



PMI[®] Agile 2026

Enterprise Agility Starts with Leaders, Not Frameworks
Stop scaling frameworks. Start scaling leadership.

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Team KatAnu

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PMI AGILE 2026 • 105-MINUTE HANDS-ON WORKSHOP

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The Premise

Scaling a framework without scaling leadership behavior is a recipe for expensive failure.

- Most transformations hit a glass ceiling - not from a lack of process, but a lack of leadership evolution.
- Organizations rush to adopt structural models (SAFe, LeSS) and ignore the leadership gap that blocks true enterprise capability.
- You cannot install agility into a leadership vacuum.
- Real enterprise capability only grows when leadership grows with the structure.



What You'll Walk Away Able To Do

1 Analyze

the systemic friction points where traditional leadership behaviors contradict the 2026 Manifesto for Enterprise Agility.

2 Evaluate

your current leadership maturity using the Leadership Growth Wheel to find areas for personal & organizational reinvention.

3 Formulate

a strategy to move authority to where value is created - implementing "Guardrails over Gatekeepers" across complex systems.



The **PAIN** Approach

P - Pinpoint

Identify the real problem beneath symptoms

A - Analyze

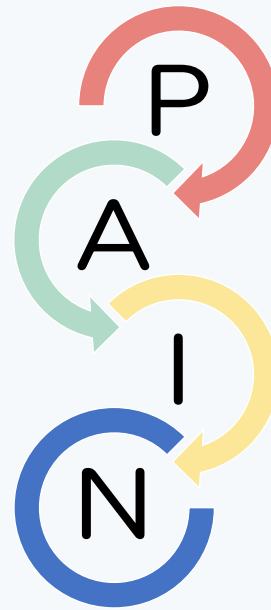
Examine root causes and organizational impacts

I - Ideate

Generate practical solutions for core issues

N - Next Steps

Create actionable plans with measurable outcomes



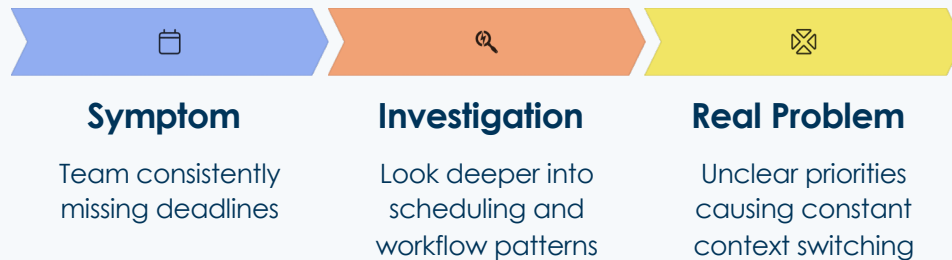
Step 1: Pinpoint

Identify and clarify the real problem beneath the symptoms

- Defining what the actual issue is, not just surface-level symptoms
- Distinguish between what you see happening and the underlying problem that truly needs addressing



Pinpoint Example



Step 2: Analyze

Examine root causes and impacts across your team or organization

- Understanding why the problem exists and how it affects the broader system
- Investigate contributing factors, patterns, and ripple effects to inform effective solutions



Analyze Example

Problem: Unclear priorities causing missed deadlines



Leadership Alignment

Different leaders giving conflicting direction to teams



Competing Demands

Multiple urgent projects without clear ranking system



Poor Backlog Management

Work items lack clear definition and priority levels



Step 3: Ideate

Generate practical solutions that address the core issues

- Brainstorming how to solve the problem now that root causes are their impacts are clear
- Encourage creativity and collaboration to develop multiple viable options, then refine toward the most practical and impactful ones



Ideate Example Solutions

Problem: Unclear priorities from poor leadership alignment

Weekly Alignment Meeting

Leadership team meets to align on priorities and communicate decisions

Clear OKRs

Define measurable objectives and key results for each quarter

Visual Work Limits

Implement boards to make work visible and limited.



Step 4: Next Steps

Create an actionable plan with measurable outcomes

- Deciding what actions will be taken, who will do them, and when they'll be completed
- Move from ideas to execution with clear ownership and measurable milestones to track progress



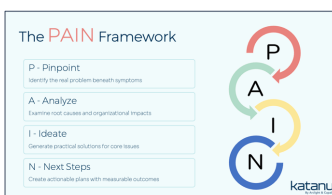
Next Steps Example

Chosen Solution: Weekly alignment meetings

- 1 **Pilot Duration**
Run weekly meetings for one month to test effectiveness
- 2 **Assign Owner**
Product manager will facilitate meetings and track outcomes
- 3 **Success Metric**
Reduce rework by 30% and improve deadline adherence to 90%



Putting It All Together: Workshop Exercise



Select a Pain Point

Choose one of the pain points you identified earlier in today's workshop.

