Elastic, agile and adaptive leadership Workshop

with Roy Osherove

The Problem

As managers, architects, and other types of technical team leaders, you usually learn the "what" of how your teams should work. You learn about methodologies, practices, and techniques for delivering software.

Often, you leave courses on these topics with a great desire to "change" how things work, but soon discover you are "stuck". Are you stuck convincing your team to adopt specific practices? Stuck by not having enough time to learn how to accomplish these practices ("We don't have time for unit testing"). Stuck with all the people-related aspects of leading a team.

Objective

In this workshop, we will learn essential skills and techniques for leading software teams, based on elastic and adaptive leadership principles. You will gain the skills to make real change happen in your team and to grow the team you want from the team you have.

1. Learn about the three basic team modes: Survival mode, Learning mode, and Self Organization Mode. Learn how to know which mode your team is in right now.
2. Learn essential skills for the three modes of leadership you will need for the three phases of the team: Command and control leadership, Coaching, and facilitative leadership.
3. Learn how to change anything by understanding why people behave the way they do, and understanding the six influence forces that affect our behavior.
4. Participate in engaging exercises that will examine your skills in the various leadership modes.

Materials

All students get a PDF of all the slides in the course, in downloadable form.

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Note: During Remote training, each day is split into two half days of four hours.

Agenda - Day 1 (09:00-17:00)

1. The role of the leader, and the leader's manifesto
2. Introduction to Elastic Leadership
3. The three team and leadership modes
4. Focusing on Survival mode and how to get out of it
5. Exercises in survival mode
6. Commitment Language
7. Exercises on Commitment Language

Agenda - Day 2 (09:00-17:00)

1. The Learning Mode, and the coaching leader
2. How we learn
3. How to grow people
4. Delegation as a growth tool
5. "What are you going to do about it?"
6. Exercises in delegation
7. Team Homework
8. Clearing Meetings and growth meters
9. Influence Forces
10. Exercises in influence forces
11. Team Dysfunctions

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