



THE CORRIE PARTNERSHIP
LIMITED

Supporting Agile Leadership from the C-Suite down

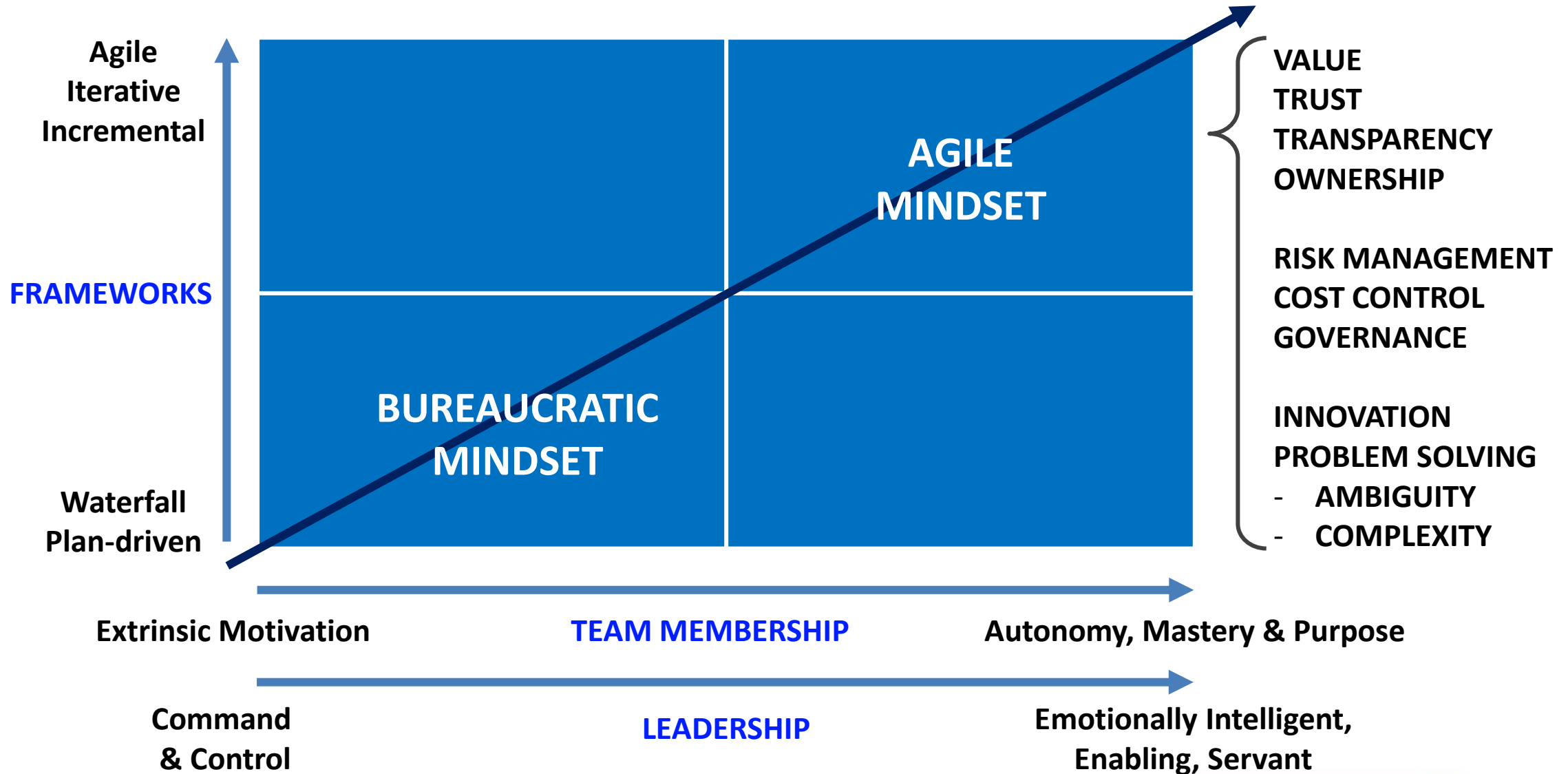
THE ART OF LEADERSHIP IN THE AGE OF AGILE

