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& THE LEADERSHIP GIFT

@ChristopherAver

EMPIRICAL LEADERSHIP: PROVEN ALTERNATIVES TO AGILE FOR EXECUTIVES

AGILE 2013

Major Frustration at Scale

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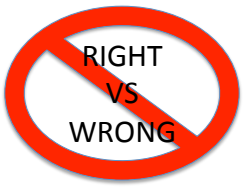
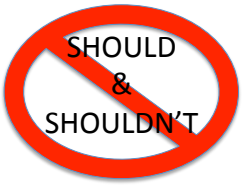
Entrenched Linear, Deterministic Thinking

meets

Fresh Empirical, Adaptive Thinking





Good Choices for Faster Change

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Stop Trying to Change Management.
Instead, Become the Management.

Why?
Agile disciplines make you the more skilled manager.

Good Choices for Faster Change

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Stop Working for Those
Who Choose Not to See.
Instead Work Where There Is Light.

Why?
You Deserve It.
Let Market Forces Act Swiftly.

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That's too challenging Christopher.
We want more ALTERNATIVES.

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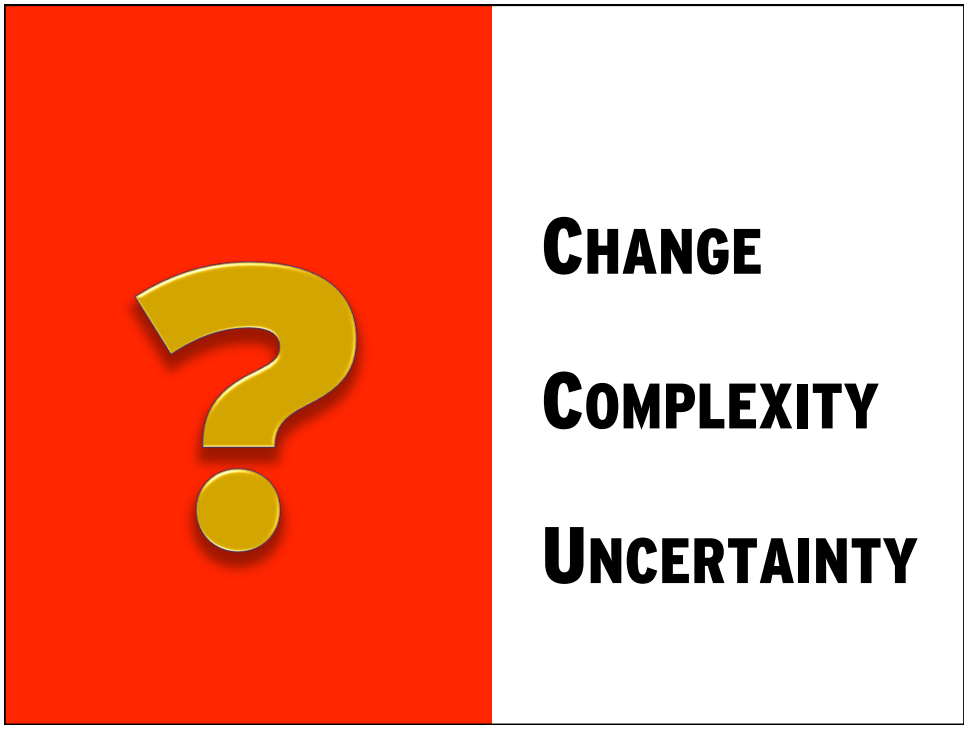
STOP SELLING AGILE

Start experimenting with
empirical leadership thinking.



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GET REAL FAST

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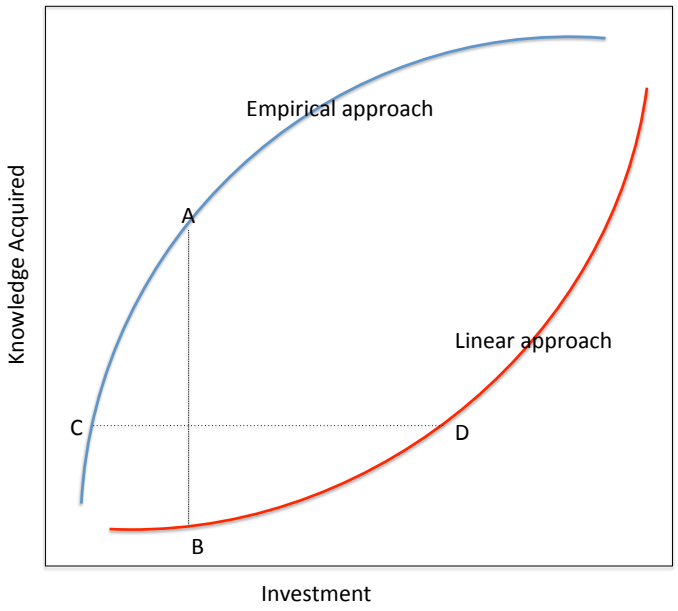
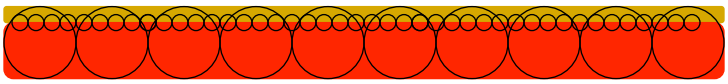
Alistair Cockburn's Knowledge Acquisition Curve



