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# Bringing Managers Back to Work

# Jason Schreuder

## Agile Coach

- ▷ 10+ years of Agile, coaching, training and leading agile teams in the military and technology industries
- ▷ experience leading an Agile PMO and an Agile adoption in a global technology company developing manufactured devices, currently working on non-software applications for Agile in a large, private financial technology firm
- ▷ Graduate degrees in business and higher education, alphabet soup of certifications
- ▷ from Apex, North Carolina

*Helping people, teams, and organizations pursue the ability to engage and affect their environment so that they can adapt to a complex and ever changing world.*



Ask me Anything!

## Menti Poll!

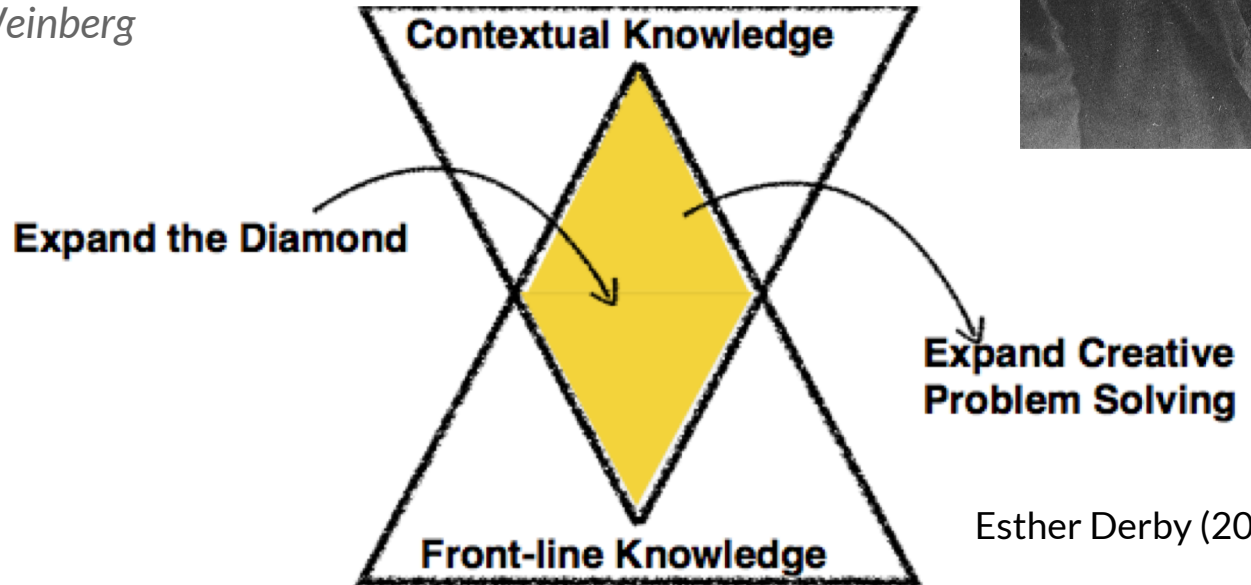
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# The “Middle” Manager

*Leadership is the ability to enhance the environment so that everyone is empowered to contribute creatively to solving problem(s)*

-- Gerald M. Weinberg



Esther Derby (2017)



