Who knows?

The most important skill for succeeding with Agile?

NO FAIRIES

1. What we're not telling executives
2. What we are telling executives
3. Reflection/Discussion - LeSS

NO FAIRIES

1. What we're not telling executives
2. What we are telling executives
3. Reflection/Discussion - LeSS

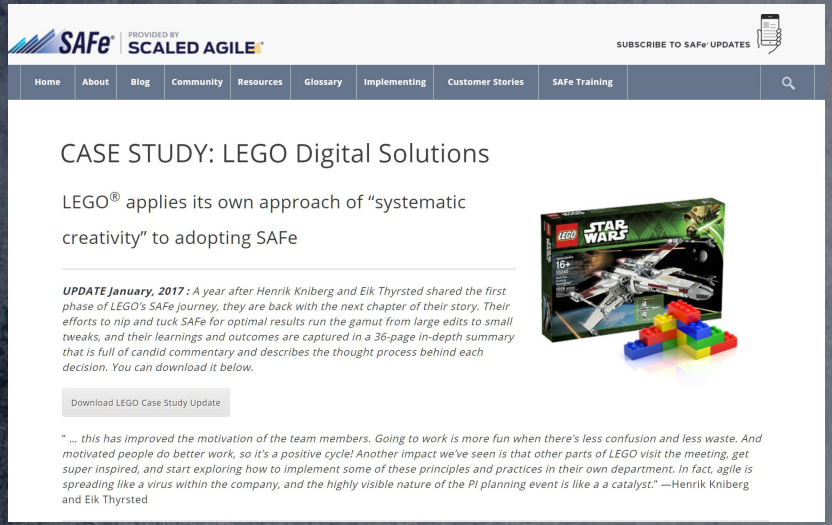
NO FAIRIES

The Executive Story: Agile Transformations …

```
sed
  s/princess/company
  s/love/SAFe
  s/dragon/culture
  s/knights/consultants
```

NO FAIRIES

Supposedly Agile Transformation success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CASE STUDY: LEGO Digital Solutions

LEGO® applies its own approach of "systematic creativity" to adopting SAFe

UPDATE January, 2017 : *A year after Henrik Kniberg and Eik Thyrsted shared the first phase of LEGO's SAFe journey, they are back with the next chapter of their story. Their efforts to nip and tuck SAFe for optimal results run the gamut from large edits to small tweaks, and their learnings and outcomes are captured in a 36-page in-depth summary that is full of candid commentary and describes the thought process behind each decision. You can download it below.*

Download LEGO Case Study Update

" ... this has improved the motivation of the team members. Going to work is more fun when there's less confusion and less waste. And motivated people do better work, so it's a positive cycle! Another impact we've seen is that other parts of LEGO visit the meeting, get super inspired, and start exploring how to implement some of these principles and practices in their own department. In fact, agile is spreading like a virus within the company, and the highly visible nature of the PI planning event is like a a catalyst." —Henrik Kniberg and Eik Thyrsted

2014: LEGO Digital Solutions turned to SAFe to improve their collaboration model and seek out what they like to refer to as the "Land of Awesome."

2015: "This has been the best year ever for the Lego Group," Jørgen Vig Knudstorp, CEO.

2017: Lego fired 8% of employees.

"In fact, we have made our organization more complex, which makes our growth more difficult", Jørgen Vig Knudstorp, *former* CEO.

NO FAIRIES

Q: What made you decide ... ?

NO FAIRIES

Fairytale 1:
Why executives want Agile transformations

The fairytales	The real reasons
Happy customers	Cost saving opportunities
Happy workplace!	Employer branding
More successful products	Makes me look good
Purpose-driven business	Makes me feel good, less guilt
...	Others are doing it, don't want to miss out
	We have to do *something* or else...

Fairytale 2:
Agile will confirm what we 'know' already

Reliable planning & delivery

Faster implementation of our (many) strategies

No disruption of Business As Usual

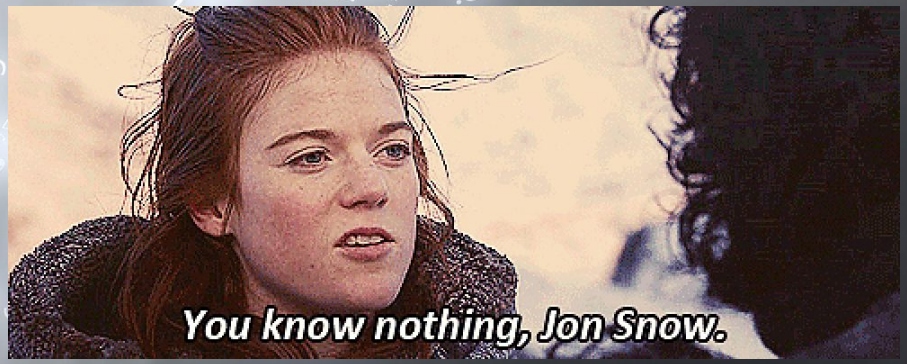
...

