

LIVING LEADERSHIP

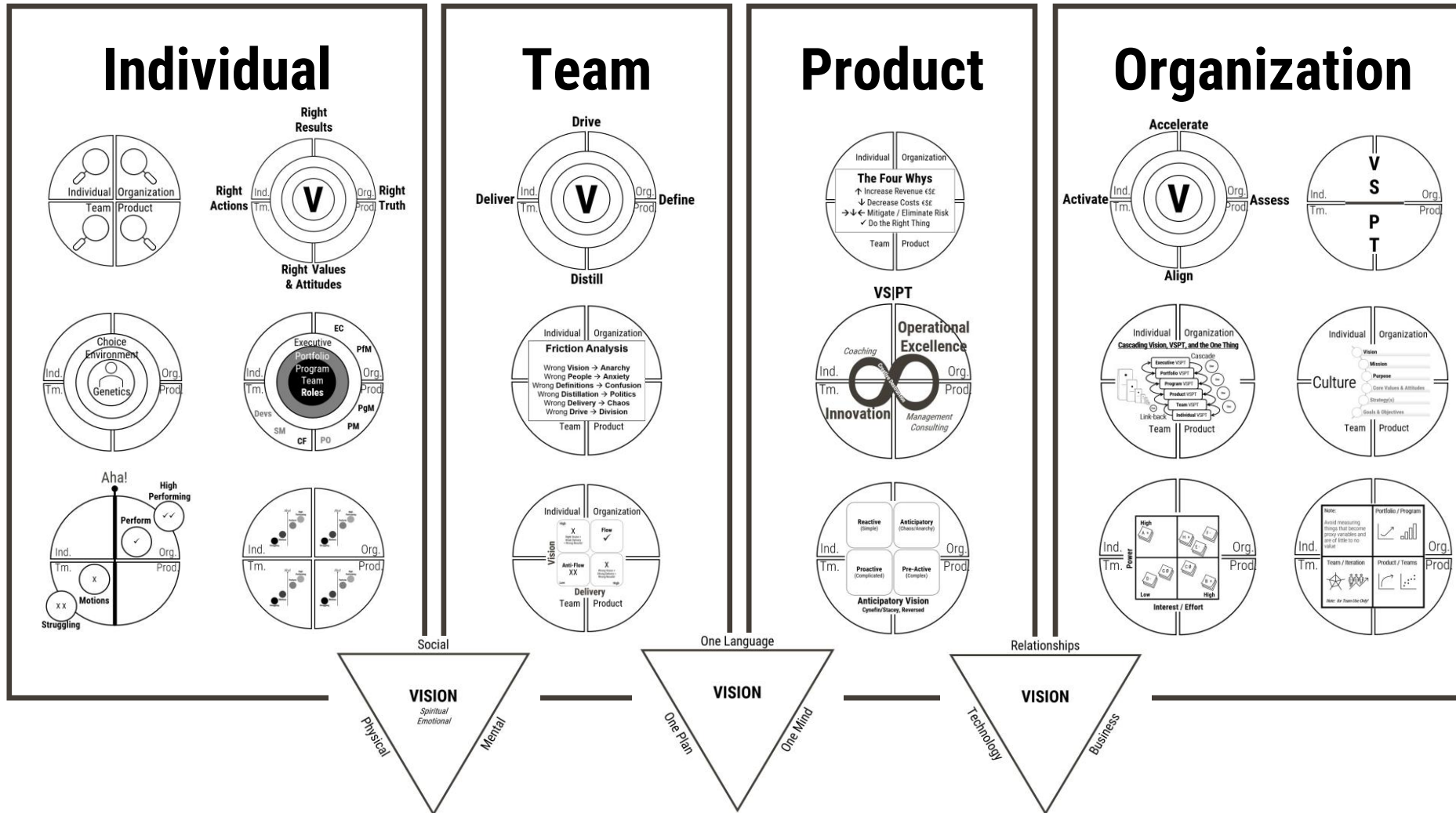
GUIDE 2024-25

Winning @ Every Level



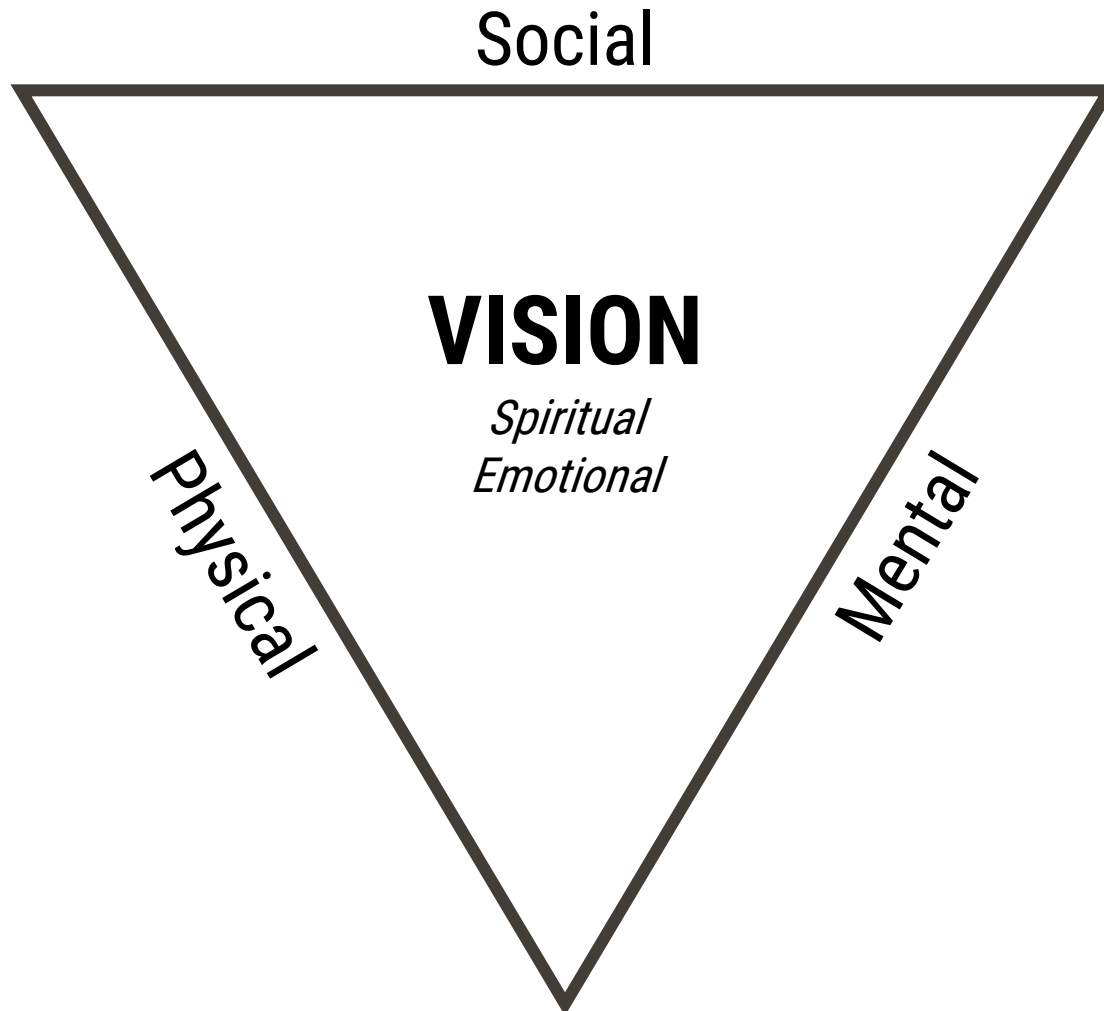
LIVING LEADERSHIP'S 18 PRINCIPLES

WINNING @ EVERY LEVEL!



