

Transforming **Leadership**

(or How I Learned to Shut Up)



JULIE Urban

Agile Transformation Coach

VERITAS

julie.urban@veritas.com



Background

900 Engineers total – 4 products

Main product: Legacy Enterprise

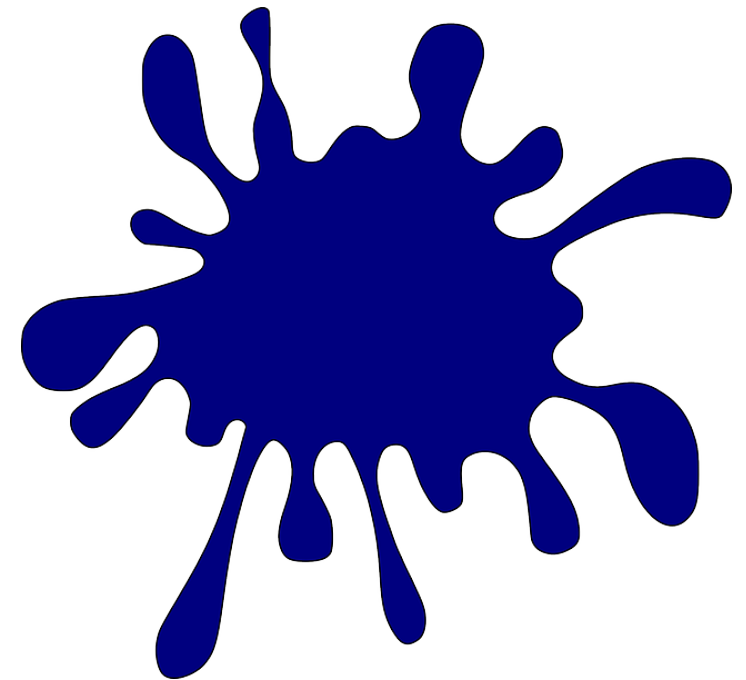
500+ Engineers – 3 Countries

20+ years old

12M+ LOC

\$1B+ revenue

Transformation Factors	2007	2010
Leadership: Ownership to Team	●	●
Leadership: Build right product, right way	●	●
Leadership: Time & Air Cover	●	●
Agile Training	●	●
Ongoing Coaching	●	●
CI Infrastructure	●	●

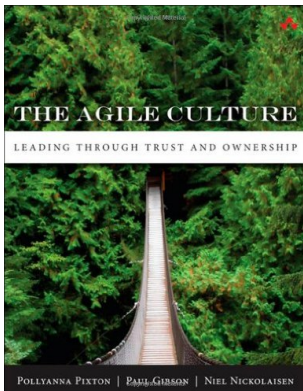
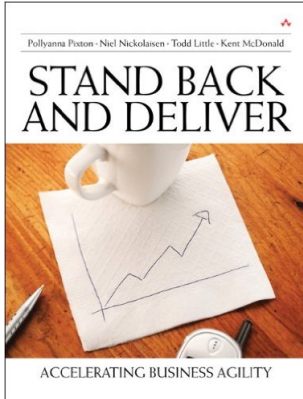


We needed a
New Kind of Leadership!





trust. ownership. alignment.

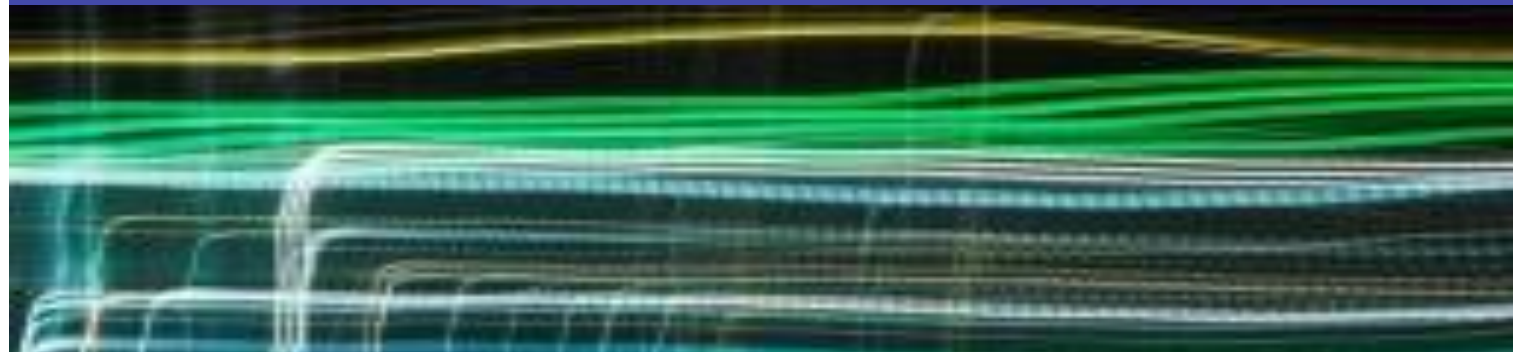


Training & Coaching: Accelinnova Pollyanna Pixton

Co-Founder, **Accelinnova**

801. 209. 0195

accelinnova.com



Trust and Ownership Model



Requires a Trusting Environment

Leader's View

- The team won't let me down
- The team understands what we need
- They will do the right thing
- They will tell me if they need help

