Prototyping change in your organisation

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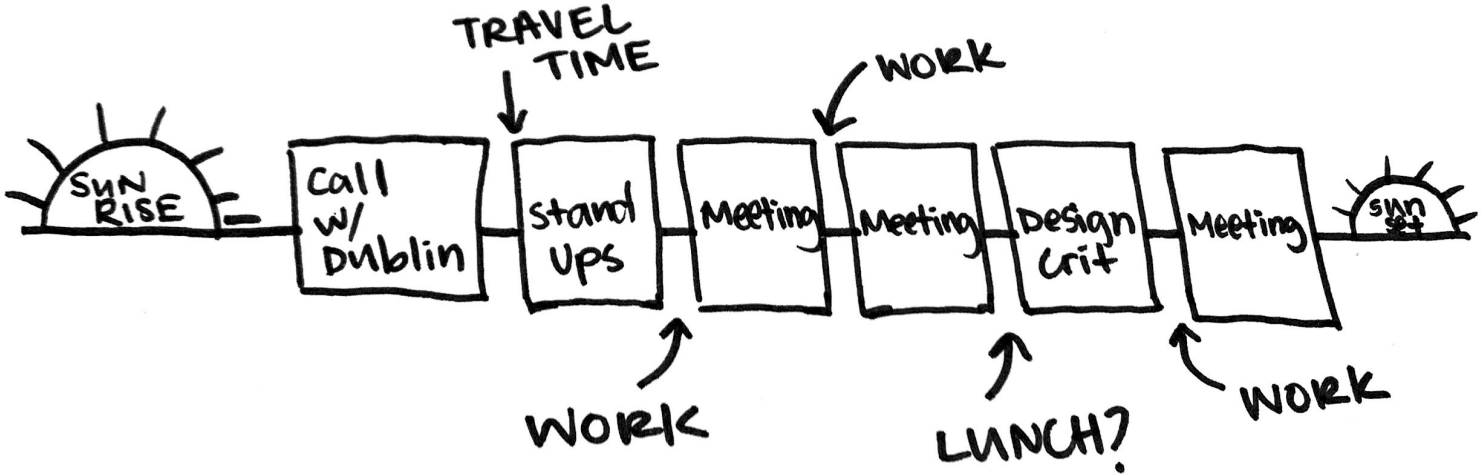
Raise your hand if ...

delicate

/ˈdɛlɪkət/

needing careful treatment, especially because easily damaged


TRAVEL TIME
WORK
SUN RISE
Call w/ Dublin
Stand Ups
Meeting
Meeting
Design Crit
Meeting
SUN SET
WORK
LUNCH?
WORK

You’re going to need buy-in, first.

