



GOSEI

Actionable Fearless Leadership

- from Tayloristic to Agile Organization

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Agile Leadership Day 20.3.2017

Gosei



Ran Nyman



Ari Tikka

- 20 + years in software business
- Agile Adoptions
- Management coaching
- Customers in Telecom, Medical, Game, Heavy metal, Financial, Sales&Marketing, Public sectors
- LeSS coaching company
- www.gosei.fi



Synopsis

Coordination Chaos

Case Nokia Mobile Phones

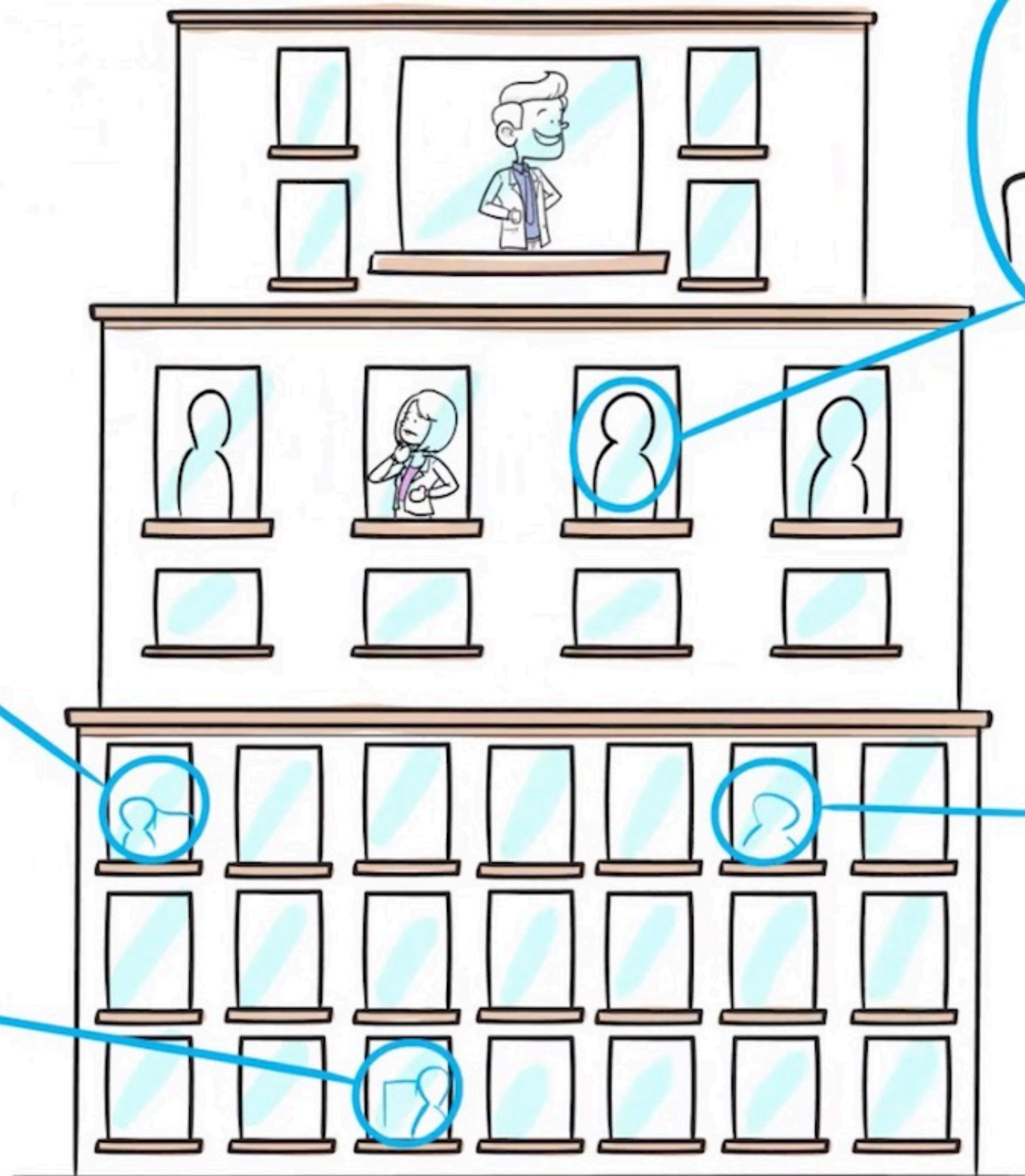
Is it relevant for me?

Actionable Fearless Leadership

Taste of action: Four Patterns of Learning Organization

Coordination chaos

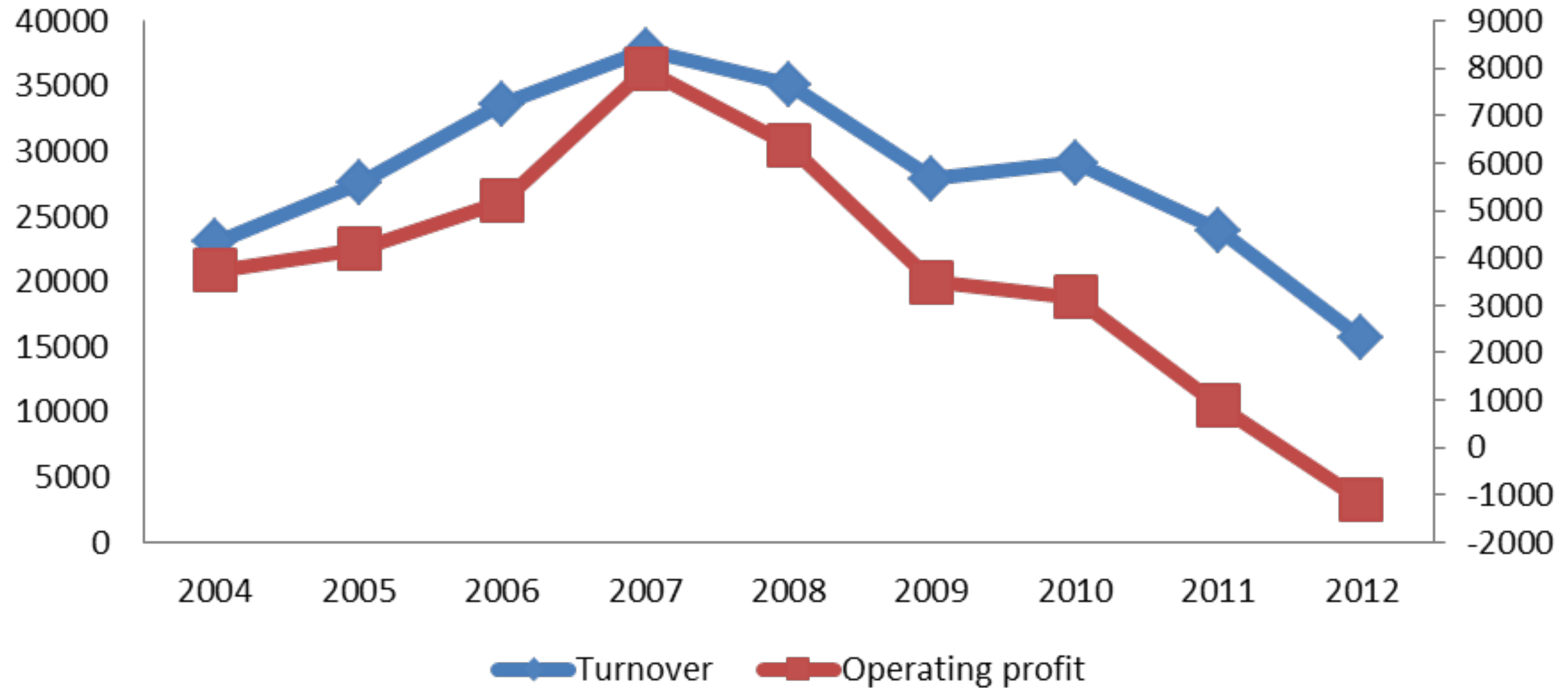
The organization has become too complex
to be coordinated.



Click to see the video

NOKIA Mobile Phones

NOKIA mobile phone business 2004-2012 (million euros)



Graph by Christian Sandström, <http://disruptiveinnovation.se>

NOKIA

Nokia Mobile Phones



Nokia Networks



NOKIA opportunity 1990

Aggressively grab the opportunities

- Great success in the beginning

“Just make it work” - engineers

- Trust and autonomy
- Success during the growth phase
- Ever increasing complexity

Business opportunities

- Crumbling Telecom monopolies
- Detailed GSM standard
- Talented workforce in Finland
- Ambitious leader Jorma Ollila

Organizational background

- 100 years of heavy industry
- Lack of experience in leading SW product development
- Technology over design



20 years later

NOKIA Mobile Phones

Aggressively grab the opportunities

- Great success in the beginning

“Just make it work” - engineers

- Trust and autonomy
- Success during the growth phase
- Ever increasing complexity

“Just make it happen” - management

- Fear disconnected the organization
- Superficial decision making
- Failed to respond to competition

Situation 2007-2011

- New competitors, new game
- Technology constrains design
- Coordination chaos



Management by Fear

Case NOKIA Mobile Phones

Study

- Quy N. Huy at INSEAD and Timo Vuori at Aalto University
- Three rounds of interviews with 76 former senior managers

Sources:

<http://www.enterprisegarage.io/2015/12/case-study-how-nokia-lost-the-smartphone-battle>

<http://knowledge.insead.edu/strategy/who-killed-nokia-nokia-did-4268>



From top to bottom in 5 years

1. Top Management feared of competition and threatened the Middle Management
2. Middle Management misled Top Management because of internal fear
3. Top Management was over-confident and uninformed
4. Top Management was not technically competent to assess the situation
5. Wasted development effort

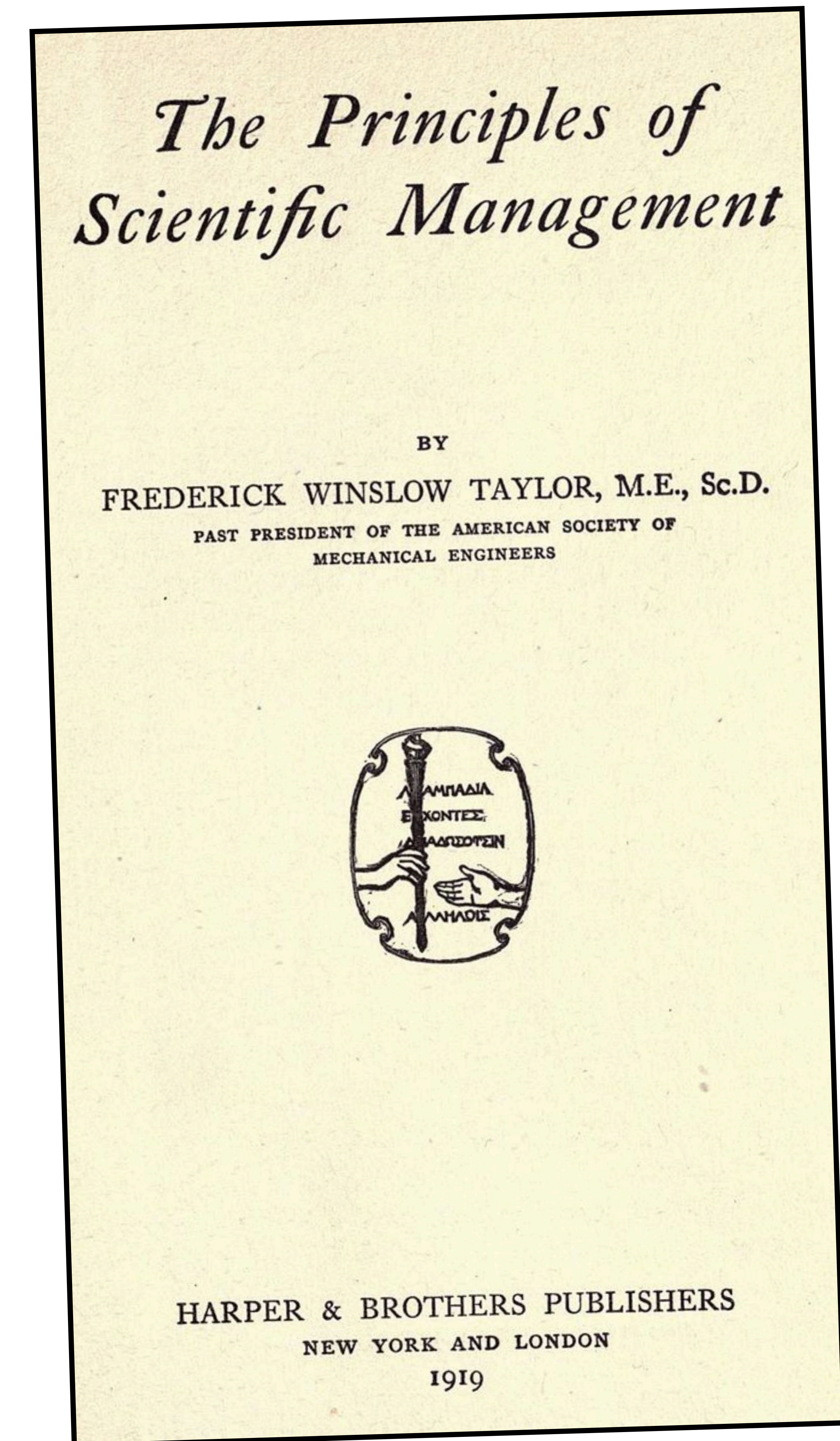
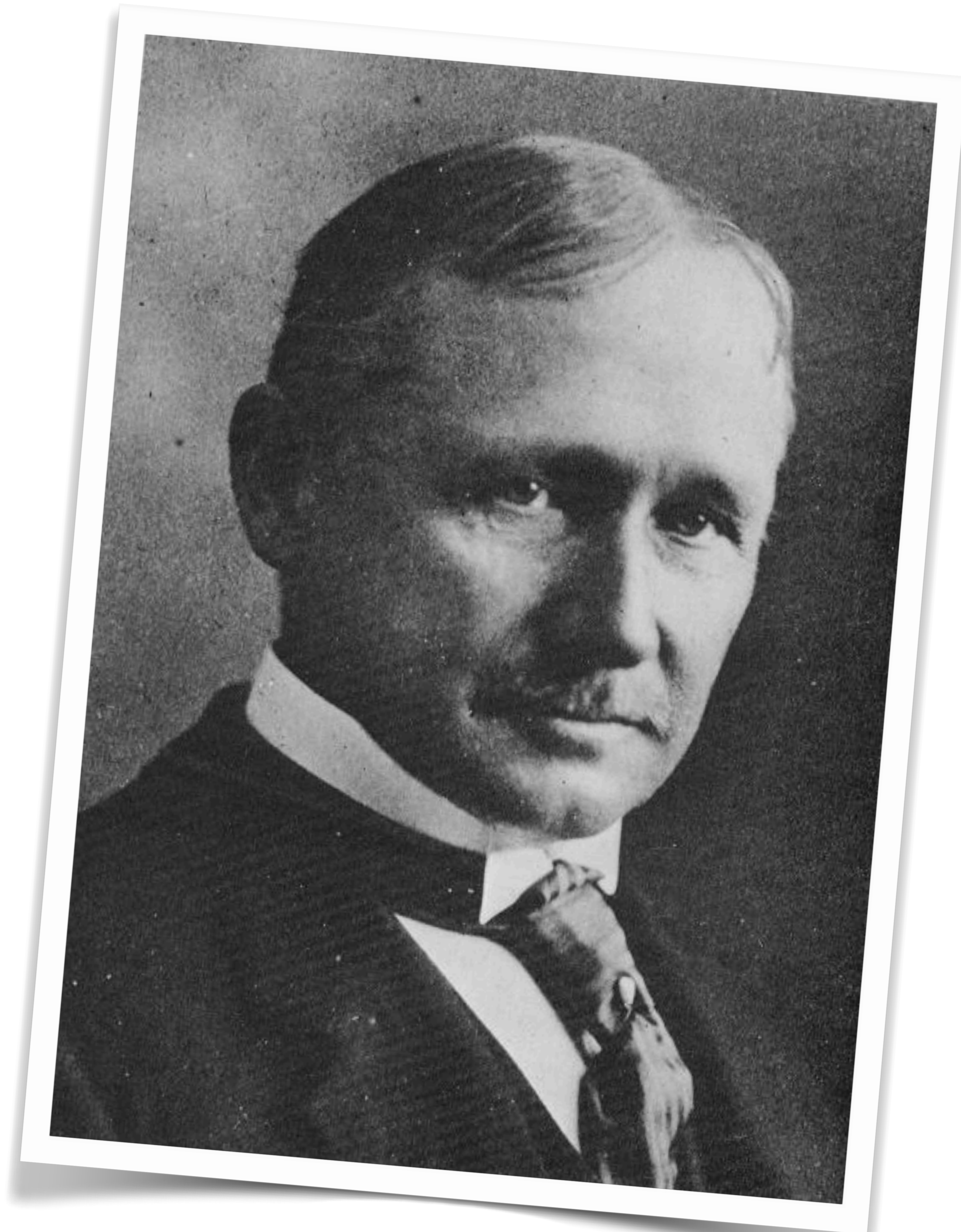
**Management by Fear is
a property of the system
not
because of the person.**

A fragmented (schizoid) system causes fear

1. Paranoia. I have no clue what happens elsewhere. Opportunities are seen as threats.
2. As a (top) manager, I have no clue what is happening in my organisation. I have only one management tool: pressure.

