



ANECON

XP
2013 VIENNA

Agile Leadership Workout

XP2013 Vienna

Mike Leber

Our Customers

Finanzdienstleister

Telekommunikation

Öffentlicher Sektor

Weitere Kunden



WHO DECIDES?

STATE OF
AGILE SURVEY
2011



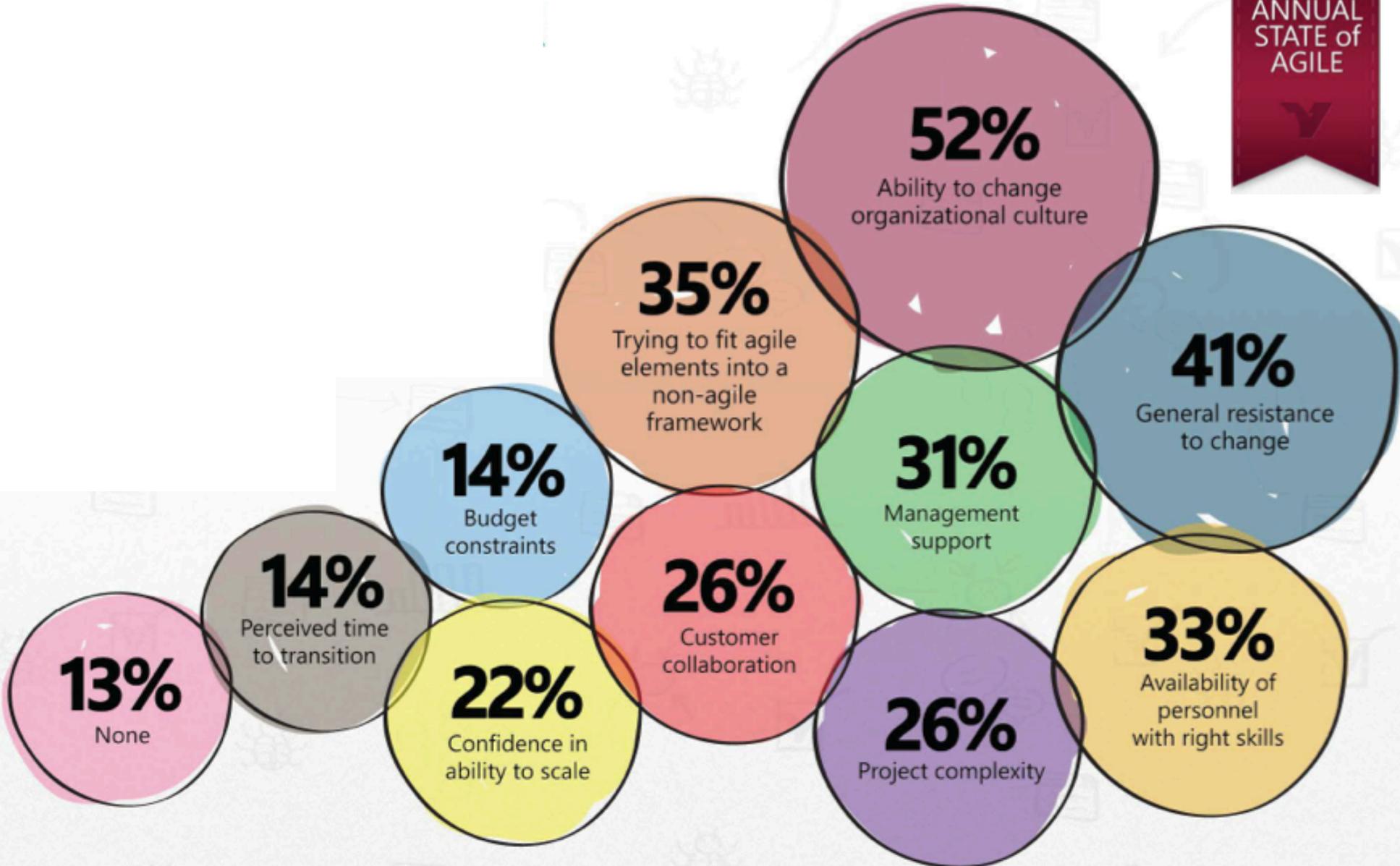
Initial champions of agile methods are found in the **management layer** **77%** of the time.

http://www.versionone.com/state_of_agile_development_survey/11/

WHO CHAMPIONS?

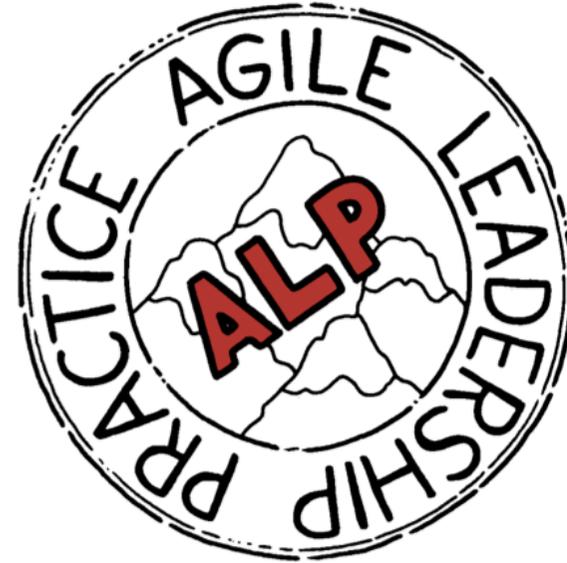
Initial champions of agile methods were mostly in the management layer (63%):





What the heck is
Leadership?

A Leadership Approach



Something is an **Agile Leadership Practice** when...

1. It *supports the people* in the organization;
2. It *improves the system* in which people do work;
3. It helps to *bring value* to the stakeholders.

Jurgen Appelo

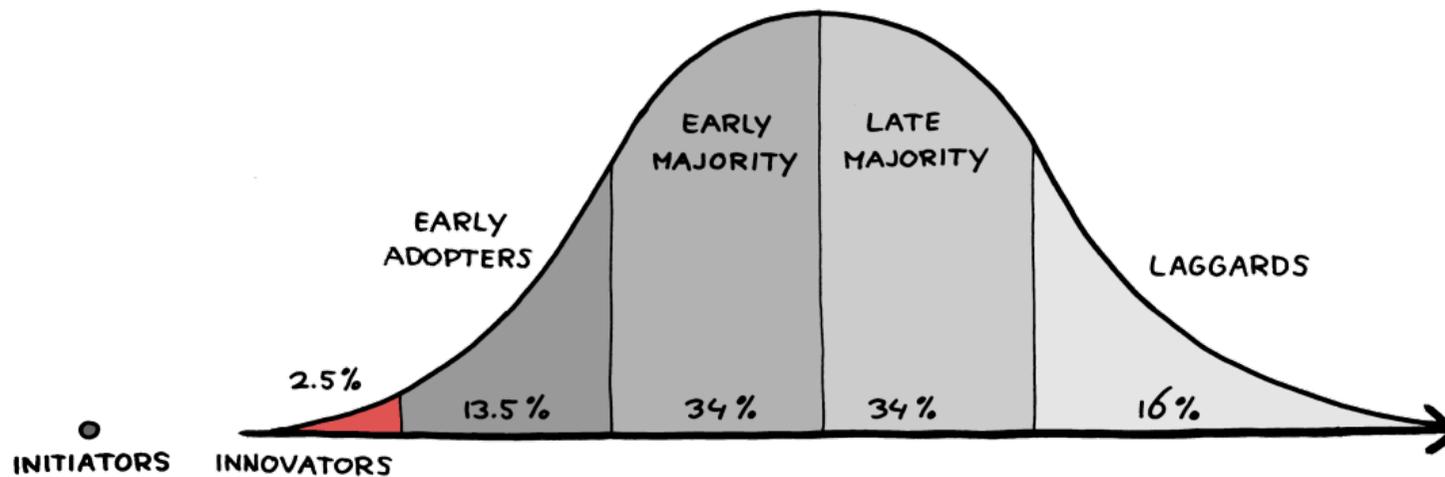
Agile – A Promise



Agile in Reality



Leadership requires more than Management



Leadership is about influencing on all levels

Energize People

People are the most important parts of an organization and managers must do all they can to keep people active, creative, and motivated.



