

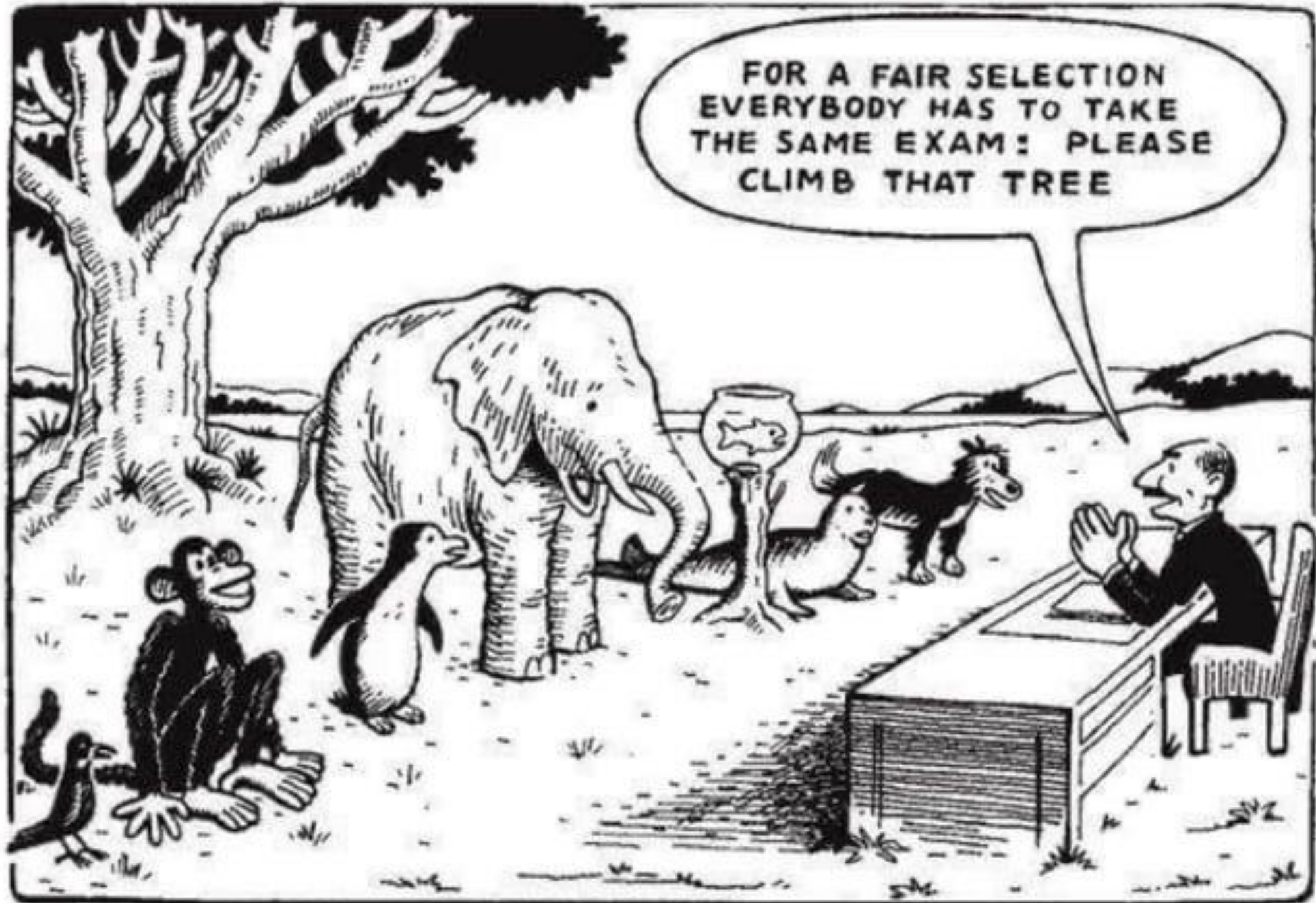
# FINDING SHORES

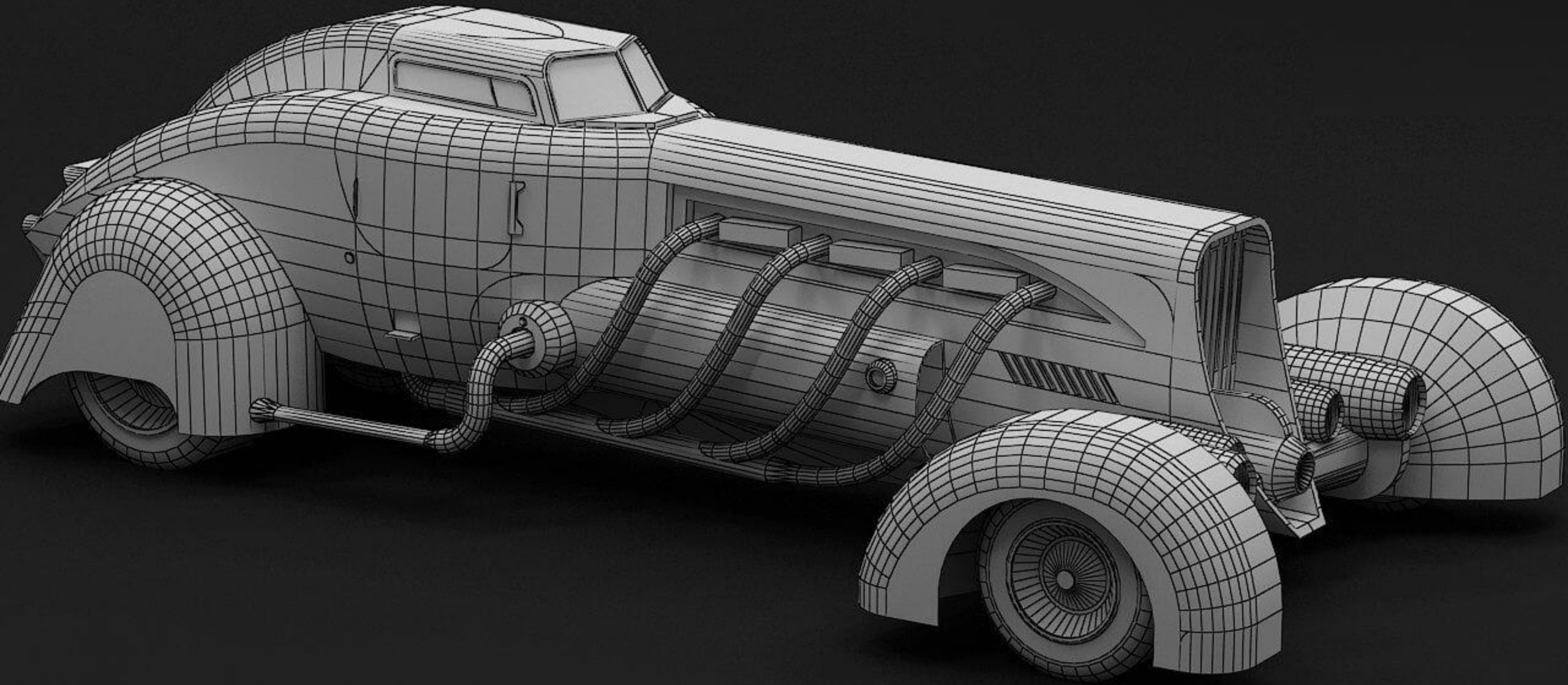


It's all about the Context!

