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*The Home of Scrum*

# The Future of Work: *The Impact of Agile and Scrum In the Covid-19 Age*

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Scrum Day India | <https://scrumdayindia.org>

July 19th 2020

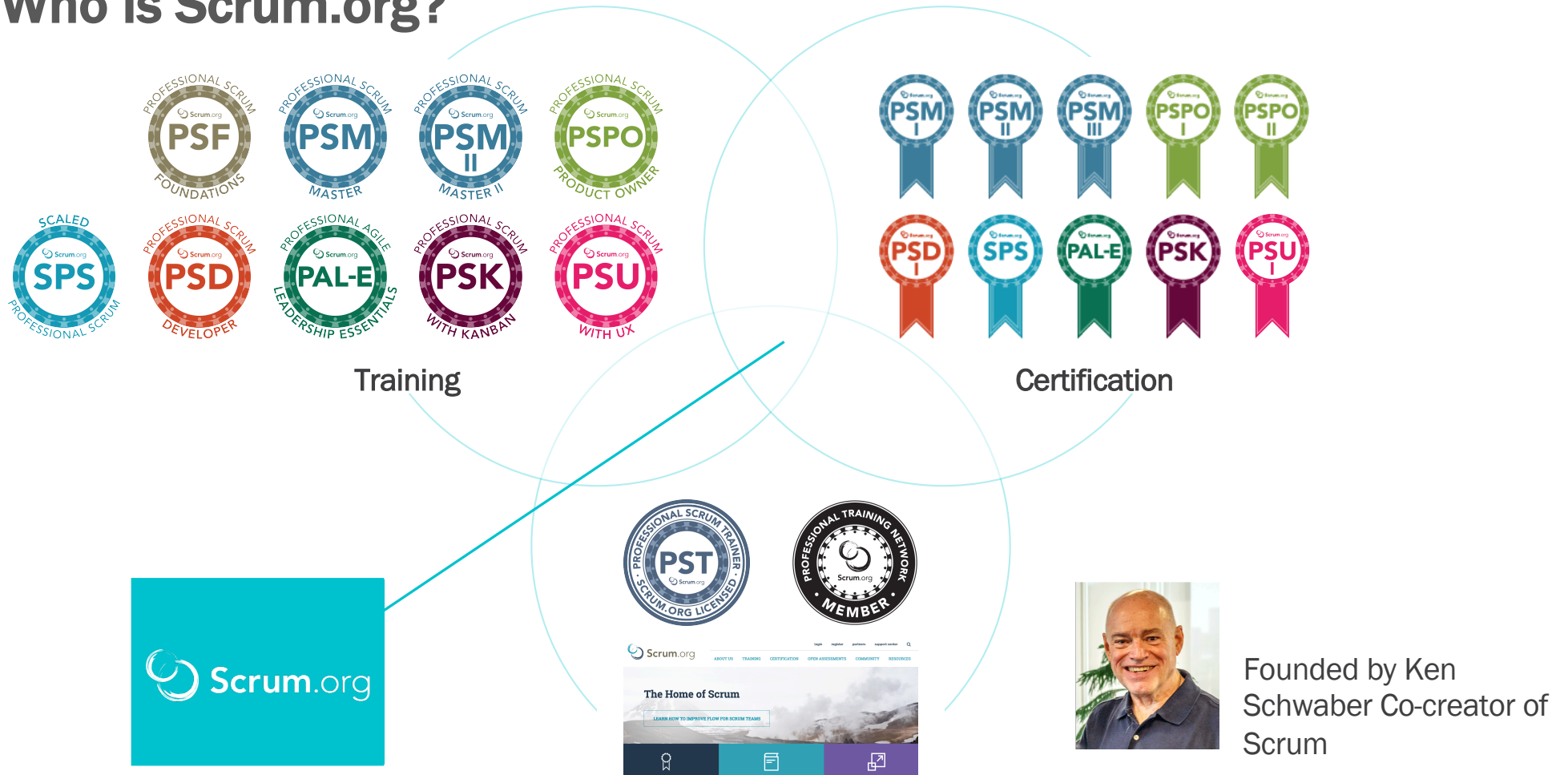


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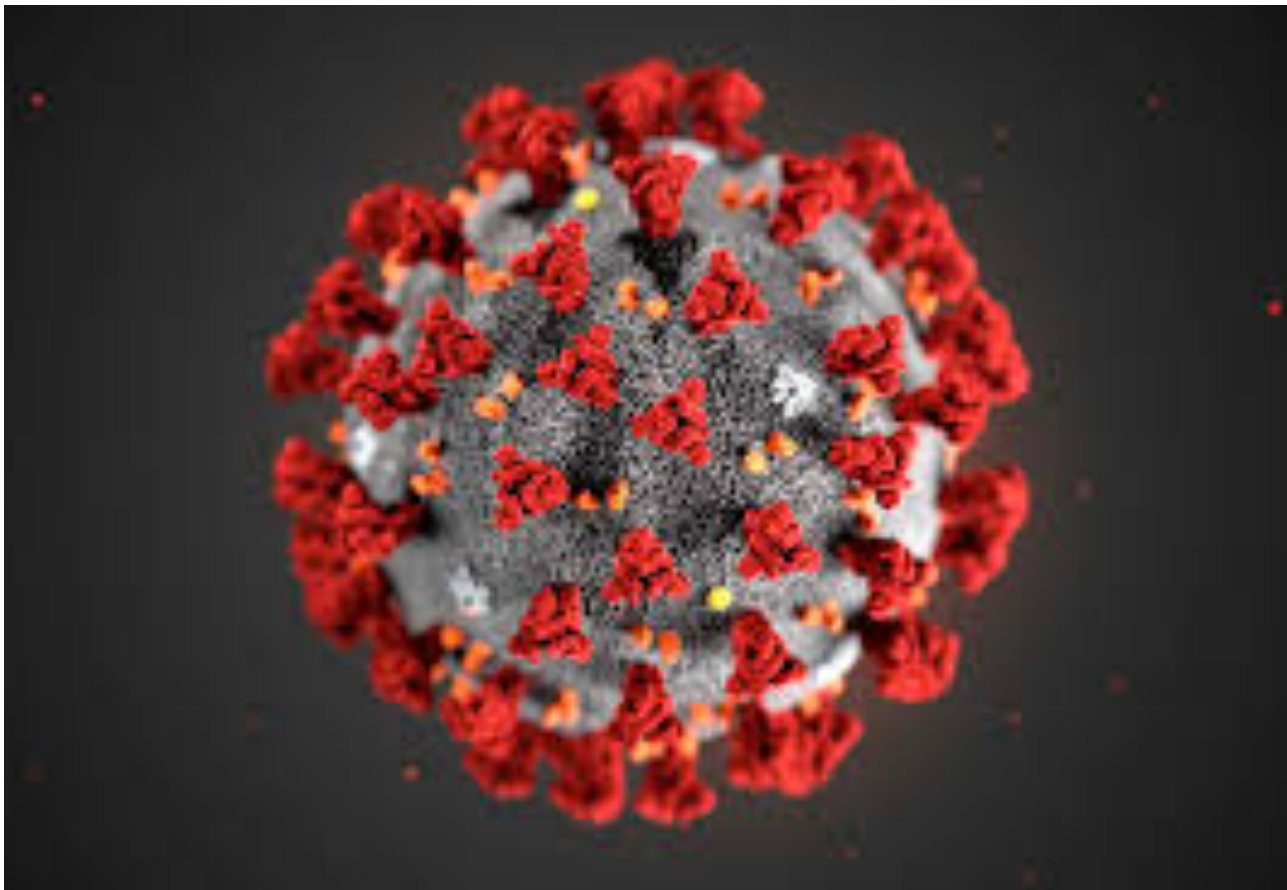
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# Who Is Scrum.org?



