



Organizational Evolution

The Agile Bear Coaching Series

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- » Current Transformations – why they don't work?
- » How to identify the organization evolutionary stage?
- » What evolutionary level does Agility begin to thrive?
- » Is it even possible to really transform?
- » Q&A

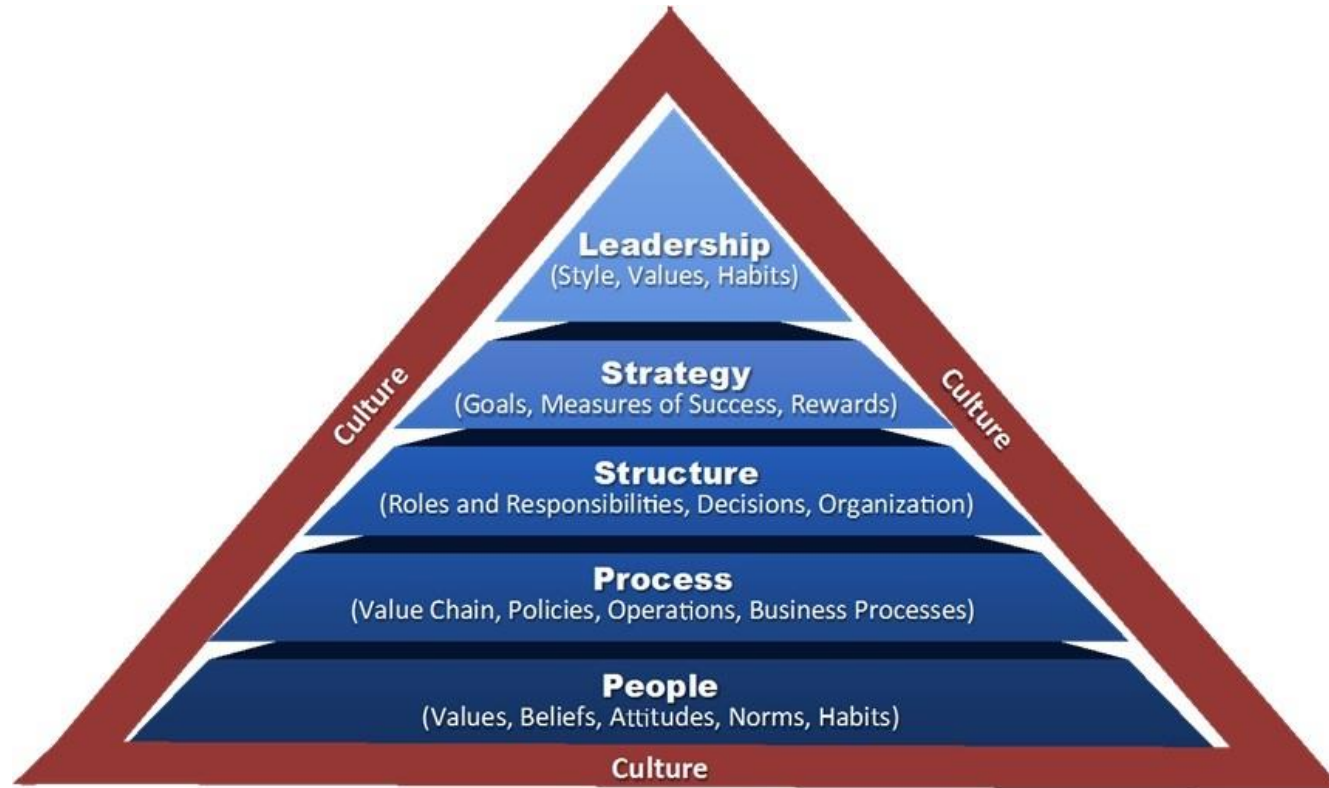
Have you noticed?

- » The greatest single event impacting software development, business and organizations across the globe is the Agile movement.
- » The key questions:
 - Organizations, your customers , are asking for agility, but do they know what they are asking for?
 - They wish to transform, but do they really understand what that entails?
 - Waterfall is dead! But how do they really become Agile?
 - How do we quantify their current existence and where we are leading them?



