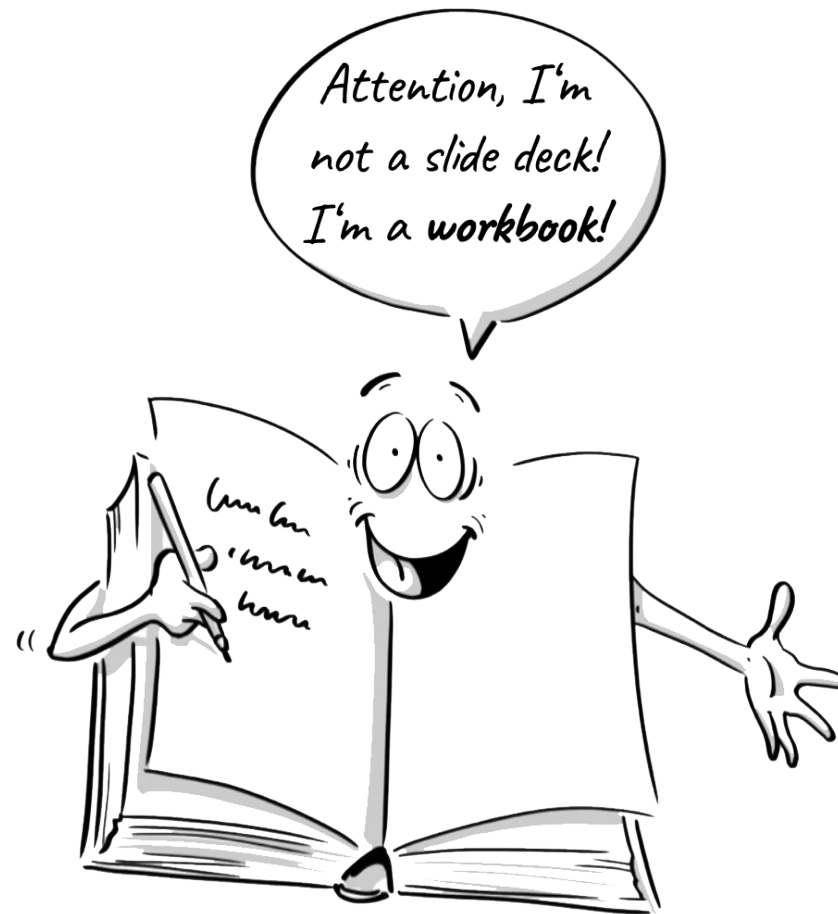


Workbook: Agile Leader

Attention: This Is A Workbook



Before You Start: What To Expect



When we think of Agile Leaders, we relate them to have the ability to develop individuals, teams and organizations in today's VUCA world. Most likely, volatility, uncertainty, complexity and ambiguity will not decrease in the future... hence the skills to deal with this environment will become more and more important.

Great Agile Leaders know that these challenges can only be overcome through radical empowerment, which in turn requires radical enablement. Great Agile Leaders know that letting people make decisions without the ability or context to make decisions is a recipe for disaster. Great Agile Leaders have the ability to strategically align and empower their people. That means building the skills and empowering them, meaning trusting them to make the right decisions.

This Agile Leader online course will help you understand what Agile Leadership is all about. It provides you with a terminology and framework to think more systematically about leadership while giving you concrete tools and techniques to create high-performing agile teams and organizations.

I recommend going through the course together with others. These "others" can be people from your company, or people you can meet in our community. Learning together is many times more effective, but you can also complete this course very well alone.


Before You Start: How To Use The Workbook

Read it like a book - Not like a slide deck

Some love pen and paper. So we understand if you want to print out this document and use it as a workbook. Go ahead! You are also welcome to save it as a PDF and use it on a tablet. Just follow your gut feeling and how you prefer to work.

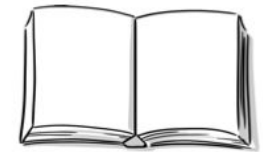
We designed this workbook especially for you. Work your way through all the questions and exercises that are complementary to the **Agile Leader** online course. Don't skip these, even if they seem difficult. The challenging tasks are the most likely to make you grow!

And if you have the opportunity to share what you have learned with others, please do so. It will help you grow.

Have fun on your learning journey. 



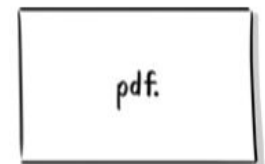
Digital



Personal notebook



Printout



PDF

Success Requires Commitment

Dear valued learner,

We put a lot of effort into creating this course to support your personal and professional growth. This course is designed to help you achieve the goals you have set out for yourself.

As a CEO and your personal coach I only have the highest aspirations towards delivering premium education and results. For that reason I want to make sure that you understand that completing this online course requires not only discipline, but also consistency.

If you are willing to put in the work, it will bear much better results than any live training will provide in a dense format where you cannot reflect along your journey.

For that to happen you need to commit to the the following expectations:

- Create a schedule that allows you to balance your other commitments while making steady progress towards finishing the course.
- Hold yourself accountable for your progress and not allow procrastination or distractions to derail your efforts.
- Understand the value of the course for your personal and professional growth, and be committed to achieving your learning goals by successfully completing the course and implementing the learning into your daily work.

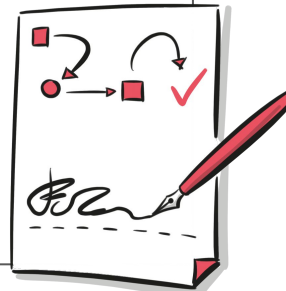
Use the next page to capture your own goals related to the course. You can write them down in bullet points or use small sketches to visualize them. On the following page we have prepared something else for you to seal your commitment with yourself.



COMMITMENT

Success Requires Commitment

Note your personal goals related to this course.



COMMITMENT

Success Requires Commitment

I commit to finishing my **Agile Leader** online course
by dedicating at least hours per week.

I will finish the course and
download my **Business Agility Academy Award**
at the latest on

.....
(insert a realistic date)



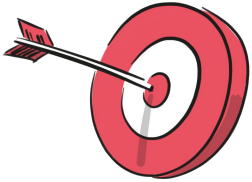
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Sohrab Salimi
Your trainer

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Your signature here

COMMITMENT

Module
The Context for Agile Leadership

Intro | Context for Agile Leadership



Learning Objective: Understand the Context for Agile Leadership

Hey... great to have you with us. This is the very first module of this self-paced online course for Agile Leaders. In this module we will dive deep into the context for Agile Leadership. You will learn about the need for rapid innovation, the various types of innovation, and a brief history of management. In addition, we will cover what agility means and how it is different from traditional ways of working.

This module contains several cases studies incl. Tesla, Apple, Haier, and Amazon. As with all other modules, there will be some exercises, assignments, and further readings to dive deeper into the various topics. Enjoy!

Ready? Let's get started!

The Need for Innovation

Which organizations come to your mind that were the most successful in the past decade?

What makes organisations particularly successful or what were the driving forces behind their success?

Case Study Tesla and Apple

Notes on Tesla:

Notes on Apple:

The Innovation Stack

Space for notes:

Case Study Haier and Amazon

Notes on Haier:

Notes on Amazon:

Context of Agile

Space for notes:

Defined vs. Empirical

Space for notes:

Drivers for Change

Space for notes:

History of Management

Space for notes:

Assignments | Context for Agile Leadership



To give you enough space to reflect and answer the questions listed below, we have prepared dedicated pages for you on the following pages.

1. What type of innovation does my company/ do my clients primarily seek i.e. process, product, strategy, or management?
2. To what extent have we established a culture of experimentation and learning (incl. failure) within our organization?
3. Which of the external drivers for change is the primary one within our organization and why?
4. To what extent do I believe are people within my organization actively engaged? How big is the opportunity by getting more people actively engaged?
5. To what extent do we/ our clients value and thrive for continuous improvement in terms of what we do and how we do it? Try to be very concrete in terms of initiatives your organization has in place for continuous improvement of products and processes!

Assignments | Context for Agile Leadership

1. What type of innovation does my company/ do my clients primarily seek i.e. process, product, strategy, or management?

Assignments | Context for Agile Leadership

2. To what extent have we established a culture of experimentation and learning (incl. failure) within our organization?

Assignments | Context for Agile Leadership

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Assignments | Context for Agile Leadership

4. To what extent do I believe are people within my organization actively engaged? How big is the opportunity by getting more people actively engaged?

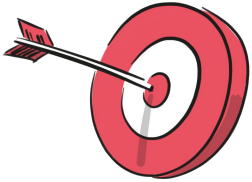
Assignments | Context for Agile Leadership

5. To what extent do we/ our clients value and thrive for continuous improvement in terms of what we do and how we do it? Try to be very concrete in terms of initiatives your organization has in place for continuous improvement of products and processes!

Module

Agile Leadership

Intro | Agile Leadership



Learning Objective: Understand Agile Leadership as a concept and how to get there

Hey... happy to see you have finished the first module and are now ready to dive into module 2. In this module, we will cover many things.

We will start with a question on why many leaders are hesitant to decentralize more and more decisions. Then, we will dive into the Leadership Agility Framework. In a first set of exercises, the intention is to make the framework tangible. In a second set of exercises, we transfer the insights from the framework to several real-world examples.

The next part of this module, covers an overall perspective on how a leadership development journey can look like including many helpful tools and techniques that anyone can apply. As usual, there are a bunch of questions to reflect on in the assignments at the end of this module.

Exercise | Decentralization of Decision Making

What keeps leaders from decentralizing more and more decisions?

Exercise | Expert Leader

In the first round of this exercise, please read the interview with the Expert Leader and then characterize that leader using the symbols provided on page 29. Try to capture everything that you think characterizes this type of leader. Depending on how you use the workbook, you can either delete the symbols that do not apply to the Expert leader digitally or just cross them out with a pen. At the end of the exercise you should only have a page with symbols that belong to the Expert Leader.

When you're done with the Expert Leader, go to the next lesson and watch the debriefing. Do not work on the Achiever Leader or Catalyst Leader yet. We will do this exercise step by step.

Exercise | Expert Leader

YOU: How are you doing at your new leadership role?

Leader: It's a tough job, but it's the kind of pressure I thrive on—having to use my industry know-how to fix a business. I'm a quick study, and I like solving problems. Wind me up and I drill down, figure out the problems, and come up with the right solutions.

YOU: How did you get started?

Leader: I went right away after the information I needed to wrap my head around the business. I met with each of my managers. I studied reports—got up to speed on sales projections, financials, design efficiencies, and the product development pipeline. I have to admit, though, we have so many different products for so many different kinds of customers. This business is a little more complex than I'd expected.

YOU: What did you focus on first?

Leader: It didn't take me long to figure out some obvious things that needed to be done. I got R&D to accelerate development on a couple of products, and I got Sales and Marketing to support faster launches. I told my Development lead he needed to cut costs for the year by 15 percent, and I showed him a few specific budget items to prune. Also, I told Finance to start getting me the monthly numbers on time and I gave them a new way to format the data to make it easier for me to analyze costs.

YOU: What's it been like working with your leadership team?

Leader: I get more real work done with my leaders when I meet with them one-on-one. Getting everybody together just isn't productive. By and large, though, group meetings usually don't get you that much. People tend to hold back. When I do progress reviews, people focus more on making a good impression than on getting down to the real facts. Everybody else sits back and looks like they don't want to be there.

YOU: Have you run into any particularly challenging problems?

Leader: To be honest, I'm frustrated. My VPs don't seem to share my sense of urgency. I'm also not sure we have all the right people in the top few levels of management. But I don't think this is the time to shake things up with a lot of personnel changes. Right now, what I need to focus on is getting this business back on track and under control.