These eighteen principles and three leadership triangles are what you need to succeed at anything you wish to accomplish

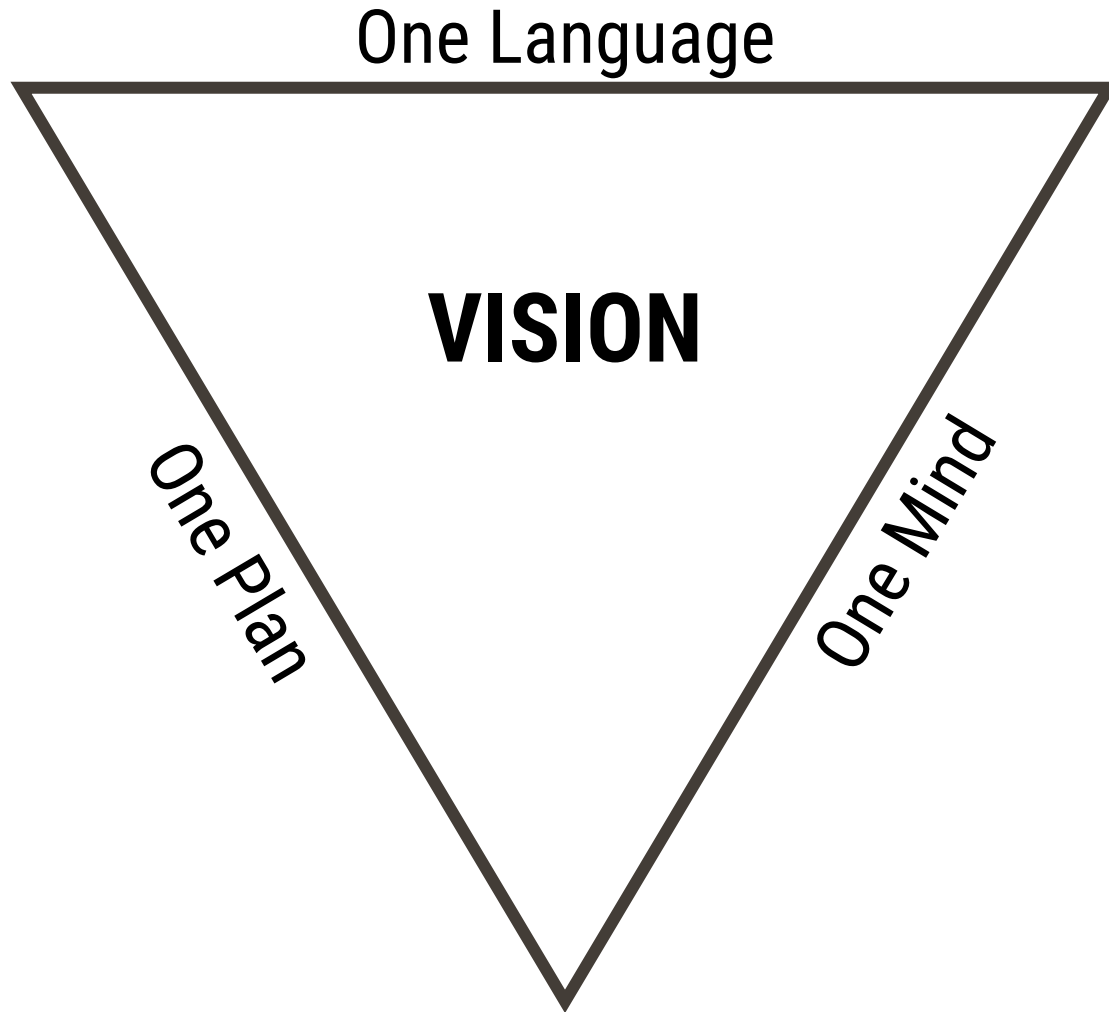
INDIVIDUAL LEADERSHIP TRIANGLE



Let's look at the three leadership triangles. first.

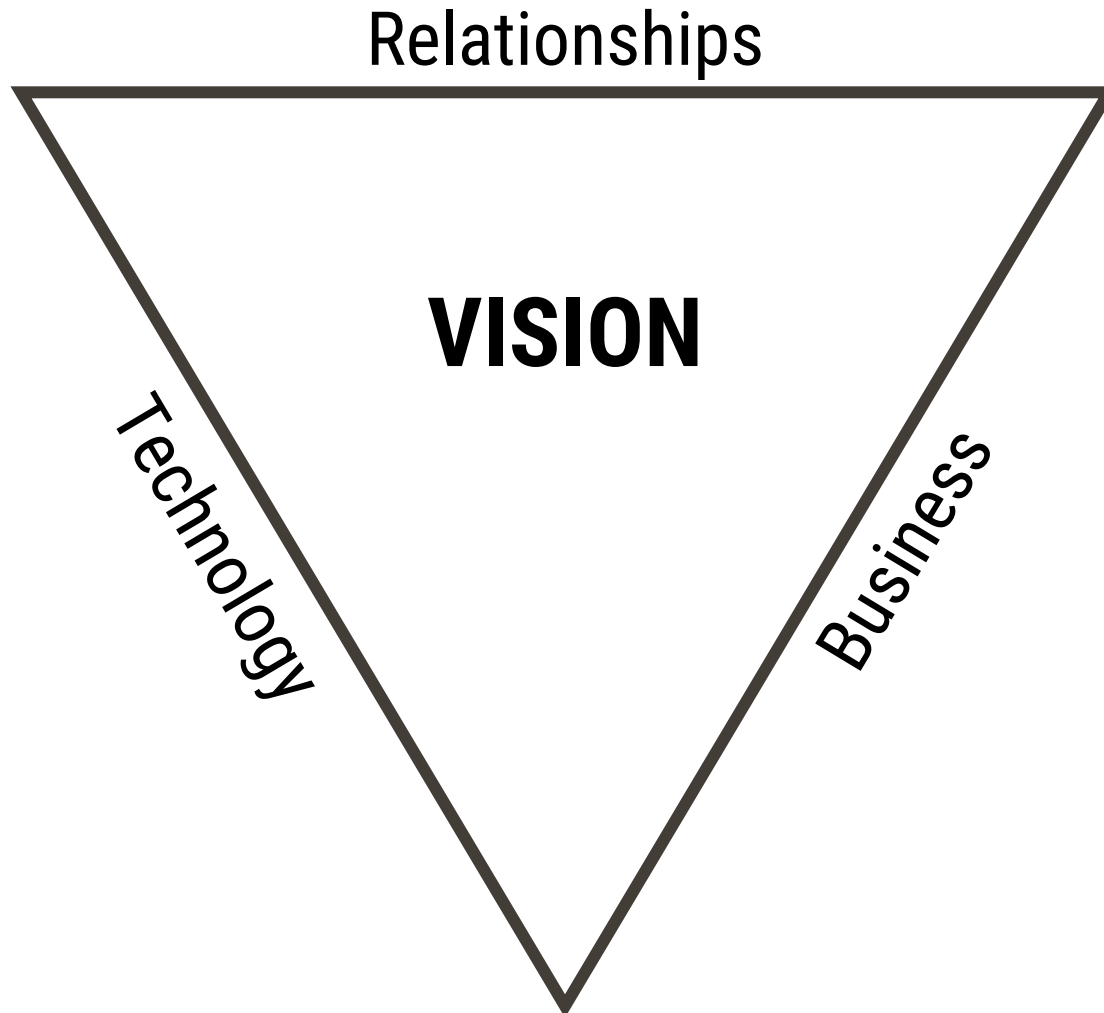
- In this leadership triangle you are dealing with the person
- These are the three key areas on which to focus when training, coaching, mentoring, and guiding your team members

TEAM LEADERSHIP TRIANGLE



- If you want your team to succeed, then you need to get everybody on the same page
- So, you need to make sure everybody is speaking the same language
- From there you can distill common agreement, one mind, and then create a unified plan

