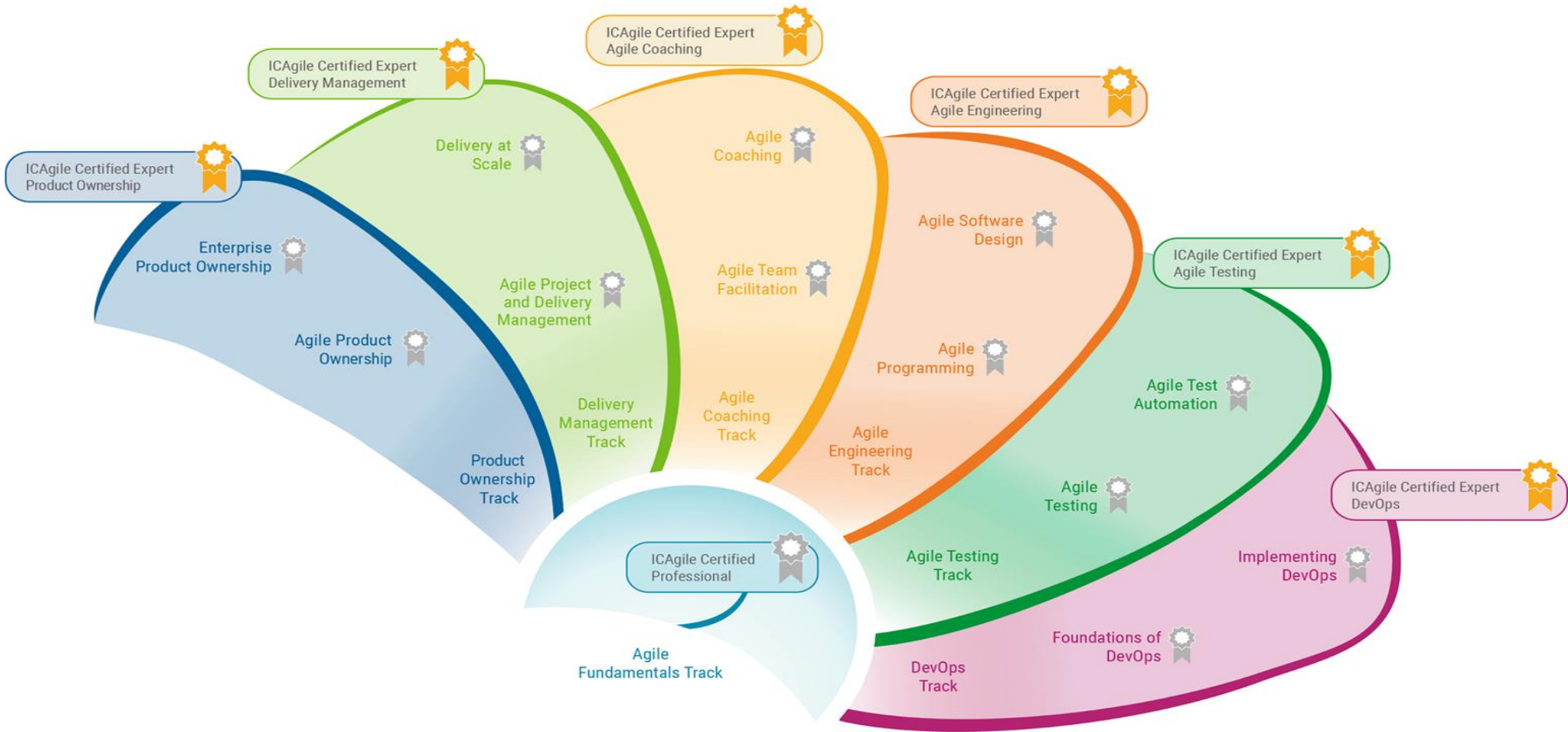
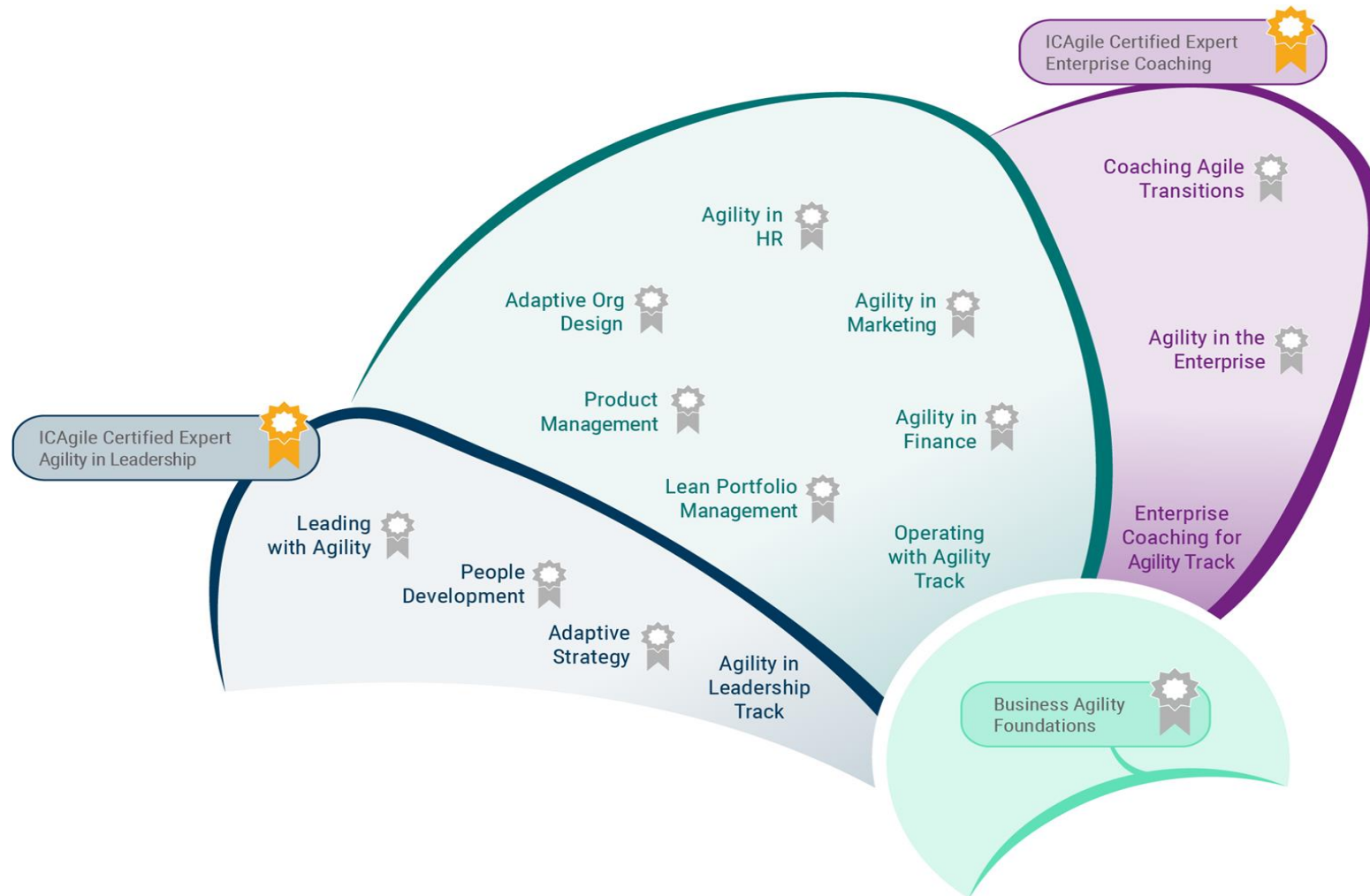




IC Agile People Development- ICP-PDV



AGILE DELIVERY LEARNING ROADMAP



BUSINESS AGILITY LEARNING ROADMAP

Shopify, like any other for-profit company, is not a family. The very idea is preposterous. You are born into a family. You never choose it, and they can't un-family you....The dangers of "family thinking" are that it becomes incredibly hard to let poor performers go. Shopify is a team, not a family.

[Tobias Lütke](#)
[Shopify CEO, Co-founder](#)



High Level Agenda

FROM PEOPLE MANAGEMENT TO PEOPLE DEVELOPMENT

- People as the Catalyst for Agility
- Cultivating a Culture of Learning Leading to Elevate Organizational Capability
- Creating the Container for Generative Learning

DEVELOPING INDIVIDUALS

- Considerations for Individual Development
- Co-creation of Growth and Development Plans For Others
- Developing Leadership in Others

DEVELOPING TEAMS

- Key Factors that Promote Team Development
- Setting Teams Up for Success
- Honoring Diverse Experiences, Knowledge, and Backgrounds

CONCLUSION

Day One Agenda

9:00 AM Welcome and Introduction

FROM PEOPLE MANAGEMENT TO PEOPLE DEVELOPMENT

- Recognizing People Development as Fundamental to Enabling Business Agility
- Developing Yourself as it Relates to Developing Others

1:00 PM – 2pm Lunch

- Leading to Elevate Organizational Capability
- Considerations for Individual Development

04:45 PM Q&A



Day Two Agenda

9:00 AM Welcome

- Co-creation of Growth and Development Plans For Others
- Developing Leadership in Others
- Key Factors that Promote Team Development

12:00 PM – 1pm Lunch

- Setting Teams Up for Success
- Honoring Diverse Experiences, Knowledge, and Backgrounds

04:45 PM Q&A



Introduction

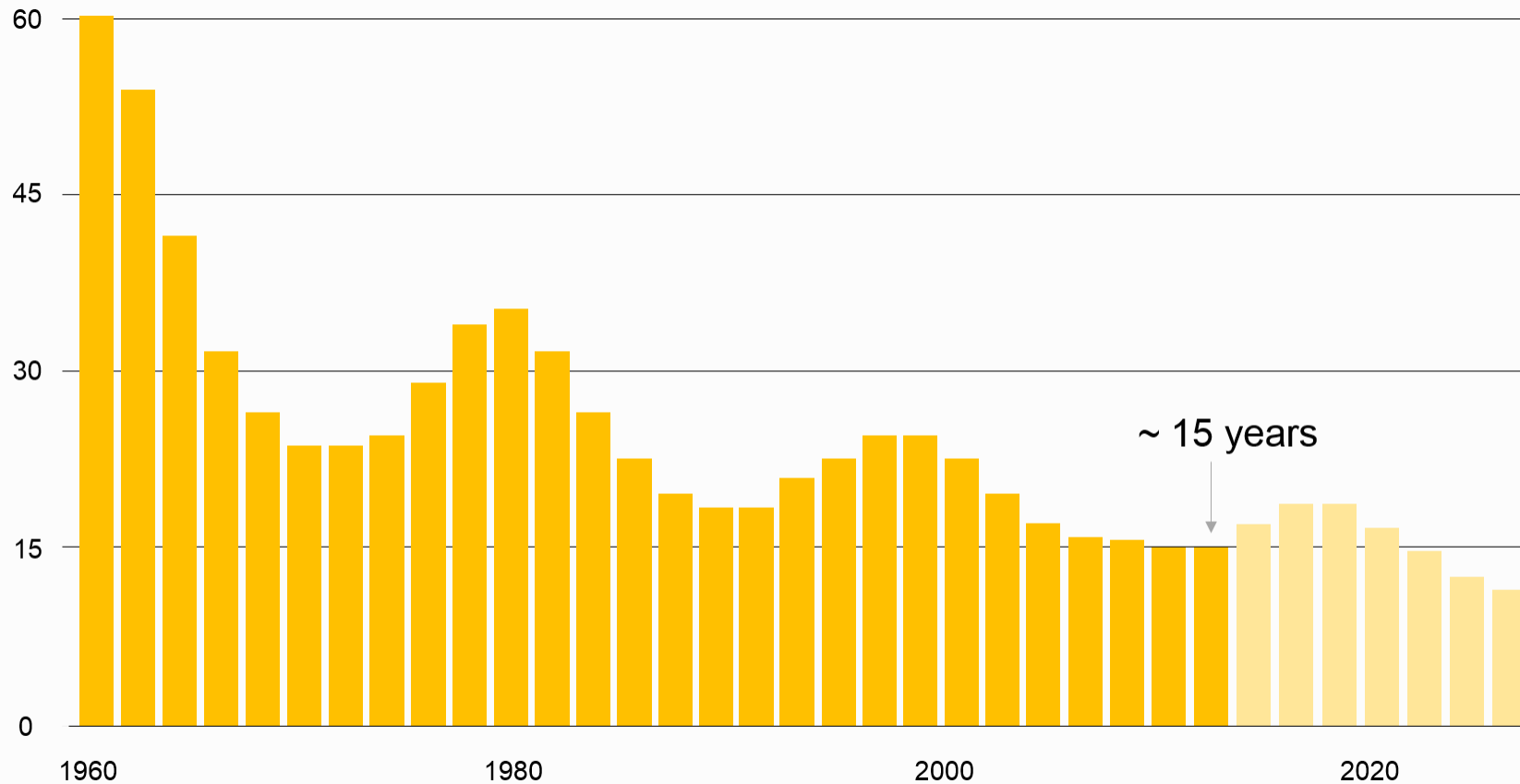


Session 1 Agenda

- Why Agility for Business
- Recognizing People Development as Fundamental to Enabling Business Agility
- Developing Yourself as it Relates to Developing Others
- Leading to Elevate Organizational Capability



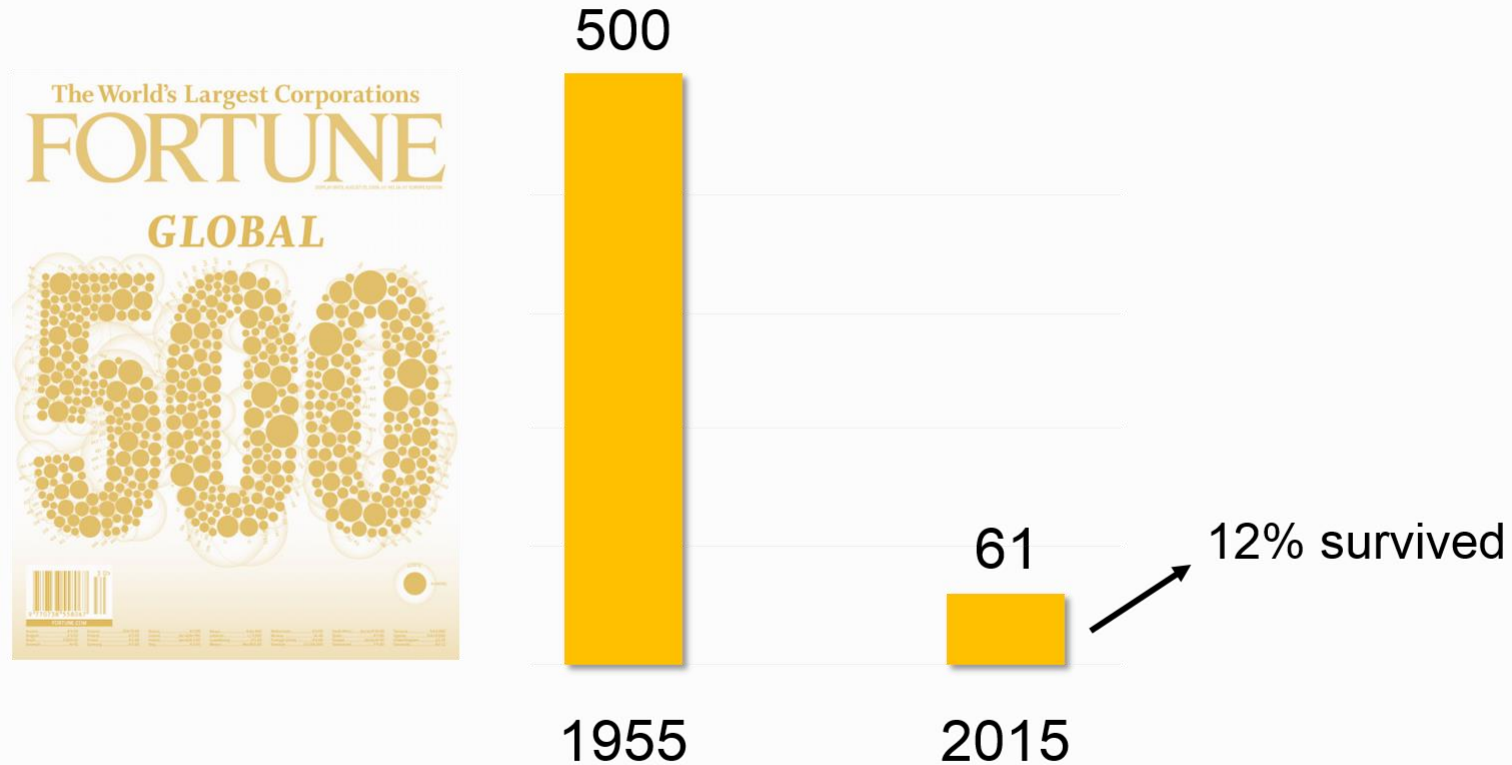
Why Agility : How Life Span and Market Stability goes hand in hand



Source: Deloitte, Yale University

**CORPORATE
REBELS**

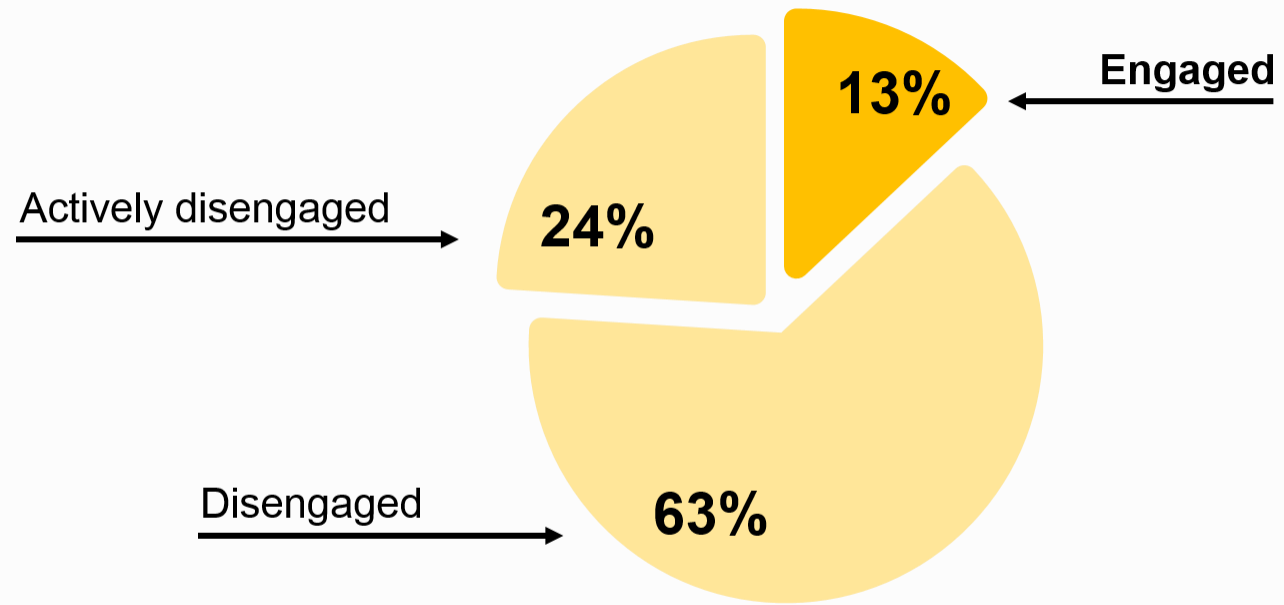
Why Agility : What we need to learn from our past in organization Survival



Source: M. Perry, S. Denning, Deloitte

**CORPORATE
REBELS**

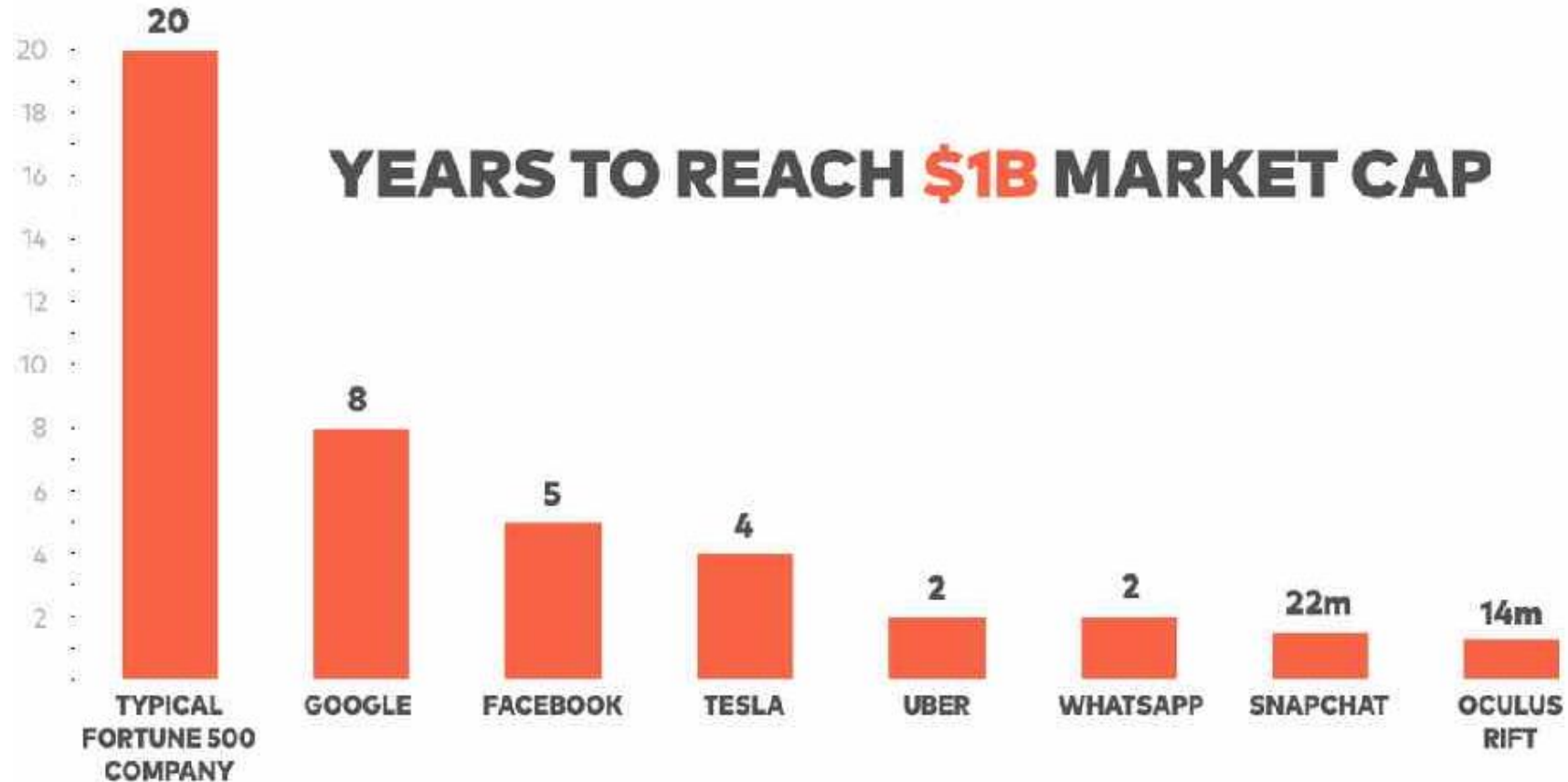
Where is our People's Engagement



Source: Gallup

**CORPORATE
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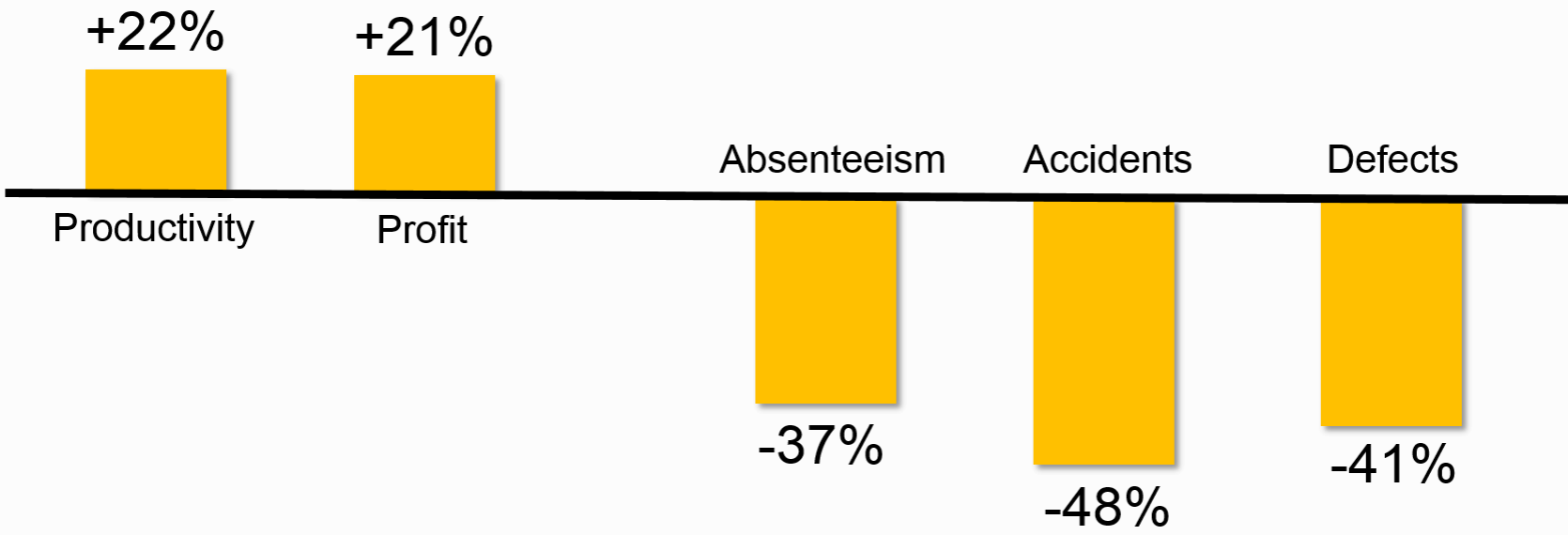
There is good news for leaders....



Source: M. Arauz

**CORPORATE
REBELS**

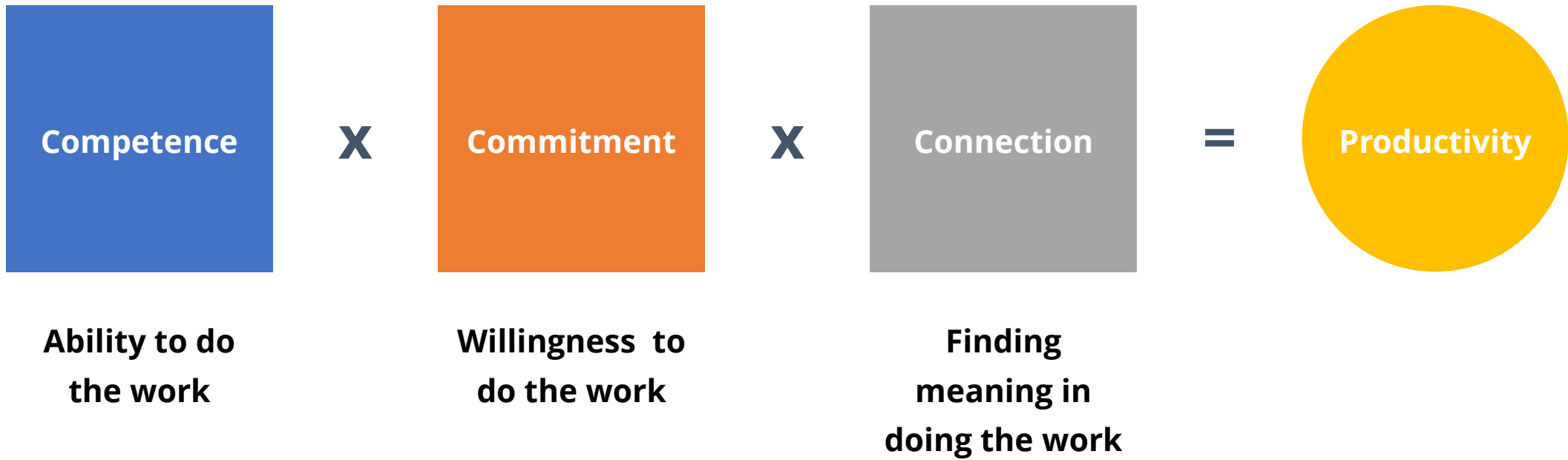
Problems in Organizational Leadership



Source: Gallup

**CORPORATE
REBELS**

Productivity decline : Lack of engagement





Agile manifesto values

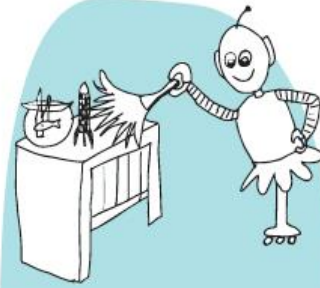
The four basic values of the Agile Manifesto are:

1. Customer collaboration over contract negotiation
2. Working software over comprehensive documentation
3. Responding to change over following a plan
4. Individual interactions over processes and tools

Old world vs New World



A company without a strong vision of the future will always return to its past.



Companies with a clear vision of the future give their teams meaning and purpose and show what market role they would like to take on in the future.

OLD WORLD

NEW WORLD

BUSINESS THINKING :
HEADS - DOWN



Focused on deadlines

DESIGN THINKING :
HEADS - UP



Focused on opportunities

Agile mind-set shift

	From	To	Mind-set
1	<i>“In an environment of scarcity, we succeed by capturing value from competitors, customers, and suppliers for our shareholders.”</i>	<i>“Recognizing the abundance of opportunities and resources available to us, we succeed by co-creating value with and for all of our stakeholders.”</i>	North Star embodied across the organization
2	<i>“People need to be directed and managed, otherwise they won’t know what to do—and they’ll just look out for themselves. There will be chaos.”</i>	<i>“When given clear responsibility and authority, people will be highly engaged, will take care of each other, will figure out ingenious solutions, and will deliver exceptional results.”</i>	Network of empowered teams
3	<i>“When given clear responsibility and authority, people will be highly engaged, will take care of each other, will figure out ingenious solutions, and will deliver exceptional results.”</i>	<i>“We live in a constantly evolving environment and cannot know exactly what the future holds. The best way to minimize risk and succeed is to embrace uncertainty and be the quickest and most productive in trying new things.”</i>	Rapid decision and learning cycles

Agile mind-set shift

	From	To	Mind-set
4	<i>“To achieve desired outcomes, leaders need to control and direct work by constantly specifying tasks and steering the work of employees.”</i>	<i>“Effective leaders empower employees to take full ownership, confident they will drive the organization toward fulfilling its purpose and vision.”</i>	Dynamic people model that ignites passion
5	<i>“Technology is a supporting capability that delivers specific services, platforms, or tools to the rest of the organization as defined by priorities, resourcing, and budget.”</i>	<i>“Technology is seamlessly integrated and core to every aspect of the organization as a means to unlock value and enable quick reactions to business and stakeholder needs.”</i>	Next-generation enabling technology

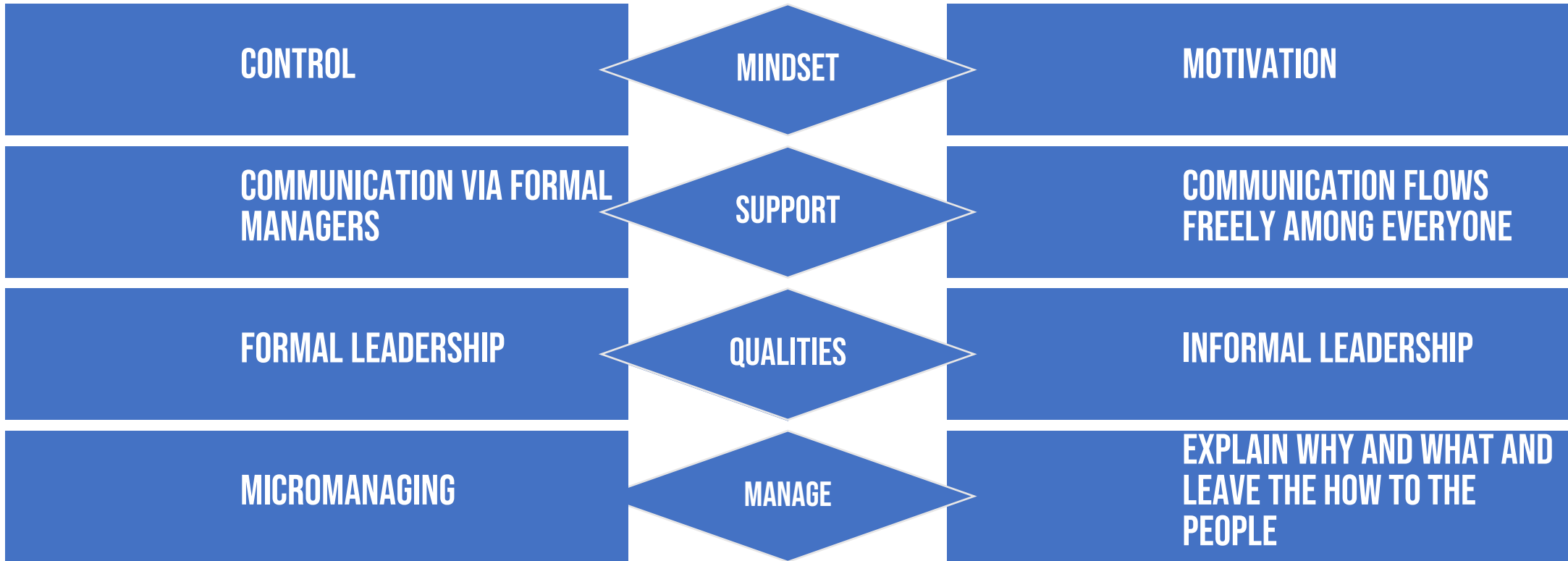
Agile mind-set shift : From organizations to Individuals



From Traditional Leadership to Agile Leadership

Traditional Leadership

Agile Leadership



From Traditional Leadership to Agile Leadership (continued)

Traditional Leadership

Agile Leadership

SECRET

**INFORMATION
FLOW**

TRANSPARENT

INDIVIDUAL AND CARTELIZED

**DECISION
MAKING**

ALLOW THE TEAM TO DECIDE

MANAGERS SET GOALS

GOAL SETTING

**TEAM & INDIVIDUAL SETS
GOALS**

SMART GOALS

GOAL

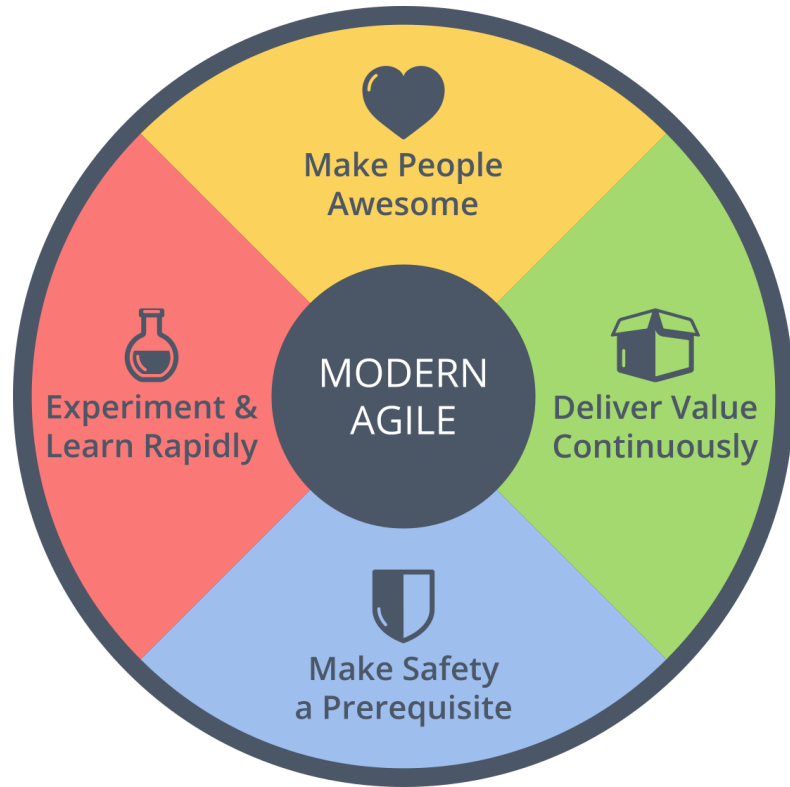
OKRS

CONTROL BASED

APPROACH

SERVANT LEADERSHIP

People as the Catalyst for Agility – Modern Agile*



There is an important conversation developers need to be having in the agile community, and it doesn't involve scaling, according to Joshua Kerievsky, CEO of Industrial Logic



People as the Catalyst for Agility : People centricity

1. Foster a culture where employees feel valued
2. Focus on a qualitative, not quantitative, sense of purpose
3. Prioritize solutions that help employees do meaningful work
4. Move beyond an 'assembly line' approach to products
5. Progress via people-centricity



People as the Catalyst for Agility : Human Centric Organizations

Human-centred organisations prevent shareholders from feeling overwhelmed by structure. They're obsessed with the journeys taken by their customers, employees, partners, and those taken by "citizens", and so they're better able to create shared value for the company shareholders as well as society at large. Human-Centred Organisations:

1. Create products and services that are relevant to the market and society.
2. Create seamless experiences for customers, taking ergonomics into consideration.
3. Are obsessed with their co-workers, a harmonious working environment and the entire employee ecosystem.
4. Eradicate bureaucracy and work past systems and procedures.
5. Are concerned with the long-term and the future of our planet.

