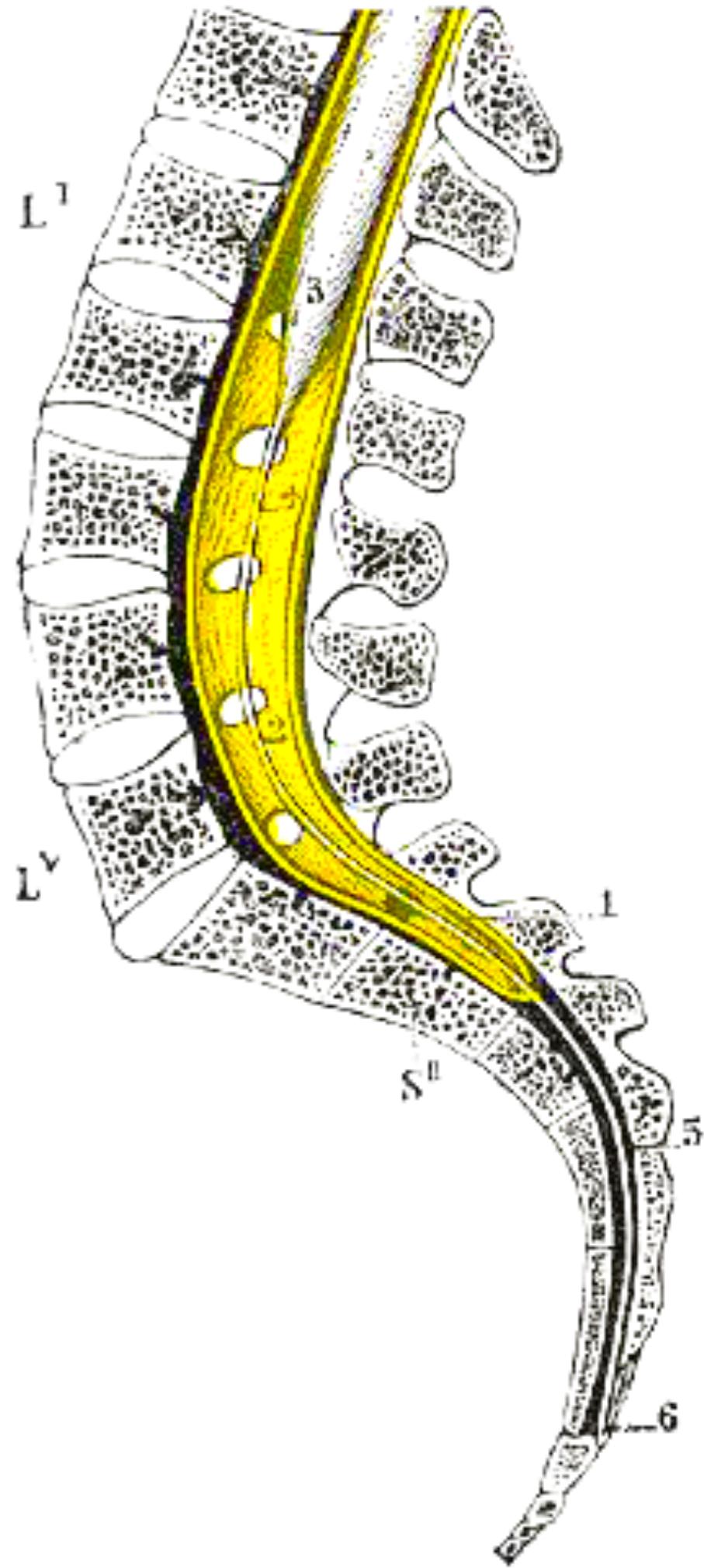


Applying

Spine Model

A systemic approach to
effective leadership

Kevin Trethewey & Danie Roux



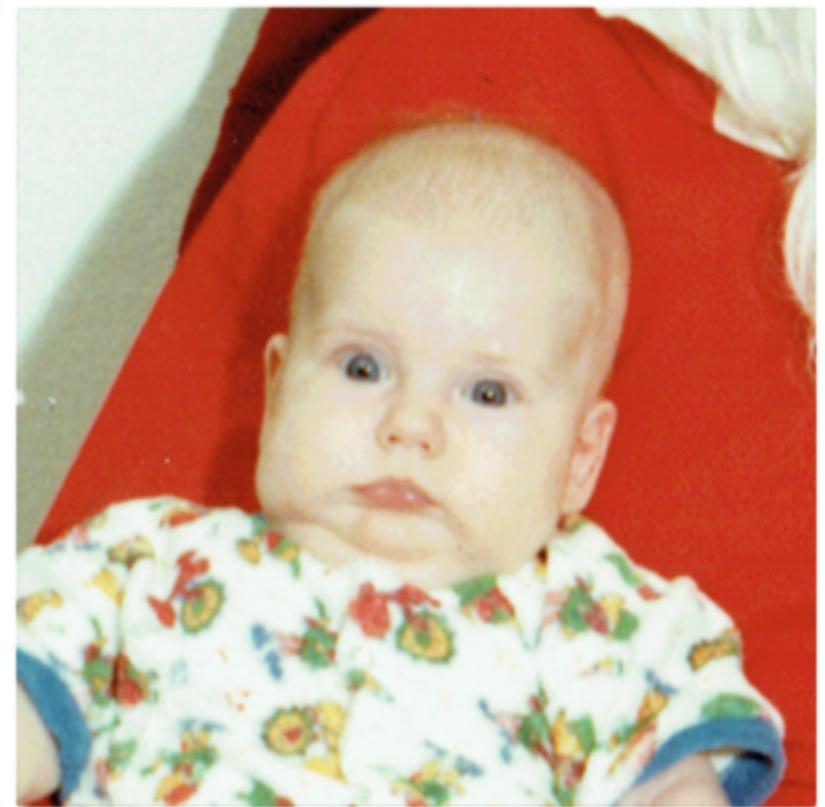






WTF?

Kevin Trethewey, Most of His Life



Herd all the cats!

