

How to Achieve Continuous Transformation

Without Resistance

About Us

**WHO
ARE
YOU**

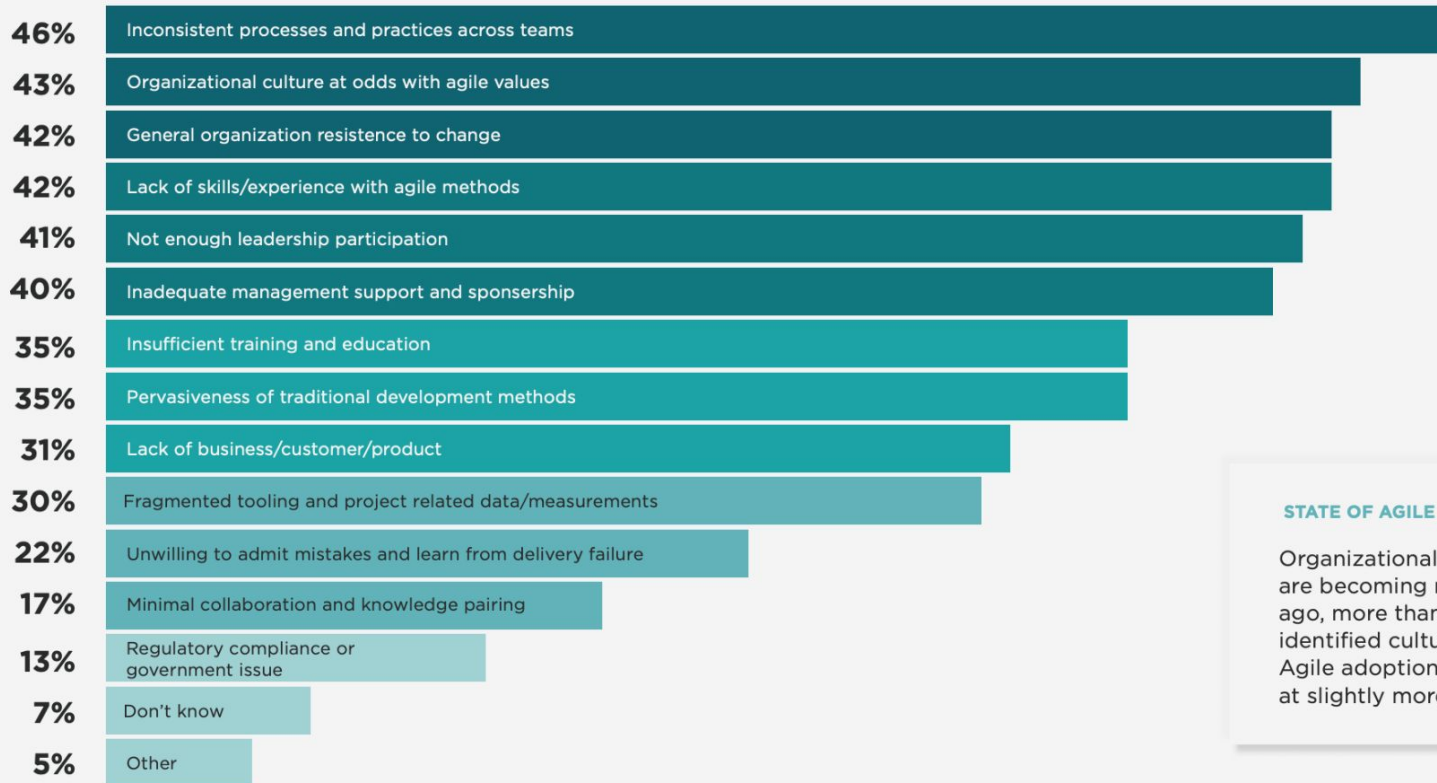
A black silhouette of a human head in profile, facing right. Inside the head, there is a large, white question mark. The silhouette is positioned to the right of the text 'WHO ARE YOU'.

What brings you here?

On to another gig. Story is the same

Agile Challenges

What are the most significant barriers to adopting and scaling Agile practices in your current organization?

