

Apply Systems Thinking in Large-scale Scrum Transformation

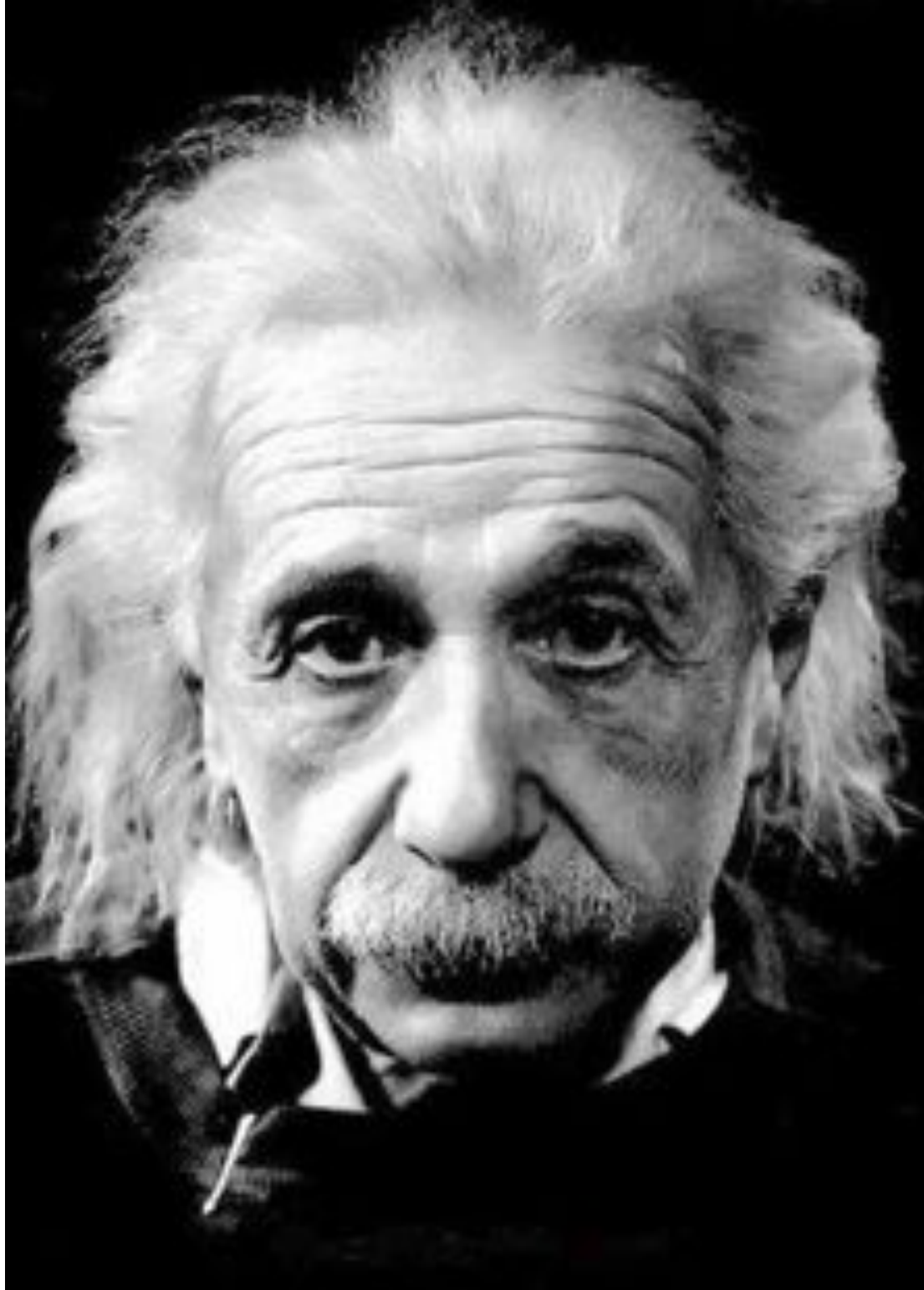


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Systems Thinking

The process of understanding how things influence one another within a whole

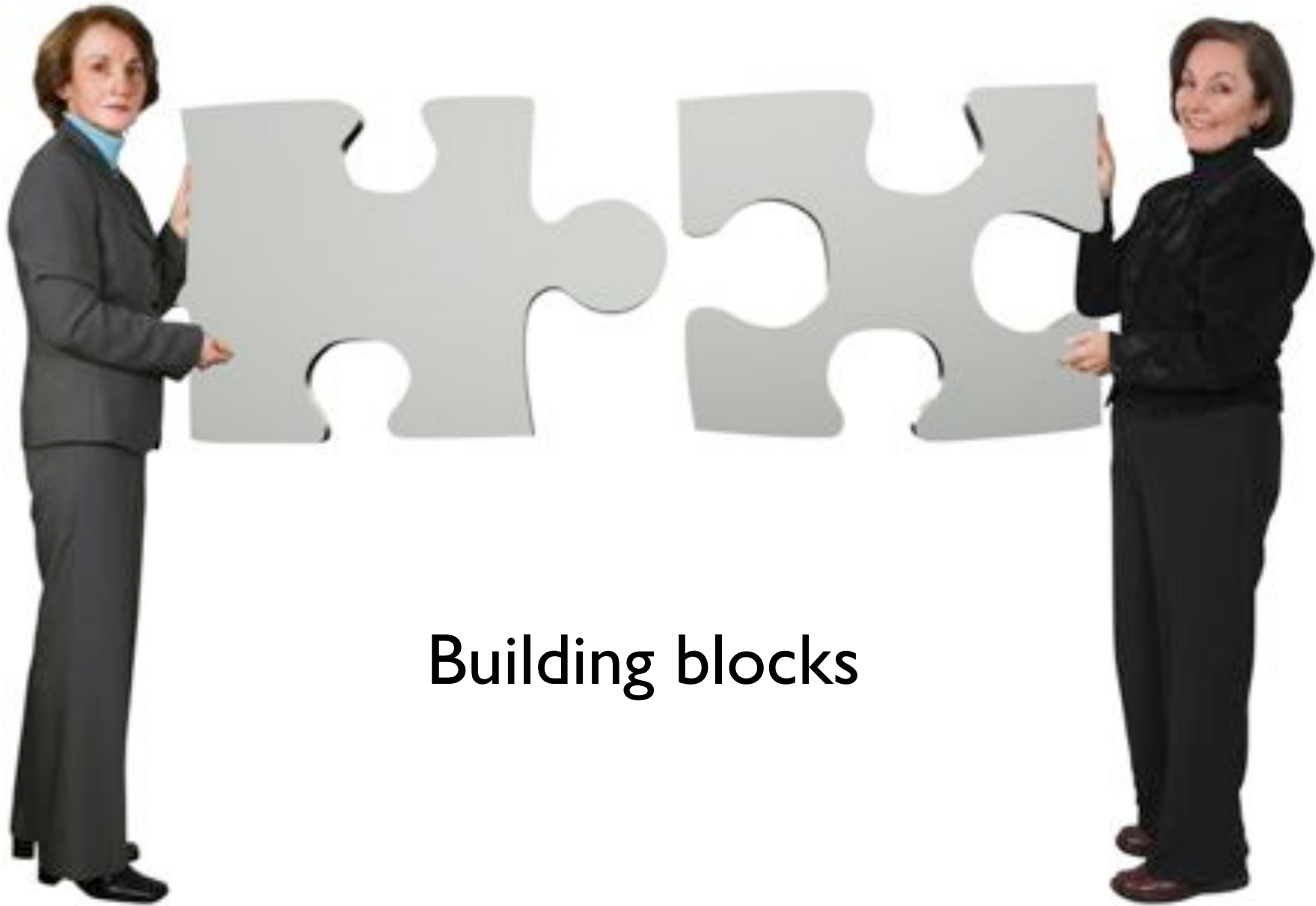


“The significant problems we face today cannot be solved at the same level of thinking at which they were created”

