

# People and organizations - a coupled problem

People and organizations



Prelude

Definition and Distinctions

Whole group participation

Wrap-up

# People and organizations

Who?

Why?

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What is the question?  
Adoption. Transformation.

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All truths are partial

Intent: To point to an important part  
of the bigger picture

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All truths are partial

The realm of reductionism might not  
help so much

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## Coupled Problem?

- multi-dependent, emerging, unpredictable, not possible to reduce to smaller problem

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# Holon

*“A holon is something that is simultaneously a whole in and of itself, as well as a part of a larger whole”*

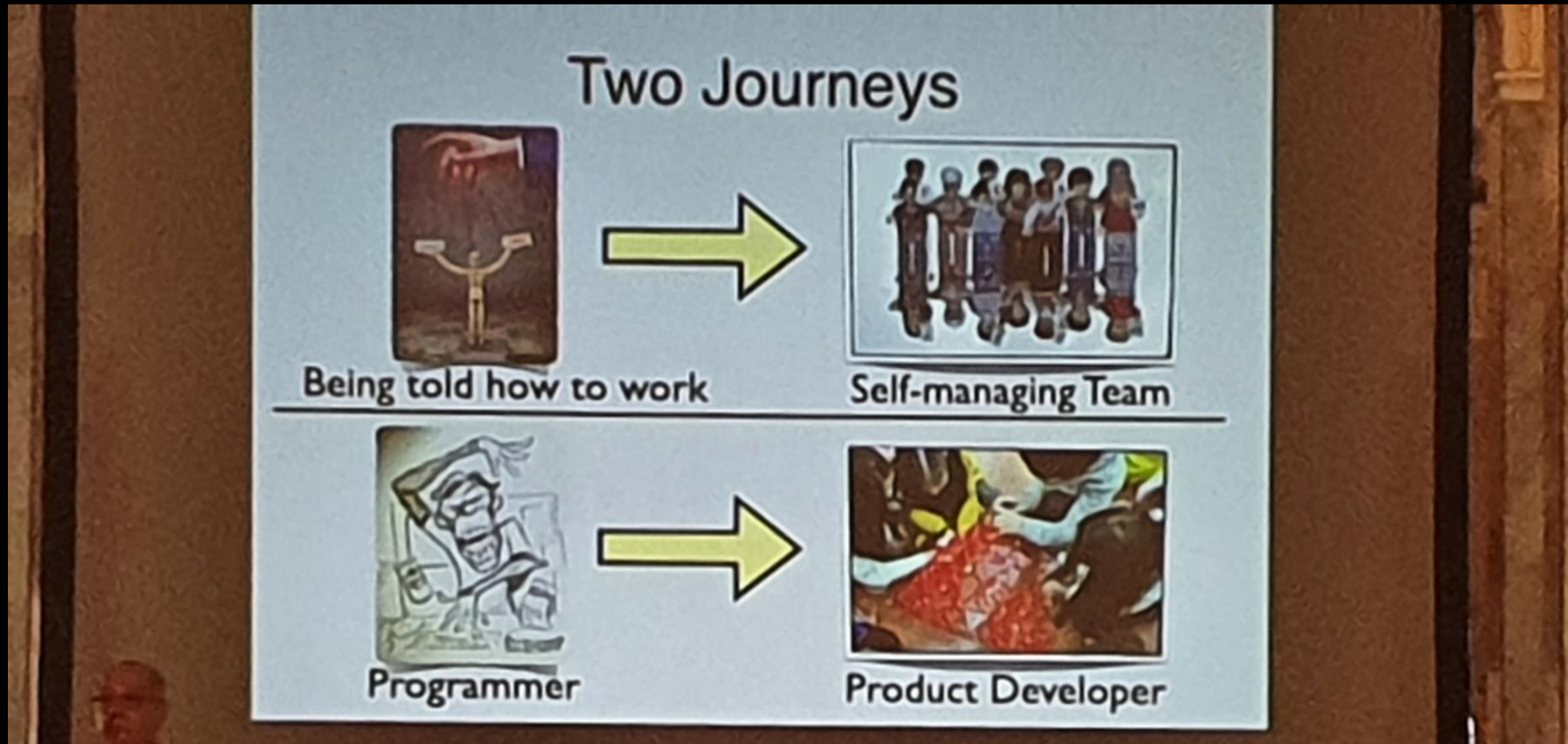


# People and organizations

2020: All organizations are rational – until  
you put people in

2021: Technical? Practices? Scrum?