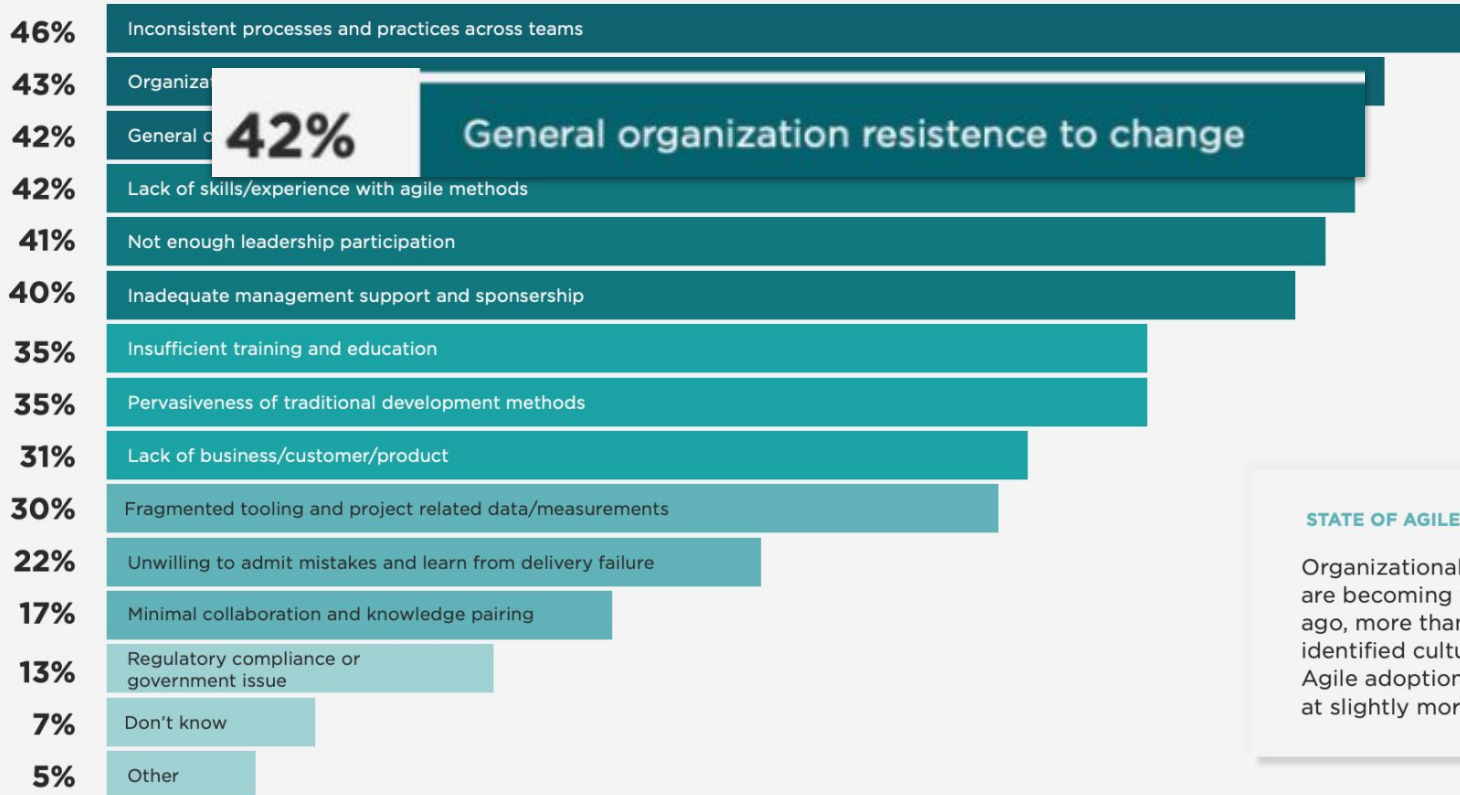


STATE OF AGILE LOOK BACK

Organizational culture and Agile values are becoming more aligned. A few years ago, more than 8 out of 10 respondents identified culture as a significant barrier to Agile adoption. That number now stands at slightly more than 4 in 10.

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Immanuel Giulea (He/Him) · 1st

Candidate Experience M

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9mo ...

m



Itopa Sulé (He/Him) · You

Director, Strategy & Execution/Lead Agile Coach @Manulife | Profession...

9mo · 🌐

Need to move from Agile Transformation mindset (a project approach to change, with assumed start and end points) to Agile Emergence - "a continuous process to align and re-align organization to it's ever-changing environment".

#mindset #agile #change #transformation #emergence

to me implies a finite process, from *this* to *that*.
Emergence (and/or evolution?) seem like better descriptors to capture the nature of the change.

...

9mo ...

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Like · 🗨️ 5 | Reply

Key Takeaways



01 Nature of Agile Transformations



02 Whats is Continuous Transformation?



03 Agile Emergence Approach



04 Generative Change Model

01

Nature of Agile Transformations

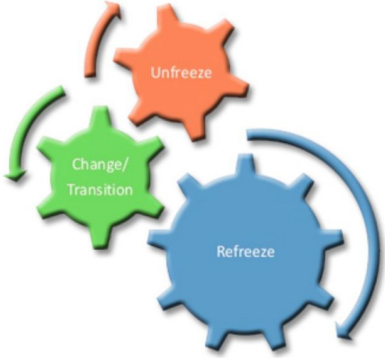


They are informed by Planned Change Management Models

Identify or Define
the Problem to
solve

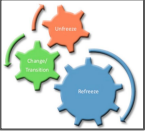


ANALYZE and
DIAGNOSE

Experts Identify
Possible Solutions

Implementation
Action Planning

Lewin's	Kotter's 8 Steps	ADKAR
		
<p>Unfreeze, Change and Refreeze process of Change</p> <ul style="list-style-type: none"> One-off organizational change process with no mechanism for ongoing feedback 	<p>Change model to create and sustain new behaviours in 8 steps.</p> <ul style="list-style-type: none"> Time consuming with limited measures and feedback mechanism 	<p>Individual Change Model that rewards new behaviours at individual level</p> <ul style="list-style-type: none"> Does not address Organizational level change Could be cumbersome for large organizations

The Planned Change Models are similar.

	Exploration	Planning	Action	Integration
	Unfreeze		Change	Freeze
	Sense of Urgency / Form a Powerful Coalition / Create a Vision	Communication of Vision	Remove Obstacles / Create Short Term wins	Build on Change / Anchor Change
	Awareness	Desire / Knowledge / Ability		Reinforcement

The Planned Change Models generate resistance .