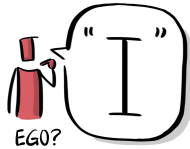
YOU: Have you had any especially challenging conversations?

Leader: Last week, HR asked if they could talk to me about company morale. Apparently, some people were offended by some of the comments I made. I've gotta say, I was pretty disappointed to see how closed-minded they were to new ideas. I just wish more people here shared my passion for making this a first-class operation. Sometimes I wish I could clone myself.

Exercise | Expert Leader



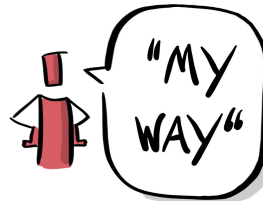
"CLONE ME"



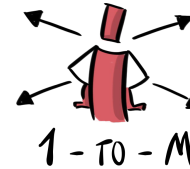
EGO?



SMART
KNOW HOW



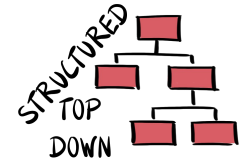
CLEAR



1 - TO - M



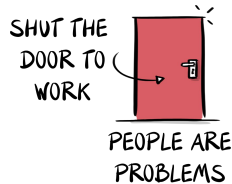
MOVING UP



STRUCTURED
TOP
DOWN



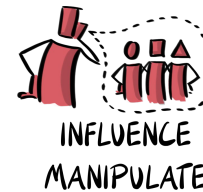
"I MIGHT BE
WRONG"
SEEKS +
INCORPORATES
FEEDBACK



SHUT THE
DOOR TO
WORK
PEOPLE ARE
PROBLEMS



DEVELOPMENT
SLOW?
GROWTH
FOCUS



INFLUENCE
MANIPULATE



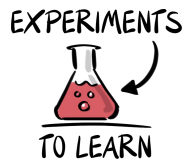
CHAOS?
PURPOSE
+ VISION



STRETCH
GOALS



ALIGNMENT
STRATEGIC
DIRECTION



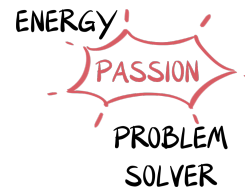
EXPERIMENTS
TO LEARN



LITTLE
TRUST +
LISTENING



BUSY



ENERGY
PASSION
PROBLEM
SOLVER



COMPETITIVE



"BUY-IN"



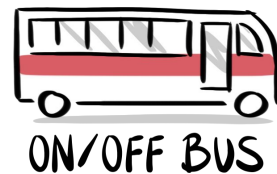
TASK
FOCUS
DETAILS



"DO IT"
DICTATES
DIRECTS



COLLABORATES



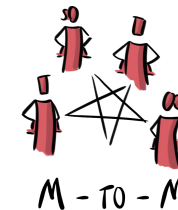
ON/OFF BUS



FOCUSED
TACTICAL
ACTIVITIES



EMPOWER
PEOPLE ARE
ASSETS



M - TO - M



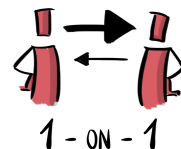
"WE"
CULTURE



RESULT
FOCUS
SUCCESS



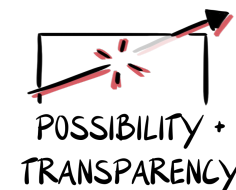
PEOPLE
ARE RESOURCES



1 - ON - 1



SAFETY
TO TRY + FAIL
SOFT?



POSSIBILITY +
TRANSPARENCY



COACH

Debrief | Expert Leader

Space for notes:

Exercise | Achiever Leader

In the second round, please **read the interview with the Achiever Leader and then characterize that leader** using some of the provided icons on an empty slide (also included in the PPT deck). Feel free to also include other icons or text boxes. Make sure you capture everything you believe characterizes this type of leader well.

Once you are done with the Achiever Leader, go to the next lesson and watch the debriefing. Do not work on the Catalyst Leader yet. We will do things step by step.

Exercise | Achiever Leader

YOU: How are you doing in your new leadership role?

Leader: It's moving forward. However, this company has lost its focus and competitors are eating our lunch. They fell into the success syndrome - everything's working, and you just keep doing it. The big challenge is shifting people's mind-sets. I'm working on getting everyone's head back into the marketplace, thinking further out and looking at things from the customer's point of view.

YOU: How did you get started?

Leader: For the first month or so, I mainly just took a lot in. Got to know the leadership team, did skip-level interviews, talked with current customers and ones we'd lost, walked around the office, and generally made myself visible. I even held a town hall meeting to share what I've learned. I think leadership needs to challenge and inspire others to go beyond what they think is possible.

YOU: What did you focus on first?

Leader: The company's biggest strategic problem is that it lost its innovative edge. In this industry, new technologies become obsolete quickly. We need to revamp our new product development process and some of our other business processes to be more responsive to customers. I'm also looking to see if we have the right people to execute the strategy.

YOU: What's it been like working with your leadership team?

Leader: We usually meet once a week. I start by sharing updates and important information, but I try to reserve most of the time for group discussion of important topics, either strategic or operational. I know I need to motivate them to focus more externally, so in every meeting I try to introduce at least one agenda item that stretches them in that direction.

By having them work on how we're going to achieve the strategy, I got them to buy into the strategy itself!

YOU: Have you run into any particularly challenging problems?

Leader: I can't say that it's all been smooth sailing. I don't think everyone's going to be up to the challenge in front of us. I am very concerned about one leader in particular. I can tell he hadn't really bought into the need to change, and he is just going through the motions.

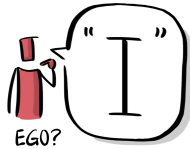
YOU: Have you had any especially challenging conversations?

Leader: I had a number of conversations with one leader on his poor performance. Before long, I was telling him what he needed to do if he was going to stay with us. I asked HR to help me be sure I was handling this the right way. They were actually very helpful.

Exercise | Achiever Leader



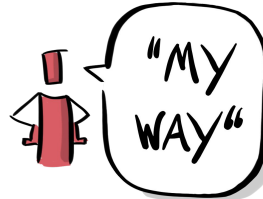
"CLONE ME"



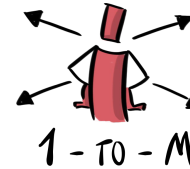
EGO?



SMART
KNOW HOW



CLEAR



1 - TO - M



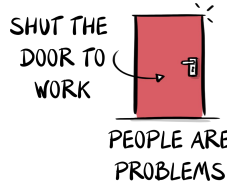
MOVING UP



STRUCTURED
TOP
DOWN



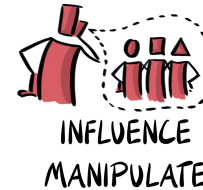
"I MIGHT BE
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SEEKS +
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SHUT THE
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DEVELOPMENT
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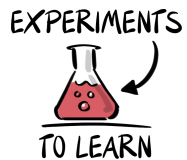
CHAOS?
PURPOSE
+ VISION



STRETCH
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ALIGNMENT
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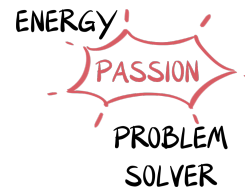
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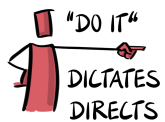
COMPETITIVE



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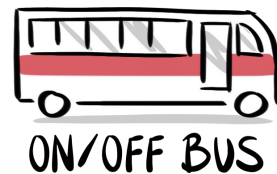
TASK
FOCUS
DETAILS



"DO IT"
DICTATES
DIRECTS



COLLABORATES



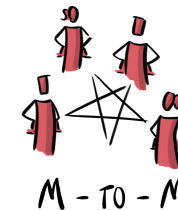
ON/OFF BUS



FOCUSED
TACTICAL
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EMPOWER
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ASSETS



M - TO - M



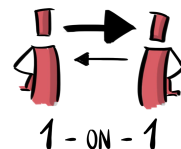
"WE"
CULTURE



RESULT
FOCUS
SUCCESS



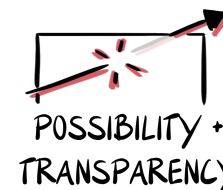
PEOPLE
ARE RESOURCES



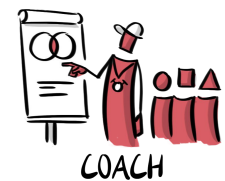
1 - ON - 1



SAFETY
TO TRY + FAIL
SOFT?



POSSIBILITY +
TRANSPARENCY



COACH

Debrief | Achiever Leader

Space for notes:

Exercise | Heroic Leadership

Now that we have covered the Expert and Achiever Leader, I want you to take a few moments and think about two questions:

1. Why do we refer to Expert and Achiever Leaders as Heroic Leaders?
2. Why do people act this way?

Once you have spend a few moments thinking about these two questions and ideally written down your thoughts, move on to the next lesson and watch the video.

Debrief | Heroic Leadership

Space for notes:

Exercise | Catalyst Leader

You know the process 😊 Read the interview, describe the Catalyst Leader using the visuals and then watch the video. See you soon!

On page 40 you are welcome to take notes for insights from the debriefing.

Exercise | Catalyst Leader

YOU: How are you doing in your new leadership role?

Leader: This company has lost its edge, but I've always respected their tradition of excellence and innovation. I envision a company that will not only regain its status as industry leader but also become a benchmark for other industries—a participative, high-performing organization that's a great place to work. To do that, people need to learn to lead and manage this place in new ways.

YOU: How did you get started?

Leader: I got to know the leaders. I walked around a lot and started following some social networks. I sought out innovators, learned what they're doing, and gave them some encouragement. I also met with key customers, including some former customers, and I've asked leaders and others to do the same. Then we all shared together what we learned.

YOU: What did you focus on first?

Leader: I held a two-day off-site with my leaders and some of their people to surface issues. I reiterated our goals to achieve profitability and industry leadership, and said, "To achieve these goals, we need everyone to contribute their best work and ideas." We only touched the tip of the iceberg, but it was a productive two days and have ideas to carry forward. Sustaining industry leadership takes more than innovative know-how and a can-do attitude. I believe that the best companies are those that intentionally set out to

establish a culture based on participation, mutual respect, and straight talk. I think it's going to help change the way they lead their own teams and a step toward creating a new culture.

YOU: What's it been like working with your leadership team?

Leader: In many ways, it's like a laboratory. I'm trying to develop a leadership team that can serve as a prototype of a participative culture. This is so important that I try to spend a few hours a week with the team engaging in important strategic and operational issues. They see I can be influenced by their ideas, and they know it's not just a game.

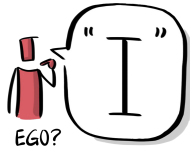
YOU: Have you had any especially challenging conversations?

Leader: I can think of several. I've been coaching some leaders and asked them for feedback on my leadership approach. After some trepidation, some people actually spoke up! The most challenging were meetings with one leader. I saw that we weren't going to turn this place around if he stayed in his position. I asked him his perspective and gave him a room to respond. Soon he acknowledged that he was over his head. After we reached that level of honesty, I said, "If you could invent any job, what would it be?" Turns out he loves the client work over leading people, so we were able to restructure his role.

Exercise | Catalyst Leader



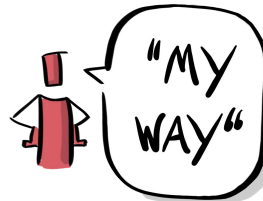
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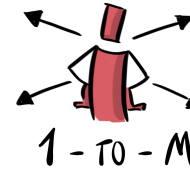
EGO?



