

Leading from Within, And From Without



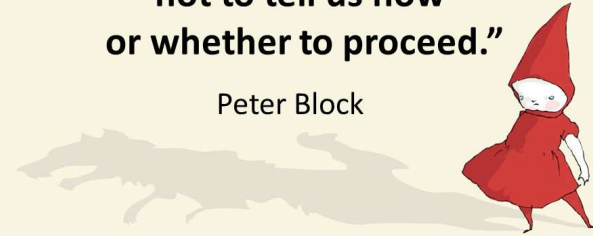
Woody Zuill : @woodyzuill in twitters
Woody Zuill in LinkedIn

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“The value of
another’s experience
is to give us hope,
not to tell us how
or whether to proceed.”

Peter Block



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What I intend to cover in this talk

- Define what this is
- Share a few critical things
- How this started for me
- Specifics of leading from without
- Specifics of leading from within
- Some Practical ideas I have tried
- Some Gotchas
- One last big idea

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Where we are at in this talk:

- Define what this is

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Leading comes in many flavors

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For my purpose in this talk:



**A leader is a person
who has no direct power
but takes action
to attempt to have influence
and hopefully cause improvements
in a group, an organization,
or across an industry or community.**

Loosely based on Peter Blocks definition of a consultant

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**What I mean by “from within” and
“from without”**

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Leading from within:

**I am working in a company, as an employee,
contractor, or consultant.**

**I want to make improvements within the
organization, and to do this I need to find ways to
influence my coworkers, and the organization.**

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Leading from without:

I am interacting with the community at large, not within an organization

I want to find opportunities to be invited to work within an organization.

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Leading from without:

Later it grew to include this:

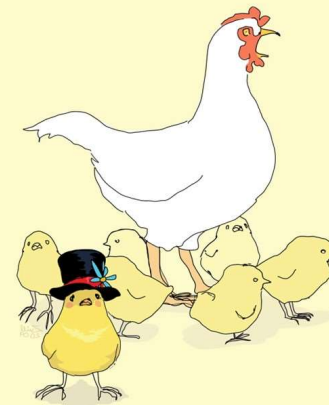
I want to encourage, support, and make improvements across the community or industry.

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Where we are at in this talk:

- Define what this is
- **Share a few critical things**

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**I must
keep an
open
mind.**

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**Plant little seeds everywhere...
eventually, you'll find an environment
where the seeds can flourish!**

- Colleen Kirtland



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"Many More Much Smaller Steps"
- Gee Paw Hill



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**"I want to be a little less wrong today than
I was yesterday."**
- Alfredo Rivas



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**The object isn't to make art,
it's to be in that wonderful state which
makes art inevitable**

Robert Henri



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Where we are at in this talk:

- Define what this is
- Share a few critical things
- **How this started for me**

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My motivation

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**A Tale of Two
Workplaces.**



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1999

**It was the best of times,
it was the worst of times**



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My first two full-time jobs in Software Development

Small place vs Big place

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The small place



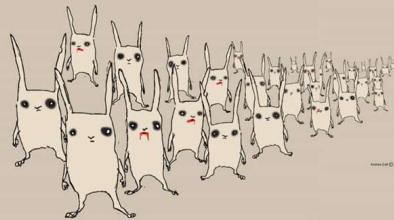
Direct communication with Customer
 Rapid work/delivery cycle
 Rapid feedback from actual use
 Collaboration within the team
 No politics
 No bureaucracy
 Safety and open communication
 Mutual commitment
 Sense of unity
 Sense of joint progress
 Mutual trust
 Holistic focus

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The Big Place

Stress, pressure, fear
 No Collaboration within the team
 No communication with Customer
 Lengthy (years long) work/delivery cycle
 Stress, pressure, fear
 No feedback from actual use
 Lots of politics, territorialism, parochialism,
 empire building
 Endless bureaucracy
 No Safety, no open communication
 No Mutual commitment
 No Sense of unity
 No Sense of joint progress (no progress)
 No trust
 No focus




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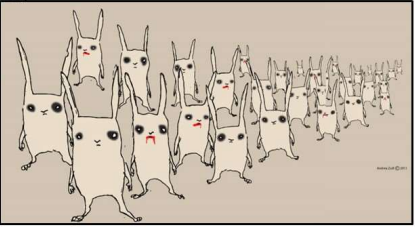
Was the first job really
wonderful?

That is irrelevant

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I want my work to be more like the first place



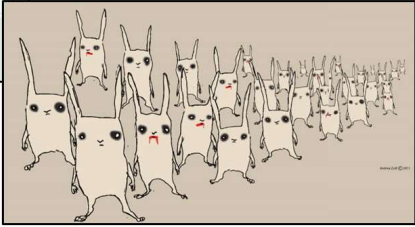
than the second

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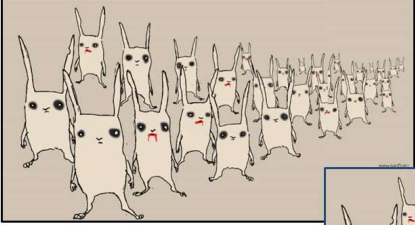
Small = Good



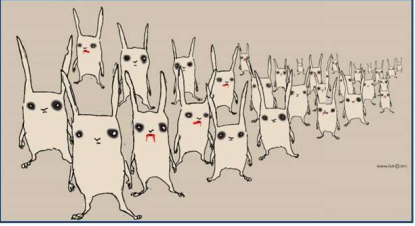
Big = Bad

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Small = Good?



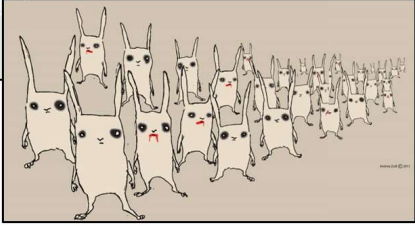
Big = Bad?