Experts or representative stakeholders proffering solutions are not involved with the organization



In a complex environments, the situation changes faster than the planned change feedback cycles



Complex problems have many moving parts, requires a different mindset - experimentation

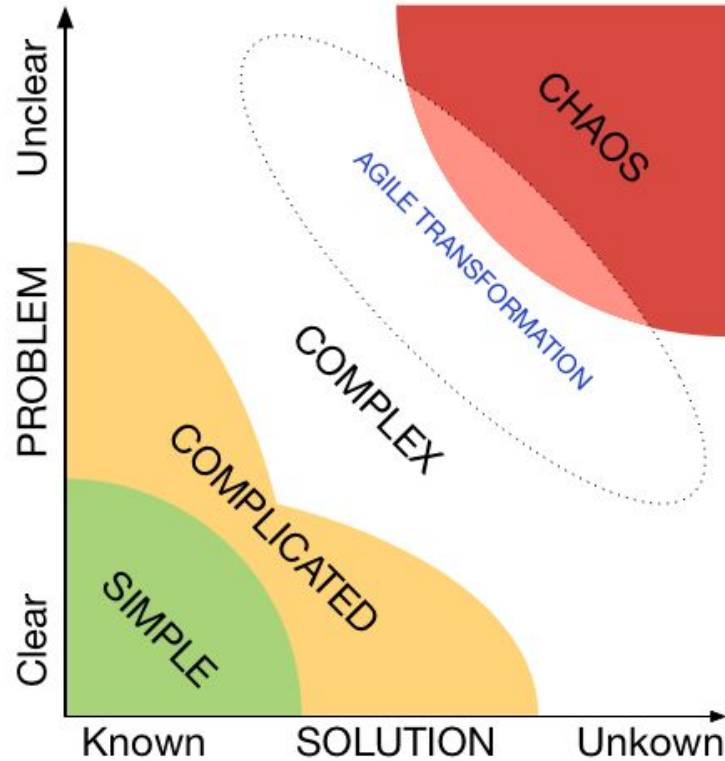


Complex adaptive problems have many moving parts, requires a different mindset

**What did you
want to become
when you grow
up?**



**Challenges
in the
Complex
domain
have no
ready
answers**



Simple/complicated vs Adaptive Challenges

The challenge is clear and
there is a ready solution

The challenge is unclear
and solutions emerges
through experimentation

02 Continuous Transformation

Continuous Transformation pattern is to allow:

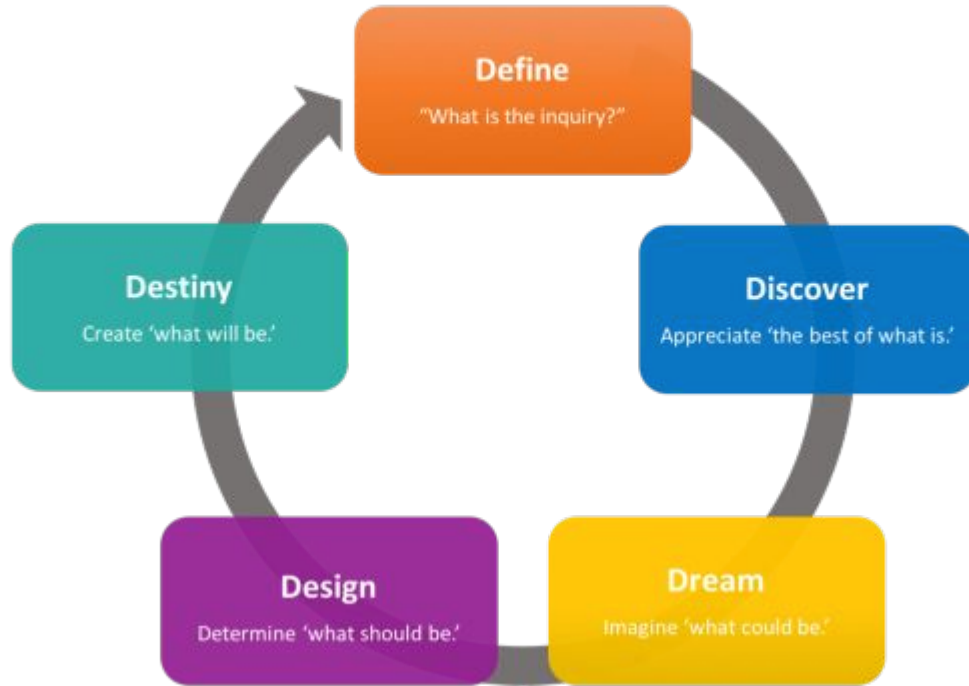
... change emerges from the people closest to the issues, based on “present gap” not “idealized future state”.



