Agile Leaders

Purpose & WiiFM

- To gain a better understanding of how our role as managers/leaders of any kind has morphed with Agile.

- To learn how we can help our staff adjust and succeed by aligning ourselves with the Agile Principles

Agenda

- What am I excited about most?

- What am I concerned about most?

- What is happening in other companies? Are they successful with Agile implementations?

- What will it take to navigate my manager role in an Agile environment?

Agenda

- What will I see when I look through the four lenses of an organization?

- What does my team member need to be successful in this agile journey?

- How can I best support my team member through the Agile Principles?

Question

Are you catalyzing organizational change to support agile values, starting with supporting your team member in an Agile fashion?

Question

Do your agile teams perceive you as a coach and leader more than as a manager?

Exercise - What am I excited about?

- As a team, brainstorm some exciting aspects of working with Agile teams

- As a group, come to agreement on the top 3 most exciting aspects

Exercise - What am I concerned about?

- As a team, brainstorm some concerns about this new world of Agile teams

- Come to agreement on the single most important concern

VersionOne 11ᵗʰ Annual "State of Agile"

MONARCH *Agile Solutions*

Top 3 Benefits of Agile

88%
Ability to manage changing priorities

83%
Increased team productivity

83%
Improved project visibility

What will it take to navigate my role in an Agile organization?

Time for an Upgrade

"We need to upgrade our own internal operating system as leaders – to scale up our own complexity of mind, on order to bring about greater institutional adaptability."

-Michael Hamman & Michael Spayd

What will it take to navigate my role in an Agile organization?

Predict & Plan vs. Sense & Respond
- The Comfortable Norm vs. The Agile Leader

Predict & Plan

The Comfortable Norm
- Plan ahead of time
- Decide ahead of time
- Break down the work ahead of time

Sense & Respond

An Agile Leader empowers the team to:

- Plan and strategize along the way
- Work in an environment of agility
- Inspect, introspect, and adapt
- Decide quickly
- Exemplify visibility and transparency
- Give/receive feedback to one another
- Practice flexibility in executing the above
- Act without them

Goals and Focus

Plan and Predict (Managing for results)	Sense and Respond (Designing for results)
Directing	Creating
Telling	Empowering
Assigning	Engaging
Reviewing	Enabling
Correcting	Encouraging

