


LEADING ANSWERS 

# Why Agile Needs More Cowboys

Agile 2012  
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## Presenter Background

- Project Manager and Trainer
  - >25 years IT experience on utilities, defense, & finance
  - 10 years PMO Agile-to-Traditional Integration
- Agile Project Management
  - Helped create Agile method DSDM in 1994
  - 18 years agile project experience (XP, Scrum, FDD)
  - Board director of Agile Alliance and APLN
  - Author, trainer, and presenter Agile Conference 2001-12
  - Author "RMC's PMI-ACP Exam Prep" book
- Traditional Project Management
  - PMP, PRINCE2 certifications
  - PMBOK v3 and v5 contributor and reviewer
  - Trainer for PMI SeminarsWorld 2005-2012
  - Presenter PMI Global Congress 2004-2012
  - PMI-ACP certification designer

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## Agenda

Leading Agile Teams

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### Cowboys and Indians (Native Americans)



Would you want these people looking after your cows?

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### Real Cowboys

- Protect the herd
- Select lead cows
- Direct the herd into natural flows
  
- Organizations can seem large and at times aimless, like herds

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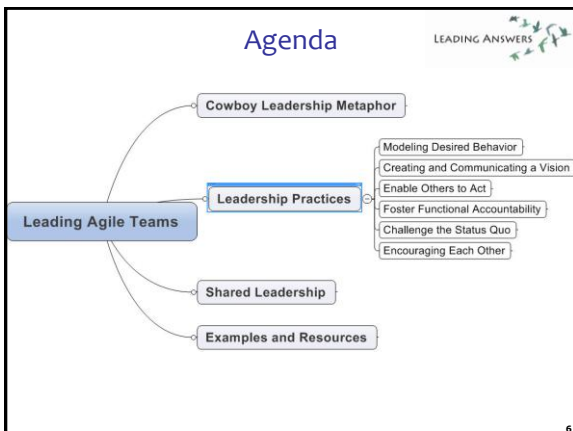
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## Leadership Practices

1. Modeling desired behaviour
2. Creating and communicating a vision
3. Enable others to act
4. Fostering Functional Accountability
5. Willingness to challenge the status quo
6. Encouraging each other

Jeffery Pinto, "Project Leadership: From Theory to Practice"

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## Modeling Desired Behaviour

James Kouzes and Barry Posner, 10 year study, 75,000 people asked: "What values do you look for in your leader?"

- Ambitious
- Broad-minded
- Caring
- Competent
- Cooperative
- Courageous
- Dependable
- Determined
- Fair-minded
- Forward-looking
- Honest
- Imaginative
- Independent
- Inspiring
- Intelligent
- Loyal
- Mature
- Self-controlled
- Straightforward
- Supportive

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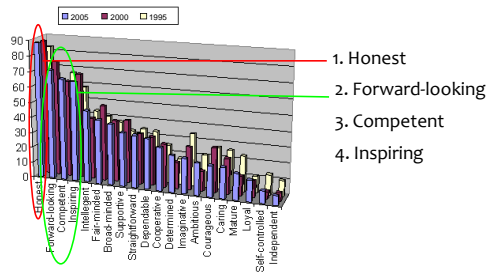
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## Modeling Desired Behaviour

James Kouzes and Barry Posner, 10 year study, 75,000 people asked: "What values do you look for in your leader?"

Characteristics of Admired Leaders



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### Modeling Desired Behaviour

Empower the Team

The diagram illustrates a shift in leadership style. On the left, a Project Manager (PM) is shown in a box at the top of a hierarchy, with three Team Leaders (TL) below it, and twelve Team Members (TM) at the bottom. A stick figure of a PM stands next to a megaphone. Two arrows point from this structure to the right. On the right, a stick figure of a leader is shown pushing a cart, with a thought bubble above it containing a team. Another stick figure is shown holding an umbrella over a group of people, symbolizing protection and support. A small number '10' is in the bottom right corner.

