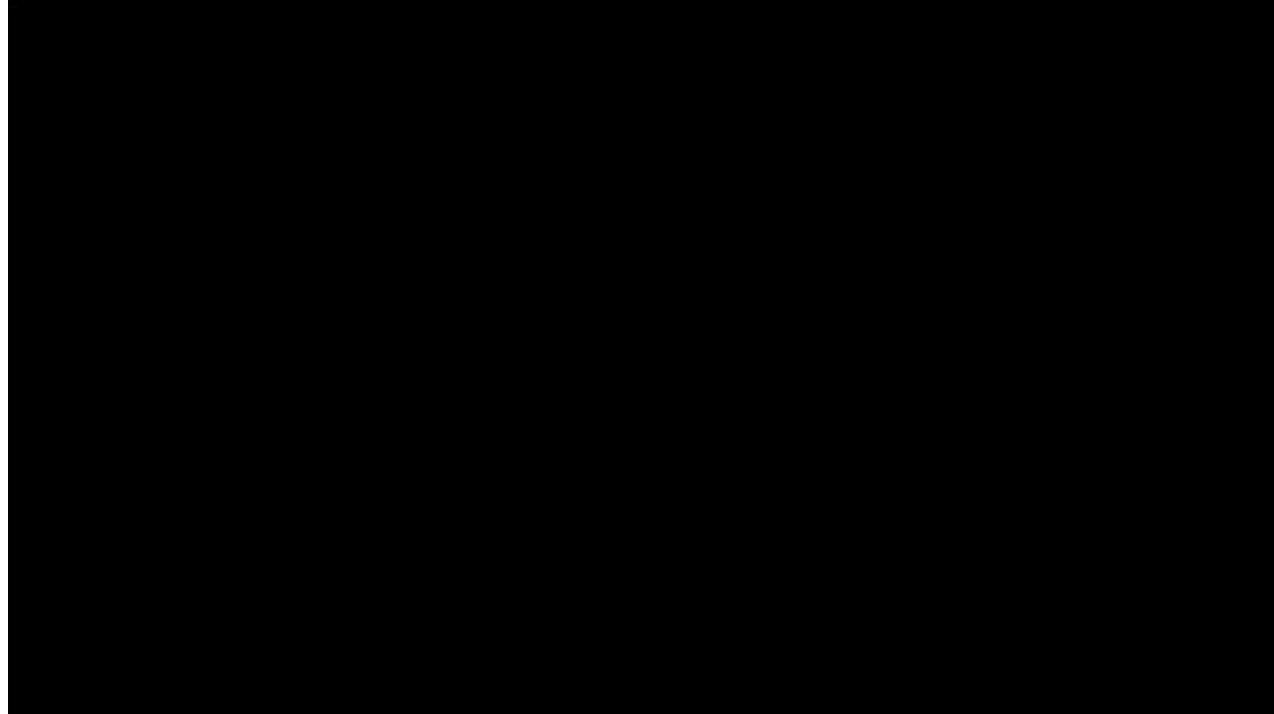


I AM AGILE, AM I ?



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LOOK IN THE MIRROR – ROBBIE DUNN



<https://www.youtube.com/watch?v=Rbl9CVrIPqI>

ABOUT ME: WOLFGANG RICHTER



- Father of two daughters
- Husband
- Friend
- Son



- CEO of JIPP.IT GmbH
- Certified Scrum Trainer
- Certified LeSS Trainer
- PhD – Studied Agilist



- Believer in Agile
- Car Enthusiast
- Frequent Traveller
- Inspirator (aka inspirer)
- Simplification Junky



Sources:

<https://www.lynda.com/Business-Software-tutorials/simplification-test/647657/720787-4.html>

<https://furniturefusion.co.uk/inspiration/>

“THE EXHILARATION AND ANGST OF AN AGILE MIND”

PSYCHOLOGY TODAY - POLLY CAMPBELL 2019



Each year I pick a word -- a theme to guide my year. [...] This year, I'm going with agility.

Physically, working to improve my balance and flexibility, yes. But, I'm thinking the real growth will be on a more spiritual, mental, emotional level.

