Servant Leadership un-neutered

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#hello, my name is Mike Burrows

Mike Burrows

- Author, *Kanban from the Inside*
- Brickell Key Community Contribution Award 2014
- Former Executive Director and global development manager, IT Director
- Consultant, trainer, interim manager
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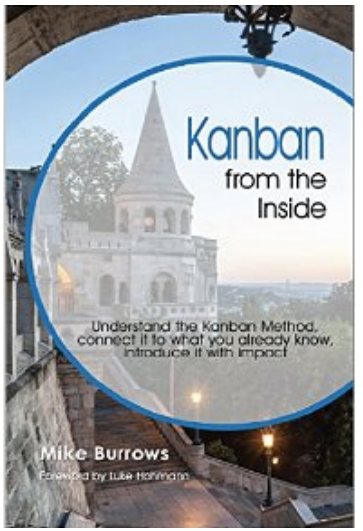

#hello, my name is Mike Burrows, founder...

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Transforming Lean-Agile transformation

Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**

What, to you, is
Servant Leadership?

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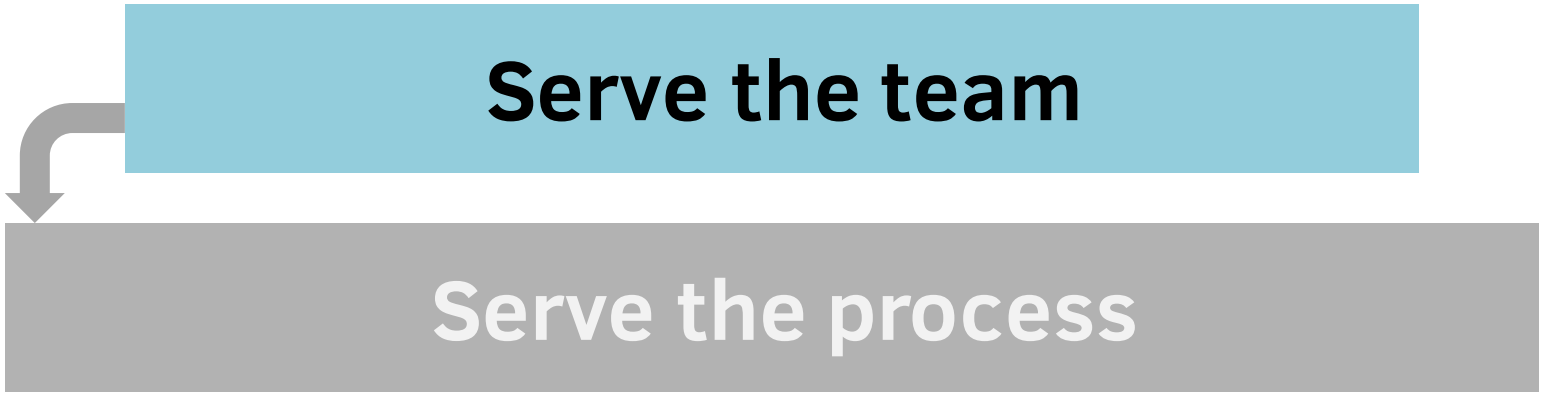
“Unblock all the things and get out of the way”?

Serve the team



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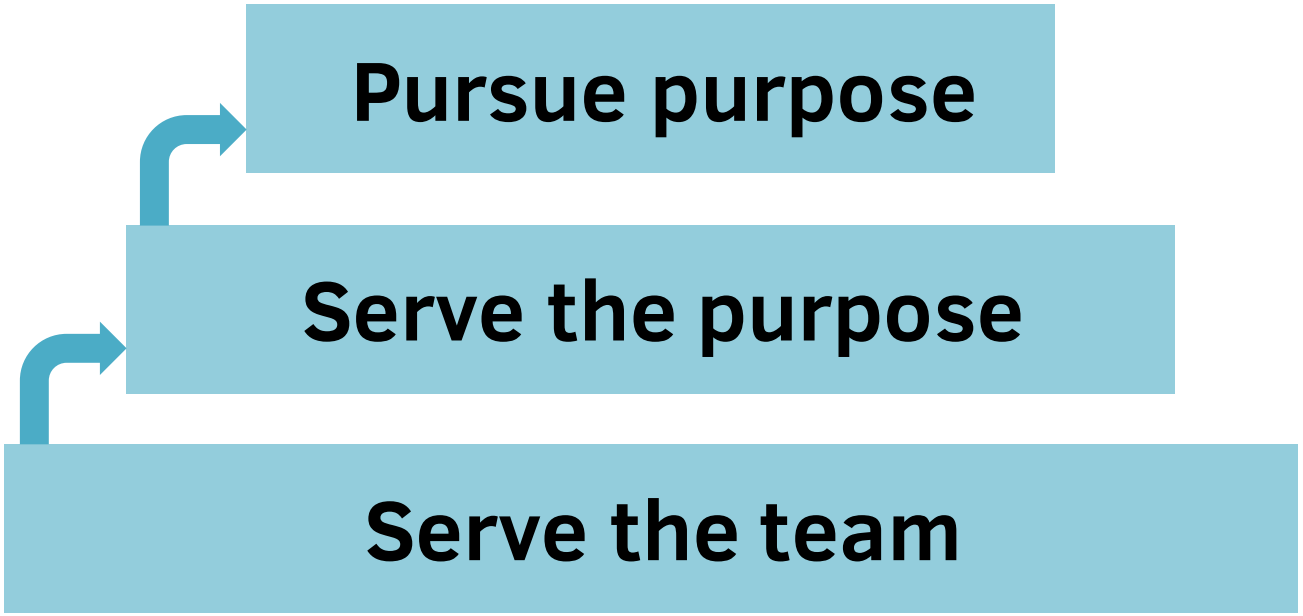

