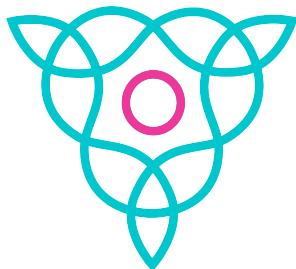


Enabling teams to embrace change

Gitte Klitgaard

Native Wired

Goto Amsterdam 2018



Who is Gitte?



@nativewired



@nativewired

What I will tell you

- * Some general ponderings
- * Story
- * Maybe not the tools you expect
- * Some sort of conclusion

So what is the problem?



Laura Klein  @lauraklein · Apr 17

It always shocks me how many leaders & managers think setting goals will somehow make them happen. Setting goals is the first step in a long, tough process of constant evaluation and readjustment. Saying "we'll improve x by 20% this year!" is not a magic spell.



10



90



221



The Problem in it's essence



We try

- * Vision
- * Plan
- * Explaining the why
- * Trainings
- * So basically: the mechanics



Who do we work with?

Mostly: Tech

- * Computer Scientists
- * Engineers
- * Mathematicians
- * Physicists...

So what have they learned?

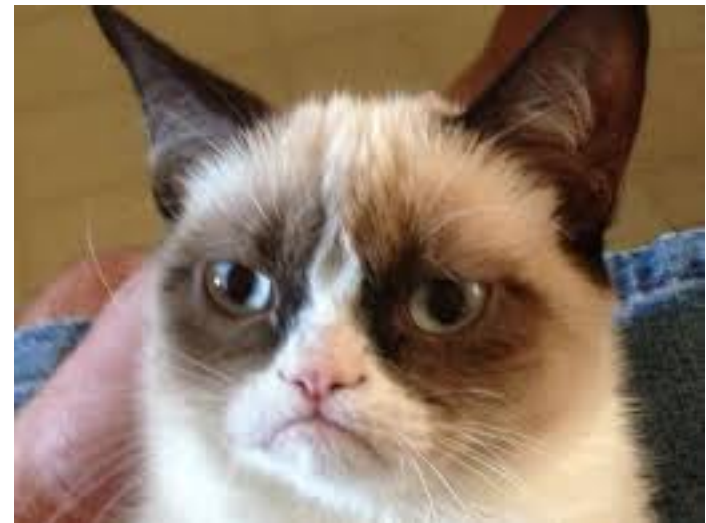
- * Mostly: Tech
- * Black and whites: Does it compile? Will the test pass?
Does it fulfil the requirements?
Bits and bytes, 0s and 1s, verified or not, yes or no,
right or wrong.

What we expect them to do

- * Collaborate
- * Communicate
- * Give and receive feedback
- * Be generalising specialist
- * And the list goes on.....

So maybe...

- * From drunkcod's talk
“Things become better when we *accept* them as they are.
Not as we want them to be.”



Not really new

Mike Cohn has the adapt model (2010 or earlier)

- * A – awareness
- * D – desire
- * A – ability
- * P – promote
- * T – transfer

Once upon a time

Autonomy

- * Do whatever...
- * Self-govern WITHIN THIS FRAME
- * And is autonomy all we need?
 - * NO

What do we need?

Daniel Pink stated this in “Drive”

- * Autonomy
- * Mastery
- * Purpose

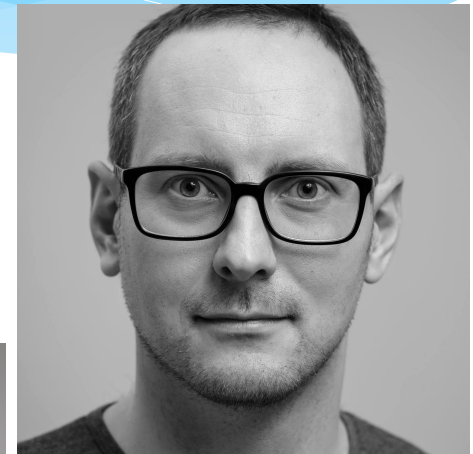
How can we achieve this?

