



# Cincy Deliver 2024 Sponsors

Diamond



Gold



Silver



# PQ for Agilists

Building a foundation for sustained positive change

**Scott Schnier, PQ Agile coach  
OneStepCoach LLC**

Email: OneStepCoach@iCloud.com

# Agenda

- PQ Reps
- About Scott
- PQ over view
- PQ and Agile Adoption
- Wrap up

# A bit about my journey to you today



## First Half

- BA Computer Science, MBA
- 23 Years - 20 programming languages, programmer, project leader, architect, director, VP
- Then a conversation

# A conversation that led to a career pivot



# The next 23 years

- ▶ The Agile manifesto ski trip
- ▶ FDD, Six Sigma, PMP, Scrum, Kanban, SAFe, DevOps, Lean
- ▶ Doing, managing, coaching agile groups for the next 23 years
- ▶ Semi-Retire then discover Positive Intelligence



# Mental Fitness

**How to grow the three core mental muscles to thrive in challenging times.**

# Mental Fitness

## **Definition:**

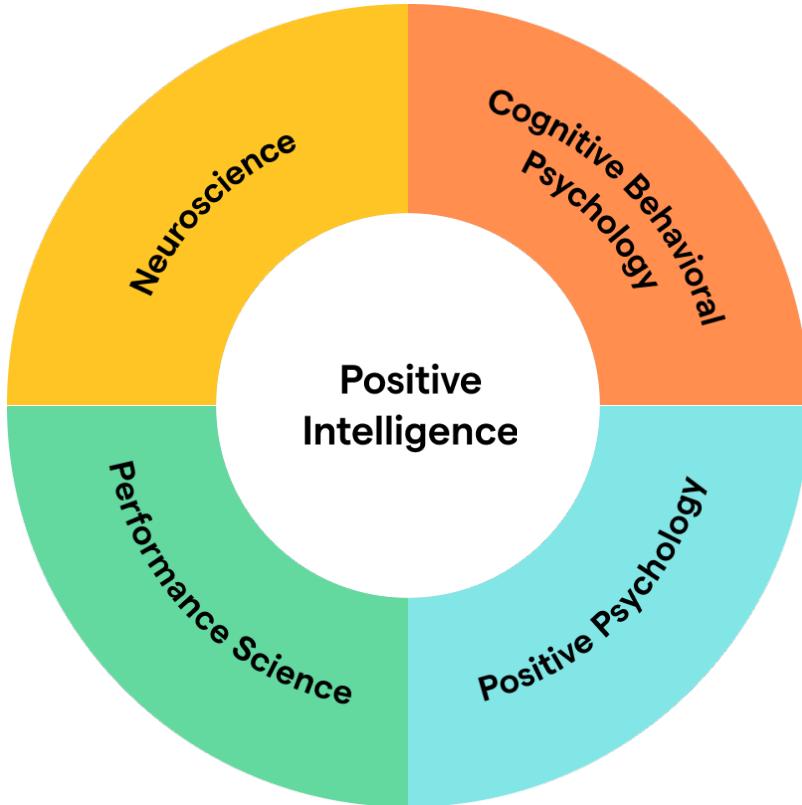
Your capacity to respond to life's challenges with positive rather than negative mindset

## **Impact:**

- Peak performance
- Peace of mind/wellness
- Healthy relationships

# Research Foundation

The PQ mental fitness program is based on breakthrough, original research by Shirzad Chamine and the synthesis of recent discoveries across neuroscience, positive psychology, cognitive behavioral psychology, and performance science.



# Research includes results from:

- ✓ Hundreds of CEOs and their executive teams
- ✓ Stanford students
- ✓ World-class athletes
- ✓ 500,000 participants from 50 countries

Research summarized in the New York Times best-selling book,  
Positive Intelligence, translated into 20 languages.

