



Learning Consortium for the Creative Economy

December 16, 2015

Webinar will start 3 minutes after the hour



Who is presenting today?

- Steve Denning is a board member of Scrum Alliance and combines several decades of management experience at the World Bank with many years of consulting and research on leadership and management issues. He now writes for Forbes.com
- He is the author of eight books, including *The Leader's Guide To Radical Management* (2010) and *The Leader's Guide To Storytelling* (2010).
- Steve has a new book about the Creative Economy coming out in 2016

The full report of the Learning Consortium

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Or just search in Google for “Scrum Alliance” and “Learning Consortium report.”

The videos of the Drucker Forum and the Learning Consortium

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Poll

I have either read the report of the Learning Consortium or seen the video of the session of the Learning Consortium at the Drucker Forum

Yes

No

Learning Consortium for the Creative Economy

Nine firms went on mutual site visits :

Ericsson	Europe	Networks/telecom
Microsoft	US	Software/electronics
Riot Games	US	Gaming
Menlo Innovations	US	Technology consultant
CH Robinson	US	Transportation brokerage
Magna International	Europe	Auto parts
Brillio	India	Software design
Agile42	US	Agile enterprise solutions
SolutionsIQ	Europe	Agile coaching/training

Pervasive beliefs among general managers

:

- “Agile is only for software”
- “Agile doesn’t scale”
- “Agile can’t handle complexity”
- “Agile isn’t reliable”
- “Agile doesn’t last

Very different management practices

- Different goals
- Different structure of work
- Different way of coordinating work
- Different values
- Different way of communicating

Two surprising findings

- ***Mindsets*** are more important than ***technology***

Without the management mindset of ***enablement***, the methodologies and practices achieve ***nothing***.

- Strong, inspirational ***leadership*** is key.

Pervasive beliefs among general managers

We investigated:

- “Agile is only for software”
- “Agile doesn’t scale”
- “Agile can’t handle complexity”
- “Agile isn’t reliable”
- “Agile doesn’t last”

Findings of the Learning Consortium:

- “Agile is only for software” Agile is spreading to everything
- “Agile doesn’t scale” Agile scales without sclerosis
- “Agile can’t handle complexity” Agile handles complexity
- “Agile isn’t reliable” Agile can be fail-safe
- “Agile doesn’t endure” Some examples: 10-15 years

Our visit to Microsoft

Our image of Microsoft before the site visit



Our image of Microsoft after the site visit



Microsoft video: Aaron Bjork

“Would you ever go back to the old way of working?”



“No way!”

These workplaces look and feel “cool”



These workplaces look and feel “cool”



Twelve main findings of the Learning Consortium

1. Acquiring the Agile
mindset takes time

2. **Implementation** of the
goals, principles and values
takes time

3. Firms are at **different places** in the journey

4. All the Agile journeys
involved **overcoming**
setbacks

5. All firms are **adapting**
the practices to fit their
own context

6. The management
practices are successfully
operating at scale

7. The management practices are successfully handling complexity

8. The management practices can be highly reliable

9. Agile practices are spreading **beyond software** development

10. The management
practices are both
durable and fragile

11. The new management practices can create a passionate workforce

12. The transition to the Creative Economy is happening

“The future is already here:
It’s just very unevenly distributed”

