

Agile Concepts for Management and Leadership Success

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Agenda



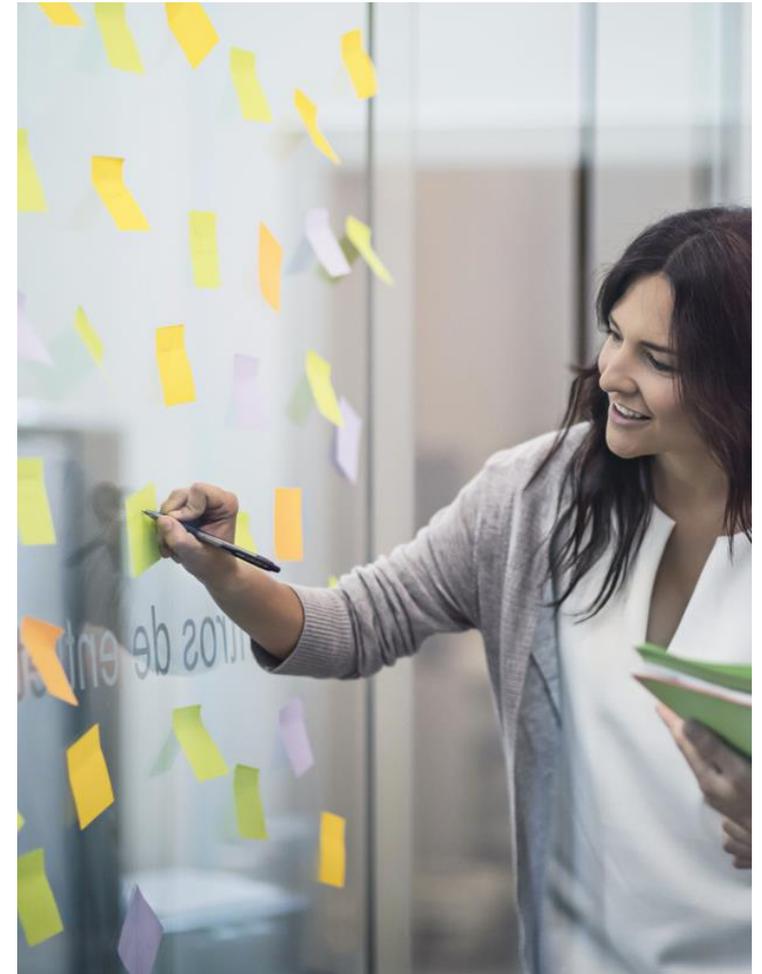
You

- Core values and mindsets
- Self Management and Unlearning: Manage your Brain
- Working iteratively



Agile Leader Skills and Techniques

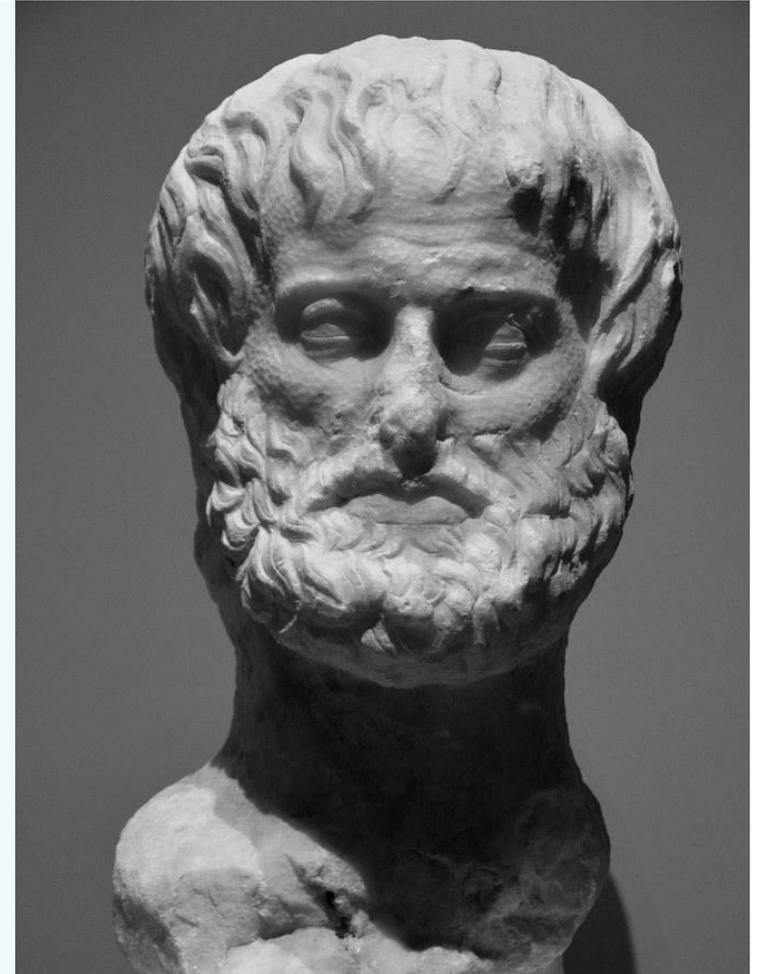
- Self-organization
- Dealing with team dysfunctions
- Using Radical Candor
- Leader as Servant or Host
- Adaptive Leadership is the Key





Educating the mind
without the heart is
not education at all

Aristotle



Agile Leadership: Your Mindset!



- I can learn anything I want to
- When I'm frustrated, I persevere
- I want to challenge myself
- When I fail, I learn
- Tell me I try hard
- If you succeed, I'm inspired
- My effort and attitude determine everything



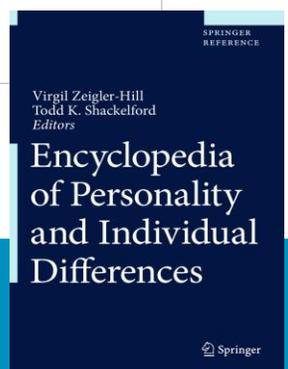
- I'm either good at it, or I'm not
- When I'm frustrated, I give up
- I don't like to be challenged
- When I fail, I'm no good
- Tell me I'm smart
- If you succeed, I feel threatened
- My abilities determine everything