- Albert Einstein

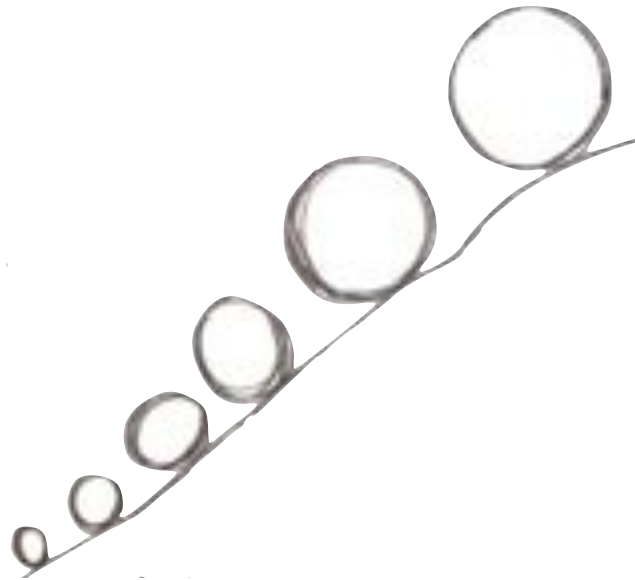
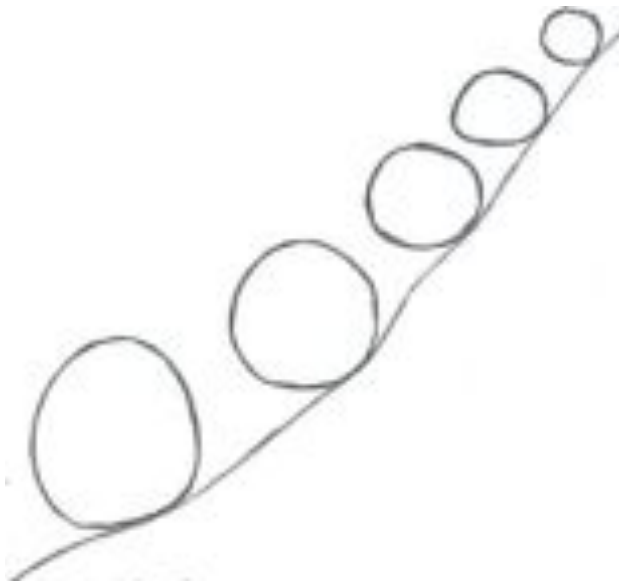