Apply PAIN Framework

Work through each step with your team, documenting insights on flipchart paper.

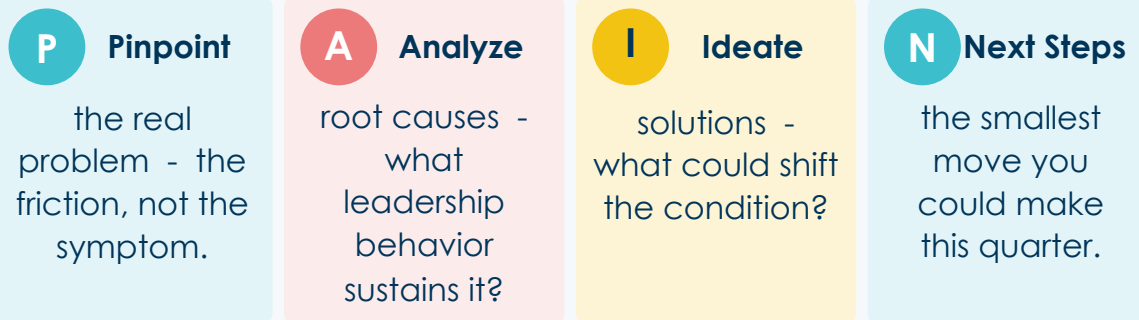
Share

Let's hear from a couple of tables



Run the PAIN Diagnostic

At your table: name a real leadership friction point - then work it through the four steps.



The Framework Paradox

Where did your organization adopt a scaling framework - but see no real shift in culture?

You cannot install agility into a leadership vacuum.

WHAT WE INSTALLED

- New ceremonies & cadences
- Roles renamed and reshuffled
- Tooling, boards, and reports
- A scaling framework label

WHAT NEVER CHANGED

- Who holds decision authority
- Tolerance for experiments
- How failure is treated
- Where leaders add or block value



Find Yourself in That PAIN

Look at the friction you just diagnosed. Now find yourself in it.

Somewhere, you are in someone else's PAIN audit.

THE FRICTION YOU NAMED

- Someone else holds the decision
- Approvals you have to wait on
- Permission you can't give yourself

This is the system, from where you sit.

WHERE YOU ARE THE GATE

- A decision that waits for you
- A sign-off only you can give
- A 'let me just check' you insert

This is the same system, from where they sit.



The Leadership Growth Wheel

An iterative journey through the 8 domains of the Leadership



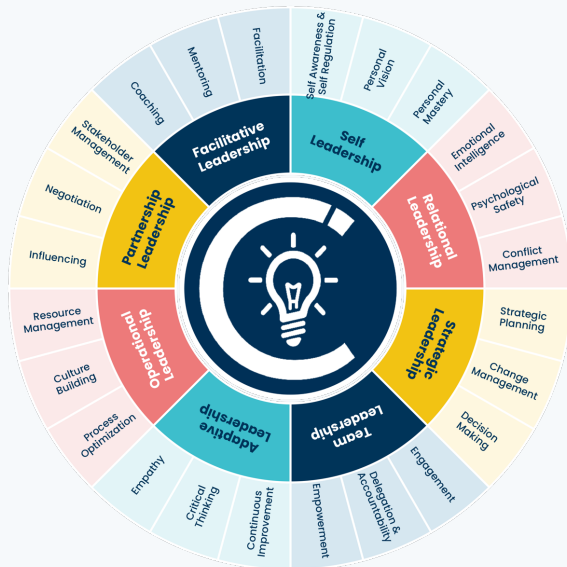


Leadership Growth Wheel: 8 Domains



Leadership Growth Wheel

24 skills across 8 domains
- Your radar shows where you're strong and where to grow.



The Core Shift in Every Domain

For each domain we contrast two mindsets. The whole wheel is a move from one to the other.

