BUSINESS
COACHING

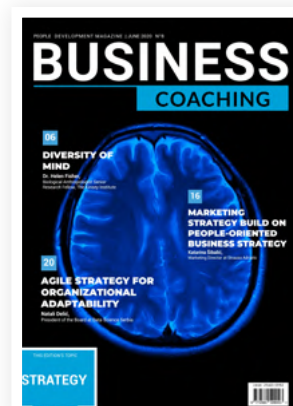> "We keep moving forward, opening new doors, and doing new things, because we're curious and curiosity keeps leading us down new paths."

Walt Disney

DOWNLOAD ALL

Live as if you were to die tomorrow. Learn as if you were to live forever.

Mahatma Gandhi

Srdjan Pavlovic

The Editorial

"Everything is about people!"

Investing in people development can provide consistent growth and improve company results.

Coaching is in high demand, as many companies recognize that is the development tool that provides long-lasting results.

Coaching also impacts employees' satisfaction, providing them with new learning opportunities and insights.

On the other hand, uncertainty in the world is high and there are no signs that it will soon disappear. One of the most successful ways to deal with constant changes is to make them!

In this issue, we will cover one of the biggest agile events, the Global Scrum Gathering, this year in Amsterdam.

Through inspiring articles, authors have covered many different topics: leadership, coaching, agile transformation, and Agile sales.

I hope this issue will bring some new insights that you can apply in your daily work. Working every day on yourself, on people development, and on customer satisfaction led us to continuous and visible improvements.

And finally, it's giving time.

This magazine is a gift to you from our editorial team and contributing authors. Enjoy your reading and feel free to share this magazine.

Have great and peaceful holidays ahead!

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Content

Global Scrum Gathering

Amsterdam 2023

"Be the change you want to see in the world."

That sentence is a short way to adequately describe an event with almost 500 agilists that gathered in Amsterdam from October 9 to 12. The event was organized by Scrum Alliance and has seen a huge group of volunteers and supporters from the community from all over the world.

A day before the official start, Scrum Alliance organized "The first time attendee" event, which was a great way to welcome people that were new to this event. The whole event was led by the Program Advisory Team, who shared all basic information with newcomers, in order tol help them get the maximum out of this event. Program Advisory Team has six members, and they are in charge of the program of the event.

On Monday morning, the conference officially started. The event was opened by three Program Advisory Team members, who wished a warm welcome to all attendees, and invited everyone to use this time for learning, meeting other people, and having fun!

MEET THE PROGRAM ADVISORY TEAM

Cherie Silas
Tandem Coaching Academy

Being a member of the PAT team was a great experience and really helped me understand how much the Global Scrum Gatherings are shaped by the community of Agilists they are serving

Evelien Roos
Xebia Academy

The experience gave me insight into the organization of the Global Scrum Gatherings from a different perspective. Serving on the PAT for the Global Scrum Gathering in Amsterdam enriched my Agile journey and I hope the conference itself has done that for our attendees

Kubair Shirazee
AgiliTea

I joined the Programme Advisory Team to gain an insight into the 'how' and to introduce improvements to the format of the Global Gatherings that I've been cooking up since attending my first Global Gathering in 2017

Dayo Adelowotan
TD Bank

I personally can say that this experience has shaped and given me a fresh view to what the Agile community should be aside from my 9-5 job.

Srdjan Pavlovic
Coaching Expert Team

I was honored to have the opportunity to collaborate with other PAT team members and the Scrum Alliance team. Serving this community was a priceless experience for me.

Annelie Coetzee
Deloitte

The keynote speaker of the first day was **Shola Kaye,** with the topic "Delivering effective feedback with empathy".After her speech and a short break, workshops in five parallel streams started.
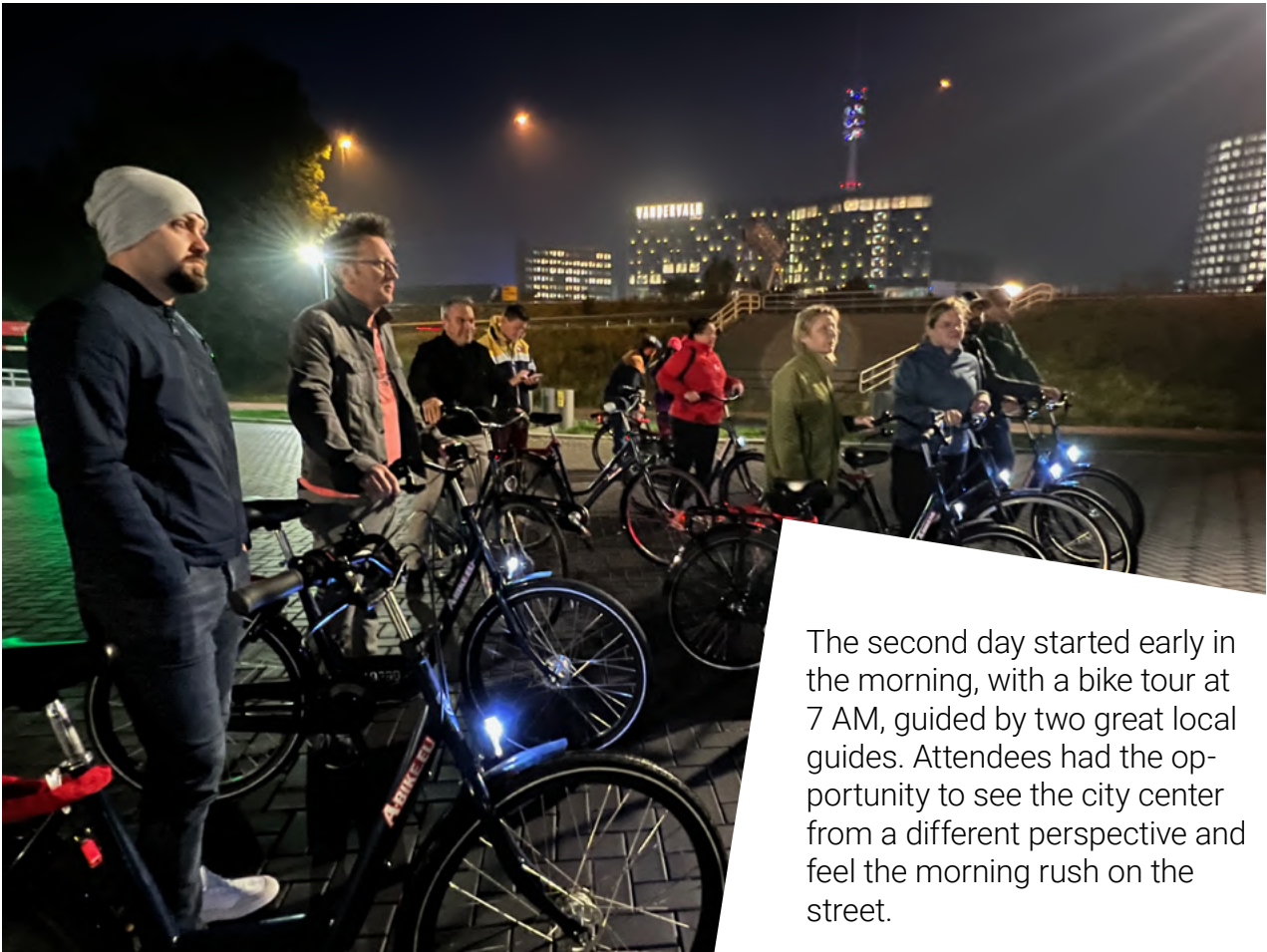

Attendees used subsequent lunch and 30-minute breaks for mingling, meeting new people, but also old friends.

There is no better way to successfully conclude the first day than being part of Monday mingle. This year, Monday mingle was on the "Ocean Diva" cruiser, and the journey began from the Passenger terminal in Amsterdam.

The second day started early in the morning, with a bike tour at 7 AM, guided by two great local guides. Attendees had the opportunity to see the city center from a different perspective and feel the morning rush on the street.

Fully energized, attendees were now prepared for the Tuesday keynote speaker **Jurgen Appelo,** and the topic "Nothing matters except the experience". Tuesday's agenda followed the same schedule as the Monday one, short break, workshops, lunch, workshops, break, workshops. However, the content differed, covering a broad variety of Agile topics.

After the "working" part of the conference, the attendees could choose their own group, or make a new one by joining the Slack channel "Nightlife", created by organizers. There were a lot of options on where to go out and have some fun with friends.

Day three, the final day! The keynote speaker was a futurist, **Mike Walsh,** with the topic of the AI-powered organization. He shared some meaningful insights on how we could make use of Artificial Intelligence in our daily business operations.

After the last round of sessions, it was time to say goodbye.

The other three PAT members thanked all participants, asked them to share feedback on the event, and invited all participants to the next Global Scrum Gathering in New Orleans in May 2024.

The uniqueness of this event is seen in the additional activity taking place during the conference days.

Lean Coffee

Lean Coffee is an excellent platform to get the discussion around any topic attendees might benefit from, which was active all three days of the conference.

Coaching Clinic

Attendees had the privilege of being coached by some of the greatest coaches from the Agile community completely free of charge!

Professional photos

Attendees had the chance to capture professional snap-shots for their portfolios in a Zen room and at a dedicated photo booth.

To keep up with the demand-ing pace of the conference, all attendees had access to a tranquil room equipped for relaxation and rejuvenation.

Meetings with PAT team members

Attendees had several oppor-tunities to sit down and chat with PAT team members about how they can contrib-ute to this wide community. Applying for the next PAT team members for New Orleans in 2024 was just one of the options.

See you in New Orleans!

Marin Bezic

VP OF PEOPLE
CROATIA

Agility in customer facing organization

The learning journey

Marin, can you start by telling us a bit about Infobip?