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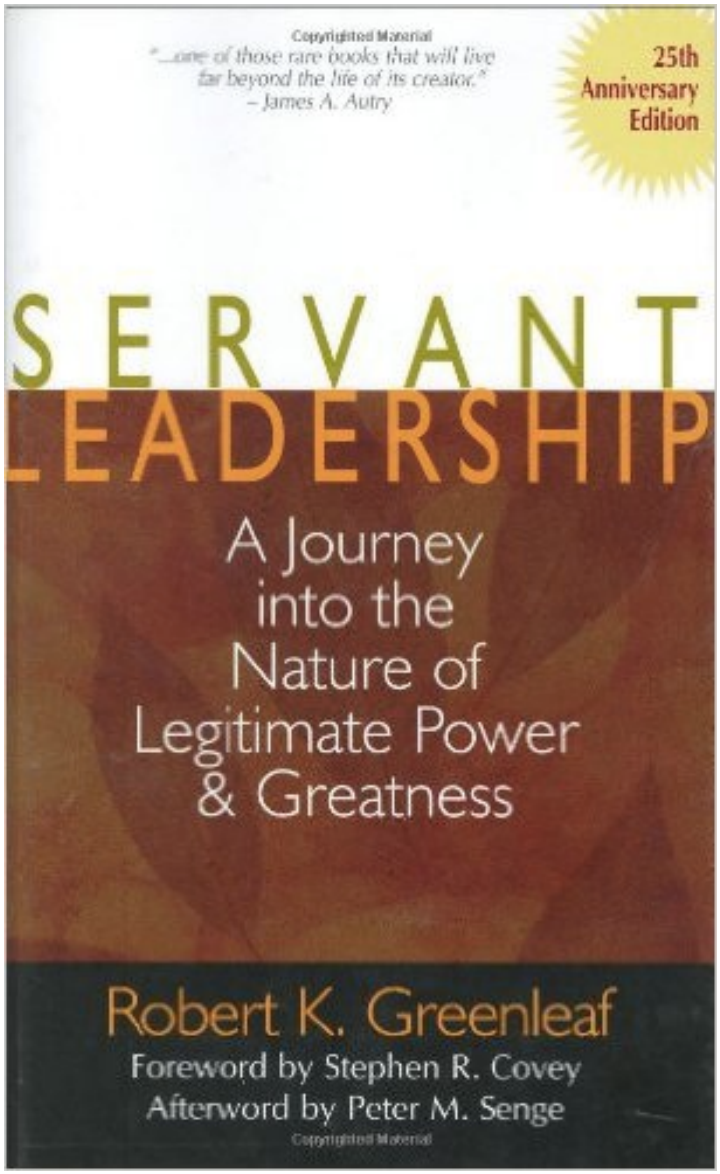
Robert K. Greenleaf (1904-1990)

Three key essays:

- The servant as leader
- The institution as servant
- Trustees as servants

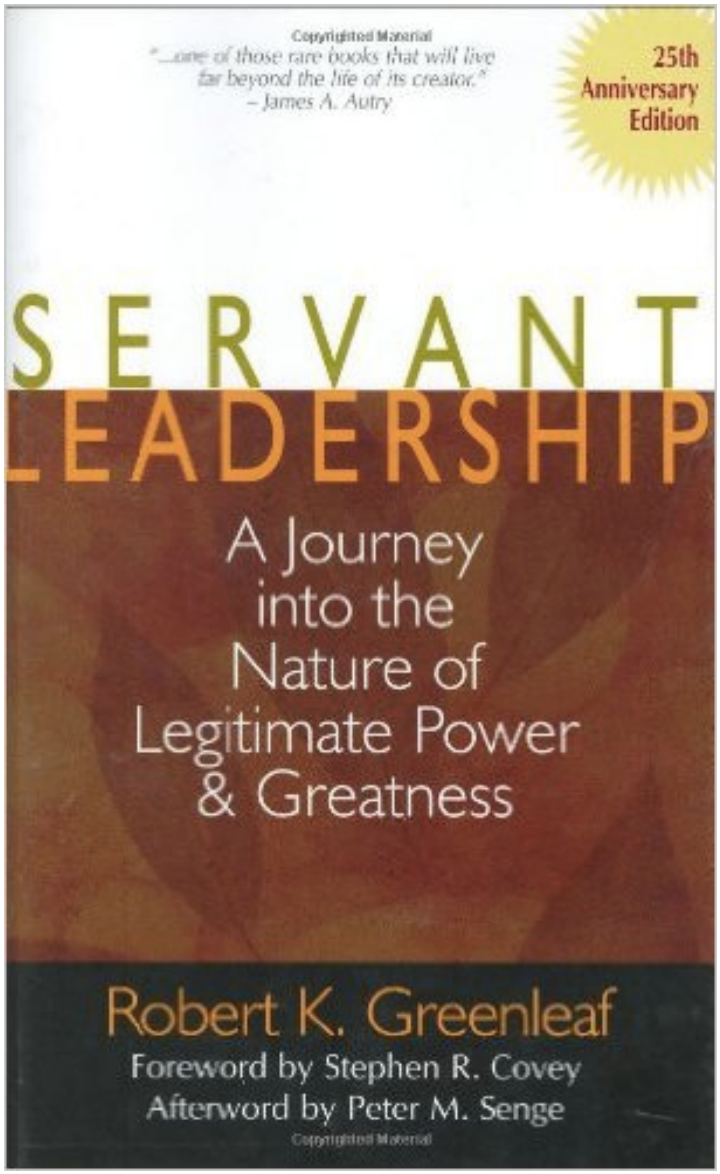
Key thought:

