

Shaping Your Agile Adoption Path

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Schneider's Four Core Cultures

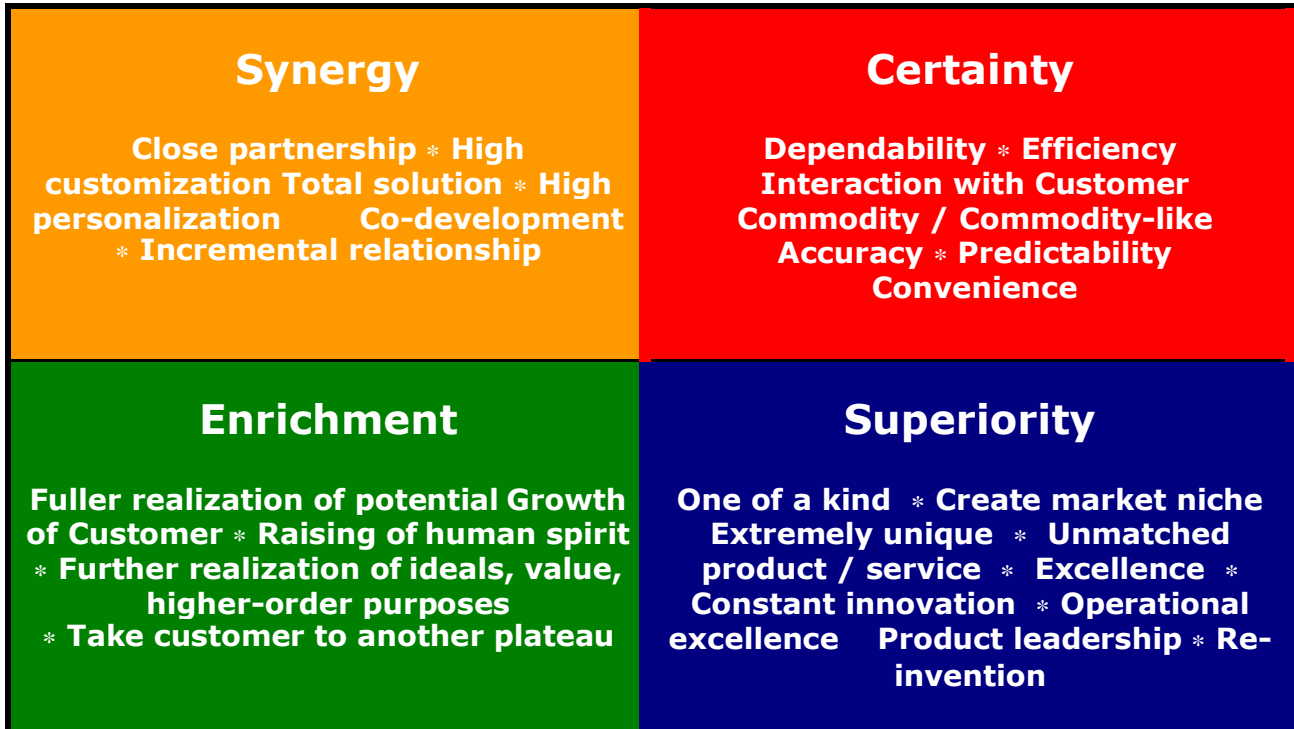
<p>Collaboration</p> <p>Egalitarianism * Diversity * Involvement * United We Stand, Divided We Fall * Harmony * People Interaction * Complementary Pragmatism * Spontaneity * Human process * Incrementalism</p>	<p>Control</p> <p>Systematism * Objectivity * Order * Stability * Standardization * Utility * Realism * Discipline * Predictability * Accumulation * Certainty * Predictability</p>
<p>Cultivation</p> <p>Growth and Development * Humanism * Faith * Commitment * Growth * Commitment and Dedication * Involvement * Creativity * Purpose * Let Things Evolve * Shoot for the Stars * Subjectivity * Values are Paramount * Meaningfulness * Fulfillment</p>	<p>Competence</p> <p>Professionalism * Meritocracy * Pursuit of Excellence * Continuous Improvement * Competition for It's Own Sake * Accuracy * Craftsmanship * Don't Rest on Your Laurels * Efficiency * Autonomy and Individual Freedom * Distinction * Concept</p>

Culture is important because it limits or enables strategy. It provides consistency, order and structure, and sets internal ways of life and patterns for internal relationships. It determines conditions for internal effectiveness and drives effective performance. *"The most important thing that leaders can do is create and manage culture."* (Edgar Schein)

Every organization has a core culture that emerges from leadership styles. Sub-cultures will also emerge which can be similar or different than the organization's core culture.