Fear vs. Seeking Systems

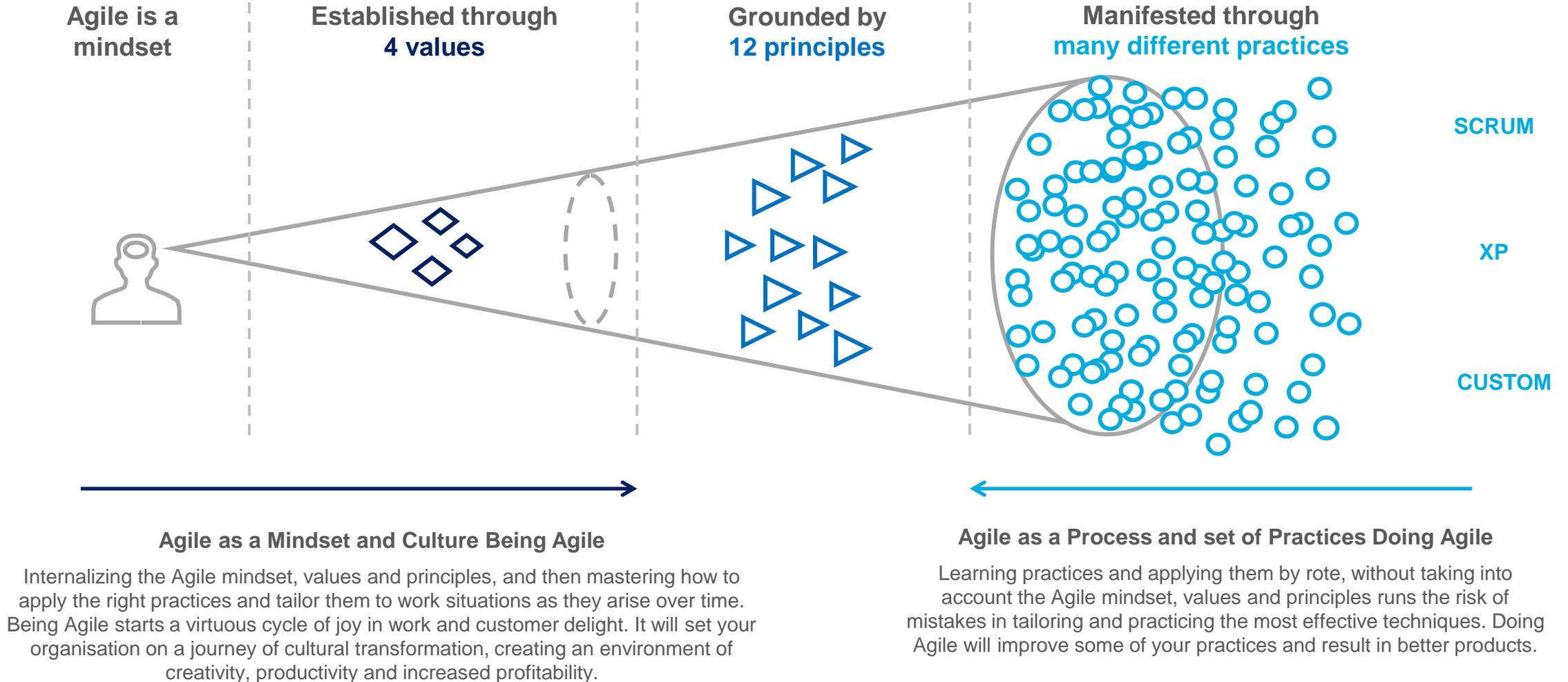
System	Location	key neuropeptides/ neurotransmitters that arouse system	Associated Feelings	Action Tendencies
Fear	Central and lateral amygdala to medial hypothalamus and dorsal periaqueductal gray (PAG)	Glutamate (+), CRF (+), CCK (+), Alpha-MSH (+), Oxytocin (-) cortisol / adrenalin	Threatened, Anxious, Worried	Narrow Attention; when threat comes from within group, submission
Seeking	Nucleus accumbens -- ventral tegmental area, mesolimbic and mesocortical outputs, lateral hypothalamus to PAG	Dopamine (+), Glutamate (+), Opioids (+), Neurotensin (+), Orexin (+)	Curious, Excited, Enthusiastic	Play, experiment, explore, learn from environment

Learn more...

Source: Montag, C. Panksepp, J. Personality neuroscience: Why it is of importance to consider primary emotional systems!
In V. Zeigler-Hill & T. K. Shackelford (Eds.), *Encyclopedia of personality and individual differences*. Heidelberg: Springer-Verlag.



The Agile Mindset: Open and Extendable



The Manifesto for Agile Software Development



We are **uncovering** better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools,
Working software over comprehensive documentation,
Customer collaboration over contract negotiation,
Responding to change over following a plan.

That is, while we value the items on the right, we value the items on the left more.

Modern Agile Guiding Principles



MAKE PEOPLE AWESOME

Steve Jobs used to ask his colleagues, “What incredible benefits can we give to the customer? Where can we take the customer?” In modern agile we ask how we can make people in our ecosystem awesome. This includes the people who use, make, buy, sell or fund our products or services. We learn their context and pain points, what holds them back and what they aspire to achieve. How can we make them awesome?



EXPERIMENT & LEARN RAPIDLY

You can't make people awesome or make safety a prerequisite if you aren't learning. We learn rapidly by experimenting frequently. We make our experiments “safe to fail” so we are not afraid to conduct more experiments. When we get stuck or aren't learning enough, we take it as a sign that we need to learn more by running more experiments.



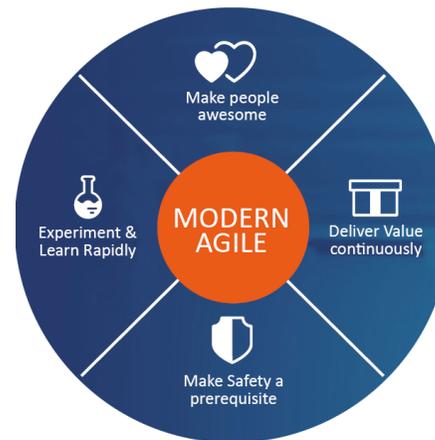
MAKE SAFETY A PREREQUISITE

Safety is both a basic human need and a key to unlocking high performance. We actively make safety a prerequisite by establishing safety before engaging in any hazardous work. We protect people's time, information, reputation, money, health and relationships. And we endeavour to make our collaborations, products and services resilient and safe.