- Servant first, then leader



A model for sustaining organisations and their leadership into the future:

- Help others to be successful
  - — removing impediments, meeting immediate needs
- Help others find autonomy & meaning
  - — in the development and pursuit of the organisation's values, mission, and purpose in society
- Help develop servant leadership in others



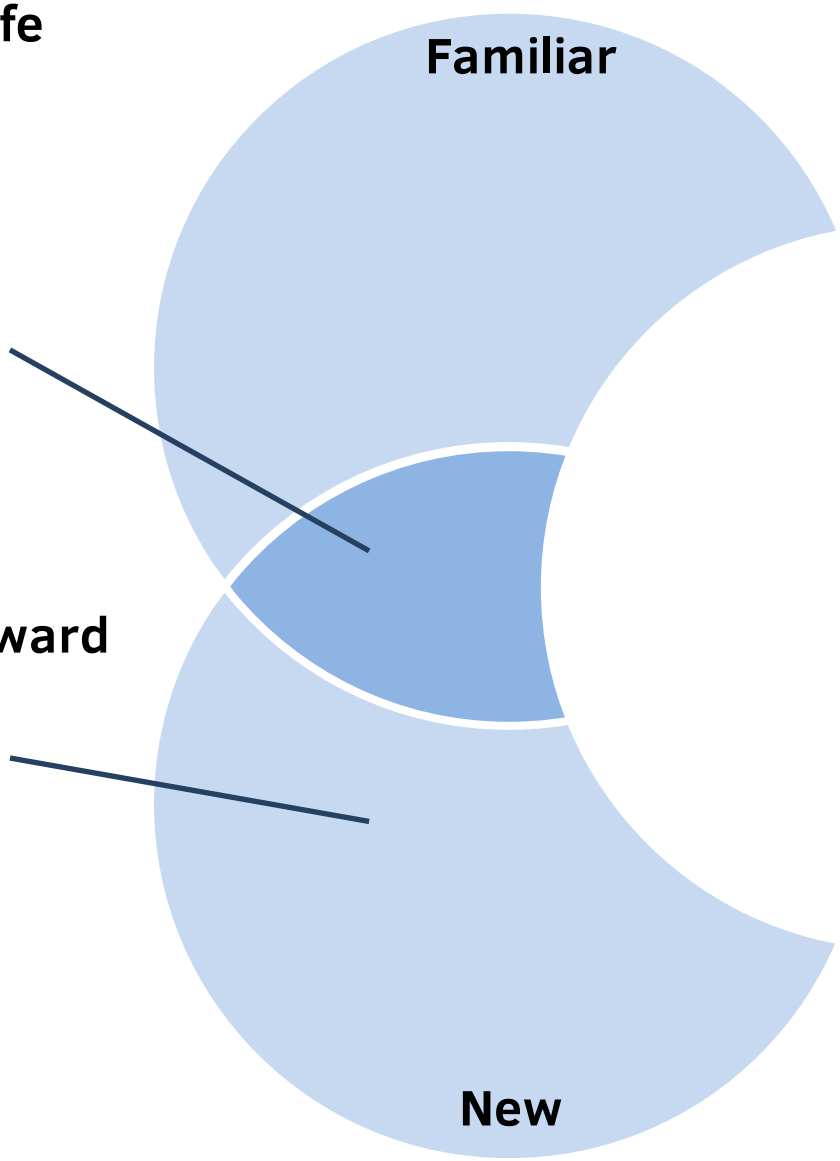
“Doing what needs to be done, helping the organisation to become what it needs to become, staffed by the leaders it needs”

Explanatory, safe

- Servant
- Trust
- Listening
- Understanding
- Creativity
- Reflection
- Acceptance
- Empathy
- Growth

Stretching, outward

- Inspiration
- Direction
- Purpose
- Goal
- Foresight
- Influence
- Community
- Trustee
- Steward



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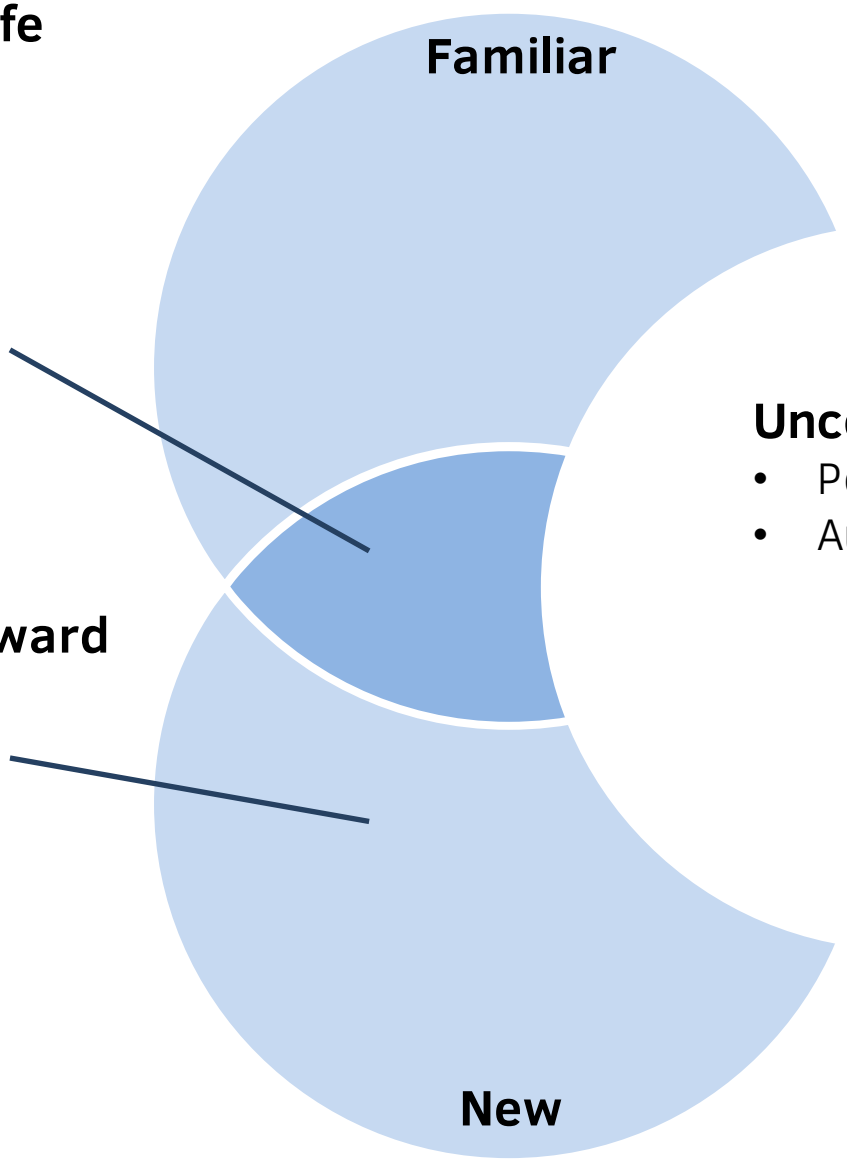

