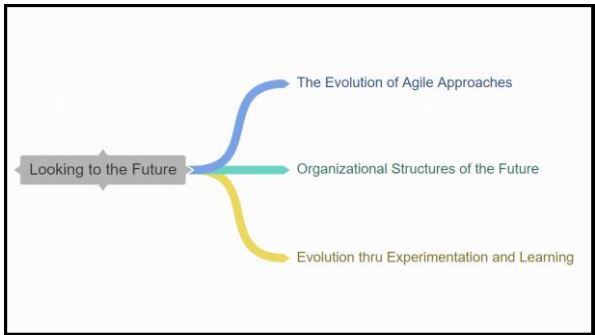


Mike Griffiths  
The Future Looks Awesome, and Moving Beyond Agile

Agile Alliance

AUGUST 5  
WASHINGTON DC  
AGILE 2019

Interim slides – Full deck will be brought to Conference on USB



**Experimentation and Learning**

Knowledge Transfer and Experimentation

**Humour, Mood and Learning**

**“Amygdala Hijack”**

Amygdala

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

**DOPAMINE**

Switches on many more learning circuits in the brain

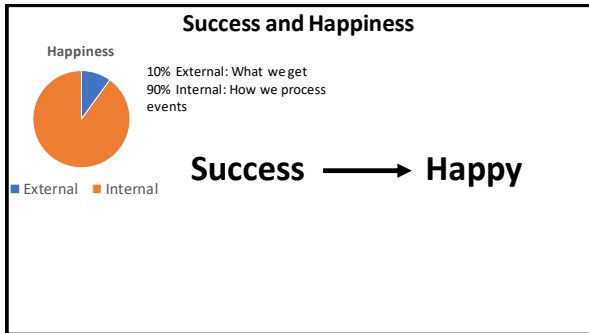
- Brain 31% more productive
- Doctors 19% more accurate at diagnosing correctly
- We are 37% better at sales

30 minutes for 21 days measurable increase in dopamine

**DOPAMINE**

Creating lasting positive change:

- **3 Gratitudes** [Emmons & McCullough, 2003]
- **Journaling** [Slatcher & Pennebaker, 2006]
- **Exercise** [Babyak, 2000]
- **Meditation** [Dweck, 2007]
- **Random Acts of Kindness** [Lyubomirsky, 2005]



### 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"

My Plan

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**



### Learning in Agile

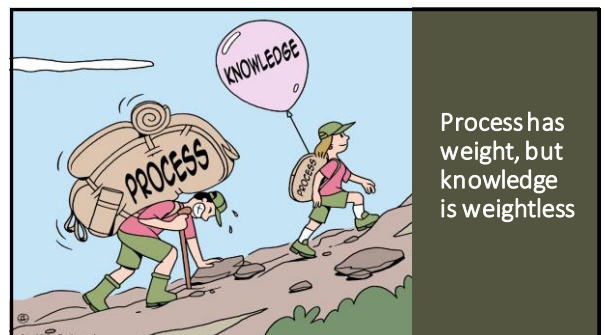
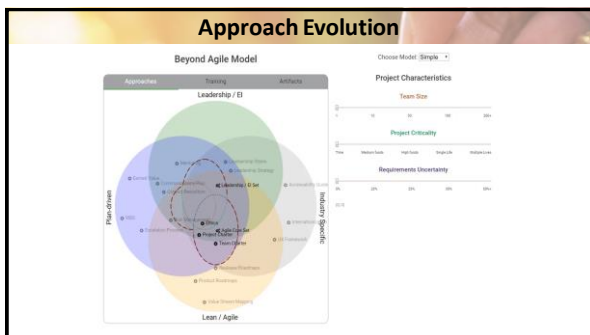
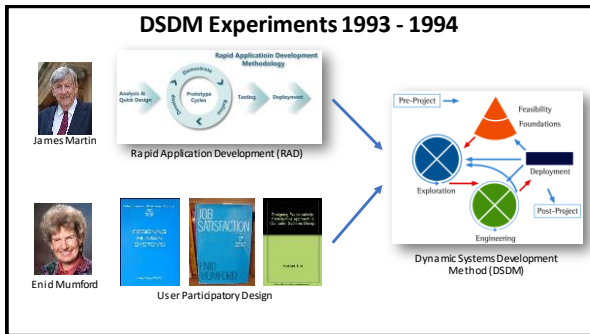
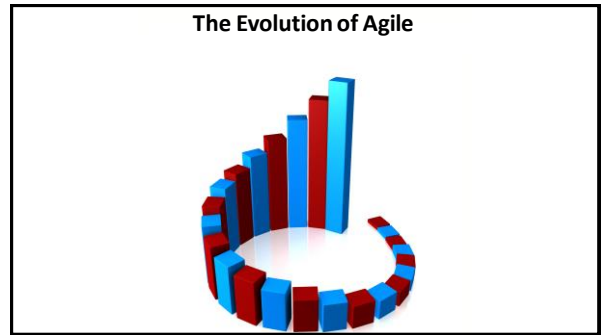
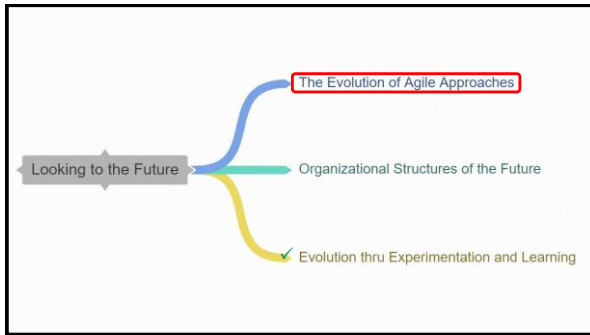
- Most Retrospectives are broken
- 50% of your experiments should fail
- Seek expansion, not validation
- Reduce failure stigma

