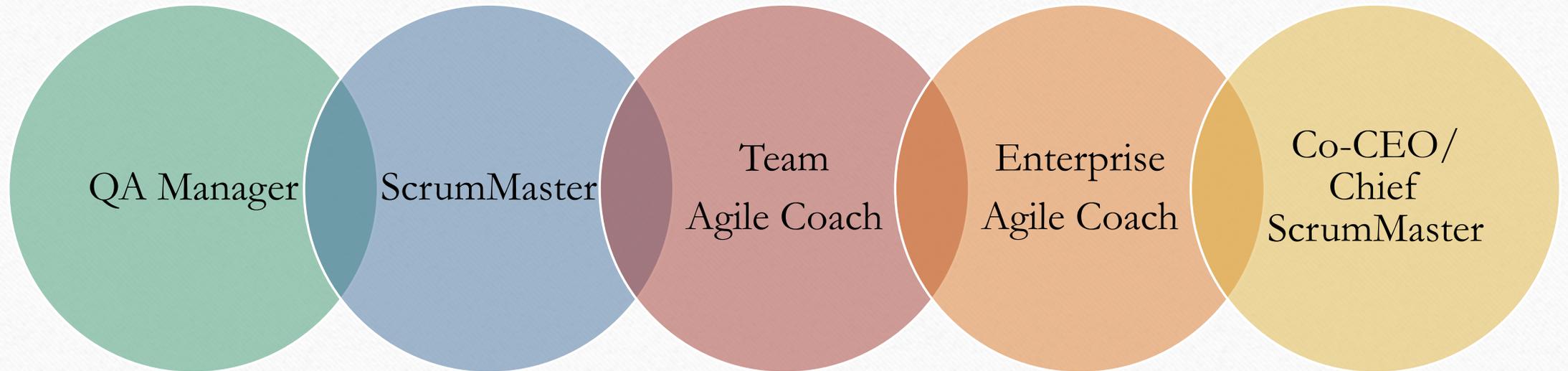


Courage. Empathy. Creativity.
*The Complexity of
Agile Leadership*

Melissa Boggs

Co-CEO/Chief ScrumMaster, Scrum Alliance

My Path



This is a Story about Collisions

One of **two** things **happens** when neutron **stars collide**: they merge together to form a new, larger neutron **star**, or they collapse into a black hole. ...

See Your System

“See the system. When you find yourself stuck in an oversimplified polarized conflict, a useful first step is to try to become more aware of the system as a whole: to provide more context to your understanding it is a critical step toward regaining some sense of accuracy, agency, possibility, and control in the situation.”

— Peter T. Coleman, [The Five Percent: Finding Solutions to Seemingly Impossible Conflicts](#)

Collisions

an instance of conflict between opposing ideas, interests, or factions.



Courage vs. Empathy



Courage vs. Creativity

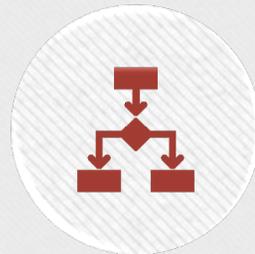


Creativity vs.
Empathy

Courage vs. Empathy



Courage to act on less than perfect information.



Courage to accept responsibility but relinquish control.



Empathy for those who question your decisions.



Empathy for those wanting more/faster.

Creativity vs. Empathy



Creativity to approach problems differently



Creativity to engage people differently



Empathy for those learning to work in a new way.



Empathy for those living in fear

Creativity vs. Courage



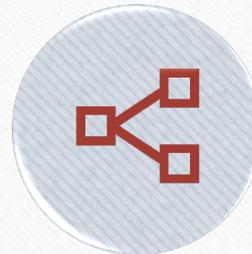
Creativity to create a flexible, responsive org structure



