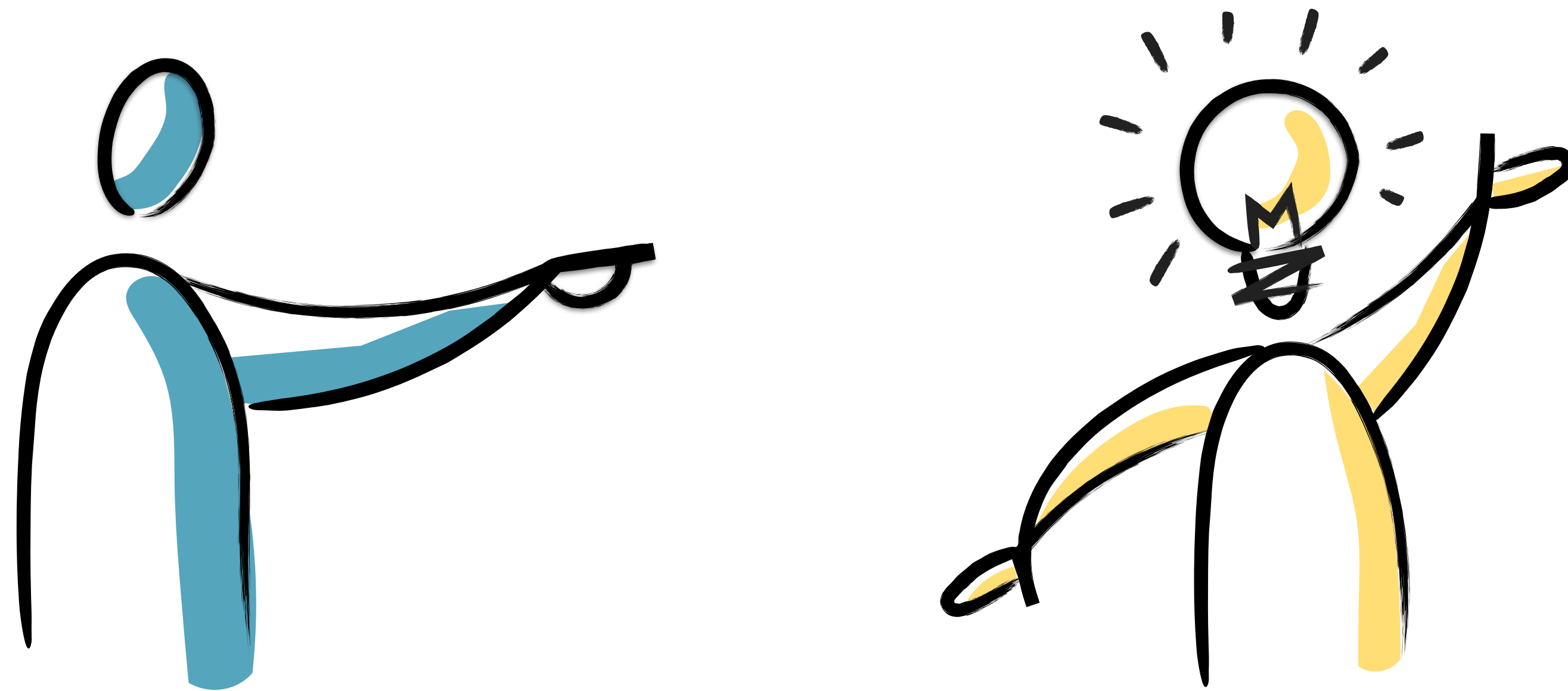


Ignite Your Agile Leadership

~~Five~~ ^{OOPS!} Six Mistakes You're Making as a Leader



PETE BEHRENS

@petebahrens

LEADERSHIP ROLE-MODELS

Stories from corporate agility...



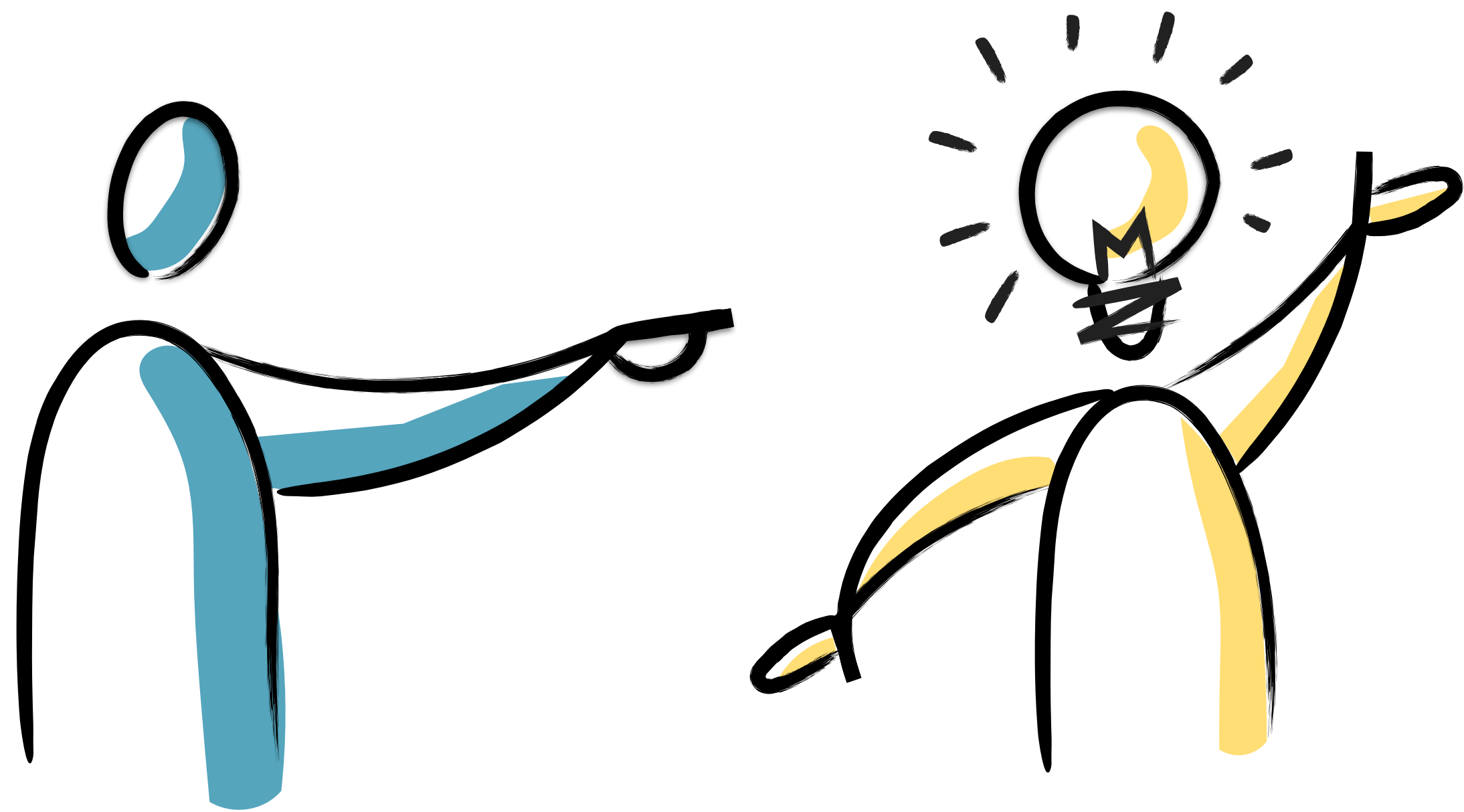
Learning from the discoveries of others...

A PERSONAL "AHA!"

**PETE LEARNS A VALUABLE
LESSON IN HOW HIS KIDS
REFLECT HIS PARENTING**



A PERSONAL "AHA!"



HOW ARE YOU SHOWING
UP AS A LEADER?



MISTAKE 1. OVER-FOCUS ON OTHERS



obedient employees

ORGANIZATION
is a reflection of you

MANAGEMENT'S RECORD...



**SAY THEIR MANAGER
IS THE MOST STRESSFUL
PART OF THEIR JOB.**

R. Hogan & Kaiser, 2005

What we know about leadership. *Review of General Psychology*

REFOCUS ON YOU!



"Unless leaders do their own development they are unlikely to create business transformation."

Quote by Robert Anderson in Mastering Leadership

LARS' STORY...



Global Research
Director

While little has changed in the way research is conducted.

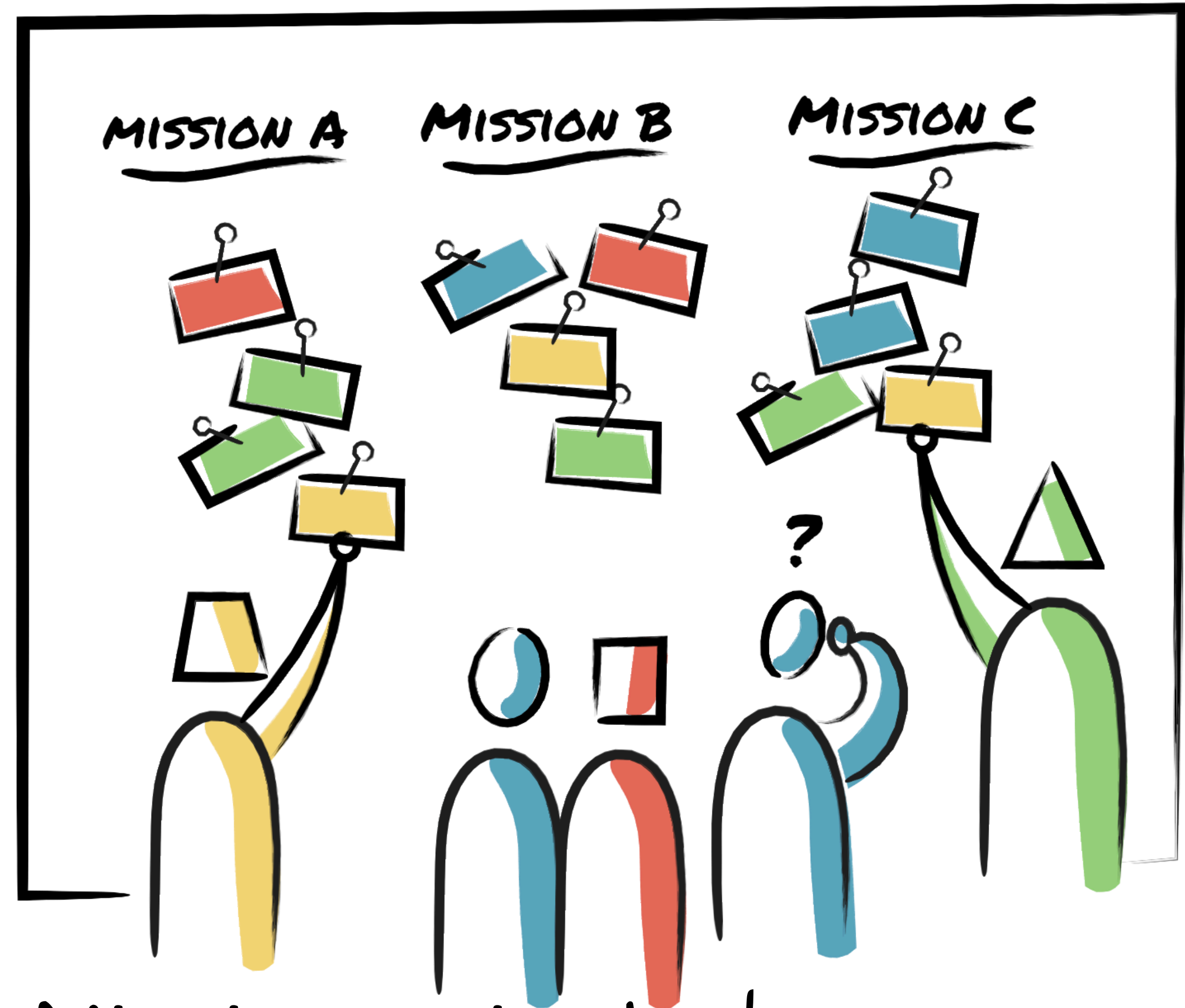
Lars is taking it personally -
experimenting on himself.



