



One of The Institute's **worksheets** series, to help you improve your leadership skills and capability, making you a better leader

This worksheet, based on the Spotlight 'Agile Leadership', will help you focus on the principles of self-organised teams and the leadership and benefits of self-organised teams.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

The McKinsey & Company Report (2018) affirms that the traditional, top-down, hierarchical organisation structure is no longer relevant in the face of today's digital revolution and VUCA (Volatility, Uncertainty, Complexity, Ambiguity) business environment, and organisations should be seen as living organisms rather than machines.

Use the space below to explain, in your own words, what this means:

Now use the space below to upload organisation charts for a hierarchical organisation and for an agile organisation. You can either use pictures you found online or outlined by you:

Hierarchical organisation	Agile organisation

What are the advantages and disadvantages of each?

Advantages of Hierarchical	Advantages of Agile
1.	1.
2.	2.
3.	3.
Disadvantages of Agile	Disadvantages of Hierarchical
1.	1.
2.	2.
3.	3.



Worksheet

Teamworking: Self-Organised Teams

Use the table below to explain, with examples, how your organisation (or another organisation that you know of) exhibits characteristics of an agile organisation:

Characteristic	Example
Leadership shows direction and enables action	
Quick changes, flexible resources	
“Boxes and lines” less important, focus on action	
Teams built around end-to-end accountability	

Complete the table below to demonstrate how your mindset and actions are developing and maintaining, or will develop and maintain, the ‘Nine Principles of Agile Leadership’*:

	My Mindset	My Action
Actions speak louder than words		
Improved quality of thinking leads to improved outcomes		
Organisations improve through effective feedback		
People require meaning and purpose to make work fulfilling		
Emotion is a foundation to enhanced creativity and innovation		
Leadership lives everywhere in the organisation		
Leaders devolve appropriate power and authority		
Collaborative communities achieve more than individuals		
Great ideas can come from anywhere in the organisation		

*Agile Business Consortium (2017). Culture and Leadership: The Nine Principles of Agile Leadership https://cdn.ymaws.com/www.agilebusiness.org/resource/resmgr/documents/whitepaper/the_9_principles_of_agile_le.pdf

How would you start a conversation with a new team leader to explain how to use processes to empower their team, not constrain it?

All references are cited in The Institute of Leadership & Management (2020) ‘Spotlight on Agile Leadership’

Achievement – Adaptability – Agile Leadership

Published by The Institute of Leadership & Management 2020 © The Institute of Leadership & Management

The Institute of Leadership & Management, Pacific House, Relay Point, Tamworth B77 5PA • www.InstituteLM.com • +44 (0) 1543 266886