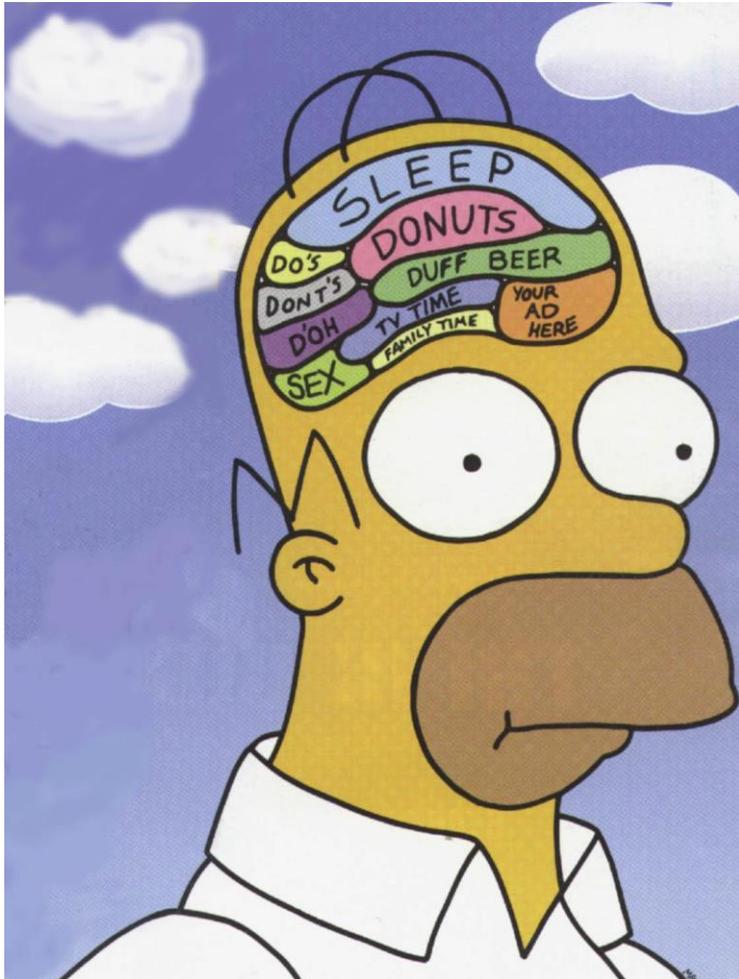


DELIVER VALUE CONTINUOUSLY

Anything that isn't delivered isn't helping anyone become more awesome or safe. In modern agile we ask ourselves, “How could valuable work be delivered faster?” Delivering value continuously requires us to divide larger amounts of value into smaller pieces that may be delivered safely now rather than later.

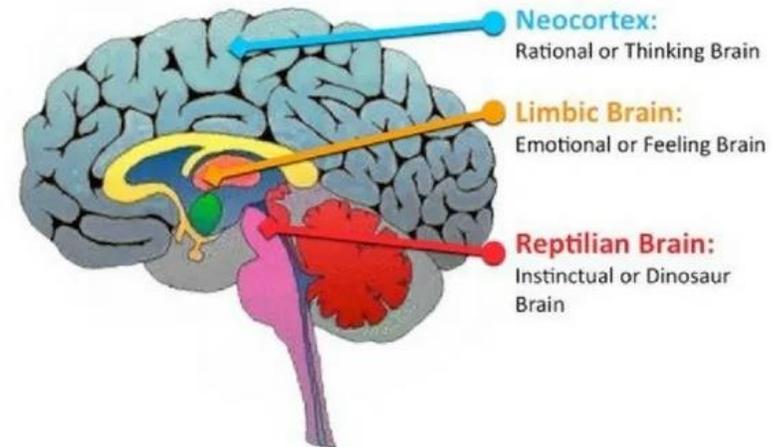


Tricky The Trickster is Lazy



Your actions are not your own

Your three brains:



Our brains are 2% of our body but take up over 20% of the resources taken in. Likes to run in “hibernation mode”

Self-Management

Remember these critical points:

- Our brains biggest drivers are: Survival & Efficiency impacts everything we do
- We operate based on our history of assumptions → Beliefs/mindsets → Behaviors' → Habits
- Must understand emotional distortions
 - Fight, Flight, Fear
 - Negative self talk
- Must understand cognitive distortions
 - Affective Forecasting issues
 - Cognitive biases

Must build skills and habits to fight these tendencies

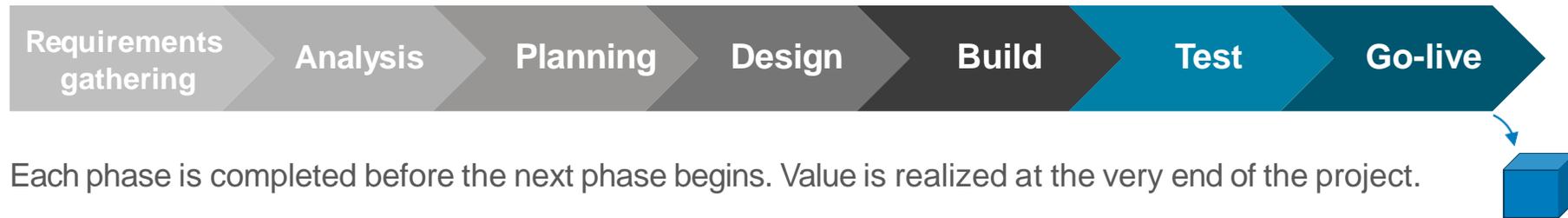
The Power of Unlearn

- A doctor is faced with a complete refresh of information in a five years
- Where does that old information go?
- Think of a water bottle getting overfilled
- Ties to underlying beliefs (break those to begin unlearning process)
- Go into it like you don't know anything

What has made you successful in the past/currently is not necessarily what is going to make you successful in the future

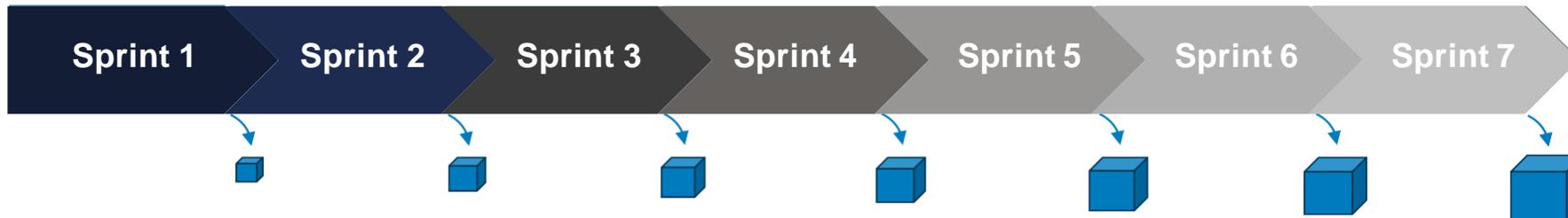
Agile Cultural Foundation #1: Embracing Iterative work

In traditional plan-driven approaches, the project is typically laid out like this:



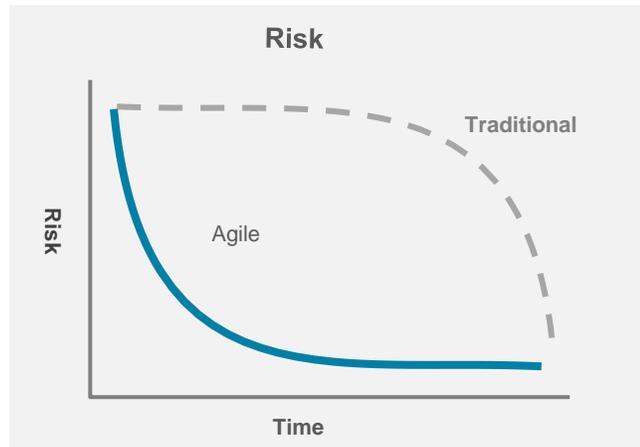
Each phase is completed before the next phase begins. Value is realized at the very end of the project.

