Real Change

By the people
Who own their own work

XP2020 final, improved by audience feedback

Helsinki 7.6.
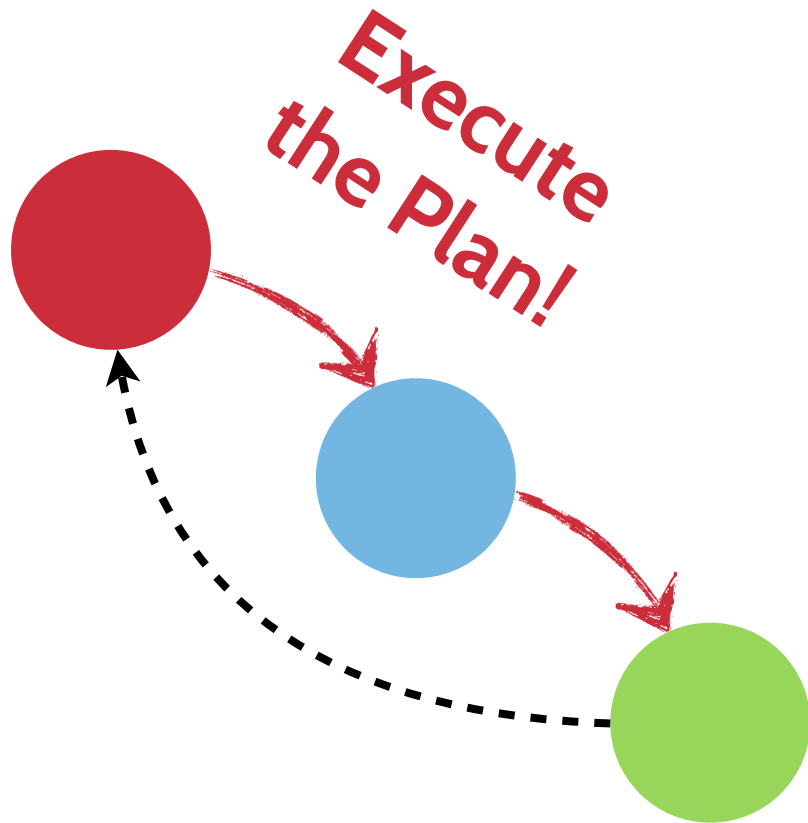
Ari Tikka

GOSEI

Ari Tikka

- Msc Structural Mechanics 1986

- Embedded SW 1990

- Organizational therapist 1997
  Developing teamwork, leadership and
  program management at Nokia Networks.

- Large-scale Scrum 2005

- Telecom, Medical, Automobile, Marketing
  Financial. BMW, Flixbus, PayU, GE, …
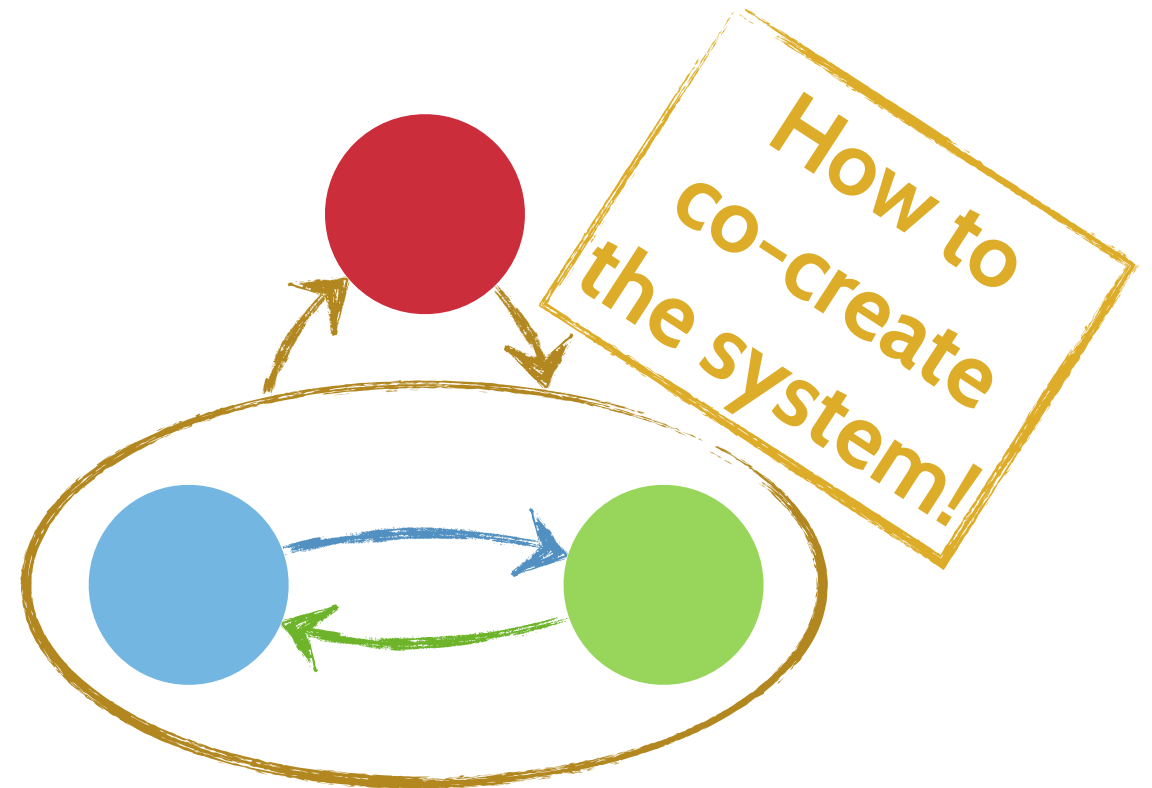
- Zen, music, lifting iron, ice hockey

Transformation?

Tayloristic Coordinated organization

Agile Learning organization

Execute the Plan!

How to co-create the system!

Customer-Problem-Fit

https://gosei.fi/coordinationchaos

The organization has become too complex to be coordinated.