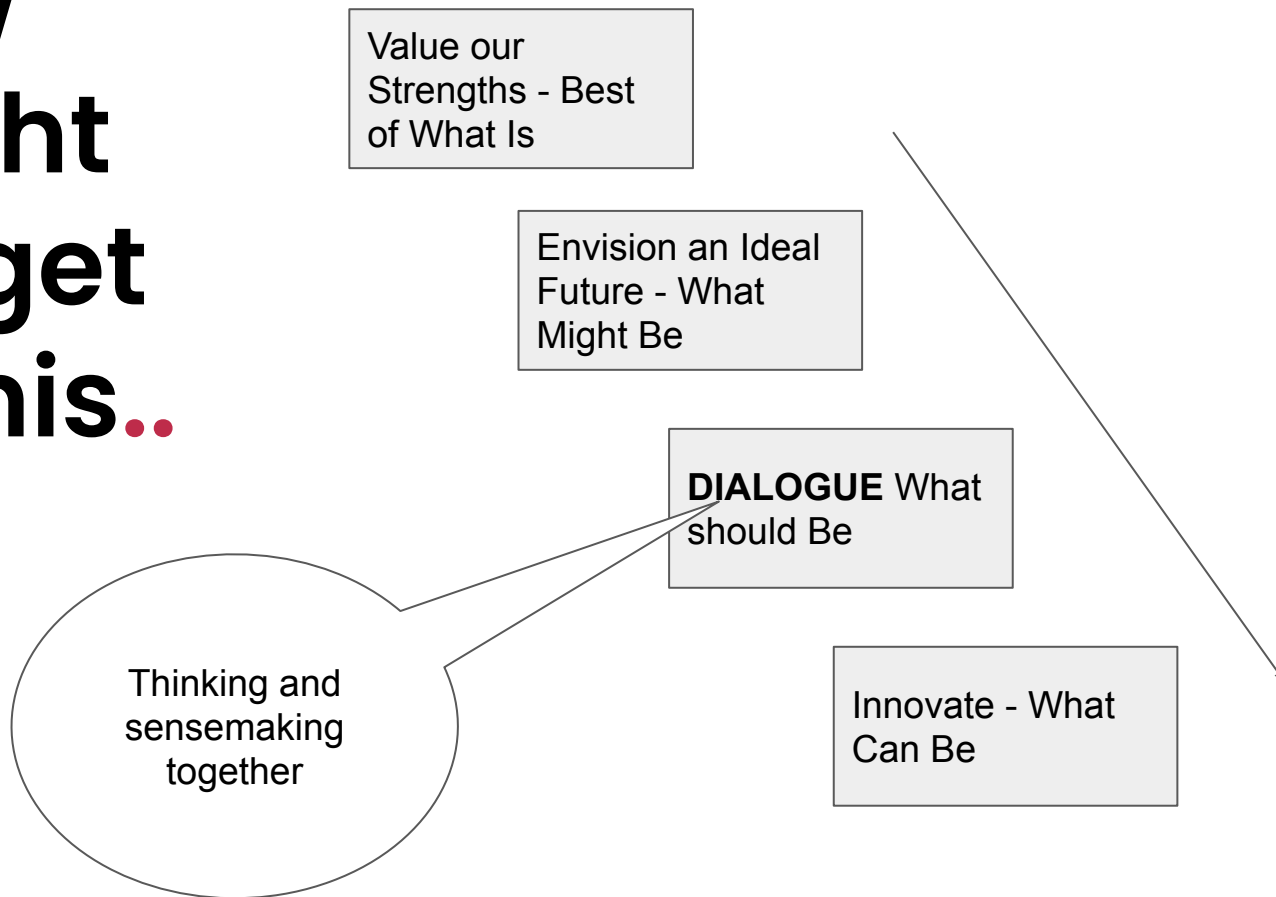
Appreciative
Inquiry

Dialogic Org
Development

Appreciative Inquiry- 5-D Cycle



How might we get to this..



Planned and Dialogic Change Methods

Organization is a Machine.
Each part is change-able
without impact

**Organizational
Construct**

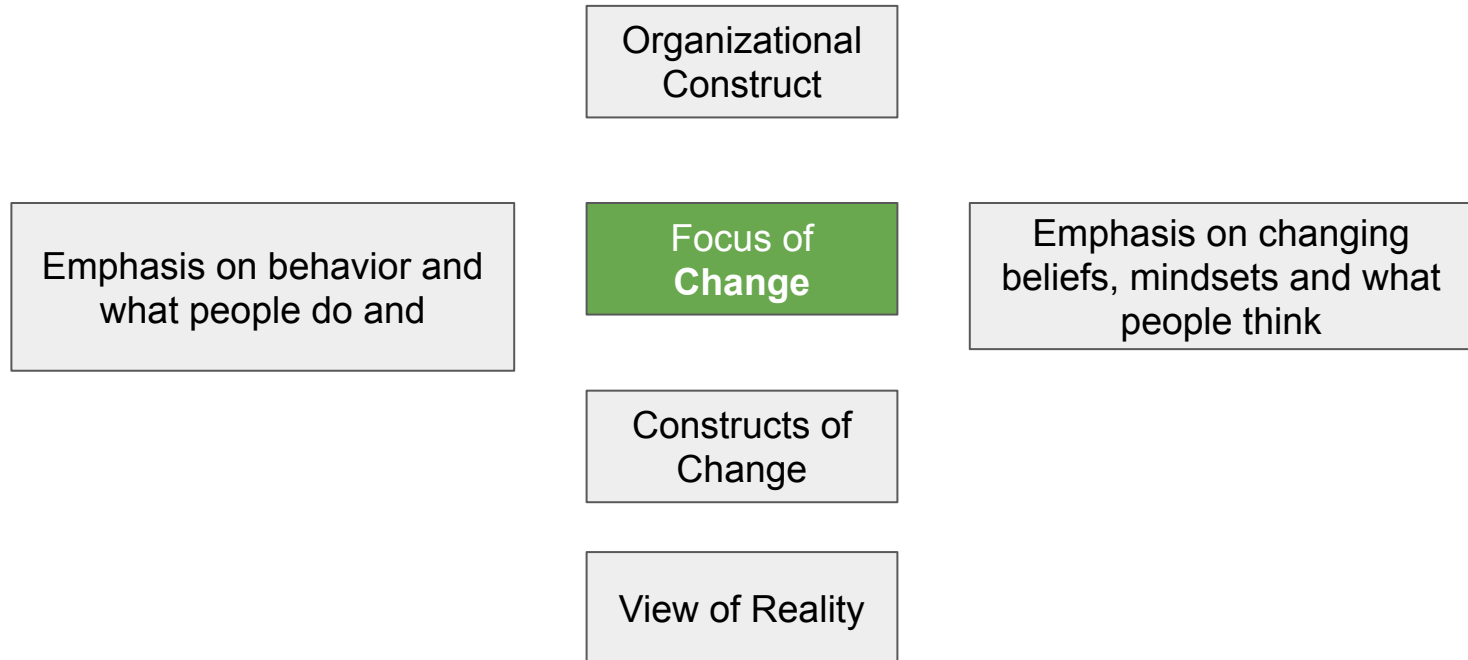
Organization is a meaning
making System - Complex
Adaptive System

