



Transformational Leadership for Business Agility

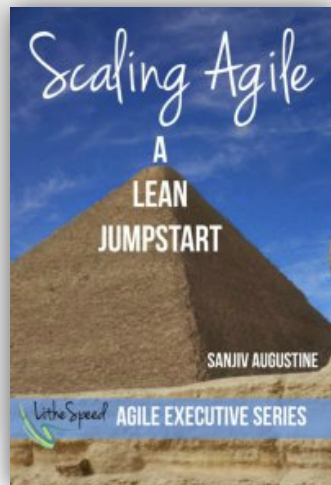
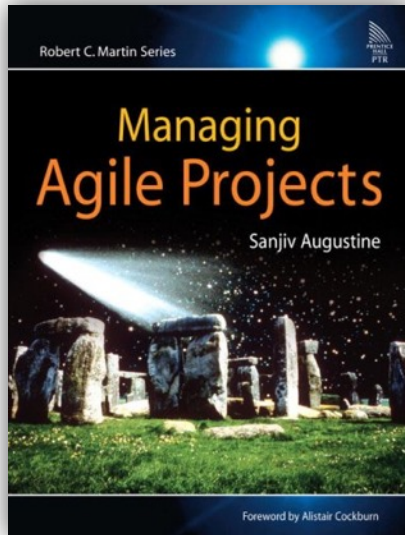
Sanjiv Augustine & Arlen Bankston
February 21, 2018