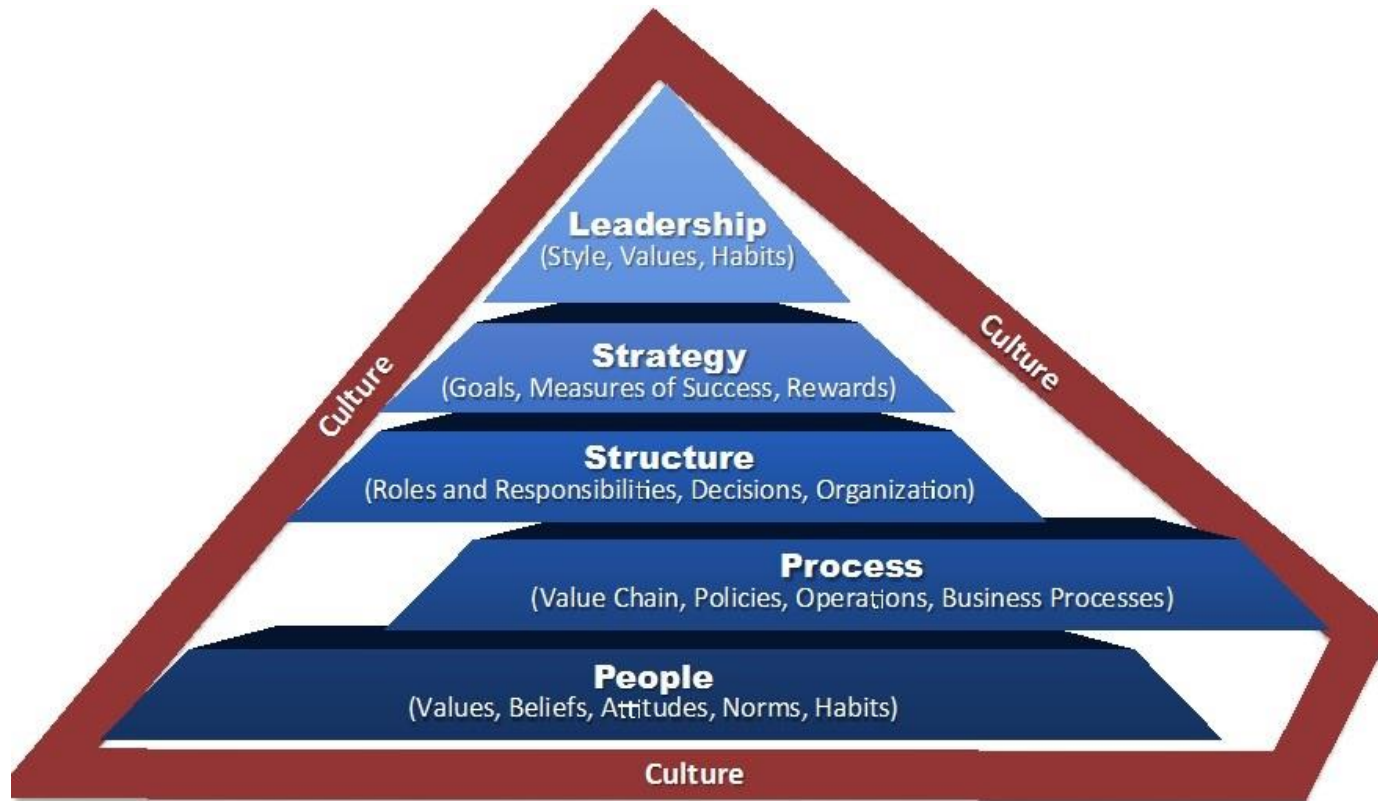
“All the forces in the world are not so powerful as an idea whose time has come.”
~Victor Hugo

The organizational ecosystem



Credit: Ahmed Sidky, Ph.D., Executive Director, International Consortium for Agile (ICAgile)

When Agile is just a process



Credit: Ahmed Sidky, Ph.D., Executive Director, International Consortium for Agile (ICAgile)