In Agile, we don't have phases. We have short Sprints of 1-4 weeks:

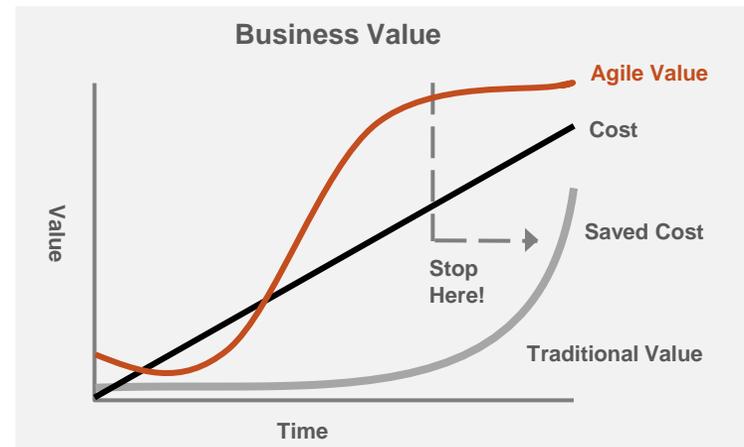


Each Sprint contains some requirements-work, some analysis and design work, some building and some testing. This means that every Sprint results in a production-ready product increment. Value is realized throughout the project.

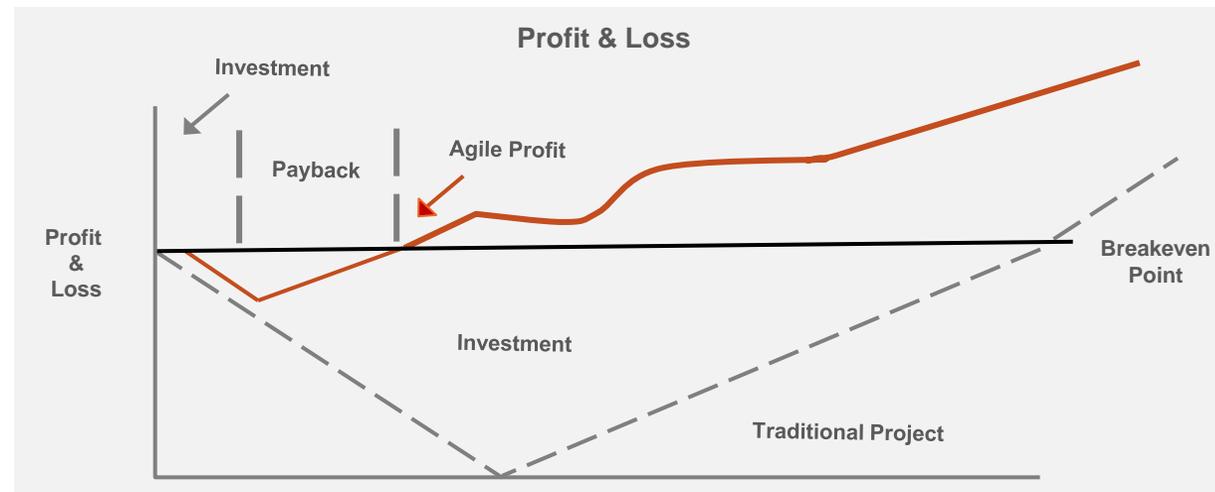
Business Value of working Iteratively



In Agile, risks are exposed early, while for traditional projects, risks can be hidden until later



In Agile, as higher business value is delivered earlier, this allows business owners to reduce wastage



Agile provides payback and breakeven earlier, due to iterative delivery

Definition of Self-Organization

1. Ability of a system to spontaneously arrange its components or elements in a purposeful (non-random) manner, under appropriate conditions but without the help of an external agency. It is as if the system knows how to 'do its own thing.' Many natural systems such as cells, chemical compounds, galaxies, organisms and planets show this property.
2. Animal and human communities too display self organization: in every group a member emerges as the leader (who establishes order and rules) and everybody else follows him or her, usually willingly



Why do human communities tend towards a leader?

How does this impact self-organization and the value it provides?

Zappos example, Holacracy push and attrition impact

Critical Agile Leadership Skill: SELF-ORGANISING

A self-organising team is one where the team takes both individual and collective accountability for its success and approach to work

Each individual takes responsibility for:



Their contribution to the team's success

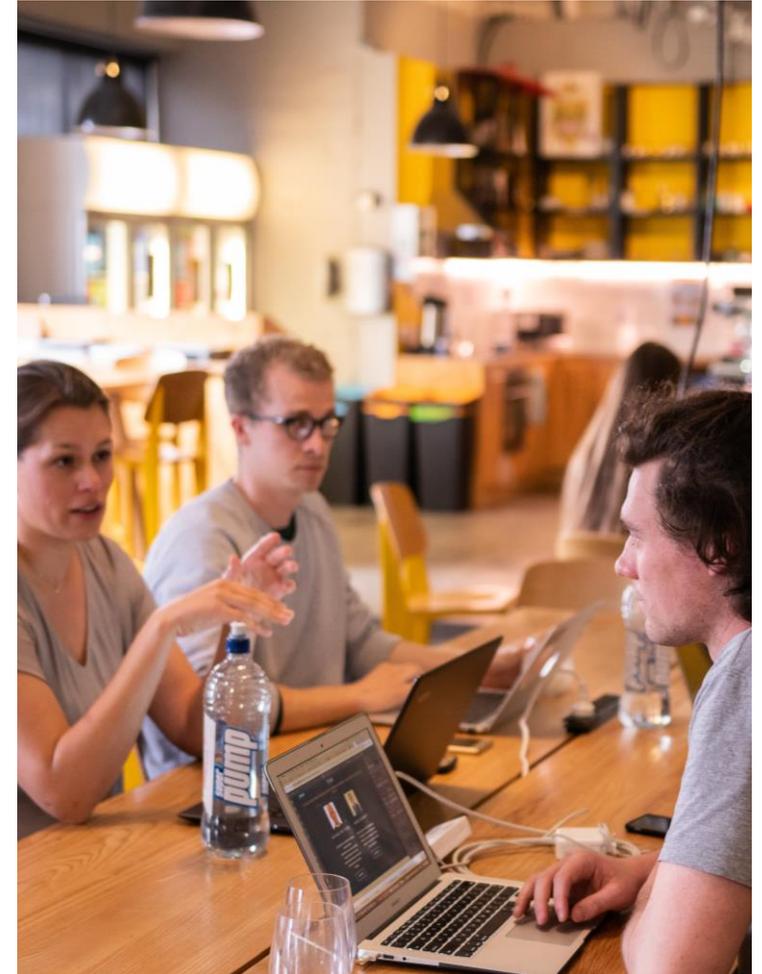


Their interactions with and support of other team members



The joint decisions the team makes

Primary outcome: Pushing decisions to where work is done and driving ownership in outcomes of work



Self-Organized... Being an adult?

