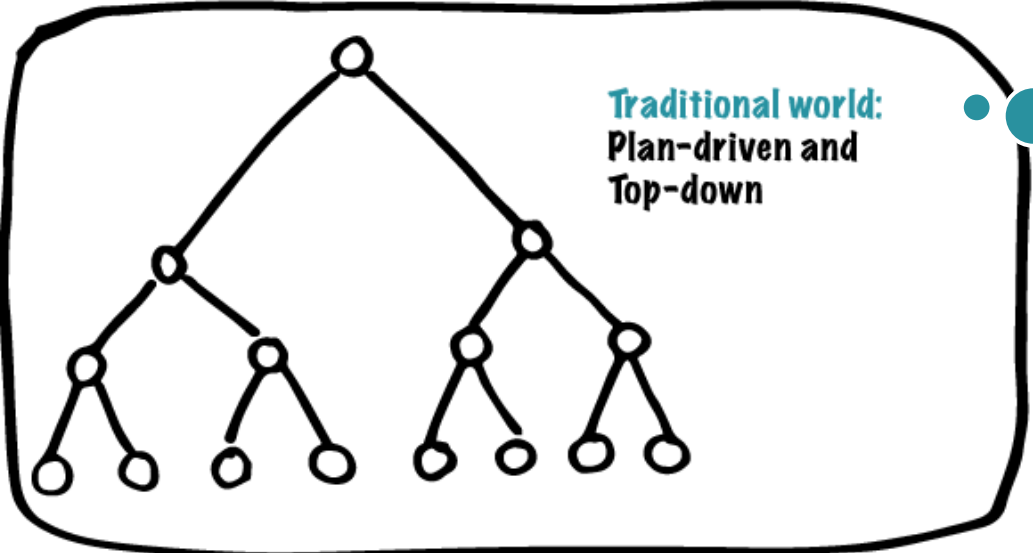
- What makes my organization successful?
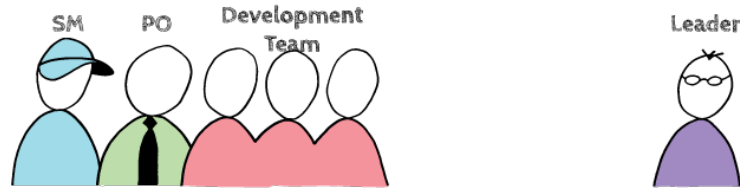- What does my organization/manager need from me as a Leader to achieve this success?

- How does Agility fix typical issues in the Complex Domain?
- How to support Agile teams to self-organize?

Focus Areas of an Agile Leader

Agile Maturity Is a Result of Role Maturity

Maturity	Results	How the Scrum Team operates	How the Leader operates
5	Great	**Leading** Continuously taking instant, appropriate decisions. Without the need for rules\–monitoring. Following the Greater Goal	**Leading** Providing a Greater Goal (based on passion, greatness and economics) and relentlessly following this greater goal
4	Good	**Shaping** Continuous reshaping rules. Delivering value, based on conscious feedback. Following principles\vision\intuition	**Mining** Providing a vision & mission Connecting people to the mission Collecting feedback to find a Greater Goal
3	Decent	**Contributing** Co-creating guidelines & delivering goal-driven results	**Involving** Coaching, mentoring & challenging people Stimulating continuous feedback & improvements
2	Mediocre	**Interpreting** Following Guidelines with situational experience	**Advising** Providing Guidelines & room to experiment. Advising and Consulting people
1	Limited	**Complying** Following rules and instructions	**Controlling** Providing Rules, training\instructing people & keeping them compliant