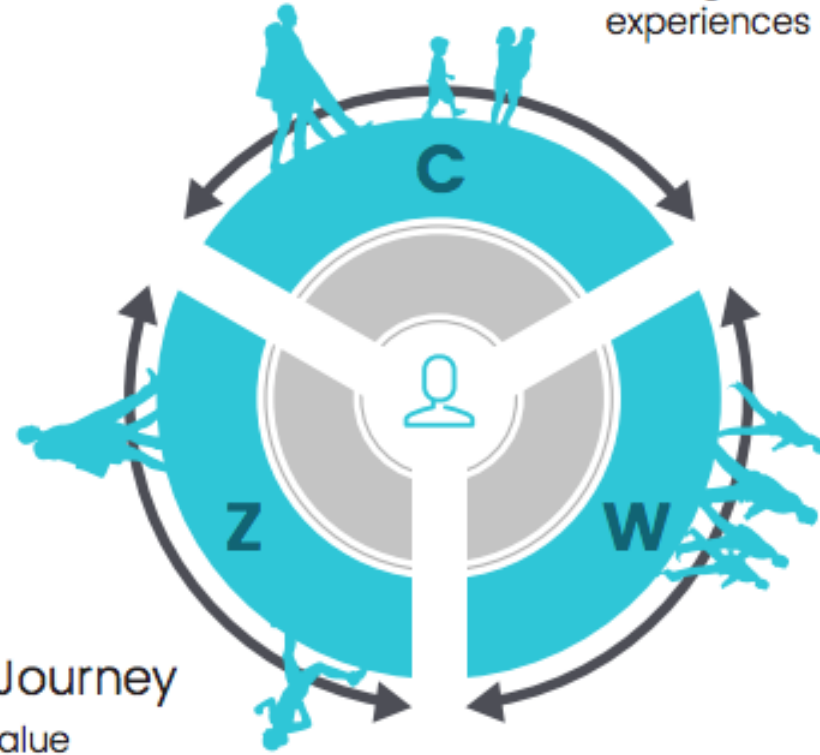
People as the Catalyst for Agility : Human centered organizations



People as the Catalyst for Agility : Human centered organizations

The **Consumer** Journey

Putting the consumer and consumer experiences at the centre



The **Citizen** Journey
Building shared value

The **Co-Worker** Journey

Developing internal creativity
and creating links

Cultivating a Culture of Learning : Peter Senge



Personal Mastery

Shared Vision

Mental Models

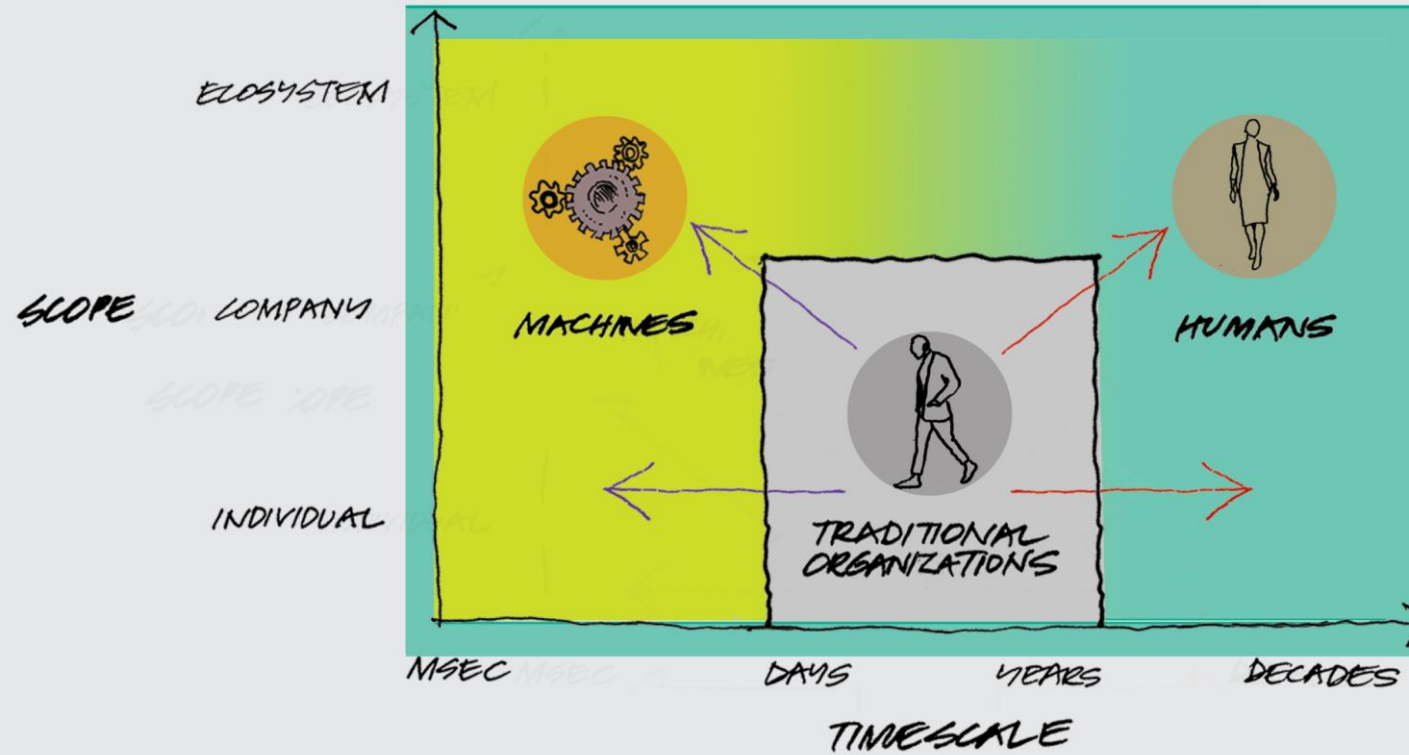
Team Learning

Systems thinking

5 Disciplines for Learning organization

Cultivating a Culture of Learning : Trends in Organizational learning

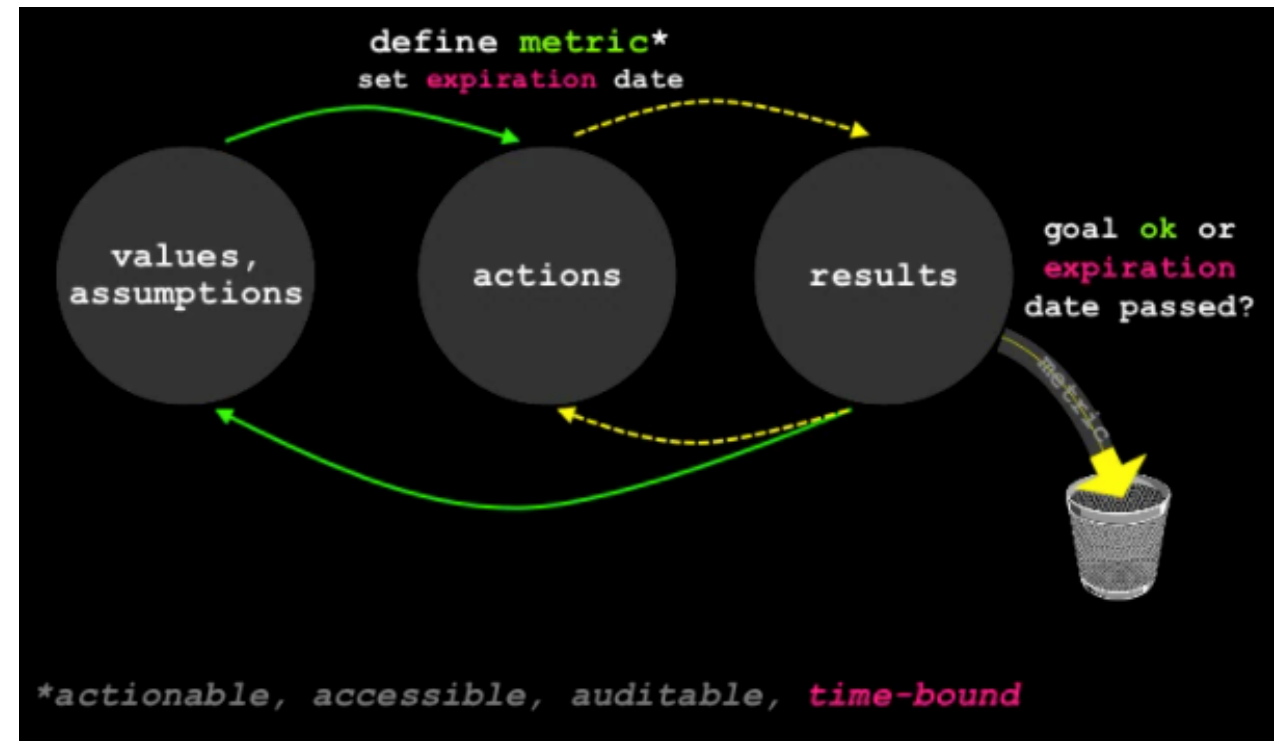
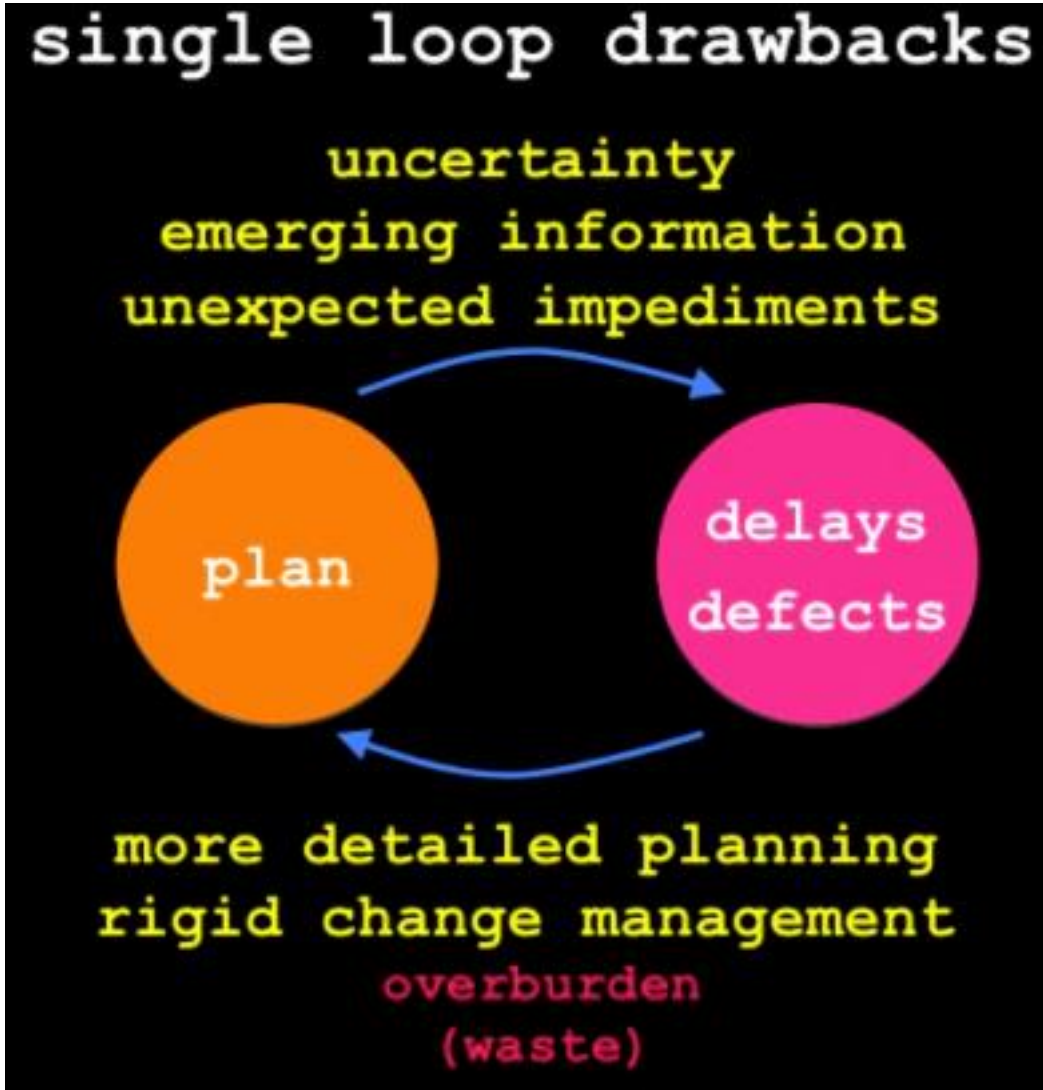
EXHIBIT 1 | The Next-Generation Learning Organization



© BCG 2019

Source: BCG Henderson Institute.

Cultivating a Culture of Learning : Double loop learning



Cultivating a Culture of Learning : Double loop learning

Governing variables for action	Action strategies for actor	Consequences on actor and his associates	Consequences on learning	Effectiveness
I	II	III	IV	V
Model I				
1 Achieve the purposes as I perceive them.	1 Design and manage environment so that actor is in control over factors relevant to me.	1 Actor seen as defensive.	1 Self-sealing.	
2 Maximize winning and minimize losing.	2 Own and control task.	2 Defensive interpersonal and group relationships.	2 Single loop learning.	Decreased.
3 Minimize eliciting negative feelings.	3 Unilaterally protect self.	3 Defensive norms.	3 Little testing of theories publicly.	
4 Be rational and minimize emotionality.	4 Unilaterally protect others from being hurt.	4 Low freedom of choice, internal commitment, and risk taking.		

Note: Exhibit I taken from Chris Argyris and Donald Schon, *Theory in Practice* (San Francisco: Jossey-Bass, 1974.)

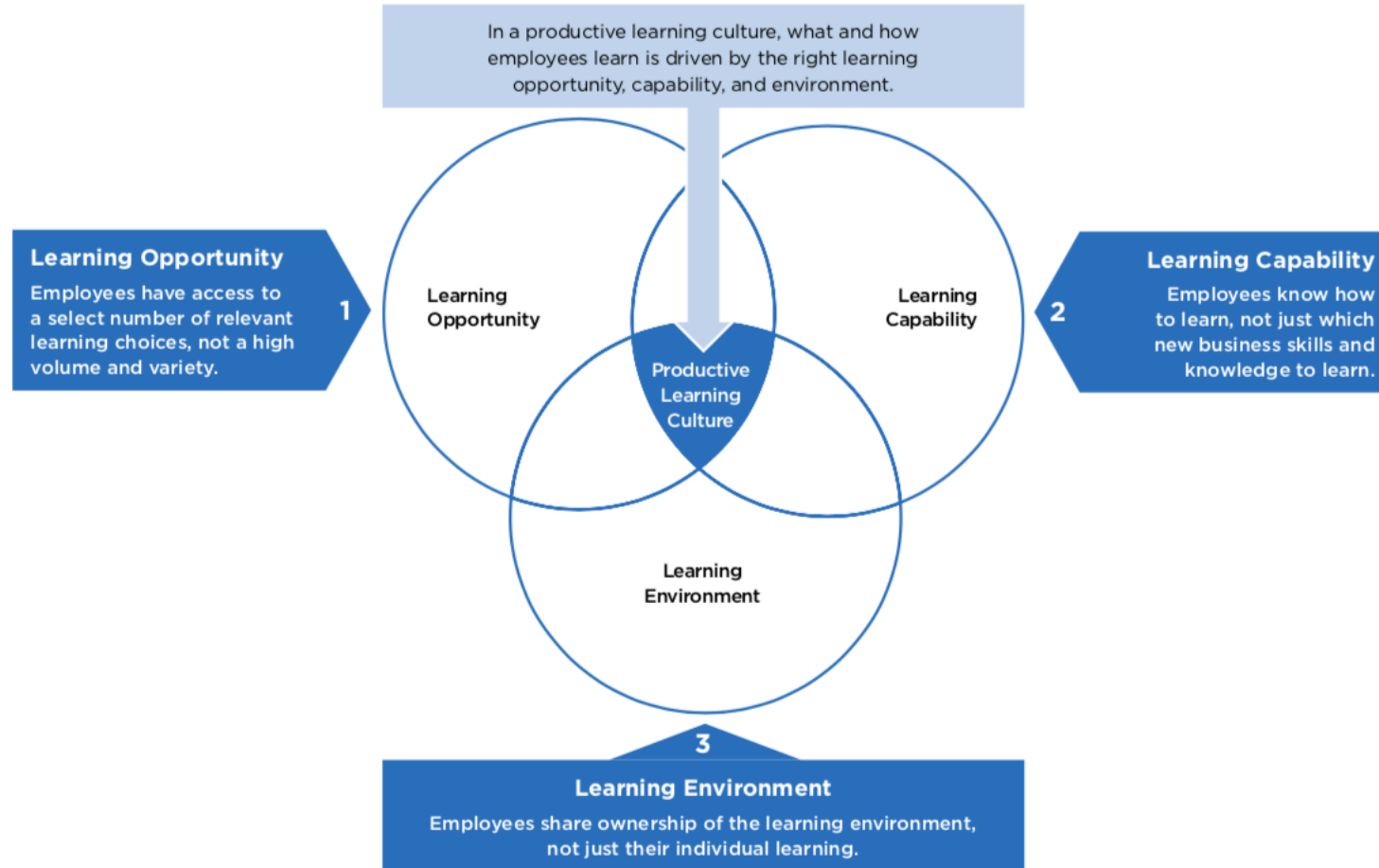
Cultivating a Culture of Learning : Double loop learning

Governing variables for action	Action strategies for actor	Consequences on actor and his associates	Consequences on learning	Effectiveness
I	II	III	IV	V
Model II				
1 Valid information.	1 Design situations or encounters where participants can be origins and experience high personal causation.	1 Actor seen as minimally defensive.	1 Testable processes.	
2 Free and informed choice.	2 Task is controlled jointly.	2 Minimally defensive interpersonal relations and group dynamics.	2 Double loop learning.	Increased.
3 Internal commitment to the choice and constant monitoring of the implementation.	3 Protection of self is a joint enterprise and oriented toward growth.	3 Learning-oriented norms.	3 Frequent testing of theories publicly.	
	4 Bilateral protection of others.	4 High freedom of choice, internal commitment, and risk taking.		

Notes: Exhibit 1 taken from Chris Argyris and Donald Schon, *Theory in Practice* (San Francisco: Jossey-Bass, 1974.)

Sources of Leadership Learning From Experiences

The Three Components of a Productive Learning Culture



Source: CEB analysis.

Activity name : Group assessment Activity on Organizational Learning

Split into group of four and share what are aspects in your organisation/Team/Personal in the following aspects

- 1) learning opportunity
- 2) learning environment
- 3) learning capability

Refer trainers guide for details.



Are you a Learning organization

1. Do you continuously test your experiences?
2. Are you producing knowledge?
3. Is the knowledge shared?
4. Is the learning relevant?

Cultivating a Culture of Learning : Anti-Patterns Learning organizations

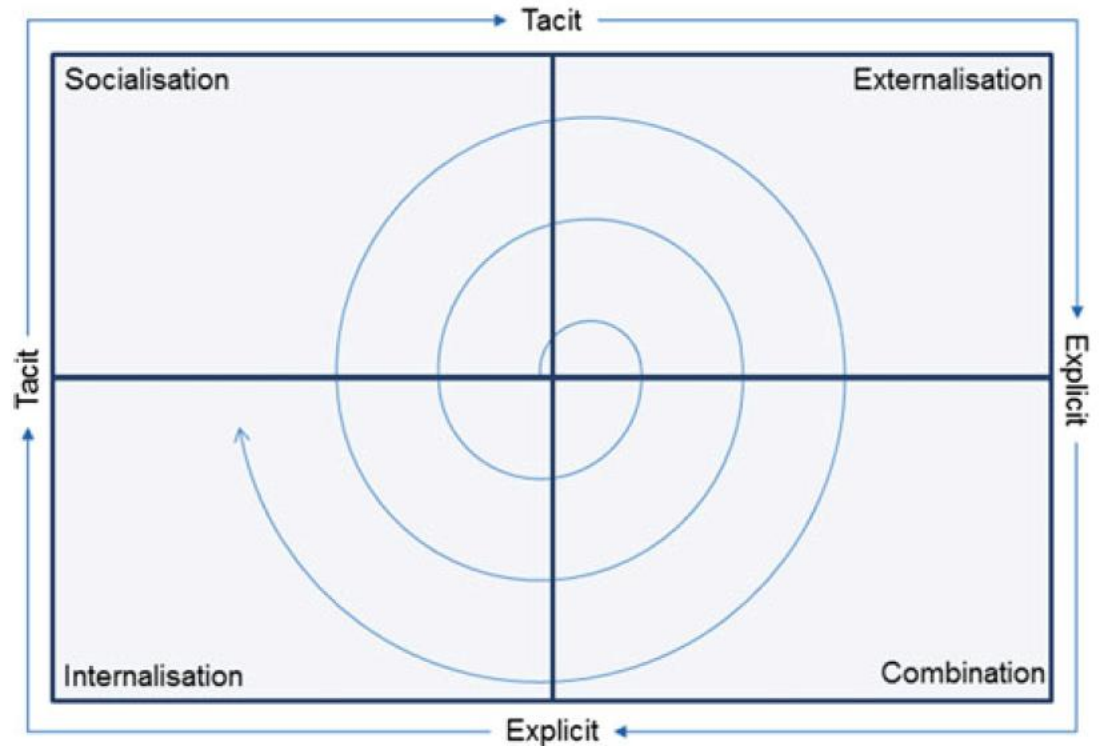
- Myth that leaders must be control, decisive & dominant
- Myth of “rugged individualism”
- Shared belief in managerial prerogatives – the “divine rights of managers”
- Belief that power is “ the ability not to have to learn anything”
- Achievement as a primary source of status in society
- Compartmentalization of work from family & self
- Belief that task issues should override relationship concerns
- Myth that management is hard about “hard” things (money, data, “the bottom line”) versus “soft” issues (people, groups & relationships)
- Bias toward linear, short-term thinking versus systemic, long-term thinking

Cultivating a Culture of learning : Organizational Learning

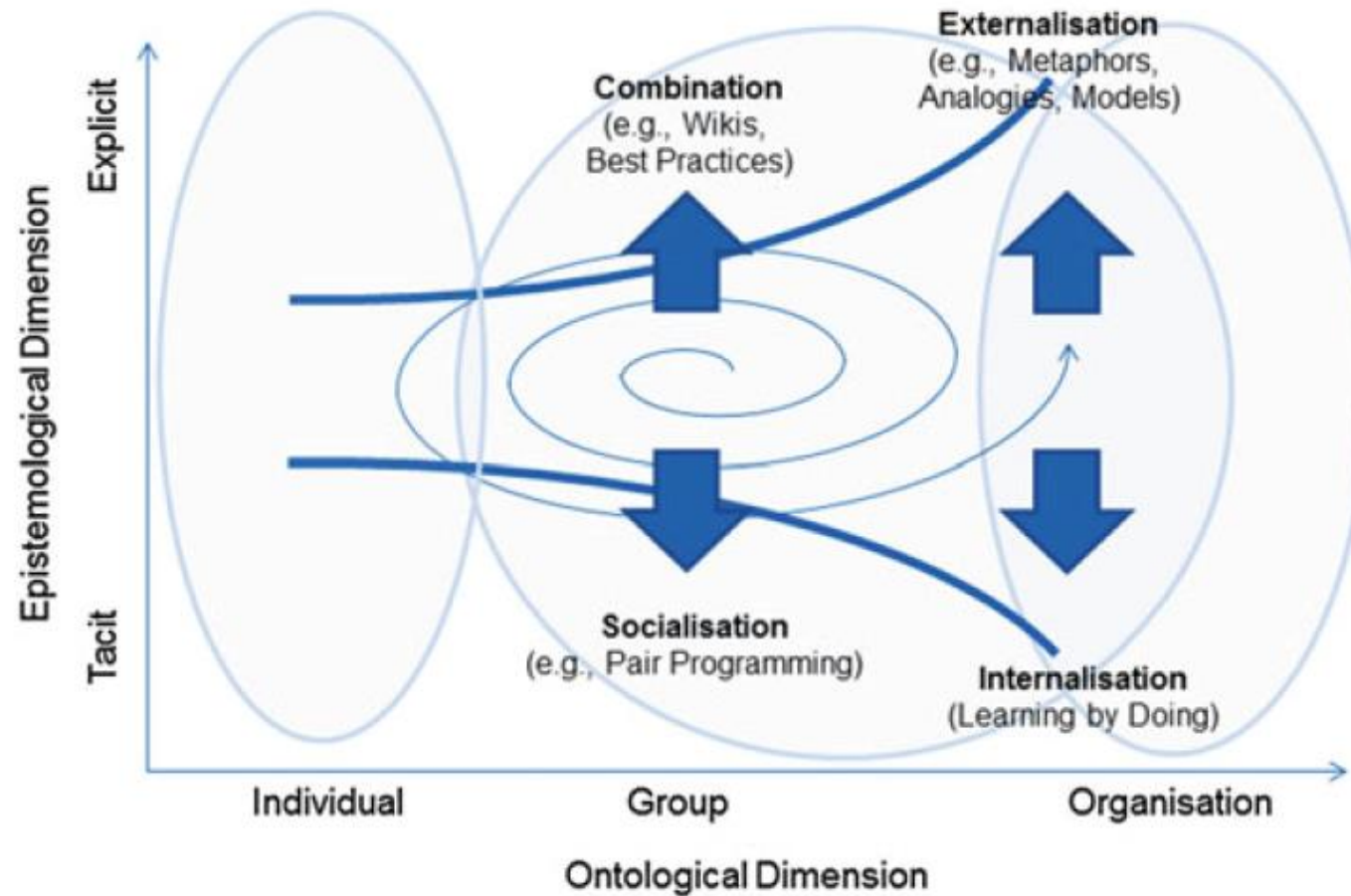
At the heart of a learning organization is a shift of mind—from seeing ourselves as separate from the world to connected to the world, from seeing problems as caused by someone or something “out there” to seeing how our own actions create the problems we experience.

A learning organization is a place where people are continually discovering how they create their reality. And how they can change it.

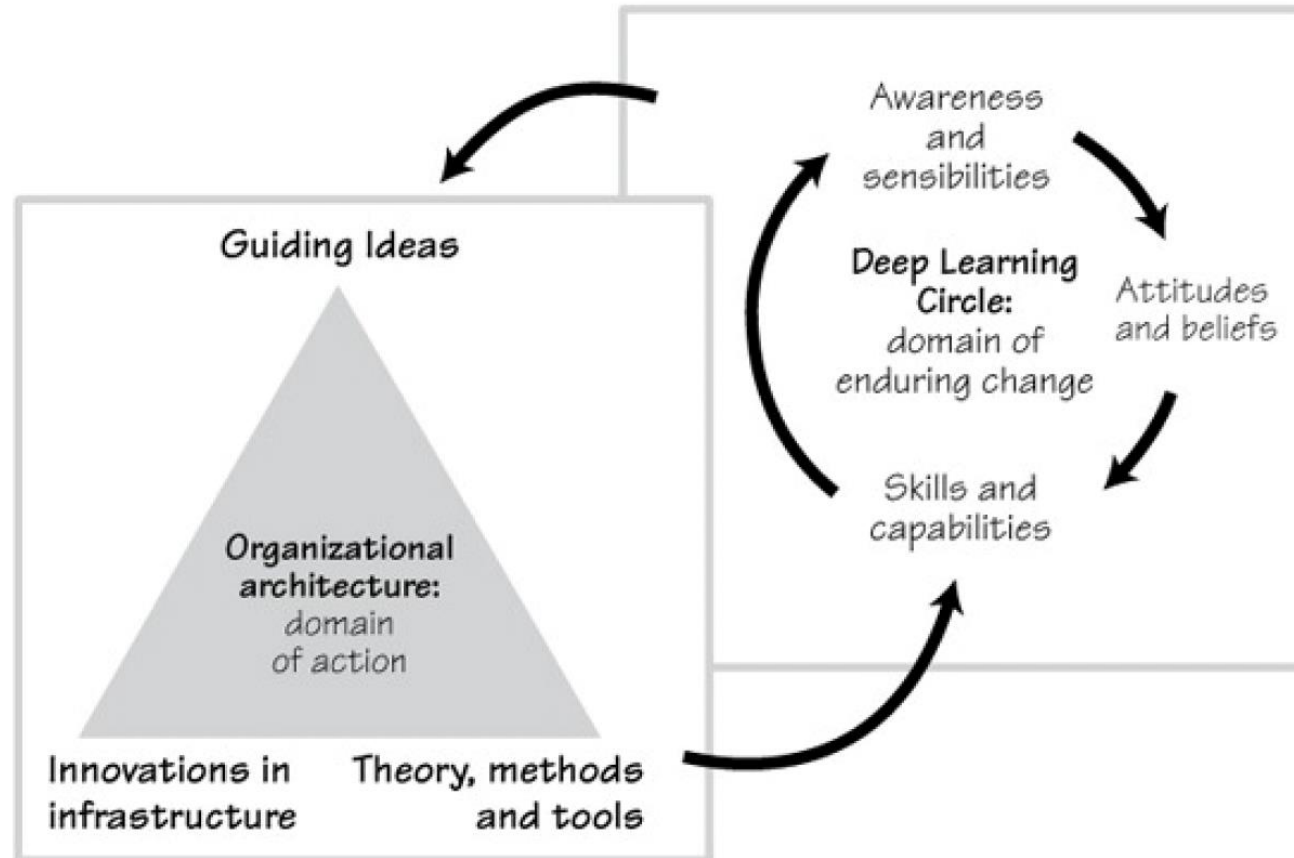
- Peter Senge - the founder of the Society for Organizational Learning



Organizational Learning – Spiral learning



Generative learning – How to create a container for generative learning culture



Generative learning – Definition & key concepts

Generative learning is a theory that suggests that the learning process is based on the memory that is already stored in our brains. As new data is added to our long term memory, it becomes part of our knowledge base.

- 1. Recall**
- 2. Integration**
- 3. Organization**
- 4. Elaboration**

Generative Learning was founded by educational psychologist Merlin C. Wittrock, who suggested that new ideas must be integrated with pre-existing mental schema.

The theory of generative learning is based on the assumption that the human brain does not simply passively observe its environment or the events it experiences. Rather, it constructs its own perceptions about problems, scenarios, and experiences.

Generative learning – What it is and what it is not

1. Learning works by engaging in hands-on activity, so it is better for you to learn by doing rather than by being told.
2. Learning works by building associations, so you should practice giving the right response over and over.
3. Learning works by adding information to your memory, so you should work hard to find and memorize new material.
4. Learning occurs when you try to make sense of material you encounter, so you should strive to relate new information with your prior knowledge.
5. Learning is a social activity, so it is better for you to learn with others in a group than to learn alone.

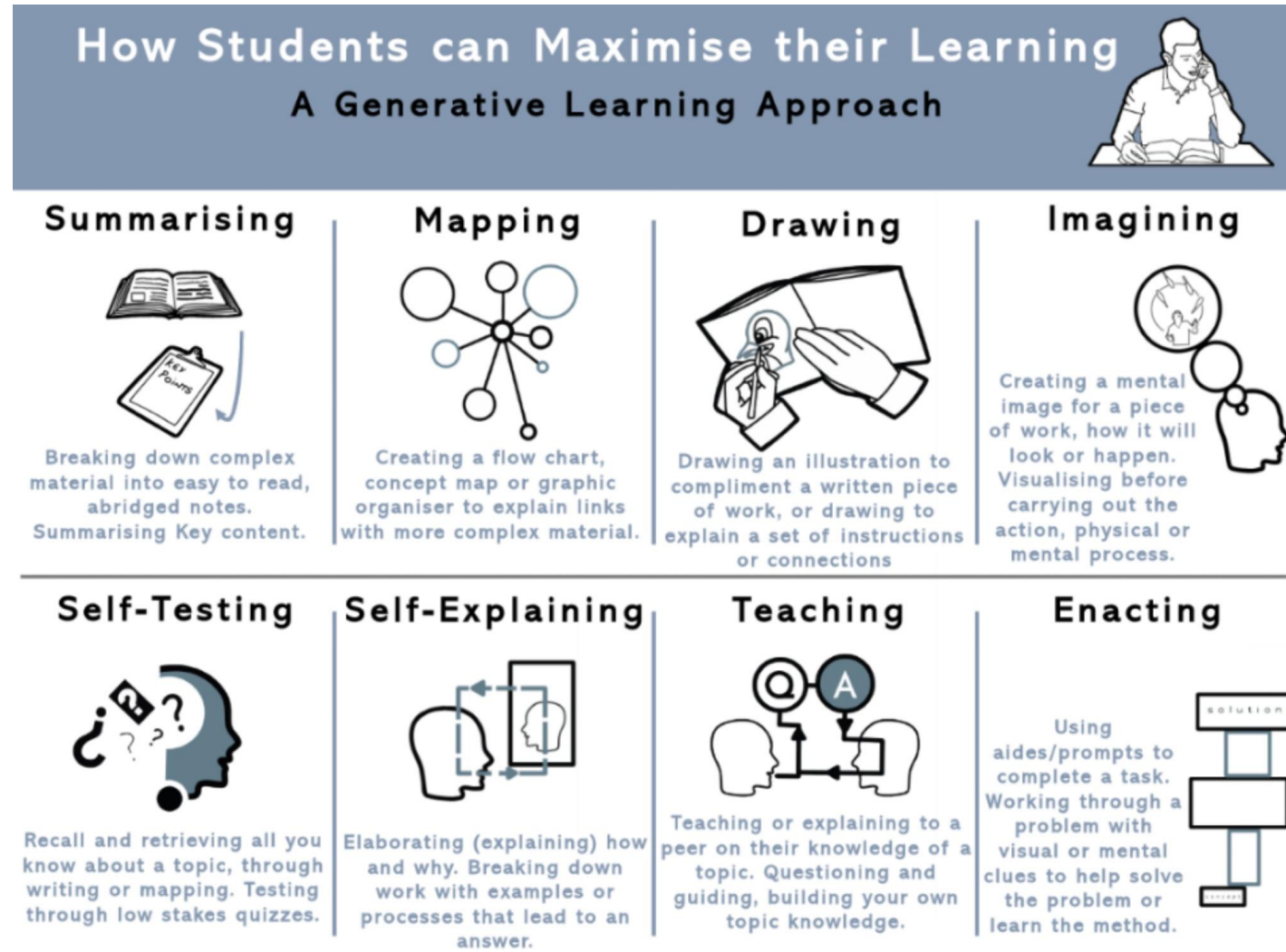
If statement was including learning by cognition also and not only by hands on activity, but it might also be useful

Associative learning defeats application as the learning are likely to be fixated with associations only

Storage based learning also does not guarantee cognition-based application, as it is only dependent on the function of storage capacity

An emerging vision of learning based on the idea that generative learning occurs best within individual and group contexts that promote appropriate cognitive processing during learning

Generative learning – How to maximize learning using generative learning





Creating the Container for Generative Learning : Developing a culture

1. Make changes that are symbolic of a learning culture in the organization
2. Ensure that values demonstrated in everyday actions
3. Assess and compare the perceived current culture
4. Develop a shared plan with board members and staff
5. Allow employees to dedicate time to formal and informal learning



Creating the Container for Generative Learning : Developing a culture

6. Develop learning events that are explicitly linked to the strategic goals
7. Create ceremonies that give recognition to individual and team learning.
8. Make the artifacts of learning visible to employees,
9. Praise individuals and groups that use learning as one of their indicators of success.

Creating the Container for Generative Learning : Learning culture

Learning Organization



Relentless Improvement

- Constant Sense of Danger
- Optimize the Whole
- Problem Solving Culture
- Reflect at Key Milestones
- Fact-Based Improvement



Innovation Culture



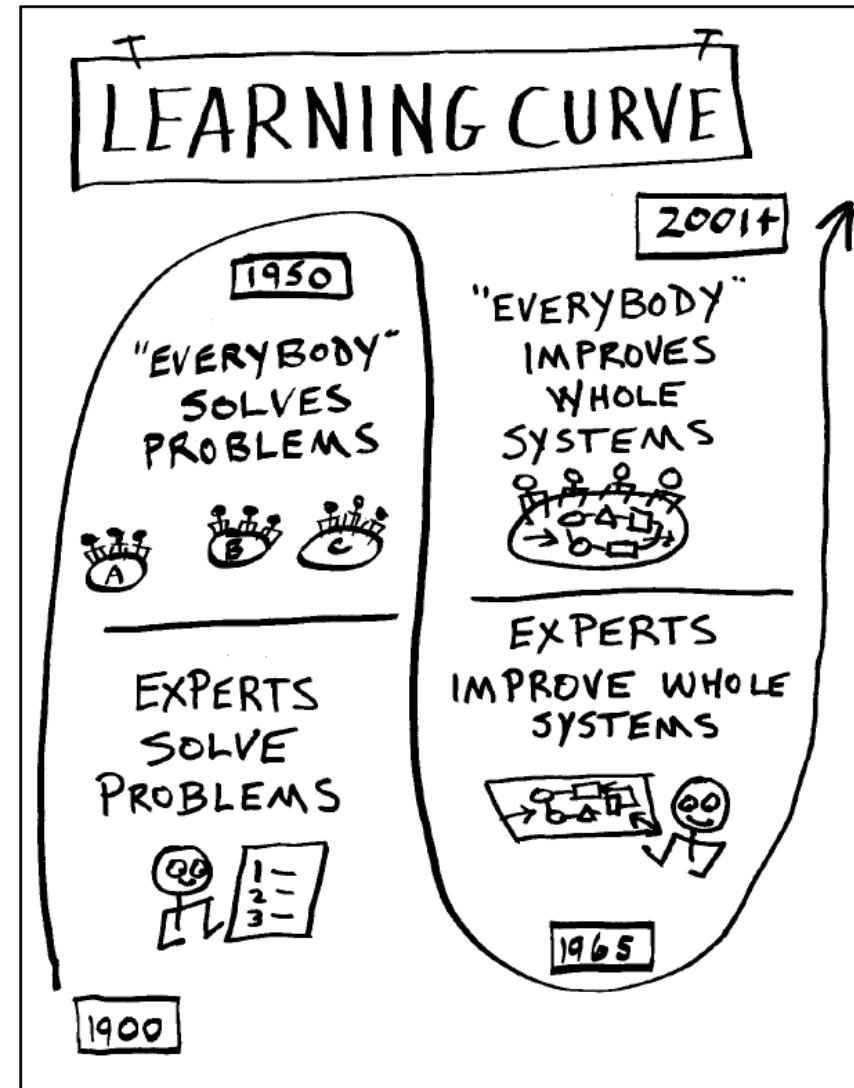
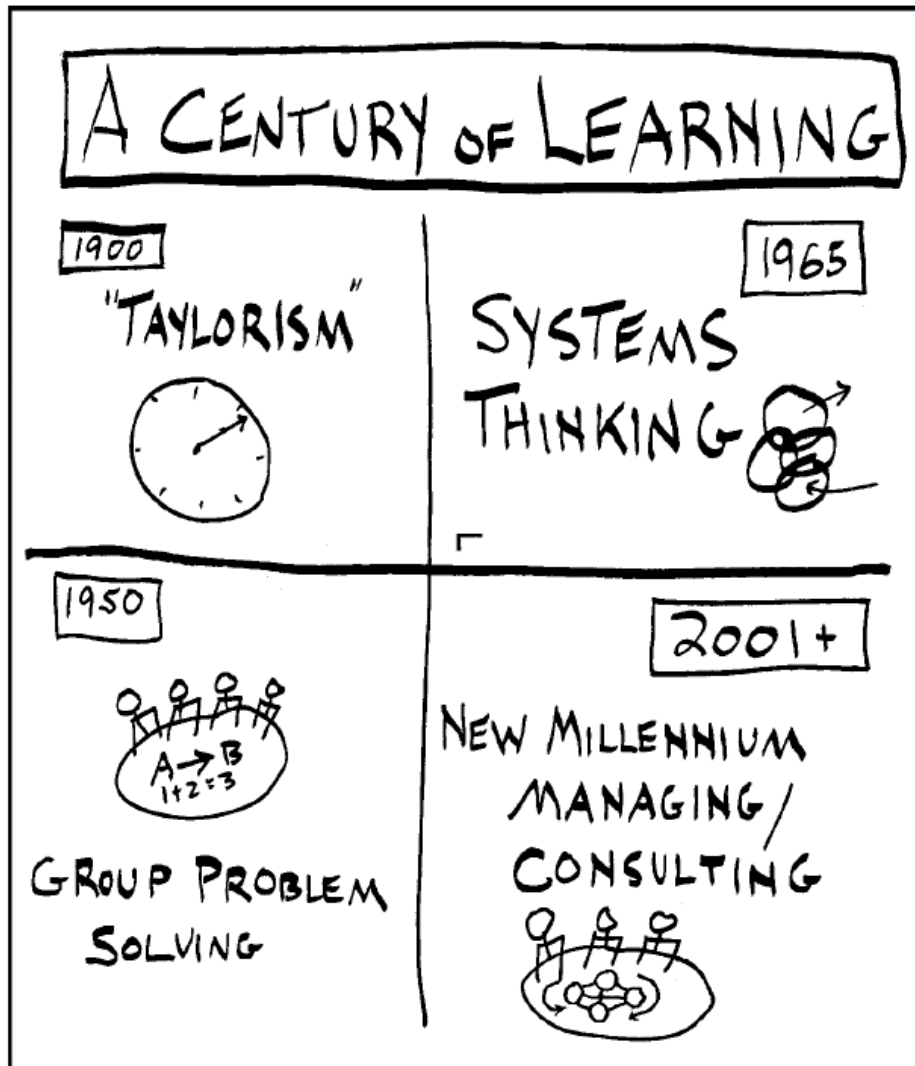
© Scaled Agile, Inc.

Sonder 

Learning Organization



Creating the Container for Generative Learning

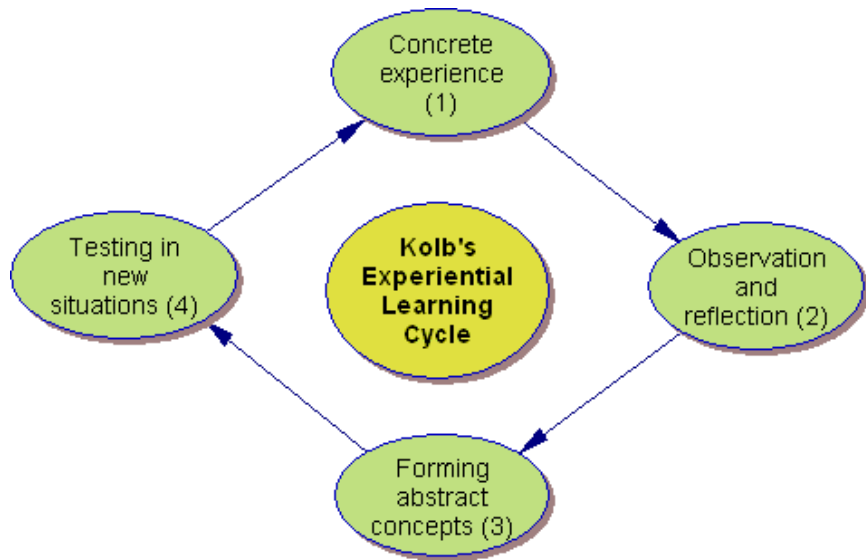


Creating the Container for Generative Learning : Shopify Case study

- 1. Democratize L&D**
- 2. Encouraging SMEs to be multipliers**
- 3. Reinforcing learning as a rewarded behaviour**
- 4. Provide tooling that enables anyone to access learning**



Experiential learning- Container for Generative learning ?



Concrete experience (or “DO”)

The first stage, concrete experience (CE), is where the learner actively experiences an activity such as a lab session or field work.

Reflective observation (or “OBSERVE”)

The second stage, reflective observation (RO), is when the learner consciously reflects back on that experience.

Abstract conceptualization (or “THINK”)

The third stage, abstract conceptualization (AC), is where the learner attempts to conceptualize a theory or model of what is observed.

Active experimentation (or “PLAN”)

The fourth stage, active experimentation (AE), is where the learner is trying to plan how to test a model or theory or plan for a forthcoming experience.

Experiential learning- Container for Generative learning ?

Kolb identified four learning styles which correspond to these stages. The styles highlight conditions under which learners learn better[3].

These styles are:

- 1. Assimilators**, who learn better when presented with sound logical theories to consider
- 2. Convergers**, who learn better when provided with practical applications of concepts and theories
- 3. Accommodators**, who learn better when provided with “hands-on” experiences
- 4. Divergers**, who learn better when allowed to observe and collect a wide range of information

Becoming a Role Model for Continuous Development : Agile mind-set

Shift : From organizations to Individuals



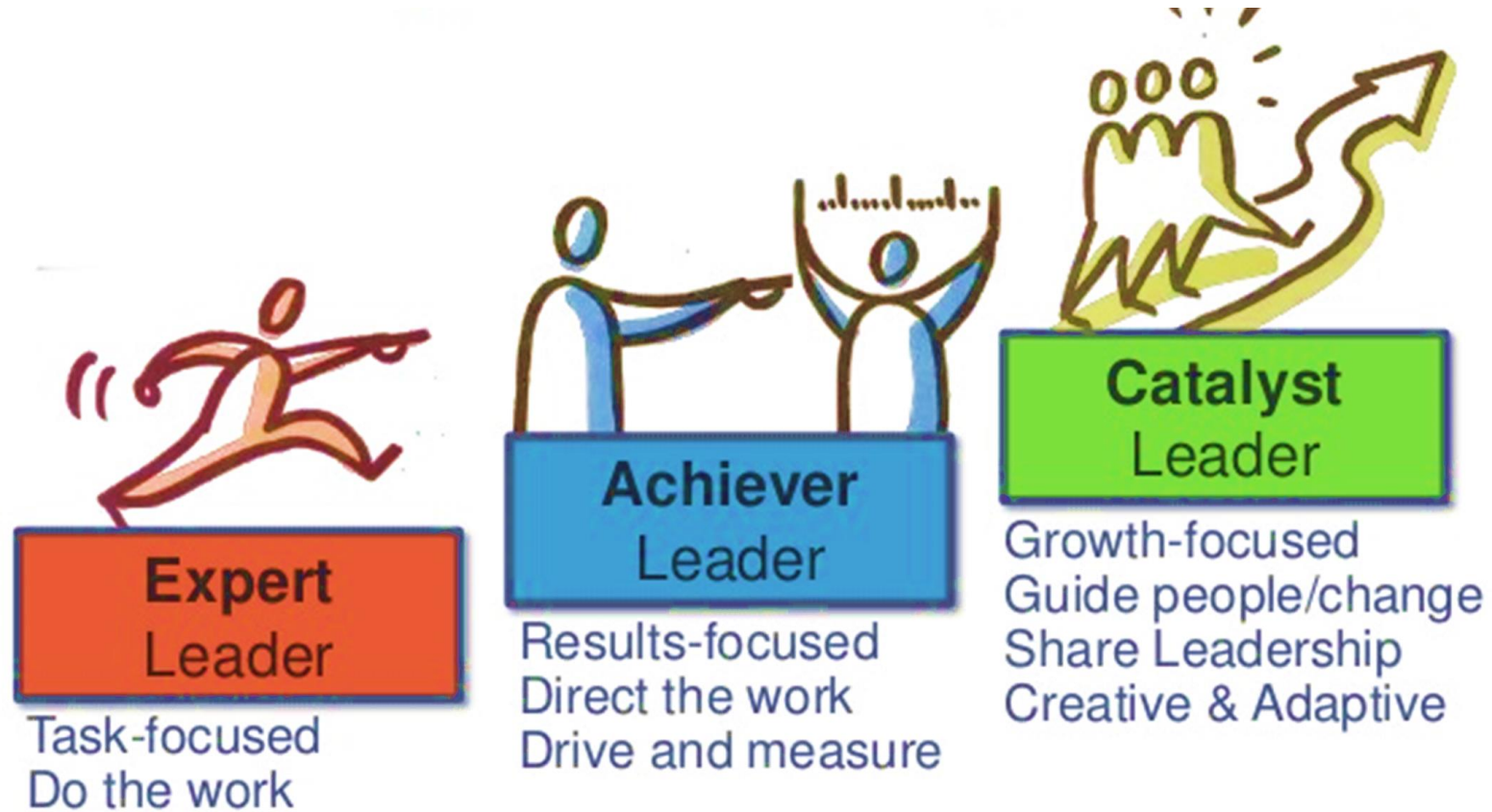
High emphasis on
1) Delivery
2) Organizational Agility

Becoming a Role Model for Continuous Development : From organizations to Individuals



Need to emphasize on
1) People & Mindsets
2) Leadership

Role Modelling Continuous development - Leadership Agility



Based on *Leadership Agility* by Bill Joiner & Stephen Josephs

Role Modelling Continuous development : Developing yourself

Steps for Developing yourself ..

Identifying your strengths and improvement areas is the first step to go through this self-development process, which will happen when you have ownership and a high commitment to yourself

Individual's perception of their competence often differs from their true level of competence.