Basic Elements of the Transformation

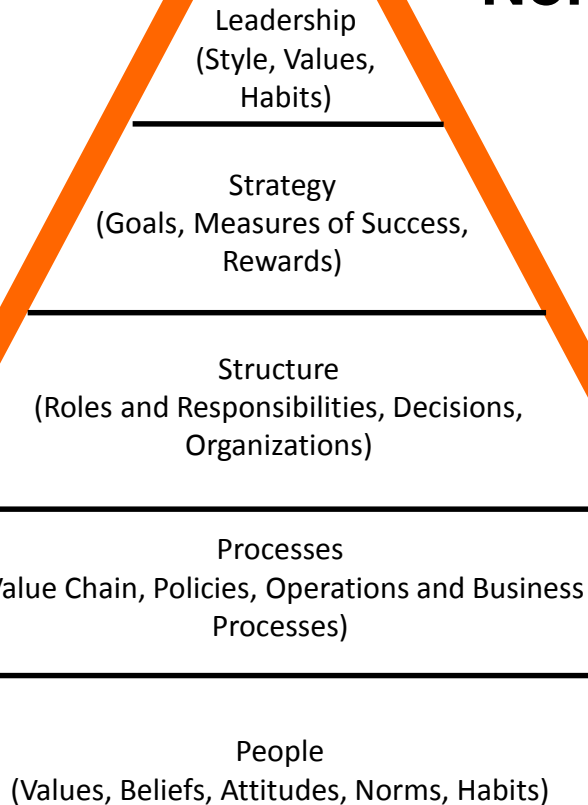


Non-Human Elements

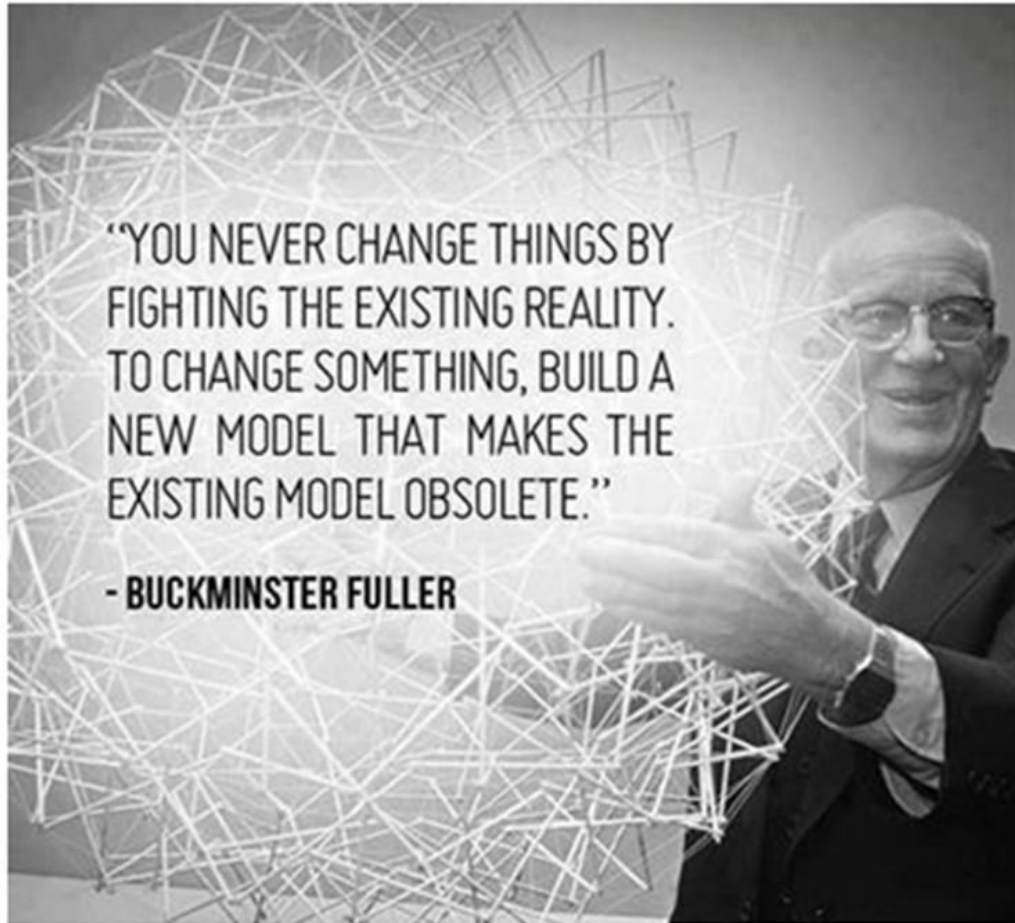
The primary focus of traditional agile transformations

Human Elements

Our focus today; The organizational Human elements of evolution



Why should we evolve?



- » We spend too much time trying to change what is obsolete.
- » Jeff Bezos - "What's dangerous is not to evolve"
- » We must evolve, not simply change the old

Agile Transformation: is it just a new process?