SMART
KNOW HOW



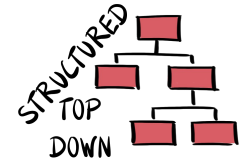
CLEAR



1 - TO - M



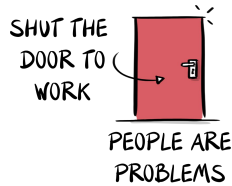
MOVING UP



STRUCTURED
TOP
DOWN



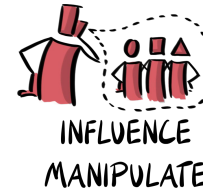
"I MIGHT BE
WRONG"
SEEKS +
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SHUT THE
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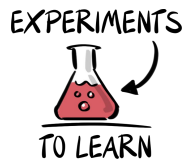
CHAOS?
PURPOSE
+ VISION



STRETCH
GOALS



ALIGNMENT
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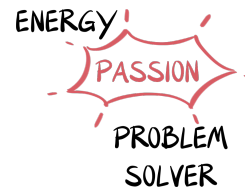
EXPERIMENTS
TO LEARN



LITTLE
TRUST +
LISTENING



BUSY



ENERGY
PASSION
PROBLEM
SOLVER



COMPETITIVE



"BUY-IN"



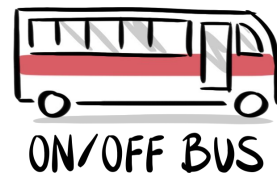
TASK
FOCUS
DATA
DETAILS



"DO IT"
DICTATES
DIRECTS



COLLABORATES



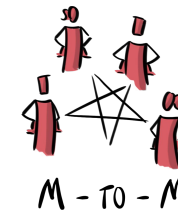
ON/OFF BUS



FOCUSED
TACTICAL
ACTIVITIES



EMPOWER
PEOPLE ARE
ASSETS



M - TO - M



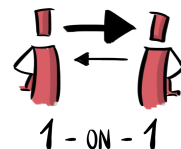
"WE"
CULTURE



RESULT
FOCUS
SUCCESS



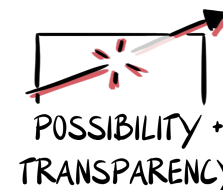
PEOPLE
ARE RESOURCES



1 - ON - 1



SAFETY
TO TRY + FAIL
SOFT?



POSSIBILITY +
TRANSPARENCY



COACH

Debrief | Catalyst Leader

Space for notes:

Leadership Agility Framework

Space for notes:

Exercise | Leadership Principles of Amazon and Google

Go through each of the principles and evaluate for yourself whether the principle is more linked to Expert, Achiever, or Catalyst Leadership. Some of the principles you might not associate 100% to any of these leadership mindsets. In these cases, identify which ones would be applicable and why.

Once you are done with both Amazon and Google, move to the next lesson and watch the debriefing videos.

Exercise | Leadership Principles of Amazon and Google

Go through each of the principles and evaluate for yourself whether the principle is more linked to Expert, Achiever, or Catalyst Leadership. Some of the principles you might not associate 100% to any of these leadership mindsets. In these cases, identify which ones would be applicable and why.

Amazon Leadership Principles	Expert	Achiever	Catalyst
1. Customer Obsession. Leaders start with the customer and work backward. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers.			
2. Ownership. Leaders are owners. They think long term and don't sacrifice long-term value for short-term results. They act on behalf of the entire company, beyond just their own team. They never say "that's not my job."			
3. Invent and Simplify. Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas from everywhere, and are not limited by "not invented here". Because we do new things, we accept that we may be misunderstood for long periods of time.			
4. Are Right, A Lot. Leaders are right a lot. They have strong judgement and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.			
5. Learn and Be Curious. Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.			

Exercise | Leadership Principles of Amazon and Google

Amazon Leadership Principles	Expert	Achiever	Catalyst
6. Hire and Develop the Best. Leaders raise the performance bar with every hire and promotion. They recognize people with exceptional talent and willingly move them throughout the organization. Leaders develop leaders and are serious about their role in coaching others. We work on behalf of our people to invent mechanisms for development like Career Choice.			
7. Insist on the Highest Standards. Leaders have relentlessly high standards - many people may think these standards are unreasonably high. Leaders are continually raising the bar and driving their teams to deliver high-quality products, services, and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed			
8. Think Big. Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.			
9. Bias for Action. Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk-taking.			
10. Frugality. Accomplish more with less. Constraints breed resourcefulness, self-sufficiency, and invention. There are no extra points for growing headcount, budget size, or fixed expense.			

Exercise | Leadership Principles of Amazon and Google

Amazon Leadership Principles	Expert	Achiever	Catalyst
11. Earn Trust. Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Leaders do not believe their or their team's body odor smells of perfume. They benchmark themselves and their teams against the best.			
12. Dive Deep. Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdotes differ. No task is beneath them.			
13. Have Backbone; Disagree and Commit. Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly.			
14. Deliver Results. Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never compromise.			

Exercise | Leadership Principles of Amazon and Google

Go through each of the principles and evaluate for yourself whether the principle is more linked to Expert, Achiever, or Catalyst Leadership. Some of the principles you might not associate 100% to any of these leadership mindsets. In these cases, identify which ones would be applicable and why.

Google Research on Great Management

Google set out to determine what makes a manager great at Google. But first, a research team tried to prove the opposite: that managers actually don't matter, that the quality of a manager didn't impact a team's performance. This hypothesis was based on an early belief held by some of Google's leaders and engineers that managers are, at best, a necessary evil, and at worst, a layer of bureaucracy.

The team defined manager quality based on two quantitative measures: manager performance ratings and manager feedback from Google's annual employee survey. This data quickly revealed that managers did matter: teams with great managers were happier and more productive.

But knowing that managers mattered didn't explain what made managers great. So the team asked employees about their managers. By going through the comments from the annual employee survey and performance evaluations, the team found ten common behaviors across high-scoring managers. The researchers also conducted double-blind interviews with a group of the best and worst managers to find illustrative examples of what these two groups were doing differently.

Exercise | Leadership Principles of Amazon and Google

Google Manager Behaviors	Expert	Achiever	Catalyst
1. Is a good coach. A good coach avoids the trap of solving every problem for their team as soon as it arises. Rather they use these problems as teaching moments. They guide and share insights at the right time, letting their team gain valuable experience along the way.			
2. Empowers team and does not micromanage. Everybody hates a micromanager. In contrast, a good team lead gives their people enough freedom--to explore new ideas, to experiment, and to develop (and adapt) their own working style. In addition, great managers make sure their people have the tools and flexibility they need to do their jobs.			
3. Creates an inclusive team environment, showing concern for success and well being. Great managers make it a priority to build trust in their teams. As Google puts it: In a team with high psychological safety, teammates feel safe to take risks around their team members. They feel confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.			
4. Is productive and results-oriented. The best managers make those around them better. They realize what their teams are capable of, and they use emotional intelligence to motivate their people and help them realize their potential.			
5. Is a good communicator - listens and shares information. Great managers are great listeners--this enables understanding. They also share what they can, realizing transparency is beneficial for the team as a whole. They share sincere and specific praise, early and often. But they also don't hold back from giving necessary (negative) feedback--making sure to frame it in a way that is constructive and easy to learn from.			

Exercise | Leadership Principles of Amazon and Google

Google Manager Behaviors	Expert	Achiever	Catalyst
6. Supports career development and discusses performance. Great managers are invested in their people. They provide career path options, realizing not everyone wants to follow the same road. They also don't hold their people back for personal gain. Rather, they support team members and help them to reach their goals.			
7. Has a clear vision/strategy for the team. Great managers know where they're going, but they make sure the whole team knows, too--rather than keeping them in the dark. They are also careful to communicate "scope," realistic expectations as to what specific actions are needed to execute a strategy, and each team member's role in delivering.			
8. Has key technical skills to help/advise the team. Great bosses understand a job well and are skilled at the work they oversee. If an effective manager is brought into a new department, they take time, in the beginning, to familiarize themselves with their people's everyday work and challenges. This earns them the respect of their team.			
9. Collaborates across Google. Some managers create silos, running their teams with an "us versus them" mentality, competing against other teams within the company. Great managers have the ability to see the big picture and work for the good of a company as a whole.			
10. Is a strong decision-maker. Great managers take the lead. They make tough decisions, and make sure everyone understands the reasons behind those decisions. Then, they commit to following through.			

Debrief | Amazon Leadership Principles

Space for notes:

Debrief | Google Great Managers

Space for notes:

Journey towards Agile Leadership

Space for notes:

Foundations of Good Decisions

Space for notes:

What is Mindset?

What does Mindset mean to you?

Awareness, Choice & Change

Space for notes:

Do, Lead & Coach

You can watch the video once and then fill out the document for yourself. Think about at least 3-5 current tasks and responsibilities that you are acting as an Expert but where you want to change towards either Achiever or Catalyst. In addition to thinking what type of triggers can help you remember following that new path, also think about what needs to be in place so that you can follow that new path without everything breaking apart.

List a few of your projects, tasks and responsibilities	My current habit (Do, Lead, oder Coach)	My desired habit (Do, Lead, oder Coach)	Ideas on how to remind myself i.e. which triggers can I use?

Catalyst Conversation

As mentioned in the video, start practicing the Catalyst Conversation in 1-on-1 or group meetings, you can apply it to help your team members solve problems, or use it in a sales conversation. There are really no limits to this. Also, share your experience practicing the catalyst conversation in our [Agile Leader Community](#).

5 simple steps to lead better conversations:

1. Align Objectives

What are we talking about?
Set context.

2. Explore Perspectives

What is their perspective?
Others share first.

3. Clarify Understanding

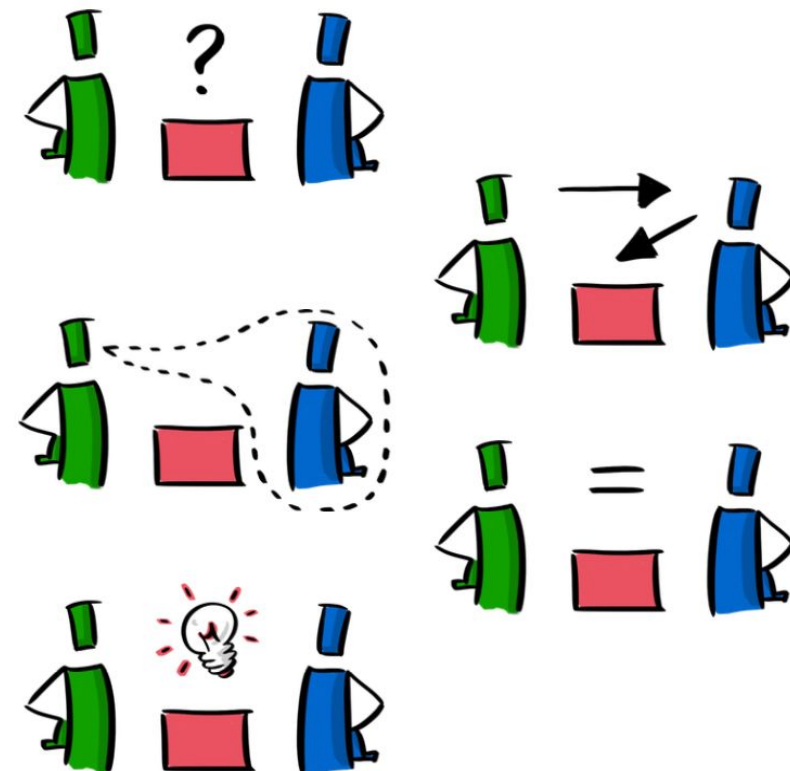
What did you hear (or feel) they said?
Be explicit.