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I want every new job to be more like the first place



than the second

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**A place that would be uplifting.
Where everyone could work effectively
and with joy.**



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**This was my beginning of
attempting to “lead from within”**

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That didn't go so well.



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**What got in the way?
Selfishness,
closed-mindedness,
negativity,
politics,
personality issues,
etc.**



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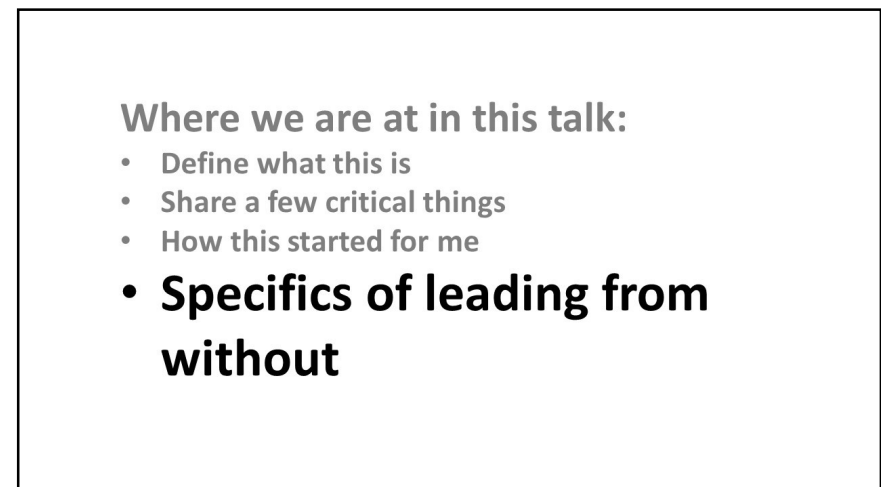
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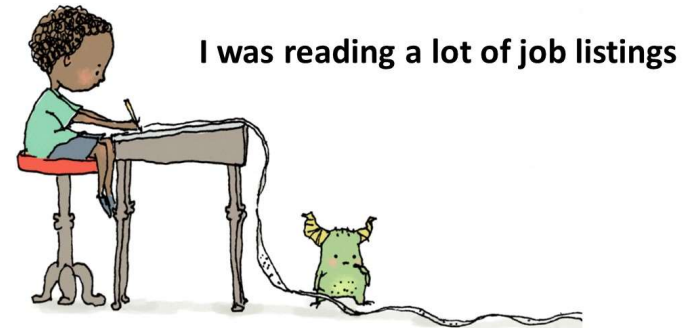
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**I was seeking opportunities
to be invited within.**

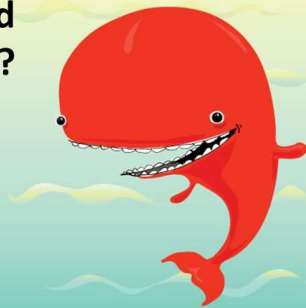
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**What if instead
they would seek me out?**



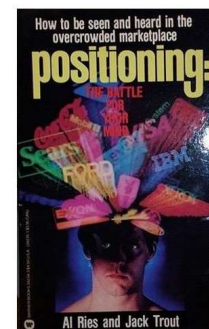
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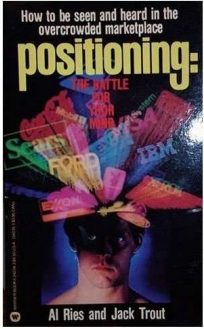
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**This is known as
Positioning.**

**Positioning:
The Battle For Your Mind
by Al Ries and Jack Trout**



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Create a lasting positive impression in the minds of consumers

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Maybe I could own the top spot!



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My plan:

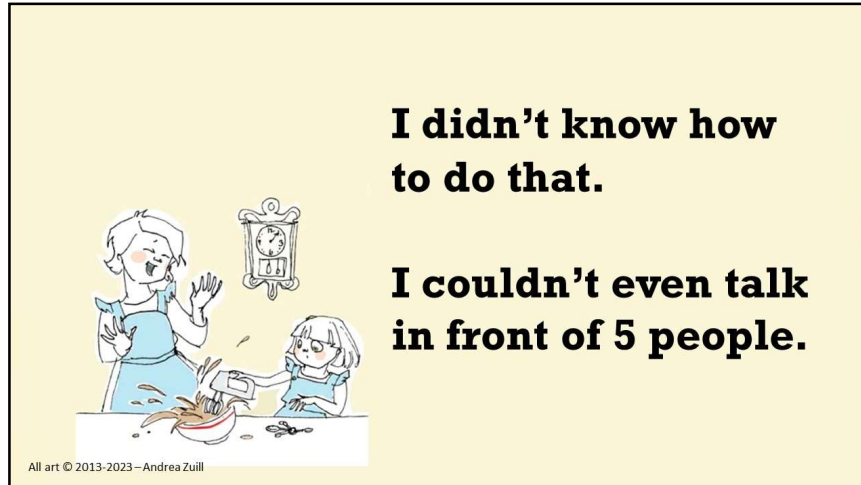
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I would provide presentations at Developer Meet-ups and other venues

