WHAT MAKES YOU A GREAT LEADER

Explore the postcards on the tables
Find one that represents you as a Leader
Bring it with you
Lean-Agile Leadership

Transform yourself, Transform your enterprise
Audrey Boydston
Senior Consultant, SPCT, PMP
Scaled Agile, Inc
Let me tell you about...
You have to know where you are before you can plan where to go.”
Learning Tool Part 1: Leadership
Lean + Agile
Principles and Values
SAFe House of Lean
The Agile Manifesto

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

While there is value in the items on the right, we value the items on the left more.
The Agile Manifesto Principles

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

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

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

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

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

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

7. Working software is the primary measure of progress.

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

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

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

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

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

- **1** Take an economic view
- **2** Apply systems thinking
- **3** Assume variability; preserve options
- **4** Build incrementally with fast, integrated learning cycles
- **5** Base milestones on objective evaluation of working systems
- **6** Visualize and limit WIP, reduce batch sizes, and manage queue lengths
- **7** Apply cadence, synchronize with cross-domain planning
- **8** Unlock the intrinsic motivation of knowledge workers
- **9** Decentralize decision-making
Learning Tool Part 2: Lean + Agile
An Effective Lean-Agile Leader
Steps outside of the circle
We once had a leader that we called ‘upside-down funnel’. By the time we received the information from him it was so diluted, so sprinkled down, that none of us could see the connections or make sense of it.”

Balances the Information Funnel
Helps build social networks
I will not allow any teams to raise their estimates on their work that is already planned. They would just be adding slack.”
I need the teams to deliver every Feature this Program Increment because we committed to dates with our customers. If they can’t pull this together, my leaders will make us go back to waterfall… This is their last chance.”
Facilitates Learningful Conversations

Balance Inquiry with Advocacy
Is Along for the entire journey

Our Leader stayed away from our ceremonies, away from our Team Area, and didn’t engage with us directly.”
Creates a Learning Environment
Is Authentic

I just want my Leader to acknowledge me by saying good morning.”
I’ve experienced this so many times before, I know exactly what we should do.”
Learning Tool Part 3: Add one phrase for Lean-Agile Leader

Leban-Agile Leader

Leadership

Lean + Agile
Learning Tool Part 3: Lean-Agile Leader

- Steps outside of the Circle
- Balances the Information Funnel
- Helps Build Social Networks
- Empowers and Trusts their Teams
- Understands the New Way of Working
- Facilitates Learningful Conversations
- Is Along for the Entire Journey
- Creates a Learning Environment
- Is Authentic
- Is Self-Aware
Activity: Feel the shift

Write your name fold your arms

Try the opposite...
Connection to a Mindset Shift
Fixed Mindset
Growth Mindset
Growth vs. Fixed Mindset

Leadership/Teams

Change

Learning/Improvement

Failure/Effort

Challenge/Potential
Learning Tool Part 4: Growth/Fixed - Leadership Mindset

Lean-Agile Leader
Leads
Lean + Agile
Leadership
Growth /Fixed
Learning Tool Part 4: Growth/Fixed - Leadership Mindset

- Leadership/Teams
- Change
- Learning/Improvement
- Failure/Effort
- Challenge/Potential
Mindset Shift
Journey to a Growth Mindset

- Embrace your fixed mindset
- Become aware of your fixed-mindset triggers
- Give your fixed-mindset persona a name
- Educate it. Take it on the journey with you.

Mindset: The New Psychology of Success, Carol Dweck, 2006
Shift your Mindset…

Extend your Comfort Zone
Moving forward... even though some stay behind.
What Does it Mean to Have a Mindset Shift?
Let’s Look at the Behaviors
Change Catalyst
Breakdown
Disabler
Capability Builder
Team (and People) Grower
Culture Changer
Relationship Cultivator
Pattern Seeker
Environment Nurturer
Shelter Builder
Learning Tool Part 5: Growth Mindset – Leadership Behaviors
Learning Tool Part 5: Growth Mindset – Leadership Behaviors

- Change Catalyzer
- Breakdown Disabler
- Capability Builder
- Relationship Cultivator
- Environment Nurturer
- Team (and People) Grower
- Vision Connector
- Culture Changer
- Pattern Seeker
- Shelter Builder
Link Mindset Shift and Sustainable Transformation
Mindset change is not about picking a few pointers here and there. It’s about seeing things in a new way”

Mindset: The New Psychology of Success, Carol Dweck, 2006
Understand and champion the WHY
Give the gift of the Growth Mindset
…by creating the space for growth
The growth-mindset **classroom** environment should:

- be space that communicates hard work is a value
- place a premium on taking risks and taking challenges
- communicate to **students** that this is a safe space in which to ask questions and make mistakes.”

The Growth Mindset Coach, Annie Brock & Heather Hundley, 2016
There is no secret sauce… it’s in you!
Learning Tool Part 6: Secret Sauce

- Lean-Agile Leader
- Leadership
- Growth Mindset
- Lean + Agile
- Secret Sauce
- Growth /Fixed
Moving Forward...
Transform yourself
Transform your enterprise
THANK YOU!!