Understanding the Agile Mindset

The 7 cultures and mindsets you really need to understand to measure your team's Agile Mindset

Brian Link

Practical Agilist

What is the Agile Mindset?

- How do you describe it? What words come to mind? Let's build a word cloud!

Go to

www.menti.com

Enter the code

2167 54778

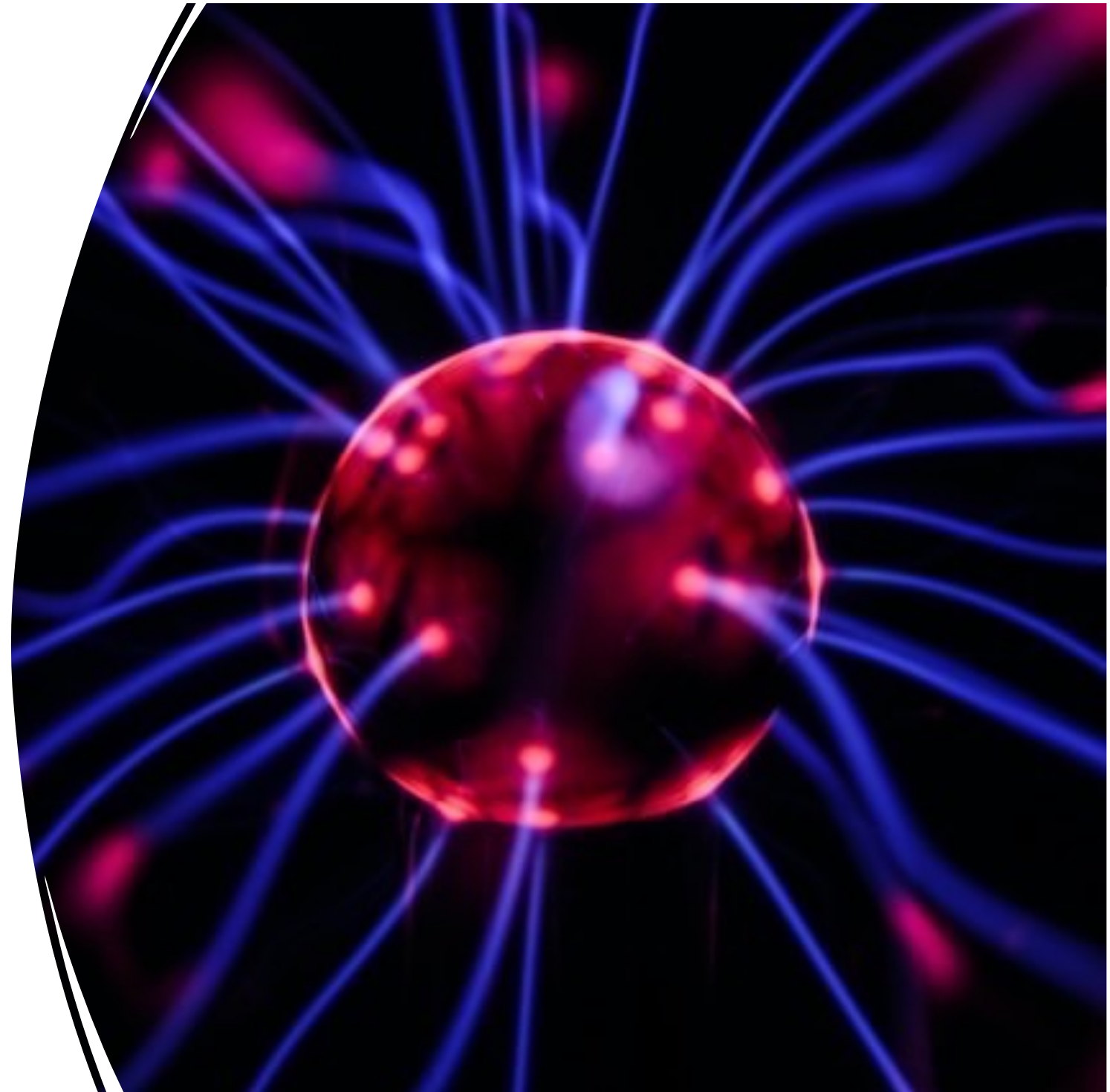# Agile Mindset