I want to be more **responsive rather than reactive**, able to **adapt when required**, more **flexible and creative in my thinking** and parenting and business-ing.

I want to **flow easier into change** rather than worrying about it or needing to micromanage every shifting detail.

<https://www.psychologytoday.com/us/blog/imperfect-spirituality/201901/the-exhilaration-and-angst-agile-mind>

INDIVIDUAL AGILE BENEFIT #1



“A flexible mindset, allows us to live in a place of greater openness and possibility, rather than repetitive and rigid thought patterns and behaviors.”

Based on work of [Wilma Koutstaal, Ph.D., professor of psychology at the University of Minnesota and author of *The Agile Mind*](#)

AGILE MANIFESTO – FOUR VALUES



Individuals and interactions **over** processes and tools

Working software **over** comprehensive documentation

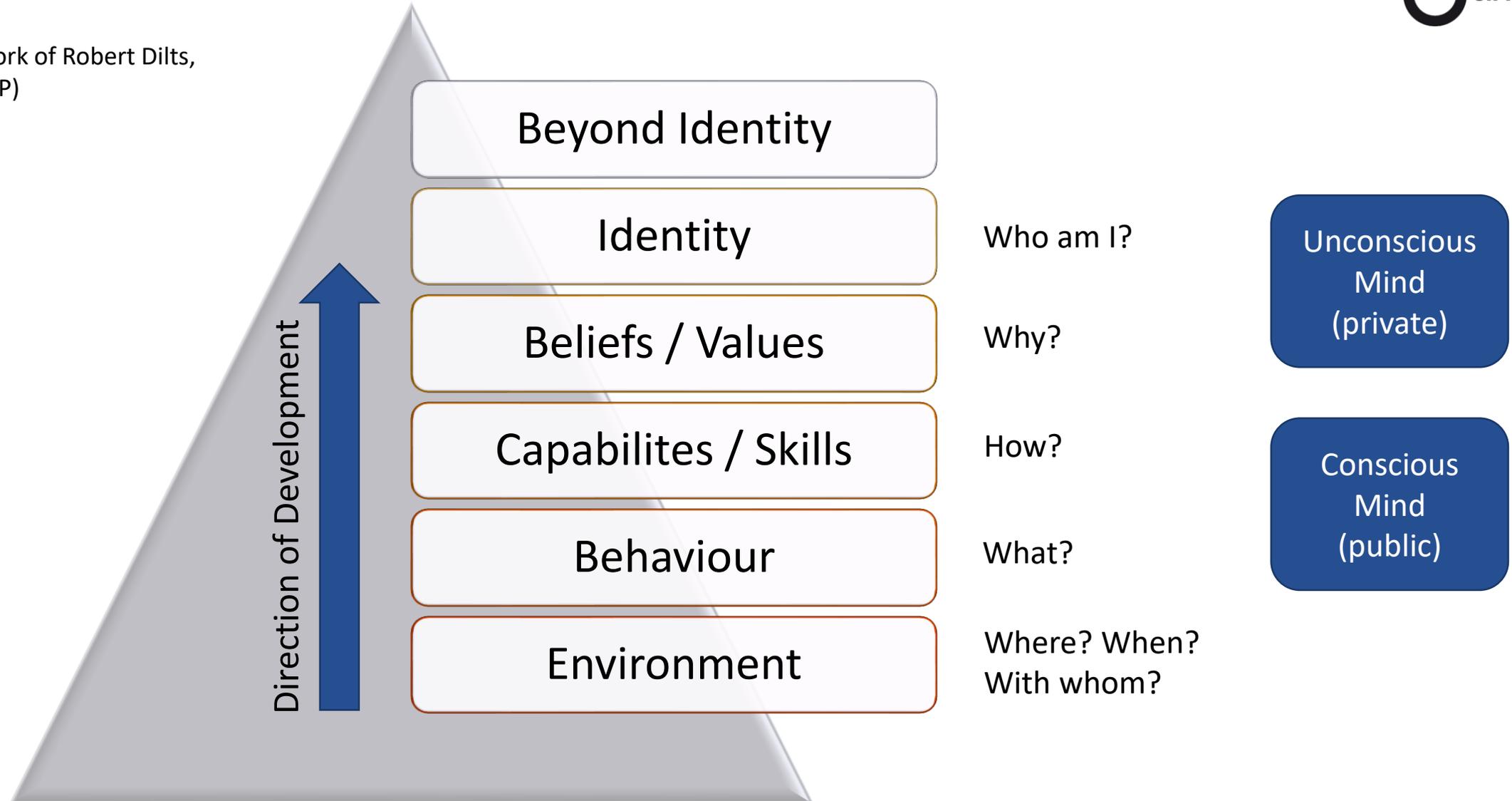
Customer collaboration **over** contract negotiation

