



“Agile-ish”

5 Leadership Mistakes Diluting Your Transformation

Jesse Fewell | June 27, 2018



Jesse Fewell



**Global Agile Coach
& Trainer**



**Co-Author, Agile
Practice Guide**



**Worked in diverse
settings**



**Founder,
VirtuallyAgile**

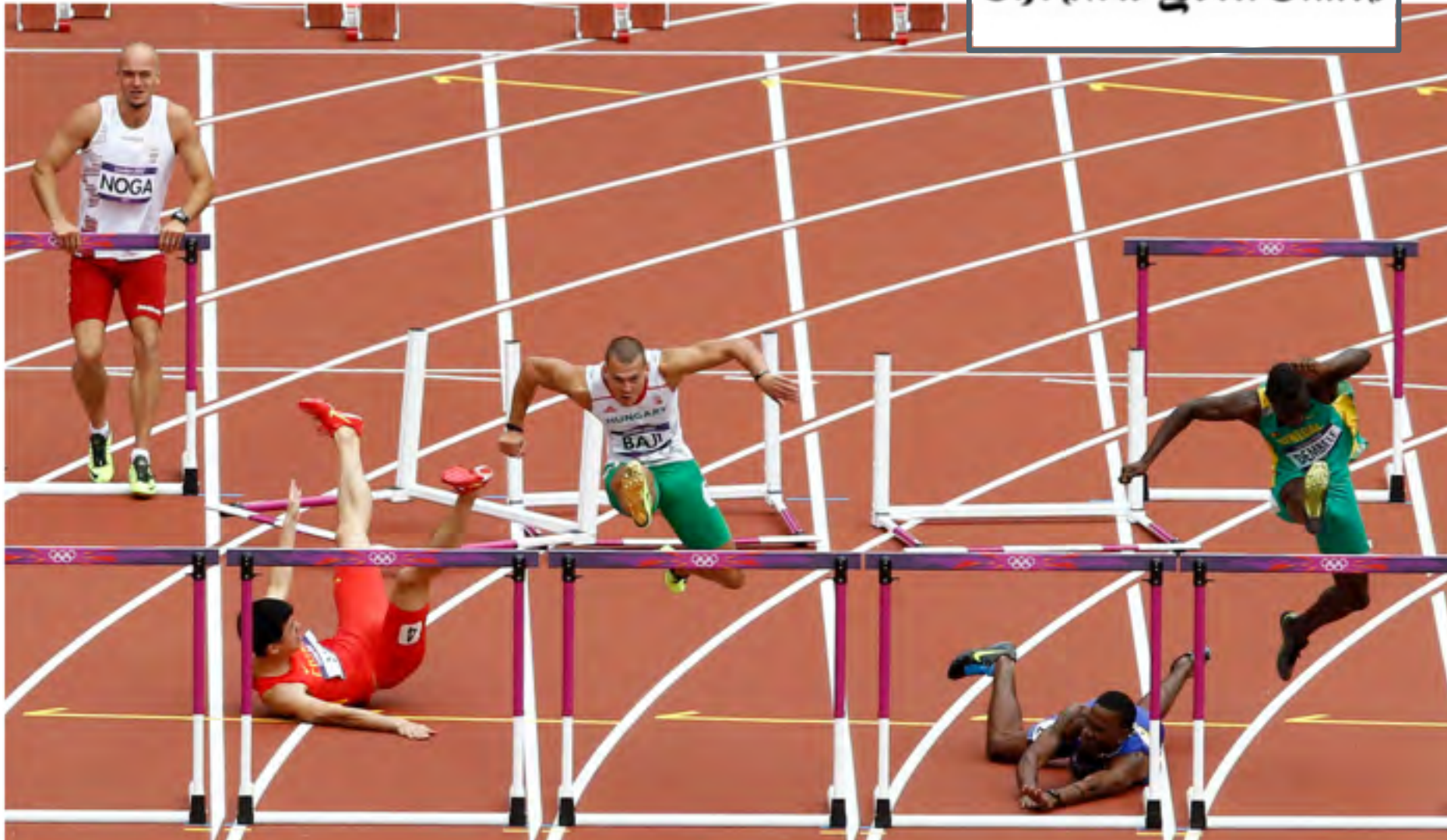


**Certified Enterprise
& Leadership Coach**

`agile • *ish*

adjective

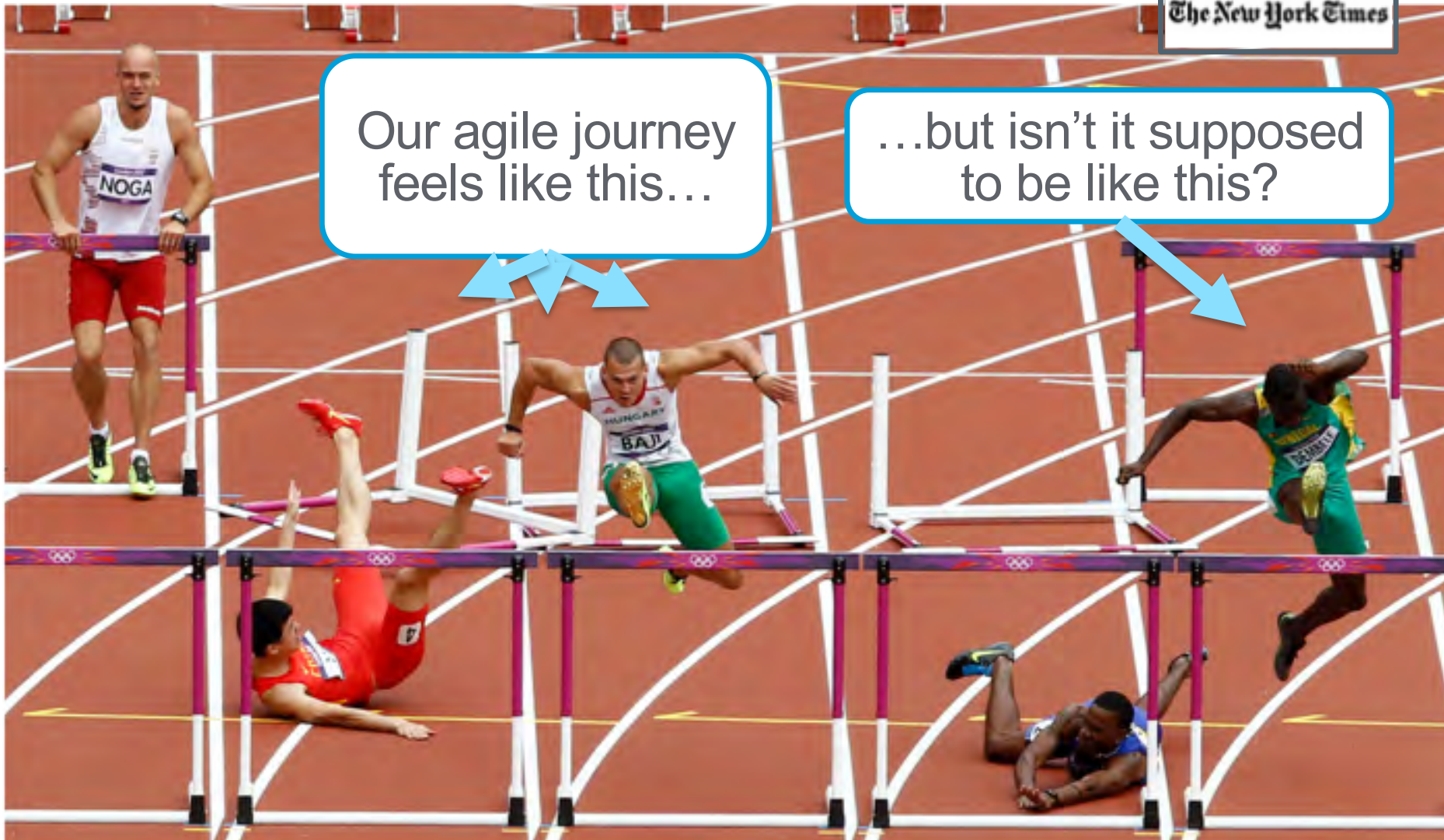
1. Afflicted by an unholy combination of old behaviors and new practices
2. Frustrated by being stuck between expectations and reality



The New York Times