EXPERIMENTS ON HIMSELF

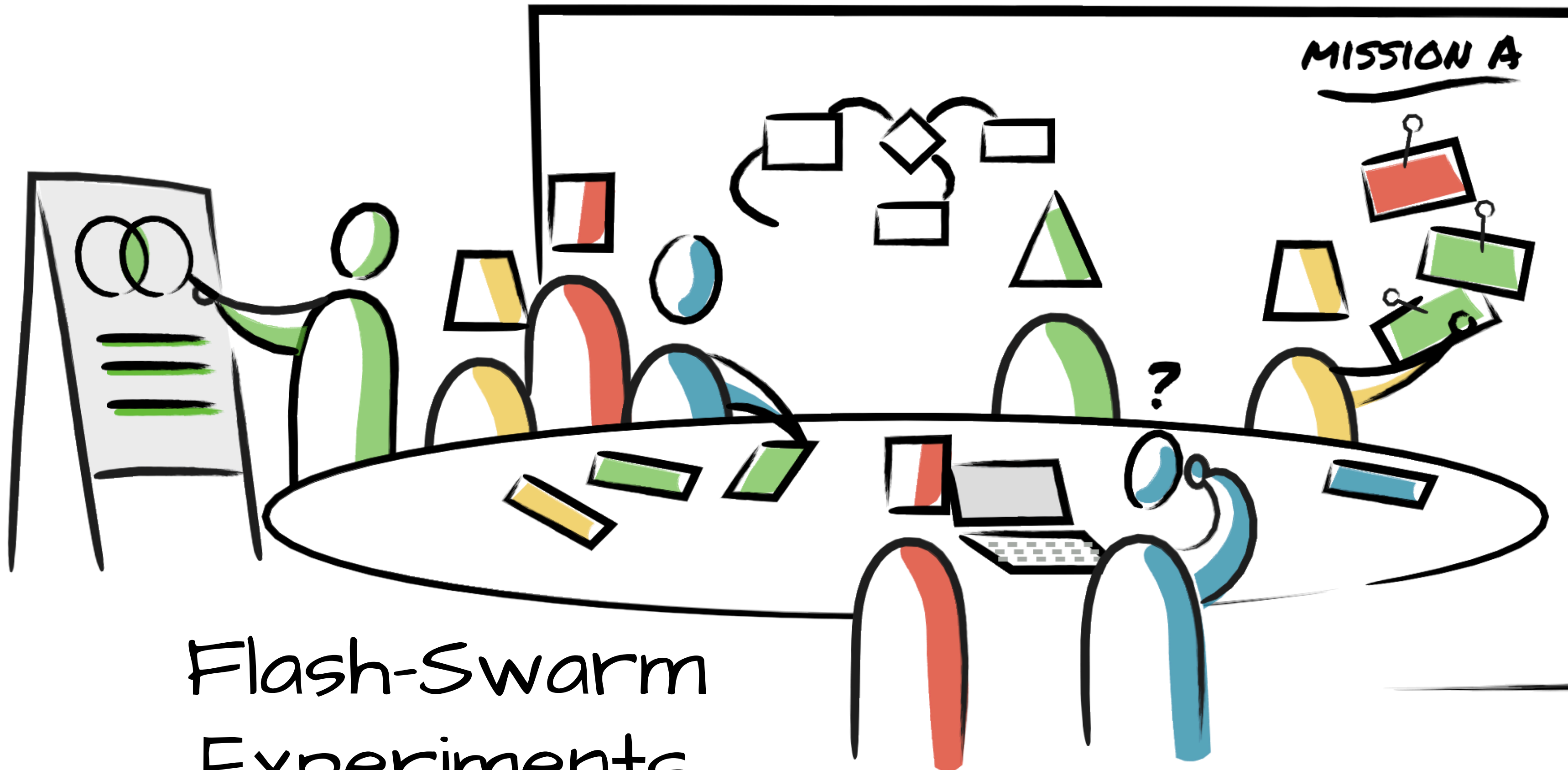


Paired-Leadership



Mission-oriented
Me-staffing

SAFE-TO-EXPERIMENT CULTURE



Flash-Swarm
Experiments

They not only
experiment on
research,

They experiment
with HOW they
research!

BUSINESS RESULTS



Global Research
Director



IGNITE YOUR LEADERSHIP AGILITY

1. YOU  BEFORE OTHERS

How you show up impacts the organizational agility of others

ANOTHER PERSONAL "AHA!"



**PETE LEARNS A
VALUABLE LESSON
REGARDING HIS LACK
OF AWARENESS WITH
HIS PARTNER, JANA**



It's Not About the Nail

<https://youtu.be/-4EDhdAHrOg>

ANOTHER PERSONAL "AHA!"

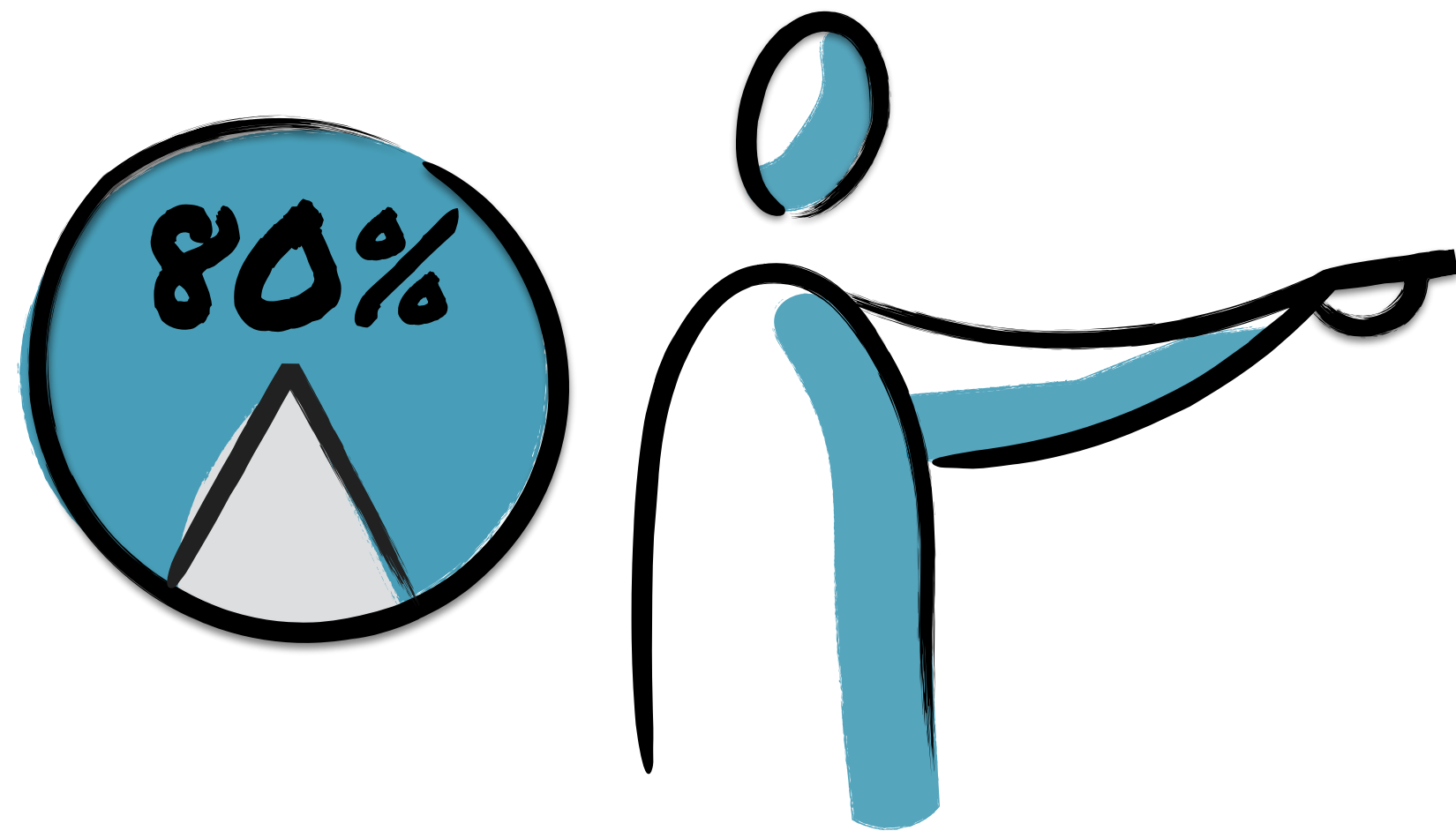


THE EXPERT

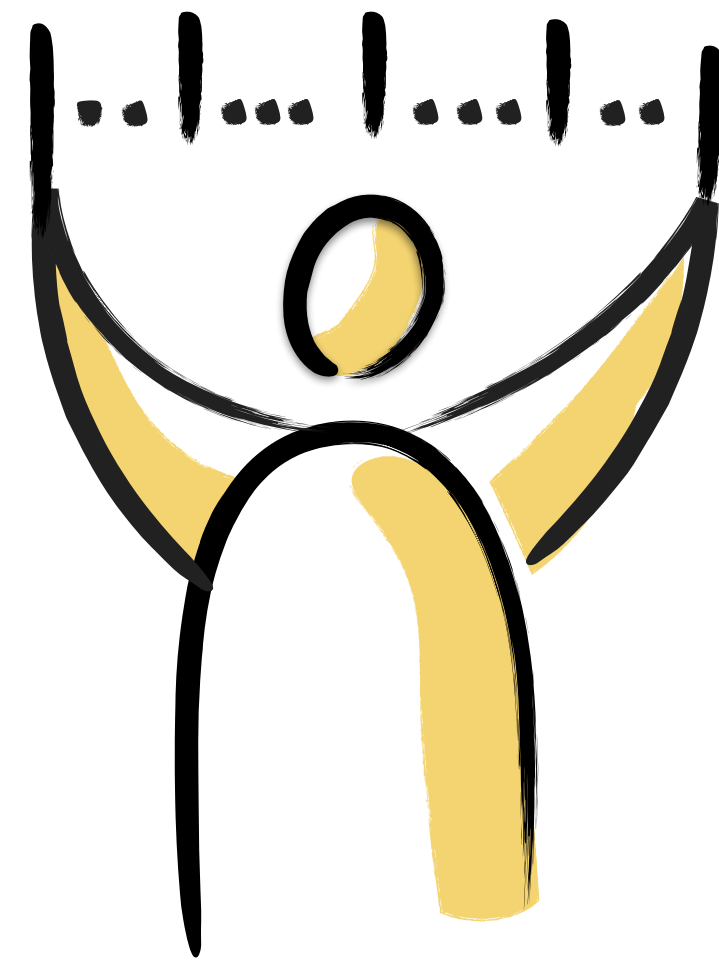
- Knows best
- Solves problems
- Gets work done!
- Nobody does it better



MISTAKE 2 OVER-FOCUS ON SKILLS



80% OF MANAGERS BELIEVE THEY ARE SUPPORTIVE OF EMPLOYEES



ONLY 25% OF EMPLOYEES AGREE

SELF-AWARENESS IS THE KEY



MAYBE IT'S ME

AHA!



Fixing this does not require skill acquisition.

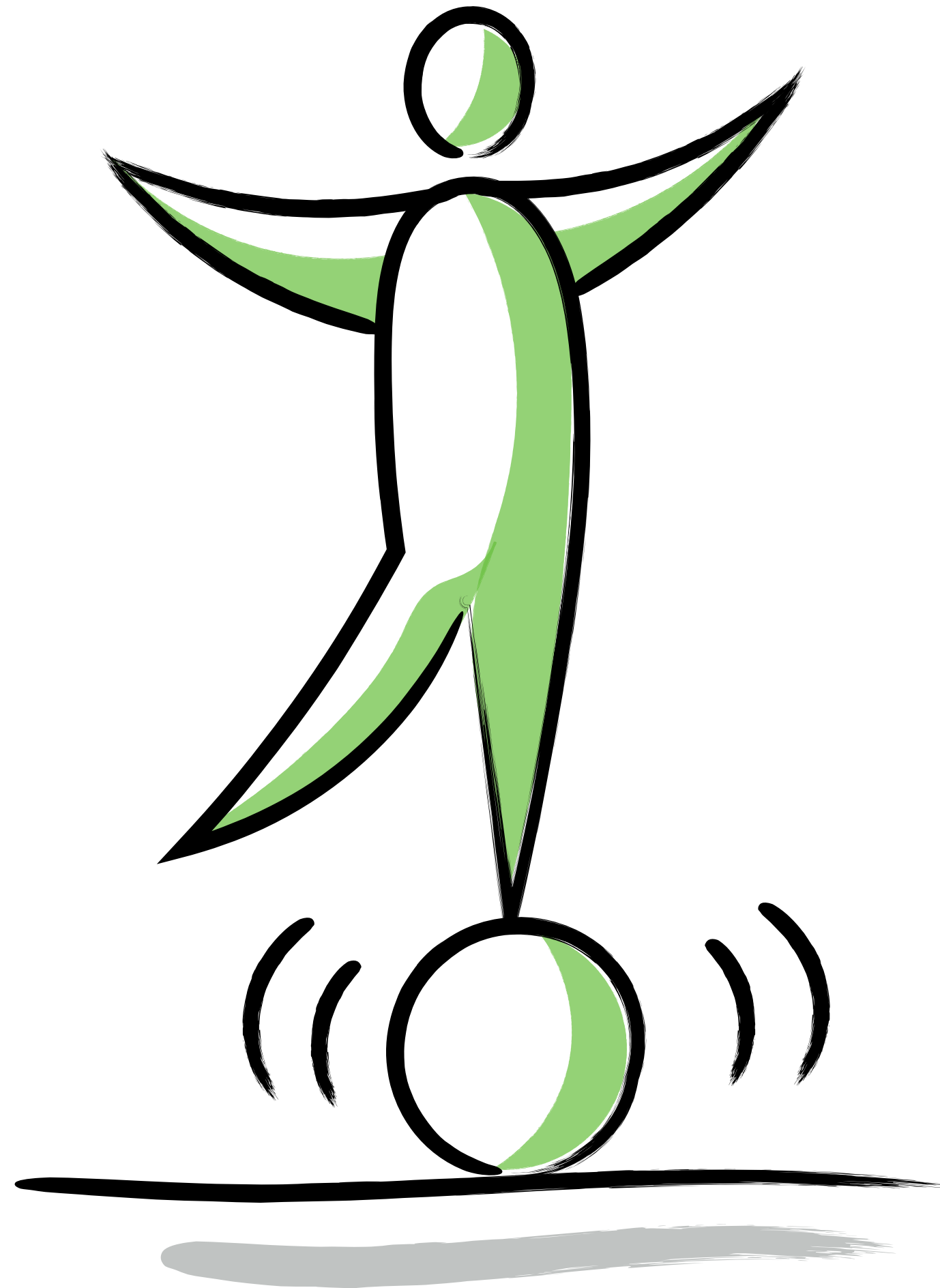
It requires self enlightenment!

