LEADING AGILE CHANGE

EMPIRICAL LEADERSHIP

@ChristopherAver #LeadershipGift

GET REAL FAST

LEADING

taking ownership of a space and mobilizing effective action

AGILE

organizing for learning and change

change without changing

A. Rate your exposure to Change from 1 (lo) to 3 (hi)

1 2 3

B. Rate your exposure to Complexity from 1 (lo) to 3 (hi)

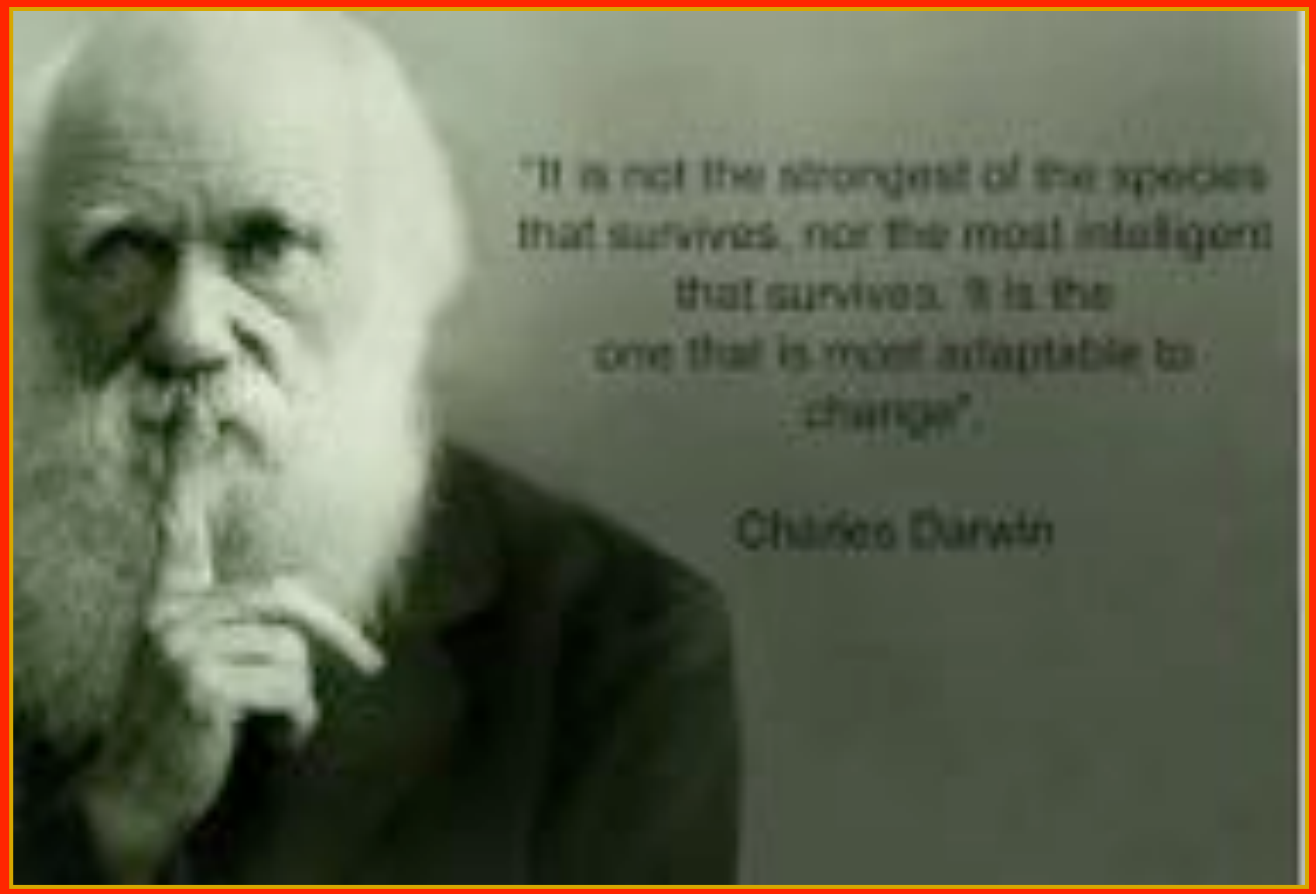
1 2 3

C. Rate your exposure to Uncertainty from 1 (lo) to 3 (hi)

1 2 3

Multiply exposure for A x B x C = ____

changea
Abstract
changei
Imposed
changec
Contextual
(Chosen)

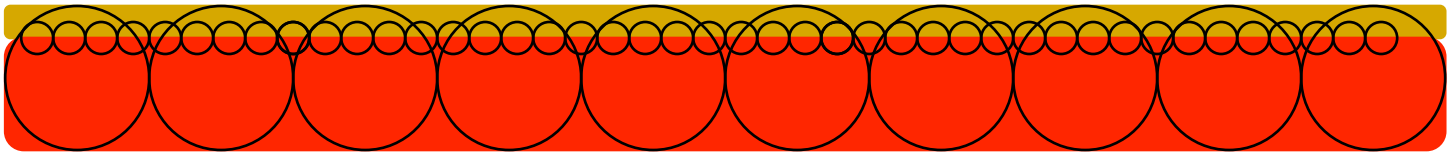

"It is not the strongest of the species
that survives, nor the most intelligent
that survives. It is the
one that is most adaptable to
change".
Charles Darwin

