



Supplementary resource for the book *The Human Side of Agile*. More at www.TheHumanSideOfAgile.com

Effective Team Leader Behaviors

Catch yourself: to change habitual responses that don't yield desirable results

Which behavior or action would I like to change?

Starting sprint planning in a foul mood because we're not ready.

Which situation typically triggers my action?

When the product owner shows up late (or not at all)

Now set yourself an easy reminder to notice this trigger situation. When it occurs, pause before you act, and answer these questions:

What am I observing – in me, in other people, in the environment?

I'm getting upset. Team members are getting bored and disengaged (on their phones).

What am I feeling about these observations?

I'm angry! The PO is complicating things for us, and the team doesn't even seem to care. I hope our VP doesn't hear about it – it would be another black eye for our Agile process.

What's the significance of these observations and my feelings?

Our next sprint is at serious risk. So is our attempt to really try to be Agile. The team is picking up on my frustration.

How was I going to react?

Say something snarky about the PO. Text her "WHERE ARE U". Stand in for her.

What are three better responses?

a. Ask the team what they think we should do.

b. Phone her and be gentle – maybe she got caught up someplace.

(I like this one) Let the team start a few hours of code cleanup. The minute I get hold of the PO, we'll have a retrospective about what happened.

The **HUMAN SIDE** of **AGILE**

GIL BROZA *How to Help Your Team Deliver*



Supplementary resource for the book *The Human Side of Agile*. More at www.TheHumanSideOfAgile.com

Rehearse a situation: to be more helpful and effective in upcoming, challenging situations

Think forward to an upcoming situation (not a hypothetical one!) that might challenge the team and where you can help significantly. Answer these questions:

What specifically would that situation be? What would be happening?

We'll receive some new information about the product, and do some serious reevaluation of its look and feel.

What would I be seeing, hearing, sensing?

Everybody seems to feel it's the right move, but in the short term: confusion. People will have a hard time making decisions, struggling to write stories and, even more, to estimate them.

Which outcomes would be desirable?

Having clarity about the long term, and making sound decisions for the short term.

What specific actions would I take to achieve those outcomes?

Keep the right people involved. Facilitate some necessary discussions about key decisions/choices. Ensure the discussions happen when they need to happen, making sure everyone has a clear vision of the risks of this change in direction.

What would *that* feel like?

More relaxed, knowing that the team (that's who owns the problem!) are actively making sound decisions.