

Leaders at All Levels



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Designing Environments for Agile Success

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“Leadership is simply causing other people to do what the leaders want.”

“Leadership is the ability to inspire motivation in others to move toward a desirable vision.”

“Leadership is the process of encouraging certain behaviors in others via force of personality, persuasion and eloquent communication.”

“Leadership is the process of creating an environment in which people become empowered.”

Gerald M. Weinberg

Clarity.
Conditions.
Constraints.

Clarity:

People know what to work on.

They know how their work fits into the big picture.

Conditions:

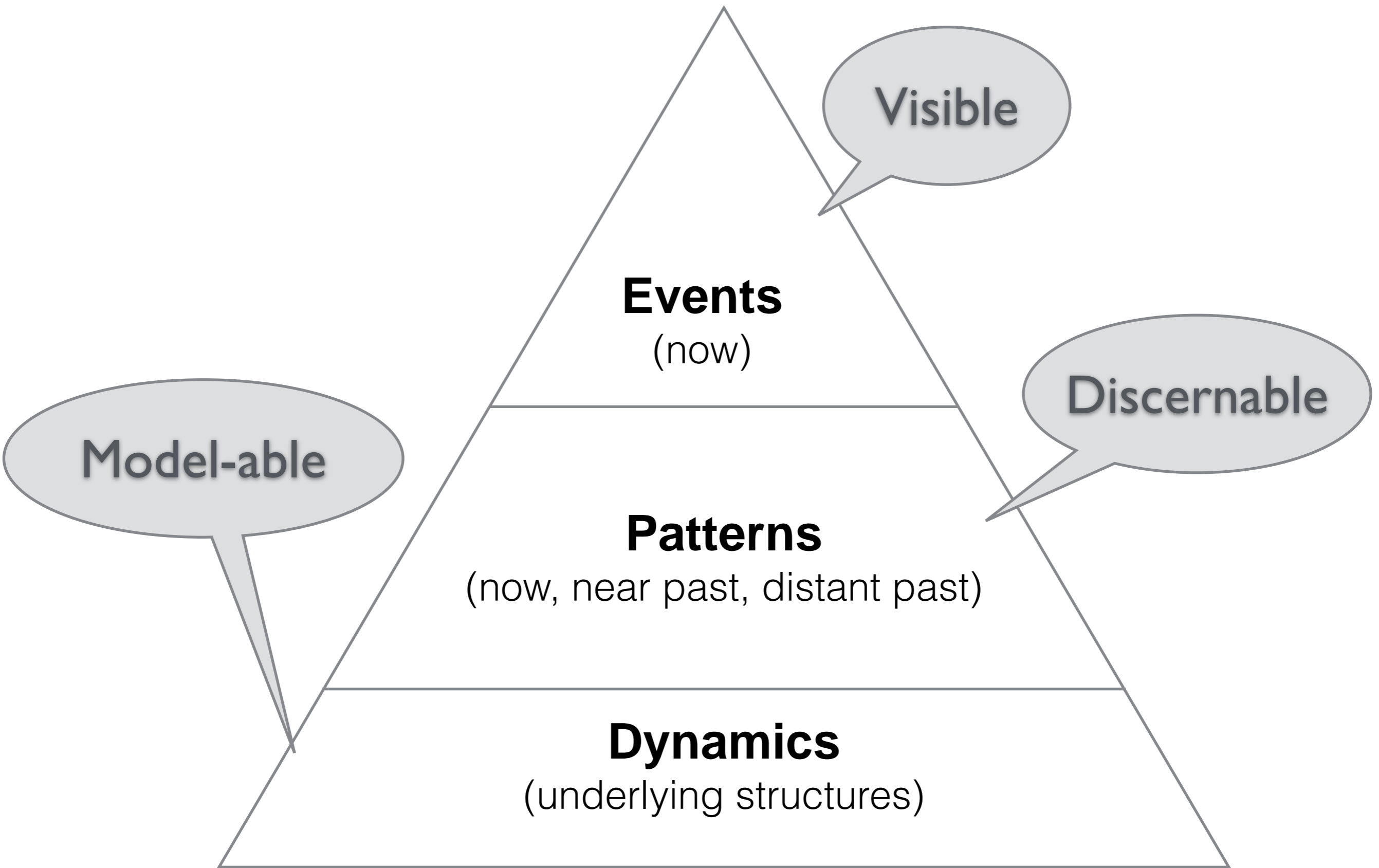
People have the means to do the work.

Organizational structures and policies must support the work.