Cause and Effect are often distant in Time and Space



Building blocks

Reinforcing loop



Balancing loop



Delay



Systems Archetype

Patterns of behavior of a system

– Wikipedia

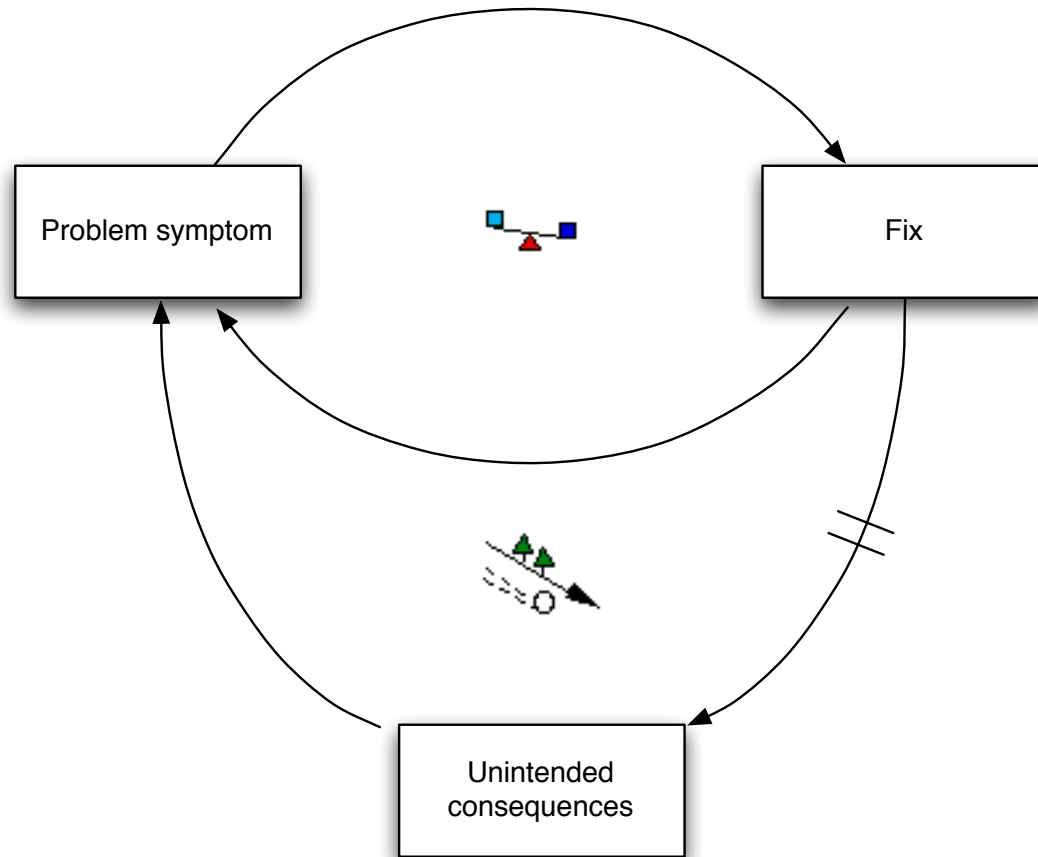


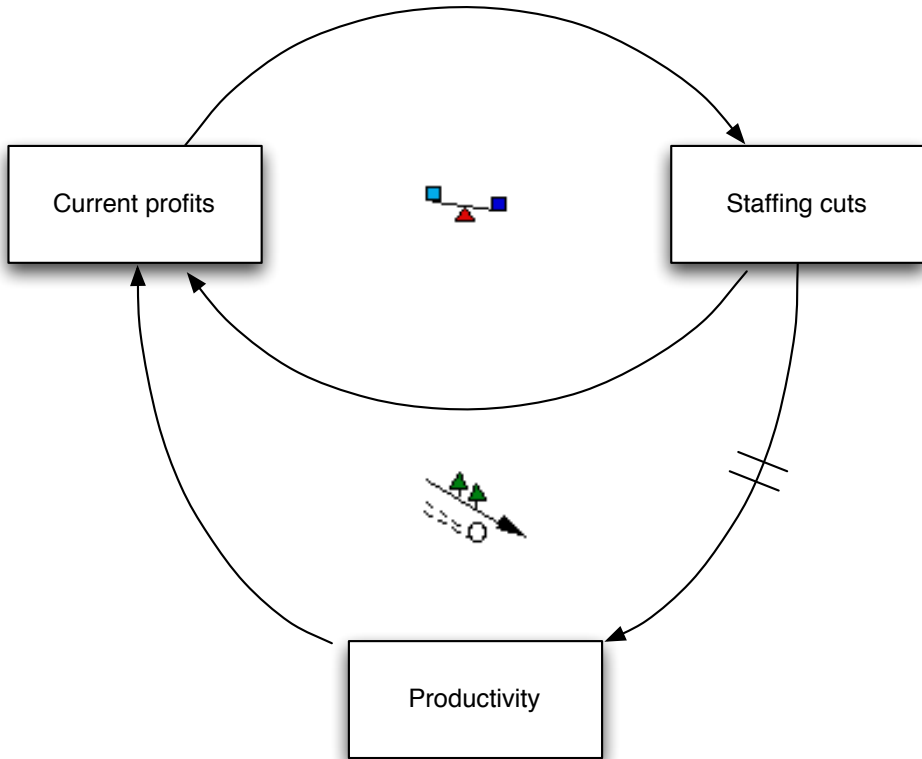
Recognize, then Leverage





Fixes that backfire



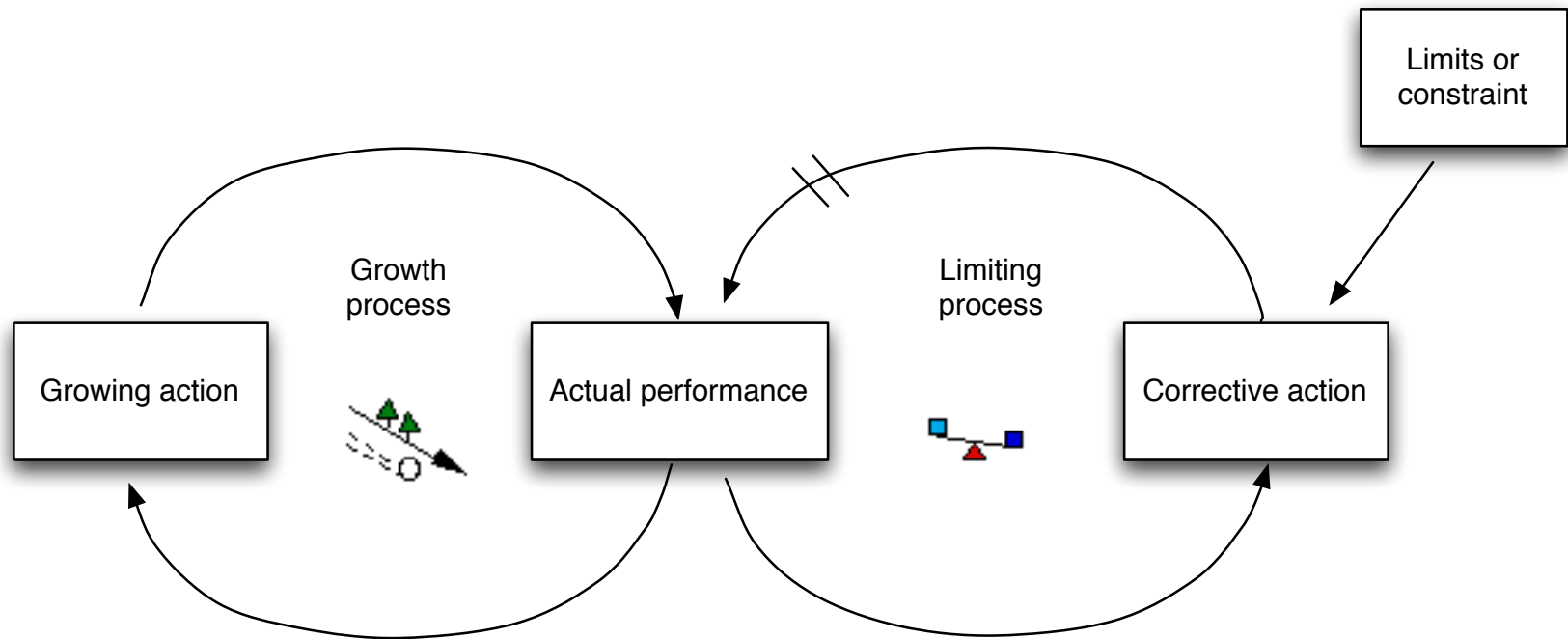


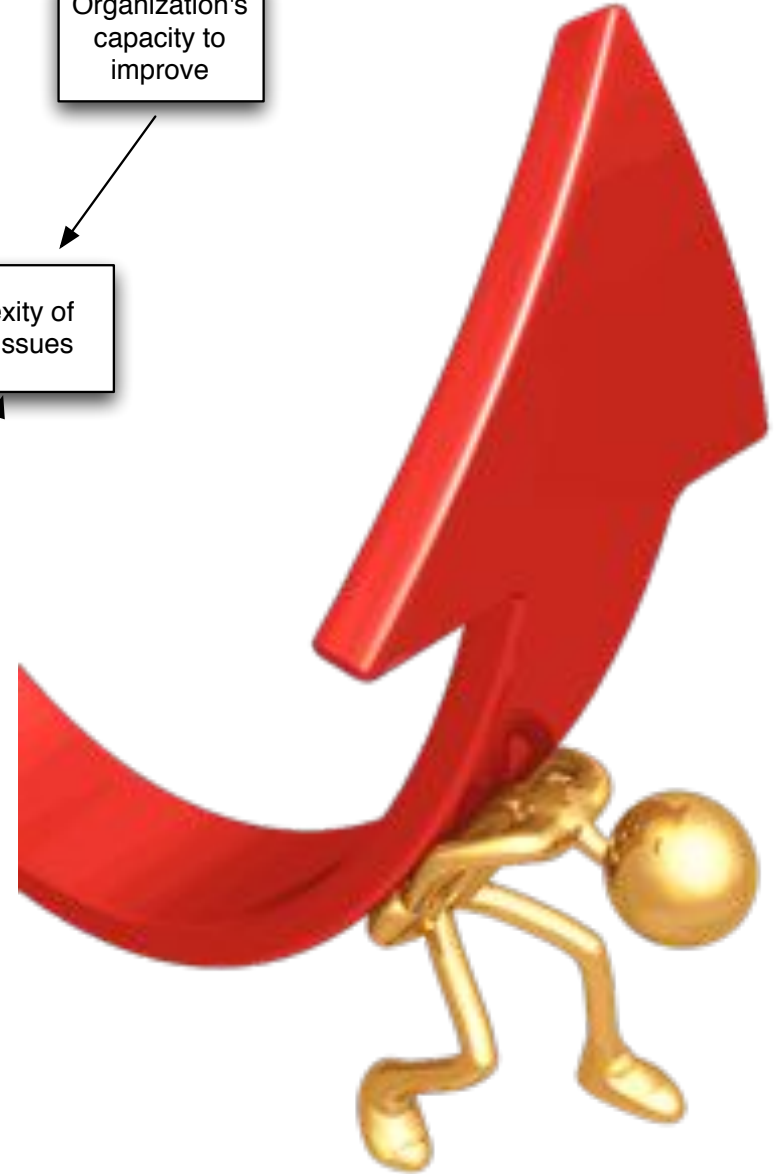
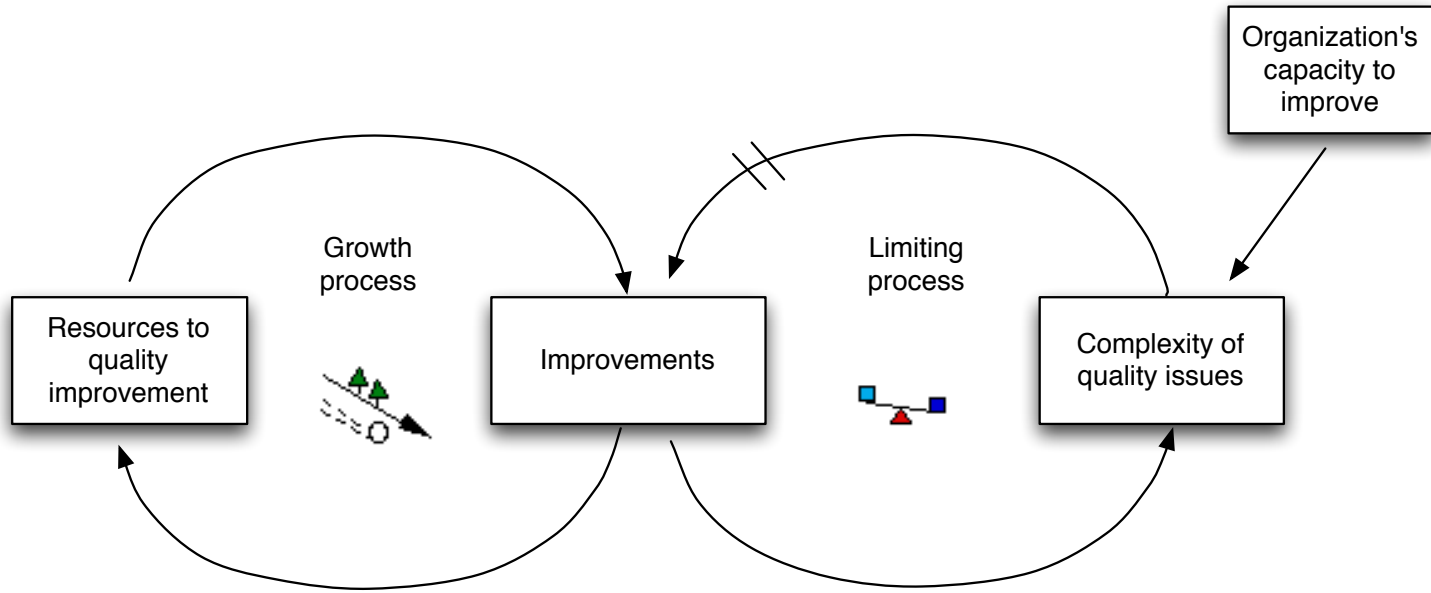


- Small triumphs and long troughs
- You feel that you need to try the same solution just a little more, and then a little more, and then one more time ... until you catch yourself resisting the idea of trying anything else
- Feel powerlessness. See the dangers, but no choice

