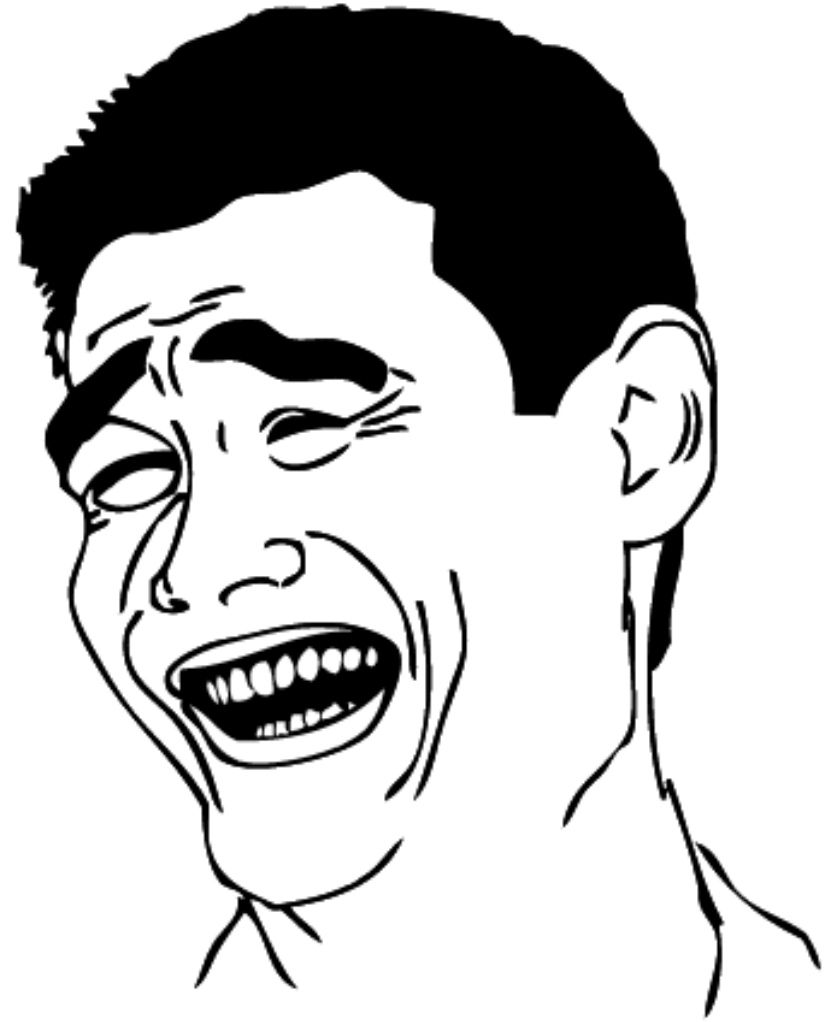


LEADERSHIP? ELASTIC?



@ROYOSHEROVE
5WHYS.COM

THE PREMISE

**We should all strive to ship on
time, with high quality**



BUT

REALITY

Cheap

**The
Impossible
Triangle**

Fast

Good



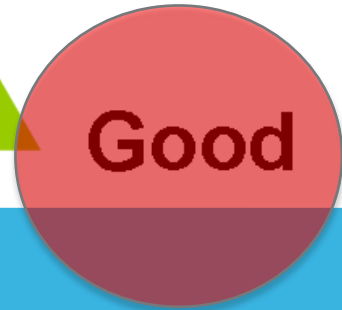
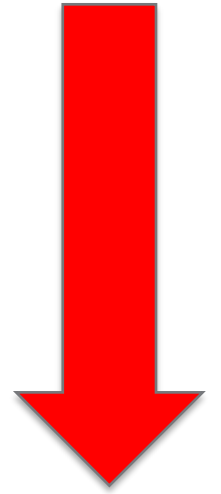
REALITY

