

Kata: Discover the Art of Practice to Become a Better Leader



Goal

Design a set of practices that you can use to improve your effectiveness as agile leaders



Agenda

- Kata
- Practice
- Leadership
- The Leadership Kata

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Kata

Kata: a sequence of formalized and codified movements arising from a state of mind that is oriented toward the realization of the way.

*-Kenji Tokitsu, **The Katas***



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Kata is...

- A training tool
- Seeking Perfection
- Practice
- Discipline
- A Way of Life
- Reflective
- The Way (Tao)
- Self-Investment

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Examples of Kata

- Tea Ceremony
- Martial Arts
- Flower Arrangement
- Miniature Gardens
- Painting
- Calligraphy
- Poetry
- Archery



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My Kata

- Weightlifting
- Public Speaking
- Coding
- Writing
- Sailing



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Why Kata?

- It's at the Heart of Continuous Improvement
- It's all about Learning
- It's a lovely Metaphor for Disciplined Practice

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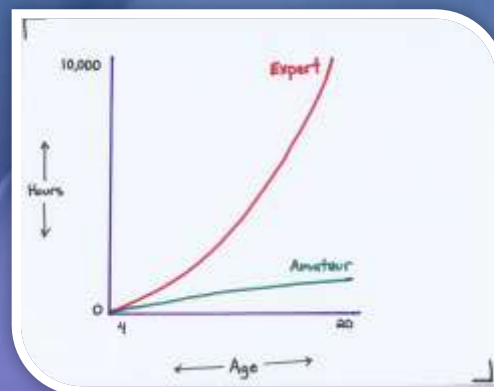
"Practice as if you are the worst, perform as if you are the best."

-anon

What is Practice?

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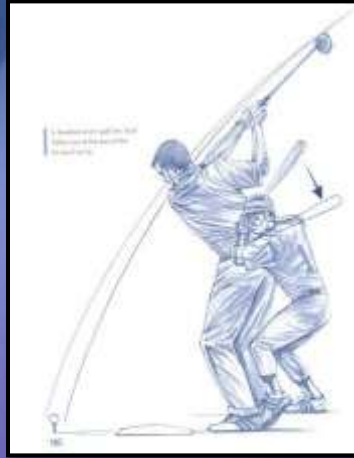
Deliberate Practice



*from K. Anders Ericsson, et. al. 1993

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Designed Specifically to Improve Performance



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Can be Repeated a Lot



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Feedback on Results is Continuously Available



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Highly Demanding Mentally



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Not Much Fun



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Deliberate Practice

- It's designed specifically to improve performance
- It can be repeated a lot
- Feedback on results is continuously available
- It's highly demanding mentally
- It isn't much fun

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*"I try to practice with my life."
-Herbie Hancock*

Practice Strategies

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Chunk It Up



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Absorb the Whole Thing



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Slow It Down



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Speed It Up



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Learn to Feel it



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Practice Strategies

- Chunk it up
- Absorb the whole thing
- Slow it down
- Speed it up
- Learn to Feel it

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"Ask yourself the secret to your success. Listen to your answer, and practice it."

-Richard Bach

Models of Practice

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Music Model

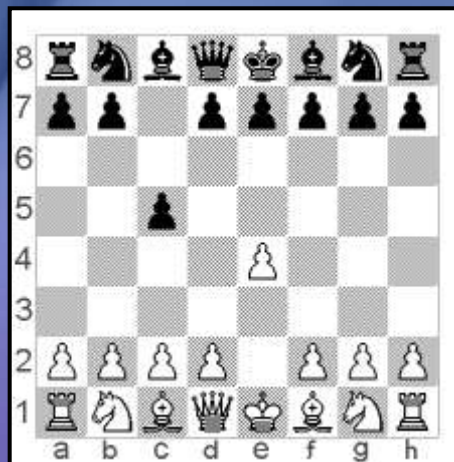
- Performance



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Chess Model

- Study the masters



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Sports Model

- Conditioning/Stamina
- Critical Skills



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Other Models?



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"I'm such a good lover because I practice a lot on my own."

-Woody Allen

What is Leadership?

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Leadership Models

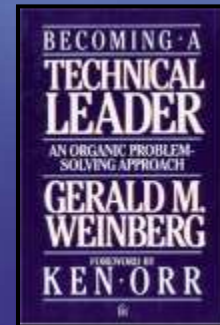
- Gerald Weinberg, *Becoming a Technical Leader*
- Dennis Perkins, *Leading at the Edge*
- Gervase Bushe, *Clear Leadership*
- Stephen Covey, *Principle Centered Leadership*

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Gerald Weinberg, Becoming a Technical Leader

The MOI Model of Leadership

- Motivation
- Organization
- Ideas



Dennis Perkins, Leading at the Edge

- Vision
- Personal Example
- Optimism
- Stamina
- Team Message
- Core Values
- Master Conflict



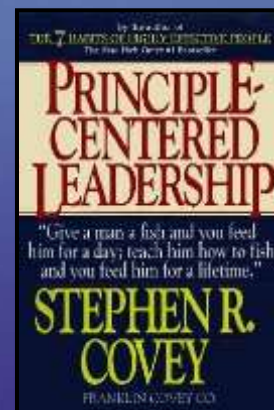
Gervase Bushe, Clear Leadership

- Self-Knowledge
- Decision-Making
- Communication
- Inspiring



Stephen Covey, Principle Centered Leadership

- Trustworthiness
- Trust
- Empowerment
- Alignment



What are the Key Principles Your Leadership Model?