Danie Roux, All of His



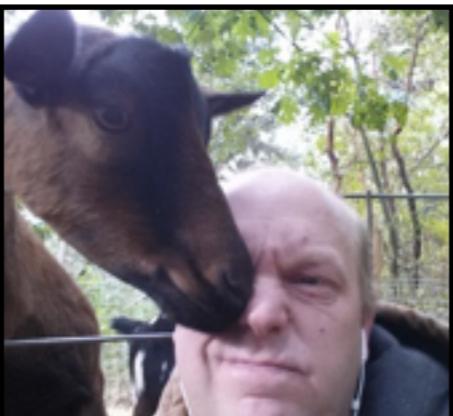
**I THINK SPANKING CHILDREN IS
TOTALLY JUSTIFIED**



**AND CALLING IT ABUSE
MAKES YOU AN IDIOT**



Marshall Rosenberg



Kent Beck



Russell Ackoff



Gregory Bateson



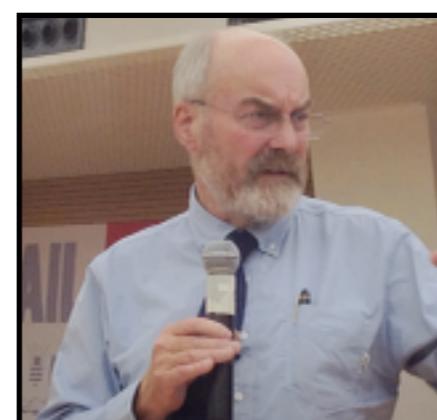
Glenda Eoyang



Don Reinertsen



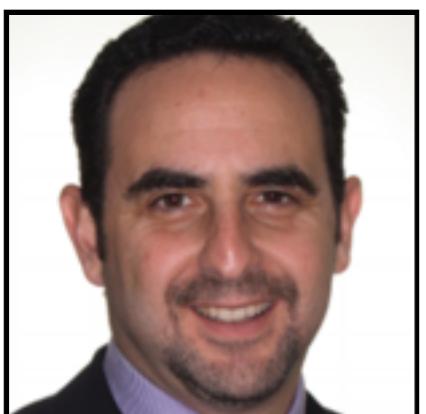
Virginia Satir



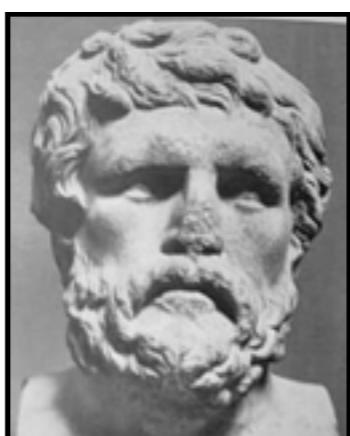
Dave Snowden



Robert Dilts



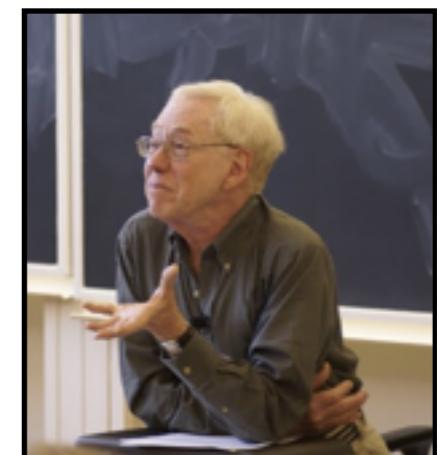
David Rock



Ancient Greek Dude



Ichak Adizes



Hubert Dreyfus



Ron Jeffries @RonJeffries · 2h

Good ideas or bad ideas, it's not accurate to pick some random ideas X and say "Agile is X". That leads to Jira being Agile.

RETWEETS

3

FAVORITES

9



2:40 PM - 6 Aug 2015 · Details



...



Which is better,

1. Physical team boards
2. Digital team boards

Need

?



Tool

Physical team board or digital team board?

Need

Deliver software features early and incrementally to a customer with uncertain requirements



Tool

Physical team board or digital team board?

Need

Deliver software features early and incrementally to a customer with uncertain requirements



Value

?



Tool

Physical team board or digital team board?

Need

Deliver software features early and incrementally to a customer with uncertain requirements



Value

- Feedback
- Communication
- Flow



Tool

Physical team board or digital team board?

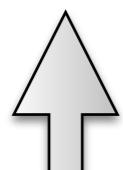
Need



Value



Principles



Tool

?

Physical team board or digital team board?

Deliver software features early and incrementally to a customer with uncertain requirements

- Feedback
- Communication
- Flow

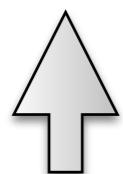
Need



Value



Principles



Tool

