

Leading from the Middle

A Middle Manager's Guide to Impact

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DEVOPS
ENTERPRISE
SUMMIT

AN  REVOLUTION EVENT

About Us

The impressive-sounding version



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About Us

The humble reality



Steve Pereira
Just Another
Middle Manager at
Copado



Andrew Davis
Just Another
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Copado

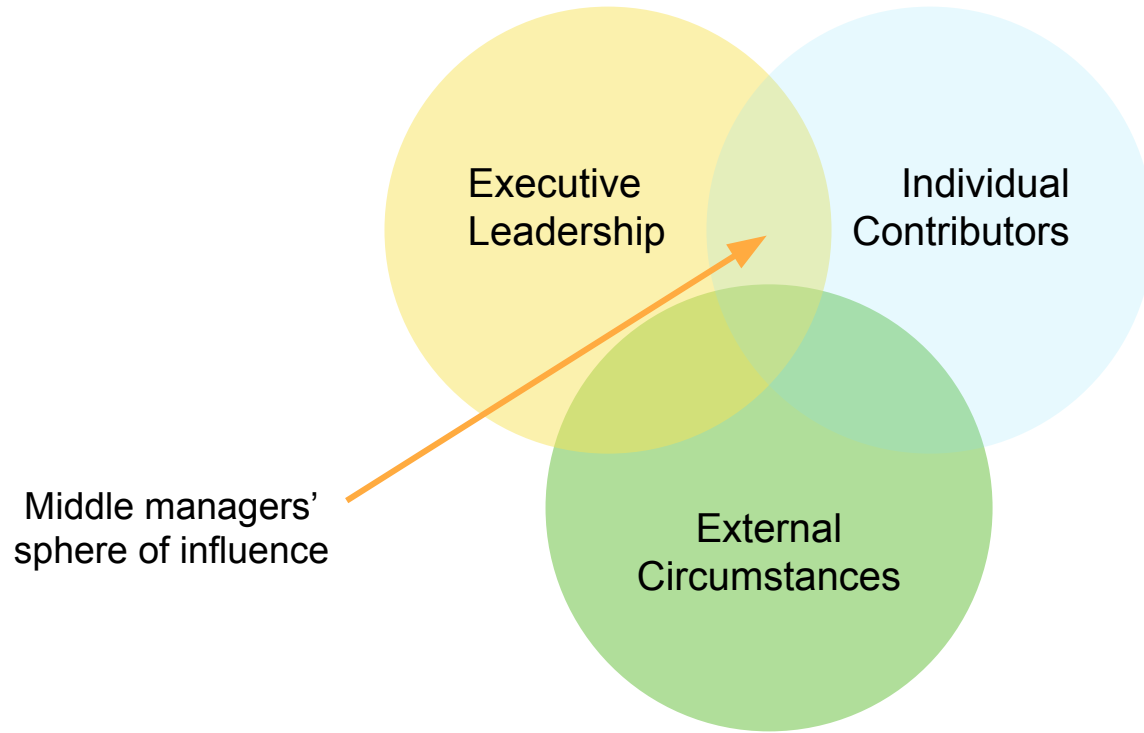


“Being in the middle means
you have the opportunity to
lead in all directions”

