

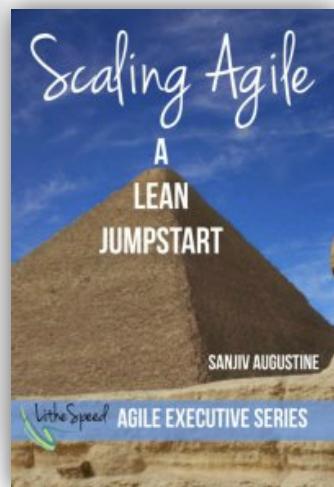
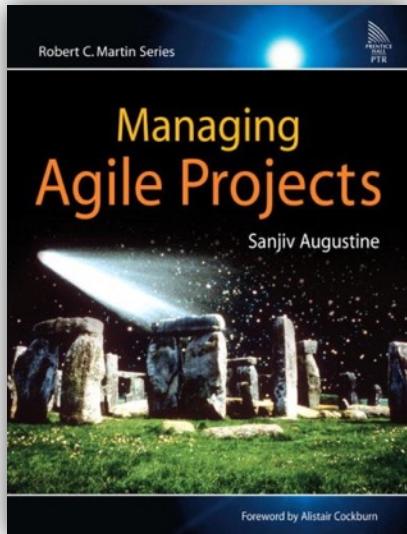


# Transformational Leadership for Business Agility

Sanjiv Augustine & Arlen Bankston  
February 21, 2018

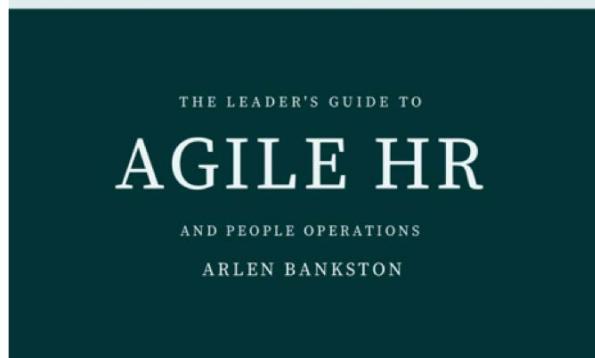
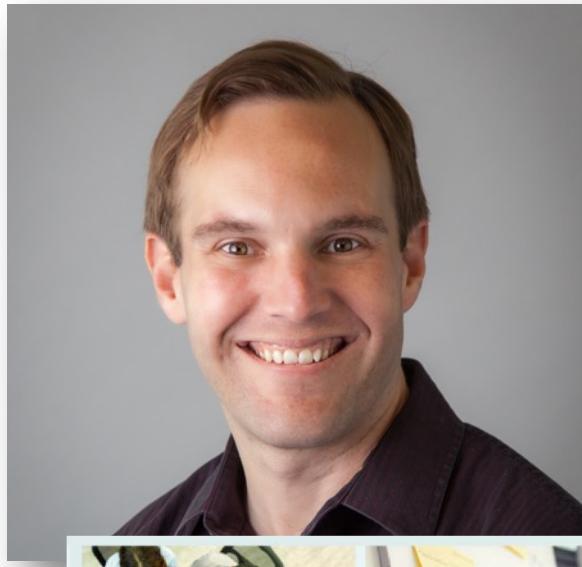


# About Us – Sanjiv Augustine



- Founder of **LitheSpeed, LLC** and the **Agile Leadership Academy**
- Experience: 28 years industry, 18 years of Agile, 14 years of Lean
- Author of *Managing Agile Projects* and *Scaling Agile: A Lean JumpStart*.
- Specialties: Business Agility, Agile, Lean, Innovation, Leadership
- Practitioner, entrepreneur, consultant, trainer, author, speaker and community organizer