An Iterative Mindset

A Product Culture

Customer Centric Mindset

Culture of Learning

Culture of Experimentation

Culture of Continuous Improvement
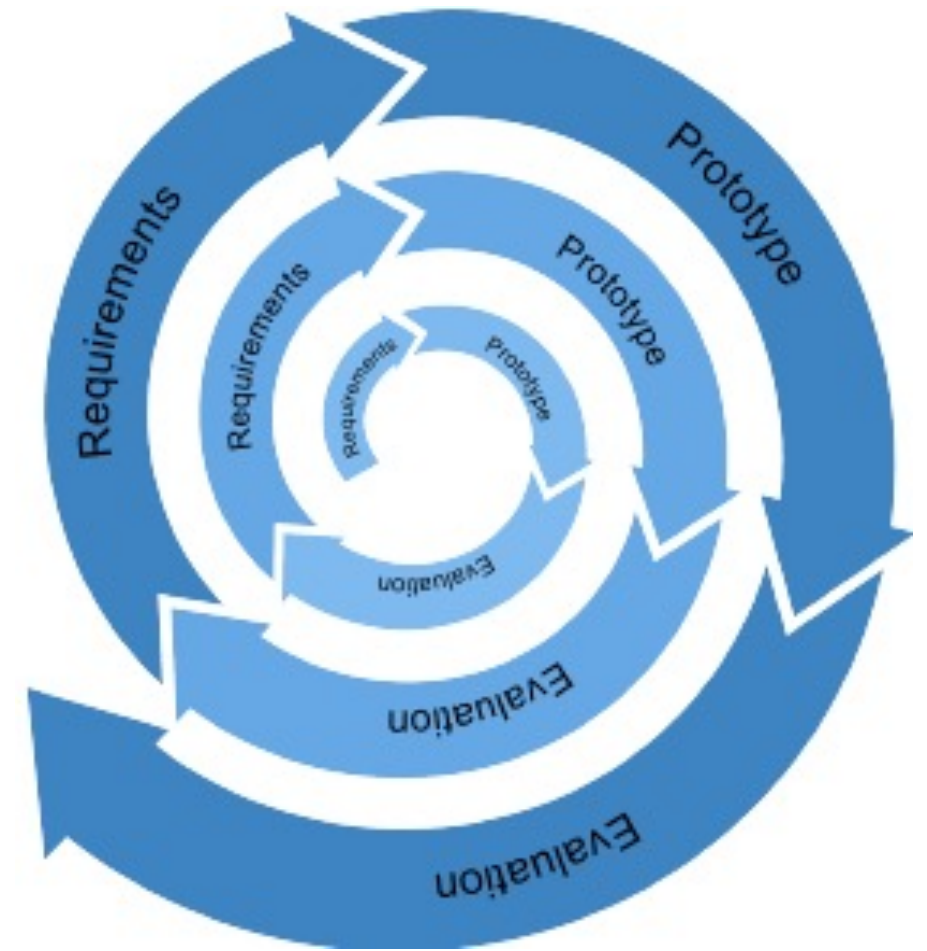
Culture of Psychological Safety
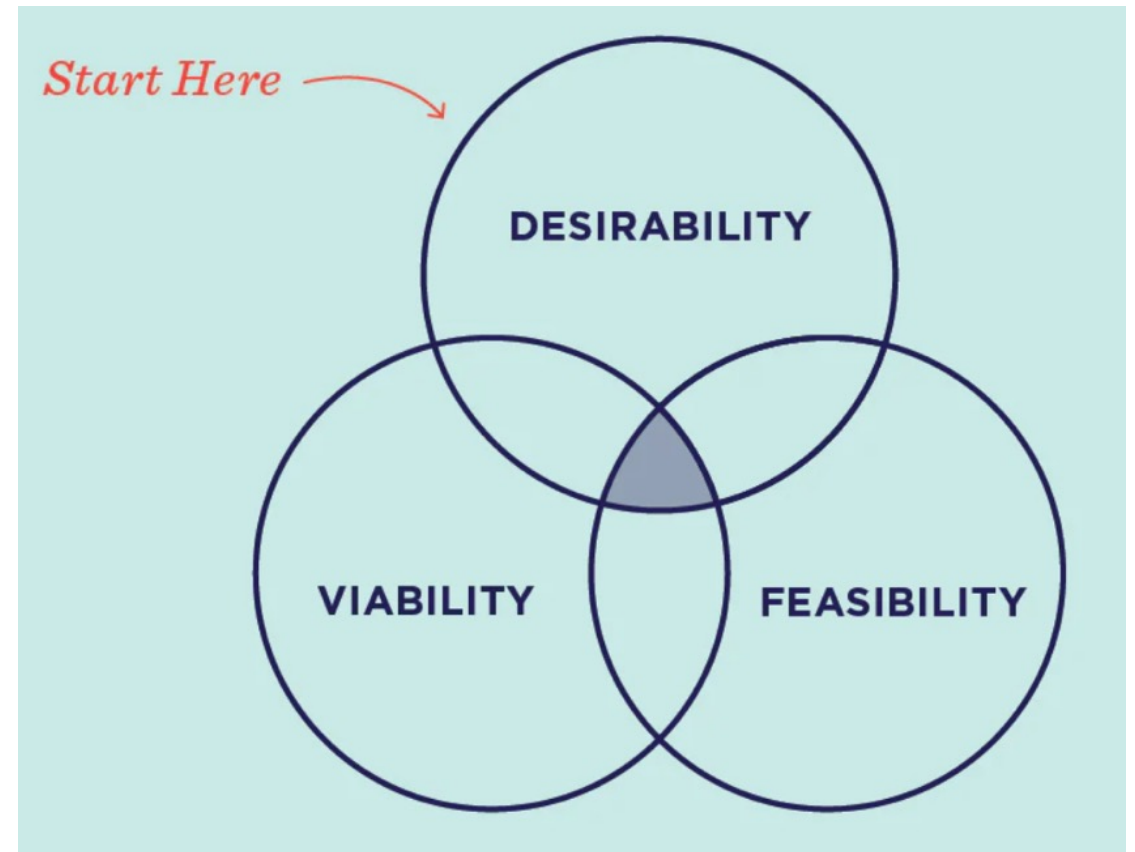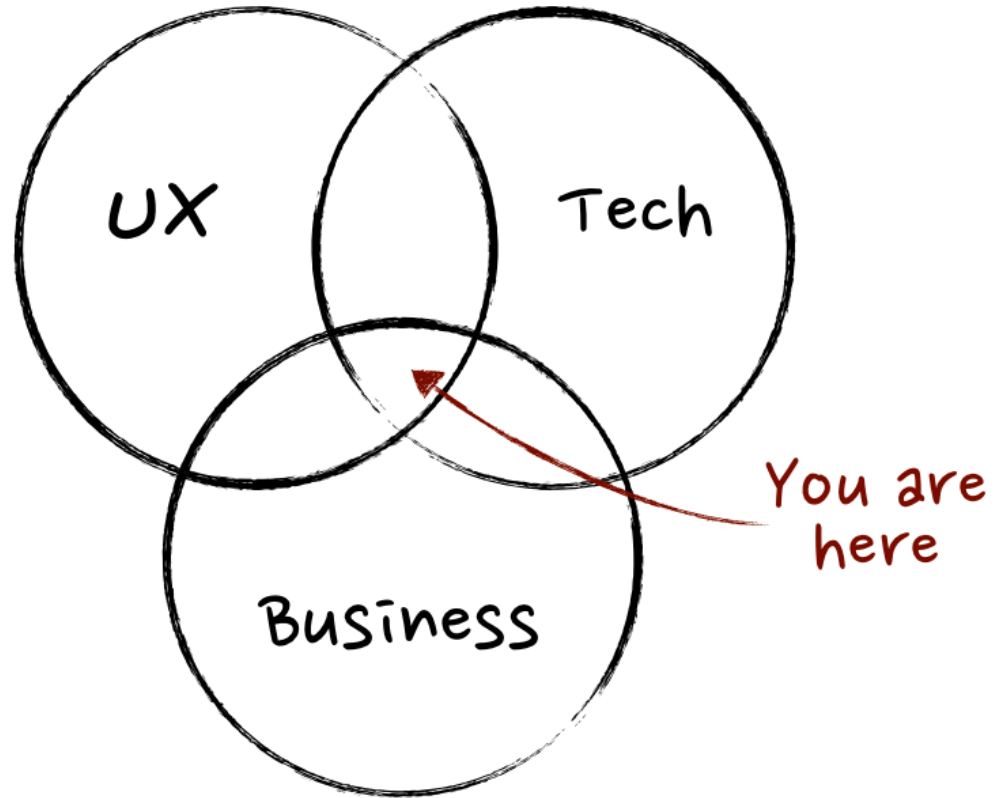
An Iterative Mindset