Infobip helps brands create meaningful, personalized customer experiences using digital communication on a global scale. A great customer experience leads to more engagement with the brand, which, in turn, results in increased business for the brands and greater satisfaction for their customers. Our core offering is the Communication Platform as a Service (CPaaS), which makes it easy to add messaging capabilities to any application. With our platform, you can effortlessly reach your customers anywhere in the world, on any device, using their preferred channel, such as WhatsApp, Viber, SMS, Email, and

many more. On top of that, we offer a set of AI-powered SaaS applications focused on marketing automation, customer service, and chatbot building. Our SaaS applications assist businesses in reducing marketing and customer service costs and significantly increasing return on investment. We work with some of the biggest brands, including Microsoft, Amazon, Facebook, Uber, just to name a few. We are a global company with 3,500 employees in 70 offices across 6 continents.

Marin, as the VP of People at Infobip, what are your key responsibilities?

Simply put, my goal is to support the creation of a network of aligned, high-performing teams at Infobip. More specifically, my team focuses on people, culture, and promoting an agile mindset and way of working. In terms of people, we strive to create an exceptional employee journey. This includes ensuring we hire the right people, providing effective onboarding programs, offering numerous opportunities for learning and growth, and implementing an effective performance management process with clear goals and high accountability. The second area of focus is culture, which is of utmost importance to us. As we continue to grow, it is essential that we preserve and nurture the core principles that have made us successful so far. These principles include a strong emphasis on customer focus, cross-functional collaboration, continuous learning and innovation, open communication, respect, and fairness. Lastly, the agile mindset and way of working are crucial for building effective, high-performing teams. We continuously assess areas in our business where we need to accelerate execution and design teams and work processes based on agile principles. We have a dedicated team of agile coaches who collaborate with cross-functional teams across

the organization to facilitate the adoption of this mindset and way of working.

Infobip embarked on its Agile journey some time ago. However, it is not very common for companies to implement agile practices in their customer-facing departments. What was Infobip's primary motivation to adopt the Agile Way of Work?

Infobip began introducing agile approximately ten years ago in product management and engineering. With over 900 people in these departments, agile greatly helped to align and speed up deliveries. We started with Scrum and later transitioned to LESS.

On the customer-facing side, including departments such as sales, customer growth, sales engineers, and marketing, we experienced rapid growth in recent years. This growth included not only increased revenue but also a greater number of employees and organizational complexity. However, departmental objectives and KPIs sometimes obstructed cooperation and hindered our ability to deliver the best possible value to our customers. Silo walls started to emerge, prompting us to take action. Our business goals were clear: faster customer acquisition and increased expansion/cross-selling. To achieve this, we needed better focus and alignment among our customer-facing departments, a swifter flow of information, and clear accountability. This aligns well with the agile mindset and way of working.

When initiating the Agile journey, what aspects or considerations did you prioritize?

When we initiated the adoption of agile practices in the customer-facing organiza-

tion, we had several key objectives in mind: improved focus on customer segments, the formation of small cross-functional teams aligned with those segments, increased transparency and accountability, a sense of shared ownership, and a commitment to continuous improvement. To achieve these goals, in the latter half of 2022, we initiated a pilot program introducing the concept of a "squad." These squads consist of 7-12 team members and work in two-week iterations, customizing the Scrum methodology to suit the sales domain. Following the successful pilot, we expanded this concept globally, and we now have approximately 60 squads deployed across the organization. Each squad is responsible for its go-to-market strategy and executes it through two-week sprints. Each sprint begins with planning and concludes with a review involving primary stakeholders. Additionally, squads conduct pulse checks (similar to daily standup meetings) twice a week to ensure alignment and mutual support. These squads receive support from agile coaches who have tailored agile principles to the

specific context of Infobip. The early involvement of agile coaches in working with the squads proved to be crucial for ensuring the adoption of this new way of working.

Dealing with uncertainty during the early stages of Agile adoption can be quite challenging. How did you manage this, and what were the initial reactions of your employees to this transformation?

This is an area where we could have done better. The transition wasn't easy for everyone. We introduced new roles, such as squad leads and chapter leads, and people were moved to new positions. There was a perception that agile was primarily for developers, and the initial feedback indicated that we could have communicated the reasons for the change more clearly, provided more training, and better defined some of the roles. Initial reactions were mixed. Most people understood why we needed to

transform our organization, but they weren't fully convinced that adopting an agile way of working would bring benefits. Six months after the rollout was completed, there is still room for improvement. However, I'm pleased to report that our business metrics are clearly on the rise, and the majority of the squads have embraced the agile mindset and principles.

As you've progressed on your Agile journey, there must have been notable successes and setbacks. Could you share some of the most significant failures and successes your organization has experienced along the way?

One significant lesson for us was squad design in "multilanguage" regions. While agile "best practices" typically recommend teams of 5-9 members, in some cases, we had to create larger squads to accommodate regional specifics (such as the need for local language speakers in key markets) and to avoid a single point of failure within the squad. Another valuable lesson was regarding the clarity of roles between the squad lead (the business leader) and the chapter lead (the leader responsible for all people within the same function in the region, for example, account executives). The intention is for squad leads to focus on strategy, goals, and alignment within squads, while chapter leads handle people-related aspects like hiring, onboarding, coaching, and mentoring. We are still refining the scope and guidance for these roles to ensure our squads perform at their best.

In terms of successes, the areas covered by these squads are experiencing double-digit growth, especially in the key metrics we aimed to improve with this transformation. We continually receive feedback about increased focus, improved collaboration across different functions, and greater transparency within squads, which enables us to identify and address issues more swiftly than before.

To conclude, what key message would you offer to other organizations considering starting an Agile journey?

I'd suggest avoiding a strong emphasis on the agile journey initially. Instead, start by understanding the areas of your business where performance falls short of expectations. Identify the root causes and engage with people in the organization to grasp their pain points and frustrations. Only after this, consider how specific agile principles can be applied to address these challenges. Connect specific agile practices to the specific problems you're facing. Explain to people how these practices can enhance their job performance, eliminate inefficiencies, and reduce frustration. Weave it all into a narrative that sets ambitious goals and lays out a clear path for achieving them. Remember to take care of the people involved in the change process. Offer continuous support and keep listening to their feedback. In these kinds of transformations, things rarely go exactly as planned, so ongoing improvement is the key.

Agility in customer facing organization - the learning journey

> # "
>
> ## If opportunity doesn't knock, build a door.
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> ――――――――
>
> Milton Berle

SKILLS IN THE NEW WORLD OF WORK

"Which agile skills are most in-demand in today's workforce?"

ScrumAlliance

BUSINESS AGILITY INSTITUTE

Agile Skills in the Modern Workplace
Download your copy of the Skills in the New World of Work report.

Scrum Alliance®

A GUIDE TO
UNLOCKING YOUR FULL
POTENTIAL

BY VENKATESH RAJAMANI

How Scrum Masters Can Become Effective Leadership Coaches

People learning to use scrum and understand agile values rely on their scrum masters to show them the way. If you're a scrum master, you may find yourself coaching not only scrum teams but the organization's leadership as well.

When you take on a leadership coaching role as a scrum master, you can prepare yourself by developing competencies that will enable you to guide and support the leadership team effectively. Here are some key competencies and examples of how scrum masters can coach the leadership team:

Establish Commitments

Scrum masters can help the leadership team develop clear commitments to the agile transformation by facilitating discussions and workshops that help those leaders articulate their goals and expectations. You can also help leaders define success metrics and set up accountability mechanisms to ensure everyone is committed to their promises.

Example: The scrum master can facilitate a workshop where the leadership team identifies its top priorities for the agile transformation and creates a shared vision for success. They can then work together to define specific, measurable goals and establish a system of regular check-ins to track progress.

Engage in Conversations to Create Breakthroughs

Scrum masters can coach the leadership team on engaging in conversations within their teams that create breakthroughs and lead to continuous improvement. You can help leaders identify areas for their own growth and learning and support them in finding ways to overcome obstacles and challenges.

Example: As a scrum master, you can coach the leadership team on how to have open, honest conversations within their teams that promote active listening and constructive feedback. You can help the team develop skills for asking powerful questions and creating a culture of curiosity and continuous learning.

Designing an Invented Future

Scrum masters can help the leadership team design an invented future by facilitating discussions that help the team define a clear vision for the organisation's future. You can also help the team create a road-map to get there, identifying key milestones and defining success metrics.

Example: The scrum master can facilitate workshops in which leadership team members work together to create a visual roadmap of the organisation's future state. Consider using tools like story mapping and value stream mapping to identify the key steps and milestones needed to achieve their vision.

Creating a Culture of Accountability

An effective scrum master, as a leadership coach, must create a culture of accountability within the organisation. It's crucial to encourage team members to take ownership of their tasks and work collaboratively with other team members. By holding themselves accountable, team members can create a sense of ownership, pride, and motivation in their work. This is where a scrum master can play a pivotal role in ensuring team members work together, are accountable, and promptly produce results.

For instance, as a scrum master, you can leverage retrospectives to discuss challenges and celebrate achievements. During these discussions, team members can openly discuss their challenges and concerns and develop solutions collaboratively. This encourages transparency and accountability, leading to higher levels of engagement and commitment.

Promoting Openness and Vulnerability

An effective leadership coach needs to promote openness and vulnerability within the organisation. Leaders must be willing to share their vulnerabilities and failures to build trust and create a safe environment where team members feel comfortable expressing their concerns and challenges.

Scrum masters can encourage leaders to adopt this approach by facilitating open discussions during meetings and encouraging leaders to share their experiences. For instance, you can start by sharing your own vulnerabilities and failures, which will help build team trust. This creates a safe environment for team members to share their concerns and challenges, which can be addressed collaboratively.

Challenging Established Thinking

An effective leadership coach must challenge established thinking and encourage leaders to think outside the box. This involves questioning assumptions and challenging conventional wisdom to encourage creativity and innovation. Scrum masters can be crucial in promoting this approach by facilitating brainstorming sessions, enabling leaders to share their ideas, and challenging established thinking.

For example, a scrum master can facilitate a brainstorming session to encourage team members to develop new ideas and approaches to tackling challenges. By challenging established thinking, team members can develop innovative solutions that can help drive the organisation forward.

Facilitating Behavioral Change

Finally, an effective leadership coach must facilitate behavioral change within the organisation. As a leadership coach, nurturing behavioral change involves understanding the client's needs, active listening, asking powerful questions, providing constructive feedback, creating action plans, and accountability. By using these techniques, a coach can help clients identify and address the behavioral patterns that may be holding them back from reaching their full potential and help them become more effective leaders.