Role Modelling Continuous development : Leadership Agility Journey

Level of Agility	View of Leadership	Agility In Pivotal Conversations	Agility In Leading Teams	Agility In Leading Organizational Change
Heroic levels				
Pre-expert (~10%)				
Expert (~45%)	Tactical, problem-solving orientation. Believes that leaders are respected and followed by others because of their authority and expertise.	Style is either to strongly assert opinions or hold back to accommodate others. May swing from one style to the other, particularly for different relationships. Tends to avoid giving or requesting feedback.	More of a supervisor than a manager. Creates a group of individuals rather than a team. Work with direct reports is primarily one-on-one. Too caught up in the details of own work to lead in a strategic manner.	Organizational initiatives focus primarily on incremental improvements inside unit boundaries with little attention to stakeholders.
Achiever (~35%)	Strategic outcome orientation. Believes that leaders motivate others by making it challenging and satisfying to contribute to larger objectives.	Primarily assertive or accommodative with some ability to compensate with the less preferred style. Will accept or even initiate feedback, if helpful in achieving desired outcomes.	Operates like a full-fledged manager. Meetings to discuss important strategic or organizational issues are often orchestrated to try to gain buy-in to own views.	Organizational initiatives include analysis of industry environment. Strategies to gain stakeholder buy-in range from one-way communication to soliciting input.
Post-heroic levels				
Catalyst (~5%)	Visionary, facilitative orientation. Believes that leaders articulate an innovative, inspiring vision and bring together the right people to transform the vision into reality. Leaders empower others and actively facilitate their development.	Adept at balancing assertive and accommodative styles as needed in particular situations. Likely to articulate and question underlying assumptions. Genuinely interested in learning from diverse viewpoints. Proactive in seeking and applying keep as is feedback.	Intent on creating a highly participative team. Acts as a team leader and facilitator. Provides and seeks open exchange of views on difficult issues. Empowers direct reports. Uses team development as a vehicle for leadership development.	Organizational initiatives often include development of a culture that promotes teamwork, participation, and empowerment. Proactive engagement with diverse stakeholders reflects a belief that their input increases the quality of decisions, not just buy-in.

How and What to Unlearn

UNLEARN MISTAKES

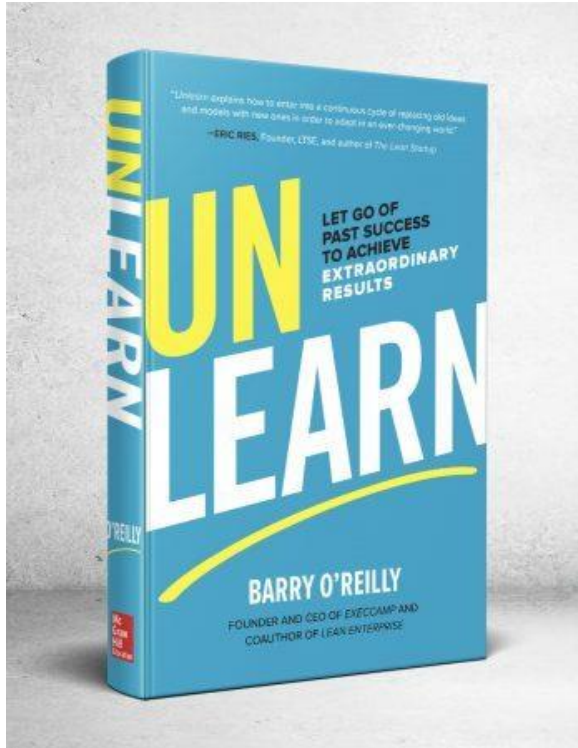
"Failure is the key to success; each mistake teaches us something"

Morihei Ueshiba

"The illiterate of the future will not be those who cannot read and write, but those who cannot learn, unlearn and relearn."

-Alvin Toffler

How and What to Unlearn



Barry O'Reilly
Advisor, Entrepreneur and
Author of Unlearn

“

Unlearning is the process of letting go, reframing, and moving away from once-useful mindsets and acquired behaviors that were effective in the past, but now limit our success.

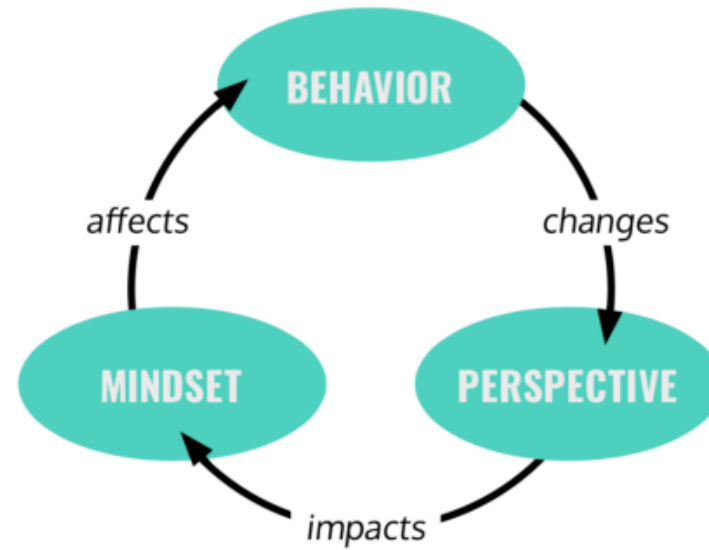
It's not forgetting, removing, or discarding knowledge or experience; it's the conscious act of letting go of outdated information and actively engaging in taking in new information to inform effective decision making and action.

www.unlearn.online

Unlearning to Learn

UNLEARNING LEADERSHIP MINDSET

BARRY O'REILLY 16



Unlearn by Barry O'Reilly, bit.ly/unlearnbook



How and what to UnLearn : At an Individual Level

1. Leadership conditioning
2. Our knowledge threshold
3. Our Biases
4. Desire to be always correct
5. Focus on reward and recognition
6. Our curiosity
7. Our environment
8. Our ability to deal with uncertainty & risk

How and what to Unlearn : At an organization Level

PATHOLOGICAL	BUREAUCRATIC	GENERATIVE
Power-oriented culture marked by:	Rule-oriented culture marked by:	Performance-oriented culture marked by:
Low cooperation	Modest cooperation	High cooperation
Messengers shot	Messengers neglected	Messengers trained
Responsibilities shirked	Narrow responsibilities	Risks shared
Bridging discouraged	Bridging tolerated	Bridging encouraged
Failure leads to scapegoating	Failure leads to justice	Failure leads to inquiry
Novelty crushed	Novelty leads to problems	Novelty implemented

Three Cultures model by Ron Westrum, a Professor of sociology at Eastern Michigan University developed to explain how organizations process information

How and what to Unlearn : Approach to unlearning

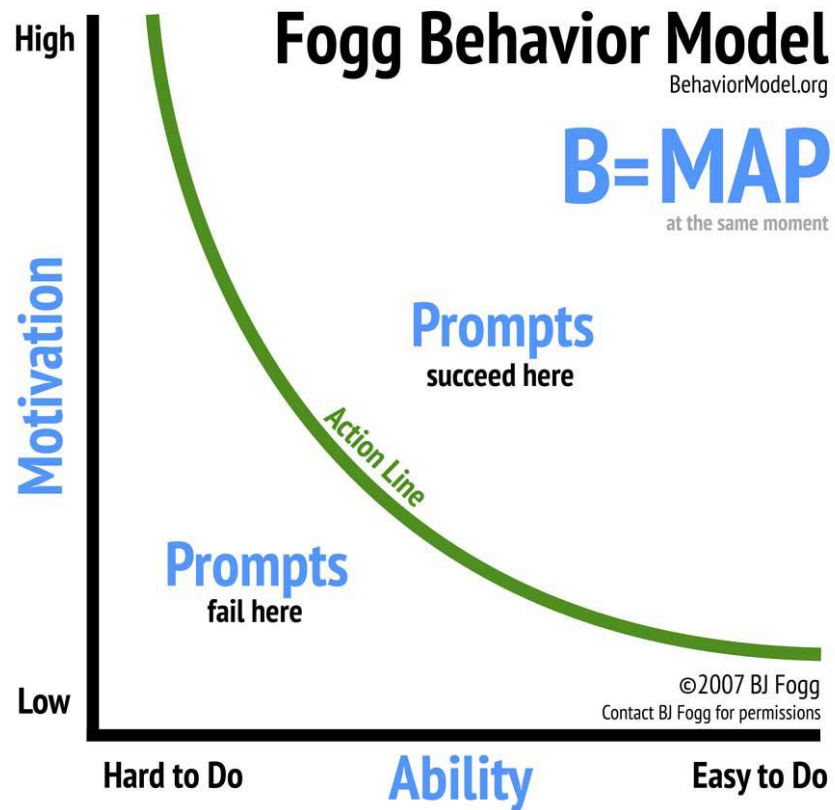
Pause for moment and reflect on these three culture models

PATHOLOGICAL	BUREAUCRATIC	GENERATIVE
Power-oriented culture marked by:	Rule-oriented culture marked by:	Performance-oriented culture marked by:
Low cooperation	Modest cooperation	High cooperation
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Failure leads to scapegoating	Failure leads to justice	Failure leads to inquiry
Novelty crushed	Novelty leads to problems	Novelty implemented

1. In which culture would you position yourself, your team , your organization?
2. Where are you not living up to your expectations you and your team have set for yourselves as to how you wish to behave ?
3. Which one characteristics is holding you back the most ?
4. For that one characteristics, where do you aspire to be ?
5. What small step could you take to get there and be better ?

How and what to Unlearn : Approach to unlearning

How can apply habits to unlearn and learn new behaviors



Activity : Unlearning to Learn

In the book, O'Reilly outlines what he sees as the four necessary conditions of unlearning:

- 1. Identify a challenge you wish to address**
- 2. Define success as though you have dissolved or conquered the challenge**
- 3. Channel courage over seeking comfort**
- 4. Commit to, start, and scale the cycle of unlearning**



How and What to Unlearn





Self-awareness of Impacts on Others' Development

Successful Agile
Development
begins with
Individual – Ashely Johnson

Self-awareness of Impacts on Others' Development



Leaders who are self-aware are able to connect with people, approach challenges with clarity, and lead with empathy.

Self-awareness of Impacts on Others' Development

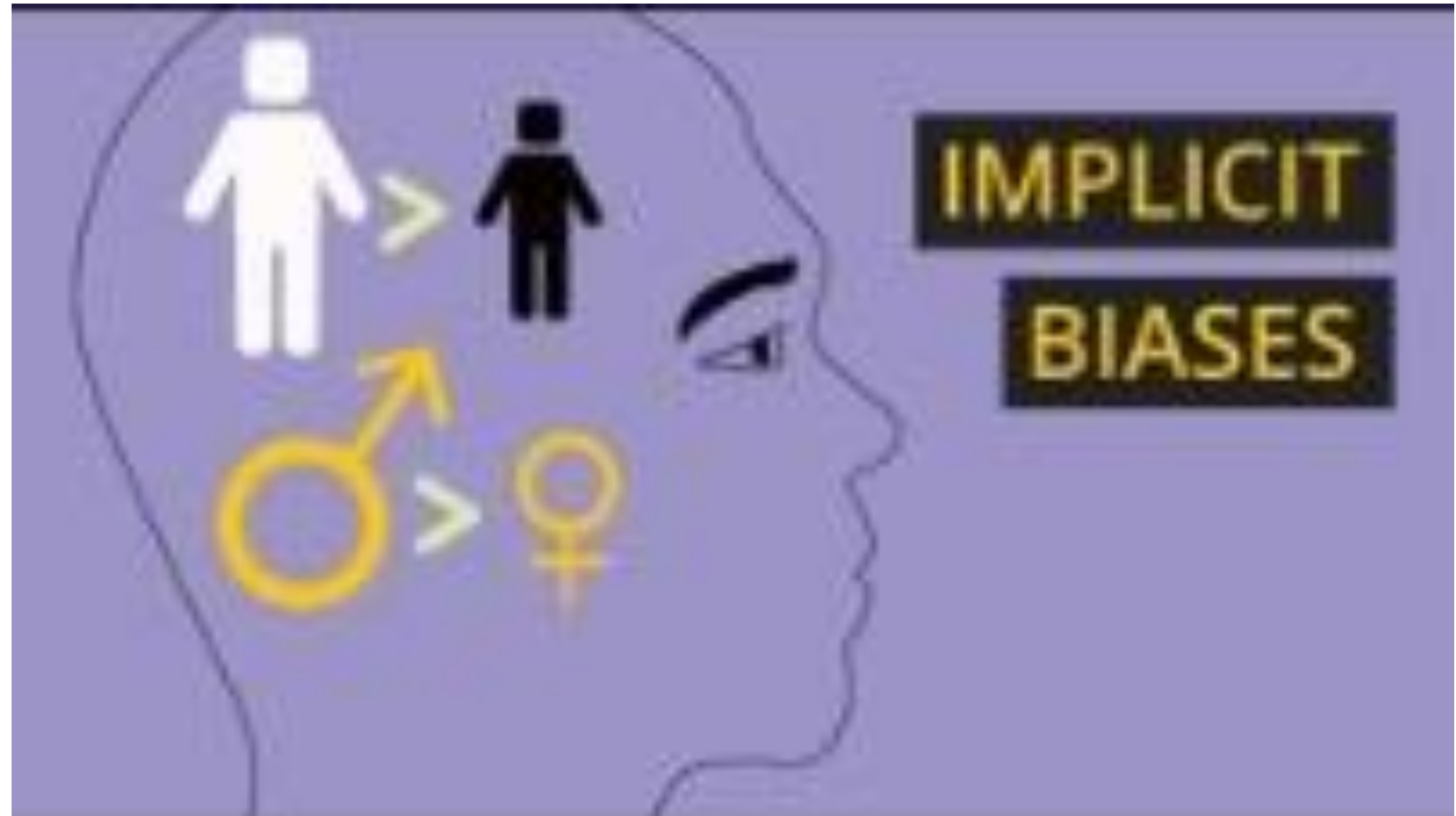
Only a self-aware leader can encourage organisation learning because ...



- Know When Strength Might Be Played Out
- Solicit Feedback
- Ask Good Questions
- Listen without Justifying
- Openly admit missteps
- Concede that you still have plenty to learn
- Turn mistakes are learning opportunities
- Give people permission to be collaborative without fear of appearing unqualified

Self-awareness of Impacts on Others' Development : Video

Test your hidden biases using an online Test
<https://implicit.harvard.edu/implicit/takeatest.html>



Facilitation for Team level awareness for effectiveness : Video



Culture of L&D through facilitation : 9 Steps

As a leader , Facilitation can be useful for all types of transformation and change and all questions entailed in them in companies and organizations—from the development of a corporate culture all the way to strategy you would need to facilitate the team using these golden rules for reckoning the need for organisations learning & development :

1. Assumptions and conclusions

What makes things difficult is we're not aware of it or believe our assumptions are the truth. In effective groups, these assumptions are reviewed and tested again and again.

2. Sharing of relevant information

Are you sharing enough about yourself or about the need for team to be self aware and provide a safe environment to be vulnerable

3. Use of specific examples

Use personal story to show how you are working on your self-awareness and thus promoting teams journey into the same..

4. Explanation of the intention and the conclusions

As an individual and group, what is the purpose behind self- development and eventually teams development, this needs to be clear.



Culture of L&D through facilitation : 9 Steps

5. Focus on interests, not on positions

Interests have something to do with our needs and desires. Thus we refer to the relationship we have with a given situation, while positions must be seen as adamant opinions about a situation. Effective groups convey their interests in order to develop common interests.

6. Combination of advocacy and inclusion

In groups, contributions to the discussion often turn into a series of monologues, instead of ending in a true exchange. To advocate something while creating a reference to the other contributions allows for effective and common learning and understanding the issue on the next higher level.

7. Finding a design for the next steps and testing the differences

Groups decide by themselves which core themes should be discussed, when and how this will be done, and in which way different perspectives can be put next to one another without hindering the cognitive process.

8. Discussion of topics that can't be discussed

Groups always have core themes that bedevil them and that they are apparently unable to discuss because they fear losing effectiveness. Groups can be empowered to confront even topics that seem completely impossible.

9. Support of decision-making processes on the basis of an adequate commitment level

We know different routes and types of decision-making processes (e.g., delegation, consensus, democracy, consultation, advisory process). The degree of acceptance ranges from resistance to noncompliance to compliance all the way to internal commitment.

Enable Outcomes instead of Assigning Task





Enable Outcomes instead of Assigning Task

When we delegate tasks—that is [discuss] assignments in terms of processes or steps to take—we run the risk of people doing exactly what we say, but still not getting the job done as we hoped. But if we delegate desired outcomes—that is what we want to result from the assignment—it's more likely that that's what will be accomplished.

Executive coach Barry Zweibel



Enable Outcomes instead of Assigning Task

When a customer complaint needs to be addressed, instead of “Here, go talk to this person,” try, “Here, go make this customer happy again.”

When a vendor order needs to be expedited, instead of “Here, go track this order,” try, “Here, go insure the successful – and timely – delivery of this order.”

When recent sales figures are below expectations, instead of “Here, go research this report,” try, “Here, go determine what needs to be done to get these numbers back on track.”

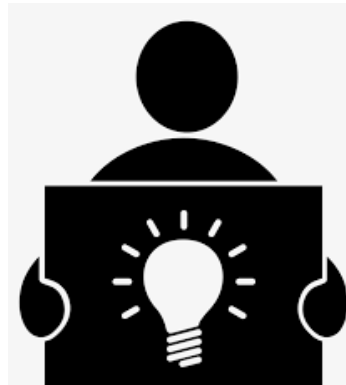
Activity : Tasks Vs Outcomes

Everyone splits into groups and watches the video



Everyone splits into groups and watches the video. They discuss in groups , What impact can an outcome based approach have on

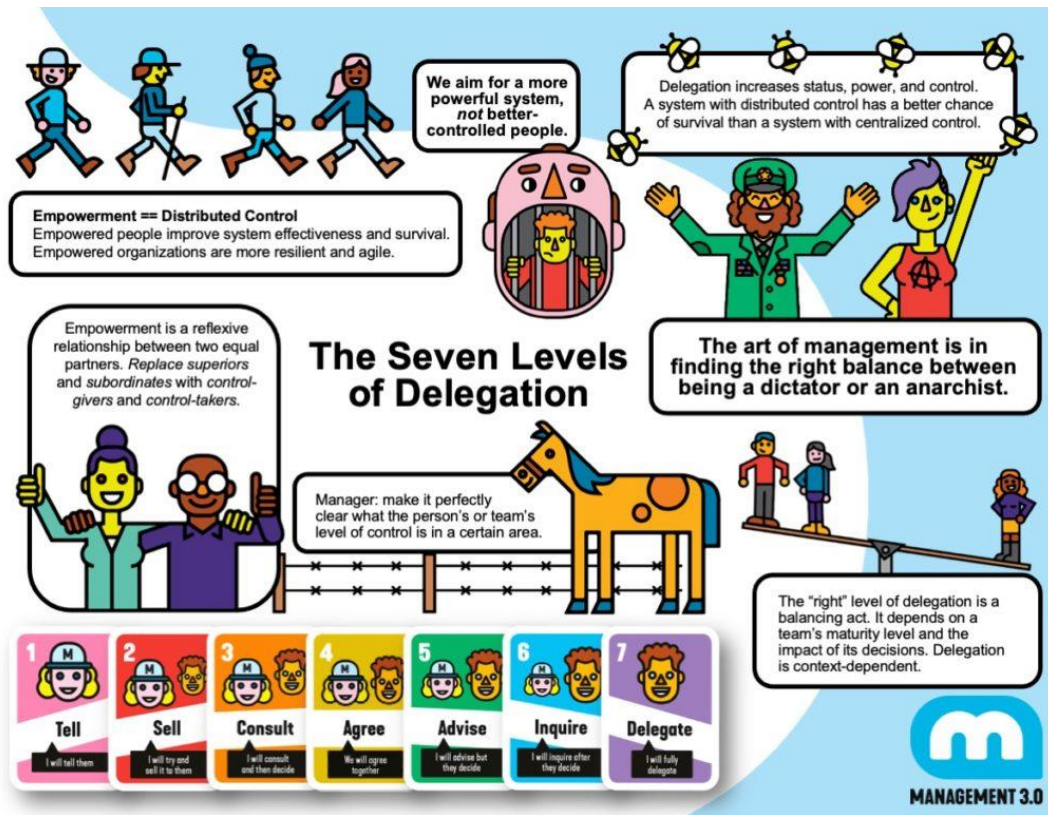
- 1) Learning
- 2) Team Development
- 3) Culture
- 4) Any other ?



Video : Establish Guardrails : Delegation poker card



Establish Guardrails and Communicate Constraints for delegation



There are 7 possible levels of delegation...

1. **Tell:** I will tell them
2. **Sell:** I will try and sell it to them
3. **Consult:** I will consult and then decide
4. **Agree:** We will agree together
5. **Advise:** I will advise but they decide
6. **Inquire:** I will inquire after they decide
7. **Delegate:** I will fully delegate

Activity : Establish Guardrails : Delegation poker card



Source : <https://management30.com/practice/delegation-poker/>



Activity : Establish Guardrails : Delegation poker card

Scenario : Project Manager would like to hire an integration lead, identify 7 levels of delegation for this among team

Step 1 : Participants are split into teams and are expected to self assign roles of

1. PM
2. Architect
3. Dev lead
4. Test lead
5. Dev engr
6. Test Engineer

Step II : Among your team, Please decide on various activities which would be in the process of hiring team that PM would need

Step III : Assign the delegation levels to establish the ways of working

Please go to the miro board to check for instruction and examples how to do this activity
https://miro.com/welcomeonboard/azB6SXU3UklxemUwZEIlekdVY09QaU9QVjV6aTM2Z0d2ckV3dnIT1hrS1pQbU9NeWRnMGo3M3pNZ3dFMkJhTnwzMDc0NDU3MzUzMDI4NDg4NTk0?invite_link_id=581957391125

Source : <https://management30.com/practice/delegation-poker/>





Establish Guardrails and Communicate Constraints

Establish these guardrails and make sure your employee has this for any delegation :

- 1.Dates and deadlines
- 2.A clear, written definition of the task, and its delivery format
- 3.Expectations around progress reporting
- 4.Any and all associated resources they'll need
- 5.A list of who they can ask for help (other than yourself)



Hire to Elevate or Delegate

Advantage of Hiring to Delegate

- You free up your work so that you can do more value add
- Scale up your area of impact
- You can take up more responsibilities that can help your organization's purpose
- You can effectively empower the team by delegating and preparing them to handle your role in future

Advantage of Hiring to Elevate

- Hire people so that they can bring outside in and teams something new
- Hire smart people so that they can do their work independently
- Hire people who can come and raise the bar of performance and culture in the organization
- Hire people who can come in and elevate overall talent baseline and culture

Activity : Hire to Elevate & Not Delegate : Empowered and Outcome based teams



Do you think delegation bring elevation to yourself more than your team ?

Jot down what's on your mind and why, share it in chat what you



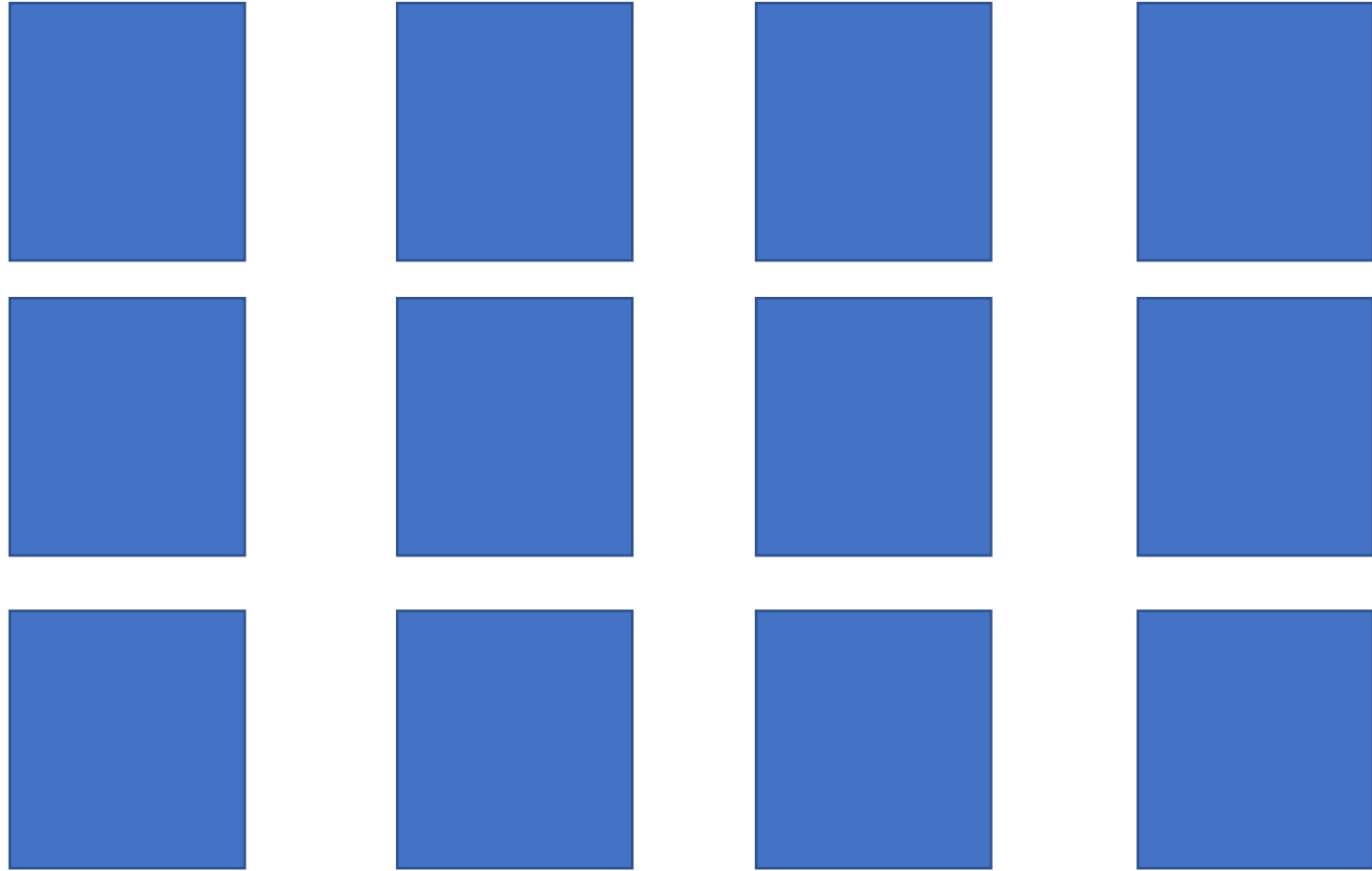
"It is about finding people who truly connect with the purpose of your brand and are looking to develop both themselves and your organization throughout the whole process." – Frank Milner, President of [Tutor Doctor](#)

A self-aware leader would do the following when hiring

1. Refine the search process to be mission-driven.
2. Seek to complement skills and fill your gaps.

By doing so , they aspire to bring new hires who can teach others from an outside-in thereby contribute to the team's wisdom and elevate the team's performance

Recap



Session 2 Agenda

- Considerations for Individual Development
- Co-creation of Growth and Development Plans For Others
- Developing Leadership in Others



Engaging people – Traditional HR vs Agile way

Traditional Way	The Human Centric/Agile Way
Develop policies, rules, and standards	Support flexibility, speed, and collaboration
Deliver programs and processes to customers	Involve customers in delivery
HR specialists, OR HR generalists, OR HR admins	T-shaped HR people who can take on many different roles
Individual Work	Teamwork (cross-functional)
Functional HR/specialist area	Value stream-based HR
Jobs and positions	Playing many different roles

Engaging people – Traditional HR vs Agile way

Traditional Way	The Agile Way
HR projects Stable, high	Stable, high-performing teams
Promotions and bonus programs	Salary formulas and profit sharing (can be performance related)
One size fits all	No size fits all
Having the “HR recipe”	Experimentation
Human View X	Human View Y

Investing in Development from Day One

“The top ten reasons for employees leaving in order were as follows:

1. Poor management
2. Lack of career growth and advancement opportunity
3. Poor communications
4. Pay
5. Lack of recognition
6. Poor senior leadership
7. Lack of training
8. Excessive workload
9. Lack of tools and resources
10. Lack of teamwork”

Excerpt From: Robin Paggi. “Managing Generation Z”. Apple Books.

“Onboarding starts with satisfying the most basic of Maslow's psychological needs: belonging. New hires shouldn't arrive to an empty cube and be forced to forage through corridors searching for a computer and the bare necessities of office life. A new hire isn't a surprise visitor from out of town. Plan for their arrival.”

Jay Samit - Author, former Vice Chairman at Deloitte Digital

Employee onboarding : Investing in Development from Day One



70%

A donut chart with a dark grey center containing the text '70%'. The chart is divided into two segments: a large red segment representing 70% and a smaller light pink segment representing 30%.

Numbers show us that an effective onboarding plan can increase productivity by over 70% for new hires.



11%

A donut chart with a dark grey center containing the text '11%'. The chart is divided into two segments: a small red segment representing 11% and a larger light pink segment representing 89%.

Research shows that by setting expectations from the beginning and engaging before day 1, employees are much more likely to perform

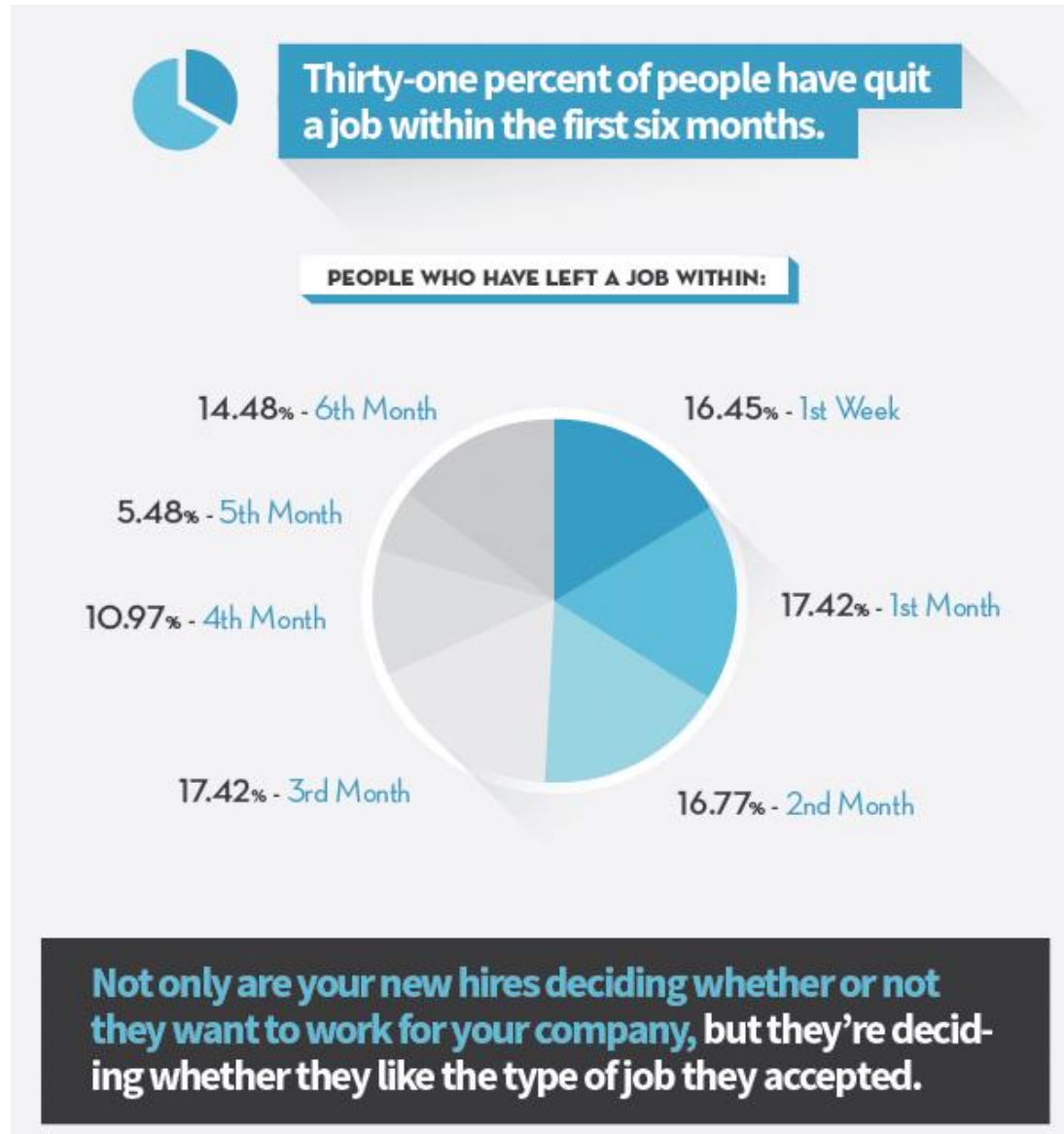


82%

A donut chart with a dark grey center containing the text '82%'. The chart is divided into two segments: a large red segment representing 82% and a smaller light pink segment representing 18%.

When employees experience great onboarding they are 69% more likely to stay with the company for more than three years

Employee onboarding : Onboarding important for retention



Employee onboarding : Onboarding important for retention



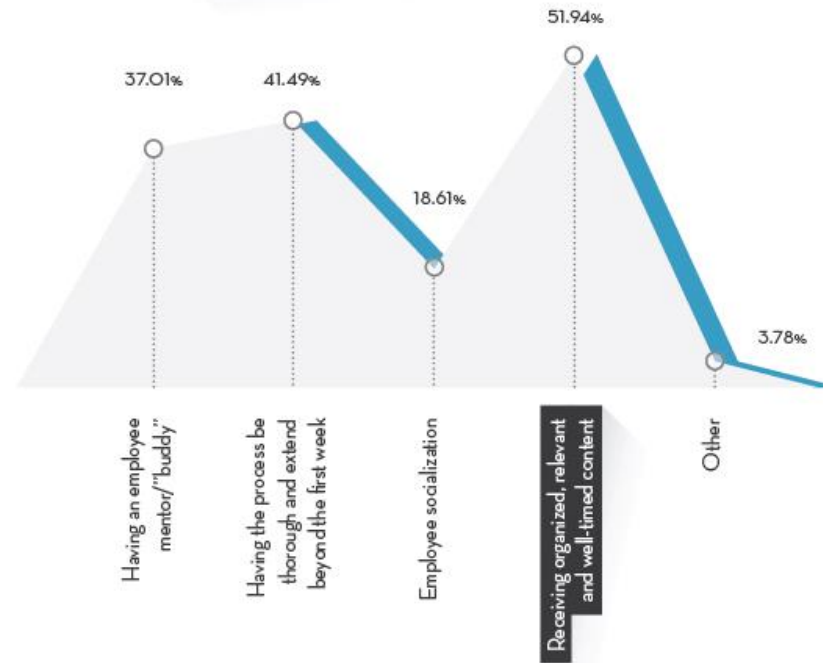
So what could companies do differently that will help them stay?



Employee onboarding : Onboarding important for retention



So how can you change your onboarding process to be more helpful to new hires?



Investing in Development from Day One : Employee onboarding

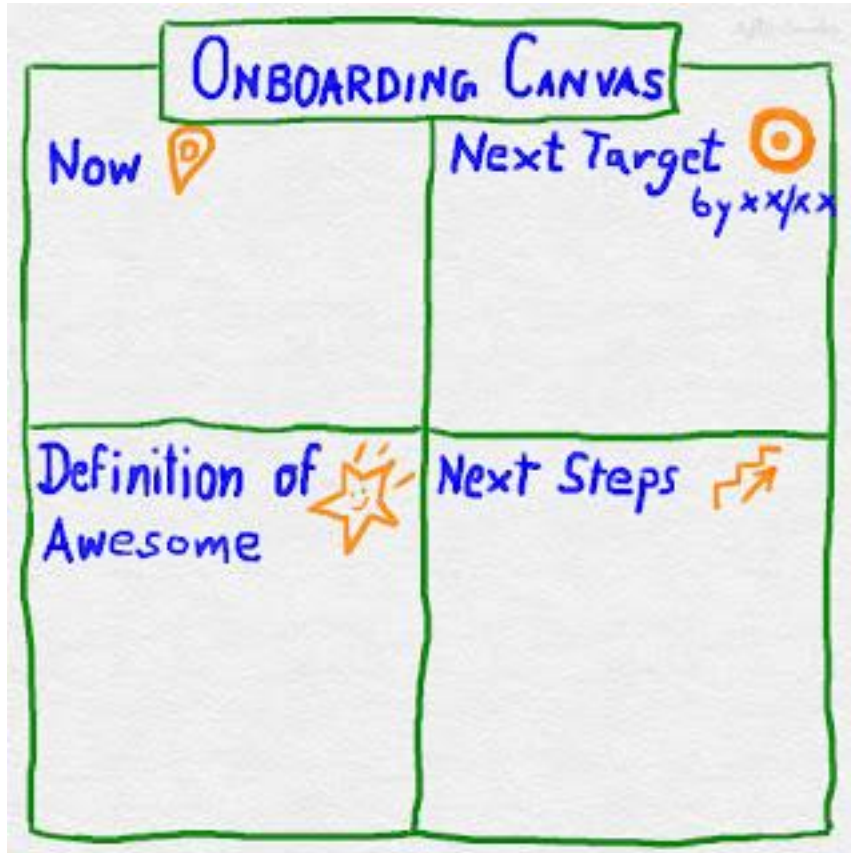


Alongboarding is an agile onboarding approach that applies agile tenets to onboarding new employees and makes the experience richer and more fulfilling.

Create an environment of curious mindset and habit of continuous learning by co-creating a plan with the new hire for what they want bring inside the organisation

1. Them learning about the organisation using a culture handbook
2. On the job training
3. Setting career/Team goals with their aspiration and choosing a learning plan as discussed with their manager

Investing in Development from Day One: Employee onboarding

















Employee onboarding : Create Your Perfect Onboarding Flow



For more resources on creating a perfect onboarding flow that would help employees develop from day one, visit <https://www.actimo.com/blog/onboarding-flow/>

Personal Motivation and Development

Hygiene				Motivation		
S ^{Psychological} afety	A ^{ssurance}	C ^{ompensation}	E ^{nvironment}	M ^{astery}	A ^{utonomy}	P ^{urpose}
						
Employees feel safe to fail, admit failure and to be vulnerable to each other. Everything is open for discussion.	All employees feel secure about their job future, within or outside of the company. Responsibilities and expectations are clearly understood.	Everybody feels they are treated fairly in their relative compensation (salary, title, promotion) compared to their colleagues or the market.	Everyone has the materials, equipment, tools and facilities to comfortably do their job well.	Regular knowledge sharing sessions are organized and everyone wants to continuously improve themselves. People are recognized for their skills.	Teams take responsibility for what they deliver. Management facilitates the teams and does not interfere with operational things.	Everyone understands and defends the vision of the company and / or product, and they believe that their personal contributions help to achieve this.
						
Uncomfortable topics are avoided or lied about. People feel excluded and not taken seriously. Hostile or passive reactions are common.	People are worried about their job, leave, or have given up. Zombies rule the company.	There exists tension between colleagues because of perceived compensation.	Laptops are shared in groups of at least 8 employees.	The team loves to wave at new technologies and see them pass by.	Any operational change must first be approved by the entire company + the neighbor's dog.	People have no idea why they do the things they do. Luckily they get paid for it.

Personal Motivation and Development

Physiological Needs

Safety Needs

Belonging Needs

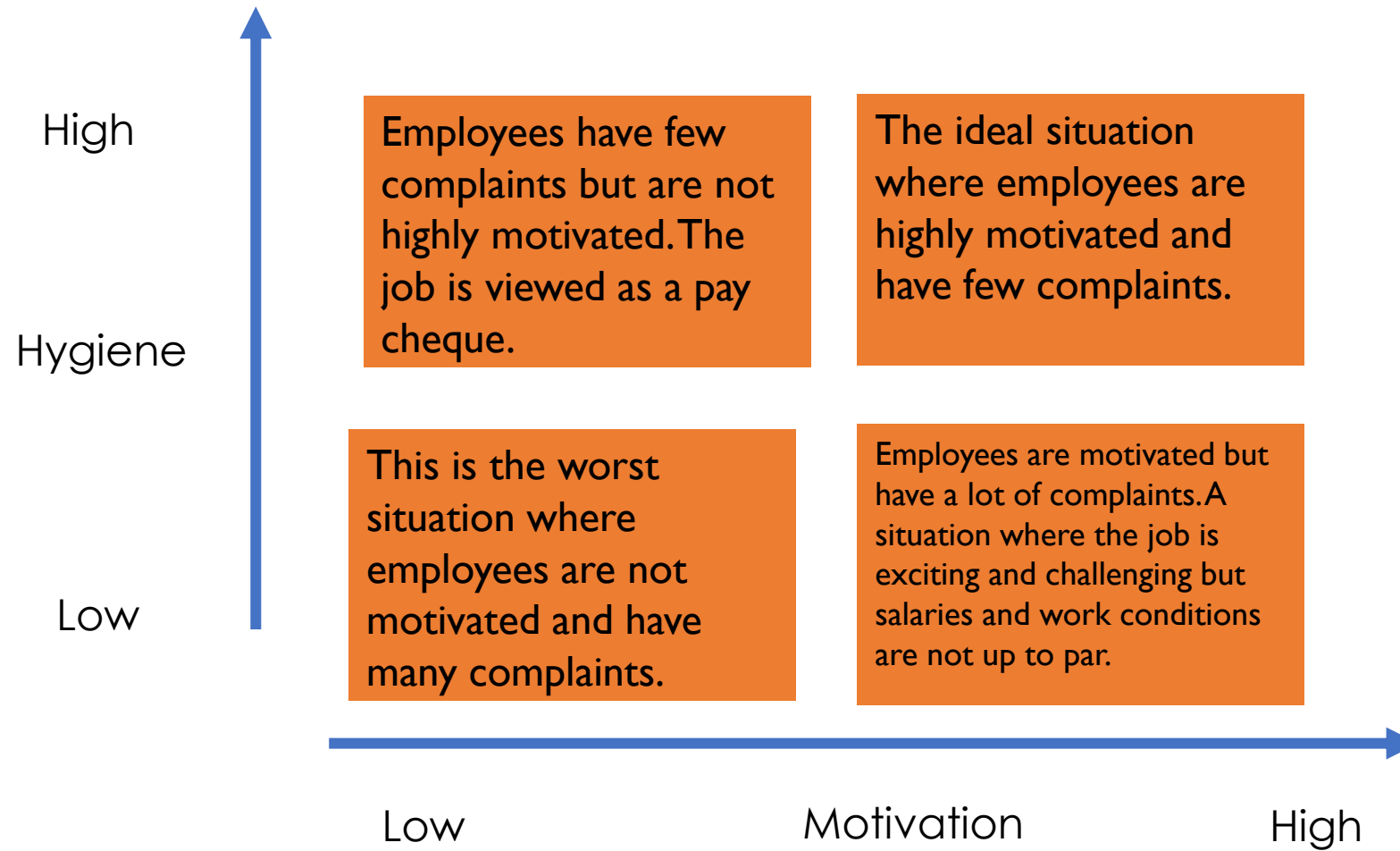
Esteem Needs

Growth Needs — Cognitive and Aesthetic

Growth Need — Self-Actualization



Personal Motivation and Development Heisenberg's Two factor theory, Maslow's Hierarchy



Personal Motivation and Development - Herzenberg's design for improving motivation at work

1. Removing some of the control management has over employees and increasing the accountability and responsibility they have over their work, which would in return increase employee autonomy.
2. Creating complete and natural work units where it is possible. An example would be allowing employees to create a whole unit or section instead of only allowing them to create part of it.
3. Providing regular and continuous feedback on productivity and [job performance](#) directly to employees instead of through supervisors.
4. Encouraging employees to take on new and challenging tasks and becoming experts at a task.

