

TRANSFORMATION, TRANSFORMATION, TRANSFORMATION...

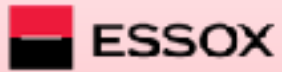
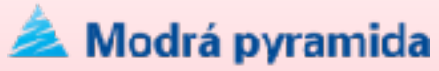
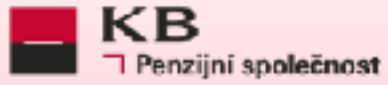
Why not to leave managers alone?

WHO IS PALO?

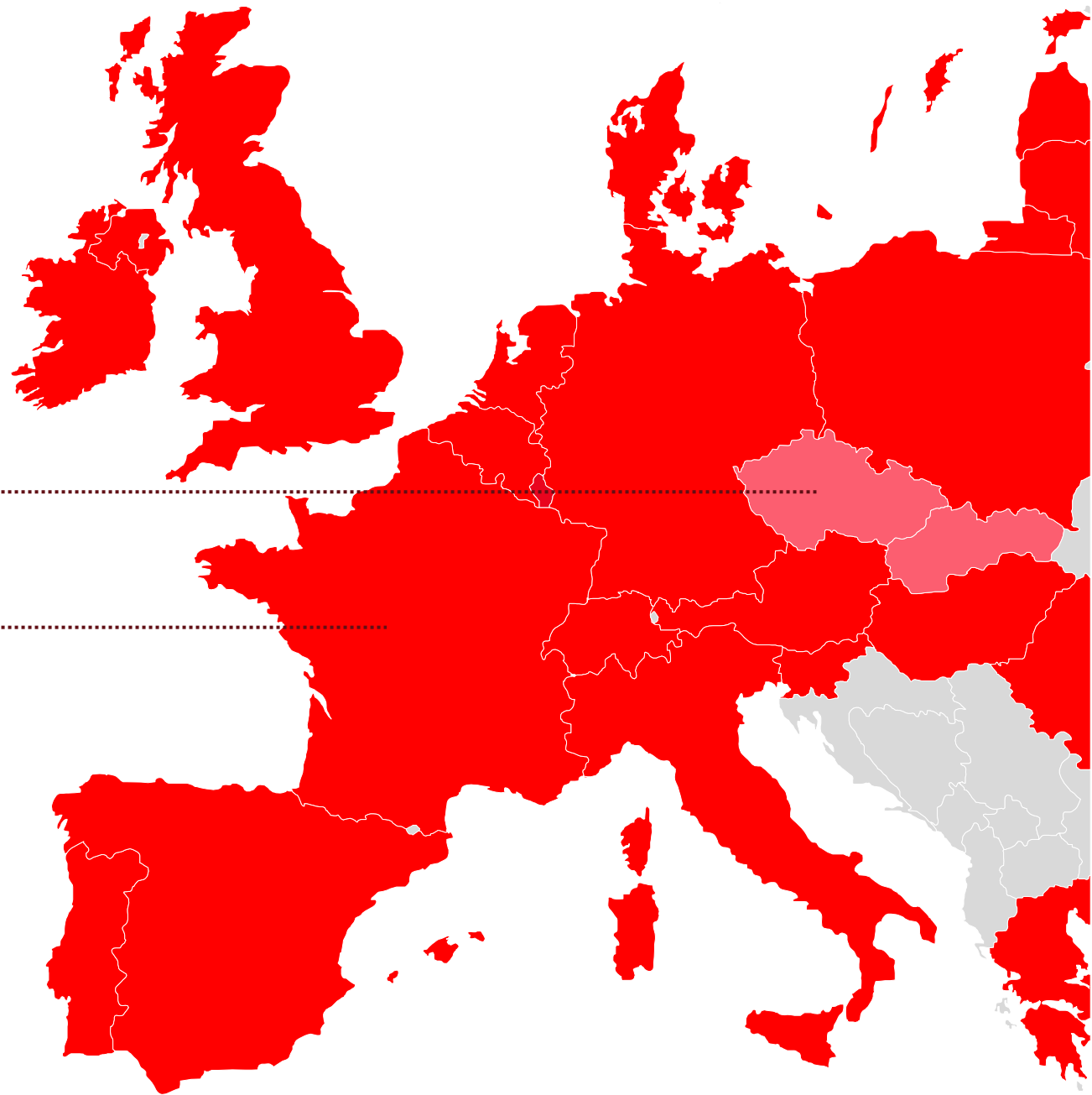


- IT guy
- SCRUM Master
- Agile Coach
- Agile Evangelist
- Career and Life Coach
- Biker
- Musician
- Father of teenagers