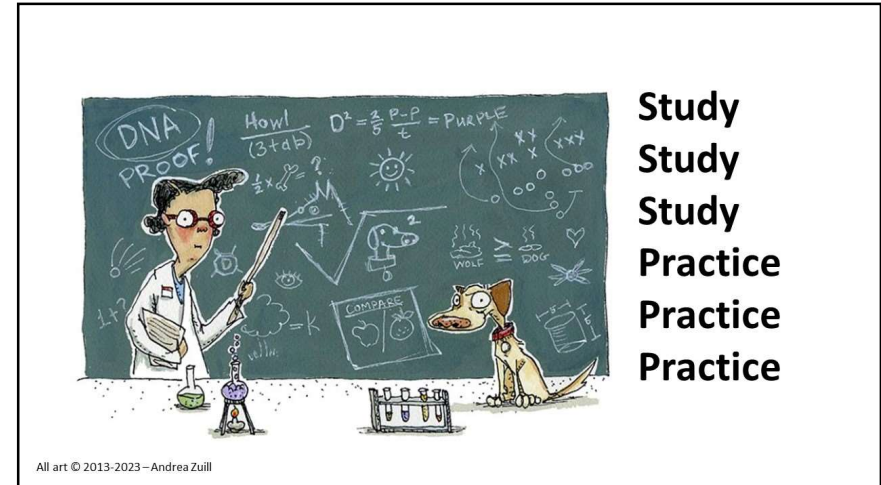


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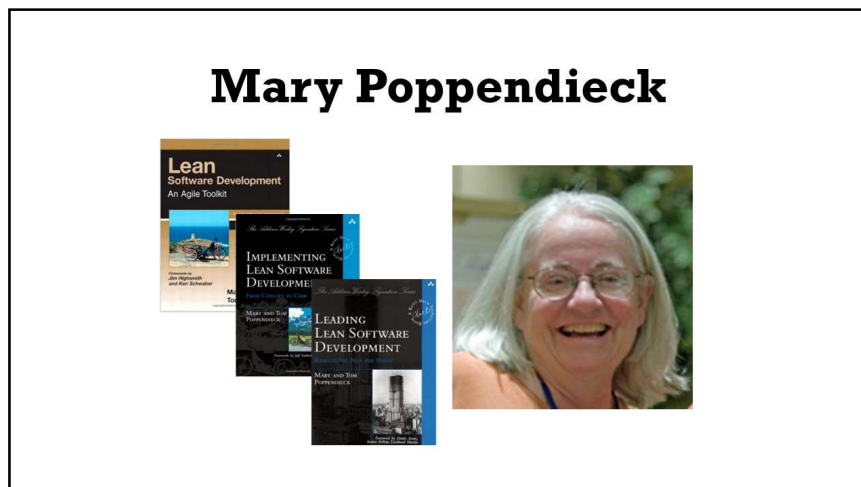
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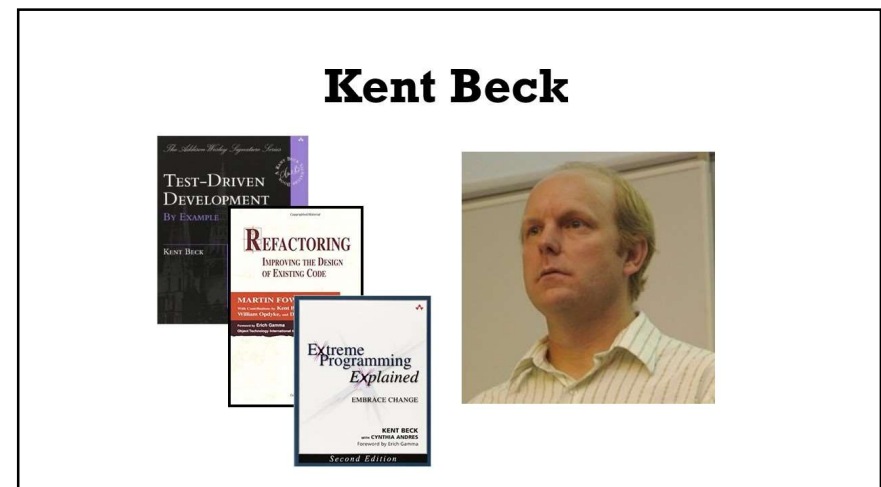
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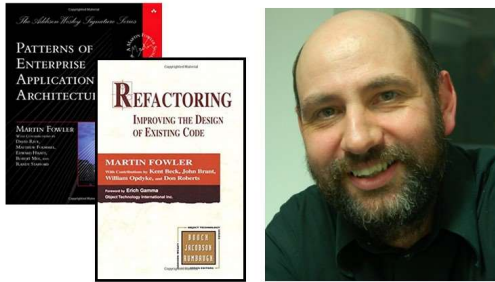


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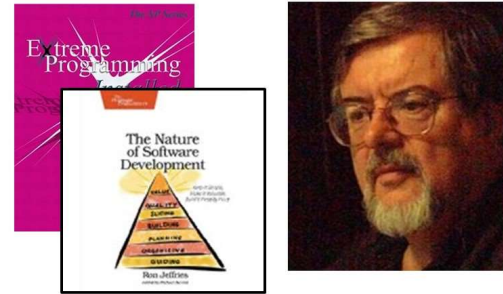
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Martin Fowler



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Ron Jeffries



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This paid off almost immediately.

Me as an instructor at a university



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And "small" companies!



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**There were other things going on, but this
was serving my purpose:**

**Getting me inside places that
wanted to do things better.**

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Where we are at in this talk:

- Define what this is
- Share a few critical things
- How this started for me
- Specifics of leading from without
- **Specifics of leading from within**

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Leading from within:

**I am working in a company, as an employee,
contractor, or consultant.**

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For my purposes in this talk:



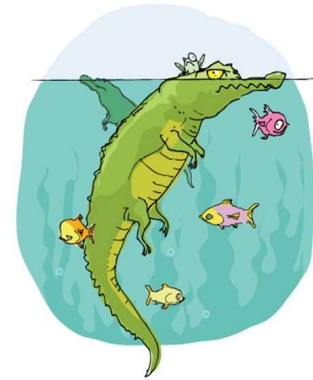
**A leader
Has NO direct power
But takes action
To attempt to have influence
And hopefully cause improvements**

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Where we are at in this talk:

- Define what this is
- Share a few critical things
- How this started for me
- Specifics of leading from without
- Specifics of leading from within
- **Some Practical ideas I have tried**

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Warning

These are the things I tried and found helpful. They might not work for you. Some are safe to try, others might be risky. You must determine for yourself what to try. Please don't risk your job

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Where we are at in this talk:

- Define what this is
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- How this started for me
- Specifics of leading from without
- Specifics of leading from within
- **Some Practical ideas I have tried**

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**Tread lightly,
and take baby steps.**



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Find a way to be patient

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These things take time:




- Building Relationships
- Building credibility
- Building influence

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Start with the end in mind.

