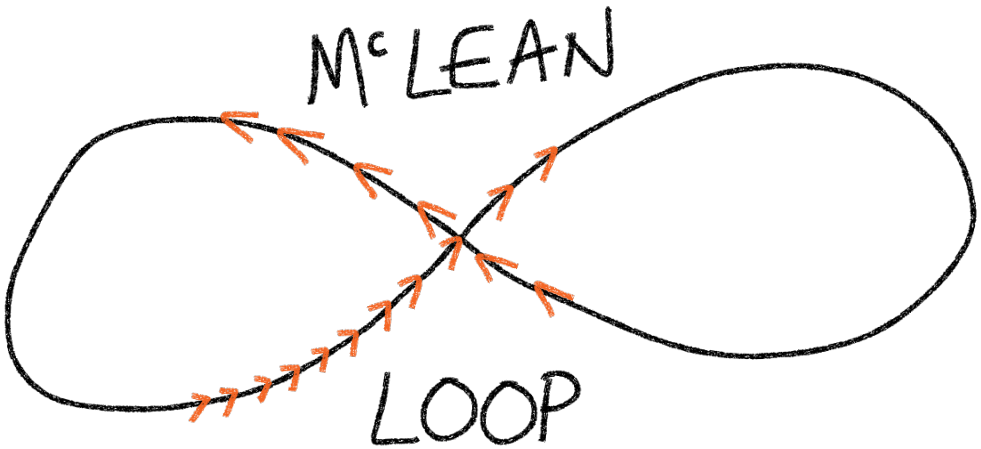
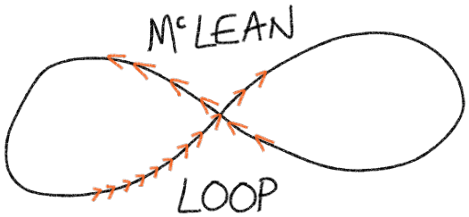
It’s simply not that simple: Navigating complexity with curiosity and collaboration

Valerie McLean


McLEAN
LOOP

What will we be learning about today

- Context around some of the anti patterns we see
- Why our brains aren't helping us to turn those into helpful patterns
- My views on how agility can help
- A leadership model to guide you

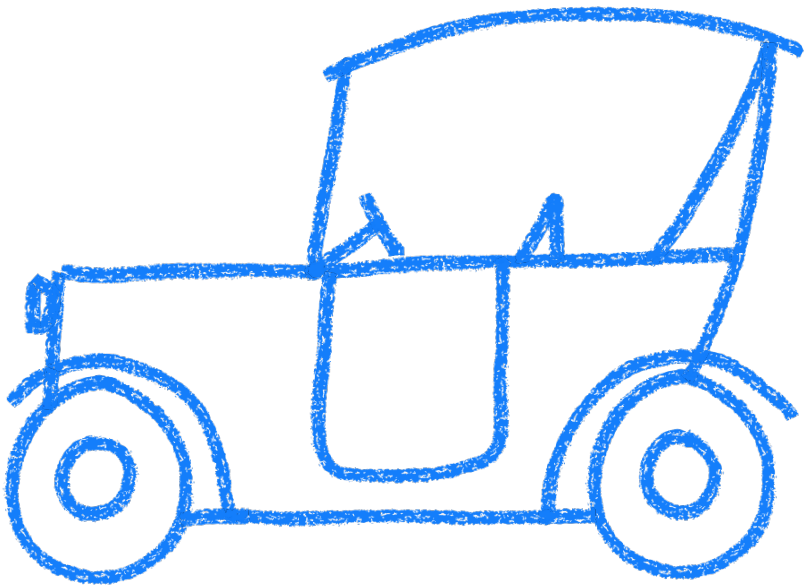


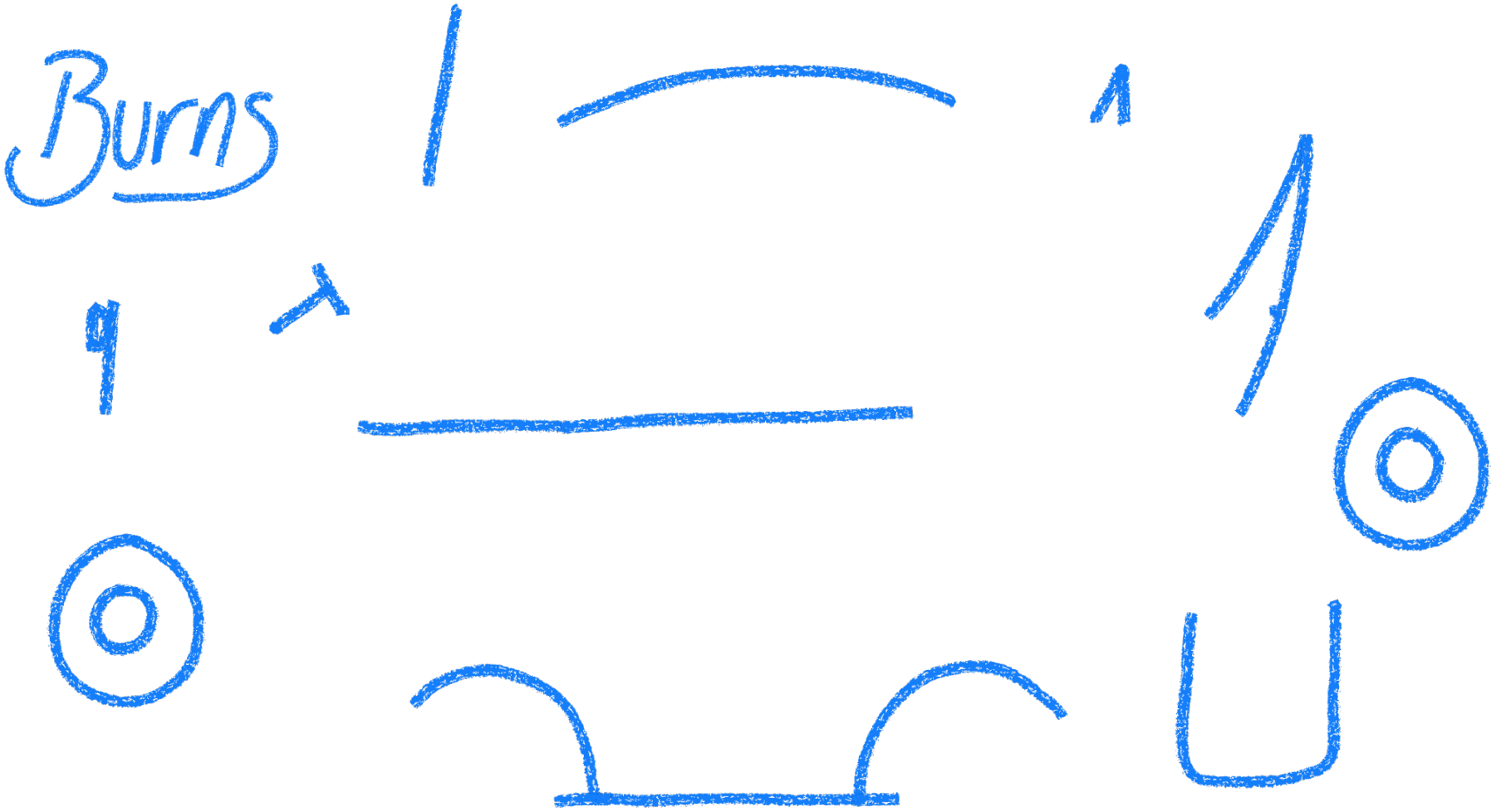
DISCLAIMER

THE FOLLOWING STORY IS FICTIONAL.

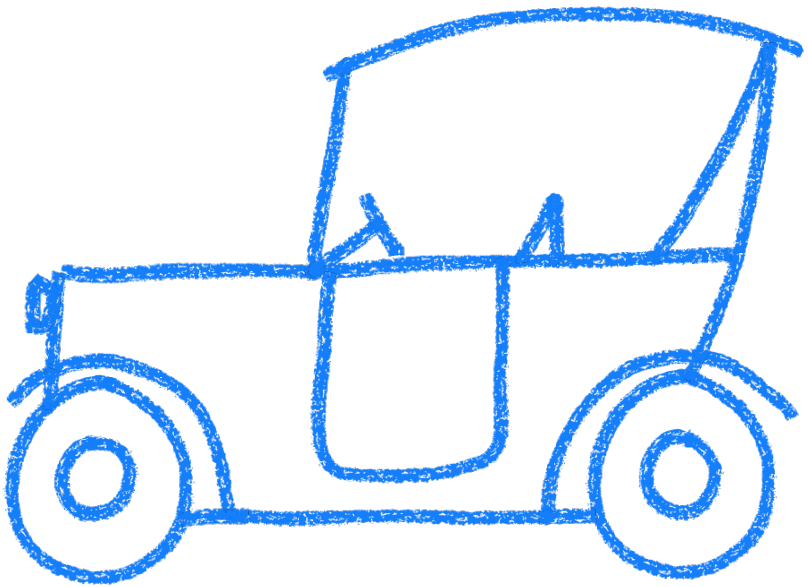
IT IS BASED ON PATTERNS.

Burns




Burns

Burns



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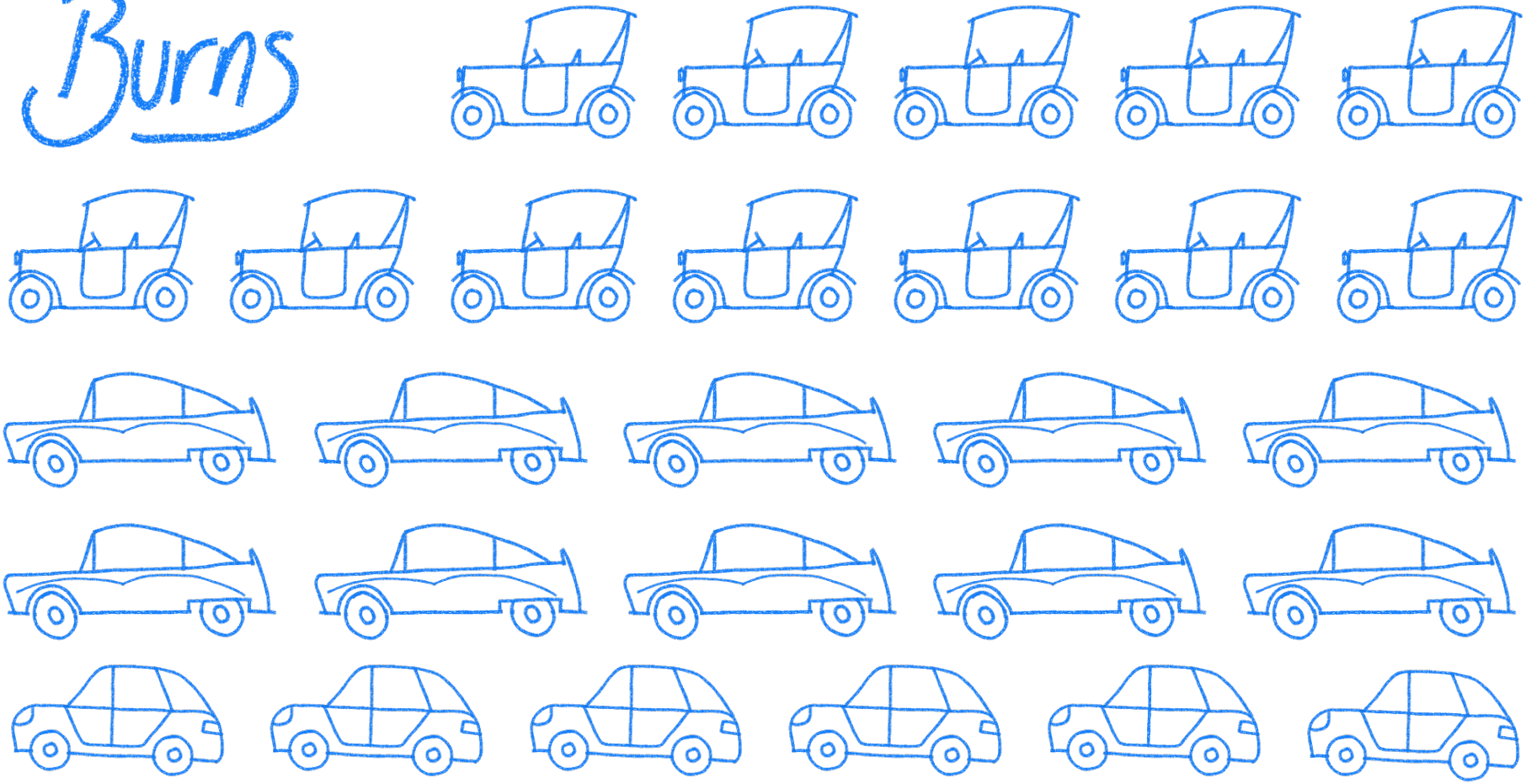

