



**Team Leadership**  
**In the age of**  
**Agile**

**@RoyOshero**

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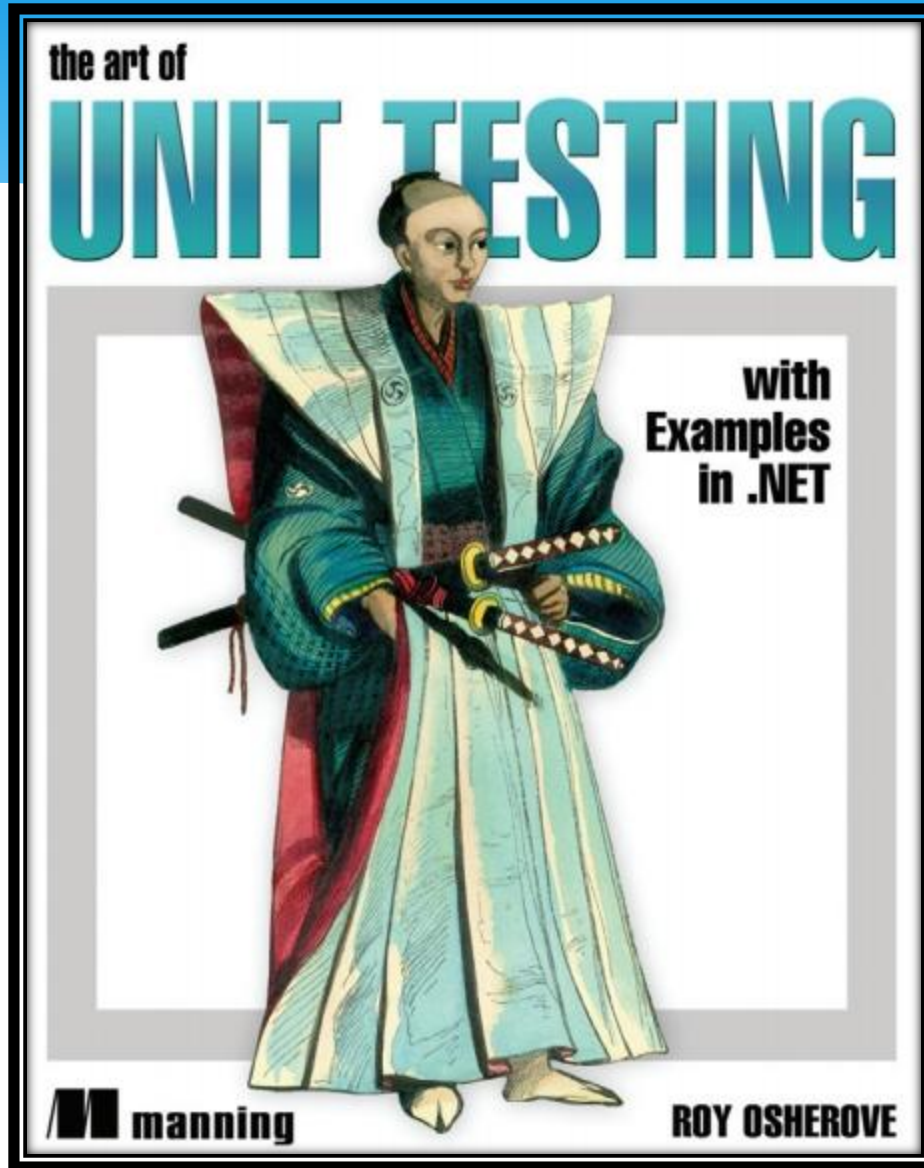
[5Whys.com](http://5Whys.com) – blog

\* [Osherove.com](http://Osherove.com) –  
courses for team  
leaders

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**Typemock**<sup>TM</sup>  
Easy Unit Testing

[www.ArtOfUnitTesting.com](http://www.ArtOfUnitTesting.com)



