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Solution Focused Agile Leadership

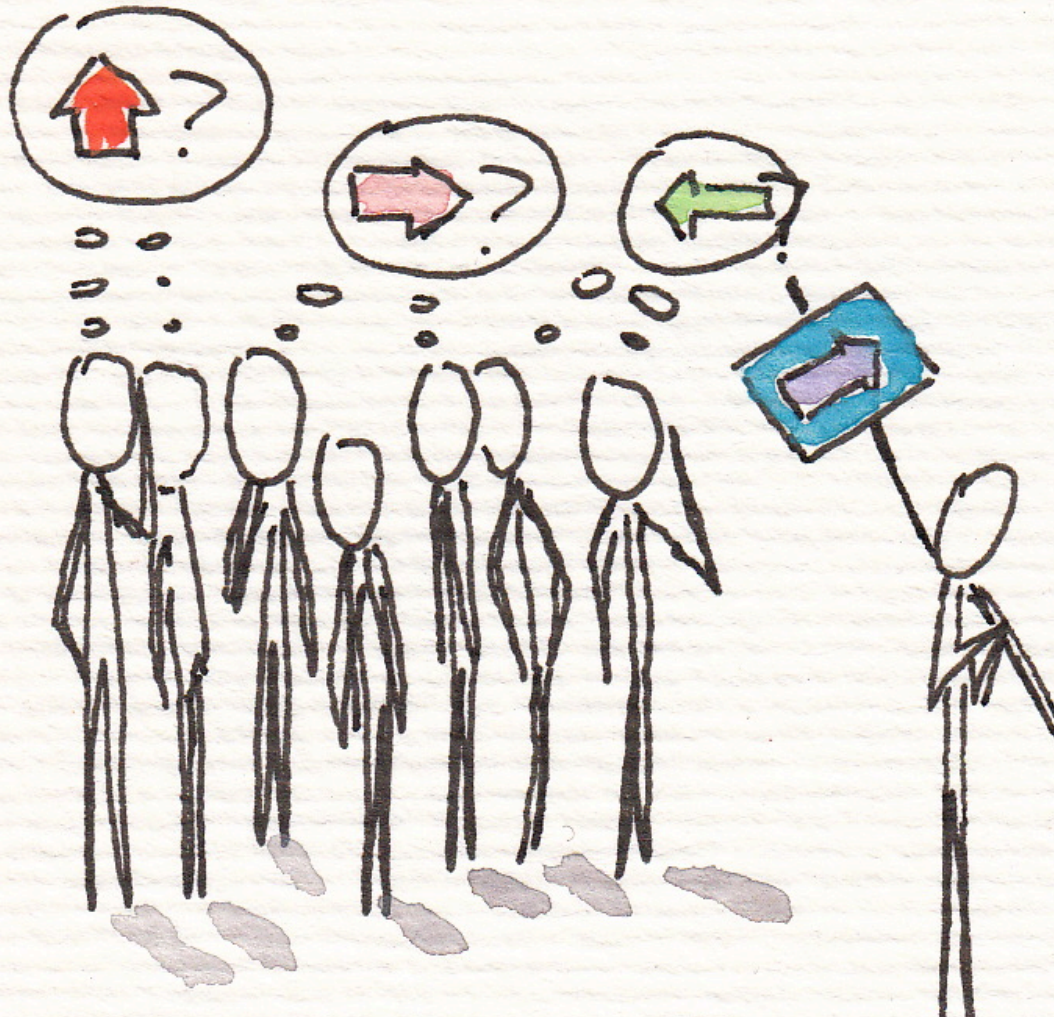
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Opening

In Pairs:

- What did you do well in the past two weeks? (and what else – try to find at least three things)
- Which of the things you did were helpful for others? (and what else – again, try to find at least three things)



Agile Leadership – Challenges



What are your
leadership challenges?

Agile Leadership – Goals

Customer Satisfaction

Continuous
delivery of high
customer-value
product-
increments



Sustainability

Motivated Individuals
and Teams

High-performance
Teams

No/low turnover
of staff

Solution Focused Attitudes



Focus on resources

Exercise – Take One

- A: Imagine *a brilliant* moment
- A: take three minutes to tell B about it



- A: Listen and then say “Thank you”

- B: just listen to A and discover as many strength & resources of A
- B: say “Thank you”
- B: take three minutes and tell A all your discoveries

Exercise – Take Two

- A: Imagine *an angry* moment
- A: take three minutes to tell B about it



- A: Listen and then say “Thank you”

- B: just listen to A and discover as many strength & resources of A
- B: say “Thank you”
- B: take three minutes and tell A all your discoveries

You can decide
how you listen to a story!

