



Elastic Leadership

For Testers

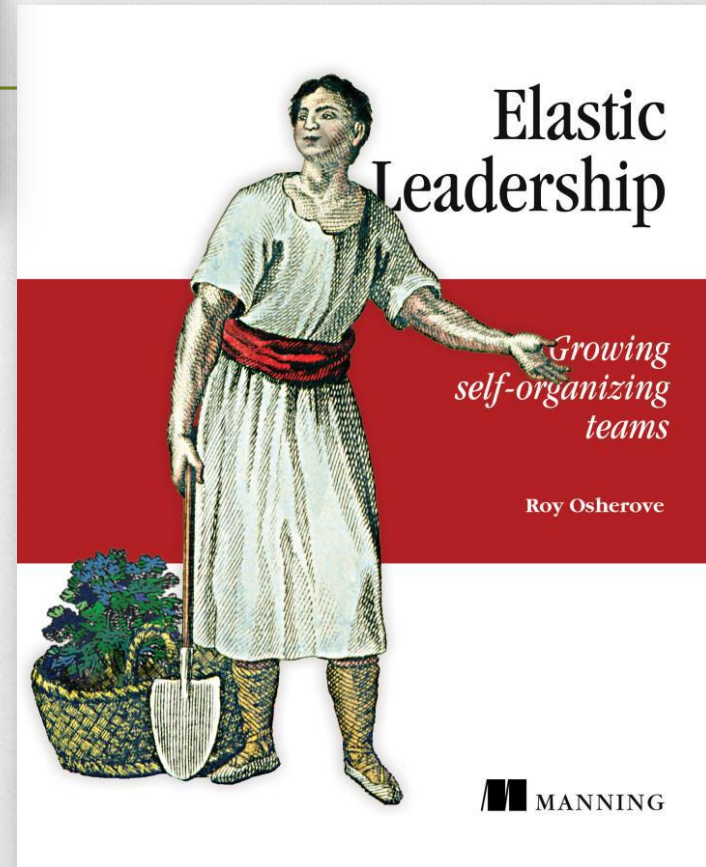


Enterprise DevOps



Patterns for Succeeding with DevOps at Scale

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