An Iterative Mindset

- Small stories with outcomes
- What's the smallest thing we can do to get feedback
- Focus on "Simplicity"
- Maximize the amount of work NOT done
- Eliminate waste
- Get feedback sooner. Build better products.
- Be data-driven and evidence-based

Use the outcomes of your experiments to decide what to do <u>more</u> of and what <u>not</u> to do

Image by <u>António J S Teixeira</u>

A Product Culture

UX · Tech · Business

You are here

Start Here →

DESIRABILITY

VIABILITY FEASIBILITY

A Product Culture

- Have a Vision

- Organize teams around Products

- Treat requirements like hypotheses

- Use strategy to influence road maps
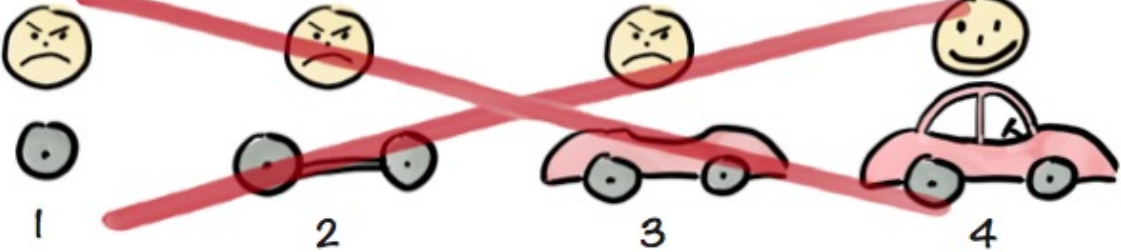
- Prioritize and focus on what matters

Build only products that that reflect the company's vision and purpose.
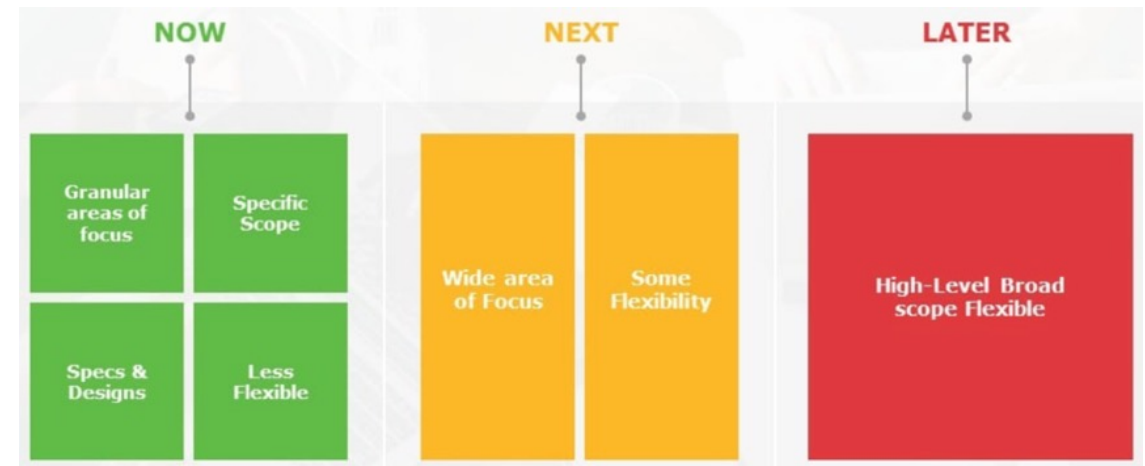
Now Next Later Roadmaps by Janna Barstow

