



A SKETCHNOTER'S GUIDE TO



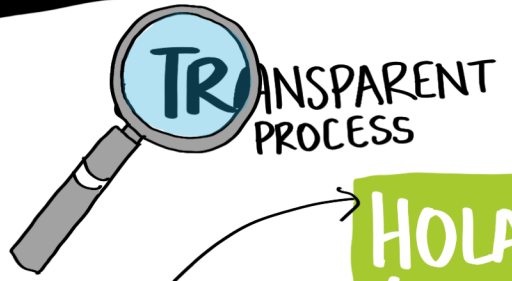
Agile
India
2019
#AgileIndia2019



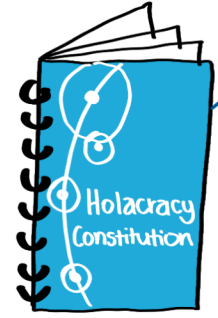
BRIAN
Robertson

HOLACRACY: Unleash entrepreneurship in your team

@h1brain



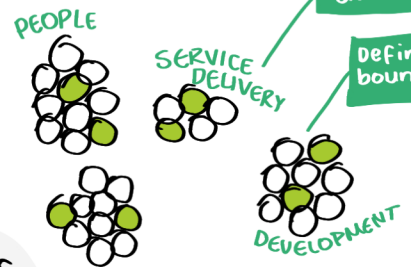
HOLACRACY'S APPROACH



META-METHOD
- how to evolve
- rules for meta-process

everyone is **CEO** of own domain

Define boundaries



EXPECTATIONS
"I need this to do my job"...

Keep simple and adapt

GOVERNANCE
Structure to learn + adapt

Sketching
SCRUM MASTER
@SketchingSM

REAL empowerment REQUIRES

- 1 BOUNDARIES - Freedom in knowing boundaries
- 2 STRUCTURE - Very Structured
- 3 RULES
- 4 CLARITY - Iterate - not top down
- 5 CONSTRAINTS

Organic Structure



Holacracy = management with **no** managers

MORE Structure (not no structure)

Holacracy Myths



HUMAN BODY works fine with **NO CEO** cell

there must be a **BETTER** way...

How do we allow people to **SENSE** and influence change?

The way we've been Structuring...

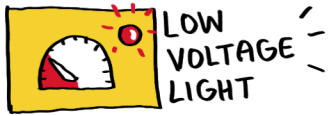


works fine when complexity is **LOW**

grew out of Agile
I was obsessed with process

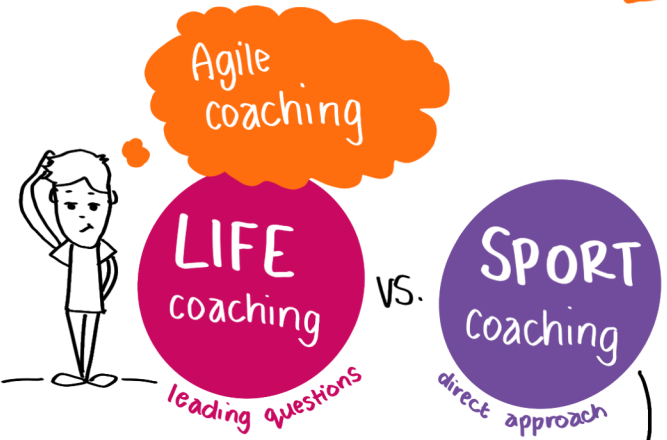


flying a plane

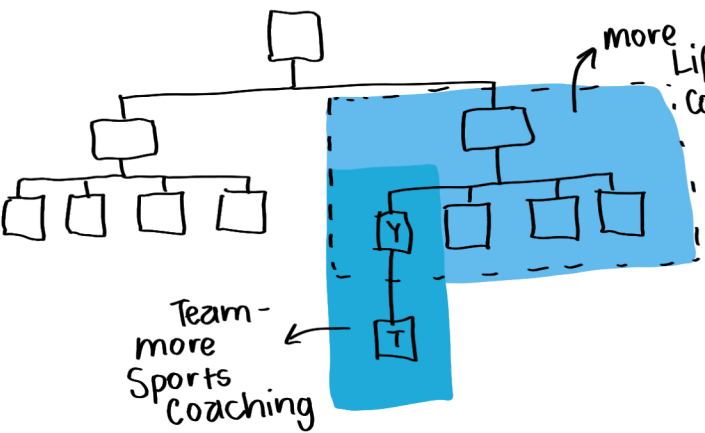


People are instruments of measurement in organisations

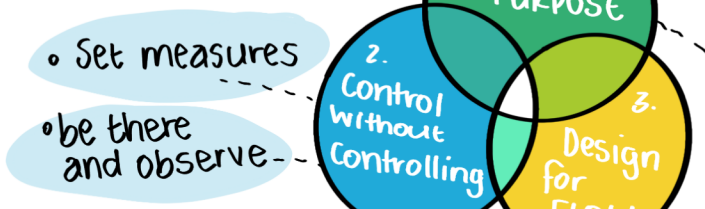
sensing problems - ego, politics



What about **SPECIALIST** coaches? → DevOps Coach?