Scott Mautz

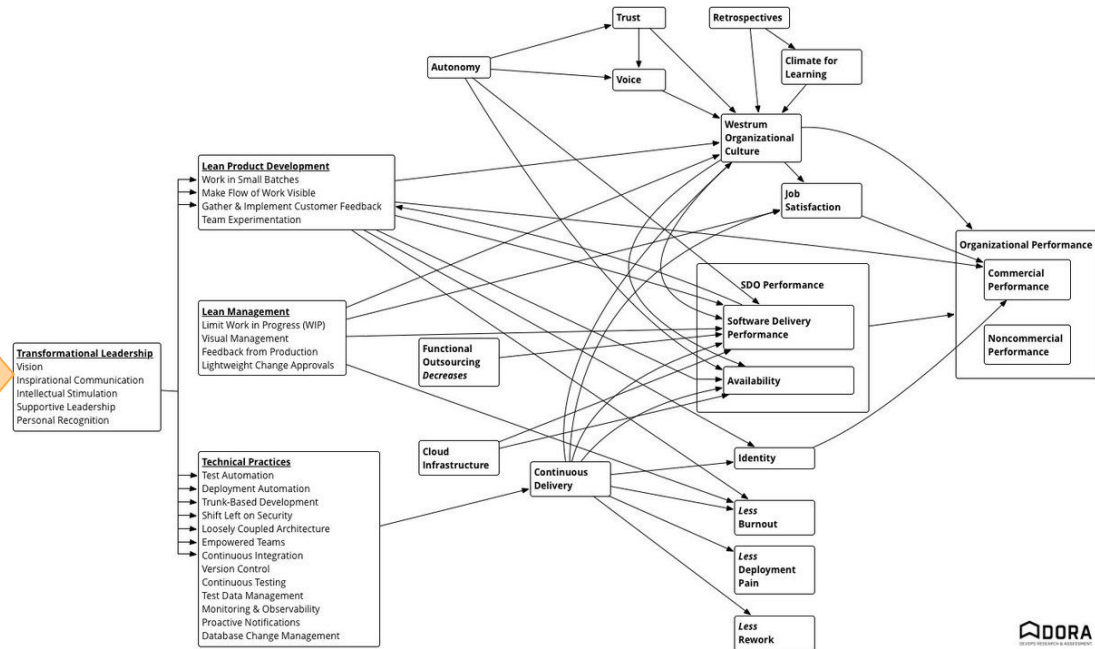
Leading from the Middle

Sources of influence in company decisions



Transformational Leadership

- Vision
- Inspirational Comms.
- Intellectual Stimulation
- Supportive Leadership
- Personal Recognition



Leadership means going
somewhere new

*That's higher risk & higher reward
(both socially and practically)*

“Leadership just means
influence”

John Maxwell

21 Irrefutable Laws of Leadership

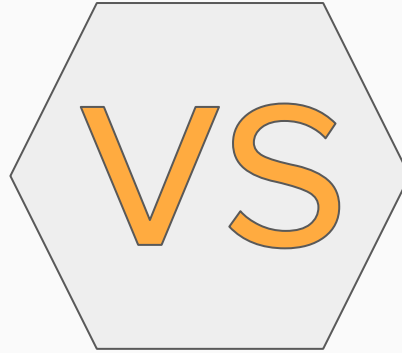
Understanding Influence: **Push vs Pull**

Direct influence

“hard” or “push” influence

Telling people what to do

through positional power,
rewards, or threats



Indirect influence

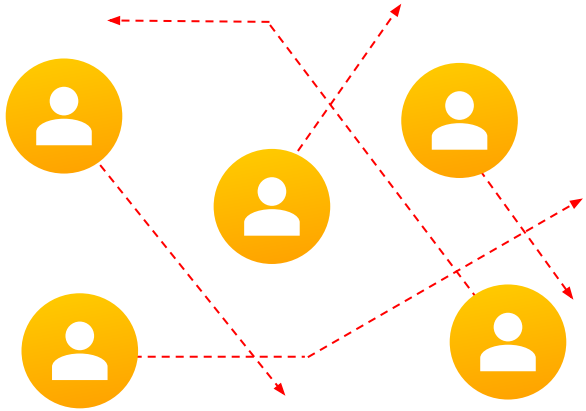
“soft” or “pull” influence

- **Value**
- **Clarity**
- **Flow**
- **Networks**

Value creates alignment

A team is an **emergent property** of a group, it's not just a group of individuals

Disharmony wastes energy



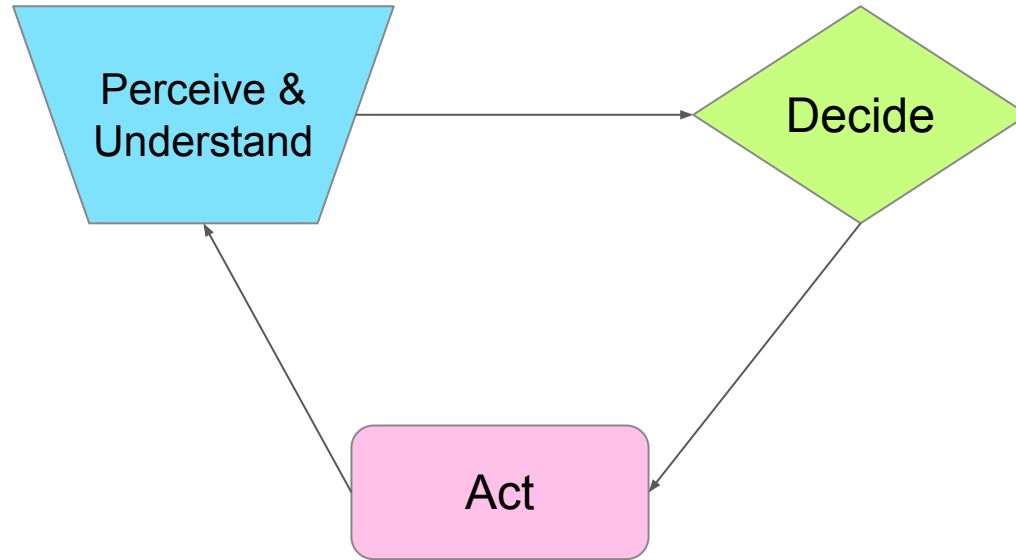
- Misaligned or Conflicting Goals
- Difficulty Communicating
- Lack of Trust