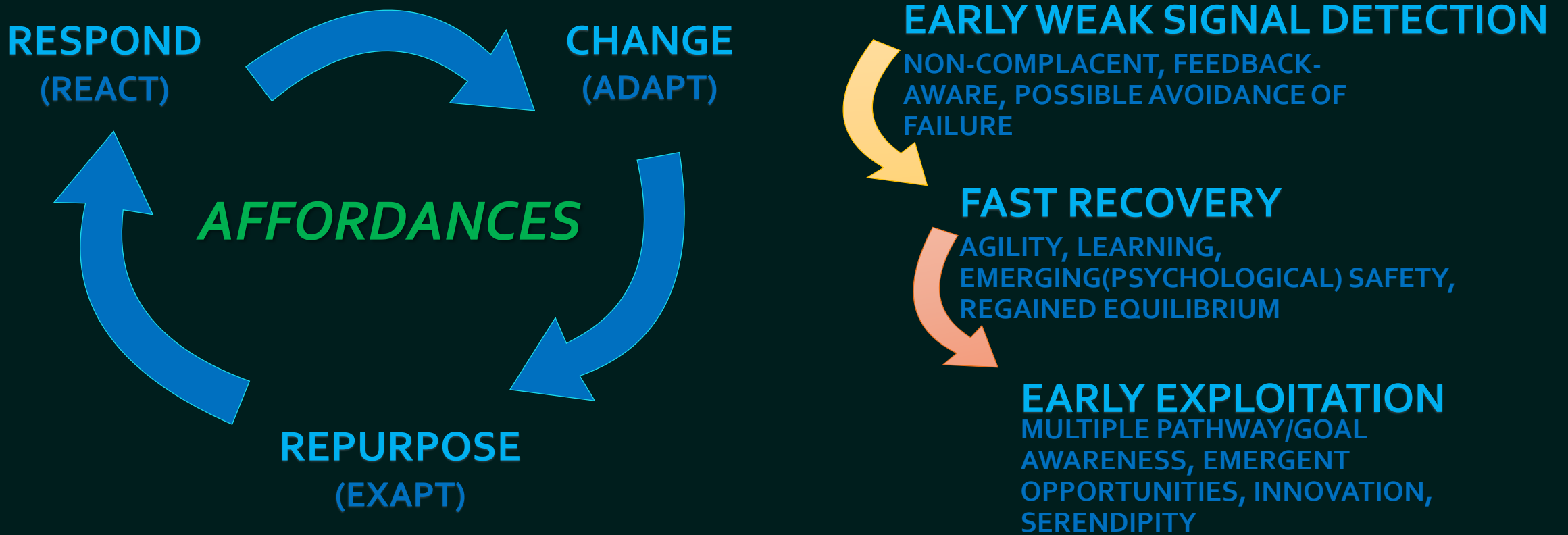
The Value is in the Process

FOR A FAIR SELECTION  
EVERYBODY HAS TO TAKE  
THE SAME EXAM: PLEASE  
CLIMB THAT TREE





The Greatest Car in the World



**AGILITY**

**RESILIENCE**

*The ability to change, recover, and respond with the appropriate speed and grace for the system*



IS IT A RIGHT  
TO REMAIN  
IGNORANT?

I DONT  
KNOW, BUT  
I REFUSE  
TO FIND  
OUT!



*The  
Hitchhiker's  
Guide to the  
Galaxy*



*New York Times bestselling author*

**DOUGLAS  
ADAMS**

42





“Agile is  
an Attitude!”

