

# **GUERRILLA LEADERSHIP**

**Global Gathering 03 December 2022**



# ASYMMETRY

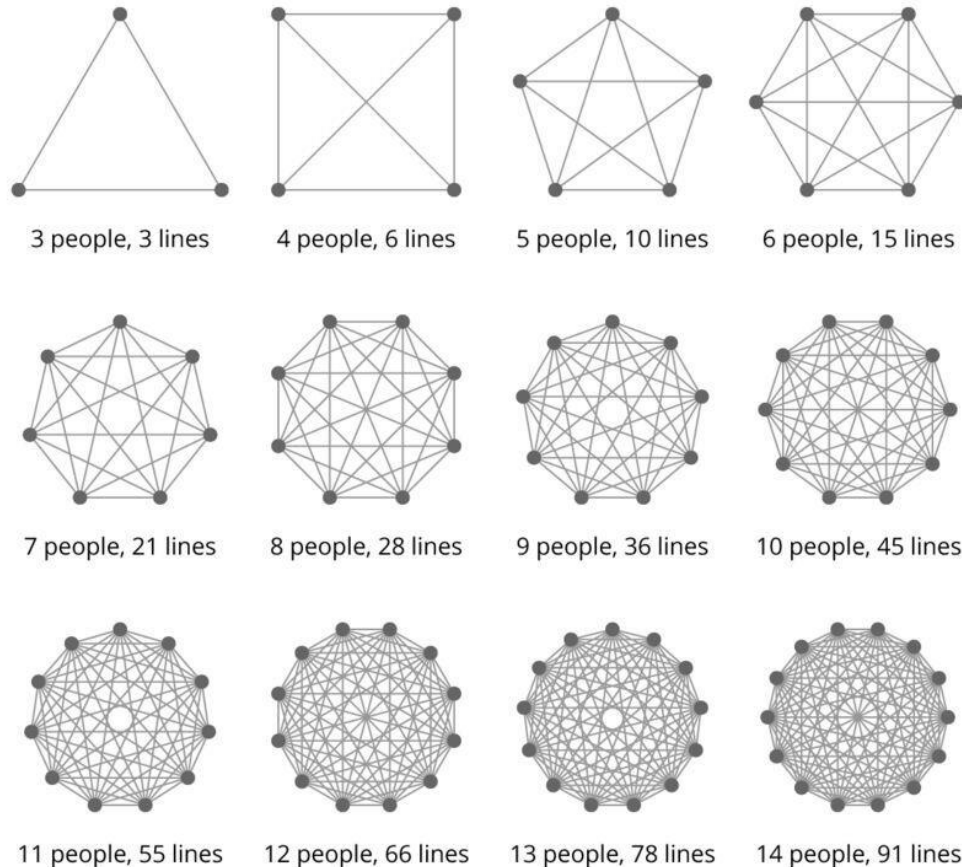
Andrew Kallman

FCT, FCC, FCP

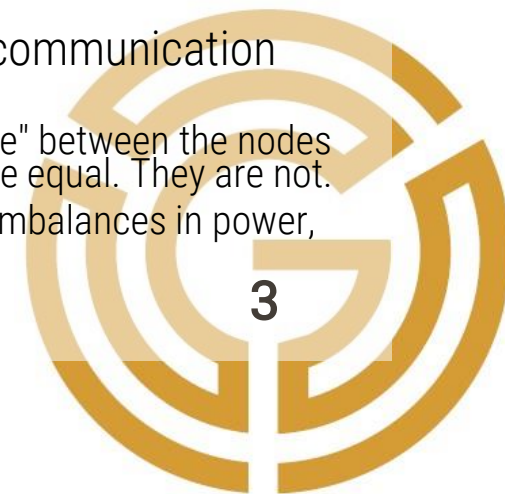


# THE SYMMETRY OF THE $N*(N-1)/2$ FORMULA

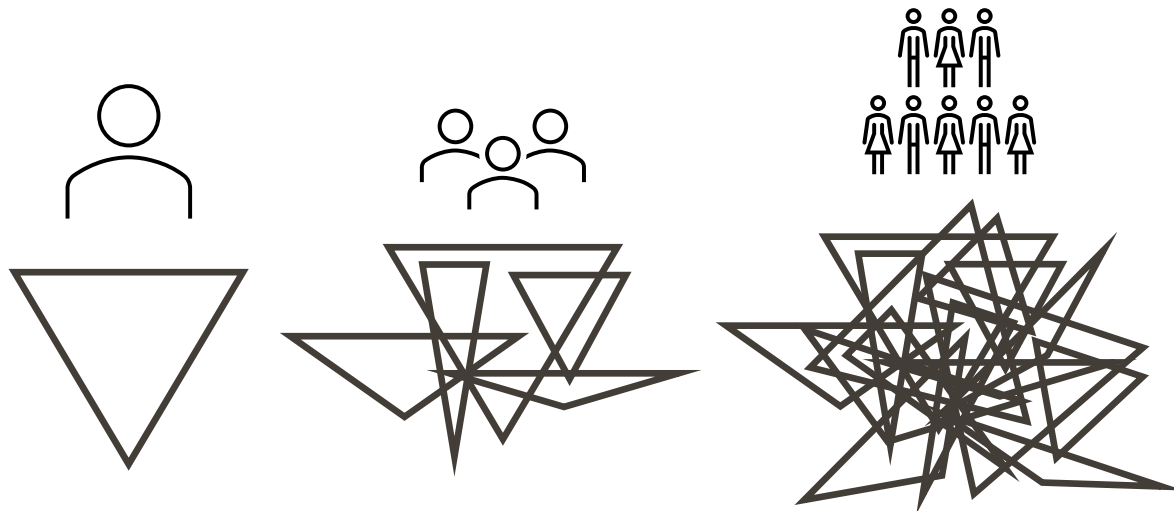
...I HAVE SEEN THIS PICTURE MULTIPLE TIMES DURING THE LAST FEW MONTHS



- The **underlying assumption** in this formula is that **communications are perfect**.
  - This results in the beautiful symmetry displayed in the picture to the left.
  - And this is a great picture for demonstrating how things get complicated very quickly.
- However, it **oversimplifies the chaos and complexity** we are facing when trying to influence the direction of the organization.
  - Not everyone is willing to give/receive communication and make a new decision (that is, "change their minds") based on new information.
  - That's one additional facet that needs to be added to the formula.
- There is **no asymmetry factored into** the communication channels (that's the real world).
  - This picture assumes that there is no "noise" between the nodes and that the communication capabilities are equal. They are not.
  - The connections are asymmetrical due to imbalances in power, communication, politics, and capabilities.



# COMMUNICATIONS AND RELATIONSHIPS BECOME NOISY, COMPLEX, AND CHAOTIC VERY QUICKLY



- Everyone believes their individual “**triangle**” is perfectly **balanced** (it’s not)
- It is the **areas of overlap** where both **communication** and **friction** occur in our **teams** and **products**
- Layer multiple teams into the **organization** and that becomes **noisy, complex, and chaotic** very quickly



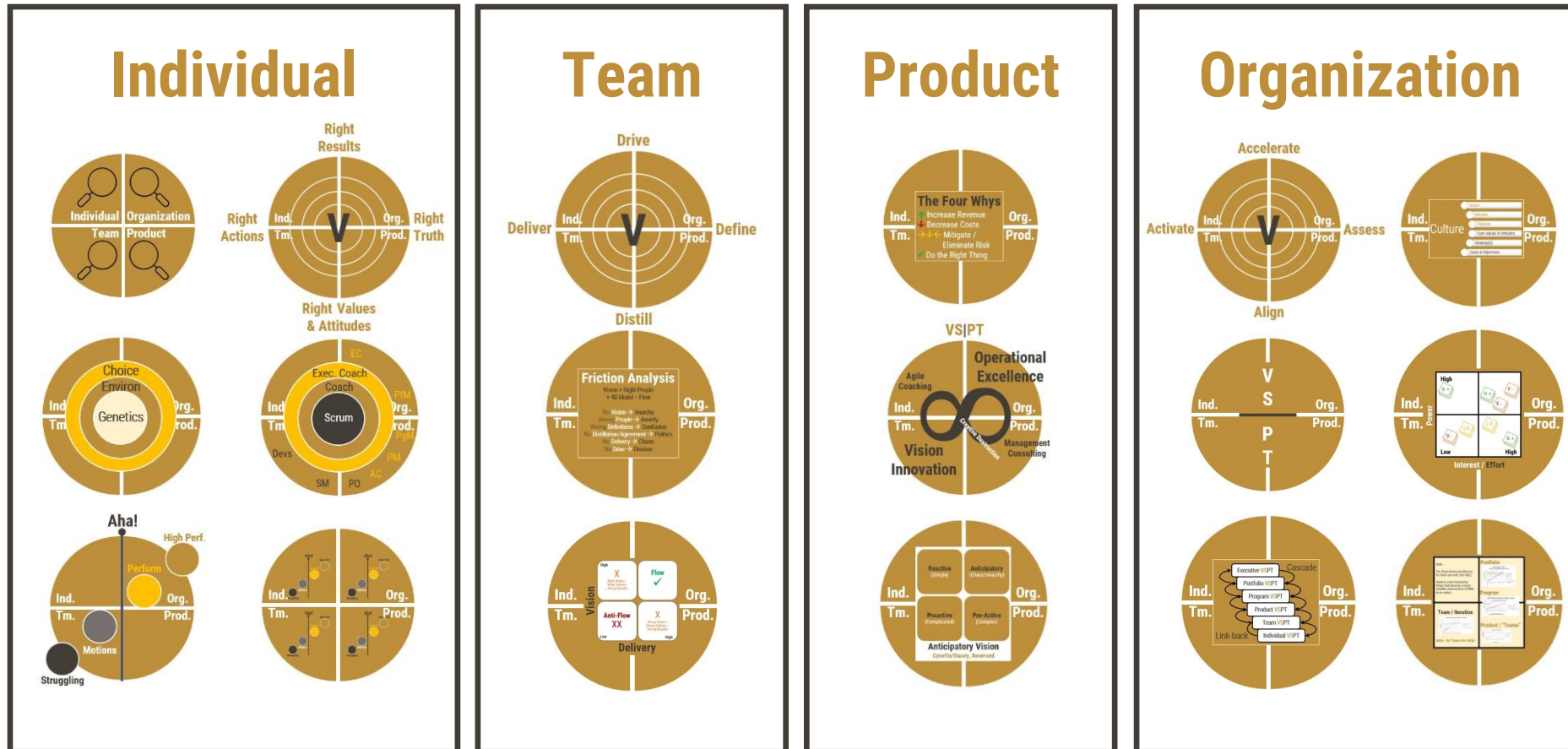
# ANDREW'S STORY + Q&A

- SingTel
- NPG



# GUERRILLA LEADERSHIP'S 18 MINDSETS

## WINNING ASYMMETRY



# MINDSET 1 – THE FOUR LENSES

Robert Heath, FCT, FCC, FCP



# INDIVIDUAL MINDSET 1 – THE FOUR LENSES



- Asymmetries abound in all four of the lenses
  - Power
  - Communication / Language
    - Understanding
    - Agreement
  - Budgets
- Leadership has failed
- Management has failed
- Teams have failed





