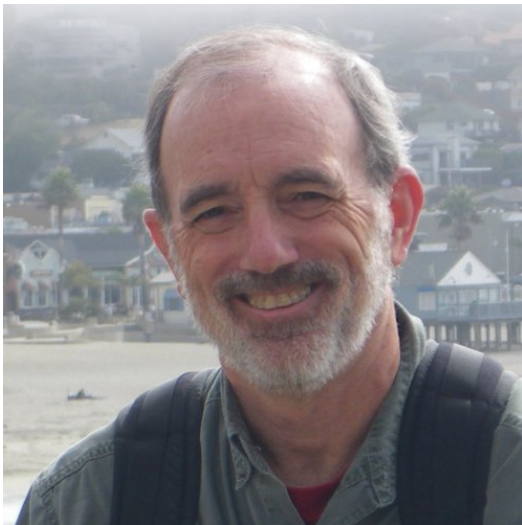


Understanding Leadership in Self-organizing Teams



Don Gray

DELIVERING CUSTOMER VALUE

MENTORING & TRAINING

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Our Time Together

Agenda:

- Overview
- Self organizing team activity
- Leadership: The MOIJ model
- Discussion Wrap up

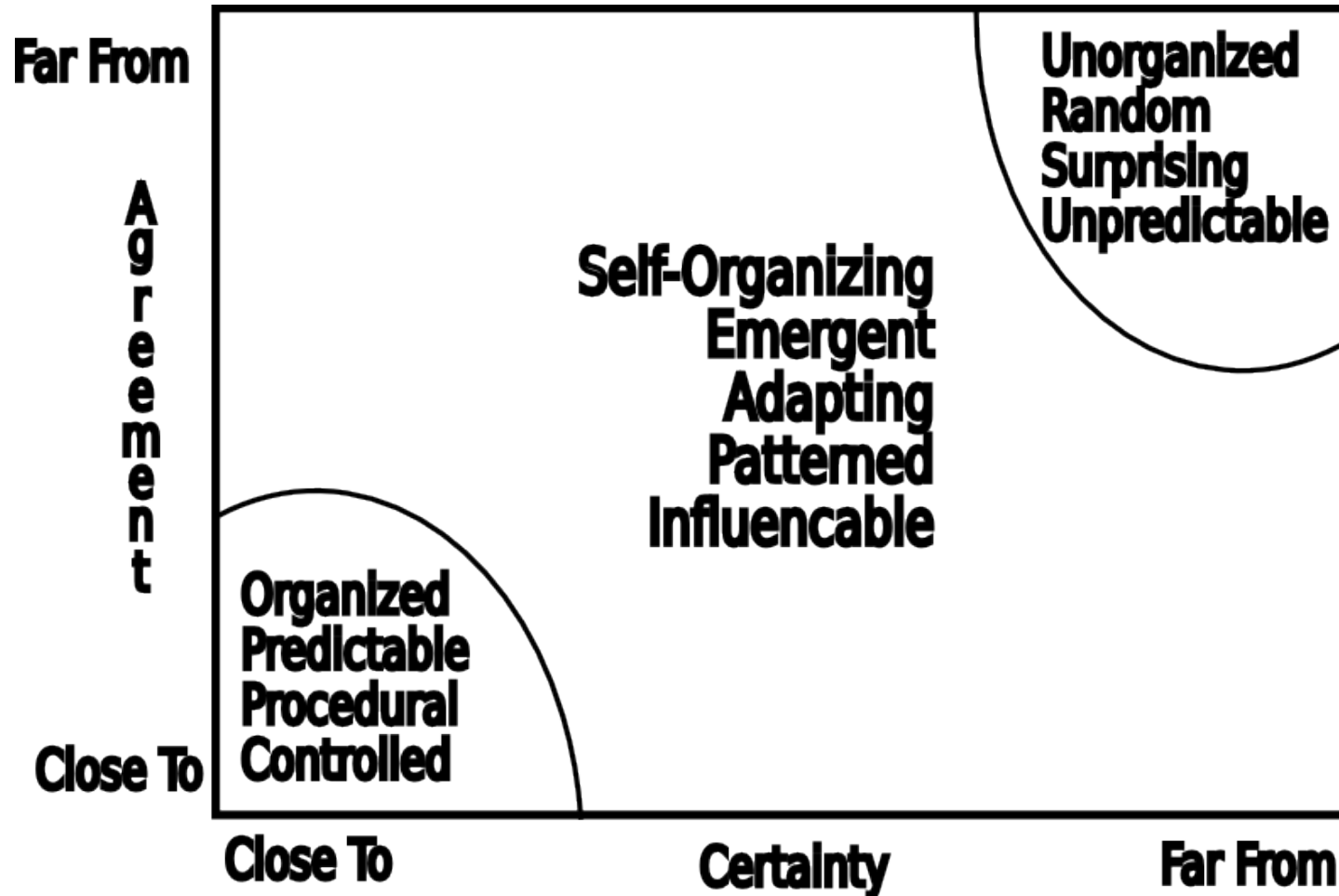
Leadership is like sex.

