



ORGANIC mindset

Authentic engagement
Agile collaboration
Sustainable innovation



**Agile
awareness
spectrum**



Index of Organikins

Actor	p2	Hunter	p9
Advisor	p26	Innkeeper	p36
Apprentice	p18	Inventor	p7
Believer	p31	Joker	p12
Bookworm	p19	Life giver	p3
Bricklayer	p22	Master	p30
Captain	p11	Mayor	p20
Caretakers	p15	Mediator	p23
Chess player	p17	Organiser	p24
Diarist	p16	Provider	p37
Doubter	p6	Revolutionary	p8
Dreamer	p28	Seller	p13
Dweller	p34	Tailor	p25
Elder	p35	Teacher	p14
Explorer	p5	Treasure seeker	p4
Farmer	p21	Winemaker	p33
Grandma	p27	Wizard	p29
Guru	p32	Wrecker	p10

An agile mindset is about a fundamental shift in awareness.

Organic Mindset works with the following assumption: An organisation can only transform to the extent that the people in it undergo transformation. Each person in the organisation needs to progress through transformation at their own pace.

This theory is the product of an organic collaboration between Marc Grond, Elsa Simpson, Martin Slabber en Nico Simpson. It developed in the space between Organic Theory, Agile awareness, collaborative culture and organisational life.

Agile is a MINDSET, a way of thinking, and a collection of values around how work should be organized in a complex and ever changing world

Change your thoughts
and you change your world.

Ben Christen



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2

Actor

Actor Agile mindset

**We make
all work in
progress
visible on a
prioritized
list.**



Collaboration mindset

Actors have abundant inspiring energy that attracts attention. Their enthusiasm can bring things into movement. They take centre stage to refocus other's attention.

Actors are very extroverted; they are not shy. They can be clear about what they want. They know in a good way how to draw attention to themselves and how to prevent others from stealing their limelight.

They do this by acting or just by not acting.

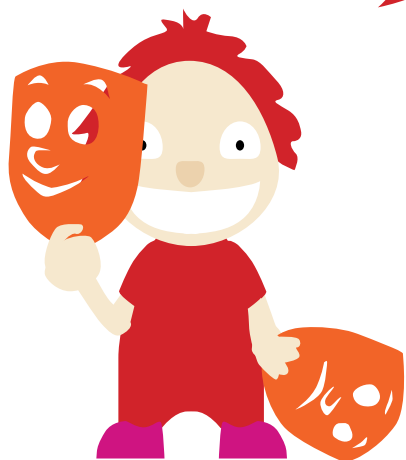
Traditional mindset

Actors may be attention-seekers who don't see the boundaries of others. They may constantly be showing others what they found or who they are. They may be concerned about not adding value.

**We allow people to present
their case and escalate issues
continuously.**

A great team acknowledges when it messes up.

@mccarthyshow



3

Life giver

Life giver Agile mindset



**We respect
and empower
people to
be their
authentic
selves.**

Collaboration mindset

Life givers are powerful and driven, mobile and able to reinvent themselves.

They are needed for growth and enthusiasm.

They have a 'Lust for life' and are life-creating.

Life givers are full of passion and conviction.

They are agile and they can facilitate great changes, even in terms of themselves.

They can take on great risks without thinking about it for too long. They are tirelessly moving forward.

Traditional mindset

Life givers may feel threatened and anxious, and they may mill around without really achieving anything. They may fight for survival, like someone driven into a corner.

**We each have very specific roles in
the team.**



4

Treasure seeker

Treasure seeker Agile mindset

**We often
re-validate
assumptions
and discard
everything
that does not
add value.**



Collaboration mindset

Treasure seekers are always looking for the treasure that they know they have. They are looking everywhere and nowhere, and find themselves over and over again. They are looking inside and outside themselves and reinvent themselves over and over again.

They are driven by the addictive magic of great happiness or the final wisdom about who they are.

They know that their self-image is based on assumptions and they are constantly seeking self-knowledge and deeper insight. They are not afraid to confront themselves. They work hard at self-realisation, even if it hurts, seems illogical or causes a relapse.

Deeply understood failure is a huge success.

Hank Green

Traditional mindset

Treasure seekers may stand up against themselves. They may sometimes fight and clash with themselves and be unable to understand the logic of their own background.

