

# Agile Leadership

*A leader's guide to Orchestrating  
Agile Strategy, Product Quality  
and IT Governance*

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Tony Adams

# Agile Leadership A Leader S Guide To Orchestrating Agile Strategy Product Quality And It Governance Tony Adams

**Jesse Fewell**



## **Agile Leadership A Leader S Guide To Orchestrating Agile Strategy Product Quality And It Governance Tony Adams:**

**Agile Leadership** Tony Adams, 2015-01-26 Architecting and Orchestrating Agile focuses not only on the day to day agile activities and people interaction but also focuses on the designing aspects of Agile And it starts with Program and Portfolio stakeholders alignment of strategic themes driving clarity with business and architectural Epics and how that fits down to program and team level tactical planning The leadership must make sure that the technology team understands the business value of a product feature and do anything possible to keep the development cost down And at the same time the business and product owners should understand the technology that help them to function better and solve business problems effectively This emergence is a true gain for an agile organization So the big question is whether the IT governance in your agile organization is creating desirable IT behavior and helping address your opportunities In order to make governance effective it needs to be designed correctly Transparency information sharing communications and performance measurements are some of the key components to establishing governance that ensures business and IT have synergies

*Clearly Agile* Giles Lindsay, 2024-04-08 The future is CLEAR the future is AGILE Clearly Agile is more than just a book on business agility It s an essential guide for anyone aspiring to lead successfully in a fast changing business world Step into the future with confidence equipped with the knowledge and tools to master the art of business agility and lead your organization to sustained success In Clearly Agile Giles connects the dots of agility guiding readers from the importance of leadership and mindset to team and enterprise agility This book will leave you with actionable strategies to improve how your organization works no matter what the future brings Laura M Powers Chief Executive Chief Executive Officer Business Agility Institute Any leader who is hoping to evolve their organization in an agile enterprise will discover actionable and impactful insights in this book Scott Ambler Co creator of Disciplined Agile Giles is well known as an excellent executive and agile coach I am very pleased that he has shared his comprehensive knowledge in this excellent book It covers a wide spectrum of guidance on business agility and is definitely worth a read Mark Lines Co creator of Disciplined Agile Giles Lindsay CEO of Agile Delta Consulting is a seasoned technology and Agile leader and coach with 25 years of tech industry experience Known for his strategic acumen in aligning technology with business goals he has successfully scaled high performing teams in both startups and leading enterprises driving innovation and growth through his visionary approach and adept stakeholder management

**Great Big Agile** Jeff Dalton, 2018-12-07 Big Agile leaders need an empirical high trust model that provides guidance for scaling and sustaining agility and capability throughout a modern technology organization This book presents the Agile Performance Hierarchy APH a how ability model that provides agile leaders and teams with an operating system to build evaluate and sustain great agile habits and behaviors The APH is an organizational operating system based on a set of interdependent self organizing circles or holons that reflect the empirical object oriented nature of agility As more companies