Our agile journey
feels like this...

...but isn't it supposed
to be like this?



Afflicting leaders at all levels



Team Lead

Senior Doer

MECHANICS



Manager

Direct Reports

MEANING



Executive

Leader of
Leaders

MISSION



Afflicting leaders at all levels



Team Lead

“CI/CD is broken”



Manager

“Quality Sucks”



Executive

“Our Brand is taking a hit”

“I’m So
FRUSTRATED!”

“They should just
listen to me”

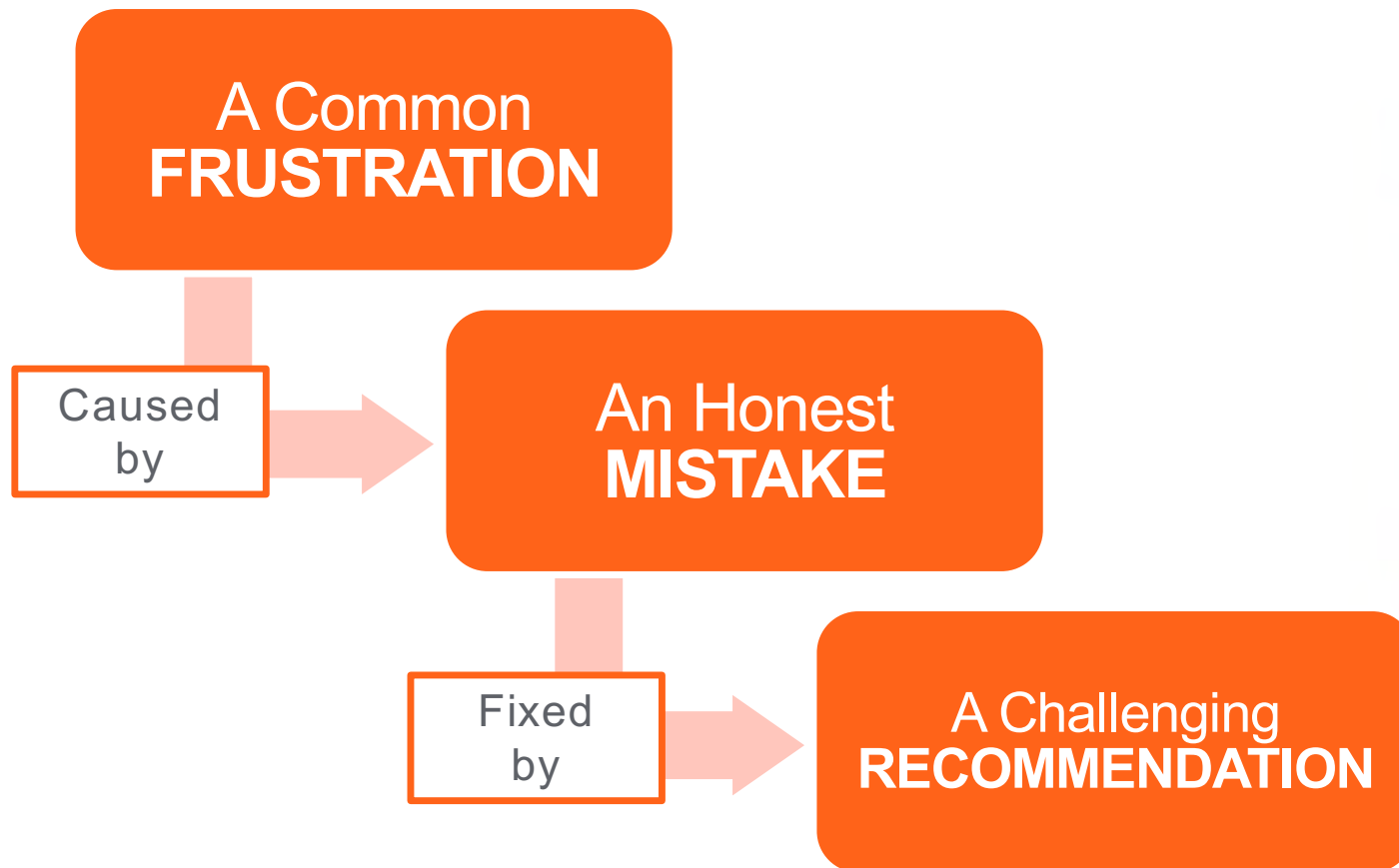
“I’m So
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5 Agile Leadership Issues



Let's say it together...