# ROBERT'S STORY + Q&A

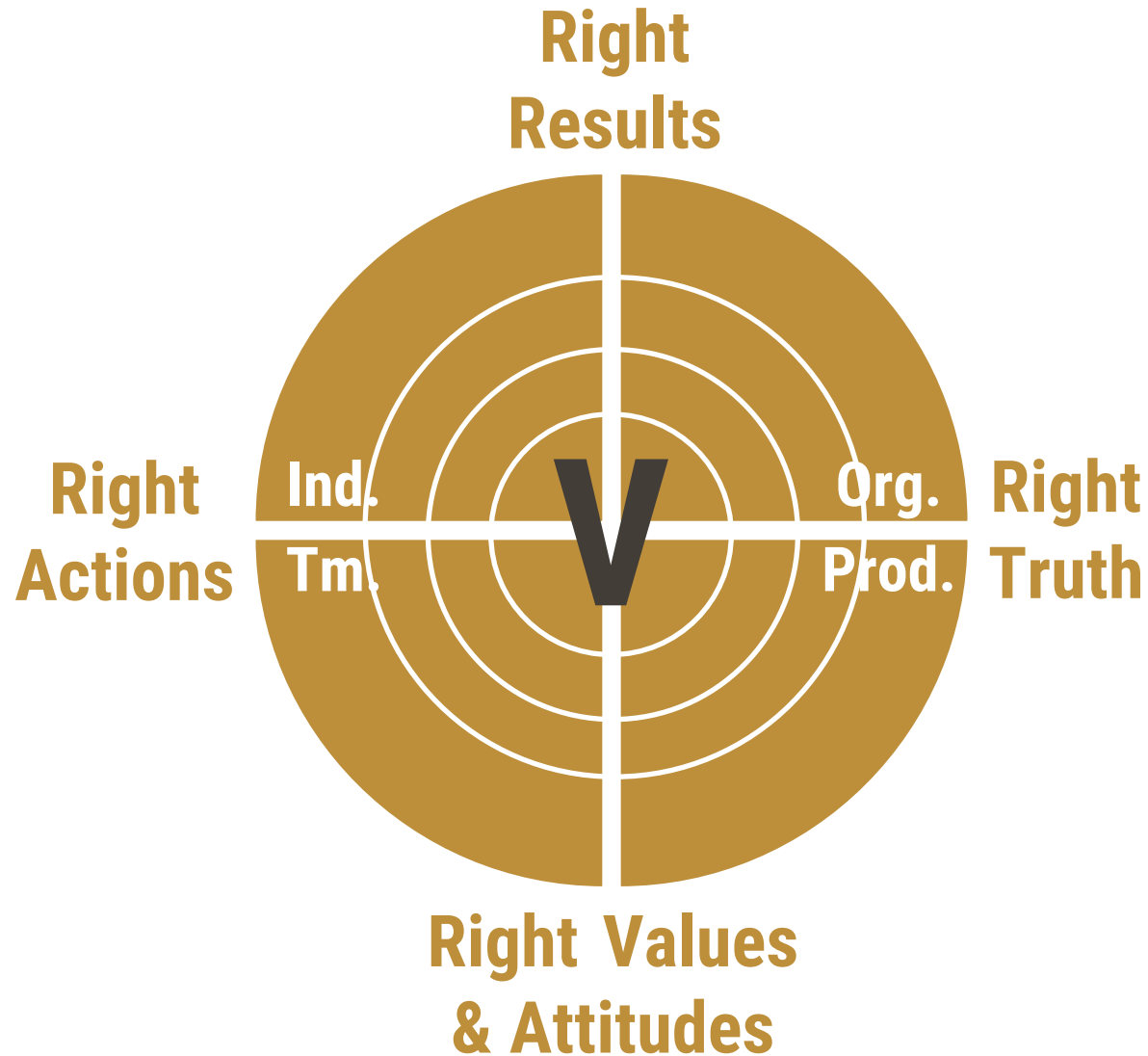


# MINDSET 2 – THE 4R MODEL

Hans Gillior, FCC, FCP



# INDIVIDUAL MINDSET 2 – THE 4R MODEL



- If I know what a person’s core “truth” is, then I have a chance to train, coach, and mentor them in the right direction.



# HANS' STORY + Q&A

- Nordic Bank – glass ceiling between CIO Office (management) and IT operations (employees) with different culture, mindsets and motivation.
- Logistics Company (Sweden) – multiple definitions of agile methodology with no coordination (team perspective). Need to coordinate and create common standard (enterprise/portfolio perspective) to improve effectiveness and efficiency



# MINDSET 3 – PROFILES

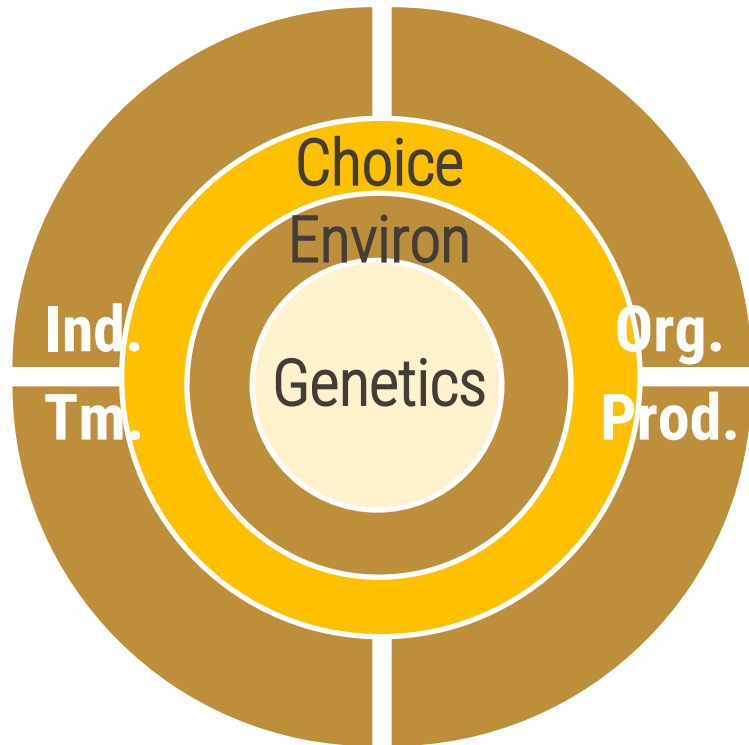
Mark Moore, FCC, FCP

*Robert Claeson, FCT, FCC, FCP*

*EleoNora Claeson, FCT, FCC, FCP*



# INDIVIDUAL MINDSET 3 – PROFILES



- Overcoming Genetics and Environment through Choice
- Choice
- Environment
- Genetics



# MARK'S STORY + Q&A

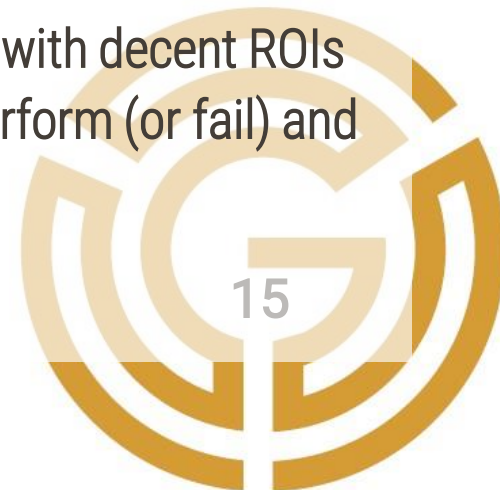
## Gallup Global Employee Engagement

### The Brutal Facts (2022):

- 21% Engaged
  - US – 33%
  - Europe – 14%
- 33% Thriving, except that:
  - 40% Daily Worry (Anxiety)
  - 44% Daily Stress
  - 21% Daily Anger

## Thinking Like a Fund Manager

- The idea is quite simple.
  - For every seven companies in which he invested for the fund, his expectations were as follows:
    - One would be a star with a stellar ROI
    - Three or four would perform with decent ROIs
    - Two or three would under-perform (or fail) and deliver little to no ROI



# MINDSET 4 – ROLES

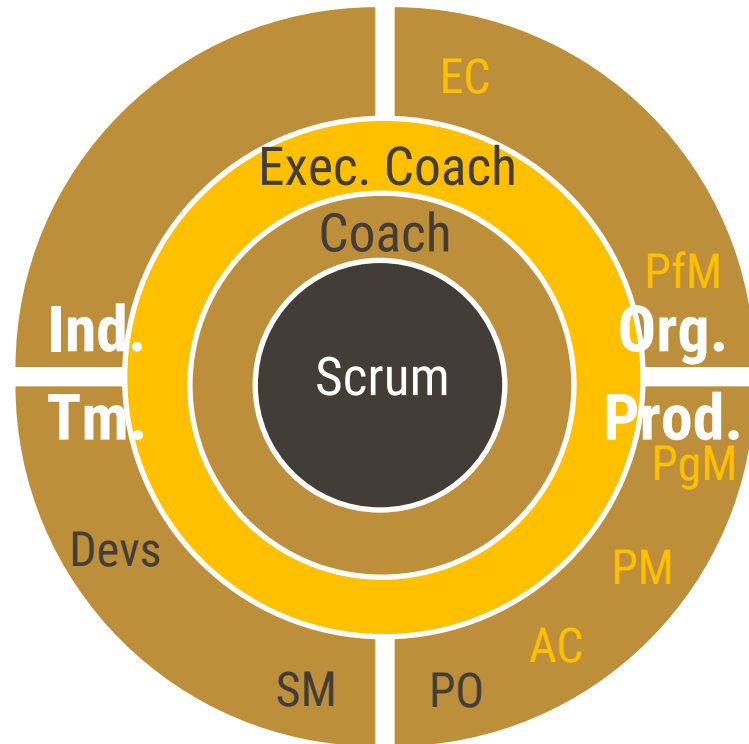
Robert Heath, FCT, FCC, FCP

Hans Gillior, FCC, FCP





# INDIVIDUAL MINDSET 4 – ROLES



- PO – Product Owner
- SM – Scrum Master
- Dev(s) – Developers
- AC – Agile Coaches
- PM – Product Managers and/or Project Managers
- PgM – Program Managers
- PfM – Portfolio Managers
- EC – Executive Coaches