Which brings us to...

NO FAIRIES

1. What we're not telling executives
2. What we are telling executives
3. Reflection/Discussion - LeSS

NO FAIRIES

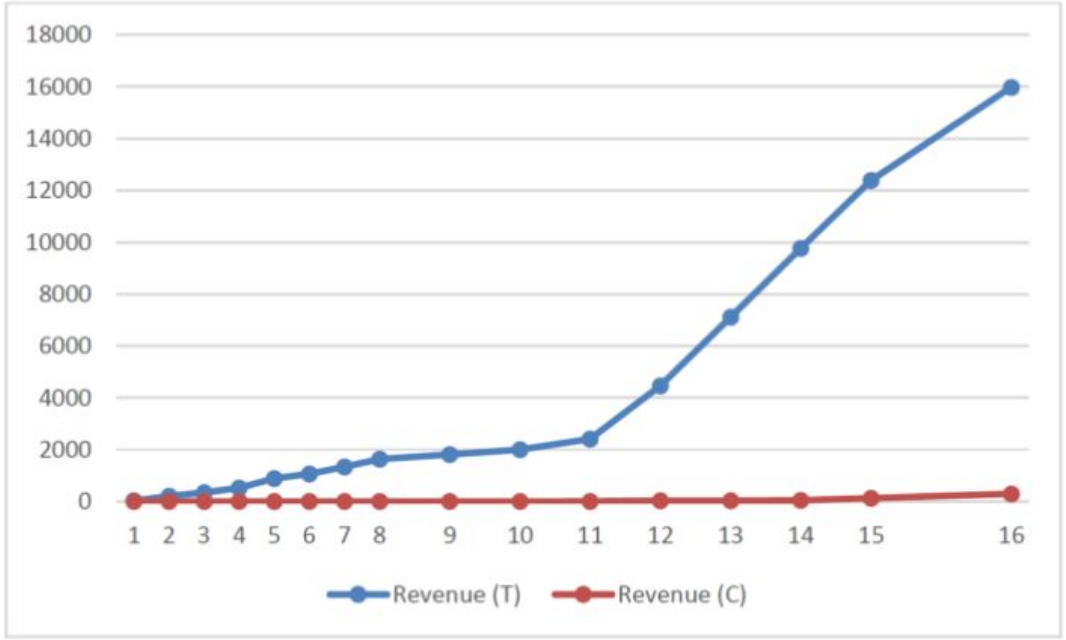


Management is not a Fairytale

NO FAIRIES

NO FAIRIES

Figure 2: Average revenue over time (euros), treated and control startups



Believe in their fairytales, and do something about it.

Believe in their fairytales.

A. Camuffo, A. Cordova, A. Gambardella: *A scientific approach to entrepreneurial decision-making: evidence from a randomized control trial.* Discussion Paper - CEPR, 2017.

