

# THE CORRIE PARTNERSHIP

## Supporting Agile Leadership from the C-Suite down

# THE ART OF LEADERSHIP IN THE AGE OF AGILE

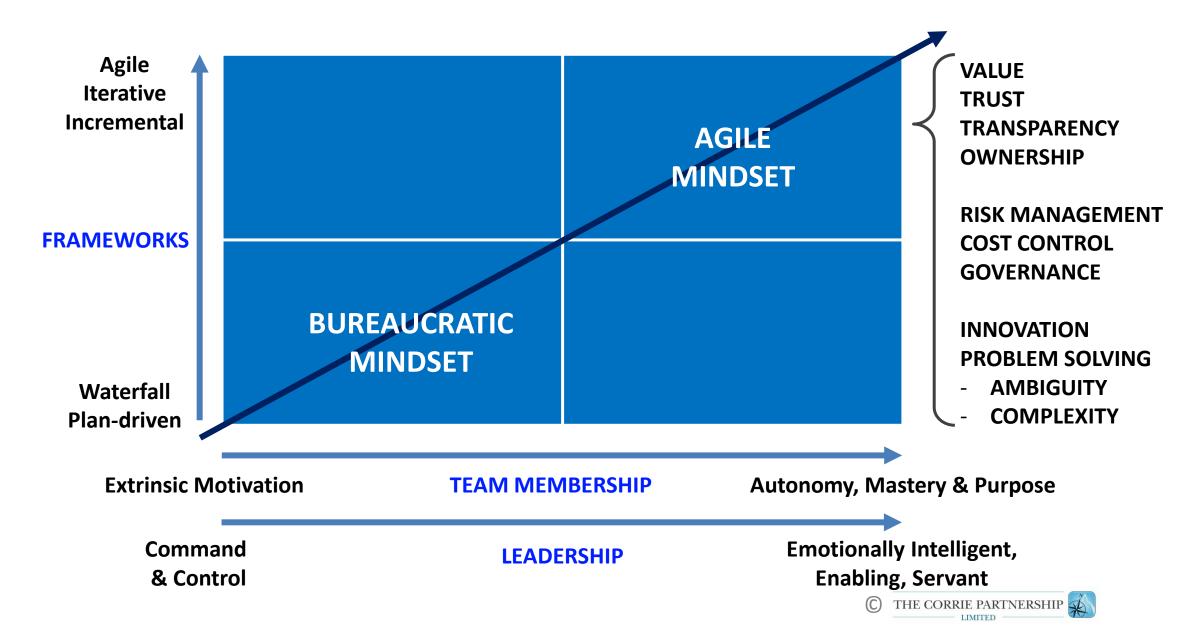


# The Art of Leadership in the Age of Agile

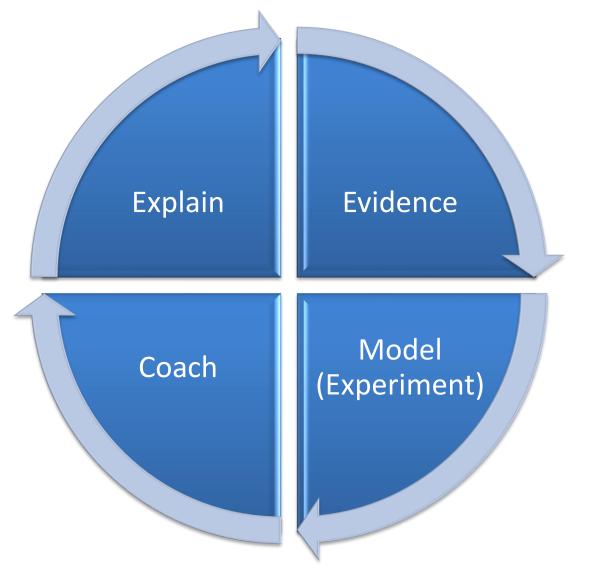
| Mindset                            | Fixed                   | Agile                   | Chaotic           |
|------------------------------------|-------------------------|-------------------------|-------------------|
|                                    |                         |              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



