The 67 days of the leadership challenge

The compilation of all the LinkedIn posts published over the summer of 2022 with the hashtag #67daysofleadership.

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Day 1 - Commitment and Invitation

🤔 How many days do we need to install a habit? How many days do we need to make it something automatic? Some say we need 66 days!
What if we could share and learn about #leadership in 67 days to be sure? One day at a time.

🤓 Let's say I start by sharing what I have learned during the next 67 days and see where it goes. I want to also use it as a tool to look at the challenges I will face positively. I appreciate all the help on that!

I observed people doing wonder with the #66daysofdata. They learned and shared about #datascience, and all became better at it over time.

I am committed to doing it, and those who want can join and start their count.

👇 Please tell me in the comments, so I know where to follow your insights! Let's all use the hashtag #67daysofleadership! I will share your posts on the Emerging Leadership page so that we can all reach more people and grow better leaders around us as a result.

https://www.linkedin.com/posts/alexismonville_leadership-66daysofdata-datascience-activity-6947165678348996608-N0vH

Day 2 - The Path to Purpose



💬 I was pleased to sit with Ashley Freeman for a new Le Podcast on Emerging Leadership episode. Together, we explored, among other things, The Path to Purpose!

🎧 You can listen to this #podcast episode on your favorite platform: Anchor, Spotify, Breaker, Google, Apple or in the companion blog post: https://lnkd.in/eRxNixEn

https://www.linkedin.com/posts/alexismonville_podcast-leadership-leadershipdevelopment-activity-6947485862259511296-Y9Ne

Day 3 - Change Management Efforts Fail

🤯 70% of change management efforts fail, according to Rick Maurer (see https://lnkd.in/eV22M76s)

🤦 Rick identified four primary reasons why change fails:
Lack of knowledge (applying what you know)
Lack of practice (the need to practice using what you know to get better at it)
Hidden conflicts (conflict between people that will undermine change efforts)
Culture (the "need to know" culture keeps a lot of people in the dark about change)

🧐 Here are the questions to help:
Do we know how to lead change?
Have we developed the skills to put that knowledge into action?
Are there hidden conflicts that stop us from using what we know?
Are there unwritten rules in our culture that kill our well-intended plans?

The one question I would add is: how do you measure the success of the change? And maybe is everybody in your organization aware of that?

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Day 4 - Low Energy Team Meeting

🪫 Have you ever been in a team meeting low on energy? People ask questions, and there are no answers. Is it just silent approval? Do people engage in a discussion about decisions that seem to have already been made?

😒 Only one dissenting voice perturbs the fake harmony from time to time. The rest of the crowd quickly ignores it and reports the behavior as disruptive. The challenge comes from the discussions made one-on-one. By discussing

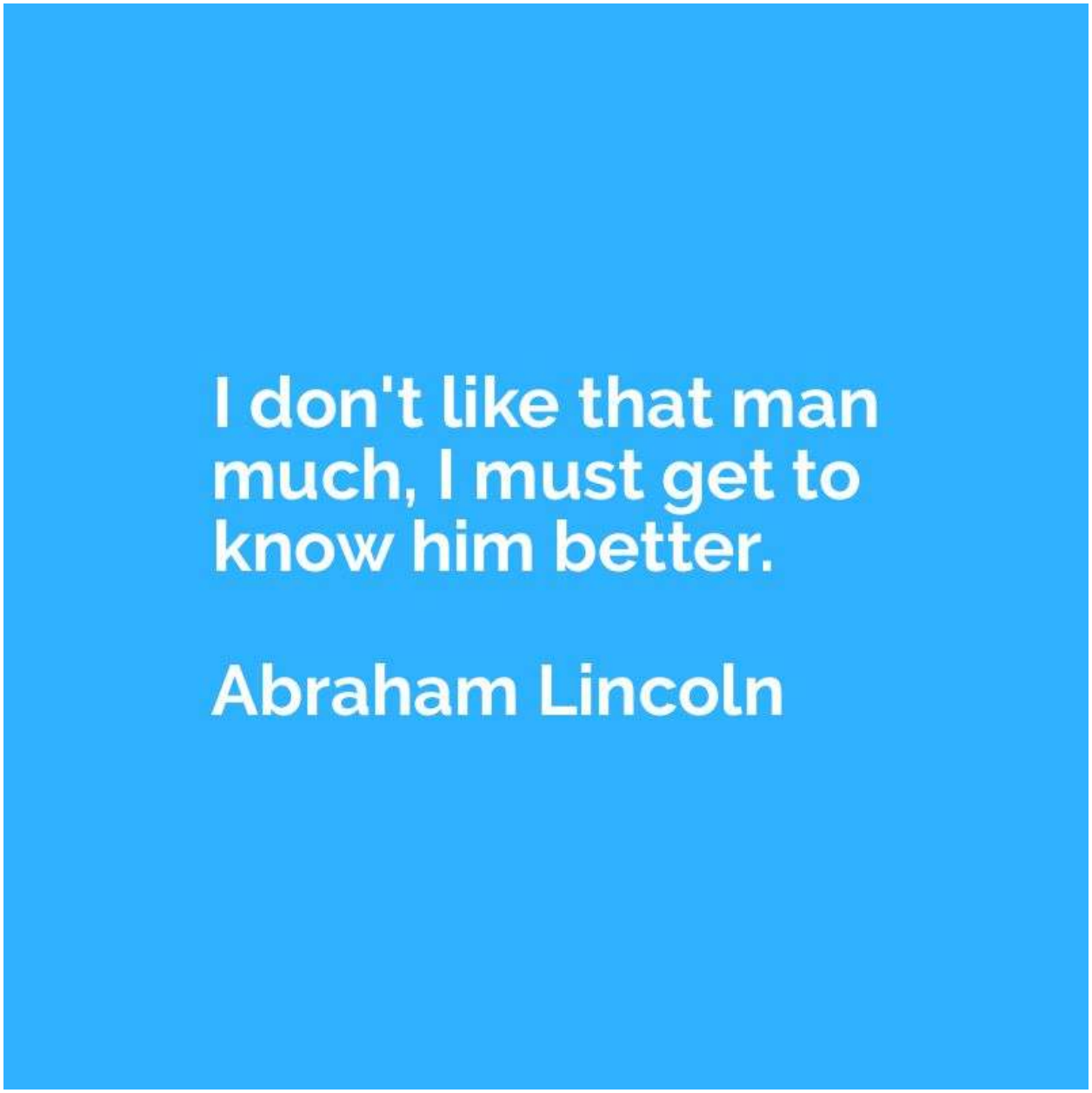
the decisions one-on-one before any team discussion, people reach an agreement, influence each other, strike deals, and create a majority, making any team discussion useless.

👫 The one-on-ones should be focused only on: building relationships, mentoring, coaching, performance and development.

👉 Commit to discussing all the work content and the decisions in a team setting. If you feel that the team is too big to discuss a topic effectively, always think of delegating to a triad: the three people best positioned to bring a solution or a proposal to the team.

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Day 5 - Like the Man?



Let’s start with a quote today!

I don't like that man much,
I must get to know him better.
Abraham Lincoln

🤓 We tend to like people who are similar to us and dislike those who are different. In short, we have biases, and we have to fight those biases actively. Once we know the people better, our instinctive reaction no longer stands in the way. We can benefit from the different perspectives people can bring.

🤝 One thing I like doing is playing the game of three questions with people. I discovered the game in Portia Tung's book, The Dreamteam Nightmare. In the game, we take turns asking each other questions. We only have three questions, and each person has the right to request a different question. Here are some sample questions to start with:

- If you could do anything in the entire world other than your current job, what would it be?
- What do you spend most of your spare time doing?
- What's your favorite holiday destination?

Those are great questions, and you will see that you will learn fast new great questions, thanks to the questions your co-workers will ask you. You will also learn a lot about yourself and the first impression you give because of the questions people ask.

Over the years, I have asked, or I have been asked, questions like:

- Have you recently thought, "I wish I had done that?"
- Are you afraid of anything?
- How do you measure your success?
- Are there things you don't know that you feel you should know?

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Day 6 - Kanjis



🎤 “There was a very interesting experiment. A psychologist showed a group of people some Chinese ideogram characters. They came back next week, and they said to the people: ‘now we’re going to show you some more, some of the ones you saw last week, some new, will you tell us which ones you saw last week.’ They were absolutely hopeless. Nobody could do it at all. It was exactly chance. Then they repeated the experiment the second time, they said on the second showing: ‘we’re going to show you some more ideograms, will you tell us which ones you like.’ And the ones they liked were the ones they’d seen the week before. So, the information was in there in the unconscious, but it couldn’t be accessed in a straightforward way.”

John Cleese, during a talk at Google in 2015.

💡 The talk gave me the idea to create a little icebreaker game, Kanjis (https://lnkd.in/eJAQd-g3), to check how fast we could reproduce that.

⚙️ How does it work?

The facilitator asks a group of more than eight people to watch a set of cards figuring Kanjis for one minute. [Sorry: the game only works with people who can’t read logographic languages. I have on my idea list to create one with geographic figures].

The facilitator splits the group in half.

The facilitator sends Group A outside the room for roughly five minutes and asks the members to introduce themselves.

The facilitator asks Group B to introduce themselves in three words while preparing for the next step. The facilitator presents a new set of cards and asks Group B to tell which ones come from the previous set. The facilitator marks the selected cards on the back and prepares the set of cards for Group A.

When Group A returns to the room, the facilitator invites them to tell which cards they like.

✨ What is happening?

Group B usually finds it very difficult to identify the cards that were part of the first selection. They could find some of them in their small pick, habitually, because one of the participants made an association with something meaningful.

When asked about the cards they like, Group A identifies the cards that were part of the previous set. They often pick all of them, and when they don't, their wrong picks are similar to those they should have picked.

When asked the first rationale question, we use the logical part of our brain and activate limiting beliefs. People say things like: I don't have a good memory, the cards don't make sense. Also, the group is asked to answer "as a

group," which activates fears of being wrong. Peer pressure shuts down some of those who prefer to remain silent.

When we are asked the second emotional question, we now access all of our brains. Of course, during the first phase, our brain records all the cards, and when asked which one we like, our brain simply matches what is already known. We tend to like what we know.

🚀 Are you ready to try the game with your #team?

https://www.linkedin.com/posts/alexismonville_kanjis-activity-6949052500763156480-9MHI

Day 7 - Autobiographies

25 years ago, a friend told me that I should read the autobiographies of famous people to understand how they found their way to achieving great success.

I did not understand this advice. I didn't appreciate the difference between autobiographies and cheap magazines that followed the life of the "rich and famous."

😔 I was wrong.

After I read Benjamin Franklin's autobiography, I understood the advice. I have to admit that it was with quite a considerable delay that I discovered why it was so exciting to read books about people who had written their life stories on their own.

Autobiographers share what they learned from their journeys and life experiences, with the hope that it will inspire and help their readers. There's probably some ego involved in the writing process, and when you read an

autobiography, you may need to deal with that, with a gentle smile on your face: yes, sometimes what we do could be ego-driven. 😇

Among all the things I discovered in the book, let me share how Benjamin Franklin designed a system to develop his virtues.

He selected thirteen virtues:

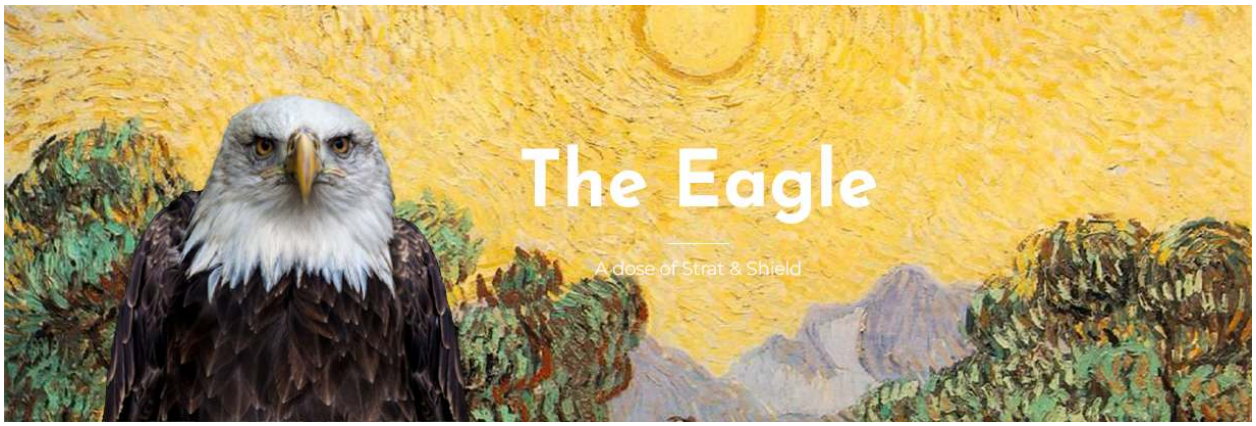
Temperance. Eat not to dullness; drink not to elevation.
Silence. Speak not but what may benefit others or yourself; avoid trifling conversation.
Order. Let all your things have their places; let each part of your business have its time.
Resolution. Resolve to perform what you ought; perform without fail what you resolve.
Frugality. Make no expense but to do good to others or yourself; i.e., waste nothing.
Industry. Lose no time; be always employed in something useful; cut off all unnecessary actions.
Sincerity. Use no hurtful deceit; think innocently and justly, and, if you speak, speak accordingly.
Justice. Wrong none by doing injuries, or omitting the benefits that are your duty.
Moderation. Avoid extremes; forbear resenting injuries so much as you think they deserve.
Cleanliness. Tolerate no uncleanliness in body, cloaths, or habitation.
Tranquillity. Be not disturbed at trifles, or at accidents common or unavoidable.
Chastity. Rarely use venery but for health or offspring, never to dullness, weakness, or the injury of your own or another's peace or reputation.
Humility. Imitate Jesus and Socrates.

🗓️ At the beginning of each week, he picks one virtue to focus on and then moves to the next one. In doing so he could work 4 weeks a year on each of the 13 virtues.

At the end of each day, he would reflect on how he did and mark his progress on the chart.

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Day 8 - It All Turns on Affection



Laurence Duarte wants to go deeper in her newsletter. She aims to help us to reconnect with our roots.

I keep that newsletter among the few I read and the few I am eager to read.

In the latest installment of the letter, you will hear:

- An important message from Beyonce (I am not kidding 🫶)
- Some encouragement to take a break and reflect,
- And a lot more, but I don't want to spoil you a great read!

👉 Go for it!

https://lnkd.in/eXt2UXQ9

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6949654089722953728-MZV6

Day 9 - American Icon

American Icon: Alan Mulally and the Fight to Save Ford Motor Company by Bryce G. Hoffman is a fantastic book.

The New York Times said about it:

“A compelling narrative that reads more like a thriller than a business book.”

I could not have said it better!

