

DC Organizational Agility Practitioners

Wednesday, August 7, 2019

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On Deck

TBD

Enjoy Agile2016!!!

Proposed

- Customer Engagement model
- Lean product development flow (Don Reinertsen)
- Systemic Thinking & feedback loops (Peter Senge - The 5th Discipline)
- Integral Agile Series – Integral Agile framework (Agile Coaching Institute)

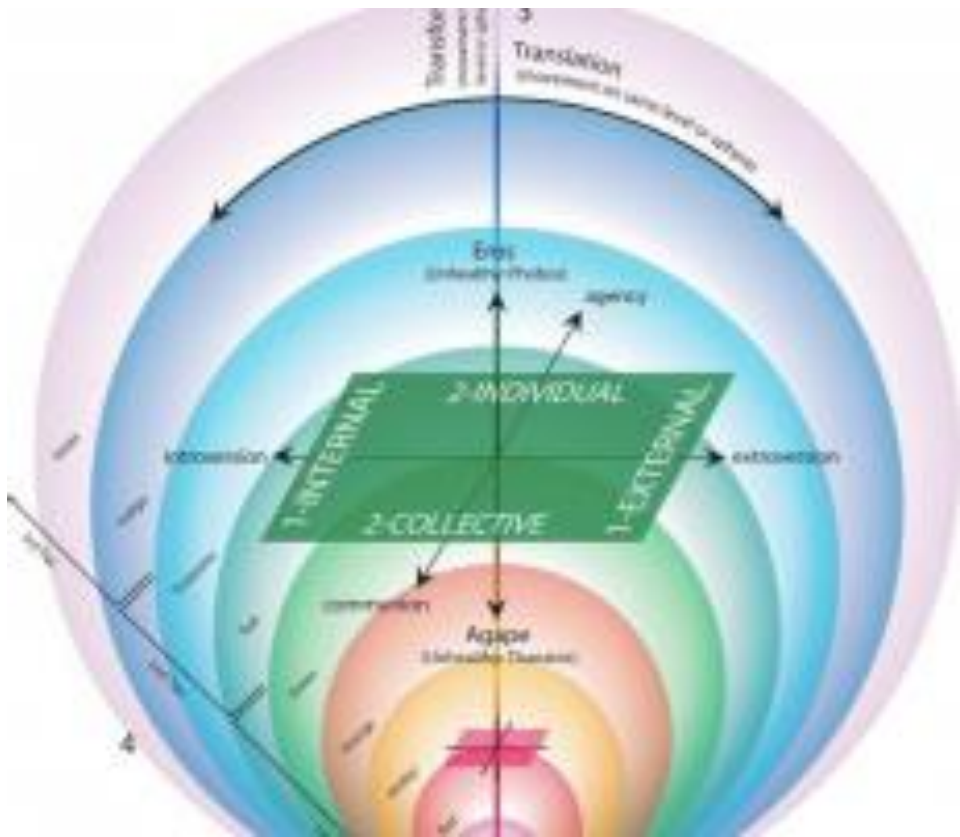
Introducing Tonight's Presenter

HELLO

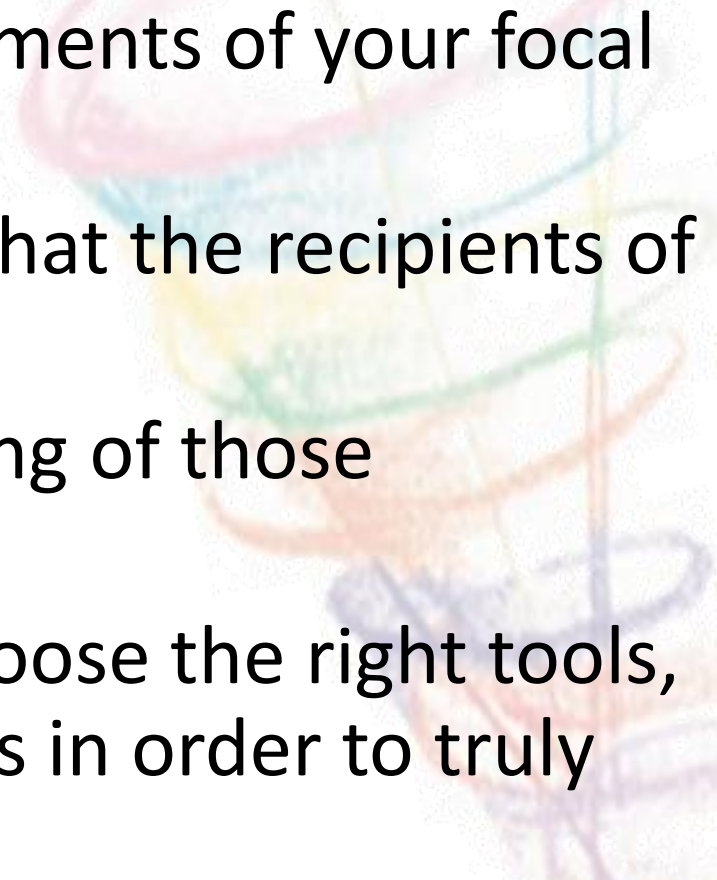
my name is

John Hughes

Integral Agile Series: Integral Theory



Why Study Integral Theory

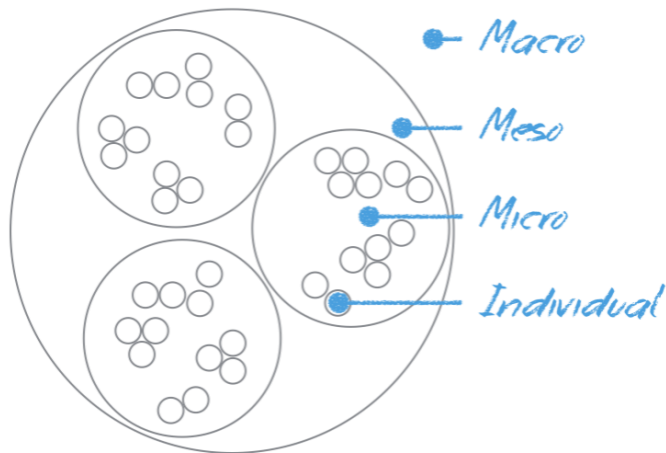
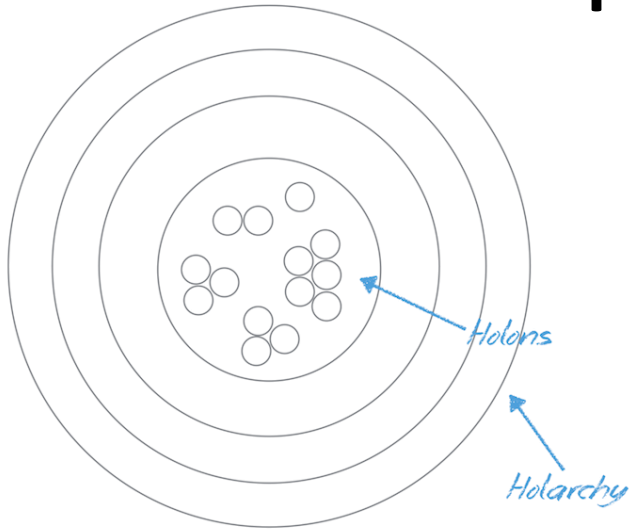
- Better understand the elements of your focal system
 - Gain awareness of who/what the recipients of your impact need to be
 - Gain a better understanding of those recipients
 - Improve your ability to choose the right tools, processes, and approaches in order to truly make an impact
- 

Holons

- The holonic construct helps us to understand individual and group behavior
- A holon is a whole which is made up of parts, simultaneously being a part of a greater whole
- Essentially nothing is truly independent. Everything contributes to something bigger and is itself a collective.



Holarchies



- Holons organize in holarchies
 - Ex. Atoms form molecules, molecules form cells, cells form organs, organs form organisms, or
 - Ex. A letter is part of a word which is part of a sentence which is part of a paragraph which is part of Coaching Agile Teams which is part of the Mike Cohn book series
- Holarchies are similar to hierarchies, but every step includes all of the former steps
 - No absolute top or an absolute bottom.
- Holons have vertical and horizontal activity

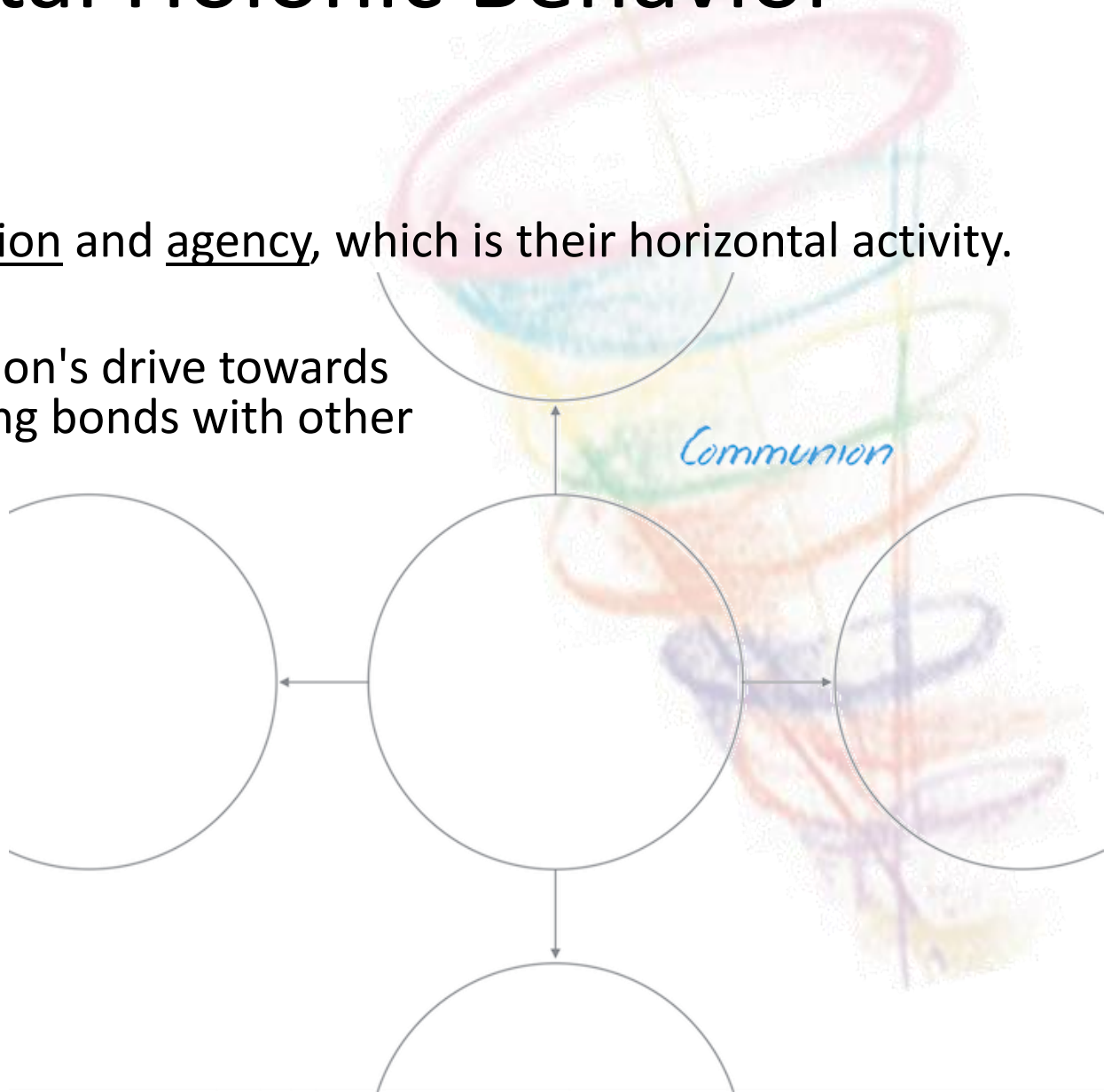
Vertical Holonic Behavior

- A holon's drive to move upwards in the holarchy is called self-transcendence
- It seeks to become more than it currently is by transcending its current state *and including everything it has previously been*
- Moving downwards, a holon has the capacity of self-dissolution
 - A holon can break down and it will do so along the same axis it came up from