# The Age of Agile



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

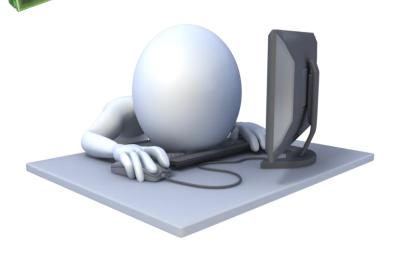






# **Daily Tasks & Best-laid Plans**







## **The Neuroscience of Problem Solving & Innovation**





## **Emotional Interference**

- Emotion is caused by the arousal of brain's Limbic System
  - Amygdala (Threat Radar)
  - Lizard Brain
  - Chimp Brain
  - Red Brain





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

#### Colluders

Need authority Ambition Need to belong Imitation Low Confidence Poor values Self preservation

## **Conducive Environment**

Instability Perceived Threat Questionable Values No Governance Adapted from Padilla, Hogan & Kaiser and Lipman-Blumen

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## **A Healthy Triangle**

## Agile / Healthy Leader

Corporate Vision Strategy Simplification Right people / right tasks Clarity & Context Removes Impediments Emotionally Intelligent, Enabling, Servant Leadership = Healthy Leader

### **Team Members**

Autonomy, Mastery & Purpose Psychological Ownership Engagement Collaboration Innovation

## **Conducive Environment**

Stability Psychological Safety Agreed Values Appropriate Governance

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## **Our Roles as Leaders**

## The Art of Governance in the Age of Agile

Agile / Healthy Leader

Corporate Vision Clarity & Context Strategy

Simplification Right people for right tasks Remove Impediments

Psychologically Safe Environment Promote Collaboration Encourage Innovation 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

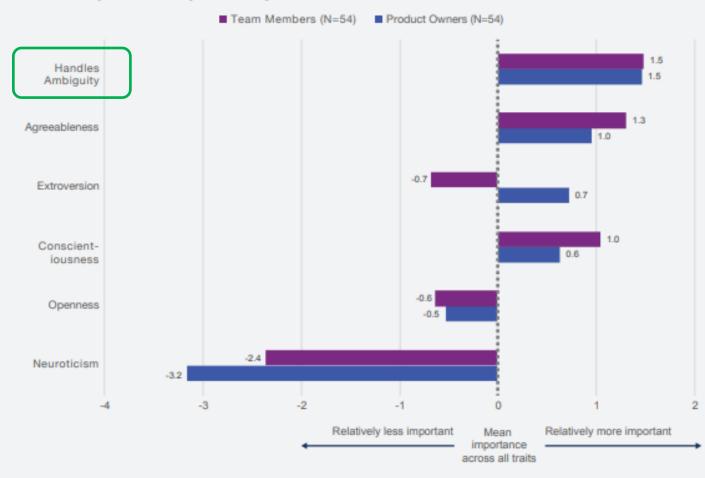
at all levels



# **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**

#### **Leadership Styles**

22 | The Army Leadership Code

The Transactional and Transformational approaches represent two ends of a spectrum, which a leader must be comfortable moving along, applying the leadership behaviours as the challenge and situation demands to get the very best out of the team. An awareness of some recognised leadership styles aids in the understanding of this spectrum.

#### The Directive Style

7/11 11 11 12 11 1

"Do what I tell you" This approach is well understood and most effective when a leader requires rapid, unquestioning action. However, it is dangerously easy to fall-back on in less demanding circumstances and overuse can have a negative impact.

#### The Participative Style

"What do you think?" The leader asks for and values input from the team. They create an environment where ideas and timely constructive criticism is welcome, building commitment through participation.

### Transactional Leadership

#### The Pacesetting Style

"Do what I do, Now!" The leader provides challenge, demands high standards and leads by example. This style is proven to get results from a motivated and highly competent team. However, for those who can't keep up it can be demoralising. Research has shown that the most effective leaders regularly use at least four of these styles.

#### The Coaching Style

"What could you achieve?" The leader encourages dialogue and focuses on the future. It develops others by helping them identify their own strengths and weaknesses and building longterm capabilities.

