Leadership Within an Agile Team

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@SelenaDelesie #Leadership #Agile #BetterSoftwareCon

LEAD WITH LOVE
with Selena Delesie

Supporting Change Initiatives

Selena Delesie
*Leadership & Transformation
Coach | Speak | Teach | Podcast*
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You

Personal Leadership

Personal Leadership

In what areas are you avoiding responsibility?

Are you driven by fear or courage?
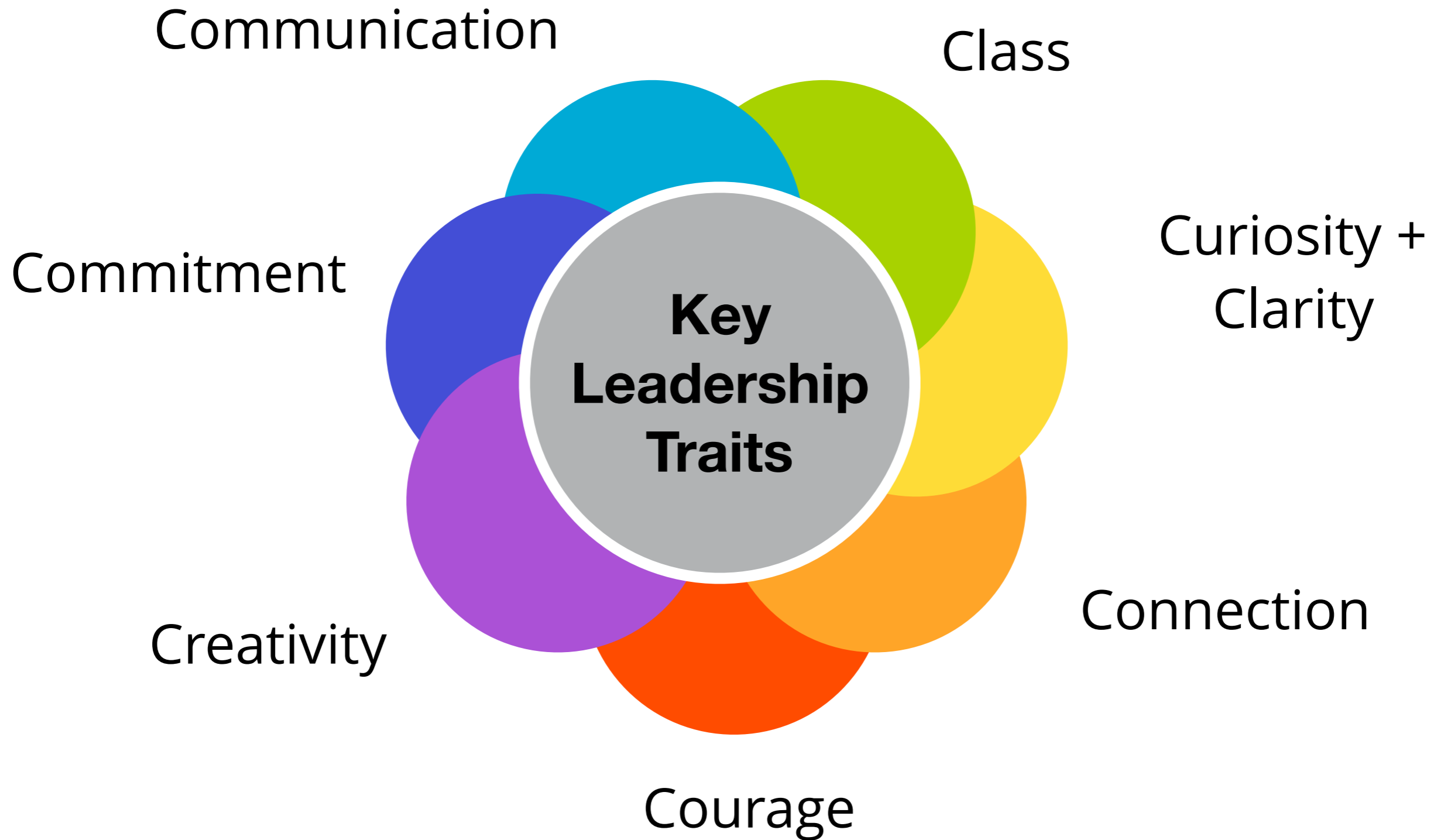
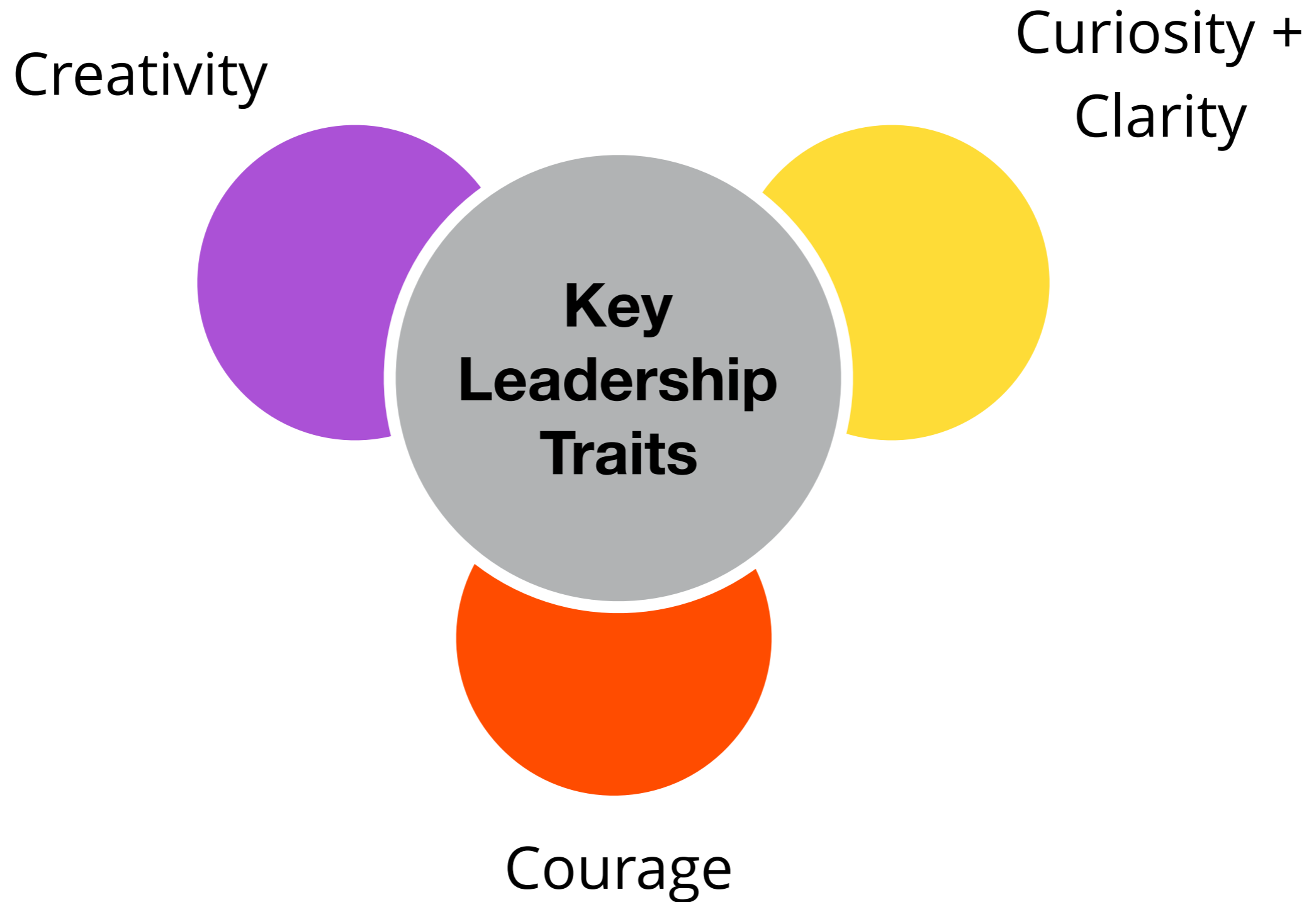How are you evolving and mastering yourself?

