

Agile2023

THE SCOTLAND EXPERIENCE

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#AGILE2023SCOTLAND

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Dr. Stefanie Puckett

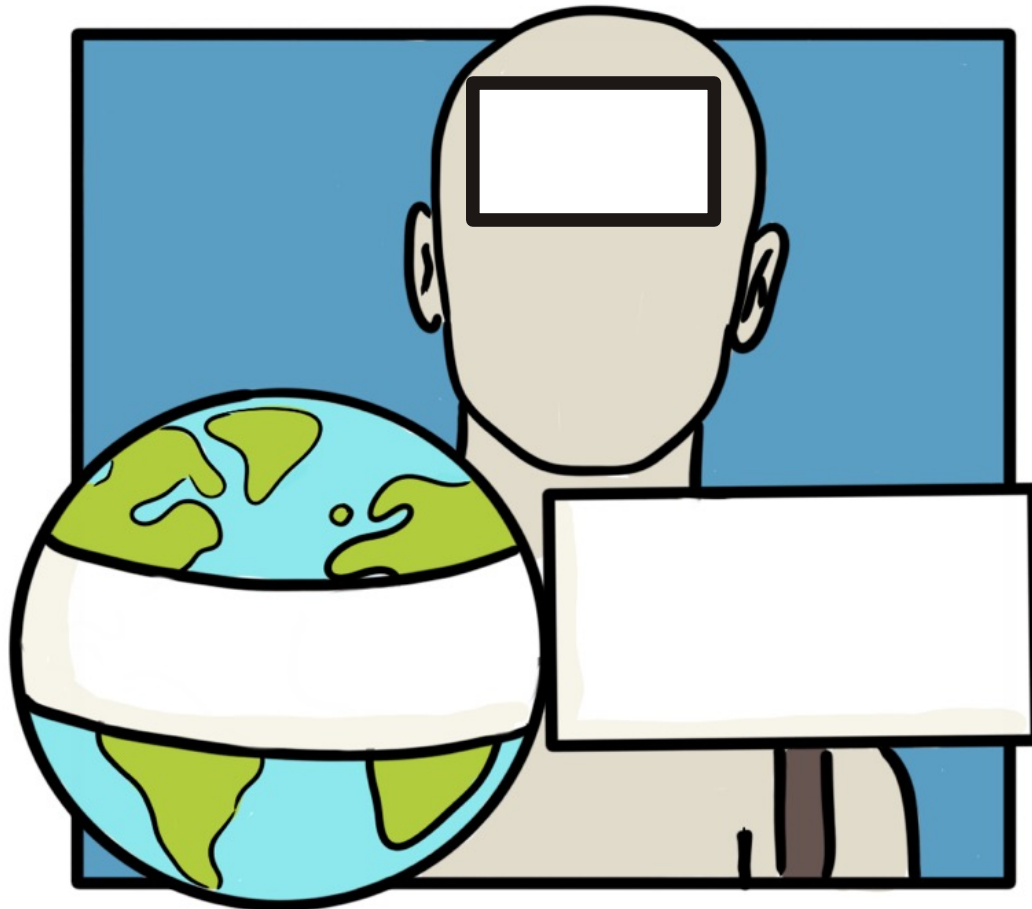
The Psychology of the Agile Manifesto

- Psychological Research to Support Agile Working



Never stop making work better!

Fill in the blanks.



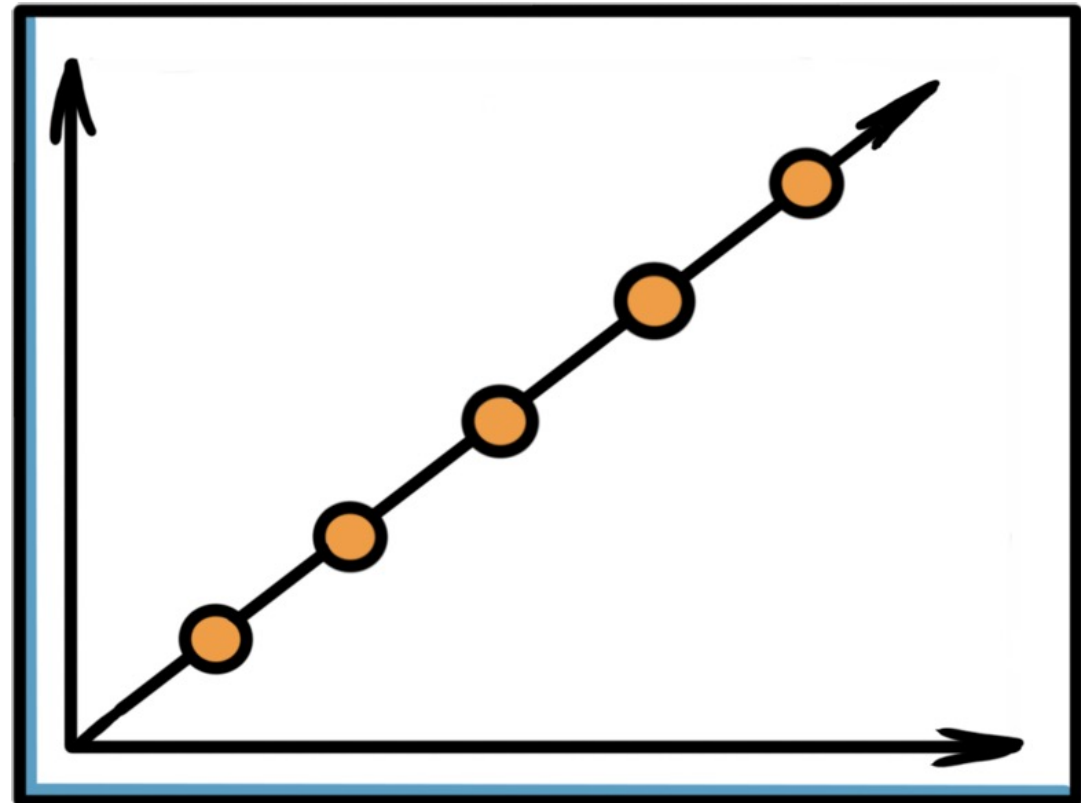
THINK BIG
THINK DIFFERENT
USE YOUR INTUITION

All agile, all better?

For the company?

Studies show, greater agility is associated with greater business outcome:

- Increase in market share
- Increase in revenue growth
- More profitability
- Higher customer satisfaction

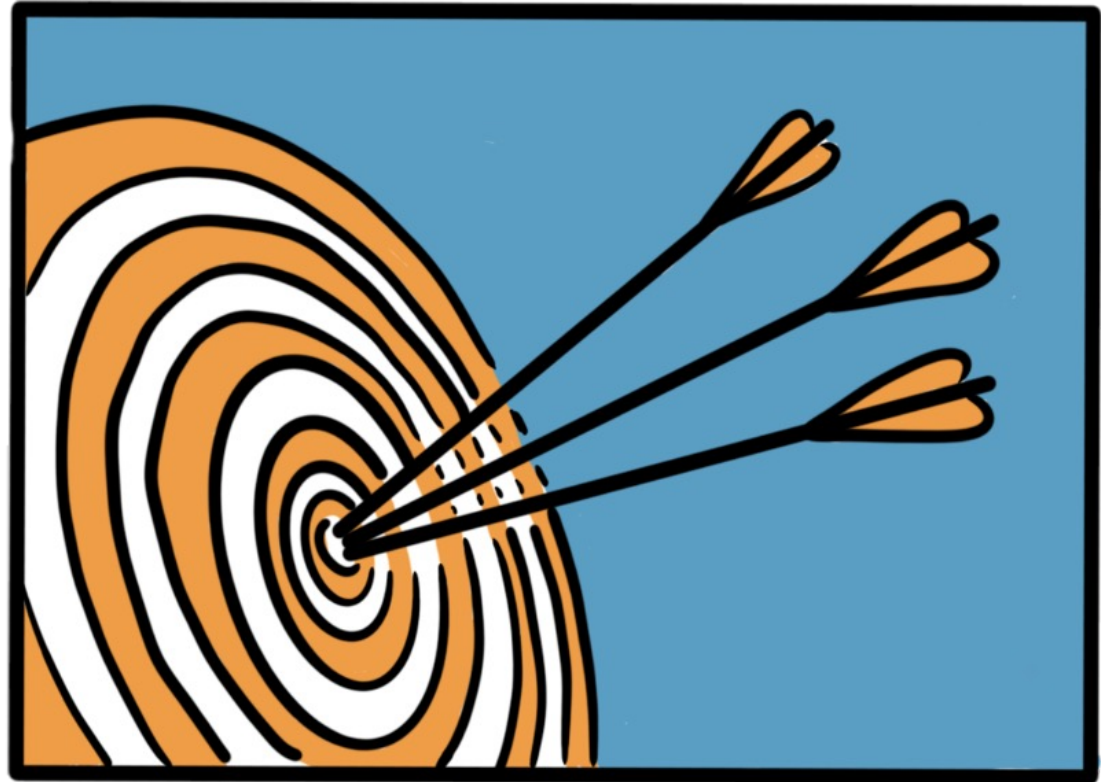


All agile, all better?

For the people?

Increasing empowerment and control for individuals and teams is – studies show – associated with:

- Higher effect of intrinsic motivation
- Higher job satisfaction
- Less stress and better health
- Increased creativity and innovation
- Increased performance



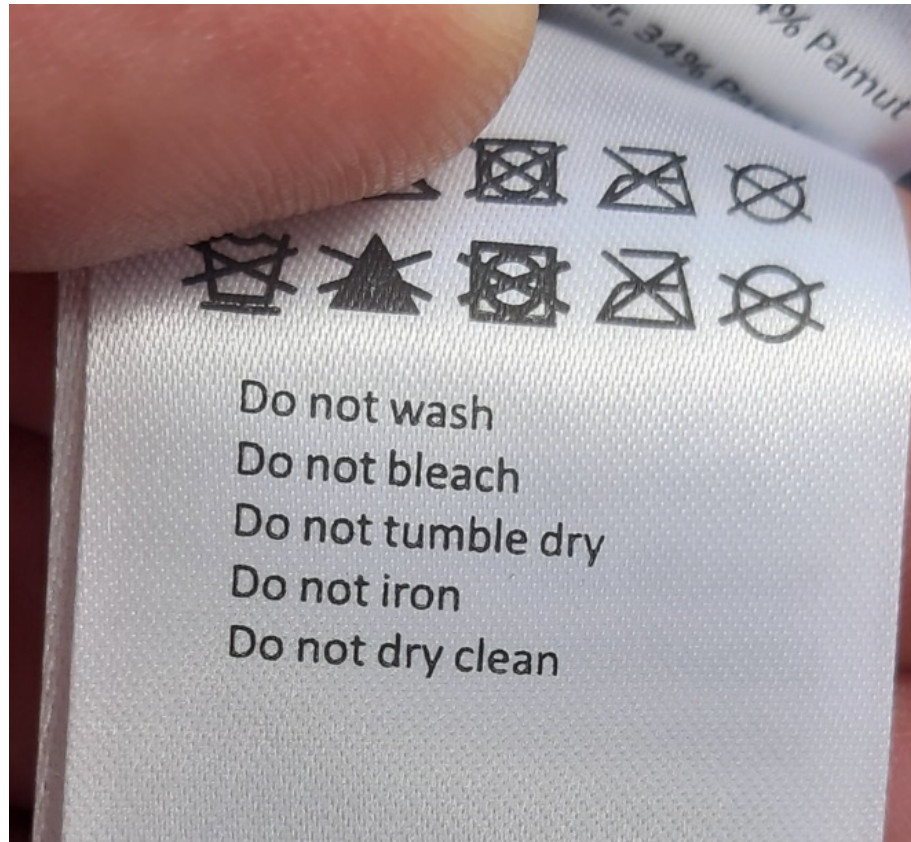
Change? Pick your fight!