seek the benefits of Agile within and beyond IT agile leaders need to build and sustain capability while scaling agility no easy task and they need to succeed without introducing unnecessary process and overhead The APH is drawn from lessons learned while observing and assessing hundreds of agile companies and teams It is not a process or a hierarchy but a holarchy a series of performance circles with embedded and interdependent holons that reflect the behaviors of high performing agile organizations Great Big Agile provides implementation guidance in the areas of leadership values teaming visioning governing building supporting and engaging within an all agile organization What You ll Learn Model the behaviors of a high performance agile organization Benefit from lessons learned by other organizations that have succeeded with Big Agile Assess your level of agility with the Agile Performance Holarchy Apply the APH model to your business Understand the APH performance circles holons objectives and actions Obtain certification for your company organization or agency Who This Book Is For Professionals leading or seeking to lead an agile organization who wish to use an innovative model to raise their organization s agile performance from one level to the next all the way to mastery [Agile Leadership Toolkit](#) Peter Koning, 2019-08-21 Practical Proven Tools for Leading and Empowering High Performing Agile Teams A leader is like a farmer who doesn t grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive If you lead in organizations that have adopted agile methods you know it s crucial to create the right environment for your agile teams Traditional tools such as Gantt charts detailed plans and internal KPIs aren t adequate for complex and fast changing markets but merely trusting employees and teams to self manage is insufficient as well In Agile Leadership Toolkit longtime agile leader Peter Koning provides a practical and invaluable steering wheel for agile leaders and their teams Drawing on his extensive experience helping leaders drive more value from agile Koning offers a comprehensive toolkit for continuously improving your environment including structures metrics meeting techniques and governance for creating thriving teams that build disruptive products and services Koning thoughtfully explains how to lead agile teams at large scale and how team members fit into both the team and the wider organization Architect environments that help teams learn grow and flourish for the long term Get timely feedback everyone can use to improve Co create goals focused on the customer not the internal organization Help teams brainstorm and visualize the value of their work to the customer Facilitate team ownership and accelerate team learning Support culture change and design healthier team habits Make bigger changes faster This actionable guide is for leaders at all levels whether you re supervising your first agile team responsible for multiple teams or lead the entire company Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details *Strategic Doing* Edward Morrison, Scott Hutcheson, Elizabeth Nilsen, Janyce Fadden, Nancy Franklin, 2019-05-01 Ten skills for agile leadership Complex challenges are all around us they impact our companies our communities and our planet This complexity and the emergence of networks is changing the practice of strategic management Today s leaders need to understand how to design and guide complex collaborations to

accelerate innovation and change collaborations that cross boundaries both inside and outside organizations Strategic Doing introduces you to the new disciplines of agile strategy and collaborative leadership You ll learn how to design and guide complex collaborations by following a discipline of simple rules that you won t find anywhere else Unleash the power of true collaboration Learn and master the 10 skills of agile leadership Apply individual skills to targeted situations Introduces a new discipline of leadership strategy Filled with compelling case studies Strategic Doing outlines a new discipline of leadership strategy specifically designed for open loosely connected networks      *Untapped Agility* Jesse Fewell,2020-07-21 This balanced guide to agility gets past the hype and frustration to help frustrated leaders transform their agile transformations Agile transformations are supposed to make organizations modern competitive and relevant But in the well intentioned effort to move into the future change leaders find themselves frustrated by pushback limited impact poor practices and unfair criticism What s going on Jesse Fewell s book cuts through the quick fix hype of agile theory and explains a recurring transformational pattern that unpacks what holds organizations back The boost is the initial gains from logical first steps the barrier is the unavoidable roadblock that must come next and the rebound is the way forward to further gains by leaning against the concept of the original boost With these counterintuitive rebounds Fewell identifies seven leadership moves that can be used to unblock stalled agile transformations No your transformation is not a failure It turns out the buy in the talent the alignment and the growth you need to break through are already in front of you it s all simply hidden under the surface undiscovered unutilized and untapped      **The Professional Agile Leader** Ron Eringa,Kurt Bittner,Laurens Bonnema,2022-05-25 Hone Your Agile Leadership Skills to Help Your Organization Transform and Thrive To leverage the immense opportunities associated with accelerating change organizations need teams capable of trying new ideas quickly learning from their experiences and adapting based on that learning Helping these teams to grow and thrive requires agile leaders who support inspire and encourage and who can leave behind the management skills of directing monitoring and rewarding or punishing The Professional Agile Leader is a realistic practical guide written by experienced agile leaders who share their collective experiences in helping agile leaders to grow responsive and adaptive teams They structure powerful lessons around a case study based on decades of experience helping agile leaders achieve and sustain agile transformation Best of all they never settle for high level hand waving they show you how it s really done Reignite once successful organizations that have lost their way Form cross functional teams and empower them with purpose Learn to let go as your teams start taking more responsibility Overcome forces that want to reel you back into the old rules Realign the whole organization since agile and traditional models can t coexist forever Achieve the most challenging goal of all changing culture Great agile leaders aren t born that way they re regular people who care deeply about helping others achieve shared goals and have discovered a better way to lead Whatever your role in the organization this guide will help you master those skills and mindsets a whole lot faster Drawing on vast experience Ron Kurt and Laurens tease out practical tips and patterns for

good leadership and show how a leader can help shape the environment for agile teams to succeed The narrative style of the book makes it easy to read and I am sure there will be many times that you see yourself in it From the Foreword by Dave West CEO and Product Owner Scrum.org Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details