In 2019 I talked about...,

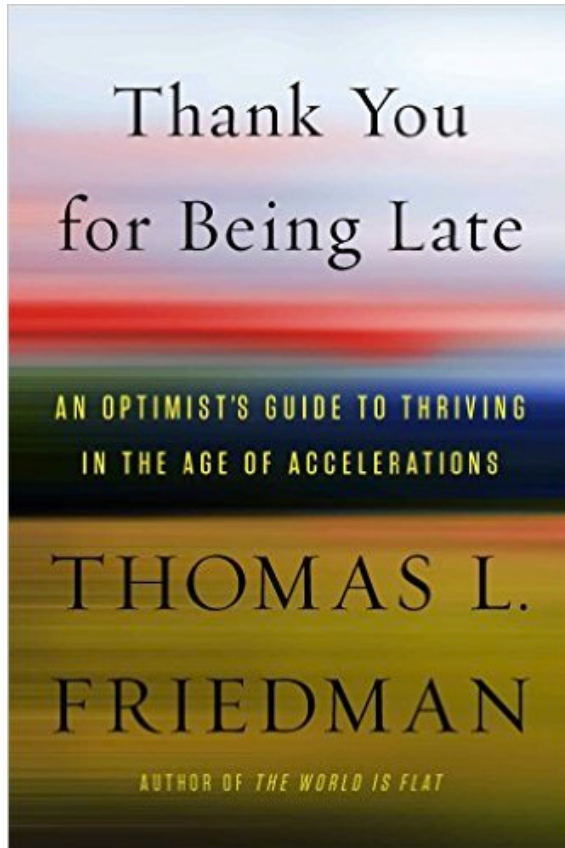




**But 2020  
is much  
worse...**

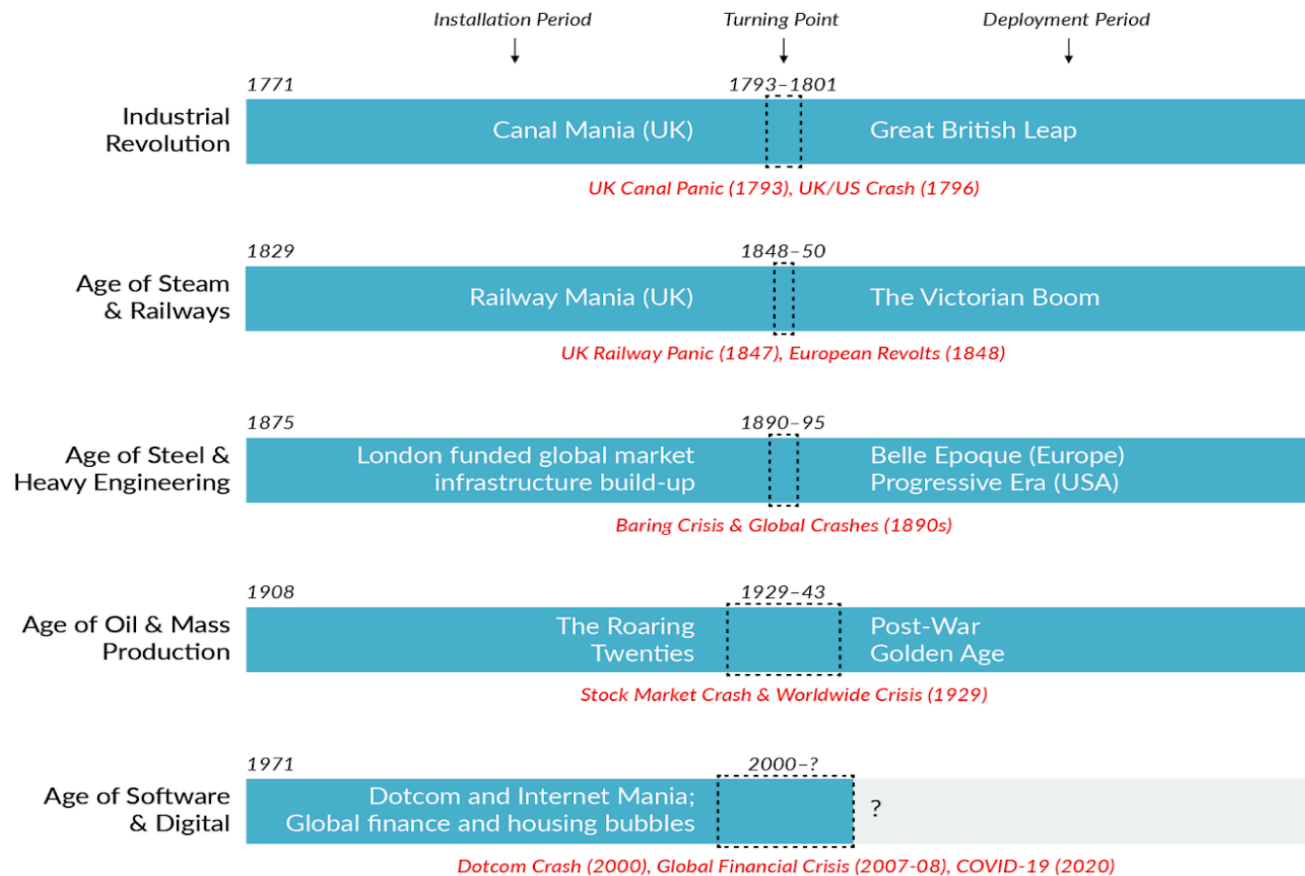


# The Agile of Accelerations



- The Market
  - Digital Globalization
- Mother Nature
  - Climate change, population growth
- Technology (Moore's Law)
  - Exponential increase in computing power