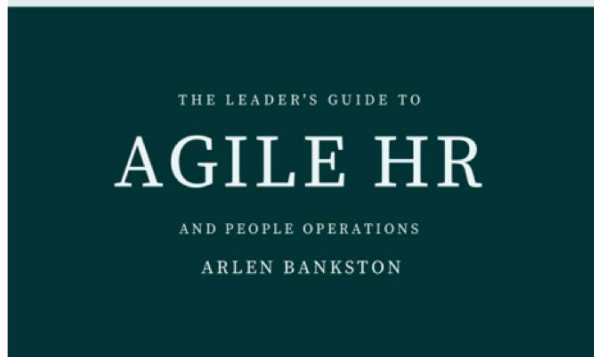
About Us – Sanjiv Augustine



- 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



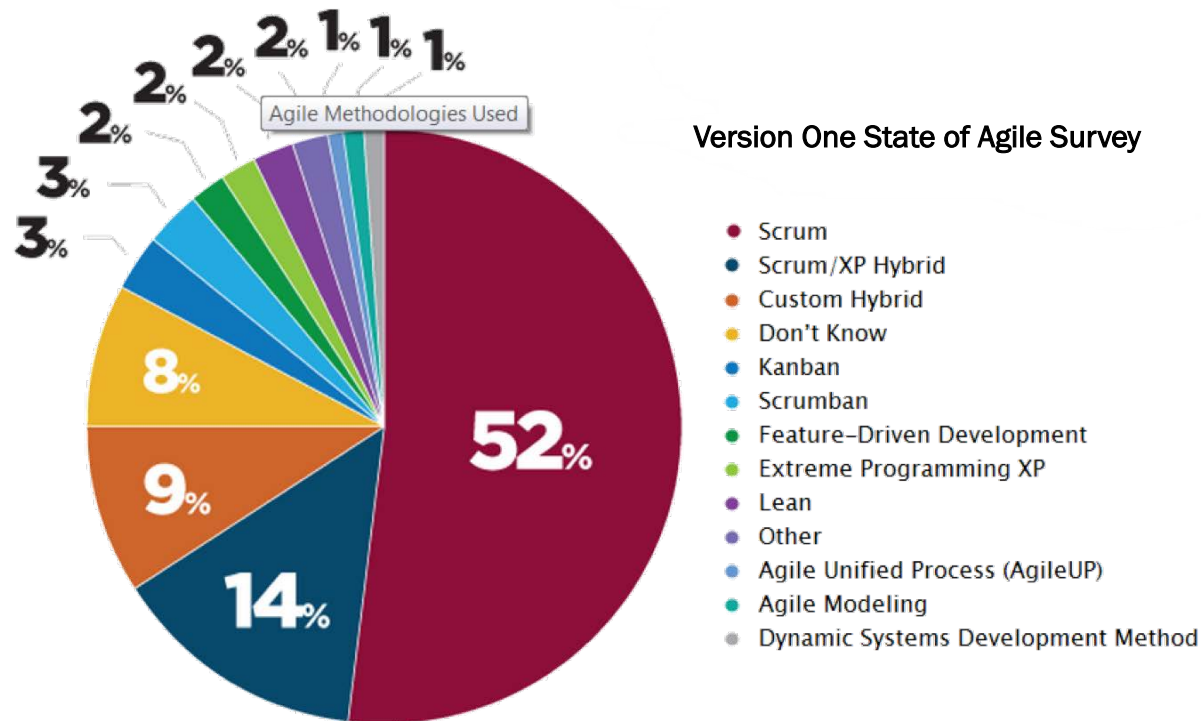
About Us – Arlen Bankston



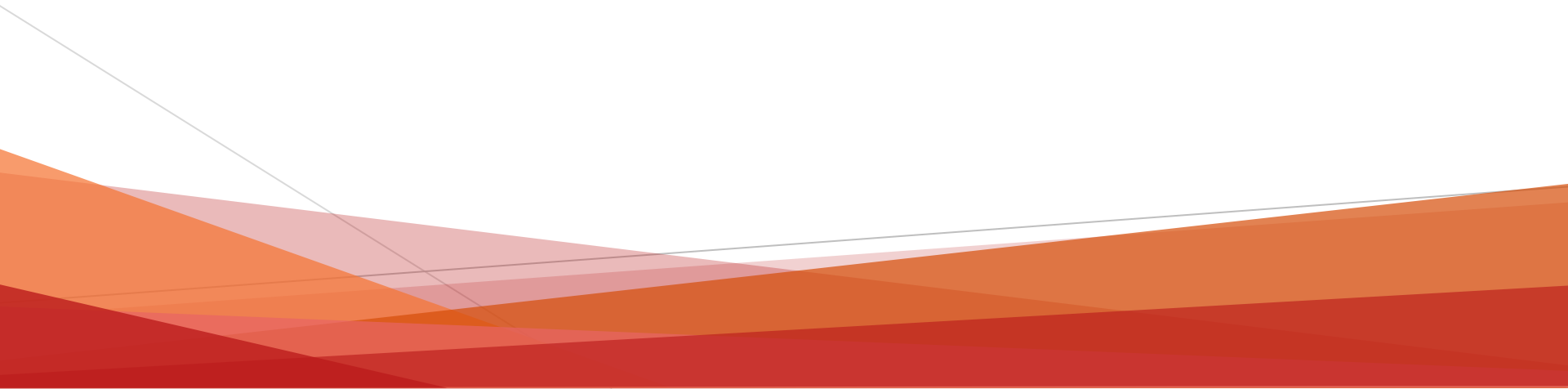
- Founder of **LiteSpeed, LLC** and the **Agile Leadership Academy**
- Experience: 25 years industry, 17 years of Agile, 14 years of Lean
- Author of *HR for the Agile Organization*
- Specialties: Business Agility, Agile, Lean, Design, Innovation, Leadership
- Practitioner, entrepreneur, consultant, 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

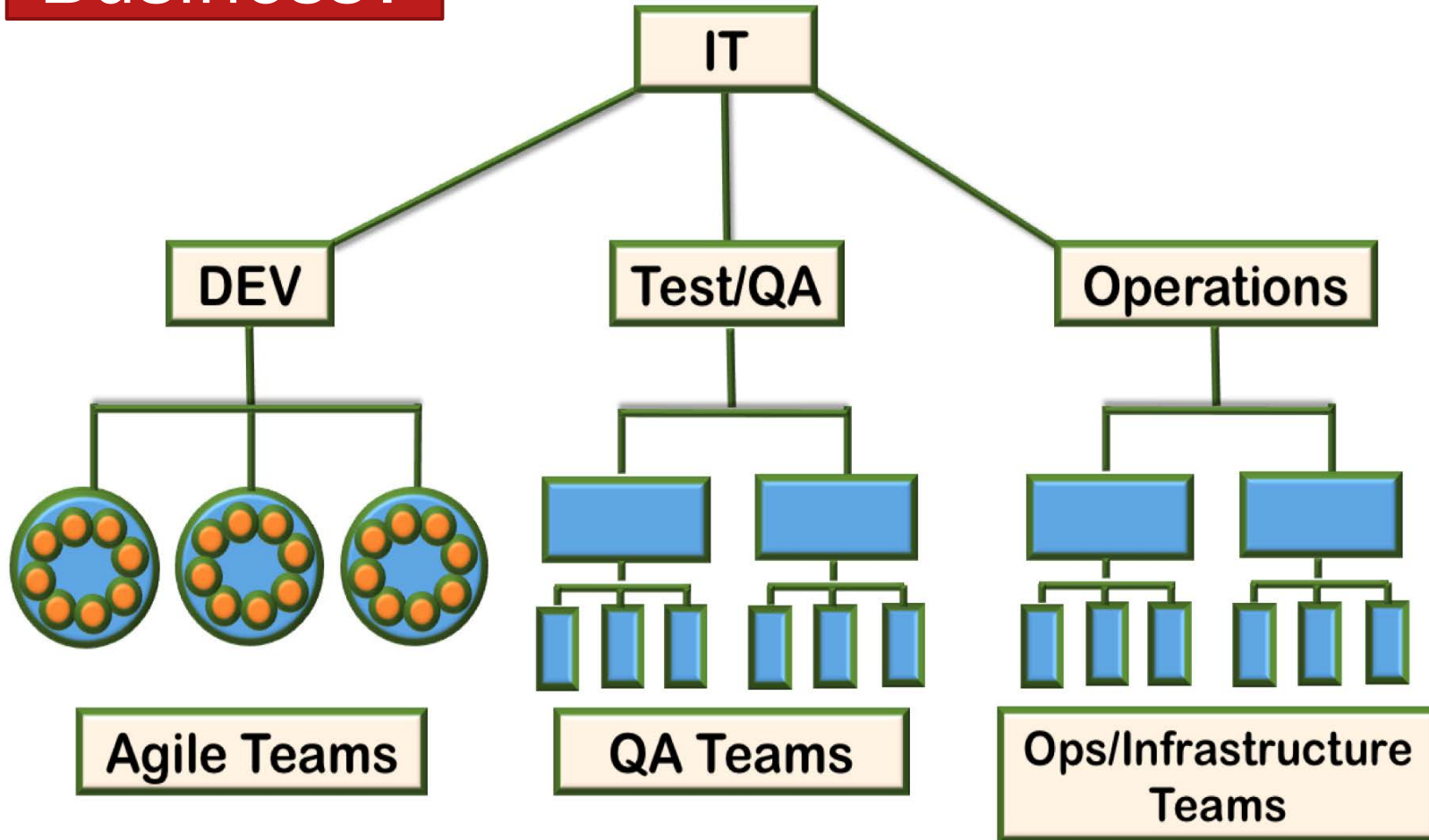
Who's Adopted Agile?

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!

