

The Agile Leadership Kata

Discovering the Practice of
Leadership



Goal

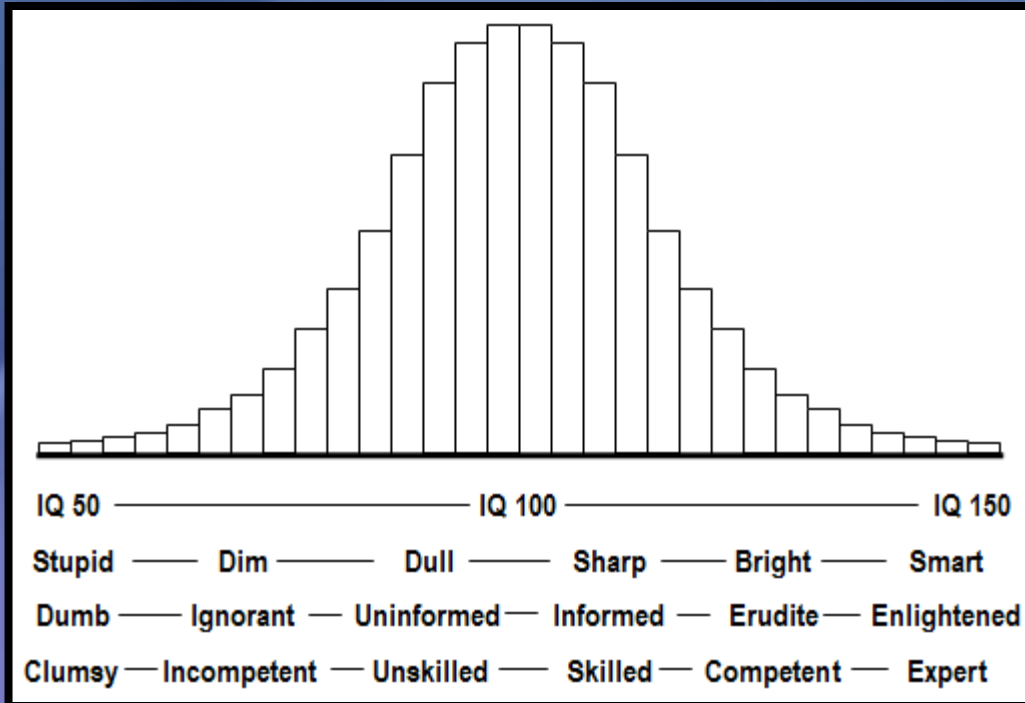
Design a set of practices that you can use to improve your effectiveness as agile leaders

“Practice is the best of all instructors.”

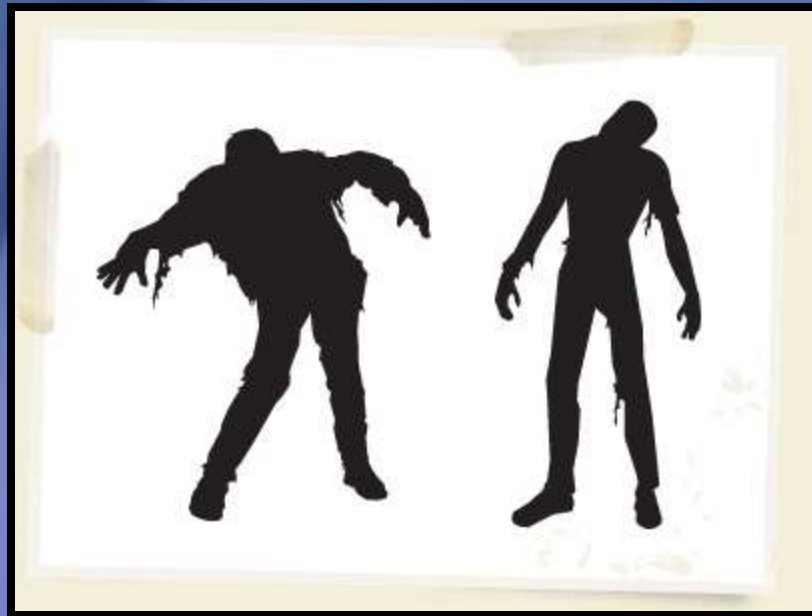
-Publius Syrus

Why Practice?

Average?



Stuck in a Rut?



Variation in Individual and Team Performance...

Range of Individual Differences in Programming Performance

Performance Measure	Poorest Score	Best Score	Ratio
Debug Hours	170	6	28:1
CPU Time	541	50	11:1
Code Hours	50	2	25:1
Program Size	6137	1050	6:1
Run Time	8.0	0.6	13:1

*from Sackman, Erikson, & Grant 1968

Agenda

- Practice
- Leadership
- The Leadership Kata

Benefits of Practice

- Builds Self Confidence
- Enhances Creativity
- Offers Opportunity for Exploration
- Auditions Ideas
- Fosters Continuous Improvement
- Promotes Learning

