



ASVPM Meeting

Presenter Prep Information

Info (1) to (6) will be edited and sent to ASVPM Community.

Info (7) and (8) are for organizers to coordinate with Speaker and introduce Speaker.

Info (9) and (10) are to ensure proper setup

ASVPM Preparer/Lead for this Meetup:

(1) Presentation Date: 11/9/23

(2) Starting time of the presentation (specify time zone): 11:00 PT

(3) Presenter's Name: Bernie Maloney

(4) Presentation Title: Make **New** Mistakes – Secrets from an Agile Success

(5) Presentation Description:

Ever feel like the market moves faster than your marketing team? Or, wonder how flexible your finance (& leadership!) teams would *really* be if self-direction glitched and blew \$1M? Organizations introduce Agile believing it will lead in part to greater responsiveness and resiliency. Yet, why do so many fail to achieve those outcomes?

It isn't just that they're structured and operated by default along hierarchical lines rather than by design for iterative work. Achieving the full benefits of Agile comes from shifting the culture and mindset of a *whole* organization, sometimes as radically as encouraging it to "Make New Mistakes." This very philosophy was a driver in the fastest division in HP's history to reach \$1B, a hardware division that was focused on manufacturing operations, with razor thin margins, and markets that changed 3x faster than the development lead time.

Through a series of short stories and exercises, attendees will explore 5 practices from that business which led to roaring success. We'll probe their parallels in Lean / Agile practice. With each one, you'll briefly self-inspect the state of your own organization, as well as create a backlog you can use to adapt in your "real world" beyond the conference.

Do you have, or want, a vision that takes you beyond high performing teams, to a high performing, resilient business? Come hear how you can help your organization shift from mechanics that "do" Agile, and walk away with a feel for what's possible when not just development, but a whole organization surfs the flow of "being" Agile.

(6) Takeaways:

(Specific lessons to be learned – 3 to 4 bullets)

Participants will:

- articulate the importance of a clear, shared purpose to guide Agility
- describe the framework of Situational Leadership and how to apply it to your own leadership style
- identify two ways to clarify decision authority and where that clarity can be improved in your business
- apply a simple "big picture" model to help match the Agile mindset to traditional business / project management

(7) Presenter's Photo (preferred and/or LinkedIn profile photo):

<https://drive.google.com/open?id=0Bwr2WWCf8VGGdUUZSbmpBYXB5ME0>

(8) Presenter Bio:

Bernie's career started with a flash and a bang. Literally. His first position was designing devices that protect telephone networks from lightning strikes. A few career pivots later, he had a flash of insight: it was possible to tap into latent potential in every person, every team, and every organization.

The teams he's worked with have grown businesses to beyond \$100 million, delivering products from consumer electronics to network infrastructure to services & payments at firms including TiVo, Cisco, Wells Fargo and more. He's also a Certified Scrum Trainer® teaching private and public workshops, including Agile Product Development and Agile Leadership at Stanford Continuing Studies.

As an Agile Leadership Coach, Bernie helps clients achieve performance breakthroughs with their teams, their organizations and themselves. More, he believes that Accelerating GeniusSM is possible in every person and business, and leads both to outrageous effectiveness, and a whole lot more fun.

(9) Presenter's Contact Info:

Email: bernie@poweredbyteams.com

Phone: +1.650.492.5977 (not for publication)

(10) Presentation Format and Length:

(e.g. presentation 40 minutes (may include breakout room time); Q & A or exercise 15 minutes)

Sample deck at: <https://www.slideshare.net/berniemaloney/wipeout-make-new-mistakes>

I anticipate revising the deck a little to tune it up before the session in November.

45 Minute OUTLINE: Wipeout! Make *New* Mistakes

[5 minutes] Introduction

- Connect participants to topic & each other (pair share: turn to a neighbor and share what do you want to takeaway from this talk)
- Connect participants to topic and presenter (self intro, story from the \$1B business)

[7 minutes] Start with Purpose

- Story from business: Clear goal to move from #5 vendor in market to #1 was rallying cry
- relate "why" to fast twitch thinking with triune brain model

- why becomes North Star for team decision making
- 60s / worksheet: write down your organization's "why". If it's not clear, write who'll you talk with at work to seek it out

[6 minutes] Stable Teams

- Story from business: already built 200 units, discovered competition had key feature with 2x the value. Pivot was successful because teams knew all the interlinkages
- teams need trust (they go beyond simple grouping)
- Satir breakdown / breakthrough curve, Tuckman "forming > performing" language: switching people between teams leads to breakdown. Steer work to teams, not people to work.
- 30s / worksheet: rate yourself from 1 to 5 on team stability. Back at work, who will you engage in a discussion about the business cost of people switching?

[5 minutes] Add Support Dimension to Leadership Style

- Personal Story from Business: how Situational Leadership saved my career (and shaped my servant leadership)
- walk through Situational Leadership model noting:
 - many technology managers are familiar only with direction style
 - 2nd level management = letting go, and there are no mentors or practices to help transition to 2nd level management
 - self directed teams force mgt to let go - help those managers see the alternatives
- 30s / worksheet: what's your current leadership style? what steps will you take to grow it for yourself? for your organization?

[7 minutes] Clarify Decision Making

- Personal Story from Business: \$1M mistake
- outline RACI / DACI model; show example from business
- parallel to fast moving startups in Silicon Valley
- outline Appelo's delegation matrix
- 60s / worksheet w/ delegation matrix: pick 3 common decisions in your organization (rows): mark X for current state; mark O for desired state. Note how will you share this structure when you're back at work?

[7 minutes] See the Whole (Evolve By Design)

- Story (start): Manufacturing introductions had step function ramps (from 0 to 1000s of units of multiple models within a week) were leading to thrash, risk and unsustainable pace in our operations. We'd been so focused on development, we'd lost sight of the whole, the greater operation.
- How businesses start, and typically emerge organically (leads to a structure to "start" but overlook "run")
- Patterns from startups - those that exit tend to think beyond "business" and "engineering" and include "operations (compass.co and Founders Institute sources)
- Share image of operational model used in the business: note that \$1B could be run by talking with 4-10 key roles. Map typical functions and how distinguishing "start" and "run" leads to scalability. Also note "offensive" (product creation) and "defensive" (General and Administrative) roles in a business
- Story (conclude): how stepping back and organizing for both development AND operations led to scalability, flexibility and resilience
- 60s / worksheet: using the Model, map your organization; put an empty box around gaps; circle recognized problems; what's 1 conversation you'll have to cross-check your perspective? How might you apply this to close a gap or reduce a problem?

[3 minutes] Summary of points 3 minutes

- repeat 5 sections in single slides
- note how "Make New Mistakes" philosophy set values and mindset for the business, enabling resilience

[5 minutes] Takeaways & Close 5 minutes

- Pair Share w/ post its: turn to a neighbor and share what was a big aha! for you? what's a first step you'll take when you're back at work?
- Encourage posting on flip chart at exit
- share contact info, survey reminder
- Close

(11) Presentation Requirements, if any:

(e.g. Zoom Co-Hosting, any online tools, CAN WE RECORD,, etc.)

A copy of any recording must be made available to the speaker.

Unless otherwise agreed in writing, license for continued use of recordings retained by the host are to be renewed annually.

We will need breakout rooms for pairs of participants for the closing debriefs.

There will be a PDF handout that I share ahead of the session, for attendees to take notes. I would appreciate it if you make plans to be able to send a link to it to the attendees. That may necessitate a reminder email to them about 1 week ahead of the session.