About Us – Sanjiv Augustine

- Founder of LitheSpeed, LLC and the Agile Leadership Academy
- Experience: 28 years industry, 18 years of Agile, 14 years of Lean
- Author of *Managing Agile Projects* and *Scaling Agile: A Lean JumpStart*.
- Specialties: Business Agility, Agile, Lean, Innovation, Leadership
- Practitioner, entrepreneur, consultant, trainer, author, speaker and community organizer
About Us – Arlen Bankston

- Founder of LitheSpeed, LLC and the Agile Leadership Academy
- Experience: 25 years industry, 17 years of Agile, 14 years of Lean
- Author of *HR for the Agile Organization*
- Specialties: Business Agility, Agile, Lean, Design, Innovation, Leadership
- Practitioner, entrepreneur, consultant, trainer, author & speaker
Poll – Level of Agile Knowledge?

- "Agile" describes a set of methodologies, aligned with lean principles for focusing on value and eliminating waste.
- **Scrum** is currently the most popular of these.
- **SAFe, DAD, LeSS, Scrum@Scale and Nexus** are newer scaling methods.
Agenda

1. Industry Snapshot
2. What is Business Agility?
3. Transformational Leadership for Business Agility
   1. Change the System
   2. Steer from the Edges
   3. Lead with Focus
4. Q&A
Industry Snapshot
Industry Snapshot: Agile is Fully Mainstream Now...

Agile is used:
- In large and small companies
- Across virtually every industry
- In public and private sectors
- On life-critical and mission-critical projects
- With collocated and distributed teams
- In internal IT departments, commercial product companies and consultancies
- On software and non-software projects

In the Government:
- FCIOs 25 point program
- DoD Agile Acquisition program
- 18F and USDS

Who’s Adopted Agile?

Companies large & small, across industries.
- Accenture
- BLS
- BMC Software
- Boeing
- British Telecom
- Capital One
- CDC
- CNBC
- Cognizant
- CSC
- DTE Energy
- EMC
- EPA
- Fannie Mae
- Freddie Mac
- GEICO
- General Dynamics
- Google
- JP Morgan Chase
- Key Bank
- Kronos
- Lockheed Martin
- Macquarie Bank
- Microsoft
- National Archives
- Nationwide
- Neustar
- Primavera
- ProRail
- Sapient
- Siemens
- Spotify
- ThoughtWorks
- USAA
- VA
- Yahoo!
But...Agile Teams... Waterfall Silos

Business?

Diagram: IT hierarchy with branches for DEV (Agile Teams), Test/QA (QA Teams), and Operations (Ops/Infrastructure Teams).
Organizational Misalignment with Agile Methods

- Team Size
Organizational Misalignment with Agile Methods

- Silo-based Hierarchies
Organizational Misalignment with Agile Methods

- Project Multitasking
What is Business Agility?
“Successful organizations are able to pivot and implement quickly in order to achieve competitive advantage.”

- Steve Denning via PMI Pulse of the Profession 2015
The Bad News

1. Only 13% of all employees are “highly engaged.” 26% are “actively disengaged.”
2. Only 54% of employees recommend their company.
3. Two-thirds of all technology workers believe they could find a better job in less than 60 days.
4. 80% believe their employees are overwhelmed with information and activity at work.
5. More than 70% of Millennials expect their employers to focus on societal or mission-driven problems.

Motivating Employees – What Matters Most?

Factors Affecting Job Attributes as Reported in 12 Investigations*

Factors characterizing 1,844 events on the job that led to extreme dissatisfaction

Factors characterizing 1,753 events on the job that led to extreme satisfaction

50% 40 30 20 10 0 10 20 30 40 50%

Achievement
Recognition
Work itself
Responsibility
Advancement
Growth

Intrinsic Motivation Factors

Company policy & administration

Supervision
Relationship with supervisor
Work conditions
Salary
Relationship with peers
Personal life
Relationship with subordinates
Status
Security

* Adapted from Herzberg’s Exhibit 1, page 90. Overall, the motivators accounted for 81% of the factors that lead to job satisfaction and 31% of the factors contributing to job dissatisfaction. The hygiene factors accounted for 19% of the factors leading to job satisfaction and 69% of the factors contributing to job dissatisfaction.
The Bottom Line – We Need Transformational Leadership

• How individual teams work is a second-order effect, and of somewhat lesser importance.

• How teams come together to deliver value in organizations is a first-order effect.

• Individual teams’ value is hemmed by the coordination and integration of their work across tens and sometimes hundreds of people.