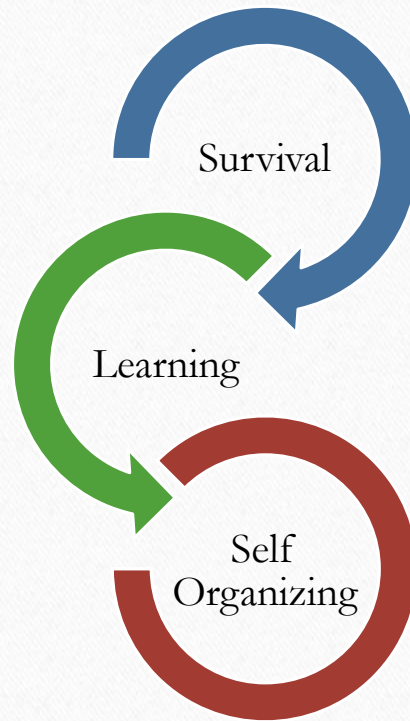
This talk will probably
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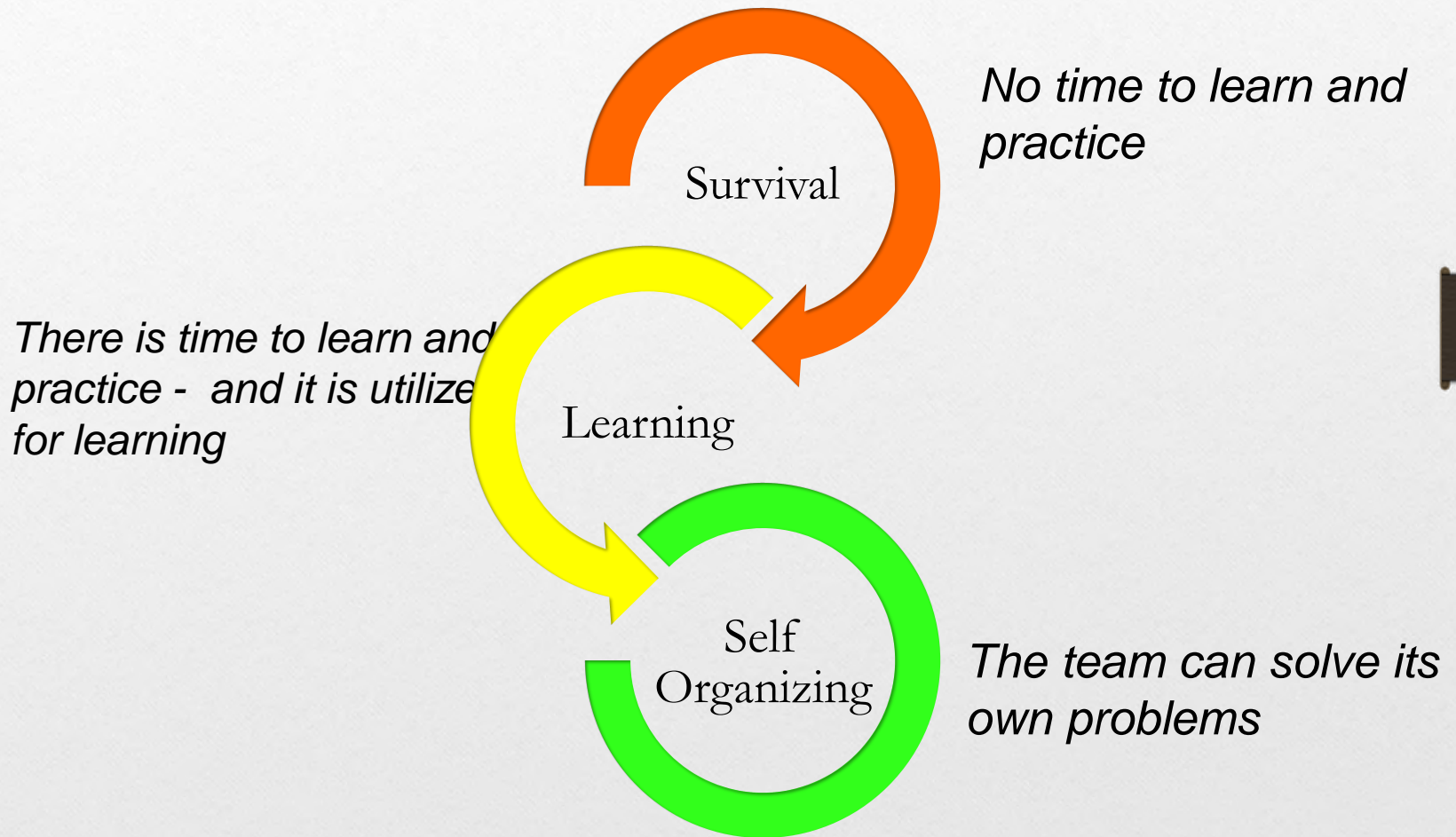
**Understand
Influence
Forces**