Story

# The Interrupt

Story

**Promises, Promises**

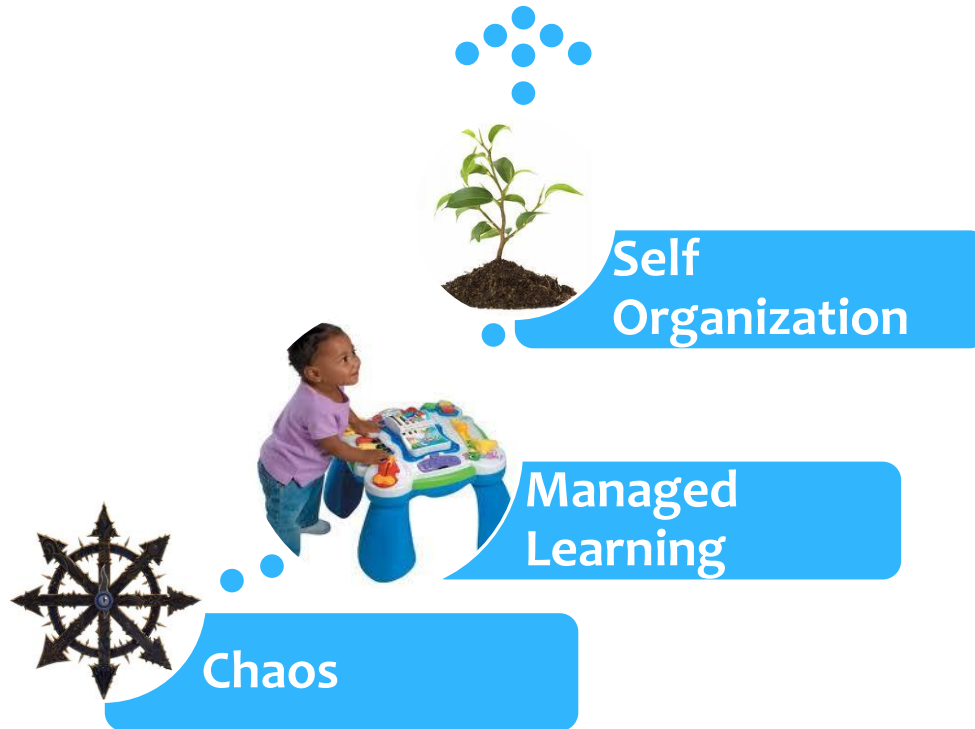
Story

# The Generous Lead

Team Leader

**Great Teams Are  
Grown, Not Hired**

# Three Team Maturity Stages





Most team leaders use the wrong kind of leadership for the current team stage.

# *Leadership in chaos #Fail*

- \* Treat a chaotic team as a self leading team*
  - \* Teach them TDD when they don't even use source control*
  - \* Acting as scrum master /coach when what they need is someone to save them from themselves*
  - \* Not making enough time for team learning*
  - \* Not spending enough time with the team*

# Leadership in Learning Teams #Fail

- \* Failure to grow a learning team into a mature team*
  - \* Fixing the team's problems or them*
  - \* Failure to recognize impediments and teach avoidance*
  - \* Giving in to fear of confrontation with team members*

# Leadership in mature teams #Fail

- \* Don't let a mature team self organize*
- \* Lead the daily meeting*
- \* Decide on technical issues for the team*
- \* Telling people what to do instead of setting constraints*

The team is now in  
**Chaotic Mode**

# *Leadership in chaos #Fail*

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# Chaotic-Team Leadership

- \* *“when the ship is sinking the captain does not call a meeting, he gives orders”*
- \* *Main Goal – Get the team into a plateau, and get some slack time for learning*
- \* Take back control (or others will take it)
  - \* By talking to management
    - \* Remove outside interference
    - \* Declare single point of entry for requirements if needed
  - \* By talking to the team
- \* Put out fires so the team can start learning

# Your first commitments to the team during chaos

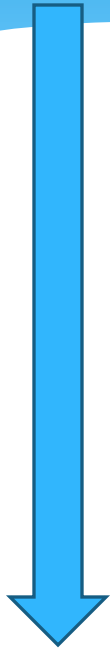
- \* Make time for our team
- \* Hold one on one meetings
- \* Hold daily stand up meetings
- \* Organize tasks
- \* Find out what is not working continuously
- \* Find Bottlenecks
- \* Start Optimizing the team's process



# Making time for your team

- \* Max 50% outside the team
- \* 50% at least
  - \* One on one meetings
  - \* Team meetings
  - \* Standup meetings
  - \* Coaching
  - \* Teaching
  - \* Managing Goals
  - \* Pairing
  - \* Code review

# Absolutely Essential Team Practices During Chaos



## Non Technical

- \* Daily Standups
- \* Big Visible Task Board
- \* Same Room
- \* Weekly Support Shifts

## Technical Practices

- \* Build Automation
- \* Code Review
- \* Build by Feature
- \* Pair Programming
- \* Unit Testing
- \* TDD