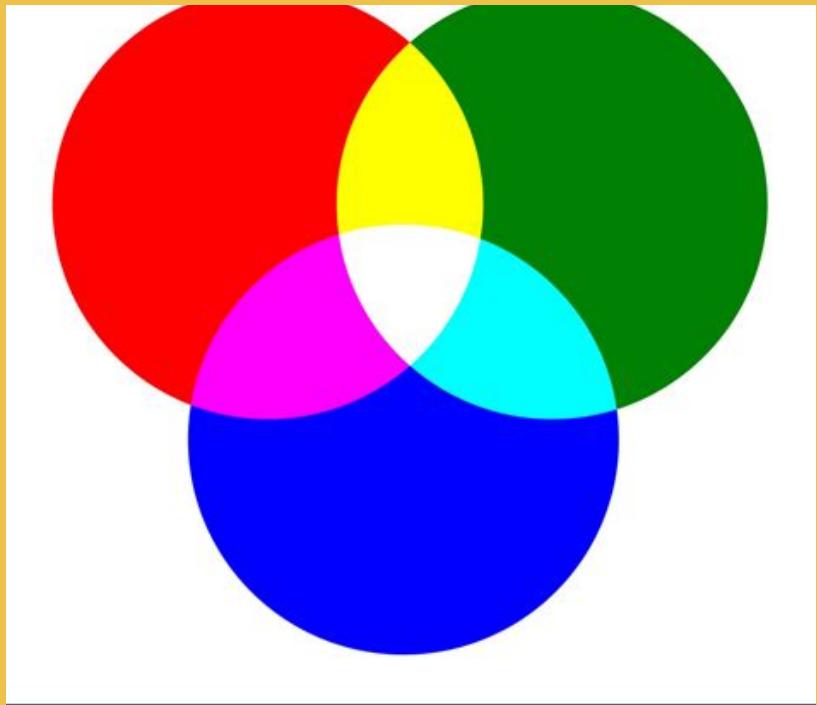
# Power of Factor Analysis

- ✓ Discovers the **root cause**
- ✓ Results in **radical simplification**

## Example

At the root of thousands of colors are only three factors:

**Red, Blue, Green**



# **Results of Factor Analysis Research**

Only 3 core muscles are at the root of mental fitness

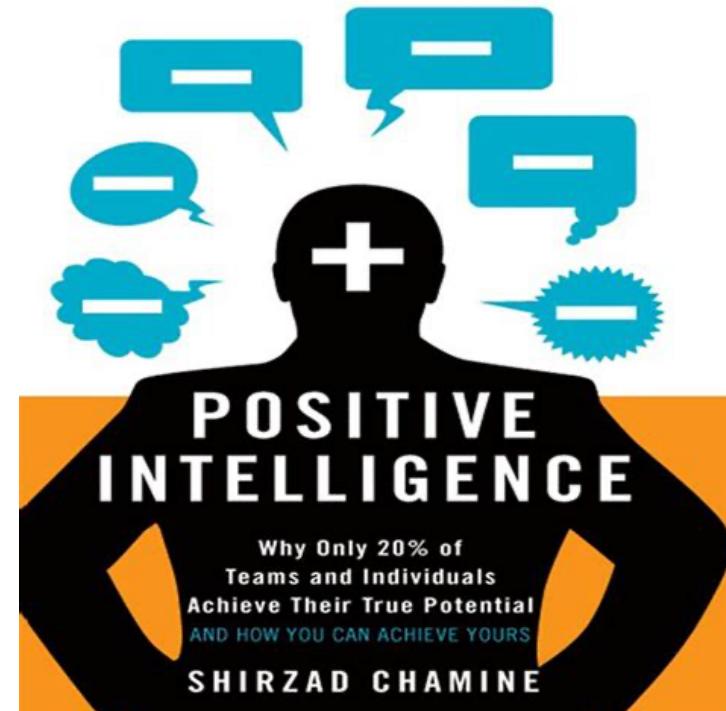
- 1. Saboteur Interceptor**
- 2. Sage**
- 3. Self-Command**