LINEAR/DETERMINISTIC **aka, Plan Driven or Waterfall**

- ✓ **Analysis**
- ✓ **Getting It Right**
- ✓ **Efficiency**

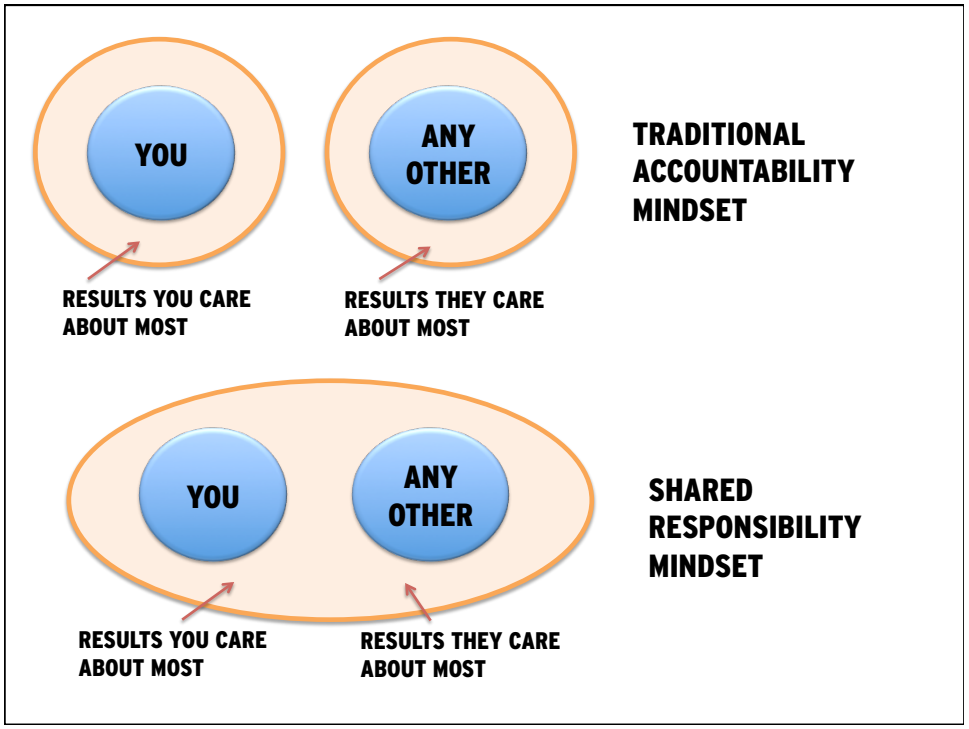
Change as a Noun

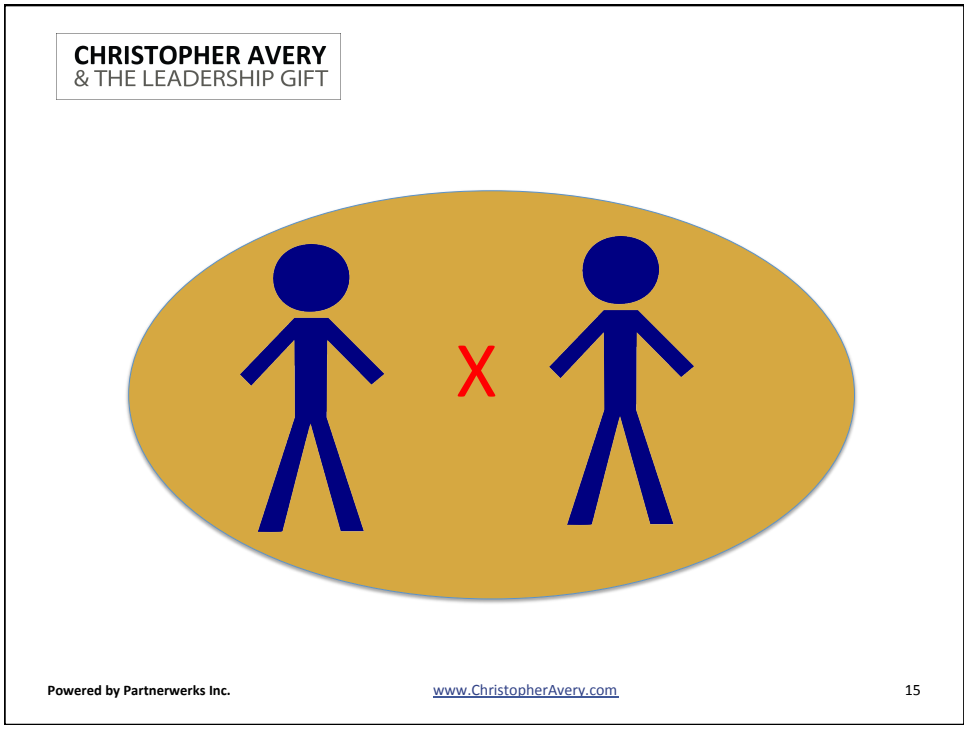


ITERATIVE **aka, Value Driven or Adaptive**

- ✓ **Empiricism**
- ✓ **Learning**
- ✓ **Effectiveness**

Change as a Verb


YOU
ANY OTHER
TRADITIONAL ACCOUNTABILITY MINDSET
RESULTS YOU CARE ABOUT MOST
RESULTS THEY CARE ABOUT MOST
YOU
ANY OTHER
SHARED RESPONSIBILITY MINDSET
RESULTS YOU CARE ABOUT MOST
RESULTS THEY CARE ABOUT MOST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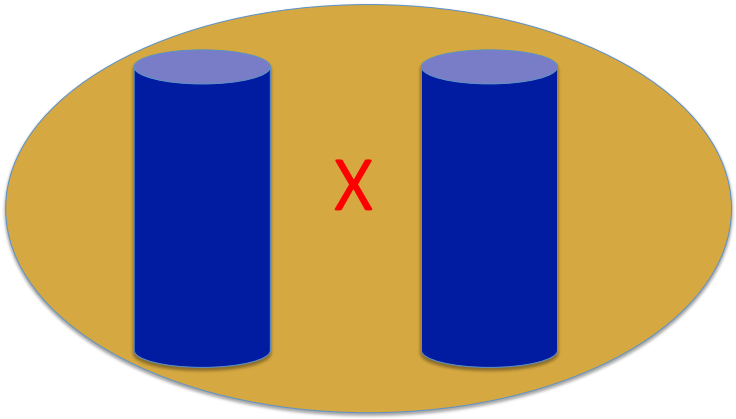