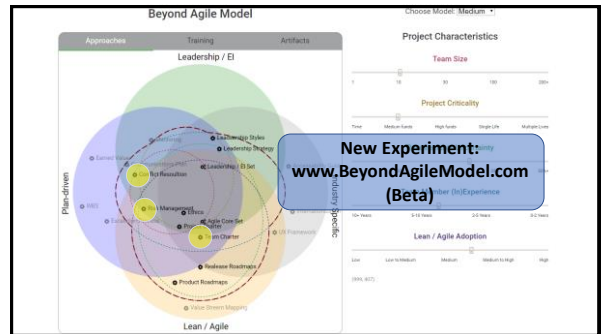
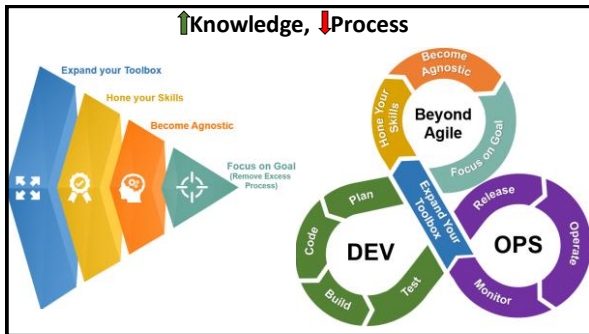
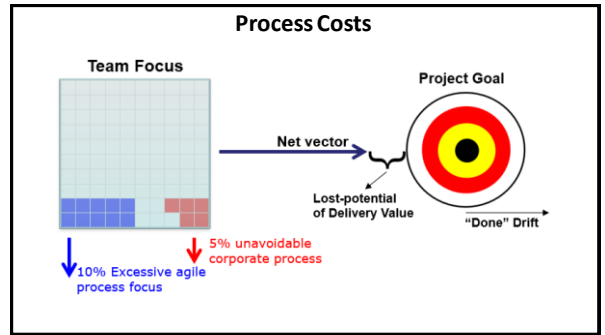
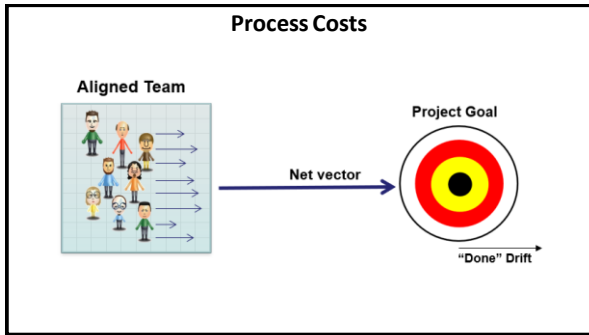
Image credit: Trent Hogue, MindGarden

### #1: Experiment

### #2: Serious Fun

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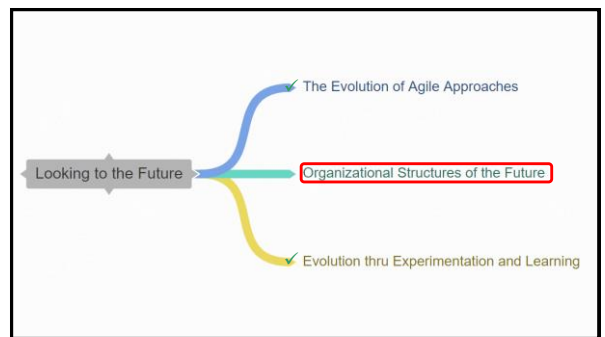