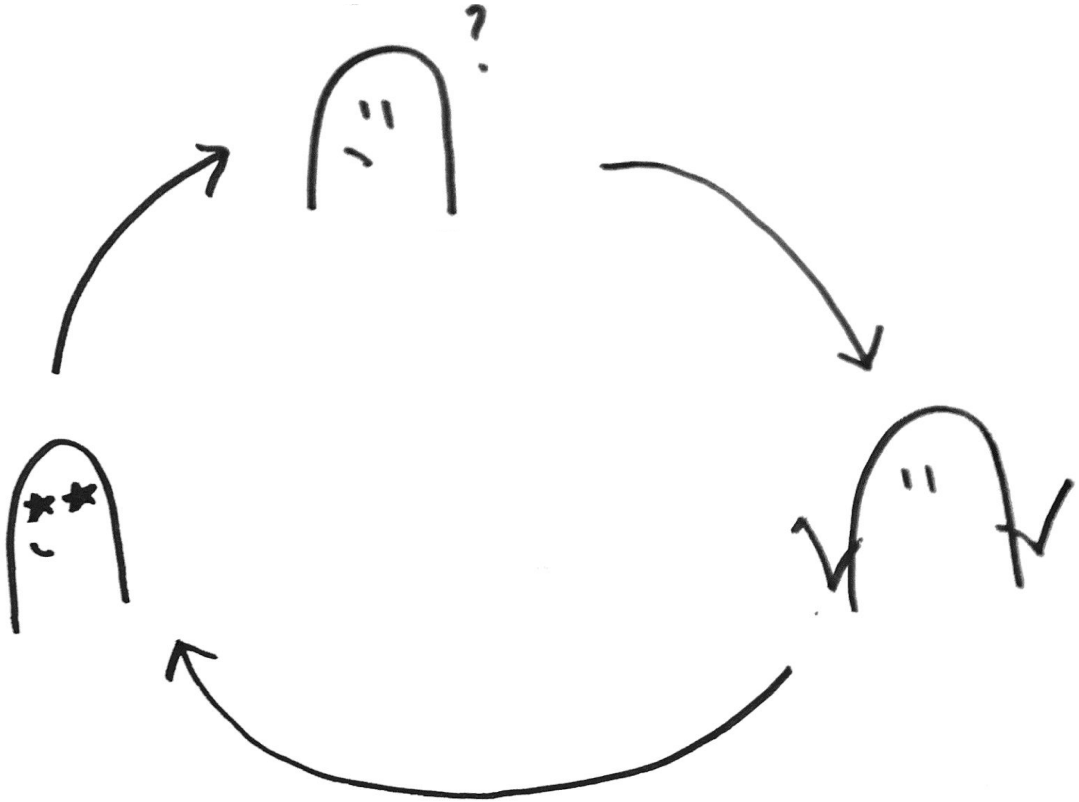
– The team

We need a structural change.

– The leaders

We need a culture change.

– Everyone



Real talk:

I quit because I believed I couldn’t change it.

My Mission:

Help teams believe they can make change – regardless of their job title.

01.

Bring leaders and teams together.

02.

Identify what’s holding them back.

03.

Get them to try new things, together.

HAPPY TEAMS
CREATE CHANGE

The reality

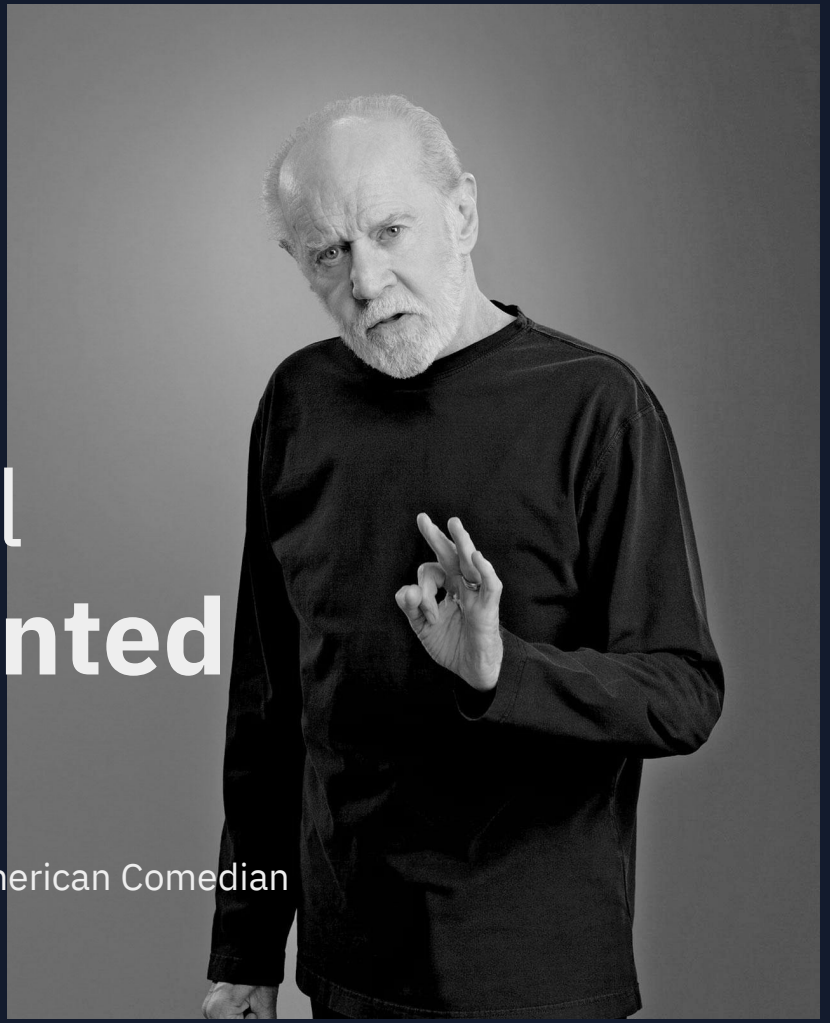
These are the same three things we hear **all the time**.