Cheap

**The
Impossible
Triangle**

Fast

Good



TEAM LEADERS TODAY CAN BE MORE THAN PUPPETS

This feature takes 1 week

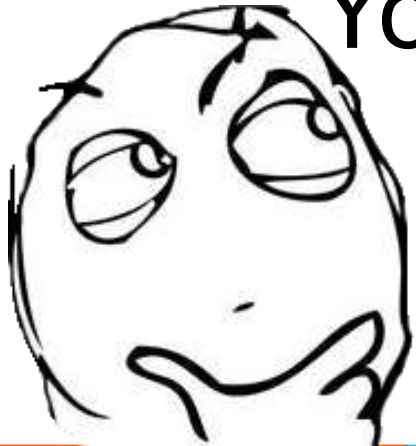


This feature takes 2 weeks



THE WAY TO achieve this
changes based on

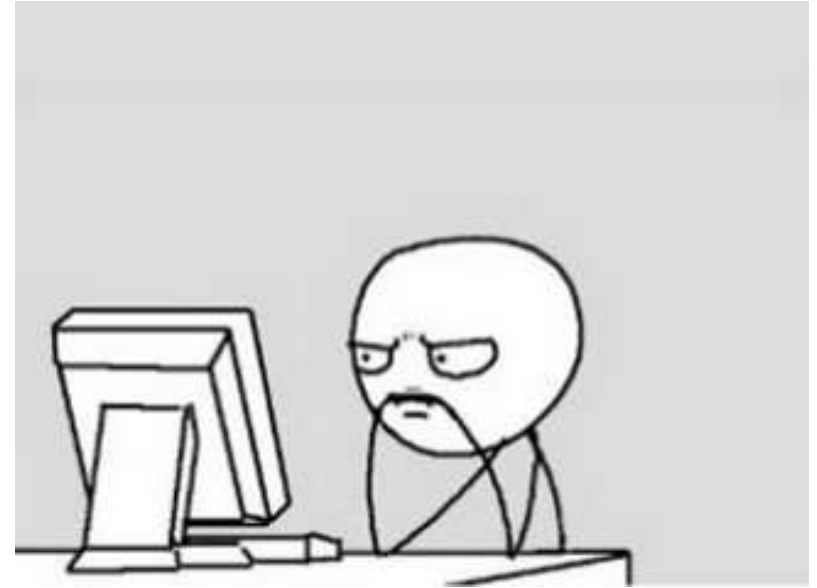
Your team's **skills** to handle
the current **reality**