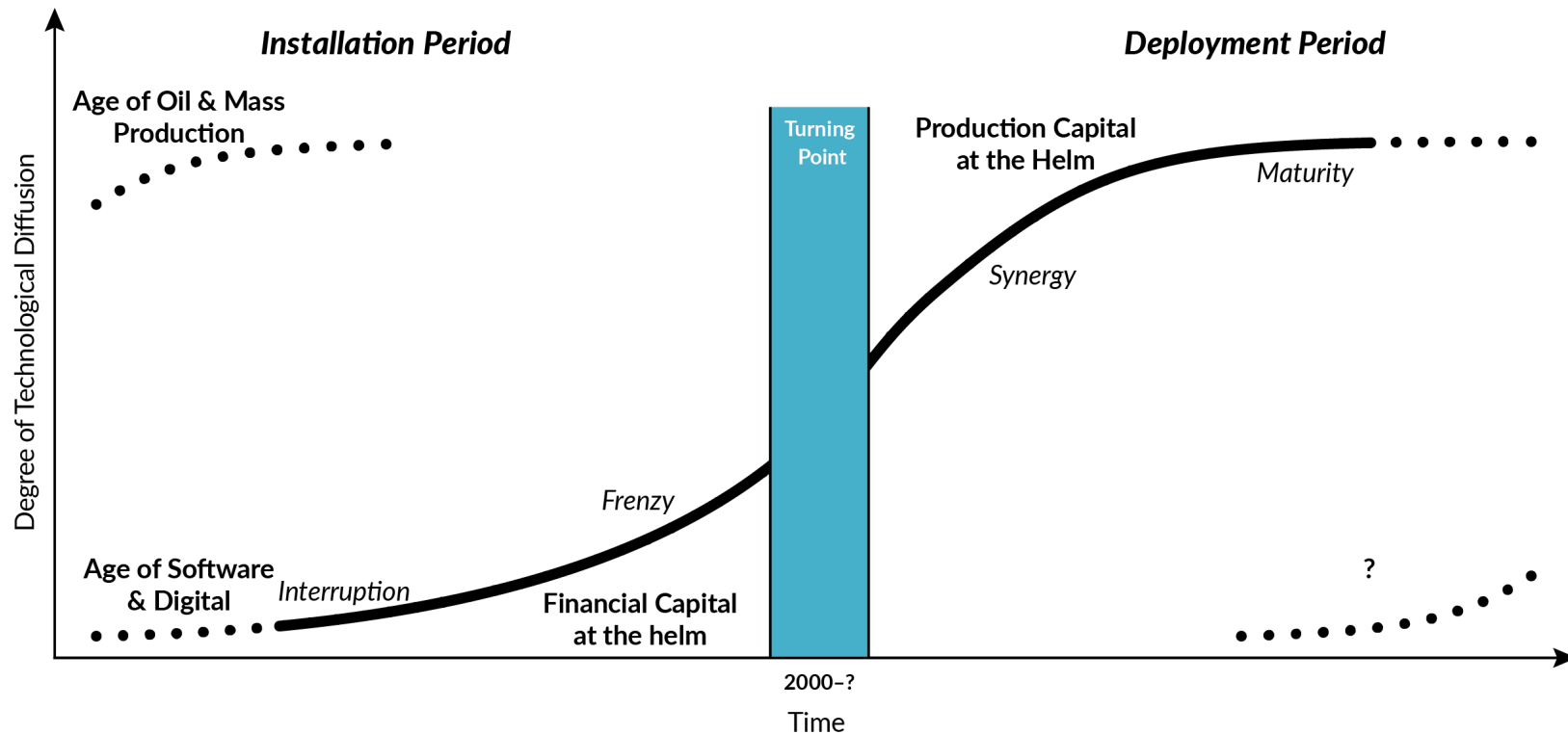
# Triggers to Tipping Points



Inspired by : Carlota Perez 'Technological Revolutions and Financial Capital'

🐦 @davidjwest

# Has COVID-19 Triggered the turning point?



Taken from <https://www.tasktop.com/blog/covid-19-triggered-the-turning-point/>

## And That Would Mean Change...

| Age of Oil and Mass Production         | VS | Age of Software and Digital             |
|----------------------------------------|----|-----------------------------------------|
| Long term investment planning horizons |    | Short term investment planning horizons |
| Short term profit                      |    | Mission and Impact                      |
| Efficiency (Scarcity)                  |    | Innovation and opportunity (abundance)  |
| Specialism of labor                    |    | Cross functional teams                  |
| Process control                        |    | Self organization and decentralization  |
| Management is king                     |    | Rise of the creator                     |



# Changing Our Beliefs About How We Capture and Create Value

## Traditional Model: Scarcity



VS

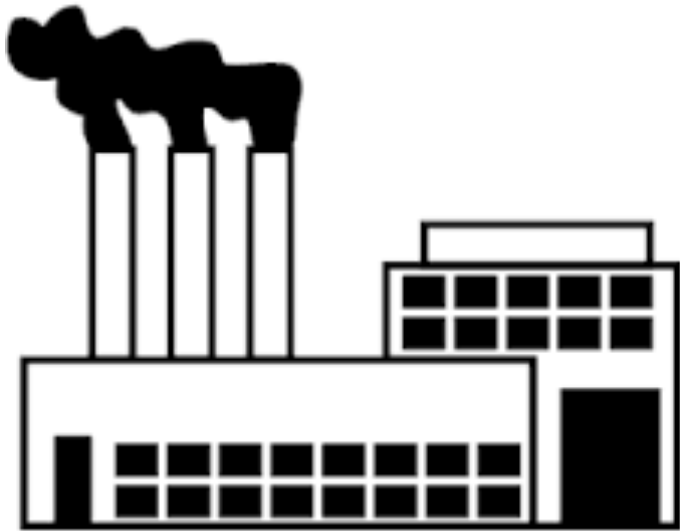
## New Model: Abundance



*“In an environment of scarcity, we succeed by capturing value from competitors, customers, and suppliers for our shareholders”*