Deliver software features early and incrementally to a customer with uncertain requirements

- Feedback
- Communication
- Flow

- Prefer higher bandwidth communication
- Deploy the most valuable capabilities first
- Visualise the flow of work
- Minimise batch size, limit WIP, Pull work

Physical team board or digital team board?

Need



Deliver software features early and incrementally to a customer with uncertain requirements

Value



- Feedback
- Communication
- Flow

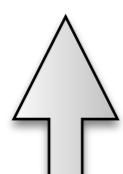
Principles



- Prefer higher bandwidth communication
- Deploy the most valuable capabilities first
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?

Practices



Physical team board or digital team board?

Tool

Need



Deliver software features early and incrementally to a customer with uncertain requirements

Value



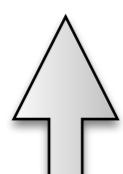
- Feedback
- Communication
- Flow

Principles



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- Deploy the most valuable capabilities first
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- Minimise batch size, limit WIP, Pull work

Practices



- Co-location
- Face to face communication wherever possible
- Daily Standup
- Story Mapping
- Team Board
- Visual WIP limits

Tool

Physical team board or digital team board?

Need



Deliver software features early and incrementally to a customer with uncertain requirements

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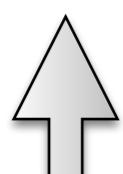
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- Visual WIP limits

Tool

Physical team board or digital team board?

What determines how your work, works?

Whatever it says
in the
SDLC

Whatever I say it
is!!!

Whatever the team
says it is.

Scrum. But...