Here is a quote from the book which gives an idea of the toxic starting point:

“Ford’s executives no longer spent their days plotting one another’s demise or defending their turf. Instead, they spent their time working together to ensure the company’s continued success. They offered one another help and sought help when they needed it themselves”

In his first days with the company, Mulally designed a plan and stuck to it for the following years. He also defined ten rules and called the attention of all his executives to the rules.

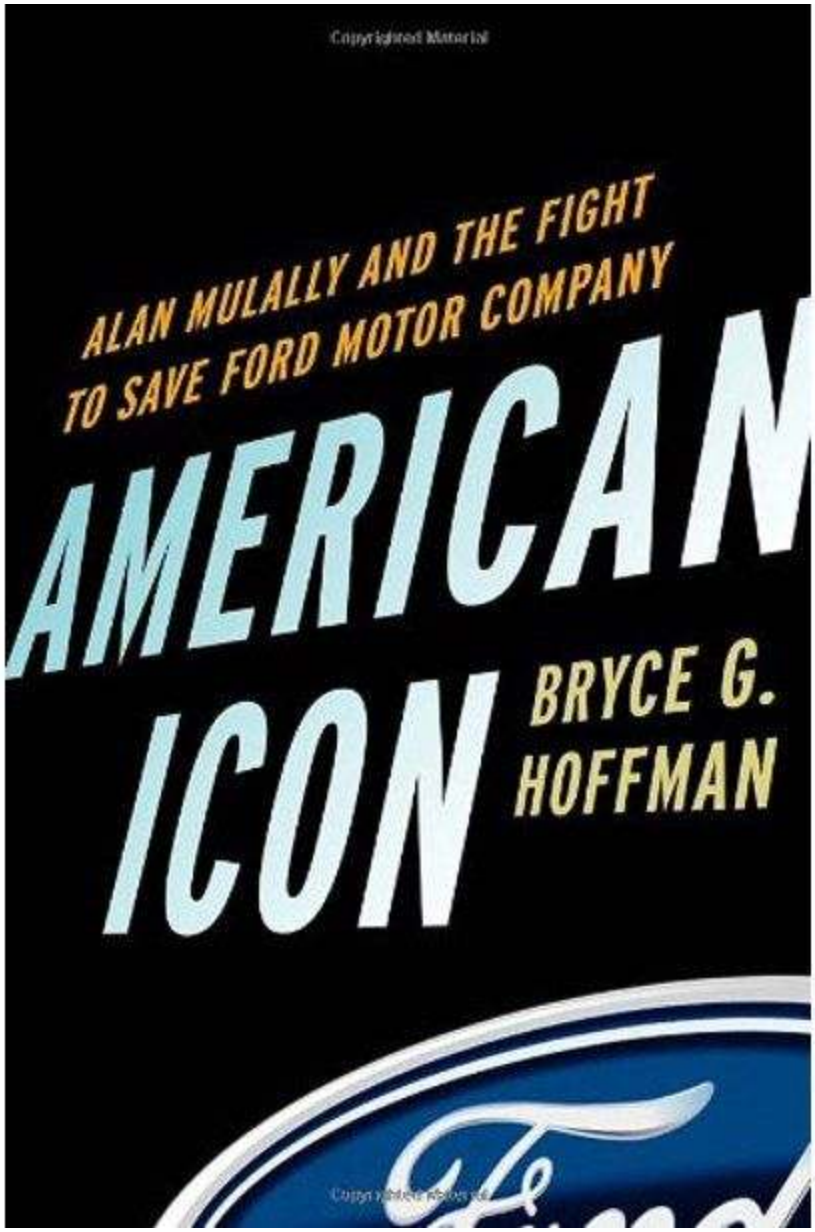
📋 The rules were displayed on the wall of their main meeting room:

People first
Everyone is included
Compelling vision
Clear performance goals

One plan
Facts and data
Propose a plan, “find-a-way” attitude
Respect, listen, help, and appreciate each other
Have fun… enjoy the journey and each other

✨ I firmly believe that a lot of companies should apply those rules.

What about you?



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Day 10 – Psychological Safety



📧 Do you need another newsletter in your inbox? Maybe not. Probably not. So my question is: which emails will you get rid of to make some space for Tom Geraghty's emails?

The mission of this newsletter is to make the world of work a better, safer, more inclusive, and equitable place.

The main topic is #psychologicalsafety.

I had a conversation earlier this week with people basically telling me: “the more we speak about it, the less we have it.” In a way, we assess the current state of the organization, but what is the action to take as a leader? Is it acknowledgment? Happy to hear your thoughts!

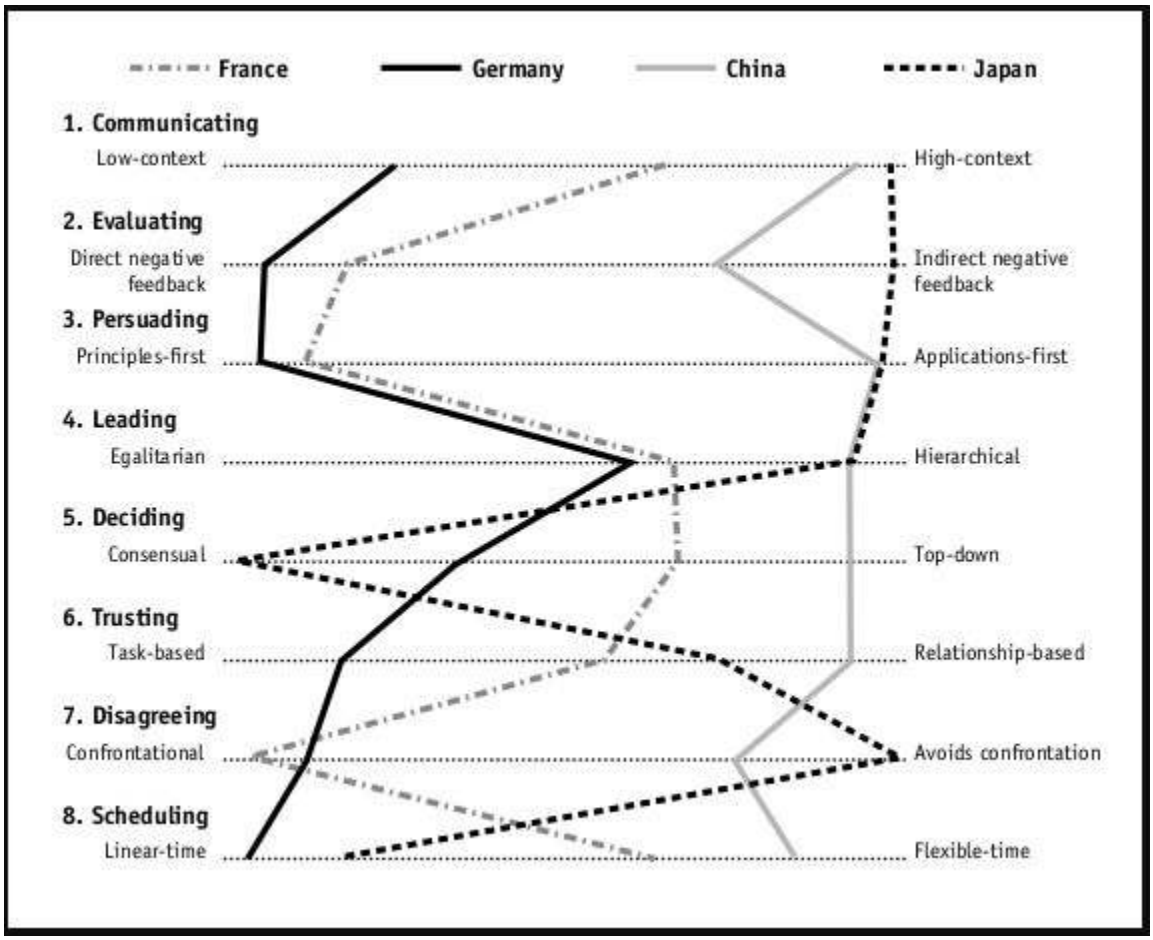
Edition #66 of the newsletter discusses a book I referred to often during the past years. It is not a new one, the publication date is 1975, but it is incredible how the book still feels very current.

But there is more that you will find in the newsletter:
https://lnkd.in/eAa2_MqZ

🚀 Go for it!

https://www.linkedin.com/posts/alexismonville_psychological-safety-weekly-newsletter-activity-6950390447412273152-JPzU

Day 11 - The Culture Map



The Culture Map is an excellent book by Erin Meyer.

With a team evolving in an international context, I had the idea to use the culture map as an icebreaker to start one of our quarterly meetings.

The team comprises people from France, Germany, Spain, Sweden, and The Netherlands. They interact daily with many people from the US and nearly all countries in the EMEA area.

We used a Miro board and one of the culture maps provided in Erin's book (reproduced below).

I gave a short explanation of the first scale: Communicating. Either you are in a Low-Context culture where the communication is precise, simple, and clear, or you are in a High-Context culture where the communication is sophisticated, nuanced, and layered (people expect you to read between the lines).

Then, I asked one question: Where would the US be?

All the team members connected to the Miro board can see the cursors of the others, and so I asked them to move their cursors to the position they thought the correct answer would be.

After some discussion, people started to position the US as compared to other countries. Of course, we covered that a country cannot be a point on a scale but more a range on the scale. We also covered that all people are different and that the more you know a country, the more you can appreciate the subtle differences between the various regions.

We continued to iterate with the following scales:

Evaluating: How people give direct or indirect negative feedback.
Persuading: How people are trained to begin with the theory or to begin with facts or statements.
Leading: How people are used to an Egalitarian or a Hierarchical model.
Deciding: How people are used to decisions made in a Consensual way or Top-down.

Trusting: How trust could be built either through business-related activities or through sharing meals and drinks.
Disagreeing: How people are used to seeing debates and confrontation as positive for the team, or as negative for the team and inappropriate.
Scheduling: How people see the time as linear (everything is scheduled and you stick to it) or flexible (everything can be approached in a flexible manner.)

It was a very good opportunity for the team members to express their preferences and a good reminder that wherever you are on the scale, you have to accept that others could be at another position because they value that position more.

They are no “good” positions or “bad” positions.

An excellent starting point is to appreciate the diversity of the team's strengths.

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Day 12 - Offsite



With the pandemic, we could consider that companies that wanted to reduce travel and expenses received absolute proof that everything could be done remotely. But in the new world of work, can we really spare the commute time and costly office? And if it happens, will we ever need to meet in person?

Jared Kleinert is the CEO and Co-Founder of Offsite. He is also the founder of Meeting of the Minds, as well as a #TED speaker, 3x award-winning author, and USA Today's "Most Connected Millennial".

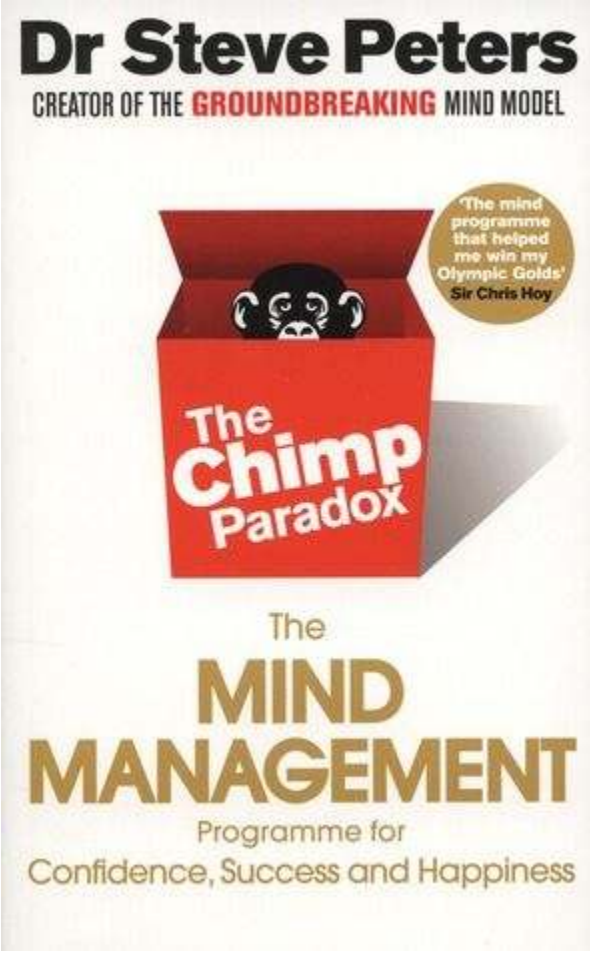
During one episode of Le Podcast on Emerging Leadership, I was lucky to discuss with Jared:
- the importance of meeting in person in the future of work,
- what needs to happen before, during, and after an offsite,
- the criticality of facilitation,
- how to build and deepen relationships,
- hiring advice from a serial entrepreneur!

Listen to the episode here: https://lnkd.in/eanrG-uE

Or on your favorite platform: Anchor, Spotify, Breaker, Google, Apple…

https://www.linkedin.com/posts/alexismonville_ted-leadership-leadershipdevelopment-activity-6951099369370624000-DMsq

Day 13 - The Chimp Paradox



The Chimp Paradox is a book by Steve Peters subtitled: The Science of Mind Management for Success in Business and in Life.

I used the proposed model to represent how our brain works during conferences I gave on the Search for Happiness, and I had some positive feedback.

In this post, I would like to give you a little more and invite you to read Steve Peters's book.

This book is an exploration of a solar system. The sun is the place you want to be. The planets represent zones to explore: yourself, others, communication, stress, success, happiness, trust, and security.

The first planet splits into two parts. It represents our mind, our way of functioning, and the battle between our human and our inner chimpanzee.

The model proposed by Steve Peters is simple and is composed of three parts:

- the human: us, in our frontal lobe,
- the chimp: our emotional machine, in our limbic system,
- the computer: the place where we store information and manage automatic responses.

If we look at how a responsible human deals with a situation. They first look at themself and what they did to generate the problem. Then they look at the circumstances and their impacts on the situation. After, they search for ways to help them change behaviors.

If we look at the way a chimpanzee deals with a situation. It is less rational and much more emotional and operates in the opposite direction. The chimp first looks at others and finger points at what others have done, then it looks at the circumstances and blames them, and in the end, it looks at himself with pity.

A human has to live with an inner chimp that wakes up fast (5 times more quickly) each time it feels danger and takes over the thinking with the 3 F: Fight, Flight or Freeze.

The chimp is ours. We cannot say: “Oops, sorry, it’s my chimp.” Like our dogs, we are responsible for bites.

The third part of the model is the computer. The computer takes over to handle known situations 20 times faster than the human. So, it will relieve us of a lot of thinking. That explains why, in some circumstances, we react and then think: “why did I say that?”.

The problem is to whom we want to delegate computer programming: the human or the chimp?

After introducing the model, the rest of the book studies ways to manage our inner chimp and reprogram our computer with the human.

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6951576291569491968-B3R3

Day 14 - How to Choose your next CEO

How to choose your next #CEO is the title of the spotlight of the latest issue of the Harvard Business Review.