Each culture has strengths and weaknesses and no culture is 'better' than another. Given the descriptions here, which culture type best describes your organization?

The Four Core Strategies



Strategy is the fundamental focus for action that the organization must take in order to provide significant added value to its customers. It is the unique value proposition, the magnetic north, the decider for all decisions. It determines the right culture and the right leadership.

In a successful company, strategy is likely to be in alignment with culture and leadership.

The Four Core Leadership Practices

<p>Participative</p> <p>Team Builder * Coach * Close Partner With Customers * Integrator * Push for Consensus * Conflict Manager * Amiable * Pragmatist</p> <p><i>Integrator: Ensures Utilization of Diversity</i></p> <p><i>Epicenter: People Process</i></p> <p><i>Motive: Affiliation</i></p> <p><i>Goal attainment: Unique customer</i></p>	<p>Directive</p> <p>Authoritative * Conservative * Driver Firm and Assertive * Definitive * Realist</p> <p><i>Structurer: Builds Systems</i></p> <p><i>Epicenter: System Motive: Power</i></p> <p><i>Goal attainment: Organizational system</i></p>
<p>Charismatic</p> <p>Cultivator * Catalyst * People Steward Idealist * Commitment Builder Expressive * Idealist</p> <p><i>Developer: Appeals to Higher-level Vision</i></p> <p><i>Epicenter: Values</i></p> <p><i>Motive: Self-actualization</i></p> <p><i>Goal attainment: Value-centered</i></p>	<p>Standard Setter</p> <p>Conceptual Visionary * Challenger of Others * Spurs Competition * Tough Taskmaster * Stretcher of People Analyst</p> <p><i>Exceller: Drives Constant Improvement</i></p> <p><i>Epicenter: Concepts</i></p> <p><i>Motive: Achievement</i></p> <p><i>Goal attainment: Conceptual</i></p>

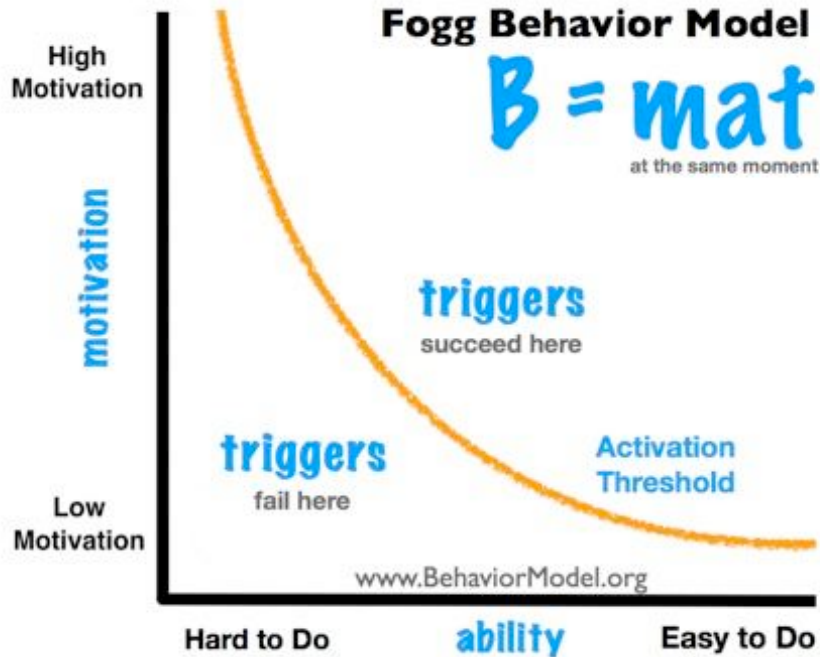
If you were a leader in a certainty business (**Directive**), ideally you'd focus on maintaining control in a directive manner. It is unlikely that a **Charismatic** leader could succeed in this environment because she would be working cross-culturally, against the grain. For nearly every minute of every day on the job, she would be trying to adapt to a culture diametrically opposite to the culture to which she is most suited. Her ability to set direction, build organizational commitment and ensure organizational capability would be compromised. Thus, an important element in choosing leaders is to match them to the core culture and strategy of the organization.