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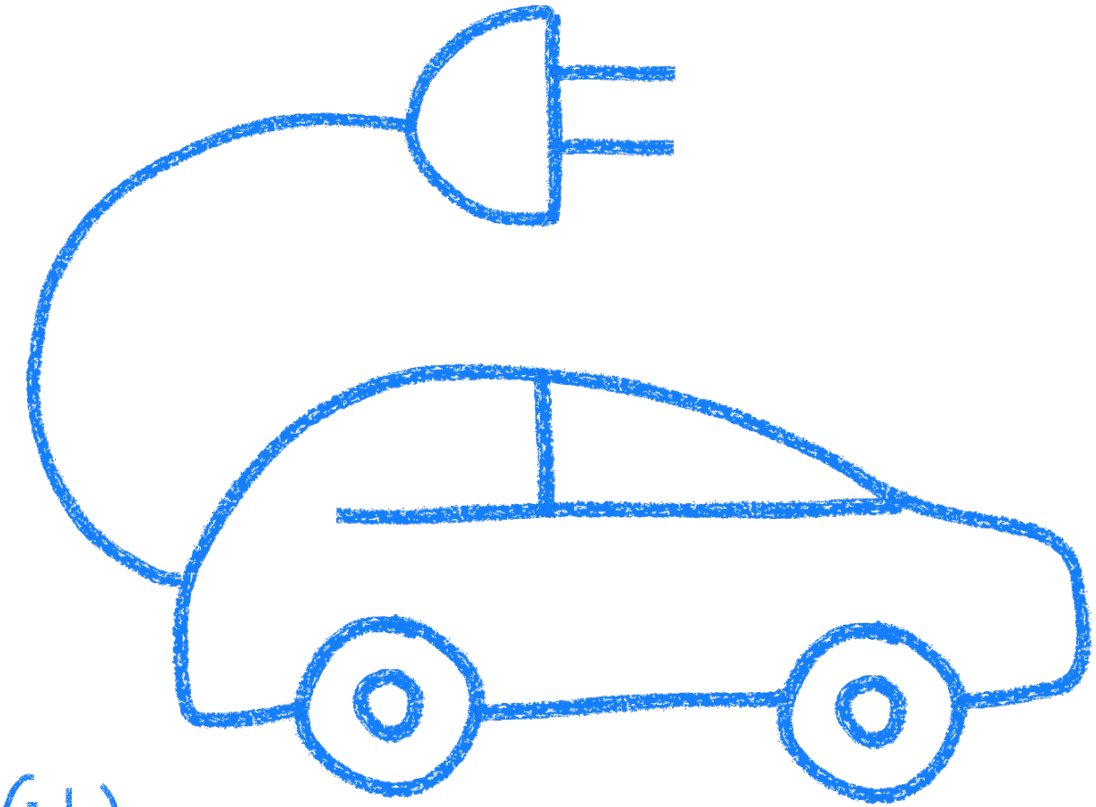

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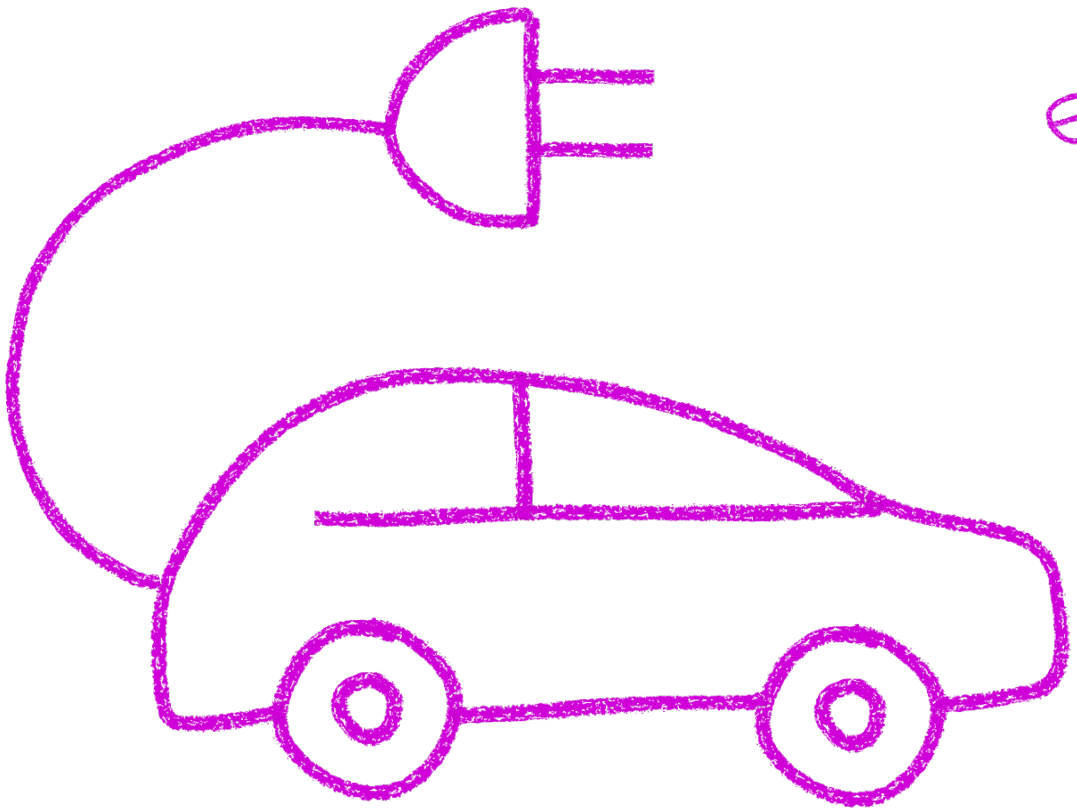
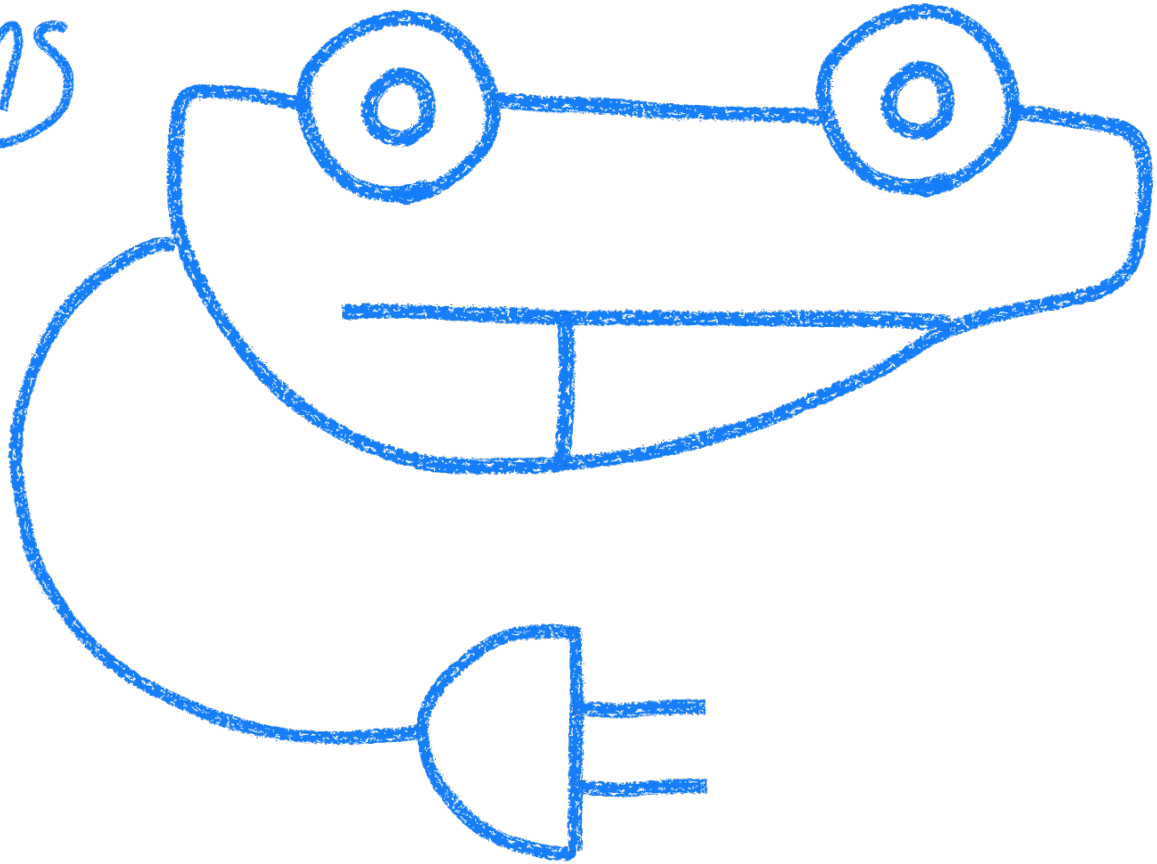
80 years (ish)


enter 'X'

Burns

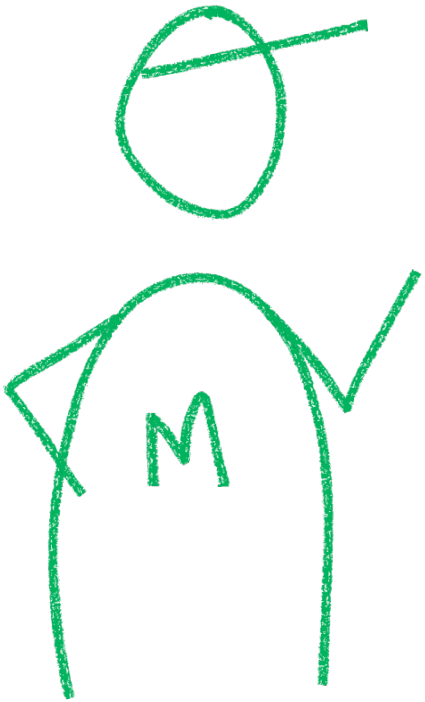


Burns

IT'S SIMPLY NOT

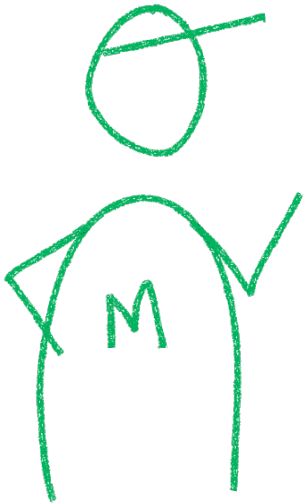
THAT SIMPLE!

(anymore)



MEET MEL

COLLABORATION COACH



The Clock and the Cat - Podcast - Mark Foden

The Dawn of System Leadership - Peter Serge, Hal Hamilton, John Kania, 2015

Wicked Problems and Clumsy Solutions: The Role of Leadership - Keith Grint

Rebel Ideas: The Power of Diverse Thinking - Matthew Syed

Teaming: How Organisations Learn, Innovate and Compete in the Knowledge Economy - Amy Edmondson

Beyond Sticky Notes: Doing Co-design for Real: Mindsets, methods and movements - Kelly Ann McKercher

thecynefin.co

A Beautiful Constraint: How To Transform Your Limitations Into Advantages, and
Why It's Everyone's Business - Mark Barden, Adam Morgan, 2015

Sooner, Safer, Happier - Johnathan Smart

Lyssa Adkins

Esther Derby

Unlearn, Barry O'Reilly

The Future of Management, Gary Hamel

Dr Dan Siegel - Hand Model of the Brain]

Double Trouble

Burns

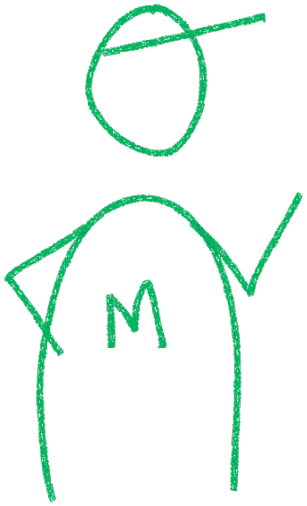
MEET HENRY

15 YEARS

PROJECT LEAD,

ELECTRIC CAR TAKE 2

Burns



‘Right now, your company has 21st-century Internet-enabled business processes, mid-20th-century management processes, all built atop 19th-century management principles.’