🙄 There are probably not so many people among HBR readers who actually have that problem, but still, the title caught my eyes, so it worked.

The four articles in the spotlight focus on:
- the skills in the C-Suite: social skills come first above technical know-how, expertise in financial stewardship, and other qualifications.
- the option of having Co-CEOs: the model proved to work.

- the personal behavior that predicts which leaders might go astray: materialism and rule-breaking.
- the world shifts, and leaders should to: the instincts to deal with shifting external forces, the ability to sense fresh economic opportunities, and the skills to lead and manage in a different age.

📰 You can find those articles here:
https://lnkd.in/exNDDdKD

https://www.linkedin.com/posts/alexismonville_the-magazine-activity-6951923738640572416-z9v0

Day 15 - Jeremy Brown



🤝 I first met with Jeremy Brown at Red Hat. He was leading the Open Innovation Labs in EMEA at the time. I am not sure when it happened, but we had multiple passionate conversations about the Open Innovation Labs residencies, building space in offices dedicated to collaboration, and fostering

collaboration and innovation within teams and organizations (among other things).

He then worked as #CTO for a travel company, and then for a startup, and now leads #engineering at Dashlane.

Why am I telling that? Because I would like to be able to discuss with Jeremy more often and hear his thoughts about leading engineering teams, building products, and technology as often as possible.

Thanks to his new website, it is possible! Look at what he has published lately:
- Five reasons to use #Kubernetes
- Kubernetes is a red flag signaling premature optimisation (that one blew up on HackerNews 💥)
- How to grow a #Manager of Managers?
- Helping a team that is struggling to deliver
- The demo is a cornerstone habit for great products and teams
- Keep up with social and news without going crazy

https://lnkd.in/eVf_r2Qs
(you can sign up when you scroll down to the bottom of the page)

https://www.linkedin.com/posts/alexismonville_jeremy-brown-activity-6952181294675968000-VBmW

Day 16 - Expense Reports

I wonder what would happen if we changed the expense reports' approval sequence.

In a lot of companies I worked with, the sequence looks something like this:
- Step 1 - The employee files an expense report
- Step 2 - The employee's manager approves the report
- Step 3 - Someone in finance verifies the report and sends it for payment

A very straightforward process, isn't it? Until something does not work out well.

In all the years I have worked, I never had an expense report sent back to me by my managers.

But, I had to deal with the finance verification many times with those kinds of requests:
- Could you add a date to the taxi receipt? The taxi driver forgot to put it.
- Could you change the category from x to y?
- You mentioned in the comments that the receipt was missing. Could you tick the missing receipt box?

Let's assume that asking me to do those things is part of the value I add to the companies.

But, when I fix those requests, the validation process is back to step 1, and the manager has to do step 2 again, and someone in finance will do step 3 again.

What about we get rid of step 2?
Let's provide the managers with an end-of-the-month report with the expenses of all their employees. We need to get the agreement from employees that if managers see something off, they can decide to dispute a particular expense. But as I said before, this never happened to me or any other people I surveyed around me that a manager sent back the report.

The sequence could be:
- Step 1 - The employee files an expense report
- Step 2 - Someone in finance verifies the report and sends it for payment

[End of the month] verification of the monthly report by the manager

It would spare a crazy amount of time for managers.

#finance #people #change

https://www.linkedin.com/posts/alexismonville_finance-people-change-activity-6952562839370797056-mGOZ

Day 17 - Ready to earn Red Hat's success

Yesterday, Matt Hicks took the role of Red Hat's President and CEO!

I had the great pleasure of working directly with Matt for a few years.

He started with excellent communication with Red Hatters that he shared on LinkedIn (see below). He also shared internally a perfect 10-minute video (internal only). We have town halls scheduled. We are asked to provide feedback on what he said. All this is very cool 😁

And this is just the beginning of a new era to make even more customers successful with #opensource!

🥳 Congratulations Matt!

https://lnkd.in/ecXgzDbK

#ceo #software

This is a bit special and will count as day 17 of #67daysofleadership

https://www.linkedin.com/posts/alexismonville_as-i-step-into-my-new-role-as-red-hats-president-activity-6952844690865991680--skb

Day 18 - Self Organization



Can a group of people self-organize to accomplish something?
Is there a limit to the size of the group?

How does leadership emerge, and how does it change with the group size?

Mehdi Moussaid, a research scientist at the Max Planck Institute for Human Development, shows us exactly what happens in the brilliant video below (English and French subtitles are available).

https://lnkd.in/ehxirb87

#selforganization #agile

https://www.linkedin.com/posts/alexismonville_peut-on-sorganiser-sans-chef-activity-6953279730288615424-vSAk

Day 19 - Delivering Delight

when I asked: “How are you?”

Avi Z Liran answered: “Like every day, I am blessed and grateful.”

Blessed and grateful are Avi's first words to communicate how he feels while feeling better and uplifting the people around him.

I asked him how he would answer the question on a bad day. Would he be as authentic or try to hide behind the more common answers like: ok, good, great, fantastic?

His answer: “I am blessed and grateful, and sad.”

What he is doing here is both recognizing all the positive things, like access to water, food, security, living in a free country, having a job, having family and friends, and with the third word, he is communicating with authenticity the feeling he experienced just at the moment.

I am very surprised by the power of those two words. I experimented for myself. They put a smile on my face each time. Are you ready to try that?

You can listen to a podcast episode with Avi here in which he provides a more complete exercise to experience the power of the words:
https://lnkd.in/eVRvu9t
or on your favorite platform: Anchor, Spotify, Breaker, Google, Apple…

https://www.linkedin.com/posts/alexismonville_delivering-delight-with-avi-liran-activity-6953619863898628096-vCtX



Day 20 - Radical Focus

I am passionate about getting teams to clarify their goals, iterate and improve by using them as a tool that serves their purpose. I like to use #OKRs to do exactly that. This is why I was so excited about meeting with Christina Wodtke.

Christina is an author, lecturer at Stanford, and speaker who teaches techniques to create high-performing teams. Christina is the author of four books, including Radical Focus and The Team that manages itself. Christina switched to academia about 5 years ago after years of working with tech companies like Yahoo, Zinga, or LinkedIn.

In the episode, we connected adjacent topics related to high-performing teams. Here are some of them:

- What are Objectives and Key Results (OKRs)
- The power of using a fable
- The importance of clear goals, clear roles, clear norms (What I call Team Agreements)
- How exploratory OKRs foster innovation
- Who from cows, dogs, stars, or question marks needs OKRs (You need the reference to the BCG 2×2 matrix for this one, see below)
- What you need to know about individual OKRs
- The role of a manager or of an accountability group in individual OKRs
- How to do better performance management
- How a team could manage itself (I wrote something about it here)
- How drawing helps craft and share your ideas, and how to dare to start drawing (pareidolia is there to help you 🙂)

Listen to the episode here or on your favorite podcast platform:
https://lnkd.in/ehwQhzs3



https://www.linkedin.com/posts/alexismonville_radical-focus-with-christina-wodtke-activity-6953995692549808128-ji2c

Day 21 - Hands Signal

One person asks a question, not even a rhetorical one, followed by an awkward silence. Did it ever happen to you? It happened to me a lot, especially now that my days are filled with online or virtual meetings.

Of course, the facilitator of the meeting, or the person who asks the question, could formally go around the table to ask each participant to express their opinions. It is time-consuming, does not really help with the dynamic of the conversation, and in most cases, does not really help surface the potential disagreements.

The simplest way to assess the room's opinion is to introduce hand signals. Here is how it works with the team I interact with. The approach is loosely inspired by the Decider (from The Core Protocols).

The proposer clearly states one and only one proposal and asks the participants to show their hands. The best results are obtained when everybody votes simultaneously to avoid the temptation of following the crowd (and regretting it after).

Participants can:
Thumbs Up to show their approbation.
Thumbs Down to show their disagreement.
Flat Hand to show they are ready to support the team's decision.

Let’s review what is coming next when all participants have expressed their opinion.

When everybody thumbs up, or you have a majority of thumbs up and some flat hands. Nothing to really worry about and you can move on.

When you have a thumb down, or you don't have a majority of thumbs up, it signals the need to inquire about the participants' reasons. The way you formulate your question is important. "What will it take to get you to thumbs up?" is a better question than "What do you think?" as it focuses the person on finding a way to move forward, not expressing all the reasons to stop the progress.

You can adjust the proposal and get another vote.
The teams usually adjust very quickly to the approach and find improvements in their way of expressing their opinions.

Progressively, team members will be more comfortable expressing when they are "absolute NO" on a proposal, which will minimize the time spent attempting to resolve things that cannot be resolved.

The last signal we introduced in one team is:
Arms Crossed to signify when it is time to move on to another topic. The equivalent of the ELMO facilitation technique. ELMO stands for Enough Let's Move On. You can use the real Elmo or a picture of him, just a piece of paper, or Lisette Sutherland's Collaboration Superpowers Cards (I need to tell you more about Lisette in a future post 😉)

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6954344065463152640-IJCW

Day 22 - Naas Notebook

I started sharing around #leadership and #leadershipdevelopment for 22 days now! I am one-third done on my 67 days commitment! I wanted to reflect on

how the different posts did. How many people saw the posts? How was the engagement? What could I learn from the first days?

I can find the #data through the LinkedIn interface, but browsing is not very convenient. I could capture the information in a table, but I don't want to update the data constantly. Of course, there is a LinkedIn API, so I could write a script to do that, but the task seems too difficult for the benefit.

THE SOLUTION

I used one of the awesome templates from naas.ai: LinkedIn - Update metrics from posts in Notion Content Calendar. After a quick setup, I have all the data in a Notion table!

https://lnkd.in/eQmbezTh

You can directly open the template in naas and test with a free account!

What can I learn from that?

- The post that generated the highest number of views (24917) is the post about the Culture Map by Erin Meyer. https://lnkd.in/ewGjHzCf
- The post that generated the smallest number of views (334) is the post about Radical Focus by Christina Wodtke https://lnkd.in/eBjvKYbF
- The average number of views is around 3300.
- The biggest engagement score (2.26%) is the post about The Path to Purpose by Ashley Freeman. https://lnkd.in/eQsTZq8B
- The smallest engagement score (0.30%) is the post about remote working, Offsite and Jared Kleinert. https://lnkd.in/eJV8Tb8g
- The highest number of comments, apart from Erin's post, is the post about expense reports, and there are a lot of insights in those comments. Thank you for that! https://lnkd.in/eHW-v4b2

Early engagement (like, share, comments) seemed to be vital in having a chance for the post to be displayed in other people's feeds. In short, you decide with your engagement if other people will see the post or not.

The day of the week does not seem to have an influence. I don't have enough data to be sure of that, and July is probably a specific year period.

I posted each day roughly at the same time, so I don't have data to assess the influence of the time of the day.

Let me know if you have more insights to share!
Thank you!

https://www.linkedin.com/posts/alexismonville_github-jupyter-naasawesome-notebooks-activity-6954716494828081152-Vgv1

Day 23 - Write Every Day

🤔 How to write and post every day?

Michael DOYLE explained his approach to me a while back. I am using a method inspired by his approach for the #67daysofleadership posts. Thank you for that, Michael 🙏

The method combines three types of activity:
- Identify ideas of topics to write about,
- Pick an idea from the list and write a draft,
- Polish the draft so that it is ready to publish, and publish it.

The trick is to do all those activities daily during the time box dedicated to writing and posting.

Let's take the current post as an example.

The topic was on the idea list for a while.

I picked the topic yesterday to write the draft.

And today, I am reviewing the draft and preparing it to be published.

I will also pick the next idea to write the draft of tomorrow's post. And as I have enough ideas on my list, I know I will not stare at a blank page anytime soon.

🤯 Progressing iteratively toward the objective is a no-brainer now that we have 30+ years of experience with that #agile approach in #softwaredevelopment. Leaving a night between activities is powerful and can be applied to many of our activities!

https://www.linkedin.com/posts/alexismonville_67daysofleadership-agile-softwaredevelopment-activity-6955105950953259008-EnJ_

Day 24 - Collaboration by Design

How to gather people and facilitate successful collaborations?

Philippe Coullomb and Charles Collingwood-Boots answer the question in their book Collaboration by Design.

I had the pleasure of recording a #podcast episode with them to discuss the book. I love the parts covering what needs to happen before and after the workshop. Probably the aspects I was the weakest. Have you noticed I used the past 😜

I hope you enjoy listening to the podcast and reading the book! And I bet you will learn a ton out of them 🤓

You can listen to this episode here or on your favorite platform: Anchor, Spotify, Breaker, Google, Apple…



https://www.linkedin.com/posts/alexismonville_podcast-lepodcast-emergingleadership-activity-6955467265202921472-2lhY

Day 25 - Exec Communications

Last Tuesday, Sundar Pichai, Google #CEO sent a memo to all employees to let them know that the company would slow its hiring for the rest of the year. The news could be either depressing or inspiring.

When I read the memo, I wondered why I felt good about it?

As Minda Zetlin said in her article, starting with thanking people for their excellent work is a good start.

https://lnkd.in/eNnRUgQ8

I also like how he connects the culture and the current economic context to turn that into opportunity. He continues using the mission to explain where the company makes investment decisions.

He summarizes the message in three words: “scarcity breeds clarity.” And I bet many people will reuse that.

🤔 I wonder how people at Google felt when they read the memo.

What will you change in your next communication?

https://www.linkedin.com/posts/alexismonville_it-took-just-3-words-for-google-ceo-sundar-activity-6955812257213603840-8ruQ

Day 26 - Play

👀 What is your definition of play?

The Oxford dictionary tells us: Engage in activity for enjoyment and recreation rather than a serious or practical purpose.

Have you noticed the opposition between “enjoyment and recreation” and “serious or practical”?

Based on that definition, playing at work is impossible, right? So even being playful would not be possible.

😀 I had the pleasure to interview Portia Tung for a podcast episode to discuss the gift of play. Portia is an Executive & Personal Coach, an Executive Agile Coach, and a Play Researcher.

In this episode with Portia, you will learn:

- A more subtle definition of play,
- how to efficiently introduce each other in one-on-ones,
- what a dream job can be,
- the connection between play and creativity,
- the 5 Rs of playful leaders, and why they matter to lead transformations,
- how to introduce play in a serious work environment,
- and much more!

🎧 You can listen to this episode here:
https://lnkd.in/eX-gEaZM

on your favorite platform: Anchor, Spotify, Breaker, Google, Apple…



https://www.linkedin.com/posts/alexismonville_the-gift-of-play-with-portia-tung-activity-6956175776119455744-Cdnz

Day 27 - Six Questions

📖 In his book, The Advantage: Why Organizational Health Trumps Everything Else in Business, Patrick Lencioni shares six questions I feel are precious to answer for any team:

1. Why do we exist? The answer to this question will yield a core purpose or the fundamental reason the company is in business.
2. How do we behave? This question examines behaviors and values required for success.
3. What do we do? This answer provides a simple, direct explanation of the business.