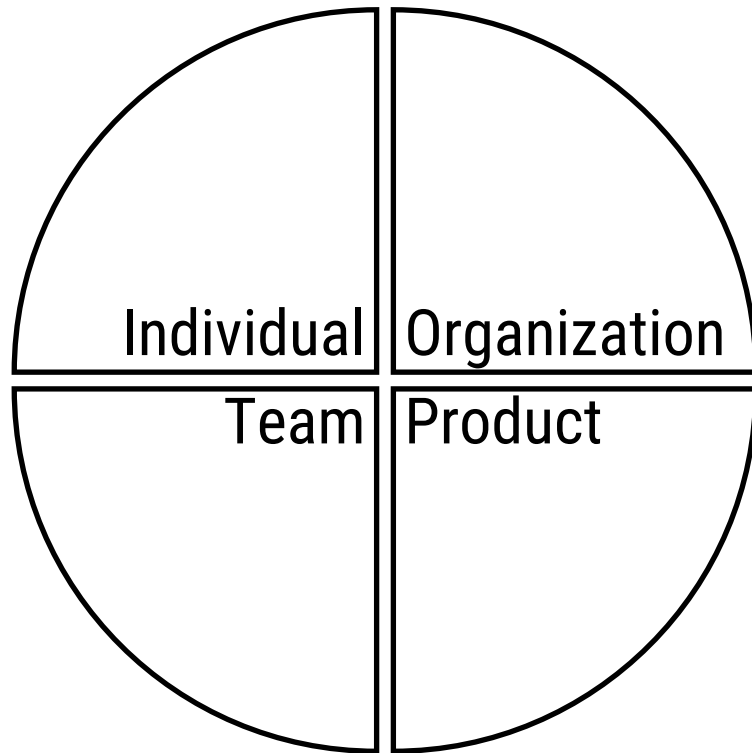
PRODUCT AND ORGANIZATIONAL LEADERSHIP TRIANGLE



- If you can succeed with the individual and team leadership triangles, then you can then scale that to the entire organization
- Relationships are essential to navigate the organizational politics
- Most important is to make sure that business and technology truly understand each other and that all communications are flowing correctly

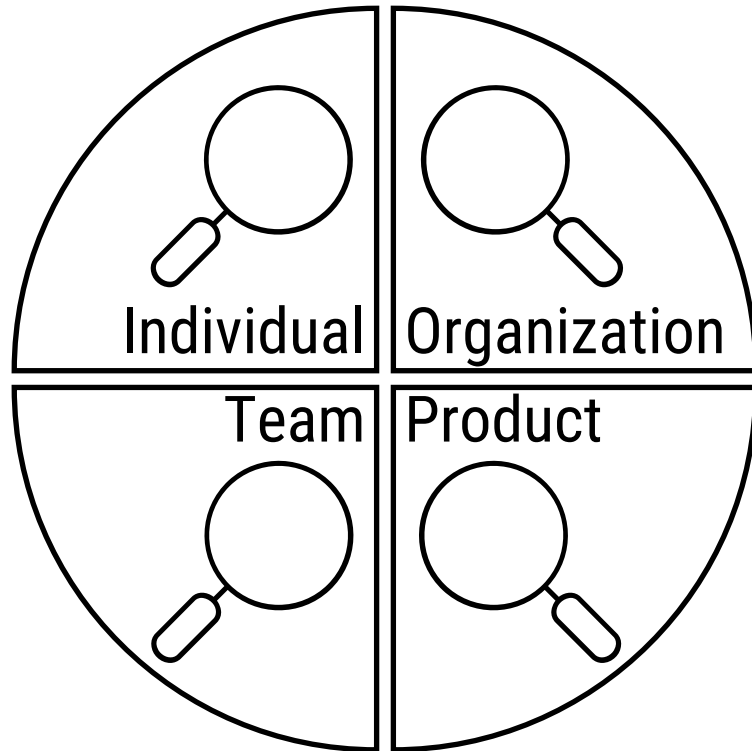
THE FOUR “BOX” IS NOW A CIRCLE

(THE FOUR LENSES)



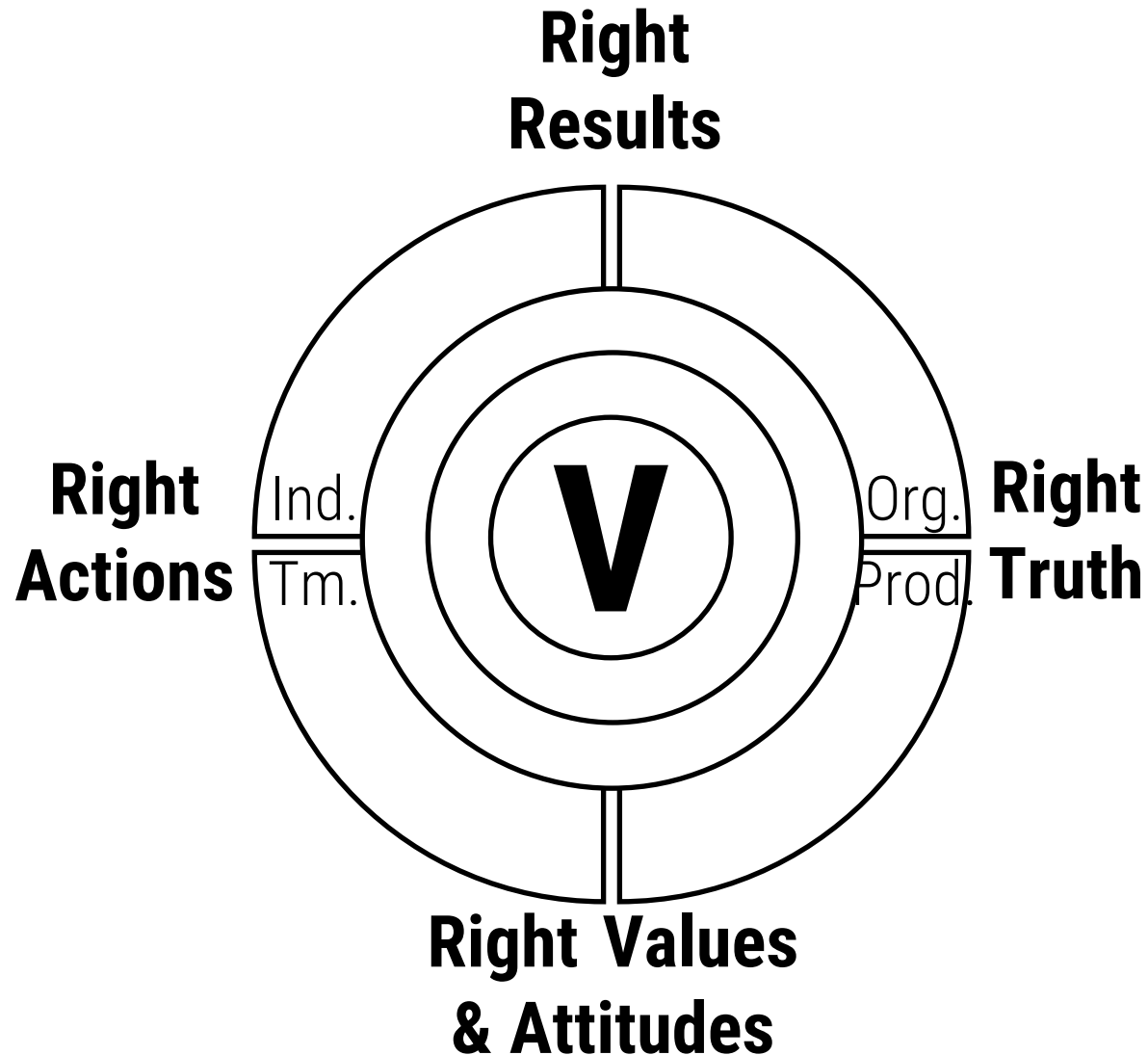
- We still have the four lenses through which we view all the principles included in Living Leadership
- People are at the core of what we do since individuals make up teams, create the products, and are all part of the larger organization