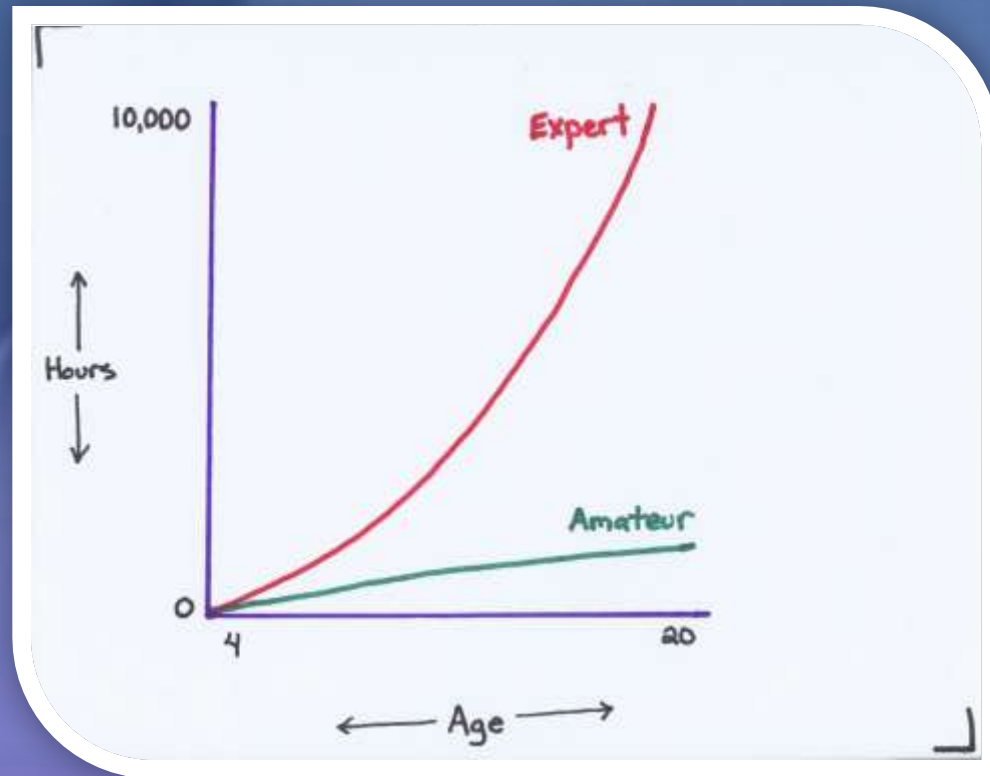
- It can make use better LEADERS!

“Practice as if you are the worst, perform as if you are the best.”

-anon

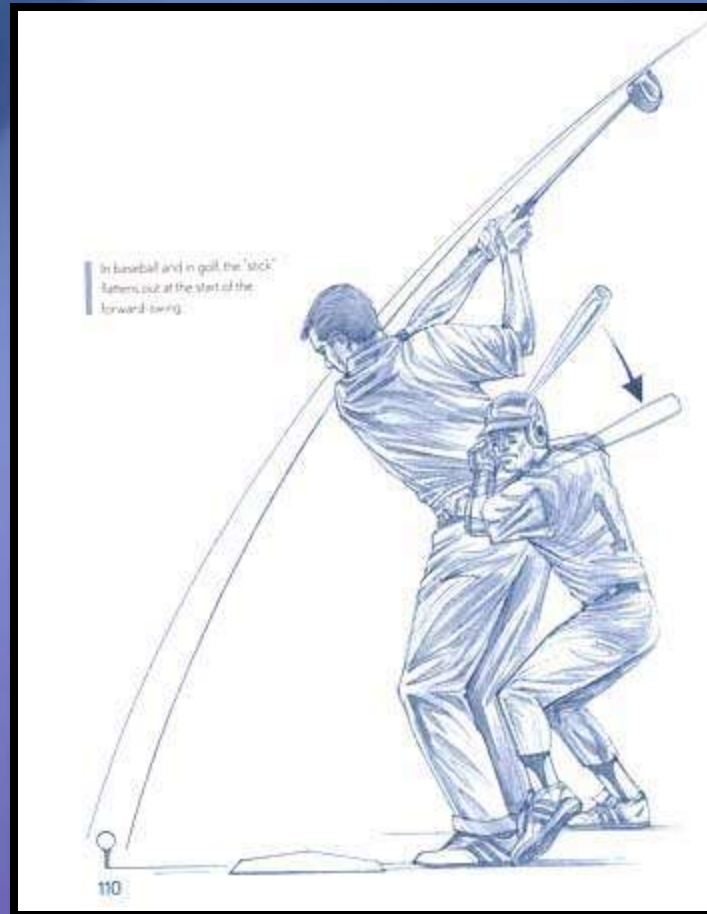
What is Practice?

Deliberate Practice



*from K. Anders Ericsson, et. al. 1993

Designed Specifically to Improve Performance



Can be Repeated a Lot



Feedback on Results is Continuously Available



Highly Demanding Mentally



Not Much Fun



Deliberate Practice

- It's designed specifically to improve performance
- It can be repeated a lot
- Feedback on results is continuously available
- It's highly demanding mentally
- It isn't much fun