*“In a world of abundant opportunities, we succeed by co-creating value for all of our stakeholders, guided by a clear and coherent vision”*

# How Do We Navigate To This New Way of Working



Big is beautiful

VS



Small is flexible

# And Has Huge Implication To The Way We Work



EMBARGOED UNTIL 09:00 CET 18 JANUARY 2016



## The Future of Jobs

Employment, Skills and  
Workforce Strategy for the  
Fourth Industrial Revolution

January 2016

The New York Times  
**New Work**

**Summit**



## Two Views of the future

### World Economic Forum (2020)

- Complex Problem Solving
- Critical Thinking
- Creativity
- People Management
- Coordinating with Others
- Emotional Intelligence
- Judgement and Decision Making
- Service Orientation
- Negotiation
- Cognitive Flexibility

### Singularity University

- Critical Thinking and Problem Solving
- Collaboration Across Networks and Leading by Influence
- Agility and Adaptability
- Initiative and Entrepreneurship
- Effective Oral and Written Communication
- Assessing and Analyzing Information
- Curiosity and Imagination

**We have been thinking....**

Is there a certain  
type of person  
that thrives in this  
world?

What is the role  
of management  
and the  
organization?

Is there a certain  
type of person that  
thrives in this world?



# Complexity Changes The Game

Is there a certain personality type that thrives in this world?



The Cynefin framework

**This Question Drove a Research Project**

# McKinsey & Company



## First Step – Find out what the top traits were



## Ability to handle ambiguity

## Outcome vs. process oriented

Team oriented rather than individual oriented

# Research Focus

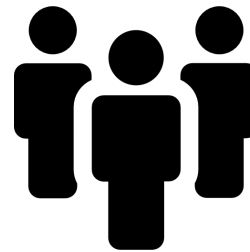


Concentrated on researching personality traits and work values that support:

- Ability to hand ambiguity
- Outcome vs. process oriented
- Team oriented rather that individual oriented



Product Owner



Team Member



Scrum Master

# The Big Five Personality Traits (+1)

## A.) Handles ambiguity

Flexible, adjustable, yielding, tractable, willing.

## B.) Agreeableness

Trusting/appreciative, straightforward, altruistic, compliant/kind, modest, tender-minded

## C.) Extroversion

Warm, gregarious, assertive, enthusiastic (activity-seeking), excitement seeking, prone to positive emotions

## D.) Conscientiousness

Competent, prefers order, dutiful, achievement striving, self-disciplined, deliberate

## E.) Openness

Introspective, curious, imaginative, insightful, original, wide interests.

## F.) Neuroticism

Anxious, hostile, depressed, self-conscious, impulsive, vulnerable

Also known as the Five-factor Model, and the OCEAN Model



# Personality Traits – Our Findings..

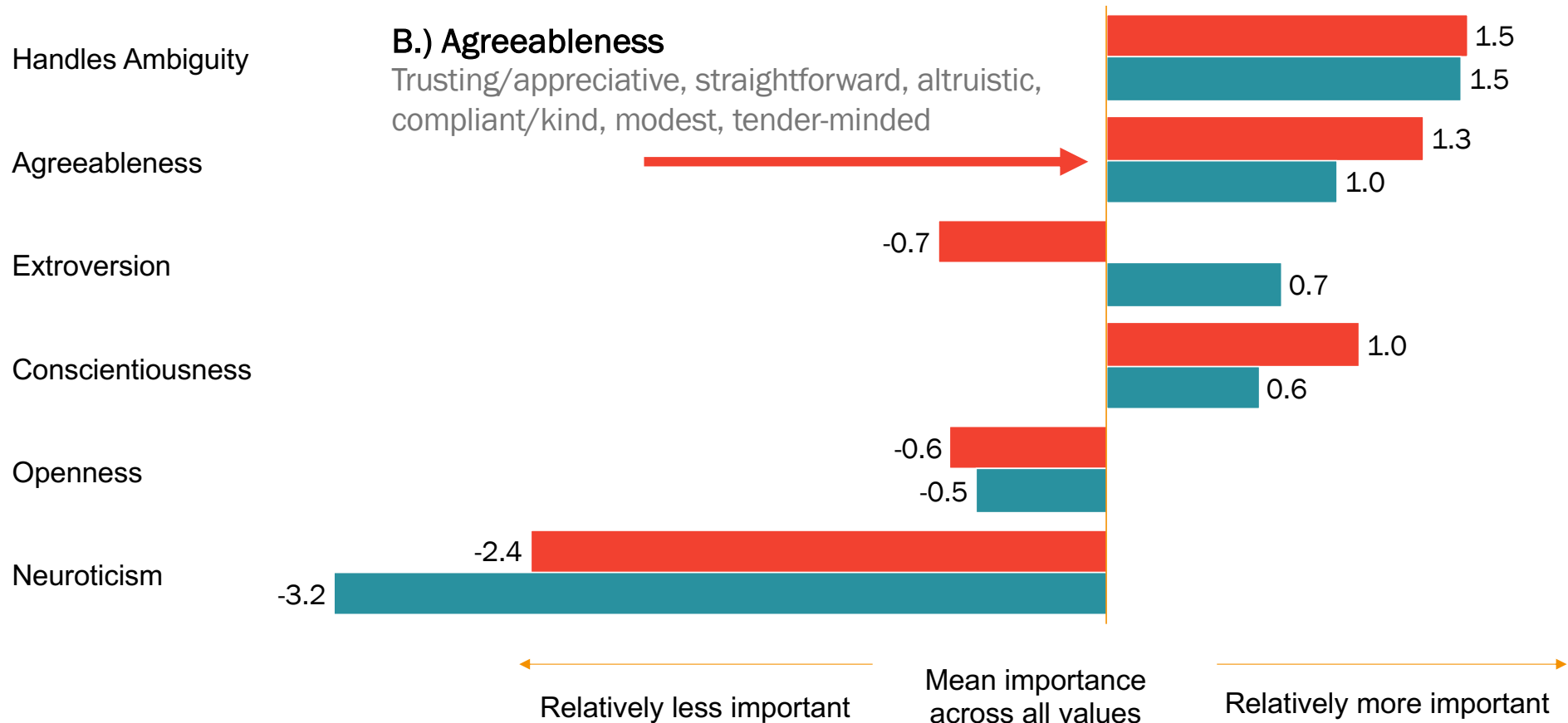


# I thought Agreeableness Was a Bad Thing?

Team Members (N = 54)  
Product Owners (N = 54)

## B.) Agreeableness

Trusting/appreciative, straightforward, altruistic,  
compliant/kind, modest, tender-minded





# The Secret Sauce of Success

## Agreeableness

(Friendly/compassionate vs Challenging/detached). Tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. It also a measure of ones trusting and helpful nature, and whether a person is generally well tempered or not. High agreeableness is often seen as naïve or submissive. Low agreeableness personalities are often competitive or challenging people which can be seen as argumentative or untrustworthy.