INDIVIDUAL PRINCIPLE 1 – THE FOUR LENSES



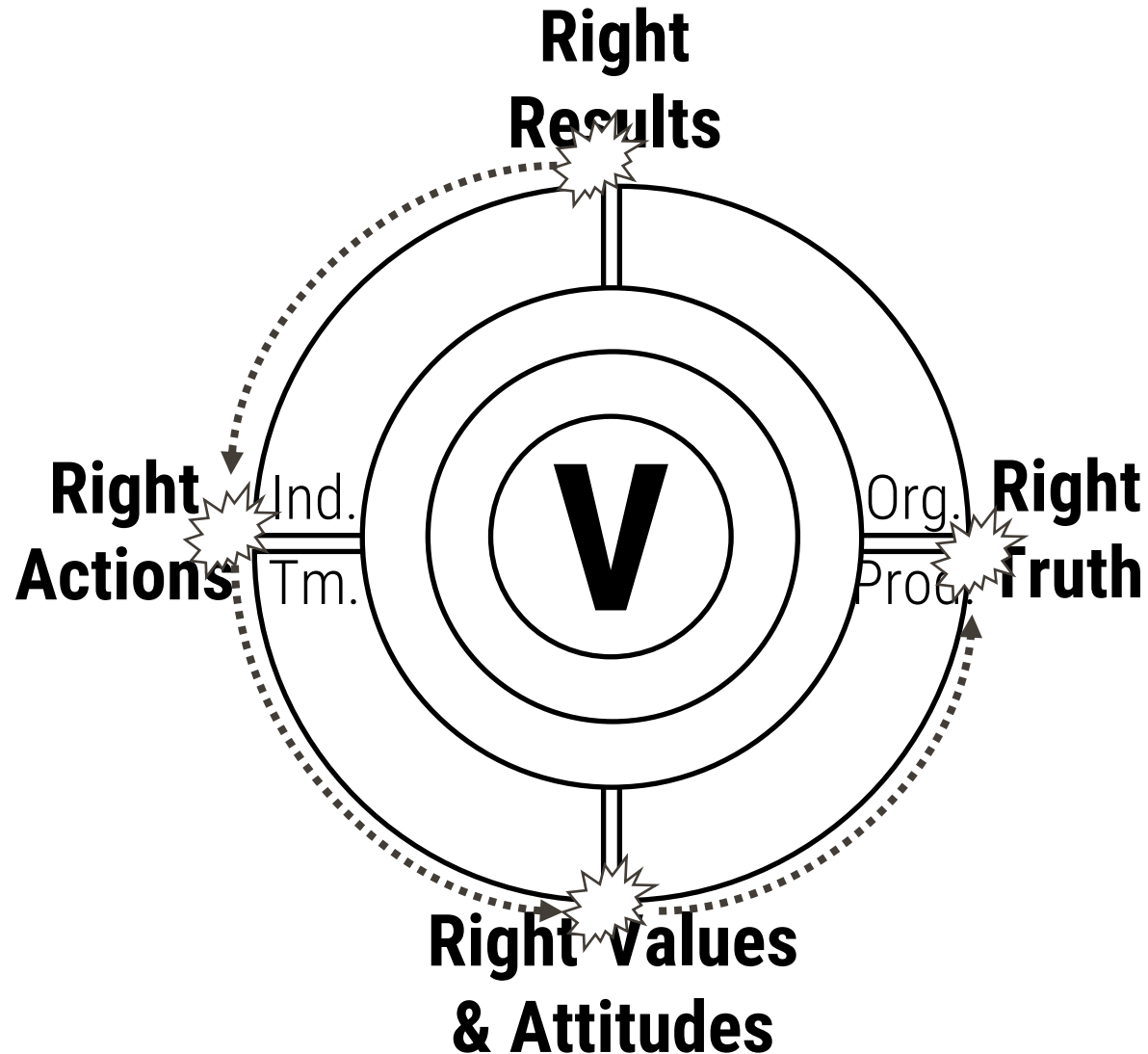
- Asymmetries abound in all four of the lenses
 - Power
 - Communication / Language
 - Understanding
 - Agreement
 - Budgets
- Leadership can improve
 - Management can improve
 - Teams can improve

INDIVIDUAL PRINCIPLE 2 – THE 4R MODEL



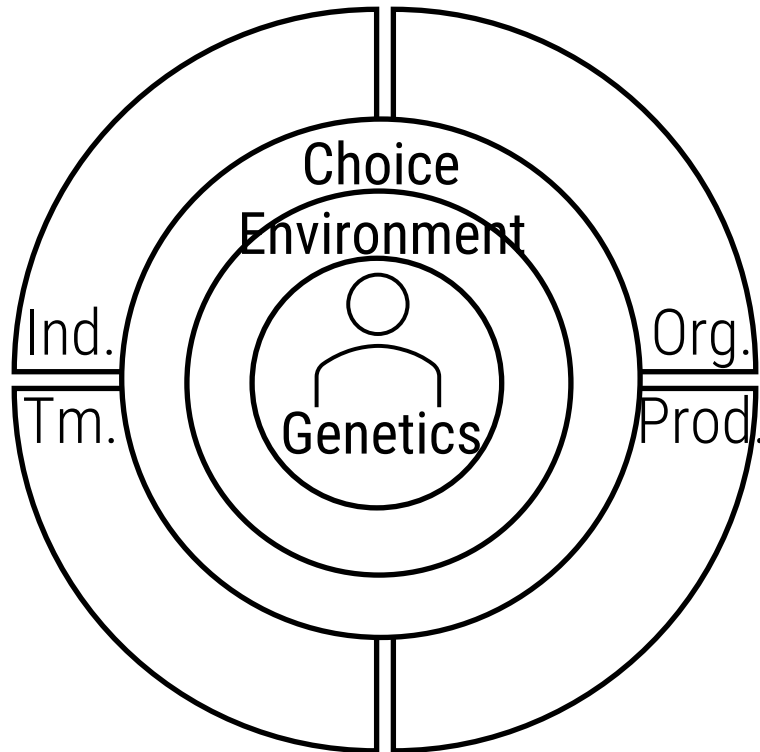
- If you know what a person's core "truth" is, then [within a range] you have a chance to train, coach, mentor, and guide them in the right direction
 - And it doesn't matter what a person's core "truth" is, it is more important to be able to identify it

INDIVIDUAL PRINCIPLE 2 – THE 4R MODEL



- The 4R Model can be used, in reverse, for root cause analysis
 - Individual
 - Team
 - Product
 - Organization
- Edwards Deming said:
 - **“A bad system will beat a good person every time”**
- Andrew’s modification of this:
 - **“Tools, rules, and structures will beat a good person every time!”**