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### Leadership Practices

1. Modeling desired behaviour
2. Creating and communicating a vision
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A small number '11' is in the bottom right corner.

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### Creating and Communicating a Vision

What is it like to drive in fog?

A photograph of a two-lane road with yellow double lines, stretching into the distance through a thick fog. The road is flanked by green trees. A yellow diamond-shaped road sign is visible on the right side of the road. A small number '12' is in the bottom right corner.

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### Creating and Communicating a Vision

- Clarity and direction allows focussed effort and speed
- Unites and concentrates effort
- To be effective, Vision should be
  - Worthwhile, some better state
  - A stretch, but possible
  - Visual/Image – connects the right and the left sides of the brain

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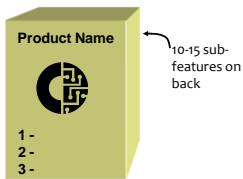
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### Create a Shared Vision

Kick-Off Meeting Vision Exercise:

- Design the Product Box – Alignment Exercise
  - Mixed Teams
  - 20 minutes
  - Rules
    - Name
    - Top 3 features
    - 10-15 sub features
    - Logo
  - Teams present
  - Timeboxed discussion of options
- Facilitates: early collaboration, prioritization of features, timeboxes, flexing of requirements



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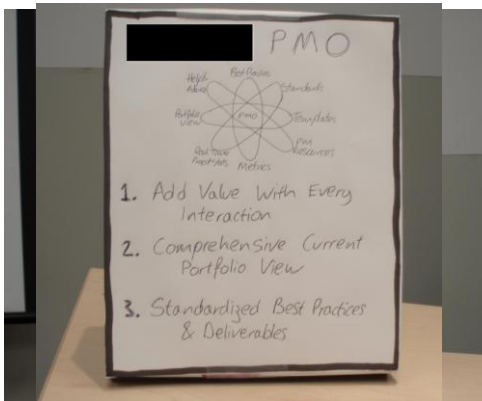
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### Reinforce the Shared Vision

- Frequently re-communicate the Vision
  - Team meetings
  - Steering Committee Meetings
  - Elevator pitch
- Use different analogies and references
  - People are receptive to different ideas
  - Canvas the team for new ideas to confirm understanding

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### Leadership Practices

1. Modeling desired behaviour
2. Creating and communicating a vision
3. Enable others to act
  - Increase collaboration by building trust
  - Strengthen others by sharing power
4. Fostering Functional Accountability
5. Willingness to challenge the status quo
6. Encouraging each other

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### Creating a Learning and Sharing Environment

- Build an environment of trust and safe contribution
  - No need for CYA, ∴ much more productive
- Set an example
  - Admit mistakes
  - Share information
- Ask searching questions
  - Do you have what you need?
  - Where do you think we are vulnerable?
  - Where are we not meeting goals?

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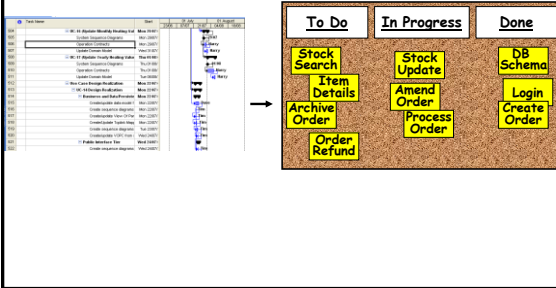
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### Share Information/Power

- Shift of focus from micro-management to navigation and communication




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### Share Information/Power




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### Leadership Practices

1. Modeling desired behaviour
2. Creating and communicating a vision
3. Enable others to act
4. Fostering Functional Accountability
  - Accepting conflict as a pathway to productivity
  - Understanding the power of people
5. Willingness to challenge the status quo
6. Encouraging each other

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### Team Impediments

**Inattention to Details** - Failure to hold one another accountable lead to putting individual goals (or department goals) ahead of the project.