Limits to growth





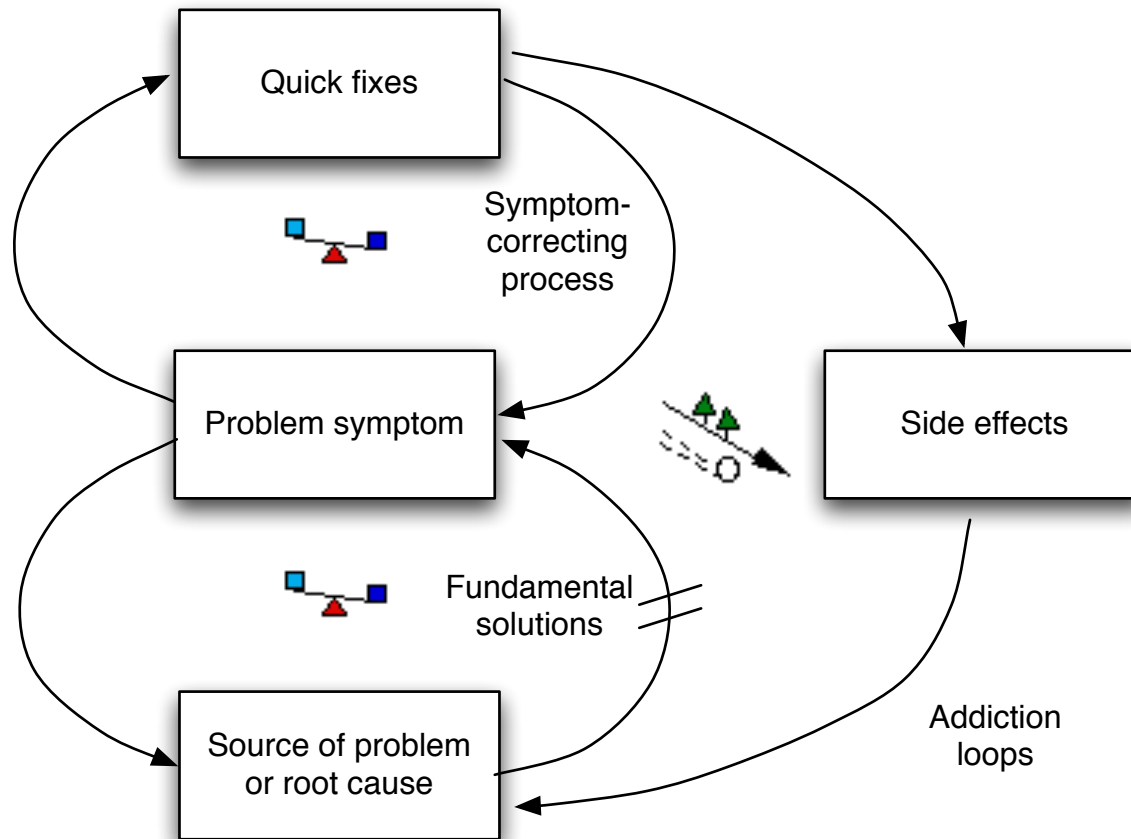


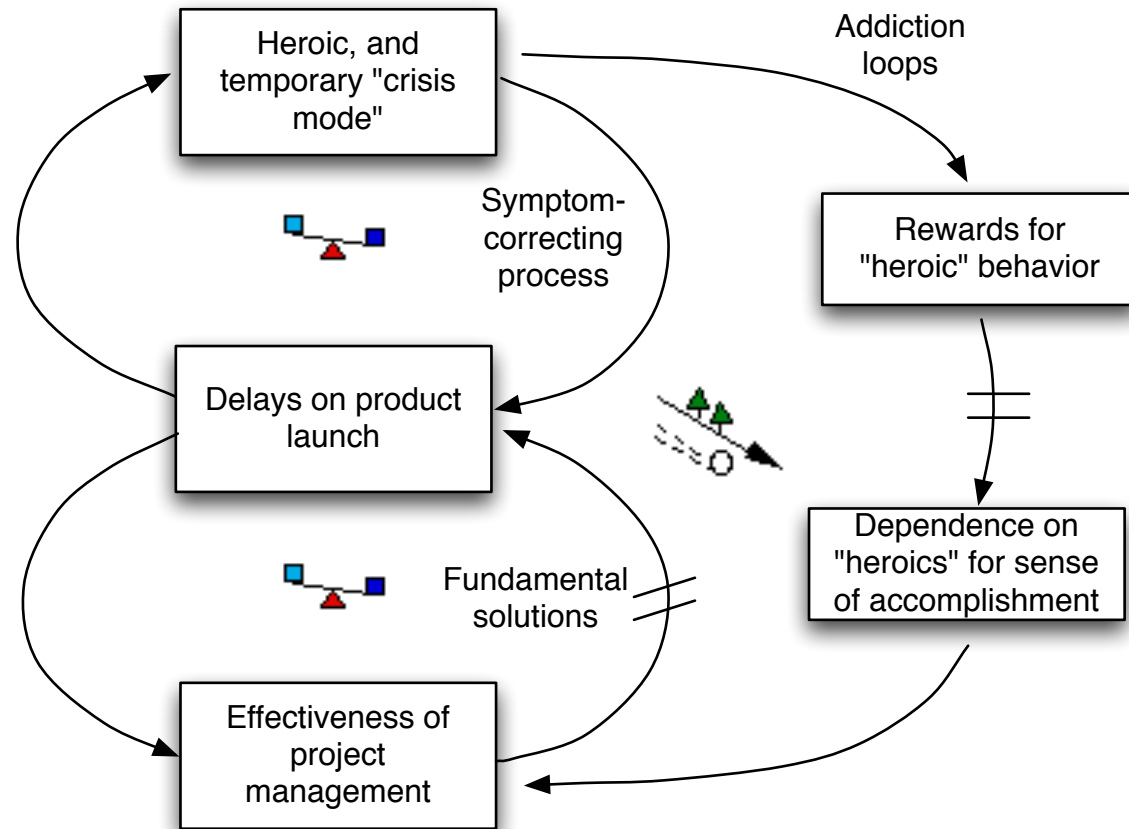


- You feel as though you have suddenly run into a brick wall, or bumped your head on a glass ceiling
- An acceleration of growth and performance, then the growth mysteriously levels off
- The harder you push, the harder the system seems to push back

