

improving  presents

# AGILE DOT NEXT

Conference 2014

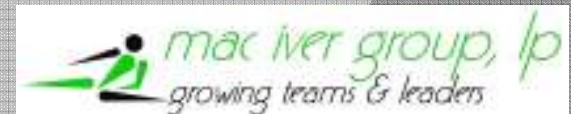
 Studio Movie Grill – City Centre  
805 Town & Country Blvd.  
Houston, TX 77024

 Friday,  
August 22, 2014

## *Agile Adoptions are Too Focused on Teams*

*If you want to build a ship, don't drum up the people to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea.*  
- Antoine DeSaint-Exupery

Robbie Mac Iver, Agile Consultant & Coach





## *Agile Adoptions Answer Questions*

- **What Is The Most Effective Way For Us to Achieve the Expected Outcomes?**



- Shared commitment
- Fit-to-purpose solutions
- Incremental delivery



- Are We Addressing the Right Business Needs?

- Shared commitment
- Fit-to-purpose solutions
- Incremental delivery



- **Do Our Solutions Work for Today and Tomorrow?**

- Strategic vs. tactical balance
- Business need discovery
- Solution validation







# Why Talk About Leadership?



Agile adoption efforts without a compatible leadership model...

*And*, so do the associated continuous improvement initiatives...





## ***What Do I Mean By “Leadership”?***

# *Leadership is NOT...*



# Leadership IS...



# *Leadership Defined*



*Action taken with a proactive attitude and the intention to change something for the better*

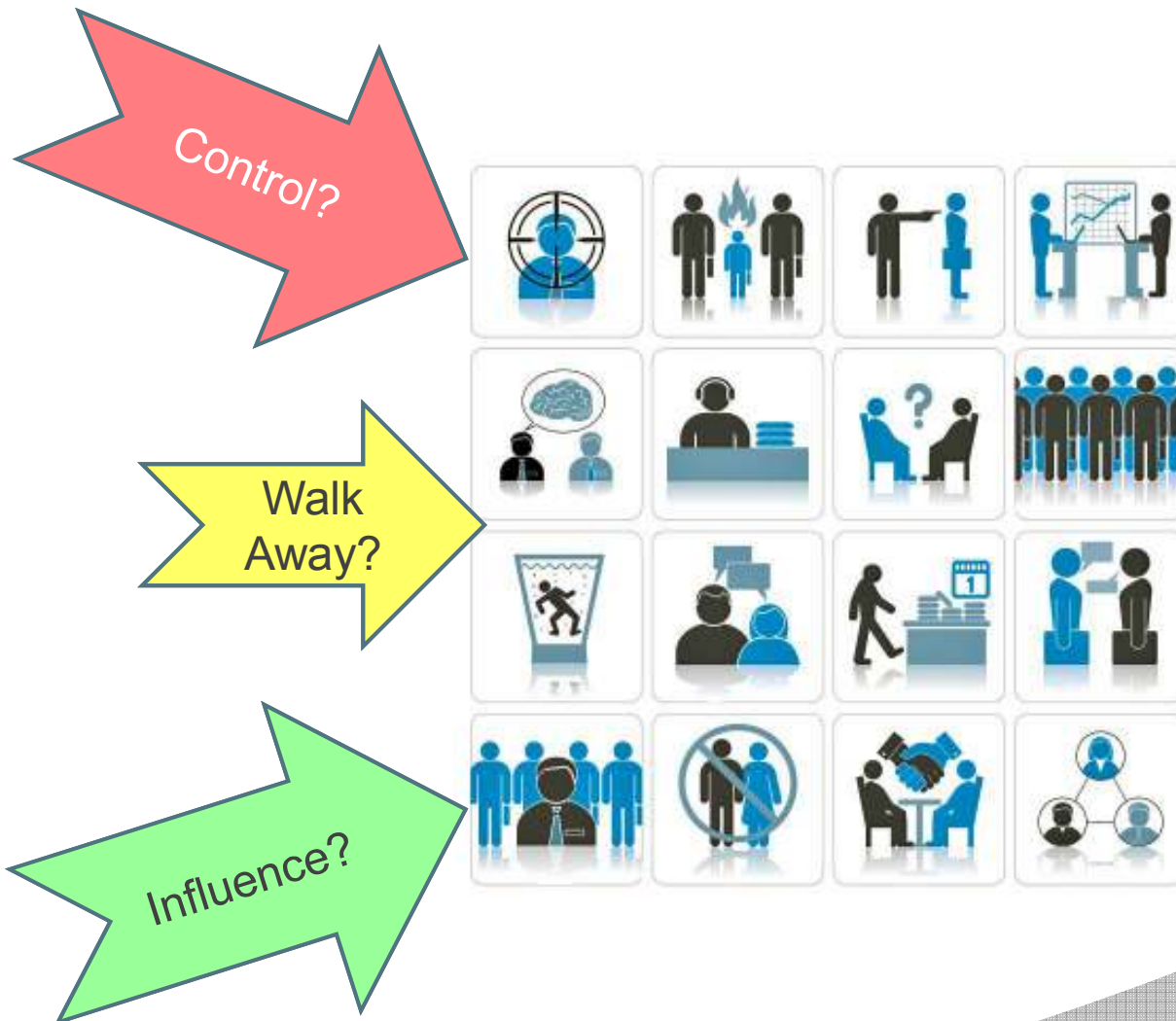
Source: Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change – Joiner & Josephs



