

2019  
**AGILE IN  
GOVERNMENT**  
SUMMIT



# Managing Agile Teams

## A Servant-Leader Based Approach

NDIA Agile in Government Summit May 8-9

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# **GAP CIE      Global Adaptive Planning Collaborative Information Environment**

# What is GAP CIE

- Web-Based Collaborative Planning Portal
- Joint Operation Planning
- Program of record for Joint Course of Action (COA) development
- Situation awareness for Joint operations
- Senior Leaders
- Awarded to Northrop Grumman in 2014
- Technical Debt
- Fragile and unstable system



# Purpose

## Mission Statement

"Foster an organizational culture that empowers cross-functional teams working across the value stream to deliver the highest quality products while acting with intention and adhering to the Agile Principles."

*aka "Do good things!"*

## Core Books

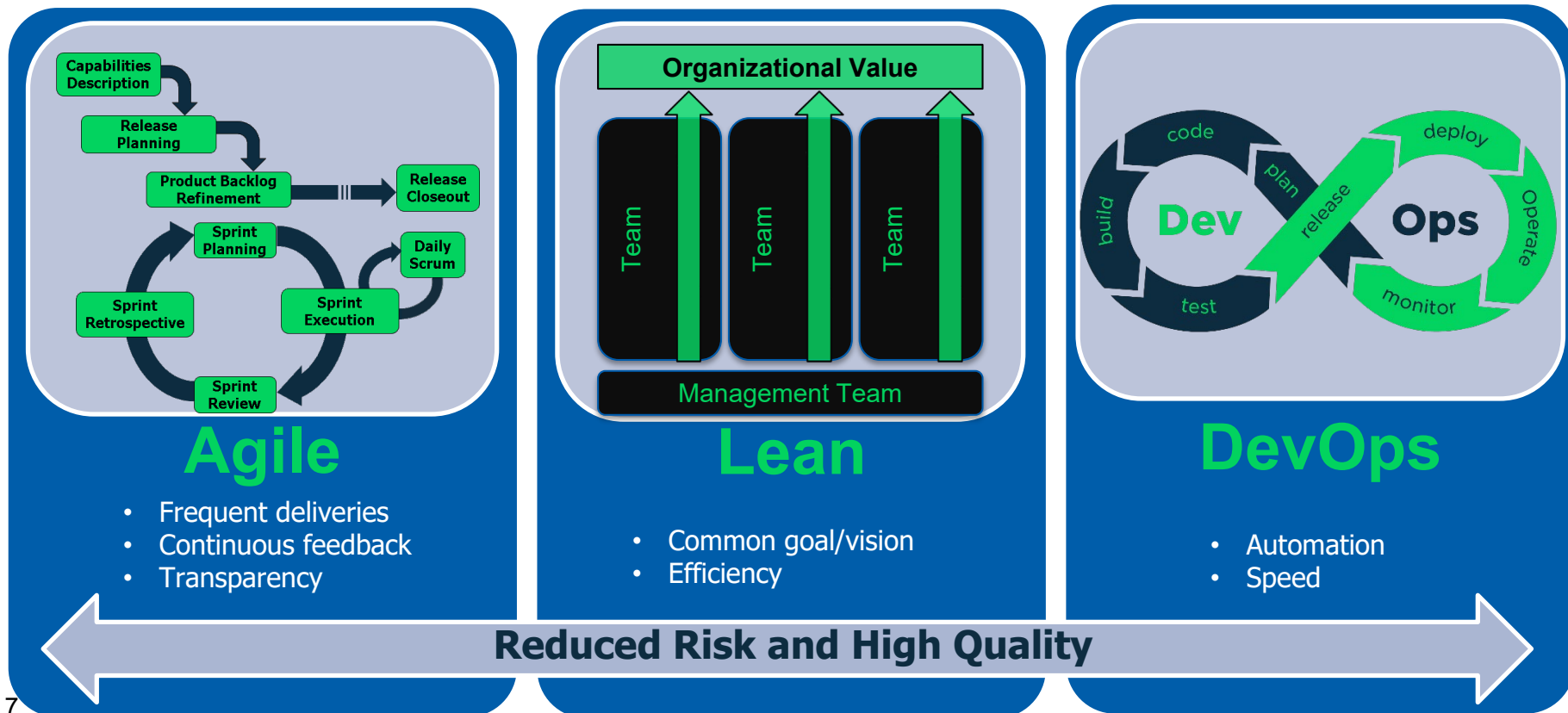


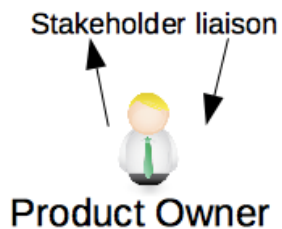
# GAP CIE Vision Statement



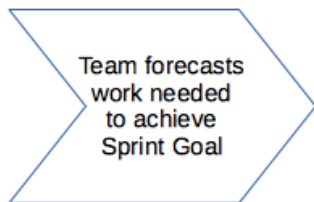
- “Serve as a catalyst for Agile and DevOps practices within the Defense Community while remaining true to our culture of team empowerment.”

# GAP CIE Approach





Development Team



Sprint Planning



Sprint Backlog

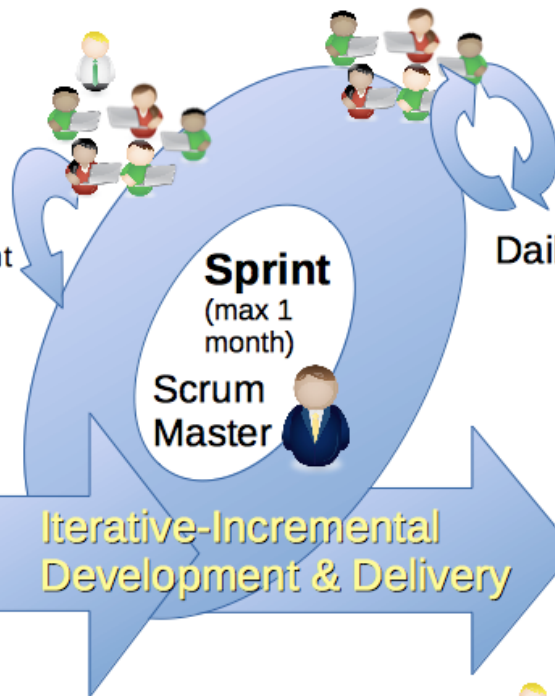
Topic 1: forecast PBI's  
Topic 2: plan work (e.g. tasks)

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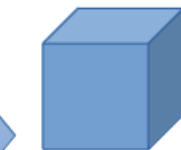
PBI's

