



# Here Be Dragons

Where are we heading & what lies 'Beyond Agile'?

Silvana Wasitova, June 2014

@wasitova

#GoToAms

# Silvana Wasitova, PMP, CSM, CSP



My past life was a dev, then a Project Manager

2004 President of PMI Silicon Valley



2005 started with Scrum

2009 Scrum & Agile Coach & Trainer





# 2011 Retrospective

## Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.

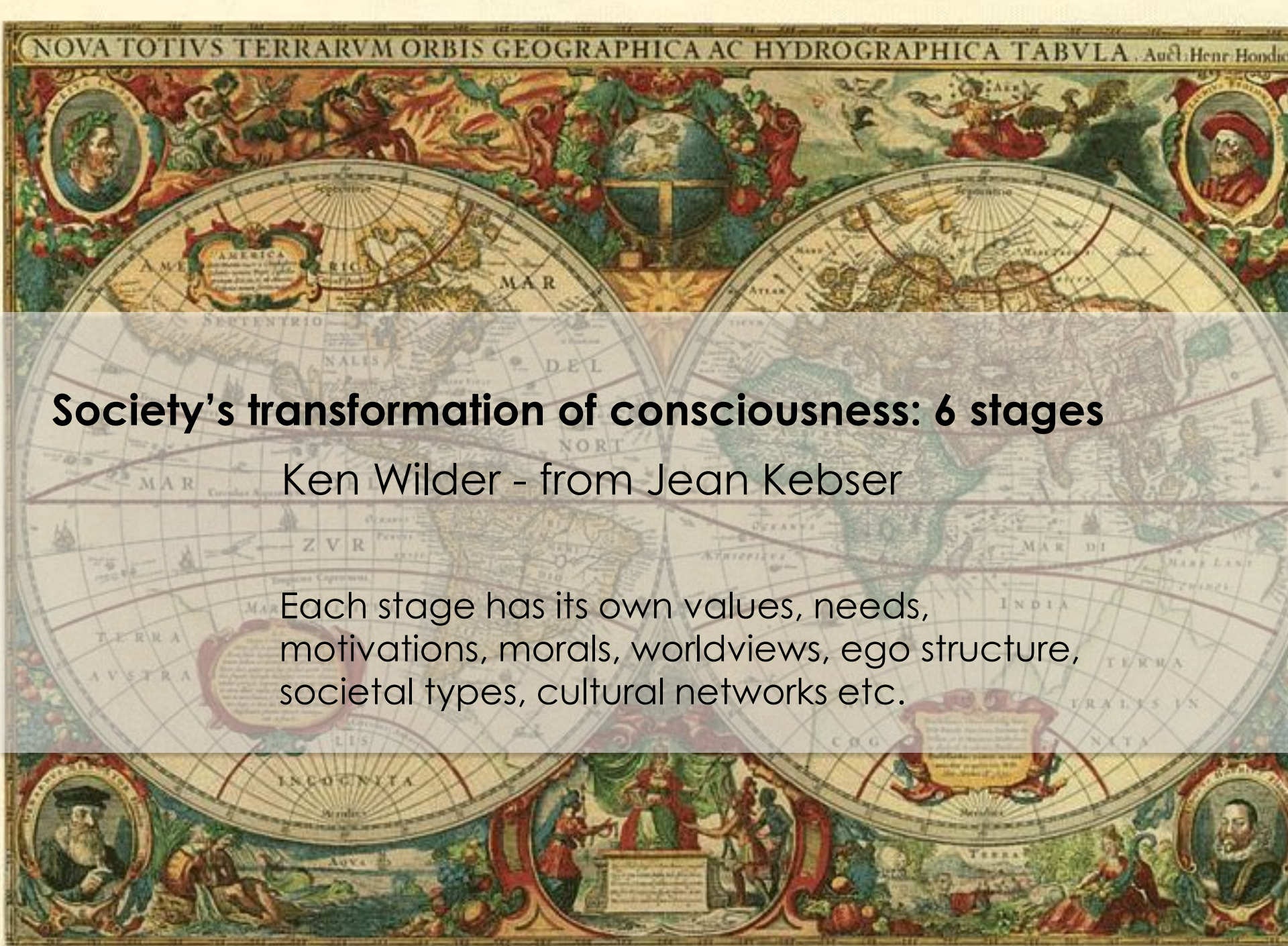
1. Demand technical excellence
2. Promote individual change & lead organizational change
3. Organize knowledge and improve training
4. Optimize the whole value chain