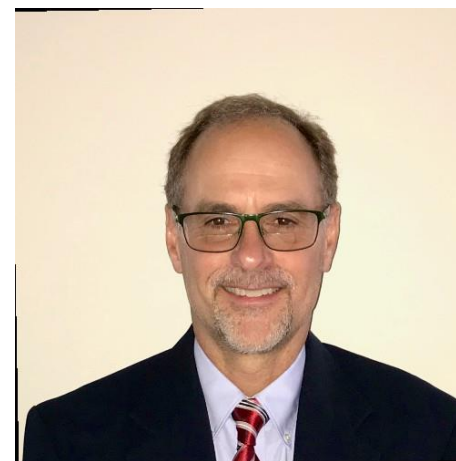
# ROBERT /HANS' STORY + Q&A

- Nordic Bank – glass ceiling between CIO Office (management) and IT operations (employees) with different culture, mindsets and motivation.
- Logistics Company (Sweden) – multiple definitions of agile methodology with no coordination (team perspective). Need to coordinate and create common standard (enterprise/portfolio perspective) to improve effectiveness and efficiency

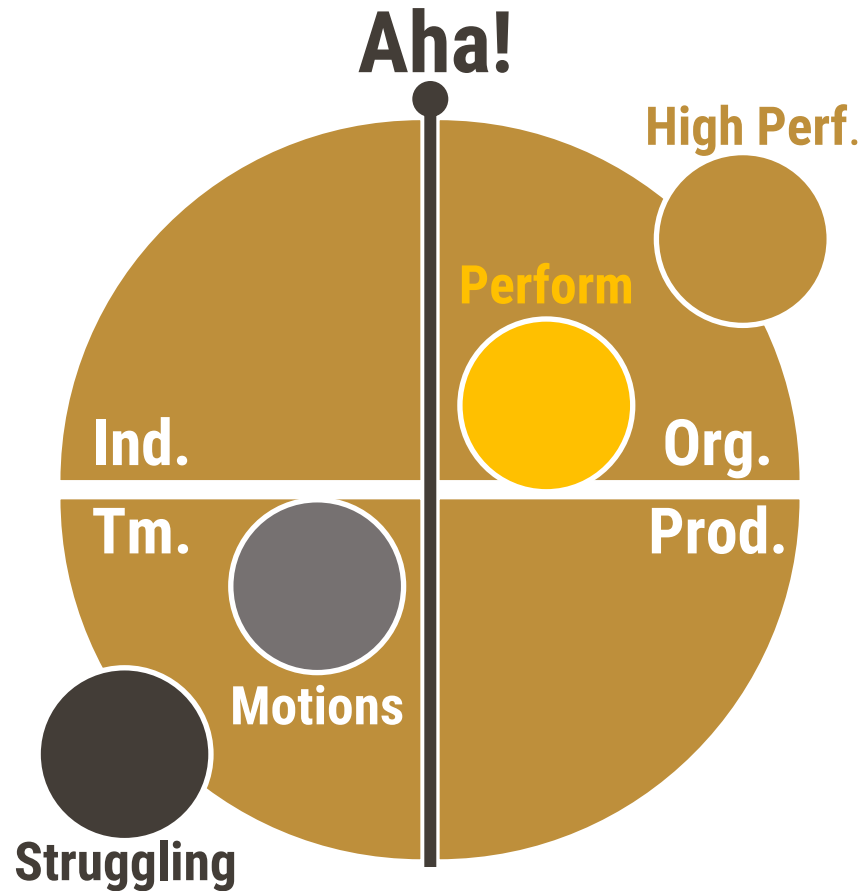


# MINDSET 5 – AHA! CURVE

Bob Geist, FCT, FCC, FCP



# INDIVIDUAL MINDSET 5 – AHA! CURVE



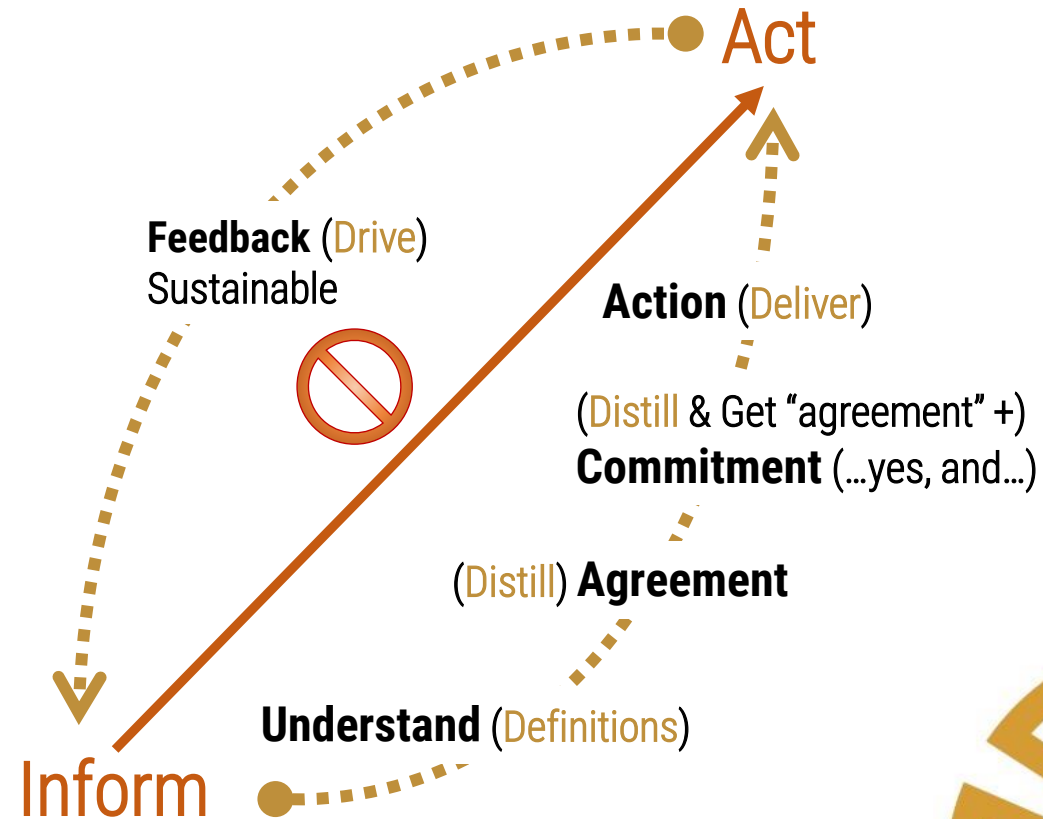
- The speed at which each individual and/or team gets to Aha! is varies widely
  - *Note: moving each person and team up one level is enough to more than double your throughput*



# BOB'S STORY + Q&A

## BREAK THE INFORM-ACT ANTI-PATTERN

- Accountability / Commitment
- It's the real conversation that matters!
  - The Team commits to delivering the Sprint Goals
  - And the Product Backlog Items are included in the Sprint



*Thanks to Bob Geist, FCT for  
Distilling this illustration!*



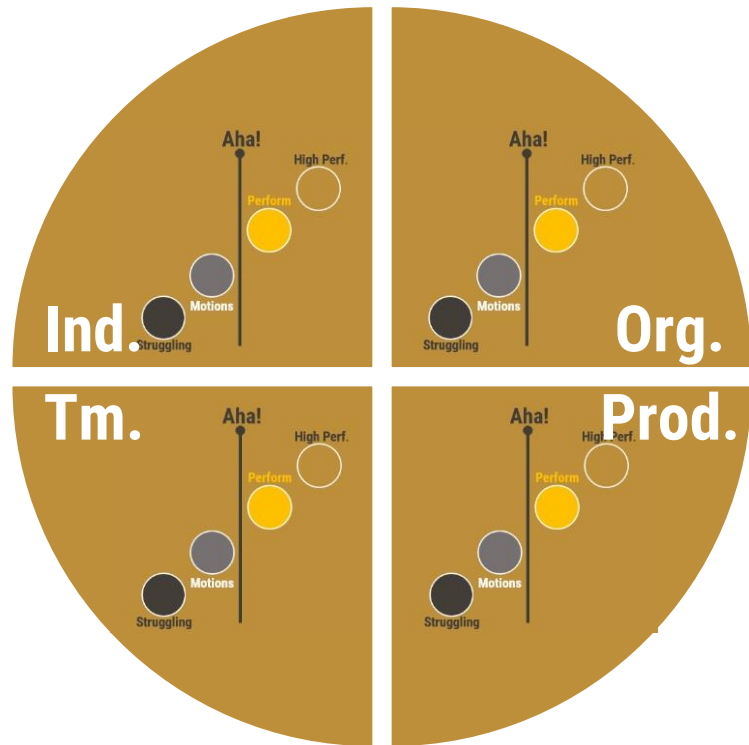
# MINDSET 6 – MEASURING AHA!