Product Backlog

Product Backlog Refinement



Daily Scrum



Potentially Releasable Increment

Sprint Review

Sprint Retrospective



# Definitions

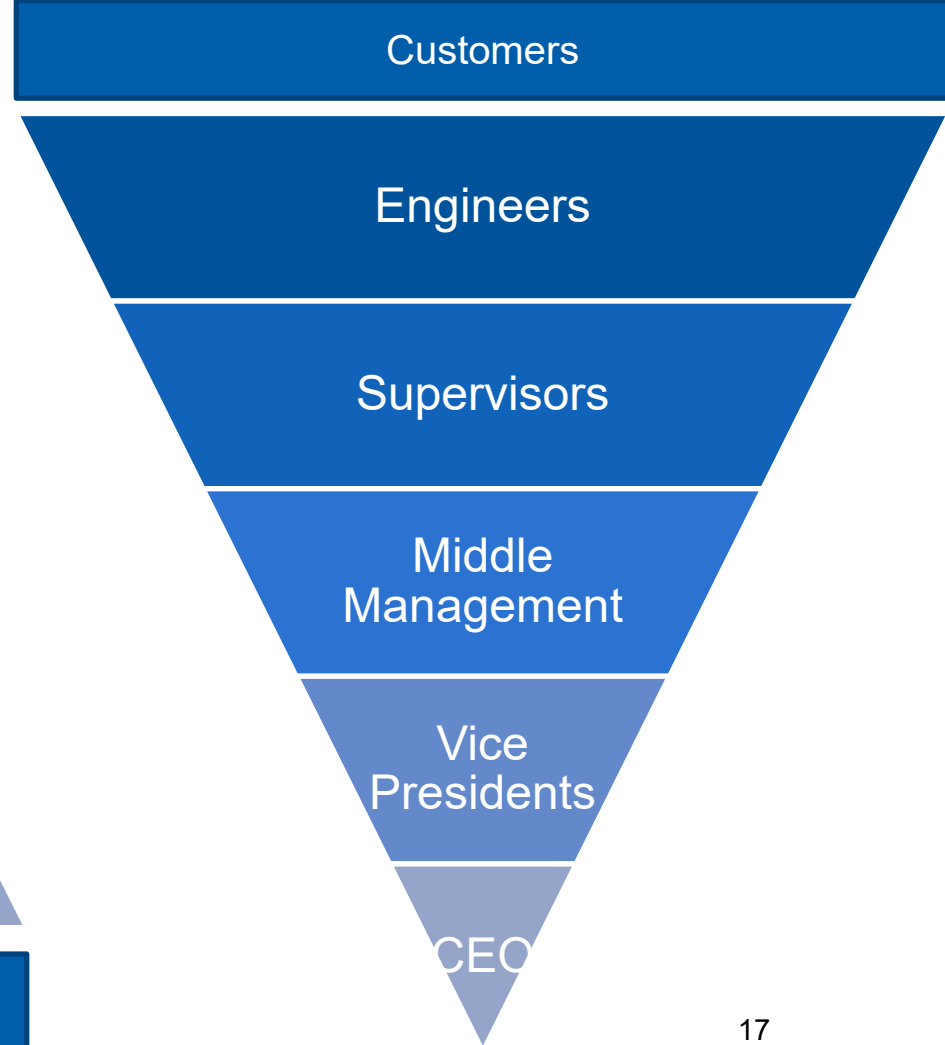
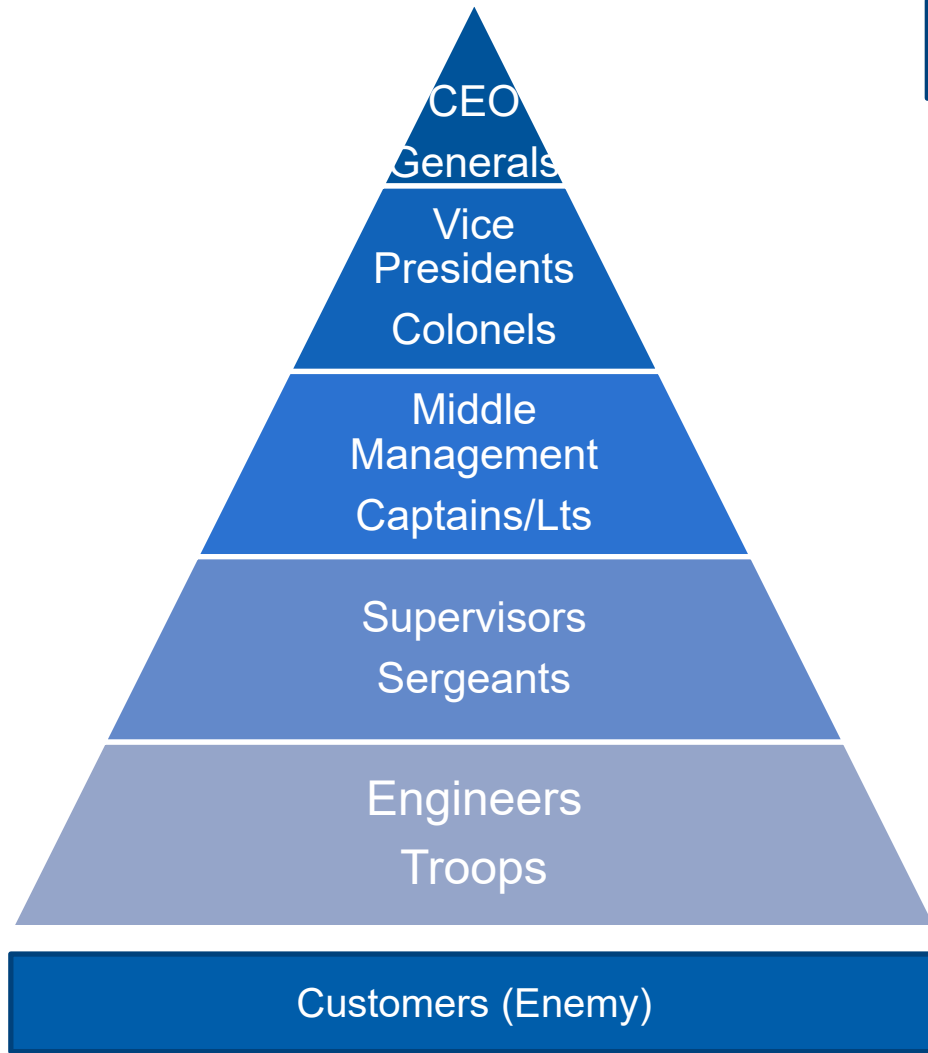
# Power vs Authority

