Adaptive Leadership Workshops

EQUIPPING LEADERS & MANAGERS TO SCALE BUSINESS AGILITY

THE CHALLENGE
Traditional Agile

The most successful strategies for company wide agility and continuous innovation enable cross-functional teams to use lightweight tools that are contextually calibrated to the products and services they are developing.

In reality, implementation of Agile teams creates a barrier and teams find themselves actually working in conflict with the rest of the organization. To make matters worse, Agile doctrine questions the need for middle management, advocating for a flat organization composed of self-managed teams.

This threatens the bench strength of large corporations, removing the talented managers that are being schooled to take the leadership reins and sustain growth and innovation.

THE ADAPTATION
Management Agility

The journey to corporate agility requires management to take the time to understand their organizational culture, the teams and networks that create the value chain, how to collectively define new behaviors and norms, and learn a few simple concepts to navigate the changes ahead.

This guaranties their ability to be advocates and leaders of change, ensures they support agile teams, and collectively build the roadmap to the Agile Enterprise.

gearstream

KEY LEARNING MODULES

Adaptive Leadership Workshops

Enterprise Agility that Drives Value

This session describes the five stage journey companies take on the road to becoming an Agile Enterprise. Managers explore the characteristics of their organization and how culture and learning impact the work of leadership and management. The difference between Agile (a tool) and agility (a means of creating value, collaboration, and innovation) is clarified and managements role in the adaptive change process discussed.

Balcony and Dance Floor Views

Managers must work independently and collectively from two distinct perspectives: the Balcony (strategic, business focus, medium-long term patterns, big picture) and the Dance Floor (tactical implementation, immediate time frame, problem and opportunity focused, practical solutioning). Being able to identify the perspective needed, hold the necessary conversations, and make appropriate decisions are necessary for Portfolio and Program teams to function effectively.

Leading with Agility

Management agility requires learning and using multiple leadership style, chosen for the situation. Managers are presented with the common corporate leadership style (Pacesetting) and taught the Inclusive style to begin their journey of leadership development. Critical to leading at the Portfolio and Program level is the managers' ability to make sense of complexity and open the way for rapid change (agility) without the undesirable aspects of disruption. This session also explores Middle-Up-Down Management, the requirements for high performing teams, and the difference between Tangible and Intangible Results.

Teaming & T-shaped People

This session contrasts teams (the physical group that gathers) and teaming (the skills that allow that group to function effectively). We also introduce the concept of the working surface, the point at which actual work is performed. Managers in an Agile enterprise need to understand who is creating this surface and the work they are achieving to know how best to leverage organizational structure, knowledge, and expertise. We also discuss the idea of T-shaped people, individuals who have deep mastery/skill AND breadth of knowledge and experience. In their teams, participants explore how they can develop T-shaped people in their organization.

Technical & Adaptive Challenges

Challenges of adopting Lean-Agile practices and processes are often treated as only technical, which significantly reduces the options for solving problems and making decisions. When challenges are recognized as technical, adaptive, or mixed, managers and teams can respond appropriately to the different challenges they present. Participants learn to diagnose, probe, and course-correct to shape the situations they face, then to amplify or dampen as a means of directing action. They practice these skills by exploring challenges they currently face.

Manager as Coach

Managers and leaders in the Agile enterprise are coaches more than commanders. The emphasis of this session is on stepping back, pausing to allow others to think, and acting using inquiry. It builds on concepts learned in other modules and applies them using a conversational continuum that divides conversation into three distinct ways of communicating to produce different results. Participants work in pairs and practice a coaching conversation involving a real situation with supplied questions that can be used in their daily work.