Focus of
Change

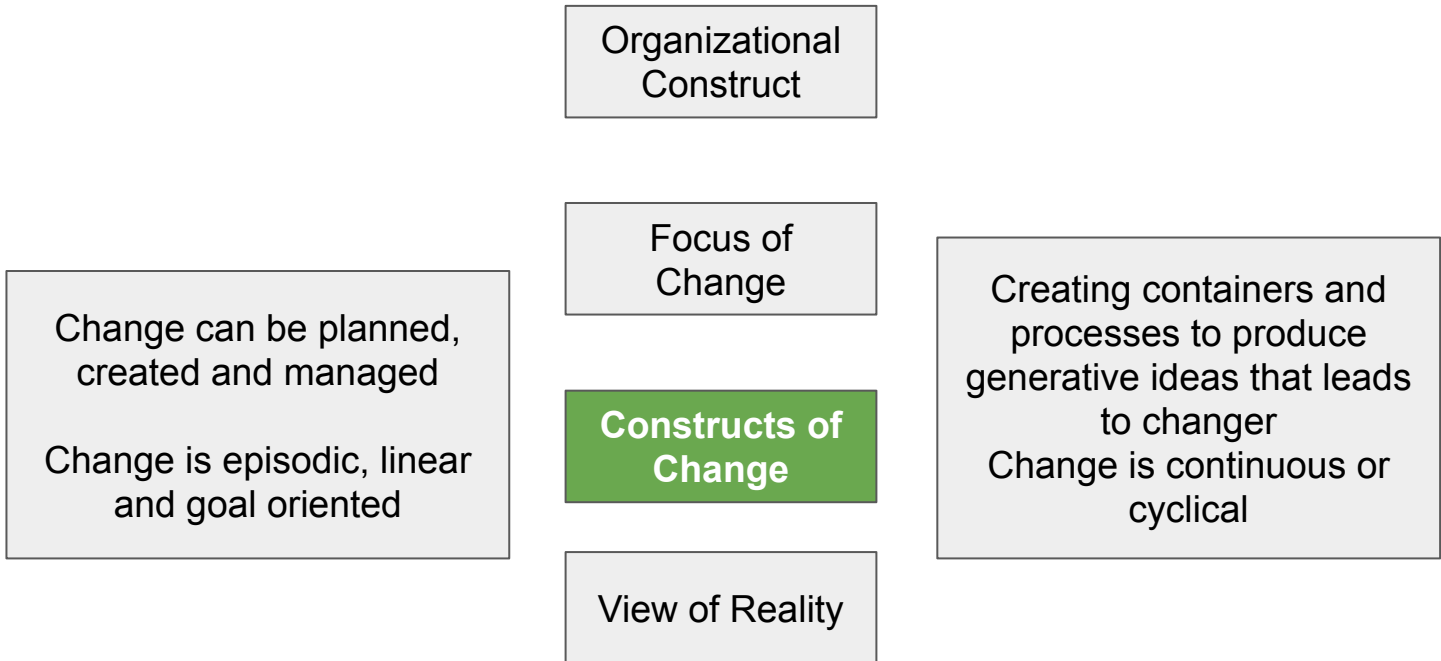
Constructs of
Change

View of Reality

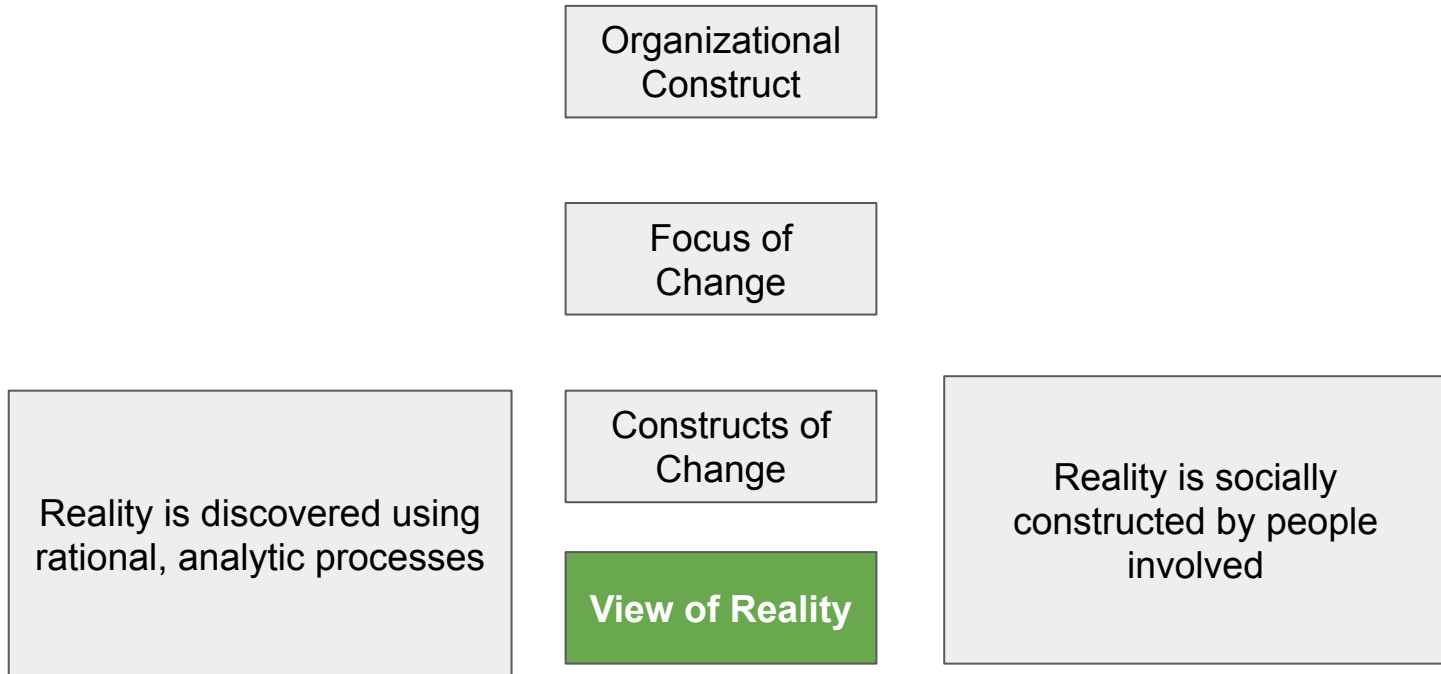