But at a VERY HIGH LEVEL.




Jenny loves Kitty

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It's in the Doing of the Work that we Discover the Work That We Must Do.



Doing Exposes Reality.

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My Agile Maxims

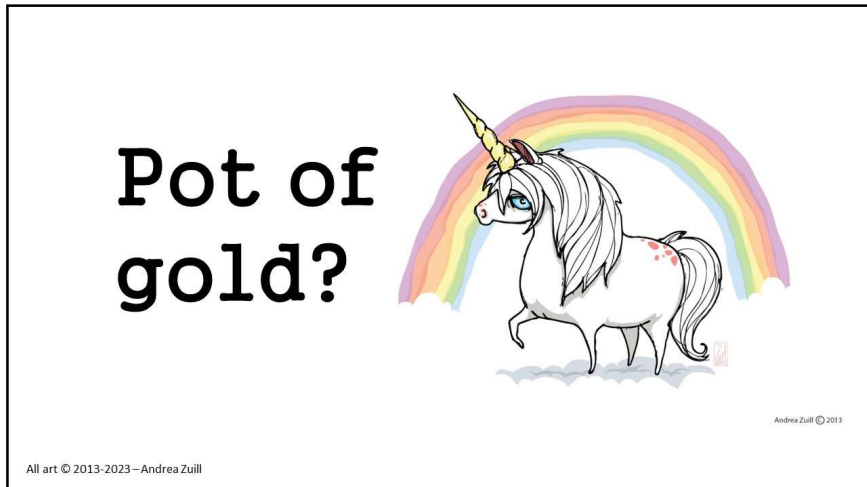
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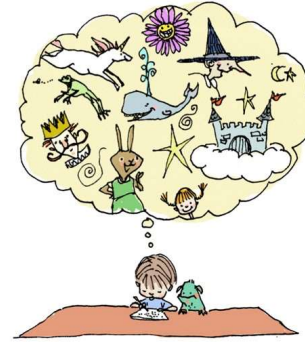


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"Many More Much Smaller Steps"
- Gee Paw Hill



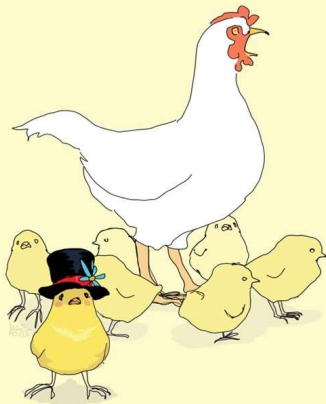
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**Gain
clarity in
what we
believe**

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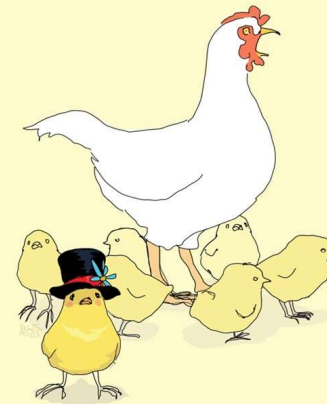
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**This whole thing
is more about
being open-
minded than
almost anything
else.**

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**"Beware of the
obvious;
it is the antidote
to curiosity -
without which
there is no
creativity."**

Russell Ackoff

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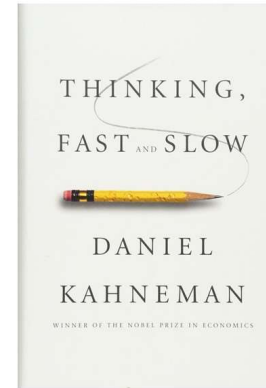
“The first principle is that you must not fool yourself – and you are the easiest person to fool.”

Richard Feynman

(Confirmation bias)

Stolen, with permission, from Dave Farley

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Kahneman

**Thinking Fast
and Slow**

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Kahneman

**Success =
talent + luck**

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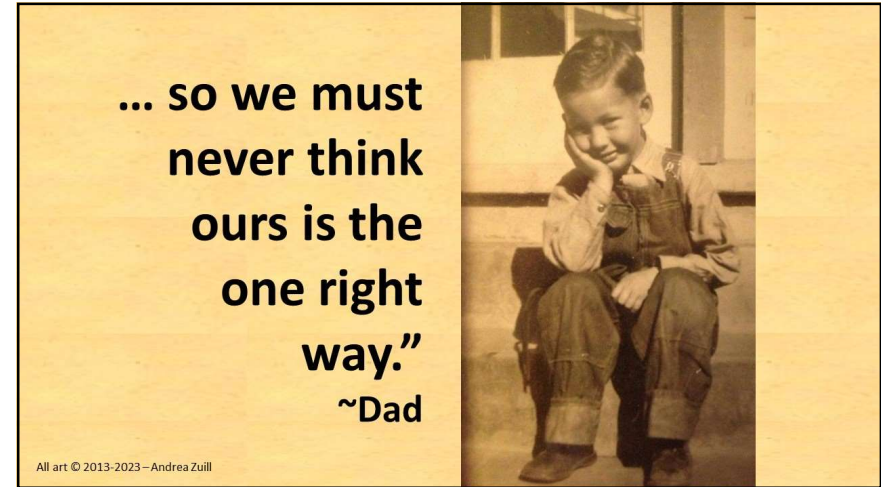
Kahneman