**The Agile Leader** Simon Hayward, 2018-06-03 With the rise of political unrest protectionism and economic uncertainties business leaders must assess react and strategize rapidly with enough responsiveness to recalibrate should circumstances change The Agile Leader exposes how leaders can safely guide their teams to organizational stability and prosperity through agile leadership and building an agile culture When presented with key moments of choice agility allows them to move quickly and responsively and offer coping strategies for this unprecedented rate of change By adopting agile ways of working that focus on facilitating mental agility ruthlessly prioritizing devolving decision making and investing in customer research leaders enable organizational learning and drive innovation With globally diverse and exciting case studies from top businesses including the British Fashion Council Standard Chartered and Three Dr Simon Hayward distils years of leadership research and consultancy work into an actionable agile leadership programme which will deliver effective results for your business The Agile Leader is an invaluable book for leaders looking to adapt and continuously evolve to match a complex business world

*Executive Agile* Tomasz Manugiewicz, 2024-09-27 DESCRIPTION Introducing a groundbreaking book designed to bridge the gap between Agile methodologies and executive leadership This comprehensive guide offers insights for individuals who want to collaborate effectively with CEOs and C suite executives in steering organizations towards Agile excellence This book offers a detailed guide to organizational change management exploring popular models like Kotter's model Kubler Ross grief cycle Gartner Hype Cycle and diffusion of innovation It provides a solid foundation in Agile and DevOps mindsets focusing on how to support CEOs and lead Agile transformations The book introduces the Agile Coaching Competency Model helping you understand the roles and skills needed for Agile leadership You will also learn how to enhance your executive presence and influence within your organization Through practical advice real world examples and proven strategies this book equips you to excel as an executive Agile coach driving successful transformations and building strong relationships with C level executives This book is a must read for anyone looking to work with executives on implementing Agile practices offering practical guidance and deep insights into the challenges and opportunities that come with leading change in today's fast paced business environment

**KEY FEATURES** This book bridges the gap between Agile practices and executive thinking addressing the differences in their mindsets It offers guidelines on running Agile transformations and supporting executives through the process The book combines expertise in engineering Agile practices and executive leadership

**WHAT YOU WILL LEARN** Learn about the roles and perspectives of C suite executives like CEO CFO and CTO Differentiate between organizational coaching mentoring and executive coaching Master Agile foundations and Agile Transformations Understand

change management models like Kotter's 8 step and Kubler Ross Change Curve Develop skills in executive presence strategic thinking and stakeholder management Develop your career in the organization and unlock your talents WHO THIS BOOK IS FOR This book is for specialists professionals consultants and leaders aiming to drive organizational transformation It provides insights into the C suite perspective on Agile helping readers influence change at all levels TABLE OF CONTENTS 1 Accountabilities and Operating Model of a CEO 2 Types of C level Roles 3 Cognitive Biases 4 Getting Buy in from C level executives 5 C level Expectations and Needs 6 Coaching Decoded 7 Clear Vision and Tangible Results 8 Supporting the CEOs 9 Orchestrating Agile Transformation 10 Agile Software Development 11 Building the Agile Transformation Team 12 Introducing Agile Change 13 Your Career Roadmap

**Lateral Leadership** Tim Herbig, 2018-11-30 Agile doesn't just change how teams work It also changes how teams are led Agile requires a radically different approach to leadership one that puts business design and engineering at equal levels where they must work as peers This is called lateral leadership but it creates a challenge for roles like product management Agile leadership requires teams to align around a committed vision and support it in the best possible way without formal authority And even though product managers lack the expert knowledge of their new peers they have to succeed in their mission without the traditional safety net of hierarchical power Written by Tim Herbig a product and business leader with experience at large scale companies such as XING and Gruner Jahr as well as multiple startups in the SaaS and social network space this book will help define what it takes to master the challenges of being a lateral leader It will guide you through chapters on strategic alignment with your team and individual alignment with other team members By recognizing empathy and escalation as helpful tools you'll be able to maintain and strengthen your leadership role within agile teams Lateral Leadership shows Product Managers how to lead without the explicit authority to do so This book gives us a detailed roadmap for how to use empathy and alignment to better lead the people that make up our teams toward common goals and build better products because of it Martin Eriksson co founder Mind the Product co author of Product Leadership