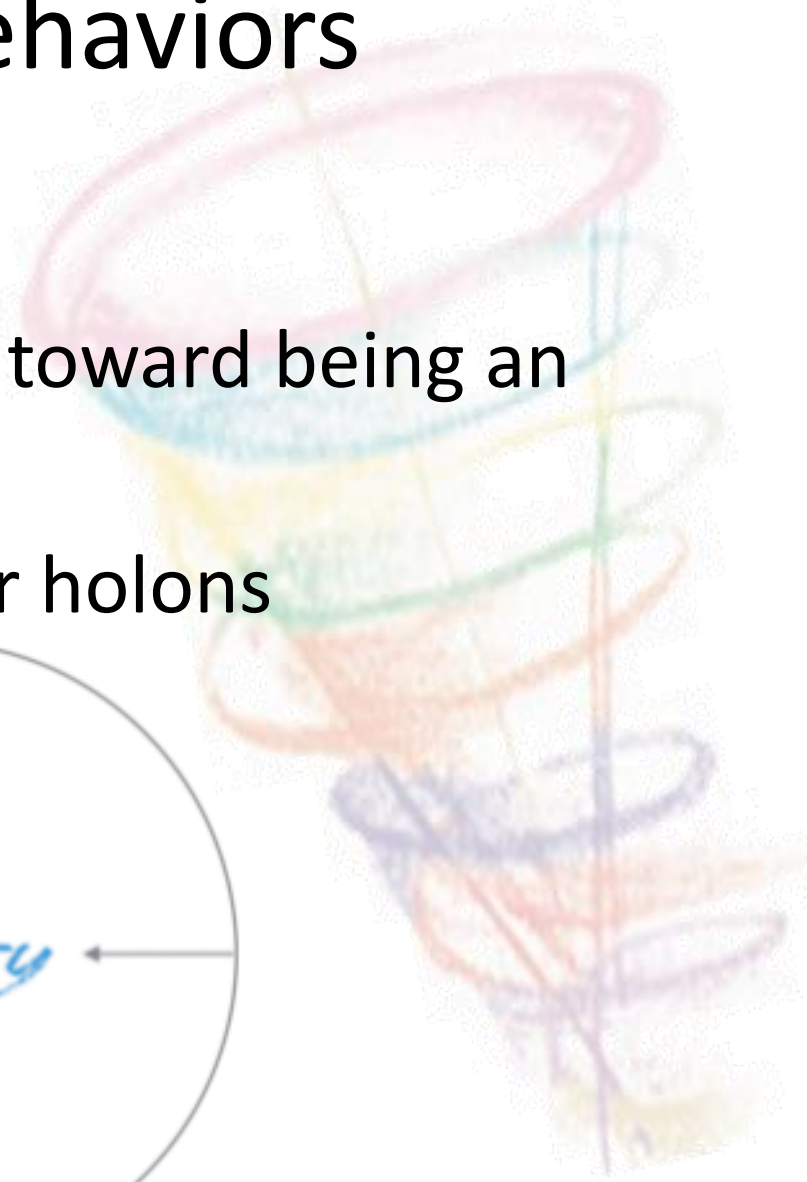
Horizontal Holonic Behavior

- Holons have communion and agency, which is their horizontal activity.
- Communion is the holon's drive towards connecting and forming bonds with other holons.

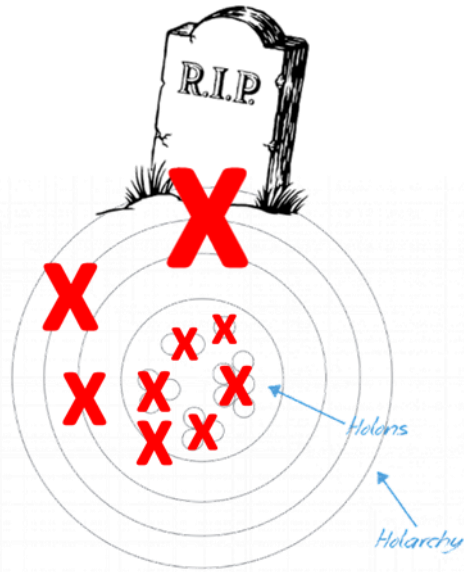


Horizontal Behaviors

- Agency is the holon's drive toward being an individual
- It stays separate from other holons



When Horizontal Behaviors “Go Bad”



- In a balanced fashion, both of these are healthy
- In a pathological fashion, a holon can display too much agency and thus become damaging to the whole system (think cancer, serial killer and the like)
- Too much communion can cause issues like being stuck in inertia (think co-dependency, herd mentality and the like)



Holons in the Wilds of the Business World

Individuals



Teams

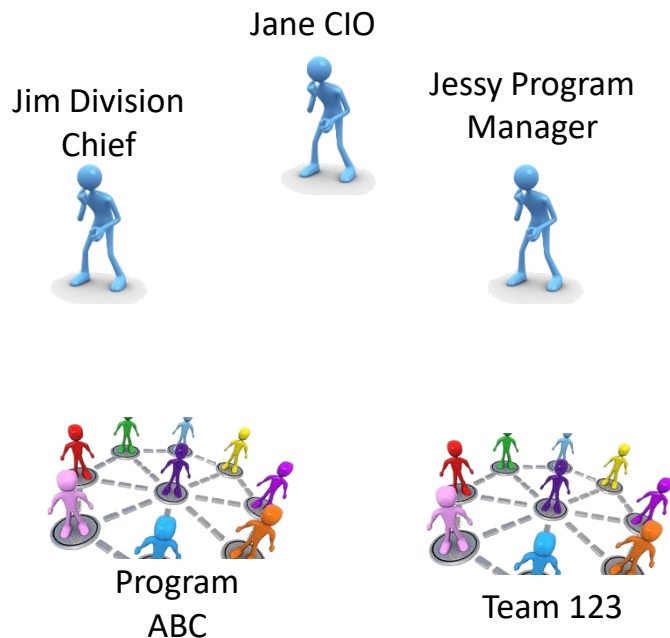


Organizations

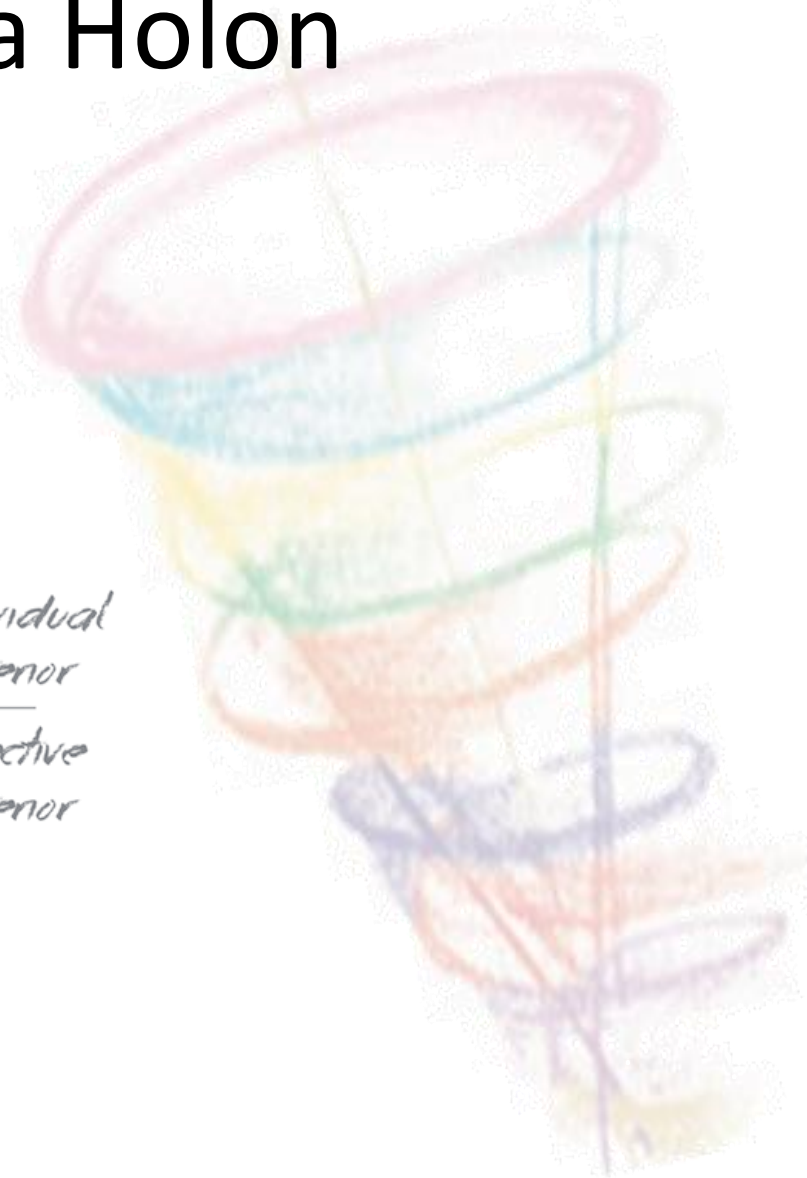
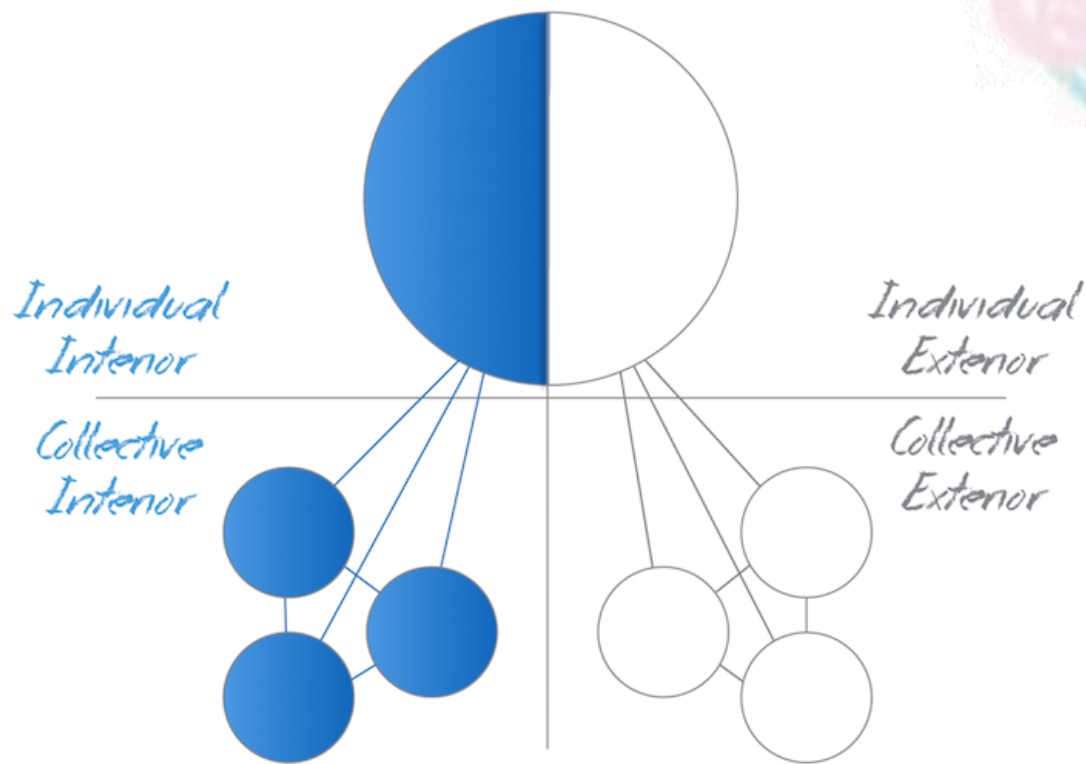