Leadership group



Tobias Aspenberg: Product Lead

Marcin Floryan: Tech Lead



Morgan Ahlström:
Awesome agile coach

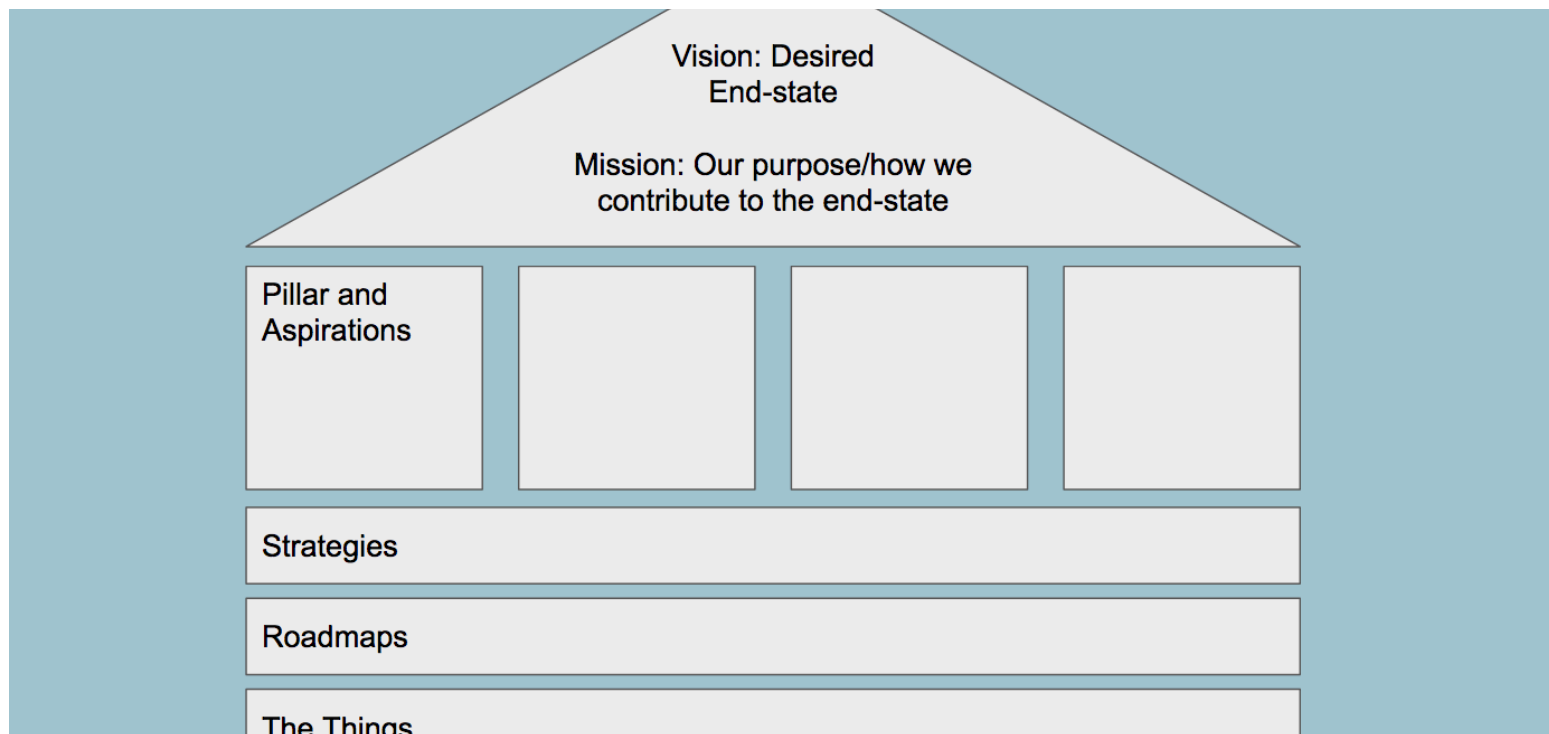


Gitte Klitgaard:
Agile Coach

The Offsite

- * We wanted
 - * Clear expectation
 - * Direction
 - * Involvement
 - * Discussions
- * So agenda became
 - * Expectation management
 - * Vision
 - * Discuss aspirations