In what ways do you innovate?

"The most common way people give up their power is by thinking they don't have any."

~ Alice Walker

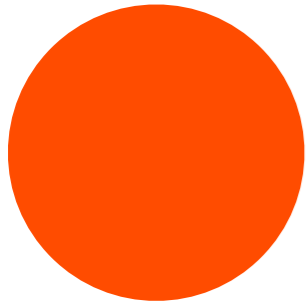*Victims recite problems. Leaders present solutions.*

~ Robin Sharma

Communication

Class

Commitment

Curiosity + Clarity

Key Leadership Traits

Creativity

Connection

Courage

Creativity

Curiosity + Clarity

Key Leadership Traits

Courage

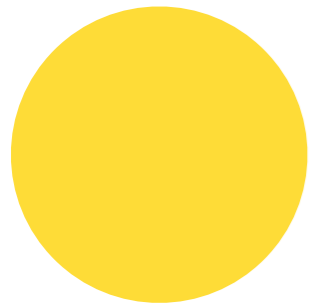# *Courage*

What it Means:

* Challenges Status Quo
* Confident
* Willing to Take Risks
* Speaks Up
* Tries Something New
* Moves Through Fear
* Mistakes/Failures are Opportunities to Improve

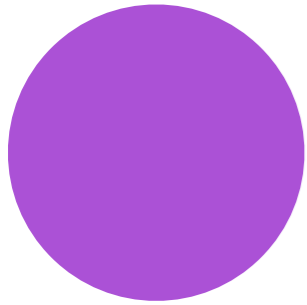"Life begins at the end of your comfort zone."

~ Neale Donald Walsch

Curiosity + Clarity

What it Means:

* Investigative
* Excited to Discover
* Interested and Engaged
* Asks Questions to Understand
* Love of Learning
* Balks at Status Quo

"I have no special talents. I am only passionately curious."

~ Albert Einstein

Creativity

What it Means:

* Out-of-the-Box
* Experimenting
* Exploring
* New & Inspired Ideas
* Imagination
* Open Minded
* Disruptive & Outrageous
* Simplicity, not Complexity

"Genius is the ability to reduce the complicated to the simple."

~ C. W. Ceran

"The significant problems we face cannot be solved by the same level of thinking that created them."

~ Albert Einstein

Agile + Leadership

Why We Struggle With Agile

Process vs People

Plan vs Change

Roles vs Collaboration

Get Told vs Discover
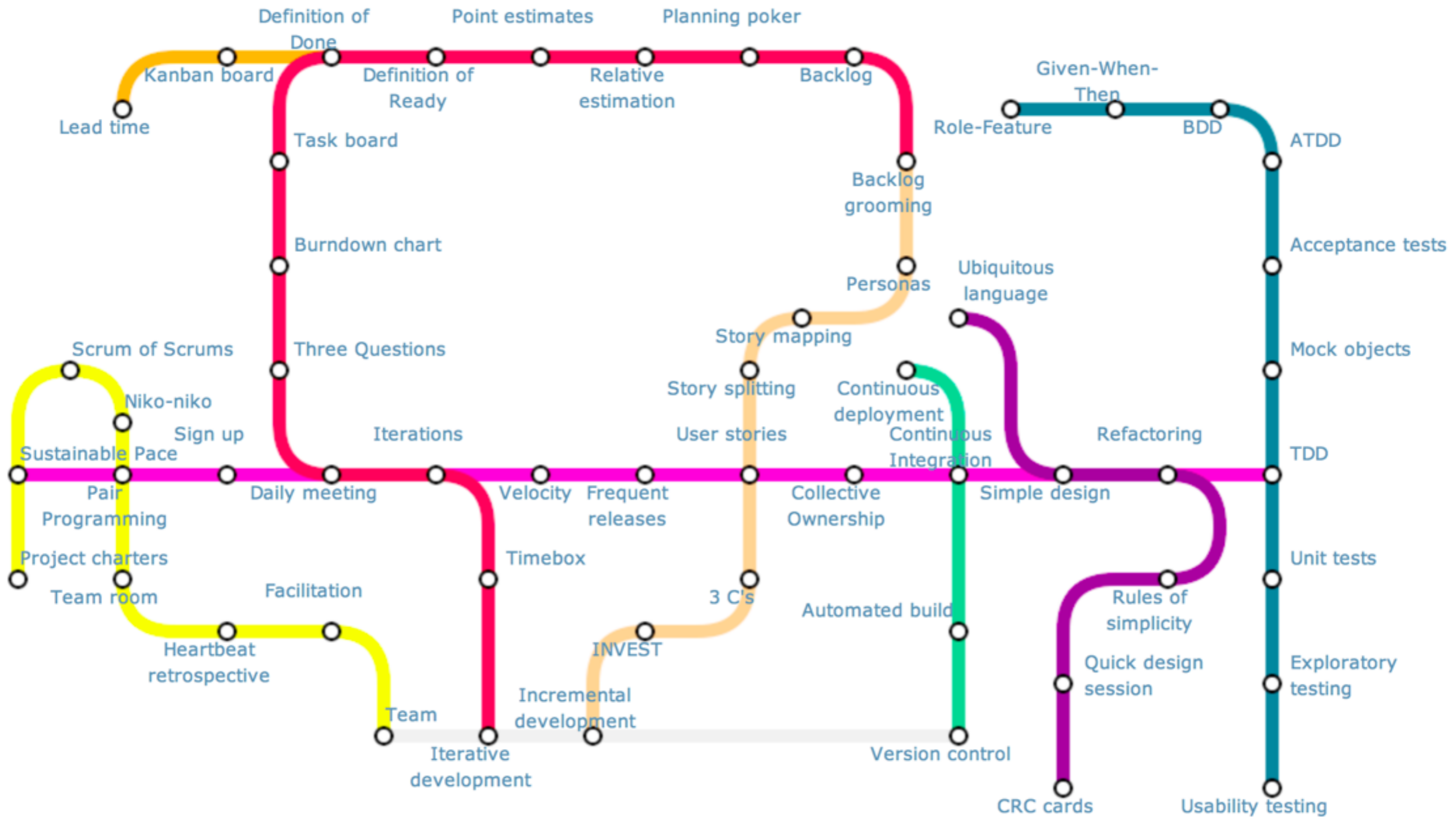
Do Things Right vs Do The Right Thing