The team is now in  
**Learning mode**

**SLACK**

Story

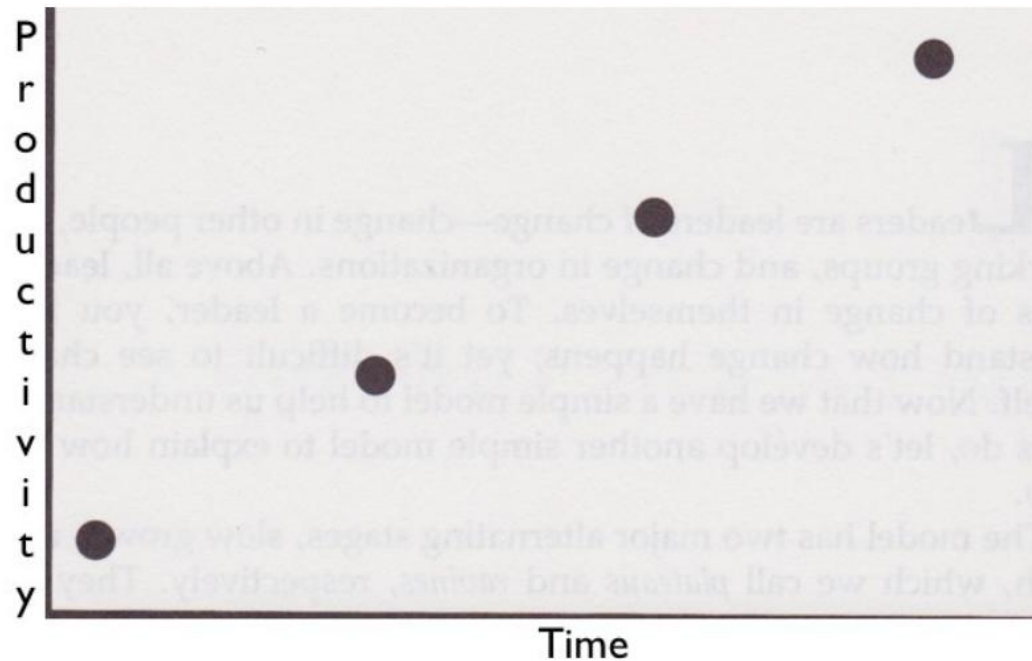
# The Generous Lead

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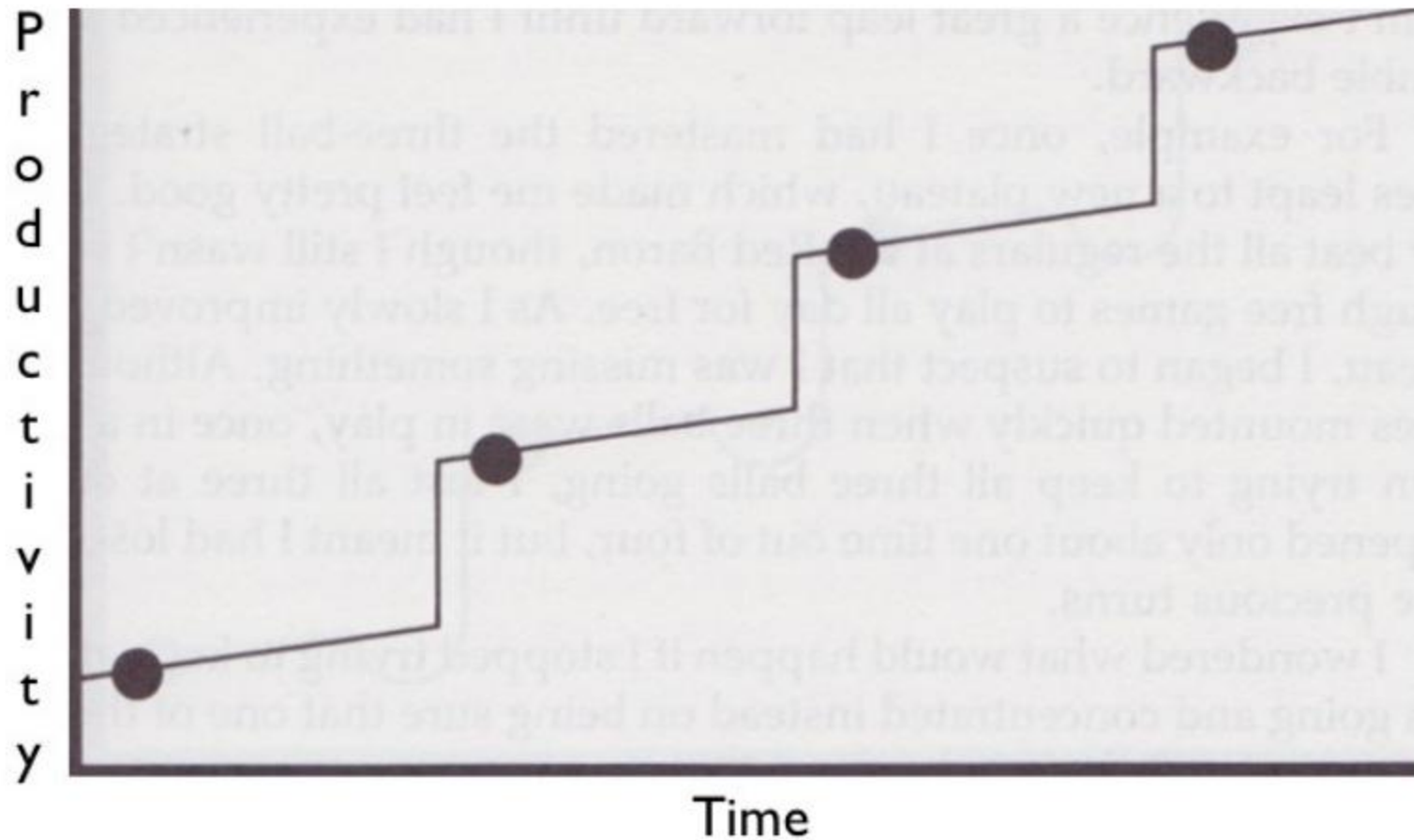
# Developing Developers

