#GameChangingBeliefs for the Knowledge Working Organization

#ABE17, Warsaw, October 2017

#GameChangingBeliefs

How can you create an organization where succeeding with Agile is possible? Are there things you could choose to believe in, that would actually push your luck in a favourable direction? Does it make sense to think like this? And if so, what should you then chose to believe in? This interactive talk argues in the favour of this and offers practical examples of what such beliefs could be.

AgileByExample 2017

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My interest is to understand and learn more about how organizations best operate at the required speed and agility.

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HOW CAN YOU CREATE AN ORGANIZATION WHERE SUCCEEDING WITH AGILE IS POSSIBLE?

Find the latest presentation here:
www.42stc.com/downloads

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The world is changing

1. DILIGENCE
2. CLIENTS
3. COOPERATION and LEADERSHIP
4. CORPORATE and REPUTATION

INDIVIDUAL ACTION PLAN

BUILD ON MUTUAL STRENGTHS

INDIVIDUAL QUALIFICATIONS

HALF-YEARLY EVALUATIONS

FAKTA

De fire Bech-Bruun-parametre

■ Partnerne hos Bech-Bruun skal fremover ud fra en individuel handlingsplan evalueres ud fra nedenstående parametre.

■ Evalueringen og handlingsplanen drejer sig om, hvordan man får udnyttet hinandens styrker på den bedste måde.

■ Derfor indgår også den enkelte partners retsområde, alder, særlige kvalifikationer og menneskelige egenskaber i de halvårlige evalueringer.

De fire parametre:

1. Flid: At du er en af de bedste advokater inden for dit felt, og hvor mange timer du lægger.

2. Klienter: Her kigges på din indsats i forhold til at tiltrække, udvikle og fastholde klienter. De færreste er gode til alle tre ting, så det kræver forskellige personligheder. Igen for at anerkende forskelligheder.

3. Samarbejde og ledelse: Partnerne evaluerer hinanden, og medarbejdere evaluerer partnerne.

4. Corporate og omdømme: Deri ligger, hvad man gør for virksomheden, og at man hele tiden har virksomhedens omdømme for øje. Tænke virksomheden før dig selv.

Bech-Bruun dropper økonomiske præstationsmål

#GameChangingBeliefs - The questions

- Can you chose to believe in something that will change your luck in business?

- Does it make sense to think like this?

- If so, what should we chose to believe in?

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Let's first take a look at the dark side

Why is more luck desirable?

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What do you think when hearing this? Could this be you?

Most companies suffer from

overload!

TOO MUCH TO DO!

poor execution!

ALL LOCKED IN ...

bad ideas!

HAMMERING ON THE WRONG ROCKS?

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… some indicators from the dark side …

OVERLOAD

Stress is an increasing problem

62% feeling disrespected at work
(Source: qz.com)

Up to 90% of organizations suffer from overload
Up to 80% of productive time is spent in meetings
(Source: Google)

If you are not managing your load, you are probably at least 3x overloaded
(Source: Don Reinertsen – as I remember him)

POOR EXECUTION

#Prison3DotZero (Prison 3.0)

BLACK MARKET

From pixabay.com

Your organization feels like a prison; not a nice place to be!
The key is inside!

Books written about this ➔

the **stupidity** paradox

THE POWER AND PITFALLS OF FUNCTIONAL STUPIDITY AT WORK

Mats Alvesson & André Spicer
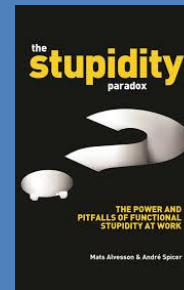
BAD IDEAS

What you are working at right now may never result in anything or be used by anyone

… most ideas are BAD!

50% of features never used
70% of projects fail
80% of products fail
>80% of transformations fail
90% of startups fail
…

(Source: Google)

(Innovation as Usual, HBR)

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Is your survivability at risk?

What is the consequence of overload, bad ideas and poor execution?

85% ++ of original 500 S&P companies failed to survive 40 years

(Source: Viable System Model/Patrick Hoverstadt)

80-90% of strategies never implemented

(Source: Google)

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The quest(ions) - repeated

- How can you best build an organization where you will experience more 'operational effectiveness' and more 'success' more often?

  … SUCCEEDING WITH AGILE IS POSSIBLE?

- Can you chose to believe in something that will favorably change your luck?

- Does it at all make sense to think like this?

- If so, what should we chose to believe in?

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Example of what we are talking about

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Who is this?

He said

He said

'if you take care of your employees, they will take care of your business'

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EXERCISE

AS A ... WHAT ARE THE BEST THINGS I COULD CHOSE TO BELIEVE IN?

Is this a useful way to think?

Culture in a company …

… is defined by what you are not talking about

How can you change culture?

Hear no evil, see no evil, speak no evil

Images from pixabay.com

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(Thanks to Peter Grumstrup, facilitators.dk)

Behavior …

… is a function of a person and the environment surrounding the person

Behavior
= Environment
x Person

How can you change personal behavior?