As a Coach...
You are a **LEADER**
your job is to...

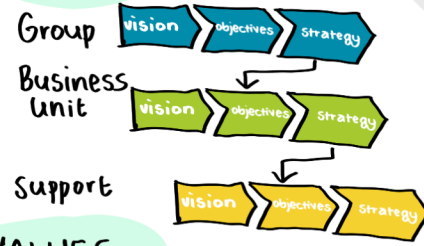


- Set measures
- be there and observe

BAD APPLE
- hold accountable to agreement of the team
discuss in private

CARE ♥
for people + team

cascade Strategy down



VALUES
hold accountable to values

BASICS of good design

- Small
- Cross-functional

Know your SKILLS

- Skill heat maps
- know blockages

"Be the **change** you want to see" - Gandhi

You are a **COACH**
you need to be **PART** of the team

Roll up your sleeves and get involved

8 TIPS for resistance

1. Set expectations - buy-in? can't go in if you haven't been asked
2. Inspiration - BHAGs - big goals!
3. Humility
4. Accountability - moral responsibility for delivery
5. Work Ethic - work harder than the team - earn respect
6. Relationships
7. Know your Craft - understand the industry
8. Plan your Exit (set up teams for success)

Step 1 CONTEXT COUNTS

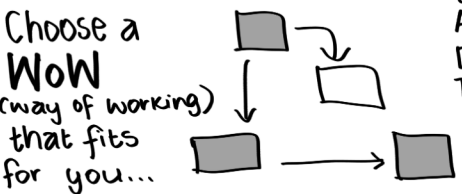
(Guided) How to improve continuous improvement

experiment and find what works...

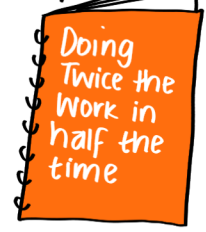


Are you restrained by your framework

Context of your team MATTERS



e.g. PRODUCTIVITY improvements

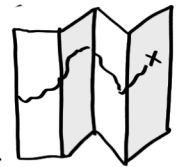


big promise



become a better

Step 2 ADOPT CONTINUOUS IMPROVEMENT Strategy

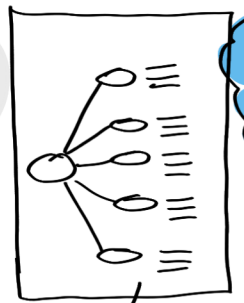


Seven Principles of DISCIPLINED AGILE



Step 3 CHOOSING YOUR WOW

Goal diagram



make better choices

learn more about practices + tools

Know your options

It's not about DAD or... it's DAD and...

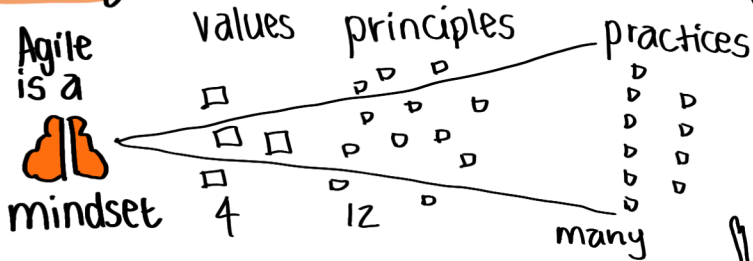


TRYING to transform MINDSETS



HOW DO WE APPROACH mindset shift?