**“I’m a Leader
and
I’m going to change that”**

Leadership Frustration #1

The team isn't on board

“Why can't they see this way is easier?”



Team Lead

“They're just going through the motions”



Manager

“This is a critical initiative, but I'm not seeing the sense of urgency”

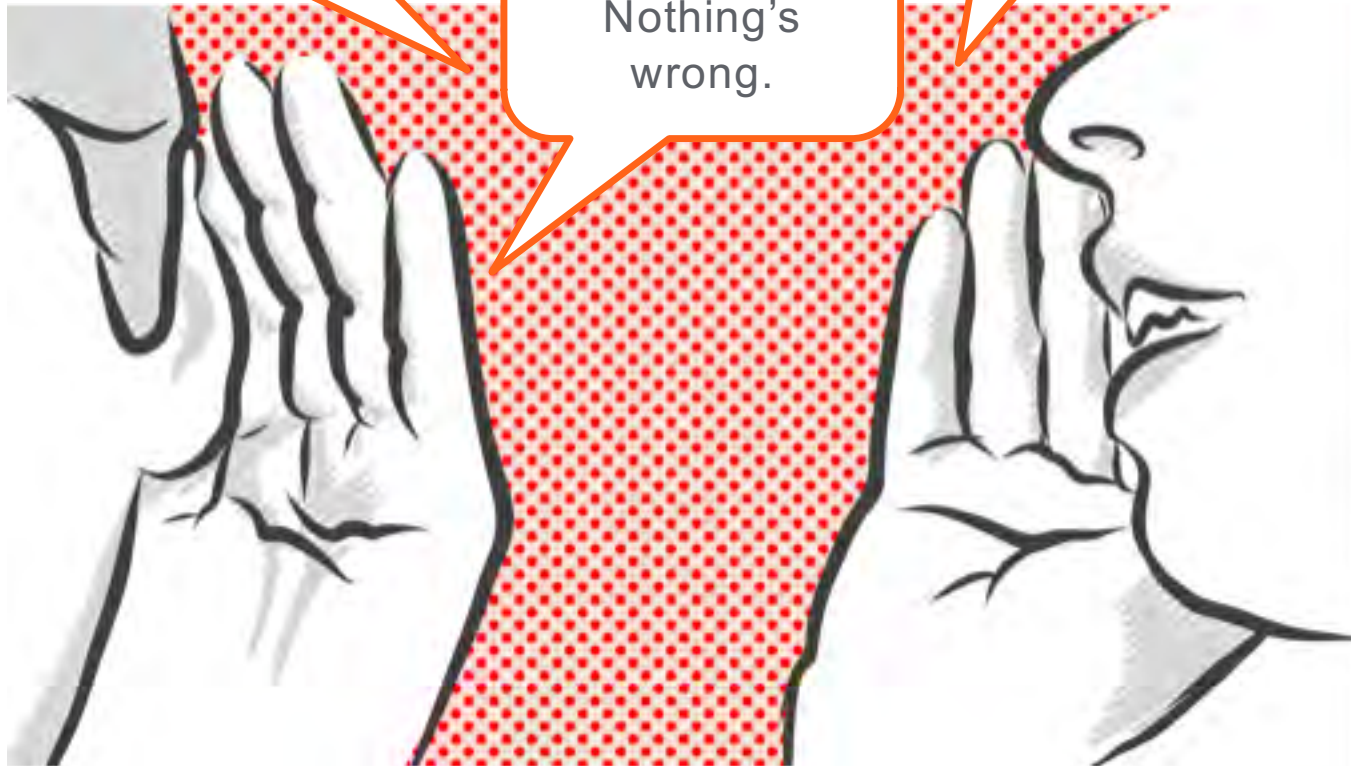


Executive

This is her latest fad. Let's just wait it out.

This is just a fancy way of getting us to work more hours

Why are we doing this?
Nothing's wrong.



Mistake #1

Under-Communicating

ERROR

"I'm so tired of explaining this"



Team Lead

"Should they just follow my lead?"



Manager

"I've posted our core values. What else is there?"



Executive

Let's say it together...

**“I’m a Leader
and
I’m going to change that”**

Communicate Methodically



Communicate Methodically

We skip this...

...and jump straight to training
and policy

A

Awareness

Why?

D

Desire

WIIFM?

K

Knowledge

WHAT?

A

Ability

HOW?

R

Reinforce

WHO?

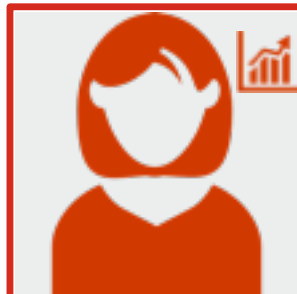
Sample Talking Points

"Aren't you tired of fixing your own bugs?"



Team Lead

"This practice creates the data showing how over-committed we are"



Manager

"We have an existential threat, and we need to respond"



Executive



Use Repetition, Not Authority



“21 percent of project managers with no direct power over team members used redundant communication, compared to 12 percent of managers with direct authority. And 54 percent of managers without direct power combined an instant communication with a delayed communication, compared to 21 percent of managers with power.

