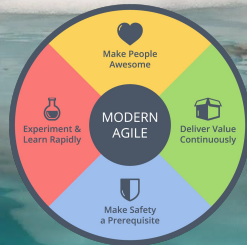
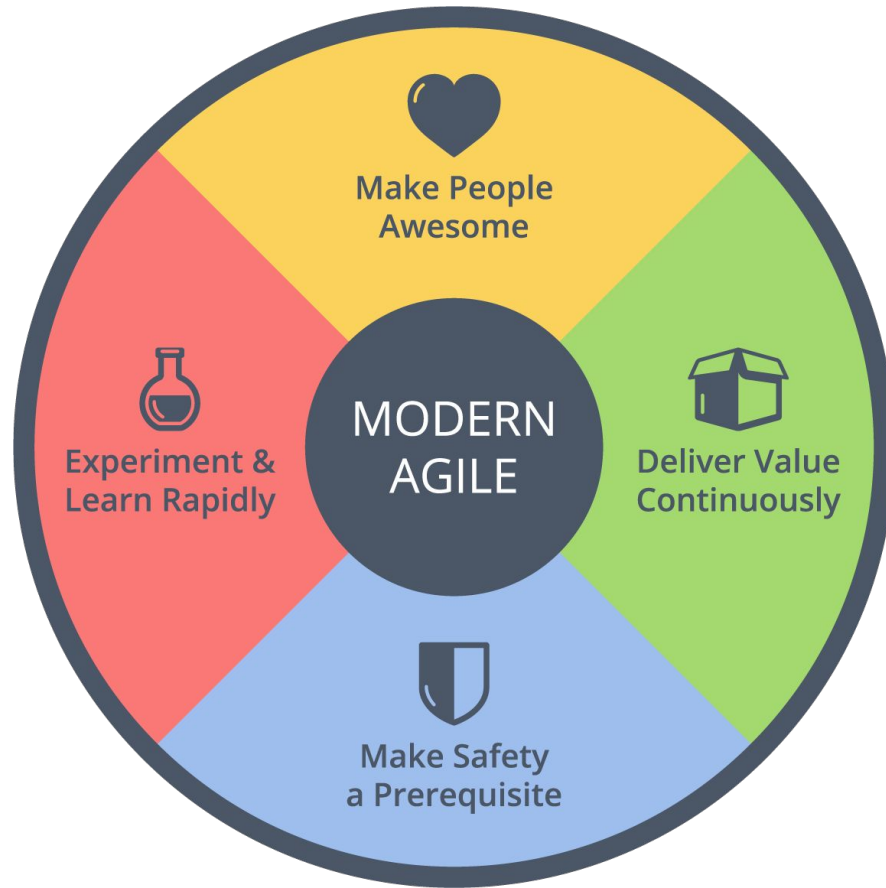


Thinking the unthinkable with Modern Agile

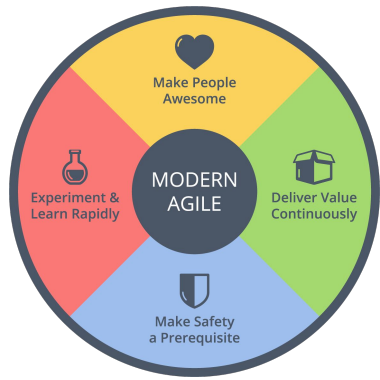
Making safety a prerequisite

The unthinkable, you thay?!





An introduction to Modern Agile

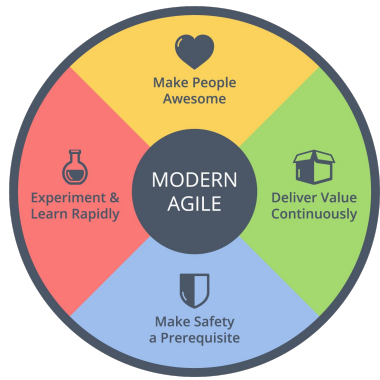


Steve Jobs used to ask his colleagues, “What incredible benefits can we give to the customer? Where can we take the customer?”

