

Executive Agile

*Transforming organizations with
Agile leadership*

Tomasz Manugiewicz



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Dedicated to

My wife Karolina

my daughter Zofia

my parents - mum Anna, dad Kajetan

and my second mum – Józefa

About the Author

Tomasz Manugiewicz is the general manager of the Polish engineering hub of the global software company Evoke. An engineer at heart, Tomasz is a speaker and author by passion. He has delivered speeches at the largest global IT conferences, as well as as a keynote speaker. He has had presentations for brands such as US Global Developer Week, Devovx Belgium, Agile Tour London, DevDays Europe, Code Europe, Agile Central Europe, and many more.

Tomasz has been in the IT sector since 2006. He worked as an Engineering Manager and, at the beginning of his path, when he was a Java Engineer, he helped to create one of the first Polish online banking systems. He also worked for international global corporations, including banking and ICT telecom sectors. Tomasz is an Agile enthusiast and coach who conducted his first Agile Transformation in 2009.

Working also at the University of Science and Technology, Tomasz is a lecturer, running courses on Executive Agile, as well as Software Architecture, supporting young engineers on their way to the world of IT. Tomasz is also an Advisory Board Member of the Jagiellonian University at the Faculty of Mathematic and Computer Science and a member of the Program Council Board for the IT conference, Ways Conf. He is also a co-author of the leadership book "The LiGHT BOOK - Leaders' insights for leaders based on true stories".

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Preface

Succeeding in organizations is not about cultivating technical skills only. Also, it is not about having both technical and professional skills. It is about understanding the dynamics of the organizations and the business landscape. This organizational dynamics is set in motion by the most senior leaders of the company – C-level executives. And Agile ways of working are the heart of modern organizations.

This book is designed to set-up you for success in building your role in modern organizations. It will equipt you with the competencies needed to bridge the gap between these two worlds - Agile world and executive leadership world.

Once you posses this unique asset, you will become more effective in your organization and even more attractive for your current and future employers. You will combaine zoom-in understanding of Agile knowledge and team perspective together with zoom-out helicopter view of the entire organization as C-level executives. These two perspectives will enable you to act effectively and introduce change in the organization.

This book will guide you through the principles and practices of working with C-level executives on transforming organizations. It will also explain you the concept of Agile, its assumptions, artifacts and roles. Thanks to reading this book you will also have a chance to learn about different methods of supporting senior leaders including mentoring and coaching on different levels – teams, organizations and on executive board level.

Chapter 1: Accountabilities and Operating Model of a CEO

The purpose of this chapter is to give leaders a broader understanding of the CEO role. As the CEOs runs the whole enterprise, their time and capacity are limited and precious. On day to day operations only a small group of employees have access to the CEOs. Thus, it is important to have a common understanding of what their role is and what keeps them up at night. This chapter is a foundation of the book and will help readers prepare to support CEOs during enterprise transformations. It describes the components of the

organization that CEO runs and the scope of accountabilities. These aspects sets a stage for the rest of the book providing the helicopter view of the organization and its transformation.

Chapter 2: Types of C-level Roles

Following the chapter 1, the second chapter will present other types of C-level of roles in modern enterprises. Organizations used to have three main C-level people - CEO, CFO and CIO. As companies grow and transform, we observe the acceleration of the C-level expansions to the areas like Product (CPO), People (CPO), Compliance (CCO), Data (CDO) etc. All that needs to be considered while working on the enterprise level of the organization. Also, all these people have different responsibilities and can have different needs. Thus, it is important for future Agile Transformation leaders to know how to work with these people.

Chapter 3: Cognitive Biases

In this chapter, the focus is on cognitive biases that we as human beings are exposed to as well as our C-level executives. You will understand that making these biases conscious help us overcoming them. You will see the value you can bring to the organization by helping the C-level executives. In this chapter you will also read about cognitive biases typical to the Agile Transformation environment.

Chapter 4: Getting Buy-in from C-level executives

The previous chapter is a good segway the theme of chapter 4, where you will read about getting the buy-in from the C-level executives. You will learn about the competencies that help getting to their inner cycle and how to find supporters for your initiatives. You will also understand how the aspect of establishing trust is important for getting the buy-in. The content of this chapter will prepare you to effectively build relationships with C-level executives. You will read about mitigating their concerns. You will get to know the algorithm that helps building effective elevator pitch and develop your executive presence.

Chapter 5: C-level Expectations and Needs

In the chapter 5 you will read about expectations and needs C-level executives have and how to address them. You will learn about the foundations of the coaching support concept. This chapter will present the concrete tools on how to support C-level executives including the concept of critical thinking as well as the provocative coaching approach.

