Leading From Within an Agile Team

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What Do You Hope to Learn?
Agile Practices
Why We Struggle With Agile

- Process vs People
- Plan vs Change
- Roles vs Collaboration
- Get Told vs Discover
- Do Things Right vs Do The Right Thing
“Sustainable accountability is not inflicted, it is voluntary.”
~ Jack Canfield and Peter Chee

“Many people are used to being bossed around and so lack a feeling of personal empowerment; they’ve forgotten how to take responsibility for leading their own lives.”
~ Jack Canfield
Select an Agile Activity

Brainstorm: 13 min

Why is it Important?

What is the Benefit?

What do we want to Accomplish?
Example: Backlog Grooming

1) Why is it Important?
2) What is the Benefit?
3) What do we want to Accomplish?
Personal Leadership
Personal Leadership

In what areas are you avoiding responsibility?

Are you driven by fear or courage?

How are you evolving and mastering yourself?

In what ways do you innovate?

“The most common way people give up their power is by thinking they don’t have any.”

~ Alice Walker

Victims recite problems.
Leaders present solutions.

~ Robin Sharma
Key Leadership Traits

- Communication
- Commitment
- Creativity
- Courage
- Class
- Curiosity & Clarity
- Connection
Leadership Traits

Brainstorm: 15 min

Pair up, take a marker, go to a wall chart.

Discuss and agree on what you know about that concept, and print it on the chart.

Do the same with the other charts.
Your Activity + Leadership Traits

Brainstorm: 15 min

What does it look like when this trait is absent?

What will you see?
What will you hear? Give example phrases.
How will you or others feel?
What will people be doing? How will they be behaving?
What results does the team experience?

What does this trait look like when present?

What will you see, hear & feel?
What will people be doing? How will they be behaving?
What results does the team experience?
Example: Daily Standup
Absent vs Present
see/hear/feel for
Class, Communication,
Commitment
Debrief

Share key points from your group brainstorming.

As a group, we will extract learnings about leading within a team.
## Leadership in Standups

<table>
<thead>
<tr>
<th>Trait is Absent</th>
<th>Trait is Present</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Creativity</strong></td>
<td></td>
</tr>
<tr>
<td>No new ideas, “That’s how we’ve always done it”</td>
<td>Offering Options, Sharing new technology &amp; ideas, Issues resolved quickly</td>
</tr>
<tr>
<td><strong>Commitment</strong></td>
<td></td>
</tr>
<tr>
<td>No response when an issue is raised, “My part works”, “I did what it said”,</td>
<td>Following through, Proactive in taking on new work &amp; helping others, Self-</td>
</tr>
<tr>
<td>Missing Deadlines</td>
<td>management, Empowered</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td></td>
</tr>
<tr>
<td>Unclear, Vague, Not paying attention</td>
<td>Listening, Asking questions, Transparency, Active discussions, Dynamic</td>
</tr>
<tr>
<td></td>
<td>conversations</td>
</tr>
<tr>
<td><strong>Class</strong></td>
<td></td>
</tr>
<tr>
<td>Rude, Criticism, “You should have...’, Antagonism, Lack of Respect</td>
<td>Respectful language, Readiness to help teammates, Positive, Solution Focused,</td>
</tr>
<tr>
<td></td>
<td>Democratic</td>
</tr>
<tr>
<td><strong>Curiosity</strong></td>
<td></td>
</tr>
<tr>
<td>No questions, “The requirements said...”, Waiting to be told</td>
<td>Asking questions, Open questions - not judgemental and closed</td>
</tr>
<tr>
<td><strong>Connection</strong></td>
<td></td>
</tr>
<tr>
<td>Disengaged, “I told you it wouldn’t work”, Lack of buy-in, Lack of agreement</td>
<td>Team is tight &amp; together, Humour, Full participation, Caring, Collaboration</td>
</tr>
<tr>
<td><strong>Courage</strong></td>
<td></td>
</tr>
<tr>
<td>Very quiet, Issues raised late, “It takes time”, Fearful of sharing</td>
<td>Raise risks early, Admitting delays, Offering solutions, Willing to share</td>
</tr>
</tbody>
</table>
# Leadership in Retrospectives