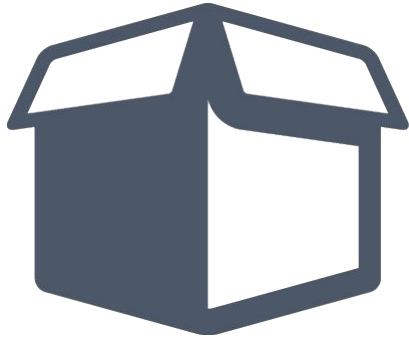
In modern agile we ask how we can make people in our ecosystem awesome. This includes the people who **use, make, buy, sell** or **fund** our products or services. We learn their context and pain points, what holds them back and what they aspire to achieve. How can we make them awesome?



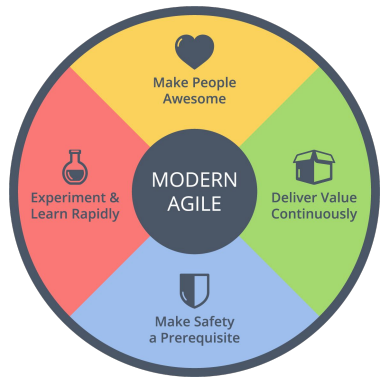
Make People Awesome



Anything that isn't delivered isn't helping anyone become more awesome or safe. In modern agile we ask ourselves, "How could valuable work be delivered faster?" Delivering value continuously requires us to divide larger amounts of value into **smaller pieces** that may be **delivered safely now** rather than later.



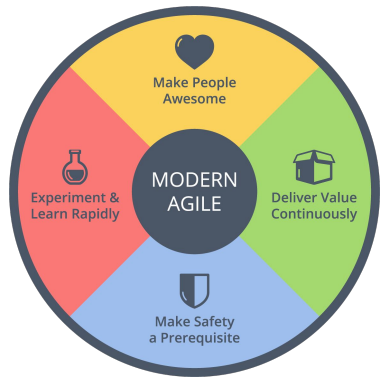
Deliver Value Continuously



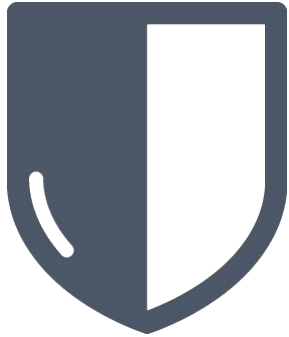
You can't make people awesome or make safety a prerequisite if you aren't learning. We learn rapidly by experimenting **frequently**. We make our experiments "safe to fail" so we are not afraid to conduct more experiments. When we get stuck or aren't learning enough, we take it as a sign that we need to learn more by running *more* experiments.



Experiment & Learn Rapidly

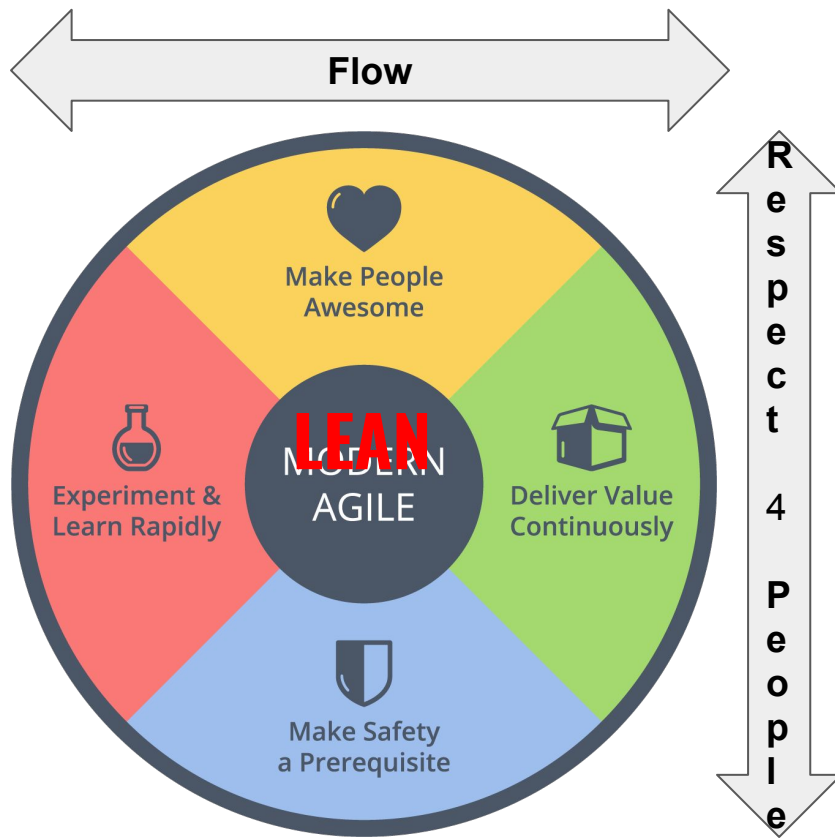


Safety is both a basic human need and a key to unlocking high performance. We actively make safety a prerequisite by establishing safety **before** engaging in any *hazardous* work.