- Power
  - Do this or you're fired
- Authority
  - Explain why it is being done, ask for input, build consensus
- Who in your life has power? Who has authority.

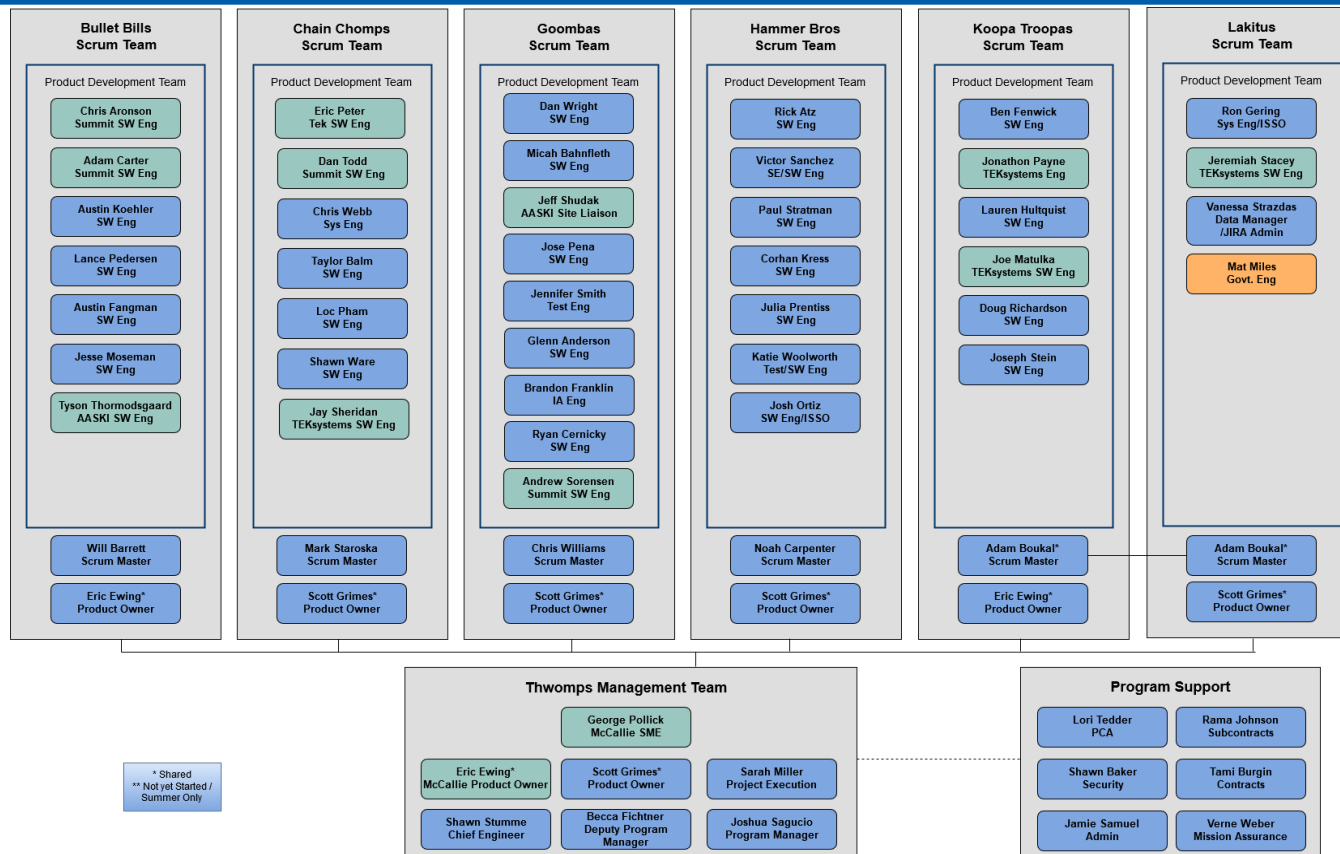
# Manager vs Leader

- Manager – someone in a formal supervisory role.
  - Could be People Manager or Project Manager
  - Conducts performance reviews
  - Financial planning
  - Wields Power
- Leader – someone who says “Let’s go”
  - Takes the lead in an activity
  - Mentors others
  - Wields Authority

- “A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.”
  - Greenleaf center for Servant Leadership



# Inverted Org Chart



# Characteristics of Admired Leaders

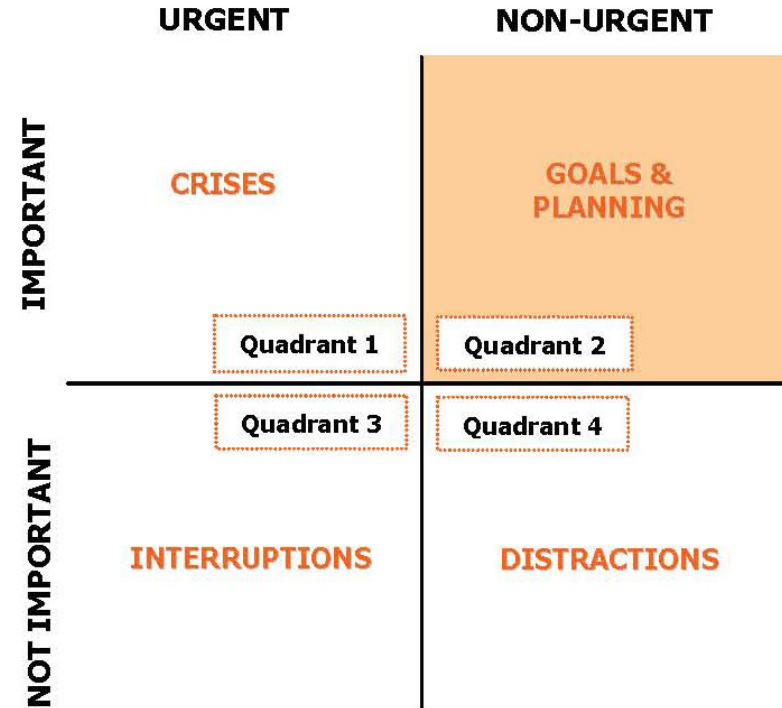


- Honest – 85%
- Forward-Looking – 70%
- Inspiring – 69%
- Competent – 64%
- Intelligent – 42%
- Broad-Minded – 40%
- Dependable – 37%
- Supportive – 36%
- Fair-Minded – 35%
- Straightforward – 31%
- Determined – 28%
- Cooperative – 26%