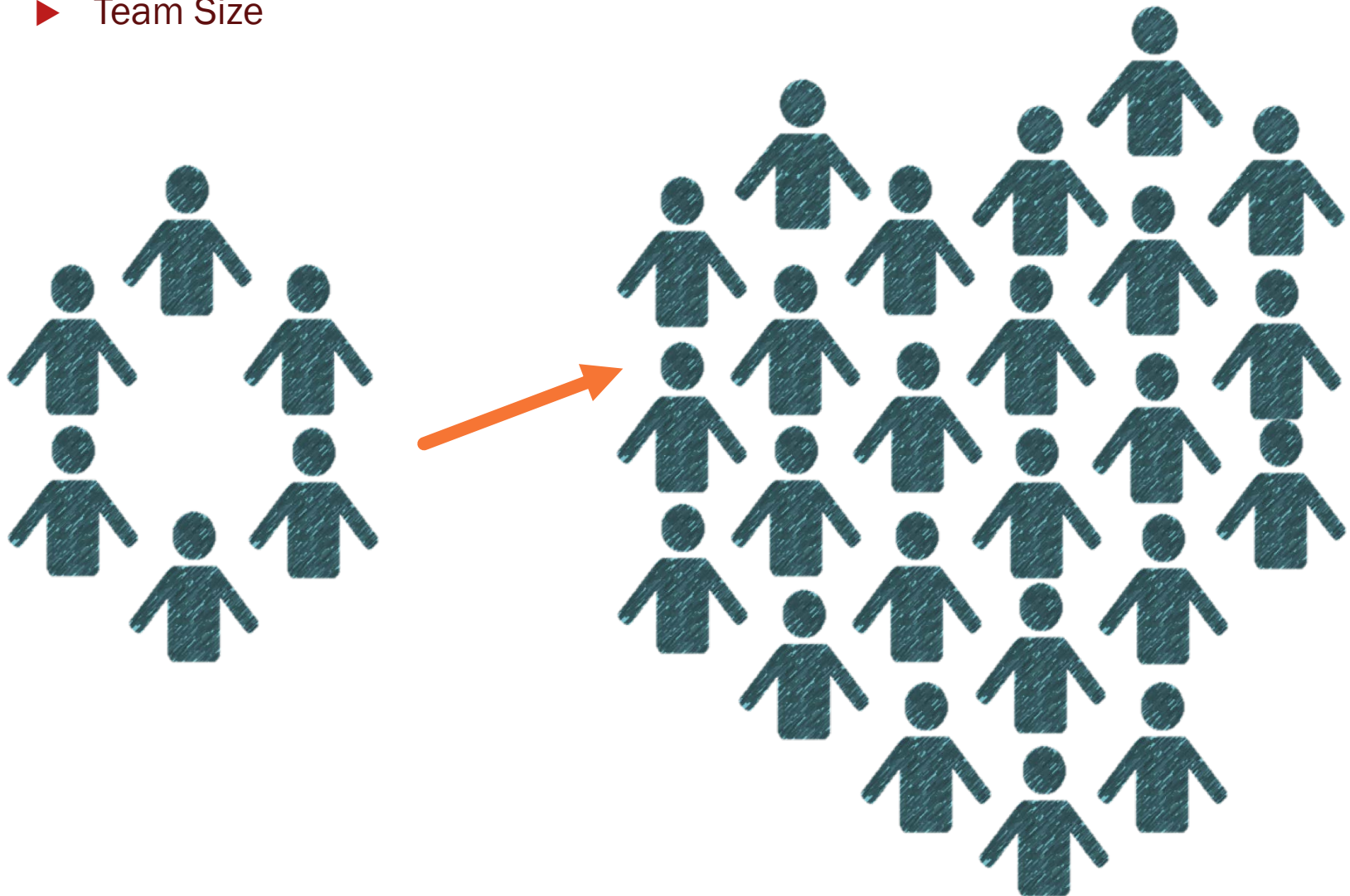
But...Agile Teams... Waterfall Silos

Business?



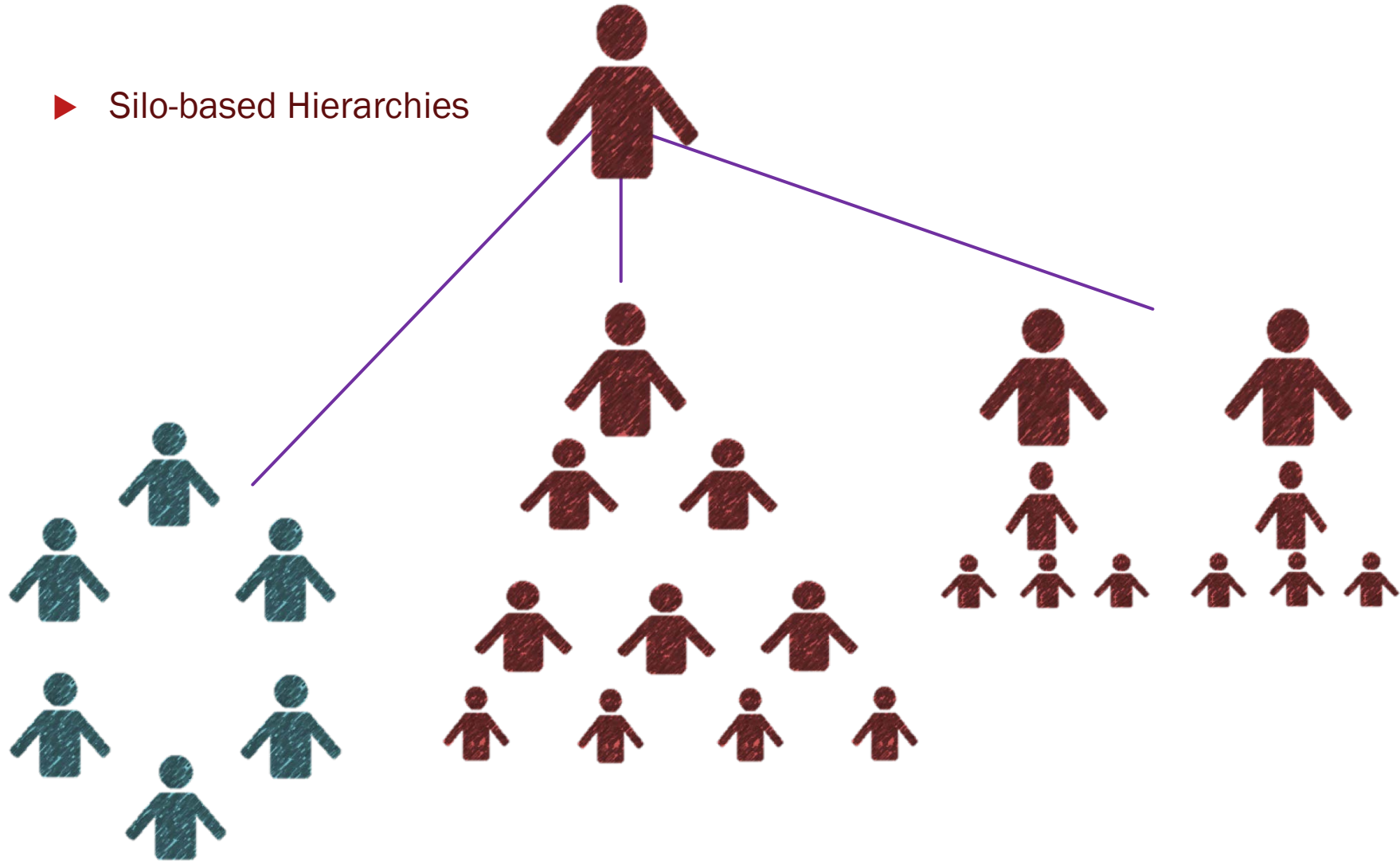
Organizational Misalignment with Agile Methods

