

Agile Project Management

Managing Projects under Uncertainty



Nariman Dorafshan, 2022

Session 04 Summary

Part 1
Introduction

Session 03
Summary



Increasing
Complexity

Part 2
Lean-Agile Practices



Part 3
Domain Mastery

LwO – Discovery
– FOTO



LwO – Discovery
– Ideal



LwO – Discovery
– Obstacle

Part 4
Soft Skills

Part 5
Thinking Skills

We are engaged in
a whole new set of issues and conflicts that are
without a clear resolution or end state.



From 36 Views of Fuji

Hokusai
(1760-1849)

Agile meets Reality!

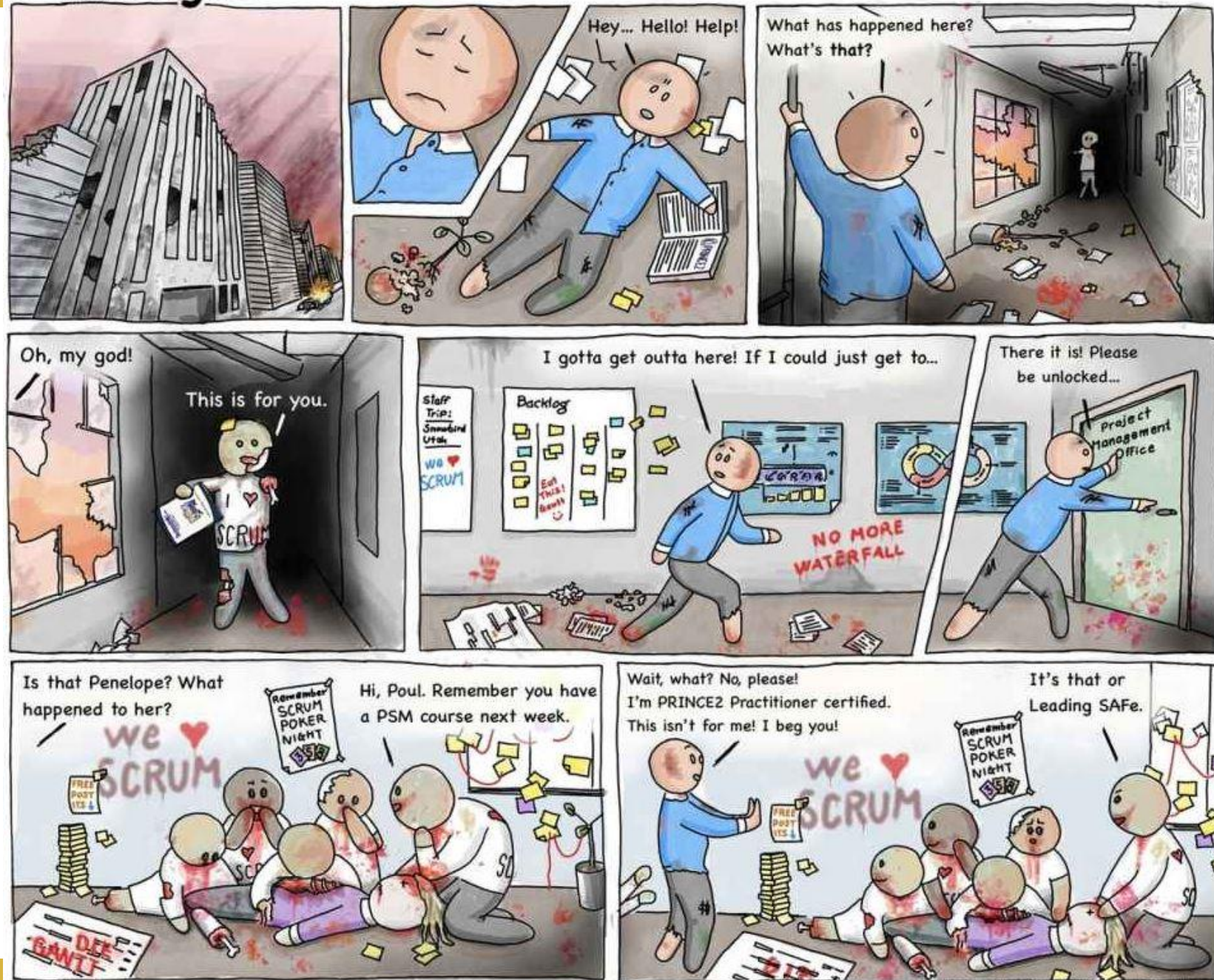
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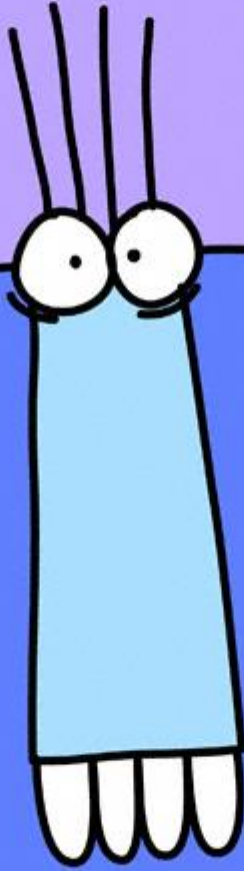


Post-Transformation

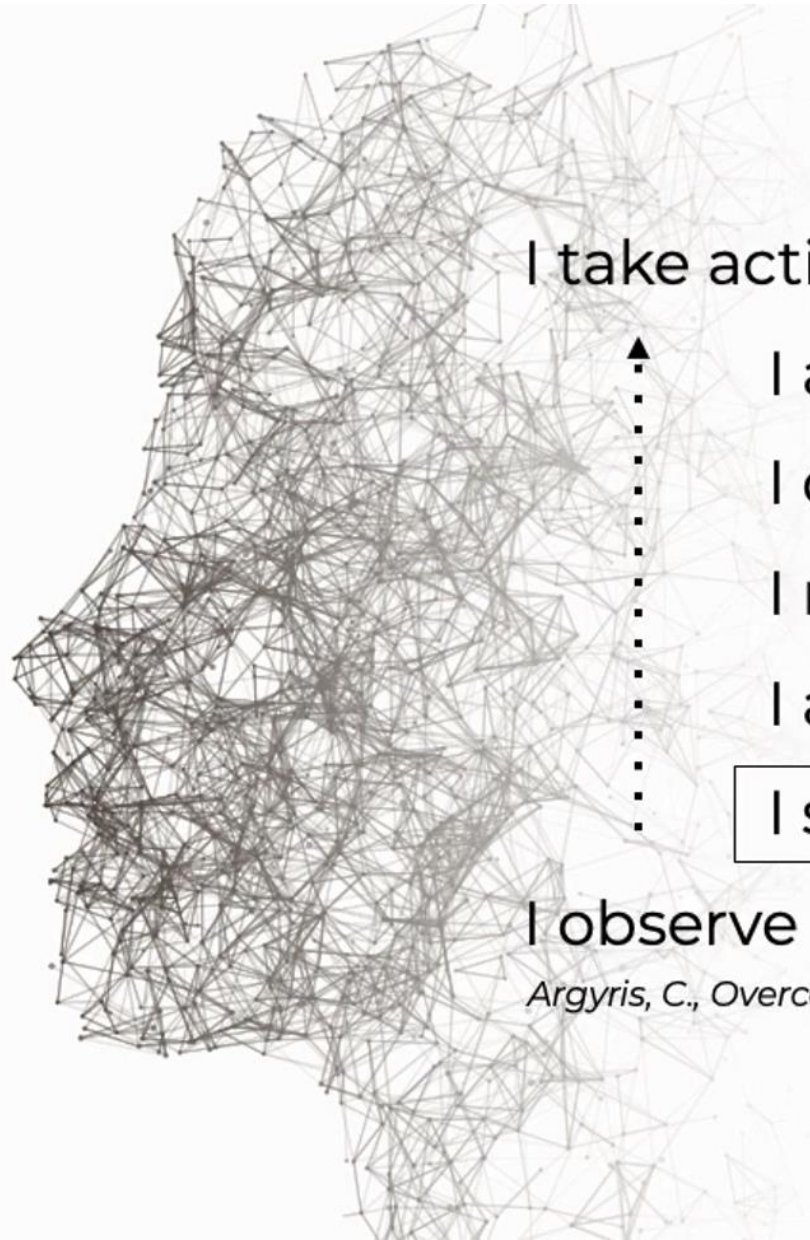
Comic Agilé



People don't Resist change.
They Resist being changed.



@gapingvoid



I take actions based on beliefs



I adopt beliefs about the world

I draw conclusions

I make assumptions

I add personal and cultural meanings

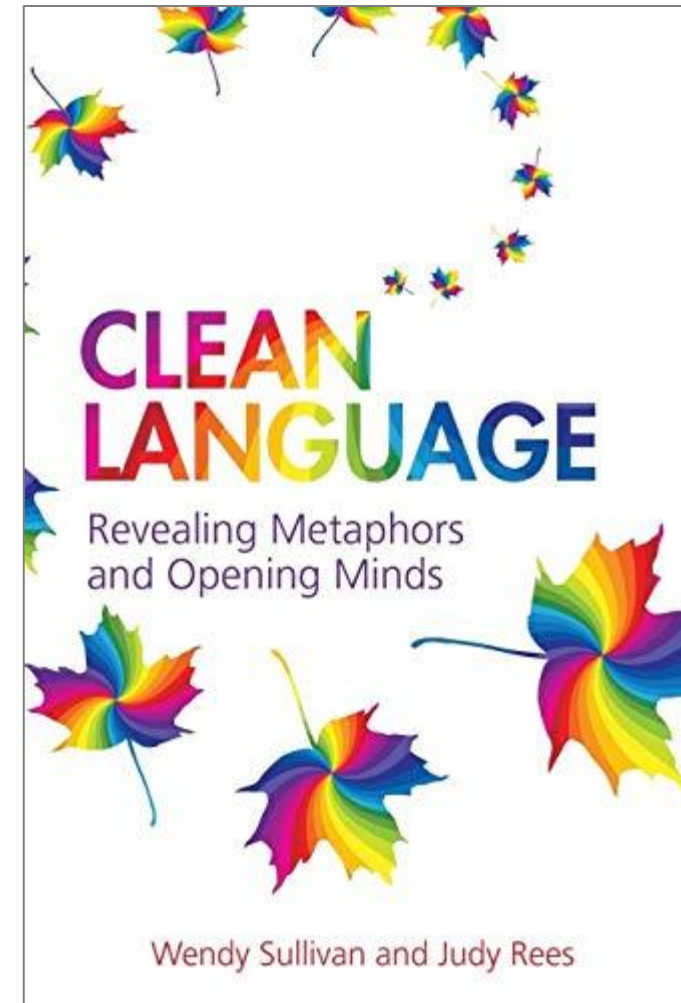
I select “data” from reality

I observe reality (as a camera would see it)

Argyris, C., Overcoming Organizational Defenses: Facilitating Organizational Learning

Clean language

- Started with David J. Grove, psychotherapist, in 1980s
- Clean language aims to support clients in **discovering and developing their own symbols and metaphors**, rather than the therapist/coach/interviewer suggesting or contributing their own framing of a topic.
- Contains 12 questions



Clean Language

When the counselor senses that a metaphor would be useful or that a metaphor is conspicuously absent, the counselor asks the client, "And that's like what?"

The client is invited to invent their own metaphor.

Clean language questions "full 3-part syntax" format:

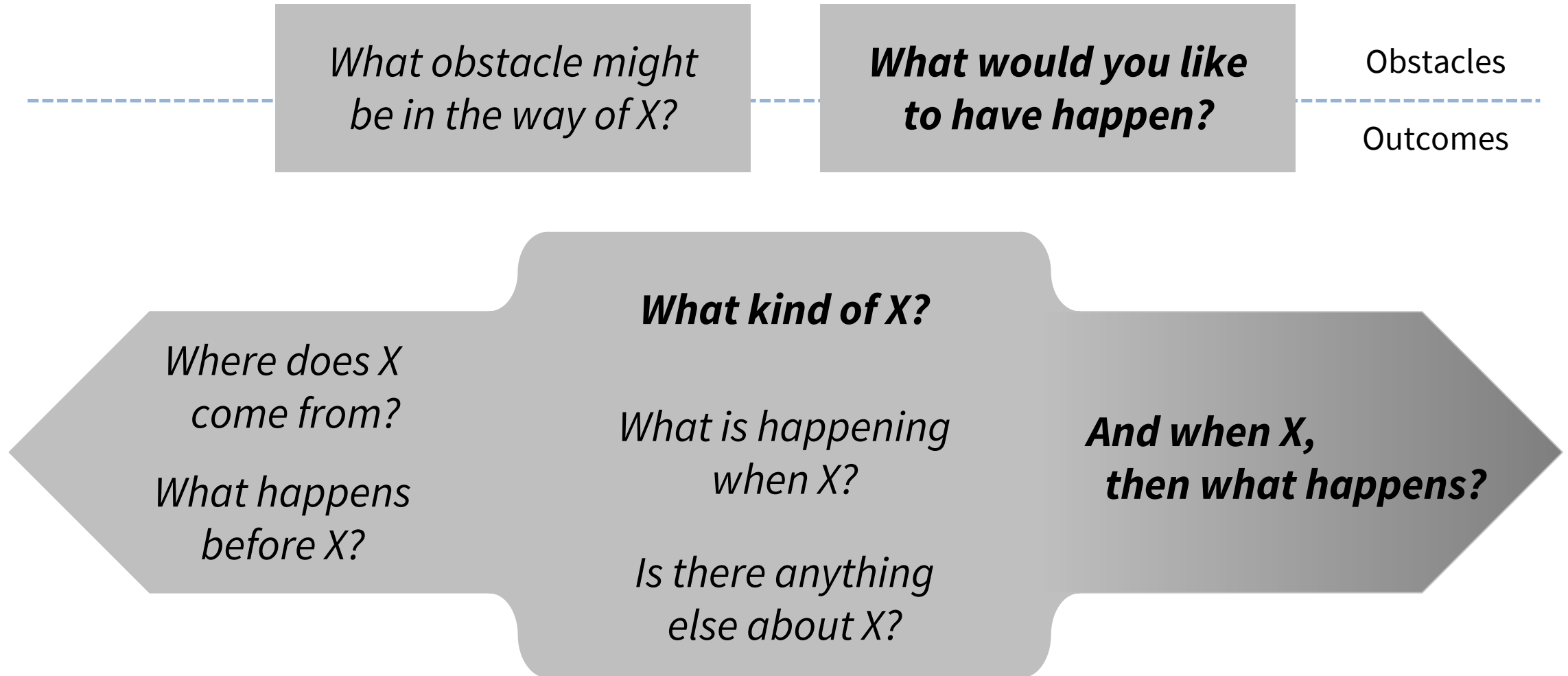
- And [client's words/non-verbals] ...
- and when/as [client's words/ non-verbals] ...
- [clean question]?

15-minutes FOTO (Lite)

15-minute FOTO

aka the *And When X...* game

From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only clean questions and (for the X's) words previously generated



Need

*When that's working
at its ideal best for us,
what's that like?*

*Whose needs would we
be meeting?*

*What new stories
could they tell?*

Obstacles

What stops that?

*What gets in the
way?*

*Why is that
important?*

Outcomes

What kind of...?

*What would you like to have
happen?*

Then what happens?

*And again (and again):
Then what happens?*

Need

Meaningfulness

*When that's working
at its ideal best for us,
what's that like?*

*Whose needs would we
be meeting?*

*What new stories
could they tell?*

Obstacles

Significance

What stops that?