Grow Into the Role of Leadership Coach as a Scrum Master

Scrum masters can become effective leadership coaches by developing the competencies to facilitate agile organisational transformation. To sum up, here are some of the ways you can coach leadership teams:

- Establish commitments

- Engage in conversations to create breakthroughs

- Design an invented future

- Create a culture of accountability

- Promote openness and vulnerability

- Challenge established thinking

- Facilitate behavioral change

You can help to drive the organisation forward and create a culture of continuous improvement by taking these steps as a scrum master.

IVAN VIDOJKOVIC
DIRECTOR / OFFICEME /
BELGRADE, SERBIA

ANNOUNCEMENT OF **BUSINESS EXPANSION** IN THE NEAR FUTURE

In recent years, coworking spaces have become a sensation in Serbia and beyond. This innovative idea has allowed many companies to find an alternative to the traditional office environment, offering them financing for almost all business costs through rental fees, flexibility, a sense of community and more. With an increasing number of demands from entrepreneurs, freelancers, start-up companies, as well as other companies from various fields, further expansion of our business is inevitable, and the implementation awaits us as early as the beginning of the next year, in the broadest scope to date.

One of the key factors driving the growth of the coworking industry is the shift in people's mindset regarding work, especially triggered by the pandemic that affected all of us in early 2020. Traditional concepts of work are losing their appeal, and employees increasingly seek flexibility and autonomy over their working hours. Coworking spaces offer precisely that flexibility through the freedom to choose working hours available 24/7, while simultaneously providing an opportunity to connect and collaborate with professionals from different industries.

With an increasing number of companies and an extremely competitive market, the coworking industry is faced with the need for expansion to meet the growing demand. Therefore, our announcement of business expansion indicates plans to open new coworking spaces to fulfill the needs of a larger number of companies seeking these unique workspaces.

One of the reasons for expansion is the long-term sustainability of this business model, which has been demonstrated throughout these challenging circumstances. In such

situations, these spaces have attracted and continue to attract professionals from other cities or countries, contributing to cultural exchange and providing numerous benefits to the local community.

However, the expansion of the coworking industry also comes with challenges. Competition is becoming increasingly fierce, which is why it is particularly important for us to stand out through a compelling offering of coworking spaces, to maintain (and elevate) the quality of services and the communal atmosphere.

In conclusion, the announcement of our business expansion is clear proof of year-after-year growth and development. Our ultimate intention is to become an important part of the business environment in our country and, with an increasing number of collaborators - companies seeking flexibility and a sense of community for their employees, we believe we can succeed, but only with proper growth management and constant improvement, transforming the way we work and develop businesses in the future.
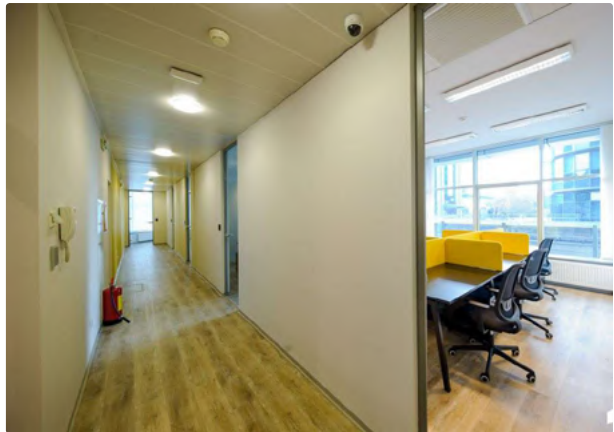
Michael K Sahota

SPEAKER, TRAINER, & CONSULTANT ON EVOLUTIONARY LEADERSHIP
NORTH DARTMOUTH, MASSACHUSETTS, UNITED STATES
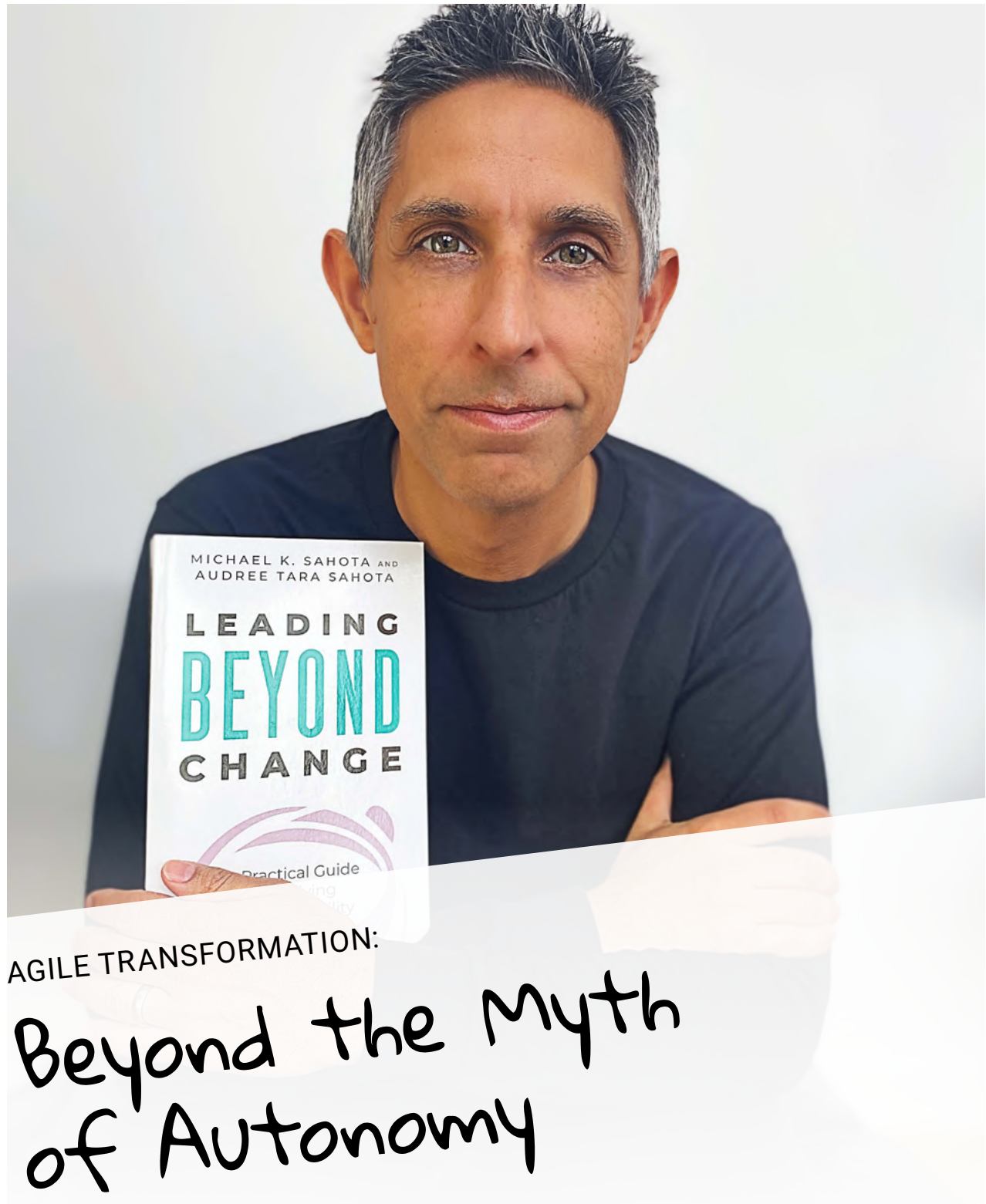
AGILE TRANSFORMATION:

Beyond the Myth of Autonomy

Introduction

Agile transformation has become synonymous with the promise of autonomous, self-organizing teams. While this concept is enticing, it's essential to dissect its practicality and impact on an organization. In this article, I will unravel the complexities of Agile transformation and propose a more balanced, effective approach, drawing on insights from our book Leading Beyond Change.

The Autonomy Illusion

Autonomous teams are often seen as the pinnacle of Agile transformation. However, complete autonomy is a myth. Teams may feel empowered initially, but when they hit unforeseen boundaries—what we can term as the "invisible electric fence"—the trust and psychological safety within the team can quickly deteriorate. This misconception sets teams up for failure, breeding resistance and diminishing empowerment.

AUTONOMOUS SELF-ORGANIZING TEAMS TRAP
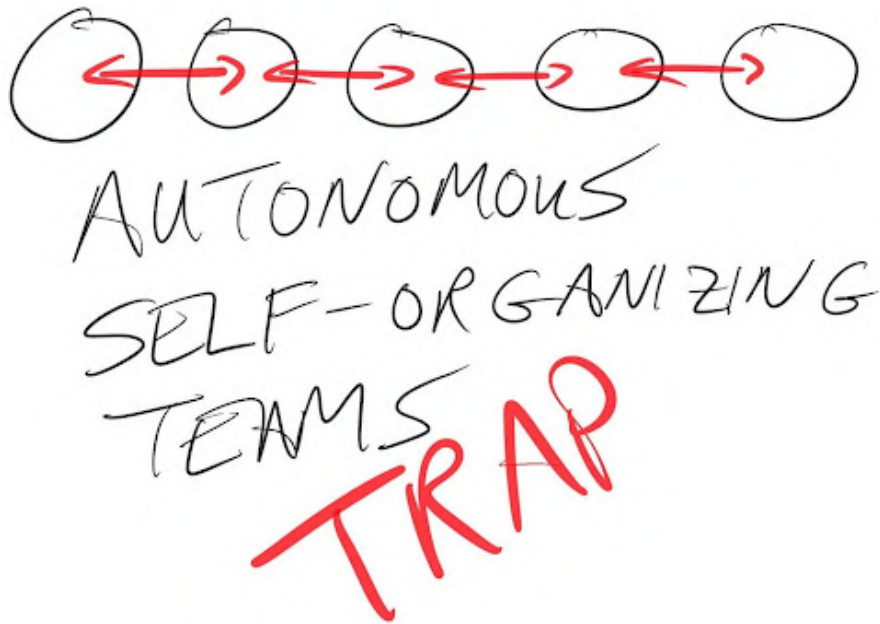
Local Optimization:
A Hidden Trap