# People and organizations




# People and organizations

own vs rent: others

change  
research  
before & after  
2016  
re-affirms its  
KEY  
importance

DAVID McRANEY



HOW MINDS  
CHANGE

The Surprising Extent of Belief,  
Opinion, and Persuasion

CE AGILITY

THE  
OPENSOURCE  
AGILITY  
HANDBOOK

Second Edition

DAVID McRANEY  
BRANDON MOORE  
WILLIAM THOMAS  
COLLEEN KIDDER  
MARK SHARPLES

Presenting  
Practical Cases

Magnus Vestin, LeSS 2022

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Consider:  
Your Brain is a prediction engine

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*“We don’t just passively receive the world  
– we actively generate it”*

Anil Seth, Your brain hallucinates your conscious reality

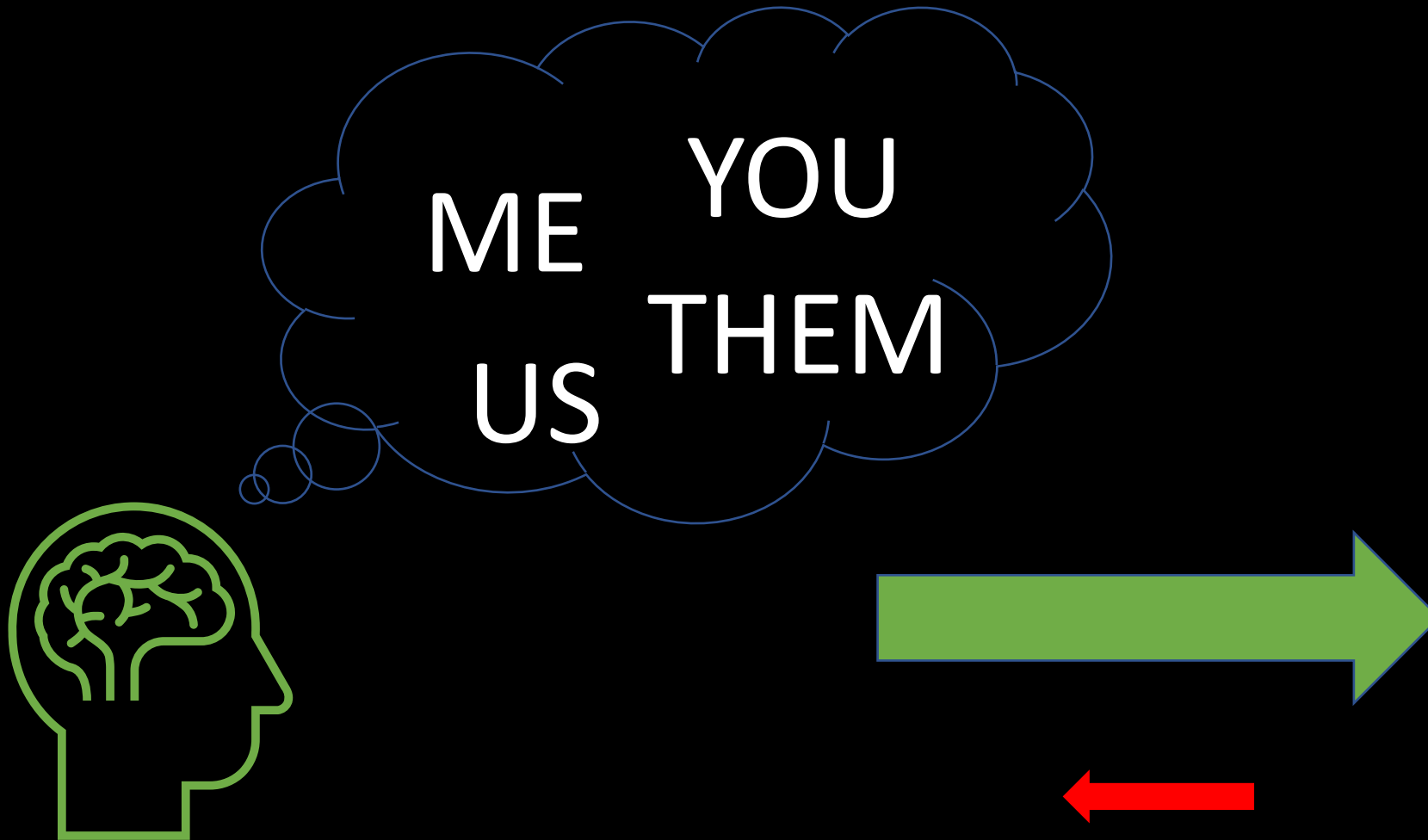
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Your Brain has automated  
perception, sense-making and  
actions

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## What?