High Score!

RESUME

Customer-problem fit

Teams, front-line workers
- Work does not work
- Waste, Unclarity
- Constrained by the mass of local detail

Coordinators, managers, experts
- Firefighting
- Overwhelmed by detail
- Constrained by dependencies

Executives
- Big firefighting
- No transparency
- Limited leverage to organization
- Constrained by time and money

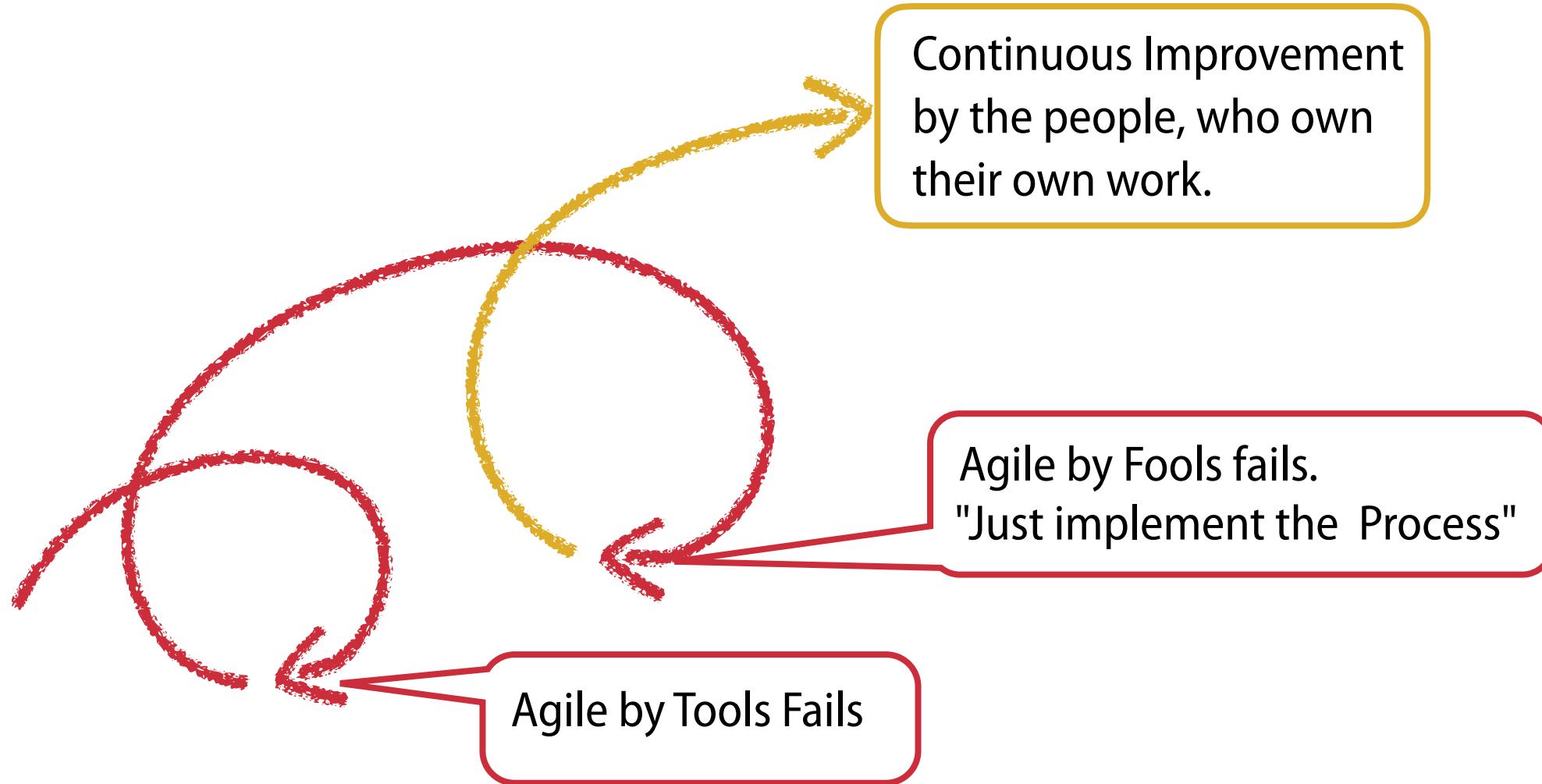## Everyone suffers
- Frustration, pressure, fear
- Powerlessness
- Confusion

Agile solution

Agile

Adoption patterns

Continuous Improvement by the people, who own their own work.

Agile by Fools fails.
"Just implement the Process"

Agile by Tools Fails

Improving the system

Input from anywhere

Wisdom and Power

Biggest pains

A3 analysis for difficult pain

Archive

Countermeasures

Action backlog

Improving the system

Input from anywhere

Wisdom and Power

Biggest pains

A3 analysis for difficult pain

Who is able, willing and available?

Archive

Countermeasures
Action backlog

Competent capacity

Coaching
Community

Improvement
Community

Continuous Improvement by the people, who own their own work.

Agile by Fools fails.
"Just implement the Process"

Agile by Tools Fails

Coaching Community, The core pattern

The community of learning

Leadership, structure and new thinking

Cross-role cross-org learning network:
- People meet and talk
- Analyze the whole
- Develop our approach