THE THREE TEAM STAGES

DEAL WITH

SKILLS FACING REALITY



CHAOS → LEARNING → Self Organization

CHAOS

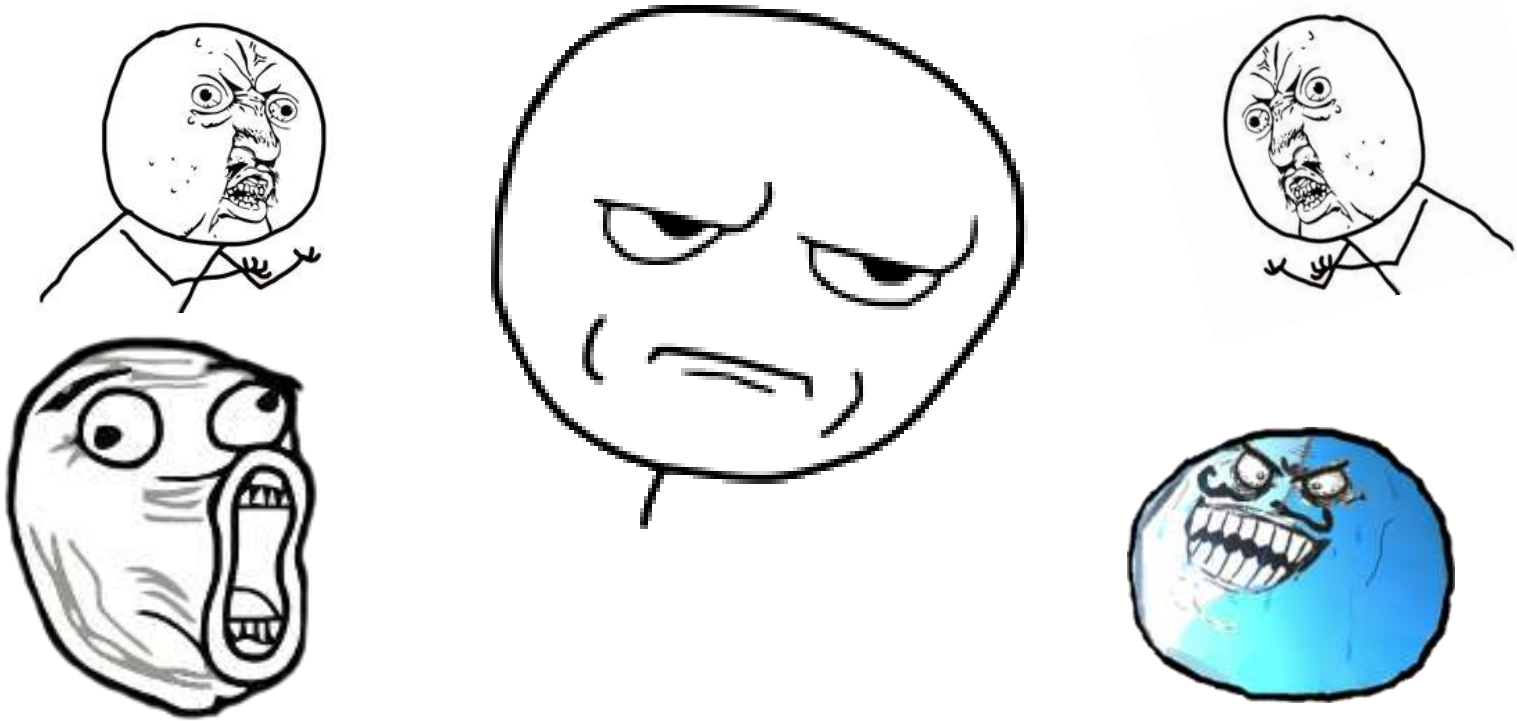


**WE NEVER HAVE TIME TO (learn
how to) REFACTOR/UNIT TEST!!**

My machine is too slow!

**That PM keeps coming in in the
middle of iteration and asking for
MORE STUFF!!**

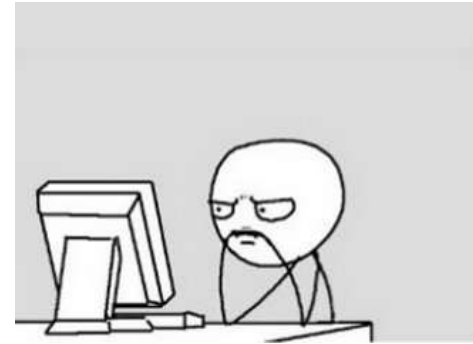
YOU, DEAR TEAM LEADER, ARE A BOTTLENECK



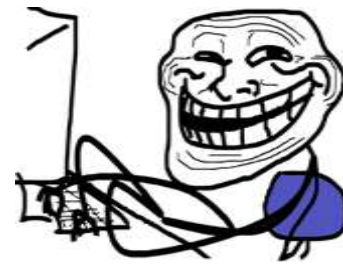
THE CHAOS ADDICTION



1. Dilemma: Write tests,
or get it done?



2. Answer – No time! fix
the fire, get it done!



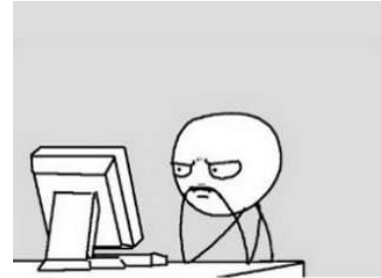
3. Feeling == good



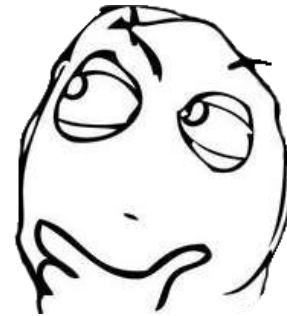
HOW DO WE LOSE QUALITY?

ONE WEEK LATER

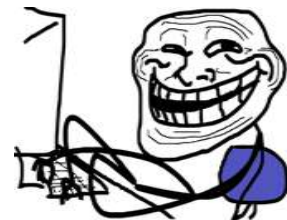
1. Dilemma: Write tests, or get it done?