*A Reader's Guide to A Seat at the Table* Mark Schwartz, 2017-10-10 A Reader's Guide to A Seat at the Table is intended to add another dimension to the original book This reader's guide walks through A Seat at the Table chapter by chapter Each chapter includes additional material on The author's take on the chapter The author's motivation in writing the chapter including the personal experiences What has changed between the Waterfall contractor control world and the Agile world The key points of the chapter The concrete actions that IT leaders should take away from the chapter Questions to help stimulate further debate Further reading to explore the topic And more

**The Agile Leader** Zuzana Sochova, 2020-12-02 Unleash Your Agile Leadership Potential and Guide Your Entire Organization Toward Agility In this complex fast changing and unpredictable world radically agile organizations thrive when they combine strong local autonomy with deeply shared goals Leadership is a key factor individuals who welcome complexity and know how to leverage influence culture and organizational design to align widely distributed teams are integral to

success Renowned agile coach Zuzana Sochov presents the skills and techniques you need to become that needed agile leader Sochov provides inspirational examples drawing on her experience working with leaders in organizations of all sizes in multiple industries worldwide Through practical exercises and assessments you learn how to unleash your potential become a better catalyst and community builder sensibly apply transparency improve functions from HR to finance and guide entire organizations toward greater agility Build a powerful shared vision and change organizations and cultures to achieve it Explore types and models of agile leadership and choose styles that leverage your strengths Practice the competencies and high level cognitive meta skills of agile leadership Understand and promote agility at the executive and board levels Master practical techniques such as large group facilitation system coaching trust building and team formation Lead in a world of soaring volatility uncertainty complexity and ambiguity The Agile Leader is for managers directors executives and entrepreneurs anyone regardless of position who is ready to take ownership challenge the status quo and become a true agile leader Register your book for convenient access to downloads updates and or corrections as they become available See inside book for details

The Platform of Agile Management Willy Sussland, 2017-09-11 Facing the amplitude and the acceleration of changes management must also change and it must become alert adaptable and agile The children of the Internet the likes of Google Amazon Facebook and Tesla are born agile and they challenge the traditional organizations that have long lost their original agility The latter may have innovated externally i.e. on the market oriented part of their organization Yet internally their mindset their models and their methods have remained tightly trapped in traditional tenets Confronted with the need for deep changes an increasing number of business leaders launch change management programs yet conceived and carried out in traditional ways up to 70% of them result in partial or total failure Management cannot innovate itself it needs people with the right motivation and with the right mind set However stuck in the old system people can only keep working in the old ways and means Thus the leadership must start by replacing a traditional system with a new and agile one which will unbridle entrepreneurship The Platform of Agile Management and the Program to Implement It combines 3 principles that help to innovate thinking 3 paradigms to innovate behaviours and 3 practices to innovate and to accelerate actions The proposed platform is comprehensive connective and congenial It is implemented with an agile program that combines top down push by the leadership with the bottom up pulled by the people Then the proposed platform will generate continuous improvements and innovations of the performance drivers

Managing Agile Alan Moran, 2015-03-18 This book examines agile approaches from a management perspective by focusing on matters of strategy implementation organization and people It examines the turbulence of the marketplace and business environment in order to identify what role agile management has to play in coping with such change and uncertainty Based on observations personal experience and extensive research it clearly identifies the fabric of the agile organization helping managers to become agile leaders in an uncertain world The book opens with a broad survey of agile strategies comparing and contrasting some of the major



methodologies selected on the basis of where they lie on a continuum of ceremony and formality ranging from the minimalist technique driven and software engineering focused XP to the pragmatic product project paradigm that is Scrum and its scaled counterpart SAFe to the comparatively project centric DSDM Subsequently the core of the book focuses on DSDM owing to the method's comprehensive elaboration of program and project management practices This work will chiefly be of interest to all those with decision making authority within their organizations e.g. senior managers line managers program project and risk managers and for whom topics such as strategy finance quality governance and risk management constitute a daily aspect of their work It will however also be of interest to those readers in advanced management or business administration courses e.g. MBA MSc who wish to engage in the management of agile organizations and thus need to adapt their skills and knowledge accordingly

