

Leading Within

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“Transform” This Guy



Change, Paradigms and Leadership

Real change requires changing the underlying paradigms by which we operate

Change comes from leadership

Some Paradigms That Change

Hierarchies

Profit

Directing People

Blaming Others

Estimating and Planning



Networks

Purpose

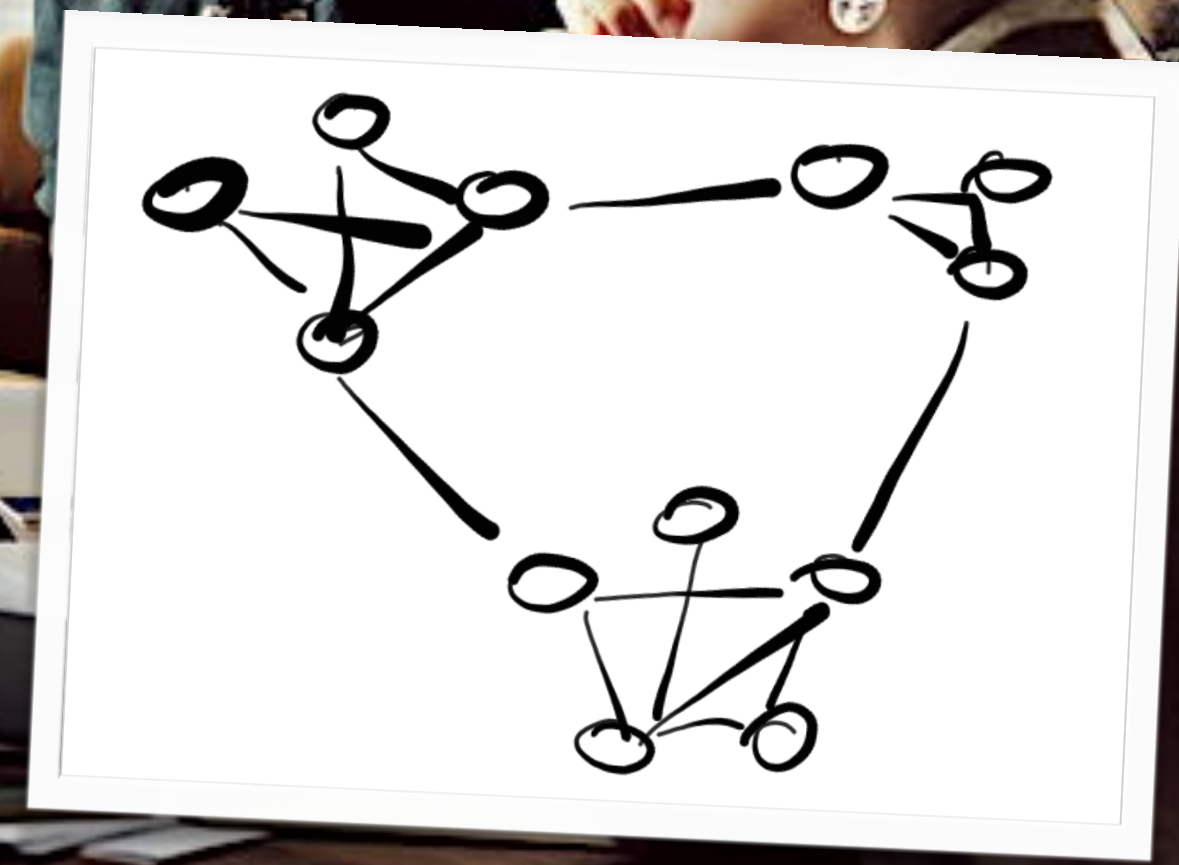
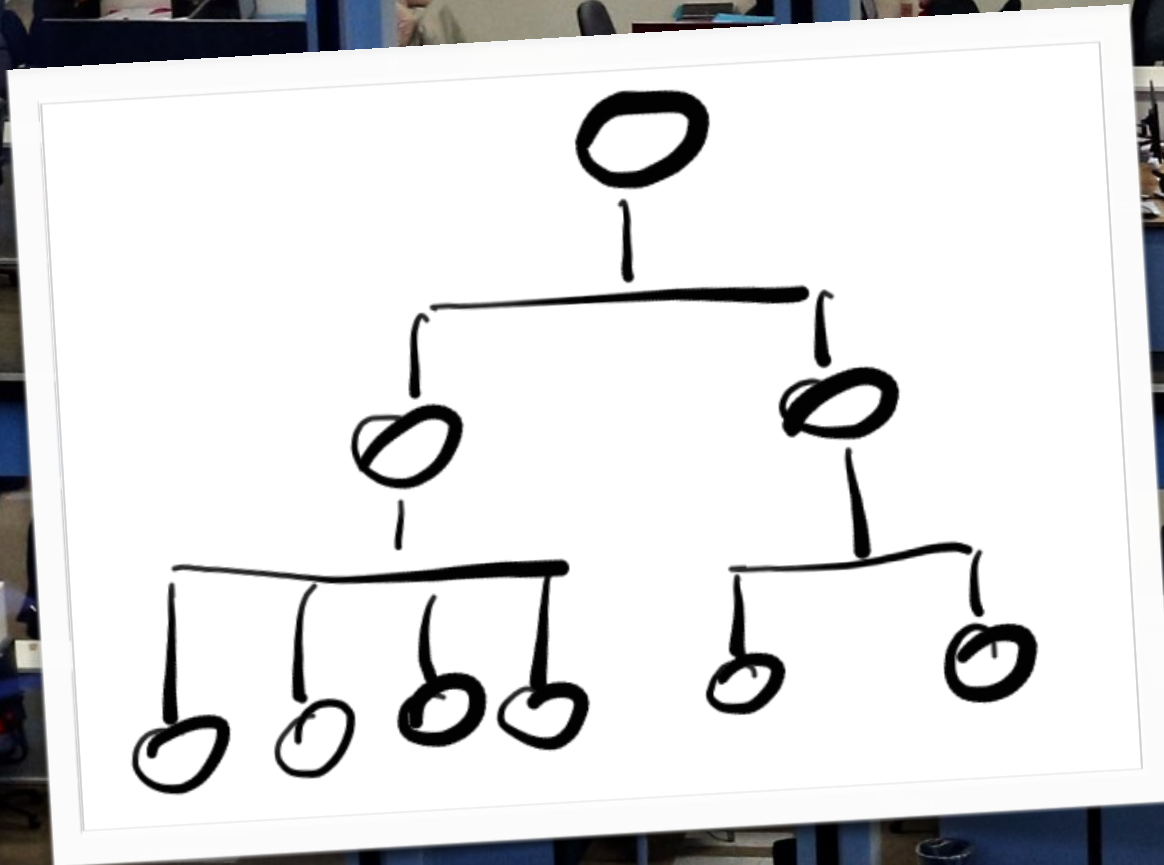
Empowering People