<https://www.linkedin.com/in/pavolblaho/>



Member of



RESULTS OF TRANSFORMATION

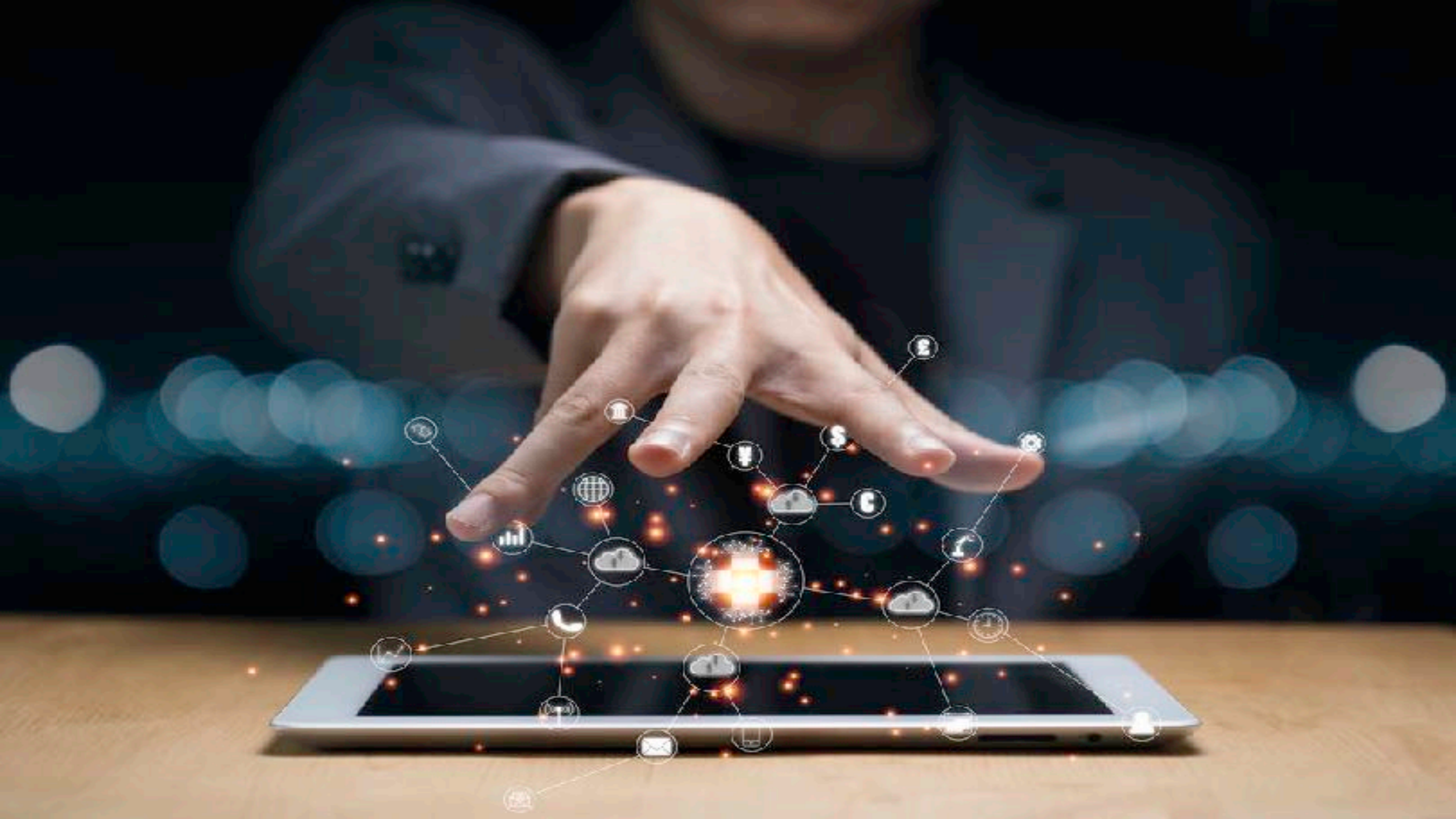


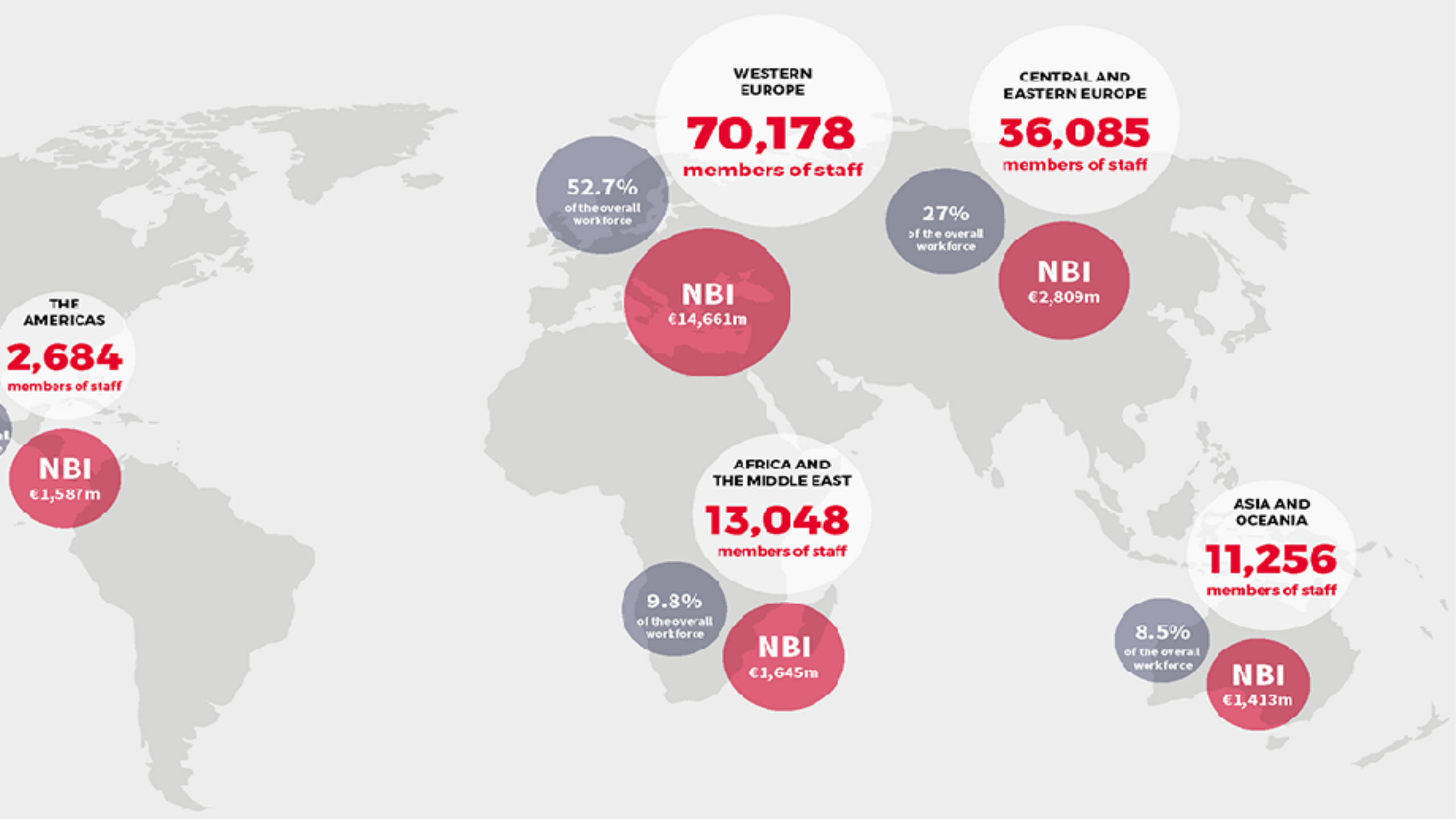
Better control of activities

Better prioritization and decisions – less stress



**HARVARD
BUSINESS SCHOOL**





WESTERN
EUROPE

70,178
members of staff

52.7%
of the overall
workforce

NBI
€14,661m