Customer Centric Mindset
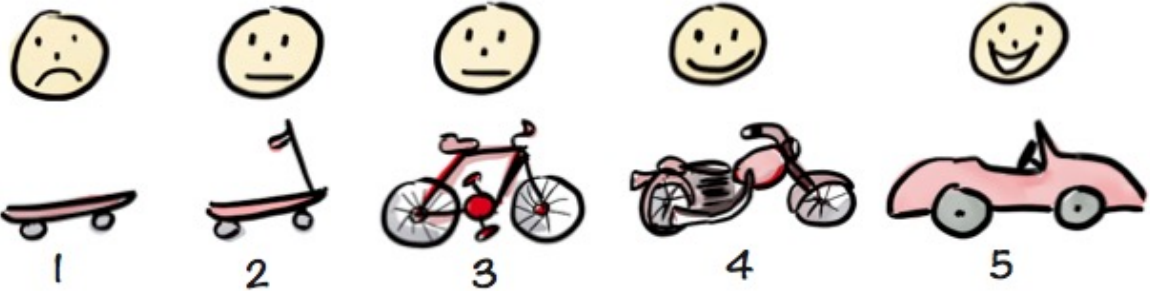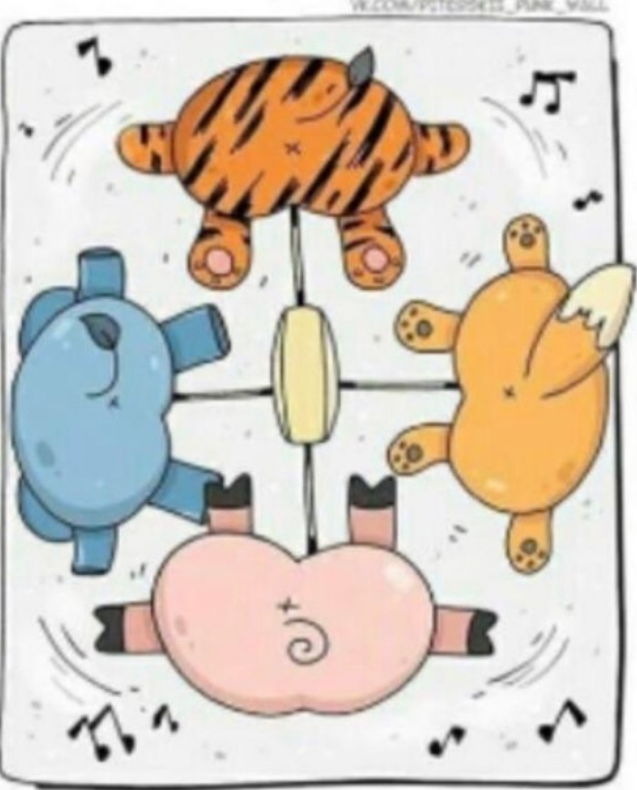
Customer Centric Mindset

- Solve a real problem for a real customer
- Do you have customer segments?
- Do we even know what the customer wants?
- Get real feedback from real users
- Make data-driven decisions
- Crayons count more than surveys

What is the why? Don't guess, be customer-driven and empirical about it.