Requires a Trusting Environment

Individuals within the Team

- We understand the vision and the need
- We are jointly committed to meeting our goals
- We stand or fall together
- We have ownership

Overcoming systemic **Command & Control**



Leaders were rewarded

Solving Problems

Getting Things Done





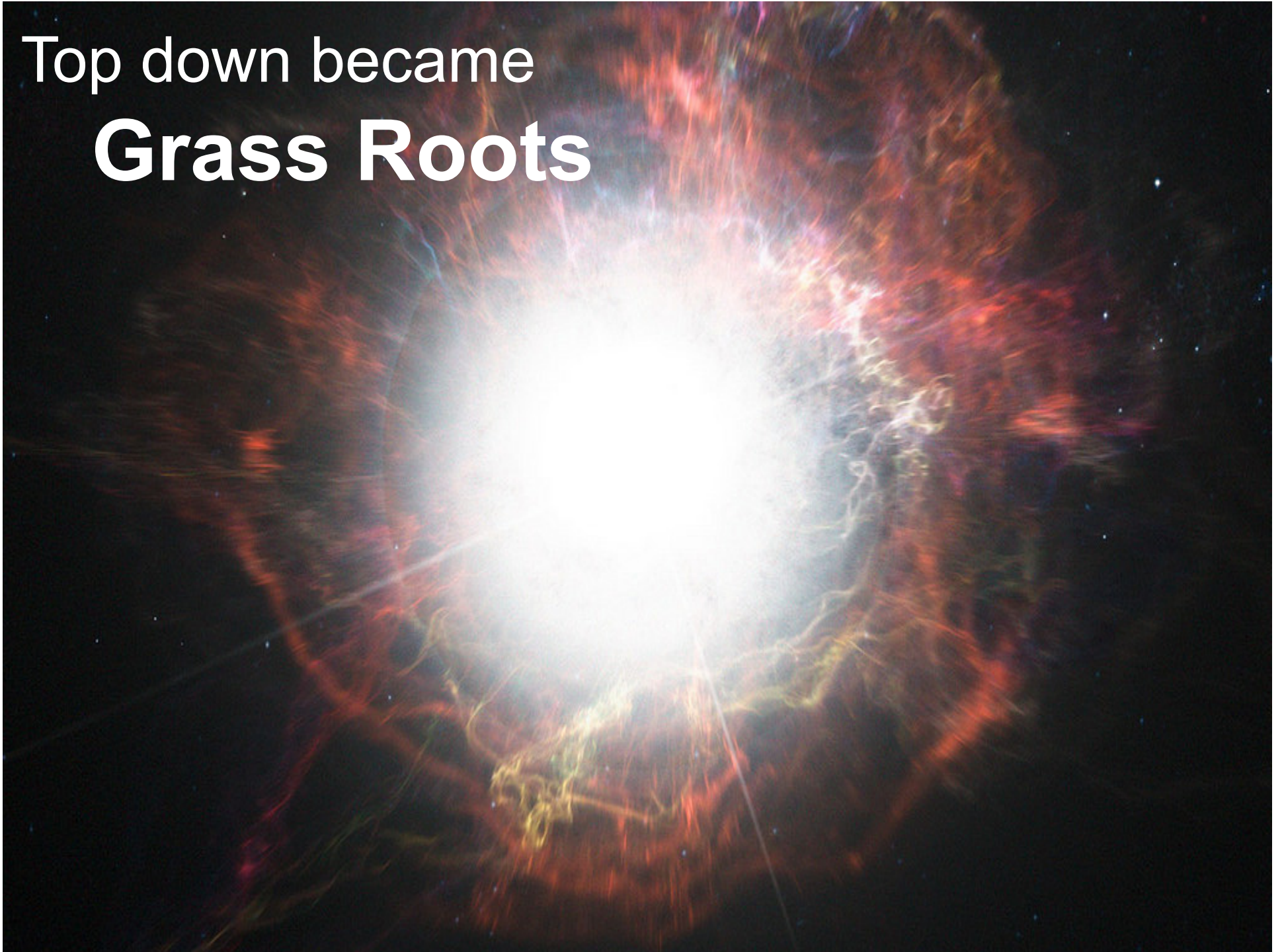
Frustration → Doing

Chaos → Curiosity

Fear → Hope



Top down became
Grass Roots



A photograph of a forest path covered in fallen leaves, with sunlight rays filtering through the trees, creating a warm and serene atmosphere. The path leads into the distance, flanked by dense foliage and trees. The sunlight rays are prominent, creating a sense of depth and light. The overall tone is peaceful and contemplative.