NO FAIRIES

A Theory of Human Motivation
A. H. Maslow
Daniel H. Pink
A Whole New Mind
DRIVE
The Surprising Truth About What Motivates Us
25th ANNIVERSARY EDITION
OVER 25 MILLION COPIES SOLD
THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE
POWERFUL LESSONS IN PERSONAL CHANGE
Stephen R. Covey
Tiny Changes, Remarkable Results
Atomic Habits
An Easy & Proven Way to Build Good Habits & Break Bad Ones
James Clear
NEW YORK TIMES BESTSELLER
TINY HABITS
The Small Changes That Change Everything
BJ FOGG, PhD
Founder of Stanford's Behavior Design Lab
BRIAN J. ROBERTSON
HOLACRACY
The New Management System for a Rapidly Changing World
FREDERIC LALOUX
Reinventing organizations
A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness
STEPHEN DENNING
THE AGE OF AGILE
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More than 1,000,000 copies sold for one simple reason: it works!
Nonviolent COMMUNICATION
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MARSHALL B. ROSENBERG, PhD
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Het ultieme workbook voor jou als leidinggevende, om met nog meer succes (team) doelen te realiseren
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Marco Schreurs
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CULTIVATE CONSCIOUSNESS AT WORK
CAROL SANFORD
FEEDBACK WRAP
MINDJOURNAL
WHICH OF THE 8 PERSONALITY TYPE ARE YOU?
LOYALIST
ACHIEVER
ENTHUSIAST
HELPER
REFORMER
CHALLENGER
PEACEMAKER
INDIVIDUALIST
COLOR PERCEPTION TEST
The Ultimate Guide to Myers Briggs MBTI
ADKAR
A MODEL FOR CHANGE IN BUSINESS, GOVERNMENT AND OUR COMMUNITY
How to Implement Successful Change in Our Personal Lives and Professional Careers
JEFFREY M. HIATT
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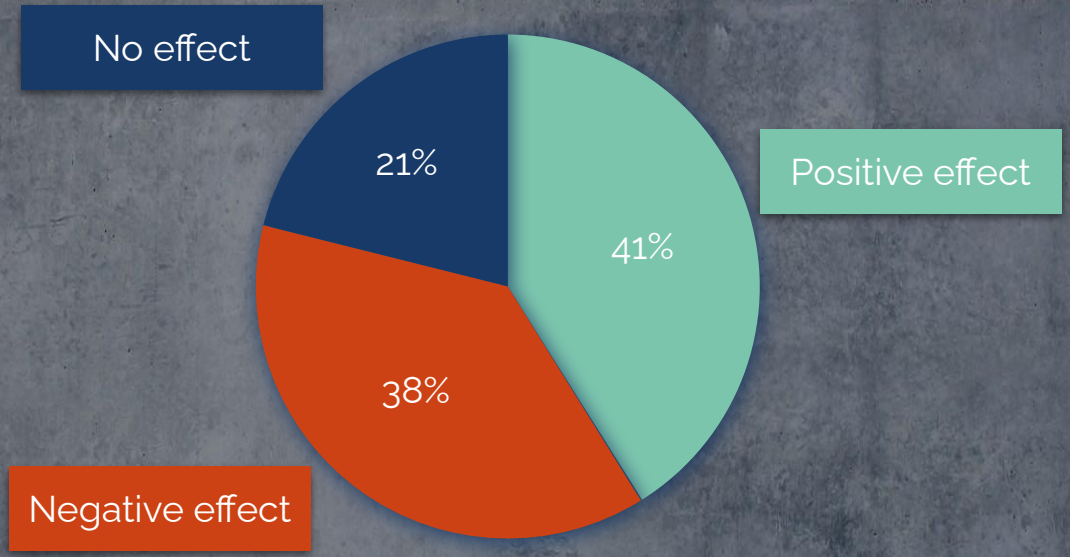
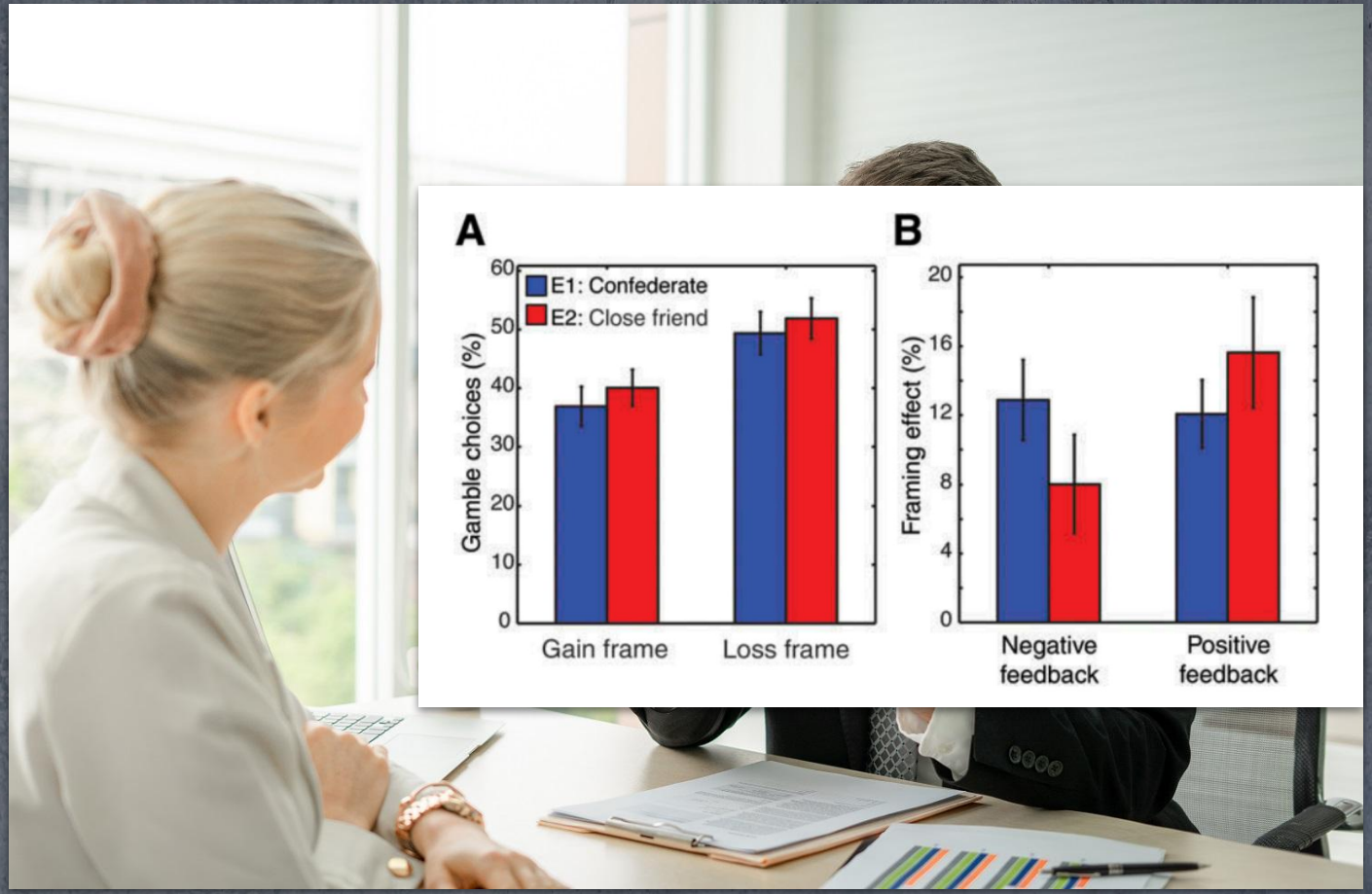
Jason Little
LEADING CHANGE
JOHN P. KOTTER
What's Your Type?
Kleurrijk Samenwerken
6 redenen voor een kleurenprofiel met je team
Discovery