CENTRAL AND
EASTERN EUROPE

36,085
members of staff

27%
of the overall
workforce

NBI
€2,809m

THE
AMERICAS

2,684
members of staff

NBI
€1,587m

AFRICA AND
THE MIDDLE EAST

13,048
members of staff

9.8%
of the overall
workforce

NBI
€1,645m

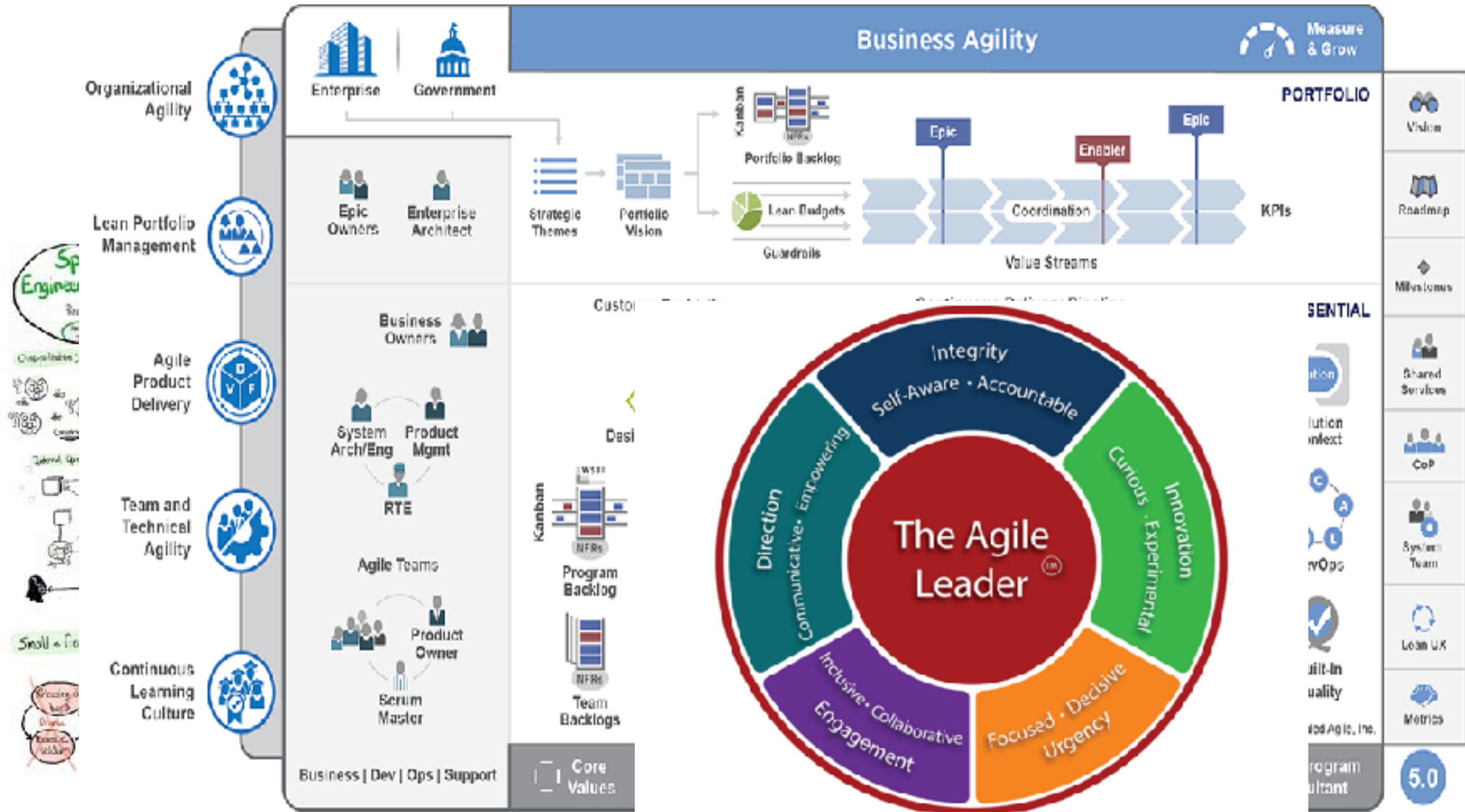
ASIA AND
OCEANIA

11,256
members of staff

8.5%
of the overall
workforce

NBI
€1,413m

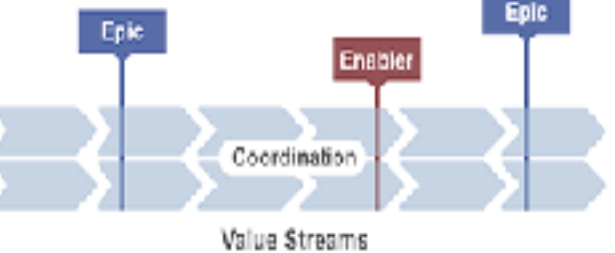




Business Agility

Measure & Grow

PORTFOLIO



The Agile Leader



Lean-Agile Leadership

Organizational Agility

Lean Portfolio Management

Agile Product Delivery

Team and Technical Agility

Continuous Learning Culture

SENTIAL

- Vision
- Roadmap
- Milestones
- Shared Services
- CoP
- System Team
- Lean UX
- Metrics