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Your Brain has in other words  
formed a lot of subconscious habits

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The automation includes things like:

- Relations
- Attention filters (Analytical? Emotional?)
- Self-image, Self-appreciation
- Sense-making
- Emotions
- When to go into fight flight

....

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The automation includes things like:

- How we do things around here
- How we act towards each other
- Who is who and who is lead

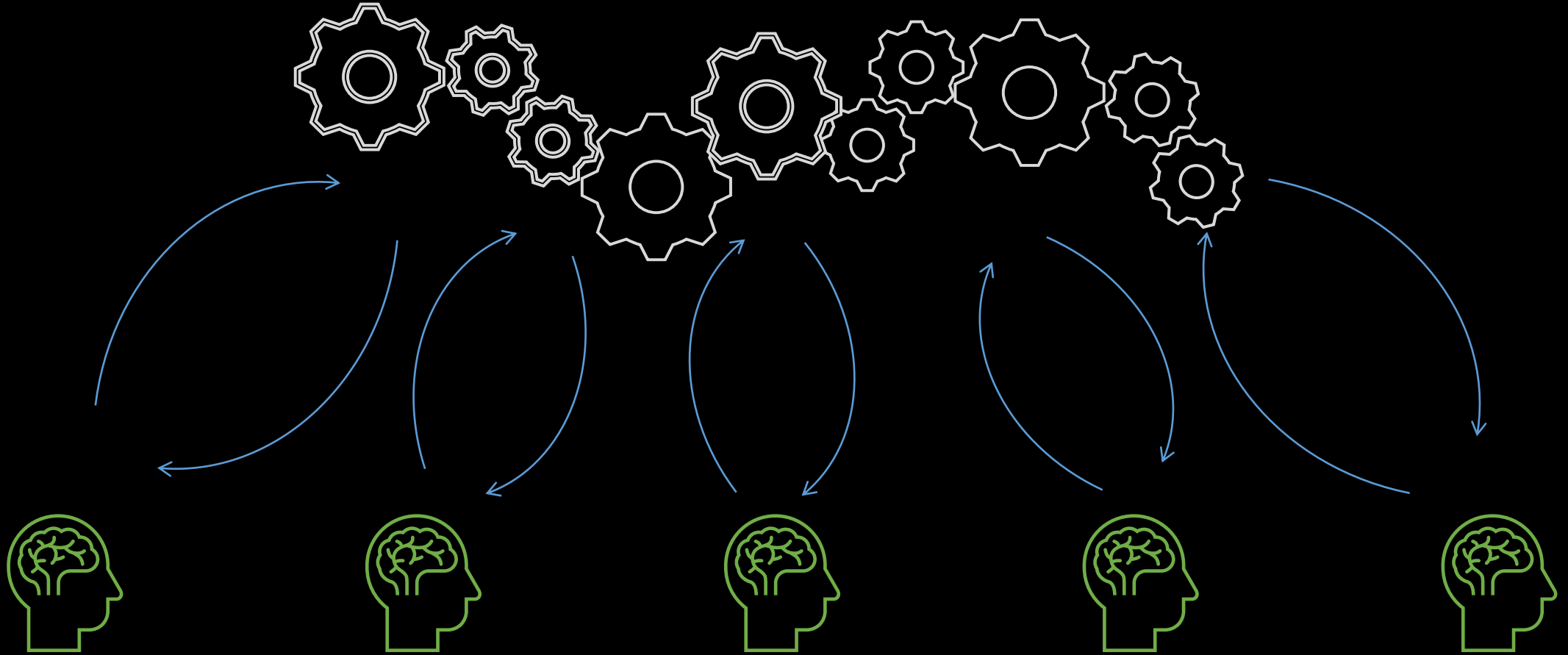
*“Culture”*

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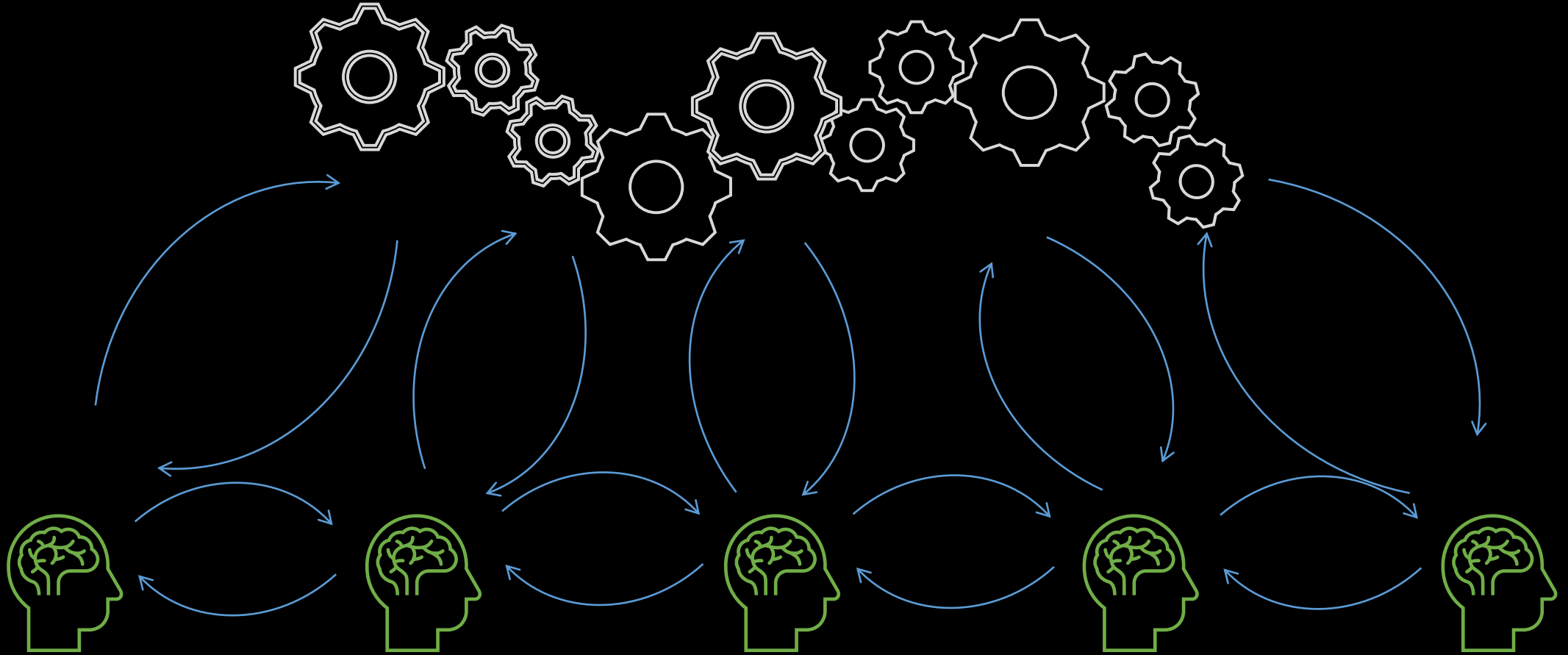
The automation includes things like:

*“Culture”*

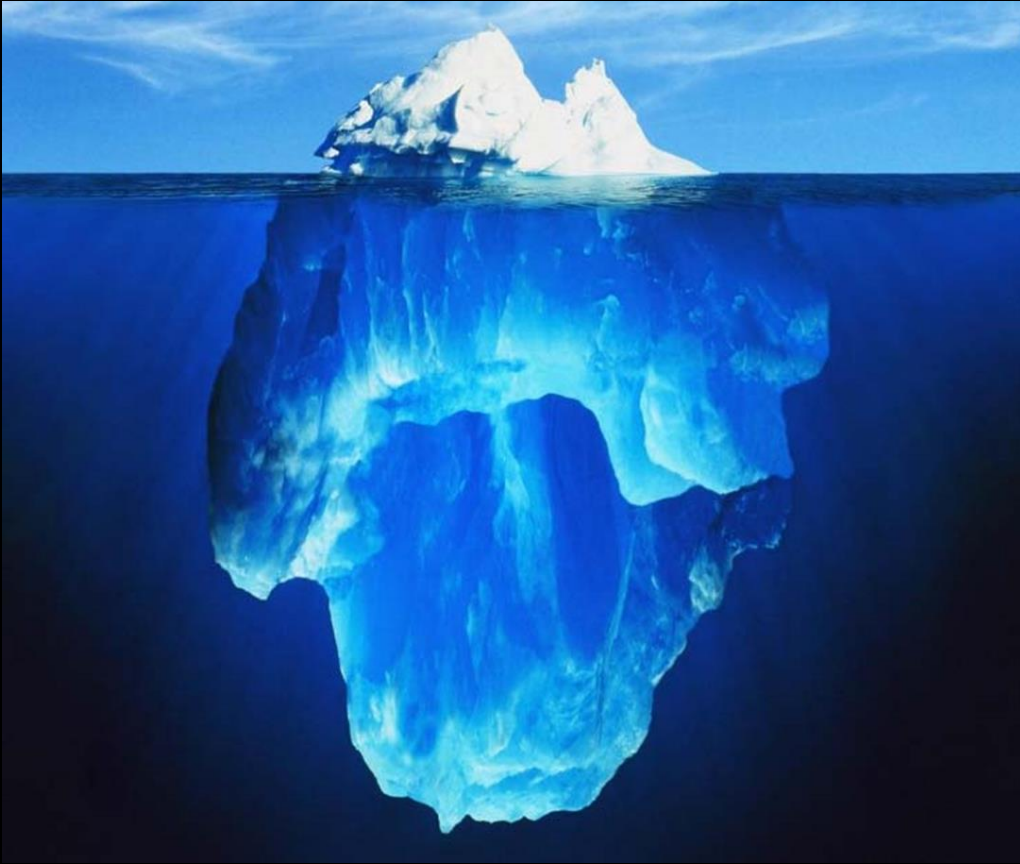
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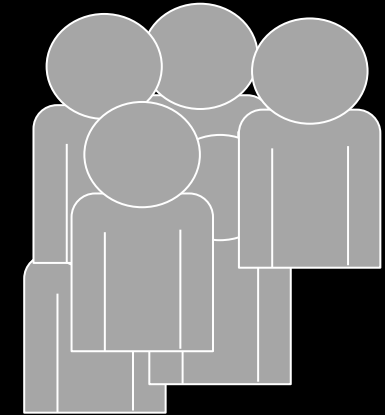
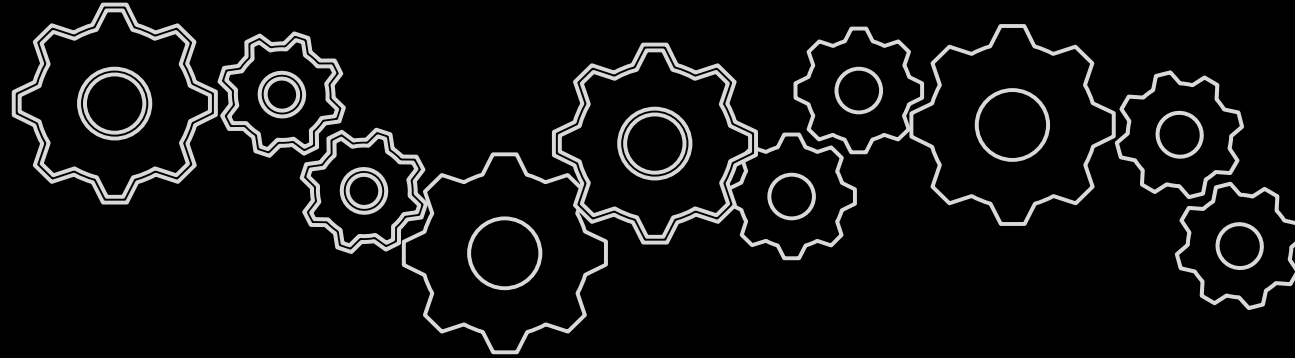


Subterranean forces:

- Fight/Flight
- Belonging
- Status/Rank
- Us/Them
- ...



# People and organizations



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- an entangled, emerging  
possibility

With use of both the  
analytic and the empathic  
networks of our brains

# Thank You!