A Culture of Learning

Fifth Discipline by Peter Senge
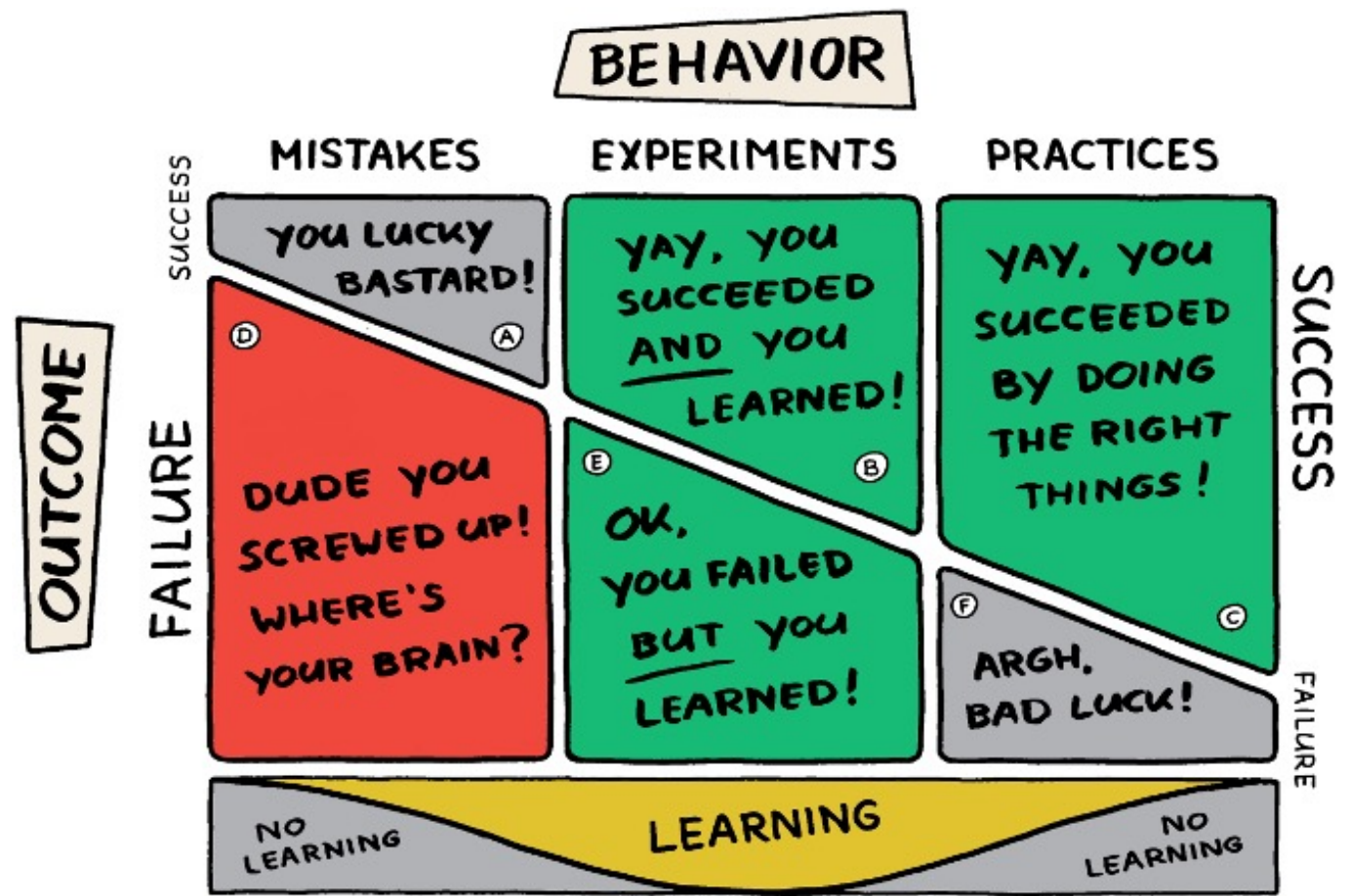
Management 3.0 by Jurgen Appelo