The Art of Leadership in the Age of Agile

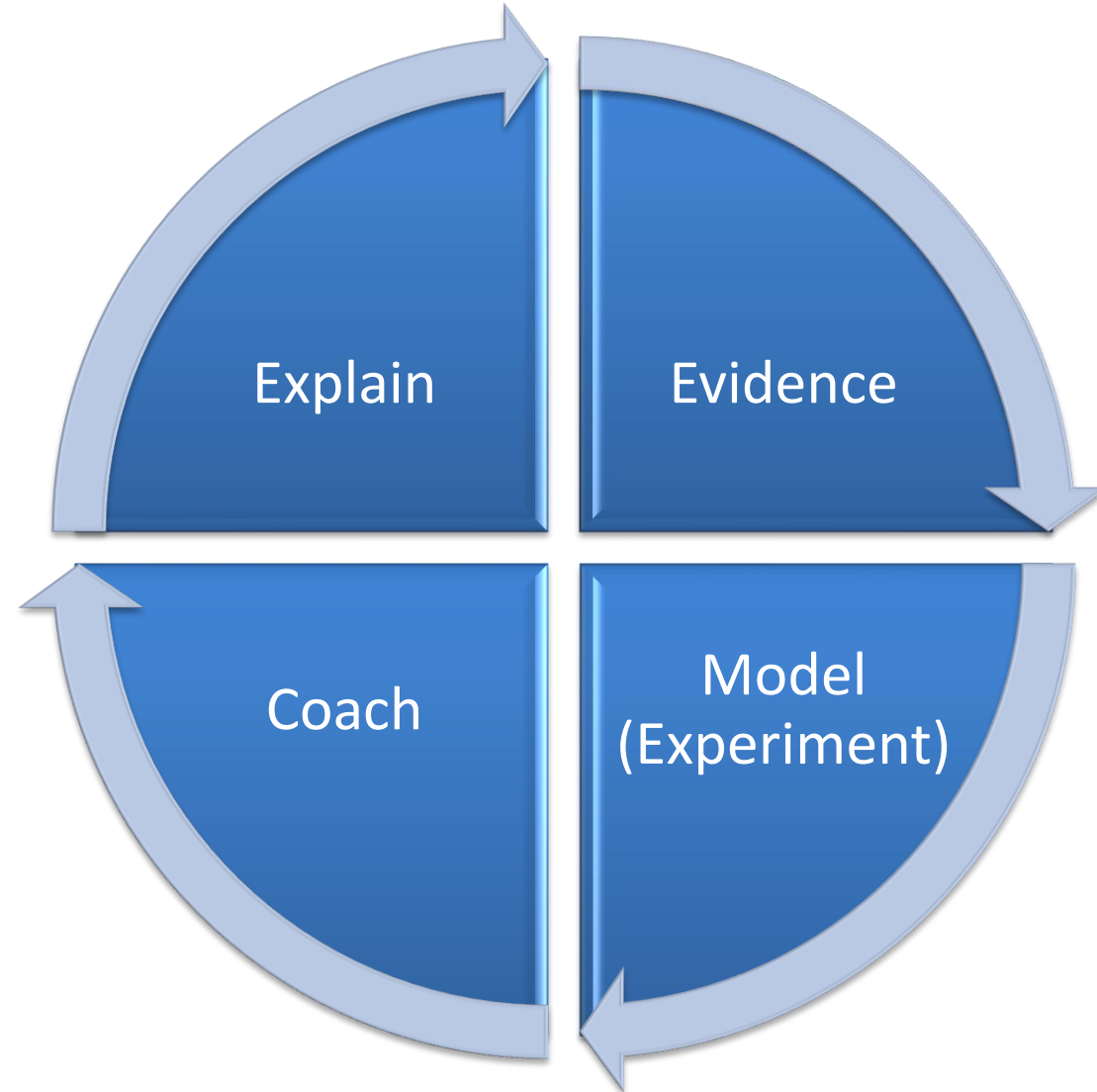
Mindset	Fixed	Agile	Chaotic
Leadership Styles & Roles	Command & Control	Leader-Leader	Benign Neglect
Team Membership & Personalities	Extrinsic Motivation	Autonomy & Ownership	Anarchy
Neuroscience of Problem Solving	Leaders Only	All the Brains	Disjointed
Mistakes	Punished	Welcomed & Swarmed	Hidden



The Age of Agile



How to move to something new: E.E.M.C.