Uncomfortable?

- Power
- Authority

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Explanatory, safe

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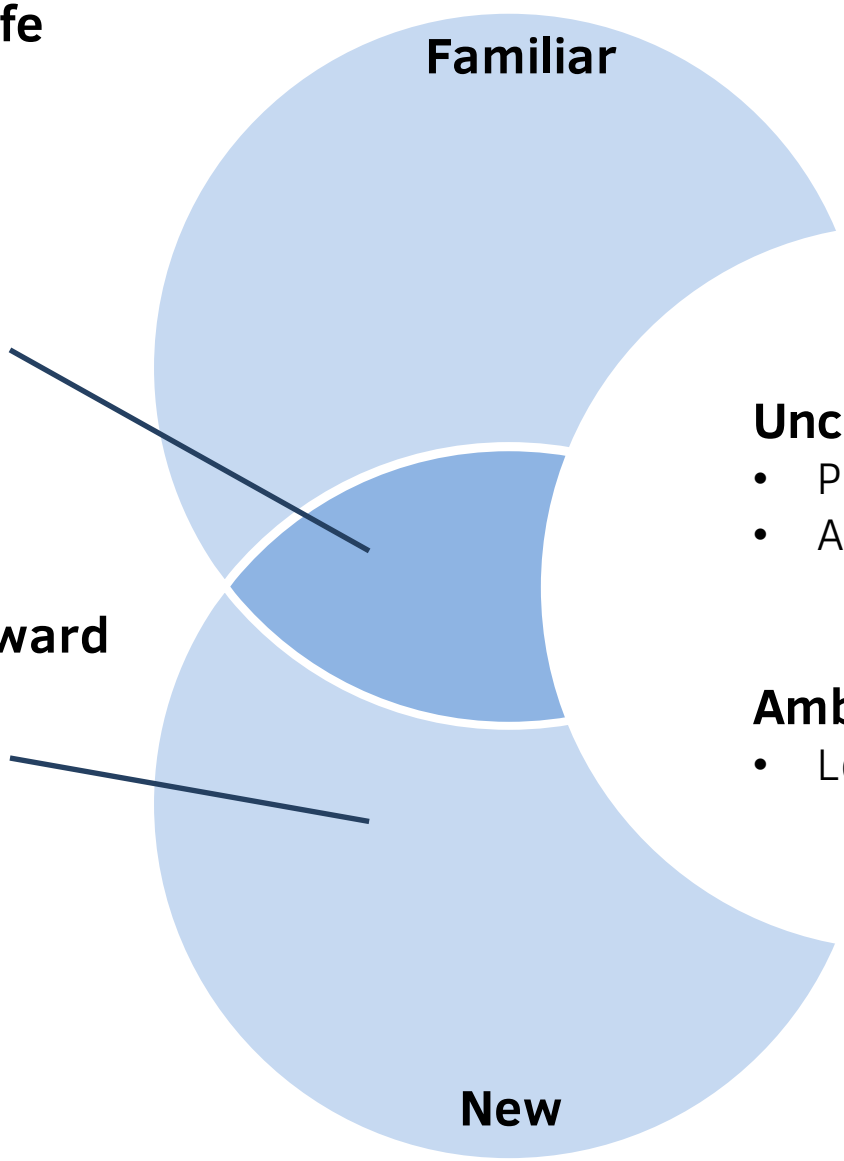

Uncomfortable?

- Power
- Authority

Ambivalent?

- Leadership

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	Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**
Discovery			
Alignment			
Action			

- 6 Lean-Agile transformation strategies
- Common pitfalls
- Opportunities for Servant Leadership