Becoming Collaborative Leader takes
Practice
Awareness
Thoughtful Change

Walk the floor
Listening to Understand
WAIT **Observe**
WAIST **Peer Feedback**

***Powerful
Questions***

***Appreciative
Inquiry***



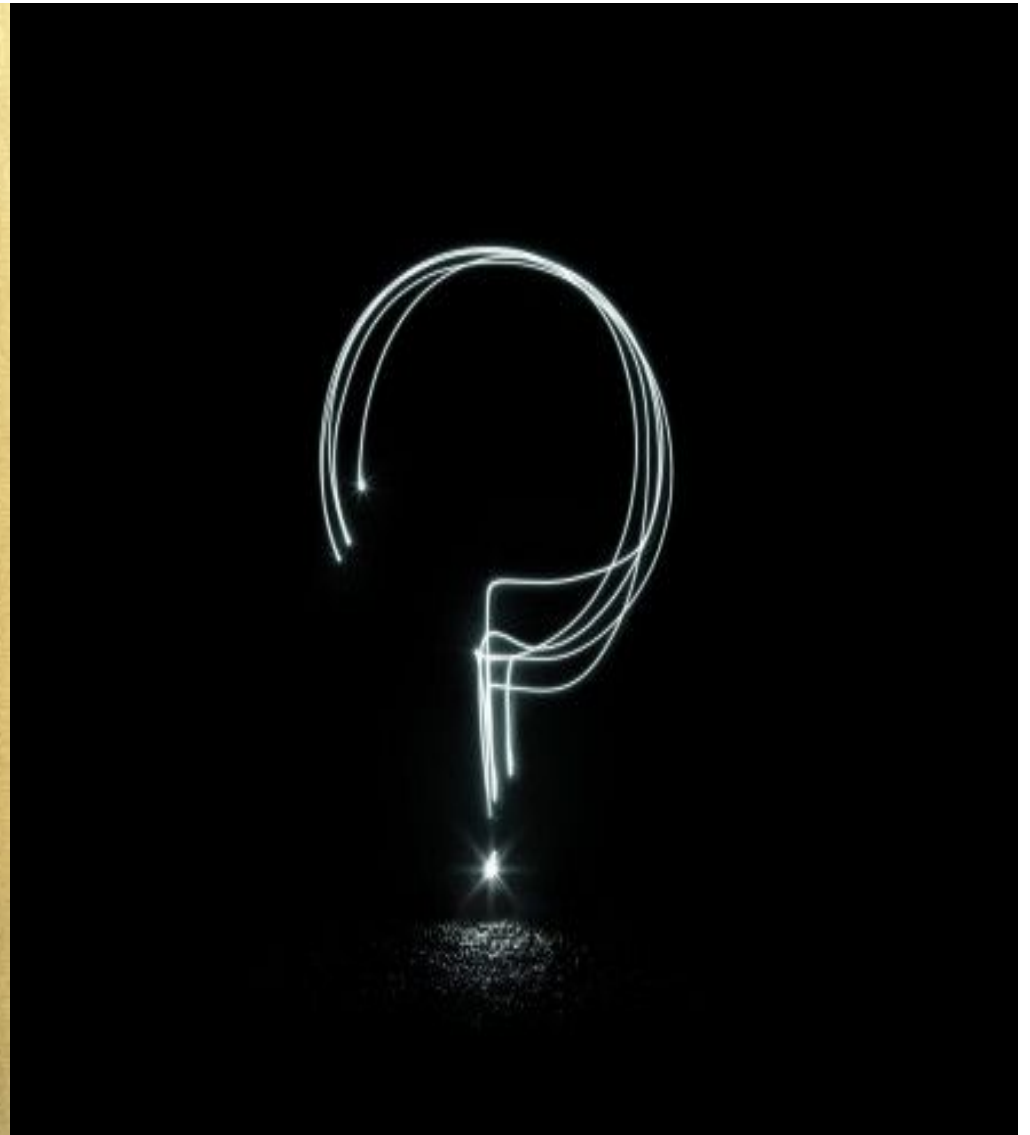


Oops!

