

The Coaching
Leader & Architect
Manifesto

Principles of Elastic Leadership

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About Roy

- Author of *Art of Unit Testing*, *Elastic Leadership* and upcoming *Pipeline-Driven*
- 20+ years in the software industry
- Most kinds of technical roles
- *Consulting & Training* to some of the worlds biggest companies

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Agenda

- Roles and goals of a leader
- Growing a team
- Learning Learning
- Survival Mode
- Elastic Leadership

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This talk will probably
not make any
difference

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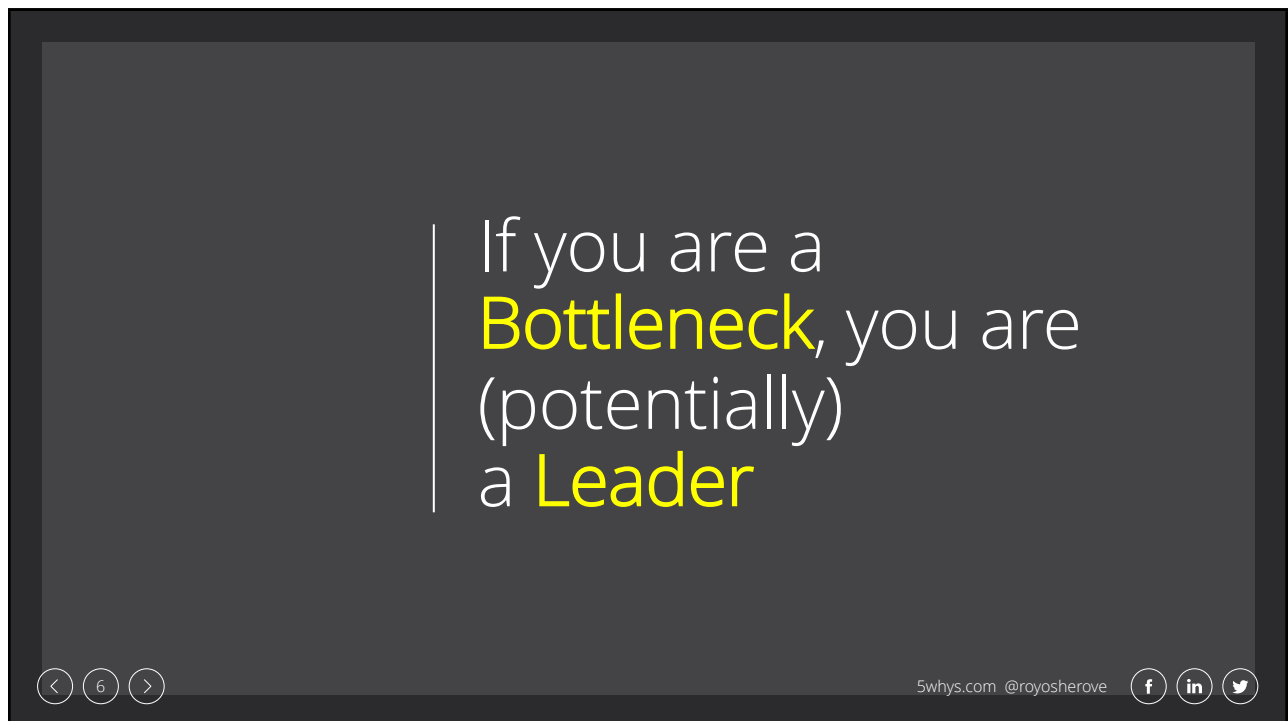


Are you a Leader?

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Navigation icons: back, 5, forward. Social media icons: Facebook, LinkedIn, Twitter.

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If you are a Bottleneck, you are (potentially) a Leader



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What is your
Role as a
Leader?

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Your role is to make
yourself **unneeded**.

To remove yourself as
a **bottleneck**.

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Grow the team around you
to solve their own problems
without you.

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 By growing others
you will always
have a job 

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Why grow people?

Remove the risk – the **Bus Factor**

More **time** to do the things you want & need




The team is more **effective**
(project is more effective)

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“If only I had a better team”




- Every Tech Lead, Ever

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Great Teams are **Grown**, not Hired

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 A Team of Team Leaders 

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“Leadership,
done right, is
a tough job”

- “That’s why you get paid more...”
- “...Many leaders like to take the money, but not do all the hard parts”

-- Gerald M. Weinberg, *“Managing Teams Congruently”*

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How Do You
Grow Your
Team?

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How do we grow ourselves?