How the work works, in
reality is a result of:

**Every person's habits for getting their
needs met.**

Needs

Why does the system exist?*

*What needs do I hope to have met
by being a part of the system?*

Needs > Values

The system exists in order that
(needs) are met

Therefore we optimise the system for
(values)

Needs > Values > Principles

We optimise the system for (values)

Therefore we leverage (principles)
to maintain or change the system

Needs > Values > Principles > Practices

We leverage (principles) to maintain or change the system

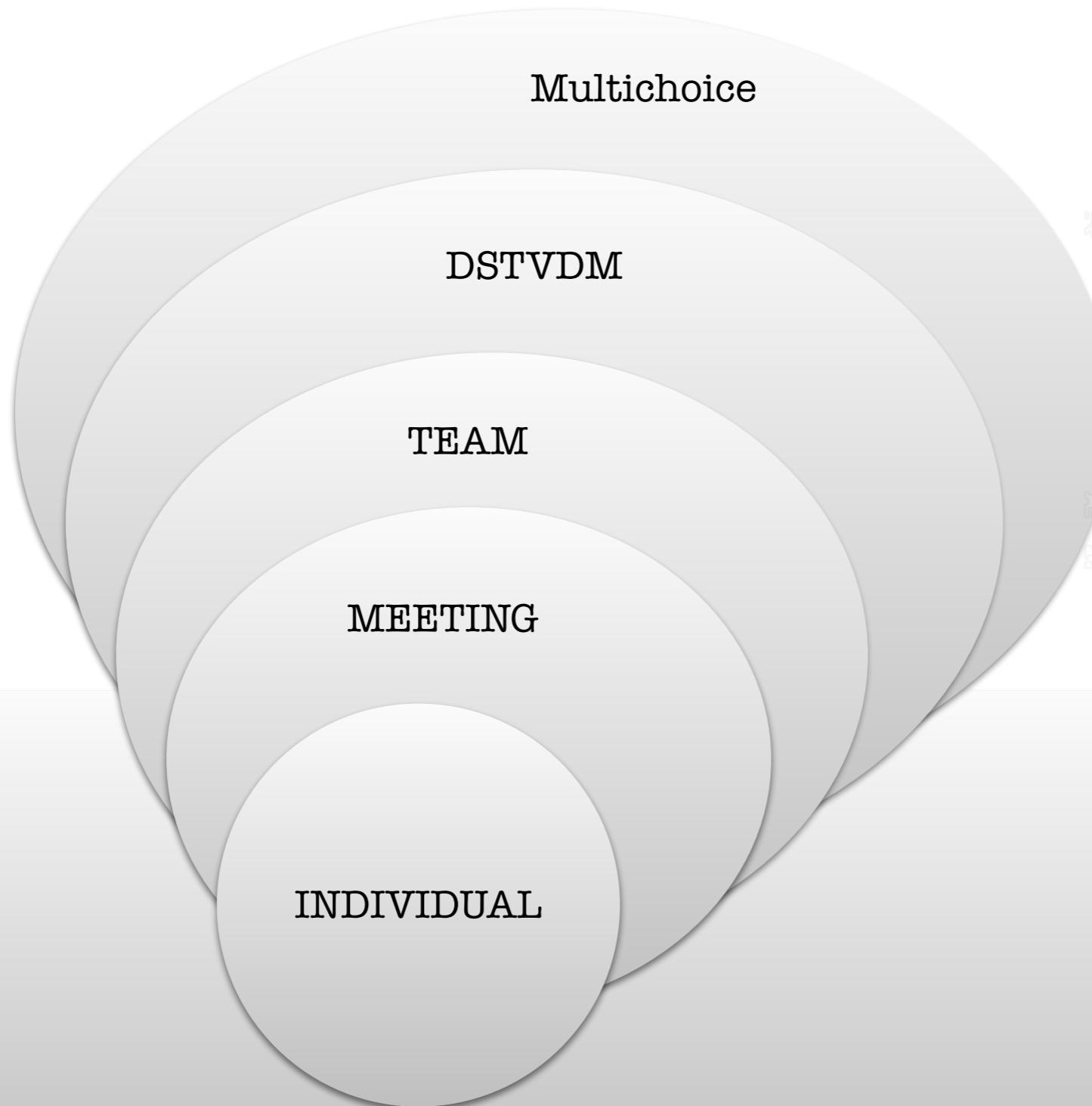
Therefore we do (practices) to create or increase value