Scrum.org
The Home of Scrum
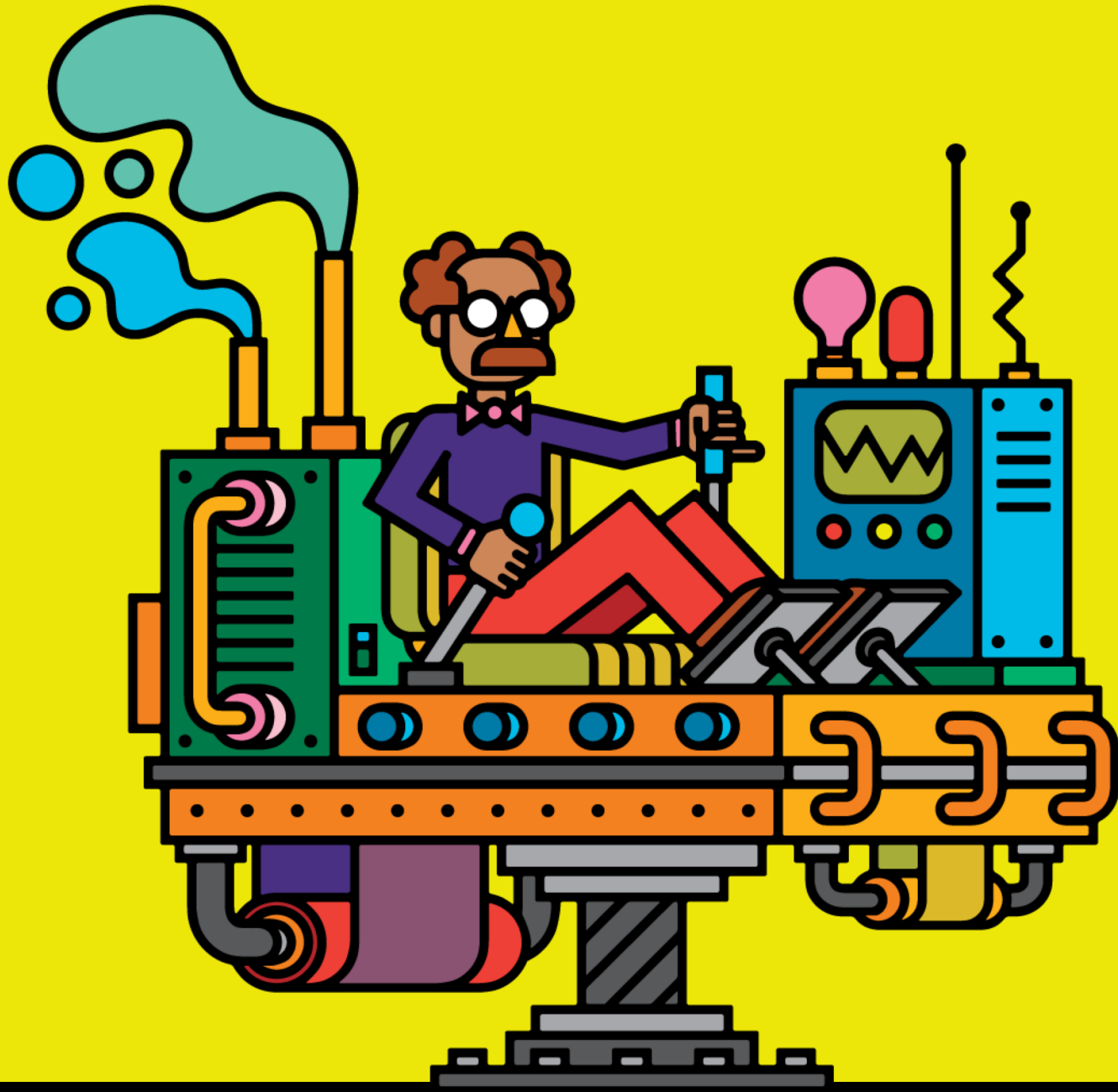
For many organizations, a common practice is that they are managed like machines. We call this **Management 1.0**. In this style of management, leaders assume that improvement of the whole requires monitoring, repairing, and replacing the parts.