~~UNQUALIFIED
POSITION HOLDERS~~

~~BULLSHIT
AGILE~~

~~NARCISTIC
BOSSSES~~

~~TOXIC
CULTURE~~



~~TOO MUCH
WORKLOAD~~

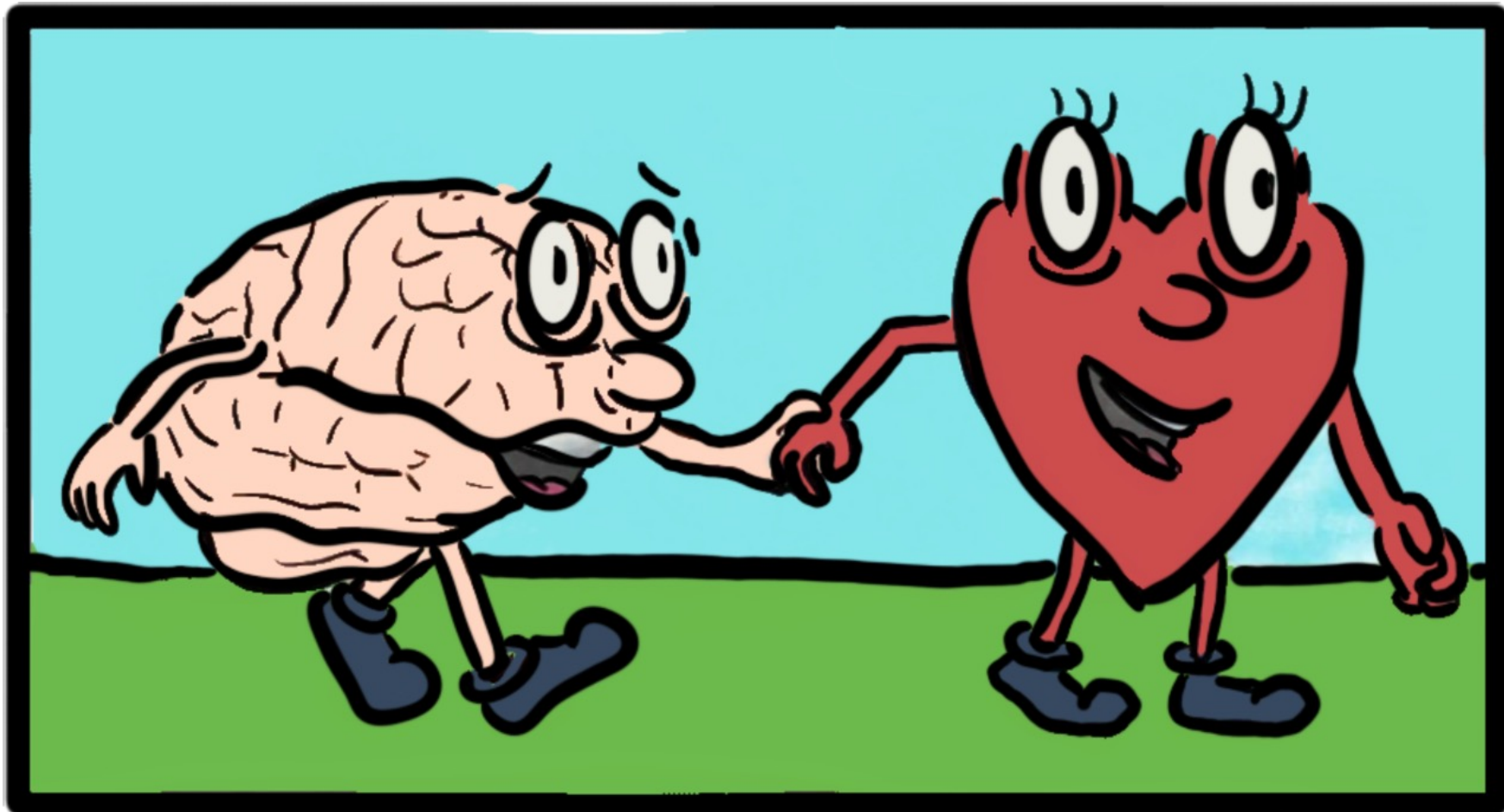
~~NO VISION~~

~~LACK OF
COMMITMENT
AT THE TOP~~

~~AUTOCRATIC
LEADERSHIP~~

...or your angle

Let's look at the way we work from a psychological perspective...



An Organizational Psychologist's view Principles 1-6

Based on personality

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.



An Organizational Psychologist's view Principles 7-12

Based on personality

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximizing the amount of work not done--is essential.

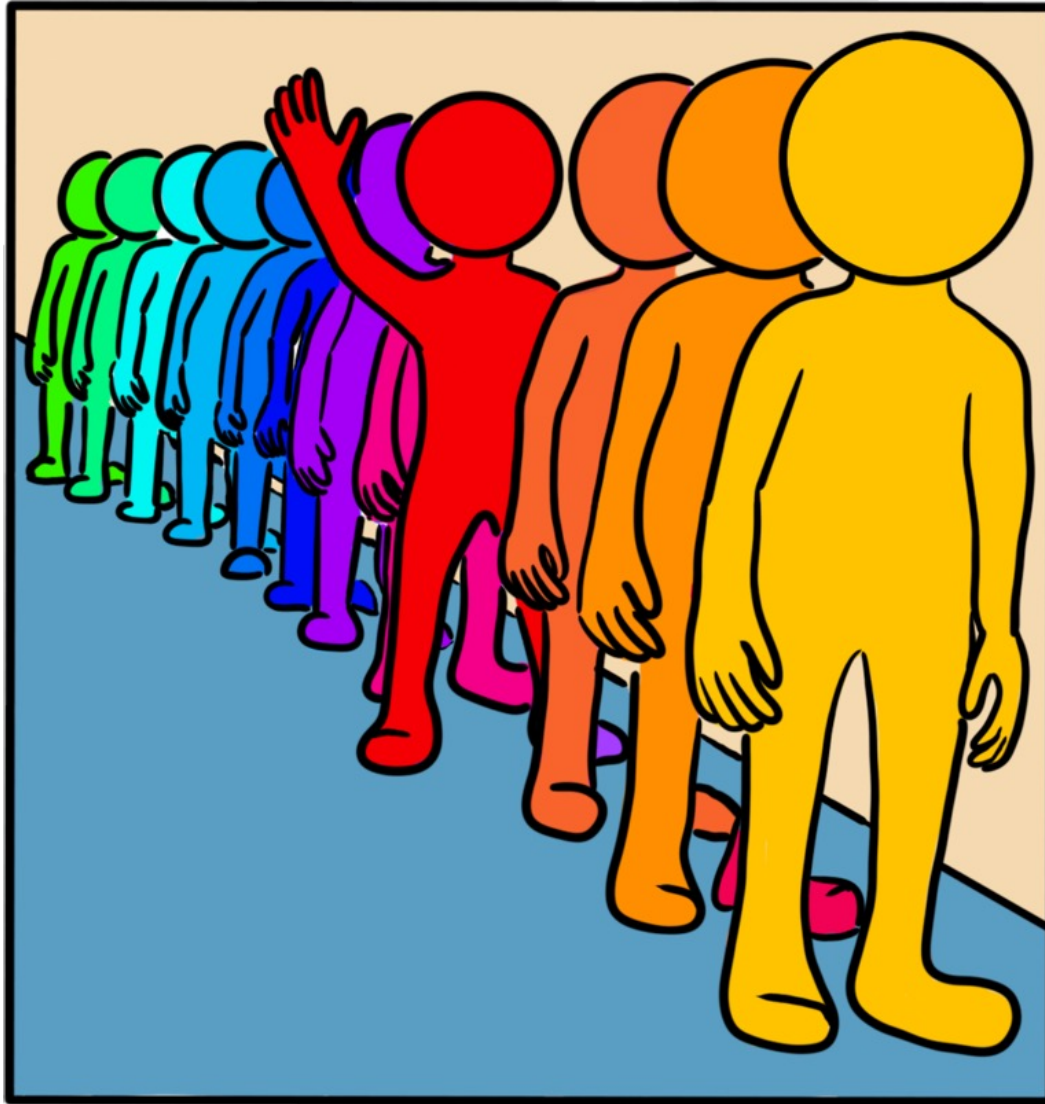
The best architectures, requirements, and designs emerge from self-organizing teams

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.



Personality – What???

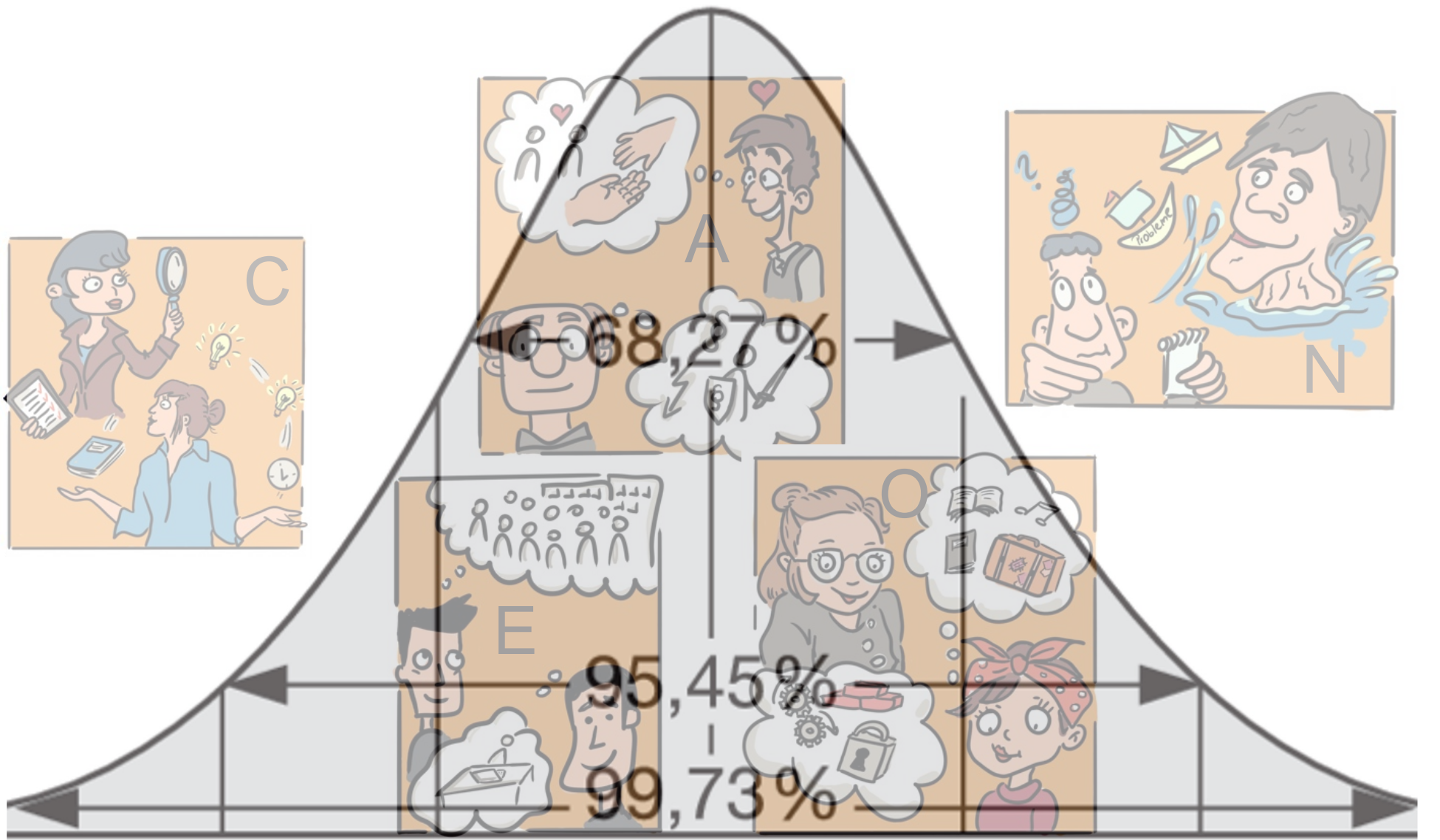




Agile elements and characteristics mean different things to different people!

Describing and measuring personality: OCEAN





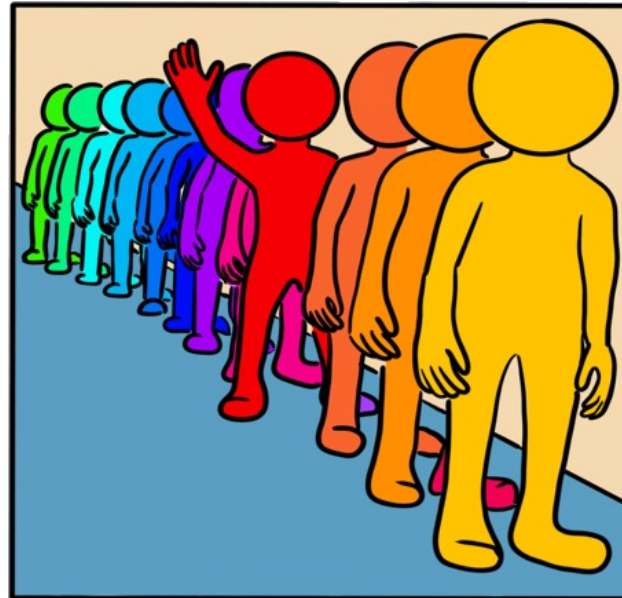
...KEEPS ME ENGAGED
LOVE IT! JUST WISH
THE DAILY STANDUP
WOULD LAST
LONGER.

I DON'T NEED A
BOSS. I ALREADY GOT
2 PEOPLE BREATHING
DOWN MY NECK!

PSYCHOLOGICAL
SAFETY? OH - DON'T
THROUGH THE
COTTON BALLS TOO
HARD.

ITERATING IS
LAZINESS AT
SCALE

ALL
GET
INTENSLY
LOVINGLY
ENGAGED



...HOW ABOUT
REDUCING
INTERDEPENDENCIES
WITHIN THE TEAM?

FOCUS MORE ON
THE PEOPLE?
CAN'T THE
PEOPLE JUST
FOCUS ON THE
WORK?

YOU CALL MANAGING
YOUR OUR TIME AND
GIVING ESTIMATES
EMPOWERMENT?!