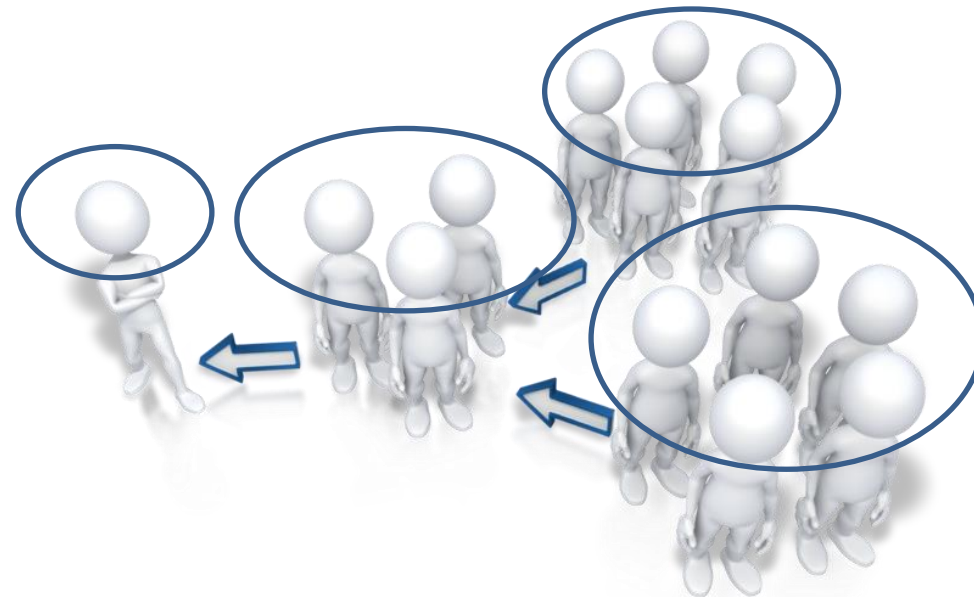
Daily Tasks & Best-laid Plans



The Neuroscience of Problem Solving & Innovation

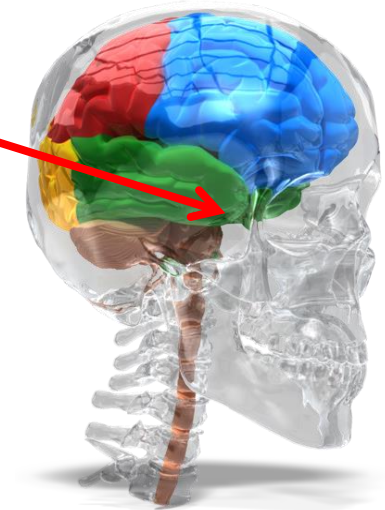


We are problem-solving machines



The solutions could be anywhere in the organisation

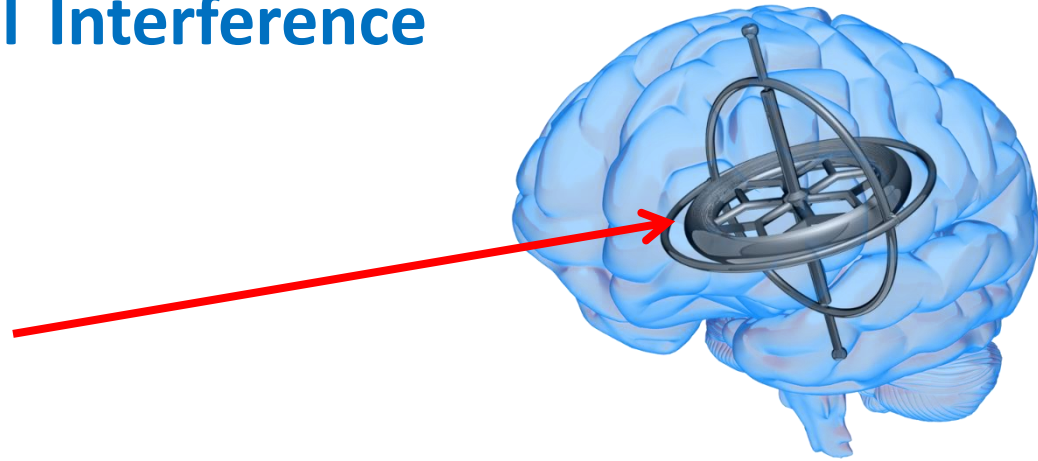
Right Anterior
Temporal Lobe



Emotional Interference

- Emotion is caused by the arousal of brain's Limbic System

- Amygdala (Threat Radar)
- Lizard Brain
- Chimp Brain
- Red Brain



Stress makes people stupid

From
Steve Peters
Ceri Evans
and
Others

Emotional Hijacking – how we create Stress

When we experience an “Amygdala Hijack”

We can't:

- Focus
- Remember
- Learn
- Innovate

- Top 5 Workplace Amygdala Triggers

- Condescension & lack of respect
- Being treated unfairly
- Being unappreciated
- Feeling not being listened to
- Being held to unrealistic deadlines

From
David Rock's
Your Brain at Work

The Toxic Triangle

Toxic Leader

Autocratic
Narcissistic
Manipulative
Intimidating
Overly Competitive
Discriminatory

Susceptible Followers

Conformers

Need authority
Need to belong
Low Confidence
Self preservation

Colluders

Ambition
Imitation
Poor values

Conducive Environment

Instability
Perceived Threat
Questionable Values
No Governance

Adapted from
Padilla, Hogan & Kaiser
and
Lipman-Blumen



A Healthy Triangle

Agile / Healthy Leader

Corporate Vision
Strategy
Simplification
Right people / right tasks
Clarity & Context
Removes Impediments

Team Members

Autonomy, Mastery &
Purpose
Psychological Ownership
Engagement
Collaboration
Innovation