**Take
Initiative**

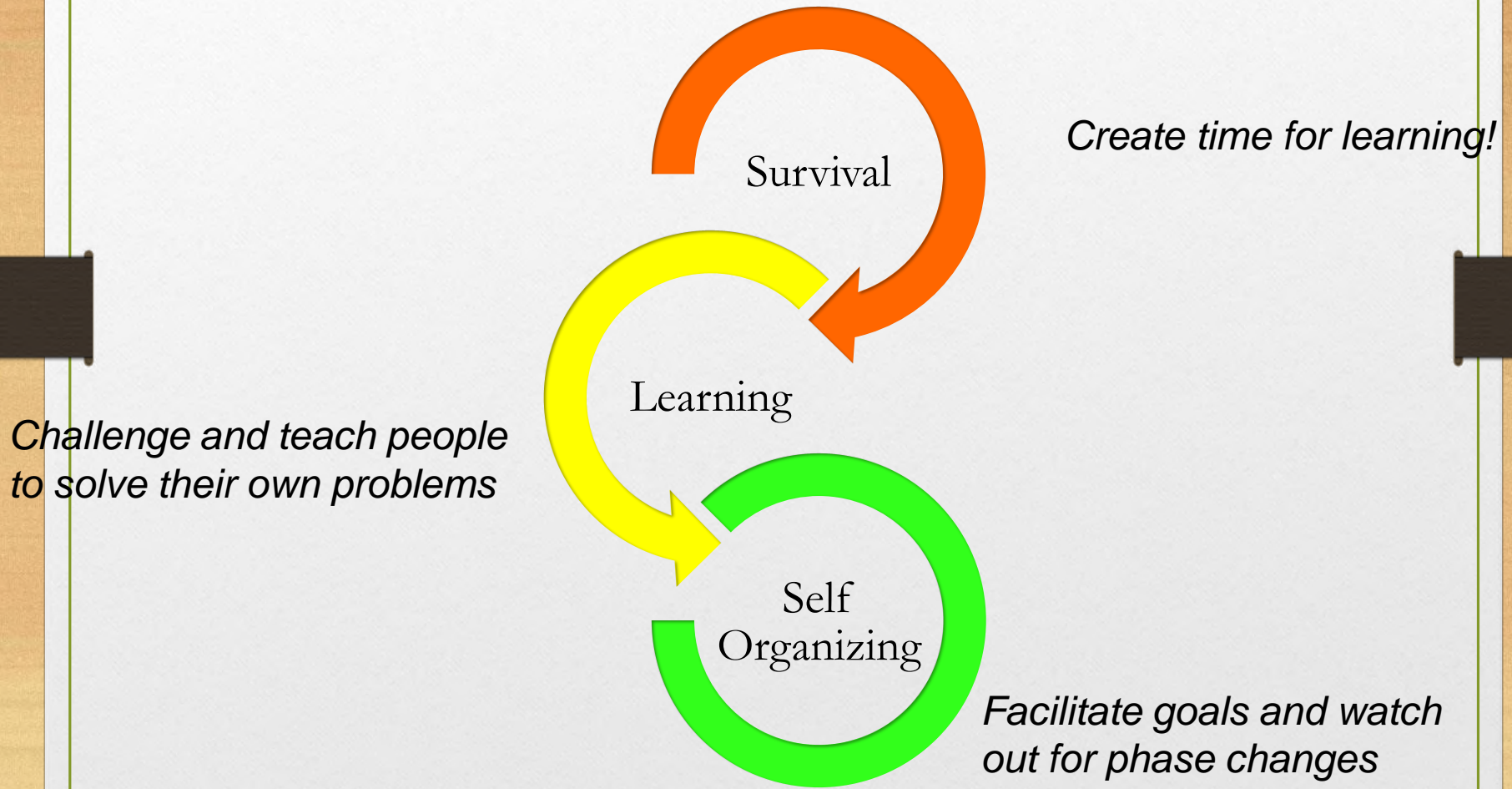
Elastic Leadership Model



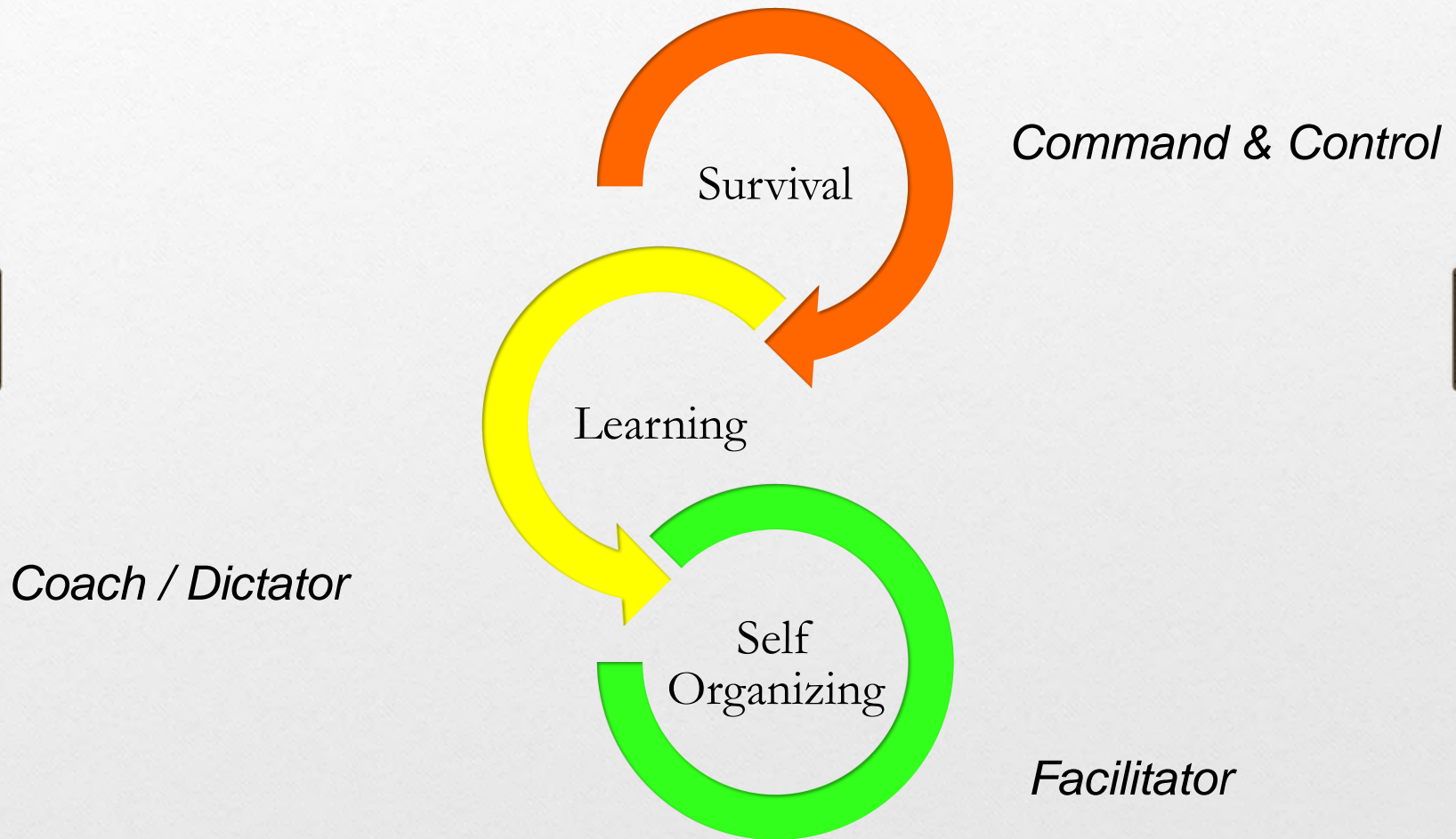
Problem Solving Ability Phases



Leadership Strategy



Leadership Tactics



Are you a leader?

If You are a **Bottleneck**,

You are (potentially) a **Leader**

What is your role as a **leader**?

Your leader role is to make yourself
unnneeded.

To remove yourself as a bottleneck.

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

By growing others you will always
have a job

Why grow people?

- Remove the risk – bus factor
- More time to do the things you want
- The team is more effective (project is more effective)

If only I had a better
team

Great Teams are
Grown, not Hired

A Team of Leaders

How Do You Grow Your Team?

