



Transforming the World of Work through Leadership Development

Peter Green | Nov. 29, 2017



Agenda

- 1 What is Transformation?
- 2 Scrum's Intended Use
- 3 The Challenges with Agile Transformations
- 4 Why Leadership Development?
- 5 The CAL program

Poll

- 1 What level of impact has adopting Scrum had in your organization?
 - negative impact
 - about the same
 - small improvement
 - large improvement
 - completely changed how we work for the better

Transform the World of Work®

- Make a thorough or **dramatic change** in form, appearance, or character



What is
Transformation?

Two Types of Change



What is
Transformation?

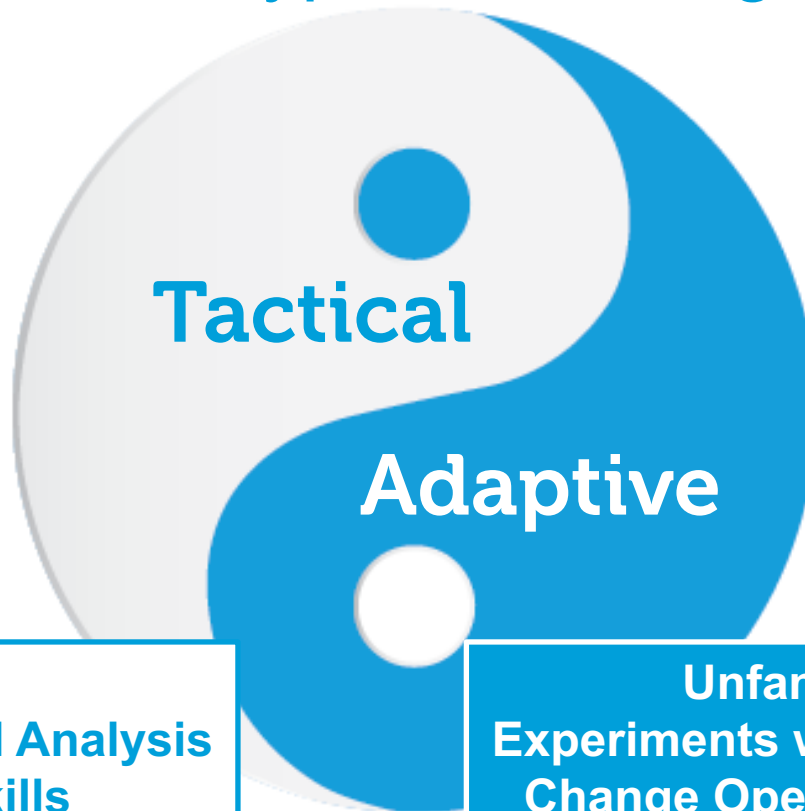
Two Types of Change



Known Path
Expertise and Analysis
Learn New Skills

What is
Transformation?