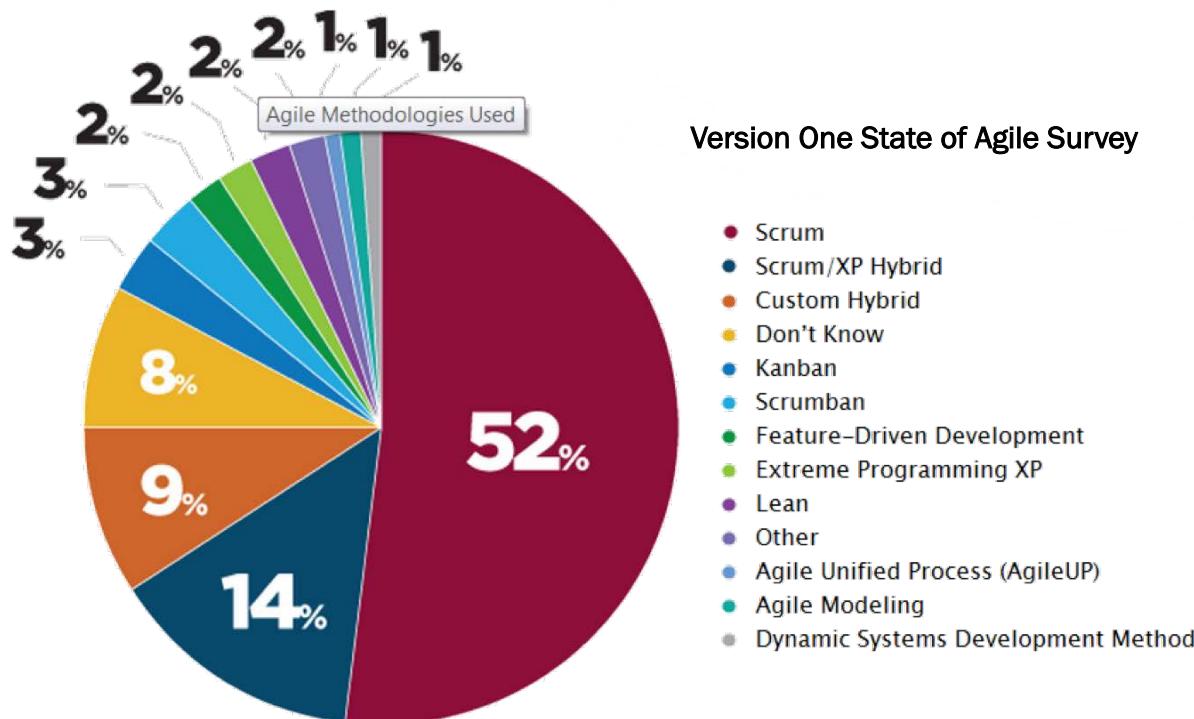
# About Us – Arlen Bankston



- Founder of **LitheSpeed, LLC** and the **Agile Leadership Academy**
- Experience: 25 years industry, 17 years of Agile, 14 years of Lean
- Author of *HR for the Agile Organization*
- Specialties: Business Agility, Agile, Lean, Design, Innovation, Leadership
- Practitioner, entrepreneur, consultant, trainer, author & speaker

# Poll – Level of Agile Knowledge?

- “**Agile**” describes a set of methodologies, aligned with lean principles for focusing on value and eliminating waste.
- **Scrum** is currently the most popular of these.
- **SAFe**, DAD, LeSS, Scrum@Scale and Nexus are newer scaling methods.



# Agenda

- 1. Industry Snapshot**
- 2. What is Business Agility?**
- 3. Transformational Leadership for Business Agility**
  - 1. Change the System**
  - 2. Steer from the Edges**
  - 3. Lead with Focus**
- 4. Q&A**

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# Industry Snapshot

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# Industry Snapshot: Agile is Fully Mainstream Now...

## Agile is used:

- In large and small companies
- Across virtually every industry
- In public and private sectors
- On life-critical and mission-critical projects
- With collocated and distributed teams
- In internal IT departments, commercial product companies and consultancies
- On software and non-software projects

## In the Government:

- FCOs 25 point program
- DoD Agile Acquisition program
- 18F and USDS

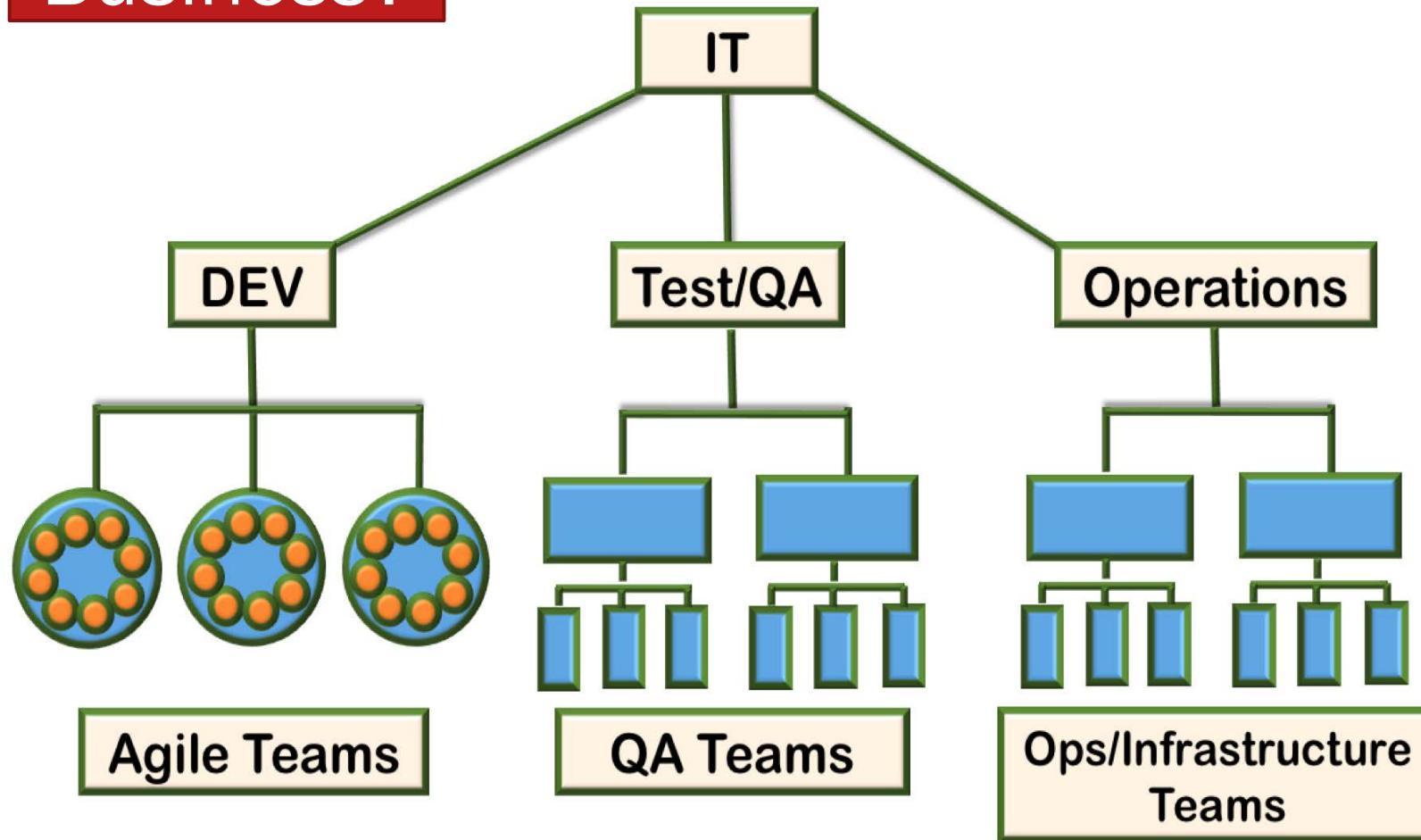
## Who's Adopted Agile?