# Where Are You?

Being invested in **finishing deliverables**

Being invested in **ongoing team improvement and growth**

**Giving** the team answers to avoid failures

**Asking** the right questions to help team find answers

Focus on achieving **scope, schedule, budget** delivery

Focus on **value** delivery

Finding **what's wrong** with how the team does things

Staying curious and **seeing the best** in team members

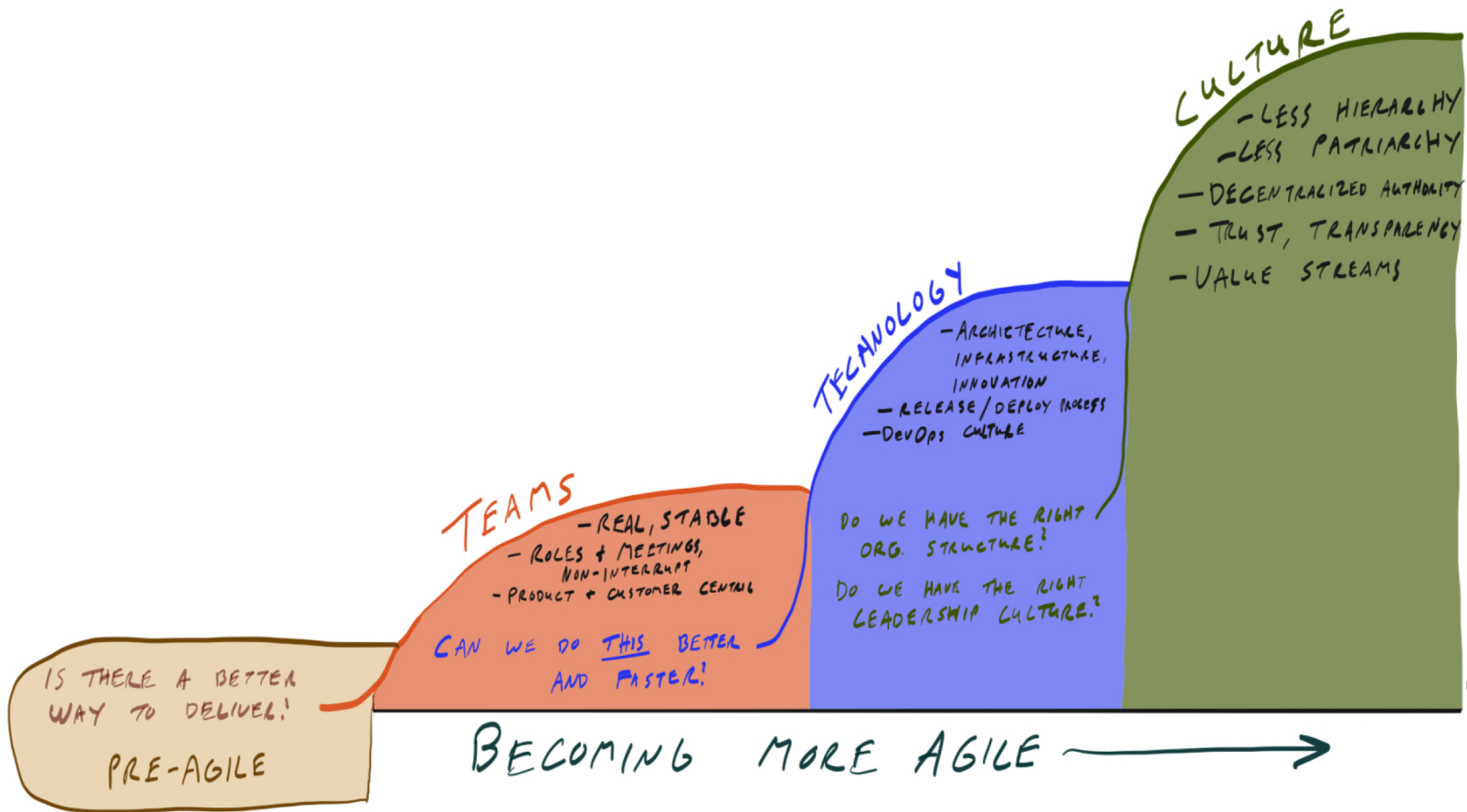
Working with individuals almost exclusively  
**1:1**

Working with the group as a **whole**

**Mentoring, directing, telling**

**Asking, facilitating, coaching**





# We need managers that . . .

- ▷ Foster Shared Leadership
- ▷ Develop a Coaching Capability



*[There is a] growing body of evidence that suggests that teams do well when they rely on leadership provided by the team as a whole rather than looking to a single individual to lead them.*

*Shared Leadership in Teams: An Investigation of Antecedent Conditions and Performance*, The Academy of Management Journal · October 2007  
Jay B. Carson, Southern Methodist University, Paul E. Teslu, University of Maryland, Jennifer A. Marrone, Seattle University



# Coming to Terms

## Shared Leadership

- ▷ an emergent team property that results from the distribution of leadership influence across multiple team members.
- ▷ mutual influence of team interactions that significantly improves team and organizational performance
- ▷ can also be the collective influence of team members on each other.

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# Antecedents to Shared Leadership

## ▷ Internal Team Environment

- **Shared Purpose** -- understanding the primary objective (the goal)
- **Social Support** -- encouragement and recognition (psychological strength)
- **Voice** -- participation and input increases engagement, involvement, commitment (participatory decision-making)

## ▷ External Team Coaching

- Develop team capabilities and motivation
- Help them become autonomous and self-managed

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# Shared Purpose: Vision & Missions

- ▷ Intent -- the framework that outlines vision and purpose, providing enabling guidance. Then *over-communicate* it.
- ▷ *Setting the conditions* for others' success
- ▷ Create shared understanding

*If you want to build a ship, don't drum up the people to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea. -- Antoine de Saint-Exupéry, the author of *The Little Prince**



# Social Support: The Key to Great Teams

*In a team with high psychological safety, teammates feel safe to take risks around their team members. They feel confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.*

1

## Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

## Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

## Structure & Clarity

Team members have clear roles, plans, and goals.

4

## Meaning

Work is personally important to team members.

5

## Impact

Team members think their work matters and creates change.

# Voice: Participation & Engagement

Leader behaviors:

- ▷ Invite others to go first
- ▷ Withhold judgement
- ▷ Check-in with yourself first
- ▷ Engage the entire group

Check-In

# Menti Poll!

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# Shared Leadership Enhances Team Performance

- ▷ Shared Leadership is **more useful predictor** of team performance than vertical leadership of appointed team leaders.
- ▷ **Failure of even a single member to exhibit leadership** behavior was found to be detrimental to team performance.