## ***What Is Your Intent As A Leader?***



# Leadership Intent



## *As A Scrum Master I...*

- ◎ Set the Sprint Duration
- ◎ Set the Start and End Dates
- ◎ Set the Schedule for Daily Standups
- ◎ Approved the Sprint Plan
- ◎ Confirmed Who Would Do What
- ◎ Called On Each Person During the Standup
- ◎ Determined the Topics for the Retrospective

*Is This Control or Influence?*

## *As A Scrum Master I...*

- ◎ Set the Sprint Duration
- ◎ Let Team Set the Start/End Dates
- ◎ Let Team Schedule for Daily Standups
- ◎ Ask About the Sprint Plan
- ◎ Observe Who Would Do What
- ◎ Keep Standups on Topic
- ◎ Ask Questions During the Retrospective

*Is This Control or Influence?*

## *My Scrum Team...*

- ◎ Is Just Being Introduced to Agility
- ◎ Does Not Understand Scrum Mechanics
- ◎ Has Command & Control History
- ◎ Are Really A Group of Individuals
- ◎ Take Little Initiative On Their Own

*Which Scrum Master Should I Be?*

## *My Scrum Team...*

- ◎ Has Been Doing Agile for > 12 Months
- ◎ Is Very Familiar with Scrum
- ◎ Works Well Together As A Team
- ◎ Takes the Initiative to Improve
- ◎ Readily Identifies Issues