LINEAR

- ✓ Analysis
- ✓ Getting It Right
- ✓ Efficiency

aka, Plan Driven or Waterfall

Change as a Noun



ITERATIVE

- ✓ Empiricism
- ✓ Learning
- ✓ Effectiveness

aka, Value Driven or Adaptive

Change as a Verb

DYNAMICS BEFORE MECHANICS

(SCALABLE BEHAVIORS, NOT SCALABLE PROCESSES)

accountability

≠

responsibility

The Responsibility Process™

RESPONSIBILITY

OBLIGATION

QUIT

SHAME

JUSTIFY

LAY BLAME

DENIAL

① List all of your commitments

② Sort into three categories

③ Empty the middle category

Hell Yes	Yes	No

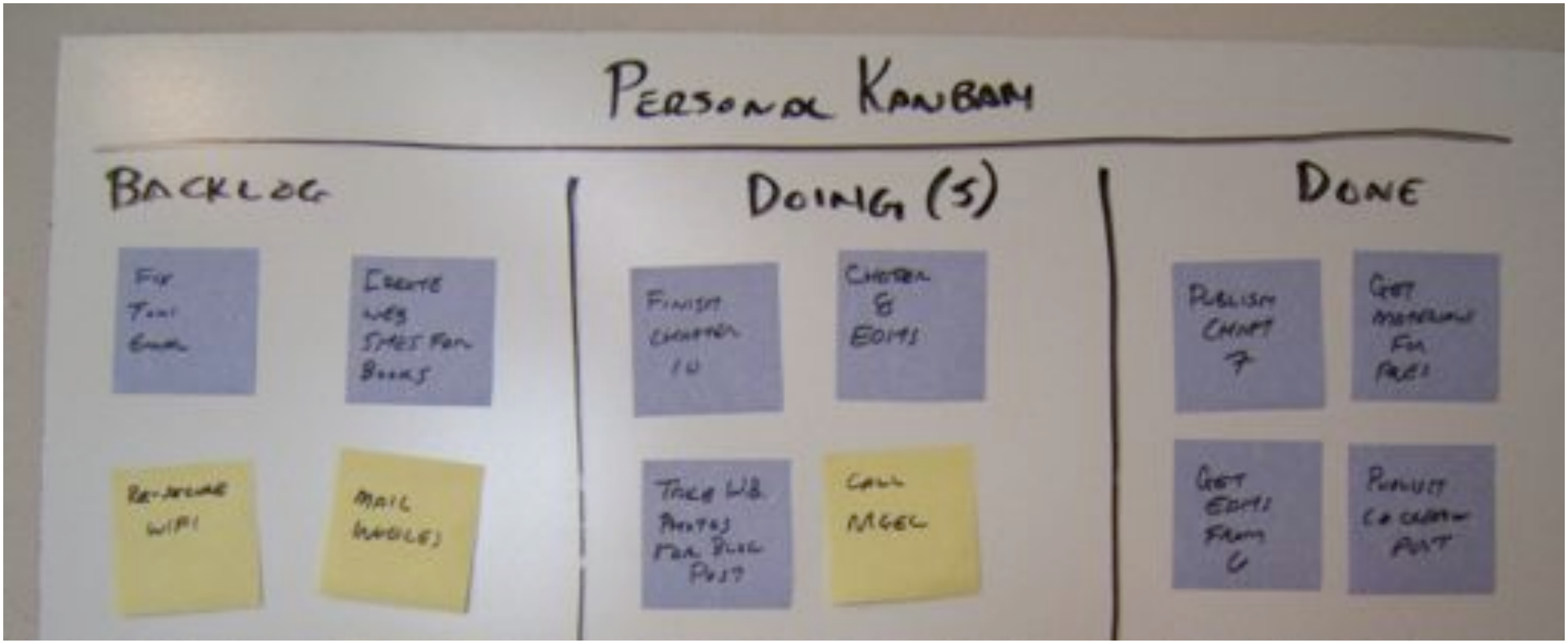
SUSTAINABLE PACE

3 ‘s to responsibility

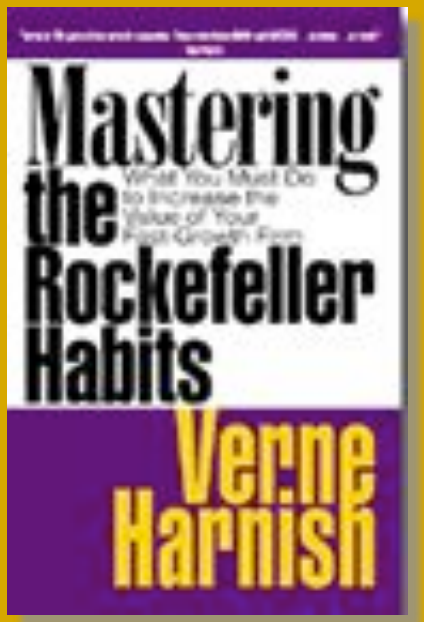
INTENTION -> AWARENESS -> CONFRONT ->

Islands of Software (aka "Agile Ghetto")