Activity 1: Identify Your Holons

- Identify the holons you work for/with
 - Key Individuals, teams, organizations you need to effect in your work
- Draw a simple model of them

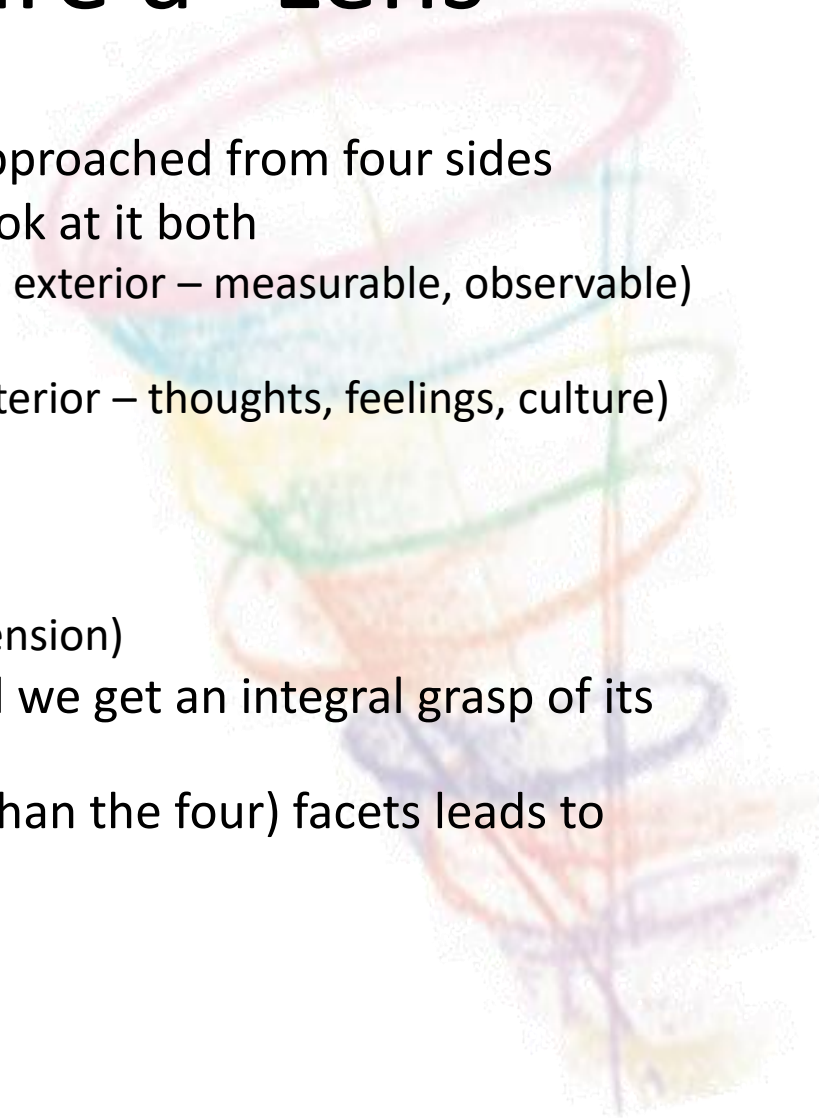


4 “Sides” of a Holon

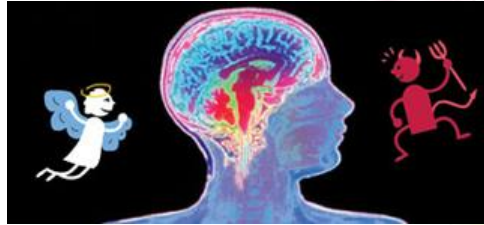
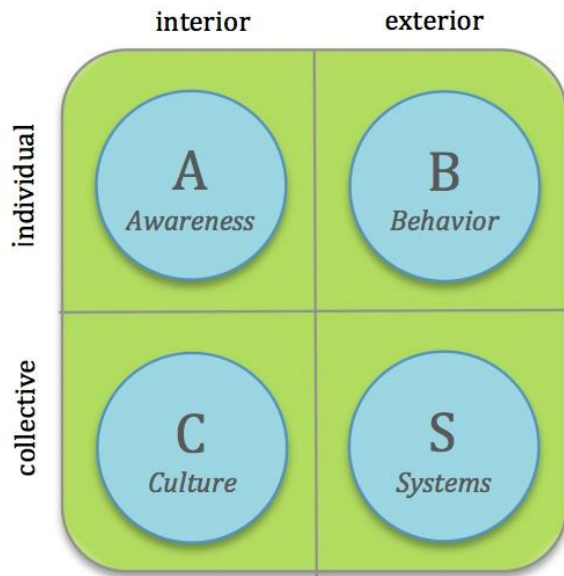


The Quadrants are a “Lens”

- Every holon has four facets and can be approached from four sides
- To understand a holon well, we should look at it both
 - objectively from the outside (the tangible exterior – measurable, observable) and
 - sense it from the inside (the intangible interior – thoughts, feelings, culture)
- We must also look at the holon in both
 - isolation (the individual dimension) and
 - in its broader contact (the collective dimension)
- Only when we look at all four aspects will we get an integral grasp of its reality
- Approaching holons from one (or fewer than the four) facets leads to lopsided or incomplete approaches



Visualizing the Quadrants



Quadrants Overview

Intentional. Emotions, subjectivity, personal values, motivation, intention, consciousness.

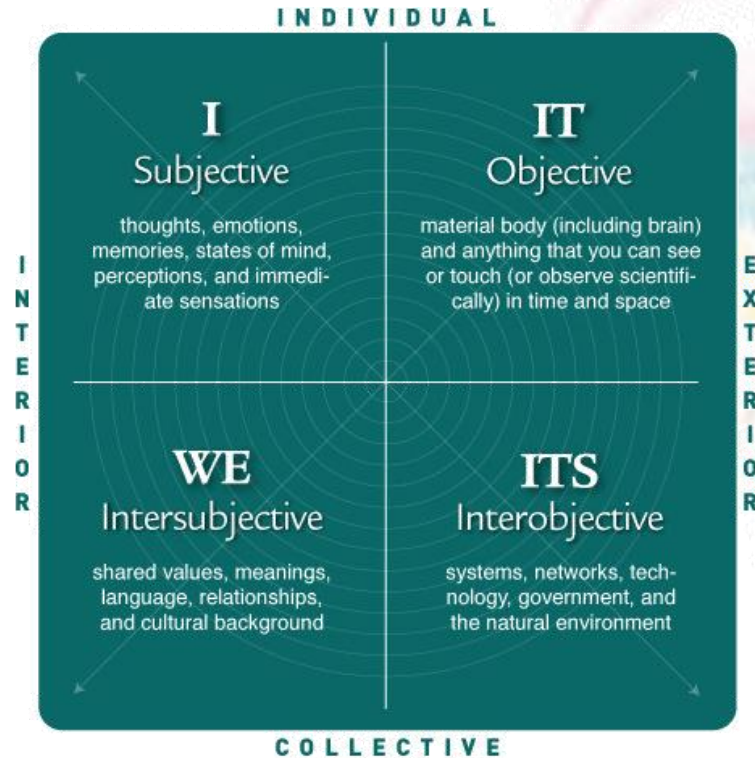
Questions: Who am I? What do I feel? What do I value?

Science: Psychology, contemplative religions

Cultural. “The way we do things around here”, interactions and communication, collective consciousness.

Questions: Who are we? What do we feel? What do we value? How do we communicate?

Science: Cultural studies



Behavioral. Exteriors, organism, behavior, empiricism, statistics.

Questions: What does it do? What does it look like? Where is it? How much?

Science: “Hard science”, scientific method, Behaviorism, Physics, Chemistry, Biology

Social. Interobjectivity, social systems, laws, ecosystems, economy.

Questions: How do these objects interact? What does this system look like?

Science: Social studies, Ecology, Systems Theory

“I” Quadrant

Your own subjective being. Your consciousness, your values, your emotions.

For now, consider these questions:

- Are you truly aware of your own value structure? Can you communicate it to others? Do you have a feeling for how it influences your reactions toward other people?
- In day to day life, are you aware of your emotional state? Can you communicate when you are stressed or agitated so others can accurately interpret your reactions?
- Do you know what truly motivates you and do you strive to be in that motivational zone throughout the day so you can be of service to others while enjoying your work and life?
- Do you know what your purpose is? Can you stand firmly grounded in your purpose and stay there in the midst of turbulence and adversity?
- Do you know what motivates your team members?
- Have you found a way to align their values with their work and their work with their values?
- Have you asked your team members why they chose this line of work and how you can help them find meaning in what they do?
- What happens when people suddenly show strong emotional reactions? Do they feel secure enough to handle situations like these?
- Does your company have a clear purpose? Does it have a reason to exist?
- Do the people inside the company identify clearly with these values and goals and does the company nourish the individuals' values and goals?
- Does your company put positive pressure on people, giving them the opportunity to grow together with others and thus allows people to change and heal on a deep personal level?
- Are people in your company ready for this massive change?

“We” Quadrant

The interaction of subjects in teams and communities

Consider your cultural background for example. Your team and organizational values.

- How do you think it affects you and your interactions with others?
- What do you know about the cultural background of your coworkers?
- What kind of language do you use in interaction with others? Are you attuned to the language of those around you?
- What are the shared values of those around you? Would it make sense to point them out and maybe change them?
- What makes the team you are working with special? Is it just a mutual appreciation of peanut butter sandwiches or is it the deep commitment to excellence?
- Have team members created a culture in which others are singled out? Do team members use harsh words with each other? Do they have inside jokes? Do they follow agile values or do they blindly stick to the process?
- What's the relationship towards other teams and the company like?
- Does the team have enough agency to assert itself and effectively remove impediments?
- Do your shared values decide whether the company produces more of what it is good at or tries to be at the leading edge with innovative products?

“It” Quadrant

Everything that is objectively visible, measurable and observable happens here.

