agile tour 2009

Leading Self-Organisation
for
High Performance

Deborah Hartmann Preuss

I provide Effectiveness Coaching for individuals and teams – to help eliminate obstacles, and to define their values, priorities, and direction so they can move ahead with confidence.

I train and coach teams adopting Scrum and other Agile methods, and I help other teams tweak their existing Agile processes.

I have been a team lead, business analyst, programmer, lifeguard & watercolour painter.

I created and managed the InfoQ/Agile community until recently.
If you like what you hear today, please visit InfoQ.com for a wealth of news, experience reports, and videos on related subjects.

Amazing things begin at the edge of Chaos.

Egoless Team

Why "Leadership"?

MANAGING

self-organisation

Oxymoron: a paradox reduced to two words

Leader as …

- Meaning Maker
- Catalyst for Growth
- Model of Integrity
- Cultural Change Agent
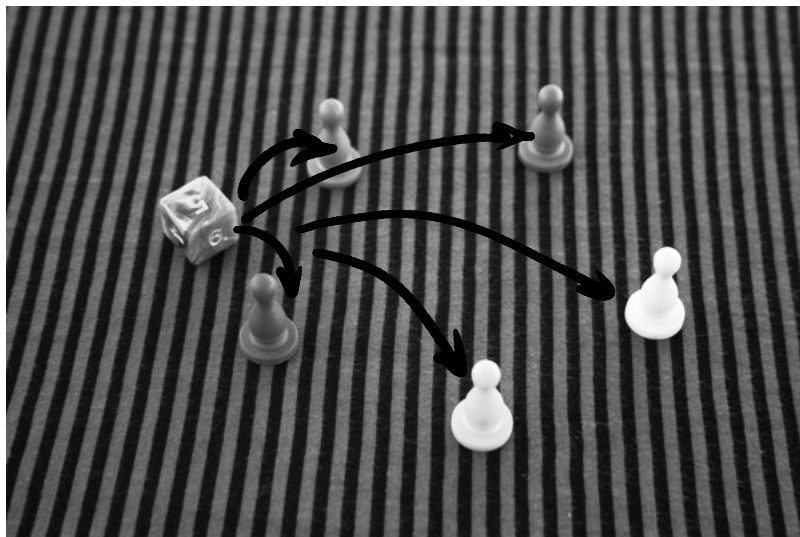- Facilitator

Troubled Teams

High Performing Human Systems are:

Productive

Amazingly fast

Sustainable

Peaceful

Ref: The Behavioural Characteristics of High Performing Systems, Peter Vaill.
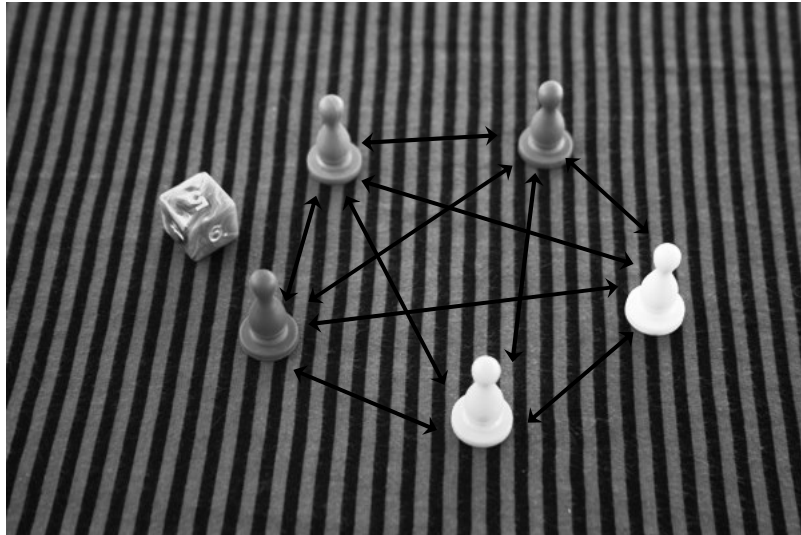Quoted in Wave Rider, Harrison Owen.

Management

Self-Management

Anti-patterns

Anti-patterns

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Anti-patterns

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Anti-patterns
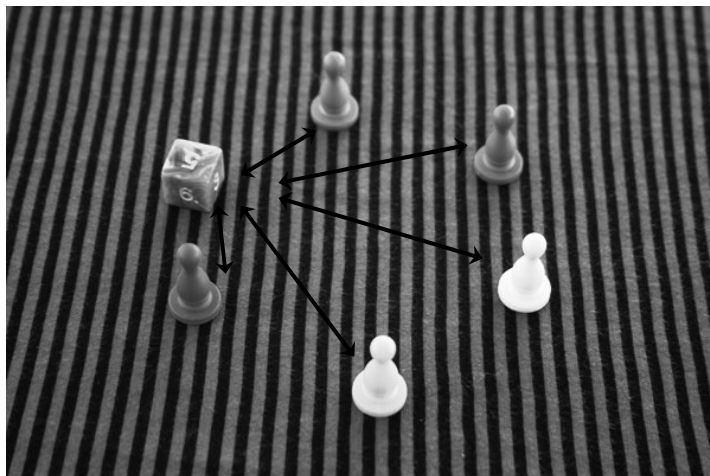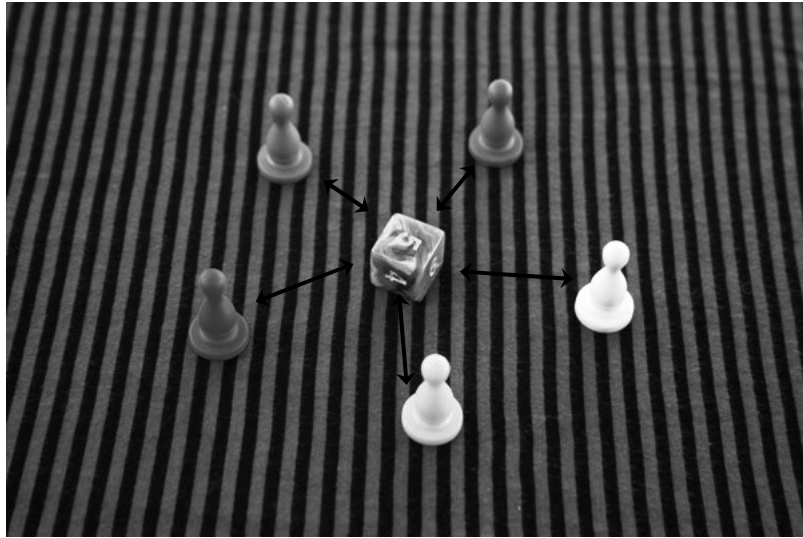

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Anti-patterns

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"The problems we have
cannot be solved at
the same level of thinking
that created them."