Two Types of Change



Tactical

Adaptive

**Known Path
Expertise and Analysis
Learn New Skills**

**Unfamiliar Territory
Experiments with Feedback
Change Operating System**

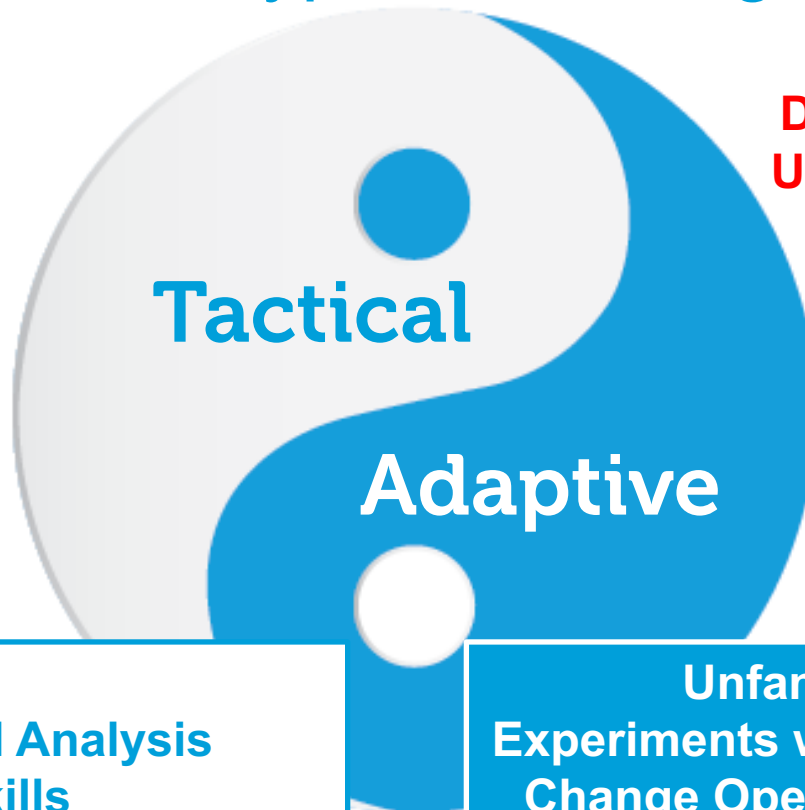
What is
Transformation?

A Story...



What is
Transformation?

Two Types of Change



**RISK!
DISCOMFORT!
UNCERTAINTY!**

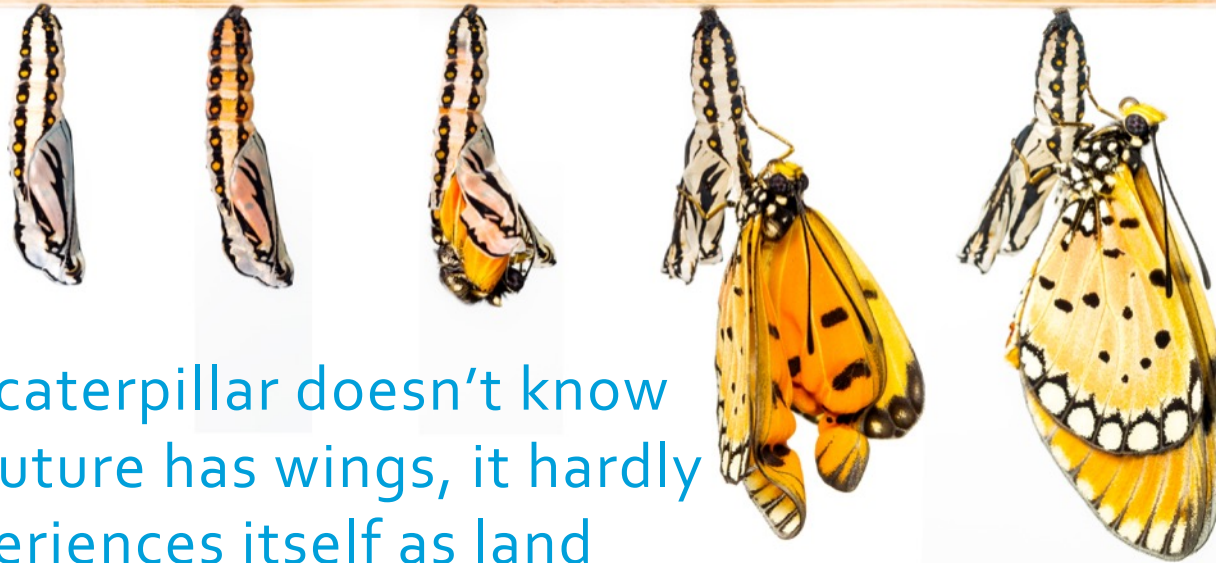
What is
Transformation?

**Known Path
Expertise and Analysis
Learn New Skills**

**Unfamiliar Territory
Experiments with Feedback
Change Operating System**

Adoption

Transformation



If a caterpillar doesn't know its future has wings, it hardly experiences itself as land bound.

