

The #AgileMindset

**How will it enable us to deliver better products
for our customers and promote better
employee engagement.**

Hi, I'm **Harold**

I am an Agile Coach at MCB



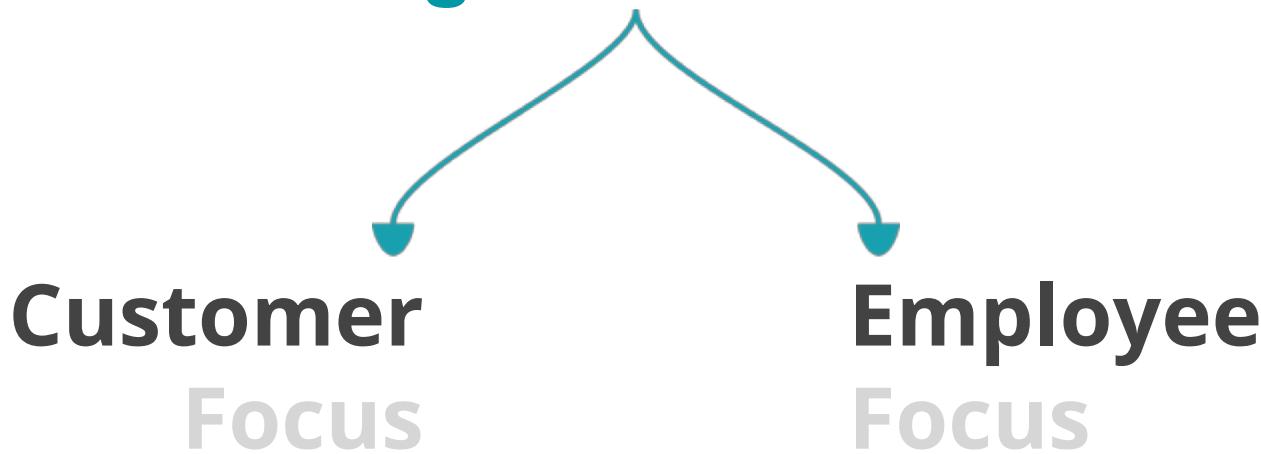
@haroldcampbell

Disclaimer

An Agile mindset, is not about Agile delivery methods. *This is not a talk about Scrum, XP, Kanban, SAFe, etc.*

#AgileMindset enable us to deliver better products for our customers and promote better employee engagement.

Agile Mindset



Customer Focus **Enables** us to deliver better products, services, experiences, etc.

Customer Focus **Enables** us to **deliver** better
value to our customers.

Levers

Customer Focus **Enables** us to **deliver** better **value** to our customers.

Business Agility Levers

Customer Focus **Enables** us to **deliver** better **value** to our customers.

***"TRUE"* CUSTOMER
FOCUS REQUIRES
BUSINESS AGILITY**

**PERSISTENT
CUSTOMER
FOCUS
REQUIRES
BUSINESS
AGILITY**

WHY?

LOTS OF WHYS

WHY

WHY

WHY

WHY

WHY

WHY

WHY? 3.1

- △ Customer Sentiment
- △ Market Volatility
- △ Tech
- △ Employee expectations
- △ Market Regulation
- △ Market Players

VOLATILITY

**PERSISTENT
CUSTOMER
FOCUS
REQUIRES
BUSINESS
AGILITY**

**without addressing
VOLATILITY:**

- * **Lose customers**
- * **Be disrupted**

WHAT EXACTLY

- *IS* -

**BUSINESS
AGILITY?**

*...the ability of an organization to **sense changes internally or externally** and respond accordingly in order to deliver value to its customers*

agilealliance.org | <https://bit.ly/2OIckT3>

*...distinct qualities that allow organisations to **respond rapidly to changes** in the internal and external environment without losing momentum or vision*

HRZone | <https://bit.ly/2OTx6z7>

...the ability of an organization to adapt to new conditions and to change its direction

scrum.org | <https://bit.ly/2U7MZss>

...the ability to adapt quickly and effectively to all forms of change, to deliver maximum value and customer experience

Medium.com | <https://bit.ly/2HS6mz0>

*...the ability of an organization
to **sense changes internally**
or externally and respond
accordingly in order to
deliver value to its
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Business Agility

How you respond to volatility given uncertainty, complexity and ambiguity.
It determines how you sustain success.

