

Transforming Leadership

(or How I Learned to Shut Up)



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Background

900 Engineers total – 4 products

Main product: Legacy Enterprise

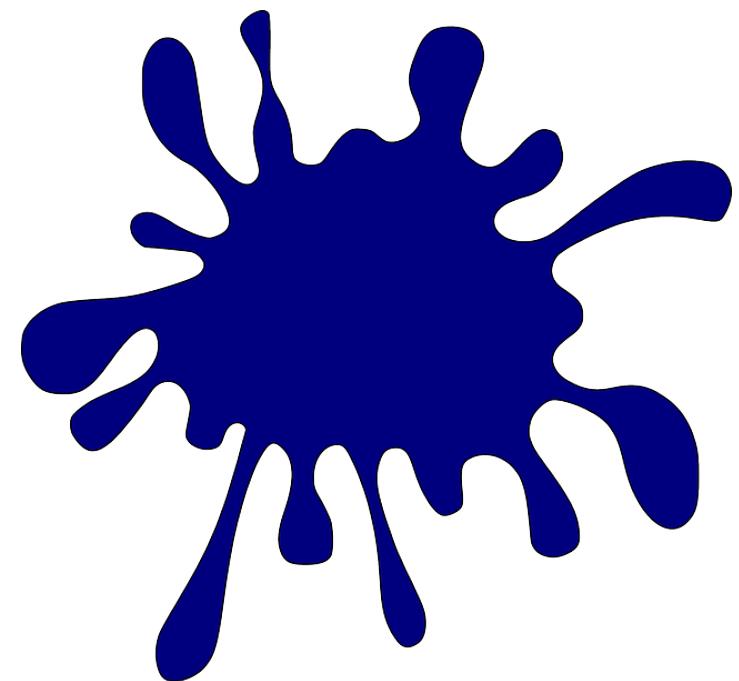
500+ Engineers – 3 Countries

20+ years old

12M+ LOC

\$1B+ revenue

Transformation Factors	2007	2010
Leadership: Ownership to Team		
Leadership: Build right product, right way		
Leadership: Time & Air Cover		
Agile Training		
Ongoing Coaching		
CI Infrastructure		

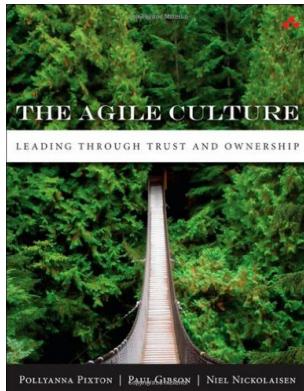
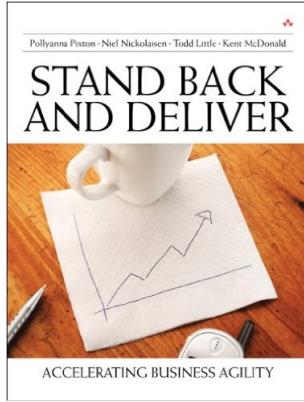


We needed a
New Kind of Leadership!





trust. ownership. alignment.



Training & Coaching: Accelinnova Pollyanna Pixton

Co-Founder, **Accelinnova**
801. 209. 0195
accelinnova.com



Trust and Ownership Model



Requires a Trusting Environment

Leader's View

- The team won't let me down
- The team understands what we need
- They will do the right thing
- They will tell me if they need help

Requires a Trusting Environment

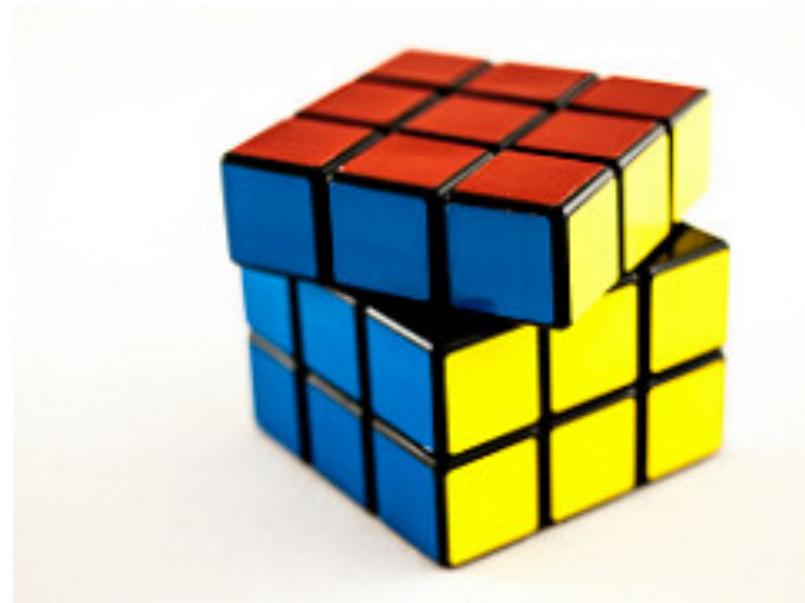
Individuals within the Team

- We understand the vision and the need
- We are jointly committed to meeting our goals
- We stand or fall together
- We have ownership