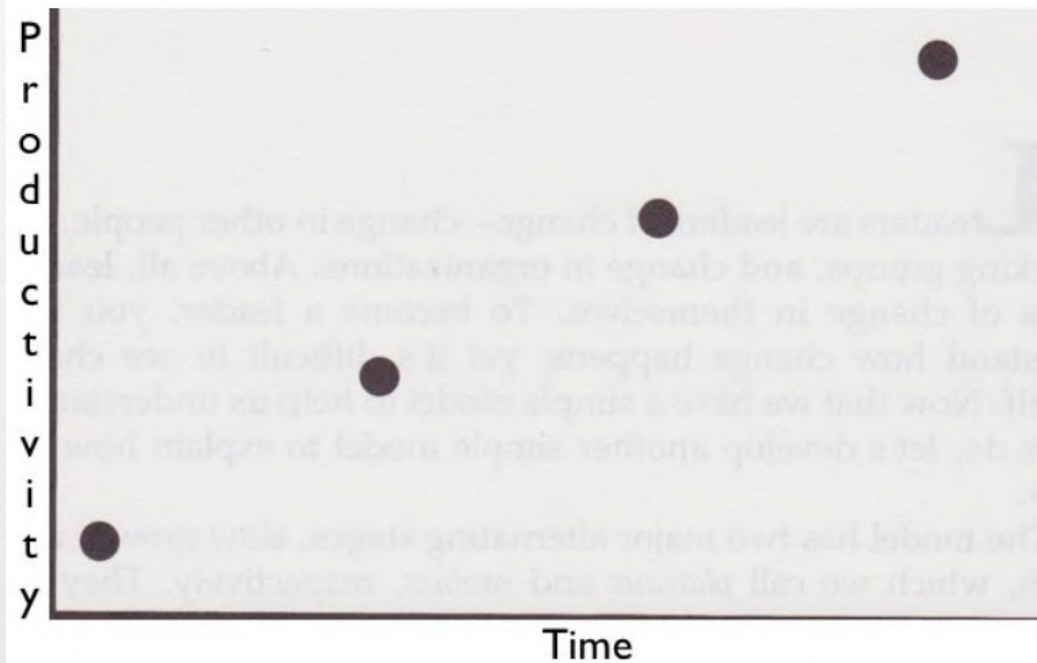
Leadership, done right, is a tough job

- That's why you get paid more
- Many leaders like to take the money, but not do all the hard parts
- *(Paraphrasing Gerry Weinberg in "Managing Teams Congruently")*

How do we grow ourselves?

