

# This Transformation Is Not Your Baby

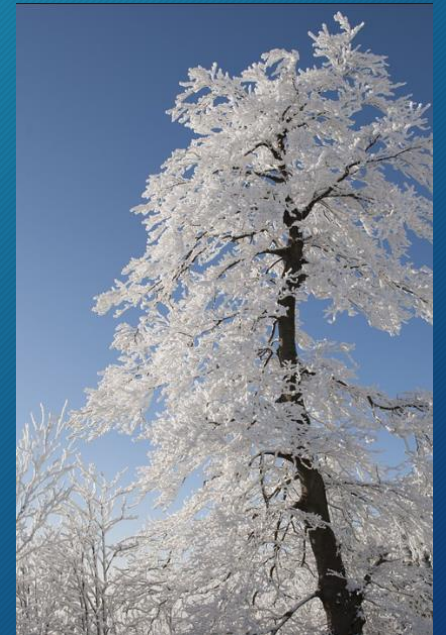
Business Agility Conference 2019, Vienna 20/07/19

Living Organisms, Collective Efforts ... a Post-Heroic Era



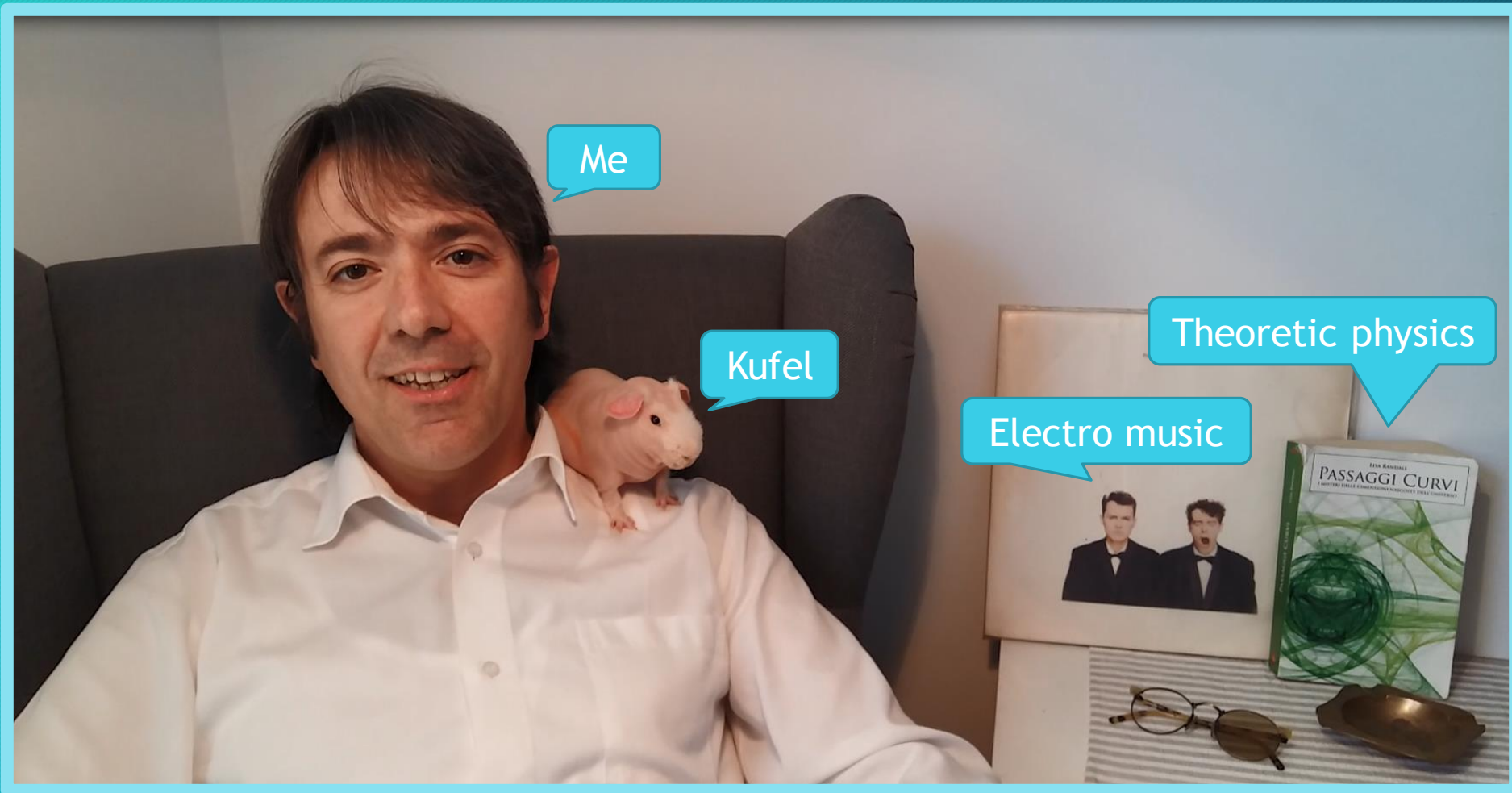
# This Transformation Is Not Your Baby

- Agile Transformations are **Collective Efforts**
- Organizations are like **Living Organisms**, they cannot be transformed under the guidance of a “*single piece of brain*”
- It requires **empathy, inclusion, a powerful guiding coalition,** and tons of humility
- It is easy to get lost in auto-referential loops of empty glory and meaningless pride
- As a Manager, as a Consultant, as a Trainer or as a Coach: **this is not YOUR Transformation**





# The Speaker - Carlo Bucciarelli





# Organizations are Living Organisms



**Complexity** is when you simply realize that Planning is no longer possible

When Planning is not possible, **Managing** is not even an Option

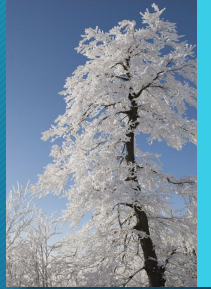
Sometimes, we introduce **Chaos Theories** and statistical mechanics

Do we need to address Organization changes in the same way?





# How to affect large and complex Systems?



It is always a mix of two concurrent forces:

Intentional - Strategic - Long  
Term - Visionary



Emergent - Reactive -Short  
Term - Tactical

And we absolutely need both,  
to affect our “Large and  
Complex” System



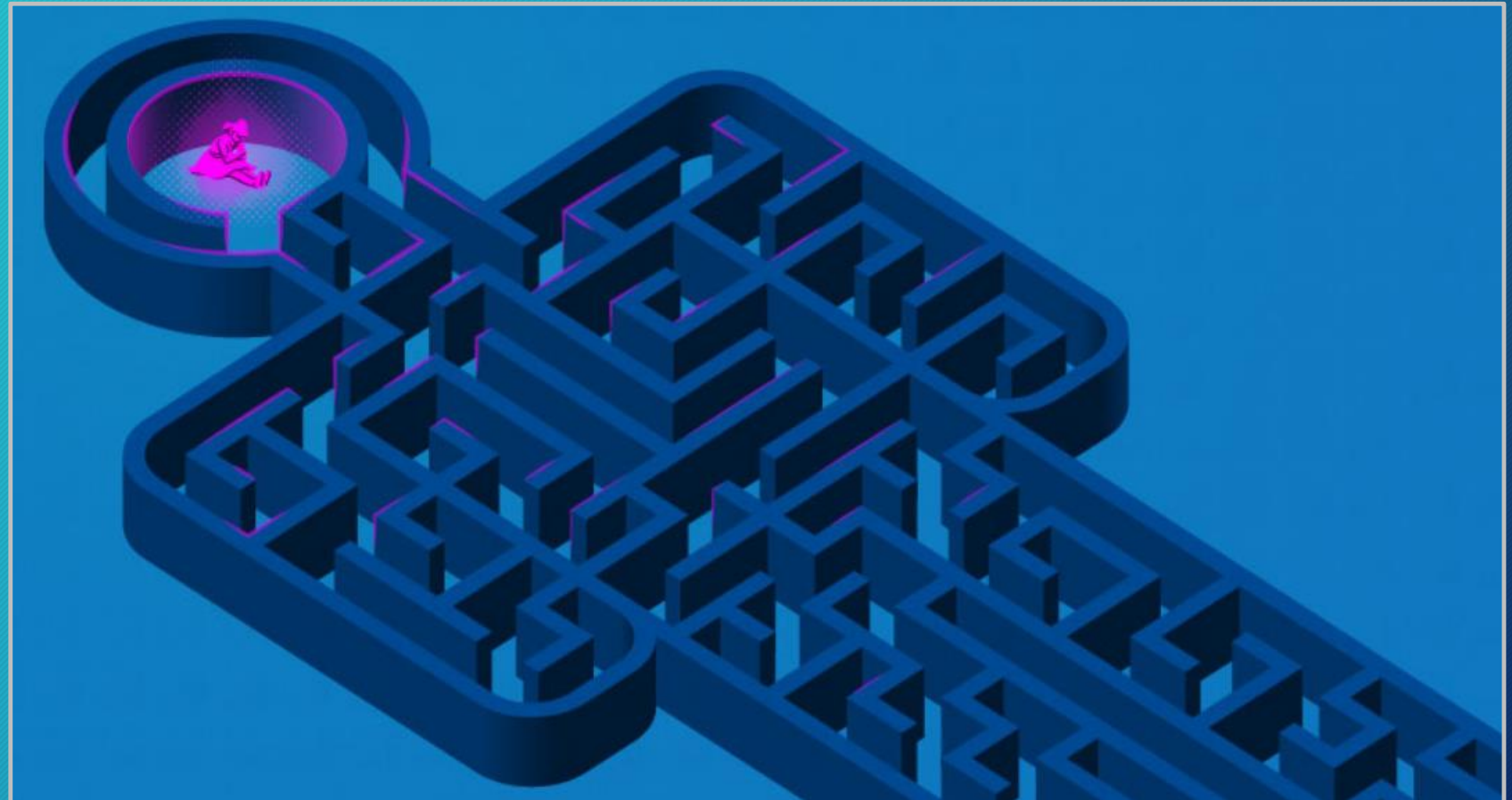


# Are Intentional and Emerging forces synced?



**No, they are not!**

- There is so much “distance” in between the Brain and the Body
- If you are the Brain, you need to accept that the Body is distant
- No, you cannot change it on your own



# So, who is Melissa G.?

Now we have a  
story to tell



- The new CEO was just appointed
- He announced the **Big Agile Transformation**
- That was **his main Strategic Priority**
- Direct Reports were extremely **reluctant**
- Melissa G. was a simple employee
- She was **inspired, enlightened and delighted**
- She was appointed to **drive** the Transformation
- Everyone was **shocked** of that decision





# The very good days of «Shu»

Now we have a story to tell



- No reading nor any real-life knowledge of Agile Transformation
- Hired a Consultant and was wide open to listening and learning
- **Touched with her hands, the magic of fast communication loops**
- Excited and deeply touched by the impact of her role; there was indeed a **spiritual flavor** to it
- Employees started celebrating success and highlighting their **motivation and increased level of engagement**
- How could a simple employee like Melissa G., take decisions with no prior discussion, **eventually make mistakes**, and adjust?





# The Responsibility Trap!

Now we have a story to tell



After few months, Melissa realized that she was becoming more and more acknowledged about Agile