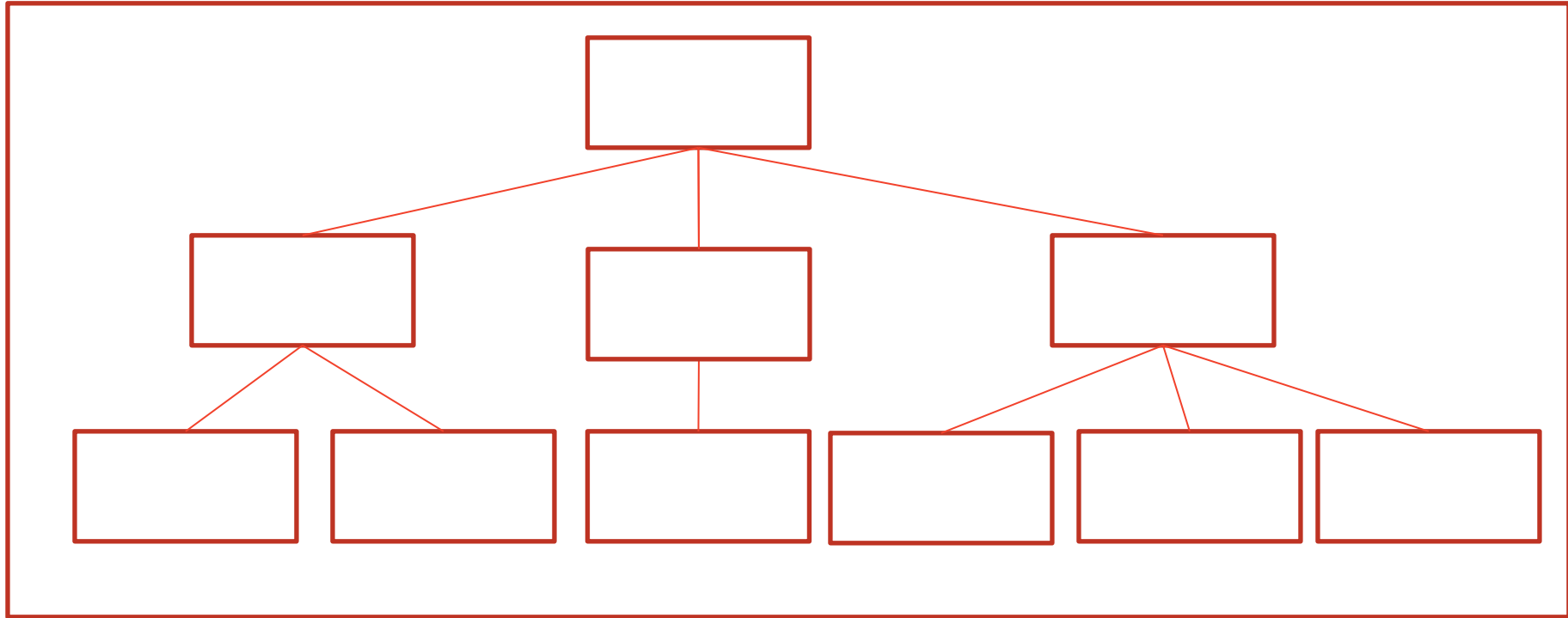
William Gibson

Poll:

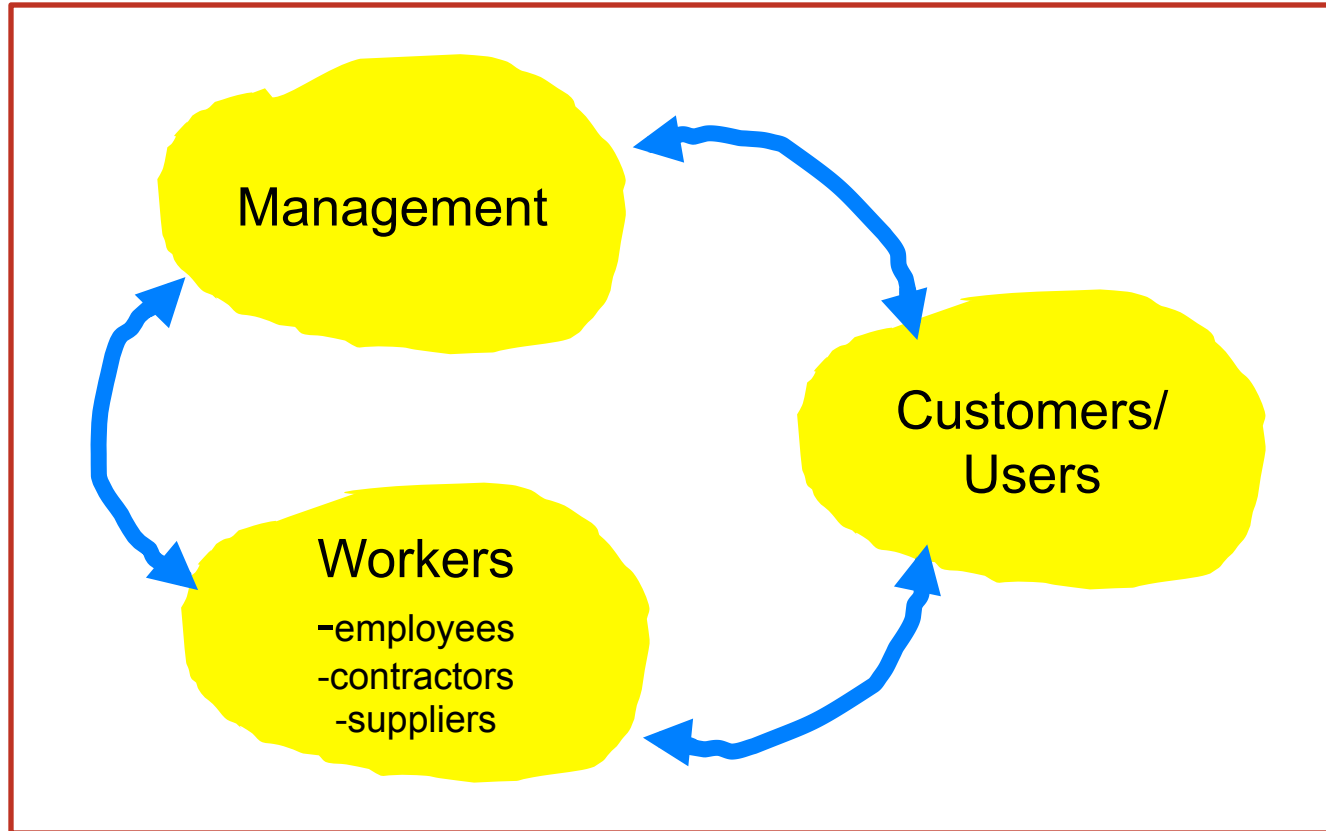
Where I work, there is tension between way teams are run and the way the rest of the organization is managed.

