How do we as a community influence organisations to sustain and/or embrace agile at all levels?

One word per Yellow !!! post-it

Language  Ritual  Openness

Story-telling  People
Group your related words together and then try to name how they are connected.

Min 3 groups

Max 5 groups

Max 3 words for each group name
How do we as a community influence organisations to sustain and/or embrace agile at all levels?

One word per Yellow !!! post-it

Sharing

Language

Story telling

People

Openness

Ritual
The path to agility is very messy

Navigation through the learning curve is unpredictable

Maintain a shared mindset to continually challenge

@Kearnsey
@Darylinabarel

#TheLens
What got agile to become an acceptable alternative won’t conquer our future challenges
We remain in many cases, without a common belief system on the benefits and behaviour of agile.

Confusion and misalignment continue.
Today’s coaches started within delivery teams

The most stubborn habits, which resist change with the greatest tenacity, are those that work well for a period of time and lead to the practitioner being rewarded for those behaviours.
Balancing provocation and convergence

The coaching community avoids the unknown, it makes us sound foolish.

As agile conventions converge from the regular use of common practices, the role of thought reduces.
Agile coaching

The key is to create a learning behaviour to a common purpose so change can survive and provide a mechanism to heal the divisions that sustain mis-alignment.
Step 2 : Name the Enemy!

Coaches should not rely on their observations alone.

1. Transference - the process of reacting or responding to someone in a current relationship as that of a person with traits, behaviours, similar to someone from our past.

2. Counter-Transference - for example when coaching someone begins to treat you as an expert and you begin to adopt the role because you enjoy being the expert.
Construct of Agile

Command and Control

Identity

Autonomy
The progression of change to status quo

Strategic Frames → Blinders

Processes → Formulae

Relationships → Shackles

Values → Dogmas
How do you sound

Blinders  “That guy isn’t Agile, Idiot !”

Formulae  As a ....
                   I want ....
                   So that ....

Shackles  “That’s not agile !”

Dogmas  What did you do yesterday ?
            What will you do today ?
            Do you have an impediment ?
Step 3 : Do it where we can all see

Create a space for people to come together to think collectively about the circumstances they face.

By created new ways to collaborate and co-operation new information will be created to disrupt the status quo.

To understand the reality of transformation the people dimensions of change need to be voiced.
Agile cannot become another cog within the organisation
Step 3 : Observe the acquisition of new knowledge

As each of us interacts with new information, multiple interpretations of what is happening and what needs to be done are created.
Step 3: Do it where we can all see

Create a space for people to come together to think collectively about the circumstances they face.
Step 3 : Do it where we can all see

Design visuals which encourage enquiry and enable people to interact with the greater purpose, resulting in guidance on how to take individual action.
Thinking and teams to build this room

- Reflect the market with products and services
- Build services based on organisational culture
- How does the organisation affect the market
- Focus strategy based on organisation values and alignment
- Engage Customers to product offering
- Understand how the market impacts the customers
- Align customer and strategy

Systems Thinking
Organisational
Strategy Iterative Agile
Lean Customer Journey

SMS Facilitator’s
Executive Sponsor
Business SME’s

Strategic Planners
Business Delivery
Compliance
Customer Experience
Finance
PMO

SMS Measurement & Technology

Empowering Business
Step 3: Do it where we can all see

Visualise interdependency and embed into flow (Kanban)
Step 3: Do it where we can all see

By co-creating visual diagrams that trigger greater enquiry, dialogue and uncertainty. New meaning, learning, calls to action can emerge.
Step 3 : Do it where we can all see

By sensing together we can pick up patterns of variation to intent, seeing the need for change and build the collective purpose along the way.

Leadership in the digital environment

Customer experience is key

Building a lean smart business

Growth in Emerging Markets

Equal Customer and Organisational Benefit

Primarily for Customer Benefit

Primarily for Organisational Benefit

Primarily for Organisational Benefit
Step 4 : Breach Assumptions - Barrier we have faced

1. Fear of judgement stifles our ability to embrace uncertainty and as part of the process delivers a serious blow to our willingness to create anything that hasn’t already been done and validated.

2. Every journey towards greater resilience begins with a genuine effort to seek out fragilities, grasping the holistic nature of the work and identifying the potential sources of weakness.
Step 4: The agile community can be equally as destructive as that of a dysfunctional organisation

Groups can become avenues for creativity and growth or deteriorate through false agreement and polarisation.

**Fragmentation**

**Faking It!**
Step 4: Our confirmation bias to the now reduces our ability to evolve.

Organisation traps are patterns of actions and reasoning that, when implemented, make it difficult to produce the learning that is required to generate fundamental change.
Step 4 : Create an environment where it is safe to challenge

Although we cannot foresee the answers / solution to organisation transformation we can make the preparation that encourage it to emerge.
Step 4: Our role as coaches in a lens

Our experiences in leading change in other organisations cannot become the confirmation bias as to how we judge and make decisions with others.
Step 4: Engineering Dialogue

Design allocations of the room to create a sense of the whole where the connections with each other can materialise.
Step 5 : Create Gateway Experiences and On-Ramps

“In the concept of Adaptation - the idea that organisms respond to changing environments by evolving a body (form) and behaviour (function) better suited to these new circumstances”.

Charles Darwin

1. Create holding environments where experimentation to cultural norms can flourish identifying the boundaries of current reality and norms.

2. A successful “meme” is a portion of cultural tradition that survives within the organisation memory and is capable of evolving.

3. Agile “memes” are created by replicating aspects of a systems behaviour that have been selected by teams to aid their adoption of new method.
Step 5: Intelligence is distributed, knowledge must converge

When groups are involved new forms of information the emergent aspects of collective discovery is a “first time” for everyone. Breaking down experience barriers new forms, new perspectives, new ways to think, new ways of working emerge.
Step 5 : Sharing stories defines our culture

This space for storytelling is what we are trying to recreate for organisations today that enables an enriched coaching experience, to help people make sense of how to act in the face of uncertainty.
The day the red circle was created.
Step 5 : Start with one question

An open question framed well will stimulate the imagination, our best natural defence mechanism against habitual thinking and normative pressures.

By starting with the most immediate question aligned to the greater purpose of the organisation, the thread of the larger organisation pattern will reveal itself.
Step 5: Trigger new form of enquiry to find new information
Step 5: Create connections to each other and environmental boundaries

This form of connection when created often expands or dissipates our experience of boundaries.
Step 6 : New Rituals, Better Rituals

By allocating time and space to increase operational focus on transformation activity can be achieved.

Creating the capability to generate new information through open collaboration.

Holistic order will emerge by discovering new capacities.
Step 6 : The act of understanding

By creating an environment where the totality of change and action are brought together collective action and shared sense of purpose will form.
Step 6 : The power of co-creation
Draw a visual to answer your teams box above that incorporates the 5 words from the last exercise
Super problem solvers → Fantastic paparazzi
Great storytellers ← Very good visionaries
Constructing a narrative

Setting
Character
Plot
Theme
Narrative
Step 7 : Lean on People who can’t leave well enough alone

Pick the people who will jump at the chance to live this new mindset of challenging the system.
References