

Transformational Leadership and DevOps

Beyond the Research



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How many have experienced significant organizational change?

“70% of organizational change initiatives fail...”

- Kotter, 1996

“Companies engaging in strategic OC initiatives are more likely to fail than to succeed...”

- Decker, Durand, Mayfield, McCormack, Skinner & Purdue, 2012

“50% failure rate in multiple studies of all types of change initiatives...”

- Shin, Taylor, & Seo, 2012

“70% of all change efforts (in the study) were unsuccessful...”

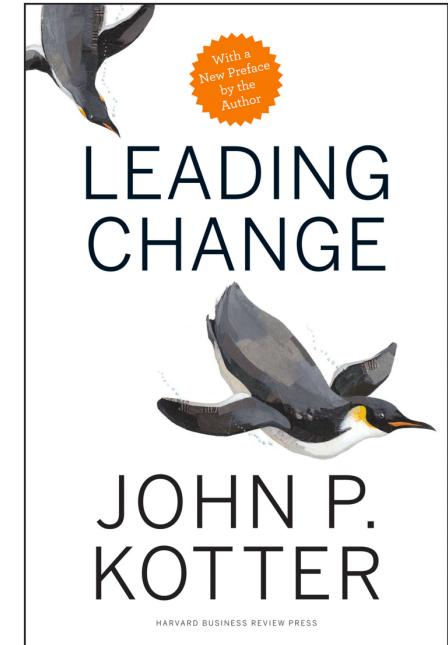
- Burke, 2011

“41% to 93% failure rate among quality improvement initiatives...”

- Cândido & Santos, 2015

“Initiatives involving culture change have a 19% success rate...”

- Smith, 2002





“Since 2000, 52 percent of the names on the Fortune 500 list are gone, either as a result of mergers, acquisitions or bankruptcies.”

— Teresa Novellino | New York Business Journal

Novellino, 2015

Confusion Frustration Anxiety Fear Resistance

Resistance to change is the most cited reason for organizational change failure found in research

- Decker, Durand, Mayfield, McCormack, Skinner & Purdue, 2012



Decentralize decision making Unlock intrinsic motivation

Intellectual Stimulation (IS)

- ▶ Challenge the status quo
- ▶ Encourage followers to learn, be creative, explore new ways of doing things
- ▶ Decentralize decision making
- ▶ Expect relentless improvement
- ▶ Encourage innovative thinking
- ▶ **Adaptive leadership**

Inspire and align with mission

Inspirational Motivation (IM)

- ▶ Articulate a clear vision and intent
- ▶ Inspire passion and motivation to achieve goals
- ▶ Drive organizational alignment
- ▶ Encourage others
- ▶ **Charismatic leadership**

Transformational Leadership



Develop leaders

Individualized Consideration (IC)

- ▶ Offer personalized support, coaching, and encouragement
- ▶ Keep lines of communication open
- ▶ Offer direct recognition individual and team contributions
- ▶ Exhibit genuine care and concern
- ▶ **Empathetic, Servant leadership**

Lead the change Know the way

Idealized Influence (IIA/IIB)

- ▶ Be a role model; set the example
- ▶ Be a lifelong learner; gain the knowledge required for change
- ▶ Create an environment of trust and respect through transparency
- ▶ Act with integrity
- ▶ **Authentic, Charismatic leadership**

What I learned from my research about transformational leadership

- ...leads to employees looking beyond self-interest to the greater good of the organization; increases employee engagement (Bass, 1990; Irshad & Hashimi, 2014)
- ...improves organizational change outcomes (Pawar & Eastman, 1997; Bass & Riggio, 2006)
- ...increases employee performance and leads to positive employee attitudes, specifically during organizational change (Bass, Avolio, Jung, & Berson, 2003; Carter et al., 2013, Nemanich & Keller, 2007)
- ...has a greater influence on followers' commitment to supporting organizational change than implementing specific change management practices. (Herold, Fedor, Caldwell, & Liu, 2008)
- ...can be learned!! (Avolio & Bass, 1994; Bass, 1998; Dvir et al., 2002; Parry & Sinha, 2005)

Transformational Leadership (Total Average)



*According to the Research Validated Benchmark, the ideal frequency of all five Transformational behaviors should be a "Fairly Often" rating of 3 or greater.