BALANCING YOUR POWER STYLE



ACCOMMODATIVE

- Patient
- Listens
- Inquires
- Empathetic
- Caring
- Humble
- Flexible



ASSERTIVE

- Persistent
- Innovative
- Articulate
- Unafraid
- Smart
- Confident
- Focused

BALANCING YOUR POWER STYLE



ACCOMMODATIVE

- Patient
- Listens
- Inquires
- Empathetic
- Caring
- Humble
- Flexible

I WAS (AM)
OVER-ASSERTIVE



ASSERTIVE



- Persistent
- Innovative
- Articulate
- Unafraid
- Smart
- Confident
- Focused

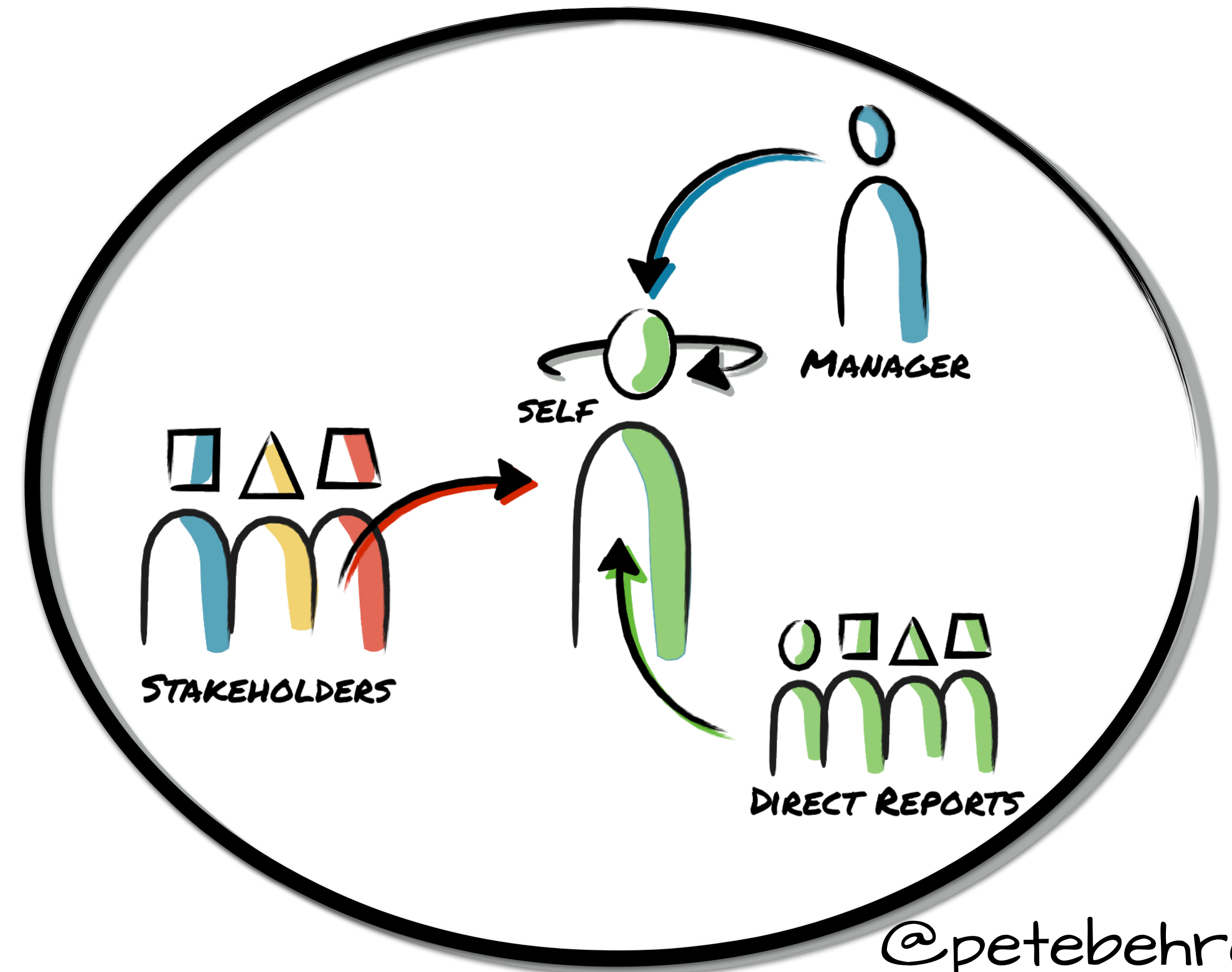
RACHEL'S STORY...

Rachel was seeking to improve her leadership effectiveness.



Financial Portfolio
Director

She chose to conduct a 360° view of herself



BALANCING YOUR POWER STYLE



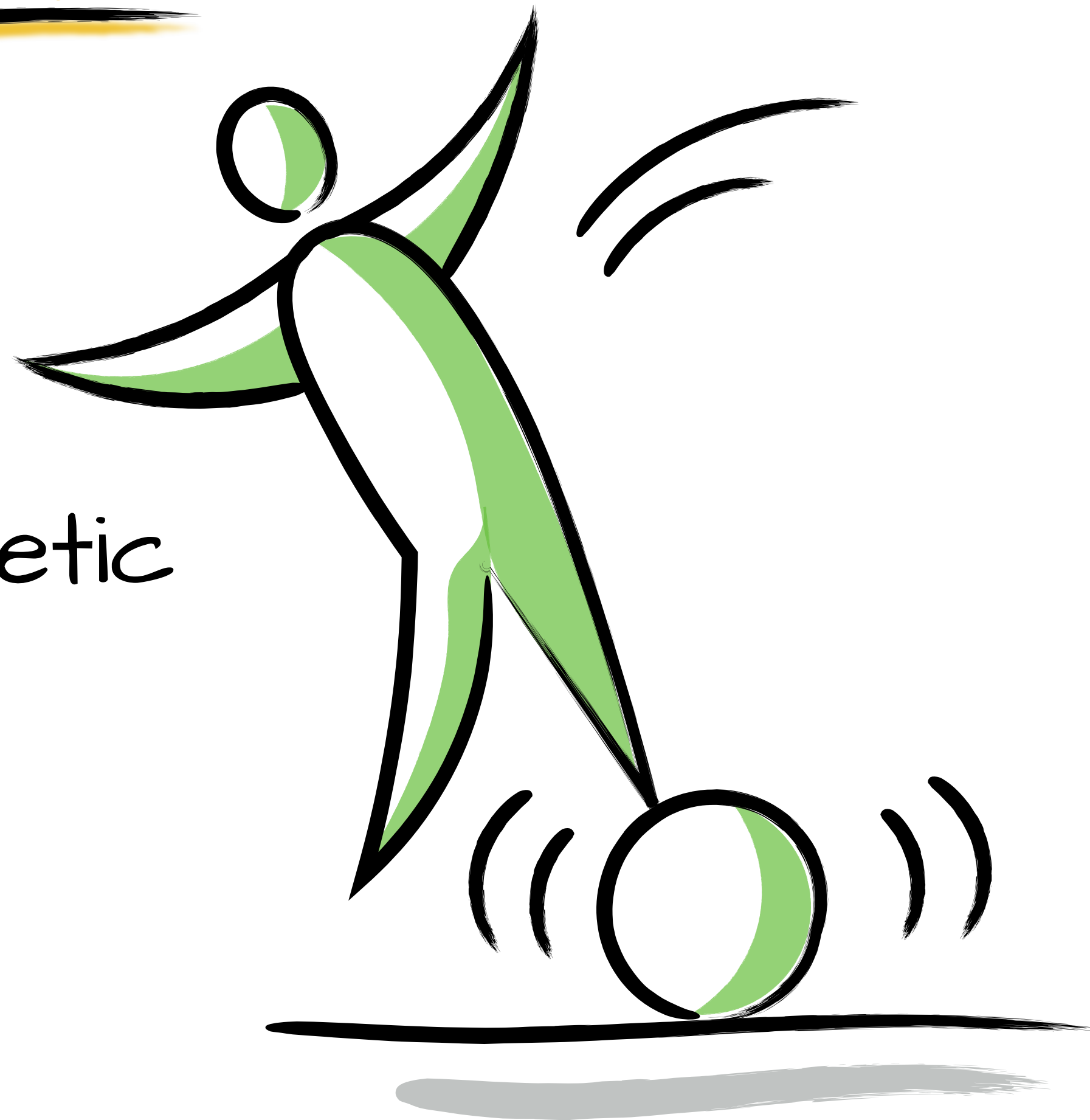
RACHEL REALIZED SHE IS

ACCOMMODATIVE

OVER-ACCOMMODATIVE

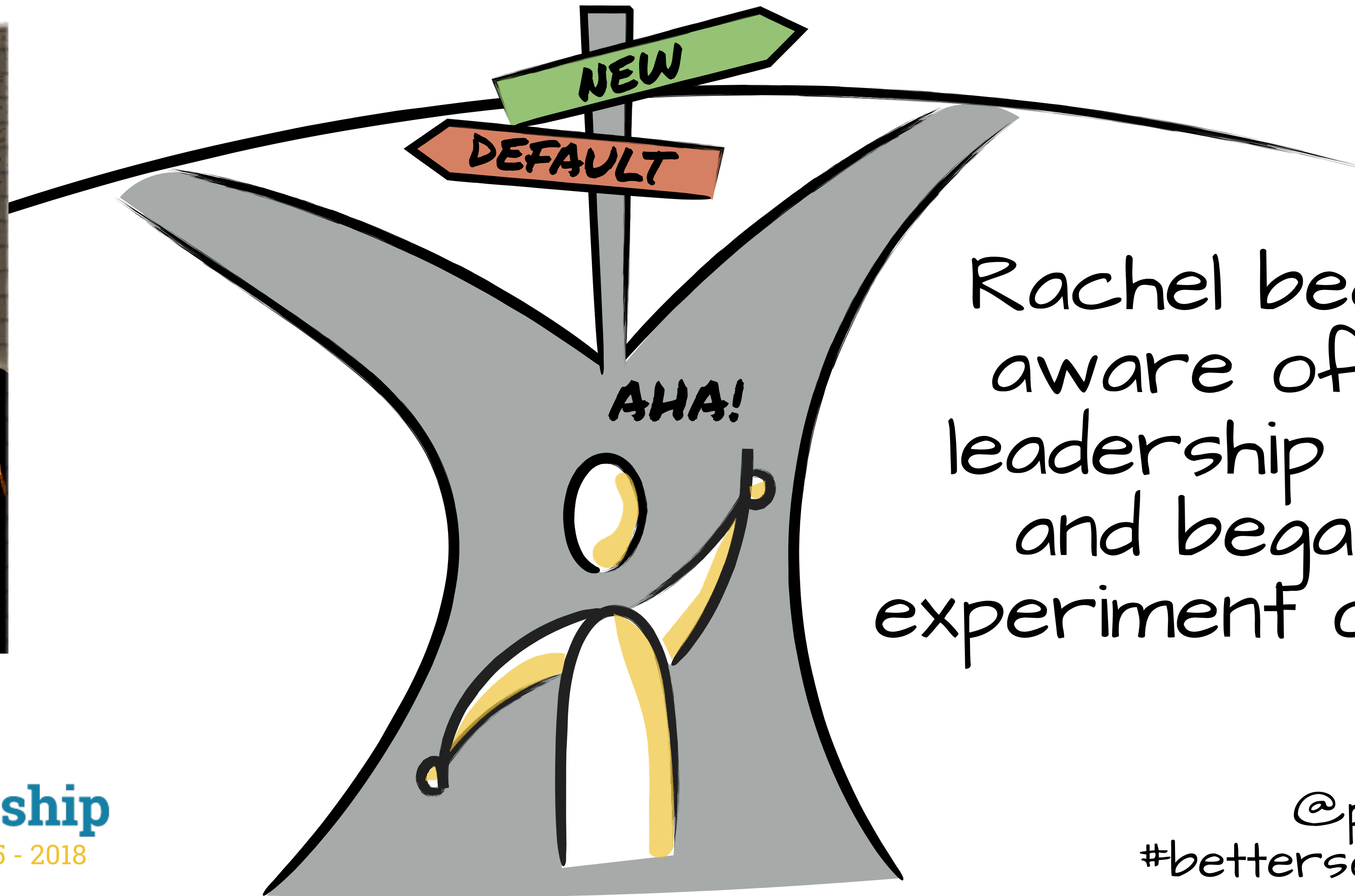
ASSERTIVE

- Patient
- Listens
- Inquires
- Empathetic
- Caring
- Humble
- Flexible



- Persistent
- Innovative
- Articulate
- Unafraid
- Smart
- Confident
- Focused

AWARENESS PRECEDES **CHOICE**
CHOICE PRECEDES **CHANGE**



Rachel became aware of her leadership habits and began to experiment on them.