*What gets in the
way?*

*Why is that
important?*

Outcomes

Direction

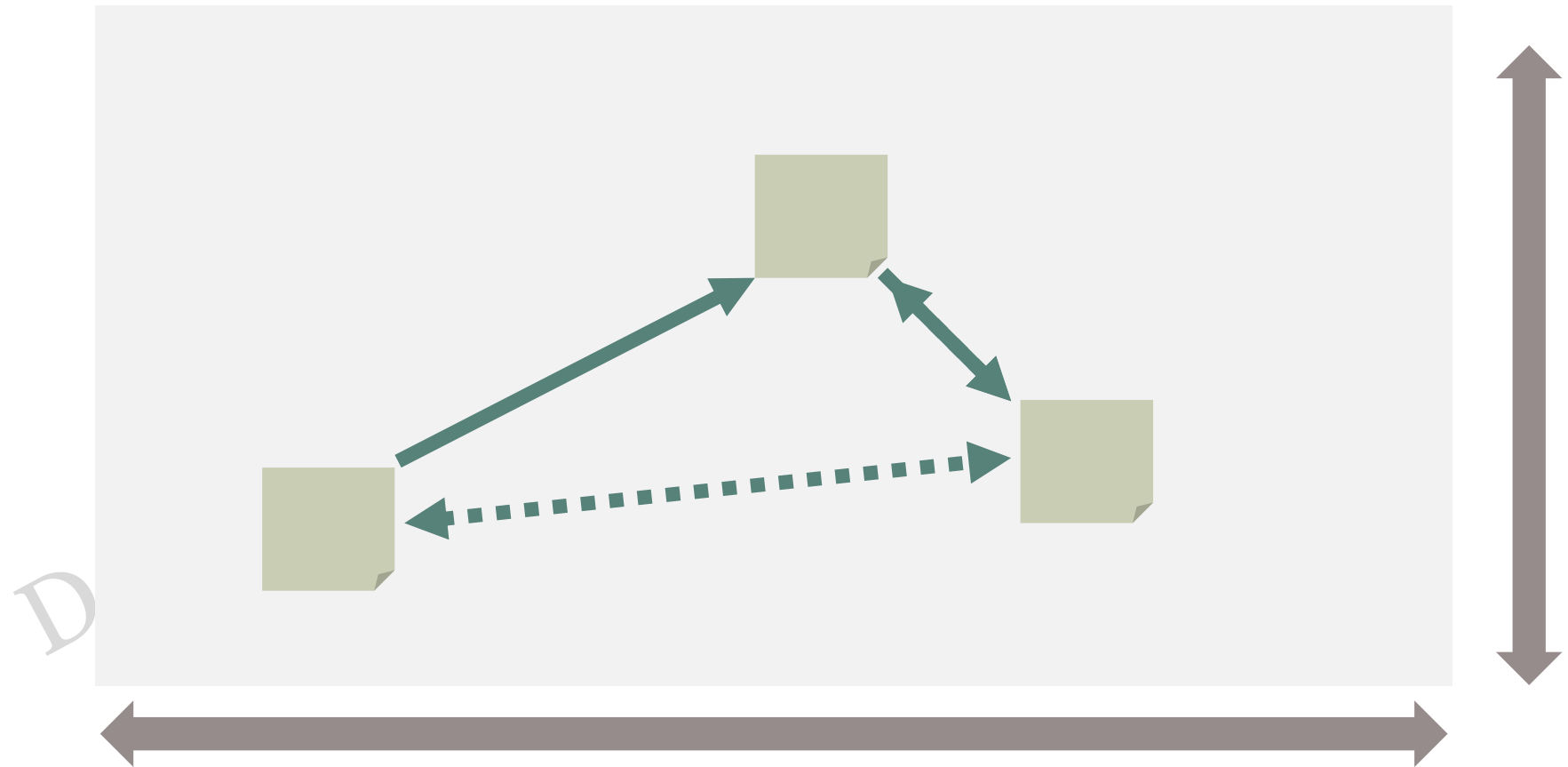
What kind of...?

*What would you like to have
happen?*

Then what happens?

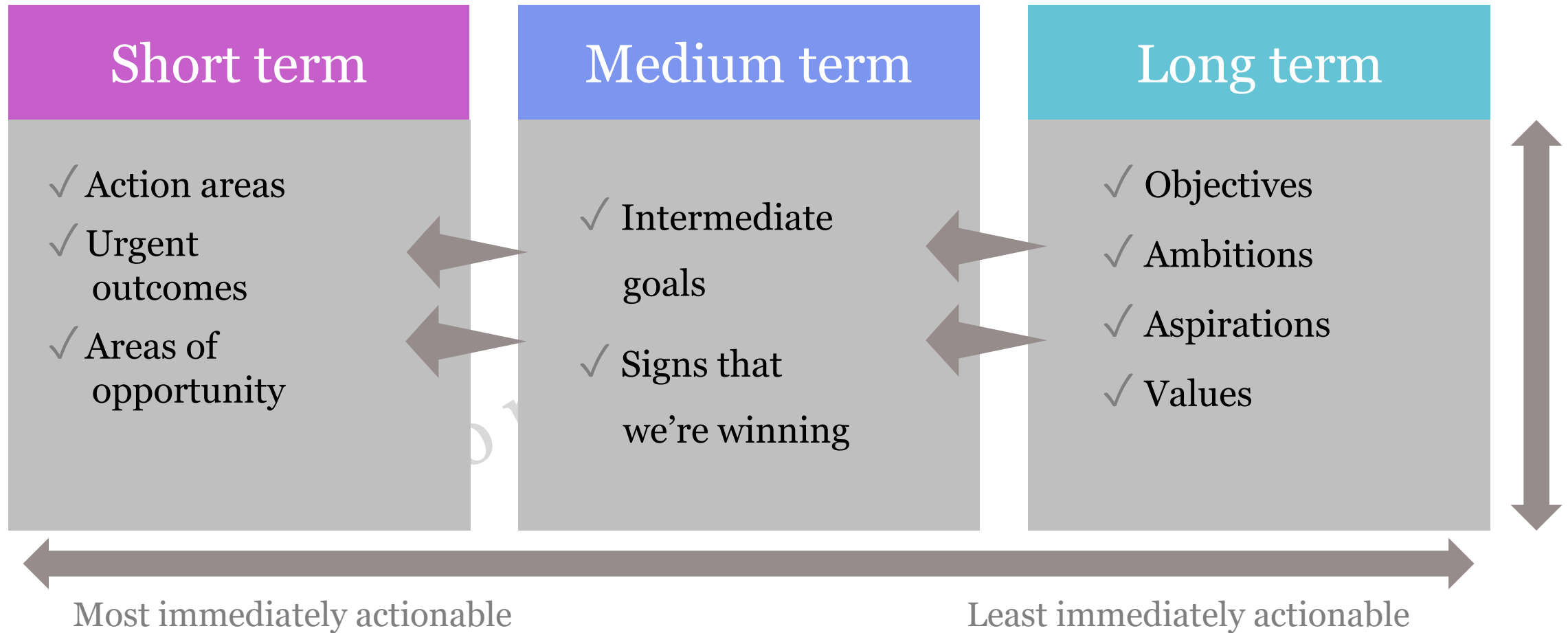
*And again (and again):
Then what happens?*

Organizing Strategy Visually



What **insights** we can get from
seeing this?

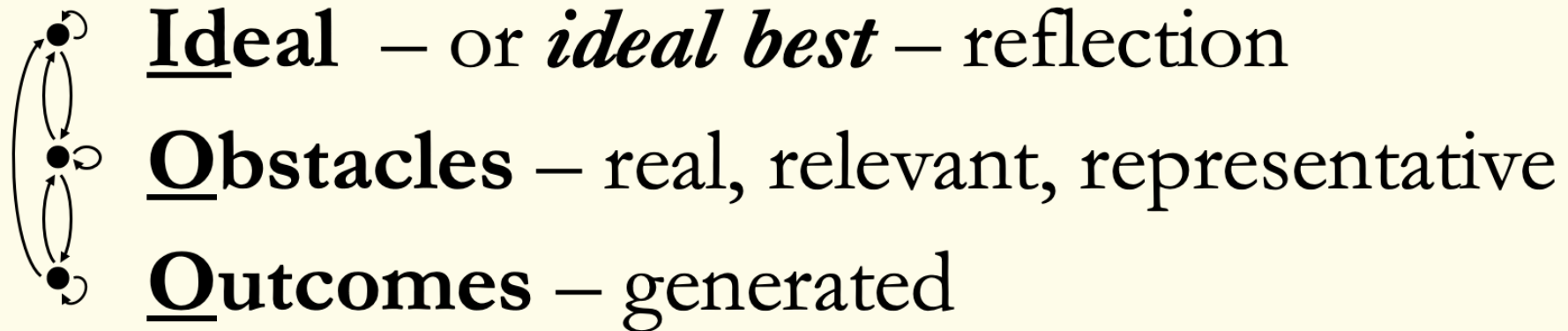
Organizing: Plan-on-a-Page



Not a Linear
Process

IdOO / ʌɪdu:/ (“I do”)

A mnemonic for this *generative pattern*:



agendashift.com/ido



Part 2.1

Business Mastery: Strategy

Kotter's Model

- By observing countless leaders and organizations as they were trying to transform or execute their strategies, Kotter identified and extracted the common success factors and documented them as [the 8 Steps for Leading Change](#).
- He evolved the linear 8 Step from Leading Change (1996) to the 8 Accelerators outlined in Accelerate (2014) and CHANGE (2021)
- See Also: “8-Steps to Accelerate Change in your Organization” booklet

BOTH VERSIONS ARE RELEVANT AND EFFECTIVE TODAY, YET ARE DESIGNED FOR **DIFFERENT** CONTEXTS + OBJECTIVES

leading change

8-STEP PROCESS (1996)

- ◆ Respond to or effect episodic change in finite and sequential ways.
- ◆ Drive change with a small, powerful core group.
- ◆ Function within a traditional hierarchy.
- ◆ Focus on doing one thing very well in a linear fashion over time.



accelerate

8-STEP PROCESS (2014)

- ◆ Run the steps concurrently and continuously.
- ◆ Form a large volunteer army from up, down, and across the organization to be the change engine.
- ◆ Function in a network flexibly and nimbly outside of, but in conjunction with, a traditional hierarchy.
- ◆ Constantly seek opportunities, identify initiatives to capitalize on them, and complete them quickly.

The 8-Step Process for Accelerating Change

John Kotter (1947-)



Steps 1 & 2

1 – Create a Sense of Urgency

Inspire people to act – with passion and purpose – to achieve a bold, aspirational opportunity. Build **momentum** that excites people to pursue a compelling (and clear) vision of the future... together.

2 – Build a Guiding Coalition

A **volunteer network** needs a coalition of **committed people** – born of its own ranks – to guide it, coordinate it, and communicate its activities.

Steps 3 & 4

3 - Form A Strategic Vision

Clarify how the future will be different from the past and **get buy-in** for how you can make that future a reality through **initiatives** linked directly to the vision.

4 - Enlist A Volunteer Army

Large-scale change can only occur when **massive numbers of people rally around a common opportunity**. At an individual level, they **must want to actively contribute**. Collectively, they must be unified in the pursuit of achieving the goal together.

Steps 5 & 6

5 - Enable Action By Removing Barriers

Remove the obstacles that slow things down or create roadblocks to progress. Clear the way for people to innovate, work more nimbly across silos, and generate impact quickly.

6 - Generate Short-Term Wins

Wins are the molecules of results.

They must be recognized, collected, and communicated – early and often – to track progress and energize volunteers to persist.

Steps 7 & 8

7 – Sustain Acceleration

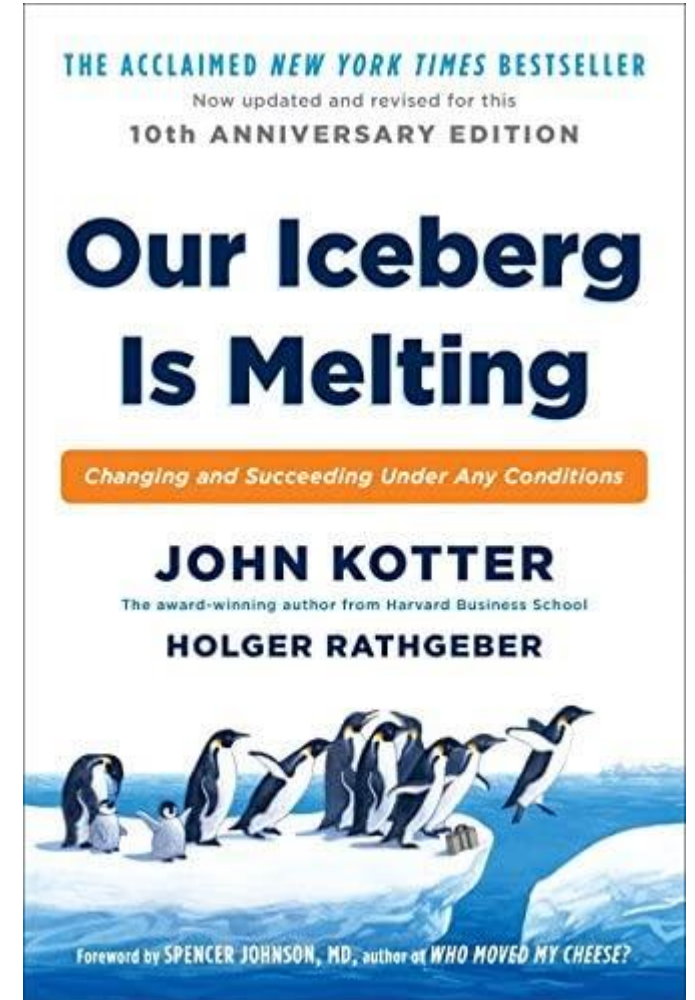
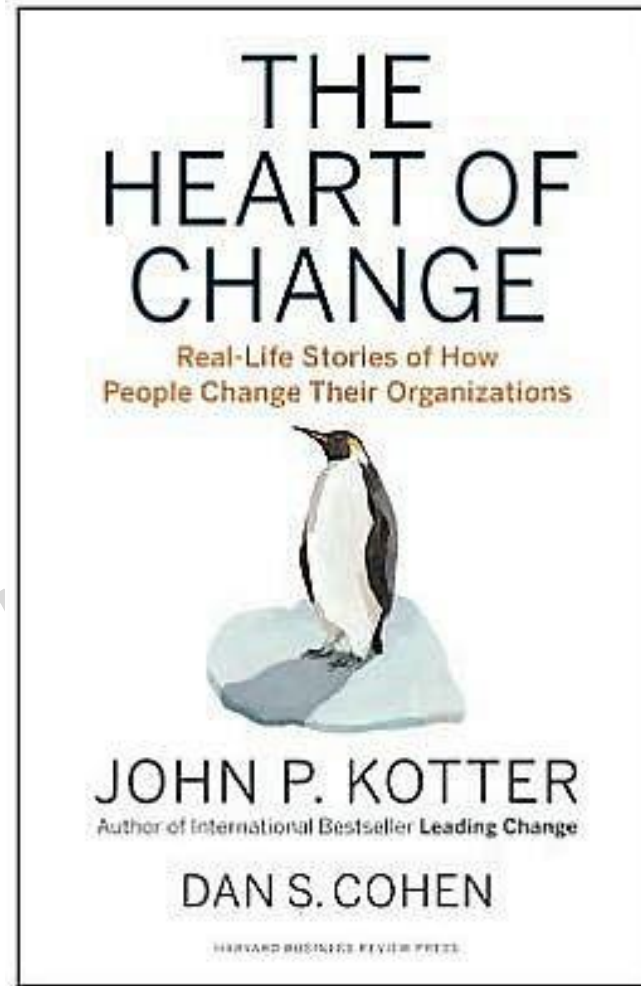
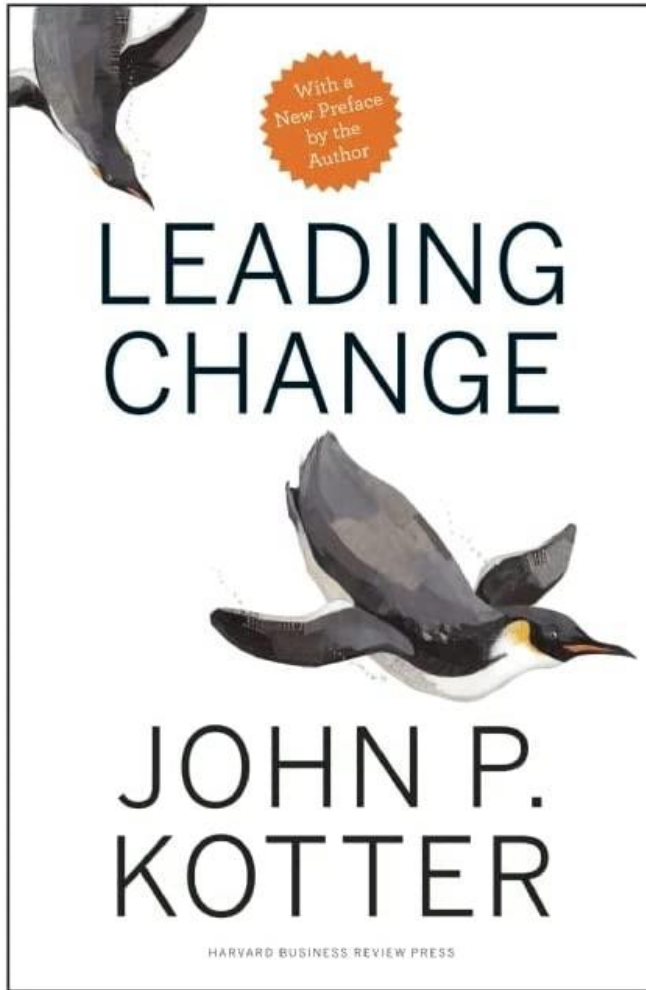
Press harder after the first successes. Your increasing credulity can improve systems, structures and policies. Be relentless by initiating change after change until the vision is reality.