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</tr>
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<tbody>
<tr>
<td><strong>Creativity</strong></td>
<td>Lack of improvement, Complacent with how things are, No suggestions</td>
<td>Team improves sprint-to-sprint, New ways to tackle old problems, Sharing ideas</td>
</tr>
<tr>
<td><strong>Commitment</strong></td>
<td>Not attending, Not taking on improvement initiatives, Unwilling to go outside job title</td>
<td>Excited to learn and grow, Takes on change initiatives, Helps others with improvements &amp; problem solving</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>Discussions falling flat</td>
<td>Frank discussions, Honest, Open</td>
</tr>
<tr>
<td><strong>Class</strong></td>
<td>Interrupting others, Hiding information, Not trying to understand others</td>
<td>Listen to others, Support others in participating, Share information</td>
</tr>
<tr>
<td><strong>Curiosity</strong></td>
<td>Not receptive to ideas &amp; changes, Uncertain action plans, Unwilling to learn &amp; discover</td>
<td>Asking questions to understand each other, “How can we do better?”, “How else can we tackle this?”</td>
</tr>
<tr>
<td><strong>Connection</strong></td>
<td>Lack of eye contact, Not engaged, Not participating in discussions</td>
<td>Engaged, Dynamic discussions, Refocus on common goal</td>
</tr>
<tr>
<td><strong>Courage</strong></td>
<td>Not speaking up, Guarded comments, Few challenges raised, Aversion to taking risks, Analysis paralysis</td>
<td>Raising challenges, Sharing opinion and ideas, Challenging and questioning respectfully</td>
</tr>
</tbody>
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## Leadership in Story Mapping

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<td><strong>Creativity</strong></td>
<td><strong>Commitment</strong></td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>Engaged, Owned by All Team Members, Radical Improvements, Clear, Increased Confidence</td>
</tr>
<tr>
<td>Confusion, Misunderstanding</td>
<td></td>
</tr>
<tr>
<td><strong>Class</strong></td>
<td>Harmony, Trust, Mutual Support, Needs of Group vs Self, Stewardship</td>
</tr>
<tr>
<td>Distrust, Hurt Feelings, “Weasles”</td>
<td></td>
</tr>
<tr>
<td><strong>Curiosity</strong></td>
<td>Asking Why/What/…, Improving Ideas, Think Outside Toolbox, Constrained by What You Can Learn</td>
</tr>
<tr>
<td>Group Think, Complacent, Unwilling to Consider Options, Constrained by What You Know</td>
<td></td>
</tr>
<tr>
<td><strong>Connection</strong></td>
<td>Quick to Develop, Sense of Direction, Clear Direction, Consensus</td>
</tr>
<tr>
<td>Conflict, Divergent Views, Lack of Trust, No Buy-In, Incomplete, Shifting Priorities, Us Vs Them</td>
<td></td>
</tr>
<tr>
<td><strong>Courage</strong></td>
<td>Decision Making, Exploring Alternatives &amp; Options, Dynamic Changes</td>
</tr>
<tr>
<td>Group Think, No Leadership, Unwilling to Split Stories, Lack of Decisions, Lack Participation</td>
<td></td>
</tr>
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Closing Time
Lead Within Your Team

Every Day, How Will You:

* Discover Bold Creativity?
* Embrace Your Inner Leader?
* Understand and Be Understood?
* Be More Authentic & Supportive?
* Ask Questions to Learn More?
* Build Rapport & Collaboration?
* Speak Up & Expand Your World View?

“Daily ripples of excellence - over time - become a tsunami of success.”
~ Robin Sharma
Your Take

What was most impactful for you today?

What will you take back to work to be a better leader?
Workshop Flip Charts

All flip charts created during our workshop are available on DropBox at:

https://www.dropbox.com/sh/6p3rjrgqlcc2ogk/AACslE3prLynD7oGf1X61lmda?dl=0

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