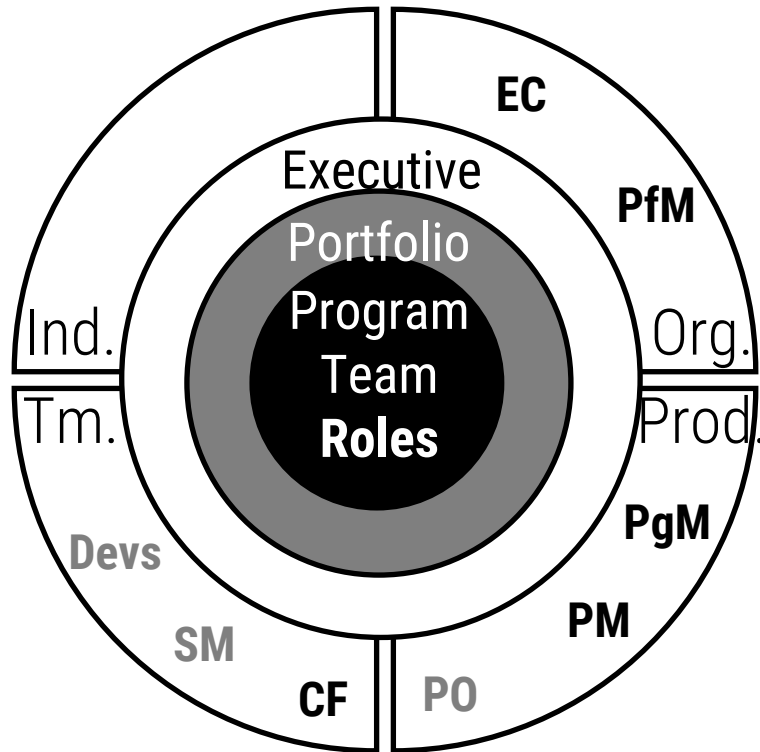
INDIVIDUAL PRINCIPLE 3 – PROFILES



Overcoming Genetics and Environment through the power of personal choice

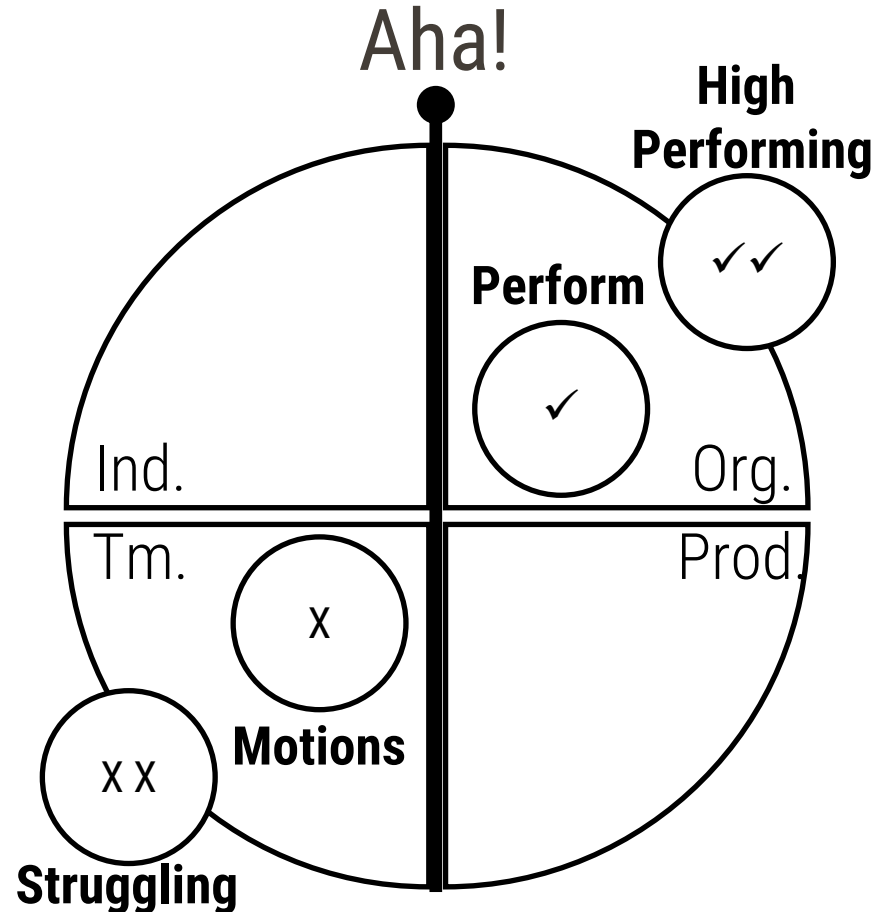
- Choice
 - Individual
- Environment
 - Team, Programs, Organization
- Genetics
 - Individual

INDIVIDUAL PRINCIPLE 3 – ROLES



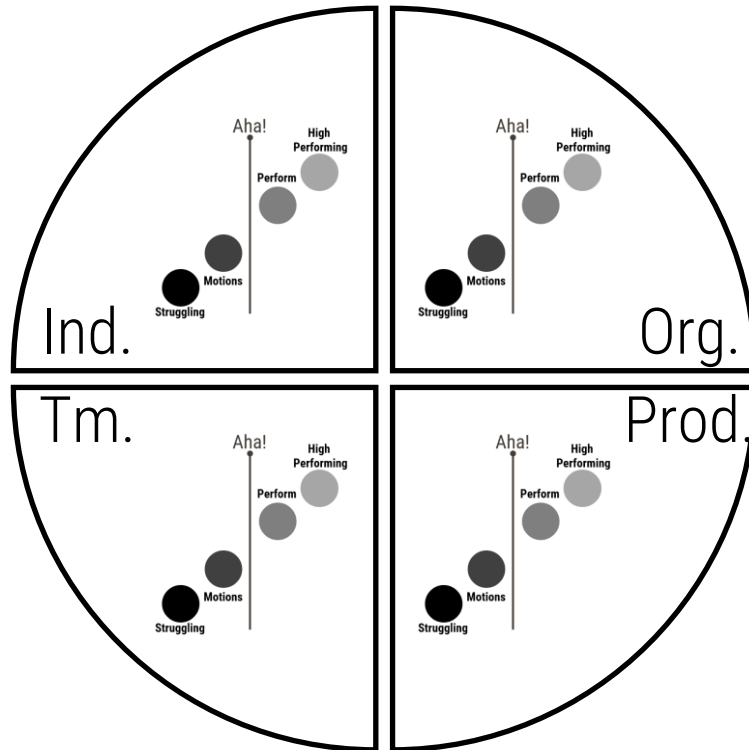
- **EC** – Executive Coaches
- **PfM** – Portfolio Managers
- **PgM** – Program Managers
- **PM** – Product Managers / Project Managers
- **CF** – Coaches / Facilitators
- **PO** – Product Owner
- **SM** – Scrum Master
- **Dev(s)** – Developers

INDIVIDUAL PRINCIPLE 5 – AHA! CURVE



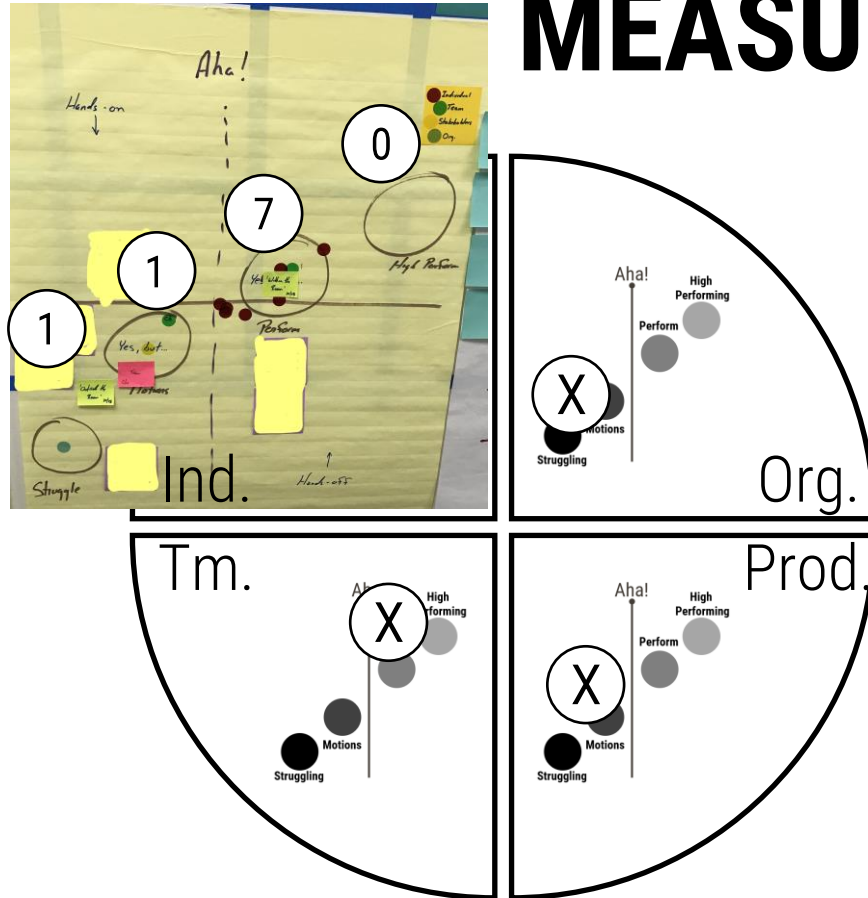
- The speed at which everyone and/or your team gets to Aha! varies widely
 - *Note: moving each person and team up just one level is enough to more than double the throughput*

INDIVIDUAL PRINCIPLE 6 – MEASURING AHA!