Assignment
Participation

Executive Management

Analysis

Experiences
Observations
Detailed reality

Identity
Understanding
Experiments
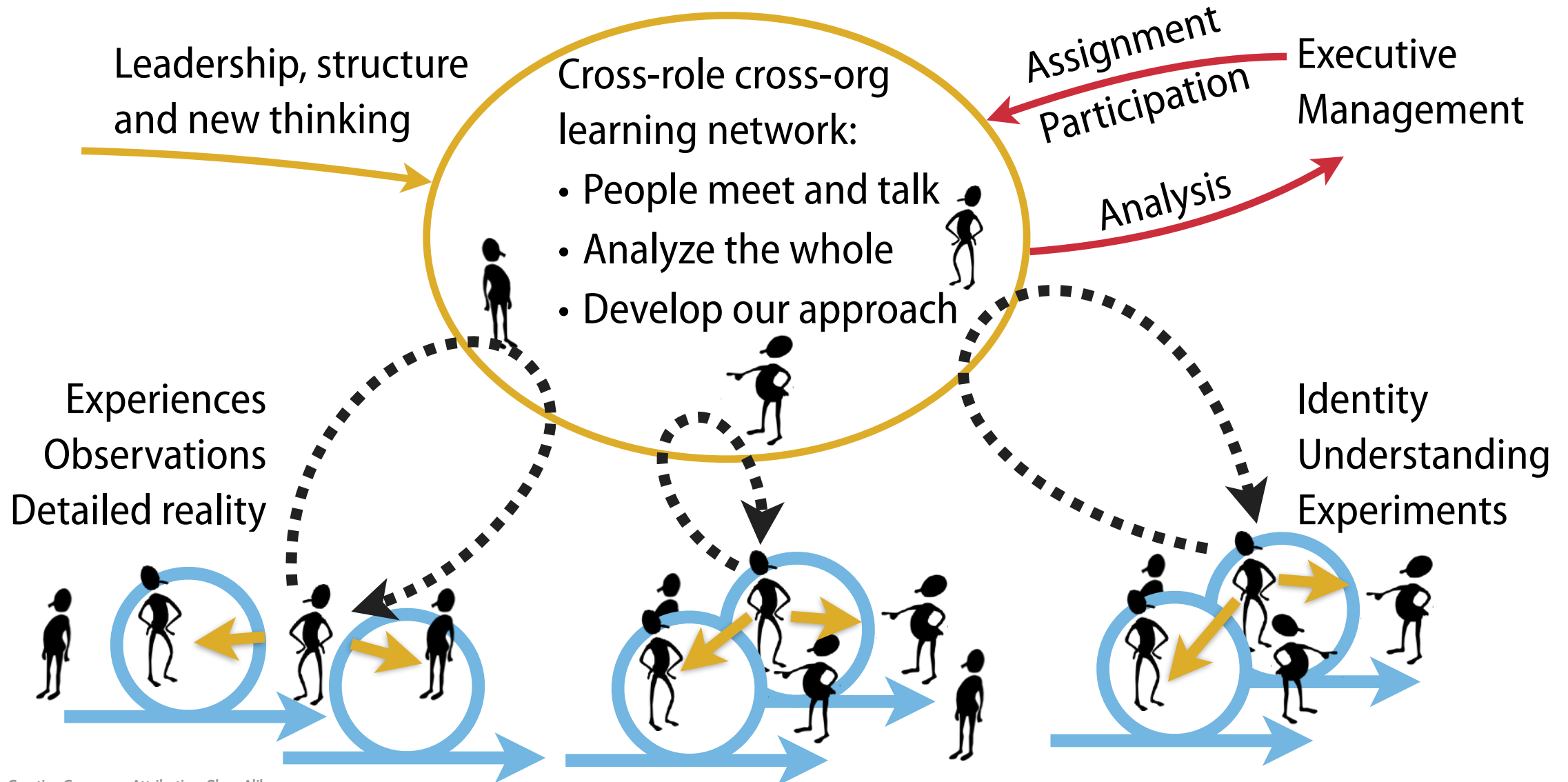
What the community does

Better than ever analysis

Competent Coaching Capacity

= Continuous Improvement
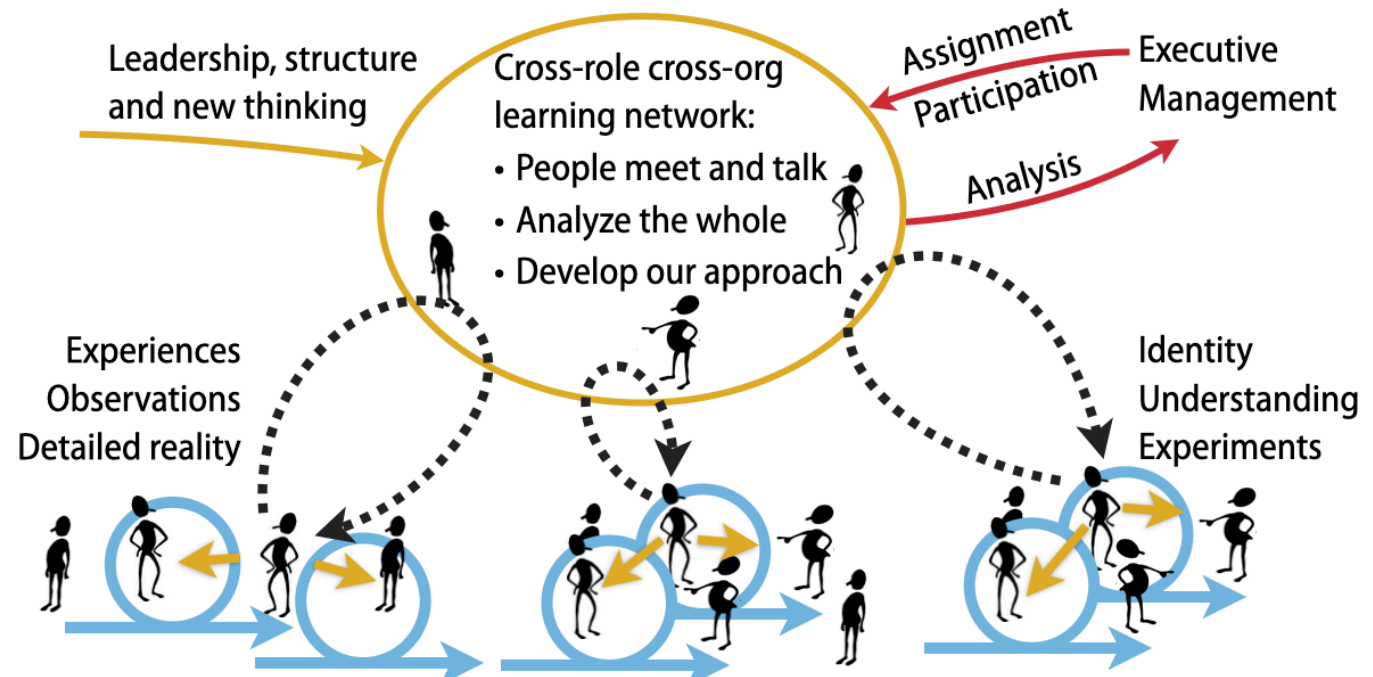
-> Build our (Agile) approach

-> Leadership culture

-> Teamwork

-> Talent management

-> Productivity, sustainablity, ...