- *Alistair Cockburn*









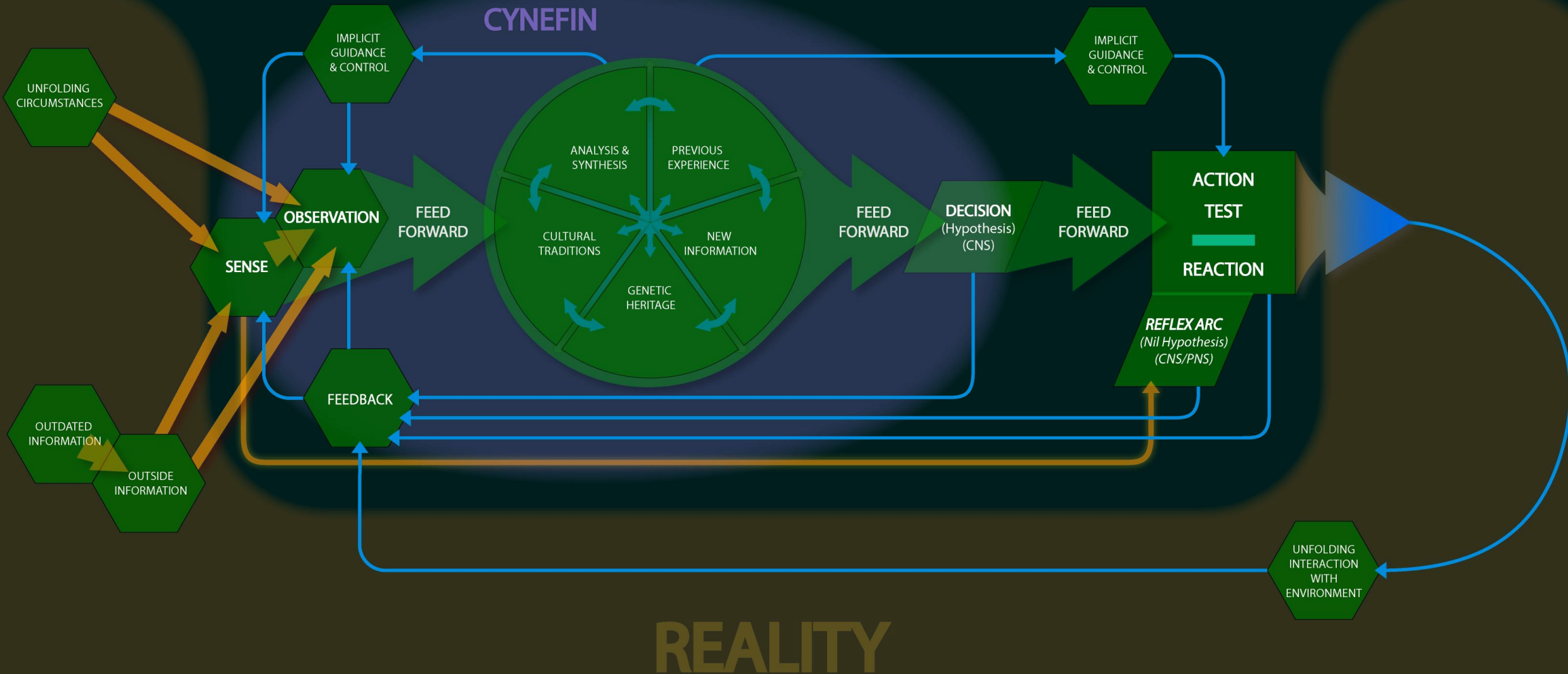


# SENSE - OBSERVE

# ORIENT

# DECIDE

# ACT



"Full of compelling advice on how to lead more effectively by choosing your words more wisely." — ADAM GRANT, author of *Originals* and *Give and Take*, and host of the TED podcast *WorkLife*

WALL STREET JOURNAL BESTSELLER

# Leadership Is Language

*The Hidden Power  
of What You Say—*

*and What  
You Don't*

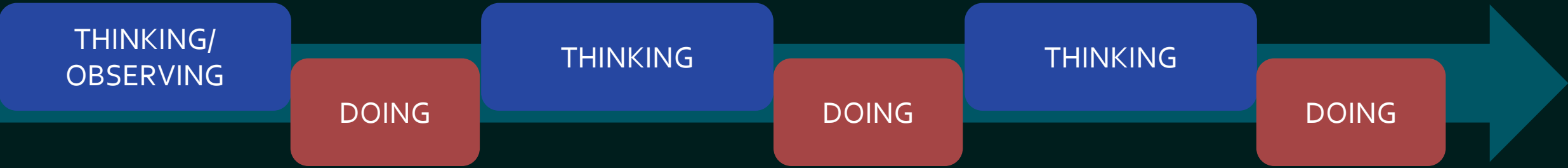
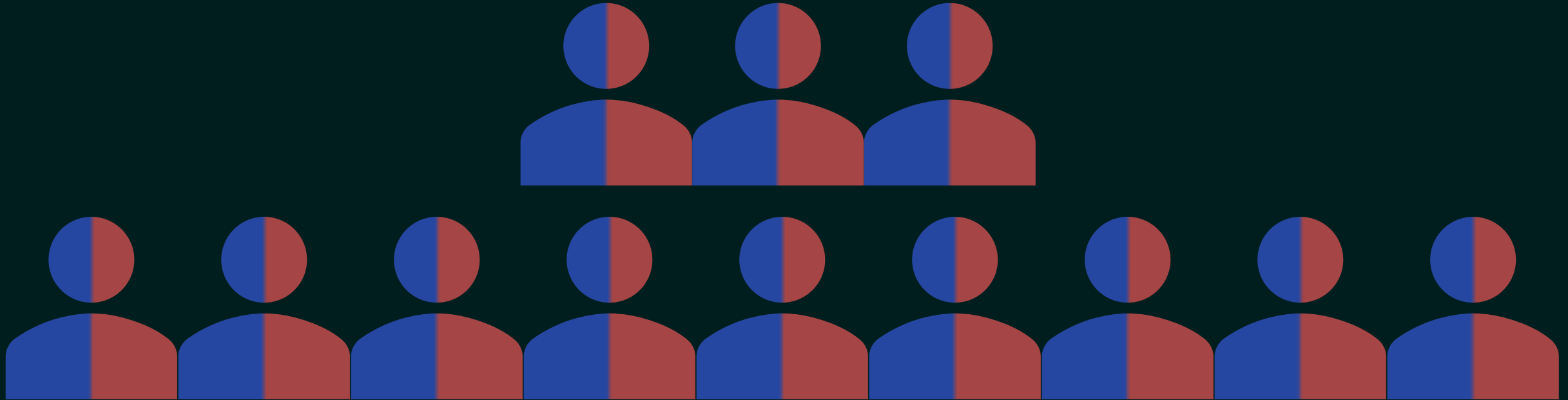
L. DAVID MARQUET