Bob Geist, FCT, FCC, FCP

Jeff Kissinger, FCT, FCC, FCP



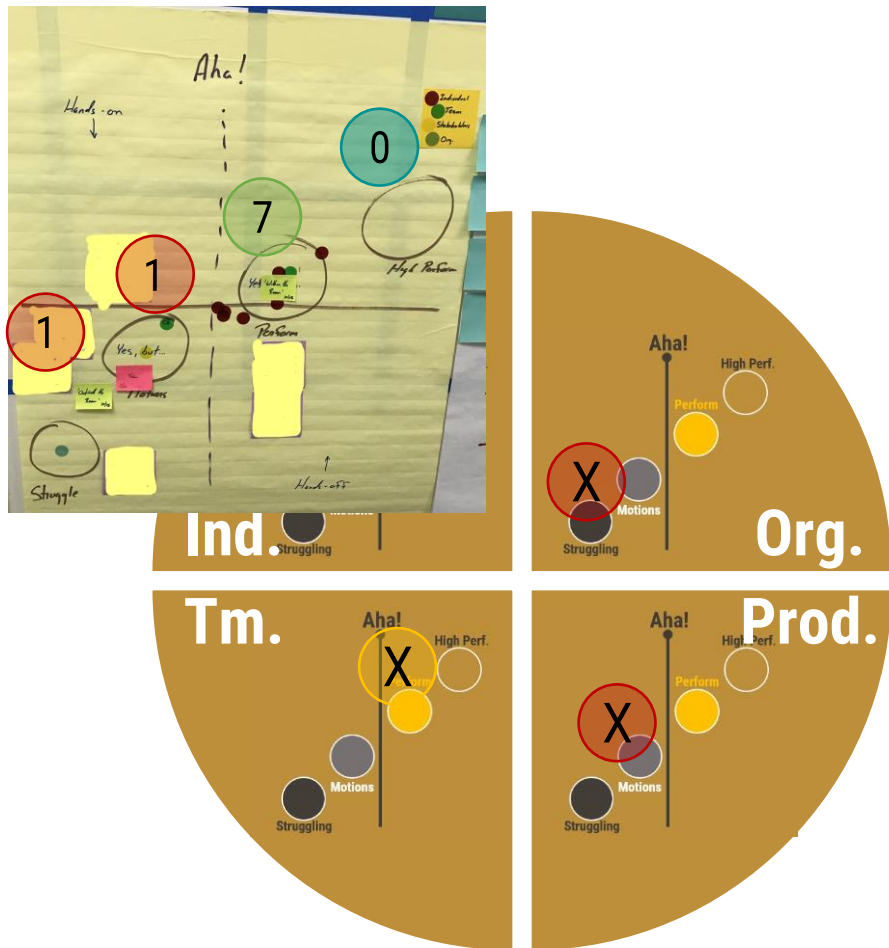
# INDIVIDUAL MINDSET 6 – MEASURING AHA!



- This is a powerful measure and feedback from the teams on where they are at in their journey



# BOB'S STORY + Q&A



- The “dots” in the **Individual** lens are an actual team’s self assessment with how many votes each area received.
- The “dot” in the **Team** lens is the average of the Team’s dot voting.
- The “dot” in the **Product** lens is the Product Owner’s view.
  - **Inside the Room**
  - Versus **Outside of the Room**
- The “dot” in the **Organization** lens is a preliminary estimate based on current starting point.





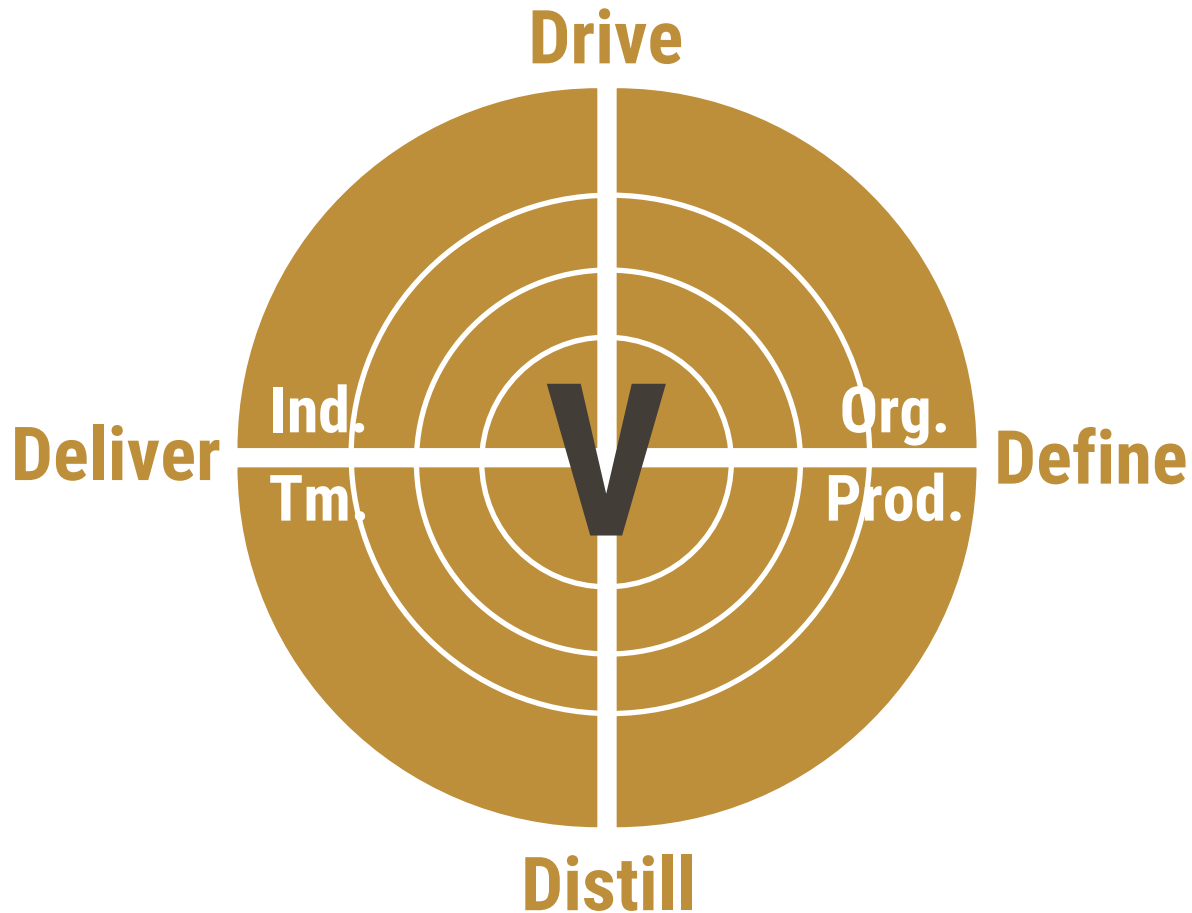
# MINDSET 7 – THE 4D MODEL

Dan Kallman, FCT, FCC, FCP

Brian Farish, FCC, FCP



# TEAM MINDSET 7 – THE 4D MODEL



- Definitions will make (or break) whatever it is you want to Deliver
  - Tune your ears to hear when a Definition has changed



# DAN AND BRIAN'S STORY + Q&A

**Steelcase**



# MINDSET 8 – FRICTION ANALYSIS

Bob Geist, FCT, FCC, FCP

Jeff Kissinger, FCT, FCC, FCP



# TEAM MINDSET 8 – FRICTION ANALYSIS

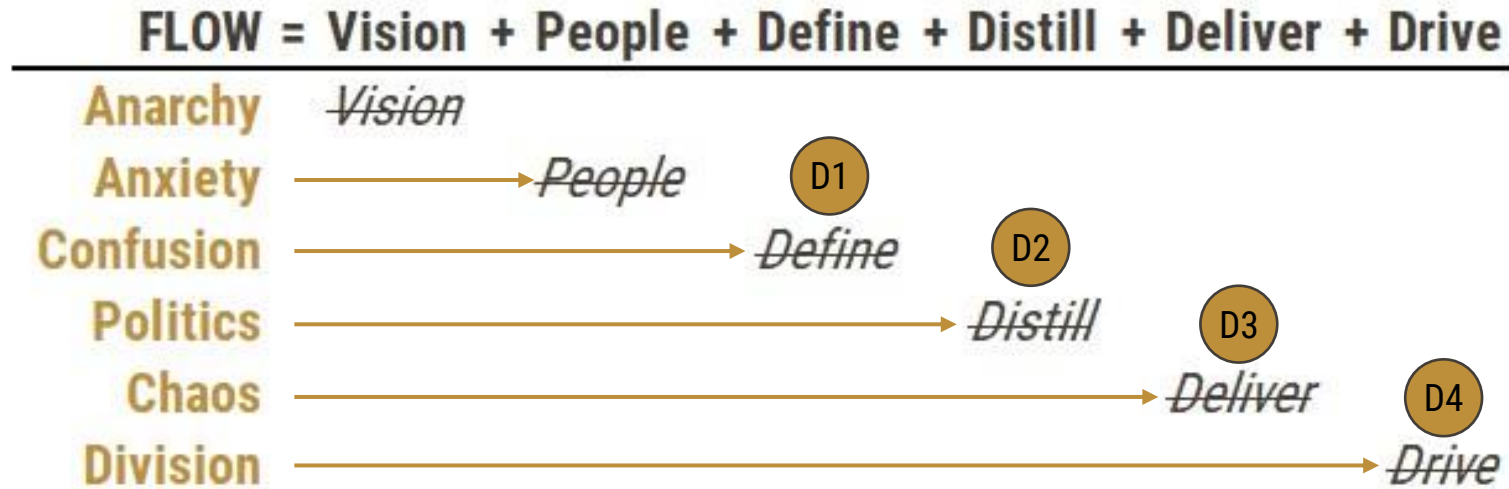
FLOW = VISION + RIGHT PEOPLE + 4D MODEL



- No Vision → Anarchy
- Wrong People → Anxiety
- Wrong/No Definitions → Confusion
- No Distillation/Agreement → Politics
- No Delivery → Chaos
- No Drive → Division



# BOB'S STORY + Q&A WITH BOB AND JEFF



*Thanks to Dan Kallman, FCT for updating this illustration!*

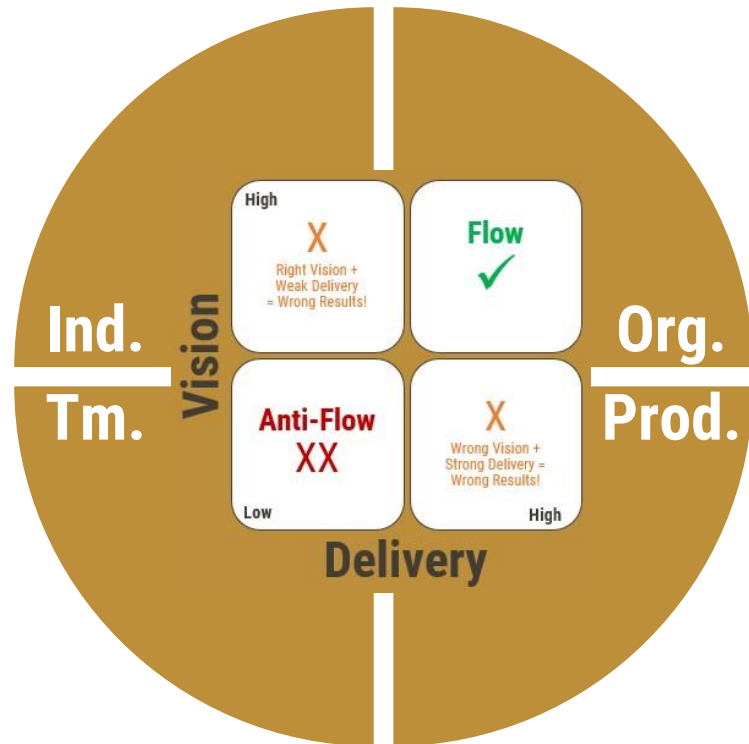


# MINDSET 9 – FLOW / ANTI-FLOW

Jeff Kissinger, FCT, FCC, FCP



# TEAM MINDSET 9 – FLOW / ANTI-FLOW



- Right Vision + Strong Delivery = Flow
- Right Vision + Weak Delivery = Impeded Flow!
- Wrong Vision + Strong Delivery = Impeded Flow
- No Vision + Low Delivery = Anti-Flow