8 – Institute Change

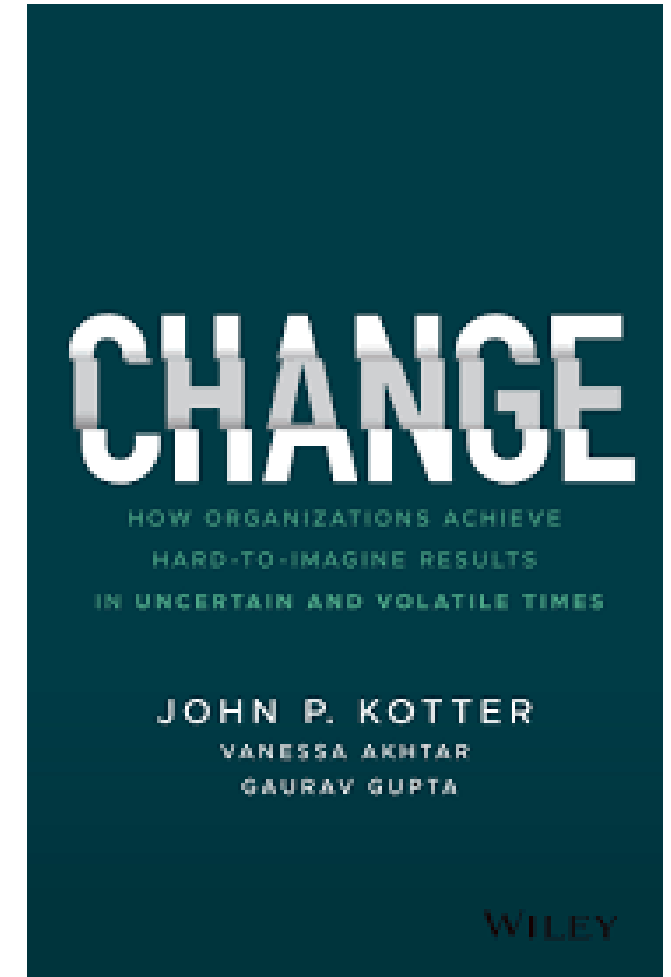
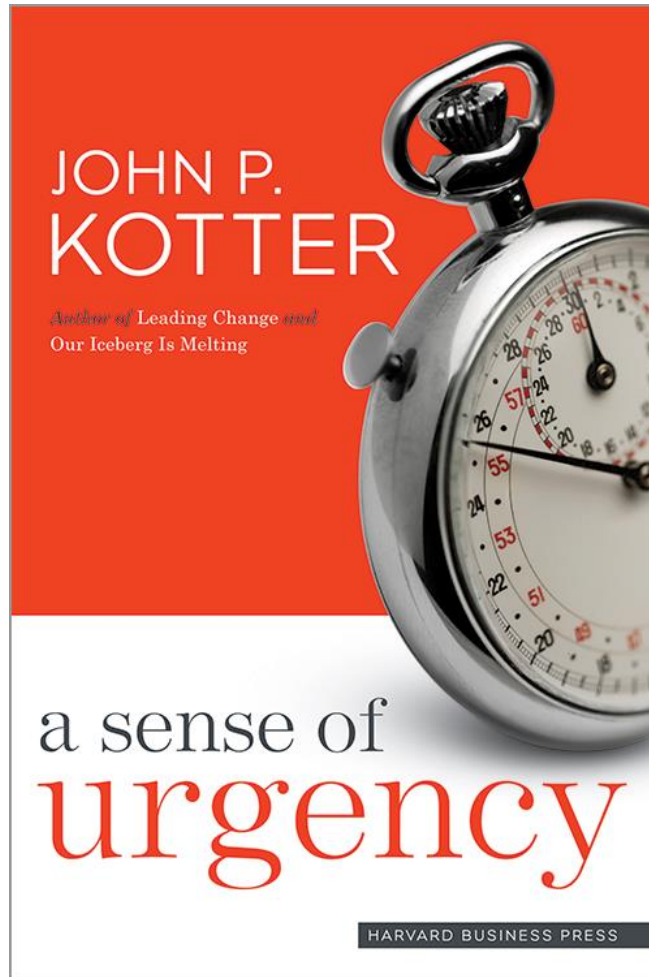
Articulate the connections between new behaviors and organizational success, making sure they continue until they become strong enough to **replace** old habits.

Evaluate systems and processes to ensure management practices **reinforce** the new behaviors, mindsets, and ways of working you invested in.

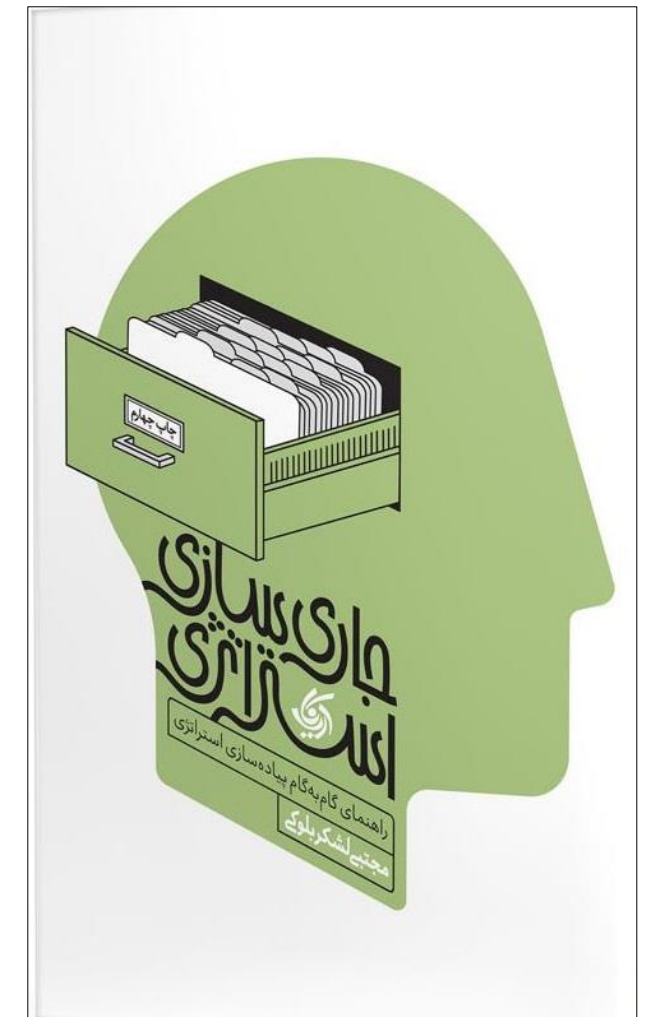
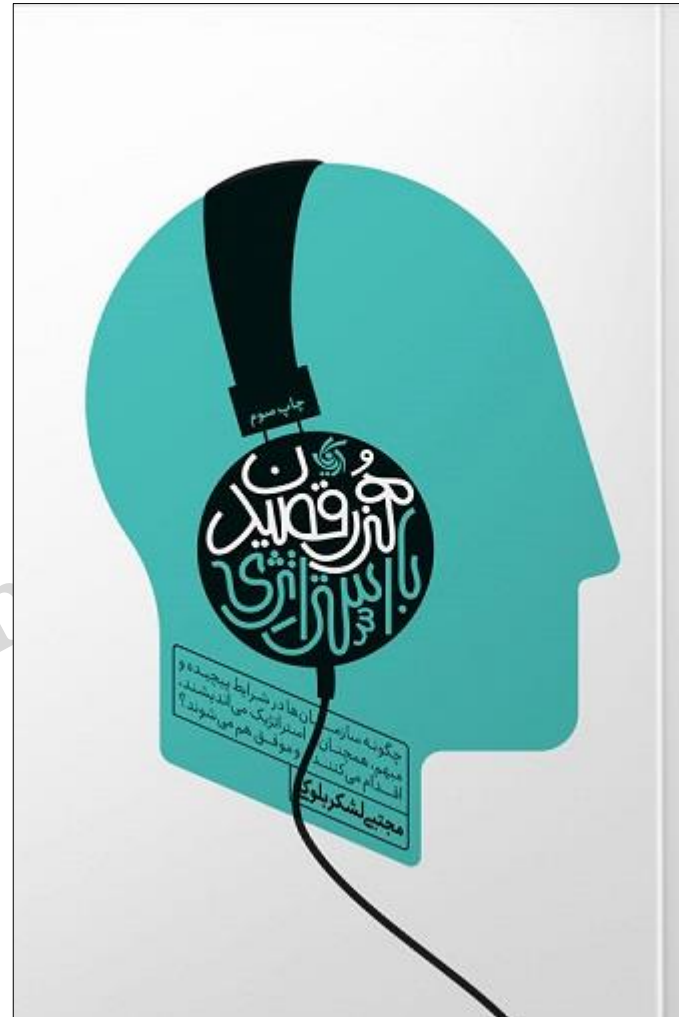
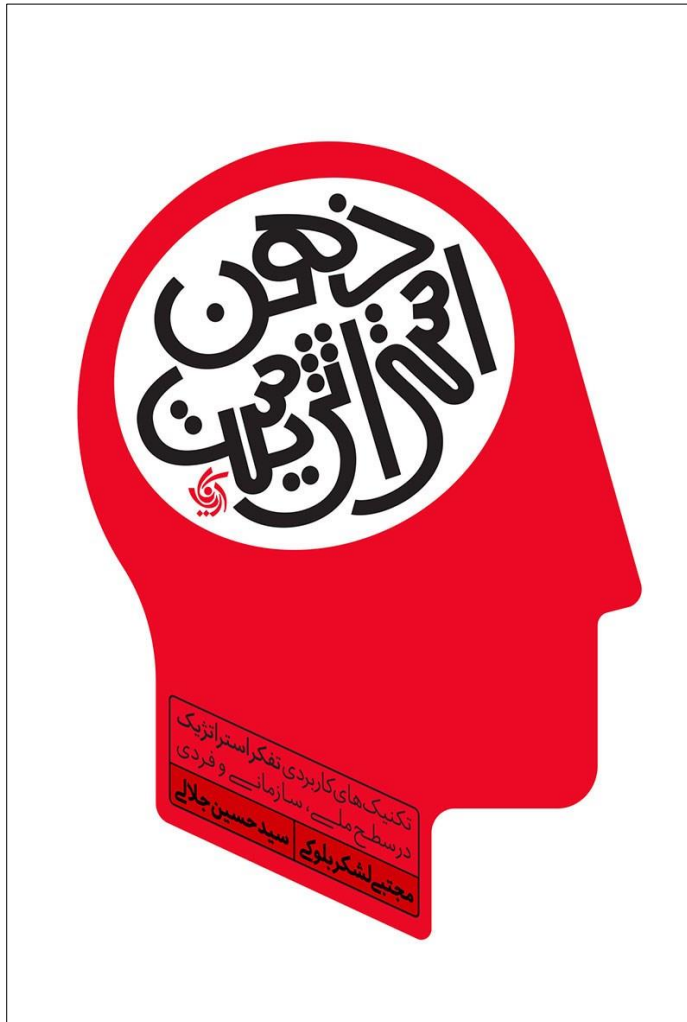
To Read More



To Read More



مجموعه کتاب‌های استراتژی: دکتر مجتبی لشکربلوکی، آریانا قلم



Part 4.1

Liberating Structures

A short Introduction

The problem of Conventional Structures

Conventional structures are either

- too inhibiting (presentations, status reports, and managed discussions),
- Too loose and disorganized (open discussions and brainstorming)

