Collaboration in Agile: Brain-based Learning
“A great thought begins by seeing something differently, with a shift of the mind’s eye.”

Albert Einstein
1. Name & company

2. Tell the other person about the most collaborative team you’ve ever worked in?

3. Three important characteristics of this team?
Agenda

1. Understanding of Agile & factors of collaboration
2. Experiential learning & brain-based approach
3. An experiential learning session & MIT Framework
Agenda

1. Understanding of Agile & factors of collaboration
2. Experiential learning & brain-based approach
3. An experiential learning session & MIT Framework
Graphic by Lynne Cazaly, based on Craig Smith, reproduced with permission

- Product Development
  - Flow
  - Kanban
  - Modern Management Methods
  - Deming
  - Profound Knowledge System
  - Lean Software Development
  - Scrum
  - ScrumBut/Scrumand
  - XP
  - Crystal
  - DSDM
  - FDD
  - ASD

- Personal Kanban
- Scrum Plop Patterns of Programs
- ETF
  - Enterprise Transition Framework
- Lean Startup
- Certifications
- Accelerated Agile
- Hybrid
  - Agile Unified Process
  - Extreme (WiKiSpeed)
  - Manufacturing
  - Disciplined Agile Delivery (DAD)

- Craig Smith
- Open Your Eyes to Other Methods

- TDD/ATD/BDD/BBE
  - Begin with the end in mind
- Vanguard Method
- Context Driven Testing
- Rightshifting
- Agile Budgeting
- Radical Management
- Theory of Constraints

- Enterprise Unified Process (EUP)
- Enterprise Scrum
- Large Scale Scrum (Less)
- XScale (Agile TNG)
- DevOps
- Mikado Method

- Enterprise Programming Anarchy (by www.lynnecazaly.com)
My experience of Agile at Facebook
Facebook's Growth Is Fueled by Mobile Ads

Facebook's quarterly revenue by segment

- Desktop Advertising
- Mobile Advertising
- Payments

2012: $1.17b
2013: $4.47b
2014: $7.80b
2015: $11.86b
2016: $11.86b
2017: $11.86b
2018 Q2: $0.19b
2018 Q2: $1.17b
2018 Q3: $11.86b

Source: Facebook
Three Principles of Agile

- Customers
- Network
- Small teams
What is the biggest barrier to adopting Agile?

- Organizational culture at odds with agile values: 52%
- General organization resistance to change: 48%
- Inadequate management support and sponsorship: 44%
- Lack of skills/experience with agile methods: 40%
- Inconsistent processes and practices across teams: 35%

How To Create A Collaborative Work Culture?

- Personal level
- Team level
- Leadership level
Importance of Leadership Support & Involvement

Mapping the Microsoft Journey

1. Form one team
2. Form several teams
3. Adopt Agile for 25 teams
4. Agile adoption grows organically
5. Nadella becomes CEO
6. Dev. Division gets Agile ‘org-wide mandate’
7. Grow healthy culture
8. Agile thinking spreads
9. Growth mindset (vs fixed mindset): specific ‘Agile mandate’ fades
10. Culture of trust and results

Market cap $900b

Microsoft Agile Journey  IMAGE: STEVE DENNING
How To Create A Collaborative Work Culture?

Engage all these levels & perspectives
Benefit from an effective learning method

Prof Mitchel Resnick
Learning Research
THE TYPES OF INTELLIGENCE

by Mark Vital

spatial
visualizing the world in 3D

naturalist
understanding living things and reading nature

musical
discerning sounds, their pitch, tone, rhythm, and timbre

logical-mathematical
tackling the questions of why we live, and why we die

existential

interpersonal
sensing people's feelings and motives

bodily-kinesthetic
coordinating your mind with your body

linguistic
finding the right words to express what you mean

intrapersonal
understanding yourself, what you feel, and what you want
Engages your learners

Multi-sensory experience
Standing up increases oxygen in the brain

Instructional variety

Instruction time less than 20 mins

Multi-sensory experience
Instructional Design of Brain-Based Learning

Connections

Brain-based learning

Concepts

Concrete Steps

© Sharon Bowman
Boost Team Collaboration

Challenge > communication problems in/across teams

Solution > experiential experience on collaboration & creating action items

Impact > public company channel allows everyone to see KPIs & the team recognised in company all-hands meeting.
More than 50% of the participants rated the learning experience > 9,5 out of 10
Agenda

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- Experiential learning & brain-based approach
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Let’s Experience

- Experience
- Application
- Reflection
- Generalization
Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.
Businesses with diverse & engaged employees see revenue increases of up to 46%.

Source: McKinsey Women Matter
“Human beings rarely go it alone... Our ability to survive, even to live, depends on our capacity to coordinate with others in and across time.”