Leadership Frustration #2

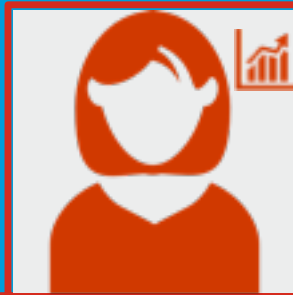
It's not sticking

"Why is this so hard for them?"



Team Lead

"I sent them to training, but I don't see changed behavior"



Manager

"We've tried, but I see us reverting to old habits"



Executive

In order to get THIS...



...you must do THIS



...you must do THIS

Sloppy execution

Sporadic practice

Old habits

Not happening

stateofagile.versionone.com



Mistake #2

Right Agile, Wrong Team

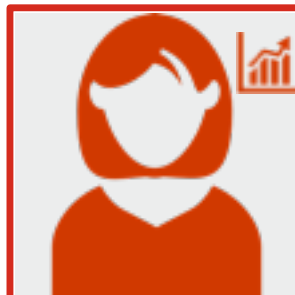
ERROR

"BDD is the answer, because it's nextgen"



Team Lead

"We need more ideation, because it transformed my last company"



Manager

"We're going agile, because Gartner recommends it"



Executive



Confirmation Bias

What got you here won't get you there

No journey is the same

Let's say it together...

**“I’m a Leader
and
I’m going to change that”**

Find your Agile, THEN Formalize it

“Find the Genetic Code for Control and Rewrite It”

For them, it was vacation approvals

For you, is it...

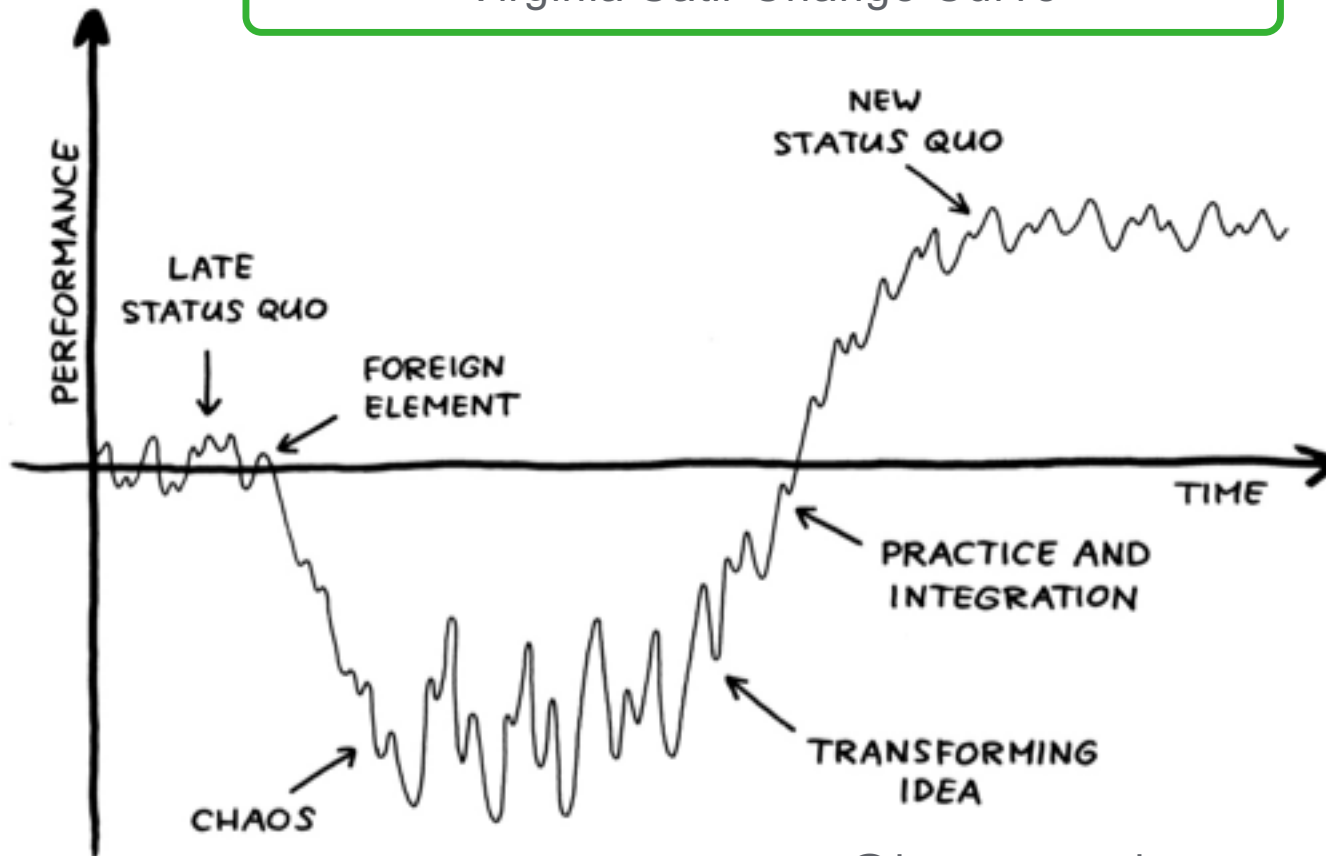
- expenditure approvals?
- Go / No-Go decisions?





