AT6

Agile Leadership
Thursday, November 8th, 2018 11:30 AM

Make Agile Work for Any Team

Presented by:

Laura Burke

IHS Markit

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Laura Burke

Laura Burke is an agile coach at IHS Markit, a financial technology firm. She recently moved into an organizational effectiveness role in partnership with the HR. Laura came to IHS Markit from Ipreo, where her past roles included release train engineer for two highly distributed programs, agile coach for kicking off new programs, and ScrumMaster of the mobile development teams. She also played a key role in Ipreo's agile adoption, which grew from two agile teams to more than seventy in two years. Before joining Ipreo, she was a ScrumMaster at Appia in Durham, North Carolina, and an internal facilitator at Rally Software in Boulder, Colorado. She continues to teach people about facilitation, collaboration, and visioning in her current role and in the community and is a regular speaker at local Meetups and national conferences. She lives in Raleigh and loves hiking in Umstead, visiting the NCMA, and eating baked goods with her family on the weekends.

IPREO

Make Agile Work for Any Team

Laura Burke Olson

Agile + Dev Ops East 2018

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About me

- Corporate facilitator
- Trainer: *A Culture of Great Meetings, Great Teams*
- Agile roles: coach/RTE/Scrum Master/ team member
- Rally, Appia, Ipreo (now IHS Markit)
- In HR since February
- Lots of kids, startup wife, no pets
- Live in Raleigh, NC

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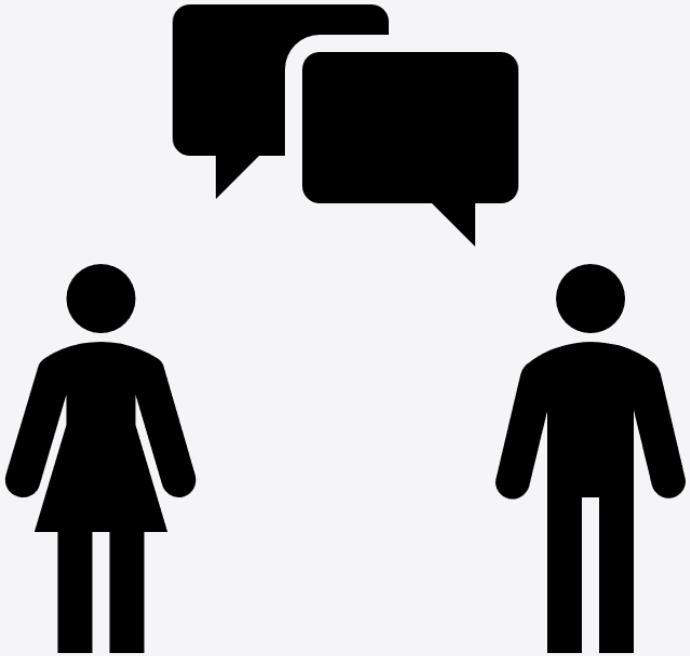

Tell a partner about the best and worst teams that you've experienced. 4 min total for the discussion.

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COMMUNICATION

RESPECT

GOALS

Get stuff done, fast
Encourage growth
Create a sense of connection
Recognize one another
Celebrate accomplishments
Work towards the vision

We want our employees to say –
The team I'm on is the best I've experienced in my career

Intention was NOT to make teams "Agile"

It was to discover concepts that enabled them to be more effective and motivated

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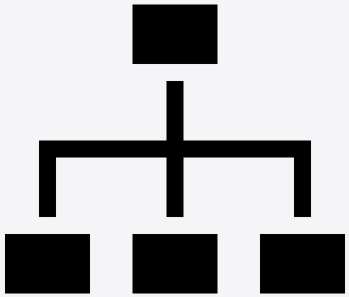