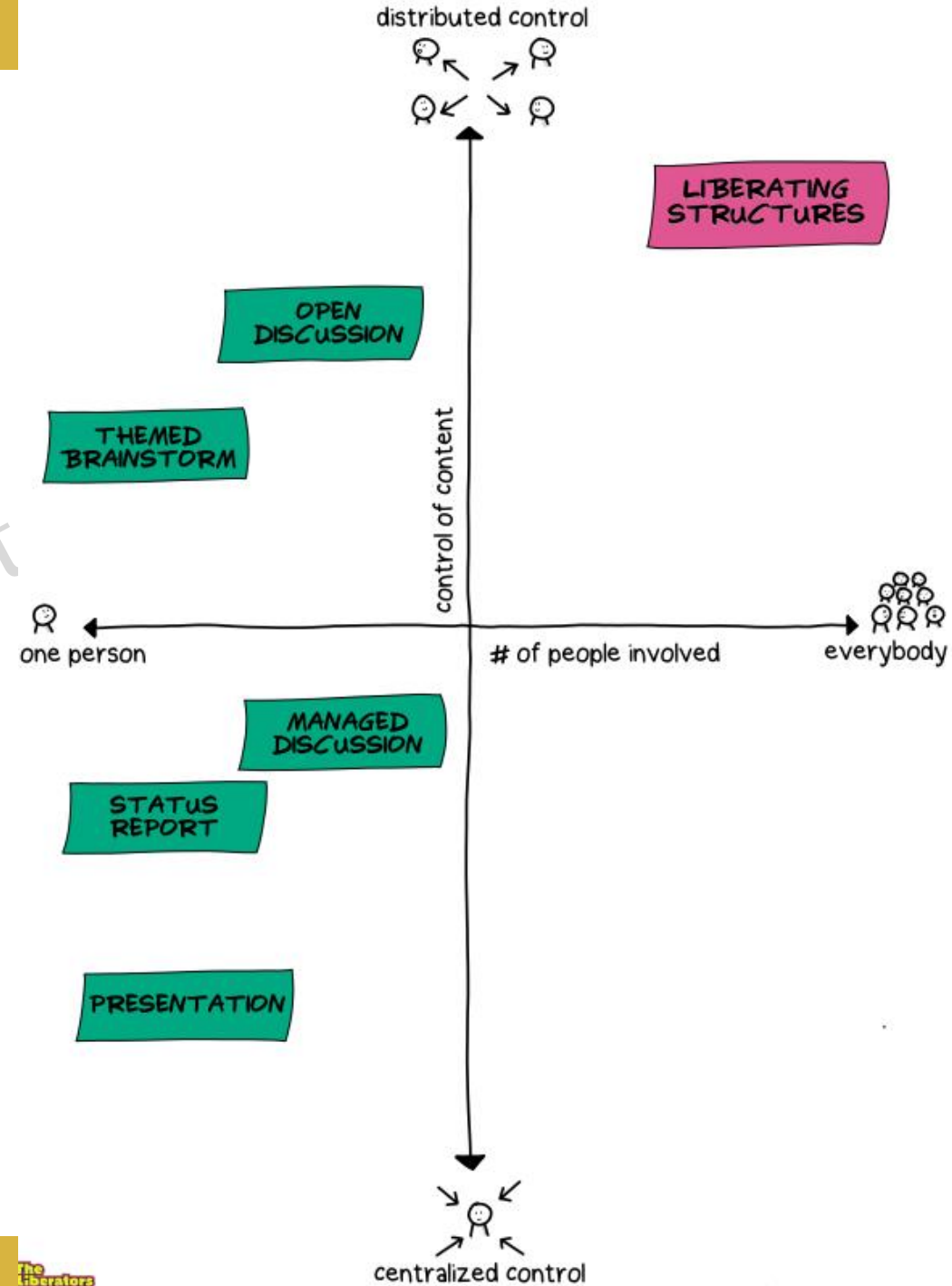
To creatively engage people in shaping their own future

- They frequently generate feelings of frustration and/or exclusion and fail to provide space for good ideas to emerge and germinate.
- Huge amounts of time and money are spent working the wrong way!

Liberating Structures vs ...

Conventional Structures

- Presentation, Status Report, Managed Discussion
- Themed Brainstorm, Open Discussion
- Dimensions:
 - Control of Content
 - Number of People Involved



Liberating Structures

- Easy-to-learn micro-structures
- Can enhance relational coordination and trust, and make it possible to include and unleash everyone
- Liberating Structures are a disruptive innovation, that can replace more controlling approaches
- They spark inventiveness by minimally structuring the way we interact while liberating content or subject matter.
- Very simple constraints unleash creative adaptability

By **design**,

Liberating Structures **distribute control**,

so that **participants** can **shape direction themselves**,

as the action unfolds

Not just a facilitator's toolkit!

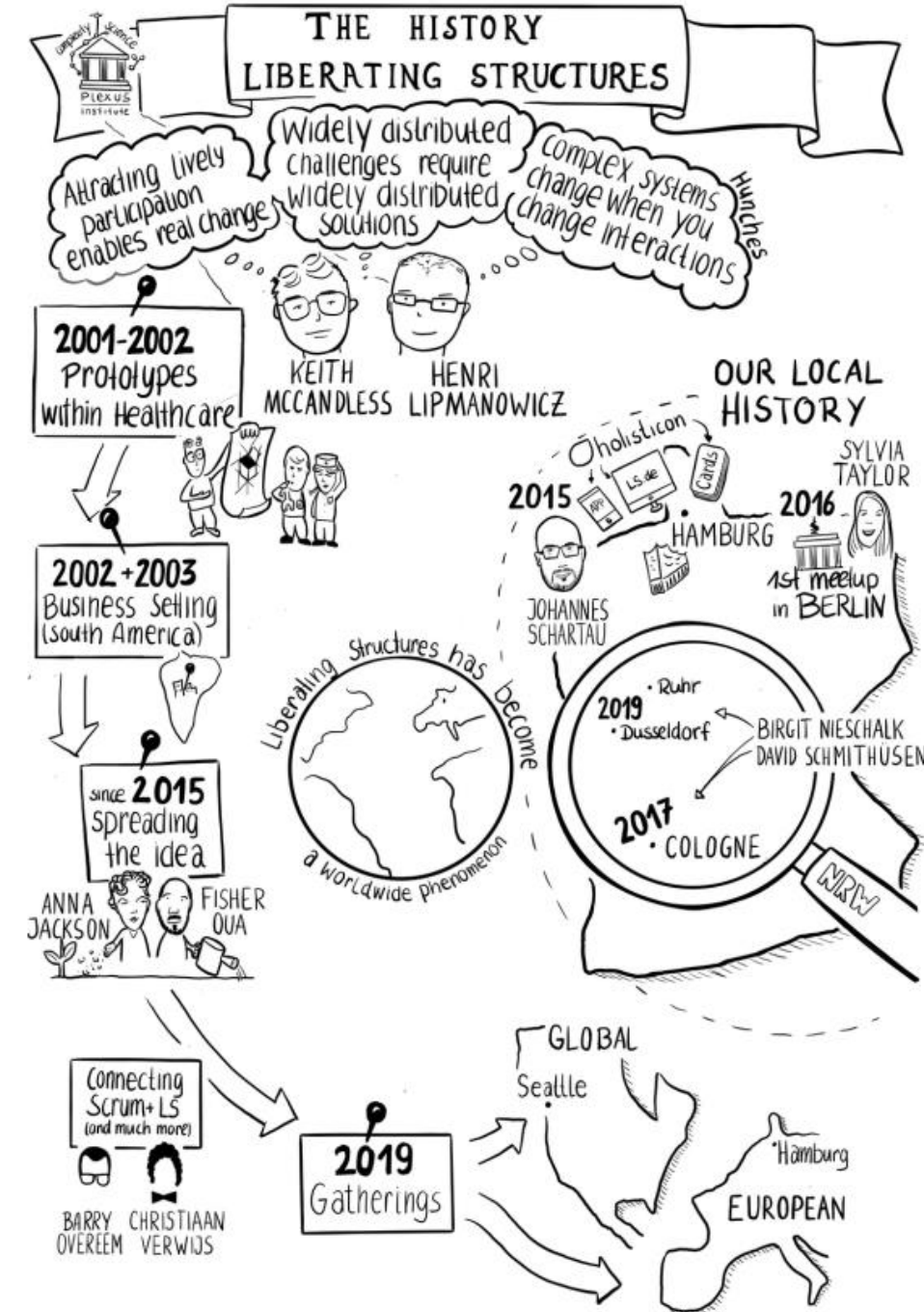
- A set of **Interaction Patterns**
 - Not just for workshops, classes, and training!
 - Why not use it in meetings, and social settings?
- Each of the 33 Liberating Structures is
a simple recipe **to structure the interaction** in a group of any size to achieve a specific purpose.

- simple and easy to learn, making it easy to pick them up and spread them throughout your organization.
- Their purpose is to *involve* and *unleash everyone*, which is essential in environments where everyone's voice is necessary to navigate complexity.

Mastery is simple a matter of practice

The history of LS

- the life work of
 - *Keith McCandless,*
 - *Henri Lipmanowicz*
- Several Community Groups worldwide
- LS Immersion Workshops
- Spread by others like “The Liberators”
- Used in Scrum.org classes, etc.



The Liberators

- Website and Shop

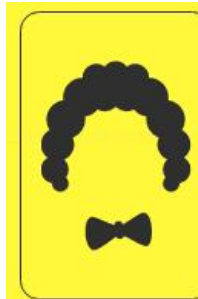
<https://theliberators.com/>

- Medium Articles

<https://medium.com/the-liberators>

- Scrum Team Survey

<https://scrumteamsurvey.org/>



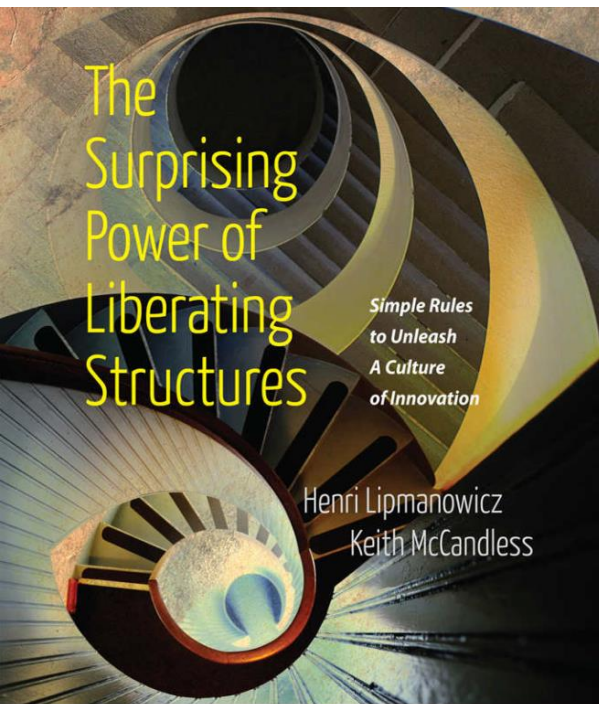
Christiaan Verwijs



Barry Overeem

Liberating Structures

- 33 Official Structures
- Official Website:
www.liberatingstructures.com/
- Lots of unofficial structures



"A treasure trove of simple, practical methods to stimulate critical conversations and liberate the full potential of any group, from the frontline to the C-suite."

—Cheryl M Scott Global Programs Senior Advisor, Bill and Melinda Gates Foundation

LS Menu 	Wicked questions 	What ³ debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice

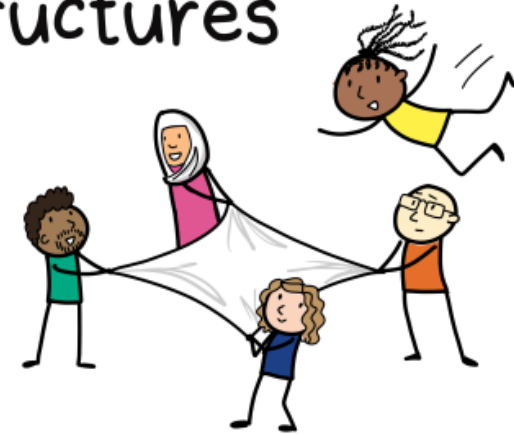
The 10 principles of Liberating Structures



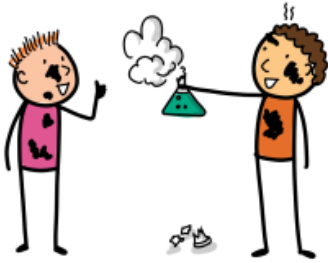
1 Include and unleash everyone



2 Practice deep respect
for people and local solutions



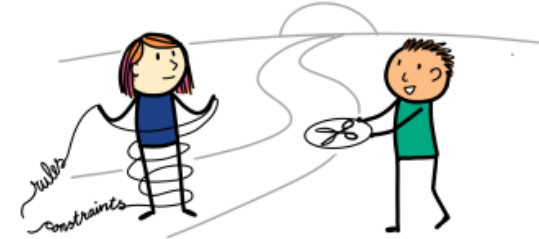
3 Build trust as you go



4 Learn by failing forward



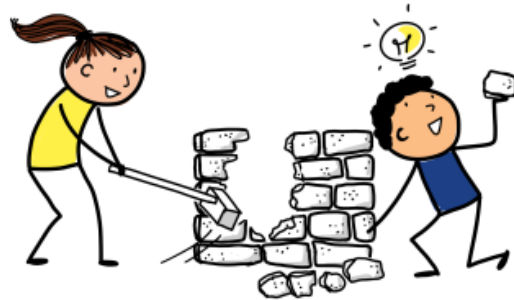
5 Practice self-discovery
within a group



6 Amplify freedom AND responsibility



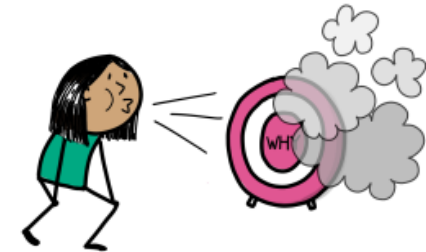
7 Emphasize possibilities:
believe before you see



8 Invite creative destruction
to enable innovation



9 Engage in
seriously-playful curiosity



10 Never start
without clear purpose

Principle 1: Include and Unleash Everyone

- The primary principle that is covered with all the structures.
- It touches on the essence of Liberating Structures:
to include everyone in shaping the next steps, to make all voices heard, opinions respected, and contributions acknowledged.
- Due to the nature of the structures, the people within your team who don't have a loud voice or strong opinions also feel encouraged to share their ideas.
- To strengthen this principle: 1-2-4-ALL, Impromptu Networking, 20/10 Crowd Sourcing

Principle 2: Practice Deep Respect for People and Local Solutions

- Team members will face problems and challenges for which they need to find a solution.

the best solutions are the ones created by the teams themselves. Tailor-made, local solutions that fit the unique context of the team.
- Crafted by the people doing the work who face the problem on a daily basis, and are committed to using their collective experience and knowledge to solve the complex challenges.
- To strengthen this principle: Troika Consulting, Wise Crowds, Helping Heuristics

Principle 3: Build Trust As You Go

- Trust and psychological safety are key ingredients for teams; with no trust between team member and its stakeholders, they probably won't share all the problems they're facing.
- This makes inspection of the product and adaptation of the outcomes & roadmap way more complicated.
- With low psychological safety, the team members might only discuss the easy improvements during the retrospectives, ignoring the elephant in the room
- In short, trust and psychological safety are crucial factors.
- These LS can help you build trust as you go: Appreciative Interview; Conversation Café; Heard, Seen, Respected.

Principle 4: Learn by Failing Forward

- You can easily get stuck when face with a complex challenge for which a simple solution doesn't seem to be available. A team might even fall into **analysis paralysis**.
- Often, the best way to move forward is just to try stuff.
 - Run small experiments.
 - Validate your ideas and assumptions.
 - See what works and what doesn't.
 - Learn by failing forward.
- This principle works best in an environment of high trust, so work on the principle 'build trust as you go' as well. Consider these: 15% Solutions, Shift & Share, UX Fishbowl

Principle 5: Practice Self-Discovery Within a Group

- Effective teams have learned how to discover solutions on their own.
 - by working together to make problems, questions, and even conflict transparent
 - using all their skills, knowledge, and experience to spur creativity and generate ideas.
- They can do so without having dependencies on external resources and have the mandate to make decisions and to act immediately on new insights and discoveries.
- LS that help to practice self-discovery: Wicked Questions, Discovery & Action Dialogue, Critical Uncertainties

Principle 6: Amplify Freedom AND Responsibility

- Long-term goals give direction and acts as a compass for teams.
- Short-term goals offer clarity and guidance, allowing the team to make trade-offs on what to work on during the time period.
- Expected quality of the work is described by artifacts like the Definition of Done.
- Teams have the responsibility to pursue living up to these commitments. However, they have the freedom to determine *how* they want to achieve it.
- These LS can help: Min Specs, WINFY (What I Need From You), Integrated ~ Autonomy

Principle 7: Emphasize Possibilities: Believe Before You See

- “Shoot for the stars, aim for the moon”

This is a nice saying, but when you are part of a Scrum team and fully stuck in the organizational mud, you probably consider it pretty useless.