Understand Change

Virginia Satir Change Curve



@jorgenappelo

The Agile Leadership challenge:

Be **Impatient** with the
status quo, but **patient** with
the people in it

Leadership Frustration #3

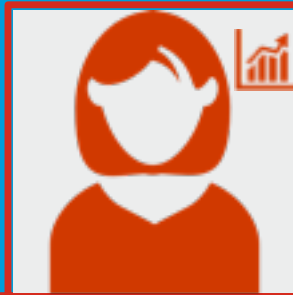
Limited Impact

"WE'VE improved, but now outside issues are impacting us"



Team Lead

"We could do so much more, if only they would let us"



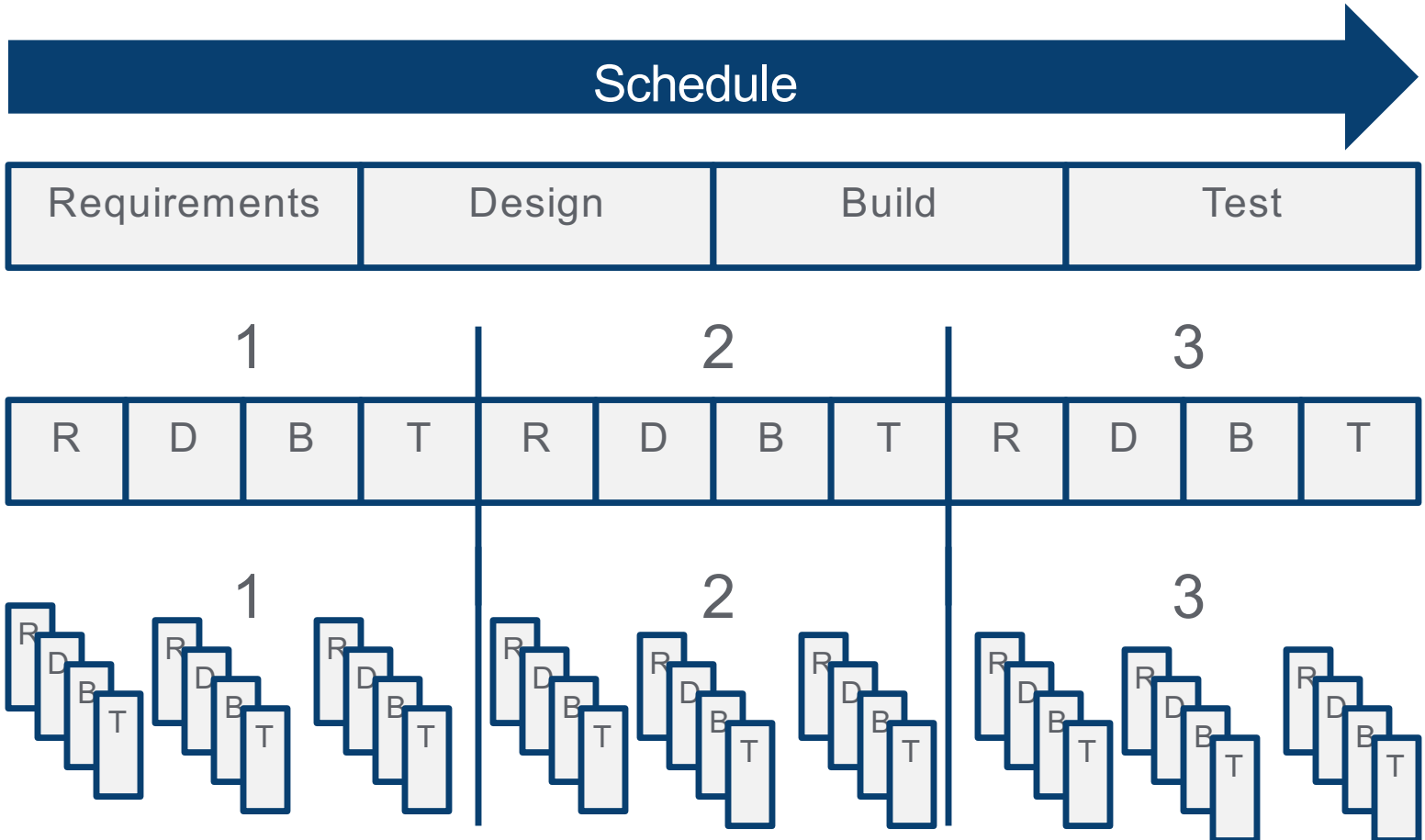
Manager

"We've done all this work, but where's the agility? "