4. How will we succeed? This question requires the team members to develop a strategy.
5. What is most important right now? The answer to this question is establishing a unifying thematic goal and action plan.
6. Who must do what? This question addresses roles and responsibilities.

Do you believe that if you asked those questions to each person on your team, you would have aligned answers?

😇 I can tell you that I confirmed the answer was no each time I tried.

I also enjoyed getting team members to collaborate synchronously or asynchronously on a shared document to refine their responses to the questions.

Something you want to try?

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6956547625349177345-nZp0

Day 28 - Abuse

“There were a lot of abuse.”

Phil Knight mentions that in his memoir, Shoe Dog: A Memoir by the Creator of Nike. He illustrates that with many stories showing the team dynamic, and the people's determination to succeed. It reminded me that I could say the same in the startup I co-founded more than 25 years ago. In our current times, many of the remarks or comments we shared between us are completely unacceptable today. We were very close to each other, and in that group, the norm was to accept those remarks and comments.

Why am I sharing that?

In one recent meeting, someone said: “We cannot say anything anymore!” There was a lot of energy in that comment. I believe it is the question of the “politically correct.” What can we say? What cannot we say? Is it preventing people to speak? Or is it helping all people to engage in more meaningful conversations taking the group to a better outcome? Is it that we cannot say anything anymore, or that we better understand each other and listen to our respective needs?

Here is an extract of the back cover of, The Coddling of the American Mind: How Good Intentions and Bad Ideas Are Setting Up a Generation for Failure, a book by Jonathan Haidt, Greg Lukianoff. Thanks for the gift Daniel Riek 😉

“The generation now coming of age has been taught three Great Untruths: their feelings are always right; they should avoid pain and discomfort; and they should look for faults in others and not themselves. These three Great Untruths are part of a larger philosophy that sees young people as fragile creatures who must be protected and supervised by adults. But despite the good intentions of the adults who impart them, the Great Untruths are harming kids by teaching them the opposite of ancient wisdom and the opposite of modern psychological findings on grit, growth, and antifragility. The result is rising rates of depression and anxiety, along with endless stories of college campuses torn apart by moralistic divisions and mutual recriminations.”

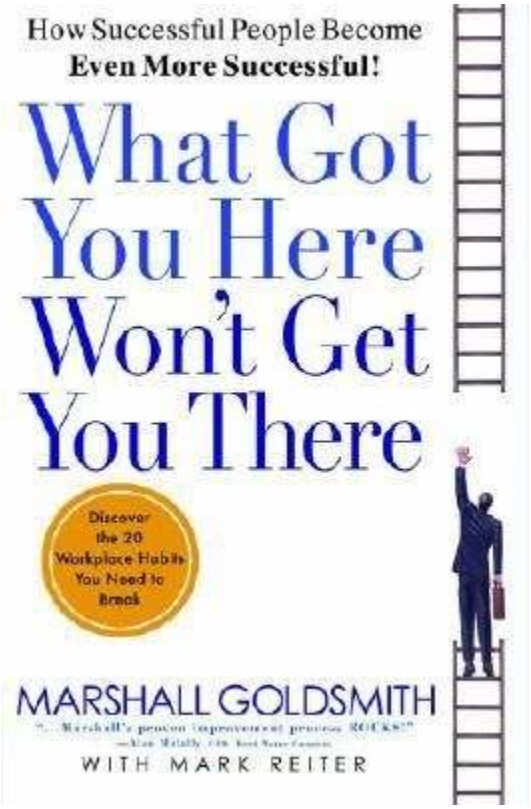
So maybe the question is to deeper our understanding of Psychological Safety so that we really support people and their growth?

What are your thoughts?

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6956979664422584320-15Id

[You should really read the comments on that one]

Day 29 - What Got You Here Won't Get You There



What Got You Here Won't Get You There: How Successful People Become Even More Successful is a book by Marshall Goldsmith and Mark Reiter published in 2007. Even 15 years later, it is still worth reading!

The trouble with successful people is that they tend to believe that their "bad" habits are not so "bad." They have proof of that. They are successful. So, what could they do, or what could they stop doing to be more successful?

The book presents The Twenty Habits That Hold You Back From The Top:

Winning too much: The need to win at all costs and in all situations
Adding too much value: The overwhelming desire to add our two cents to every discussion
Passing judgment: The need to rate others and impose our standards on them

Making destructive comments: The needless sarcasm and cutting remarks that we think make us sound sharp and witty
Starting with “No,” “But,” or “However”: The overuse of these negative qualifiers which secretly say to everyone, “I’m right. You’re wrong.”
Telling the world how smart we are: The need to show people we’re smarter than they think we are
Speaking when angry: Using emotional volatility as a management tool
Negativity, or “Let me explain why that won’t work”: The need to share our negative thoughts even when we weren’t asked
Withholding information: The refusal to share information in order to maintain an advantage over others
Failing to give proper recognition: The inability to praise and reward
Claiming credit that we don’t deserve: The most annoying way to overestimate our contribution to any success
Making excuses: The need to reposition our annoying behavior as a permanent fixture so people excuse us for it
Clinging to the past: The need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else
Playing favorites: Failing to see that we are treating someone unfairly
Refusing to express regret: The inability to take responsibility for our actions
Not listening: The most passive-aggressive form of disrespect for colleagues
Failing to express gratitude: The most basic form of bad manners
Punishing the messenger: The misguided need to attack the innocent who are usually trying to help us
Passing the buck: The need to blame everyone but ourselves

I love to use books with people I work with. I decided to use the twenty habits with a leadership team I had just met.

The first part of the session was reviewing and discussing the habits. Listening to the questions and discussions can teach a lot about the people in the room.

The second part was for the team members to identify for each other, through an anonymous survey, what habits they thought the others in the team should focus on removing.

The third part was for the team members to discover the results, and pick the habit they will want to work on during the next quarter.

The last part was to select their accountability partner to work with to achieve the goal.

https://www.linkedin.com/posts/alexismonville_67daysofleadership-activity-6957269618243551232-HYt_

Day 30 - Silence

Silence.

🦗Can we use silence as a tool?

We can see how it works in public speaking. The short or long pauses a speaker makes are very powerful. You can watch how Barack Obama, then President of the United States of America, uses pauses in his speech during his visit to Cuba in 2016.

https://lnkd.in/efpM2BD7

The speech inspired the artist Ibrahim Maalouf for a single I love, Una Rosa Blanca:

https://lnkd.in/eJdVkmE9

Can we use silence in other contexts?

I try to give people time to process information shared during a meeting. It sometimes leads to awkward silences. Some people are eager to fill them, some use the time to think. When it becomes the team norm, it becomes less awkward and even more powerful.

I also did silent prioritization exercises using sticky notes on a wall and asking people to order the stickies from top to bottom. We pause the activity when we detect a back and forth, showing that we need to talk.

I also try to use silence when I listen to people. I mean not only because I don't talk, but also because I try not to think about talking, about what I could say or ask next.

Have you noticed other use of silence?
https://www.linkedin.com/posts/alexismonville_president-obama-speech-in-cuba-full-speech-activity-6957631824063799296-uiUU

Day 31 - The Delegation Poker



How to delegate with confidence?

Play the Delegation Poker and build your Delegation Board!

I discovered the practice thanks to Jurgen Appelo and his Management 3.0 book #Workout.
The game helps to learn as a team about delegation. Refine the team's understanding of the non-binary nature of delegation progressively.

Start by listing situations in which you want to create a delegation policy.

Team members get a set of cards numbered 1 through 7, representing the levels of delegation:

1. Tell: I will tell them

2. Sell: I will try and sell it to them

3. Consult: I will consult and then decide

4. Agree: We will agree together

5. Advise: I will advise but they decide

6. Inquire: I will inquire after they decide

7. Delegate: I will fully delegate

Then, you go through the list of situations individually, and team members all choose a card and reveal it simultaneously.

When not all people have identical numbers, get the lowest and highest numbers to explain the rationale behind their choice (the fascinating conversations happen then).

Record your consensus on the Delegation Board.

Learn more about the practice on the Management 3.0 website, and print or order your set of cards:
https://lnkd.in/eax8iAFw

You can also create a Miro Board (or equivalent) to play with a distributed team!

https://www.linkedin.com/posts/alexismonville_delegation-poker-a-management-30-game-activity-6958011541388460032-k-Bq

Day 32 - Radical Candor

Care personally and challenge directly.

That is how Kim Scott defines Radical Candor.

➕ Kim uses a 2 x 2 matrix to explain what she means. You are up on the vertical axis of the matrix when you care personally. You are on the right of the horizontal axis of the matrix when you challenge directly.
A conversation about the matrix drifted towards Dale Carnegie's principles and how they fit the matrix. (in "How to win friends and influence people," Carnegie's book was first published in 1936 and is still re-edited today.)

Here are two examples:
- Become genuinely interested in other people
- Give honest and sincere appreciation

Becoming genuinely interested in other people, is, of course, an excellent way to demonstrate that you care personally. And, as you can see in the matrix, if you do it without challenging people directly, you fall in the "ruinous empathy" quadrant.

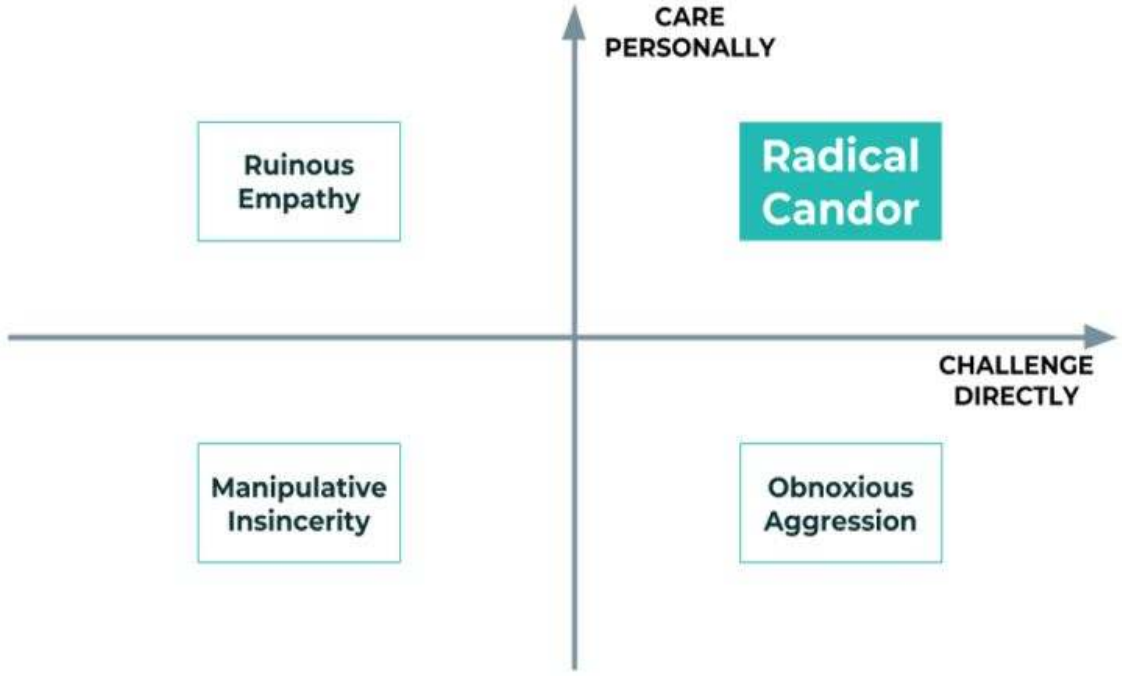
Give honest and sincere appreciation is trickier. When I only speak about the positive behaviors I can see in other people, I fall in the bottom left quadrant “manipulative insincerity.” When I don’t care personally and give honest feedback, I fall into the “obnoxious aggression” quadrant. When I care personally and am honest, I can act in the upper right quadrant.

The way you give feedback is, of course, key to the success of your message. Kim Scott explains this point with reference to what Ben Horowitz called the shit sandwich in “The Hard Thing About Hard Things” another book I enjoyed. The shit sandwich is his way to qualify a classic way to give feedback: start with complimenting, pass the problematic message, and finally value people's strengths. The problem with the approach is that experienced people see you coming, and each time you start with a compliment, they wait for the difficult feedback.

The point is that if you care personally for people, you develop a relationship that enables you to give and receive honest feedback without the need to provide a not-so-nice sandwich.

Once, I was in the audience at a conference, and one of my colleagues gave a talk. The guy is excellent. I love his way of thinking. He can present an appealing overall vision and go deep to the correct detail level when appropriate. The talk was ok, and I was frustrated. Why? Because he made basic public speaking mistakes that he could have easily avoided. I waited for the long line of people who wanted to thank him and talk with him to vanish, and I told him: “Great work Steve! I have some feedback. Do you want them now or later?”.
Steve: “Now would be fine.”
Me: “Do you want them direct, or do you want me to dress them up a little bit?”
Steve: “I am a big boy. Go for direct.”
At this stage, I would have gone for direct anyway, and I guess you understood that I cared enough for that. I learned that from Brad Solomon. 🙏

https://www.linkedin.com/posts/alexismonville_care-personally-and-challenge-directly-activity-6958448300559601664-bn6Q



Day 33 - What to know about working with you

What to know about working with...

👊 YOU!

The idea shared by Lisette Sutherland in her Collaboration Superpowers newsletter is both simple and powerful: Create your personal user guide.

In the process, you identify what you need to do your best work, and the guide helps others understand you better and collaborate more effectively!

Here are the instructions:

https://lnkd.in/eUgyXtJg

https://www.linkedin.com/posts/alexismonville_personal-user-guide-instructions-with-coverpdf-activity-6958758036018470914-zsL1

Day 34 - Empty Communications

Be cautious of empty communication.

👌 Okay.

Why would I send an empty communication in the first place?

Picture that theoretical situation. There is management change high in the hierarchy of the organization. For people at the bottom of the hierarchy, nothing changes. So, the communication should be that nothing changes, right?

✋ Hold on!

If nothing changes, why have we made the management change in the first place? And as a consequence, what is expected to change for the whole organization in the future?

I believe that a reassuring “nothing changes” communication, would create the opposite of the desired effect. it creates anxiety. People could think: “I am told that nothing changes, while I can observe that something changed, so what other changes should I expect next?”

So, the communication cannot be: “nothing changes”. The communication has to be about why the change was made, and what is expected from that change in the future. At all levels in the organization, people must try to explain both to their part of the organization.

Not necessarily easy, but critical.

The temptation of empty communication signals that we are about to miss an opportunity to provide clarity to the organization.

Thoughts?

https://www.linkedin.com/posts/alexismonville_67daysofleadership-communication-leadership-activity-6959190061795942400-gKJ6



Day 35 - Conway's Law

Any organization that designs a system (defined broadly) will produce a design whose structure is a copy of the organization's communication structure.
Conway's Law

When two teams work on a system, they will produce two sub-systems that interact as well as they communicate with each other. Conway's law explains the importance of the
design of your organization because the organization defines the architecture of your product or service.