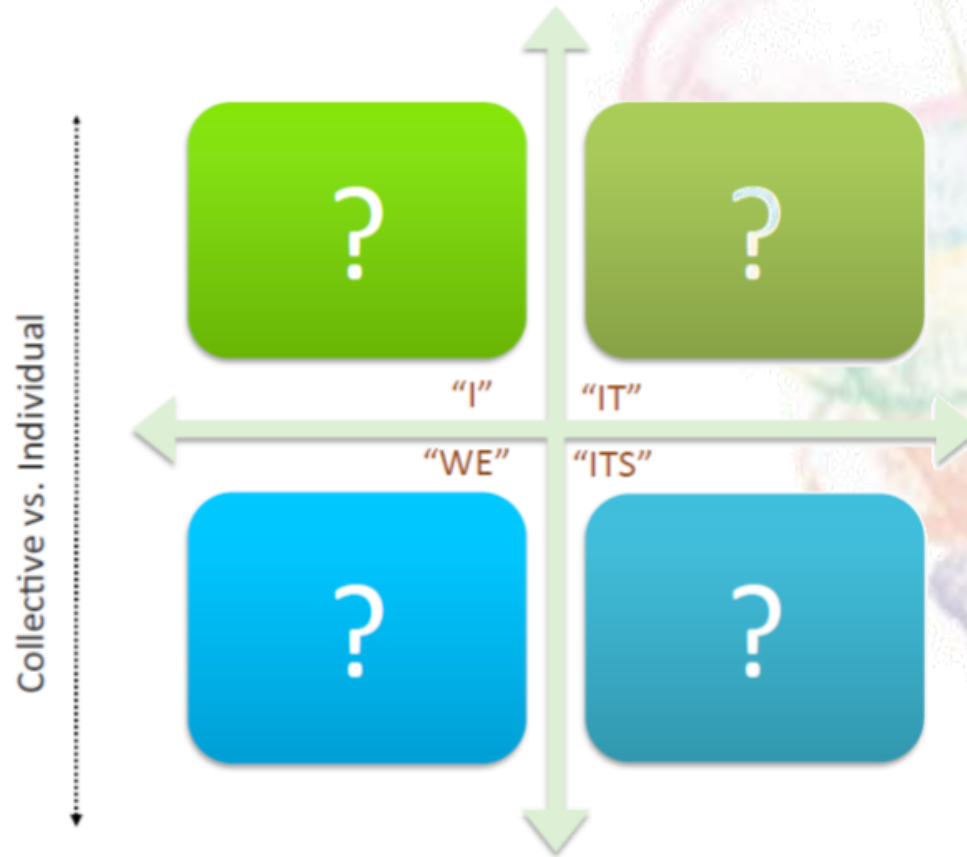
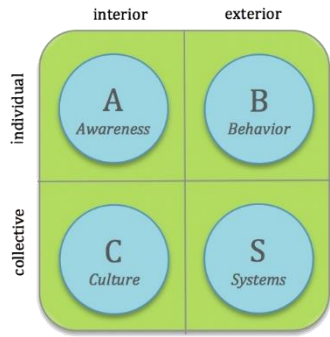
- How do other people perceive you? What does your body look like? How do you move? How do you visibly communicate?
- What is your behavior like? Are you a calm, organized person or are you unreliable and erratic? Did you know that behaving a certain way can have an effect on your consciousness?
- What are your skills? Do you actively grow in your profession?
- Performance, metrics, skills and individual artifacts are all part of the upper right quadrant.
- What is objectively measurable about your team?
- Which metrics make sense to you and your team?
- What's the distribution of skills like between team members? If someone is on vacation or out sick, can others cover him?
- Do people get all the education they need?
- Is your team accumulating technical debt?
- Does your company make an impact in the world?
- Does rapid reaction to the market take place?
- Do your shared values drive the behavior of your company?

“Its” Quadrant

Inter-objective, social and technological interaction, environments, processes, systems and structures

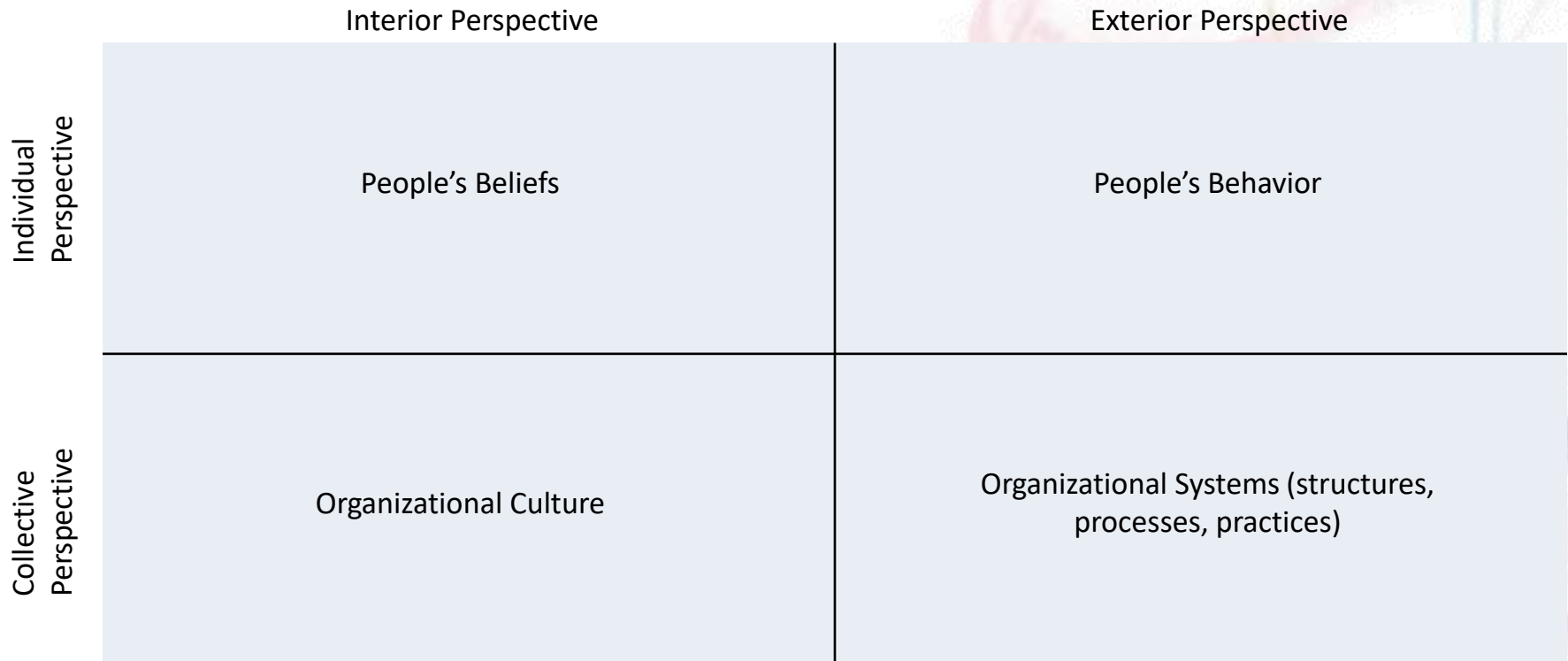
- What processes are you involved in at your company?
- Are the structures of your company right for you or do they hinder your progress?
- Do you live in an environment which is beneficial to you?
- Do you actively contribute to a social cause?
- What's the workspace for your team like? Are they colocated? Are they working in a noisy environment?
- What types of business processes is your team part of? Do these processes nourish your team and make it thrive or do they hinder and obstruct it?
- What does the technological environment look like?
- What kind of technical practices does your team follow?
- Do you use agile processes inside of your company? Have you grown beyond Agile even?
- Do your processes continuously evolve and adapt and do the structures of the company change along with this?
- Is your company acutely aware of the social system it is embedded in?
- Would the company be able to facilitate social change by being a model of a working Integral social structure?

Activity 2: What is Your Personal Preference?



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Quadrants Applied to Organizations

