

Nature to Nurture – A Leadership Perspective

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Abstract

Agile has gained rapid interest in recent times. Software development industry is exploring the utilization of Agile development approaches in current competitive environment because of its better communication and coordination to get the Project completed. The outcome of these communication and coordination are fully with the hands of good leadership qualities. This leadership qualities & abilities are delivered via good Scrum Masters (SM) & Product Owners (PO) and play vital role in implementation & getting successful outcome among the Agile teams which are self-directed and considered one of the most valuable assets of the project.

We derive a leaf out of Bhagavad Gita towards the mark of a Leader. It Says “Wherever whenever there is the decay of dharma (Righteous way), O Bharata, And there is the exaltation of unrighteousness, then I Myself come forth;” And similarly, in an Agile Scenario “Whenever there’s an impediment / process support / Risk / Issue arises, the leader over there emerges in and gives guidance to the team, for them to resolve it and move forward”

In Agile Manifesto, the primary view states that agile projects should focus on individuals and interactions over processes and tools. This requires the team leads to be collaborative and embrace the concept of whole-team responsibility and commitment. Factors that influence teamwork quality such as team orientation, team leadership, and coordinating good specialized skilled resource management for achieving team effectiveness. Leadership related best practices comes from different school of thought ranging from ranging from stone ages, the medieval period, the Indian kingdom, and current Politics. And most importantly the root of Leadership started from the Stone Ages, where the Human was close to Nature.

Research work is planned here is aimed with studying various aspects of the nature, Animal Kingdom which has got a natural way of leadership and how this could address the challenges faced in the current Leadership styles, how they could be addressed with the best practices from the Natural phenomena.

At-last, the proposal from this paper are, an outcome of research, experience, numerous discussions about leadership perspectives from Nature to Nurture, where those can be applied to understand individual and collective leadership progress in agile with a hope it provides a preliminary base for future research on agility leadership.

Keywords –Leadership, Nature, Animal Kingdom, Eagle, Piranha, Ant, Tortoise, Chameleons Nurture

I. INTRODUCTION

The current business environment, which is characterised by increased complexity, ambiguity, uncertainty, and volatility, doesn't appear to be settling down anytime soon. Today's business world is consistently bombarded with disorder and unprecedented changes. As a result, it's extremely difficult for any organization to exactly foresee future possibilities and risks. To avoid this example, organizations must embrace and execute agility in their operations. However, agile leadership must be prioritised for organisations to realize a big level of agility that matches this hypercompetitive and volatile market. Agile leaders are capable of establishing guiding principles, formulating strategies, and putting in place procedures to ensure a smooth transition to organisational agility (OA). These leaders provide guidance and direction on the way to make organisations agile and make sure that there's a leadership culture that models and promotes holistic agility within the organisation.

Agile leadership is establishing a high-performing team or organisation that employs agile principles in its processes, structures, and personnel development activities in order to increase competitiveness. This kind of leadership isn't a conventional leadership approach on its own. Rather, it's a supplement or extension to leadership techniques that are rooted in organizational psychology, including transformational leadership, trait-based leadership, and complexity leadership. The impact of agile leadership is experienced on two levels: structural and behavioural: On the structural level, agile leadership affects processes, roles, responsibilities, key performance indicators (KPIs) so on. On the behavioural level, it refers to specific actions taken by leaders in specific situations, which are based on distinct attitudes and abilities.

Combining the structural and behavioural level components support one another, resulting in a leadership tool with a broad impact across the organisation. During this time, agile leadership may be a holistic notion that guides a team or organization toward outcomes that are customized to the VUCA environment that's environments that are volatile, uncertain, chaotic and ambiguous or situation. This is often becoming ever-more necessary to cope with a changing business environment. Many organisations are still wary about self-organized teams. The explanations are complicated and non-trivial, but it's believed that they're unwilling to relinquish direct control by senior management is at the foundation cause. Following traditional, hierarchical chains of command under the pretence of reducing risks and maintaining efficiency provides a way of security. The aim of this paper is to explain & propose some leadership nurturing practices taken from the phenomenon for improving the leadership behaviour towards constituting good self-organised teams. Adoption and applying those leadership practises on self-organised teams, effects on good team bond & results in good productivity. This work will therefore contribute towards understanding benefits among self-organised teams.