- A Leader must consider the team a group of adults (Going to work to see the “kids” construct must go away)
- What does it mean to be “treated like an adult”
- Acting like an adult
 - Adult definition
 - N: One who has attained maturity or legal age
 - Adj: Fully developed and mature
 - Adulthood
 - The state (responsibility) of a person who has attained maturity
- **All ties to autonomy**



Definition of Autonomy: Fuels Self-Organization



Level 1

- Independence or freedom, as of the will of one's actions: the autonomy of the individual



Level 2

- The condition of being autonomous, self-governing, or the right of self-government; independence
- Entire basis of the self-organized team



Responsibility of Autonomy; Employee

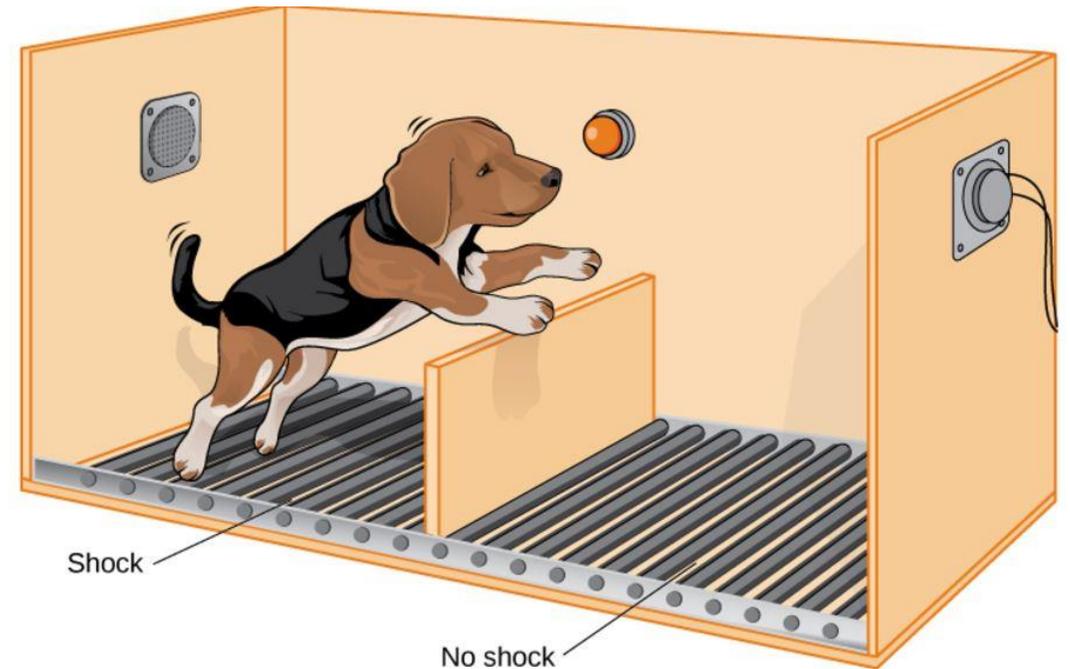
- Understanding of and commitment to shared guiding principals (aka core values)
- Understanding of corporate and department goals
- Development of and commitment to personal professional goals that align with departmental and corporate goals
- Commitment to and demand for communication
- “Actualized” trust
- Confidence and commitment to do your job and to ask for help when needed
 - Act vs. waiting to be told
 - Accepting and compromise vs wanting everything your way
 - Accepting the balance between your needs and the group’s

Responsibility of Autonomy; Employer

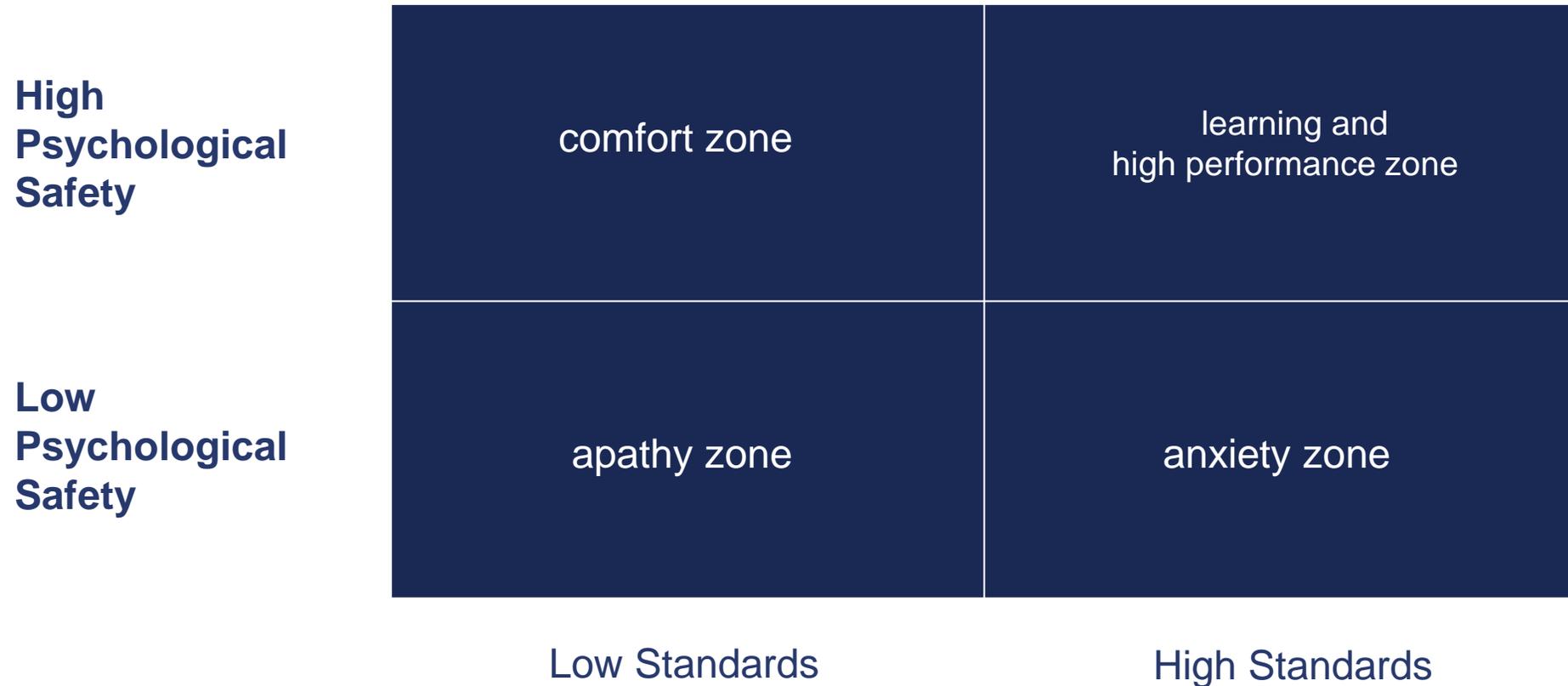
- Develop and adhere to core values
 - Corporate and department level
- Align core values to personnel reviews
- Develop corporate and department goals
 - **Realistic** goals
- Communicate goal status, good or bad
- Do what you say
- Provide support and guidance, knock down barriers don't create them
 - Coaching vs. micro-management
 - Empowerment vs. control
- The death of agile would come at the hands of the middle manager