IGNITE YOUR LEADERSHIP AGILITY

1. YOU  OTHERS
2. AWARENESS  SKILLS

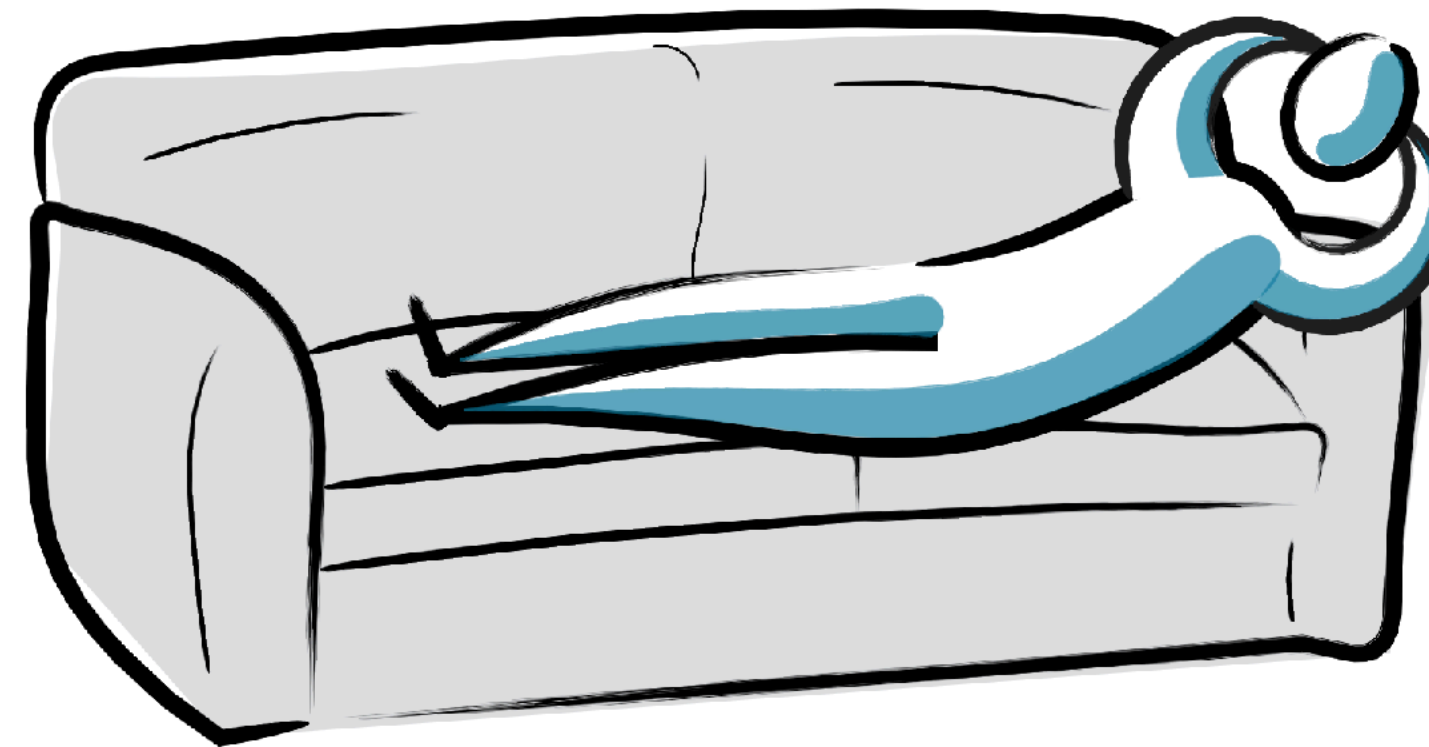
Skills are only useful if and when you know to use them.

MISTAKE 3. OVER-FOCUS ON PROCESS

Don't be a January Person



JANUARY

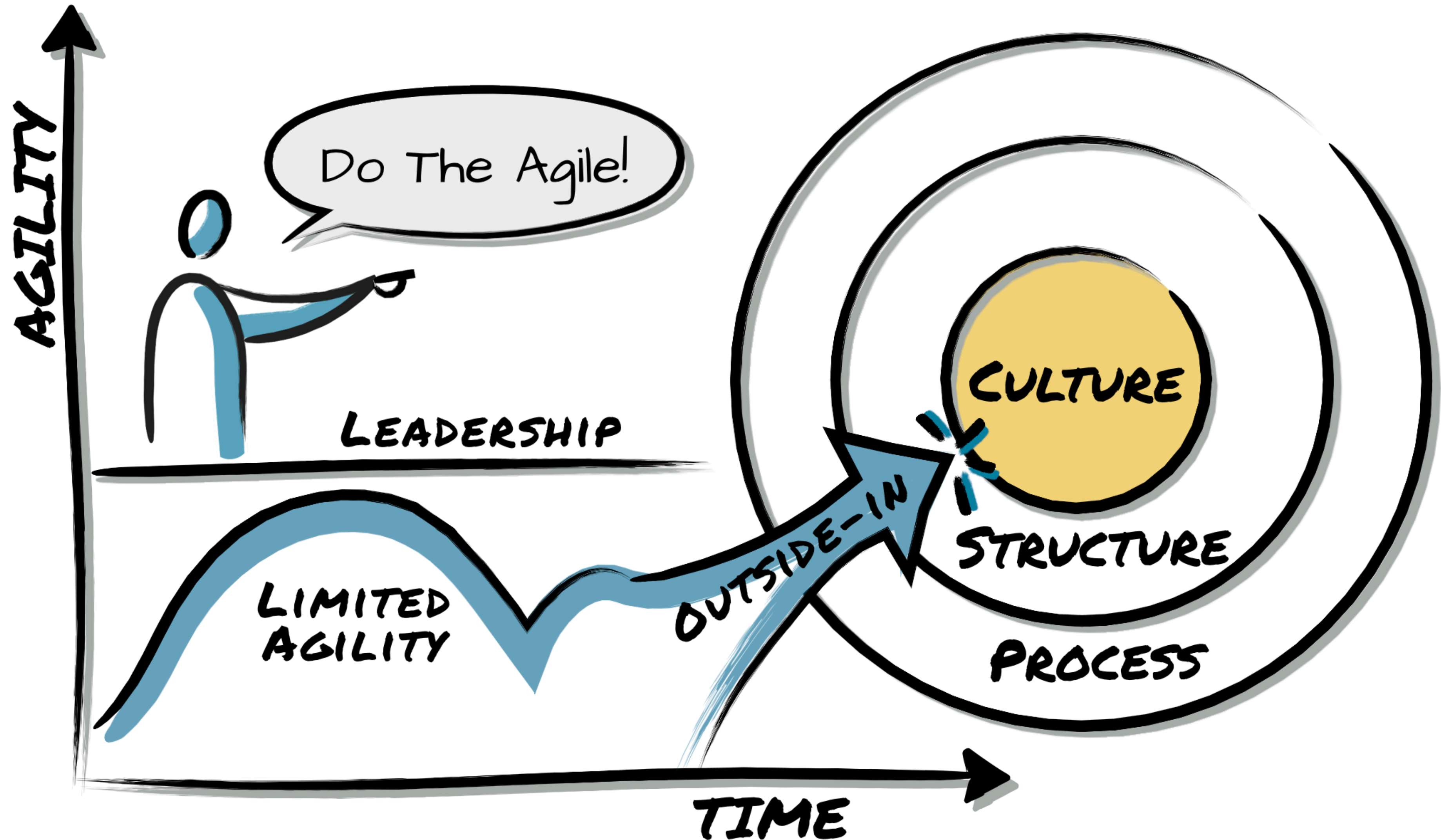


FEBRUARY



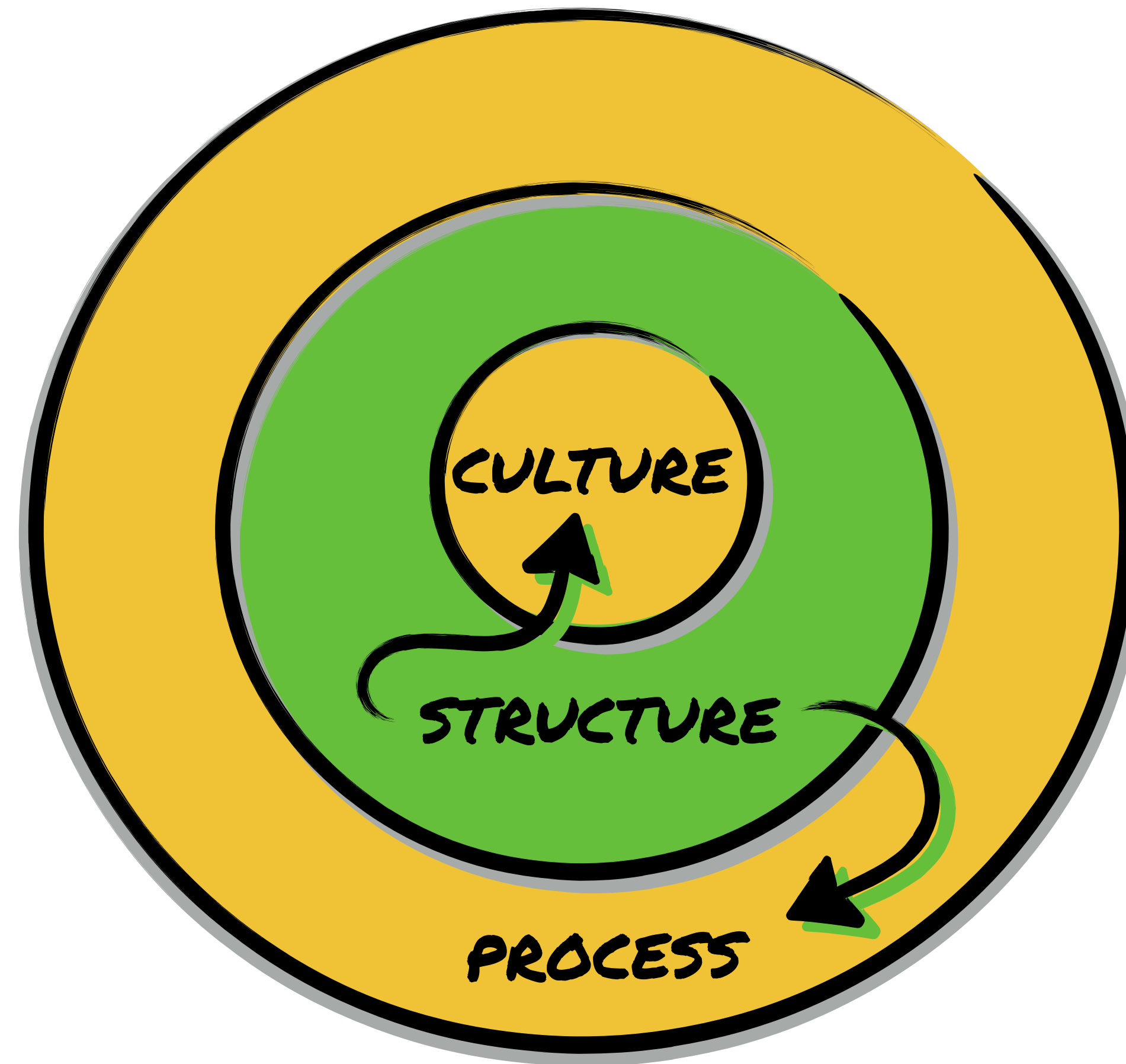
73% of people give up on their fitness goals

SUSTAINING ORGANIZATIONAL AGILITY



CHANGE BEHAVIORS THROUGH STRUCTURE

CULTURE
FOLLOWS
STRUCTURE



If you seek behavior change, change the organization structures.

SATTY'S STORY...



Managing IT Director
Global Consulting Firm

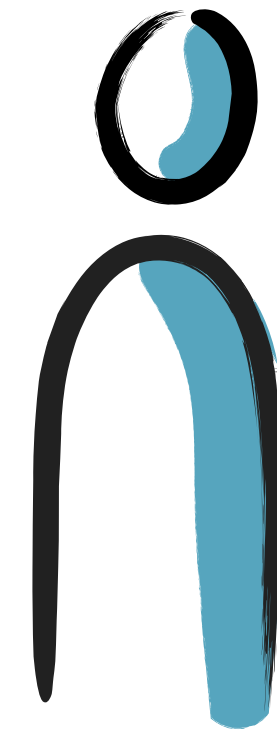
Facing a global financial crisis,
Satty confronted tough decisions



RADICAL RE-STRUCTURING

Like many organizations, development & support were separated.

ARCHITECTURE



USA



SUPPORT



INDIA

RADICAL RE-STRUCTURING

3-Month experiment -
break down silos led to
a 4-year journey of
addressing systemic
organizational issues.



Created hyper-collaborative
x-functional, x-location teams

ELIMINATED JOB TITLES



Eliminated job titles to drive self-organized teams to solve problems.



BUSINESS RESULTS

- ✓ Smaller Nimble Teams
- ✓ Improved Satisfaction
- ✓ Increased Resiliency
- ✓ Happier Employees



IGNITE YOUR LEADERSHIP AGILITY

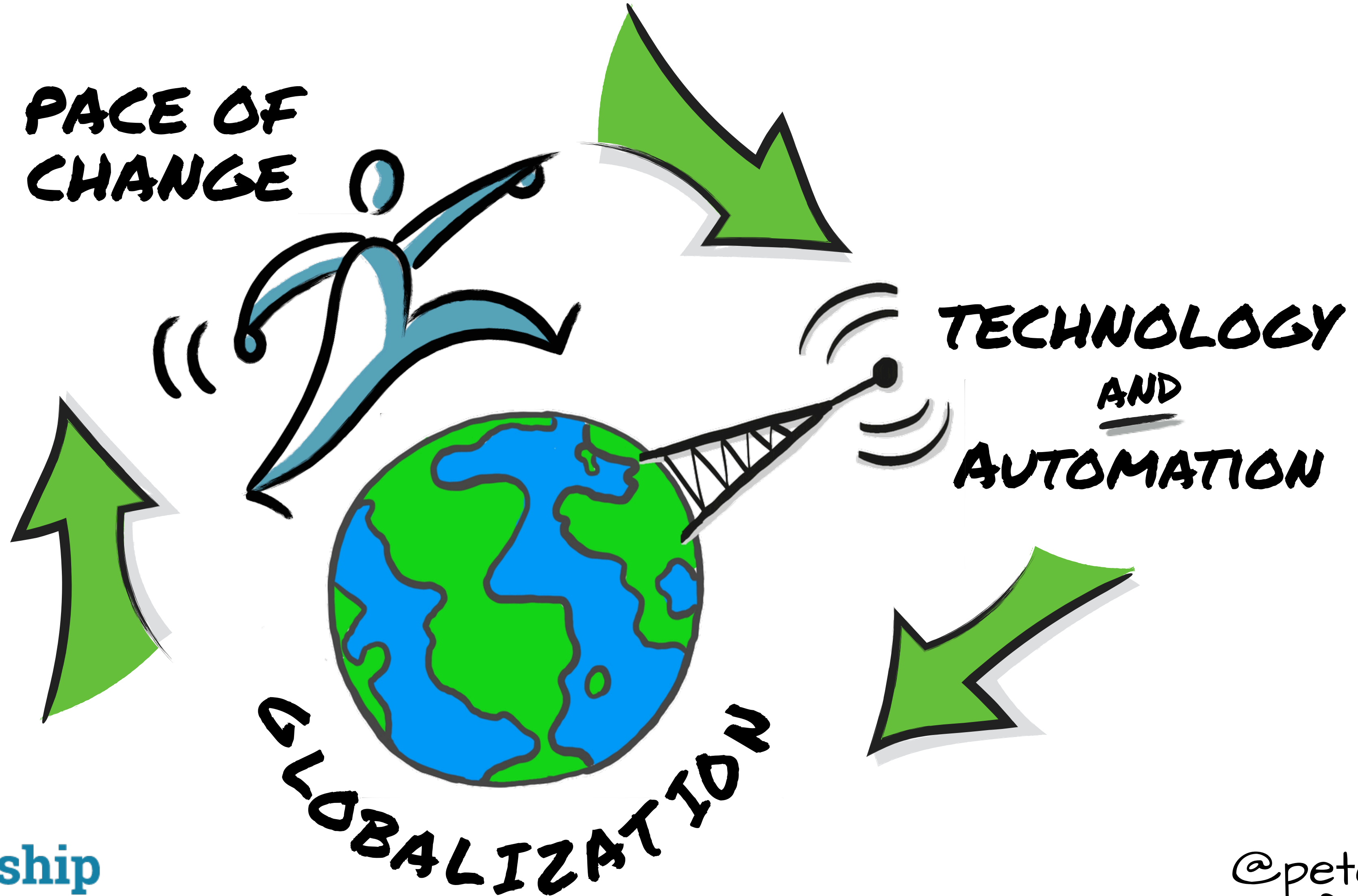
MINDSET



Delivery is only useful if you are delivering the right things.