*Which Scrum Master Should I Be?*



# *Control versus Influence*

## **Control**

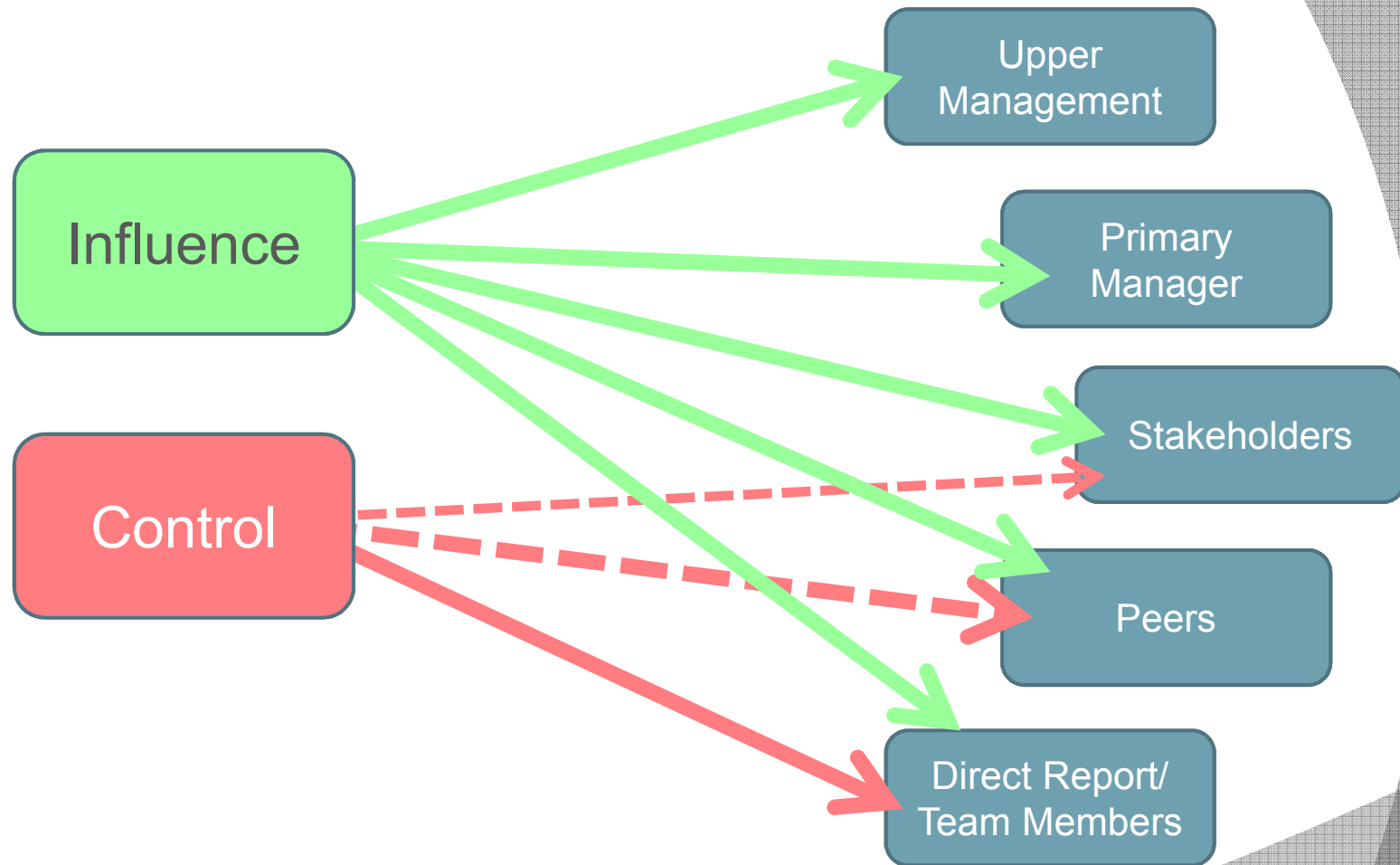
Assumes sole responsibility for setting their organizations objectives, coordinating the activities of their subordinates and managing their performance

## **Influence**

Retains ultimate accountability and authority, but work to create highly participative teams and organizations characterized by shared commitment and responsibility

Source: Power Up: Transforming organizations through shared leadership – Bradford & Cohen

# Leadership Opportunities



# When to Use Control versus Influence

**PEOPLE  
USING**

## Control

- ❖ Conformance to standards
- ❖ Efficiency
- ❖ Clear Role Definition
- ❖ Quick Resolution
- ❖ Introduction of New Rules/Policies
- ❖ Clear Authority

## Influence

- ❖ Build Engagement
- ❖ High Growth Potential
- ❖ Creativity/Innovation
- ❖ Stronger Agreements
- ❖ Discovery

**PEOPLE  
BUILDING**

## *Errant Ernie*



Ernie is one of the more vocal developers on your agile team and has convinced the team to move forward with his proposal for a particularly complex implementation.

As you have observed the long discussions about this implementation decision, you have noticed that the rest of the team has not so much agreed with Ernie but just given in to him.