Overcoming systemic Command & Control



Leaders were rewarded
Solving Problems
Getting Things Done





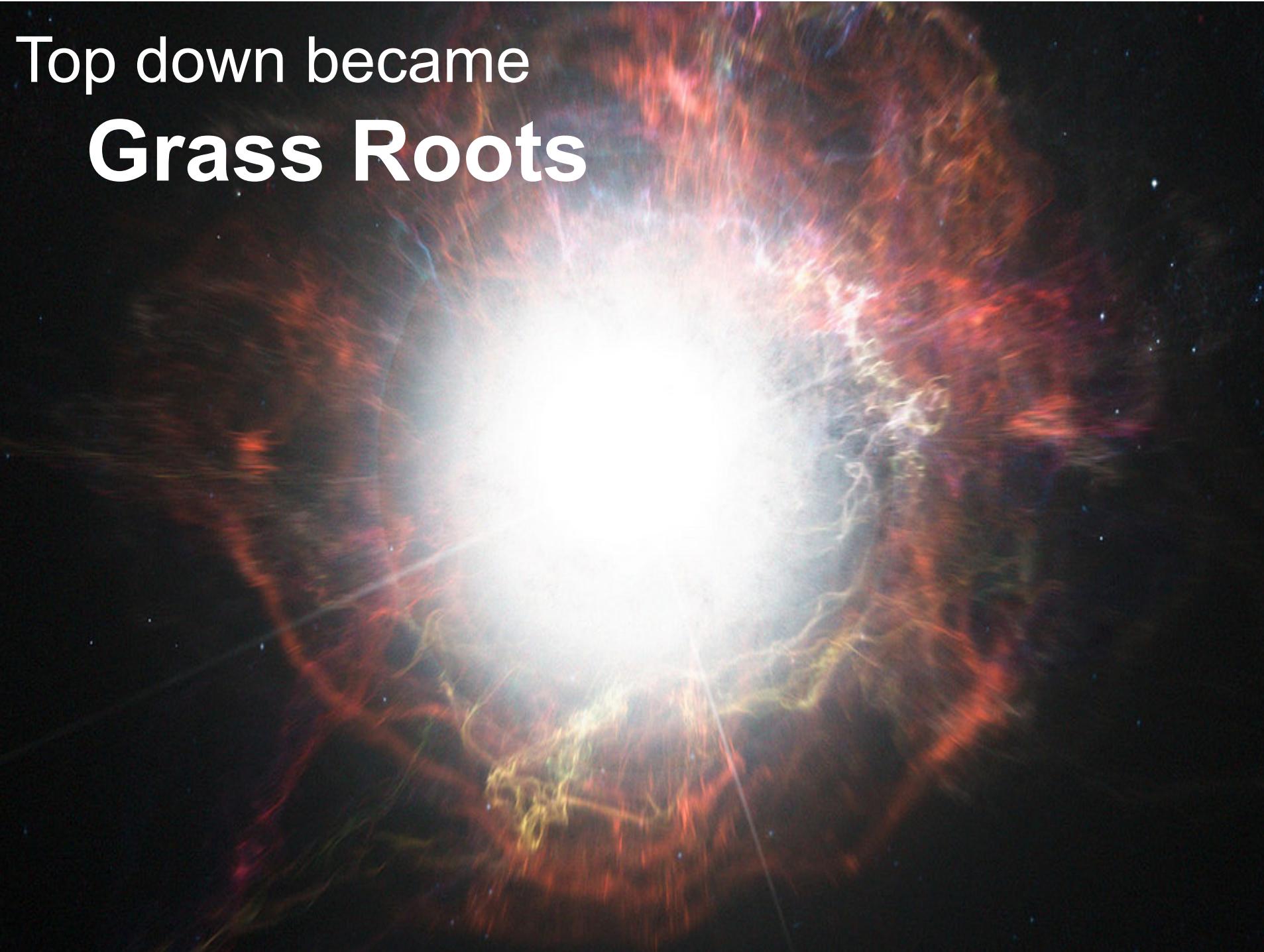
Frustration → Doing

Chaos → Curiosity

Fear → Hope



Top down became
Grass Roots



A photograph of a forest path. Sunlight streams through the trees, creating a bright, dappled light effect on the ground covered in fallen leaves. The path leads into the distance, surrounded by dense green foliage and trees.