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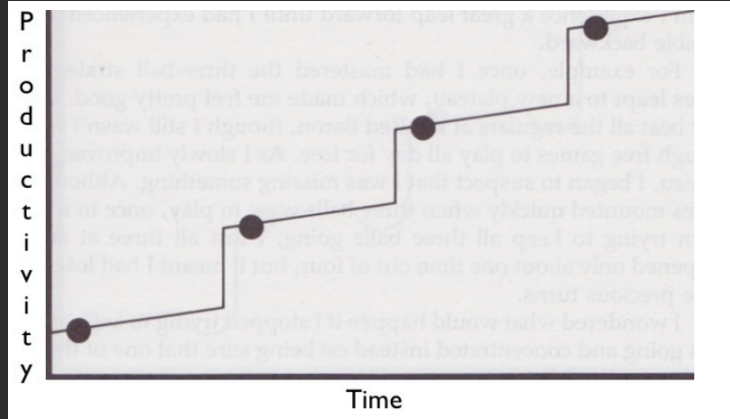
Learning Learning

Steady Growth (plateau)
Gerald M. Weinberg –
"Becoming a technical leader"

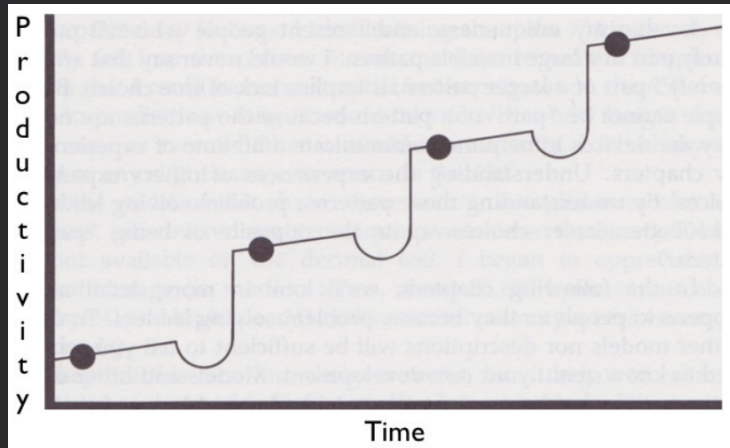
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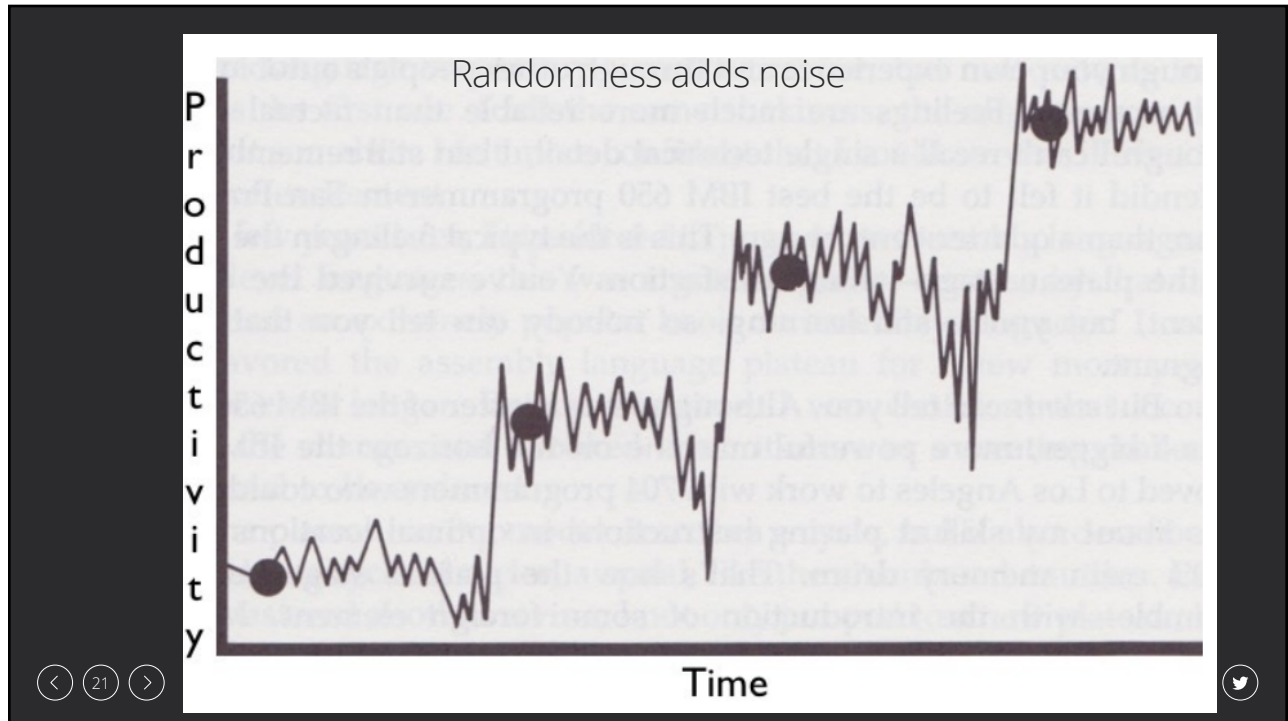
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Fast Growth





Ravines before Fast Growth





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To grow the team, we must first realize we can do this ourselves.

