

QRC Leadership for agility

Use the principles of rigor, alignment and efficiency (RAE), and have extraordinarily well-prepared meetings.

based on People Over Process. QRC by Henny Portman, July 2020

Responsibilities of organizational leaders

Rigor

Making good decisions

- Right talent, experience, skills, and roles
- Team composition
- Options considered
- Evidence for decisions

Efficiency

Respect for people's time

- Balance "Agile" and "Planful" management
- Frameworks to provide context
- Extensive prep for meetings
- Tools and techniques

Alignment

Heads in game and moving together

- Right involvement
- Information available
- Input enables
- Value consensus
- Someone to decide

- **Agility is driven by people** exercising facilitative leadership
- Leadership is people helping teams be rigorous, aligned, and efficient
- Leaders use frameworks. These include scrum tools plus architecture simulations, project plans, A3s, solution ranking, 2 x 2 matrices, and many more including frameworks newly invented for specific situations
- Organizational leaders have special obligations to help teams form, evolve, and connect
- Extraordinary well-prepared meetings are key fulcrums to efficiently gain rigorous alignment.

Efficiency: Respecting the time of all team members as a valuable commodity not to be wasted.

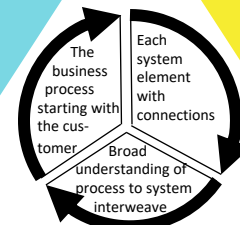
Alignment: Teams must work in a way that gets the best input from all members, and gains understanding and commitment around common goals, schedules, methods, and decisions/directions of all kinds.

Extraordinarily well-prepared and conducted meetings use the following pattern:

- Preparing for a meeting: set a simple and achievable objective, lay out a path to achieve the objective (agenda, activities), roles and responsibilities, the physical setting, the paraphernalia, and ensure alignment on the way in.
- Conducting a meeting: make the path visible and start down it and control the dialogue.
- Concluding a meeting: checking for alignment, agree on communication of results, and set immediate next steps.

Steps to improve your own and your organization's leadership capabilities

- Sponsor and organize extraordinarily well-prepared meetings
- Be a demanding but respectful meeting participant. Insist (gently) on clarity on outcomes and paths
- Demand and demonstrate rigor in all decisions. Options and facts.
- Learn to do A3s
- Give them the environment and support they need, and trust them to get the job done
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation
- Working software is the primary measure of progress
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely
- Continuous attention to technical excellence and good design enhances agility
- Simplicity – the art of maximizing the amount of work not done – is essential
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

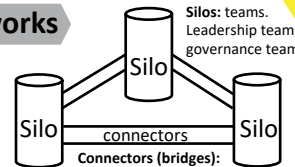


Architecture Simulation Meeting

Frameworks

Project Planning Meeting

- Use the nominal group technique
- The participants and the audience
- The room
- The timeline on the wall
- The architecture
- Environments and code migration



Scrum of scrum, synchronized or coordinated sprints, common development & testing environments, shared tooling, shared retrospectives, integrated events, shared documentation

Team configuration Meeting

Rigor: Clearly define each decision to be made, gathering and considering facts, thoroughly considering options, and making clear decisions.