When teams operate autonomously, they tend to focus solely on their tasks, leading to local optimization. This myopic view can hinder the overall performance of the organization, as the global optimum is compromised. Organizational success depends on optimization for the entire organization, not just individual teams.
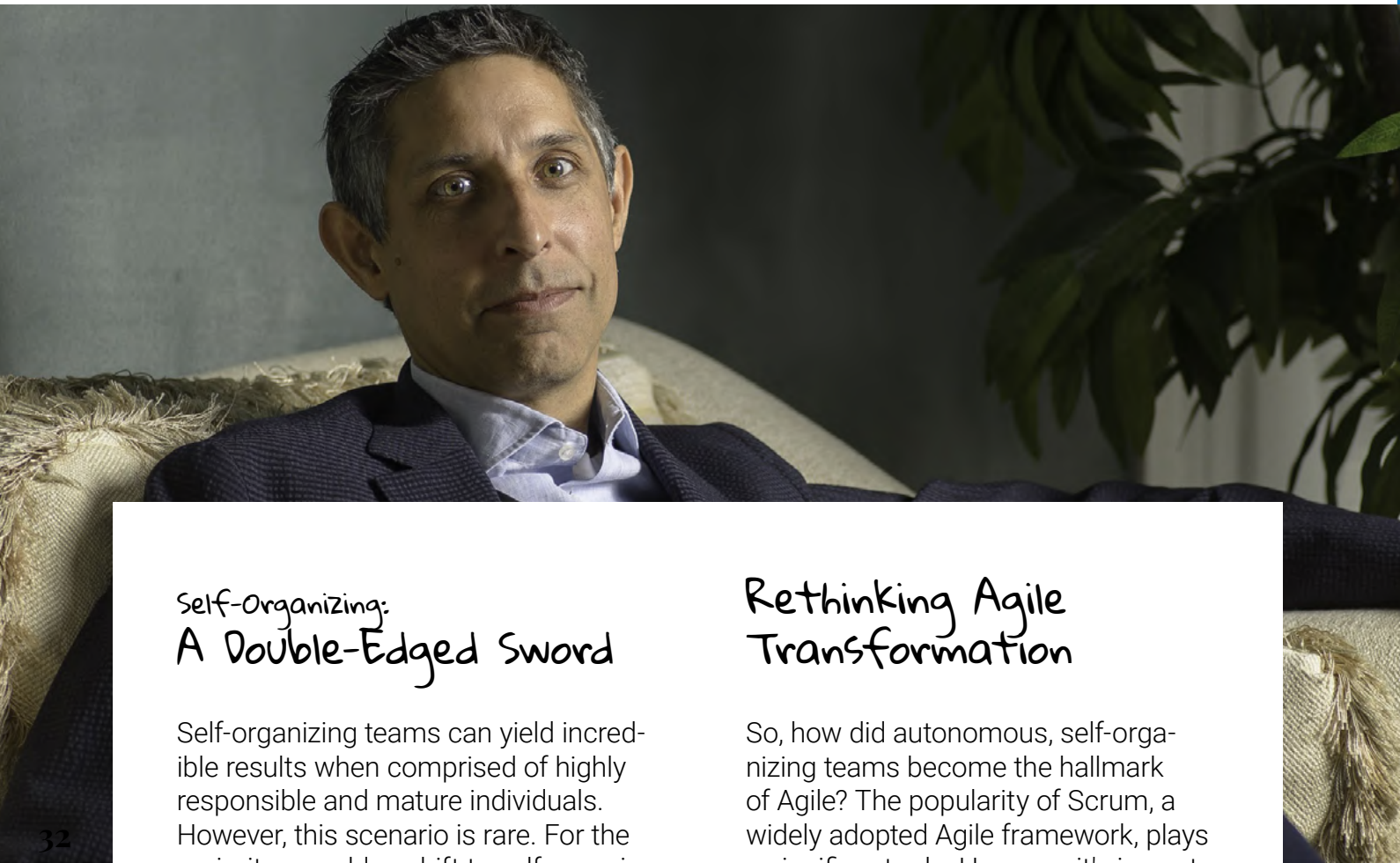
Self-Organizing:
A Double-Edged Sword

Self-organizing teams can yield incredible results when comprised of highly responsible and mature individuals. However, this scenario is rare. For the majority, a sudden shift to self-organization can be overwhelming and counterproductive. It's crucial to approach self-organization as a long-term goal, gradually increasing autonomy and responsibility as people are developed.

Conclusion

Agile transformation is a journey, not a destination. It requires a shift from the pursuit of autonomy to cultivating interrelated, responsible teams. By aligning our teams with the broader organizational goals and fostering a culture of mutual support and collaboration, we can unlock the true potential of Agile transformation, leading us beyond the myth of autonomy.

Rethinking Agile
Transformation

So, how did autonomous, self-organizing teams become the hallmark of Agile? The popularity of Scrum, a widely adopted Agile framework, plays a significant role. However, it's important to highlight that Scrum encourages teams to be self-managing within their confines, not fully autonomous.

To foster genuine Agile transformation, we should aim for interrelated, responsible teams, aligning with the SELF Framework's maps and tools to create high-performance organizations. These teams optimize for the organization as a whole, understanding their role within the larger ecosystem. This shift from autonomy to interrelatedness, and from self-organization to responsibility, is key to achieving sustainable Agile transformation.

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Teachers Open The Doors, But You Must Enter By Yourself.

Chinese Proverb

Stacey Ackerman

MANAGING PARTNER / AGILE MARKETING COACH & TRAINERMANAGING PARTNER / AGILE MARKETING COACH & TRAINER @ NAVIGATEAGILE

RALEIGH-DURHAM-CHAPEL HILL AREA, THE US

Marketers need to be *agile* now more than ever

Agile has been around the software product development space for more than 20 years, but other business areas are beginning to realize that it's much more than a process for an isolated department. We've now entered into the second phase of agile transformation—Business Agility.

"Business Agility is a set of organizational capabilities, behaviors, and ways of working that affords your business the freedom, flexibility, and resilience to achieve its purpose," according to the Business Agility Institute.

One of the departments that's leading the charge in agile beyond software is Marketing. In fact, according to the Annual State of Agile Marketing report for 2023, 71 percent of all marketers surveyed either use or plan to use agile.

Marketing is facing a lot of newfound pressures this year including economic pressures that are making marketers do more with less to drive sales, an ever-changing world that's full of uncertainty making customers' needs radically changing faster than ever and consumers that have so many mediums to get information that the marketplace is cluttered with businesses' all vying for attention.

Economic Pressures

When the going gets tough, the marketing staff and budget is the first to get cut. With a recession looming in the United States, companies are making some serious cutbacks. This means that marketers that are lucky enough to keep their jobs are being asked to do more work with fewer people. Plus, the pressure is on for marketing campaigns to drive sales.

The good news is that agile can make the most out of a shrinking team—if set up properly. A well structured agile team has four- to-10 people that have all of the necessary skills to complete work from start to finish. The team works together for the long haul, building efficiencies by nurturing their relationships.

A recent Fortune 100 client was able to accomplish more work with a core team of nine than they ever had when they were functionally organized, which took them more than 25 people. Plus, work is higher quality with more collaboration and no one has to wait for another department to get around to their task.

A World of Uncertainty & Rapidly Changing Customer Expectations

From a global pandemic to raging wars, we're living in a world of uncertainty. For marketers, this means being able to adapt their strategy and messaging quickly to resonate with customers. Unfortunately, most large corporations have structured marketing in a way that's the opposite of agile—slow, bureaucratic processes where the mindset is perfection over responsiveness.

In 2020 I worked with a healthcare company that marketed directly to hospital staff. They'd just embarked on their agile journey, and realized the need for it was stronger than ever. The annual marketing plan they created was tossed aside, and they went into a responsive mode, listening intently to customers' moods and needs each day. They used hospital surge data to inform whether or not a marketing message was warranted, or more of an empathetic greeting.

In a world of uncertainty, marketers must be agile enough to rapidly change direction in order to meet the needs of their customers or they'll be wasting time and money on ineffective marketing.

A Cluttered Marketplace

Before the internet and social media, marketers had a ton of leverage with consumers to shape messages to the advantage of the company. We've come a long way since those days, and today's consumers see thousands of messages a day, so marketers need to be a lot more savvy.

With agile marketing, marketers are able to do a lot of micro testing on different elements of marketing—from graphics, to taglines, headlines, calls to action and more to see what really resonates with their target audience. They're able to set Success Criteria to measure what results they're looking for and quickly drop under-performing marketing tactics.

Conclusion

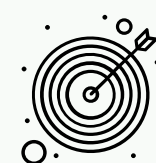Agile marketing isn't about a new process. It's about being flexible and adaptable to changing consumer behaviors and responses. There's no better time for marketers to try agile marketing than right now.
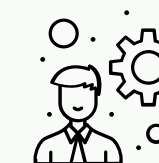

AGILE COACHING SKILLS
CERTIFIED FACILITATOR

HIGHLY EFFECTIV COMMUNICATION

IMPROVED TEAM COLLABORATION

NEW IDEA GENERATION

APPLIED VALUABLE SKILLSET

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Sekhar Burra

FOUNDER & CEO AT
SAIN INNOVATION SOFTECH
HYDERABAD,
TELANGANA, INDIA

Coaching Leaders on Creating New Market Spaces

In the dynamic world of business, leaders constantly grapple with the challenge of expanding into new market spaces. To successfully navigate this terrain, leaders must embrace inside-out leadership principles, emphasizing self-awareness, personal values, and emotional intelligence. This write-up delves into how inside-out leadership coaching can empower leaders to drive innovation and create new market spaces, all while highlighting real-world examples of companies that converted non-customers into loyal customers.