Taylorism

Winfred Taylor



Modern Tayloristic Leadership

Split responsibilities

- Others promise, others deliver
- Others plan, others execute
- Others decide, others follow
- Others know, others decide
- Others implement, others test

Task / role specialization

- Project/program managers
- Resource manager
- Quality manager

- Sustainability Manager
- HR manager
- Line manager
- Specifier
- Architect
- UI designer
- Quality manager
- Fault manager
- Feature owner
- Feature Owner Team
- Release Manager

- Systems Engineer
- Portfolio manager
- Customer Experience Manager
- Process development manager
- Integration manager
- Release train engineer
- Enterprise architect
- Chief specialist
- Security manager

Modern Tayloristic Leadership

Split responsibilities

- Others promise, others deliver
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- Others implement, others test

Task specialization

- Product managers
- Resource manager
- Quality manager



- Project Manager



- System Portfolio manager
- Customer Experience



- Product manager
- Architect
- UI designer
- Development manager



- Integration manager
- Quality manager
- Owner



- Integration manager
- Chief specialist
- Security manager

- Owner Team
- Release Manager

Everyday experience



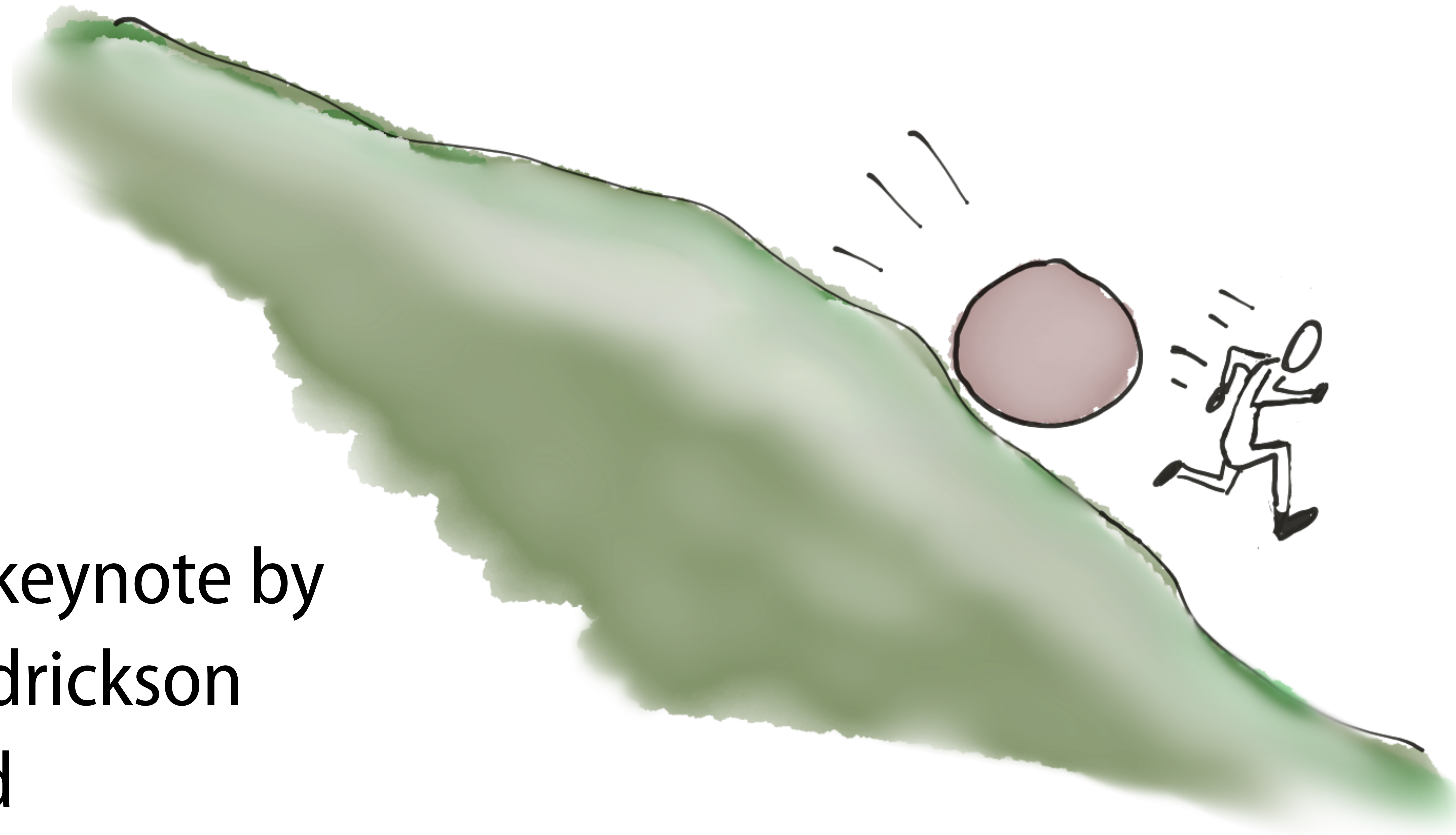
“Pressure. Must. Should.”

“No time for real change.”

“Power and wisdom are always elsewhere.”

Actionable Fearless Leadership

Without Intervention, Work Rolls Down Hill



From XP2016 keynote by
Elisabeth Hendrickson
@testobsessed

Fearless Leaders



Intervene



How much time, cash and owners' trust do we have?

Fear - Nature's risk management

Individual

- Exclusion from the tribe
- Personal conflict

Collective

- Death of the tribe
- Loss of cohesion
- External conflict

Avoid conflict



**From
Conflict Avoidance
To**

????????????

**From
Conflict Avoidance
To
Radical Curiosity**

**From
Conflict Avoidance
To
Greed to Learn**

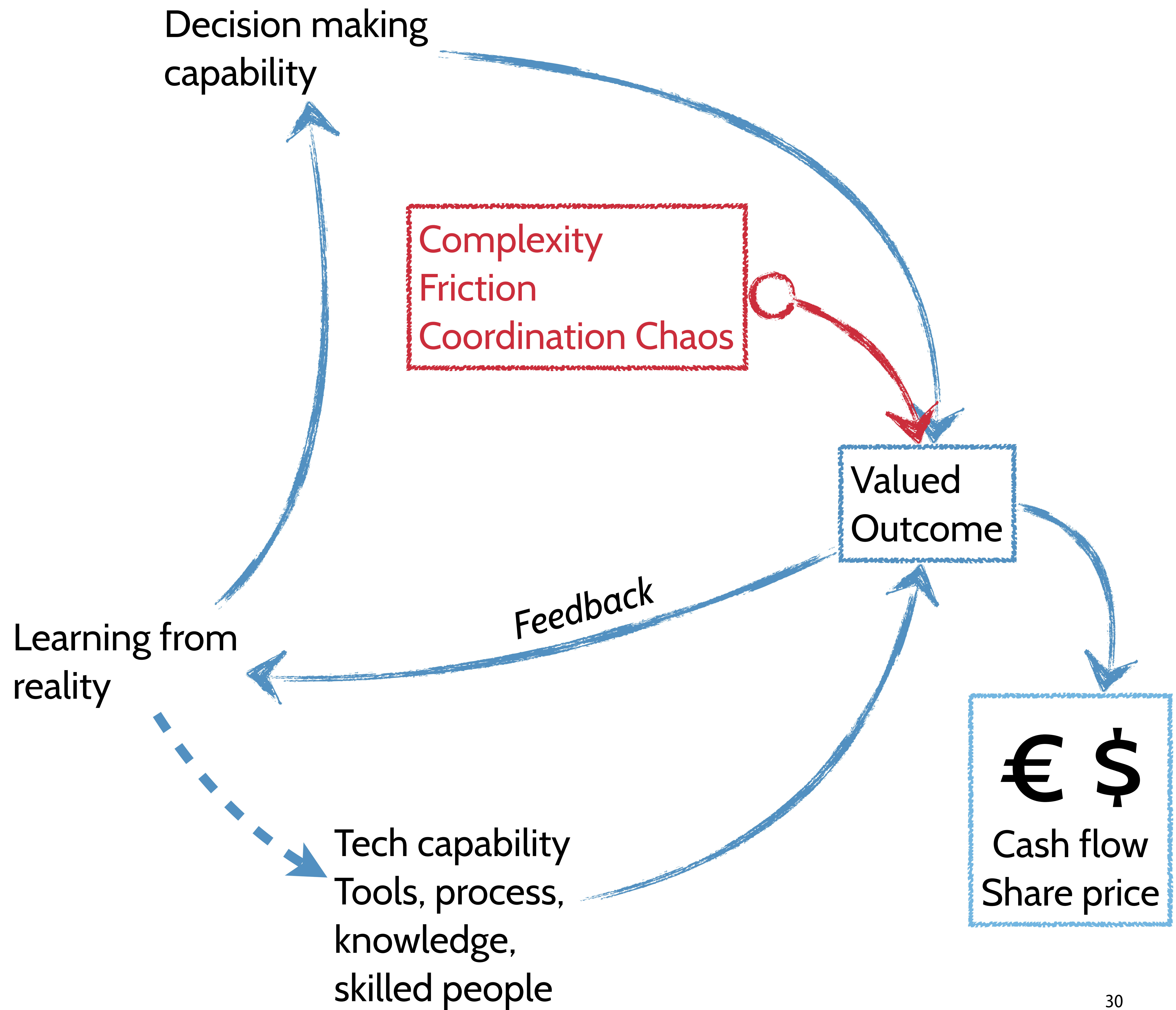
Fearless Leaders

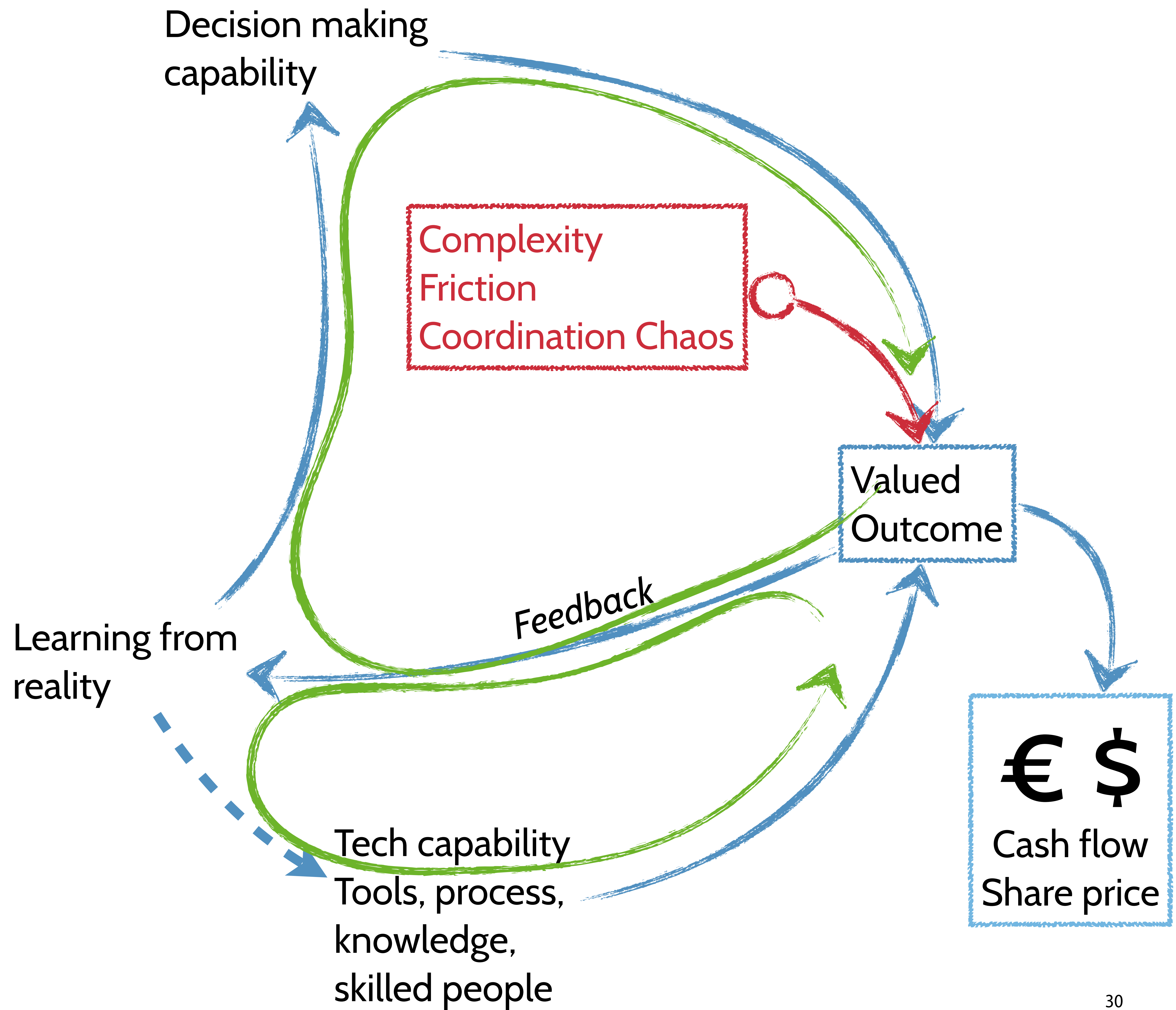
Connect
conflicting realities -
letting curiosity
overcome fear