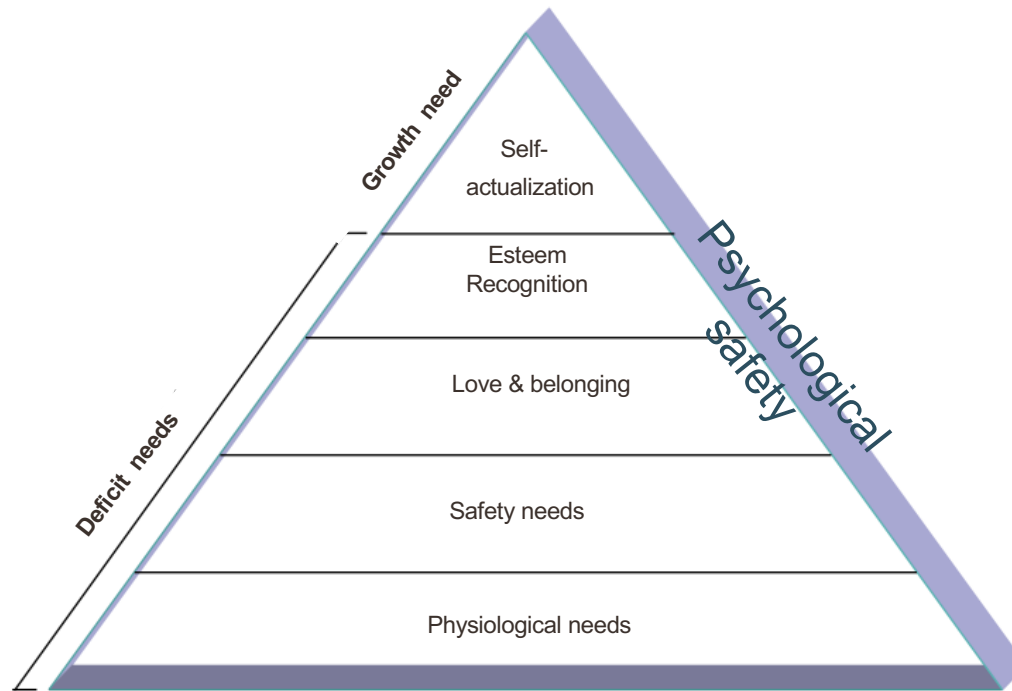
THE MORE ITEMS
IN THE BACK LOG,
THE HEAVIER
FEELS THE LOAD
ON MY SHOLDER

(Daily) WHY DO YOU
WANT TO KNOW?!
JUST TRUST ME!
AND HONESTLY,
RATHER WORK THAN
HEAR YOURS.

16 basic motives (Reiss, 2004)

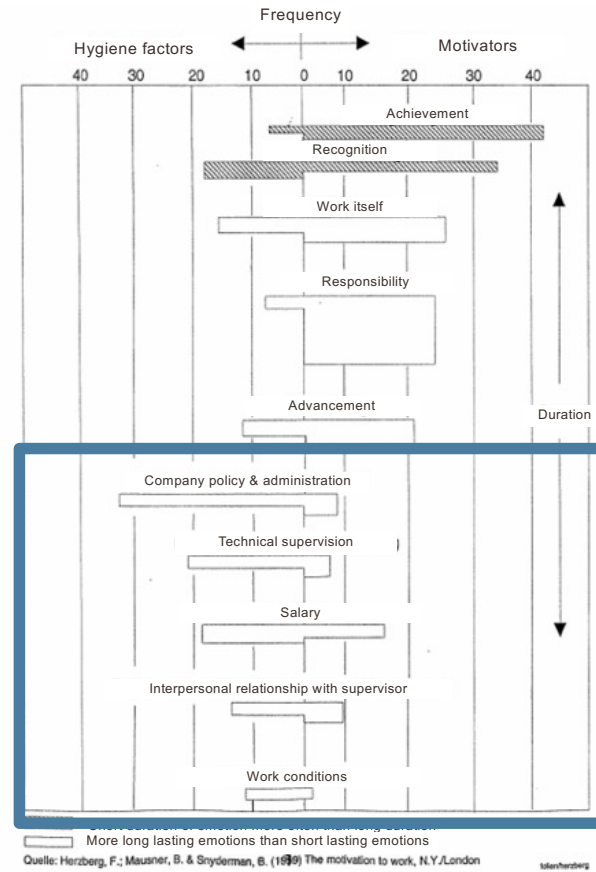
Acceptance	Beauty	Curiosity	Eating
Family	Honour	Idealism	Independence
Order	Physical Activity	Power	Saving
Social Contact	Status	Tranquility	Vengance

Maslow`s Pyramide of Needs

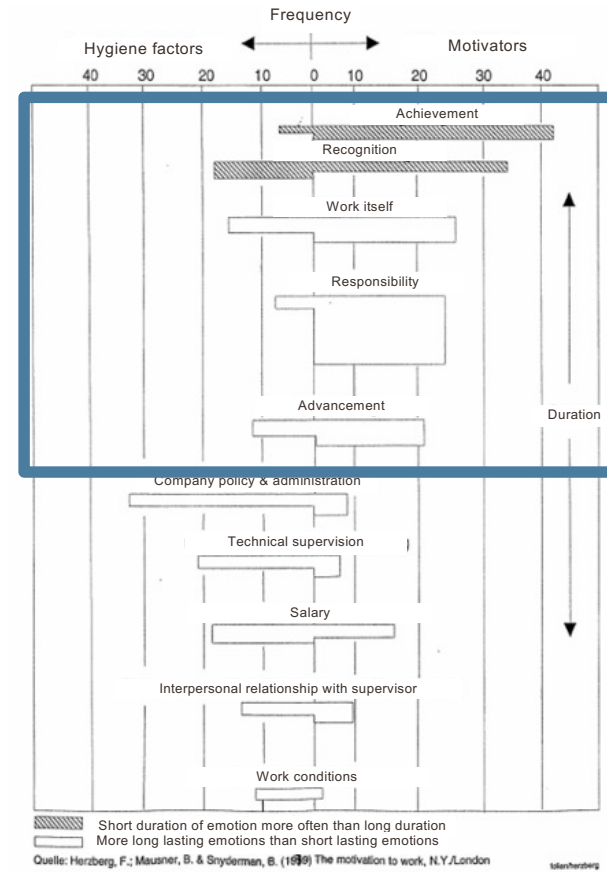
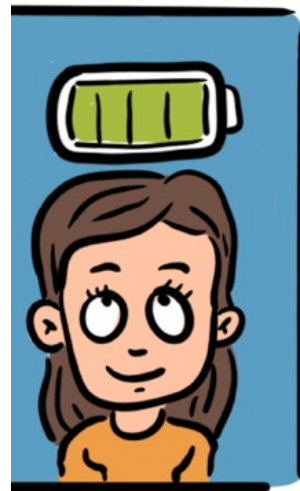
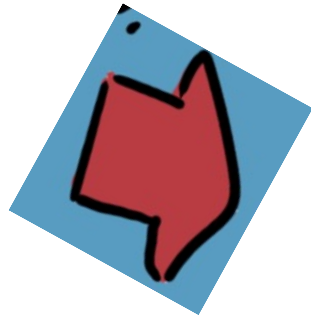


Quelle: Maslow, Abraham, H. (1977)

Hygiene factors versus motivators



Motivators versus hygiene factors

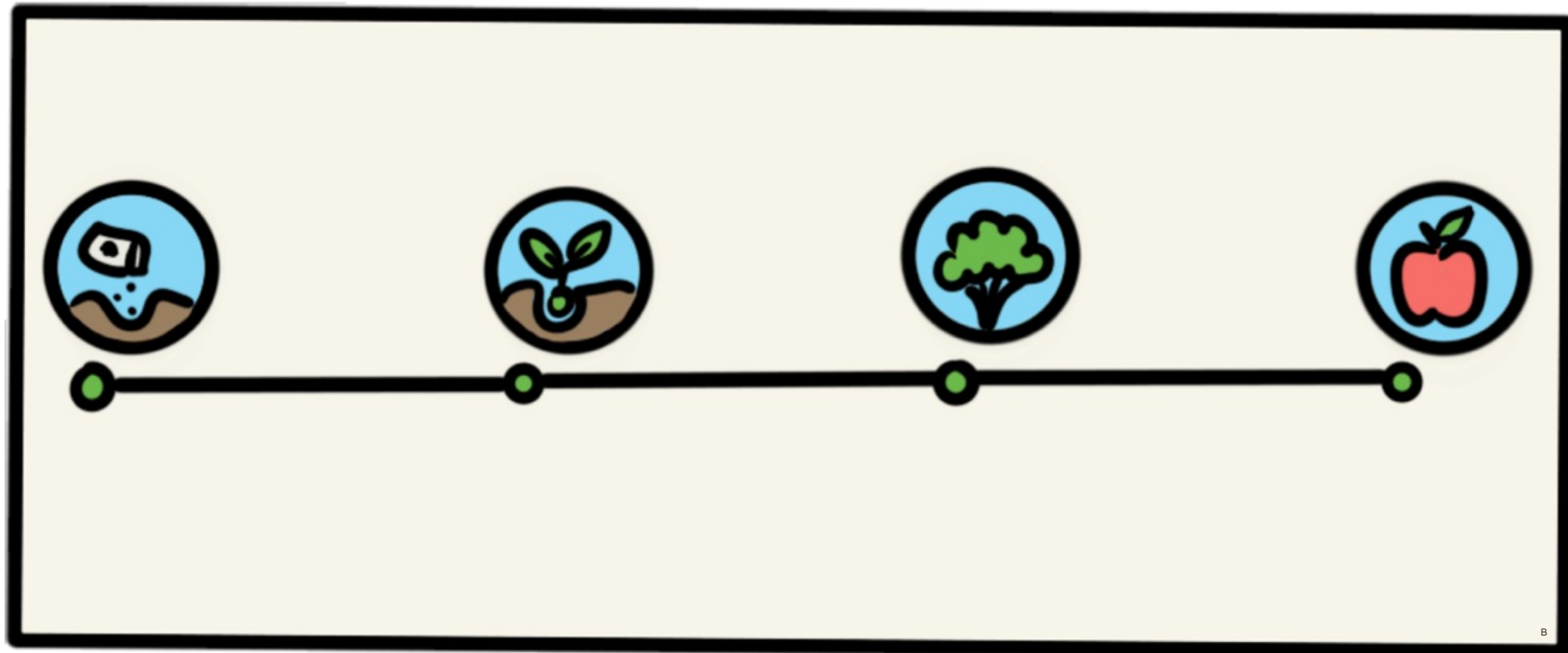


B

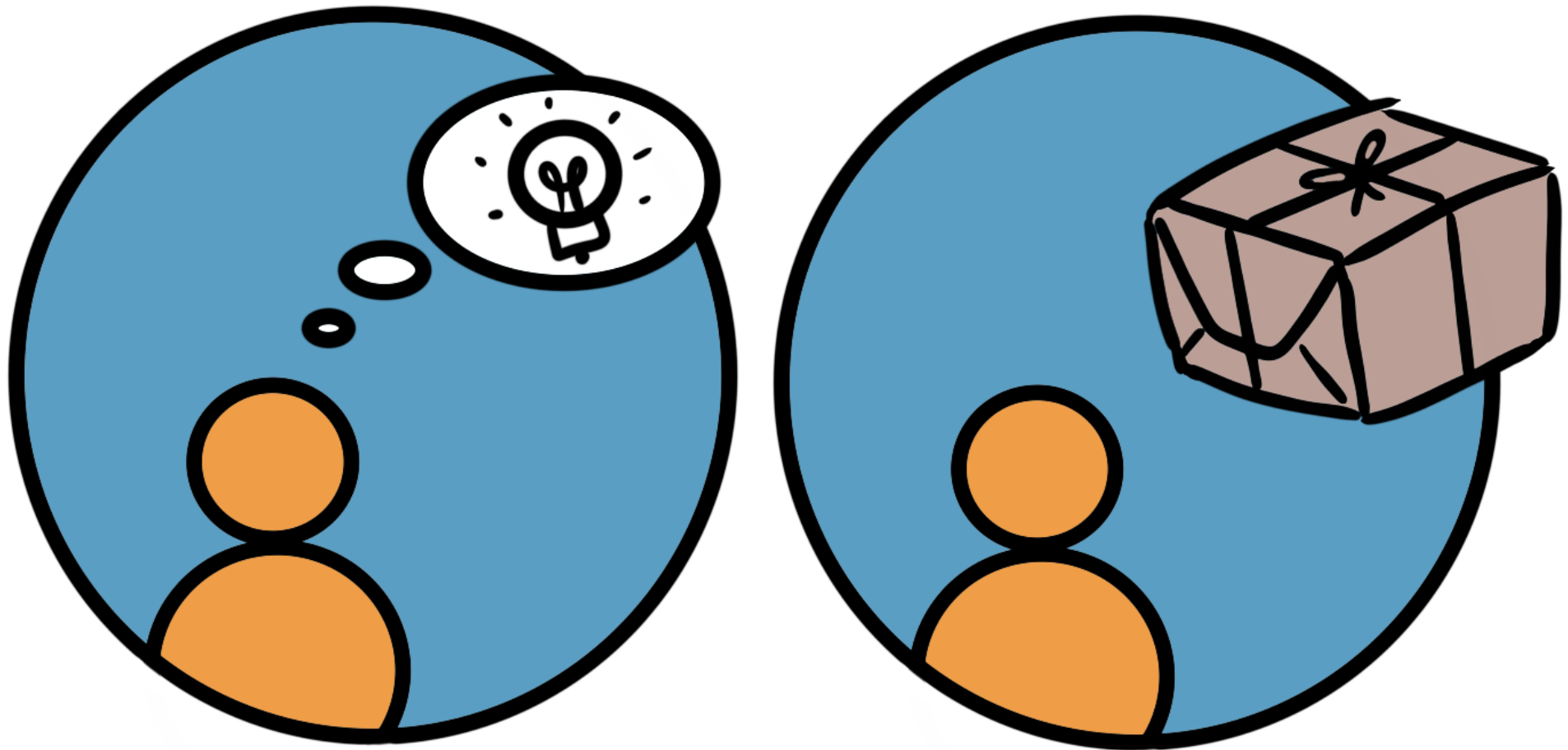
How satisfied are you at work?



