FÜHRUNG OHNE HIERARCHIEN

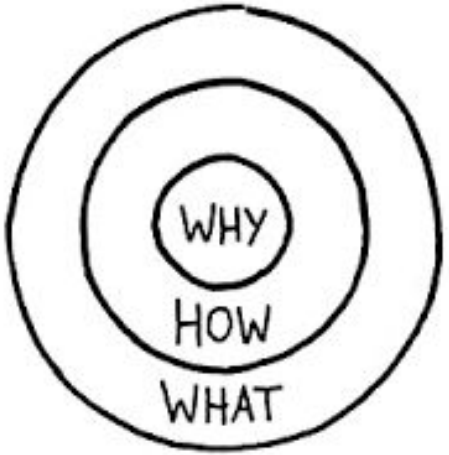
Impulsvortrag, FGS Global, Berlin, 29.11.2022

OVERVIEW

Leadership

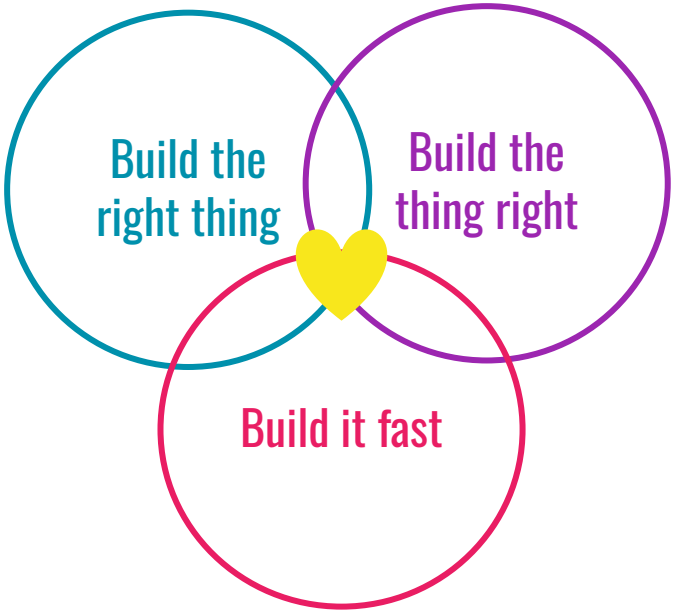
Principles

Examples



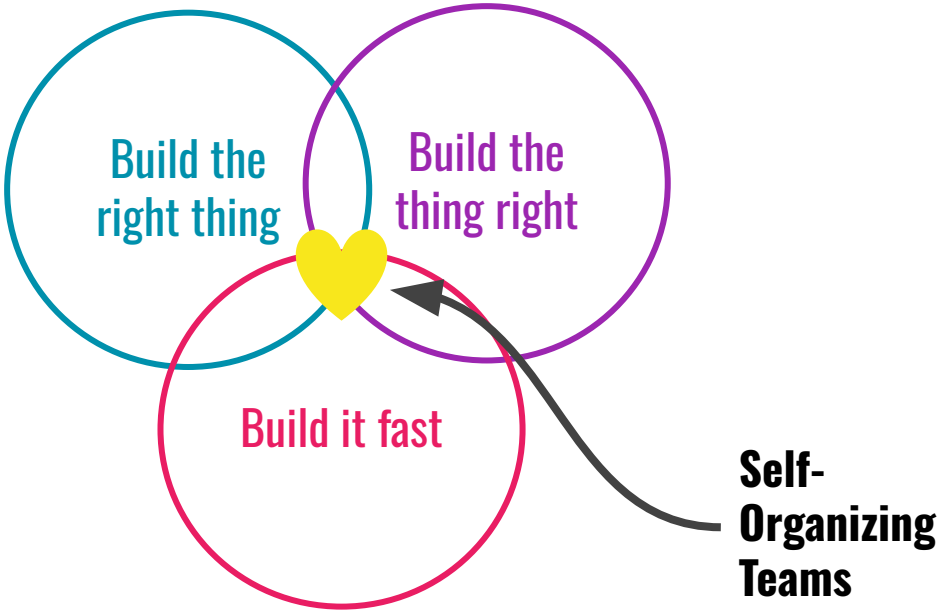
LEADERSHIP - WHY

ACHIEVE BIG GOALS



Source: Henrik Kniberg, Agile Product Ownership in a Nutshell (2012)

ACHIEVE BIG GOALS



Source: Henrik Kniberg, Agile Product Ownership in a Nutshell (2012)

“The best architectures, requirements, and designs emerge from self-organizing teams.“

– Principles behind the Agile Manifesto, 2001

„Self-organizing teams choose how best to accomplish their work, rather than being directed by others outside the team.“

– The Scrum Guide, 2017

„A high-performing team delivers exceptional results time and again, irrespective of the challenges they encounter. While their results may seem magical, lots of effort goes into building such a team.“

– 7 Qualities of High-Performing Agile Teams, 2018

LEADERSHIP - HOW

“Manage the system, not the people.”