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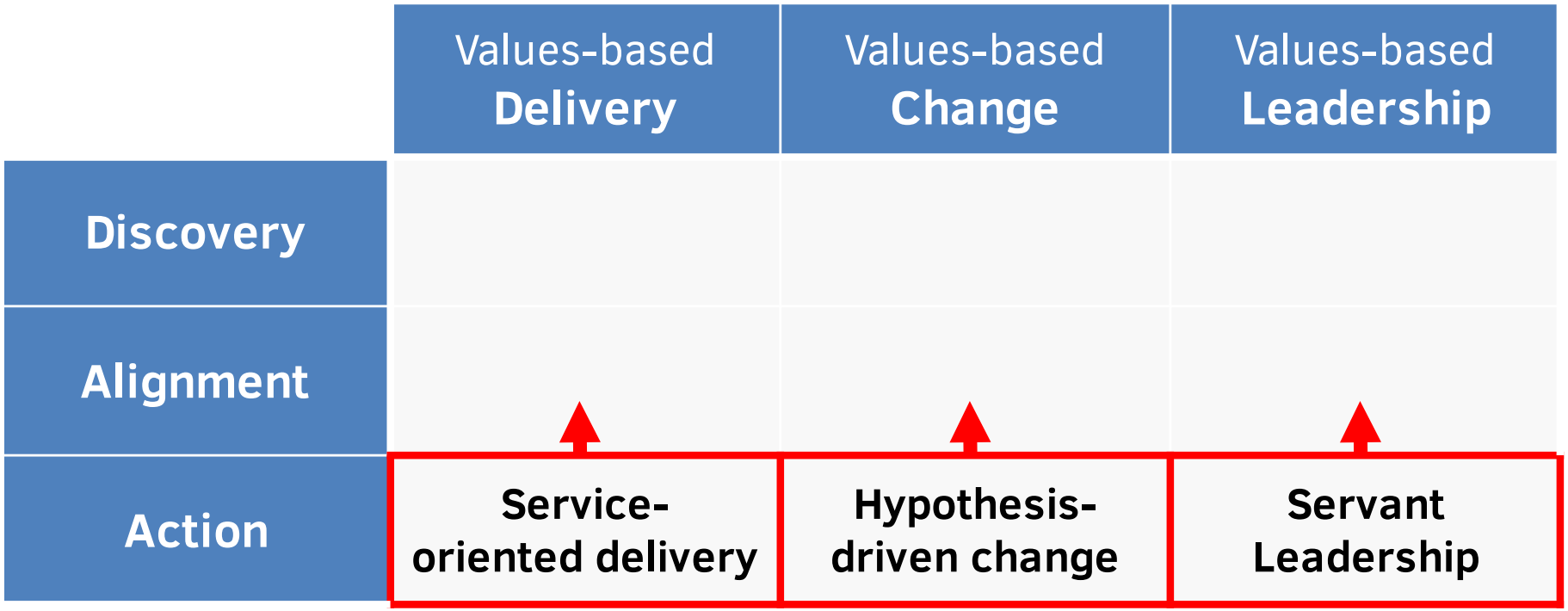
Strategy 1: Skills-first



Equip people, build from a platform of common understanding

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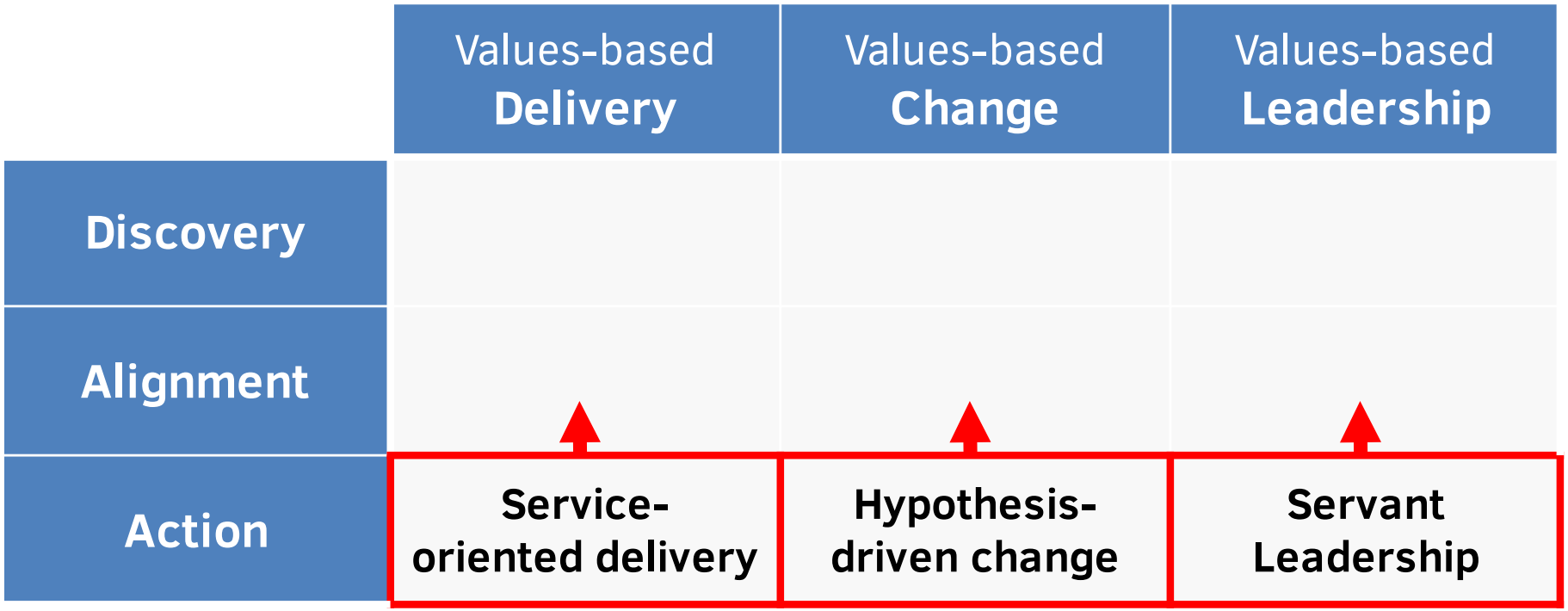
Strategy 1: Skills-first



Pitfalls?