Inside-Out Leadership: A Pillar of New Market Creation

Inside-out leadership is a coaching approach that centers on personal development as the foundation of effective leadership. It underscores the importance of understanding one's values, strengths, and motivations before embarking on journeys into new market spaces. Self-awareness is the cornerstone of visionary leadership, allowing leaders to remain rooted in their values and authentic in their decision-making. Such leadership is essential for guiding teams into uncharted territories.

The Power of Self-Awareness

Consider the example of Starbucks under the leadership of Howard Schultz. Schultz's deep self-awareness and commitment to providing an exceptional coffee experience drove Starbucks to create a new market space within the coffee industry. He believed in the value of creating a "third place" between work and home, where people could enjoy high-quality coffee and a sense of community. This unique value proposition transformed Starbucks into a global coffeehouse chain and converted non-coffee drinkers into loyal customers.

Value Innovation Over Market Share and Industry Attractiveness

In the pursuit of new market spaces, value innovation takes precedence over market share and industry attractiveness. Value innovation is about crafting innovative value propositions that render competitors obsolete. Instead of competing for a slice of an existing market, value innovators aim to change the rules of the game by offering products or services that address unmet needs and desires.

A compelling example of value innovation is Airbnb. When Airbnb emerged, the travel and hospitality industry was dominated by traditional hotels and vacation rentals. Airbnb's co-founders, Brian Chesky and Joe Gebbia, recognized the unmet need for

affordable and unique lodging options. By focusing on community-based accommodations and personalized experiences, Airbnb created a new market space that allowed travelers to connect with hosts in a way that traditional hospitality chains couldn't match, transforming non-travelers into avid explorers.

Why does Value Innovation Matter?

VALUE INNOVATION MATTERS FOR SEVERAL COMPELLING REASONS:

- Sustainable Growth:
  Value innovation enables companies to find sustainable growth by continually redefining and expanding their market spaces.

- Competitive Advantage:
  It provides a competitive advantage that is challenging for rivals to replicate, as it centers on unique value propositions rather than competing in saturated markets.

- Customer-Centric Approach: Value innovation prioritizes addressing customer needs and crafting solutions that genuinely enhance their lives.

- Differentiation: It allows businesses to stand out in crowded marketplaces by offering distinctive and unmatched value.

Inside-Out Leadership and Value Innovation: A Powerful Synergy

Inside-out leadership principles form a solid foundation for value innovation. Leaders who possess deep self-awareness and are grounded in their values are better equipped to drive the kind of innovation that creates new market spaces. They are more open to taking calculated risks and are driven by a purpose that extends beyond profits.

By coaching leaders on inside-out leadership, organizations can cultivate a culture of innovation and value creation. This approach empowers leaders to lead authentically, take risks, and inspire their teams to pursue groundbreaking ideas.

Let's explore a couple of Coaching Frameworks for Value Innovation

Coaching Framework 1: Blue Ocean Strategy Framework

The Blue Ocean Strategy framework, developed by W. Chan Kim and Renée Mauborgne, provides a systematic approach to value innovation. It encourages leaders to explore uncharted waters, or "blue oceans," where competition is minimal or non-existent, as opposed to battling in overcrowded "red oceans." Here's how this framework can be applied to coaching leaders on value innovation:

a. Value Curve Analysis: Leaders must first analyze their industry's existing value curves to identify areas where they can reduce costs and simultaneously enhance value. Through a structured coaching process, they can evaluate their current offerings and compare them to competitors' offerings.

b. Strategy Canvas: Leaders should create a strategy canvas that maps the key competitive factors of their industry. The coaching process can involve discussions on how to strategically position the organization to stand out in the market by innovating in those factors.

How Cirque du Soleil use the Blue Ocean Strategy Framework?

Cirque du Soleil, a Montreal-based circus entertainment company, redefined the industry by applying the Blue Ocean Strate-

gy framework. They combined elements of traditional circuses, theater, and high-quality production to create a unique and innovative performance experience that eliminated direct competition.

Coaching Framework 2: Lean Startup Framework

The Lean Startup framework, popularized by Eric Ries, is an agile approach to innovation that emphasizes iterative development, customer feedback, and continuous improvement. It can be a valuable tool for coaching leaders on value innovation as it fosters a culture of experimentation and adaptability.

a. Build-Measure-Learn Cycle: Leaders can be coached to follow a build-measure-learn cycle, where they create minimum viable products (MVPs), gather feedback from customers, and use this information to refine their offerings continually.

b. Pivot or Persevere: The coaching framework can guide leaders in making informed decisions about whether to pivot (change the product or strategy) or persevere (continue with the current approach) based on data-driven insights.

How does Netflix use the Lean Startup Framework?

Netflix is a prime example of a company that has thrived through value innovation. Initially a DVD rental service, Netflix evolved into a streaming giant by applying the principles of innovation and cost reduction.

Value Innovation Through Streaming: Netflix recognized that the traditional model of renting physical DVDs had limitations in terms of cost and convenience. By transitioning to a digital streaming platform, they eliminated the costs associated with physical distribution and revolutionized the way people consume entertainment content.

Personalized Recommendations: Netflix further innovated by using sophisticated algorithms to provide personalized content recommendations to users. This not only improved the value proposition for customers but also helped Netflix reduce churn rates and increase customer retention.

Original Content Production: To set themselves apart and attract a global audience, Netflix started creating original content, including hit series like "Stranger Things" and "The Crown." This move not only added to the value they offered but also allowed them to control costs and differentiate from competitors.

In today's ever-evolving business landscape, leaders who understand the importance of value innovation over conventional market share battles are the ones poised to shape the future. As organizations strive to create new market spaces, the integration of inside-out leadership principles is not merely a strategic choice but a necessity. By nurturing leaders who embrace these principles, organizations can consistently drive innovation, differentiate themselves, and stay ahead of the curve. Through value innovation, they will not only redefine their industries but also convert non-customers into loyal advocates, further improving the lives of their customers

Mahesh Murthy

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Leadership is about investing in the ==growth== of others

I have been working in the IT ser–vices industry for over 30 years now and I am greatly indebted to many of the leaders I came across in my career, influenced my thinking and shaped the organizations I have worked with. I have always believed that learning is eternal and if one has the desire they can continue to learn till their last breath.

Today, I would like to talk about one of the most important aspects of the IT services Industry – "Talent Acquisition". It's not diffi-cult to hire talent however it's tough to get the right blend of talent needed for success. I have done hundreds on interviews in vari-ous different organizations I have worked in

and hired some of the best team members with my assessment process . Attrition rates in India has always been higher in re-lation to other parts of the world and hiring the best blend of talent is crucial for the success and growth of the business.

It's always a great challenge to find the right balance for the requirements of an IT client services role which almost always requires excellent communication skills, confidence in managing the client and of course the technical knowledge & expertise.

There is a quote in my native language and the close translation of the quote is " one who is excellent in communication never gets into trouble". When the job description says excellent communication skills needed which is usually needed for pretty much all the roles in IT services, it actually boils

down to : can the candidate speak confi-dently ? and clearly articulate in a concise manner what he/ she wants to communi-cate to the intended audience ?

One the things I ask my candidates to do is to introduce themselves and talk for about 4-5 minutes which can be anything about themselves, where they grew up, their take on life and explicitly tell them not to talk about their work experience during those 4-5 minutes. 8 out of 10 candidates struggle get beyond a minute or two and promptly start talking about the work experience. The ones who were able to talk beyond 5 minutes were usually found be confident in their commu-nication, clear and concise in their ability to articulate their thoughts and had done their education in some of the better schools. These candidates are usually capable of standing on their own in any conversation and building the much needed rapport with your clients. This is the time one gets to assess their fluency, grammar, confidence, their ability to articulate their thoughts and present their best selves. Ability to speak fluently in western accent cannot be construed as an abili-ty to communicate well. Many of the candidates we hire are most likely going to be on frequent conference calls with technical architects, senior executives and the Client leadership teams. Clients are not always looking for answers on the call, however they want some one to be

taking charge of the situation and take own-ership with confidence for resolution of the issue or situation at hand.

Another important aspect of the hiring process: how do you assess what the candidate knows about what the role needs and more importantly what he doesn't know? And does the candidate know what he doesn't know ? Let me elaborate what I mean by this. In the interviews I conduct, I usually ask questions that may have not be explic-itly called out in the job descrip-tion...however it's still relevant as asking these questions to one assess person-ality and let you decide if the candidate has desirable traits.

Let me narrate a couple of real life examples from the many interviews I have done:

Me : **If you didn't need to work for money and had all the time to do whatever you are passionate about, what would you be doing?**

Candidate: I love photography and would pursue photography

Me: **what kind of photography would you be doing ? fashion, wildlife, sports photography?**

Candidate: I haven't thought about it

Me : **Ok – what are the parameters that are essential to understand how to take great photos ?**

Candidate : Draws a complete blank

Me**: Do you know what an Aperture, ISO and Shutter speed is ? (Trying to nudge him to get some answers)**

Candidate: Again, struggling to explain what those are and didn't get anywhere with the answers

Me: **If you didn't need to work for money and had all the time to do whatever you are passionate about, what would you be doing?**

Candidate: : I am passionate about motorcycles and would be riding across India

Me**: Do you own a motorcycle ?**

Candidate: Yes, I do own a 350 cc Royal Enfield

Me : **Can you tell me the engine type? Torque and maximum power?**

Candidate : Draws a blank look (he didn't have a clue what I was looking for)

Frankly I would have no problem if the candidates had said I would just be enjoying life as it happened instead of claiming to be passionate about something that they have no clue of. While it's important to know what you know, it's essential to know what you don't know. Candidates who don't know what they don't know can be quite detrimental to the business and have proven to cause irreparable damage to the relationships with Clients. It would augur well for any organization to hire candidates who know what they know and know what they don't know !

Hiring the right blend of talent for your organization is essential for the business. Not everyone in the team has to be a star. If you know your business well, you will have a good idea of the right blend of talent you need to hire in your team and that is the mantra for success.

Thank you and wishing you all "happy hiring".