“I try to practice with my life.”
-Herbie Hancock

Practice Strategies

Chunk It Up

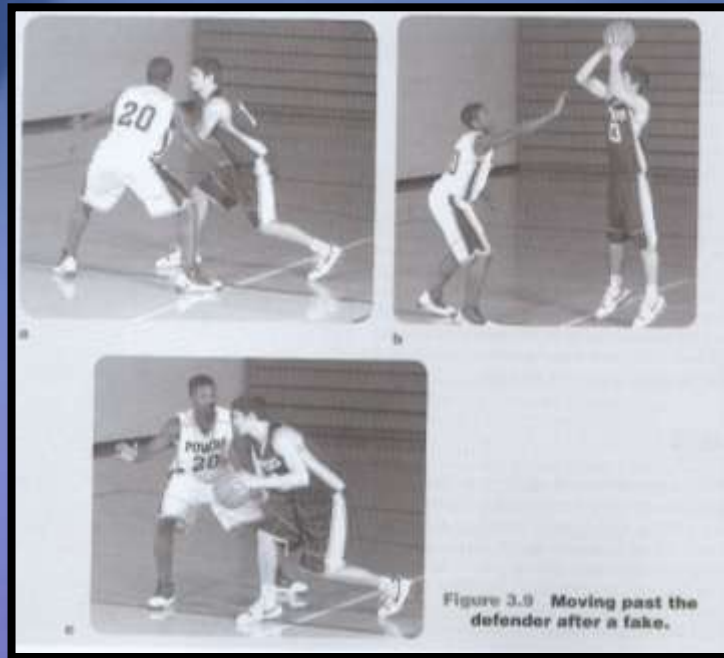


Figure 3.9 Moving past the defender after a fake.

Absorb the Whole Thing

The image displays a musical score for the piece "Absorb the Whole Thing". The score is written for piano and bass, with the piano part on the left and the bass part on the right. The key signature is one sharp (F#) and the time signature is 4/4. The score consists of ten staves of music. The piano part features various dynamics including *p* (piano), *f* (forte), and *ff* (fortissimo), along with articulations such as slurs and accents. The bass part includes dynamic markings like *ff* and *f*. The score is divided into seven numbered sections (1-7) by vertical lines. The piano part includes several melodic lines with slurs and accents, while the bass part provides a rhythmic accompaniment with various note values and rests.

Slow It Down



Speed It Up



Learn to Feel it



Practice Strategies

- Chunk it up
- Absorb the whole thing
- Slow it down
- Speed it up
- Learn to Feel it

“Ask yourself the secret to your success. Listen to your answer, and practice it.”

-Richard Bach

Models of Practice

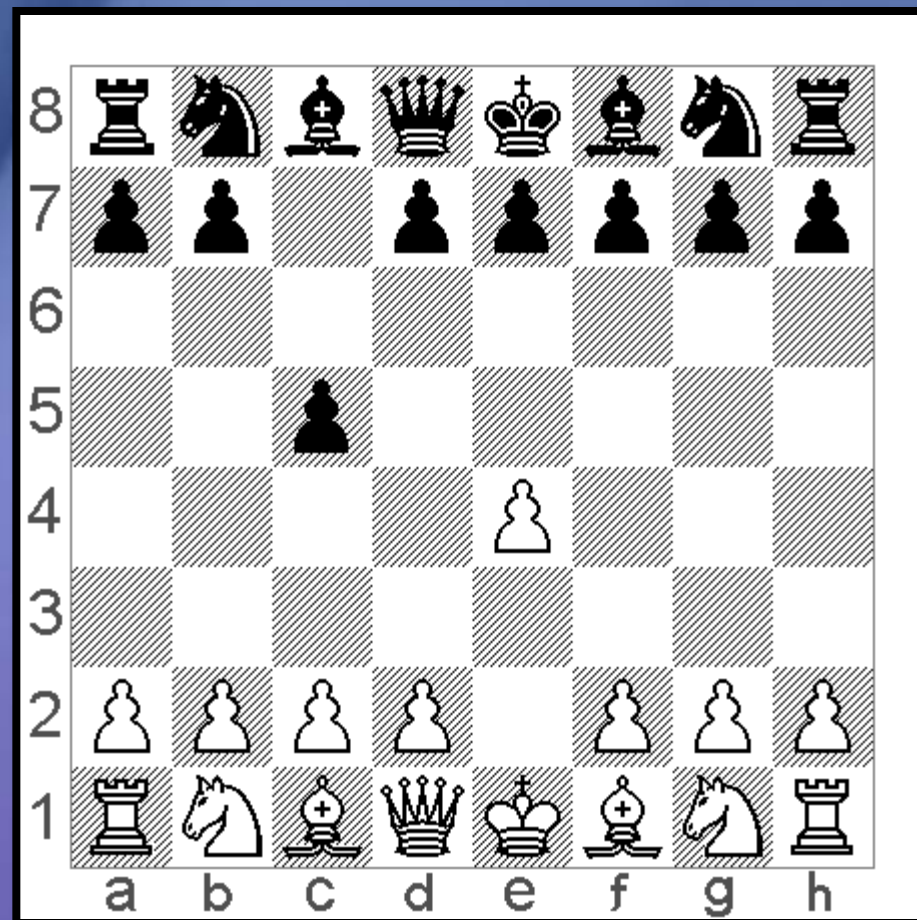
Music Model

- Performance



Chess Model

- Study the masters



Sports Model

- Conditioning/Stamina
- Critical Skills



Other Models?



“Practice means to perform, over and over again in the face of all obstacles, some act of vision, of faith, of desire.”

-Martha Graham

Kata

Kata

...is a Japanese word describing detailed choreographed patterns of movements practiced either solo or in pairs.



Randori

...used in Japanese martial arts to describe free-style practice.



Kata in Context

- Solo
- Group



Why Kata?

- It's at the Heart of Continuous Improvement
- It's all about Learning
- It's a lovely Metaphor for Disciplined Practice

(Break)

"I'm such a good lover because I practice a lot on my own."