#### The Affiliative Style

**First Edi** 

"People come first" The leader focuses on the needs of both individuals and teams, building bonds and creating rapport. But, too much focus on people can allow poor results to go unchecked, threatening the achievement of the task.

#### Transformational Leadership

#### The Visionary Style

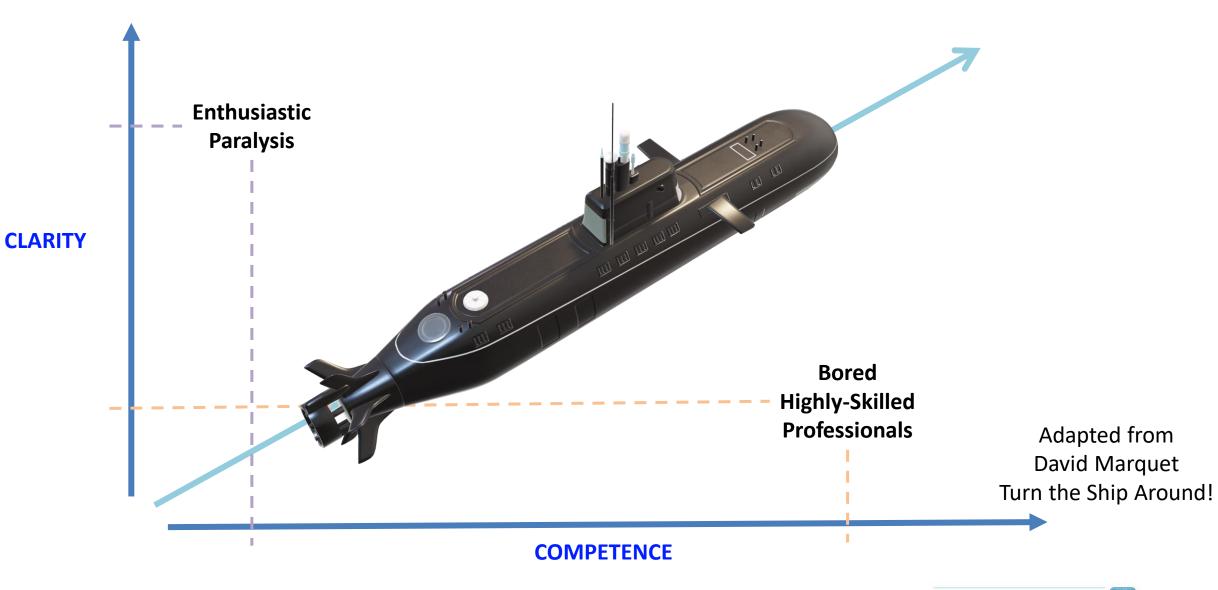
"This is where we are going"

The leader communicates a clear vision and the standards expected in achieving the aim. It explains the 'why' but not the 'how' encouraging imagination and initiative. It capitalises on team strengths and can be very motivating.