4. Share Insight/Wisdom

What is your perspective?
It is OK to share.

5. Empower Action

What are they going to do next?
Let them own it.



Catalyst Conversation

1. Align Objectives

- What is the issue or challenge you are facing?
- Who should be involved in this discussion / decision?
- When does this decision need to be made, or action need to be taken?
- What do you hope to get out of this conversation?
- How would you like me to assist you with this during this conversation?
- The topic I would like to discuss is <...>; what do you want to talk about?

2. Explore Perspectives

- What is your perspective of the situation? How do you feel about it?
- What have you considered or tried already?
- How long have you been dealing with this situation?
- Why is this issue so important to you right now?
- Who else have you been discussing this with, or working with this on?

3. Clarify Understanding

- Let me check that I understand your perspective...
- I sense that this is bothering/ exciting/ stressing you. Is that correct?
- It seems there are a few issues here <...>. Which do you want to explore?
- That's an interesting perspective <...>. Can I explore that deeper with you?
- As you are talking about <...> it appears to be a different topic. How are they related?

Catalyst Conversation

4. Share Insight/ Wisdom

- Something I have found valuable is <...>. How do you see that?
- You are reminding me of <...>. How does that relate to your situation?
- I have a perspective I would like to share with you <...>. What do you think?
- You mentioned <...>. Here is another way to look at it.
- I have never been in such a situation. Are you OK to explore options?
- I like your next step <name it>. Another next step I might consider is <...>.

5. Empower Action

- I heard a few possible next steps in our conversation. Is there one you see as a way forward? Based on our conversation thus far, what do you see as a possible next step?
- What options do you see to move this situation forward?
- What do you feel should happen next? Who should be involved in that?
- Is there anything you need from me to help you carry this forward?
- Who else can assist you in taking this forward?
- Maybe we could reflect on it for a day or two and come back with possible next steps.

Powerstyles

Space for notes:

Manager on a Page | Sohrab Salimi

On Delivering Results

Focus on results all the time – always take the CEO (Product Owner) perspective on what we as a company (not only you as an individual) should be doing... Our company OKRs should give you direction.

All priorities are relative; there is always something top priority and you need to know it! Ask if unclear... It is my most important job to set priorities for the organization.

Take responsibility and do not make excuses; I react very negatively to that; we (including me) are all here to produce results, do it, or tell me why you couldn't and then we work together on improving.

Raise red flags early; deadlines are serious – manage time buffer; be on time for meetings and expect me to do the same... if I do not, don't be afraid to point it out. We need to keep each other accountable!

I want to understand if we made mistakes, and why, so we can learn – and then we immediately look forward... it's not personal and I am not looking to blame anyone

I will be sometimes hands-off and sometimes hands-on, depending on my interests, my priorities, my coaching desires, my perception of your control of the work. Do not be worried if I am either too hands-off or too hands-on for your taste; tell me in that case, and I can then adjust or explain

Always ask for support and feedback; better ask than be sorry – I will tell you if I expect you to walk alone at least for some time... be aware I am not testing you, I want to figure out with you where the real questions are i.e. where you lack context so that you and I can work on it together

Manager on a Page | Sohrab Salimi

Do not apologize for your private appointments, vacations, etc. Just tell me if this keeps you from fulfilling a request I have. It will be mostly fine then

Deal with anything I request or mail to you about within max. 1 workday – unless I explicitly stated that it is not urgent. If you cannot solve it by then, tell me the estimated-time-of-arrival. Do not leave requests unanswered for more than a day. I expect you to follow up yourself – if I have to do that, I get really annoyed. I do not want to manage your schedule in addition to mine

You can expect replies from me within max. 1 workday - unless I am on vacation. If you do not get it, send your mail again. **Put me under pressure. You have a right for quick replies.** Make it very explicit if I am your bottleneck... make sure I am working on the right priorities!!!

On How I Operate

I am an introvert and extrovert (I know this is weird). Better not put me in a box. Sometimes I need to process information, sometimes I need to think out loud. I will try to let you know which one I am doing.

I am extremely direct and open, so you will always know where you stand. Do not interpret hidden messages. **I do not do hidden messages.** Ask if unclear. Also, be direct to me; I will almost certainly not understand your hidden messages or implied criticism or whatever; tell me straight-up

Feedback should be direct, frequent, informal – both downward and upward (focus on improvement potential). Negative feedback only in 1on1 interactions and not in groups/teams.

Manager on a Page | Sohrab Salimi

Don't hesitate to email me frequently (I don't want you to manage my info load; you can even email me 10x a day), and clarify what you want me to do (or nothing as an FYI) – and I clearly prefer single-topic emails (even if many)... I use emails as my to-do list, so one email containing multiple problems is really bad for me to deal with. If you want to send me a to-do I prefer email over private messaging in AgileLMS.

I often work weird/early/weekend/etc. hours – I don't expect you at all to follow. I also email at weird times, and I don't expect you to answer at weird times, too. If something is urgent, I will phone/WhatsApp you. Make your own schedule in alignment with your team – I don't care about face time

On Meetings

Every meeting needs to have objectives/agenda and be prepared: what do you want to accomplish? We should go out of every meeting with agreed-upon results, tasks, responsibilities, timeline; pro-tip: write the summary in the meeting and not afterward

I learn better by reading and then discussing vs listening and discussing; thus send docs for meetings ideally 24 hours upfront. Do not run meetings with docs I have not pre-read (if you cannot do that, I will spend the first minutes of our meeting reading and processing)

Set an imaginary value of €2,000 per hour for meetings with me. How would you prepare a meeting if this is the price per hour? How would you want me to prepare? How would we conduct the meeting? Which topics should be addressed at all? Whether this is a realistic price or not, my time and yours is precious and we should treat it as such.

1-on-1 Meetings

Space for notes:

Assignments | Agile Leadership



To give you enough space to reflect and answer the questions listed below, we have prepared dedicated pages for you on the following pages.

1. What type of leadership approach (Expert, Achiever, Catalyst) do you primarily model?
2. What are the benefits and downsides of that approach for you, your team, and your organization?
3. Do you want to embark on your personal Agile Leadership journey? If yes, why?
4. What is going to be your concrete next step towards becoming a better leader? Pick at least one very concrete thing!
5. How are you going to ensure you follow the new path i.e. what kind of triggers and mechanisms will help you?

Assignments | Agile Leadership

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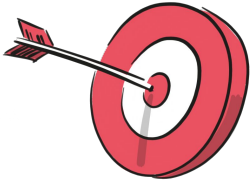
Assignments | Agile Leadership

5. How are you going to ensure you follow the new path i.e. what kind of triggers and mechanisms will help you?

Module

Leading Agile Teams

Intro | Leading Agile Teams



Learning Objective: Understand how to develop teams towards higher performance and creativity

Hey... happy to see you have finished the second module and are now ready to dive into module 3. In this module, we will cover several models, tools, and techniques on how to systematically develop teams in agile and non-agile contexts.

If you have no experience and/or knowledge about Scrum – a specific agile framework – it is recommended to watch module 4 of our Agile Fundamentals class:

<https://lms.agile-academy.com/courses/agile-fundamentals>

The class is free, so it's not like we want to sell something to you 😊 BTW: The other modules of that course about Design Thinking and Kanban are also very useful.

Before you start this module, skip to the next page and answer the following questions: Do you have a systematic approach to developing teams? And if yes, what do you do concretely?

Ready? Let's get started!

Leading Agile Teams

Do you have a systematic approach to developing teams? And if yes, what do you do concretely?

Definition and Key Characteristics of an (Agile) Team

Space for notes:

Cross-functional Teams

Space for notes:

Developer Journey

Space for notes:

Self-managed Teams

Space for notes:

Tuckman Model

Space for notes:

Hackman Model for Team Effectiveness

Space for notes:

5 Dysfunctions of Teams

Space for notes:

Autonomy, Mastery, and Purpose

Space for notes:

Case Study Nucor

Space for notes:

Case Study Southwest Airlines

Space for notes:

Assignments | Leading Agile Teams



To give you enough space to reflect and answer the questions listed below, we have prepared dedicated pages for you on the following pages.

1. Are the teams you are leading real teams i.e. share a common goal and need each other to achieve that goal?
2. Have you used any systematic ways of team development in the past? If yes, what was it? And no, “team building” as a general term does not count 😊
3. How can your team benefit from having working agreements in place?
4. How can your team benefit from you focusing on their development as a team?
5. What will be your concrete next step?

Assignments | Leading Agile Teams

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Assignments | Leading Agile Teams

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Assignments | Leading Agile Teams

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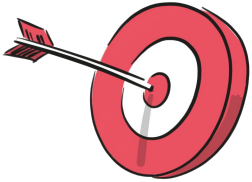
Assignments | Leading Agile Teams

5. What will be your concrete next step?

Module

Leading Agile Organizations

Intro | Leading Agile Organizations

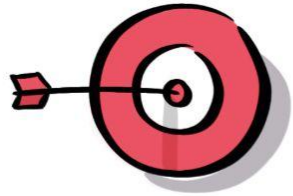


Learning Objective: Learning to lead and transform organizations towards more agility

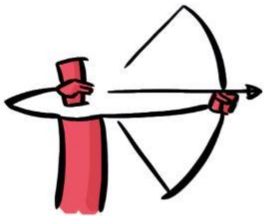
Hey... happy to see you have finished the third module about leading teams and are now ready to dive into module 4. In this module, we will cover several models, tools, and techniques on how to systematically develop an organization towards becoming more agile. The intention is to build more nimble, more productive, and more humane organizations.

Similar to all other modules, this module will include educational videos, exercises (to be done individually), and reflection at the end. I strongly recommend to not do the full module at once as we cover many topics and you probably need some time to digest.

Introduction to the Culture Map



Outcomes



Behaviors



Enables/Blockers

Exercise | Amazon Culture

On the following pages you will find a shareholder letter written by Jeff Bezos in 2015. I have done some work for you by highlighting some of the most important aspects of the shareholder letter. Nevertheless, I believe it is worth the investment to read the whole thing.

Once you are done reading the letter, work with the Culture Map to lay out the Amazon Culture based on how you perceive it from the shareholder letter. Of course this letter is biased as it reflects the CEO's perspective and what he wants his shareholders to know. We do not claim that you can get a perfect sense of the culture at Amazon from this letter. We also do not claim that Amazon is the best company in the world. But the letter is a great source to get an idea of the culture and use it for working with the Culture Map to gain practice.

Link to Shareholder Letter: <https://media-lms.s3.eu-central-1.amazonaws.com/material/agile-leader/amazon-shareholder-letter.pdf>

Exercise | Amazon Culture

To our shareowners:

This year, Amazon became the fastest company ever to reach \$100 billion in annual sales. Also this year, Amazon Web Services is reaching \$10 billion in annual sales ... doing so at a pace even faster than Amazon achieved that milestone.

What's going on here? Both were planted as tiny seeds and both have grown organically without significant acquisitions into meaningful and large businesses, quickly. Superficially, the two could hardly be more different. One serves consumers and the other serves enterprises. One is famous for brown boxes and the other for APIs. Is it only a coincidence that two such dissimilar offerings grew so quickly under one roof? Luck plays an outsized role in every endeavor, and I can assure you we've had a bountiful supply. But beyond that, there is a connection between these two businesses. Under the surface, the two are not so different after all. They share a distinctive organizational culture that cares deeply about and acts with conviction on a small number of principles. I'm talking about customer obsession rather than competitor obsession, eagerness to invent and pioneer, willingness to fail, the patience to think long-term, and the taking of professional pride in operational excellence. Through that lens, AWS and Amazon retail are very similar indeed.