Conducive Environment

Stability
Psychological Safety
Agreed Values
Appropriate Governance

**Emotionally Intelligent,
Enabling,
Servant Leadership
= Healthy Leader**



Our Roles as Leaders

**The Art of Governance
in the Age of Agile**



**There is so much to do
we don't have time for
Command & Control and
micromanagement**

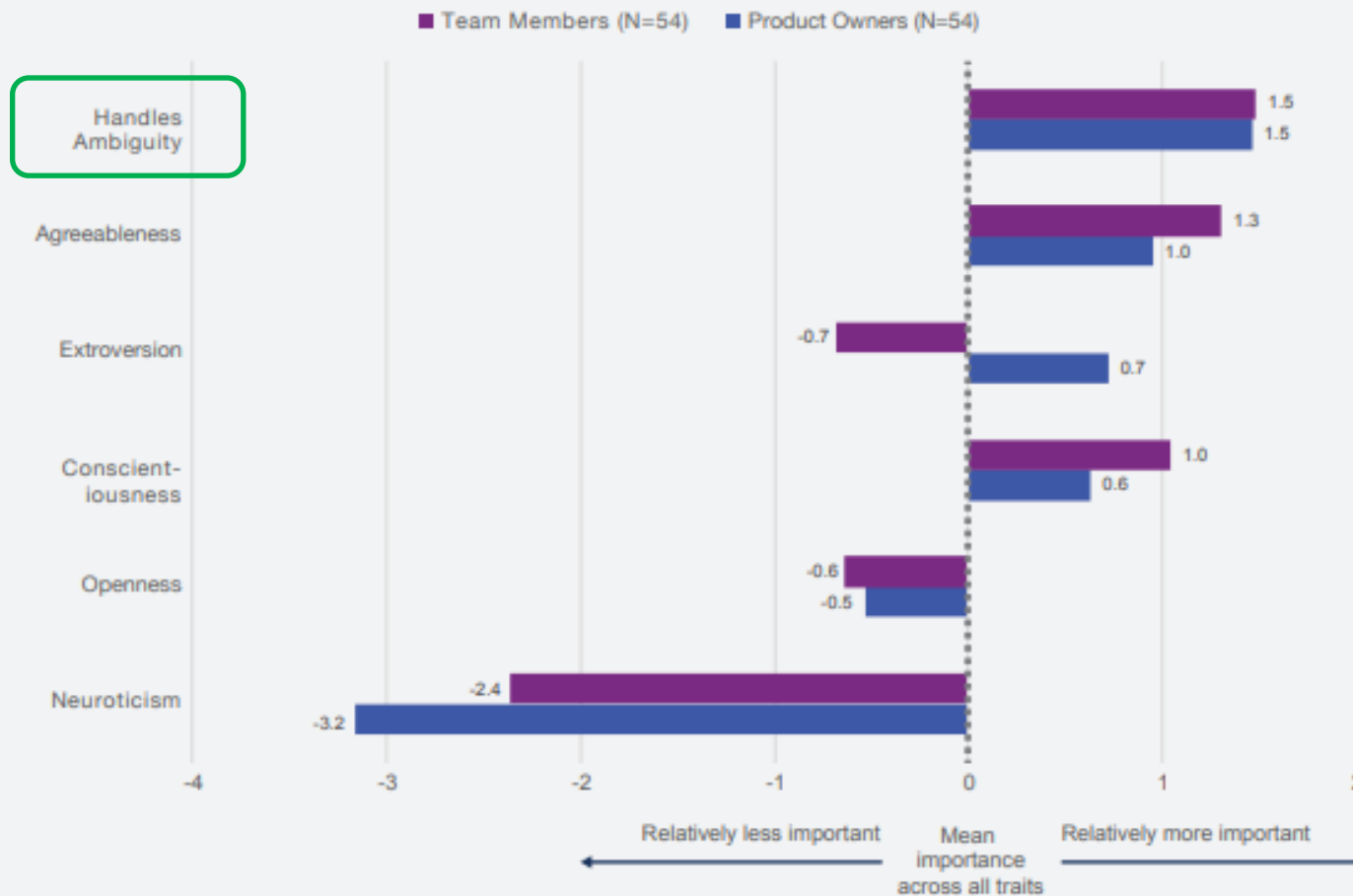
**We need to focus on the
things we are best
placed to deliver**

**Psychological Ownership
& Leadership
at all levels**

O.C.E.A.N. Personality Traits (+ Handles Ambiguity)

Exhibit 2 Results demonstrating relative importance of various personality traits as indicated by deviations.