Jurgen Appelo



10 Intrinsic Desires

Curiosity

The need to think

Honor

Being loyal to a group

Acceptance

The need for approval

Mastery / Competence

The need to feel capable

Power

The need for influence of will

Freedom / Independence / Autonomy

Being an individual

Relatedness / Social Contact

The need for friends

Order

Or stable environments

Goal / Idealism / Purpose

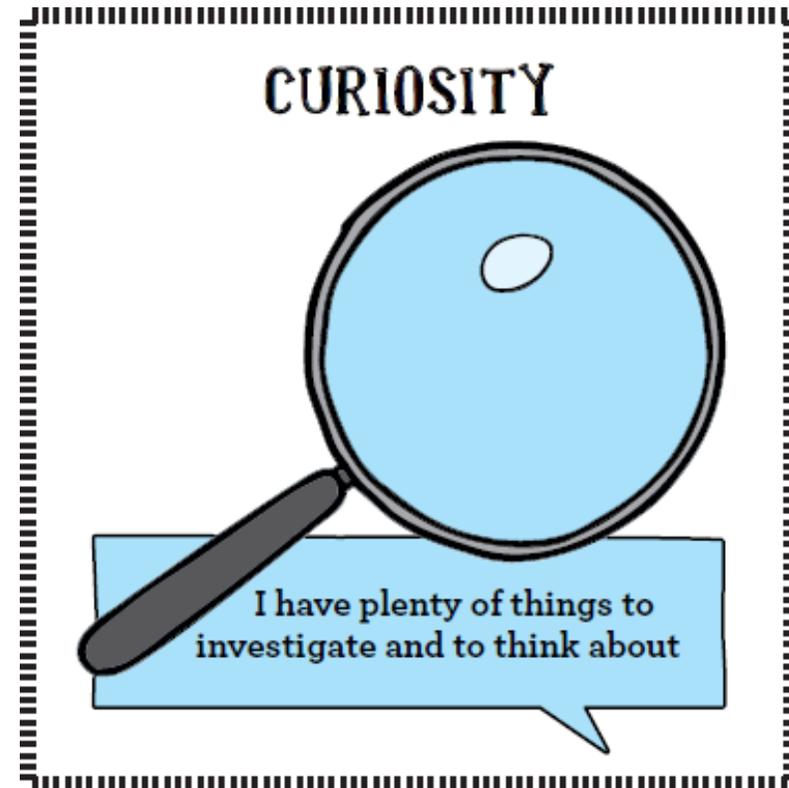
The need for purpose

Status

The need for social standing

Jurgen Appelo

Curiosity



The need to think

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Honor



Sharing values with a group

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Acceptance



The need for approval

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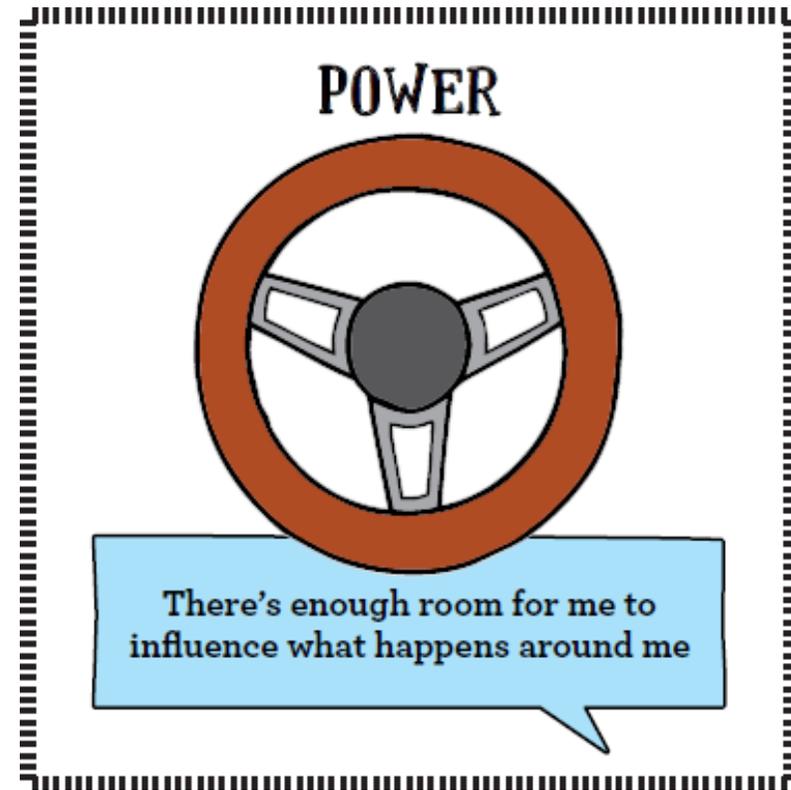
Mastery



The need to feel competent

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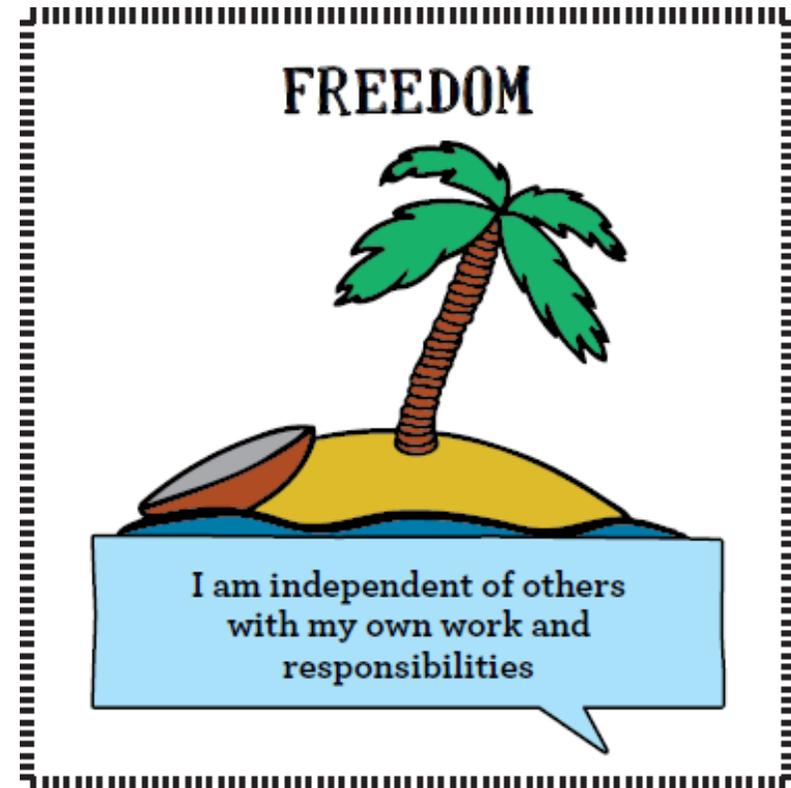
Power