NO FAIRIES



A. N. Kluger, A. DeNisi: *The effects of feedback interventions on performance: a historical review, a meta-analysis, and a preliminary feedback intervention theory.* Psychological Bulletin, 1996.

NO FAIRIES



K. E. Sip et al.: *Social closeness and feedback modulate susceptibility to the framing effect.*
Social Neuroscience, 2014.

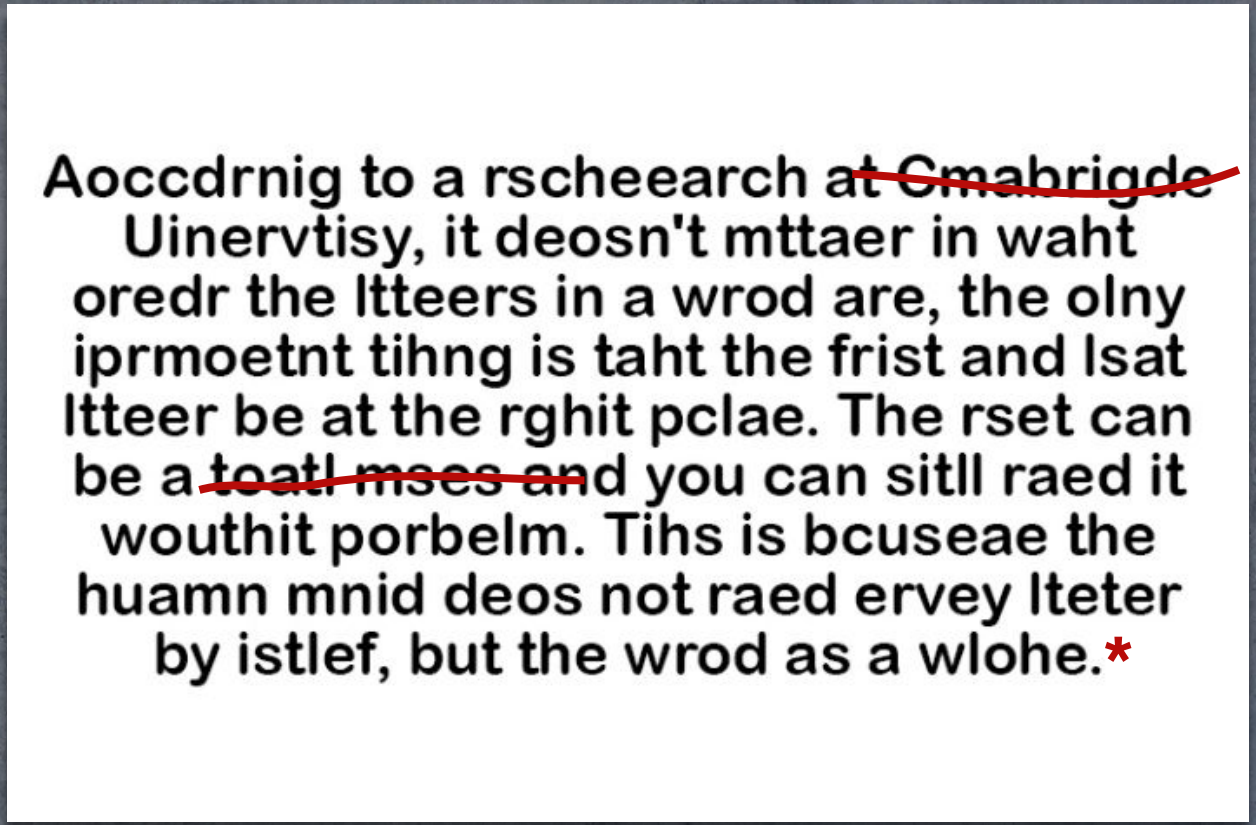
NO FAIRIES

Why?

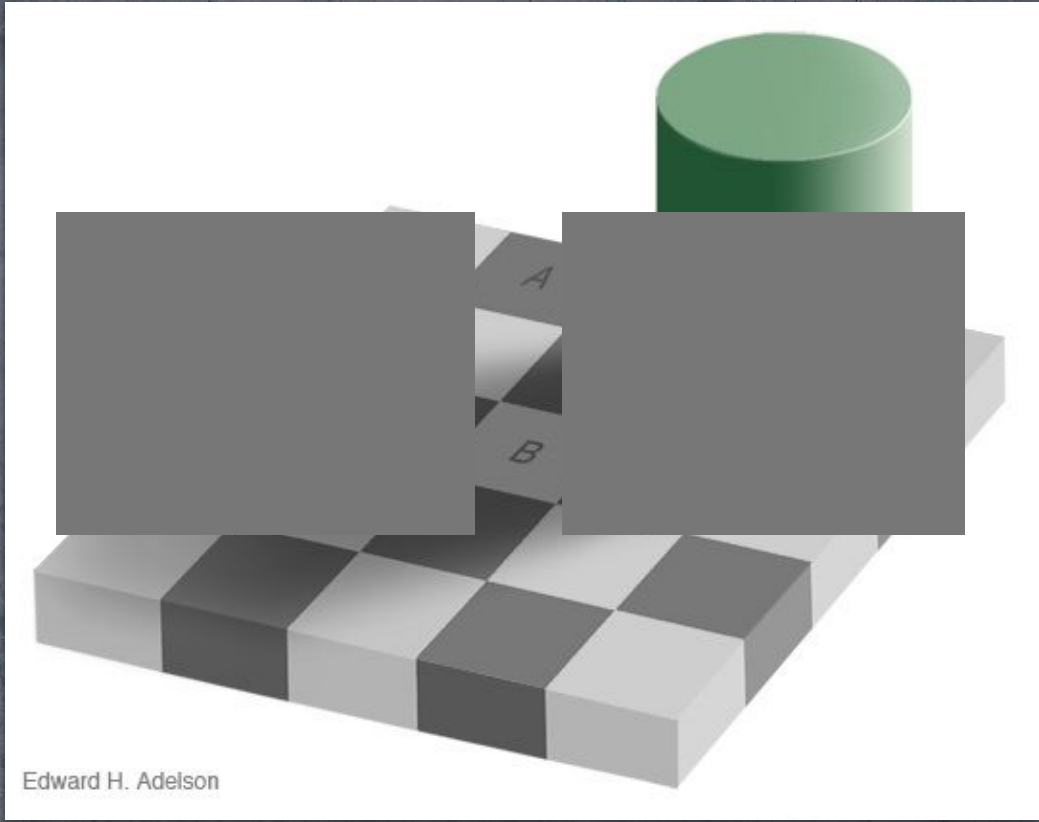
NO FAIRIES

NO FAIRIES

NO FAIRIES



https://www.sciencealert.com/word-jumble-meme-first-last-letters-cambridge-typoglycaemia, 2018



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NO FAIRIES

We believe that we experience reality,

but we experience what we believe.

NO FAIRIES

Brainstorm

Green Needle

NO FAIRIES

NO FAIRIES

I don't believe I'm always right.

But I do always believe I'm right.

NO FAIRIES

MANAGEMENT IS NOT A FAIRYTALE

Our Starting Points

We all believe in Fairytales

Our unknown is infinite

NO FAIRIES

When a wise person says/does something ‘stupid’,

You’re about to get wiser.