Albert Einstein
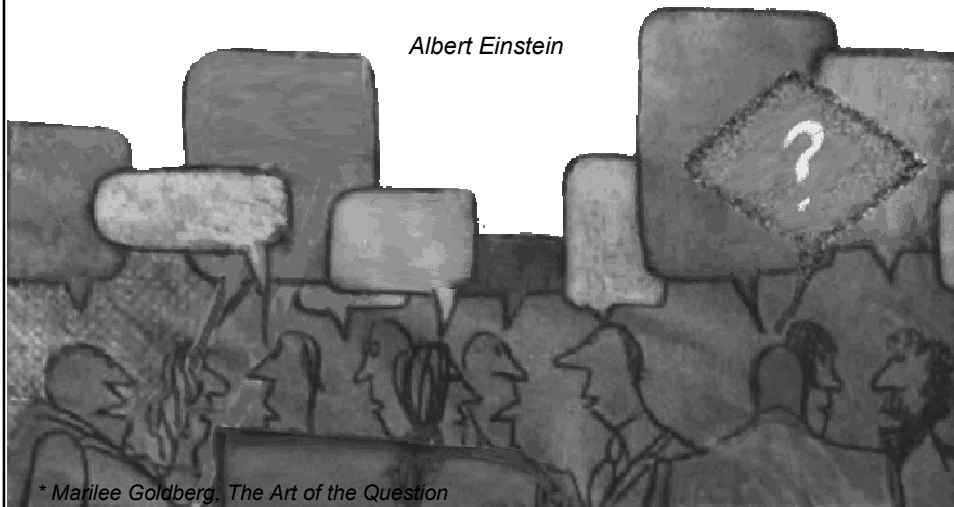
* Marilee Goldberg, The Art of the Question

Team

Required elements for a team:

Individuals
 who commit to work together
  to reach
   a common goal

If elements are missing, it's simply a "work group"

Hero / S***head Rollercoaster

(after Kent Beck)
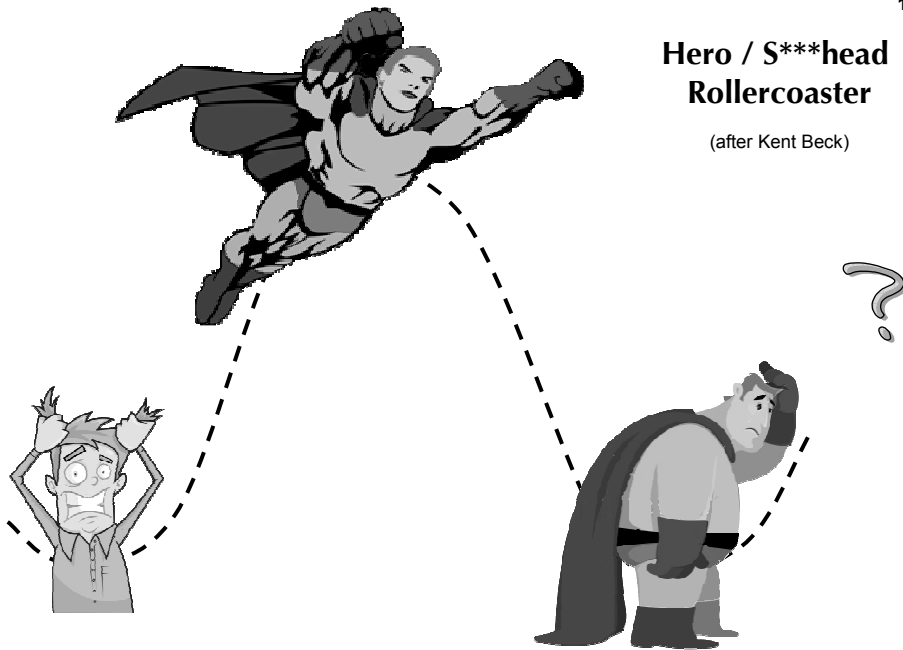
Re: "Ease at Work" video by Kent Beck