- \* Steady Growth (plateau)



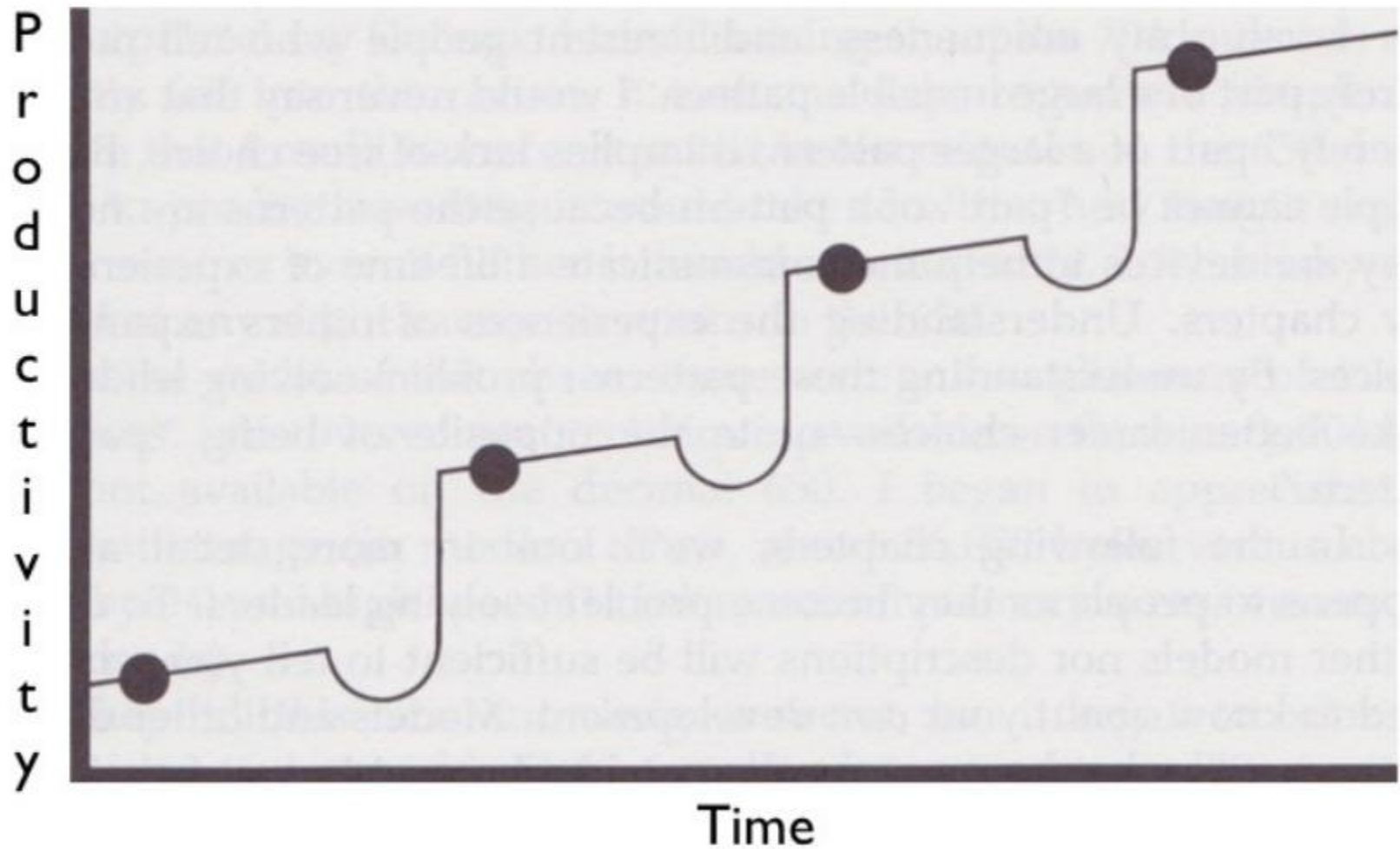
Gerald M. Weinberg – “becoming a technical leader”