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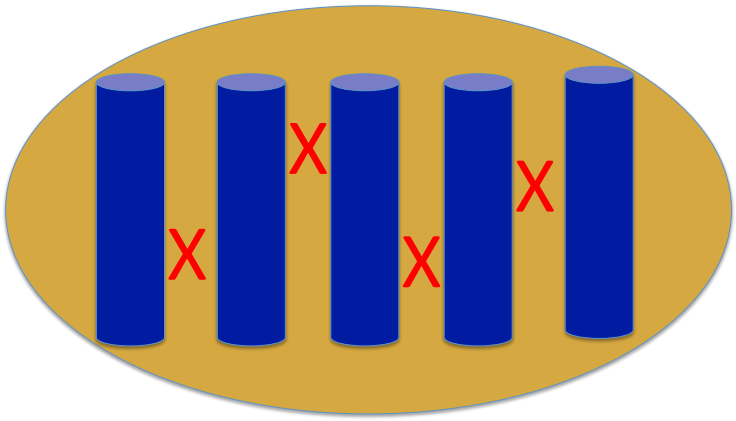

Islands of Software (aka "Agile Ghetto")

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ONE CONTEXT FOR THRIVING IN CHANGE, COMPLEXITY, AND UNCERTAINTY

he Wall

The Wall

"**Five Flawless Steps to Building a Strong Executive Leadership Team**"
Download with our compliments from ChristopherAvery.com

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HOW WE RESPOND TO PROBLEMS

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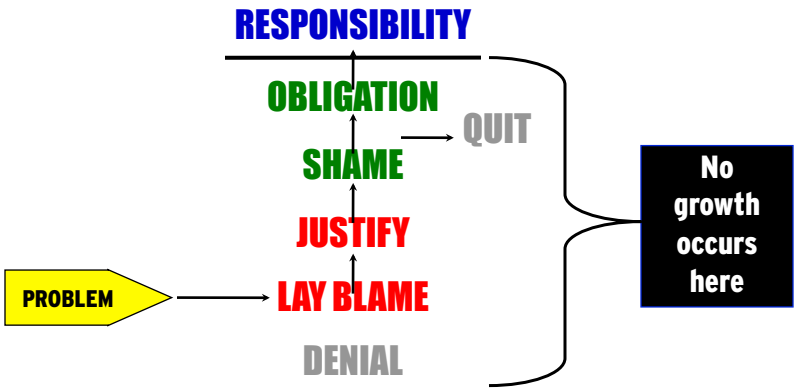