A word about corporate cultures: for better or for worse, they are enduring, stable, hard to change. They can be a source of advantage or disadvantage. You can write down your corporate culture, but when you do so, you're discovering it, uncovering it – not creating it. It is created slowly over time by the people and by events – by the stories of past success and failure that become a deep part of the company lore. If it's a distinctive culture, it will fit certain people like a custom-made glove. The reason cultures are so stable in time is because people self-select. Someone energized by competitive zeal may select and be happy in one culture, while someone who loves to pioneer and invent may choose another. The world, thankfully, is full of many high-performing, highly distinctive corporate cultures. We never claim that our approach is the right one – just that it's ours – and over the last two decades, we've collected a large group of like-minded people. Folks who find our approach energizing and meaningful.

One area where I think we are especially distinctive is failure. I believe we are the best place in the world to fail (we have plenty of practice!), and failure and invention are inseparable twins. To invent you have to experiment, and if you know in advance that it's going to work, it's not an experiment. Most large organizations embrace the idea of invention, but are not willing to suffer the string of failed experiments necessary to get there. Outsized returns often come from betting against conventional wisdom, and conventional wisdom is usually right. Given a ten percent chance of a 100 times payoff, you should take that bet every time. But you're still

going to be wrong nine times out of ten. We all know that if you swing for the fences, you're going to strike out a lot, but you're also going to hit some home runs. The difference between baseball and business, however, is that baseball has a truncated outcome distribution. When you swing, no matter how well you connect with the ball, the most runs you can get is four. In business, every once in a while, when you step up to the plate, you can score 1,000 runs. This long-tailed distribution of returns is why it's important to be bold. Big winners pay for so many experiments.

AWS, Marketplace and Prime are all examples of bold bets at Amazon that worked, and we're fortunate to have those three big pillars. They have helped us grow into a large company, and there are certain things that only large companies can do. With a tip of the hat to our Seattle neighbors, no matter how good an entrepreneur you are, you're not going to build an all-composite 787 in your garage startup – not one you'd want to fly in anyway. Used well, our scale enables us to build services for customers that we could otherwise never even contemplate. But also, if we're not vigilant and thoughtful, size could slow us down and diminish our inventiveness.

As I meet with teams across Amazon, I am continually amazed at the passion, intelligence and creativity on display. Our teams accomplished a lot in the last year, and I'd like to share a few of the highlights of our efforts to nourish and globalize our three big offerings – Prime, Marketplace and AWS. And while I'll focus on those three, I assure you that we also remain hard at work on finding a fourth.

Prime

We want Prime to be such a good value, you'd be irresponsible not to be a member.

We've grown Prime two-day delivery selection from 1 million items to over 30 million, added Sunday Delivery, and introduced Free Same-Day Delivery on hundreds of thousands of products for customers in more than 35 cities around the world. We've added music, photo storage, the Kindle Owners' Lending Library, and streaming films and TV.

Prime Now offers members one-hour delivery on an important subset of selection, and was launched only 111 days after it was dreamed up. In that time, a small team built a customer-facing app, secured a location for an urban warehouse, determined which 25,000 items to sell, got those items stocked, recruited and on-boarded new staff, tested, iterated, designed new software for internal use – both a warehouse management system and a driver-facing app – and launched in time for the holidays. Today, just 15 months after that first city launch, Prime Now is serving members in more than 30 cities around the world.

Exercise | Amazon Culture

Prime Video offers exclusives from some of the world's most passionate storytellers. We want brilliant creators like Jill Soloway, Jason Schwartzman and Spike Lee to take risks and push boundaries. Our original series have already earned more than 120 nominations and won nearly 60 awards, including Golden Globe and Emmy awards. Many of these are stories that might never have been told in the traditional linear programming model. In the pipeline and coming soon are new series and movies from creators like Jeremy Clarkson, David E. Kelley, Woody Allen and Kenneth Lonergan.

The Man in the High Castle, based on the Philip K. Dick novel, explores an alternate history where the U.S. lost World War II. It debuted on Prime Video on November 20th and in four weeks became our most-viewed show – receiving acclaim from critics like "...Amazon has the best new drama of the season in *The Man in the High Castle*" and "*The Man in the High Castle* accomplishes so much, where most new broadcast TV dramas these days don't even try."

These shows are great for customers, and they feed the Prime flywheel – Prime members who watch Prime Video are more likely to convert from a free trial to a paid membership, and more likely to renew their annual subscriptions.

Finally, our first ever Prime Day surpassed all our expectations – more new members tried Prime that day than any other day in our history. Worldwide order growth increased 266% over the same day the year before, and sellers whose products are Prime-eligible through FBA saw record-breaking sales – with growth nearing 300%.

Prime has become an all-you-can-eat, physical-digital hybrid that members love. Membership grew 51% last year – including 47% growth in the U.S. and even faster internationally – and there are now tens of millions of members worldwide. There's a good chance you're already one of them, but if you're not – please be responsible – join Prime.

Marketplace

We took two big swings and missed – with Auctions and zShops – before we launched Marketplace over 15 years ago. We learned from our failures and stayed stubborn on the vision, and today close to 50% of units sold on Amazon are sold by third-party sellers. Marketplace is great for customers because it adds unique selection, and it's great for sellers – there are over 70,000 entrepreneurs with sales of more than \$100,000 a year selling on Amazon, and they've created over 600,000 new jobs. With FBA, that flywheel spins faster because sellers' inventory becomes Prime-eligible – Prime becomes more valuable for members, and sellers sell more.

This year, we created a new program called Seller Fulfilled Prime. We invited sellers who are able to meet a high bar for shipping speed and consistency in service

to be part of the Prime program and ship their own orders at Prime speed directly. Those sellers have already seen a significant bump in sales, and the program has led to hundreds of thousands of additional items that are available to Prime customers via free two-day or next-day shipping in the U.S., U.K. and Germany.

We also created the Amazon Lending program to help sellers grow. Since the program launched, we've provided aggregate funding of over \$1.5 billion to micro, small and medium businesses across the U.S., U.K. and Japan through short-term loans, with a total outstanding loan balance of about \$400 million. Stephen Aarstol, surfer and owner of Tower Paddle Boards, is one beneficiary. His business has become one of the fastest-growing companies in San Diego, in part with a little help from Amazon Lending. Click-to-cash access to capital helps these small enterprises grow, benefits customers with greater selection, and benefits Amazon since our marketplace revenue grows along with the sellers' sales. We hope to expand Amazon Lending and are now working on ways to partner with banks so they can use their expertise to take and manage the bulk of the credit risk.

In addition to nourishing our big offerings, we work to globalize them. Our Marketplace creates opportunities for sellers anywhere to reach buyers around the world. In the past, many sellers would limit their customer base to their home country due to the practical challenges of selling internationally. To globalize Marketplace and expand the opportunities available to sellers, we built selling tools that empowered entrepreneurs in 172 countries to reach customers in 189 countries last year. These cross-border sales are now nearly a quarter of all third-party units sold on Amazon. To make this possible, we translated hundreds of millions of product listings and provided conversion services among 44 currencies. Even small and niche sellers can now tap into our global customer base and global logistics network. The end result is very different from sellers handling their own one-at-a-time, cross-border fulfillment. Plugable Technologies' CEO, Bernie Thompson, put it this way: "It really changes the paradigm when you're able to ship the goods in bulk to a warehouse in Europe or Japan and have those goods be fulfilled in one day or two days."

India is another example of how we globalize an offering like Marketplace through customer obsession and a passion for invention. Last year we ran a program called Amazon Chai Cart where we deployed three-wheeled mobile carts to navigate in a city's business districts, serve tea, water and lemon juice to small business owners and teach them about selling online. In a period of four months, the team traveled 15,280 km across 31 cities, served 37,200 cups of tea and engaged with over 10,000 sellers. Through this program and other conversations with sellers, we found out there was a lot of interest in selling online, but that sellers struggled with the belief that the process was time-consuming, tedious and complex. So, we invented Amazon Tatkal, which enables small businesses to get online in less than

Exercise | Amazon Culture

60 minutes. Amazon Tatkal is a specially designed studio-on-wheels offering a suite of launch services including registration, imaging and cataloguing services, as well as basic seller training mechanisms. Since its launch on February 17th, we have reached sellers in 25 cities.

We're also globalizing Fulfillment by Amazon, adapting the service to local customer needs. In India, we launched a program called Seller Flex to combine Amazon's logistics capabilities with sellers' selection at the local neighborhood level. Sellers set aside a part of their warehouse for storing items to be sold on Amazon, and we configure it as a fulfillment center in our network that can receive and fulfill customer orders. Our team provides guidance on warehouse layout, IT and operational infrastructure, and trains the seller on standard operating procedures to be followed onsite. We've now launched 25 operational Seller Flex sites across ten cities.

Amazon Web Services

Just over 10 years ago, AWS started in the U.S. with its first major service, a simple storage service. Today, AWS offers more than 70 services for compute, storage, databases, analytics, mobile, Internet of Things, and enterprise applications. We also offer 33 Availability Zones across 12 geographic regions worldwide, with another five regions and 11 Availability Zones in Canada, China, India, the U.S., and the U.K. to be available in the coming year. AWS started with developers and startups, and now is used by more than a million customers from organizations of every size across nearly every industry – companies like Pinterest, Airbnb, GE, Enel, Capital One, Intuit, Johnson & Johnson, Philips, Hess, Adobe, McDonald's, and Time Inc.

AWS is bigger than Amazon.com was at 10 years old, growing at a faster rate, and – most noteworthy in my view – the pace of innovation continues to accelerate – we announced 722 significant new features and services in 2015, a 40% increase over 2014.

Many characterized AWS as a bold – and unusual – bet when we started. “What does this have to do with selling books?” We could have stuck to the knitting. I'm glad we didn't. Or did we? Maybe the knitting has as much to do with our approach as the arena. AWS is customer obsessed, inventive and experimental, long-term oriented, and cares deeply about operational excellence.

Given 10 years and many iterations, that approach has allowed AWS to rapidly expand into the world's most comprehensive, widely adopted cloud service. As with our retail business, AWS is made up of many small teams with single-threaded owners, enabling rapid innovation. The team rolls out new functionality almost daily across 70 services, and that new functionality just “shows up” for customers – there's no upgrading.

Many companies describe themselves as customer-focused, but few walk the walk. Most big technology companies are competitor focused. They see what others are doing, and then work to fast follow. In contrast, 90 to 95% of what we build in AWS is driven by what customers tell us they want. A good example is our new database engine, Amazon Aurora. Customers have been frustrated by the proprietary nature, high cost, and licensing terms of traditional, commercial-grade database providers. And while many companies have started moving toward more open engines like MySQL and Postgres, they often struggle to get the performance they need. Customers asked us if we could eliminate that inconvenient trade-off, and that's why we built Aurora. It has commercial-grade durability and availability, is fully compatible with MySQL, has up to 5 times better performance than the typical MySQL implementation, but is 1/10th the price of the traditional, commercial-grade database engines. This has struck a resonant chord with customers, and Aurora is the fastest-growing service in the history of AWS. Nearly this same story could be told about Redshift, our managed data warehouse service, which is the second fastest growing service in AWS history – both small and large companies are moving their data warehouses to Redshift.

Our approach to pricing is also driven by our customer-centric culture – we've dropped prices 51 times, in many cases before there was any competitive pressure to do so. In addition to price reductions, we've also continued to launch new lower cost services like Aurora, Redshift, QuickSight (our new Business Intelligence service), EC2 Container Service (our new compute container service), and Lambda (our pioneering server-less computing capability), while extending our services to offer a range of highly cost-effective options for running just about every type of application or IT use case imaginable. We even roll out and continuously improve services like Trusted Advisor, which alerts customers when they can save money – resulting in hundreds of millions of dollars in savings for our customers. I'm pretty sure we're the only IT vendor telling customers how to stop spending money with us.

