

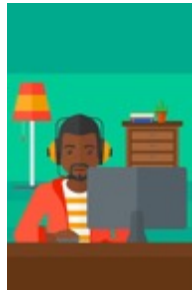
Transforming Your Leadership Character: Making it Happen with Lean Thinking and Agility

KnolShare with Dr. Dave Cornelius

About Me

- ▶ Currently, Value Delivery Leader at Bio-Rad Laboratories
- ▶ Founder of 5 Saturdays (<https://5Saturdays.org>) - Agile Education high school students
- ▶ Podcast producer “KnolShare with Dr. Dave” on iTunes and Google Play, hosted on GrokShare.com
- ▶ Monthly webinar with Project Insight. <https://KnolShare.org>

Developer / Architect



Manager



Project Manager



Product Manager



Six Sigma Black Belt



Business Owner



Leader



Agile Coach



Topics

- ▶ Leadership Definition
- ▶ Emergent Leadership Transformation
- ▶ What Business Leaders Want
- ▶ Agile Leadership Struggles
- ▶ Leadership Dispositions
- ▶ Lean Thinking and Agility Tenets
- ▶ Plan-Do-Inspect-Adapt
- ▶ Agility LeaderShift Game



Learning Objectives



- ▶ At the conclusion of the presentation you will be able to:
 - ▶ Discern your leadership disposition
 - ▶ Grok what leaders want
 - ▶ Describe what job you were hired for
 - ▶ Identify leadership dispositions that block success
 - ▶ Apply Plan-Do-Inspect-Adapt
 - ▶ Play the Agility LeaderShift game

Leadership

"Leadership is influence" -- *James Hunter*

"The greatest leader is the one that gets the people to do the greatest things." --*Ronald Reagan*

"To add value to others, one must first value others." -- *John Maxwell*

"Leadership matters." -- *Andersen & Adams*



- ▶ Leadership is creating a psychologically safe space that allow people to self-organize and become emergent leaders while delivering value for customers and the organization

Leadership Patterns

- ▶ *Emergent* Leader

- ▶ Take opportunities when presented and assume leadership positions

Pervasive in agile cultures

Organizations seek people with this attribute



Transformation

▶ Merriam-Webster Definition:

- ▶ A complete or major change in someone's or something's appearance or form

To lead a transformation --
You must experience a personal transformation



Leadership Transformation

- ▶ Identify areas to improve professionally, personally, or communally
- ▶ Establish a team of trusted advisors
- ▶ Apply Lean Thinking and Agility tenets
- ▶ Use the Plan-Do-Inspect-Adapt framework for continual learning



What Business Leaders Want

1) Retain and increase margins

2) Protect and expand brand loyalty

3) Attract and retain resilient leaders

4) Practice agility

5) Manage risks

Resilient Leaders Create Value



What Job Was That Leader Hired For?

- ▶ Clayton Christensen: **Job-to-be-done** theory
- ▶ Leaders are hired because there is a job that needs to be one
- ▶ The job is creating space for emergent leaders
- ▶ The job is providing clarity for the work to be done
- ▶ The job is removing constraints



Agility Leadership Struggles

Being Resilient in the midst of risks is not easy

Being Flexible is not easy

Being Adaptable is not easy



- ▶ I sense we are better thinkers with Lean Thinking
- ▶ I believe we become better leaders when practicing Agile
- ▶ But there is always room to continually improve. Don't be complacent.

Leadership Dispositions

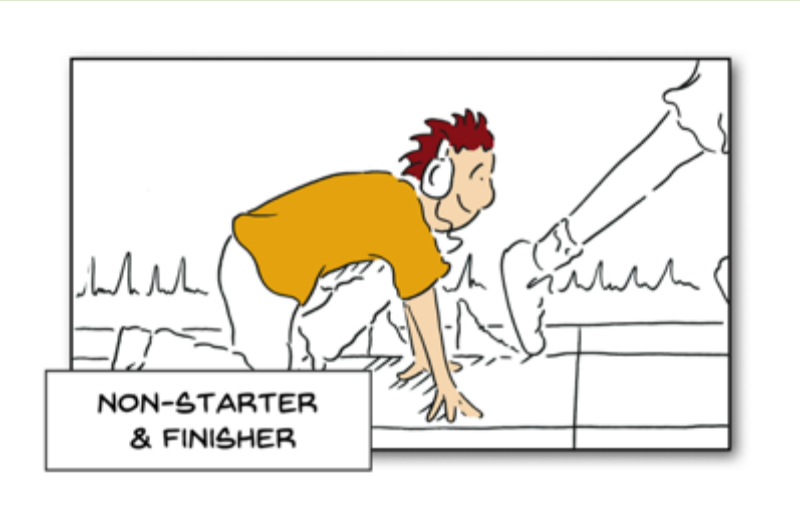
► *Disposition*: A tendency to act or think in a certain way



- Developed over time based on experiences and personal characteristics
- Can be either an asset or a disadvantage to an organization
- Can be momentary - can shift between disposition states

