SCRUM AUSTRALIA LIGHTNING TALK 3: 21 JUNE 2021
Never Stop Learning Because the World Never Stops Teaching

Fred le Tran: Welcome to those who are joining us for the first time at Scrum Australia Lightning Talk Session number three, and also a warm welcome for those who are returning. It looks like our first and second sessions have done a great thing for you guys for you to come back. Now this afternoon, we are delighted to have three amazing speakers again. We'll be hearing from Renae, Sam, and Santosh, from his exotic location of Kathmandu, later on. But before I kick off, I would like to welcome onto the stage Jarrod O'Callaghan to do our Welcome to Country. So welcome, Jarrod.

Jarrod O'Callaghan: Thank you. So, I'd like to begin with an Acknowledgement of Country. In the spirit of reconciliation, Scrum Australia acknowledges the traditional custodians of country throughout Australia, and their connections to land, sea, and community. We pay our respects to elder's past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples today. So, I had a thought about the opportunity to learn and observing the way that the world teaches us and it happens in a whole bunch of different situations in life. I like to think how there's quite a bit of distance between me, and my home country and Alice Springs. So often there are certain key cultural aspects that I get to learn and pick up on. Recently I was in Alice Springs and I was able to absorb so much about my people and the land - just observing and seeing, even passively, seeing how the family interacts with another, and see how they embrace their cultural identity. That experience alone really allowed me to see and understand how, even just sitting passively and just observing, giving the world an opportunity to speak to you, and can teach you so much information. I work in Tech, so it's very easy for me to constantly be absorbing digital information and have my focus completely on a screen. But when I disconnect from all that, I just sit back and passively listen and observe all this useful information one can pick up on. I even think that's something that isn't necessarily limited to the digital age. I think about how my ancestors would have had to sit back and passively listen if they were hunting. They had to learn about the ways animal behaved in the Alice Springs desert; know how to sit there and understand the way that the environment interacts with itself and with the people. So there's a lot of situations where just sitting back and listening, and passively observing, giving the world a chance to speak allows you to learn a lot about what's going on. So thank you - just want to share that.

Fred le Tran: Thank you, Jarrod, we could all be now in Alice Springs right now, enjoying the warm weather I'm sure: 20 plus degrees in sunny beautiful Alice Springs. I thank you very much for that introduction. Now for a little bit of short formalities: I would like to hand over to Martin, with a few updates, or news, for us, around the ground, in Scrum Australia. Over to you Martin.

Martin Kearns: Hi guys, so one of the things that we've learned about listening to the world is that the world's not really ready for conferences. We saw Agile Australia, three or four days away from a major event, having to cancel, and then postpone two dates. So I think we're still accepting that right now is not the time to run a conference that we would love to be part of. I am keen that we eventually will, but I think we have to wait for a little bit longer. We're still aiming for November, December, but it's really going to be dependent on what the world tells us; which is the reason why this topic is so topical. Regardless of what happens, we're going to keep going with these and what I would like you to start to think about is, when is it your turn to talk?   When is it your time to present? We've used the submissions for a conference that was one and a half years ago, to provide you with some amazing speakers, but you know, there's a lot of amazing learning that's going on here. So anybody who's interested, please feel free to reach out. And if I don't have anyone reaching out, there's a couple of people that I'm already keen to volun-tell. So we'll wait and see who that might be. But yeah, look, it's a

great learning opportunity to share, and I would encourage anybody to join in. Thank you. see who that might be. But yeah, look, it's a great learning opportunity to share. And I would encourage anybody to join in. Thank you.

Fred le Tran: Thank you Martin for those kind words. Yeah definitely 'volun-told' is (one of) the key culture elements here at Telstra. We have some amazing speakers. I am going to be your host. I will guide you through the next hour and a half, and I'll be introducing the speakers before they come on air. We'll probably have a few seconds delay as we throw the digital stage to each of our presenters.

RENAE CRAVEN

Fred le Tran: Without ado, we have our first speaker. Renae Craven has over 10 years of experience in coaching large organisations through their transformation into agile ways of working. (I'm surprised Renae is not here at Telstra!) She's passionate about affecting cultural changes, from building delivery teams to self-organise and becoming accountable for their outcomes, to full cultural changes brought about by coaching individuals out of their fixed, or individual mindset into an agile mindset. Renae recently presented with Scrum Australia, when I say recently, it was all the way back in 2017! We're thrilled to have to her present the topic, "Embrace the Storm: Unlocking your organisation's agility by harnessing the turbulence of Agile transformations", after her acclaimed presentation on this very topic at the recent Global Scrum Gathering in Vienna. So without further ado, please give a warm welcome to Renae, and as she steps forward. So welcome, Renae.

Renae Craven: Thank you. That scared me a little bit Fred, I don't know where you got that from but it's okay. I remember now.

Fred le Tran: Wikipedia, I can find everything on Wikipedia.

Renae Craven: I better update that Wikipedia page. All right, let me share my screen. Can everybody see that. Let me just get my chat window up in case of those messages.

Oh, right. Okay, sorry. Let's get started here. So my talk is called Embrace the Storm: unlocking your organisation's agility by harnessing the turbulence of Agile transformations. (Let me get my stopwatch started) Okay, so, a tropical cyclone, also known as a hurricane or a typhoon depending on where in the world they form, are large compact, circular, organised storm systems. They're rated by category, based on the wind speed contained within the storm. Cyclones form when that warm motion air evaporates and that humid air is forced upward by the winds, where they cool and then they form those clouds. The weaker winds, at the edge of the storm, make the storm grow, and influence the direction in which it travels. Category One cyclones, they're the weakest, with wind gusts of up to 125 kilometres an hour, and they cause minor damage. Category Five cyclones, they are the strongest; they have wind gusts of up to 280 kilometres an hour! They're very, very dangerous storms and they cause mass destruction. The cyclones typically weaken and disperse when they hit land. My name is Renae Craven, and I grew up in a little town called Gladstone in central Queensland, in Australia. And throughout my childhood, I experienced many cyclones, many cyclones, and these cyclones caused damage - minor damage; we never had any big nasty ones because Gladstone is fortunate enough to have a lot of islands off the coast..it usually hits the islands first. These cyclones that I experienced as a kid, they caused minor damage to my home, to my school, and to the town itself. Back then (showing my age) the communications back then were limited to just the radio when the cyclone was actually on. The weather prediction technology wasn't as advanced as it is today. So you didn't really know when one was gonna hit. The only bonus I remember about the cyclones was getting days off school. In hindsight, when I was putting this talk together, I realised that my experience with these cyclones taught me many lessons, and these lessons grew with each cyclone that I experienced. They taught me how to be resilient to storms, and how to adapt to the change and the chaos that they brought each time.

I can't see the people on the call, maybe just in the chat message: Who here has been in a cyclone before or a hurricane? Got one..two. Yay!

Who's been in more than one cyclone?

Nice, one person, Jarrod, Rachel – a Cairns girl. So for Rachel and Jarrod, did you find that your level of resilience to those storms grew with the more storms you experienced? Yeah? Cool! So did I. I believe that the skills and lessons that I learned experiencing those cyclones as a kid, they've helped me when I'm in helping organisations with transformation to an agile way of working. I believe the skills and lessons

that I learned have helped me understand resilience, and helped me to be a better coach as well. The more agile transformations I weather, the more resilient a coach I become.