Agile ways of work

1. Outcomes over tasks
2. Self-organizing teams
3. Retrospectives
4. Personal mastery

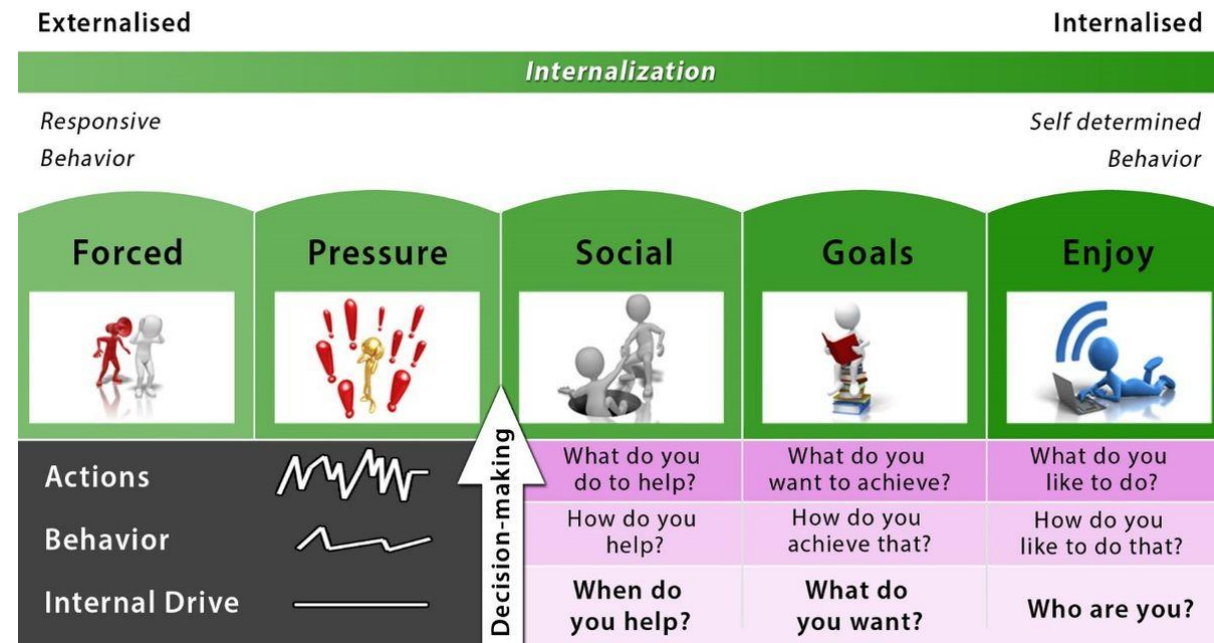
Activity : Employee Motivation assessment & Personal Development

1. Go to this website url <https://www.seemypersonality.com/Motivation-Test#q1>
2. Take a motivation test and understand what as an individual would motivate you at work or for personal development



Incorporating Brain-based Ideas : Triggers & Limiting factors

- 1. Mental blockades** are everything that prevents you from doing anything. It's related to the hygiene factors , but it goes beyond work. A few examples are insecurity, pain, lack of time, lack of energy.
- 2. Motivation.** The mental willingness to do anything, your drive to do anything (unrelated to any task). If this is higher than your mental blockades, you will essentially become activated and pick up a task, a thought, or a belief.
- 3. Sustainer.** Every task/idea you have or are working on has a sustainer. If it is positive, your motivation level will increase over time while doing this, if it's negative it will decrease.
- 4. Triggers.** A trigger will increase your motivation level and depending on the strength and internalization, it will often decrease your sustainer.



Incorporating Brain-Based Ideas : Sharon Bowman's 4C model

The 4C's are:

Connections

“We learn best when we connect to others in a psychologically safe environment AND when we connect new concepts to what we already know.”

‘What does the learner already know about it?’

Concepts

“Communication of new concepts may be communicated through metaphor, games, reading, writing, speaking, images, and do not always have to come through an authority figure's voice while pointing to a slide.”

‘What does the learner need to know about it?’

Concrete Practice

“We understand best when the new concept is reinforced by the opportunity to ‘do it’ and ‘teach it.’”

‘Can the learner do it or teach it to someone else?’

Conclusions

“Celebration and connection of the new concept/skill to our regular life, reinforces the learning and makes it relevant and important.”

‘How does the learner plan to use it?’

Activity name : *Group assessment Activity on Organizational Learning*



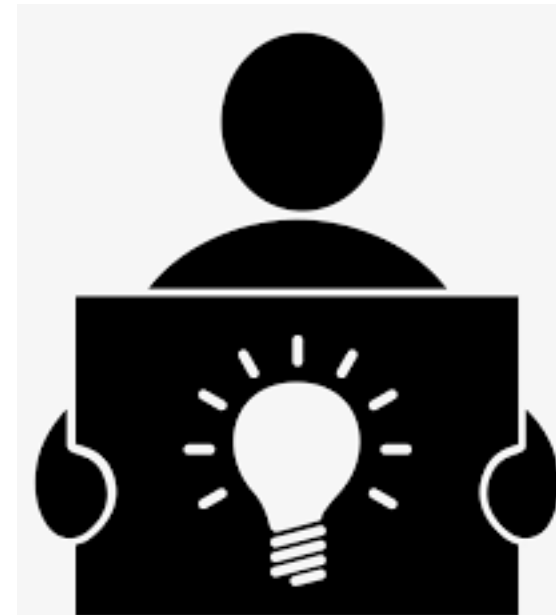
Activity name : SCARF assessment

Individual Exercise

Take this assessment

<https://neuroleadership.com/research/tools/nli-scarf-assessment/>

- Analyze individually and choose your right balance based on current skills and leadership competencies.
- Figure out which skills are missing or needs to be reflected.



Incorporating Brain-Based Ideas : McCammon method: Example

In another programme, 'Gandalf Scholars' receive a grant of SGD 1,000 each to learn a subject of their choice and share their learnings with colleagues. We have more than 350 'Gandalf Scholars' who have shared their learnings with over 14,000 employees to date. We also actively encourage our employees to take charge of their personal learning by increasing the number of self-driven learning platforms such as LinkedIn Learning, Coursera and our own DBS Learning Hub.



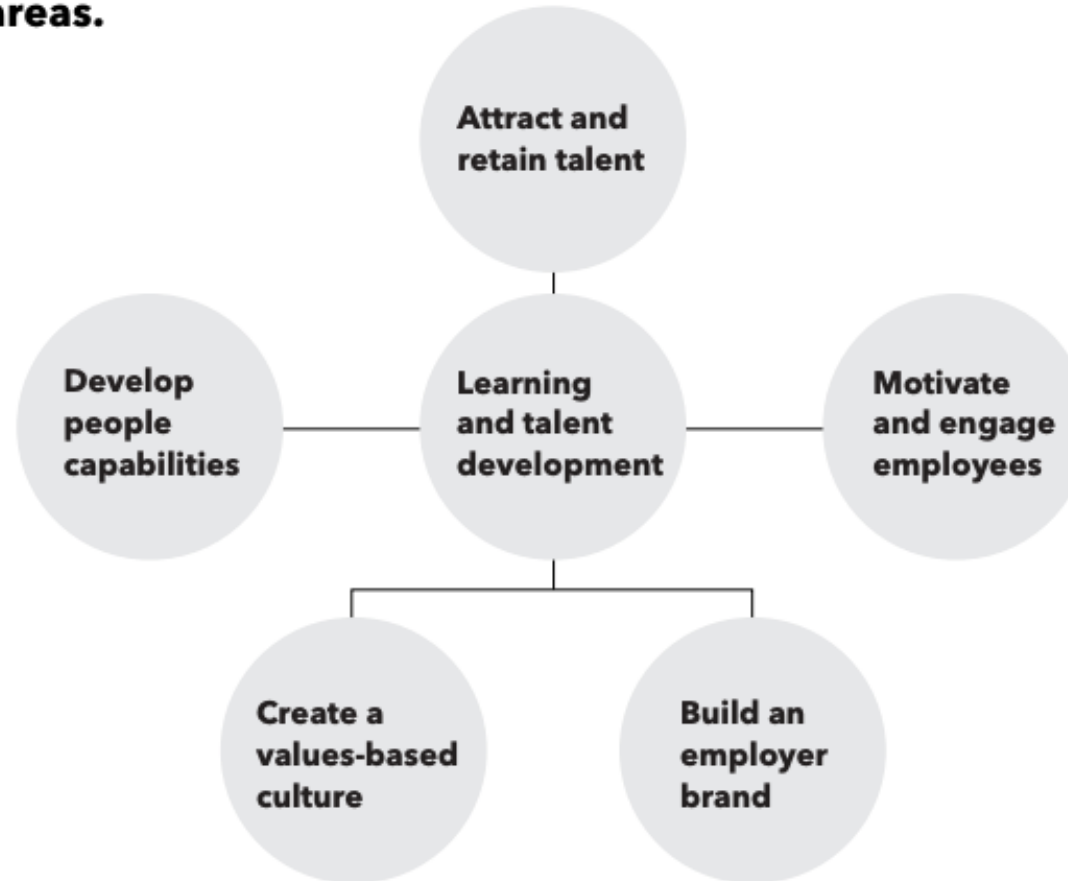
“We have punched above our weight by becoming a technology-driven company. Intensifying digital transformation across the organisation has resulted in ambitious innovation, increased agility and a strong digital mindset.”

Jimmy Ng

Chief Information Officer, DBS Bank

Encouraging Ownership of Growth and Development

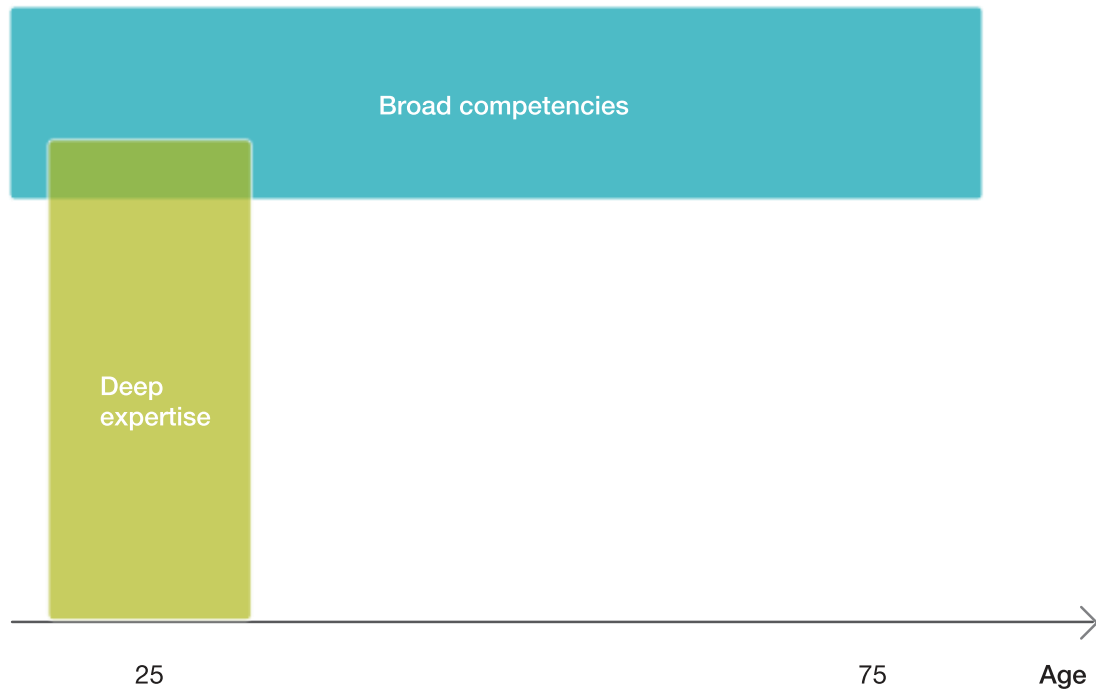
Exhibit A: **The learning function of an organization has a strategic role in five areas.**



Source: Adapted from Nick van Dam, *25 Best Practices in Learning & Talent Development*, Raleigh, NC: Lulu Publishing, 2008

Encouraging Ownership of Growth and Development : Lifelong learning – Be a serial master

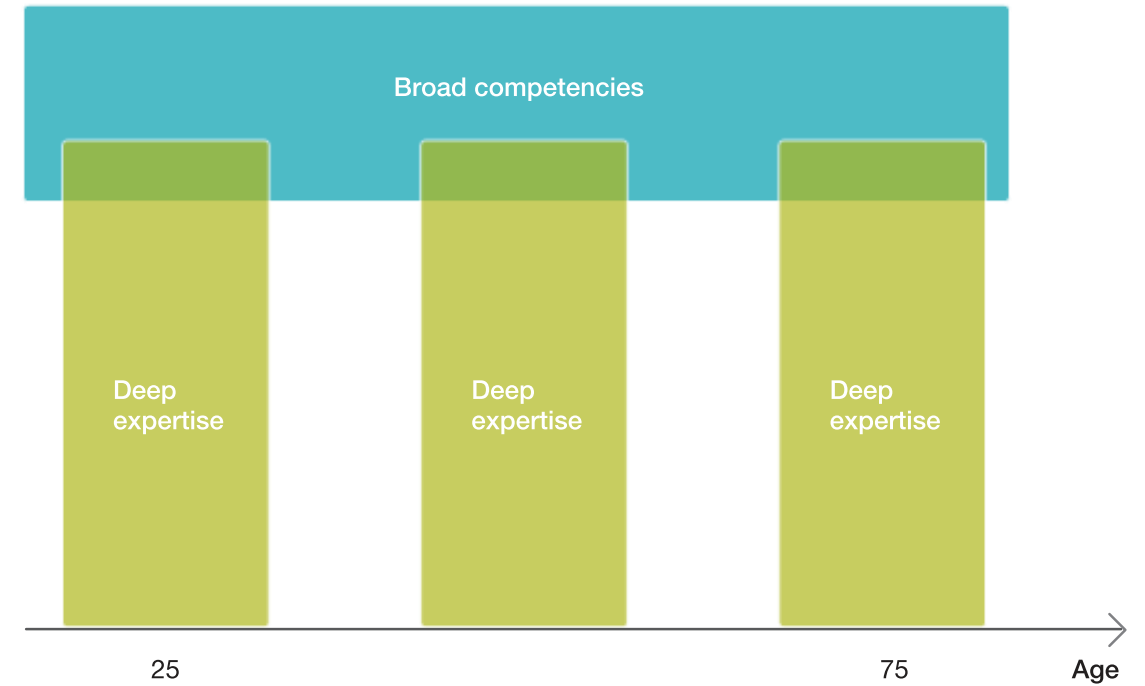
Workers have traditionally accumulated knowledge in a T-shaped profile.



Source: Nick van Dam, *Learn or Lose*, Breukelen, Netherlands: Nyenrode Publishing, November 2016

McKinsey&Company

Today's workers need M-profile knowledge.



Source: Nick van Dam, *Learn or Lose*, Breukelen, Netherlands: Nyenrode Publishing, November 2016

McKinsey&Company

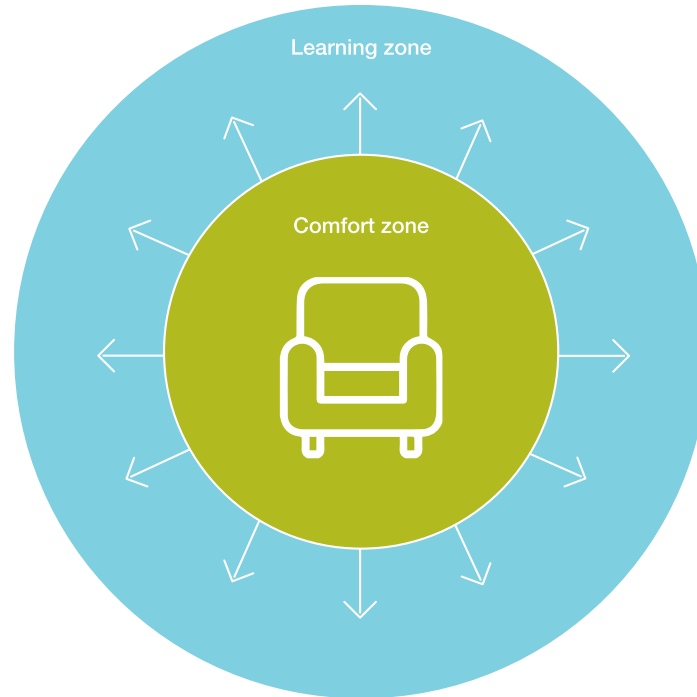
Mission : Self-awareness of Impacts on Others' Development: Lifelong learning

A lifelong-learning mind-set consists of seven essential elements.



Encouraging Ownership of Growth and Development : Lifelong learning – Be a serial master

Stretch beyond your comfort zone into the learning zone.

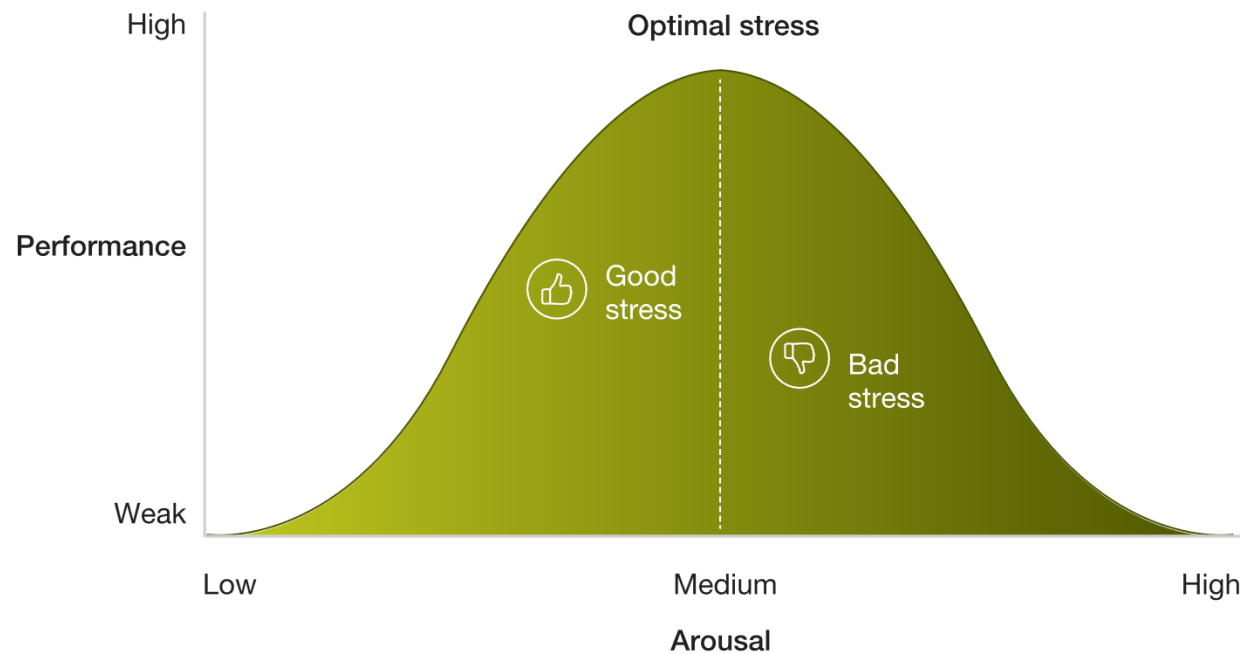


Source: Nick van Dam, *Learn or Lose*, Breukelen, Netherlands: Nyenrode Publishing, November 2016

McKinsey&Company

Encouraging Ownership of Growth and Development : Lifelong learning – Own your development

The Yerkes–Dodson Law describes the relationship between arousal and performance.



- What is one thing you are working on that will require that you grow to accomplish it?
- How are you working on it?
- Who else knows and cares about it?
- Why does this matter to you?

Source: Robert M. Yerkes and John D. Dodson, "The relation of strength of stimulus to rapidity of habit formation," *Journal of Comparative Neurology and Psychology*, November 1908, Volume 18, Number 5, pp. 459–82, doi.org



Encouraging Ownership of Growth and Development : Benefits of digital learning opportunities

1. Personalizes learning to the employee
2. Develops talent with relevant, recommended learning resources
3. Engages learners with curated, updated content on a wide range of topics
4. Leverages proven approaches to leadership development
5. Integrates learning into busy work schedules
6. Creates a community of social learning
7. Targets common, challenging skills with Skill Builders and pathways
8. Keeps career development top of mind with goals and reminders

Encouraging Ownership of Growth and Development : Opportunity examples

Organising should create an environment to make development easy and accessible , thus enabling learners to advance their personal development – when and how it works best for them. This would help employees in many ways , including ..



On-Demand digital learning

- Digital learning offerings like Lynda, Pluralsight designed by experts in learning design and content curation



Peer to Peer Coaching







- Peer to Peer coaching apps such as Imperative which helps to buddy up employees within the organisation and share experiential learning



Speaker events / workshops







- Organising speaker events to bring Outside-in
- Organising industry level workshops to showcase and exchange views with industry leaders

Lifelong learning – Do what you love

Meaning of work	Motivation	Objective
 Job	 Financial and material rewards	Obtain financial resources to engage in another activity, eg, “I want to purchase a new car”
 Career	 Success	Achieve personal growth, recognition, and capability development, eg, “I want to publish a book”
 Calling	 The work itself	Work for a greater good or cause beyond personal benefit or reward, eg, “I care deeply about what I am doing”

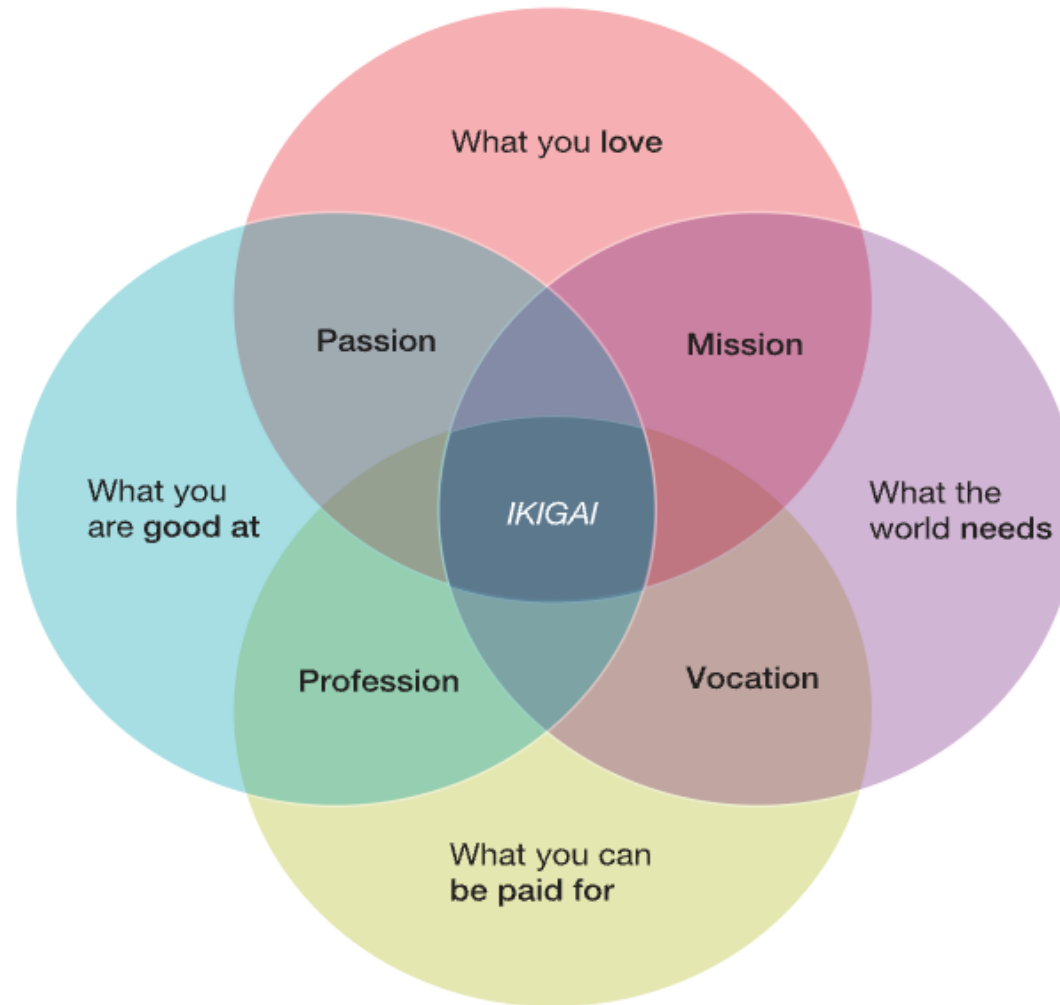
Source: Eileen Rogers and Nick van Dam, *YOU! The Positive Force in Change: Leveraging Insights from Neuroscience and Positive Psychology*, first edition, Morrisville, NC: Lulu Press, 2014

Lifelong learning – Do what you love

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Source: Eileen Rogers and Nick van Dam, *YOU! The Positive Force in Change: Leveraging Insights from Neuroscience and Positive Psychology*, first edition, Morrisville, NC: Lulu Press, 2014

Lifelong learning – Do what you love

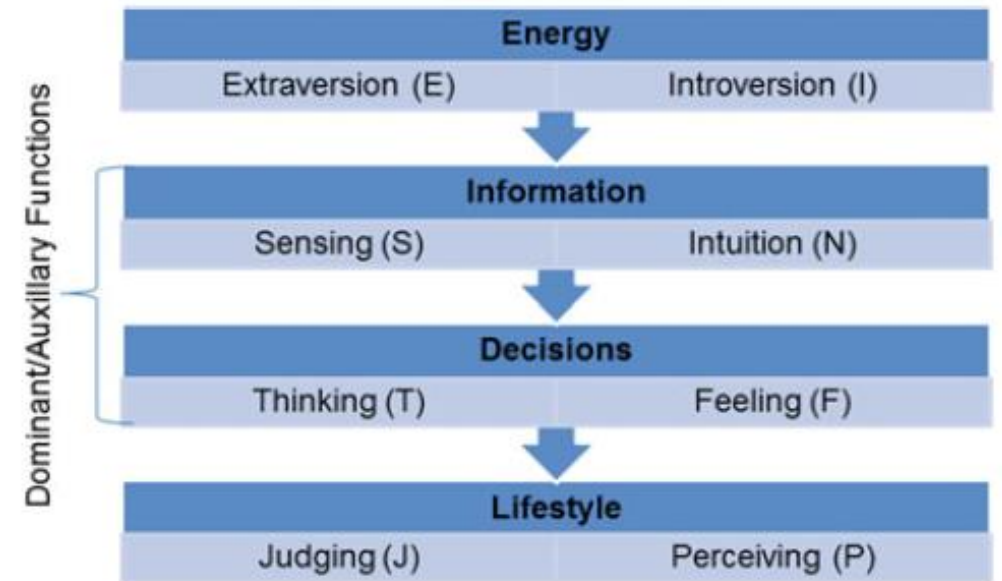


Source: Nick van Dam, *Learn or Lose*, Breukelen, Netherlands: Nyenrode Publishing, November 2016

Helping to Identify Strengths, Talents – Video on Why we need to identify Strengths, Talents & Passion

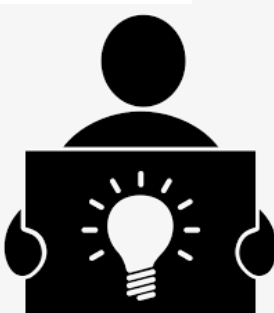


What Is Your Myers Briggs Personality Type



Step 1 : Please go to the url <https://www.16personalities.com/>

Step 2 : Please note down your personality type



Helping to Identify Strengths, Talents – What is your personality type

LEARN ABOUT YOUR PERSONALITY TYPE

The 16 standard personality types encompass a range of characteristics: Extraversion (E)/Introversion (I), Sensing (S)/Intuition (N), Thinking (T)/Feeling (F), Judging (J)/Perceiving (P). How do personality types function at work, at school and in relationships? **Let's take an in-depth look at each personality type.**



FIND YOURSELF

Helping to Identify Strengths, Talents – What is your personality type

INTJ

- The Intellectual
- Imaginative, strategic, planning

Famous INTJs:



MARK
ZUCKERBERG



ARNOLD
SCHWARZENEGGER



STEPHEN
HAWKING

ENTJ

- The Director
- Bold, imaginative, leader

Famous ENTJs:



BILL
GATES



AL
GORE



DAVID
LETTERMAN

ENTP

- The Designer
- Smart, curious, intellectual

Famous ENTPs:



TOM
HANKS



STEVE
WOZNAK



SALMA
HAYEK

ESFP

- The Entertainer
- Spontaneous, energetic, enthusiastic

Famous ESFPs:



LEONARDO
DICAPRIO



CAMERON
DIAZ



KATY
PERRY

INTP

- The Deviser
- Innovative, curious

Famous INTPs:



ALBERT
EINSTEIN



TINA
FEY



PAUL
ALLEN

INFJ

- The Confidant
- Quiet, mystical, inspiring

Famous INFJs:



CARL
JUNG



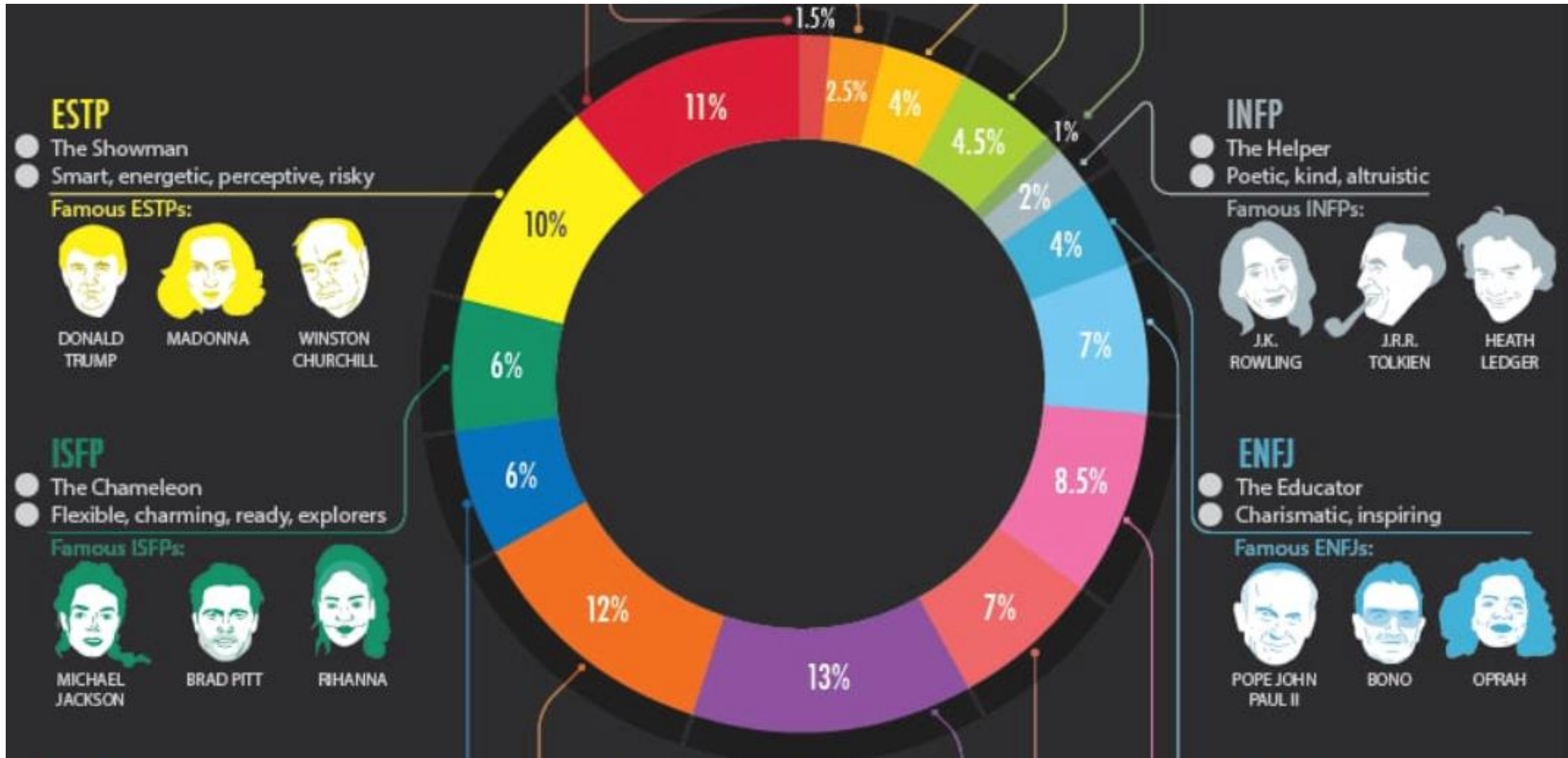
AL
PACINO



MAHATMA
GANDHI

1.5%

Helping to Identify Strengths, Talents – What is your personality type



Helping to Identify Strengths, Talents – What is your personality type

ISTP

- The Innovator
- Bold, practical, handy

Famous ISTPs:



HARRISON FORD



VLADIMIR PUTIN



SNOOP DOGG

ESFJ

- The Contributor
- Caring, helpful, sociable, popular

Famous ESFJs:



SARAH PALIN



MARIAH CAREY



PRINCE WILLIAM

ESTJ

- The Manager
- Managers, organized, particular

Famous ESTJs:



MICHELLE OBAMA



BILL O'REILLY



MARTHA STEWART

ISFJ

- The Defender
- Dedicated, warm

Famous ISFJs:



MOTHER TERESA



50 CENT



ANTHONY HOPKINS

ENFP

- The Advocate
- Enthusiastic, creative, sociable

Famous ENFPs:



ELLEN DEGENERES



WALT DISNEY



MARK TWAIN

ISTJ

- The Auditor
- Practical, fact-minded, reliable

Famous ISTJs:



WARREN BUFFETT

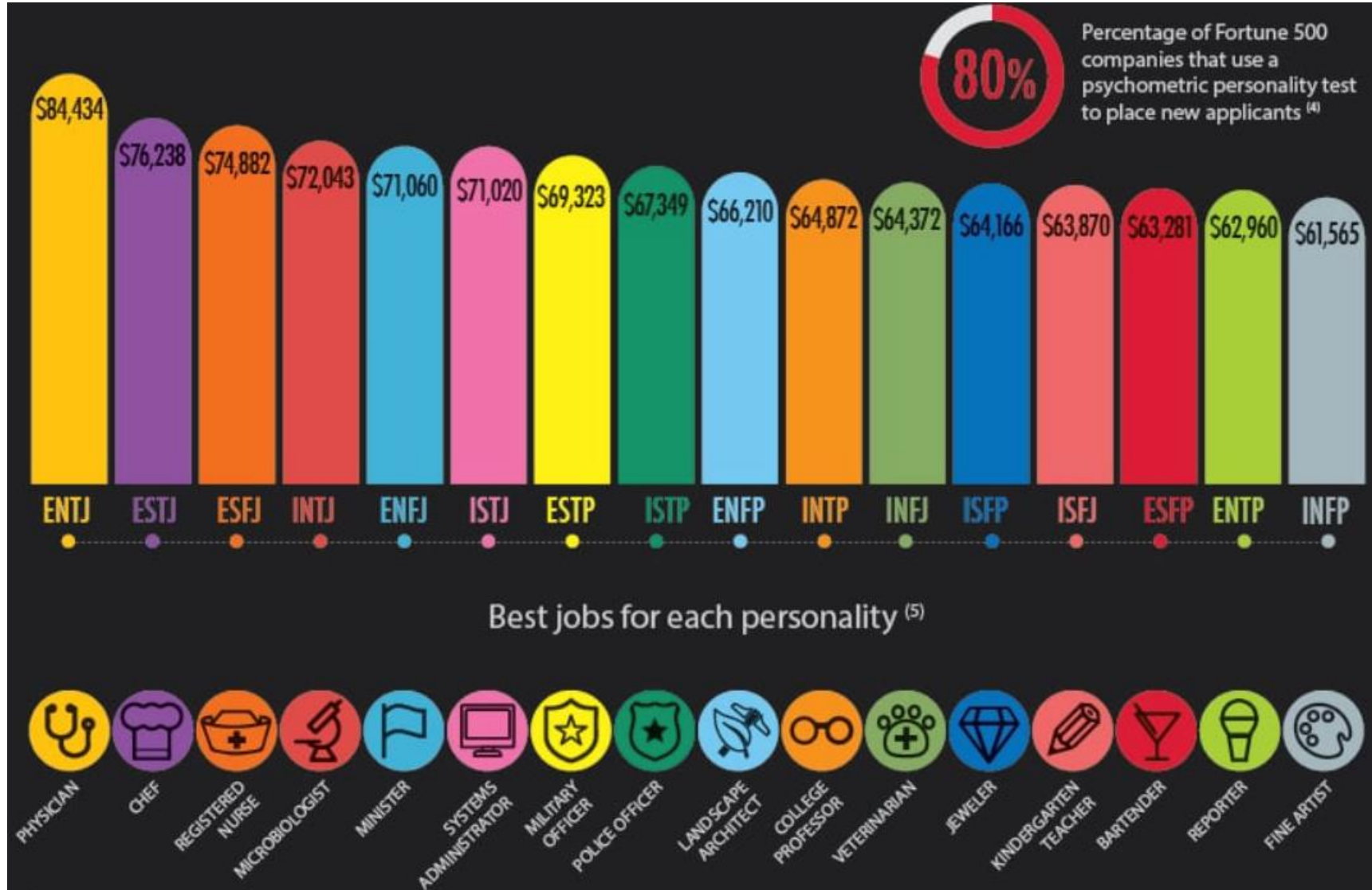


NATALIE PORTMAN

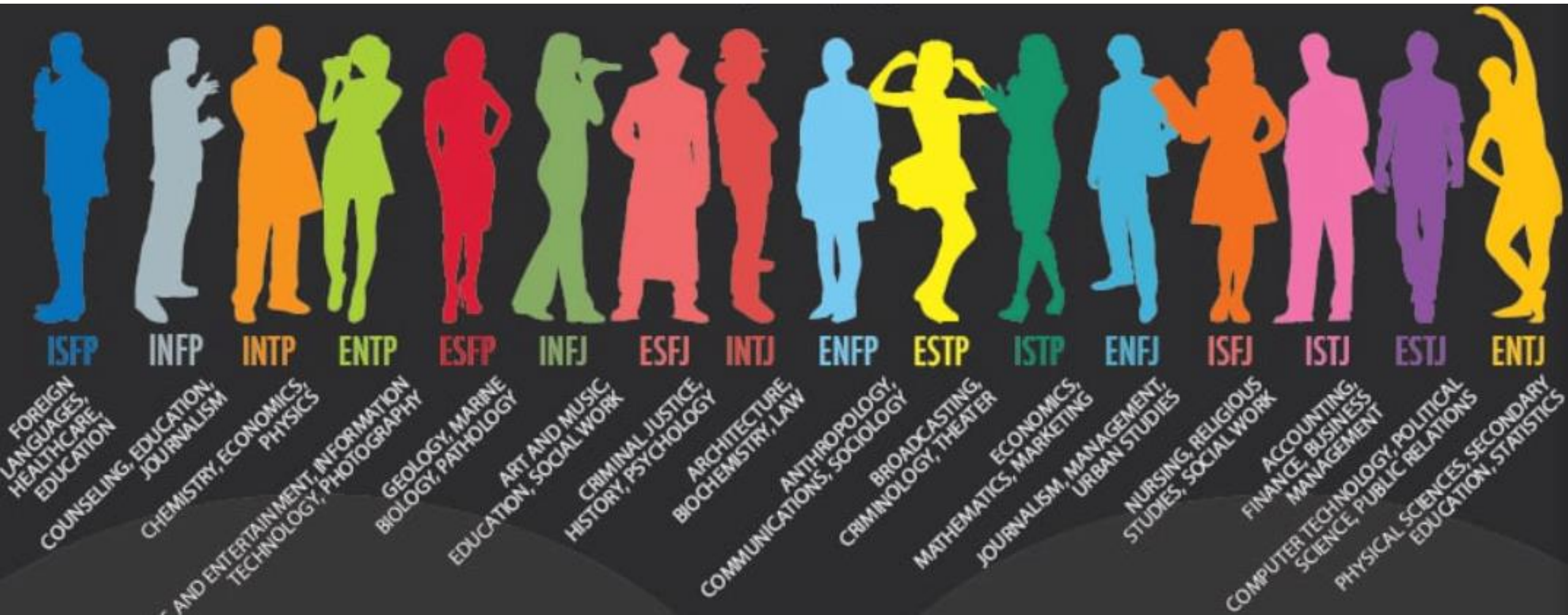


SEAN CONNERY

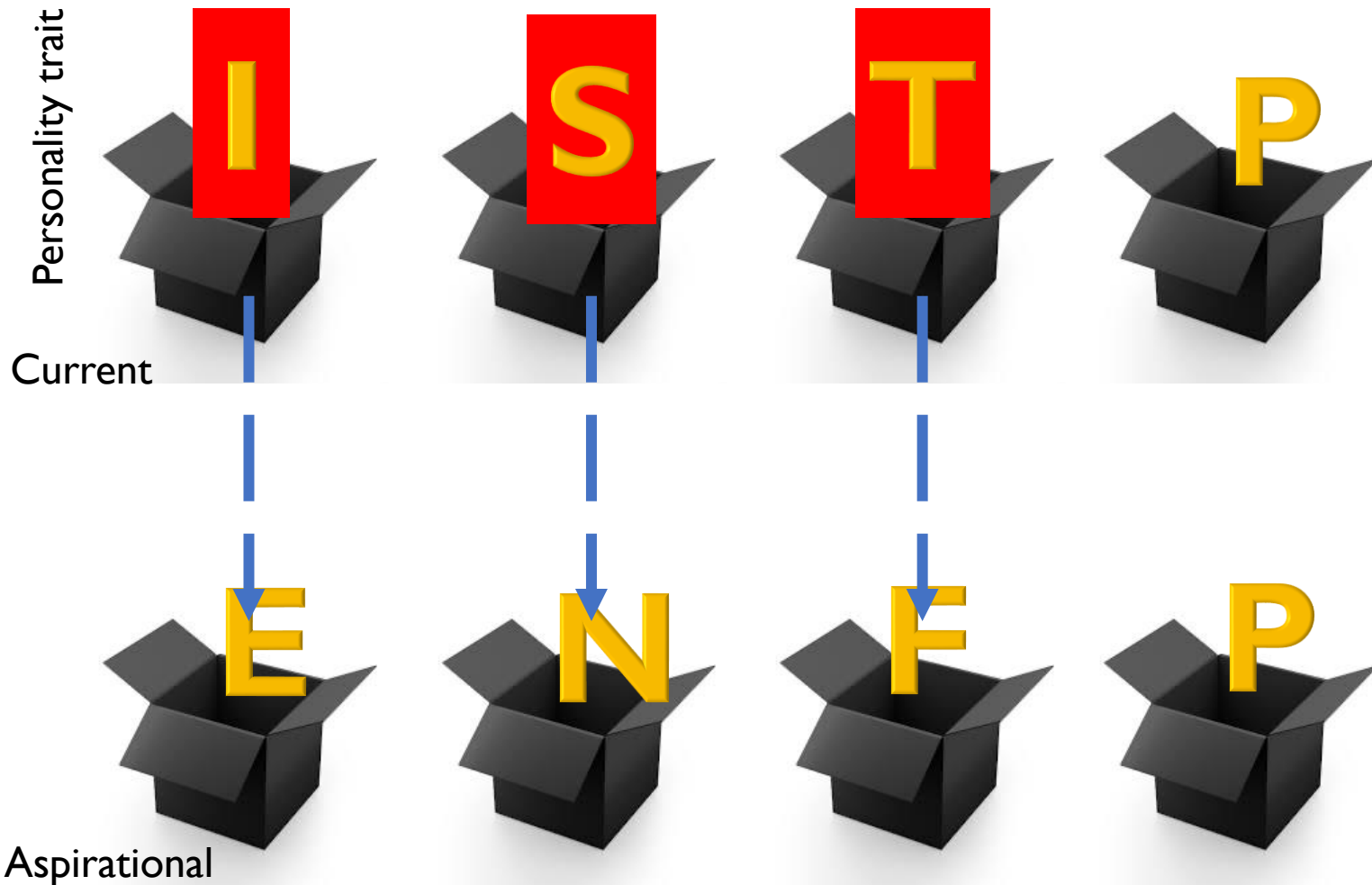
Helping to Identify Strengths, Talents – What is your personality type



Helping to Identify Strengths, Talents – What is your personality type



Create your development plan – Based on gaps in personality type and job type



Analysts

Intuitive (N) and Thinking (T) personality types, known for their rationality, impartiality, and intellectual excellence.