The need for influence of will

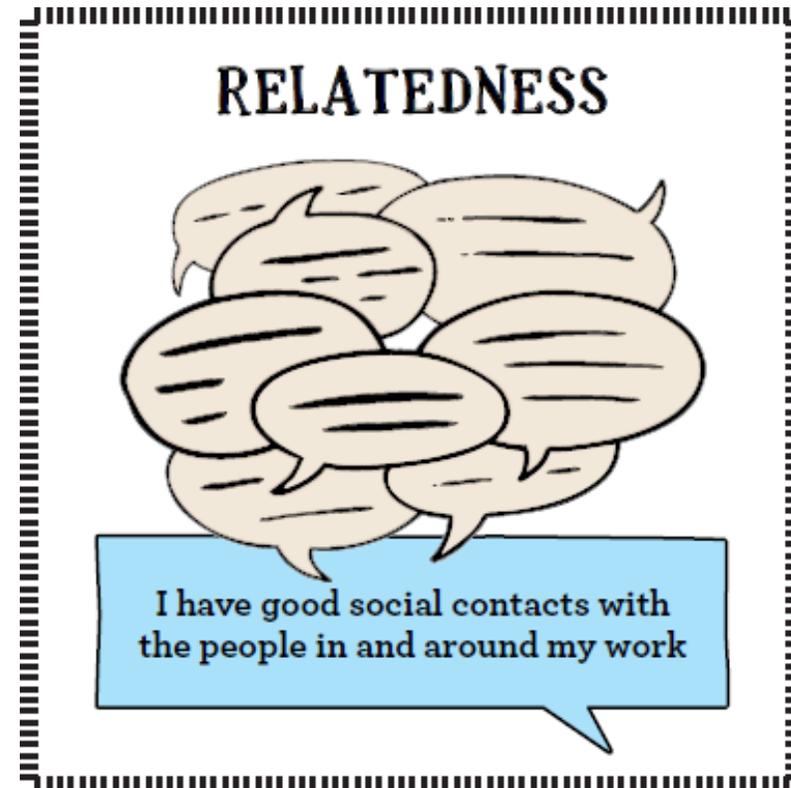
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Freedom



Being an independent individual Jurgen Appelo

Relatedness

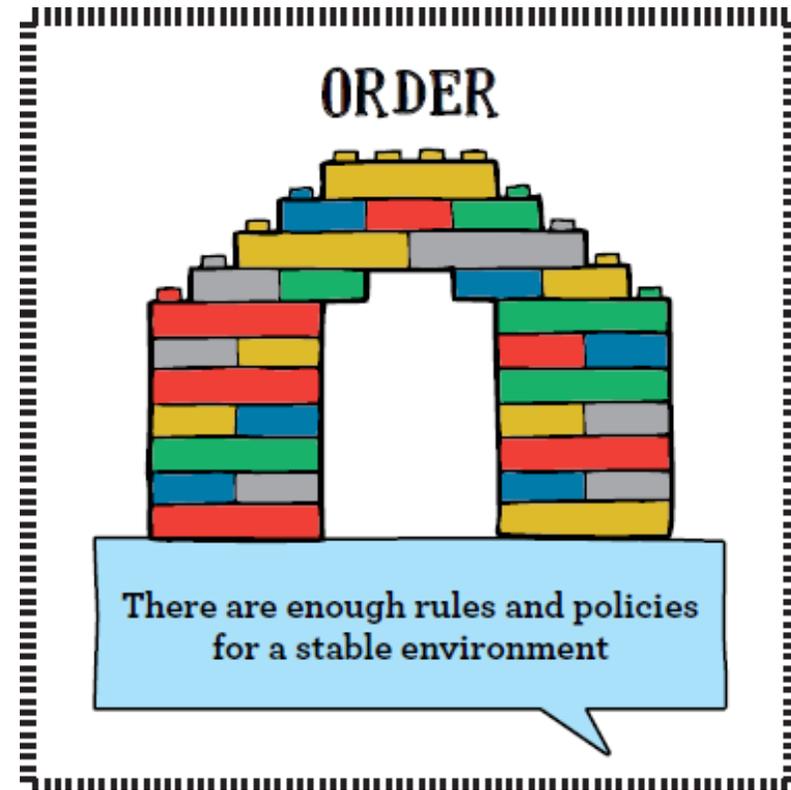


The need for social contacts

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Order



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The need for stable environments