Shifting the burden





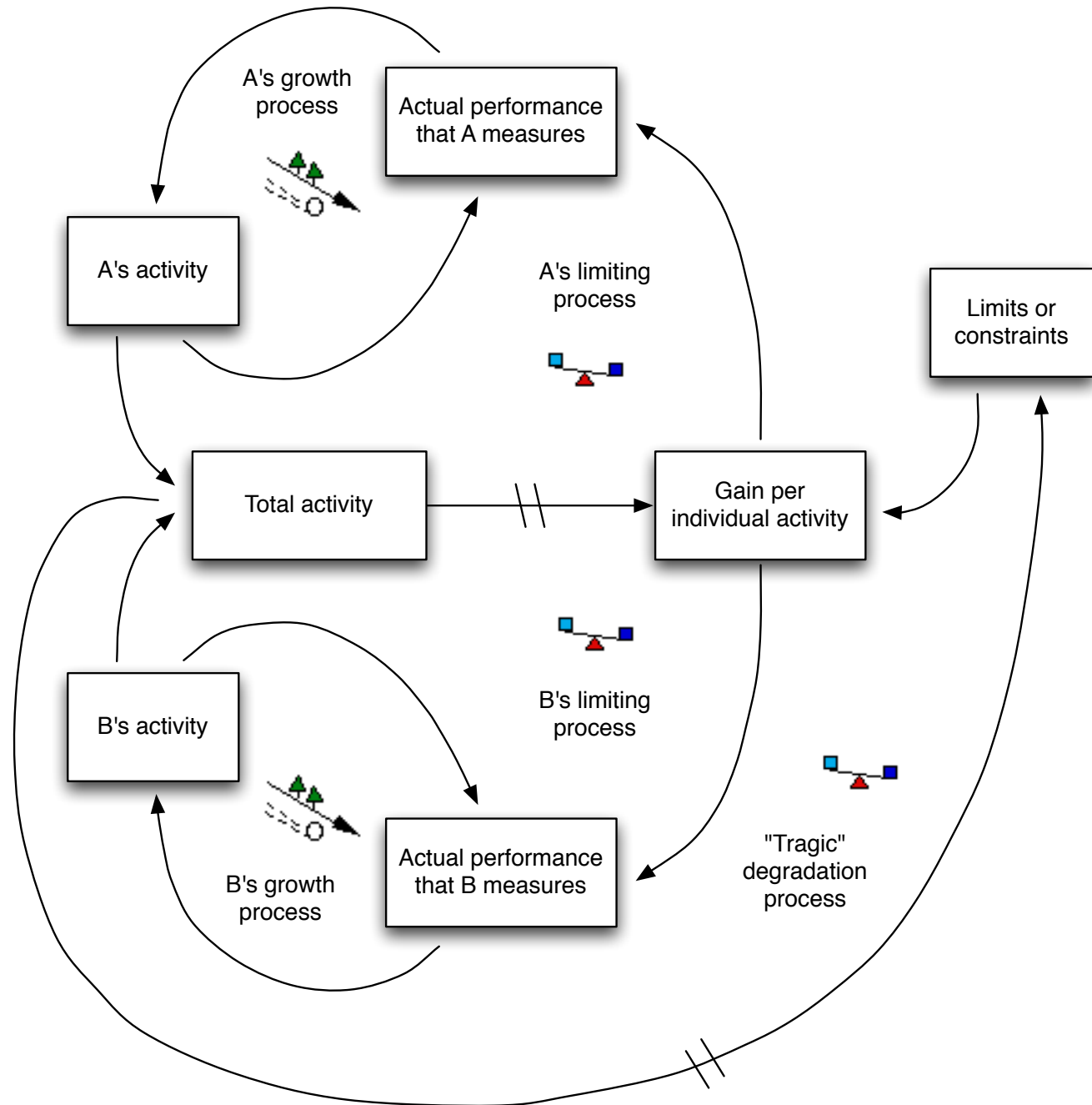


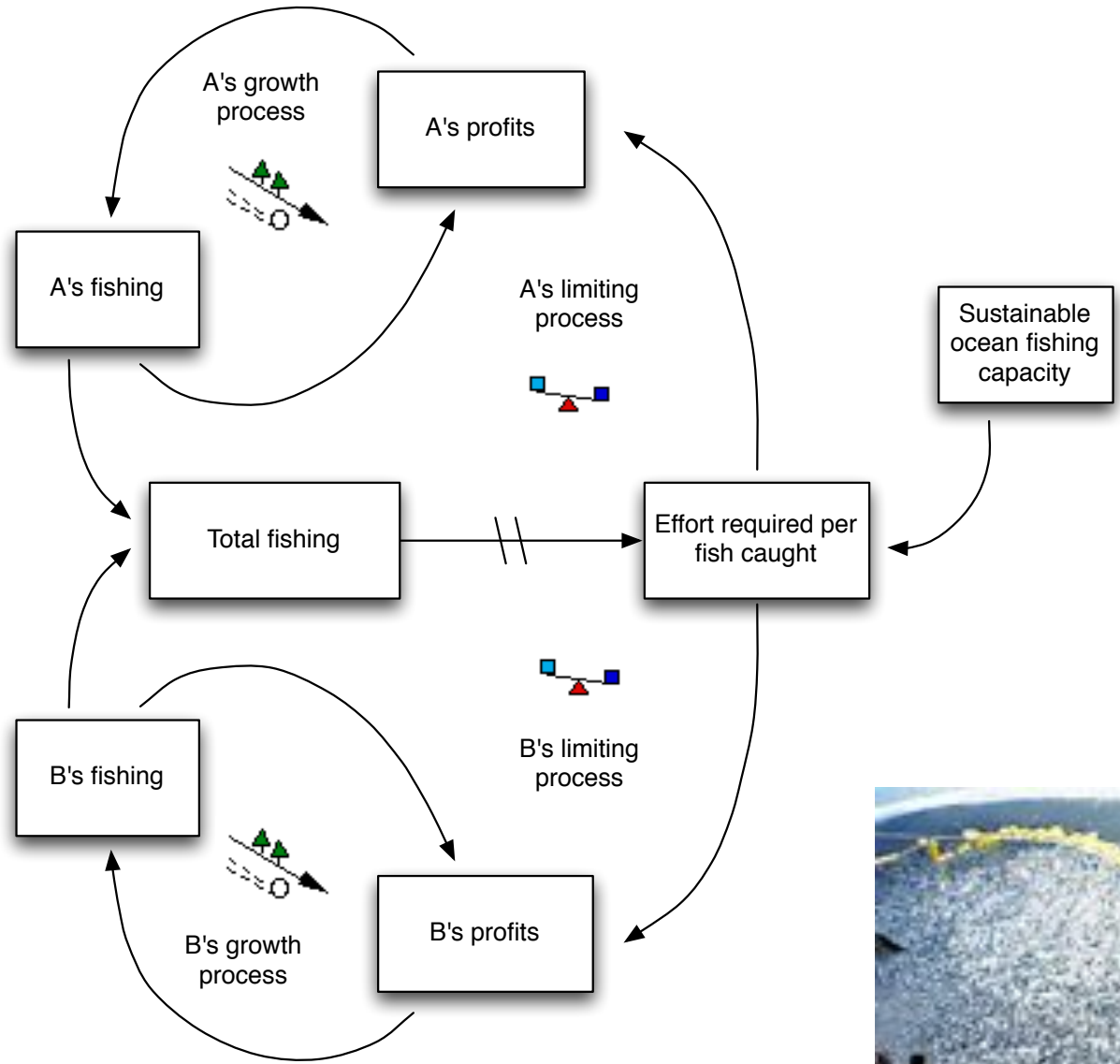


- Quick fix continues upward
- Symptom oscillates, the problem seems to come and go
- The capacity of the system to fix itself declines
- Powerful tendency toward additive denial.
“I can get out of this any time I want”