Yes No To some extent Not sure Not relevant to my firm

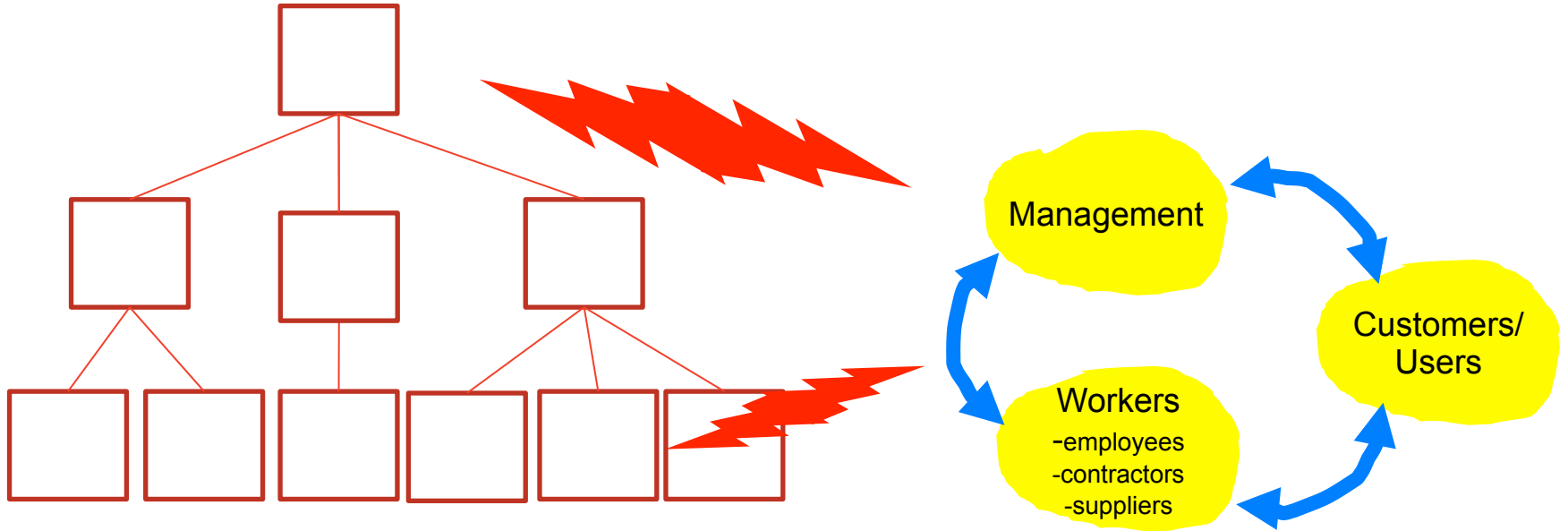
The Traditional Organization



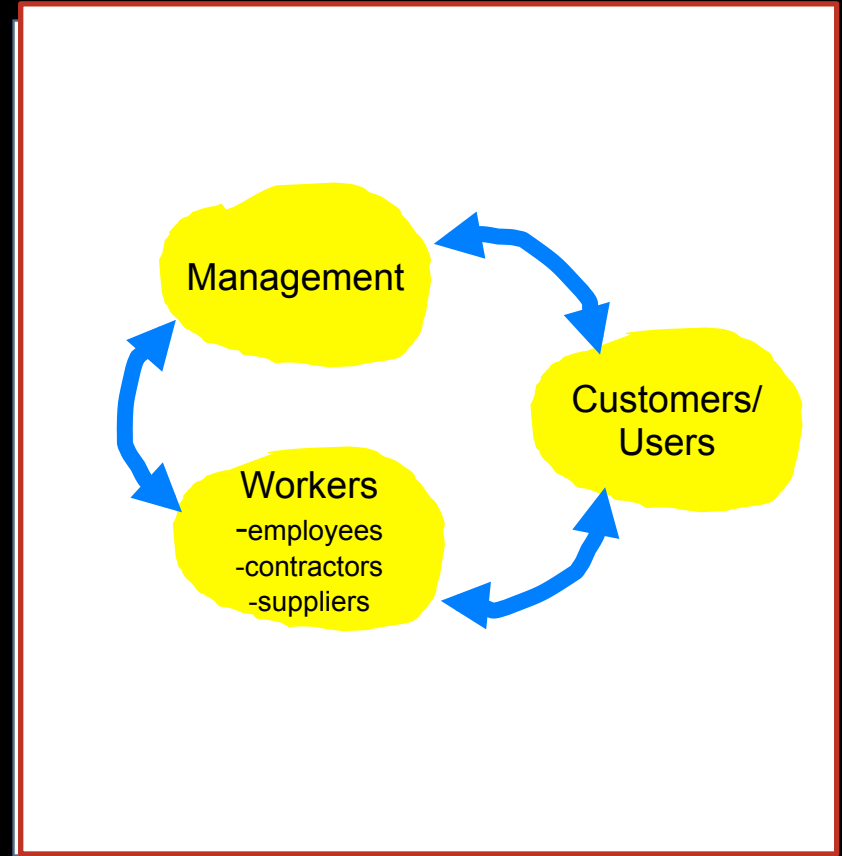
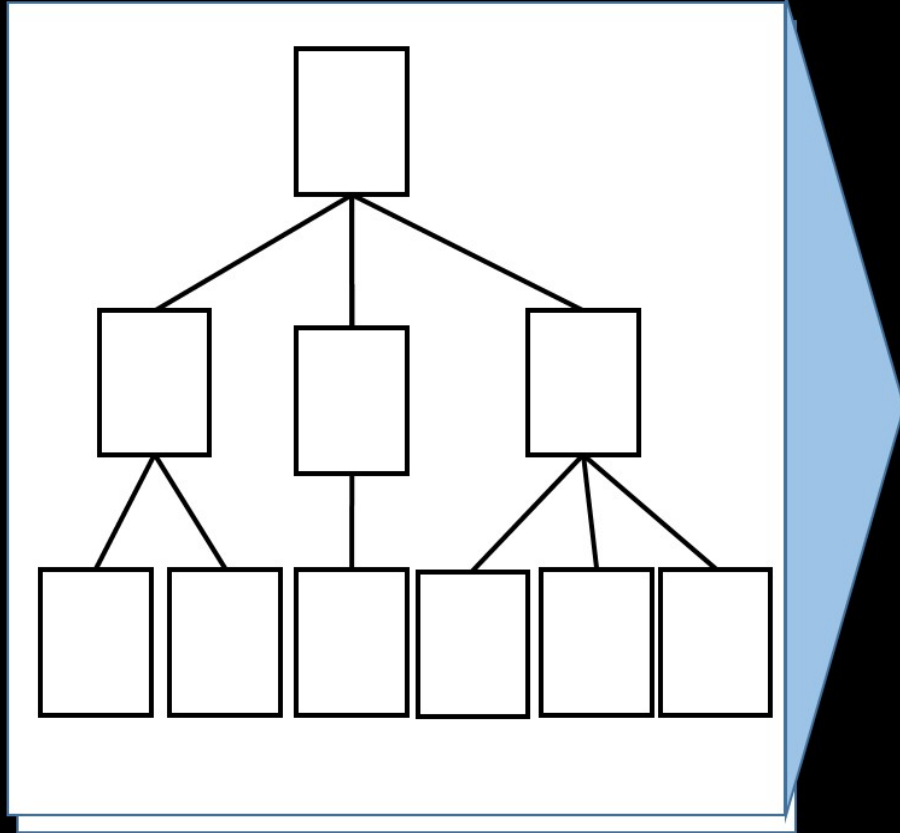
The Agile Organization