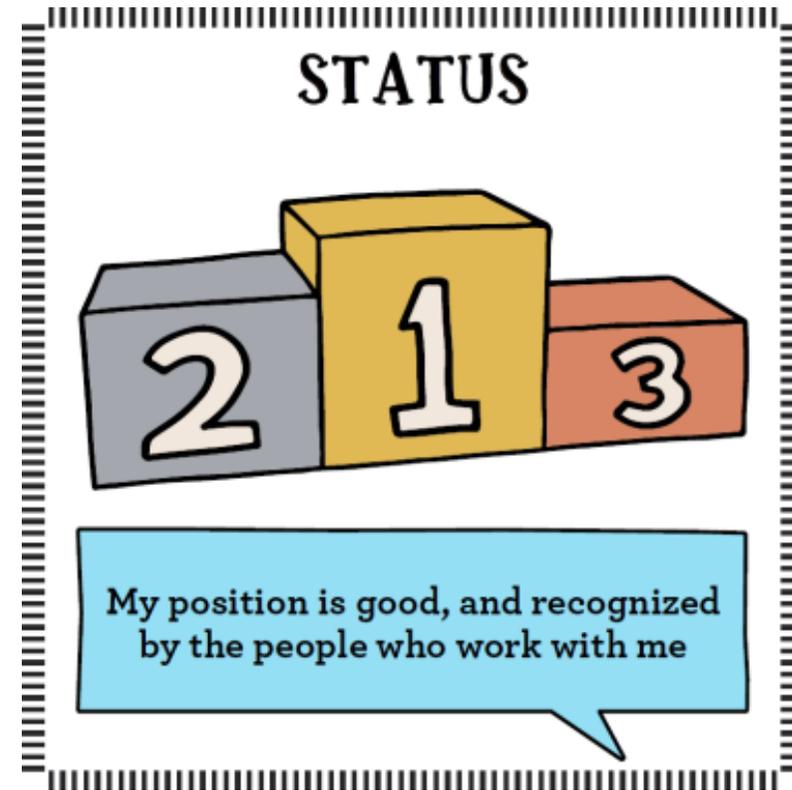
Goal



The need for purpose

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Status

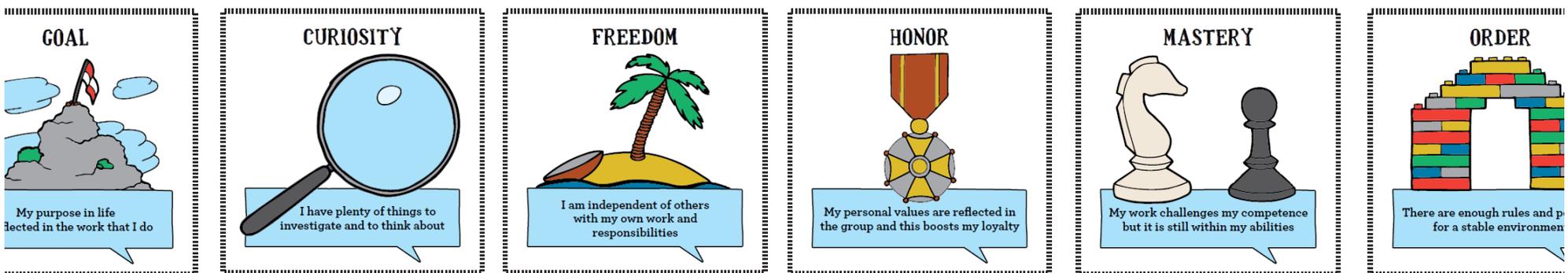


The need for social standing

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Game: Moving Motivators

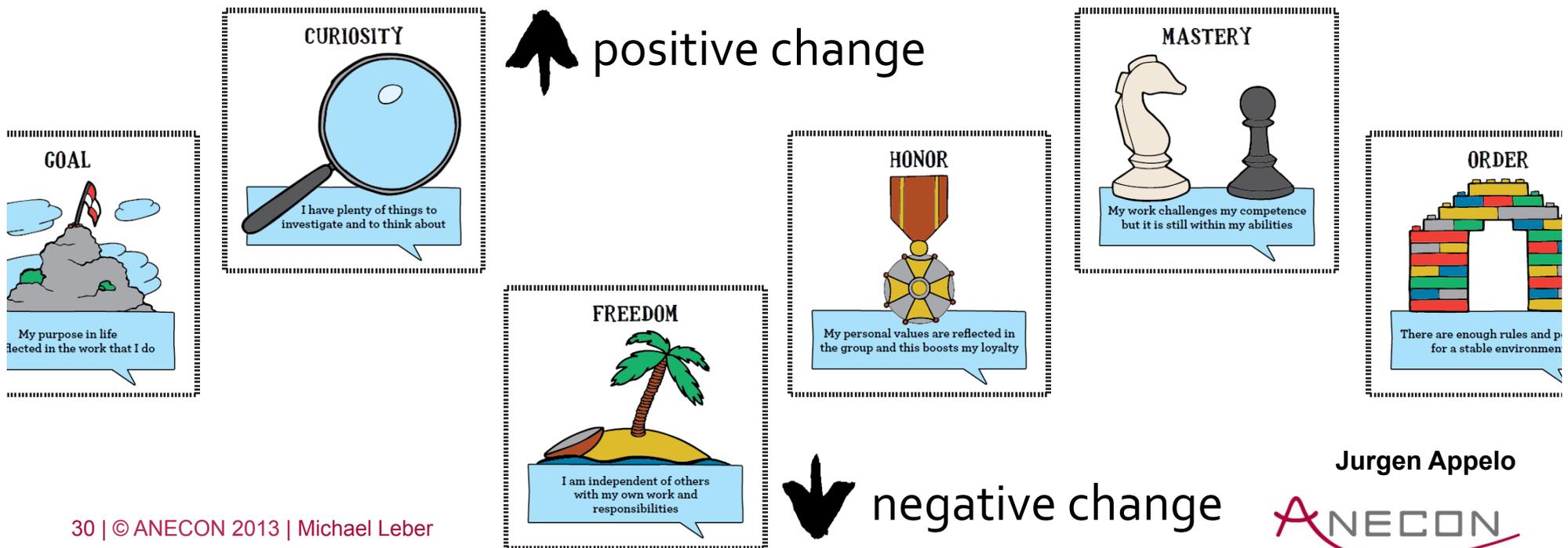
1. Put the motivator cards in order, from unimportant to important
2. *(You may leave out any cards you don't want to use. Or you may add some new ones of your own via stickies)*



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Game: Moving Motivators

3. Consider an important change in your work (for example, becoming a more Agile organization)
4. Move cards *up* when the change is positive for that motivator; move them *down* when the change is negative

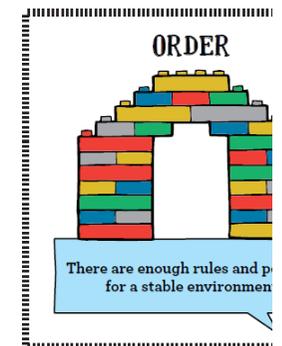
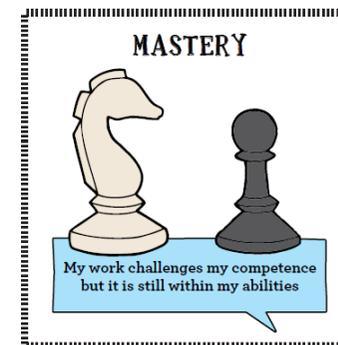
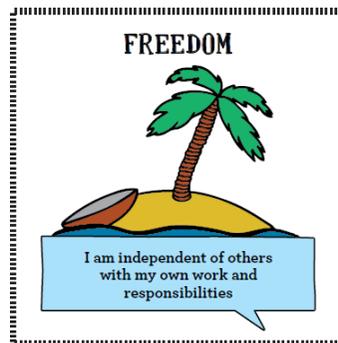
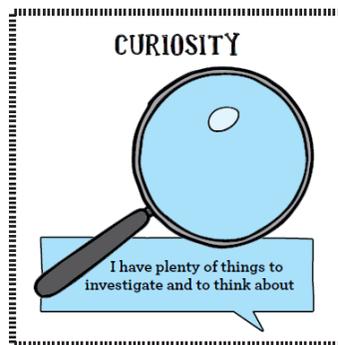
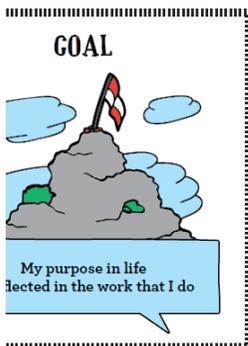


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Game: Moving Motivators

5. Explain 1 or 2 of the changes
6. Repeat for each player



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Game: Moving Motivators



15 minutes

GOAL



My purpose in life reflected in the work that I do

CURIOSITY



I have plenty of things to investigate and to think about

FREEDOM



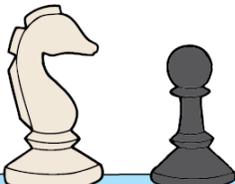
I am independent of others with my own work and responsibilities

HONOR



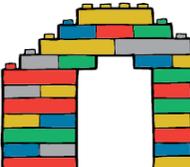
My personal values are reflected in the group and this boosts my loyalty