The Visionary
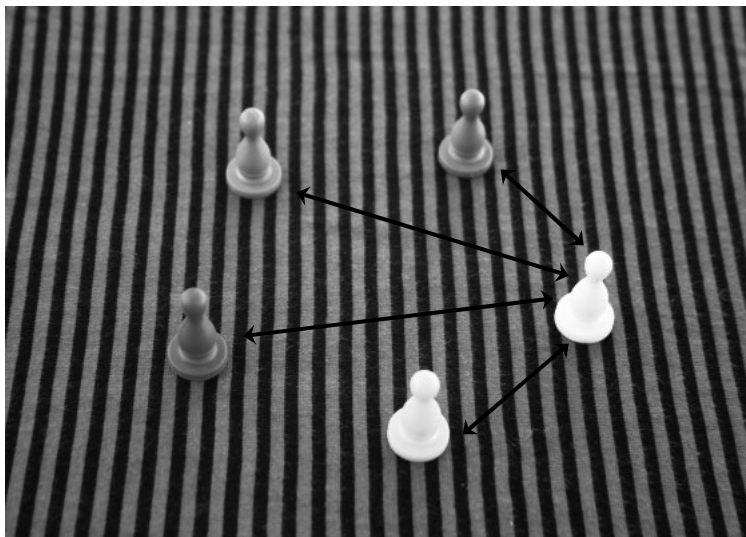
I need some workers !
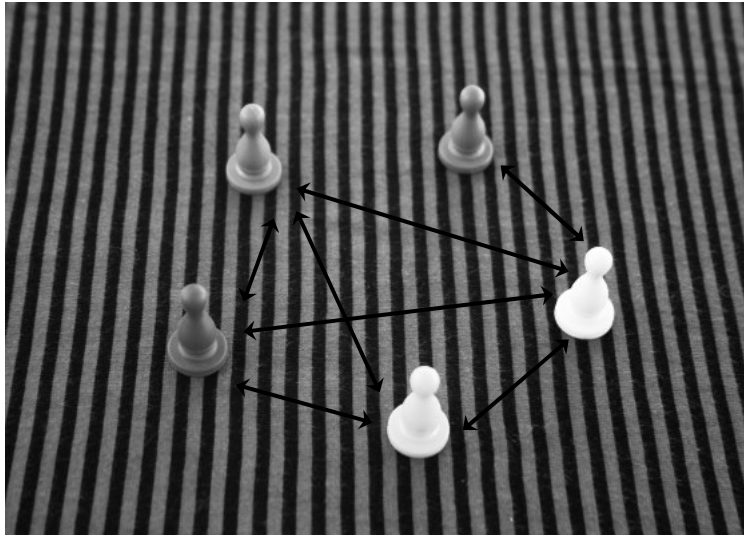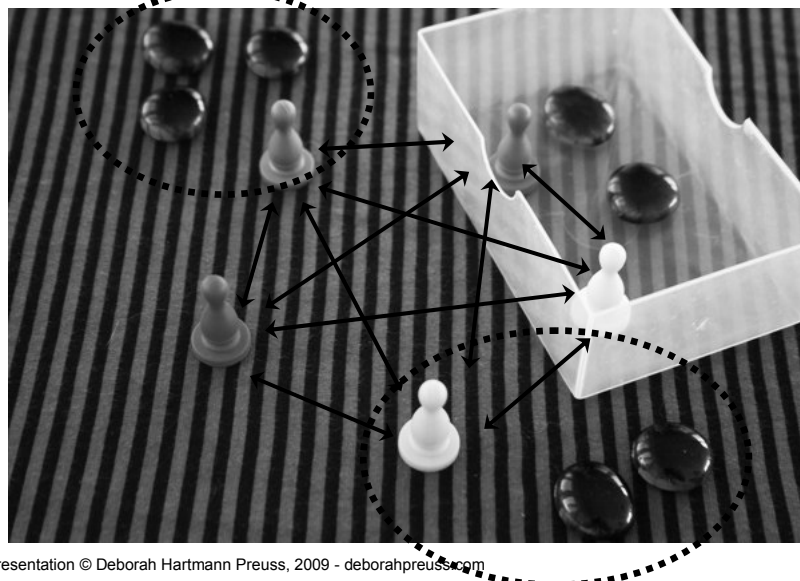
Visionary Product Dev
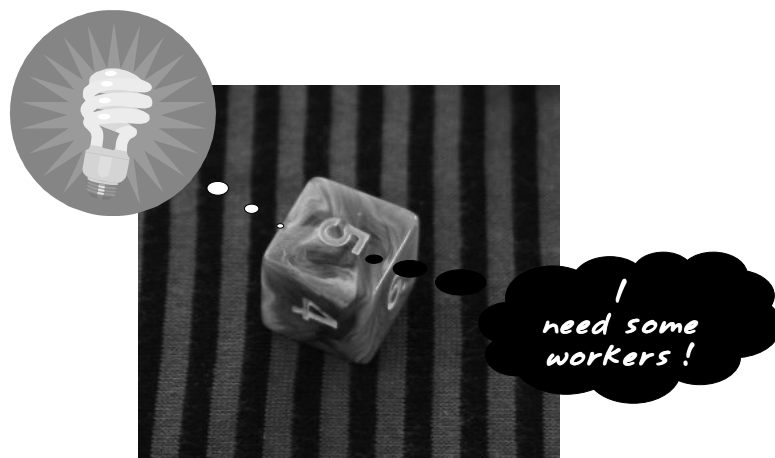
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Visionary Product Dev

Presentation © Deborah Hartmann Preuss, 2009 - deborahpreuss.com

Horizon of Unpredictability

Predictable | Horizon of predictability | Uncertain | Totally upredictable

sasa stamenkovic | sasa@stamenkovic.se | stamenkovic.se

Multi – Expert Teams

Leadership

Feedback Loops

(The Edge of) Chaos
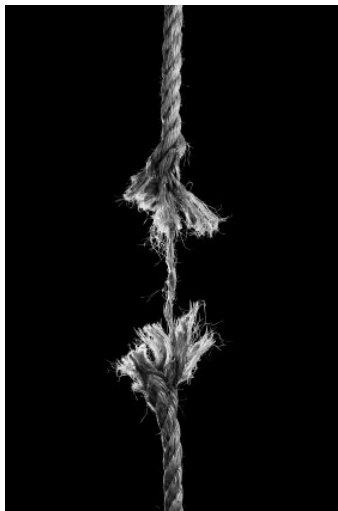
(how is this model helpful?)

the Wave Rider

Open Space

*It shouldn't work,
but it does*

Open Space

Today's Marketplace of Ideas
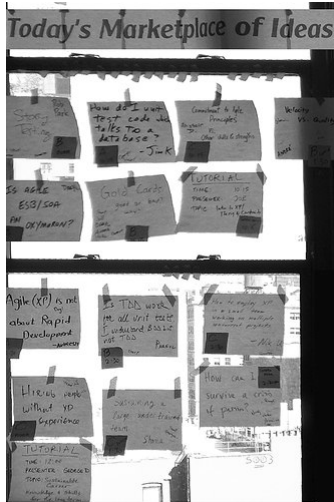
It shouldn't work,
but it does

Concept:

"Opening Space"

making room for, and inviting,
self-organization,
to generate what's needed
here, now
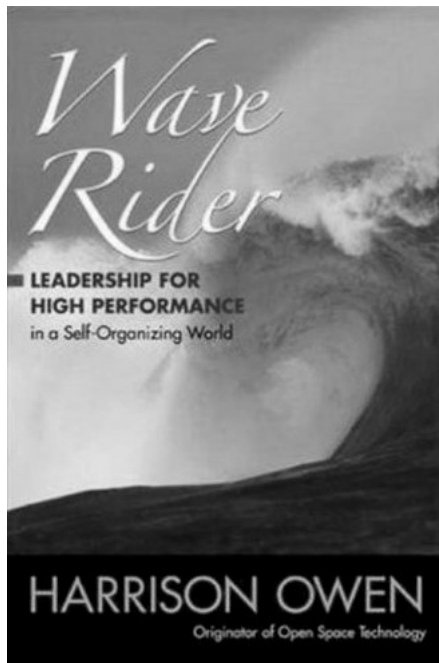
Sub title:

"**Authentic Leadership: The End of the Illusion of Control**

Wave Riders are … possessed of an innate capacity to go with the flow, constantly seizing upon opportunity when others see no possibility. Their level of performance is consistently high…, with a degree of excellence that may seem unbelievable. Together with their fellows, Wave Riders create the critical community bonds, essential for productive activity. And they bring a special gift - Leadership.