In February 2011, Cyclone Yasi hit the northern Queensland coast of Australia, and it unleashed its fury on an area of over 350 kilometres. It was a Category five storm, and it was so forceful, that if you could harness its energy, it would have powered the entire world for a whole year. The 285 kilometre hour winds lashed the coast all night, and by morning locals woke up to find their homes damaged, their boats piled on top of each other (like that first picture). The tidal surge alone reached seven meters, so a lot of water went right up, like seven blocks (or something like that) inland. Vegetation and livelihood for a lot of people out there was destroyed, and there was one death. From these photos you can see the damage that Cyclone Yasi caused for the locals, and you can see how they have rebuilt since then. The bottom picture is not just two random photos I found on Google: this is actually before and after. You think about the locals' level of resilience that they have, because of the cyclones that they endure. They live in these cyclone-prone areas and they know they're going to get these cyclones. Their level of resilience increases with each cyclone they experience. When cyclones are predicted they stick around, they wait them out; they don't run away. They know they're living in that cyclone-prone area. They're guaranteed to get them and they're okay with that. Why do they rebuild? I think that's because they love their part of the world. They love their little community that they live in. They love their home. They embrace the storms.

Transformations in organisations require the same level of level of resilience as those residents living in cyclone-prone areas do. If organisations don't start to acknowledge that change is continuous, they're never going to build that level of resilience. Transformation is just a state that organisations have got themselves into, because they haven't built that level of resilience to change.

Now, this is a chart that shows the different stages of a cyclone and the different wind speeds contained within the cyclone, from the base - the distance to the cyclone centre. When I found this graph, the wave within it resonated with me and my experience in transformations, and the wave of resilience that comes with those Agile transformations. But I modified it a little bit: I've modified it to the level of stress that people feel when they're in a transformation, over time. The gap underneath that wave is the distance that leadership are from the change at any point in time. Throughout transformations, people are really good at getting feedback, and leadership are really good at ignoring it (or not listening to the truth). When we work in transformations we teach learning as a skill. In order to build resilience, organisations need feedback. Without that feedback system in place, organisations are never going to achieve that resilience: how can they when they're not responding to anything? We need to focus on the favourable conditions for change to form. We need to focus on the organisation's willingness to listen to customers, and stakeholders, and their people. This hurts your head, because that's what it feels like for people when they're in a transformation for the first time. And I think, as agile coaches, we forget that sometimes because we've built up to some resilience to transformation - we forget the stress that we put people under. We need to focus on agility, rather than transformation. We're in a state of constant transformation; we need to stop thinking they're going to be no more cyclones.

But when is agility truly formed? It's formed when the pressures of the winds and that turbulence is turned into something that's both positive and exciting. With global warming the rate of cyclones is increasing, because of the rising temperature of the water. Organisations are always going to have market threats: new products, technology disruption, pandemics maybe as well (throwing it out there). The globalisation of the economy alone means we're facing disruption forever. It's never gonna go back to the good old days.

The first stage of the cyclone is called the *formation* stage, and when you're in this part of a cyclone (Rachel and Jarrod can hopefully relate) the winds aren't too strong yet. There's really good surf (that's when all the crazy surfers are out surfing). There's no storm surges yet, so damage isn't really a threat yet. Within Agile transformations in this stage, there's that level of buzz and excitement as that awareness is starting to build, and people are starting to be curious and ask questions about what's going

on? The level of stress at the start is quite low, though it's present because they know that there's another change coming. Leadership are quite close to the change at the start of this stage. But as that stage moves through, that little bit of uncertainty starts to come about and leadership start to get a little bit nervous and anxious, and their capability to manage that change is a little bit more evident. We need to harness the energy and excitement of this stage; we need to teach those skills of adaptability: that healthy relationship to control that continuous learning. We need to give people a sense of purpose: why we're doing this? We need to let them know that it's okay to ask for help.

The next stage of a cyclone is the ***intensification*** stage, and this is the freaky stage. The winds are building, the rain is falling thick, and fast, and horizontal. The storm drains can't cope with the volume of water falling from the sky, so there's localised flooding around those areas, and the storm surges are crashing through the shore and causing localised flooding in those areas as well. For transformations in this stage, stress levels are at an all-time high. Leaders are struggling to embrace that evolving change and how they communicate that with their people. Managers, often the middle managers, in this stage are undermining change, which is only going to increase the level of stress within the organisation. We need to harness the turbulence of this stage; we want to push forward rather than stall and go, "That's too hard, let's not do that! Let's choose something easier to do" You want to continue to push forward. We want to practice that learning skill; we want to try and embed that learning skill within the organisation. We need to identify those next experiments - take note of the assumptions being made. Design your experiments around those - keep them small, so that you can learn from those experiments. In order to build resilience, we need to fail fast. We need to let that change emerge, as we learn from and listen to the culture of the organisation. We need to act; we can't ignore that gap that leadership are from the change. But lots of organisations don't act, and they fall into a trough of complacency. When the dust appears to settle and the stress levels are noticeably lower, as people begin to experience and understand what agility is, what the change is, the leaders become complacent and they take the focus off the change. This is also the stage where any pushback or uncertainty from that previous stage starts to be turned into passive aggressiveness.

In the cyclone, the ***eye*** is the halfway point of the storm. Those not experienced in the cyclones may not know this and they think the worst is over The eye acts as the fuel, which feeds energy into the storm. The calm characteristics of the eye are necessary for that heat, moisture, and air exchange to take place. I remember one time, I was like five or six years old, and we were in a cyclone - in the eye. I went outside with Dad and it was eerie. It was weird. It was like a weird movie. It was a vivid orange colour. It was the middle of the night, but it was a vivid orange colour, just like the colour on the slide. It was humid as hell. It was still, quiet, and as a kid I thought the storm was over, but luckily Dad knew better and dragged me back inside. But I realise now (when I think back) I experienced that same feeling in transformations as well. The early stages of transformation are done. People think the worst is over. They become complacent. They stop looking for opportunities to improve. They stop doing their retrospectives. They stop asking for feedback. They stop talking to their customers because they think they know what their customers want. People think the future is easy now: they form those assumptions and biases. But they underestimate the power of the organisation's culture and the help they are going to need when the next challenge hits: whether it's a new technology, product, direction, new leadership, pandemic. Whatever it is, the stress will quickly resume. In my experience, in transformations in this stage, this is when those traditional biases are triggered and they're pushed on the people: they're approaching these new problems in traditional ways and they're not challenging the organisation at all. For the few people that are helping to drive the change, their stress levels are at a high as well as they're trying to combat those people that are trying to push these traditional ways on the people.

In order to create change, we need new and fresh ideas and approaches. Using the old ways isn't going to trigger the curiosity of the culture of the organisation. We need to harness the turbulence and the stress of this phase, by helping again to identify that next step, that next experiment, that next little change. We need to make sure that they are also challenging the status quo. There is also a point in this stage which I call the "Bye bye leader" point - where some leaders disappear. They're there one day, they're gone the next. They get the blame, or Agile Coach gets the blame. They get rid of one Agile

Coach, they bring in a new one. But this is the stage that requires true leadership: to lead people out of the stress and equip them with the capabilities to learn through experimentation, without that fear of failure.

The final stage of a cyclone, the best stage in my opinion, is the *dissipation* stage. In a cyclone the wind is dying down, the wind gusts and the storm surges have settled, the rainfall is decreasing. Basically, you can go outside and you can begin to assess the damage. For transformations, we can't allow for them to be seen as a rollercoaster of emotions and stress. We're trying to establish a new operating norm for these organisations: this is how it is going to be. So, how do we prepare? For your first cyclone your preparation checklist includes:

- sandbagging (especially if you're in those low-lying areas) so that the water doesn't get in;
- window boarding – that's where anything that's flying through the air during a cyclone doesn't come through your windows and smash glass everywhere;
- moving your loose items inside or tying them down;
- stocking up on your food, water and your petrol;
- engaging in your community - so figuring out what the emergency plan is, where you have to go if you have to evacuate, and also how you're going to keep that communication going throughout the storm.