Harmony channels energy into work

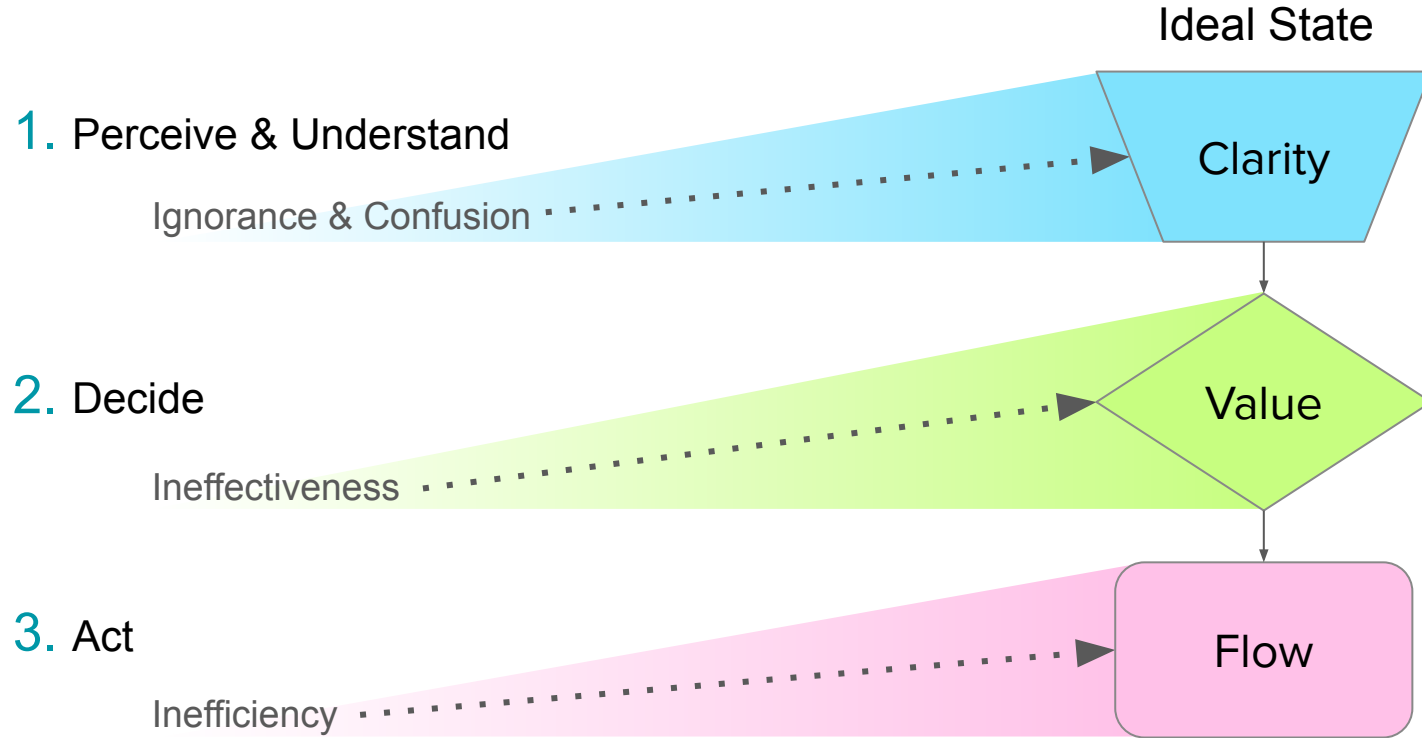


- Aligned Around a Value Stream
- Shared Goals
- Shared Collaboration Tools
- Trust and Openness