Solution Focused Attitudes



Focus on a better future

Motivation through Meaning

- Viktor Frankl: Humans are driven by the search for meaning
- Meaning can't be given
- Meaning is the only motivator

- We value asking „What for?“ over „Why?“

Solution Focused Attitudes

Operate from a
“not-knowing” position

The “Coconut Model”*



The “Coconut Model”*

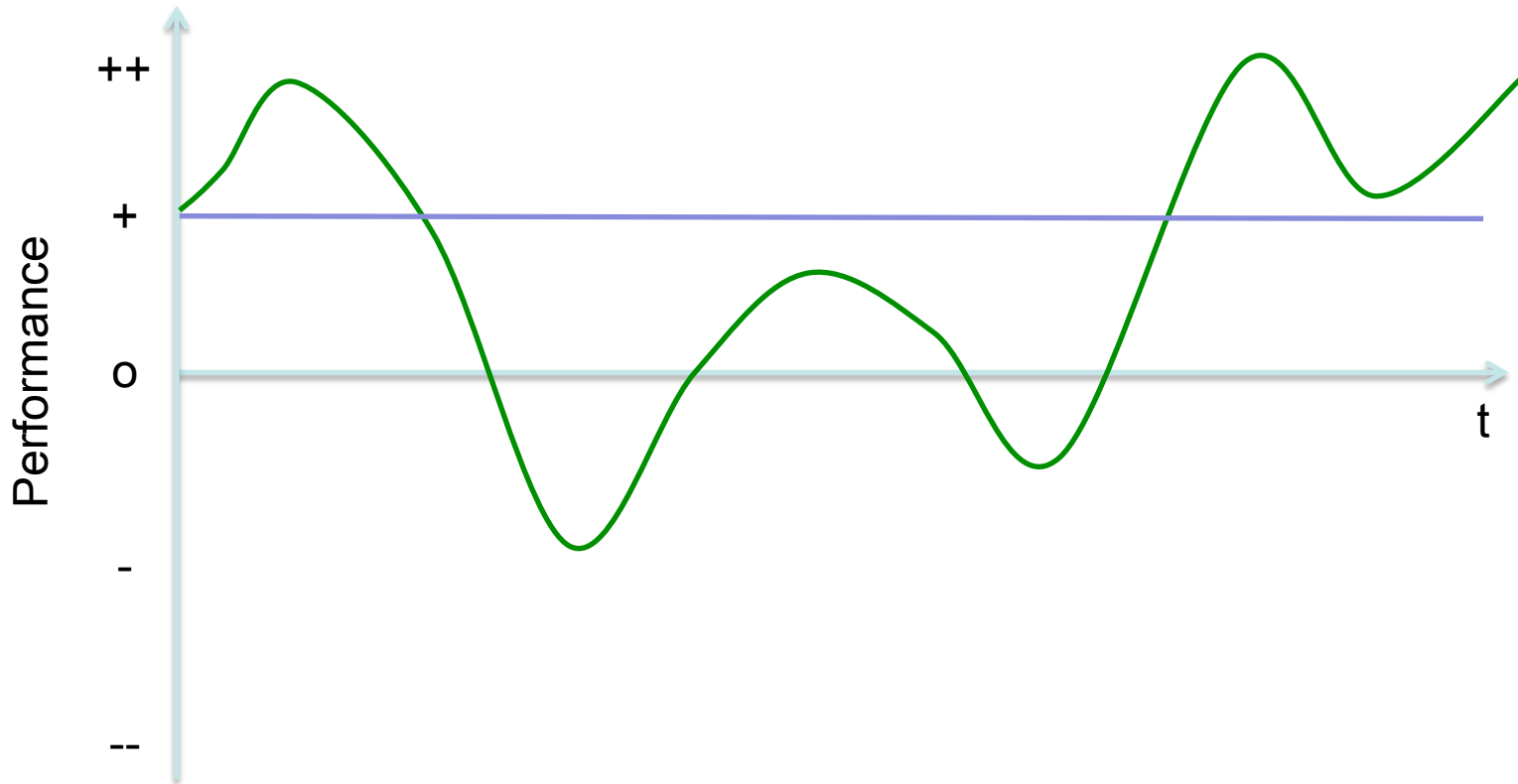


Annual? Performance reviews

Annual? Performance Reviews

--	-	o	+	++
			X	

Performance over time



Annual? Performance Reviews

- Instead of

--	-	o	+	++
			X	

- Emphasise on differences:

--	-	o	+	++
	10	20	50	20

- and talk about it in a Solution Focused way

Solution Focused Rating System*

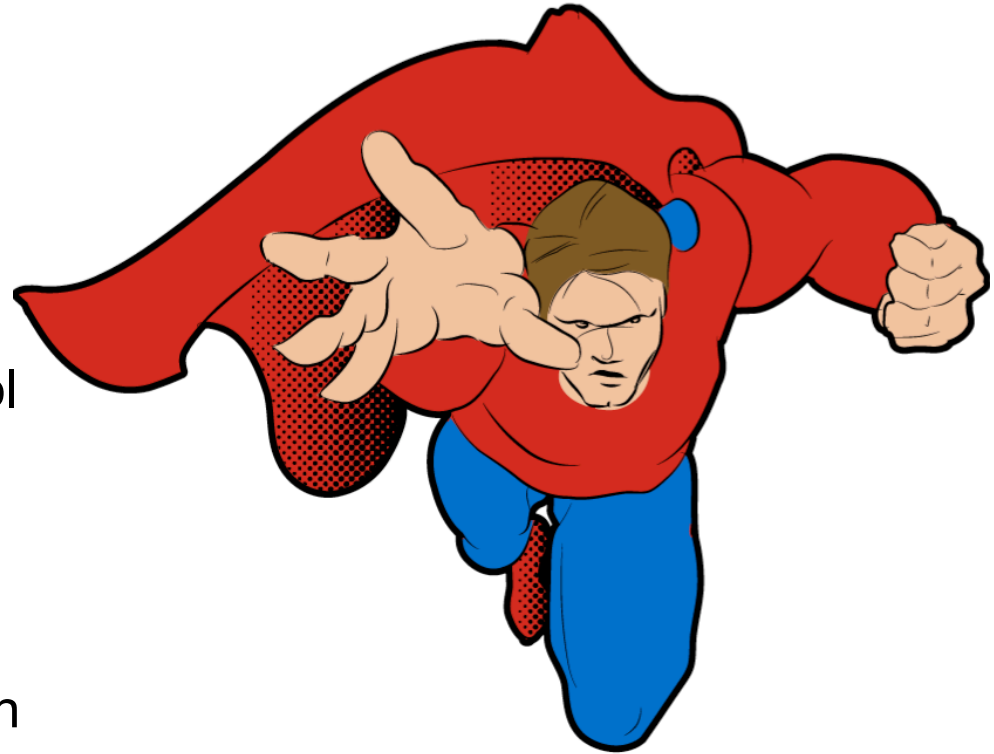
Leadership metaphors

Leadership Metaphors

Hero

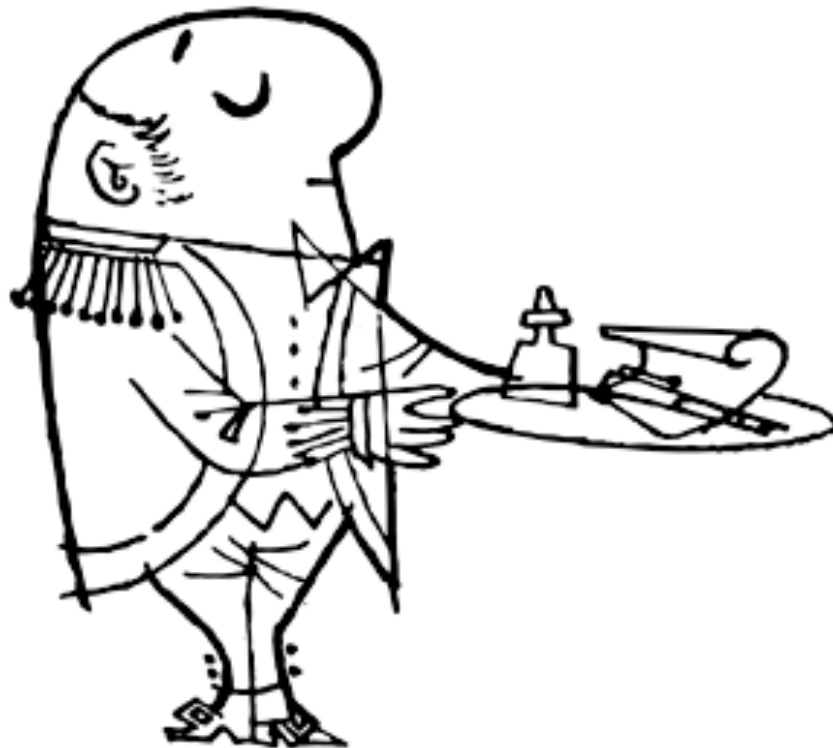
- steers the organization
- is fast acting, all-knowing, saves the situations
- turns things around and avoids disaster
- lives often in an illusion of control
- “to die in the act of duty” nowadays fosters burn-out and self-destruction

- Followers seem all-dependent on the hero and thus such followers hardly become responsible themselves



Leadership Metaphors

Servant



- often leads to some confusion about accountability, authority and also responsibility
- some may regard the opposite (follower) to be the Master – leaders might not like to view employees as Master's to him/her
- Followers often confused about who provides the direction in such a model

The Host Leadership Model*



**Acting as
Hero by**

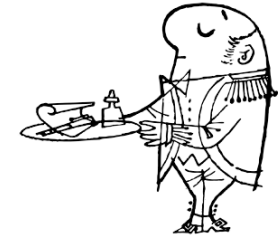
stepping
forward,
planning,
inviting and
safeguarding
his/her home

Host



The host leader
would be:

- invitational,
- set expectations and
- create meaning,
- takes care of his/her
guests (followers),
- takes responsibility and
- is accountable for what
happens



**Acting in
Service by**

stepping back,
encouraging,
giving space
and joining in

- Of all the things you've heard and experienced today, what is useful to you?
- How will you use it (tomorrow, next week, ...)?



FÜHREN UND COACHEN VON AGILEN TEAMS

<http://coachingtour.miarka.com/trainings/>



Contact us

For more information about our trainings and support options, please contact us:



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