VUCA

Volatility
The more volatile the world, **the more** and faster things change.

Uncertainty
The more uncertain the world, **the harder** it is to predict.

Complexity
The more complex the world, **the harder** it is to analyze.

Ambiguity
The more ambiguous the world, **the harder** it is to interpret.

Business Agility

How you respond to VUCA determines
how you sustain success.

Leveraging VUCA

Reducing uncertainty...

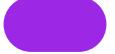
Accounting for complexity...

Reducing ambiguity...

Benefiting from volatility...

...not only surviving it

how does
business agility
allow us to
deliver better
products?

volatility  responding

uncertainty  predicting

complexity  understanding

ambiguity  directing

agility focus: **value enablers**

responding  customer-centricity

predicting  experimentation

understanding  perseverance & courage

direction  self-disruption

agility focus customer-centricity





**“Fall in love with the problem,
not the solution”**

- Nadaraj, Business Leader, MCB
- Lean Startup

Move
beyond
simply
knowing
who is your
customer



operationalize customer empathy
(observer, understand & intuit need: why, how, when, where)

democratize customer insights

link customer satisfaction to compensation

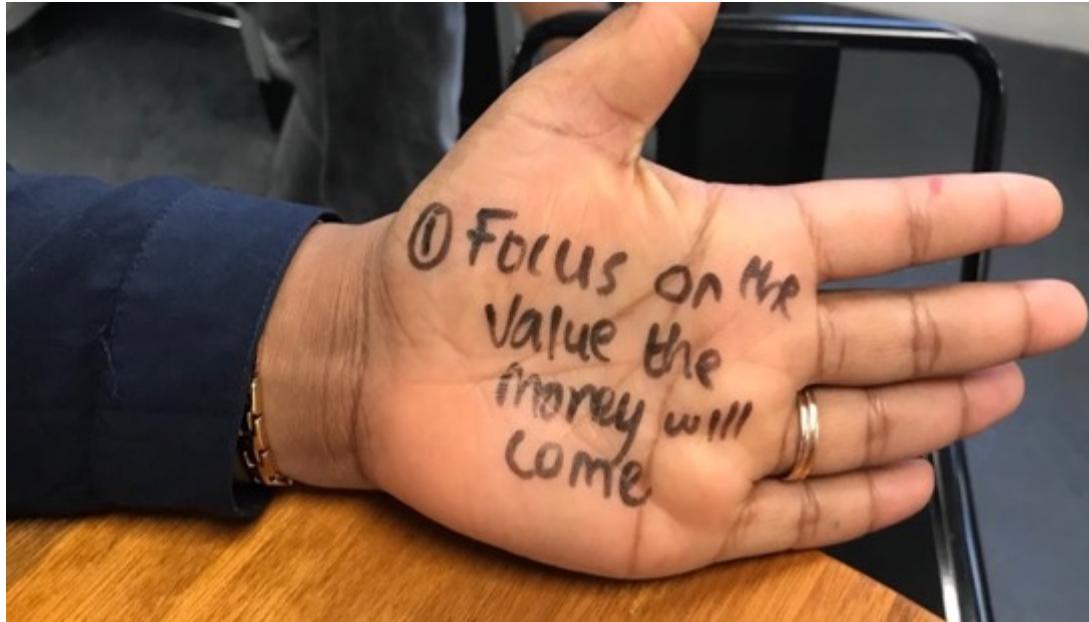
facilitated interaction with real customers