NO FAIRIES

Get Organised!

1. Visualise
2. Challenge
3. Verify

NO FAIRIES

Visualise
NO FAIRIES

Challenge

NO FAIRIES

VERIFY
NO FAIRIES

Not Knowing
NO FAIRIES

1. What we're not telling executives
2. What we are telling executives
3. Reflection/Discussion - LeSS

NO FAIRIES

Adam Grant
@AdamMGrant

Dismissing ideas that you dislike isn't critical thinking. It's confirmation bias.

Critical thinking is approaching new information with a mix of curiosity and doubt.

It starts with gauging the credibility of the source, the rigor of the logic, and the validity of the evidence.

NO FAIRIES

How do you know what you don't know?

1

"Little's Law states:

Reducing WIP levels will reduce average cycle time."

FAIRYTALE?

FACT?

DISCUSS:

NO FAIRIES

2

"In contrast with other scaled Scrum approaches, it's possible in LeSS to effectively scale the Product Owner role with just one person because there are fewer roles and positions, and less complexity."

FAIRYTALE?

FACT?

DISCUSS:

NO FAIRIES

3

"Humans have three intrinsic motivation drivers:

Autonomy, Mastery and Purpose."

FAIRYTALE?

FACT?

DISCUSS:

NO FAIRIES

How do you know?

Believe?

1

Know?

"Little's Law states:

Reducing WIP levels will reduce average cycle time."

Fairytale!

Fact!

Discuss:

NO FAIRIES

Believe?

2

Know?

"In contrast with other scaled Scrum approaches, it's possible in LeSS to effectively scale the Product Owner role with just one person because there are fewer roles and positions, and less complexity."

Fairytale!

Fact!

Discuss:

NO FAIRIES

Believe?

3

Know?

"Humans have three intrinsic motivation drivers:

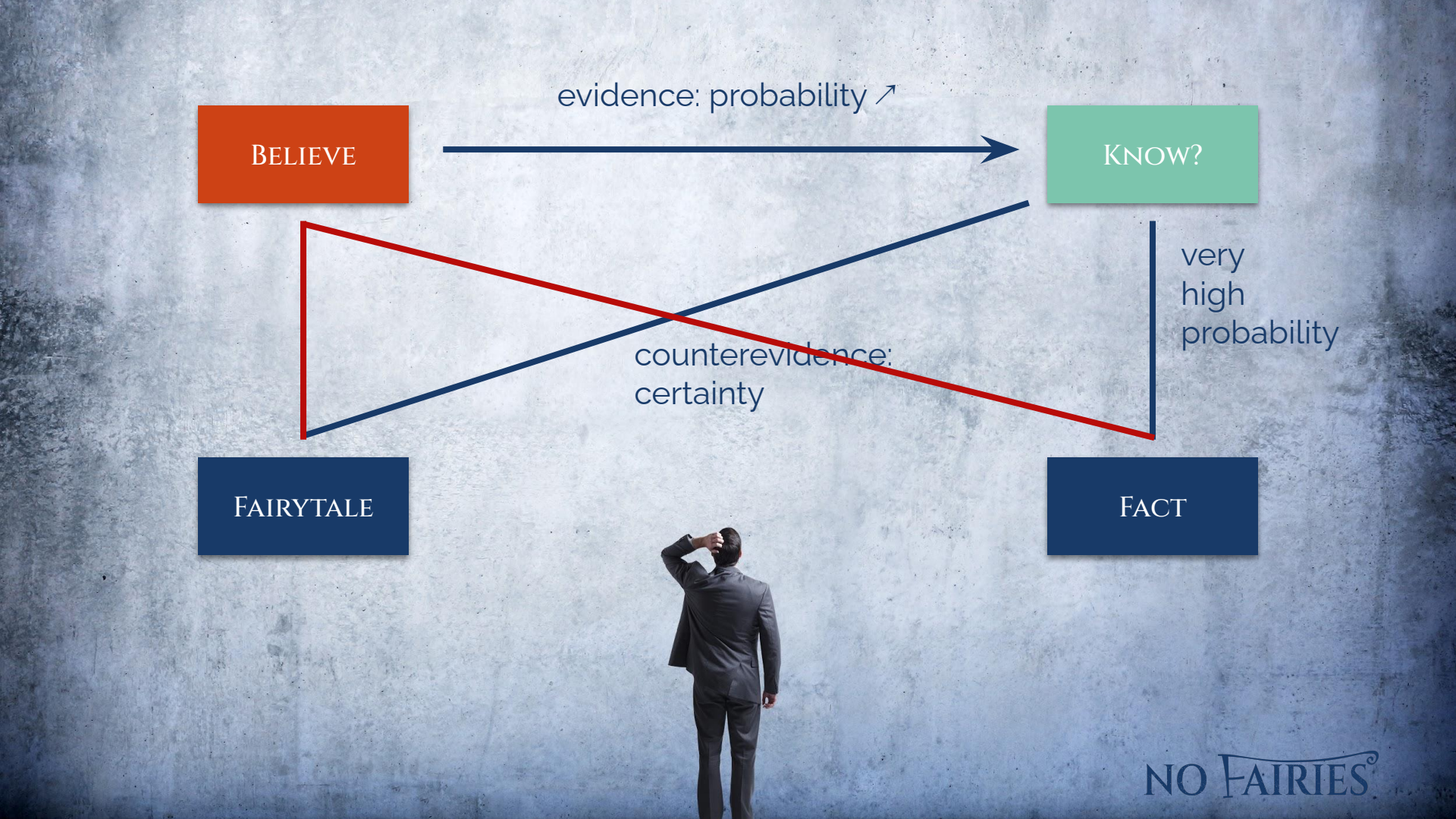
Autonomy, Mastery and Purpose."