Agile leadership is made up of ten principles that assist organisations achieve their objectives. There are various essential dimensions of organisational practise that can benefit from agile leadership tools and methodologies, taking into account the

structural and behavioural components of agile leadership. These include things like leadership style and management decisions, as well as the communication cycle and organisational culture and values. The principles of agile leadership insists Agile for all

01. Focus on strong teams rather than dominant individuals.
02. Conduct regular planning sessions and give focus to alternative scenarios.
03. Focus on facts and KPIs (key performance indicators) rather than opinion and intuition
04. Empower and inspire people to make decisions based on their own knowledge
05. Communicate in cycles aligned with the speed of your industry and business model
06. Provide and seize opportunities for networking and information sharing
07. Step back and work on the system rather than in the system on a regular basis
08. Develop an organizational vision and relate to it on a regular basis
09. Ensure the organization has an accurate outside image and stays in touch with the environment
10. For effectiveness and efficiency, strike a balance among structure and chaos

II. BACKGROUND AND RELATED WORK

Leadership matters. And there is a great need for better leaders[1]. Certainly, if one wants to be successful, one should develop one's leadership skills. The main function of leadership is shaping and directing the organizational culture[2]. The leader must have an insight into how the culture of the organization can possibly hinder the fulfilment of the vision and mission, and which skills are needed to make the desired changes getting happens.

The proposal of this research work is to summarize the impact of nature and its inherent ways of teaching the Human about the qualities of Leadership and communication in agile practicing teams as the Agile methodology and process where it is predominantly followed in current software industry. As an author of this paper, we have analyzed and found it important to discuss about and suggest about few leadership strategies / tactics among agile practicing teams. The comparative analysis, systematic text and natural leadership instance cited from this research works can be applied to develop the leadership strategies. The research work and destinations of this paper is to demonstrate and draw equals, highlight the leadership lessons and its applications from nature with special reference to the animal kingdom with strange references

A. LEADERSHIP IN NATURE

Leadership skills are they inborn or acquired or both? It is a skill set that all living beings possess. Do we say Animals possess all those skills? Indeed yes, when we explore about the acquired skills which are prevalent in the other Animal kingdom by being observant [3]. It is one of the best instances of leadership, where they lead their groups by influencing, showing examples, guiding and constantly communicating with their followers. They have the aim and goal for their followers to achieve. For instance, when making migratory or movement decisions, animals will often rely on social interactions within their own group members. This is critical as they must be able to communicate effectively; they must be able to transfer information and/or demonstrate action.

This is accomplished by signaling one another or creating noises that only their own species can understand. Because few of them have enough information, such as knowledge of the location of a food source or a migration route, information that is transferred is critical. As a result, in a group, there is always a leader who knows all the information and so guides its followers in the appropriate direction. This leader is responsible for the safety of his or her followers (caring for them), and the followers are reliant on him or her. Based on the observation of the analysis, practitioners are to be in a better position to understand the various leadership skills observed from many nature things.

Coordinated animal behavior is abundant in nature, such as the uniform moving phenomenon among bird flocks, the collective avoidance plans among fishes, animals etc. Nature presents us with abundant variety of cooperative animal behaviour spanning a huge range, starting from both the micro and macro world such as bacterial colonies[4][3], migrating cells, insect swarms [5][6] fish schools and bird flocks [7][8] and even mammal herds [9]. To understand and reveal such a common and spectacular manifestation among social animals, collective behavior analysis has considered as a subject of exploration and investigation for many years, and is attracting increasing attention from not just biologists, but also physicists, life scientists and we can say till our recent trending IT days surprisingly.

B. NURTURING LEADERSHIP FROM NATURE

Leadership attribute persistence among animal kingdom "Man is a social animal" In current modern era, we are moved to a scenario where the Man is not getting in touch with his inherent skills or with the nature, which is the best teacher in the world, what even B-Schools won't. Humans becoming leaders through hard work, commitment, and experience. But only few humans are natural leaders, while others gradually evolve into the role. Biologists and anthropologists have been studying animal leadership in order to better understand human leadership abilities in recent years. Animal leaders influence, guide, and communicate with their followers. They are responsible for the safety of their tribe. The role of experience in the development of communication in animals is a matter of special interest to many ethologists and psychologists.