Architect

INTJ

Logician

INTP

Commander

ENTJ

Debater

ENTP

Diplomats

Intuitive (N) and Feeling (F) personality types, known for their empathy, diplomatic skills, and passionate idealism.

Advocate

INFJ

Mediator

INFP

Protagonist

ENFJ

Campaigner

ENFP

Sentinels

Observant (S) and Judging (J) personality types, known for their practicality and focus on order, security, and stability.

Logistician

ISTJ

Defender

ISFJ

Executive

ESTJ

Consul

ESFJ

Explorers

Observant (S) and Prospecting (P) personality types, known for their spontaneity, ingenuity, and flexibility.

Virtuoso

ISTP

Adventurer

ISFP

Entrepreneur

ESTP

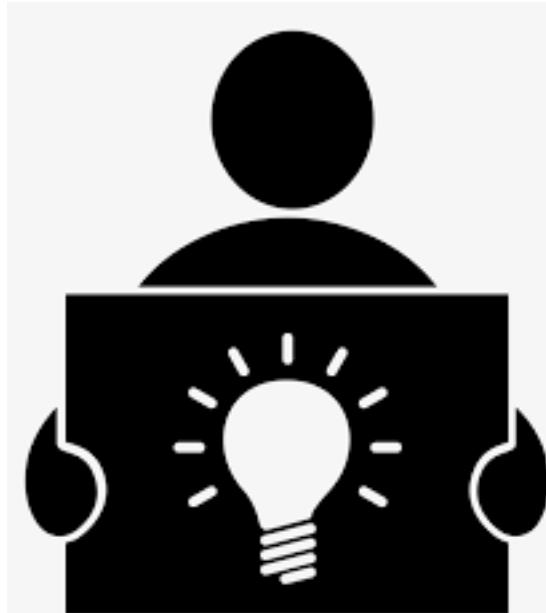
Entertainer

ESFP

Helping to Identify Strengths, Talents – Video on how Talents & Passion its related to one's Purpose



Please see learner guide for information



Reflection – Core Talents

What gifts can people count on me for ?

When I am making a difference/creating value, my talents that “show up” are ?

Other people consistently tell me , I make a difference by ?

When I am working with others, and we are most energized and engaged, I am contributing

I am passionate about contributing ...

My Core Talents, the gifts that make a difference are

.....

Once you have answered the questions, fill the ‘Talents’ in the Miro link under your name

https://miro.com/welcomeonboard/dzJxaHIZbXM0U1hERjZTc3dHVGdEcIJ3NEIVWHVDNIYxMG9aYUR4aXIKcUIPZIZxd3RQS2h4WHikaGwxOEZ1b3wzMDc0NDU3MzUzMDI4NDg4NTk0?invite_link_id=757537087457

Reflection – Core Values

What has your life taught you about what is precious and valuable ?

What have the trauma and losses in your life taught you about what is important ?

What have the privileges of life taught you about what is of value ?

What is worth risking your life for ?

‘This’ Gives me greatest meaning in life for work

My Core values, the principle that I stand for are

.....

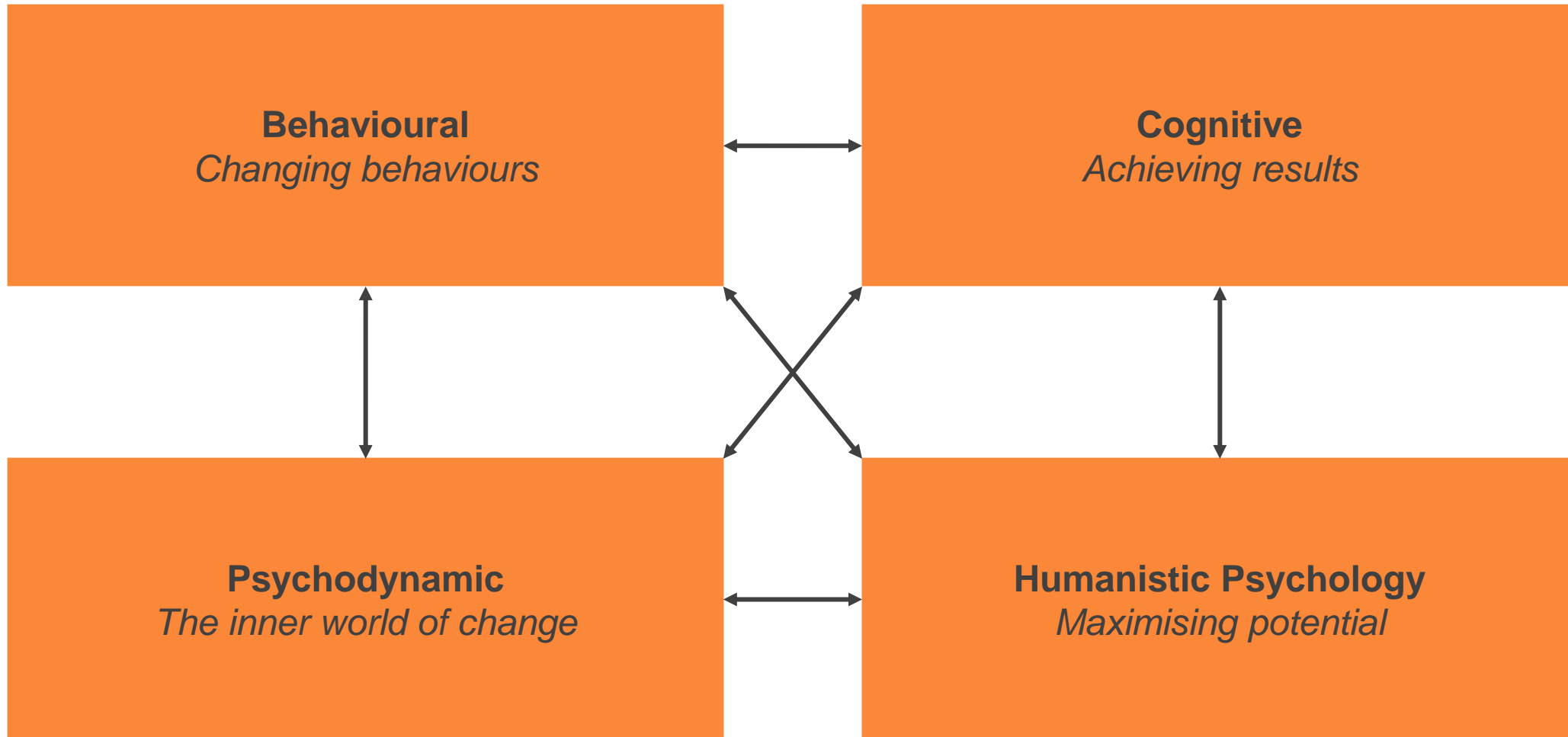
Once you have answered the questions, fill the ‘Values’ in the Miro link under your name

https://miro.com/welcomeonboard/dzJxaHIZbXM0U1hERjZTc3dHVGVdEcIJ3NEIVWHVDNIYxMG9aYUR4aXIKcUIPZIZxd3RQS2h4WHikaGwxOEZ1b3wzMDc0NDU3MzUzMDI4NDg4NTk0?invite_link_id=757537087457

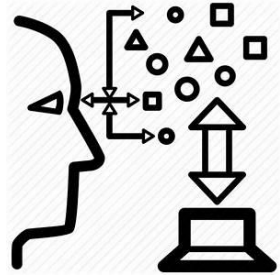
Helping to Identify Purpose



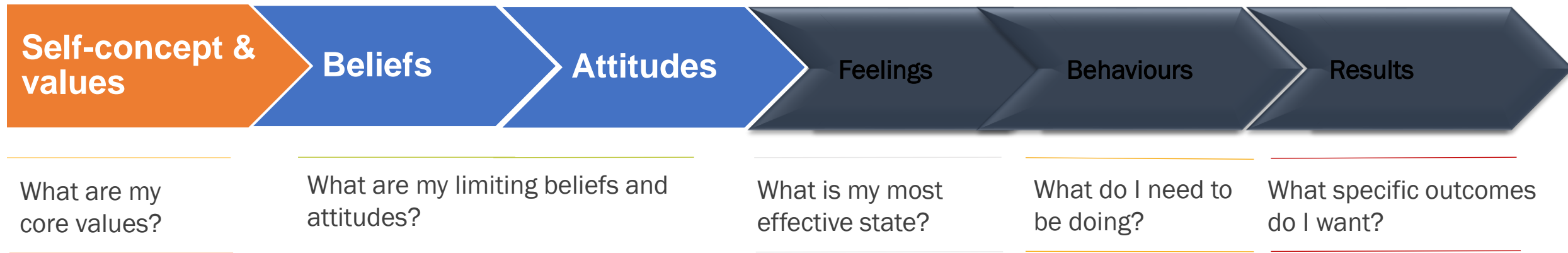
Finding Purpose : four Approaches to Individual Journey



Personal Values to Results

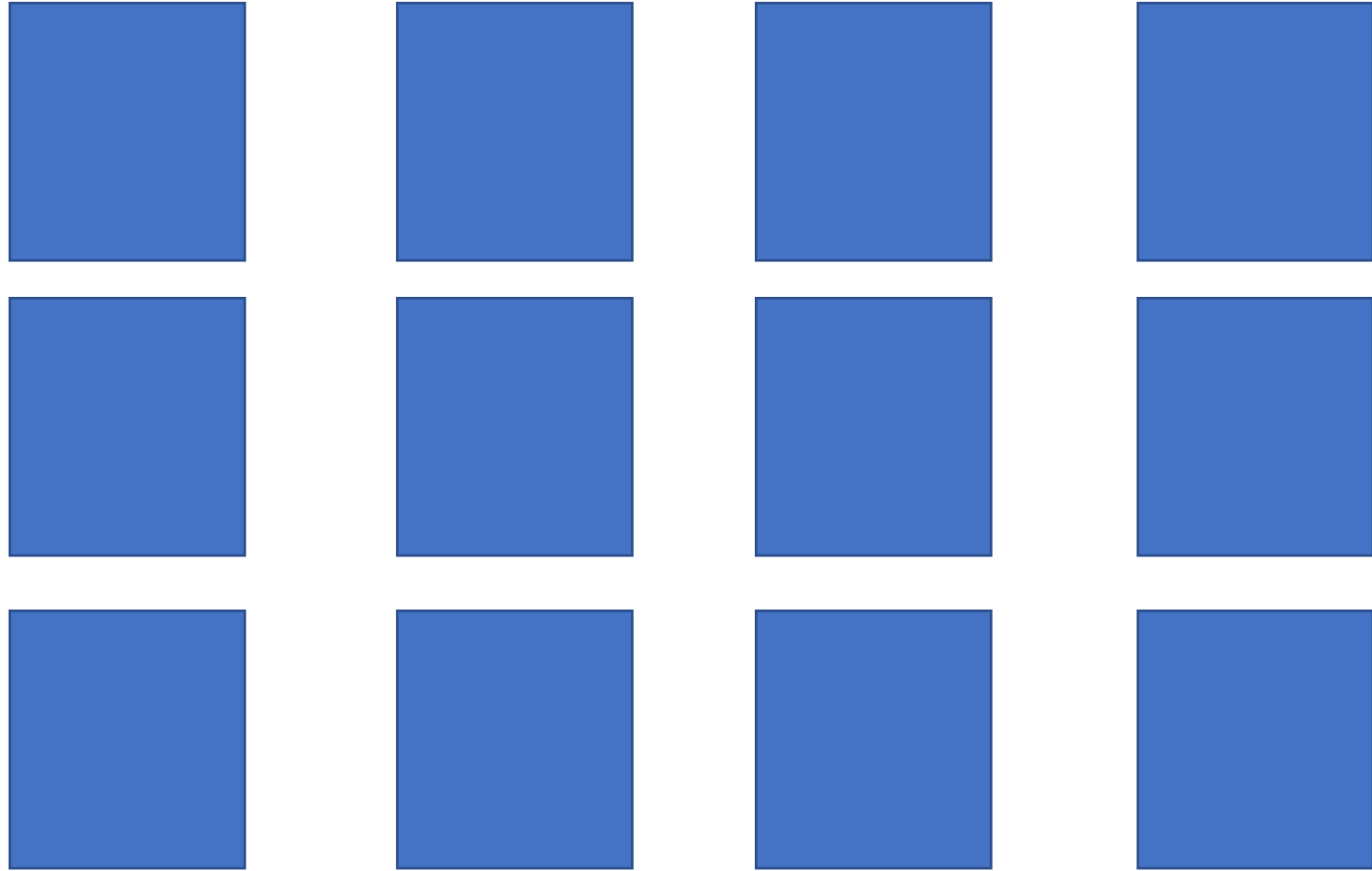


'The clearer the goal, the greater the likelihood of achievement.'



'If you keep on doing what you are doing you'll keep getting what you get' Anon

Recap



Session 3 Agenda

- Key Factors that Promote Team Development
- Co-creation of Growth and Development Plans For Others
- Setting Teams Up for Success

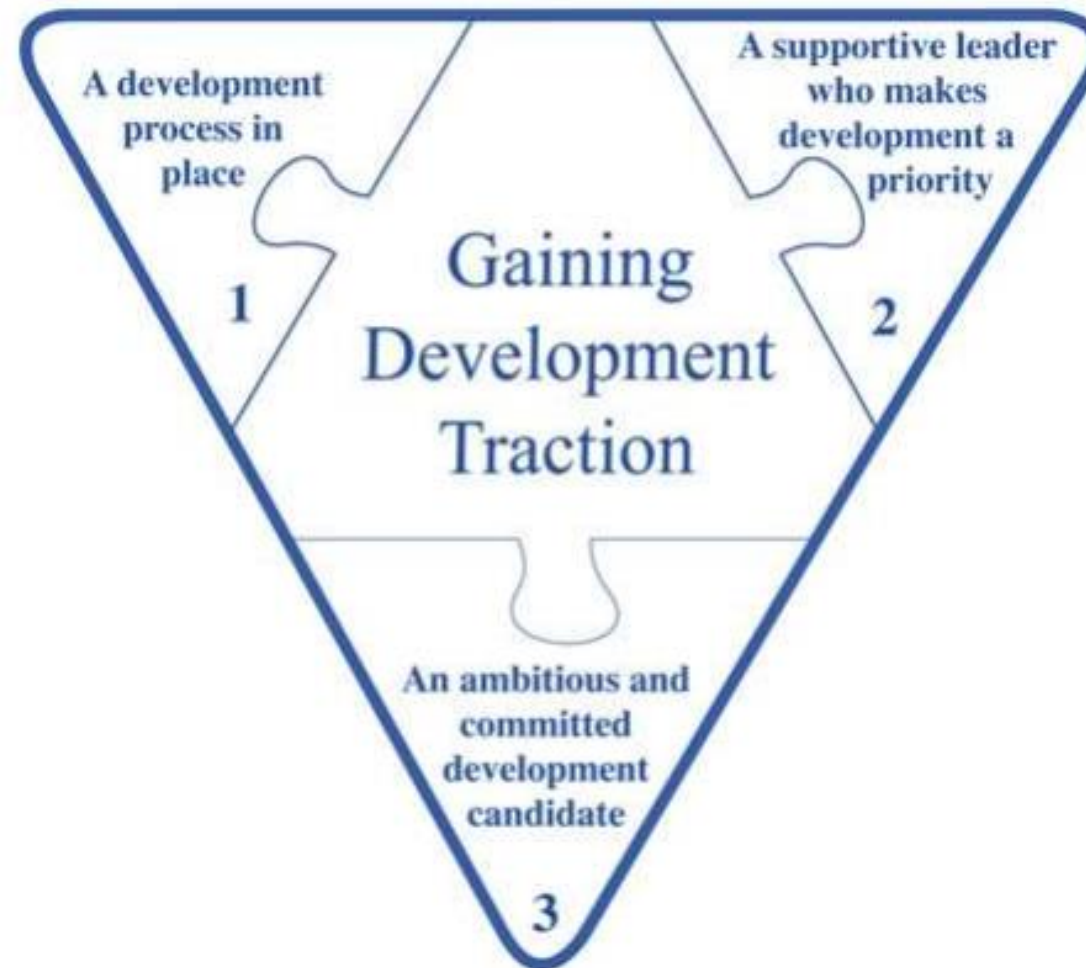


How to Support bringing forth leadership behaviors



Leadership Development Series: Develop Others

Developing others : Tips & Suggestions



Leadership Development Series: Develop Others

Leadership at Every Level : The Power of Leadership Engagement

Old Paradigm

New Paradigm

MANAGE TIME

MANAGE

MANAGE ENERGY

LIFE IS A MARATHON

LIFE

LIFE IS A SERIES OF SPRINTS

REWARDS FUEL PERFORMANCE

PERFORMANCE

**PURPOSE FUELS
PERFORMANCE**

SELF-DISCIPLINE RULES

RULES

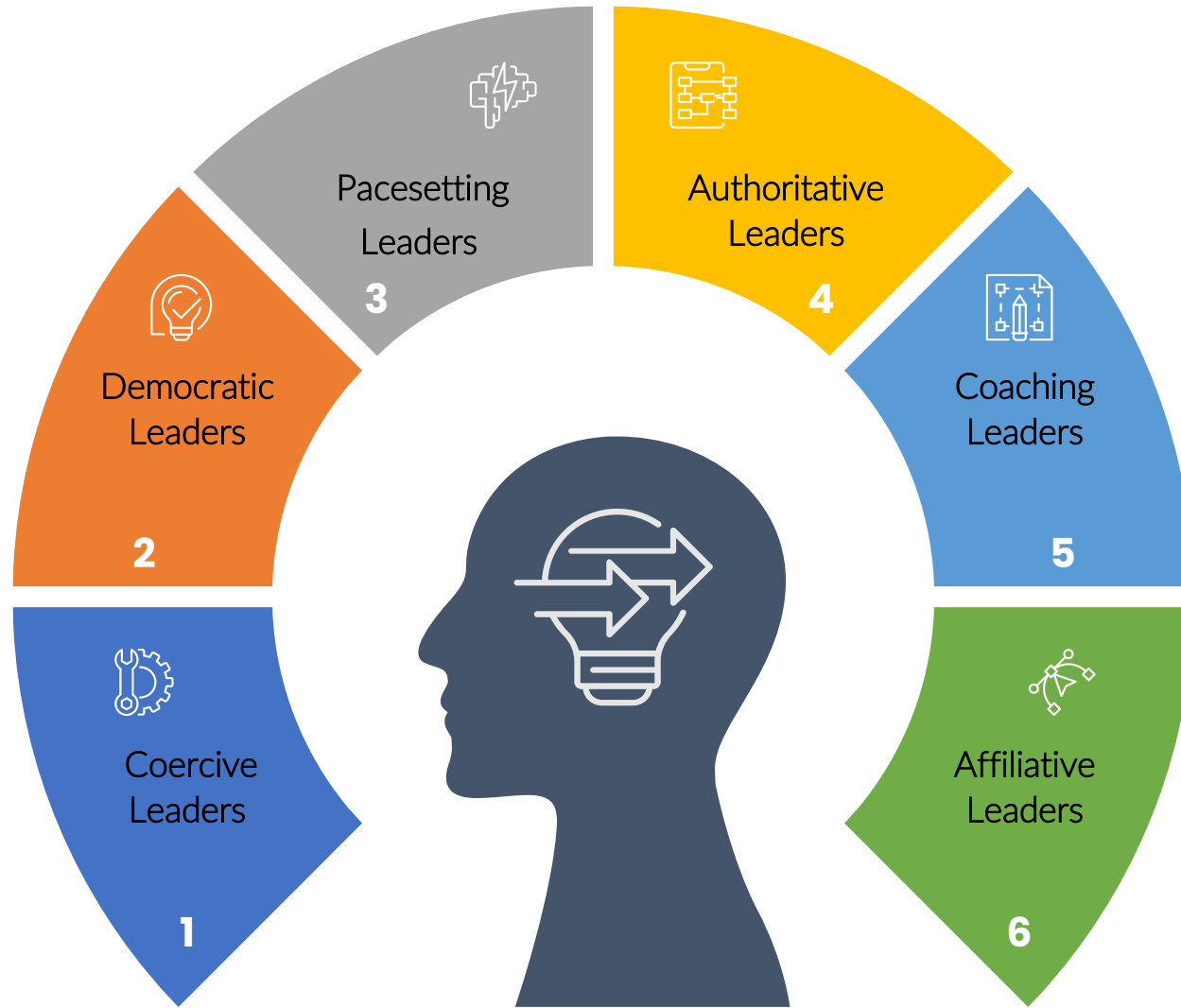
RITUALS RULES

**THE POWER OF POSITIVE
THINKING**

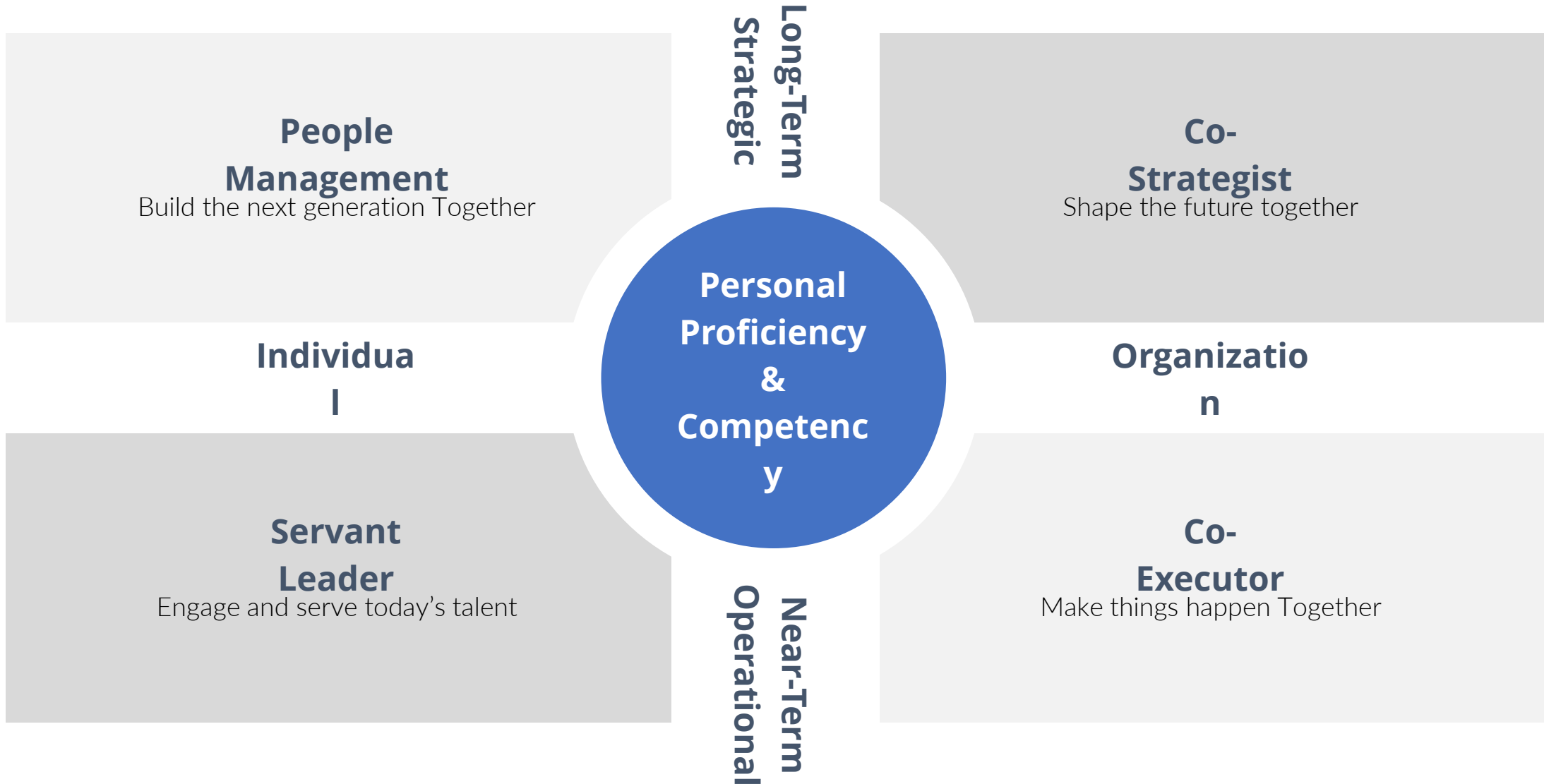
POWER

**The Power of
Engagement**

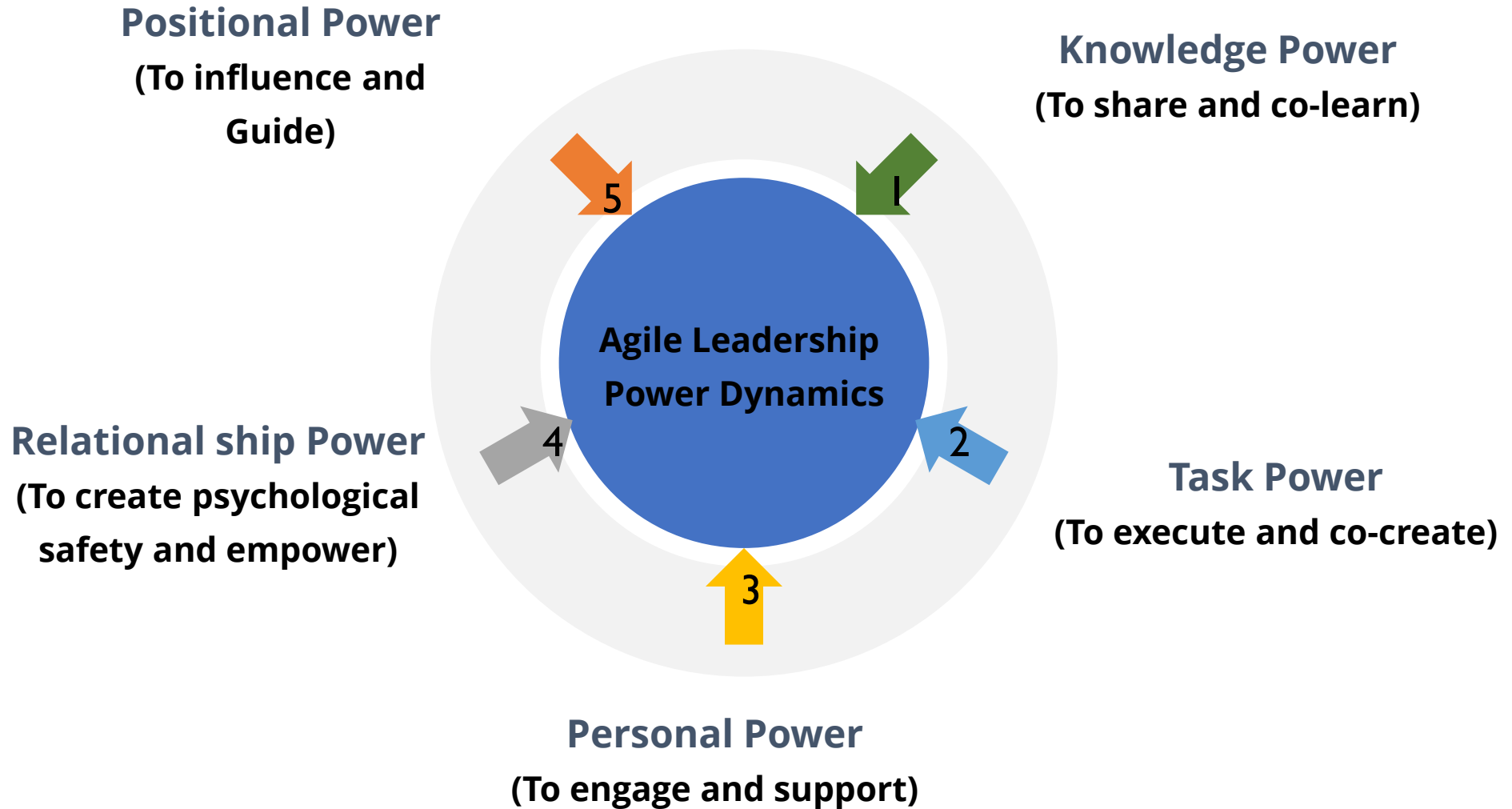
Leadership at Every Level : Six Style of Leaders



The Agile Leadership Code – 5 Power Rules For Agile Leaders



Agile Leadership 5 Power Dynamics



Seven Leadership Powers

1 **Connection power**

3 **Referent power**

5 **Coercive power**

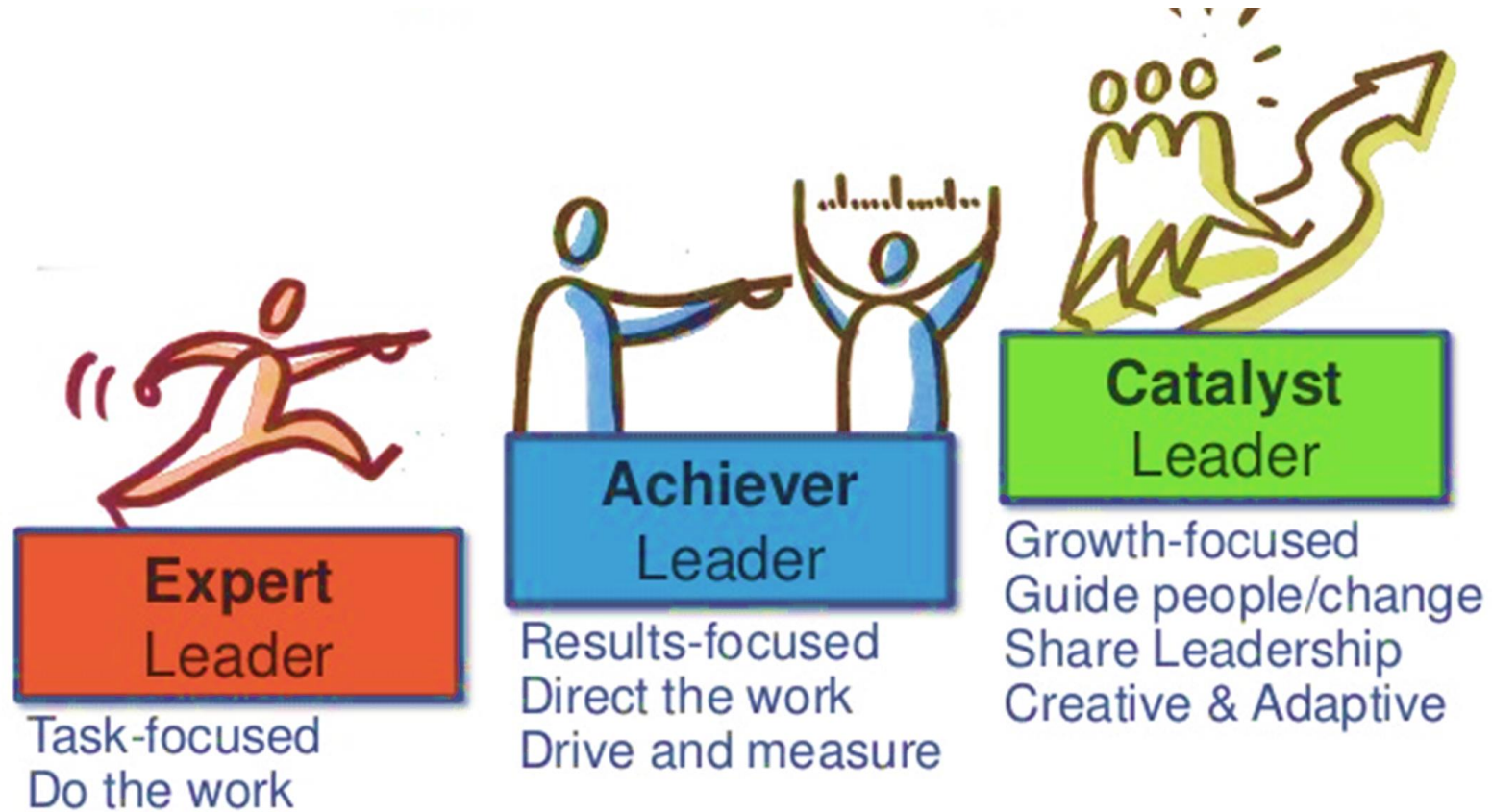
2 **Information power**

4 **Legitimate power**

6 **Expert power**

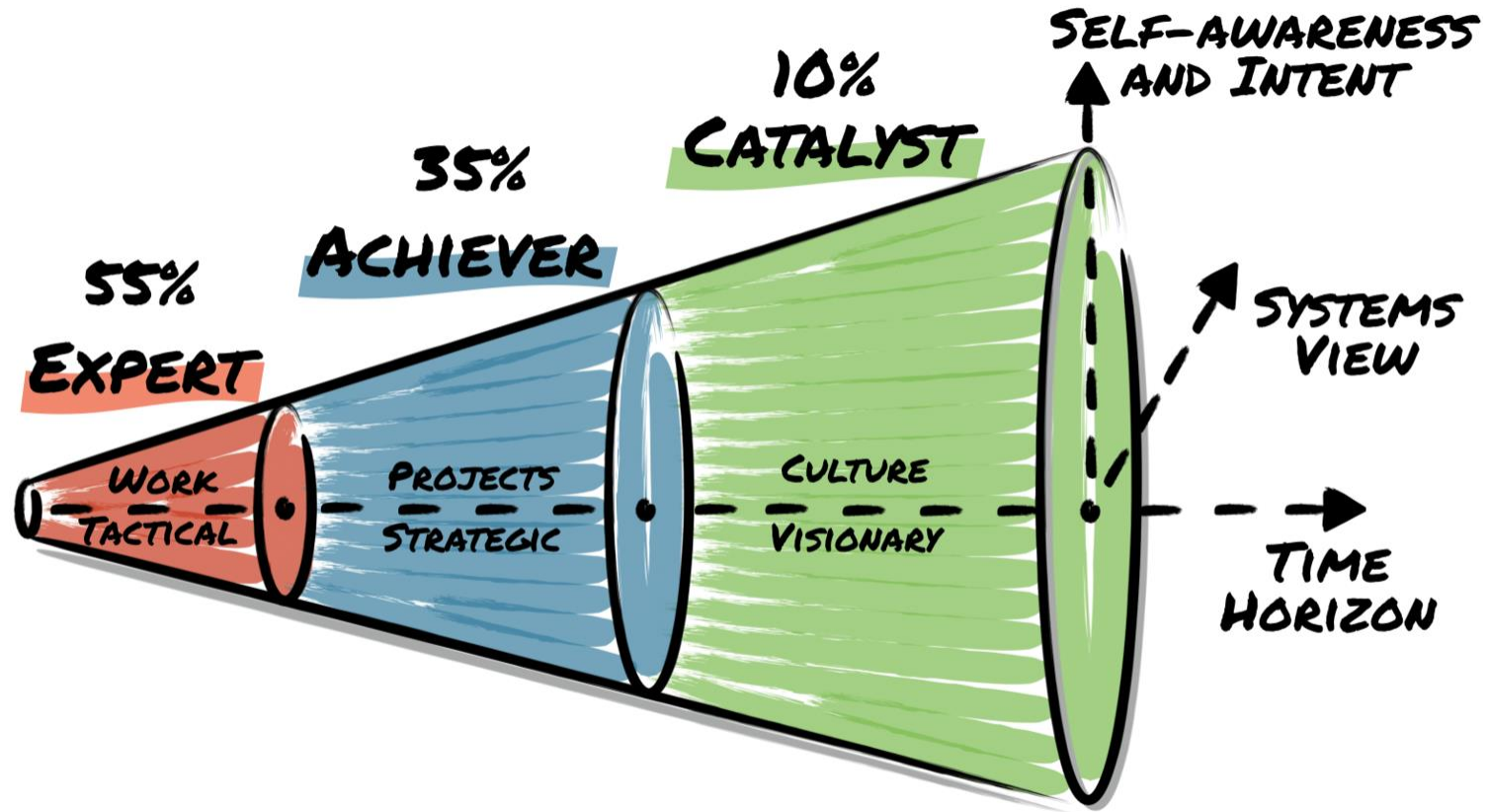
7 **Reward power**

Leadership Agility



Based on *Leadership Agility* by Bill Joiner & Stephen Josephs

Leadership Agility Maturity Journey



Meaning of Self-Awareness & Self-Management for Leaders

Self-awareness

Emotional awareness,
accurate self-assessment,
self-confidence

Self-management

Self-control,
trustworthiness,
conscientiousness,
adaptability, achievement
orientation, initiative

Social awareness

Empathy, organizational
awareness, service
orientation

Social skills

Developing others, leadership,
influence, communication,
change catalyst, conflict
management, building bonds,
teamwork and collaboration



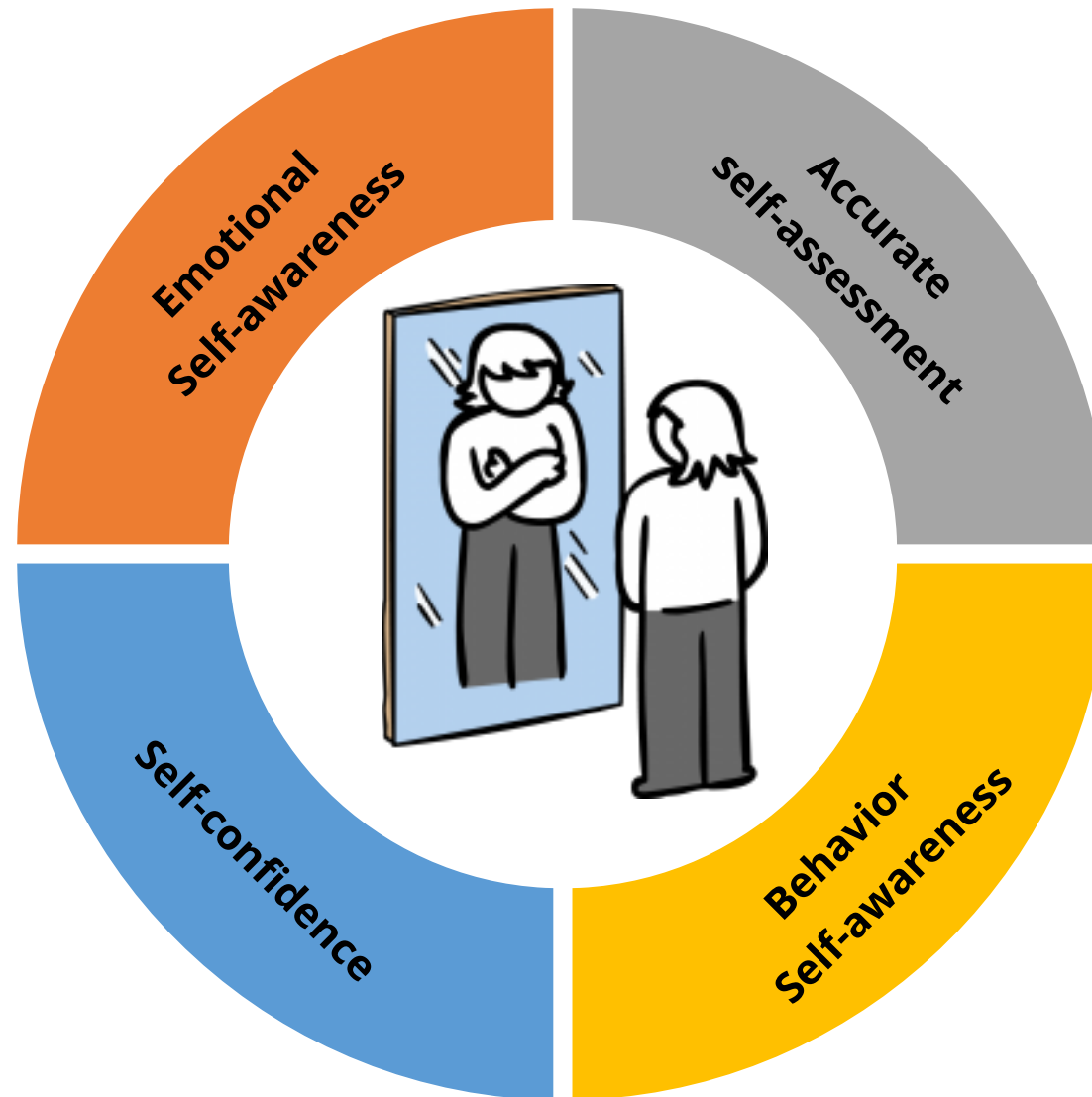
Exercise – Emotional Quotient

Take the quiz

- <https://www.mindtools.com/pages/article/ei-quiz.htm>

Goal - What action can you take today to improve your emotional intelligence?