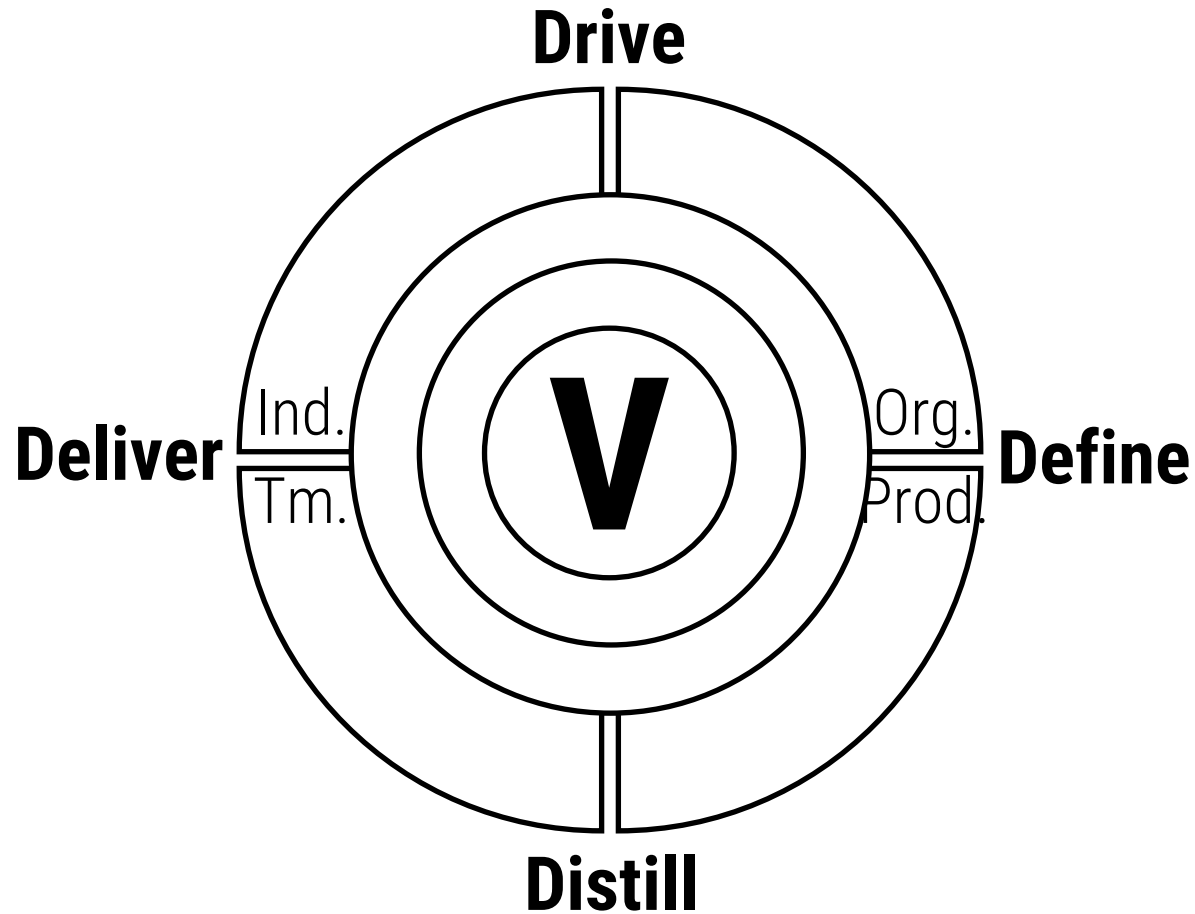
- This is a powerful measure and feedback from the teams on where they are at in their journey

INDIVIDUAL PRINCIPLE 6 – MEASURING AHA! REAL WORLD EXAMPLE



- 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.

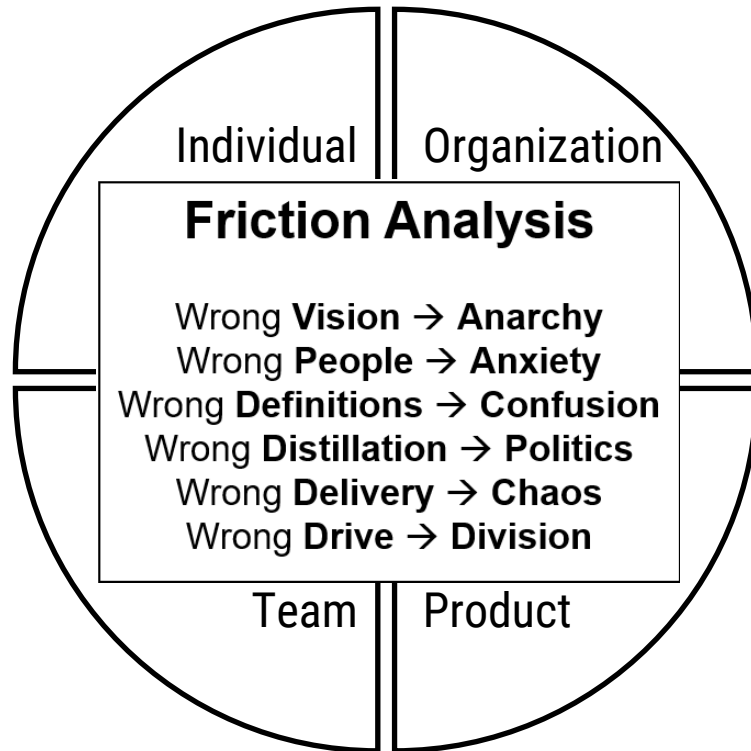
TEAM PRINCIPLE 7 – THE 4D MODEL



- **Definitions** will make (or break) whatever it is you want to Deliver
 - Tune your ears to hear when a Definition has changed
- **Distilling Agreement** is the only way to prevent groupthink from arising as well as to mitigate politics
- If you get the 1st 2 right, then you should be able to **Deliver** the desired product, service, or result

TEAM PRINCIPLE 8 – FRICTION ANALYSIS

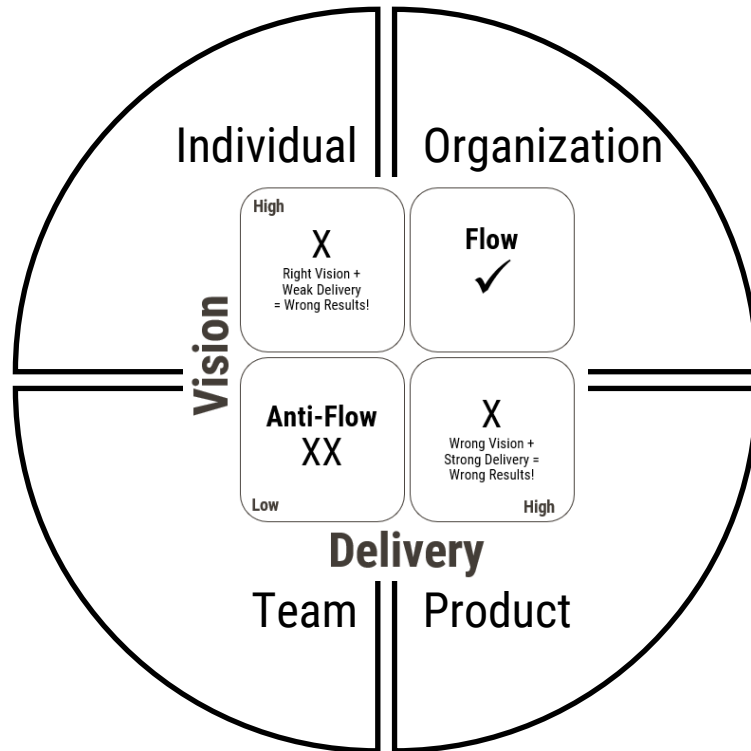
VISION + RIGHT PEOPLE + 4D MODEL = FLOW



Vision + Right People + 4D Model = Flow (Living Leadership!)

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

TEAM PRINCIPLE 9 – FLOW / ANTI-FLOW



Stepping into a sustainable state of flow is necessary to succeed as an individual, a team, with your products, as well as throughout the entire organization

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

PRODUCT PRINCIPLE 10 – THE FOUR WHYS

PRODUCT = PRODUCT, SERVICE, OR RESULT AND IT ALSO INCLUDES PROGRAMS AND PROCESSES



There are only four reasons to do anything in an organization:

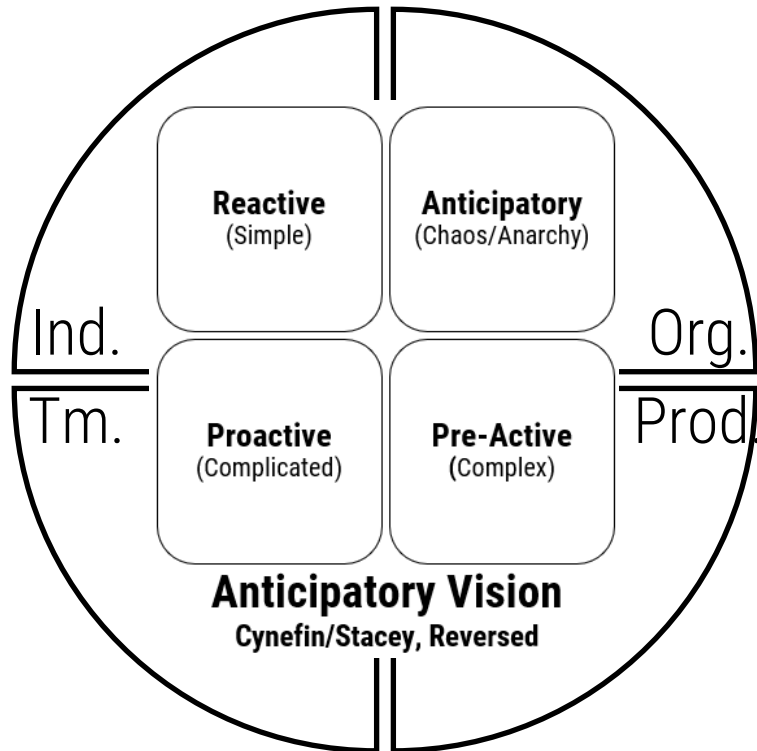
1. Increase **Revenue**
2. Decrease **Costs**
3. Mitigate/Eliminate **Risk**
4. Do the **Right Thing**