Becoming Collaborative Leader takes
Practice
Awareness
Thoughtful Change

Walk the floor
Listening to Understand
WAIT **Observe**
WAIST **Peer Feedback**

***Powerful
Questions***

***Appreciative
Inquiry***

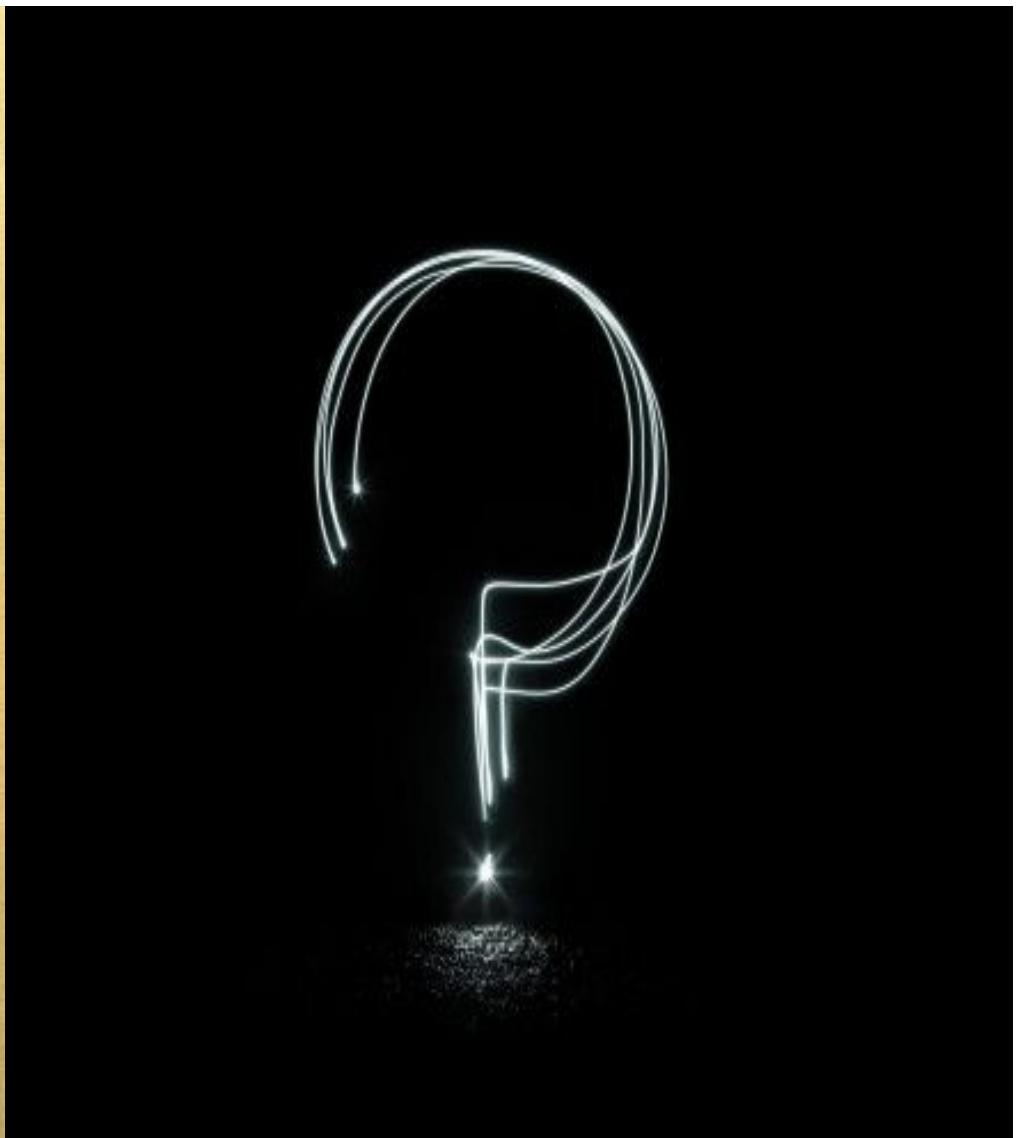
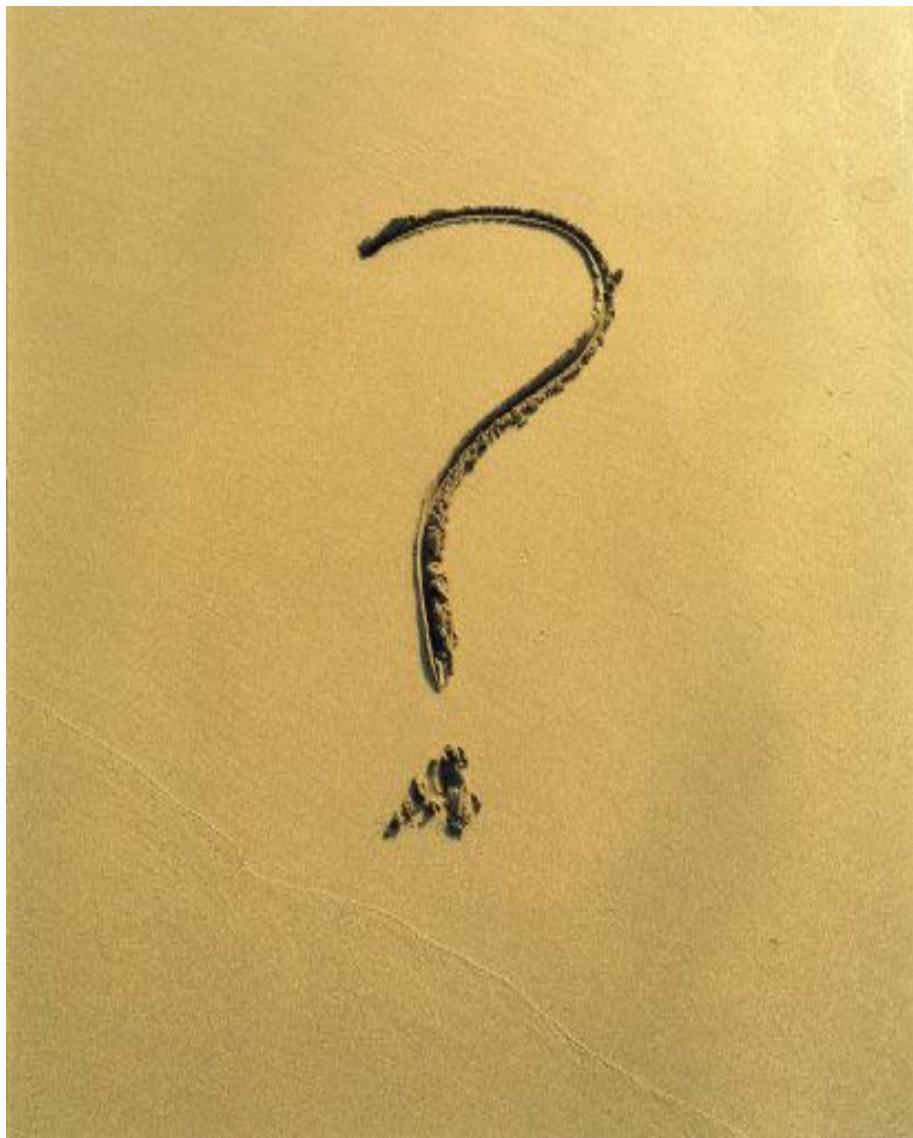




Oops!