MISTAKE 4. OVER-FOCUS ON DELIVERY

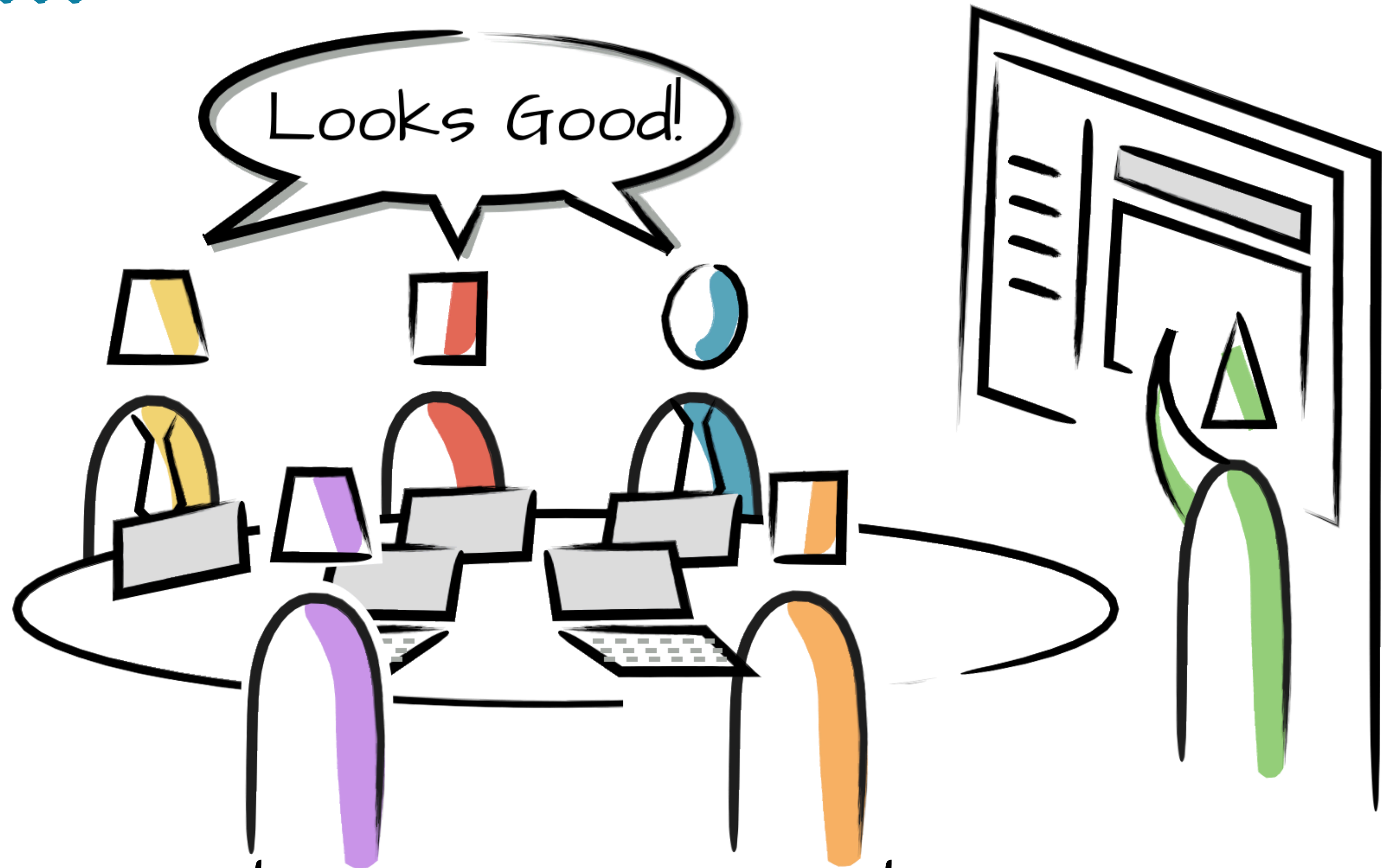
== PACE OF CHANGE



GRACE'S STORY...



Business Operations
Leader

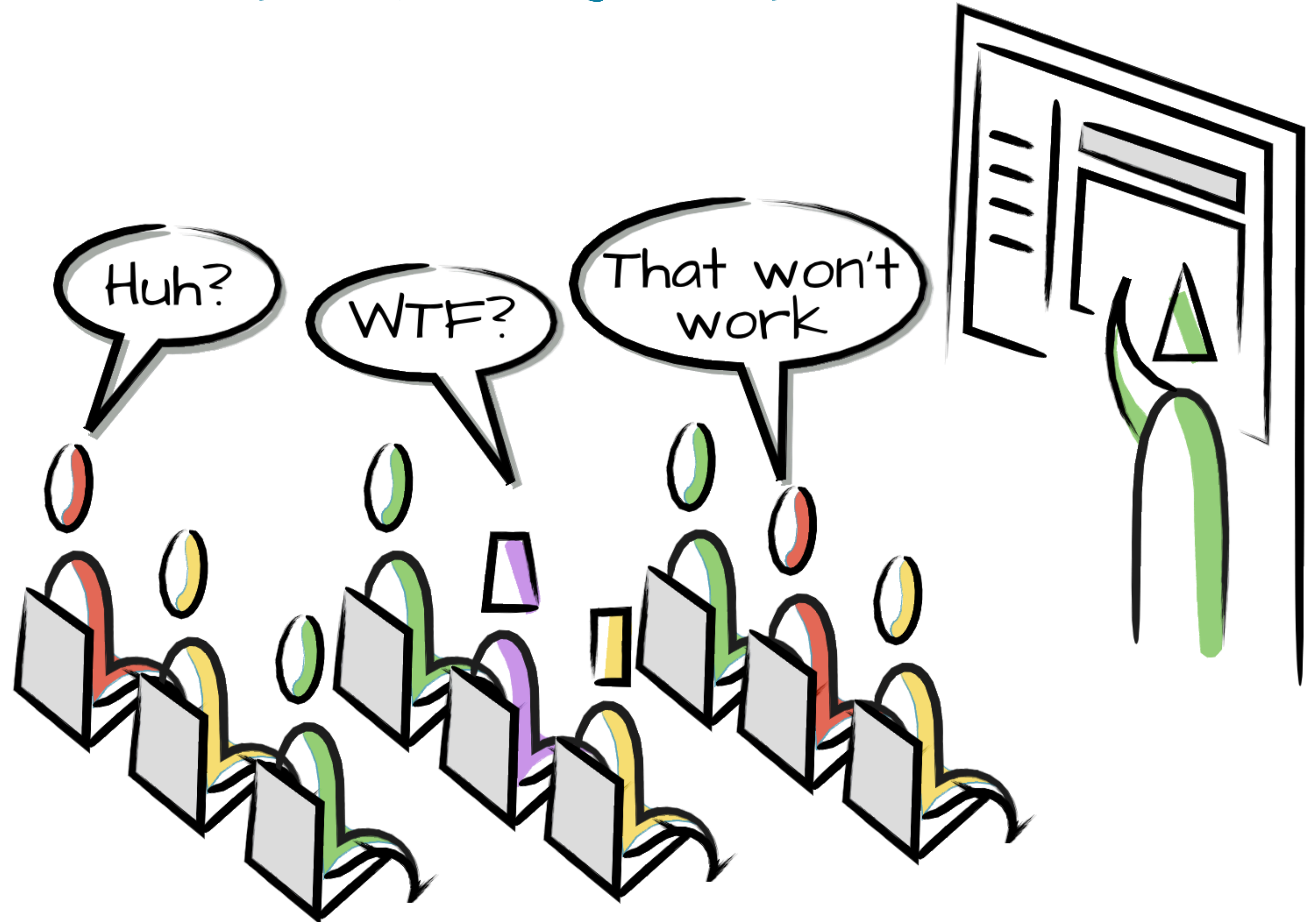


Her and her POs conduct Sprint
Reviews with key "Stakeholders"

EXPERIMENTS WITH MORE STAKEHOLDERS

Feeling uncomfortable she opened the review up to more real users...

...and learned a great deal...



CHANGE IN FOCUS...

CO-CREATE & ITERATE COMPLEX OUTCOMES

MISSION CONTROL
COMPLICATED OUTPUTS



QUALITY
PRODUCTS



HAPPY
CUSTOMERS!

BUSINESS RESULTS

Grace now engages teams directly with stakeholders to truly learn what is working and what is not



"Reverse Sprint Review" with stakeholders

IGNITE YOUR LEADERSHIP AGILITY

MINDSET

1. YOU  BEFORE OTHERS

2. AWARENESS  BEFORE SKILLS

3. STRUCTURE  BEFORE PROCESS

4. EXPERIMENTS  BEFORE DELIVERY

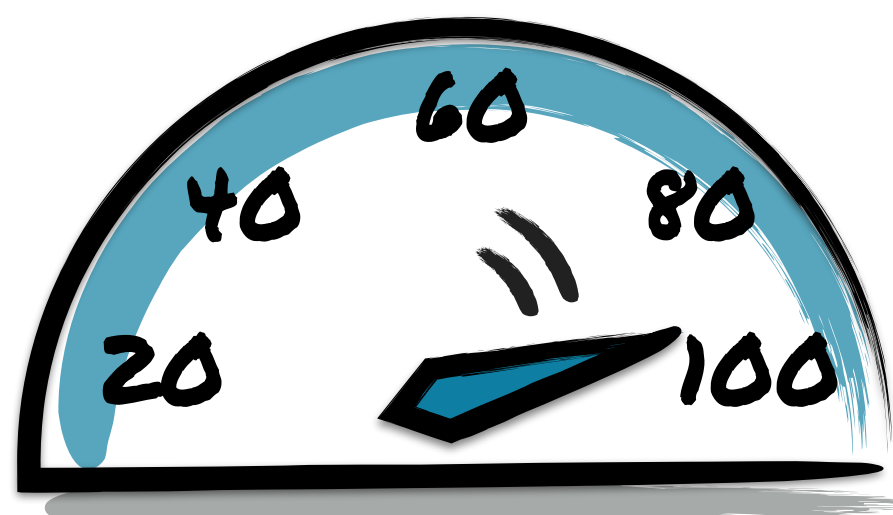
FOCUS

Behavioral changes are short-term.
Structural changes sustain.