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Strategy 2: Needs-first

	Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**
Discovery	**Needs**		
Alignment	**Impact, outcomes**		
Action	Service-oriented delivery	Hypothesis-driven change	Servant Leadership

Make the discovery of needs a first-class, ongoing activity

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Start with needs*

*user needs not government needs

www.slideshare.net/j_boye/simon-kaplan

Needs != Requirements

Strategy 2: Needs-first

	Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**
Discovery	**Needs**		
Alignment	**Impact, outcomes**		
Action	Service-oriented delivery	Hypothesis-driven change	Servant Leadership

Pitfalls?

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Strategy 3: Team-first

	Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**
Discovery	Needs		
Alignment	**Impact, outcomes**		
Action	**Service-oriented delivery**	Hypothesis-driven change	Servant Leadership

Scale out team by team; seek to shorten customer feedback loops, driving better coordination between services

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Strategy 3: Team-first

	Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**
Discovery	Needs		
Alignment	**Impact, outcomes**		
Action	**Service-oriented delivery**	Hypothesis-driven change	Servant Leadership

Pitfalls?

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Strategies 2 & 3 combined

	Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**
Discovery	**Needs**		
Alignment	**Impact, outcomes**		
Action	**Service-oriented delivery**	Hypothesis-driven change	Servant Leadership

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STATIK

The "*Systems Thinking Approach To Implementing Kanban*"

1. **Understand what makes the service fit for purpose for the customer**
2. **Identify sources of dissatisfaction with the current system**
3. **Analyse demand**
4. Analyse capability
5. Model workflow
6. **Introduce classes of service**
7. Design the kanban system
8. **Socialise the design and negotiate implementation**

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Summary: strategies for Lean-Agile transformation

Getting started:

1. Skills-first
2. Needs-first
3. Team-first

Sustaining:

4.
5.
6.

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Strategy 4: Improvement-driven

	Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**
Discovery	Needs	**Better ways of working**	
Alignment	Impact, outcomes	**Agenda, capability**	
Action	**Service-oriented delivery**	**Hypothesis-driven change**	Servant Leadership

Reflecting on what you do now, agree and actively pursue an agenda for change, building capability

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Values-based delivery assessment

1. Barely started
2. Early gains
3. Getting there
4. Nailing it, consistently

Source: Depth of Kanbanland 2015 survey, agendashift.com

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Customer focus – sample prompts

1. We actively seek to understand the value and urgency of potential work from the perspective of the end customer
2. We involve customers to validate work items as they are being built
3. We continue to own work items until the customer confirms that their needs are being met
4. We manage potential work as 'options for selection' rather than 'orders for fulfillment'

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Action as hypothesis

We believe that
(actionable change) _____
will result in
(meaningful impact) _____.

We'll know that we have succeeded when
(observable outcomes) _____
_____
_____.

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Change:			
Context:			
Owner:		**Mentor:**	

Hypothesis	**Risks**	
We believe that **will result in** **We'll know that we have succeeded when:**	**Downside (to be invalidated/mitigated)**	**Upside (to be nurtured)**

Assumptions & dependencies		**Pilot experiments (new A3s)**	**(owner)**
To be validated	**To be resolved**		

People		**Insights**
Directly impacted	**Other stakeholders & influencers**	

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Organise experiments for implementation

Agree Urgency	Negotiate Change	Validate Adoption	Verify Performance	Complete
Next				Adopted
Soon				Reverted
				Rejected
New				
				Abandoned

Adapted from Jeff Anderson: The Lean Change Method: Managing Agile Organizational Transformation Using Kanban, Kotter, and Lean Startup Thinking

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Strategy 4: Improvement-driven

	Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**
Discovery	Needs	**Better ways of working**	
Alignment	Impact, outcomes	**Agenda, capability**	
Action	**Service-oriented delivery**	**Hypothesis-driven change**	Servant Leadership

Pitfalls?

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Strategy 5: Alignment-driven

	Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**
Discovery	Needs	Better ways of working	Purpose, values
Alignment	**Impact, outcomes**	**Agenda, capability**	**Fitness, meaning**
Action	Service-oriented delivery	Hypothesis-driven change	Servant Leadership

Establish effective feedback loops as drivers for change

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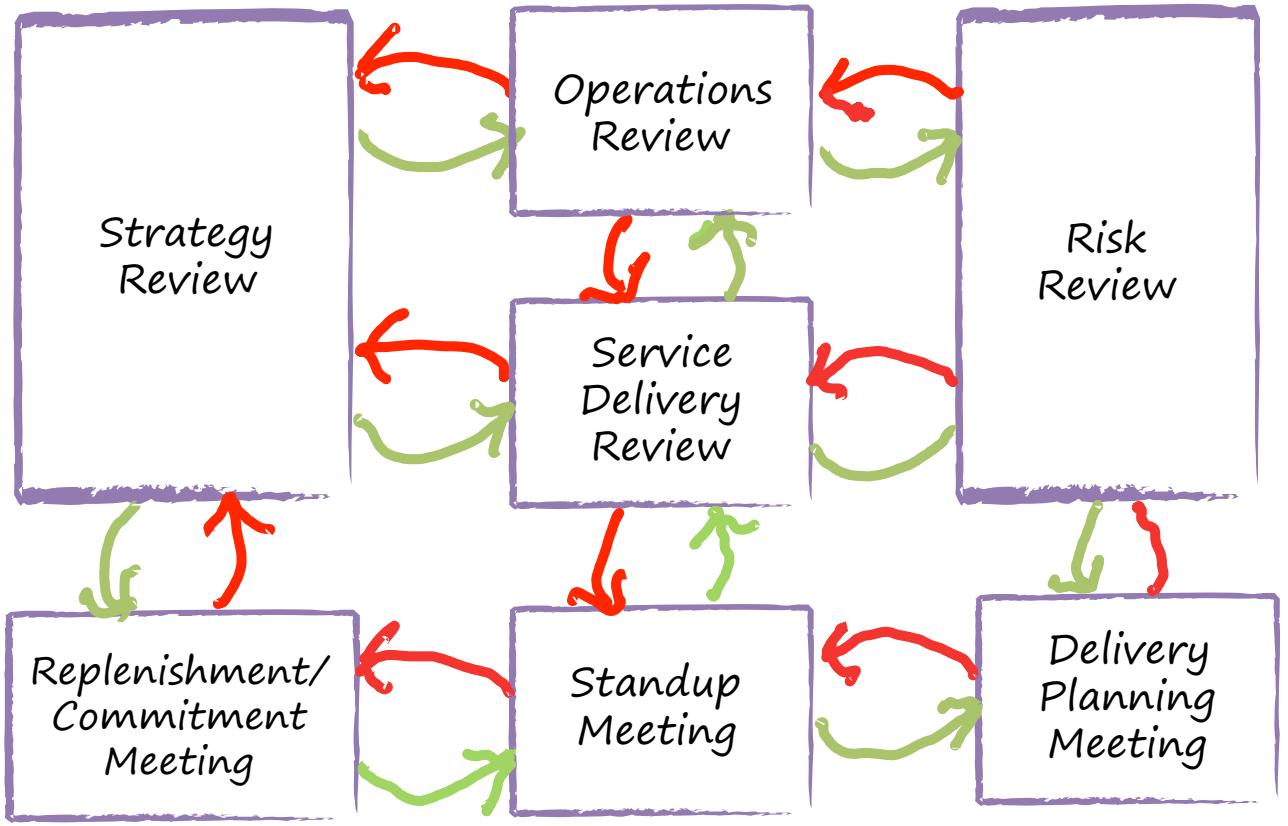
Feedback loops