**Avoidance to Accountability** - From a lack of commitment people hesitate to call their peers on actions and behaviours that seem counterproductive to the team.

**Lack of Commitment** - without passionate debate, team members rarely if ever, buy in and commit to decisions, though they may feign agreement during meetings.

**Fear of Conflict** - Teams that lack trust cannot engage in unfiltered debate. Instead they resort to veiled discussions and guarded comments.

**Absence of Trust** - unwillingness to be vulnerable within the group. Must be open about mistakes and weaknesses to build a foundation of trust.

“Five Dysfunctions of a Team” - Patrick Lencioni 22

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### Team Impediments

**1 Absence of Trust**

**2 Fear of Conflict**

**3 Lack of Commitment**

**4 Avoidance of Accountability**

**5 Inattention to Results**

“Five Dysfunctions of a Team” - Patrick Lencioni 23

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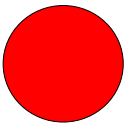
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### The Importance of the Team

- People vs. Process
- People are by far the most distinguishing feature
- Good people with no process can produce great results
- If you do not have good people, the best process in the world will not make much difference



People



Process and tools

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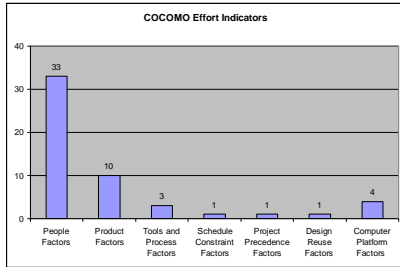
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### The Importance of the Team



People Factors >10x more significant than Tools and Process factors  
 Constructive Cost Model (COCOMO) for Estimation – Barry Boehm

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### Leadership Practices

1. Modeling desired behaviour
2. Creating and communicating a vision
3. Enable others to act
4. Fostering Functional Accountability
5. Willingness to challenge the status quo
  - Search for innovative ways to change, grow and improve
  - Experiment and take risks by constantly generating small wins and learning from mistakes
6. Encouraging each other

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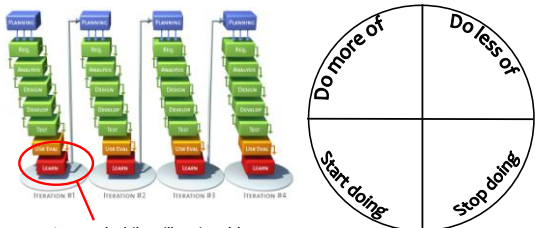
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### Challenging the Status Quo



Lessons Learned while still actionable

1. What went well?
  2. Areas for improvement?
  3. Recommendations?
- Learn
  - Challenge
  - Adapt

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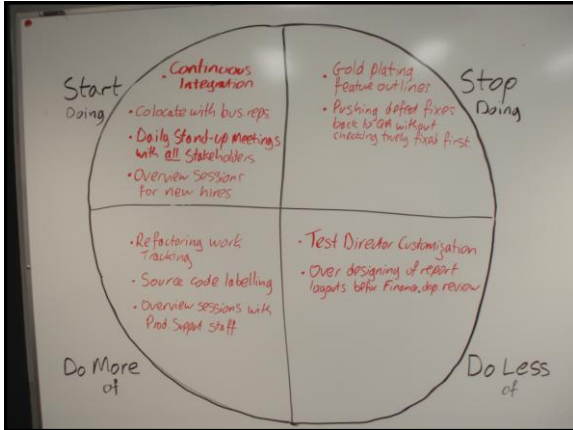
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### Innovation and Learning

- Bulk of suggestions come from team
- There are no dumb ideas
- Try new approaches for one iteration
- Review and assess changes
- Capitalize on successes
- Learn from mistakes

“When my employees make mistakes trying to improve something, I give them a round of applause.” - Jim Read, The Read Corporation

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### Leadership Practices

1. Modeling desired behaviour
2. Creating and communicating a vision
3. Enable others to act
4. Fostering Functional Accountability
5. Willingness to challenge the status quo
6. Encouraging each other
  - Recognize contributions by showing appreciation for excellence
  - Celebrate the values and victories by creating a spirit of community