step back

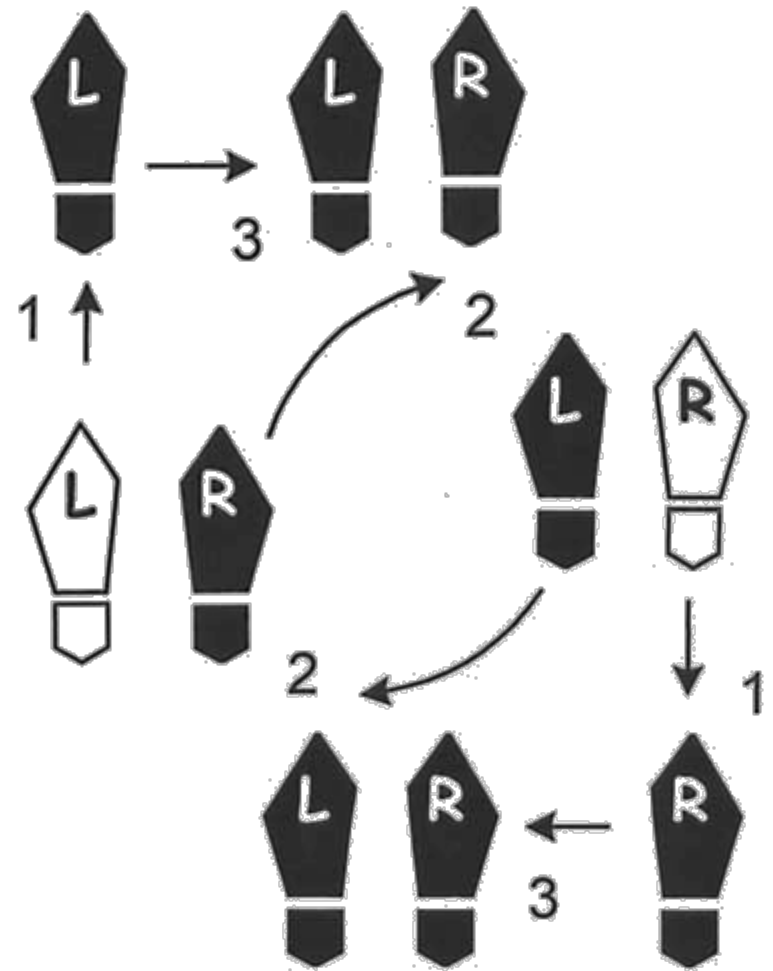


step up



step up
without
stifling innovation

step back and
keep
focus



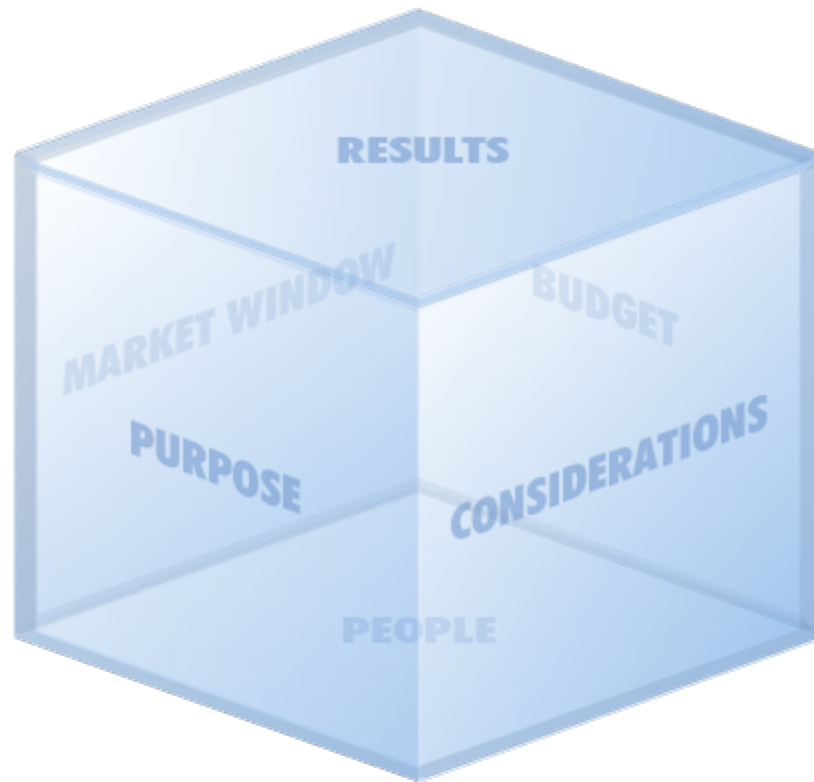


when
should you
step
up?