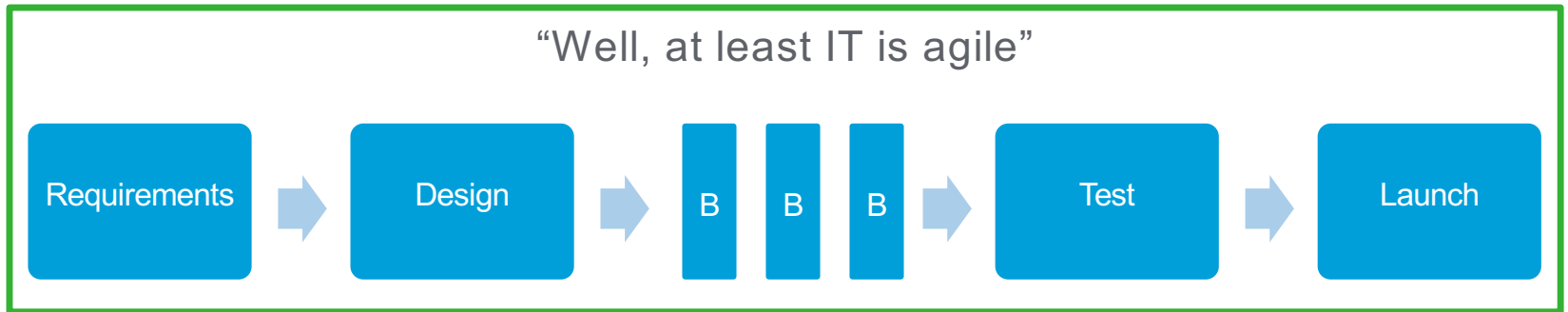


Executive

Expectations

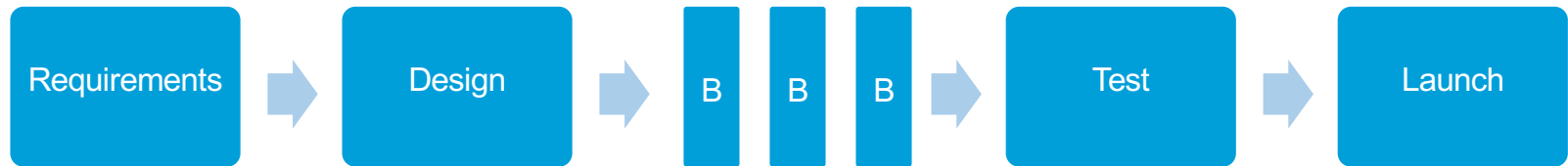


Reality

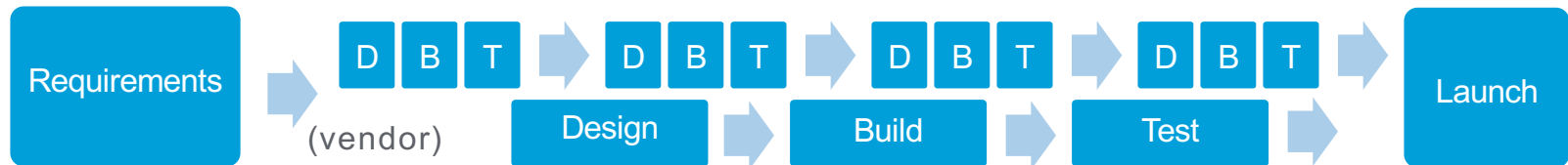


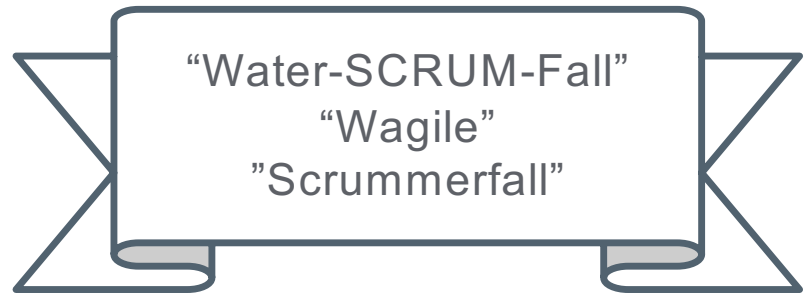
Reality

“Well, at least IT is agile”



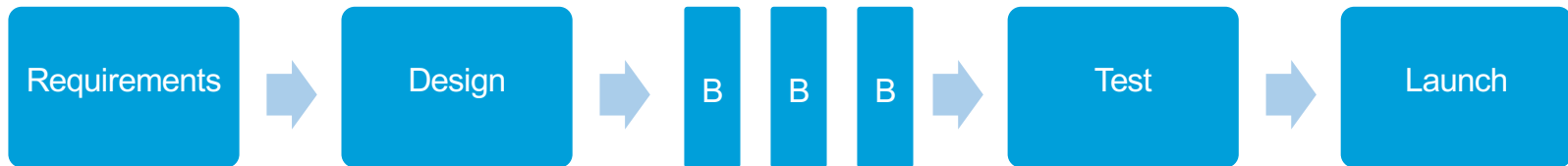
“We have to use these vendors”



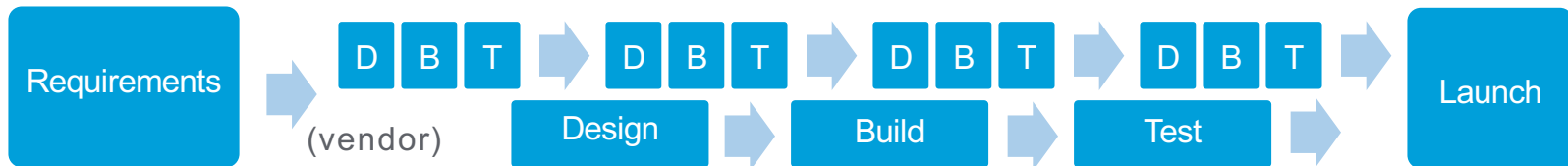


Reality

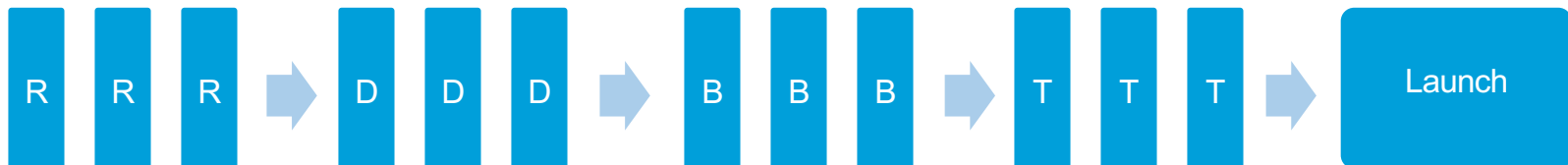
“Well, at least IT is agile”



“We have to use these vendors”



“We’ve transformed every department to be agile”



Mistake #3

Going it alone

ERROR

"They don't get it, so we'll do it ourselves."



Team Lead

"We can't wait on them to change. Let's just use Scrum for our department."



Manager

"Other SLT members are not sold, so we'll lead by example."



Executive

Where your agile coach says you are



Where you are **REALLY**



Let's say it together...

**“I’m a Leader
and
I’m going to change that”**

Invite others to the table



Is it about YOU and YOUR
AGILE?

Is it about YOU and YOUR
AGILE?

Leadership involves influencing
outward as much as inward

Broader, hybrid agility is better
than Silo beautiful agile

It is amazing what you can accomplish if you do not care who gets the credit.

Is it about YOU and YOUR AGILE?

Leadership involves influencing outward as much as inward

Broader, hybrid agility is better than Silo beautiful agile



Harry Truman

Leadership Frustration #4

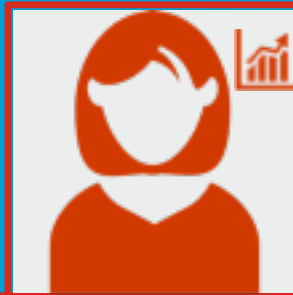
Overwhelmed

“I’m too busy for vacation”



Team Lead

“We don’t have enough resources”



Manager

“I have two dozen formal goals for this FY”



Executive

Mistake #4

Over-commitment

ERROR

“But it’s my *job* to over-perform”



Team Lead

“I can’t stop them from approving so many projects”



Manager

“We can’t afford to miss any opportunities”



Executive



Sound familiar?