Three elements to Action



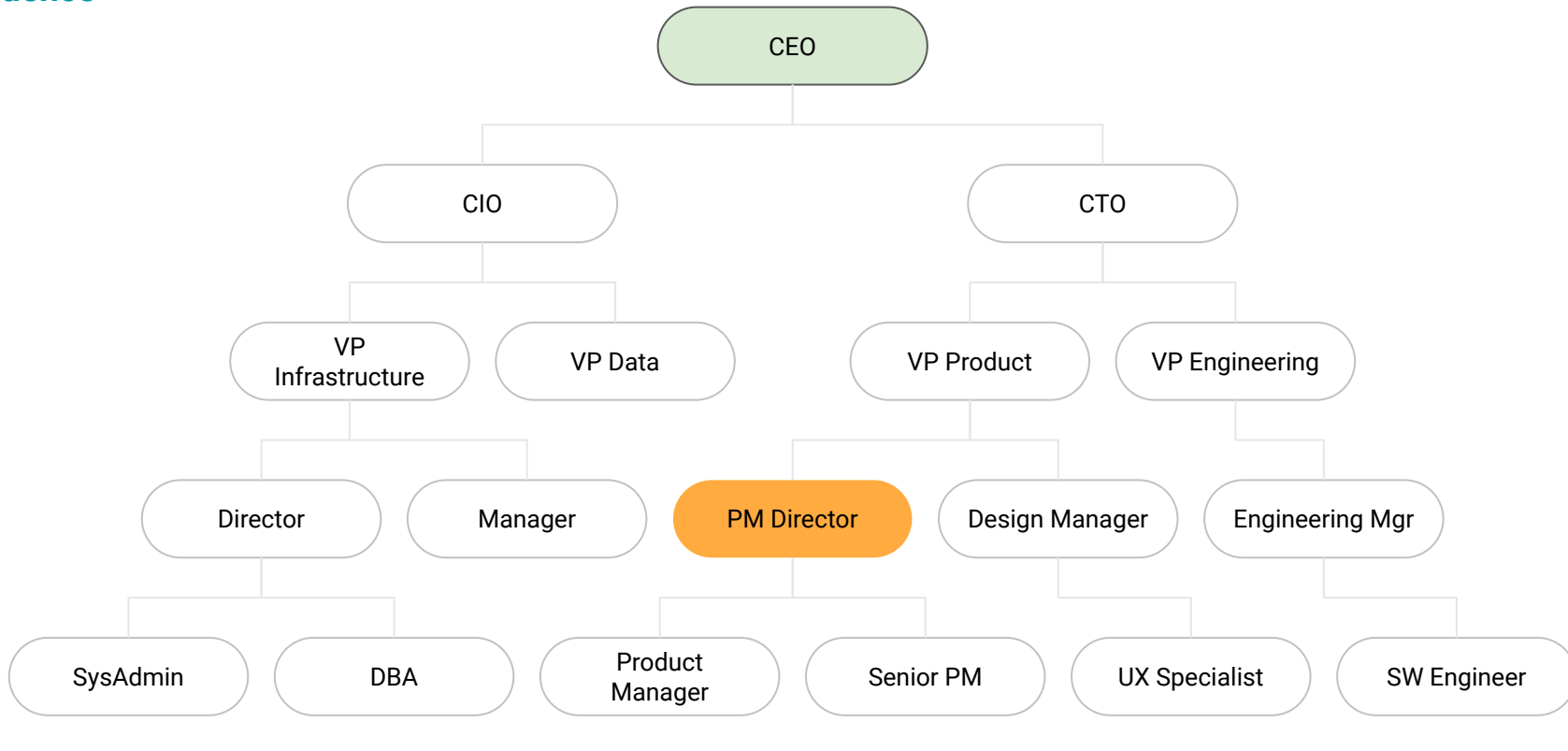
Three elements to Action



Formal vs. Informal Networks

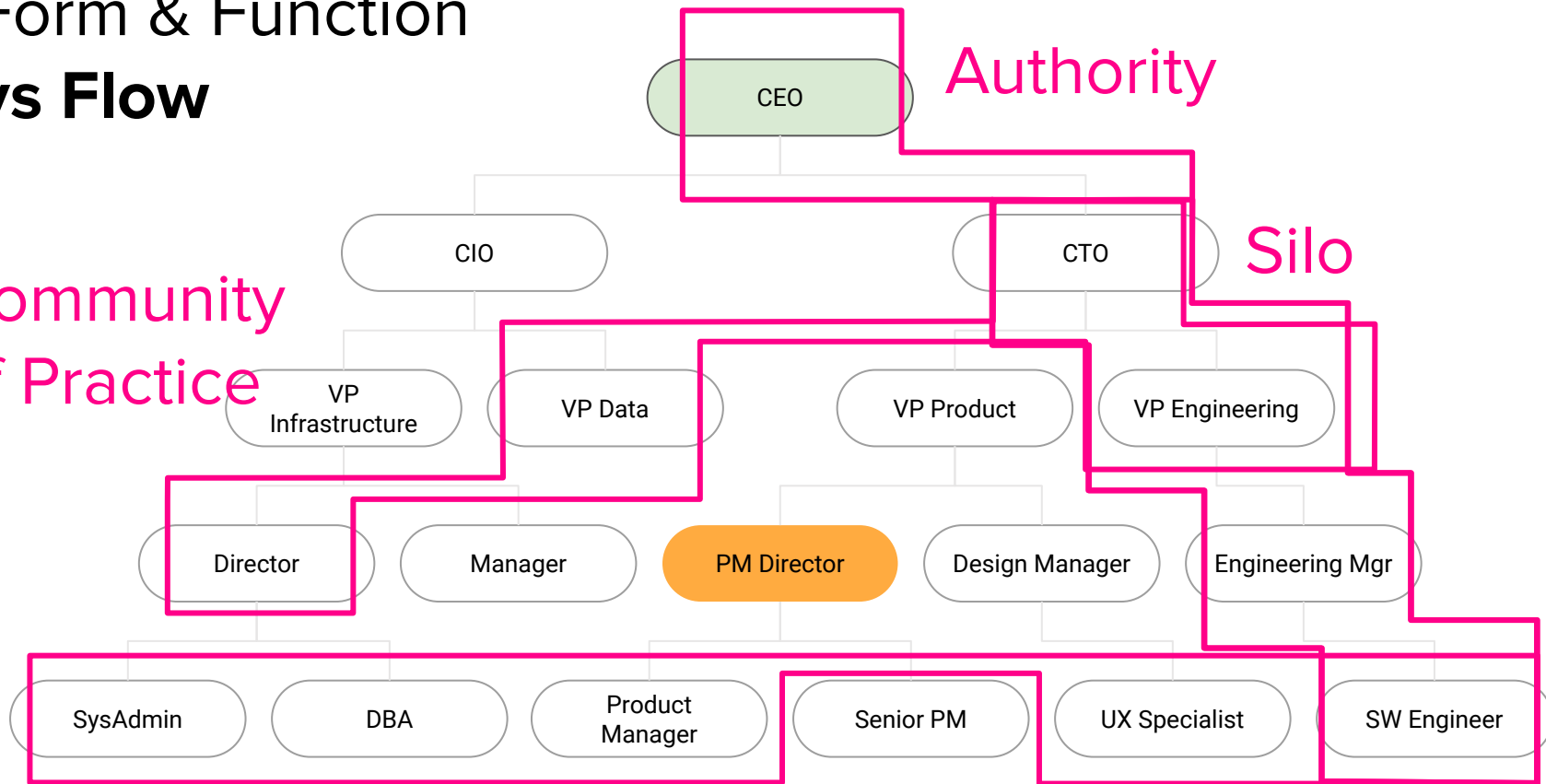
Power &
Influence

Formal Network



Form & Function vs Flow

Community