▶ Team Size



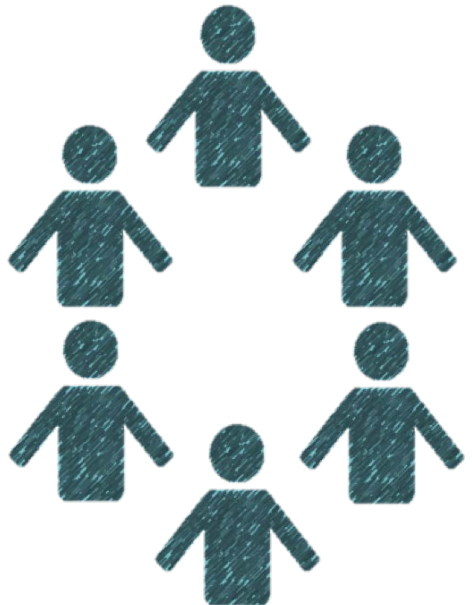
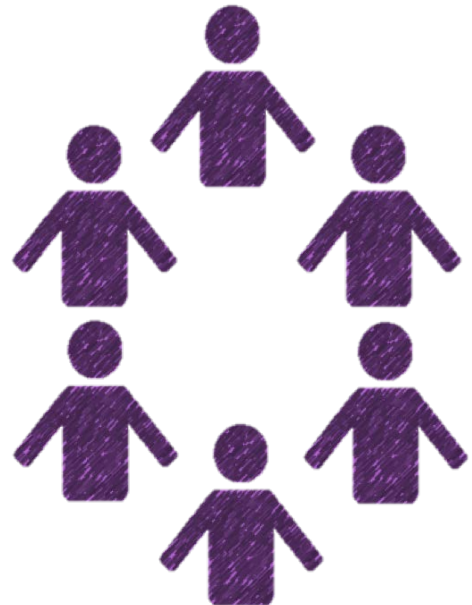
Organizational Misalignment with Agile Methods