MASTERY



My work challenges my competence but it is still within my abilities

ORDER

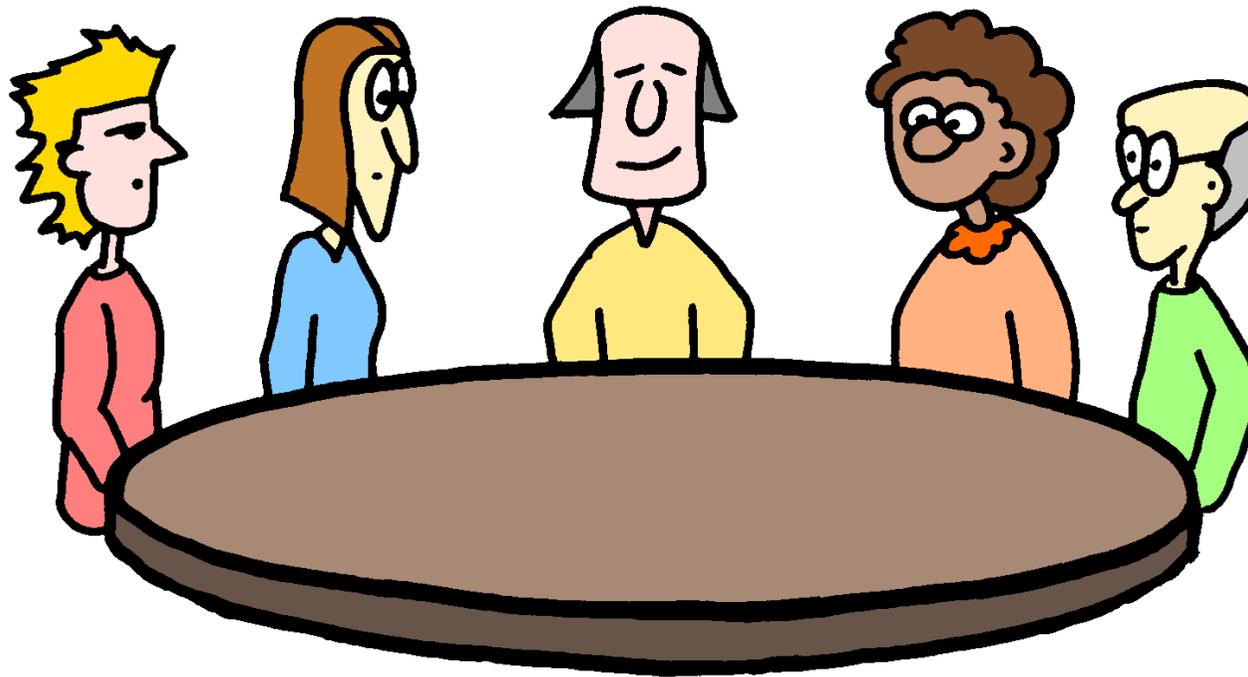


There are enough rules and procedures for a stable environment

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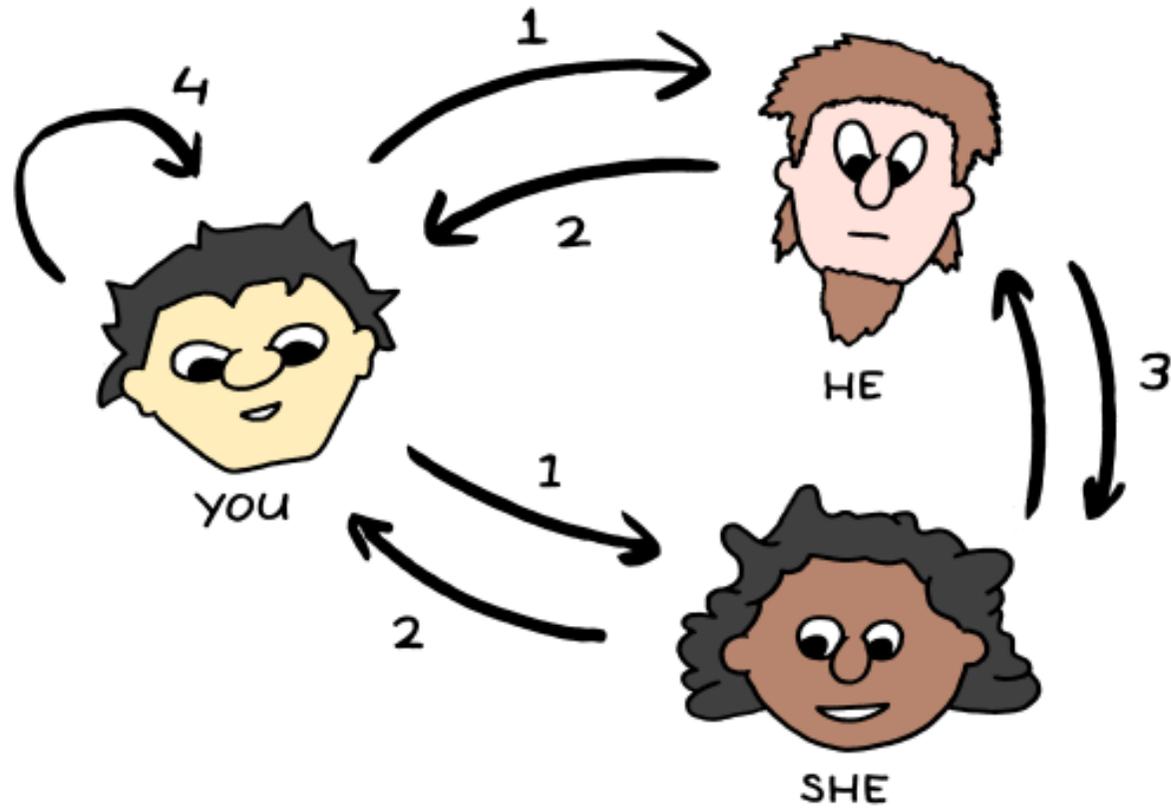
Debrief



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Four types of trust



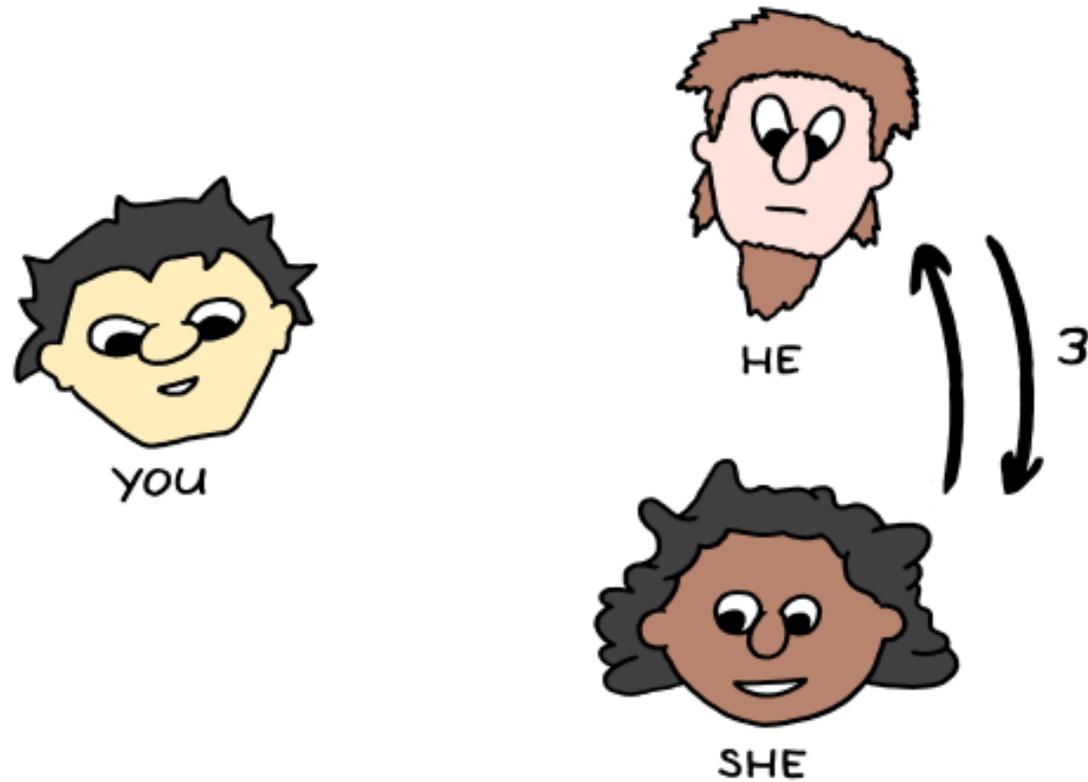
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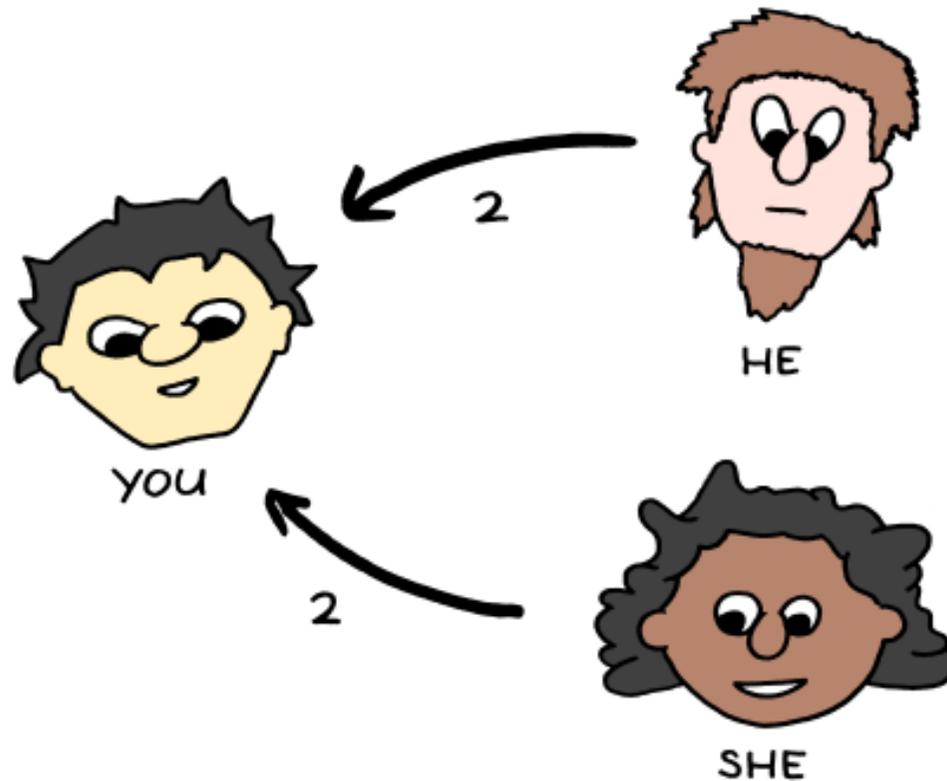
4) Trust yourself
(stay true to your own values)