A Culture of Learning

- We have to unlearn some things

- Relearn how to think about failure

- Build a learning organization

- Not just growth mindset but focus on clean language inside teams

- Give space for teams to work on continuous improvement

Invest in people and the company invests in its future. All failures are learning too
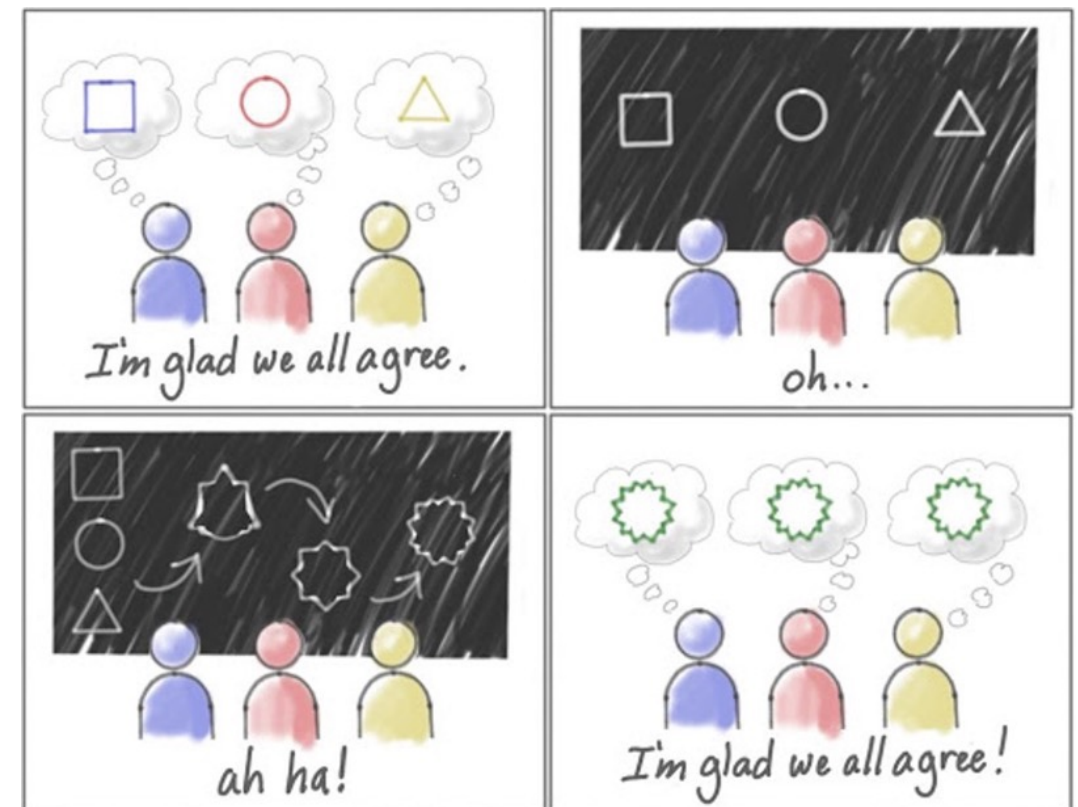
A Culture of Experimentation
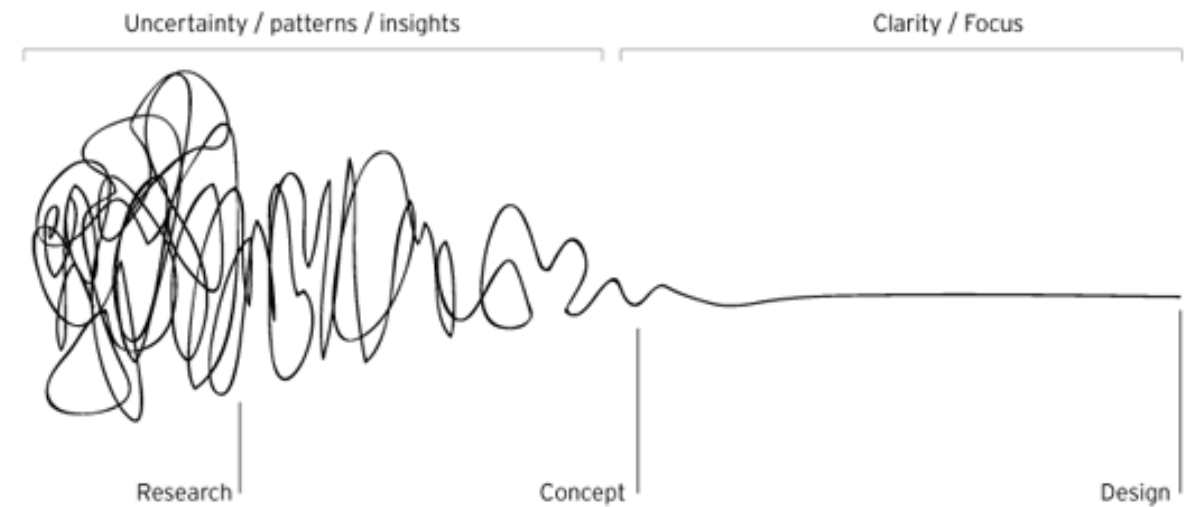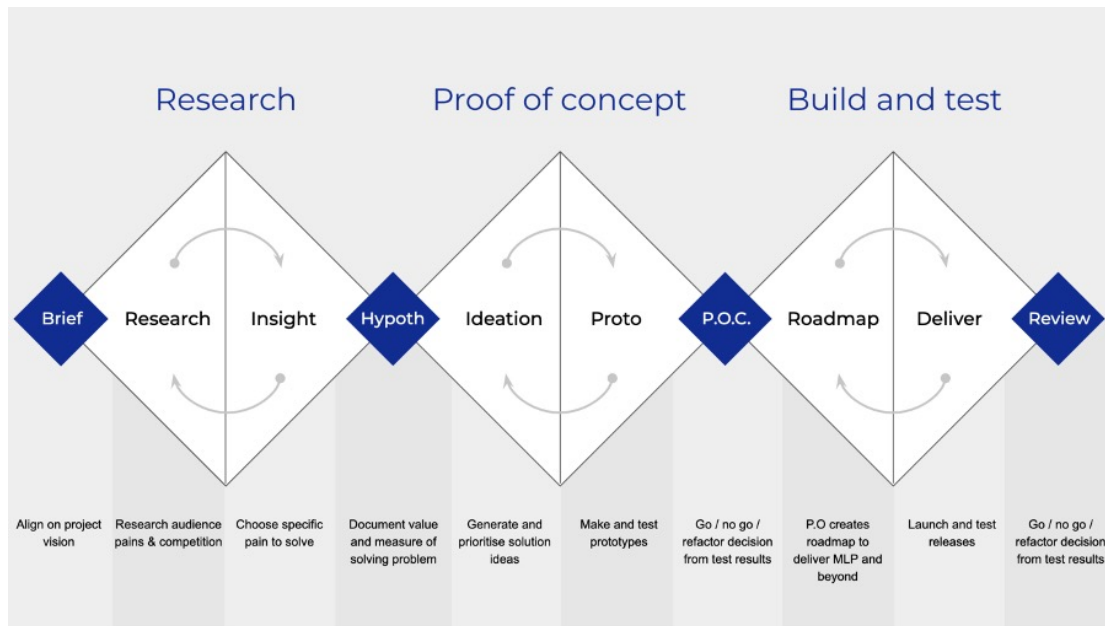
A Culture of Experimentation

- Stories should define a hypothesis around value

- What's the smallest thing we can do to validate hypothesis?