Whether you are a startup founded yesterday or a business that has been around for 140 years, the cloud is providing all of us with unbelievable opportunities to reinvent our businesses, add new customer experiences, redeploy capital to fuel growth, increase security, and do all of this so much faster than before. MLB Advanced Media is an example of an AWS customer that is constantly reinventing the customer experience. MLB's Statcast tracking technology is a new feature for baseball fans that measures the position of each player, the baserunners, and the ball as they move during every play on the field, giving viewers on any screen access to empirical data that answers age-old questions like “what could have happened if...” while also bringing new questions to life. Turning baseball into rocket science, Statcast uses a missile radar system to measure every pitched ball's movements more than 2,000 times per second, streams and collects data in real-time through Amazon Kinesis (our service for processing real-time streaming data), stores the

Exercise | Amazon Culture

data on Amazon S3, and then performs analytics in Amazon EC2. The suite of services will generate nearly 7 TB of raw statistical data per game and up to 17 PB per season, shedding quantitative light on age-old, but never verified, baseball pearls of wisdom like “never slide into first.”

About seven years ago, Netflix announced that they were going to move all their applications to the cloud. Netflix chose AWS because it provided them with the greatest scale and the broadest set of services and features. Netflix recently completed their cloud migration, and stories like theirs are becoming increasingly common as companies like Infor, Intuit, and Time Inc., have made plans to move all of their applications to AWS.

AWS is already good enough today to attract more than 1 million customers, and the service is only going to get better from here. As the team continues their rapid pace of innovation, we'll offer more and more capabilities to let builders build unfettered, it will get easier and easier to collect, store and analyze data, we'll continue to add more geographic locations, and we'll continue to see growth in mobile and “connected” device applications. Over time, it's likely that most companies will choose not to run their own data centers, opting for the cloud instead.

Invention Machine

We want to be a large company that's also an invention machine. We want to combine the extraordinary customer-serving capabilities that are enabled by size with the speed of movement, nimbleness, and risk-acceptance mentality normally associated with entrepreneurial start-ups.

Can we do it? I'm optimistic. We have a good start on it, and I think our culture puts us in a position to achieve the goal. But I don't think it'll be easy. There are some subtle traps that even high-performing large organizations can fall into as a matter of course, and we'll have to learn as an institution how to guard against them. One common pitfall for large organizations – one that hurts speed and inventiveness – is “one-size-fits-all” decision making.

Some decisions are consequential and irreversible or nearly irreversible – one-way doors – and these decisions must be made methodically, carefully, slowly, with great deliberation and consultation. If you walk through and don't like what you see on the other side, you can't get back to where you were before. We can call these Type 1 decisions. But most decisions aren't like that – they are changeable, reversible – they're two-way doors. If you've made a suboptimal Type 2 decision, you don't have to live with the consequences for that long. You can reopen the door and go back through. Type 2 decisions can and should be made quickly by high judgment individuals or small groups.

As organizations get larger, there seems to be a tendency to use the heavy-weight Type 1 decision-making process on most decisions, including many Type 2 decisions. The end result of this is slowness, unthoughtful risk aversion, failure to experiment sufficiently, and consequently diminished invention. We'll have to figure out how to fight that tendency. And one-size-fits-all thinking will turn out to be only one of the pitfalls. We'll work hard to avoid it... and any other large organization maladies we can identify.

Sustainability and Social Invention

Our growth has happened fast. Twenty years ago, I was driving boxes to the post office in my Chevy Blazer and dreaming of a forklift. In absolute numbers (as opposed to percentages), the past few years have been especially significant. We've grown from 30,000 employees in 2010 to more than 230,000 now. We're a bit like parents who look around one day and realize their kids are grown – you blink and it happens. One thing that's exciting about our current scale is that we can put our inventive culture to work on moving the needle on sustainability and social issues.

Two years ago we set a long-term goal to use 100% renewable energy across our global AWS infrastructure. We've since announced four significant wind and solar farms that will deliver 1.6 million megawatt hours per year of additional renewable energy into the electric grids that supply AWS data centers. Amazon Wind Farm Fowler Ridge has already come online. We reached 25% sustainable energy use across AWS last year, are on track to reach 40% this year, and are working on goals that will cover all of Amazon's facilities around the world, including our fulfillment centers.

We'll keep expanding our efforts in areas like packaging, where our culture of invention led to a big winner – the Frustration-Free Packaging program. Seven years ago we introduced the initiative with 19 products. Today, there are more than 400,000 globally. In 2015, the program eliminated tens of millions of pounds of excess packaging material. Frustration-Free Packaging is a customer delighter because the packages are easier to open. It's good for the planet because it creates less waste. And it's good for shareholders because, with tighter packaging, we ship less “air” and save on transportation costs.

We also continue to pioneer new programs for employees – like Career Choice, Leave Share, and Ramp Back. Career Choice pre-pays 95% of tuition for courses that teach in-demand skills, regardless of whether those skills are relevant to a career at Amazon. We'll pay for nursing certifications, airplane mechanic courses, and many others. We're building classrooms with glass walls right in our fulfillment centers as a way to encourage employees to participate in the program and to make it easy. We see the impact through stories like Sharie Warmack – a single mother of eight who worked in one of our Phoenix fulfillment centers. Career Choice paid for Sharie to get

Exercise | Amazon Culture

licensed to drive an 18-wheeler. Sharie worked hard, passed her tests, and she's now a long-haul driver for Schneider Trucking – and loving it. This coming year, we're launching a program to teach other interested companies the benefits of Career Choice and how to implement it.

Leave Share and Ramp Back are programs that give new parents flexibility with their growing families. Leave Share lets employees share their Amazon paid leave with their spouse or domestic partner if their spouse's employer doesn't offer paid leave. Ramp Back gives birth mothers additional control over the pace at which they return to work. Just as with our health care plan, these benefits are egalitarian – they're the same for our fulfillment center and customer service employees as they are for our most senior executives.

Renewable energy, Frustration-Free Packaging, Career Choice, Leave Share, and Ramp Back are examples of a culture that embraces invention and long-term thinking. It's very energizing to think that our scale provides opportunities to create impact in these areas.

I can tell you it's a great joy for me to get to work every day with a team of such smart, imaginative, and passionate people. On behalf of all of us at Amazon, thank you for your support as shareholders. As always, I attach a copy of our original 1997 letter. Our approach remains the same, and it's still Day 1.



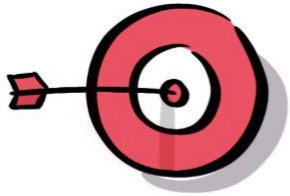
Jeffrey P. Bezos | Founder & CEO | Amazon.com Inc.

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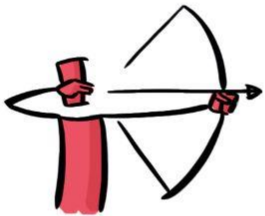
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Exercise | Amazon Culture

Now work with the culture map to describe the Amazon culture as you perceive it from the letter to shareholders.



Outcomes



Behaviors



Enables/Blockers

Case Study Amazon

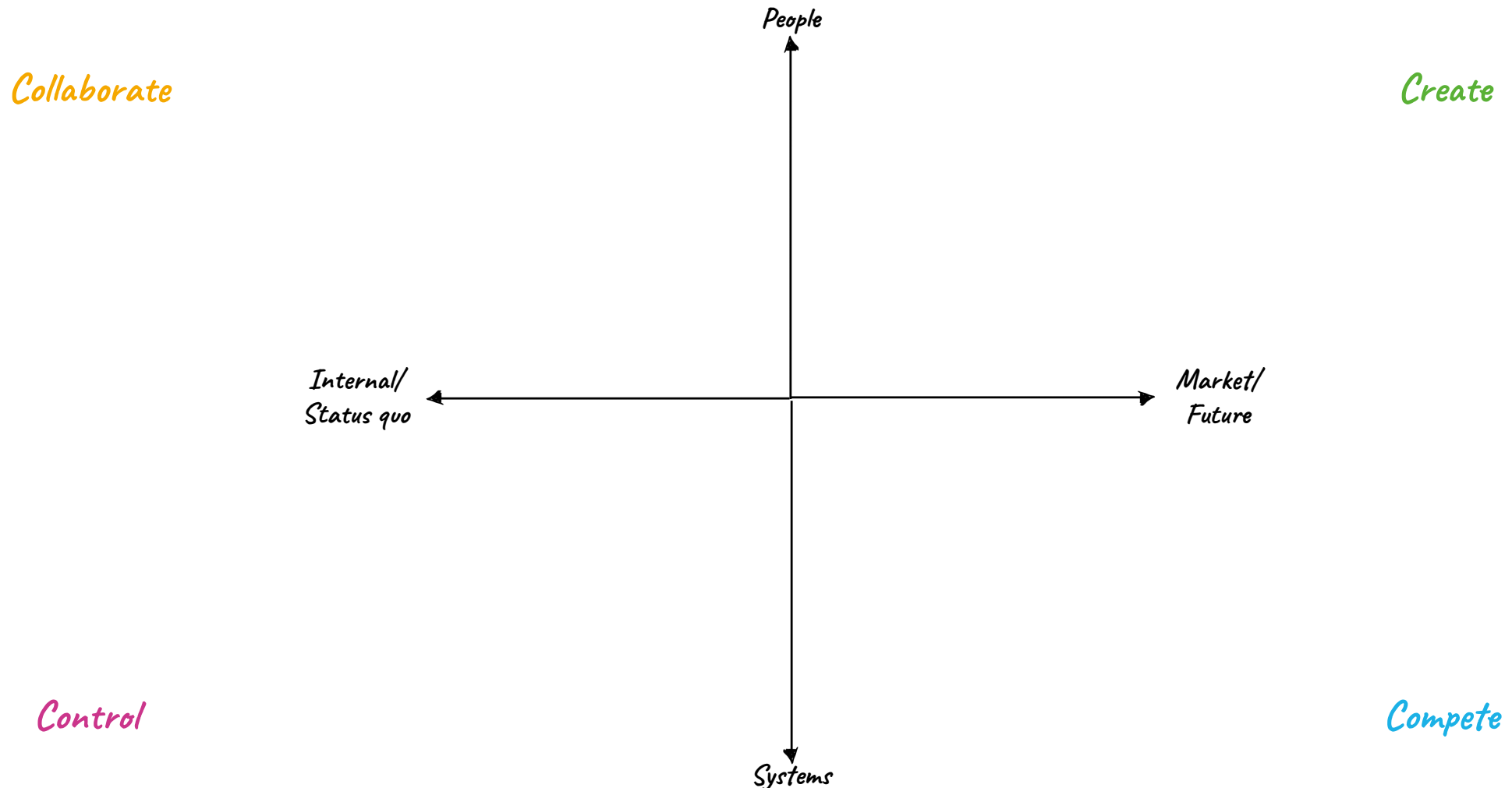
Space for notes:

Intro | Competing Values Framework (CVF)