– Jurgen Appelo

“Build projects around **motivated** individuals. Give them the **environment** and **support** they need, and **trust** them to get the job done.”

– Principles behind the Agile Manifesto, 2001

LEADERSHIP PRINCIPLES and CHARACTERISTICS

Servant Leadership

Situational Leadership

Lateral Leadership

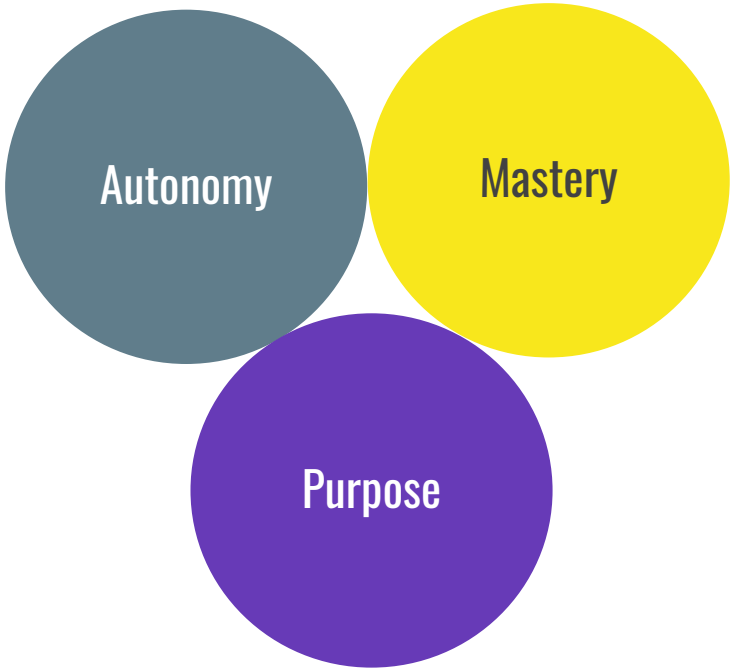
Communicator

Decision-enabler

Trust builder

Motivator

MOTIVATION



Source: Dan Pink, Drive: The Surprising Truth About What Motivates Us (2009)

LEADERSHIP - WHAT

A DEFINITION

The ability to enable
a group of people
to reach a shared goal.

ENABLING

People work best when they are enabled, engaged and energized.

GROUPS OF PEOPLE

Collaborative communities achieve more than individuals.

SHARED GOALS

People require meaning and purpose to make work fulfilling.

LEADERSHIP - WHAT?

Set goals	→	Co-create goals
Monitor progress	→	Automate metrics
Sign-off results	→	Review with the customer

YOU AS A LEADER

TAKING CARE OF YOURSELF

Self-Awareness and Mindfulness

The Ability to say No

Continuous Learner

Leading by example

TAKE AWAYS

SUCCESSFUL LEADERSHIP BUILDS ON...