**We try to analyse all possible
causes for future defects before we
implement our designs.**

"People who are right most of the time are people who change their minds often."

Jeff Bezos

Collaboration mindset

Explorers are agile, quick to make connections and therefore ready for anything.

The pleasure they get from all the uncertainties coming their way turns them into excellent change and development agents. Come what may — their eagerness is contagious.

Explorers know that life consists of challenges, if only you can see them.

They have a fantastic agile energy, directly moving with opportunities and possibilities.

They can and want to switch quickly, explore new horizons and use everything at hand.

Traditional mindset

Explorers have no time to catch their breath because they feel their feet are burning. They are always too busy to be in the present. They feel an overwhelming pressure to save themselves in the midst of anxiety and hostility.

**We constantly react to outside
challenges to survive.**

Play is a means of learning important things.

@eegrove

In doing of the work we discover what work we must do. Doing exposes reality.

Woody Zuill

Explorer Agile mindset



**We welcome
changing
requirements
any time
during the life
cycle of the
product.**



5

Explorer

6

Doubter

Doubter Agile mindset

**We see
change and
uncertainty
as a given
and part of
our plans.**



Collaboration mindset

Doubters know that life is uncertain by definition; certainty is an illusion.

The search for an inner life and inner stability means saying goodbye to things that appear stable. Openness to the situation in the here and now feels liberating.

All you know is that you know nothing. Feel free to ask. Everything can and should be questioned.

Doubters are discoverers of the now, sceptic of anything that seems to be sure.

Doubters are free spirits who do not let themselves be captured.

They are constantly looking for new answers, which mean the questions are being called up again.

Traditional mindset

Doubters may feel that everything is uncertain and threatening. In the chaos surrounding them, they may no longer find the inner anchor they are searching for.

We run the project through detailed procedures and controls.

Waterfall: Act as if you can meaningfully predict the future.

Agile: Act as if you can't.

cgosimon



7

Inventor

Inventor Agile mindset



**We take
responsibility
for improving
our own
knowledge.**

Collaboration mindset

Inventors are an inexhaustible source of inspiration and creativity.

They are always busy with 'the other side' of truth or current circumstances. They combine thousands of things and turn these into something new.

The only real source of knowledge is within you. So ultimately you can only build something you yourself can see, feel and know is true.

Inventors are full of their own wisdom, adding to others with new ideas and unexpected twists.

Traditional mindset

Inventors may be anxiously looking to find themselves in what they created. They may be persistent and unyielding, as well as frustrating because they are afraid to be complacent and are always renegotiating.

We question all the detail before we proceed.

The best innovators are not necessarily the most creative people. The best innovators are those who are outstanding at pattern recognition!

Alex Osterwalder



Revolutionary

We simplify in order to maximize the amount of work NOT done.



Collaboration mindset

Revolutionaries have an eye for the obstacles that people collectively have to encounter.

They feel like the Robin Hoods of their world.

They fight against what they regard as nonsense, an injustice or unworkable ideas.

Revolutionaries see where the world has to be changed before others can see this. They can draw conclusions from this, suggest changes and improvements. They do this with vigour and focus, with insistent enthusiasm and passion.

Traditional mindset

Revolutionaries may fight against the windmills of the world. This may make them miserable and powerless. Their battles deplete a lot of their energy and emotions.

We know we can't trust other's work upfront.

The middle space is messy but creativity seems to require some chaos.

Brian McLaren

Collaboration mindset

Hunters are alert and looking for opportunities to confirm and prove themselves. They want to stay in charge of initiatives. They are industrious self-starters.

Hunters see the possibilities that life offers.

They are not unquestioningly satisfied with what seems to be readily at hand. Instead, they delve and search for improvement and sometimes even for the very purpose of life. They have an almost unquestionable faith in what life has to offer and they radiate this, even when life gets tough.

Traditional mindset

Hunters may be insecure and on the verge of critical self-doubt, and they may fear for their own survival. They are scanning and waiting without taking decisions.

We highlight dangers and obstacles and analyse how it impacts on us.

To dare is to loose one's footing momentarily, to not dare is to loose oneself.

Kierkegaard

Hunter



We have constant, on-site, direct access to the users of our product.



Wrecker Agile mindset

**We limit
work in
progress
and focus on
completing
one item at a
time.**



Collaboration mindset

Wreckers yearn to be supported.