“The most exciting breakthroughs of the 21st century will not occur because of technology, but because of an expanded concept of what it means to be human.”

– John Naisbitt, futurist and author

“the conceptual question is the same: could it be that our current worldview limits the way we think about organizations? Could we invent a more powerful, more soulful, more meaningful way to work together, if only we change our belief system?” ~ Frederic Laloux



Evolutionary Stages



Stage	Examples	Key Breakthroughs	Guiding Metaphor
Red	<ul style="list-style-type: none"> • Mafia • Street gangs • Tribal militias 	<ul style="list-style-type: none"> • Division of Labor • Command authority 	Wolf Pack
Amber	<ul style="list-style-type: none"> • Catholic church • Military • Most government agencies • Public school systems 	<ul style="list-style-type: none"> • Formal Roles • Processes 	Army
Orange	<ul style="list-style-type: none"> • Multinational companies • Charter schools 	<ul style="list-style-type: none"> • Innovation • Accountability • Meritocracy 	Machine
Green	<ul style="list-style-type: none"> • Culture driven organizations • Southwest Airlines 	<ul style="list-style-type: none"> • Empowerment • Values Driven culture • Stakeholder model 	Family
Teal	<ul style="list-style-type: none"> • Made up of self-managing teams • No/limited HR dept. 	<ul style="list-style-type: none"> • Self-Management • Wholeness • Evolutionary Purpose 	living organism or living system

Adapted from Frederick Laloux' s book: Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness

The Transforming Organization



Agile transformist's, promise to change your *organization* into one that innovates, leads, adapts, and delivers.

Really?

“Agile practitioners can help organizations achieve these goals -- but, to do so, they need new skills and deeper knowledge.”

~ Michael K. Spayd



Coaching the Agile Enterprise: The Essential Guide to Team, Organizational and Leadership
Coaching in the Aspiring Agile Enterprise (Addison-Wesley Signature Series (Cohn))

Evolutionary Stages



Concept	Description	Management style	Want to be managed by
Red	<ul style="list-style-type: none"> Express self, to hell with others less one feel shame Aggressive, heroic, exploitive, no worry or guilt Strong man rule 	• Exploitive	• Paternalistic
Amber	<ul style="list-style-type: none"> Sacrifice now to get reward later Denies self, higher absolute authority, rewards later, dogmatic Pyramid, Hierarchy, authority structure 	• Paternalistic	• Consultative
Orange	<ul style="list-style-type: none"> Express self calculatedly with little shame or guilt Get what self desires without undue reaction from others Functional units, strategic enterprise 	• Consultative	• Participative
Green	<ul style="list-style-type: none"> Sacrifice self now to get reward now Denies self, values others to get approval & satisfaction now Social network, Circle 	• Participative	• Facilitative
Teal	<ul style="list-style-type: none"> Express self but not at the expense of others Non-dogmatic, express self but never at the expense of others Evolving around needs 	• Facilitative	• Systemic

Adapted from Michael Spayd' s Agile 2014 conference session: What would it mean to Coach an Agile Enterprise?

What Agile looks like in different organizational contexts.