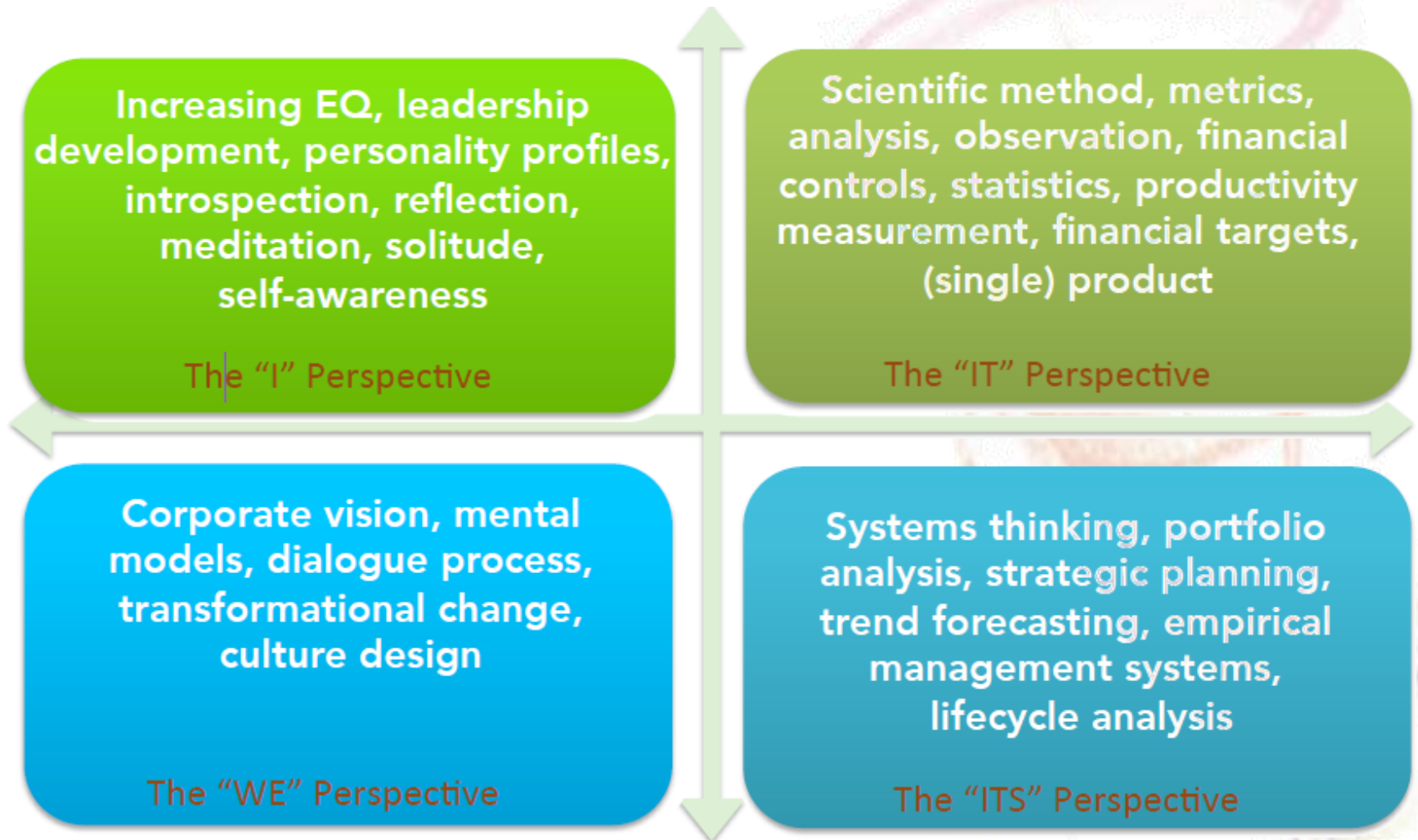


An Example Using Orange

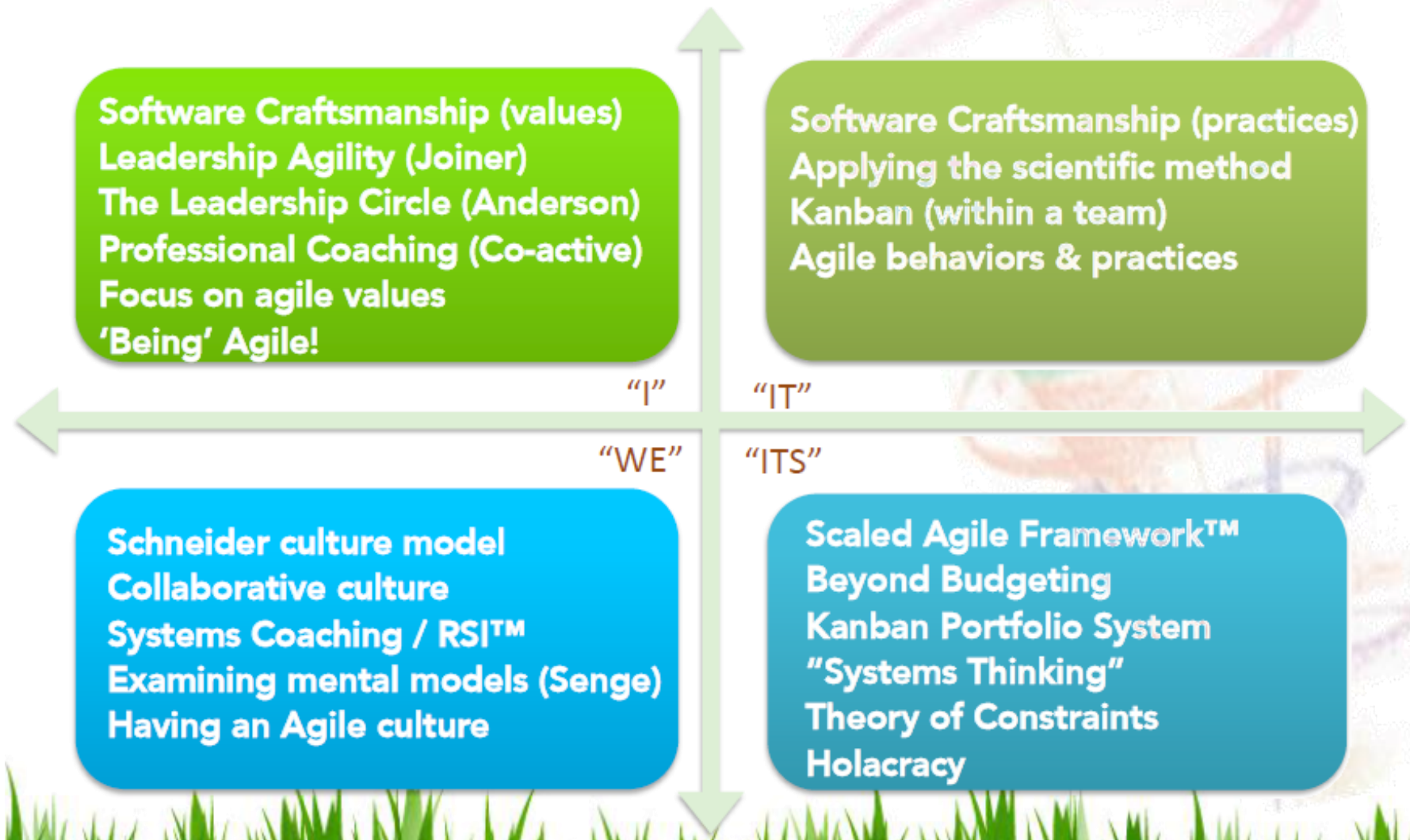
Common Orange belief – People are motivated by money and recognition

- Leaders who hold such a belief (upper-left) will put incentive systems in place that match their belief
- People should be given ambitious targets and a lofty bonus if they reach them (lower-right)
- People will behave individualistically; tempted to cut corners if needed to make the numbers (upper-right)
- A culture will develop that esteems great achievers above team players (lower-left)

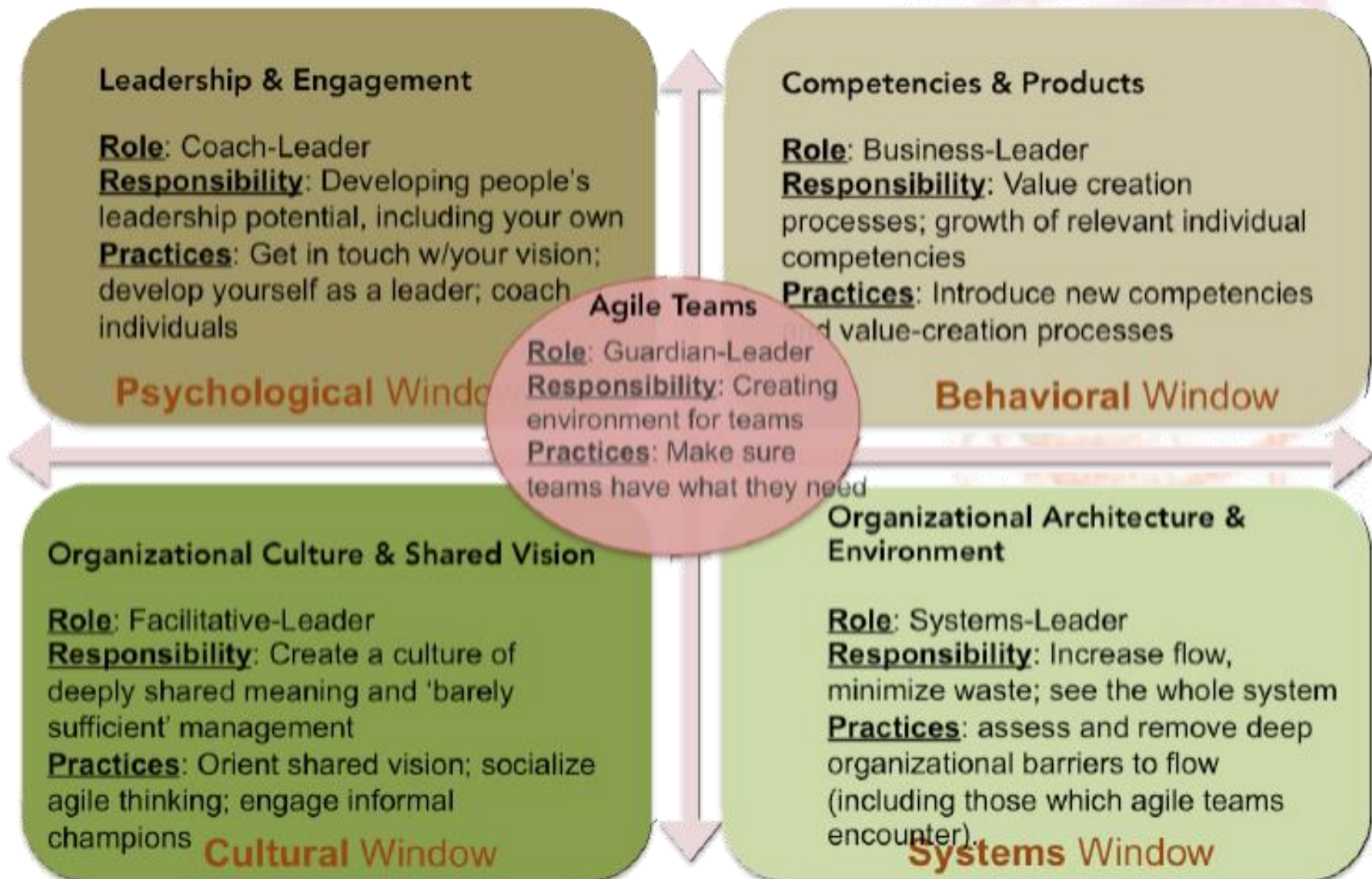
Types of Tools



Tools by Quadrant

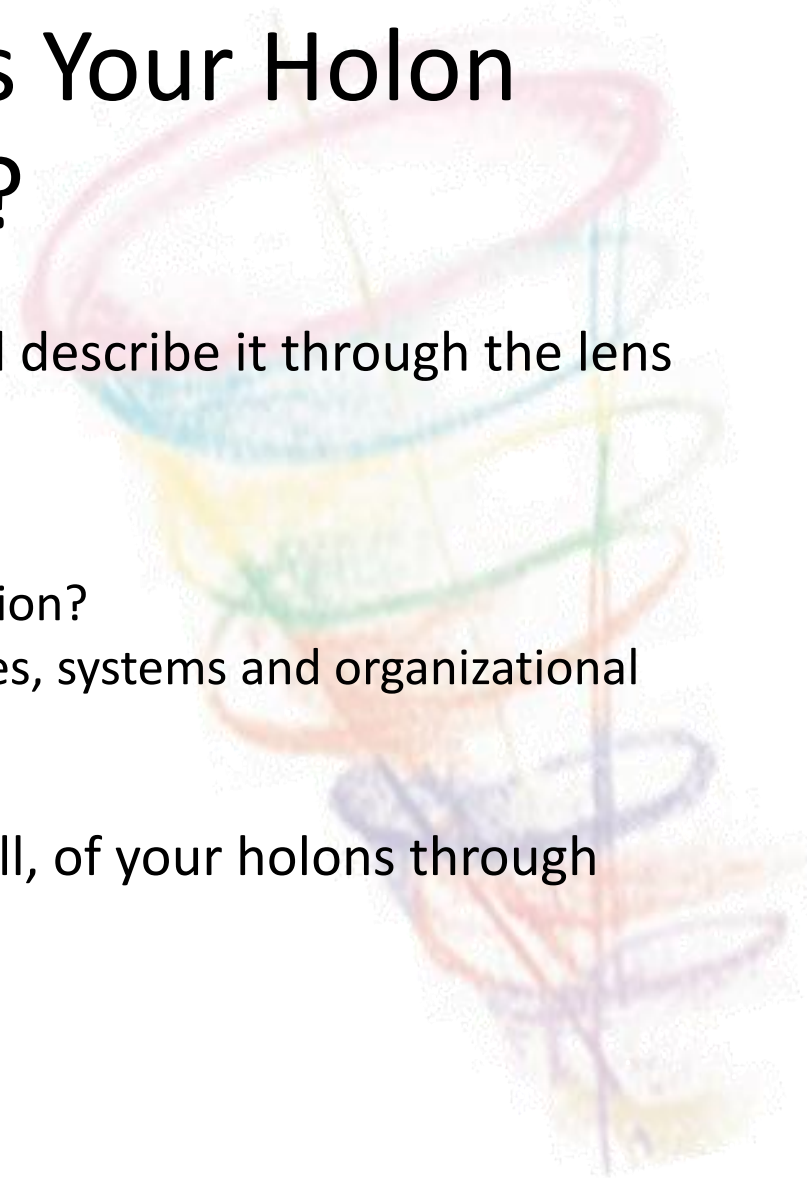


An Application for Management



Activity 3: What Does Your Holon Look Like?