For a transformation, we've got infographics. I like to use infographics to communicate the change. I like to identify those advocates or champions (whatever you want to call them). They're those little new cats that pop their heads up and go, "I don't know what you're doing, but it sounds really cool and I'd really like to help!", or "I'd like to learn…I want to see some change around here. Can I help please?" It's those people: making friends with those people, creating a bit of a community with those people, so that they can help to use their social networks within their organisation to help roll out the change. I like to create a 'change space' where we can communicate the change: what's going on?, Why we're doing it?, What are we learning along the way?, What's coming up? (those sorts of things). We're not preparing the leadership during that gap, underneath that curve. We want to prepare them, whether it's an off-site or it's an all-in workshop. We want to prepare that leadership so that they know what's coming up, or how it's going to feel. We want to help prepare them for that. Continually coaching the leaders as well: establishing that one-on-one relationship with the leaders, and using that throughout the transformation. As I said before, build a community using the people in the organisation's social networks to help spread the word of the change.

Survival: how do we survive?   For a cyclone, you listen to the communications, you stay inside, you follow the advice of the experts. Even if you don't like staying inside it's a really good thing to do, (except if you're the media: apparently it's okay to stand out in the middle of a storm, when it's on). But basically, stay inside and hide in the safest part of your house and you just ride out the storm. For a transformation, we do small experiments to test the appetite of the organisation. We track impediments to visualise the problems, but we don't let those impediments get too big. We want to raise those impediments with the leadership team, and put ownership on them to take action and resolve those impediments. We want to have constant check-ins with the Transformation Sponsor. We want to continue to validate their understanding and observing their behaviours as well. As I said before, we want to use those change advocates within the organisation to validate the levels of interest, using their social network and using them to spread the word.

So how do we build a resilience in these organisations? When you find something that works - works within the culture within that organisation, just do anything you need to do to make it stick. Whether it's updating a practice, or creating a new practice, or creating some sort of poster, or video, or event, or celebration, whatever it is. When you find something that works - make it stick so that they remember that the next time they go through something like this, they've been through something like that before and they've got it in them to tackle a challenge like that again. As agile coaches, we've got to be prepared to let go of our language. We want to we want to shift our language so that we're using something that resonates with the organisation. We want to capture those success stories. Holding

those open space reviews, where anyone and everyone is invited. They can turn up, and whoever turns up are the right people, at the right time. They go to wherever they want to go within that open space, and they learn about what's happening, the success stories, and what we're learning throughout the transformation.

So our key points:
- We want to harness the stress and the turbulence of transformation. It's not a bad thing - we want to harness it.
- No more 'transformations'. Let's use the words 'resilience to change' instead.
- We want to keep those next steps small, and fail fast.
- We don't want to ignore that leadership gap - we can't ignore that leadership gap.
- We want to listen and communicate with the people and build that change community.

As cyclones move on to land, they lose their source of power, and they eventually die out. But we're not going to reach this point with transformation. When I think about it, 'transformation' is a bad word. We shouldn't need to do transformation, after transformation, after transformation, just to create change. We should just get on with it and build *resilience* instead; just like the locals in those cyclone prone areas do. Sure, it's going to need perseverance, drive, energy, an ability to inspire this excitement, along with that healthy dose of realism to recognise the scale of the task and the time it's likely to take, and also that there is no end state. There's no box that you can tick. We need to embrace the storm. We want to build our agility by harnessing the turbulence and learning from it! (and that is me done).

Fred le Tran: Thank you for that very thoughtful presentation. I've just been reminded that since 1974, there have been 47 Category Five cyclones that have hit Australia. The latest one, for those trivia nuts of you, was *Niran*. It hit us in February and March of this year, I believe. I remember Yasi very, very well, only because I remember the price of bananas went through the roof. When I went to Boost and they asked me for an extra $5 for my smoothie, I went "What?!" That's when I realised that bananas were like $17 to $20 a kilo. That's why remember Yasi: bananas, economics.

Over to the audience, would anyone would like to pose a comment or questions in the chat, and I think I've got my assistant Dave to help me, to curate those questions. So over to the audience: any questions or comments to our guest speaker today. Anyone got struck by banana prices?

Renae Craven: I have to say that cyclones actually made me scared of storms, not the other way around. I'm good with the bad part of a cyclone: like the wind, and crazy rain and all that stuff, but I can't do the…I'm scared of the lightning and the thunder still, to this day.

Kaz Kearns: Mick Fagan asked a question (in the comments).

Fred le Tran: (To the group, reading out Mick's question) Cyclones are damaging and life threatening: to people in cyclone-prone regions, inevitably. Are all transformations a threat to safety too?

Renae Craven: Depends what people think safety is and the mindset they've got going into it, I guess?...A recent experience of mine is that because of the organisation's history in re-structures and re-orgs, any sort of change, with that restructure, brings loss of jobs and stuff like that. So, definitely when they hear that change is coming, and especially when they've done it before, they just hook onto what that means from the past. So that's definitely a risk to safety from for those people. But I think it's important (from the messaging) that it's a positive thing. Like what I was saying about 'harnessing the turbulence': we really want it to be seen as more of a positive learning experience, eventually making their lives better and more enjoyable, rather than the latter.

(Reading out question from comments) What does a resilient leader look like?

(Answer) I would say a resilient leader is somebody who is honest and pretty authentic in what they're going through and what they're feeling, and are empathetic to the people that they're leading: by behaving in a way that they want their people to behave as well. So being quite transparent with how they're feeling, and how they're learning themselves. I think that's good qualities of a resilient leader.

(Reading out question from comments) I'm curious, do the people know when they're prepared versus not prepared for the cyclone? Is there a way to know?

(Answer) I think these days it's a little bit clearer, because the technology's a bit better at predicting. The unpredictable part is exactly where it's going to hit. Lots of people are pretty good, especially in those areas where the cyclone's coming: you just get your cyclone kit out and it's pretty much autopilot for those guys now.

Fred le Tran: Certainly, I think artificial intelligence helped weather forecast immensely over the last decade or two. I'm sure weather forecasters cannot predict corporate transformation though - where they will hit.

Shelvia Loveridge: I guess Renae, what I was alluding to was that with cyclones so many generations have gone through it enough that they've refined the process to that point. So I want to use that analogy to translate to: when did the people in Queensland know that they've got this down-pat? For most cases, for 95% of the cases it's okay, but for 5% it's unpredictable. For Transformation today I feel that, as you said, it still seems to shock people.

Renae Craven: I think it's really that storytelling, and the learning from the past. That's how the resilience has built up for those cyclone areas. They learn from each other. They share stories. They give hints and tips and all that sort of stuff. I think when these transformations happen in organisations, especially in ones where it's happened in some way before, there's not a lot of reflecting back on: What was good? There's just a lot of: What is bad? They're not really learning from the past - they're just sort of stuck and forgetting everything that they've learnt in the past.

Fred le Tran: Question from Dave (Bell): Should people move to a cyclone-free area and live a good life with their career? Cyclone-free area, Dave? Would that be Sydney Dave? Over to you Renae…

Renae Craven: Have you been in a cyclone before Dave?

Dave Bell: No I haven't, but they sound terrifying! (laughter)..I'm not fooling, I'm not kidding about that.