Traditional – Driven Agile

Results – Driven Agile

People – Driven Agile

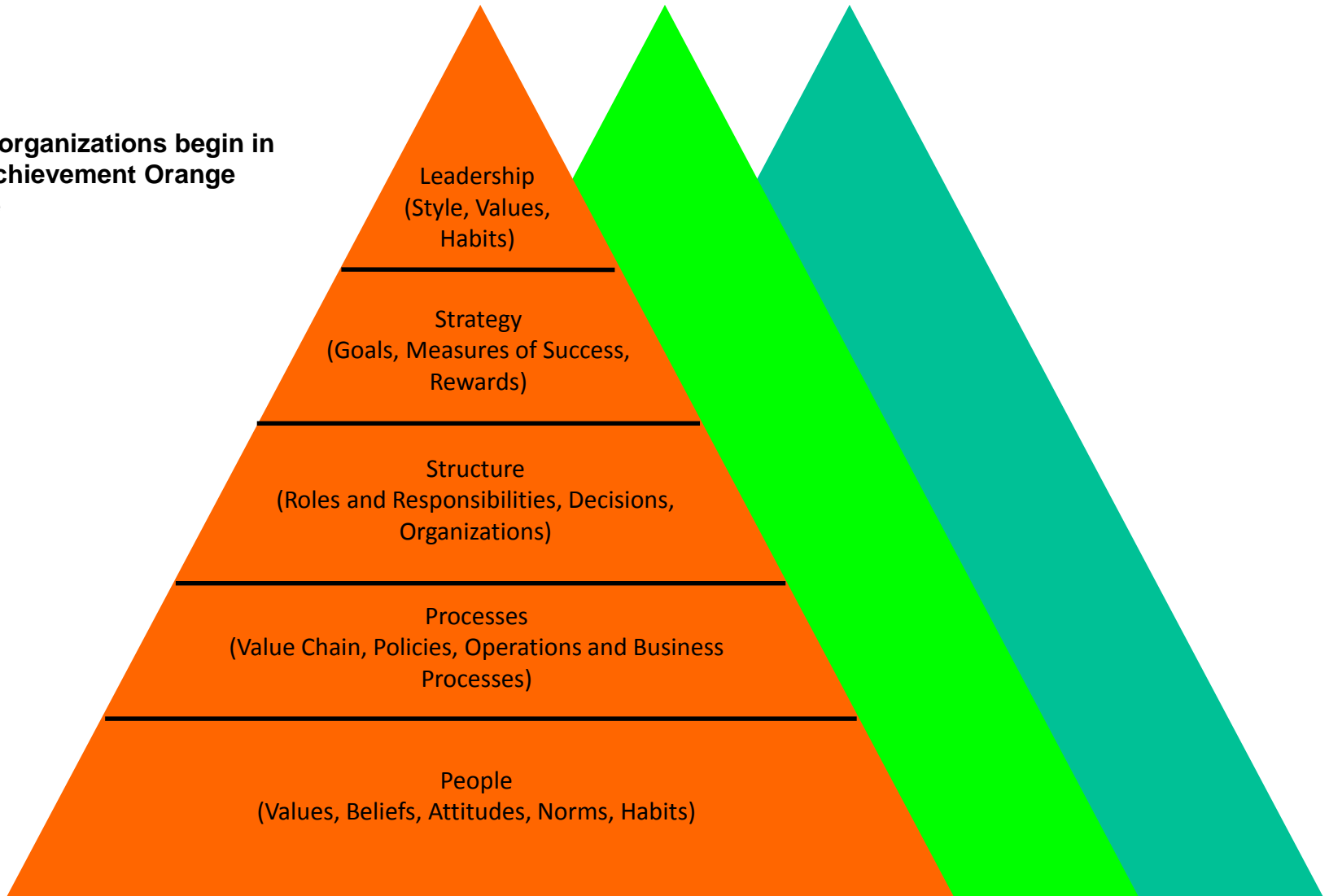
Adaptive Agile (impact driven)