• Only an Agile Leader can lead a transformation to solve these inefficiencies.
Self Management at Morningstar
Transformational Leadership
## Key Mindset Shifts

Adapted from the work of the Agile Coaching Institute: [http://agilecoachinginstitute.com](http://agilecoachinginstitute.com)

<table>
<thead>
<tr>
<th>Directive</th>
<th>Catalyzing</th>
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</thead>
<tbody>
<tr>
<td>Managing Resources for Fixed Results</td>
<td>Designing Systems for Adaptation</td>
</tr>
<tr>
<td>Telling others what to do</td>
<td>Creating conditions for collaboration and ownership</td>
</tr>
<tr>
<td>Directing the flow of interaction, information, &amp; authority</td>
<td>Designing structures that ease interaction, open information flow and drive throughput</td>
</tr>
<tr>
<td>Controlling how things get done, how people work</td>
<td>Coaching on open communication, adaptive planning and work responsibility</td>
</tr>
<tr>
<td>Incentivizing individuals through rewards, bonuses, etc</td>
<td>Motivating teams through purpose &amp; profit</td>
</tr>
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</table>
Transformational Leadership for Business Agility

1. Change the System
2. Steer from the Edges
3. Lead with Focus
Change the System
Changing the System

• Open workspace
• Flexible work hours
• Open vacation
• Slack time
Open Workspace
Commons for collaboration

Caves for privacy
Flexible Work Hours
Open Vacation

Why we’re letting Virgin staff take as much holiday as they want
Slack Time

• At Atlassian and Google, people spend **20% of their work** time on projects that interest them.

• Gmail, Google News, Orkut, and AdSense originated from these independent endeavors.

• **Half of new product launches** originate from the 20% time.
Steer from the Edges
Steering from the Edges

• The CLOU: Mission-as-Boss
• Visual Management Systems
The CLOU: Mission-as-Boss

**NAME:** Arlen

**MENTOR:** Bob

**PERSONAL MISSION:** Make LitheSpeed the leading boutique lean and agile consultancy in the world, with a focus on advancing our thought leadership in emerging areas and creating innovative training solutions.

**MAJOR OUTCOMES:**
- Work with Training Practice to drive training innovation and growth through CAL 1, CAL 2, ALA, A-CSM and A-CSPO classes
- Lead major impact proposals efforts
- Better leverage LS platform in Agile Community for speaking, publishing and recruiting

### 2018 ACTIVITIES

<table>
<thead>
<tr>
<th>ACTIVITY &amp; SCOPE</th>
<th>COMMITMENT: % OF TIME</th>
<th>ADVISEMENT</th>
<th>COLLEAGUES</th>
<th>NOTES</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Decision Authority</td>
<td>Sanjiv Augustine, Joe Quaglio,</td>
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<td></td>
<td></td>
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<td>Stephanie Williams</td>
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<td>Deliver training courses</td>
<td>40%</td>
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<td>Sanjiv Augustine, Bob Payne</td>
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<tr>
<td>Deliver consulting engagements</td>
<td>10%</td>
<td>Decision Authority</td>
<td>Sanjiv Augustine, Bob Payne</td>
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<tr>
<td>Design packaged training solutions for clients</td>
<td>20%</td>
<td>Advisement from</td>
<td>Raj Indugula, Sanjiv</td>
<td></td>
</tr>
</tbody>
</table>
Visual Management Systems
Visual Management Systems – Program Wall

Features laid out on index cards as per overall release plan

Card colors identify agile teams

Labels identify dependent teams

Rows track feature streams

Columns track sprints/timeline
Visual Management Systems Management @Scale

Master Management View @ the Application Development Center, Nationwide Insurance, Columbus, Ohio
Lead with Focus
HBR’s Goleman on 3 Types of Focus
Lead with Focus

Leaders Need Three Kinds of Focus

Daniel Goleman, HBR

**Inner Focus**
- Ability to monitor your own thoughts, feelings, & emotions
- Basis for intuition and decision making

**Other Focus**
- Ability to empathize with others
- Basis for all relationships and teamwork

**Outer Focus**
- Ability to understand larger forces or systems
- Basis for strategic thinking

**How to Improve?**

- **To improve inner focus**
  - Practice mindfulness
  - Ask for feedback

- **To improve other focus**
  - Seek guidance from someone whose abilities you admire

- **To improve outer focus**
  - Ask for feedback

@tnvora
Goleman Leadership Styles

Dissonant Styles:
- Coercive (or Commanding)
- Pace-Setting

Assonant Styles:
- Visionary
- Coaching
- Affiliative
- Democratic
How to Use Each Style

- Practice situational leadership by adjust your style to the situation
- Learn to develop multiple styles
- Recruit people with a range of styles
- Apply systems thinking to understand people, situations, and effects of actions
Contact Us for Further Information

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http://agileleadershipacademy.com
Agile + Digital Transformation is What We Do

- Transformational Leadership Development
- Scaling Approaches
- Organization Structures for Agile
- Process Redesign
- Business Side Agility
- Portfolio Management
- Training Programs
- DevOps
- Team Coaching
- Change Management

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