

Taming Ego and Politics: Leadership in a Continuous Culture

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LKCE 2015

@kkirk

3 Characteristics of Existence

- Everything is in a constant state of change
- We need to collaborate
- We will always battle dissatisfaction

3 Characteristics of **Industry**

- Everything is in a constant state of change
- We need to collaborate
- We will always battle dissatisfaction

3 Characteristics of **Industry**

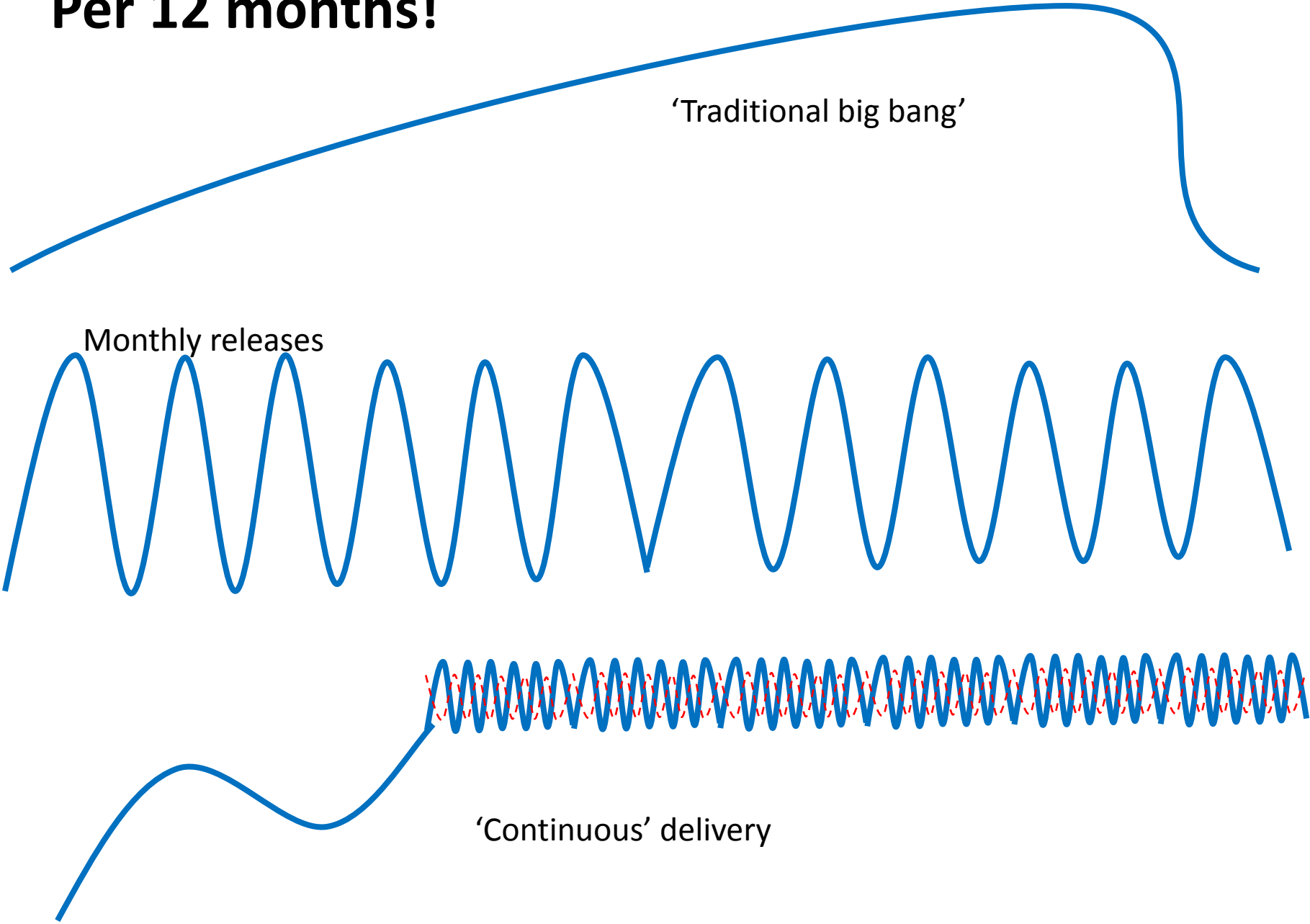
- Everything is in a constant state of change
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Per 12 months!

'Traditional big bang'

Monthly releases

'Continuous' delivery



UNVERIFIED: Industry delivery rate?