Kent Beck  
Mike Beedle  
Arie van Bennekum  
Alistair Cockburn  
Ward Cunningham  
Martin Fowler

James Grenning  
Jim Highsmith  
Andrew Hunt  
Ron Jeffries  
Jon Kern  
Brian Marick

Robert C. Martin  
Steve Mellor  
Ken Schwaber  
Jeff Sutherland  
Dave Thomas





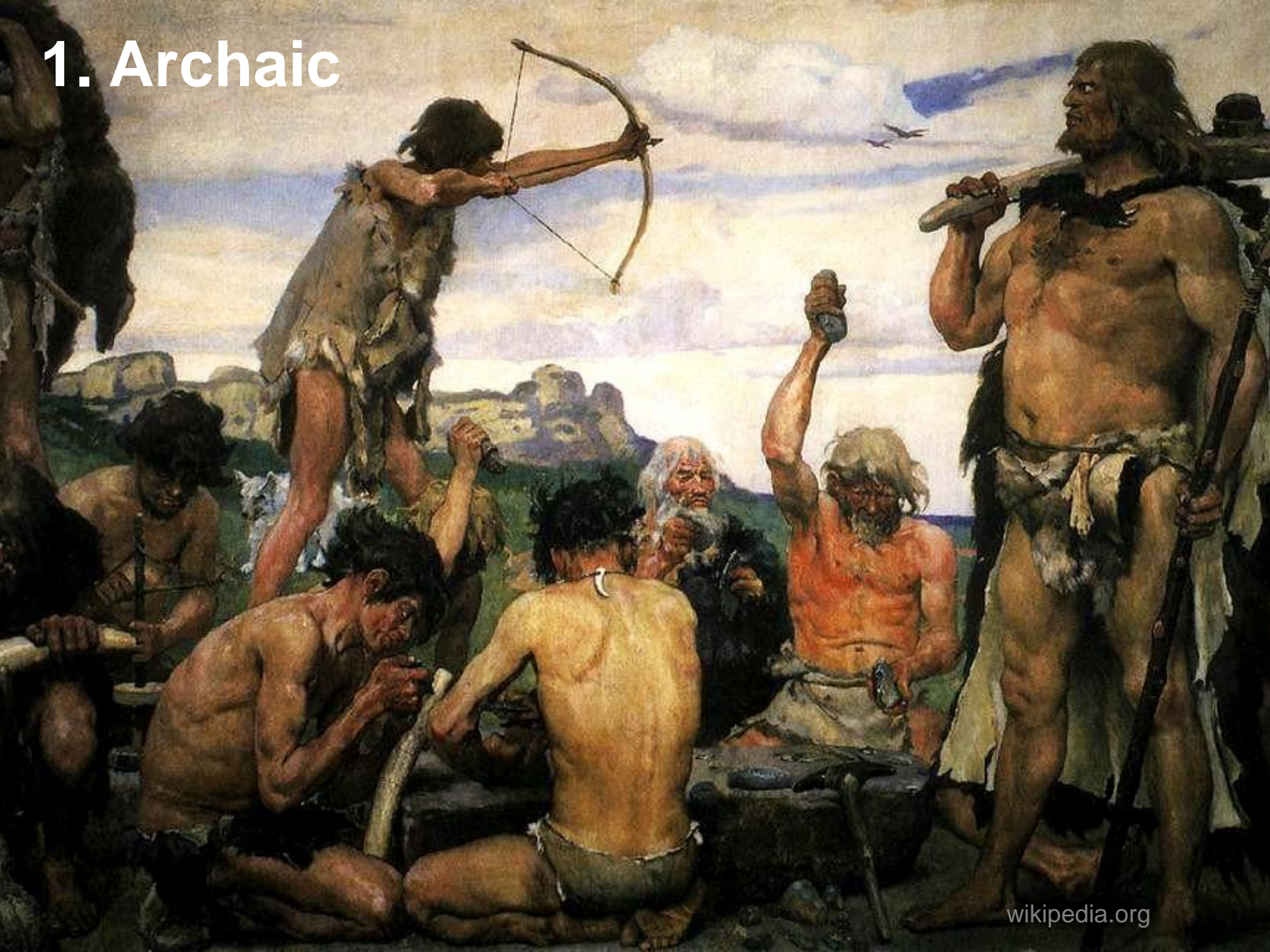
## **Society's transformation of consciousness: 6 stages**