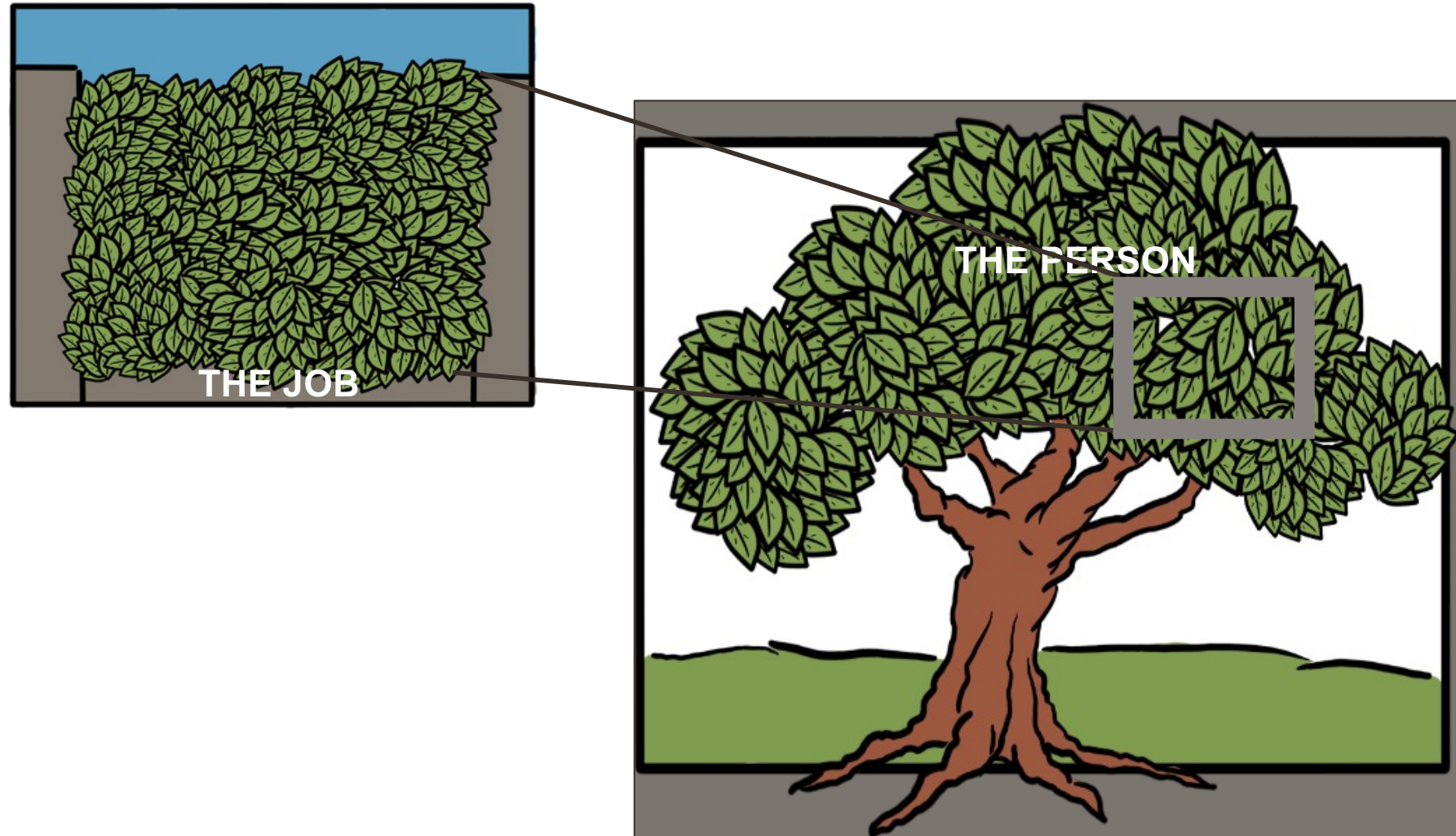
Good leadership allows for growth



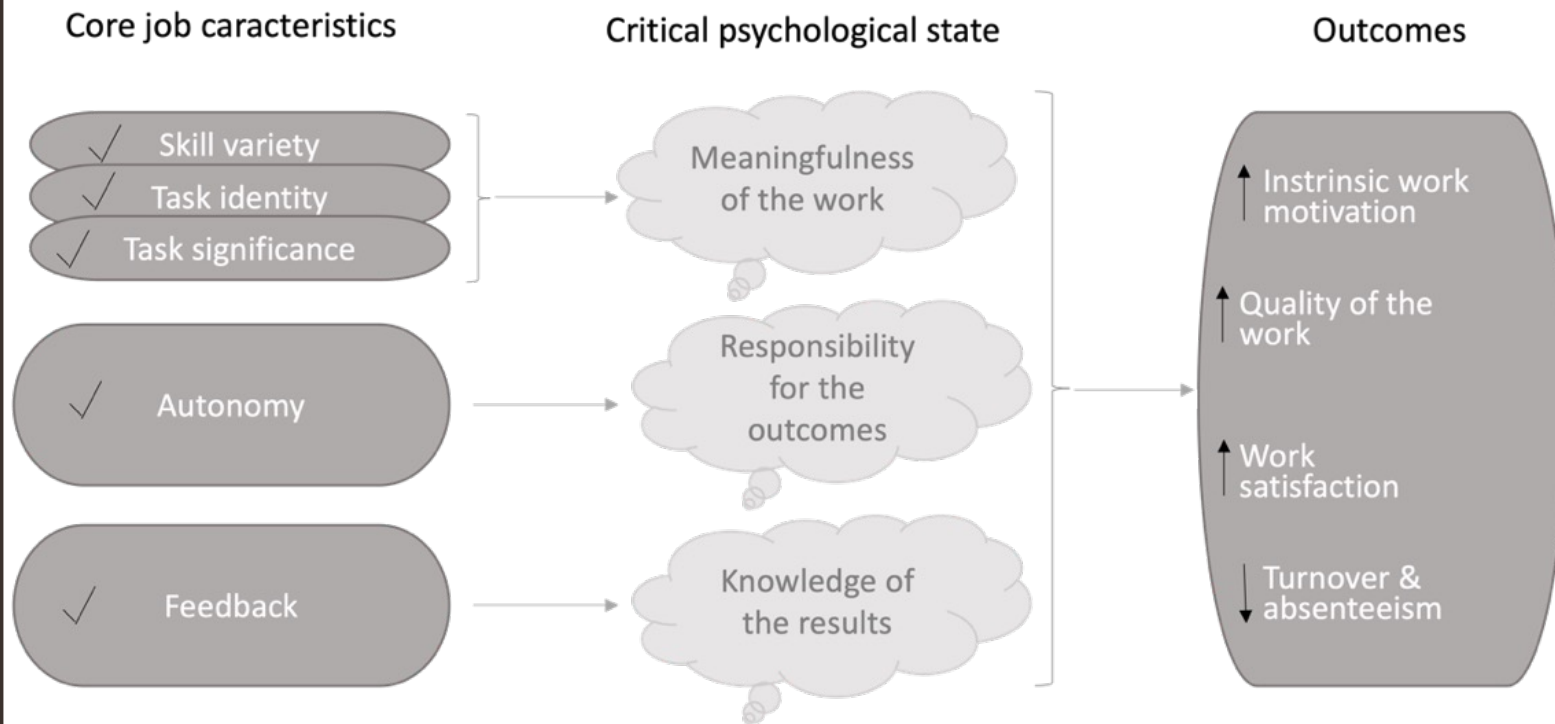
Intrinsic versus extrinsic motivation



The perfect fit as a warrant for high motivation?



Job-Characteristics Model (JCM), Hackman & Oldham, 1975



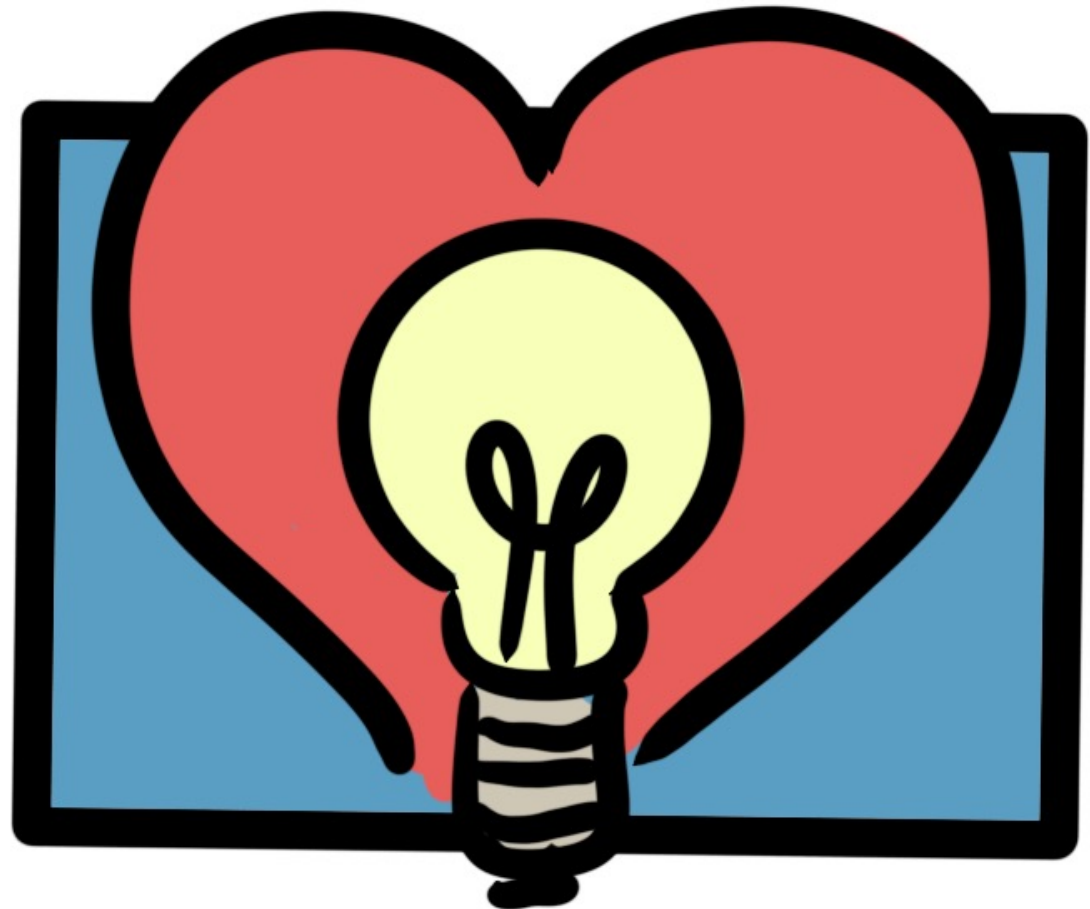
$$\text{Motivating Potential Score (MPS)} = \frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

Adding meaningfulness...

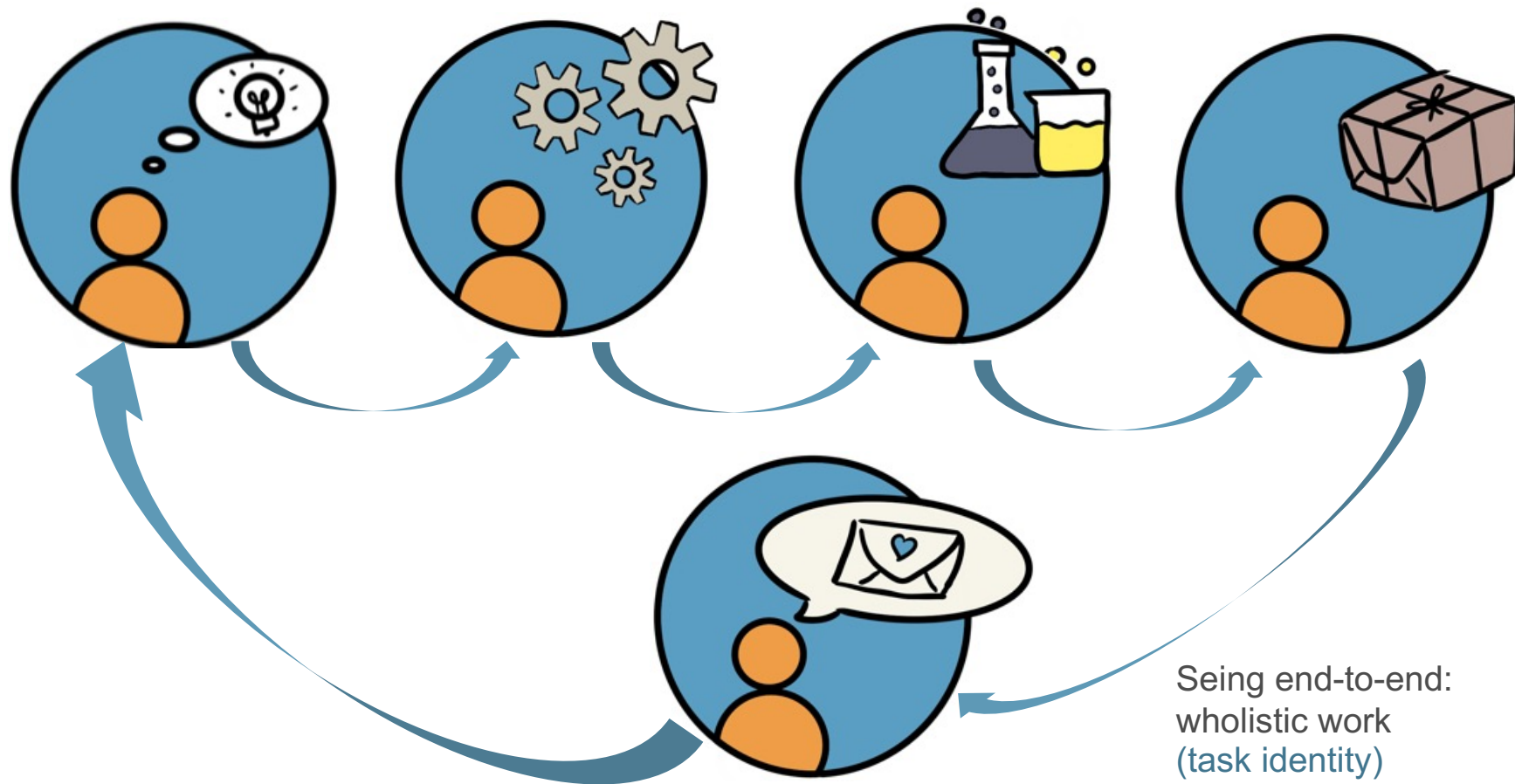
- Higher job satisfaction
- Higher motivation
- Higher willingness to go the extra mile
- Higher commitment to work
- More inspiration
- Better work performance!