Source: David J. Anderson
ESP compared to Kanban Method
http://djaa.com/esp-compared-kanban-method

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Strategy 5: Alignment-driven

	Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**
Discovery	Needs	Better ways of working	Purpose, values
Alignment	**Impact, outcomes**	**Agenda, capability**	**Fitness, meaning**
Action	Service-oriented delivery	Hypothesis-driven change	Servant Leadership

Pitfalls?

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Strategy 6: Purpose-driven

	Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**
Discovery	Needs	Better ways of working	**Purpose, values**
Alignment	Impact, outcomes	**Agenda, capability**	**Fitness, meaning**
Action	Service-oriented delivery	Hypothesis-driven change	Servant Leadership

Pursue & align to purpose

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Reflection: Are people connected to purpose?

"Know what you're delivering,
to whom,
and why it matters"

...understanding

- how you do it
- how well you do it
- how to sustain it

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Strategy 6: Purpose-driven

	Values-based **Delivery**	Values-based **Change**	Values-based **Leadership**
Discovery	Needs	Better ways of working	**Purpose, values**
Alignment	Impact, outcomes	**Agenda, capability**	**Fitness, meaning**
Action	Service-oriented delivery	Hypothesis-driven change	Servant Leadership

Pitfalls?

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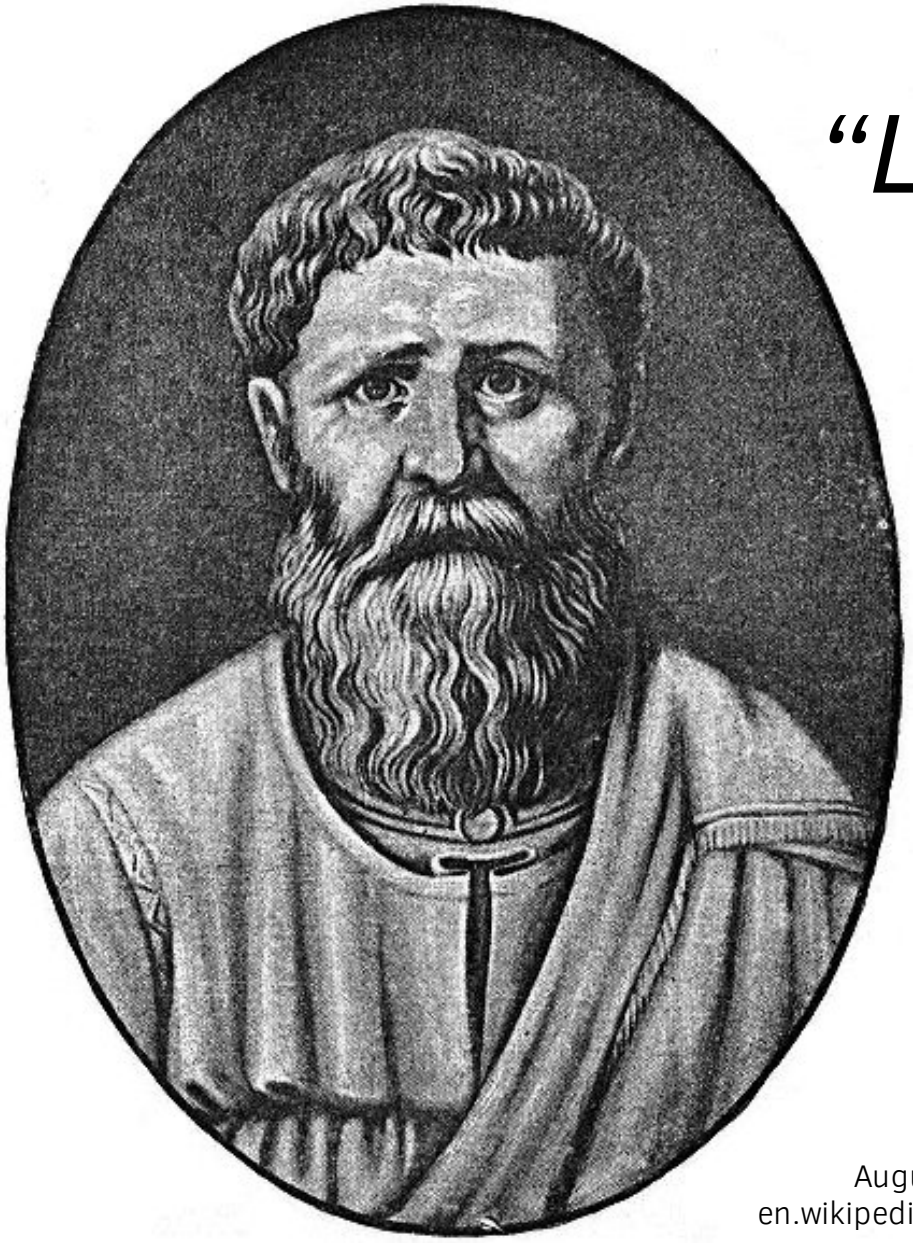