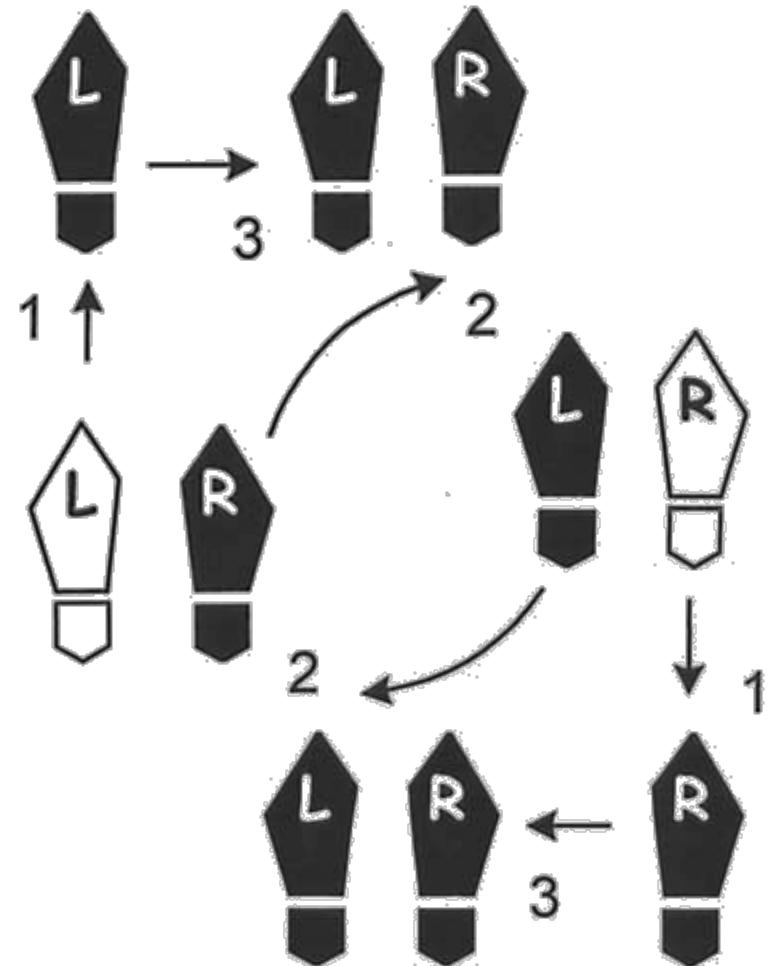
step back

step up



**step up
without
stifling innovation**

**step back and
keep
focus**



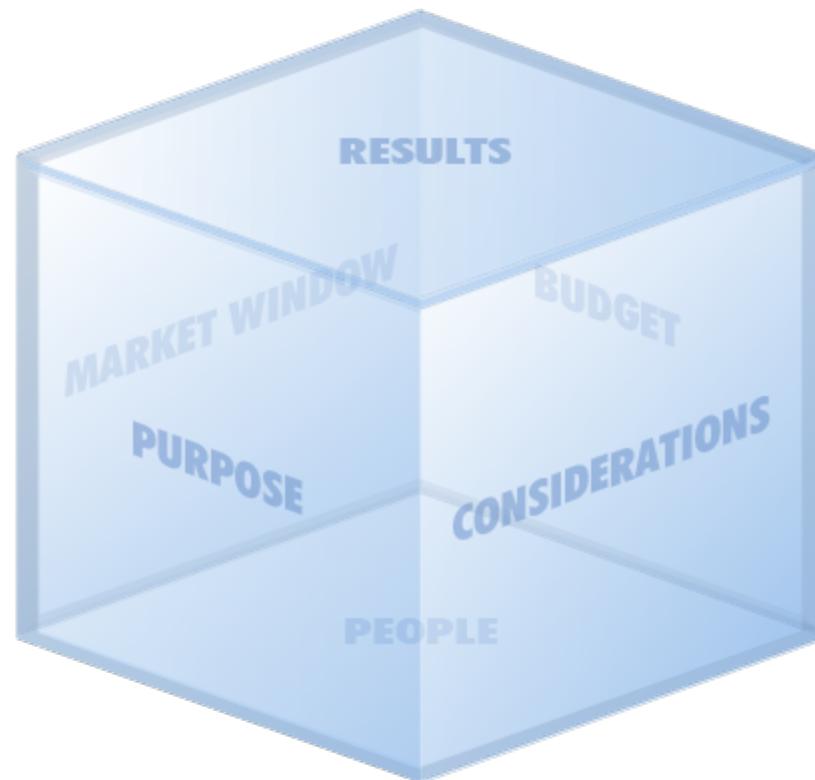


when
should you
step
up?

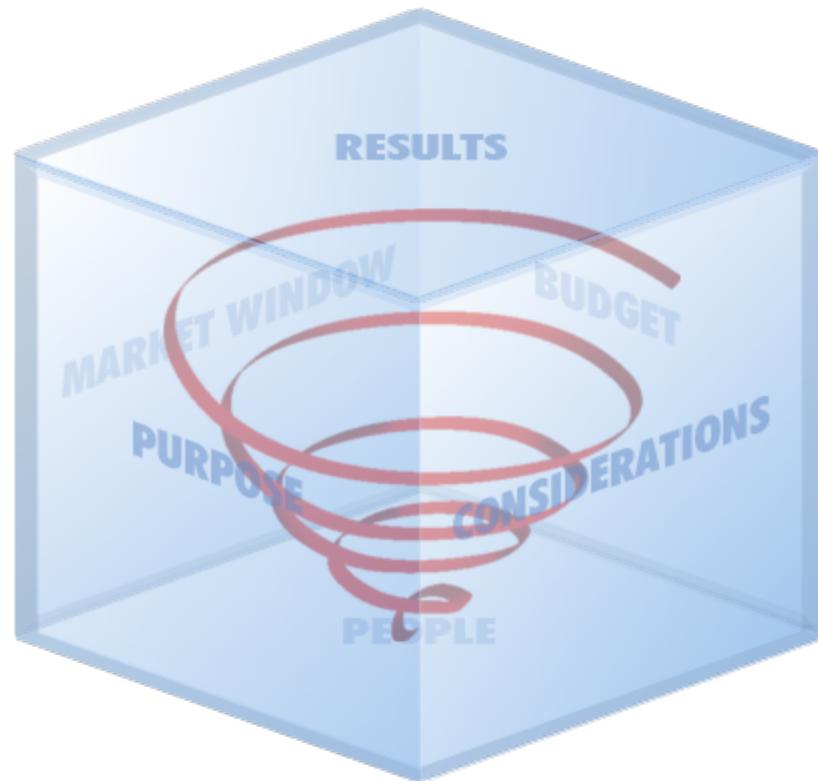
how do **yOU** know a **team** is
struggling?