Fred le Tran: I don't know of the aspiration of "a good life" with your career. I'll leave that to debate. I don't know if such a thing exists. It's like a unicorn.

Dave Bell: Because I was thinking, if it's not inherently a bad thing to have cyclones you should be ready for them, as opposed to run away from them. Because that's not necessarily good. What would it be for psychology if you try to run away from that cyclone? Can you ever find that utopia where they don't have any, or is that even desired?

Renae Craven: (Answering a question) Thank you Denise: How would you present this model if you had resilient leaders already in place? That could be my next iteration of this talk, maybe.

Mick Fagan: Sounds good Renae. I was just interested because I've not seen that model before.

Renae Craven: That's cause I made it up (laughing)

Mick Fagan: Yes, it's great though. If you're working with an organisation, you've got leaders that maybe don't quite see how they fit into this change we're trying to bring about - it can be quite confusing and

confronting. So if you've already got leaders who are really thirsty for change - I wonder what that would look like?

Renae Craven: I am going to experiment with that in the next couple of weeks. I'm going to present this to as Leadership Team that I'm working with at the moment, and that'll be a good test.

 Mick Fagan: Super! Let me know.

Renae Craven: Will do.

Fred le Tran: Thank you everyone, let's wrap that up. Thank you once again to Rene, for the wonderful presentation and some thoughtful thoughts for us to take forward.

SAM BOWTELL

Fred le Tran: Now, second in our line-up today we've got that Sam Bowtel. He is currently a Certified Scrum trainer for Red Agile. His extensive experience includes roles such as Scrum Master, Product Owner, Practice Lead, Training Lead, Program Lead and Sales Lead; all of which have empowered him to help people have done better ways of working and leading. Sam is very active in the community, and uses his extensive Scrum and Agile Experience to assist such organisations as OzHarvest, Cerebral Palsy Alliance and CANA Farm. He spoke at our 2018 conference and we are delighted to have him back to present to us. His topic is 'Discover your Leadership Agility'. So, to continue on our theme-of-the-day of Leadership, I'd like to throw it over to Sam.

Sam Bowtell:

Thank you Fred: just checking you can you hear me all well?   Excellent.   So, good afternoon everybody. I'm coming to you from Sydney, Australia. I've got a t-shirt on. I'm pretending it's really hot today, but it really isn't down here. So welcome. I'm here to talk to you about how you can Discover your Leadership Agility, and maybe *how* can you survive the cyclone that Renae talked about, when we come in through the turbulence of Agile transformation? I'm going to give you my favourite tips and tricks on how to get through it, and how to be a great leader when we're working around agile. If we think about teams and how teams exist and work within any agile organisation: the role of the leader is absolutely critical. The leader's behaviour, everything they say and do, can either help those teams or hinder the teams, and what you need to do as a leader is to make sure what all the things you do and say, are going to help those teams perform.

In terms of how this talk is going to work. I'm going to give myself just 90 seconds to talk about each topic. I've got 10 tips behind me: 10 tips on leadership agility in 90 seconds (I'm going to time myself with this wood timer), and you're going to get 90 seconds per topic. Now what I want you to do, is I want you to judge yourself against these. So can you grab a piece of paper like this, can you just grab a sheet of paper. Put the numbers 1 to 10 down the left, and put three headings - now, the three headings are here. If you're building your understanding - I've put 'B U' - so Building Understanding. In other words, it's new to you. Or if it's in the middle, you've got some Working Experience. I've put 'W E' for that, so it's kind of in the middle. Or, if you've got Extensive Experience and you think you do that really well, you can use the third column. So as I go through them, I want you to self-assess your leadership agility. And you'll create a chart like that. So everyone grab a piece of paper. I've also got a workbook from today which you will find in the Slack channel. This is a work that I created last year when I was going to come physically to the conference and do this in Melbourne. There's lots of things that you can do beyond today in this workbook, in terms of self 'kind' of reflection. But after today, you have any you only got 90 seconds, but you've got the workbook to go and play with. So that's the plan, and at the end of the session I'm going to get a few people to share: which were your 'kind of' weaker, which were the weaker ones? Which were the ones that are most difficult and challenging for you as a leader in terms of building the resilience, we need to survive the cyclone.

All right, I think we're going to hit this button on my timer, so this is going to count down for each topic. So get ready to go. Hopefully you've covered your sheet there with numbers: 1 to 10. Let's kick it off, I will hit the button.

Alright here we go first topic. The first topic is Awareness and Perception. This is about how you can control your emotions and how you control what comes out. This is a lemon. This is a lemon from my lemon tree. And if I squeeze this lemon, I'm only going to get one type of juice which is lemon juice. Even if I squeeze it really hard. I'm not going to get orange juice or apple juice. To the lemon, when it gets squeezed, can only have one thing that comes out. For you, however, you can control what comes out when you get squeezed. By a squeeze, I mean this emotional tension we get in our bodies when something happens at work. Could be an email. Could be something that somebody says. We react. You are squeezed, and you control what comes out. The way you do that is to slow down this thinking that

you've got, between the stimulus and your response. And rather than just responding with your amygdala (which is the fight or flight), you just need to slow down your reaction, so you can control, and you can respond calmly. One example is emails: an email comes in. "Bang!" You go "Ahh!", and then you hit reply, and then you go "Oh no, why'd they send that?!" You're thinking part of your brain only comes in at the very last minute. So this is Awareness and Perception. Give yourself a score. How good are you at controlling what happens when you get squeezed? Give yourself a score: high, medium, low. Building understanding working experience or extensive experience? You're good at this, or is it new?

Okay, next topic. I want you to close your eyes for this one. This is about you as a leader. Close your eyes. Think about the worst-ever leader you've had. Picture their face. How did it feel working for this person? Now, I want you think about the best ever leader you've had - the most wonderful leader. Picture their face. How did it feel when you worked for that person? What type of leader do you want to be? How would you like people to visualise, when they close their eyes and think about you? How do you think you're showing up right now, as a leader: that first image (for somebody), or maybe a second image? Are you clear of your biases and your prejudices, and the way that you come across as a leader? And what can you do, what can you think about changing to get more to that leader that you want to be? That's a quick self-reflection: you as your leader. Looking at your best and your worst leader. Have a quick self-reflection. How aware are you? So, in this one when we're scoring. How aware are you? What's your self-awareness like? Building understanding of my awareness of my leadership footprint, or shadow? Working experience or extensive experience? Give yourself a score. How self-aware are you on your leadership skills.

Number three is Leadership Language. What's fascinating about language as a leader? Everything you say! Everything that comes out of your mouth - the team do something with. You have a presence and you may underestimate what that presence is. Some of the things that we say are helpful, and some of the things we say, are less helpful; and it's just the basics of language. Let's look at the language of 'I'. If there's a leader, I keep using the word 'I'. 'I' this, 'I' that. 'My' this, 'My' that. Creates an atmosphere of where it's all about *you*. I'd much rather, as a leader, we talk about things like 'we' and 'us', rather than just talking about 'I'. Other language, 'Do this!', 'Why don't you do this?' Rather, maybe a nicer language would be, 'Why don't you try this?' Or maybe, if something goes wrong, and you're getting frustrated, 'Just listen to me!' That really kind of directive style, rather than when you're not sure, 'What do you think?' Asking others for ideas. So the subtleties of language are important, and this is both the written word, and the verbal word. I want you to think about how you can be aware of the language. One more, I'll give you: 'Onshore' 'Offshore': terrible words! I'd rather you use 'Sydney office' and 'Bangalore' or 'Chennai office' if your teams are in India. Give yourself a self-assessment: what do you like with your language? Where would you put it on the scale: high medium low on the scale of leadership language.