Needs > Values > Principles > Practices > Tools

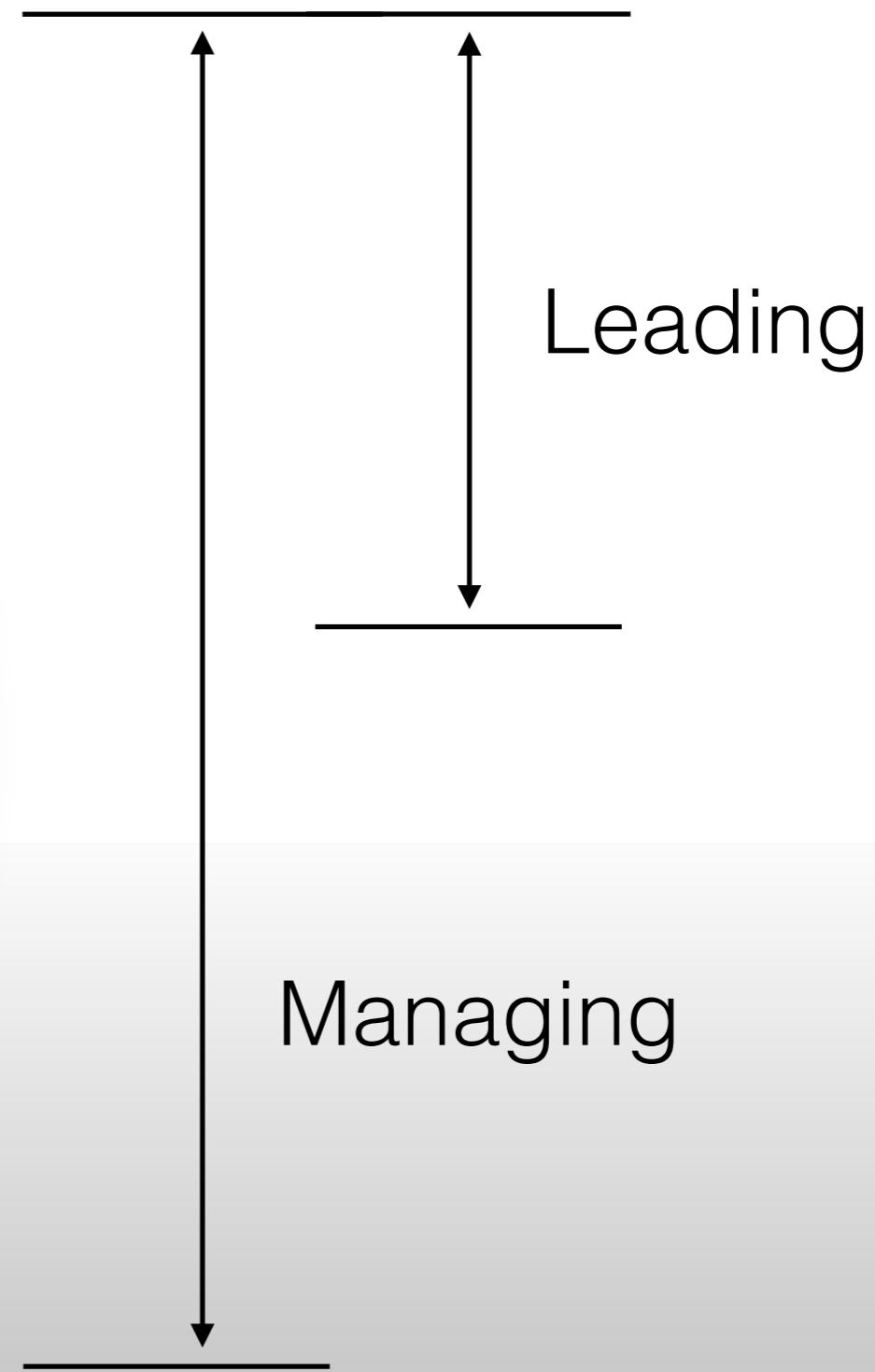