Yes and vs Yes but

# Work Values For People In An Agile Enterprise

## A.) Pride in Product

Emphasize product ownership, its values and contributions

## B.) Openness to change

Emphasize independence of thought, action, and readiness for change

## C.) Customer Centric

Emphasize pursuit of fulfilling customers' needs and preferences

## D.) Self Transcendence

Emphasize concern for the welfare and interests of organizational colleagues

## E.) Self Enhancement

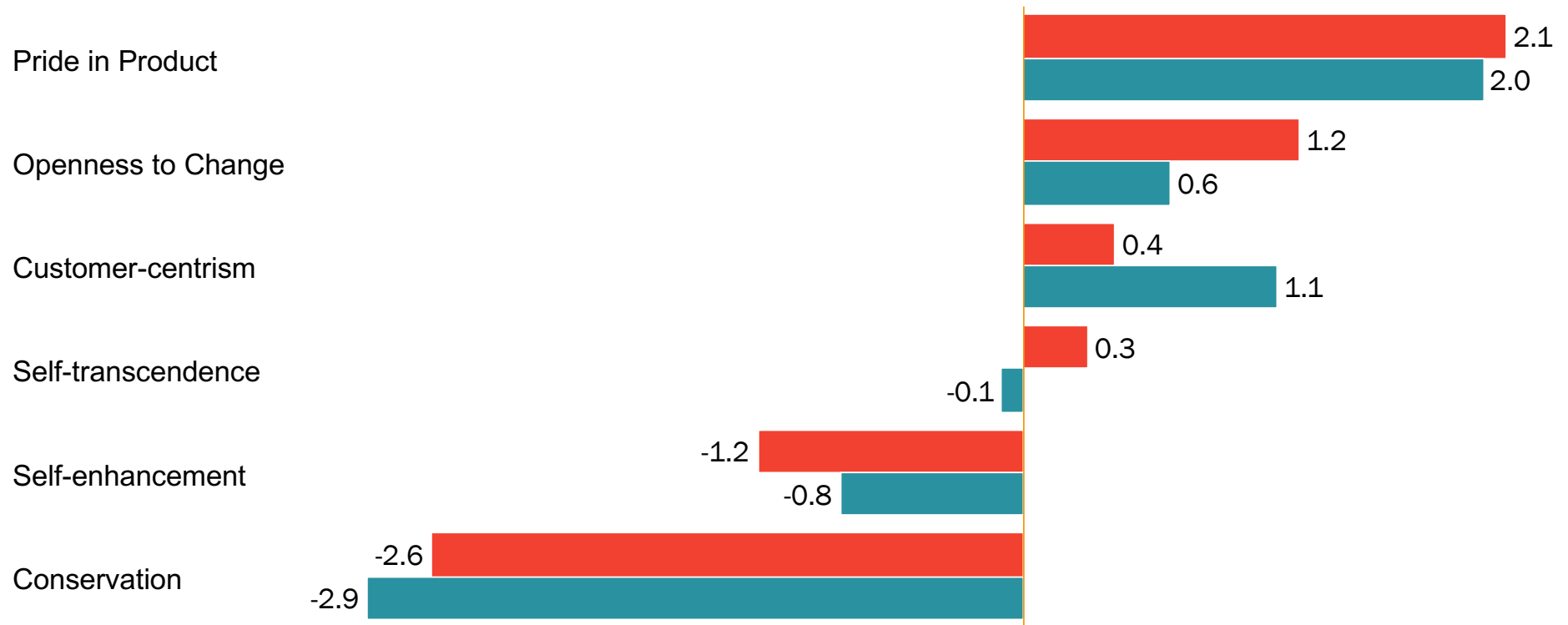
Emphasize pursuit of one's own interests and relative success over that of organizational colleagues

## F.) Conservation

Emphasize order, preservation of the past, and resistance to organizational change

# Relative Importance of Work Values

■ Team Members (N = 54)  
■ Product Owners (N = 54)