Number four: Personal Responsibility. This comes from the fantastic work of Christopher Avery in *The Responsibility Process*. Imagine a line, we have a flatline here, and every time something happens you can choose whether you go above that line or below the line. It's easy to go below the line. Below the line, when there's an issue or something happens, we blame others. We justify why we can't do something. Yeah, so 'blame', or 'denial'. I've got a 15 year old son, we go below the line quite a lot! Now I've taught him this model and he can go above the line. Take responsibility, rather than blaming your sister or blaming something else. Just go above the line, take responsibility! "It was me!" Both of my kids are beloved teenagers are both below the line blaming the other one. "Will one of you just go above the line, we don't care who did it!" So at work, it's the same. Think about an email. You receive an email, and you're into your third paragraph of responding - three paragraphs to respond to an email (and let me give you a clue, you're below the line: you're either blaming someone, denying it, or justifying your actions). To take responsibility: 'It's a one line email. I got this! Leave it with me!' Just think about that next time you send a long email. So, now let's go for judge yourself - time for you to reflect on the *Discover your Agility*. What are you gonna give yourself? How often do you go below the line? Or, are you quite good at this one and you go in this way with a higher score?

Alright, next topic we're going to Emotional Agility. We talked about this - this came through from Rene's talk about *resilience*. If we look at Emotional Agility: this comes from a fantastic book by Susan David (highly recommended!) She talks about managing your emotions. Now we all get emotions at work. I used to work for CommBank last year. Matt Coleman: if you know him or seen him? He's as cool as a cucumber. But do you know what? Matt Coleman has been in front of Royal Commission. He's been through all sorts of big media things. He never loses his cool. He manages his emotions. But when he gets home, he's got to let these emotions out. We all have to. So if you're keeping emotions inside. It's not going to do any good. He has to get those emotions out; we have to get our emotions out somewhere. But don't do it in front of the team. If you've put these really deep emotions and frustrations inside, you're going "Ahhh!!" But as a leader, you've just got to manage those emotions. But please, make sure somewhere you are letting those emotions out, otherwise it can lead to mental health and difficult challenges. So learn how to manage your emotions. The way you manage your emotions, and don't lose it in front of the team is (to), remember this, we have to squeeze (holding the lemon) and try to control how we respond. Self-assessment time everyone. How are you managing at your emotions? Do you let those emotions out, or do you bottle them up? High, Medium, Low?

Next topic, lovely people, we're on to Psychological Safety. Another book recommendation for you, a reasonably new book by Tim Clark, *The Four Stages of Psychological Safety*. Phenomenal book! Psychological Safety is giving people the space to be themselves and to be heard, without fear of retribution. And what's interesting in Timothy's book is, he starts with, it all starts with*: Inclusion*. 'Am I included within the social group?' And that's really the base level. It then goes on to *Learner Safety*. Do I feel safe to learn, do I get permission to learn, from my boss? Do you give your teams permission to learn? It then moves on to *Contribute to Safety*. *Contribute to Safety*: where you can actually be given autonomy, and then you can go and do great things at work. The highest level of Psychological Safety is *Challenger Safety*. So you know, this is a dangerous territory. You're challenging the status quo, and as a leader if you're going to give full safety to your team, you give them permission to challenge norms; challenge how we work; challenge me as a leader. That's the highest level of Psychological Safety. So there's a lot more to the topic. I think a lot of people will look at this as a simple topic. We all know it's a really important thing for high performing teams, but take a bit more time to understand the depth. How good are you at creating safety?   Go for High, Medium, Low: give yourself a score, please, on the worksheet.

Number seven*: Intent-based Leadership* - comes from the fine work by David Marquet, and *Turn the Ship Around Again* - available as a book or a TED Talk. In this concept, the leader gives up control. David Marquet was a submarine captain. In the Navy, it's one of the most hierarchical spaces we can ever see. He had to change submarines at the last minute. The submarine captain is a deep expert in their boat. They train for 12 months on a certain ship, and he changed ships. He could not be the expert anymore, so he had to let his team do the thinking. He had 135 sailors on that ship, and he changed his leadership. Rather than being the (kind of), I-know-everything captain, he became, you-tell-me-what-you-think-you-should-do captain, and I'll give you the thumbs up. He stopped talking so much. He stopped giving orders. But he did retain one order, which was the big red button to fire the submarine the nuclear submarine. He retained that. So, think about how can you give up control to your team? If you've got a team of 50 people, that's 50 brains. You've got just one. What's the likelihood that you've got a better idea? 2%! How do you go with this one? How good are you giving up control. It's intent based leadership, giving up control to the team. Give yourself a score: High, Medium, Low.

Number eight is Trust. So a great model for trust by Vanessa Hall, and I like that what she does, is she looks at Trust as an egg. Think of an egg. This is not a hard-boiled egg, by the way a fresh egg, sitting on a wall. And that wall is made up of three things: Promises (along the top), we've got Expectations and Needs (it's a 'Trust Wall') Now if you think about it…we always talk about trust being easy to break. So this egg is sitting on a wall. You've got you've got promises that you've made to each other, and you break a promise, a brick comes out of the wall, and it gets a bit wobbly. You've got expectations from each other…you've got needs in any relationship. Every time something goes a little bit wobbly, we take a brick out of the wall, and before you know it, the wall can fall down. And trust is broken. And as the

analogy with the egg - pretty hard to fix it again. So just be aware what promises have you made to people? Think about a relationship between you and someone else. When we look at trust, what promises have you made? Do you know the expectations that other person has of you? Do you know the needs they have from you? You've both got to trust wall; do you know the other person's view as well? So, think more deeply about trust within that relationship. How well do you go do you think with trust? How much awareness, do you have of the aspects of trust with your team? Give yourself a score: High, Medium, Low against these three.

We've got two more to go.

The next one is Engagement and Flow. Now, the state of flow is a fantastic thing and we love agile teams to be in this state, where they can focus and they just don't realise time is passing. If your team are not in flow, that's the state we want to be in. It's hard to stay in that state of high performance. But the problem is, if they're not in that state of flow, they're in somewhere else. There's a great model, which kind of looks at what are the alternatives? The alternatives are things like boredom, apathy, worry, anxiety…and if you're not in flow, they're somewhere else. As a leader, your job is to understand where's your team at, and how can I create this state of flow? How can I let my teams do fantastic things? What are the meetings that we're making them go to? Why are we interrupting them? Why are we trying to do 10 things at once, rather than creating some focus? So if you want to engage your team, it's really important to understand the importance of flow, and let people find that flow as a team. Then you'll find amazing things can happen. How good are you at this leaders? Please self-assess. How good are you at creating a state of flow for your team?

All right, we go to our last topic (which you can't see behind my timer), which and which is Holding Space. Holding Space is number 10. Now, when we look at the leader's role - the leaders role, in my view, is to inspire people to greatness. You need to create the vision, so as a leader: what's the vision?, what's a great goal that we could set for our teams? Within CommBank, I set this goal: How about we create an agile conference within the company, and it's going to be as good as Scrum Australia (that's what I said to the Team). How about we create an agile conference (and some of you at Telstra may have been involved in the Agility at CommBank Day. But as a leader, I step back. I said, "Here's a goal!" I then step back. So I step back, and I see who fills the space, and some of the team will step in and fill the space, and I let them go. But I don't walk completely away. I stay close. I hold the tension when things go wrong. We had some difficult times. People weren't giving their time - the conference was looking 'at risk'. Hold the tension. Don't step in, but stay close enough to support them. The conference that we created at CommBank is now in its fourth year, and the recognition of that event… in the last year we did it virtually and we had over 1,000 people connect with that conference. It was huge! It was a fantastic conference! I opened the space for the team, and I stepped back to see who will fill the space. It's a great way to motivate people: looking at the faces of that team. At the end of that event in the pub, they were so thrilled with what they'd achieved. And my job as a leader was just to open a space that I hoped people would fill. Self assessment: how good are you are opening spaces for your team to fill? Give yourself a score…give yourself a score.