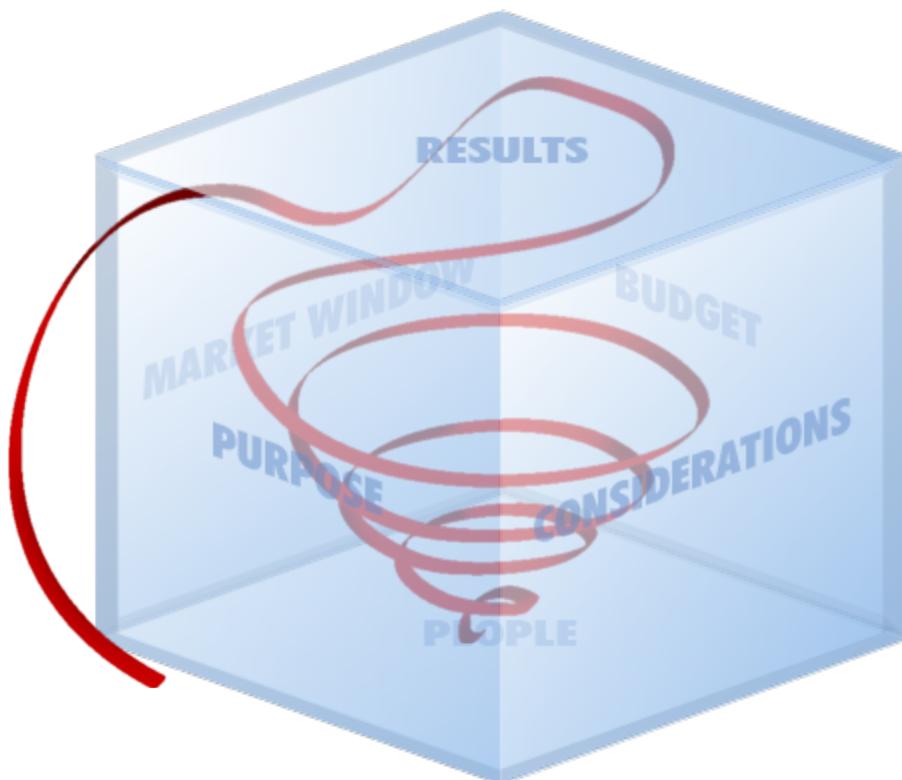
Macro Leadership Cube

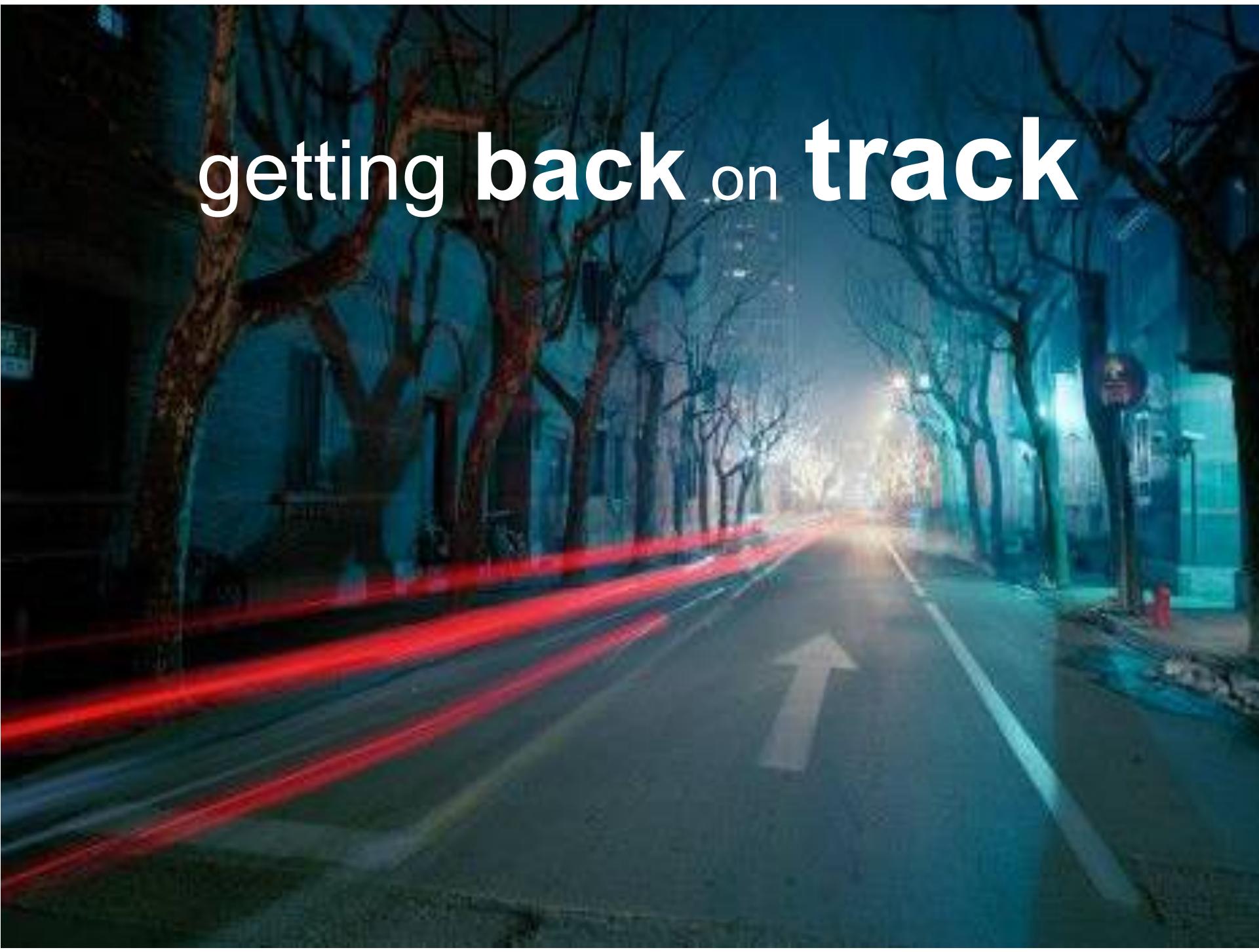


Stand Back



Step Up

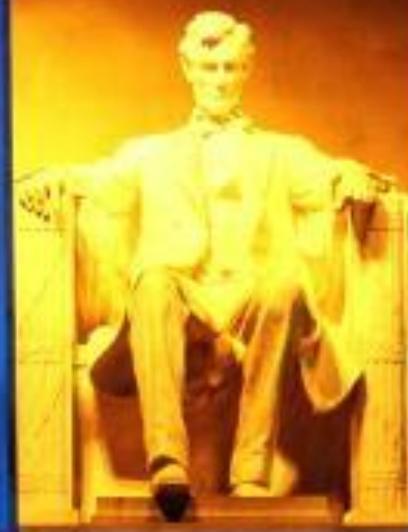




getting back on track

maintain team

integrity