Leadership, structure and new thinking

Cross-role cross-org learning network:
- People meet and talk
- Analyze the whole
- Develop our approach

Assignment
Participation
Analysis

Executive Management

Experiences
Observations
Detailed reality

Identity
Understanding
Experiments

GOSEI

Coaching Competence

A training program provides skills and experience of teamwork, building personal investment into continuous improvement, unlike habitual workshops and meetings, where busyness leads to superficial results.

Learning to Learn - training example

Day 1 Working with individuals
- Sponsor assignment
- Coaching dialogue
- Feedback & Nonviolent Communication

Day 2 Leading organizations
- Culture, Complexity, Power
- Analyze our organization
- Organizational (anti)patterns
- Applied Agile topics

Day 3 Teamwork
- The conditions for teamwork
- Group dynamics in teams
- Conflict resolution
- Applied Agile topics

Day 4 Continuous Improvement workshop
- A3 improvement topics
- Applied Agile topics

- Thinking homework between modules
- **Shared goal** to find better ways of working in practice
- Interview stakeholders for A3 improvement plans
- 1+1+1+1+1 or 2+2+1 days

Day 5 Celebrate (1/2 day)
- Finalize improvement plans
- Present improvements
- Reflect learnings
- Diplomas and bubbles

External coaches

Maximize learning

Few and experienced

Aristotle

Coaching Capacity "Scaling"

Scaling

- **Expect the analysis and improvement**
- Own learning and teamwork
- Participate, prioritize and sponsor

Executives

- **Create knowledge**
- Internal-external pair leads

Core Team

~6 ppl

~50ppl

~300 ppl

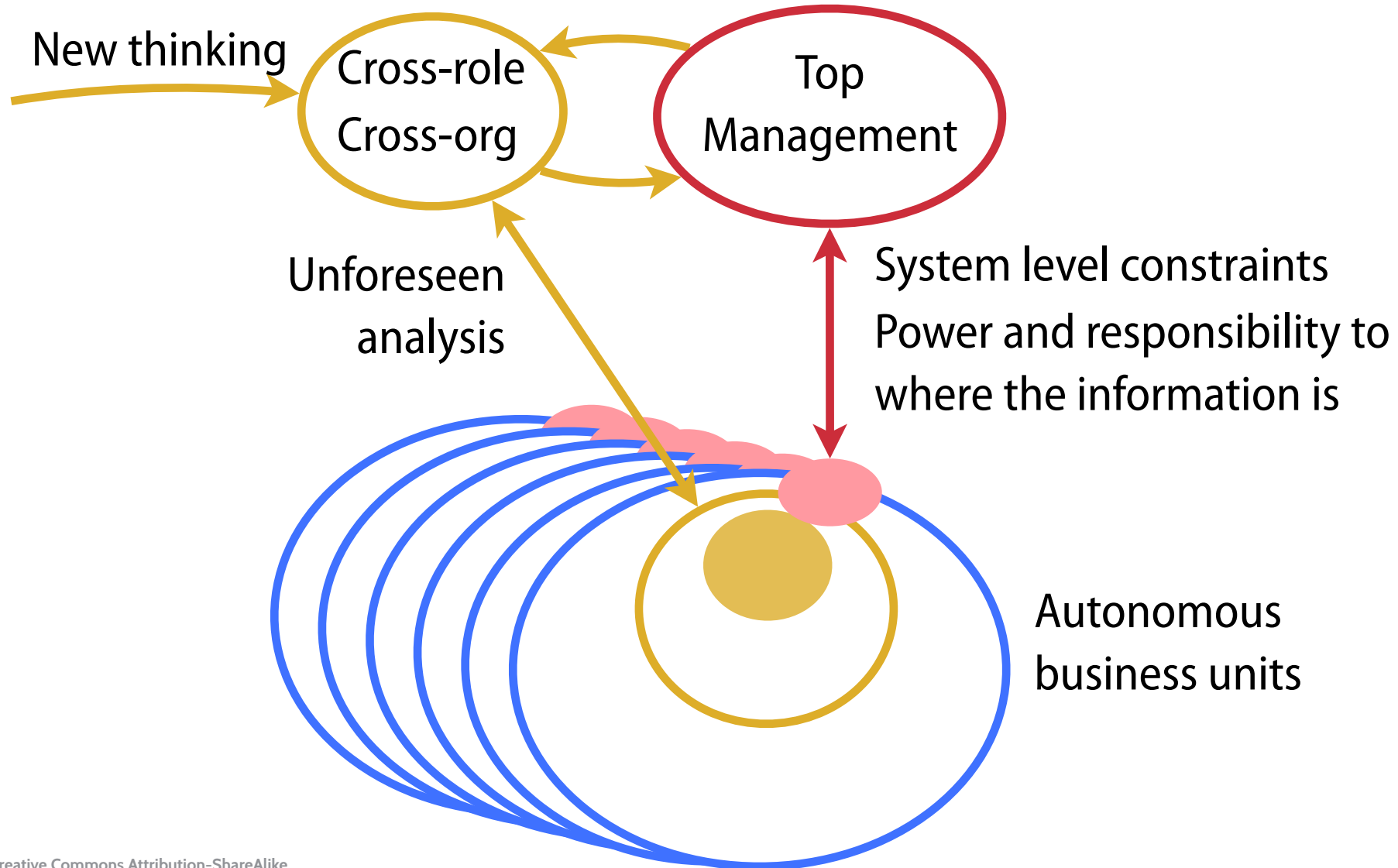- Interface to the broad reality
- Drive improvement locally

Coaching Community

- Intensive participation as relevant

The working community:
Departments, projects, teams

- Initiate 10-20 % of population
- 5 days training

How about 6000 people?