Relative importance of personality traits

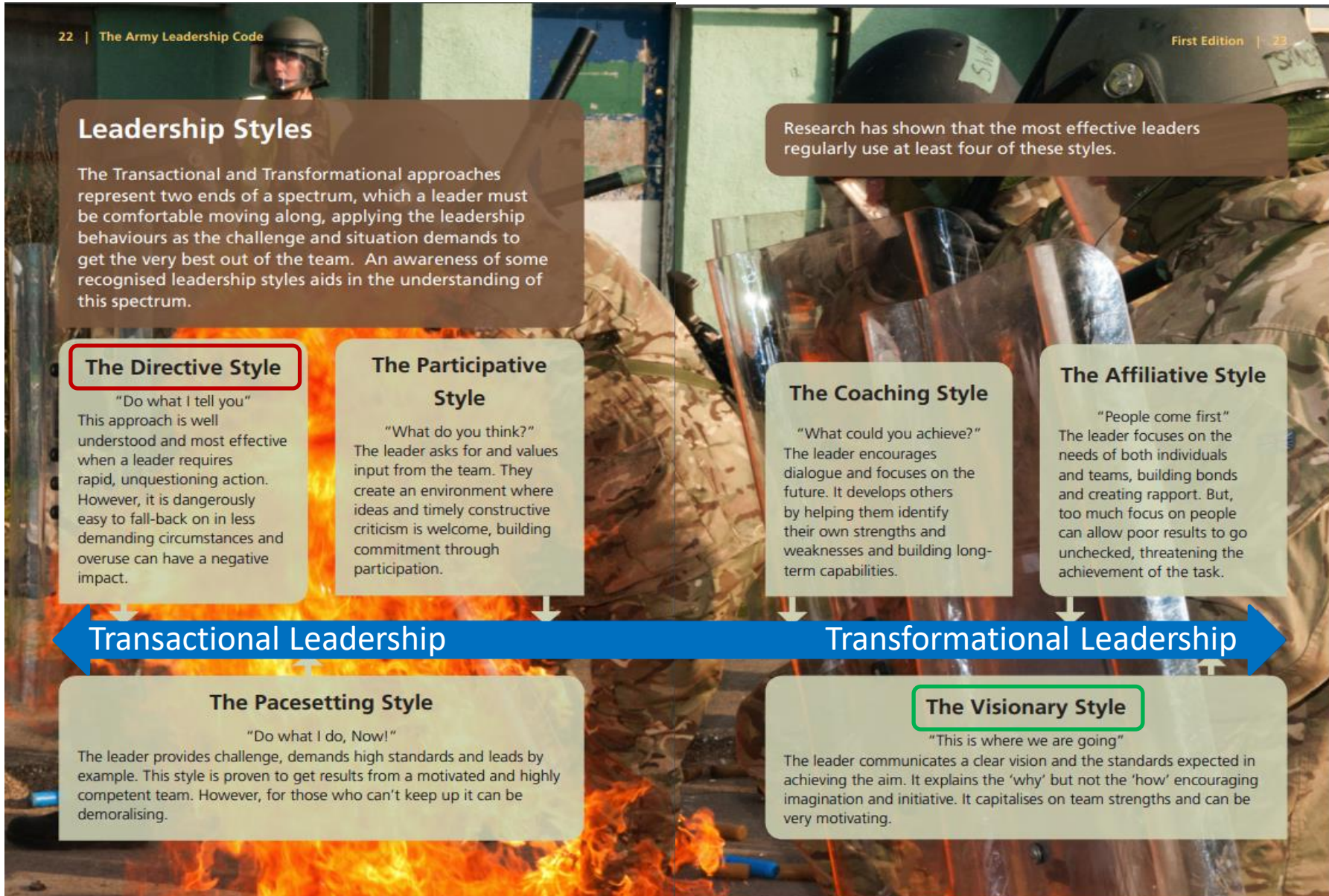


Openness
Conscientiousness
Extroversion
Agreeableness
Neuroticism

McKinsey&Company