(Lewin's equation: https://en.wikipedia.org/wiki/Lewin's_equation)

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Example: Changing people

PERSON ➜ **ENVIRONMENT**

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Freedom through structure

- The right structure – in your environment – can give you more freedom … to perform

- Examples
  - Traffic rules and control
  - … more ?

Images from pixabay.com

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The sweet spot: freedom to perform
-- EMPOWERMENT 2.0 --

STRESS

feedback
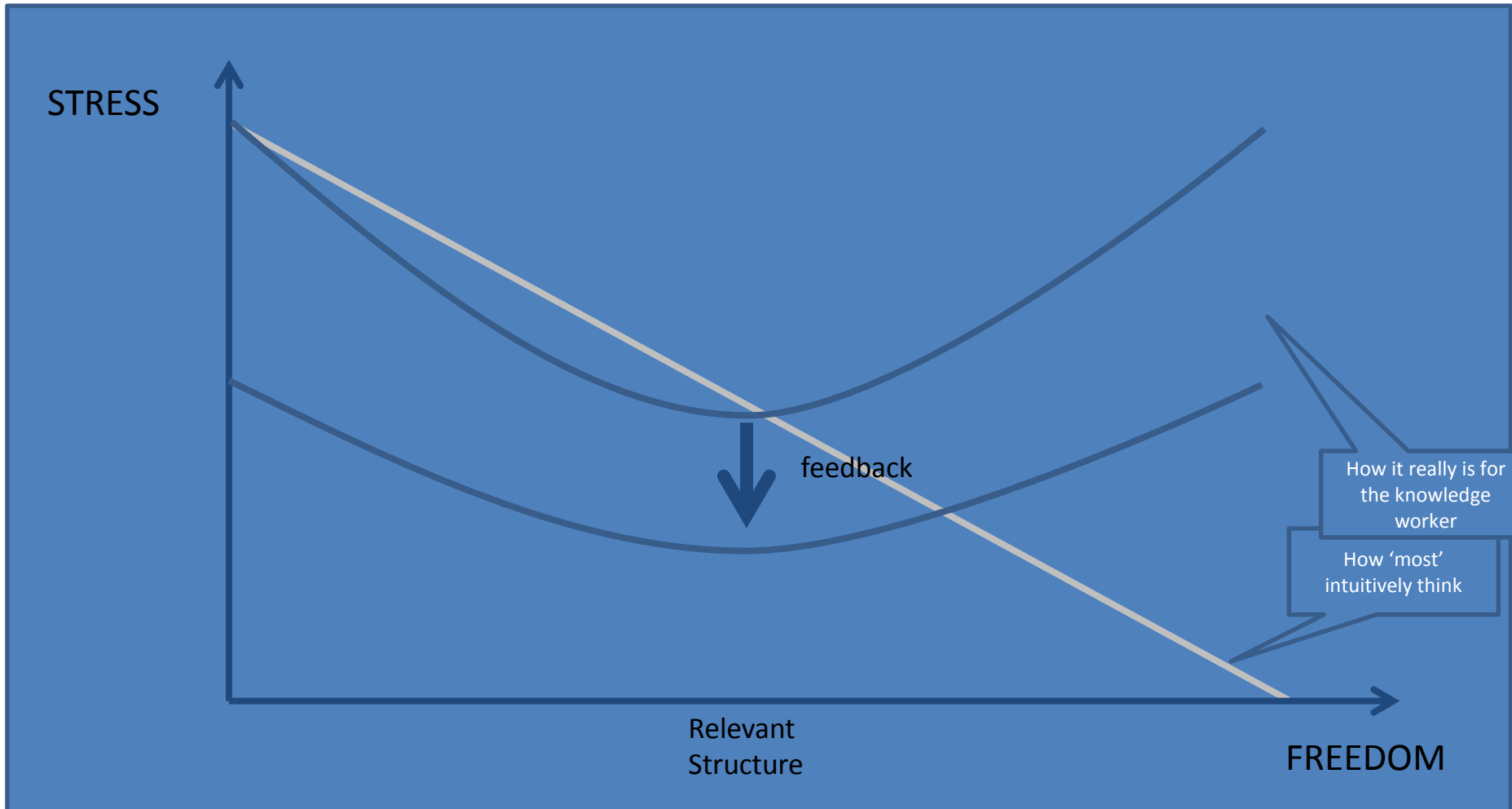
How it really is for the knowledge worker