Journey of Self-Awareness for Leaders



Adapted from Daniel Goleman

Brand (Your name)



Attribute 1

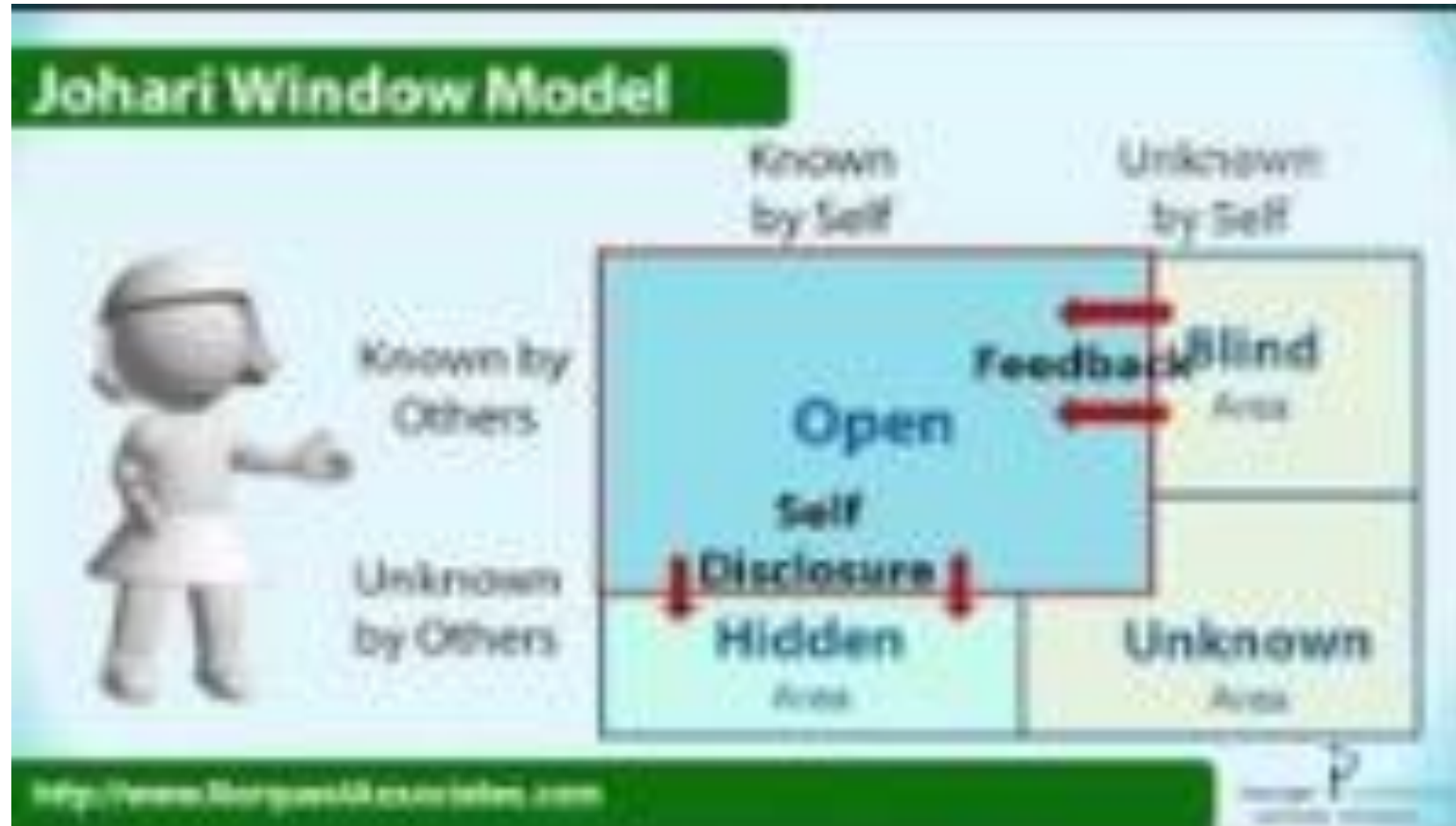


Attribute 2



Attribute 3

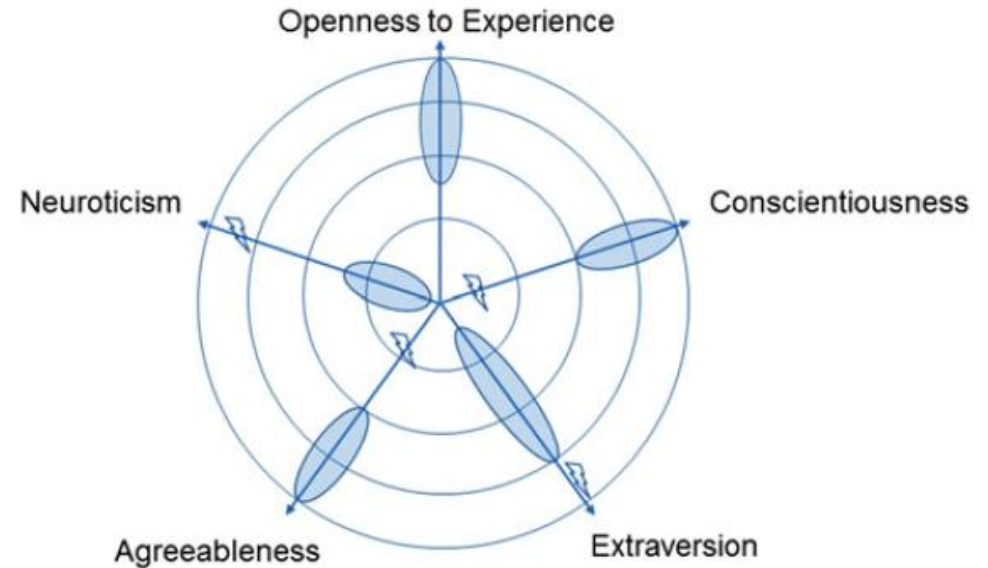
Johari window - Self-Awareness for Leaders



Five Factors Model – Personality Test - Self-Awareness for Leaders

The big five personality traits are the best accepted and most commonly used model of personality in academic psychology.

Using a technique called factor analysis researchers can look at the responses of people to hundreds of personality items and ask the question "what is the best way to summarize an individual?".



<https://openpsychometrics.org/tests/IPIP-BFFM/>

Journey of Self-Management for Leaders

Self-control

The ability to keep disruptive emotions and impulses under control.

Trustworthiness

A consistent display of honesty and integrity.

Conscientiousness

The ability to manage yourself and your responsibilities.

Adaptability

Skill at adjusting to changing situations and overcoming obstacles

Achievement orientation

The drive to meet an internal standard of excellence.

Initiative

A readiness to seize opportunities.



Providing Feedback and Having Difficult Conversations : Communication Steps for Agile Leaders



Providing Feedback and Having Difficult Conversations :

What is Difficult Conversation?



A Difficult Conversation Is **“Anything You Find It Hard to Talk About”**

Role Play exercise : What you will do?



One of the senior engineers at your company, an old friend, has become a liability. Management has picked you to fire him.



The Dilemma: Avoid or Confront??

It Seems There Is No Good Path



What to do now?

HOW TO CRAFTING THE TALK



CANDID technique

talk



What we can do

Compartmentalize
the message to
create a neutral
opening.

Connect with individuals

Eye contact

It goes a long way!

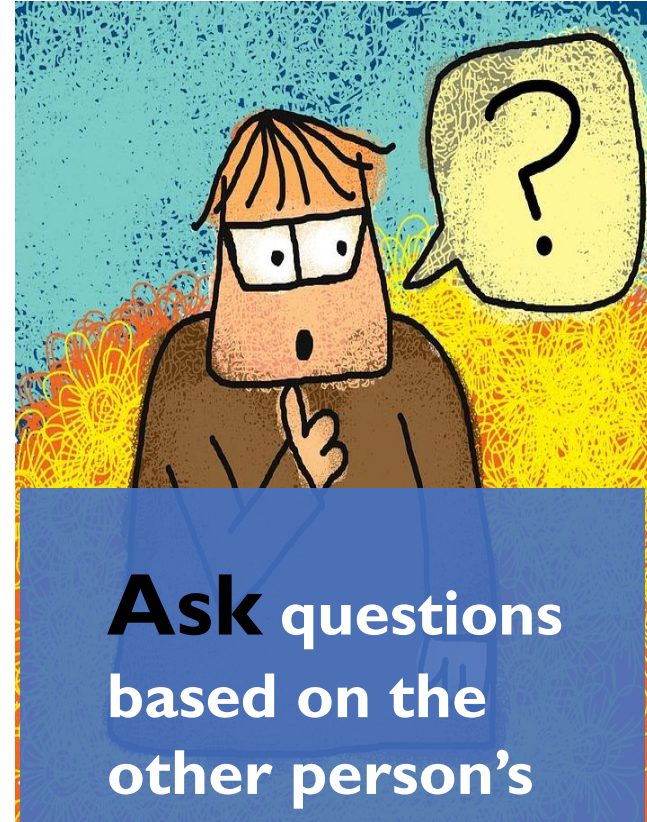
Smile

Talk in

Confidence

Describe

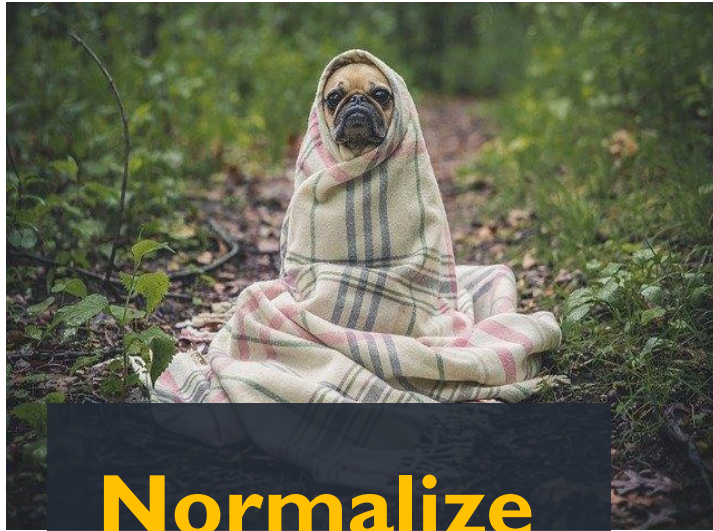
Be open and neutral



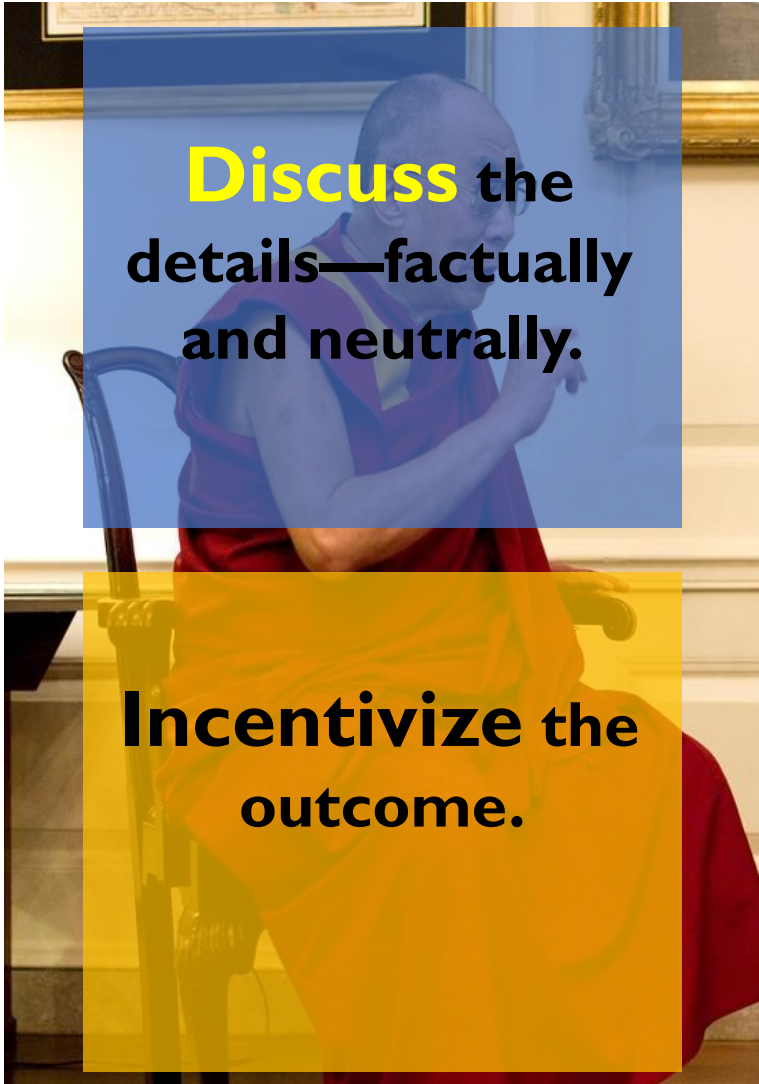
Ask questions
based on the
other person's
response.



What we can do



Normalize
the situation.

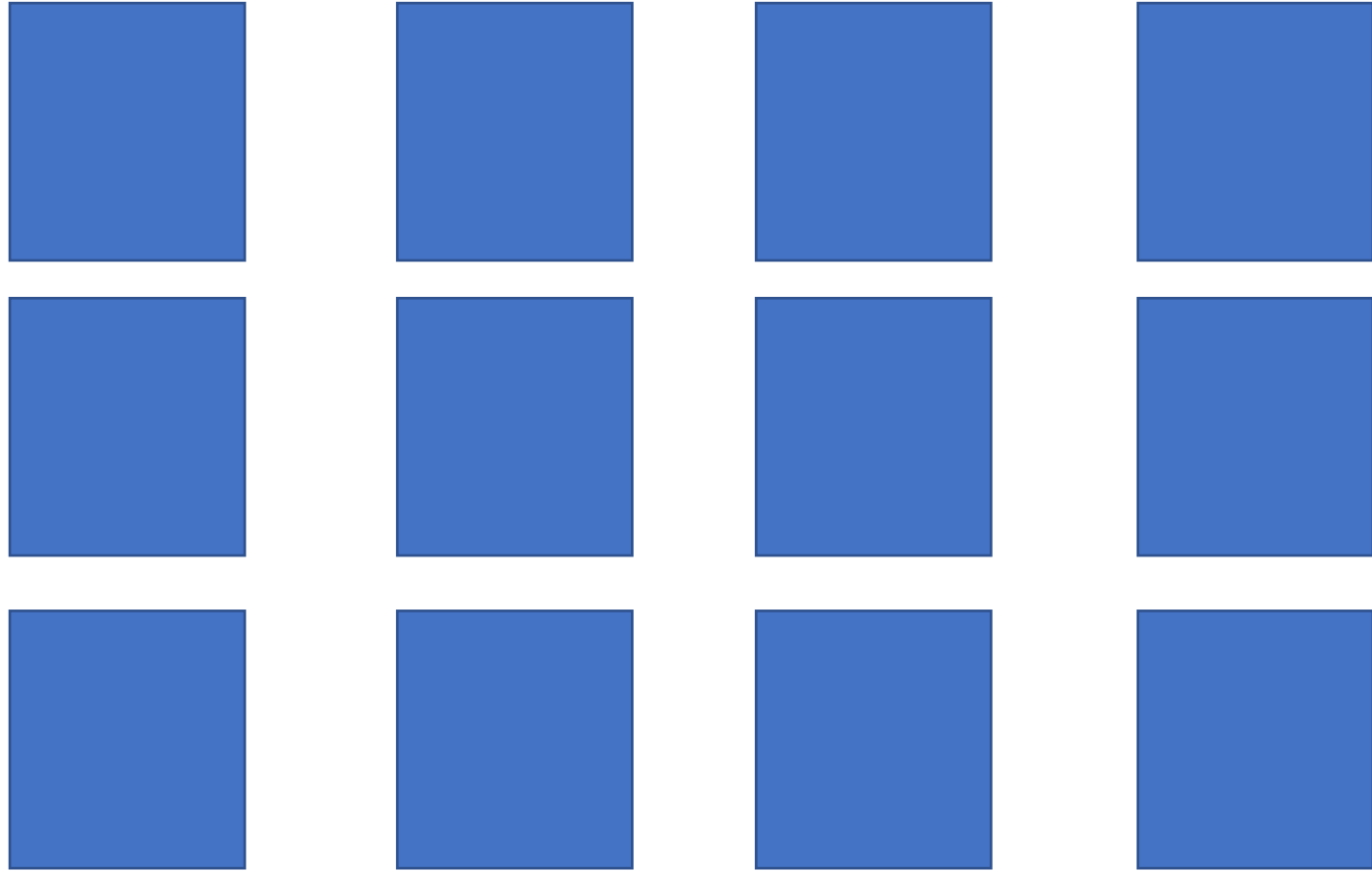


Discuss the
details—factually
and neutrally.

Incentivize the
outcome.

Disengage
from the
discussion.

Recap



Session 4 Agenda

- Key Factors that Promote Team Development
- Co-creation of Growth and Development Plans For Others
- Setting Teams Up for Success
- Honoring Diverse Experiences, Knowledge, and Backgrounds



The Impact of Self-Organization on Team Development - Self organizing teams



1938 - Chester Barnard, had argued that: “Organizations are cooperative systems, not the products of mechanical engineering.

In **1943 - Abraham Maslow** mentions “Self-Actualization” is the top needs of human. In **2009** the book: “**Drive: The Surprising Truth About What Motivates Us**” - **Daniel Pink** shared about Motivation 3.0.

In **1986** - Self-Organization was mentioned as the main element for the team can be a success in “**New new product development game**” - **Hiroataka Takeuchi & Ikujiro Nonaka**.

The Impact of Self-Organization on Team Development - Self organizing teams

Self organizing teams

Why

To make sure to avoid the waste from the hierarchy of traditional management

How

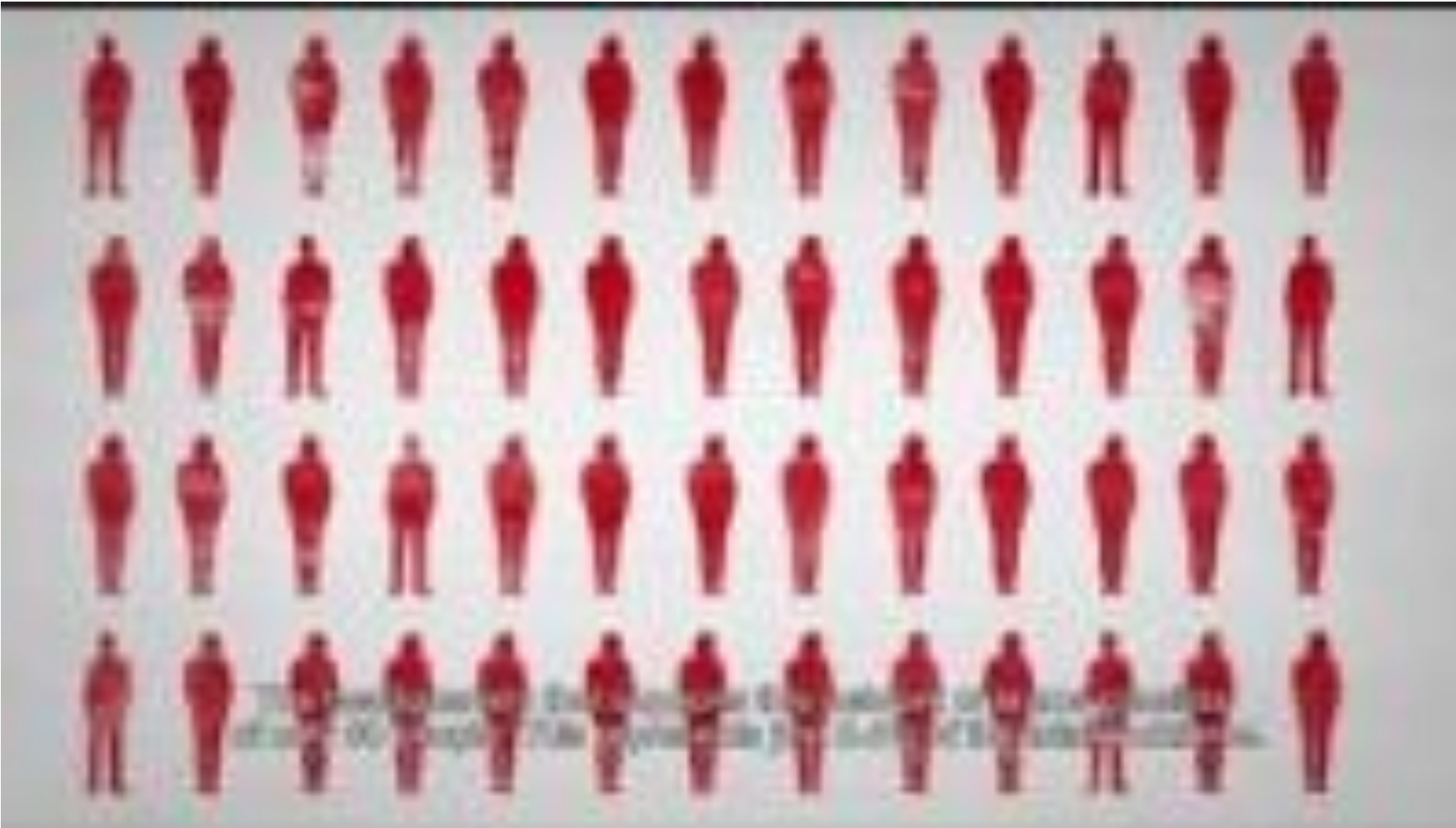
“Scrum Teams are self-organizing and cross-functional. Self-organizing teams choose how best to accomplish their work, rather than being directed by others outside the team”

What does it mean to organisation

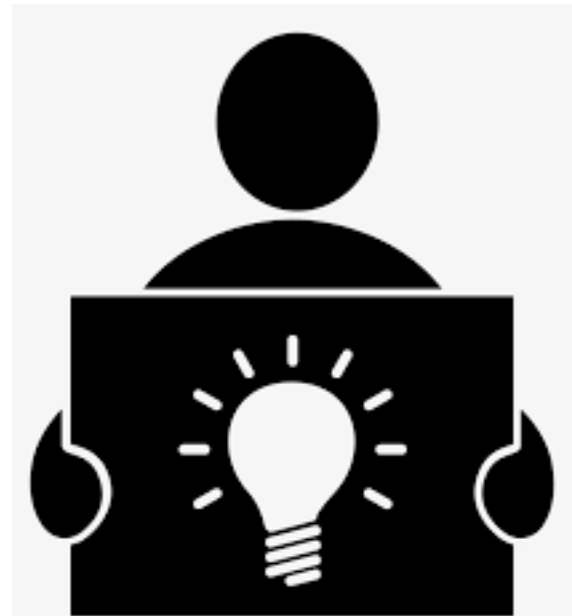
- To be able to quickly solve the internal problems that need to be done in the product development process.
- Increase ability to self-learn and adapt, so that we can determine how to deliver quickly and properly the product value that users expect.



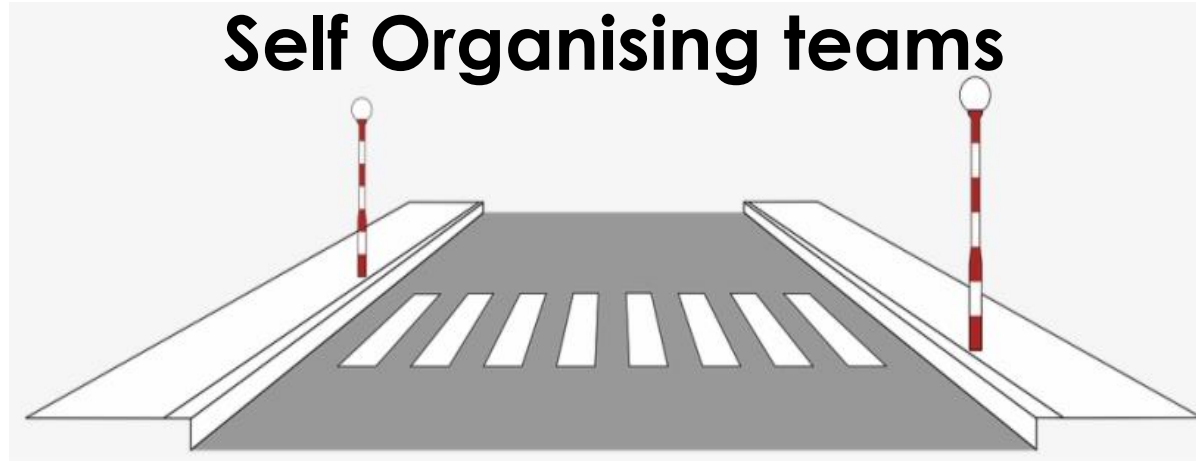
Activity - Self organizing teams



Please see learner
guide for
information



Self Selection



Dynamic reteaming

- High transparency
- Person-centred
- Managers arrange self-selection events
- Team members trade places , later tell managers

- Low transparency
- Managers put people on teams
 - Managers tap into people's interests and talents
- Managers trade people and later tell people

Self organizing teams

**Decision-making
authority & ownership**

When the team knows they have direct influence on the impact that is being made. This leads to members taking ownership and being more accountable.

**Teamwork &
collaboration**

Teamwork is a big part of the process, as they're not going to achieve much working as individuals, self organisation encourages multi-directional collaboration

Trust & respect

All members will communicate freely, talk about the issues, and help each other in order to achieve a common goal , thus enhances team productivity

1. Self –selection

A facilitated process of letting people self-organise into small, cross-functional teams.

WHY

*Happier,
more
stable
teams*

From the data we collected we know that self-selected teams are:

- More stable
- Happier
- More productive
- More motivated

Self-selection honours the principles of trusting people to be responsible adults who can solve complex problems and organise in a way that's best for the organisation and themselves.

HOW

Organise an event where everyone gets together and chooses which team they want to work in.

*Run a
self-
selection
event*

WHAT IF

- No one wants to work in a particular area?
- Everyone wants to work on a particular team?
- No one wants to work with this guy?
- People get into fights?
- They get the wrong mix of seniors and juniors?

We worried about all of those scenarios... but you know what?
None of them happened!

1. Dynamic reteaming

A dynamic process of a team changing in some ways.

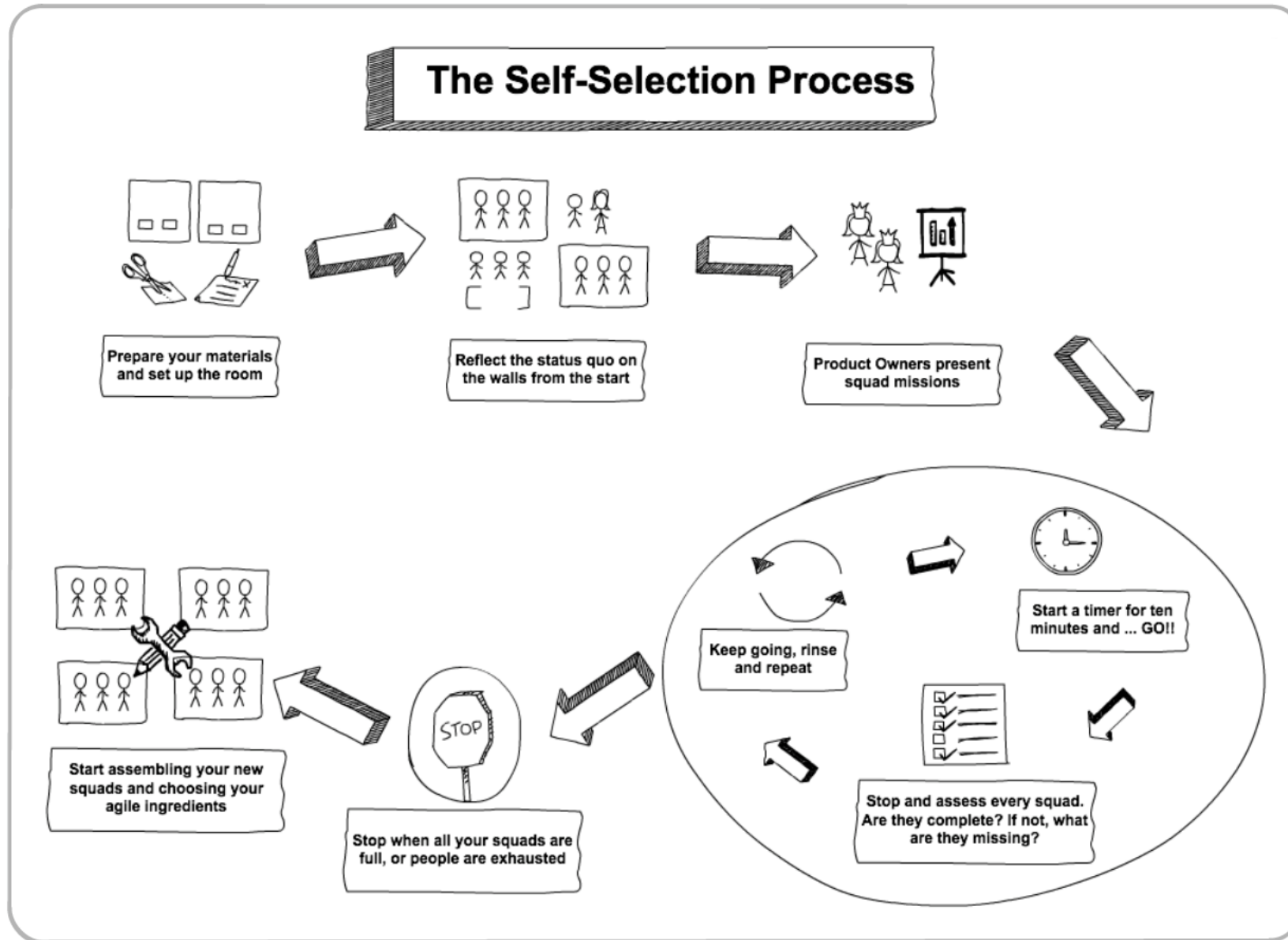
WHY

- **To Grow/Shrink**
- **For Learning/Fulfilment**
- **For Sustainability**
- **To Liberate**

HOW

- **The one-by-one pattern**
- **Grow and Split**
- **Merging**
- **Isolation**
- **Switching**

The Impact of Self-Organization on Team Development - Self selection process



The Impact of the Environment on Team Development

Remote agile ceremonies come with unique challenges.

Ceremony	Objectives	Challenges for remote teams	Solutions
Daily scrum	<ul style="list-style-type: none">● Share progress● Identify impediments● Plan for the day ahead	<ul style="list-style-type: none">● Team members switch to problem solving and stand-ups become unstructured conversations	<ul style="list-style-type: none">● Use video to encourage teams engaged and focused● Extend meetings from 15 to 30 minutes, with the second half blocked for problem solving
Sprint planning	<ul style="list-style-type: none">● Agree on goals and scope of commitment● Split up the work	<ul style="list-style-type: none">● Decentralization is a barrier for dynamic communication	<ul style="list-style-type: none">● Break longer meetings into two—one to discuss stories and the other agree on refined stories● Encourage prep work ahead of time, and agree on what can be done offline
Backlog refinement	<ul style="list-style-type: none">● Update and refine backlog● Define plan to mitigate impediments	<ul style="list-style-type: none">● Difficult to drive complex problem-solving with content-heavy whiteboarding● Difficult to align a large group	<ul style="list-style-type: none">● Ensure access and familiarity with whiteboarding or collaboration tools and document information in real time so team members can follow along● Host smaller sessions with functionally aligned groups and then share progress with the larger group
Sprint review	<ul style="list-style-type: none">● Celebrate accomplishments● Collect feedback	<ul style="list-style-type: none">● Demonstrations without face-to-face conversations and energy might devolve into status updates● Presentation issues while sharing content	<ul style="list-style-type: none">● Make it as vibrant and engaging as possible for stakeholders, without generating additional work (eg, share videos of customer interviews, etc.)● Keep presentation content crisp and concise; integrate content to one place, with one person
Sprint retrospective	<ul style="list-style-type: none">● Reflect on team interaction● Identify opportunities to improve working style	<ul style="list-style-type: none">● Video might affect the perception of safe environment for retrospective conversations	<ul style="list-style-type: none">● Use anonymous digital tools and make sure team members know about it● Let team members pick video or audio interaction mode

The Impact of the Environment on Team Development

Agile teams traditionally excel when their members are co-located. Here's how to ensure they're effective now that COVID-19 has forced them to work remotely.

Experience of remote work, % of respondents

80%

said they would have better relationships with more frequent team communications

43%

said that more face time would help them develop deeper relationships with team members

52%

said didn't feel as though they were treated equally by their colleagues

84%

said that workplace challenges or concerns dragged on for a few days or more

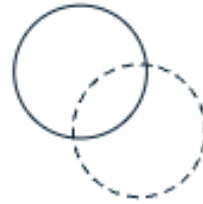
41%

believed that colleagues said bad things behind their backs vs 31% of co-located workers

Source: *Harvard Business Review*; Workplace Trends; Zoltán Lippényi and Tanja van der Lippe, "Co-workers working from home and individual and team performance," *New Technology, Work and Employment*, March 2020, Volume 35, Issue 1, pp. 60–79

The Impact of the Environment on Team Development : Approaches

Various approaches can help teams engage customers and external stakeholders.



Challenges

Engaging purposefully

Providing transparency

Effective collaboration

Tools

- Virtual sessions to continue to engage and solicit feedback from individual customers, focus groups, suppliers, partners, and other stakeholders
- Proactive sprint demos
- Offering specialized perks and services

- Emails and broadcast messaging
- Social media
- Live portals for updated health, operations, and engagement guidelines

- Rethinking customer and external stakeholder engagement model
- Simplified surveys and polls, that help provide deeper insights
- 1-1 calls with customers and partners

Encouraging Collective Ownership and Team Accountability

Reasons why teams do not show ownership & accountability



- 1 - We do not have trust within the team.**
- 2 - Team members are not aware of the team's overall progress.**
- 3 - Teams are not empowered.**
- 4 - Individuals are rewarded instead of teams.**
- 5 - Team members are split across multiple teams.**



Encouraging Collective Ownership and Team Accountability - Ownership and Team Accountability - How

1 - We do not have trust within the team.

Help team members get to know each other's histories, behaviours, and interests.

2 - Team members are not aware of the team's overall progress.

make information transparent (Scrum board) , Shared Accountability with 'we'

3 - Teams are not empowered.

Demo empowerment, coach the manager on how to use open questions

4 - Individuals are rewarded instead of teams.

Encourage the team to focus on team outcomes

5 - Team members are split across multiple teams

Create action plans to share knowledge and skills



Encouraging Collective Ownership and Team Accountability

How to build trust within the team.

Help team members get to know each other's histories, behaviours, and interests.

Create a team activity for people to share their personal histories.

Set the example by relying on your team members.

Demonstrate curiosity. Ask open-ended questions of the team to encourage them to share their own ideas.

Be vulnerable. Ask for help. Admit mistakes. Ask for feedback. You may say, "Can you take a look at this? I might have missed something and would appreciate your perspective." By demonstrating vulnerability, you are showing others that it is okay.

Make explicit that there are a lot of unknowns with complex work. We need to have everyone's unique perspectives, knowledge, and skills in order to succeed.

The more we learn about each other, the more comfortable we get being vulnerable. We feel safe.



Encouraging Collective Ownership and Team Accountability

Team members are not aware of the team's overall progress.

We need to **make information transparent so that the team can easily discuss progress**, identify problems, and determine solutions together.

Help the team use a **visual Scrum Board** to see their progress. Reference the visual Scrum Board whenever discussing work with other team members.

Track impediments brought up by the team over time.

Understanding WIP (work-in-progress) or how much time is spent waiting on others can help a team **identify where they see waste and bottlenecks**.

Regularly bring up the **shared accountability** of creating a Done Increment.

Change the language to "we." We succeed as a team, and we fail as a team.



Encouraging Collective Ownership and Team Accountability

Teams are not empowered.

This empowerment must be demonstrated by management.

Demonstrate trust and confidence in the team. This can be directly stated as, "This sounds like a difficult decision. You are the ones closest to the work, and I trust your judgment."

Be okay when outcomes are not as expected or desired. This can often require standing up for and protecting a team when they fail. Failure (done right) is another word for learning.

Do not commit to dates or deliverables on behalf of the team. This completely undermines team ownership. Do not succumb to this pressure. Let the team own their forecasts, and appreciate the unpredictability of their work.

Individuals are rewarded instead of teams

Recognize individual behaviours that cultivate team ownership.

Consider creating a "kudos" tradition after the Daily Scrum or at the beginning of the Sprint Retrospective.

Celebrate team successes. Create a chart in your team space to visualize these successes. Make it fun and meaningful.

Coach managers to recognize team successes. It can be as simple as stopping by the team space occasionally to pass along positive feedback or to ask what the team needs.

Team members are split across multiple teams.

Create action plans to share knowledge and skills with the teams that need it in order to create a Done Increment. Yes, this will take time and effort. This will also reduce the costs and effects of context switching over time.

If we must do it, limit it. Create blocks of time that allow focus. Yes, this will limit each team's ability to plan their own work and may create some waiting times. That is the reality of accepting this impediment.

Make the waste transparent. Track the number of times a shared team member has to switch focus during a day. This factual information can help make the case to management to invest in fixing this impediment.



Encouraging Collective Ownership and Team Accountability

OKR

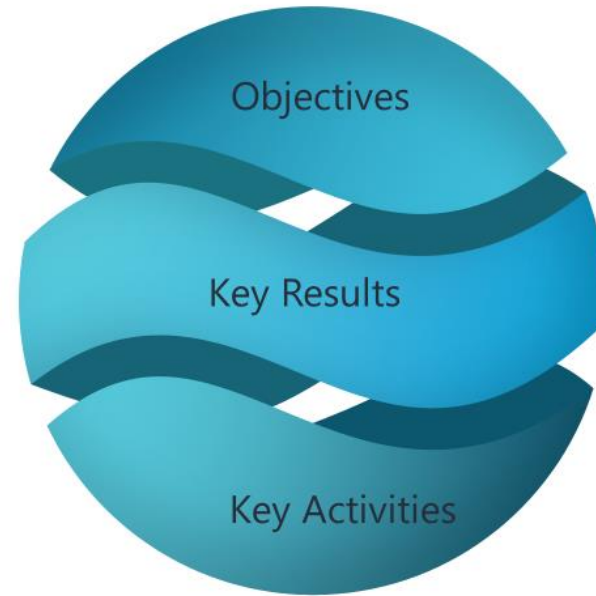
Kanban view

Objective and Key results

Basic Structure of OKR's.

Simple Formula :

We will (Objective) as measured by (this set of Key Results)



Objectives

- They are the meaningful destinations.
- *E.g. : Where do you want to go?*

Key Results

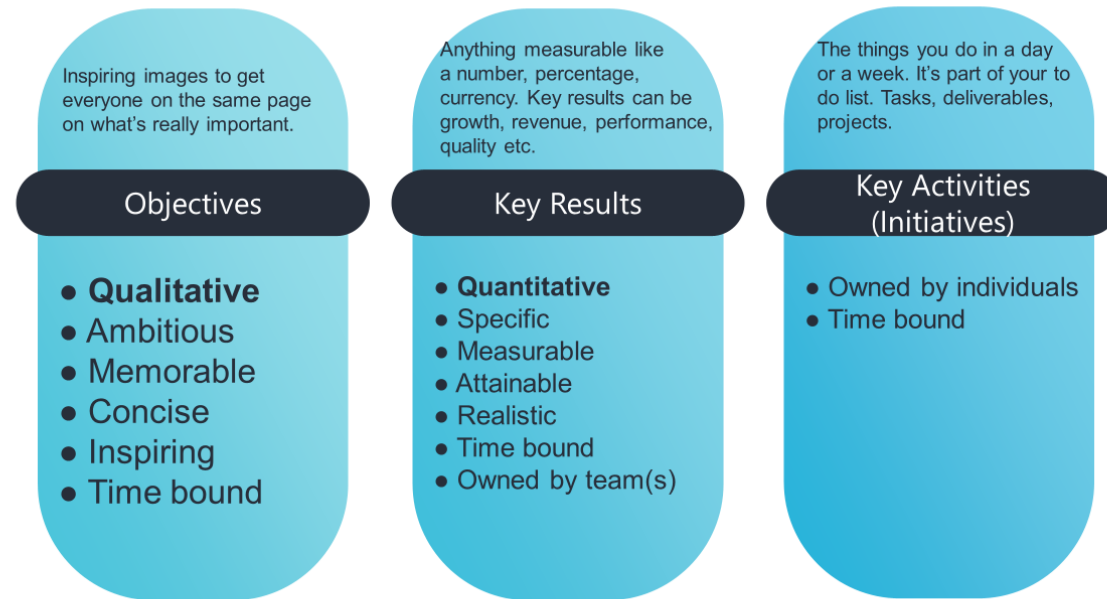
- Indications of measurable progress towards the destination.
- *E.g. : How will you know you got there?*

Key Activities

- The things you do daily to make progress happen.
- *E.g. : What will you do to get there?*

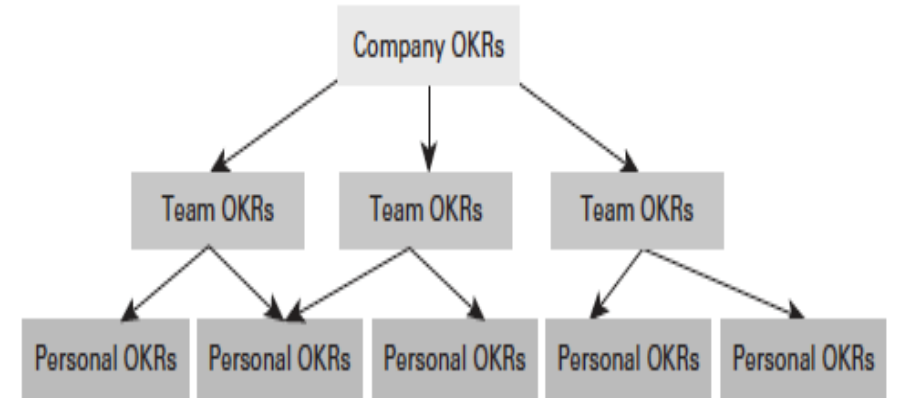
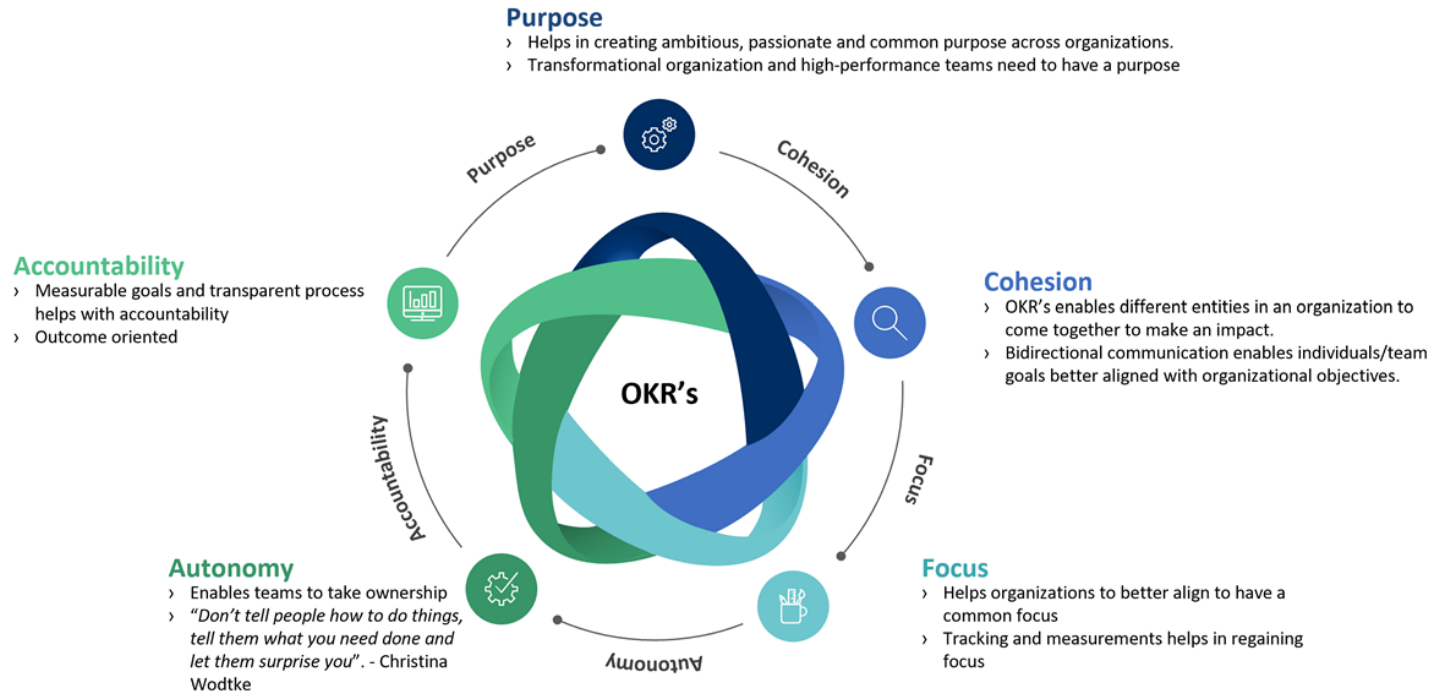
Objective and Key results

Qualities of good OKR's



Objective and Key results

Top Five Reasons for OKR's



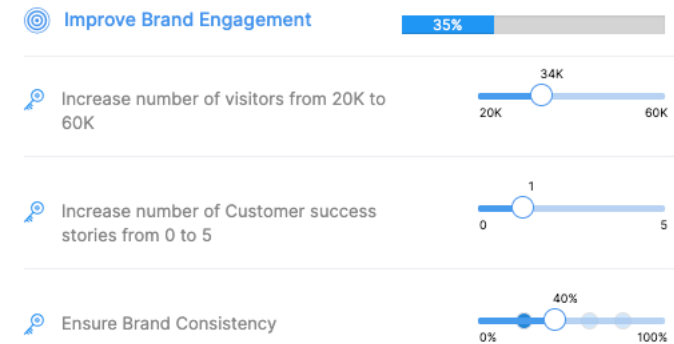
Measuring results using OKR's



OKR's is not a collection of tasks. They primarily focus on outcomes or results then output or activities.

