Cultural change with Spiral Dynamics
to transform from “doing agile” to “being agile”
Dajo Breddels
Introduction
Doing Agile vs. Being Agile

**Doing Agile**
- Rules and Procedures
- Knowledge intellectual
- Skills
- One Truth

**Being Agile**
- Principles and Values
- Knowledge intuitive
- Beliefs and values
- Multiple truths possible
Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.
“The Emergent, Cyclical, Double-Helix Model Of The Adult Human Biopsychosocial Systems.”

Prof. Dr. Clare W. Graves
BEIGE Instinctive/Survivalistic VS
Do what you must just to stay alive

- Uses instincts and habits just to survive
- Distinct self is barely awakened or sustained
- Food, water, warmth, sex, and safety have priority
- Forms into survival bands to perpetuate life
- Lives “off the land” much as other animals
PURPLE Magical/Animistic VS

Keep the spirits happy and the tribe’s nest warm and safe

- Obeys the desires of the spirit being and mystical signs
- Shows allegiance to chief, elders, ancestors, and the clan
- Individual subsumed in group
- Preserves sacred objects, places, events, and memories
- Observes rites of passage, seasonal cycles, and tribal customs
**RED Impulsive/Egocentric VS**

Be what you are and do what you want, regardless

- The world is a jungle full of threats and predators
- Breaks free from any domination or constraint to please self as self desires
- Stands tall, expects attention, demands respect, and calls the shots
- Enjoys self to the fullest right now without guilt or remorse
- Conquers, out-foxes, and dominates other aggressive characters
BLUE Purposeful/Authoritarian VS
Life has meaning, direction, and purpose with predetermined outcomes

- One sacrifices self to the transcendent Cause, Truth, or righteous Pathway
- The Order enforces a code of conduct based on eternal, absolute principles
- Righteous living produces stability now and guarantees future reward
- Impulsivity is controlled through guilt; everybody has their proper place
- Laws, regulations, and discipline build character and moral fiber
ORANGE Achievist/Strategic VS

Act in your own self-interest by playing the game to win

› Change and advancement are inherent within the scheme of things
› Progresses by learning nature’s secrets and seeking out best solutions
› Manipulates Earth’s resources to create and spread the abundant good life
› Optimistic, risk-taking, and self-reliant people deserve success
› Societies prosper through strategy, technology, and competitiveness
GREEN Communitarian/Egalitarian VS

Seek peace within the inner self and explore, with others, the caring dimensions of community

- The human spirit must be freed from greed, dogma, and divisiveness
- Feelings, sensitivity, and caring supersede cold rationality
- Spreads the Earth’s resources and opportunities equally among all
- Reaches decisions through reconciliation and consensus processes
- Refreshes spirituality, brings harmony, and enriches human development
Yellow Integrative VS
Live fully and responsibly as what you are and learn to become

- Life is a kaleidoscope of natural hierarchies, systems, and forms
- The magnificence of existence is valued over material possessions
- Flexibility, spontaneity, and functionality have the highest priority
- Differences can be integrated into interdependent, natural flows
- Understands that chaos and change are natural
Experience the wholeness of existence through mind and spirit

- The world is a single, dynamic organism with its own collective mind
- Self is both distinct and a blended part of a larger, compassionate whole
- Everything connects to everything else in ecological alignments
- Energy and information permeate the Earth’s total environment
- Holistic, intuitive thinking and cooperative actions are to be expected
New times, new ways of thinking
# Spiral Dynamics