Chapter 6: Coaching Decoded

There are various types of support we can bring to the organization. The main two are mentoring and coaching. In this chapter you will reflect about what coaching is. You will be able to distinguish mentoring from coaching as well as recognize different types of coaching. This chapter explains differences between life coaching and business coaching, executive and enterprise coaching, as well as team and group coaching and how Agile world corresponds with the coaching approach.

Chapter 7: Clear Vision and Tangible Results

As the C-level executives focus on delivering value to the organization, they also expect tangible results from people they work with. You will need to show them a clear vision that you have for the transformation process, create concrete strategies to get there and have tangible results of your work. In this chapter, you will learn how to build an inspiring vision using Dilts' logical levels concept. You will also read how to make sure this vision is concrete, how to set up measurements and how to create a concrete strategy to achieve this. You will also learn about Corporate Vision Framework – the tool for building concrete transformation vision.

Chapter 8: Supporting the CEOs

This chapter will summarize how to effectively support CEOs and other C-level executives. You will learn how to establish the coaching contract with them. To effectively help C-level executives you will need to develop skills needed to inspire the executives. Building the authority in front of the C-level executives is a next critical aspect that you will learn by reading this chapter. At the end of the chapter you will reflect on the areas you can support your CEO with based on the McKinsey model – the Six responsibilities of a

CEO. This chapter will equip you with all the necessary knowledge to start building relationship with your C-level executives.

Chapter 9: Orchestrating Agile Transformation

Previous chapters provided you with the knowledge on how to understand C-level executives, how to work with them and how to support them. Now it is time to switch the gears and dive deeper into the matter of running Agile Transformation. While reading this chapter you will learn how to implement the Agile change in the organization. You will do it based on two change management models – Kurt’s Levin model of introducing change as well as Kotter’s 8-step model. In particular, you will learn how to initiate the change, how to build a coalition that will help you run the change, how to achieve first successes and how to sustain the change.

Chapter 10: Agile Software Development

This chapter equips you with the foundations for the Agile Software Development.

It begins with reflecting on organizational assessment, as this is a starting point of each transformation. Then you will learn what the heart of Agile is – you will digest Potential Shippable Product Increment concept together with a Product Backlog as well as typical Agile meetings – called Agile ceremonies. Then you will be able to reflect on advantages and disadvantages of a project-oriented organization and product-oriented organization. At the end you will read about how to work with the dependency management at scale.

Chapter 11: Building the Agile Transformation Team

Every journey starts with the first step. And the transformation journey starts with building a crew – Agile Transformation team. In this chapter you will learn how to encourage people to join you in the Agile Transformation. By doing so, you will find change agents who can become catalyst to the Agile Transformation. In this chapter you will also read how to choose the pilot teams to start rolling out your first Agile changes. It also explores role transitions to more Agile oriented roles. By reflecting on Mel Conway’s law you will understand how organization’s design impacts the products of this organization.

Chapter 12: Introducing Agile Change

Chapter 12 will give you a deeper understanding of Agile Coaching competencies based on the Agile Coaching competency model from Lissa Adkins. You will also reflect more deeply on the enterprise and executive Agile Coaching approaches and how these approaches help in introducing the Agile change. On top of that, this chapter will equip you with the knowledge based on three models used in the change management: Gartner hype cycle, Diffusion of Innovation and Kubler-Ross grief model. First model shows how the hype and the disappointment of Agile ways of working fluctuates. Second model defines different groups of people who react in various ways while confronting with a change. The third model explains how people experience the grief after losing something or someone. In this context Kubler-Ross model explains how people may behave while losing old ways of working which is natural during various organizational transformations.

Chapter 13: Your Career Roadmap

You will end the reading journey with the Chapter 13 which will help you reflect on your career. Thanks to “Saboteurs model” by Shirzad Shamane, you will reflect on the aspects holding you back during your professional career. By increasing your awareness of different types of saboteurs, you will be able to start overcoming them. The other aspect that influences your career in the organization are your stakeholders’ needs. Thus, you will learn how to conduct the stakeholder analysis and last, but not least how to put it all together and create your career roadmap.

All these chapters combine the knowledge about organization and its transformation, with C-level executives and their view on Agile ways of working as well as the coaching/mentoring support you can offer. I am sure that thanks to gaining this knowledge you will be set for success in your organization.

Have a great reading.