VOLUME over value

QUANTITY over quality

Mentally fragmented

Everything gets delayed

Let's say it together...

**“I’m a Leader
and
I’m going to change that”**



What's your 1 thing?



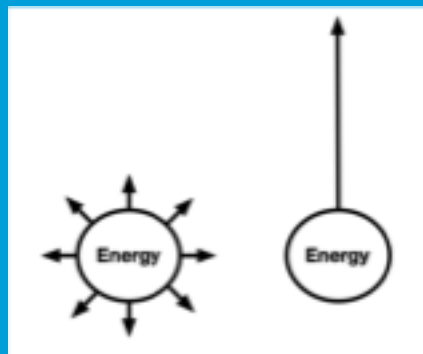
Hedgehog Principle and Southwest Airlines



What's your 1 thing?



Hedgehog Principle and Southwest Airlines

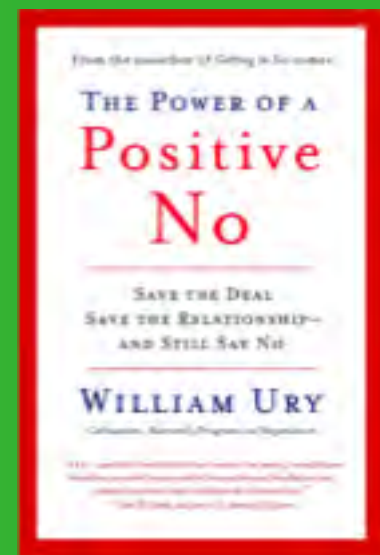


“NO” is a positive word

Acknowledge
the request

Explain your
position

Offer
alternative(s)



Leadership Frustration #5

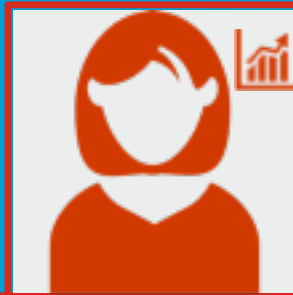
Lack of Talent

“I’m the only one
who can do it right”



Team Lead

“I feel like a voice
crying in the
wilderness”



Manager

“It’s lonely at the top”



Executive

Mistake #5

Forgetting about yourself

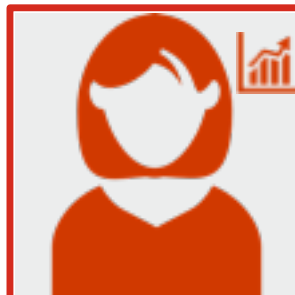
ERROR

“Once I get these done, then I can go to training”



Team Lead

“But isn’t it the doers who need the most growth?”



Manager

“I can’t show weakness. I’m the role model”



Executive

Look in the mirror...

It starts with YOU

Hero Syndrome

Everyone has Blind Spots



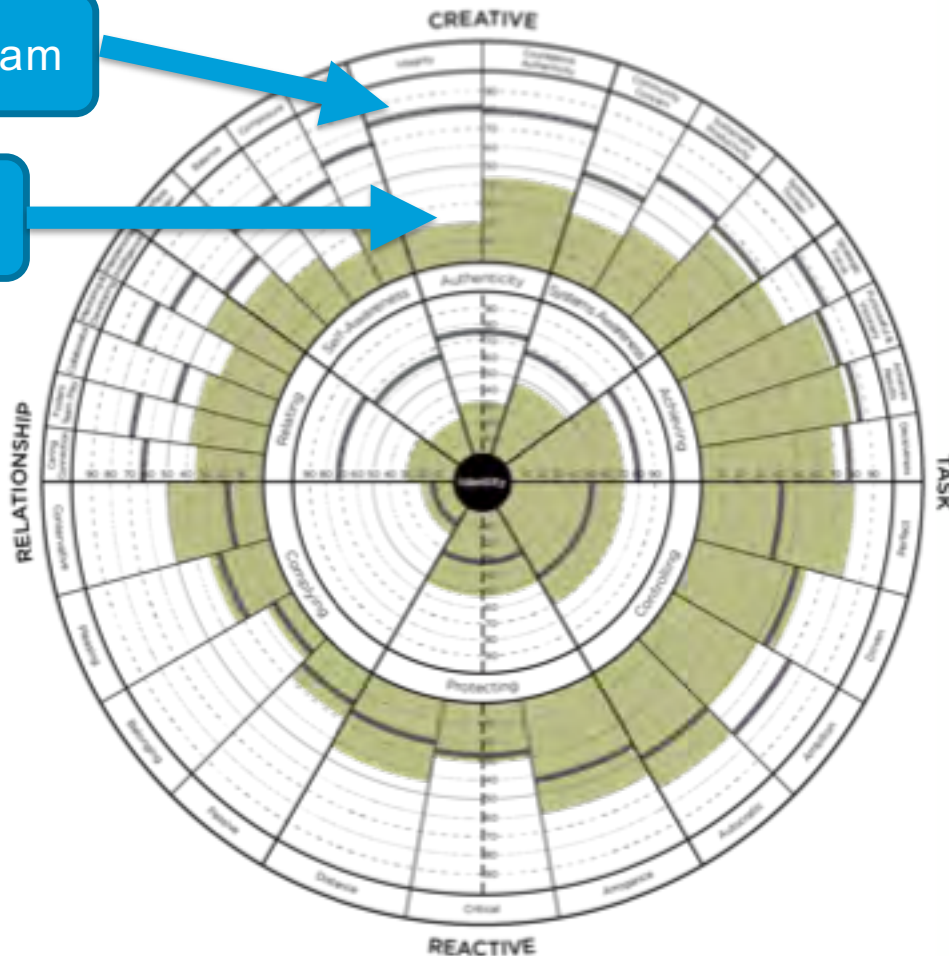
Let's say it together...

**“I’m a Leader
and
I’m going to change that”**

When was your last 360?