LEARNED HELPLESSNESS: The Killer of Agile Cultures

- Learned helplessness:
A condition in which a person suffers from a sense of powerlessness, arising from a traumatic event or persistent failure to succeed.
- Initial experiments that formed the basis for this theory were conducted in the late 1960s and early 1970s by psychologists Martin Seligman and Steven Maier.
- Worker gives up the ability to make decisions and be autonomous

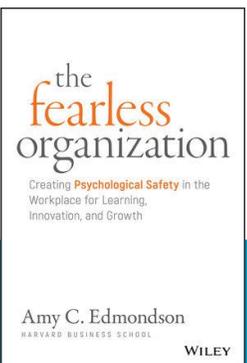


Psychological Safety



Learn more...

Edmondson, Amy C. *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth.*

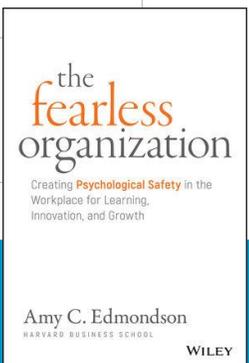


Enabling Psychological Safety

	Setting the Stage	Inviting Participation	Responding Productively
Leadership Tasks	<p>Frame the Work</p> <ul style="list-style-type: none"> • Set expectations about failure, uncertainty, and interdependence to clarify the need for voice <p>Emphasize Purpose</p> <ul style="list-style-type: none"> • Identify what's at stake, why it matters, and for whom it matters 	<p>Demonstrate Situational Humility</p> <ul style="list-style-type: none"> • Acknowledge gaps <p>Practice Inquiry</p> <ul style="list-style-type: none"> • Ask good questions • Model intense listening <p>Set Up Structures and Processes</p> <ul style="list-style-type: none"> • Create forums for input • Provide guidelines for discussion 	<p>Express Appreciation</p> <ul style="list-style-type: none"> • Listen • Acknowledge and thank <p>Destigmatize Failure</p> <ul style="list-style-type: none"> • Look forward • Offer help • Discuss, consider, and brainstorm next steps <p>Sanction Clear Violations</p>
Accomplishes	Shared expectations and meaning	Confidence that voice is welcome	Orientation toward continuous learning

Learn more...

Edmondson, Amy C. *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth.*



Leadership in Agile Cultures

Agile
leadership
is...

- Creating an environment of trust
- Demonstrating and expecting accountability
- Sharing power with the group

Agile
leadership
is not...

- Always being the nice guy
- Watching the team crash and burn
- Hold a committee meeting to discuss every decision



The goal of many leaders is to get people to think more highly of the leader. The goal of a great leader is to help people to think more highly of themselves

J. Carla Nortcutt

Manager as a Servant-Leader



A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong... The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.

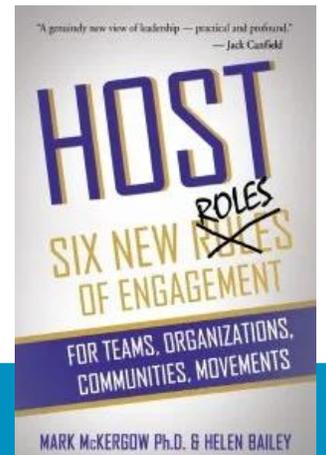
Greenleaf Center for Servant Leadership

Alternative View – Leader as a Host

1. Initiator, providing the initial sparks of what might become a broader initiative
2. Inviter, inviting the relevant people to join our idea
3. Space Creator, thus creating an environment - both physical and emotional, where something is really happening
4. Gatekeeper, defining and protecting the space we have created, allowing people in and out as necessary
5. Connector, by putting in touch people who otherwise would not cooperate, thus enabling useful conversations
6. Co-participator, where we are also an important part of the system we helped creating, not just creators

Learn more...

Mark McKergow and Helen Bailey, *Host: The six new roles of engagement*



Adaptive leadership, Leadership throughout not Position or role based



Solutions to adaptive challenges reside not in the executive suite but in the collective intelligence of employees at all levels”

”Adaptive Leadership is the practice of mobilizing people to tackle tough challenges and thrive”