-Woody Allen

What is Leadership?

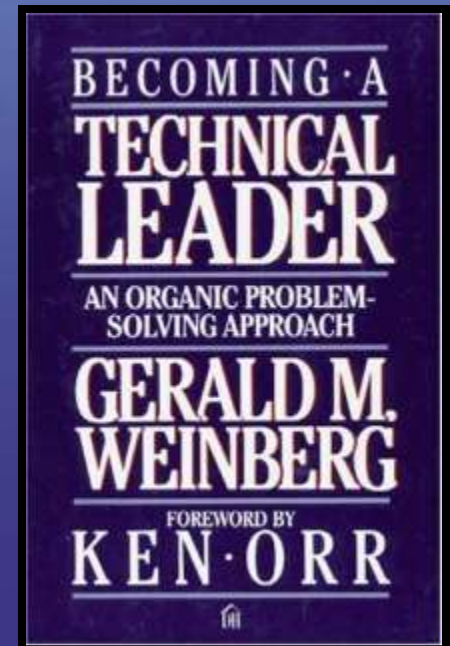
Leadership Models

- Gerald Weinberg, Becoming a Technical Leader
- Dennis Perkins, Leading at the Edge
- Gervase Bushe, Clear Leadership
- Stephen Covey, Principle Centered Leadership

Gerald Weinberg, Becoming a Technical Leader

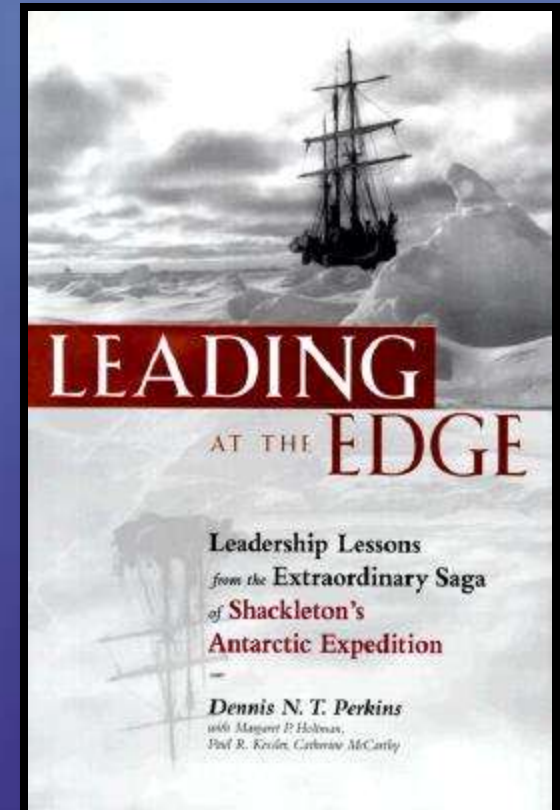
The MOI Model of Leadership

- Motivation
- Organization
- Ideas



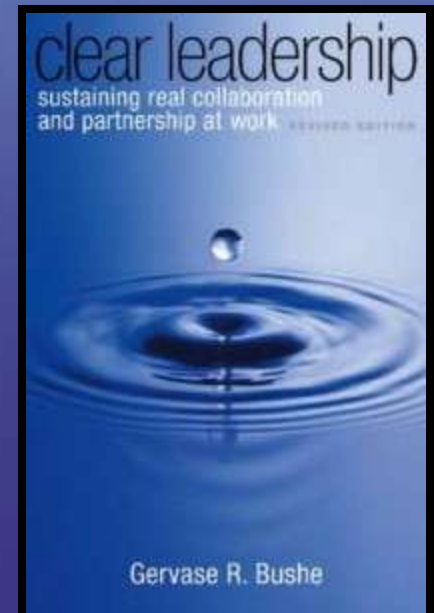
Dennis Perkins, Leading at the Edge

- Vision
- Personal Example
- Optimism
- Stamina
- Team Message
- Core Values
- Master Conflict



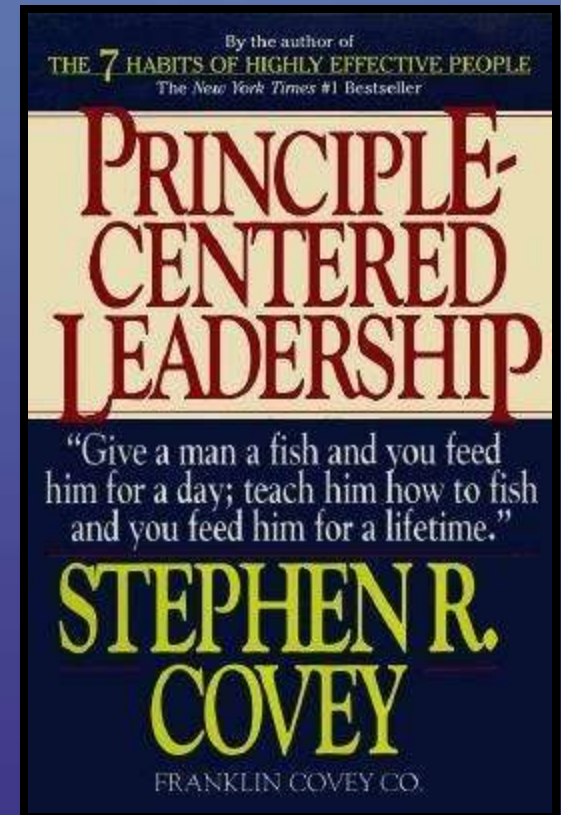
Gervase Bushe, Clear Leadership

- Self-Knowledge
- Decision-Making
- Communication
- Inspiring



Stephen Covey, Principle Centered Leadership

- Trustworthiness
- Trust
- Empowerment
- Alignment



What are the Key Principles Your Leadership Model?