*Companies large & small, across industries.*

- Accenture
- BLS
- BMC Software
- Boeing
- British Telecom
- Capital One
- CDC
- CNBC
- Cognizant
- CSC
- DTE Energy
- EMC
- EPA
- Fannie Mae
- Freddie Mac
- GEICO
- General Dynamics
- Google
- JP Morgan Chase
- Key Bank
- Kronos
- Lockheed Martin
- Macquarie Bank
- Microsoft
- National Archives
- Nationwide
- Neustar
- Primavera
- ProRail
- Sapient
- Siemens
- Spotify
- ThoughtWorks
- USAA
- VA
- Yahoo!

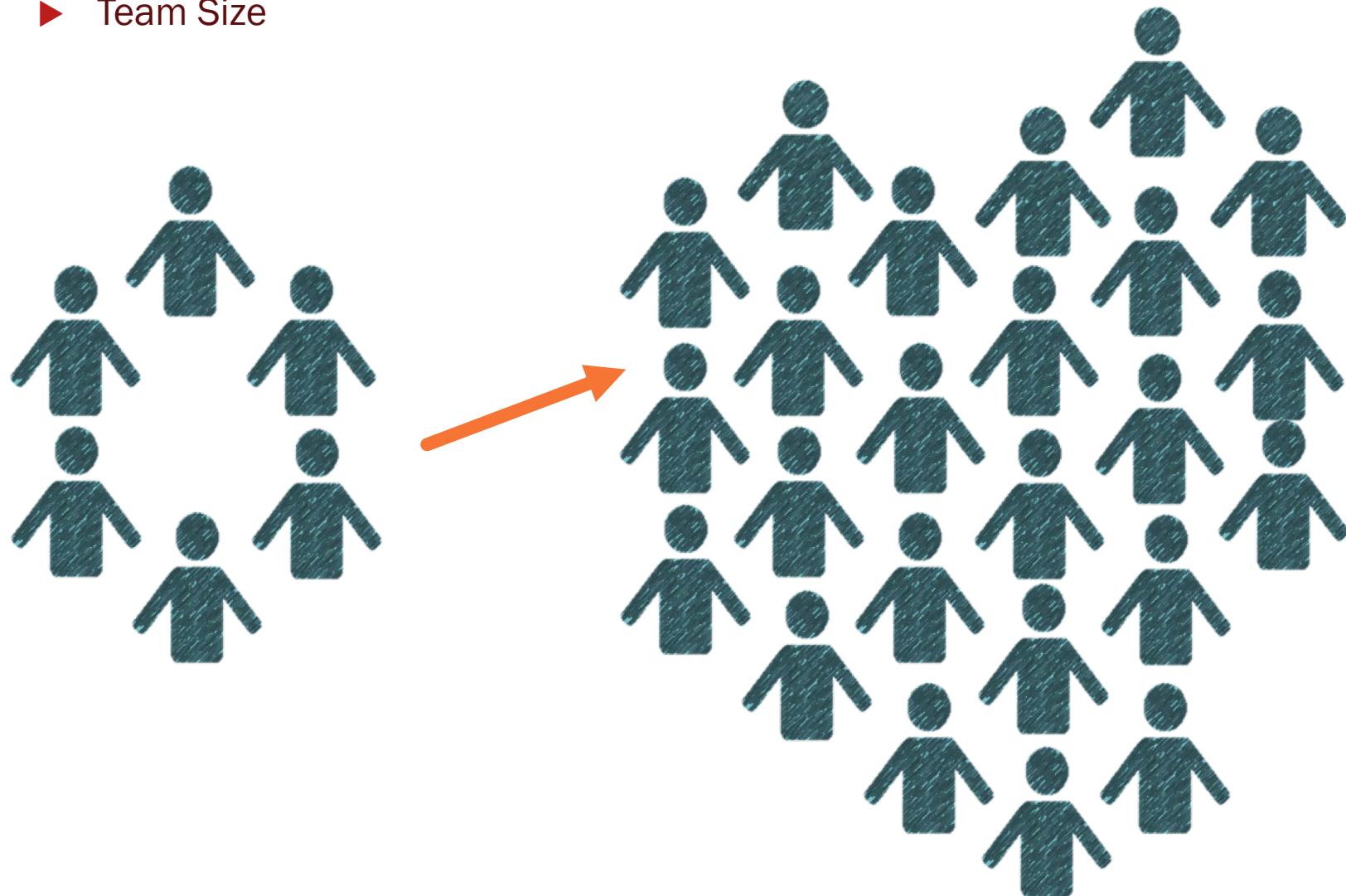
# But...Agile Teams... Waterfall Silos

# Business?



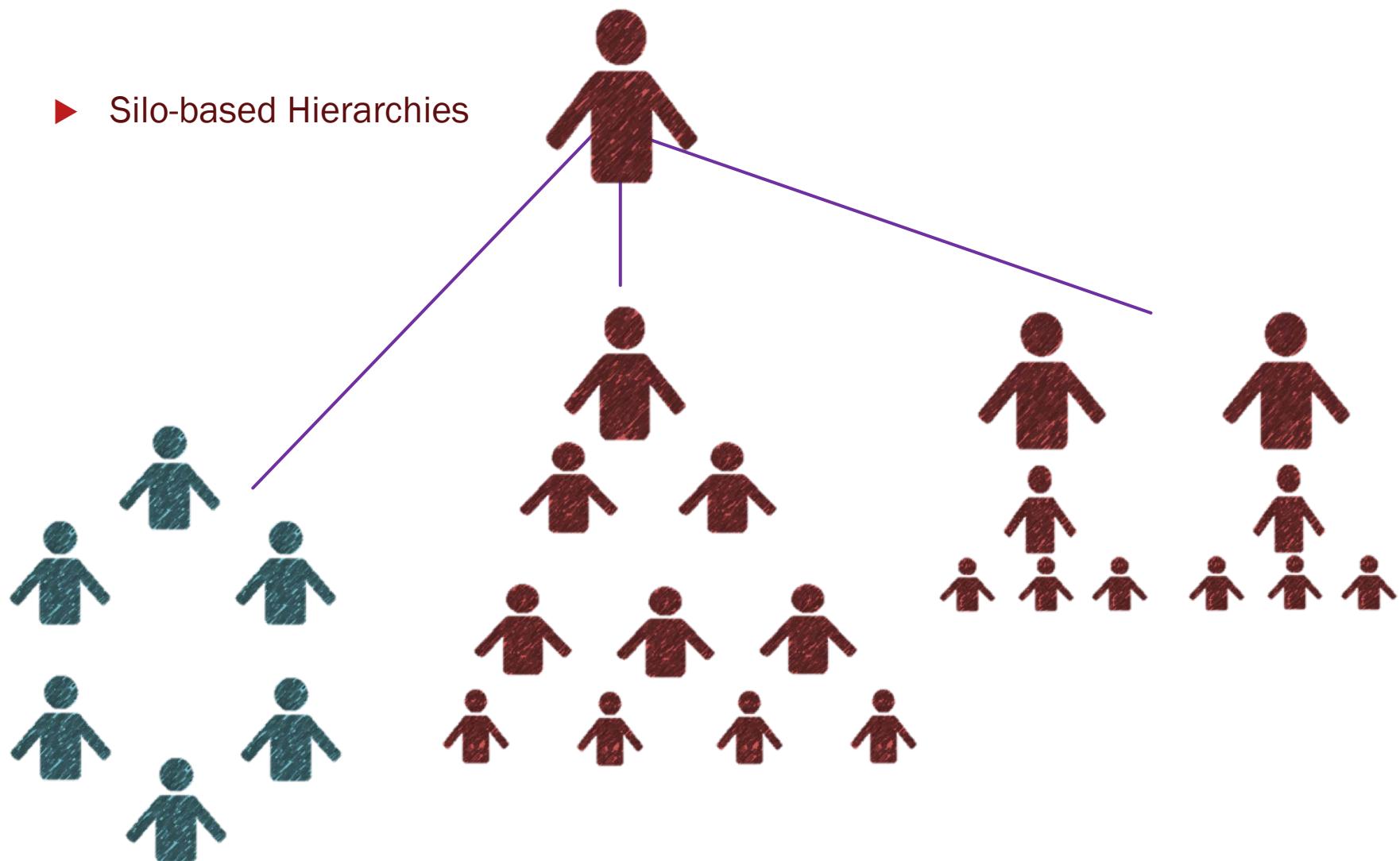
# Organizational Misalignment with Agile Methods

- ▶ Team Size



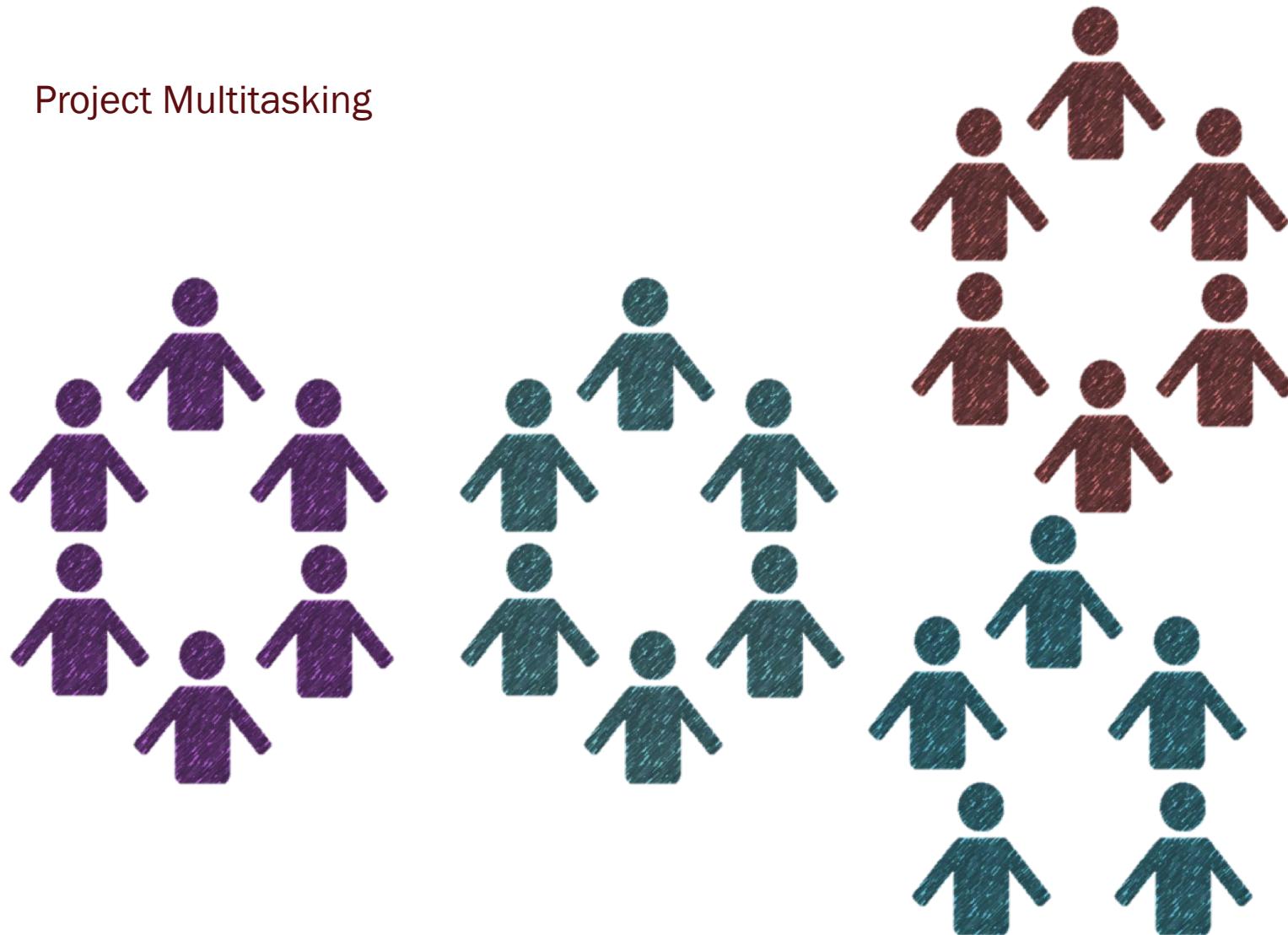
# Organizational Misalignment with Agile Methods