⇒ Higher life satisfaction

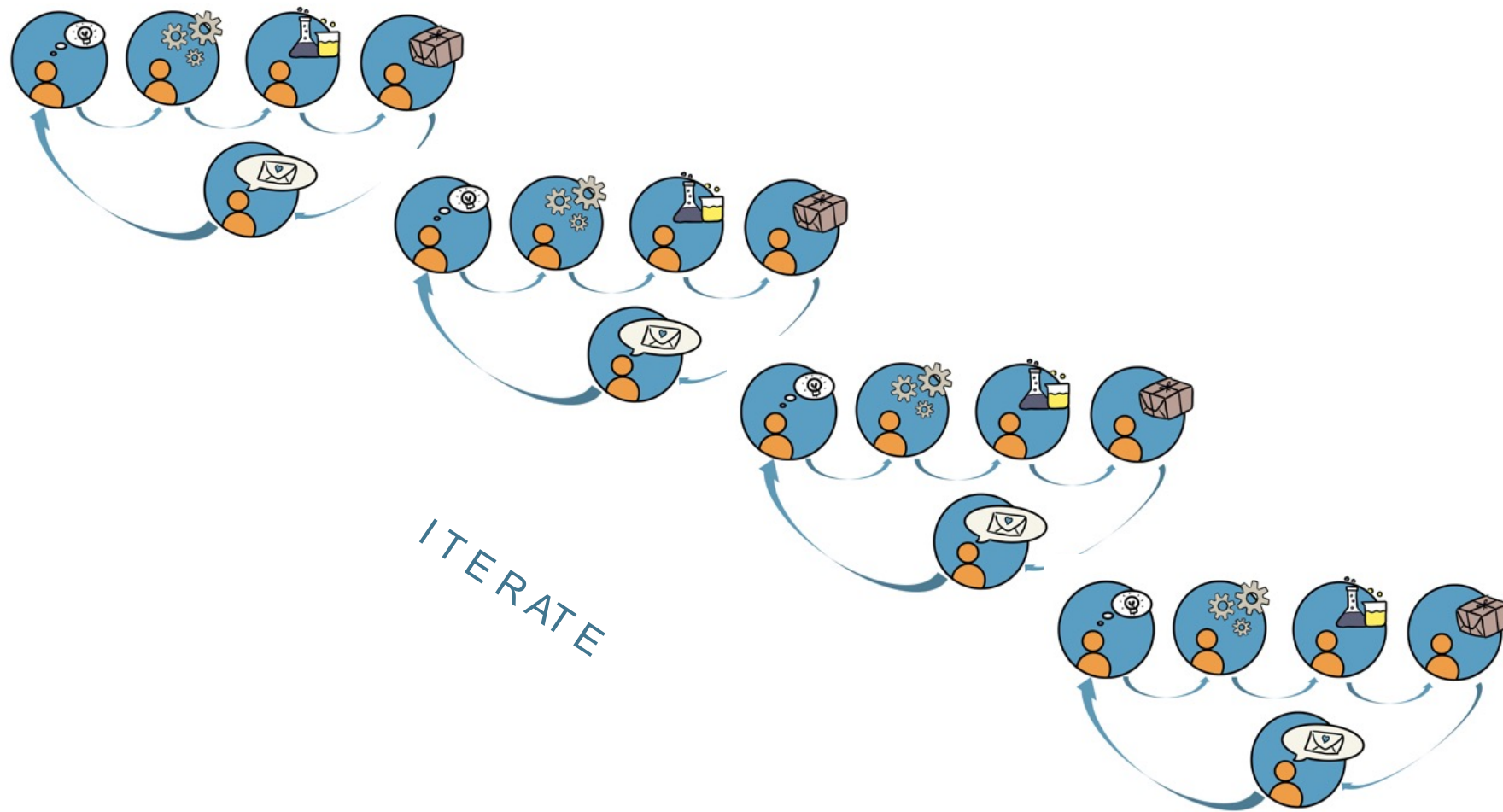
⇒ Better physical health



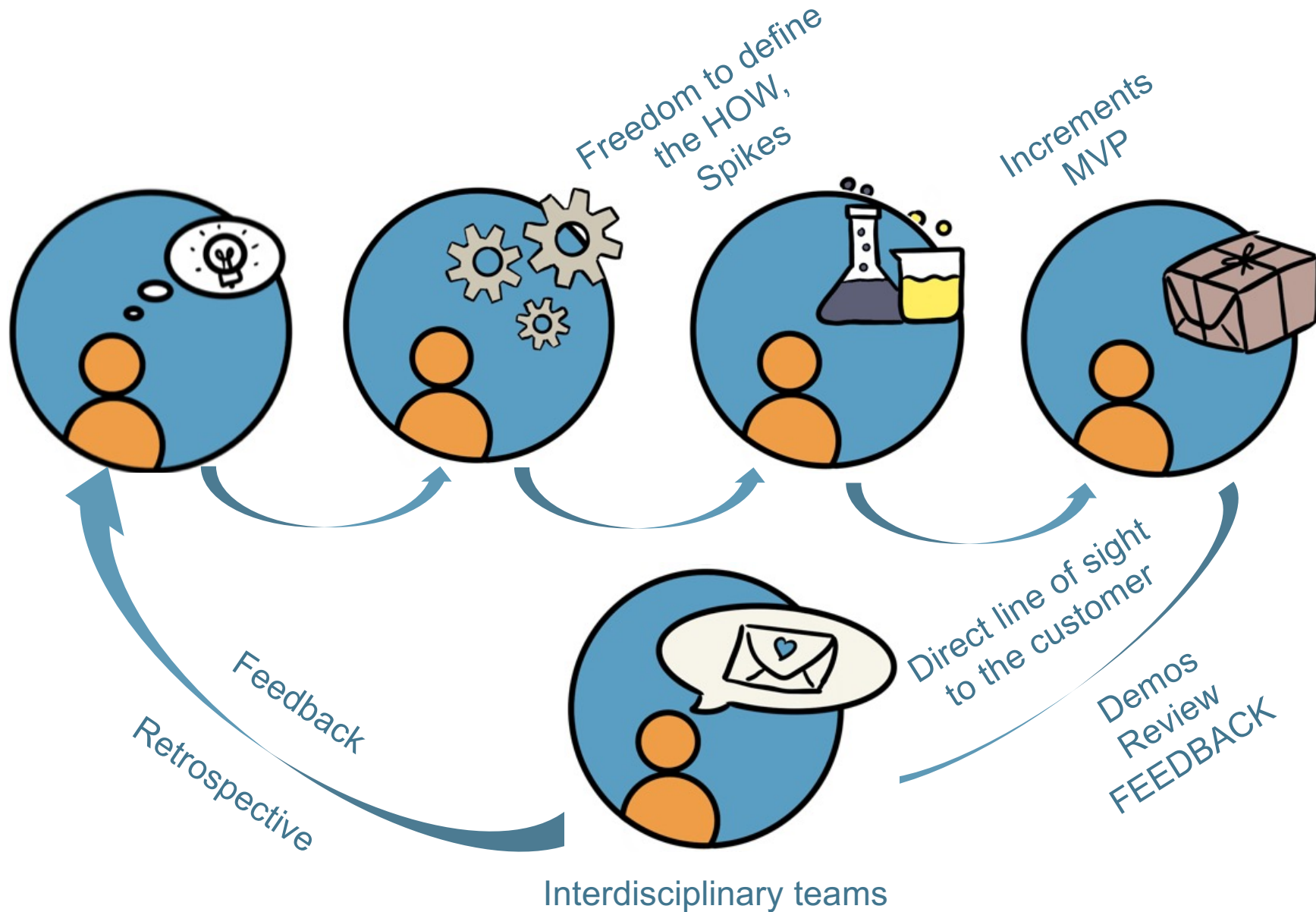
How agile helps with meaningfulness



How agile helps with meaningfulness



How agile helps with meaningfulness



Enhancing meaning also means reducing waste!

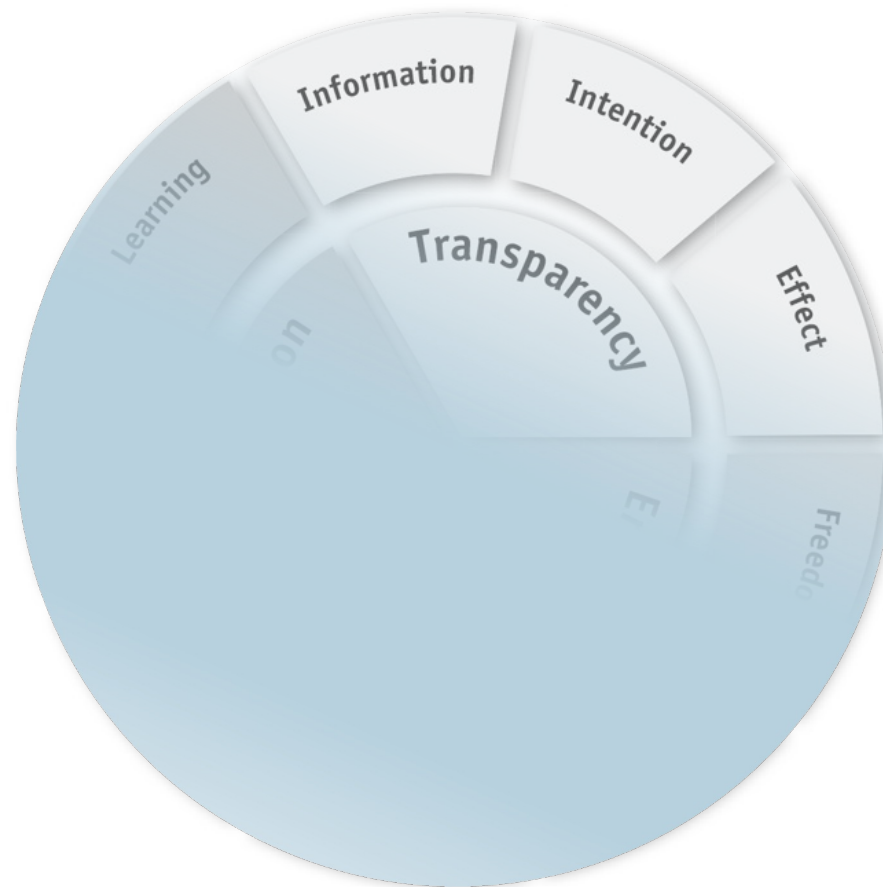


Enhancing meaning requires transparency!



Behind meaningfulness

The Agile Culture Code



Source: T E C Model (Puckett, 2020)



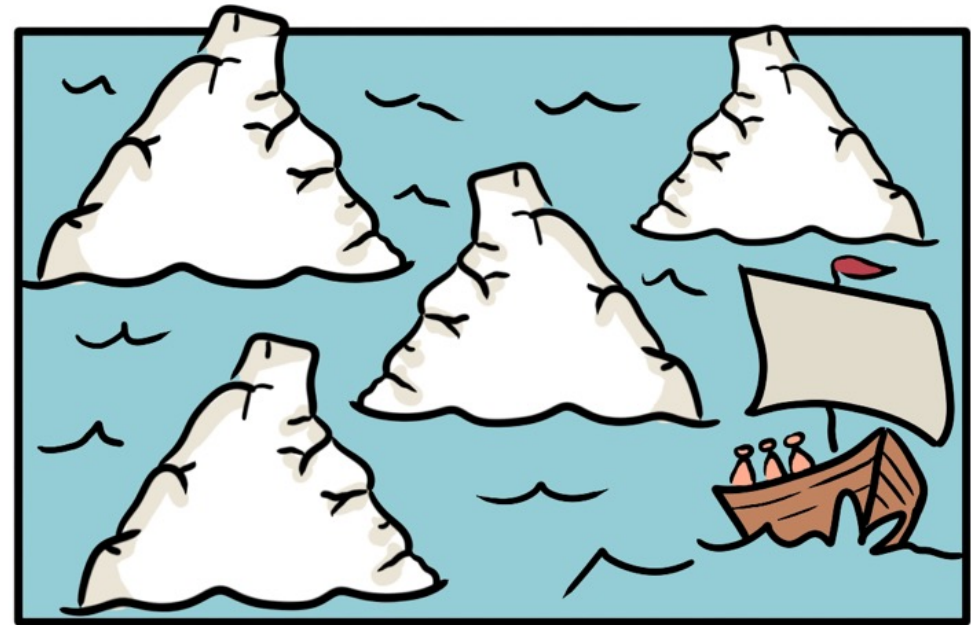
“Without information
you cannot take
responsibility.

With information you
cannot avoid
responsibility.”