► 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



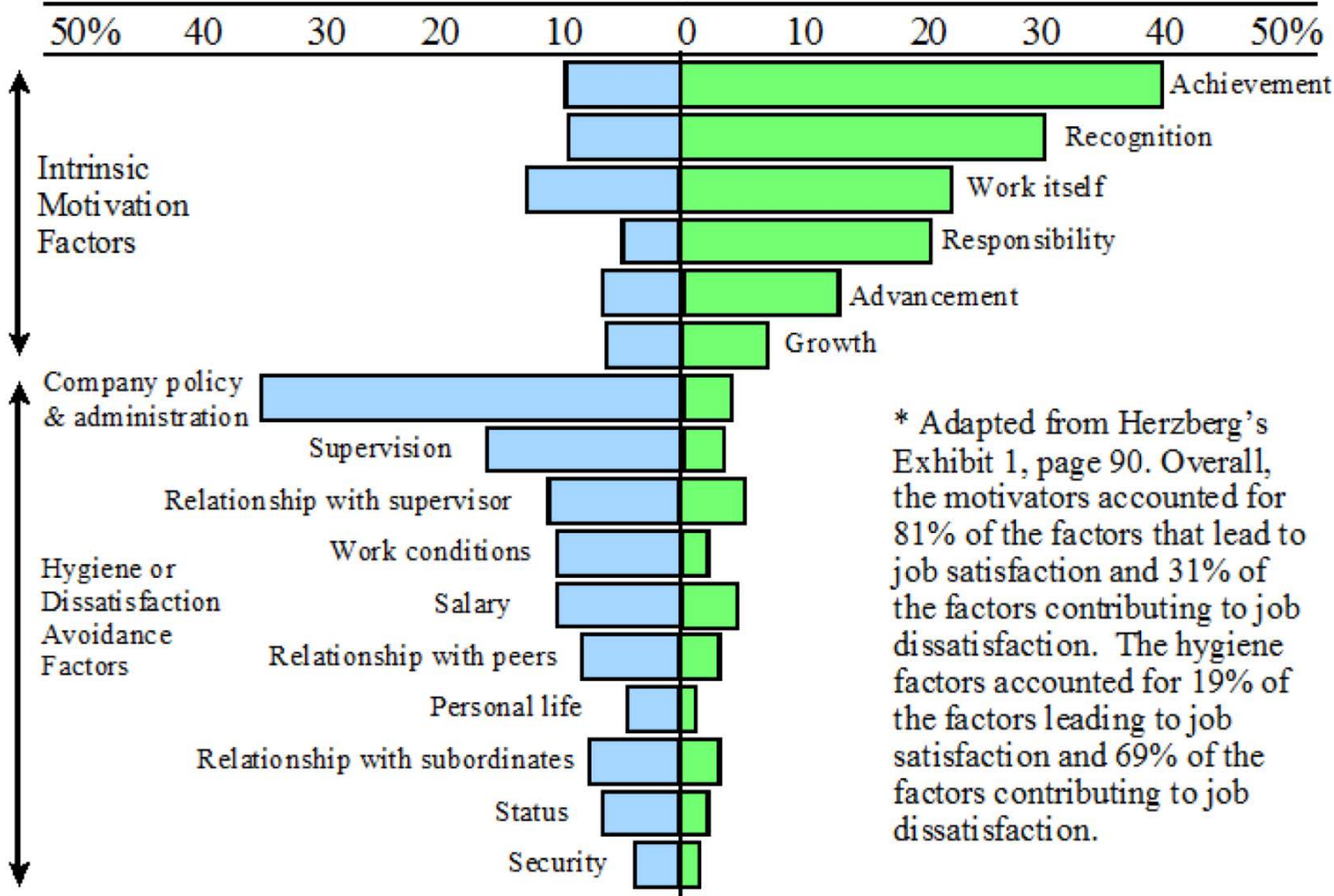
1. **Only 13% of all employees** are “highly engaged.” 26% are “actively disengaged.”¹
2. **Only 54% of employees** recommend their company.²
3. **Two-thirds of all technology workers** believe they could find a better job in less than 60 days.³
4. **80% believe their employees** are overwhelmed with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

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

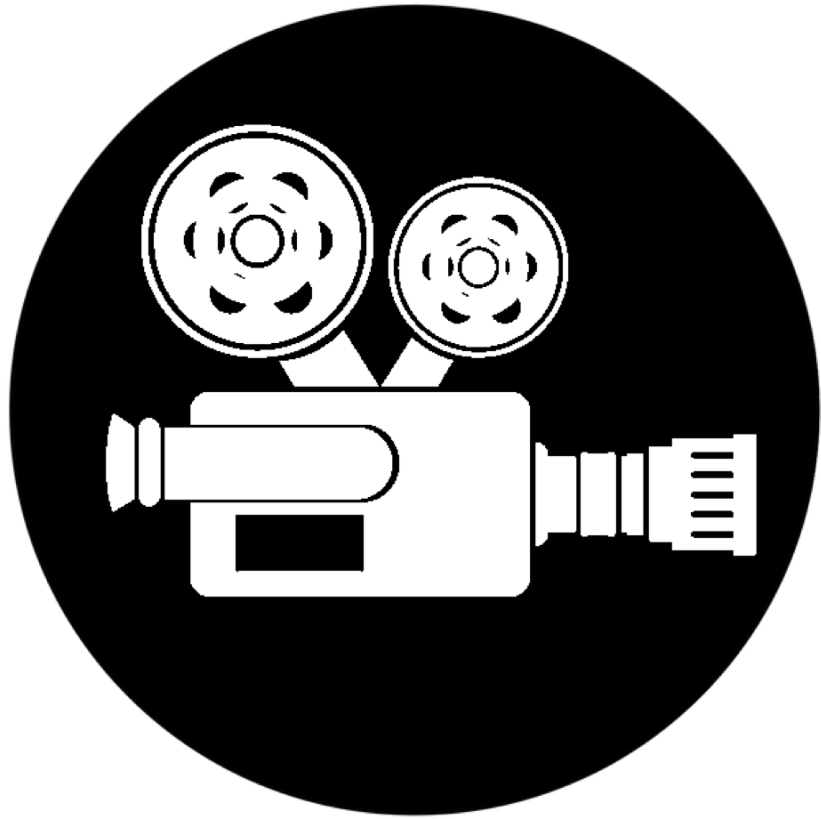
Factors characterizing 1,753 events on the job that led to extreme satisfaction



* 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

Directive

Managing Resources for Fixed Results

Catalyzing

Designing Systems for Adaptation

Telling others what to do

Creating conditions for collaboration and ownership

Directing the flow of interaction, information, & authority

Designing structures that ease interaction, open information flow and drive throughput