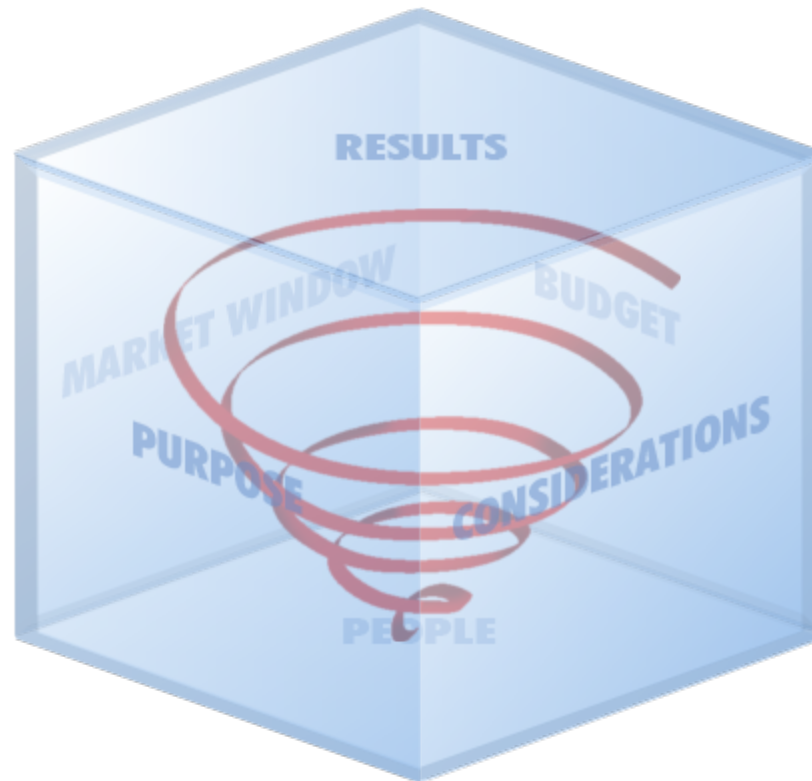
how do **you** know a **team** is
struggling?