DEVOPS ENTERPRISE SUMMIT

San Francisco
November 7-9, 2016

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- The background of the slide features a photograph of the Golden Gate Bridge in San Francisco during sunset, with the sky transitioning from orange to blue.
- ▶ We sent a transformational leadership survey to 112 current and past DOES presenters
 - ▶ 20 responses = 80% confidence level, 13% margin of error (50% ND)

2017

State of DevOps Report

Presented by:



- ▶ 3,200 survey responses from IT professionals and executives
- ▶ Findings:
 - Transformational leadership is highly correlated with IT Performance
 - High performing teams consistently reported having leaders with the strongest transformational leadership behaviors
 - Lowest performing teams had leaders with low scores in these behaviors
 - Transformational leadership was highly correlated with employee Net Promoter Scores

Transformational leadership predicts high team performance and employee engagement



**“Instead of taking control and attracting followers,
give control and grow leaders...”**

*David Marquet, Captain, US Navy (Retired)
Author of “Turn the Ship Around”*

**“The role of a leader is not to come up with
all the great ideas. The role of a leader is to
create an environment in which great
ideas can happen...”**

*Simon Sinek, Author, Motivational Speaker
Author of “Start with Why” and “Leaders Eat Last”*



**“True leadership stems from individuality
that is honest and sometimes imperfectly
expressed...leaders should strive for
authenticity over perfection.”**

*Sheryl Sandberg, COO Facebook
Author of “Lean In”*





Experience never gets old.

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Leadership and Change: A Case Study



Enduring Values. Inspired Performance.™

U.S Federal IT Services Company
\$1.3B, 5,600 FTE, Founded 1978

Circa 2013-2015

► Burning platform - shrinking addressable market

- sequestration
- slowing economy
- withdrawal from combat operations
- hyper competition



► Visionary leadership – Dr. Bill Ballhaus

- protect the base
- wickedly efficient
- perform better than the competition
- take market share



Don't just survive... thrive!



Leadership Vision

- ▶ Common language, common frameworks, common values
- ▶ Critical mass aligned to clear targets and strategies to achieve hard results
- ▶ Must include middle management
- ▶ Define what it meant to be a leader, mindsets, behaviors - especially when things get complex and difficult