and **problem** solving

ability



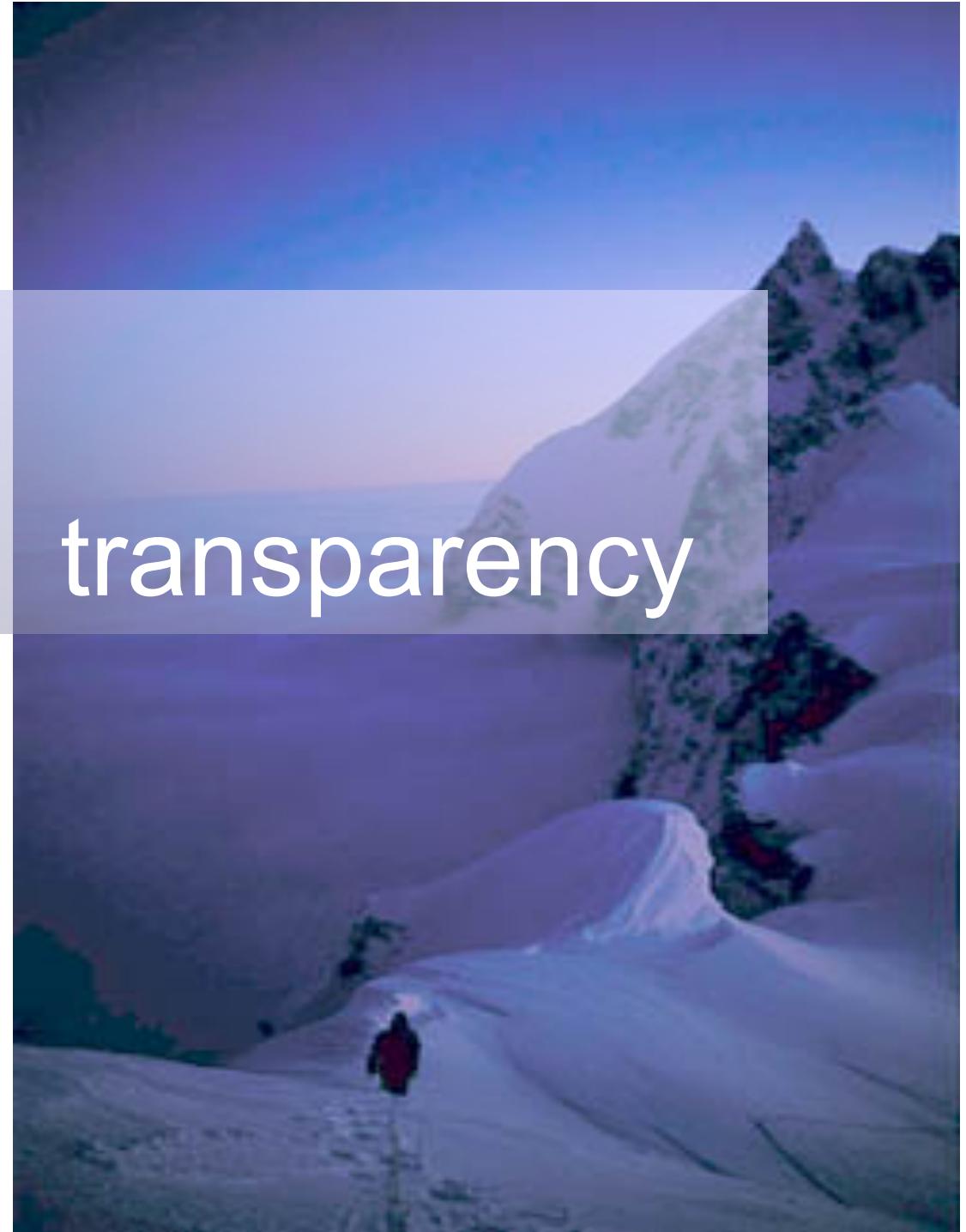
keep the **purpose** alive



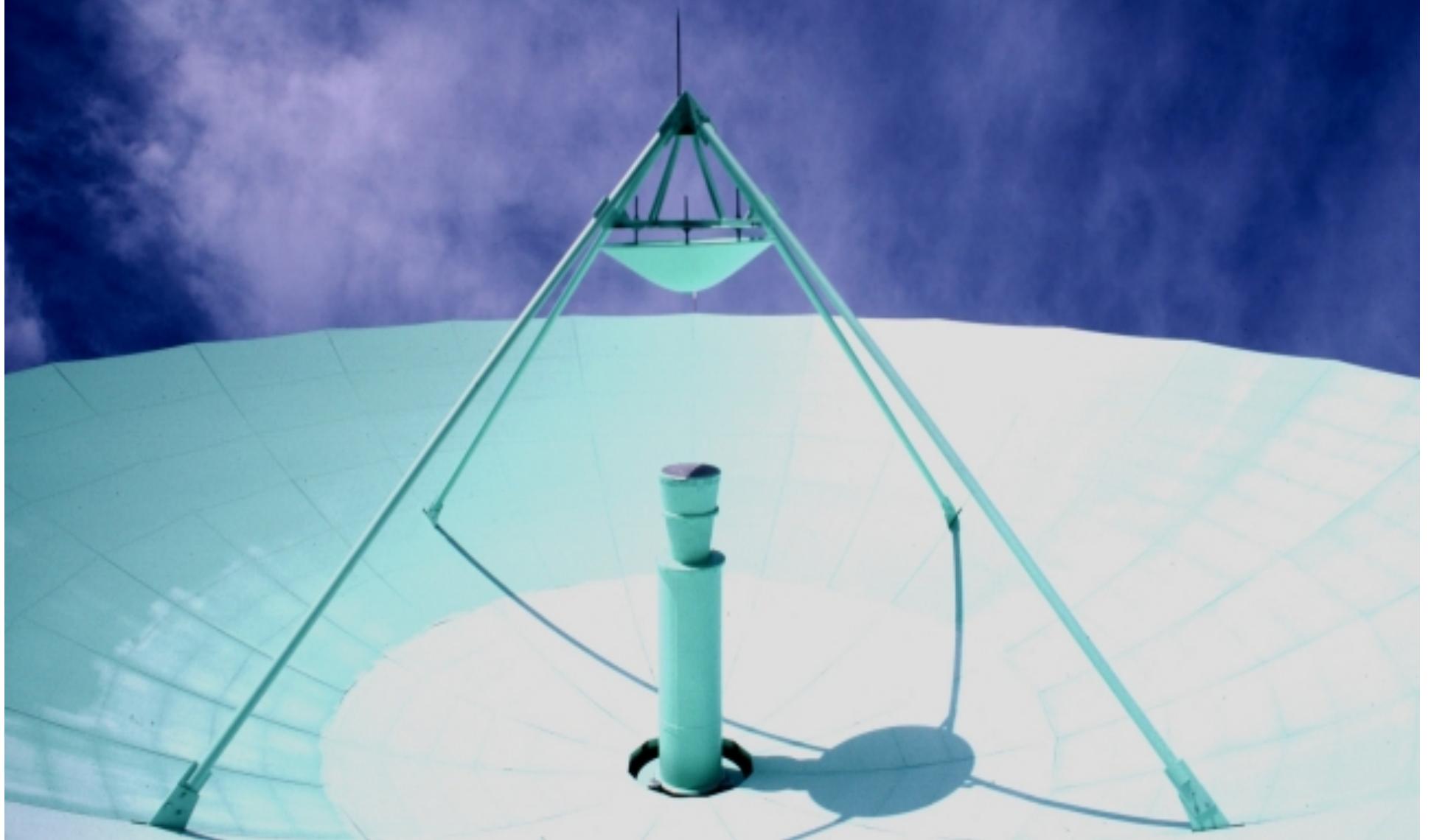
operate with

total

transparency



over communicate!





A dark blue background featuring several glowing, translucent spheres in shades of red, green, and blue. A bright, multi-colored light source at the bottom center emits radial light rays in yellow, green, and blue, creating a lens flare effect.

