

Elastic Leadership: Growing Self-Organizing Teams

By Roy Osherove

Overview

- Leadership Manifesto
- Matching Leadership Styles
- Survival Mode
- Learning Mode
- Self-Organizing Mode
- Other Notes

Leadership Manifesto

- Challenge people to solve their own problems
- Learn exciting things every day
- Don't be afraid to experiment

Team Leader Manifesto

We believe:

- great teams are grown, not hired,
- leader's goal is to grow skills of team to self-organization
- happier teams make happier customers and employers

This is done through:

- challenging ourselves and our team to be better
- a just-in-time adaptive leadership style
- participating in human interaction

Matching Leadership Styles

1. Challenging People / Coach - encourage teaching and learning
2. Command-and-Control - putting out fires
3. Facilitating - lock team in a room and get out of the way

Survival Mode

Most teams are here because they haven't learned enough, and for some, this is comfortable.

Getting Out:

- create slack time (learning time productivity can be up to 10 times slower)
- find current risks (imagine our project has failed 6 months from now; why did that happen?)
- pick a point in time and put out fires until then (after that it's learning time)

Learning Mode

This is when you have the slack time and using deliberate practice.

Learning Ravines:

- adjustment periods
- jump into them -> don't be satisfied with the status quo

Commitment Language

1. Say we'll do it
2. Mean what we say
3. Do it (or raise a red flag)

Self-Organizing Mode

Team is working independently of the leader when making decisions and is moving forward in a productive manner.

Other Notes

- Feedback
- Channel conflict into learning
- Document your air, food, and water
- Appraisals and Agile don't play nice
- Your product is your team
- Evolving from manager to leader