Oral Defense Announcement
University of Missouri – St. Louis Graduate School

An oral examination in defense of the dissertation for the degree
Doctor of Business Administration with an emphasis in Leadership

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Servant Leadership Behaviors that Positively Influence On-Time Delivery of Committed Work by Agile Teams in a Scaled Agile Framework

Date: August 15, 2020
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Place: Remote

Abstract
This research found evidence that Servant Leadership Behaviors positively influence on-time delivery of committed work by scrum teams in a Scaled Agile Framework (SAFe). In organizations using a Scaled Agile Framework to manage large programs, Agile teams plan work called stories within an iteration, which can range from one to four weeks. The stories are ultimately intended to deliver functionality to the end-user and have enough information within them for business and technical people to understand the intent, develop, test, and demonstrate a vertical slice of system functionality. Leaders who use Servant Leadership Behaviors (SLBs) facilitate the delivery of stories within their planned iterations.

Our research examined the use of Servant Leadership theory to uncover SLBs that positively influence the delivery of committed work by scrum teams in a Scaled Agile Framework. Using a qualitative case study research method, we collected data through semi-structured interviews with SAFe industry consultants who have an average of at least 18 years of industry consulting experience, are Scaled Agile Program Consultants (SPCs) certified, have helped organizational SAFe transformations, and have observed servant leadership behaviors facilitate the on-time delivery of user stories. We found that Values People to be the most important SLB. The SLB Provides Leadership found to be the least important Servant Leadership Behavior for SAFe Agile teams.

Defense of Dissertation Committee
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