link customer outcomes to employee culture

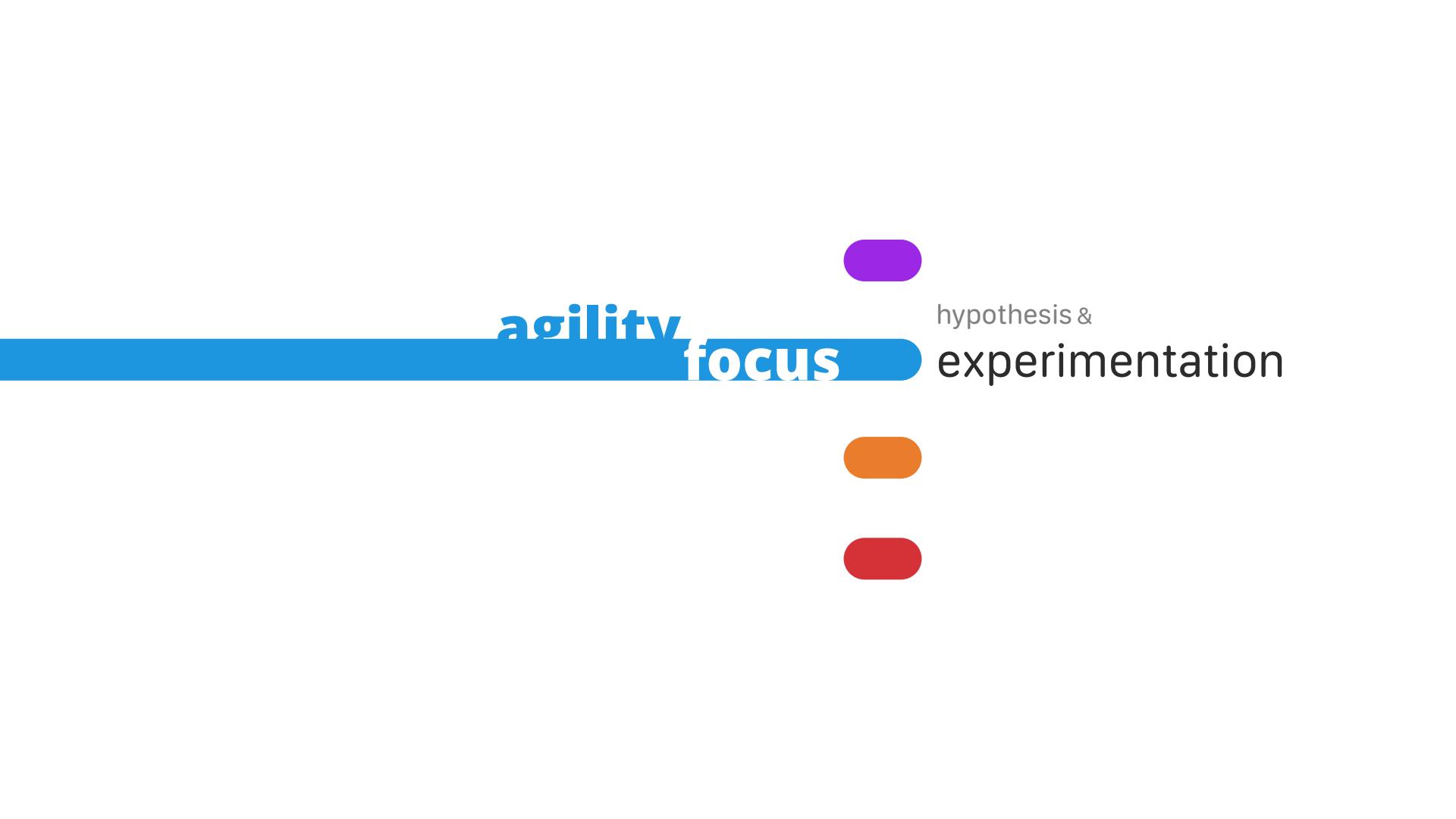
hire for customer orientation

Focus on the value!

An Agile Mindset
allows us to



@haroldcampbell @LiandraBassiane



agility focus hypothesis & experimentation

Because we know that
we don't have perfect knowledge...
we need to experiment

Experiments
allow us to
validate our
assumptions

reduces risk

accelerates learning

enables psychological safety
(safety to disagree & to fail)

increases diversity of ideas => ***innovation***

combats volatility

Software releases ***should*** be seen **experiments**,
but only if the **release cycles are short**

An Agile Mindset
creates systems with

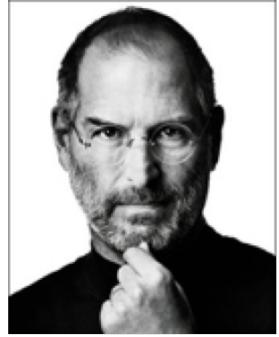
**Short
feedback
loops!**



**small. frequent. well-defined.
experiments reduce our risk**
(it gives us more information about our customers)



agility focus perseverance & courage



- Steve Jobs

“People think **focus** means saying yes to the thing you've got to focus on. But that's not what it means at all. It **means saying no to the hundred other good ideas that there are.** You have to pick carefully. I'm actually as proud of the things we haven't done as the things I have done. **Innovation is saying no to 1,000 things.”**



Courage requires us to say “No”.
The things we say “No” to are just as
important as the things we say “Yes” to.

