



# AGILE MOMENTUM

**The simple  
principles and  
practice at the  
heart of Agile  
Performance**



# Biographies and Overview

PART I - INTRO



## ABOUT YOUR SPEAKER

# Greg Pitcher



- Badass Scrum Master / Coach for last 3 years
- Member of The Forge – Badass Leadership Immersion Experience
- Coached Service, Product, Software, Leadership teams;
  - Genesis Energy NZ working with Customer Call Center, Data Science, and Leadership teams
- Co-collaborator team – Team Mastery book – authored by Geoff Watts
- ***"...a coaching badass, .. crushing peoples challenges through respect, love, and sharing awareness ... serving as Coach and Team as one...nothing changes if nothing changes!"***



## ABOUT YOUR SPEAKER

# Chris Williams



- Author, speaker, Trainer, Executive, Consultant for 25+ years.
- Host of the **Badass Agile Podcast** (110+ countries, 3 years, nearly 300 episodes; [www.badassagile.com](http://www.badassagile.com))
- Coach-in-Training, *Unbeatable Mind*
- Owner/Head Coach of **The Forge**, a Leadership Immersion Experience

***"....to connect and ignite people,....to lead a life of distinction...to create heroes"***



## DISCUSSION

# Are You Getting The Results You Deserve?

In a few words, how would you describe your recent experiences with Agility?

Whether a new transformation or existing team/product, what words best describe your RESULTS?





As humans we want certainty, and we struggle with the concept of uncommon:

- 6



## WHY THIS KEEPS HAPPENING

# Root Causes and Beliefs

In groups, we resist risk and uncertainty. Nobody wants to be the person who sinks the ship.

But the fallacy is that more planning, waiting, analyzing, and discussing will bring us more certainty. The truth is, it won't; but it's natural to avoid the decision to act.

Often, we seek frameworks, solutions, tweaks, hacks, memes, trends....all of which complicate the playing field, but allow us to **defer action**.







## SIMPLICITY

# Stick with Fundamentals

Much of our problem with implementing agility – or excellence in general – is our belief that “it can’t be that simple”.

It is important to focus on effectiveness at the ground floor – basics like keeping commitments, communicating efficiently and prioritizing – otherwise, none of the ‘advanced practices’ will work.

Sports and Military teams drill on fundamentals to perfection, so that the core skill can be summoned under extreme pressure.

Your performance of fundamentals is what allows you then to strategize, react and pivot in the moment...not your memorization of 1000 plays or routines.







# Solutions

PART II



## AGILE AND ELITE MINDSETS

The qualities that are required to execute work with Agility are the very same qualities that make excellent leaders:

- They are visionary and **service-oriented (THEM vs ME)**
- They can **prioritize** and focus
- They **encourage failure**, not upfront planning
- They place **little value on certainty** and safety (they prefer to observe, orient, decide, act). **They LEAP**
- They expect members to lead in the absence of orders and certainty,
- They continuously **inspect and adapt** their own performance, and that of others
- **They thrive where others fear to go** – mentally, emotionally, physically (Smokejumper's Creed)
- **THEY BUILD EXCELLENT HABITS = CONSISTENT FORWARD PROGRESS**



## THE BADASS AGILE WAY

- Get Visionary
- Get Focused
- Get Gritty
- Get Humble, get Flexible



## GET VISIONARY

Your Vision is your picture of the world once you're done with it. How will things look because you existed? What values will you have made real? What is now possible because you were here?

Having a Vision is like having a map, or the answer to a question before its asked. You know exactly what to do in every situation. You are clear and certain, even when the way forward is not. You no exactly what you will or will not do, and what you are capable of. You are in complete control of your destiny.

But if you don't know where you are going....any road will get you there. BE INTENTIONAL IN ALL YOU DO.



## SERVICE

# Who You Serve, How and Why

Another thing to think about is not just what you're passionate about, but who you're passionate about serving.

We tend to be more fulfilled and more effective when we're serving something larger than ourselves. That could be your team, your community, your country OR... your client or your customer.

The next thing you want to figure out is why is it important for you to serve that group or person? And finally think about how your vision – and your unique value can help you serve them.





IN DAILY PRACTICE

# Begin With Intention

Start every week, every day – even every interaction – with an intention. What will you have or create at the end of this encounter, or slice of time, that didn't exist before? How does this move you closer to your goal?







## GET FOCUSED

When doing work in service of your vision, you still have to be courageous and organized. A badass approaches complexity and uncertainty by:

- Breaking big things into smaller (measurable) things
- Plans minimally – just enough to get moving – and **adapts**
- Uses their best energy to **Leap**
- Not caring about opinions or approval. Ask forgiveness...
- Set timers and test/measure experiments



## IN DAILY PRACTICE

# Leap

We are not trained to overcome immovable objects with irresistible force. We are trained to wait for certainty and safety before we move. But in our culture, this is massively expensive in terms of time, money, and opportunity.