1



behaviours vs values

can't be behaviour POLICE } response to experiences

can't enforce change

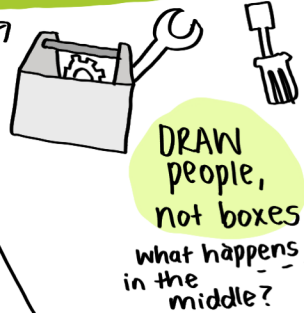
TRIGGER Positive / negative = change

2

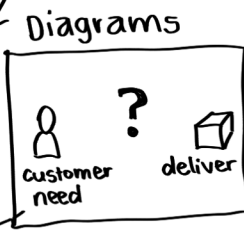
FILLING the TOOLBOX

hunters + farmers

Visualization + Language



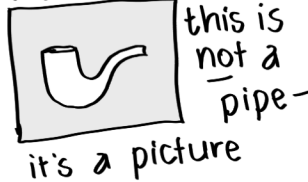
VISUALIZE



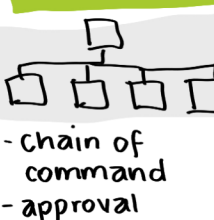
VISUALIZE uncertainty



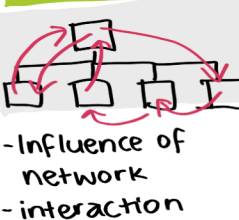
VISUALIZE INTERACTIONS



HIERARCHY



HUMAN



MAKING the DIFFERENCE

don't make things "me" vs them

FIND WHAT WORKS + amplify this...

TEAM **Manager** **Executives**

- TEAM: learned helplessness, want freedom, Team coach
- Manager: let go of control, System Shepherd, Management Coach
- Executives: Air time, Sparring partner

Staying SANE!

feeling is FEEDBACK - park it - forgive yourself

It's not about you... it's their JOURNEY!

SELF-CARE support groups

Sketching SCRUM MASTER @SketchingSM

SERVANT leaders (change perception)

scaling Enterprise Agility

amidst cross border merger

Rocky Woestenborghs + Vaishal Garivala
@RockyWoestenborghs

Banking as an industry

- ✓ Relevant
- ✓ frictionless
- ✓ Instant



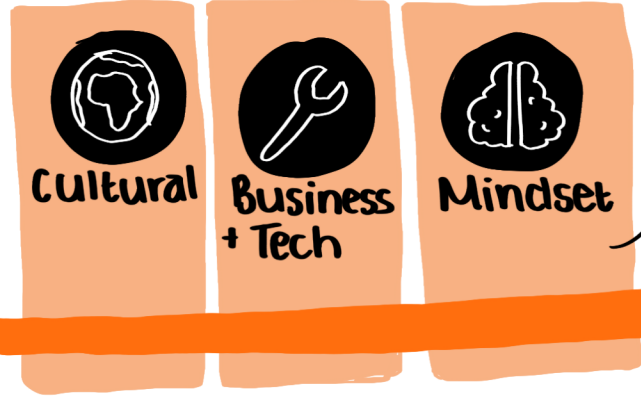
We have to go FAST, and scale up to 40 million customers

Decision **not** to migrate all features - simplify

How do you **Continue** to grow + transform?



BUSINESS + IT TRANSFORMATION



inclusive agile is a mindset



Tribe Lending

- Small + medium enterprise
- advice

We have to leave the **pain** in the old bank...



- ✓ streamline processes
- ✓ streamline products



Migrate 85% of customers

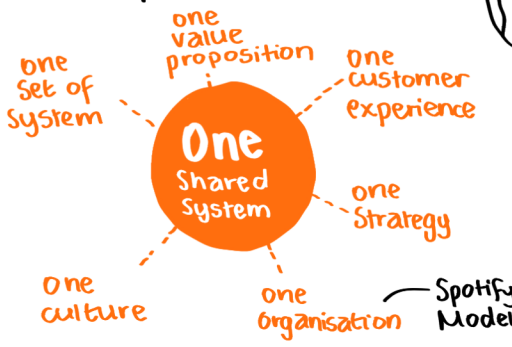


Challenges

- maintain commercial momentum
- not revert to waterfall
- large scale transformation across multiple locations



UNITE programme



Spotify Model



TRAFFIC ROUNDABOUT
- greater throughput

Self-management FOUNDATIONS

★ START with PRINCIPLE

★ HUMANS are the ULTIMATE REALITY *purpose + meaning*

★ Align TECHNOLOGY + SOCIAL DRIVERS

★ MANAGE COMPLEXITY with SIMPLICITY

★ ↓ MANAGEMENT TAX *everyone is a MANAGER in their own LIVES!*
cost of managers

Self-management

Competitive ADVANTAGE

ZERO command Authority

Everyone can INNOVATE

WORK is PART of life, we need to make it FUN!



What LEADER are you when nobody is REQUIRED to listen to you?

WORK PLAY is WORK / life integration

Colleague LETTER OF understanding

Team agreement

- ✓ Personal mission
- ✓ Objectives
- ✓ Decision Rights
- ✓ Steppingstones

like KPI's - but steps to perfection

You won't see it... until you believe it!

if we suppress people's CREATIVITY, with bureaucracy, we are WASTING people's lives!