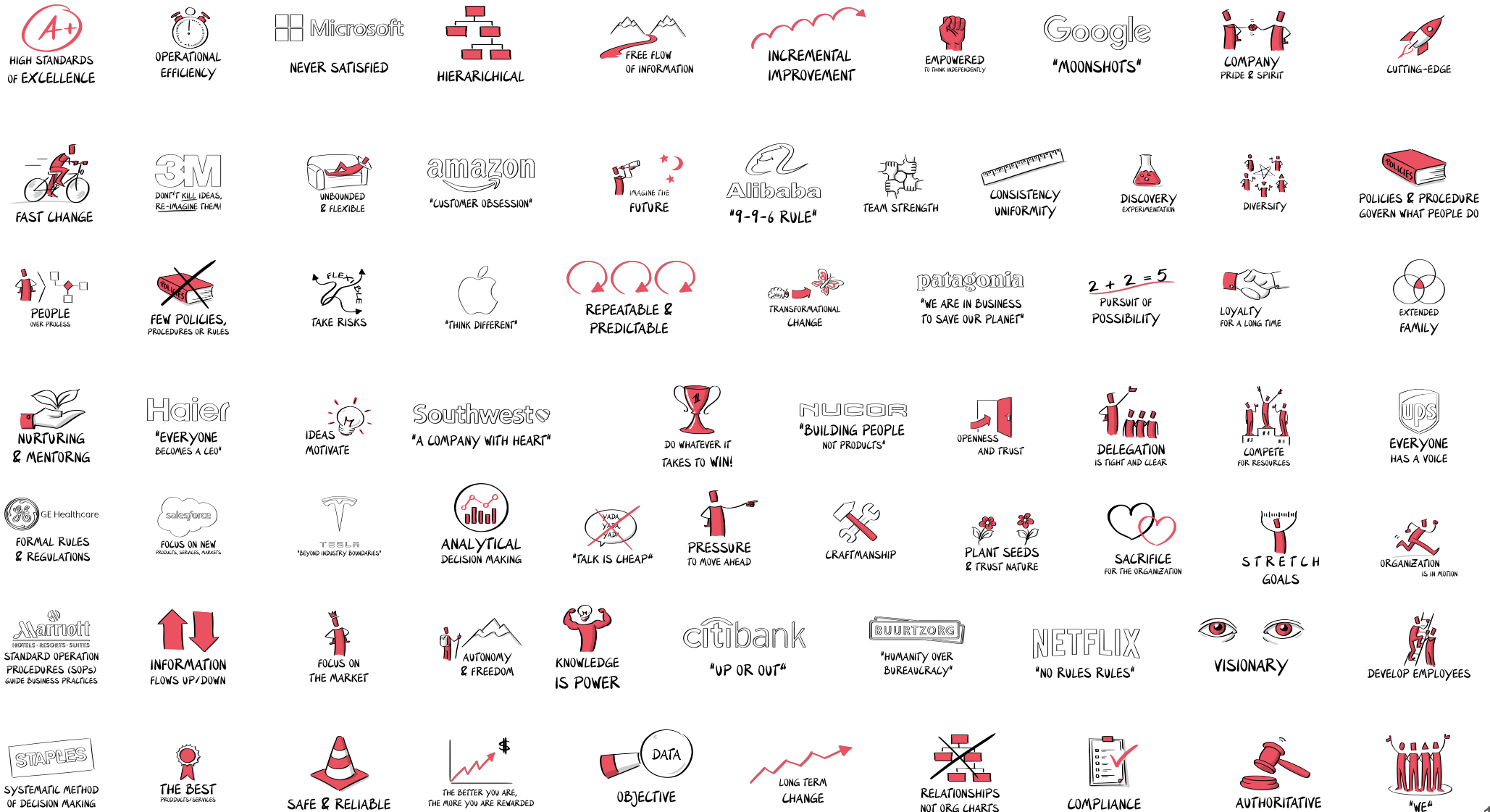
Space for notes:

Exercise | Competing Values Framework

Your task is to evaluate which visual/slogan belongs to which quadrant of the CVF. For some icons on the next page, there is no clear answer, so put them into a quadrant that you believe fits best or better. When you work with pen and paper use different colors to mark the quadrants.



Exercise | Competing Values Framework

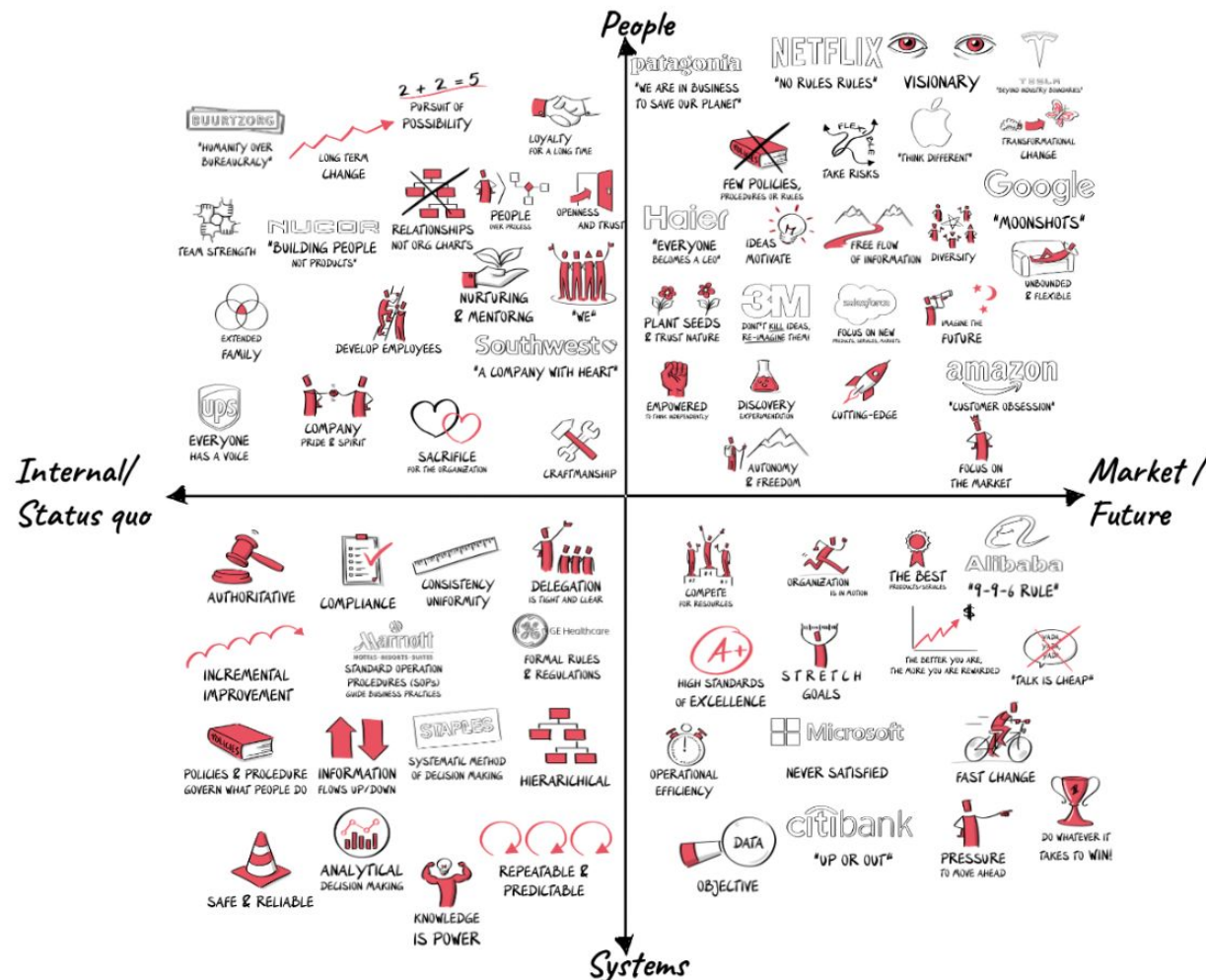


Exercise | Competing Values Framework

This page depicts all icons placed based on my experience and understanding of the framework. After comparing the results, feel free to proceed with the next video where I talk about a few specific characteristics of each of the dominant cultures.

Collaborate

Create



Control

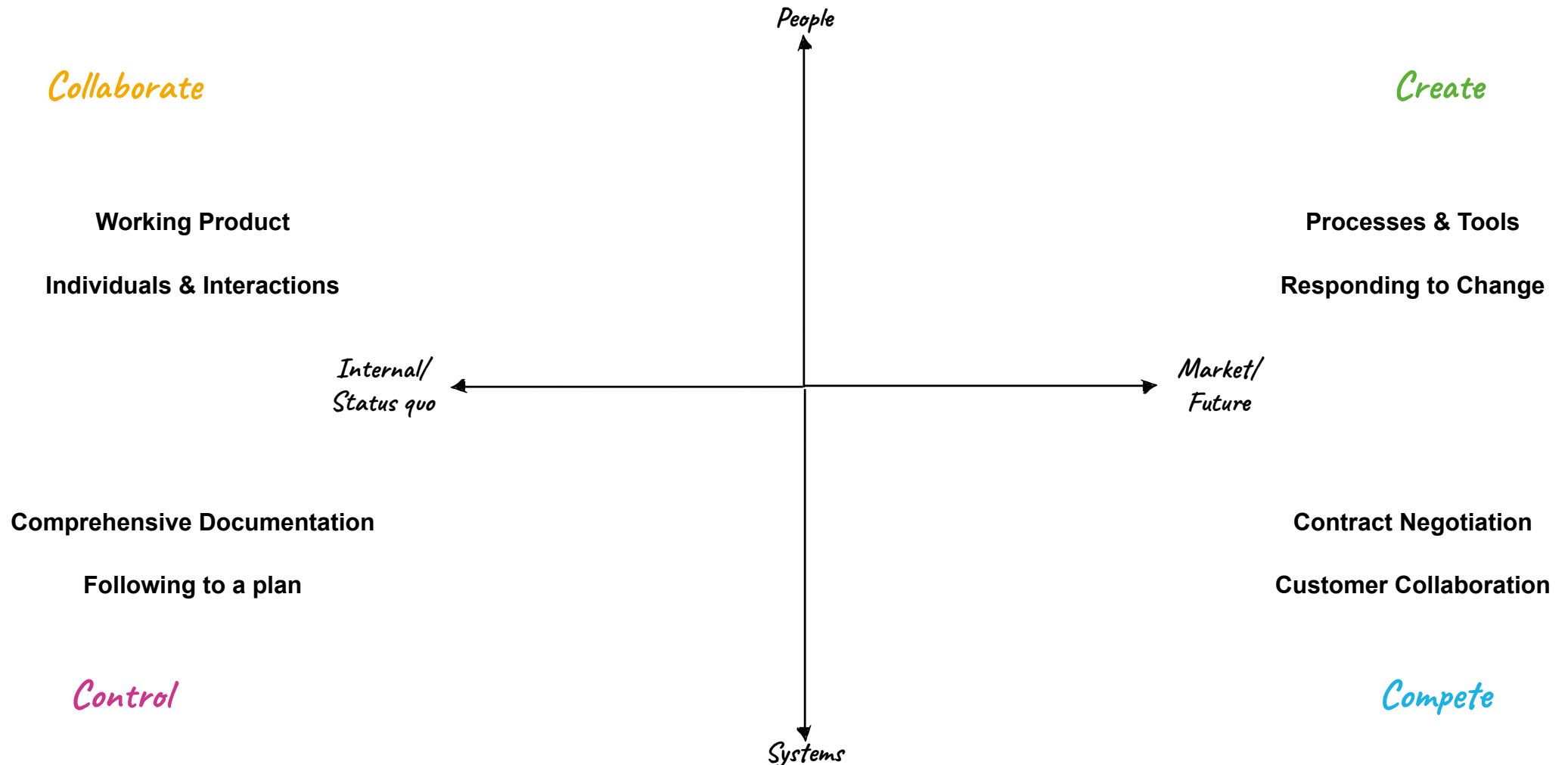
Compete

Debrief | Competing Values Framework Exercise

Space for notes:

Mapping the Agile Manifesto in the CVF

Watch the video instructions and try to place the topics next to the graphic accordingly. So far these are arranged randomly. Compare the results.



