A Quick Guide to Accelerative Leadership

Leadership in modern organizations

Personal Leadership
The leader's purpose encompasses their moral compass and intrinsic motivation.

Accelerative Leadership System
This system embeds facilitation behaviors into the way of working.

Behavior and Attitude

Developing Leaders
A key role of leaders is to develop both themselves and others into new leaders.

Personal Leadership
It is always about you as a leader

- What is your drive to be a leader?
- What makes you a leader?
- What do you want to achieve?
- What purpose will you fulfil?
- Why should someone follow you?
- What do you expect of yourself?

What is the **Value** of (your) Leadership?

Developing Leaders

- Commit to Self-development
- Create Vision And Align Goals
- Coach and Develop Others
- Continuous Improvement

True North Values

Accelerative Leadership drives Performance

Performance:
Behaviors and results aimed at achieving a specific outcome in a particular context.

What is it?
A set of practices and tools to support teams in an organization using Lean-Agile principles

What does it do?
Achieves sustainable behavioral change, continuous improvement and high performance
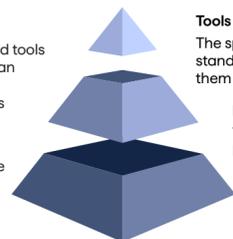
Tools
The specific mechanisms that standardize the practices and make them effective

Practices
The key structures in which the behaviors are embedded.

Principles
The 'rules' that drive the behaviors

Evolution of Leadership Activities

1910's	1960's	2010's
• Planning	• Forecasting	• Visioning
• Organizing	• Planning	• Planning
• Staffing	• Organizing	• Organizing
• Directing	• Commanding	• Cascading
• Controlling	• Coordinating	• Monitoring
	• Controlling	• Developing

Accelerative Leadership standardizes behaviors and embeds them in the practices

**The Standard is the Best, Known Way of Doing Something**

Why standardize leadership behaviors?

1. To create a repeatable, manageable, teachable system to get managers to focus on results and HOW the results were achieved.
2. Provides Continuity of best practices even through transitioning of leaders, experience is preserved from one leader to the next
3. Translates principles to unambiguous performance evaluation criteria
4. Enables the 'average' leader to consistently deliver above-average results

"Go See, Ask Why, Show Respect"

Accelerative Leadership System

Visioning

Purpose
What / How / Why
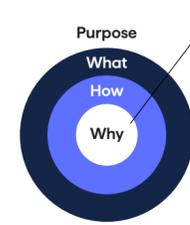
- Why does your organization exist?
- And why should the rest of the world care that you are here.

Strategic Planning
Purpose → Strategic Objectives

KPIs
- A measure to **express performance** regarding a **key organizational objective.**
- KPIs are the **Change Story in numbers**

Change Story
- Gives Clear Direction
- States Urgency
- End of "Business as Usual"
- Created by Leaders
- Provides Continuity uncertain times

Organizing

Value Stream Management
Manage value delivery in flow to customer ... and continuously improve
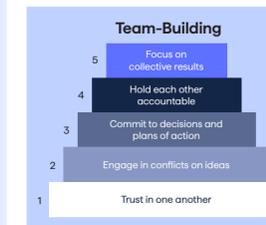
Organizing in Teams

3 Types of Teams
- Operational
- Leadership
- Knowledge

Reducing Dependencies
- Knowledge
- Authorization
- Area of Responsibility

Developing

Team-Building
5 Focus on collective results
4 Hold each other accountable
3 Commit to decisions and plans of action
2 Engage in conflicts on ideas
1 Trust in one another

Delegation
Assignment of any responsibility or authority to another person to carry out specific activities

Problem solving
Define / Measure / Analyze / Improve / Control
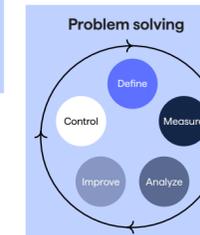
Developing Others
Knowledge: Theoretical understanding and practical know-how of the team
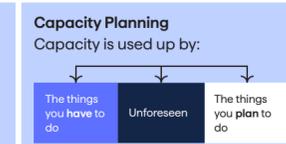**Skills:** Behavioral characteristics required to be successful in the team

Operational System: value delivery in flow to customer ... and continuously improve

□ Supporting practices   ■ Keystone practices

Planning

Long-Term Planning

Time Horizon	5-10 years	18-24 months	12 months	8 months	<2 weeks
	Vision →	Long term plan →	Rolling annual plan →	Quarterly Review →	Sprint / Single Piece Flow
Plan Focus	Purpose	Themes	Epics	Features	Units of work

Backlog Management
Process by which items are **added to, adjusted and prioritized** on the backlog to ensure the **most valuable working product** is shipped to **customers.**
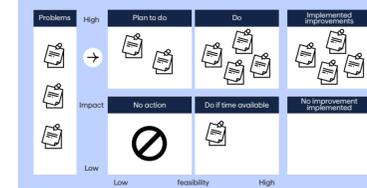
Capacity Planning
Capacity is used up by:
- The things you **have** to do
- Unforeseen
- The things you **plan** to do

Putting items on a backlog is easy, knowing whether it fits is harder

Cascading

Cascade
An organizational construct that promotes **rapid communication** and supports a **culture of feedback** throughout the entire organization.

Synchronized Meetings
Day Start / Week Start / Team Management meeting / Senior Management meeting

Visual Management

Problems	Plan to do	Do	Implemented improvements
High			
Impact	No action	Do if time available	No improvement implemented
Low	Low feasibility	High

Performance Dialogue
- Specify objectives
- Give feedback
- Offer support

Cascading sets the heartbeat of the organization

Monitoring

Go See
Purposeful visit to the work floor with the express intention of understanding what is going on, to understand the problems and provide support to the people.

Impediment Management
Operational impediments are often caused by Managerial impediments

Performance Measurement
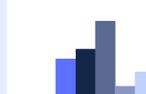
Daily improvement
I'M DOING THIS FOR ME
SMALL DAILY IMPROVEMENTS ARE THE KEY TO STAGGERING LONG TERM RESULT

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