

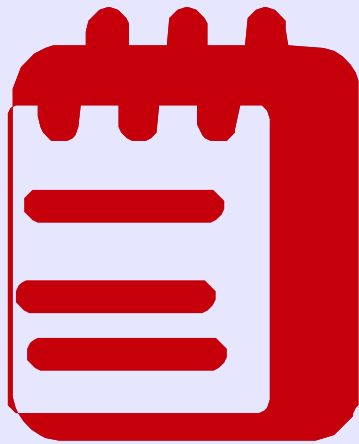


MINDSET

the biggest
barrier to agility

Flavius Stef, Mozaic Works





- ☐ Why transformations fail
- ☐ Traditional Mindset
- ☐ Agile Mindset
- ☐ Change Your Mindset



Did you go/Are you going
through an
agile transformation?

Sometimes it...
just works!





Other times...

“I estimate that 75% of those organizations using Scrum will not succeed in getting the benefits that they hope for from it.”




Cargo Cult much?





Studied the Agile Manifesto?

A group of people are gathered in a meeting room. One person is pointing at a whiteboard, while others are looking on. The room has a whiteboard and some papers on a table.

**individuals and
interactions**

**face-to-face
conversation**

**satisfy the
customer**

**working
software**

**self-organizing
teams**

**motivated
individuals**

**constant
pace**

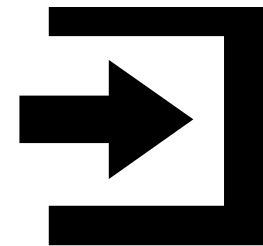
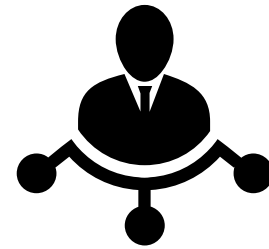
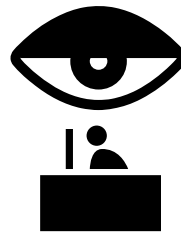
**responding
to change**

Three root theories

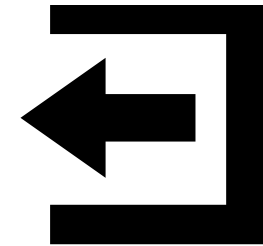
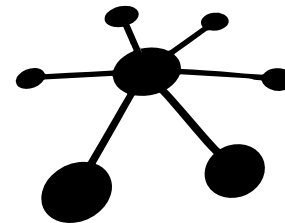
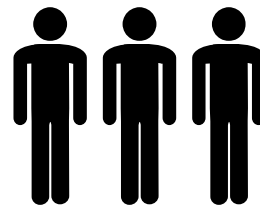
People – Systems – Customer

