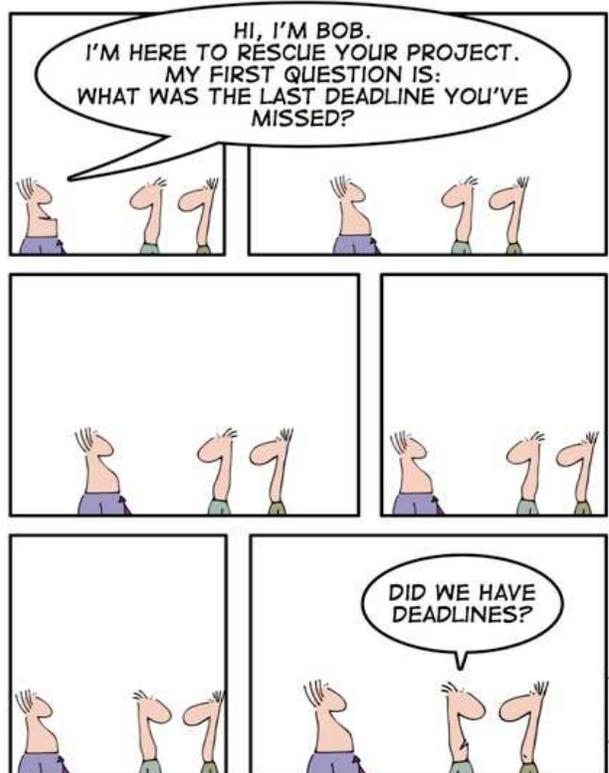


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June 2012: Slow Moving Weeds

Lean and Agile Leadership: Slow Moving Weeds



HOW TO RESCUE A PROJECT - CHAPTER 1: COMMUNICATE

I'm getting on in my career and as I've stayed active in the IT, Learning and Development, Sales and Leadership worlds. I've seen trends spread across these autonomous kingdoms like the slow moving weeds that have choked the lake outside my house. Two of the trending terms are LEAN and AGILE, a 'hit' at ASTD ICE this year for example.

You may be surprised to know that I started my training business teaching IT processes such as structured methodology, data modeling, business

Where's RMA in June?



June 6 Virtual Book Signing
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June 18 Creating a Project Plan
Workshop | Bloomington, IN
[Register](#)

June 19 10 Steps to Successful Project
Management St. Gobain

June 19 Managing Projects Web Series
[Register](#)

June 21 Turning Online Learning into
Learning + Teamwork
Free Webinar
[Register](#)

June 26 Managing Projects Web Series
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June 26 Project Management for
Learning Professionals | Cleveland
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June 27 PM Simulation @ MISO

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Welcome new friends from:
ASTD ICE, Saint Gobain, Hess, DSI,
McDonald's & Training Live + Online

**iPhone 4: Is this really
true?**

analysis and project management. I do have a Computer Science degree from Purdue, and programmer / analyst was the role I played most of the time I was at AT&T getting my masters in bureaucracy. When I very-early retired from AT&T, I was privileged to be invited to be a Cutter Consortium consultant. I was a member of a rock star group of IT thinkers, including people like Ed Yourdon, Kent Beck, Jim Highsmith, Alistair Cockburn and more than I could list. Sorry for bragging - this is an amazing group of intelligent people.

I was invited to contribute a book which Jeff Feldman and I wrote called "IT Leadership Alchemy" (Still available! Call Now!) In the process, I was attending some of the earliest discussions and debates on agile development. I observed passionate discussions about whether Agile was scalable, any different, inconsistent with corporate budgeting processes or even whether it was possible that maintenance and development are actually the same thing. Okay, if you don't like the "Big Bang Theory", I'll need to hyper-drive to the good stuff or I'll lose you...

So here are the Cliff Notes for AGILE anything, whether course development, system development or back porch construction:

- Agile means you build small pieces that are real and useable (NOT prototypes) in small chunks of times (think days not weeks)
- Agile requires that teams be dedicated (remember that??) to just building these little nuggets of business value
- Agile requires the business (aka sponsors) to be present in partnership to prioritize, describe and test the nuggets they want. They also decide when they have enough.
- The agile developers decide howlong it takes to do a nugget as they go based on their experience and how difficult the sponsors are.

Now let's look at the other favorite choking weed LEAN. Although, initially its focus was manufacturing, it has also started showing up in training, IT and fast food restaurants (okay, that's different). Here are Cliff Notes on LEAN anything, including what it doesn't allow:

1. Unnecessary features and functionality
2. Delay in the development process
3. Unclear requirements
4. Insufficient testing, leading to avoidable process repetition
5. Bureaucracy
6. Slow internal communication

Didn't this list make you laugh just a little? This final criteria of what is NOT allowed sound exactly like work today. Every single bit of it. But here's the kicker on why LEAN could be really cool if left to its true roots:

Amplify Learning - do many of the things that AGILE promotes to get the bad news (changes) when stuff is still small and more easily changed

Decide as Late and Deliver as Fast as Possible - keep options open, leave big final choices as long as you can

Empower the Team - again the collaboration of business and technical is critical

Build Integrity In - open communication and prototyping so people see the options clearly

See the Whole - don't get lost in the weeds of the small pieces.