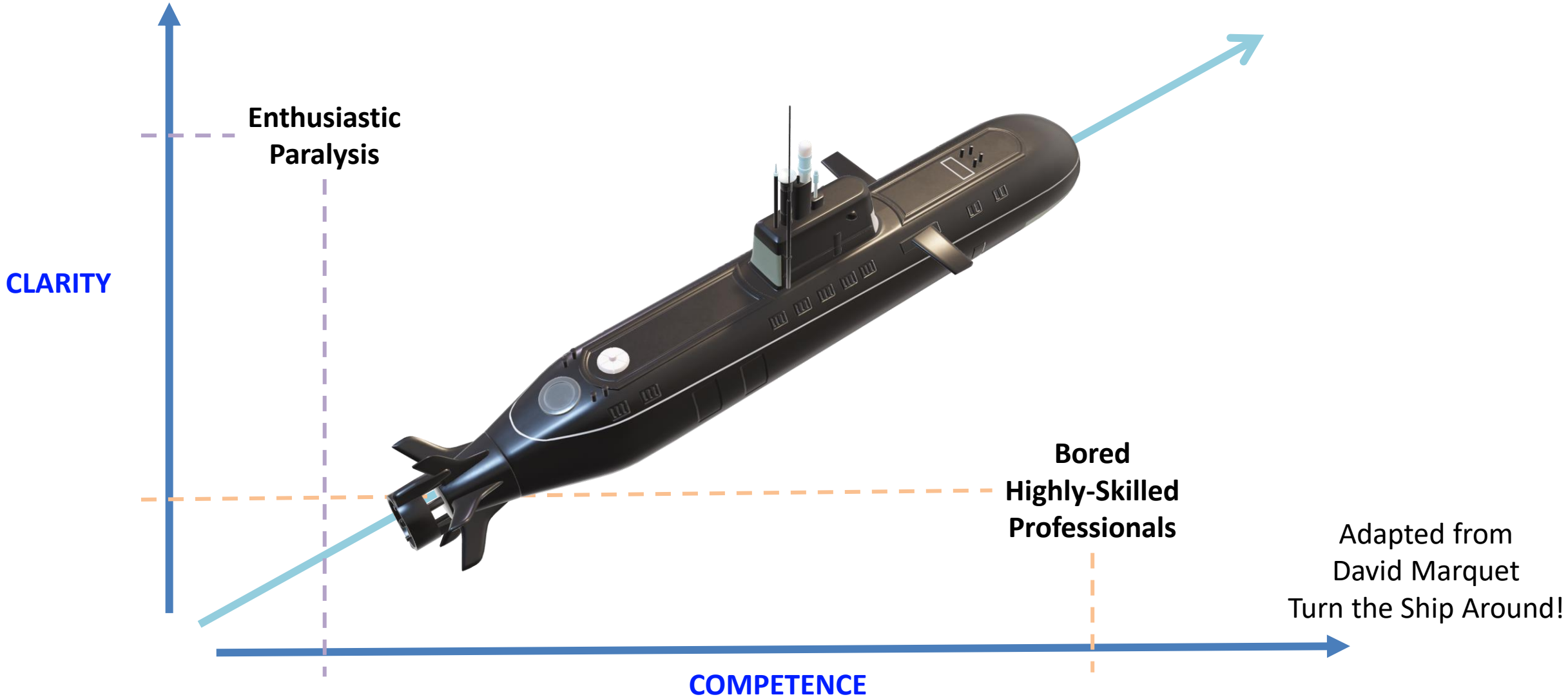


Transactional vs Transformational Leadership Styles

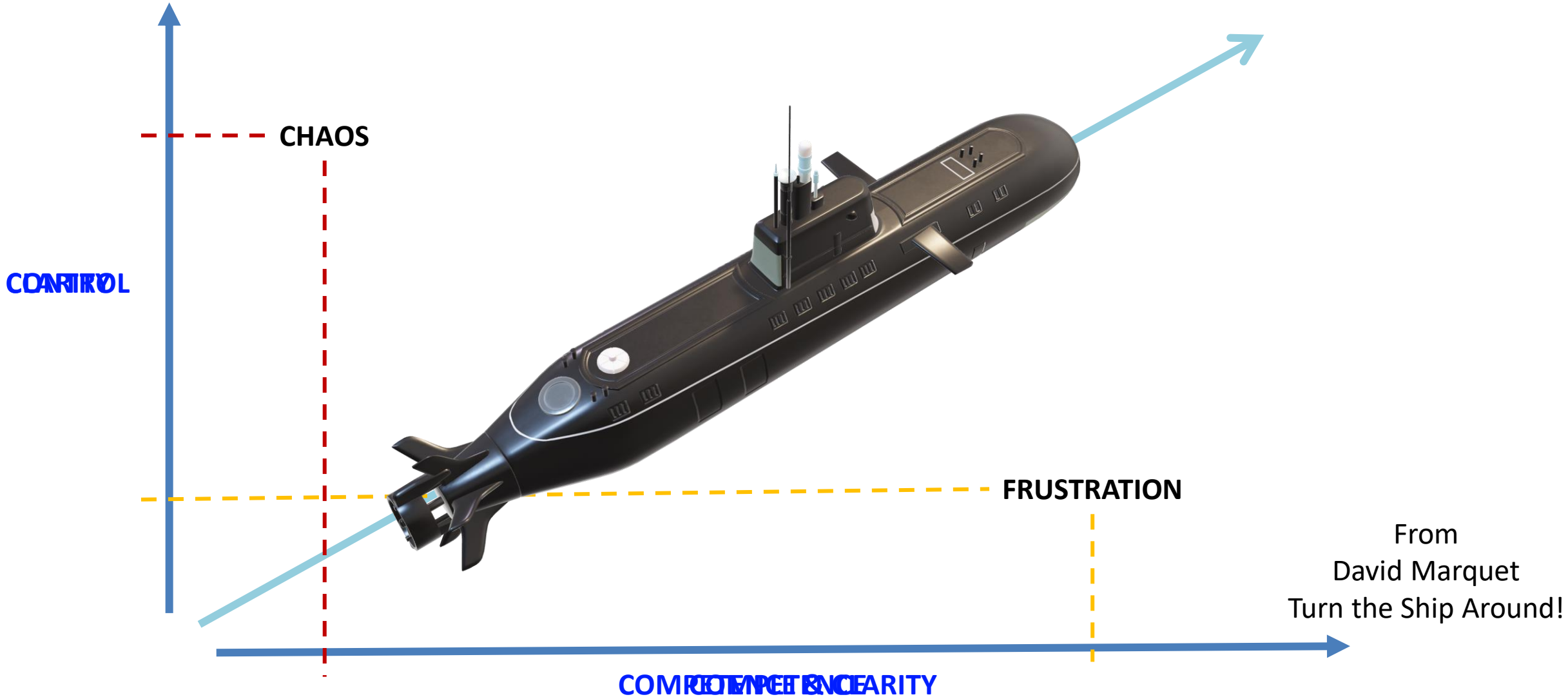


From
The (British) Army
