

# Agile and Adaptive Leadership in the Public Sector

— SIX LEADERSHIP —  
ASSIGNMENT WORKSHEETS

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# Six Leadership Assignment Worksheets

As an agile leader, following the steps in leadership assignment 1 to identify your leadership strengths and the strengths of your agile team members. Then assign roles and tasks by recognizing each team member's strengths and supporting them in strengthening their strengths so that the agile team can flourish.

## **1** Understand the strengths you bring to an agile team

Take the free character strengths test on the VIA website and take a look at the 5-7 top strengths in the results: <https://www.viacharacter.org/character-strengths>. These are your signature strengths that support you in your leadership journey the most and you are likely to achieve your highest accomplishments as a leader when you apply them and strengthen your existing highly ranked strengths.

1. Next, think about which of these strengths you can apply daily and don't want to live without at your workplace.

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2. Then, think about how you can employ each of them in your leadership role and with your agile teams.

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3. As a next step, encourage your agile team members to take the free survey and ask them to reflect on the above questions as well. Use their input to distribute the agile team tasks.

Distribution of tasks among team members based on their strengths.

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Depending on the type of problem that agile leaders aim to solve, it might help them to understand whether their future team members prefer a fixed and stable environment and rather aim to prevent engagement in innovative practices, or are willing to expand their current focus and promote the adoption of innovative agile work practices to solve important organizational problems. The following leadership assignment 2 can help you identify the types of problems that can be solved with a fixed or growth mindset.

## **2** Growth/promotion vs. fixed/prevention mindset

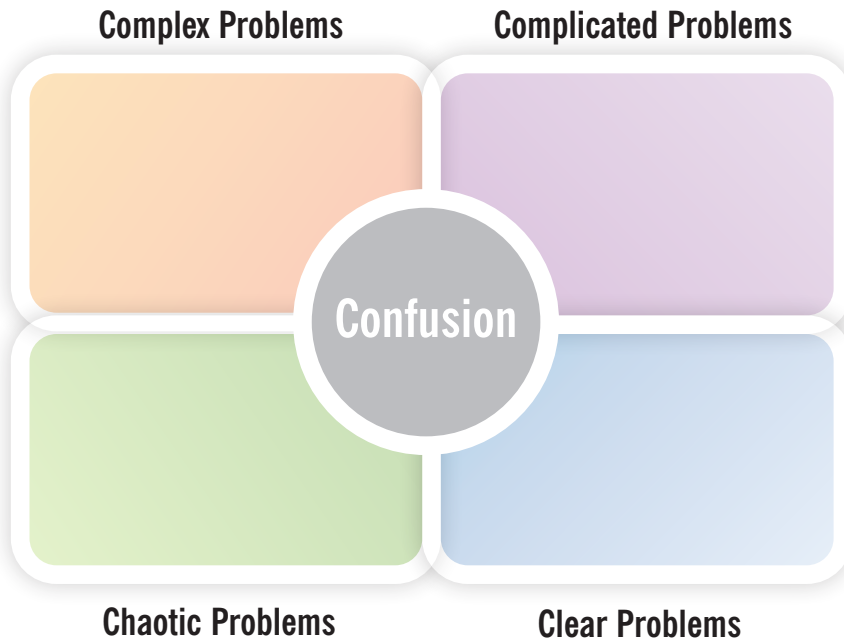
Which tasks in your organization need a growth mindset, and which tasks can be done with a fixed mindset? Develop a list of responses based on Fixed Mindset Tasks and Growth Mindset Tasks.

Fixed Mindset Tasks	Growth Mindset Tasks
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### 3 Assess the types of leadership problems

Use the following canvas and brainstorm about the type of administrative problems and projects you are responsible for. Which problems fall into each of the five categories?

Figure 1: Agile problem-solving framework



Next, think about which of these problems can be easily solved using existing administrative routines or best practices and where enough knowledge and competencies are available in your organization.

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Then, think about which of the problems need agile practices with hypothesis testing and new work practices because there is no blueprint available in your organization.

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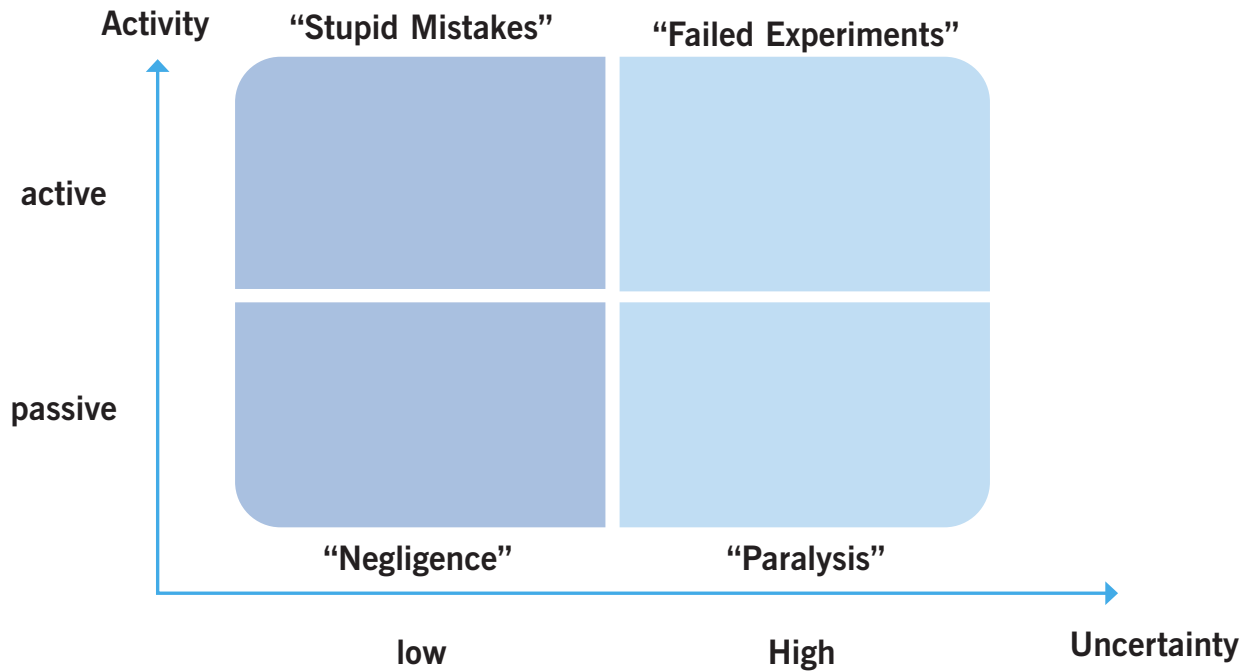
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## 5 Evaluation of errors

First step: insert incidents that you would label as stupid mistakes, failed experiments, negligence, or paralysis in the following four fields:

Figure 2: Agile Learning and failure



Second step: think about a) what triggered these types of mistakes, and b) what did you or your team learn from these mistakes?

Triggers for errors	Learning from errors



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