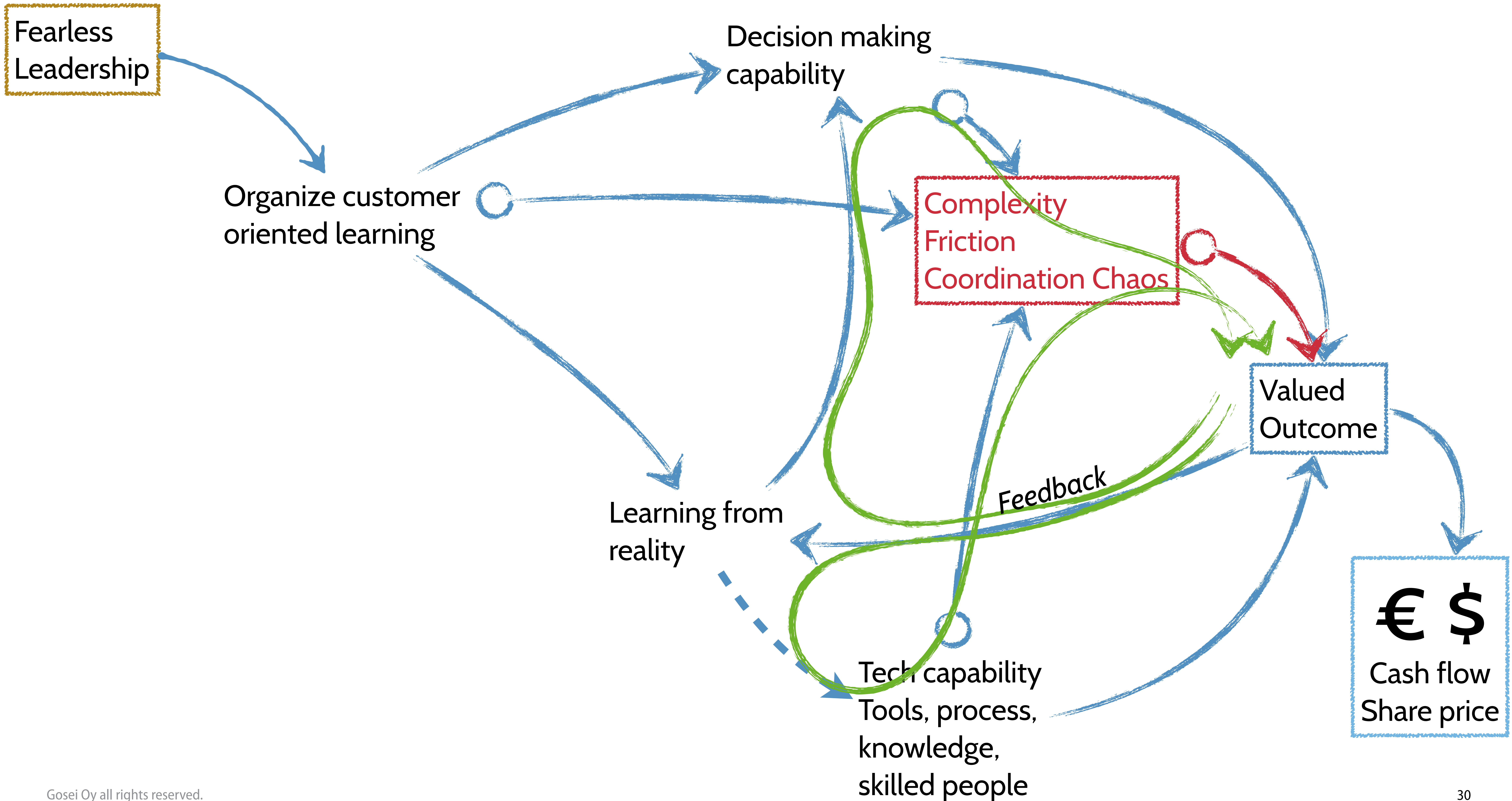
Intervene

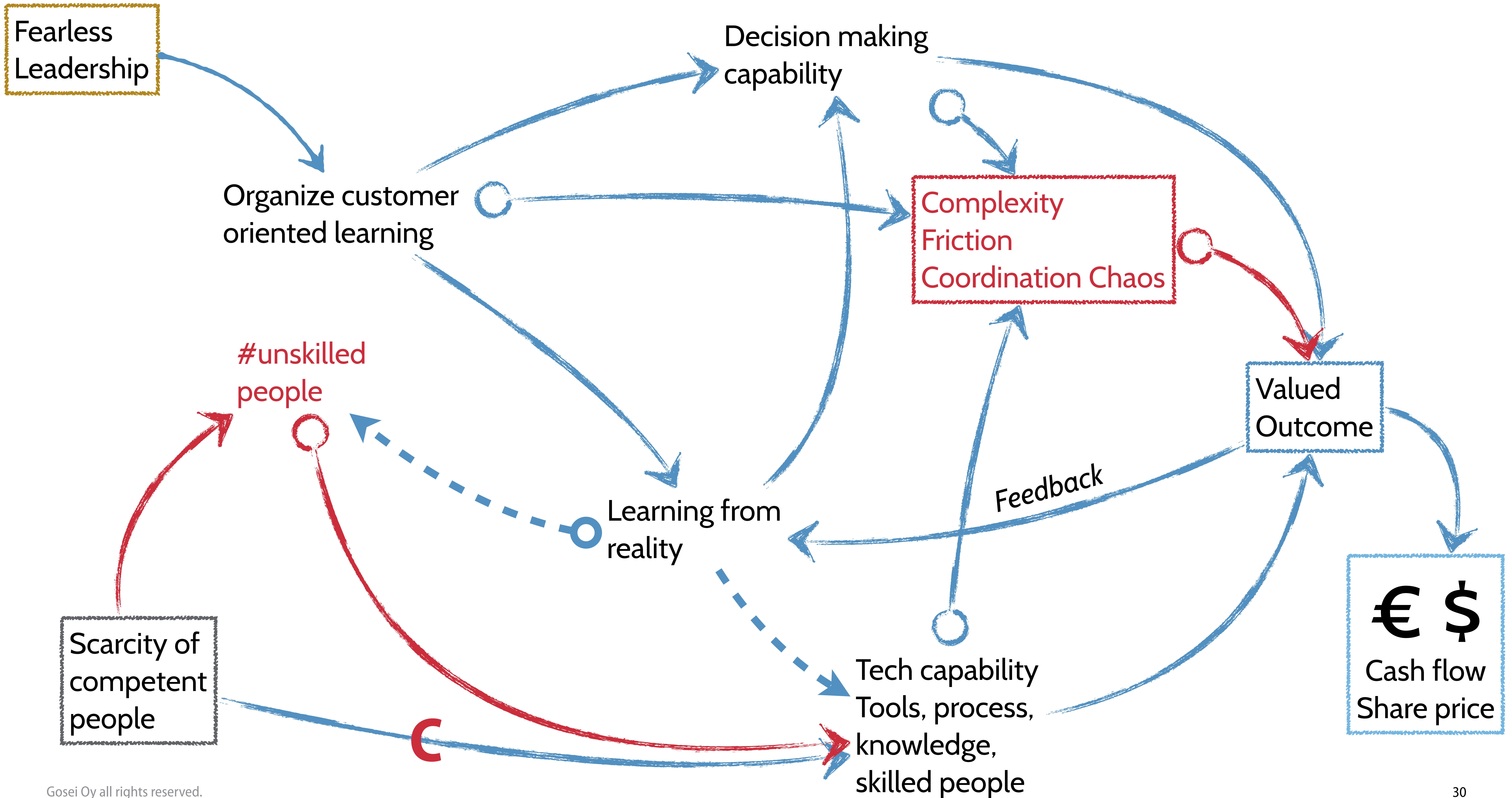
Trust in
Learning

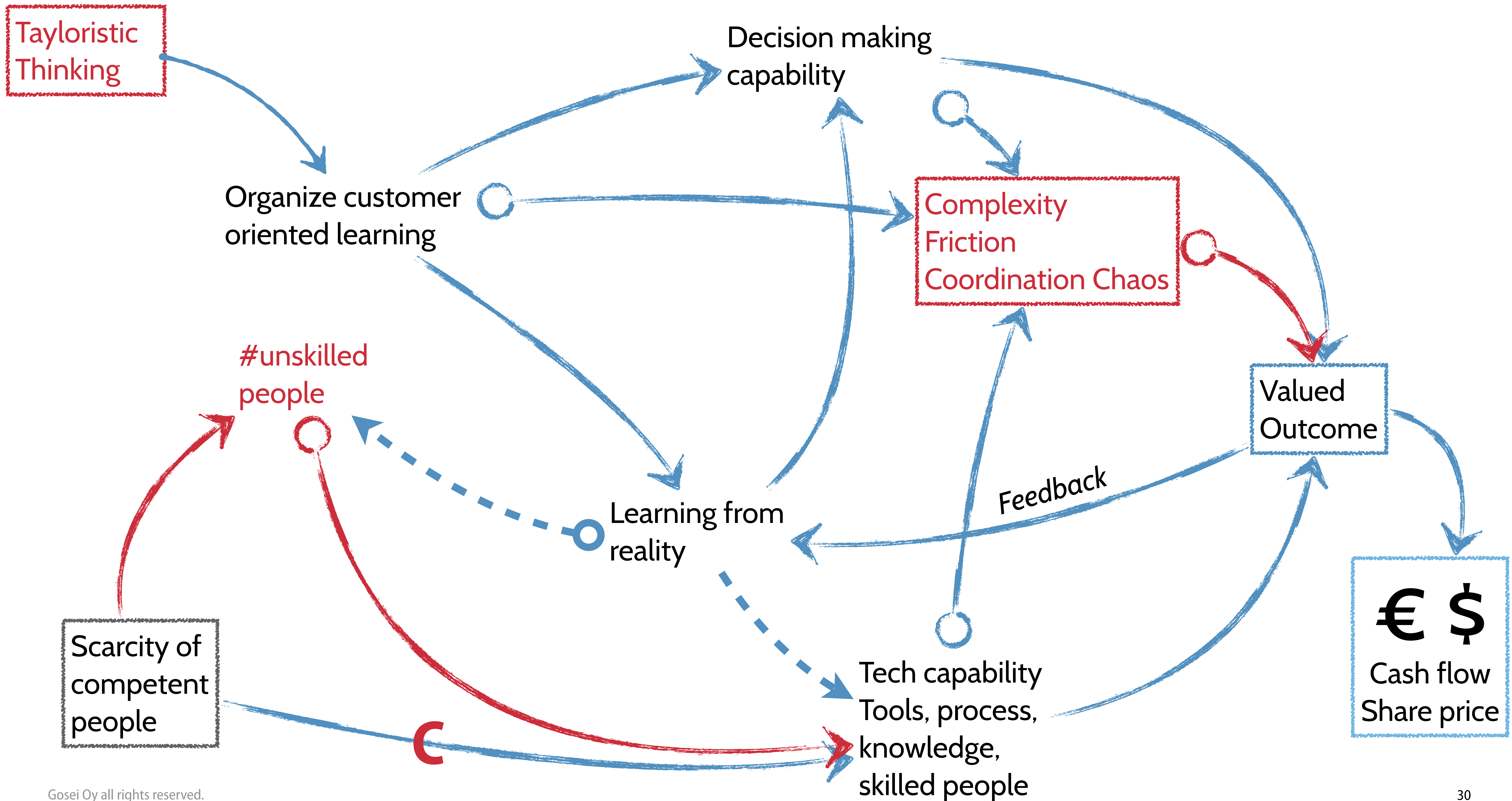
How much time, cash and
owners' trust do we have?