Leadership Code

Clarity & Competence



Giving Control : The Leader-Leader Model



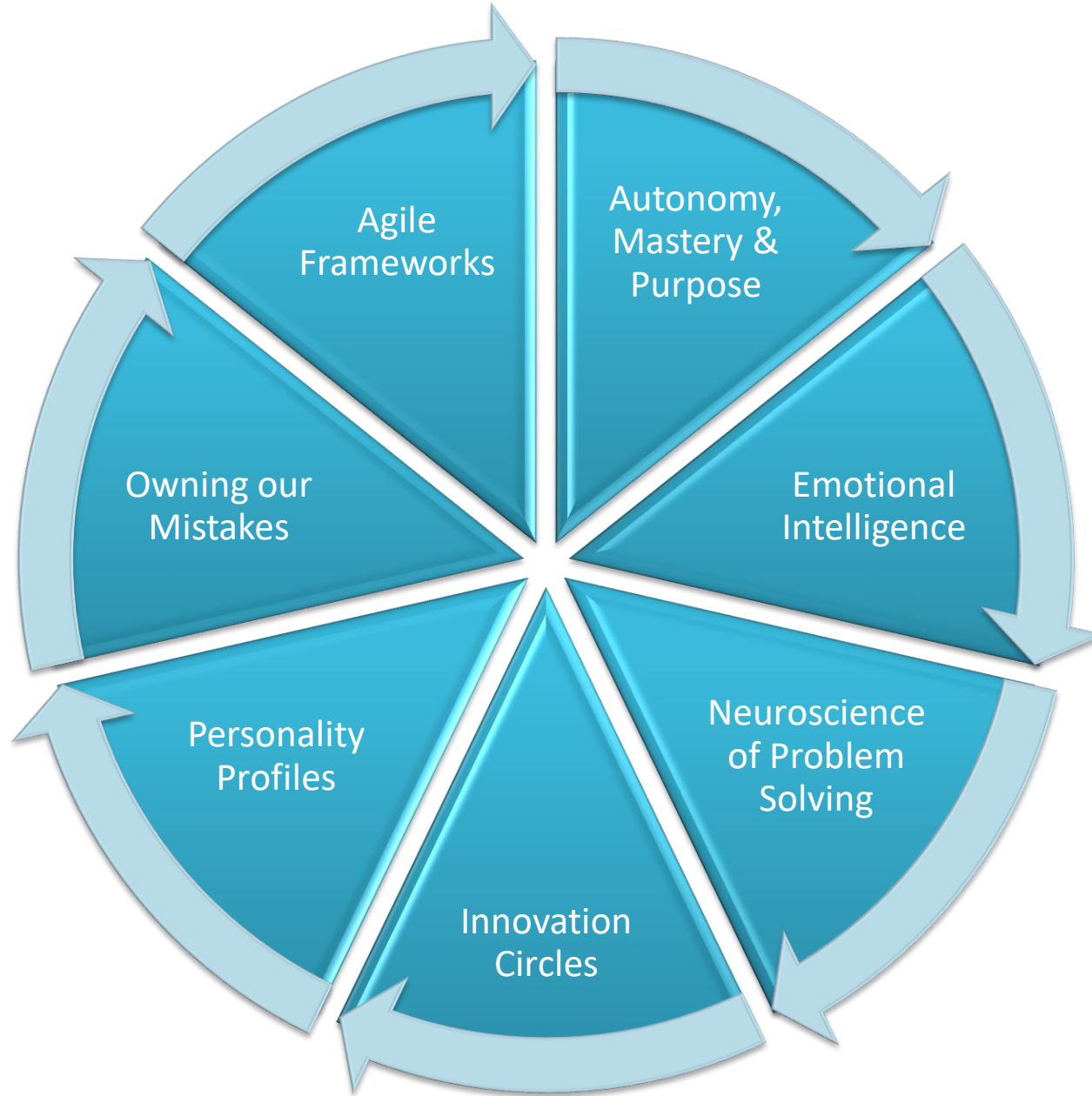
From David Marquet
Turn the Ship Around!

