



# Advanced Agile Skills

## Working with Agile Teams



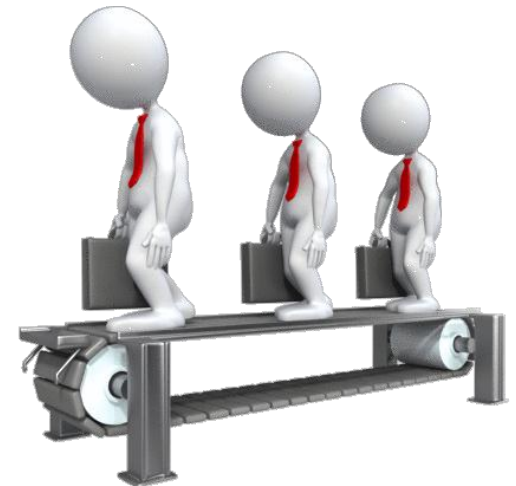
# Empowerment

Creating self-organising teams

# A challenge...



- Write a single sentence that provides a definition of EMPOWERMENT
- Discuss your definition with the rest of your team – do you all agree?



# Definition

- Empowerment is the process of individuals that enables them to take action, control work and make decisions autonomously
- Empowerment comes from the individual not the organisation



# Agile & Organisations

- Agile needs personal empowerment & self sufficiency
- Presents new opportunities & challenges for BG managers
- Congruence between personal expectations, company priorities and political changes
- Moving from “command & control” to “servant leadership” through coaching & empowered teams



# Empowerment is...

- Responsibility & ownership to define, assign & implement workloads
- Working independently towards common objectives
- Understanding “Why?”
- Trusting people to do the job they’re employed to do
- Weighing the impact of decisions on all stakeholders
- Making more trade-offs not less
- An earned privilege – not a right
- The foundation of Agile SCRUM teams and self-organisation



# Empowerment isn't...

- Throwing out the rule book
- Bypassing everyone who will say “no”
- Doing the “fun parts” of everyone else’s job
- Freedom to unilaterally make decisions that affect others
- Not something that one person does for another
- Not something a reporting manager bestows on an individual (individuals “wait” to be empowered and managers wonder why individuals aren’t acting empowered)



# Give power away

- Power is an “expandable pie” not a zero-sum commodity that requires leaders to have less so others can have more
- You have to give power to gain power



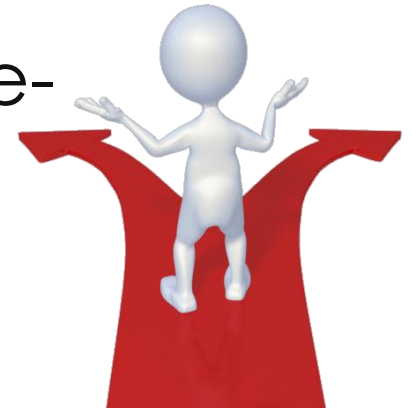
**Teamwork**  
**+ Determination**  
**(Drive) × Passion =**  
**Success**





# How to empower

- Assign important tasks
- Provide autonomy & discretion
- Give visibility & recognition
- Provide support when asked
- Help build strong relationships & networks
- Allow decision-making
- Encourage – use positive reinforcement



# Empowered decisions for teams

- Is it right for the Customer?
- Is it right for the project?
- Is it ethical & legal?
- Have I assessed the risks against the benefits?
- Do I have enough information to make an informed decision?
- Have I worked with other members of the team?
- Am I willing to be accountable for my decision?



# How good leaders empower...

- Transfer ownership for work to those who execute the work
- Create the environment of ownerships where each person wants to be responsible
- Coach the development of personal capabilities
- Believes in “delegate & support” not “escalate & rule”
- Believe that teams want to take responsibility for delivery and management of issues



# 10 principles of empowerment

1. Demonstrate you value people
2. Share the leadership vision
3. Share goals & direction
4. Trust people & their intentions
5. Share data for decision-making
6. Delegate authority - not work
7. Provide frequent feedback
8. Solve problems – don't pinpoint problem people
9. Listen to learn & ask questions to provide guidance – don't lecture
10. Help people feel rewarded & recognised for empowered behaviours



# Another challenge...



- Is your current team or project empowered or part of a “command & control” group?
- What actions could be taken by your managers or organisation to enable individuals in your teams to become empowered?
- Which of those things can you influence or control?