Where I think I am

Where my team
thinks I am



“Leadership
perceived is
Leadership
achieved”

Leadership perceived
is
Leadership achieved



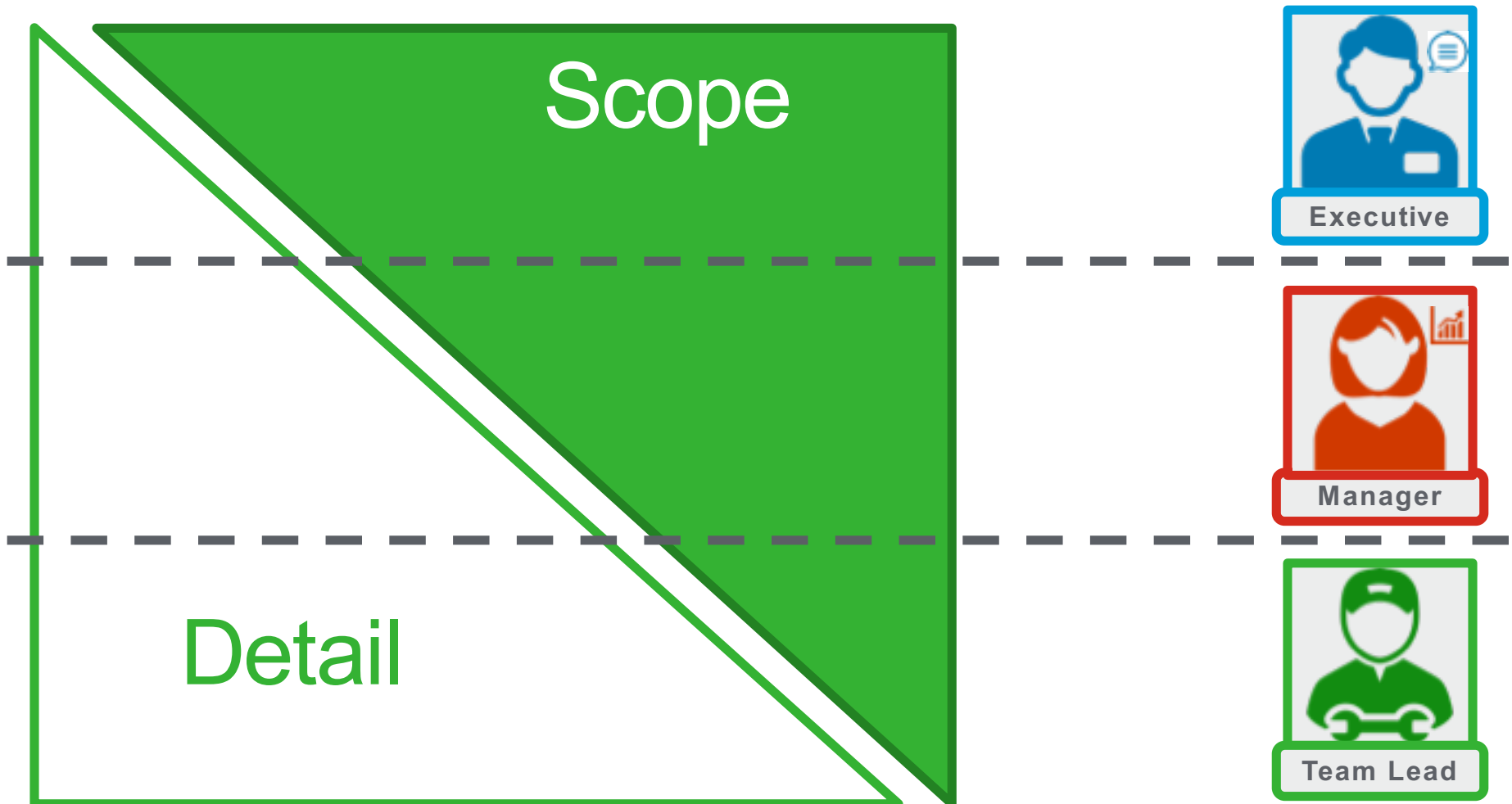
Scaling your influence

From **DOING** to **DELEGATING**

From articulating **METHODS** to **GOALS**

From **SUPERVISING** to **BUILDING COMPETENCY**

Leadership growth is about letting go

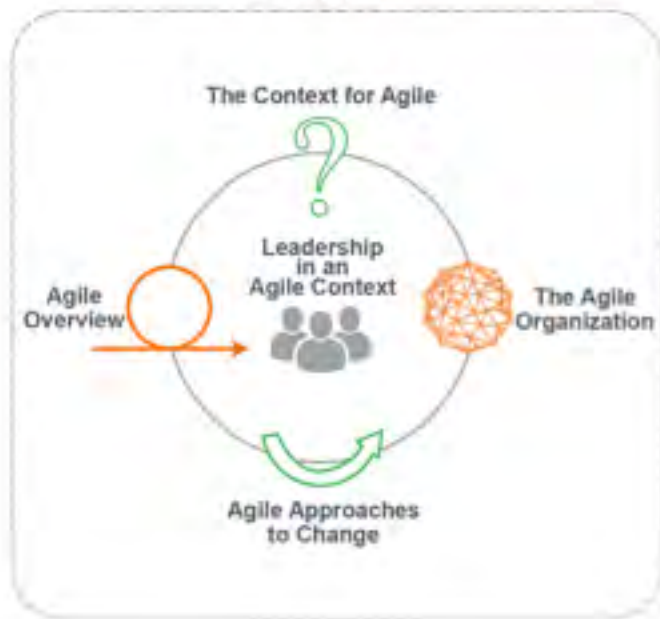


Get outside help



Certified Agile Leadership Program

CAL I



CAL II



Well-intentioned

The Agile Leadership Mistakes

1. Under-communicating
2. Right Agile for Wrong People
3. Going it alone
4. Over-commitment
5. Forgetting about yourself

Q&A

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Thank you for attending

Jesse Fewell | Date