2. What did we do last time? How did it feel?



3. Answer – Felt good to ship. Let's do it again!



4. Feeling good

ONE MONTH LATER

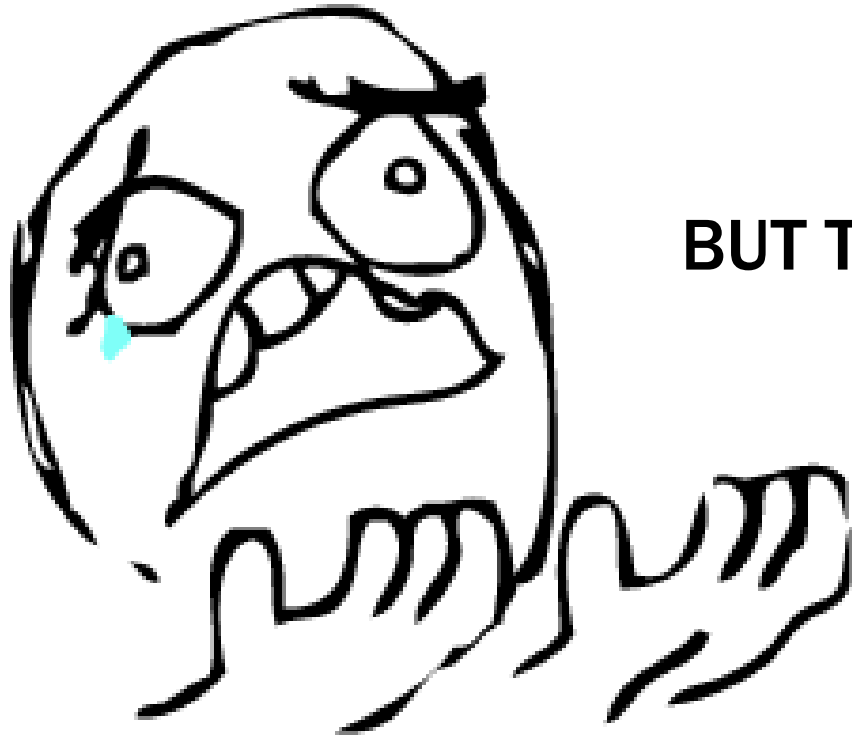
OUR CODE SUCKS!

WE HAVE TO do a REWRITE!!



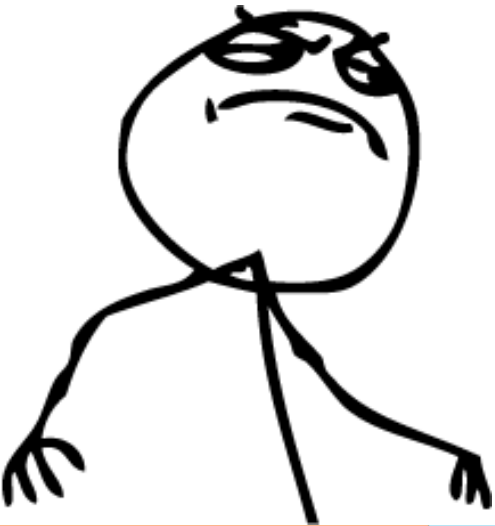
**NO CHECK-IN WITHOUT A
CODE REVIEW, GOT IT?**





BUT THERE'S NO TIME FOR THAT!

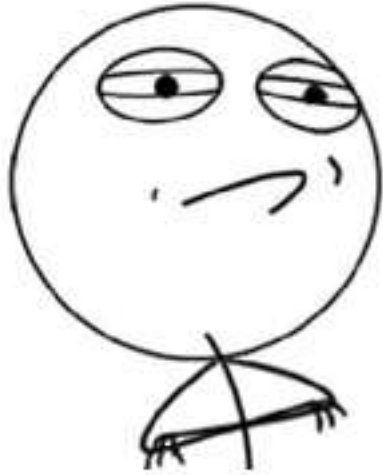
A TEAM LEADER DURING CHAOS



- **SET** and demand **QUALITY** bar to be high (if that's the problem)
- **REMOVE ENOUGH COMMITMENTS** to make time to learn
- **BUT** only starting next month
- **THIS** month – you finish what you can in a month
- **NEXT** month: you start the **LEARNING** phase

LEARNING PHASE

CHALLENGE ACCEPTED



At least x3 time per estimate

HARDCORE CODE REVIEWS

UNIT TESTING

TDD

**SLOWLY TEACH YOUR TEAM TO
SOLVE THEIR OWN PROBLEMS**

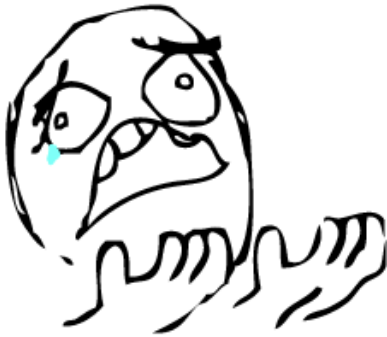
A TEAM LEADER IN LEARNING PHASE WOULD..