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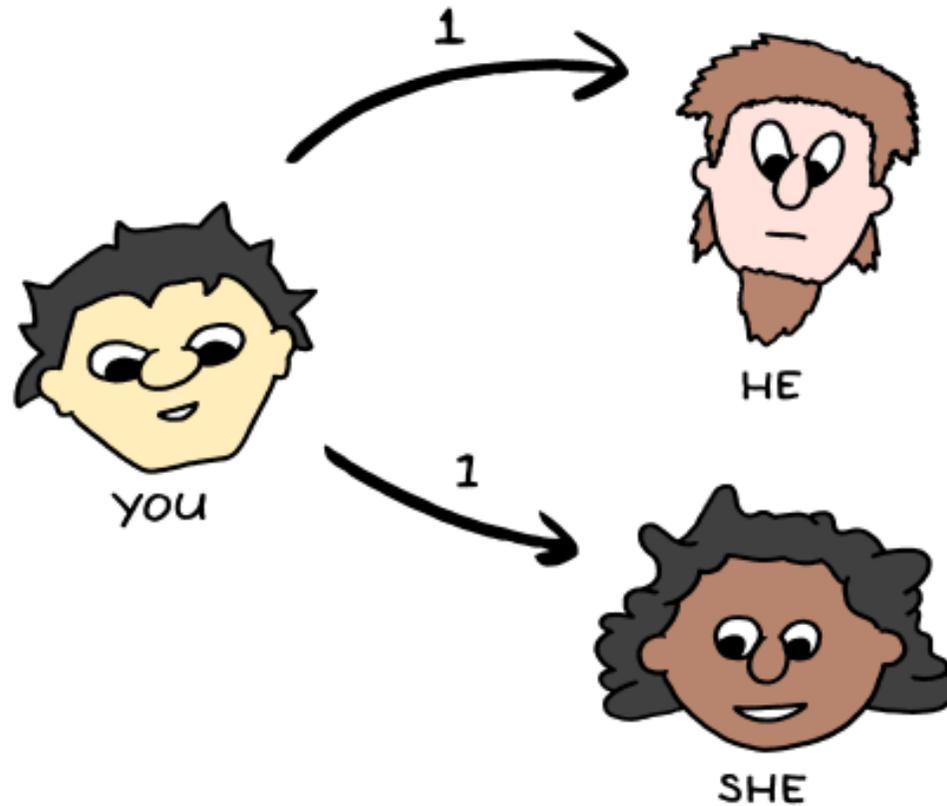


3) Help people to trust each other
(mingle, don't meddle)



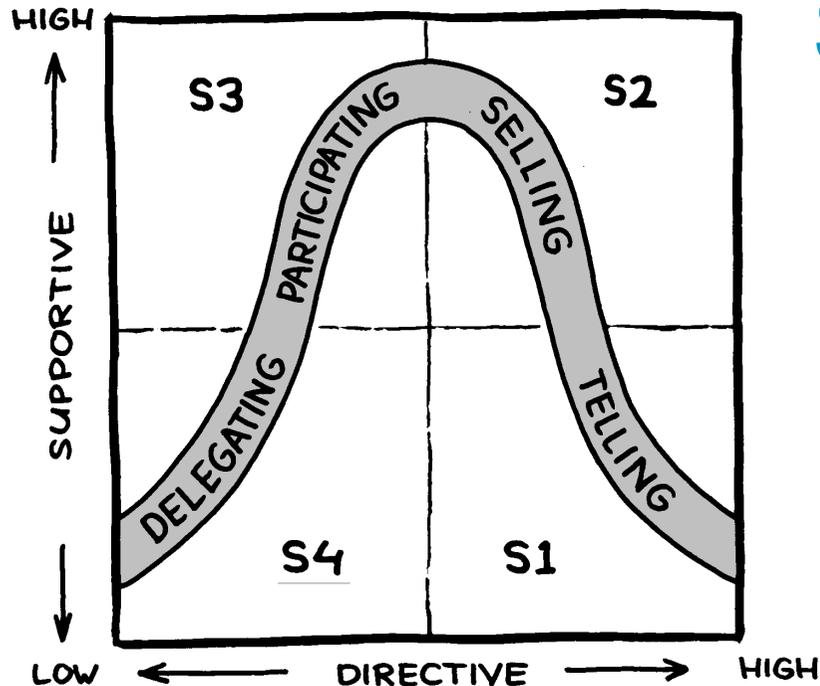
2) Earn trust from your people (consistent behavior)

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- 1) Trust your people
(communicate this clearly)

Situational Leadership



Four different “leadership styles”

1. Telling
2. Selling
3. Participating
4. Delegation

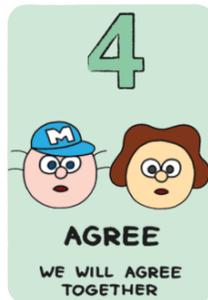
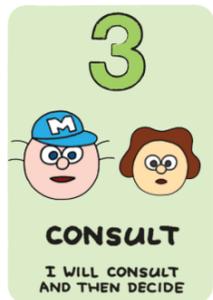
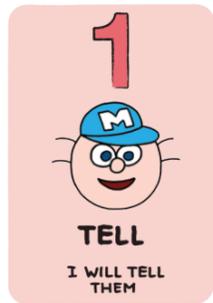
Work your way to level 4

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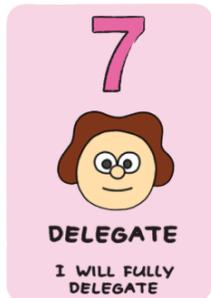
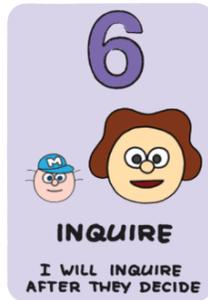
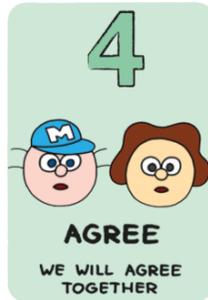
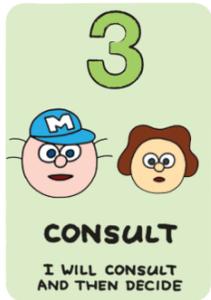
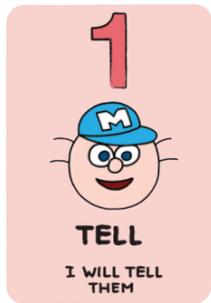
http://en.wikipedia.org/wiki/Situational_leadership_theory



The Seven Levels of Authority



1. **Tell**: make decision as the manager
2. **Sell**: convince people about decision
3. **Consult**: get input from team before decision
4. **Agree**: make decision together with team
5. **Advise**: influence decision made by the team
6. **Inquire**: ask feedback after decision by team
7. **Delegate**: no influence, let team work it out



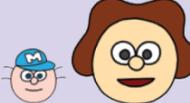
1. Relocate to other office building
2. Replace waterfall with Scrum
3. Select new team members
4. Choose logo for business unit
5. Select architecture or component
6. Sprint length and deliveries
7. Coding guidelines and pairing

EXAMPLE

Game: Delegation Poker

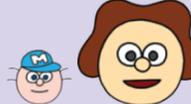
1. Find Delegation Poker Cards, and Delegation Poker Stories
2. One person picks a story and reads it out loud OR tell a story from personal experience
3. Everyone choose (privately) one of the 7 cards
4. After everyone has decided, show all cards
5. Everyone earns points *except* the highest minority (see examples...)