- Design Thinking. Solving the right problem? Evaluate options

Are we even solving the right problem? Test and learn everywhere
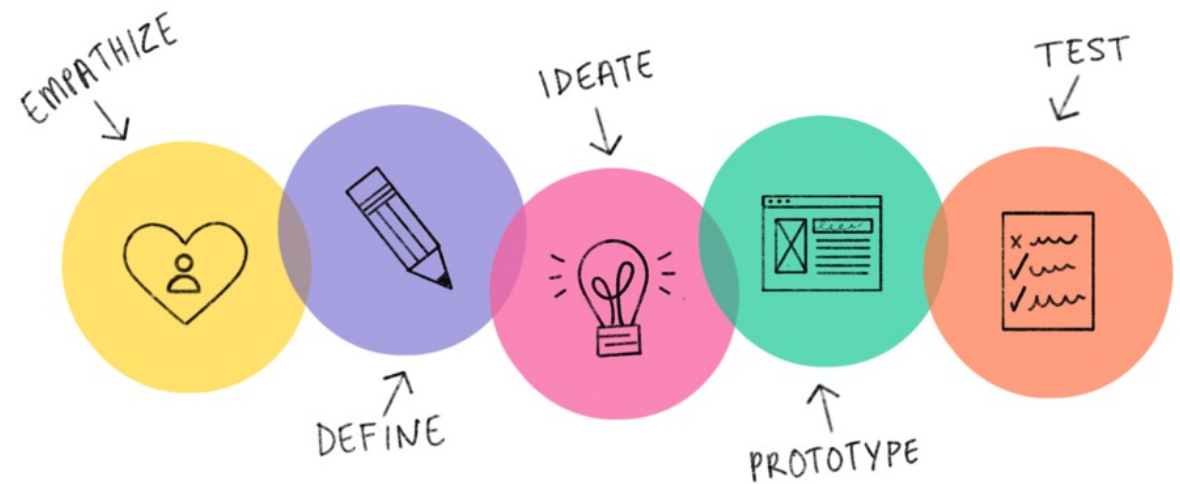
A Culture of Continuous Improvement

A Culture of Continuous Improvement

- Embrace imperfection
- How can we be 1% better?
- Inspect and adapt
- Challenge everything
- Double Loop Learning

Reflect in retros and whenever how teams and company can work better

Single – Loop Learning
The most common style of learning is just problem solving – improving the system as it exists.

Assumptions
Why We Do What We Do

Strategies and Techniques
What We Do

Results
What We Get

Double – Loop Learning
More than just fixing the problem, this style of learning questions the underlying assumptions, values and beliefs behind what we do.

A Culture of Psychological Safety

Hedley May Psychological Safety Model

Empathy · Curiosity · Transparency · Psychological Safety

PSYCHOLOGICAL SAFETY

COMFORT ZONE · LEARNING ZONE · APATHY ZONE · ANXIETY ZONE

PERFORMANCE ACCOUNTABILITY

A Culture of Psychological Safety

- Replace blame with curiosity
- Create the space for people to be themselves
- Encourage all voices to participate
- Create a sense of belonging
- Diversity breeds greater innovation

Safety improves collaboration and greater flow of ideas that help the whole company

Psychological Safety

"a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and that the team is safe for interpersonal risk-taking"

-Amy Edmondson

BUILDING POSITIVE RELATIONSHIPS AND BETTER ORGANIZATIONS

EDGAR H. SCHEIN

HUMBLE INQUIRY

THE GENTLE ART OF ASKING INSTEAD OF TELLING
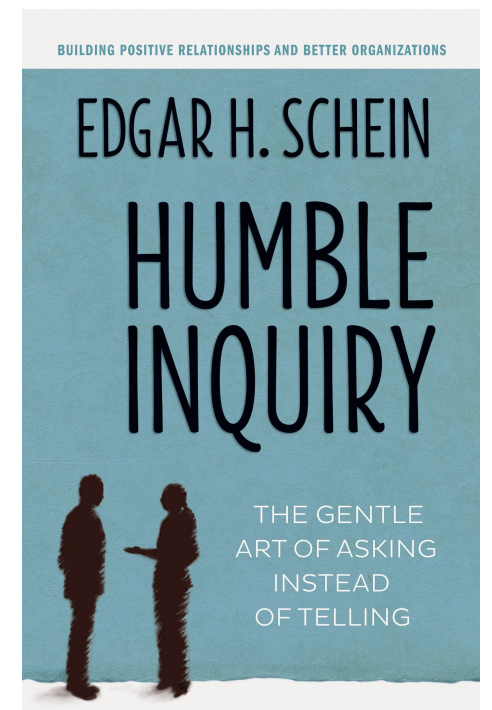
So How Do You Measure The Agile Mindset?

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Team Culture	Agile Process Basics
Product Management	Value Delivery