“Lord, grant me agility – but not yet!”

Agile St Augustine

Augustine of Hippo 354-430
en.wikipedia.org/wiki/Augustine_of_Hippo

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It’s all Servant Leadership!

Getting started:

1. Skills-first
2. Needs-first
3. Team-first

Sustaining:

4. Improvement-driven
5. Alignment-driven
6. Purpose-driven

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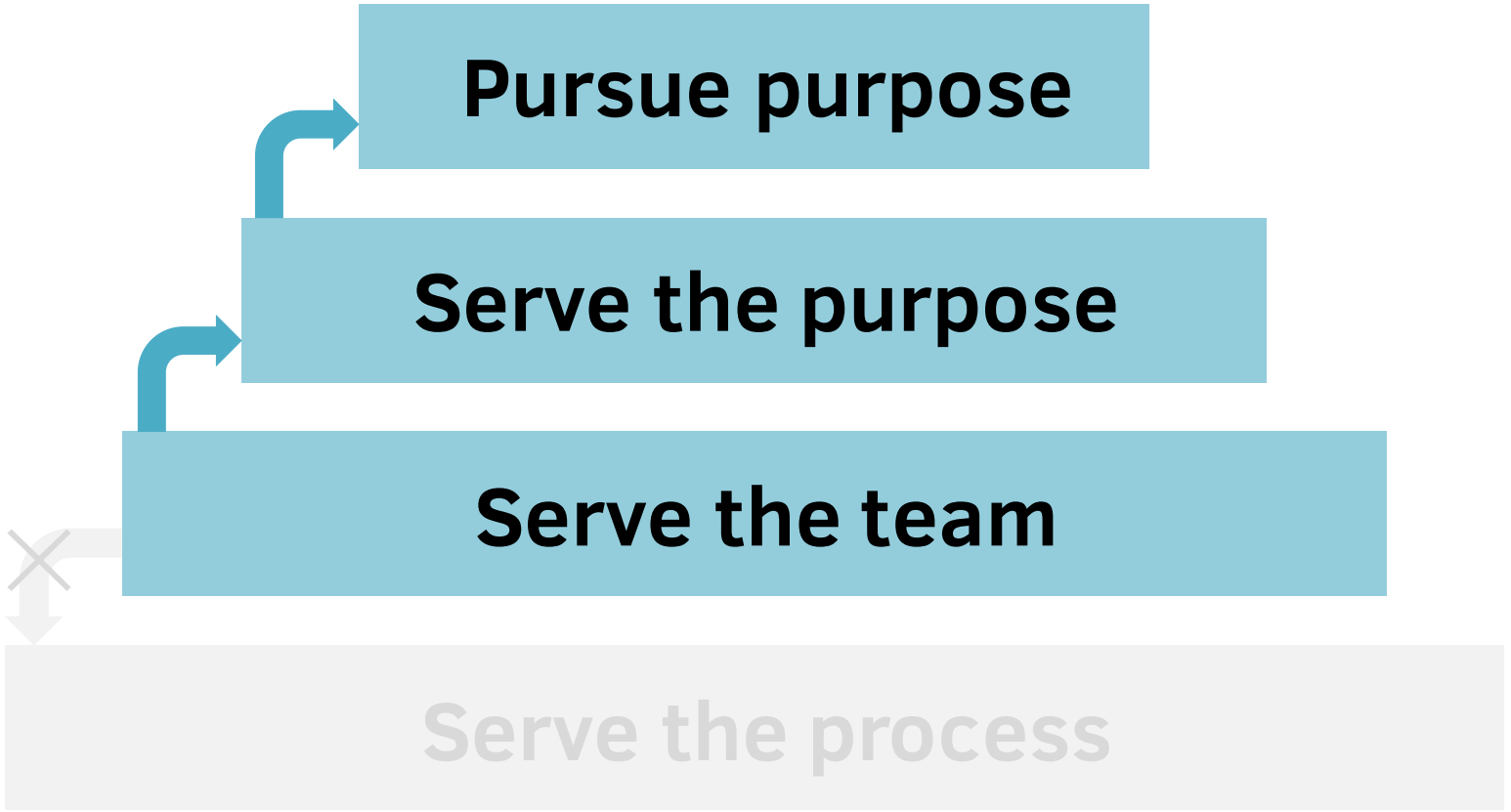

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Thank you! Over to you…

- Rediscover Greenleaf (seriously!)
  - *Servant Leadership* (book)
  - *The Servant as Leader* (essay, pdf)
- Read the paper, try the mini assessment (2016 survey)
  - agendashift.com/paper

    6+1 Essential strategies for successful Lean-Agile transformation
  - agendashift.com/2016
- Stay in touch:
  - Email: mike@agendashift.com
  - LinkedIn: Agendashift (group)

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