Ronald A. Heifetz & Donald L. Laurie

What Adaptive Leaders Do

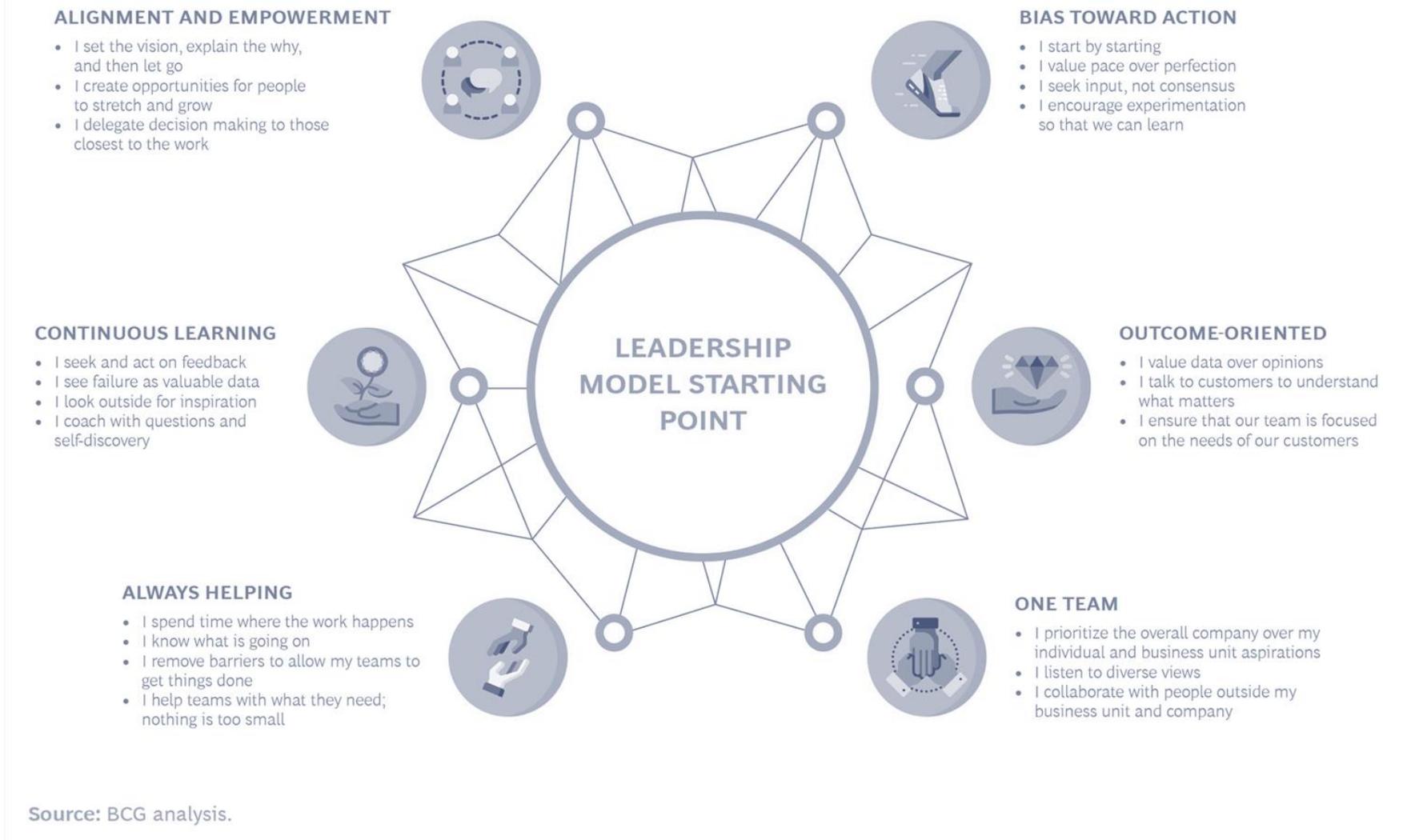


They don't make plans; they don't solve problems; they don't even organize people. What leaders really do is prepare organizations for change and help them cope as they struggle through it."

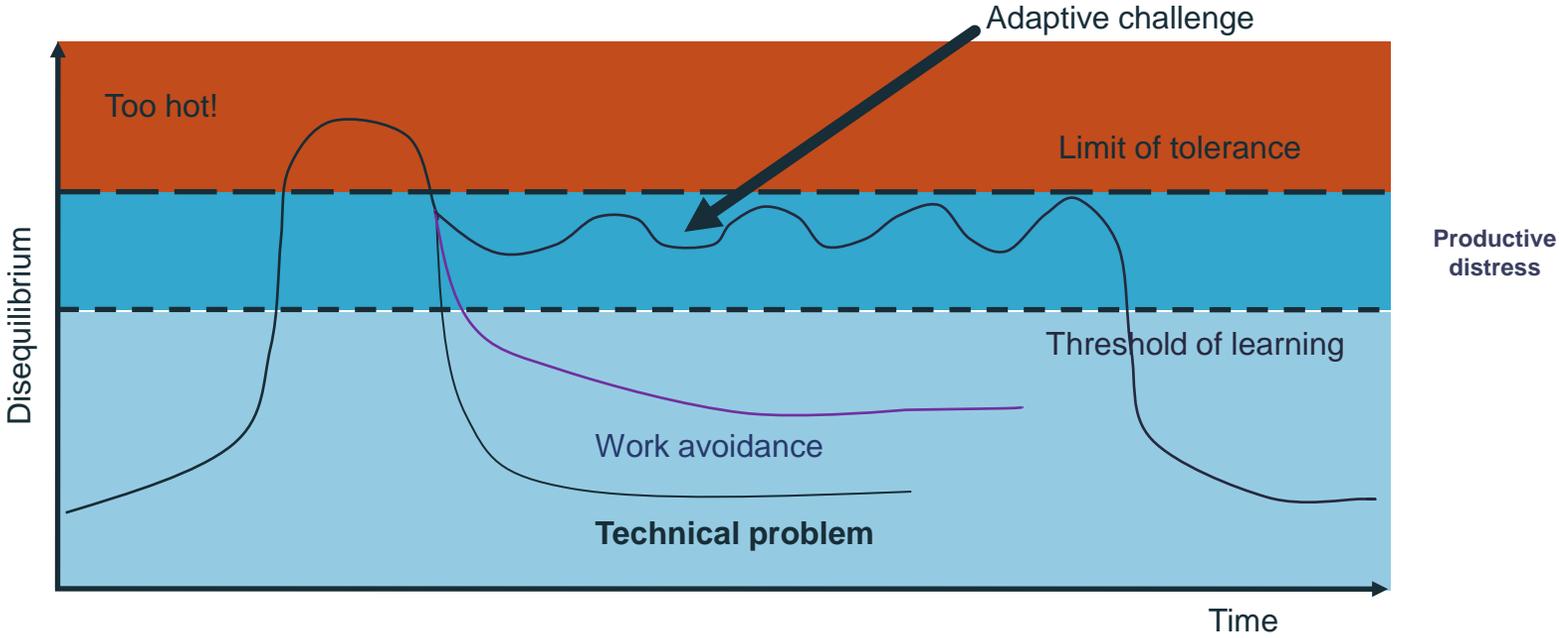
John P. Kotter



Characteristics of an Adaptive Leader



Regulating Tension for Adaptive Leading to drive Learning

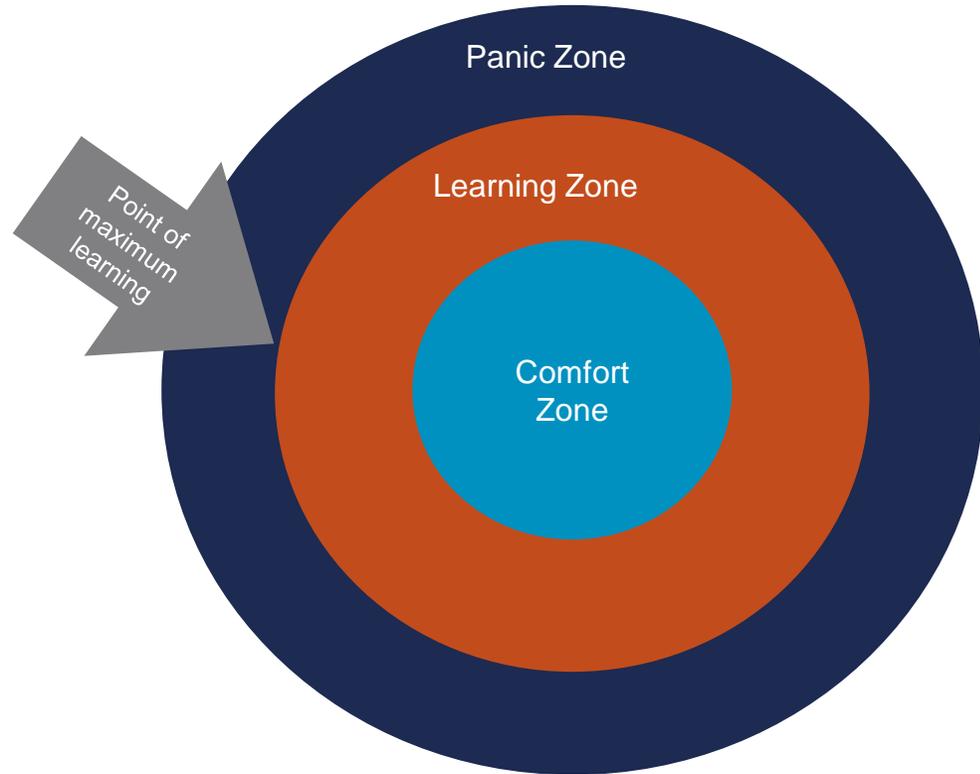


Tactics to Stay in the Zone

Increase heat in the System	Decrease heat in the system
Give more responsibility – give the problem to the system	Address technical aspects
Bring conflict to surface	Employ structure
Protect dissenting voices	Reclaim responsibility temporarily
Seek other perspectives	Slow down the process