# Product Owner vs Team Member

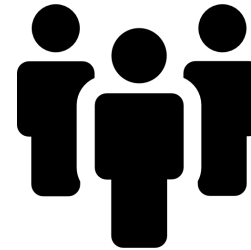
## Product Owner

Pride in Product  
Customer centricity



Product Owner

## Team Member

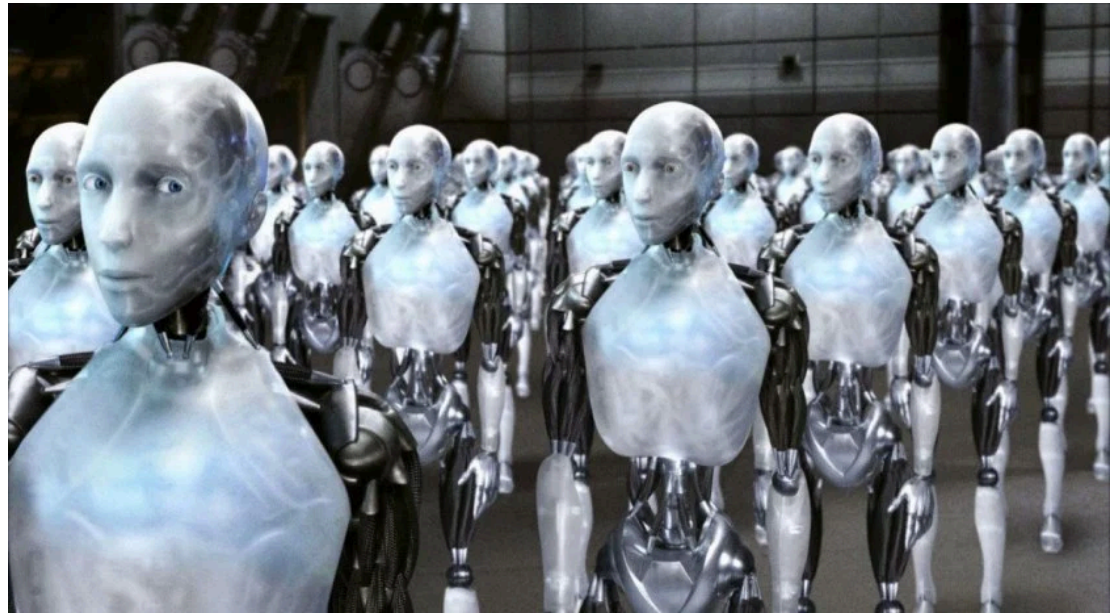
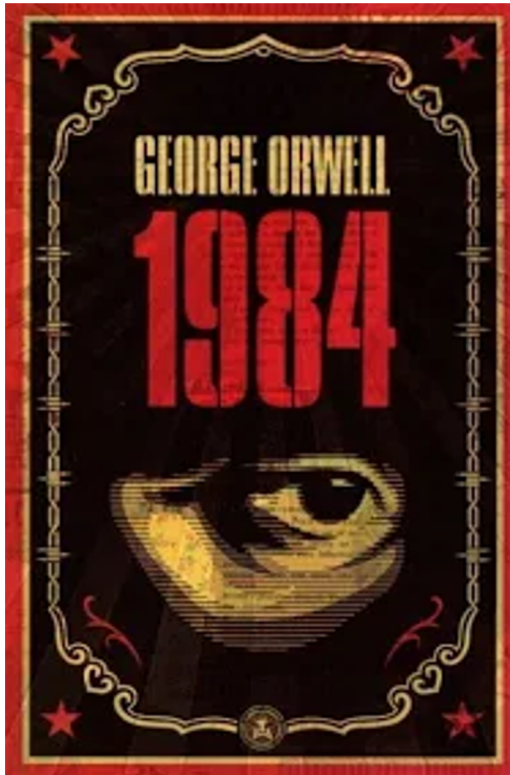


Team Member

Pride in Product  
Openness to change

No Real Surprises but an important reminder

## Of Course We Are Not Expecting Everyone to be the Same



What is the role of  
management and  
the organization?

After spending many years on the job, working long hours and mastering every strange nuance of the systems you are promoted to a management position. Responsible for others doing the work that you know so well. After time and proving that you can play the political game you are promoted to manage the managers. Slowly over time you get promoted higher and higher until you retire. Changing jobs just changes where you start. The game continues.

*- Traditional Leadership*

# Teams of Creators With Purpose



What motivates people?

1. Autonomy
2. Mastery
3. Purpose

Form teams naturally with:

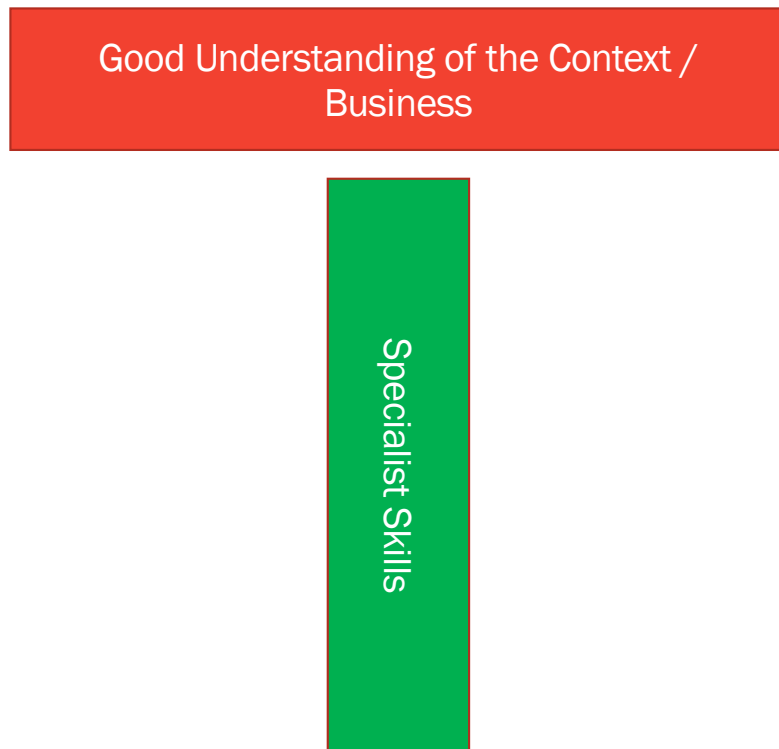
- Team members who want change (**opt-in**)
- Team members who want to work together (**self-organization**)
- Mutually-agreed commitments and decision processes (**self-direction**)

Guided by business goals

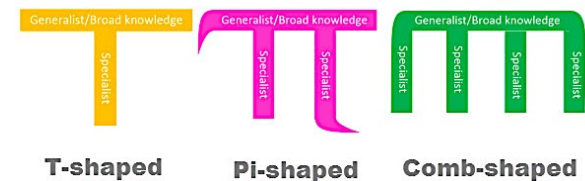
Source: Daniel H. Pink, *Drive: The Surprising Truth About What Motivates Us*, Riverhead Hardcover, 2009