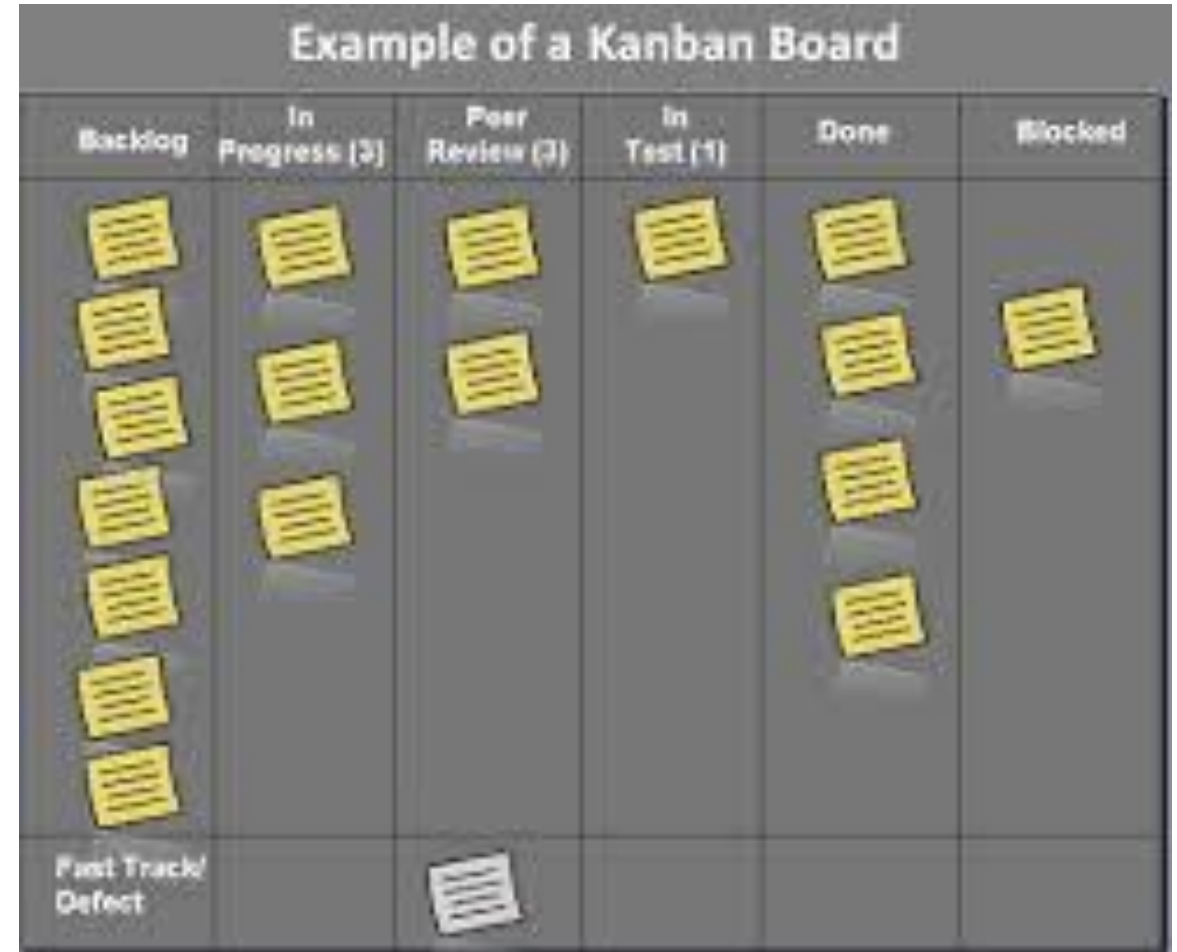
As Google's re:Work states: "One thing OKRs are not is a checklist. They are not intended to be a master task like..."

Use OKRs to define the impact the team wants to see and let the teams produce the methods of achieving that impact."



Kanban view

Kanban is another concept borrowed from Toyota. In Japanese, it simply means “billboard.” It’s a manufacturing system focused on “the art of finalizing.” The idea is that you can deliver a product according to plan, shorten the lead-time, and communicate faster and clearer by focusing on one task at a time. Kanban stems from the lean philosophy of visually identifying bottlenecks.



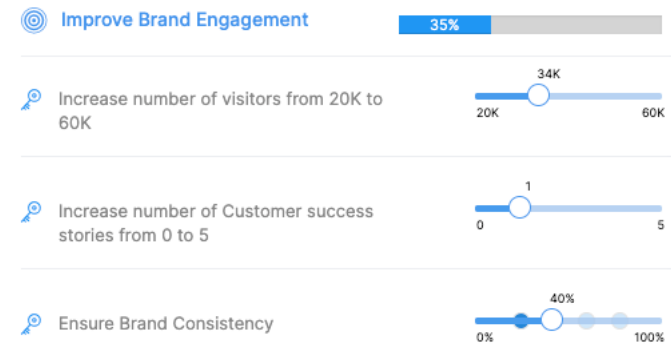
Group activity : Identify an outcome for your team and define OKR's



OKR's is not a collection of tasks. They primarily focus on outcomes or results then output or activities.

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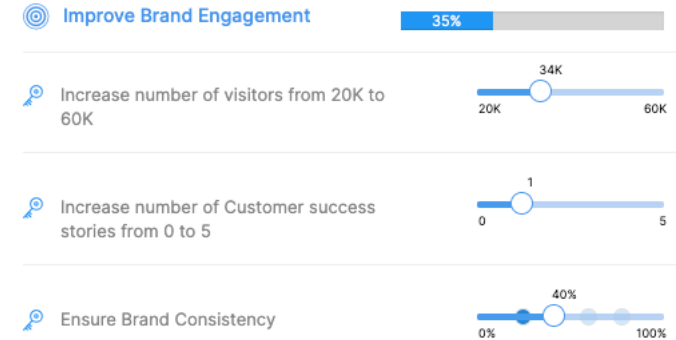


Group activity : Identify an outcome for your team and define OKR's



Objective	Key Results
Increase customer engagement in our community platform	Reduce membership churn from 20% to 5%
	Increase Net Promoter Score from 35 to 60
	Improve average weekly visits per active user from 5,000 to 20,000
	Increase non-paid (organic) traffic to from 1,500 to 5,000
	Improve engagement from 30% to 60%

© Scaled Agile, Inc.



Using Different Leadership Styles at Different Stages

	Forming	Storming	Norming	Performing
Objective	<ul style="list-style-type: none"> • Introductions 	<ul style="list-style-type: none"> • Resolve conflict 	<ul style="list-style-type: none"> • Share decision-making 	<ul style="list-style-type: none"> • Coach team members
	<ul style="list-style-type: none"> • Set objectives 	<ul style="list-style-type: none"> • Facilitate relationships 	<ul style="list-style-type: none"> • Develop team processes 	<ul style="list-style-type: none"> • Delegate responsibility
	<ul style="list-style-type: none"> • Communicate: tell 	<ul style="list-style-type: none"> • Discuss team progress 	<ul style="list-style-type: none"> • Communicate: consult 	<ul style="list-style-type: none"> • Communicate: join
	<ul style="list-style-type: none"> • Dealing with distractions 	<ul style="list-style-type: none"> • Communicate: sell 	<ul style="list-style-type: none"> • Encourage learning 	<ul style="list-style-type: none"> • Promote self-criticism
			<ul style="list-style-type: none"> • Promote openness 	
Directing	High	High	Low	Low
Supporting	Low	High	High	Low
Focus	<ul style="list-style-type: none"> • Individual tasks 	<ul style="list-style-type: none"> • Team relationships 	<ul style="list-style-type: none"> • Team processes 	<ul style="list-style-type: none"> • Self development
		<ul style="list-style-type: none"> • Working through differences 		<ul style="list-style-type: none"> • Self- direction

Team Leadership Model



T4 PRODUCTION	T3 INTEGRATION	T2 DISSATISFACTION	T1 ORIENTATION
High Productivity	Moderate to High Productivity	Low to Moderate Productivity	Low Productivity
High Morale	Moderate Morale	Low Morale	Moderate to High Morale
Sustain High Performance	Build Team Cohesion	Communicate during Conflict	Align for Results

Team Stages






Using Different Leadership Styles – Intent based leadership style

Intent-Based Leadership organizations create an environment for people to contribute so that they feel valued.

- They set clear goals, so their people know how to do their jobs.
- They push control and decision making down the organization so people take responsibility and rise to the occasion.
- They maintain unity of effort by ensuring the supporting pillars of technical competence and organizational clarity are in place

Using Different Leadership Styles – Intent based leadership style - How

Intent-Based Leadership starts with rejecting the idea that leadership is for the select few at the top and instead embracing in highly effective organizations, there are leaders at every level.

1. Practical Empowerment: When we give our people more authority, we actually create more effective leaders.  **Empowerment**
2. Technical Competence: When we engage our minds in what we are doing, we perform with better results.  **Personal mastery**
3. Organizational Clarity: When leaders set clear goals and people know how to do their jobs, we can take deliberate action.  **Shared Vision**

Enable Feedback Culture in the Team



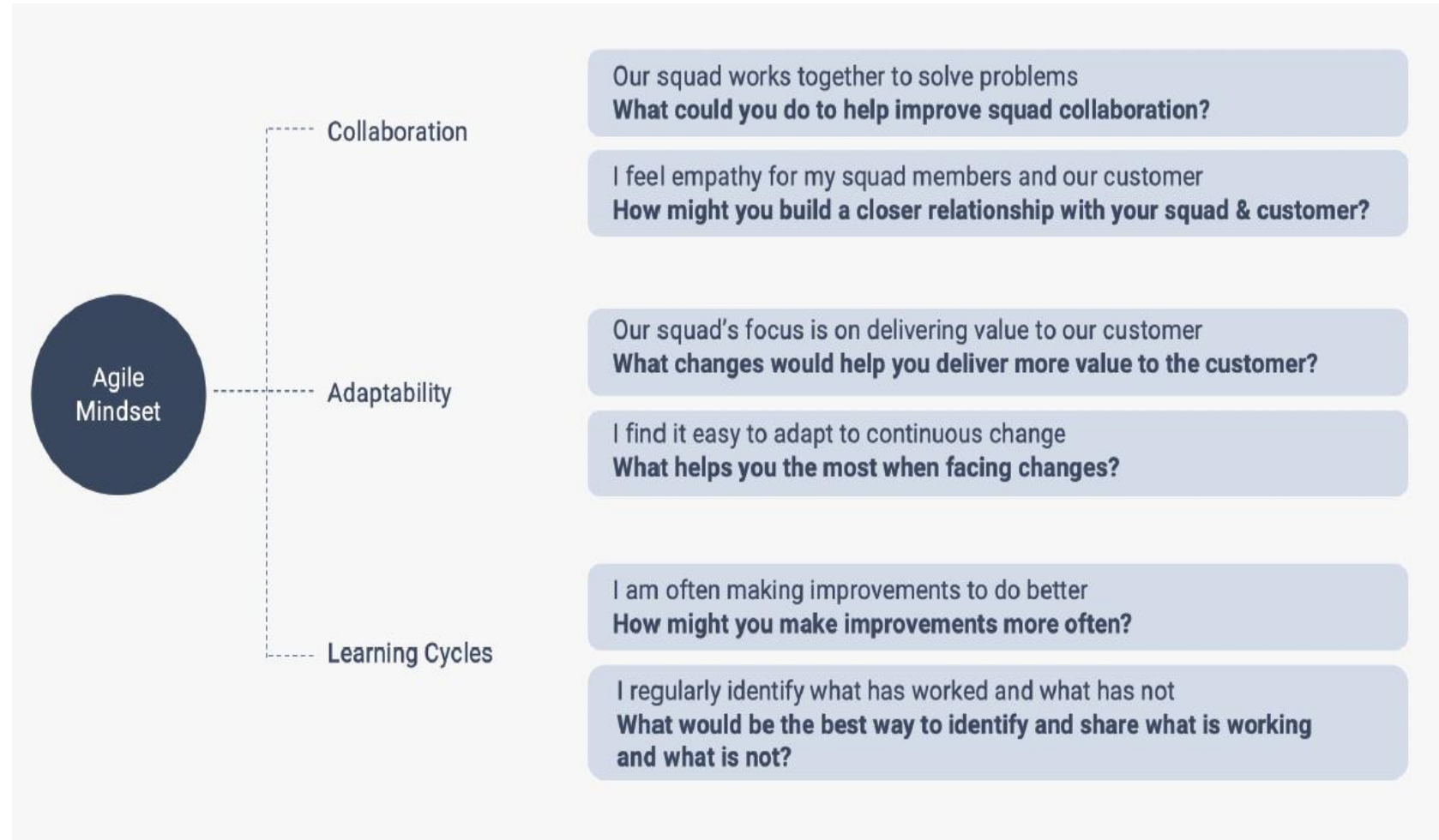


Enable Feedback Culture in the Team

The Agile Employee Feedback Manifesto

- **Business outcomes** over measurement and compliance
- **Open and owned** over anonymous and unowned
- **Frequent small actions** over big slow actions
- **Getting feedback to where it's useful** over following the hierarchy
- **Participation and inclusion** over rigid experimental-design
- **Usefulness for employees** above everything else

Enable Feedback Culture in the Team: Ways to ask feedback





Enabling the Team to Interact Cohesively with the Larger System

Agile projects have job titles such as Scrum Masters and (XP) Coaches instead of traditional managers.

According to the Scrum and XP guidelines,

A Scrum Master is responsible for protecting the team from any disruptions to their tasks that may be caused by outside sources such as unrealistic demands from the customers. They ensure that the team is fully functional and productive and that all Scrum processes are being followed.

A Scrum Master is seen as a facilitator and does not organize or manage the team.

Similarly, an XP Coach is meant to lead the team towards self-organization by leaving the team alone as early as possible.



Enabling the Team to Interact Cohesively with the Larger System

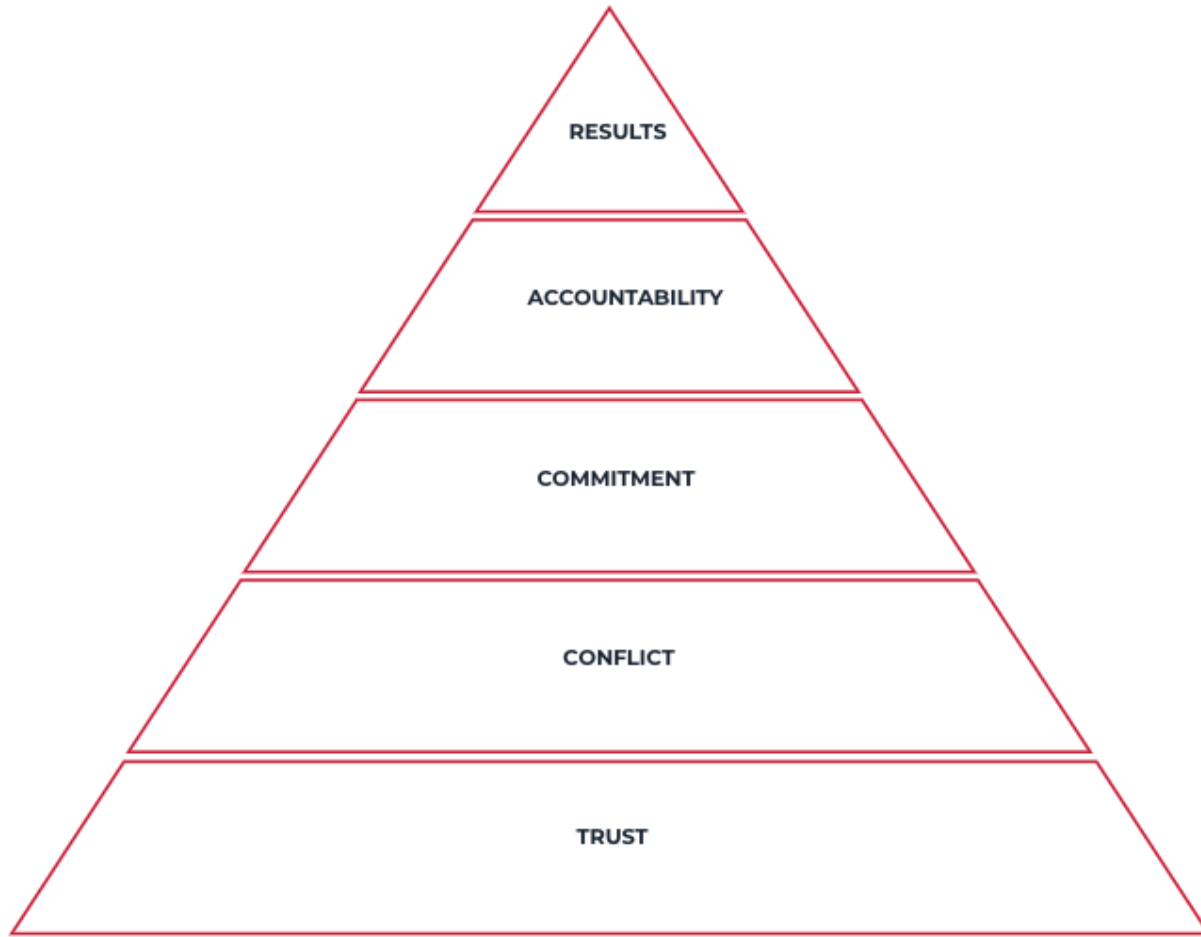
Leaders are required. Managers are optional.

Self-organizing teams should not be leaderless, uncontrolled teams. Leadership in self-organizing teams is meant to be light touch and adaptive, providing feedback and subtle direction. Leaders of Agile teams are often compared to coaches of sports teams — responsible for setting direction, aligning people, obtaining resources, and motivating the teams.

Balancing Individual vs. Team Needs : Conflict management



Balancing Individual vs. Team Needs : Conflict management



DYSFUNCTION #1: ABSENCE OF TRUST

The fear of being vulnerable prevents team members from building trust with each other.

DYSFUNCTION #2: FEAR OF CONFLICT

The desire to preserve artificial harmony stifles productive ideological conflict within the team.

DYSFUNCTION #3: LACK OF COMMITMENT

The lack of clarity and/or buy-in prevents team members from making decisions they stick to.

DYSFUNCTION #4: AVOIDANCE OF ACCOUNTABILITY

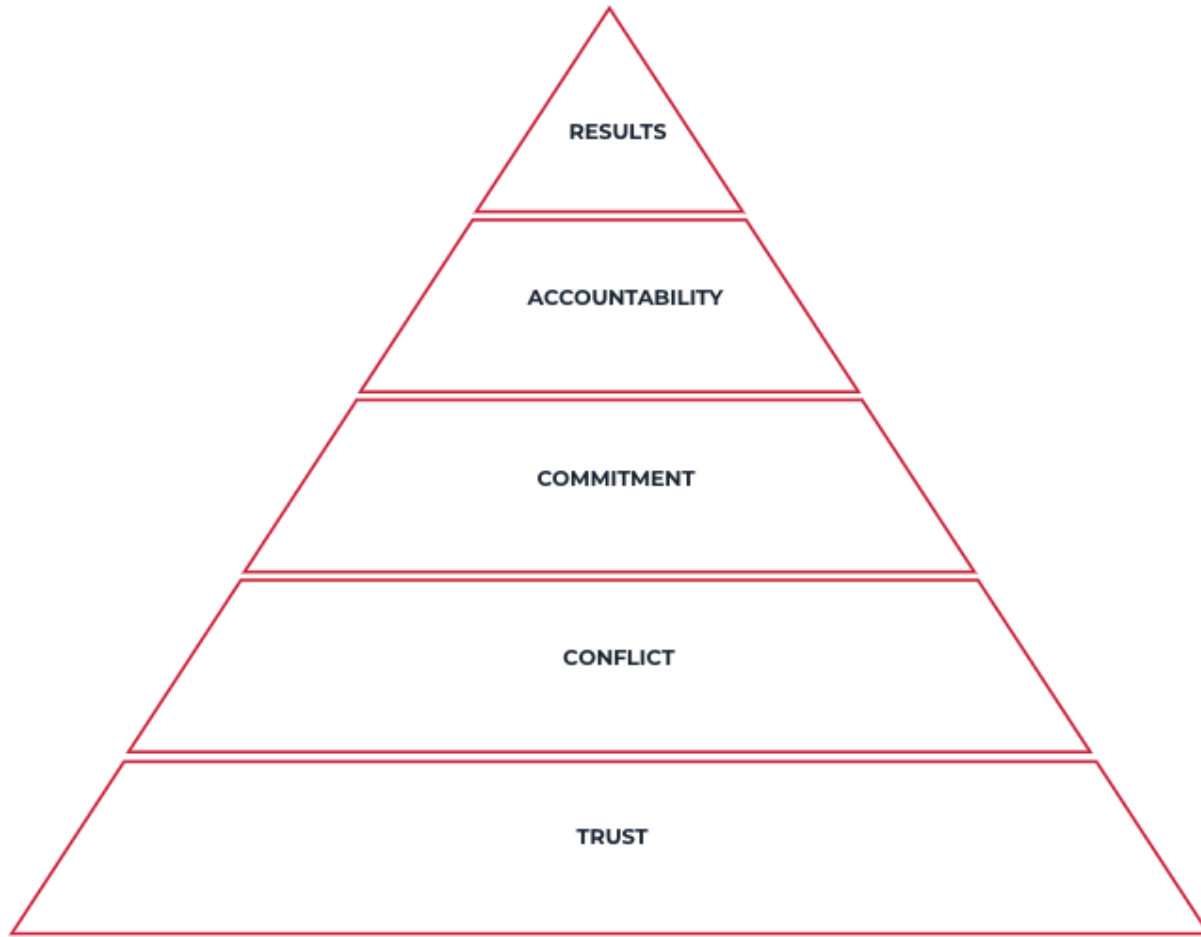
The need to avoid interpersonal discomfort prevents team members from holding each other accountable for their behaviors and performance.

DYSFUNCTION #5: INATTENTION TO RESULTS

The pursuit of individual goals and personal status erodes the team's focus on collective success.

Source : 5 Dysfunctions of a team , Patrick Lencioni

Balancing Individual vs. Team Needs : Conflict management



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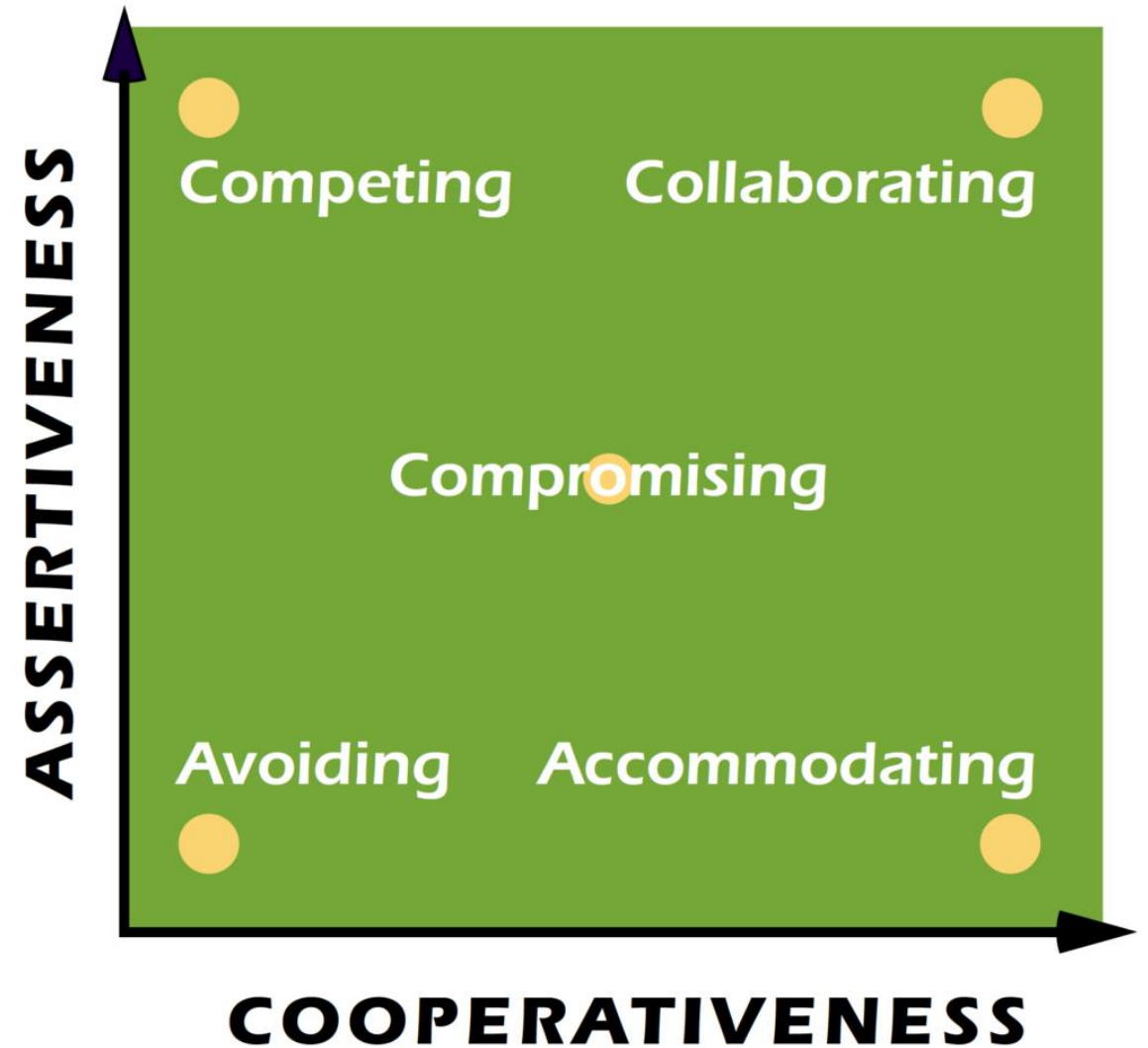
DYSFUNCTION #5: INATTENTION TO RESULTS

The pursuit of individual goals and personal status erodes the team's focus on collective success.

Balancing Individual vs. Team Needs : Conflict management

Thomas-Kilmann Instrument is designed to measure a person's behaviour in conflict situations individual's behaviour along two dimensions:

- (1) **assertiveness**, the extent to which the person attempts to satisfy his own concerns, and
- (2) **cooperativeness**, the extent to which the person attempts to satisfy the other person's concerns.



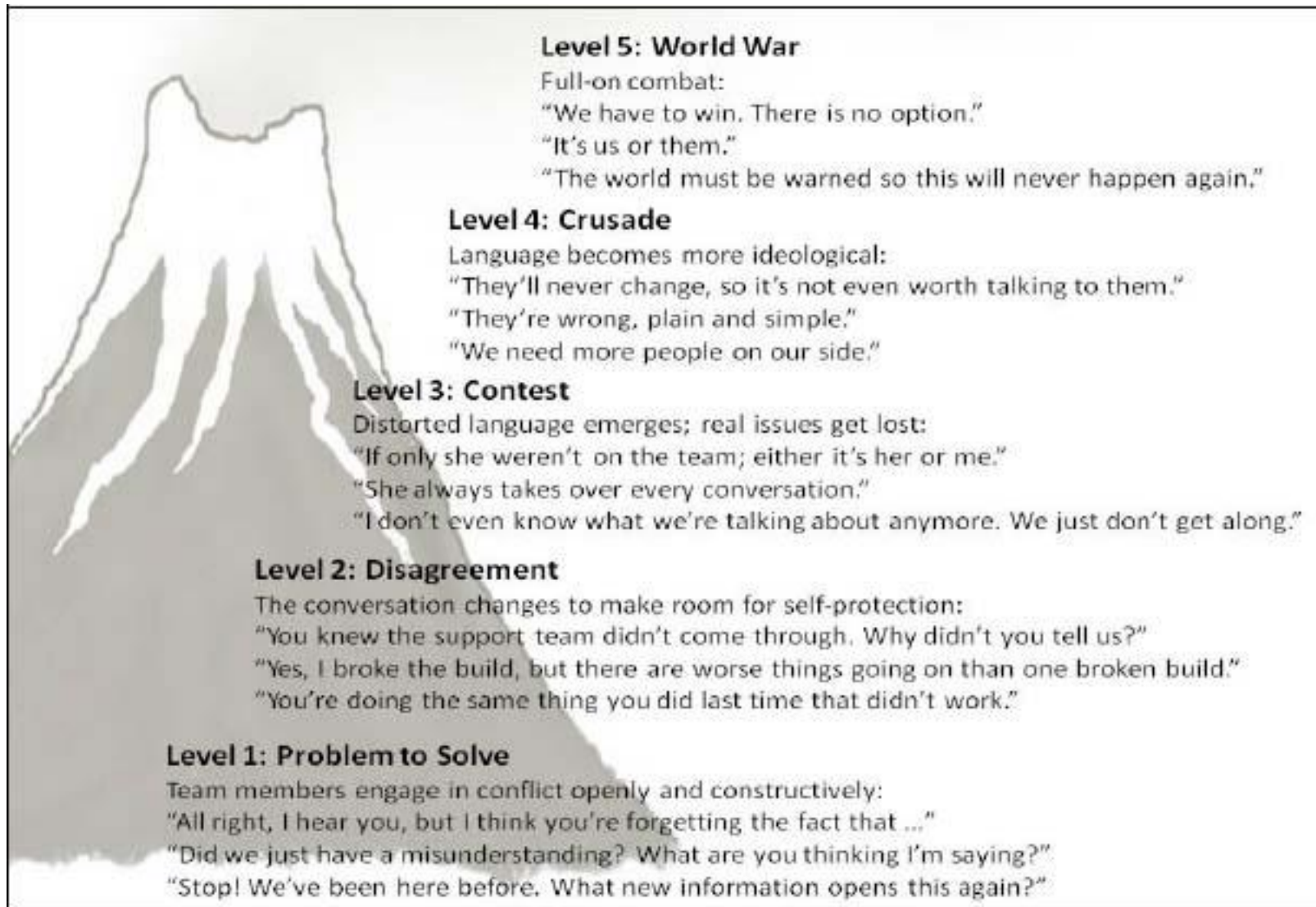
Balancing Individual vs. Team Needs : Conflict resolution

According to Lyssa Adkins, there are certain levels of language being used to access the teams' or individual's communication.

- Level 1 – Team members involve conflict agreeably and positively.
- Level 2 - The discussion changes to make room for self-protection.
- Level 3 - Distorted language such as overgeneralizations, presumptions, magnified positions, either/or emerges, the real issues get lost.
- Level 4 - Becomes more ideological.
- Level 5 - Features full-on combat.

"As their coach, you help teams navigate conflict. You show them a method. You can't give them a full-color, waterproof chart that marks the shoals and hazards. You can give them something more precious, more powerful. You can give them a guide, a framework, so that they create their charts, whenever they need to do so." - Lyssa Adkins

Balancing Individual vs. Team Needs : Conflict Levels





Balancing Individual vs. Team Needs : Conflict resolution : 7 Principles

Using the seven principles of fierce conversations can pump up the team's interactions until they hit the “real zone.”

Principle 1: Master the courage to interrogate reality.

Principle 2: Come out from behind yourself into the conversation and make it real.

Principle 3: Be here, prepared to be nowhere else.

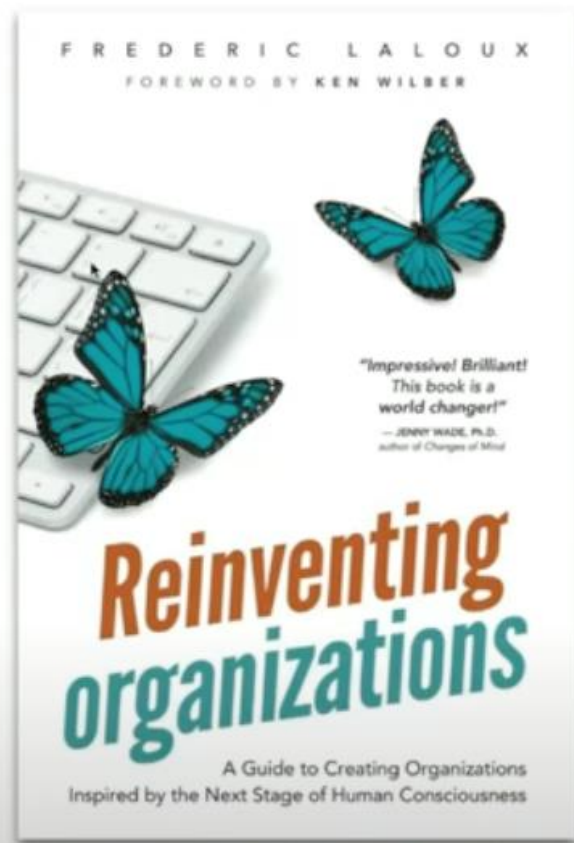
Principle 4: Tackle your toughest challenge today.

Principle 5: Obey your instincts.

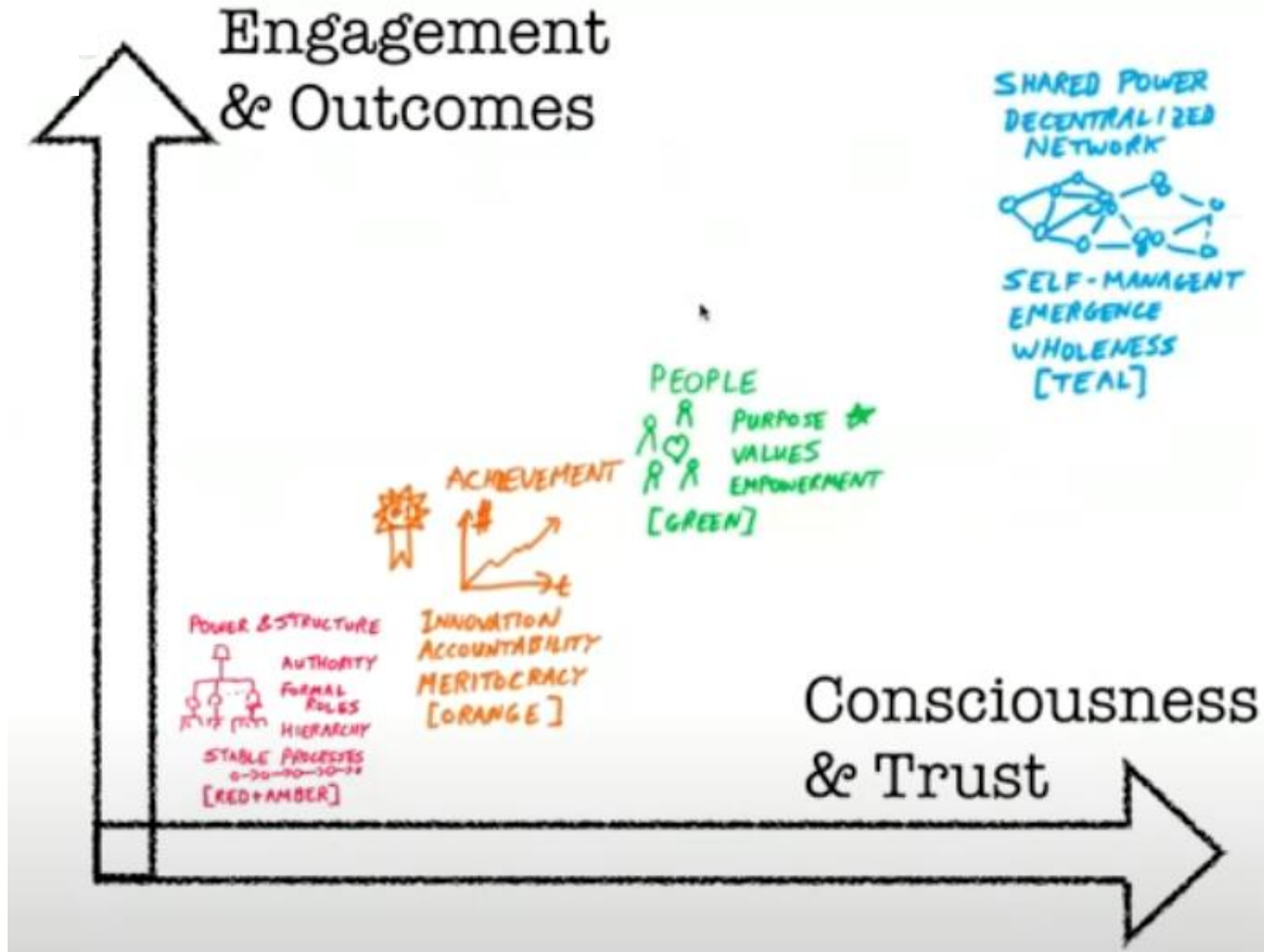
Principle 6: Take responsibility for your emotional wake.

Principle 7: Let silence do the heavy lifting.

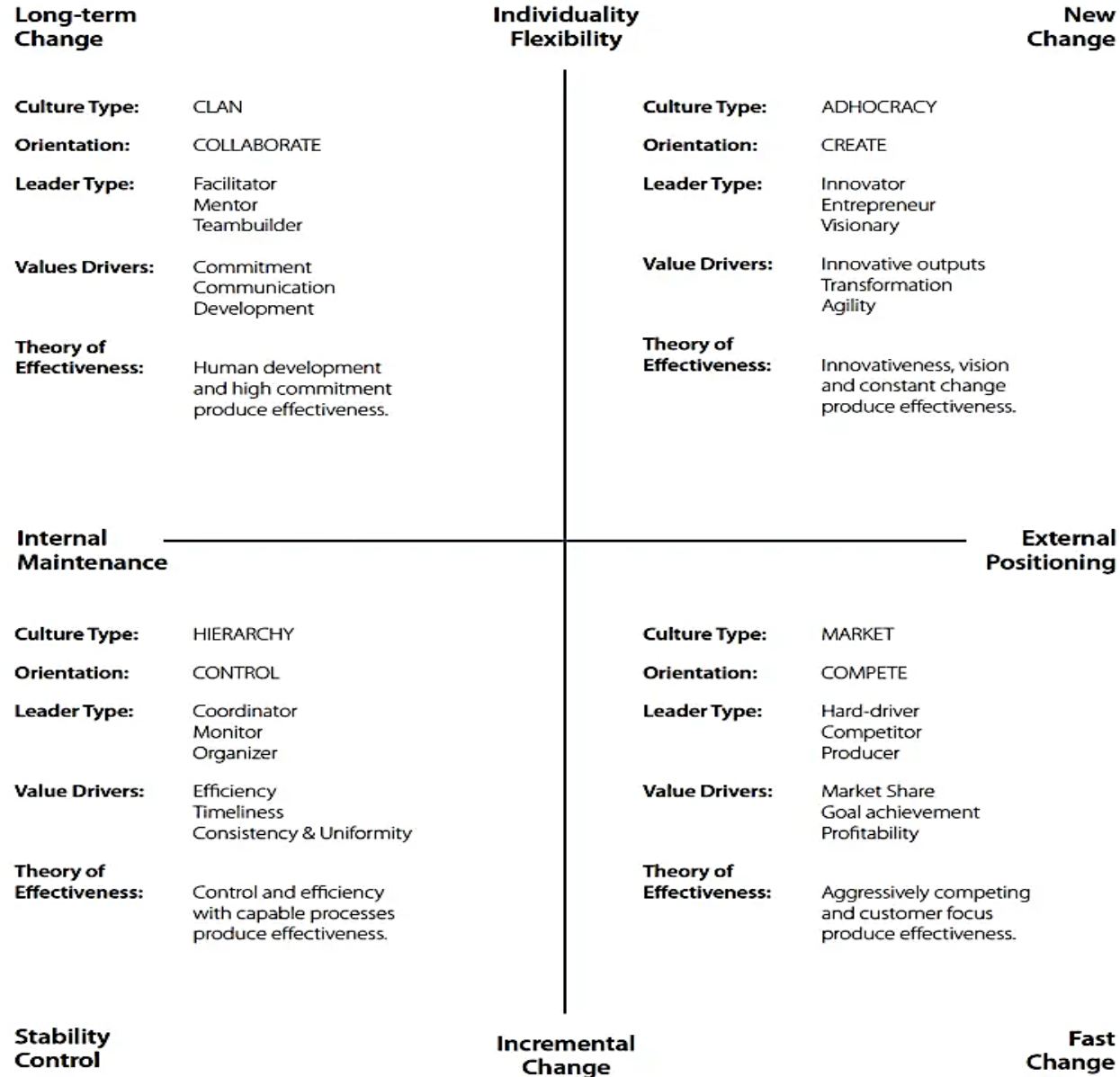
To fully
Engage People
...
you need to
change
Your
Organizational
System



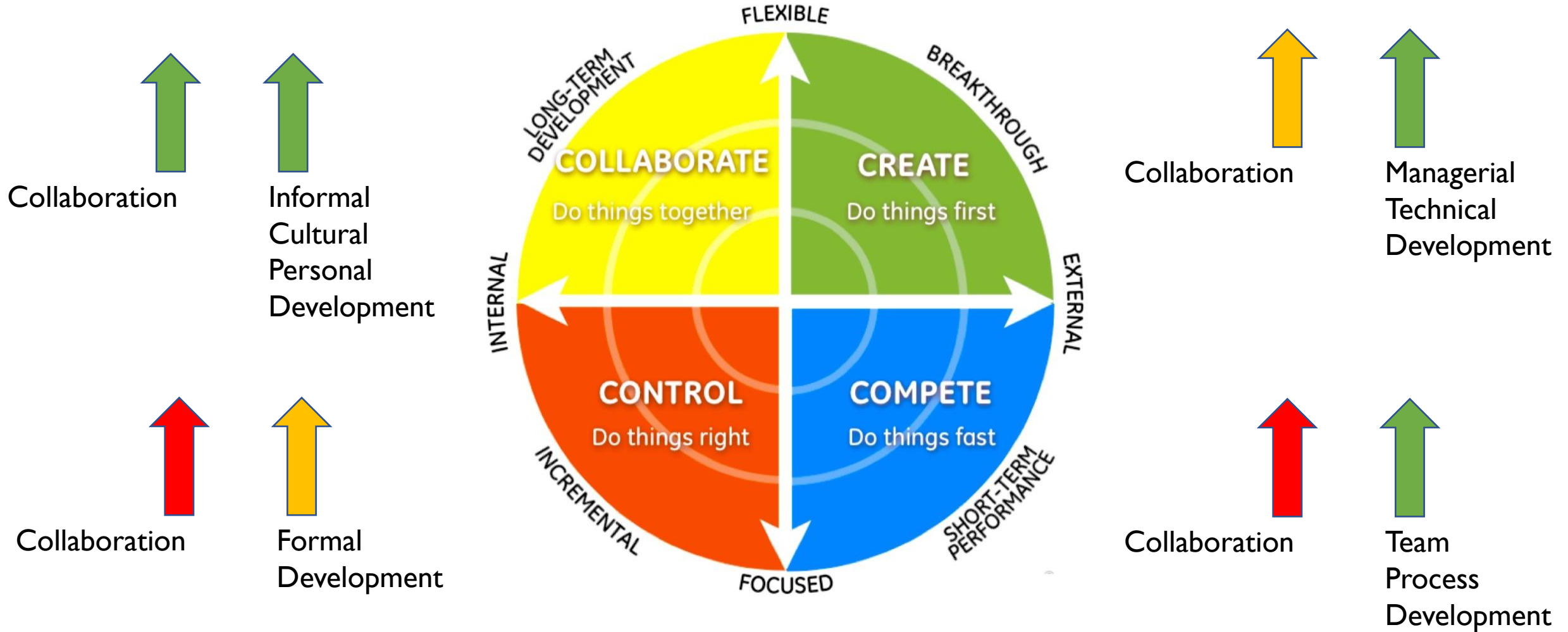
Different engagement, trust has different cultures



Modeling Organizational Structures



Modeling Organizational Culture



Radiating Progress and Success : Information Radiator

Origins

- 1980s: the notion of “visual control” originating in the Toyota Production System is an anticipation of “information radiators”
- 1999: the term “Big Visible Chart” is coined by Kent Beck in “Extreme Programming Explained”, though later [attributed](#) by Beck to Martin Fowler
- 2001: the term “information radiator” is coined by [Alistair Cockburn](#), part of an extended metaphor which equates the movement of information with the dispersion of heat and gas

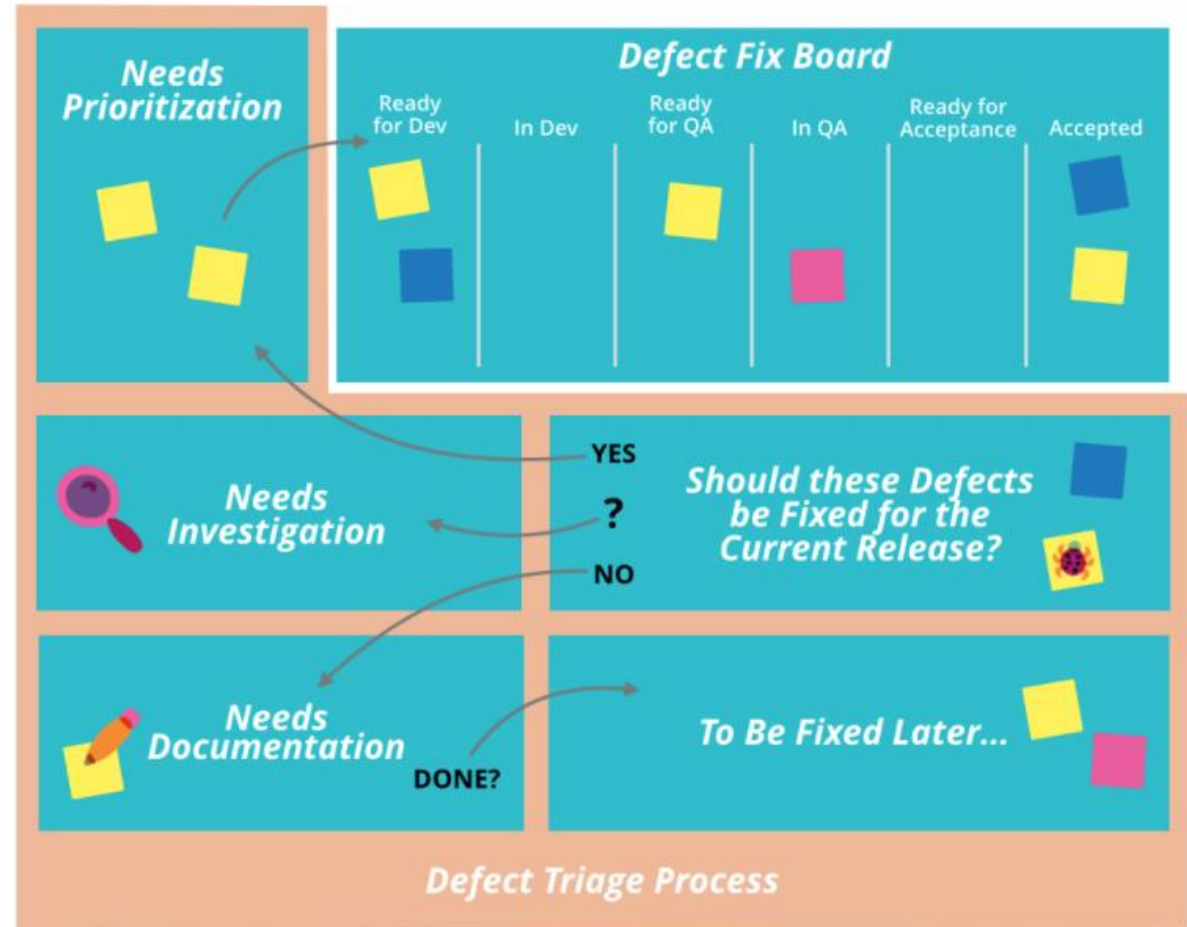


Radiating Progress and Success : Information Radiator

What makes an information radiator effective?