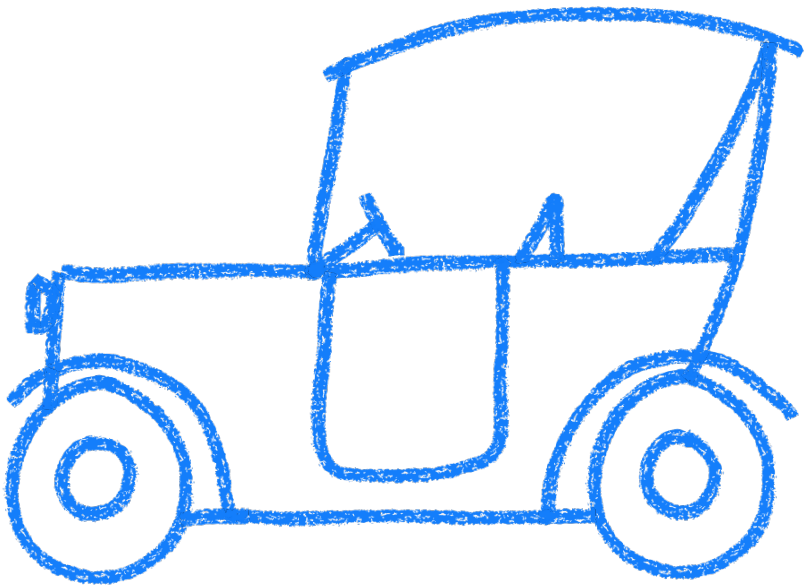
Gary Hamel, The Future of Management

70%

nearly 70% of executives agree that their industry will change more in the next five years than it did in the previous fifty.

https://www.cognizant.com/en_us/insights/documents/the-future-of-it-infrastructure-codex2946.pdf

Burns



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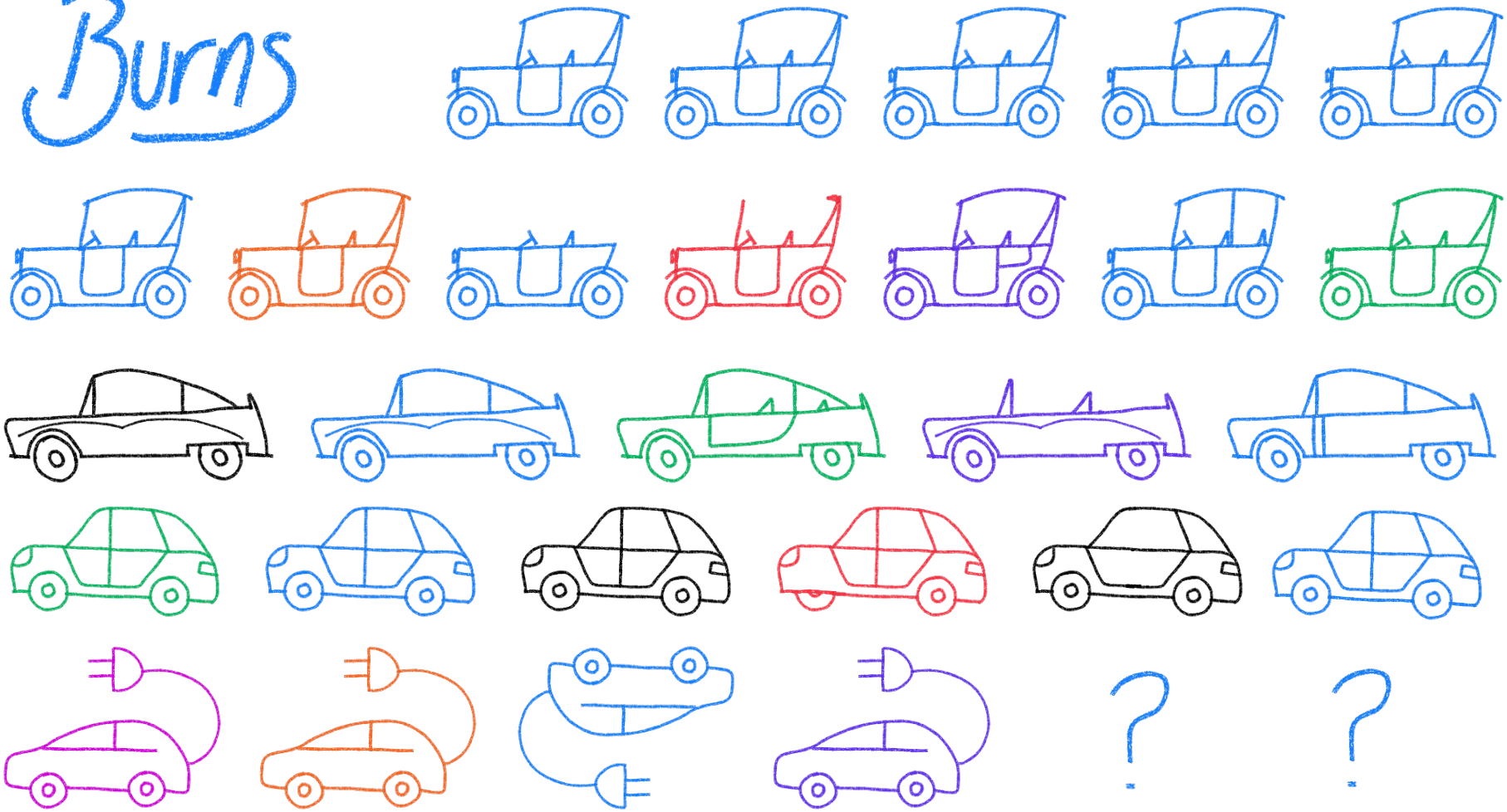
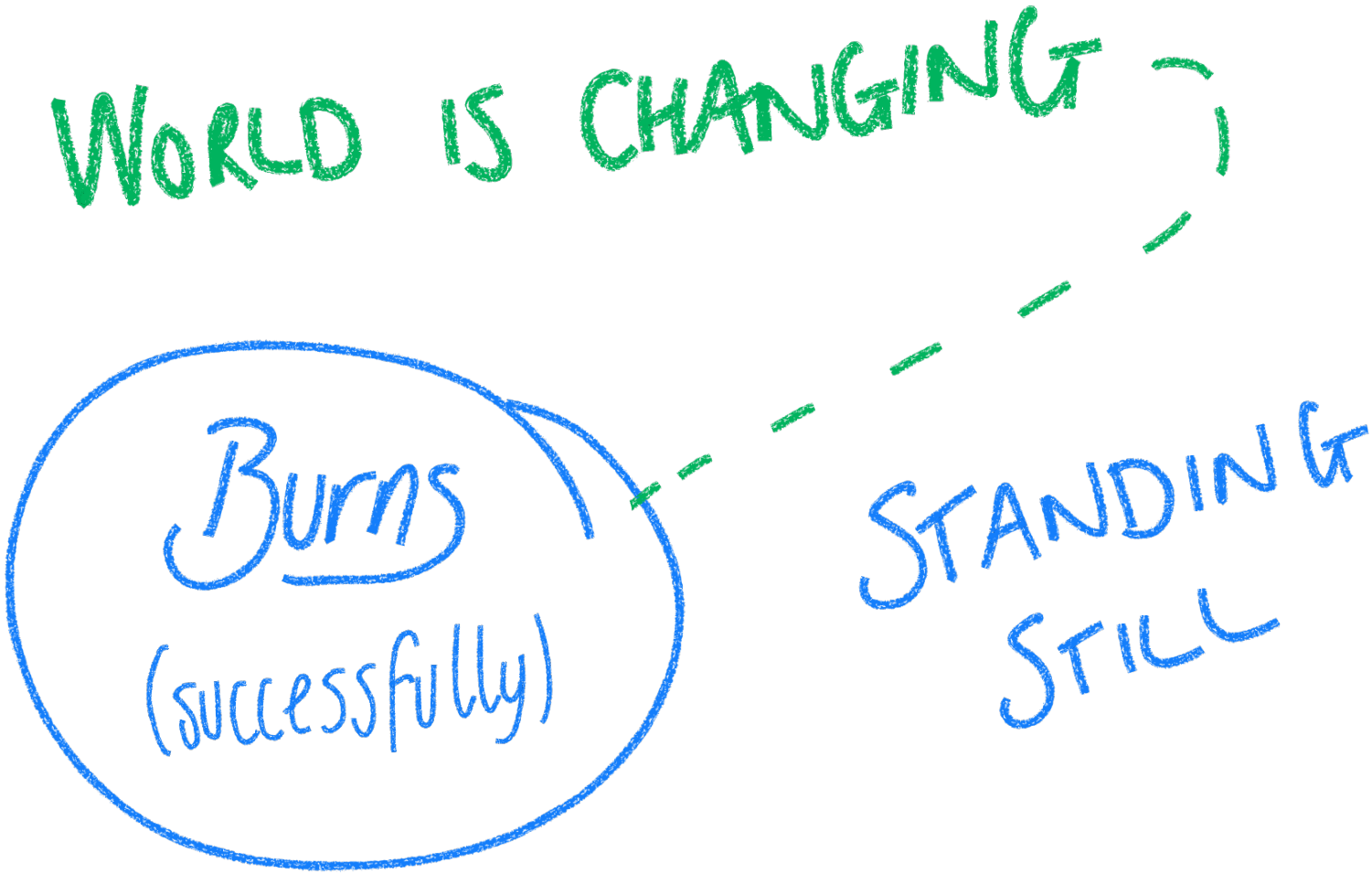
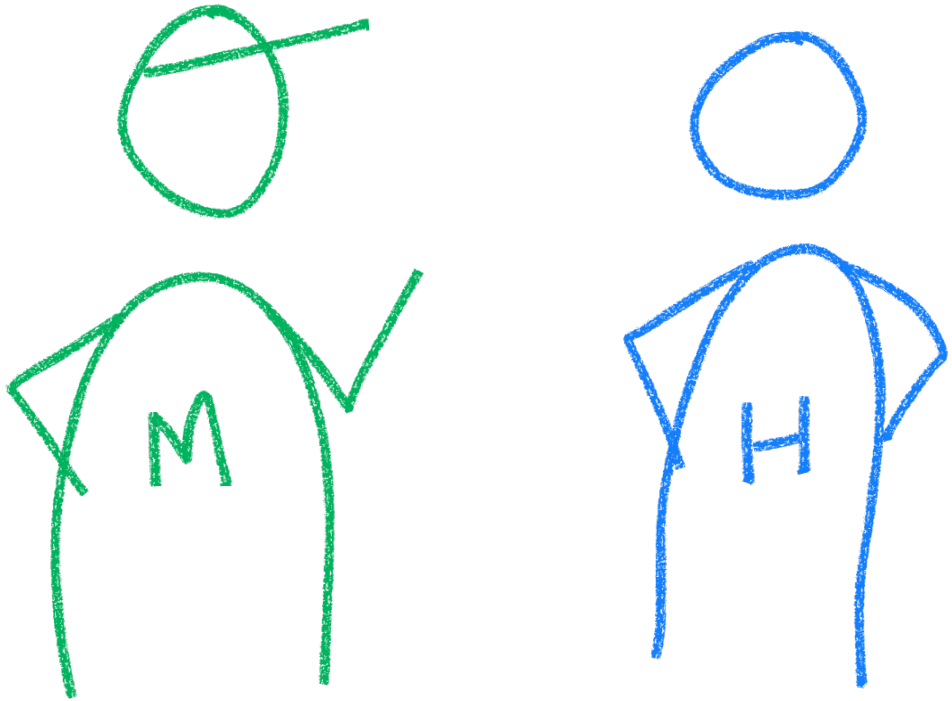



WORLD IS CHANGING
Burns
(successfully)
STANDING
STILL

IT'S SIMPLY NOT

THAT SIMPLE!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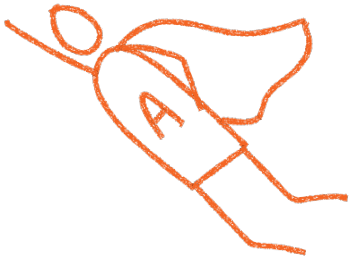
ARE YOU A LEADER?

