

Transformational Leadership

What every DevOps leader needs to know

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120,000

SAFe-trained practitioners in 100+ countries



120



Scaled Agile Partners in 35 countries

70%

US Fortune 100 Enterprises have SAFe-trained practitioners



1.7 million

Annual visitors to SAFe and Scaled Agile websites



Pledged 1%

Scaled Agile stock equity & employee time to Pledge 1% campaign

SAFe is a framework of mindset, principles, and practices for scaling Lean-Agile development throughout the enterprise

Annual Gathering



Freely Available

SAFe's body of knowledge is freely available at scaledagileframework.com

Configurable

SAFe is able to accommodate enterprises of all sizes and industries

Fastest Growing Method

11th Annual State of Agile Survey by VersionOne

28% cite SAFe as preferred method for scaling Agile, making SAFe the most popular scaling method above Scrum and Scrum of Scrums

28%

30 - 75%

Faster Time to Market



25 - 75%

Increase in Productivity



20 - 50%

Improvements in Quality



10 - 50%

Increased Employee Engagement



The DevOps Adoption Challenge

DevOps adoption -> organizational change

Change is hard

70% of change initiatives fail

- John Kotter

Kotter, J. P. (1996). *Leading change*. Boston, MA: Harvard Business School Press.

Kotter was just the beginning...

“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

Why does organizational change fail?

- ▶ Resistance to change (#1)
- ▶ Low readiness for change
- ▶ Inadequate communications
- ▶ Reason for change unclear (“why”)
- ▶ Poor planning
- ▶ Lack of training
- ▶ Institutional inertia (process, structure)
- ▶ Technology gaps
- ▶ Lack of organizational alignment
- ▶ History of change failures
- ▶ Lack of employee involvement
- ▶ Bureaucracy, politics, conflict
- ▶ Poor strategy / wrong change
- ▶ Unrealistic expectations
- ▶ Low transparency and trust

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

And yet...

Organizations must continuously adapt

Adapt or die

“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



The pace of change is accelerating



“Speed is critical to disruption, yet legacy structures can block a company’s ability to execute rapidly.”

— McKinsey & Company

*From the McKinsey & Company report
“How to scale your own digital disruption”
[Click to view the report](#)*

Transformational Leadership & Organizational Change

Leaders hold the key to successful change

People are already doing their best; the problems are with the system.

Only management can change the system.

—W. Edwards Deming



Transformational leadership

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

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



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

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

Outcomes of transformational leadership

...increases employee engagement (Irshad & Hashmi, 2014)

...leads to employees looking beyond self-interest to the greater good of the organization (Bass, 1990)

...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)

Here's the good news...



Transformational leadership can be learned!

Avolio & Bass, 1994; Bass, 1998; Dvir et al., 2002; Parry & Sinha, 2005

Why it matters:

Transformational leadership has a greater influence on followers' commitment to supporting organizational change than implementing specific change management practices.

Herold, Fedor, Caldwell, & Liu. (2008).

Implications for Leaders in Agile and DevOps Implementations

A manager's life after Agile/DevOps...



Large organizations still need great leaders at all levels!

- ▶ Managers must “know the way” and lead the change (Deming)
- ▶ Participate on the “guiding coalition” (Kotter) aka transformation team
- ▶ Create a safe space for teams to change and grow; protect the teams!
- ▶ Find great new talent to address skill and capacity gaps
- ▶ Provide practitioners with skill development, career coaching, training
- ▶ Use position, corporate experience, and personal networks to remove team impediments and keep teams “in the know”
- ▶ Shift focus to vision, collaboration with other leaders



Here's what we've learned...

- ▶ Organizational change is hard and prone to failure, especially when it leads to altering the culture
- ▶ Lean-Agile and DevOps adoption frequently involves organizational and cultural change
- ▶ Knowledge workers involved in Agile and DevOps initiatives are working hard and want to do well... the challenges are with the system
- ▶ Leaders are the only ones who can ultimately change the system, and how they lead through that change can have a direct influence on successful organizational change outcomes
- ▶ Transformational Leadership behaviors by Lean-Agile Leaders can have a positive influence on the factors that contribute to successful organizational change
- ▶ Anyone can learn to be a transformational leader!
- ▶ Leaders and managers are still needed at all levels of a post-DevOps organization where transformational leaders shift their focus to staffing, equipping, and supporting great teams!

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

- ▶ Organizations to participate in additional research to go beyond simple correlational analysis to determine if a stronger cause-effect relationship exists between transformational leadership behaviors and successful DevOps implementations
- ▶ Colleagues to collaborate on developing transformational leadership development programs and ongoing support resources organizations can use to develop their current and future leaders



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Questions?

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