Self-organizing... 2 SIMPLE RULES

Can we create organizations in VUCA world based on simple rules...

1 DON'T use FORCE.

2 KEEP your COMMITMENTS.

~~HR~~ "we don't have Human Resources" - we have Human beings!

ACCOUNTABILITY

Total RESPONSIBILITY

Even if you aren't there, it has to be DONE...

COMMITMENT Keeping

clear goals

RADICAL commitment keeping

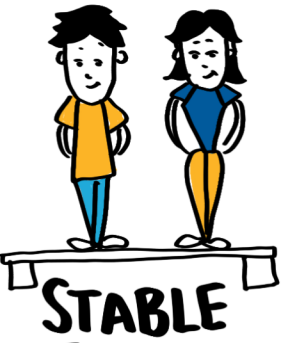
POWER (not empowerment)

empowerment is given - and can be TAKEN AWAY!

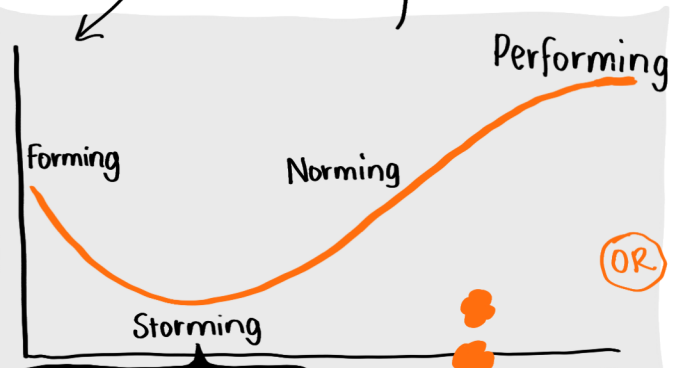
TUCKMAN was WRONG

DOC NORTON

@DocOnDev



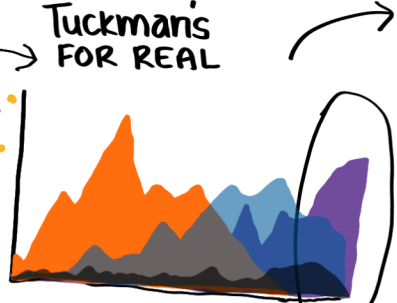
STABLE Teams... why? because Tuckman's



Reason why we like to keep teams stable

Assume: Linear, and all teams follow this

Science hasn't been able to match Tuckman's model



FORMING STORMING NORMING PERFORMING

Why did Stable teams make things BETTER?

Because RESOURCES

performing teams storm more - healthy

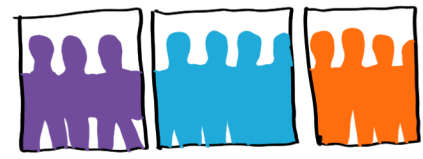
↓20% productivity per Switch

Reduce CONTEXT SWITCHING



we've created new Silos

Sub-cultures



Let's Reteam we need different skills at different times

4 FACTORS FOR RETEAMING

- 1 Autonomy
- 2 Connection - communicate across teams
- 3 Excellence - clear goals and progress
- 4 Diversity - of thought - and backgrounds

Valve: Work for the team you want to work for

"Spotify Model": Inspect + Adapt

RISK of losing good talent because we don't let them move (they'll leave...)