Constraints:

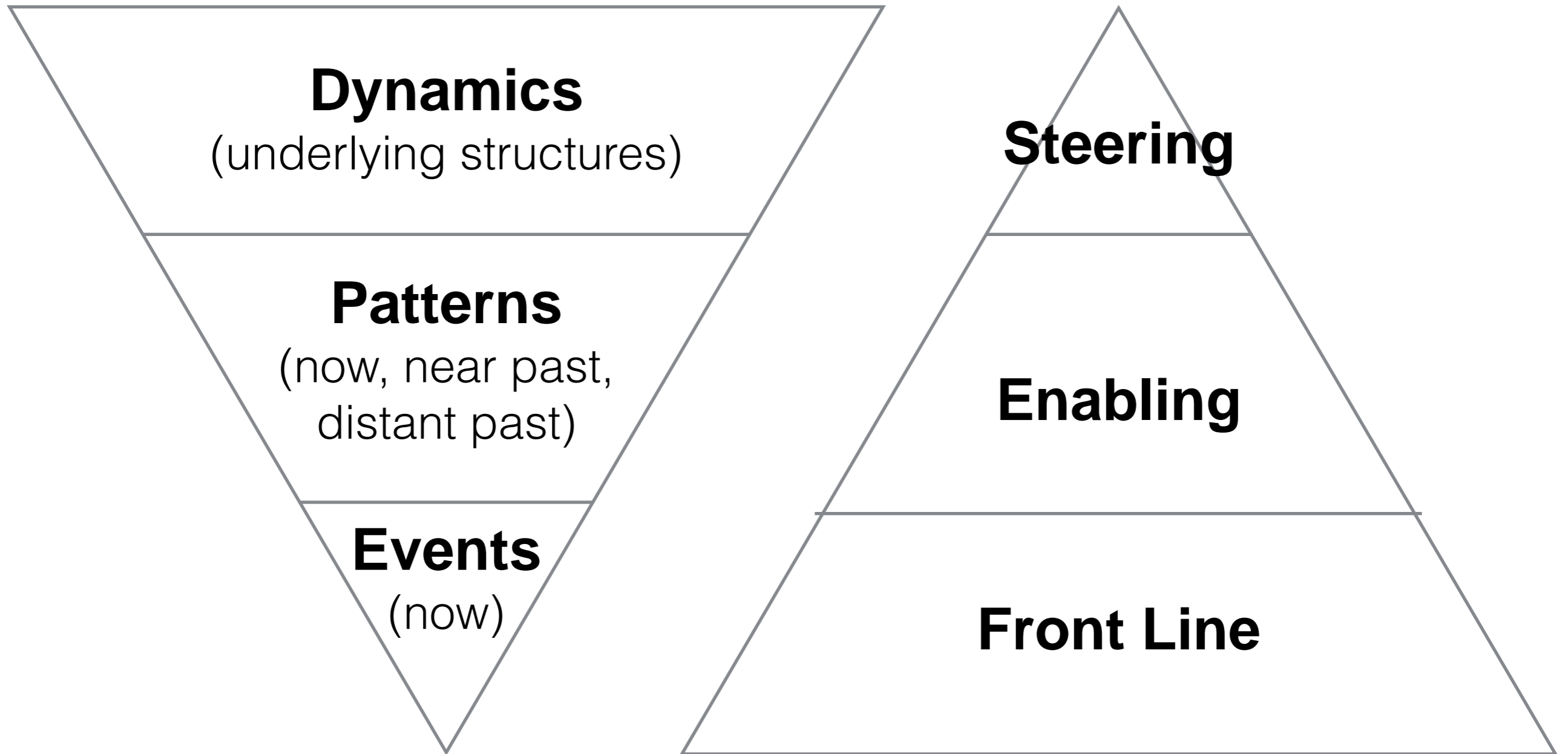
People know what should always be done
....and what should never be done.

People can articulate their bounded autonomy.



“To be a highly functional system, hierarchy must balance the welfare, freedoms and responsibilities of the subsystems and total system--there must be enough central control to achieve coordination toward the large system goal, and enough autonomy to keep all subsystems flourishing, functioning, and self-organizing.”