This material from *Aligning Culture, Strategy and Leadership* by Bill and Kristine Schneider

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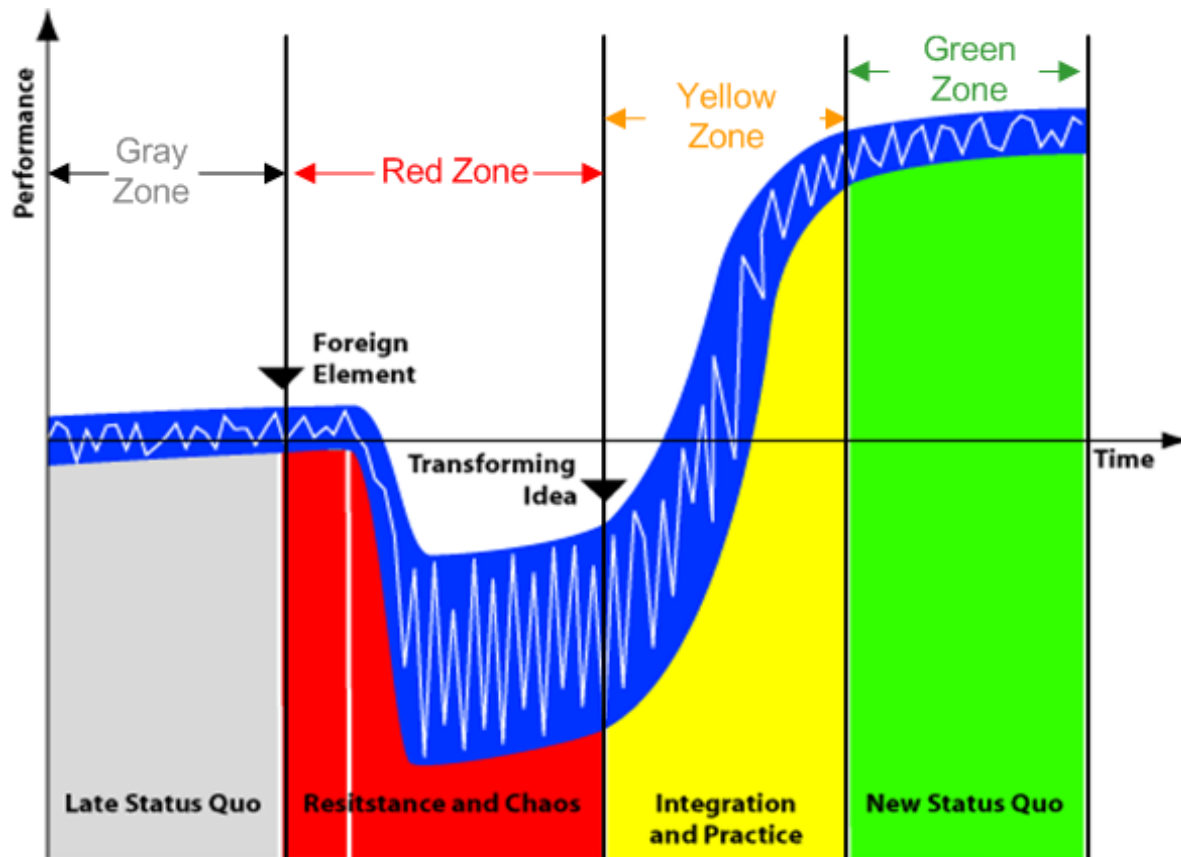
Fogg Behavior Grid

	GREEN Do new behavior	BLUE Do familiar behavior	PURPLE Increase behavior intensity	GRAY Decrease behavior intensity	BLACK Stop existing behavior
DOT One time	GREEN DOT Do a new behavior one time	BLUE DOT Do familiar behavior one time	PURPLE DOT Increase behavior one time	GRAY DOT Decrease behavior one time	BLACK DOT Stop behavior one time
SPAN Period of time	GREEN SPAN Do behavior for a period of time	BLUE SPAN Maintain behavior for a period of time	PURPLE SPAN Increase behavior for a period of time	GRAY SPAN Decrease behavior for a period of time	BLACK SPAN Stop behavior for a period of time
PATH From now on	GREEN PATH Do new behavior from now on	BLUE PATH Maintain behavior from now on	PURPLE PATH Increase behavior from now on	GRAY PATH Decrease behavior from now on	BLACK PATH Stop behavior from now on



www.behaviorgrid.com - BJ Fogg

The Satir Change Model



©2005, Steven M Smith

Change and Temperament

The Visionary (NT) likes working with ideas. NT Visionaries are most interested in designing, rather than implementing change. They like to provoke with ideas, even during Chaos when such provocation is inappropriate and may cause much pain and confusion.