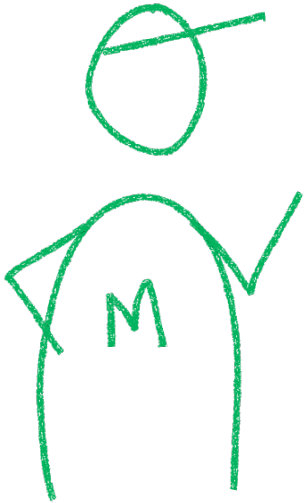
A leader is someone who influences others to take effective action

Francis Briers

Agility in Leadership

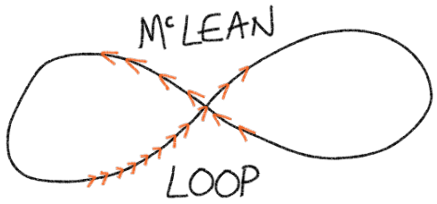


- Taking short, fast action
- Changing plans based on what we know now
- Creating hypotheses about what we might learn next
- Celebrating anything we find out - good or bad!
- Empathy and kindness towards others

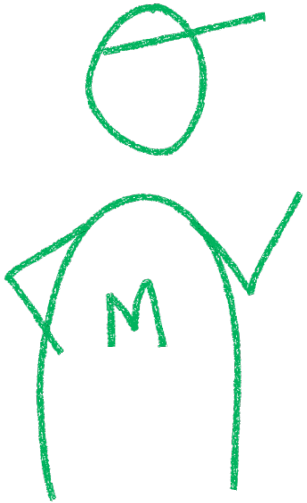


Central to everything

Setting the conditions



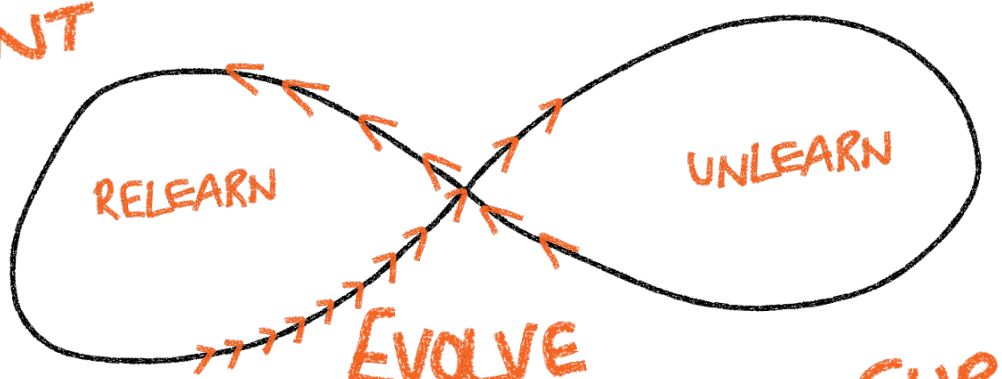
- Vulnerability
- Superordinate goal
- Team Charter and Values
- Equal Voice
- A team of leaders



McLEAN LOOP

CONSIDER

IMPLEMENT



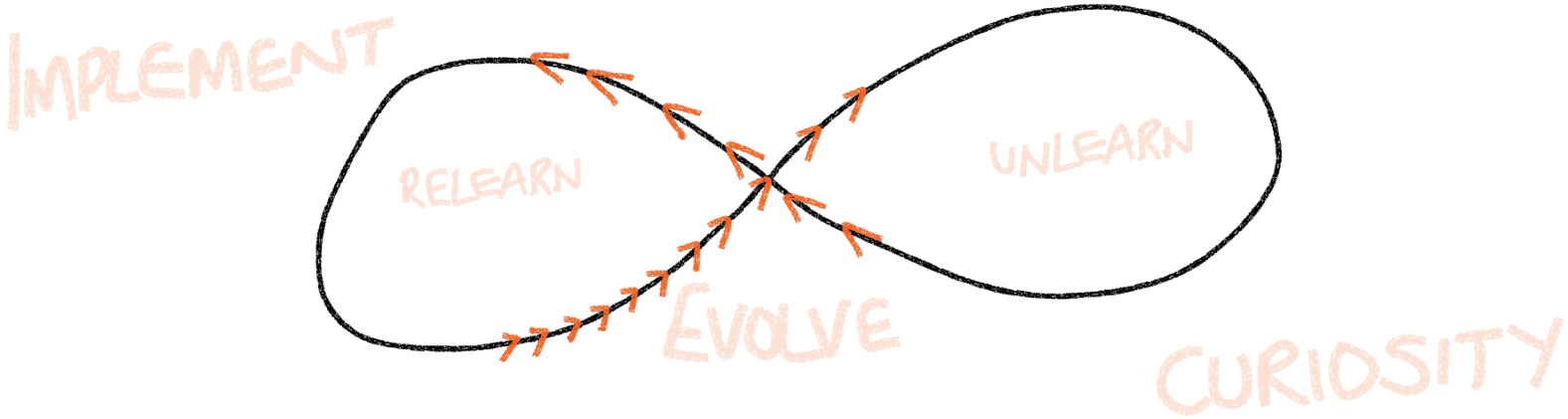
EVOLVE

CURIOSITY

of leadership agility

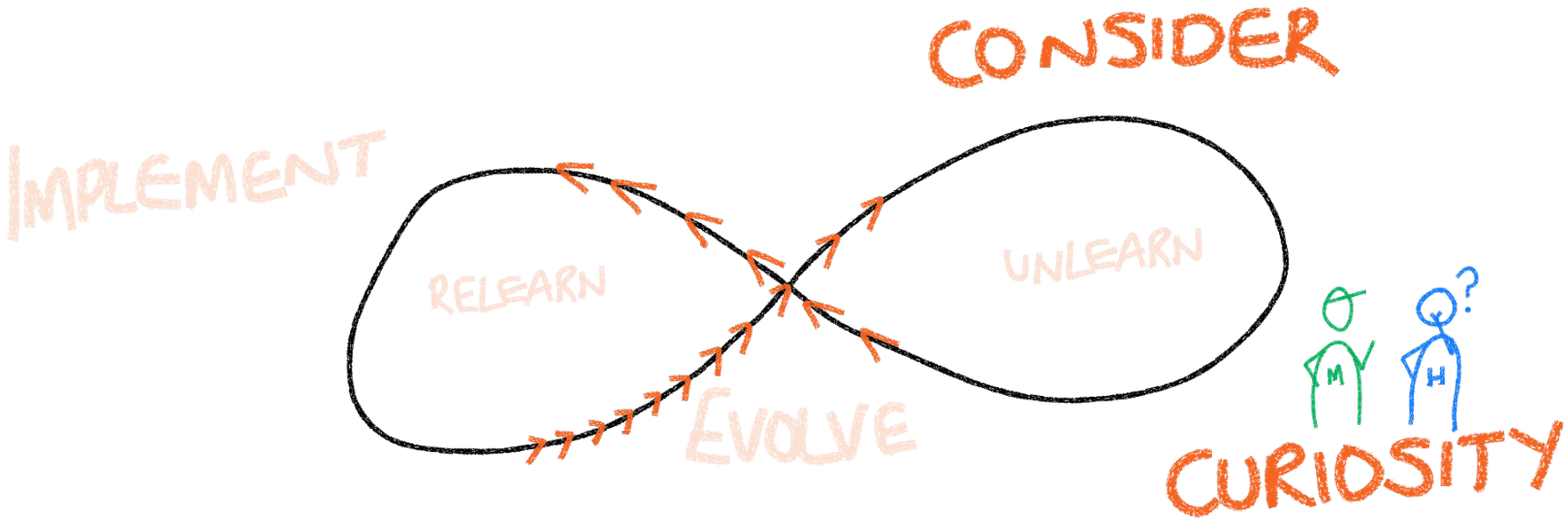
McLEAN LOOP

CONSIDER



of leadership agility

McLEAN LOOP



of leadership agility

McLEAN LOOP

IMPLEMENT

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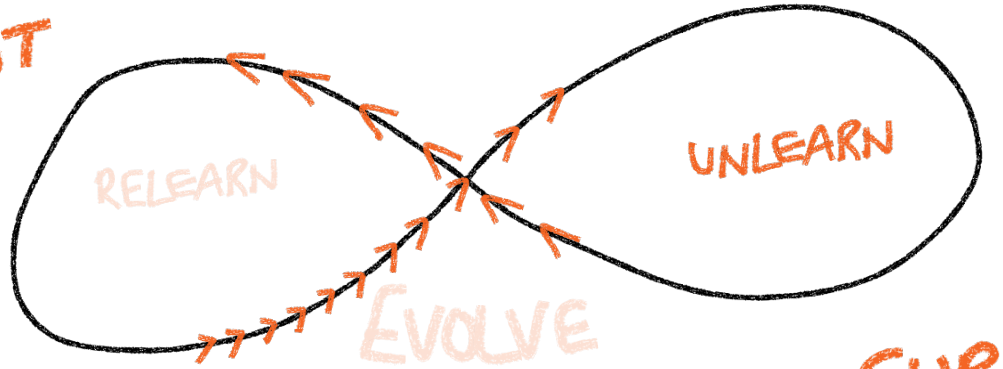
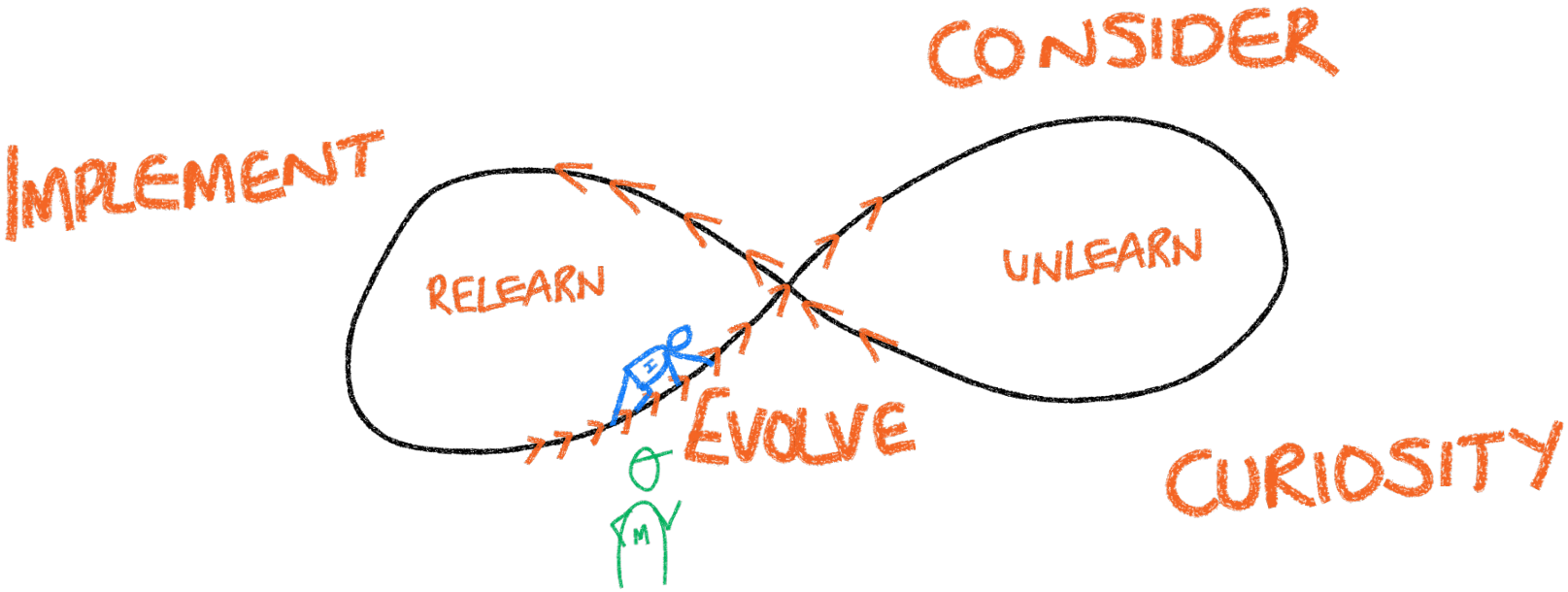


CURIOSITY

of leadership agility

McLEAN LOOP

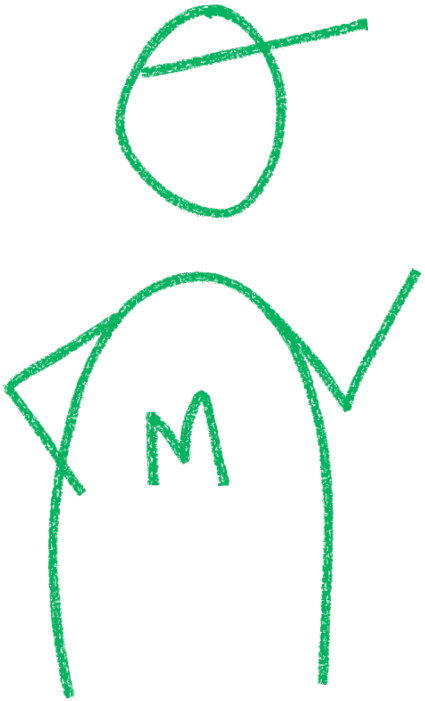


of leadership agility

Learning is tough.