They feel this new order lies beyond chaos.

If things do not work out and if wreckers do not find the help to do their 'thing', everything must change.

Wreckers push and pull on the regulated environment around them, seeking improvement.

They take the responsibility to point out flaws in it, so that they will eventually be optimally supported in their work and being.

Traditional mindset

Wreckers are sometimes frustrated with the state of affairs in which they are forced to work and perform. This leads to fighting or avoidance (out of principle) to sidestep the restrictive environment.

**We constantly question roles
and functions based on the
organizational structure.**

Think It, build It, ship It, tweak It.

Henrik Kniberg

If you want people to change their behaviour,
change the system that drives the behaviour.

@estherderby

Collaboration mindset

Captains have the urge to take control and know exactly what to do. Captains give direction.

They make underlying relationships clear so that others know how they need to work together, live together or take care of one another.

They determine, arrange, push and pull where they think it fit to do so.

Captains provide direction and guidance. They determine the pace and content of cooperation and living together. They clearly see the route they need to take and they know how to persuade others to follow them. They do not allow themselves to be pushed off their path by others. They decide quickly with whom they want to work or play.

Traditional mindset

Captains may only know one side of the truth — their truth. They set themselves up against every other opinion or decision but are uncomfortable when others handle them in the same way.

**We believe people act best when
they're told what to do.**

We want change:

without disrupting "business as usual".

without really sacrificing anything for it.

Which means the change will start looking
suspiciously like the status quo

John Cutler

Captain Agile mindset



**We all have
an equal say
in the whole
process of
delivering.**



Joker Agile mindset

We appreciate high involvement of everyone, including customers.



Collaboration mindset

Jokers always take the initiative in the group, involving everyone, engaging them in what they are doing.

They ensure that the 'safe' people do not 'escape' from the collective group.

Good at sensing who simply does not belong to the group.

Jokers take the initiative when it comes to being together. Jokers can quickly assess people and instantly know whether 'clicking' is possible or not. They are therefore able to quickly gather an enthusiastic group around themselves, if it is at all possible.

They are the engine of being together, the driving force behind sociability.

Traditional mindset

Jokers are sometimes not sure what people are thinking of them. They may feel uncomfortable in groups and stay with people they feel safe with. People could experience them as forceful or challenging.

We believe 'cheer-leading' is a proper way to talk to people in our organization.

"We" are the most complex part of the project
Antonio Santiago

Collaboration mindset

Sellers have a keen sense of knowing what others need and what they can therefore deliver. They focus on the outcome of the deal. They know how to apply their talents optimally.

They are enablers of success. They spend energy thinking about opportunities and trying to find new ways to come to a deal.

Sellers take responsibility for matters that must be completed.

They focus on issues that are important to others in their work and life.

Sellers are not satisfied with half measures, also not from others, although it has less to do with the situation and more with whom they are.

Traditional mindset

Sellers sometimes do not take 'the individual behind the person' into account. They may move around without seeing others. They may see 'just pressing through' as efficiency.

Because we know what customers needs.

In almost every case, action will produce many times more results than planning.

@mccarthyslow

Seller Agile mindset

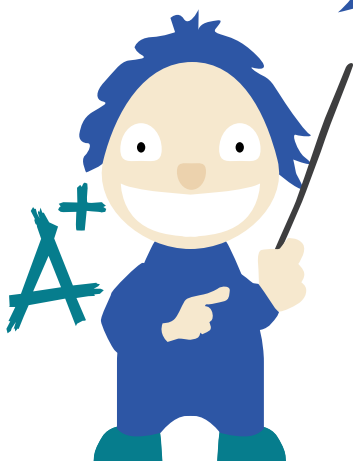


We take changing customer needs seriously and focus on speedy delivery.



Teacher Agile mindset

We are transparent in our team about progress and roadblocks.



Collaboration mindset

Teachers maintain the perfect balance between what they can do, who they are, and what people want to see of them.

They also know that this is why people appreciate them.

They know their strengths and have very high standards for themselves.

On the one hand they are docile. On the other hand, they are determined to show the best of what they have in themselves, preferably without any compromise.

Traditional mindset

Teachers may always be busy with their interpretation of others' wishes while ignoring their own needs and longings. They may demand more of themselves than others expect of them.