PRODUCT PRINCIPLE 11 – COACHING AND CONSULTING



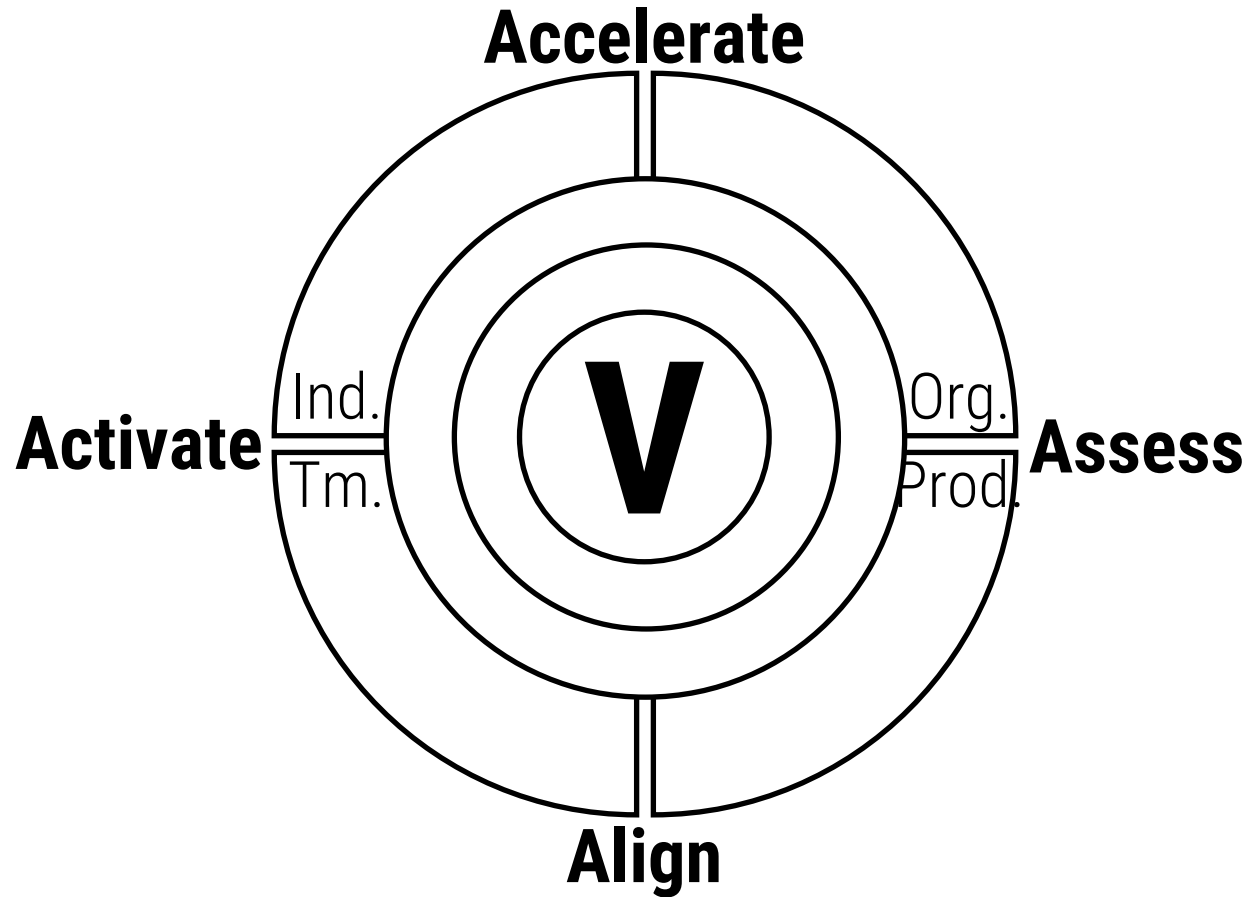
- **VS|PT** = Vision, Strategy and People, Tasks
 - The vertical line = disconnect
 - **Note:** VSPT is the West Point Military Academy’s leadership framework from the 1990s
- It’s a “both/and” and not an “either/or” in this image:
 - Both **Consulting** AND **Coaching**
- Includes the ability to “**see**” and the ability to “**scale**”

PRODUCT PRINCIPLE 12 – ANTICIPATORY VISION



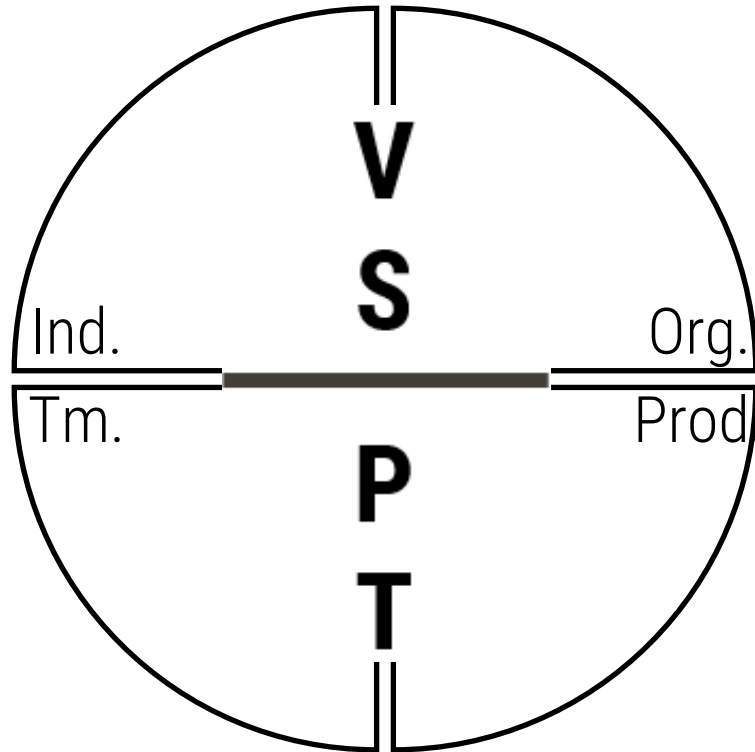
- Living Leadership combines the concepts of **"Flash Foresight"** with the **Cynefin/Stacey** diagram (counter-clockwise in this picture):
 - Reactive (**Simple**)
 - Proactive (**Complicated**)
 - Pre-active (**Complex**)
- ...with the concept of being **"Anticipatory"**
 - Anticipatory Vision (**Chaos/Anarchy**) uses both:
 - Hard Trends
 - Soft Trends
- Without a clear, well-defined and agreed-to **Vision** plus the ability to execute the **Strategy(s)**, you cannot **Deliver** an **Anticipatory Organization**

ORGANIZATION PRINCIPLE 13 – THE 4A MODEL



- **Assess**
 - Mirrors **4D Define** and **4R Right Truth**
 - *OODA* - **O**bserve (Listen / Look) ... *PDCA* - **P**lan
- **Align**
 - Mirrors **4D Distill Agreement** and **4R Right Values & Attitudes**
 - *OODA* - **O**rient (Unlearn / Learn) ... **D**ecide
- **Activate**
 - Mirrors **4D Deliver** and **4R Right Actions**
 - *OODA* - **A**ct (reactive, proactive, pre-active)
 - *PDCA* - **D**o
- **Accelerate**
 - Mirrors **4D Drive** and **4R Right Results**
 - *PDCA* - **C**heck (study) ... **A**ct