# The Operating System for people

- Machines



- People



# The PQ Operating System



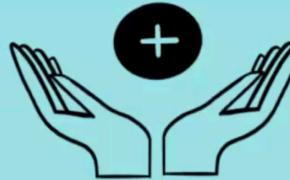
## Catch Your Saboteurs

- Judge
- Accomplice Saboteurs



## Energize Your Sage Brain

- PQ Reps

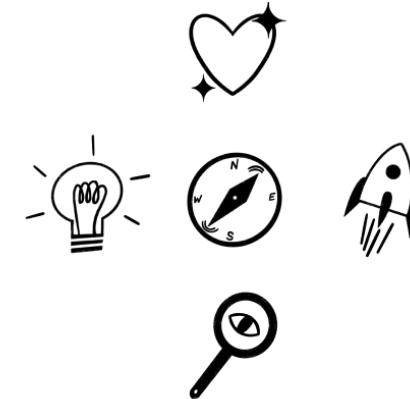


## Use Your Sage Powers

- Empathize
- Explore
- Innovate
- Activate
- Navigate



## 10 Saboteurs



## 5 Sage Powers

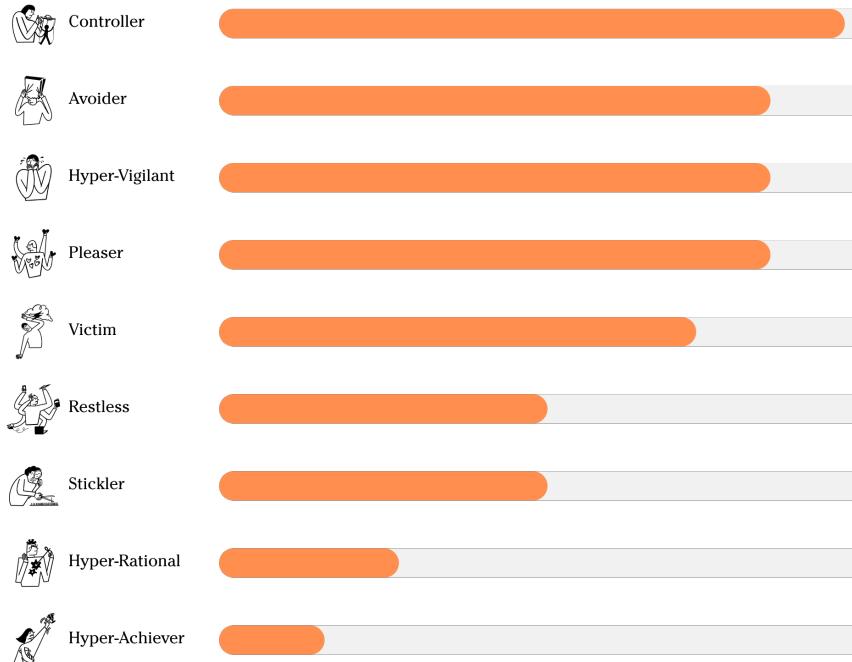
# The Judge



# 9 Accomplice Sabatours



## James, here are your results



Explore saboteurs' descriptions and notice the ones that speak to you.  
Remember, no one fits any Saboteur description completely.  
Look for the general patterns.

Explore

# Stickler

5.6

Perfectionism and a need for order and organization taken too far

## Characteristics

- Punctual, methodical, perfectionist.
- Can be irritable, tense, opinionated, sarcastic.
- Highly critical of self and others.
- Strong need for self-control and self-restraint.
- Works overtime to make up for others' sloppiness and laziness.
- Is highly sensitive to criticism.

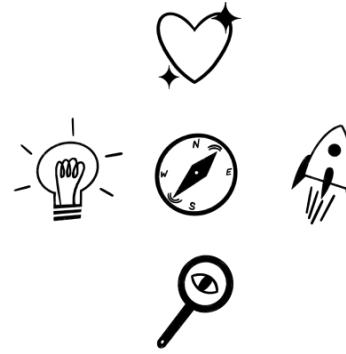
## Thoughts

- Right is right and wrong is wrong.
- I know the right way.
- If you can't do it perfectly, don't do it at all.
- Others too often have lax standards.
- I need to be more organized and methodical than others so things get done.
- I hate mistakes.