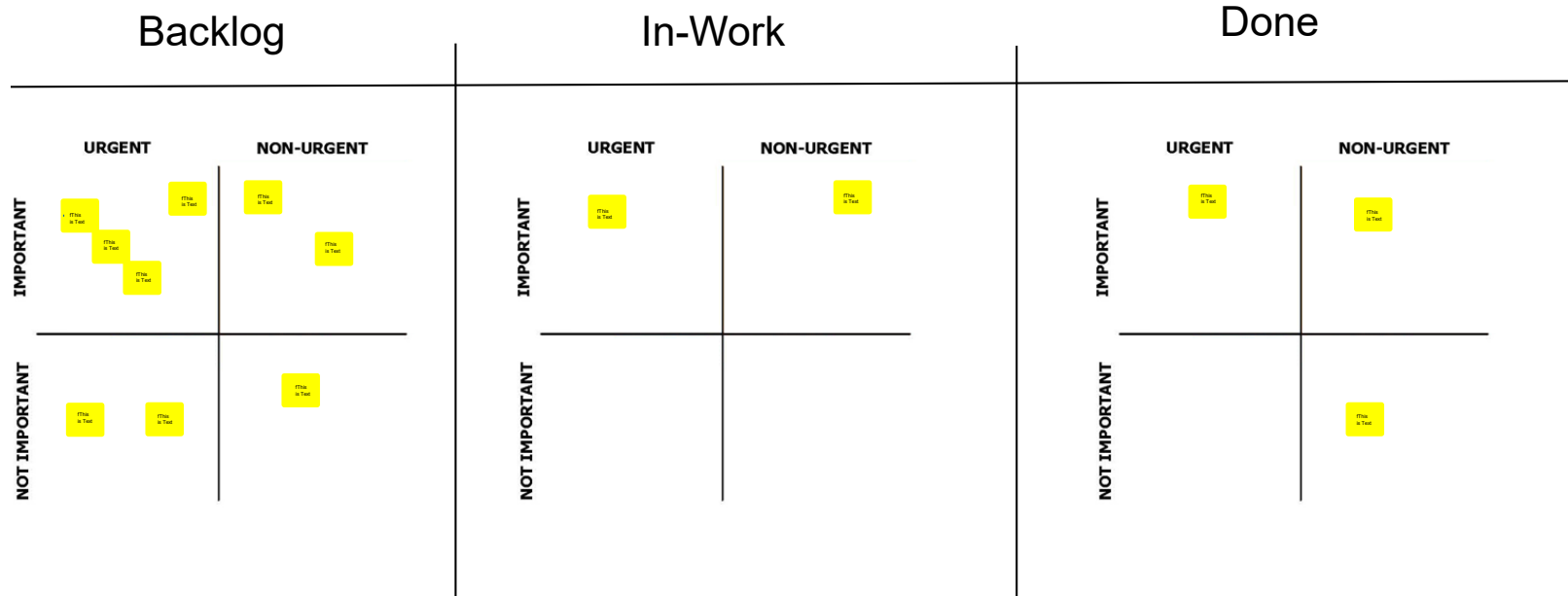
- Not just strategic thinking
- Embrace the future as a technical leader
  - Agile
  - Devops
  - New Technologies
  - Keep yourself up-to-date on developments in technology
  - Continuous Learning

# Future Planning

- Eisenhower Matrix
- Invest In Quadrant 2
- Set Limits for Quadrant 3
  - Check Email at set Intervals
  - Pomodoro Technique