Creativity to create choice where it is not normally present



Courage to relentlessly pursue the vision of the org

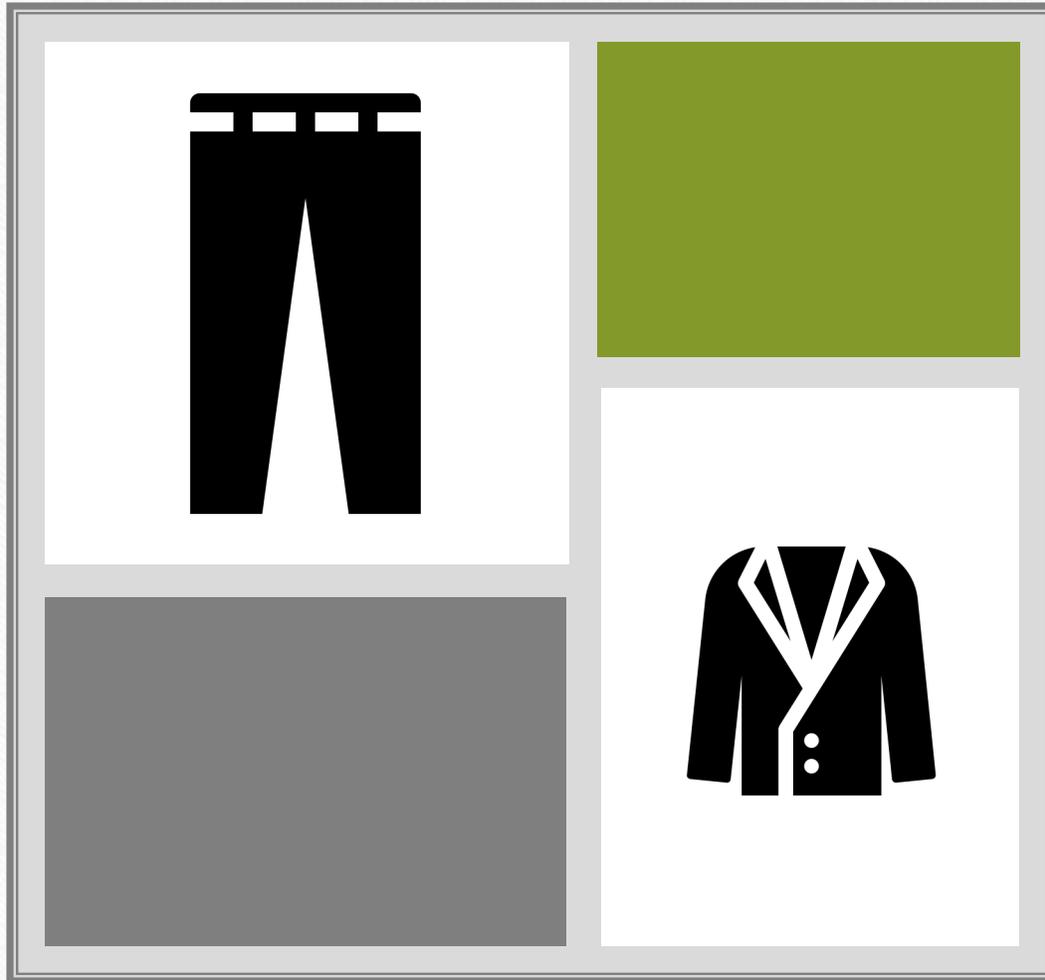


Courage to accept responsibility but relinquish control

Complex Systems



We are all systems
within systems,
exponentially
complex.



Rebel Agile Leader

The collisions were not only within your system.

An agile approach to leadership can often be in direct contradiction to what society expects from a leader.

This means that a lot more effort is required from the agile leader to align expectations and create structure.

Agile & Traditional Leadership

- Decentralization
 - Value Delivery
 - Incremental planning
 - Team leadership
 - Balanced decisions
- 

That is, while there is value in the things on the right, we value the things on the left MORE.

- Delegation
 - Productivity
 - Long term planning
 - Individual management
 - Top down decisions
- 