- When a team faces many dependencies and impediments it might lead to demotivation, unhappiness, and frustration.
- In times like these, it's smart to focus on what's actually possible. Focus on the positive and give motivation a boost.
- Some LS to consider: What, So What, Now What; Social Network Webbing

Principle 8: Invite Creative Destruction To Enable Innovation

- Innovation often requires creative destruction.
 - In order to try something new, you first need to let go of something else.
 - Or you need to completely rethink your old habits and behavior.
- If a team wants to be successful, it requires creative destruction of existing behaviors, processes, and way-of-working. That's not easy. Change is tough.
 - Teams will face resistance within themselves and with their environment.
 - But for true innovation to flourish, creative destruction is necessary.
- Try: TRIZ, Ecocycle Planning. Panarchy

Principle 9: Engage In Seriously-Playful Curiosity

- If a team is building something important for which the stakes are high, it's easy to take everything seriously.

You can't have fun AND do serious work simultaneously, right? Wrong!

- Those structures are actually not even about having fun, they're more focused on provoking playful curiosity or using completely different parts of your brain by visualizing challenges or building shared understanding with a lightweight, yet serious interview.
- Some of them are: Improv Prototyping, Drawing Together, Celebrity Interview

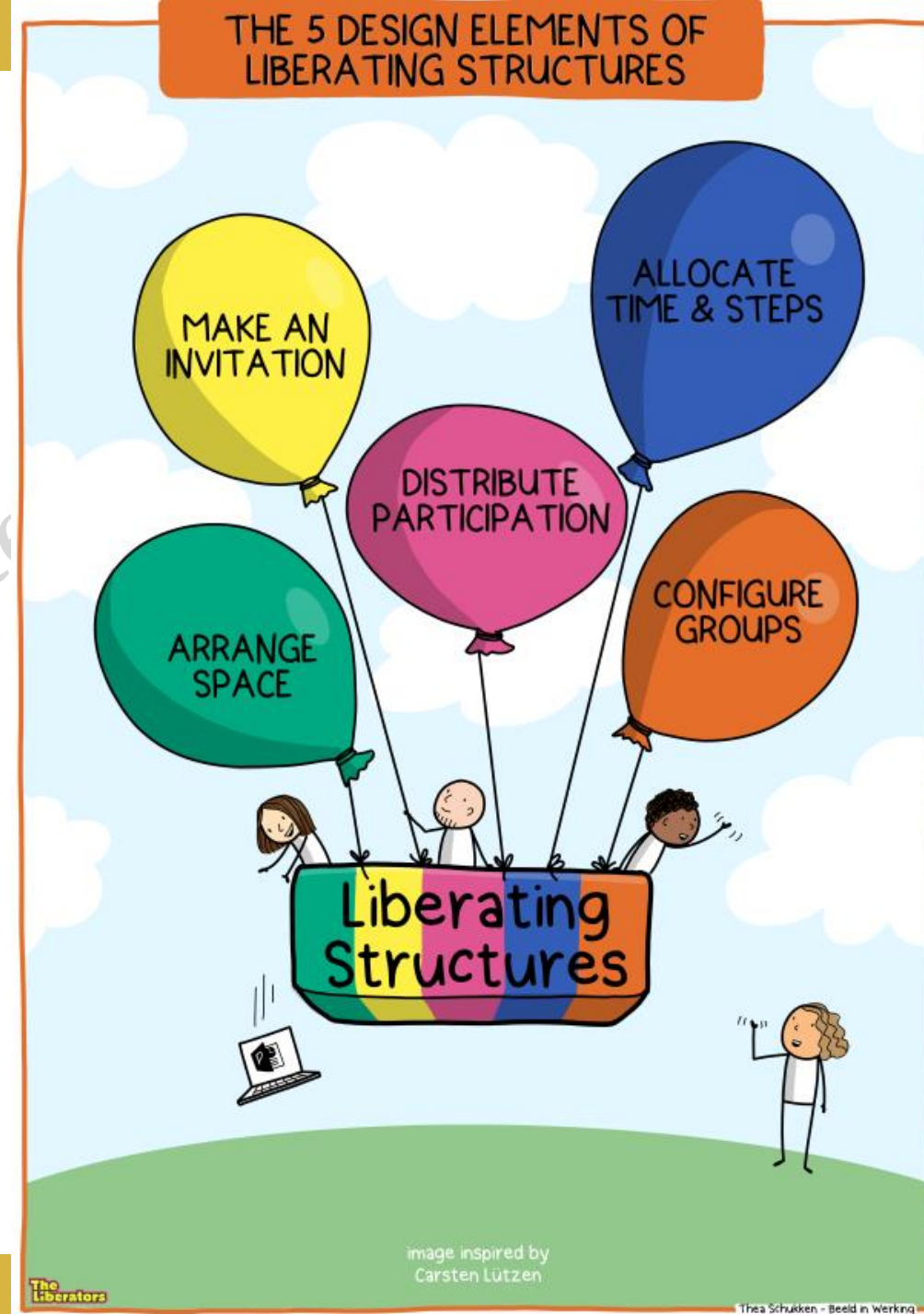
Principle 10: Never Start Without Clear Purpose

- A clear purpose clarifies the existence of the team, it gives meaning to their collaboration, offers inspiration and a solid foundation.
- Especially in difficult moments, a compelling purpose can help the team gel together and move forward.
- There are a couple of powerful Liberating Structures that will help a Scrum team define a clear purpose: Purpose-to-Practice, Nine Whys, Design Storyboards

LS Design Elements

Each of the 33 Liberating Structures is designed with the same 5 design elements in mind:

- arrangement of space and materials
 - creation of an invitation,
 - distribution of participation,
 - allocation of time & steps,
 - the configuration of groups.
- It's what they all have in common, although each structure has a unique way of using it.



1 - Arrangement of space (and materials)

It is about how to make use of the (virtual) space, room, or venue.

- How are the chairs distributed across the room?
- Do we even want to use chairs?
- How do we want to make use of lightning?
- Where do we position ourselves as facilitators?
- Do we need tables, flip-overs, or a projector?
- This part also includes the use of materials. Do participants need a pencil, notebook, or something else to experience the Liberating Structure?

2 - The creation of an invitation

- probably the most essential design element; can make or break a LS.
- It's the question or topic you want people to explore with the Liberating Structure you have in mind.
- A good invitation doesn't judge or frame a challenge in a particular way, it opens avenues for thought instead of closing them.
- It's also specifically ambiguous and relies on the intelligence of the group to figure it out.

3 & 4 – Groups Configuration, Participation Distribution

- The configuration of groups describes “how” the groups are formed,
- the distribution of participation clarifies “what” is expected of them.
 - Do you want to split the large group into smaller groups?
 - If so, how many smaller groups do you want to form and what role does everyone play?
 - What do you expect of the participants?

5 - Allocation of time & steps

describes the **flow** of a Liberating Structure and the **timeboxes** it uses.

- What timebox do you want to use for the total Liberating Structure?
- What timeboxes do you have in mind for the individual steps?
- Do you want to strictly timebox every step, or instead focus more on the flow of a conversation?
- Do you want to explain all the steps upfront, or clarify them step-by-step?

15% Solutions

Discover and focus on what each person has the freedom and resources to do now.

Do not Distribute

Surely you know...

- “Even a 100-mile journey starts with a single step.” ~ Lau Tsu
- How easy it is to
 - get lost in ambitious, over-the-top ideas that get bogged down in the realities of work.
 - get lost in ‘Yes, but ...’-thinking and focus on what isn’t possible.
- Either way, you can go easier on yourself and your team by starting small.

you can **change** the **course** of a river
by changing the **position** of a few rocks

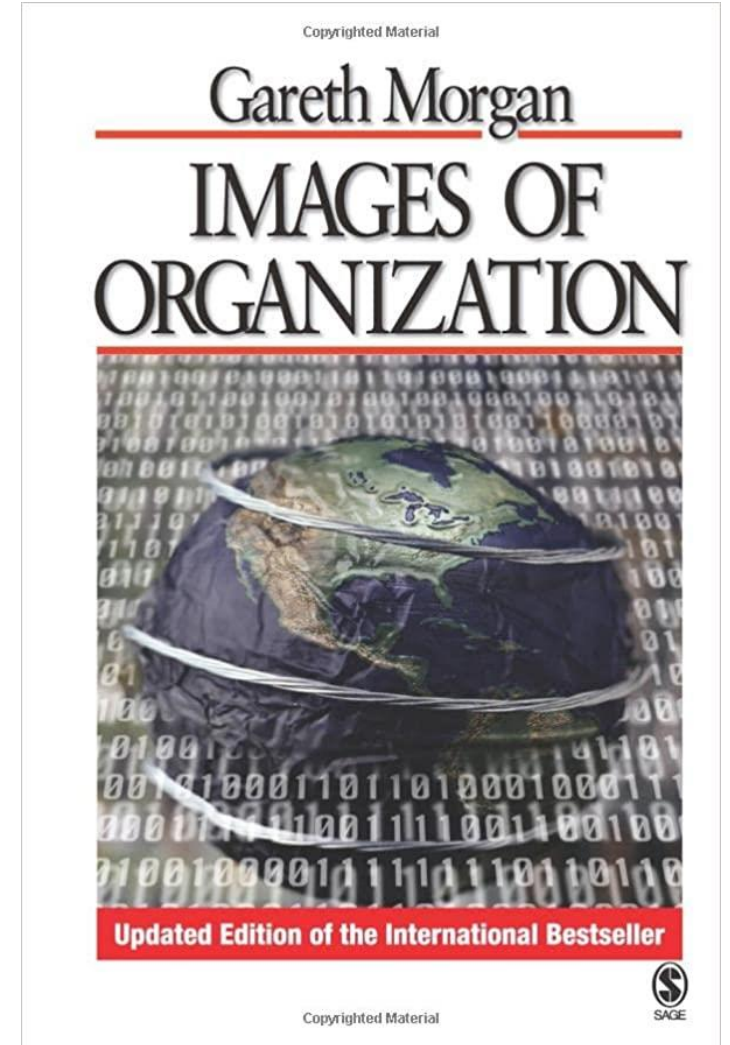
Do not Distribute

Gareth Morgan – 15% Concept

- “Most people have about 15-percent control over their work situations.
- The other 85 percent rests in the broader context, shaped by the general structures, systems, events and culture in which they operate.
- The challenge rests in finding ways of creating transformational change incrementally:

By encouraging people to mobilize small but significant “15-percent initiatives” that can snowball in their effects. When guided by a sense of shared vision, the process can tap into the self-organizing capacities of everyone involved.”

The key point is
to get people identifying
the 15% initiatives where they can
make a difference and the broadscale
transformation will emerge



Gareth Morgan, *“Images of Organization”*, 3rd edition, 2006, SAGE Publication

- 15% Solutions can be identified in relation to a shared solution you identified with your team.
- But it can also be deeply personal.
 - “I will buy different colors stickies to distinguish types of tasks”
 - “I will refactor this class we’re struggling with”.
 - “Instead of staying silent and grumble, I will speak out when someone does this thing I don’t like” to
 - “When I get worried, I will focus on my breathing”.

Steps

Although you should make sure to do all the rounds and (at least) start each round individually, you can be flexible with the time-boxes:

- 1** - Introduce 15% Solutions. We find it helpful to also explain the concept of 15% Solutions, and how small changes can spark big change;
- 2** - First individually, ask people to list their personal 15% Solutions to a topic or challenge at hand. (5 min);

Steps

3 - In small groups, invite people to share their 15% Solutions (3 minutes per person). The purpose here is to share potential 15% Solutions, not to judge or respond to them;

4 - In the same groups, members help refine and clarify the 15% Solutions (5 minutes per person).

Do not Distribute

The purpose here is to make the 15% Solutions as doable as possible and to make them smaller when needed.

Another purpose is to explore how groups can help the individuals in achieving their 15% Solutions.

"What is your 15% Solution? Where do you have discretion and freedom to act?
What can you do without more resources or authority?"

A good first step for me is to...

MY NAME:

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Part 3.1

Agendashift Overview

Using outcomes to **find** solutions, not to **sell** them

With **enough** agreement on **enough** of the right kind of outcomes we have

some **raw material** for strategy,

very often the kind of strategy that **energizes** transformations.

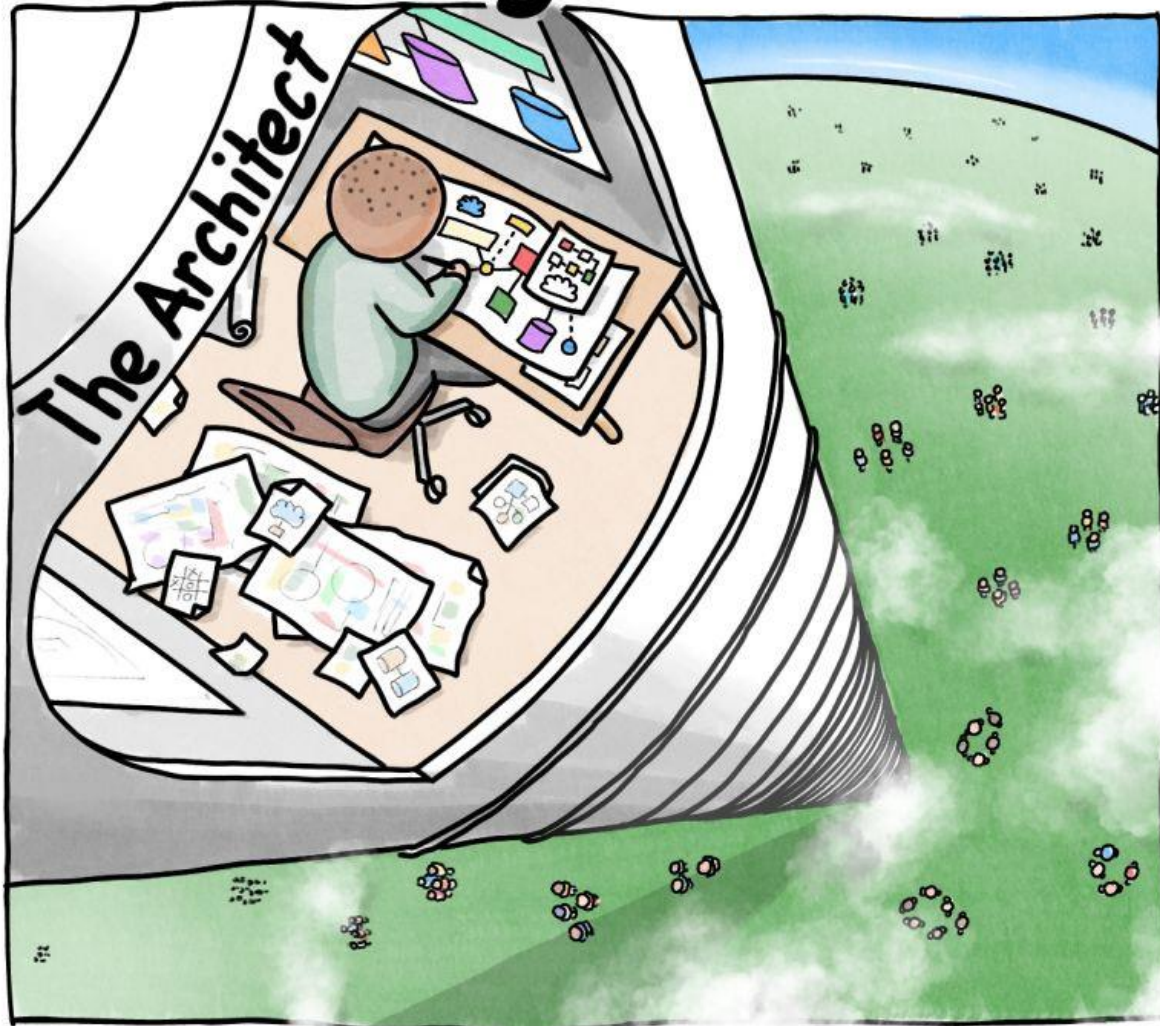
Any many of those outcomes will **lead the way to solutions** –

solutions **emerging** from the **people closest** to the problem,

people **already motivated** to find them.