Real talk:

We spend a majority of our time trying to **convince cynics** to “buy-in”.

“Inside every cynical person is a **disappointed idealist**.”

- George Carlin, American Comedian



Agile Squads
SPOTIFY MODEL
DEV OPS
CEO

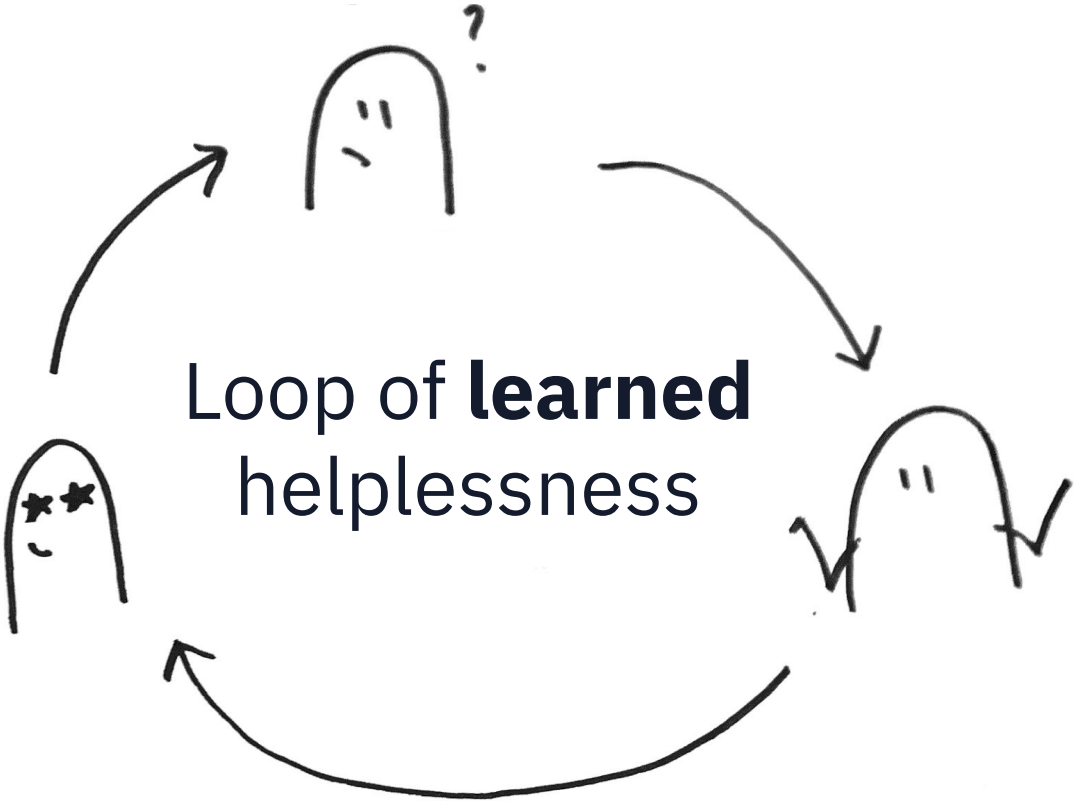
Structural changes and re-orgs are usually just **guesses** by leaders.

Culture =

- What you say and what is repeated
- What is said in the open
- What is said behind closed doors
- How you challenge each other
- How you motivate each other
- How you spend your money
- How decisions are made
- How success is celebrated
- When and how you respond to challenges

Inspo from @johncutlefish

Diagnosing problems we cannot solve leads us to feel **helpless**.