Taking Responsibility

Experimenting and Adapting

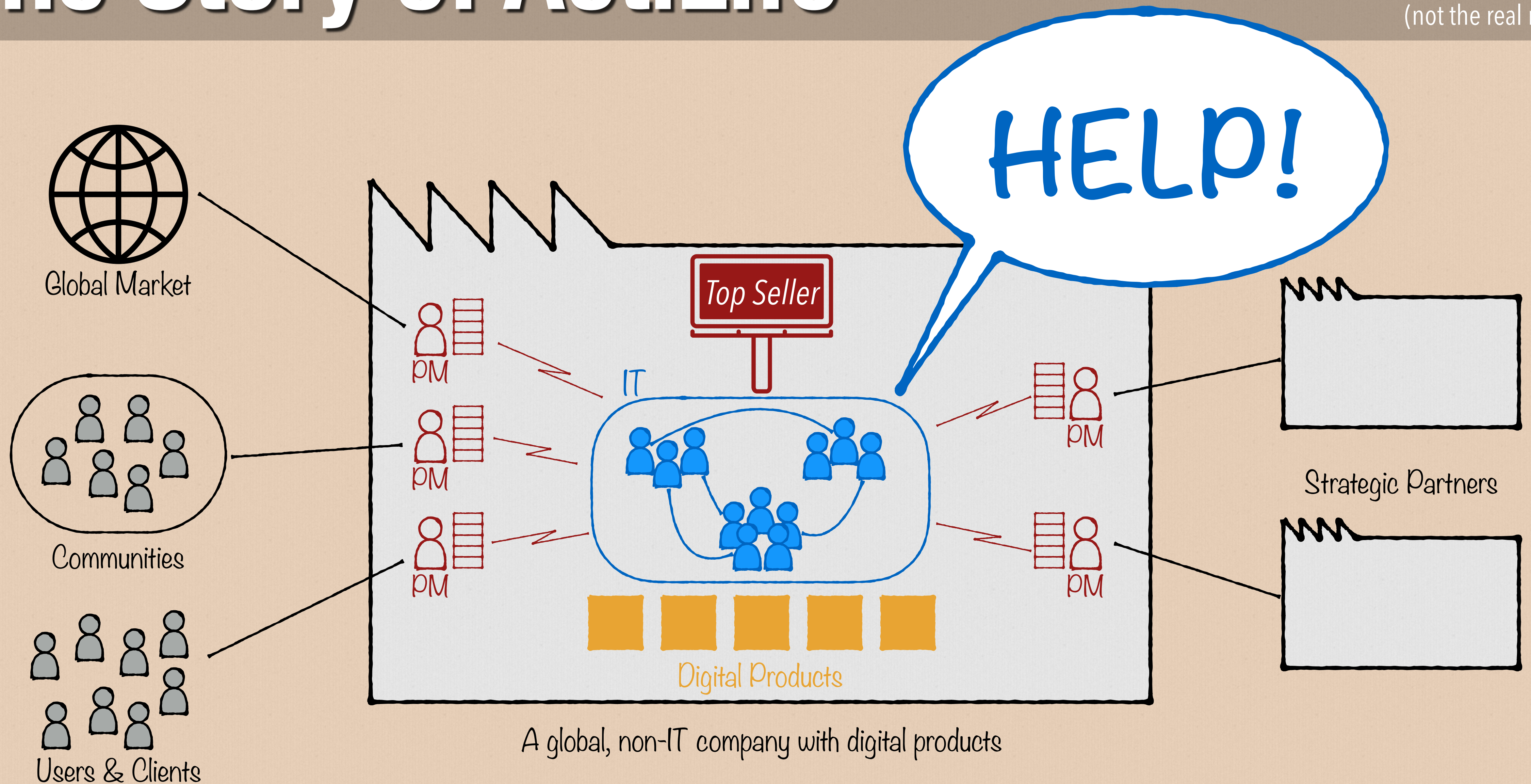


Vertical and Horizontal Leadership



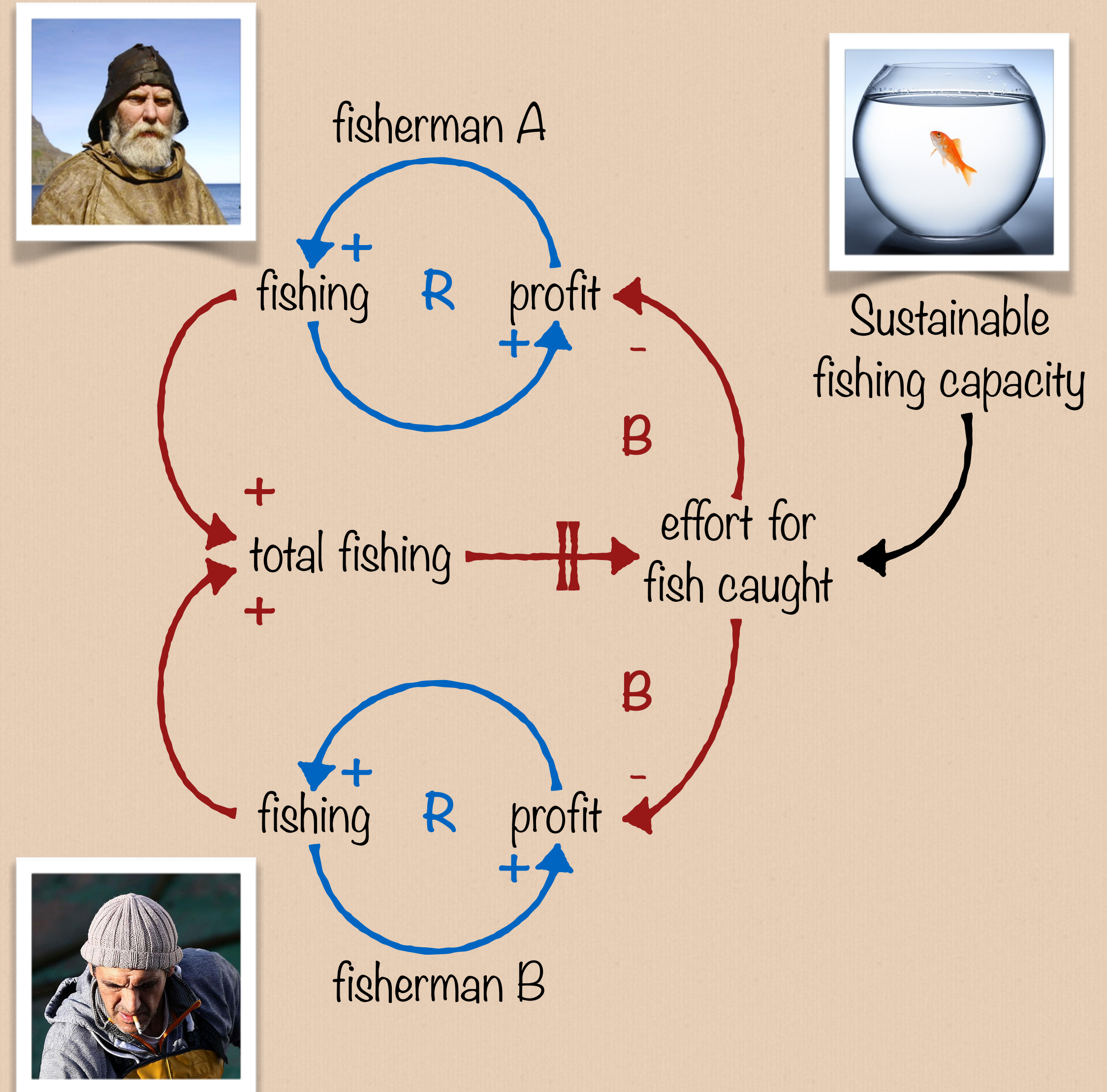
The Story of ActiLife

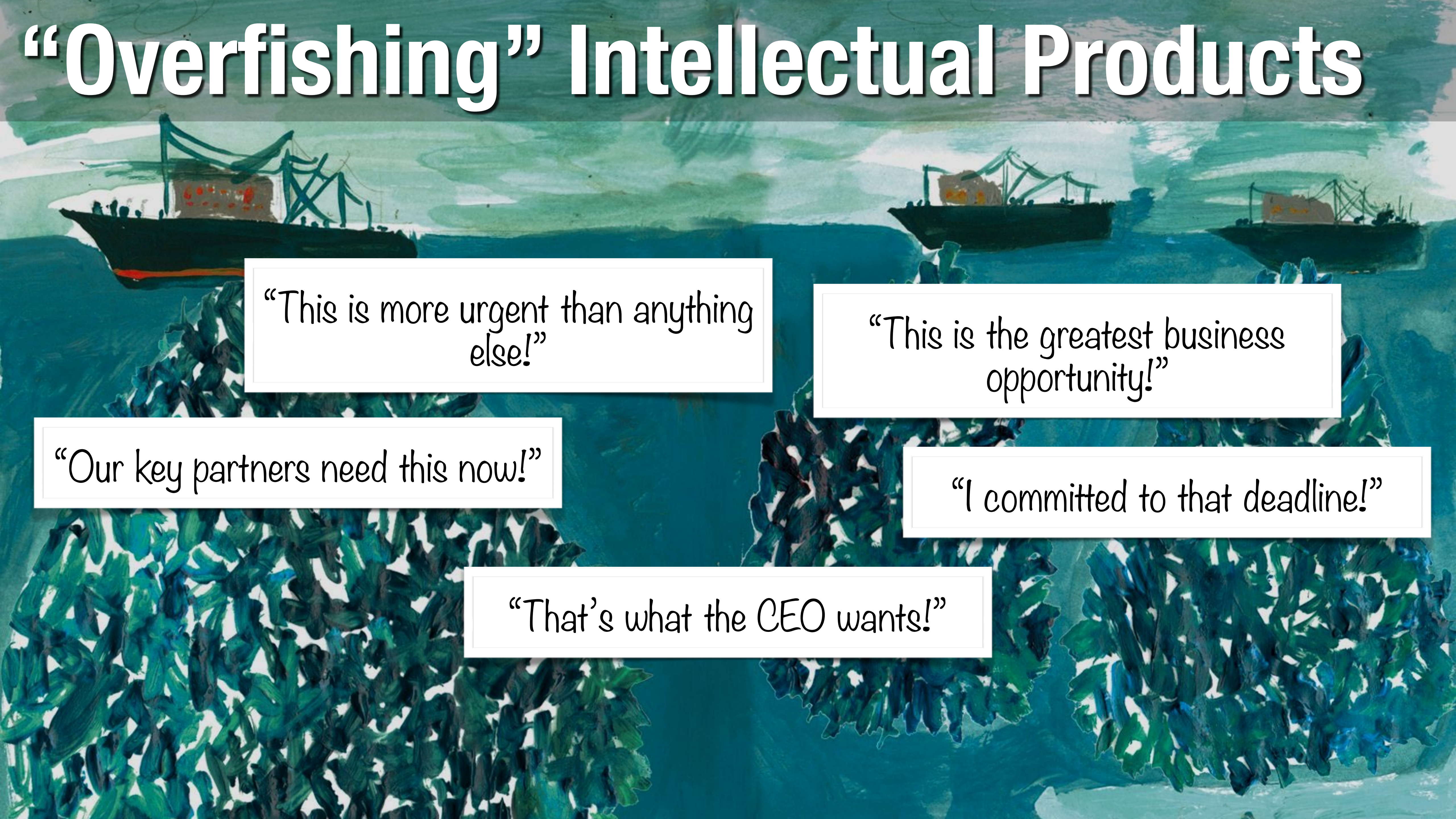
(not the real name)



The Tragedy of the Commons

“A term used in social science to describe a situation in a shared-resource system where individual users acting independently according to their own self-interest behave contrary to the common good of all users by depleting or spoiling that resource through their collective action.”
(Wikipedia)





“Overfishing” Intellectual Products

“This is more urgent than anything else!”

“This is the greatest business opportunity!”

“Our key partners need this now!”

“I committed to that deadline!”

“That’s what the CEO wants!”



Avijjā

Lack of clear knowledge.
Not knowing (seeing, sensing) things for what they really are.

Listening

A fundamental leadership skill. Change depends on awareness, on perceiving and adapting

How we listen changes our perception and our relationships. Therefore, everything.