*Agile Leadership in the Scrum context (Updated for Scrum Guide V. 2020)* Paul C. Müller, 2021-02-10 Are you a manager in an agile context and does your team work according to the Scrum framework Scrum.org as one of the largest international certifiers has presented the Professional Agile Leadership™ PAL-E certification an approach that addresses the challenges and tasks of agile leadership in the context of Scrum This approach is presented by the author himself a consultant and trainer in this field for many years The structure of the book is based on the topics covered in the exam However the book attaches great importance not only to pure exam preparation but to focus on the feasibility in everyday life This book is NOT an official textbook of Scrum.org Professional Agile Leadership™ PAL-E is a registered trademark of the named organization It has been updated and adapted based on the statements of the Scrum Guide V 2020

*Corporate Agility* Michael Wong, 2020-09-10 Integrate Agile methodology into your business with this stunning guide to the latest management techniques Corporate Agility is the must have guide on adopting Agile methodology for businesses of all shapes and sizes This visually stunning book delivers six key lessons that you must learn in order to effectively join the Agile world You'll learn the ins and outs of the traditional approach helping you answer the questions Why Agile and Why now You'll also discover new more efficient Agile strategies that will help you lead your enterprise to increased collaboration more flexibility and better business results Based on the latest practice and research and drawing on years of experience at the author's own leading consultancy Corporate Agility features a beautiful 4 color design that helps you visualize powerful strategic ideas so you can understand and implement them right away Unlike other books on the market this title helps you reinterpret key Agile management concepts in a way that will work for your specific needs Gain a clear understanding of traditional Agile methodology the history of Agile and the benefits to organizations of all shapes and sizes Discover cutting edge Agile strategies that push Agile thinking forward and increase performance efficiency Learn the 6 Agile lessons that underpin all successful Agile transformations Follow real world case studies from leading businesses that have successfully made the leap into Agile operations Organizational leaders will love this digestible forward thinking guide written by one of America's fastest rising strategic execution gurus

*Unlocking Agility* Jorgen Hesselberg, 2018-07-11

Practical Guidance and Inspiration for Launching Sustaining or Improving Any Agile Enterprise Transformation Initiative As long time competitive advantages disappear astute executives and change agents know they must achieve true agile transformation In *Unlocking Agility* Jorgen Hesselberg reveals what works what doesn't and how to overcome the daunting obstacles Distilling 10 years of experience leading agile transformation in the enterprise Hesselberg guides you on jumpstarting change sustaining momentum and executing superbly on customer commitments as you move forward He helps you identify appropriate roles for consultants optimize organizational structures set realistic expectations and measure against them He shares first hand accounts from pioneering transformation leaders at firms including Intel Nokia Salesforce com Spotify and many more Balance building the right thing the right way at the right speed Design a holistic transformation strategy using five dimensions of agility Technology Organizational Design People Leadership and Culture Promote agile skills knowledge and abilities throughout your workforce Incorporate powerful leadership models including Level 5 Teal and Beyond Budgeting Leverage business agility metrics to affect norms and change organizational culture Establish your Agile Working Group the engine of agile transformation Define operating models and strategic roadmaps for unlocking agility and track your progress You already know agile transformation is essential Now discover how to customize your strategy execute on it in your environment and achieve it

*Agile focus in governance* Jeroen Venneman, Marjolijn Feringa, 2020-10-15 Are you member of either the management team or the board and do you see the need to adapt your organization to Agile Do you intend to make the organization more agile Are you a coach helping organizations in the transformation to becoming more agile And are you planning to support this transition using a bottom up or top down approach In this pocket guide you will find a practical approach on how to handle this Governing an organization in a fast changing world And all this although the issues of the day require a lot of your attention and can distract you from the results you want to achieve The authors consider how to operationalize the organization's strategic goals and consequently the governance of the entire organization The authors start from the position of Clarifying what has to be achieved in the next quarter in order to achieve the strategic goals Introducing a system of short cyclical adjustments with which you can respond to changing demand from customers or emerging laws and regulations Working closely together as management team or board towards the long term strategic goals and preventing everyone within the organization from following their own goals Bringing more focus on the operationalization of the strategy less fire fighting and greater emphasis on fire prevention Getting a clear picture of what prevents your employees from doing their jobs effectively Will you succeed in removing the barriers holding back your organization The core message of this pocket guide is application of the FOCUS board This is a visual approach to management and a strong tool for governing the organization When this is applied it will result in collaboration between all layers of the organization enable short cyclical adjustment and provide a clear focus on achieving the strategic goals