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WHY THIS IS IMPORTANT

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It' our **NATURAL MENTAL & SOCIAL PROCESS** behind

- ✓ SUCCESS
- ✓ LEADERSHIP
- ✓ TEAMWORK
- ✓ PROBLEM-SOLVING
- ✓ LEARNING
- ✓ CHANGE

- OR THE LACK THEREOF

See complete video overview at ChristopherAvery.com/speaking

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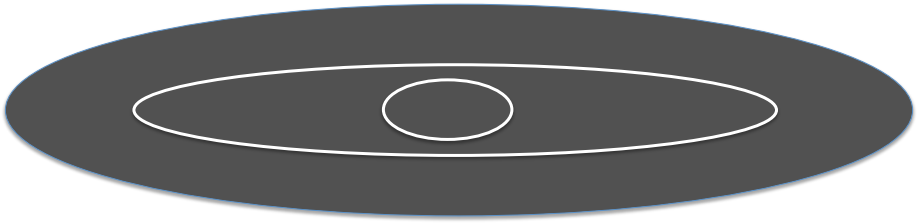
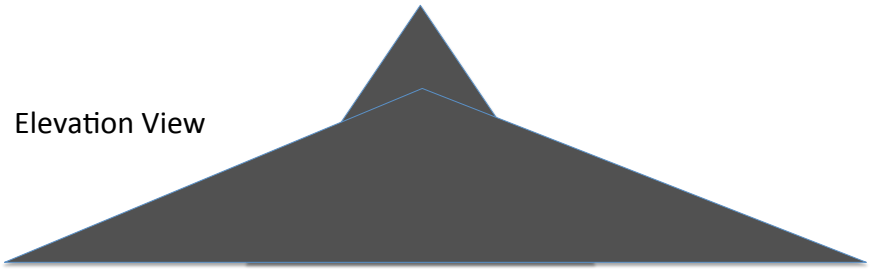
Plan View



Elevation View



When Management Shares Responsibility…
(i.e., Cross-Functional Teams, Swarming, Rocks, Rapid Results Projects, Servant Leadership, Beyond Budgeting)

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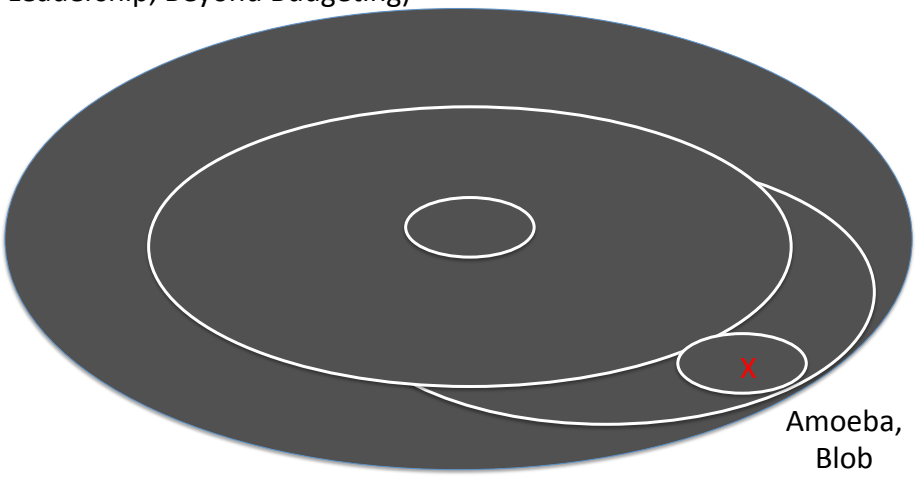

Empiricism for Executives

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Cross-Functional Teams – Solving problems between/across departments

Swarming – Focusing attention on an organizational priority

Rocks – "Rockefeller Habits" lightweight framework for Strategy and Execution. Covey metaphor Rocks, pebbles, sand, water. Quarterly Rock teams.

Rapid Results Projects – Robert Schaffer, 100-Day Thin-Slice Projects drive results, management teamwork, and leadership development. "Strategic Organizational Adaptation"

Servant Leadership – Robert Greenleaf, Serving self-organization more than authority

Beyond Budgeting – Twelve principles for strategic organizing around adaptive versus deterministic targets and budgets.