Hierarchy ⛔

Reporting lines ⛔

Disciplinary Power ⛔

Vision and purpose ✅

Trust ✅

Motivation ✅

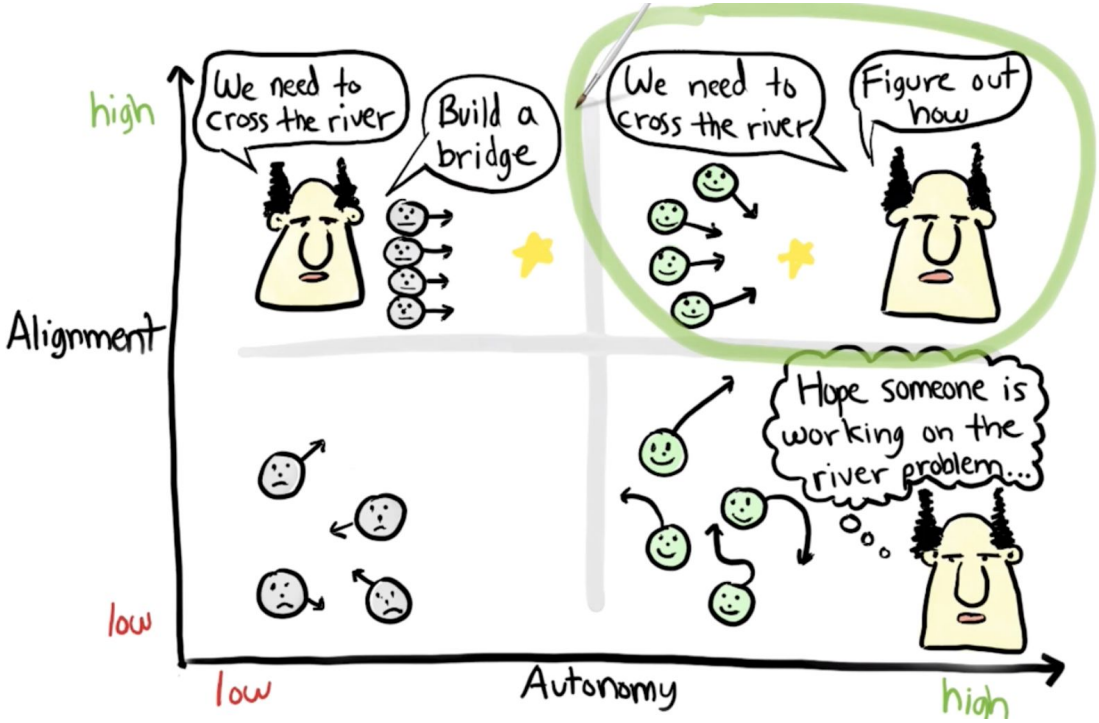
Self-organizing teams ✅

APPLICATIONS AND EXAMPLES

Alignment vs Autonomy

The best solutions emerge from self-organizing teams.

Question:
What is missing here?



Source: Henrik Kniberg, Spotify Engineering Culture (2014)

The Agile team

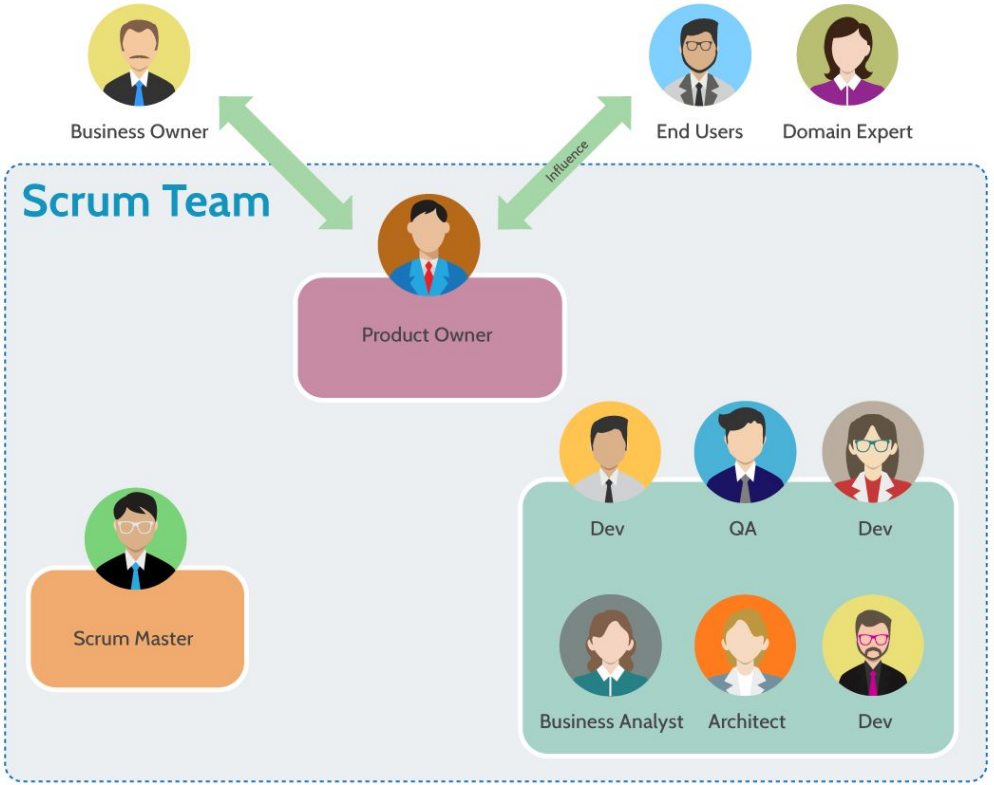
Self-organizing teams

Pull principle

No team lead

Customer focus

Review and Retrospective



THANK YOU!

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