Durability and Purpose
Collaboration and Independence
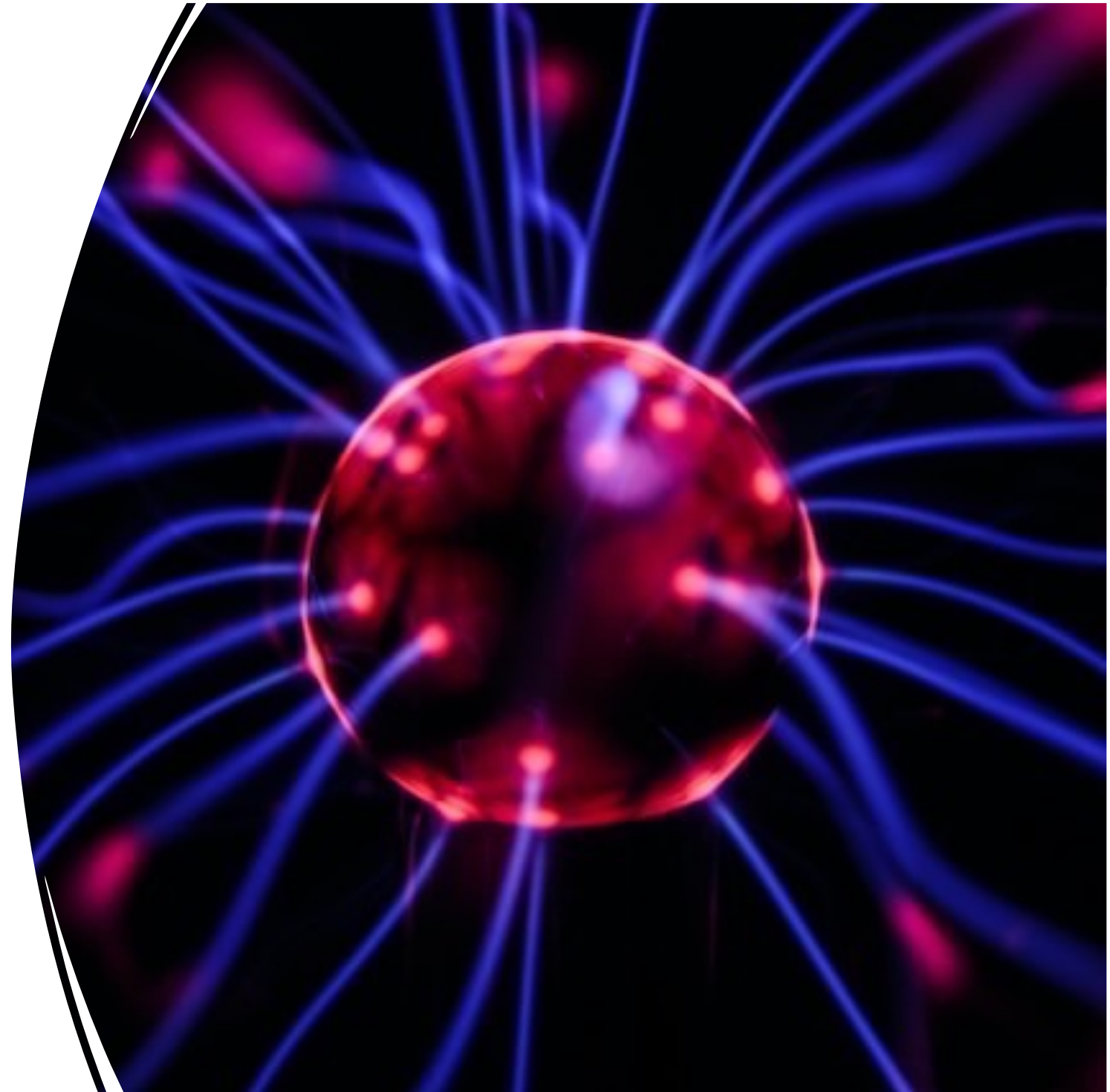Psychological Safety of Team
Psychological Safety outside Team
Mood and Satisfaction
Learning and Growth Mindset

Process Ownership
Visibility and Visualization of Work
Estimation and Flow
Iterative Thinking and Feedback
Constraints and Metrics
Continuous Improvement and Experimentation

Know Your Customer
Customer Engagement
Internal Stakeholder Engagement
Product Vision and Value Driven
Prioritization
Strategic Direction

Deployment Speed and Frequency
Deployment Quality and Recovery
Testing and Quality Practices
Work Product Environments
Work Product Management
Skill-sharing

What do the behaviors look like for low, medium, and high performing teams?

	Low	Medium	High
Team member trust	Team members tend to fear sharing, voicing their opinion, or any kind of feedback.	Team members have trust with one another and interact freely, offering opinions and feedback.	Team implicitly trusts each other and have developed strong relationships between every pair of individuals, making direct feedback and sharing part of the team culture.
Team member contributions	In agile events, it is normal for some team members to not interact or contribute at all.	In agile events, most team members regularly contribute.	Team members consistently share and contribute to every agile event and meeting.
Perspective on failure	The team has a fear of failure, a tendency to protect and prevent any errors, and as a result avoids experimentation and anything that may be perceived as failure.	The team understands that experiments that fail are learnings they can use to their advantage	The team embraces a culture of experimentation and seeks feedback through early failures to build better products faster.
Conflict handling	Team in general avoids conflict. Team member conflicts require intervention from managers or help from outside the team to resolve.	Team members can face internal conflicts on their own and rarely need outside assistance to help to resolve	Team members have learned how to proceed peacefully with disagreements and are able to resolve all internal conflicts no matter how severe.

Questions?

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MeasureTheMindset.com (Assessment)

PracticalAgilistGuidebook.com (Related Book)

Medium.com/practical-agilist (Blog)

linkedin.com/in/brianwlink

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Links Referenced

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- Double Loop Learning https://en.wikipedia.org/wiki/Double-loop_learning and https://medium.com/10x-curiosity/double-loop-thinking-4b87936e8bb1

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- Edgar Schein on Humble Inquiry https://www.youtube.com/watch?v=BOw0IDrKvuw and the book https://amzn.to/3yxDgS5