An application for business of the principles underlying Open Space Technology, by its originator. A leadership paradigm shift.
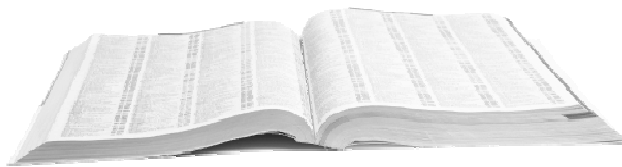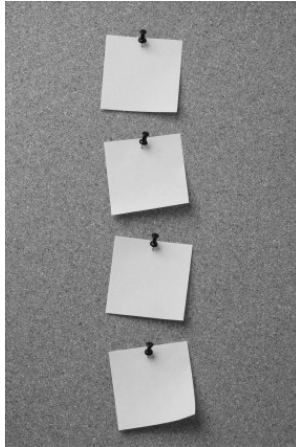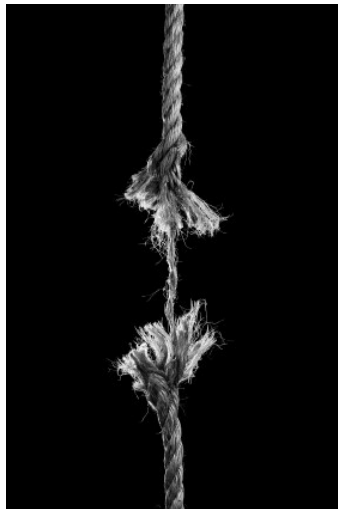
Metaphor

gaaaaaaaaaahhh !

Metaphor

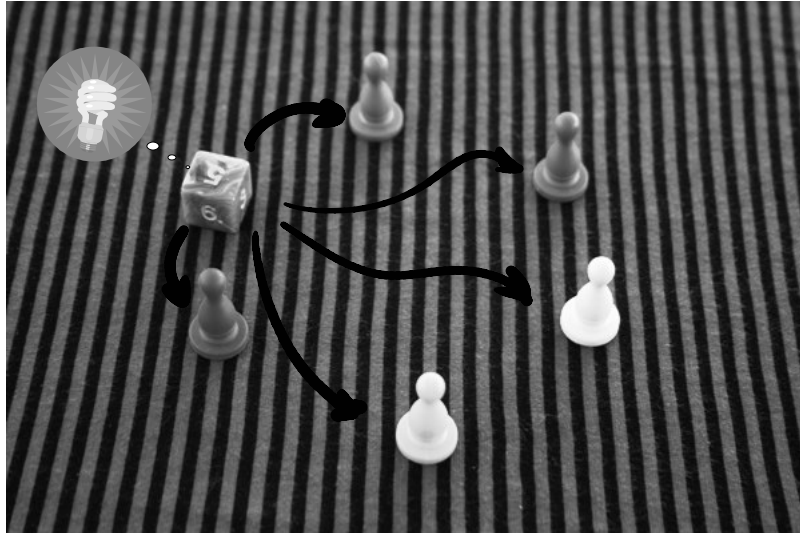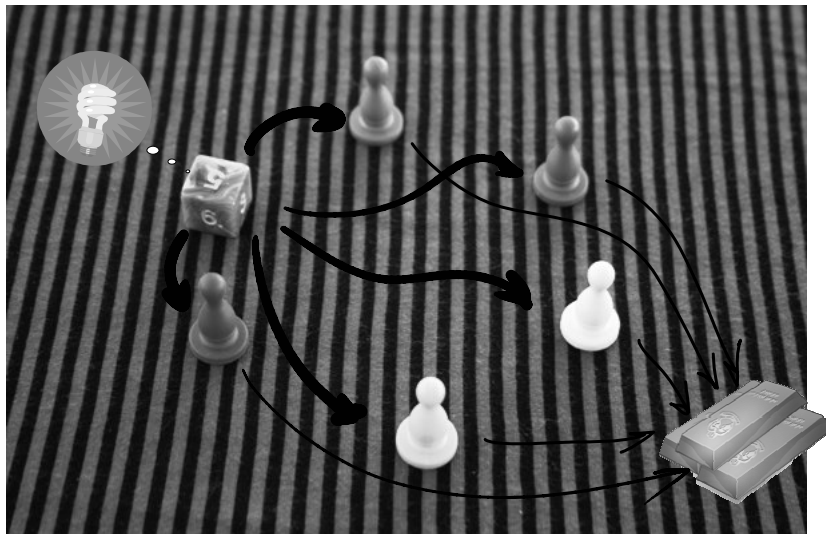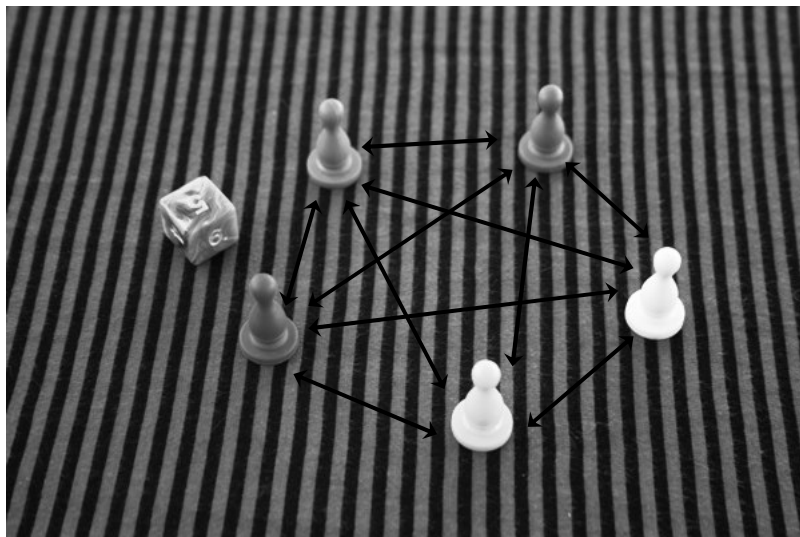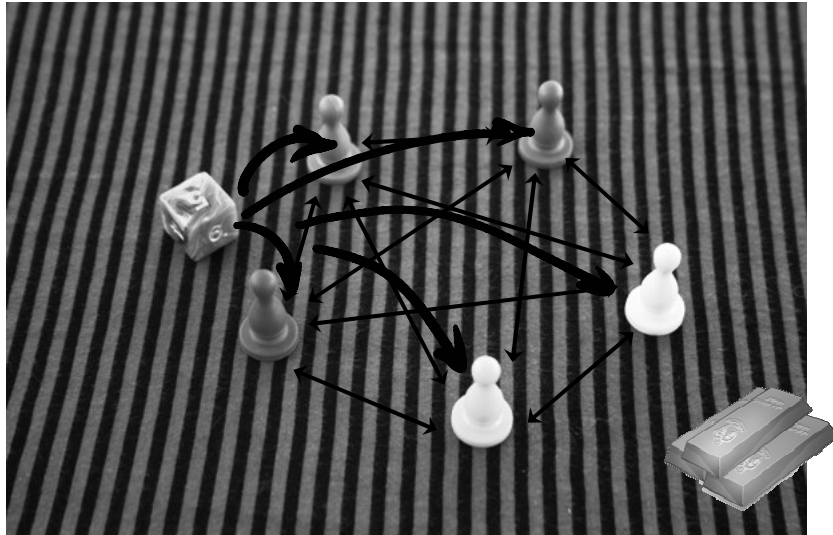Presentation © Deborah Hartmann Preuss, 2009 - deborahpreuss.com

The Change Agent

Presentation © Deborah Hartmann Preuss, 2009 - deborahpreuss.com

Double-Loop Learning

| Reflection :
Mental models vs
Values and Goals | → | Techniques,
Tactics, Tools | → | Product |

How can we make our
work more
efficient?