It's pretty hard to argue with either AGILE or LEAN when you read these kinds of things, isn't it? One of the reasons that you're not seeing blazing growth of either of these approaches is that people have made them into choking weeds by doing some of the wrong things:

I just got my FIRST iPhone (yup) and was plodding along with my usual lack of read the instructions bit when I came across this tip. Try it out and see if it's true



<http://pogue.blogs.nytimes.com/2010/08/12/three-unknown-features-of-the-iphone-4/> The free iBooks app, which is Apple's answer to the Amazon Kindle, can actually read your books and PDF documents out loud to you.

To make this work, turn on VoiceOver, the text-to-speech feature that makes the iPhone usable by blind people. That is, open Settings -> General -> Accessibility and turn on VoiceOver. Then open a book. Tap the first line (to get the highlighting off the buttons at top). Now swipe down the page with two fingers to make the iPhone start reading the book to you, out loud, with a synthesized voice. It even turns the pages automatically and keeps going until you tap with two fingers to stop it.

Virtual Book Tour & Signing

Projects have become flash mobs. People come together temporarily to do something that irritates many others, then disburse. The world of work requires a new approach to the chaos that is project management today. We combined the Dare to Properly manage Resources process with realistic, simple and effective strategies for building High Performance Project Teams.

Join RMA and Lou Russell for a sneak peek at the newest Project Management book, [Managing Projects](#). You can purchase a signed copy and get the scoop on what new learning opportunities will be coming to compliment the book. [Register](#)

OR

Sign up for the first-ever [Managing Projects Webinar Series](#). This 2-part webinar series comes with a signed Managing Projects book and is facilitated by Lou.

- Not engaging the customer and doing development without them
- Not isolating the project teams to allow them to focus
- Driving a technical design instead of a business solution

The lessons for a leader in today's workplace fall right out of these lists. To *not* be one of the increasing choking weeds in your organization, here's a 10 Point Agile and Lean Manifesto for you:

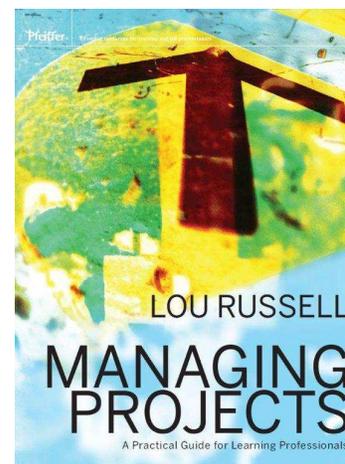
I promise to strive to...

- Drive complexity from our lives as much as possible. Simple means better.
- Hide my people from interruptions so they can be great.
- Connect my staff with their business customers so that they can be a community rather than adversaries. Hold both accountable to this goal.
- Educate business sponsors on what that role means including what requirements and testing are.
- Destroy wasteful emails, meetings, and all things that don't add value to my people.
- Give them time and space to learn (see innovation ideas below).
- Rejoice in quality, integrity and doing what we say we'll do.
- Shield my teams from the bureaucracy but also teach them how to navigate it.
- Embrace my role as Leader and internalize that growing people is my most important job.
- Ask and listen to my people to find out how I can help them with the above.

If you'd like to revisit how to transition your team to higher productivity and away from choking weeds, please check out our website or if that's too much distraction, call or email us info@russellmartin.com (317) 475-9311. Feel free to send me a personal email at lou@russellmartin.com or tweet [@nolecture](https://twitter.com/nolecture).



See RMA for help with influencing stakeholders.
info@russellmartin.com



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Leading with Emotions

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July 19 & 25 (Virtual Sessions)

Realistic Project Management

August 6 & 7, 2012
The Children's Museum of Indianapolis

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Email bhelt@russellmartin.com with questions!

Trish Uhl: Inspires With Her Cancer Journey

Check out **Inspiration at Work**, <http://www.blogtalkradio.com/inspirationatwork/2012/05/15/trish-uhl-inspires-in-her-battle-with-cancer> to hear our very own CPLP queen and RMA facilitator, Trish Uhl, discuss her recent battle and victory against cancer. You'll be very inspired. You can comment at the site as well. Speaking of Trish...



Are You Ready for CPLP® Certification?