In a **Management 2.0** organization, everyone recognizes that "people are the most valuable assets" and that managers have to become "servant leaders". But, at the same time, managers prefer to stick to the hierarchy.
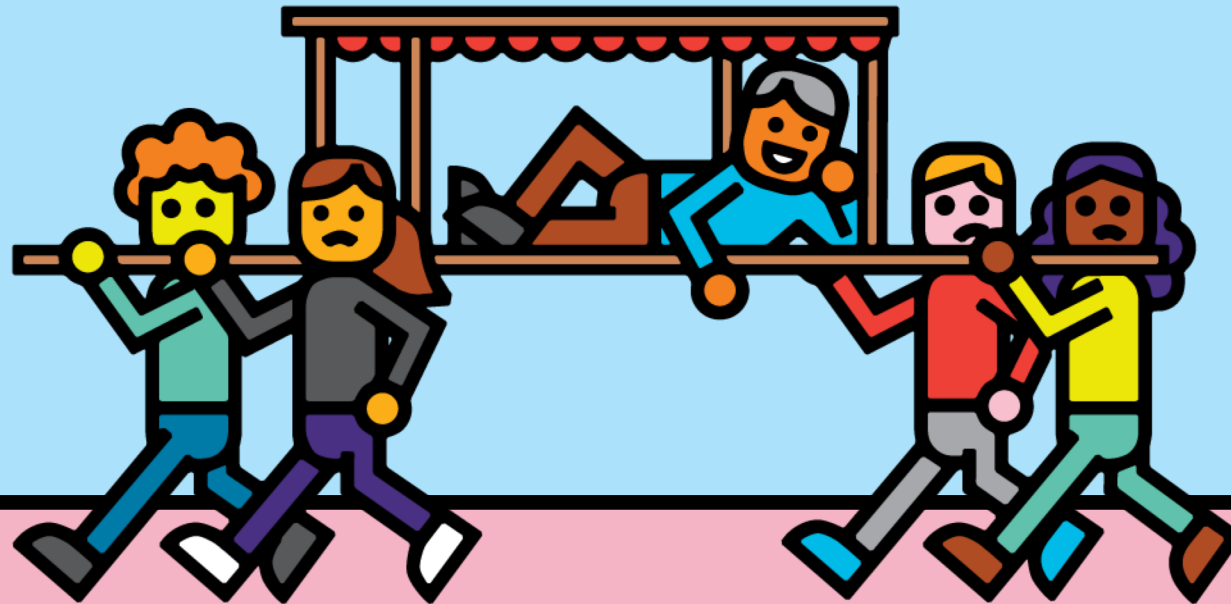
Some people think of an organization as a community or a city. You can do what you want, as long as you allow the community to benefit from your work. We call that **Management 3.0**.