Is this way of working the most
effective
way to reach our goals?

Single Loop Learning:
Doing things right

Double Loop Learning:
Doing the right things
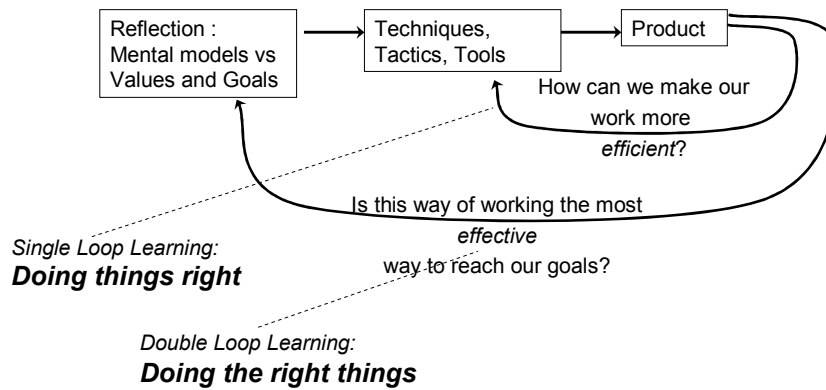
Source: Chris Argyris, see http://www.infed.org/thinkers/argyris.htm

Retrospectives

DO THEM

Indispensable Resources for
"Learning" Software Organizations

Conventional

Agile
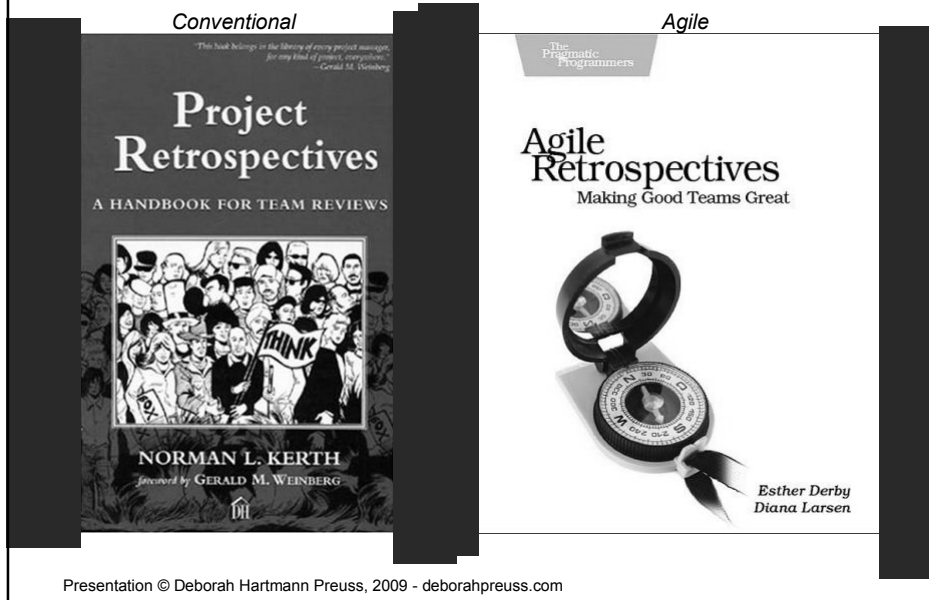
Organisation-Wide Change

Fearless Change:
 Patterns for
 Introducing New Ideas

by Mary Lynn Manns
 and Linda Rising

*I recommend that everyone read
 this book who has a vast
 interest in keeping his or her
 organization flexible and open
 for cultural change.*
--Jutta Eckstein
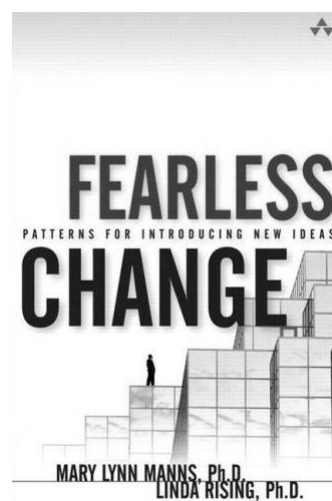
The Facilitator

Dialogue [dahy-uh-lawg], noun

a form of discussion
   that takes place
   when different contributions are considered
   in terms of the validity of the arguments,
   rather than assessing them
   according to the power positions
   of those who advocate them.

Dialogue aims to increase the team's
   pool of knowledge,
   so they can self-organise better.

Learn to Facilitate

A Classic:

The Skilled Facilitator:
A Comprehensive
Resource for
Consultants, Facilitators,
Managers, Trainers, and
Coaches

by Roger Schwarz
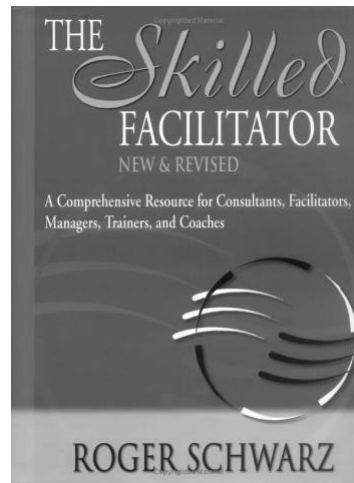
Collaboration Explained:

Facilitation skills for
software project leaders

By: Jean E Tabaka

"a wonderful insight into:

* what it takes to be
collaborative,

* the techniques used by
good facilitators to assist
groups in being more
productive, and

* some templates to
assure their first efforts
are well planned.
"

-- David Spann
(reviewer)

Patterns for Teams

honed over many years, to increase engagement and collaboration on software teams.

"The Core Protocols" portion of the book is available for free download at http://www.mccarthyshow.com and Jim talks about them in an InfoQ.com video from Agile2008

Also look for the McCarthy's "Team IQ test".

The Core Protocols
to increase team engagement and collaboration

1. Pass (Unpass)
2. Check In
3. Check Out
4. Ask for Help
5. Protocol Check
6. Intention Check

7. Decider
8. Resolution
9. The Perfection Game
10. Personal Alignment
11. Investigate

http://www.mccarthyshow.com/Default.aspx?tabid=1324

The Core Protocols

The Check-in Protocol

"I feel sad that I'm missing my son's first day of school today.