Jeffery Pinto, “Project Leadership: From Theory to Practice”

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### 5) Encouraging each other

- Treat staff as volunteers
- Say “Thank You”
- Celebrate achievements frequently

“Ceremonies, celebrations, and rituals are not about the event. They’re about touching the hearts and souls of every employee.” *Victoria Sandvig, Charles Schwab*

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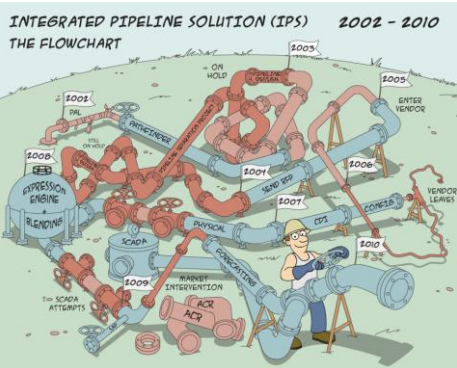
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### Project Poster

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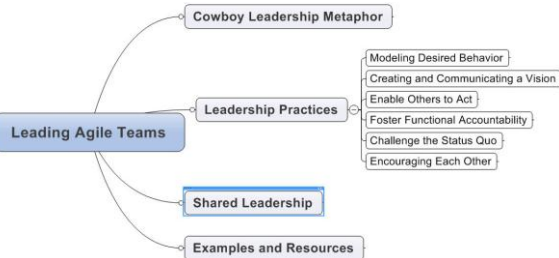
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### Agenda

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### Encouraging Shared Leadership

Q: Which is better; a team with great leader, or a team of competent leaders?

A: A team of individuals who are competent leaders.

- Leading companies like Semco, Toyota, and W. L. Gore & Associates build winning products via Shared Leadership

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### Ingredients for a Successful Project

1. I know what I am expected to do and why it needs to be done
2. I want to do it
3. I have the ability to do it
4. Someone who matters to me will notice if I do it
5. I know how well I'm doing it
6. Processes help me do it
7. I have the resources to do it
8. The environment is right
9. I can do better next time

Create the core set and empower people to add what is missing

“How People Work: And How You Can Help Them to Give Their Best” - Roderic Gray, Pitman Publishing 2004

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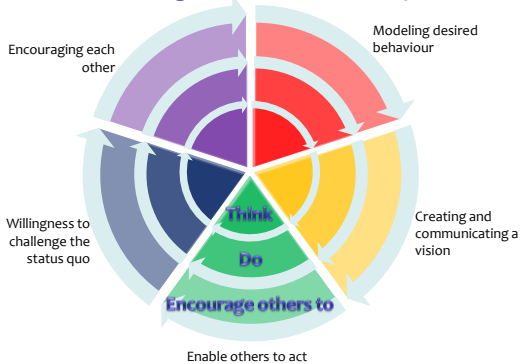
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### Enabling Shared Leadership



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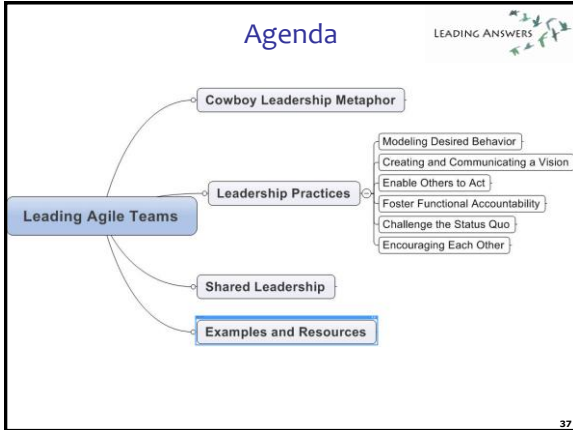
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### Shared Leadership: Examples