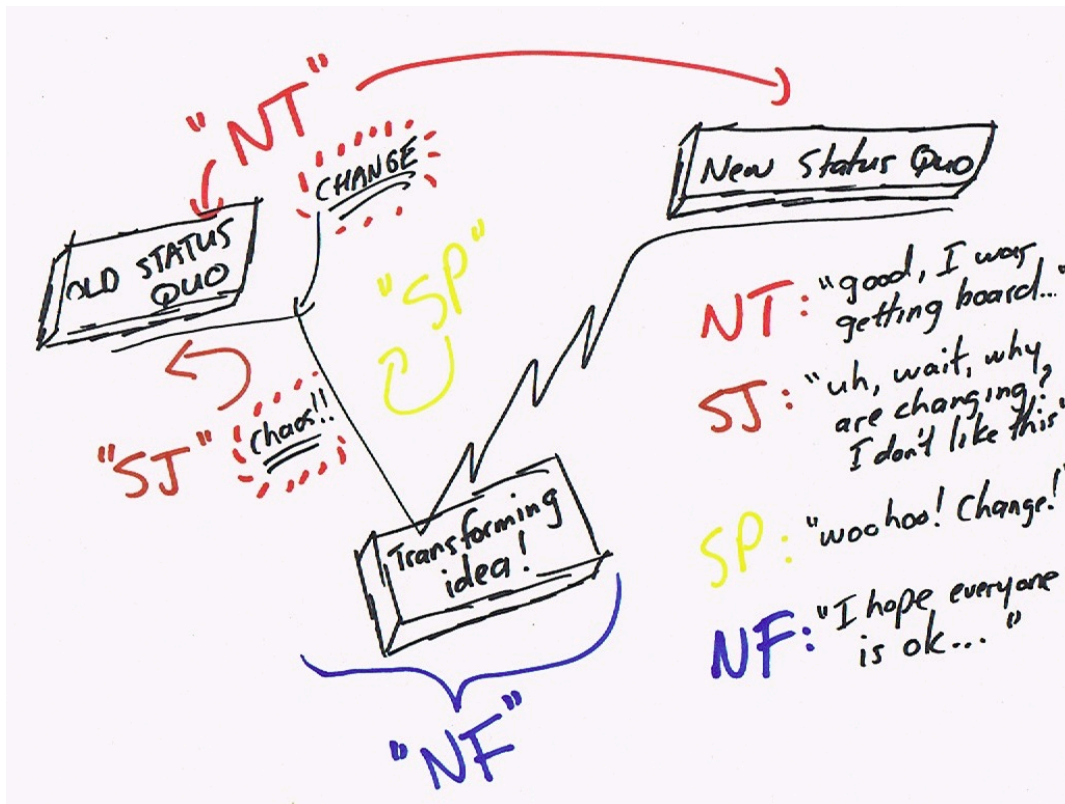
The Catalyst (NF) likes working with people to help them grow, but is concerned that people should not suffer from change. NF Catalysts can be teachers, so they are very useful once Integration is underway. On the other hand, they have a tendency not to let people experience their own pain, so they may short-circuit Integration by trying to be helpful. They are such team players that they may want everyone to do the same thing, even if their personalities are different.

The Organizer (SJ) likes order and system. The important thing to SJ Organizers is not just doing it, but doing it *right*. They are thus concerned that change can become messy and inefficient. They are best at carrying the transformation into actual practice, long after the NT Visionaries have gotten bored. Although SJ Organizers tend to fear quick change, they may push for quick closure, like getting firm commitments during Chaos when it is inappropriate. They may also stifle all change by requiring that success be provable in advance.

The Troubleshooter (SP) likes getting the job done. SP Troubleshooters want quick fixes, not elaborate plans. They are the least likely to deny the foreign element, because they see it as an opportunity to swing into action. For the SP Troubleshooters, change should be fast, so they get stuck with something that's boring. As a result, they are impatient with planning, and may provoke change for its own sake, piling one change on another, even during Chaos. Impatient with Integration and Practice, they may drop out if change seems to slow.

Quality Software Management Vol 4: Anticipating Change, Gerald M. Weinberg, ISBN 0-932633-32-3 (v .4) section 4.1.3

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Changes and Temperaments

NT: (Intuitive, Thinking) Typically embrace change, can be enthusiastic about the change if they feel it's new and exciting. They can get bored more easily than other temperaments and excitement about the change can wear off. They are more likely to progress through change at a faster rate than others which may prompt them to bring more change while others are still in chaos.