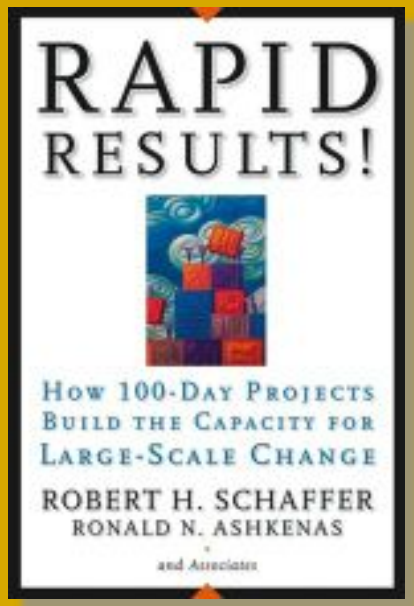
Where to start?

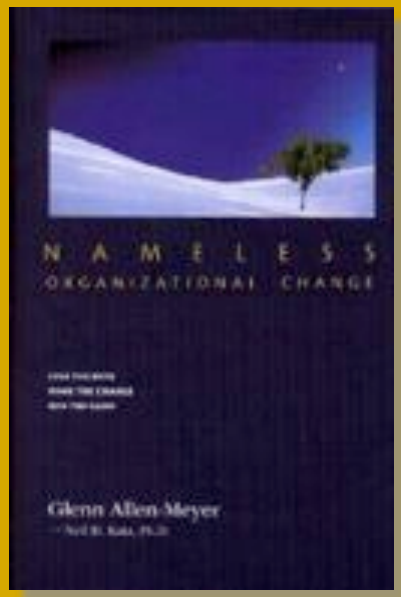


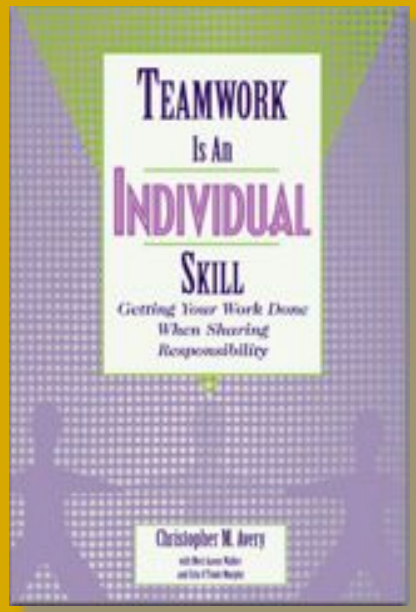
- ❑ Kanban (Visual, WIP)
- ❑ Sustainable Pace
- ❑ Real Options
- ❑ Theory Of Constraints
- ❑ Lean (Pull, Flow, Stream)
- ❑ Feedback Loops
- ❑ Cynefin
- ❑ Servant Leadership

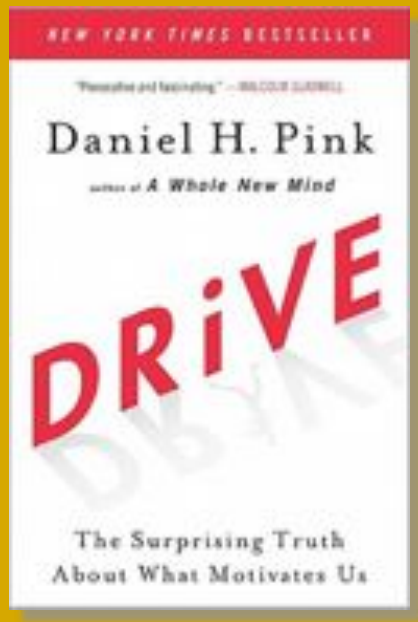

Mastering
the
Rockefeller
Habits
Verne
Harnish

THE LEAN
STARTUP
ERIC RIES


RAPID
RESULTS!
How 100-Day Projects
Build the Capacity for
Large-Scale Change
ROBERT H. SCHAFFER
RONALD N. ASHKENAS


NAMELESS
ORGANIZATIONAL CHANGE
Glenn Allen-Meyer


Teamwork
Is An
Individual
Skill
Getting Your Work Done
When Sharing
Responsibility
Christopher M. Avery


Daniel H. Pink
DRiVE
The Surprising Truth
About What Motivates Us

What's Different?

1. **Minimally sufficient structure and process**
   - Informal, Disciplined
   - Self-organizing
2. **Scalable *behavior* (over scalable process)**
   - Contribution to the whole
   - Personal and shared responsibility
   - Autonomy, Mastery, Purpose
3. **Culture (over structure)**
   - Servant leadership
   - Sanity

Replace
Right and Wrong
with
Empiricism

Replace
Endless Analysis
with
Experiments

Ask Yourself

What percent of my effort is adding value?

How do I know?

Thank you

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