Ken Wilder - from Jean Gebser

Each stage has its own values, needs, motivations, morals, worldviews, ego structure, societal types, cultural networks etc.



# 1. Archaic





## 2. Tribal





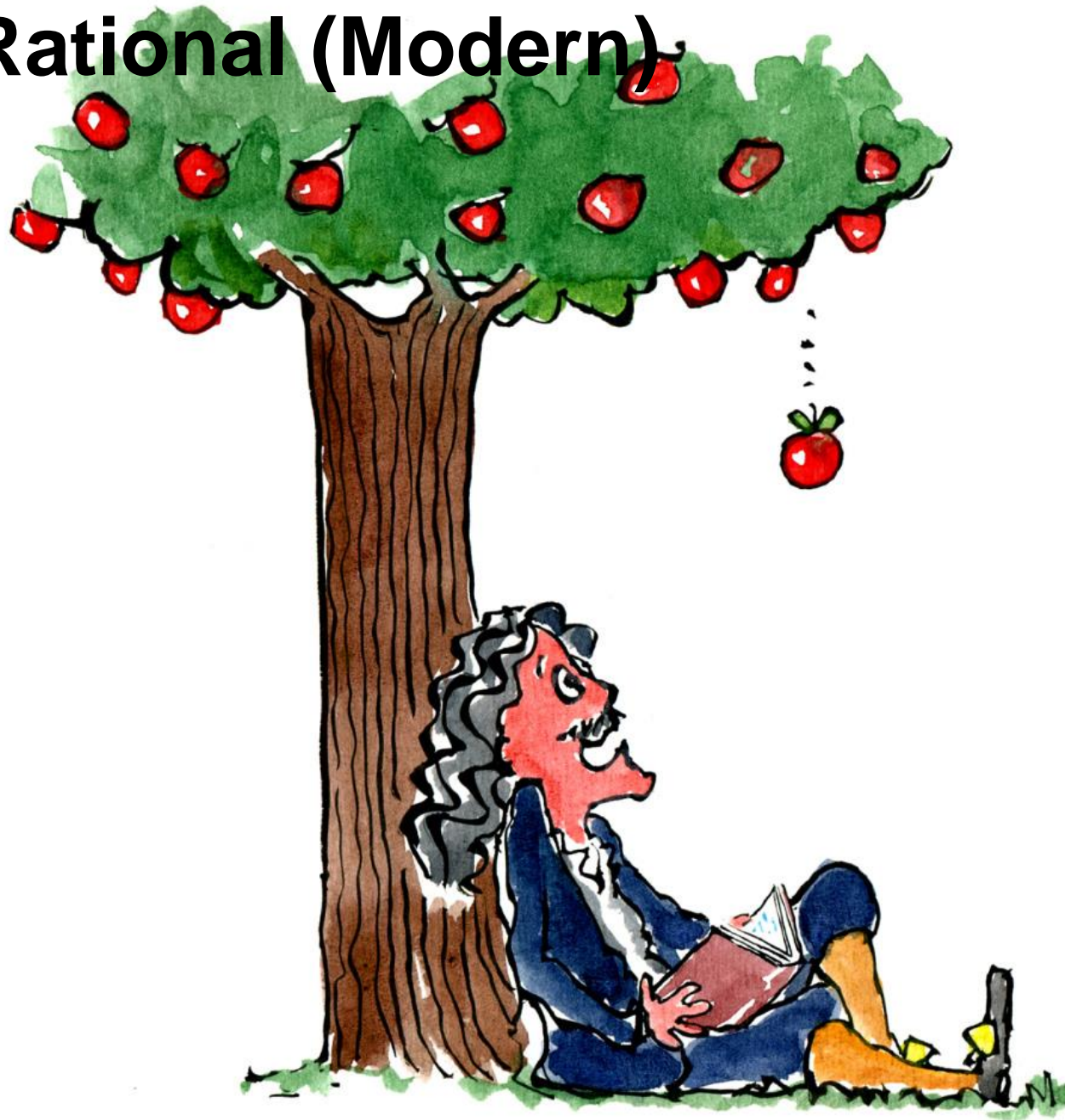