We believe there is a right way to do things.

A good leader takes a little more than his share of the blame, a little less than his share of the credit.

Arnold Glasow

Collaboration mindset

Caretakers are comforting, reliable, embracing and reassuring. They have an attitude of: trust me, lean on me, rest with me.'

They know they 'are who they are' and know they 'are trustworthy.'

Caretakers are a chip off the old block.

They want to resemble their parents and grandparents. They know themselves well and are proud of their roots.

With a mix of pride and joyful resignation they accept who they are and they accept that they cannot change the legacy of the generations in them.

Traditional mindset

Caretakers may be rigid, showing a fixed version of themselves. 'You won't be able to change me.' They keep on clinging to who they feel they are.

They can be proud of 'rigid' traits because that is characteristic of their heritage. They do not see the need to change. They can get the same advice for years without changing anything.

We are sure about our people's strengths and capabilities.

The world will ask you who you are, and if you don't know, the world will tell you.

Carl Jung

Caretakers Agile mindset



We focus on people's strengths and gifts and use it in our projects.



Diarist Agile mindset

**We reflect
on the past
to learn
and make
changes.**



Collaboration mindset

Diarists know themselves well and fill any gaps in this knowledge easily. To do this they investigate, reflect and listen to others.

They gather information in order to solve the 'mystery of me.'

Diarists have their act together when it comes to their own background and the events in their lives that made them who they are.

Diarists know a lot about it, have read about it and have been advised about it. They can also tell others a lot about how to deal with their own stumbling blocks in life, especially if these look like their own. They are, in other words, experts through experience.

Traditional mindset

Diarists may hamper their own development because they think they know who they are. They may form fixed ideas of themselves based on what they have read or heard about themselves. This apparent 'self-knowledge' sometimes translates to a fake authority on other people's life journeys.

We do post mortems at the end of completed projects.

Most failure I see comes from stubborn refusal to accept reality

Andy Brandt

If you think you know start from zero again
Jaime Hayón



Chess player Agile mindset



**We inspect
and adapt
on a regular
basis.**

Collaboration mindset

Chess-players build their ideas of the future and vision on their reading of the now. Mapping future possibilities that are obvious to them.

They can formulate various scenarios, compare various options and switch from one to the other.

Chess players are visionaries who scan the various options of what might happen. Chess players can tell you about the how and what of the fog of the future. They know from "the most likely" to "the possible." In case of unexpected events, chess players quickly switch to a new set of possibilities.

Chess players are a reliable and rewarding source of information for people who want to make plans and want to exclude uncertainties.

Traditional mindset

Chess players may find it horrifying to change plans and just follow the whims of others. If they do not know what is going to happen, they can resist. They often hold on to what seems certain.

For them the future is no more than the extrapolation of trends from the past, chess players think they know what could happen.

We negotiate the cost, time-line, and scope of projects with clients before we start.

It is not necessary to change. Survival is not mandatory. Peter Drucker

You can't predict in complexity you can only see patterns when you look back

Marielle Heijltjes



Apprentice

We do only
enough
'just in time'
planning.

**Collaboration mindset**

Apprentices know peaceful rest can only be attained by practicing it continuously.

Peace of mind in the current situation, if properly guarded, provides life long balance and stability in being.

Being one's own best companion gives them a clear view on others

Apprentices are calm and content. They know where they stand and how they can handle life. They also remain searching for it, but with a sense of 'one step every day'. Apprentices help others through their balance and stability.

They form anchor points for their environment.

Traditional mindset

Apprentices may block out everything that encourages them to think of doing things 'differently', for they fear everything will then collapse. They are watchful for potential danger.

We spend much time on detailed analysis and planning early in the process.

Encourage fast learning through many small experiments

It is a waste of time to try and predict/control risk in advance

@henrikkniberg

Collaboration mindset

For Bookworms truth is something you can look up, something that is already 'known'. Always look for the recognisable source of an idea.

They regard themselves as the ones presenting knowledge rather than the ones discovering knowledge.

Bookworms are grateful carriers of knowledge.

They just know things, quote with ease and know where they can increase their knowledge. They are therefore a source of information for their friends and colleagues. Bookworms know things and where you can get help.

Traditional mindset

Bookworms may become hopeless and narrow-minded because they long for certainty. They cling to the old and familiar, even if this is no longer relevant.