The Management 3.0 model
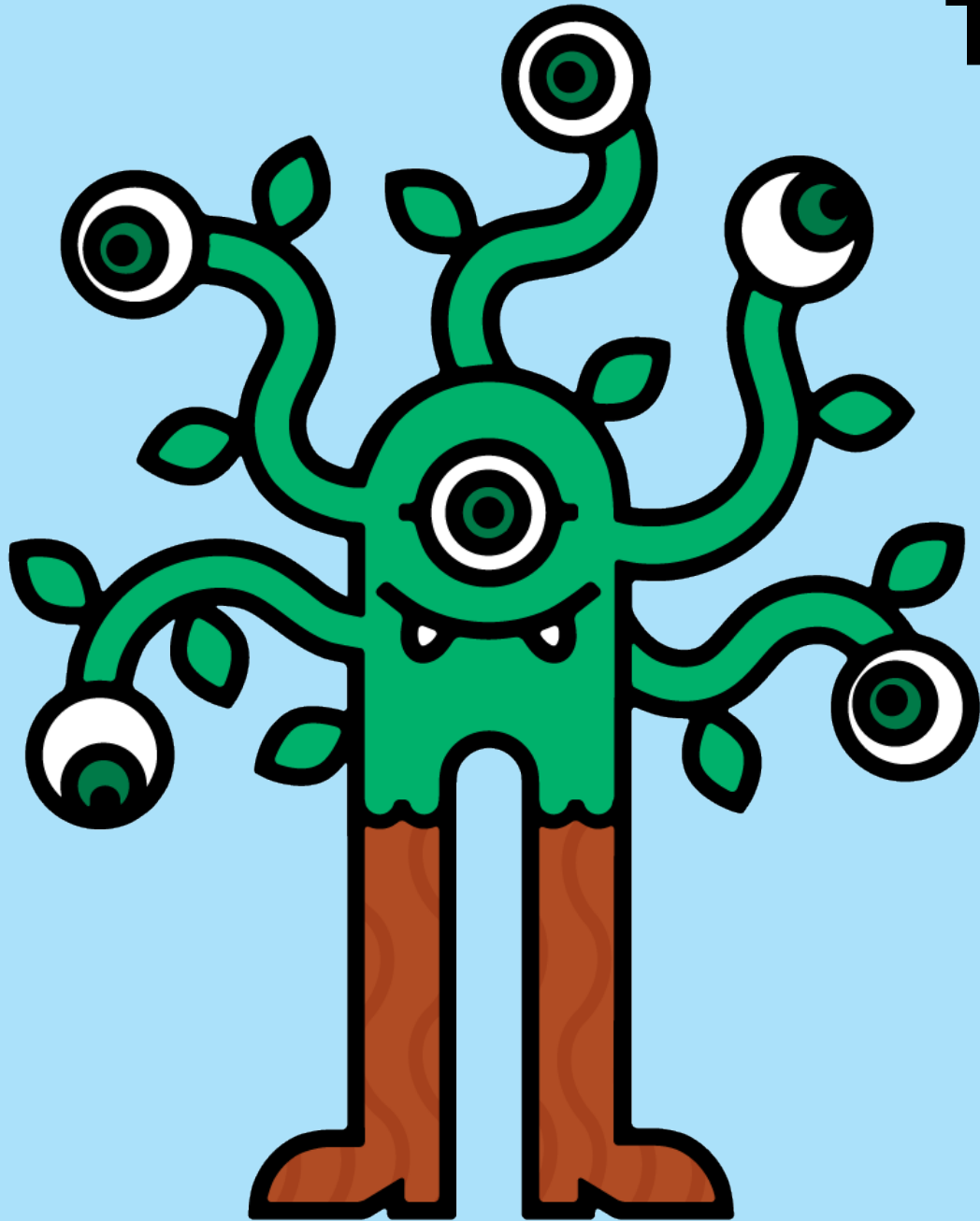
1. **Energize People**
2. **Empower Teams**
3. **Align Constraints**
4. **Develop Competence**
5. **Grow Structure**
6. **Improve Everything**

Continue Your Learning – Learning Paths

- Scrum.org now has learning paths on our website for Scrum Master, Product Owner, Leadership and Development Team Members

- Provide structured guides to help you understand the roles of the Scrum Master/Product Owner with a way to continue learning on your journey

https://www.scrum.org/pathway/scrum-master

https://www.scrum.org/pathway/product-owner-learning-path

https://www.scrum.org/pathway/team-member-learning-path

https://www.scrum.org/pathway/agile-leader-learning-path

Become Management 3.0 Supporter

- **Access to Management 3.0 Community**
- **Access to all Downloadable Games**
- **Access to free books**
- **Access to all Foundation Modules**
- **Access to Mind Settlers platform**
- **Country specific fees**

https://management30.com/supporter/

When you attend Two-Day Management 3.0 Foundation Workshop you receive the Certificate of Attendance.

This will **qualify you to become a Licensed Management 3.0 Facilitator** to give workshops like this!

Learn more at
https://management30.com/facilitators/licensing/

Connect with Management 3.0
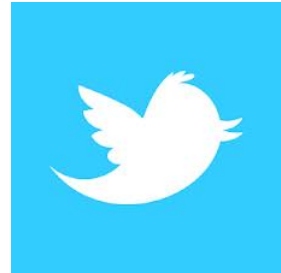
management30.com
info@management30.com

MANAGEMENT 3.0

Connect with the Scrum.org community

Forums
Scrum.org
/Community

Twitter
@scrumdotorg

LinkedIn
LinkedIn.com
/company/Scrum.or
g

Facebook
Facebook.com
/Scrum.org

RSS
Scrum.org/RSS

Scrum.org | Blog
Insights from Scrum.org's community of experts

SCRUM PULSE
A free monthly webcast by Scrum.org Professional Scrum Trainers addressing common challenges faced by the software profession.

Scrum.org
The Home of Scrum

Thank you!