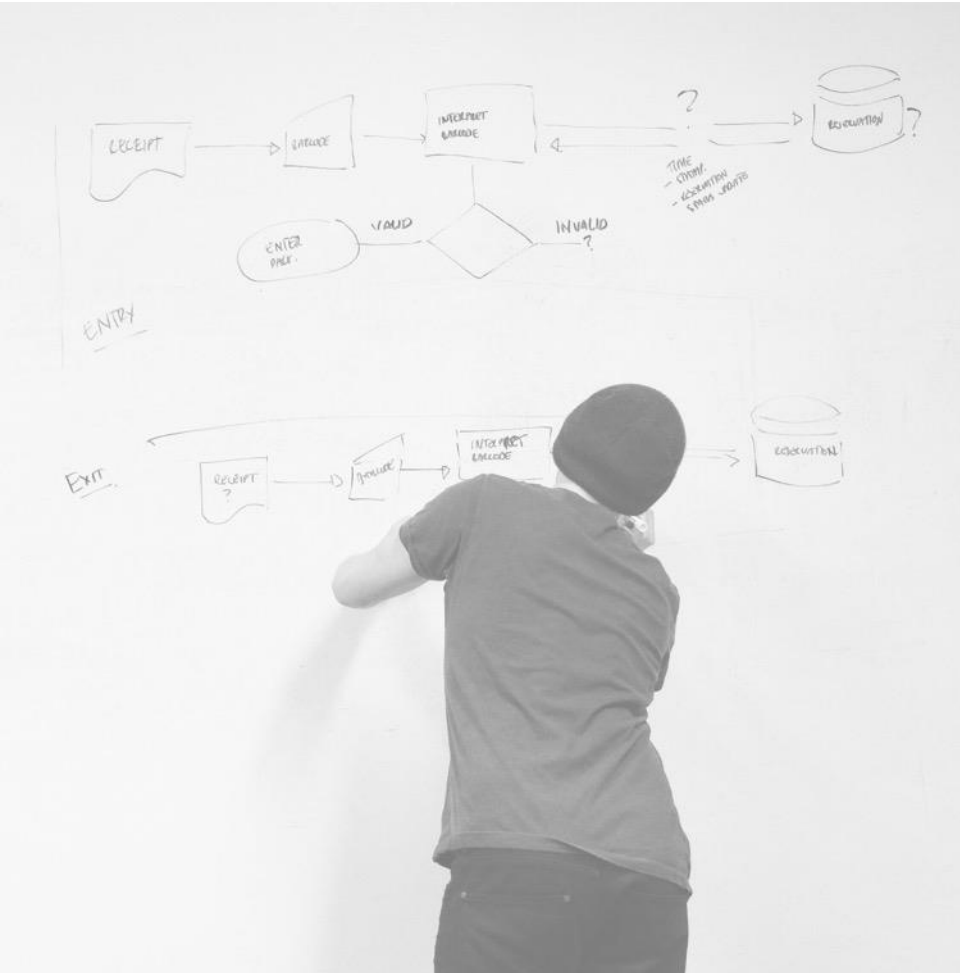
The first fundamental we must rehearse is our ability to GO in the absence of a bulletproof plan, and complete certainty.

Our best buffer against failure is not more study and certainty. It is to fail early, learn fast, adjust quickly and repeat the process to evolve toward ultimate success.

You are not judged on the magnificence of your ideas, or the accuracy of your predictions. You are judged on your fearlessness – your ability to GO.

**PRIORITIZE AND CUT THE REST.**





## GET GRITTY

Persistence is everything. If you only outlast your competition by 1%, you still win. This requires ability to endure, to be patient, and to shoulder the hard times and hard tasks. This includes:

- Doing things that others won't
- Standing between your team and danger
- Becoming 'extremely accountable'
- Loving Failure
- Staying the course – long-term belief in the vision
- Finding a way, or making one
- Staying inspired, winning first in the mind
- Never Quit



## EMBRACING THE SUCK

# Learn To Love Failure

Failure is associated with shame, because we assume its effects are negative and permanent. They are not.

Failure is our greatest, best, and FASTEST teacher. You can find the best path by listening to countless differing opinions, or you can get out there and find out what doesn't work.

By discovering what won't work quickly, you can narrow the field and get to what DOES much faster.

Learn to love the process of **hypothesizing, trying, failing** spectacularly, and **learning** from that failure to build something that works – even just a little better than last time.

NO innovator will tell you that failure is avoidable or undesirable. You will not be an exception; there is no exception.





IN DAILY PRACTICE

# Go to the Challenge..

..Don't wait for the challenge to come to you. Practice fear inoculation.

Shut off your GPS, take the stairs, shut off the hot water.