New thinking

Cross-role Cross-org

Top Management

Unforeseen analysis

System level constraints
Power and responsibility to where the information is

Autonomous business units

GOSEI

How to avoid the failure patterns

Delegate to management consultants

John Kotter at https://digitaltransformation.net/:

Ok, let's say that you were the CEO of a newspaper.
What would you have done when you saw the change coming?

Kotter: I know what I wouldn't have done, and that is outsourcing the problem to McKinsey or another big consulting company, pay a huge amount of money and have them find a solution. 200 PowerPoint slides created by a bunch of newly graduated consultants rarely work, even if the consultants are incredibly smart, as they almost always are. They might come up with some good ideas but how do you then implement them? The research results are clear – it doesn't work. The solutions must come from within the organization.
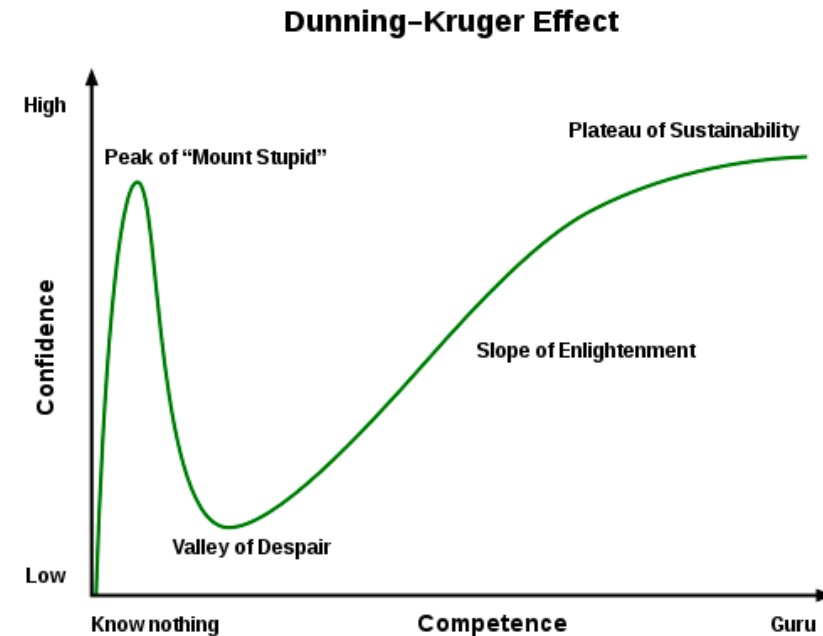
Unconscious incompetence