TRADITIONAL GATEKEEPING

- Authority concentrated at the top
- Control through approvals & sign-offs
- Certainty demanded before action
- Leader as the bottleneck



AGILE GUARDRAILS

- Authority where value is created
- Enabling constraints, not approvals
- Safe-to-try experiments
- Leader designs the conditions



Live Scoring on the Wheel Canvas

As each domain is taught, score yourself in the moment - one honest number per skill.

1

Score yourself

Where is your own behavior on this skill today? (1-5)

2

Go with your instinct

First number that comes to mind. Deliberation is self-image management.

3

Plot it on the wheel

Fill the segment to your score - the shape is what matters.



Your heat map





Self-Leadership

Self-Awareness & Regulation

Understanding emotions, values, strengths, and behaviors.

Personal Vision

A clear view of the future that guides your choices.

Personal Mastery

A commitment to continuous learning and growth.



Relational Leadership

Emotional Intelligence

Understanding and navigating interpersonal dynamics.

Conflict Resolution

Managing disagreements constructively.

Psychological Safety

Creating transparent, reliable relationships.





Strategic Leadership

Strategic Planning

Developing clear direction for the team and organization.

Change management

Leading others through uncertainty

Decision-Making

Analyzing complex information to choose well.



Team Leadership

Engagement

Connecting team Members to Purpose

Delegation & Accountability

Assigning responsibilities effectively.

Empowerment

Encouraging Initiative





Adaptive Leadership

Critical Thinking

Questioning Assumptions

Empathy

Supporting teams through ambiguity and change.

Continuous Improvement

Adjusting approaches to changing conditions.



Operational Leadership

Process Optimization

Improving systems for better efficiency.

Culture Building

Shaping Culture

Resource Management

Allocating resources efficiently.





Partnership Leadership

Influencing

Persuading others to support initiatives.

Negotiation

Reaching mutually beneficial agreements.

Stakeholder Management

Building relationships with key partners.



Facilitative Leadership

Coaching

Helping others unlock their own insights and solutions.

Mentoring

Offering wisdom and perspective to support development.

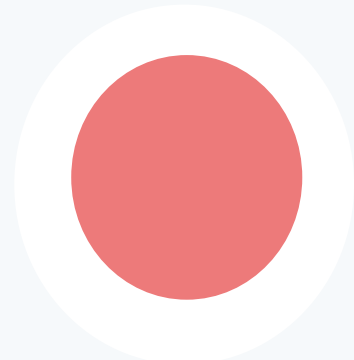
Facilitation

Leading group processes for collaborative outcomes.



Where are your behaviors contradicting your agility goals?

After 8 domains, your completed wheel is a visual heat map - it shows exactly where leadership maturity is the bottleneck on enterprise agility.



Read Your Leadership Growth Wheel Radar

My Top 3 Skills

- What I bring to a team
- Where it shows up in my leadership
- How I could coach others in it

My Bottom 3 Skills

- My growth areas this year
- A time this gap cost the team
- One step to start closing it





What is Enterprise Agility?

Enterprise agility is the capacity to adapt at scale without losing coherence—to decide quickly, redirect resources deliberately, and keep strategy actionable under real-world pressure.

Agile enterprises build change readiness by sensing potential changes early, making necessary decisions quickly, and reallocating resources fluidly across all functions and levels. Sustainable growth is enabled through innovation, reconfiguration, and talent cultivation. These capabilities are strengthened by purpose-driven leadership and adaptive operating models that capitalize on opportunities to deliver value to customers.

When enterprise agility works, strategy turns into action without friction, teams act with autonomy and alignment, and the organization pivots faster than the market while sustaining growth.

Why enterprise agility now?

The core question for CEOs is no longer "What is our plan?" but "Are we built for change?"

93%

of CEOs say they must rethink operating models at least every 5 years.

80%

of leaders and employees report a lack of time or energy to do their work.

#1

change fatigue is now the top barrier to transformation, say HR leaders.

The "old way" of operating is no longer a safe default. It's now the **new risk**.



Source: Manifesto for Enterprise Agility (PMI · Agile Alliance, 2026)

The 4 Value Shifts

Enterprise agility isn't about doing Agile everywhere. It's about shifting **what you value** at the organizational level. Each shift challenges a deeply held assumption.

1 Clear purpose realized through adaptive plans

Guiding with purpose and adjusting along the way outweighs over-planning and the illusion of control.

2 Shared enterprise outcomes over functional optimization

Long-term goals and cross-enterprise collaboration outweigh optimizing for short-term, departmental KPIs.

3 Continuous reinvention over preservation

Boldly challenging established operating models and innovating outweighs structural inertia and the status quo.