Let people fail and learn from failure

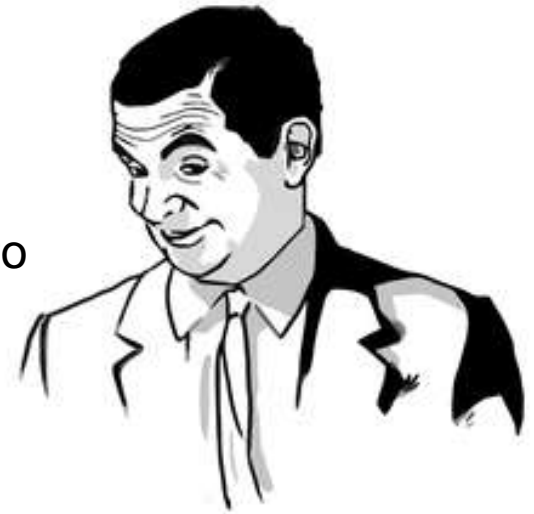
Redirects the ship if failure time will be too big

Challenges people to grow and solve their own problems

WE NEED MORE TESTS!



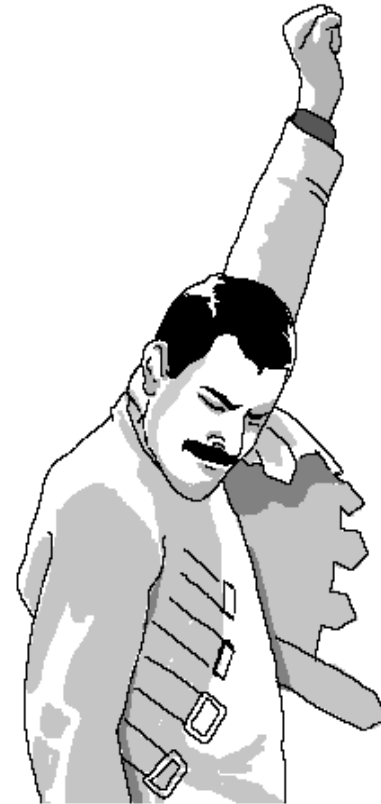
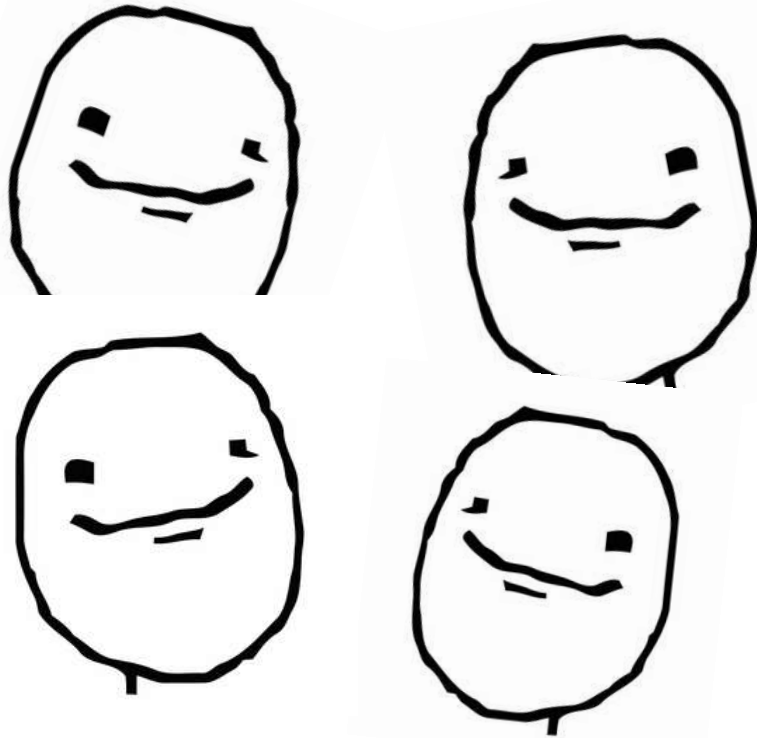
What are you going to do about it?