**Don Edward Beck & Christopher C. Cowan**

*ilustración by Brandy Agerbeck, Losetooth.com*

**Sources**


<table>
<thead>
<tr>
<th>tier¹</th>
<th>#</th>
<th>memo¹</th>
<th>popular name¹</th>
<th>structure¹</th>
<th>motives¹,²</th>
<th>characteristics¹,²</th>
</tr>
</thead>
<tbody>
<tr>
<td>2nd</td>
<td>8</td>
<td>Turquoise</td>
<td>GlobalView</td>
<td>global</td>
<td>compassion, harmony</td>
<td>holistic, global</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Yellow</td>
<td>FlexFlow</td>
<td>interactive</td>
<td>adaptability, integration</td>
<td>systemic, conceptual, ecological, flexible</td>
</tr>
<tr>
<td>1st</td>
<td>6</td>
<td>Green</td>
<td>HumanBond</td>
<td>egalitarian</td>
<td>approval, equality, community</td>
<td>relativistic, personalistic, sensitive, pluralistic</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Orange</td>
<td>StriveDrive</td>
<td>delegative</td>
<td>autonomy, achievement</td>
<td>materialistic, strategic, ambitious, individualistic</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Blue</td>
<td>TruthForce</td>
<td>pyramidal</td>
<td>order, right &amp; wrong</td>
<td>absolutistic, obedient, purposeful, authoritarian</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Red</td>
<td>PowerGods</td>
<td>empires</td>
<td>power, dominance</td>
<td>egocentric, exploitative, impulsive, rebellious</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Purple</td>
<td>KinSpirits</td>
<td>tribes</td>
<td>magic, safety</td>
<td>animistic, tribalistic, magical, mystical</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Beige</td>
<td>SurvivalSense</td>
<td>loose bands</td>
<td>survival</td>
<td>archaic, instinctive, basic, automatic</td>
</tr>
</tbody>
</table>
Example individual Value System profile

RED Centered: Hägar the Horrible Profile
Example individual Value System profile
GREEN Centered: Scandinavian Society Profile

WORK

SPORTS PARTICIPATION

POLITICS

RELIGIOUS

SOCIAL

FAMILY
QUIZ

What is the dominant Value System?
QUIZ
What is the dominant Value System?
QUIZ

What is the dominant Value System?
QUIZ

What is the dominant Value System?
QUIZ
What is the dominant Value System?
QUIZ
What is the dominant Value System?
QUIZ
What is the dominant Value System?
QUIZ

What is the dominant Value System?

Your organization
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Spiral Dynamics</td>
<td>2</td>
</tr>
<tr>
<td>Agile and Spiral Dynamics</td>
<td>3</td>
</tr>
<tr>
<td>Transform to Being</td>
<td>4</td>
</tr>
<tr>
<td>Wrap up</td>
<td>5</td>
</tr>
</tbody>
</table>
The world of the Value Systems

- Individual
- Team
- Organization
- Environment
Value Systems and Agile

BLUE Value System

ORANGE Value System

GREEN Value System

YELLOW Value System
BLUE Purposeful/Authoritarian VS
Being dominant in an Agile environment

- **Name:** Procedural Agile
- **Right Use:** Life critical applications
- **Strong:** Order and Control
- **Weakness:** Slow and Inflexible
- **Danger:** unstoppable growth of procedures

- **Typical**
  - One Truth, hierarchical, inflexible, silo thinking, one specific method, reacts slow to changes, guidelines, templates, procedures, disciplined

- **To keep it agile**
  - Something in, something out
ORANGE Achievist/Strategic VS
Being dominant in an Agile environment

- **Name:** Money Driven Agile
- **Right Use:** Direct financial crisis
- **Strong:** Quick win and Improving
- **Weakness:** Long term
- **Danger:** Burning up people

**Typical**
- More with less, success, improves, competition, outsmart others, situational ethics, drive

**To keep it agile**
- Limit the maximum cost reduction / growth
GREEN Communitarian/Egalitarian VS

Being dominant in an Agile environment

› **Name:** People Centric Agile

› **Right Use:** Political sensitive projects

› **Strong:** Team thinking and involvement

› **Weakness:** Paralysis through consensus

› **Danger:** To many people involved

› **Typical**

› People first, consensus, everybody is equal, flat organization, team effort, acceptance, slow in taking decisions

› **To keep it agile**

› Limit number of stakeholders
Yellow Integrative VS
Being dominant in an Agile environment

- **Name:** Effective Agile
- **Right Use:** Chaotic and global environments
- **Strong:** Respond to change
- **Weakness:** Seen as unstable
- **Danger:** Loosing the rest

- **Typical**
  - Effectiveness over efficiency, people are different, embrace change, improve, out-of-the-box, wolf in sheep’s clothing, hard to understand, can loose interest, no interest in status, long term thinking
Value Systems and Agile Manifesto

**BLUE Value System**
- Comprehensive documentation over working software
- Following a plan over responding to change
- Processes and tools over individuals and interactions

**ORANGE Value System**
- Contract negotiation over customer collaboration
- Working software over comprehensive documentation

**GREEN Value System**
- Individuals and interactions over processes and tools
- Customer collaboration over contract negotiation

**YELLOW Value System**
- Responding to change over following a plan
Real life example

- Management
- Team
- Organization
- External Environment
Value Systems and your version of Agile
What’s the dominant Value System in your agile implementation and why?