Looking Through the Lens

Internal | External

| Thoughts
Feelings
Values | Behaviors
Professional
Competencies |

Looking Through the Lens

Internal | External

Individual

Thoughts
Feelings
Values

Collective

Team Culture
Cohesion

Looking Through the Lens

	Internal	External	
	Thoughts Feelings Values	Behaviors Professional Competencies	Individual
	Team Culture Cohesion	Structures Systems Processes	Collective
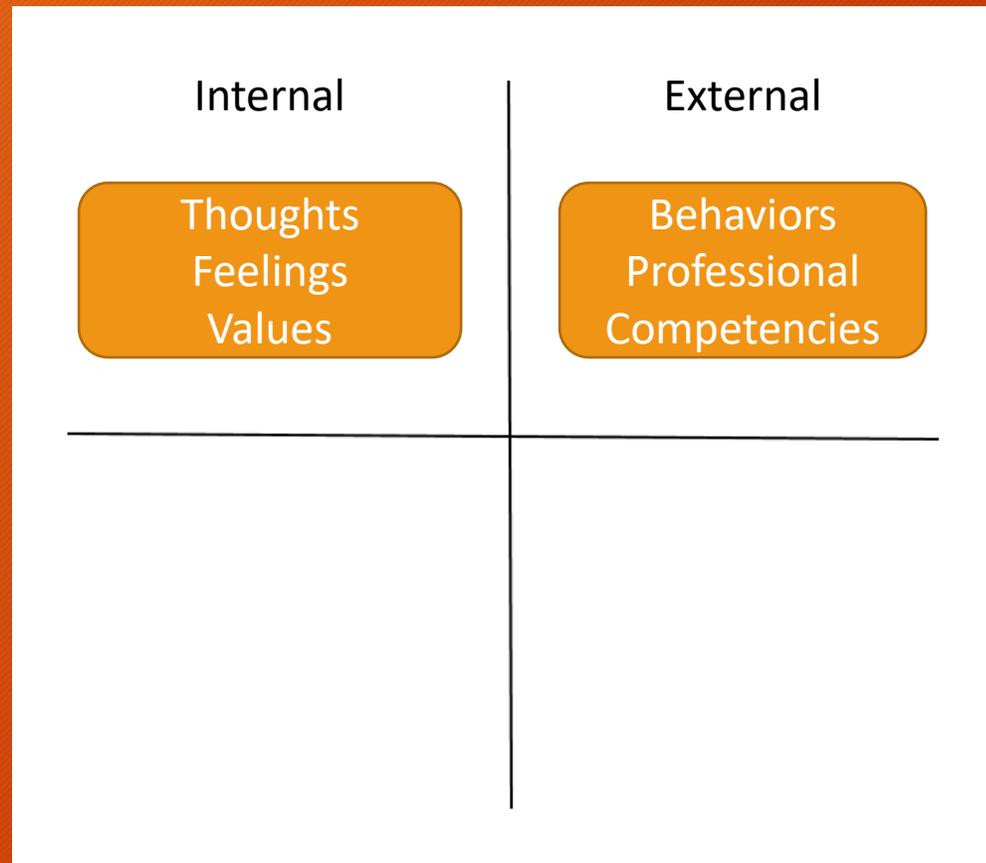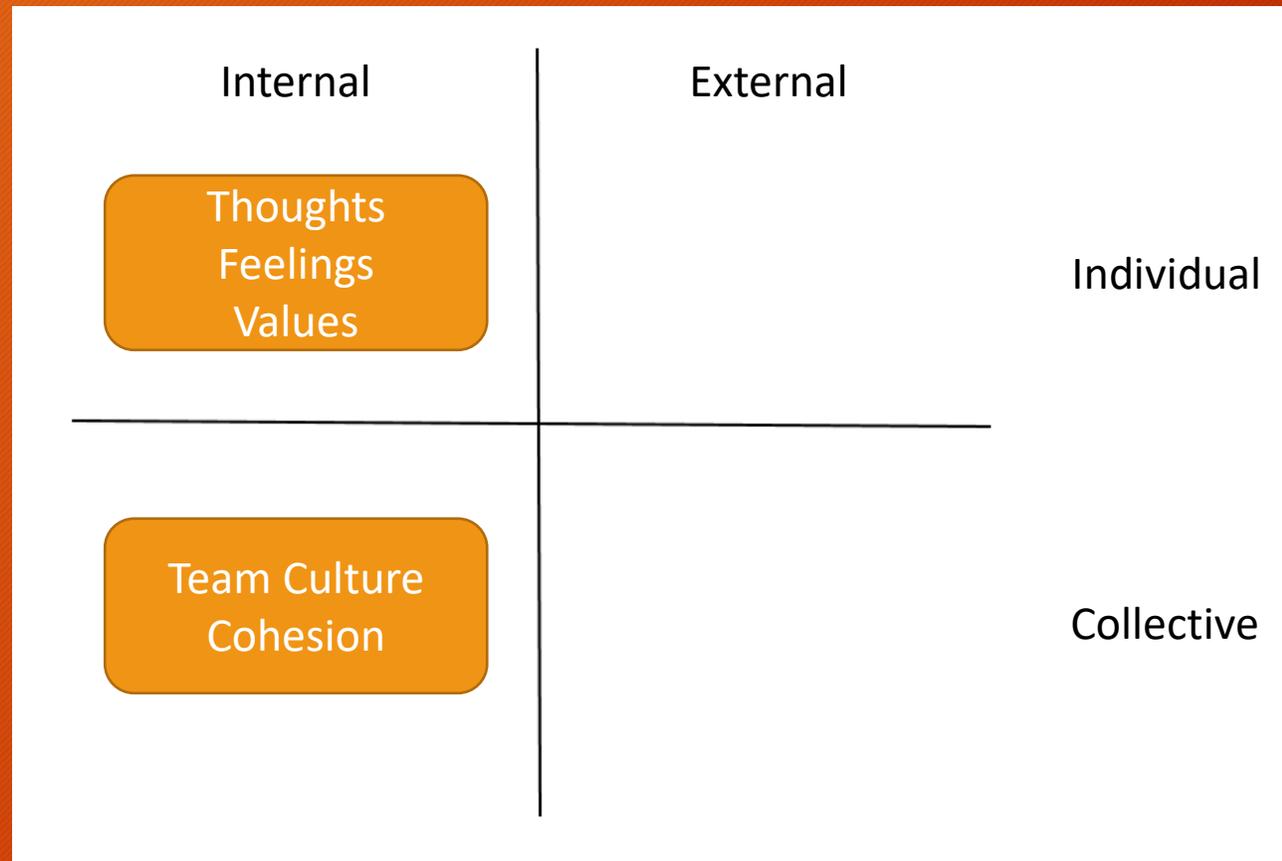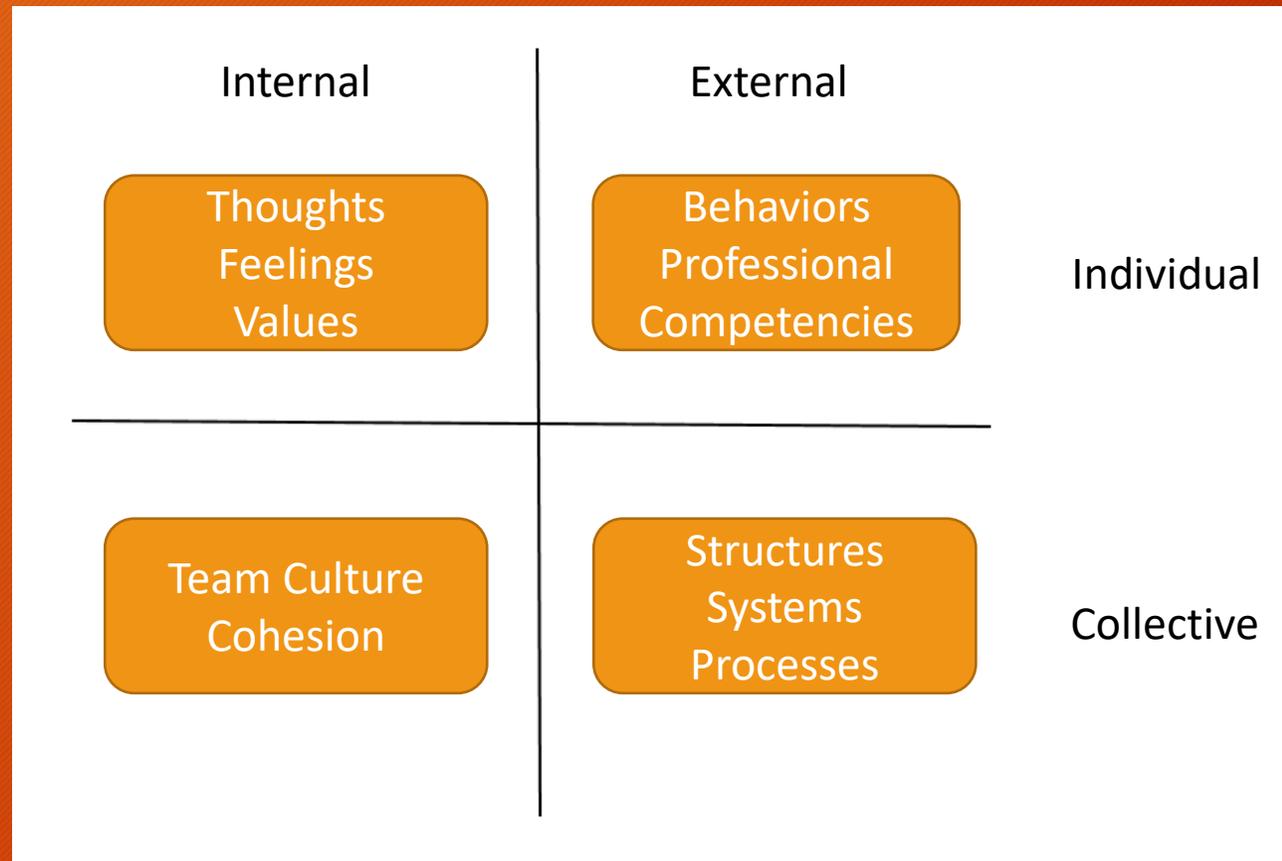
Exercise – What do I see when looking through the four lenses of an organization?