People Systems Customer

Traditional



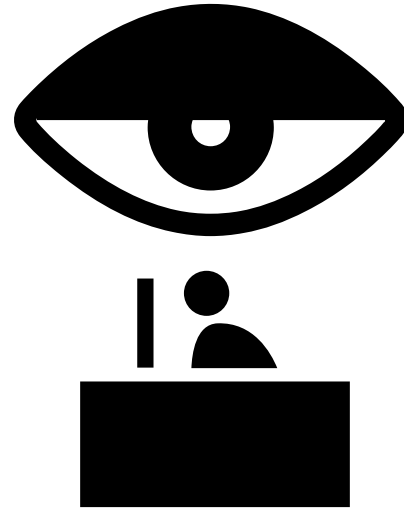
Agile





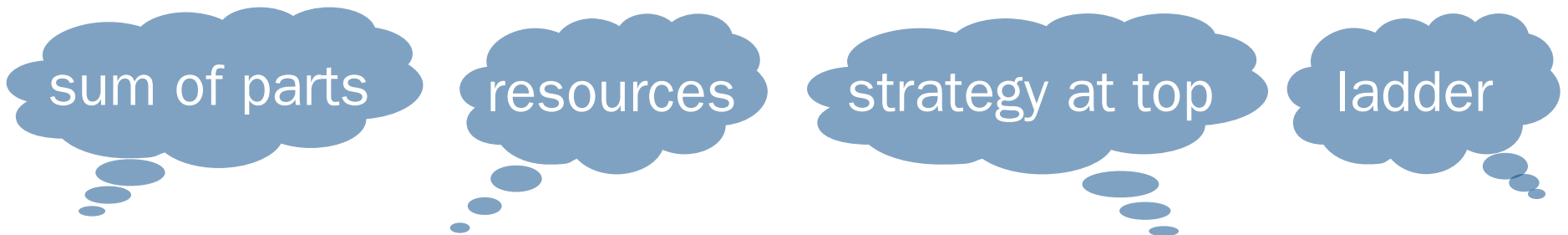
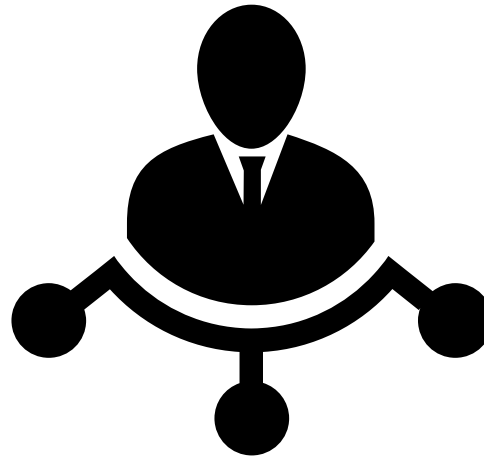
- ☒ ~~Why transformations fail~~
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What do you believe about people?



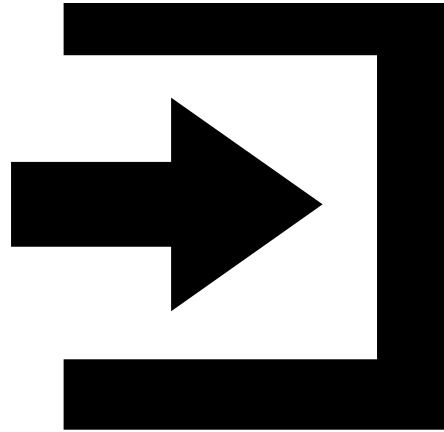
performance review – extrinsic rewards
skills-based hiring – ignore needs

How should we design systems?



hierarchy – one-way reporting
organize by function – high WIP

Who is our customer?



predictability

efficiency

utilization

short term

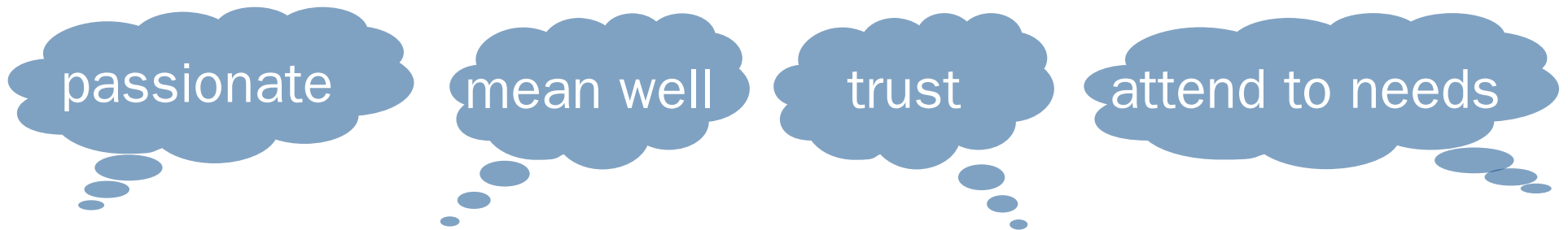
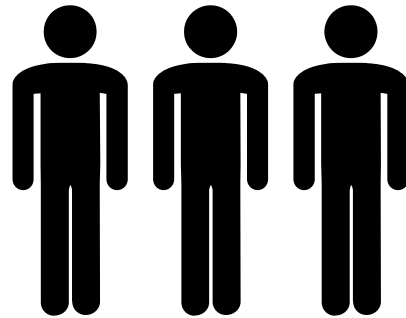
projects – budgets