A consequence of that law is that if you want to propose a new product or service with a different architecture, you need to reconsider the organization that is producing it.

Melvin Conway introduced what will become known as Conway's Law in an article published in 1967. Frederick Brooks named it Conway's Law in his book The Mythical Man-Month published in 1975.

Adding people to a late software project makes it later.
Brook's Law

Even if those two "laws" originated in software engineering, they could be applied in other domains. Adding more people to a project to make it faster seemed to be a good "common sense" idea. Adding more people will add more work capacity and, consequently, could get more work done.

What is the problem generated by adding more people? That is once again a communication problem. Benjamin Franklin limited the size of a discussion group to 12 because, once the group was larger than 12, the communication became too complex.

We need one communication channel for two people to communicate with each other, three channels for three, six channels for four, and 66 channels for 12 people.

If we add a new person to an existing project, that person needs time to understand the project by herself and needs time from other people in the project.

That is the main reason why the project will take longer if you add more people to the team.

The advice could be summed up as limiting the size of the team, limiting the scope, and facilitating collaboration.

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6959482284034953216-LAF8

Day 36 - Communications Map

Who is talking to who in a team meeting, and why does it matter?

Okay, I don't remember where I read about the practice, and my second brain does not seem to remember either. This puts my ability to take notes and store them in my second brain a little bit in question, but this is not the point for today's post 😉

The exercise is very simple. Take a blank sheet of paper (or use your tool of choice to draw). Mark all the people who attend the meeting in a large circle on the sheet.

The meeting starts, you will record each time:
- people talk to everybody with small dots near their name,
- people talk to one specific person with an arrow pointing toward that person,

You will realize soon, that:
- one or more people address only one specific person, it could be the boss or someone else,
- other people seem to be mainly silent,
- other people have a lot of arrows coming their way. Maybe they are the influential ones.

You can also record the topics people discuss and notice the topics that are coming back, maybe because no decisions are made, clear, or accepted.

🤓 The fun part is I guess we would need a complete workbook to cover all the cases, but just drawing the communication is eye-opening, and I bet you will learn something about yourself or your team members.

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6959853974082437122-guzS

Day 37 - How to create your OKRs using Impact Mapping

How to create your #OKRs using Impact Mapping?

First, thanks for giving me the idea for today's post, Houda Boulahbel!

Using Narakeet, a product created by Gojko Adzic, the author of the book Impact Mapping. I created a less than two-minute video to explain the whole process.

Are you ready to try?

https://lnkd.in/eYrjiYcJ

https://www.linkedin.com/posts/alexismonville_impact-mapping-okrs-activity-6960173065762697216-w4fV

Day 38 - Building a Product

Yesterday, I shared a short video describing how to create OKRs using Impact Mapping.

It reminded me of when I had the pleasure to sit for a #podcast episode with the product builder and book author Gojko Adzic.

Gojko Adzic is one of the 2019 AWS Serverless Heroes, the winner of the 2016 European Software Testing Outstanding Achievement Award, and the 2011 Most Influential Agile Testing Professional Award. Gojko's book Specification by Example won the Jolt Award for the best book of 2012, and his blog won the UK Agile Award for the best online publication in 2010.

Gojko is a frequent speaker at software development conferences and one of the authors of MindMup and Narakeet (I am a user of both those tools 🙂). For example, I created that video just using existing slides and speaker notes in a few minutes.

Impact Mapping, published in 2012, is one of the books I reference the most in my day-to-day work, especially to create OKRs. The .org website on Impact Mapping is a great place to start!

"If you are not keeping score, you are practicing, not playing"
Gojko Adzic

Building Products is what we explore in this episode of Le Podcast on Emerging Leadership. In this episode, learn from Gojko:

- How to build the perfect product,
- How to avoid waste when building #software,
- How to waste 75 Million in an #agile way (does the currency matter here?),
- Is Impact Mapping simple or easy?
- How to measure anything, a book by Douglas Hubbard

- Four Disciplines of Execution, by Chris McChesney, Sean Covey, and Jim Huling
- The Art of Business Value, by Mark Schwartz
- How to run control experiment with Microsoft,
- How to collaborate to build products,
- Pair programming, of course!
- How to deal with conflicts,
- How to give a promotion to your number two problem 🙂
- Software and IT is evolving in an upward going spiral!

“The hardest single part of building a software system is deciding precisely what to build.”
Fred Brooks

Listen to the episode here:
https://lnkd.in/e4Y4AN3
Or on your favorite platform: Anchor, Spotify, Breaker, Google, Apple…



https://www.linkedin.com/posts/alexismonville_build-a-product-with-gojko-adzic-activity-6960530936341921794-Q16p

Day 39 - Project Aristotle

Google studied 180 teams to identify what matters to team effectiveness. The internal project code name was Project Aristotle.

https://lnkd.in/eztuhSPV

The results? Standout performances correlated with affirmative answers to these questions:

- Structure and clarity: Are goals, roles, and execution plans on our team clear?
- Psychological safety: Can we take risks on this team without feeling insecure or embarrassed?
- Meaning of work: Are we working on something personally important for each of us?
- Dependability: Can we count on each other to do high-quality work on time?
- Impact of work: Do we fundamentally believe that our work matters?

Also important to notice that those variables were not significantly connected with team effectiveness at Google:

- Colocation of teammates (sitting together in the same office)
- Consensus-driven decision making
- Extroversion of team members
- Individual performance of team members
- Workload size
- Seniority
- Team size (that one annoys me particularly, and I wonder what are the different sizes of the team they studied, maybe they were all under 12 anyway 😜)

- Tenure

A while back, I decided to test the five questions with a team during their quarterly face-to-face meeting. I used the length of the meeting room as a scale and identified graduations with sticky notes on the wall from zero at one end of the meeting room to ten at the other.

I asked everybody to stand up and explained the rules. I will ask questions, the more you agree, the closer to ten you need to be, the more you disagree, the closer to zero you need to be.

For the first question about structure and clarity, two people moved to five and six, all the others looked at how the boss will react, and one ask a clarifying question: When you say “our team,” what do you mean? I clarified, that the team is the people that are in this room now. The rest of the people are moving between seven and nine.

I am now asking a few clarifying questions asking them to explain their position on the scale. I also encourage them to ask questions. The newcomer in the team suggested that it could help us to use Objectives and Key Results (#OKRs) as he was doing in his previous company. An interesting conversation followed, and I am capturing on sticky notes discussion topics for the rest of the meeting.

We continued with the other questions, and people moved faster to their graduations (even with their manager in the room). The conversations focused on what the people needed to give a better grade, which gave us plenty of topics to cover in the meeting, restructuring the agenda to better fit what was essential to the team.

The exercise was useful as it raised the awareness of some missing aspects to “really” called this group of people a #team.

Try it and let me know!

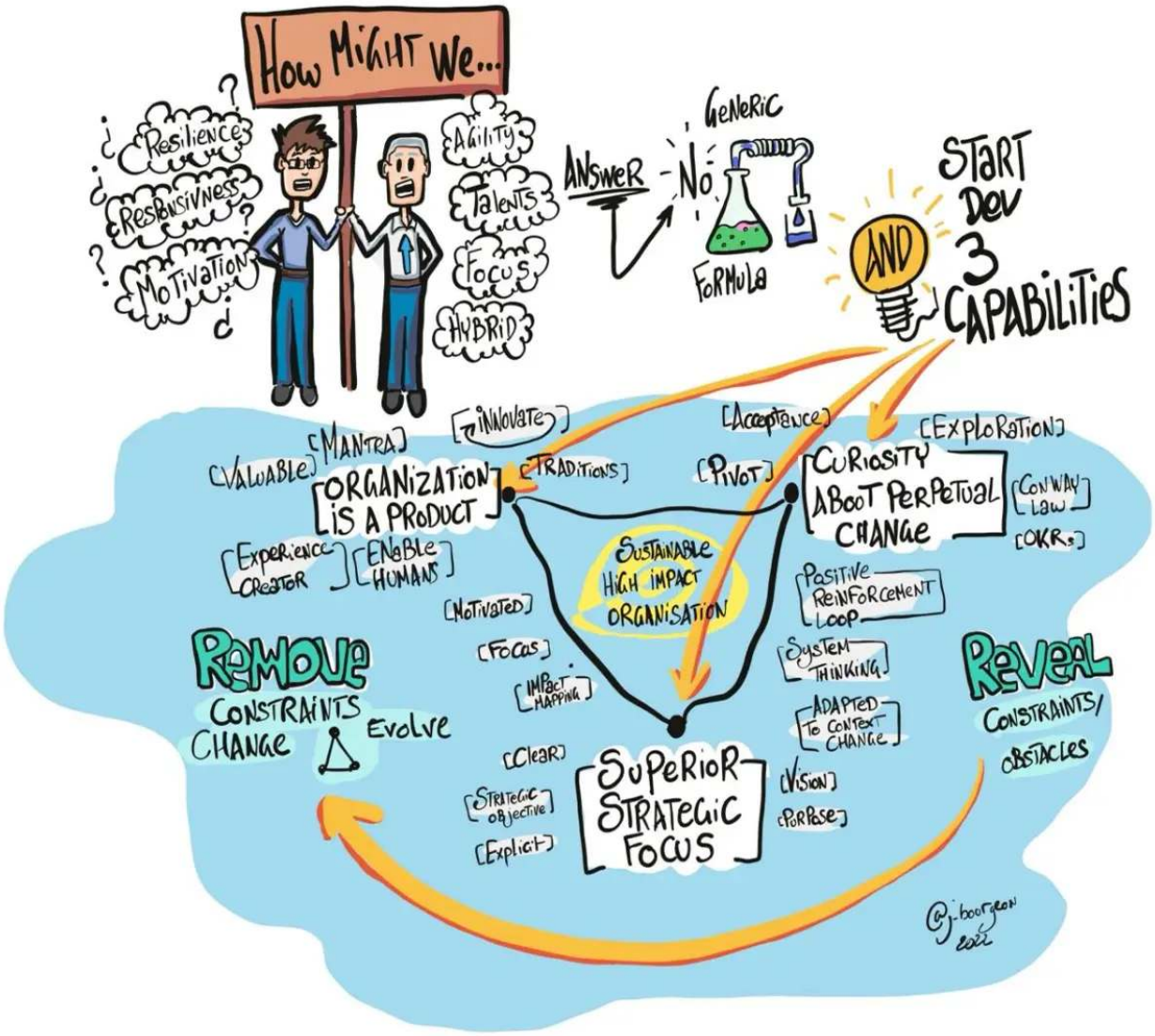
#psychologicalsafety #leadership

https://www.linkedin.com/posts/alexismonville_rework-guide-understand-team-effectiveness-activity-6960892622877904896-6nt1

Day 40 - Nurture Sustainable and High Impact Organizations

Jérôme Bourgeon and I proposed three capabilities to nurture sustainable and high-impact organizations in a short article published earlier this year.

https://lnkd.in/dK6qa_5t



We labeled one of them: The Organization is a Product.

Building the organization like a product is our mantra. An organization that provides an incredible experience to employees in a hybrid world. An organization that enables them to do their best work, providing a fantastic experience to partners and customers.

The “way we do things here” has some time to be protected. Some traditions and rituals are essential pieces of the culture. Sometimes they have to go or evolve to let the organization move to higher levels of development.

Applying the Impact Map to the organization is a way to do that. Explore how to create working agreements. Explore how new rituals fit the new hybrid world.

The idea is to continuously improve the employee experience, so that employee can do their best for customers and partners.
Let's close today with two questions to reflect on:

- What is the last story you heard in your organization that moved you?
- What is the next feature your organization needs to provide to generate more value?

#employeeexperience

https://www.linkedin.com/posts/alexismonville_what-to-nurture-in-sustainable-and-high-impact-activity-6961249451143245824-nifD

Day 41 - Open Practice Library

💭 Have you ever dreamed of a place where you could find ideas supporting the rapid development of products?

People in the Red Hat Innovation Labs dreamed of that place too, and they built it with customers and partners in the open!

The Open Practice Library is organized around a Mobius Loop, providing the foundation and options from discovery to delivery.

You can find practices for your team and contribute your practices! (and in the process, make new friends 🤗)

https://lnkd.in/eit8uGVH

https://www.linkedin.com/posts/alexismonville_open-practice-library-activity-6961700108522422272-MrJD

Day 42 - The Answer

The answer.

42 is the answer.

The answer to the Ultimate Question of Life, the Universe, and Everything.

This is day 42 of #67daysofleadership, and the simple number got me into thinking of The Hitchhiker's Guide to the Galaxy by Douglas Adams.

Have you read the book?😂

It is the summer, and I bet taking some time to read a “classic” can teach you way more about yourself and the world than you can think.

😂 I hope you will take the challenge and enjoy it!

https://www.linkedin.com/posts/alexismonville_67daysofleadership-leadership-leadershipdevelopment-activity-6962085409849806848-Pe8o

Day 43 - Bureaucracy

Bureaucracy.

What is the first thing popping into your mind when you read the word bureaucracy?

For a long time, what would pop into my mind would be government, Kafka, and administration. But what if our modern corporations have become bureaucracies too?

🤔 David Graeber, in his book, The Utopia of Rules, makes precisely that case. I was not convinced when I picked the book, another Daniel Riek recommendation. Thank you, Daniel!

The more I read it, the more it resonated with me.

Let's pick a basic example.

Let's say the company is big enough that not all customers can even have a meeting with the CEO, the CTO, or another executive. Because of that, you have more requests from your salespeople than you can fulfill. As you want to create an efficient system and invest your executives' time in the best possible way, you want salespeople to answer a few questions giving you a sense of the impact of the executive engagement.

Option 1 - You create a form with mandatory fields that salespeople have to fill to have a chance to get an executive to meet the customer. A group of people review the requests and accept or deny them. The requester doesn't even know who they are.

Option 2 - You create a shared document with questions to answer. When an executive assistant, a chief of staff, or other people supporting the executive receive a request, they share the document with the requester, telling them that the answer will help them evaluate the potential engagement and propose eventual delegates. In addition to asynchronous interactions over the shared document, they propose to discuss the questions and answers over a call.

In both cases, the questions are similar, and the criteria to evaluate the engagement are probably the same. But with the second option, both the

requesters and evaluators build a relationship, collaborating to find the best solution for the company.

I feel option 1 is a bureaucratic answer to optimizing the evaluators' time, and option 2 is a better option focused on the outcome.

Nowadays, each time I am puzzled in front of a form, I would love if I were able to speak to a human who could guide me through it.

Thoughts?

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6962415142911275008-J_Ao

Day 44 - What Makes a Great Manager

What makes a great #manager?

We probably all have opinions on the question. Those opinions are based on our own experience and sometimes our research.

A research team at Google tried at first to prove that managers don't matter and that we could get rid of them completely. In the process, they proved that managers matter and then identified the critical behaviors of great managers.