Mindset

Practices

Psychological Window
Self/Me Alone

Behavioral Window
Us as a Team

Cultural Window
Me in a Team

Systems Window
The Organization

Relationship

Environment
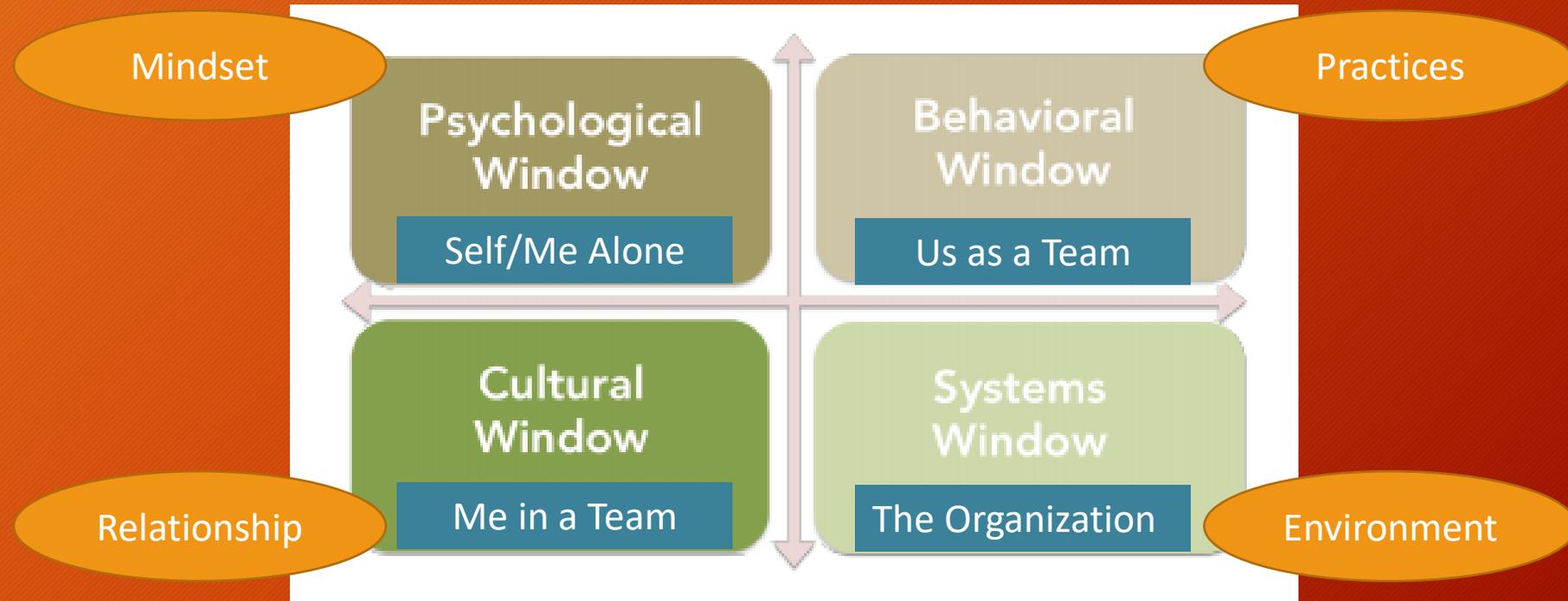
The Agile Leader's Roadmap

Mindset

Practices

Leadership & Engagement

Role: Coach-Leader
Principle: Leaders grow other leaders

Psychological Window

Competencies & Products

Role: Process-Leader
Principle: Be a Champion of Agile Process Thinking

Behavioral Window

Organizational Culture & Shared Vision

Role: Facilitative-Leader
Principle: Foster a Culture of Trust, Empowerment and Accountability

Cultural Window

Organizational Architecture & Environment

Role: Systems-Leader
Principle: Become obsessed with the flow of value

Systems Window

Relationship

Environment

MONARCH
Agile Solutions

Exercise

- Think of a leader for whom or with whom you worked – one that you would gladly work with or for again.