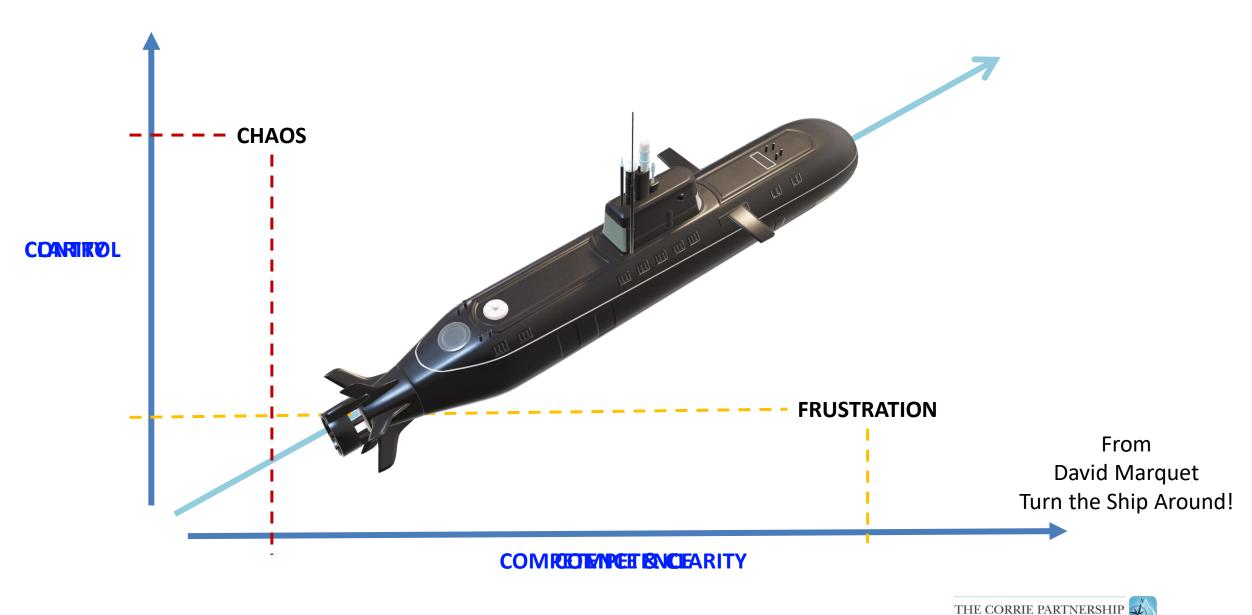
From The (British) Army Leadership Code

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## **Clarity & Competence**



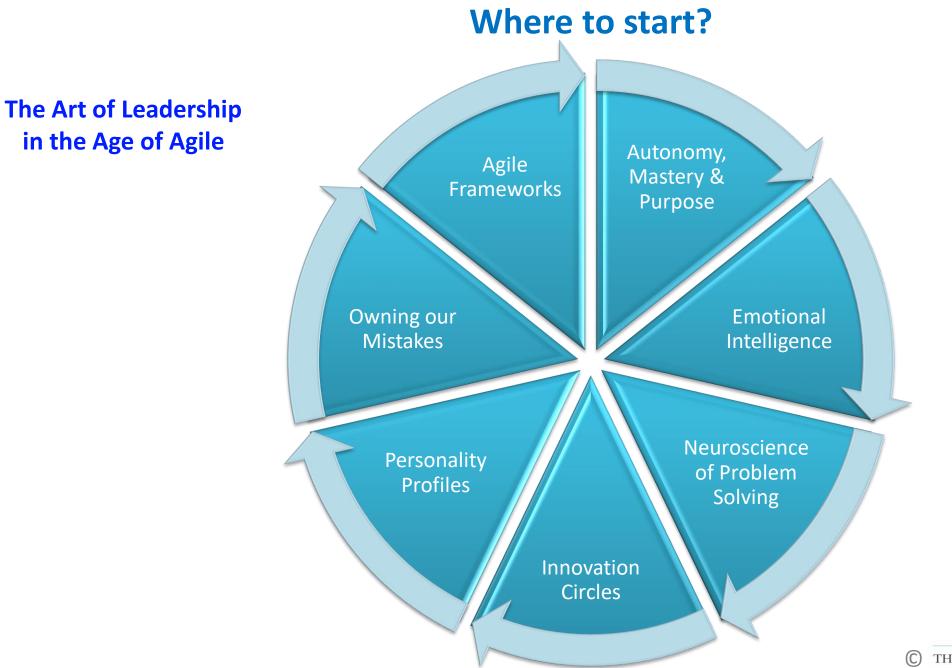
## **Giving Control : The Leader-Leader Model**