Author of *TURN THE SHIP AROUND!*



*Avoid Variability, Prove, Coerce, and Conform*





*Embrace Variability, Improve, Collaborate and Create*

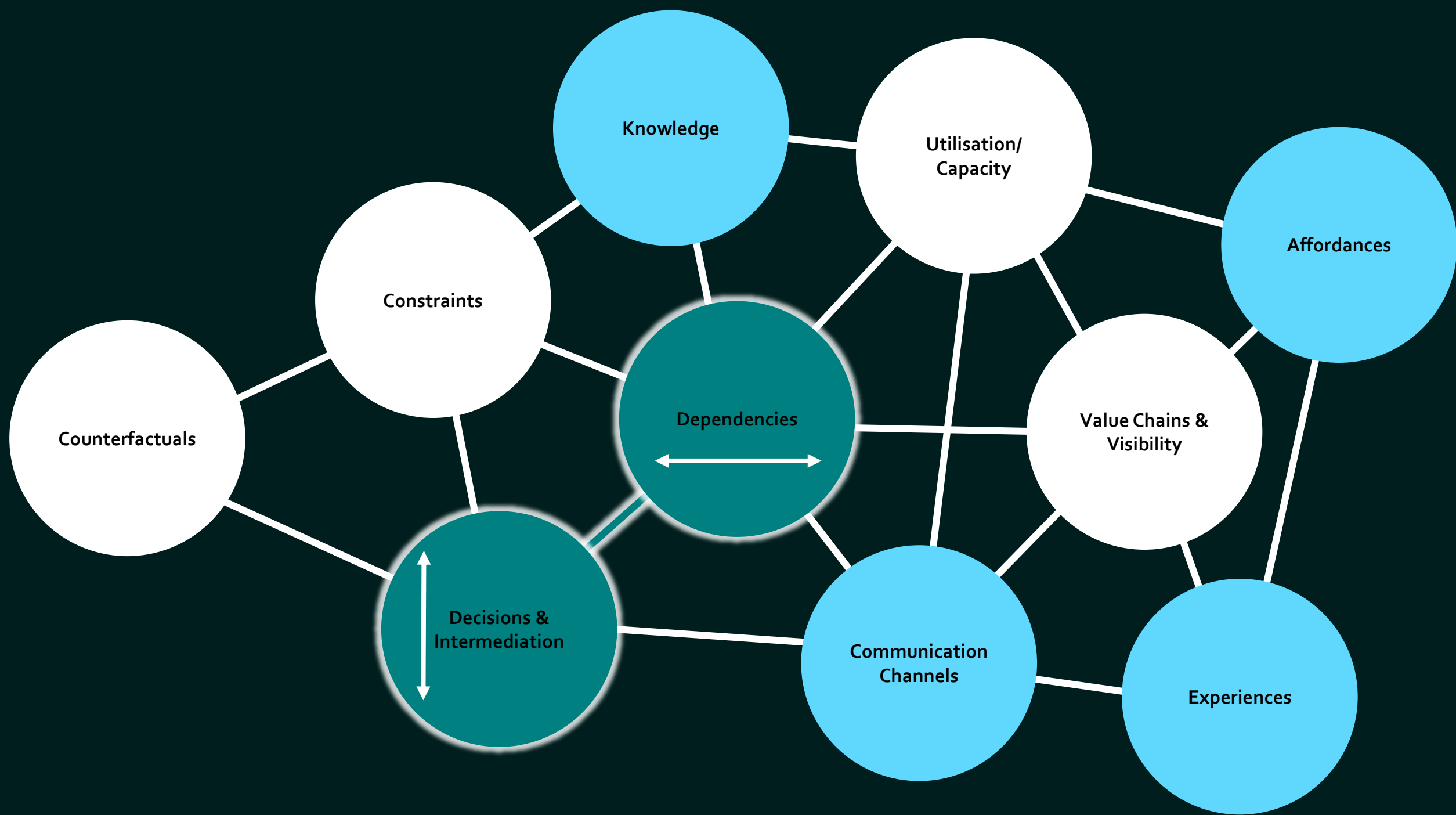


When the business landscape changes and is unknown, what we have mapped is no longer accurate...

The only way forward is to use a compass to move in a direction, and find a new, better way which we can modify as we go







*AFFORDANCES*



ENVIRONMENT



EXPERIENCES



BELIEFS



BEHAVIOURS



CULTURE



**Culture is:**

***DRIVEN*** from the top  
down by Leadership  
(innovative)

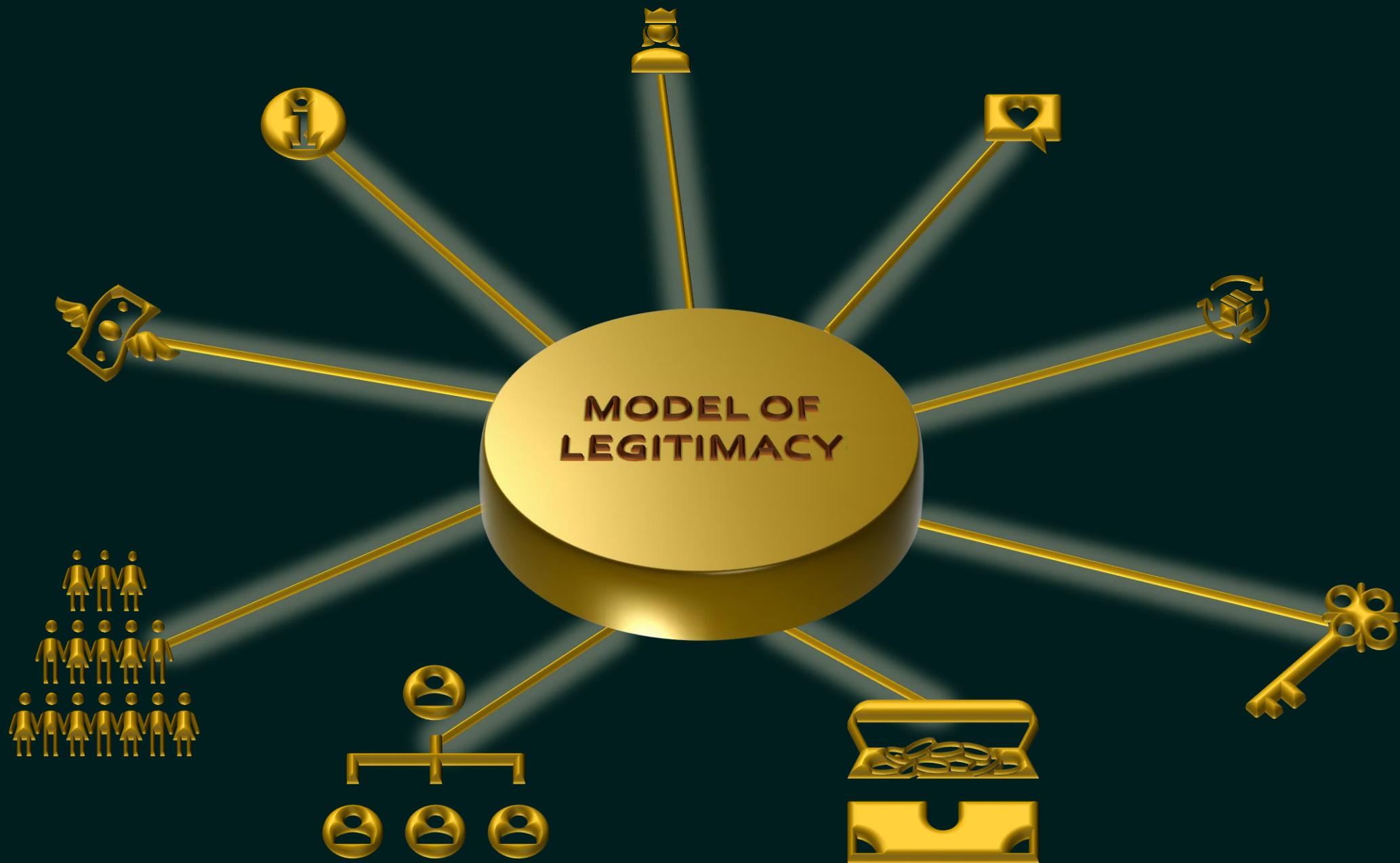
***DISSEMINATED*** from the  
bottom up by the  
interactions between  
people and teams  
(disruptive)