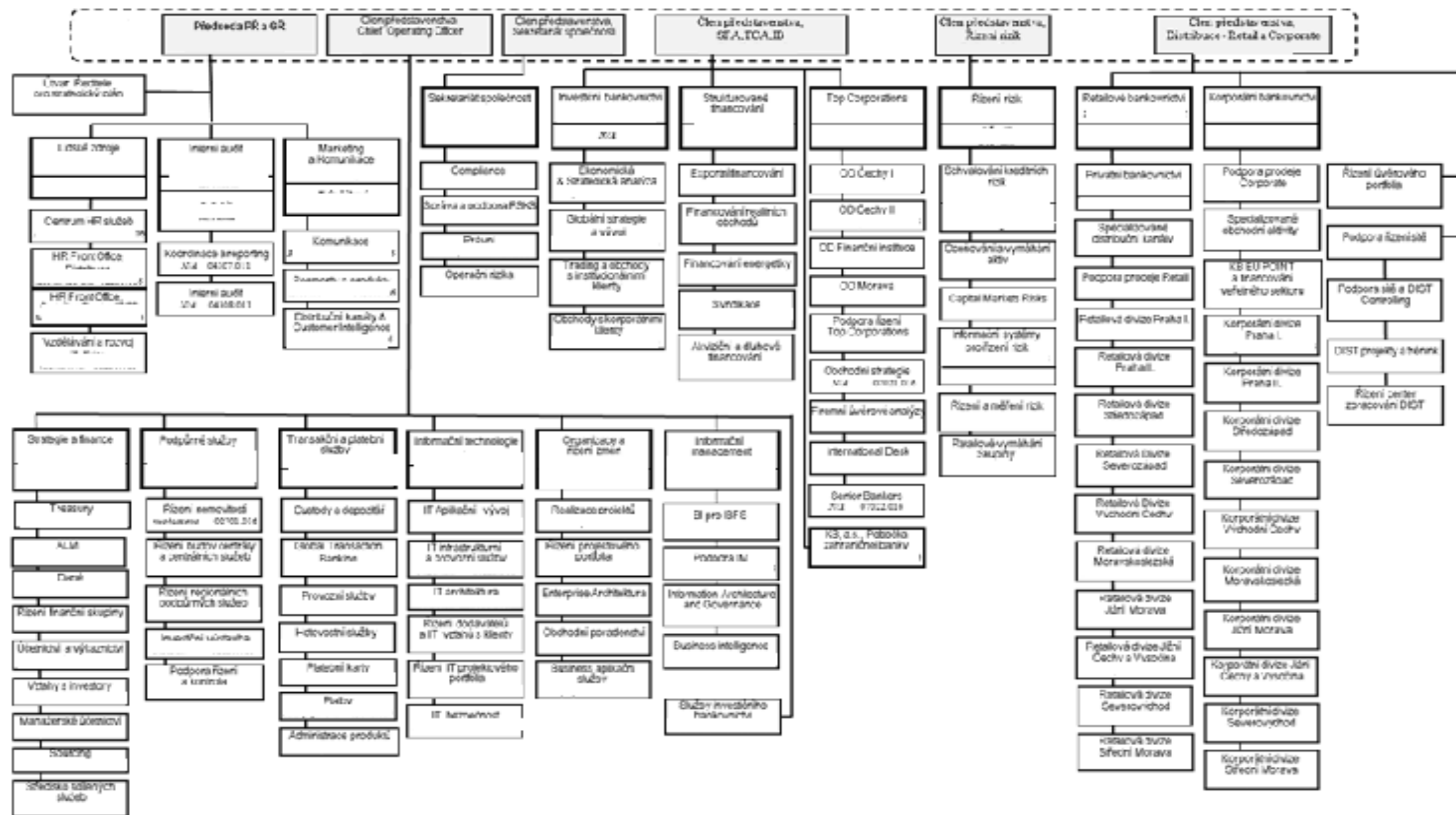
5.0



It's clear?

Does it make sense to all?

**Are people ready for the role of
Product Owner,
Agile Leader?**





SCARED MANAGERS BECAUSE OF....