Responding to change **over** following a plan

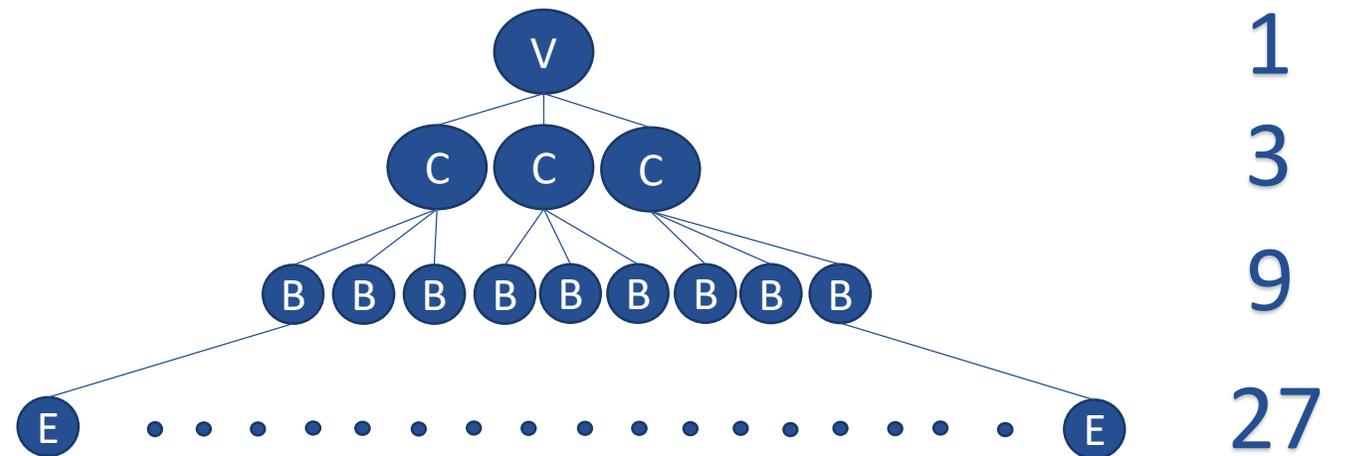
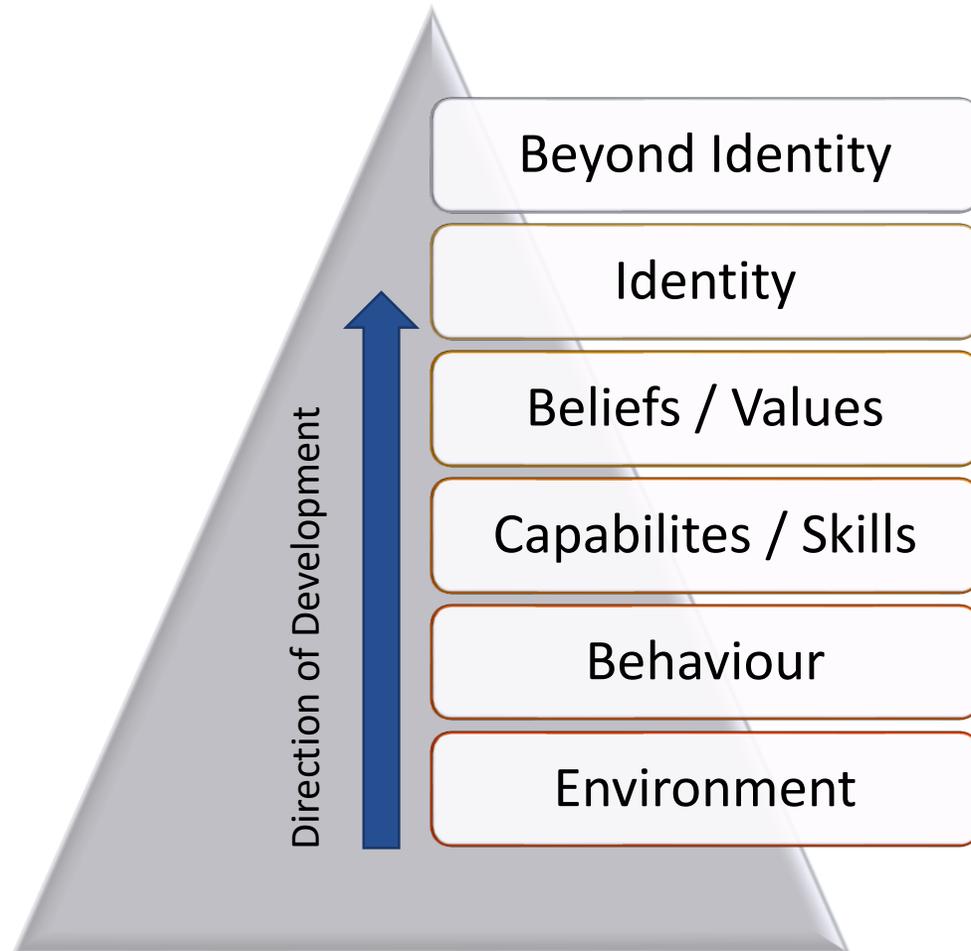
[Source: www.agilemanifesto.org](http://www.agilemanifesto.org)