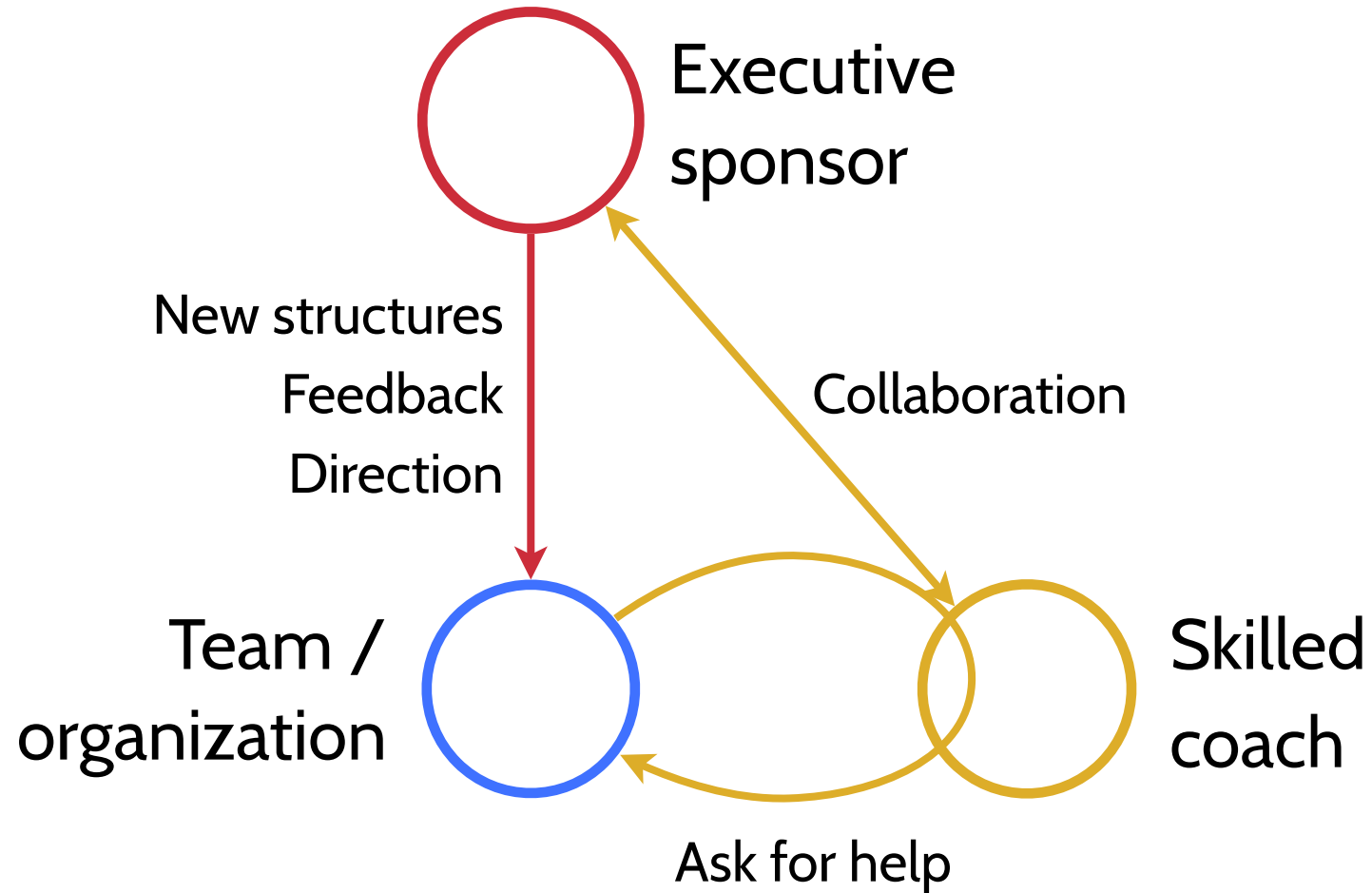Only survival anxiety is greater than learning anxiety
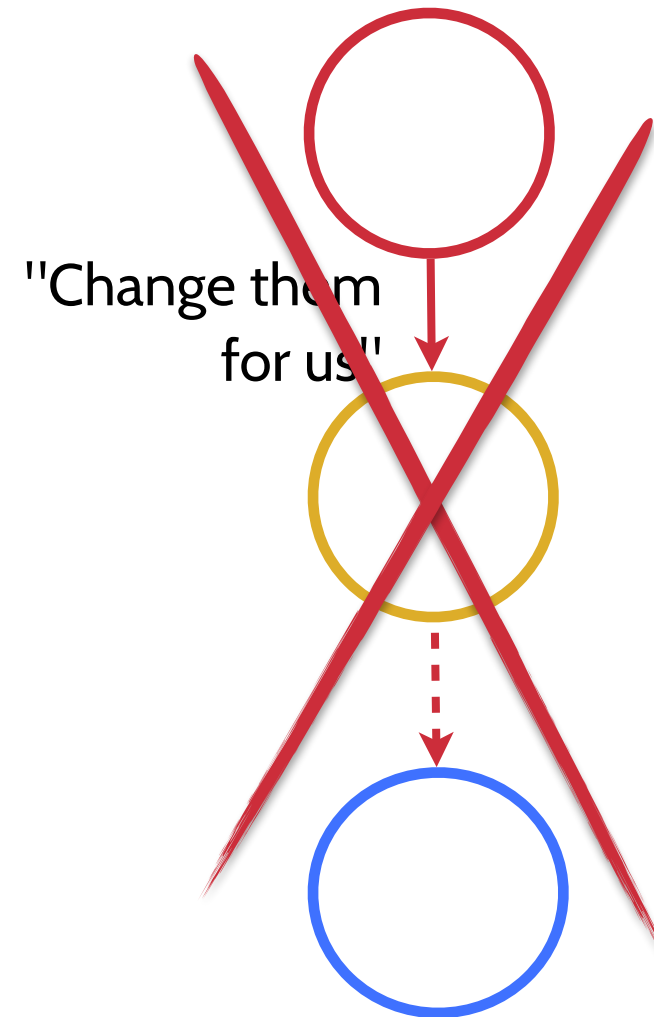   -- Edgar Schein

Leadership by learning

- Connection and trust by co-learning
- Secure base by demonstrating curiosity in hard situations
- Encourage thinking by coaching dialogue
- Steer complaining or other resistance into learning
- More fearless leadership at XP2016 talk

Dunning–Kruger Effect

High

Peak of "Mount Stupid"