Unlearning is harder.

Barry O’Reilly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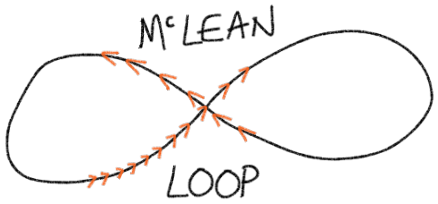
McLEAN
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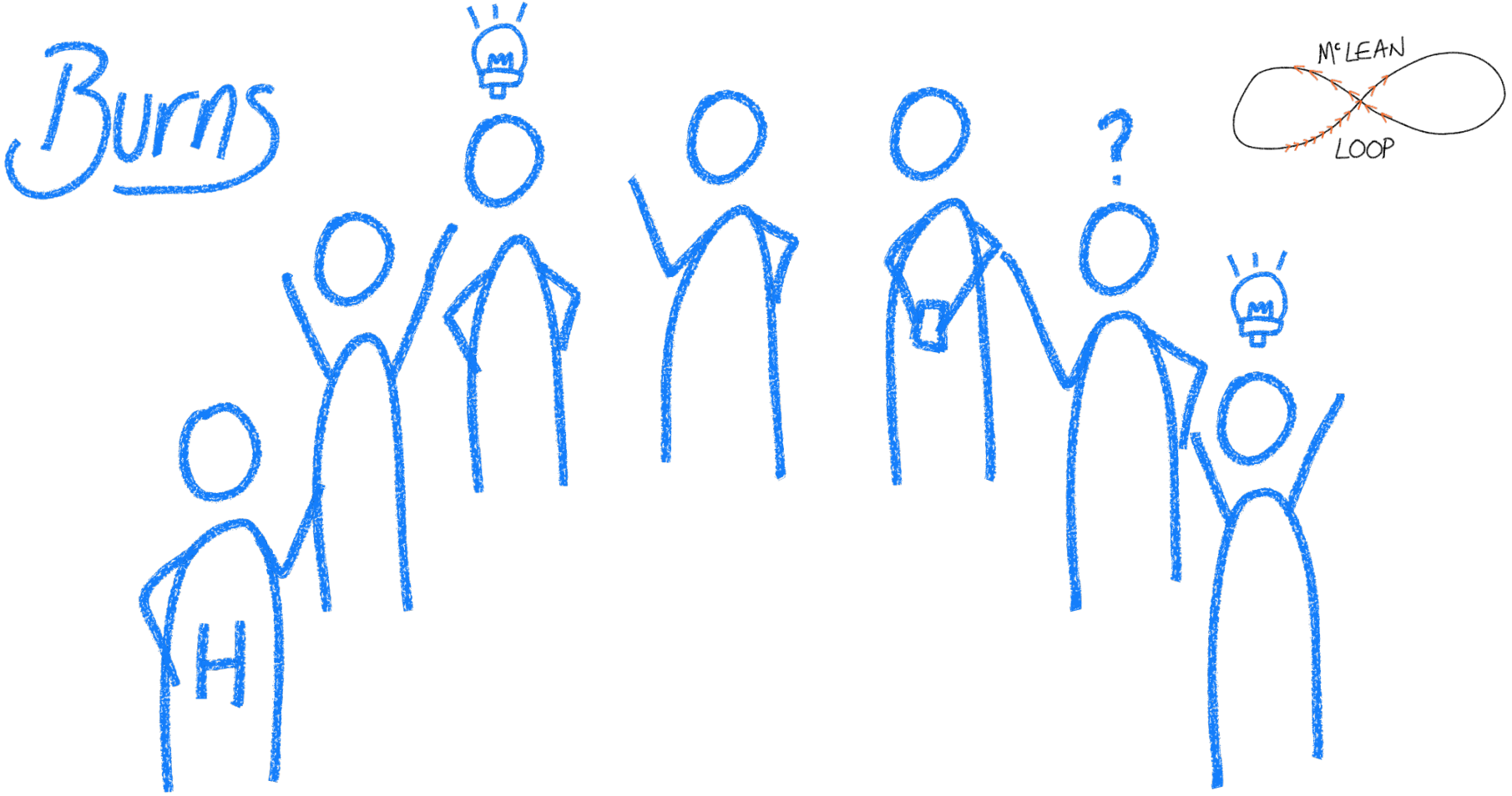
Burns
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McLEAN
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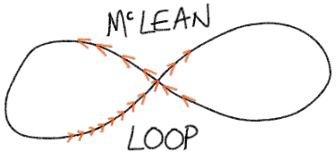
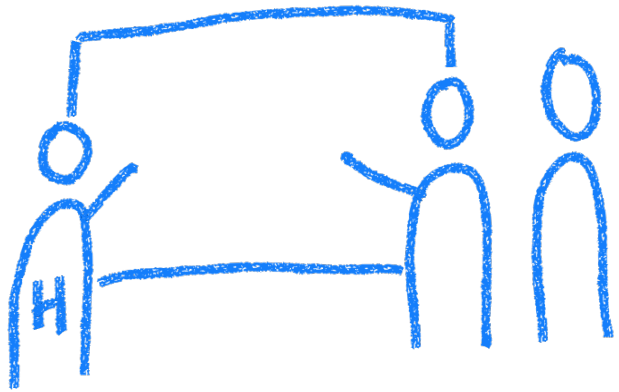


Allow our vehicles of the future to be fit for these unprecedented times

Burns



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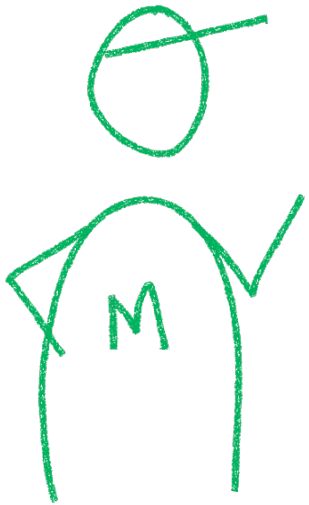
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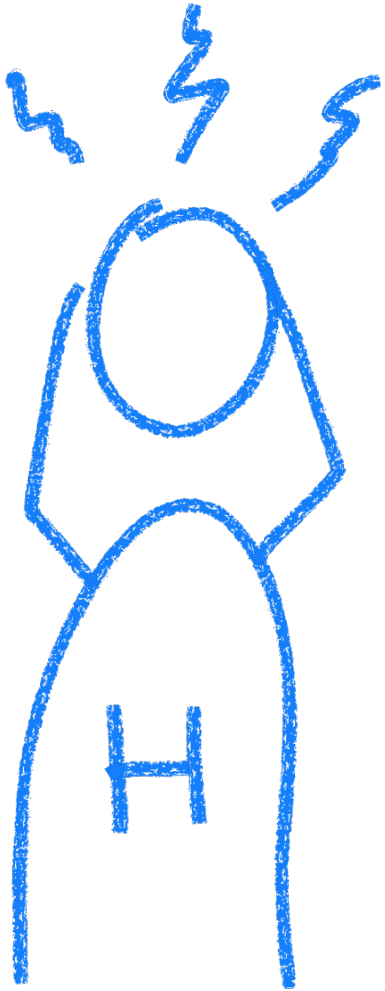
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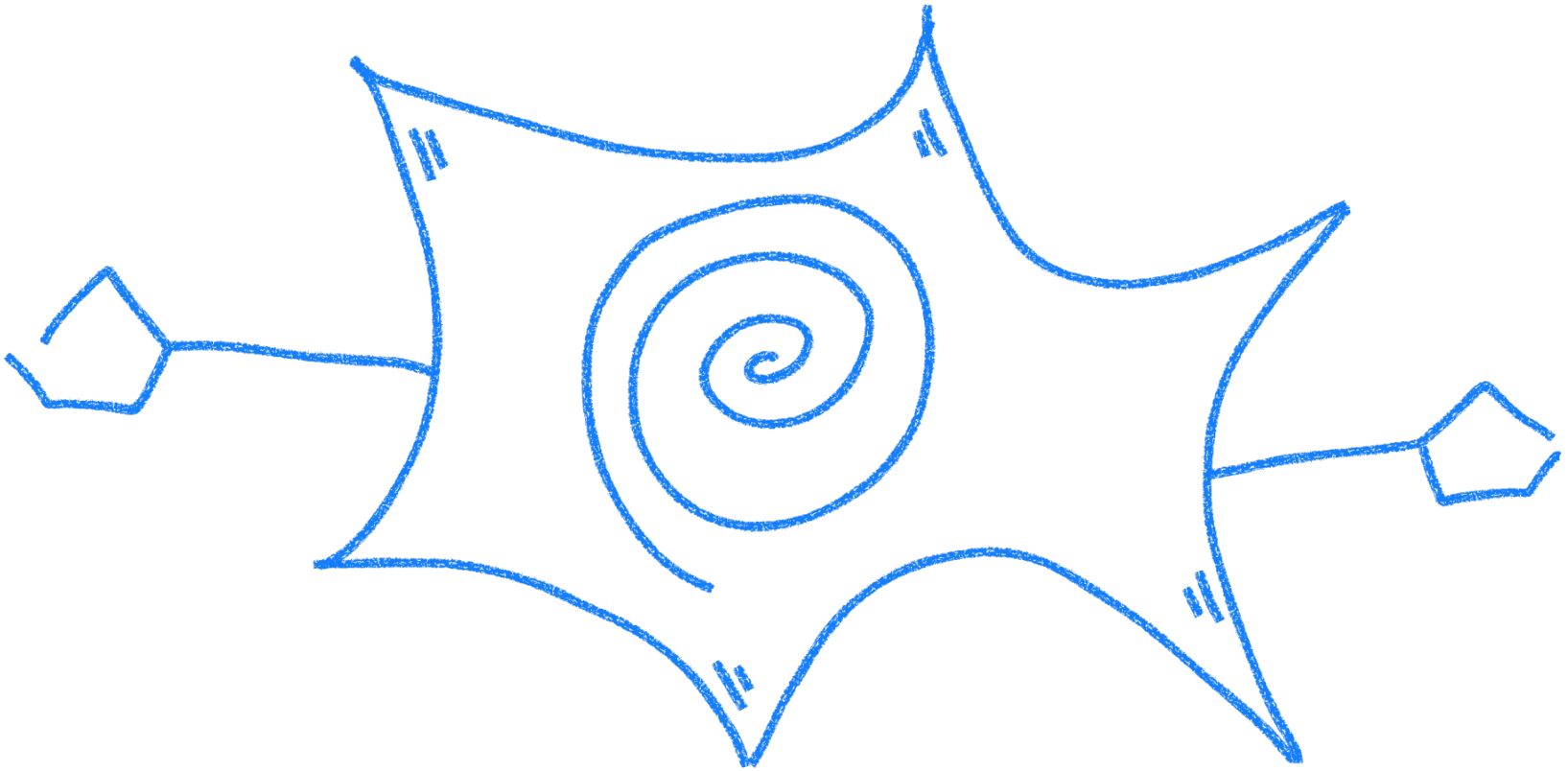
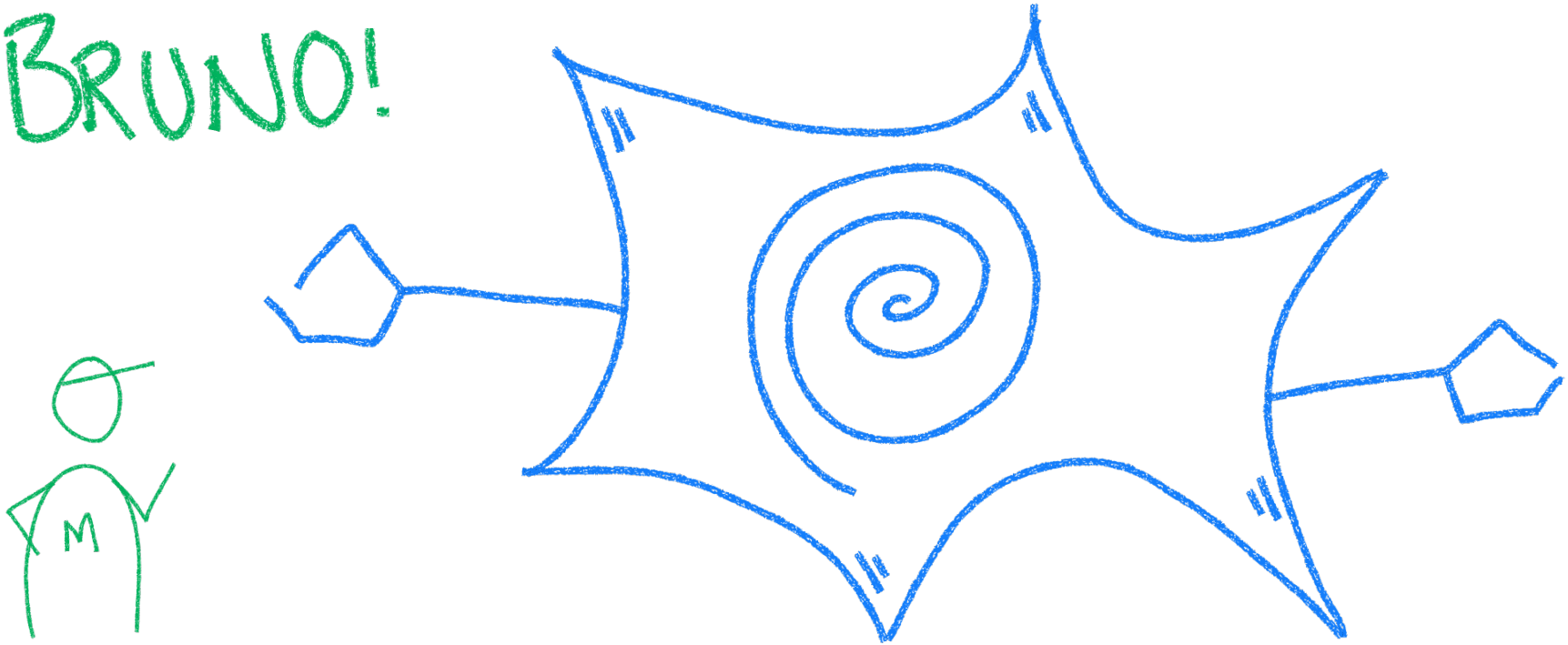


