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Agile Leadership vs. Conventional Leadership

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Agenda

1. Introductions and Expectations
2. Overview of Leadership
3. Agile Leadership
4. Transforming from Conventional to Agile Leadership
5. Quiz
6. Summary / Q&A

Your Expectations

What are your expectations from this webinar?

Go to [menti.com](https://www.menti.com) to answer



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PMP, RMP, ACP, CSP, SPC4

- CEO/Consultant since Dec 2011
 - Agile Transformation/Coaching/Adoption
 - Enterprise Agile Coach @ IBM
 - Project Management/Process Improvement Consulting and Training Products for Project and Agile Professionals
 - Essential Gear for Project Managers
RefineM.com/products/essential-gear-for-project-managers/
 - PMP Exam Simulator
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- 20+ years of successful project leadership
 - Successfully led hundreds of projects of all sizes
 - Recovered many projects, saved millions of dollars
 - Implemented numerous process improvements
 - Coached/mentored hundreds of PMs and executives
 - Board member of SWMO PMI Chapter (2008-2014)

Helping organizations
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management capability
into a **competitive
advantage**

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What's New at RefineM

Upcoming Free Webinar & Trainings	Date
2021 Project Management and Agile Year in Review	Dec 01
2022 Project Management and Agile Trends	Jan 05

RefineM Products	Self-Paced Online Training
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What Is Leadership?



- Your Thoughts
- Definitions of Leadership
- Leadership vs. Management

Survey Question

What is leadership?

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What is Leadership?

- Difficult to define because of varying expectations
 - ✓ “The only definition of a leader is someone who has followers.”
–Peter Drucker
 - ✓ “Leadership is the capacity to translate vision into reality.”
–Warren Bennis
- Wikipedia: “the ability of an individual . . . to ‘lead’ or guide other individuals, teams, or entire organizations”.

Sources:

1. Wikipedia (2016). “Leadership.” *Wikipedia*. Accessed 10 July 2016 from <https://en.wikipedia.org/wiki/Leadership>
2. <http://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership/2/#44437d77e825>

What Do Leaders Do?

- Get results
 - If leaders don't get results, why have leaders?
- Provide inspiration and motivation
- Align team to a vision

What else?

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.

Who is a Leader? Who is a Manager?

A Leader:

1. Sets vision
2. Aligns people to that vision, and
3. Inspires and energize people

A Manager:

1. Plans work
2. Organizes people
3. Solves problems



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Managers vs. Leaders

Managers	Leaders
Help teams cope with complexity	Help teams cope with change
Set plan and budget	Set vision and direction
Organize and staff team	Align team to vision
Solve problems	Inspire team

What else?

What Is Agile Leadership?



- Your Thoughts
- Definitions of Agile Leadership
- Context of Agile Leadership
- Agile Leadership Behaviors

Agile Leadership

What does "Agile Leadership" mean to you?

Use [menti.com](https://www.menti.com) to answer

Agile Leadership - Definitions

1. *“True Agile Leaders . . . are inclusive, democratic leaders who exhibit a greater openness to ideas and innovations.”* –Center for Agile Leadership
2. *“An agile leader is a person who fosters agile ways of thinking and working, creates an environment where teams can do their best work, and champions agile throughout their organization.”* – Vitality Chicago
3. *“The Agile Leader is one who adapts.”* – AgileBusiness.org

Agile Leadership Context



Making Customer Satisfaction as #1 Priority

1. Ensure customer needs are at the top of the list
2. Empower customer to engage with team
3. Make customer feel like a partner



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Leading With Agile Prioritization

1. Make sure prioritization is done in Agile manner, backlog items ranked 1 to "n" (not high, medium low)
2. Make sure highest-value items are delivered first
3. Make sure customer validates priority
4. Make sure team has clarity on priority
5. Make sure product owners for each team are skilled and trained to prioritize in the right manner



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Creating Self-Managed Empowered Teams