**Great Success =
a little more talent
+ a lot of luck**

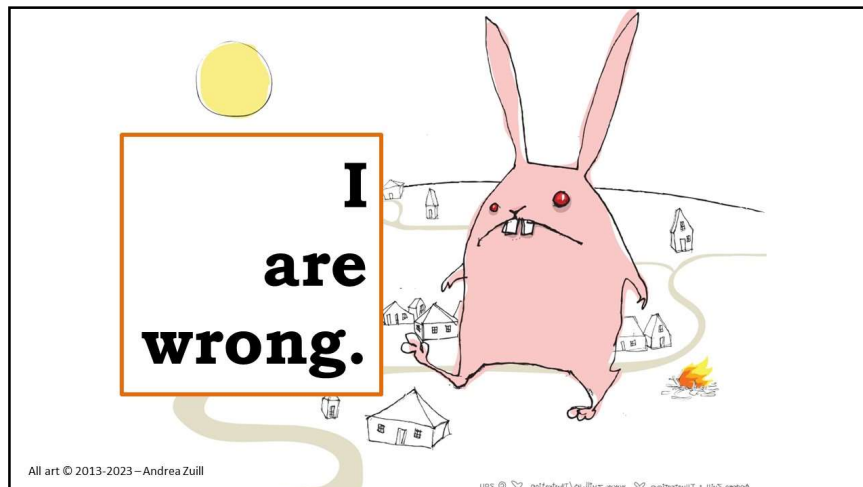
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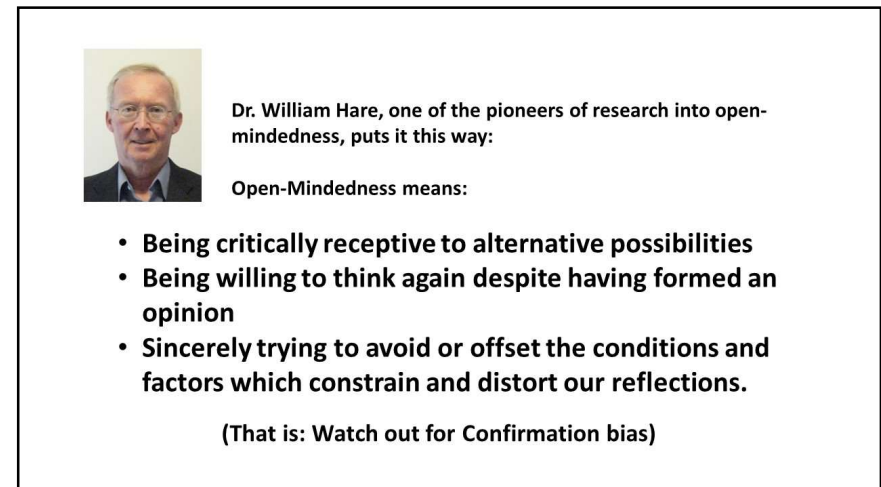
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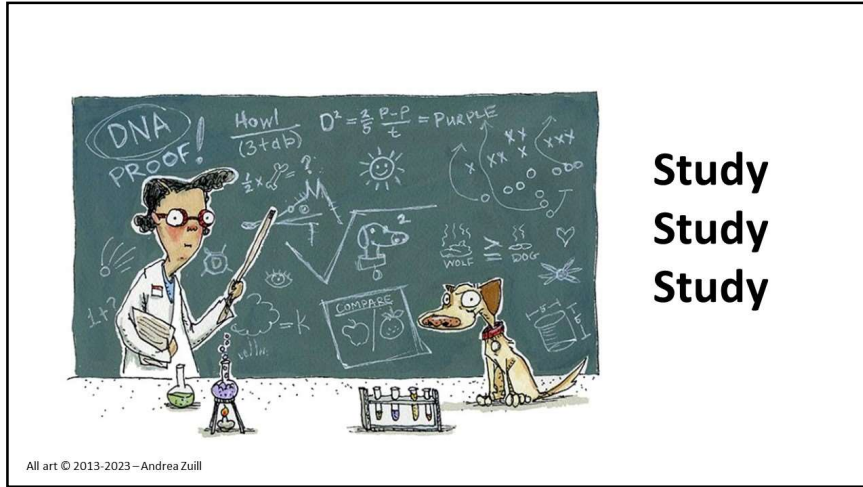
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**Study
Study
Study**

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Collaborate

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No work is done alone.

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We collaborate in some way in everything we do.

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We need to find the most effective and meaningful ways to collaborate



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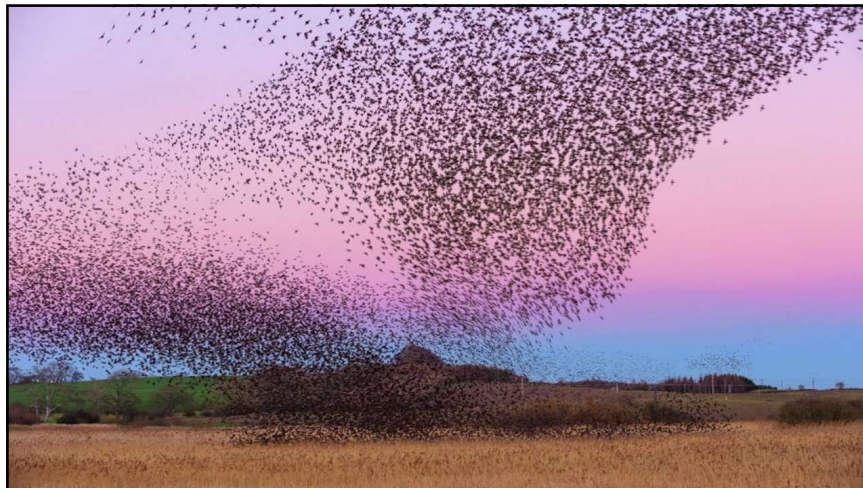
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Make it as simple as possible