"Sustainable accountability is not inflicted, it is voluntary."

~ Jack Canfield and Peter Chee

"Many people are used to being bossed around and so lack a feeling of personal empowerment; they've forgotten how to take responsibility for leading their own lives."

~ Jack Canfield

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Agile subway map showing practices organized by color-coded lines:

Lean (orange): Lead time, Kanban board

Scrum (red): Definition of Done, Point estimates, Planning poker, Definition of Ready, Relative estimation, Backlog, Task board, Burndown chart, Backlog grooming, Three Questions, Iterations, Timebox, Iterative development

Product management (light orange): Personas, Story mapping, Story splitting, User stories, 3 C's, INVEST, Incremental development

Testing (teal): Given-When-Then, Role-Feature, BDD, ATDD, Acceptance tests, Mock objects, TDD, Unit tests, Exploratory testing, Usability testing

Design (purple): Ubiquitous language, Refactoring, Simple design, Rules of simplicity, Quick design session, CRC cards

Extreme Programming (pink): Sustainable Pace, Pair Programming, Daily meeting, Velocity, Frequent releases, Collective Ownership

Teams (yellow): Scrum of Scrums, Niko-niko, Sign up, Project charters, Team room, Facilitation, Heartbeat retrospective, Team

Devops (green): Continuous deployment, Continuous Integration, Automated build, Version control

Fundamentals (grey)

Lacklustre to Purposeful

Why	Why is this important? *Why am I here?* *Why are we doing this?*
What	What is the purpose? *What is the benefit?* *What do we want to accomplish?*
Present	Where are we now? *What results do we experience?* *What are people doing?* *How are people behaving and feeling?*
Future	Where do we want to go? *What results will we experience?* *What are people doing?* *What will you see, hear, and feel?* *What does success look like?*

Agile Practice: Standups

Why is This Important?

What is the Benefit?

What Do We Want To Accomplish?

Get on the same page
Opportunities to collaborate
Continuous course adjustments
Personal & team responsibility
Understanding
Empathy
Transparency
Express concerns
Prioritize & Tackle Challenges

Leadership in Standups

	Trait is Absent	Trait is Present
Creativity	No new ideas, "That's how we've always done it"	Offering Options, Sharing new technology & ideas, Issues resolved quickly
Curiosity + Clarity	No questions, "The requirements said...", Waiting to be told	Asking questions, Open questions - not judgemental and closed
Courage	Very quiet, Issues raised late, "It takes time", Fearful of sharing	Raise risks early, Admitting delays, Offering solutions, Willing to share

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	Trait is Absent	Trait is Present
Creativity	No new ideas, "That's how we've always done it"	Offering Options, Sharing new technology & ideas, Issues resolved quickly
Commitment	No response when an issue is raised, "My part works", "I did what it said", Missing Deadlines	Following through, Proactive in taking on new work & helping others, Self-management, Empowered
Communication	Unclear, Vague, Not paying attention	Listening, Asking questions, Transparency, Active discussions, Dynamic conversations
Class	Rude, Criticism, "You should have...', Antagonism, Lack of Respect	Respectful language, Readiness to help teammates, Positive, Solution Focused, Democratic
Curiosity + Clarity	No questions, "The requirements said...", Waiting to be told	Asking questions, Open questions - not judgemental and closed
Connection	Disengaged, "I told you it wouldn't work", Lack of buy-in, Lack of agreement	Team is tight & together, Humour, Full participation, Caring, Collaboration
Courage	Very quiet, Issues raised late, "It takes time", Fearful of sharing	Raise risks early, Admitting delays, Offering solutions, Willing to share

Agile Practice: Retrospectives

Why is This Important?