NEUROLOGICAL LEVELS

Based on work of Robert Dilts,
Systemic NLP)



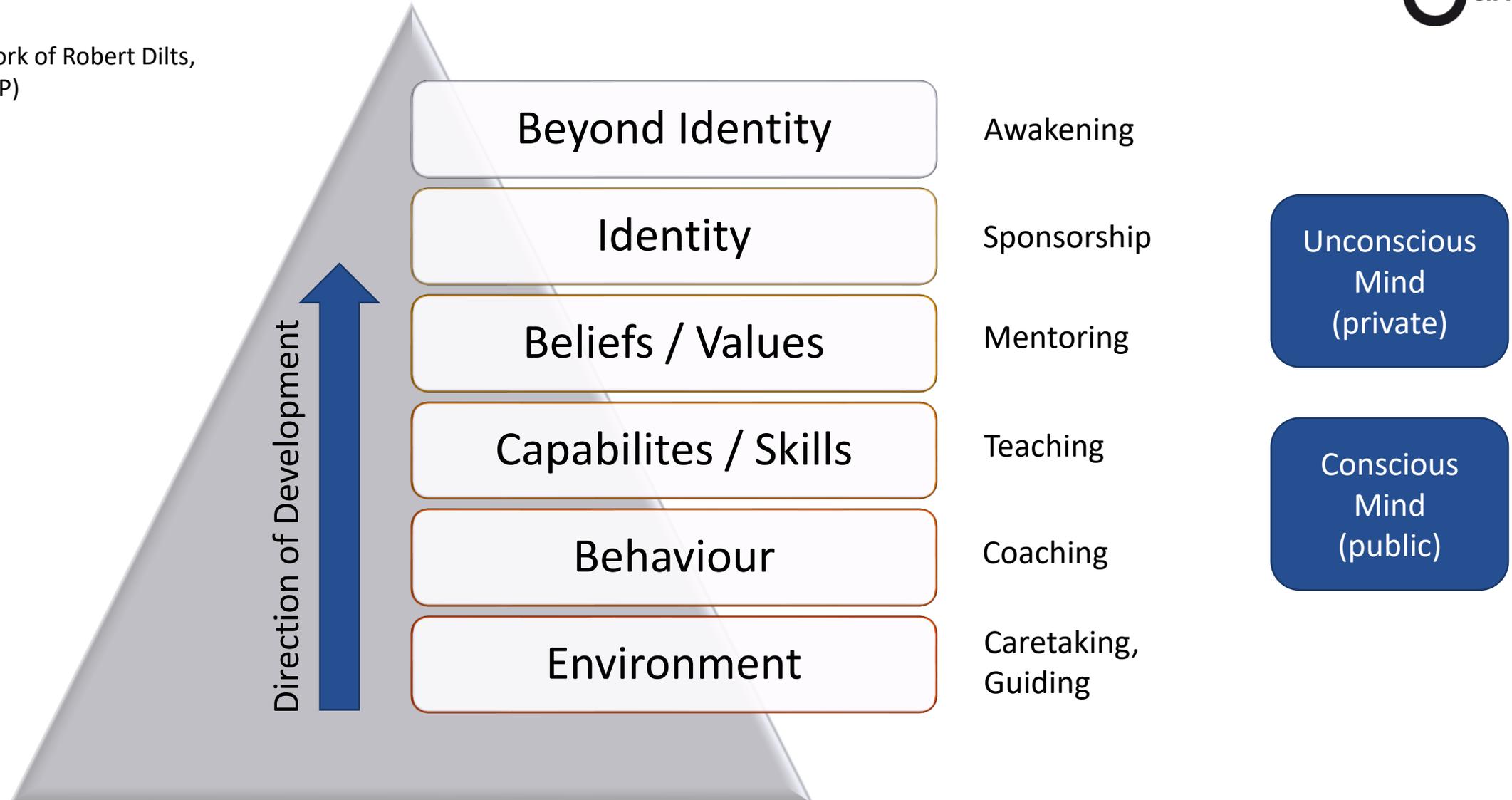
NEUROLOGICAL LEVELS AND CHANGE



Based on work of Robert Dilts, Systemic NLP)

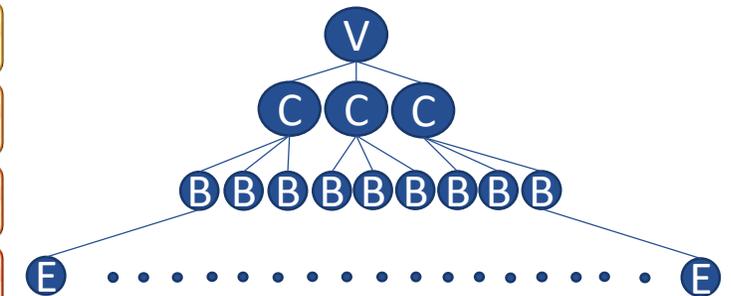
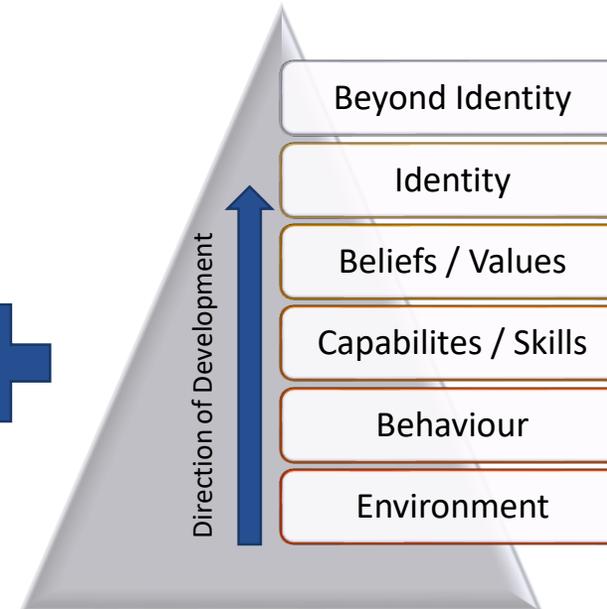
NEUROLOGICAL LEVELS

Based on work of Robert Dilts,
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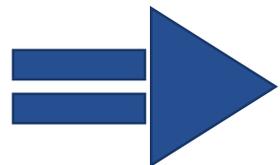


CHANGING FOUR VALUES

Agile Manifesto



1
3
9
27



4 Values x 3 Skills x 9 Behaviours = 108 Environmental Inputs

Myth: It takes 21 days to form a habit.

Source: Psycho-Cybernetics by Maxwell Maltz, 1960

Newer research: It takes 18 to 254 days to form a habit.