“Management is doing things right; leadership is doing the right things.”

-Peter Drucker

What do Agile Leaders Do? (an Example)

Agile Leaders

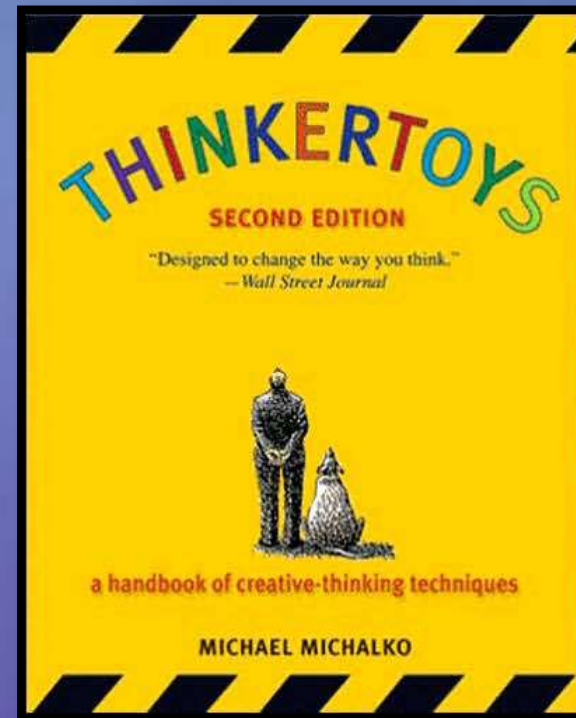
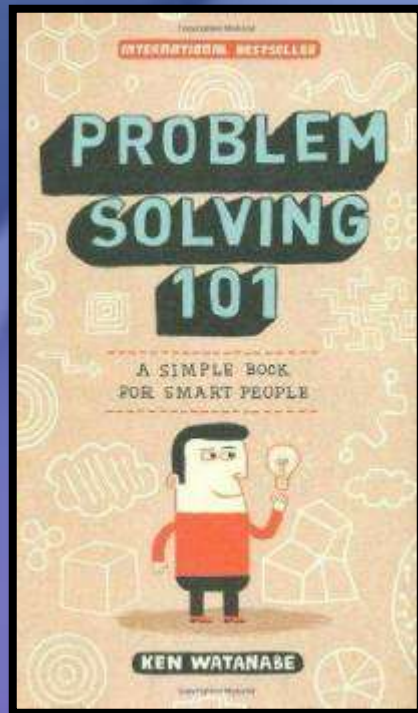
- Solve Problems
- Manage Process
- Envision
- Coach/Facilitate

“An undefined problem has an infinite number of solutions.”

-Robert A. Humphrey

Solve Problems

Problem Solving Resources



Reverse Kata

1. State the challenge
2. List your assumptions
3. Reverse each assumption
4. Record differing viewpoints that might be useful to you
5. Ask yourself how to accomplish each reversal

Domain Expertise

- Business
- Process
- Case Studies

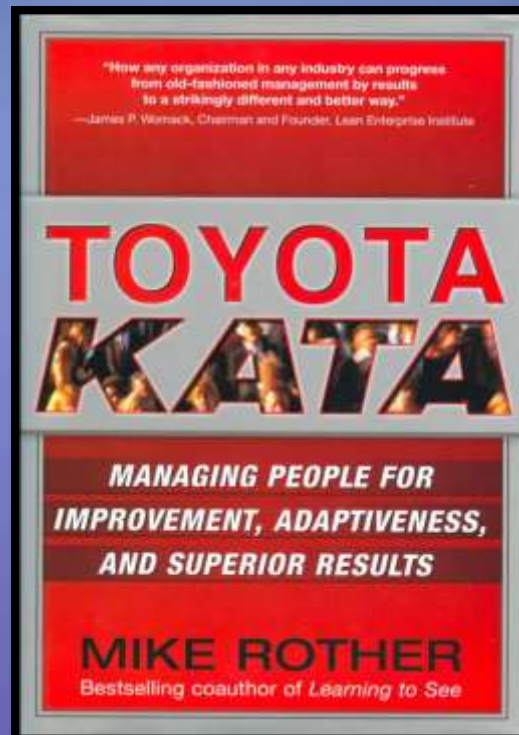
*“Change is the process by which the future
invades our lives.”*

-Alvin Toffler

Manage Process

Processes

- Put PDCA to work for you!