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*"In theory there is no difference between
theory and practice. In practice there is."
-Yogi Berra*

The Leadership Kata

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Finding Leadership Practices

1. Get clear on what deliberate practice is and how it works
2. Understand the key principles of your leadership model
3. Observe the organization/domain within which you work
4. Steal liberally!



Agile Leaders

- Solve Problems
- Manage Process
- Envision
- Coach/Facilitate



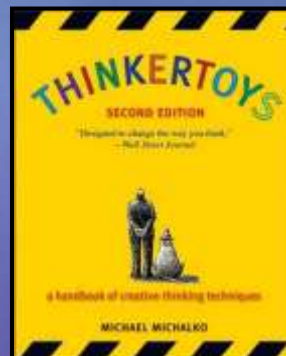
"An undefined problem has an infinite number of solutions."

-Robert A. Humphrey

Solve Problems

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Problem Solving Resources



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Reverse Kata

1. State the challenge
2. List your assumptions
3. Reverse each assumption
4. Record differing viewpoints that might be useful to you
5. Ask yourself how to accomplish each reversal



Domain Expertise

- Business
- Process
- Case Studies



*"Change is the process by which the future
invades our lives."*

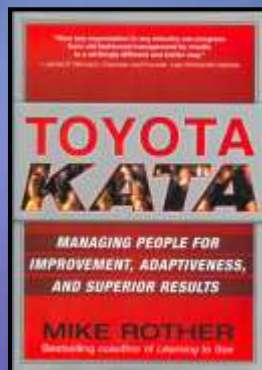
-Alvin Toffler

Manage Process

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Processes

- Put PDCA to work for you!



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Example A3

The image shows a screenshot of a software application window displaying an A3 report form. The form is divided into several sections:

- Background:** A text area for describing the context of the problem.
- Current Condition:** A section containing a flowchart or process map with several circular nodes and connecting lines.
- Goal/Target Condition:** A section for defining the desired state or objective.
- Root Cause Analysis:** A section for identifying the underlying causes of the problem, often using a fishbone diagram.
- Countermeasures (Experiments):** A section for detailing the actions taken to address the root causes.
- Confirmation (Results):** A section for reporting the outcomes of the experiments.
- Follow Up (Actions):** A section for planning and tracking future actions to prevent recurrence.

The form is presented in a window with a standard toolbar and menu bar at the top.

A3 Kata

- Background
- Current Condition
- Goal/Target Condition
- Root Cause Analysis
- Countermeasures (Experiments)
- Confirmation (Results)
- Follow Up (Actions)

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*"We go where our vision is."
-Joseph Murphy*

Envision

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Speaking



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Writing



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Reflection

- 5 Whys
- Journals



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Journaling Kata

- Facts
- Feelings
- Findings

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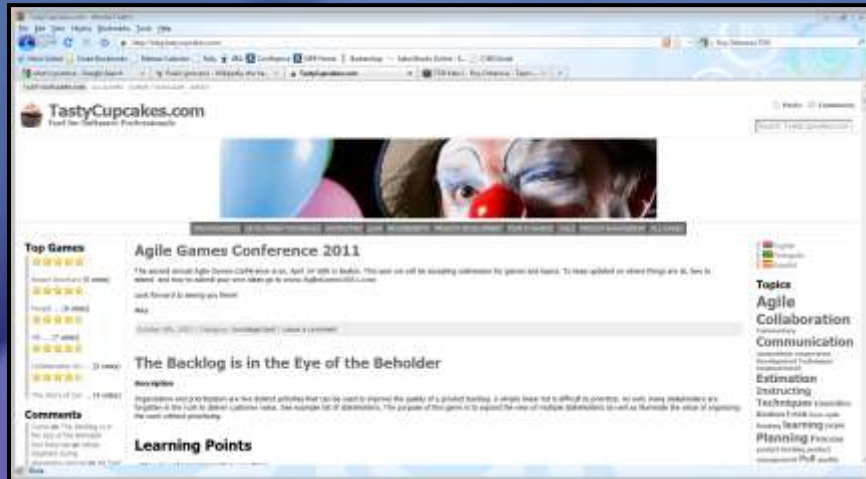
"Good coaches teach respect for the opposition, love of competition, the value of trying your best, and how to win and lose graciously."

-Brooks Clark

Coach/Facilitate

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Games!



More Games!



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Remember the Future Kata

1. Imagine it is one year in the future. How has our product saved you money?
2. Another month has gone by, what has product done to make you happy?

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"To become an able and successful man in any profession, three things are necessary, nature, study and practice."

-Henry Ward Beecher

Summary

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Agenda

- Kata
- Practice
- Leadership
- The Leadership Kata



Benefits of Practice

- Builds Self Confidence
- Enhances Creativity
- Offers Opportunity for Exploration
- Auditions Ideas
- Fosters Continuous Improvement
- Promotes Learning

- It can make use better LEADERS!



References



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Thanks!

"Use your gifts faithfully, and they shall be enlarged; practice what you know, and you shall attain to higher knowledge."

-Matthew Arnold

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