Help, Agile Happened!  
What’s a Manager to Do Now?
HELLO!

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A coach who enjoys empowering others through sharing knowledge and experience!

Cardinal Solutions – Agile Leadership Series
An Agile Manager’s Playbook: Mission Alignment

1. What is an Agile Organization?
2. Playbook for being a Great “Agile” Manager
   » Play 1: Define & Build a Great Culture
   » Play 2: Align Your Organization
   » Play 3: Identify Your Leadership Principles
3. Practice the Fundamentals
What is an Agile Organization?
Traditional & Agile Organizations

Traditional
- Date driven delivery
- Sticking to a plan & budget
- Efficiency & cost cutting
- Document everything
- Leadership Title ladder
- The “Corner Office” dream
- Delegation & assignments
- Tools & process
- Individual performance

Agile
- Value drives work
- Responding to change
- Feeding innovation
- Conversing with people
- Empowered teams
- Customer collaboration
- Self-organized teams & work
- Working software is #1
- Team performance

Agile Manager is caught in the middle!
Where do we fit in as Agile managers?
OSU Buckeyes | Urban Meyer

2011 Season
Losing record: 6-7
Lost last 4 games to end the season
3rd worst record in the Big 10
Finished unranked | Lost the Gator Bowl
Previous head coaches fired

2012-2017 Seasons
Winning record: 73-8
National Championship in 2014
Undefeated record in 2012
Average highest ranking: 1.8
4 Bowl game victories

What can Urban teach us about being an Agile Manager?
“We teach our players, in response to any situation they face, to press pause and ask: What does this situation require of me? Pressing pause gives you time to think. It gets you off autopilot. The purpose is to take the time necessary to be intentional about the way you think and act.
An Agile Manager’s Playbook
Play 1
Define & Build a Great Culture
A manager’s dream: the department becomes a **destination shop** where people **flock** to come work

Every company, organization, department, and team has a culture. It is either there by accident or by design. How will you respond?

“Nothing affects daily execution more powerfully than **culture**” —Urban Meyer
What makes a great Agile culture?
Mindset Shift: Get out of the weeds!

- Your role is to create an amazing environment to work!
- Empower your team members to deliver work!
- Instead, focus on people, personal growth, and developing their confidence
- Stop focusing on status, details, delivery, and solutions
“You don’t get the culture you want, you get the **culture you build**. As a leader, you are responsible for **creating** a winning culture that drives behavior and produces results.”
Play 2
Strengthen through Alignment
Aligning the Organization

» “An aligned organization gets things done faster and with better results and is more agile and responsive to the competitive environment” – Urban Meyer

» Wait… what does the organization align to again?

» Be as transparent as possible with your organization’s cultural values & assess often

» Culture values are what we aspire to… If you aren’t aligned, then you aren’t helping our aspirations!
OSU’s Core Values and Beliefs
1. Relentless Effort
2. Competitive Excellence
3. Power of the Unit

"We communicated the culture blueprint with exceptional clarity and nonstop consistency to our team. And we held everyone accountable to it."
I have an obligation to hold my unit accountable and to be accountable for our actions.

My actions, my words, and my attitude are all in alignment with our purpose.

I seek no glory for myself but for my unit and for my teammates.

I behave in a way that shows my unit that they can count on me in the most difficult situations.
What are some ways you can align your organization?
Play 3
Identify Your Leadership Principles
Leaderhip Principles
1. Be true to myself
2. Lead by example
3. Have fun
4. Work life balance
5. Win - Win
Leadership Principles

1. Be genuine
2. Positive energy
3. Preparation
4. Ownership
5. Empowerment
“Leadership is much more than simply declaring what you want and then getting angry if you don’t get it.

Be true to who you are. Talk straight and demand accountability. Run toward problems. If you ignore them, they only get worse. Work to get better every day. Staying the same gets you nowhere. Savor the journey. Every day. You only get to do it once.”
Leadship Principles
Practice the Fundamentals
Alignment Exercises

Activities to start – adopt change one step at a time

» Hold regular team meetings – 1on1s, small group, staff, full department – and consistently align on what is important

» Build in time for the teams to practice continuous improvement

» Bring in people who will support what you are doing and will enhance your culture

» Take time to care and build confidence in your team members

» Stay current – attend learning events, read up on techniques, and be an active leader in the Agile community

Practice these activities multiple times – become the “new normal”
“Think hard about who you are. Be as specific as possible. Ask yourself: ‘Exactly what is it that I am after every day?’ If you are Federal Express, your clarity of purpose is get it there. If you are Disney, it is make people happy. What about you?”
Takeaways

» Take a deep breath, pause, and consider a new mental model
» Agile is a mindset, and needs to pair with a great culture
» Work to align your entire organization
» Know who you are as a leader and stay true to your principles
» Have the courage and patience to embrace this change!

Thanks!
Any Questions?
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