Example A3

Product Development Dashboard A3 [Compatibility Mode] - Microsoft Word



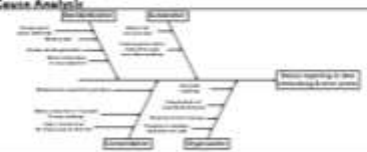
File Home Insert Page Layout References Mailings Review View Add-Ins Design Layout

Table Tools

1 Normal 1 No Sp... Heading 1 Heading 2 Title Subtitle Subtitle E... Emphasis Intense E... Strong Quota

Clipboard Font Paragraph Styles

Product Development Dashboard A3

<p>Background Plan</p> <ul style="list-style-type: none"> • Nail is looking for a quick way to assess the relative health of projects across the development organization. Often Nail finds our projects are in trouble long after there is any opportunity for us to help. • Improving transparency of the work that development teams do for the business should improve the team's ability to deliver business value. Communicating this sort of information will improve the ability of teams to deliver product rapidly through close collaboration with management. 	<p>Owner: Tom Ivey Writer: Nail building Date: 11/12/08</p>
<p>Current Condition</p> <ul style="list-style-type: none"> • There are a wide variety of ways we communicate project status. • The problem is that Nail has difficulty quickly determining the current release status of projects. Some of the above mechanisms fully satisfy this need. • Baseline Metrics <ol style="list-style-type: none"> 1. Meetings Before/Meeting After 2. Status Reports Before/Status Reports After 3. Cost Dashboard page hits 4. Subjective measures 	<p>Countermeasures (Experiments) Do</p> <ul style="list-style-type: none"> • Create excel dashboard and trial for 1 month. Get weekly feedback and refine dashboard information. <ol style="list-style-type: none"> 1. Identify all information sources 2. Collect weekly subjective measures of the dashboard information's utility 3. Identify variables processes, meetings, or data sources that can be streamlined • Select candidate information for automated retrieval, implement automation. • Consider inputs to the dashboard
<p>Goal / Target Condition Check</p> <p><i>Baseline status reporting mechanism (processes & conditions)</i></p> <ul style="list-style-type: none"> • Form Status Meetings • Consolidate disparate project status information in a single location • Establish more consistency in the existing reporting mechanism <p>Create a single place that Nail can go to in order to get the latest strategic information on releases for all projects.</p> <p>Nail is particularly interested in data regarding the following:</p> <ul style="list-style-type: none"> • Last Major Release - Why? • Current of Releases - Why? <ul style="list-style-type: none"> o Complexity - Why? o Size - Why? • Retention - Why? • Future Initiatives - Why? 	<p>Assessment Questions</p> <ol style="list-style-type: none"> 1. How will you measure the effectiveness of the countermeasures? 2. Does the data align with the previous goal statement? 3. Was actual performance marked the with the goal statement? 4. If performance has not improved, then why? What was missed?
<p>Root Cause Analysis Act</p> 	<p>Follow-up (Actions)</p> <ul style="list-style-type: none"> • What have we learned that does or does not improve the situation? • In the light of the learning, what should be done? • How should the way we work or our standards be adjusted to reflect what we learned? • What do we need to learn next? <p>Assessment Questions</p> <ol style="list-style-type: none"> 1. What is necessary to prevent recurrence of the problem? 2. What remedy to be accomplished? 3. What other parts of the organization needs to be informed of the result? 4. How will this be standardized and communicated?

Page 1 of 1 Words: 448

A3 Kata

- Background
- Current Condition
- Goal/Target Condition
- Root Cause Analysis
- Countermeasures (Experiments)
- Confirmation (Results)
- Follow Up (Actions)

"We go where our vision is."

-Joseph Murphy

Envision

Speaking



Writing



Reflection

- 5 Whys
- Journals



Journaling Kata

- Facts
- Feelings
- Findings

“Good coaches teach respect for the opposition, love of competition, the value of trying your best, and how to win and lose graciously.”

-Brooks Clark

Coach/Facilitate

Games!

The screenshot shows a Mozilla Firefox browser window displaying the TastyCupcakes.com website. The browser's address bar shows the URL <http://blog.tastycupcakes.com/>. The website header includes the logo "TastyCupcakes.com Fuel for Software Professionals" and a search bar. A navigation menu below the header lists categories: UNCATEGORIZED, DEVELOPMENT TECHNIQUES, INSTRUCTING, LEAN, REQUIREMENTS, PRODUCT DEVELOPMENT, TEAM DYNAMICS, AGILE, and PROJECT MANAGEMENT. The main content area features a large image of a clown's face with a red nose. Below the image is a navigation bar with the same category labels. The article "Agile Games Conference 2011" is the main focus, with a 5-star rating and a description of the conference. To the left, a "Top Games" sidebar lists several articles with their respective ratings and vote counts. To the right, a "Topics" sidebar lists various agile-related topics. The bottom of the page shows a "Comments" section with a few entries.

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<http://blog.tastycupcakes.com/>
Most Visited Smart Bookmarks Release Calendar Rally BRA Confluence MPP Home Barbishop Safari Books Online - E... CVBS Email
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UNCATEGORIZED DEVELOPMENT TECHNIQUES INSTRUCTING LEAN REQUIREMENTS PRODUCT DEVELOPMENT TEAM DYNAMICS AGILE PROJECT MANAGEMENT ALL GAMES

Top Games

- ★★★★★
Resort Brochure (5 votes)
- ★★★★★
People ... (6 votes)
- ★★★★★
Vth ... (7 votes)
- ★★★★★
Collaborative Ori ... (5 votes)
- ★★★★★
The Story of Our ... (4 votes)

Comments

- Curtis on The Backlog is in the Eye of the Beholder...
- Don McGreal on White Elephant Sizing
- Almendra Gomes on 99 Test Done

Agile Games Conference 2011

The second annual Agile Games Conference is on, April 14-16th in Boston. This year we will be accepting submission for games and topics. To keep updated on where things are at, how to attend and how to submit your own ideas go to www.AgileGames2011.com

Look forward to seeing you there!