Controlling how things get done, how people work

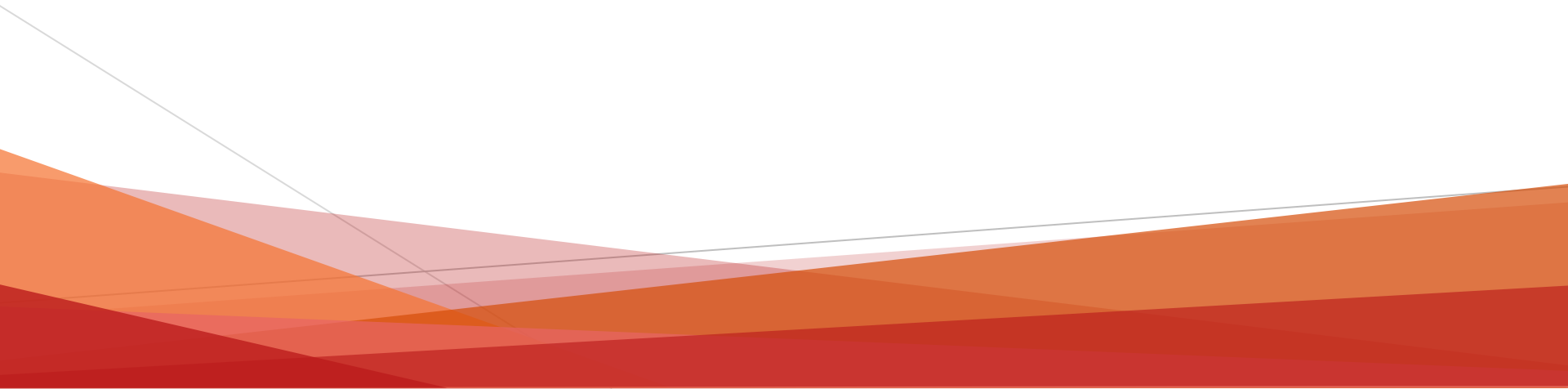
Coaching on open communication, adaptive planning and work responsibility

Incentivizing individuals through rewards, bonuses, etc

Motivating teams through purpose & profit

Adapted from the work of the Agile Coaching Institute: <http://agilecoachinginstitute.com>

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

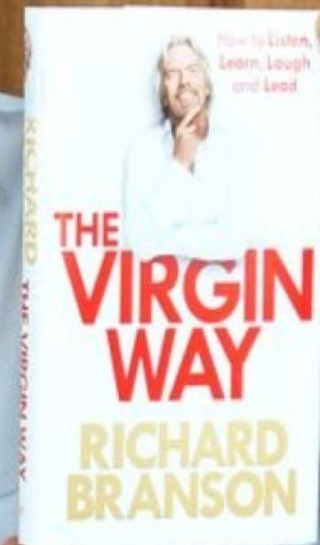


Open Vacation

The Virgin logo, featuring the word "Virgin" in a white, stylized script font on a red background.