@haroldcampbell

**Courage and
perseverance!**

An Agile Mindset
gives leaders

**Unwavering vision + Radical
customer-centric focus**
- VS -
everything else



agility **focus** self-disruption

Apple (between 1985 - 1996)

Barnes & Nobel Motorola
Kodak Yahoo Borders

Blackberry NOKIA Toshiba

Microsoft (pre S. Nadella)

Toys R Us Atari
Compaq IBM Polaroid

Being a market-leader today does not guarantee future survival

Apple (between 1985 - 1996)

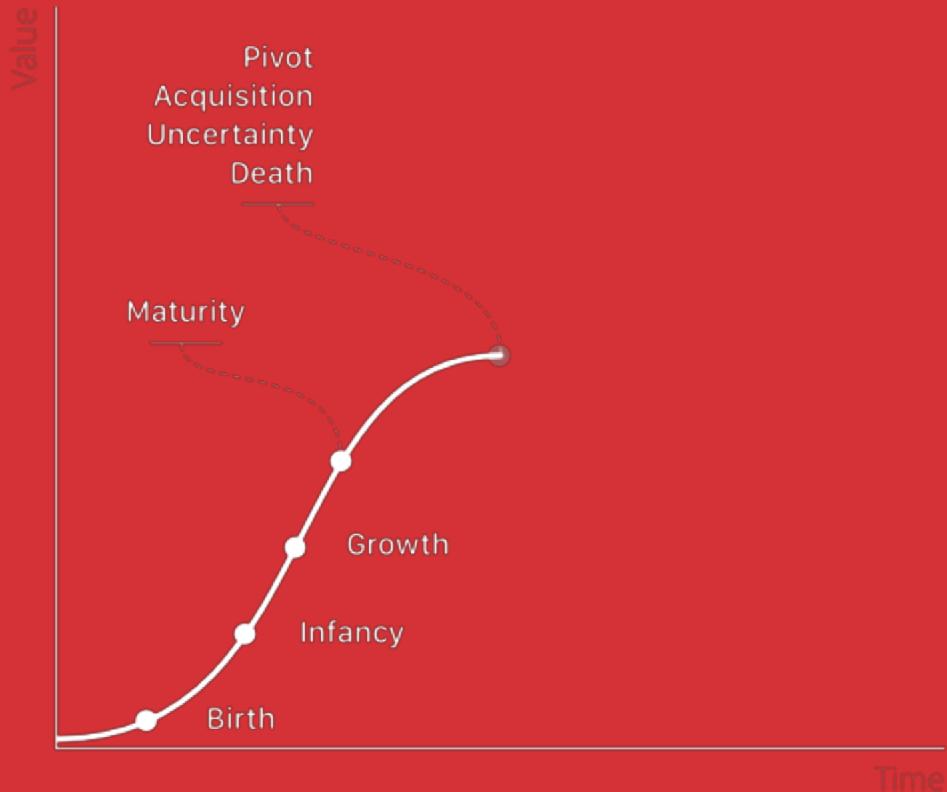
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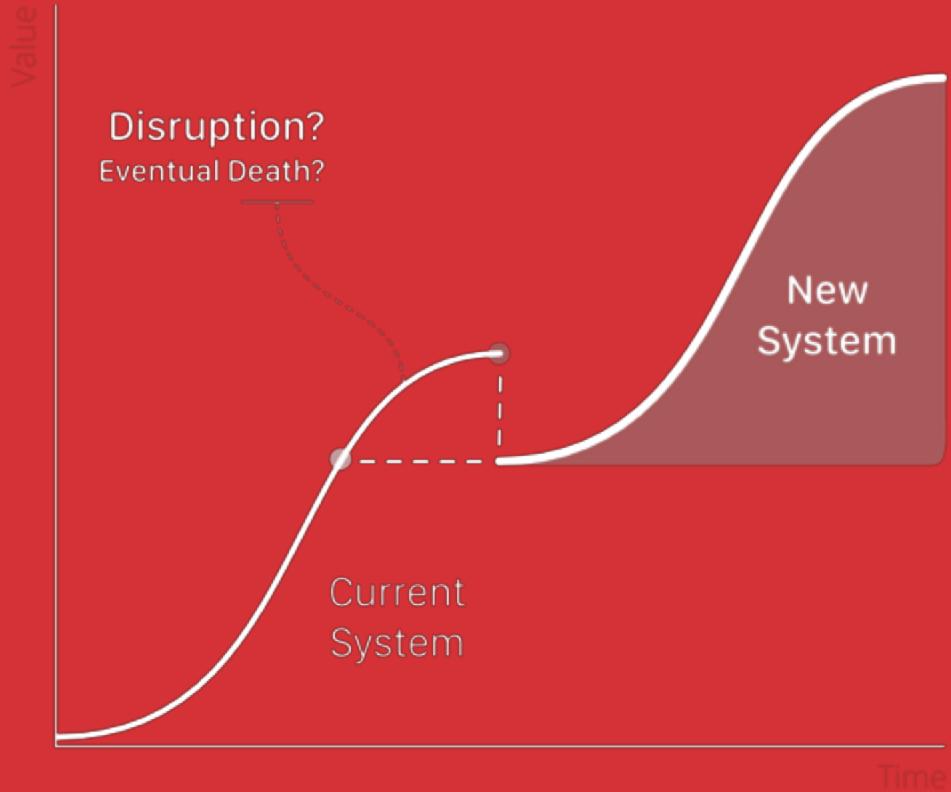
Being a market-leader
does not
guarantee
future **survival.**