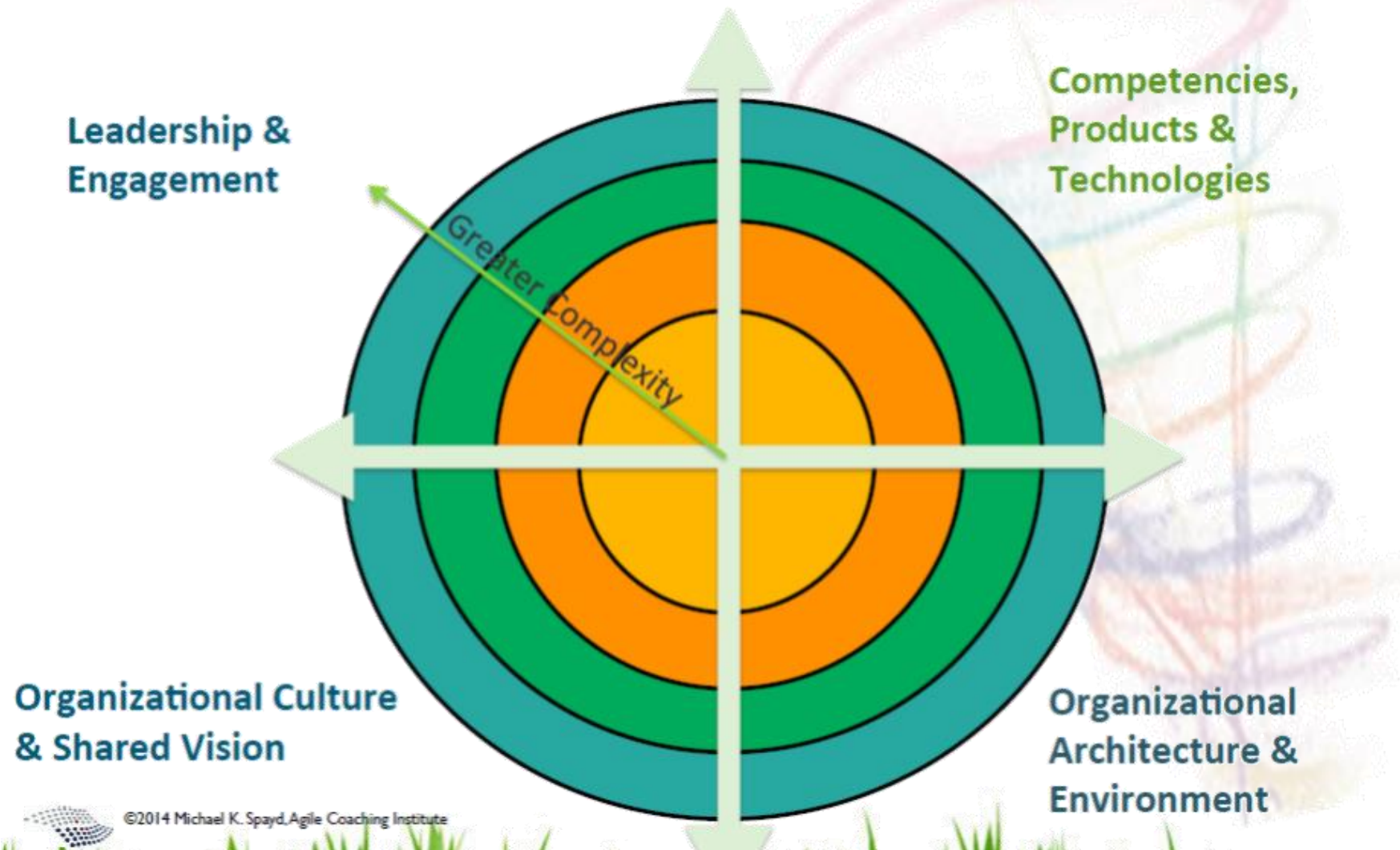
- Pick a holon in your focal system and describe it through the lens of the Quadrants
 - What are its morals, ethics, beliefs?
 - What are its behaviors and tools?
 - What is its culture and its shared vision?
 - What are its environments, processes, systems and organizational structures?
- Extra Credit... describe multiple, or all, of your holons through the lens of the Quadrants



Integral Agile - Teaser

- Use the lens of the quadrants to see the holons where they are
- Use knowledge of the “levels” and “lines” to help holons become better where they are, and eventually raise to next level
 - Spiral Dynamics
 - Tetra-arise
- Next session will cover using “the lens” and the knowledge of where your client and their organization “is” to improve them and help them achieve their goals

Meta-Map of Agile Enterprises



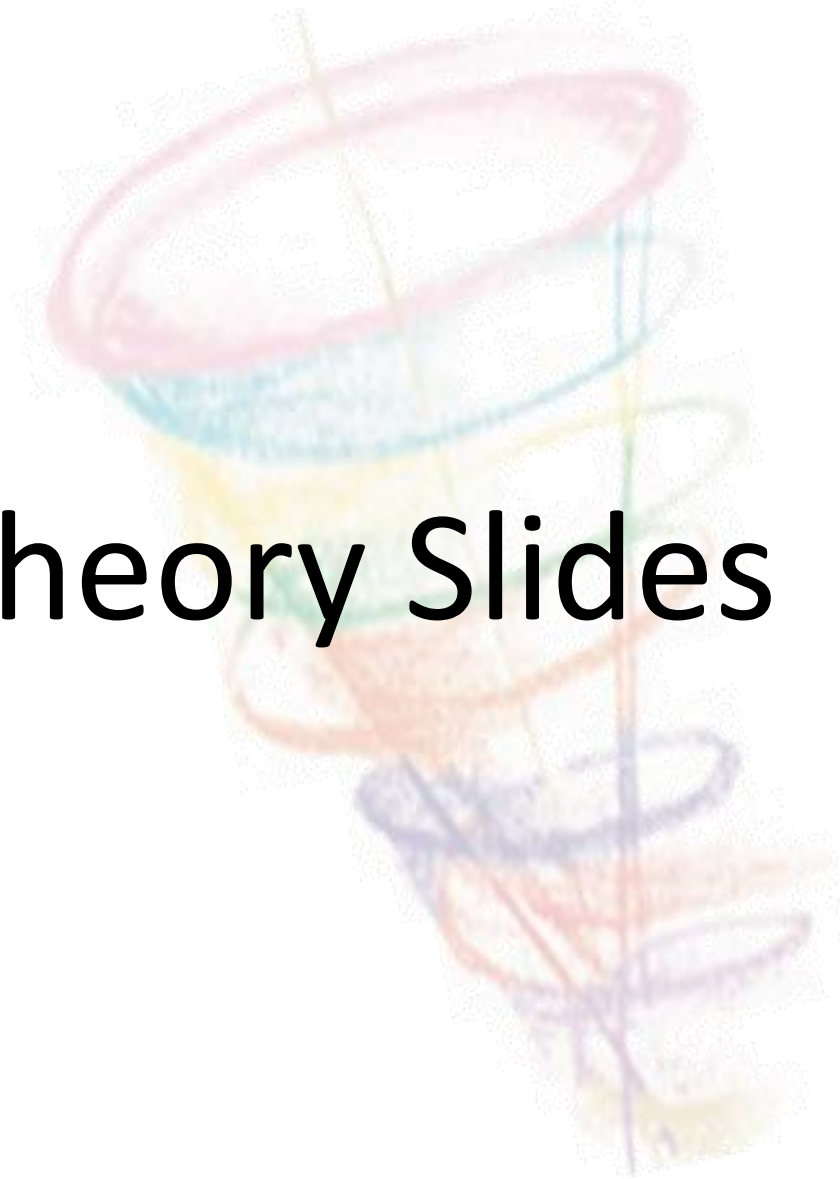
What tools fit your client?

Leadership (I)	Org Culture (WE)	Practices / Competencies (IT)	Org Architecture (ITS)
<ul style="list-style-type: none"> • Expect mainly Reactive / Expert leadership 	<ul style="list-style-type: none"> • Formal, role-based • Agile by edict 	<ul style="list-style-type: none"> • Iterative development • “Simplistic” Kanban 	
<ul style="list-style-type: none"> • Expect Reactive (Exprt, Achiever) leadership • Tactical Intro of Coaching competency for goal clarification 	<ul style="list-style-type: none"> • Expect “Competitive,” Profit-driven (obsessed) • Team owns work (as long as biz goal met) 	<ul style="list-style-type: none"> • Engineering Practices – measure biz goals • (partial) Lean Startup • Kanban – cycle time • Results-driven Scrum 	<ul style="list-style-type: none"> • Matrix structure with empowered customer • Expect MBO structure & “rank & yank” • Look for “pain”
<ul style="list-style-type: none"> • Emerging Creative • Expect Achiever & Catalyst leadership • Coaching competency for growth of self 	<ul style="list-style-type: none"> • Values-driven • Teams own results • Participative, consensus • Family “feel” 	<ul style="list-style-type: none"> • Team-oriented practices • Lean Startup practices • People-driven Scrum 	<ul style="list-style-type: none"> • Flat org structure • Performance Revs done by Teams • Policies on rights of workers • Theory of Constraints
<ul style="list-style-type: none"> • Creative (Catalyst & above) • Coaching (multidimensional) 	<ul style="list-style-type: none"> • Self-organized teams! • Purpose-driven culture • True meritocracy 	<ul style="list-style-type: none"> • Lean Startup / Customer Development • Software Craftsman • Fluid code ownership • Unique solutions 	<ul style="list-style-type: none"> • Innovative org structure • Holacracy, lattice • Team Coach role with no authority

Integral Theory References

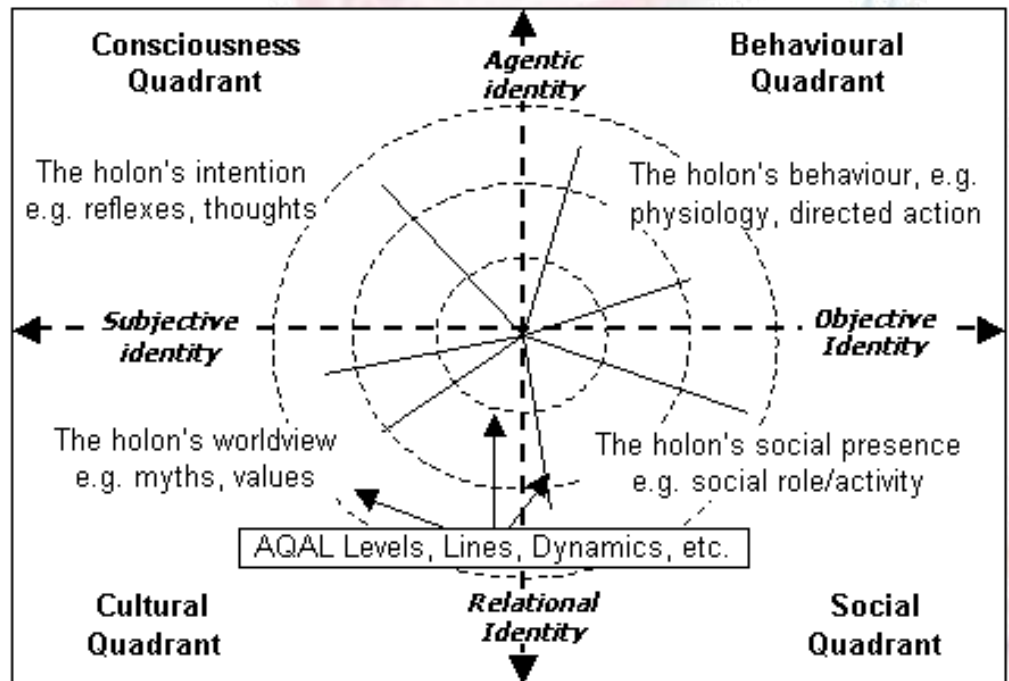
- A Theory of Everything by Ken Wilber
- Creating the Agile Enterprise by Michael Spayd (*Coming Soon...ish...*)
- Michael Spayd's Agile2014 Presentation
 - http://schr.ws/hosted_files/agile2014/bb/1943_What_would_it_mean_-_Coach_Enterprise_-_Agile_2014_-_dist_ver.pdf
- <http://www.agilecoachinginstitute.com/integral-agile/>
- Reinventing Organization by Frederic Laloux
- http://www.reinventingorganizationswiki.com/Main_Page
- <https://integrallife.com/>
- <http://integral-agile.com>