*How Do You Help Ernie Be A Less Dominant Voice?*





# One Approach to Influence



- Listen
  - Other perspectives
- Be a mirror
- Confirm outcomes
- Paint broader vision
- Provide information
- Ask questions
- Raise concerns
- Ask about alternatives
- Drive to agreements

Upper  
Management

Primary  
Manager

Stakeholders

Peers

Direct Reports/  
Team Members



## *Leadership Agility*

# How Does This Happen?

## My Team...

- ❖ Is Just Being Introduced to Agility
- ❖ Does Not Understand Scrum Mechanics
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*Grows Into*

## My Team...

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# Dreyfus Learning Model

Progression of Learning and Growth

Level 1 Behaviors	Level 2 Behaviors	Level 3 Behaviors	Level 4 Behaviors	Level 5 Behaviors
<ul style="list-style-type: none"> <li>❖ Only feel responsible for following the rules.</li> <li>❖ Have no sense of context.</li> <li>❖ Apply specific rules for specific circumstances</li> </ul>	<ul style="list-style-type: none"> <li>❖ Recognize new situations.</li> <li>❖ From experience, start to see rules applied to related conditions</li> <li>❖ Make decisions by rule application</li> <li>❖ Do not yet feel personally responsible</li> </ul>	<ul style="list-style-type: none"> <li>❖ Start to feel like there are too many rules</li> <li>❖ Start to categorize rules into principles or 'perspectives', that helps sort information by relevance</li> <li>❖ Ownership → Improve their own Process + Gratification</li> </ul>	<ul style="list-style-type: none"> <li>❖ Diagnose through intuition</li> <li>❖ Have an approach driven by real-world experiences</li> <li>❖ System is perceived as a complete system instead of a set of individual parts</li> </ul>	<ul style="list-style-type: none"> <li>❖ Don't make conscious decisions</li> <li>❖ Don't explicitly solve problems</li> <li>❖ Do what works</li> <li>❖ Don't break down situations into separate elements</li> <li>❖ Recognize patterns for planning as well as diagnosis</li> </ul>

Control

Influence

# Levels of Leadership

Progression of Learning and Growth

## **Tactical, problem-solving orientation**

Believes that leaders are respected and followed by others because of their authority and expertise.

**Expert (45%)**

## **Strategic outcome orientation**

Believes that leaders motivate others by making it challenging and satisfying to contribute to larger objectives.

**Achiever (35%)**

## **Visionary, facilitative orientation**

Believes that leaders articulate an innovative, inspiring vision and bring together the right people to transform the vision into reality. Leaders empower others and actively facilitate their development.

**Catalyst (5%)**

Source: Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change – Joiner & Josephs



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# *Set Moveable Boundaries*





## *Perspective Taking*

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Progression of Learning and Growth

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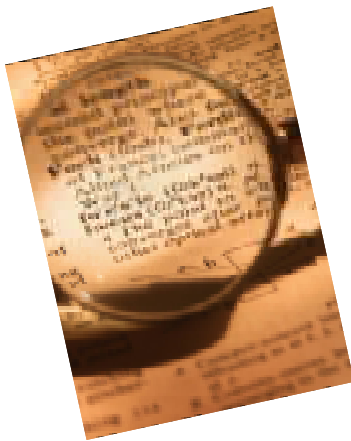
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# *Perspective Taking is About Two Things*