MAYBE WE SHOULD TALK ABOUT BRUNO!



Dr Dan Siegel - Hand Model of the Brain

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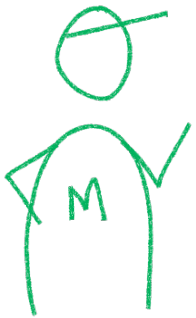

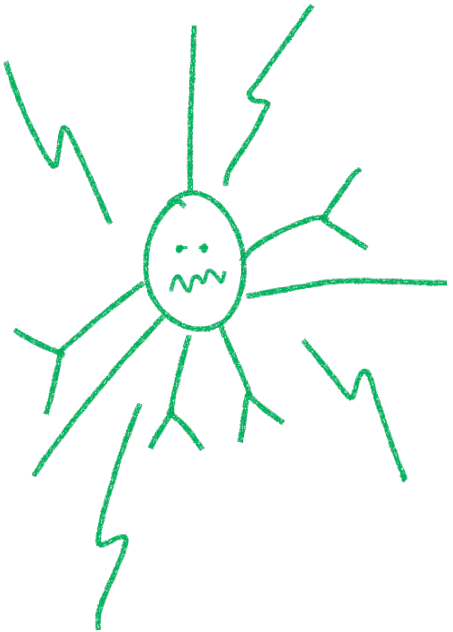

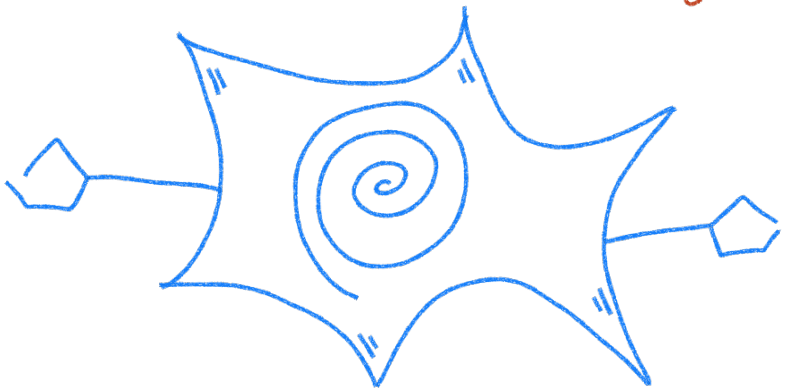

Burns
McLEAN
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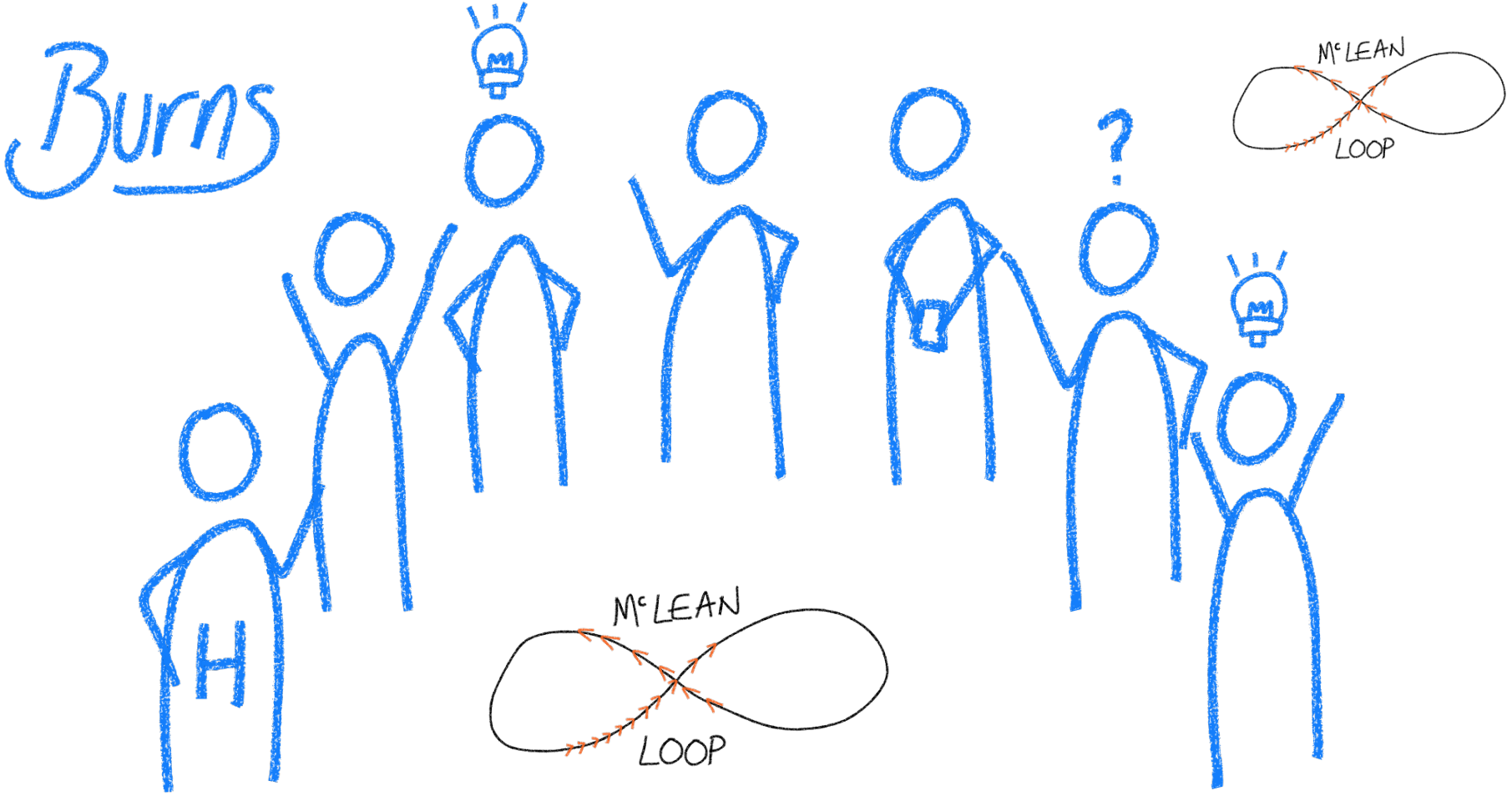
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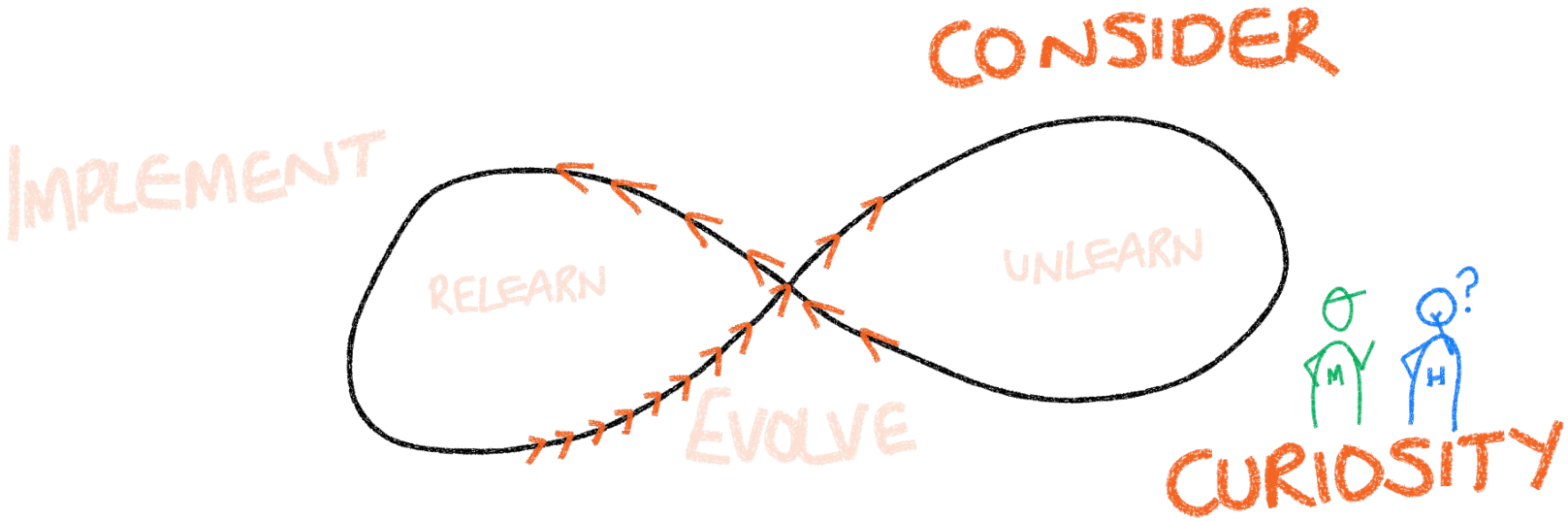
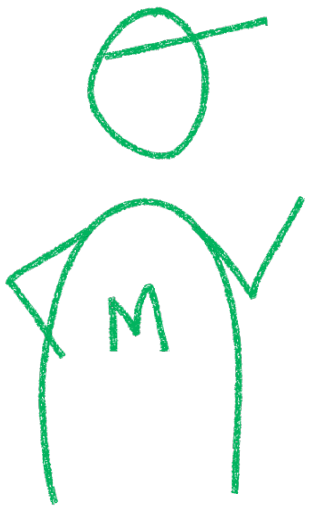
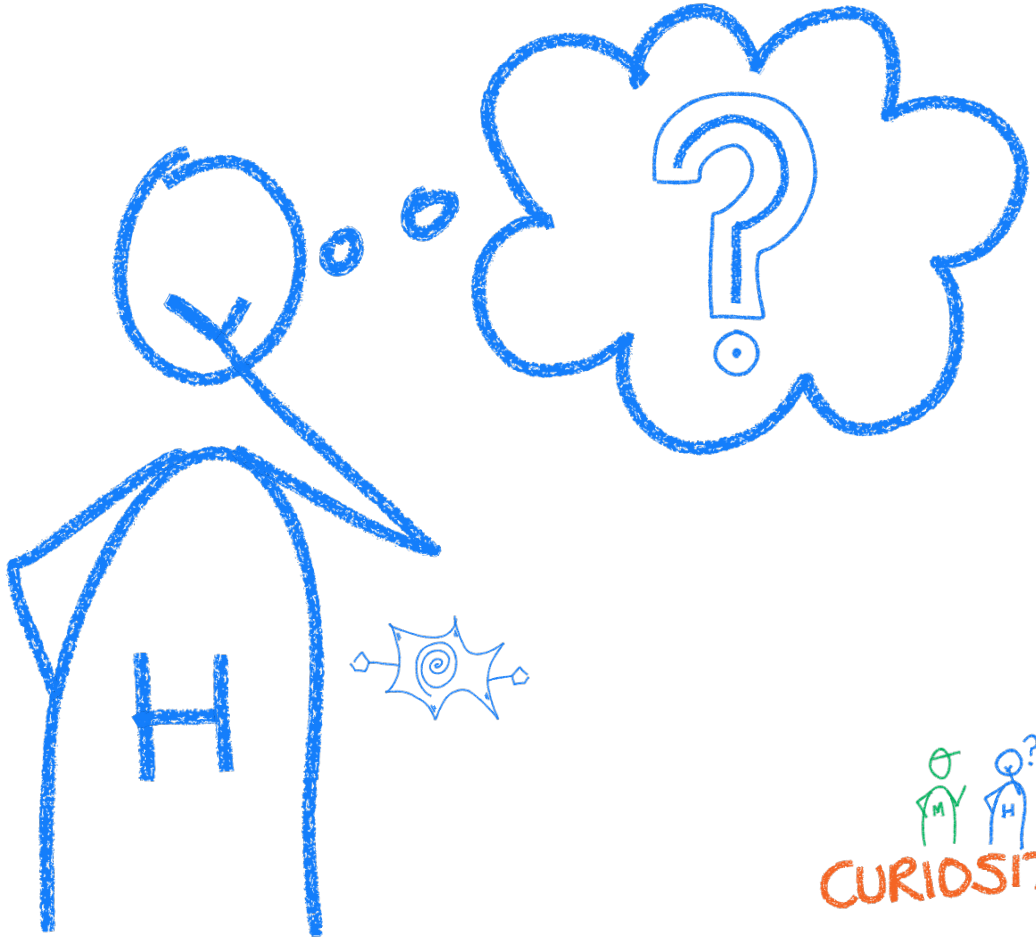
McLEAN LOOP