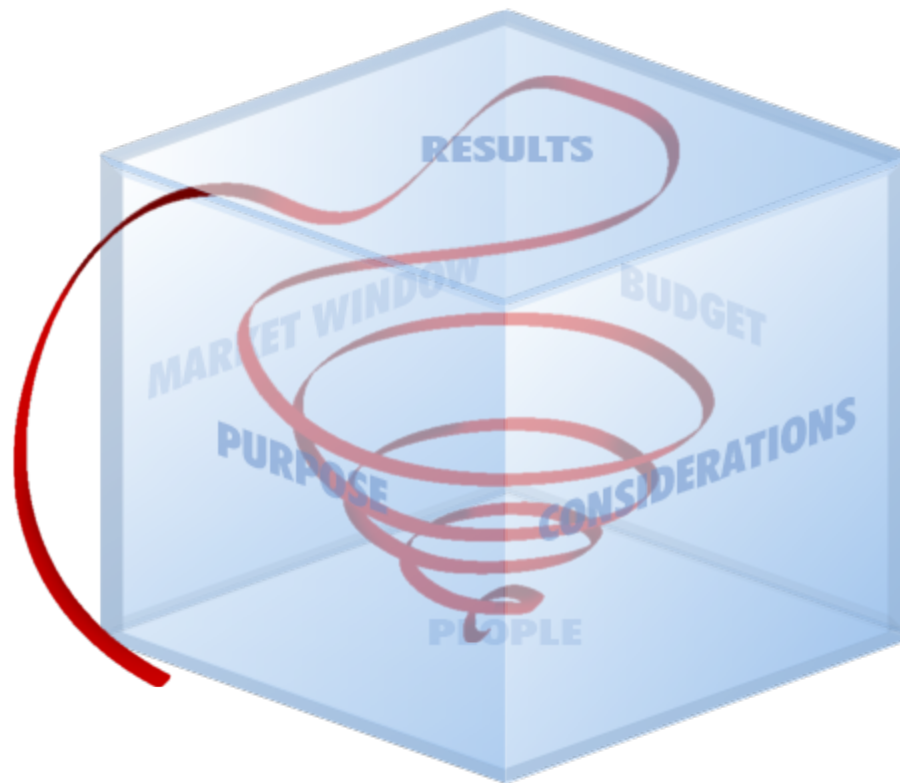
Macro Leadership Cube



Stand Back



Step Up

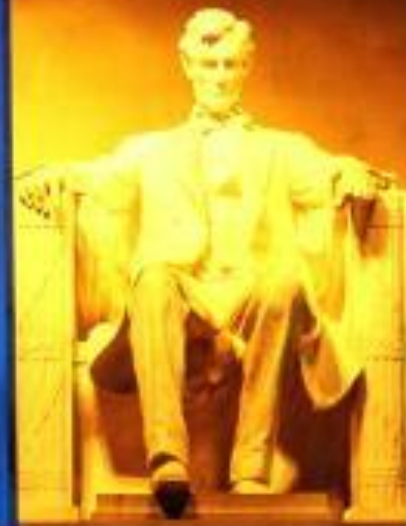


getting **back** on **track**



maintain **team**

integrity