It starts with being a good coach!
It continues with empowering the team, and avoiding micromanagement.

Find out more the other behaviors here:
https://lnkd.in/ei2ddBW2

https://www.linkedin.com/posts/alexismonville_rework-guide-identify-what-makes-a-great-activity-6962706599672979456-woFo

Day 45 - BEPS

I used the BEPS Axes of a leader in coaching and mentoring session. The idea is to find the right balance for your role.

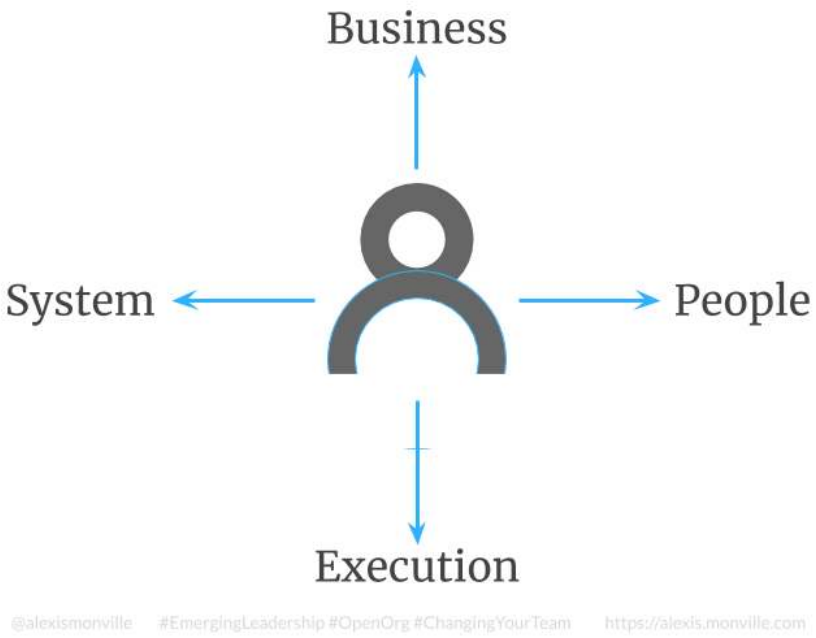
BEPS stands for Business, Execution, People, and System and helps people realize when they don't invest in one or more axes.

The Business part of the equation is the most important. It's about understanding the business and the ecosystem your organization evolves in, understanding why you provide solutions, products, features, and services, and formulating a clear vision. We should always start here

Most people make the mistake of focusing on Execution, but this is not usually the main problem. It tends to be an issue for managers when they are deep in execution or defining the precise tasks each person should work on. By going too deep, they forgot the other axes.

People can be more of a problem. Hiring, growing, managing performance, and self-improvement is often passively delegated to HR or managers. However, this is not always a beneficial practice.

System is a big one and usually one suffering from underinvestment. As American engineer W.E. Deming said, "a bad system will beat a good person every time." Understanding the system formed by the people, the organization, the processes, and tools is paramount and will help you remove the obstacles to great work. It's all too common to see layers of complexity piling up on top of each other. Simplicity is key.



https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6963202847886745601-zydJ

Day 46 - Operate First

My friend Nicolas shared the Operate First principles yesterday.

“OPERATE: We build software optimized to run as a service and allow others to run it easily, including documenting how we operate the cloud environment.

OPEN: We develop open source practices, tooling, and documentation that allows us to build and manage our software, incorporate lessons we’ve learned from operations back into code, automate wherever possible, and contribute to open source communities.

GOVERNANCE: We foster inclusive, respectful, and collaborative communities through clear standards and accepted practices (e.g. codes of conduct) so participants are empowered to contribute.

HYBRID: We ensure that there is no dependency in our tooling to the cloud environment we are operating In by always verifying our software and management tooling works identically on at least one other platform (another cloud, in a private data center, …)
”

https://lnkd.in/e3B9fHmB

It got me into thinking about what it could mean if let’s say, I wanted to build a web app leveraging open source services. That would be interesting to rely on community-operated web servers and databases. I could build my app in the open, knowing that when I want to operate it for real, I can rely on open source software that proved to be capable of operating at scale because they already are!

I love that future of #opensource!

https://www.linkedin.com/posts/alexismonville_opensource-cloud-dev-activity-6963497774864551936-SYRJ

Day 47 - Trillion Dollar Coach

I read Trillion Dollars Coach recently. The subtitle is The Leadership Playbook of Silicon Valley's Bill Campbell. Bill Campbell, a former football coach, was, among many other things, the CEO of Intuit and board member of multiple companies, including Apple and Google.

What Bill Campbell loved doing was coaching teams, football teams, of course, but also teams of executives. When he worked with an executive, he worked with his teams.

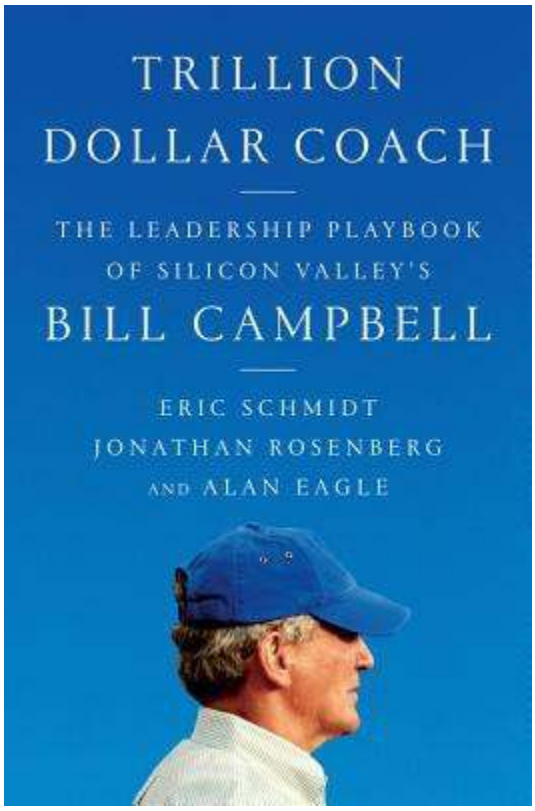
Of course, there is a lot in the book. Let me share a few things:

- A critical factor for success in companies is teams that act as communities, integrating interests and putting aside differences to be individually and collectively obsessed with what's good for the company. A lack of #community is a leading factor in job burnout.

- The top priority of any #manager is the well-being and success of her people. The primary job of each manager is to help people be more effective in their job, to grow and develop.

- Your title makes you a manager. Your people make you a #leader.

In a follow-up post, I will share a peer-to-peer feedback survey that I plan to use with my team!



https://www.linkedin.com/posts/alexismonville_community-manager-leader-activity-6963780411546071041-lksO

Day 48 - Learning Community

The OpenStack community was a great source of learning with great people like Colette Alexander, who founded the Stewardship Working Group to support the technical leaders in the community in the development of their leadership skills.

As an example of what the group provided, we enjoyed a leadership training provided by ZingTrain in Ann Arbour. ZingTrain is the training subsidiary of Zingerman's, a deli based over there. You can wonder why a deli would do that. And why they are great at it. Ari Weinzweig, one of their founders wrote fantastic books you can read to learn more.

The travel to Ann Arbour allowed Emilien Macchi and me to visit Menlo, the company founded by Rich Sheridan, the author of Joy Inc. An incredible company pairing for all activities, coding of course, but really all activities!

I thought about those experiences because I just received the August edition of Menlo's newsletter: The Menlo Bits and I highly recommend it.

In the edition, you can find:
- lines of code that change the world
- systems that beat willpower
- how to host a Jeffersonian dinner
- mob programing

Intrigued? Go for it!

https://lnkd.in/e9XAjrZC

https://www.linkedin.com/posts/alexismonville_august-2022-menlo-bits-activity-6964111132970098688-xMUP

Day 49 - The Opera

Have you ever dreamed of building something of significance?

Noah Max had a dream and made it to reality: writing an Opera! The Opera, A Child in Striped Pyjamas, will premiere next January in London!

Accomplishing the wonder needed all the focus of Noah for several months. He cut out all the other activities and distractions to ensure he focuses all his energy. A lesson in managing oneself, isn't it?

The Echo Ensemble is more than halfway through raising all the funds they still need to secure the performance. This is an opportunity for all of us to contribute to making a dream come true.

https://lnkd.in/e5T9ZdG8



https://www.linkedin.com/posts/alexismonville_striped-pyjamas-update-activity-6964525051689721856-izh2

Day 50 - Peer-to-Peer Feedback

In Day 47 post about Three Trillion Dollar Coach, I mentioned that I want to use with my team a peer-to-peer feedback survey inspired by one used at Google and described in the book.

https://lnkd.in/ekJKxcvn

To give some context, my team is the one leading all engineering at Red Hat.

🤔 What are your thoughts about the adaptation?

For the past 3 months, using a 0 to 10 scale, to what extent do you disagree (0) / agree (10) that each person :
- Displayed extraordinary in-role performance.
- Exemplified world-class leadership.
- Achieved outcomes that were in the best interest of both Red Hat as a whole and his/her organization.
- Expanded the boundaries of what is possible for Red Hat through innovation and/or application of best practices.
- Collaborated effectively with peers (for example, worked well together, resolved barriers/issues with others) and championed the same in his/her team.
- Contributed effectively during team meetings (for example, was prepared, participated actively, listened well, was open and respectful to others, disagreed constructively).

Please, provide your best feedback using the text areas for the last two questions:
- What differentiates each team member and makes him/her effective today?

- What advice would you give each team member to be more effective and/or have a greater impact?

Last question for you, the reader of the post, would you favor an anonymous survey?

https://www.linkedin.com/posts/alexismonville_community-manager-leader-activity-6964892602034704384-3R4l

Day 51 - The Motive

Why do so many leaders abdicate their most important responsibilities?

The sentence above is the subtitle of The Motive, a book by Patrick Lencioni, the famous author of The Five Dysfunctions of a Team and The Advantage.

The first part of the book is a business fable. If you read my second book, I am a Software Engineer and I am in Charge, you know that I love the genre. I love it because it helps me identify with the characters and with the story and better imagine what could be the outcome if I were to apply the same concepts and ideas.

The second part provides the lessons from the fable, starting with the two leadership motives:
- Reward-centered leadership,
- Responsibility-centered leadership.

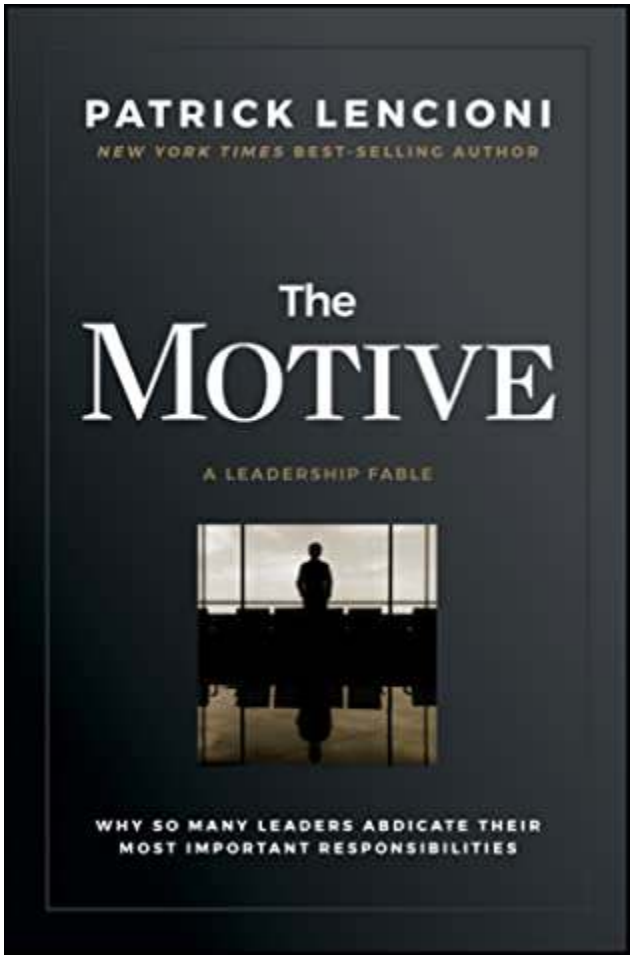
As mentioned by Patrick Lencioni, no leader is purely on one side, but the predominant one significantly impacts the success of the leader and his team.

Responsibility-centered leadership is preferred to get to success, and struggle is expected along the way.

Lencioni then covers the five omissions of Reward-centered leaders:

1- Developing the leadership team
2- Managing subordinates (and making manage theirs)
3- Having difficult and uncomfortable conversations
4- Running great team meetings
5- Communicating constantly and repetitively to employees

The book is a very short read. I believe that points 3, 4, and 5 are easy to observe symptoms that 1 and 2 are not happening correctly.



https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6965239341639995392-zsmA

Day 52 - The Triangle

The project management triangle is a well-known model showing that the quality of the delivery is constrained by the budget, the deadlines, and the scope. It is possible to trade between constraints: ask for an earlier delivery with a smaller scope, for example. And If you don't trade, then the quality of the delivery will suffer.

During a discussion, one of the team members brought up that the way they were working was damaging the quality of the product and its long-term maintainability. His point was that the fixed set of features (scope), associated with a 3-months deadline for the release, without changing the team, was blocking all the constraints, so the only thing that could vary was the quality.

I have to admit that I was totally in agreement, and while he was talking, I drew the well-known triangle on the meeting room's whiteboard.

Another team member surprised us by stating calmly: "I always disagreed with that triangle. There is another variable that is not taken into account."

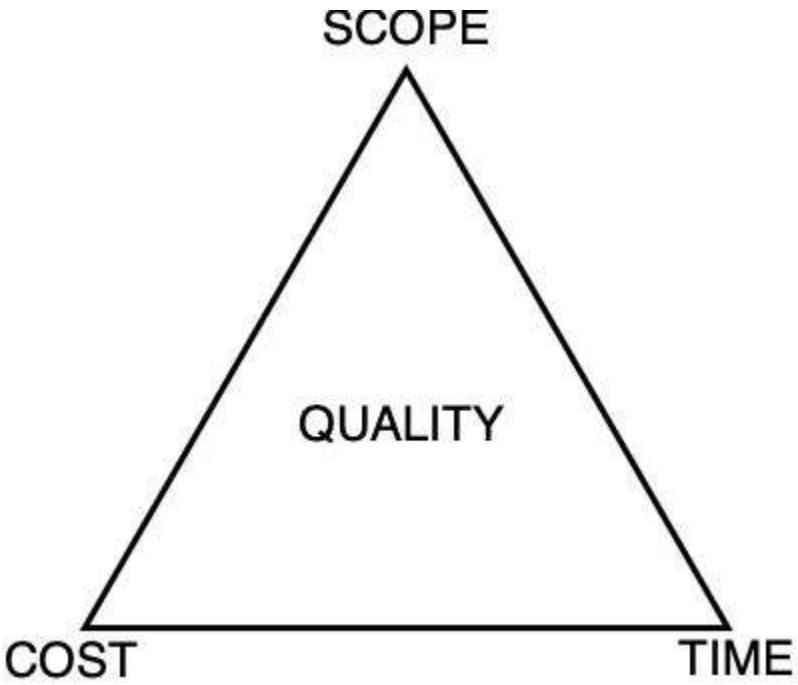
He got all our attention and finished his sentence: "The other variable is the effort that you are willing to put into the project." Two other team members approved immediately in support of that claim. The other team members said nothing and did not move, probably waiting to see where that discussion would go.