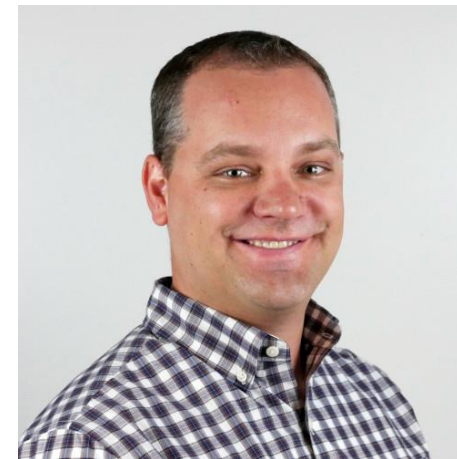
# JEFF'S STORY + Q&A



# MINDSET 10 – THE FOUR WHYS

Dan Kallman, FCT, FCC, FCP

Andrew Henwood, FCT, FCC, FCP



# PRODUCT MINDSET 10 – THE FOUR WHYS

PRODUCT = PRODUCT, SERVICE, OR RESULT



- Increase Revenue
- Decrease Costs
- Mitigate/Eliminate Risk
- Do the Right Thing



# DAN & MARKS'S STORY + Q&A



# MINDSET 11 – COACHING AND CONSULTING

Matt Boon, FCC, FCP



# PRODUCT MINDSET 11 – COACHING AND CONSULTING



- It's a “both/and” and not an “either/or”
  - Both Management Consulting AND Agile Coaching
- Includes the ability to “see” and the ability to “scale”



# MATT'S STORY + Q&A



to



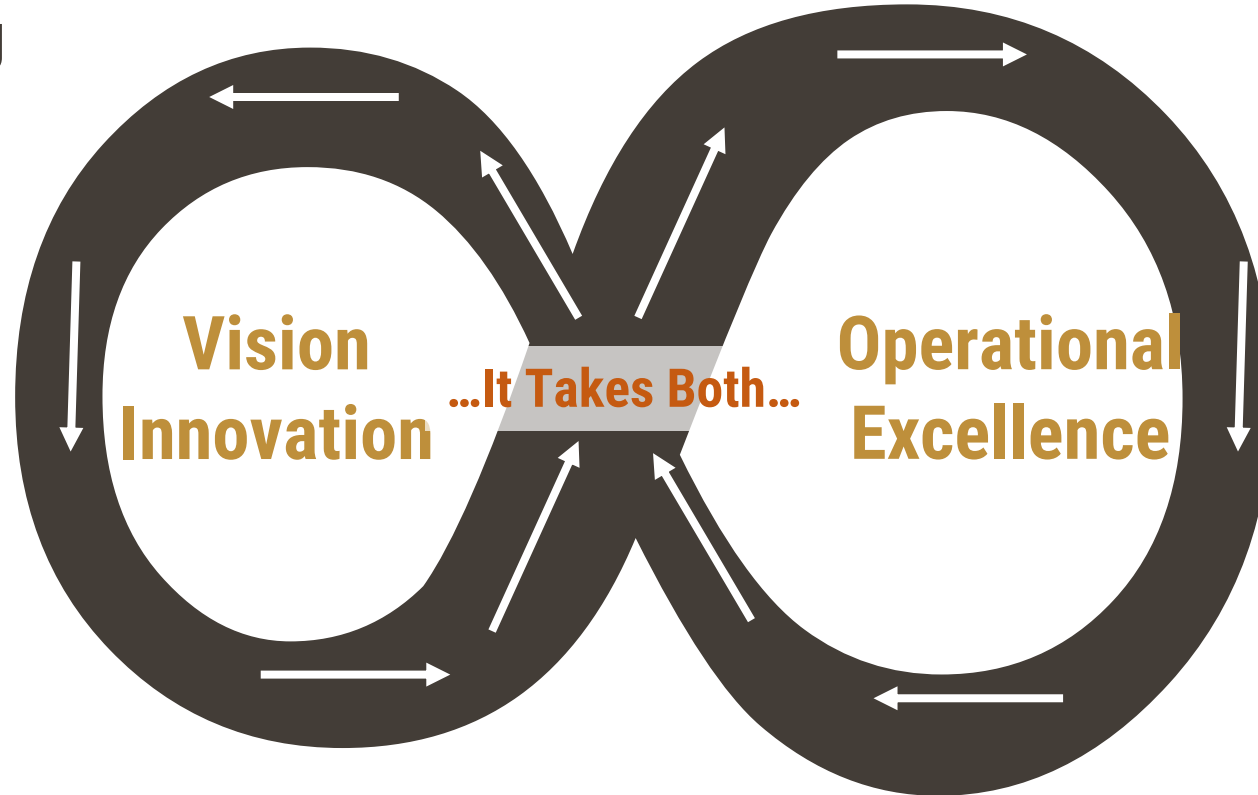
Right Product, Higher Quality, Earlier ROI, Predictability

## Lean / Agile Coaching Mindset Excellence

Inspire Learning for a new Culture, Not Teaching

Journey

**Result: 32 Configurations in 3 Months!**



## Lean / Agile Consulting Toolset Excellence

Teach / Implement new Frameworks

Work Prioritization, Visualization, WIP

**Goal: 5 Configurations in 3 months (with individuals on PiPs!).**

*Thanks to Matt Boon, FCC and Dan Kallman, FCT for input and updating this illustration!*



# MINDSET 12 – ANTICIPATORY VISION

Glenn Liguori, FCT, FCC, FCP

Jeff Kissinger, FCT, FCC, FCP





# PRODUCT MINDSET 12 – ANTICIPATORY VISION



- We combine the concepts of “Flash Foresight”
  - Reactive
  - Proactive
  - Pre-active
- ...with the concept of being **Anticipatory**
  - Hard Trends
  - Soft Trends
- But, without Guerilla Leadership, (i.e., a clear, well-defined and agreed-to Vision plus the ability to execute the Strategy(s)), you cannot deliver an Anticipatory Organization

# GLENN AND JEFF'S STORY + Q&A

- Data First Story – Story First Data

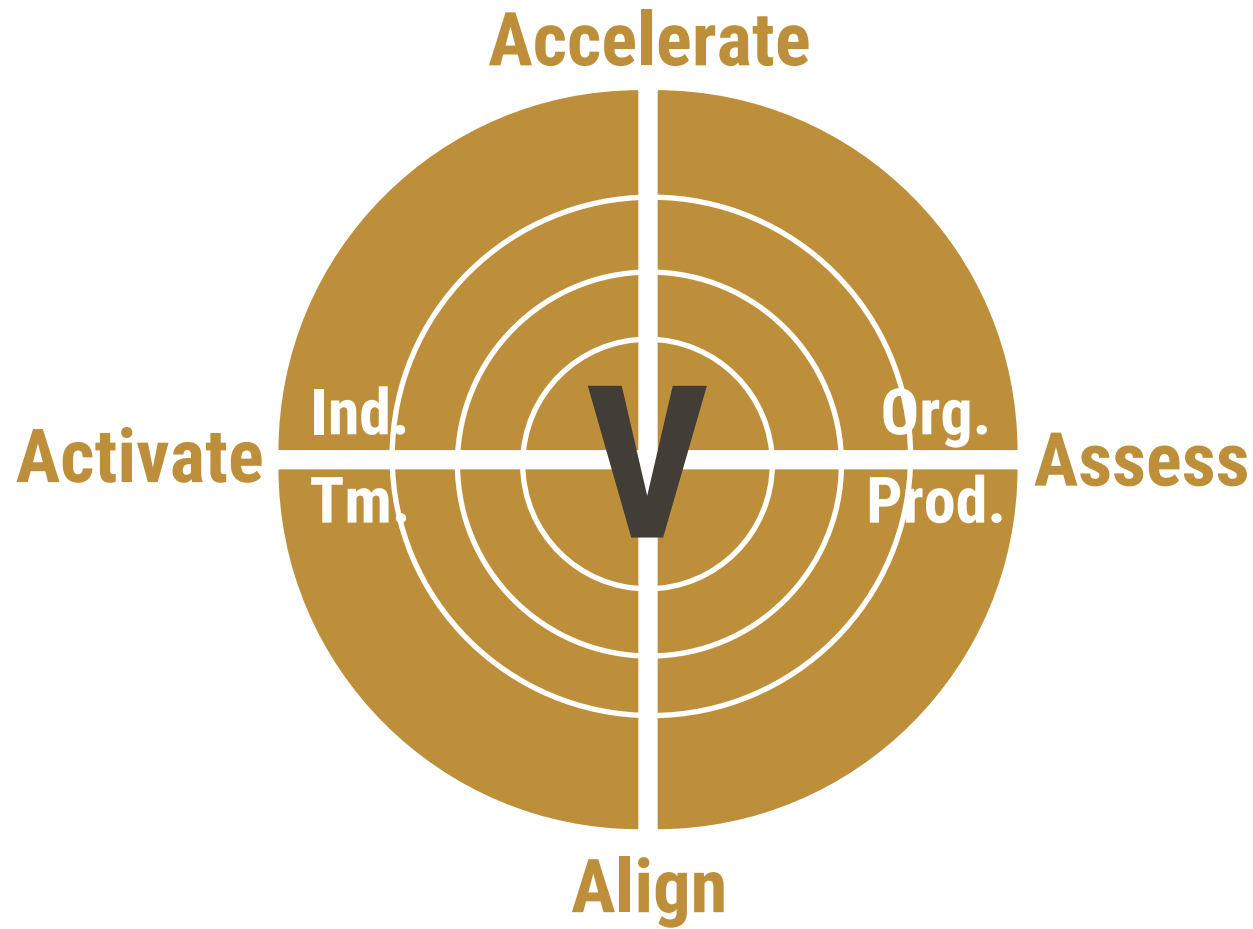


# MINDSET 13 – THE 4A MODEL

Mark Moore, FCC, FCP



# ORGANIZATION MINDSET 13 – THE 4A MODEL




- Assess
  - 4D – Define
  - 4R – Right Truth
    - Observe / Listen / Look
    - Plan
- Align
  - 4D – Distill Agreement
  - 4R – Right Values & Attitudes
    - Orient / Unlearn / Learn
    - Decide
- Activate
  - 4D – Deliver
  - 4R – Right Actions
    - Act (reactive, proactive, pre-active)
    - Do
- Accelerate
  - 4D – Drive
  - 4R – Right Results
    - Check (Study) / Act