Jan Carlzon, former CEO
of SAS Airlines

Adding autonomy...

- ④ Learning (inspect & adapt)
- ④ Mastery of tasks
- ④ Higher individual performance
- ④ More creativity and innovation
- ④ Better work results
- ④ Less exposure to stress
- ④ More active coping with problems
- ④ May alleviate fatigue/exhaustion and cognitive difficulties



- ④ Increased well-being
- ④ Less emotional exhaustion
- ④ Less emotional stress
- ④ Positive effect on mental health (e.g. depression)
- ④ Positive effect on physical health (e.g. cardiovascular)

Behind autonomy

The Agile Culture Code



PSYCHOLOGICAL EMPOWERMENT

- Meaning
- Competence
- Self-determination
- Impact

Source: T E C Model (Puckett, 2020)

When autonomy becomes a trap

- **Interdependence**
- **Connection or access to the stakeholders.**
- **Task uncertainty.**
- **Psychological empowerment.**



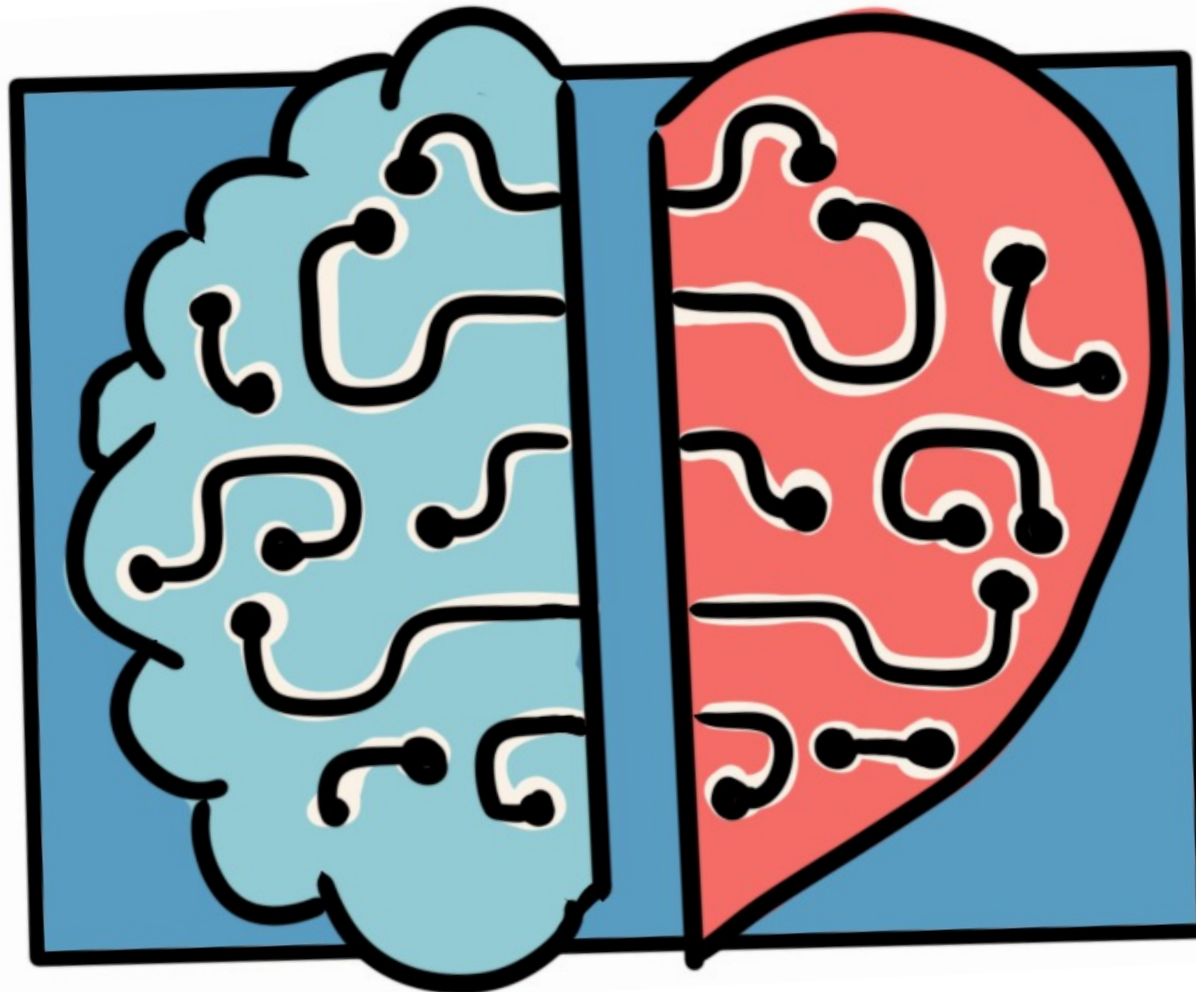
Too much freedom?



Wiring for agile work

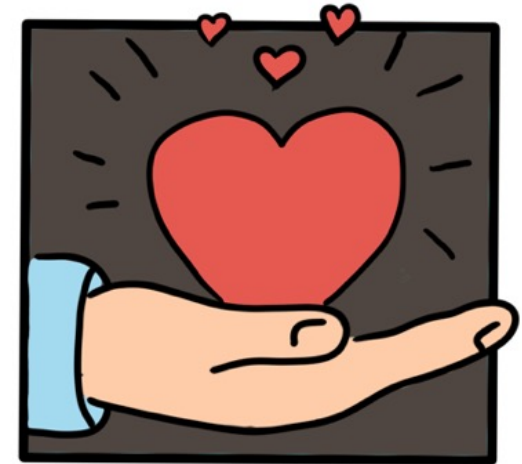
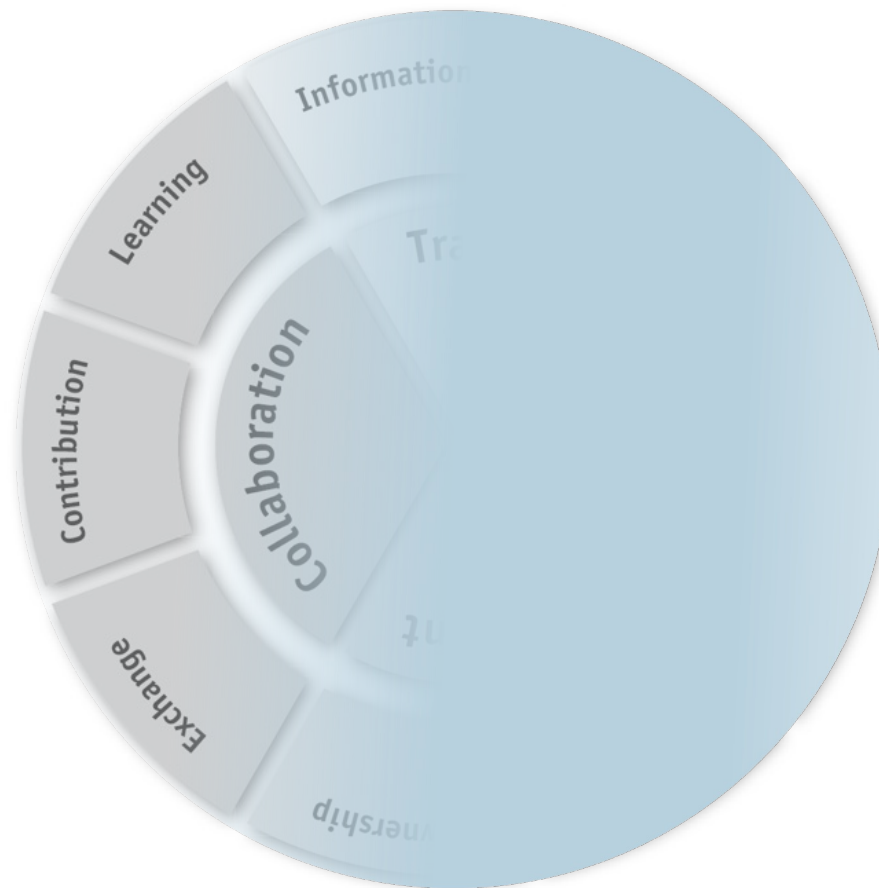
a) Human nature

b) Individual drivers & preferences



Wiring the organization

The Agile Culture Code



Source: T E C Model (Puckett, 2020)

Agile specific “psychological pitfalls”

GROUP AUTONOMY
(ONLY)

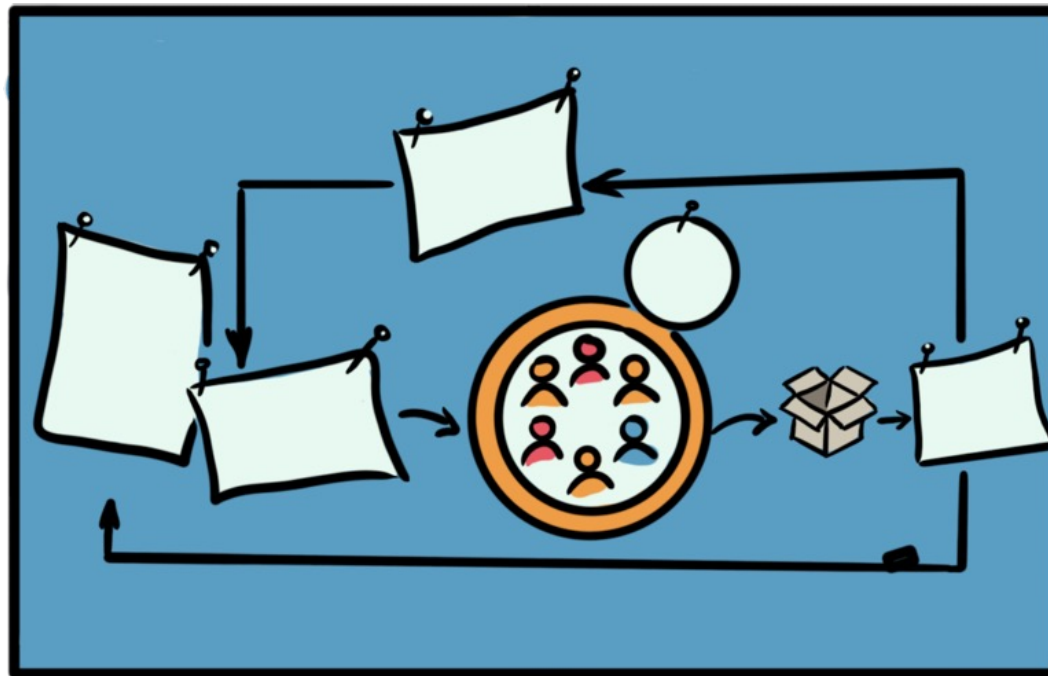
PO AS SOLE
DECISION MAKER)