Intro | Journey towards Agility

Space for notes:

Which Levers to Pull for Changing An Organization?

Space for notes:

Organizational Structures

Space for notes:

Organizational Policies

Space for notes:

Organizational Metrics

Space for notes:

Other Levers to Changing Organizations

Space for notes:

Intro | Change & Transformation

Space for notes:

Kotter Change Model

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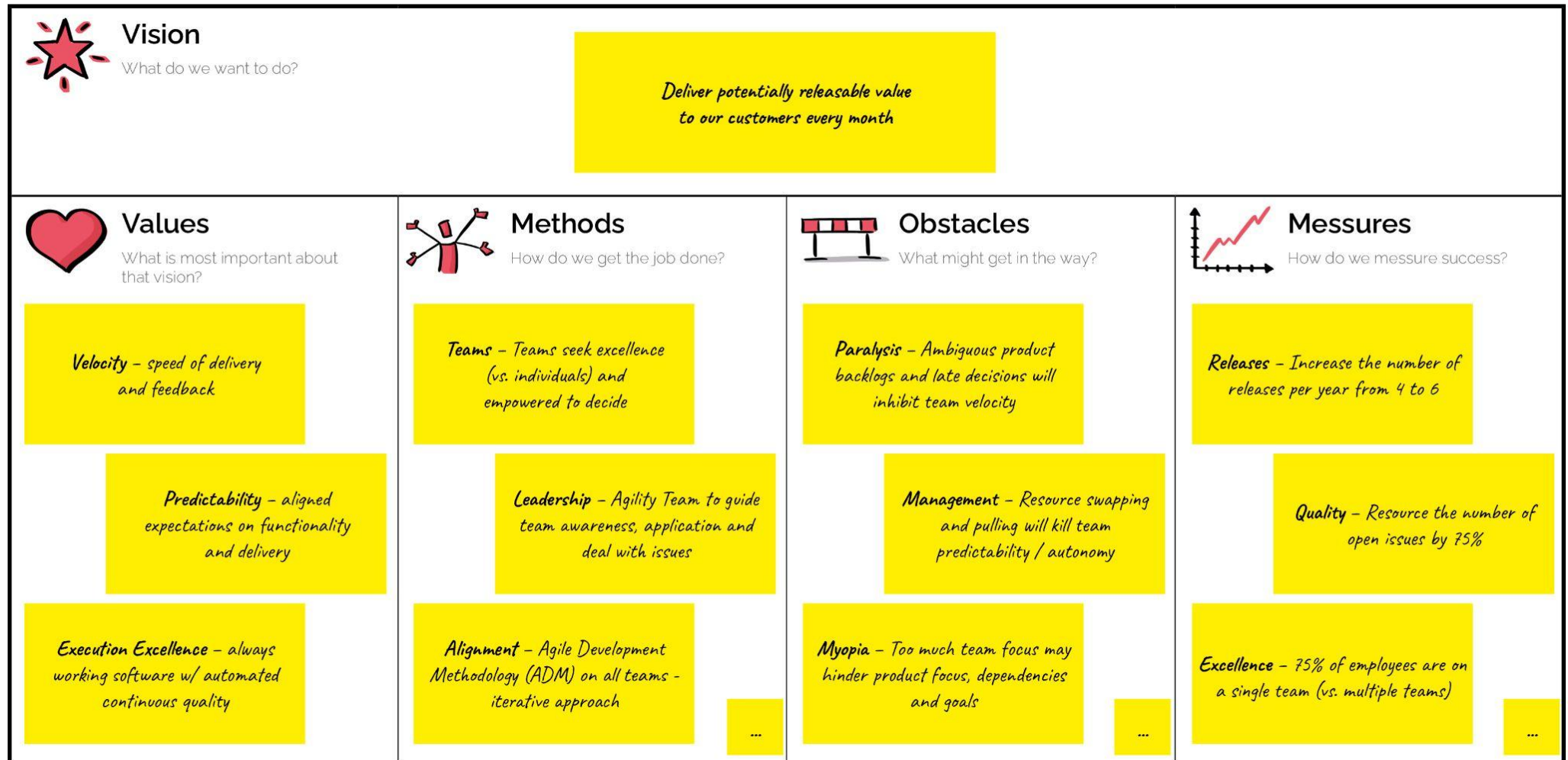
Drivers for Change

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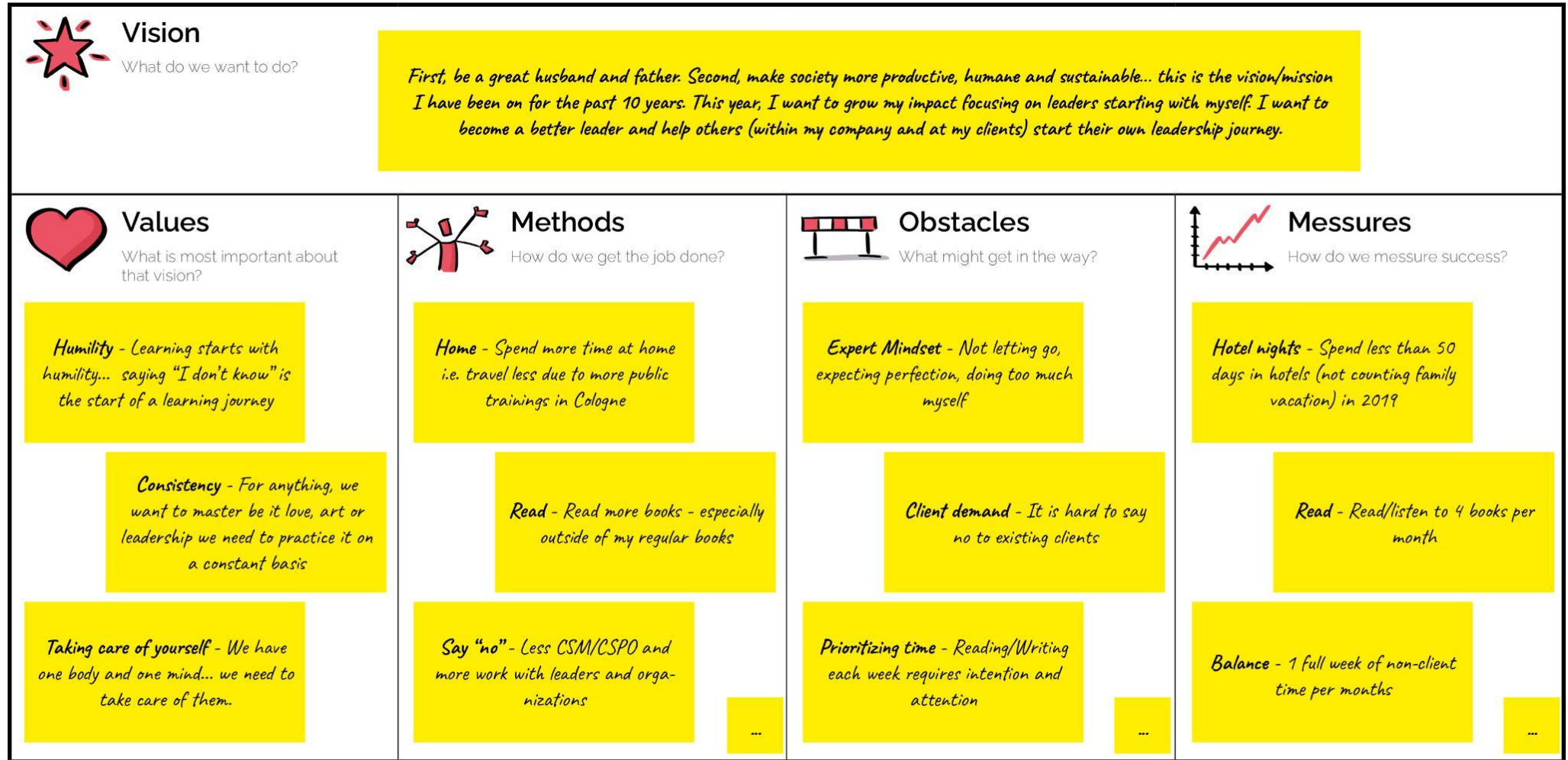
Introduction of the V2MOM

Space for notes:

Example | Organizational V2MOM - Salesforce



Example | Personal V2MOM - Sohrab



Exercise | Create Your Own V2MOM




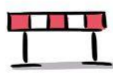

On the following pages, this workbook includes two dedicated pages with a V2MOM canvas as a template for you to work in.

Your task is to do two things:




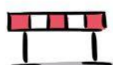

1. Create a V2MOM for your personal change journey – you can take inspiration from mine
2. Create a V2MOM for your organization's change journey – you can take inspiration from Salesforce

Once you are done, feel free to move to the next lesson where we close the section on transformation and change.

Exercise | Create Your Own V2MOM

 Vision What do we want to do?			
 Values What is most important about that vision?	 Methods How do we get the job done?	 Obstacles What might get in the way?	 Measures How do we measure success?

Exercise | Create Your Own V2MOM

 Vision What do we want to do?			
 Values What is most important about that vision?	 Methods How do we get the job done?	 Obstacles What might get in the way?	 Messures How do we measure success?

Case Study Netflix

Space for notes:

Assignments | Leading Agile Organizations



To give you enough space to reflect and answer the questions listed below, we have prepared dedicated pages for you on the following pages.

1. How does the Culture Map of your organization look like?
2. Where would you position your organization in the Competing Values Framework?
3. What kind of structures, policies, and metrics support your current organization culture?
4. What kind of structures, policies, and metrics could result in a new and more agile culture?
5. What are your key takeaways from the case studies about Amazon and Netflix?

Assignments | Leading Agile Organizations

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Assignments | Leading Agile Organizations

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Assignments | Leading Agile Organizations

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Assignments | Leading Agile Organizations

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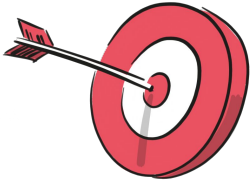
Assignments | Leading Agile Organizations

5. What are your key takeaways from the case studies about Amazon and Netflix?

Quiz

Test Your Knowledge

Quiz | Test Your Knowledge



Learning Objective: Testing your key takeaways from this course

Hey... you are officially done with all teaching modules. The final step towards finishing this course is to take the quiz. Don't worry, we are not in school. You can take the quiz as often as you need, and you can also take as much time as you need. Feel free to go through some of the resources. My intention is to make the learning stick, not make you feel bad.

In the first lesson of this module, I will share with you some information about the quiz itself. The second module is the quiz.

Ready? Let's get started!

Quiz | Test Your Knowledge

Space for notes:

Congratulations



You have successfully completed the Agile Leader online course!

Thank you very much for choosing this course to support your personal leadership journey. It means a lot to me (Sohrab) and my team here at Agile Academy.

Next Steps

If you're looking to continue your learning journey, check out our expanded offerings of courses ([Live Training](#) and [E-Learning](#)). In addition to various fundamental courses, you will also find advanced courses for **Agile Leaders, Product Owners** as well as **Scrum Masters & Agile Coaches**.

Want to explore the role of the Agile Leader even further? Here you will find more inspiration:

- **Offers for Agile Leader:** <https://www.agile-academy.com/en/agile-leader/>
- **Agile Leader Insights:** <https://www.agile-academy.com/en/agile-leader/articles/>

It has been a pleasure to guide you through this workbook. We hope you enjoyed the course.