# Scrum Board With Matrix





# Managing

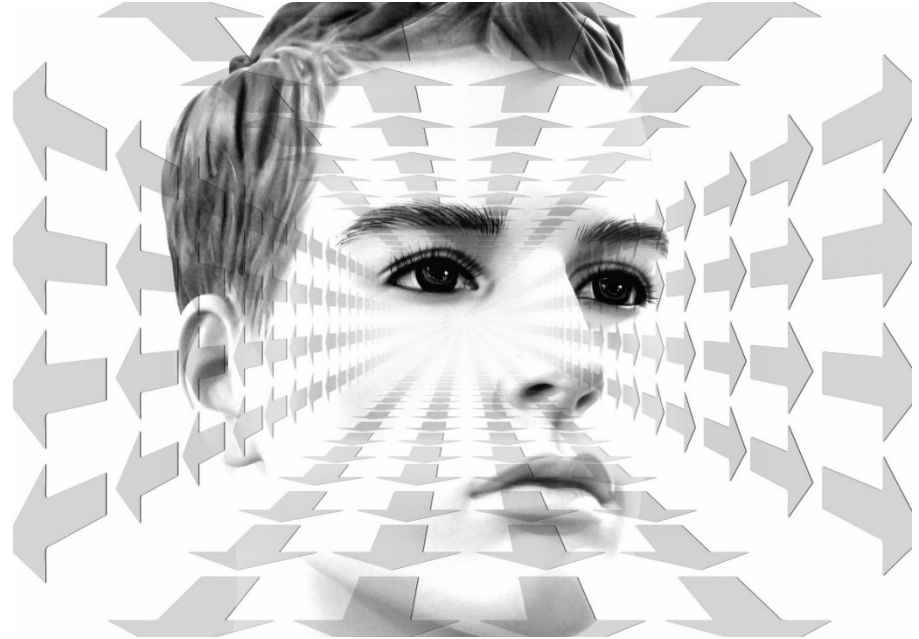
# Think about those you admire



- The People in your life you most like
- Your Best Boss
- The person who Inspires you to do your best
- The acquaintance you most respect

# Be Outward Focused

- Inward Focus
- “Good” Inward Focus
- Outward Focus
- See Others motivations



- delegata



# Create Rules



# Stress the Rules



- Create a mission statement
- Refine the mission statement
- Stress the mission statement

- CVS: “Helping people on their path to better health.”
- Disney: “Creating happiness through magical experiences.”
- “To be a company that inspires and fulfills your curiosity.” – Sony
- “Shape the future of the Internet by creating unprecedented value and opportunity for our customers, employees, investors, and ecosystem partners.” – Cisco

# Look for Bright Spots



# Be Patient, Answer Questions

- Story Points?
- Breaking down stories?
- Vertical Slices of stories?
- Following the Mission statement



- Partner with those who have done it before
- Non-traditional contractors
- Small business
- Seed teams with experienced Team Members who “get it”

# Best Managers are the Best Learners



- Leadership can be learned
- Learning is critical
  - Professional Development Challenge
  - Community Groups
    - Agile for Defense
    - DevOps for Defense

# Who are you... Who am I?



- Identifying your team members
  - Early adopters and self motivators
  - The “2 things I hate” crowd
  - Late and reluctant adopters

# Are you Learning

- If you can look at something you've done a year ago, and not be embarrassed to be associated with it, you are not learning.
  - Code
  - Presentations
  - Emails
  - Test Plans
  - Documentation
  - Etc.
  
- Talent is not the key that unlocks excellence

# Growth Mindset vs. Fixed Mindset

- Researcher Carol Dweck: The Effect of Praise on Mindset
- Group A success is praised “you must be smart”
- Group B success is praised “you must have worked hard”
- Group A will want to work on simple problems, and regard failure to mean they are not smart –Fixed Mindset
- Group B will want to work on hard problems, and regard failure to mean they need to work, learn, practice to succeed. – Growth Mindset

# Questions?

- Foster an organizational culture that empowers cross-functional teams working across the value stream to deliver the highest quality products while acting with intention and adhering to the Agile Principles.
- *AKA - "Do Good Things!"*

***THE VALUE OF PERFORMANCE.***

***NORTHROP GRUMMAN***



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**Supplier Sustainment**

2nd Lt. Catharine Wagner, **U.S. Air Force**  
Joshua Sagucio, **Northrop Grumman**  
**GAP-CIE**



- Product Owner, Team Member, Scrum Master, Facilitator, Coach, Manager? The Work done by managers of agile teams can decide the success or failure of any agile initiative. The benefits of Agile adoption have become apparent even one of the biggest waterfall advocates, the Department of Defense is now requiring the adoption of Agile Development Methods. The day-to-day implementation of these initiatives requires the coordination between program management and the teams actually doing the work. The Management team must learn to co-create value for the customer in order to succeed and thrive in today's Agile world. How can management and technical leaders contribute to the success of an agile project at all phases of Agile adoption? How can years of experience, research, and knowledge of management principles be leveraged to meet the Agile goal of providing more value quickly. This presentation will provide a fact-based presentation on leadership, interpreting the results of multiple leadership surveys over the past 30+ years in a way that promotes Agility and empowers teams. This presentation will also provide examples from the Global Adaptive Planning Collaborative Information Environment (GAP CIE), a project which recently won the Aviation Week Program Excellence Award under the supplier aftermarket category for their Agile, Lean, and DevOps adoption on the project designed to support the U.S. Air Force's contingency and crisis action planning operations.

# Contact Information



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