Mike

October 8th, 2010 | Category: Uncategorized | [Leave a comment](#)

The Backlog is in the Eye of the Beholder

Description

Organization and prioritization are two distinct activities that can be used to improve the quality of a product backlog. A simple linear list is difficult to prioritize. As well, many stakeholders are forgotten in the rush to deliver customer value. See example list of stakeholders. The purpose of this game is to expand the view of multiple stakeholders as well as illuminate the value of organizing the work without prioritizing.

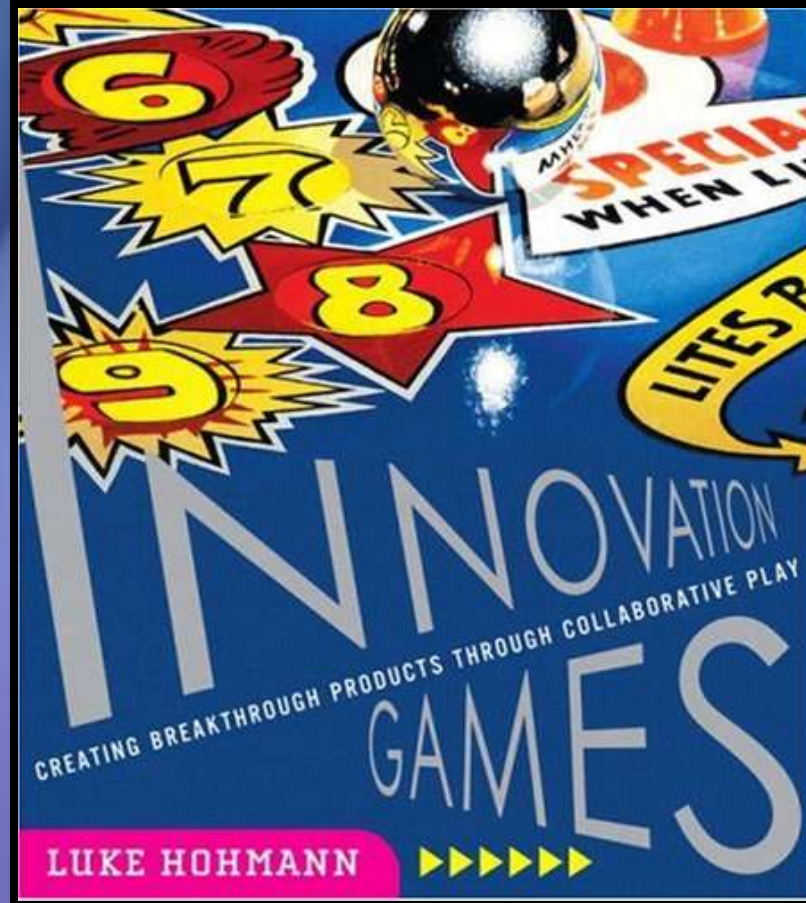
Learning Points

Topics

- English
- Portugues
- Español

- Agile
- Collaboration
- Communication
- competition cooperation
- Development Techniques
- empowerment
- Estimation
- Instructing
- Techniques Invention
- Kanban Lean lean-agile
- thinking learning news
- Planning Process
- product backlog product
- management Pull quality

More Games!



Remember the Future Kata

1. Imagine it is one year in the future. How has our product saved you money?
2. Another month has gone by, what has product done to make you happy?

(Break)

“In theory there is no difference between theory and practice. In practice there is.”

-Yogi Berra

The Leadership Kata

Creating Leadership Practices

1. Get clear on what deliberate practice is and how it works
2. Understand the key principles of your leadership model
3. Observe the organization/domain within which you work
4. Steal liberally!

“The ordinary acts we practice every day at home are of more importance to the soul than their simplicity might suggest.”

-Thomas Moore

So Where Do We Find Practices?

The Gemba

- The Gemba is Where the Work Is
- The Gemba is all About Direct Experience

*“Many roads lead to the path, but basically
there are only two: reason and practice.”*

-Bodhidharma

Your Turn!

Key Principles of Leadership

- Pair up
- Identify 3 principles that you consider key to good leadership
- Share them with your partner

Practices for each Principle

- For each principle identified in the previous exercise:
 - Identify one or more things you could practice to support the principle
- OR
- Find one or more places that you would go to look to discover the practices to support the principle

Leadership Dojo



“To become an able and successful man in any profession, three things are necessary, nature, study and practice.”