We improve the program through carefully following the theory.

Current leadership calls for a move to a system of co-creation

Marielle Heijltjes

Bookworm



We source the
knowledge
we need for
the current
piece of
work.



Mayor Agile mindset

We chose a framework that fits our context and follow its guiding principles.



Collaboration mindset

Mayors act as examples for others when it comes to complying with codes of conduct and (cultural) standards.

They find compliance very normal.

They are decent and thorough.

Mayors are people who are 'timeless' in a sense. They are decent, honest and trustworthy, and they have a great sense of community. They know how life should (or must) go to not disrupt the order of things. They have a kind of eternal value that seems to rise above themselves. It is as if they can rise above the various parties and still serve everyone and everything.

Traditional mindset

Mayors may cling to fixed images others have of them, which keeps them from discovering their own worth. They may become so trapped in how things should be that there is little space for them to move in a different direction.

We stick to the scope, tools and processes we know are the right ones.

Deep roots are not reached by the frost
J.K.R. Tolken

Collaboration mindset

Farmers do what they do. They feel responsible for their surroundings. They are relied upon for sustainability and stewardship. They are anchor points in their environment.

Farmers keep on ploughing. They do what needs to be done because they are who they are. They see themselves as extensions of their intentions, often based on the underpinning of an age-old tradition.

Farmers plough on ... Farmers know where they stand and should stand, in the deep knowledge that the world is going the way it is, that times are as they are and will always come again. In a way, Farmers are unperturbed; inwardly grateful for life, because it is as it should be and they have their place in it. Their families see their unwavering stability, even when the Farmers themselves sometimes experience things differently.

Traditional mindset

Farmers may have fixed ideas about themselves and may be unable to risk looking at other alternatives. They may become grinding wheels, slowly turning, almost making no progress.

We determine function and responsibilities through defined roles.

Know where you stand or become a ball in someone else's game

Marielle Heijltjes

Farmer Agile mindset



We give everyone decision-making authority.



Bricklayer

We have a delivery rhythm with feedback loops that help us adapt our way of working.

**Collaboration mindset**

Bricklayers seek order through timing, regularity, resources and right insight.

They build to make things that are obvious and factual the norm.

They do this to help others and themselves rise to their potential.

Bricklayers create peace and order in the world around us — from literally tidying up to figuratively serving as a refuge in the maelstrom of life. They create this basis for themselves as well as for others to be able to work and live well and effectively. They recreate and organise, allowing them to offer insight and understanding. They know this and consider themselves as indispensable for the people around them. They are aware of the peace that this knowing brings, also to themselves.

Traditional mindset

Bricklayers can cast everything in stone. When in the middle of change they continue to maintain the conceived structures and never let it go. Even if everything else changes, they keep on believing that what supported in the past will keep on supporting in the future.

We use a sequential design that flows steadily through the milestones of projects.

“To change something, build a new model that makes the existing model obsolete. You never change things by fighting the existing reality”
Andy de Vale

Collaboration mindset

Mediators like to make appointments and to stick to them. For them, certainty and clarity are more important than emotion and agility. They are the reliable core of the group. They ensure that everyone knows where they stand in terms of one another and in terms of them.

Mediators are anchors in their environment. They know how to create a sense of community and how to get people to work together. They are very objective and they cannot be fooled by emotion and tension. ‘Appointments are agreements’, ‘This is how we do the things here’ and ‘What is good for one is good for the other’ are statements often used by Mediators. Their reassuring behaviour is gratefully embraced by others.

Traditional mindset

Mediators may regard appointments as cast in stone. Their rigidity often does not allow any flexibility. This may put them out of the game in teamwork and collaborations.

We ensure every interaction and cooperation is documented and agreed upon.

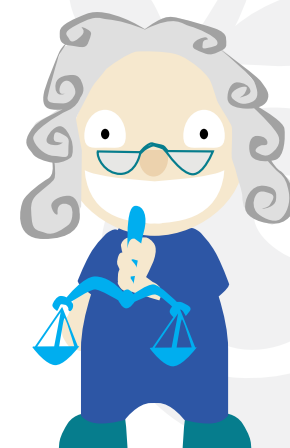
Collaboration is hard work but it can start with four words: what do you think?