of Practice

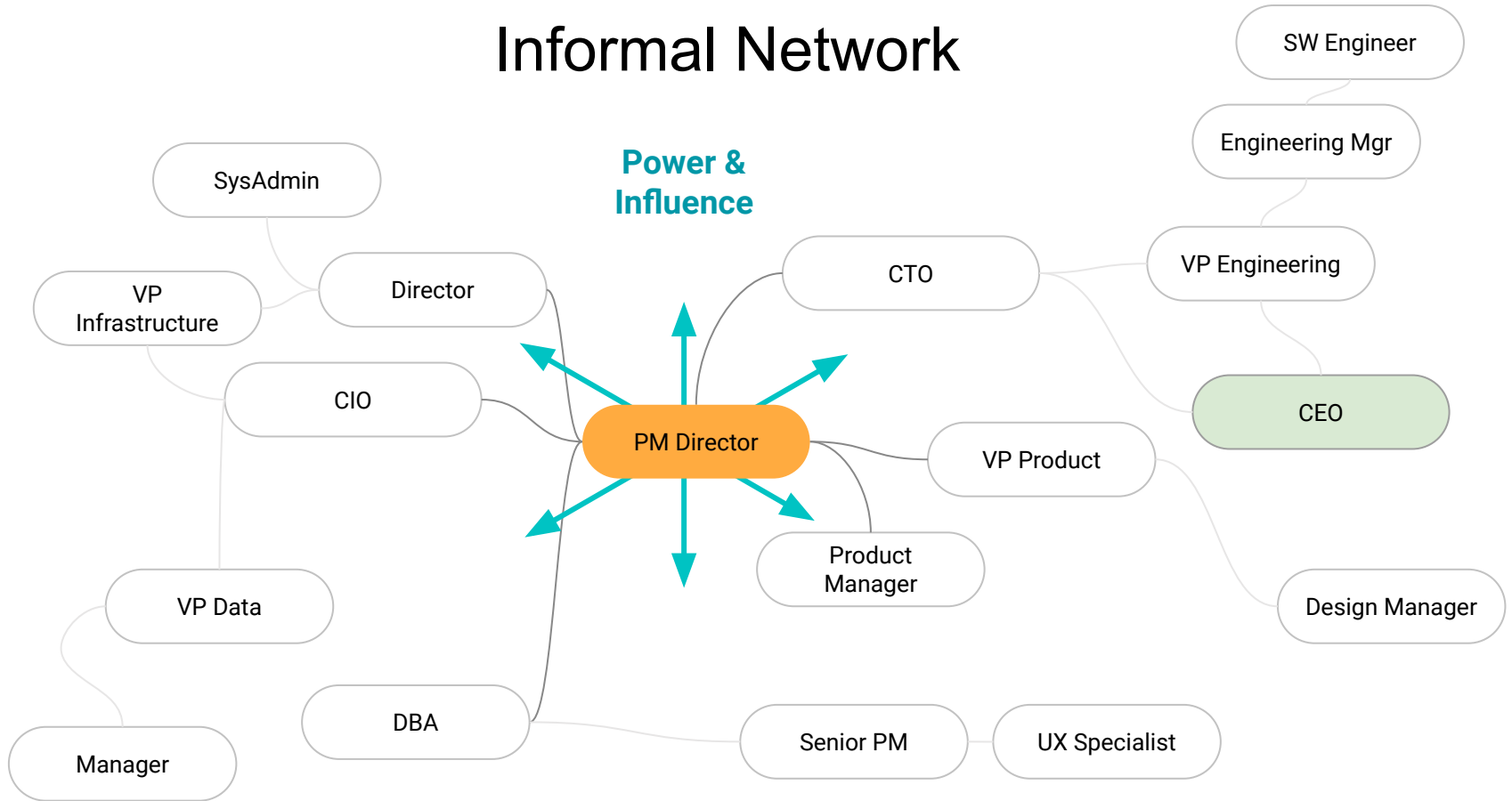


Authority

Silo

Value Stream

Informal Network



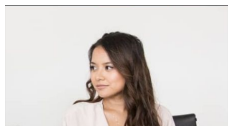
Influence grows
the more it's
used effectively

Harmony: **What do we all want?**

Executive
Sponsor