Have difficult conversations, do a puzzle, challenge your memory. Compete, try to break your own record. Say 'Yes'.

You don't get better by going easier on yourself. You HAVE to stretch. Surround yourself with people who believe the same thing and challenge each other.

Make sure that you **actually challenge** yourself.

Expect to fail, to miss the mark. But expect to rise to meet the challenge

And right in the moment when you want to quit....go

just

A little

more..





## GET HUMBLE/GET FLEXIBLE

To truly lead, you must be unattached to outcomes – which means being vulnerable, being wrong, and getting schooled. You must:

- Continuously Inspect and Adapt Your Game
- Be mindful, emotionally intelligent and aware
- Constantly look for ways to get better
- Know your gaps and have a plan to fill them
- Evaluate your actions in terms of value
- Be prepared to tear it all down and start over
- Recognize that mastery is a journey





IN DAILY PRACTICE

# Action – Inspect And Adapt

Whether you succeed or fail, you have made progress. In either case, you cannot rest.

What question(s) will you ask yourself to help you improve?  
What single improvement or investment can you make that will help you get better at solving THIS problem?

Example - at the end of each interaction, ask your team or client "what would have made this better?".  
No team or client? No problem. Ask yourself, and journal the results.



## IN DAILY PRACTICE

# Attitude – Making Me Better

To eliminate the negative meanings associated with feedback, listen carefully to what your body and mind are telling you, take a moment to breathe, and let the first words out of your mouth be “thank you for making me better”.





# Advice on Making it Stick

PART III

## FRICTIONLESS SCALING

# 1. Start Fires, Hit Homeruns

- Start with **small outcomes**
- Execute well – Deliver Consistently over Time
- **Advertise success** – Make work Visible

*Nothing inspires courage and action like victory. To help Agile grow properly and minimize resistance, pick something small but highly valuable (never the easiest or quickest) and deliver the smallest meaningful increment of value as fast as you can. Then....tell everyone who will listen.*



## SCALE ORGANICALLY

# 2. Let People Decide How to Grow

- As in life, don't over-commit/invest too far too early
- Find out what works at small scale, and try to replicate it
- See what breaks in different environments.
- Build minimally effective processes based on what you learn in practice

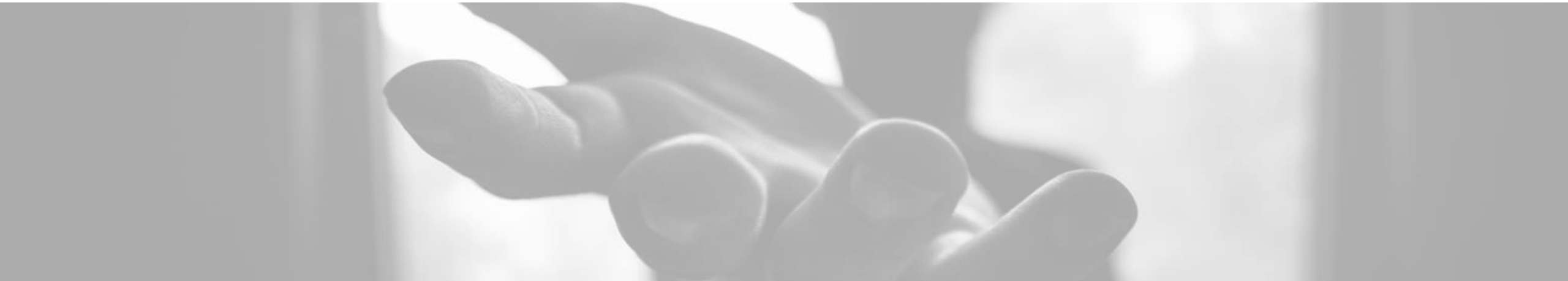
Nothing wrong with framework or process – used correctly. The problem is, there is no one-size fits all. Know the frameworks, steal the best ideas, and implement them as a series of just-in-time experiments. Yes, there will be some slips and falls, but you will waste far less time fixing them than you will try to plan a generic scaling implementation without knowing the soul of your teams, business and customer.



## LEADERSHIP

# 3. Get Leaders Out Of The Way!

- **Give control to people** , not take control as leaders!
- Inspire trying **small changes** towards improvement
- Encourage **learning**, as inspecting and adapting, there is no failure
- Advance people getting what they **need to do the work**







## SUMMARY

A badass does not memorize formulae or read scripts. They simply operate in a simple, elegant, effective and certain way.

Keep your practice simple. At the personal, team, and customer level, with macro focus and micro focus, repeat the steps you just learned.

Know your Vision and Service.

Do focused, disciplined, incremental, measurable work.

Be mentally/emotionally tough. Never quit. Love the journey and its failures

Continually look for gaps and take consistent action to fix them.

Repeat.



# THANK YOU

Q&A



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