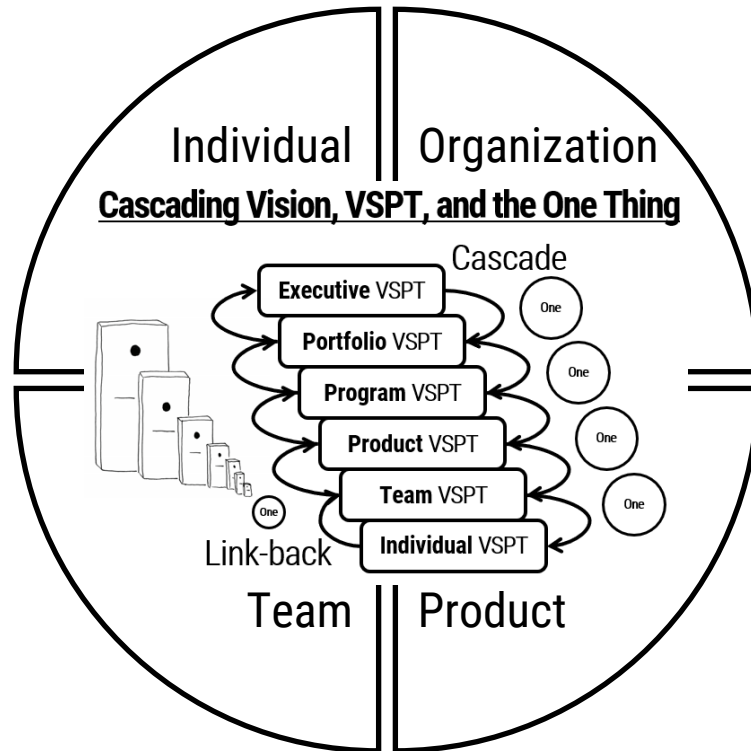
ORGANIZATION PRINCIPLE 14 – VSPT



VSPT is the West Point Military Academy leadership framework from the 1990s:

- **V**ision
- **S**trategy
 - **Note:** the line in-between the VS and PT represents the disconnect that exists in every organization
- **P**eople
- **T**asks

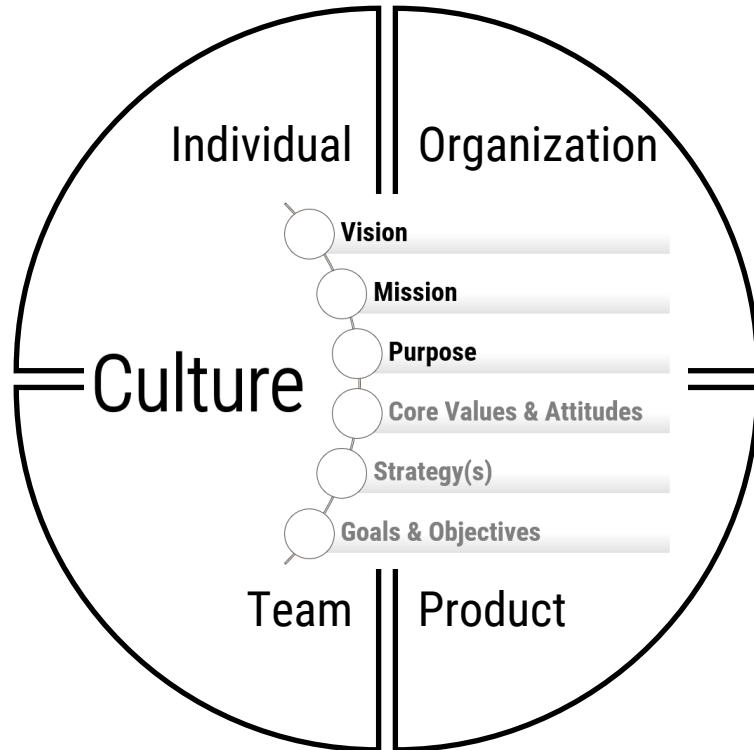
ORGANIZATION PRINCIPLE 15 – CASCADING VISION



• Cascading Vision

- Every Level:
 - Executive → Portfolio → Program → Product (Project) → Team → Individual
- Includes Cascading Vision and Strategy (VSPT)
- Includes Cascading the One Thing
- Without an explicit **link back**, from one level to the next, communications will be hampered by noise, confusion, politics, friction and higher costs!

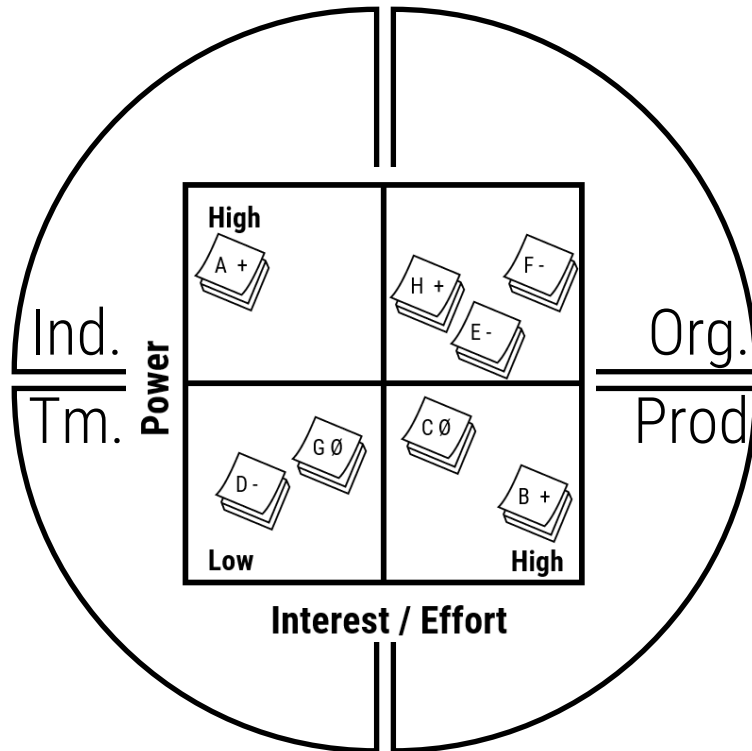
ORGANIZATION PRINCIPLE 16 – CULTURE



All the following are integral parts of what shapes and informs an organization's culture:

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

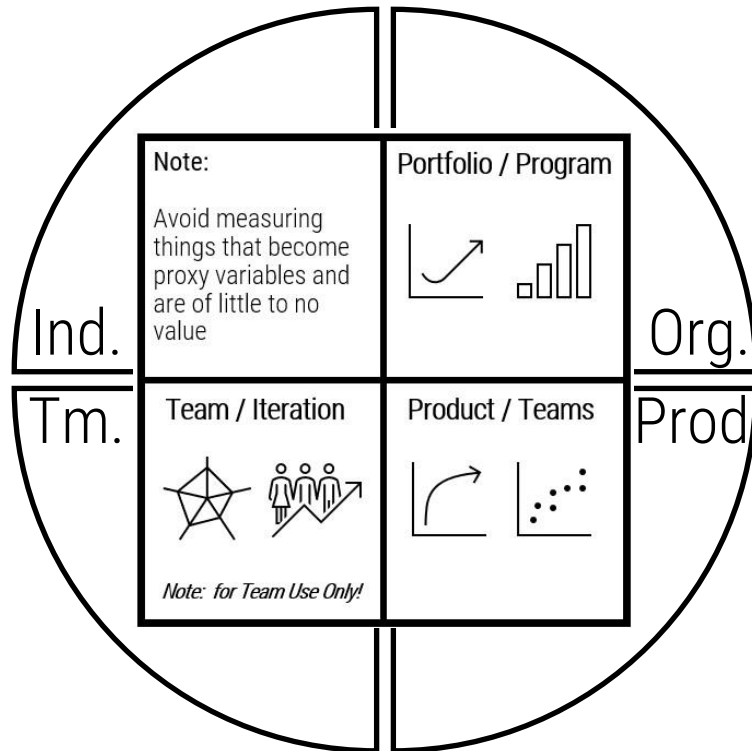
ORGANIZATION PRINCIPLE 17 – STAKEHOLDERS



Living Leadership's stakeholder management is unique:

- **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? (\emptyset)
 - **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?? (\emptyset)

ORGANIZATION PRINCIPLE 18 – MEASURING IT ALL



- **Portfolio, Program, Product, and Team / Project**
 - This reporting can be used for forecasting and planning for longer horizons
 - Living Leadership has several additional ways to measure including:
 - Friction
 - Maturity Assessments
 - Aha! Curve
 - Power-of-One
 - Performance
 - Team Health
 - Value-add
 - Flow/Anti-Flow
- **Team** reporting is only for the team!

LIVING LEADERSHIP'S 18 PRINCIPLES

WINNING @ EVERY LEVEL!



If you desire to win, at every level, then you need to learn to **live** and **breathe** Living Leadership!