> **I am always ready to learn although I do not always like being taught.**
>
> Winston Churchill

Snehal Talati

FUTURIST, CREATOR OF AGILEGPT
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AI Meets EQ:
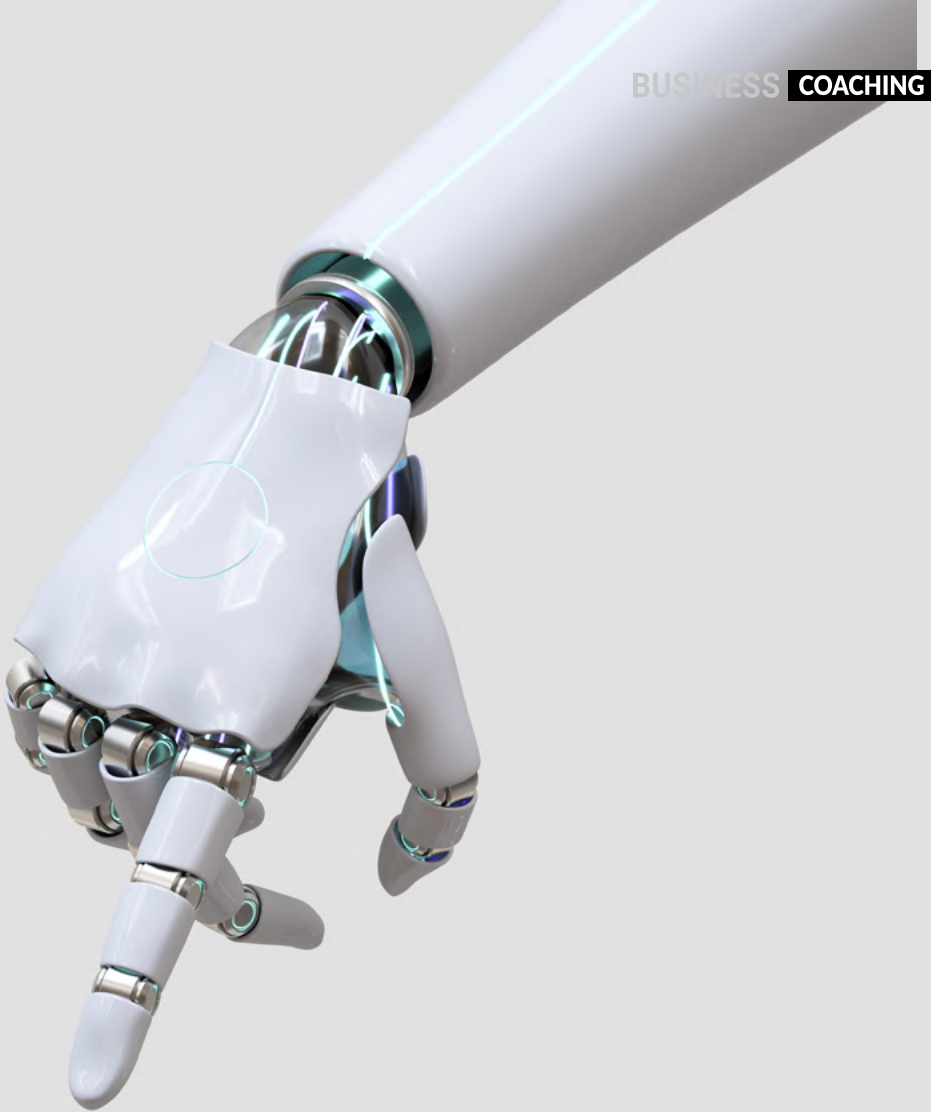# Revolutionizing Business Coaching with Artificial Intelligence

Introduction

A new era is dawning in business coaching, brought on by the emergence of artificial intelligence (AI). Rather than signaling the end of human insight, it heralds an unprecedented collaboration. Here, AI becomes a companion in rapidly addressing organizational gaps. By leveraging AI technology, business coaches can enhance their effectiveness and provide more personalized guidance to their clients. AI can analyze vast amounts of data and provide valuable insights, allowing coaches to make data-driven decisions and tailor their coaching strategies to individual needs.

When it comes to turning vast amounts of data into insights that can really be used, artificial intelligence is a crucial friend for businesses that are digitizing their operations. Because of this, instructors are given the ability to accurately pinpoint issues. The human element of coaching, however, is still quite important. Coaches that are armed with AI technologies are able to provide individualized tactics that encourage agile, human-centered development. These technologies can analyze data at a much faster pace and identify patterns and trends that may not be immediately apparent to human coaches. Additionally, AI can provide real-time feedback and recommendations based on the specific needs and performance of each individual, enhancing the coaching process and ultimately driving better results.

The takeaway is clear: our responsibility to foster human potential must grow in tandem with the sophistication of AI. We are on the threshold of a major paradigm shift, one in which we will not only mentor people but also develop artificial intelligence systems. In the future, AI will need more than simply instructions to do jobs; it will also need help ensuring that its actions are consistent with our values and goals.

This shift will require coaches to develop new skills and adapt their coaching methods to effectively guide and mentor AI systems. As AI becomes more integrated into various aspects of our lives, the need for ethical and strategic guidance will become increasingly important in order to ensure that AI aligns with human values and goals.

Crafting the Human-AI Alliance

Building this alliance necessitates a framework integrating technological proficiency with emotional intelligence. Coaches must adeptly navigate both spheres, imbuing AI

with organizational values and vision. When we do this, we create a future where AI and humans work together as co-creators, leveraging their complementary strengths to make progress that is both sustainable and long-lasting.

To achieve this, organizations need to establish clear ethical guidelines that govern the development and use of AI systems. These guidelines should prioritize transparency, accountability, and fairness to ensure that AI aligns with the organization's values and respects the rights and well-being of individuals. Additionally, fostering a culture that promotes open communication, empathy, and inclusivity will help bridge the gap between humans and AI, fostering trust and collaboration in the alliance.

Balancing Data with Compassion

The true measure of effective coaching in the AI era will be the ability to balance cutting-edge analytics with compassionate guidance. Coaches must hone their ability to read between the lines of data, understanding the human stories and emotional currents that flow beneath. This balance ensures that AI becomes a tool for enhancing human interaction rather than replacing it.

Within this AI-enhanced coaching paradigm, EQ becomes a central pillar. Coaches must be adept at emotional communication, active listening, and empathy—skills that AI cannot replicate. By integrating these emotional competencies, coaches can ensure that the AI's recommendations are delivered in a manner that is sensitive to the client's emotional needs and conducive to their well-being.

The Relentless Pace of AI

The relentless progression of artificial intelligence is poised to persist at an accelerated pace. In order to achieve optimal outcomes, it is imperative that our endeavors are met with an equal measure of vigor and determination. It is imperative that we strive to grasp the essence of this burgeoning intelligence, molding it to not only reflect our current state but also act as a conduit to a future teeming with boundless opportunities.

As AI becomes more integrated into our daily lives, it is crucial to stay ahead of its development and anticipate potential ethical challenges that may arise. By proactively engaging with experts, policymakers, and the public, we can ensure that AI technologies are designed and deployed in a way that aligns with our values and addresses societal needs. This ongoing commitment to ethical guidelines will enable us to harness the full potential of AI while minimizing any negative impacts it may have on individuals or communities.

This human-AI alliance is not a distant dream but an attainable reality we must actively construct. It requires foresight and an unwavering commitment to developing both human and artificial intelligences in our care. As AI continues to evolve, it is crucial that we prioritize ethical considerations and ensure that its development aligns with our values. By fostering a symbiotic relationship between humans and AI, we can harness its potential to address complex challenges and create a more inclusive and equitable society. This requires ongoing collaboration, education, and regulation to navigate the ever-changing landscape of AI responsibly.

"AI is the New Agile"
(Snehal K. Talati)

AI is the new agile because it has the ability to adapt and learn from its experiences, making it a tremendous tool for problem-solving and creativity. However, we must also be cautious of the potential hazards and unforeseen effects that AI can bring, such as biases or privacy problems. Therefore, it is crucial to build solid frameworks and norms that encourage openness, responsibility, and equity in the creation and use of AI.
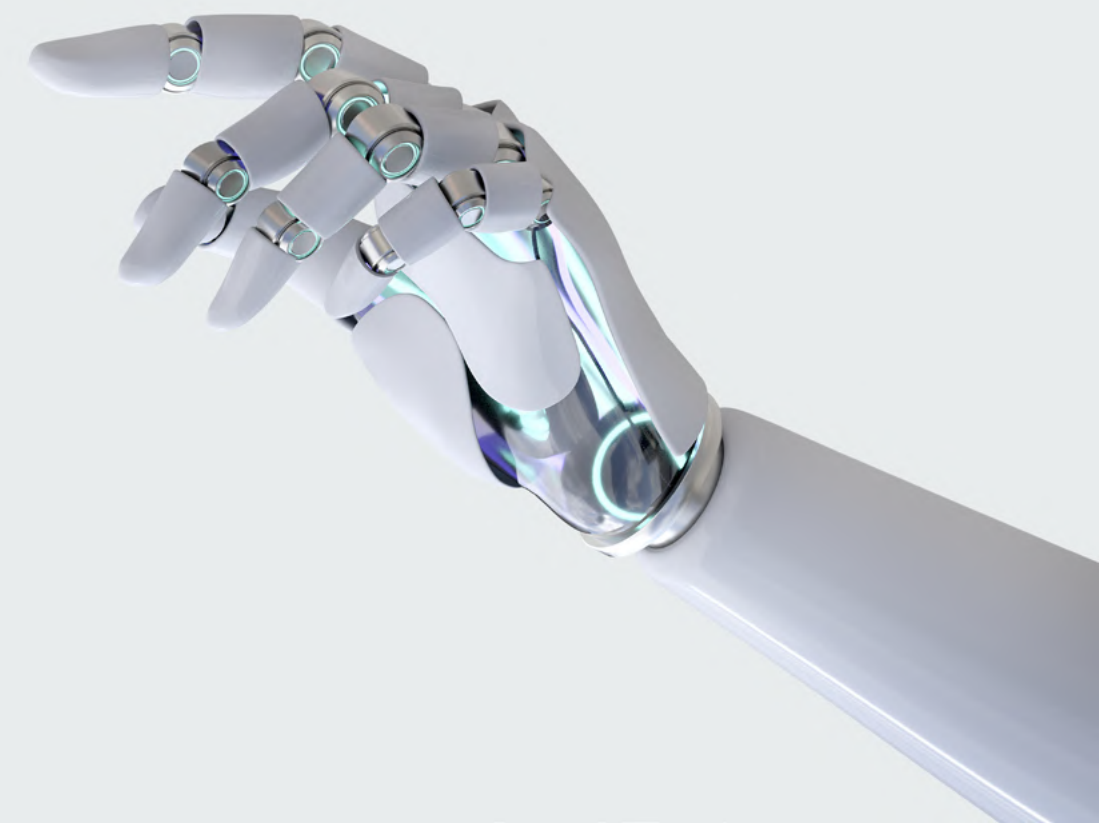
Tips for coaches

Utilize AI for data-driven organizational insights.