Tragedy of the commons



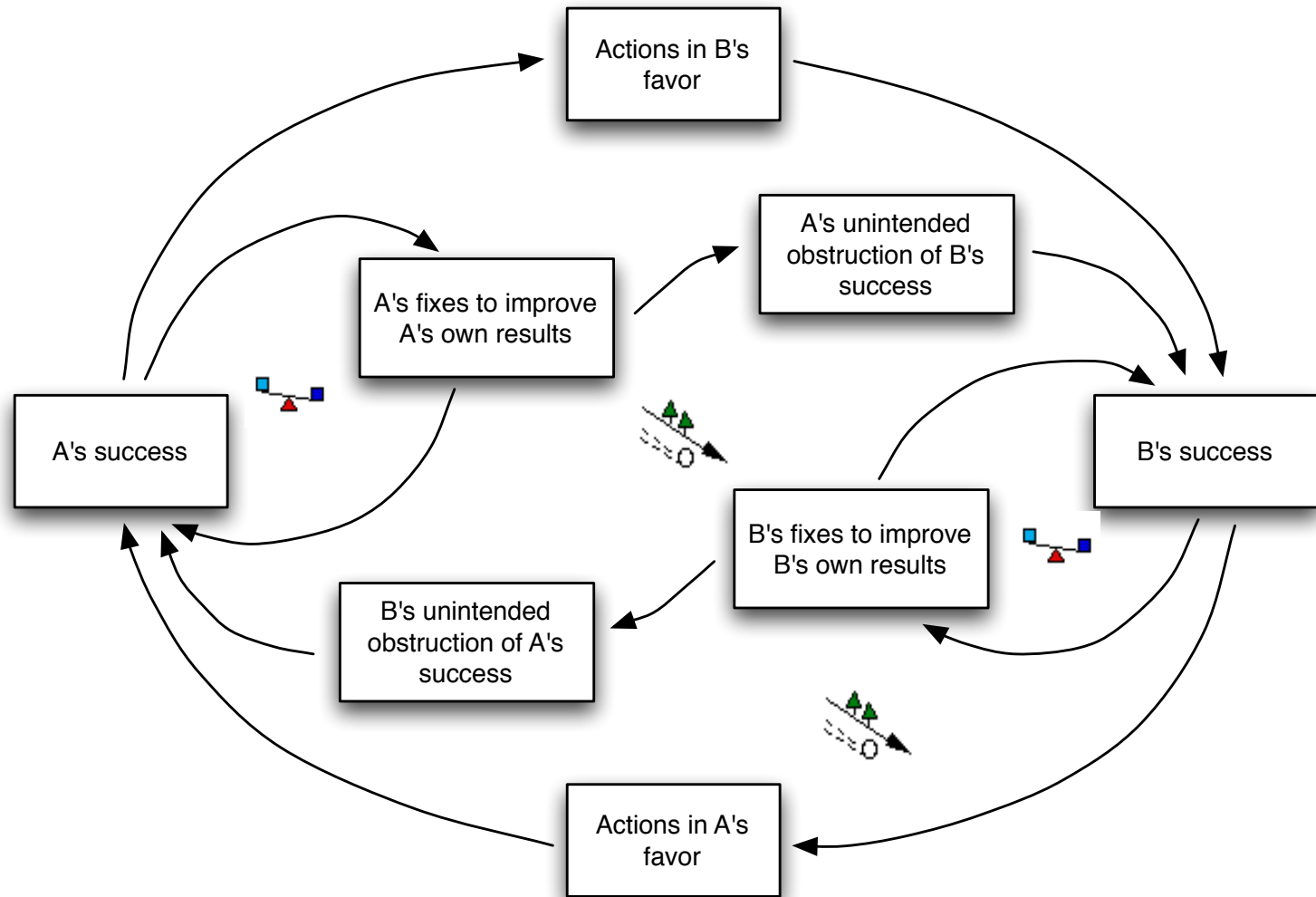


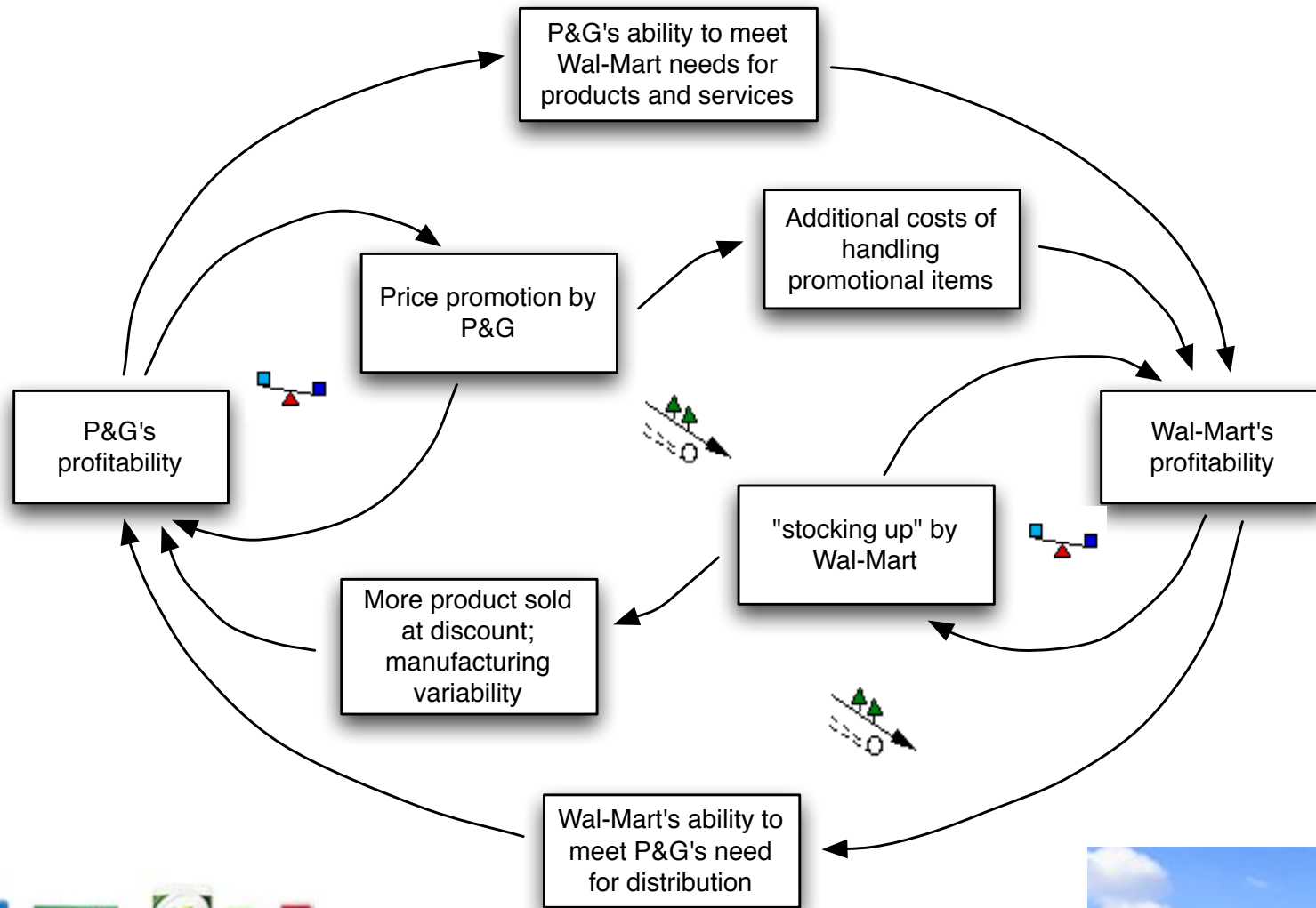


- People benefit individually by sharing a common resource
- At some point, the amount of activity grows too large for the “commons” to support
- You get increased difficulty in getting your share of the common resource
- You are compelled to step up your own efforts and others acting the same way

Accidental adversaries









- Groups of people, who ought to be in partnership with each other, and who want to be in partnership with each other, end up with bitterly opposed