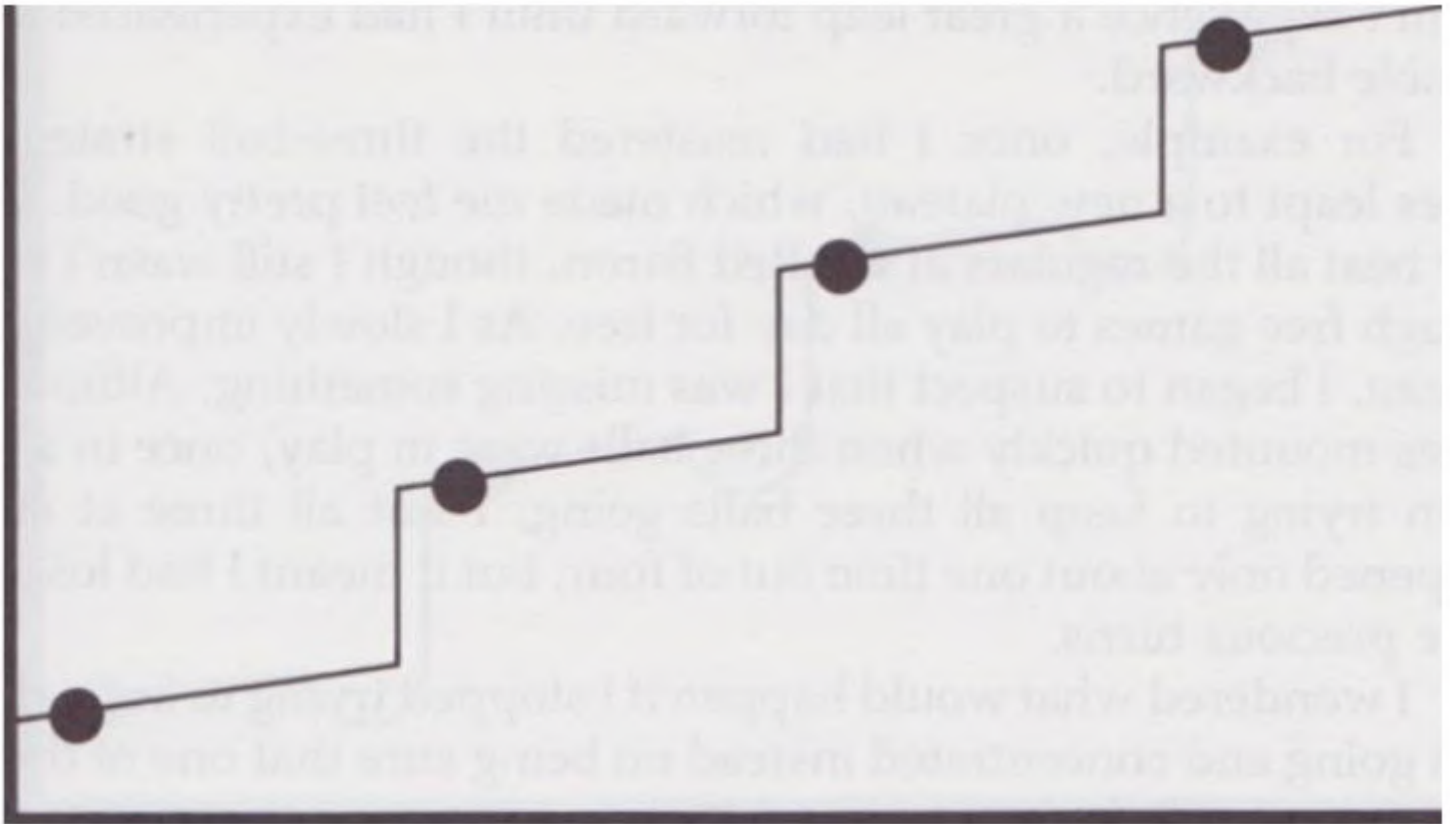
Learning Learning

- Steady Growth (plateau)