Vala Afshar

Mediator



We value equality and members have the power to push back.



Organiser

**We have
respectful
face-to-face
conversations.**

Collaboration mindset

Organisers simply know how to establish the social environment that makes everyone feel at ease. They meticulously ensure that everything is in order, and they make sure that there is something for everyone. They are always there for friends and colleagues.

Emotionally quiet and friendly, they are in many cases the stable pivot around which a company revolves. They are where they need to be. They do the things that are expected of them. Their reliability in relationships turns them into valuable friends, colleagues and even opponents.

Traditional mindset

Organisers may have difficulty letting go of the familiar. They often seek out the safe and recognisable group. They sometimes live with a picture of an ideal group, without adjusting to the present group.

We only work with people we know and who are trustworthy.

An organisation that values teamwork must operate in a way that expects and promotes group effort.

@tottinge



Tailor



**We rely on
feedback
from
customers
and users
and know
how we track
against our
goal.**

Collaboration mindset

Tailors listen well to what others want and they do their utmost to deliver this as precisely as possible.

They work along familiar lines and concepts.

They focus to optimize their chances of success for others and themselves.

Tailors know what people actually want, even before people themselves know what they want. Tailors are the diesel engines in a work environment. They are unwavering as they continue along the right path. They will not be thrown off balance by everyday happenings or hindrances. Instead, they continue along the right path.

They move steadily and almost unconquerable, they continue on the right track.

Traditional mindset

Tailors may just do what they always do and think everyone should be satisfied with this.

They may try to convince people by telling stories of how others find what they do helpful.

We avoid fragmentation and have a complete understanding of all deliverables.

Realize the main purpose is to build products that deliver value to people. Web Ratio Team

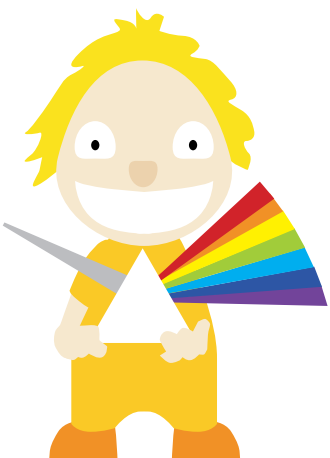
Stakeholders value first. Shareholders profit second. No customers. No employees.

Andy Wilson



Advisor Agile mindset

**We are
valued and
trusted
because of
our friendly
helpful way
of doing
things.**



Collaboration mindset

Advisors embody invitation. They show their most endearing smiles and quickly put people at ease with their kindness.

They want to be perceived as inviting and open. Their friendliness and ability to listen make everyone feel welcome.

Advisors know how to make you feel welcome. They want you to know that you can always ask them for help and that they are always there for you. That is why they are well loved. And why people feel safe with them.

They ask the right questions and give the right answers. They know how to put people at ease without interfering too much. They are present without being overwhelming. They rarely go unnoticed and always pleasantly visible.

Traditional mindset

Advisors may be so out of touch with themselves that they cannot make contact with others. Their smiles may be unsettling. People might be unsure how to handle them and start avoiding them.

We recognise our knowledge is power.

Collaboration mindset

Grandmothers focus on being there for all that is needed, content and the source of rest for everyone.

I can be there for others from a fulfilled Self.

They love, give safety and embrace from their abundance.

Grandmothers radiate an inner confidence. They have an unwavering belief in life and its possibilities. Grandmothers radiate safety and reassurance from their hearts. For them, nothing is too much trouble. There is no need to impress. They personify inner strength turned into self-confidence.

Traditional mindset

Grandmas may be untouchable and hiding behind a wall — smiling but detached. They may have a very modest attitude and may therefore easily be ignored by others.

We do not play on each other's terrain.

The price of originality is criticism
The value of originality is priceless
Vala Afshar

Grandma Agile mindset



**We trust each
other and
genuinely
value
everyone's
input.**



Dreamer Agile mindset

We pause regularly to reflect, evaluate and learn.



Collaboration mindset

Dreamers gratefully accept what life has given them — not only the pluses and minuses, but also the lessons.

It makes them happy to know why they are who they are. The 'lesser' traits in themselves no longer bother them.