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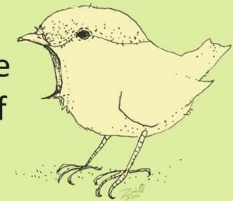


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Separation: steer to avoid crowding local boids and objects

Alignment: steer towards the average heading of local boids

Cohesion: steer to move toward the average position (center of mass) of local boids



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We Collaborate with our team, but we must expand what we mean by "our team"



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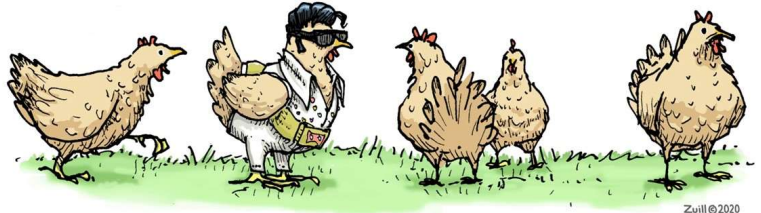
Little Ben

“The good we may do separately is small compared with what we may do collectively”

Benjamin Franklin

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Build relationships



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Find the people who want the same things we want



<https://medium.com/the-21st-century-barn-raising/authentic-community-building-for-today-ecbc7bf4a5df>

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At first, make this as easy as possible



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Seek out and connect with those already onboard, or almost ready



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Build Credibility

The quality of being trusted and believed in.

The quality of being convincing or believable.



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Establish Credibility
Borrow Credibility

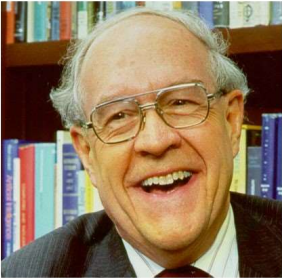
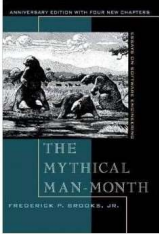


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Fred Brooks



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Build influence



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What is influence?

The ability to impact the decisions
people make

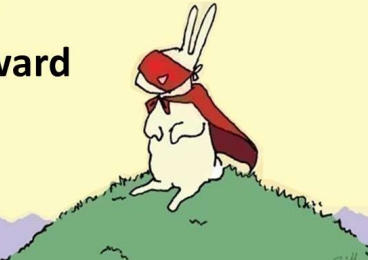


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Why Influence?


- To encourage the decision makers
- To make the decisions
- That can move us forward



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Take Action
Do the thing
Model the Behavior
Step up
Take responsibility
Be the person that is needed



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Little Ben
“Well done
is better than
well said”

~ Benjamin Franklin

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Sometimes
we need to
be very
quiet about
it

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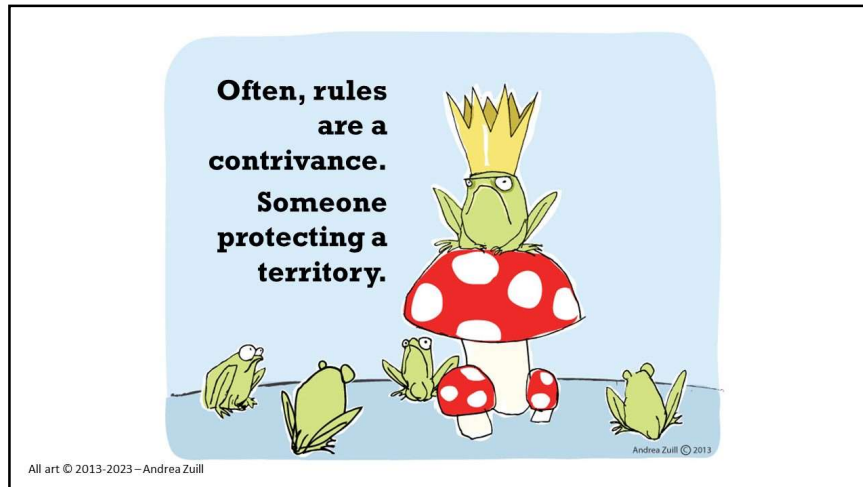
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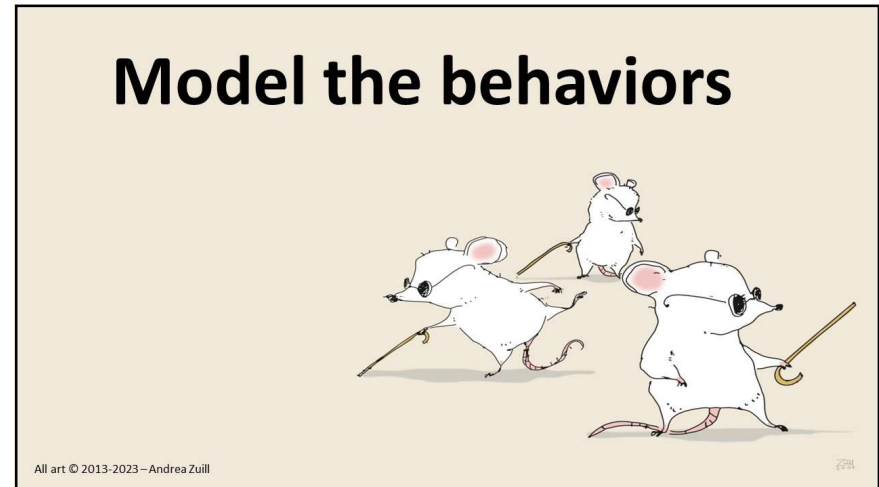
Flying
under
the
radar.