- Think of a person in a leadership position that you try to avoid, or left you drained, or hoping for more.

- In one word, how would you describe these people? How did they make you feel?

Debrief

How can I best support my team member through the Agile Principles?

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

How can I best support my team member through the Agile Principles?

- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

- Business people and developers must work together daily throughout the project.

How can I best support my team member through the Agile Principles?

- Build projects around motivated individuals.
  Give them the environment and support they need, and trust them to get the job done.

- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

How can I best support my team member through the Agile Principles?

- Working software is the primary measure of progress.

- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

How can I best support my team member through the Agile Principles?

- Continuous attention to technical excellence and good design enhances agility.

- Simplicity--the art of maximizing the amount of work not done--is essential.

How can I best support my team member through the Agile Principles?

- The best architectures, requirements, and designs emerge from self-organizing teams.

- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Vision Statement to Support an Environment of Agility

This vision statement was written by the management of the Child Welfare Digital Services (CWDS) of the State of California. They have graciously allowed me to share this inspiring vision statement.

"For the people who are engaged in the work of CWDS, the management team is a reliable and forthright resource that is comprised of receptive and responsible leaders who are personally accountable for contributing to an agile team environment. We value all contributions, champion open communications and clear expectations, foster professional growth of staff and look for ways to make it fun! Unlike top down, command and control environments, our solution brings out and celebrates the best in each team member by empowering decisions at the lowest levels to accomplish the CWDS vision and mission."

~ the Managers of Personnel on the CWDS Project

Exercise

Craft a vision statement that 'designs an environment of agility' for all of the collective teams for which you as a leadership team are responsible.

Value Statement	
For	<customers>
who	<do something>
the	<solution>
is a	<something – the *how*>
that	<provides this value>
unlike	<competitor, current solution, or non-existing solution>
our solution	<does something better – the *why*>

1:1's

- Create a Container to Enhance
  - Safety
  - Reliability
  - Self-worth

- Remember the Agile Principles

What doesn't change?

- Handling HR issues that relate to the project

- Approve the time-sheet, vacation request, sick time

- Conduct 1:1's

- Making sure the team is well-equipped and well-fed, emotionally, physically and spiritually

What doesn't change?

- Provide project specific input into performance evaluations

- Employee growth – recommending staff education and development activities

- Knowing when to step back and stay out of the way of the agile process

What changed?

- No longer assign side tasks/projects in 1:1's

- No longer drive by with additional work

- Attend Sprint Review and Planning to see your employee in action

What changed?

- Seeking 'ways to stay out of the team's way'

- Being quiet or just plain invisible at times

- Might find yourself working as a peer on rare occasions

Me as the New Agile Manager 2.0
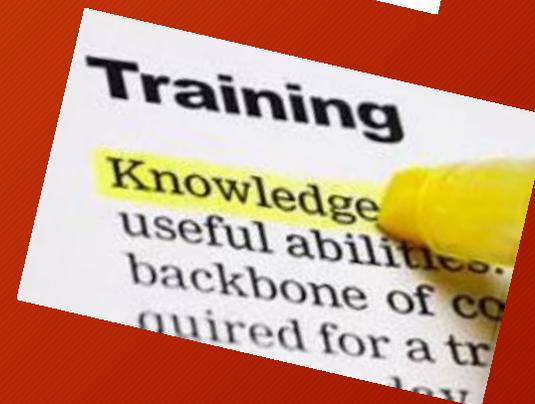
Question

Do you want your agile teams to perceive you as a coach and leader more than as a manager?

Catalyst Management Methodology

- A Catalyst Manager stands outside of the system effecting change in another system

- Catalyzing for Results
  - Embody the new you
  - Embrace the new them

Question

Will you commit to catalyzing organizational change to support agile values, starting with supporting your team member in an Agile fashion?

References

- VersionOne The 11th Annual State of Agile report.

- The Agile Leader. Michael Hamman, Michael K. Spayd, 2015.

- The Role of the Manager in Agile

- Agile Managers We've disrupted your role