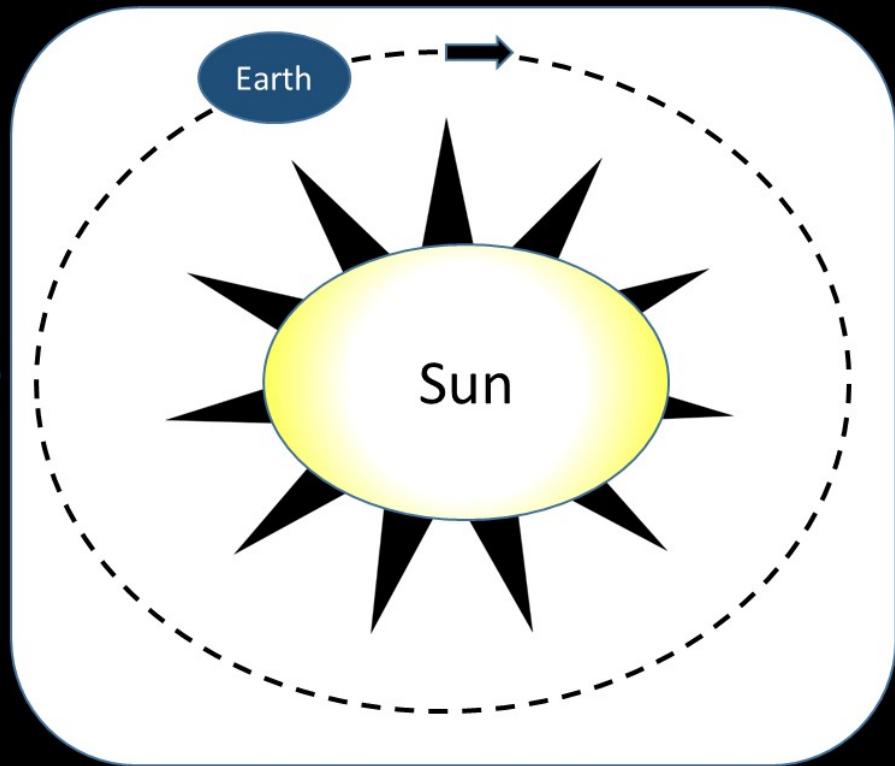
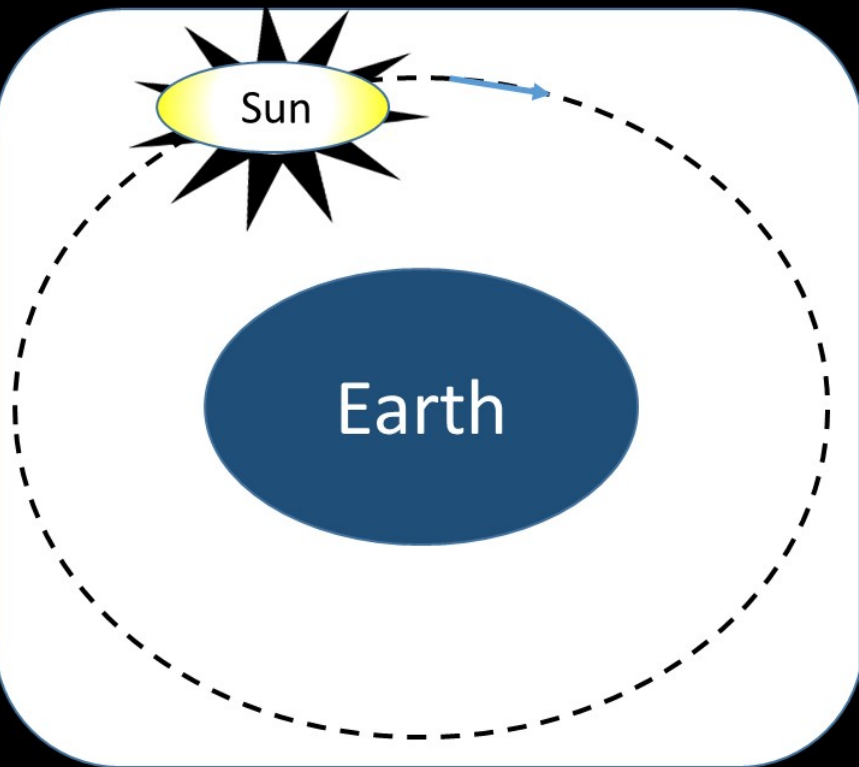
The Traditional Organization vs The Agile Organization



