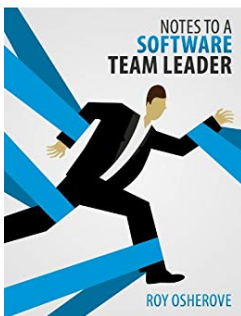


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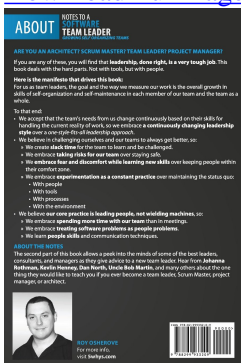
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Are you an architect? Scrum Master? Team leader? Project manager? If you are any of these, you will find that leadership, done right, is a very tough job. This book does with the hard parts, not with tools, but with people. Here is the manifesto that drives this book. For all team leaders, the goal and the way we measure our work is the overall growth in skills of self-organization and empowerment in each member of our team and the team as a whole. To that end, we accept that the team's needs for us change continuously based on their skills for handling the current and future work, so we embrace a continuously changing leadership approach. We believe in challenging ourselves and our teams to always get better, do better, and do it better. We embrace taking risks for our team over staying safe. We embrace fear and discomfort while learning new skills over keeping people within their comfort zone. We embrace experimentation as a constant practice over maintaining the status quo. With people. With tools. With processes. We believe our core practice is leading people, not leading machines, so. We embrace spending more time with our

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