MISTAKE 5. OVER-FOCUS ON PERFORMANCE

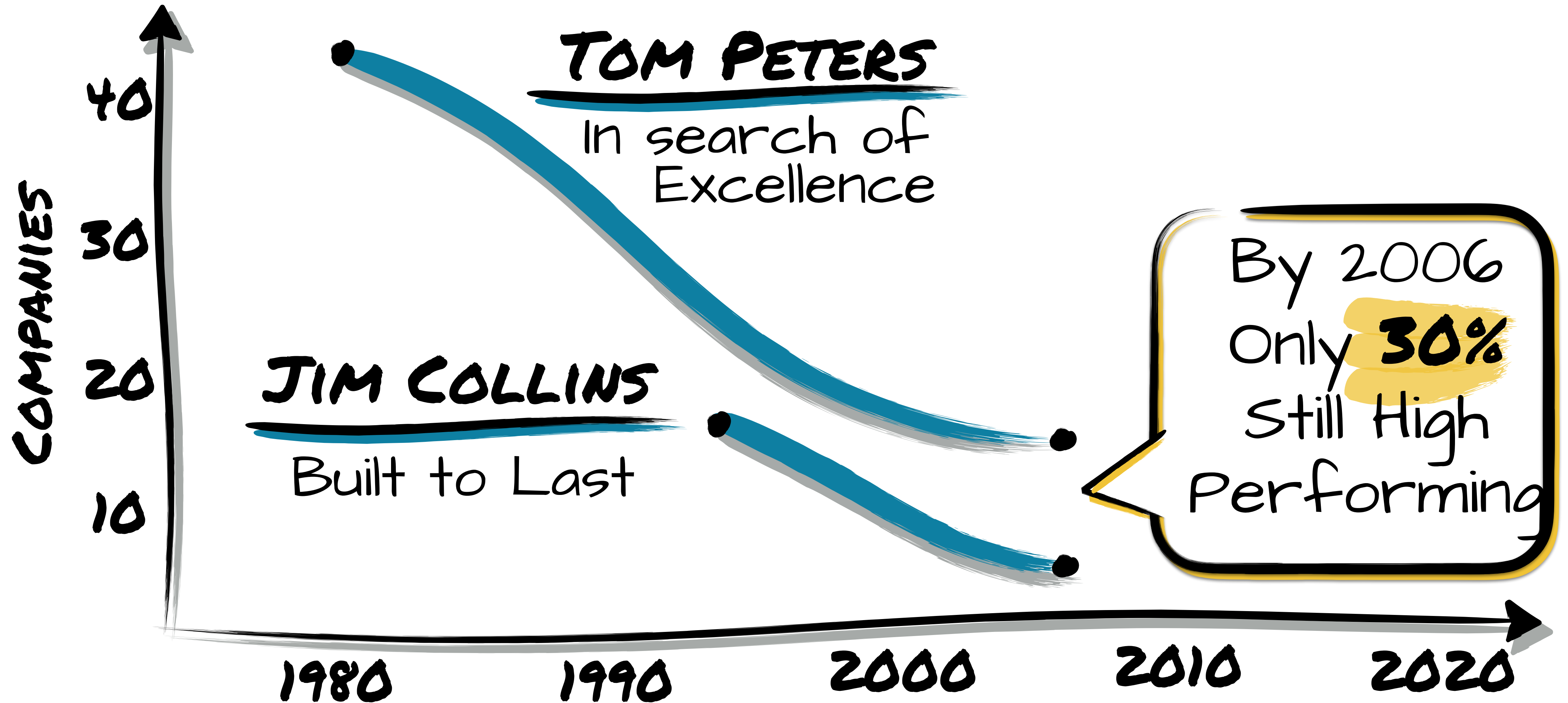


PERFORMANCE

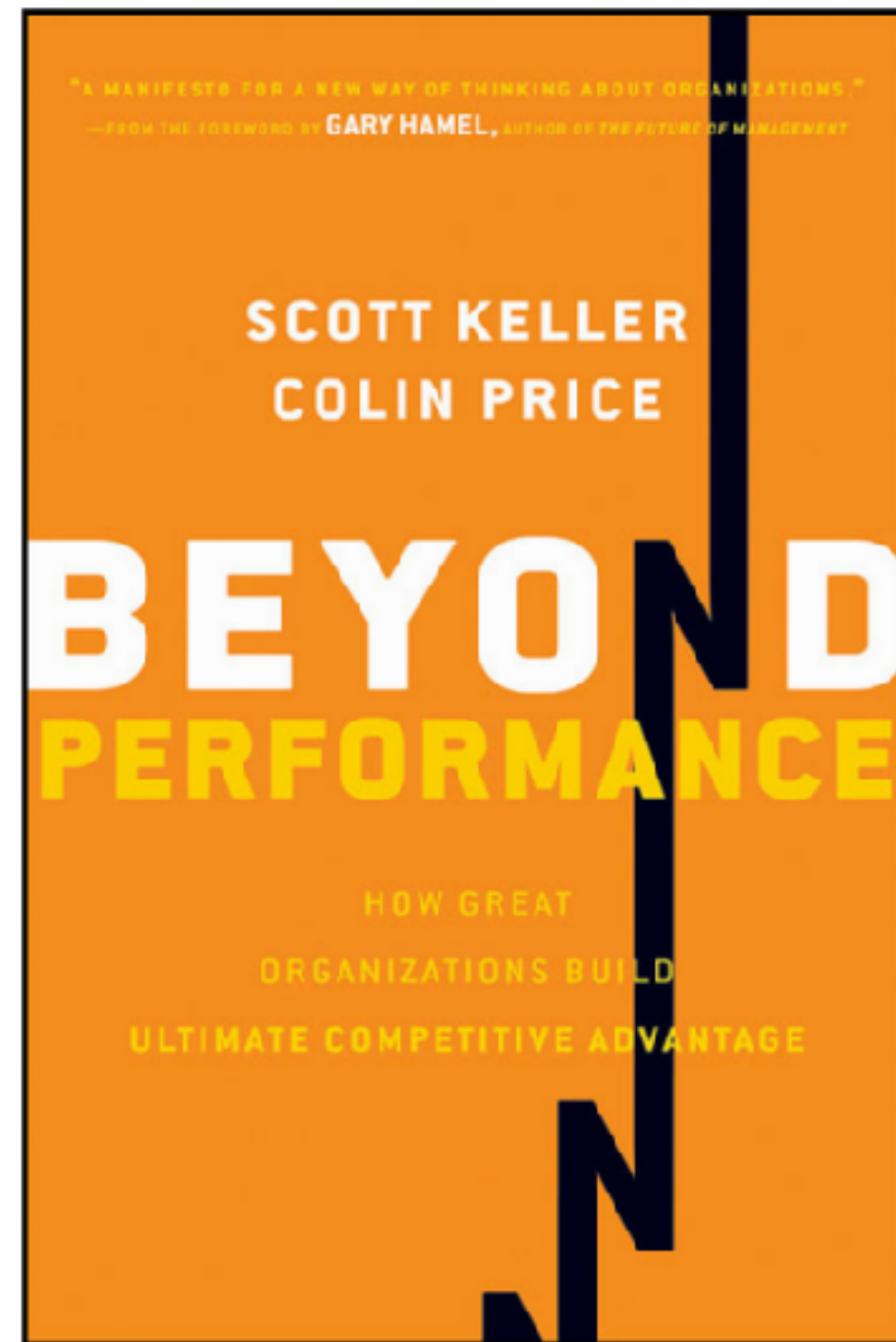


- MORE
- FASTER
- CHEAPER

PERFORMANCE ~~≠~~ RESILIENCE



PERFORMANCE + HEALTH



Organizations focusing on performance + health are 3-times more successful than those focusing on performance alone.

MY PERSONAL "AHA!"

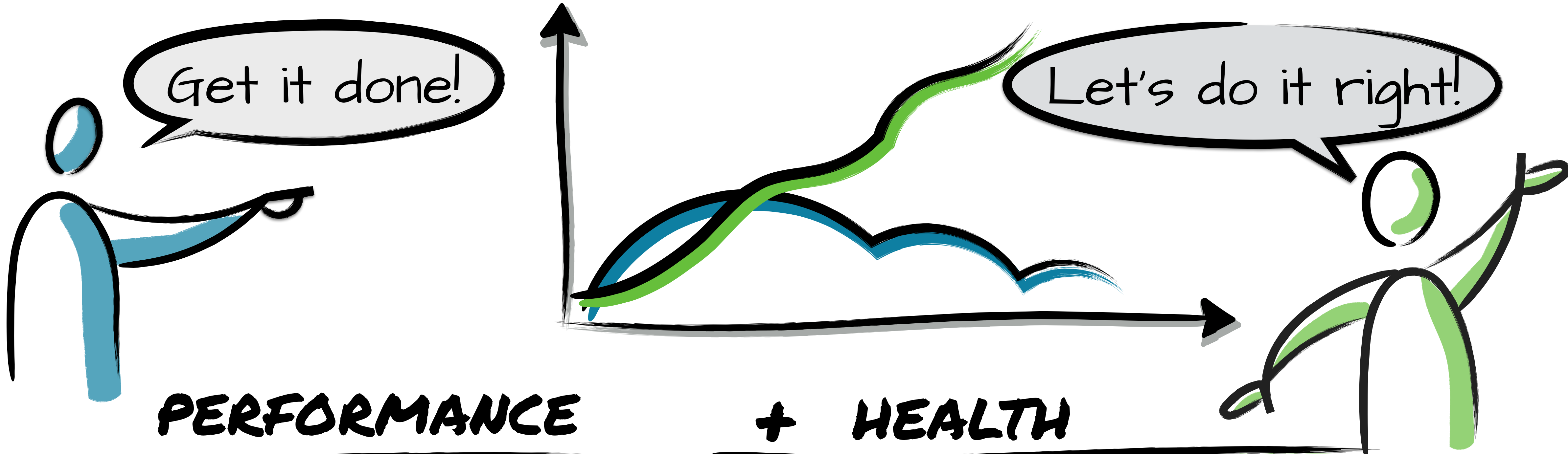


AGILE MISSION ACCOMPLISHED???



- Identifies the goal
- Gains "Buy-In"
- Aligns resources
- Drives adoption and productivity

PERFORMANCE + HEALTH = RESILIENCY



- MORE
- FASTER
- CHEAPER

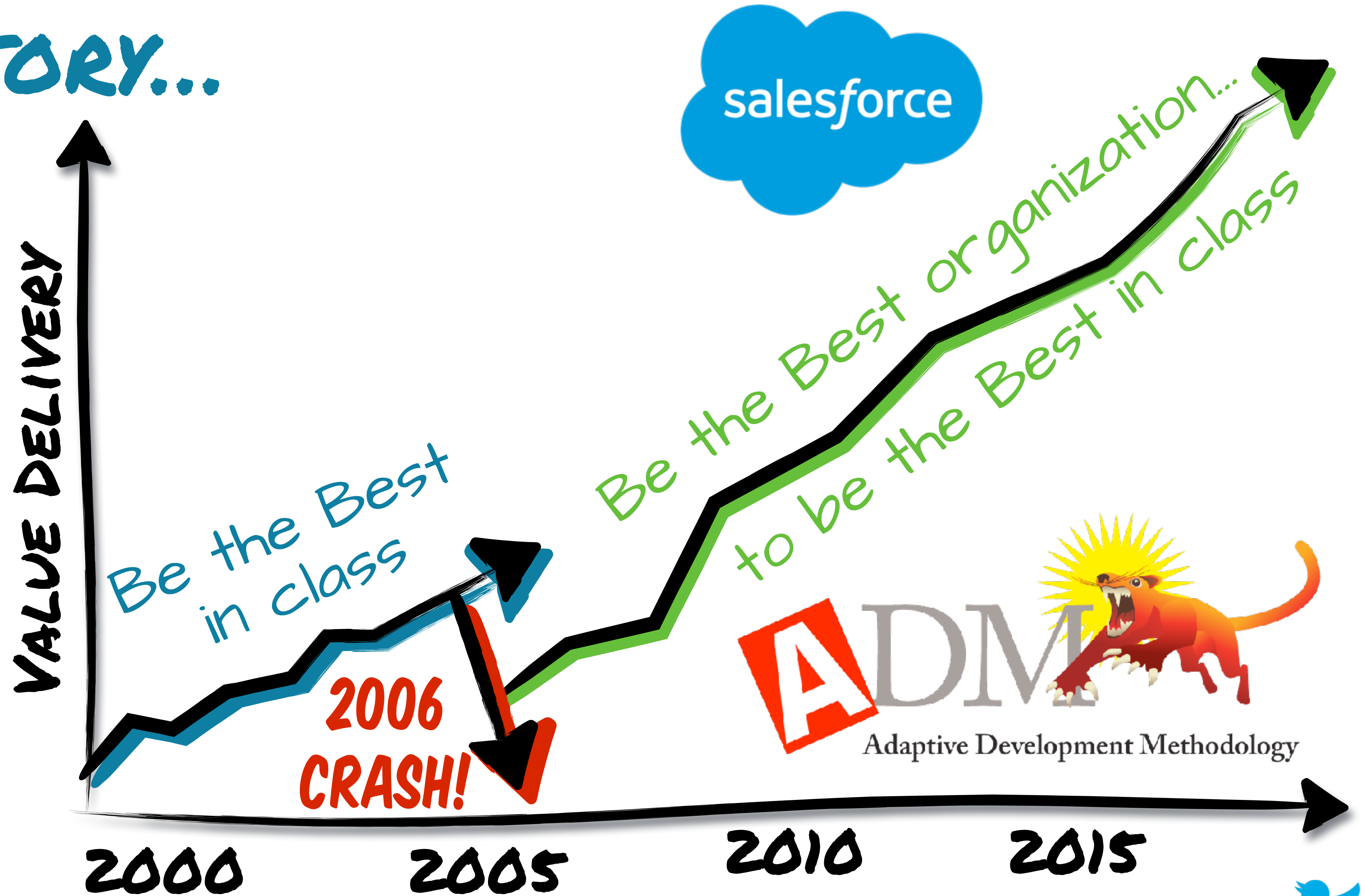


- QUALITY PRODUCTS
- CUSTOMER SATISFACTION
- EMPLOYEE ENGAGEMENT
- ORGANIZATION RESILIENCY

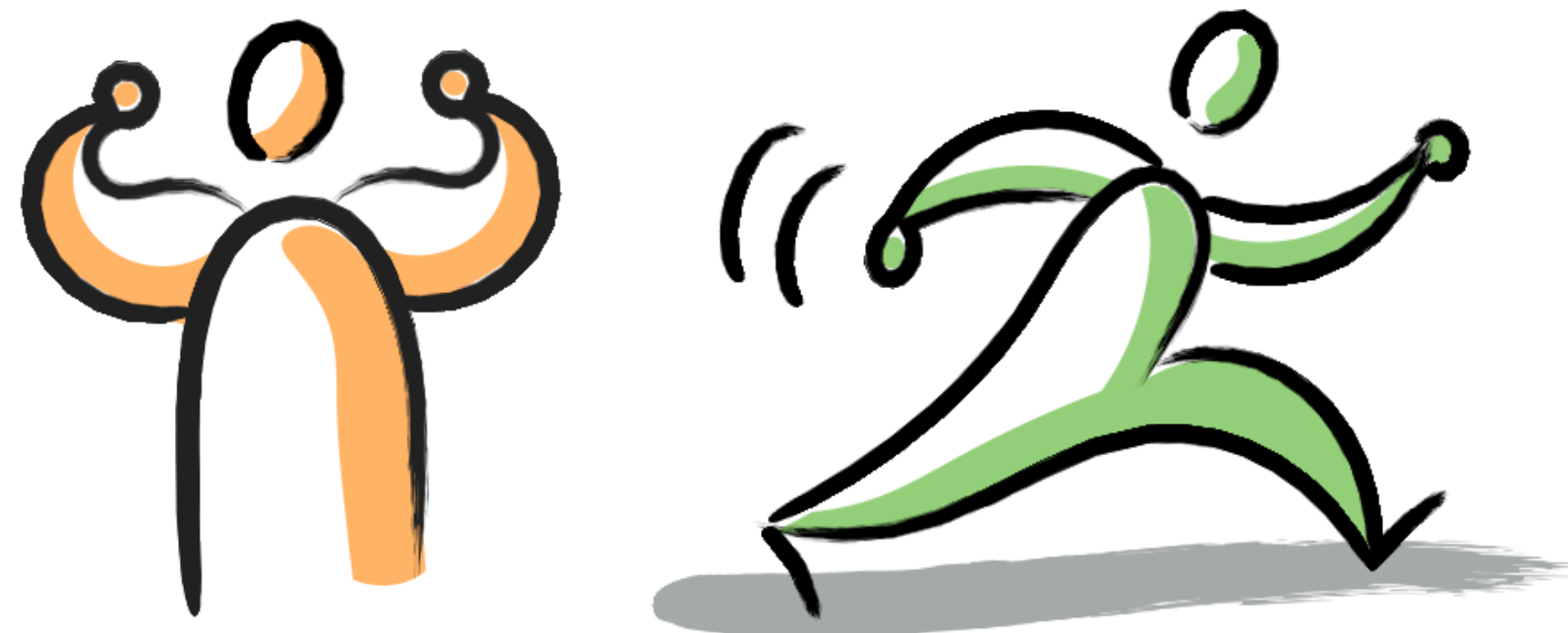
CHRIS' STORY...