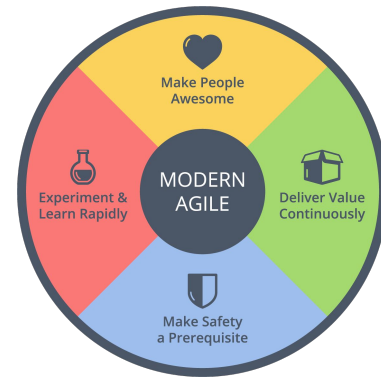
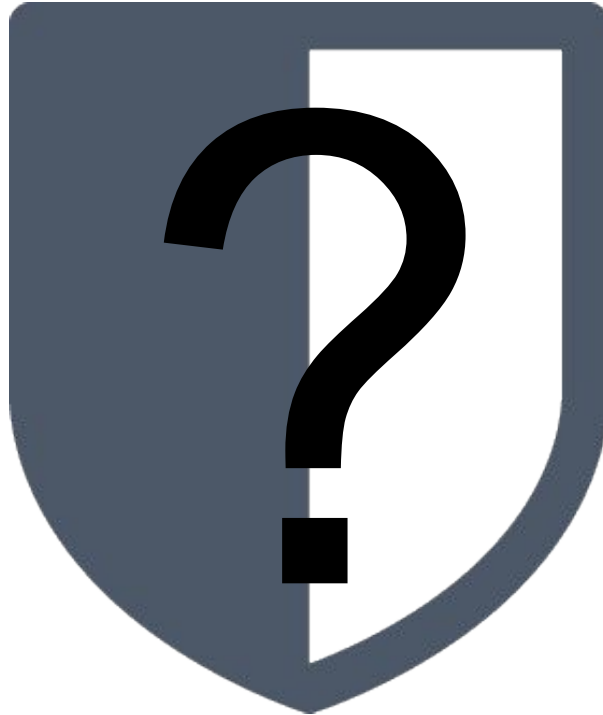
We protect people's **time, information, reputation, money, health** and **relationships**. And we endeavor to make our **collaborations, products** and **services** resilient and safe.

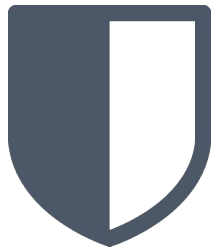
Make Safety a Prerequisite



It's all lean anyway!

Safety

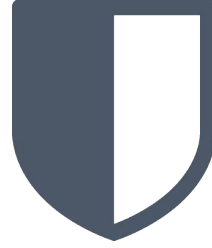
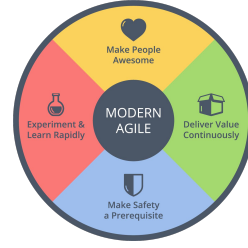




Safety

The state of being safe; freedom from the occurrence or risk of injury, danger, or loss.

The quality of averting or not causing injury, danger, or loss.

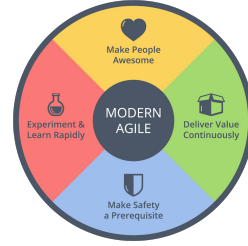


Perspectives and practices on safety

Types of safety

Safety 1 : Avoiding that things go wrong

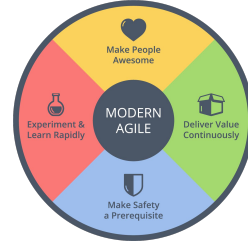
- Causality Credo
- Ignores what goes right
- Assumes systems are decomposable
- Assumes function is bimodal