RICHARD

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

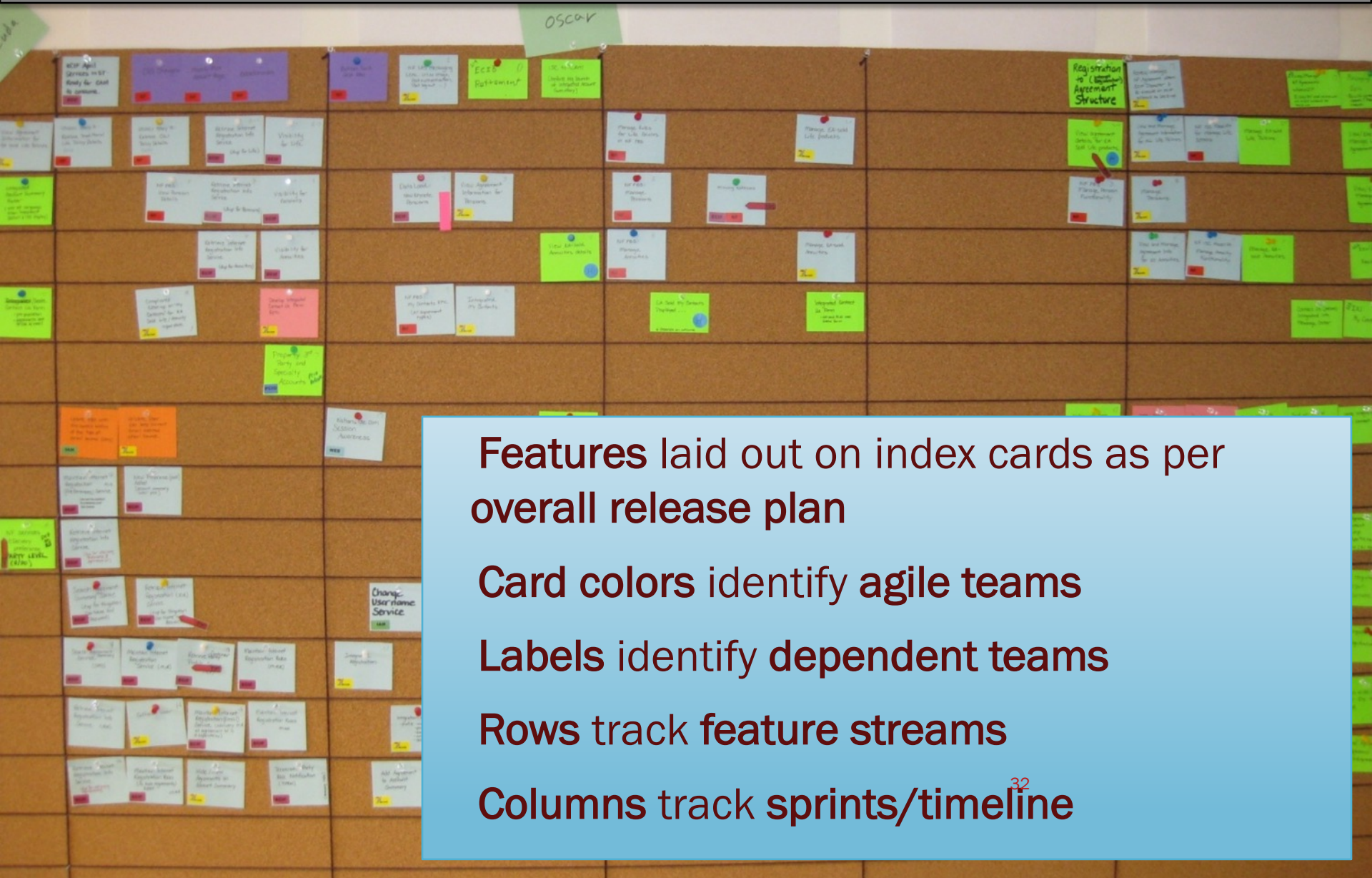
2018 ACTIVITIES

ACTIVITY & SCOPE	COMMITMENT: % OF TIME	ADVISEMENT <ul style="list-style-type: none">• Decision Authority• Advise ment from Founders• Advise ment From _____• Direction and advise ment from____	COLLEAGUES	NOTES
FINANCIAL CONTRIBUTION				
Deliver training courses	40%	Decision Authority	Sanjiv Augustine, Joe Quaglio, Stephanie Williams	
Deliver consulting engagements	10%	Decision Authority	Sanjiv Augustine, Bob Payne	
Design packaged training solutions for clients	20%	Advise ment from	Raj Indugula, Sanjiv	

