AGILE 2019
Kathryn Kuhn

Agile Heresy – It is time to move on from Servant Leadership
Before the Internet

1977

SERVANT LEadership
A Journey into the Nature of Legitimate Power & Greatness

Robert K. Greenleaf
Foreword by Stephen R. Covey
Afterword by Peter M. Senge

Star Wars

Neil Armstrong

Apple Co-Founders
We have two different “internal operating systems”, representing different stages of adult development.

**Reactive**

- “Outside-in”: react to protect myself from harm; play not to lose
- See limits and threats; suspicious of people
- Experience stress, anxiety, frustration, blame, conflict
- “Inner game” driven by unconscious fear of not getting what I need

**Creative**

- “Inside-out”: create to realize my purpose; play to win
- See possibilities and opportunities; believe in people
- Experience energy, flow, fun, possibility, love
- “Inner game” driven by conscious choice to be my authentic self
To build and lead agile organizations, leaders must cultivate three fundamental shifts in mindsets and consciousness.

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1. Results (producing and benefiting)
2. Relationships (being and connecting)
3. Tasks (thinking and doing)
Multipliers by Liz Weisman

**The Talent Magnet:**
Attracts and deploys talent at its highest point of contribution

**The Liberator:**
Creates a climate of safety, belonging and ambition that both invites and demands people’s best thinking and work

**The Challenger:**
Defines an opportunity that causes people to stretch

**The Debate Maker:**
Drives sound decisions through high quality conversations, rigorous debate and therefore real buy-in

**The Investor:**
Gives real ownership and accountability to their teams so they can deliver extraordinary results again and again without direct management