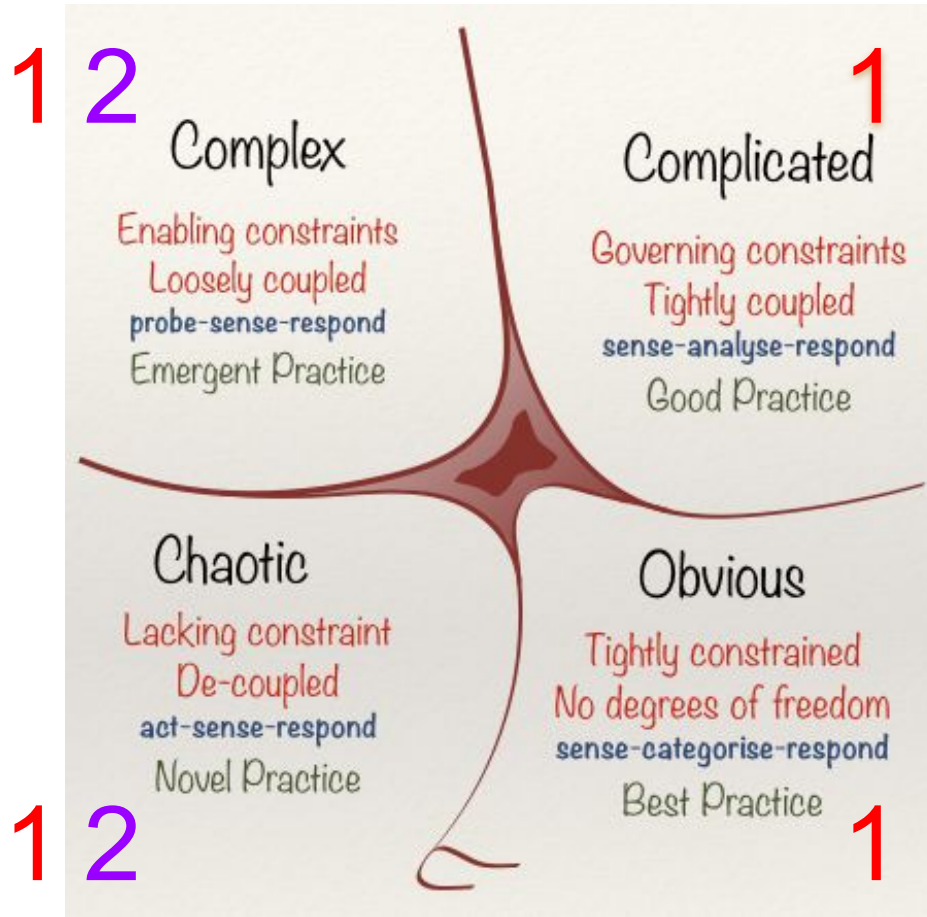
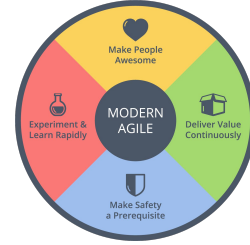
Types of safety

Safety 2 :

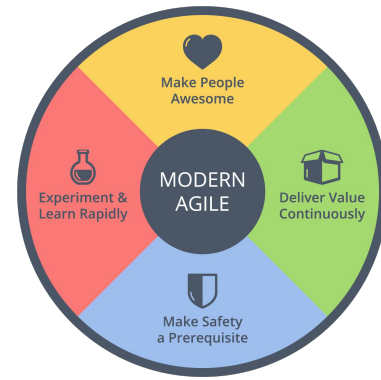
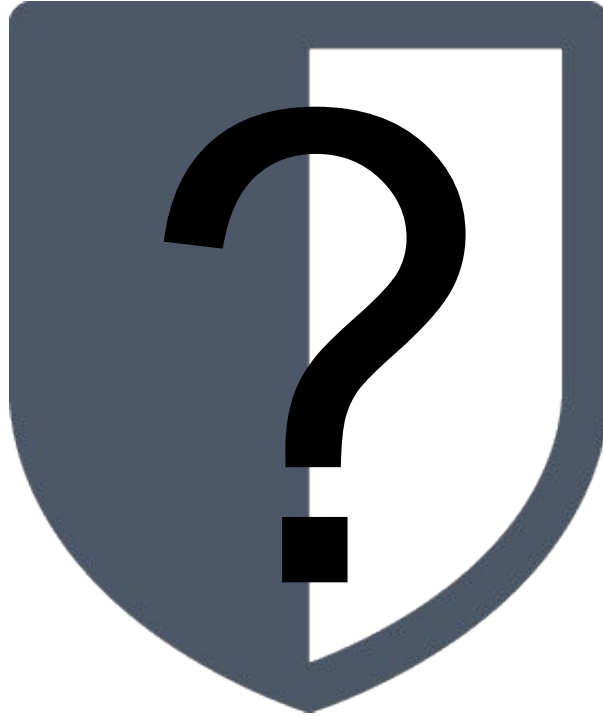
- Systems cannot be casually decomposed
- Performance is flexible and variable
- Outcomes emerge from performance variability
- Variabilities add supra-linearly