Leading with Honesty and Service

1000 leaders, 20% of the company

Reset expectations of what we have to do to compete in the marketplace

Every session personally led by the CEO

Senior Leaders Cohort

C-Suite and senior execs (20), lead by example

Transformational Leadership Program

Next 150 top leaders, 1 year process, adaptive challenge

PM Outreach

150 middle managers responsible for 90% of revenue

Best Teams

175 teams globally, 1,200 employees, 1 day immersion experience

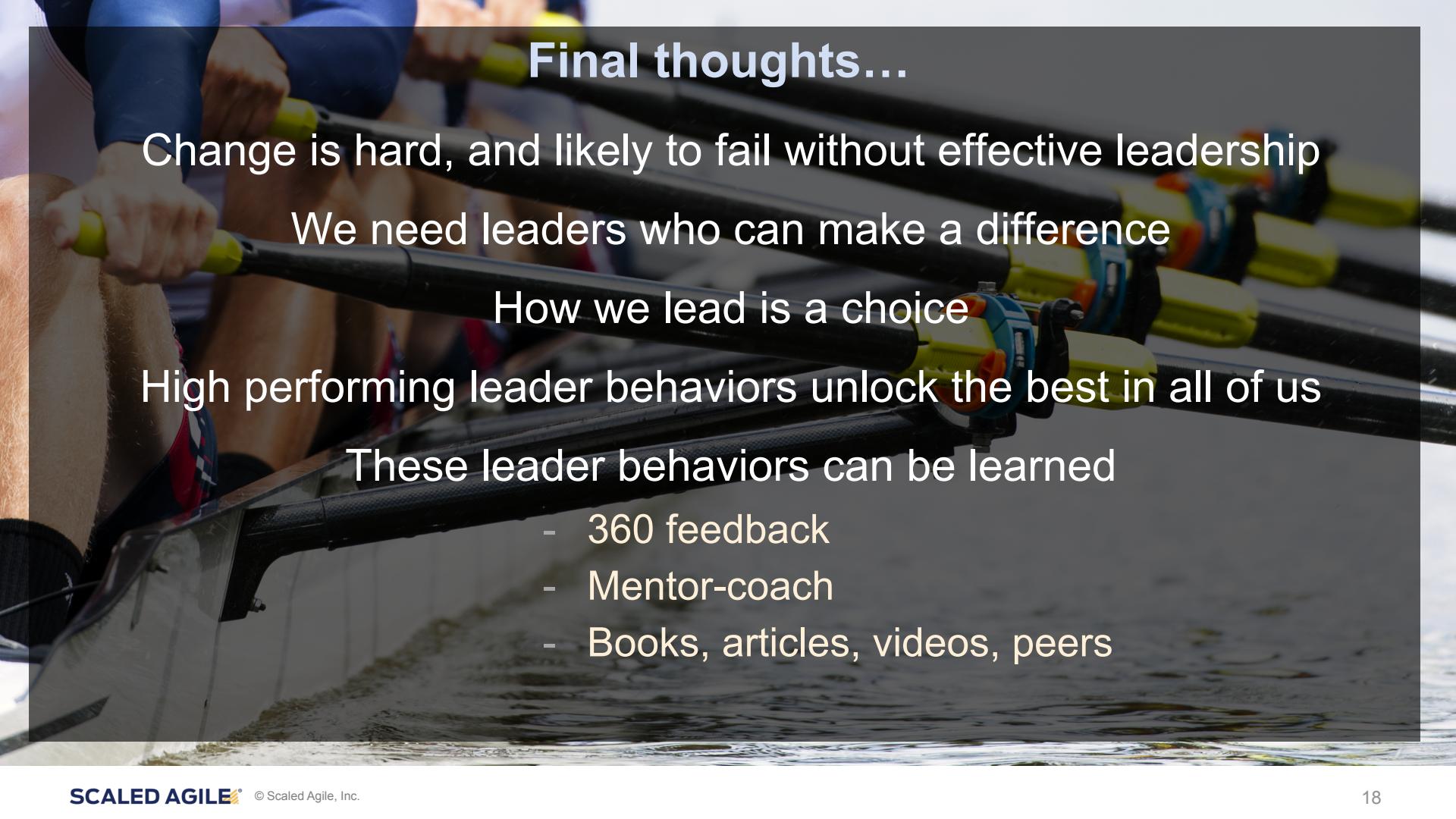
Transformation leadership initiative

- ▶ Synthesis of organizational development, transformational and adaptive leadership principles
- ▶ 360 assessments
- ▶ Small cohorts
- ▶ Four in-residence emersion workshops
- ▶ Assigned one-on-one mentors
- ▶ Reading list
- ▶ Virtual check-ins with cohort coaches
- ▶ Adaptive challenge of their choice – apply their new skills to solve meaningful problems or seize new opportunities

-  Total Revenue
-  Gross Contribution
-  Opportunity Pipeline
-  Win Percentage – Re-competes
-  Win Percentage – New wins
-  Customer Satisfaction
-  Employee Engagement
-  Employee Retention

Hard Results



A photograph showing a team of rowers from behind, focused on their stroke. The oars are visible, dipping into the water, creating a sense of motion and teamwork.

Final thoughts...

Change is hard, and likely to fail without effective leadership

We need leaders who can make a difference

How we lead is a choice

High performing leader behaviors unlock the best in all of us

These leader behaviors can be learned

- 360 feedback
- Mentor-coach
- Books, articles, videos, peers

Here's the help I'm looking for...

Organizations willing to participate in ongoing research and prototyping for a repeatable, scalable transformational leadership development framework.

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