After a quick glimpse at the only person in the room who seemed to disagree with that claim, I tried to explain that you could envision that the people could work longer hours, increasing the capacity of the team artificially without changing the cost, but that it will not be sustainable and there was an invisible cost to that burst. A debt that the team will have to pay later. Furthermore, after several days of working long hours, I was pretty sure that the quality would suffer anyway.

I tried to argue that pushing your “best” individuals to deliver could get short-term results but will also damage the ability of the people to collaborate, support, and help each other, to onboard new people in the team, and so on.

They continued to disagree, explaining that some people were able to work for a longer time with a strong focus on their work without damaging the quality of their delivery. This was the “effort” they wanted to celebrate and incentivize.

So do you think we should add “effort” as another dimension to the project management triangle?



https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6965617019991773186-zvOY

[Worth reading the comments on that one too]

Day 53 - Get to Know Each Other

🤔 How to get people to know each other using Appreciative Inquiry.

I used nearly the same three questions in different contexts: during the Wednesday breakfast for new employees in a fast-growing company and also as an ice-breaker for meetings where people don't know each other.

👉 The mechanics are simple and highly effective. You ask people to form pairs. Their goal is to interview each other, asking three questions:

- Tell a story that you consider to be a success,
- Without being humble, describe the talents and skills you used to make it a success,
- Describe your three concrete wishes for the future of the company.

You give them a limited time, like 15 minutes, to do the two interviews. You probably need to remind them that the time is ticking and be flexible with the timing. As you walk around in the room, people ask you clarification questions, such as "Is it limited to professional life?" (The answer is: "No, of course, you can share non-professional experiences.")

People usually enjoy that session and ask for more time to interview others in the room. You don't need to give them that time. Just mention that they will have breaks, lunch, and dinner or, in short, other opportunities when they can interview each other.

If you are ready to invest a little bit more time, you can add value to the exercise by asking each pair to present the talents and wishes of the person they interviewed. It is really powerful when each writes talents and wishes on sticky notes (one per sticky note), so at the end of the presentation, you have one sheet of the flip chart representing the talents of the group and another with all the wishes of the group.

By starting the conversation there, the room is full of energy, confidence, and optimism, and you are ready to have a productive meeting.

After one meeting I facilitated, I received a thank you note from one of the participants explaining that he enjoyed the meeting and the activities because “it created the kind of positive energy that gets things done.”

It is all about shifting our mindset to be able to interact effectively with others.

Try it and let me know how it goes! It also works in a distributed setting 😎

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6965941975233523712-61XL

Day 54 - A Perfect Dinner

In May 2011, Isabel and I had the pleasure of organizing the first edition of TEDxBordeaux. The theme we chose was Together. As I said in my introduction to the event, the underlying idea was that We could rediscover our power to change things. Together.

Reading about 15 Toasts in Priya Parker’s book, The Art of Gathering reminded me of the dinner we organized with the speakers and organizers the night before the event.

The 15 Toasts dinners aim at creating safe spaces that give the “15 guests the permission to be vulnerable, engage as human beings in an open and genuine conversation, and surprise one another and themselves.”

I hadn’t thought of that this way, but when I read that sentence, I thought: “Yes, exactly that!”

Our goal was that the speakers connect, learn more about each other so that they support each other on the big day on which they will give the best talk of their lives. We thought that the audience would feel the connection between the speakers and the organizers, and that would contribute to the overall perception of the event and help make the connection between the theme and

each of the topics the speakers will cover: Education, Healthcare, Technology, Art, Universal Basic Income, Open Source…

We were lucky enough to find the best possible location to do that: a big round table in a private room at the back of a good and reasonably priced restaurant. Unfortunately, that space does not exist anymore, the restaurant moved to another location, and the people who took over chose to remove the big round table and replace it with too many small tables of four.

As Isabel coached all the speakers, she was the connection point between all of them. We worked on assigning the seats so that the people could be comfortable engaging in side conversations. But we wanted more. The dinner participants knew they would have to introduce themselves, answering three questions that Isabel had shared in advance. We don't remember the questions, but it was something to push them out of delivering their usual pitch.

And it worked! It worked during dinner. It also worked during the rehearsals the morning of the event. It worked during the event itself on that Saturday afternoon. The speakers and the organizers all behaved kindly, supporting each other, overcoming the obvious growing pressure, and contributing to the magic of the event.

The next time you organize an event, you can start to think of using the necessity of food to accomplish something more. I don't believe large dinners in conference centers can accomplish that, which is why I love the Dinner with a Stranger idea so much.

I will cover that next time.

https://www.linkedin.com/posts/alexismonville_in-may-2011-isabel-and-i-had-the-pleasure-activity-6966329271917158400-hbl0

Day 55 - Dinner with a Stranger

Picture yourself at a conference. You enter the large hotel ballroom where the dinner will be served. You are tired after the first day of the conference. Looking at all the empty spots on the tables, you have plenty of choices and, at the same time, nowhere to go.

Maybe you should just skip dinner?

I know this depiction will work with some people and absolutely not with others who already have made friends during the first interactions in the registration lines or the hallway and who are eager to discover and share more during dinner.

I just hate conference dinners in large hotel ballrooms. Especially since I discovered a much better option at Agile Lean Europe #ALE) in Berlin in 2011.

The organizers named it: Dinner with a Stranger.

There were roughly 300 people at the conference. The organizers booked tables of 8 to 12 people in more than 30 restaurants around the conference hotel.

On a large whiteboard near the coffee spot of the conference, the organizers placed descriptions of the restaurants and blank lists with the exact number of spots for each restaurant.

The participants then register by adding their names to a list based on their preferences.

At the deadline, the organizers confirmed the bookings with the restaurants.

The experience of discovering a relatively smaller crowd of people in a restaurant was way better than what you can experience in a large hotel ballroom - at least for the more introverted people - I guess it was way better!

Maybe you could try that for your next internal or external event?

https://www.linkedin.com/posts/alexismonville_ale-leadership-leadershipdevelopment-activity-6967042748927352832-8Vmo

Day 56 - Open Space

Have you ever heard of Open Space Technology?

It is an approach to foster the collaboration of many participants created by Harrison Owen in 1982. I heard that open space can work with more than 5000 people. I participated in and organized open space events for up to 300 people.

The rules are simple to understand. The hosting team names different spaces for the breakout sessions. A large grid on a wall displays spaces as columns and rows as the times of the sessions. The whole grid is empty except for lunch and breaks.

Everybody is a participant in the event. Anybody can propose a topic. The topic can be something you want to present or a question you want to discuss. To submit a topic, write it on an A4 sheet of paper and wait in line for your turn to pitch it to the whole crowd in 60 seconds.

Once you have pitched the topic, stick your sheet of paper on an available spot on the grid. Then, when there are no further topics or no spaces left available, a global conversation starts in which you can negotiate to move one topic to another time or space.

You can also ask clarifying questions and find opportunities to merge discussion topics.

The principles of the Open Space are explained at the start and displayed on the walls for the duration of the event:
- Whoever comes are the right people, meaning that the people who join a session are interested in sharing and learning about that topic.
- Whenever it starts is the right time, meaning that sometimes it is not easy to start the conversation and find creative ideas.
- Wherever it is, is the right place, meaning that the space you have is the right one and that you sometimes need to create a new space for that conversation to happen. You can extend the analogic grid as you want.
- Whatever happens, is the only thing that could have occurred; be prepared to be surprised! You cannot change what has happened, so move on.
- When it's over, it's over, meaning that you need to stop the conversation at the end of the time slot to free the space for the following ones, or that you can stop the conversation because you will not achieve more things today. You can, of course, restart that conversation in another space/time later.

The law of two feet: If at any time during our time together you find yourself in any situation where you are neither learning nor contributing, use your two feet, and go someplace else.

You can choose not to attend any session and be a bee or a butterfly whenever you want:
- Be a bee, a person that goes from breakout session to breakout session, maybe collaborating with some groups and cross-fertilizing ideas that come from another group.
- Be a butterfly, a person that does not take part in any breakout at the moment to fulfill her own needs. Sometimes butterflies cluster in impromptu sessions and make groundbreaking insights.

https://www.linkedin.com/posts/alexismonville_have-you-ever-heard-of-open-space-technology-activity-6967423428853166081-JWsW

Day 57 - Willpower

Last year, I opened a brand new gym club on January 2nd! That was an immediate success. Thousands of people showed up every day! At the beginning of February, I remodeled the place into a cocktail bar to satisfy the needs of my customers…

Yes, it is a joke.
But, what makes keeping up with our resolutions so hard?

Kelly McGonigal has an answer to that question. Kelly McGonigal, a Stanford University psychologist, taught the course “The Science of Willpower” for years. She also published a book, The Willpower Instinct, that explains the science of self-control.

We don’t keep up with our resolutions because we don’t pick the right ones. We choose things we don’t want to do—our “longer-term self” and our “shorter-term self” conflict the next day.

We skip the day. We are then harsh our ourselves. It triggers guilt. And, in turn, means that our “shorter-term self” seeks immediate comfort. The chances are that it finds it in the exact thing we want to stop doing or quit.

Her practical tip is to change the questions we ask ourselves.

Looking backward at the end of 2022, on January 1st, 2023, what will you be grateful you did?

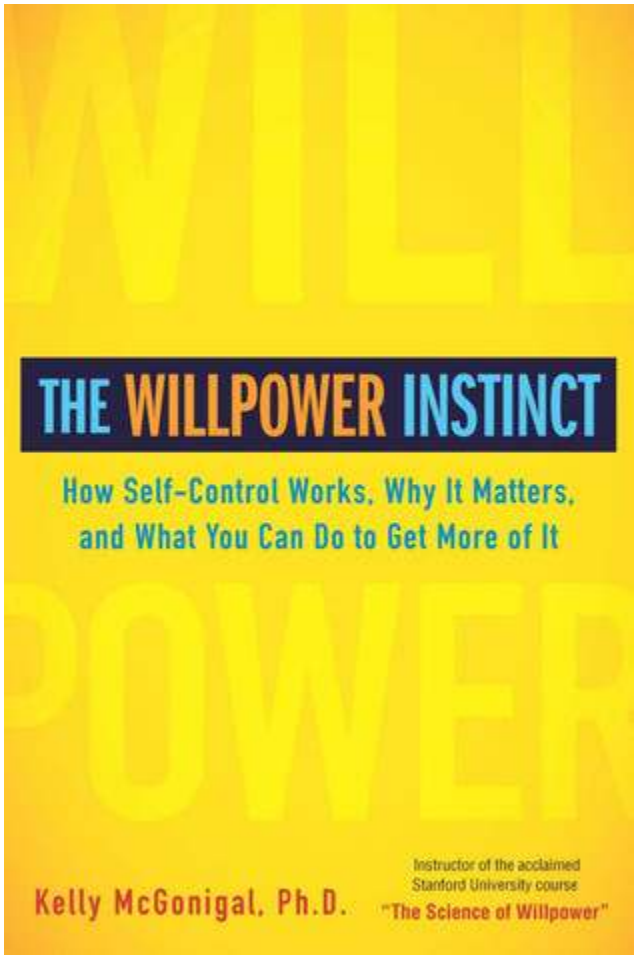
Is there a change you know you will be glad you made?

What would that feel like?

The answers to those questions are better resolutions that you really want to keep.

As hope is not a strategy, you still need to implement a system to help you keep up with that new habit. One good strategy is outsourcing some of the willpower by involving a friend or a family member to do the activity with you. Another thing I particularly like is to put a calendar in a visible place and tick the day each time you succeed.

And remember, don't be hard on yourself when you miss a day. Accept it with self-compassion and go for it the next day!



https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6967906815032315906-X2dr

Day 58 - Happiness

“What we needed more than happiness was approval, and it was destroying our chance of happiness. We were all striving to be moons to someone else's sun, which just made us moons of one another, living in perpetual darkness.”

This is Joe Moran, in the book First You Write a Sentence, commenting on the writings of Thomas Merton.

What happens if we recognize our competencies and share them with others to support their growth? What happens when we are curious about others’ competencies and are open to learning from them?

I have a lot more questions than answers today. All that are still ideas not well structured. I have an intuition that there is some value behind those first thoughts, but I am not clear on how to formulate them.

I bragged on Day 23 that I had a system in place to ensure that I could write and post every day. And, I failed at drafting enough of those unformed ideas to get a meaningful post for today.

https://lnkd.in/eAC8dWRx

I will try to get back on track tomorrow 😘

https://www.linkedin.com/posts/alexismonville_67daysofleadership-agile-softwaredevelopment-activity-6968130750550265856-lIT5

Day 59 - Time

We do not value an hour stuck in a traffic jam the same way as an hour hiking on a trail, shopping, playing with friends, and so on…

How do we value the time spent during our working hours?

People mention three types of time: synchronization, collaboration, and focus time.

Synchronization time is when team members share their progress, challenges, and learnings, so they all can stay on the same page and aligned toward the same goal. During synchronization time, we can identify opportunities for activities that will fall into the two other types of time. It could be an opportunity for collaboration on understanding and solving an issue or a possibility of training in a specific area to take two examples.

Collaboration time is when two or more people work together to accomplish a specific activity like pair or mob programming, writing, designing, reviewing, and so on.

Focus time is when team members work alone, ideally without interruptions, so they can work on one thing in an ideal state. Like writing an article to share knowledge (and initiate a feedback loop that will bring more learning opportunities in return).

I believe it matters for a team to agree on the practices they will adopt to benefit from the three types of time. Those practices can evolve; consequently, their team agreements evolve accordingly.

The practices vary on the physical organization of the team. Practices must differ when the team is collocated, spread over a building, multiple offices, or even multiple timezones.

A practice that works well for synchronization when the team is collocated, like a quick 10-minute morning check-in in front of a kanban board, will not work when the team is distributed over 15 timezones. In the latter case, synchronization still matters, but the team will have to define another synchronization practice.

Collaboration and focus times practices differ in the same way.

The central aspect is that it has to be defined!

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6968494153265471488-5DwZ

Day 60 - Team Agreements

Team Agreements are critical to the success of a team. By writing your team agreements, you define your standard. You set the baseline that you will improve in the future.
In the team agreements, you answer the question: How do we behave?

What aspects do you want to cover in your team agreements?

How does the team handle information?

What kind of information do we need to achieve your work?
How do we share the information inside and outside of the team?
How do we know what everybody is doing?

How does the team communicate?