Alright, that wraps it up! Somehow I've done 10 things in 15 minutes; that's the end of our chat. I guess, to conclude and to bring it home: these topics come from The Bigger Picture Course that I offer which is called Certified Agile Leadership. So, here in Australia Stu Mitchell and myself are offering Agile Leadership training, and these are some of the topics that we cover in that. So, a bit of a plug for the team at Red Agile and the great work they do with training. Let's go to some Q&A! What do we got, who's got some questions on Discover Your Leadership Agility, and I'd love to see your lower scores now in the chat. Which of these do you struggle with please? Which of these do you struggle with?

Fred le Tran: Thank you Sam. That was wonderful self-assessment. I feel like I better go and ring up my, my doctor for a session. I come out of these sessions feeling simply guilty. So over to our audience: questions? Comments? Reflections?

Sam Bowtell: Yeah, I'd love to know your lower scores; the things that you think that you can do a bit better. Engagement and flow: a few people have commented on, and struggling with that. What's the challenge guys (for those who've put engagement or flow)? What's the challenge with that? What stops us from creating that? Anyone: what stops us from creating flow? Mari, Shelvia?

Mari Blanco: Hi Sam, in my case as well was lack of awareness (as well). So, and I suppose it's also to have the opportunity to experiment.

Sam Bowtell: Yeah, nice. Yeah, and if you often need to hold the space. You need to create; think of a good example to hold, of something? What can you give to the team? So, I think it's important to think about what types of spaces can I open? And the team needs to have the skill of course - you can't open a space to a team if they don't have the skill to fill it. And you have/got the ability. Emotional agility, tell us about that? How do you struggle with that? Is that something that can't let the emotions out? Would you like to share a bit more, ?

Keerthana Mathuku: Oh well that's, thanks for the opportunity. It's mainly the opportunity to showcase or just respond, instead of react. So that's the kind of thing that I sometimes find challenging.

Sam Bowtell: Yeah, and I think it's - I actually asked Matt Coleman at CommBank. I said how do you stay so cool? And he literally does this mental 'creating space'. You've got a credit gap because your brain: you've got the amygdala which fires straight away, right. And when the amygdala fires, you're either gonna fight or flight. And when it comes to an emotional response, when people yell or they throw things, they're not even using the brain. It's just thing that happens, and it's too late. You've just got to create a couple of seconds for your prefrontal cortex to come in and for you to think. That's the skill. How do you just create those few seconds of space? A question on 'choose for good' from Shelvia. That's a conference talk that I was going to do an Agile Australia this year, which was - [Juice for Good](#) is the OJ machines Oz Harvest create. We work with Oz Harvest on experimentation, and…when they first brought those machines into Sydney, we helped them to put one inside the CommBank office; one outside the CommBank office. And we did some experimentation on what worked. But that's Juice for Good: they're lovely fresh orange juices.

Dave for CommBank event, you want to say something about that?

Dave Bell: Just curious, Fred we're always looking for opportunities to link events.

Fred le Tran: I'm glad you brought up this. I was just saying Sam, I was lucky to be part of that conference, and I look with envy at what CommBank did. Nevertheless, and not to be beaten by you guys, we have a similar crew behind the scenes at Telstra called Unconference, which is really the backbone of what's supporting us today. So, yeah, that's an amazing event that you guys have. But like any good thing, we want to copy and do it better!

Sam Bowtell: I think "well done" and thank you for doing that Fred. I think it's magnificent. I was the leader of that team of agile coaches and I saw I definitely thought, saw as my job to open these spaces and hold the spaces for them to do great things. I was lucky agile coach's are awesome; have got loads of great ideas and ways of thinking and my job as the leader was to open spaces for them to do great things.

Martin Kearns: When I did the CommBank conference they gave me a cake.

Sam Bowtell: Yeah, they did! That was from [Cana Farm](#) wasn't it?

Martin Kearns: Yeah

Sam Bowtell: How long have you had that Martin? It must be ready to go now Mate?

Martin Kearns: Yeah, I got to do something with it.

Sam Bowtell: Maybe you can do Christmas in July? Anyone else got a question for me on anything in terms of the 10 topics, or anything you want to ask before we hand over to the last speaker: last question for Sam?

Shelvia Loveridge: I'd like..sorry...I think someone else is talking?

Sam Bowtell: You are.

Shelvia Loveridge: Well, I'd love to hear more of Engagement and Flow. I guess, from myself, currently working in a program which is about 1000 people, well, I have every intention for my team of over 100 to have engagement and flow, it's so much easier said than done. Everyone's ideal flow's different; and you know when you bring in teams together. It's just a very intricate topic, I'd love to know if you have any..reading?

Sam Bowtell: In terms of reading probably not on this one, but…if I look at the two words, Engagement, to me, and what I've always done, as a leader is I get people outside of work every three months. And whenever I've…been part of big initiatives, every three months we're gonna do something fun. Whatever that could be…and we're lucky here in Australia. You can just take people out for a picnic in the park. I did a whole day, in the summer, we just went to a park, and people said, "What's the agenda?" I said, "Talk to each other". People brought games and we just enjoyed time as humans: every three months connect as humans. Build relationships beyond work is number one for engagement. In terms of Flow I think really try and understand what are the barriers and ask them there. Do some retrospectives on it. Talk about flow. Talk about that state of being able to do great things and they'll tell you why they can't be in Florida. Maybe it's too many meetings. Whatever it is, maybe it's a technology issues, there's something stopping the team from doing awesome work. Ask him.

Fred le Tran: Thank you Shelvia and Sam. From one great Chelsea supporter to another, well done Sam; thank you very much.

Sam Bowtell: Yeah thanks guys.

SANTOSH NEUPANE

Fred le Tran: Now, let's take it home. And our third and final speaker this afternoon is the amazing Santosh Neupane, who's coming to us from the exotic location of Kathmandu, in the picturesque, Nepal. Santosh, you may not be familiar, but there is a famous chain of shops in Australia that's got the word Kathmandu on it (does anybody remember that shop?) Anyway, he has over 10 years of diverse and extensive experience within (the) software development industry. Santosh is currently the Head of project and Product Management eSewa; south Asia's first (and Nepal's biggest) digital wallet company. Santosh also holds ICP, CSM, and CSPO certifications and is also the founder of www.AgileScrumDaily.com. He's also got many other credentials, including a Bachelor of Computer Information Science from Minnesota State University in the US, and recently completed an Executive MBA. He is passionate about sports and loves basketball. So, welcome to Australia Santosh! I know you can't be with us physically, but through the medium of technology, we look forward to hear you over the next half an hour. Over to you…

Santosh Neupane: Okay, can you all see my screen? Am I audible right now. Okay, great. So thank you Fred for the quick introduction. So, my topic for the session today is, Situational Scrum Mastering: What the Scrum guide didn't tell me about leading a team trying to be agile. This session aims to raise awareness about what it takes to successfully lead a team that is trying to be agile. I will share my personal experiences about the challenges I have faced, and why it's important for an effective Scrum Master to understand what the team needs in terms of culture and leadership, before they can successfully lead a team. The theme of today's session is *Never stop learning, because the world never stops teaching*. This statement is absolutely true and I can relate... recent events and my experiences. So, just when we think we have figured out everything ,the world around us and the relationships that we form, teach us something really valuable, and I will share some of that today.