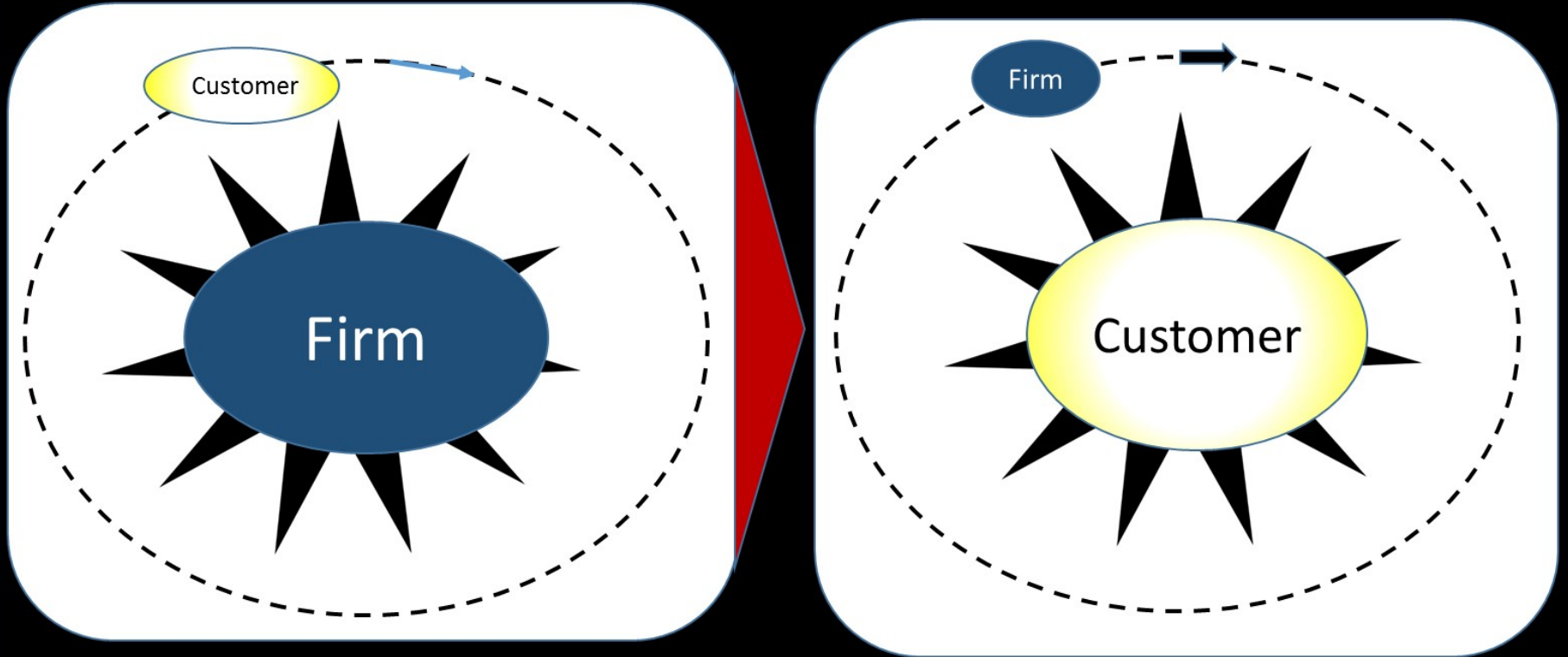
The whole organization must become Agile