Lost

Resistance

Fears

We can not loose experts

3 STAGES OF CHANGE ACCEPTANCE

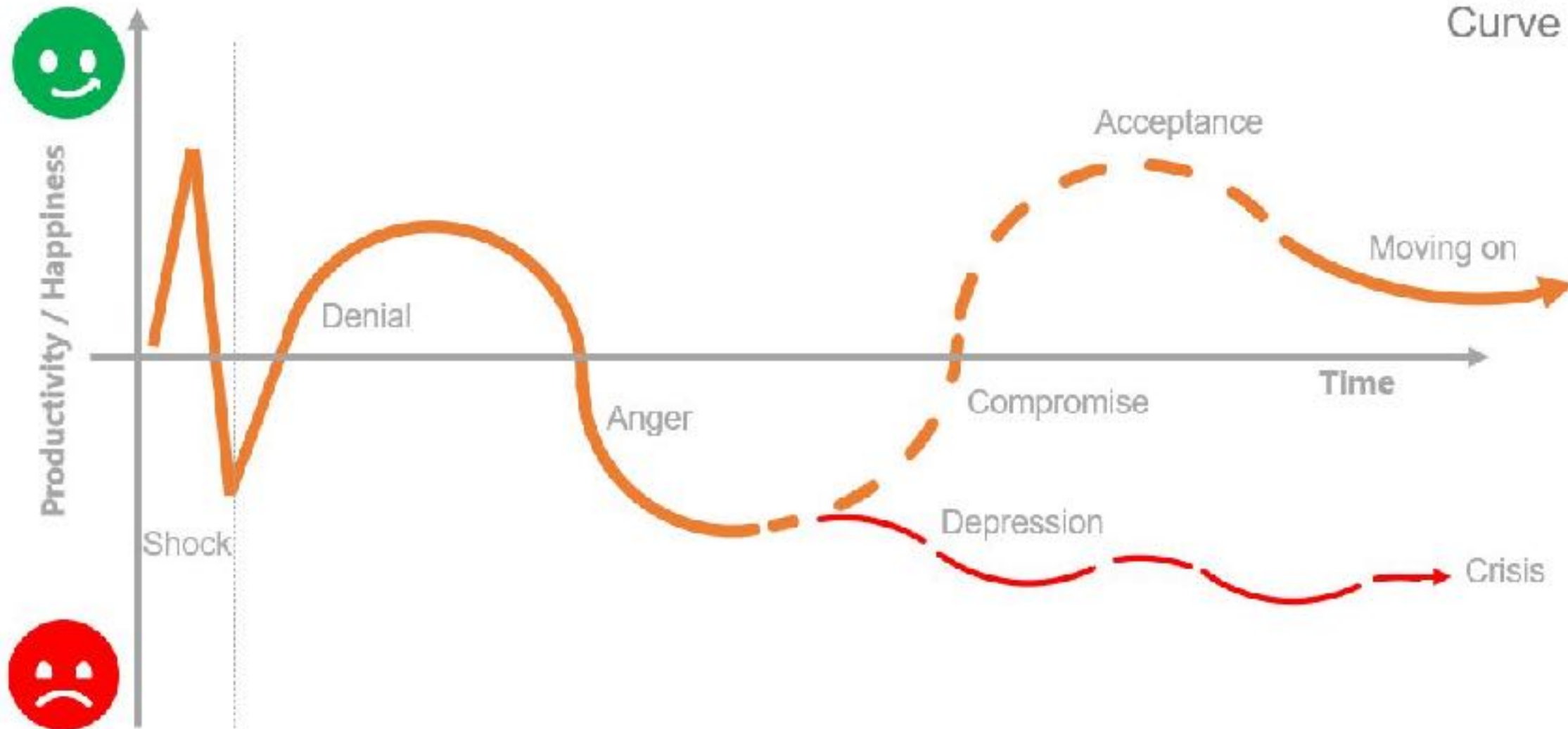
Don't touch me, because
management, regulator, shareholders...