SJ: (Sensing, Judging) Are more likely to appear resistant to change if they don't fully understand why the change is happen and what the plan is to accomplish the change. Radical changes (such as a migration from traditional to Agile methods) can be met with the appearance of extreme resistance as SJ's tend to want solutions that are familiar to them.

SP: (Sensing, Perceiving): Are likely to bring on change for change sake so they have new problems to solve. SP's thrive on chaos and do their best work under pressure. SP's will typically be early adopters and eager to try new and exciting methods. They can appear resistant when they feel strongly about the 'right' method to use to help the change and can rob others of learning by helping them through chaos.

NF: (Intuitive, Thinking): Enjoy change provided the people around them aren't suffering. NF's like to make sure people going through the change are feeling ok and can act as the 'glue' between people with opposite temperaments by helping both sides understand different perspectives.

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What about Resistance?

What is construct called **resistance**? According to Satir, it is people's way to say they are okay, even if they do not feel that way.

The knee-jerk answer is that people "resist change," as if "**resistance** to change" were some kind of sorry genetic code that, if it could be reengineered, would magically produce people instantly eager to do things differently whenever anyone asked. The "**resistance** to change" answer is too simplistic, but it is appealing because it takes the blame off the leaders and puts it on those "no-good followers."
- Jeannie Daniel Duck, The Change Monster

When you see **resistance**, it is because the new way (what you are coaching) is working against that individual's previous success. They are doing what has made them successful in the past. So, what you are saying goes against their mantra. (Influencer's Mantra Session, Agile Coach Camp 2010)

Dealing with Resistance

1. You can explain the basic purpose behind the outcome you seek.
2. You can paint a picture of how the outcome will look and feel.
3. You can lay out a step-by-step plan for phasing in the outcome.
4. You can give each person a part to play in both the plan in the outcome.

William Bridges "Managing Transitions"

Resistance as a Resource- Dale Emery (AYE2006)

Resistance is mutual. Takes two to tangle. First there's a projection, then a response. If there's no response to the "resistance", it's actions (or language or whatever), not resistance. Rather than say "resistance", describe what you see, hear, and feel.

4 parts of getting other people to do something:

1. Motivation - Can I do it? If I try, what will happen? Do I want that to happen?
2. Communication - Intake, Meaning, Significance, Response
3. Relationship - enters the room before you do.
4. Context (stuff going on around us) - Can you change it?

Resistance is information. Three categories of behavior:

1. Change the way presented
2. Stop asking them to do it
3. Negotiate to end in a third (different) place

Resistance is any force against change. Resistance is hanging on to what they have.

Resistance happens when they're in control and there's a difference in point of view. They're always in control, but you might be able to change their point of view.

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Don's Thoughts on Change

How we process change differently - <http://www.donaldegray.com/this-title-may-be-changed-at-any-time-how-do-you-feel-about-that/>

A series from 2006

<http://www.donaldegray.com/change-and-stable-systems/>

<http://www.donaldegray.com/change-is-good/>

<http://www.donaldegray.com/changing-quicker/>

<http://www.donaldegray.com/learning-to-change/>

<http://www.donaldegray.com/context-is-everything/>

<http://www.donaldegray.com/stabilizing-systems/>

<http://www.donaldegray.com/now-what-is-change/>

A series from 2012

<http://www.donaldegray.com/understanding-change/>

<http://www.donaldegray.com/failure-paths-during-change/>

<http://www.donaldegray.com/responding-to-changes/>

<http://www.donaldegray.com/organizations-change-people-transition/>

<http://www.donaldegray.com/constructive-chaos/>

<http://www.donaldegray.com/organizational-changes-make-messes/>

<http://www.donaldegray.com/agile-change-the-values/>

Jason's Thoughts on Change

Building Sustainable Change: <http://www.agilecoach.ca/2012/08/07/how-to-build-sustainable-change/>

Pull vs Push Change: <http://www.agilecoach.ca/2012/08/02/pull-vs-push-approach-to-change/>

Flowing with Change (Swim with the resistance instead of against it) <http://www.agilecoach.ca/2012/05/11/flowing-with-the-current-of-change/>

Burning People out with Too Much Change: <http://www.agilecoach.ca/2012/05/31/are-you-burning-people-out-with-change/>

People and Culture: <http://www.agilecoach.ca/2011/11/28/people-create-your-culture/>

Culture, People and Systems: <http://www.agilecoach.ca/2011/11/02/culture-people-and-systems-part-ii/>

Agile Transformation: <http://www.agiletransformation.ca/> - A series of blogs and upcoming video series to be published on Safari Books Online about Agile Transformation