From Mindset to Consciousness: Playing the Infinite Game Of Human Development

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My Agile Journey
A Few Basic Concepts

• Mindset (Fixed, Growth, Agile)
• Consciousness
  • Perspectival and Integral
• Learning versus Development
• Single, Double, and Triple Loop Learning
Coaching—and Agile Coaching

- Coaching—and Agile coaching.
- Social technology of coaching?
- Sociotechnical practices for coaches?
- Overdriving our headlights . . .
- We begin to dis-integrate
Overdriving Our Headlights

- Too many teams.
- Scaling across roles.
- Too many flights!
- Rate of drive in the transformation
- Overcommitted and running ragged.
We May Have Gone Astray

• Resembling the problem.
• What shall we do when the salt loses its saltiness?
• Agile emerges in a consciousness unlike its own. It is different in:
  • Noticing, awareness, and values around knowledge of self and other.
  • What you notice is what you value.
Organizations Don’t Change

• People change.
• Organizations are made of people.
• Organizations don’t exist without people.
• Organizations don’t change:

People do.
Agile’s Alignment With Learning and Development

- Agile as The Learning Process
Mindset vs Consciousness

**Mindset**: The established set of attitudes held by someone.

**Fixed Mindset**: A belief that your qualities are carved in stone.

**Growth Mindset**: A belief that your basic qualities are things you can cultivate through your efforts, your strategies, and help from others, that everyone can change and grow through application and experience.

**Agile Mindset**: A set of beliefs about how best to orient to people and their potential and how best to organize work.

**Consciousness**: A quality of awareness and noticing skills that increase and interact with our knowledge of ourselves and others.
Mindset vs Consciousness

Hat

vs

Head
Agile is the Learning Process

• But . . . to *advance* we must *develop*
Agile As The Learning Process

- Open Space
- NoEstimates
- Large Scale Scrum (LeSS)
- Time Boxing
- Pairing
- GROWS Method™
- Nexus™
- Scrum
- Crystal Clear
- Extreme Programming (XP)
- Small Teams
- User Stories
- Work In Progress Limit
- Scaled Agile Framework (SAFe®)
- Feature Driven Development
- Kanban
- Mobbing
- Disciplined Agile Delivery (DAD)
- Relative Sizing
- Agile Fluency™
- Bossa Nova
Not All Learning Results in Development

• Learn as many coding languages as you like!
• Learn as many facilitation models as you like!
• But, what do you need to truly develop?
Learning and Change that Develops You

• Includes and transcends.
• What kind of learning are we talking about for coaches—really, everyone?
Single Loop Learning

- Single Loop
- Experience
- Plan for Change
Triple Loop Learning

- **Single Loop**
  - Plan for Change
  - Experience

- **Double Loop**
  - Mental Model in Use

- **Triple Loop**
  - Values, Beliefs, and Beingness
Triple Loop Learning

• Examples include:
  • Presencing (Theory U)
  • CDAI (Collaborative Developmental Action Inquiry)
  • . . . And those challenges that reorganize your understanding of yourself and your place in the world
Exercise: 15 Minutes

• Choose a partner—or two
• Introduce yourselves
• Take a “minute” to talk through some developmental leap you’d like to make
• Create a plan to connect in 3 months and 6 months
• Exchange contact info!
Speaking Across Levels of Development

- Norm Kerth story
- Speaking many languages
- Processing multiple perspectives
- Speaking across developmental levels
Self Care In A Troubled World

• We all fall apart sometimes.
• Practices for falling and rebounding with grace
Why Triple Loop Learning Is Where We Need To Be

- Agile transformation is not about frameworks or practices.
- It’s about shifting noticing, awareness, and knowledge of self and other—at the individual and system level.
We ask paradigmatic change of others; they need to see the “how” and effect of that in us.
No One Is An Expert Here

- Put yourself on the spot while letting yourself off the hook.
- Stay active in development outside of your agile practice area.
- Strive to notice you’re toasty before you’re crispy.
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Agile emerges in a consciousness unlike its own.
Questions?

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