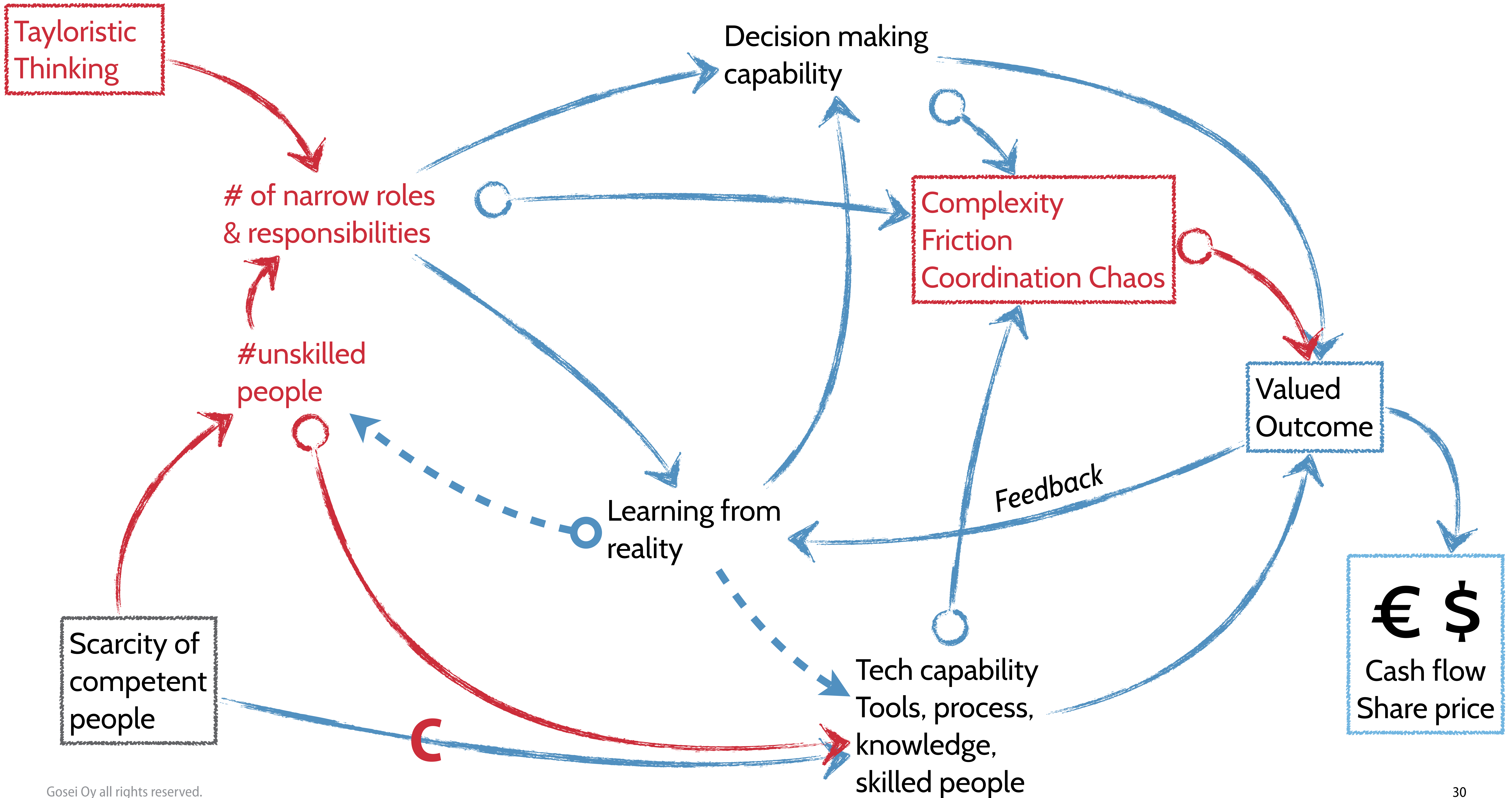


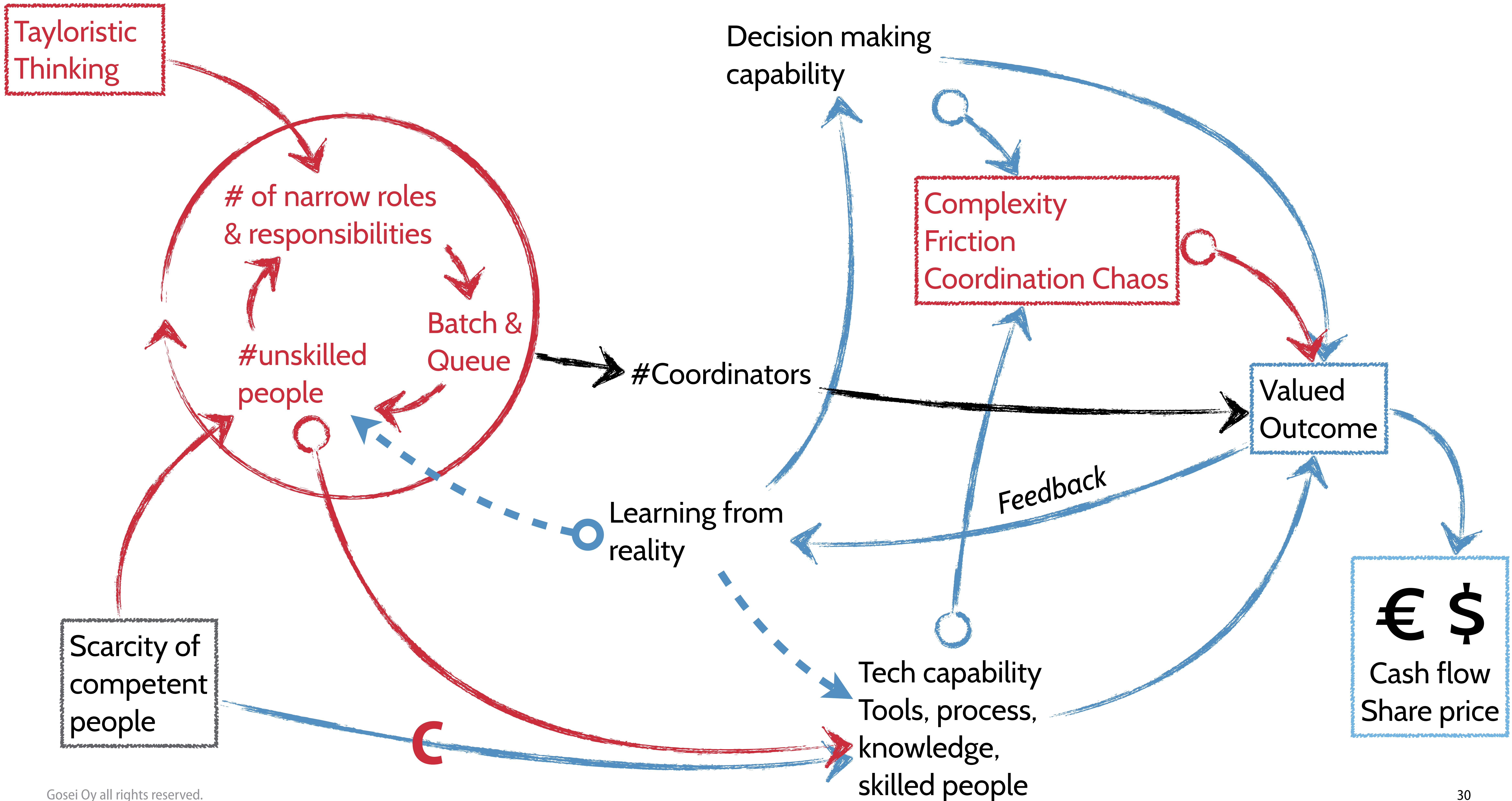


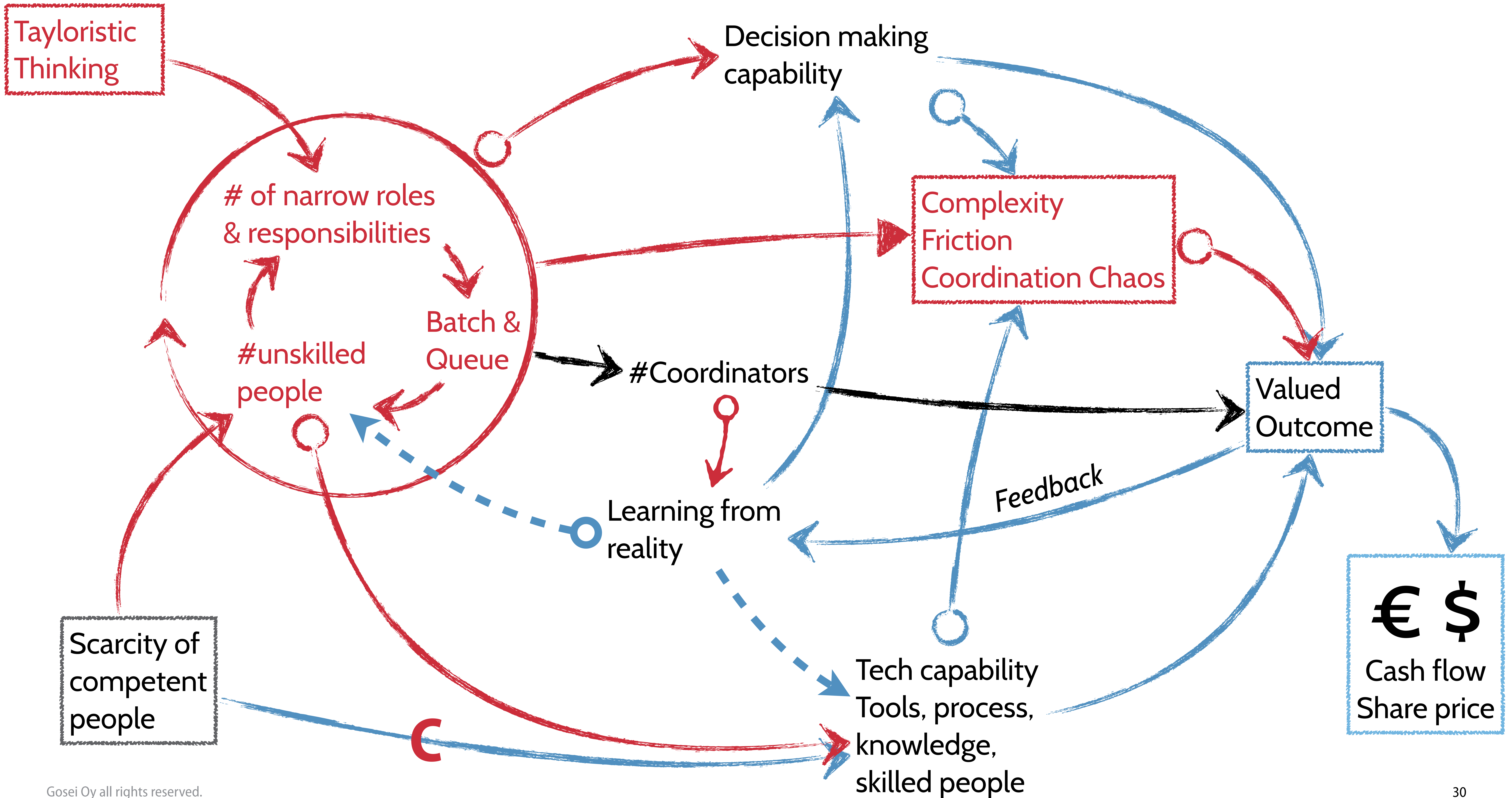


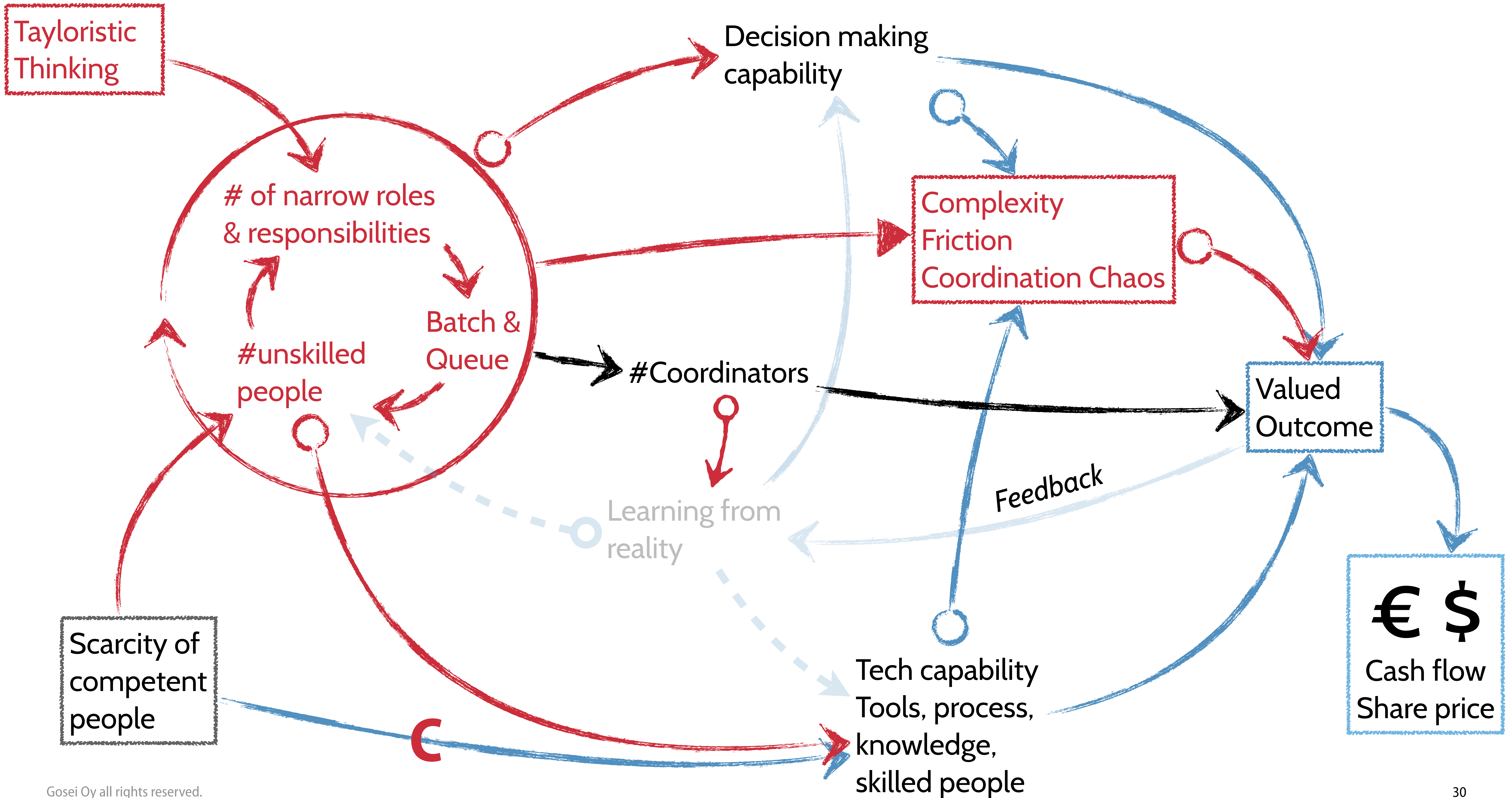




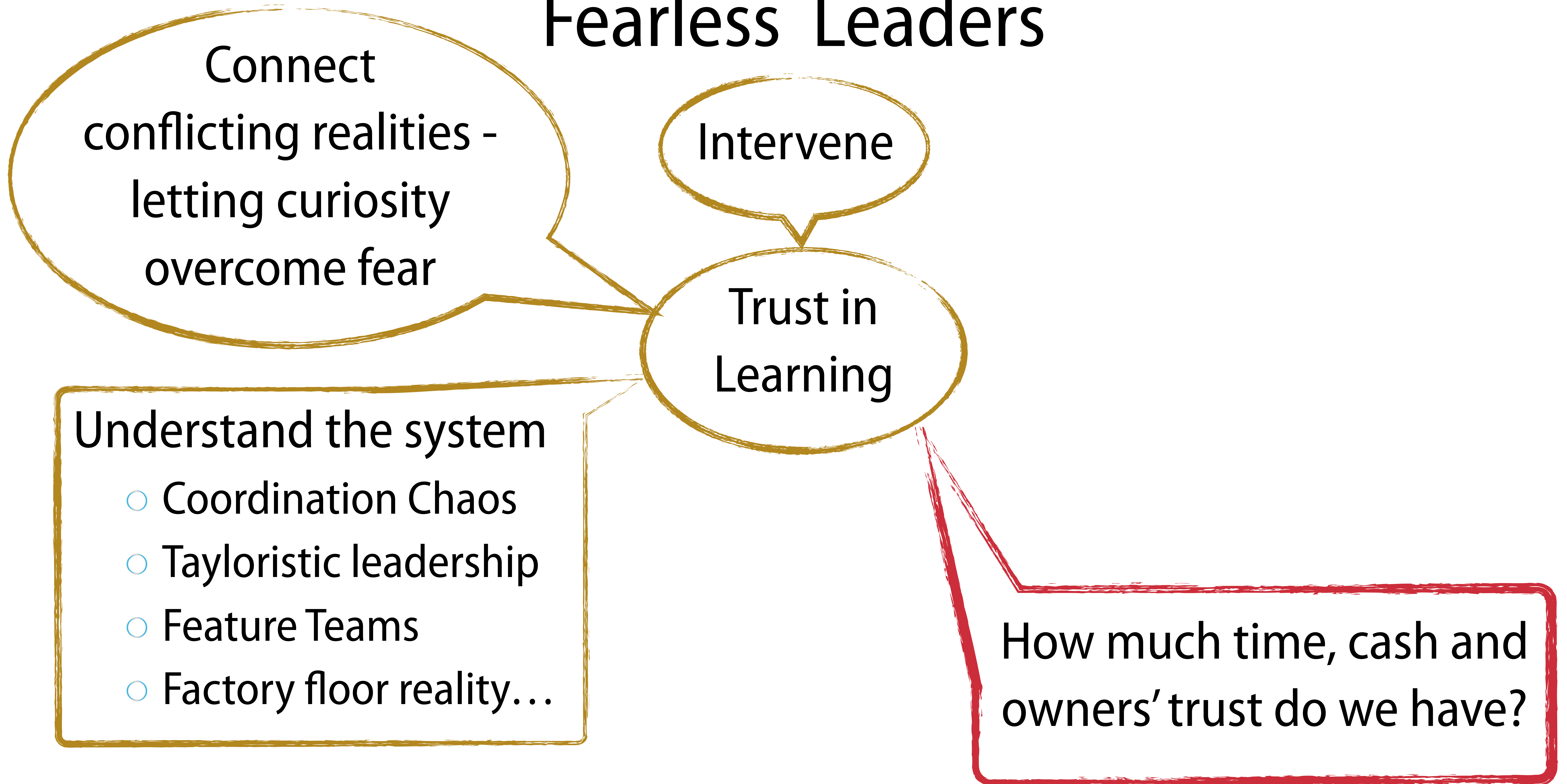




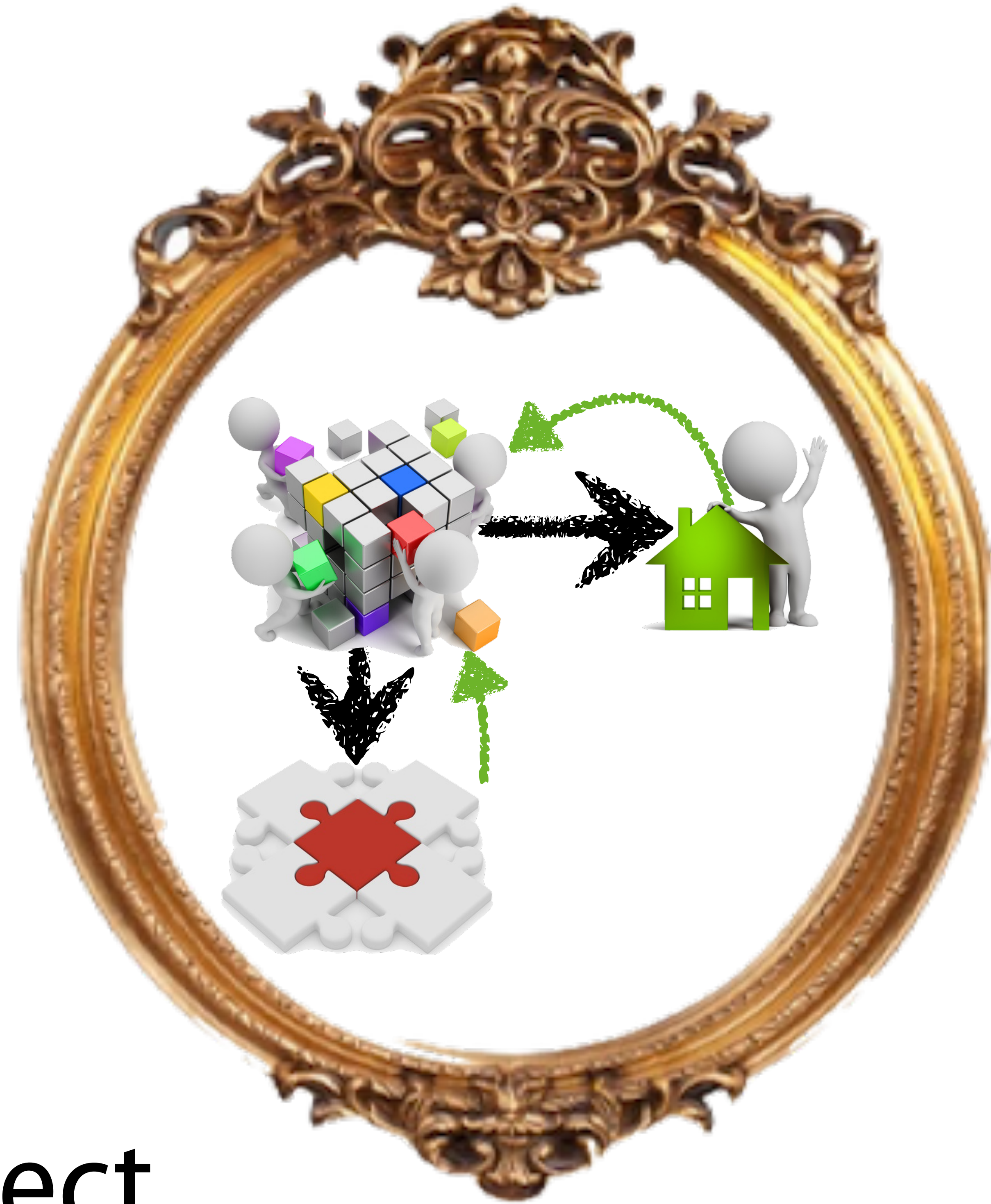




Fearless Leaders

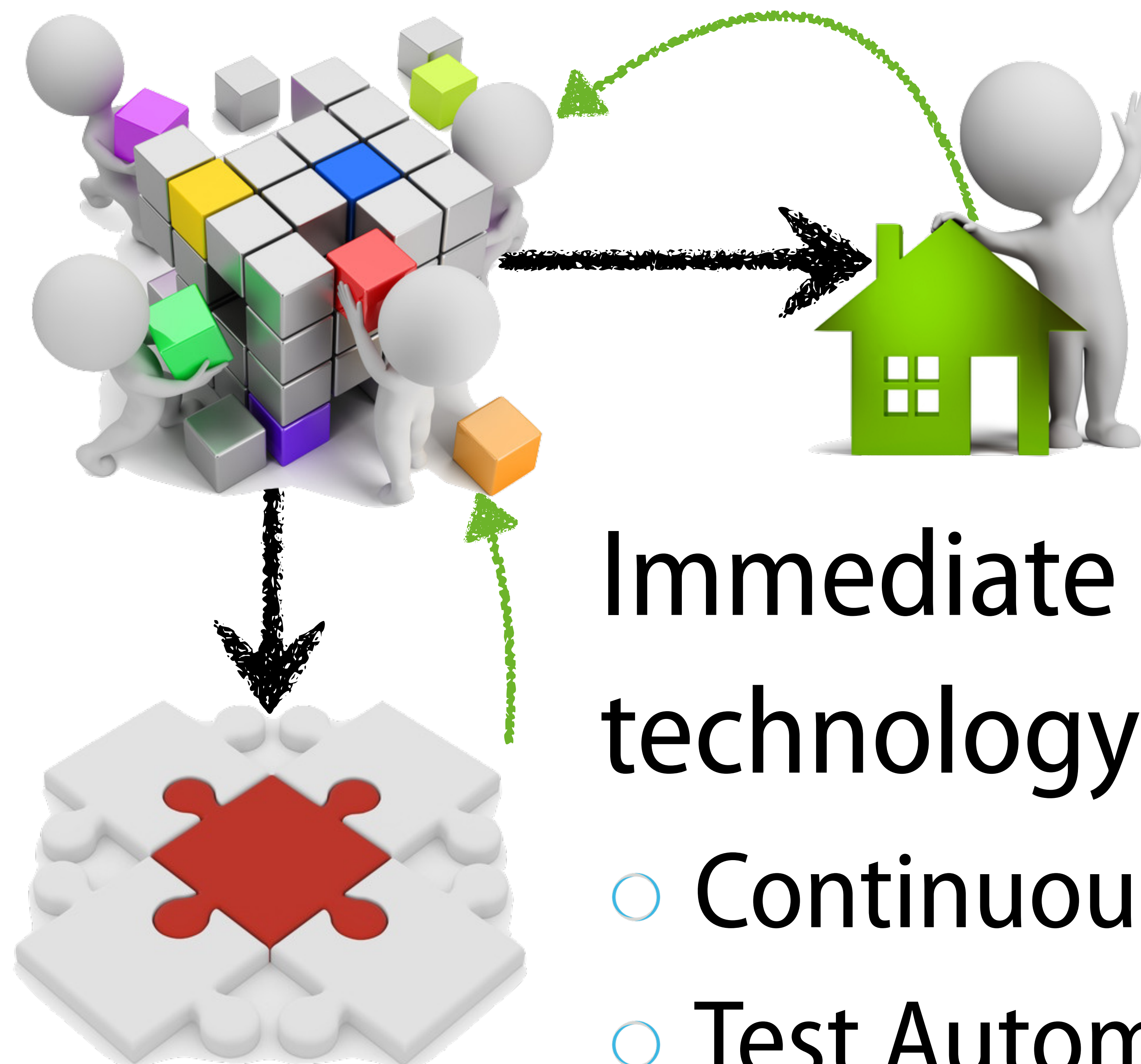


Build the system of feedback from realities



Organise for customer oriented learning

- Find your Product
- Cross-functional teams interact with Customers
- Full product focus



Reflect

- Create Ba, place for learning
- Deliberate learning to learn
- Individual, Team, System

Immediate feedback from technology

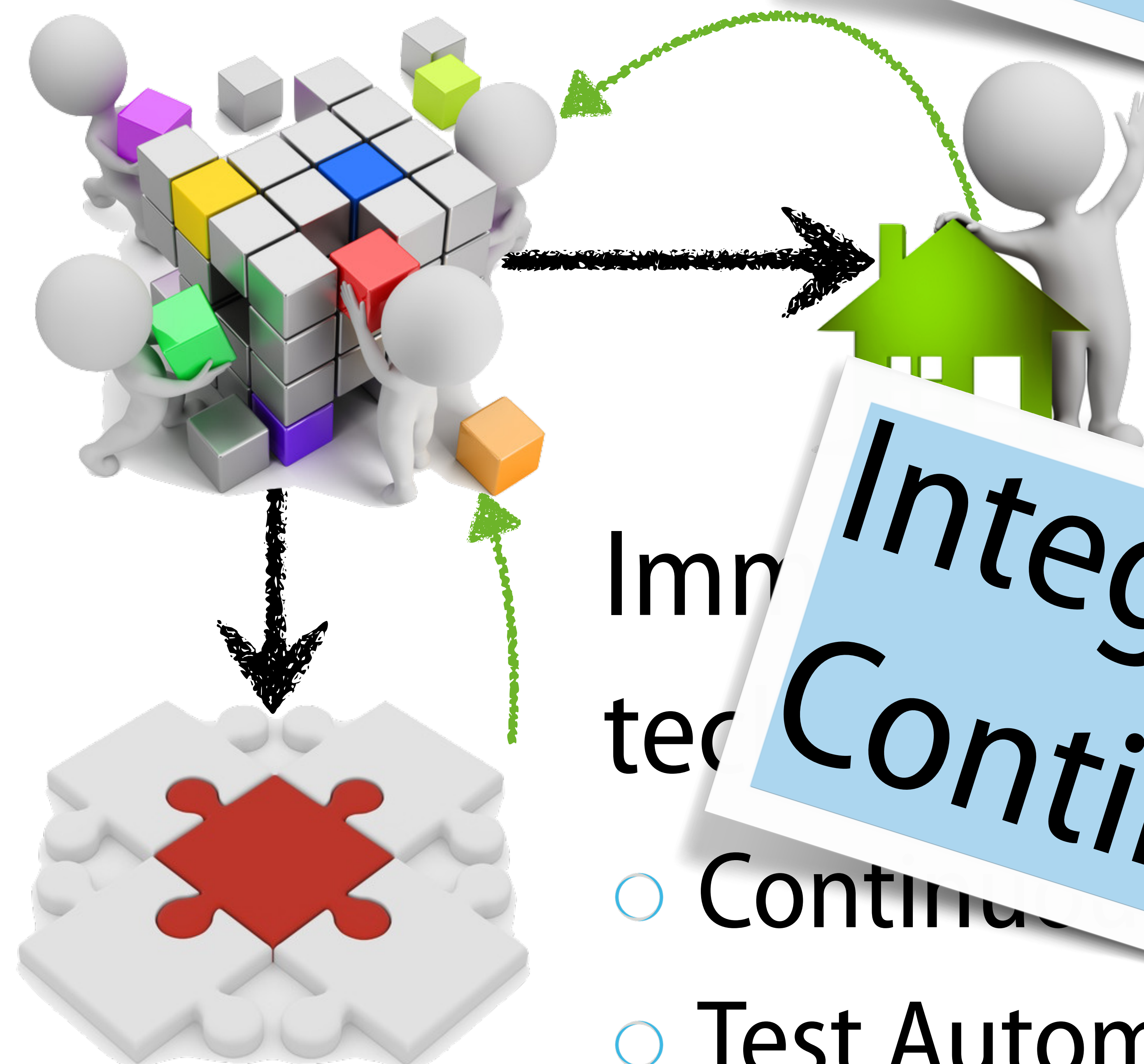
- Continuous integration
- Test Automation

Build the system of feedback from realities

Organise for customer learning

- Find your Product
- Cross-functional teams
- Full product focus

Feature Teams
Working with
Full Product



Integrate feedback from

- Continuous