Planned and Dialogic Change Methods



Planned and Dialogic Change Methods

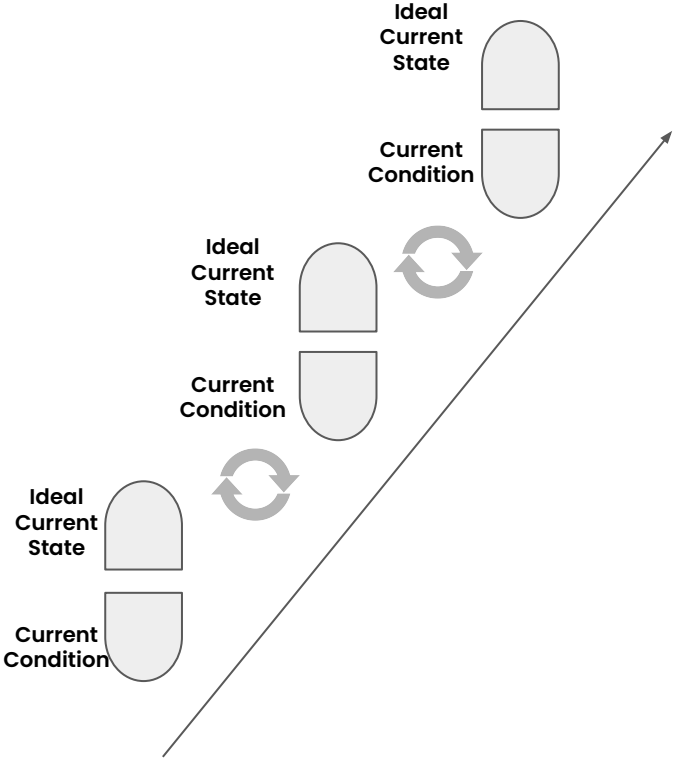
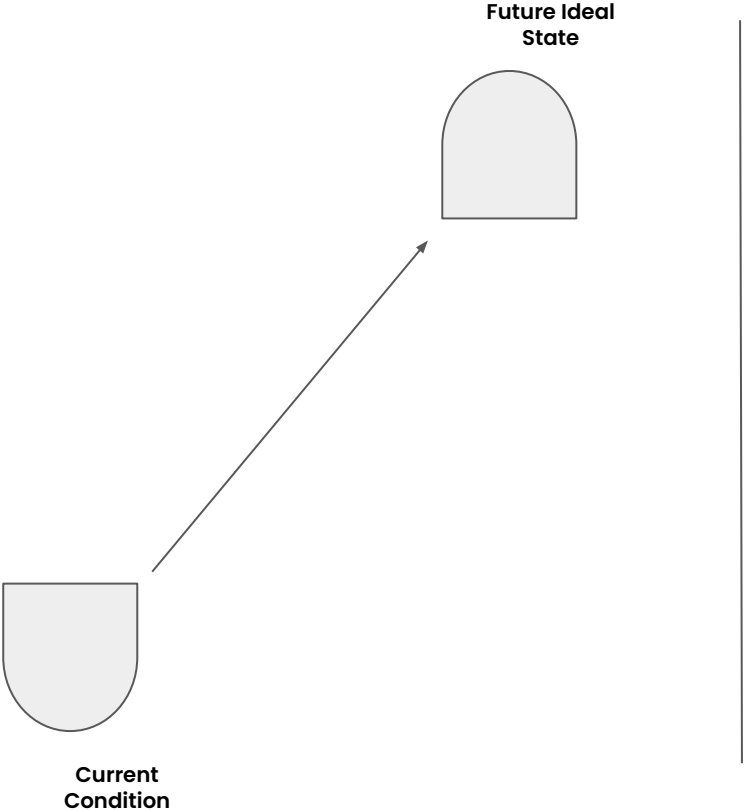