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Meeting them where they are



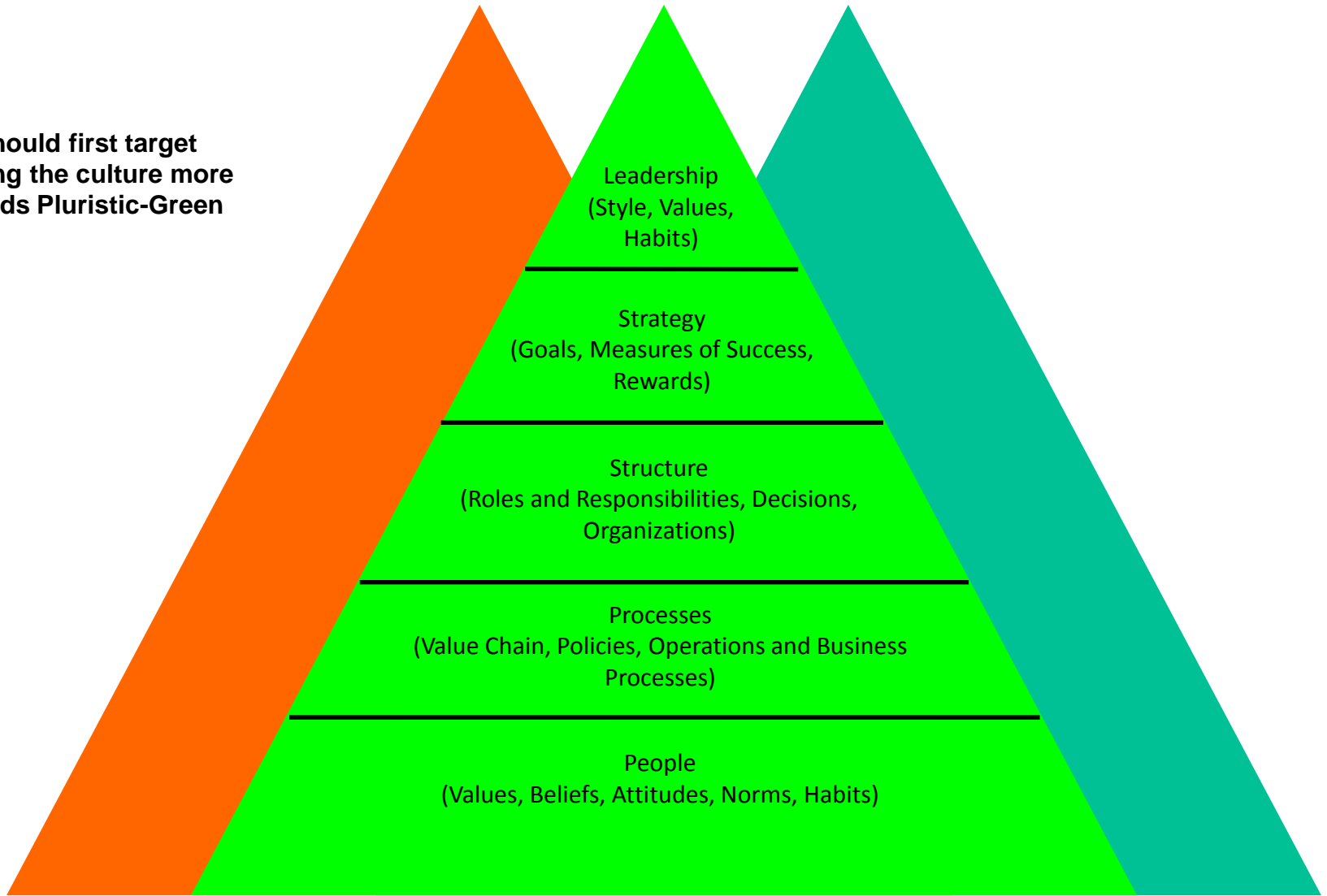
Most organizations begin in the Achievement Orange Stage