Comic Agilé

www.comicagile.net



Created by Luxshan Ratnaravi & Mikkel Noe-Nygaard

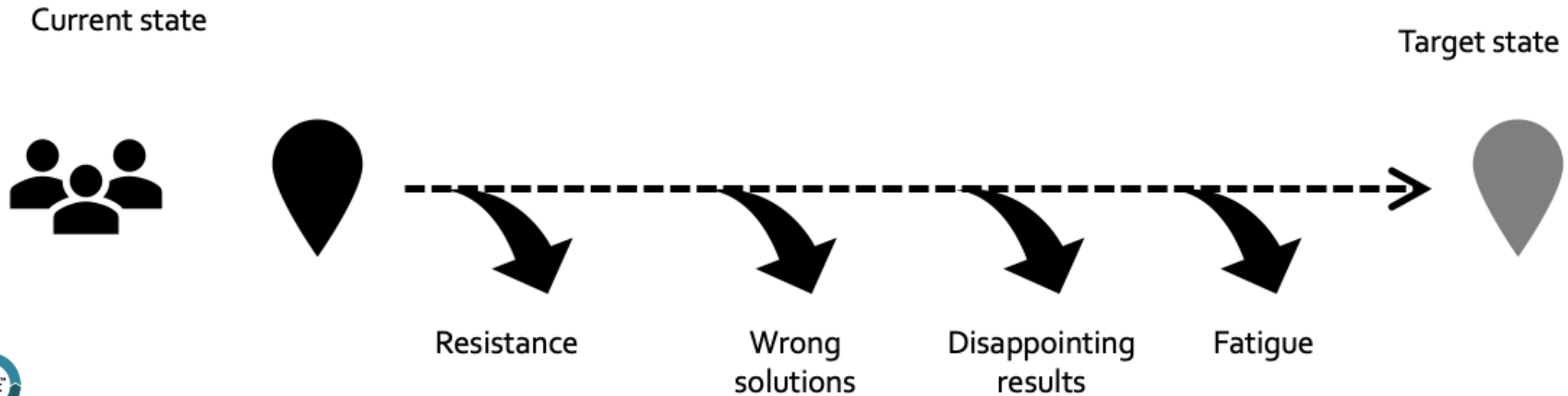
Ivory Tower

The dominant Paradigm of 1990s:

- Models of Managed Change
- overcoming resistance to change

Solution-driven Rollout meets *adaptive challenge*

How's that working for you?



Agendashift

- the **wholehearted** engagement model
- as an open framework for continuous, outcome-oriented transformation.
- Its top-level elements are its strategies, generative patterns, the agenda for change, and core activities.
- Through those run a golden thread, the language of outcomes.



Interlude - What's the definition of Vision?

Far-Reaching Objective

Interchangeable
with Goal in some
Contexts

Revised version,
the desired
situation

A bridge between
now and that point

True North

A Guiding Star,
not Reachable

Not a Strategic Fit

No Vision

Move based on
your Values and
Mission

Defining a
destination is
impossible



Agendashift™ Academy

Leadership and strategy in the transforming organization

Leading with Outcomes

Conversation

- Dialogue
- Engagement
- Invitation
- Participation
- Trust building

Strategy

- Purpose
- Obstacles
- Outcomes
- Options
- Priorities
- Solutions



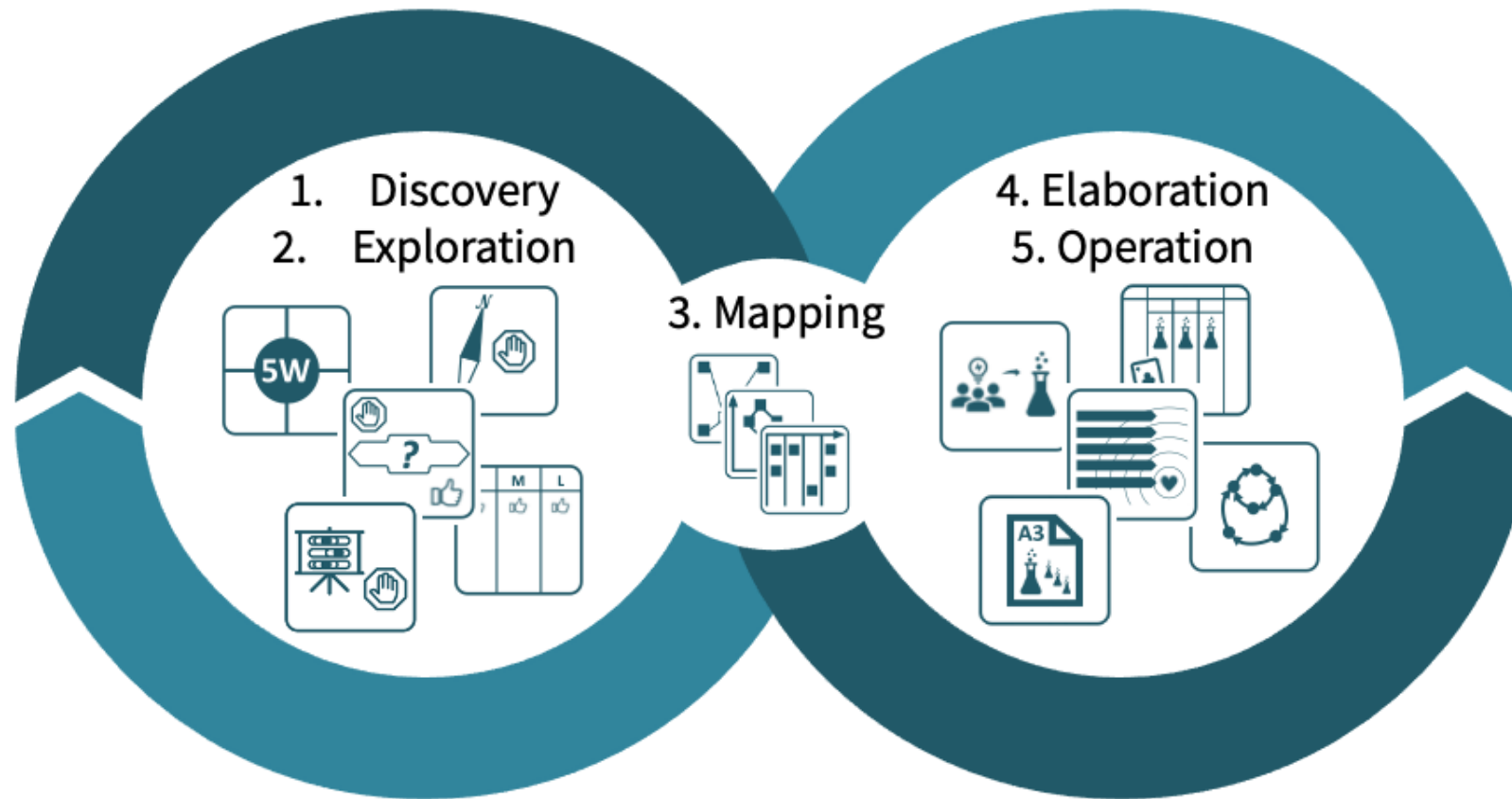
- Signs of emergence
- Indicators of progress
- Measures of success
- Goals and aspirations

Organisation

- People
- Scope
- Belonging
- Identity
- Relationships

Core activities

Participatory strategy in workshop form



Discovery

Exploration

Mapping

Elaboration

Operation

Where we'd like to get to

Additional material /
exercises may cover:

- Adaptive challenges
- X-Matrix / TASTE



Celebration-5W



Business context



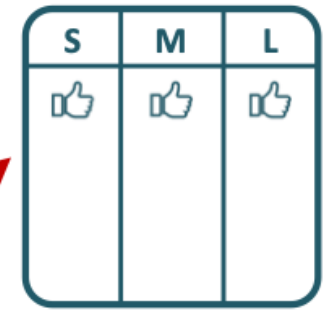
True North /
Obstacles



Pattern: Ideal, Obstacles, Outcomes (IdOO)



15-minute FOTO



Plan on a Page



Discovery

Exploration

Mapping

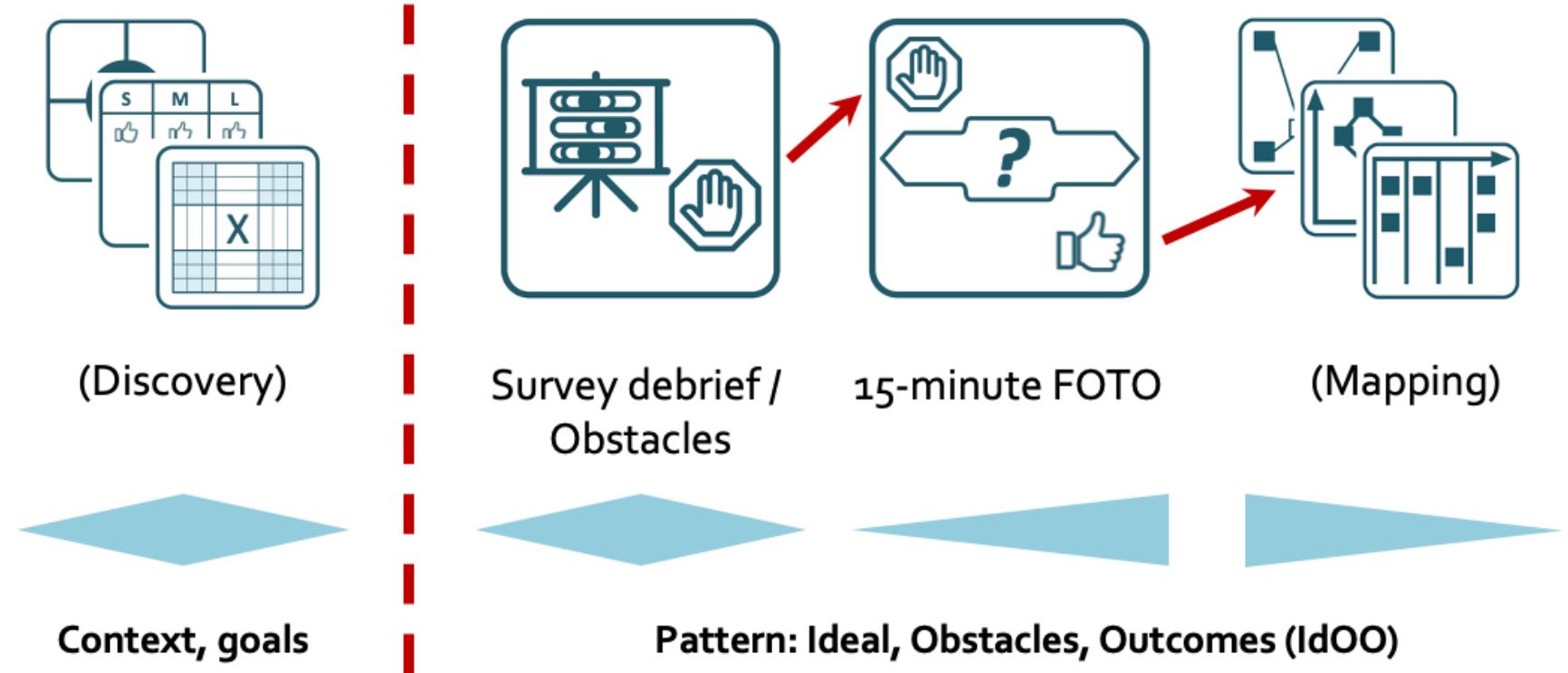
Elaboration

Operation

Prospecting for opportunities

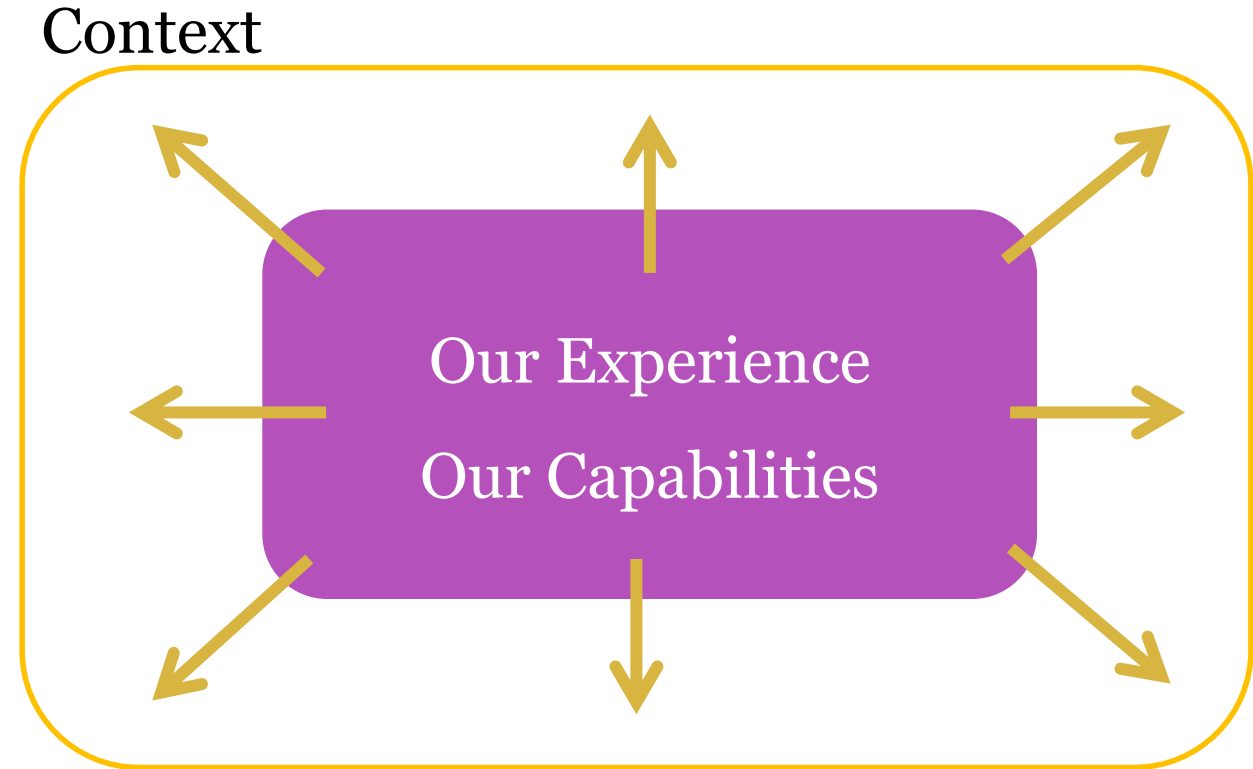
Additional material /
exercises may cover:

- Challenge Mapping
- Culture & Systems Thinking
- Empathy & framing
- Applicability



What is Inside-Out Strategy?