## Saboteurs

**Brainstem  
Limbic System  
Parts of Left Brain**



## Sage

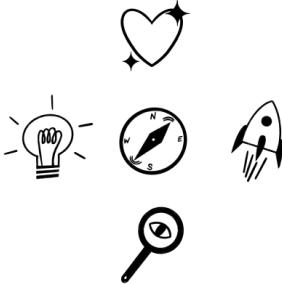
**Middle Prefrontal Cortex  
Empathy Circuitry  
Parts of Right Brain**



## Saboteurs

**Motivates you through  
negative emotions ...**

...fear, stress, anger, guilt,  
shame, insecurity, ...



## Sade

**Motivates you through  
positive emotions...**

...empathy, curiosity, creativity,  
passion and purpose.



## Saboteurs

Might generate success  
but **NOT** happiness.



## Sage

Generates your highest  
success and sustained  
happiness.

**Are negative emotions good  
for you?**

# Is pain good for you?



# **Negative Emotions**

**Only helpful for a few seconds as alert signal.**

Staying in negative emotion hurts ability to see clearly and respond with empathy, curiosity, creativity, or laser-focused action.

**Negative Emotion = Saboteur**

# Blameless Discernment vs Judgment



- What do you think is the difference?
- Consider a sprint review or an I&A session

# **The 3 core muscles**

- 1.Saboteur Interceptor**
- 2.Sage**
- 3.Self-Command**



# The Sage

- ▶ **Lives in region of brain associated with:**
  - ▶ Positive emotions
  - ▶ Peace and calm
  - ▶ Clear-headed focus
  - ▶ Creativity
  - ▶ Big picture
- ▶ **Operates from the Sage Perspective**

# **Sage Perspective**

**Every** outcome or circumstance can  
be turned into a gift and opportunity.

# The Stallion Story



## **QUESTION:**

**Which Perspective is True?**

**Saboteur: This is BAD**  
**Sage: This is a GIFT**

## **ANSWER:**

**Whichever you believe  
becomes true.**



# 10-Second PQ Reps

# Simplicity of the Operating System

1. If you're feeling negative emotions STOP.  
You're in **Saboteur** mode.
2. Do some PQ Reps to quiet Saboteurs and activate **Sage**.
3. Assume the **Sage Perspective** that every problem can be converted into a gift & opportunity.
4. Generate the gift by using the Sage powers like empathy, curiosity, creativity, and calm, clear-headed action.