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Growing the team **is**
our **ravine**. Our risk.
Our challenge.
Our growth.

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TIME

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Elastic Leadership Problem Solving Ability Phases

Survival

Learning

Self Organizing

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Problem Solving Ability Phases

Survival *No time to learn and practice*

Learning *There is time to learn and practice - and it is utilized for learning*

Self Organizing *The team can solve its own problems*

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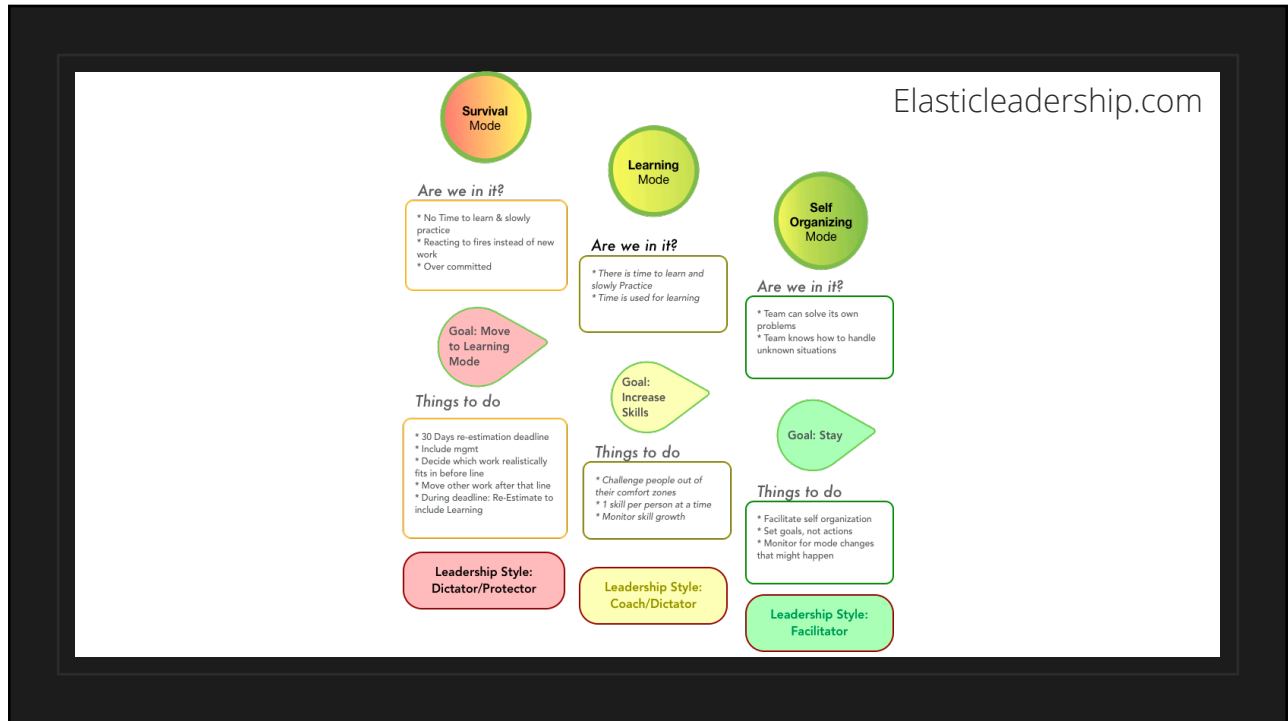
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We believe
Great Teams Are Grown, Not Hired.

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

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Non-Managing Leaders: Ideas for getting out of your comfort zone



“Let’s Solve this Problem Together”

I will not code
I will not present possible solutions
I **WILL** teach you how I think about this problem



Have a meeting that scares you

Later: “Join that meeting without me”

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Non-Managing Leaders: Ideas for getting out of your comfort zone (2)



Work on something/some way different that scares you

Not just a new framework
A new paradigm (Frontend, backend, DB, UI, Functional)
Different team structure/Roles
Must have real consequences
You could even switch roles/jobs



Have a meeting that scares you

Could be 1-1
About something that bothers you
About something that should bother others
About something you'd like to do
About something that isn't under your job description

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Managing Leaders:
Ideas for getting out of your comfort zone

Try	Challenge	Change
<p>Getting out of survival mode!</p> <ul style="list-style-type: none"> • Re-estimation • Re-commitment • Management pushback might happen 	<p>A team member to do something that scares/annoys them</p>	<p>Team structure, roles or process temporarily</p>

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Summary

You can change more than you realize

Growing the team can be a great moral compass for decision making

Change your style of coaching based on the current state of the team

Be uncomfortable.

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Resources

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Do we have SLACK TIME? (probably not)

Thank You!

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