I'll start with a personal journey. I started my career as a Project Manager, but then later on transformed into a Scrum Master and leadership role. A few years ago, I was handed a team to execute a project. After working together for a few weeks, I realised I needed to achieve more, when it comes to leading a team. And I knew that Project Management is more about leading the managing: but how…do I lead a team that is trying to be agile? I had a big question at that moment and today I'm going to share my experience on how to lead a team that is trying to be agile, and create a high performance team based on my experience.

Agile teams are basically self-organising teams, and they take responsibility and manage their own tasks, and don't rely on managers to tell them what to do. They can make their own decisions and move forward. Scrum is an agile framework for developing, delivering, and sustaining complex projects.   A Scrum Master is a leadership position in a Scrum framework.

So just a quick recap on what the Agile Teams means? What is Scrum and, what is the role of Scrum Master in the Scrum Team?

So, how do we lead a team that is trying to agile? I think, a better way to understand how Scrum Masters can lead teams that are trying to become Agile is to first understand what the team needs in terms of leadership, and then look at four different ways to provide that leadership, based on the learnings level of the team. You also need to recognise different tribes within the organisation, based on the language and behaviour. And again, these tribal stages, use some of the leverage points.

So I'll start with Paul Hersey's: *Situational Leadership Model*, which describes four levels of readiness for teams who are trying new ways of working. *Readiness Level* is determined based on members' ability and willingness A member is unable and unwilling falls in level R1. A member who is Unable and Willing, falls in R2. A member who is Able and Unwilling falls in level R3 and a member who is Able and Willing

falls in Level R4. So, according to Hersey, leaders need to adapt their behaviour to fit a team readiness level. In other words, a Scrum Master working with (an) able and willing team will leader their team in a different manner than someone working with an unable and unwilling team. Hersey also suggests good leaders adjust their leadership behaviours along two dimensions: Task Behaviour and Relationship Behaviour. A leader's task behaviour is the degree to which the leader directs the work of a team, and the Leaders Relationship here is the degree to which they lead by using their relationship with the team. Together these behaviours make up four distinct leadership styles: Building, Selling, Participating and Delegating. The right leadership style to use is the one that matches the readiness level of the team.

I'll start with the R1 quadrant: with the Telling Scrum Master. So, you know the Telling Scrum Master works with the team of Readiness Level R1.   Before an Unable and Unwilling team can become truly agile, it's members…first need to gain confidence, to help them getting the confidence they need. You need to focus more on telling team members what to do, rather than on establishing operative and communicative relationships. The Scrum Master of an R1 team will need to make some decisions for the team, in order to put them on a winning path. These kind of teams are not ready for a large project or aggressive goals, that require it's team members to perform at their best. This kind of team needs to start with small victories that will boost their confidence: of period of iterations, of receiving positive feedback can work, can really boost the morale and the confidence of this type of teams.

I'll move on to the R2 quadrant: Selling Scrum Master. The Selling Scrum Master works with a team with a readiness level R2. In the R2 quadrant, the Scrum Master is working with a low ability team, but one that is willing or confident. The goal at this stage of development is to boost our team-members' abilities. R2 teams require a style of leadership which combines high Leadership Behaviour and high relationship behaviour. At this stage, we need to involve team members more in the decision making process. You will still need to make decisions for the team, but you need to invite the team members to participate as much as possible. And we also need to focus on helping team members improve their skills and invest in trainings to help teams learn. Some of the ways you can do it is through courses in Udemy or Coursera, in-house training, conferences, and certifications.

Moving onto the Participating Scrum Master in the R3 quadrant. The participating Scrum Master works with a team of readiness level R3, where a team is able and unwilling. A team begins to move out of R2 quadrant…as the team improves its abilities. In this quadrant, you usually focus on Participating style of Leadership, reducing task direction, while increasing relationship-building behaviours. This will encourage the team to make it's own decisions, instead of making decisions for the team. We should also move completely out of the decision-making process, to help the team transition into making his own decisions. You should be there to encourage and support the team, but make it completely clear to the team members that decision is theirs. R2 teams are capable of working in a truly agile manner.

Now, the Delegating Scrum Master. The Delegating Scrum Master works with a Team Readiness Level of R4. Once the team reaches R4, a level of readiness should usually shift from a Participating style of leadership to delegating style of leadership. At this stage, the team needs minimal task guidance and minimal relationship behaviour. You should help, when asked, but do not specify how work should be accomplished. And also this is one way you can lead your team to be agile, based on their readiness level: by providing different types of leadership.

From my experience of developing team members through different phases, one thing that I realised is that it took a different amount of effort and time to develop ability and confidence of team members. I wonder about the internal organisational dynamics, and why some groups of people are more successful than others? Why certain groups of people never seem to do anything, or why it's hard to move people and groups from one stage, or one level, to a different level. People showed different attitudes and behaviours, which also determined how fast they were changing the quadrants and moving toward self-organising teams.

I knew there was something else going on here and I'm missing it. Right about that time I had a conversation with Martin (Kearns), and he saw this need to read a book called [Tribal Leadership](#). When I read the book *The Tribal Leadership* I found a completely different and exciting perspective to look at my situation. I could connect the dots and found how we can leverage the natural groups to build thriving teams in organisations. So… I'll cover a little bit on Tribal Leadership. It's a fact of life, you know birds flock, fish school, and people tribe. Every organisation consists of tribes, and tribes are a group of people who know each other. The tribe can be of group 20 to 150 people. Each tribe has a different culture and every organisation has a dominant culture in it. *The Tribal Leadership* focuses on the language and behaviour within a culture. I've personally heard the language and noticed the behaviour of (the) different stages. However, I always looked at it from a person's ability and willingness to do the job. But now I know that it's natural for people to tribe, and there are different stages people of a tribe go through. Similar to teams at different stages in (the) Situational Leadership Model, the people have different have different Tribal Stages - have different motivations for coming to work, and have (a) different perspective to look at life.

The dynamics of Tribal Leadership is simplified into five stages. But how do you identify your Tribal Stage? You can figure out how to simply recognise which culture exists in the tribe, based on the language they use, and the behaviour they exhibit. And…tribal leaders can observe those tribes using specific leverage points.