- Inside:
Any approach to strategy that **starts with us**; our experience and capabilities
- Out:
Looking at **how it fits its context**; how well we meet its **needs**, or make an **impact**, do we have that level of capability to achieve is **needed**



Who is invited?

Context



Supporters
of the strategy
process



Decision-makers
in the strategy
process



Contributors
to the strategy
process



Beneficiaries
and others who
may be **impacted**

Not Inside-Out Strategy (1): Outside-In Strategy

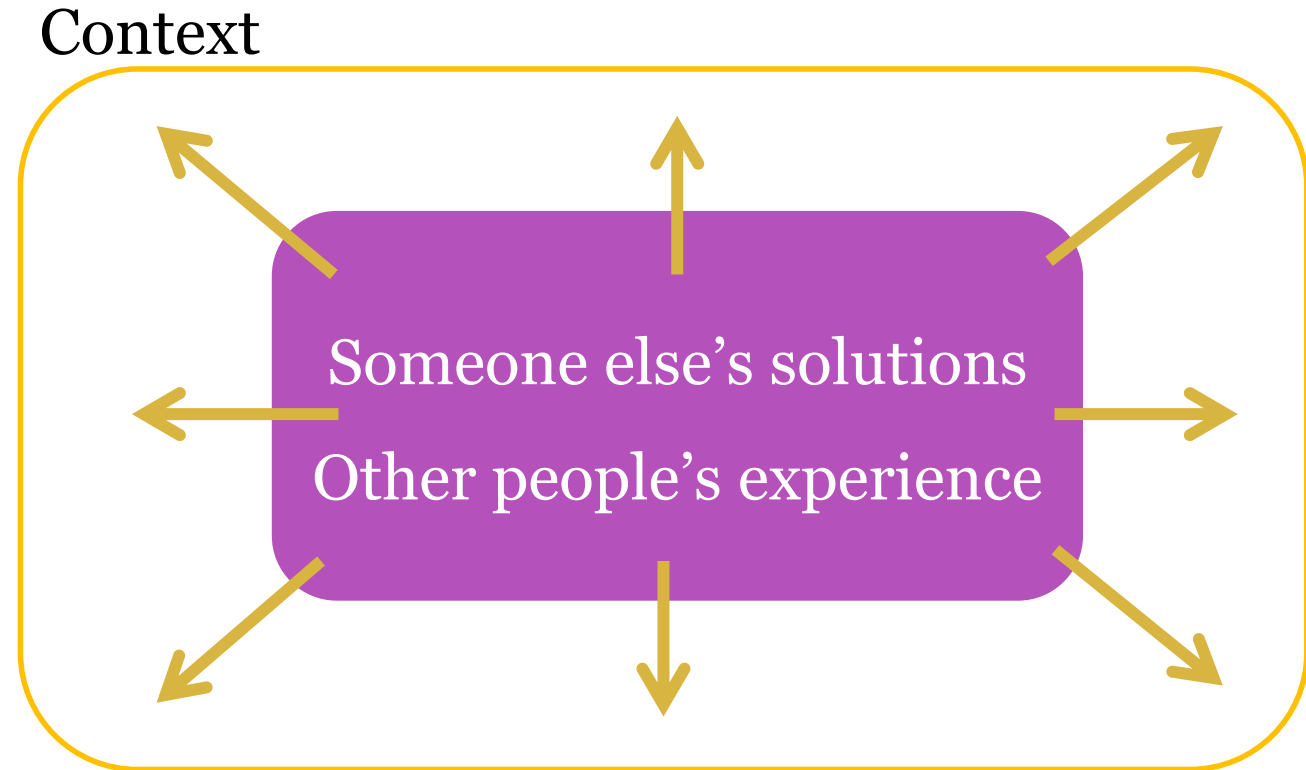
- Start not with our experience and capabilities, **but with somebody else's**; like our customers, how we are going to help them better, achieve what they want to achieve
- Look at our competitors, market, ...

Context



Not Inside-Out Strategy (2): Rollout /Adoption /Implementation...

- May be **red** sold as Inside-Out
- The solution has **blue** already been **blue** decided and now we roll it up
- When there is proven solutions, no need for learning and adaptation and transformation, where challenge can be fully understood



Two kinds of strategy

Reaching the right
customers, meeting
their *strategic needs*,

achieving results
in the way to
which we aspire

Outside-In Strategy:
Positioned for success

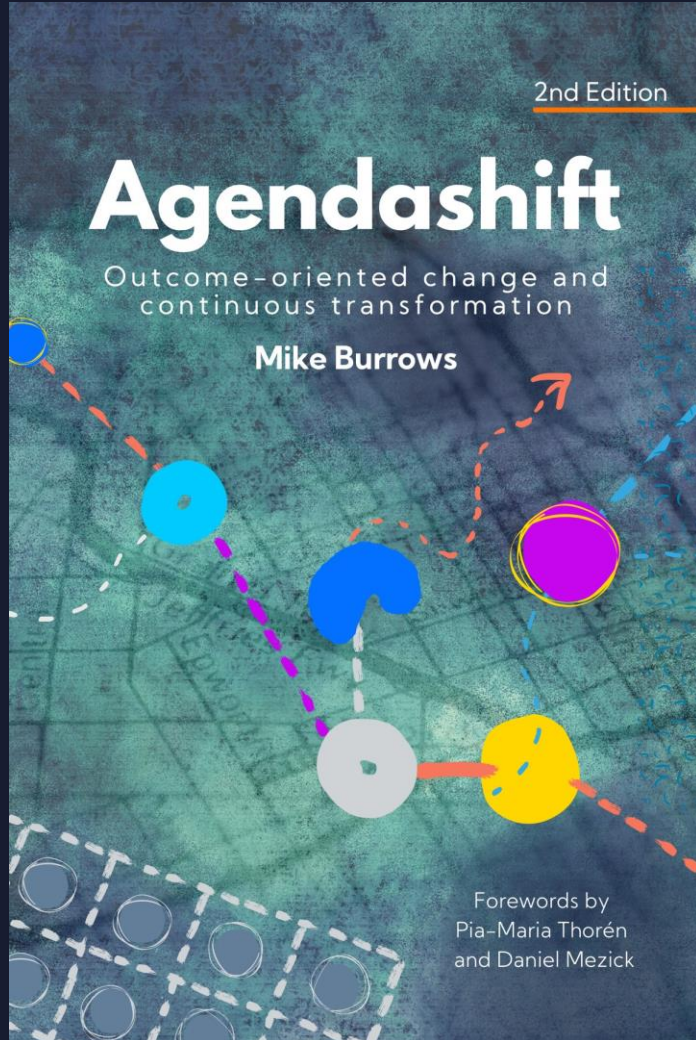
Inside-Out Strategy:
Fit for maximum impact

Strategy's virtuous circle



Fit, positioned, purposeful, successful!

Inside-out strategy: Fit for maximum impact



- ✓ 1. Everybody on the same page with purpose
- ▶ 2. Identifying and developing areas of opportunity
- 3. Organizing strategy visually
- 4. From outcome to action
- 5. Designing your inside-out strategy sprint

2. Identifying and developing areas of opportunity

The Agendashift Delivery Assessment



1. An outcome-oriented assessment
2. (Exercise) Your assessment
3. Bringing together multiple assessments: the survey debrief
4. (Exercise) Identifying areas of opportunity

Why is that important?

Introducing Challenge Mapping

The Agendashift Delivery Assessment

Survey: Leading with Outcomes: Fit for maximum impact

Context: Agendashift Academy

Template: Agendashift delivery assessment: original edition (EN-simplified)

This survey created 2022-03-21 by [Mike Burrows](#)

Sign up to participate

Welcome!

- Over 6 short pages – 1 for each of 6 categories – you will be scoring a total of 42 prompts on a scale of 1-4
- *“Choose a scope and stick to it”* – thoughtfully score each prompt for the same context you considered in chapter 1
- Then on a review page that brings all your scores together, you have 6 stars to spend across 3-6 prompts, identifying those prompts you think should be given further consideration

This survey’s privacy settings:

- You don’t need to give your name but it may be helpful to your survey administrator if you do
- You don’t need to provide an email address and a password but it may be helpful to your survey administrator if you do, and you are advised to do so now if you will want to return to your assessment later or view survey results if and when they are released to survey participants

Your inputs will be visible only to yourself, your survey administrator, and (for support and broad statistical purposes only) to the site operator. Your survey administrator can release consolidated results only. For more information see [privacy, security, and usage policies](#).

☒ I understand this survey’s settings and accept this site’s privacy, security, and usage policies



Next

Already have an account? [Sign in here](#)

The Agendashift Delivery Assessment

Complete sign up



Email (optional, but helpful)



Choose a password (required if email supplied)

☐ Remember me

Complete sign up and continue

Go back

The Agendashift Delivery Assessment

- Created assessment for survey 'Leading with Outcomes: Fit for maximum impact' ×

Survey: [Leading with Outcomes: Fit for maximum impact](#) Assessment Date: [2022-03-24](#)

[Assessment](#) > [Review](#) > [More](#)

Welcome!

- Over 6 short pages – 1 for each of 6 categories – you will be scoring a total of 42 prompts on a scale of 1-4
- *“Choose a scope and stick to it”* – thoughtfully score each prompt for the same context you considered in chapter 1
- Then on a review page that brings all your scores together, you have 6 stars to spend across 3-6 prompts, identifying those prompts you think should be given further consideration

Change language: [EN](#), [DE](#), [ES](#), [FA](#), [FR](#), [HE](#), [IT](#), [KO](#), [NL/BE](#), [NL/NL](#), [RU](#), [SV](#), [UKR](#)

This assessment has 42 prompts organised into 6 categories:

1. [Transparency](#), 0 of 7 (0%) complete
2. [Balance](#), 0 of 8 (0%) complete
3. [Collaboration](#), 0 of 7 (0%) complete
4. [Customer Focus](#), 0 of 6 (0%) complete
5. [Flow](#), 0 of 7 (0%) complete
6. [Leadership](#), 0 of 7 (0%) complete

Your survey administrator is [Mike Burrows](#).

[➤ 1. Transparency](#)

The Agendashift Delivery Assessment

Survey: [Leading with Outcomes: Fit for maximum impact](#)
Assessment Date: 2022-03-24

[Assessment](#) > [Review](#) > [More](#)

1. Transparency



Scoring

Please score each prompt between 1 and 4 as follows:

1. Barely started - little evidence, if any
2. Early gains - sporadic evidence, not widespread or consistent
3. Getting there - evident, but improvement or more consistency needed
4. Nailing it, consistently - firmly established, widely and consistently evident

Click the **i** icon above to hide and show this help.

1.1

Our work, its status, and where it is in the process are easily visible to everyone interested

× 1 2 3 4

1.2

We can always see what work is coming next

× 1 2 3 4

◀ Front

▶ 2. Balance

The Agendashift Delivery Assessment

Survey: [Leading with Outcomes: Fit for maximum impact](#)
Assessment Date: 2022-03-24

[Assessment](#) > [Review](#) > [More](#)

1. Transparency



1.1

Our work, its status, and where it is in the process are easily visible to everyone interested

x 1 2 3 4

1.2

We can always see what work is coming next

x 1 2 3 4

1.3

We can always see what work is blocked and why

x 1 2 3 4

1.4

We sequence our work to minimise dependencies

x 1 2 3 4

The Agendashift Delivery Assessment

Survey: [Leading with Outcomes: Fit for maximum impact](#)
Assessment Date: 2022-03-24

[Assessment](#) > [Review](#) > [More](#)

Before you go...

1. Your assessment is 0% complete – 0 of 42 prompts scored. You may change your scores here.
2. If you have any thoughts or feedback you would like to record here, please use the Notes box below. Your input will be saved when you click Finish at the bottom of this page and will be visible to your survey administrator.
3. Please use up to 6 stars to prioritise prompts for further discussion. Across 0 prompts you have used 0. Remaining: ★★★★★★

Notes

Notes

1. Transparency

1.1

Our work, its status, and where it is in the process are easily visible to everyone interested

× 1 2 3 4 × ☆ ☆ ☆

1.2

We can always see what work is coming next

× 1 2 3 4 × ☆ ☆ ☆

2. Identifying and developing areas of opportunity

The Agendashift Delivery Assessment

- ✓ 1. An outcome-oriented assessment
- ▶ 2. (Exercise) Your assessment
- 3. Bringing together multiple assessments: the survey debrief
- 4. (Exercise) Identifying areas of opportunity

Why is that important?

Introducing Challenge Mapping

2. Identifying and developing areas of opportunity

The Agendashift Delivery Assessment

- ✓ 1. An outcome-oriented assessment
- ✓ 2. (Exercise) Your assessment
- ▶ 3. Bringing together multiple assessments: the survey debrief
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Why is that important?

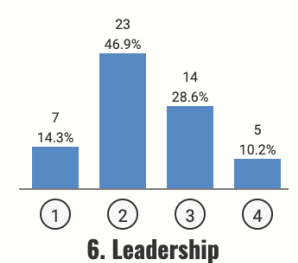
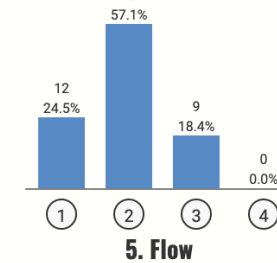
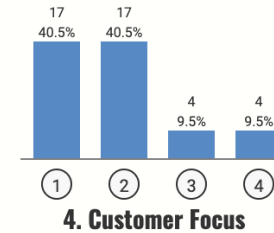
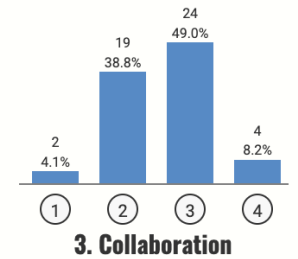
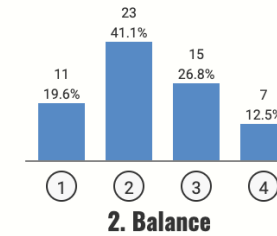
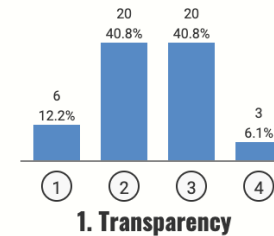
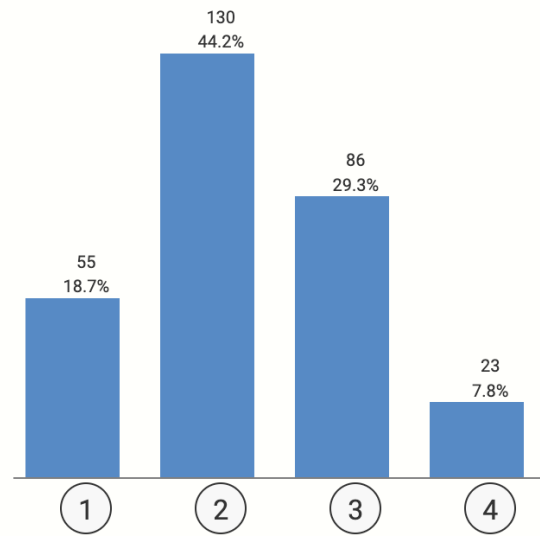
Introducing Challenge Mapping

The survey debrief

Agendashift™ survey debrief report

Survey: [Leading with Outcomes: Fit for maximum impact](#)