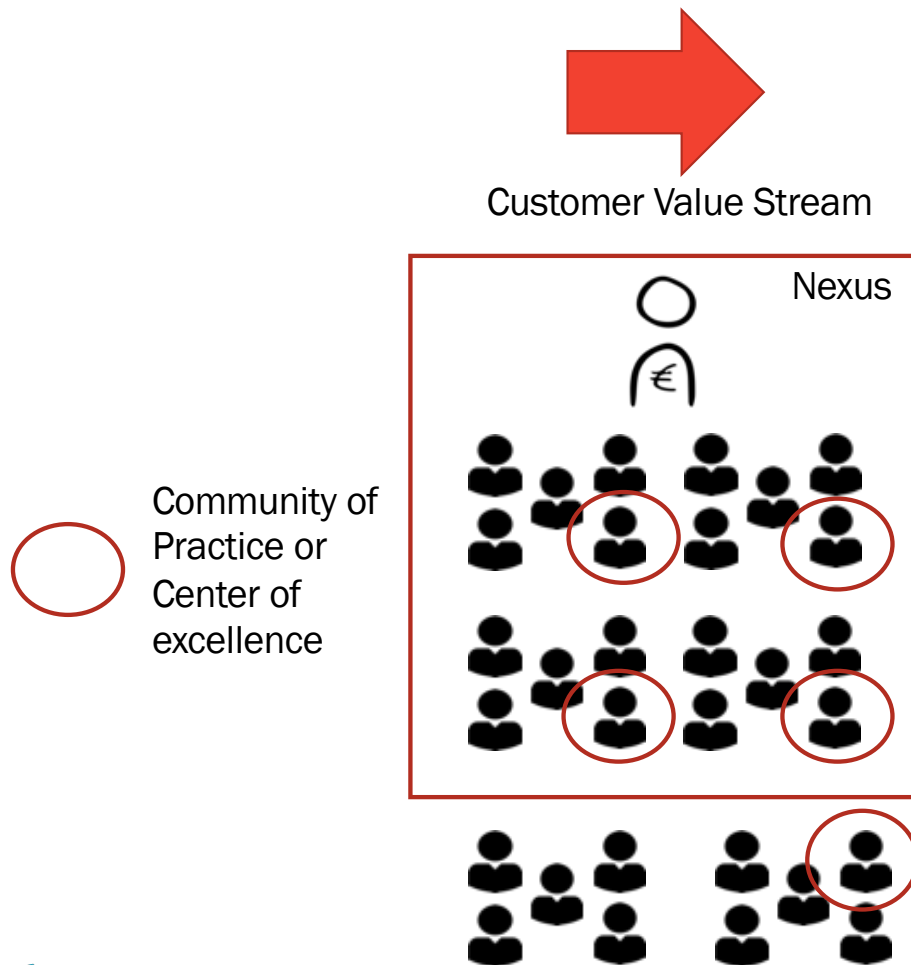
# Customer / Business + Skills = Magic!



- Everyone needs to know the customer / context / business
- Individuals bring specialist skills and experience to the mix
- Specialist skills are supported by community (inside and outside of the organization)

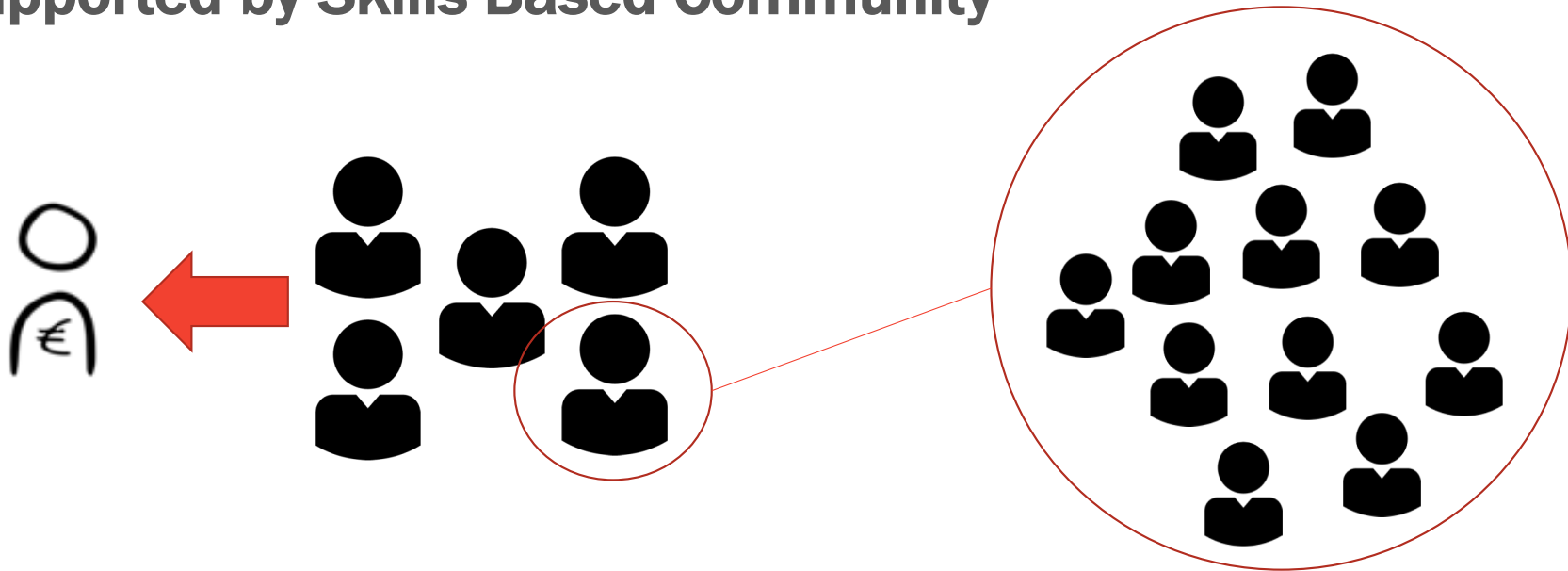


# People Centric



- Separate Talent Mgt from Work Mgt
- Promotion and development can be achieved by mastery and mentorship
- Ask not what I have done, but who have I helped
- Provide time, space money to develop technical and skill based community