Extra Integral Theory Slides



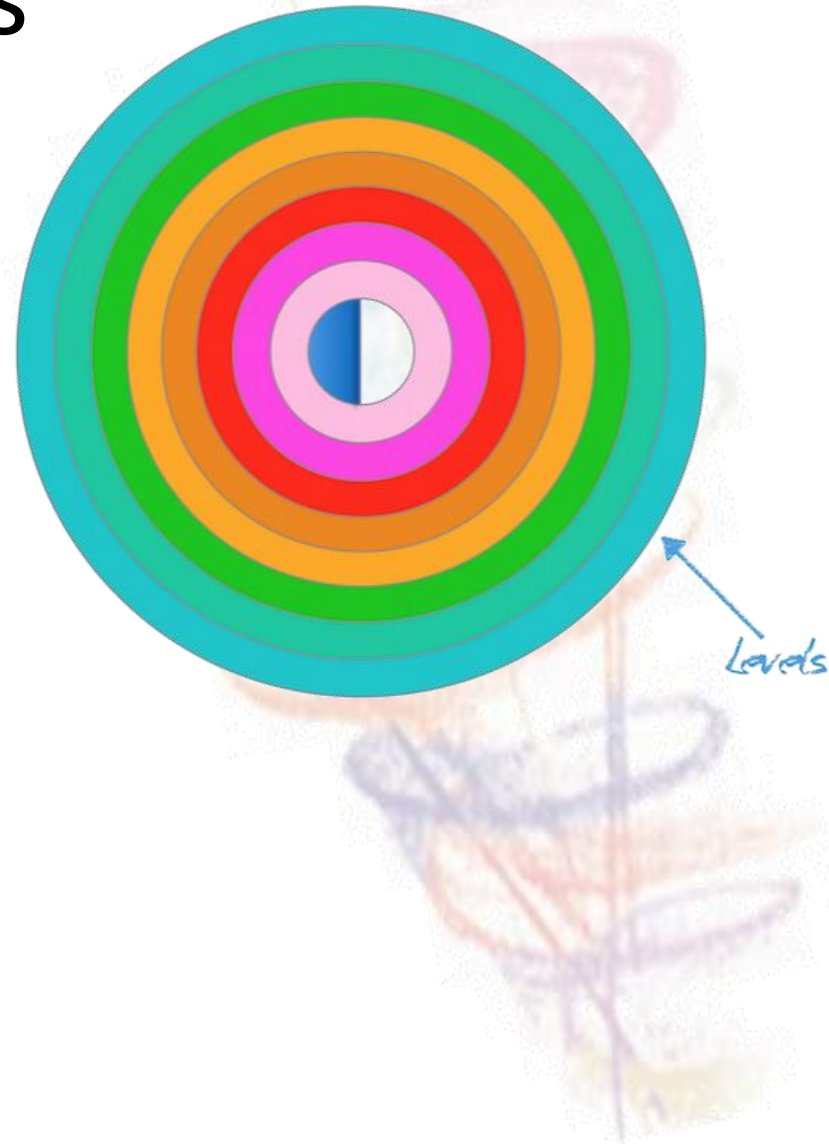
A Busy Picture to Start to See Integral Agile...

- Quadrants
- Levels
- Lines
- States
- Types
- Waves
- Streams
- Dynamics



Levels

- Human consciousness moves through a series of stages on a ladder or spiral. Individuals at these stages tend to form social holons in distinct ways. Higher levels in organizational development are marked by an increase in trust and freedom for employees and a larger contribution to the development of the Kosmos.



Levels

- There are several developmental models which describe the progress of some aspect of human consciousness. We call these lines and we will look at them in the next section. Spiral Dynamics by Don Beck and Chris Cowan (based on the research of Clare W. Graves), Jean Piaget's model of cognitive development, Lawrence Kohlberg's stages of moral development, Robert Kegan's orders of consciousness, Jane Loevinger's stages of ego development, Susanne Cook-Greuters stages of ego development, Jean Gebser's structures of consciousness, and others. They all lead us to the conclusion that consciousness does not evolve in a random fashion. Rather, there is a direction. Consciousness evolves to be able take more perspectives, to deal with increased complexity, to feel more love towards other beings.

Integral Theory posits that human consciousness evolves through a series of levels on a ladder which does not end. Each level transcends and includes the previous one.

Levels

- Each of these levels marks a shift in an organization's ability to handle complexity and is generally characterized by an increase in freedom of the employees. The structures in these organizations allow for an increased amount of integrated perspectives. Teal structures, especially the advice process, allow for the currently known maximum amount of integrated perspectives.

We will later see how individuals, teams, and organizations move through these stages, what healthy and unhealthy expressions of these stages look like, and when to make use of this concept.

Please note: There is a prime directive when working with the concept of levels. Each level is desirable and none is ultimately better than the other. These stages build on each other and one wouldn't exist without the other. If you find that this concept does not *increase* your ability to take other people's perspective and feel a deeper connection toward them, drop the whole concept of levels immediately.

Lines

Contents of this Section

- Different lines of development in individual and social holons.

Short Version

- Several lines or intelligences move through the levels of development we looked at in the previous section. We should be aware of them and actively work with them.

Main Version

- While levels look at the general development of consciousness, lines look at the multiple intelligences which development takes progress in. Every human being is a unique blend of several lines of differently developed intelligences. Lines include cognitive, emotional, moral, kinesthetic, mathematical, interpersonal, intrapersonal and others.

Cognitive	What am I aware of?
Self-development	Who am I?
Values	What is significant to me?
Moral	What should I do?
Interpersonal	How should we interact?
Spiritual	What is of ultimate concern?
Needs	What do I need?
Kinesthetic	How should I physically do this?
Emotional	How do I feel about this?
Aesthetic	What is attractive to me?

Lines

- Have you ever noticed how unevenly developed virtually all of us are? Some people are highly developed in, say, logical thinking, but poorly developed in emotional feelings. Some people have highly advanced cognitive development (they're very smart) but poor moral development (they're mean and ruthless). Some people excel in emotional intelligence, but can't add 2 plus 2.

States

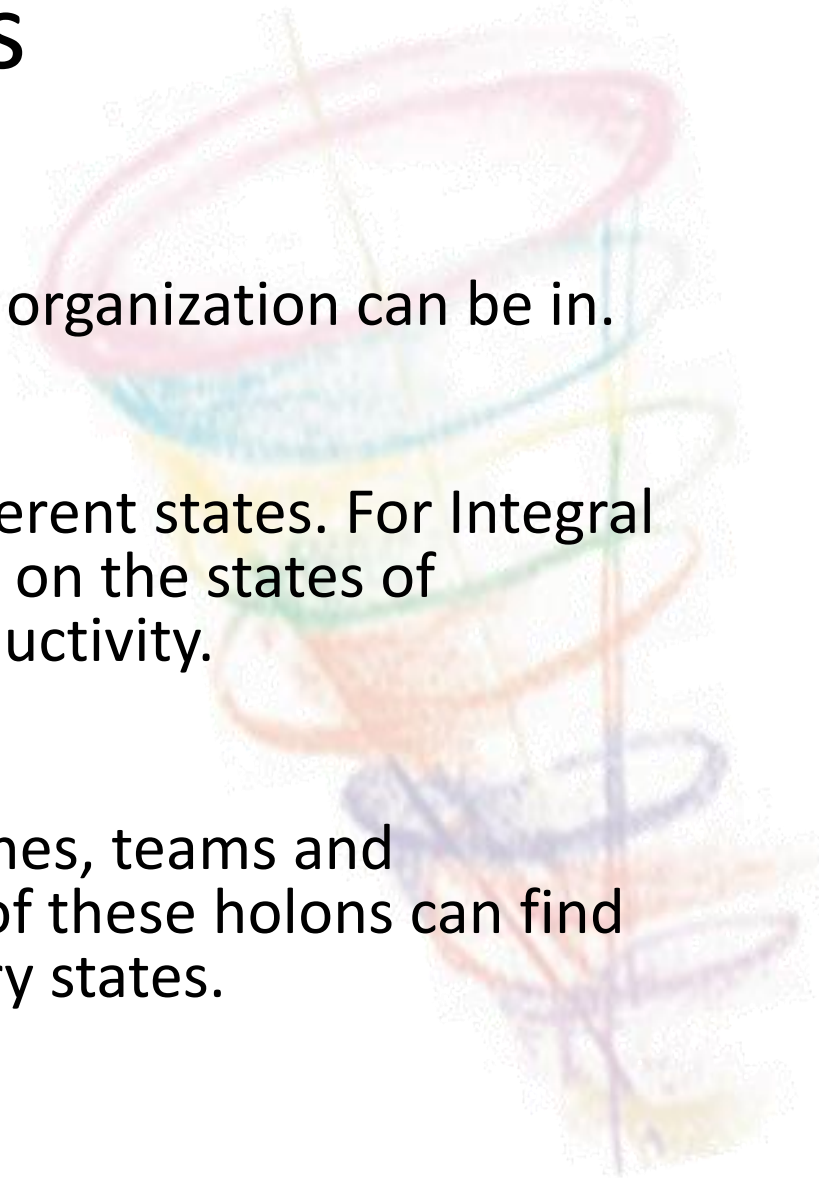
- **Contents of this Section**
- Different states a coach, team or organization can be in.