- Test Automation

Integrate
Continuously

Continuous
Improvement

- Create learning
- Deliberate learning
- Individual, Team, System



Nooooooo!
It will break!

Fearless Leaders

Connect

conflicting realities -
letting curiosity
overcome fear

Intervene

Trust in
Learning

Build feedback
mechanism from
Work, Customer
and System

Understand the system

- Coordination Chaos
- Tayloristic leadership
- Feature Teams
- Factory floor reality...

How much time, cash and
owners' trust do we have?

Psychological Safety



Employees who feel psychologically safe:

- Stay with the company
- Embrace new ideas from their colleagues
- Generate more revenue
- Rated as 'effective' twice as often by their managers.

Secure Base

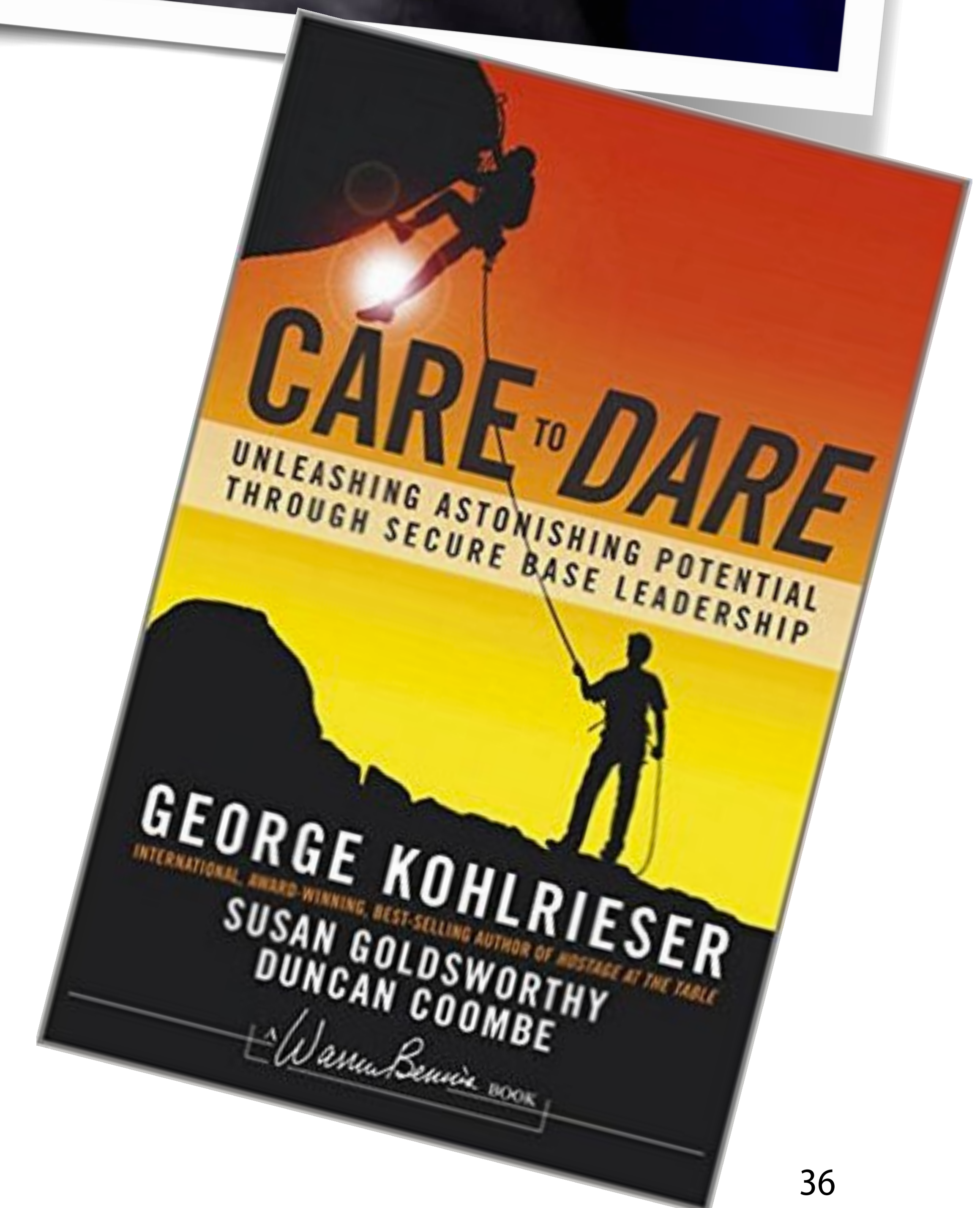
Two fundamental Secure Bases

- Social network, bonding
- Achievement, empowerment

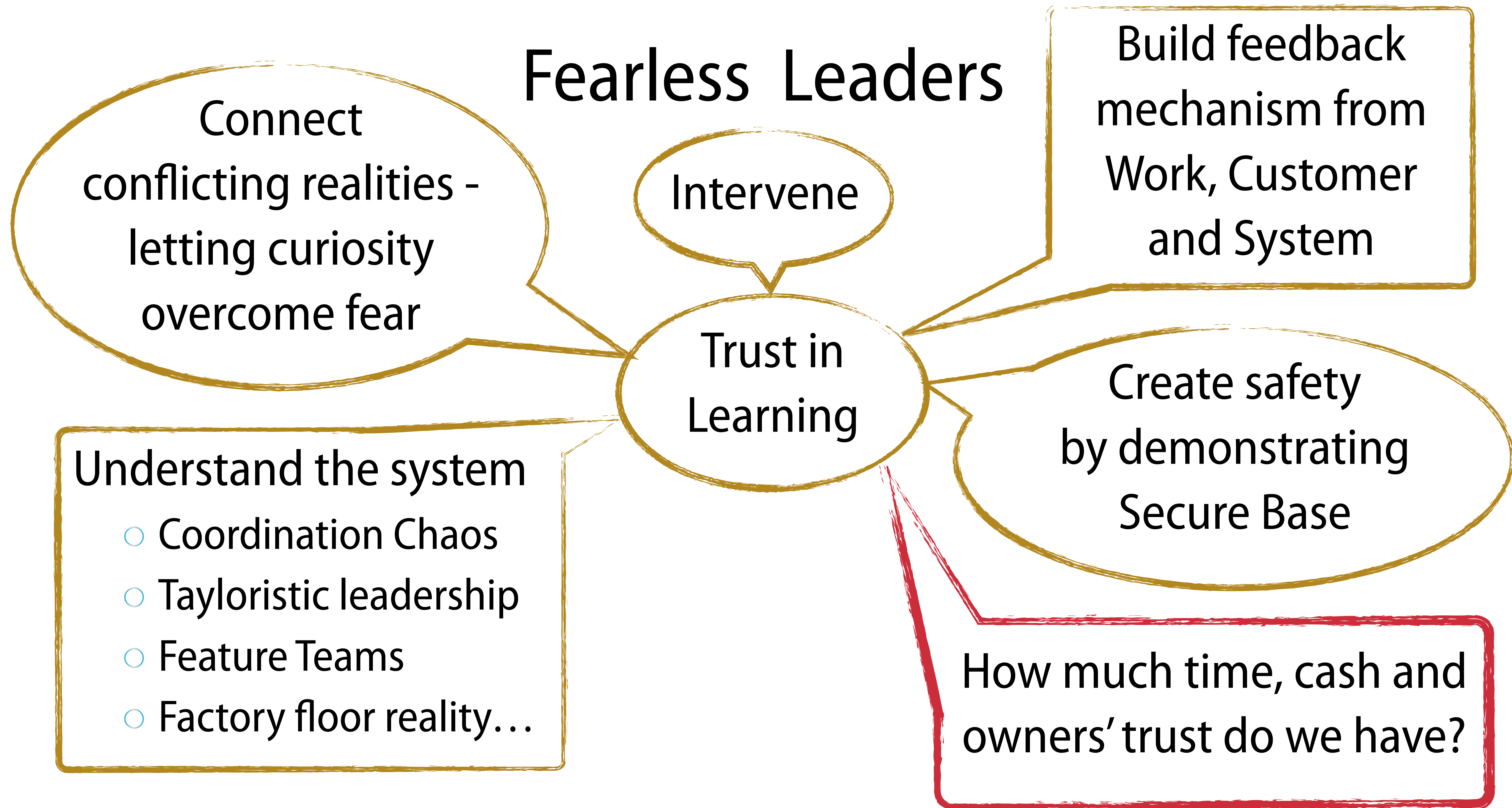
Leaders demonstrate Fearlessness
by their own personal Secure Base