**But it is also:**

***DEFINED*** by the actions  
**AND INACTIONS** of  
Leadership

***DEPENDENT*** upon the  
model of legitimacy  
which exists





GOAL/VISION/OUTCOME

RESULTS

ACTIONS

BELIEFS

EXPERIENCES

LANGUAGE & ENVIRONMENT

Management  
(Fragile)

*(What most consultancies/  
transformations do & where  
frameworks and "bosses" sit)*

Leadership  
(Resilient)

*(The deficit complex  
approaches address & where  
lenses and "Leaders" sit)*

**Systems & Structure built on:**

- Roles
- Responsibilities
- Policies, & Rules
- Official hierarchies
- Processes/WoW
- Tools

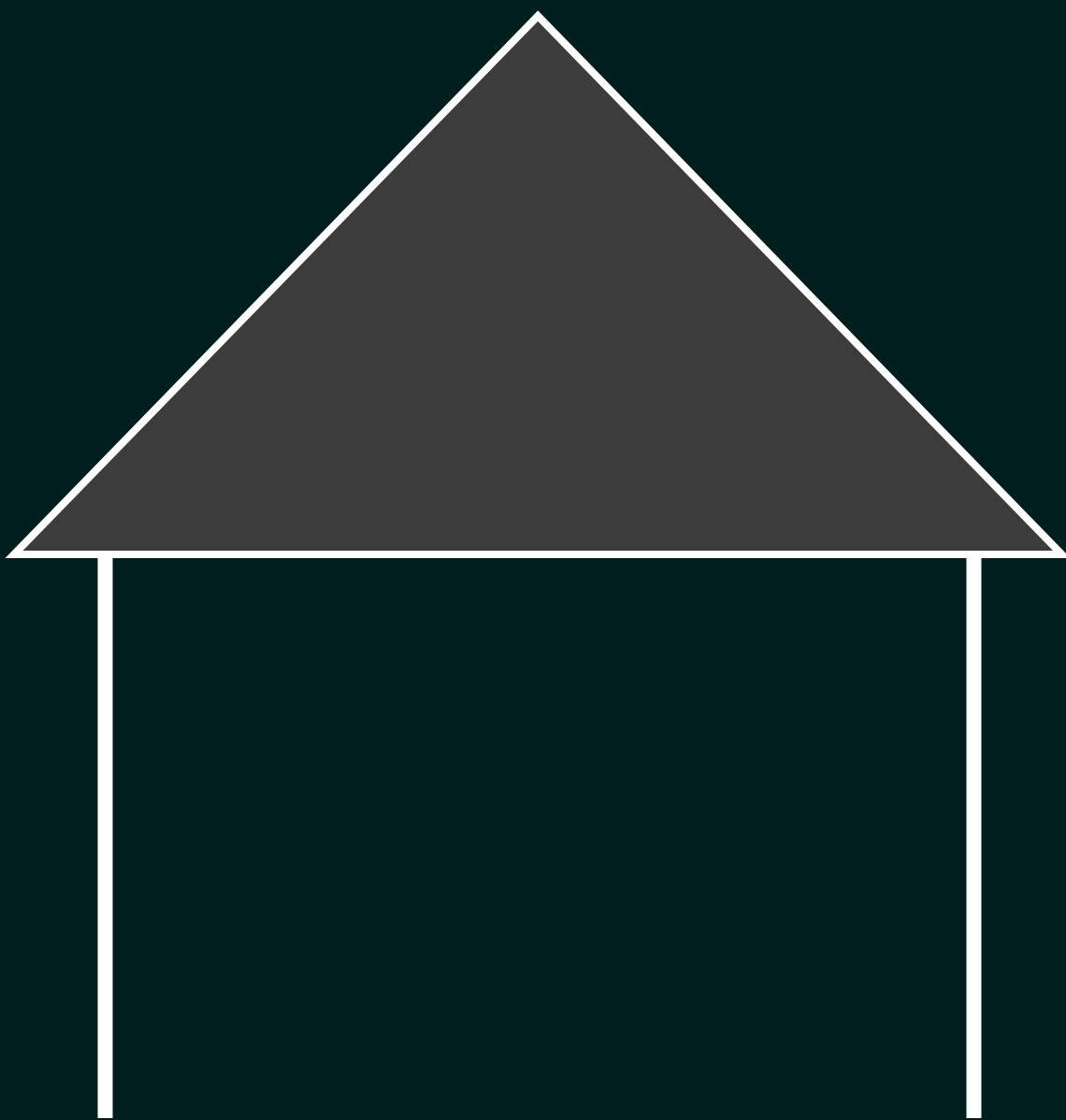
*GOVERNING CONSTRAINTS*

**Culture & People built on:**

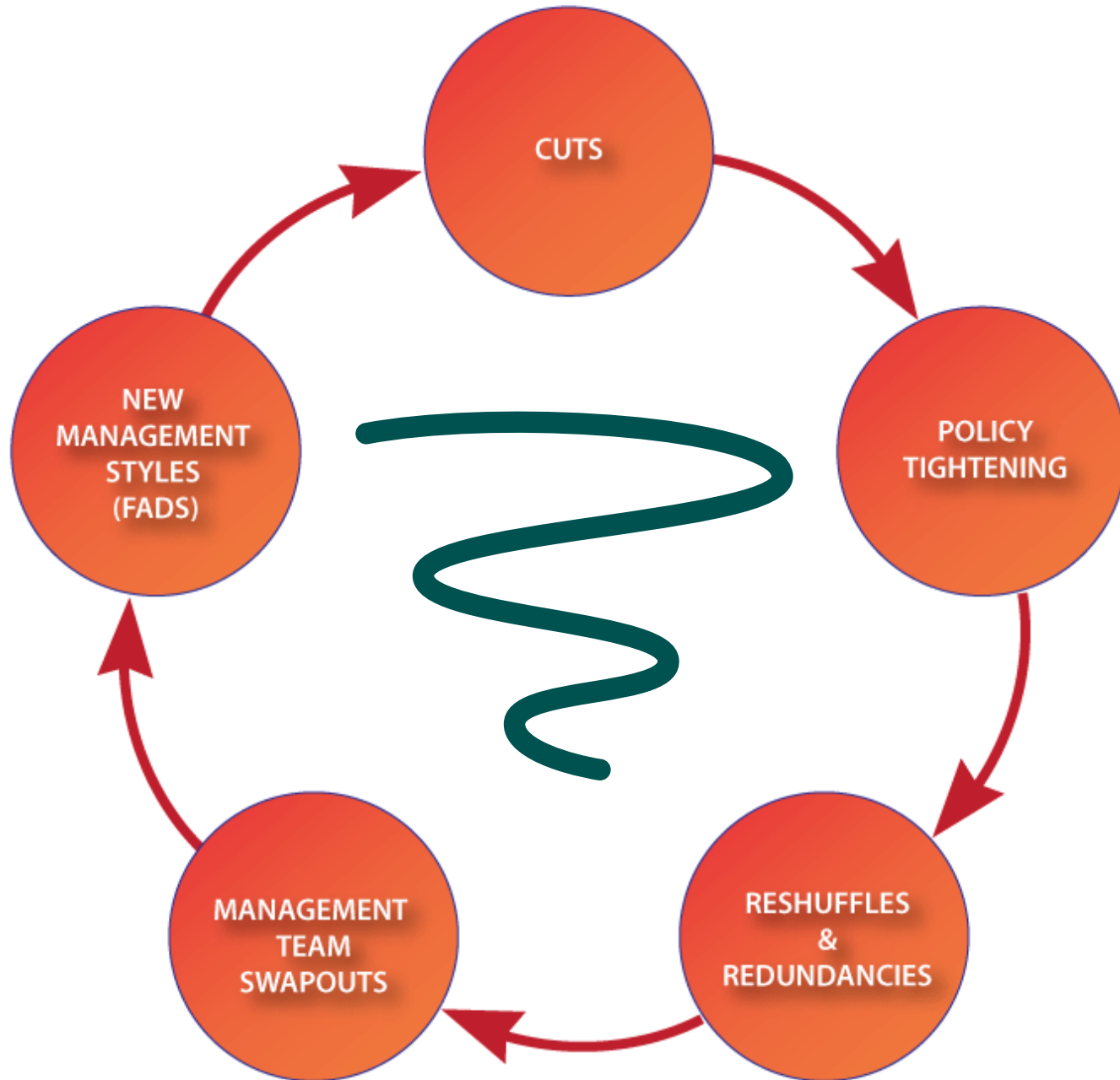
- Evolving Rituals
- Behaviours
- Heuristics
- Psychological Safety/Agency
- Habits
- Stories

*ENABLING CONSTRAINTS*









The  
6-24 month  
Spiral of  
Woe





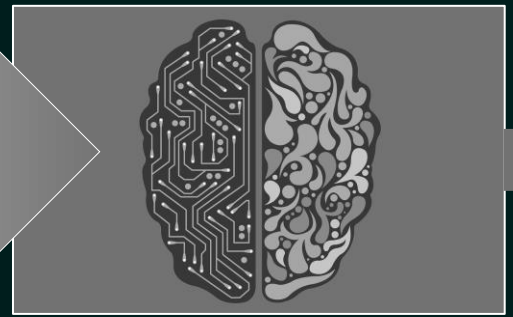
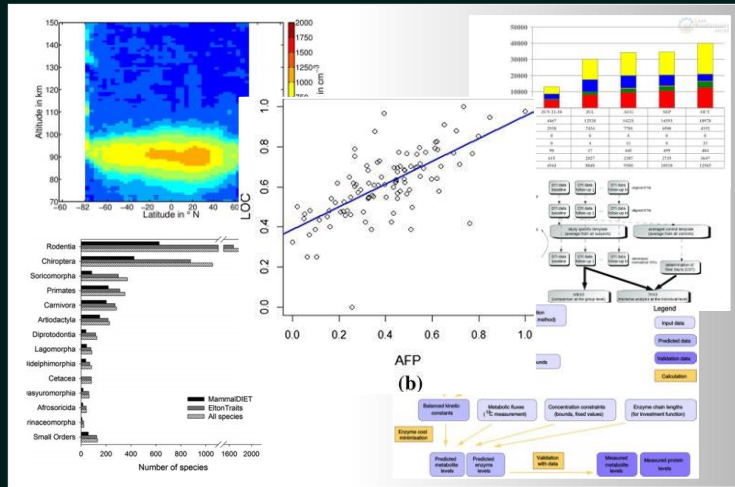
**Authority**



**Information**



Humans are very bad at making informed decisions.