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Table of Contents

1. Accountabilities and Operating Model of a CEO	1
Introduction	1
Structure	1
Objectives	2
Understanding the CEO	2
Access to CEOs	2
Scope of the role of CEO	3
Transforming the organization	5
<i>Altitude and speed</i>	7
<i>Fuel</i>	7
<i>Market conditions, competitor analysis, appetite for risk</i>	8
<i>Co-pilot: The most trustful person</i>	8
<i>Cabin crew</i>	8
<i>Aircraft cabin configuration</i>	9
<i>Aviation edge possibility</i>	11
<i>Emergency exits and safety measures</i>	12
<i>Window seats</i>	12
<i>Entertainment system</i>	12
<i>Landing gears</i>	13
<i>Wings and engines</i>	13
<i>Radar</i>	13
Conclusion	13
References	14
2. Types of C-level Roles	15
Introduction	15
Structure	15
Objectives	16
Origins of the C-level roles	16

Overall role of the C-level executives	16
<i>Setting the strategic direction</i>	16
<i>Leadership and sponsorship</i>	17
<i>Driving cultural change</i>	17
<i>Aligning Agile with business strategy</i>	17
<i>Removing organizational impediments</i>	17
<i>Agile governance</i>	17
<i>Engaging stakeholders and managing expectations</i>	18
<i>Cross-functional collaboration</i>	18
<i>Talent development and culture</i>	18
<i>Adaptation to change</i>	18
Chief Financial Officer.....	19
<i>Scope of Chief Financial Officer</i>	19
<i>Return on investment</i>	19
<i>Revenue growth and increasing company profit</i>	19
<i>Reducing the company costs</i>	20
<i>Strategy and forecasting</i>	20
<i>Liquidity and reporting</i>	21
Chief Technology Officer	21
<i>Establishing trust with the CTO</i>	22
<i>Handle everything and anything</i>	22
<i>Continuous delivery process</i>	22
<i>Refactoring and technical debt removal</i>	23
Chief Product Officer	24
Chief Human Resources Officer	26
Chief Operating Officer	28
Conclusion	28
References.....	28
 3. Cognitive Biases	29
Introduction	29
Structure	29
Objectives	30

Stakeholder communication biases.....	30
<i>Mere exposure effect</i>	30
<i>IKEA effect</i>	31
<i>Curse of knowledge</i>	31
<i>Illusion of transparency</i>	31
<i>Belief bias</i>	32
<i>Negativity bias</i>	32
<i>Impact bias / Affective forecasting</i>	32
<i>Social desirability bias</i>	33
<i>Overconfidence effect</i>	34
<i>Illusion of control</i>	34
<i>False consensus effect</i>	34
<i>Selective perception</i>	35
<i>Law of triviality</i>	35
<i>Ostrich effect</i>	36
Agile Transformation biases	36
<i>Pro-innovation bias</i>	36
<i>Appeal to novelty</i>	36
<i>Conservatism attitude</i>	37
<i>Semmelweis reflex</i>	37
<i>Functional fixedness</i>	37
<i>Loss aversion / disposition effect</i>	38
<i>Irrational escalation</i>	38
<i>Sunk cost fallacy</i>	38
<i>Illusion of external agency</i>	39
<i>Hyperbolic discounting / instant gratification</i>	39
Conclusion	39
References.....	40

4. Getting Buy-in from C-level executives.....	41
Introduction	41
Structure	41
Objectives	42

Establishing trust with executives	42
<i>Cognitive aspect of trust</i>	42
<i>Emotional aspect of trust</i>	43
<i>Being brave</i>	43
Getting to the inner circle.....	43
<i>Tactical approach versus strategic approach</i>	44
Mitigating C-level concerns.....	44
Unclear ROI.....	44
Risk aversion	45
Disconnection with company mission	45
Lack of support for company strategy.....	45
Loss of control	46
Ways of working complexities.....	46
Integration with existing processes.....	46
Availability of people.....	47
Cultural change resistance.....	47
Measurable outcomes	47
Compliance with legal regulations.....	47
Lack of Agile talents.....	48
Understanding the importance of C-level buy-in	48
<i>Impact on decision-making</i>	48
<i>Identifying Agile advocate among C-level executives</i>	48
<i>Aligning with organizational goals</i>	49
Your executive presence.....	50
<i>Exude unshakeable confidence</i>	50
<i>Avoid speaking about the minute</i>	50
<i>Develop your business understanding</i>	51
Operating model	51
<i>Be persistent</i>	52
Build your pitch.....	52
<i>The hook: Craft an impactful message</i>	52
<i>The problem: Show clear need</i>	53

<i>The solution: Be the answer to their headaches</i>	53
<i>The proof</i>	53
<i>The ask</i>	53
<i>Post-pitch follow-up</i>	53
Conclusion	53
References.....	54