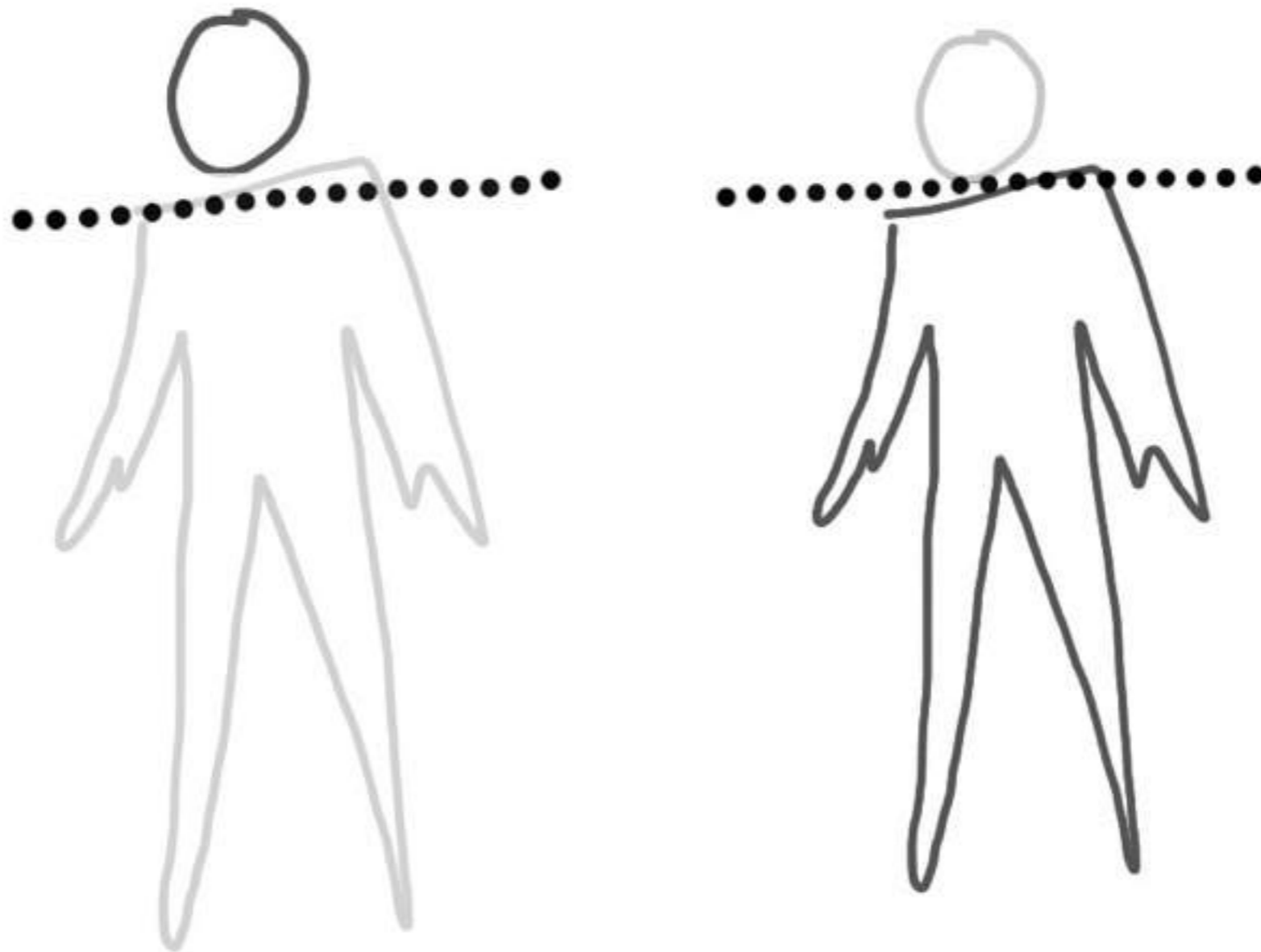
Donella. H. Meadows



Clarity.
Conditions.
Constraints.