of leadership agility

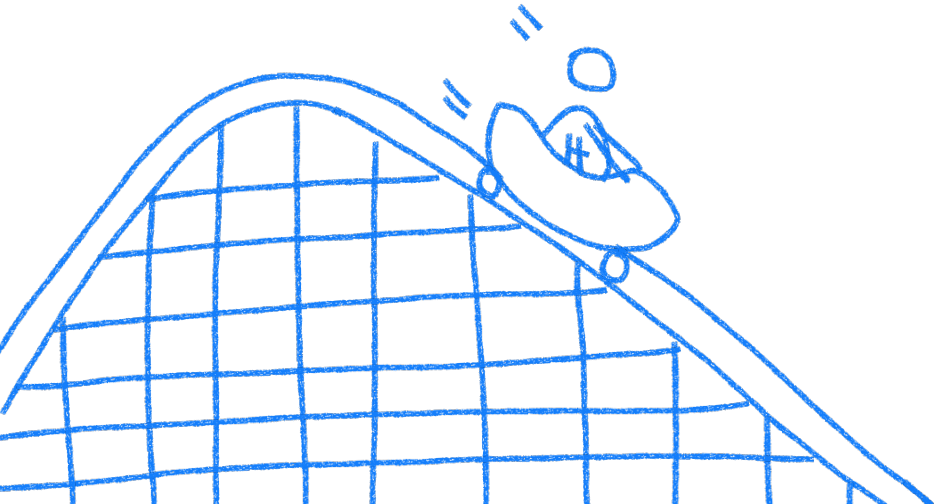


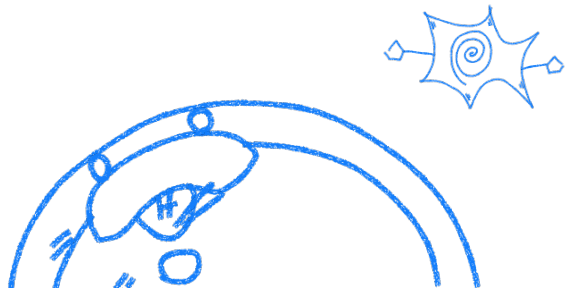


@agile_valerie

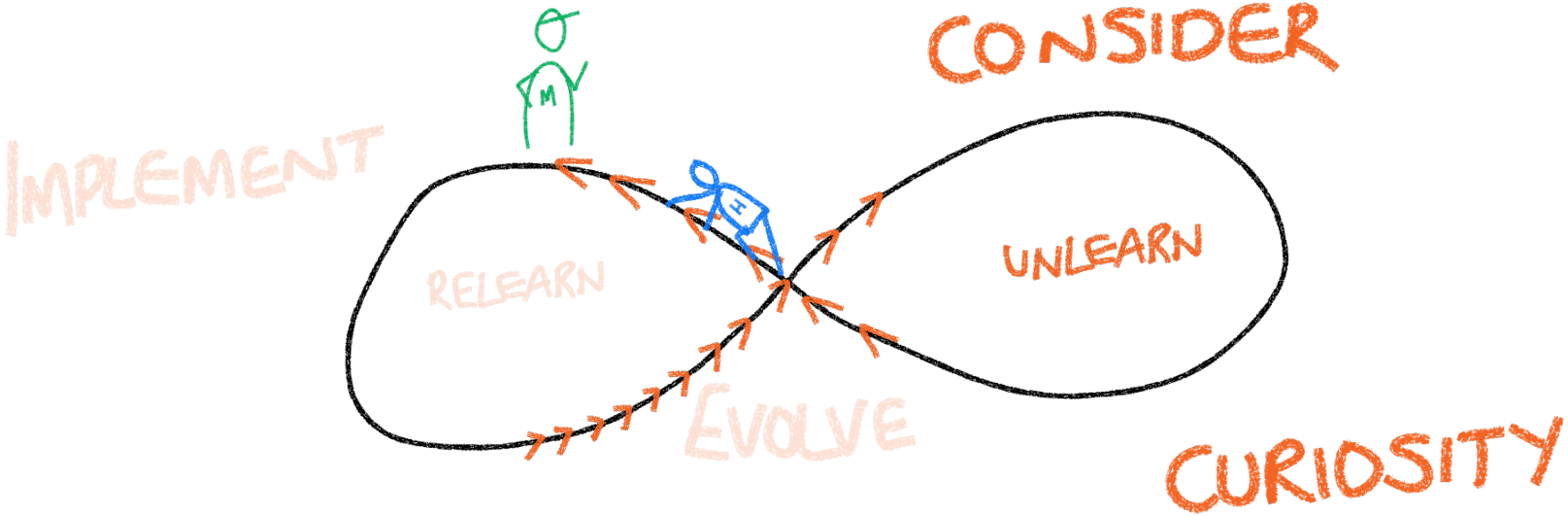
Burns

CURIOSITY





McLEAN LOOP

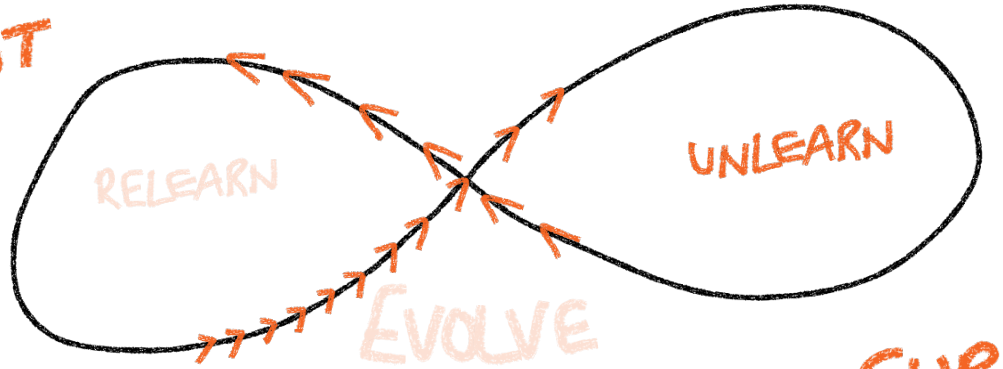


of leadership agility

McLEAN LOOP

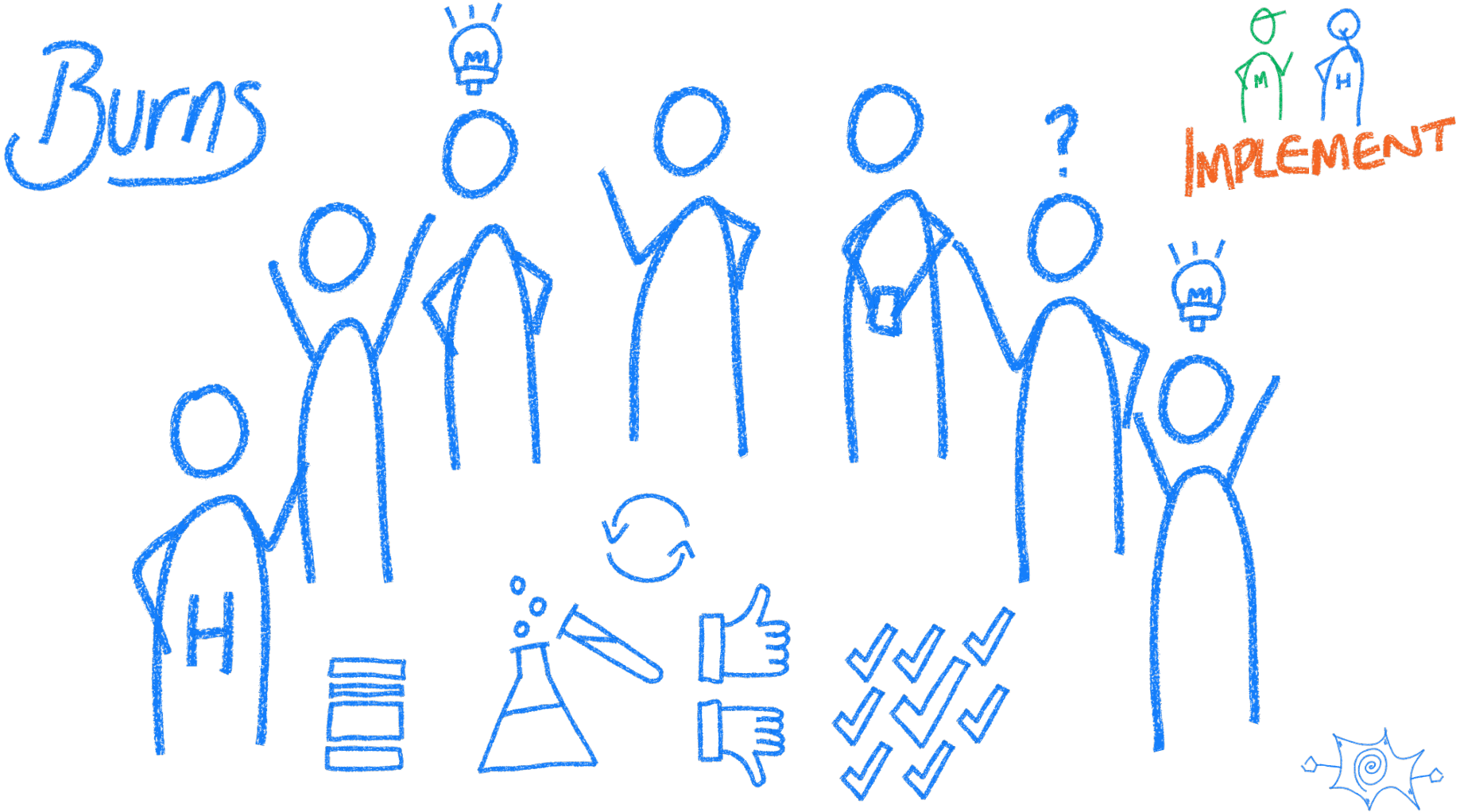
IMPLEMENT

CONSIDER



CURIOSITY

of leadership agility


Burns
M
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IMPLEMENT
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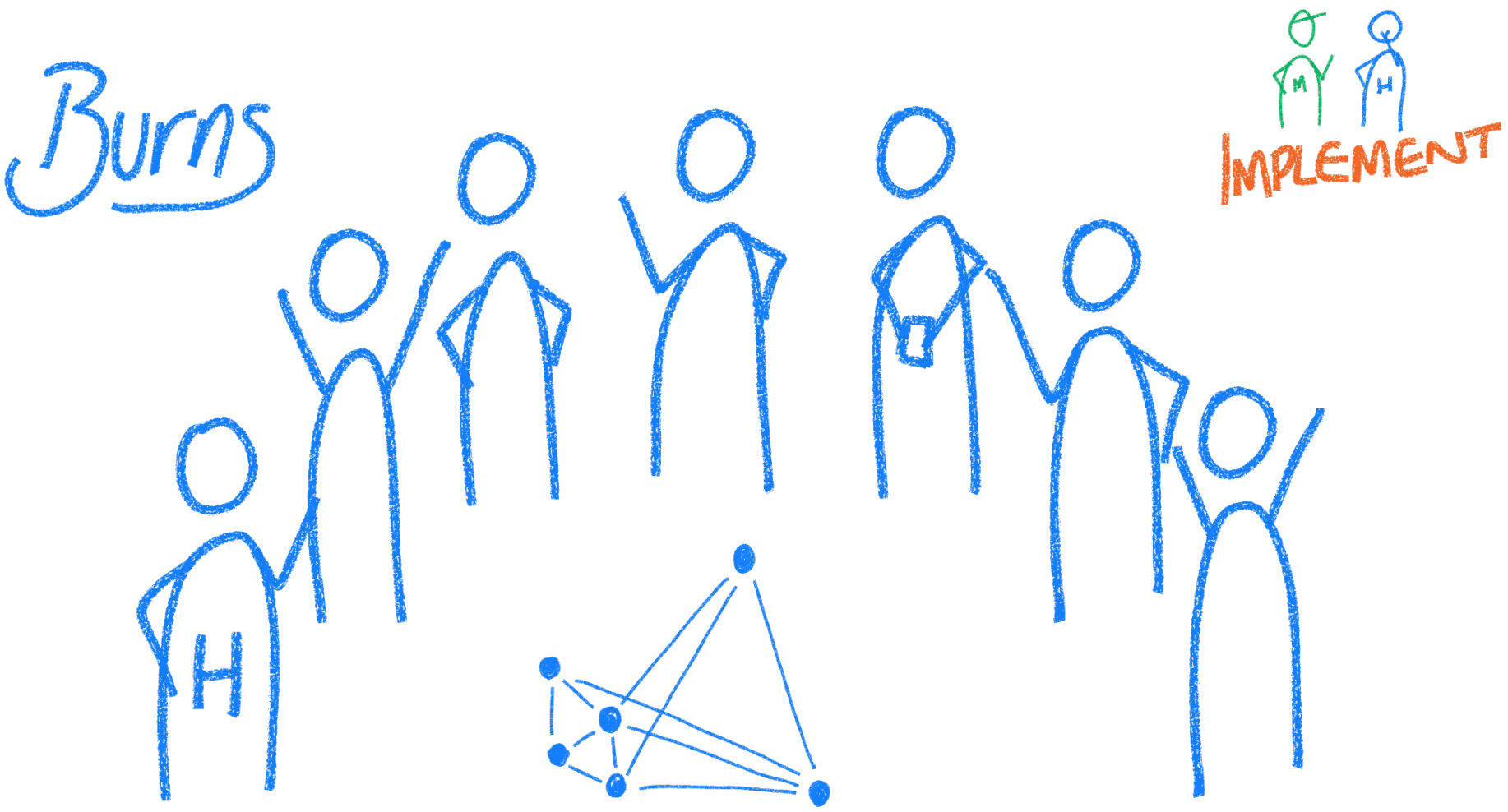
Burns
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IMPLEMENT

‘The only thing agility is guaranteed to deliver 100% of the time is impediments’

Lyssa Adkins, 2023

Burns

SOFTWARE DELIVERY IS TOO SLOW

POLICIES ARE UNSUITABLE

BUDGET STRUCTURES IN THE WAY

IT'S NOT JUST THE CAR...