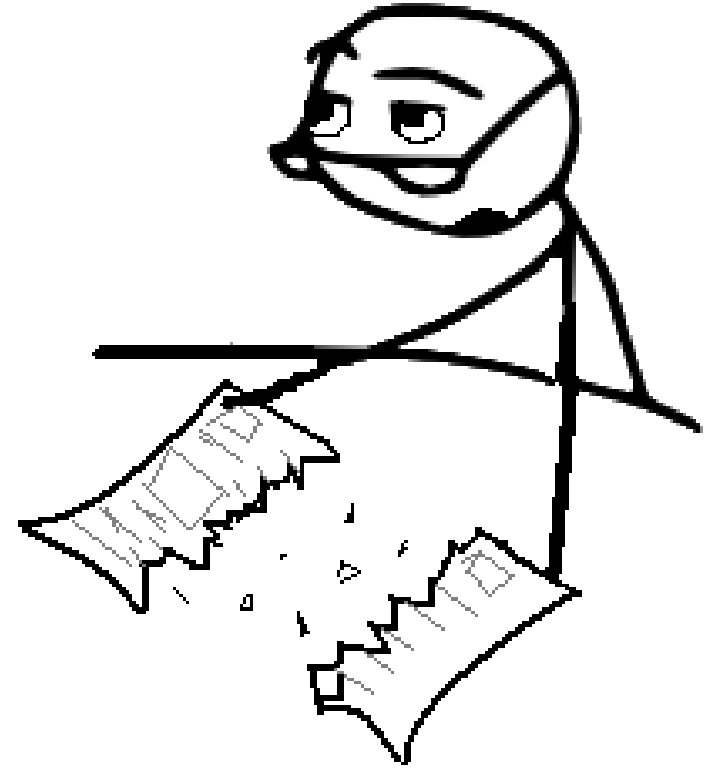
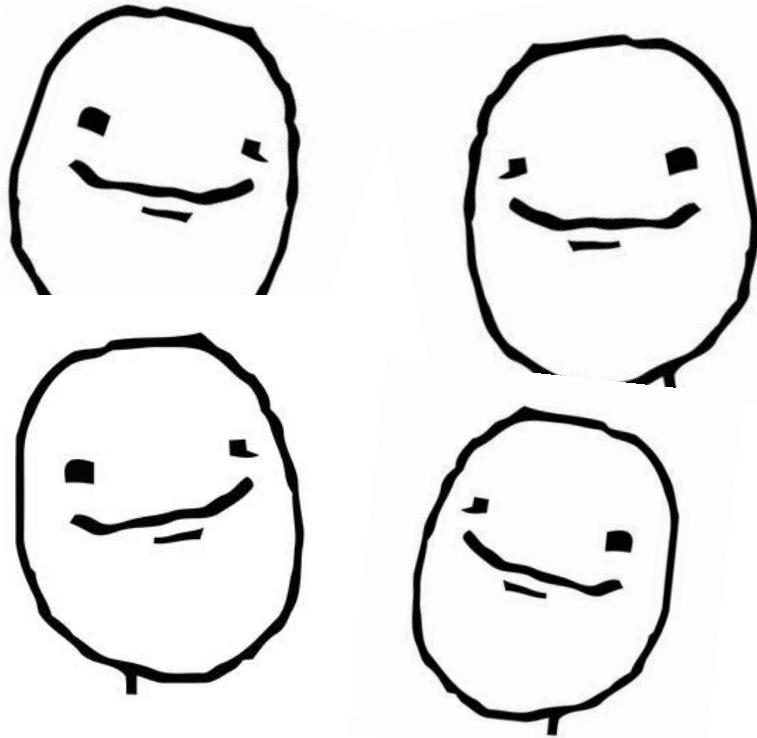
SELF-ORGANIZATION: YOUR TEAM SHOULD..



BOTTLENECK NO MORE



SELF ORGANIZATION LEADER: INFLUENCE



ANOTHER MANIFESTO ??



We believe

Great Teams Are Grown, Not Hired.

The goal of a team leader is to **continuously grow** the skills of the people in their team to the point of self-organization.

Happier teams make happier customers and employers.

To achieve this goal, we must continuously pursue:

Challenging ourselves and our teams to become better ,
instead of keeping everyone in their comfort zone

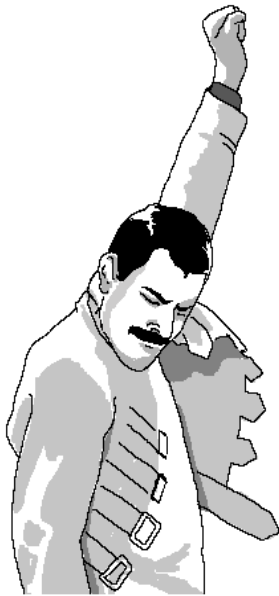
A just-in-time adaptive leadership style ,
instead of a one-style-fits-all leadership approach

Participating in human interaction
at least as much as we do with machines

THANKS!

@royosherove

5whys.com



Book:

**FROM CHAOS
TO SELF
ORGANIZATION**

[Leanpub.com/elastic](https://leanpub.com/elastic)