SUPERVISORY

PROJECT

AGILE

Types of teams

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Agile principles

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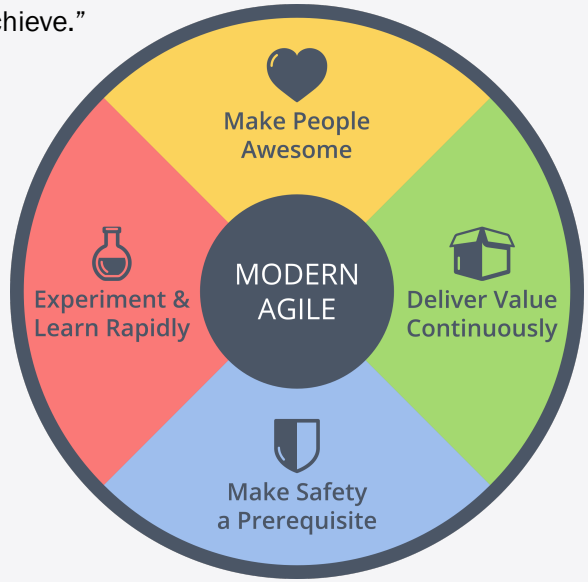
"... how can we make people in our ecosystem awesome. This includes the people who use, make, buy, sell or fund our products or services. We learn their context and pain points, what holds them back and what they aspire to achieve."



Delivering value continuously requires us to divide larger amounts of value into smaller pieces that may be delivered safely now rather than later.

Safety is both a basic human need and a key to unlocking high performance. We actively make safety a prerequisite

Modern Agile

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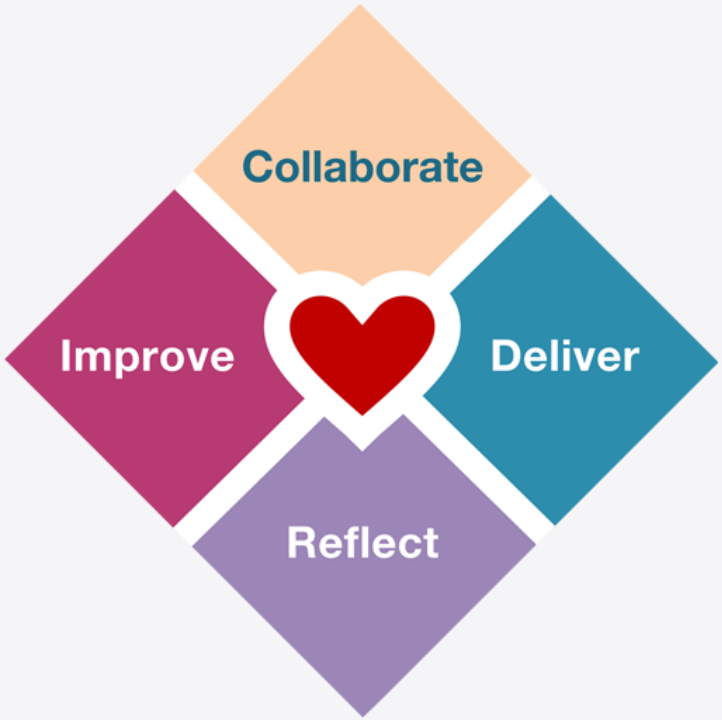

Heart of Agile

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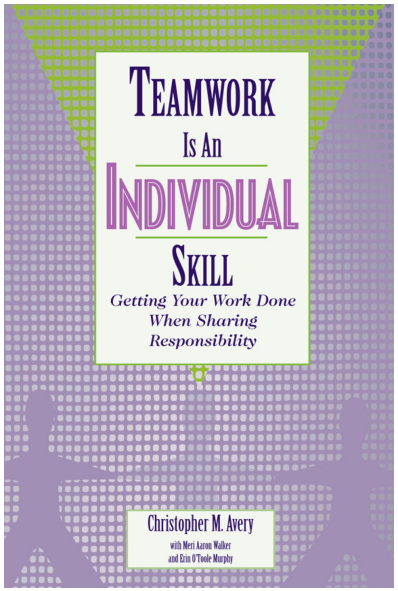
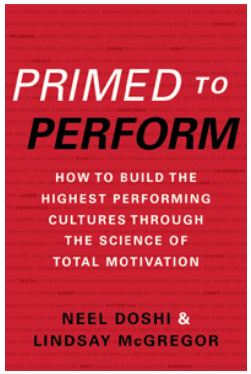
Inspiration and Takeaways





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Google

- Original hypothesis invalidated – high performing teams not related to talent
- 3/5 are related to the "people" section
- Psychological safety – first class discipline