Agile Innovation Langdon Morris, Moses Ma, Po Chi Wu, 2014-08-28 Find your company's unique innovation style and

nurture it into a powerful competitive advantage Praised by business leaders worldwide Agile Innovation is the authoritative guide to survival and success in today's innovate or die business world This revolutionary approach combines the best of Agile with the world's leading methods of Innovation to present a crisp articulate and proven system for developing the breakthrough capabilities every organization must master to thrive today and tomorrow You already know that effective innovation doesn't happen by accident it is achieved by careful design Agile Innovation addresses the three critical drivers of innovation success accelerating the innovation process reducing the risks inherent in innovation and engaging your entire organization and your broader ecosystem in the innovation effort The key frameworks described here build on the proven success of Agile to provide a comprehensive and customizable Innovation Master Plan approach to sustained innovation improvement in the five critical performance areas strategy portfolio process culture and infrastructure Major topics include the power of Agile in the innovation process how to overcome innovation risk the best tools to evoke engagement and collaboration branding as an integral element of innovation and the best leadership skills and practices that create the special environment that enables transformative growth Readers will learn specifically how to create better ideas develop them more efficiently and work together more profitably and effectively to achieve breakthroughs The insights offered in this book are highlighted in 11 detailed case studies illustrating the world's best innovation practices at Wells Fargo Nike Volvo Netflix Southwest Airlines NASA The New York Times and others in dozens of specific business examples in two dozen powerful and unique techniques and methods and a full set of implementation guidelines to put these insights into practice

**Key Insights** Understand how to implement the many ways that innovation efforts can be accelerated to achieve even greater competitive advantage Learn to create a culture of innovation greater engagement and rich collaboration throughout your organization Discover how to reduce risk and accelerate learning Implement your own unique plan to enhance collaborative innovation from leadership through operations Integrate key agility principles into your strategic planning decisions for sustained improvement Explore dramatic new approaches to open innovation that optimize large scale innovation Apply the latest and best technology tools to enhance innovation reduce risk and promote broad participation This is a must read book a practical guide for fostering a culture of innovation nurturing creativity and efficiently developing the ideas that drive strategic growth And since innovation is not imitation you know that copying the ideas and strategies of other successful organizations will not produce the desired outcomes Hence all leaders must develop their own way of innovating and nurture the right style of collaborating for their own organization This book will guide you to find your own unique pathways to success Blaze your own trail to the high levels of innovativeness and organizational agility by learning from the expert guidance and practical actionable advice offered throughout this important book

*Agile Strategy Management* Soren Lyngso, 2014-03-21 Your strategic initiatives are constantly under fire due to the evolving nature of markets technology laws and government To ensure your strategy succeeds it must remain flexible while confronting these shifting challenges Agile

Strategy Management Techniques for Continuous Alignment and Improvement explains how to achieve this flexibility by building agility into the initiation development implementation and governance of your strategic initiatives The book details what it takes to initiate develop implement and govern a healthy strategy that delivers the benefits expected by all stakeholders It presents insights gained by the author s organization over the last 25 years helping their clients achieve success with their strategic initiatives Filled with real world examples and case studies it illustrates wide ranging situations where the author s company helped clients reach important business objectives Readers can use the book to look up examples that describe the various ways to use agile methods and techniques for critical business functions including Scope definition of strategic initiatives Stakeholder identification Team building Project and program quality management Change management Procurement of resources Solution development implementation and quality management Strategy governance In this book you will find guidelines that explain how to establish internal organizations for change and how to ensure these intermediate organizations stay motivated until final solution delivery Presenting success stories as well as major blunders the book can help you avoid many of the pitfalls that other organizations have experienced while governing their strategic initiatives

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**Agile Leadership A Leader S Guide To Orchestrating Agile Strategy Product Quality And It Governance Tony Adams Introduction**

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