6

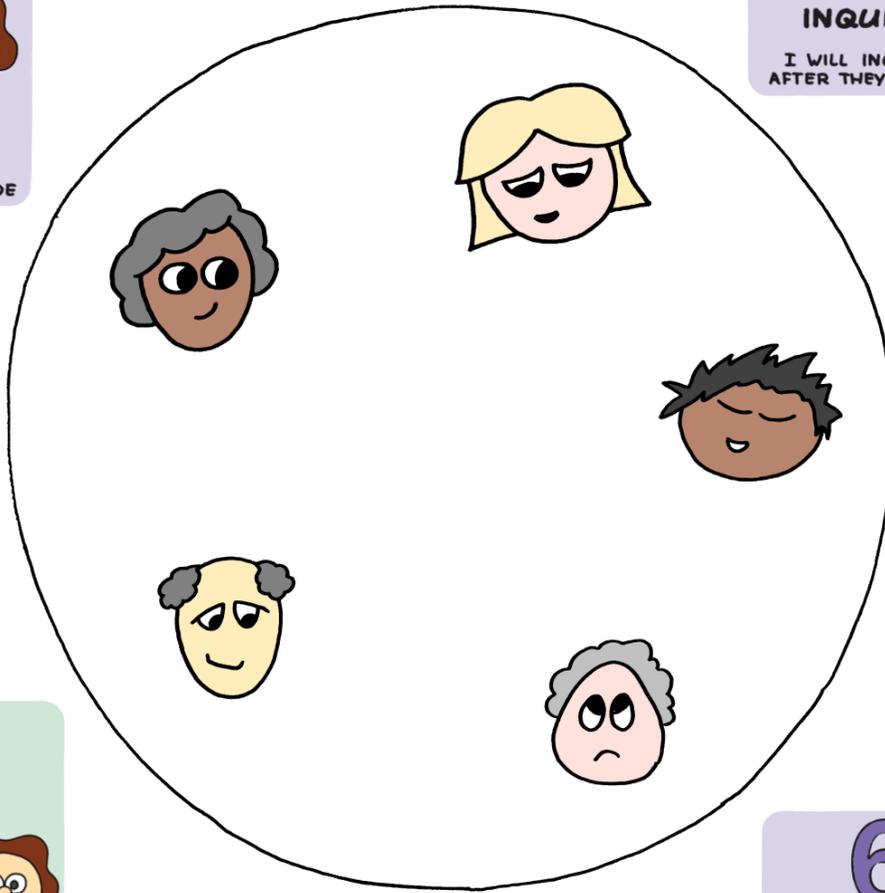


INQUIRE
I WILL INQUIRE
AFTER THEY DECIDE

6



INQUIRE
I WILL INQUIRE
AFTER THEY DECIDE

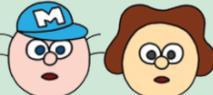


5



ADVISE
I WILL ADVISE
BUT THEY DECIDE

4



AGREE
WE WILL AGREE
TOGETHER

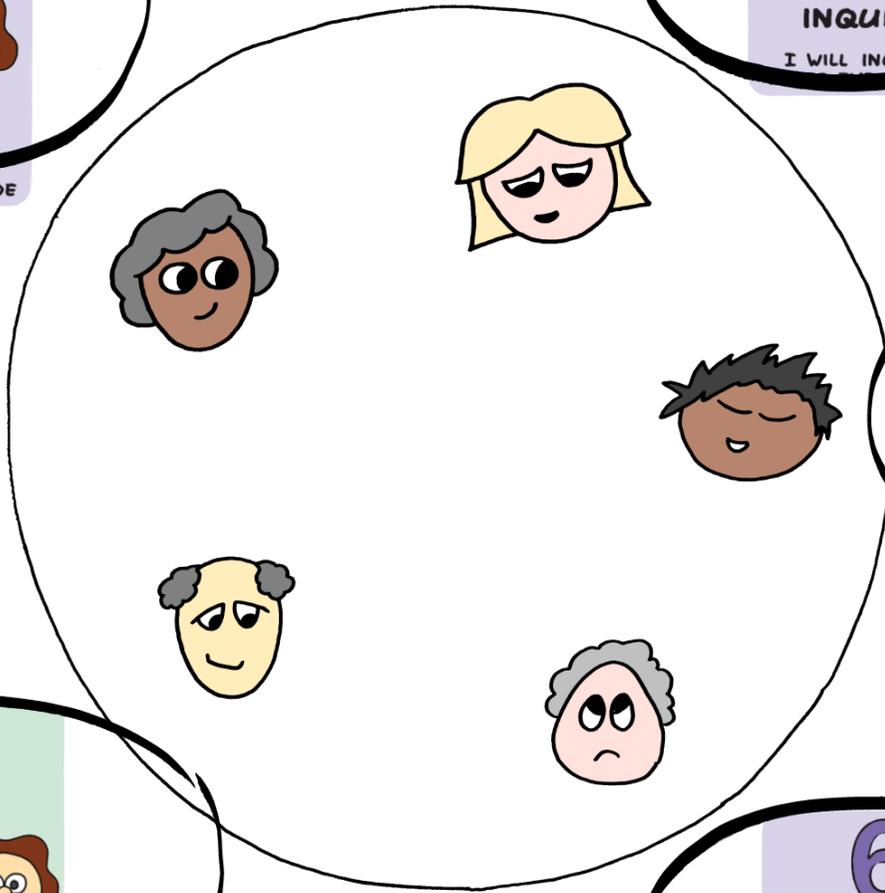
6



INQUIRE
I WILL INQUIRE
AFTER THEY DECIDE

6
INQUIRE
I WILL INQUIRE
AFTER THEY DECIDE

6
INQUIRE
I WILL INQUIRE
AFTER THEY DECIDE



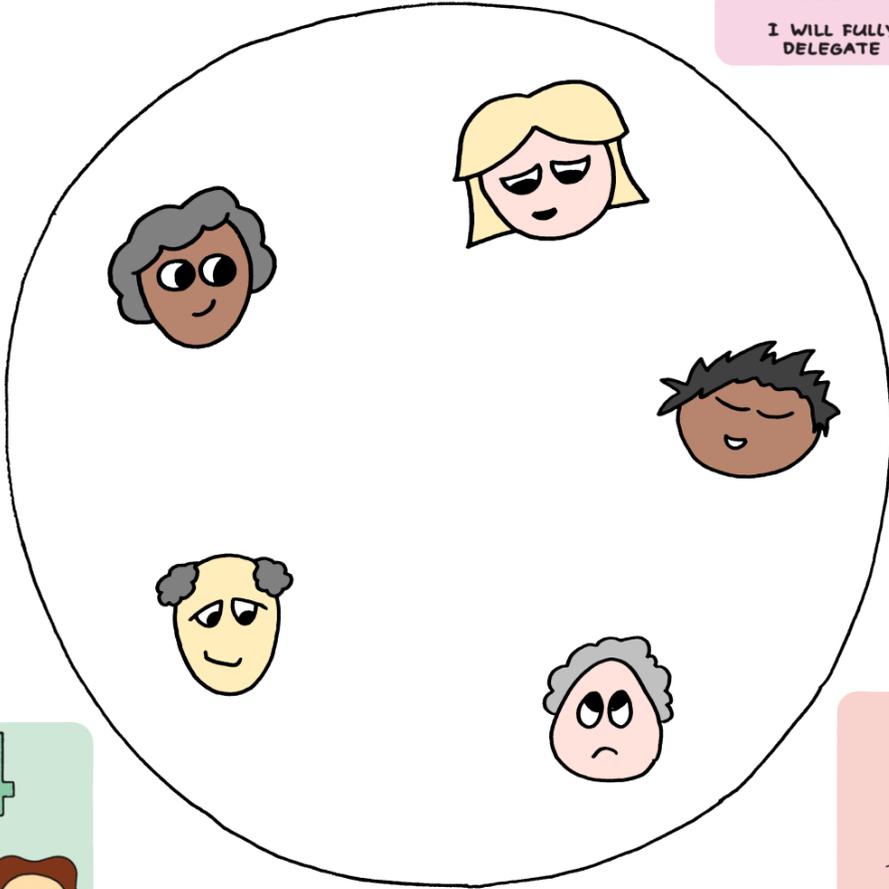
5
ADVISE
I WILL ADVISE
BUT THEY DECIDE

4
AGREE
I WILL AGREE
TOGETHER

6
INQUIRE
I WILL INQUIRE
AFTER THEY DECIDE

7
DELEGATE
I WILL FULLY DELEGATE

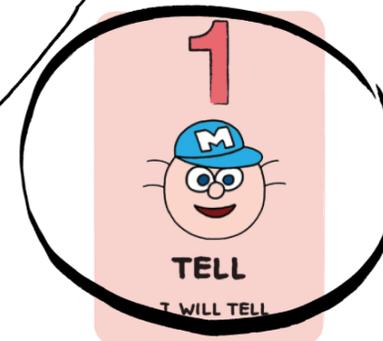
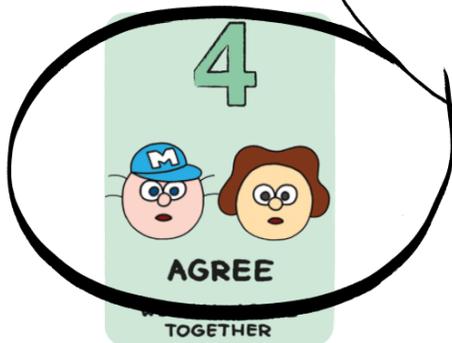
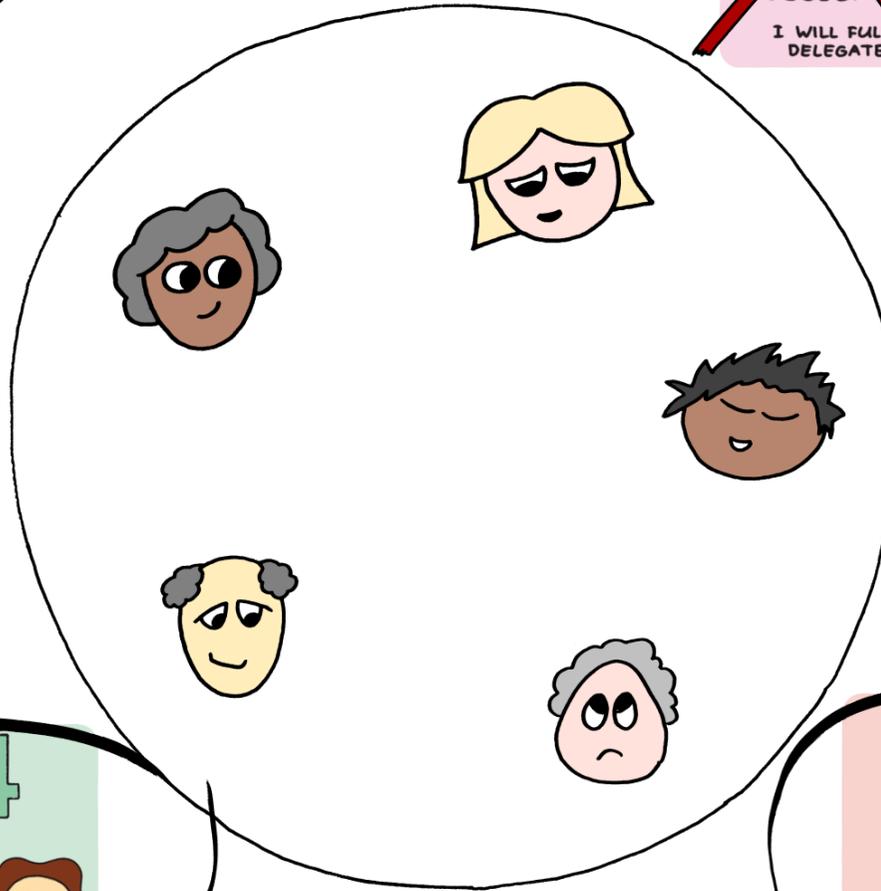
7
DELEGATE
I WILL FULLY DELEGATE



2
SELL
I WILL TRY AND SELL IT TO THEM

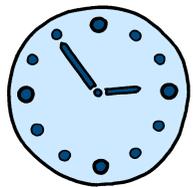
4
AGREE
WE WILL AGREE TOGETHER

1
TELL
I WILL TELL THEM