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*The goal of coaching is the goal of good management: to make the most of an organization's valuable resources.*

*-- Harvard Business Review*

# The Impact of Coaching

## Role of External Team Coach

- ▷ Provide a good internal team environment (*set conditions*)
- ▷ **Supportive Coaching** -- Provides motivational and consultative functions that encourages, reinforces and rewards team leadership.
  - Building **collective commitment** to the team and its work
  - Assisting team with **aligning activities, clarifying work and processes**
  - Fostering **self-competence** and **team independence**

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# Coaching is Not

- ▷ Mentoring
- ▷ Consulting
- ▷ Counseling
- ▷ “Fixing”
- ▷ Training/Teaching

# Coaching is

the use of powerful questioning, framing, and exploration with a client to help them recognize their capacity to solve their own problems.

# What Makes a Great Manager?

1. **Is a good coach**
2. Empowers team and does not micromanage
3. Creates an inclusive team environment, showing concern for success and well-being
4. Is productive and results-oriented
5. Is a good communicator--listens and shares information
6. Supports career development and discusses performance
7. Has a clear vision/strategy for the team
8. Has key technical skills to help advise the team
9. Collaborates across [the company]
10. Is a strong decision maker



As we go to questions, I want your feedback!

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# Thank You!

# Key Shifts in Progressive Orgs

1. From Profit to **Purpose & Values**
2. From Hierarchical Pyramids to a **Network of Teams**
3. From Directive Leadership to **Supportive Leadership**
4. From Predict & Plan to **Experiment & Adapt**
5. From Rules & Control to **Freedom & Trust**
6. From Centralized Authority to **Distribute Authority**
7. From Secrecy to **Radical Transparency**
8. From Job Descriptions to **Talents & Mastery**



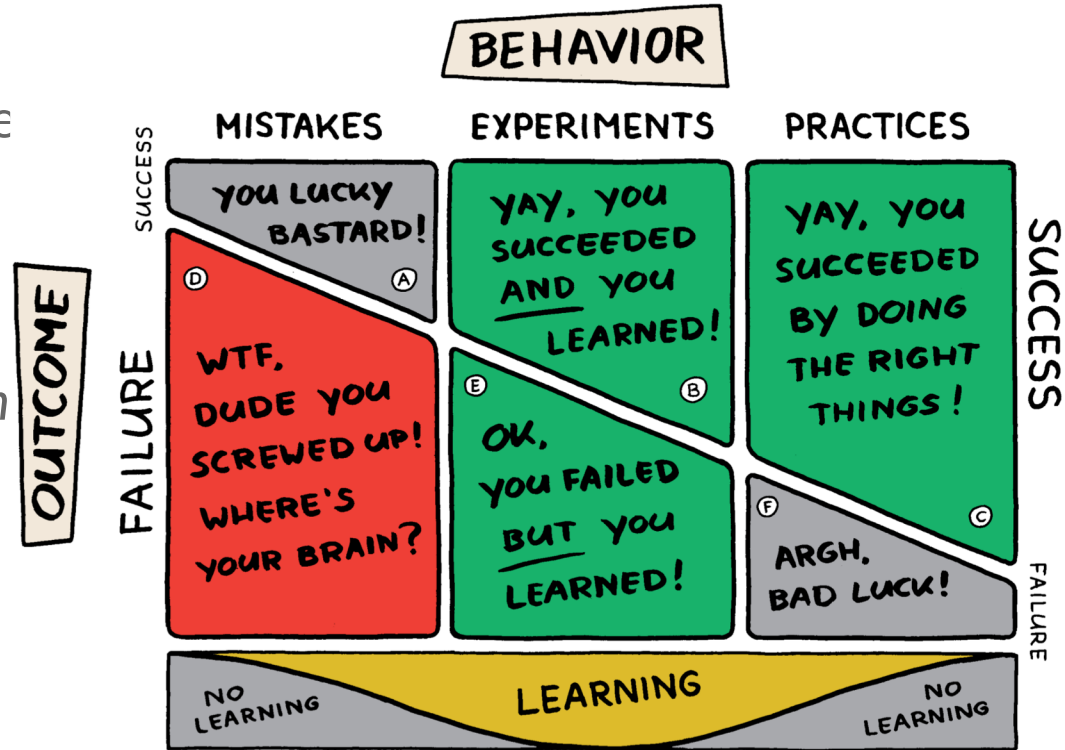


*The ultimate freedom for creative groups is the freedom to experiment with new ideas. Some skeptics insist that innovation is expensive. In the long run, innovation is cheap. Mediocrity is expensive—and autonomy can be the antidote.*

*–Tom Kelley, General Manager, IDEO*

# Learning Starts with Experiments

- ▶ Many people don't like failing, but we don't learn anything we when just repeat good practices.
- ▶ Fast-learner over first-mover advantage. *The only way to win is to learn faster than anyone else.* -- Eric Ries, *The Lean Startup*



# Retrospectives: Feedback for the Org

- ▶ The Retrospective Prime Directive: *Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand.* -- Norm Kerth
- ▶ Derby & Larson Model: Opening, Gather Information, Generate Insights, Decide What to Do, Close
- ▶ Do you do these with your teams? This is not just the end of a sprint or project. What about personal introspectives?