Don't touch me, because
I'm already Agile

Why are you
doing this to me?

Usually, 3 months

The Kubler-Ross Change Curve





I'm already Agile

It was just another transformation

It's done

I know what to do

I survived

Slowly returning to old fashion company

A wide-angle photograph of a long, straight asphalt road that stretches from the foreground into the distance, curving slightly to the right. The road is flanked by vibrant yellow wildflowers and green grass. The sky is a deep blue with scattered, wispy white clouds. The overall scene conveys a sense of vastness and continuous journey.

Transformation...

... never ends

RETURN ON EXPERIENCE

Just my tips

FINDING RIGHT ROLES FOR RIGHT PEOPLE



Over-communicate

Ask people about
their needs

Find talents

Everyone is needed for something

WHAT TO DO? – EDUCATION



CFO asks CEO: “What happens if we invest in developing our people and then they leave us?”

CEO: “ What happens if we don’t, and they stay?”

Never ending education

WHAT TO DO? - MENTORING



Find people with
knowledge,
experiences

Help to create
connections

Let people find
themselves

Line manager should NOT be mentor!!!

WHAT TO DO? - COACHING



Individual

Team

Coaching
is not mentoring

Coach, not manager

Coaching is about relationship

WHAT TO DO? - SUPPORT COMMUNITIES AND GUILDS



Sharing of experiences

Ask for help

Discuss solutions

Problem shared is a problem half solved

WHAT TO DO? – SHARE FAILING



First
Attempt
In
Learning

Build fear free culture

WHAT TO DO? - LEAD BY EXAMPLE



Positive

Listen

Be leader, not manager

People follow leaders

WHAT TO DO? - WELCOME CHANGES



Ideas

Experiments

No drama

Changes are parts of our lives

WHAT TO DO? - SPEAK WITH PEOPLE



Breathe for others

Listen

Don't judge

More friend than colleague


TAKEAWAY SLIDE

This slide was stolen on Agile Prague 2021



- Be prepared for resistance
- Overcommunicate
- Education
- Mentoring
- Coaching
- Support guilds and communities
- Lead by example
- Welcome changes
- Celebrate FAIL
- Speak with people
- Do NOT leave key people alone!

• **All of us are key to success!**

**C'EST VOUS
L'AVENIR**  **SOCIETE
GENERALE**

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