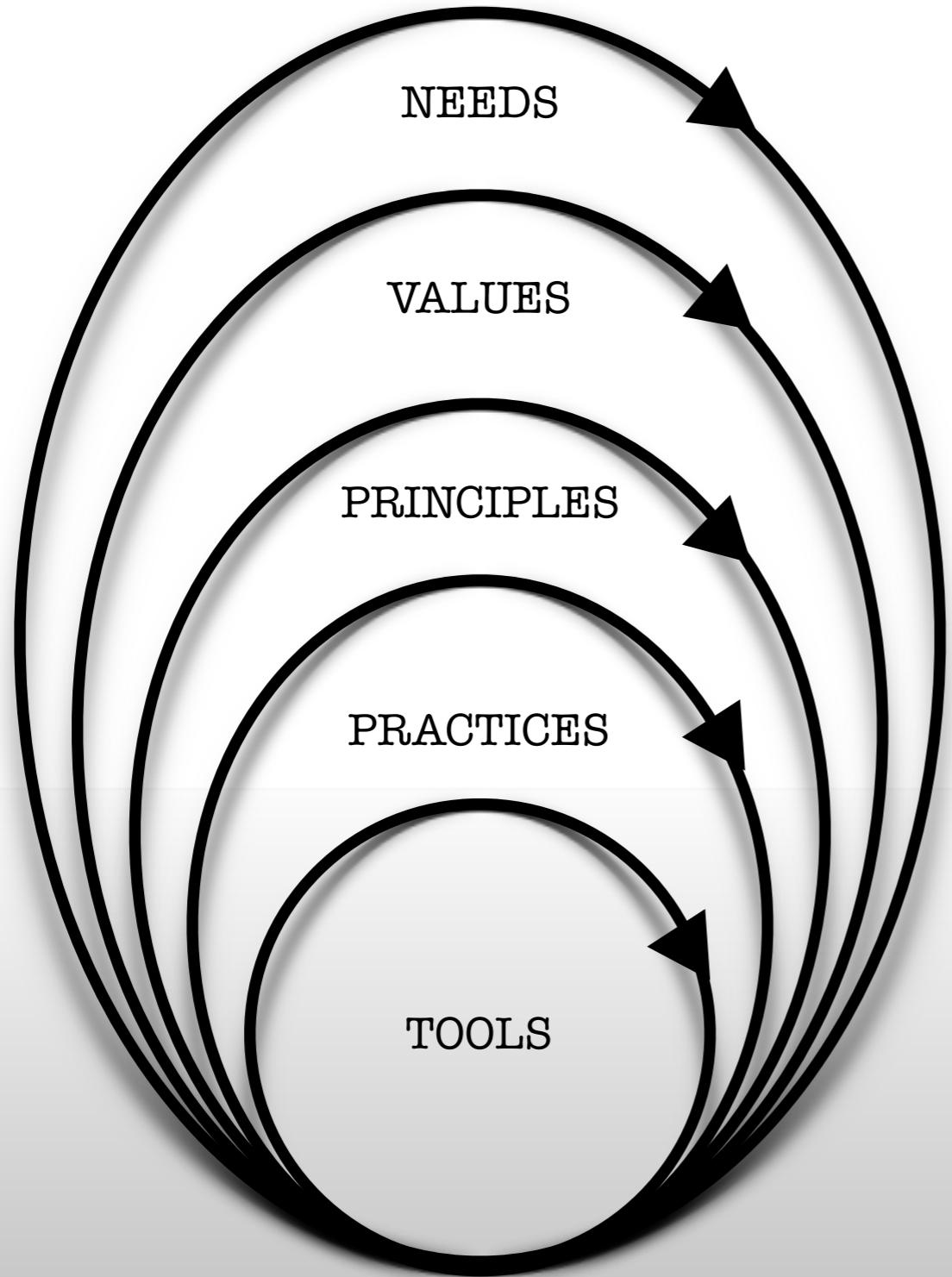
We do (practices) to create or increase value