What are the tools the team uses to communicate?
Phone or video conference: why do we prefer phone calls or video conference for some conversations?
Instant messaging: for what kind of message, what time of the day…
Email: do we use emails inside the team or do we communicate using the tool we use to track our work? Do we use bcc?
Do we always reply to all calendar invitations?
When do we want not to be interrupted? How do we signal that to others? How do we handle external interruptions? Do we nominate an interruption handler?

How do we collaborate?

How do we produce documents, code…
When do we use pair programming or mob programming?
Why do we have meetings? What are their purposes?
How do we behave in meetings? How do we handle devices? How strict are we on time? On attendance? On multitasking? On side conversations?

How do we provide or receive feedback?

Do we have a specific time, setup, tools… to provide or receive feedback?

And more!
How do we handle conflict?
How do we manage performance?
How do we hire new team members?

The list of questions could be infinite. The practice is beneficial when you start small and when you review your agreements regularly. This is a place for the team to experiment with various approaches and to improve.

For example, with a team in which half the people are collocated and the other half distributed worldwide, we changed our way of handling meetings. The agreement is now that we behave as if everybody was remote and join the video conference from our offices. Why are we doing that? Because we noticed that when the conversation became passionate in the meeting room, we were ignoring the “remotees” who could not have a say in the discussion.

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6968971562616016896-_zgZ

Day 61 - Simplicity



Simplicity.

“Simplicity is the ultimate sophistication.” – Leonardo da Vinci.

Where to start if I want more simplicity?

I believe that we should start with the organizational structure. Why? Because the products and services reflect the organizational structure (Conway's law).

The thought popped into my mind because a friend told me his organization was engaged in #costreduction efforts

AND at the same time

- added management layers breaking down region into sub-regions with a very small span of control,
- added new roles in the account teams partially overlapping with existing roles,
- and much more…

He said he was not convinced that adding more people to look at the same cow would get the cow to produce more milk. He felt demotivated. The lowest motivation in his entire career.

I felt sorry for him. I felt powerless. Not daring to share that there is always something you can do to impact the situation you face.

So, I believe in simplicity in the organizational structure, and I bet this is where you can find opportunities to reduce costs.

https://www.linkedin.com/posts/alexismonville_costreduction-leadership-leadershipdevelopment-activity-6969572034787864576-f_vP

Day 62 - Demonstrate Leadership

You should demonstrate leadership.

I heard that sentence in various contexts.
The one I remember vividly was when I had the opportunity to discuss with a high-level leader in one organization. I did not understand one decision and

asked for its rationale. In my mind, the decision, when applied, would produce a very negative result and I dared to say it. 🤓

Without explaining the rationale, he just told me to demonstrate leadership, meaning to support the decision and ensure it was applied.

I still tried to ask for the rationale behind the decision, which clearly annoyed him, so he insisted on the necessity to disagree and commit when you are a leader.

🤔 I left that conversation with plenty of questions in my head:
- Did he know the rationale behind the decision?
- If he knew, what could the rationale be that he did not want to explain it? Was it that obvious?

I needed to understand why to be able to support the decision and explain it to the teams so that, in turn, they support it. The information I had in hand was not enough for me to reconstruct the rationale. I went to trusted peers, and we tried to reconstruct a rationale together. A tough situation 🥵

Please share why 😇

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6970075025752113152-WsR5

Day 63 - Chief of Staff

I have been asked several times about the Chief of Staff role. I even compiled a few thoughts and links in a post so that I can share it when asked: https://lnkd.in/ebgvzc8c

An even better starting point if you are interested in the role or looking to hire one is the excellent piece Maxine Litre wrote!

Maxine proposes a set of questions to answer before or during the interview, both for the candidate and the CEO. (The questions work with other levels).

https://lnkd.in/edwMFFmD

👇I am committed to sharing #leadership and #leadershipdevelopment for 67 days. Please tell me in the comment if you want to join me for this challenge, so I know where to follow your insights! Let's all use the hashtag #67daysofleadership! I will share your posts on the Emerging Leadership page so that we can all reach more people and grow better leaders around us as a result.
This is day 63 of #67daysofleadership

#chiefofstaff #ceo

https://www.linkedin.com/posts/alexismonville_the-chief-of-staff-role-how-to-find-the-activity-6970282490905165824-ZmDu

Day 64 - The Story of Me

I was lucky to get a coach during an internal MBA-like program a while back. The coach asked me to write a narrative. The topic would be me. I had to write the complete story of myself and make it fit on one page.

I was very annoyed at first. I did not see the value in writing my resume in the form of a narrative. But, I did it anyway, and I am glad I did.

I cheated a bit to make it fit on one page using small fonts and two columns.

In the process, I remembered the great things I did and the opportunities I seized. I also remembered mistakes I made and opportunities I let go of.

It provided me clarity, not only on what I wanted to do, but what I did not want to do, and even a better sense of how to get there.

It also gave me more to share with people who would see me only as the person in that current role.

Something you may want to try?

https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6970719586857930752-aLf6

Day 65 - The Anatomy of Peace

The Anatomy of Peace: Resolving the Heart of Conflict is a book published by the Arbinger Institute.

https://lnkd.in/ezRxheJB

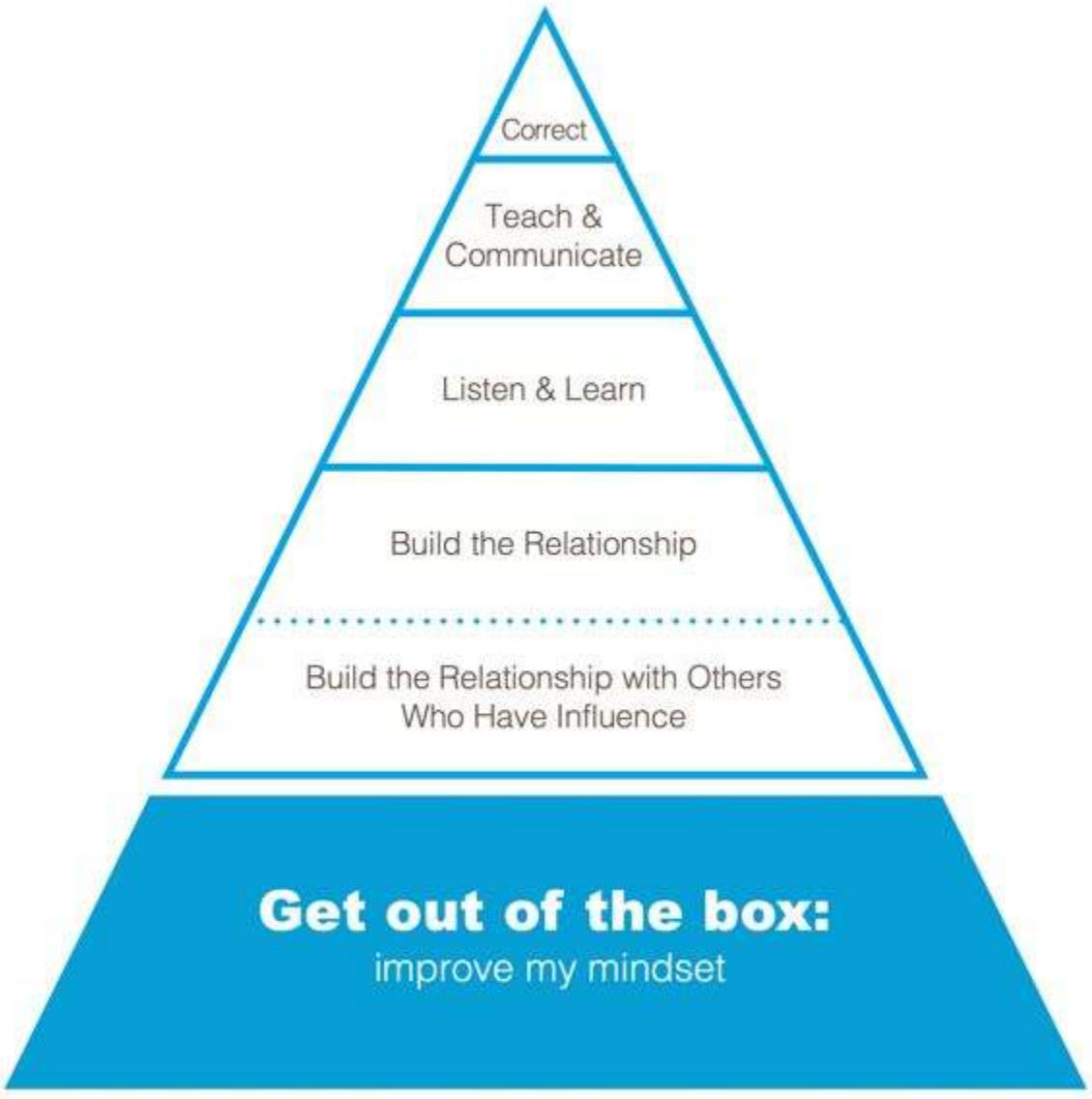
I definitely recommend the book as it pushes people to consider that change starts with who we are.

We recorded a podcast episode with John Poelstra to discuss it.

The highlights of the conversations:
- When your heart is at peace or your heart is at war,
- When people are doing the right thing, a good opportunity for positive reinforcement,
- Our body gives us signals to listen to when our heart is at war,
- What about those times when we consider people as objects, obstacles, or considering them as people, other human beings,
- The idea of being stuck in a box (I deserve, better than, the need to be seen as the worse than) and how it could map with the responsibility process of Christopher Avery,

- We have the choice to honor or betray our senses and desires,
- The idea of judging others and judging ourselves,
- The practice of Hoʻoponopono,
- The connection with the practice of meditation.

Listen to the podcast on your favorite platform or by following this link https://lnkd.in/eZrruXU5



https://www.linkedin.com/posts/alexismonville_leadership-leadershipdevelopment-67daysofleadership-activity-6971074831291146240-dJ4w

Day 66 - Could your team be managing itself



Could your team be managing itself?

How do we create adaptability, create teams without single points of failure, and teams better able to adjust to changing conditions in dynamic environments?

I agree that a team has to be managed, and I think many of the activities we see as the sole responsibility of the managers or the team leaders could, in fact, be delegated directly to the team—or to team members that could effectively deliver the activities serving the team.

Let's pick some activities:
- understanding the business and the ecosystem the organization evolves in
- understanding why we provide solutions, products, features, and services and formulate a clear vision
- defining what needs to be delivered and when it should be delivered

- determining how it will be architected
- identifying how it will be implemented
- defining how it will be documented, demoed, tested
- distributing the work between the team members
- delivering the work
- implementing the documentation, testing
- presenting the demo
- collecting the feedback from users and stakeholders
- ensuring that the result of the work is continuously flowing to the customers or users, ensuring that testing is automated and triggered for each and every change
- improving the way the team is working and increasing its impact and sustainability
- improving the efficiency of the larger system formed by the different teams
- defining the compensation of team members
- controlling the performance of team members
- supporting and developing people in the team
- hiring people

When I look at those activities, I see some that could be delegated to a system put in place by the team itself. The distribution of the work can be made obvious for team members by simply making the work visible to everyone.

I also see activities that are difficult to move away from managers, like managing the compensation of team members (because it would require building a more transparent compensation system, which is difficult when you don’t start from scratch due to preexisting discrepancies in the compensation of people).

I see activities that are focused on users and the why and what the team is delivering. On some teams with which I’ve worked, those activities are delegated to a team member taking, for example, the role of User Advocate or Product Owner (to use the Scrum terminology).

I see activities that are focused on how the team is working. Those activities are delegated to a team member taking, for example, the role of Team Catalyst or Scrum Master.

In both cases, their role will be to ensure that the activities are done by the team, not necessarily to handle everything by themselves.

Giving managers or team leaders the ability to consider the activities they're accountable for as activities they can delegate to the team can remove the bottlenecks and single points of failure that currently exist in some organizations.

https://www.linkedin.com/posts/alexismonville_67daysofleadership-activity-6971464629528993792-Mivv

Day 67 - Invest in Open Source

Over the last years, people have moved from innovating in secret labs to innovating in the open, and open-source became the way to define industry standards. Today, I am pleased to have Joseph Jacks on the podcast to explore the open-source world. Joseph is the founder and General Partner of OSS Capital a fund that exclusively focuses on early-stage commercial open source companies.

In the episode, we discussed:
- Why open source as a focus for investment,
- Why invest in projects and not teams,
- Commercial open source companies are more capital efficient,
- More and more people are contributing to open source, extrinsic and intrinsic motivations,
- The one leader's trait that really matters,
- And so much more!

You can listen to this episode on your favorite platform: Anchor, Spotify, Breaker, Google, Apple, or follow the link below where you also find the episode's transcript.

https://lnkd.in/eESSWUYz

👇I was committed to sharing #leadership and #leadershipdevelopment for 67 days. We are on day 67 of the #67daysofleadership challenge.



Conclusion

Thank you for your support during the challenge.

My initial idea was to list the names of all people who shared, reacted, and commented on the posts. I realized it was a pretty challenging task - as it continues to move daily, even on old posts - and that it will not bring much value to the reader. You know who you are. Thank you.

At the end of the challenge, Jérôme Bourgeon was the first one to ask if I had reached my goal. The goal I set for myself on Day 1 is to share and learn about leadership daily.

The answer is nuanced.

Yes, I want to continue to learn about leadership every day. The situations I face daily are good opportunities for that. Writing about those is helpful to thinking and consolidating the learnings.

No, I don’t want to have the pressure to share daily.

Furthermore, I had no expectations about the metrics: the number of views, shares, reactions, and comments.

But, it is very addictive.

I learned through the comments a lot. It sparked some fantastic conversations with people I was not expecting to have. So, I wanted more comments so that I could have more of those conversations.

I looked for the validation and support of the reactions. I discovered there were more choices than likes during the challenge (I know, it was probably there in front of me the whole time, and I had ignored it.)

I learned that shares could extend the reach of your message to an entirely different network sparkling new connections.

I was disappointed with the LinkedIn algorithm. Some posts were viewed more than 30,000 times, while others collected just a bit more than 100 views. The algorithm picks winners and losers every minute based on criteria that are still unknown to me. Even my wife, Isabel Monville, who is an executive coach, and could have been interested in them, and would have certainly supported me, was not seeing them. She knows better ways to support me daily than through LinkedIn. Maybe that's why the algorithm chose not to put my posts on her feed.

Early engagement on a post, the reaction from the people mentioned, the content itself, keywords, emoticons, pictures, videos, and links are probably factors, and I still don't understand them.

Even if I try to remind myself that metrics were not the point, sharing and learning were. It still frustrates me a bit.

Overall, it was a great experience, and I feel blessed and grateful for all it brought me. Thank you!

What I intend to do:

- I continue to write. Writing to think and consolidate learnings.
- I connect with people. People I already know, people I don't, so that we discuss and learn together.
- I share from time to time on my blog or LinkedIn. Sharing to create conversation opportunities.

Let's talk!

Enjoy your journey!

Alexis