Scenarios



Sacrifice Definition of Done



Self-managing team



Cross-functional team





Fault management

Transparency



Organizational impediments





Collaboration between PO and Team

Product improvement

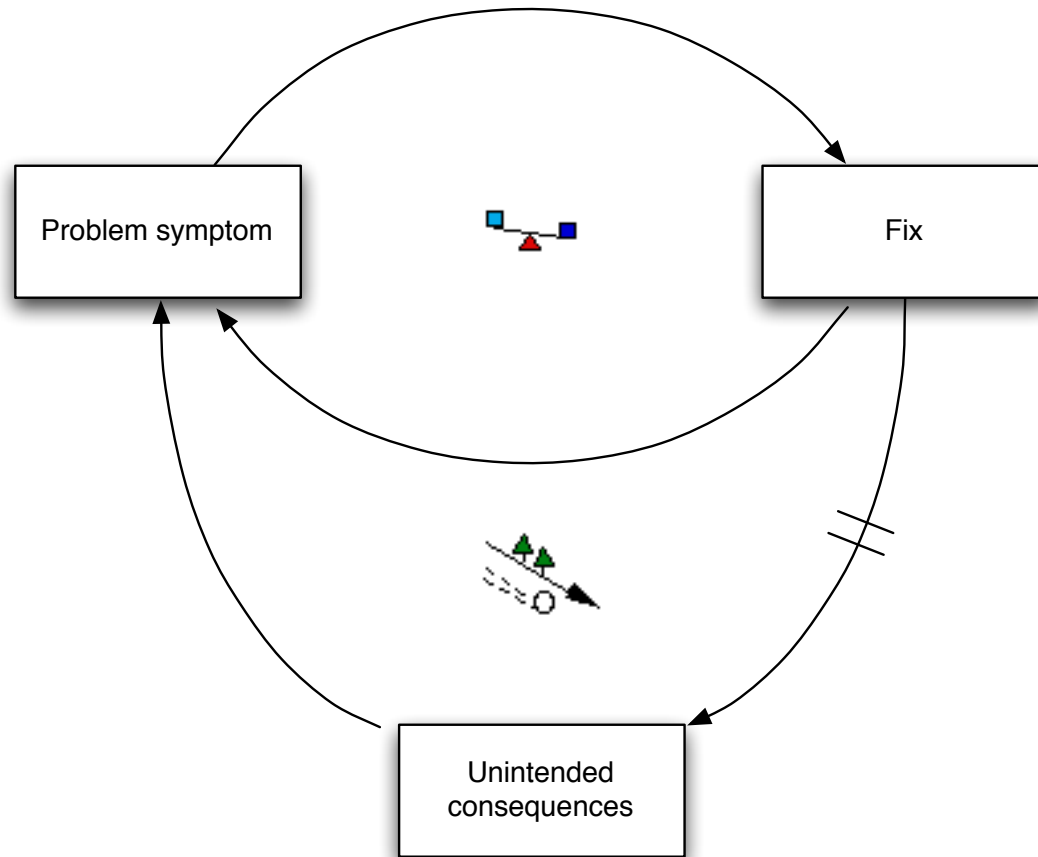


Recognize, then **Leverage**





Fixes that backfire

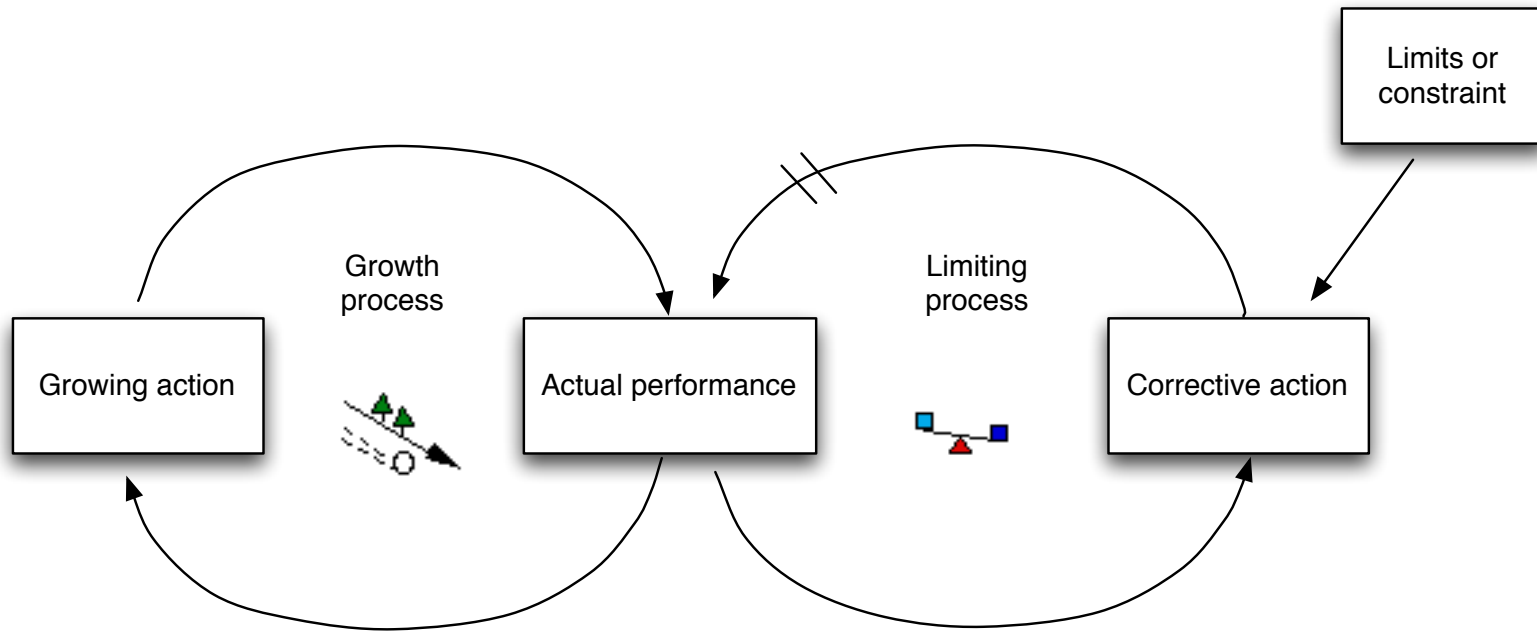




- Increase awareness of the unintended consequences
- Cut back on the frequency with which you apply the “fix” and the number of “fixes” you apply at one time
- Give up the fix that works only on the symptom
- Create shared vision
- Look for alternative “fixes”

Limits to growth



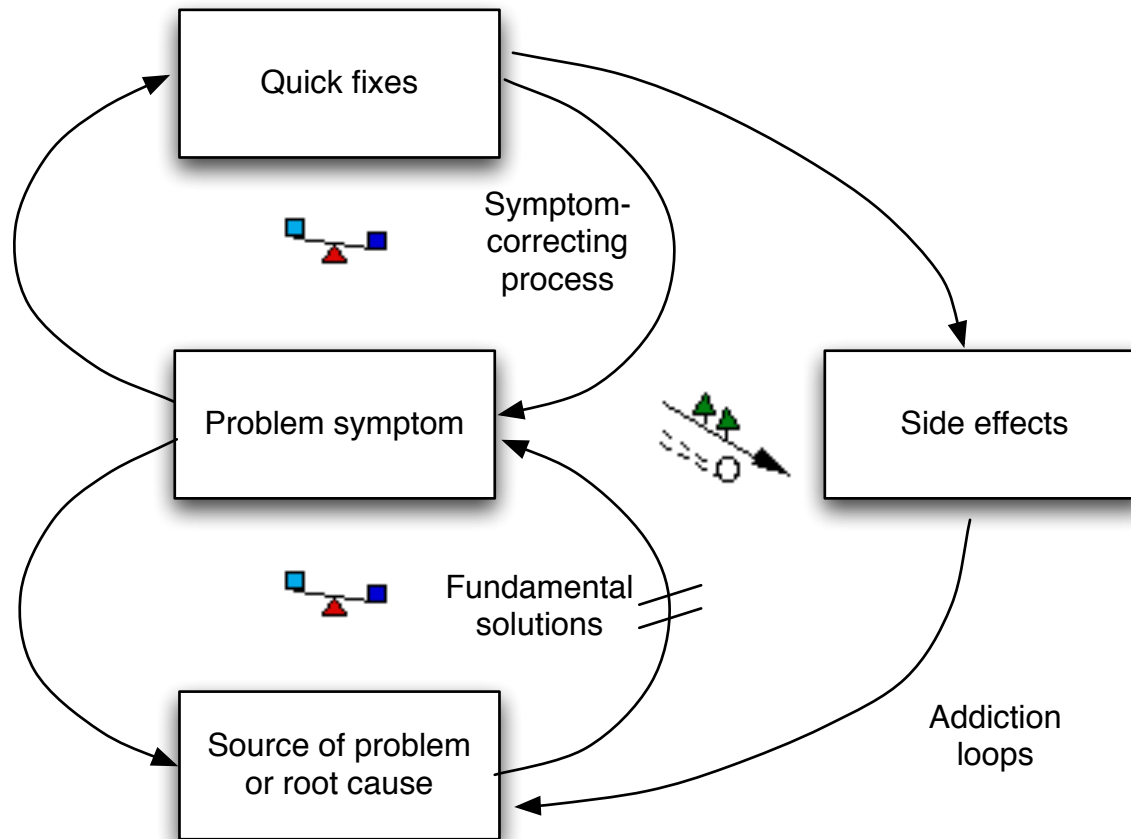




- Be aware of doing more of what worked in the past
- Look at both the reinforcing and balancing loops to find interrelationships between your success strategies and potential limits
- The real leverage lies in its early phases
- Look for other potential engines of growth