- ▶ Silo-based Hierarchies



# Organizational Misalignment with Agile Methods

- ▶ Project Multitasking



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# **What is Business Agility?**

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**“Successful organizations are able to pivot and implement quickly in order to achieve competitive advantage.”**

*- Steve Denning via PMI Pulse of the Profession 2015*

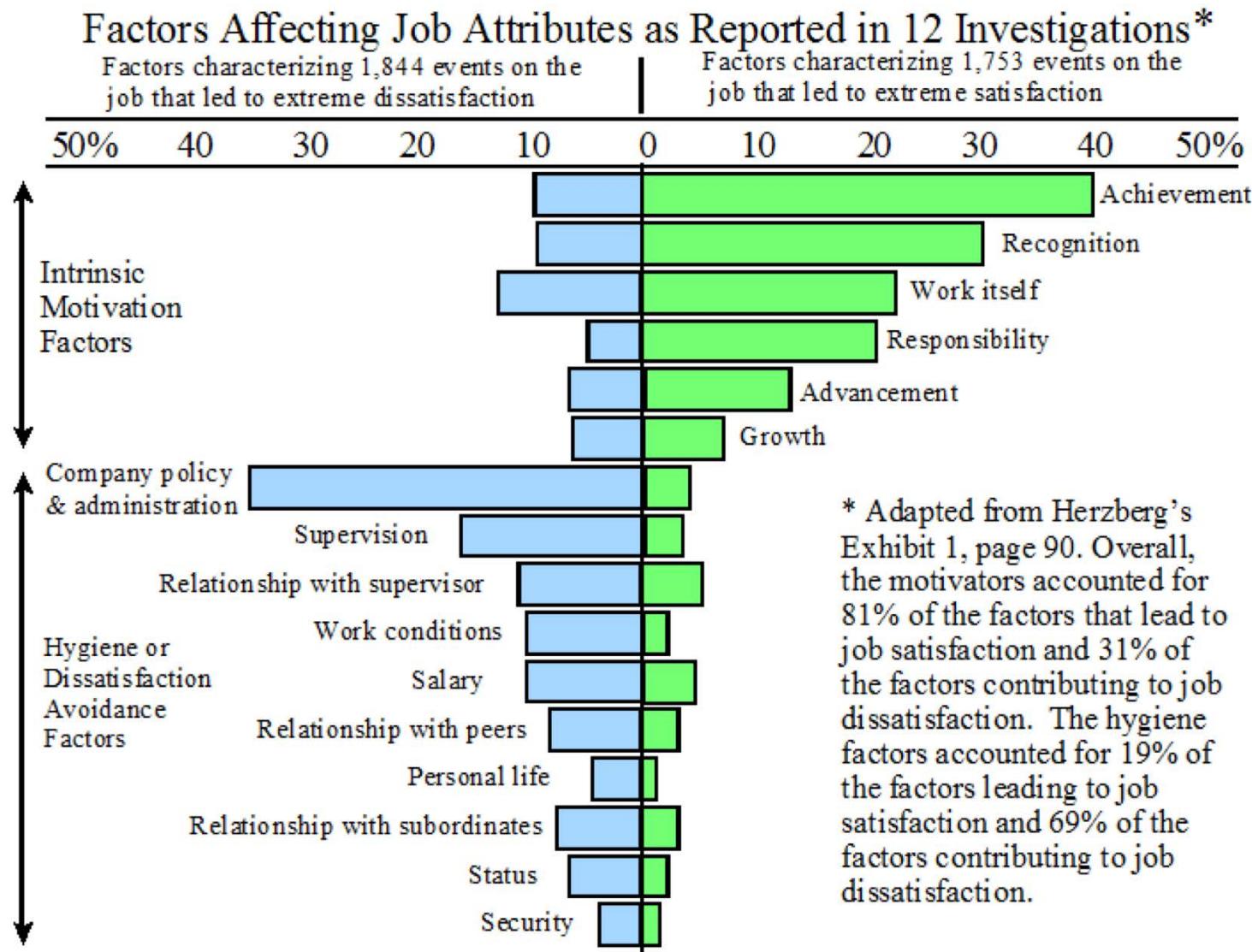
# The Bad News



1. Only 13% of all employees are “highly engaged.” 26% are “actively disengaged.”<sup>1</sup>
2. Only 54% of employees recommend their company.<sup>2</sup>
3. Two-thirds of all technology workers believe they could find a better job in less than 60 days.<sup>3</sup>
4. 80% believe their employees are overwhelmed with information and activity at work.<sup>4</sup>
5. More than 70% of Millennials expect their employers to focus on societal or mission-driven problems.<sup>5</sup>