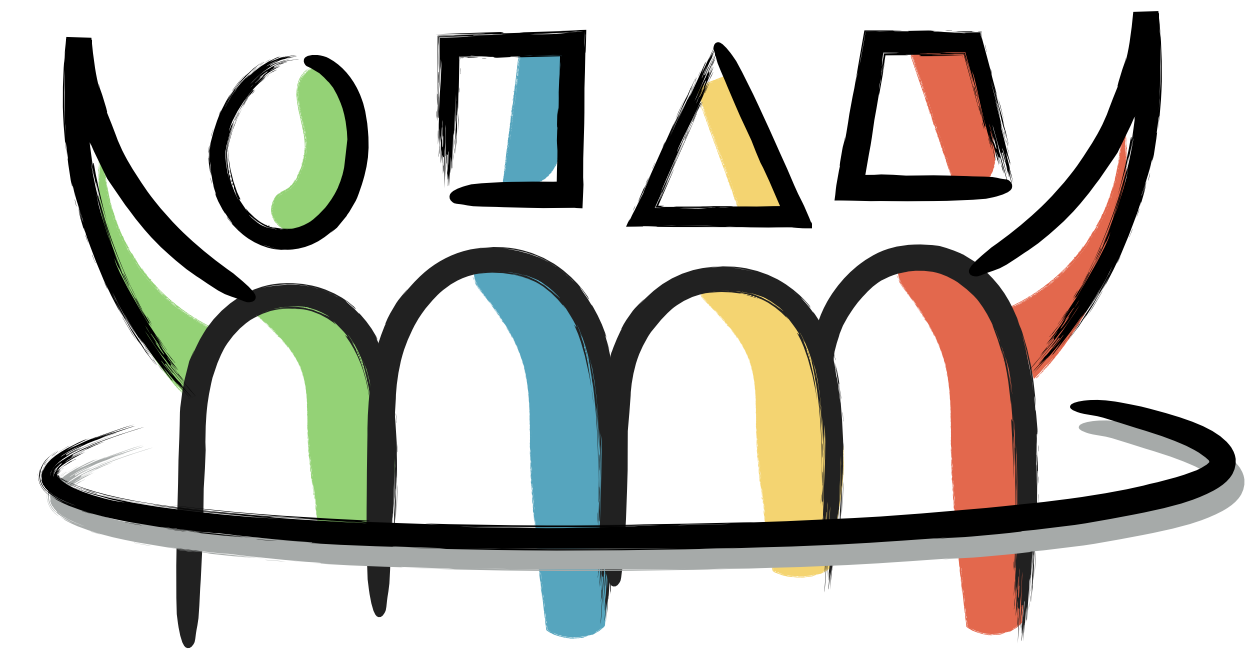
Senior VP
Engineering



PASSIONATE TEAMS WIN!



STARS



SQUADS

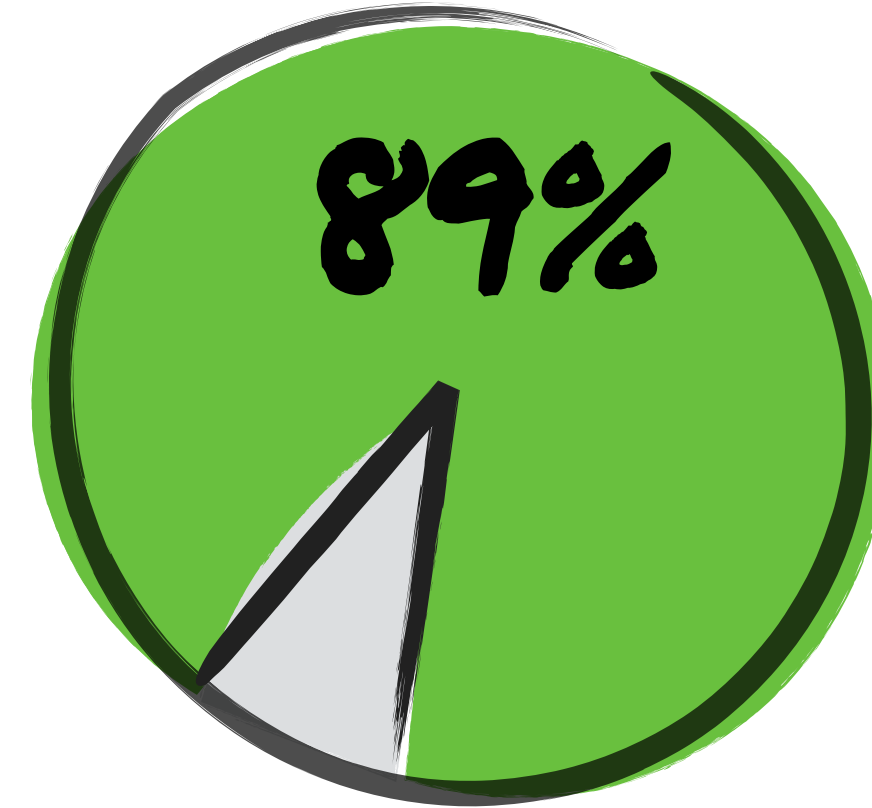
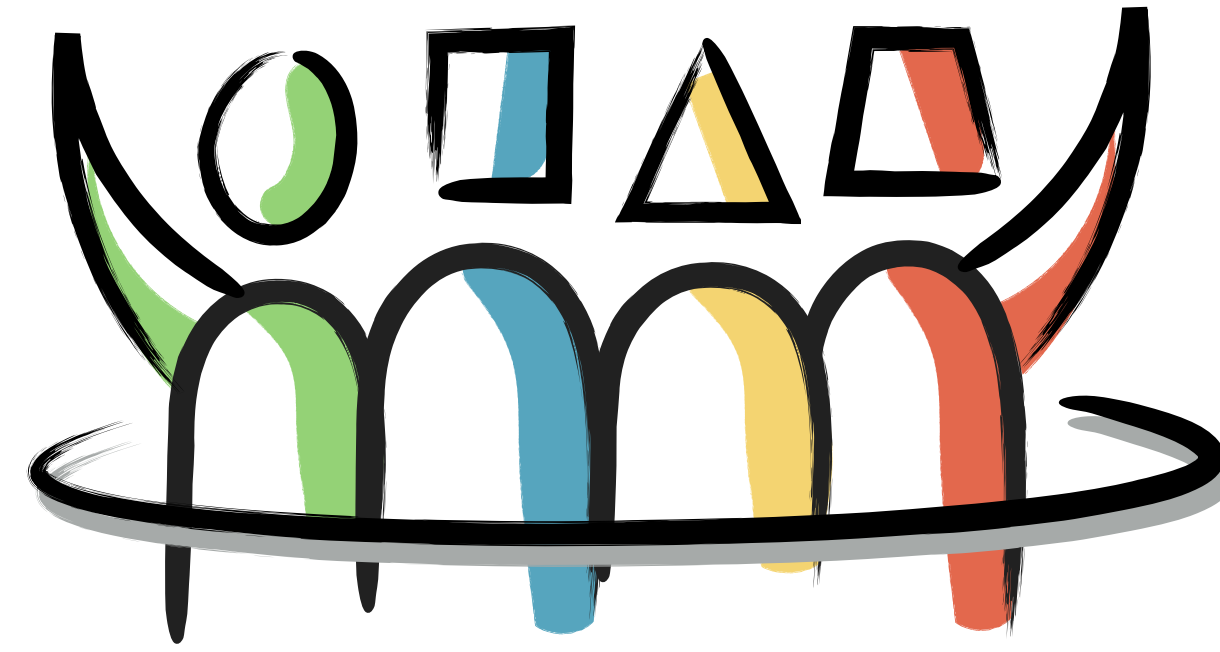
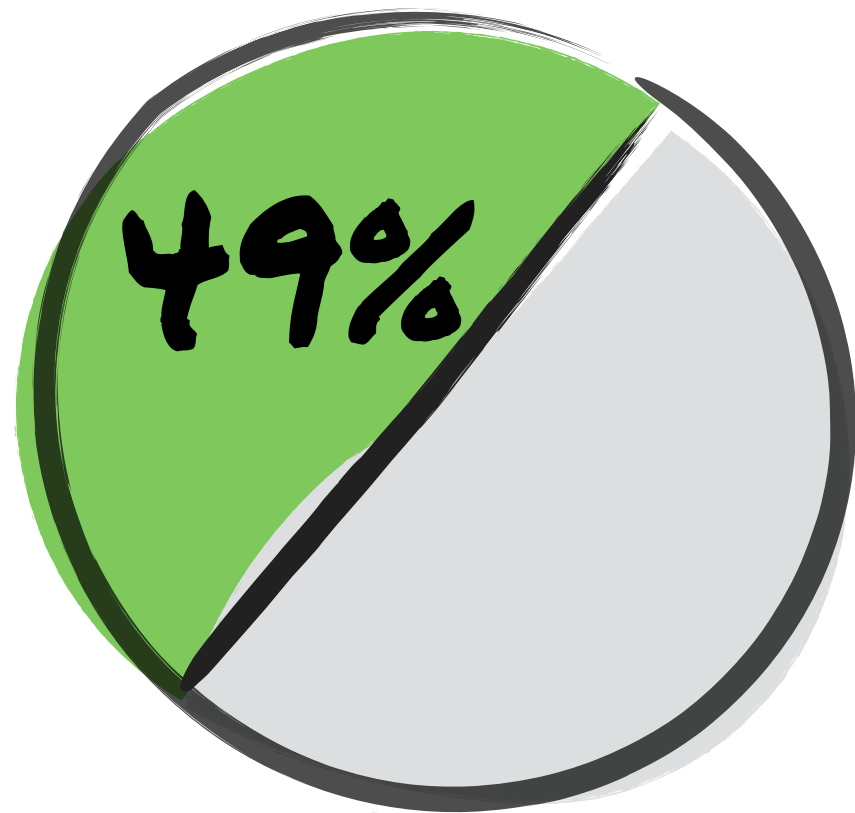
Experienced experts
& artisans dedicated
to their craft.

Spirited crews aligned,
outspoken & unleashed
to be brilliant.