Today's
market-leaders
will be disrupted.

Today's
market-leaders
will be disrupted.

The question becomes:
**will we disrupt
ourselves?**



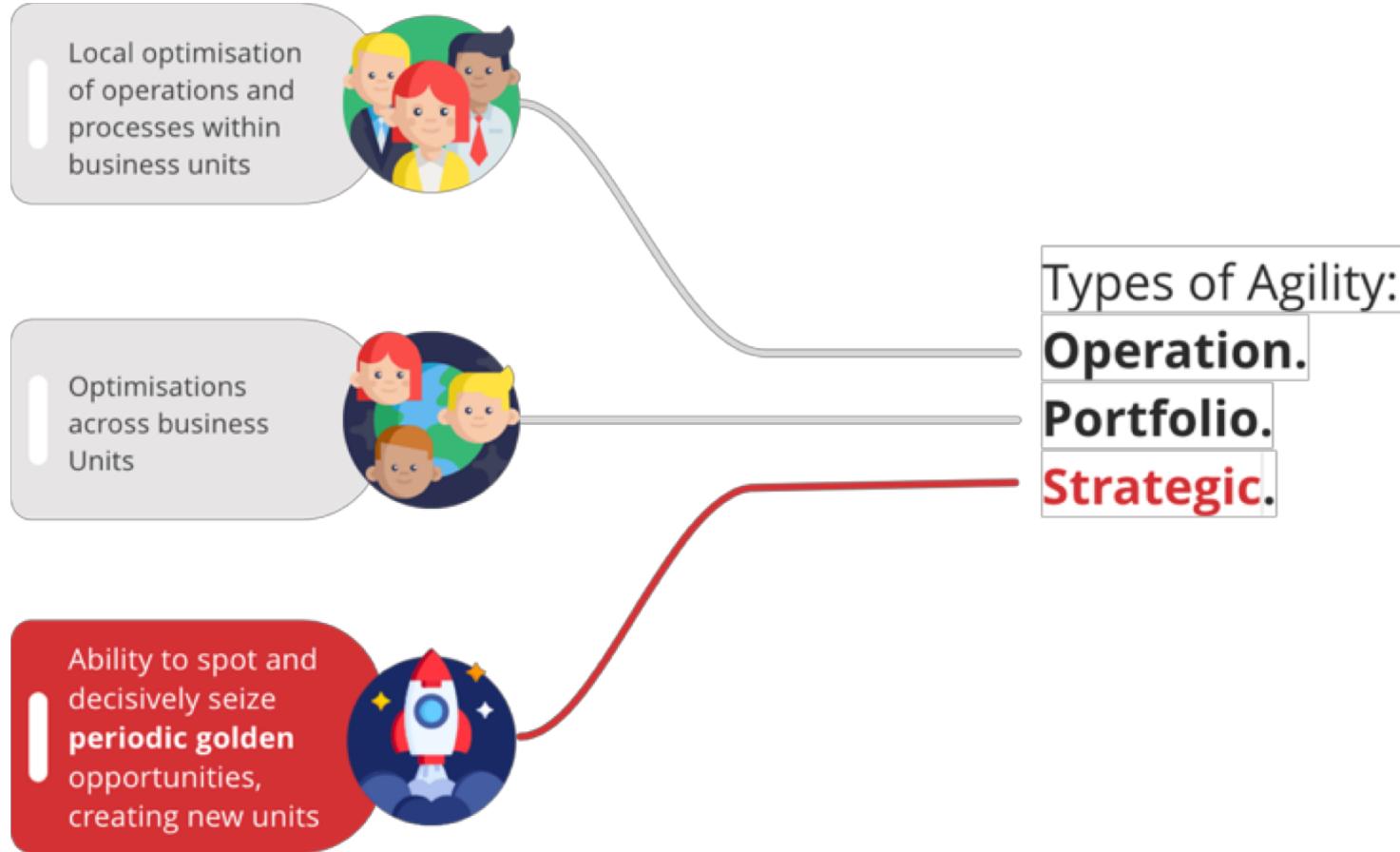
An Agile Mindset
allows us to

Leverage all
forms of
agility!

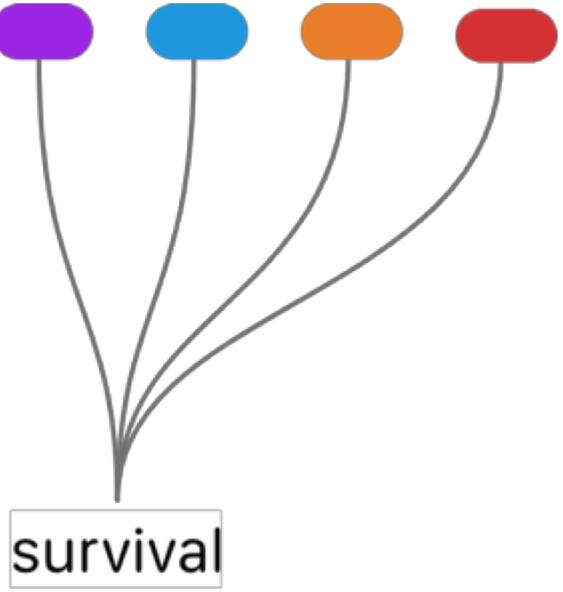


Strategic Agility

Promotes disruption from with-in.



agility
focus



A company's long-term
**survival is predicated on emergent,
Agile organizational designs.**

Designs that allow teams to focus on
experimenting, improving and
delivering value.

@haroldcampbell



This is the wrong conversation

Tools to help us get started.



Spotify didn't *invent*
The Spotify Model...

It emerged as
they experimented.



XP,
Scrum,
Design Thinking,
Lean,
NextNewBigThing



Agile is not the destination

Agility is a journey

An Agile Mindset
**enables us to deliver the
highest value**

allows us to

Focus on the value!

creates systems with

Short feedback loops!

gives leaders

Courage and perseverance!