Experts classify the animal kingdom into hunters and prey. Investigating and analyzing the dynamics among large number of wild species was ongoing research, highlighting "what wild animals expect from their leader?" [10]—It could be more towards its survival from its predators when it makes an effort to feed the self and its family. In a large forest, "Animals will voluntarily

follow a leader that they trust, which has their back at all times, and which always acts with the best interests of the group at heart.” Erna says that our closest living relatives are chimpanzees and bonobos – we are less hairy and may wear a business suit, but are driven by our instincts just like our relatives. Contrary to popular belief it is not always the strongest, nastiest chimp that is the leader of the group – it is more likely to be the individual with the highest emotional intelligence.

Some interesting case studies which we came across, when we started our journey keeping aside the Data overloading through media and started observing the nature are,

1) *Great vision, like eagles*

The King James Version of Proverbs 29:18 says, “Where there is no vision, the people perish: but he that keepeth the law, happy is he.”[11]which emphasize the importance of vision in leadership. Without a long-term plan—without a vision—people are doomed to wander aimlessly. Eagles have been objects of admiration and fascination throughout history. Eagles are generally known for his or her high and long flight. Some people have a matter, how high can an eagle fly. An eagle, in line with bird specialists, can fly at a maximum altitude of 13000 feet at a speed of 62.15 miles per hour with full courage and might[12]. they need excellent eyesight, and their keen eye vision helps them to detect prey from multiple miles. In warm and cold conditions, eagles can fly for several hours without losing their stamina. The majority of the time, eagles dive from the highest point and attack prey with powerful talons at speeds of up to 300 km/h [12]. Eagles have 59 different and unique species. Harpy eagles, bald eagles, and golden eagles are famous and customary species.

At one stage of point, when eagles reaching 30 years old, they're going through a process of restoration. Tracking right down to a hidden secret spot high within the mountains, with curved beak begins to claw at its face, and detach the old quills that at now lessen airborne. At last, it results with bleeds. But this is often imperative for the eagles to renew its strength and reestablish its solidarity. If the eagles fail to try to this, it'd not be able to live to its normal 40 years [13].

It is therefore critical for the eagle to go through the transformation process in order to gain strength, as this increases the eagle's resistance. Among the other birds, eagles are popular due to their strength and speed. If we glance at the feminine eagle, it's slightly larger than the male eagle tall. These fascinating characteristics that make eagles unique. Great vision, fearlessness, tutelage of and affection for his or her eaglets, and their overall power make eagles a good example of leadership vision.

When it involves leadership, you wish to possess a watch for the full picture together with the micro activities that are happening alongside it. As a businessman, you are doing not want to lose sight or touch of what's happening on either level. The more unfocused and out-of-touch you become, the less you'll understand the truth of a situation which will be impacting your business negatively. The secret's stay alert, hold back and to not let your sight be blinded by an excessive amount of micromanaging or none in the least.

2) *Be Collaborated like Piranhas*

Piranhas are familiar in some parts of the Amazon and well-known for their razor-sharp teeth and relentless bite. In the Brazilian language Tup, the word piranha literally means "tooth fish." The jaw of adults is lined with a single row of interlocking teeth. True piranhas have tricuspid teeth, with a larger central cuspid or crown, measuring about 4 millimetres in height. The teeth form of a piranha is often compared to that of a blade, and it has definitely evolved to fit their meat-eating diet. The structure of human tooth enamel is similar to that of sharks. These piranhas have been known to attack sickly, elderly animals who come to the river to drink. They grasp onto a cow's face when it lowers its head. The piranhas will drag the cow into the water and consume it if it is too weak to fight back

How continuously they come in an iterative manner to eat a Cow within a minute. Piranha is small compared to a Cow, but as a team it can finish it off in a min / two. They follow an iterative approach, to get this done, by targeting the cow from all possible sides and take a small chunk, which the Piranha is capable of. Such an approach is what Agile is promoting in terms of solving the problem as small chunks called as Stories / Product backlog, repeated resolving solves even the biggest of the issues.



3) *Bees – Team Building & Structuring*

When it comes to bees, we are generally too concerned about their stinger to consider their excellent qualities. This misunderstood creature, on the other hand, provides invaluable insight into effective leadership, particularly when it comes to team development and management. In the hierarchy of their species, bees operate with one dominating or "queen bee," as many of us are aware. The queen, however, is the hive's servant, regardless of her status. While the rest of the bees return home with nectar, the queen is "laying the eggs to ensure the colony's future existence." No one is content to sit back and let a few bees do the work while they bask in the pleasure of a job well done. Bees have no unfair division of labour, and everyone contributes to the colony. "This means that they are all capable of performing a wide range of tasks and can revert to previous occupations in an emergency." This is the key to achieving outstanding adaptability and flexibility."