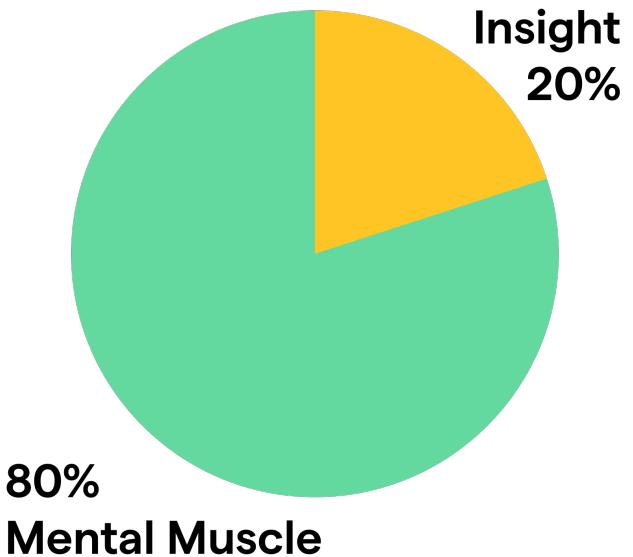
## **QUESTION:**

**Is it really possible to just shift from Saboteur to Sage response, even in tough challenges?**

## **ANSWER:**

**YES, but the speed and depth of the shift depends on mental muscle strength.**

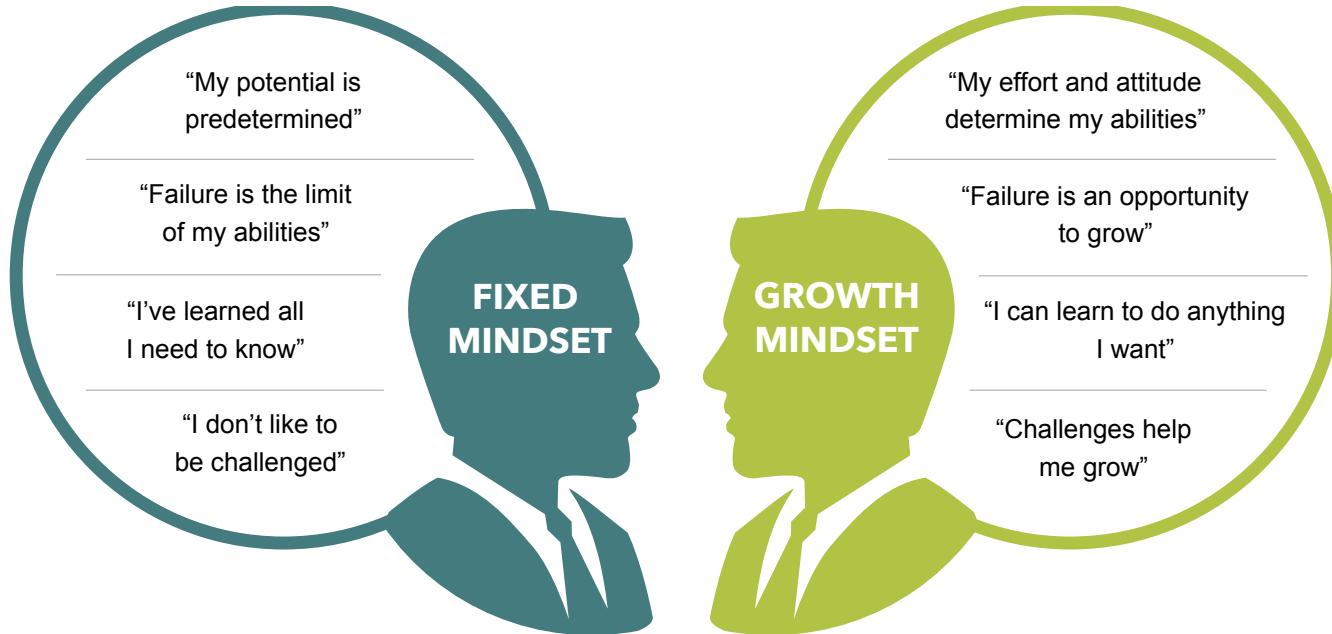
# Lasting positive change requires...



# Scrum or Kanban Training

- Delivers insight and helps discover new ways of working
- Coaches help with follow up
- But, If members have strong saboteurs at play then this is like building a castle on sand.
- Consider (Controller, Hyper Achiever, Hyper rational, etc)

# Lean Agile leadership training



© Scaled Agile, Inc.

"Adopting a new mindset requires a belief that new abilities can be developed with effort"

# What Saboteurs could be blocking Growth Mindset?



**10 Saboteurs**

# So why do Agile Transformations fail?

1. The C-Suite views Lean Agile as a technology skill set like Cloud Computing or AI
2. We don't / didn't have a deep enough tool box to effect the **human** change necessary to transition from an industrial management model to one more appropriate for 21st century knowledge workers

*We built (or are building) castles on sand.*



# Imagine the every team becoming positively self-directed



Triple Purpose



Mutual Accountability



Earned trust



Healthy Conflict

# The biggest lesson PQ has taught me

- One of my strongest saboteurs is my “hyper analytical” saboteurs
- I go to my analytical brain too often

“IF THE ONLY TOOL YOU HAVE IS A HAMMER,  
IT IS TEMPTING TO TREAT EVERYTHING  
AS IF IT WERE A NAIL”



# Imagine leading with Sage powers

- Sage Lives in region of brain associated with:
  - ▷ Peace and calm
  - ▷ Positive emotions
  - ▷ Clear-headed focus
  - ▷ Creativity
  - ▷ Big picture
- Operates from the Sage Perspective

the source of good things (Psychological Safety, Enablement, etc.)

# My Gift to you

- Take the Saboteur Assessment at <https://www.positiveintelligence.com/saboteurs/>
- Review the results
- Contact me for a complementary saboteur assessment session to discuss.

OneStepCoach@iCloud.com  
OneStepCoach.com

# Questions?

OneStepCoach@iCloud.com  
OneStepCoach.com