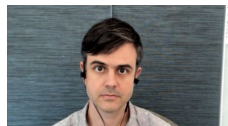
Product



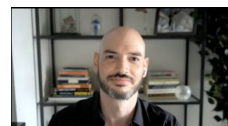
Design



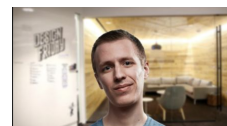
Dev



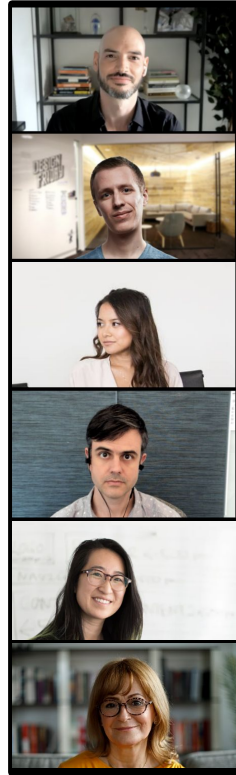
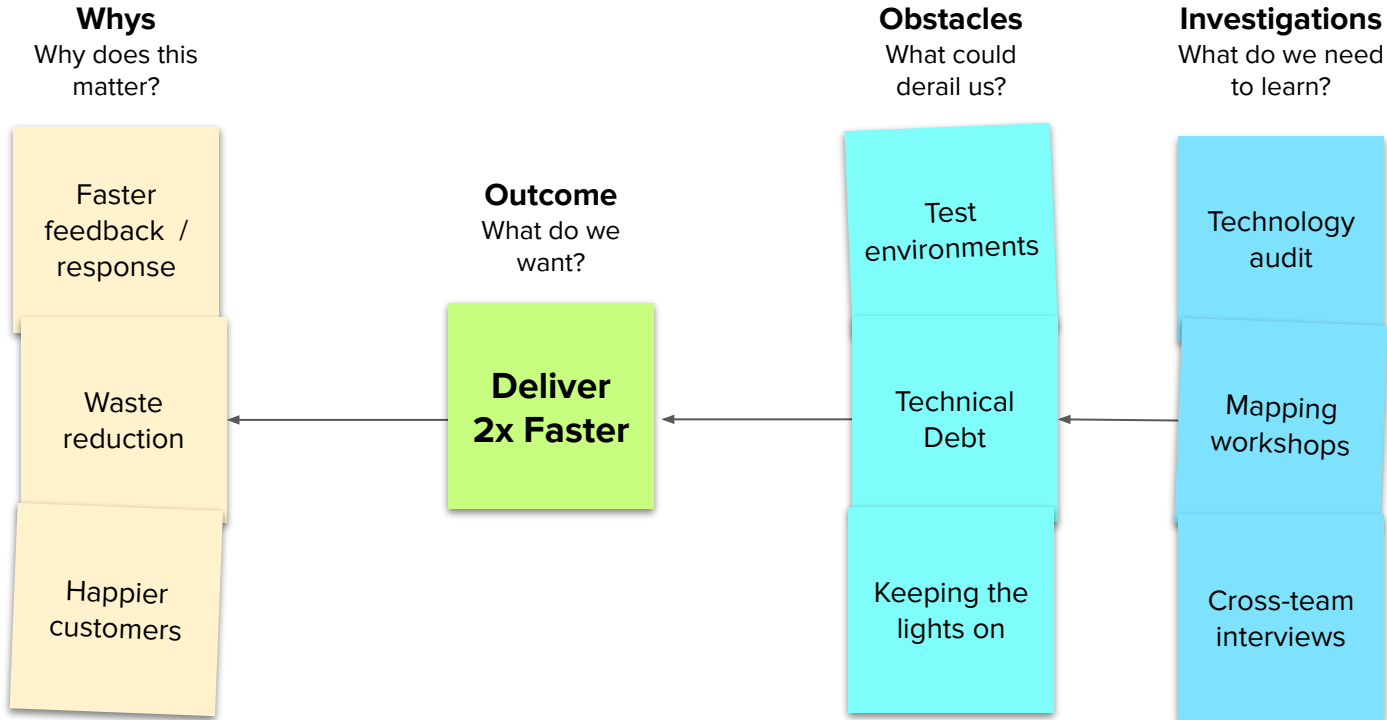
Infra