### 3. Mythic







## 4. Rational (Modern)









## 5. Pluralistic (Post-modern)





## 6. Integral (Post-postmodern)

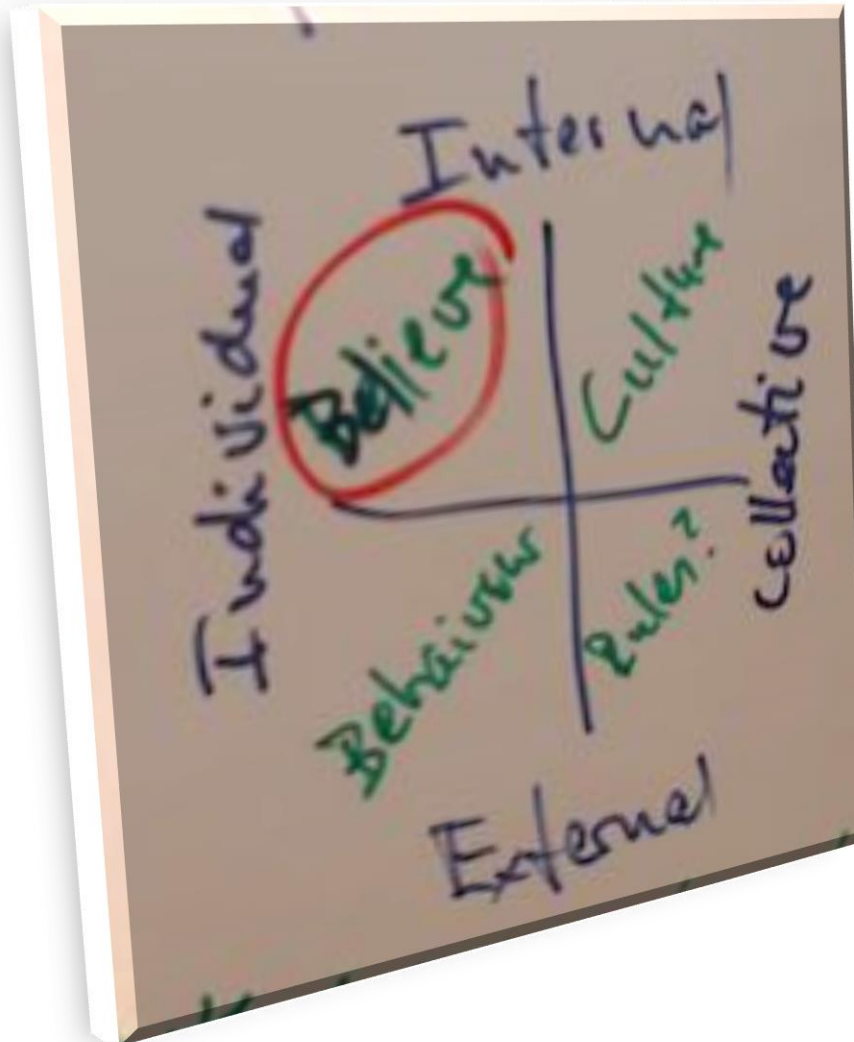