Thinking same with our industry, it's imperative to remember the importance of working hard, knowing the different jobs that encompass your business, and being part of a cohesive team. After all, you're in charge of a business, not a kingdom. Make sure your employees understand that they all have an equal role to perform, one that is just as important as the leader's. The matriarch of the colony is the queen bee. The queen laid the eggs to safeguard the colony's future existence.

There is a lot to learn from animal leadership in bees. The worker bees entrust the queen to protect the future as she protects the eggs. And when it comes to Leadership, Bees are the ones who follow a leader without gender bias and take a diverse leader of all the living beings. That is visionary to an organization to focus on the skill towards the outcome rather than on the gender. Bee colonies operate by decentralizing authority. In smaller groupings, the main queen bee delegates authority to the local leader. By dividing the leadership, the groups may concentrate on their primary functions, resulting in increased efficiency. Despite the fact that the queen bee is the hive's leader, worker bees evaluate her performance and begin a succession plan in advance if her performance declines or is unacceptable.

4) *Ants - Teamwork*

Ants are well aware that their survival is contingent on meticulous planning and execution. They are more interactive. They may be little and frail, yet they are among the most hardworking organisms on the planet. They are known for being hardworking and diligent, never losing sight of their objectives. Winter season isn't taken lightly by ants because they know it might spell disaster. Many months before winter hits, ants carefully prepare for winter survival.

In order to assure their survival in the winter, ants used to foresee, plan ahead of time, prepare, and execute ruthlessly in the summer. Ants are well aware that their survival is contingent on careful planning and execution. As leaders, we must be laser-focused on our mission and spend time anticipating, imagining, planning, and preparing for the unexpected. Many months before winter season hits, ants will carefully prepare for their survival. This is an excellent example of why leaders must be diligent and careful in their planning with understanding the value of time[15].

Ants recognize what's necessary to their survival and are fiercely focused without losing sight of the future or what's important. With a plan that includes creating, storing, and rationing, the ant acquires food supplies ahead of the impending winter. It is critical for leaders to gather, grow, and acquire without eating everything that has been earned, gathered, or obtained. In conclusion, leaders must have and follow a strategy that promotes delayed gratification.

In any personal camp, the correct individuals will enhance your potentials and possibilities. Similarly, having the correct team leads to increased productivity and success. Ants enlist the help of the appropriate squad to carry out their food-gathering operations. It is critical for leaders to understand who belongs on their own team and when to cooperate with others. Great things may be accomplished with the right team at the right time! ANTS - Anticipation (being ready to act and begin), Navigation (having the sense of direction), Tireless (ability to work and execute relentlessly), social situation (interacting, engaging and participating within a group)

Ants are also known to have complex and adaptable communication networks based primarily on antennal motions. However, it is still unknown whether young ants require adult stimulus to develop their communication abilities[14]. Experiments with pairwise interactions of *Myrmica rubra* ants revealed Individual behaviour and communication modes differ significantly between callow (newly emerging) and adult workers. Adult ants are far more mobile than callow ants, and they change their behaviour based on which partner they connect with, whereas callows act on their own. Adults spend far more time communicating with callows and queens than they do with other adults. Adults tend to find both callows and queens appealing, though in different ways. Adults pay special attention to callow ants and make repeated antennal interactions with them, caressing their bodies and refusing to leave them alone. Young (callow) ants appear to be more talkative than adults, and they are as willing to speak with one another as they are with adults.

5) *Patience & Steady like Tortoise*

The tortoise is seen as a symbol of endurance, symbol of patience. A turtle need to push its neck out before it can move. Good leaders understand that they will have to stand up for what they believe in. In the event of danger, the smart turtle understands when to pull its neck in. A wise leader understands that new ideas are not welcome in some places and at certain times. The ability to wait for the right opportunity is good quality. We all know that tortoises have a strong shell that protects their inner bodies, which makes them resilient. Advocating for change or new ideas is not always popular, as a savvy leader understands. Threatened or jealous people will beat on the person, and sometimes the idea. To deal with detractors, a smart leader

will know how to grow a thick skin (or shell). When faced with a threatening environment, the tortoise tactically shelter itself inside its shell, patiently waiting for the next opportunity to step out and explore the surroundings.