“SURVEILLANCE” BY
TRANSPARENCY

DEADLINES

TRANSPARENCY
VERSUS
DISCRETION

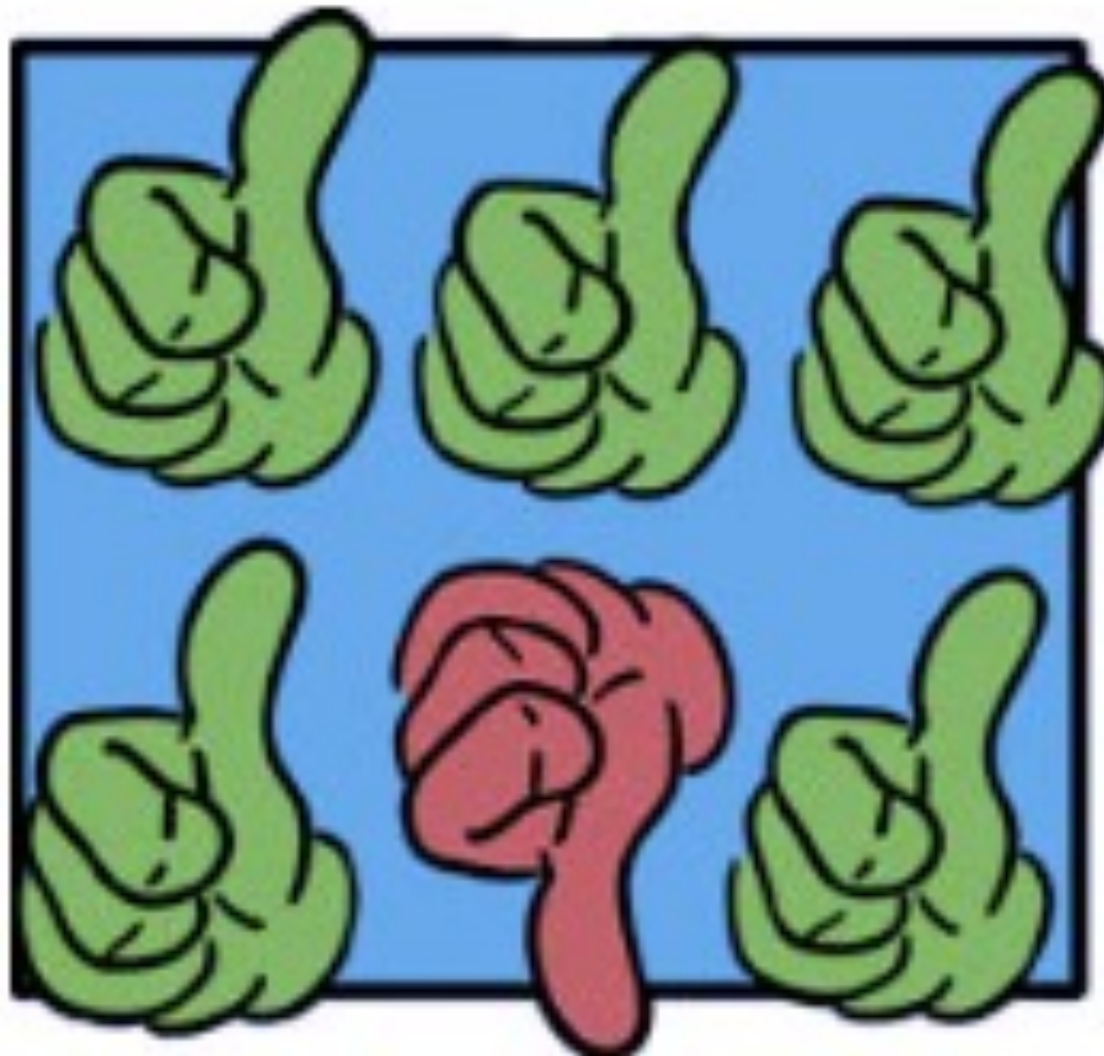
FACE2FACE BY
DEFAULT



SCRUM MASTERS
REMOVING IMPEDIMENTS

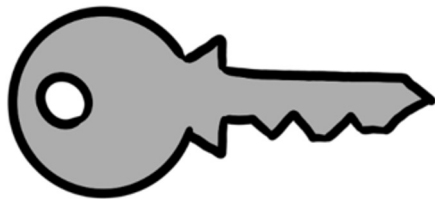
RECOGNIZING (ONLY)
TEAM PERFORMANCE

Set your team up for success



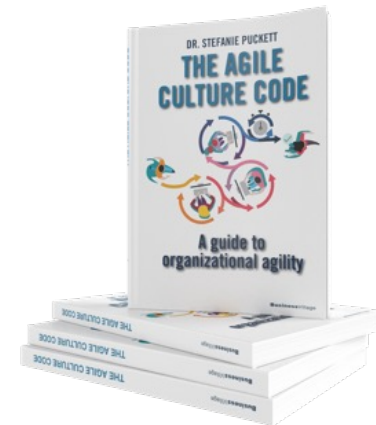
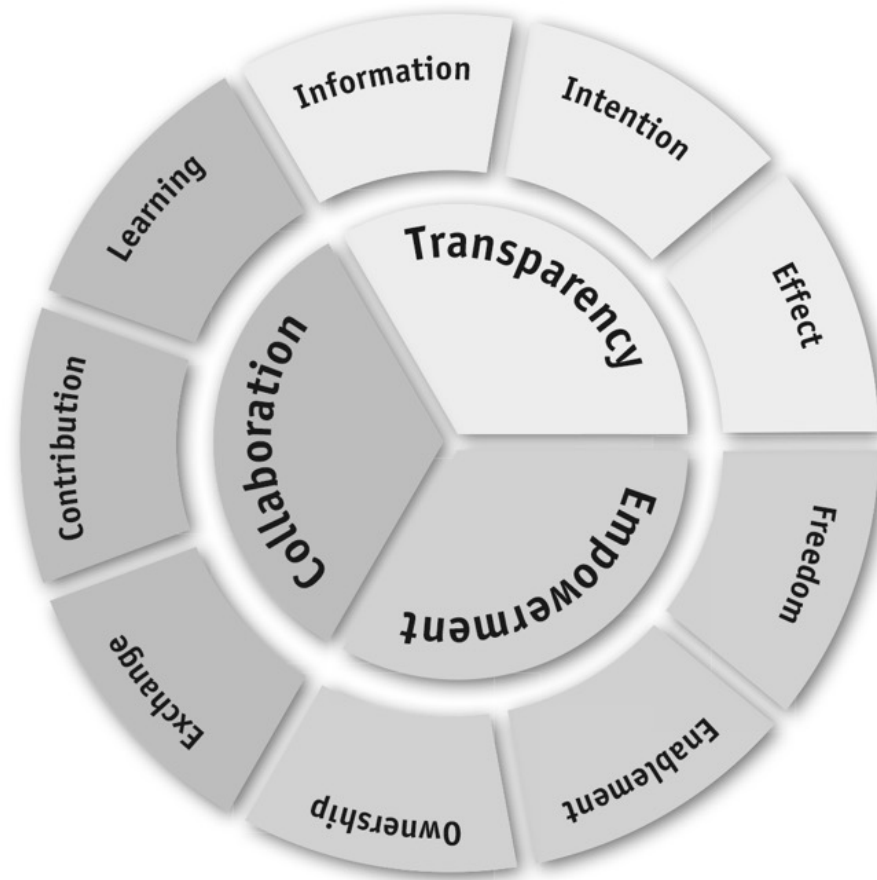
Not for failure.

We could do/ be
so much better
if only _____!



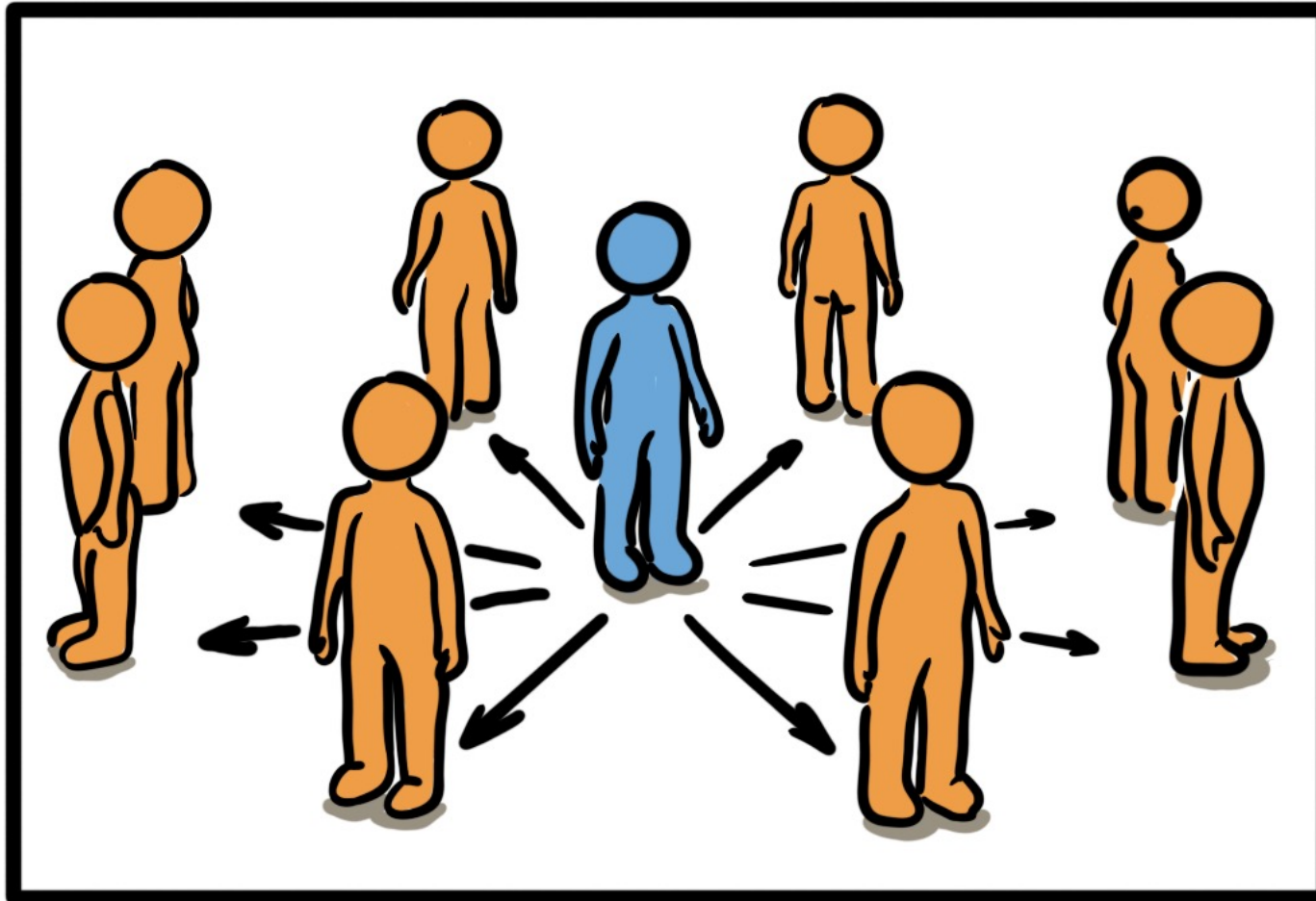
A helpful blueprint: The Agile Culture Code

The T E C Model



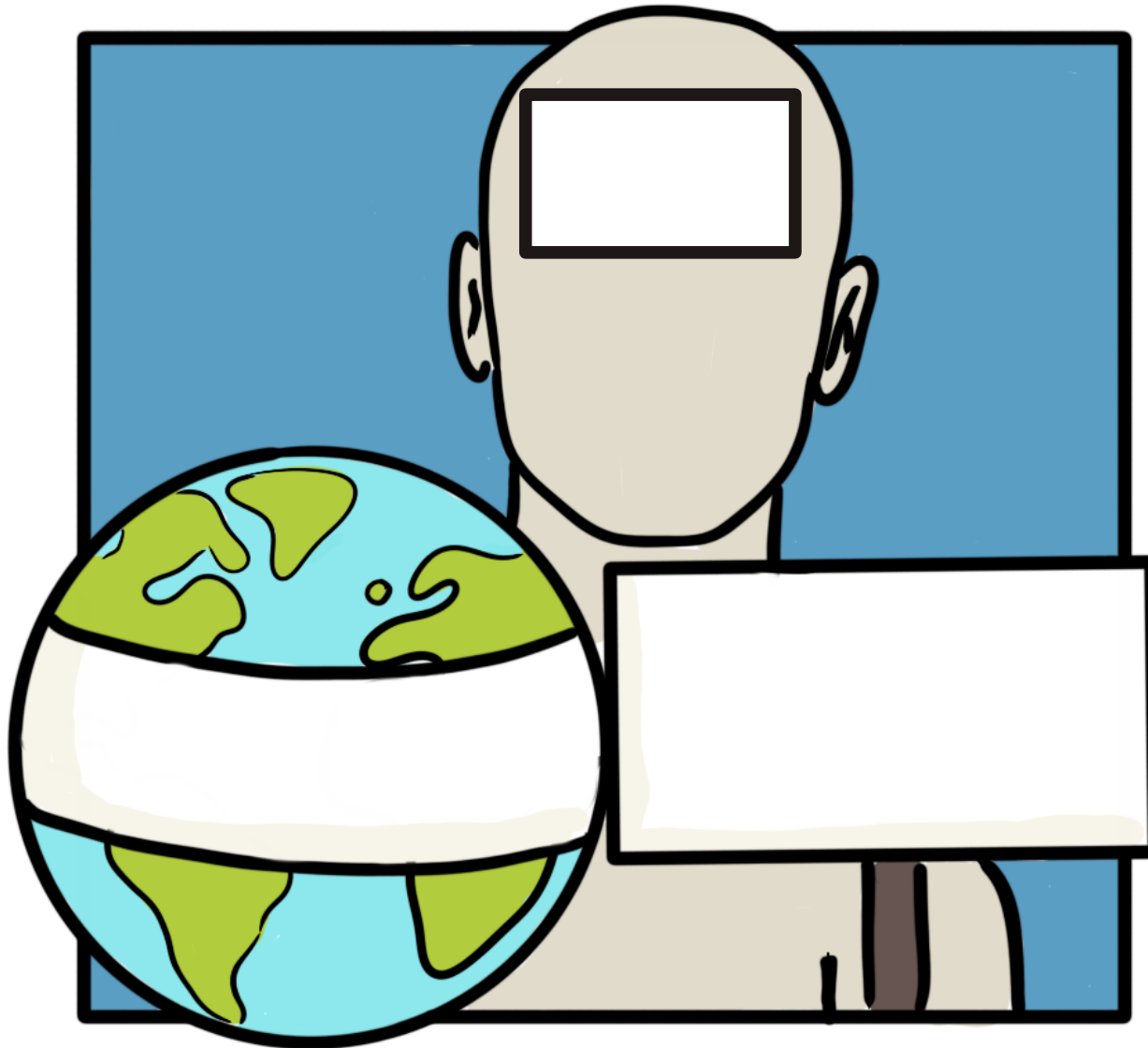
Puckett, S. (2020). The Agile Culture Code.

At the heart of agility is organizational culture.
Organizational culture is you.

