People, System, Culture: Where Leadership Thrives

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Hi, I’m Pawel

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Leadership is the process of creating an environment in which people become empowered

Gerald Weinberg

Source: G. Weinberg: Becoming a Technical Leader: An Organic Problem-Solving Approach
Empowerment

https://www.flickr.com/photos/69214385@N04/14110021164
Systems Thinking
95% of performance is attributable to the system
Performance or performance variability?
Is variability bad?
Development of software products is a betting business
In business, to be a success, you only have to be right once

Mark Cuban

Source: G. http://blogmaverick.com/2005/05/30/success-and-motivation-you-only-have-to-be-right-once/
The system in knowledge work
People and the system is a symbiotic relationship. One doesn't govern the other.

Jim Benson
People versus system is a false dichotomy
Ad-hoc teams

https://www.flickr.com/photos/chaoticmind75/6724658411
Emergent practices
A system is not a sum of behaviors of its parts; it's a product of their interactions

Russel Ackoff
What makes one a great candidate?
Technical skills?
Craftsmanship?
Communication skills?
Learning?
Superhero

http://www.flickr.com/photos/dunecrasher/142079357/
intelligence  

(1) : the ability to learn or understand or to deal with new or trying situations : reason; also : the skilled use of reason

(2) : the ability to apply knowledge to manipulate one's environment or to think abstractly as measured by objective criteria (as tests)
A system is not a sum of behaviors of its parts; it's a product of their interactions

Russel Ackoff
Intelligence versus Collective Intelligence

http://www.flickr.com/photos/michaelheiss/4449585823/
How are individual and collective intelligence correlated?
There’s no connection between individual intelligence and collective intelligence.
Collective intelligence trumps individual intelligence
Collective intelligence was much more predictive in terms of succeeding in complex tasks than average individual intelligence or maximal individual intelligence.

Anita Woolley
Indicators of collective intelligence

Social perceptiveness
Evenness of communication
Moderate cognitive style diversity

Source: Anita Woolley: Collective Intelligence in Human Groups
How would you feel about working with women in your team?
The more women the better collective intelligence*
Understanding team dynamics
Software development is a team sport.
Optimizing for collaboration
Software development business?
Two days of my work was summarized by a commit that adds five lines of code and removes two

Marcin Kostrzewa, Lunar Logic
Happiness business!
Minions!
Welcome to Lunard Logic
40% women
Not enough women in the industry?
No formal leadership
Emergent, contextual leadership
Empathy catalyzes everyone’s development
A bad system will defeat a good person every time

W. Edwards Deming
organizational culture

the behavior of humans who are part of an organization and the meanings that the people react to their actions

includes the organization values, visions, norms, working language, systems, symbols, beliefs, and habits
Mission Statements

We, the People of the United States, in order to form a more perfect union, establish justice, insure domestic tranquility, provide for the common defence, promote the general welfare, and secure the blessings of liberty to ourselves and our posterity, do ordain and establish this Constitution for the United States of America.

Article I.

Sec. 1. All legislative powers herein granted shall be vested in a Congress of the United States, which shall consist of a Senate and House of Representatives.

Sec. 2. The House of Representatives shall be composed of members chosen every second year by the people of the several states, and the electors in each state shall have the qualifications requisite for electors of the most numerous branch of the state legislature.

No person shall be a representative who shall not have attained to the age of twenty-five years, and been seven years a citizen of the United States, and who shall not, when elected, be an inhabitant of that state in which he shall be chosen.

Representatives and direct taxes shall be apportioned among the several states which may be included within this Union, according to their respective numbers, which shall be determined by adding to the whole number of free persons, including those bound to service for a term of years, and excluding Indians not taxed, three-fifths of all other persons. The actual enumeration shall be made within three years after the first meeting of the Congress of the United States, and within every subsequent term of ten years, in such manner as they shall by law direct. The number of Representatives shall not exceed one for every thirty thousand, but each state shall have at least one.
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Source: G. Weinberg: Becoming a Technical Leader: An Organic Problem-Solving Approach
How far can people go changing the system?
It’s easier to ask forgiveness than it is to get permission

Grace Hopper
Respect for people does not mean, you have to like them, agree with them or fail to challenge any half-baked ideas you hear from them.

Stephen Parry
How new hires influence organizational culture?
Hiring for cultural fit

https://www.flickr.com/photos/darrelbirkett/5598452817
groupthink

psychological phenomenon that occurs within a group of people, in which the desire for harmony or conformity in the group results in an irrational or dysfunctional decision-making outcome

Source: http://en.wikipedia.org/wiki/Groupthink
What would happen if we tore down existing hierarchies?
#NoManagement
Emergent values
Participation in strategy creation
If you don’t like something...
If you don’t know what to tell, tell the truth
Optimize for clients’ happiness
CEO role
Cultural fit
Let misfits go
leadership  noun \ˈliːdərˌship\ 

(1) : The action of leading a group of people or an organization, or the ability to do this

(2) : The state or position of being a leader

Source: http://www.oxforddictionaries.com/definition/english/leadership
How we design and evolve the system
Who is capable of leading
How leadership skills are used
What kind of stuff people can influence
Participatory leadership
The ultimate goal: everyone is a leader
Thank you

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