- E.g. <http://www.imd.org/news/TEDx-talk-George-Kohlrieser.cfm>

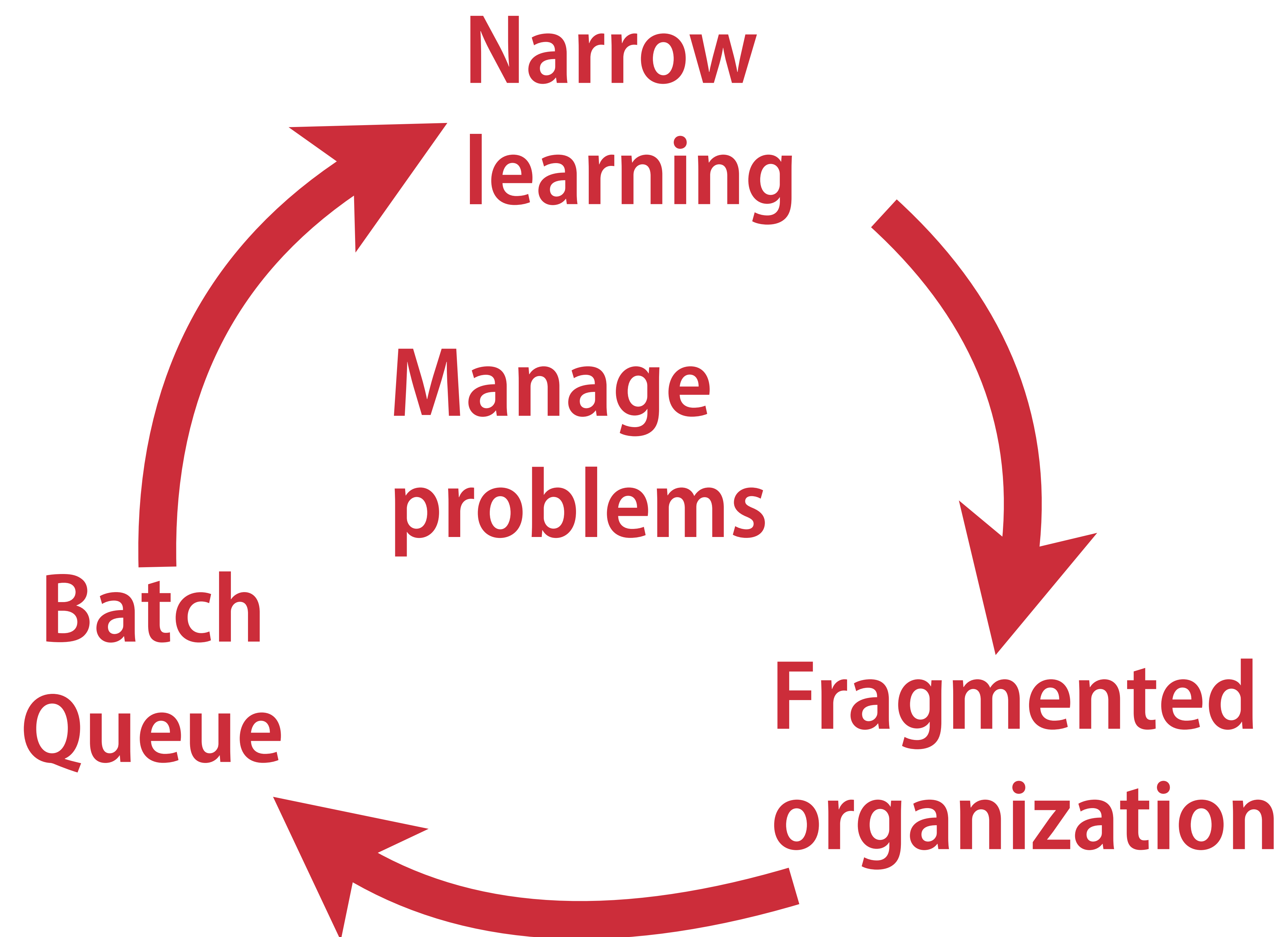
Attachement theory



Fearless Leaders



Everyday experience



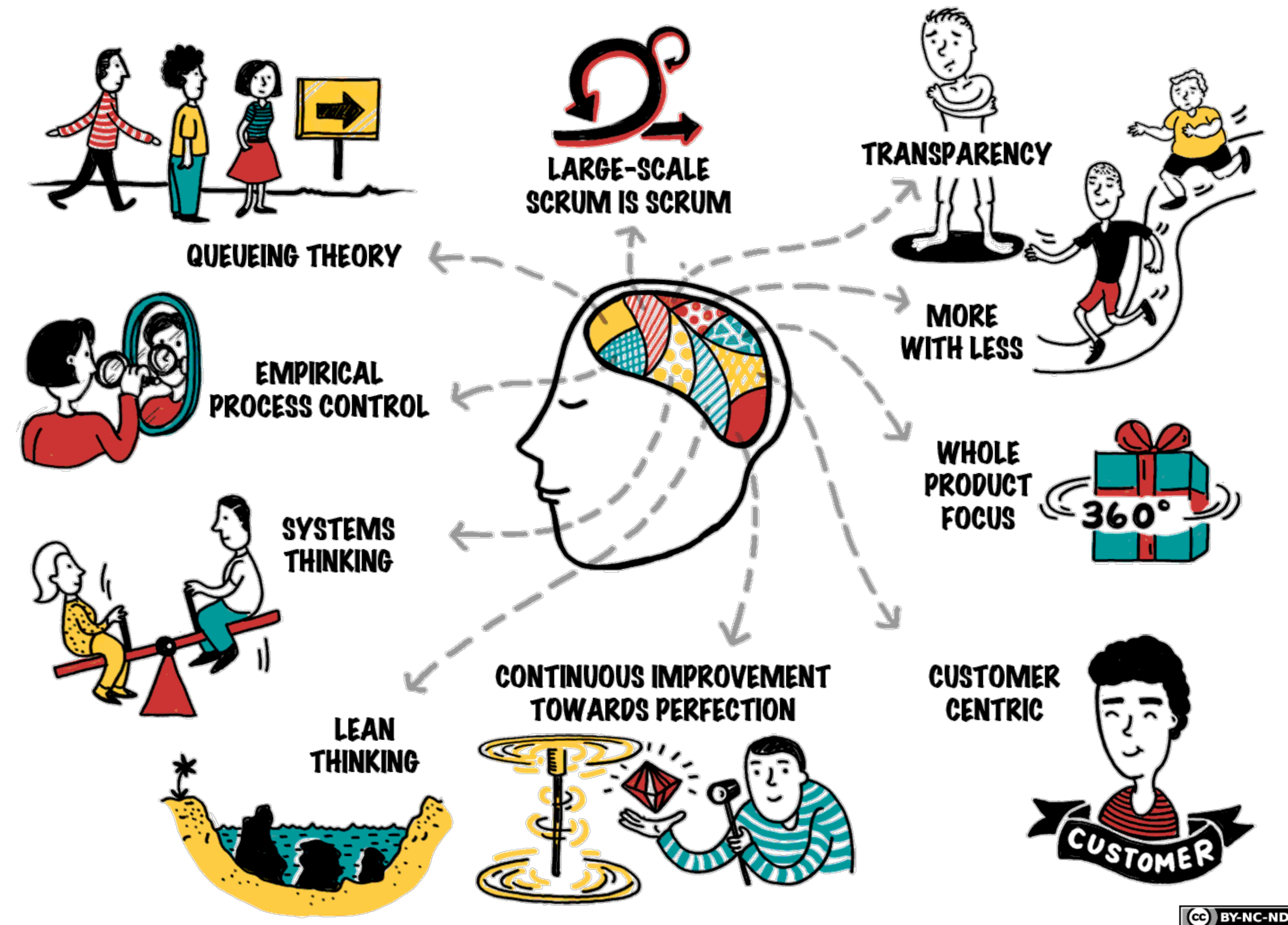
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“No time for real change.”

“Power and wisdom are always elsewhere.”