Three Ideas To Achieve Synchronisation

**Multiplex ties**
Create opportunities for employees to become friends

**Structural holes**
Allow employees to work for a short time in other teams/offices

**Purpose**
Make sure employees know why they are implementing Agile
MIT’s Framework to Collaboration

Cultural

Values, beliefs, mentality

Strategic Design
# Cultural Perspective

<table>
<thead>
<tr>
<th>Judgment</th>
<th>Communication</th>
<th>Impact</th>
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</thead>
<tbody>
<tr>
<td>You make wise decisions</td>
<td>You listen well, instead of reacting fast, so you</td>
<td>You accomplish amazing amounts of</td>
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<tr>
<td>[people, technical,</td>
<td>can better understand</td>
<td>important work</td>
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<tr>
<td>business, and creative]</td>
<td>You are concise and articulate in speech and</td>
<td>You demonstrate consistently strong</td>
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<td></td>
<td>writing</td>
<td>performance so colleagues can rely</td>
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<td></td>
<td>You treat people with respect independent of their</td>
<td>upon you</td>
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<td></td>
<td>status or disagreement with you</td>
<td>You focus on great results rather</td>
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<td></td>
<td>You maintain calm poise in stressful situations</td>
<td>than on process</td>
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<td></td>
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<td>You exhibit bias-to-action, and</td>
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<td>avoid analysis-paralysis</td>
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<td>Curiosity</td>
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<td>You learn rapidly and</td>
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<td>eagerly</td>
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<td>You seek to understand our</td>
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<td>strategy, market,</td>
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<tr>
<td>subscribers, and suppliers</td>
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<tr>
<td>You are broadly</td>
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<tr>
<td>knowledgeable about</td>
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<tr>
<td>business, technology</td>
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<tr>
<td>and entertainment</td>
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<tr>
<td>You contribute effectively</td>
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<td>outside of your specialty</td>
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<tr>
<td>Innovation</td>
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<tr>
<td>You re-conceptualize</td>
<td>You say what you think even if it is controversial</td>
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<td>issues to discover</td>
<td>You make tough decisions without excessive</td>
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<tr>
<td>practical solutions to</td>
<td>agonizing</td>
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<td>hard problems</td>
<td>You take smart risks</td>
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<td></td>
<td>You question actions inconsistent with our values</td>
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<tr>
<td>Passion</td>
<td></td>
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<td>You inspire others with</td>
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<td>your thirst for excellence</td>
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<td>You care intensely about</td>
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<td>Netflix’s success</td>
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<td>You celebrate wins</td>
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<td>You are tenacious</td>
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<td>Honesty</td>
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<td>You are known for</td>
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<td>candor and directness</td>
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<td>You are non-political</td>
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<td>when you disagree with</td>
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<td>others</td>
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<td>You only say things about</td>
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<td>fellow employees you will</td>
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<td>say to their face</td>
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<td>You are quick to admit</td>
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<td>mistakes</td>
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<tr>
<td>Selflessness</td>
<td></td>
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<tr>
<td>You seek what is best for</td>
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<tr>
<td>Netflix, rather than best</td>
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<tr>
<td>for yourself or your group</td>
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<td>You are ego-less when</td>
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<tr>
<td>searching for the best</td>
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<td>ideas</td>
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<td>You make time to help</td>
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<td>colleagues</td>
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<tr>
<td>You share information</td>
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<td>openly and proactively</td>
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</tbody>
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*We Want to Work with People Who Embody These Nine Values*
MIT’s Framework to Collaboration

Cultural
- Values, beliefs, mentality

Strategic Design
- Grouping, linking, incentivizing & results
Strategic Design Perspective
MIT’s Framework to Collaboration

Cultural

Strategic Design

Grouping, linking, incentivizing & results
Let’s Apply MIT’s Framework

- Values
- Beliefs
- Mentality

Cultural

Strategic Design
- Grouping
- Linking (tools, systems, processes, etc)
- Incentivizing (rewards, bonus etc)
- Results

Facebook

Netflix
1. Name & company

2. Based on the MIT Framework, what are the strengths of your organization?

3. Based on the MIT Framework, what are three action items you can take to improve collaboration in your organization?
Let’s Apply MIT’s Framework

Cultural

- Values
- Beliefs
- Mentality

Strategic Design

- Grouping
- Linking (tools, systems, processes, etc)
- Incentivizing (rewards, bonus, etc)
- Results

Introduce yourself + strengths of your organisation + 3 action items to improve collaboration at work
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“Delivering frictionless customer experience requires both continuous collaboration across internal teams and interaction with customers.”

Steve Denning
Let’s inspire collaboration!

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