**Orpheus** HOME | BUY TICKETS | DONATE ONLINE | CONTACT ORPHEUS | JOIN THE EMAIL LIST

**The Orchestra**

**About Us**  
 Mission  
 Organization

**The Orpheus**  
 Performers  
 Orpheus Program  
 Orpheus World

**The Orpheus**

In addition to appearances at The Metropolitan Museum of Art, Orpheus tours on a regular basis throughout the United States in Europe, and Asia. Orpheus's 2007-2008 season tour included appearances in Asia and throughout the United States at concert halls in the Bronx and Washington, DC regions, as well as New Jersey, Indiana, Nebraska, and Pennsylvania. Orpheus June 2008 Asia tour includes performances in Japan and Korea.

The Orpheus recording legacy consists of more than 70 albums and a 2011 Grammy® Award for Shubert Quartet. Grammy® Awarding releases. These include the Grammy for Orchestral Album for the Orpheus recording, works by Mozart, Richard D'Adda, David Greig and Tchaikovsky, as well as a number of 20th century masterpieces. Additional releases include a recording of English and American folk songs with contemporary artists (with David Greig), a collection of two inspired musicals from Scott Paine with composer/lyricist Marcels (SONY Classical), and a critically-acclaimed series of Mozart's greatest piano concertos with Richard Goode (Nonesuch). Orpheus' greatest recording to date, after a hiatus of more than 20 years, and released as first disc on EMI Classics is a recording of Verdi's The Four Seasons with Sarah Chang. Orpheus' next album with EMI Classics, Mozart piano concertos with the young pianist Jonathan Bates, is set for release in the fall of 2008.

Orpheus continues to build bridges between contemporary training and the professional music field with the Orpheus Institute through which Orpheus musicians share their unique self-directed, interdisciplinary, and collaborative with college-aged pre-professional musicians. A year-long comprehensive curriculum provides opportunities for students to develop musical and administrative leadership skills that will enhance their ability to participate fully in any performing arts organization that might employ them.

Founded in 1972 by cellist Julian Flier and a group of fellow musicians who shared a passion for creating performance of classical and professional orchestral repertoire, Orpheus is a self-governing organization. Central to its distinctive personality is its practice of sharing and rotating leadership roles. For every work, the members of the orchestra posted the concertmaster and the principal positions to each other.

The Orpheus Chamber Orchestra website: [www.orpheusny.org](http://www.orpheusny.org). Website information on the ensemble, the musicians, performances, and special events. The Orchestra also blogs at [blog.orpheusny.org](http://blog.orpheusny.org)

Orpheus Orchestra – New York. [www.orpheusny.org](http://www.orpheusny.org)

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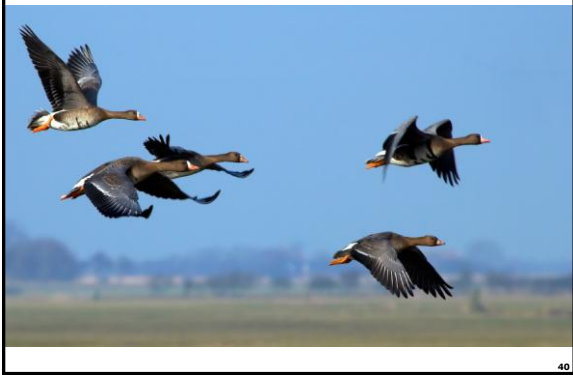
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Shared Leadership: Examples



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Shared Leadership: Examples



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Shared Leadership: Examples



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## Summary / Additional Resources



- True cowboys use leadership not guns to get results
- Agile teams should be led, more than managed



<http://agileleadershipnetwork.org/>

### Resources:

- Book: "Project Leadership: From Theory to Practice" – by Jeffery Pinto
- Email: [Mike@LeadingAnswers.com](mailto:Mike@LeadingAnswers.com)
- Blog: [www.LeaningAnswers.com](http://www.LeaningAnswers.com)

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