# MARK'S STORY + Q&A

## Who wants to change?!



The W. EDWARDS  
Deming  
Institute

W. Edwards Deming

**It is not necessary to change.  
Survival is not mandatory.**

source: [quotes.deming.org/10083](https://quotes.deming.org/10083)

## A Better Way to Pay

- Before:
  - Individual boxes of check stock (150+ clients)
  - Taping on “leader paper”
  - Had to run after hours
  - Labor intensive (including “bursting”)
- After:
  - Combined forms with no bursting
  - Continuous print during regular hours
  - No wasted check stock
  - Reclaimed storage space
  - Virtually unlimited growth



# MINDSET 14 – VSPT

Jeff Kissinger, FCT, FCC, FCP



# ORGANIZATION MINDSET 14 – VSPT



- Vision
- Strategy
- (the dark line represents the disconnect that exists in every organization)
- People
- Tasks



# JEFF'S STORY + Q&A





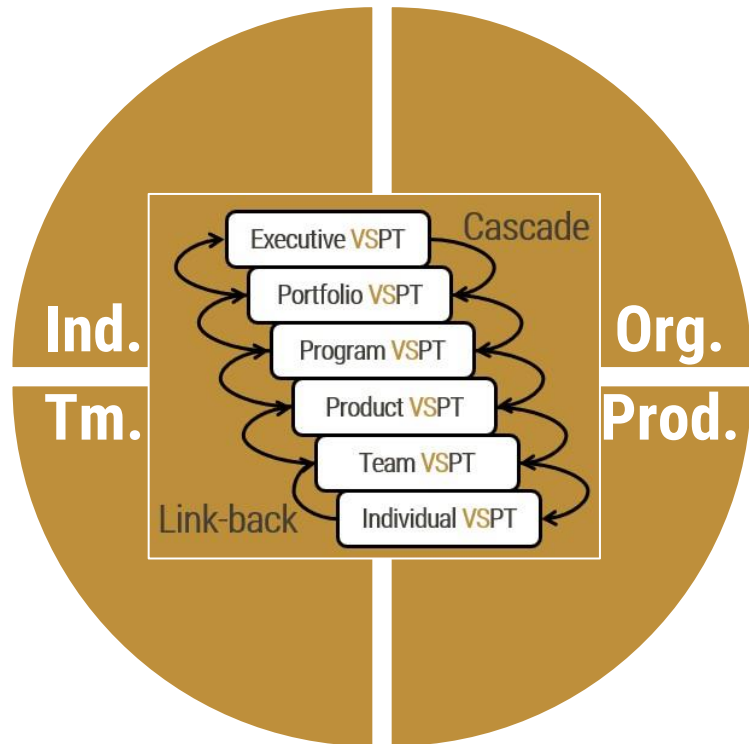
# MINDSET 15 – CASCADING VISION

Jay Keller, FCT, FCC, FCP

Glenn Liguori, FCT, FCC, FCP



# ORGANIZATION MINDSET 15 – CASCADING VISION



- **Cascading Vision**

- Includes Cascading Strategy (VSPT)
- Includes Cascading the One Thing
- Without the **linkback**, communications will be hampered by noise, confusion, politics, friction and higher costs!

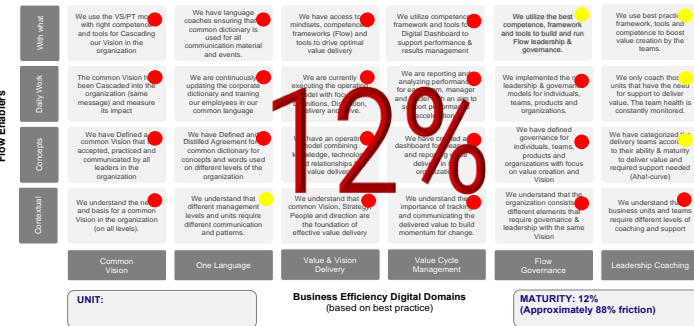


# JAI'S STORY + Q&A

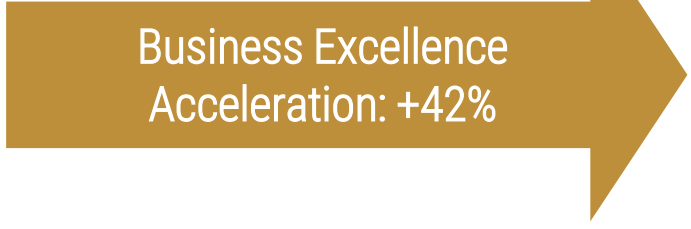
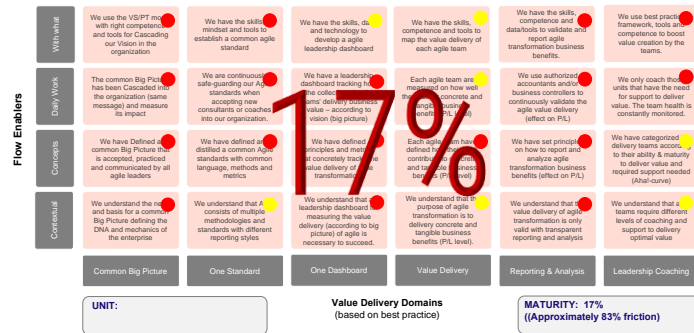
Our Daily Bread has undergone a magnificent journey in their IT Department (Sequence of Agile) improving Business Excellence by 42%. The improvement in Business Excellence has generated significant business benefits in terms of productivity and cost reduction.

**BEFORE: 2% Business Excellence Score**

## BUSINESS EFFICIENCY



## BUSINESS EFFECTIVENESS

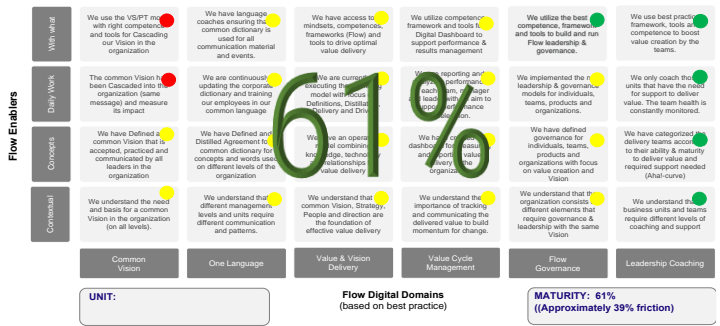


## Business Benefits:

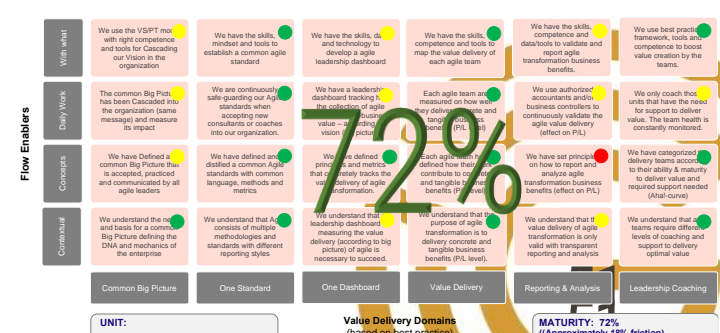
- **Project Productivity: +300%**
- **Team Involvement: +400%**
- **Business Engagement: +50%**
- **Local → Global Leadership Acceptance**

**AFTER: 44% Business Excellence Score**

## BUSINESS EFFICIENCY



## BUSINESS EFFECTIVENESS



# MINDSET 16 – CULTURE

Glenn Liguori, FCT, FCC, FCP



# ORGANIZATION MINDSET 16 – CULTURE



- Vision
- Mission
- Purpose
- Core Values & Attitudes
- Strategy(s)
- Goals & Objectives



# GLENN'S STORY + Q&A



Adam Grant ✓  
@AdamMGrant

To understand the values in a culture, we often examine which behaviors get punished.

But we also need to consider which behaviors \*don't\* get punished—what people get away with.

"A culture is defined by the worst behavior tolerated."  
[@JohnAmaechi](#)

...



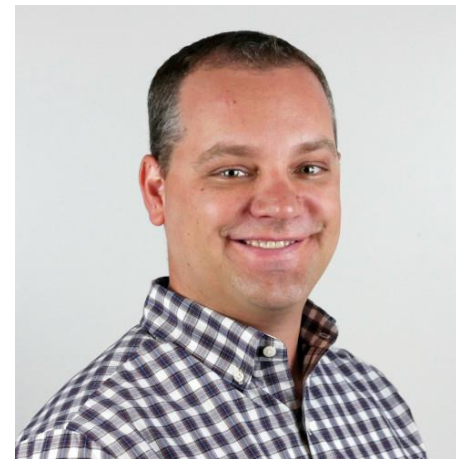
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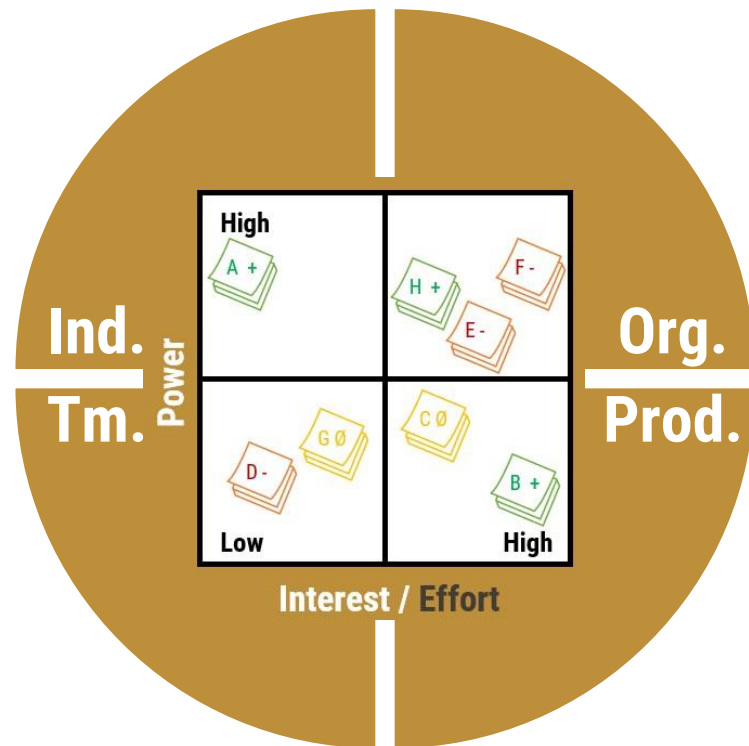
# MINDSET 17 – STAKEHOLDERS