- Stage one: People in this stage believe that life sucks. These type of people are not found in software companies. This can be compared to street gangs and people that come to work with hostility and despair. Most people are socially alienated and…fortunately Stage One applies to only 1% to 2% of today's workplace(s), the worlds' workplace.
- Stage two: Disconnected and Disengaged. In this space, people believe that life does not suck, but only their life sucks. So, they use language like, "My life sucks!" People in this tribe, they complain a lot. They are far away from taking any responsibility, and are basically a large collection of victims. Innovation is an almost non-existent and urgencies reserved for coffee breaks. A person in Stage Two will often try to protect his or her people from the intrusion of management. The structure of this group is that they are clustered together in a group, and have separate relationships, and are by themselves. To help people get out of this tribal stage you need to encourage them, or you need to elevate their self-confidence and make them successful. You can help them start building one-on-one relationships, specifically with people at Stage Three. You can use the same approach as people in R1 quadrant (who) were unable and unwilling.
- Stage Three: Moving along from 'My Life Sucks at Stage Two, we arrive at, 'I am great, and you are not (is the) language at Stage Three. They found people at this tribal stage, this stage, form dyads, which are one-on-one relationships between two people, and have digital communication beyond that. Within the Stage Three culture, knowledge is power, so people try to store it. The concept of specialty specialisation expertise is on an individual basis; these people are generally competent and form a collection of lone warriors. They are willing to do the job…but experience disappointment when others don't have the same ambition or skill. Some of the most common complaints that people have at this level, is that they are too busy and don't have time, and they have a crappy support. This stage is common at my workplace as well, and also around 40% of the world's workplace is in Stage Three. The attitude of the people in this stage is very necessary, as they're confident and they believe in their skills. This is important, before they can really understand the team culture and form self-organising teams. To help people get out of this tribe, let them experience personal success, and realise their dream of being successful. Encourage them to form key personal relationships, and work on a bigger project which requires team effort. I found this similar to people who are in Level R3, where they were able, but aren't willing to work in a team.
- Stage Four: This is the progress from 'I am great' to 'We are great'. The tribe leads by the statement, "We are great "at this tribal stage. It's a tribe dominant in around 22% of companies worldwide. It's a culture of ownership, responsibility, and co-operation, and people are proud of

working in their company. These tribes have little patience for the politics and personalities that dominate Stage Three. They believe in their team or product, and have one goal, rather than competing with each other. The key difference from Stage three is that the diads become triads: that's a group of three people, together with shared projects, goals, and common values. Information flows freely through networks and innovation is highly encouraged. They're usually self-organising teams and confidence is very high. To help people at this stage...and help them get out of this tribal stage, you need to destabilise by ensuring relationships are based on values and opportunities, where you can encourage opportunities together. You can also recruit others to the tribe who share the same values. As good as Stage Four can be, there is always room to go higher.

- <u>Stage Five</u>: We go from, 'We're great!' to 'Life is great!' The language here is one of potential and living history. Teams at Stage Five have produced great innovations and this stage is about pure leadership, vision, and inspiration. People can find a way to work with almost anyone, providing commitment to values. You're gonna hear a conversation like…"We are not war with our competitors. We are at war with cancer". These are the tribes that end up changing the world. It's not surprising that only 2% of organisations reach this lofty position.

So, we went through the five different tribal stages of leadership. But what is the goal of the tribal leader? The goal of the tribal leader is to listen for which culture exists in the tribe, then organise as many people as possible to the next stage of tribal leadership - of tribal culture. Reaching stability at Stage four, with occasional leaps to Stage five. The goal is also doing work for the good of the group. But how do you upgrade the tribe to the next stage? The tribal stages focus on two things: the words people use and the types of relationships they form. So, moving from stage to stage means using different leverage points…You can upgrade the tribal stage using specific leverage points for each tribal stage. There are also success indicators so we know if tribal culture has been upgraded or not.

I'd like to share two similarities between Situational Leadership Model and Tribal Leadership. I found that there is a similarity in (the) Decision Leadership Model and the Tribal Leadership. The role of the tribal leaders is to upgrade as many people and cause clusters of people as are willing and able to move forward to Stage Four. Similarly, the goal of the Situational Leadership Model is to upgrade as many people in the group who are R1 levelof readiness to R4 level of readiness. In both the cases, leaders need to do their work for the good of the group, not for themselves, and in return they are rewarded with loyalty, hard work, and innovation, and also collaboration that results in (a) higher quality of work. Also the tribes who were in stage four and five, helped to form a self-organising teams. Throughout my professional career I've seen and work with people at tribal stages two to four. The concept of tribal and situational leadership already had a huge impact on how I listened to people and see things every day at work. I have consistently started listening to languages my team speaks, and started observing their behaviours and categorising them into different tribal stages. This is one more tool that Scrum Masters can have in their toolbox, and grow the team into high performance and successful teams.

Now, you are leading a team through chaos, during agile transformation or… moving your teams to different stages in tribes. But what (are) some of the most valuable leadership qualities in order to lead the team through different stages? According to my experience, a few factors that are an absolute must in order to successfully navigate through different stages and transformation of creating a high performance team is dealing with empathy, patience, and respect. In my part of the world, in this part of the world, there is a misconception that…we have to live with Iron Fist, otherwise it won't work. A lot of people think of leadership qualities as being aggressive or Eastern, but I could never relate to these ideas and my personality was against it as well. So I naturally gravitated towards this leadership style…based on empathy and respect. It has worked wonders!

Before I end this presentation, I would like to thank a few books and writers, that have helped me in my journey as a Scrum Master:

- *Management of organizational behaviour* by Paul Hersey, Kenneth Blanchard and Dewey E. Johnson;
- *Situational Scrum Mastering* by Mike Cohn;
- *Tribal Leadership* by Dave Logan, John King and Halee Fischer-Wright, and
- *The Great Scrum Master* by Zuzana Sochova.

I would like to thank Scrum Australia for giving me this opportunity to share my experiences. I hope some of the experiences of Scrum Masters and leaders in today's session, can relate to my experience and some of the upcoming Scrum Masters can take away things from this presentation. You can grow your team and there is a reason why they behave the way they behave. The concept of Situational Leadership Model can help you create a high performance team. Thank you, over to you.

Fred le Tran: There you go. Thank you, Santosh, a bit of a technical error there. Next time when you are redoing the slides, I want you to add my native language in there, which is Vietnamese: cam o~n is the next word you want to put in there. I can't read that right, but I'll trust that you'll do that. It was a delightful journey in your experience, and we could see there's a lot of research and insight that you provide to us. So thank you very much Santosh for taking the time out to share your knowledge with us. Over to the audience; a couple of minutes left…maybe one minute left before we end the show. Does anyone have a quick comment before we wrap this up (at) two o'clock.

Martin Kearns: So, I'll just ask a quick one. Santosh, you said that the reading of *The Tribal Leadership* made a big difference. Can you give us an example of how, in real life, it's come about? How it (kind of) helped you in a conversation or in the business - working?

Santosh Neupane: Sure, before I…had a conversation with you and found out about *The Tribal Leadership*, I…knew that people viewed it differently, and it was hard for me to change the behaviour of the people. But, I didn't understand the rationale behind it and after finding out about *The Tribal Leadership*, there was a reason why people behaved the way they behaved. I started looking for some of the indicators of different tribal stages in the team. I saw some of the behaviours they used and some of the language they used, and the behaviour that they exhibited. Also, after finding out which stage they were, it was one of the toughest things for me was to change their stage. But some of these leverage points that the book has suggested; I could use some of those leverage points to change people from one stage to another. I work in a Fin(ancial) Tech industry here in Kathmandu, but it's really hard for me…when I'm talking to me business team or my leadership team - people didn't really understand these concepts and didn't really have a lot of patience when it comes to going through this Transformation. So, I did have some challenge(s) when convincing my management and leadership team as well.

Fred le Tran: Thank you very much there for that insight. We're slightly over time..are you happy to take another question; is there one from the audience?

Martin Kearns: Shall we just answer it in the chat, Santosh?

Santosh Neupane: Yeah sure

Fred le Tran: If you've got any questions, put in the chat. I'm sure our curators behind the scene will happy to facilitate the questions on that one. So, on behalf of Scrum Australia, I thank you sincerely for staying with us and listening to those insightful speakers over the last hour and a half. Please do come back. We do have a session 4 in July, so check out our website on Session 4 on the 28th of July. Another three amazing speakers, you know, the gift that keeps on giving guys so do come back in July and we look forward to as many of you as possible on that, I'm going to call that a wrap, and bid you all goodbye.