The turtle has evolved over thousands of years. It is most likely the longest-living species on the planet. Leaders understand that good ideas take time to develop, but they always outlast the 'quick fix.' Evolution is preferable to revolution, in which everyone suffers in some way. It is more effective to change to match the needs of the environment. In general, a leader should be steady and preserve; the leader is frequently a determined and resilient individual, surviving crises or implementing company turnarounds. It reflects the leadership attribute of patience. "Patience is good and in fact great, it can be taken it that patience is soft and gentle, and it can be powerful" [16]. "Rome is not built in a single day; a strong brand only can be built once if its foundation is strong". Similarly, a good corporate culture also needs to be built, nurtured and envision a Mindset behavioural change, with a set of strong base representing the core values. Lasting companies with timeless core values can be said to last longer! [17]. These lasting core values are indeed reinforced by the founders' and leaders' good examples and role-modeling ways.

6) *Chameleons - Change Management*

Always the chameleons are cited for a negative attitude with people, where people change their mind quiet often, creating a havoc to their peers and environment, purely for their self needs to be met. And here we talk about the change in them, in terms of color on a positive note. Some species (chameleons, frogs), gender (fish, butterfly), and shape (cuttlefish) can change color, gender, and shape for a number of purposes, including hiding from predators, intimidating rivals, and wooing mates. To defend itself, the sea cucumber in plant kingdom may literally take on numerous physical states, ranging from hard to liquid. One of the most significant features in nature that can aid survival is flexibility and ability to adjust.

There are few advantages of being small and agile. And that had been the success of un-organized sectors than organized ones, where the decision making could be faster. Purpose is not to take the credit out of the Bigger Organizations. They could decentralize the teams focused on a purpose like Squads.

Small businesses can (i) move more rapidly and be more agile since they don't have to move huge groups of employees to attempt something new; (ii) they may be more ready to fail because they have fewer layers of approval to go through. (iii) They have a better understanding of their skill gaps, making them better at prioritizing the gaps. They need to fill and selecting the right candidates for reskilling. Leaders must be flexible in accepting and managing change in order to lead change.

Leaders must be flexible in accepting and managing change in order to lead change. Creating a sense of urgency, they lead by example, take part with the team as a part of the change, they motivate their people to accept and implement the change. Leaders take pride in their accomplishments, no matter how minor, and they help their followers understand the benefits of change [18]. This is to keep the momentum of change flowing while moving forward with the change.

III. CONCLUSION AND FUTURE WORKS

As decade pasts, there is still some demand for leaders exists, with skills such as adaptability, flexibility and forward-thinking will become more mainstream and the transformation keeps continuing to push the boundaries of our current states to become good leaders. Nature always have been an excellent Nurturing parent and it is we who haven't been receptive to the nature. It is a wake up call for all of us to reinforce the basics of how the Stone-age man learnt from the nature and evolved. And we stopped our connect from the Nature. It has got in numerous lessons still to be acquired. What we have looked upon here is noteven an iota of what the key takeaways are from Nature. Nature has not only leadership skills, but it has also got a sea of thoughts and ideas to offer. Its from the Birds, one got an idea for Aeroplane, from the fishes for Boats and ships, from Echo he got into a Radio and the list is endless.

One such learning from the Nature is its leadership qualities. It throws light on aspects of leadership that could be prevailing and fine tuned in our industry. You all can perceive from the aforementioned leadership qualities from nature to succeed in industry, where you may either an independent professional or an organization executive. The smart thing would be to leverage our discern and discard the negative qualities and nurturing leadership qualities. More important is to keep aside the gadgets and be with the nature. Observe it and it will offer a lesson minimum a day. Right from the sunrise, to the blooming of flowers, till the stars are shining bright, there's a lesson in each and every aspect of nature.

The attempt from this research work is to portray and sense-out the enhancing rebuilding strategies in Agile leadership from common natural instances, outlining with few styles for developing the leadership skills with agility, that practitioners finding easy and useful practices on their industry around succession opportunities. Additionally, the anticipation is to spark discussion and thoughts about nurturing a good leadership perspective model to our descendant generation practicing leadership in Agile.

Scope for future works are vast and further, by evaluating critical links between various success factors among nature & Agile leadership, one can aim to propose & correlate more real-time agile instance for driving towards achieving excellence nurture in the organization.

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