Safety Thinking in Cynefin



Why Safety



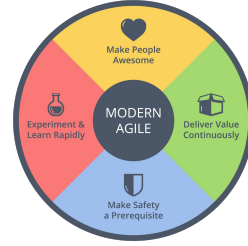
Why  ?



Why ?



Psychological Safety



Individuals' perception of the consequences of taking interpersonal risks

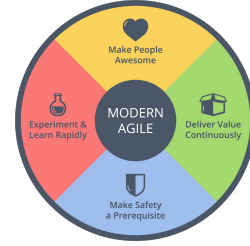
A belief one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes

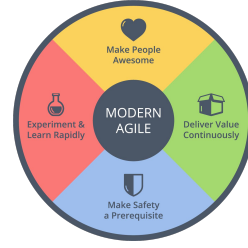
People do not fully contribute unless psychological safety in the group is created and maintained. When they don't contribute, the power of cognitive diversity is left unrealised.

In psychological safety

People feel they can:

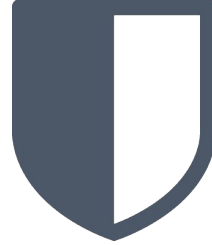
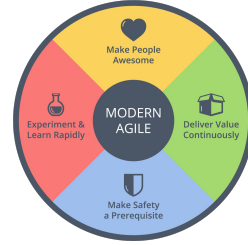
- Be themselves
- Take risks
- Make mistakes
- Raise problems
- Ask questions
- Disagree





Safety by (counter)example

Is it safe...



To be expected to be a team player... but evaluated on individual performance?

To have no say on the hiring of new team members?

To work on a story alone?

The have the same retro items appear again and again?

To do a fraught process manually?

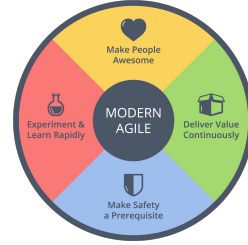
To have to “guess” at the results of others’ changes?

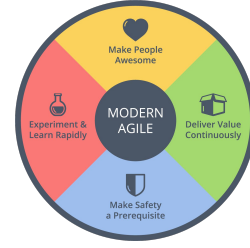
Mistakes

- Happen
- Frequently
- Are not culpable
- Should never have irreversible consequences

Any situation that leaves a person only less than one safeguard away from an incident is an unsafe situation.

What can you think to safeguard in your everyday work?



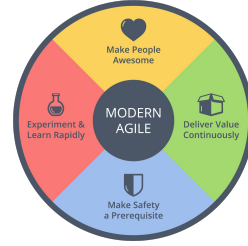


Work safer today

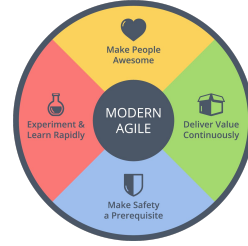
Safety in meetings

For safer meetings

- Encourage everyone to contribute
- Lend your privilege to ensure they are heard
- Review/Repeat people's points
- Listen
- Avoid dominating or interrupting
- Be caring, curious, non-judgemental



Tailboarding

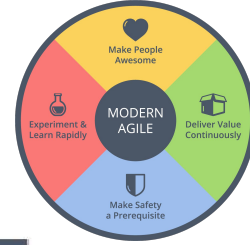


A short, informal dialogue conducted by workers just before doing work that poses actual or potential safety hazards.