The Complexity of Self Organization

Accountability

Balance

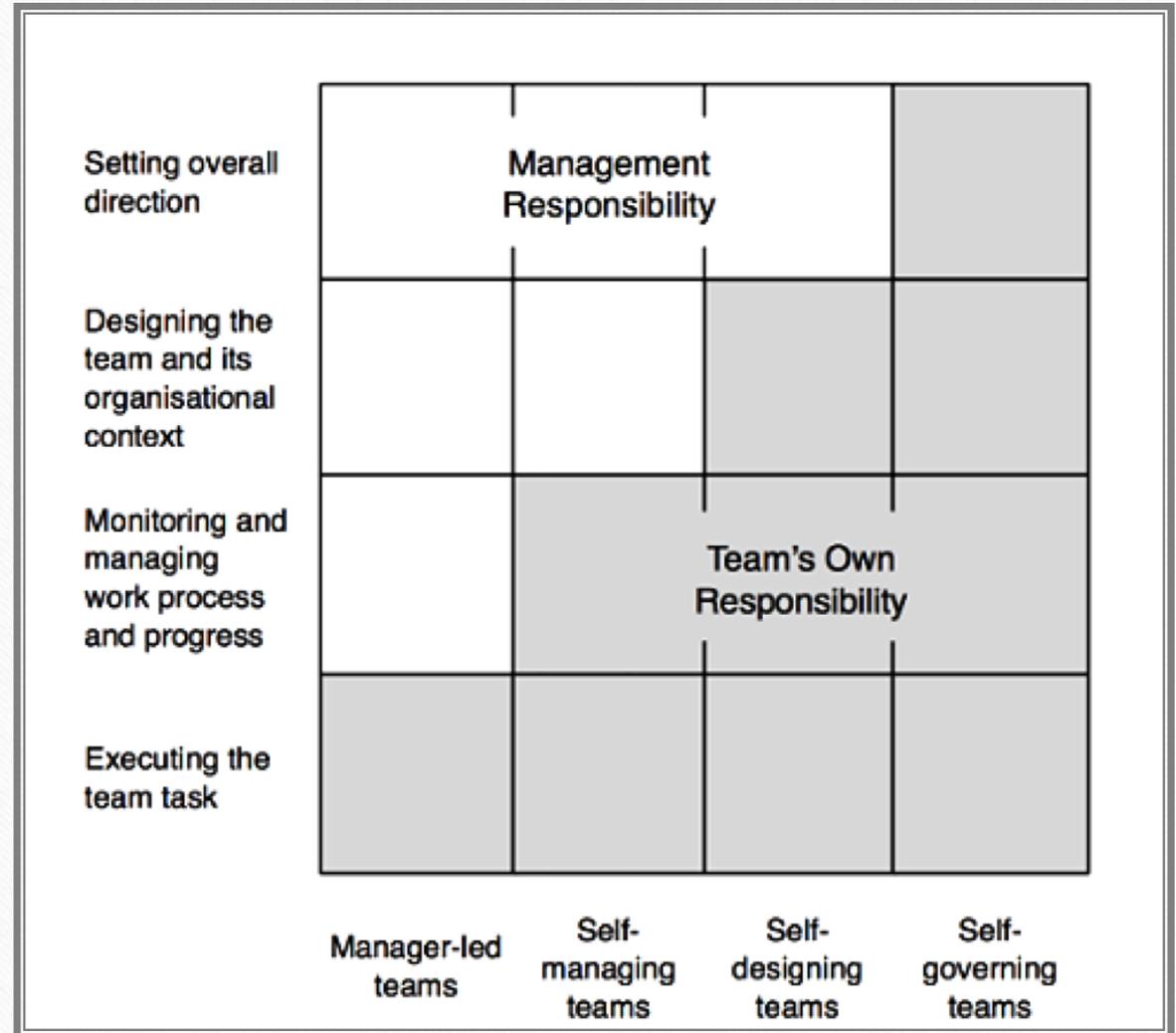
Context

Depth of knowledge

Empowerment

Feedback Loops

Granularity



Richard Hackman, from *Leading Teams: Setting the Stage for Great Performances*

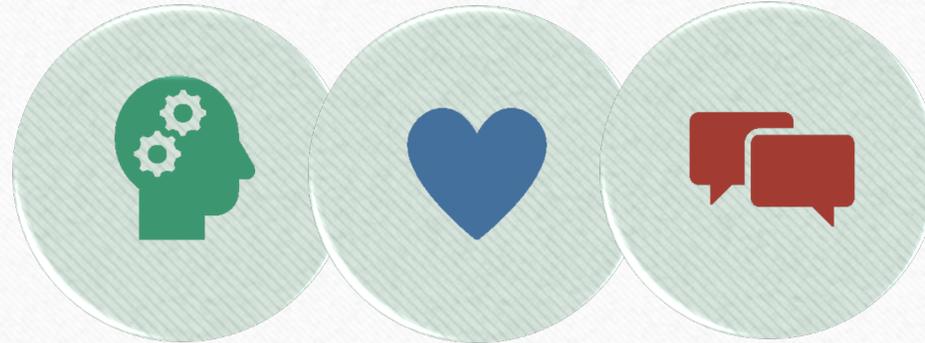


Leadership begins with the alignment of personal values and organizational values;
agile leadership calls us into a deeper, more complex relationship with those values.

Co-mingled

to blend thoroughly into a harmonious whole

COURAGE +
EMPATHY



COURAGE +
CREATIVITY

CREATIVITY +
EMPATHY

So now what?

- See Your System
 - Recognize your collisions
 - Acknowledge your collisions
 - Leverage them together
- Be a(n) ~~Rebel~~ Agile Leader
 - Align expectations
 - Create structures
 - Seek feedback



Connect with Me

- Twitter: [@HmngbirdAgility](https://twitter.com/HmngbirdAgility)
- mboggs@scrumalliance.org