Planned and Dialogic Change Methods

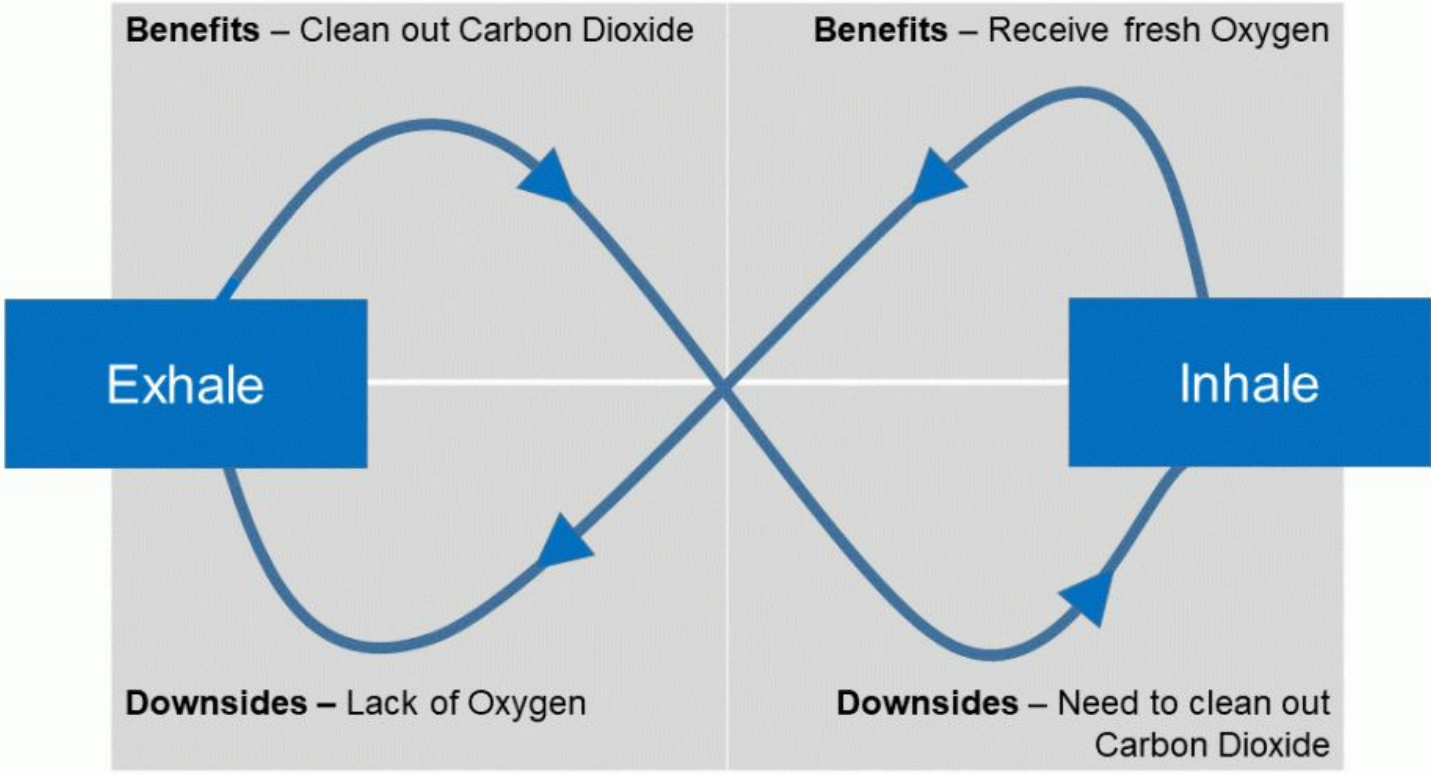


**Resistance can be see as
feedback, however the Planned
Change Models have long
feedback loops (or none at all).**

Gap thinking vs Present Thinking.



Polarity Thinking.



Enacting Emerging Futures

generative dialogue

- ⇒ presencing, flow
- ⇒ time: slowing down
- ⇒ space: boundaries collapse
- ⇒ listening from one's future Self
- ⇒ rule-generating

reflective dialogue

- ⇒ Inquiry
- ⇒ I can change my view
- ⇒ empathic listening (from within the other self)
- ⇒ other = you
- ⇒ rule - reflecting

Primacy of
the Whole

Primacy of
the Parts

talking nice

- ⇒ Downloading
- ⇒ polite, cautious
- ⇒ listening = projecting
- ⇒ rule-reenacting