RETEAM PATTERNS

SOCIALISATION: teams create onboarding, onboard quickly

Keep teams to "2 pizzas" size

MITOSIS: Split the team into smaller teams

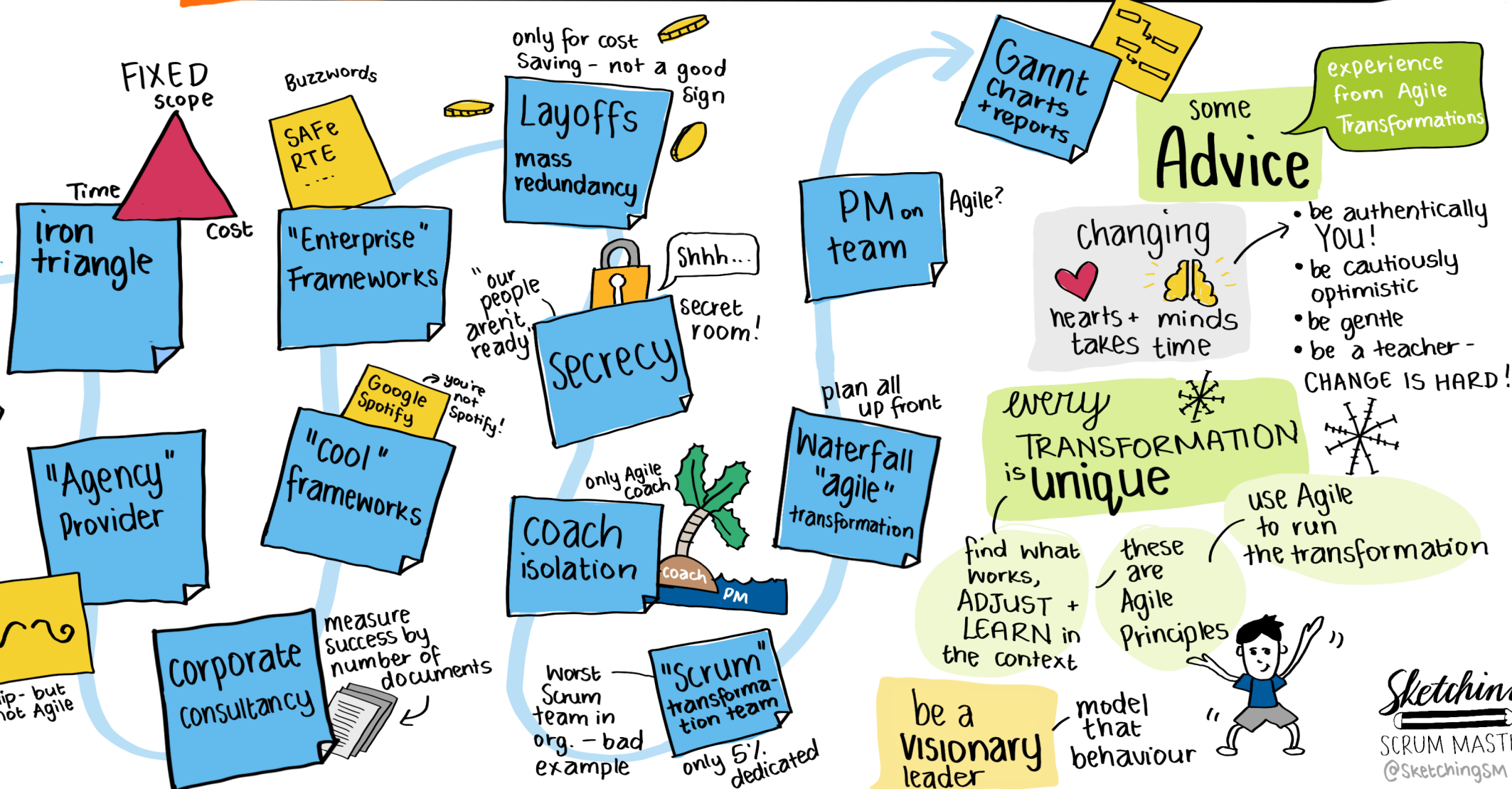
FIRE DEPARTMENT VOLUNTEER: volunteer with team for certain time, caution - not too much!

TRADING PLACES: Cross-pollinate ideas



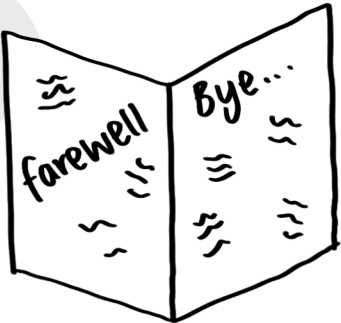


Signs of Transformation Apocalypse...



FAREWELL CARD

What would you like people to say?



Hi Sam,
Thank you for your support, care, energy + guidance

definition

inclusive leader

- Genuinely cares
- Wellbeing
- Engagement +
- Growth for all team members regardless of...
 - Who they work for
 - Where they work

every 2 years or so...

LEARNING Leader



lightbulb MOMENT

I come to work to help others

it's no longer about me, it's about them



know your team... names, family...

ENERGY

BODY

Find exercise for you...

inhale, exhale...



MIND

- meditation
- journal - reflect once a week



DAILY SELF-REFLECTION
survey - Survey monkey
• Am I learning?

HOW ARE YOU?
"BUSY"

Be more AUTHENTIC + POSITIVE

LANGUAGE is important

ACTION

Do things, don't just talk...

CARE

new joiner walks, team sports

RELATIONSHIPS

Create opportunities to build relationships

Hi there!

BE PRESENT

make the TIME for your team



BE GRATEFUL

Thank people for the work they do

FUN!

Humour - alleviate stress with humour

Offsites

give back to community

can be hard for introverts, but fun

We are not doctors

relax don't take so seriously