Dialog?

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1. G+ Community “Empirical Leadership”

2. Google Doc:

https://docs.google.com/a/christopheravery.com/document/d/1eUCWcpGBFYTKYQBM_2X5bcwjDUrystR44elTR-_tuXI/edit#

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ACCOUNTABILITY ≠ RESPONSIBILITY

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CREDIBLE THREAT

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CREDIBLE TRUST
& COMMITMENT

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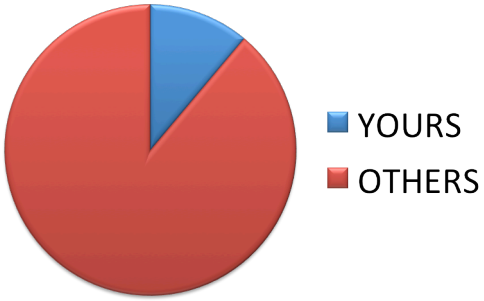
SCARCITY



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EXPANSIVE

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EXTRINSIC

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INTRINSIC

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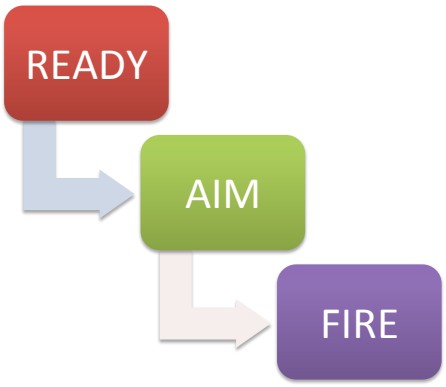
DETERMINISTIC, LINEAR



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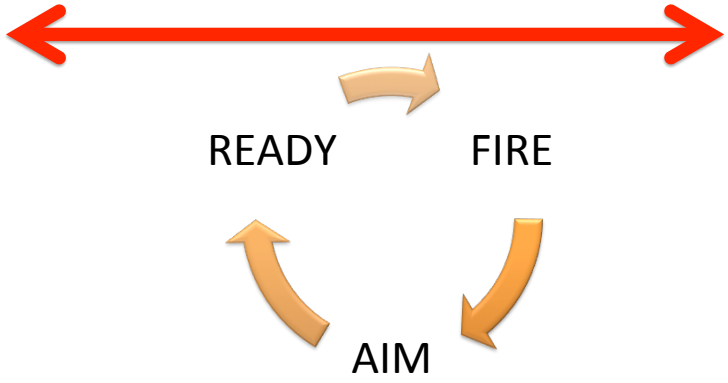
ADAPTIVE, EMPIRICAL



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WHEN

ACCOUNTABILITY > RESPONSIBILITY

UNHAPPY PEOPLE
LOW PERFORMANCE

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WHEN

RESPONSIBILITY > ACCOUNTABILITY

HAPPY PEOPLE
AMAZING PERFORMANCE

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DYNAMICS BEFORE MECHANICS

SCALABLE **BEHAVIORS**

NOT SCALABLE **PROCESSES**

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TAKEAWAY

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RESPONSIBILITY
TRUMPS
ACCOUNTABILITY

TAKEAWAY

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RESPONSIBILITY PRACTICES
TRUMP
ACCOUNTABILITY PRACTICES

TAKEAWAY

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MASTERING RESPONSIBILITY
TRUMPS
MASTERING ACCOUNTABILITY

INTENTION

AWARENESS

CONFRONT

OUR NATURAL EMPIRICAL MINDSET

(IF WE USE IT)

COULD "PRACTICING" RESPONSIBILITY BE THE ESSENCE OF AGILITY?

GROW	LEARN	CHANGE		VALUE	AGILE	HAPPY
COPE	DEFEND	RESIST		WASTE	FRAGILE	RESIGNED

THE RESPONSIBILITY PROCESS™

RESPONSIBILITY

OBLIGATION

SHAME

JUSTIFY

LAY BLAME

DENIAL

QUIT

Replace
Right and Wrong
with
Empiricism

Replace
Endless Analysis
with
Experiments

QUESTION

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What time-boxed, controlled management experiment are you running now?

Ask Yourself

What percent of my effort is adding value?

How do I know?

This Week

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Meet Partnerwerks' Peter Winick

SESSION

When Not To Have All The Answers: Stop Giving Advice and Start Asking Questions
– with Judith Mills, Wednesday, 9AM

MEET UP

Partnerwerks Leadership Gift Reception
– Wednesday 8:30 C3139

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