BEST FIT  
MENTAL PATTERN

DECISION

PAST EXPERIENCE

CURRENT EXPERIENCE

PROJECTED FUTURE EXPERIENCE

FIRST FIT MENTAL PATTERN

DECISION

**COMPLICATED**  
KNOWABLE, UNFAMILIAR

SENSE -> ANALYSE -> RESPOND  
GOOD PRACTICES  
GOVERNING  
CONSTRAINTS

**CLEAR**  
KNOWN, FAMILIAR

SENSE -> CATEGORISE -> RESPOND  
BEST PRACTICES  
FIXED  
CONSTRAINTS

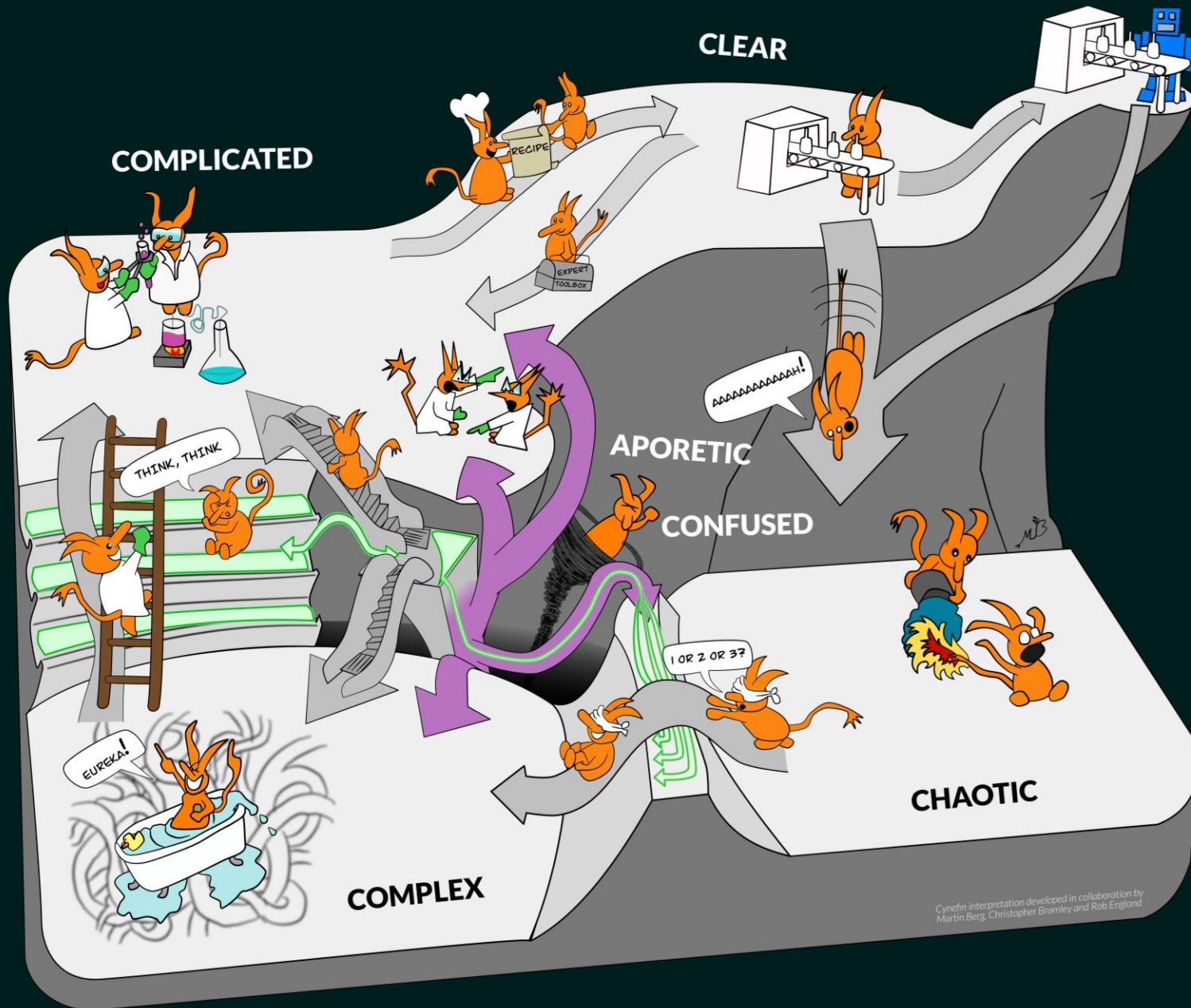
**COMPLEX**  
UNKNOWN

PROBE -> SENSE -> RESPOND  
EXAPTIVE PRACTICES  
ENABLING  
CONSTRAINTS

**CHAOTIC**  
UNKNOWABLE

ACT -> SENSE -> RESPOND  
NOVEL PRACTICES  
NO EFFECTIVE  
CONSTRAINTS

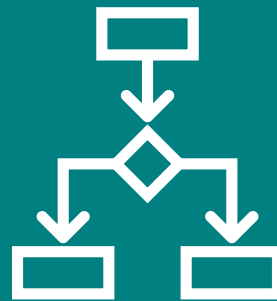
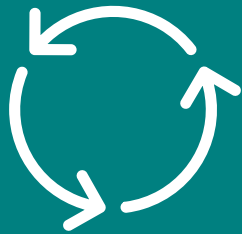
A/C



Cyrefin interpretation developed in collaboration by Martin Berg, Christopher Bramley and Rob England

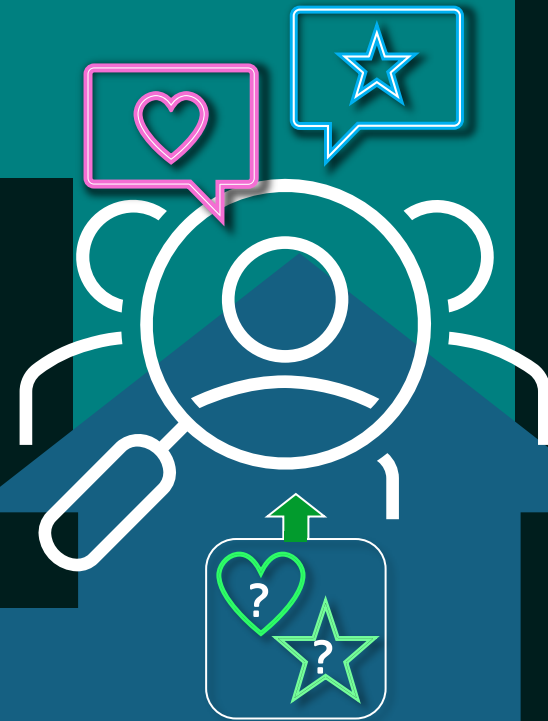






FEEDBACK

VALUE



UPSTREAM

DOWNSTREAM



## Flow adapts to the shape of things, but also forms the shape of things.

- When too much pressure is pushed, the system breaks; when not enough exists to flow, it ceases to function.
- Systems with flow work best by being unblocked and allowed to naturally pull the correct speed and quantity of flow for the context.
- As new things happen, they change course appropriately, and flow is preserved.