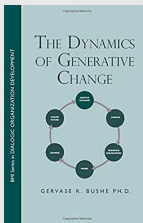
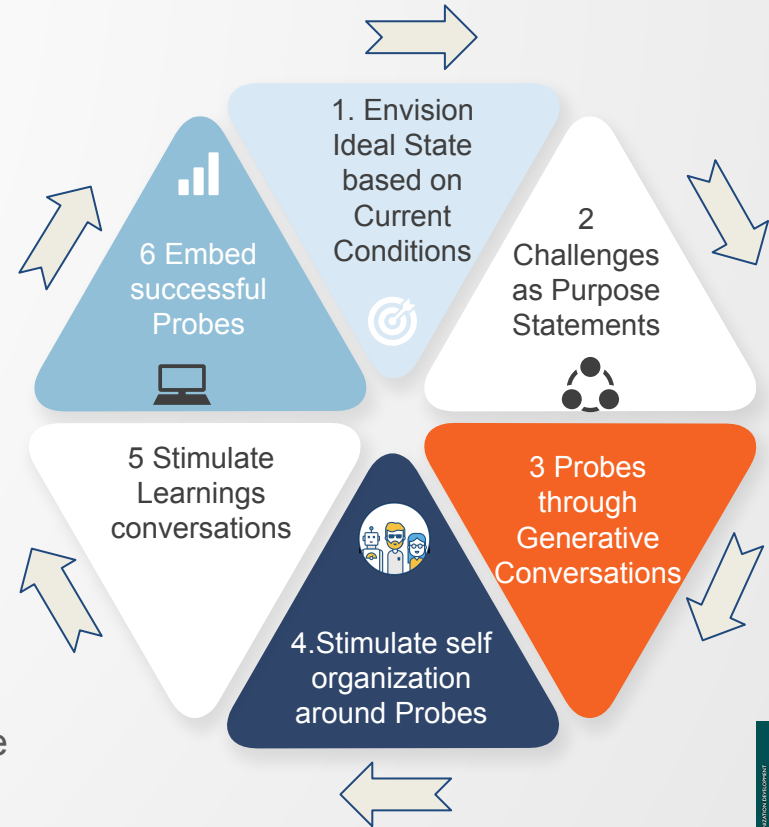
talking tough

- ⇒ debate, clash
- ⇒ I am my point of view
- ⇒ Listening = reloading
- ⇒ other = target
- ⇒ rule-revealing

Reenacting Patterns of the Past

Agile Emergence Pattern

Inspired by: Generative Change Model By Dr G. Bushe



1. Envision Ideal State

What could our world look like?

When have we been closest to that state?

What was made possible as a result of that?

What did it feel like?

What's on our way to being that way?

Protip:

- Polarity thinking - consider all perspectives. Predictable and Adaptable at the same time, not one or the other.
- Be aware of your biases. Play someone else's role in the conversations



Envision Ideal State

Ideal State for the organization based on current state, focussing on possibilities

2. Reframe challenges as Purpose statements

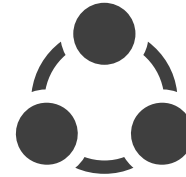
What's our ultimate purpose as a business?

What purpose will resolving the challenge help?

For example:

Challenge: *How to provide 100% on-time delivery in the next 1 year?*

Purpose: *Delight Our Customers (statement of what we want to do/be everyday, not in 5 years)*



Reframe adaptive challenges as Purpose statements

A vision is what you want to achieve in the future, Purpose is what you are about. The essence. Consider the Life purpose vs your goal for the next 5 years.

3. Generate Probes/Experiments through conversations

Host (Facilitator) provides the “containers” that support people to have new and better conversations

The goal is to generate experiment ideas or probes that stakeholders are willing and able to try, with full support from the sponsors or leaders

Optionally, use OKRs or 4Dx to support
Purpose and Probes



**Generative Conversations
to generate experiment
ideas**

Host Generative conversations

4. Stimulate self-organization around probes or experiments

Who has energy around the specific ideas?

What do you need to test it out?

What's the Measure of Success?

What key relationships are required? Who needs to work with who?



**Stimulate self-organization
around Probes**

How do we try the ideas out.

5. Stimulate Learnings conversation

Stop Probes that are not successful

Consider scaling up probes that are working

Recognize! Recognize! Recognize!
People for putting their ideas forward

Act, communicate and show that it's okay if probes do not work as long as we tried and learn from it



5. Stimulate Learnings conversation

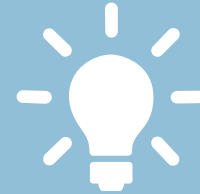
Create opportunities to show what's working
and what's' not

6. Embed successful probes/experiments

Organize “How we build it sessions”s

Craft new narratives that support the desired changes

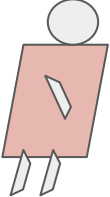



Provide support for those willing to grow with the organization



6 Embed Successful Probes

Share success stories

Leadership Styles and Transformation

			
Combative	Compliant	Competitive	Catalytic
Hostile Culture Only the strongest survive	Institutional Culture Hierarchies and Compliance	Competitive Culture Opportunity and Individualism	Community Culture Community and Sharing
Courageous and Powerful Dominate or be dominated	Dedicated Meticulous, consistent and Stable	Challenges people to develop Winning is everything	Provides space to participate Open and Authentic

How to get started

Change Agents

1. Focus on people
2. Make case for engagements
3. Design and facilitate conversations
4. Create safe space for differences
5. Facilitate learnings from conflicts

Leaders / Sponsors

1. Focus on people
2. Share ownership of the Change
3. Support and sponsor Probes/Experiments
4. Celebrate Learnings from
5. Fan the flame

Thank you

LinkedIn



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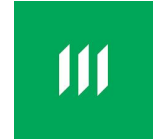
@itopams



<https://adaptiflo.com>



Clients in the last 10 years ...



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Enterprise Agile Coach/Advisor

LEADERSHIP CIRCLE | CERTIFIED PRACTITIONER



Questions

References