◎ Awareness



◎ Focus or Attentiveness



# *Awareness*

# Self-Awareness



Reported Type: **INFJ**

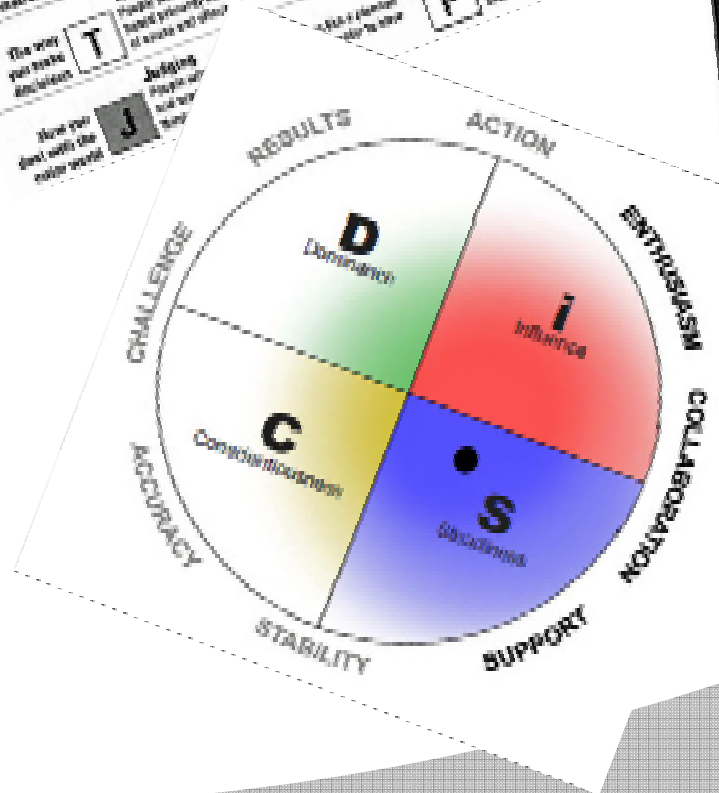
Where you focus your attention	<b>E</b> Extraversion People who prefer extraversion tend to focus their attention on the outer world of people and things.	<b>I</b> Intuition People who prefer intuition tend to focus their attention on the inner world of ideas and movements.
The way you take in information	<b>S</b> Sensing People who prefer sensing tend to take in information through the five senses and focus on the here and now.	<b>N</b> Intuition People who prefer intuition tend to take in information through the senses and focus on future possibilities.
The way you make decisions	<b>T</b> Thinking People who prefer thinking tend to make decisions based primarily on logic and objective analysis of pros and cons.	<b>F</b> Feeling People who prefer feeling tend to make decisions based primarily on values and on subjective evaluation of consequences and risks.
How you deal with the outer world	<b>J</b> Judging People who prefer judging tend to like to have things planned out in advance.	<b>P</b> Perceiving People who prefer perceiving tend to like to have things open-ended and spontaneous.

**CLIFTON STRENGTHSFINDER**

**SIGNATURE THEMES**

- Achiever
- Learner
- Arranger
- Responsibility
- Significance

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# Self-Awareness



Reported Type: INFJ

Where you focus your attention: **E** Extraversion  
People who prefer to communicate with or focus their attention on the outer world of people and things.

How you gather information: **I** Intuition  
People who prefer to rely on their insights and hunches rather than on the concrete world of facts and measurements.

How you make decisions: **N** Intuition  
People who prefer to make decisions based on their insights and hunches rather than on the concrete world of facts and measurements.

How you live your life: **F** Feeling  
People who prefer to make decisions based on their values and on subjective judgments of what is right or wrong, rather than on objective logic and analysis.

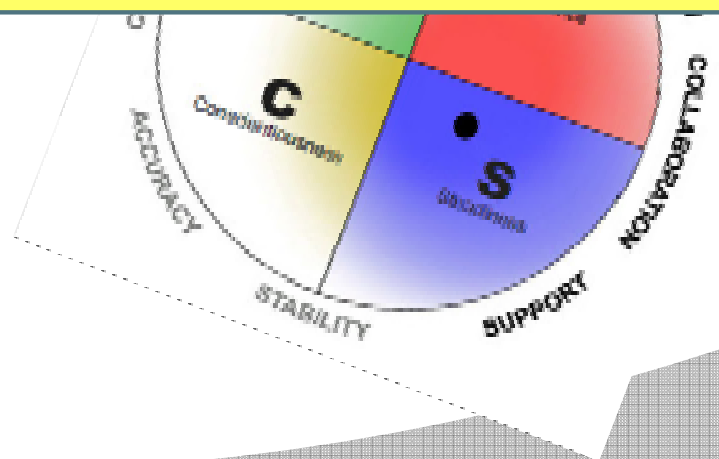
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*Self-Aware leaders draw on more resources than their counterparts and tend to make better decisions*



# Open Awareness

*2nd*

What is the ~~first~~ number?