Loop of **learned**
helplessness

A real example

Bring innovation to every day way of working – to deliver better outcomes to communities.

01.

Silos across the org

02.

Risk Averse

03.

Tried & gave up

04.

Change Fatigue

Why don’t they understand?

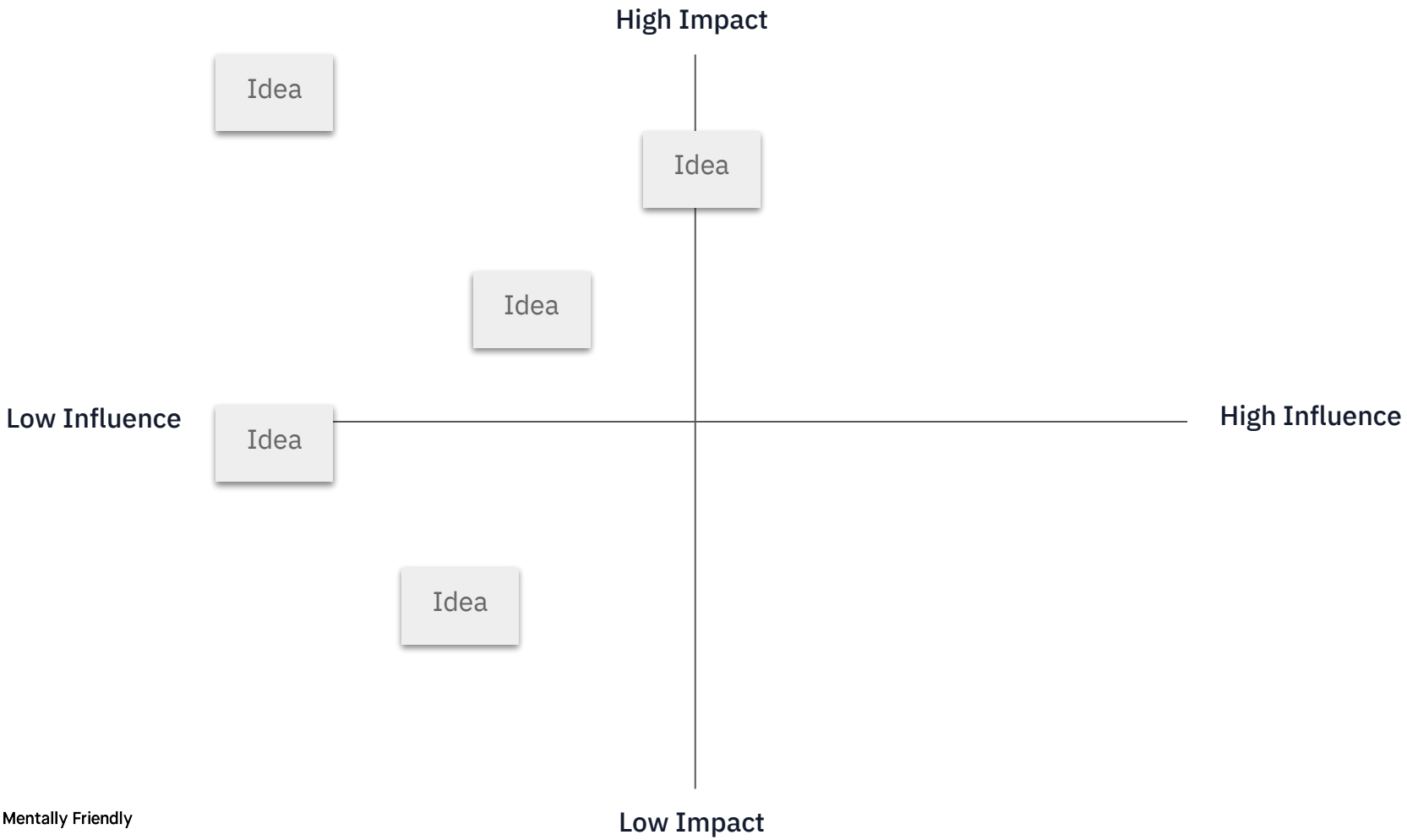
– The change maker

You can’t just inspire others to change, you have to **action it**.