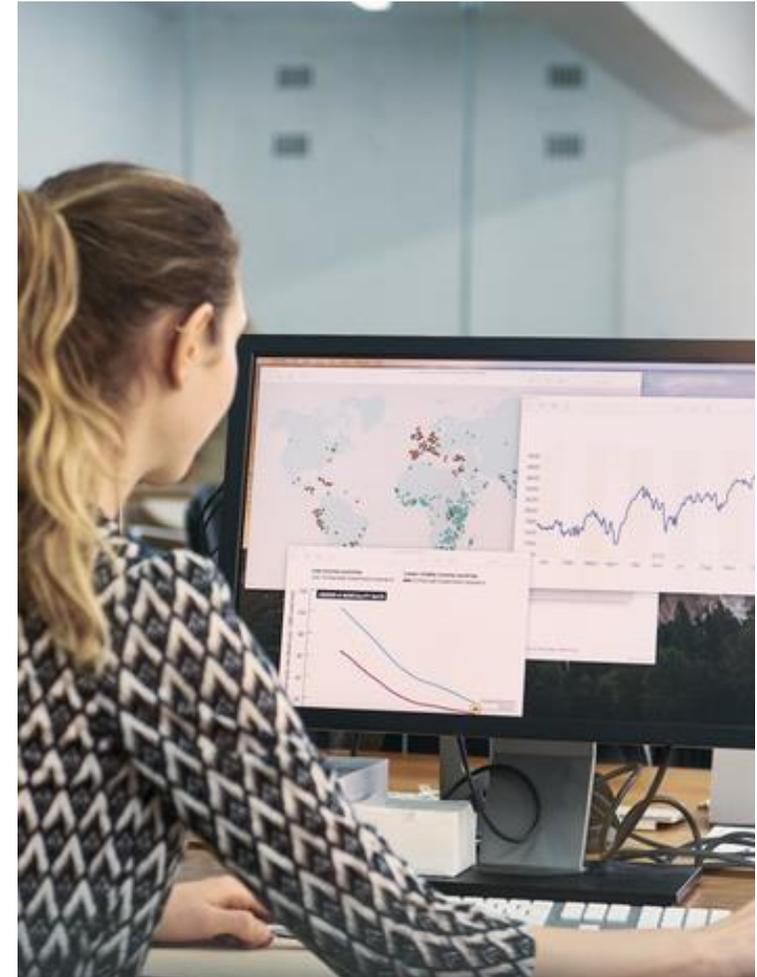
Learning Amplifiers

- Immersion experiences
- Experimentation
- Time for reflection
- Energy
- Time for cultivating imagination
- Opportunities for exploration
- Challenges
- Safety to fail

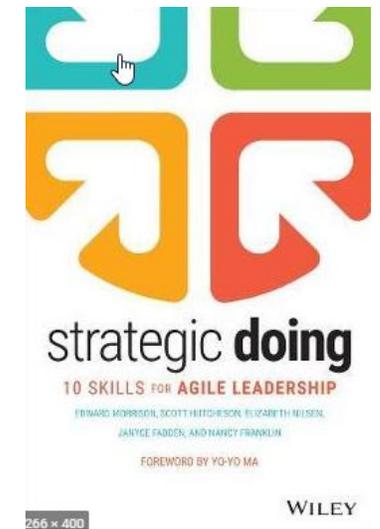
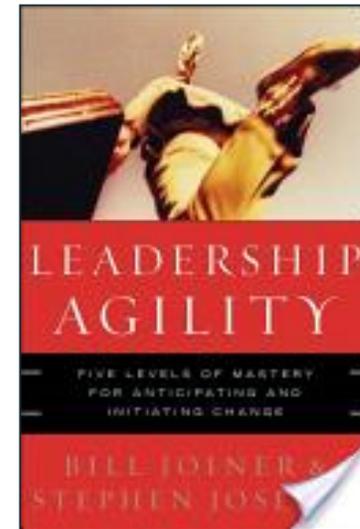
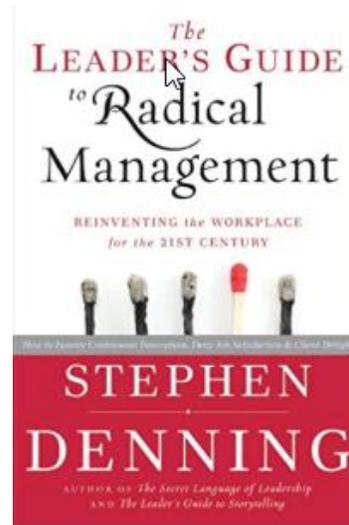
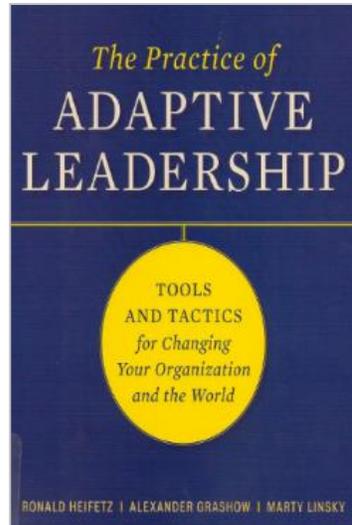
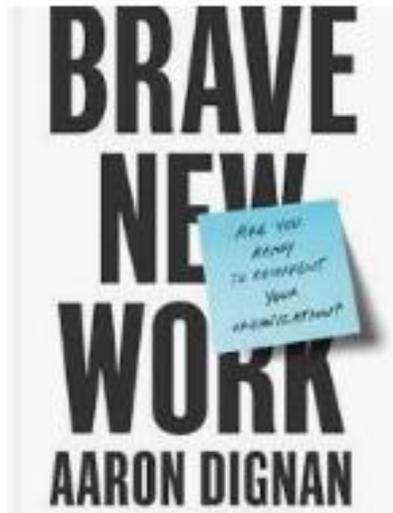


Learning Derailers

- The “Busyness” epidemic
- Managers are spending fewer than seven hours per week of uninterrupted time to do deep versus shallow work
- Spending rest of the time attending meetings, sending e-communications or working in time increments of less than 20 minutes
- Busyness drains energy, and impacts innovation and engagement



Recommended Reading



Thank You!