4 Human centricity amidst change

Continuous learning, resilience, autonomy, and leading with empathy and trust outweigh leading change by process only.

These aren't trade-offs — they're priorities. The right side still matters. The left side simply outweighs it.



Nine principles, Three Dimensions

The Manifesto groups the nine principles into three Dimensions. Each dimension shares a shift leaders are being asked to make.

LEADERSHIP BEHAVIOR

- 1 Create Clarity of Purpose**
Teams know why the work matters and how their goals ladder up to enterprise outcomes.
- 2 Expand Agility Across Ecosystems**
We extend agility beyond our walls - to customers, suppliers, and regulators.
- 3 Embrace Technology & Distributed Talent**
Tech, data, AI, and distributed talent are core to how we create value and compete.

ORGANIZATION DESIGN

- 4 Govern with Guardrails, Not Gatekeepers**
Replace approval chains with clear boundaries that empower teams to act without waiting.
- 5 Fund Purpose & Intent**
Allocate resources to strategic bets and outcomes - not to execution activity lines in a spreadsheet.
- 6 Design for Adaptability**
Build structures, roles, and processes that can flex - not just optimize for today's efficiency.

EXECUTION

- 7 Move Authority to Where Value Is Created**
Decisions should be made by the people closest to the work - not escalated up a hierarchy.
- 8 Deliver Value Frequently & Make Work Visible**
Short cycles, transparent progress, and fast feedback loops are non-negotiable in complex environments.
- 9 Sense Early, Learn Quickly, Act with Confidence**
Build organizational reflexes that detect signals, run experiments, and respond - before it's too late.

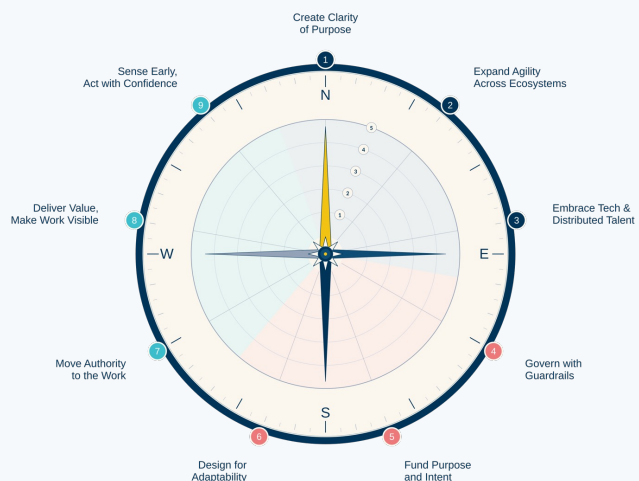


Enterprise Agility Compass

AN ORGANIZATION ASSESSMENT

*Grounded in the
Manifesto for Enterprise Agility.*

*Built for the leaders who'll put it to
work.*



How to score

For each of the nine principles, ask: "How consistently does this describe our organization today?"

1	2	3	4	5
Not yet	Emerging	Practiced	Embedded	Defining
We don't see this yet. Behaviors are the opposite, or absent entirely.	Isolated pockets. A few teams or leaders demonstrate this, but it's fragile.	Widespread but uneven. Lived in some parts of the org; still aspirational in others.	Most leaders act this way most of the time. It shapes decisions and trade-offs.	This is who we are. It is visible to partners, customers, and new hires within weeks.



YOUR COMMITMENT

Guardrails over Gatekeepers

Commit to replacing ONE gatekeeper behavior you personally control with a guardrail that enables team autonomy.

A GATEKEEPER I'LL DROP

A bottleneck I personally control - an approval, a sign-off, a status I gate.

A GUARDRAIL I'LL SET

A system that lets the team move without me - clear boundaries, autonomy inside them.



Final Synthesis: Table Talk

Harvest strategies from other leaders. Take the best ideas back to your enterprise.



A personal heat map

of your leadership maturity across 8 domains.



A gatekeeper→guardrail swap

you've committed to this quarter.

TALK IT THROUGH

- What's the one gatekeeper behavior you're dropping - and why that one?
- Which of your lowest-scoring skills surprised you most?
- Where did someone else's wheel look completely different from yours?
- What will you do differently on Monday?

Capture the ideas and people from your table conversation you want to follow up with.



Stop scaling frameworks. Start scaling leadership.

You now have a measurable, low-risk action plan to improve your leadership capability!