—Robert Kegan, *Openings*



What is Transformation?

Scrum's Intended Use

Ken Schwaber:

“Scrum is not implemented or rolled-out as a process; it is used to foment change.”

- Does this sound like Tactical or Adaptive Change?
- Is Scrum simply installed, or is it used to transform?



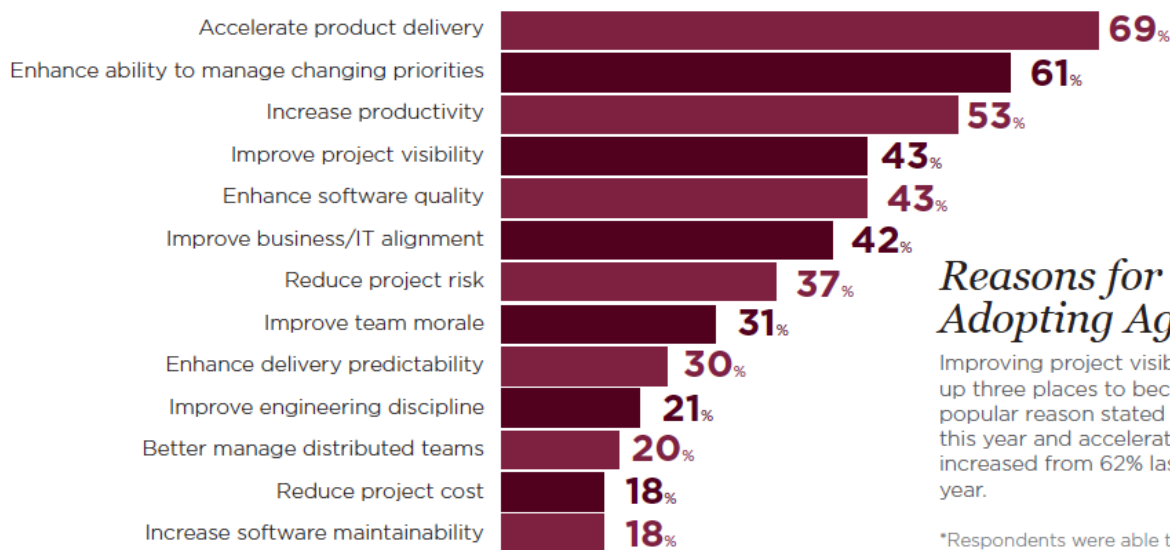
Scrum's
Intended Use

VersionOne State of Agile Report



COMPANY EXPERIENCE AND ADOPTION

Reasons: Mix of Adaptive and Tactical Changes



Reasons for Adopting Agile

Improving project visibility (43%) moved up three places to become the fourth most popular reason stated for adopting agile this year and accelerating product delivery increased from 62% last year to 69% this year.