Dan Kallman, FCT, FCC, FCP

Andrew Henwood, FCT, FCC, FCP



# ORGANIZATION MINDSET 17 – STAKEHOLDERS



- **Power**
  - Asymmetrical
  - Interest and Effort are also Asymmetrical
- **Interest / Effort**
  - **Interest:**
    - Is the Stakeholder “for” you? (+)
    - Is the Stakeholder “against” you? (-)
    - Is the Stakeholder “neutral” towards you? (Ø)
  - **Effort:**
    - Is the Stakeholder “for” your work effort/assignment? (+)
    - Is the Stakeholder “against” your work effort/assignment?? (-)
    - Is the Stakeholder “neutral” towards your work effort/assignment?? (Ø)





# DAN AND MARK'S STORY + Q&A



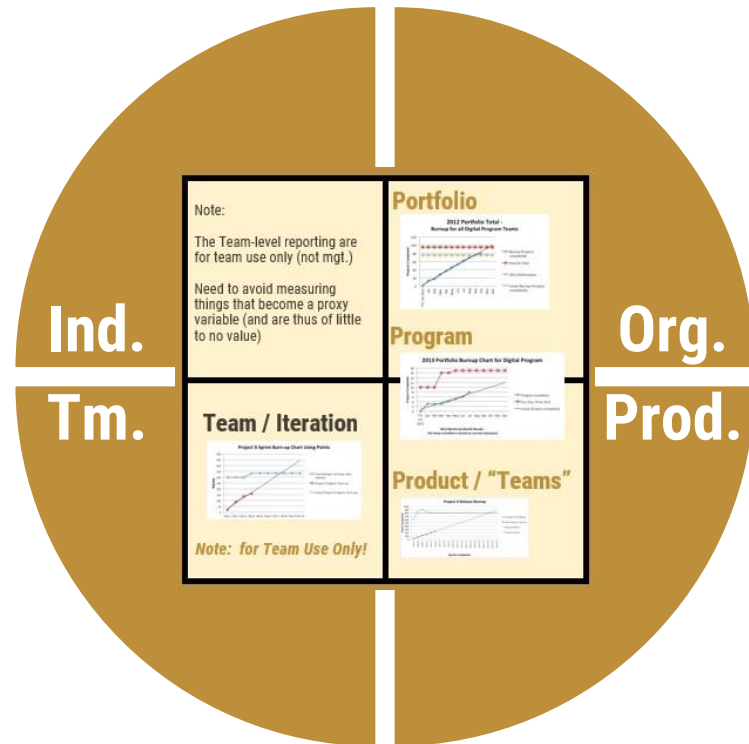
# MINDSET 18 – MEASURING

Bob Geist, FCT, FCC, FCP

Brandon Shrum, FCT, FCC, FCP



# ORGANIZATION MINDSET 18 – MEASURING



- **Portfolio, Program and Product (Project)**
  - This reporting can be used for forecasting and planning for longer horizons
  - **Guerilla Leadership Room** (next slide)
  - We have several additional ways to measure including:
    - Friction, Maturity, Aha! Curve, Power-of-One, Performance, Team Health, Value-add, Flow/Anti-Flow, etc.
- **Team** reporting is only for the team!



# BOB AND BRANDON'S STORY + Q&A

GUERRILLA LEADERSHIP ROOM - VSPT AND 4D / 4R MODELS - KANBAN & CADENCE FOR ALL 4 LENSES

## Project / Team View



**Product Backlog**

**People**

- Project / Team Kanban Flow
- Sprint / Daily

Story	To Do	In Process	To Verify	Done
As a user, I want to...	Code the...	Test the...	Code the...	Test the...
As a user, I want to...	Code the...	Test the...	Code the...	Test the...

**Tasks**

- Personal Kanban Flow
- Daily

**Vision**

- Portfolio Kanban Flow
- Quarterly / Monthly

**Strategy**

- Program Kanban Flow
- Monthly / Sprint

**Teaching Wall**

Portfolio View  
Program View

## Task / Individual View



# PROFESSIONAL SERVICES

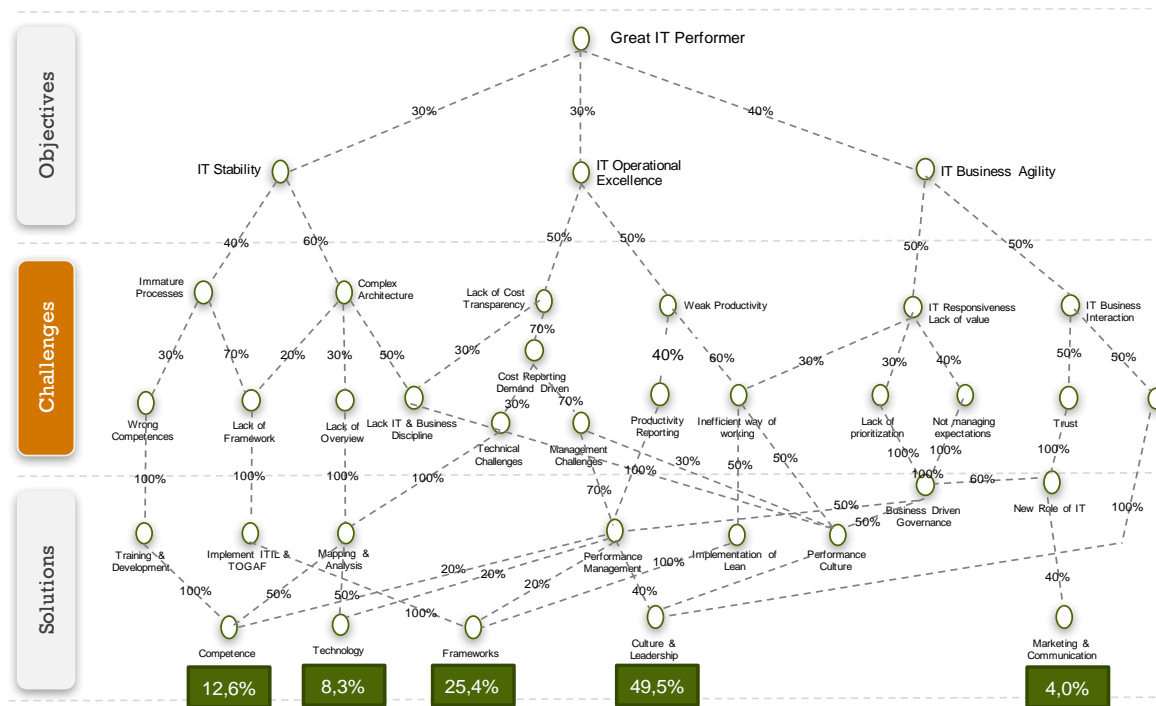
Hans Gillior, FCC, FCP

Andrew Kallman, FCT, FCC, FCP



# BUSINESS EXCELLENCE

## AGREE ON COMMON PRIORTIZATION AND WAY FORWARD



### IDENTIFYING KEY AREAS OF RESOURCE CONSTRAINTS AND HOW TO SOLVE THEM

WHAT IS OUR RESOURCE EFFICIENCY **VISION AND OBJECTIVES?**

WHAT ARE THE **KEY CHALLENGES** OF REDUCING RESOURCE USAGE IN OUR ORGANIZATION?

WHAT CAN WE **CONCRETELY DO** TO IMPROVE RESOURCE EFFICIENCY WITH SUSTAINED VALUE DELIVERY?

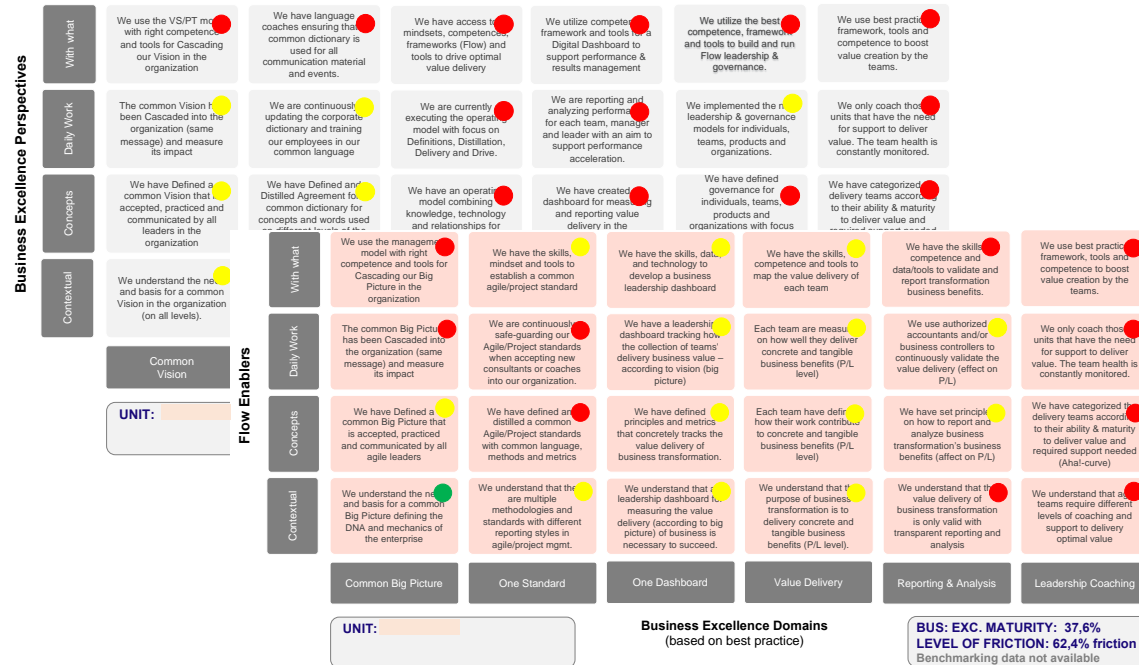
A **PRIORITIZED ROADMAP** FOR SECURE RESOURCE REDUCTION BY ELIMINATING RESOURCE CONSTRAINTS & FRICTIONS!