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Factual Listening



Empathic Listening



Generative Listening

Promoting Factual Listening



Voice of Judgement

GO

Curiosity



Promoting Empathic Listening



Voice of Cynicism

TALK
TO THE
HAND



Empathy





Promoting Generative Listening

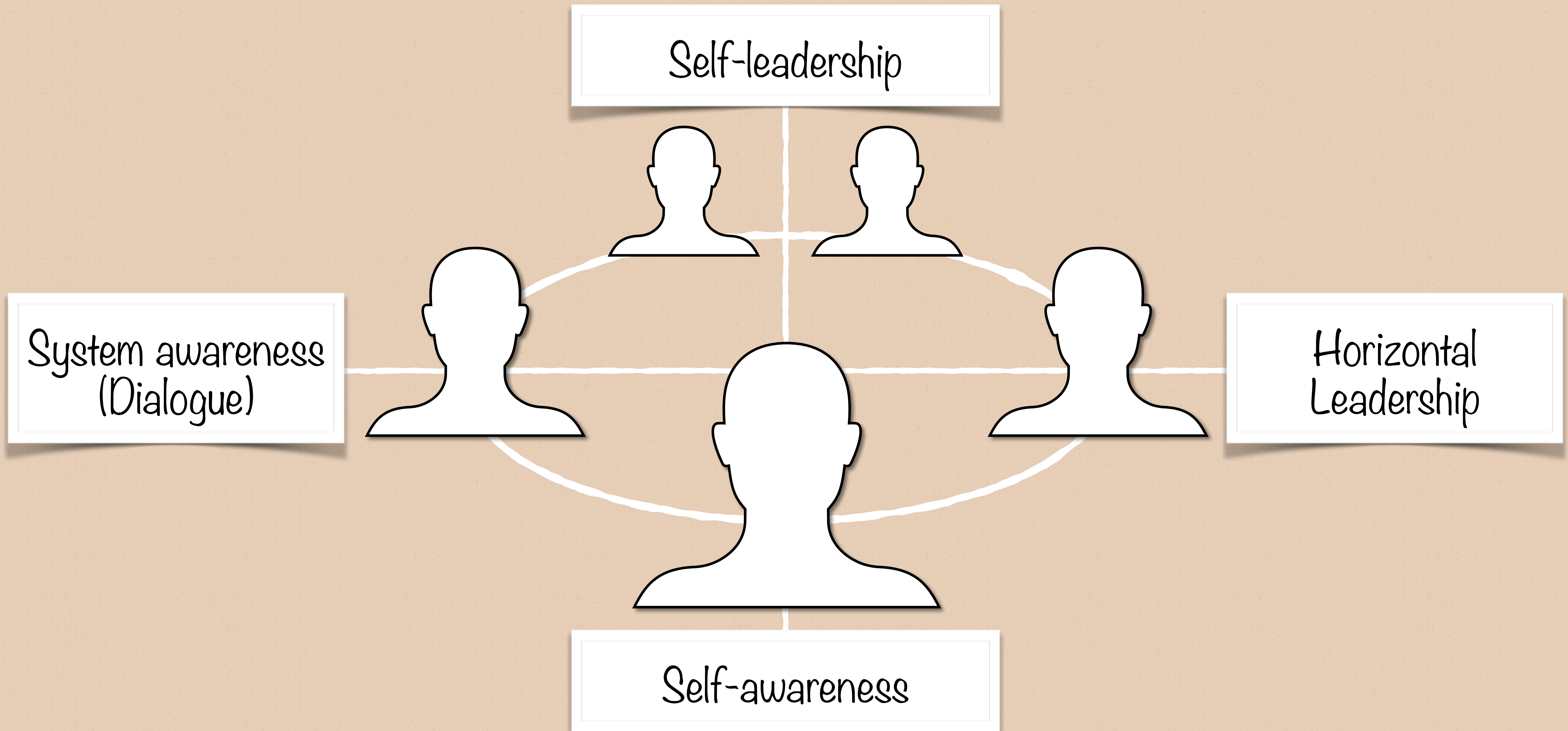


Voice of Fear



Courage

The Effects Of Listening