Therefore we use (tools) to get the work done more efficiently.

Fractal Sensemaking



Role of Leadership



Application 1 of (n)

Providing enabling constraints...

1. Define the boundaries of the system
2. Clearly articulate Needs, Values, Principles
3. Allow the people doing the work to own Practices, Tools

Application 2 of (n)

Have effective conversations...

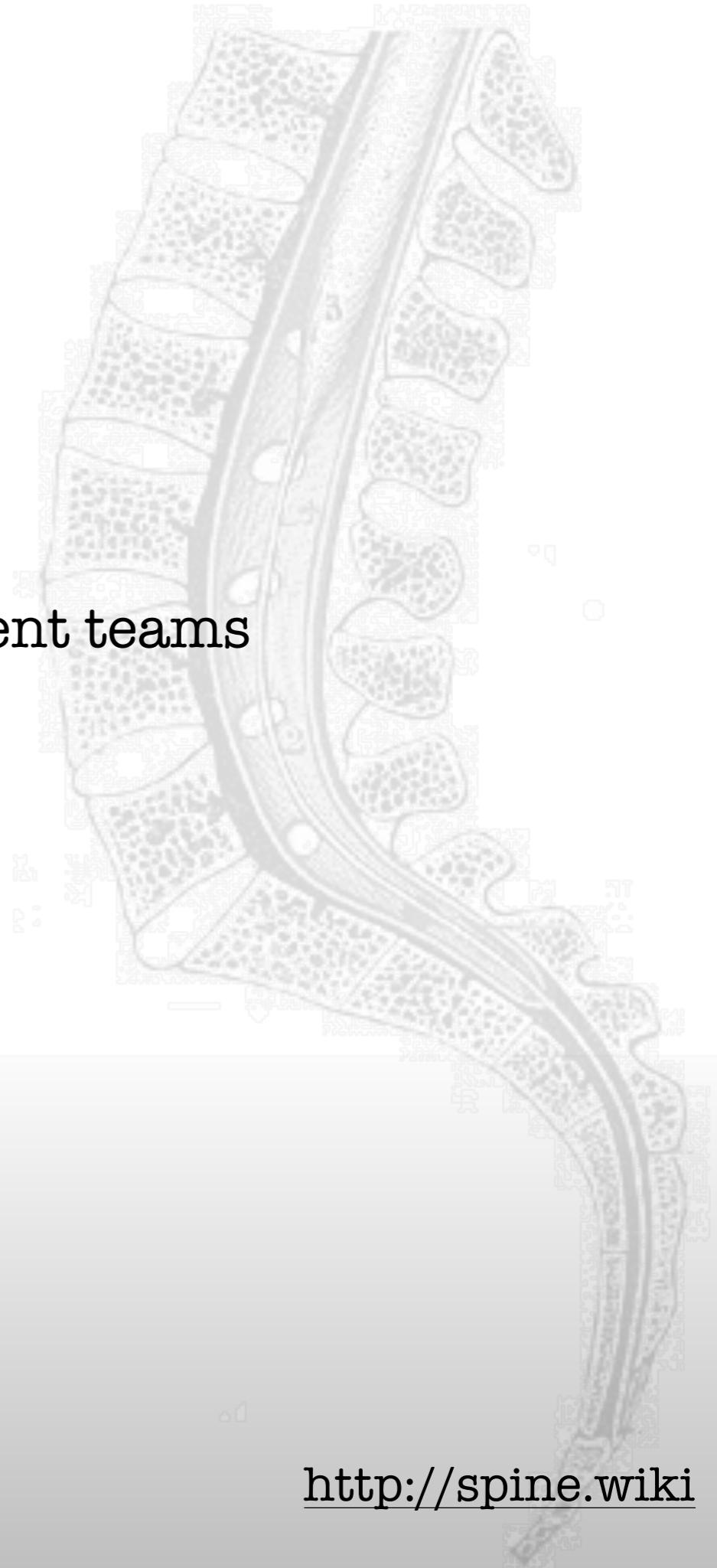
1. Define the boundaries of the system
2. Decide what you need to resolve
3. Find the point of agreement by going up
4. Come back down again



Application 3 of (n)

Map and compare work systems...

1. Extract and catalogue the Spine of different teams
2. Publish them across teams



Application 4 of (n)

Have somewhere to start...

1. Pick a useful Archetype spine
2. Customise it to suit your context
3. Evolve it based on experimentation & feedback



Spine Health Heuristic

Are the higher levels
being used to set the
boundaries for what is
changed lower down?

*If your answer is “No” then it is time to go “up the spine”
to have a more effective conversation.*



Current state of the Spine Model...

- Spine mapping workshops
- Work system assessment
- Expanding the website *
- Getting the word out

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Web: <http://spine.wiki>

Twitter: @spinemodel

Kevin Trethewey (@kevintrethewey)

Danie Roux (@danieroux)