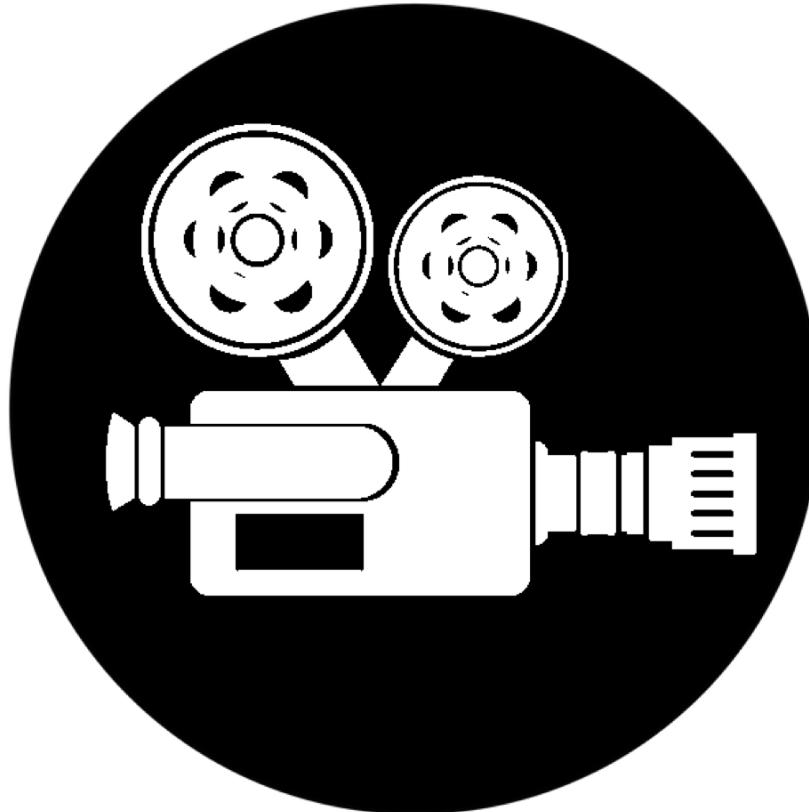
Gallup 2014, Glassdoor, Dice, Tech Salary Survey, Deloitte Human Capital Trends 2014, Deloitte, The Millennial Survey 2014  
<http://www.forbes.com/sites/joshbersin/2014/04/04/the-five-elements-of-a-simply-irresistible-organization/>

# Motivating Employees – What Matters Most?



# The Bottom Line – We Need Transformational Leadership

- How individual teams work is a second-order effect, and of somewhat lesser importance.
- How teams come together to deliver value in organizations is a **first-order effect**.
- Individual teams' value is hemmed by the coordination and integration of their work across tens and sometimes hundreds of people.
- **Only an Agile Leader can lead a transformation to solve these inefficiencies.**



# **Self Management at Morningstar**

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# **Transformational Leadership**

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# Key Mindset Shifts

Directive Managing Resources for Fixed Results	Catalyzing Designing Systems for Adaptation
Telling others what to do	Creating conditions for collaboration and ownership
Directing the flow of interaction, information, & authority	Designing structures that ease interaction, open information flow and drive throughput
Controlling how things get done, how people work	Coaching on open communication, adaptive planning and work responsibility
Incentivizing individuals through rewards, bonuses, etc	Motivating teams through purpose & profit

Adapted from the work of the Agile Coaching Institute: <http://agilecoachinginstitute.com>

# Transformational Leadership for Business Agility

1. Change the System
2. Steer from the Edges
3. Lead with Focus

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# **Change the System**

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# Changing the System

- Open workspace
- Flexible work hours
- Open vacation
- Slack time



# Open Workspace



# Commons for collaboration



# Caves for privacy



# Flexible Work Hours



# Open Vacation



RICHARD

Why we're letting  
Virgin staff take as  
much holiday as  
they want



# Slack Time

- At Atlassian and Google, people spend **20% of their work** time on projects that interest them
- Gmail, Google News, Orkut, and AdSense originated from these independent endeavors
- **Half of new product launches** originate from the 20% time



# **Steer from the Edges**

# Steering from the Edges

- The CLOU: Mission-as-Boss
- Visual Management Systems



# The CLOU: Mission-as-Boss

NAME: Arlen

MENTOR: Bob

PERSONAL MISSION: Make LitheSpeed the leading boutique lean and agile consultancy in the world, with a focus on advancing our thought leadership in emerging areas and creating innovative training solutions.