QA

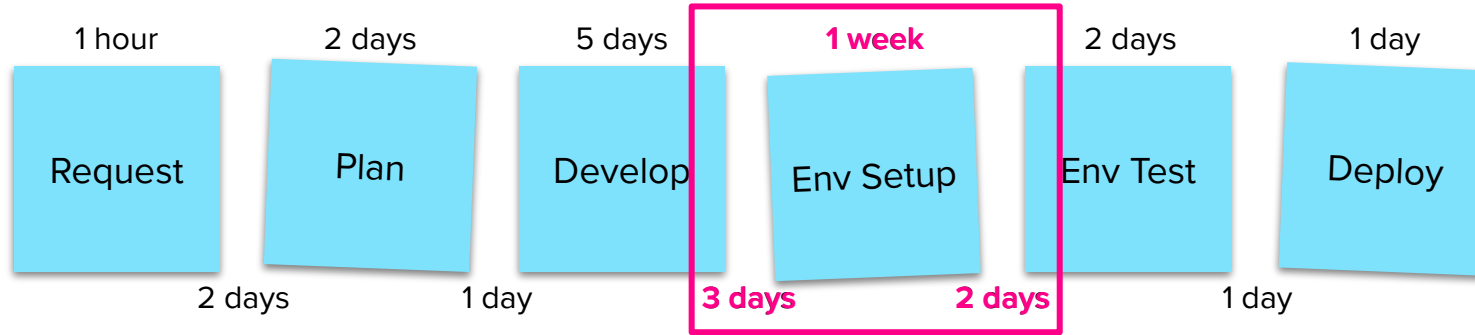


Collaborative Method: **Outcome Mapping**



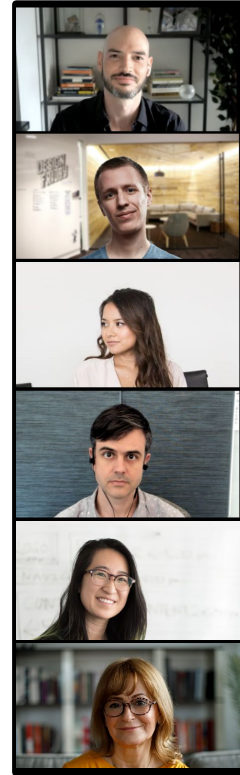
Collaborative Method: **Value Stream Mapping**