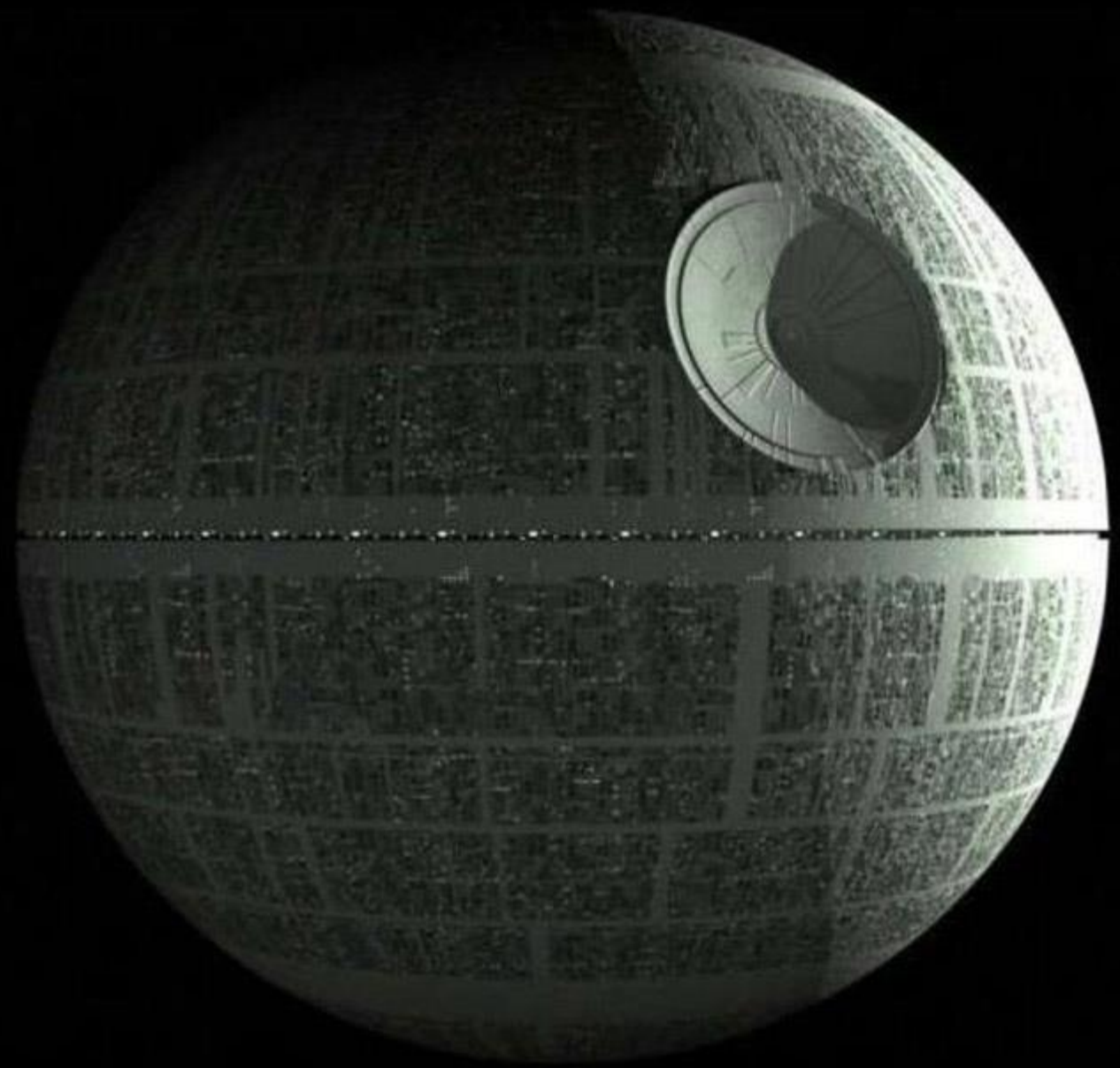


# The Heroes of FAD and FOMO



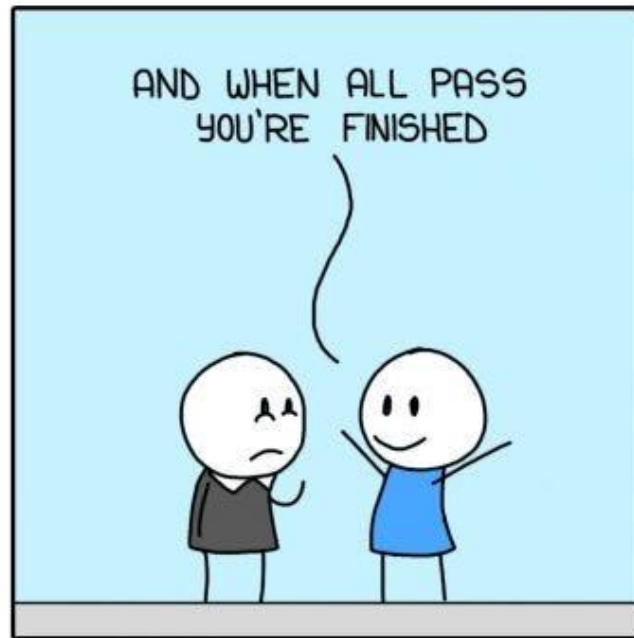
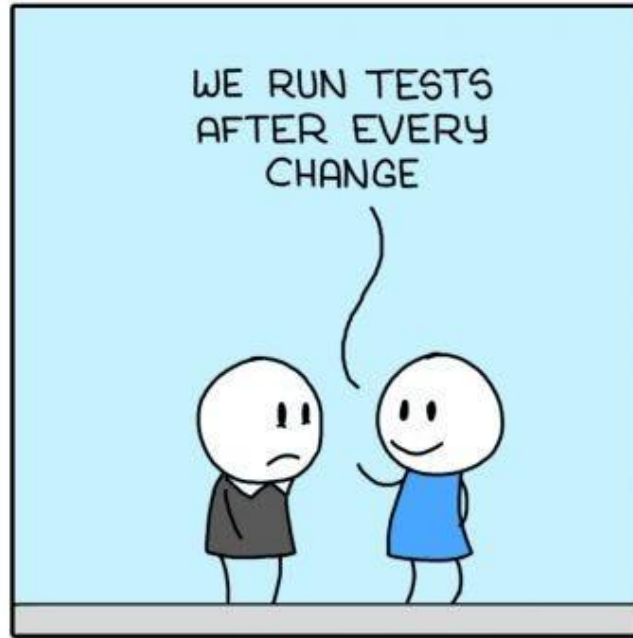
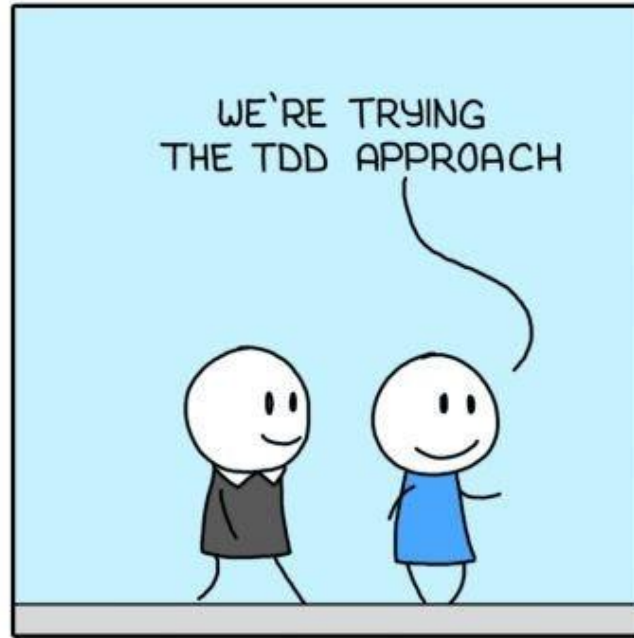
**“There is no  
Failure; Only  
Feedback”**

**So why is  
Feedback so  
important?**





# APPLIED TDD



# FINDING SHORES

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