What is the Benefit?

What Do We Want To Accomplish?

Team building
Identify & prioritize improvements
Take ownership to improve
See the bigger picture
Massive radical change
Incremental change

Leadership in Retrospectives

	Trait is Absent	Trait is Present
Creativity	Lack of improvement, Complacent with how things are, No suggestions	Team improves sprint-to-sprint, New ways to tackle old problems, Sharing ideas
Curiosity + Clarity	Not receptive to ideas & changes, Uncertain action plans, Unwilling to learn & discover	Asking questions to understand each other, "How can we do better?", "How else can we tackle this?"
Courage	Not speaking up, Guarded comments, Few challenges raised, Aversion to taking risks, Analysis paralysis	Raising challenges, Sharing opinion and ideas, Challenging and questioning - respectfully

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	Trait is Absent	Trait is Present
Creativity	Lack of improvement, Complacent with how things are, No suggestions	Team improves sprint-to-sprint, New ways to tackle old problems, Sharing ideas
Commitment	Not attending, Not taking on improvement intiatives, Unwilling to go outside job title	Excited to learn and grow, Takes on change intiatives, Helps others with improvements & problem solving
Communication	Discussions falling flat	Frank discussions, Honest, Open
Class	Interrupting others, Hiding information, Not trying to understand others	Listen to others, Support others in participating, Share information
Curiosity + Clarity	Not receptive to ideas & changes, Uncertain action plans, Unwilling to learn & discover	Asking questions to understand each other, "How can we do better?", "How else can we tackle this?"
Connection	Lack of eye contact, Not engaged, Not participating in discussions	Engaged, Dynamic discussions, Refocus on common goal
Courage	Not speaking up, Guarded comments, Few challenges raised, Aversion to taking risks, Analysis paralysis	Raising challenges, Sharing opinion and ideas, Challenging and questioning - respectfully

Agile Practice: Story Mapping

Why is This Important?

What is the Benefit?

What Do We Want To Accomplish?

Organize & Categorize
Clarify
Sequence Work
Prioritization
Help Make Decisions
Who, How Much, What?
Common Understanding
Cross-Company Co-ordination

Leadership in Story Mapping

	Trait is Absent	Trait is Present
Creativity	No Story Splitting, Lack of Ideas for How to Do Things Better	Radical Improvements, Trying New Ways to Organize & Plan Projects
Curiosity + Clarity	Group Think, Complacent, Unwilling to Consider Options, Constrained by What You Know	Asking Why/What/…, Improving Ideas, Think Outside Toolbox, Constrained by What You Can Learn
Courage	Group Think, No Leadership, Unwilling to Split Stories, Lack of Decisions, Lack Participation	Decision Making, Exploring Alternatives & Options, Dynamic Changes

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	Trait is Absent	Trait is Present
Creativity	No Story Splitting, Lack of Ideas for How to Do Things Better	Radical Improvements, Trying New Ways to Organize & Plan Projects
Commitment	"Don't Care", Not Contributing, Won't Make Decisions, Superficial Work, Disengaged, "Cowboy Coders"	Engaged, Owned by All Team Members, Radical Improvements, Clear, Increased Confidence
Communication	Confusion, Misunderstanding	Shared Understanding
Class	Distrust, Hurt Feelings, "Weasles	Harmony, Trust, Mutual Support, Needs of Group vs Self, Stewardship
Curiosity + Clarity	Group Think, Complacent, Unwilling to Consider Options, Constrained by What You Know	Asking Why/What/…, Improving Ideas, Think Outside Toolbox, Constrained by What You Can Learn
Connection	Conflict, Divergent Views, Lack of Trust, No Buy-In, Incomplete, Shifting Priorities, Us Vs Them	Quick to Develop, Sense of Direction, Clear Direction, Consensus
Courage	Group Think, No Leadership, Unwilling to Split Stories, Lack of Decisions, Lack Participation	Decision Making, Exploring Alternatives & Options, Dynamic Changes

Closing Time

Lead Within Your Team

Every Day, How Will You:

* Discover Bold Creativity?
* Embrace Your Inner Leader?
* Understand and Be Understood?
* Be More Authentic & Supportive?
* Ask Questions to Learn More?
* Build Rapport & Collaboration?
* Speak Up & Expand Your World View?

"Daily ripples of excellence - over time - become a tsunami of success."

~ Robin Sharma

Your Take

What was most impactful for you today?

What will you take back to work
to be a better leader?

Thank You

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