*All voices are heard...*



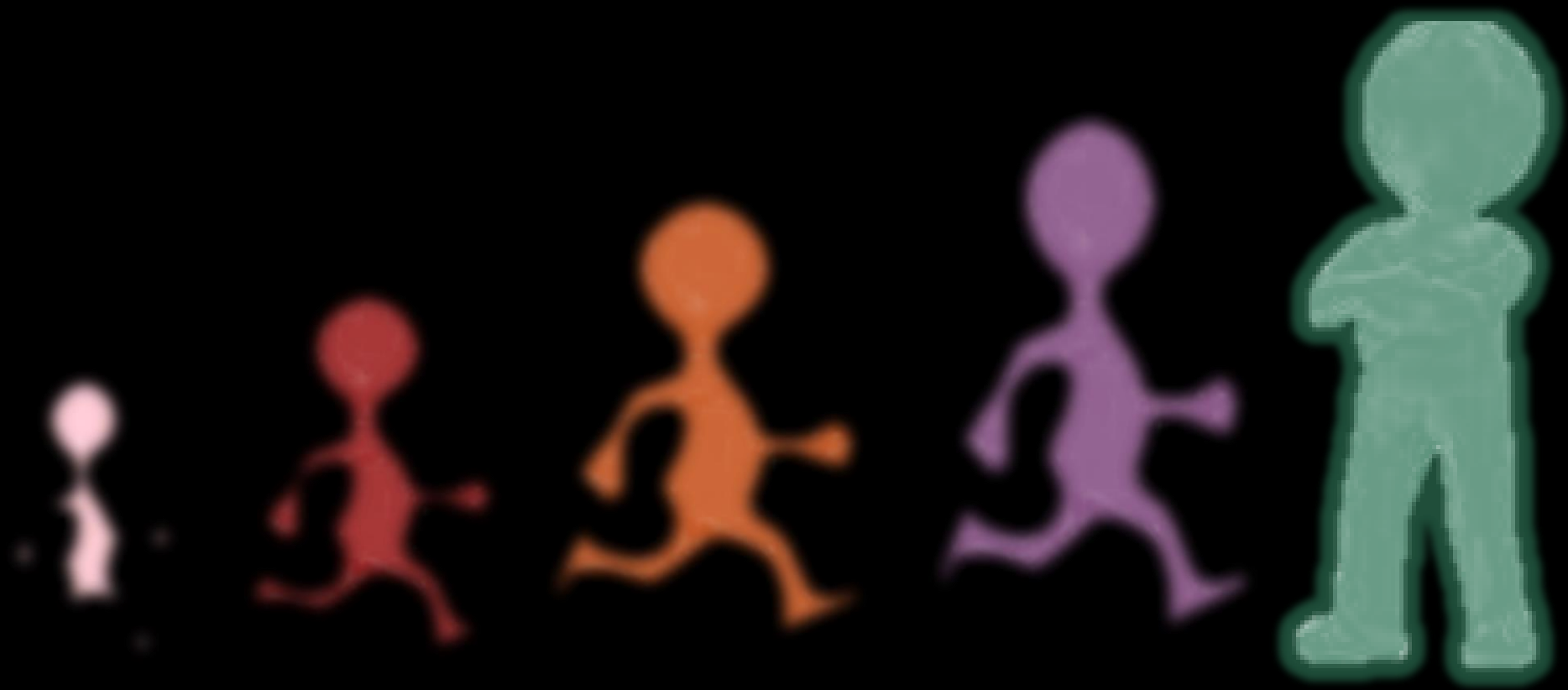
# Integral Theory

- Ken Wilber





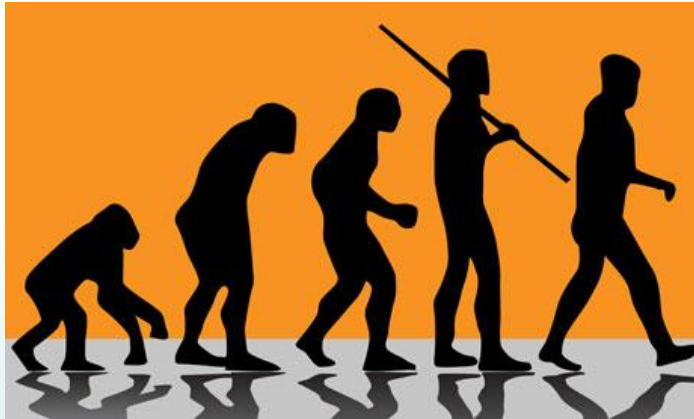
Organizations can only evolve as fast as its **leaders** evolve