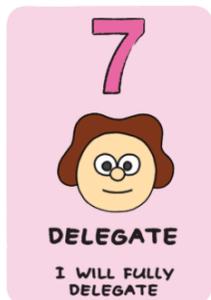
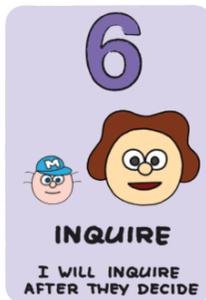
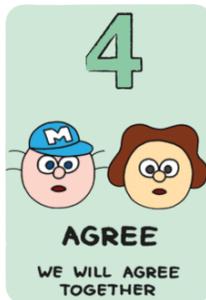
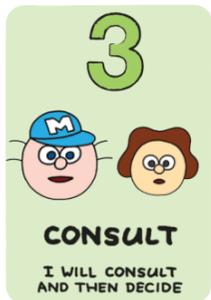
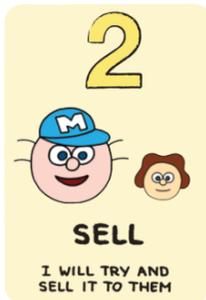
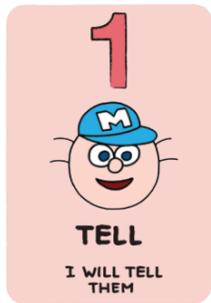


Game: Delegation Poker

5. Keep track of the points people earned (optional)
6. Let both *highest* and *lowest* motivate their choices
7. Play it again for the same topic (optional)

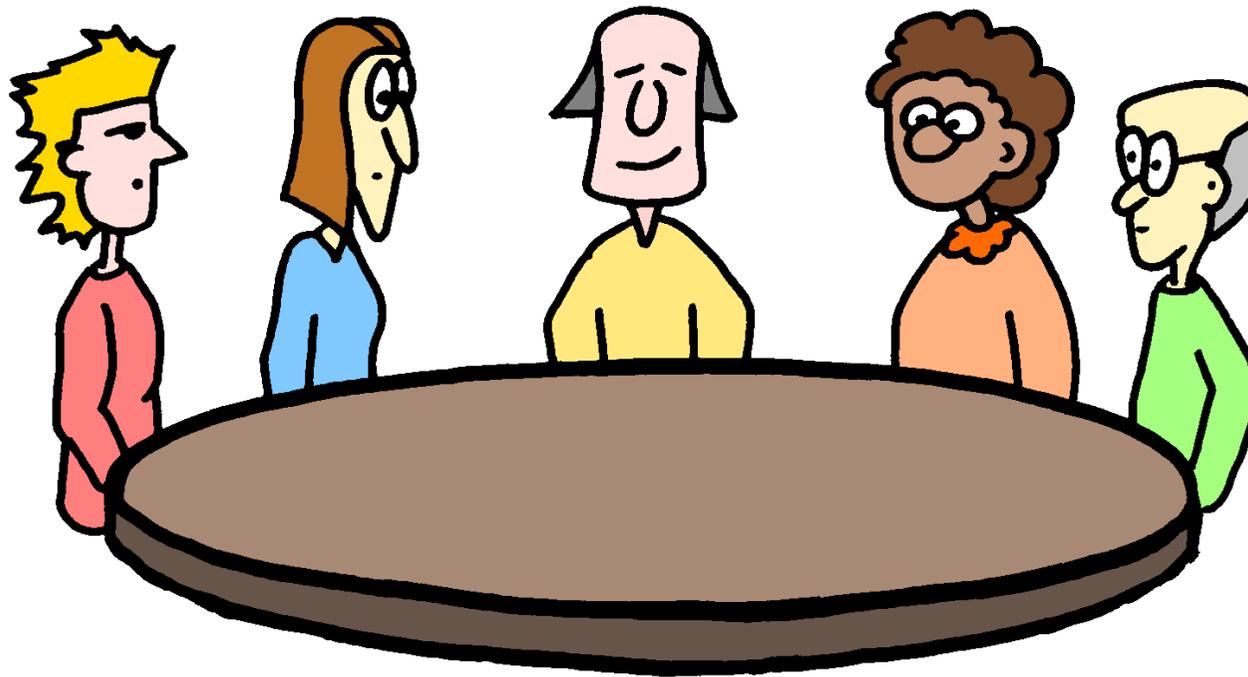


30 minutes



1. **Tell**: make decision as the manager
2. **Sell**: convince people about decision
3. **Consult**: get input from team before decision
4. **Agree**: make decision together with team
5. **Advise**: influence decision made by the team
6. **Inquire**: ask feedback after decision by team
7. **Delegate**: no influence, let team work it out

Debrief



Jurgen Appelo



Software is our Passion

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