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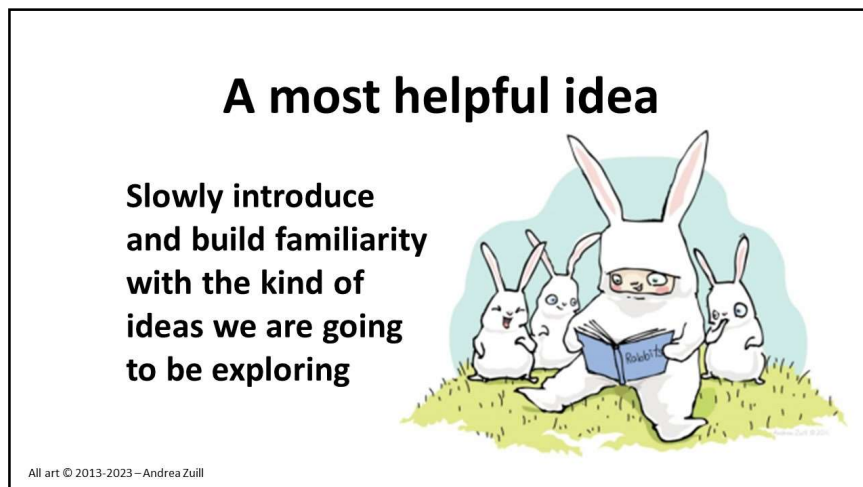
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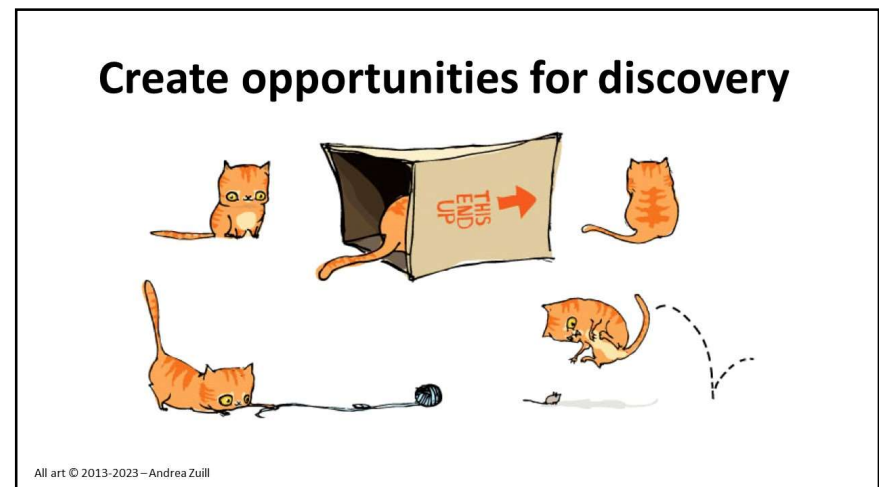
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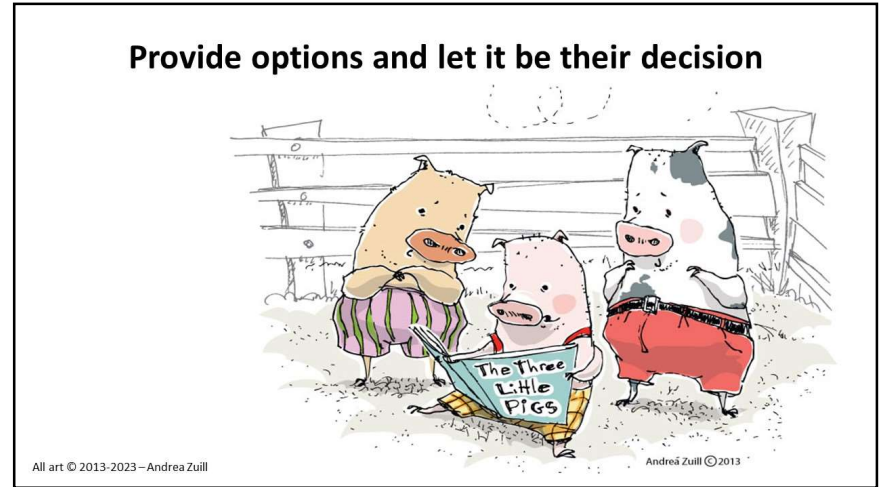
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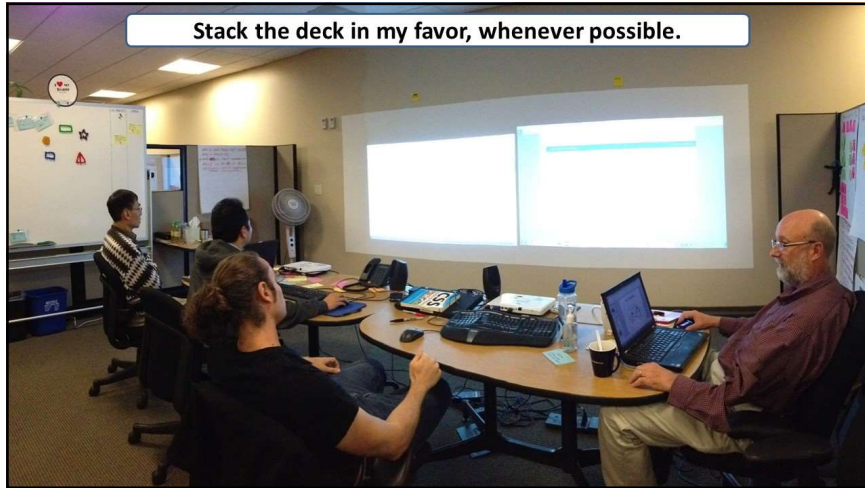
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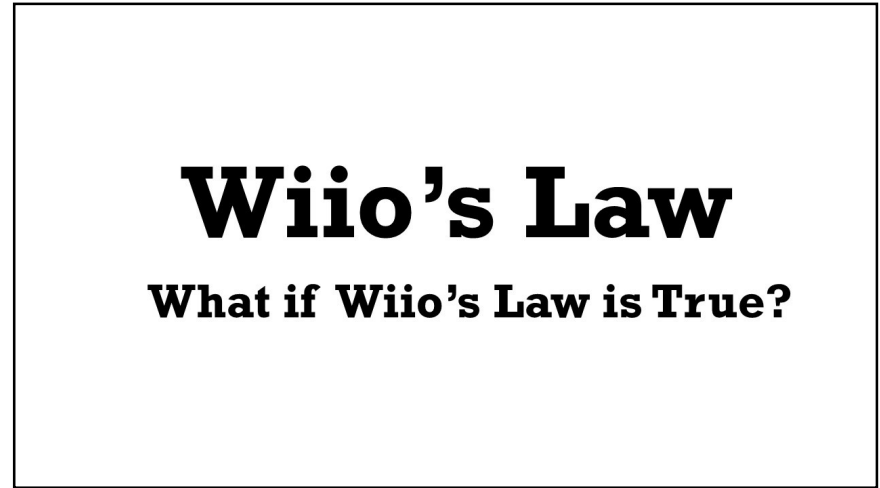
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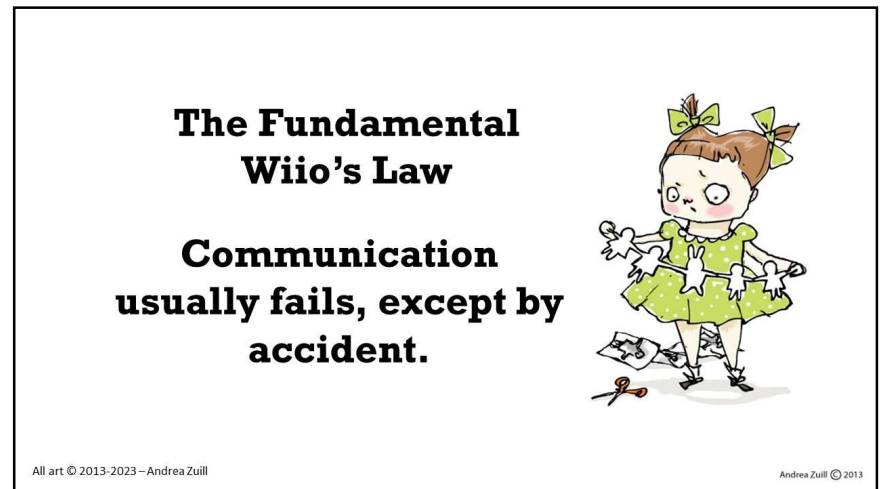
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**We behave as
if we have
understood
what has been
communicated
to us
and vice versa**