**S K M E 4 R T 2 H W X 5 P Q Z D B**

# Open Awareness



- ◎ Noticing Our Surroundings
  - Perceiving without judging

Leaders with good open awareness sense approaching issues, risks, and opportunities.

# *Awareness of Others*



*Identifying and understanding the situations, feelings, and motives of others*

**EMPATHY**

# *Empathy is Not A Single Attribute*



- ◎ Cognitive Empathy
  - Understanding other perspectives
- ◎ Emotional Empathy
  - Feeling what others feel
- ◎ Emphatic Concern
  - Sensing what others need from you

# *Empathy is Not A Single Attribute*



- ◎ Cognitive Empathy
  - Understanding other perspectives
- ◎ Emotional Empathy
  - Feeling what others feel
- ◎ Emphatic Concern
  - Sensing what others need from you

Empathetic Leaders find common ground, hold opinions that are sought after, and are people everyone wants to work for



## *Focus*



# Focus



“Paying close attention to one thing and filtering out everything else”

# Let's Try It



- ◎ Relax and Breathe Normally
  - Focus on breathing
  - Note your heartbeat
  - Count heartbeats 1 to 4 repeatedly

Focus is hard to achieve, but  
it is a muscle that can be  
strengthened

# Focus



“Paying close attention to one thing and filtering out everything else”



# *Focusing In and Out*



- ◎ Putting Focus Where We Want
  - *And* keeping it there
- ◎ Purposefully Shifting Attention
  - From a single point to a broader view and back
- ◎ Keeps Work in Context
  - Ensures we focus on the right things
  - Can forewarn changing priorities

*Leaders with good cognitive control are seen as “good in a crisis”*

# *Perspective Taking Helps Leaders*



- ◎ Exercise Full Range of Attention
- ◎ Weed Out Distractions
- ◎ Be in Touch with Their Feelings
- ◎ Control Their Own Impulses
- ◎ Be Aware of How Others See Them
- ◎ Understand What Others Need from Them

# Enables Learning and Growth

## Progression of Learning and Growth

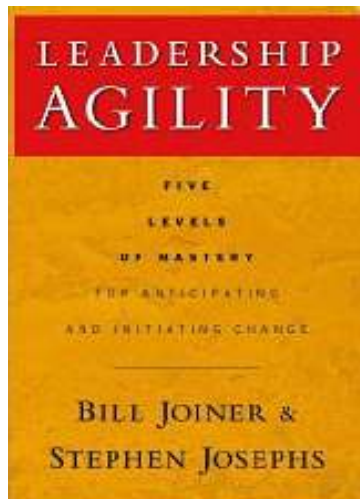
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<b>Expert</b>	<b>Achiever</b>	<b>Catalyst</b>		



## *More Information*



# *Levels of Leadership Agility*



◎ As leaders grow into more advanced stages they become:

- More adept at responding to change
- More visionary & collaborative
- More proactive at learning from their experiences



# Leadership Agility 360™ Assessment



# Leadership Challenge

- ◎ No Clear Guidelines
- ◎ Leadership is Learned Behavior
- ◎ Assess Situation
  - Awareness
  - Attentiveness
  - Mindset of Growth
- ◎ Determine Intent
  - Control?
  - Influence?
  - Walk Away?
- ◎ Take Action



*Don't Expect to Get It Right All the Time*

# *You Are Succeeding If...*

People Are Growing

People Are Engaged

BE A PEOPLE  
BUILDER

People Are Helping  
Others



# Robbie Mac Iver



- Consulting ▪ Coaching ▪ Mentoring
- Agile Adoption ▪ Agile Leadership ▪ Product Management
- Leadership Agility 360™ Assessment

10+ Years Agile Techniques ▪ 10+ Years Project Leadership  
▪ 20+ Years Information Technology



- Agile Consultant and Coach



- Past President/Advisor National Board of Directors
- Founder Houston Chapter



- Stage Producer – Agile 2010, Agile 2011
- Presenter – Agile 2010
- Stage Producer – Agile Executive Forum 2011



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