Also, I feel mad that our Product Owner skipped our demo yesterday.

And I'm in."

See the protocol online at http://www.informit.com/articles/article.aspx?p=26358

Modeling Integrity

Modeling Responsibility

THE RESPONSIBILITY PROCESS™

RESPONSIBILITY
_____

OBLIGATION

SHAME QUIT

JUSTIFY

LAY BLAME

DENIAL
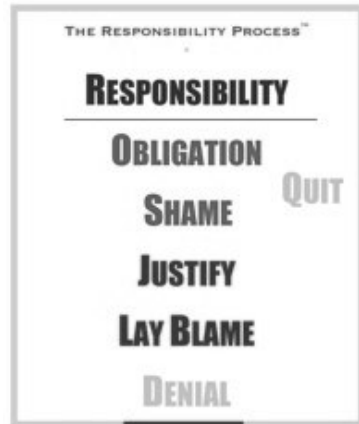
This poster from Christopher Avery literally draws a line between true responsibility and other behaviours we commonly, unconsciously use to avoid taking responsibility for ourselves.

Modeling Responsibility

TEAMWORK
IS AN
INDIVIDUAL
SKILL

*Getting Your Work Done
When Sharing
Responsibility*

Christopher M. Avery
with Meri Aaron Walker
and Erin O'Toole Murphy
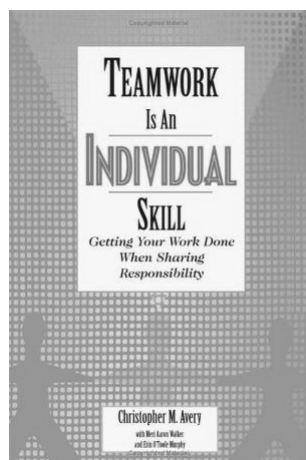
Teamwork is an Individual Skill

Avery explains steps each team member can take to become more responsible for their own behaviour (self management), thereby modeling new possibilities for their teammates and colleagues, with the net effect of enhancing overall team performance and peacefulness.

Meaning Making

The Meaning Maker

F T S O W

For the sake of what ?

Stated Values

1) Agile Coaches
2) Customer Proxies
3) True Empowerment
4) Capacity determines Commitment
5) Building Trust + Collaboration
6) Continuous Improvement / Metrics
7) Uncompromising Quality
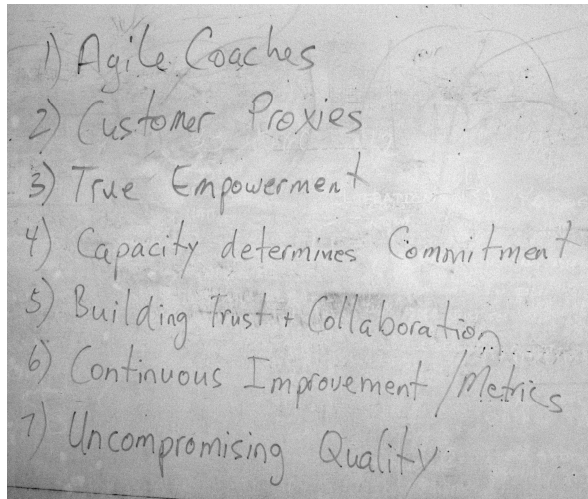
This document MUST be created by the team in order to allow movement toward a more complete list of values.

Giving the team its values says:
DON'T THINK !
DON'T ASK !

Behaviour - The Core Commitments

Commit to engage when present.

Seek to perceive more than I seek to be perceived.

Use teams, especially when undertaking difficult tasks.

Speak always and only **when I believe it will improve** the general results/effort ratio.

Offer and accept only rational, results-oriented behavior and communication.

Do now what must be done eventually and can effectively be done now.

Disengage from less productive situations
– When I cannot keep these commitments,
– When it is more important that I engage elsewhere.

Seek to move forward toward a particular goal, by **biasing my behavior toward action.**

Use the Core Protocols (or better) when applicable.

Neither harm—nor tolerate the harming of—anyone for his or her fidelity to these commitments.

Never do anything dumb on purpose

Excerpt from http://www.mccarthyshow.com/Default.aspx?tabid=341

Managing Team Promises

Are you aware of your
"Discourses of Overcommitment" ?

Blindness
Heroic
Hopeful
Fantasy
Resigned
Cynical
Criminal

Managing Team Promises

CARE:
I can quickly and clearly identify our team's key customer and state what they care about, what their primary concerns are.

PROMISES:
We keep a clearly written and up-to-date list of desired outcomes for the next 12-18 months, with target dates.

PLANNING:
We all know what our key customer's highest priority requests are, for our current work period

COMMITMENT:
We make promises we know we can keep, and when this proves wrong we promptly and clearly renegotiate with our key customer

CAPACITY:
We have a good grasp on our team's capacity for action and apply it well when making promises

CONVERSATIONS:
We're comfortable assessing & discussing our own & others' ability to deliver, & we know when we will next do this together

LEARNING:
At frequent intervals we assess what we are accomplishing vs. what we care about and adjust either our action plan or our definition of Care

CO-ORDINATION:
We have good practices for collaborating together to fulfill promises too large for one person alone

Diagnostic Tool – Team Care and Promise Management © Deborah Hartmann Preuss

Coach:
The Catalyst

Coaching

The International Coaches Federation defines coaching as

partnering *with clients in a thought-provoking &* ***creative*** *process that* ***inspires them*** *to maximize their personal and professional* ***potential.***

Coaching Activities

Listening, listening, listening

Asking "Powerful Questions"

Helping the team build vision, values

Reminding the team of their own goals

Helping the team learn

More Powerful

Why ... ?
How ... ?
What ... ?

Who, When, Where

Which, Yes/No Questions
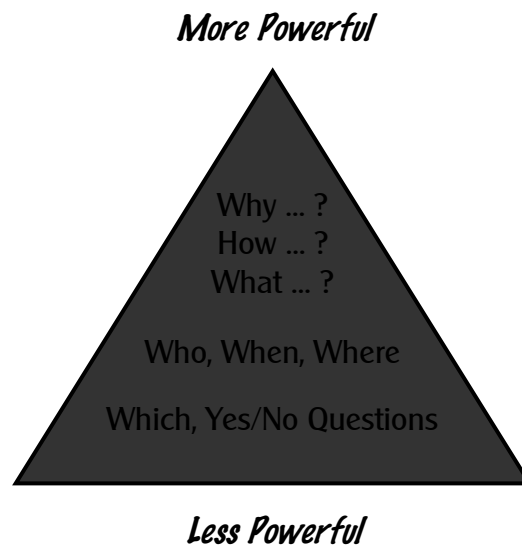
Less Powerful

THE ART OF POWERFUL QUESTIONS:
Catalyzing Insight, Innovation, and Action
by Eric E. Vogt, Juanita Brown, & David Isaacs
http://theworldcafe.com/articles/aopq.pdf

Powerful Questions

Why did we do it that way?