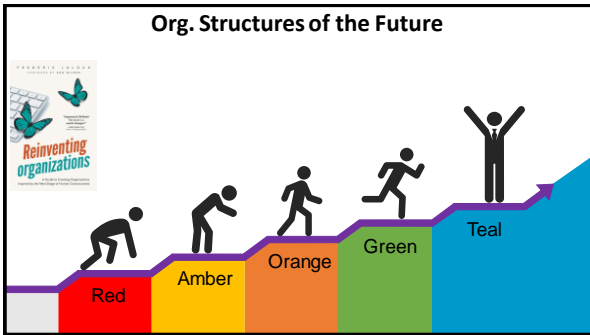
#3: Process has weight, knowledge is weightless

#2: Always ask: What can we stop doing?

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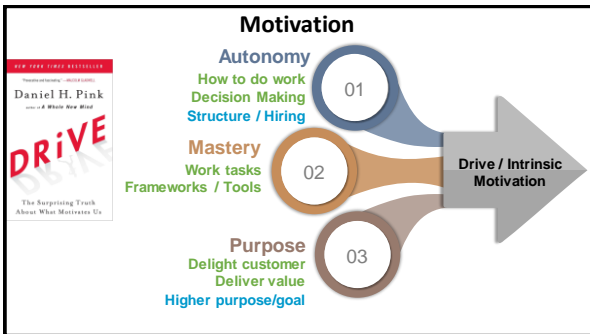
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### The Evolution of Organizations

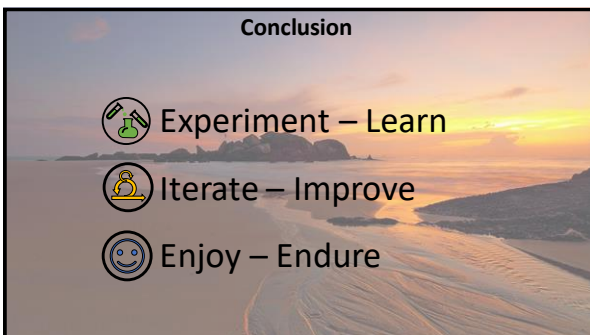
Name and Characteristics	Key Breakthroughs and Theme	Examples
<b>1) RED Organizations</b> Fear, short term focus	<ul style="list-style-type: none"> <li>Command authority</li> <li>Division of Labor</li> <li>"Wolf-pack" mentality</li> </ul>	<ul style="list-style-type: none"> <li>Street gangs</li> <li>Mafia</li> <li>Tribal Militias</li> </ul>
<b>2) AMBER Organizations</b> Hierarchical pyramid, Command-and-Control (what and how)	<ul style="list-style-type: none"> <li>Formal roles</li> <li>Stable and scalable hierarchies</li> <li>Formal Processes</li> <li>"Army" mentality</li> </ul>	<ul style="list-style-type: none"> <li>Military</li> <li>Government agencies</li> <li>Public school systems</li> </ul>
<b>3) ORANGE Organizations</b> Profit focus (Command and control on the What?, Freedom on the How?)	<ul style="list-style-type: none"> <li>Innovation</li> <li>Accountability</li> <li>Meritocracy</li> <li>"Machine" mentality</li> </ul>	<ul style="list-style-type: none"> <li>Multinational companies</li> <li>Charter schools</li> </ul>
<b>4) GREEN Organizations</b> Pyramid with focus on culture and empowerment for better motivation.	<ul style="list-style-type: none"> <li>Empowerment</li> <li>Values-driven culture</li> <li>Stakeholder model</li> <li>"Family" mentality</li> </ul>	<ul style="list-style-type: none"> <li>Southwest Airlines</li> <li>Ben and Jerry's</li> <li>W.L. Gore and Associates</li> </ul>
<b>5) TEAL Organizations</b> No pyramid. Move operational functions to provider teams. Empower delivery and local organization. Provide templates and services.	<ul style="list-style-type: none"> <li>Self-Management</li> <li>Distributed knowledge and decision making</li> <li>"Organism/Community" mentality</li> </ul>	<ul style="list-style-type: none"> <li>Buurtzorg</li> <li>Patagonia</li> <li>Holacracy</li> <li>Morningstar</li> </ul>



#1: Teal is beyond Agile (Green) orgs.

#2: Future orgs: compelling and inspirational

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### The Future Looks Awesome!

Questions...

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

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