Step Timing

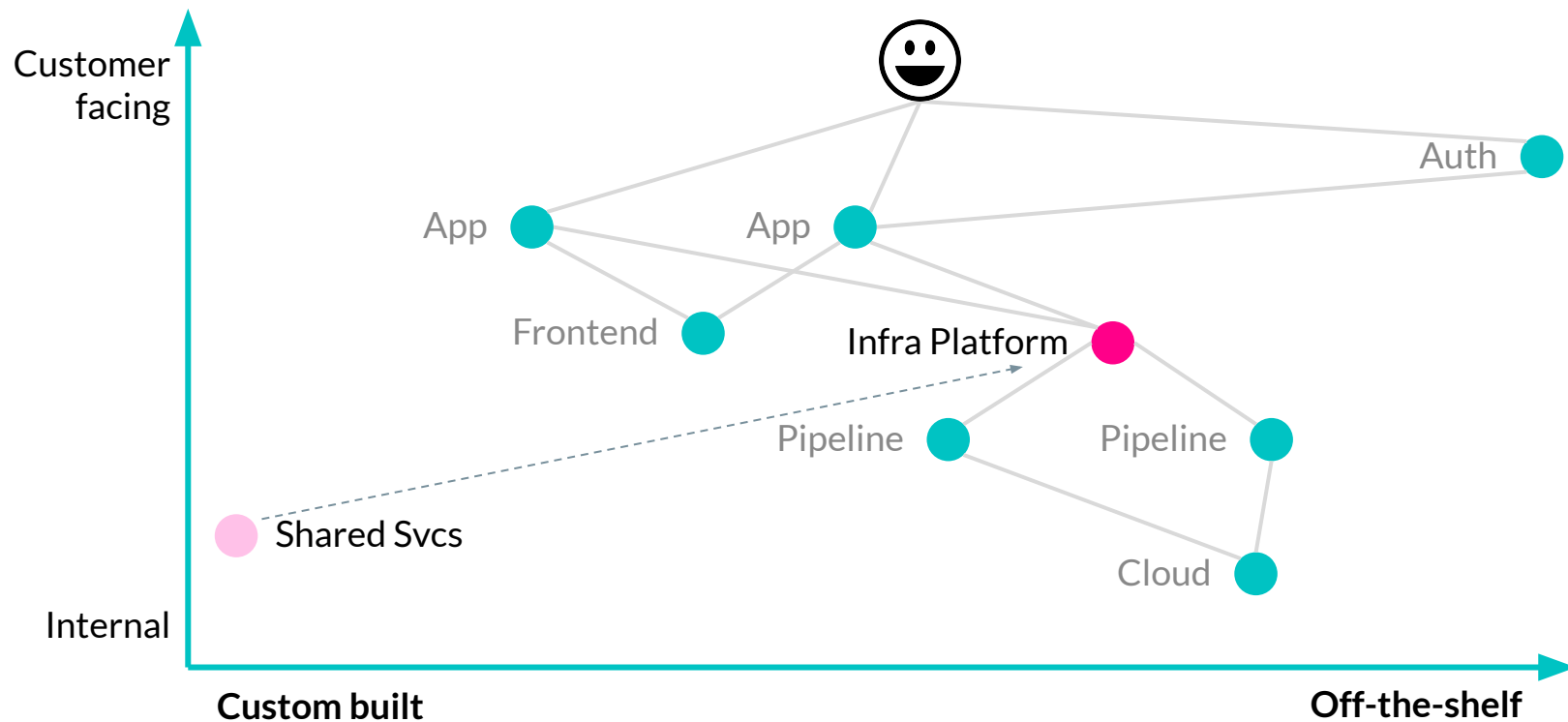


Delay Timing

Hotspot:
45% of total time



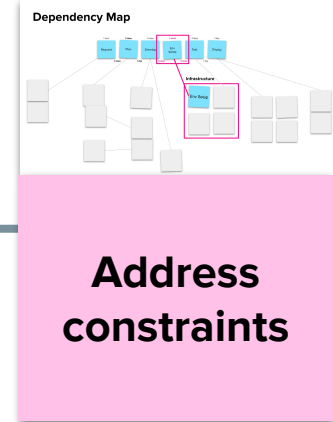
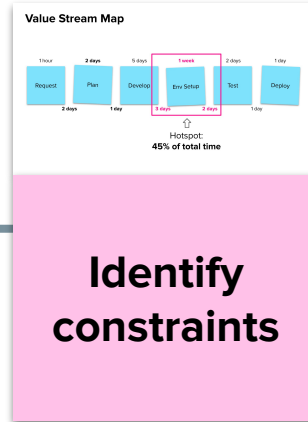
Collaborative Method: **Wardley Mapping**



Recap

Making the Invisible Visible

Define direction, unite perspectives and guide decisions





Coming Spring 2023:

Our book on succeeding with
Value Stream Management by
building Value, Clarity, and Flow.

The help we need

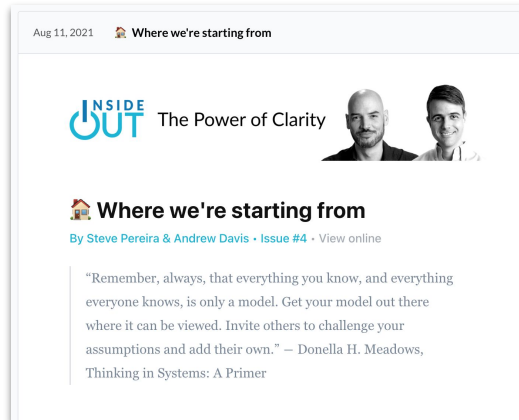
Are you leading from the middle?

What's working? What's not?

Have you tried collaborative mapping? Did it help?



*The Value Stream Show
(Podcast & videos,
coming next month)*



inside-out.work

Thank You!