The Copernican Revolution in astronomy



The Copernican Revolution in management



Riot Games





LEAGUE OF LEGENDS

LEAGUE OF LEGENDS STATS



67MILLION

**MONTHLY ACTIVE
PLAYERS**



27MILLION

**DAILY ACTIVE
PLAYERS**



7.5MILLION

**PEAK CONCURRENT
PLAYERS**



2200+ RIOTERS
15 OFFICES

SANTA MONICA
ST. LOUIS
NEW YORK

SÃO PAULO
SANTIAGO
MEXICO CITY

DUBLIN
MOSCOW
COLOGNE

SEOUL
HONG KONG
TAIPEI

SYDNEY
ISTANBUL
TOKYO



WE ARE DEFINED BY OUR AUDIENCE: CORE GAMERS

— OUR MISSION —

WE ASPIRE

TO BE THE MOST

PLAYER

FOCUSED

GAME COMPANY IN THE

WORLD

.The report of the Learning Consortium

“No shallow promises or hoopla, no dancing at the surface or dismissing of the challenges and difficulties of a journey from old to new management practices.

This is a serious report, one that gives leaders and others a real sense of the transition, the complexities, the setbacks and yes even the fragility of it all.

That said, the rewards and outcomes are equally clear and hopefully people will understand that there needs to be a massive movement in this direction. Failure to act is not an option.”

Suzanne Daigle, NuFocus Strategic Group, US

Questions?

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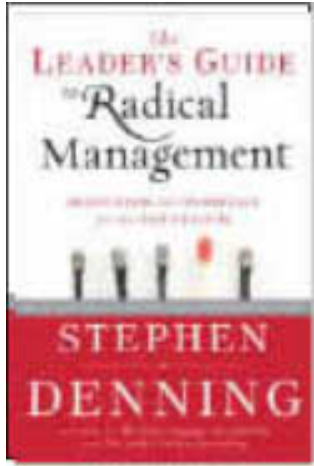
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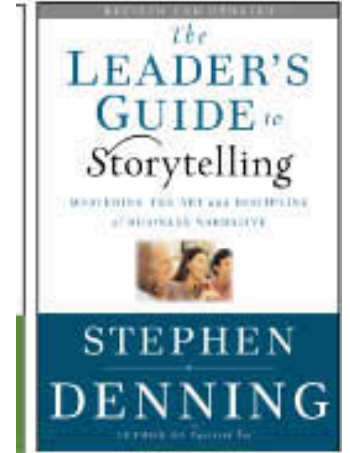
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Steve's new book



Sign up for
Steve's Book Club

and receive advance chapters and
to comment on the manuscript



LearningConsortium@ScrumAlliance.org



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Thank you!