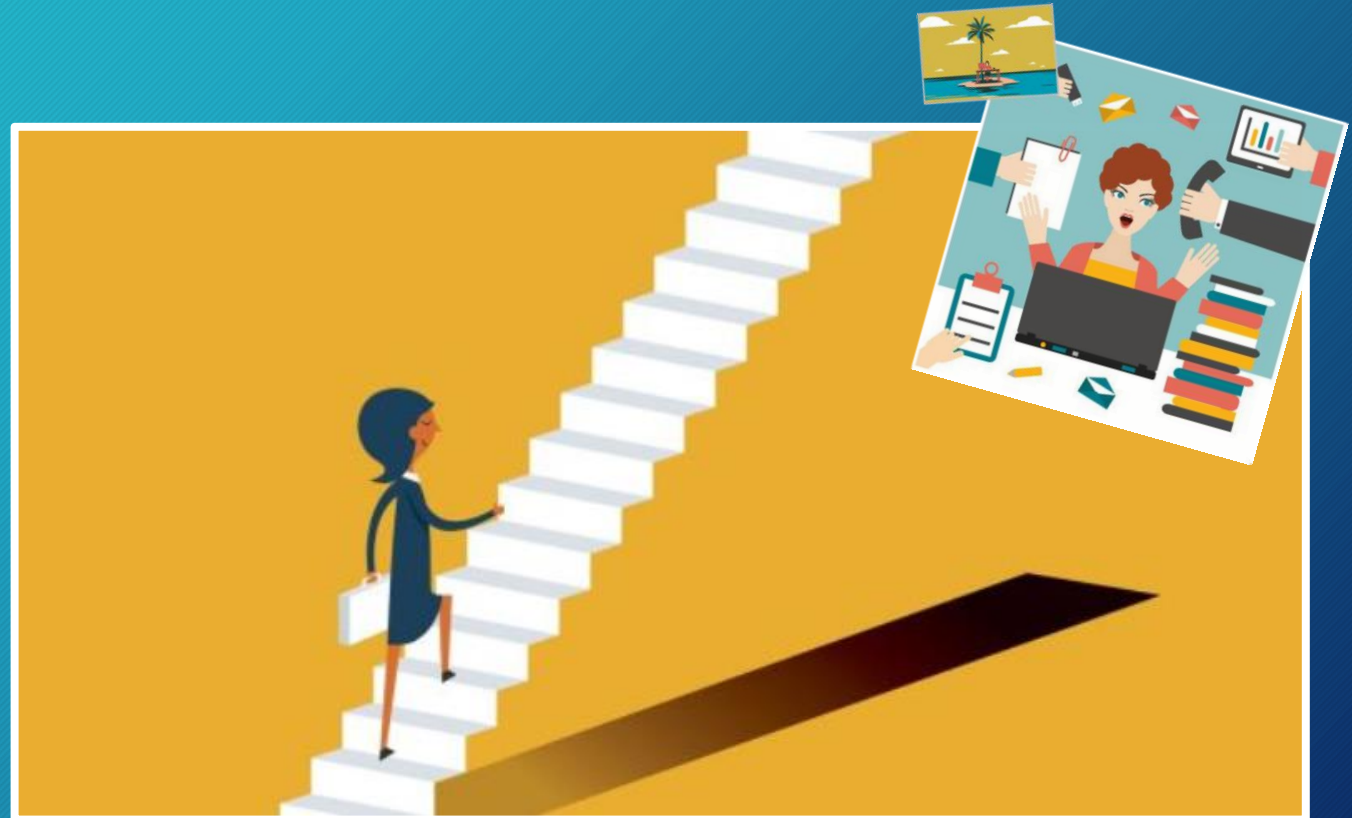
Her ego was inflated more and more each day. Her contributions appeared bigger and more relevant

She felt like she was **the only one in her Organization, with enough knowledge** to:

- speak about Agile
- support Team Members
- nominate Scrum Masters
- negotiate with vendors
- approve exceptions
- take uneasy decisions when Teams had to be discontinued

Suddenly the Agile Transformation slowed down; many people were **calling it “Melissa’s Transformation”** and refrained from actively participating to it

Everyone was sitting on the side of the river; and it went stuck in few weeks



# The Responsibility Trap!

Now we have a  
story to tell





# The Drama

Now we have a story to tell

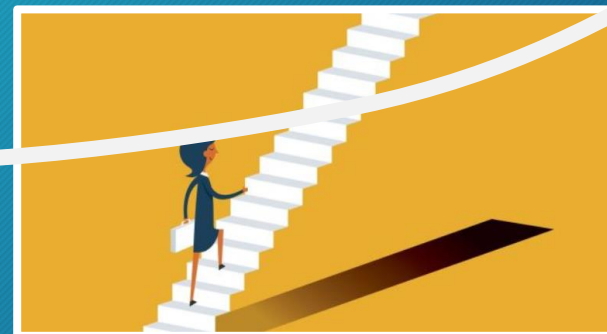


- I was **guilty** indeed, not preventing her constant adrift towards auto-referential explosion
- Transformation dynamics were **doped, altered and stuck** in the quicksand
- I was supposed to coach Melissa
- *“Win her heart again as you used to do in the beginning, never stop teaching and coaching her”*





# The Turning Point







- Melissa is nowadays a lifelong learner. She is sitting behind and supporting her Organization's Transformation
- Reading a lot of good books, having good sleeps, and providing a consistent contribution to her Organization journey
- The Transformation is going in circles, forward and backwards, with frequent learnings, mistakes and lessons learned
- We're probably halfway through the journey

# Epilog



# This Transformation Is Not Your Baby

*Learnings were:*

- Agile Transformation are collective efforts
- An Organizations is like a living organism, and it cannot be transformed under the guidance of a single piece of brain
- It requires empathy, inclusion, a powerful guiding coalition, and tons of humility
- It is easy to get lost in auto-referential loops of empty glory and meaningless pride
- **Always act as a Servant Leader**, wherever you are. Either as a Manager, as a Consultant, as a Trainer or as a Coach: **this is not YOUR Transformation**, the best you can do is Help others to transform
- **Be brave but never fall into the Responsibility Trap anymore!**