→ *tendency to dig in, **defend***

What would make this work better?

→ *moves forward into **action***

Powerful Questions

Can I help?

→ ***Yes/No.** Easy (safe) to say No.*

What can I do to help?

→ ***assumes help is wanted**, "Yes" is easier*

Leader as …

- Meaning Maker

- Catalyst for Growth

- Model of Integrity

- Cultural Change Agent

- Facilitator

Intelligence

The Leaderful Teams Model
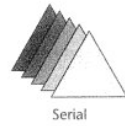
Leaderful Organization
model
from Joseph A. Raelin

A series of four continua

"You can't change what you can't see!"

FIGURE 1-2. The Continua of Leadership

Source: Creating Leaderful Organizations, p 14.

Followership → Leadership
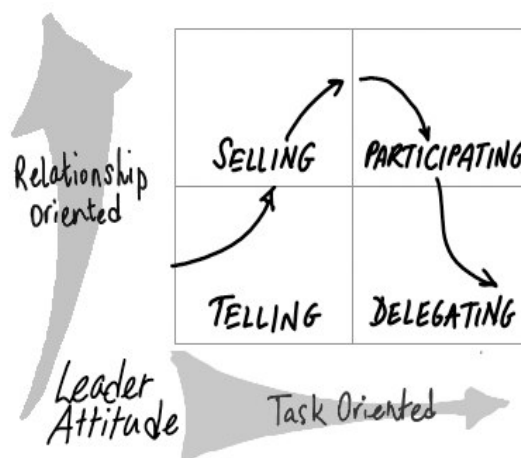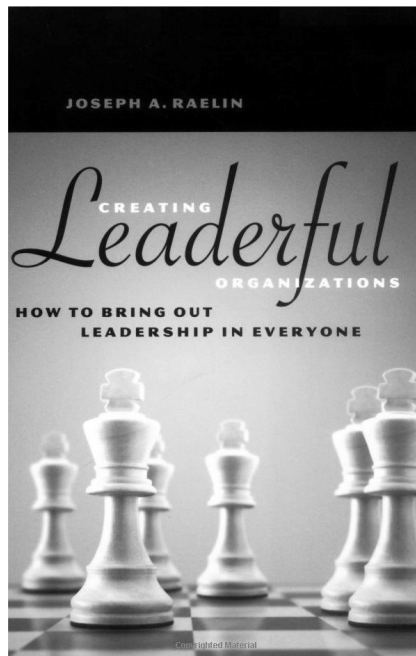
Subtitle:
**How to Bring out
    Leadership in Everyone**

Aimed at the Knowledge Workforce, which includes software developers.

Outlines a leaderful approach shown to enhance effectiveness, creativity and workforce satisfaction.

It draws from more traditional leadership discourses to provide sources of growth for managers and all team members.

What does **your team** *really* care about?

*What could you do (not do) differently to **open the space** for more team success?*

Bibliography
Key Reading on "LEADERFUL TEAMS" for High Performance:

Creating Leaderful Organizations: How to Bring Out Leadership in Everyone by Joseph A. Raelin, 2003
Subtitle: How to Bring out Leadership in Everyone. Aimed at the knowledge workforce, which includes software developers. Outlines a leaderful approach, shown to enhance effectiveness, creativity and workforce satisfaction. It draws from more traditional leadership discourses to provide sources of growth for managers and all team members. ISBN: 157675233X

Wave Rider: Leadership for High Performance in a Self-Organizing World by Harrison Owen, 2008
Sub title: "Authentic Leadership: The End of the Illusion of Control". Beautifully written. An application for business of the principles underlying Open Space Technology, by its originator. A leadership paradigm shift. 'Harrison Owen has integrated years of experience, complexity science, Open Space Technology and successful business examples to give practical steps for formal and authentic leadership. He describes the dynamics of self-organization and how successful wave riders can collaborate, consciously and skilfully, to take performance to a higher level.' – Larry Peterson, transformative facilitator, SpiritedOrg.com. ISBN: 1576756173

The "Leaderful" Paradigm Shift: Stories, History and Concepts:

Artful Making: What Managers Need to Know About How Artists Work by Robert Austin, 2003
The authors outline practices long used by artists that can help businesses achieve greater effectiveness and innovation. They examine how collaborative teamwork methods allow knowledge workers to excel within domains that are experiencing accelerated and chaotic change. ISBN: 0130086959

How Coaching Works: The Essential Guide to the History and Practice of Effective Coaching, Joseph O'Connor, 2008.
Draws together the themes and principles of coaching, revealing the ideas that work at the root of all successful coaching techniques. Covers the big schools of thought, including: Ontological, Co-Active, Integral, NLP. ISBN: 0713682612

Leadership and the New Science: Learning About Organization from an Orderly Universe, by Margaret J. Wheatley, 2006
'An extraordinary book. The new physics is opening frontiers of knowledge that are among the most significant of this century. Applying these discoveries to management and leadership is extraordinarily eye-opening.' -- Marjorie Kelly, Founder and Publisher, Business Ethics magazine ISBN: 1576753441

One from Many: VISA and the Rise of Chaordic Organization by Dee Hock, 2005
From the publisher: Dee Hock's fascinating story of the creation of VISA was first told in "Birth of the Chaordic Age"; now, "One From Many" includes updated examples of today's most prominent chaordic organisations. 'The most original approach to organizing we have been offered. It fits the 'must-read', 'must-absorb' category for leaders.' -- Tom Peters ISBN: 1576753328

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Bibliography
Patterns, Practices and Tools for Developing Leaderful Teams (1/2)

Agile Retrospectives: Making Good Teams Great by Esther Derby, 2006
From the publisher: The practical tools and recipes in this book will help you uncover and solve hidden (and not-so-hidden) problems with your technology, your methodology, and those difficult "people" issues on your team, by mining the experience of your software development team continually. ISBN: 0977616649

Agile Software Development with SCRUM by Ken Schwaber and Mike Beedle, 2002
Scrum is a meta-methodology: it provides a framework for growing your own customized process for effective, synergistic teamwork. Not just for software teams. ISBN: 0130676349