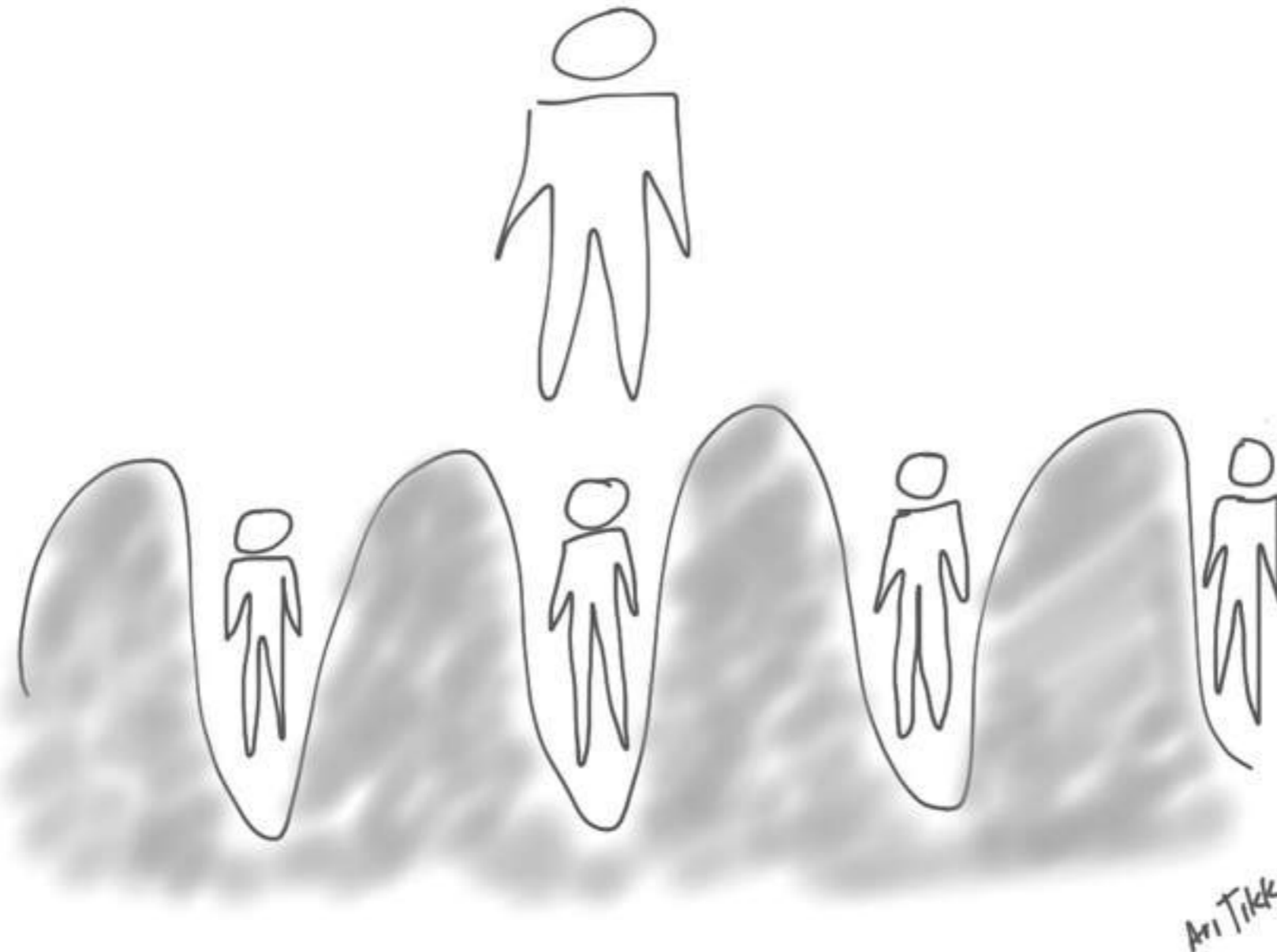
	CLARITY	CONDITIONS	CONSTRAINTS
STEERING	Difference in the world Relationship with customers, employees, stakeholders Value propositions Market positioning Product positioning Vision	Macro organization Key policies	Guiding principals Financial stewardship Bounded autonomy Macro Catholic or Buddhist
ENABLING	Adaptive planning Priority & tradeoffs Compelling goals Problem finding	Conditions for teams Lateral linking between teams How work flows into teams Cross cutting issues	Facilitating Yours/ Mine/Ours decision making Bounded autonomy Financial transparency
FRONT LINE	Local adaptive planning Local what to work on next Problem finding	Micro conditions	Shared approaches Working agreements Lateral linking

What we don't want: Separation of Head and Hands



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What we don't want: Silos and Coordinating Roles



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Leaders at all levels must be able to:

- **observe** individual, group, and system interactions
- **interpret** observations against validated models (not ideologies)
- **act** to adapt the environment based on observation and interpretation
- **evaluate** the effect of their action, and adapt

"The original purpose of a hierarchy is always to help its originating subsystems do their jobs better."

Donella H. Meadows

**Self-managing, self-organizing
teams are 30-50% more
productive than traditional
teams.**

Creating the conditions where a team can effectively manage itself is a powerful act of leadership.

Leaders at all levels:
better and faster decision making
greater flexibility
increased engagement
vastly reduced need for “supervision”

Learn to live with...

- complexity and mess
- redundancy
- slack
- perception of loss of control

Work on building...

- Transparency up, down, across
- Clarity
- Bounded autonomy
- Trust

It's not simple.

It's not easy.

There is no one right way.

There is no prescriptive plan.

You won't get there in one giant leap.

It is possible.

You will get there by experimenting, having conversations, learning.

You will create a more flexible organization.

You will increase the speed and ease of communication.

You will improve the pace and appropriateness of decisions.

You will unleash potential.

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