Fairytale!

Fact!

Discuss:

NO FAIRIES


evidence: probability ↗
Believe
Know?
very
high
probability
counterevidence:
certainty
Fairytale
Fact
NO FAIRIES

Believe?

Know?

Scientist: my discoveries are useless if taken out of context

Media:

Scientist claim their discoveries are useless

thatcucmberguy| 29 minutes ago

Reduc … time."

Fairytale!

Fact!

So?

No Fairies

Believe?

2

Know?

"In contrast with other [illegible] Scrum approaches, it's possible in LeSS to effect[illegible] scale the Product Owner role with just one [illegible]on because there are fewer roles and positi[illegible]s, and less complexity."

Fairytale!

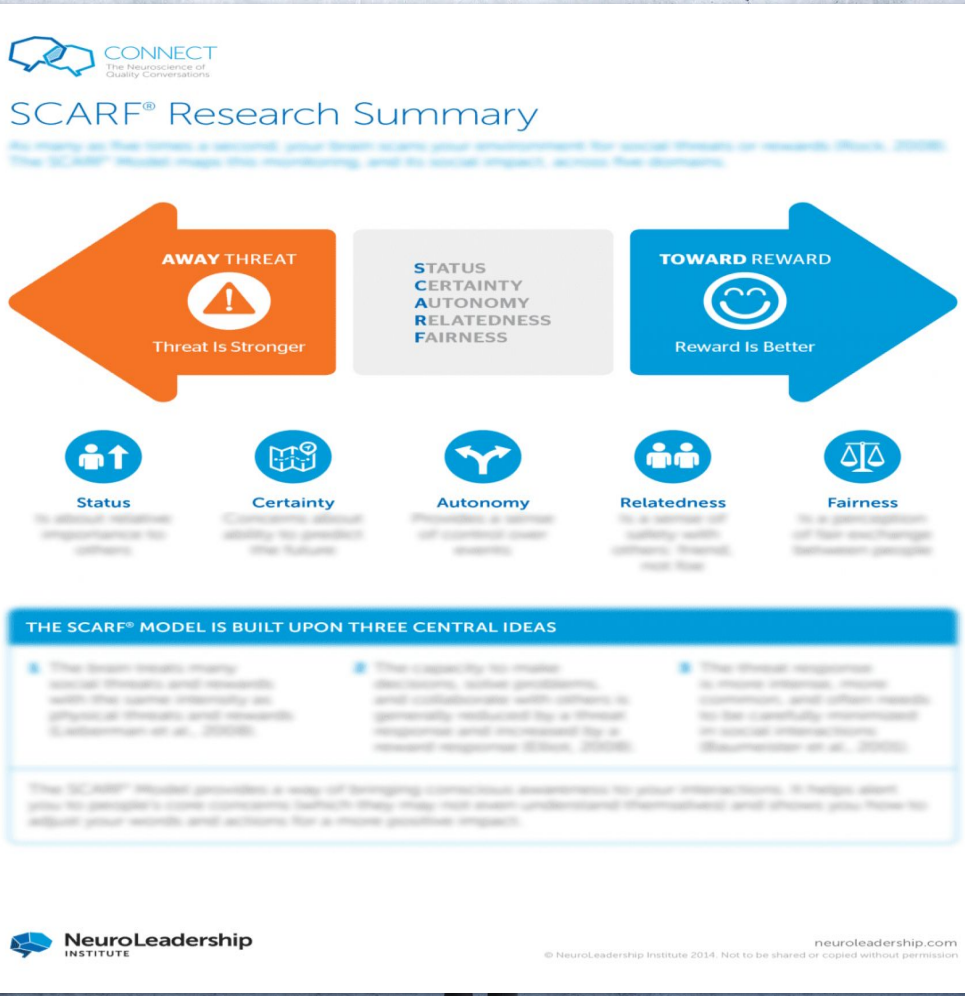
Fact!