➡ The leaders become **the limiting factor**



# Stages of Evolution - Ken Wilber



**Human  
Evolution**

**Organizational  
Evolution**

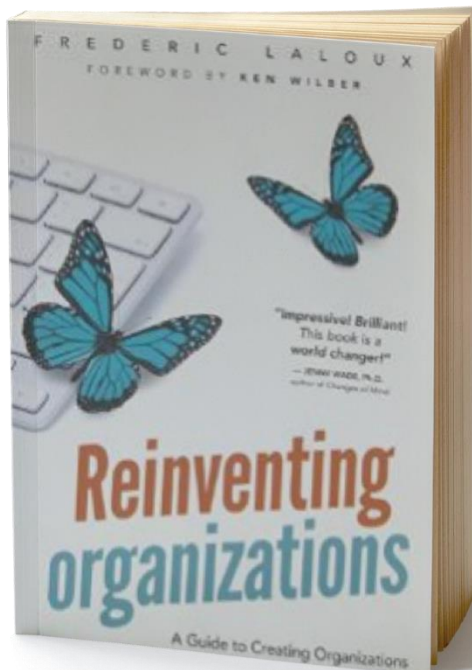


**Each stage has its own limiting factors**



# Reinventing Organizations

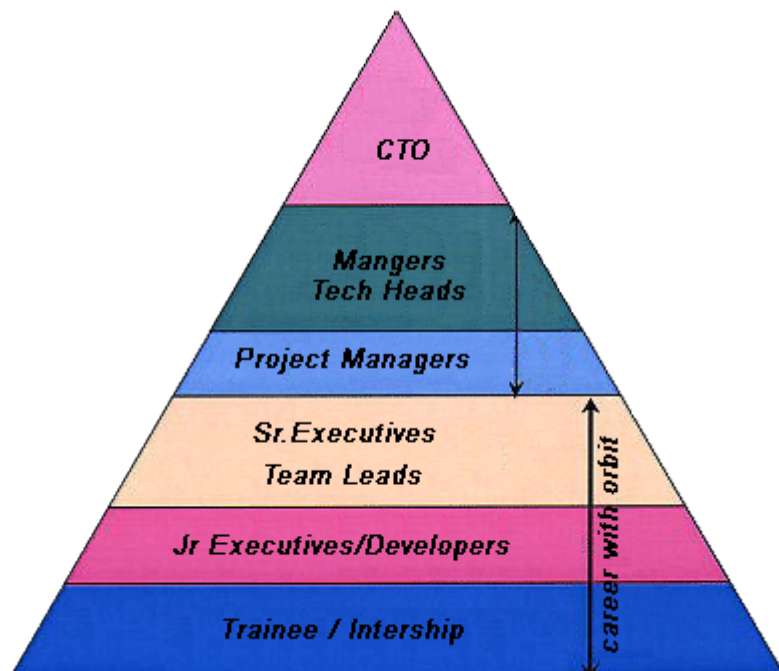
by Frederic Laloux



- ▶ Emergent new management paradigm
- ▶ Empowered workers, all voices are heard
- ▶ Decisions rooted in collective intelligence
- ▶ Lean & adaptable organization
- ▶ Total transparency: salaries, profits