Moving to the next level



We should first target moving the culture more towards Pluristic-Green

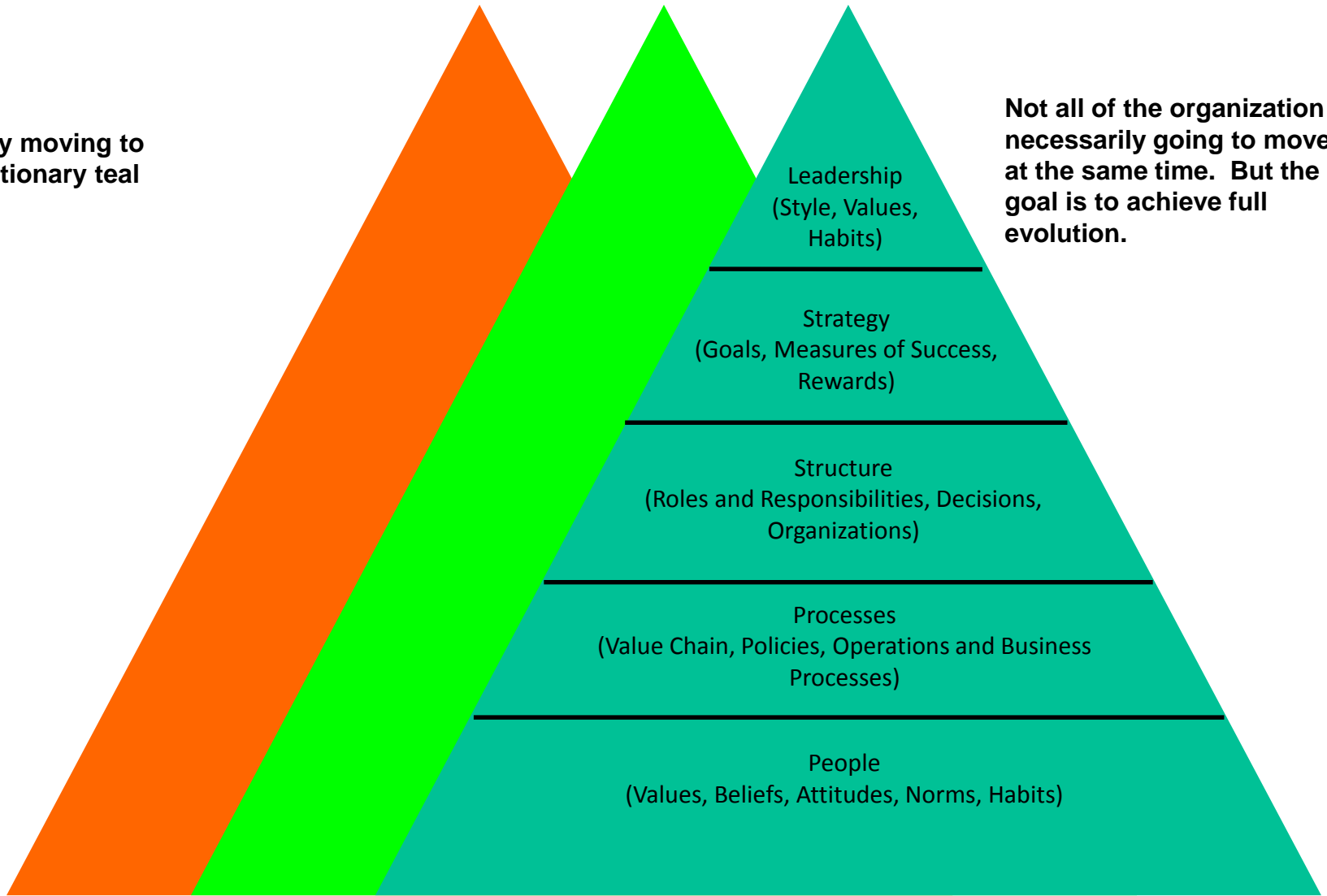


Achieving the true agile organization



Finally moving to
Evolutionary teal

Not all of the organization is
necessarily going to move
at the same time. But the
goal is to achieve full
evolution.



Why should I care?

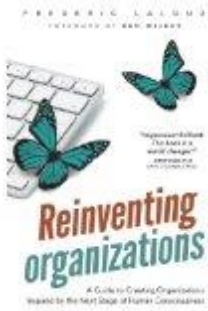


“the team may even bear the fruit of astonishing results—the kind that causes a business to leapfrog its competition and the kind agile was meant to create”

~ Lyssa Adkins, Coaching Agile Teams

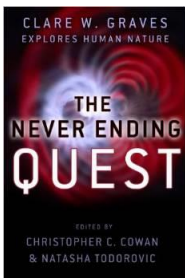


Giving Credit where credit is due:



Frederick Laloux's book: Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness

Michael Spayd's upcoming book: Coaching the Agile Enterprise and his Agile 2014 conference session: What would it mean to Coach an Agile Enterprise?



Graves, Clare (2005) (Ed. Christopher Cowan & Natasha Todorovic), The Never Ending Quest

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Carl Shea ▾



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“The hand can never execute
anything higher than the heart can
inspire.”
~ Ralph Waldo Emerson

Thanks for the work from



Source:
<http://collectiveedgecoaching.com>

Michael helps clients change, facilitating dramatic improvement in results and satisfaction through cutting edge coaching and organization development technologies. An organizational change coach and consultant for 20 years, Michael has worked with Fortune 500, small businesses and non-profits. For 10 years he has specialized in technology-oriented teams and associated enterprise transformation efforts, working with over 50 teams in that time. Michael is trained as a Team and Organizational Coach, holds a Masters degree in psychology, has training in Co-Active leadership, executive coaching, and organizational behavior. He is a Certified Organization and Relationship Systems Coach (ORSCC), Certified Professional Facilitator (CPF), and a Certified Scrum Master (CSM).

Frederic Laloux is a coach, consultant and change maker with over 10 years at premier global consulting firm working to help organizations and individuals achieve higher collective and individual purpose and success in their work. With a strong knowledge and foundation of corporate business, Frederic provides individual coaching, and designs and facilitates workshops and trainings for management teams often with the aim to help solve challenges in leadership. He has worked with leading financial and industrial companies on specific issues including performance management, strategy and strategic alignment, large-scale operational transformations, mergers and re-organizations. Deeply curious, Frederic has worked and traveled on all continents, and speaks five languages fluently.



Source:
<http://www.mobiusleadership.com/practitioners/frederic-laloux/>

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Carl “The Agile Bear” Shea

Thank you!

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