BLUE Value System

ORANGE Value System

GREEN Value System

YELLOW Value System
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Spiral Dynamics</td>
<td>2</td>
</tr>
<tr>
<td>Agile and Spiral Dynamics</td>
<td>3</td>
</tr>
<tr>
<td>Transform to Being</td>
<td>4</td>
</tr>
<tr>
<td>Wrap up</td>
<td>5</td>
</tr>
</tbody>
</table>
Where is change needed?

- Individual
- Team
- Organization
- Environment
Assessing Value Systems
In individuals, teams and organizations

Observation

- Behavior
- Interactions with others
- Use of language
  - Value words
  - Beliefs
- Don’t judge too fast

Questionnaires

- Personal test
  - 300+ Questions
  - One on one
- Group tests
  - Initial questions very important
- Don’t use it too mechanical
### Examples of using language

#### To determine the corresponding Value System

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td>We have to be sure about what to do, before we can give a reliable estimate</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>It’s important we all agree on this solution.</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>Scrum says that we have to do …</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td>Let’s improve x … so we become the most successful team.</td>
</tr>
<tr>
<td><strong>5</strong></td>
<td>Eric, what’s your opinion about this? I really want to know.</td>
</tr>
</tbody>
</table>
Example individual questionnaire
To determine the corresponding Value System
Example group questionnaire
To determine the corresponding Value System

<table>
<thead>
<tr>
<th>Traditions</th>
<th>Ambition</th>
<th>Complexity</th>
<th>Respect</th>
<th>Charisma</th>
<th>Protection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct reward</td>
<td>Bureaucracy</td>
<td>Equality</td>
<td>Change</td>
<td>Safety</td>
<td>Success</td>
</tr>
<tr>
<td>Structure</td>
<td>Profit</td>
<td>Magical</td>
<td>Tolerance</td>
<td>Insight</td>
<td>Enthusiasm</td>
</tr>
</tbody>
</table>


Example group questionnaire
To determine the corresponding Value System

<table>
<thead>
<tr>
<th>Traditions</th>
<th>Ambition</th>
<th>Complexity</th>
<th>Respect</th>
<th>Charisma</th>
<th>Protection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct reward</td>
<td>Bureaucracy</td>
<td>Equality</td>
<td>Change</td>
<td>Safety</td>
<td>Success</td>
</tr>
<tr>
<td>Structure</td>
<td>Profit</td>
<td>Magical</td>
<td>Tolerance</td>
<td>Insight</td>
<td>Enthusiasm</td>
</tr>
</tbody>
</table>
Transform from Doing to Being
Making the transition from one color to the next

- Look for what to keep
- Make use of the dominant color to implement the new one
- Don’t skip colors (there is no shortcut)
- Acknowledge the past and show that the environment has changed
- Emphasize signs of the new color when they occur
- Make sure the environment supports the new color
- Use Real Life
From BLUE to ORANGE Value System
From doing your duty to making a success

- Use the higher authority
- Design new leaner procedures
- Design new procedures which embed continuous improvement
- Reward results instead of doing your tasks
- Flatten organizational layers
- Add competition
From ORANGE to GREEN Value System
From personal success to shared goals

- Use scientific research to persuade new way of working
- Make rewards team-oriented
- Make competition team-oriented
- Reward people for growing and caring not only for getting successes
- Remove the boss/manager and let the group make important decisions
From GREEN to YELLOW Value System
From all equal to all unique value

- Make rewards for contribution to team growth and wellbeing
- Remove consensus thinking and introduce situational leadership
- Make an ecological mission and/or vision statement to inspire
- Remove strict Function/Job Descriptions
The four most dominant Value Systems

In an Agile context
Resources

› **Books**
  - Spiral Dynamics, Don Beck and Christopher Cowan
  - Virus of the Mind, Richard Brodie
  - Spiral Dynamics Integral, Don Beck (audiobook)

› **Websites**
  - [http://www.jobeq.net](http://www.jobeq.net) (example Value System test)
Contact for more information
Dajo Breddels
Agile Change Coach

dajo.breddels@capgemini.com