Maintain human touch and emotional intelligence.

Guide AI tools strategically, ethically, and culturally.

Develop AI and human capabilities synergistically.

Excel at navigating technological and emotional realms.

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"

I will go anywhere, as
long as it is forward.

David Livingstone

Mehmood Hasan

**DIRECTOR OF AGILITY & TRANSFORMATION AT TECHCREDIBLES
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Catalysts for Change:
5 Essential Strategies for Successful Transformations

Successful Agile and Digital transformation can bring huge benefits to organisations. They can enable organisations to accelerate delivery of value to their customers and streamline their processes. This allows organisations to remain competitive and respond effectively to the challenging demands in an ever-changing commercial landscape. Due to their benefits, large scale transformations are prevalent in our industry. However, a large proportion of these initiatives do not deliver the intended benefits.

In this article, we'll explore five strategies to greatly increase the chances of success.

Start with WHY

According to Simon Sinek, an American author and motivational speaker, it doesn't matter what you do, it matters why you do it?

Steve Jobs, Founder of Apple, the Wright brothers, inventors of the first aeroplane, and Martin Luther King, civil rights activist, all had one thing in common, they started with WHY.

WHY this transformation?

It's a simple question and one might say it's common sense, yet it is surprising how many organisations don't give it sufficient focus. They focus on HOW and WHAT instead.

We can use different words for it, call it vision, purpose or anything we want. It's essentially our motivation, our reason for doing something. And if we have a compelling reason, a compelling WHY, then it becomes easier to motivate ourselves, to motivate our teams to make things happen.

We can get so bogged down into the implementation sometimes that we forget the bigger picture, which is our compass, our north star.

Focus on customer centricity

In the context of digital and agile transformation, we need to understand and articulate what problem we are trying to solve.

In fact, to be more specific, we need to articulate what problem we are trying to solve for our customers? The customer needs must be front and centre of our minds. This may sound quite obvious. However, a lot of transformations aim to make the organisation more productive, more efficient, more innovative etc. All great ambitions but ultimately, they fail to answer how it would help their customers. So the notion is to focus on customer-centricity and place the customer at the heart of what we do.

Customer at the heart of the experience

Additionally, we must aim for a clear line of sight between people using our products and people developing our products. In other words, a direct connection between customers and developers in the context of a tech company.

Perhaps it's easy in a small start-up but this becomes incredibly difficult in a large corporation because there are multiple layers between these two groups. We have sales, account management, professional services, product management and so on and so forth.

Our litmus paper test is, can a software engineer describe how a customer uses their product?

Can a software engineer describe why and how a customer uses their product?

It is vital, when we are embarking on a transformation initiative, that first of all we understand how we are going to help our customers. What problem are we going to solve for them? How will their lives be better as a result of our efforts?

Second of all, does everyone involved know this is to a level of detail that is meaningful? And ensure that knowledge is not with a select few.

Understand the human side of the transformation

If we are embarking on a large-scale Digital or Agile transformation, this is going to impact people. There is no doubt about that.

There may be an organisational or departmental restructure. People's roles would change. Some people might even lose their jobs.

In some cases, whole departments may be made redundant.

These are practical aspects of leading a transformation. Apart from amazing products and fantastic benefits, there is a real human cost. This cost and impact are usually grossly underestimated.

Now let's not forget, it's the same people

who are impacted by the changes who are going to be the ones playing a vital role in the success of the initiative. These are the ones creating new customer experiences, creating new products etc. Think about their morale and level of motivation and how will that affect the outcome?

The reality is that we embark on a transformation with a workforce which lacks required capability and potentially capacity too. They'll learn and adapt over time, but they are not there from day one and the transformation initiative cannot stop and wait for them to catch up. We can recruit for the required skills but that takes time.

Essentially, we run a transformation with people who might be experiencing different and in majority of the cases difficult emotions, lack the required skills and capability, and are likely to be lacking capacity too. It's no surprise that a large proportion of the transformation do not realise the intended benefits.

The key takeaway is that it is important to recognise the human side of a transformation and create plans that take these dynamics into account.

Prioritise resilience

In the context of a transformation or a change initiative, the first thing to do is to look after our own physical and emotional well-being.

There is a lot of uncertainty when embarking on a transformation initiative. There is risk of job security and there are likely to be changes in role and responsibilities. This can bring additional mental pressure on top

of the pressures of day-to-day work.

It's important to focus on our own resilience. If we are not in a good mental or physical space, then we won't be well resourced to deal with the challenges of a transformation.

Using an analogy from an aeroplane, it's like putting on our own oxygen mask before helping others.

We won't be able to deal effectively with the constant challenges coming our way and help others around us unless we are fully resourced.

Unfortunately, burnout is too common in the workplace, especially when we are working on transformations.

Nurture the culture

It is important for leaders to nurture a culture of continuous learning, experimentation, and recognition to support a successful transformation.

Learning Culture

In the fast-moving tech world, it is essential to keep our pencils sharp. The key is to consciously think about putting in place a structure and different types of resources to foster a culture of learning in the organisation. As always, leaders must go first and role model this behaviour.

Celebrating Failure

Innovative organisations create and foster a culture of experimentation. This means a culture where it is ok to get things wrong, it is ok to fail!

We understand this at an intellectual level. However, it takes a lot of effort and patience to really put this into practice.

We need certain guard rails in place to ensure experiments are appropriate from an organisational risk perspective and that we see failure as an opportunity to learn. The key aspect is to create an environment where individuals and teams can fail and not be penalised for it.

Celebrating Success

Top-down appreciation is good but peer-to-peer gratitude can do amazing things for morale and team cohesion. It contributes towards creating an environment which allows individuals and teams to flourish. Resulting in better outcomes for the organisation and the transformation.

In summary, these five strategies immensely increase the chances of success in an organisational transformation. It is also important to note that transformations don't follow a linear path. One thing is guaranteed that there will be set-backs. It is therefore vital to inspect and adopt our approach based on feedback and learn from any setbacks.

> **Do just once what others say you can't do, and you will never pay attention to their limitations again.**
>
> James Cook

Srdjan Pavlovic

CERTIFIED PROFESSIONAL & AGILE COACH /
BELGRADE / SERBIA

4 Crucial steps to make your sales force agile

The world has never been more complex. The uncertainty in a business environment has never been higher. Still, we need to live and operate in such an environment.

There is a great explanation for this state of the "world", called the **VUCA** world. **VUCA** stands for volatility, uncertainty, complexity, and ambiguity. It describes the situation of constant, unpredictable change.

VUCA world requires a different mindset.

Volatility

Environment demands us to react quickly to ongoing changes that are unpredictable and out of our control.

Uncertainty

Environment requires us to take actions without certainty.

Complexity

Environment is dynamic with many interdependencies

Ambiguity

Environment is unfamiliar, outside of our expertise.

The great examples of companies that responded in the right way were Airbnb and Uber. Airbnb impacted the hotel industry by innovating processes and Uber revolutionized the taxi industry by creating ease of booking. They both had unique models that heavily relied on technology to disrupt the industry.

Complex environments and uncertainty in outcomes were also recognized by the IT industry almost twenty years ago. In 2001, seventeen individuals and software practitioners gathered in the ski resort, in Utah, US. They came up with the Agile Manifesto, a new mindset, focusing on four values and twelve principles. These values are:

1) Individuals and interactions over processes and tools

2) Working software over comprehensive documentation

3) Customer collaboration over contract negotiation

4) Responding to change over following the plan

Apart from IT, other industries recognized the value of an Agile approach in business. Of course, they must adopt these values to the concrete needs of the business. Even in the same industries, an Agile approach requires customization.

Embracing an Agile mindset, it is now possible to use an Agile approach in FMCG, auto-industry, manufacturing, and even in sales.

There are so many digital product companies that use traditional sales, but also many "traditional" companies that use Agile sales.

The key is not in product, the key to success is in mindset, how we use and implement an Agile mindset in our organization.

To have a successful implementation of an Agile mindset in a sales department or organization we should focus on four Agile values as crucial steps.

Adopting an Agile mindset is a must. Only then, we can start with phase two, implementing an Agile framework.