# Fast Growth





# Ravines before Fast Growth



What are you going to do about  
it?

Story

**Promises, Promises**

# Commitment Language

- \* Lack of commitment
  - \* “we need to..”
  - \* “If only we had ..”
  - \* “I’ll try to get it done soon..”
  
- \* Commitment
  - \* “I will \_\_\_\_\_ by \_\_\_\_\_”

# Integrity

- \* Say it
- \* Mean it
  - \* Use commitment language
  - \* I will... by...
- \* Do it
  - \* Or flag as soon as possible that you won't make it

# Getting Integrity

- \* Explain to team
- \* Explain individually
- \* Use integrity as growth mechanism (1 on 1)
- \* Use integrity as part of standups

# Changing Behaviors that won't change





# Dealing with an information hoarder

## Action

- \* Make it a growth challenge (integrity)
- \* Thank them for sharing information and teaching others (even if they don't)
- \* Make them in charge of training on this subject
- \* Tell them why you feel it's a problem and ask them what you think should be done
- \* Create a shared team project requiring this knowledge

## Influence

- \* [personal motivation]
- \* [Social Motivation]
- \* [social ability and motivation]
- \* [personal & social motivation]
- \* [Environment motivation and ability]

The team is mature

# Influencing Behavior using constraints

Six Influence Factors

**MOTIVATION**

**ABILITY**

**PERSONAL**

**Make the  
Undesirable  
Desirable**

**Surpass  
Your Limits**

**SOCIAL**

**Harness  
Peer Pressure**

**Find Strength  
in Numbers**

**STRUCTURAL**

**Design  
Rewards and  
Demand  
Accountability**

**Change the  
Environment**

# Lead Better – 2 day course

- \* April - in Oslo
- \* July – SkillsMatter in London
- \* Details at [osherove.com](http://osherove.com)

# Book – Notes to a software team leader

- \* Be part of my book **“Notes to a software team leader”** –

**[5whys.com/Note](https://5whys.com/Note)**


# Other Resources


- \* @RoyOshereove
- \* 5whys.com – my blog for team leaders
- \* **Management 3.0** by Jurgen Appelo


# Q & A

\* And then... short song?



- 
- \* **When I was just a new team lead**
  - \* One of the clients came to me
  - \* Will we succeed?
  - \* How much will it cost?
  - \* Can we finish in half the time?
  - \*

- 
- \* **Yes, of course we can,**
  - \* Whatever you ask will be
  - \* The future is known to me
  - \* What you ask will be
  - \*

- 
- \* **The second week the project ran**
  - \* The client called and told me this
  - \* I changed my mind, we need something else
  - \* Can you change it? You're da man.



\*

\* **Yes, I think we can**

\* If we work really hard, we will

\* We'll work nights, ignore the pain

\* Please don't change your mind again



\*

\* **On the 10th month the client called**

\* And said that he's moving the project abroad

\* We're running too late

\* We're doing it wrong

\* It seems like this is our fate



\*

\* **Que sera sera**

\* Whatever will be will be

\* The projects moved overseas

\* Que sera sera

\*



\*

\* **Que sera sera X 2**

\* Whatever will be will be

\* The projects moved overseas

\* Que sera sera

\*

# Thank You

\* Be part of my book **“Notes to a software team leader”** –

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