Many people have trouble discussing the subject, but it never fails to arouse intense interest and feelings.

Jerry Weinberg

Becoming a Technical Leader

Landscape Diagram



... too many leadership experts still fail to distinguish between the practice of leadership and the exercise of bureaucratic power.

In order to engage in a conversation about leadership, you have to assume you have no power — that you aren't "in charge" of anything and that you can't sanction those who are unwilling to do your bidding. If, given this starting point, you can mobilize others and accomplish amazing things, then you're a leader. If you can't, well then, you're a bureaucrat.

How to Lead When You're Not in Charge - Gary Hamel and Polly LaBarre - Harvard Business Review

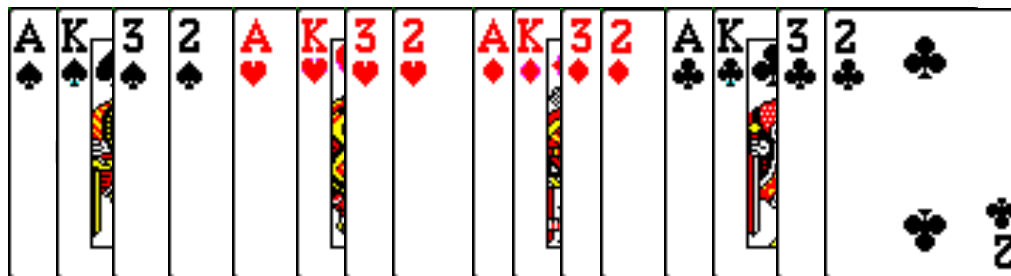
Understanding Self Organizing Leadership

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Divide Into Teams

- No more than 9 on a team.
- Get a deck of cards
- Sort the cards into bridge sequence
- Wait for it ...



Activity

Questions?

Go!

The MOIJ Model

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- Overview
- Self organizing team activity
- **Leadership: The MOIJ model**
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MOIJ Model

| | |
|---------------------|---|
| Motivation | the trophies or troubles, the push or pull that move the people involved |
| Organization | the existing structure that enables the ideas to be worked through into place |
| Information | ideas or innovation the seeds, the image of what will become |
| Jiggling | Asking odd or paradoxical questions to shift reference frames |

Activity Debrief

- What did you do that helped your team move forward?
- What did you notice your teammates do that helped your team move forward?
- What happened in the room?

Motivation

- Autonomy – self direction
- Mastery – get better at what we do
- Purpose – contribute/be part of something
- RSA Animate - Drive: The surprising truth about what motivates us
<http://www.youtube.com/watch?v=u6XAPnuFjJc>