WE NEED EXPERTISE WE DON'T HAVE

‘Impediments are not in the path
Impediments ARE the path’

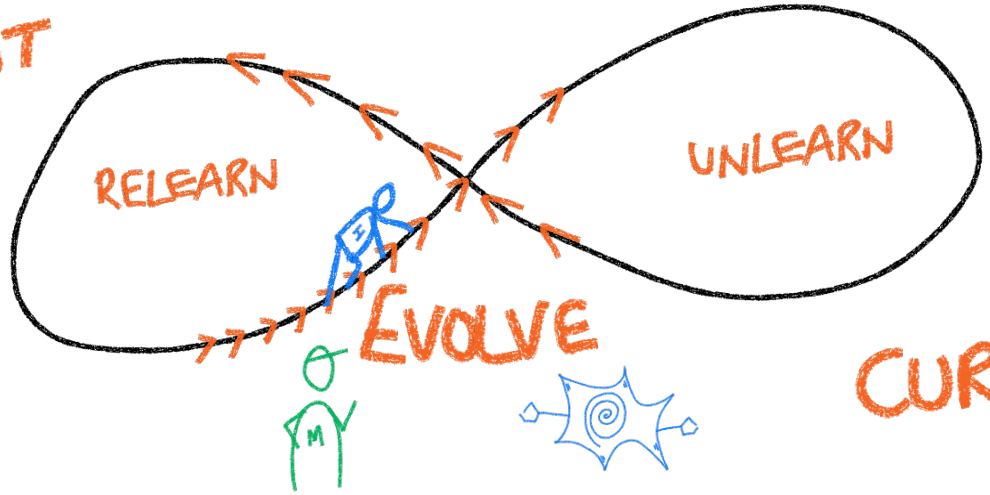
Johnathan Smart

McLEAN LOOP

CONDENSE

CONSIDER

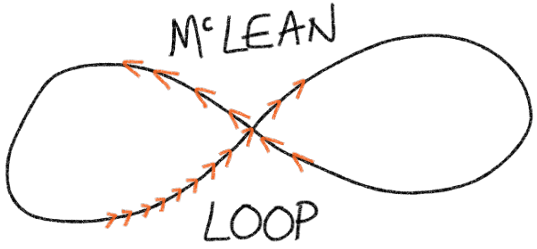
IMPLEMENT

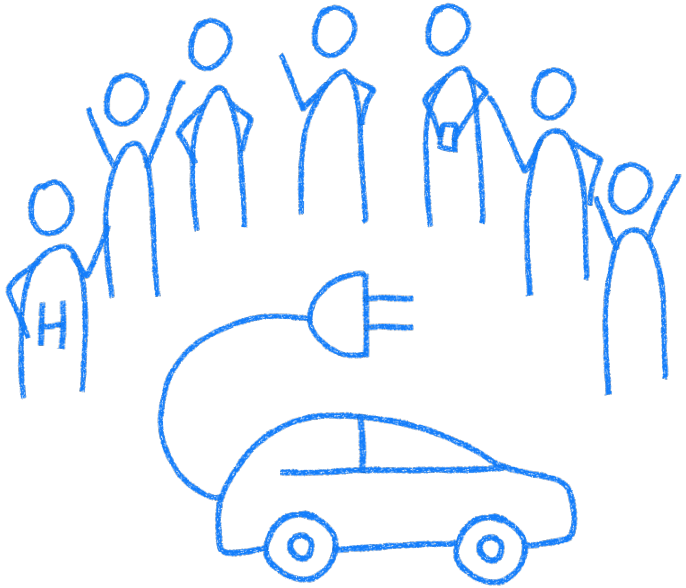


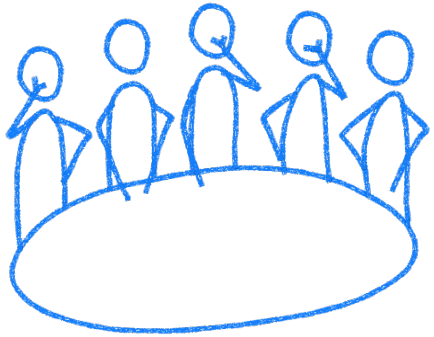
CURIOSITY

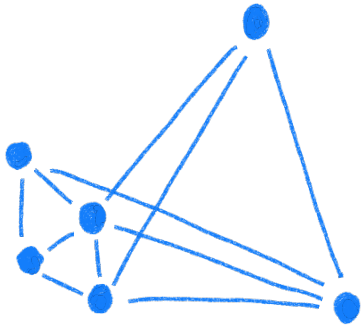
of leadership agility

Burns

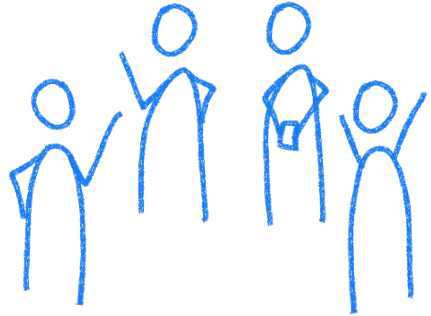


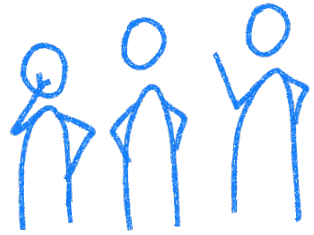


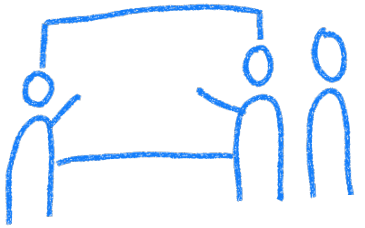




Burns



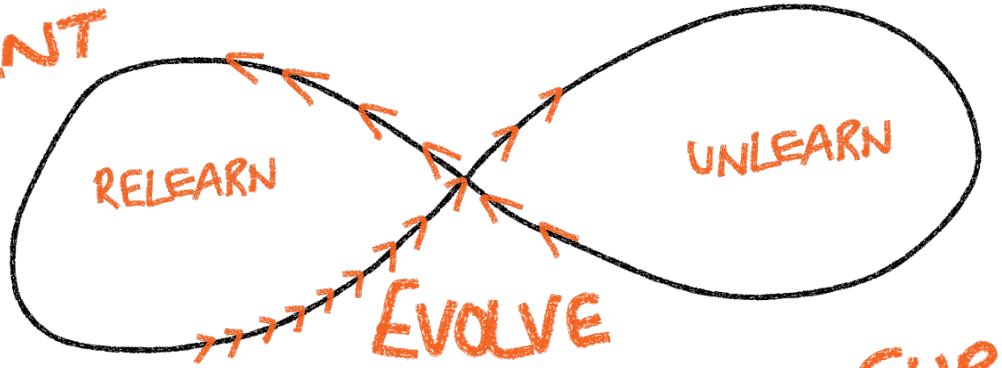




McLEAN LOOP

CONSIDER

IMPLEMENT



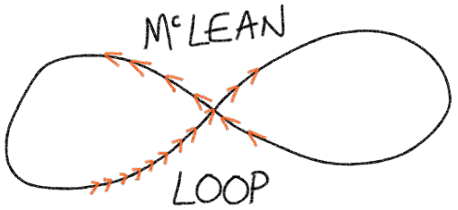
CURIOSITY

of leadership agility

IT'S SIMPLY NOT THAT SIMPLE!

(anymore)

Thanks for listening



Contact me:
Valerie McLean
valerie@becauseagile.com

becauseagile.com/the-loop

Feedback