# Reinventing Organizations

ReinventingOrganizations.com

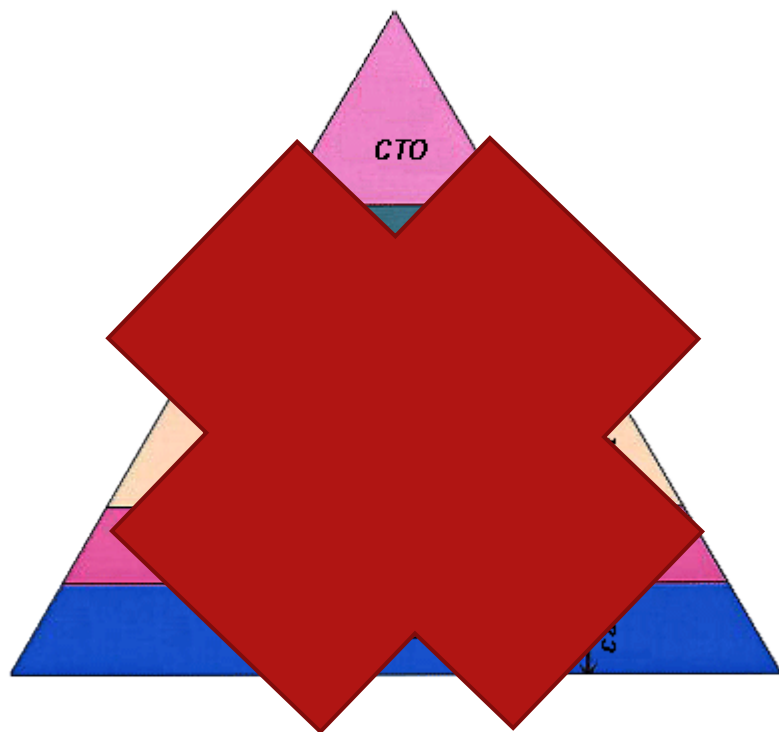


- ▶ The current way we run organizations has been stretched to its limits.
- ▶ For people at the bottom: work is often dread & drudgery
- ▶ Want: Passion & Purpose



# Reinventing Organizations

ReinventingOrganizations.com



- ▶ No Organizational Hierarchy
- ▶ Self-manage, BUT  
must seek advice from peers/experts
- ▶ Salary decision with Advice Process
  - ▶ Elected committee recommends
- ▶ No more “Parent-Child” relations &  
games with “boss”