A One Hour Meeting and Innovation: Forget About It

I picked up a reprint of a great article <http://www.davidrock.net/files/TheAhaMomentASTD2011.pdf> written by David Rock, author of *Your Brain at Work* for ASTD's T&D Magazine last year. This is a fascinating article and so simply written that I can't wait to read the book. David states that our brains have essentially two categories of processing: working memory, which we use to figure stuff out, think, etc. This is what we think is the important driver of new ideas. But if you think about the last time you had an innovative idea, it likely was not at a structured brainstorming but when you were walking, falling to sleep, driving or doing something else quiet and somewhat relaxing. The part of your brain that is really in charge of innovation is your non-conscious brain that monitors all the functions of your brain, has tons of resources at it's disposal and can come up with awesome ideas if you just get out of the way. Here's how David tells us we can have more 'aha' experiences:



- **Quiet.** An insight is often a long-forgotten memory or combination of memories. These memories tend to have fewer neural connections and being smaller, can't be found with all the noise in your working brain. It's like trying to hear a cell phone ring at a very loud bar. We can be quiet as we do something repetitive or relaxing.
- **Inward Looking.** Evidence shows that we have these insights when our mind is wandering, and we are daydreaming. It is not when we are focused on problem solving (conscious mind).
- **Slightly Happy.** Being open, curious, and interested allows you to access larger parts of the non-conscious brain without filters.
- **Not effortful.** Stop trying, stop thinking about the problem, and wait for the answer to come. Trying hard blocks access to the non-conscious brain. Think about how you feel when you can't remember someone's name.

So, here's the challenge for all of us. How can we provide more individual quiet and use these breaks to grow our innovative thoughts? How can we allow people the space at work to be quiet? How can we integrate quiet and mind wandering in our classrooms, both virtual and physical? Send me your thoughts to lou@russellmartin.com.

I believe there is a connection between the ability to be quiet, and your emotional self-awareness and regulations. **Contact info@russellmartin.com if you haven't tried our complimentary Behavioral Intelligence Assessment yet.**

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<http://cplpcoach.com/products/item17.cfm>

College Visits Are Good News for You



In July, I will be taking my two daughters all over the place to visit colleges. Why not visit you while I'm there? Here's the deal - if you are interested in having a half or one day workshop on project management, EQ, leadership or teams for your staff and you live in one of these areas and we can work out the schedule, you will not pay for travel. That's normally a savings of between \$500 - \$1500.

If you are an ASTD or PMI chapter, and have interest, let me know and I'll try to stop by and meet with your organization.

Here are some of the places I plan to be:

Syracuse, NY Chicago, IL
Madison, WI Milwaukee, WI
Boston, MA Philadelphia, PA

If you'd like to learn more, email us at info@russellmartin.com.

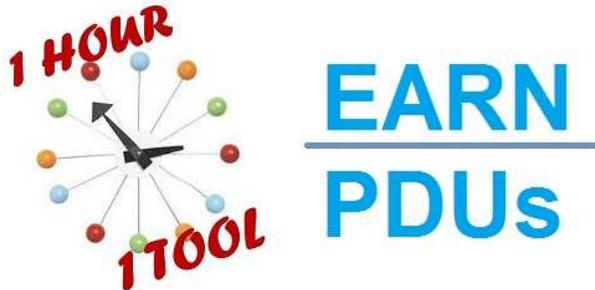
Bystanders, Bullying and Bravery

Thanks to the many people who shared their stories after my article last month (<http://insanityconstraint.blogspot.com/2012/05/power-of-bystander-recently-i-helped.html>). I am ashamed to say that I was surprised that many of the people who were bullied in school are now being bullied by corporate mean people. That just drives home even more how

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Purchase access to the entire set of modules and earn up to 10 PDUs.



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Pick this option if you're looking for quick ways to earn PDUs for PMI certification. These 1-hour recorded podcasts can be viewed at your leisure. We've recorded past 'overview' webinars of some of our most popular topics and are continually adding more. The quick quiz validates your attendance for PMI.

June Contest



It's time for vacations and I thought it would be fun for you to see pictures of six of the most beautiful places in the world. Tell us where each picture is taken (1 thru 6) to win prizes! Send answers to Brittney: bhelt@russellmartin.com 25 points for each correct answer.

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important it is for us to be the Bystanders who can quietly without conflict suggest that the behavior is not productive. I appreciate everyone's courage and honesty.



White Sangria Recipe

June screams fun, fresh patio cocktails. Here's one I improvised from a couple of recipes for a get together last night:

- * Cheap white wine (big bottle). I chose Sauvignon Blanc
- * Two shots of a liquor you have laying around that no one ever drinks (I used B&B)
- * Ginger Ale (liter)
- * Lime Sparkling Water (quart)
- * Dash of bottled lemon juice
- * Dash of bottled lime juice
- * 2/3 cups Sugar
- * 3 oranges, 1 lemon, 1 lime

Get a giant bowl and put all this together. Slice the fruit, squeeze the juice out, grab the seeds (or not) and then mix. Let sit for at least 3 hours in the fridge.

Serve over ice with mint if you happen to have it growing in the backyard like a weed like I do.

Need to update your contact info? Do so by [clicking here](#).



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