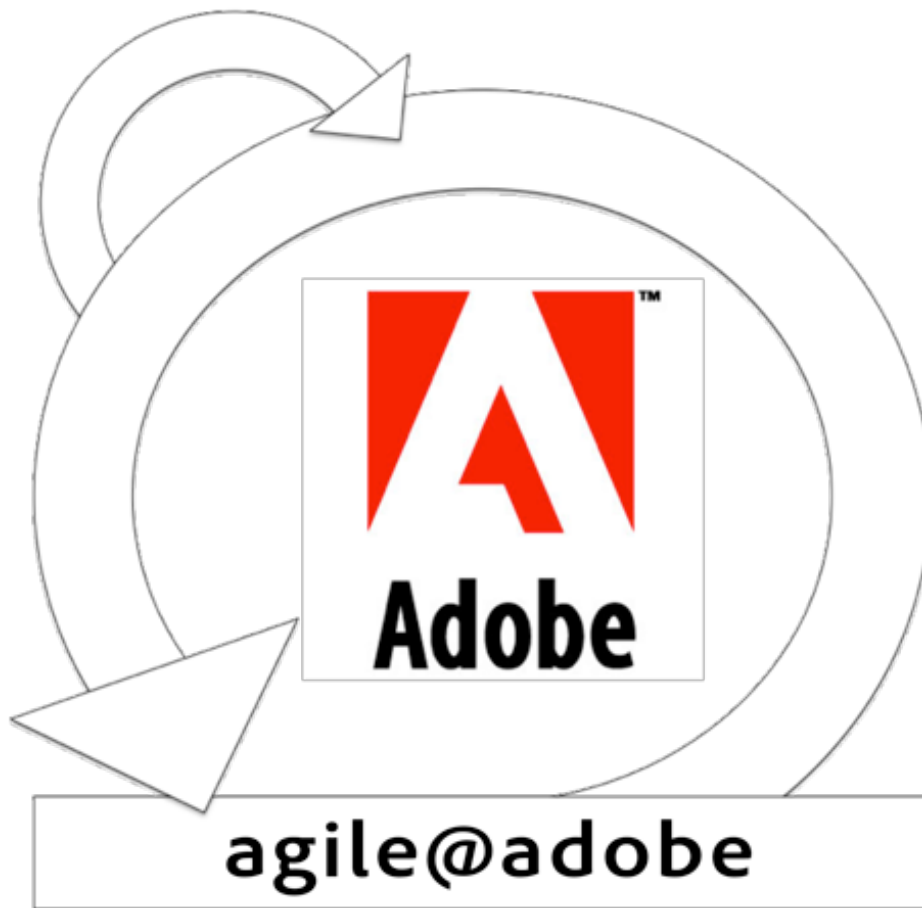
*Respondents were able to make multiple selections.

Scrum's
Intended Use

<http://stateofagile.versionone.com/>

Challenges with Agile Transformation

My Experience



Challenges with
Agile
Transformation

More VersionOne Data:

Leadership Challenges

Challenges Experienced Adopting & Scaling Agile

While the vast majority of respondents and their organizations have realized success from adopting agile practices, they recognize that there are challenges to scaling agile. The top two challenges cited were organizational culture at odds with agile values (63%), and lack of skills or experience with agile methods (47%).

Company philosophy or culture at odds with core agile values

63%

Lack of experience with agile methods

47%

Lack of management support

45%

General organization resistance to change

43%

Lack of business/customer/product owner

41%

Insufficient training

34%

Pervasiveness of traditional development

34%

Inconsistent agile practices and process

31%

Fragmented tooling, data, and measurements

20%

Ineffective collaboration

19%

Regulatory compliance and governance

15%

Don't know

2%

Challenges with Agile Transformation

Why Leadership Development?

Old Model (through ~1950s)



Jean Piaget Stages of Child Development



0-2	2-7	7-12	12 and up
Sensorimotor	Preoperational	Concrete Operational	Formal Operational
Understands world through Senses, Actions	Understands world through Language, Images	Understands world through Logic, Critical Thinking	Understands world through Hypothetical and Scientific

Why Leadership Development?

New Research (1950s-Today)

Adult Stages of Development

Why Leadership Development?