utilization targets – firefighting



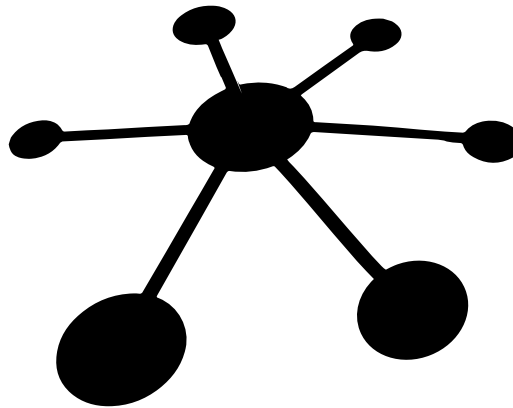
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What do you believe about people?



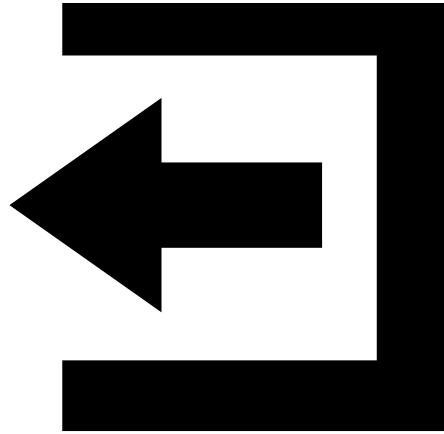
empower – self-organize – engage
attitude-based hiring – attend to needs

How should we design systems?

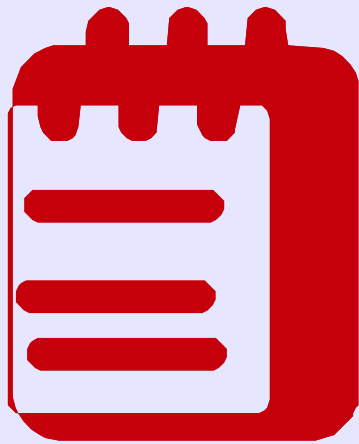


network of peers – transparency
cross-functional – long-lived teams

Who is our customer?



flow – quality
iterate – customer champion

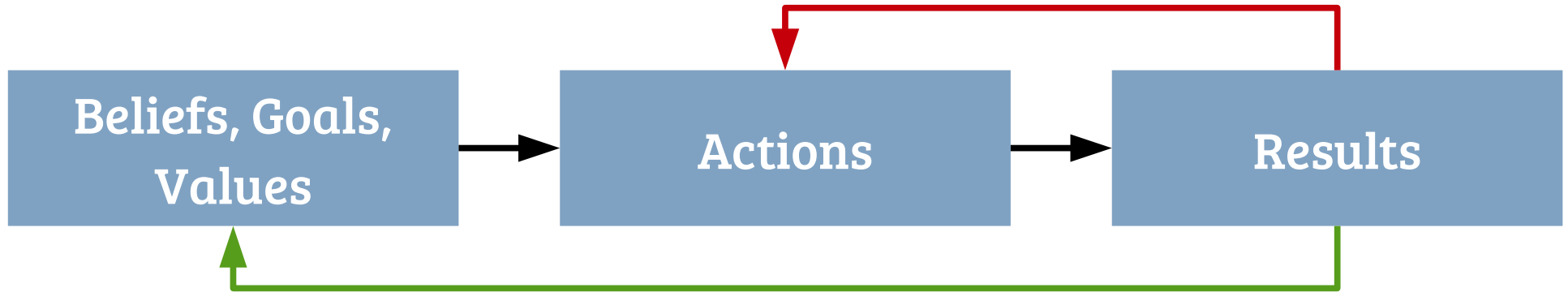


- ☒ ~~Why transformations fail~~
- ☒ ~~Traditional Mindset~~
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- ☐ Change Your Mindset