5. C-level Expectations and Needs	55
Introduction	55
Structure	55
Objectives	56
C-level executives' needs	56
<i>Awareness and consciousness</i>	56
<i>Challenge and stimulate</i>	57
<i>Inspiration</i>	57
<i>Discovery and creativity</i>	57
<i>Presence and support</i>	58
<i>Authenticity and belonging</i>	58
<i>Acceptance and understanding</i>	58
Raising an executive's self-awareness.....	59
<i>Open self-area</i>	59
<i>Hidden self-area</i>	60
<i>Blind self-area</i>	60
<i>Unknown self-area</i>	60
Foundation of coaching methods	61
<i>Coach</i>	61
<i>Agile Coach</i>	61
<i>Executive coach</i>	61
Neurobiology of coaching.....	62
Critical thinking concept.....	63
<i>Analysis</i>	63
<i>Evaluation</i>	63
<i>Inference</i>	64

Provocative coaching method	64
Education of C-level executives	66
<i>Time constraints</i>	66
<i>Accountability</i>	66
<i>Resistance</i>	66
<i>Measure the impact</i>	67
Conclusion	67
References.....	67
 6. Coaching Decoded	69
Introduction	69
Structure	69
Objectives	70
Coaching in a nutshell.....	70
<i>Origins of coaching</i>	70
<i>Pure coaching</i>	71
<i>Life coaching</i>	71
<i>Business coaching</i>	71
<i>Agile Coaching</i>	71
<i>Need for coaching in Agile teams</i>	72
Enterprise Agile Coaching.....	73
Executive Agile Coaching	74
Executive coaching.....	74
Coaching for the board of directors	74
Group coaching	75
Team coaching	75
Intercultural team coaching.....	76
<i>Social competence</i>	77
<i>Cultural competence</i>	77
Mentoring.....	78
Reverse mentoring	78
<i>Reverse mentoring and managing change</i>	79
Coaching versus mentoring.....	79

<i>Agile Coach: Domain expert</i>	80
Conclusion	81
References.....	82
7. Clear Vision and Tangible Results.....	83
Introduction	83
Structure	83
Objectives	84
Building an inspiring vision.....	84
<i>Dilts' logical levels.....</i>	84
<i>Environment level: Where am I?</i>	85
<i>Behavior level: What will I do?</i>	85
<i>Capabilities level: What skills will I gain?</i>	86
<i>Beliefs and values level: What matters to me?</i>	86
<i>Identity level: Who will I be here?</i>	87
<i>Purpose level: Why would I like to be here?</i>	87
<i>Vision evolution</i>	88
Creating a strategy	88
Making a vision concrete	90
Ownership of the whole journey	91
Corporate vision framework.....	93
Conclusion	95
References.....	96
8. Supporting the CEOs.....	97
Introduction	97
Structure	97
Objectives	97
Executive coaching contract	98
Building authority as a coach of executives.....	99
<i>Gravitas</i>	100
Areas where CEOs need support.....	102
<i>McKinsey model: The six responsibilities of a CEO</i>	102

Conclusion	109
References.....	109
9. Orchestrating Agile Transformation.....	111
Introduction	111
Structure	111
Objectives	112
Transforming the organization.....	112
Practical aspects of Kurt Lewin's change process	112
Unfreeze.....	113
Change.....	114
Refreeze.....	115
Practical aspects of Kotter's 8-step change model	117
Sense of urgency.....	118
Creating a guiding coalition.....	119
Strategic vision.....	119
Communicating the vision.....	120
Empowering actions by removing barriers	120
Create quick wins	121
Building on the change	121
Making it stick	122
Conclusion	124
References.....	124
10. Agile Software Development.....	125
Introduction	125
Structure	125
Objectives	126
Beginning of the Agile journey	126
Organizational assessment.....	126
The heart of Agile	127
Managing product backlog.....	128
Product-oriented versus project-oriented organization.....	130

<i>Product backlog health</i>	132
<i>The next step towards agility</i>	133
Daily standup meeting	134
Retrospective meeting	135
Iteration planning meeting	135
Iteration review meeting	136
Visualization of the work	137
Dependency management	138
Conclusion	139
References	139

11. Building the Agile Transformation Team..... 141

Introduction	141
Structure	142
Objectives	142
Building your Agile Transformation team	143
<i>Agile community of practice</i>	143
Choosing the pilot teams	144
Transforming the roles	147
<i>Business Analysts to Product Owners</i>	147
<i>Project Managers to Scrum Masters</i>	148
<i>Reflecting on cross-functional roles</i>	149
Impact of organizational design on Agile Transformation	150
Twelve Agile principles	152
Conclusion	154
References	154

12. Introducing Agile Change..... 155

Introduction	155
Structure	155
Objectives	156
Agile Coaching	156
Enterprise Agile Coaching	159