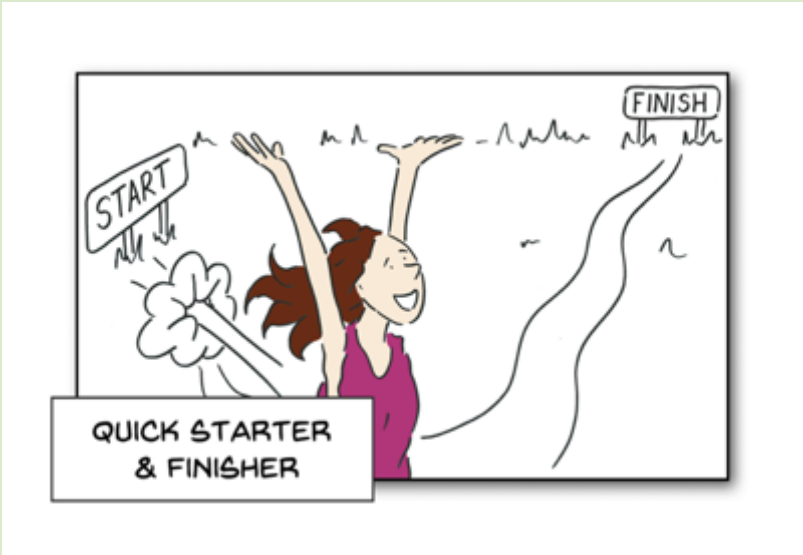
Leadership Dispositions: Non-Starter & Finisher

Mario: Finance Leader – Risk overt

Non-Starter & Finisher (NS&F)	Attributes
 <p>A cartoon illustration of a man with red hair, wearing a yellow shirt and white pants, leaning over a desk. He is looking down at a sign on the desk that reads "NON-STARTER & FINISHER". The background shows a simple office setting with a window and some papers on the desk.</p>	<ul style="list-style-type: none">• Demonstrates limited possibility of success.• Has limited knowledge and/or experience.• Communicates using violent language.• Is unmotivated.• Lacks passion.• Fails to inspire others.• Only manages up.• Responds with apathy.


Leadership Dispositions: Quick Starter & Finisher

Chase: Marketing Solutions Leader – Hyper risk taker

Quick Starter & Finisher (QS&F)	Attributes
 <p>A cartoon illustration of a woman with her arms raised in celebration, standing at the start of a race. A sign on the left says 'START' and a sign on the right says 'FINISH'. The woman is looking towards the start line. Below the illustration is a caption that reads 'QUICK STARTER & FINISHER'.</p>	<ul style="list-style-type: none">• Jumps into action to tackle an initiative, but lacks long-term staying power.• Exhibits poor planning.• Easily distracted.• Not committed.• Unreliable.• Pushes others around.• Declares victory prematurely.• Wants to please.• Responds with reasons for failure and retreats without taking corrective actions to improve.• And more...

Leadership Dispositions: Resilient Starter & Finisher

Shawn: Business Technology Solutions Leader – Tempered risk taker

Resilient Starter & Finisher (RS&F)	Attributes
	<ul style="list-style-type: none">• Inspired by a unique vision to succeed in spite of challenges.• Holds others accountable.• Focused on the purpose.• Handles adversity.• Aligned with goals.• Able to change.• Leads.• Visionary.• Persistent.• Responds with continual learning after failures.• And more...

Lean Thinking and Agility Tenets

Lean Thinking	Agility	Synergies
Value	Respect	Value is the money ball, respect for customers, organization, and self helps to deliver the money ball.
Value Stream	Transparency	Value streams are visible to everyone interested in the steps to deliver value
Flow	Inspect	Frequent inspection -- ensures right things built at the right time
Eliminate Waste	Adapt	Waste exists – adapt and remove unneeded steps for optimal results
Pull	Commitment	Commit to only requested jobs customers and market opportunities
Continual Improvements	Empiricism	Relentless measurement of progress, learnings, and value creation
Courage		Courage to change, collaborate, and win