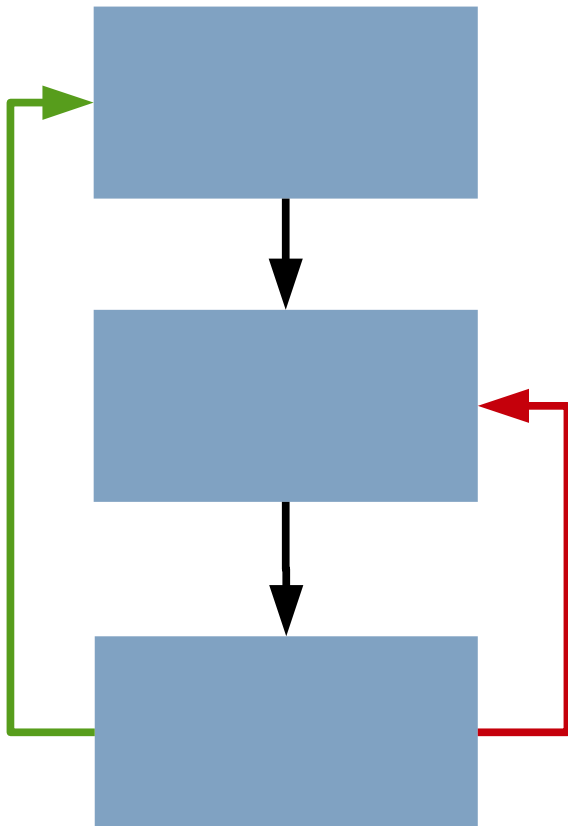
1, 2, 4

Single Loop Learning



Double Loop Learning

Things to Try



Investigate the agile mindset:
values, principles

Compare the agile mindset
with your own

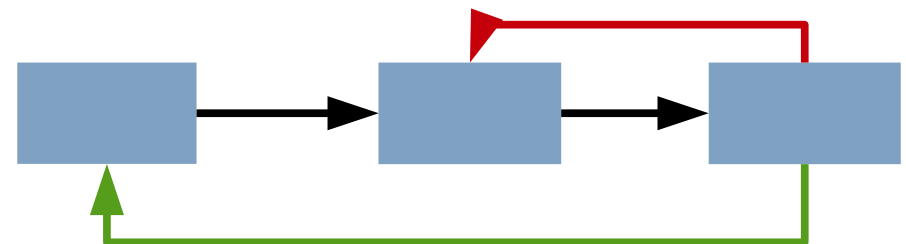
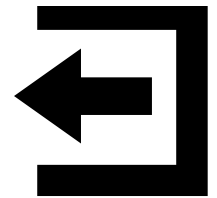
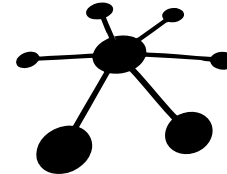
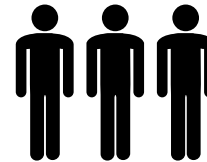
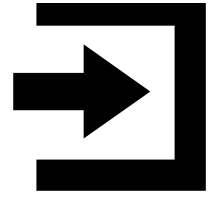
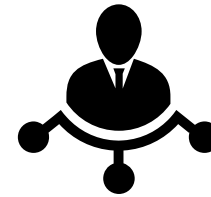
Run an experiment using a
different theory

When a problem occurs use
the 5 Whys

Team rule: respectful
criticism

In a nutshell

- ❑ Why transformations fail
- ❑ Traditional Mindset
- ❑ Agile Mindset
- ❑ Change Your Mindset



**What do you believe about people?
How should systems be organized?
Who is your customer?**

THANK YOU!



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Mosaic Works

Think. Design. Work smart.

Attributions

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