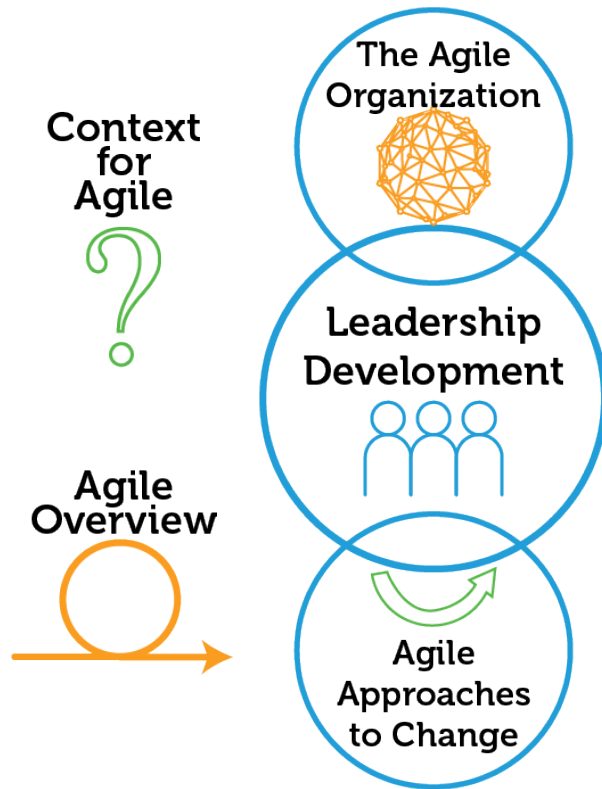
Joiner	Expert	Achiever		Catalyst	Synergist
Kegan	Socialized Mind	Self Authoring Mind		Self-Transforming Mind	Integral Mind
Graves/Beck	Truth-Force	Strive-Drive	Human Bond	Flex-Flow	Global View
Wilber	Amber	Orange	Green	Teal	Coral