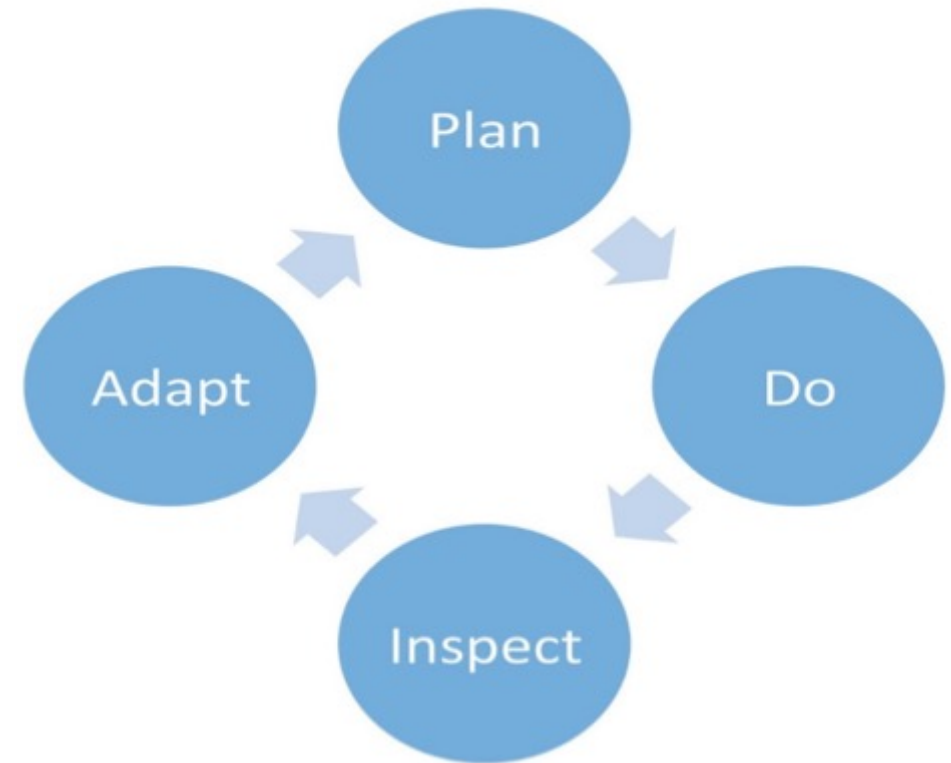
What Questions Do We Ask?



- ▶ *Mario: Circular Questions*
 - ▶ “What risks am I open to accept, and how do I work with others to learn from failures?”
- ▶ *Chase: Reciprocal If-Then Questions*
 - ▶ “If my approach is inclusive of opinions from the team, then would ownership be shared? “
- ▶ *Shawn: Hypothesis testing – What-If Questions*
 - ▶ “What if we could be more proactive to identify critical issues before they derail organizational goals? How would that change our readiness and response?”

Plan-Do-Inspect-Adapt Learning

- ▶ Plan the transformation
- ▶ Do the transformation activities
- ▶ Inspect the outcomes
- ▶ Adapt with continual improvements
- ▶ Validators
 - What do I want to learn today?
 - What did I learn today?
 - How will I use the new knowledge to change my life?



Be Intentional

- ▶ Remain focused on the prize
- ▶ Think big and about sustaining your transformation
- ▶ Frequently monitor your progress
- ▶ Share the new knowledge with others



Agility LeaderShift Game

- ▶ A fun game to share knowledge and experiences in Lean Thinking and Agility



Game Instructions

- ▶ Setup a Kanban board with three columns labeled “To Do,” “Doing,” and “Done.” If playing with a group of up to 5 players, create a row on the Kanban board for each player
- ▶ Review the leadership disposition chart to become familiar with the Non-Starter & Finisher, Quick-Starter & Finisher, or Resilient Starter & Finisher attributes.
- ▶ Determine the order of players by the roll of the dice or another method of your choice.
- ▶ Set the game timer for 15 minutes (a sprint). Player 1 can then start the game.
- ▶ Select a knowledge bucket (card) from the deck of cards.
- ▶ On a 3x5 sticky note, write your initials and the card number.
- ▶ Place the sticky note on the Kanban board in the “To Do” column.
- ▶ Read the question or scenario on the bucket card out loud.

Game Instructions

- ▶ If you do not understand the question or scenario, select a corresponding card from the Knowledge Wells deck for clarification.
- ▶ Move the 3x5 sticky note with your initials and card number to the “Doing” column on the Kanban board.
- ▶ As an option, use 360° Feedback to possibly double your points.
- ▶ Set a timer for 90 seconds. Each player has 90 seconds to respond to the question or scenario.
- ▶ On the same 3x5 sticky note, write your response to the question or scenario.
- ▶ Use the fist-of-five to determine the points to award. Write the total score from the fist-of-five on the 3x5 sticky note.
 - ▶ If 360° Feedback option was used on your previous play, double the points awarded.
 - ▶ If you did not respond to the question or scenario within the 90-second limit, or if you did not successfully receive 360° Feedback, zero (0) points are awarded.
- ▶ If all group members scored your response with 1 finger, ask for *Grace feedback*.
- ▶ Move the 3x5 sticky note on the Kanban board to the “Done” column.
- ▶ Move the card to the “Played” area on the table.
- ▶ Play moves to the next player, who starts over from step 2.
- ▶ Hold a retrospective at the end of the sprint. See **Running the Retrospective** for more details.

Q & A



- ▶ Is there anything that was presented that I can clarify?

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Buy the Book on Amazon.com

- ▶ **Transforming Your leadership Character: The Lean Thinking and Agility Way**
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Agility LeaderShift Game

- ▶ Leadership Transformation continual learning with “Agility LeaderShift”
- ▶ Buy the “Agility LeaderShift” game at www.Amazon.com



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