Knowledge Transfer and Experimentation

Humour, Mood and Learning

“Amygdala Hijack”

- Threats / Stress trigger fight or flight response
- Brain circuits shut down to prioritize survival

Switches on many more learning circuits in the brain

- Brain 31% more productive
- Doctors 19% more accurate at diagnosing correctly
- We are 37% better at sales

30 minutes for 21 days measurable increase in dopamine

Creating lasting positive change:

- 3 Gratiudes [Emmons & McCullough, 2003]
- Journaling [Slatcher & Pennebaker, 2006]
- Exercise [Babyak, 2000]
- Meditation [Rowland, 2009]
- Random Acts of Kindness [Lyubomirsky, 2005]
Success and Happiness

10% External: What we get
90% Internal: How we process events

Success  ➔  Happy

Reduce the Stigma/Stress of Failure

Change our language, avoid:

• “This is important, don’t mess it up”
• “We are paying you $x per hour, you’d better be good”

Sprint demo: “What have you achieved this week?”

“Failing to Plan is Planning to Fail”

Every time we fail:
• What failed?
• Why did it fail?
• What did we learn?
• How will we avoid that in the future?
• What should we try next?

FAIL = First Attempt In Learning

Fueling Perseverance Beyond Failure

Fun = Failure Fuel
FUN = Fuel Unending Nerdiness

Learning in Agile

• Most Retrospectives are broken
• 50% of your experiments should fail
• Seek expansion, not validation
• Reduce failure stigma

#1: Experiment
#2: Serious Fun
The Evolution of Agile

Approach Evolution

Agile approaches are not sacrosanct – we need to experiment to improve.

Success and Failure Analysis:
- Best teams don’t emphasise agile
- Agile Myopia
- Buffet Syndrome

DSDM Experiments 1993 - 1994

Process has weight, but knowledge is weightless
Process Costs

Aligned Team

Net vector

Project Goal

"Done" Drift

Team Focus

Net vector

Project Goal

Lost-potential
of Delivery Value

"Done" Drift

10% Excessive agile
process focus

5% unavoidable
corporate process

Knowledge, Process

#3: Process has weight,
knowledge is weightless

#2: Always ask: What can we stop doing?
### Org. Structures of the Future

#### Key Breakthroughs and Theme

1. **RED Organizations**
   - Fear, short term focus
   - Command authority
   - Division of labor
   - “Wolf Pack” mentality
   - Street gangs
   - Mafia
   - Tribal Militias

2. **AMBER Organizations**
   - Hierarchical pyramid, Command-and-Control (what and how)
   - Formal roles
   - Stable and scalable hierarchies
   - Formal Processes
   - Military
   - Government agencies
   - Public school systems

3. **ORANGE Organizations**
   - Profit focus (Command and control on the What?, Freedom on the How?)
   - Innovation
   - Accountability
   - Meritocracy
   - “Machine” mentality
   - Multinational companies
   - Charter schools

4. **GREEN Organizations**
   - Pyramid with focus on culture and empowerment for better motivation.
   - Empowerment
   - Values-driven culture
   - Stakeholder model
   - “Family” mentality
   - Southwest Airlines
   - Ben and Jerry’s
   - W.L. Gore and Associates

5. **TEAL Organizations**
   - No pyramid. Move operational functions from central organization to local organization. Provide templates and services.
   - Self-management
   - Distributed knowledge and decision making
   - “Organism/Community” mentality
   - Buurtzorg
   - Patagonia
   - Holacracy
   - Morningstar

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### The Evolution of Organizations

#### Drive: Intrinsic Motivation

1. **Autonomy**
   - How to do work
   - Decision Making
   - Structure / Hiring

2. **Mastery**
   - Work tasks
   - Frameworks / Tools

3. **Purpose**
   - Delight customer
   - Deliver value
   - Higher purpose/goal

#### Key Breakthroughs

1. **#1: Teal is beyond Agile (Green) orgs.**
2. **#2: Future orgs: compelling and inspirational**

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### Conclusion

- **Experiment – Learn**
- **Iterate – Improve**
- **Enjoy – Endure**

### The Future Looks Awesome!

#### Questions...

- **Beyond Agile Model:** Experiment: [www.BeyondAgileModel.com](http://www.BeyondAgileModel.com)