Shifting the burden



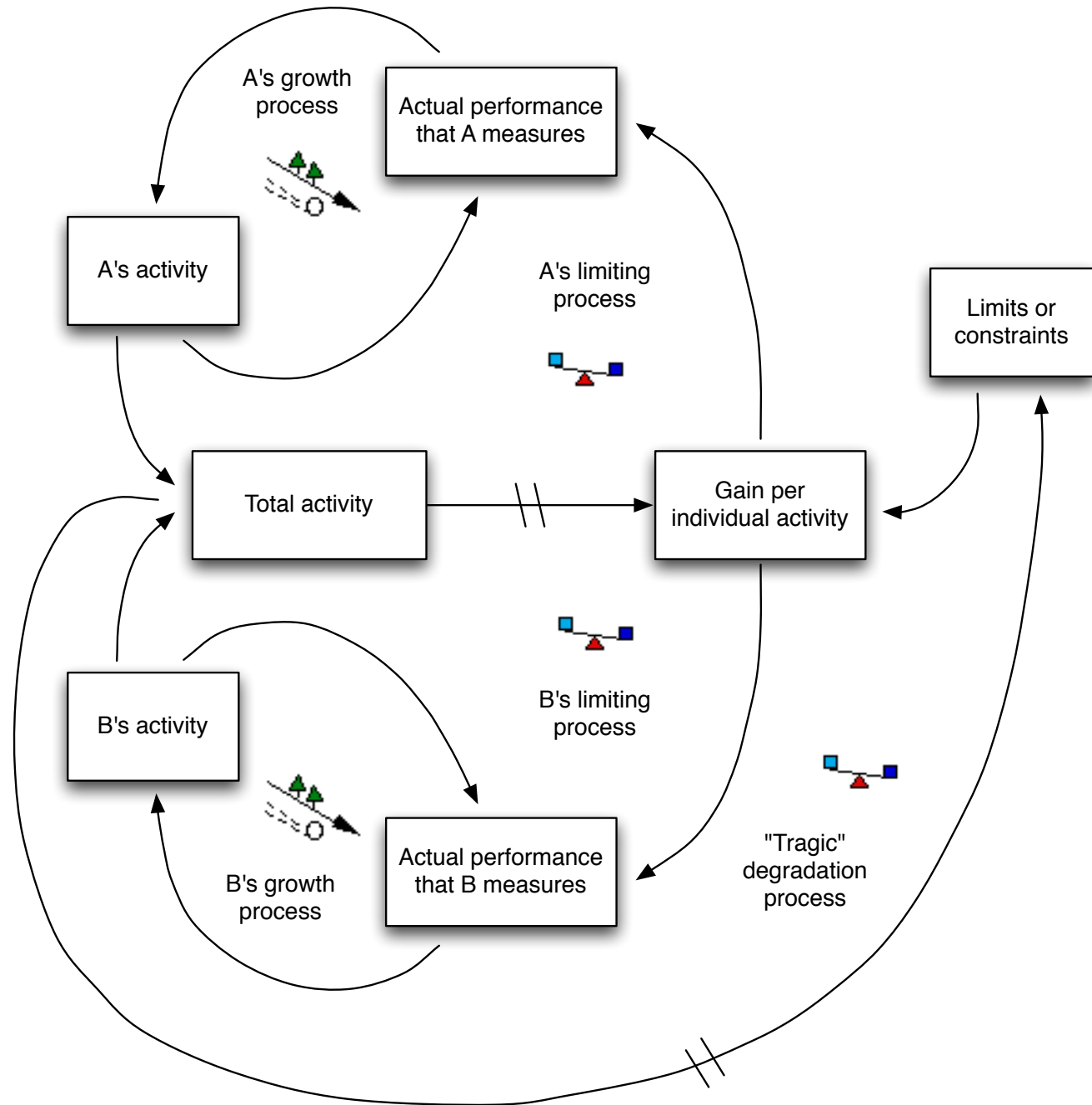




- Understand the situation, what alternative solutions might you have tried, if the quick fix were not available to you?
- Use the archetype as a tool for inquiry, not as a tool for advocacy, to the fundamental solution
- Articulate your long-term vision around the problem
- Strengthen the long-term solution
- Reduce dependency on the short-term fix
- “Go cold turkey” on the addiction



Tragedy of the commons

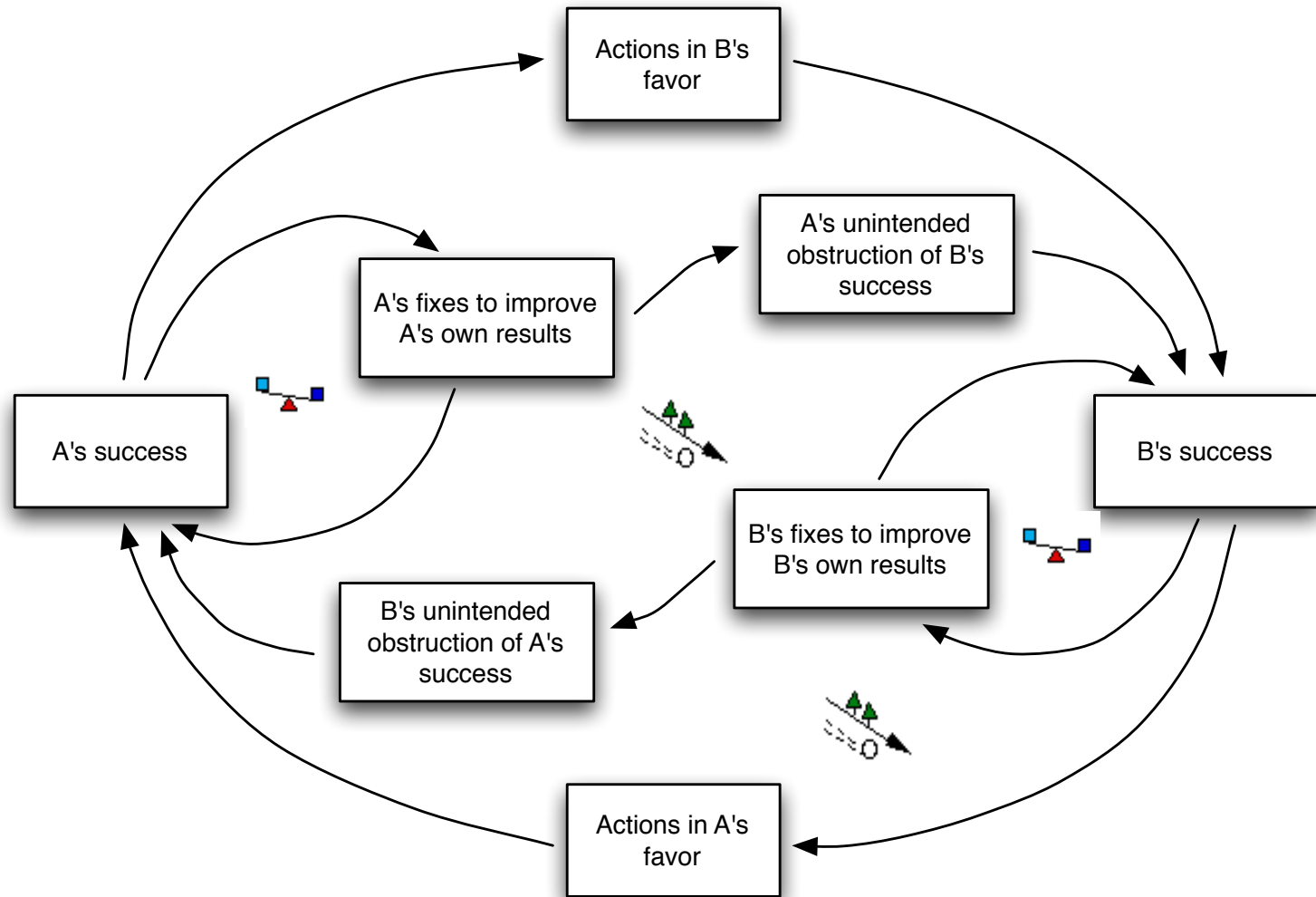




- See the structure together
- Close off the common resource
- Have an overriding legislation for the common good, and mandate some common goal or focal point

Accidental adversaries

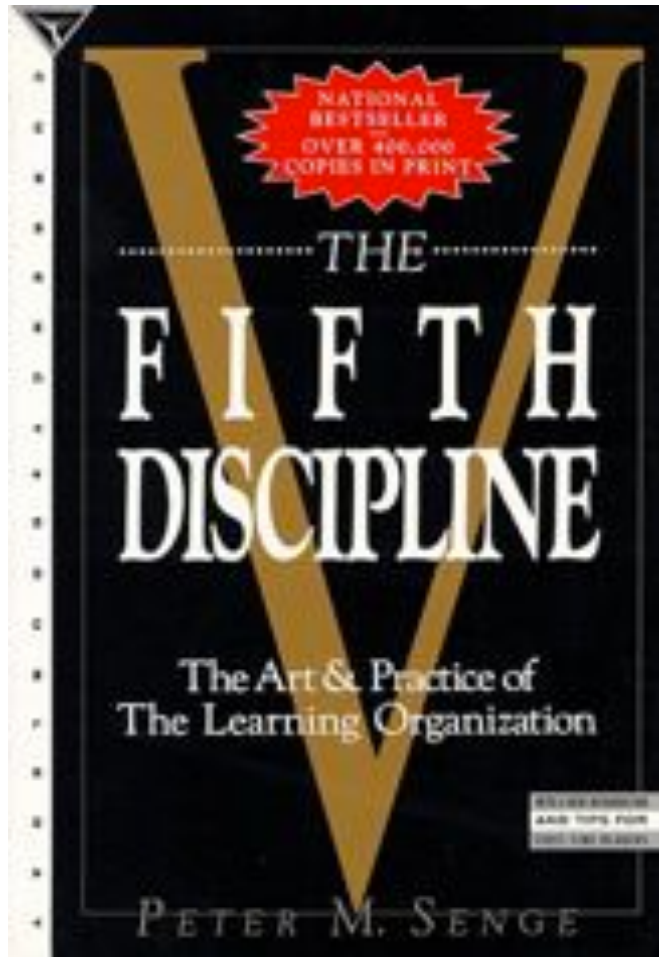






- Don't push on the well-intended fix that applies to your own part of the organization
- Seek to strengthen your understanding of your partner's fundamental needs, how you are unintentionally undermining them, and how you could support each other instead

Reference



Contact

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