Adoption path

1. Change thinking

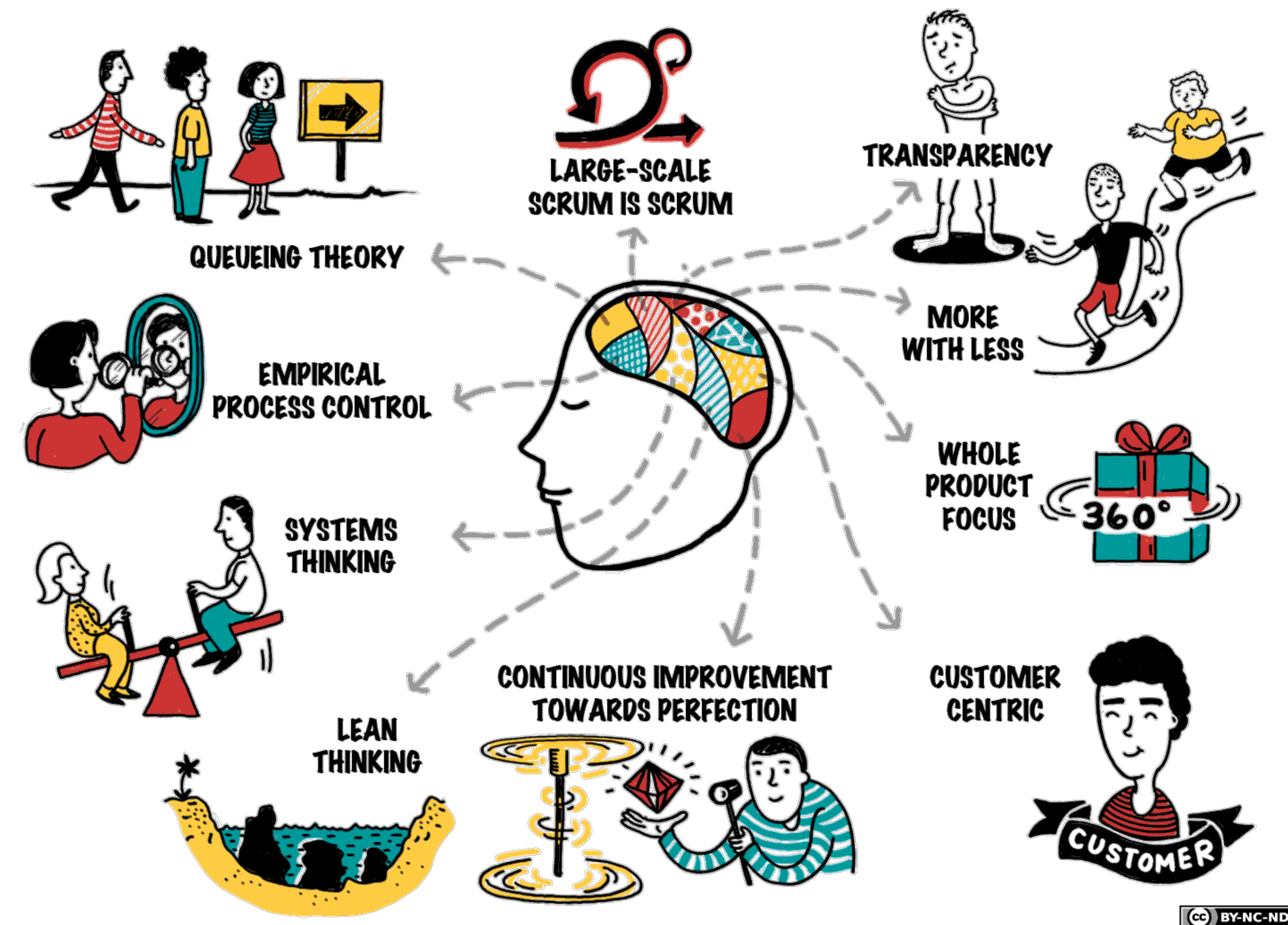


<http://LeSS.works/principles>

Adoption path

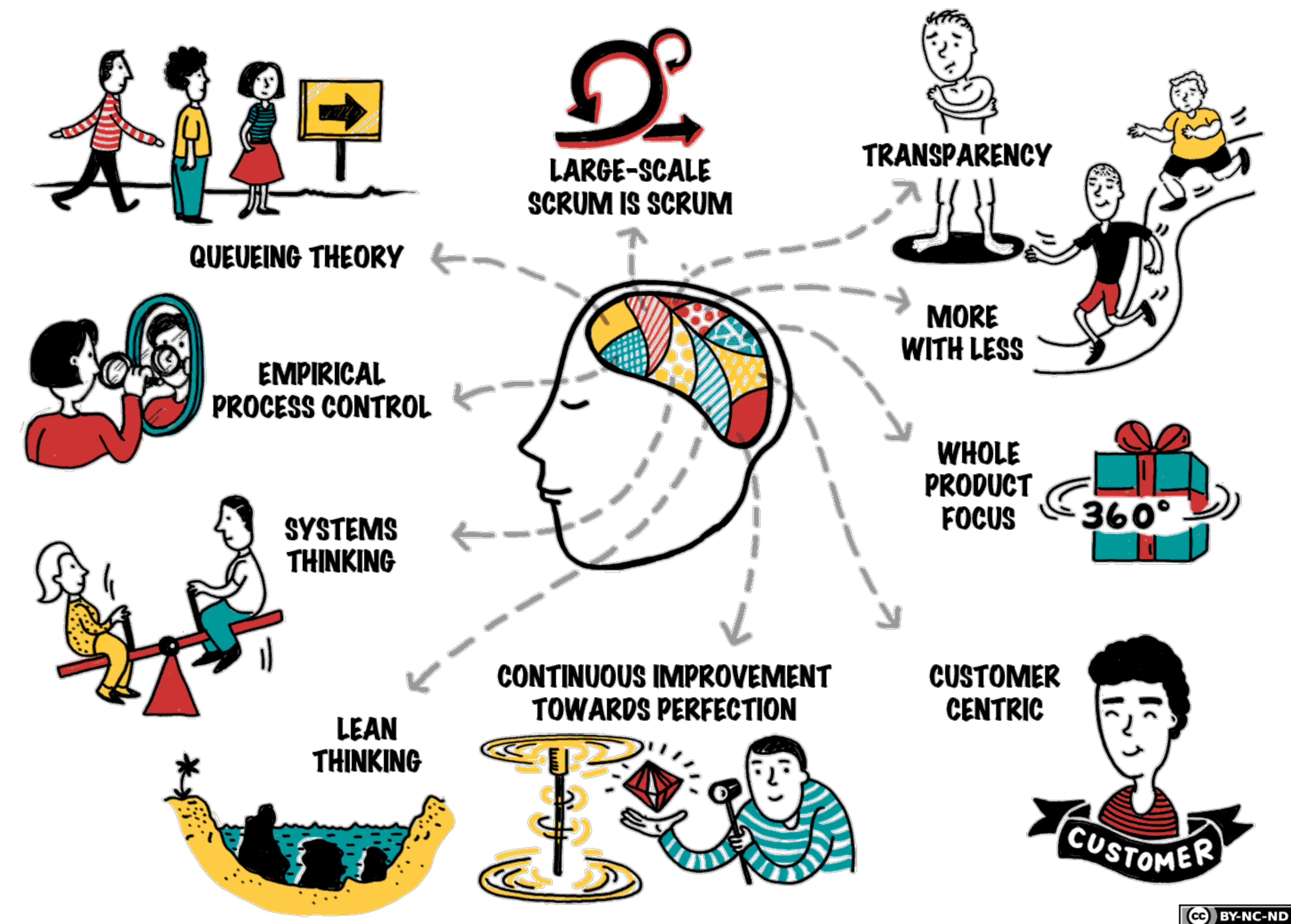


2. Organize for customer-centric learning



<http://LeSS.works/principles>

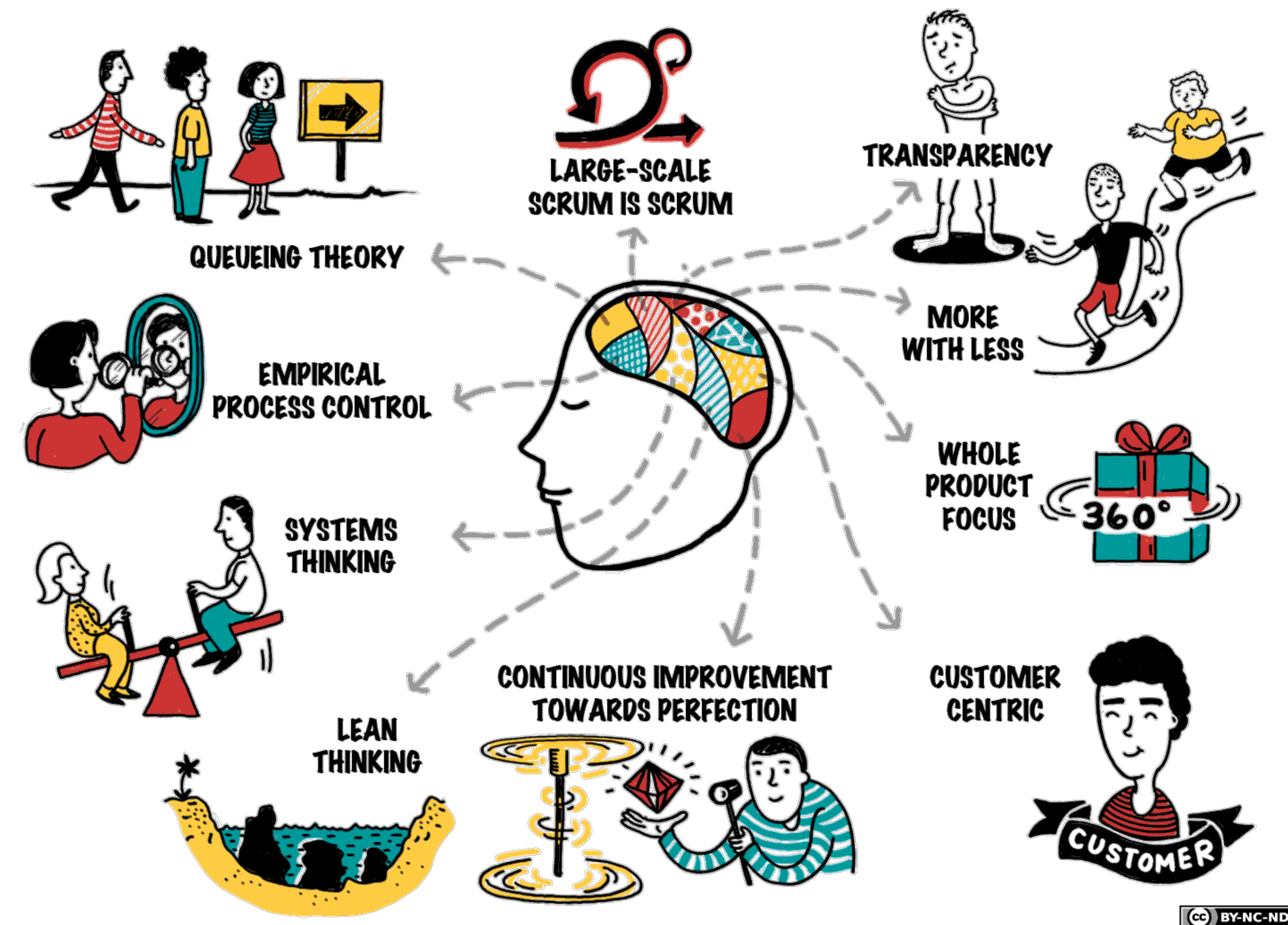
Adoption path



<http://LeSS.works/principles>

Adoption path

4. Learn forever

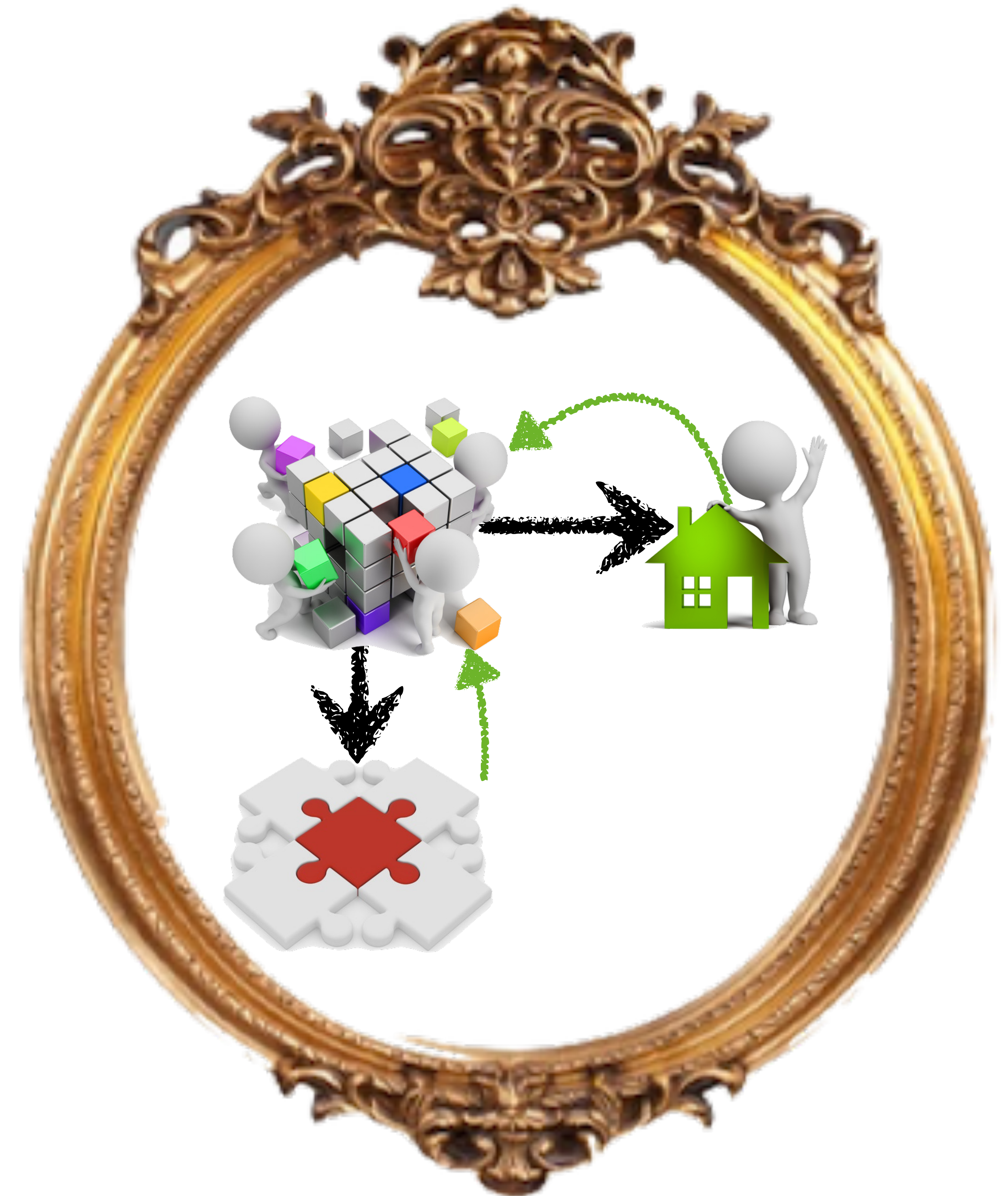


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Deliberate Learning:

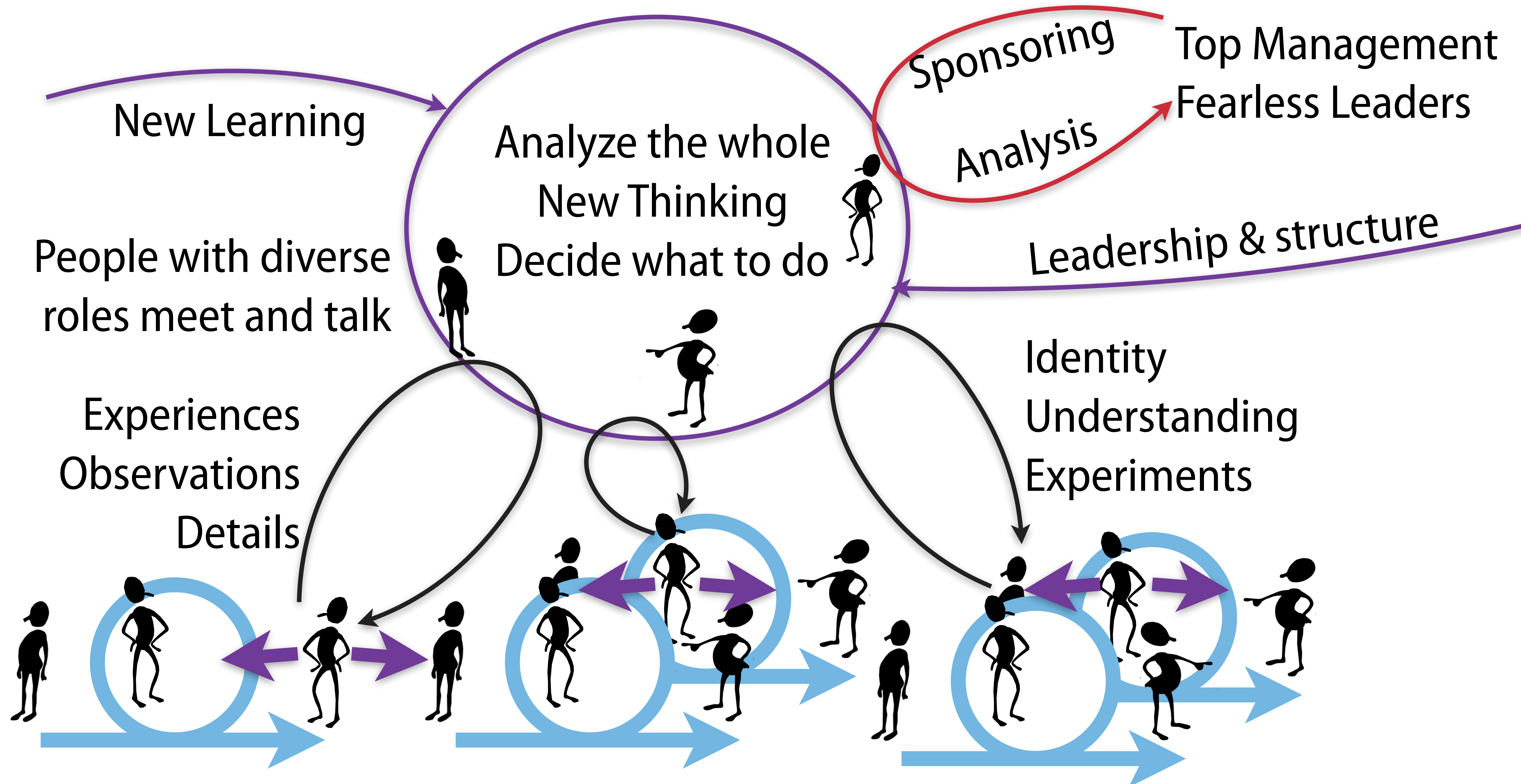
Four patterns of Learning Organization

- (1) Ba - Adoption community
- (2) Improvement service
- (3) Competence mountain of Agile Coaching & Leading People in Change
- (4) Deliberate learning by a learning program