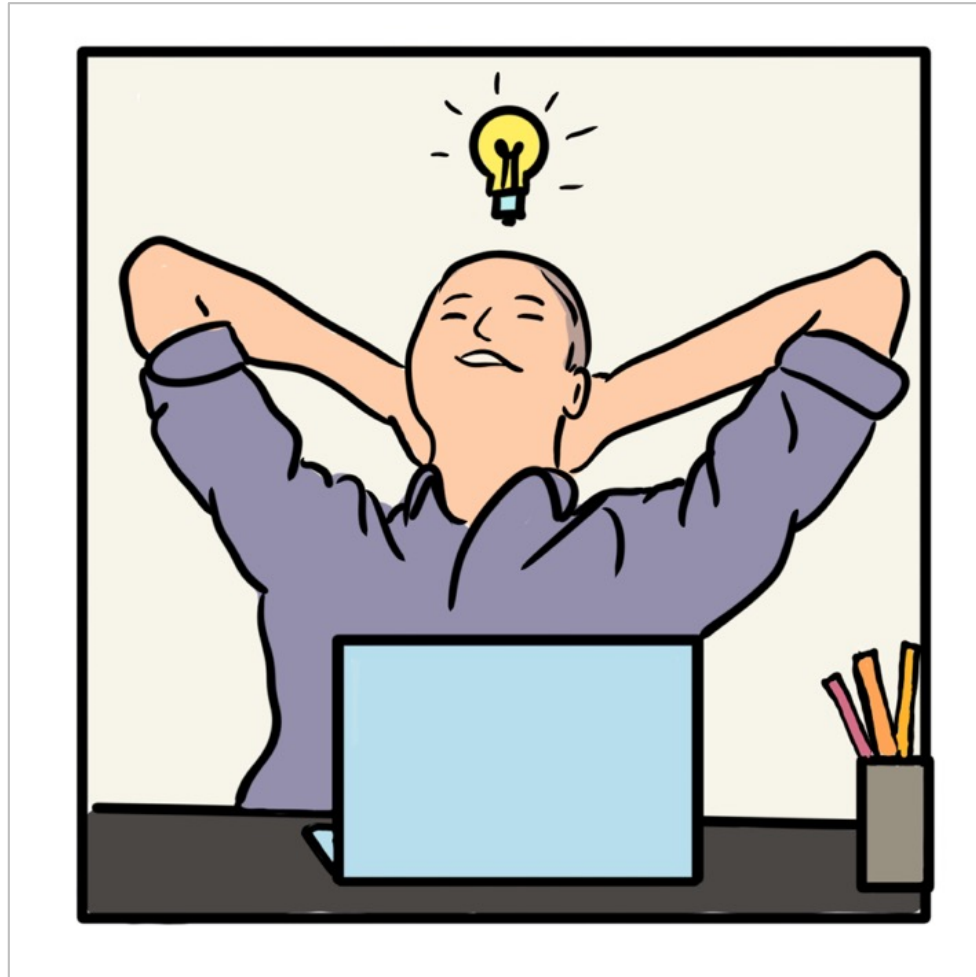


Make a difference!

Fill in the blanks



Thank you!



Disclaimer

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What`s next?

Challenge yourself!

Measure your working style/ leadership style or company culture against the Agile Culture Code with a free survey:

- <https://shorturl.at/bjmAJ>
- Or with ComparativeAgility.com (T E C Survey – The Agile Culture Code)

Deepen your knowledge!

- Read
 - “The Agile Culture Code”
 - “Agile Leadership – Leadership Competencies for the Agile Transformation”
- Contact me for **training and education** (f2f and online/ eLearning)



Hacking Culture

Get access to data/information to improve your decisions.
Share your data and information with someone who benefits.

Tell the whole story – always!
Explore and ask the right questions to uncover new options.

One week – one improvement.
Talk about your failures and learnings.

Measure/ observe your work's impact - inspect.
Provide feedback.

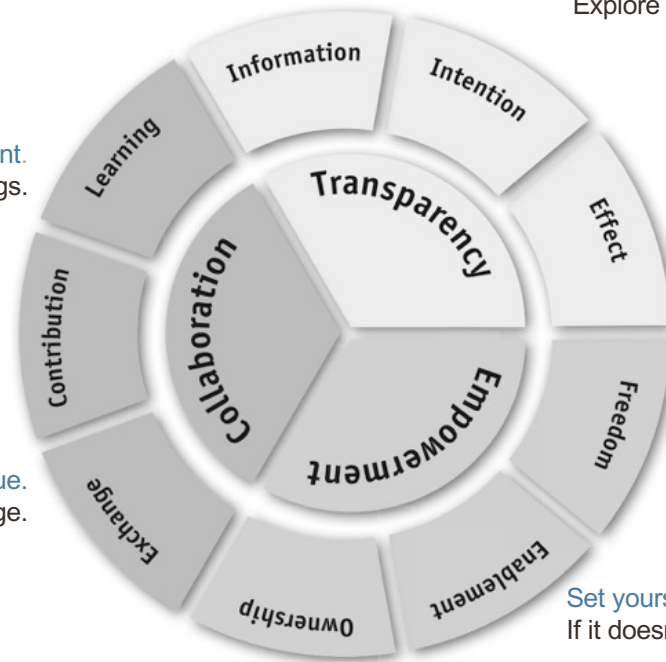
Find a way to utilize one more talent.
Don't do your job – add value!

One week – on colleague.
Share your knowledge.

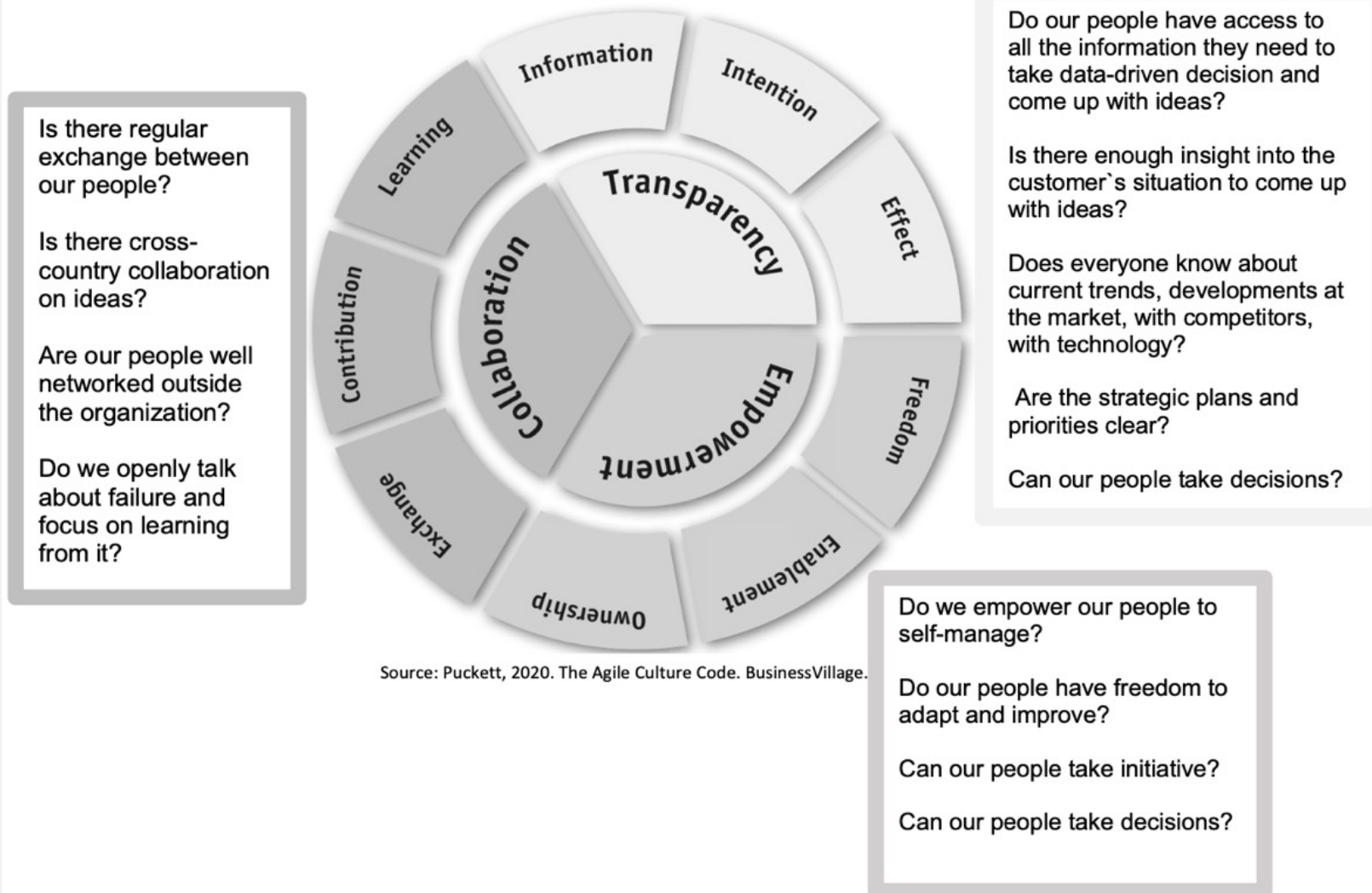
"Play" at work! Push the boundaries.
One week – one rule down.

Set yourself up for success.
If it doesn't hurt, allow it!

Start an initiative.
Empower others.



THE AGILE CULTURE CODE – T E C: ENABLING AGILITY



Source: Puckett, 2020. The Agile Culture Code. BusinessVillage.

THE AGILE CULTURE CODE – T E C: ENABLING AGILITY

Take Action!

Define the most important aspects to improve on and what action to take.

Transparency	
Empowerment	
Collaboration	

AGILE CULTURE CODE



SKETCHNOTE BY JUDITH FAHRHOLDT

TRADITIONAL ...



ORGANISATIONAL CULTURE IS THE BIGGEST HURDLE AND THE BIGGEST LEVER

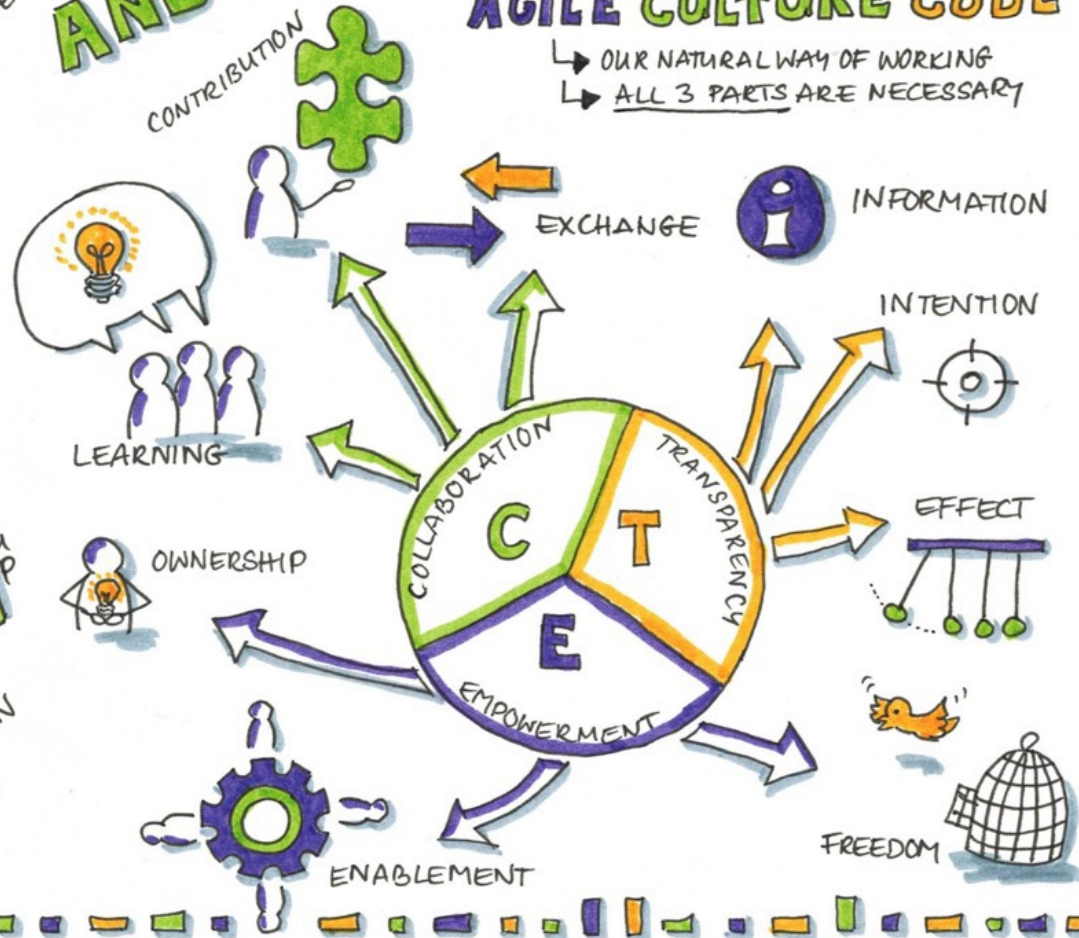


NO CHANGE OF MINDSET

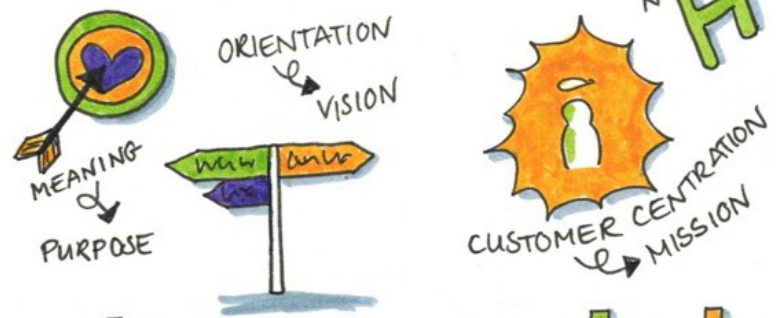


AGILE CULTURE CODE

- ↳ OUR NATURAL WAY OF WORKING
- ↳ ALL 3 PARTS ARE NECESSARY



AGILE ...

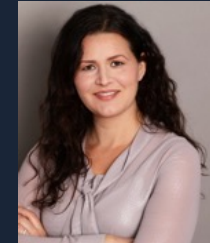


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- ❖ Assessment & selection
- ❖ eLearning & Training on Psychology for agile coaches

—————  —————
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- ❖ Highest ethical and professional standards
- ❖ Psychological expertise
- ❖ Science-based approaches
- ❖ Broad and in depth experience



—————  —————
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