The most often mistake that companies make is skipping step one, a mindset shift, and jumping into the implementation phase.
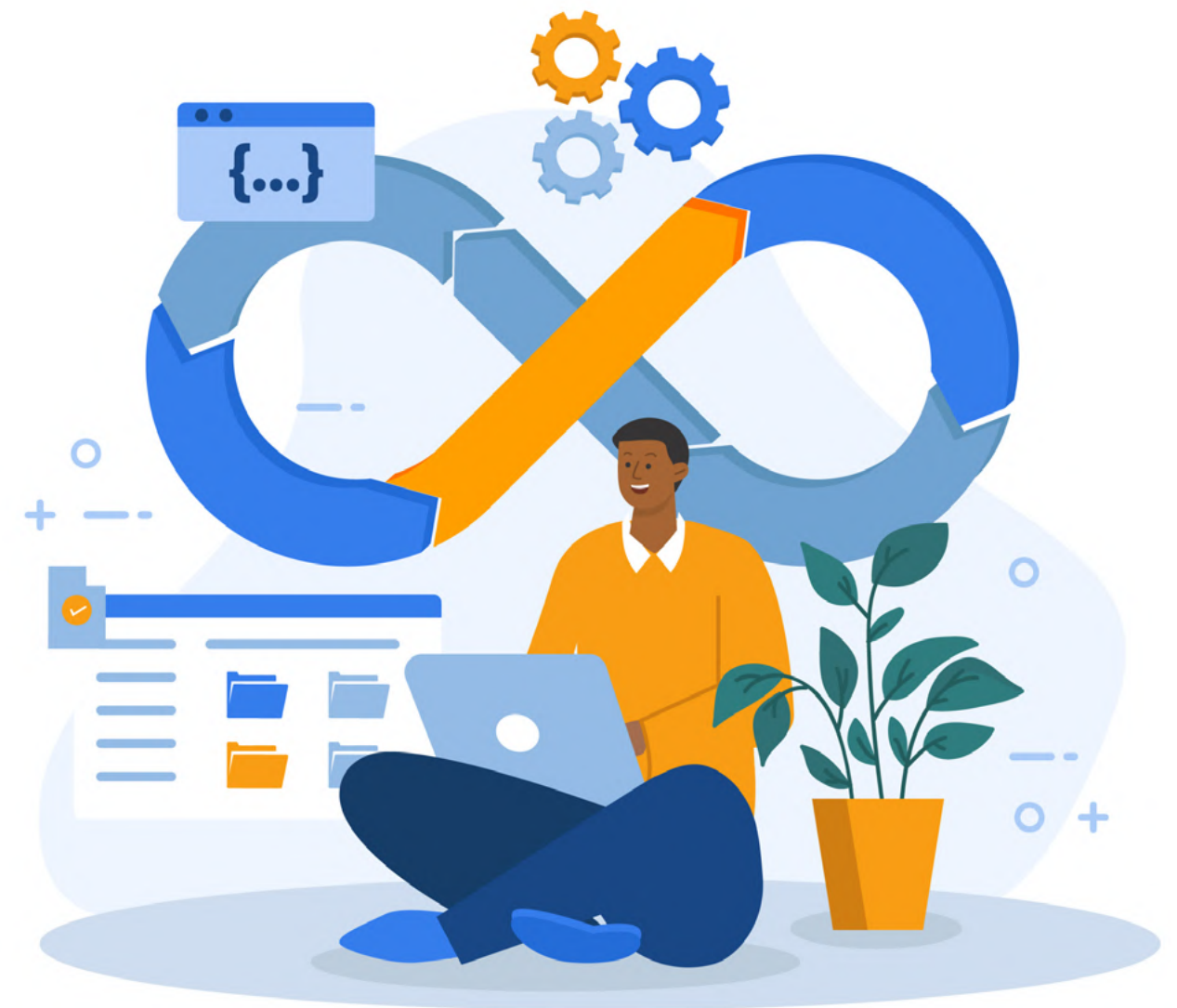
Implementing an Agile approach to sales can be quite demanding, but it pays off.

There are so many benefits that could shape the outcome:

1. Fast response to market changes
2. Better understanding of customer's problems (not needs)
3. Laser focus on results
4. Employees engagement
5. Satisfied customers

It's on us whether we will accept it sooner or later.

1 PEOPLE MATTER MORE THAN PROCESSES ANDTOOLS

Almost every sales company or department has its own rules, processes, and procedures. Instead of using them persistently, we should listen to the salesmen and their ideas of choosing the right tools at the right moment.

2 FOCUS ON OUTCOMES MORE THAN YOUR SALES PROCESS

Establishing a sales process is a necessity for a sales organization in its early stages. Evolving the sales process along the way could speed up closing sales and bring more meaningful outcomes.

3 BUILD A RELATIONSHIP WITH A CUSTOMER THROUGH COLLABORATION, NOT NEGOTIATION

Of course, we need a contract with our customers. The way we make contract with them makes difference. That ignite more meaningful partnership and provide long-lasting relationship.

4 HAVE A PLAN AND PLAN CHANGES AHEAD

Every salesman has their own plan on how to succeed. The biggest frustration comes if something has changed along the way. And of course, something will always happen. Instead of complaining about changes, "planning the unplanned" could boost confidence and minimize stress.

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About Authors

Marin Bezić

As the Infobip VP of People, Marin leads the company in shaping an organizational structure that fuels innovation and cross-departmental teamwork, and together with his team, he empowers the Infobip culture and behaviors. Marin is an experienced management consultant with a deep understanding of the sector and expertise in building out bluechip tech organizations. He spent 12 years at Microsoft, where he was central to product development and the force behind Microsoft's first business intelligence application. After his first eight years of working at the company's headquarters in Redmont, USA, he moved to Microsoft's London headquarters for Europe, the Middle East and Africa, where he led the Application Platform business in over one hundred countries. Marin is a father of two daughters. In his spare time, he enjoys running and hiking.

Venkatesh Rajamani

Venkatesh Rajamani has helped organizations adopt agile software delivery practices, including large banking, payments, telecom, and product organizations. He started his career as a software engineer and spent several years as a programmer. He has worked with organisations including HP, IBM, Logica, Paypal, Ericsson, and RBS. He founded tryScrum.com in 2018 to execute his mission of Humanizing Organizations. He is based in Chennai, India. Venkatesh received his B.E. from Anna University in Chennai and his MBA from the University of Madras. He is a PhD scholar at the Girne American University and Metropolitan Business School.

Michael K Sahota
M.Sc., C.E.C.

Michael K Sahota has transformed personal challenges into a beacon of transformative leadership, embodying the journey every leader can undertake towards mastery and growth. As the architect of the Shift3.14 Evolutionary Leadership Framework™ (SELF), he offers a pioneering approach that integrates strategy, culture, and leadership, guiding those intent on achieving holistic success.

His insightful literary contributions, such as "An Agile Adoption and Transformation Survival Guide", "Emotional Science: The Key to High Performance", and "Leading Beyond Change", are renowned for their blend of leadership wisdom and emotional intelligence. These works provide leaders with both clarity and actionable solutions to pressing challenges.

In training and consulting, Michael's impact extends far beyond mere knowledge transfer. Delving deep into the intricacies of the human ego, he equips leaders with transformative tools, fulfilling his mission to ignite the flame of evolutionary leadership, with ripple effects promising global change. Many amplify their leadership impact with Michael's groundbreaking Certified Agile Leadership Training.

Sekhar Burra

Sekhar Burra takes pride in being on a mission to revolutionize the realm of work, with a primary focus on fostering an environment where every individual can genuinely enjoy their daily work experiences. Serving as an Enterprise Transformation Coach, their expertise lies in building exceptional teams that play a pivotal role in establishing top-notch organizations. Their efforts encompass cultivating agile methodologies, promoting lean thinking, fostering innovation, and guiding leadership through transformative shifts that facilitate business agility. They are a passionate advocate of the Growth mindset, empowering leaders to navigate complexity, drive positive transformations, and nurture exceptional work cultures in today's volatile, uncertain, complex, and ambiguous (VUCA) world. He is a Scrum Alliance Certified Scrum Trainer (CST), Certified Enterprise Coach (CEC), Certified Team Coach (CTC), ICF-PCC and Organizational Relationship Systems Coaching (ORSC)

Stacey Ackerman

Stacey Ackerman has helped transform marketers to agile for more than a decade. She's a global speaker on agile in marketing and writes for Forbes Coaches Council and MarTech on the topic. She's a partner at NavigateAgile, a consultancy that helps marketing build high-performing teams that drive real results and growth.

Snehal Talati

Snehal Talati, known as the "AIAgileGuy," is a dynamic speaker and thought leader at the intersection of AI and Agile methodologies. With a deep-rooted passion for transforming businesses through data-driven strategies, Snehal brings a wealth of experience in driving organizational change, implementing DevOps practices, and fostering a culture of continuous improvement. As an enterprise coach and organizational change agent, he has helped clients across various industries harness the power of AI and Agile to optimize processes and achieve measurable results. With an impressive track record in federal government, biotech, and financial services, Snehal's strategic insights and innovative approaches are shaping the future of work and enabling companies to thrive in the digital age.

Srdjan Pavlovic

Srdjan is a professional and agile coach with more than 20 years of experience in the field of leadership, professional and agile coaching.

He is guided by the mission of creating synergies between professional and agile coaching, combining best tools and practices. He is Certified Team Coach awarded by Scrum Alliance, Professional Certified Coach awarded by ICF (International Coaching Federation), and Agile Team Facilitator awarded by IC Agile. Srdjan was the first Director of Internal communication at ICF Serbia chapter.

His focus is business agility and new ways of doing business. It helps companies develop agile mindsets and processes, different types of leadership, and new business models.

In March 2018, he established a people development magazine "Business coaching". That is his contribution to the best practices and knowledge sharing. The magazine is free of charge and supported by many individuals, organizations and corporations.

Mahesh Murthy

Mahesh Murthy is an Electronics Engineer from Bangalore University with over 30 years of experience in the IT Services industry. He is an accomplished professional who's work experience includes Global IT Services Delivery for Large Enterprises, Managed IT, Operational Exellence, System Integration & Consulting and building high value - high performace teams. Some of the reputed organizations he has worked with, include EDS@ General Motors (Detroit), Lucent Technologies (Dallas), Microland, Sapient, Accentures, JP MorganChase and CGI in India. He has the required expertise and experience to manage concurrent projects involving diverse cultural teams, geographies and across different industry verticals.

His favorite quote is "Leadership is not about you; it's about investing in the growth of others." -Ken Blanchard

Mehmood Hasan

Mehmood Hasan is an outcome focused Agile Leadership Coach and organisational change leader with the proven ability to deliver successful Agile and Digital transformation initiatives. He is passionate about creating high performing teams and his people-centric approach is focused on improving team productivity while also improving productivity of the wider organisation.

Mehmood has expertise in coaching, mentoring and training product development and product management teams, and the wider organisation. He has over 20 years experience in a variety of leadership roles with a proven track record for implementing successful change initiatives in Bio-Tech, Financial Services and Information Services industries.

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There are secret opportunities hidden inside every failure.

———————————

Anonymous

GET IN
TOUCH
FOR AN
OFFER