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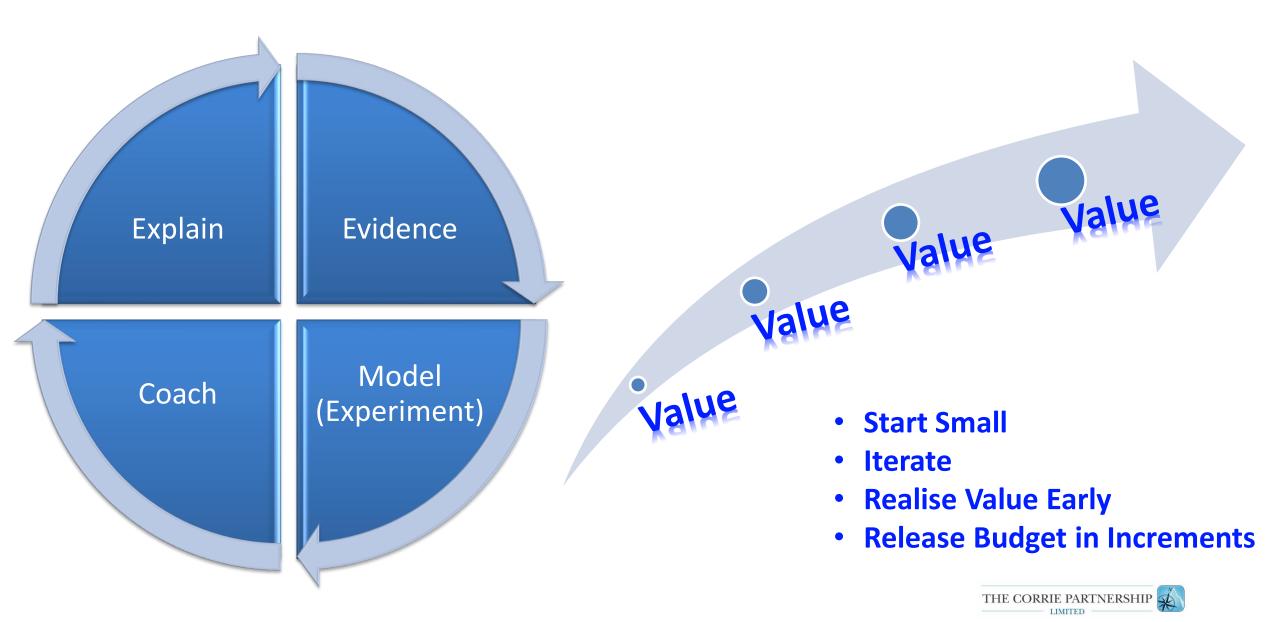
# **Owning our mistakes**





## Start Small Experiment Iterate

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





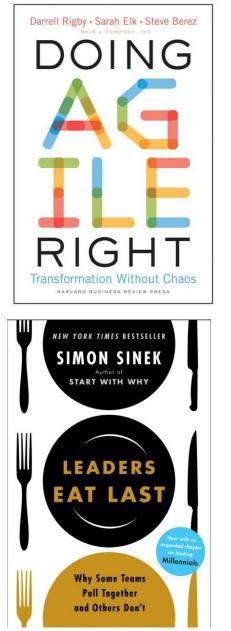
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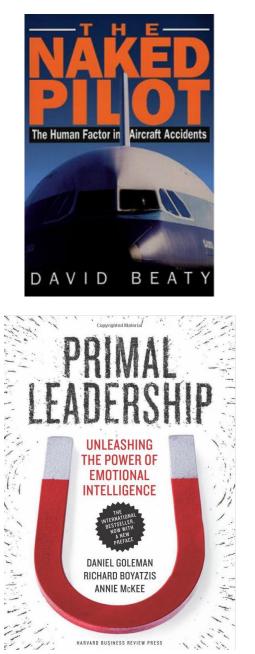
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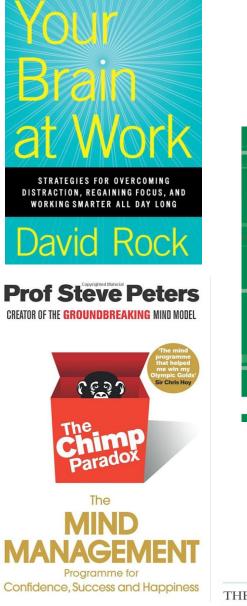
A leader is one through whom great blessings flow.

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Know Your Brain, Transform Your Performance