A Coach's Guide to Emotional Intelligence: Strategies for Developing Successful Leaders , by James Bradford Terrell, 2008
From the publisher: 'Offers a number of elegant solutions to help coaches and their clients develop the authentic emotional skills needed to meet the challenges of today's increasingly complex world. ... Clearly shows how EI coaching can be applied within organizations and provides a solid coaching method ... Outlines five highly-effective strategies for developing influential leaders.' ISBN: 0787997358

Co-Active Coaching, 2nd Edition: New Skills for Coaching People Toward Success in Work and, Life, by Laura Whitworth,2007
A time-tested, highly practical framework for coaching individuals through life's challenges and changes, assuming that they don't need to be "fixed" but instead offers resources to help them discover what they want, value, know and need, by themselves. Uses the model taught for 20 years by The Coaches Institute http://www.thecoaches.com. ISBN: 0891061983

Collaboration Explained: Facilitation Skills for Software Project Leaders by Jean Tabaka, 2006
From the publisher: Reviews the fundamentals of collaboration: what the primary collaboration roles, and primary collaboration events are; what the fundamental collaboration techniques are that you can apply in any of the roles to any of these events; what to do for distributed, virtual teams for collaboration; guidelines to follow to conduct any of the key collaboration activities in your projects. ISBN: 0321268776

Generative Leadership: Shaping New Futures for Today's Schools by Karl J. Klimek, 2008
Focuses on the K-12 system, but has applications for every level of education, including post-secondary. 'The authors articulate complex concepts in a way that makes application understandable, to provide flexible framework for working with staff to create an environment where everyone experiences authentic learning and gains deep understandings.' -- Sandra K. Stanley, Executive Director of Instruction and Pupil Services. ISBN: 1412953022

Facilitating Organization Change: Lessons from Complexity Science by Edwin E. Olson, 2001
Grounded in Complex Adaptive Systems theory, this book looks at organizations as self-org systems. It discusses what needs to be put into place so the people in a system can adapt and implement change effectively to achieve organizational high performance. Invaluable for change agents at any level of the organization. ISBN: 2001078795330X

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Facilitating Organization Change: Lessons from Complexity Science, by Edwin E. Olson, 2001
Grounded in Complex Adaptive Systems theory, this book looks at organizations as self-org systems. It discusses what needs to be put into place so the people in a system can adapt and implement change effectively to achieve organizational high performance. Invaluable for change agents at any level of the organization. ISBN: 2001078795330X

Language and the Pursuit of Happiness, Chalmers Brothers, 2004.
Subtitle: A new foundation for designing your life, your relationships & your results. This book comes out of the school of Ontological Coaching (the Newfield coaching model). First line: "You can't change what you don't see". It offers tools for seeing how the language we use shapes what we expect and therby what actually happens.
ISBN: 0974948705

Leading Self-Directed Work Teams, a Guide to Developing New Team Leadership Skills , by Kimball Fisher, 2000
You'll learn how to: lead through example and commitment, give and obtain feedback, excite and energize teams, create accountability without restricting autonomy and creativity. The revised edition draws on a wide range of real-life lessons learned since the first edition. ISBN: 20000071349243

Open Space Technology: A User's Guide by Harrison Owen, 1997
Outlines the low-tech "technology" that Open Space uses to help groups self-organize to tackle difficult or high-risk issues. This technique has been used over 10,000 times in the past 20 years and its use is still growing in business and outside it, for example some BarCamps are using this format to re-energize communities of practice worldwide. ISBN: 1576750248

Software for Your Head. Core Protocols for Creating and Maintaining Shared Vision by Jim McCarthy, 2001.
This book contains patterns honed over many years in the "lab" and the field, for increasing engagement and collaboration on software teams. "The Core Protocols" themselves are available for free download at http://www.mccarthyshow.com , where you can also find the McCarthy's "Team IQ test". ISBN: 0201604566

The Skilled Facilitator by Roger Schwarz,
Considered a landmark in the field of facalitation, this book can help make the shift from "managing" to "facilitating" a team, for anyone whose role is to guide groups toward realizing their creative and problem-solving potential. The revised edition provides the essential materials for facilitation and includes simple but effective ground rules for group interaction. ISBN: 20020787947237

Teamwork is an Individual Skill: Getting Your Work Done When Sharing Responsibility, Christopher Avery, 2001.
Avery's ongoing research into team performance has convinced him that great teams are built around a series of "conversations" that help to define each individual's role, agreements, and commitments to the team, and vice-versa. The book's bottom line is that you don't have to do "team building" separate from the work they do together. Just following this kind of process with commitment and integrity can't help but build powerful teams and outcomes. ISBN: 1576751554

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Bibliography
Online Resources Related to Leaderful Teams

Book in progress: Innovation
Robert Dunham, of the Newfield Network and the Centre for Generative Leadership, & Peter Denning, Computer Scientist . This book is temporarily available, pre-publication, at:http://cs.gmu.edu/cne/pjd/TT/.
The chapter on Care is at http://cs.gmu.edu/cne/pjd/INNOV/10-executing.pdf

Video (in multiple parts): Ease at Work, Kent Beck, 2007
http://www.infoq.com/news/2007/04/beck-ease-at-work.

Video: Taking Care of What We Care About, Robert Dunham 2008
http::/www.youtube.com/watch?v=jEuDBxv_ohE

Video: Jeff Sutherland on Scrum and Not-Scrum, InfoQ.com/Agile interview, 2007
http://www.infoq.com/interviews/jeff-sutherland-scrum-rules

The Scrum Papers: Jeff Sutherland, 2007. History, sources and development of Scrum.
http://www.infoq.com/interviews/jeff-sutherland-scrum-rules

Open Space events on Agile Leadership:
In the UK: Agile Coaches Gathering, May 22-23 2009, http://www.agilecoachesgathering.org
In the US: Agile Coach Camp, Spring 2009 (date to be announced), http://www.agilecoachcamp.org
Create your own: in the Open Spac e area at Agile2009, in Chicago Illinois, August 24-28 2009

Open Space Resources:
A Brief User's Guide to Open Space Technology, Harrison Owen. http://www.openspaceworld.com/users_guide.htm
Open Space Technology: An Inviting Guide, Michael Herman, 2006. http://www.michaelherman.com/publications/inviting_guide.pdf
Collected Podcasta and Videos: http://www.openspaceworld.org/news/cat/podcasts/

The Art of Powerful Questions: Catalysing Insight, Innovation and Action
Eric E. Vogt, Juanita Brown, David Isaacs, 2003
http://www.theworldcafe.com/articles/aopq.pdf

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A Thought Experiment:

You've decided you want to try this:

What is your first step?

Discuss!

Thank-you

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