Short Version

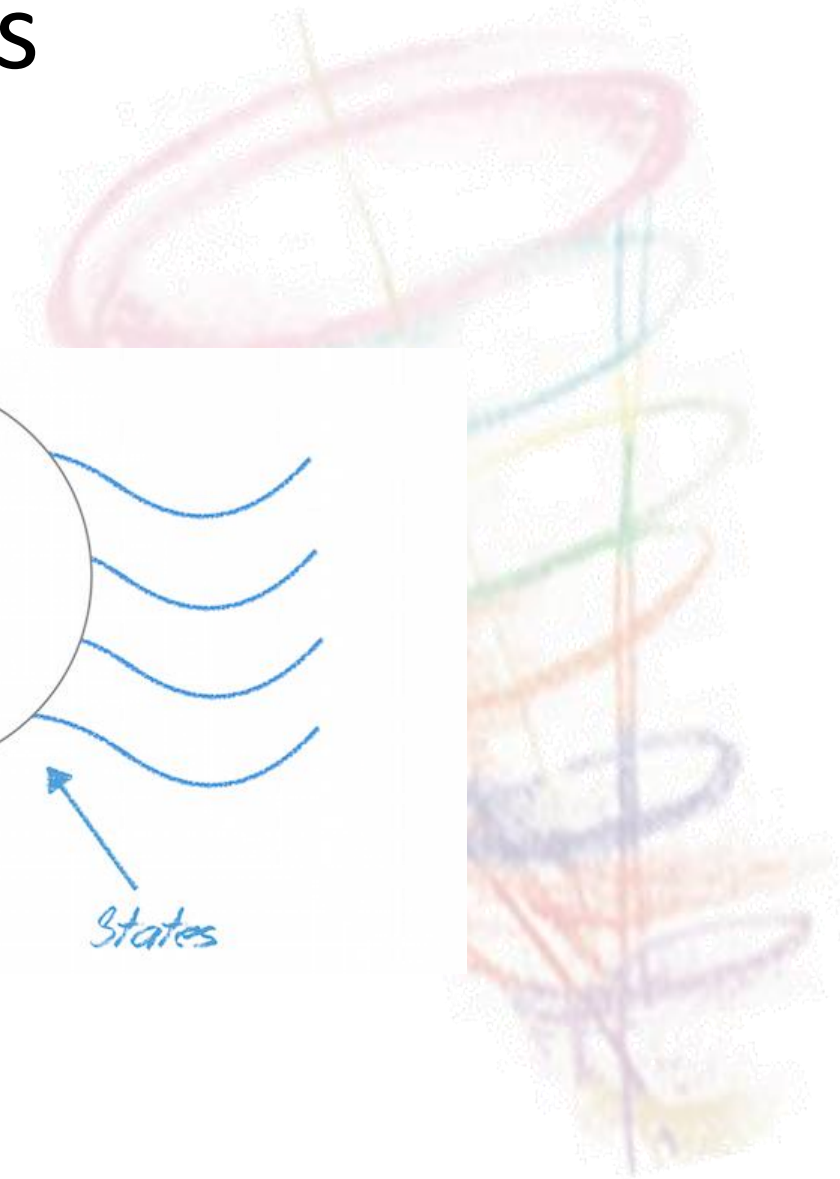
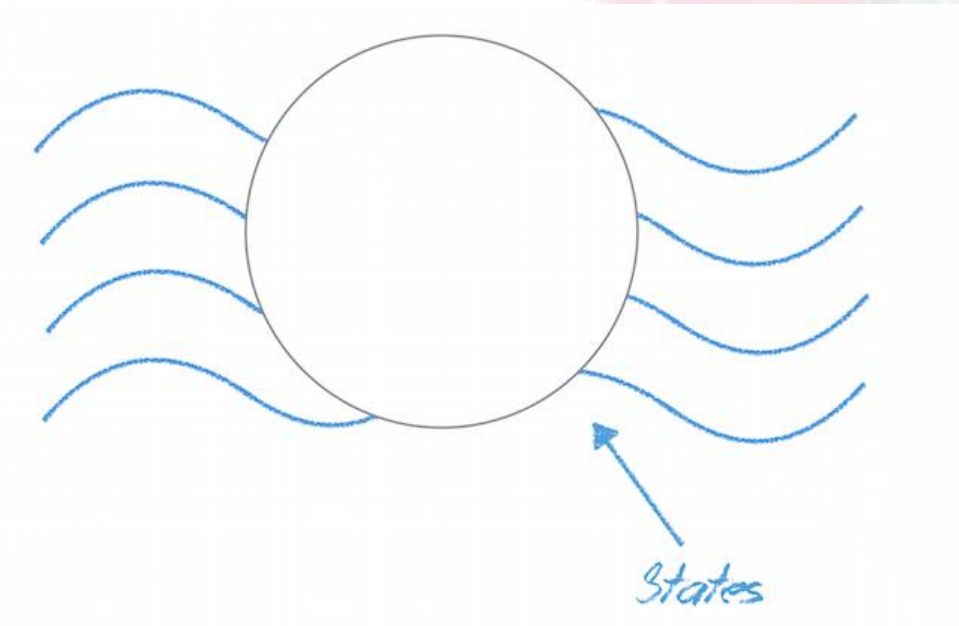
- Holons can temporarily be in different states. For Integral Agile holons we will mainly focus on the states of mindfulness, flow and hyperproductivity.

Main Version

- In addition to levels in lines coaches, teams and organizations move through, all of these holons can find themselves in different temporary states.



States



States

- For individual (human) holons, these are
 - Waking
 - dreaming and sleeping
 - Meditative
 - Altered
 - non-ordinary
- It will probably not be very interesting to look at most of these from an agile perspective. We will simply assume that being awake, sober and not in a state of psychosis is a prerequisite to working in an agile team. However, other states are very important for our work. These include the states of:
 - mindfulness
 - flow
 - and hyperproductivity
- Hardly anyone in a business setting honors these states, let alone finding a way to purposefully evoke them in themselves or others. States of mindfulness and flow have been studied extensively and shown to elicit a slew of positive changes in employees.

States are included in our Integral Agile model since actively working with these is not only beneficial in itself but can also have a positive impact on levels and lines.

Types

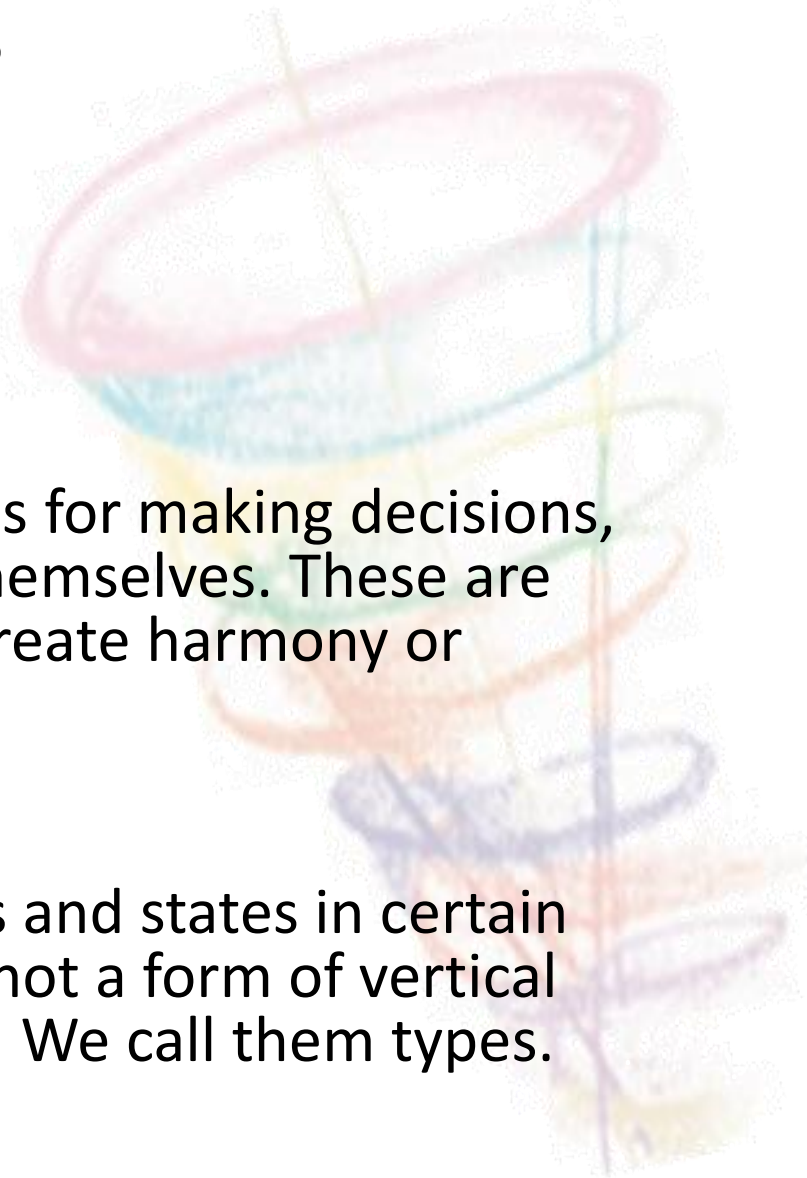
- **Contents of this Section**
- Different types of holons.

Short Version

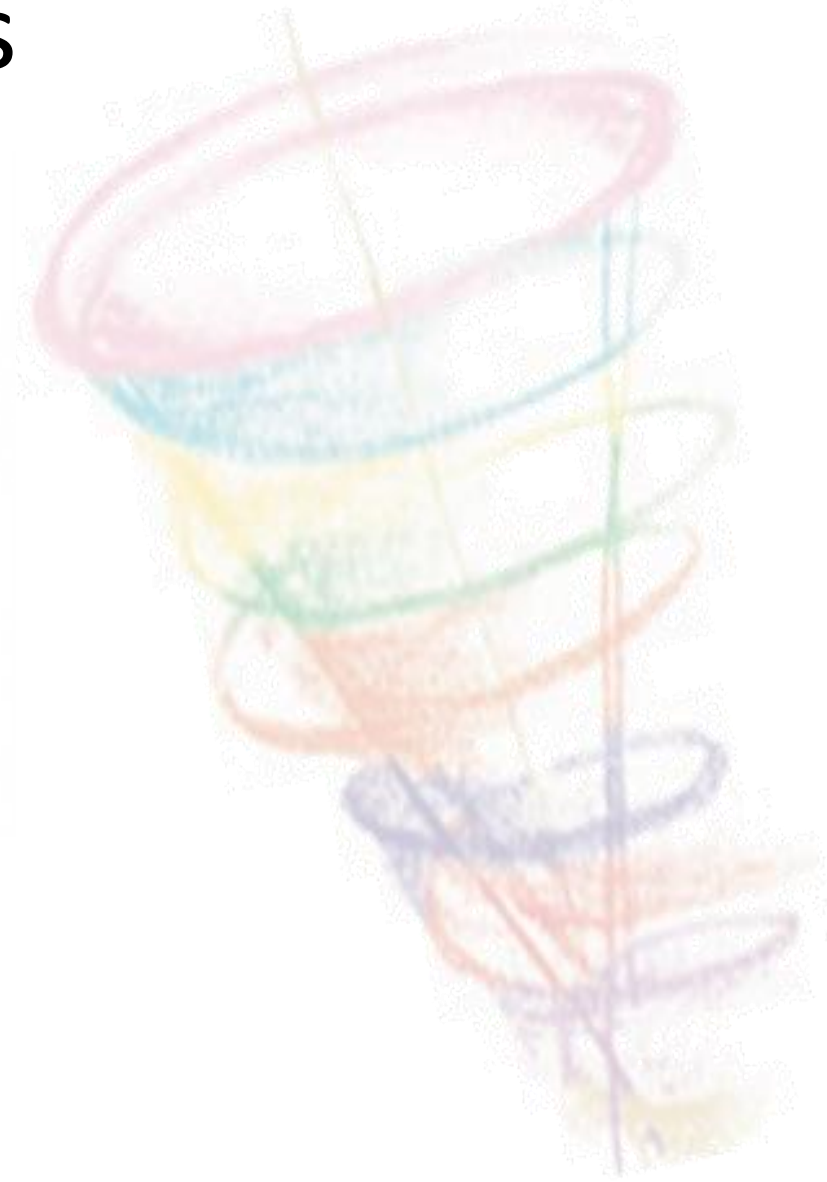
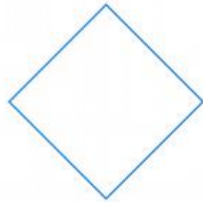
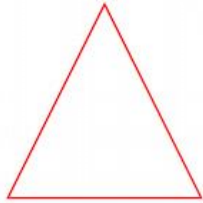
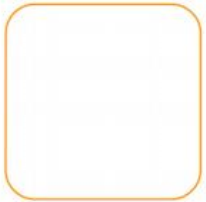
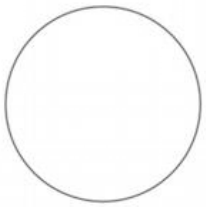
- Holons display certain preferences for making decisions, communicating and expressing themselves. These are called types and can be used to create harmony or deliberate tension.

Main Version

- Holons move through levels, lines and states in certain ways. These individual styles are not a form of vertical growth, but a form of preference. We call them types.



Types



Types

- Aside from basic types like male and female the concept of differing personality types has been widely acknowledged in the business world. The following models are popular and have been used with success: Myers-Briggs Type Indicator
- Insights Discovery
- DISC
- Herrmann Brain Dominance Instrument
- These are all examples of models which focus on individual holons. Geert Hofstede's cultural dimensions are an example of types of culture in social holons.

While none of these models capture all of reality, understanding types lets you honor other perspectives as equal; a practice essential to any integral framework. People think and operate differently and it is important to learn about their behavior patterns and speak their language.

Individuals in Integral Agile teams can choose to work on tasks with others who share the same type, who have the exact opposite one or they can make sure each type is actually included in the team. We will also look at other possible applications of types and limitations of the model.