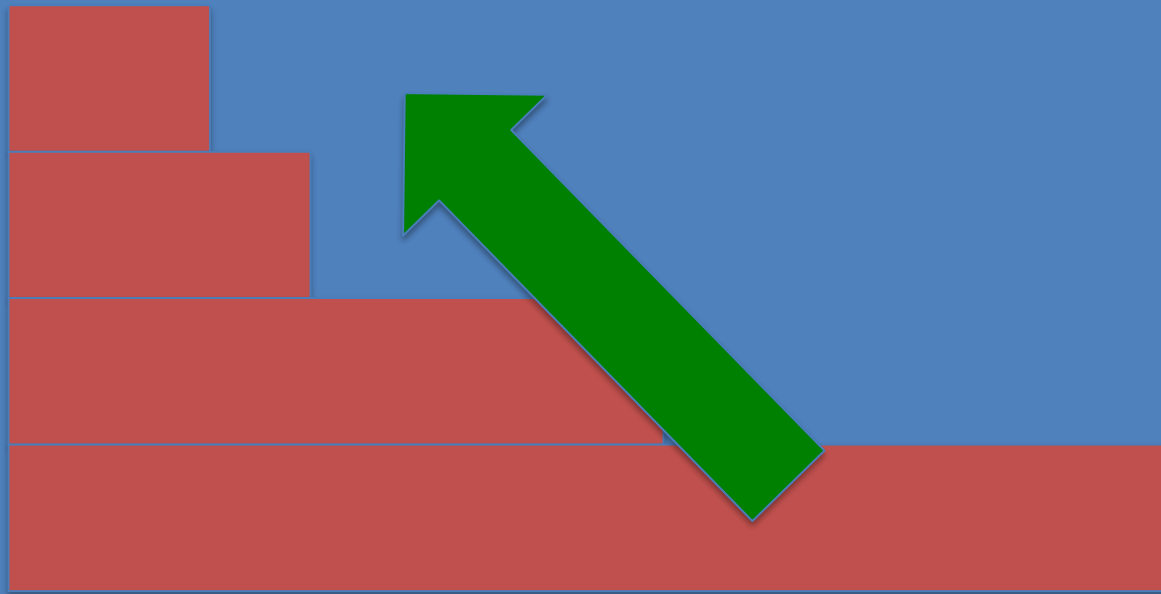How 'most' intuitively think

Relevant Structure

FREEDOM

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Gary Player

From pixabay.com
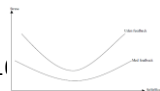
"The more I practice, the luckier I get"

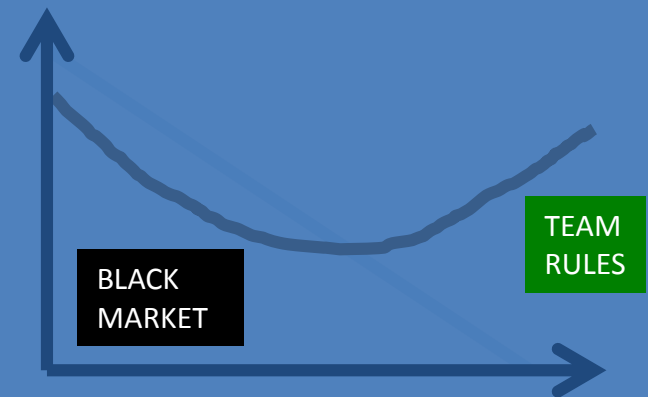*Luck is where preparation meets opportunity!*

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Example: Pushing luck in your direction

Example: Loosely managed team

Consider this:

– A loosely managed team …

– Complaining about a bad boss, lack of structure and no feedback … etc … etc

– Everyone doing what they want; not able to meet commitments

– What could this team do? (Self-organize?)

BLACK MARKET

TEAM RULES

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What should you chose to believe in?

Eleven+1+1 Game Changing Beliefs

- The OPPORTUNITY SPACE is huge – never stop searching
- Know and be who you are...be RELENTLESS in what you are aiming for
- PEOPLE make the difference
- Enable everyone to LEARN and ACT INTELLIGENTLY
- Understand what VALUE is and where it comes from
- Optimize the FLOW OF VALUE
- The worst COST is what you can't do, because of what you did
- Accept that MOST IDEAS ARE BAD
- Accept that MOST PROJECTS ARE CHAOTIC
- SMALL, FAST, SIMPLE beat large, slow, complex any day
- (*... or, never run faster than your guardian angel can fly*)
- ENGAGE with the world – SHARE what you know – STEAL with pride
- Keep ACCOUNTABILITY crystal clear
- Follow the real WORK

(Simplified version of http://gcb.42stc.com. These are 'suggestions' – find the 5+/-2 that best guide you)

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Summary

- Todays companies (often blindly) suffer from
  - overload
  - bad ideas and
  - poor execution
    (incl lack of alignment)

- How can we find a way to
  - operate at a speed where
    we can afford to lose?
  - offer everyone involved
    freedom to perform and
    opportunity to contribute?

- Stick to what you believe in
  … and it will serve you well!

#GameChangingBeliefs

… are beliefs with a game changing impact on your success with high-tech product development!

Imagine if you could chose to believe in something … and then it would change your luck … forever!

www.42ndstreetcompany.com/game-changing-beliefs   "Change your luck … forever!"

You can't control your luck,
but you can change it!

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BLOG

speed.42stc.com
IF I EVER WRITE A BOOK …

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