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**Don't Communicate,
Collaborate**



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Where we are at in this talk:

- Define what this is
- Share a few critical things
- How this started for me
- Specifics of leading from without
- Specifics of leading from within
- Some Practical ideas I have tried
- **Some Gotchas**

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**Be aware of the risks and
choose your actions and
efforts accordingly.**



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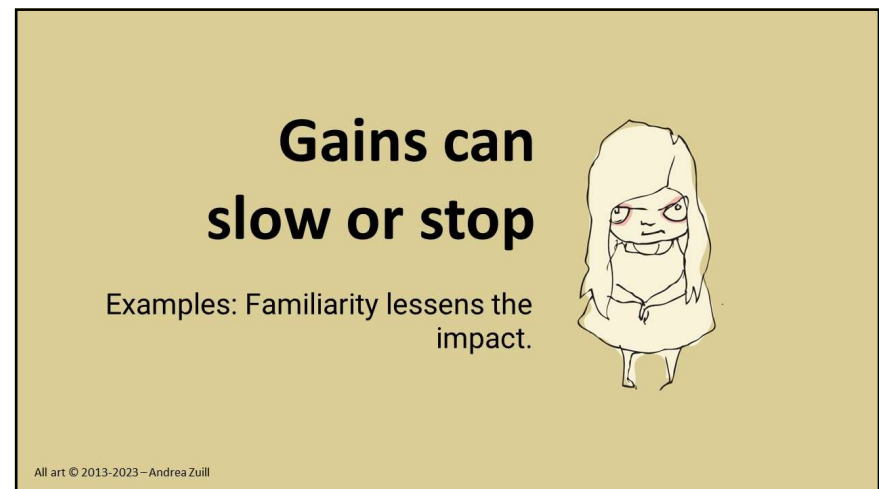
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Principal-Agent Problem

The conflict in interests when one person takes actions on behalf of another person

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My most powerful observation

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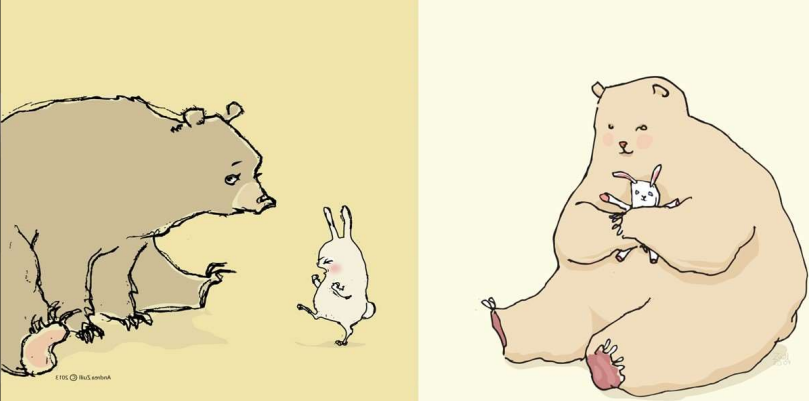
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Watch for Failing efforts. These are HUGE opportunities

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Leading from Within, And From Without



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