	Delivery cadence
1980	Every 10 years
1990	Every 5 years
2000	Every 1-2 years
2010	Every 1-6 months
Now (2015)	7 times per day?

Unverified data (just to highlight)

Every Delivery/Change = Interaction

- If 1 delivery == minimum 1 interaction of delivery team of 10
 - WATERFALL:
 - 1 delivery per year = 1 minimum interaction of 10 people per year
 - == 10 minimum interactions per year
 - MONTHLY RELEASES:
 - 12 deliveries per year @ 1 minimum interaction between 10 people per delivery
 - == 120 minimum interactions per year
 - CONTINUOUS DELIVERY:
 - 7 deliveries per day @ 1 minimum interaction between 10 people for 260 working days per year
 - == 18,200 minimum interactions per year(!)

Note: We interact more than once for each delivery....

Continuous Collaboration!

- More delivery == more interactions
- More interactions == more collaboration
- Collaboration = people interacting with people!!!
- Relying on people interaction means...
- Higher risk of politics affecting outcome
 - e.g. Misunderstanding
- High level of interaction not managed effectively
 - Exhaustion, battle weary etc

Warren Buffet & Charlie Munger

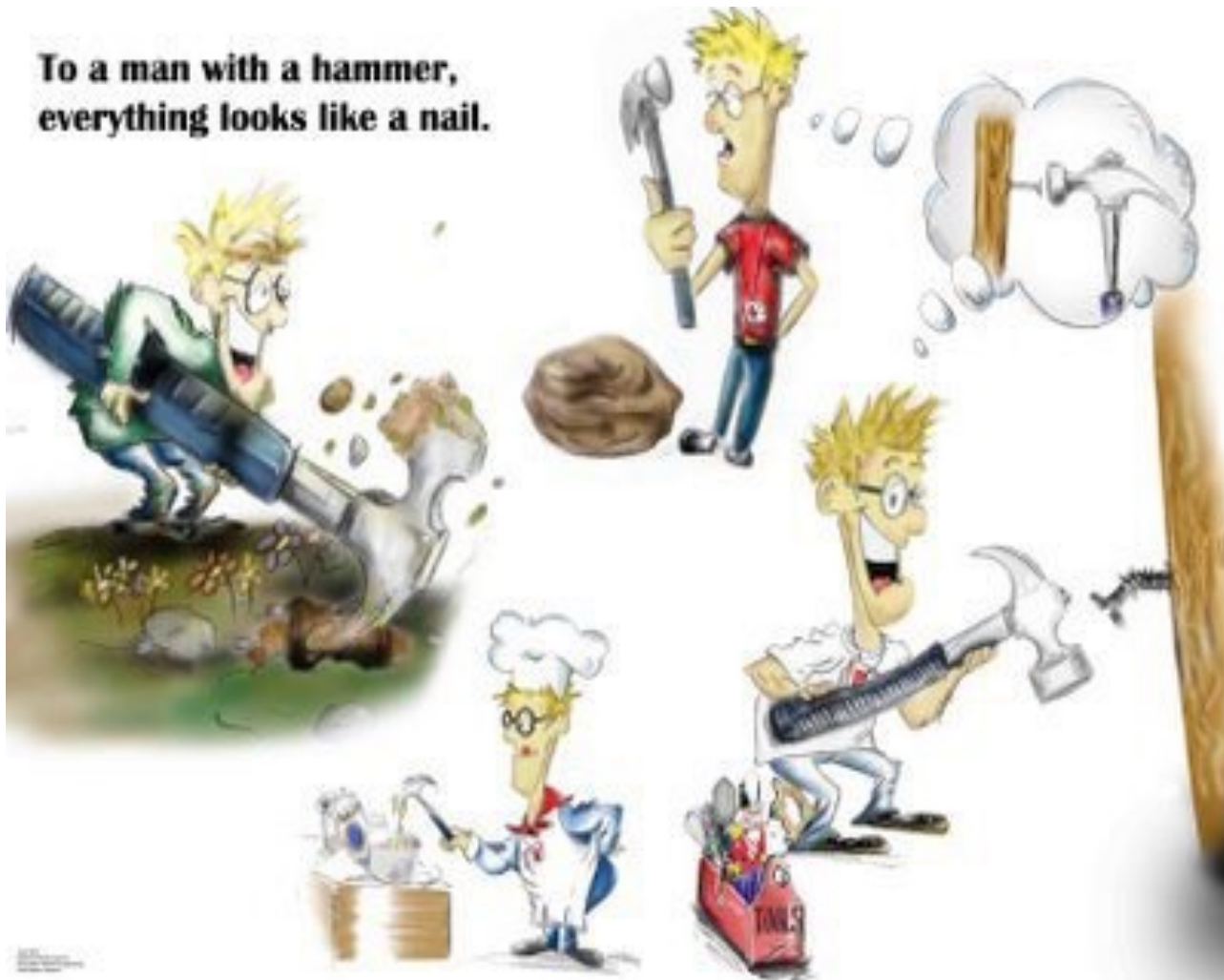


Credit Robyn Twomey. <http://fortune.com/2013/10/31/warren-buffett-and-charlie-mungers-best-advice/>