Organization

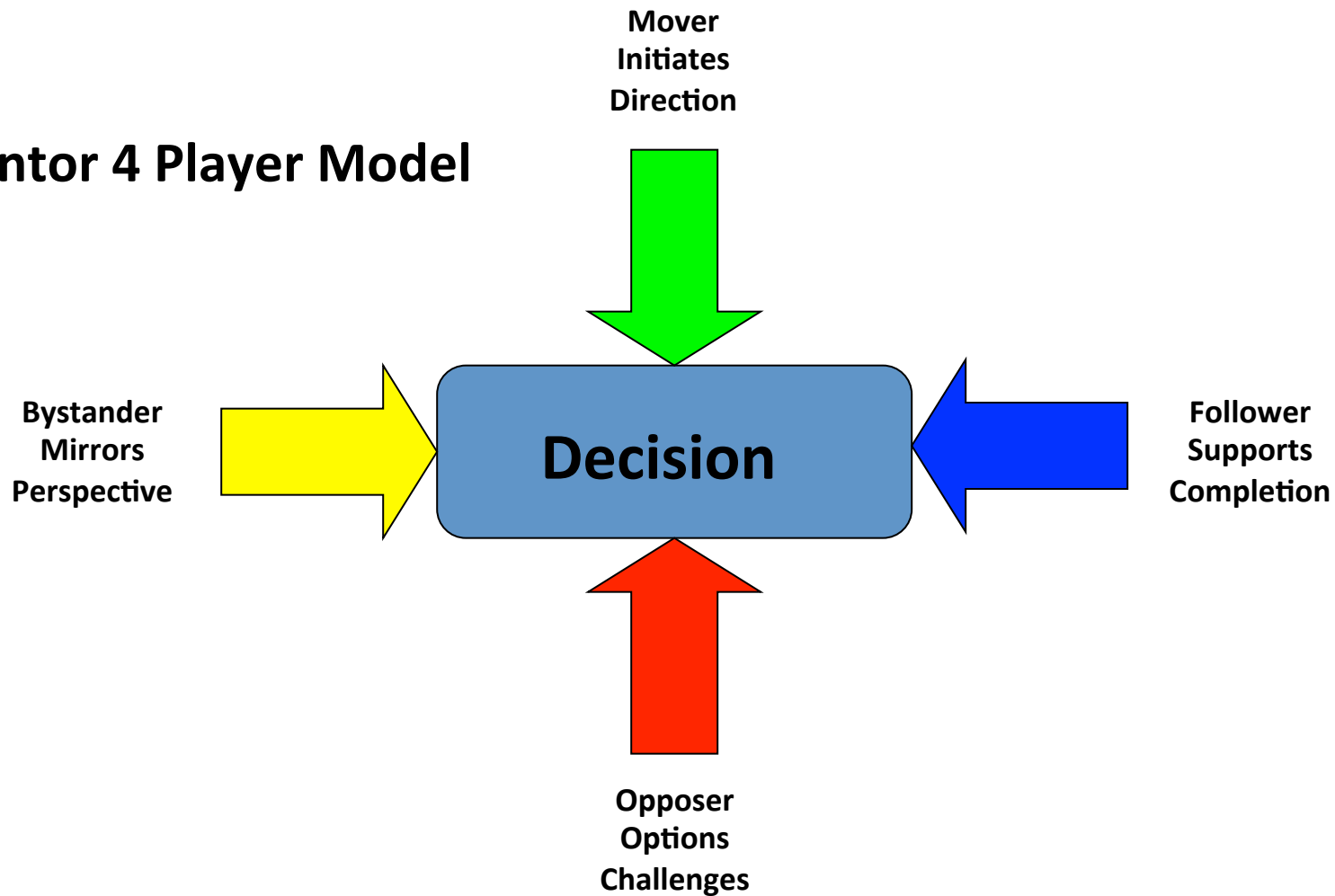
- 5-9 members
- Stable membership
- Shared history
- Compelling work goal
- Interdependent work

from "The Wisdom of Teams", Katzenback and Smith, Harper 2003, ISBN 978-006052201 pp 43-64

- Cross functional
- Self organizing

Information

Kantor 4 Player Model



Leadership

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

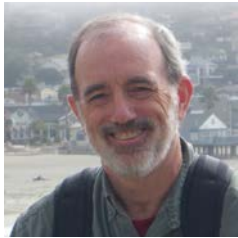
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Discussion

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My experience across a variety of industries, from small startups to Fortune 50 organizations, provides a solid platform for assisting clients through their transition to Agile development practices.

I incorporate my study of communication, personality types, team styles, systems thinking, and human systems dynamics into my work and writing. You can find a number of my articles published at *Better Software* magazine and StickyMinds.com.

I'm frequently speak at local and regional conferences as well as Agile Development Practices and the Agile 201x conferences..

What Others Say

Learn more about me through the words of my clients.
<http://www.donaldegray.com/endorsements/>

What's Next

Call me to discuss how I can help you succeed in your Agile transition. 336.414.4645 / don@donaldegray.com

Attend my upcoming workshop
ChangeArtistry 2013
September 23 - 27 in Albuquerque, NM
Learn more at: <http://www.ayequartet.com>

Executive & Team Mentoring

As an Agile mentor, I work with executives and managers to:

- Quickly deliver user value
- Improve project management
- Align stakeholder expectations
- Increase productivity

On Site Workshops

Agile Leadership for Managers

How can managers provide effective leadership, given the different dynamic and needs of self-organizing Agile teams? This workshop provides a clear understanding of the management role, and how its functions are different in both objective and context. You will learn how to assess, define, and resolve problems to lead and support your teams using an Agile perspective.

Agile Fundamentals

This workshop provides the essential foundations and fundamentals for all teams engaging in Agile development. Team members, Scrum Masters and Product Owners come away with a shared language and understanding of perspective and context, the why and how of Agile processes and roles, and how to communicate and function effectively together.

Emergent Leadership within Self-Organizing Teams

Team members learn how to optimize their teams from within by fostering emergent, dynamic leadership. Participants gain a functional understanding of how to apply an Agile mindset to improve the way they self-organize and work together, to achieve their collective internal and external objectives.

Working in Agile Teams for Scrum Masters

Learn how to use proven techniques and tools to optimize your effectiveness as a Scrum Master. You will gain an understanding of personality preferences, communication styles, congruence, and team formation dynamics, and learn how to apply interpersonal skills in your role and in your interactions with other team members and stakeholders.