Scenario 3

# Objective / Problem statement

The main problem here is the lack of Purpose and Direction.

By Purpose and Direction, people should have knowledge about:

1. The customers: Who they are, what they do, what is their competitive environment?
2. The project/product: What does it do, how do it bring values to the customers, even how do it change the world?
3. The team and themselves: What is their role and responsibilities in the project/product, how can they contribute to the success of the project and ultimately, the customers?

Without purpose and direction, it could lead to:

1. Low engagement and ownership
2. Lack of clarify
3. Informal communication and rumors

# Measurement for transparency

1. Passive meeting participation. I can assume they join the meeting and at the same time doing their own works without event listening.
2. People work around instead of accepting the decision.
3. People don’t understand the product vision.
4. Small group chats everywhere instead of structured collaboration.

# Solution to achieve / overcome

1. Communicate / train Purpose and Direction. From the corporate values to the product values.
2. Clear RACI so the team members know their roles and responsibilities.
3. Decentralize decision making, fostering autonomy within accountability.
4. Fostering Transparency, Inspection and Adaptation.
5. Improve meetings: Clear invitation with agenda, expected roles and actions.

# Take Charge and Accountability

This situation should involve a broad range of people in the corporation.

1. The corporate management, they are the one to provide the vision and values, if not to the team, then at least to the leaderships of the team to receive these information before communicating to the team.
2. The leadership of the team to foster autonomy, empower decentralized decision making.
3. The Agility Master is also important in this case, to facilitate the changes to each level.

# Constraints and risks

The organization or even the corporation may not be ready for such many changes at the same time. The Agility Master should have a clear plan for the corporate management to understand, and several sub plans for each level. Overall, the Agility Master must follow up all the time with the change process to make sure there are not firebacks.

# Documentation and Learning

Training regarding corporate vision and values, product vision and values.

Training regarding Lean-Agile for relevant people in the change process.

Internal-use materials of all these trainings must be available and accessible.

If the corporation has an internal AI, it must be trained with all these vision and values, then when the people use it for their daily works, they will receive responses aligned with these values.

# AI Usage

I briefed the situation to MS Copilot, then asked, one after each response:

1. What could be the solution for this situation?
2. Who should be in charge of the changes?