1. Let the "control" go
2. Servant leadership – remove barriers
3. Encourage team to solve problems – don't take the ball away
4. Manage the work, not them – prioritize it and let the team figure out how to deliver it



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Creating a Safe Environment

1. Create an environment where people can talk freely
2. Embrace facilitator role – let team lead
3. Make sure everyone's voice is heard in standups, reviews and retros



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Welcoming Changes

1. Ensure team has a mindset of welcoming changes, all the time
2. Make sure customers agree with updated priorities based on the new changes



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Fostering a Culture of Transparency

1. Create a culture of "everyone knows what's going on"
2. Make sure everyone feels empowered to share concerns
3. Encourage use of information radiators to communicate progress



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Cultivating Servant Leadership

1. Be a leader with no "control"
2. Facilitate not manage
3. Help team solve problems – but don't take the ball
4. Make sure you are helping, not hindering, the team



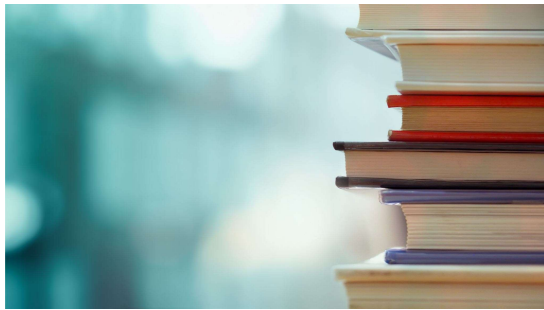
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Transforming from Conventional to Agile Leadership

Conventional Leadership	Agile Leadership
Prioritize as High, Medium, Low	Prioritize as 1, 2, ...n
Command and control	Empower teams to be self-managing
Managing People	Managing work
Shared resources	Fully dedicated end-2-end teams
Focus on higher utilization	Focus on higher throughput

What Conventional Leaders Should Unlearn to Be Agile Leaders



- Controlling behaviors
- Managing Teams/people
- Conventional prioritization
- 100% Utilization/shared resources

Anti-Agile Leadership Behaviors

What anti-Agile leadership behaviors have you observed in your organization?

Use [menti.com](https://www.menti.com) to answer

Conclusion

1. Going from conventional to Agile leadership requires shifts in thinking and doing
2. You need to start with yourself and work out to your teams and the organization
3. The reward is Agile leadership that helps produce value faster and helps teams grow faster.

Start your Agile Leadership journey today

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Quiz

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Winner gets free access (100% discount) to one of RefineM's products of their choice

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3. Agility Assessment – 3 months (\$99)
4. PDU Bundle – one month (\$39)
5. Agile Fundamentals self-paced online course (\$100)
6. PM Fundamentals self-paced online course (\$100)

RefineM's Next Lunch and Learn

- ***2021 Year in Review***

- ✓ What happened this year in Agile and project management?
- ✓ What do you need to know to stay ahead?

- ***Wednesday, December 5, 2021, 12:00-1:00 PM EST***

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1. **Log in to ccrs.pmi.org and Click on “Report PDUs” link.**
2. **Click “Courses and Training” and Input the following:**

PDU Claim Code	3990BIPFZM
Activity Name	<i>“Agile Leadership vs. Conventional Leadership”</i>
Provider	“RefineM LLC”
Date Started/Completed	November 3, 2021
Contact Person	NK Shrivastava
Contact Phone	(417) 763-6762
Contact Email	Trainings@RefineM.com
PDUs	1.00 Leadership.
3. Check “I agree this claim is accurate” box and then Submit.	

**Please claim your PDU by end of November 2021.
Claim code will be retired after that date.**

Questions?

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Agile Fundamentals	Jan 18
PMI-ACP® Exam Prep	Jan 18
Agile for Waterfall/Operational Work	Nov 19
Project Management Courses	Over the Web
Project Management Fundamentals	Jan 11
PMP® Exam Prep	Jan 24-28
Leadership Courses	Over the Web
Agile Leadership	Jan 13
Leadership Skills for Project Managers	Jan 28