Visual Management Systems



Visual Management Systems – Program Wall



Features laid out on index cards as per overall release plan

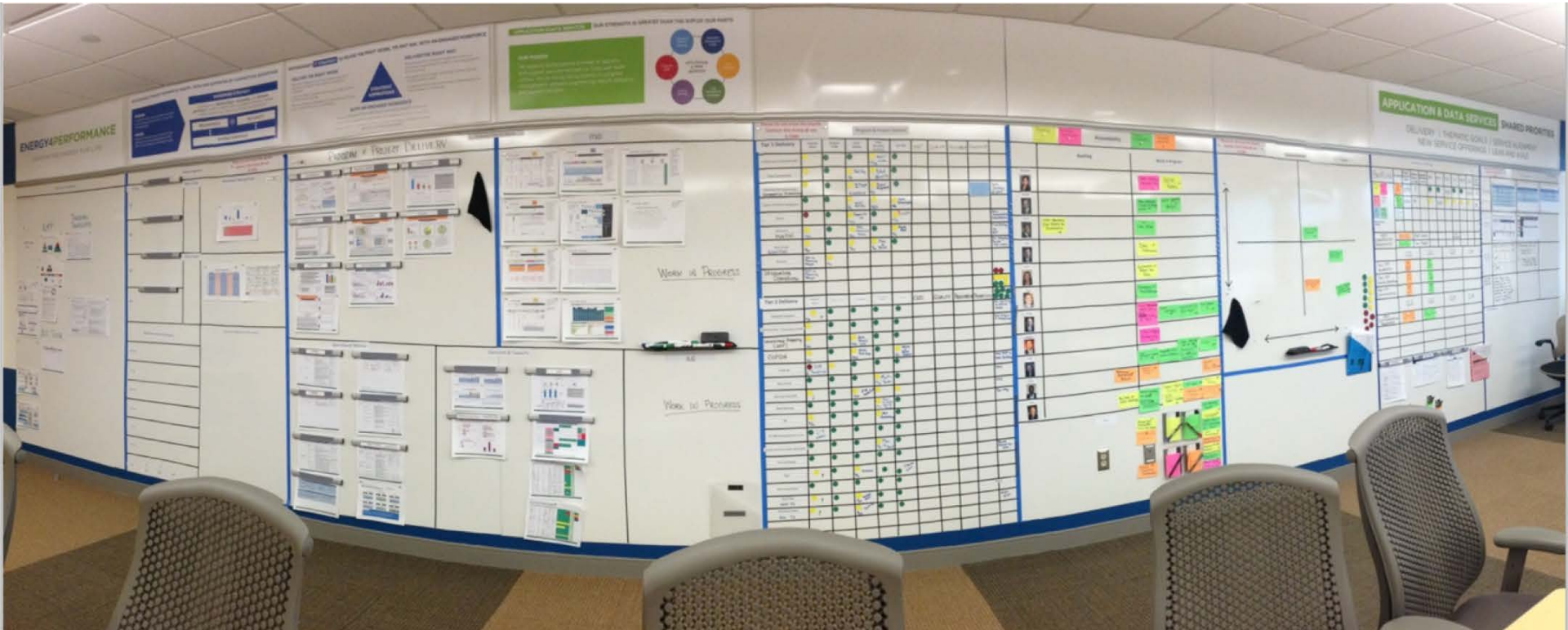
Card colors identify agile teams

Labels identify dependent teams

Rows track feature streams

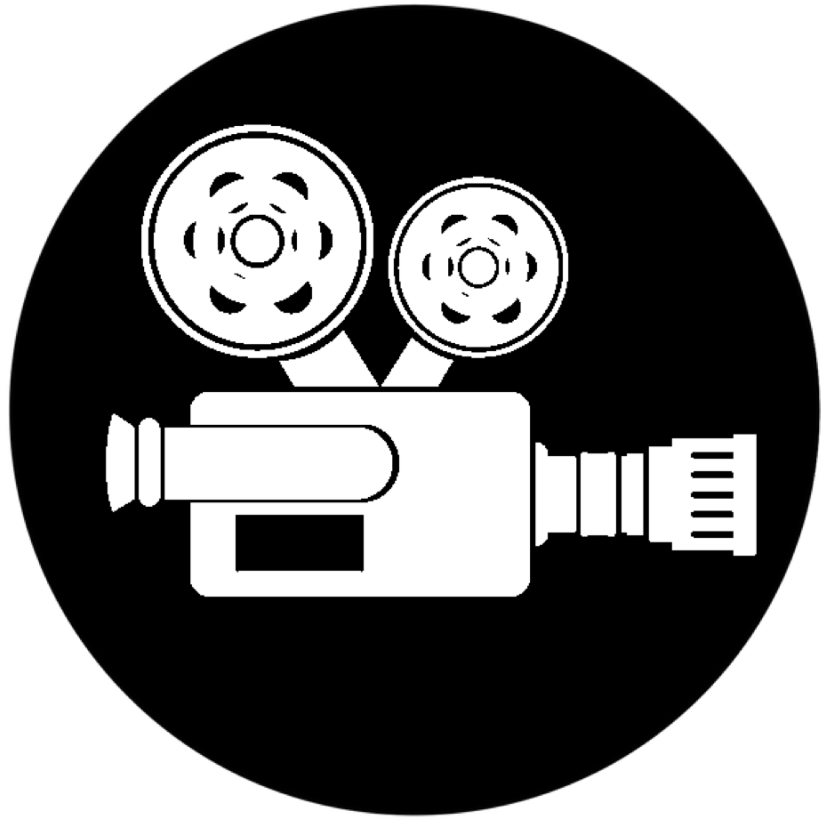
Columns track sprints/timeline

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

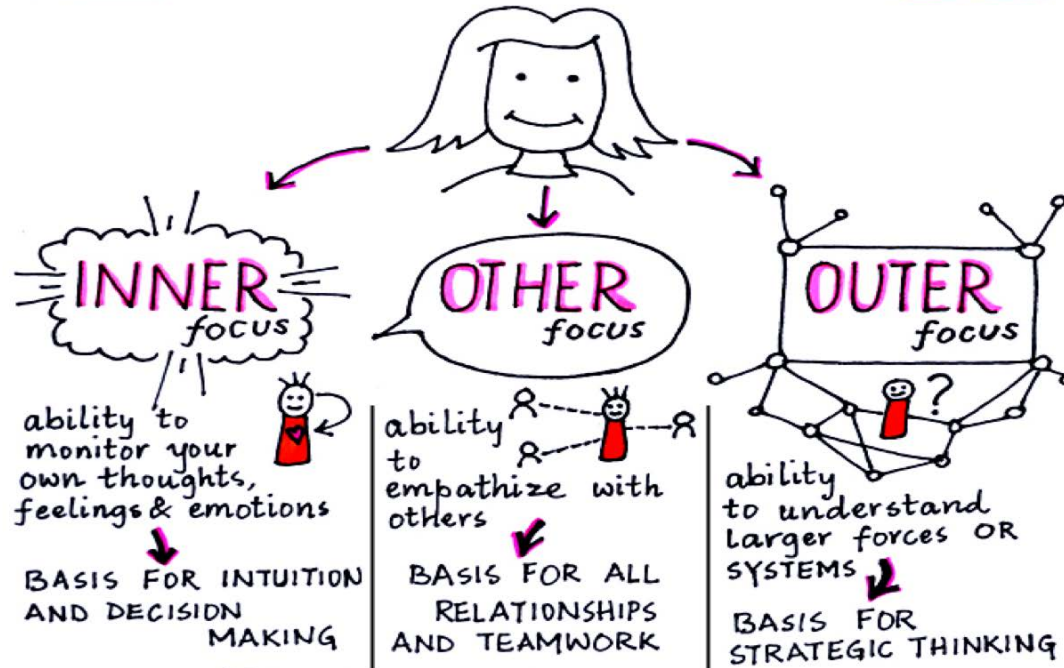
Tanmay Vora

@tnvora

@Aspire.com

LEADERS NEED THREE KINDS OF focus

Daniel Goleman, HBR



HOW TO IMPROVE?

To improve inner focus
PRACTICE MINDFULNESS

To improve other focus
ASK FOR FEEDBACK

To improve outer focus
SEEK GUIDANCE from someone whose abilities you admire

@tnvora

Goleman Leadership Styles

Dissonant Styles:

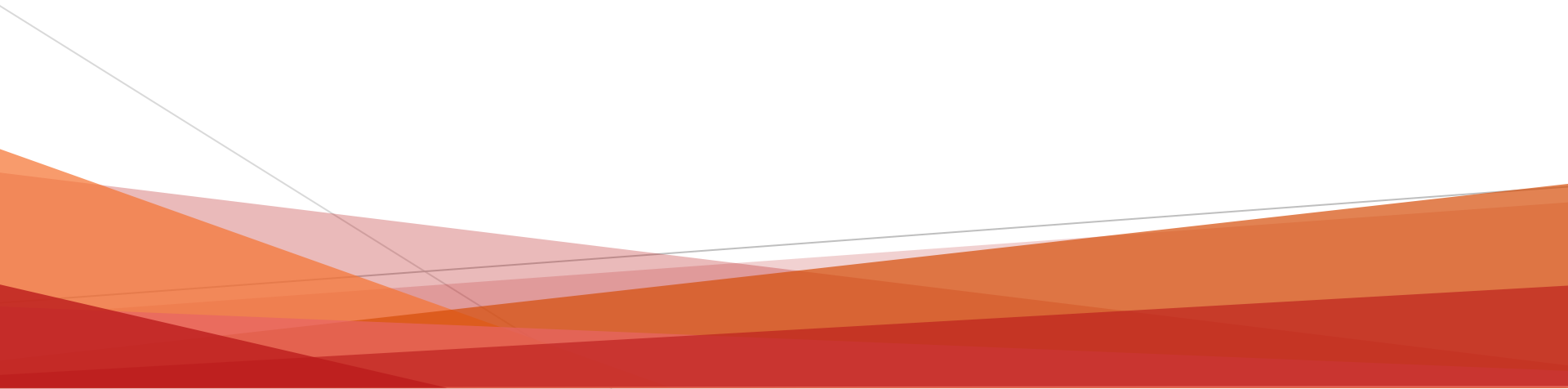
- ▶ Coercive (or Commanding)
- ▶ Pace-Setting

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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On the Web:

<http://www.lithespeed.com>

<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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