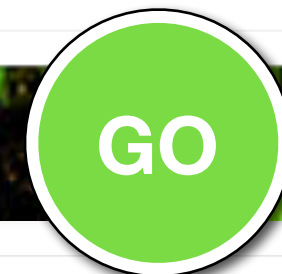
Where “Agile” Stops

Artifacts

Downloading



Factual Listening




Empathic Listening



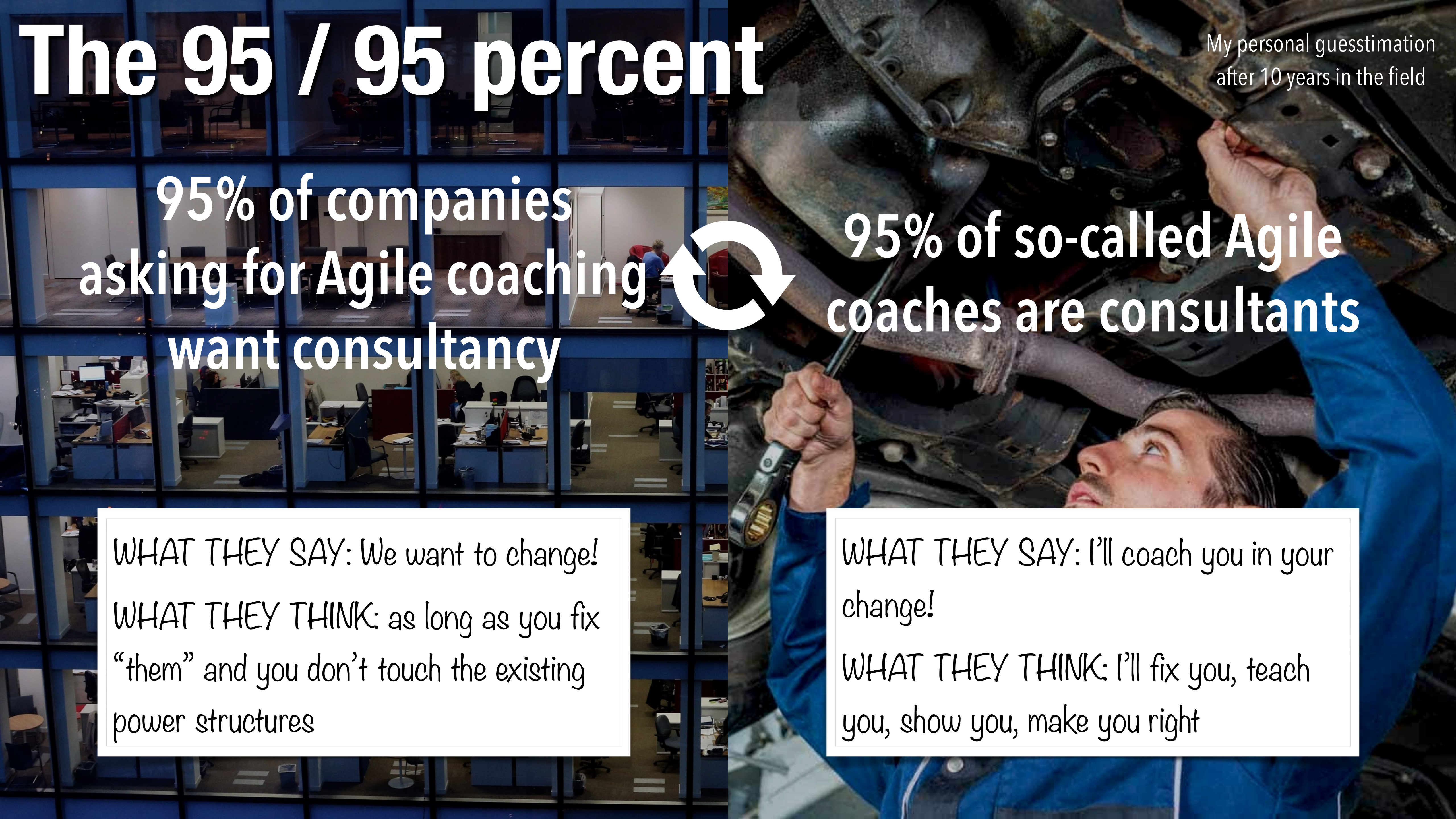
Generative Listening

Paradigms

Agile practices alone
will take you at most
to this point
(if you're lucky)

A white arrow pointing from the text box on the right towards the "Factual Listening" level in the central diagram.