## MAJOR OUTCOMES:

- Work with Training Practice to drive training innovation and growth through CAL 1, CAL 2, ALA, A-CSM and A-CSPO classes
- Lead major impact proposals efforts
- Better leverage LS platform in Agile Community for speaking, publishing and recruiting

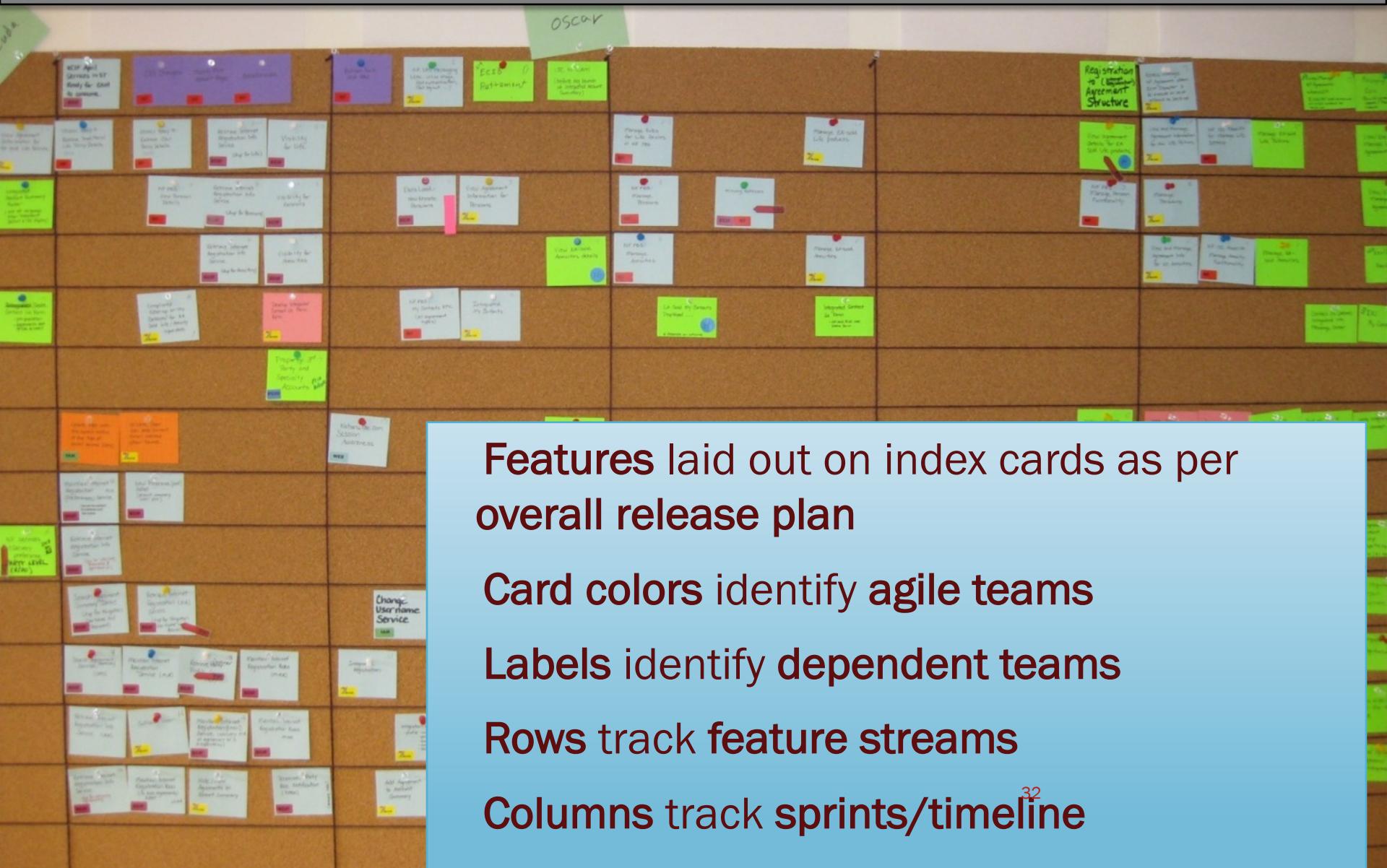
## 2018 ACTIVITIES

ACTIVITY & SCOPE	COMMITMENT: % OF TIME	ADVICEMENT	COLLEAGUES	NOTES
<b>FINANCIAL CONTRIBUTION</b>				
Deliver training courses	40%	Decision Authority	Sanjiv Augustine, Joe Quaglio, Stephanie Williams	
Deliver consulting engagements	10%	Decision Authority	Sanjiv Augustine, Bob Payne	
Design packaged training solutions for clients	20%	Advisement from	Raj Indugula, Sanjiv	

# Visual Management Systems



# Visual Management Systems – Program Wall



# Visual Management Systems Management @Scale

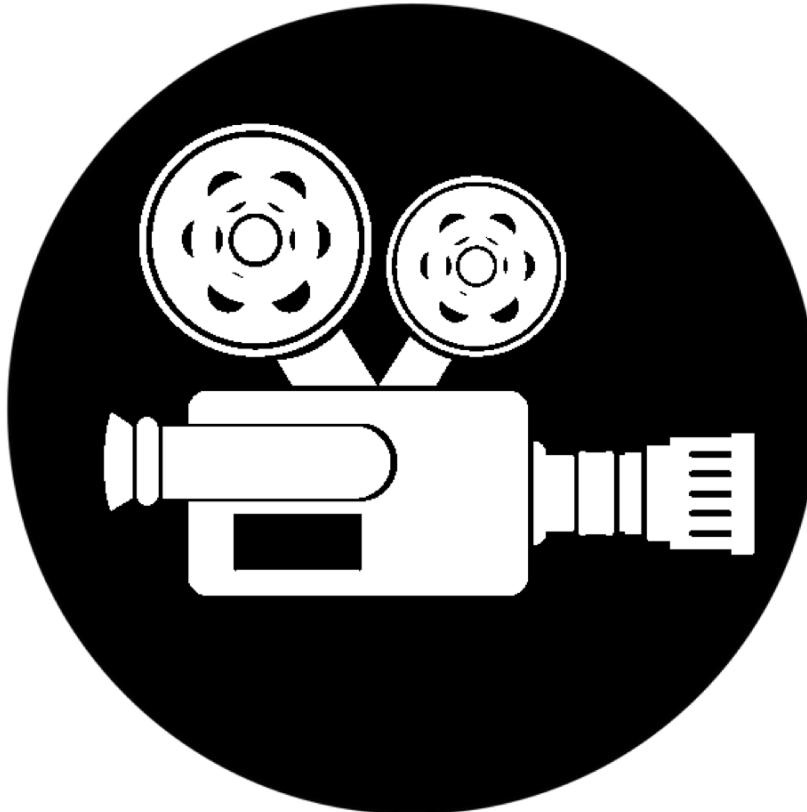


Master Management View @ the Application Development Center, Nationwide Insurance, Columbus, Ohio