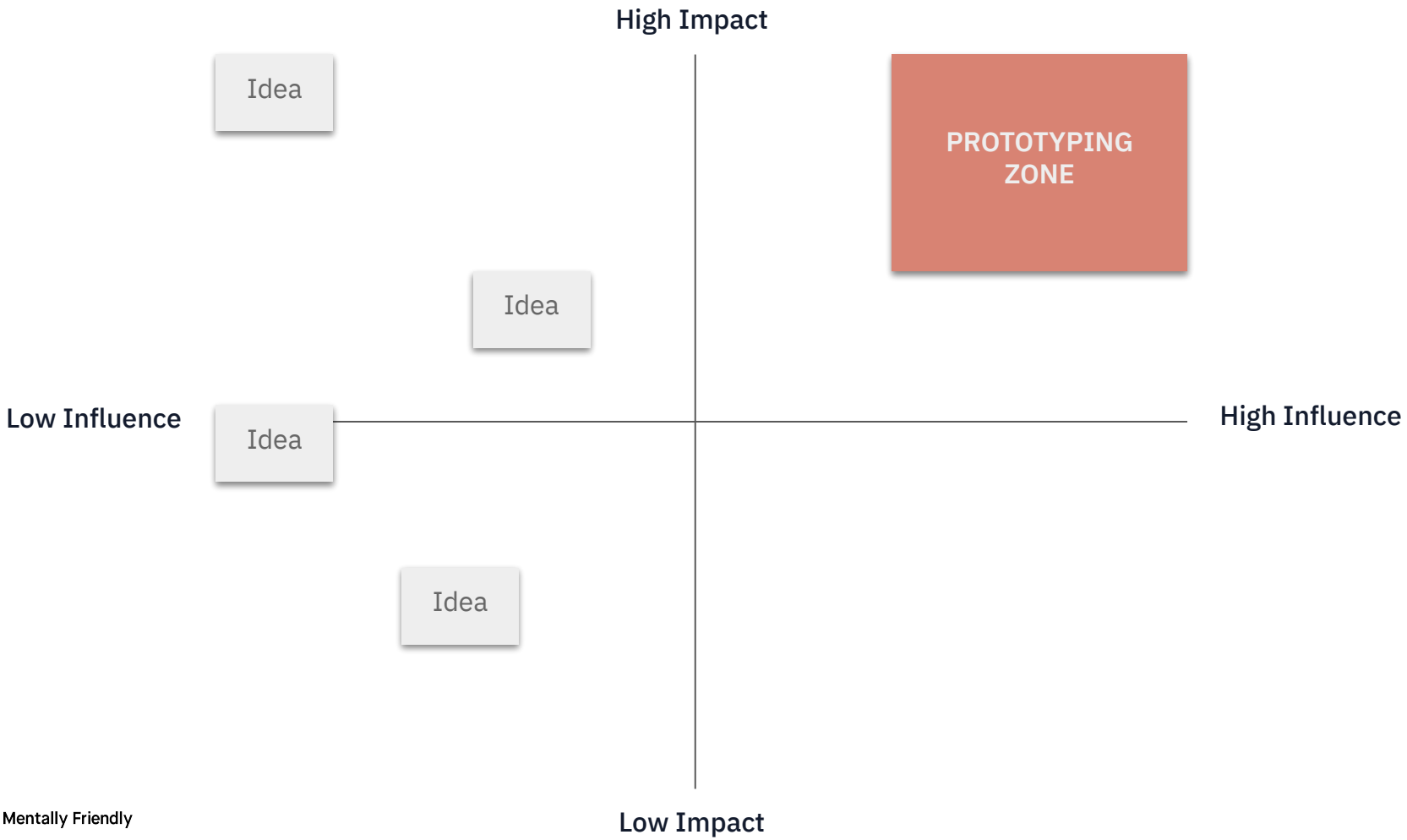
Prototypes

Prototype:

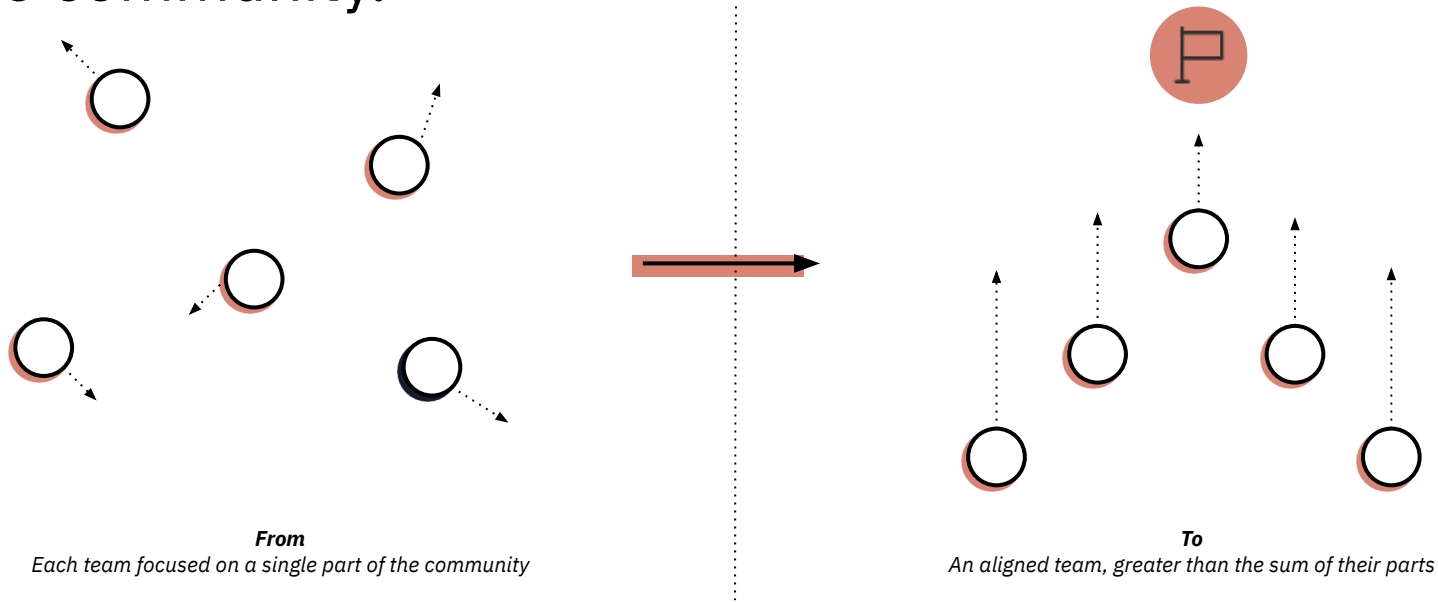
Smallest idea you can test


High Impact
Idea
Idea
Idea
Low Influence
Idea
High Influence
Idea
Low Impact

What is a prototype I can test that is within **my influence**?


High Impact
Idea
PROTOTYPING ZONE
Idea
Low Influence
Idea
High Influence
Idea
Low Impact

By aligning a cross-functional team around the community instead of our departments, we can better serve the needs of the community.



From
Each team focused on a single part of the community

To
An aligned team, greater than the sum of their parts

The cross-functional team met once a week for just one hour and after 4 weeks identified **real community problems** and impactful solutions.

This is the first time in 15 years I have experienced the value in working this way.

– The previous cynic

Impact =

- A new motivated team
- Success shared through word-of-mouth
- Showcased “innovation” through practice
- Gained approval to continue working cross-functionally
- Executed 3 ideas, together.

Prototypes give you permission to try something different to learn something new.

Advice to my younger self

Don’t try to solve problems for the **entire organisation**.

Advice

Focus on making change for your team, first.

“**They** just don’t understand.”

Advice

Convince cynics by showing them.

Creating change is really, really, really hard.

resilience

/ˈdɛlɪkət/

learned persistence

Don’t just wait for change to happen to you–

– make change happen **because of you**.

Thank you.

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