## Operations

**Clear Work**  
projects & actions

*Leverages  
organizational capacity*

**Processed via  
Tactical Mtgs**

*drives synchronization*

*Execution  
clears space for  
new tensions*

**Getting stuff  
done**

*feedback  
from reality*

**Sensing  
"Tensions"**

*Increases  
organizational capacity*

**Clear Structure**  
distributed authority

*Clarity allows  
sensing tensions*

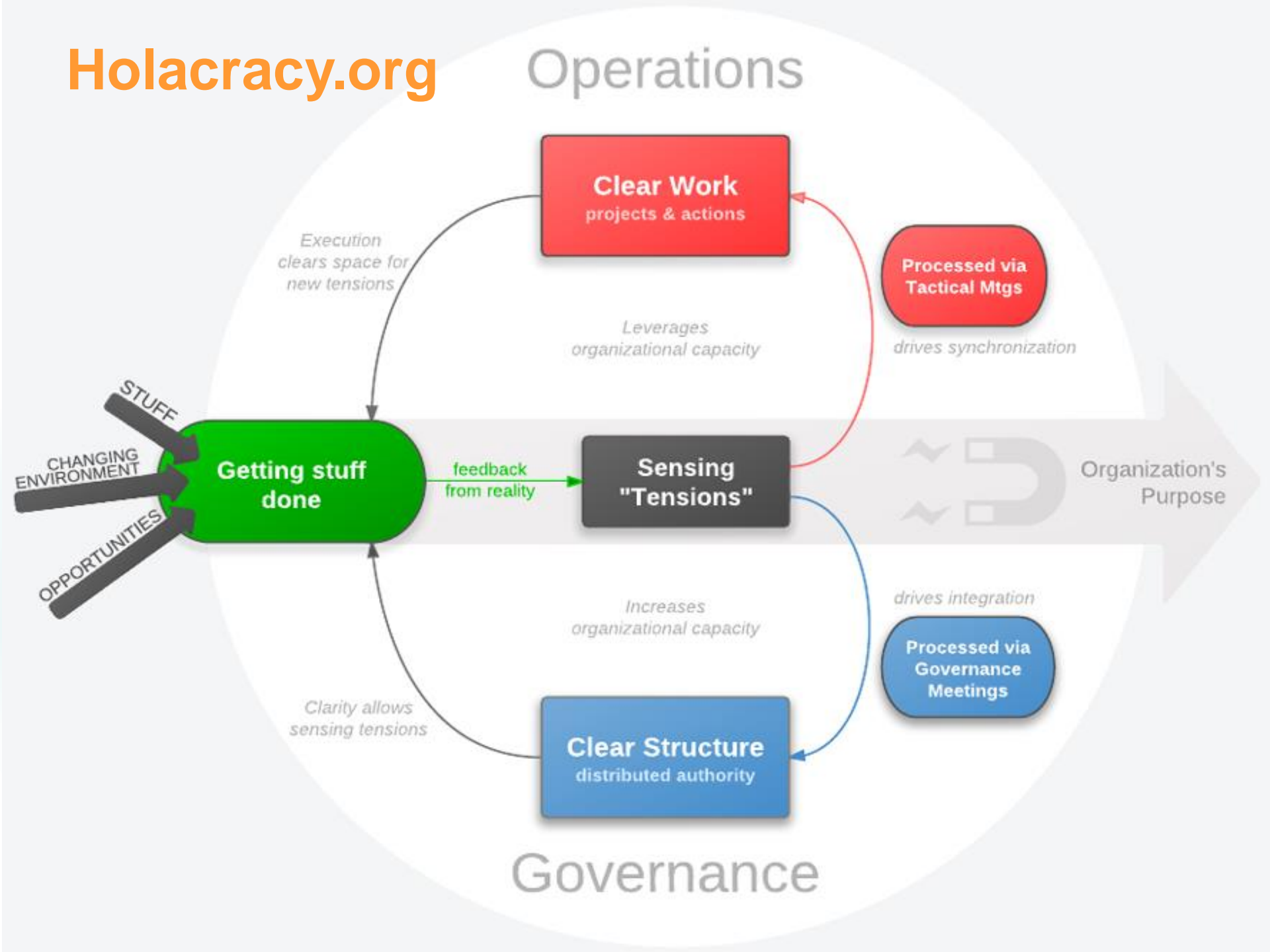
*drives integration*

**Processed via  
Governance  
Meetings**

## Governance

Organization's  
Purpose

STUFF  
CHANGING  
ENVIRONMENT  
OPPORTUNITIES







# Where is Agile heading?

- ▶ Integral stage – today at 20% of population
- ▶ Examples:
  - ▶ Zappos
  - ▶ Spotify
  - ▶ Semco
  - ▶ W.L. Gore & Associates – maker of Gore-Tex
  - ▶ Precision Nutrition
  - ▶ Buurtzorg NL (7000 employees)
  - ▶ ~~BSO / Origin~~ NL (10000 employees)
  - ▶ Etc.





**Bureaucracy = Organizational Debt**

**Refactor the organization**

**It's not the fastest or strongest that survive.  
It's the ones most adaptive to change.**

**- Charles Darwin**





# Where are we heading & what lies "Beyond Agile"?



A green rectangular road sign with rounded corners and a white border, mounted on two wooden posts. The sign is tilted slightly to the right. The text "Fast Lane Ahead" is written in white, bold, sans-serif capital letters. The background of the image is a blue sky with scattered white and grey clouds.

**Fast Lane Ahead**





# A MUCH More Diversified Market Than Investors Realize





# Will we be “agile” or “Agile”?

- ▶ Organizational agility
  - ▶ a state of well-being
  - ▶ ability to perform aspects of competition and collaboration
- ▶ Achieved through good practices, purpose, and values
- ▶ A measure of the organization's ability to function efficiently and effectively in work activities, to be healthy, to resist dysfunctional behaviors, and to meet emergent situations



**BEING  
AGILE**

# Dysfunction?

No Product Owner,  
or part-time,  
or short term only

No ScrumMaster

It's a ROLE,  
not a JOB





The purpose of a firm is  
to create a customer.

- Peter Drucker

**Profit is just a metric**  
**Org shape is... secondary**



20<sup>th</sup> century firm: predominantly one-way, top-down.

21<sup>st</sup> century: interactive, multi-directional, more horizontal than vertical.

Not that vertical communications disappear, but horizontal is more important, both inside and outside the firm.



# Communication



# Not just Faster Delivery



**FASTER DELIVERY of VALUE**

# References

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