Source: University College London, 2009, http://repositorio.ispa.pt/bitstream/10400.12/3364/1/IJSP_998-1009.pdf

Question: How long does it take to brake a habit?

Unfortunately, I could not find a clear answer, but it seems even longer then forming it. The treatment period to rewire the prefrontal cortex in case of addiction is typically 90 days.

INDIVIDUAL AGILE BENEFIT #2



“When we become agile thinkers, we can adapt in ways that can increase our resilience and opportunities.”

Based on work of [Wilma Koutstaal, Ph.D., professor of psychology at the University of Minnesota and author of *The Agile Mind*](#)

AGILE PRINCIPLES



1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

AGILE PRINCIPLES – CHALLENGING? -> EXERCISE



- 2 min. – Read through the Agile Principles, and identify the one you personally struggle most with, from your gut-feeling!
- 3 min. – Debate with your neighbour, why you might think that is!

---- Thoughts collection ----

INDIVIDUAL AGILE BENEFIT #3



“Agile thinking doesn’t mean we are always changing or adapting. Sometimes, staying the course or approaching it with a more rigid mindset, serves us.”

Based on work of Polly Campbell, author of Imperfect Spirituality: Extraordinary Enlightenment for Ordinary People

CHANGE CONFLICTS – MODEL OF HÄCKER 1999

	must not	unable to	do not want
must		Being asked to do something without having the appropriate skills.	Being asked to do something without wanting to.
able to	Being able to do something, which is not allowed.		Being able to do something without wanting to.
want	Wanting to do something, which is not allowed.	Wanting to do something, without having the appropriate skills.	

Based on „Widerstände in Lehr-Lern-Prozessen“, Thomas, H. Häcker, Verlag Peter Lang, 1999

1+1=3



- Support abandoning personal fortresses
- Positive KPIs: E.g. measuring sharing of knowledge
- Building psychological safety
- Remain being identifiable within the group by acknowledging individual contribution
- Striving for overarching successes by setting challenging, accomplishable goals

FIVE DYSFUNCTIONS OF AN INDIVIDUAL (WITHIN A TEAM)



- ❑ Absence of trust—unwilling to be *vulnerable* within the group
- ❑ Fear of conflict—seeking *artificial harmony* over constructive passionate debate
- ❑ Lack of commitment—simulating buy-in for group decisions creates *ambiguity* throughout the organization
- ❑ Avoidance of accountability—ducking the responsibility to call peers on counterproductive behavior which sets *low standards*
- ❑ Inattention to results—focusing on personal success, *status and ego* before team success

Judgment? Psychological
unsafeness? KPIs?

Ignorance? Fear?
Capitulation?

Lack of Meaning?

Failure culture? Fear?
Egoism?

Structure? KPIs?
Incentives? Fortresses?

INDIVIDUAL AGILE BENEFIT #4



“An agile mind means we can make required adjustments, move around in our thoughts, and change our behaviors and approaches to ideally suit each situation.”

Based on work of Polly Campbell, author of Imperfect Spirituality: Extraordinary Enlightenment for Ordinary People

PERSONAL EVALUATION



- Instead of measuring how much did I produce asking how much did I support
- Instead of measuring how much did I achieve asking how much did I share
- Instead of measuring how much progress did I make asking how much did I collaborate
- Instead of measuring how many things did I do asking how much did I learn
- Instead of measuring how much trouble did others cause me asking how happy was I with my reactions
- Instead of measuring how many points/hours/fancy units can I report asking to how much recognizable value did I contribute to
- ...

THANK YOU



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PSYCHOLOGICAL SAFETY TURNS THE SHIP AROUND



ONE TEAM – ONE GOAL



A **team** is a group of people linked in a common purpose. Human teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks.

THE HARP EFFECT



- Humility – Celebrate successes, but understand success relies on interaction with others
- Acceptance – Accept the situation, accept what you cannot change, and change what you need to change
- Responsibility – Take ownership of whatever you do, even within a team, treat your peers as advisors, and advise back
- Presence – Have goals, but live in the moment

Based on work of Conor Neill - <https://www.youtube.com/watch?v=v3BgjFj2rY0>