PASSIONATE TEAMS WIN!



artisans



teams

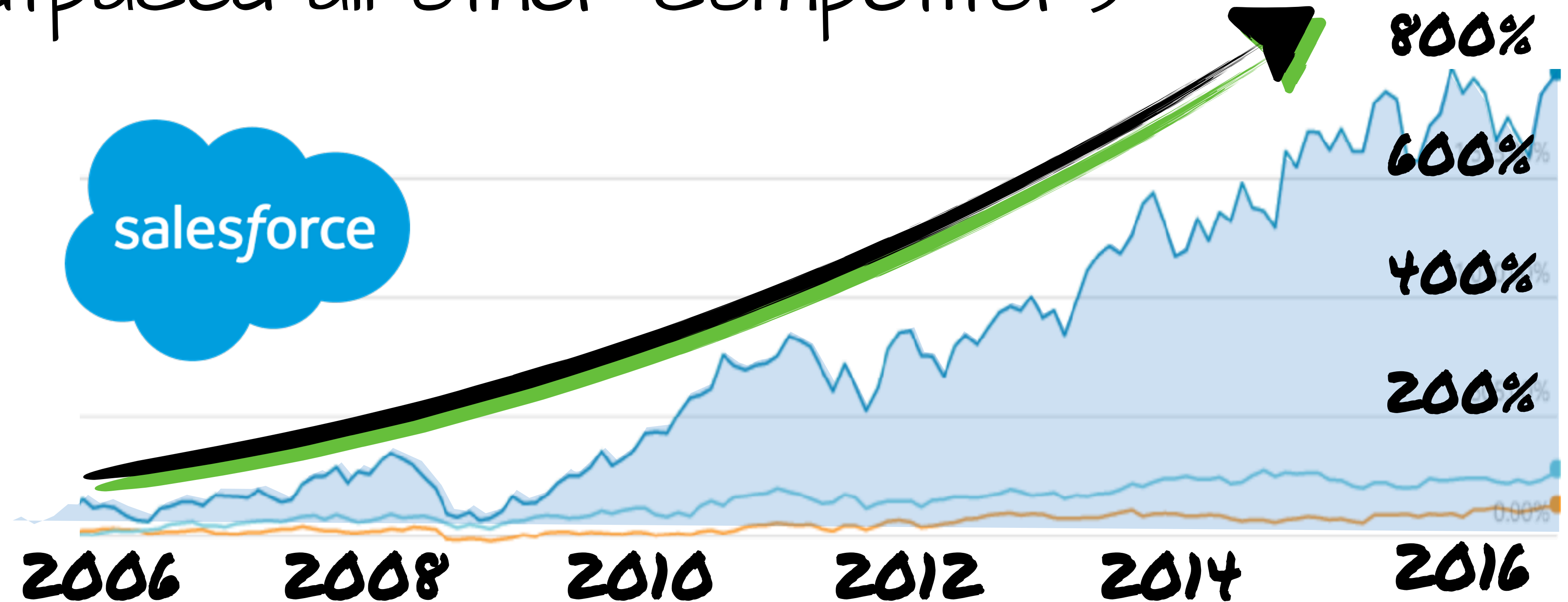


HAVING THE
"BEST TIME"
OR A
"GOOD TIME"
AT WORK

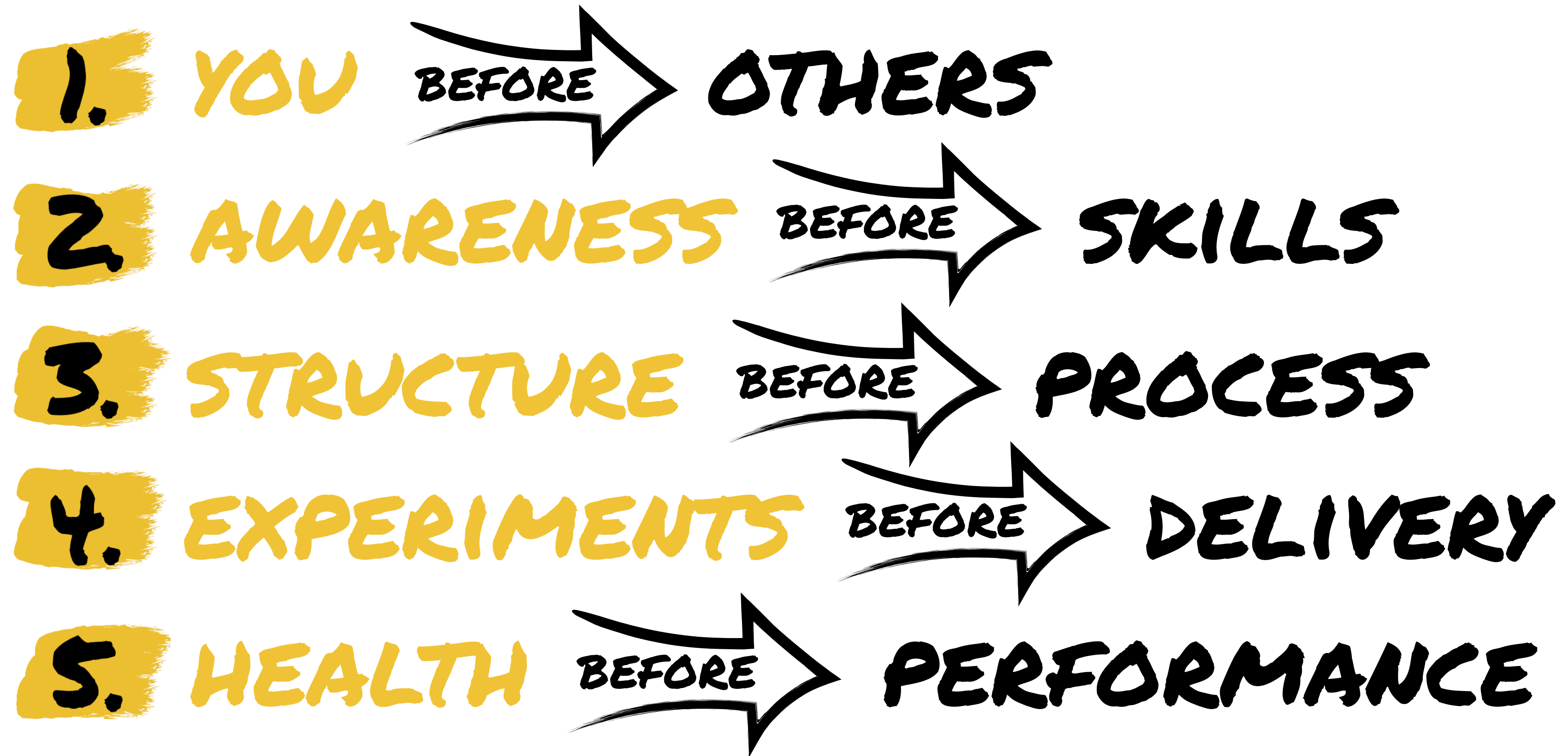
BUSINESS RESULTS

Since transitioning to ADM, they outpaced all other competitors

MARKET LEADER



IGNITE YOUR LEADERSHIP AGILITY



MY PERSONAL "AHA!"

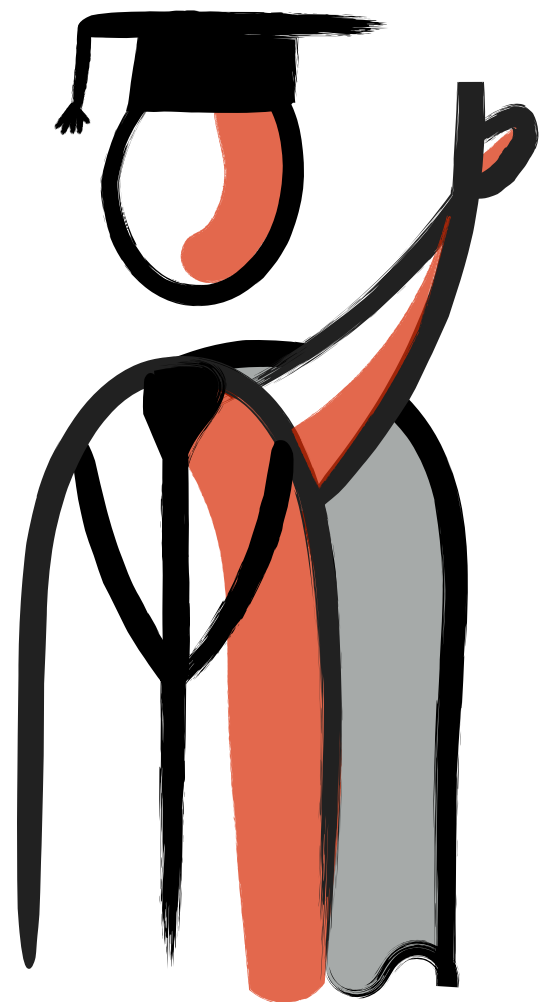


**PETE LEARNS A VALUABLE
LESSON FROM HIS
COACHING ENGAGEMENT
AT**



MY PERSONAL "AHA!"

These didn't work



THE EXPERT



THE ACHIEVER



CATALYST

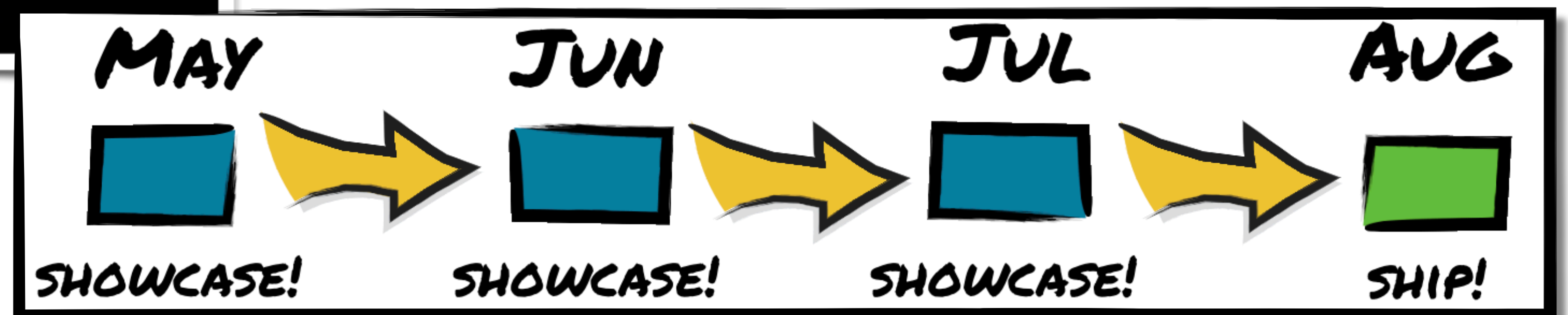
Time to try a
new mindset

MY PERSONAL "AHA!"

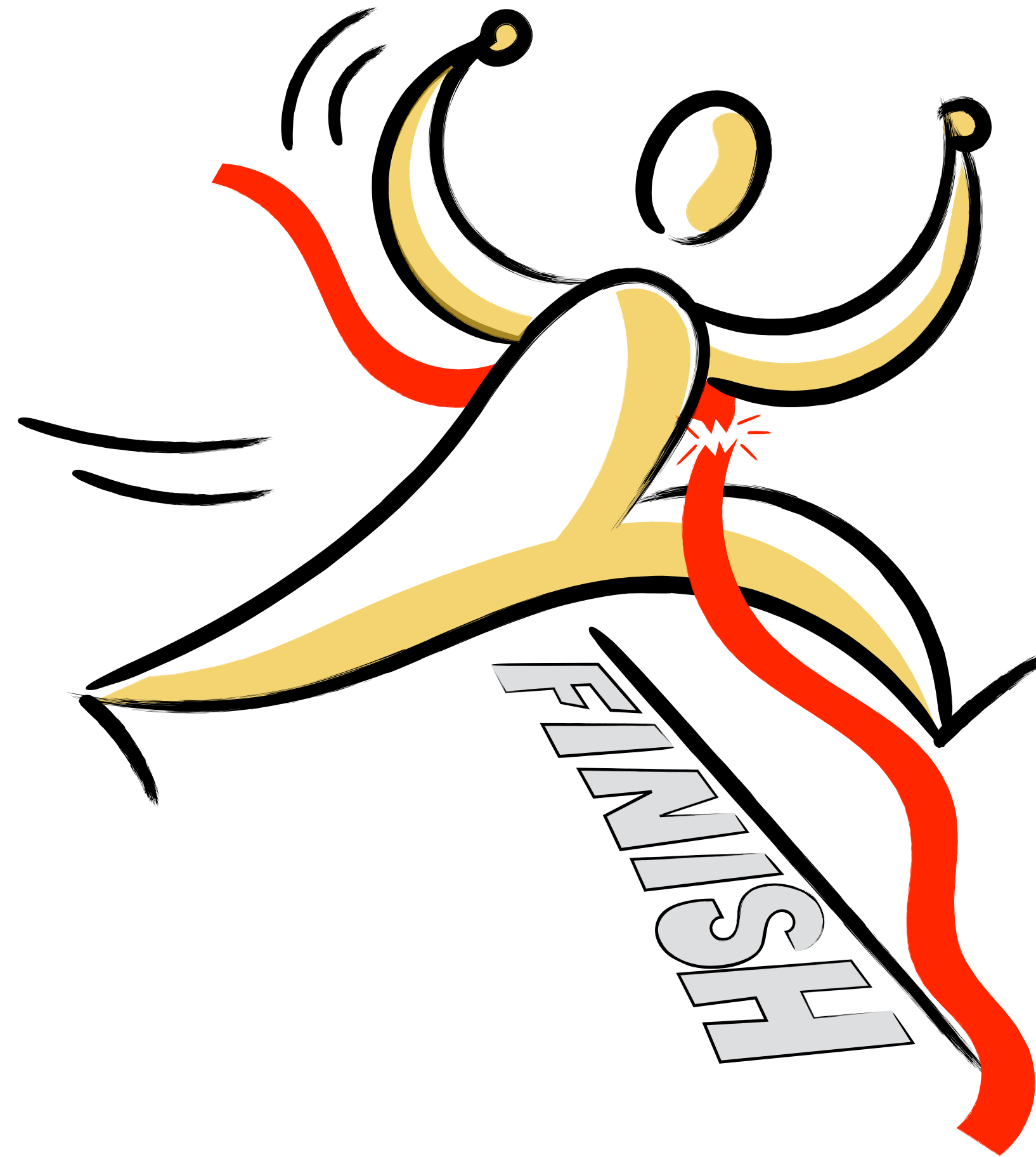


ONE RULE

Regardless of how teams operate, they will demonstrate working software each month.



MISTAKE 6. OVER-FOCUS ON THE DESTINATION



AGILE HEALTH IS EARNED EVERY DAY



**AGILE
HEALTH
CANNOT BE GIVEN.**

**IT'S EARNED
THROUGH PAIN
& HARD WORK.**

IGNITE YOUR LEADERSHIP AGILITY



LEADERSHIP AGILITY ROLE-MODELS

None of these Leaders were the head of their organization.



Yet each developed a culture of agility to thrive beyond them.

THANK YOU!



Join me at the Genius Bar
12:30 - 1:30PM Today

Join us at a Certified Agile
Leadership (CAL) | Workshop

PETE
BEHRENS



CERTIFIED
AGILE
LEADERSHIP
EDUCATOR



CERTIFIED
ENTERPRISE
AGILE
COACH