Plateau of Sustainability

Confidence

Slope of Enlightenment

Valley of Despair

Low

Know nothing

Competence

Guru

The role of the coach

Executive sponsor

New structures

Feedback

Direction

Collaboration
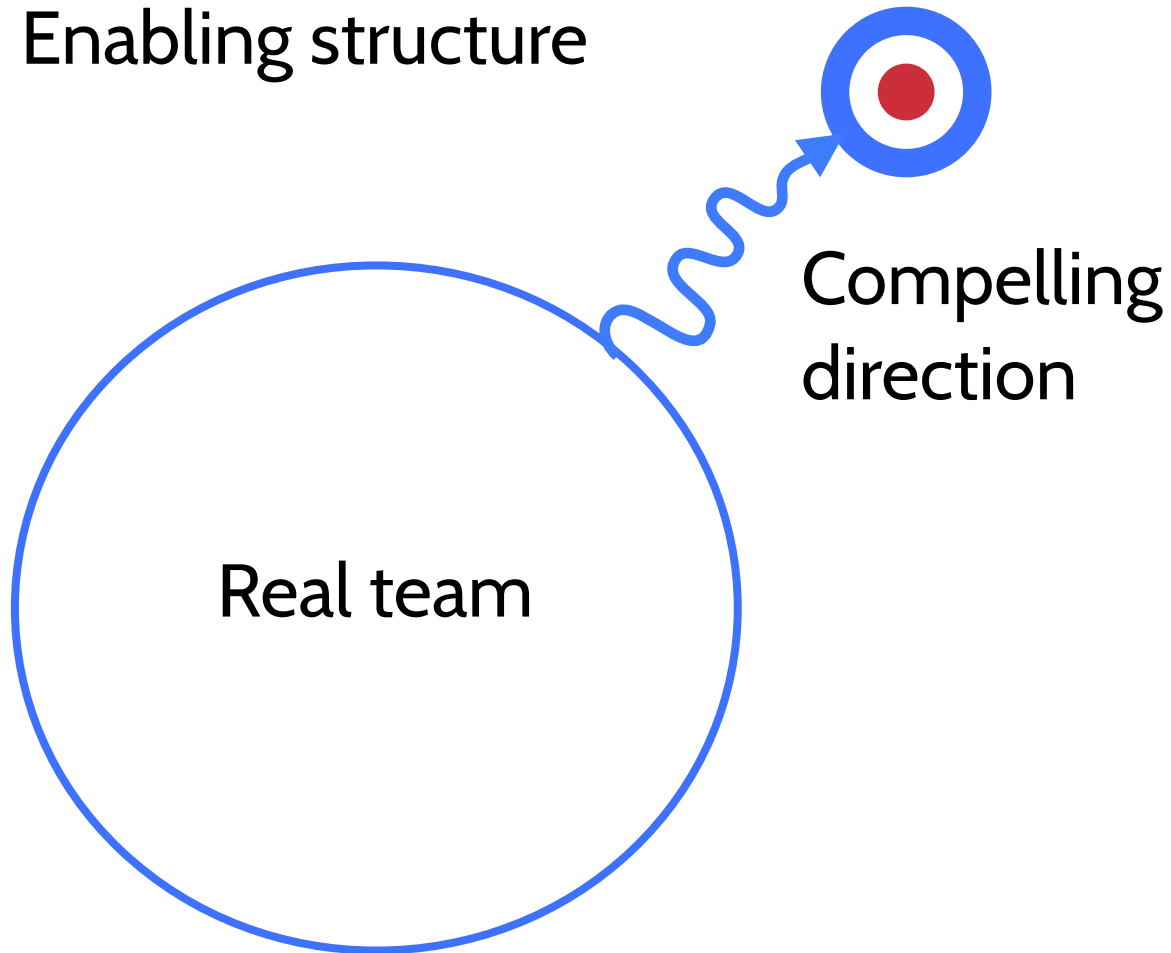
Team / organization

Skilled coach

Ask for help

Coaching bubble

Working community
or
"Implement the Blueprint"

Team development in 30 seconds

Enabling structure
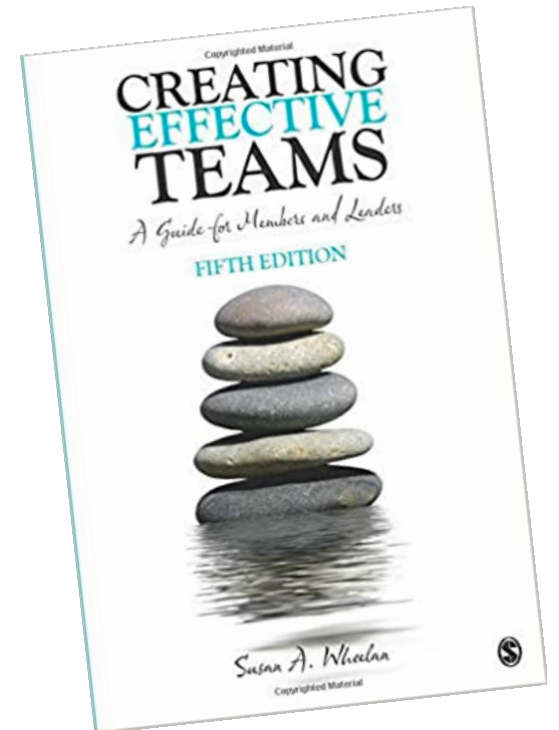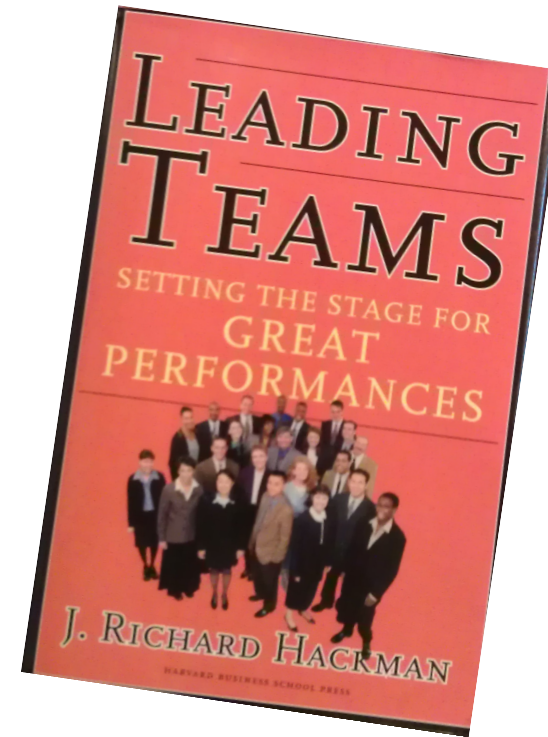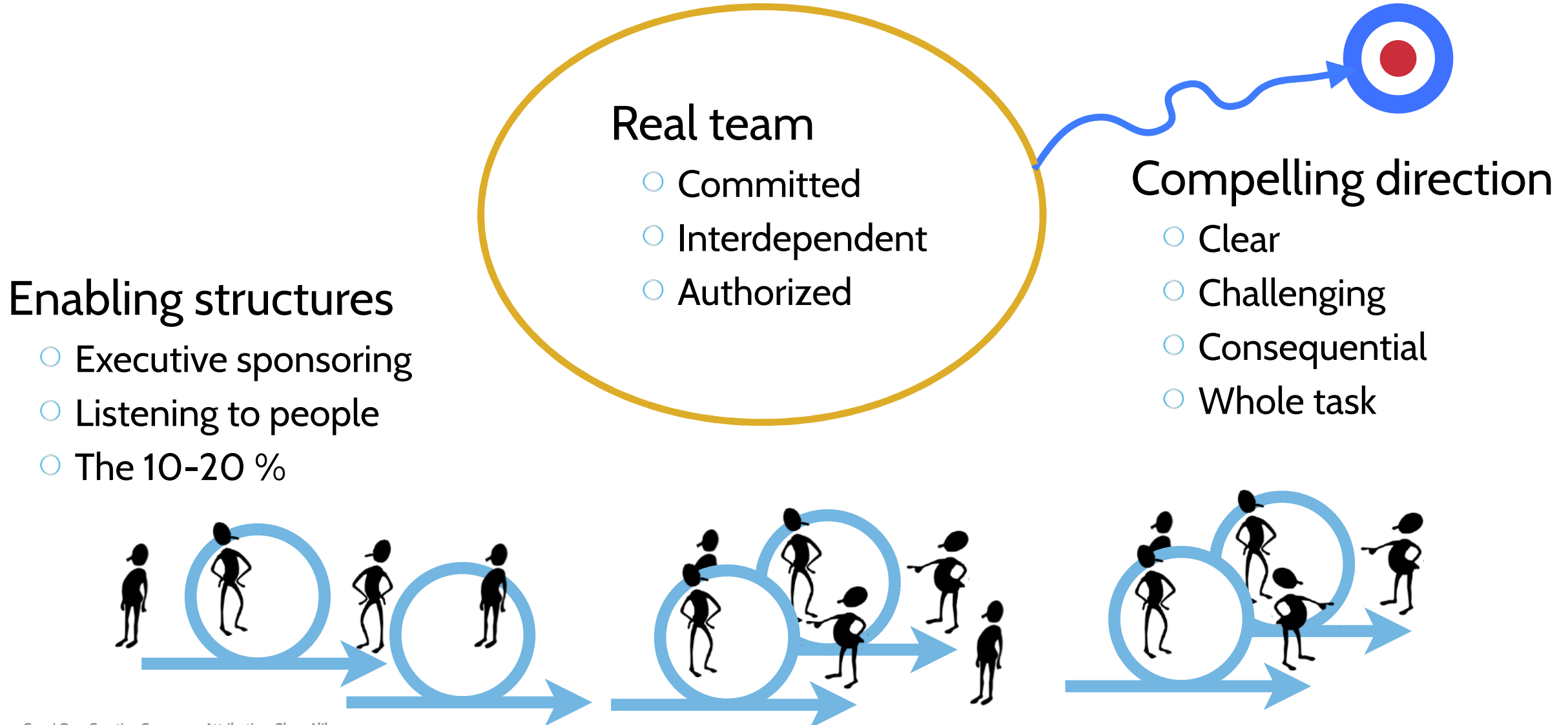
Compelling direction