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# **Lead with Focus**

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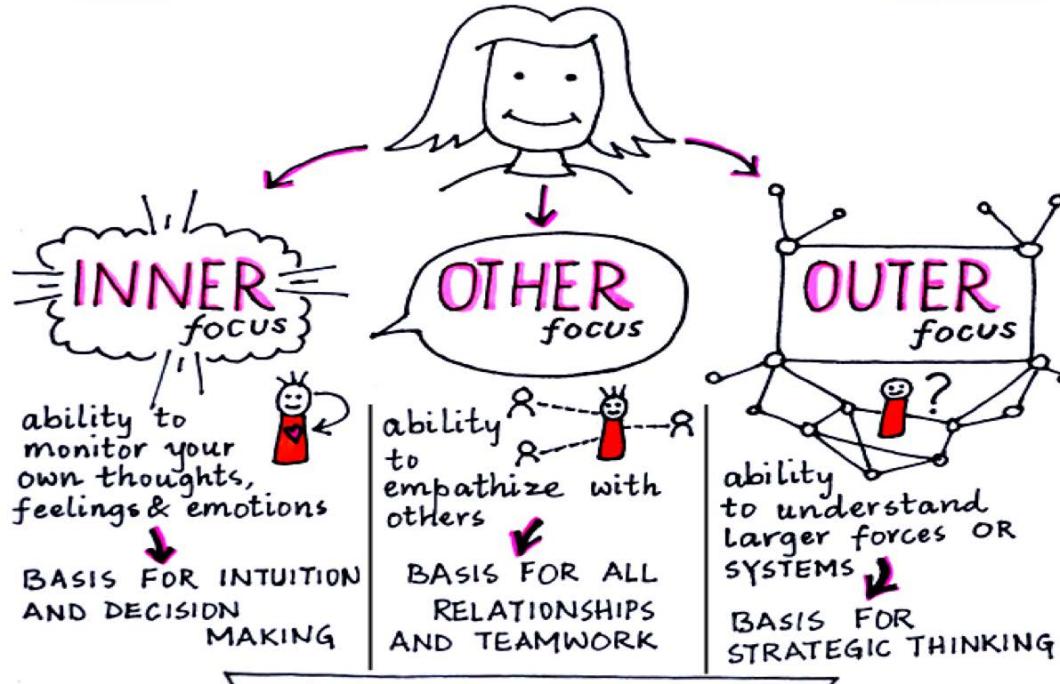


**HBR's Goleman  
on  
3 Types of Focus**

# Lead with Focus

## LEADERS NEED THREE KINDS OF focus

Daniel Goleman, HBR



### HOW TO IMPROVE?



@tnvora

# Goleman Leadership Styles

## Dissonant Styles:

- ▶ Coercive (or Commanding)
- ▶ Pace-Setting

## Assonant Styles:

- ▶ Visionary
- ▶ Coaching
- ▶ Affiliative
- ▶ Democratic



# How to Use Each Style

- ▶ Practice situational leadership by adjust your style to the situation
- ▶ Learn to develop multiple styles
- ▶ Recruit people with a range of styles
- ▶ Apply systems thinking to understand people, situations, and effects of actions

# Contact Us for Further Information

## Sanjiv Augustine

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## Arlen Bankston

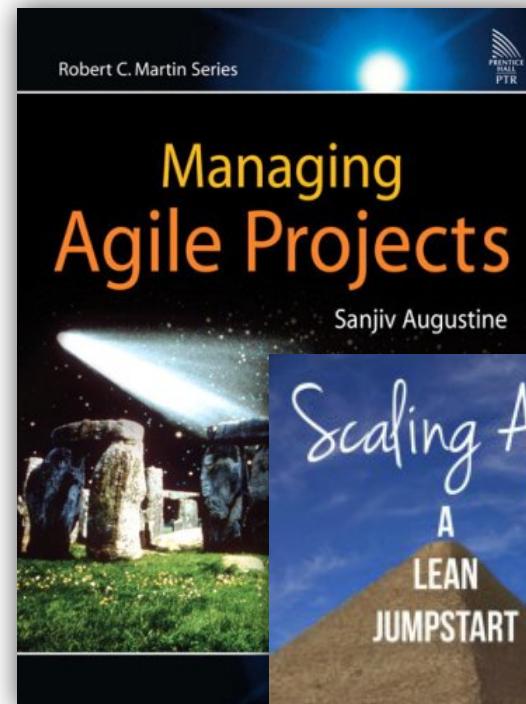
[Arlen.Bankston@LitheSpeed.com](mailto:Arlen.Bankston@LitheSpeed.com)

Twitter: @abankston, @litthespeed, @agileleadacad

## On the Web:

<http://www.litthespeed.com>

<http://agileleadershipacademy.com>



AGILE LEADERSHIP ACADEMY

# Agile + Digital Transformation is What We Do

- ▶ Transformational Leadership Development
- ▶ Scaling Approaches
- ▶ Organization Structures for Agile
- ▶ Process Redesign
- ▶ Business Side Agility
- ▶ Portfolio Management
- ▶ Training Programs
- ▶ DevOps
- ▶ Team Coaching
- ▶ Change Management

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