So?

NO FAIRIES

Believe?

Know?

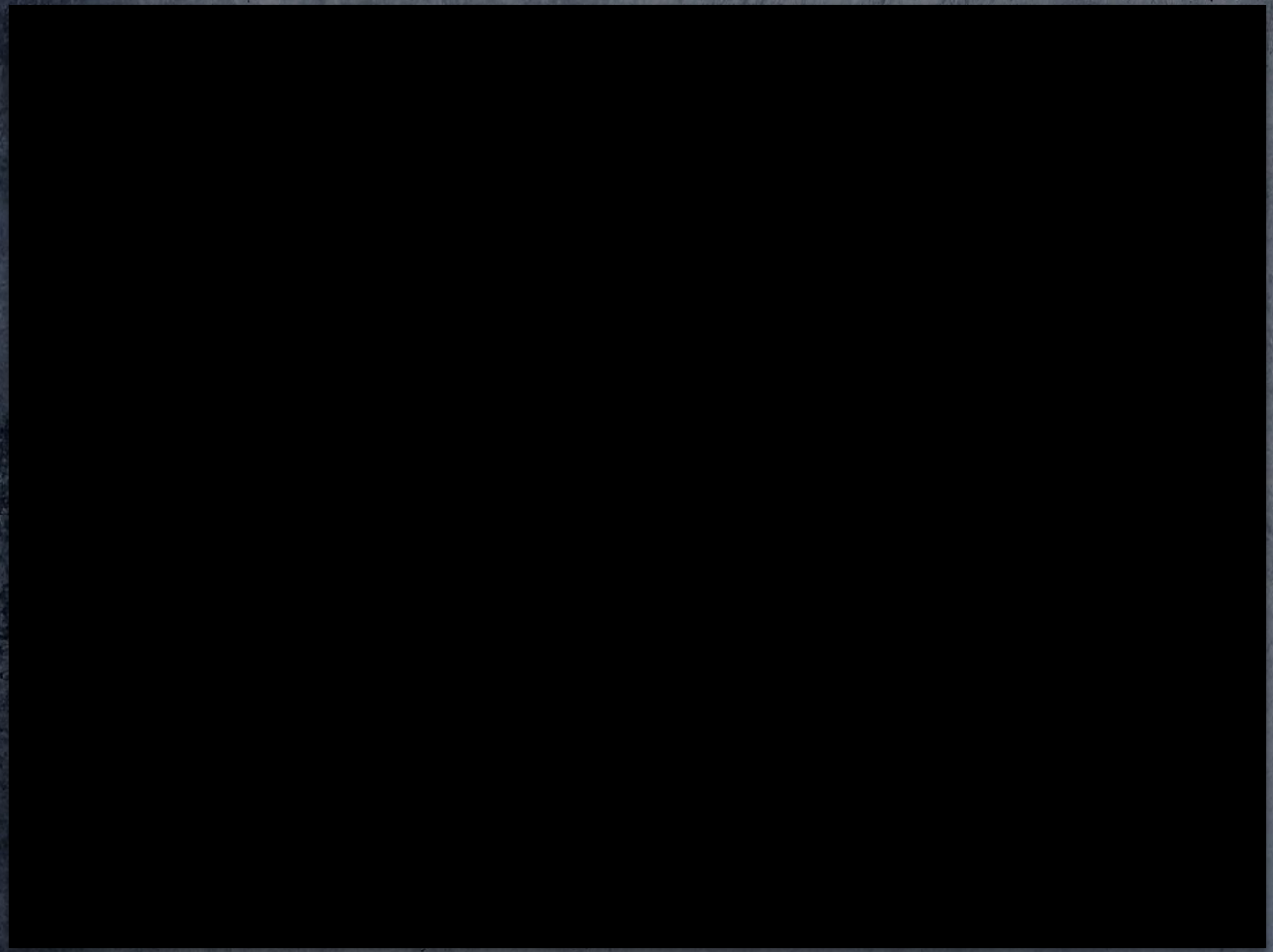


Fairytale!

Fact!

So?

NO FAIRIES



NO FAIRIES

MANAGEMENT IS NOT A FAIRYTALE

https://nofairies.com/