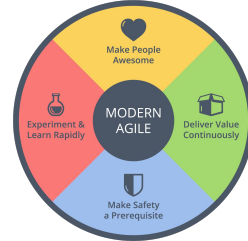
It can take into account specifics of the people gathered to do the work, like:

- **Experience:** Are the people who will be doing the work experienced enough in how to do it safely? Have they had enough training or mentoring?
- **Pairing:** Is the work going to be done in pairs or with enough people to ensure that it is done safely?
- **Defenses:** What are specific defenses for the work? How will workers protect themselves and those who rely on their work?
- **Contingency:** What could go wrong and what will be done if it does go wrong?

Have a STOP WORK AUTHORITY card



Blameless ~~post-mortems~~ retrospectives

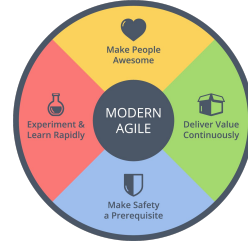


Replace blame with curiosity

“Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand.”

It's about creating a culture of blamelessness and a work environment in which incidents are opportunities—allowing you to examine and improve your processes and reliability.

~~Retro~~Introspect on demand



Don't wait until the memory has faded

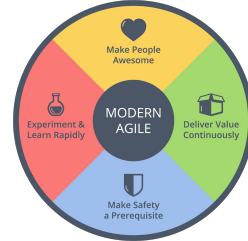
Eyewitness reports are the most notoriously unreliable elements in incidents

The time to handle something surprising, good or bad, is as it happens

The time to go gather all the eyes and smarts around a wicked problem is before you try to solve it

This allows to optimise for the one thing worth optimising for: *learning*.

Some generative questions



What are people most dependent on to do their job successfully?

Do you have the confidence to say you do not have the tools and resources to do something?

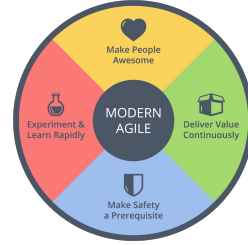
Has anyone explained what tools and resources are available?

Can you explain the method of this task and how you learned it?

What can you tell someone who is about to do this task for the first time?

Have you been set up for success?

Some (more) generative questions



Is there anything in your environment we can change that would help?

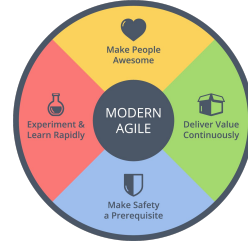
If you had \$50 000 (for example), how would you invest them to make this a better place to work?

What are the worst possible conditions to perform this task? When has that happened?

What frustrates you about this work area?

What makes your job easy? What makes your job hard? Tell me about a situation when your work was difficult.

Some (final) generative questions



Where are the bottlenecks?

What disrupts people and processes?

What do people have to 'tolerate' around here?

When and where do you have to be extra vigilant?

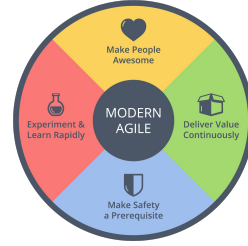
How has the work environment changed here, and how has it impacted your work

Where is the next incident going to happen?

What?, So What?, Now What?

A debrief with Christian Weinert

Based on the ladder of inference

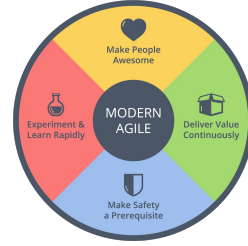


What?, So What?, Now What?

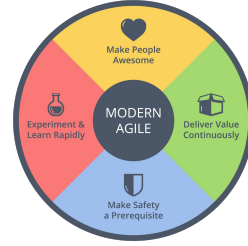
A debrief with Christian Weinert

- WHAT? What happened? What did you notice

What facts or observations stood out?



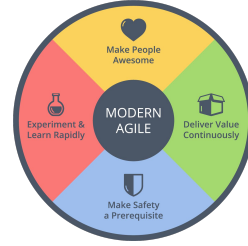
What?, So What?, Now What?



A debrief with Christian Weinert (@robotroxx)

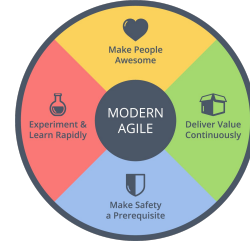
- SO WHAT? Why is that important in the context of your organisation?
- So What Hypotheses can you make, what conclusions are emerging

What?, So What?, Now What?



- NOW WHAT? What actions make sense?

Resources



www.modernagile.org

www.liberatingstructures.com

Look for the App :)