Forsaking the
deeper part will kill
your agility



The 95 / 95 percent

My personal guesstimation
after 10 years in the field

95% of companies
asking for Agile coaching
want consultancy

95% of so-called Agile
coaches are consultants

WHAT THEY SAY: We want to change!
WHAT THEY THINK: as long as you fix
“them” and you don’t touch the existing
power structures

WHAT THEY SAY: I’ll coach you in your
change!
WHAT THEY THINK: I’ll fix you, teach
you, show you, make you right

Where You Can Start From

Pay attention to your listening

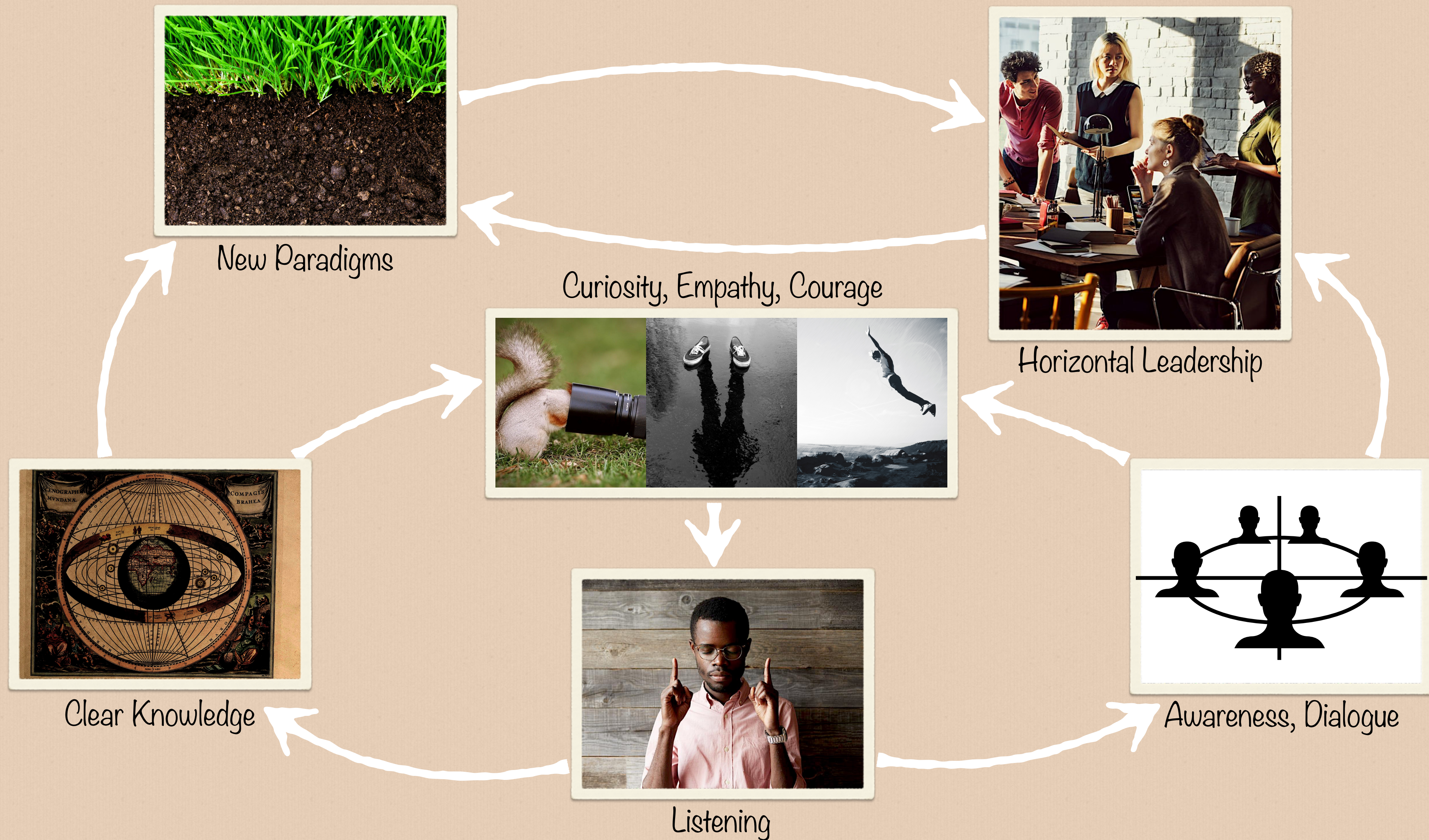
Practice with a buddy

Be an example to others

For serious stuff, get coaching



The Whole Picture



Want to Talk?

Click on
these links!



provagl.io/linkedin



provagl.io/twitter



provagl.io/news