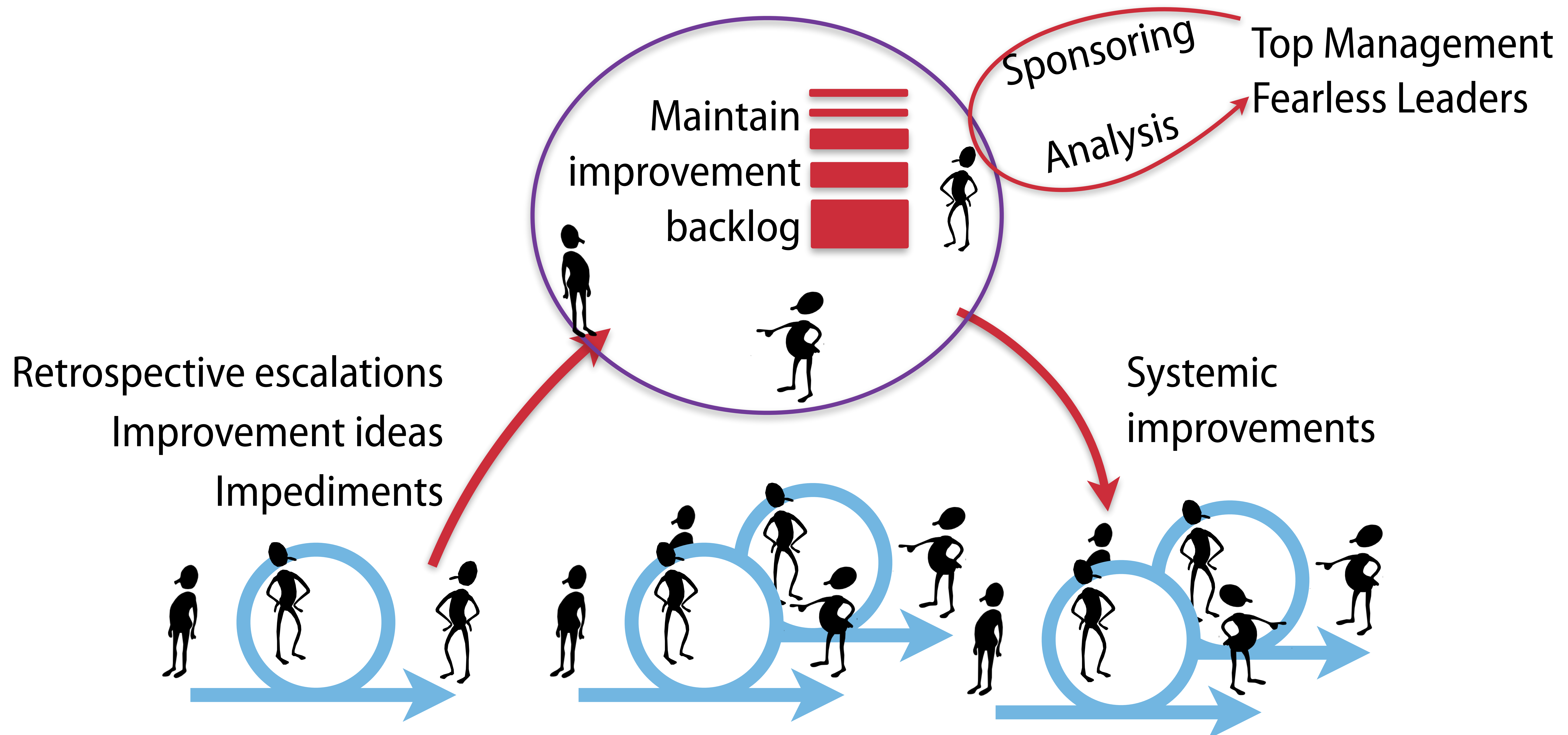


(1) Adoption Community

"Ba" - place where knowledge is created



(2) Improvement service



(3) Competence mountain of Agile Coaching & Leading People in Change

Adoption leaders
Experienced coaches

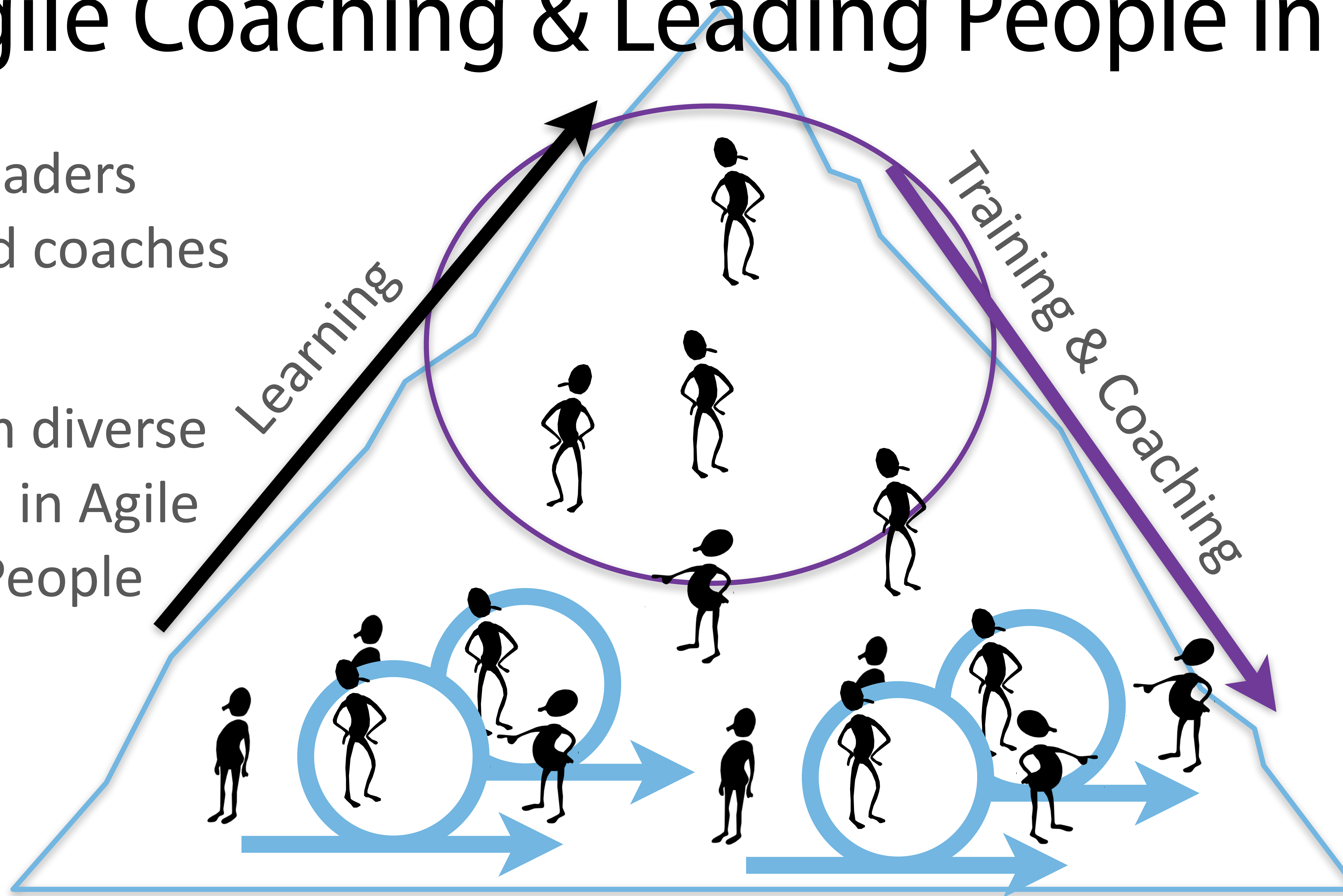
People from diverse
roles skilled in Agile
& Leading People

Teams have
basic skills

Creating Knowledge

Deliberate Learning

Basic Training
to Everyone



(3) Competence mountain of Agile Coaching & Leading People in Change

Adoption leaders
Experienced coaches

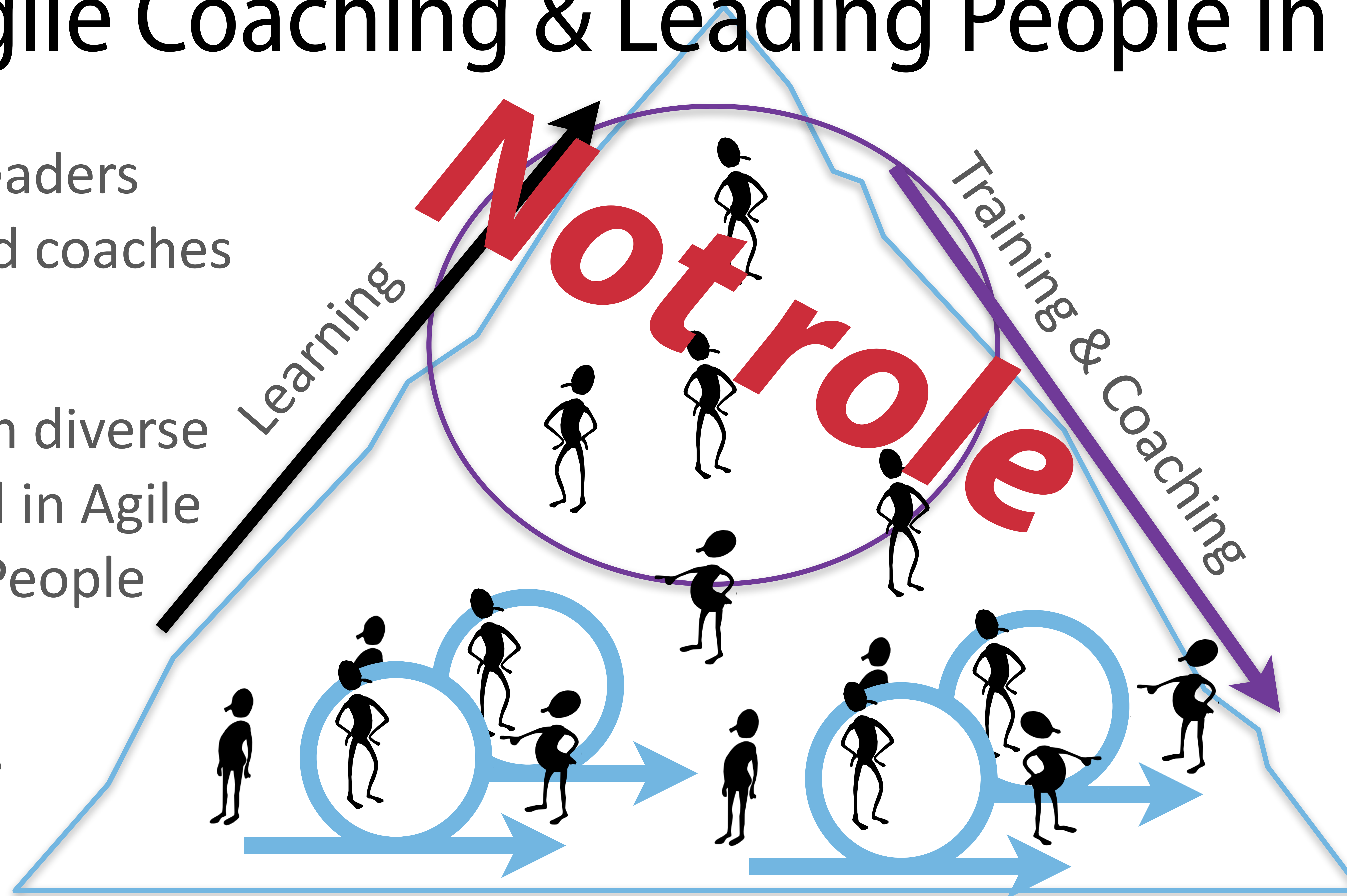
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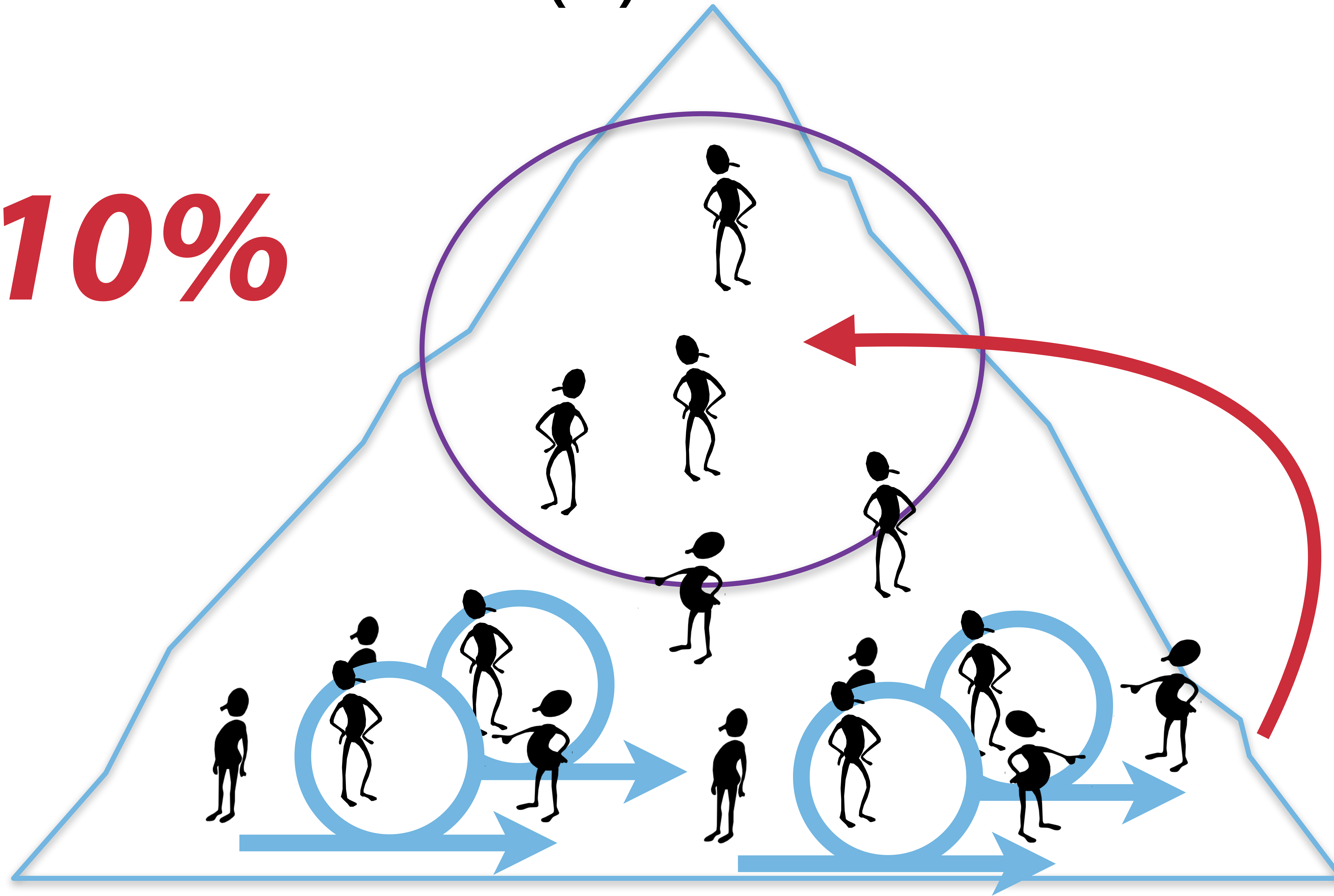
Deliberate Learning

Basic Training
to Everyone



(4) Deliberate learning

10%



***5-10 days
intensive
to start***

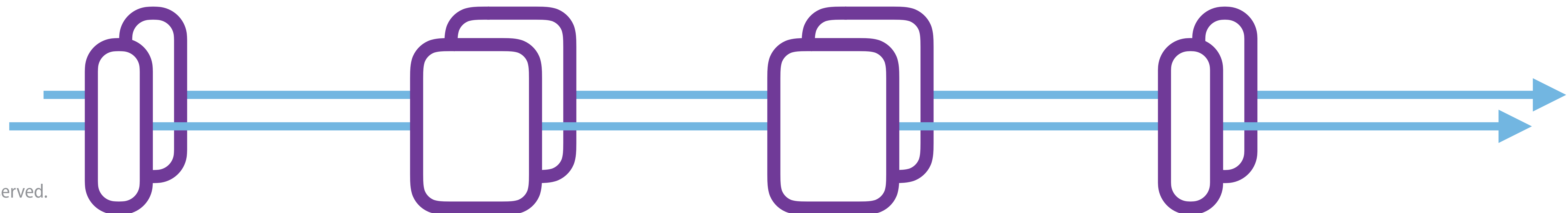
(4) Deliberate learning

Training Learning program

- 5-10 days off-site in 6-15 weeks
- 10 % of people
- Diverse voluntary participants continue in their basic work role
- Initiation to Coaching and Knowledge Creation at Ba

Content

- Understanding Lean and Agile in own context
- Leading people in change
- Learning by reflecting self, the training group and the organization



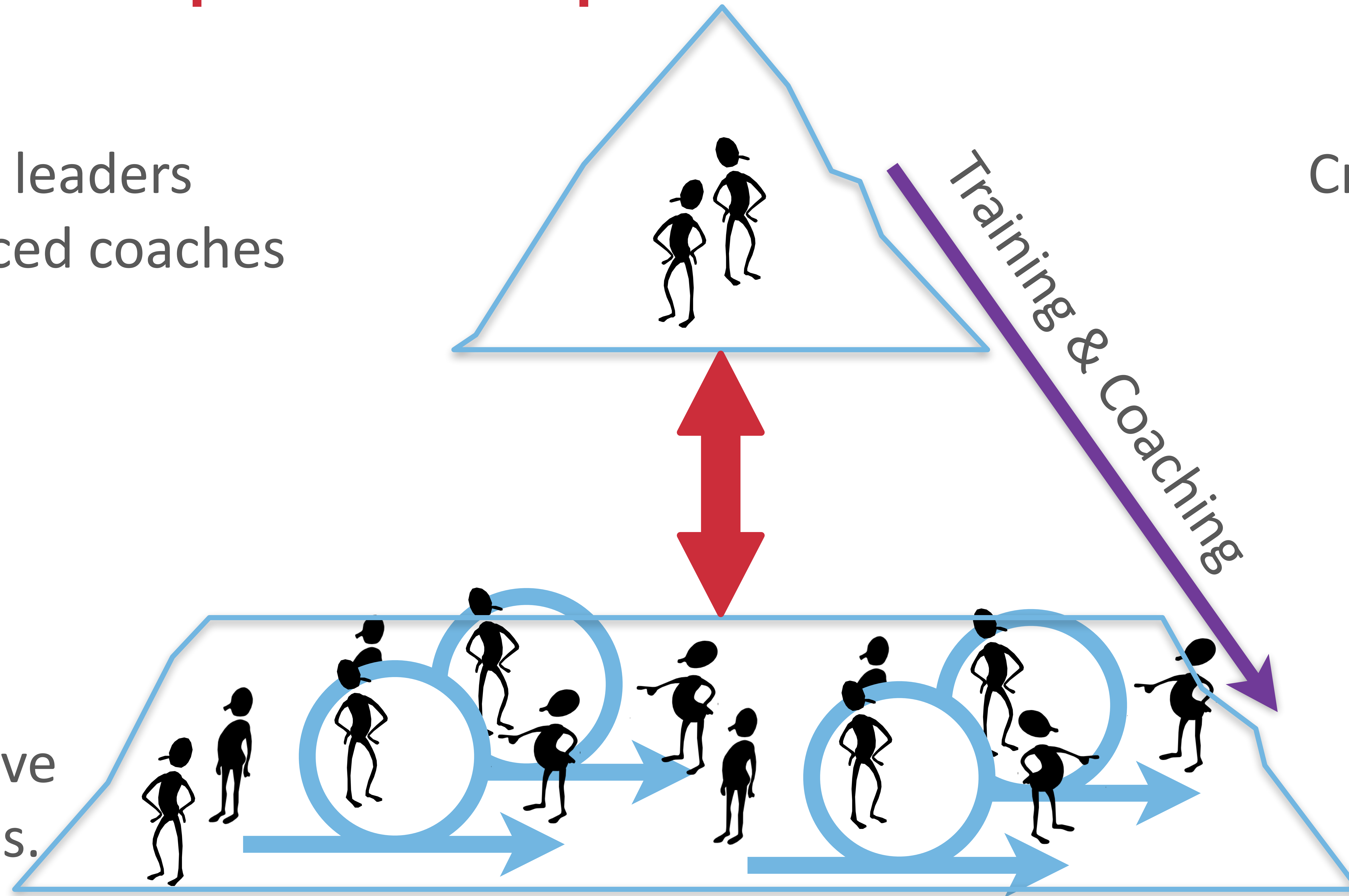
Antipattern: Space shuttle does not scale

Adoption leaders
Experienced coaches

Creating Knowledge

Teams have
basic skills.

Basic Training
to Everyone



Fearless Leaders