Forbes describes Charlie Munger

- Real Time Net Worth = \$1.21 Billion
- “Charles Munger
 - made a career of avoiding common errors in judgment
 - Assembled a checklist of 25 tendencies that lead to what he called “psychology-based dysfunction.”
 - predictable traps that cause professionals to make bad decisions.”

**To a man with a hammer,
everything looks like a nail.**



<https://janav.wordpress.com/2013/06/10/man-with-a-hammer-syndrome/>
Charlie Munger talk: <https://www.youtube.com/watch?v=pqzCfUglws>

Envy

- *Buffett (about Munger):* I've never heard him say a word that expressed envy of anyone. He doesn't waste time on senseless emotions....
- *Munger:* There's an old saying, "What good is envy? It's the one sin you can't have any fun at." It's 100% destructive. Resentment is crazy. Revenge is crazy. Envy is crazy. If you get those things out of your life early, life works a lot better.

3 Characteristics of **Industry**

- Everything is in a constant state of change
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3 Characteristics of Industry...

Current industry

1. Everything is in a constant state of change
2. We need to collaborate
3. We will always battle dissatisfaction

1980s

1. You CAN get control
2. Its is ALL ABOUT ME
3. You can get perfection & satisfaction

2006: Happy Nokia

2006

Nokia N72



2007

Nokia 6555



2007

Apple's First iPhone



Danger: Outcome = make me happy

- $X + Y = Z$
 - Z = if this must be Happy
 - X = information which is bad news
 - Y = has can be 'delusion' or 'ignorance'

(if you want to know more about this, see my Lean Agile Scotland talk)

Jimmy Fallon's Spoof Show: 'Tensions'



5 Hindrances

(To gaining equanimity)

1. Desire (craving, clinging)
2. Aversion
3. Apathy (dullness & lethargy)
4. Restlessness
5. Oscillating doubt

LKCE14: The 'Approach' Overview

- Equanimity – clarity
 - We need to see the situation as it is clearly so we can act appropriately WITH reality- to get effective actions
- Insight – right understanding
 - We need to be effective in our response – to focus on the right things (e.g. Jeff Patton's eternal quest of building the right thing versus building a thing right)
- Compassion – generate effective action
 - establish likelihood of success with a system of people interacting with and for people
 - Whatever we 'see', however we act, it will impact PEOPLE
- Grit – create sustainable actions and pace

SOME of my recent reading

- **[Harvard Biz Review @HarvardBiz Nov 11](#)**
 - Companies lose billions of dollars a year from employees failing to share knowledge <http://s.hbr.org/1MX8SBD>
- **[The Atlantic @TheAtlantic Nov 5](#)**
 - "The opposite of addiction is connection" via [@TheAtlNotes](#) <http://theatl.tc/1kww78G>
- **[Harvard Biz Review @HarvardBiz Nov 5](#)**
 - "Leadership Qualities" vs. Competence: Which Matters More? <http://s.hbr.org/1kczQJ4>
- Russell Akoff on You Tube: <https://www.youtube.com/watch?v=OqEeIG8aPPk&feature=youtu.be>
- **[Lean Agile Scotland @LeanAgileScot Nov 3](#)**
 - Keynote: "Build a Workplace People Love – Just add Joy" - [@menloprez](#) <http://leanagile.scot/rich-sheridan-keynote-build-a-workplace-people-love-just-add-joy/...> [#video](#) [#lascot15](#)
- Harvard Review: Radical Honesty (VW and the end of Corporate Spin) https://hbr.org/2015/10/volkswagen-and-the-end-of-corporate-spin?utm_source=Socialflow&utm_medium=Tweet&utm_campaign=Socialflow
- The Psychology of Human Misjudgement – Charlie Munger, 1995: <https://www.youtube.com/watch?v=pqzcCfUglws>
- **[Fortune @FortuneMagazine Nov 5](#)**
- Why CEOs today will have shorter tenures <http://for.tn/1kbhjgr> [#FortuneGlobal](#)