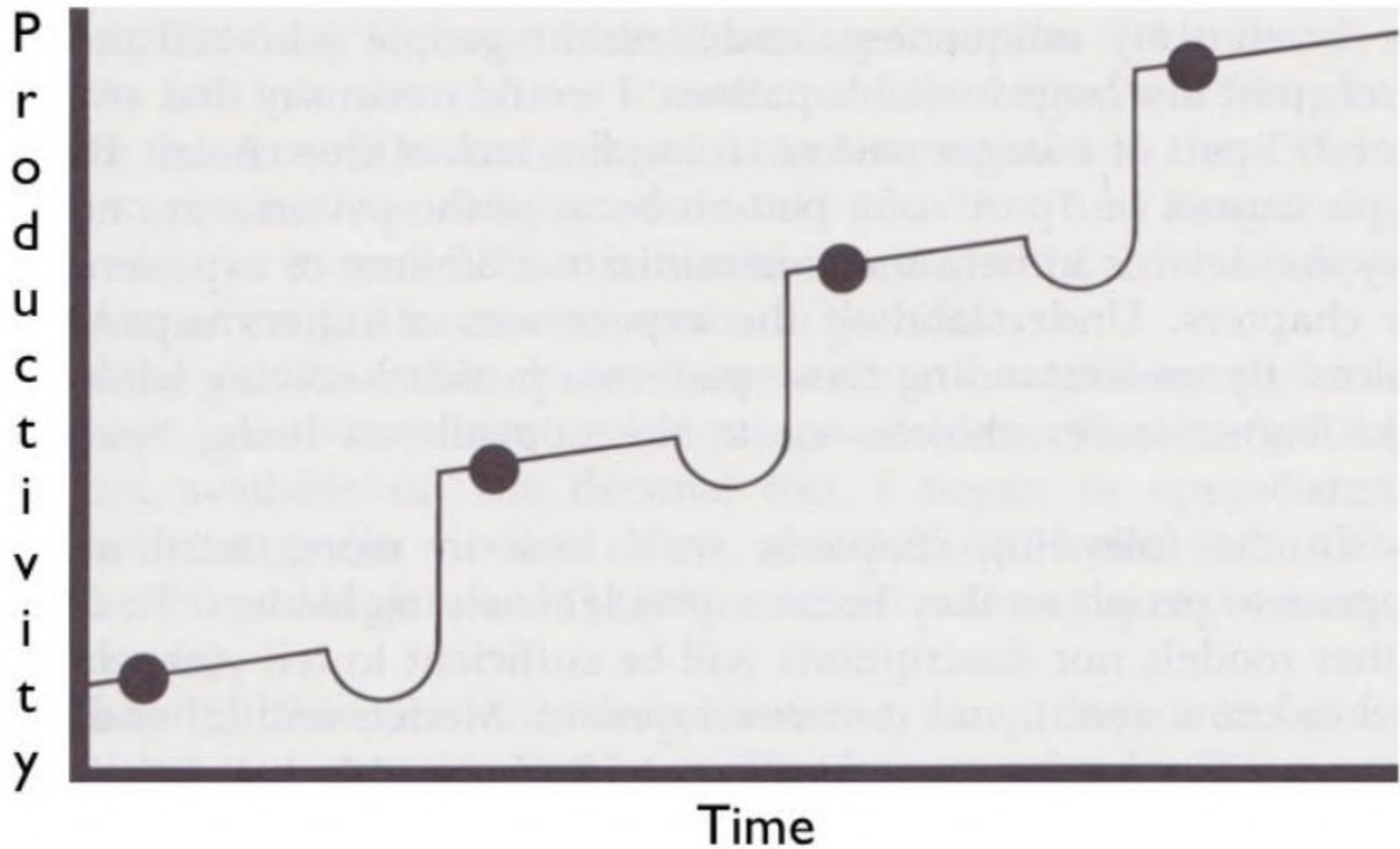
Gerald M. Weinberg – “becoming a technical leader”