and **problem** solving
ability



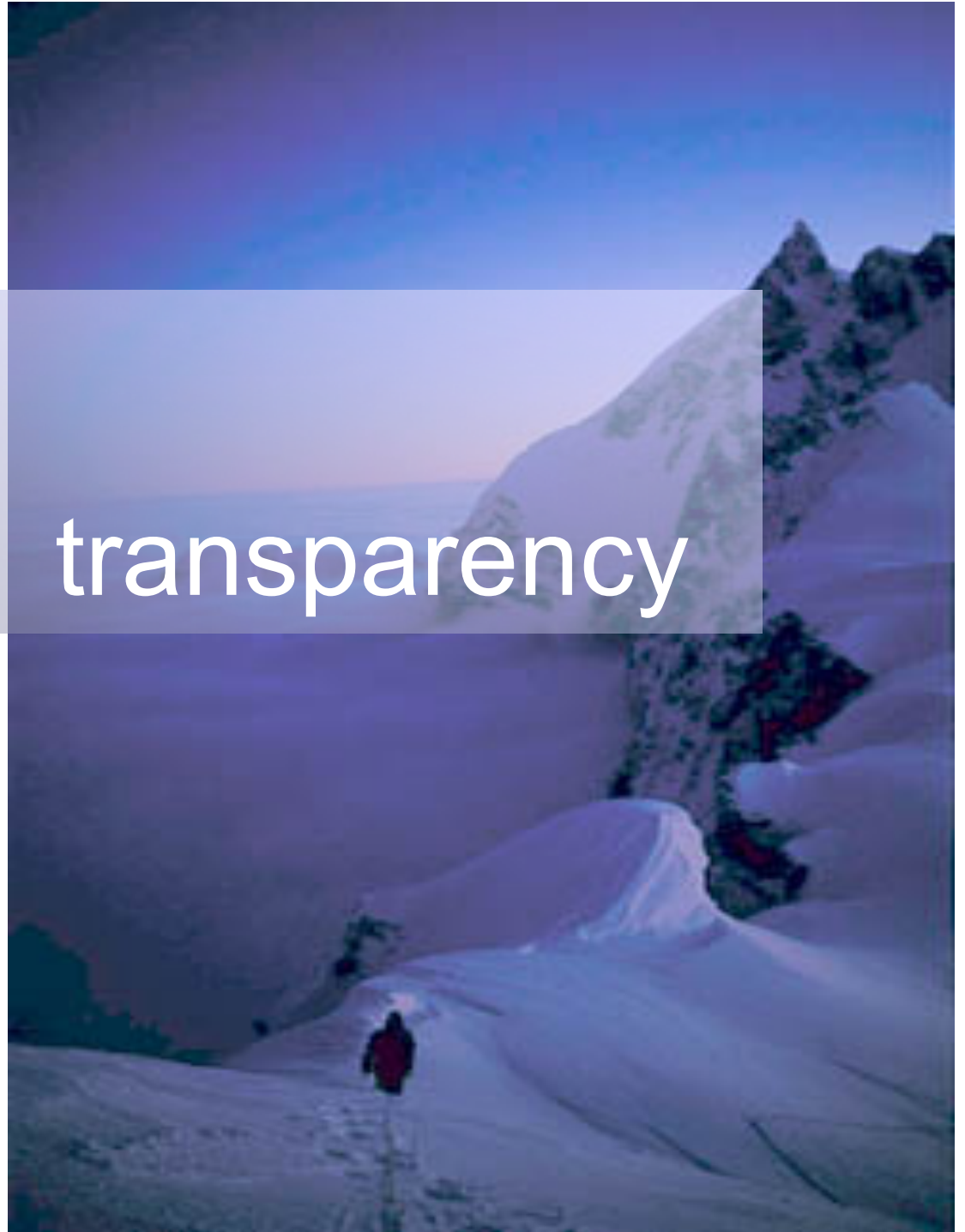
keep the **purpose** alive



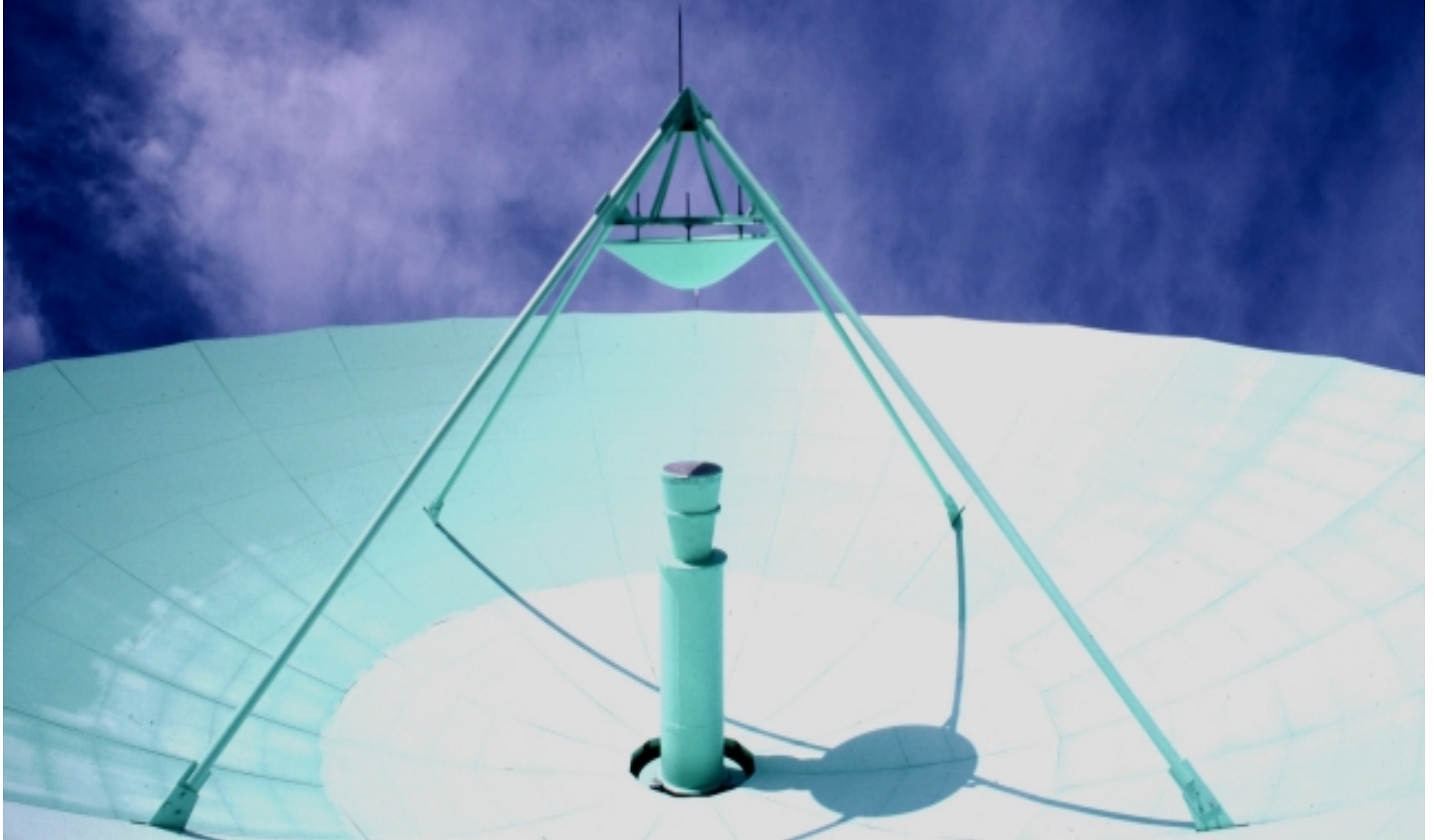
operate with

total

transparency



over communicate!