allows us to

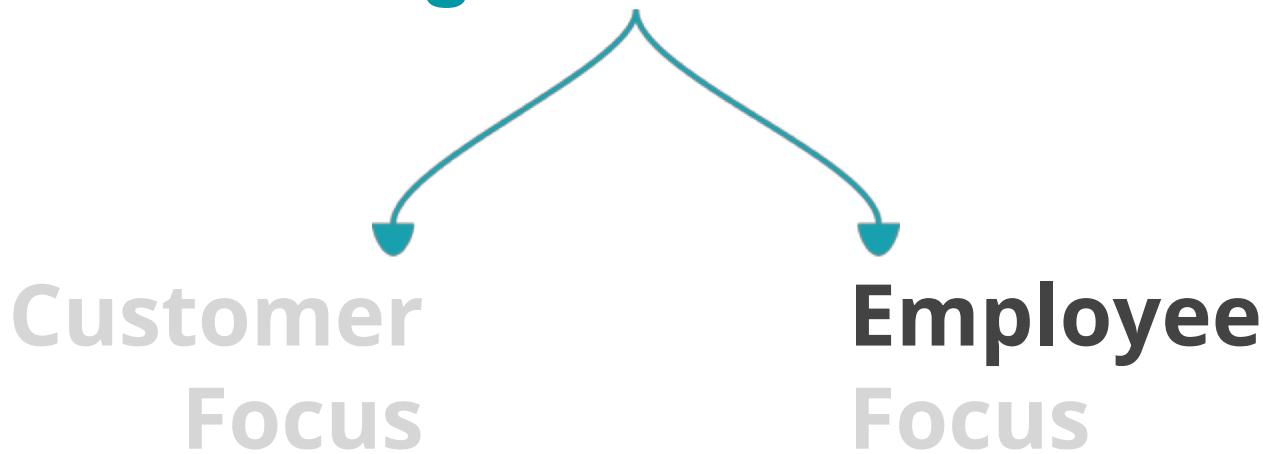
Leverage all forms of agility!

An Agile Mindset



Customer focus

Agile Mindset





**“Scarcity to find
top-talent is a
global challenge”**

- Alain Law Min, CEO of MCB

Employee Promote better
Focus **employee engagement**

current challenges

1. Retention

2. Growth

3. Performance

4. Feedback



1. Retention

retain vs. recruit



**“In today’s
world, work
needs to provide
more than just
an income”**

@haroldcampbell

An Agile Mindset
forces us to see that

**Employees
are not cogs
in a machine**



**“People are not
RESOURCES”**

- Every Single Agile Coach Alive

An Agile Mindset
helps us to

Treat people
as humans
*(with human
needs)*

Autonomy.
Mastery.
Purpose.

- Drive by Daniel Pink



**spend time
developing talent**

2. Growth



**spend time
developing talent**

2. Growth

- * disengaged & unhappy
- * lack of customer empathy
- * lack of innovation

An Agile Mindset
helps us to

Balance
delivery and
continuous
learning

Autonomy.
Mastery.
Purpose.

- Drive by Daniel Pink

- 
- 1. Team performance**
 - 2. Outcome vs Output**

3. Performance Management

3. Performance Management

Team performance over individual performance

Toxic cultures:

- * blame
- * silos, etc.

3. Performance Management

Team performance over individual performance

Wholesome cultures:

- promote **team safety**
- make **people awesome**
- make **teams accountable**
- and much more...

An Agile Mindset
helps us to

Create high performing teams



Autonomy. Mastery. Purpose.

- Drive by Daniel Pink

3. Performance Management

Outcome vs Output
a.k.a. measure the right thing

OUTPUT ORIENTED TEAM



VS

OUTCOME ORIENTED TEAM



Objectives.
Outcomes.
Outputs.

Number of customers
calls completed



Provide great customer service.

Increase NPS by 20%

Increase in the number of
customer problems resolved

Number of customers
calls completed

Objectives.

Outcomes.

Outputs.

measurable customer needs

Objectives.
Outcomes.
Outputs.

An Agile Mindset
helps us to

Reward
people for
the right
behaviors



Objectives
Outcomes
Outputs

An Agile Mindset
helps us to

Reward people for the right behaviors...

...and promotes:

- * **meritocracy**
- * transparency
- * trust
- * ownership
- * **teamwork**
- * etc.

Feedback is a GIFT

4. Feedback

4. Feedback

Feedback is a GIFT

Giving/Receiving feedback
grows the team:

- * Empathy
- * Accountability & Trust
- * Transparency
- * Collaboration

An Agile Mindset
shifts us to

Creating servant leaders

from **command & control**
to **servant leadership**

Feedback: manager & team
(both directions)

An Agile
Mindset

**focuses us on
better
employee
engagement**

forces us to see that

Employees are not cogs in a machine

helps us to:

Treat people as humans *with human needs*

Balance delivery and continuous learning

Create high performing teams

Reward people for the right behaviors

Question:

How will you use an #AgileMindset to
deliver better products to your customers and
promote better employee engagement?