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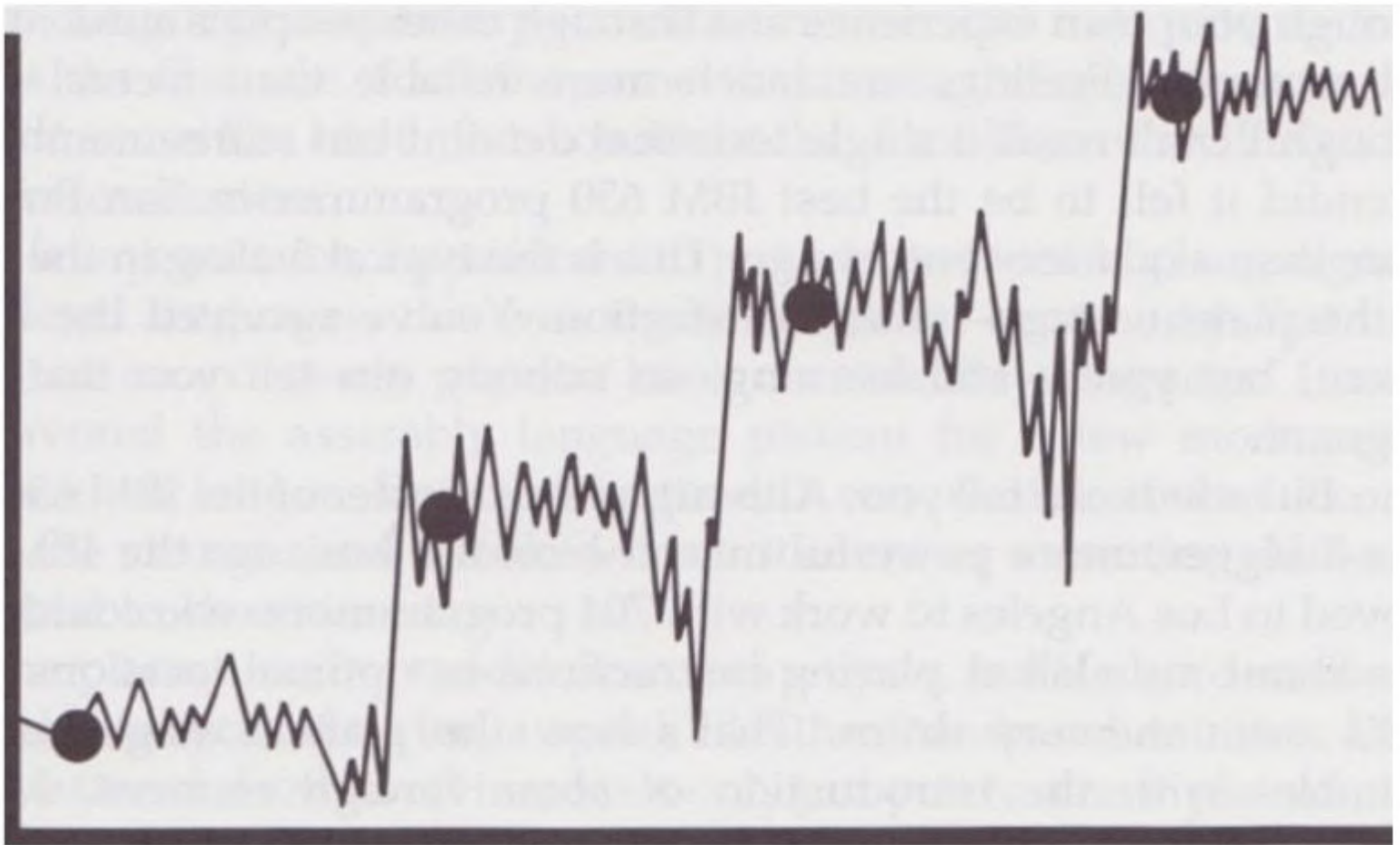


Time

Ravines before Fast Growth



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Time

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

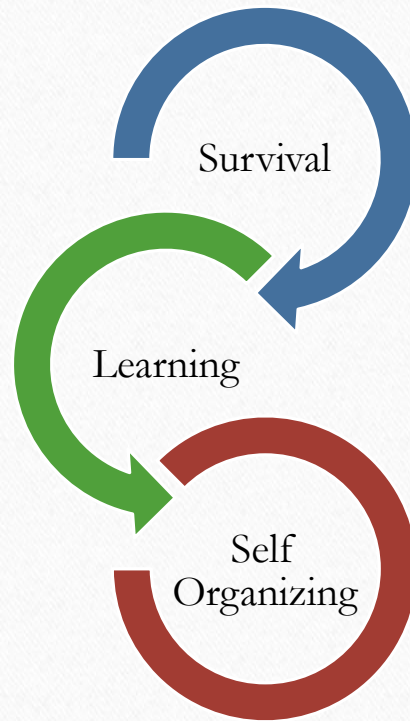
Growing the team *is* our Ravine.
Our risk. Our Challenge.
Our Growth.



TIME

Elastic Leadership

Problem Solving Ability Phases



Manifesto

As potential leaders, we believe

- **Great teams are grown, not hired.**
- **The goal of a leader is to continuously grow the skills of the people around them to the point of self organization.**
- **Happier teams make happier customers and employers.**

And so we must continuously:

Challenge ourselves and the people around us

Instead of keeping everyone in their comfort zones

Adapt our leadership style

Instead of one-size-fits-all leadership

Increase participation in human interaction

At least as much as we do with machines

You can make a
difference

More info

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