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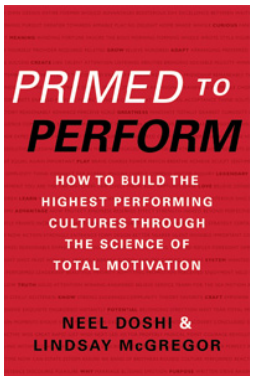
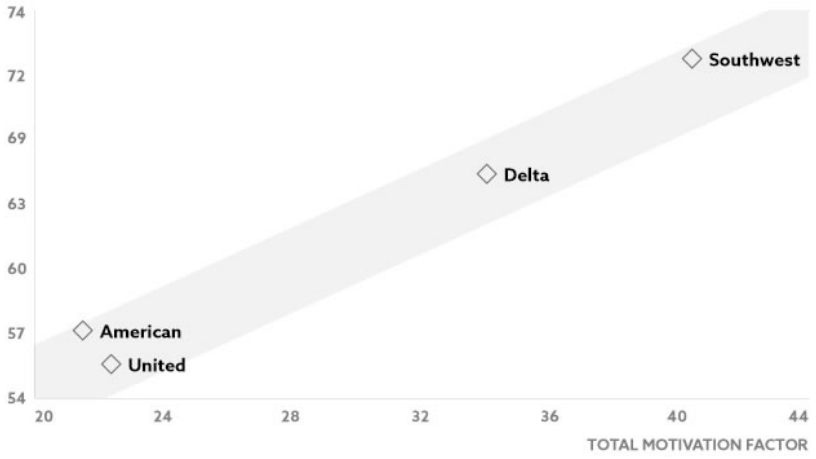
VEGA FACTOR



TEMKIN EXPERIENCE RATINGS / AIRLINE INDUSTRY



What increases motivation?

- Play, or enjoying the work, is the most important factor in motivation
- Purpose
- Potential

What decreases motivation?

- Inertia is the biggest demotivator
- Economic pressure
- Emotional pressure

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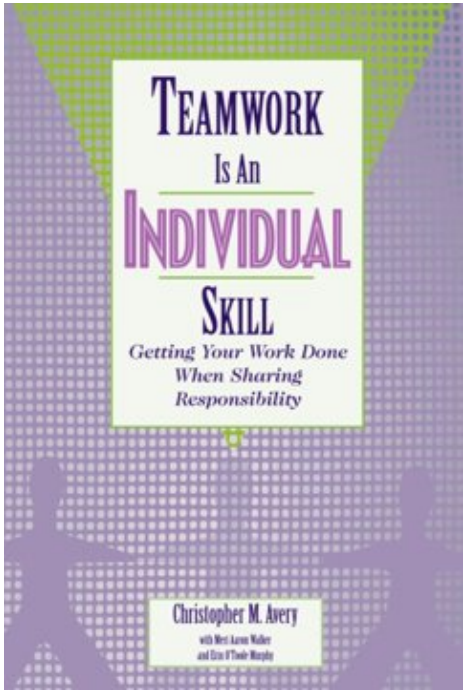
Christopher Avery



- Teamwork is everyone's responsibility on the team (not just the team leader's or manager's)
- There needs to be a WIIFM
- Dedication > Skills

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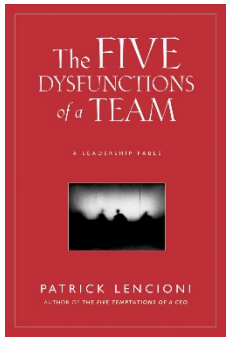
Five Dysfunctions of a Team



- Without trust, nothing else reaches its full potential
- Conflict is healthy

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Military

- Teams can be more effective than the sum of individual team members
- Team cognitive processes play a significant role in performance. "How teams think together"
- The context of the team is critical to team success– inter-team leadership, process, interdependencies
- Improve while immersed in the job

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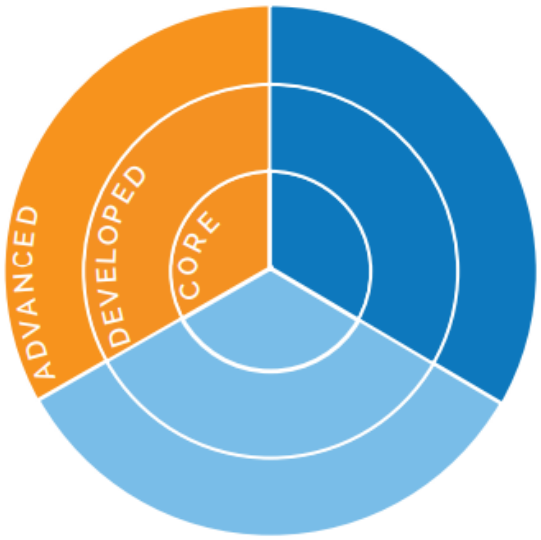
Teamwork Model



PURPOSE
What we do and why

PRACTICES
How we work together

PEOPLE
Know and trust your team

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Agile principles

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Team Examples

“Missing the Why”

Unclear “why”

Some stakeholders may be left out of consideration or communication

Skillsets don’t match team needs

No sense of autonomy

“Doesn’t play well with others”

Team practices work for the team, but it’s hard to collaborate with others, may be insular.