**keep focus through
questions**

Going Agile at Scale

A Mindset Transformation of
Global Proportions



Continuous Improvement @ Scale

Thoughtful Communication

Meaningful Metrics

Honest Reflection

Servant Leadership

Call B.S. → Real Inquiry



**NO
PMO**

FOREVER

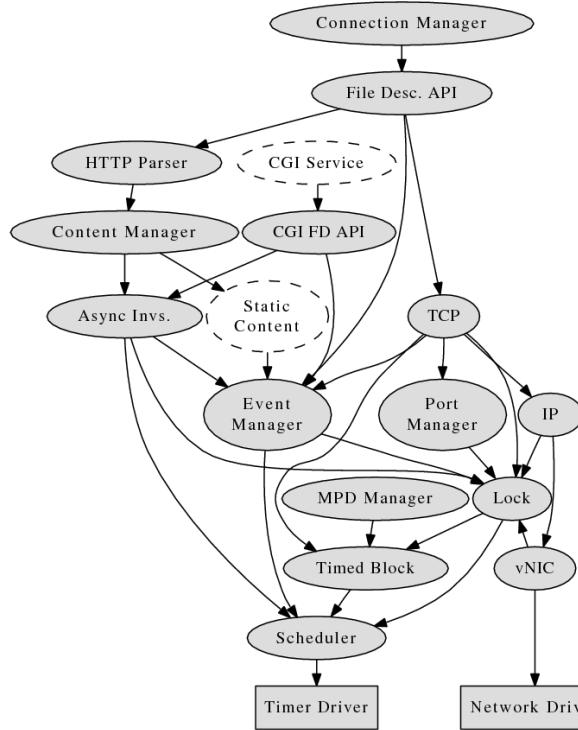
Agile Practice Group



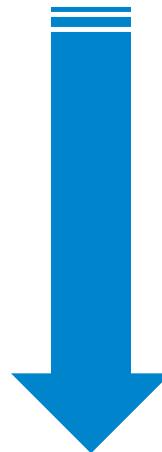
Core 4

**PO
SM
Architect
Manager**

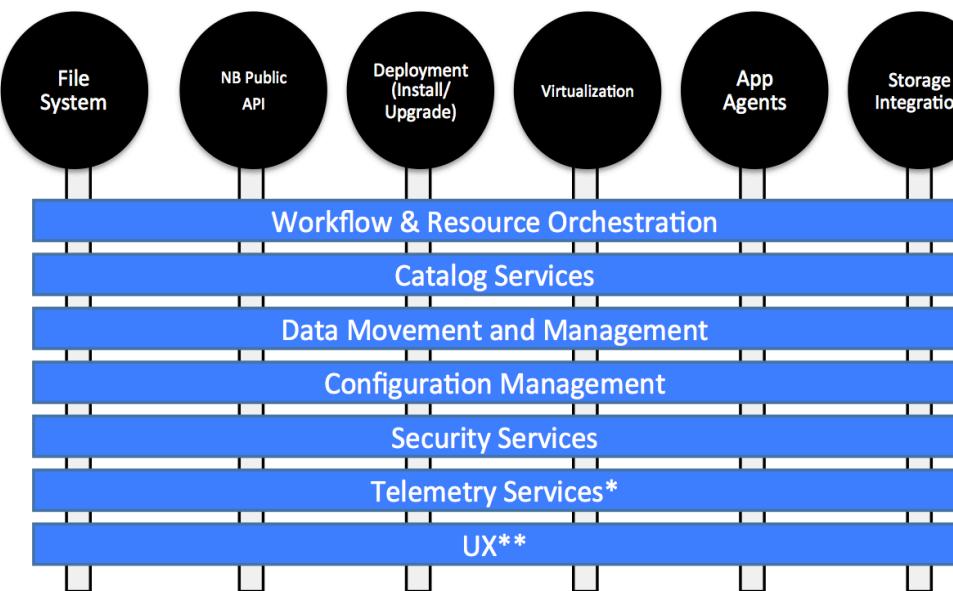




Component Teams



Solution Teams
+ Platform Teams

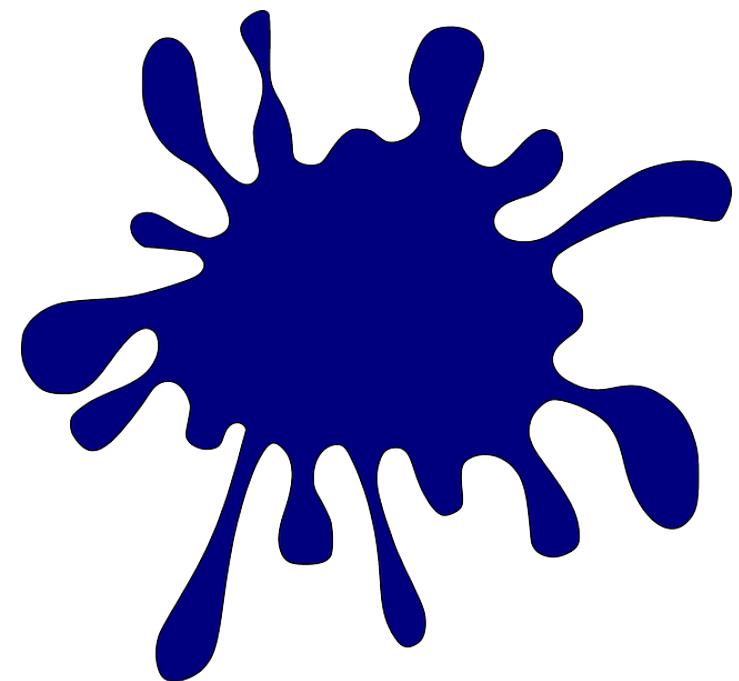


“CHANGE IS
THE END
RESULT OF
ALL TRUE
LEARNING.”

Leo Buscaglia

- Leo Buscaglia

Transformation Factors	2007	2010
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Transformation Factors 2014+

***Leadership: Ownership
to Team!***



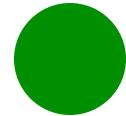
Leadership: Build right
product, right way



Leadership: Time & Air
Cover



Agile Training



Ongoing Coaching



CI Infrastructure



Trust & Ownership Model

Duct Tape

Listen & Observe

Peer Feedback

Self Awareness

WAIT/WAIST

Powerful Questions

Appreciative Inquiry

Step up Collaboratively

Step back and Focus

Macro Leadership Cube

Keep the Purpose Alive

Total Transparency

Over Communicate

Thoughtful Communication

Pressure → Support

Meaningful Metrics

Honest Reflection

Call BS

Real Inquiry



Questions? **Ideas?**
Your Stories?