Score distributions

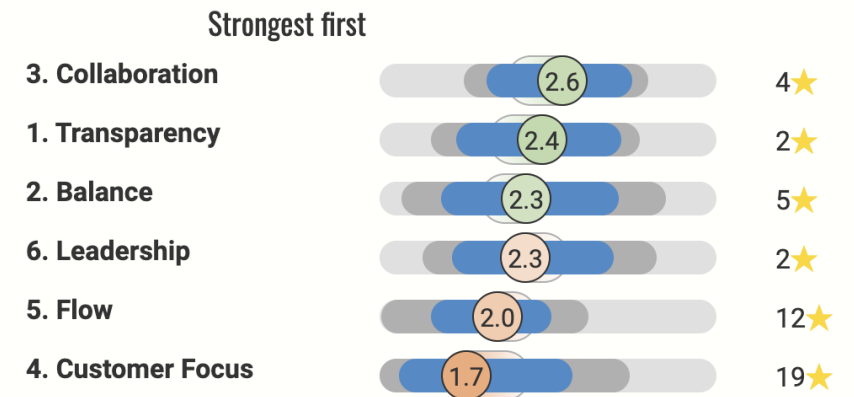
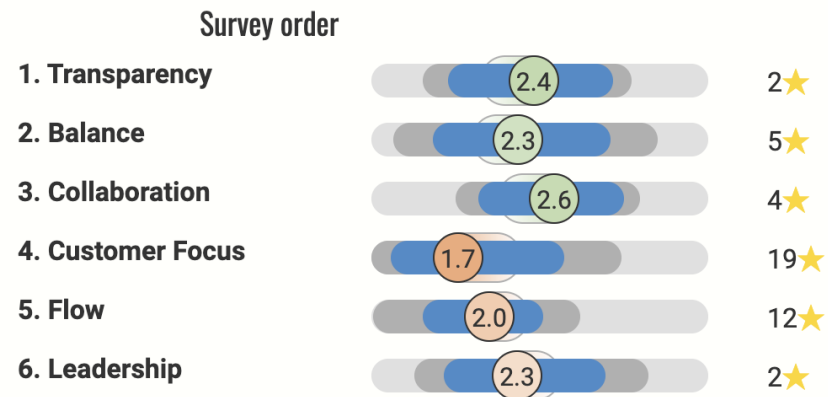


The survey debrief

Agendashift™ survey debrief report

Survey: [Leading with Outcomes: Fit for maximum impact](#)

Categories



The survey debrief

Categories and prompts with the narrowest spread of scores

Categories and prompts with narrowest spread of scores, measured by the smallest differences in half and quartile means

Categories

3. Collaboration



5. Flow



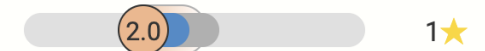
1. Transparency



Prompts

1.1 Our work, its status, and where it is in the process are easily visible to everyone interested

Transparency



1.6 We share progress on our work frequently and are quick to collaborate as the need or opportunity arises

Transparency



5.7 We minimise wasteful rework by testing our assumptions early and often

Flow



6.4 We recognise improvement areas, take action, and follow through

Leadership



3.1 Our policies and structure promote effective collaboration across the organisation

Collaboration



5.1 We are never short of worthwhile and appropriately understood things to work on

Flow



The survey debrief

Strongest categories and prompts

Categories and prompts strongest in absolute terms, highest aggregate scores first

Categories

3. Collaboration



1. Transparency



2. Balance



Prompts

6.6 We treat each other with respect regardless of role, position, or seniority **Leadership**



2.8 We have the range of skills we need to achieve meaningful results independently of other teams



Balance

1.4 We sequence our work to minimise dependencies **Transparency**



3.6 In our efforts to improve, we never compromise on corporate or employee welfare **Collaboration**



1.6 We share progress on our work frequently and are quick to collaborate as the need or opportunity arises **Transparency**



3.5 We meet frequently to share what we're discovering in the course of our work **Collaboration**

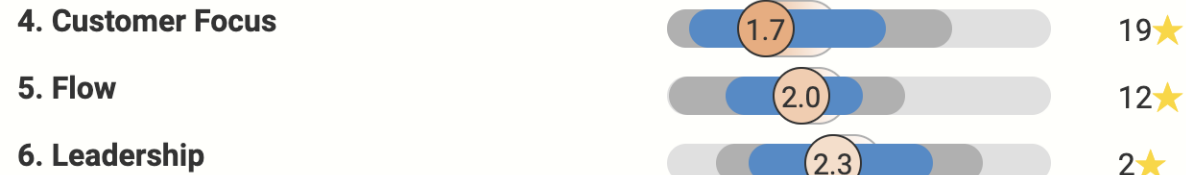


The survey debrief

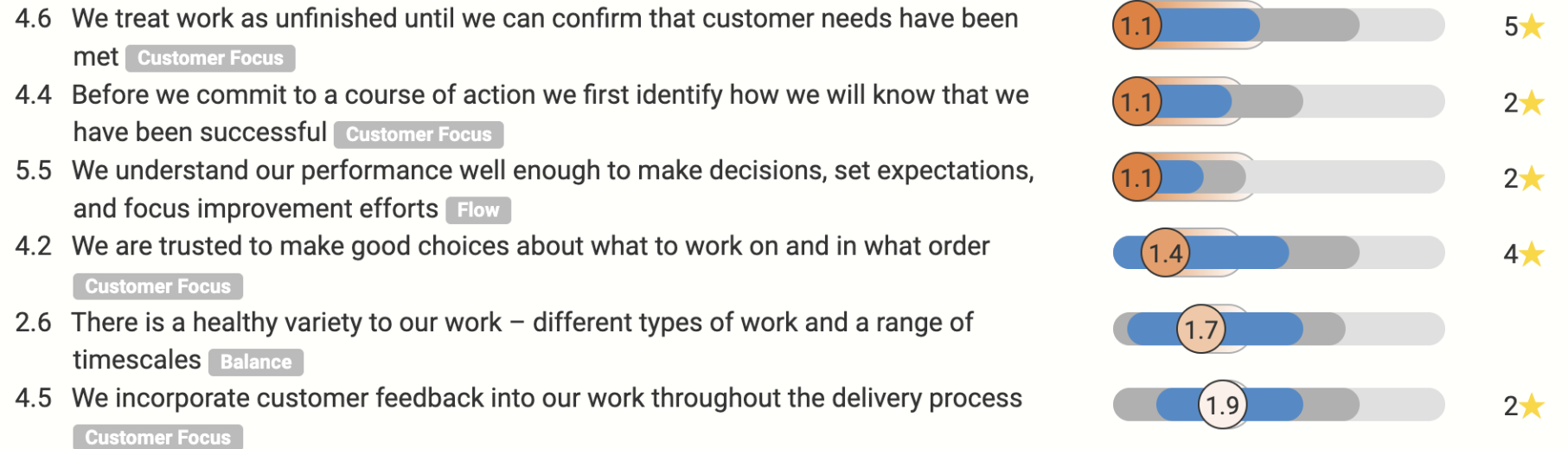
Weakest categories and prompts

Categories and prompts weakest in absolute terms, lowest aggregate scores first

Categories



Prompts



The survey debrief

Categories and prompts with the widest spread of scores

Categories and prompts with widest spread of scores, measured by the biggest differences between half quartile means

Categories

2. Balance



5★

4. Customer Focus



19★

6. Leadership



2★

Prompts

2.1 We actively manage our workload to keep it within our capacity **Balance**



2.3 We're careful to separate new ideas from work already started **Balance**



1★

1.7 Seeking to improve its effectiveness, we regularly review our whole operation end to end **Transparency**



6.7 We regularly seek, provide, and act on feedback **Leadership**



1★

1.4 We sequence our work to minimise dependencies **Transparency**



2.4 We focus on finishing work before starting new work **Balance**



4.2 We are trusted to make good choices about what to work on and in what order

Customer Focus



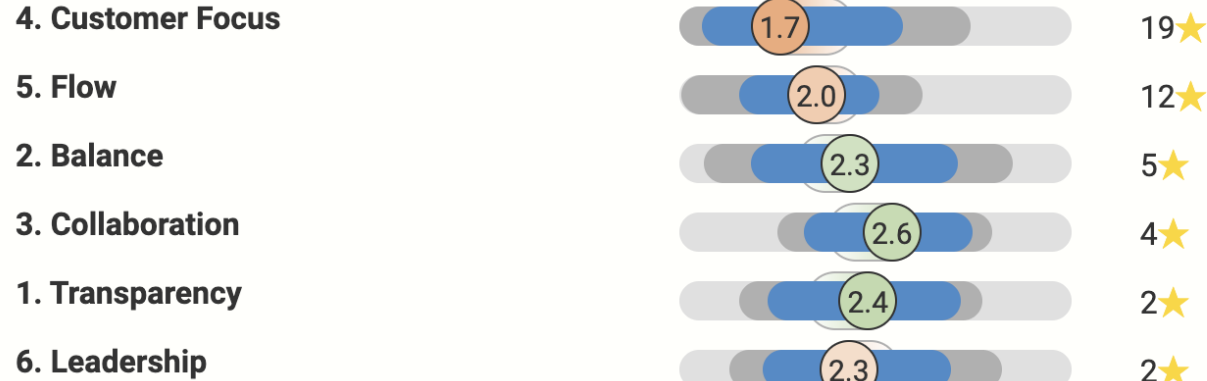
4★

The survey debrief

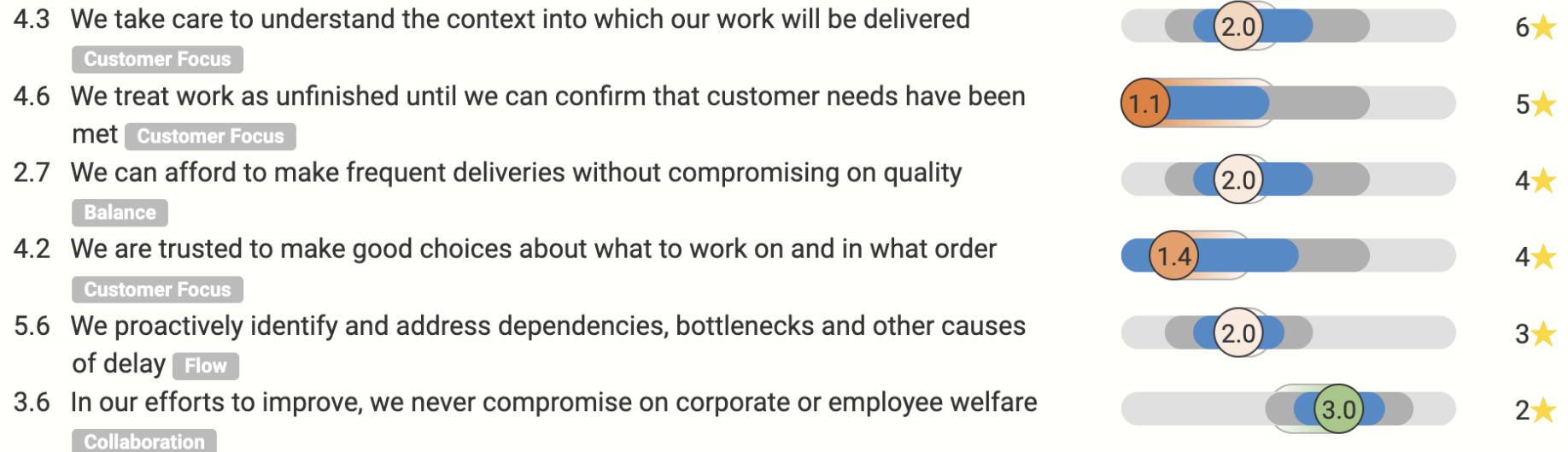
Most starred

Starred categories and prompts, most stars first

Categories



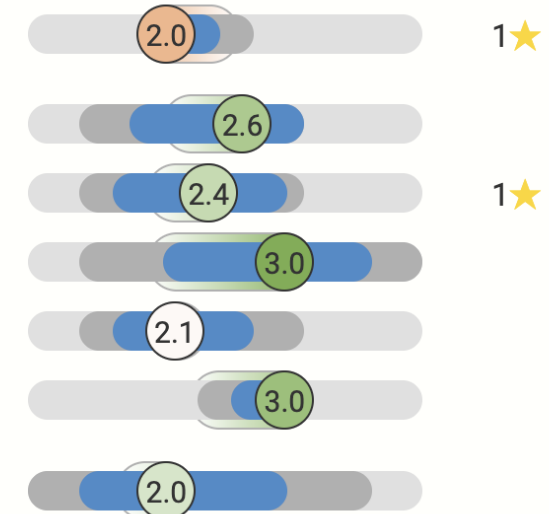
Prompts



The survey handout

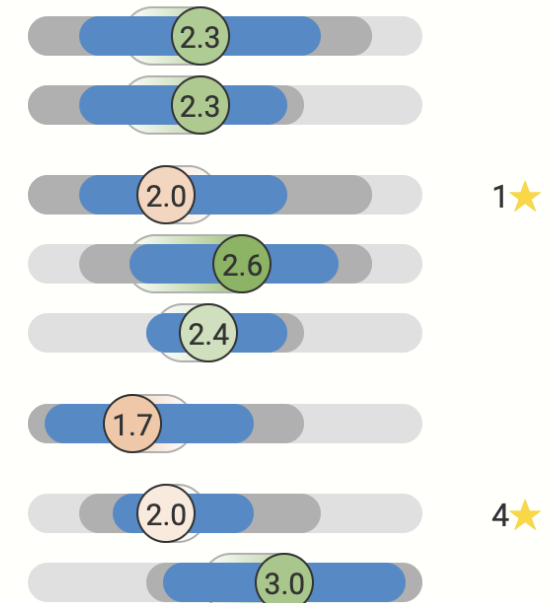
Transparency

- 1.1 Our work, its status, and where it is in the process are easily visible to everyone interested
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- 1.3 We can always see what work is blocked and why
- 1.4 We sequence our work to minimise dependencies
- 1.5 We identify and manage dependencies on external teams or services
- 1.6 We share progress on our work frequently and are quick to collaborate as the need or opportunity arises
- 1.7 Seeking to improve its effectiveness, we regularly review our whole operation end to end



Balance

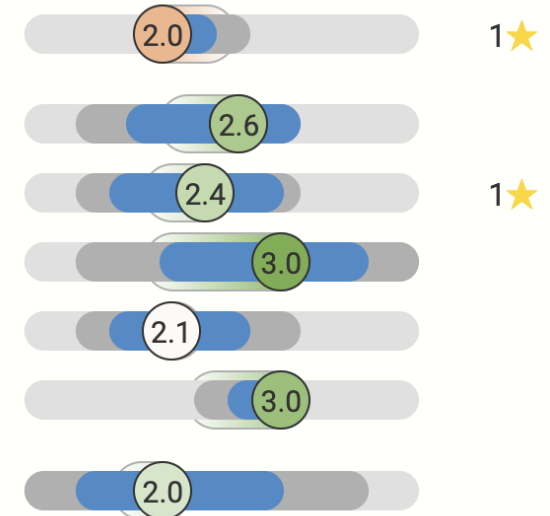
- 2.1 We actively manage our workload to keep it within our capacity
- 2.2 We know how much work we can accommodate before our effectiveness is compromised
- 2.3 We're careful to separate new ideas from work already started
- 2.4 We focus on finishing work before starting new work
- 2.5 We consciously balance the needs of all our stakeholders, both internal and external
- 2.6 There is a healthy variety to our work – different types of work and a range of timescales
- 2.7 We can afford to make frequent deliveries without compromising on quality
- 2.8 We have the range of skills we need to achieve meaningful results independently of other teams



The survey handout (choose 3)

Transparency

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