**keep focus through
questions**



Going Agile at Scale

A Mindset Transformation of
Global Proportions



Continuous Improvement @ Scale

Thoughtful Communication

Meaningful Metrics

Honest Reflection

Servant Leadership

Call B.S. → Real Inquiry





**NO
PMO
FOREVER**

Agile Practice Group



Core 4

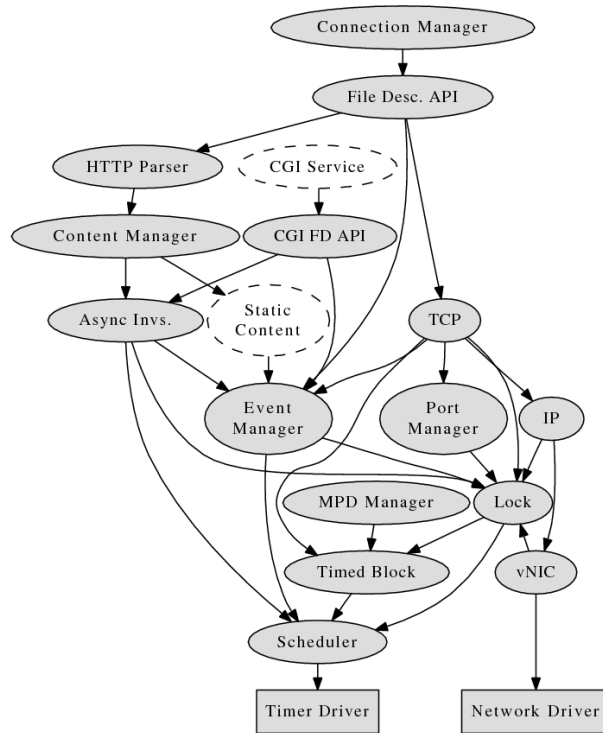
PO

SM

Architect

Manager

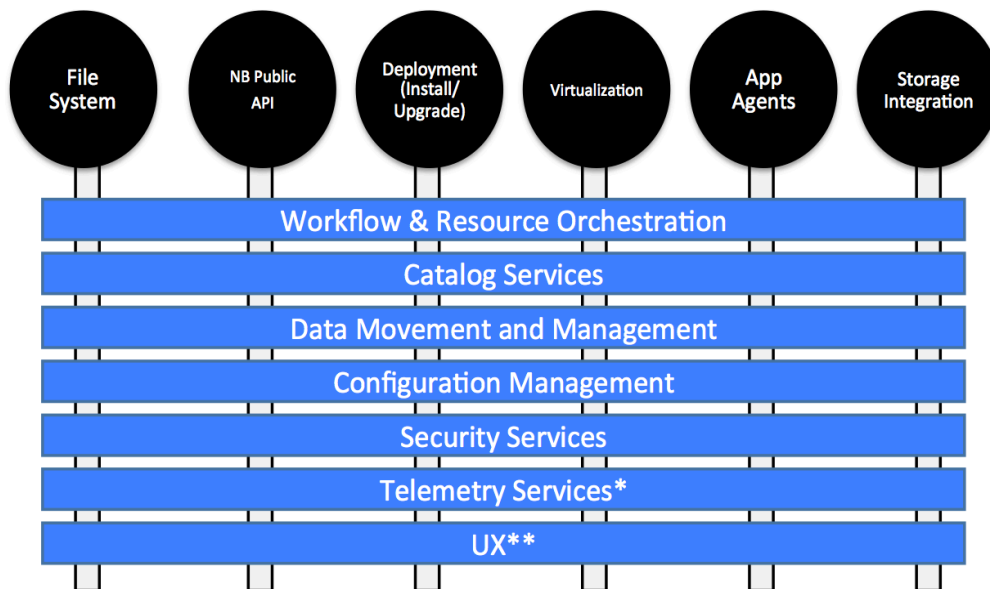




Component Teams



Solution Teams + Platform Teams

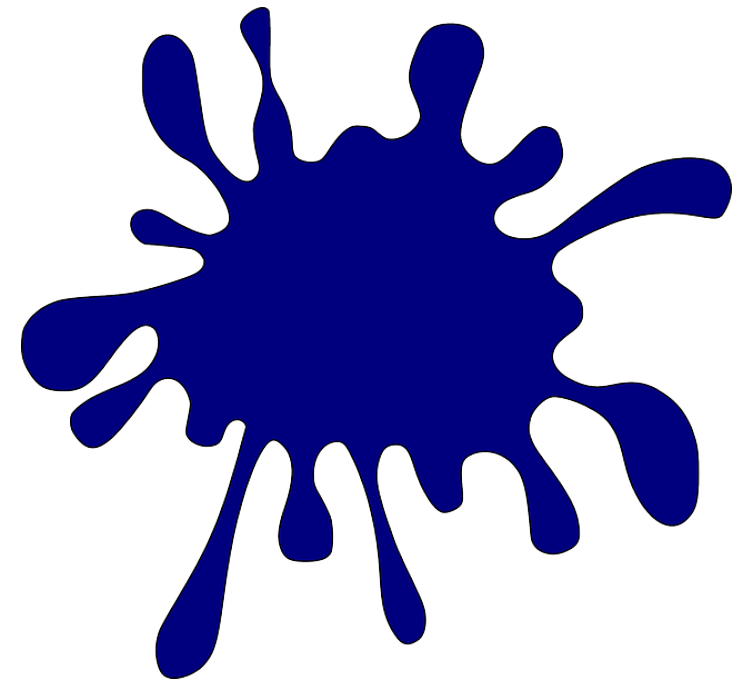


“CHANGE IS
THE END
RESULT OF
ALL TRUE
LEARNING.”

Leo Buscaglia

- *Leo Buscaglia*

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CI Infrastructure	●	●



Transformation Factors	2014+
<i>Leadership: Ownership to Team!</i>	●
Leadership: Build right product, right way	●
Leadership: Time & Air Cover	●
Agile Training	●
Ongoing Coaching	●
CI Infrastructure	●



Trust & Ownership Model

Duct Tape

Listen & Observe

Peer Feedback

Self Awareness

WAIT/WAIST

Powerful Questions

Appreciative Inquiry

Step up Collaboratively

Step back and Focus

Macro Leadership Cube

Keep the Purpose Alive

Total Transparency

Over Communicate

Thoughtful Communication

Pressure → Support

Meaningful Metrics

Honest Reflection

Call BS

Real Inquiry



Questions?

Ideas?

Your Stories?