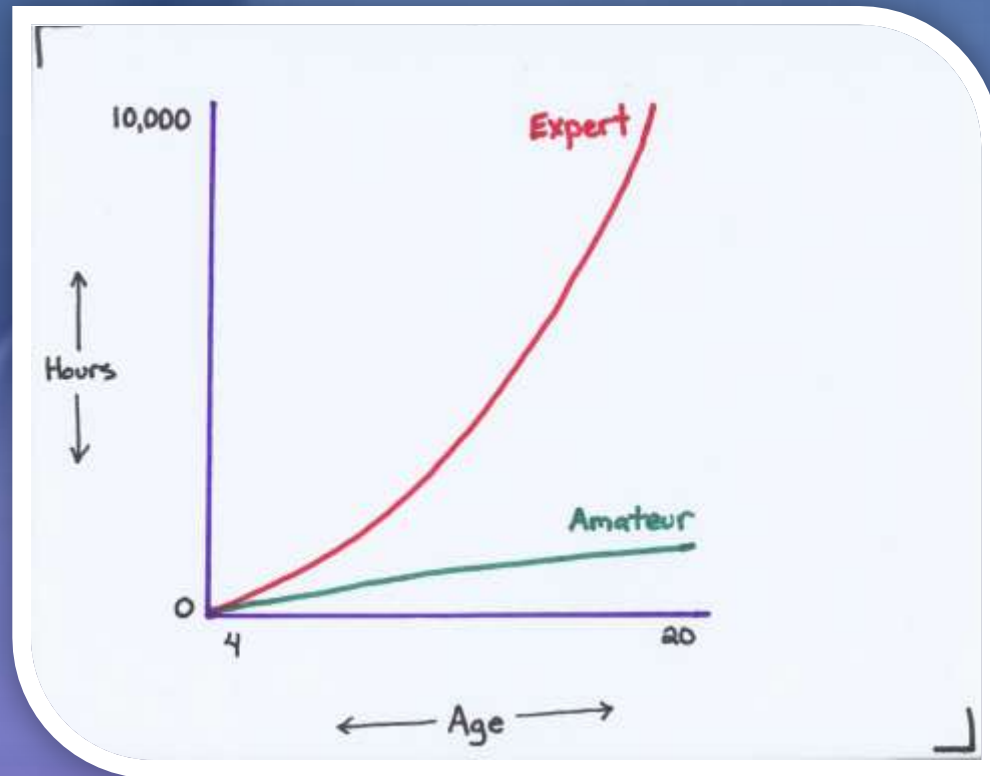
-Henry Ward Beecher

Summary

Agenda

- Practice
- Leadership
- The Leadership Kata

Deliberate Practice



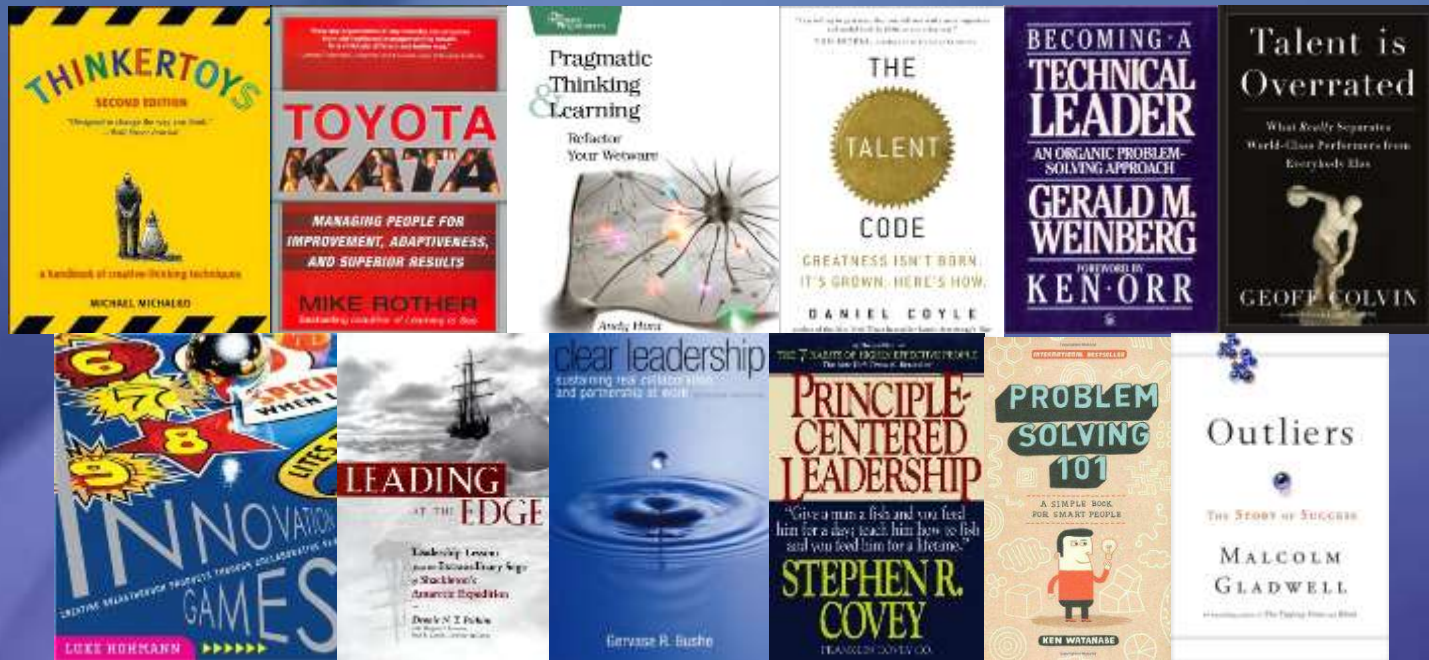
*from K. Anders Ericsson, et. al. 1993

Benefits of Practice

- Builds Self Confidence
- Enhances Creativity
- Offers Opportunity for Exploration
- Auditions Ideas
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- Promotes Learning

- It can make use better LEADERS!

References



Thanks!

“Use your gifts faithfully, and they shall be enlarged; practice what you know, and you shall attain to higher knowledge.”

-Matthew Arnold

Contact info



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agiletools.wordpress.com