Real team

Failing the necessary conditions

Real team
- Committed
- Interdependent
- Authorized

Compelling direction
- Clear
- Challenging
- Consequential
- Whole task

Enabling structures
- Executive sponsoring
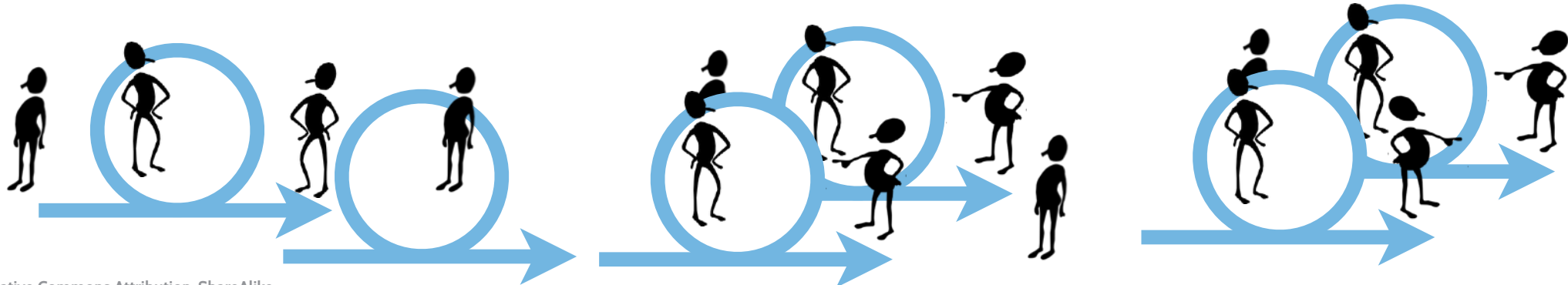- Listening to people
- The 10-20 %

Failing the necessary conditions

Real team
- ~~Committed~~
- ~~Interdependent~~
- ~~Authorized~~

Compelling direction
- Clear
- Challenging
- Consequential
- Whole task

Enabling structures
- Executive sponsoring
- Listening to people
- The 10-20 %

?

Cowboy coaches

Takeaways

- Greed to learn, knowledge creation
- Cross-role Cross-organization
- Everybody is invited
- Best external wisdom

Continuous Improvement

Resilience
Teamwork
New structures
New culture

Overspecialization
Fragmentation

Coaching
Community

Win

Win

Executive
Management

Further studies

https://gosei.fi/blog/xp2020/ (these slides)

https://gosei.fi/blog/xp2016/

https://gosei.fi/coordinationchaos

https://gosei.fi/blog/continuous-conscious-work-development/

https://less.works/case-studies/ericson

https://less.works

https://cognitive-edge.com/

Miller & Heiman: "The New Strategic Selling"

John Shook: "Managing to Learn: Using the A3 Management Process to Solve Problems, Gain Agreement, Mentor and Lead"

Nonaka, I., Konno, N. (1998). The concept of "ba": Building a foundation for knowledge creation. California Management Review, 40, 40-54. doi:10.2307/41165942

Susan A. Wheelan : "Creating Effective Teams: A Guide for Members and Leaders 5th Edition"

J. Richard Hackman: "Leading Teams: Setting the Stage for Great Performances"

Edgar H. Schein: "Organizational Culture and Leadership"

David Rock: "Quiet Leadership: Six Steps to Transforming Performance at Work"

Marshall B. Rosenberg: "Nonviolent Communication: A Language of Life"

https://digitaltransformation.net/en/interview/a-conversation-with-dr-john-kotter-about-change-leadership-in-a-fast-moving-world/

https://digitaltransformation.net/en/glossary/#dual-operating-system