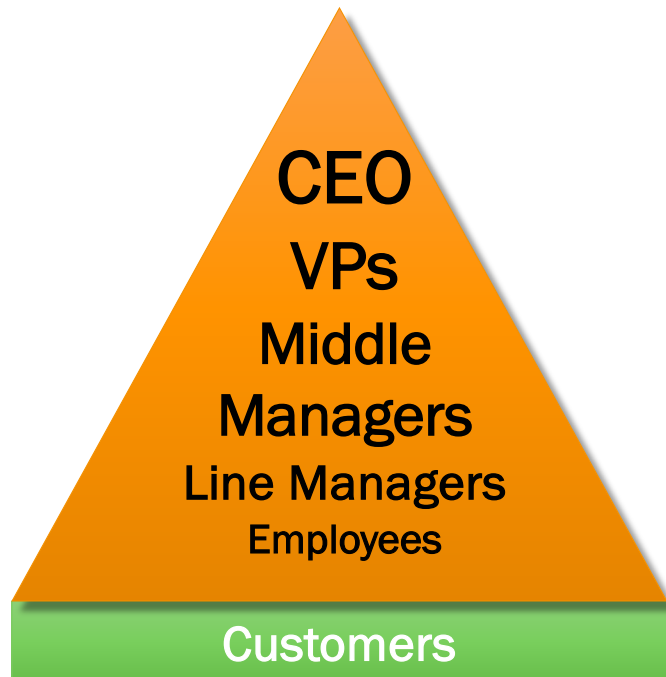
## Supported by Skills Based Community



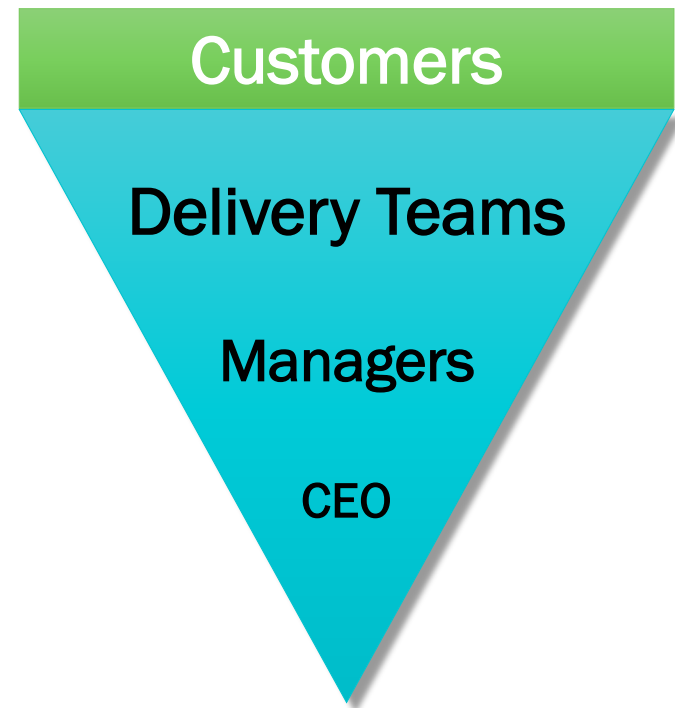
- Focus on supporting people by developing skills
- Promotion, status and reward tied to mastery
- Scaling is about helping others not managing others
- Installing a learning culture requires an organization

# Leadership Changes

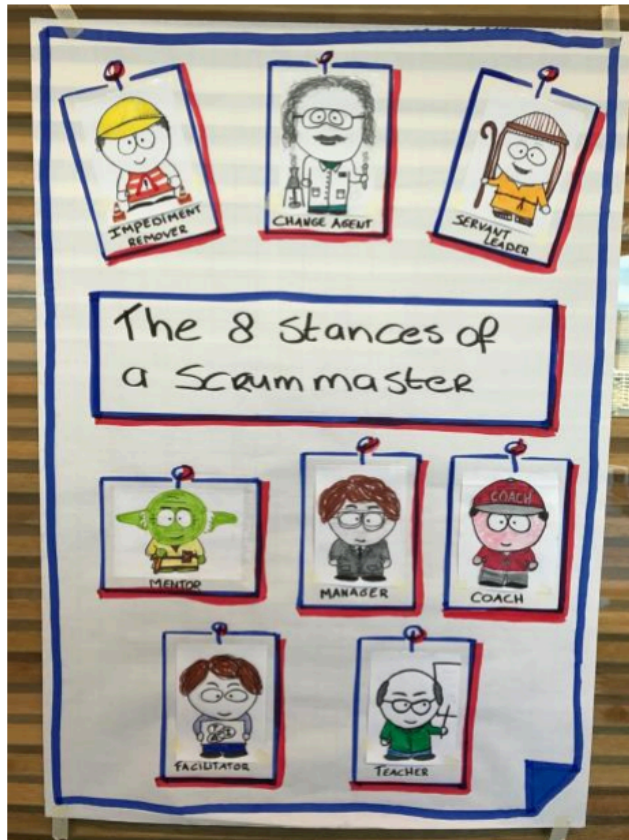
## The Traditional Organization



## The Agile Organization



# It Is More Than Management... But includes it..



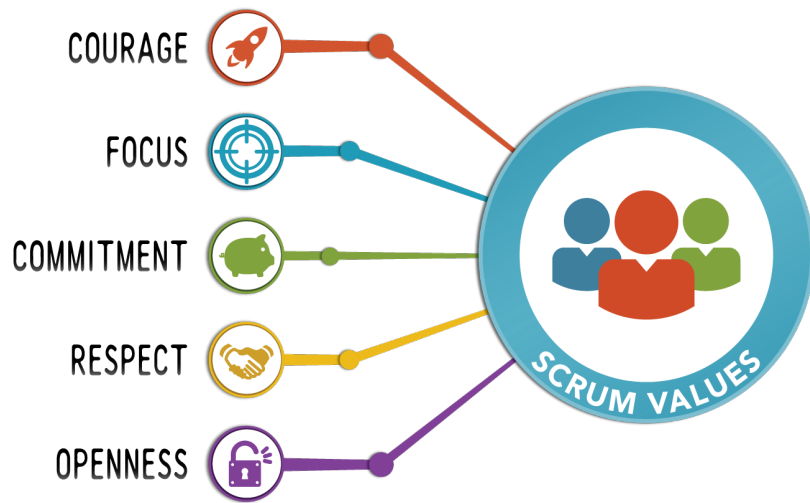
Ref: 8 Stances of the Scrum Master Barry Overeem

- Build an environment and culture that supports a more flexible, dynamic workforce
- Focus on delivering value in a people centric way



The thought manifests as the word;  
The word manifests as the deed;  
The deed develops into habit;  
And habit hardens into character;

# What Does It All Mean?



The future of work has much deeper implications than changing organizational models, processes and technology.

- The change requires us to shift our thinking about what is important in terms of personality traits and work values.
- Organizational models need to change to better serve outcomes and people development
- Leadership is difficult and requires many stances

# The Reality of Great Teams!



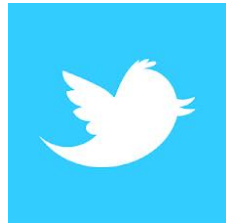
Leicester Cost – 23M  
Man Utd Cost – 195.9M

Working in a complex world requires great teams directed by an inspirational product owner with a clear vision. The ultimate success of the organizations is the combined effort of these people.

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