Building a house



Open-space-ish session

Pillar	A	B	C	D	E
People					
Tech					
Delivery					
Product					

The People pillar

Aspirations:

- * We have a psychologically safe environment that enables trust and an open collaborative culture.
- * We set an example for how to embrace diversity and inclusion at Spotify.
- * We work in small squads with clear inspiring missions. Squads are trusted and expected to own and solve problems.
- * We cultivate the growth mindset and always strive to improve. We are generous in giving and receiving feedback to support each other in this
- * Everyone gives and feels the respect they deserve as a valued tribe member.

What is next?

- * Voting
 - * Four mandatory green votes (one for each pillar)
 - * One red “I really don’t agree on this”
- * Quarterly planning
 - * Bit by bit by bit...

Psychological safety

- * Q4 Psychological safety survey
- * Q4 Awareness workshop for all in the tribe
- * Q1 Action workshop
- * Q1 feedback workshop

Psychological safety

- * “... a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.”
Amy Edmonson
- * Joshua Kerievsky: I am not afraid to
 - * Be myself
 - * Raise problems
 - * Take risks
 - * Disagree
 - * Ask questions
 - * Make mistakes

Result

- * Result
 - * People speaking up
 - * People seeking help – also outside squads
 - * “What’s not to like about this code?”
 - * What is psychological safety to us?

Psychological Safety in Playback

- I understand that people are different and I encourage everyone to be themselves
- I am curious and open to others' opinions without judging
- I encourage others to ask questions
- I am mindful that my words and actions affect others so I adjust my behavior
- We all make mistakes and I provide a context where others feel safe admitting theirs
- Emotions do belong at work

Show respect

Assume good intent

**PLAY
BACK**



Listen without judgement

Be kind

Care for one another

**PLAY
BACK**

Other examples

- * Once you have told people about your vision so many times that you want to puke, then they might start to hear
- * Repeating: Please come to us
- * Celebrate nationalities
- * We also did tech, product, and delivery stuff

What did we learn?

- * Tools:
 - * Repetition
 - * Enabling
 - * Repetition
 - * Communication
 - * Involvement
 - * Repetition
 - * Safety
 - * Story telling
 - * Repetition
- * It takes time and investment

Conclusion

- * It takes time
- * It helps to give people the tools
- * It is worth it



Please

**Remember to
rate this session**

Thank you!

@GOTOamst

gotoams.nl



I love connecting

Feel free to contact me:



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gitte.klitgaard@yahoo.dk

<http://www.nativewired.com/blog/>

@nativewired



@nativewired

Links

- * [Daniel Pink: “The surprising truth about what drives us”](https://www.youtube.com/watch?v=3D1SfmmuC9lWs&usg=AOvVaw1rcivKbRh2eywNTn_erNX8)
www.youtube.com/watch?v=3D1SfmmuC9lWs&usg=AOvVaw1rcivKbRh2eywNTn_erNX8
- * [Amy Edmonson: Building a psychologically safe workplace](https://www.youtube.com/watch?v=LhoLuui9gX8&app=desktop)
<https://www.youtube.com/watch?v=LhoLuui9gX8&app=desktop>
- * [Introduction to responsibility process](https://www.youtube.com/watch?v=-T3lZ2lSxag)
<https://www.youtube.com/watch?v=-T3lZ2lSxag>
- * [Joshua Kerievsky:](http://www.oredev.org/2017/sessions/high-performance-via-psychological-safety)
<http://www.oredev.org/2017/sessions/high-performance-via-psychological-safety>
- * [Mike Cohn: “ADAPT”](https://www.mountaingoatsoftware.com/presentations/adapting-to-agile)
<https://www.mountaingoatsoftware.com/presentations/adapting-to-agile>
- * [Morgan Ahlström \(awesome coach\)](http://sprywise.com/)
<http://sprywise.com/>
- * “What is not to like about this code” – ask <https://twitter.com/jbrains>
- * <http://www.emergencykitten.com/>