Owning our mistakes



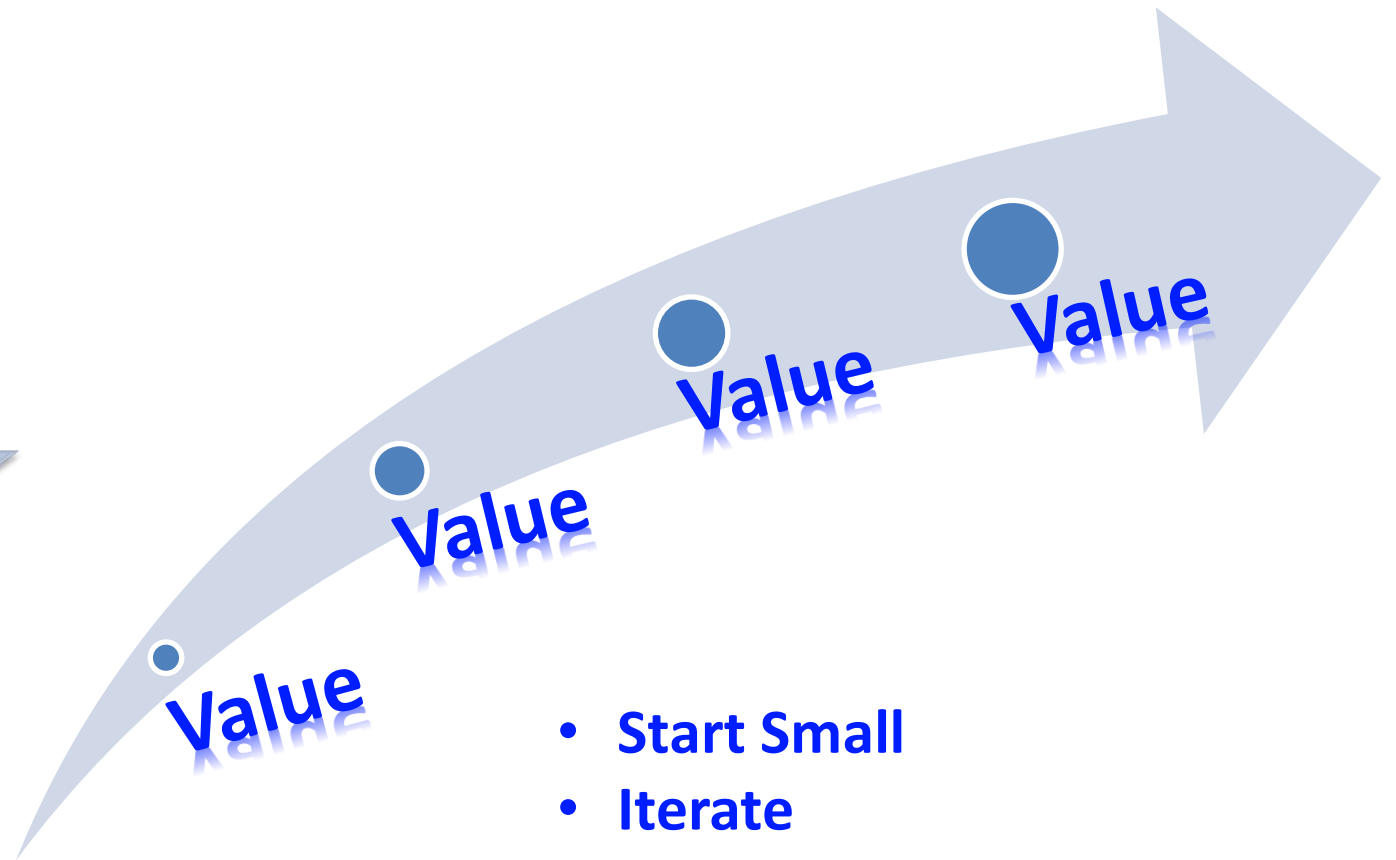
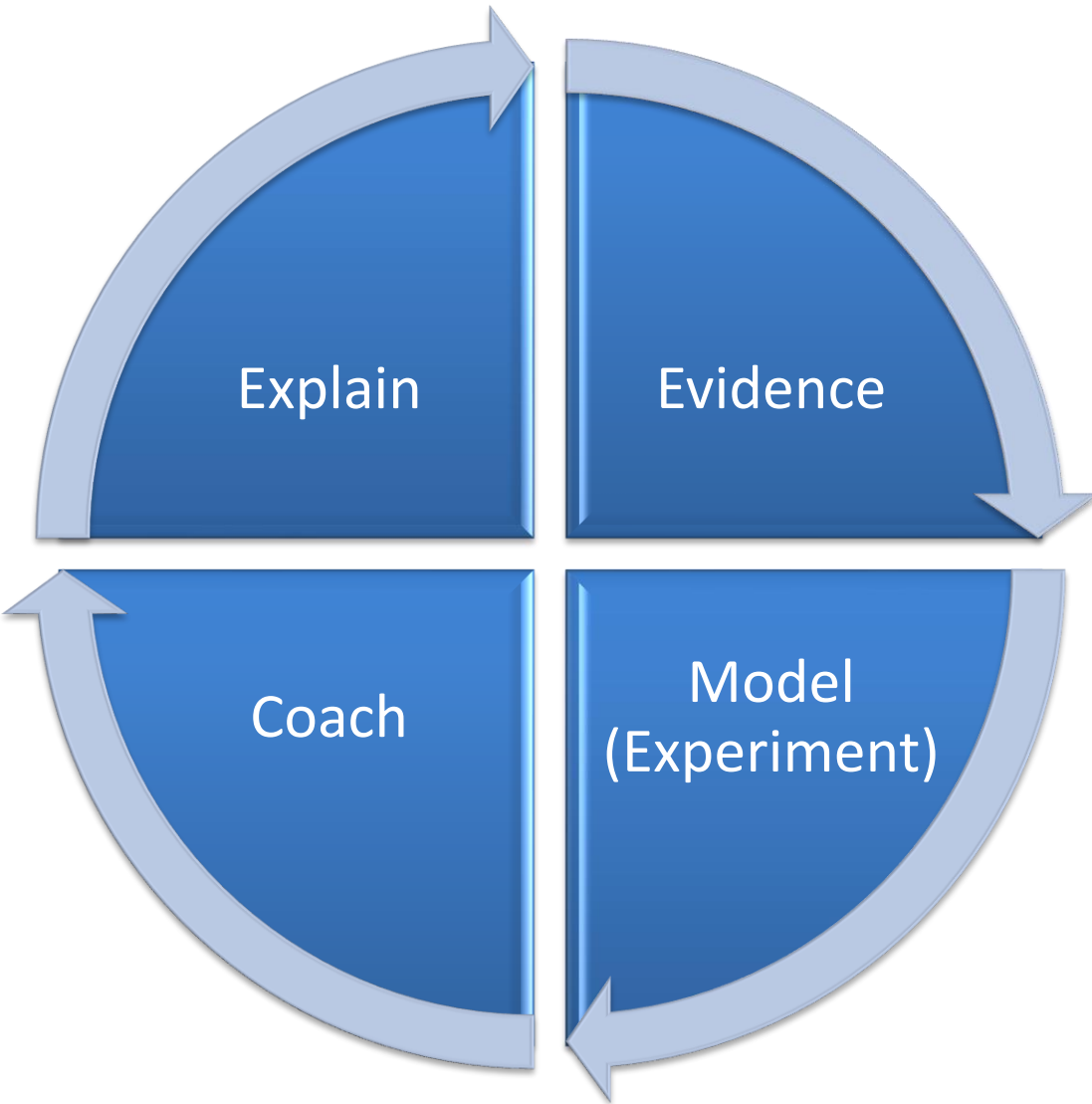
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Where to start?



**Start Small
Experiment
Iterate**

How to engage us? E.E.M.C. Agile



- **Start Small**
- **Iterate**
- **Realise Value Early**
- **Release Budget in Increments**



Thank you



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LIMITED

A leader is one through whom great blessings flow.

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