Increased Adaptability and Complexity of Mind

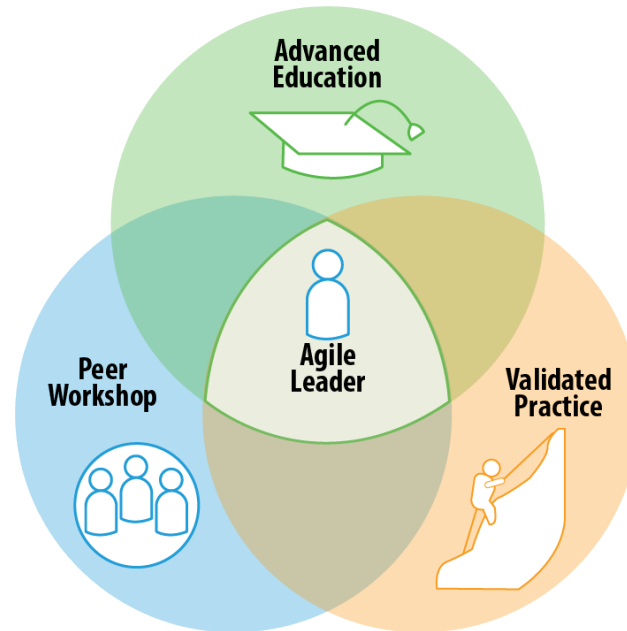
The Certified Agile Leadership Program

Certified Agile Leadership: a Leadership Development Program

CAL I Credential



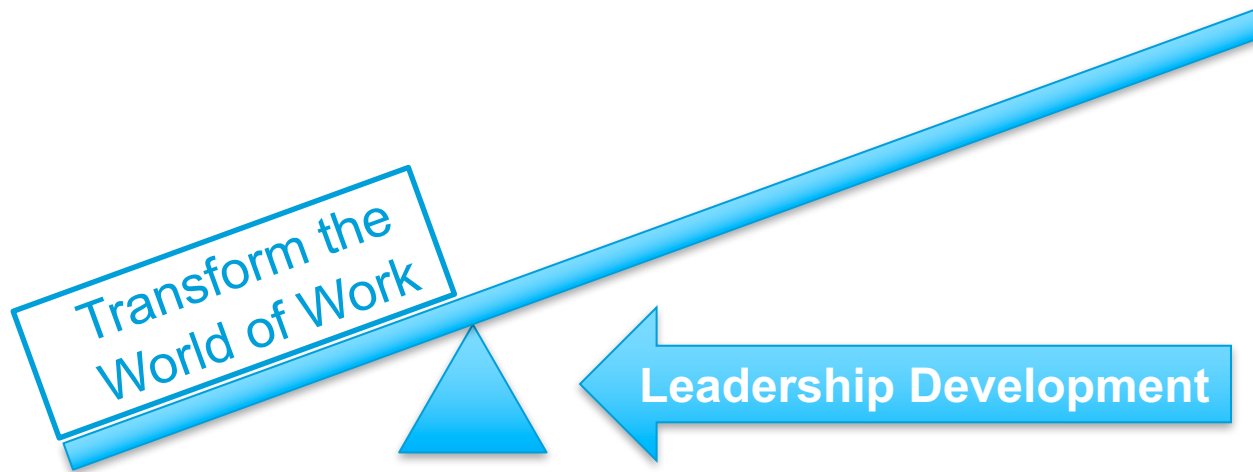
CAL II Credential



The CAL Program

At least 12 months

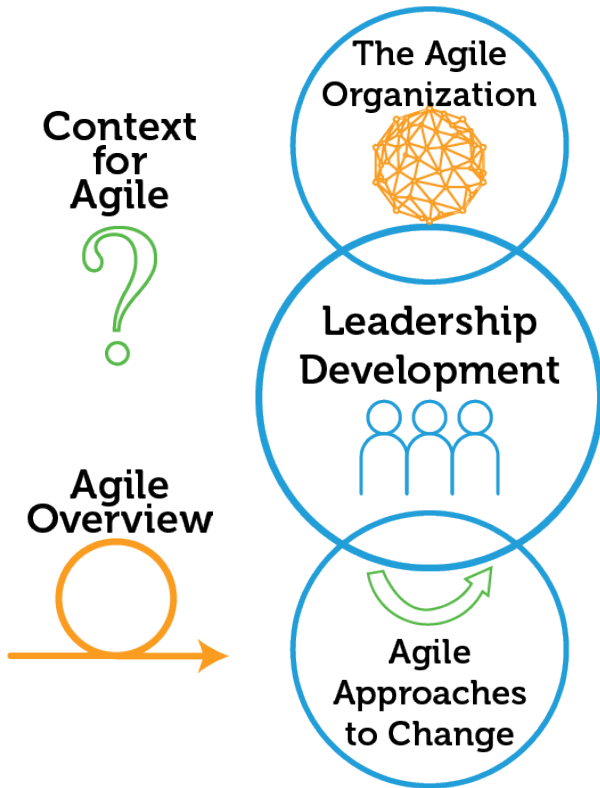
CAL Goal



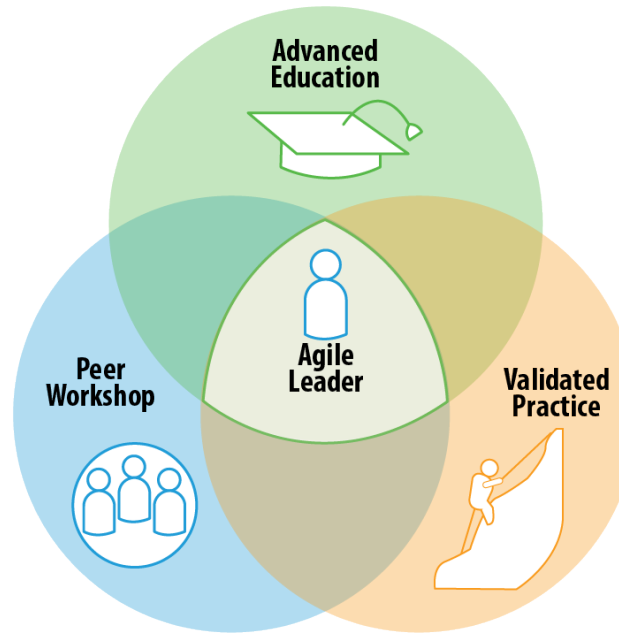
The CAL Program

Poll: Who would benefit from the CAL?

CAL I Credential



CAL II Credential



The CAL Program

At least 12 months

Thank you for attending!