Purpose feels stale.

Team members looking for opportunities for growth outside of the team.

“No leader? Party!”

Team relies on a leader to be there to continue the practices.

Team feels like it’s the leader’s process, but they would do it differently if they were in charge.

Team members are more fulfilled working on other projects.

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Team Launch

Purpose
A clear purpose is established
It is rooted in a problem statement
It is written, communicated and understood
Practices
There is a process for determining what work will be done by when
Communication is expected on a regular cadence
Work is stored in a known place
People
Team members know who is responsible for what
The skillsets on the team match the work to be done
Purpose
Roadmap articulates path to achieving goals
Meaningful milestones
Few, regularly used metrics
Practices
A clear decision-making process
Make meaningful progress in a short timebox
The team continuously improves their practices
People
Team member constructively challenge one another
Aware and responsive to people's personal motivations
Understand the different styles of team members
Purpose
The purpose is clearly aligned with the organization's goals
The purpose is reflected on at a regular cadence to ensure it is relevant to the context
Practices
The team feels ownership over their practices
The team incorporates more effective ways of working on a regular basis
It's easy to collaborate with other people or teams, enhanced by the team's practices
People
Everyone feels a sense of growth through their work on this team
Team members have autonomy in their work
All feel supported by the team

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Team Reconnect

SurveyMonkey®

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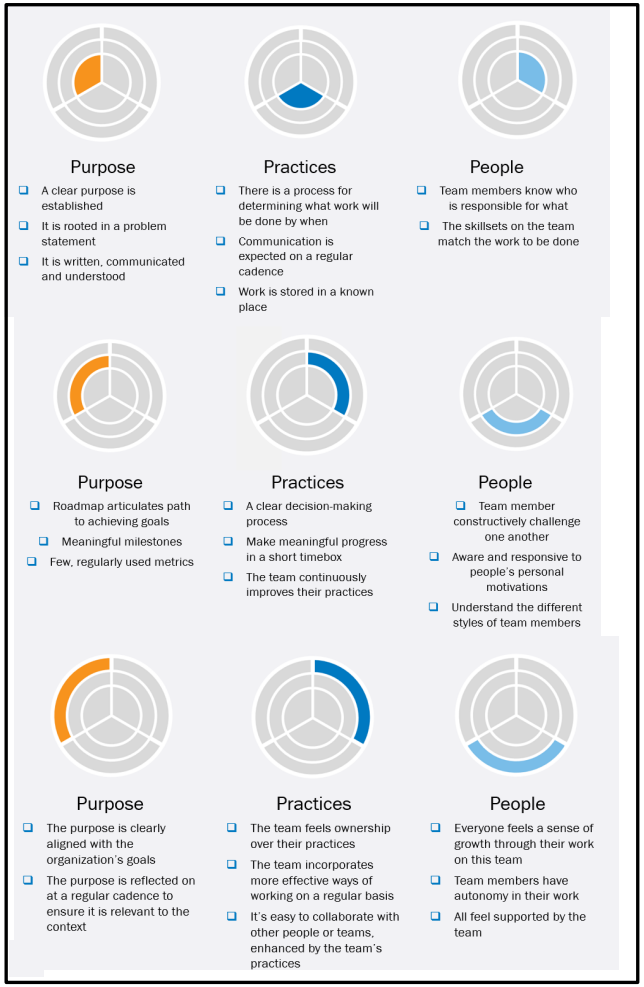

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Try it!

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Create safety
Let the team decide!
Establish a cadence to revisit

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Non-agile agile teams examples

1. Recruiting team
   - Value stream mapped their process
   - Daily standups
   - Swarm
   - NEXT TIME: Would give retrospective items and requisitions equal footing.

2. Ops team
   - Retrospective to create team vision
   - Knowledge sharing
   - Clear priorities
   - NEXT TIME: Would teach someone on the team to facilitate.

3. Advisory team
   - Delivering early
   - Weekly planning
   - Metrics to support discussion

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We are uncovering better way... by doing it and helping others do it.

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