GUERILLA LEADERSHIP – POWER OF ONE TOOL

# BUSINESS EXCELLENCE

## BUILD A COMMON VIEW ON THE CURRENT SITUATION & VISION



IDENTIFYING AND AGREE ON THE KEY SOURCES OF FRICTION IN THE ORGANIZATION – CAPACITY GAPS

WHAT IS THE **IMPACT OF FRICTION** AND HOW CAN THESE BE ELIMINATED (RUNWAY)?

WHAT IS THE **REQUIRED BUSINESS CAPACITY** (RESOURCES) FOR SUSTAINABLE VALUE DELIVERY?

HOW DO **CURRENT FRAMEWORKS** (for example SAFe) SUPPORT AMBITION?

DO WE HAVE A **COMMON VISION** FOR THE COST REDUCTION PROCESS AND CHANGE?

HAVE TO BALANCE LOAD (DEMAND) WITH AVAILABLE CAPACITY

Customer Example: 75% friction in the organization (meaning that for every 100 USD invested in the business – 75 USD was wasted in friction. Huge potential for cost savings with sustainable value delivery!)



# JOURNEY TO EXCELLENCE (transformation)

Hans Gillior, FCC, FCP

Andrew Kallman, FCT, FCC, FCP





# VUCA VS VUCA

**Volatility** → **Vision**  
**Uncertainty** → **Unity**  
**Complexity** → **Clarity**  
**Ambiguity** → **Agreement**



## Toolset

Agile Methods  
Agile Frameworks

External Behavior  
Modification  
Extrinsic Motivators  
Not sustainable

### Scaling

SAFe, LeSS, Nexus  
Program-level

Structure  
Rituals / Discipline

### Tools Drive Behavior

Jira, MS Planner, etc.

## Mindset

Leadership / Flow  
Cascading Vision

Internal Behavior  
Journey  
Intrinsic Motivators  
Sustainable

### Mindset Journey

Train, Coach & Mentor;  
all levels

Culture  
Values & Attitudes

### Beliefs Drive Behavior

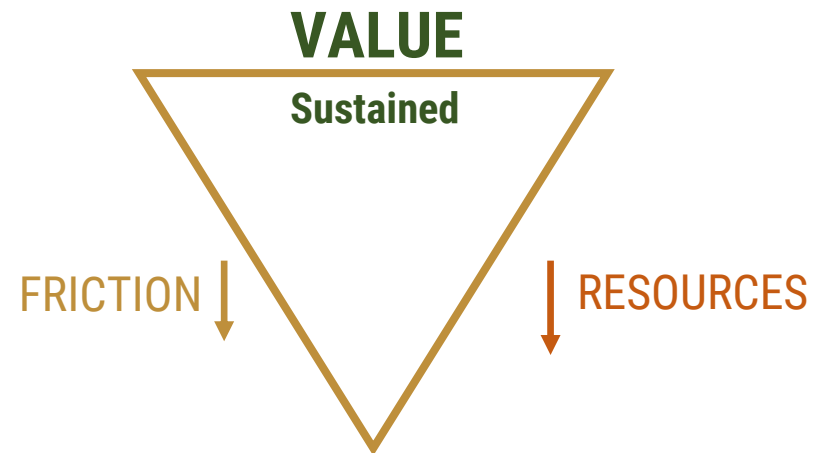


# THRIVING THROUGH THE LOOMING DIGITAL STORM

## NEXT STEPS...

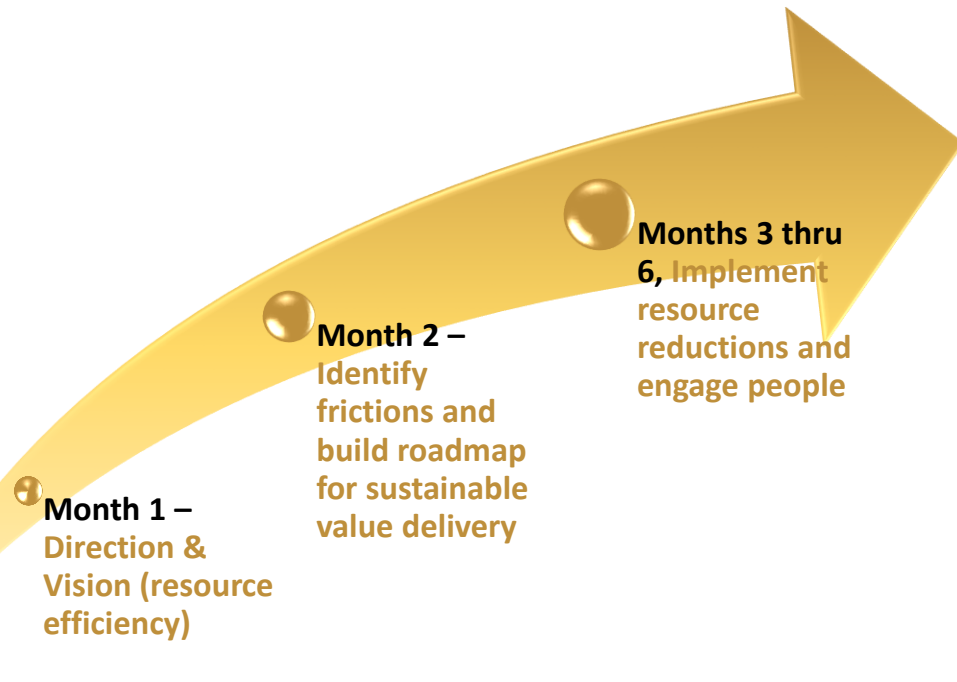


- What is your next step in the Digital Storm?
  - Tools, rules, and structures?
  - Mindset journey?
  - Sustainable value?



# 1:1 ACCELERATOR!

YOU CAN BEGIN DUPLICATING THESE RESULTS TODAY!



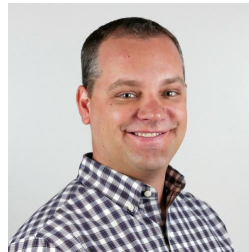
## Six Month Accelerator Coaching for C-level

- How to Deliver potential resource savings while maintaining sustainable value
- Value Acceleration is a mindset journey to excellence, that begins with you!
  - Clarify vision and objectives
  - Cascade your Vision
  - Identify and eliminate friction, confusion, and higher costs due to underperformance
- Coaching & Training
  - Mentoring & Motivating Guerilla Leaders!



# FINAL Q&A SESSION

All Trainers and  
Coaches



# FINAL Q&A

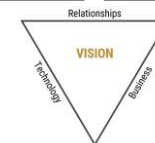
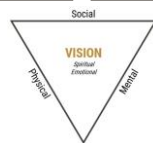
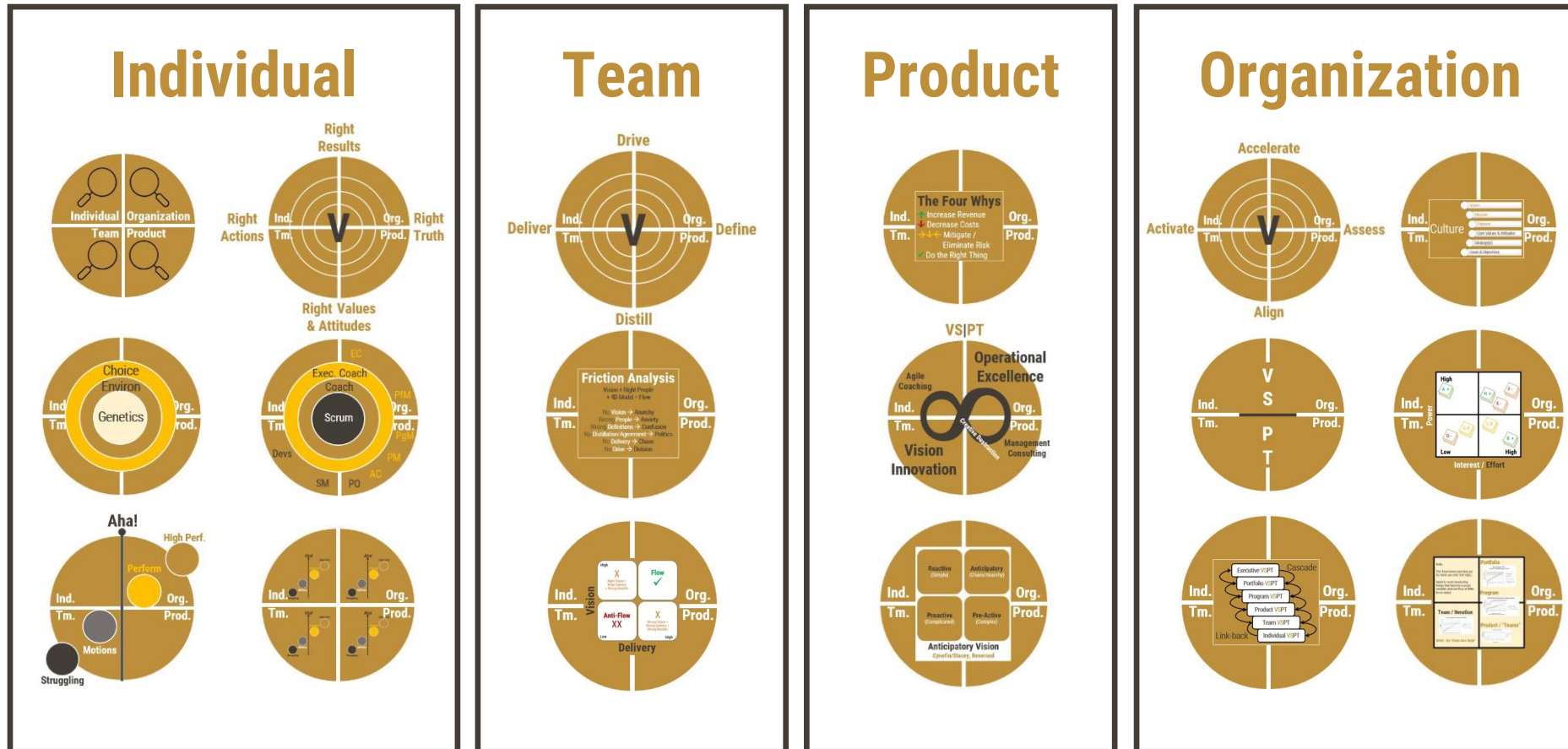
2/14/2023

Winning Asymmetric Leadership  
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# GUERRILLA LEADERSHIP'S 18 MINDSETS

## WINNING ASYMMETRY



# THANKS!

- If you'd like a copy of this presentation or would like to chat, feel free to reach out to me at:
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