In addition, you should also provide a way for the team to interact with the board. It makes the display more interactive and inclusive as it not only provides insight, but also spurs conversation and motivates the act of sharing knowledge.

It isn't good enough to just build a visual display of information; you need to build one that has a goal in mind.





Pros & Cons of communicating progress across the team

Traditionally information is passed on team's progress over periodic updates that are emailed or summarized in a meeting for the stakeholders . This often becomes a one-off event and lacks continuity or coherence of the big picture.

Often they result in ...

Little or no visibility to strategies or progress against them throughout the year

Difficult for individuals to see the link between their efforts and critical strategies

No visibility for what the rest of the teams I involved in


Difficult to “See the whole” complexity of our work

Radiating Progress and Success : Obeya



Obeya features four key capabilities:

- Visible planning** (Calendar icon): Plan mid and long-term with boards that adapt to evolving time windows.
- Task management** (Envelope icon): Assign, distribute and group tasks, then manage your activities from a single view.
- Value Stream Mapping** (VSM icon): Map and analyze existing flow to design the future state and your action plan.
- Room templates** (Layers icon): Standardize board and room configurations for large scale deployment governance.

A screenshot of the Obeya software interface, showing a dashboard with various data visualizations including bar charts, pie charts, and a gauge chart. The interface is clean and modern, with a white background and blue accents.

Radiating Progress and Success : Information Radiator



Alignment



#1 In the Obeya, we communicate a strong sense of purpose



#2 Purpose is recognizably tied to our organizational strategy through meaningful objectives

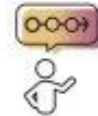


#3 The Obeya connects strategy to execution with visible orientation on customer experience



#4 The Obeya meetings have a rhythm in sync with the operational heartbeat of the organization

Workspace



#5 The Obeya visuals provide a logical and practical information and conversation flow

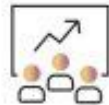


#6 The Obeya reflects a good understanding of the flow of work from start to delivery



#7 The Obeya is an attractive and available area, in proximity to the workflow

Content



#8 In the Obeya, we use analytics-driven-evidence to make business decisions



#9 Data owners ensure information is easy to consume, readily available, up to date, and visually attractive

Mindset



#10 People come together in the Obeya to respectfully see, learn & act on vital information



#11 People are committed to engage in continuous improvement, resolving obstacles along the way






Radiating Progress and Success : Principles to structure Obeya

- 1.We communicate a strong sense of purpose
- 2.Purpose is recognizably tied to our organizational strategy through meaningful objectives
- 3.Obeya connects strategy to execution with visible orientation on customer experience
- 4.Meetings have a rhythm in sync with the operational heartbeat of the organization
- 5.Visuals provide a logical and practical information and conversation flow
- 6.The Obeya reflects a good understanding of the flow of work from start to delivery
- 7.Obeya is an attractive and available area, in proximity to the workflow
- 8.We use analytics-driven-evidence to make business decisions
- 9.Data owners ensure information is easy to consume, readily available, up to date, and visually attractive
- 10.People come together in the Obeya to respectfully see, learn & act on vital information
- 11.People are committed to engage in continuous improvement, resolving obstacles along the way

Radiating Progress and Success : Information Radiator : Example

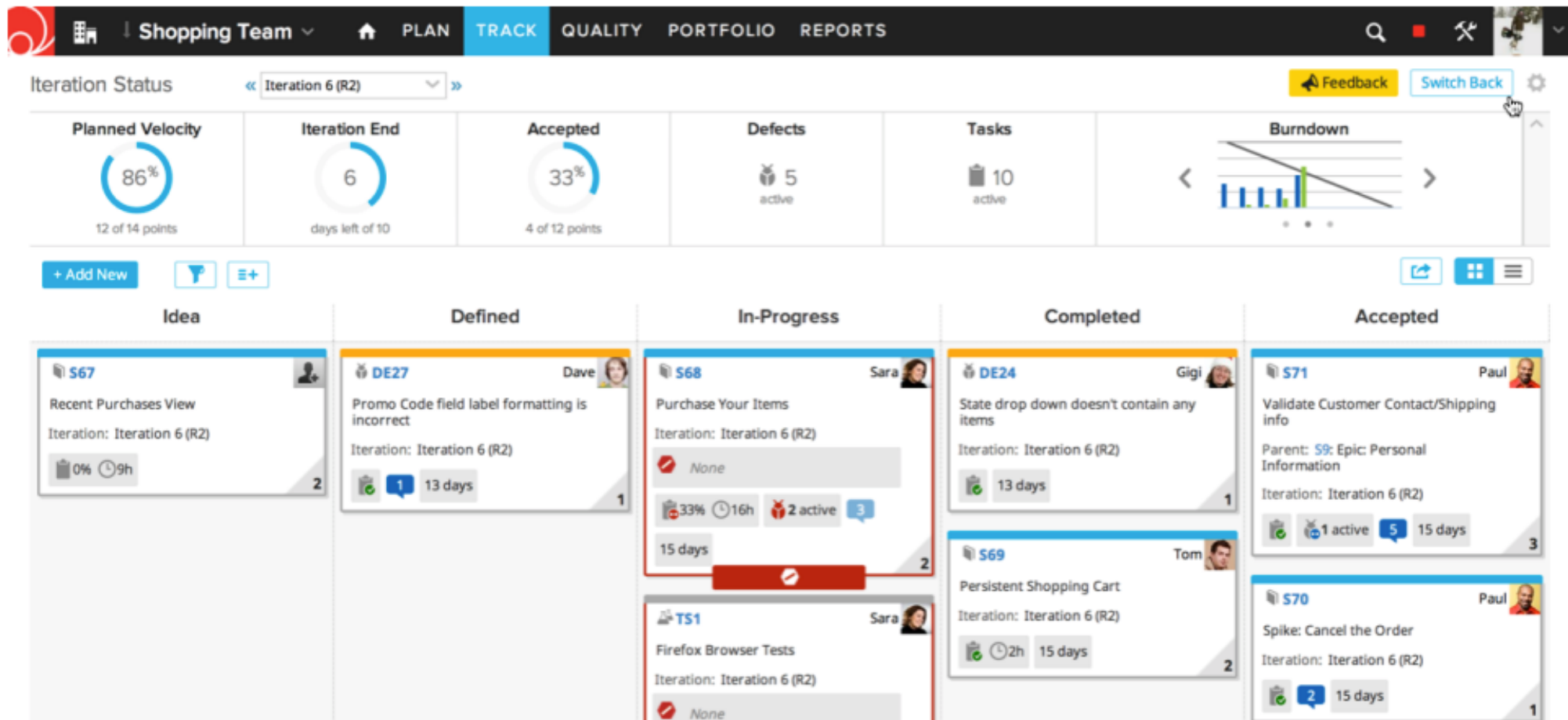
Visibility

Brainstorm the measurements and visualizations you'll need at each level.

	Measurements	Visualizations
Portfolio	<p>\$\$\$ Total business value of epic</p> <p>t-shirt size / swag</p>	<p>Investment categories</p> <p>Epic kanban</p> 
Program	<p>% complete on features</p> <p>program velocity</p>	<p>PSI burndowns</p> <p>timeline roadmap for vision</p> 
Team	<p>Team velocity</p> <p>escaped defects</p>	<p>team burndowns</p> <p>cumulative flow</p> 

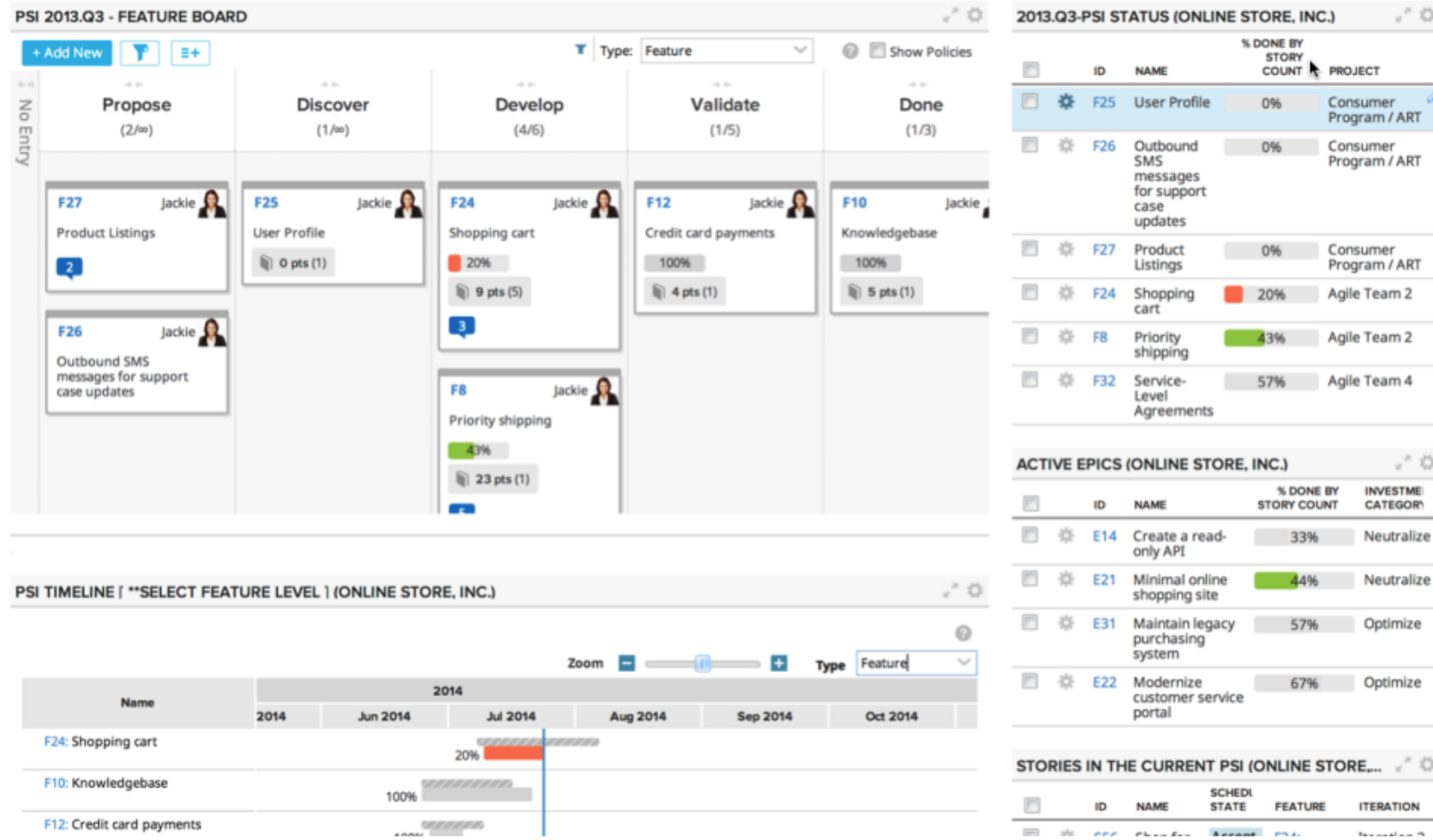
Radiating Progress and Success : Information Radiator : Example

Team Iteration Dashboard



Radiating Progress and Success : Information Radiator : Example

Program PSI Dashboard



Radiating Progress and Success : Information Radiator : Example

Portfolio Epic Kanban

Portfolio Kanban

Online Store, Inc. | PLAN TRACK QUALITY PORTFOLIO REPORTS

Type: Epic Show Policies

Column	Count	Card ID	Description	Investment Category	Project	Progress	Size
Idea	1/8	E15	Build sample widgets using API	Differentiate	Architecture	-	XS
Business Case	3/4	E18	Integrate into Facebook	Differentiate	Architecture	-	L
		E17	Build read-write API for handling orders	Differentiate	Architecture	-	M
		E16	Re-build primary web app to use API	Optimize	Architecture	-	XL
Prioritize	2/6	E7	Integrate in-store and online experience (future)	Differentiate	Online Store, Inc.	-	XL
		E23	Integrate social into shopping experience	Differentiate	Consumer Program / ART	-	M
Build	4/7	E21	Minimal online shopping site	Neutralize	Consumer Program / ART	44%	L
		E14	Create a read-only API	Neutralize	Architecture	33%	M
		E22	Modernize customer service portal	Optimize	Consumer Program / ART	67%	M
Measure	1/10	E6	Personalized online shopping experience	Neutralize	Online Store, Inc.	-	S

Rally Software | About | Community | Support | Legal



Deloitte Insight*s : Based on a survey of 245 global organizations and more than 70 client interviews, the new four-level maturity model describes the evolution of diversity and inclusion and what companies should do to move from a compliance emphasis to a strategic focus in order to create a truly inclusive culture.

The research* reveals that organizations with inclusive cultures are:

- Six times more likely to be innovative
- Six times more likely to anticipate change and respond effectively
- Twice as likely to meet or exceed financial targets

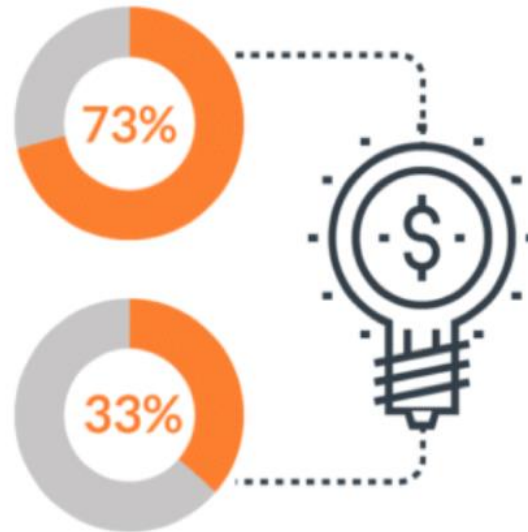
Despite the demonstrated benefits of embracing an inclusive culture, the research also indicates that only 12 percent of organizations around the world have reached full maturity.

Statistics from Deloitte

DIVERSITY PAYS

Companies with diverse leadership teams attain **73% more in revenue from innovation** than less diverse companies.¹

Companies with diverse boards and leadership are **33% more likely** to outperform less diverse companies on profitability.

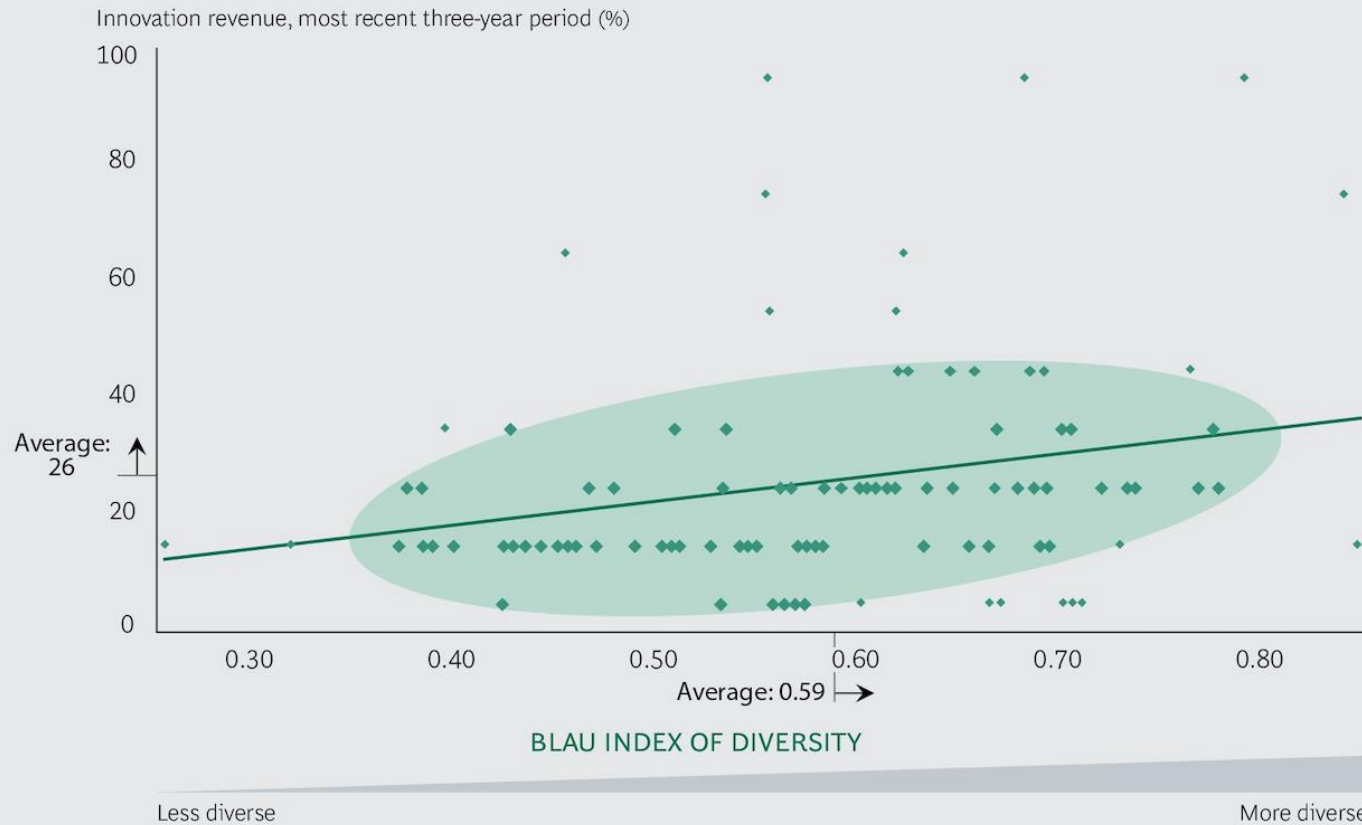


Source: McKinsey & Company, <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

Statistics from McKinsey

Benefits of Diversity & Innovation

EXHIBIT 1 | The Relationship Between Diversity and Innovation Is Positive and Statistically Significant



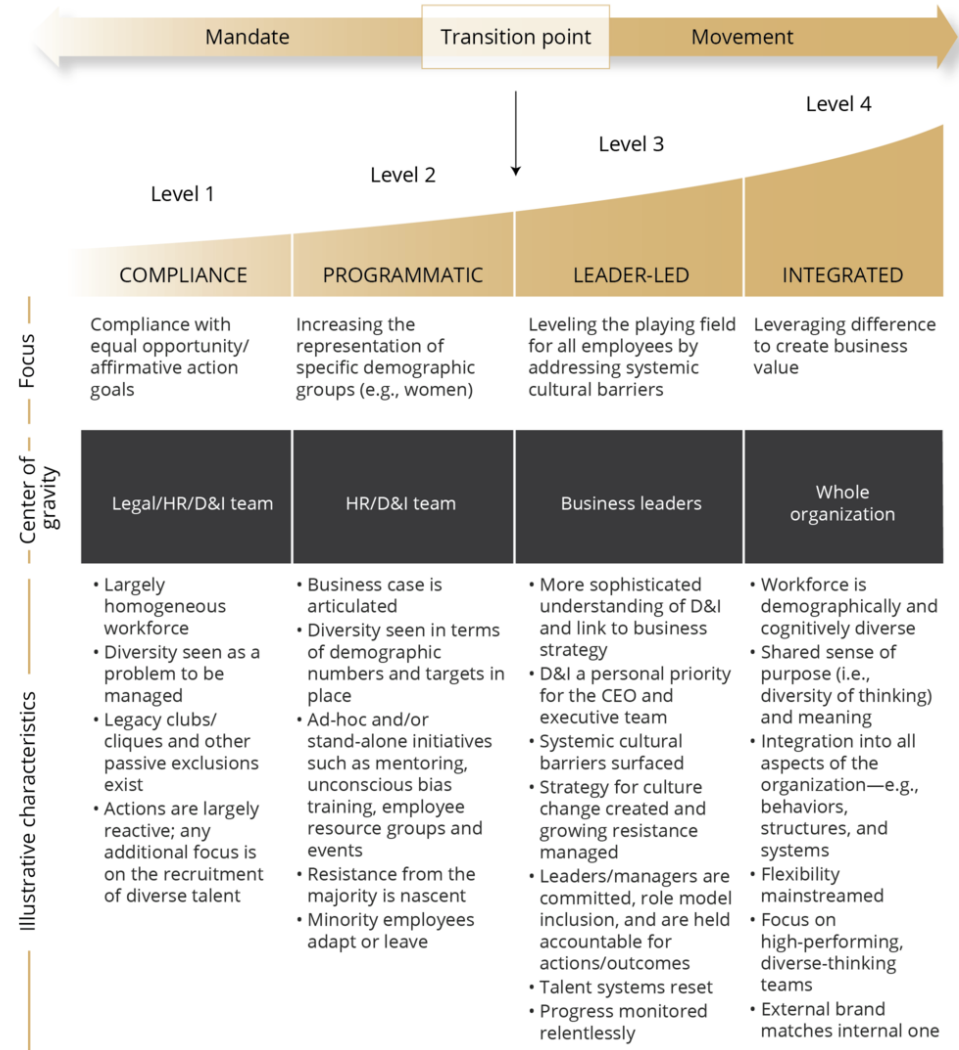
- BCG and the Technical University of Munich plotted 98 companies according to two variables: their diversity (expressed as a Blau index number) and their innovation revenue.
- The **diagonal line** shows the relationship between those two variables—that is, the average innovation revenue associated with each diversity number.
- The **diamonds** represent the 98 companies' individual diversity number and innovation revenue, and show how innovation revenues deviate from the general trend.

Diversity : Pros & Cons



Deloitte D&I maturity- model 2

FIGURE 8 | The Deloitte diversity and inclusion maturity model



Diversity Benefits Teams : Scrum values support Diversity



The Multi-Faceted Benefits of Diversity in the Workplace | BCG




Building Shared Experience : How - *Group Coherence* concept

A backlog can enable clarity in project direction and effectiveness in delivering value. At a group level, defining a *Common Purpose* that is both strong and highly adaptable can increase the group's ability to execute on the project vision or enterprise strategy.

The understanding of the process of *Collaborative Interaction* can help us identify the group dynamics that prevented a team with 100% willingness to do pair programming from doing it at all. While the Agile practice of continuous improvement is often justified in terms of software quality, the relationship between the individual and *Group Experimentation and Creativity* can describe the invisible benefit to the group dynamics and success.

In cases where Agile adoption needs buy-in from groups close to the development team, a training in *Group Coherence* concepts can help BAs, QAs and other teams understand and adapt to the new group dynamics being implemented.

Some leadership models are more suited to Agile than others. By applying *Group Coherence* concepts, the enterprise can unleash the emergent leadership characteristics that are shared by the group.



Building Shared Experience : What is Group Coherence

Group Coherence is the shared state reached by a group of people that allows them to perform one or more tasks in perfect rhythm and harmony with great energy to overcome obstacles.

1. *Coming Up With a Common Question to Answer,*

Type: Stating the group's problem or common purpose

2. *Agreeing to a Common Project* to address that question,

Type: Identifying a group action to learn about the problem or purpose

3. Finding and *Agreeing to a Common Process* was also significant,

Type: Identifying a group process for Practice (An example of this could be the self-organizing nature of Agile methods such as XP and Scrum) .

4. Finding an answer to the research question completed the research process.

Type: Group resolution or group learning based on the question.



Building Shared Experience : Key ingredients of Group Coherence - I

- Relationship between Individual and Shared Creativity: individual creativity contributing to group creativity.
- In coherent groups creativity of individuals can be freely expressed and included in the group's self-organization.
- Agile methods naturally promote this key ingredient by providing a developer with the structured process to work with colleagues to develop features.
- Close collaboration with business users, application architects and technical specialists reflects the self-organization of all contributors.
- State Shift: change in energetic level (like water to steam or water to ice) Subsequent to state shift, a felt phenomenon, individuals in a coherent Agile group can identify each other's complementary skills without management, visual or auditory clues. Their level of comfort and trust in the group increases.



Building Shared Experience : Key ingredients of Group Coherence -II

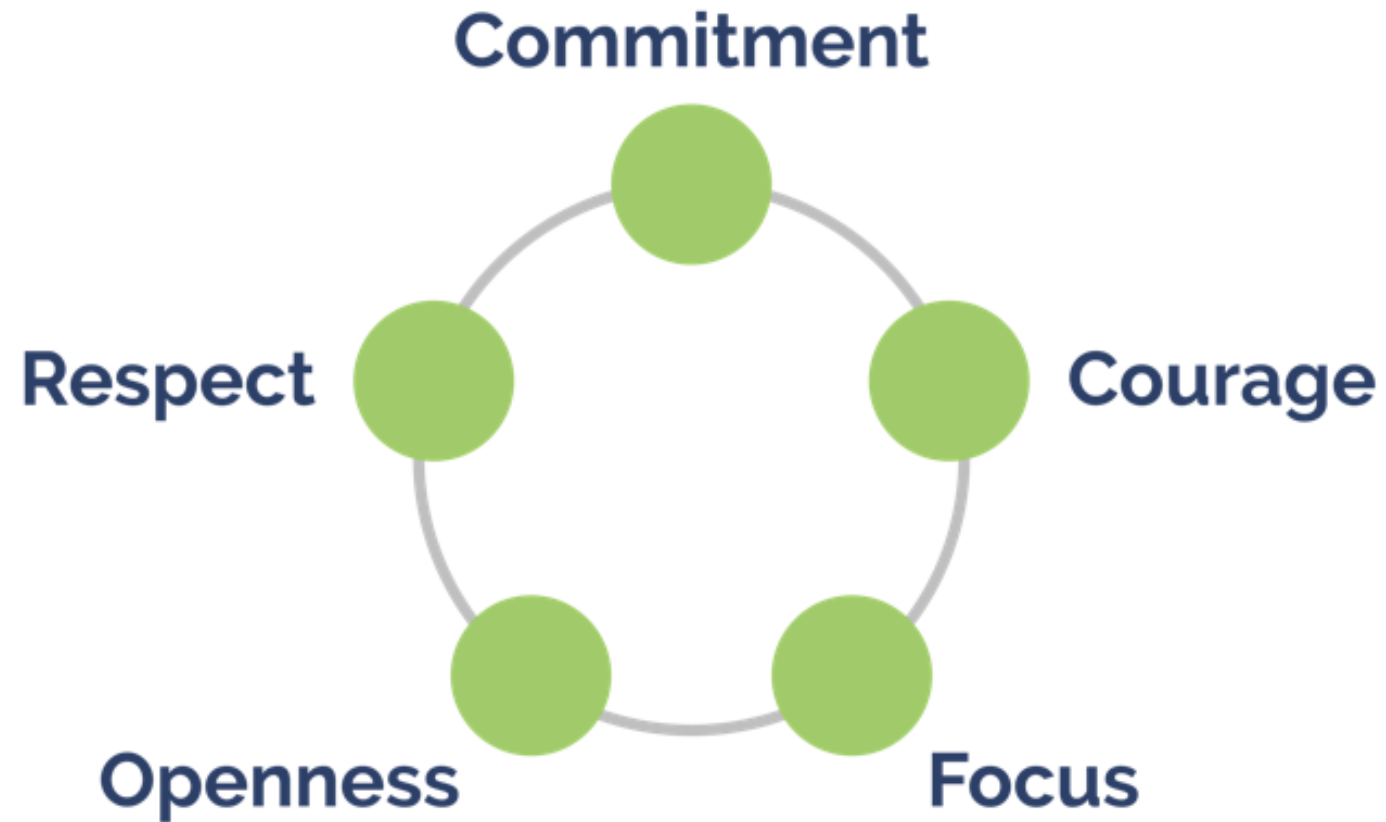
- Bonded State: group members bonded but everyone had bonded when Group Coherence occurred.
- Feeling of safety in the group and openness of expression allowing instances of unknown to be accepted so the group's self-organizing energy is available to find solutions. Social events serve as extensions of work collaborations.
- Fugue: accelerated interaction of the group members' activity and interactions producing great increases in group energy.
- Interpersonal exchanges in group discussion quicken; people finish each other's sentences and actions; excited creative expression of individuals are part of the interaction of the group.
- Perception of Group Coherence: awareness of Group Coherence.

Diversity Benefits Teams : Scrum values support Diversity

- Companies with 2-D diversity (i.e. companies whose leaders showed no less than three inherent and three acquired diversity characteristics) outperformed and out-innovated the competition. Employees from these companies were **45 percent more likely to report that their company's market share increased** during the preceding year and **70 more likely to report that their company captured a new market.**
- When at least one member of any team shares common characteristics with the end user, the whole team better understands the user: a team with a member who shares the same ethnicity with a client was found to be **152 percent more likely, compared to other teams, to understand that client.**
- **Creating a “speak up” culture is key to fostering innovation**, as, according to the research, in such a culture employees were “3.5 times as likely to contribute their full innovative potential”.



Diversity Benefits Teams : Scrum values support Diversity



Good Leaders : Psychological safety





Learning is directly proportional to the Engagement attributes

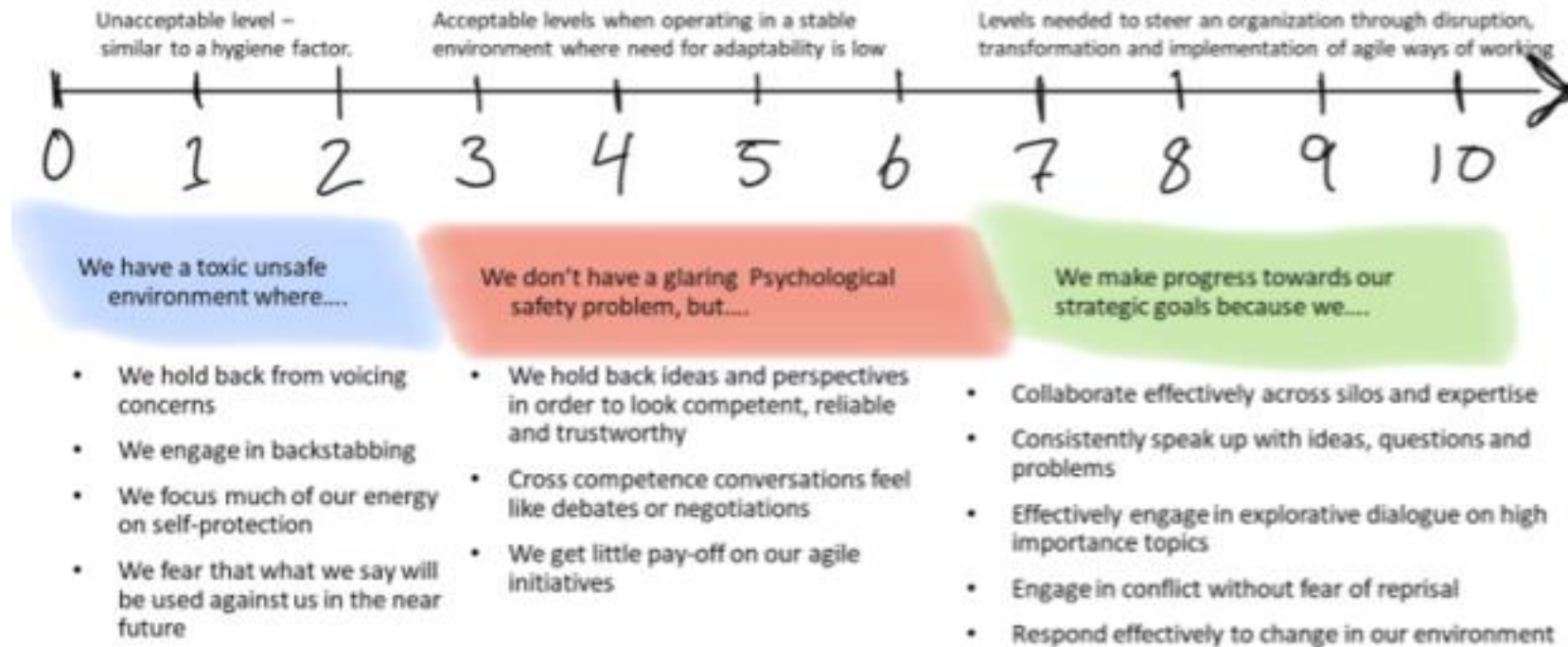
Following the success of **Google's Project Oxygen research** where the People Analytics team studied **what makes a great manager**, Google researchers applied a similar method to discover the secrets of effective teams at Google. Code-named Project Aristotle - a tribute to Aristotle's quote, "the whole is greater than the sum of its parts" (as the Google researchers believed employees can do more working together than alone) - the goal was to answer the question: "What makes a team effective at Google?"

Safety and Trust within the Team

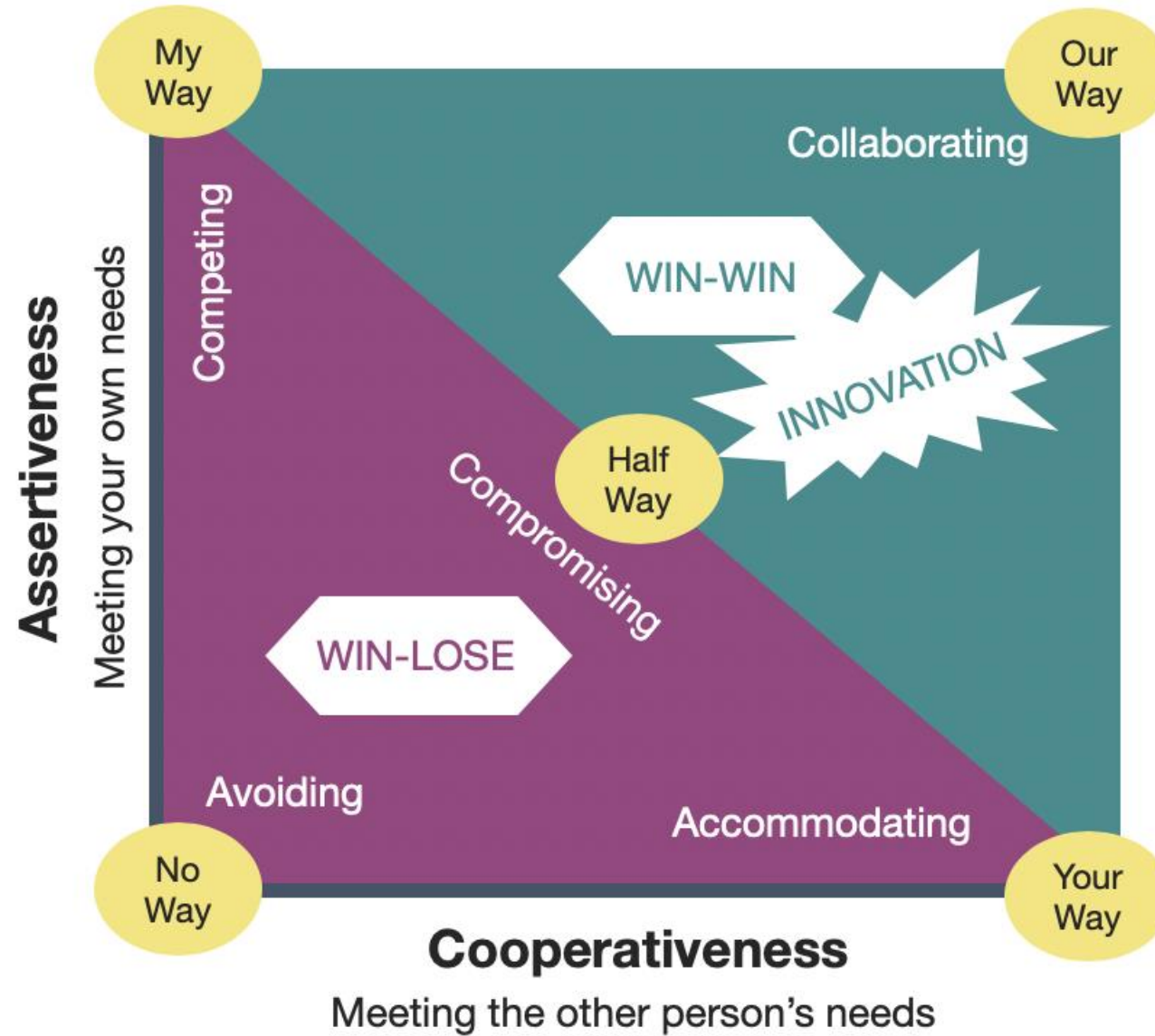


Safety and Trust within the Team – My personal story

Three Levels of Psychological Safety

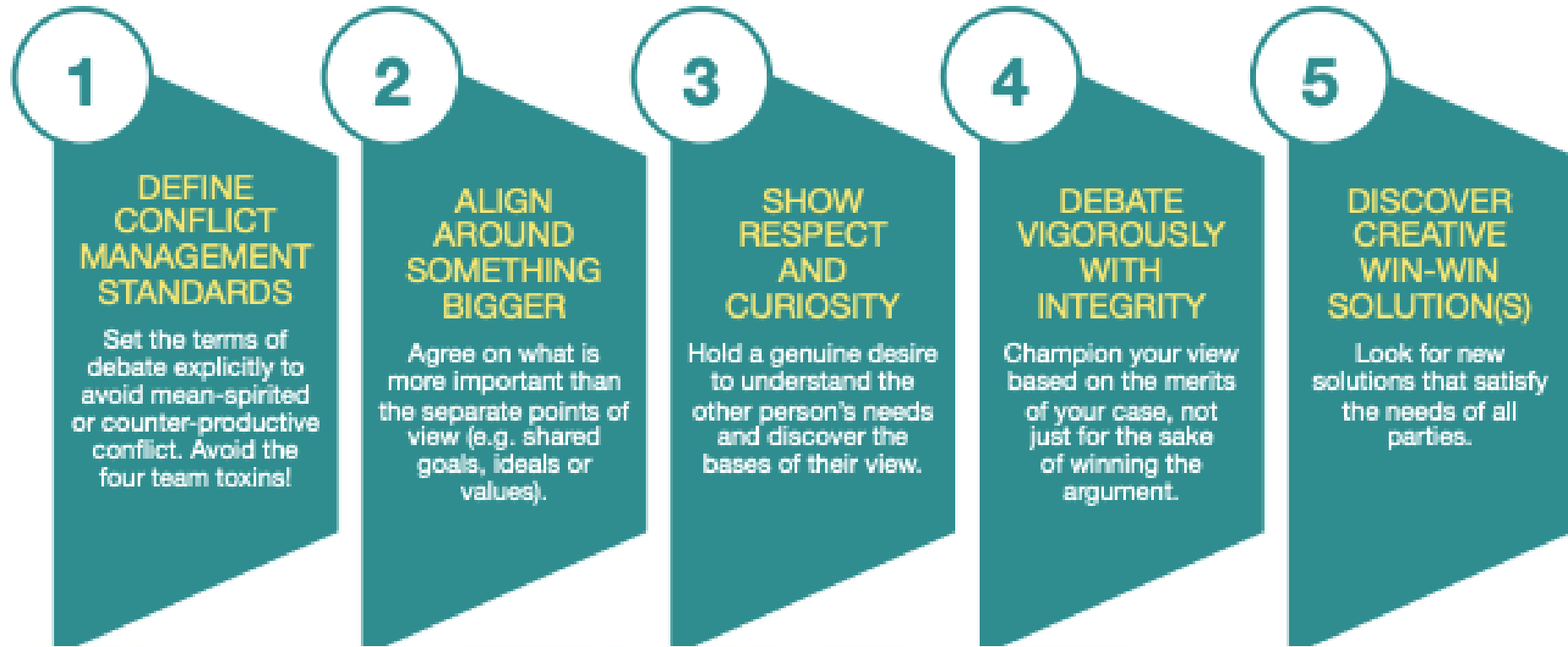


Conflict as an Enabler for Creativity and Innovation



Source: Kilmann Diagnostics

Conflict resolution : 5 key principles & Team toxins



Blaming / Criticism



Defensiveness



Contempt



Stonewalling

Diversity, Conflict as an Enabler for Creativity and Innovation



YOUR ICAGILE STORY

with Ahmed Sidky, President of ICAgile



CLAIMING YOUR NEW CERTIFICATION

1. Your training provider will upload the full class roster to ICAgile for certification.
2. You will receive an email containing instructions on how to access your ICAgile.com profile.
3. You will be required to complete a brief post-class survey.
4. Upon completing the survey, you will become certified and receive a copy of your certificate via email.