Dreamers have a picture of the history that has turned them into the fantastic beings they have become. They look around and see that everything is good! Apparently, they received the right ingredients at the right time in their lives, enabling them to learn everything about being happy and full of love. That is why they can love them-selves and also love others.

Traditional mindset

Dreamers may start looking at themselves from a distance. They may regard the stories of their lives as something inescapable. They feel it is easier to accept it if they don't think about it.

We complete a product's life cycle before moving on to the next phases.

You can't stand in curiosity and judgement at the same time.

@peterlepiane



Wizard Agile mindset



We are open and adapt to changing circumstances.

Collaboration mindset

Wizards' strong presence allows them to be normal, regardless of what is coming their way.

They do not need to wait for anything or anticipate anything.

They trust they are everything they should be and they do what they can and may do.

Come what may, Wizards see themselves get out of every situation with great calmness and confidence. They effortlessly sense and move along, without being too concerned or finding this extraordinary. Wizards seem to know what is coming their way. This allows them to be well prepared.

Traditional mindset

Wizards may be indifferent and powerless in terms of everything that is happening to them. They do not act or react, as if what is happening has nothing to do with them. They may become almost invisible in their own show.

We long for a fixed and stable environment and plan.

In chaotic times do something and see what happens

Marielle Heijltjes



Master Agile mindset

We have a tolerance for failure and learn as we adjust.



Collaboration mindset

Masters are naturally comfortable in themselves and are at peace. They are no longer focussing on themselves.

Masters are connected to life and they are filled with love for everything. Masters have an autonomy that distinguishes them from other people.

They are anchored and calm, radiating inner power. They are enough in themselves and can therefore be there for others without feeling threatened, exposed or judged. They seem unperturbed by the turmoil of life. It seems as if the turmoil of life only makes them stronger. They are examples for many but they are unlike most others. They do not let society, material wealth, greed or competition influence who they are.

Traditional mindset

Masters may close their eyes, as if nothing can happen. They choose to be on their own, rather than letting threats in by acknowledging their surroundings.

We trust our plans are robust enough to face any changing demands.

Shed self preservation. We all have infinite room to improve

Chrisro Bertsuk

Leaders are visionaries with a poorly developed sense of fear and no concept of the odds against them.

Alex Osterwalder

Collaboration mindset

Believers trust and then receive all that they need. They really believe in the power of letting go.

Believers know what need to be known at the right time they need to know it and they are open to receive this knowledge.

It seems that Believers dictate from the work of others, but with a uniqueness and obviousness that speak of their own deeper wisdom. Believers have access to their inner source of knowing, which is aligned with the eternal source of knowing — even when the things they know seem separate from their knowledge and experience of the worldly reality. Through their knowledge, Believers serve more than their own affairs.

Traditional mindset

Believers may stand far away from their core selves. They no longer know where the outside world stops and they begin. This deprives them of the opportunity to serve others.

We trust our analysis to design and determine the solutions we implement.

The number 1 job skill in 10 year will be creative thinking.

Jamie Anderson

Believer Agile mindset



We trust that we will discover what we need to know when we need it.



Guru Agile mindset

We value an environment that supports sustainable, consistent, repeatable delivery.



Collaboration mindset

Gurus are examples for everyone of how to live life through the way they create space to think and play.

Their natural attraction makes people follow them on their way.

The way Gurus create space in which to think and play is examples of how to live life. They get people to follow them on their way. They find it quite natural to attract people.

Gurus stand for (aspects of) eternal truth. Gurus are examples of trust in human society. They show you how to act in line with your own inner being and how to get closer to your authentic self. They are the obvious examples of 'practice what you preach' and they serve you as they serve everyone: without attachment and without expectations.

Traditional mindset

Gurus may feel so powerless that the distance between them and the world and others becomes a valley that they cannot cross. They feel the situation is more than they can picture in their mind.

We have unrealistic deadlines and project scope.

Innovation at scale requires trust at scale!
No politics, no fear, no shame, no blame!
@MannMitHund

Collaboration mindset

Wine makers have peace of mind in the dimension of givenness, free from the here and now.

The givenness of life is often translated into a natural sense of long-term reassurance.

Their being in life sometimes feels like destiny.

Winemakers are the personification of self-confidence and inner peace. They have the ability to remain calm and collected on a fundamental level of being, even amidst turmoil. Their stability has an irresistible yet incomprehensible kind of logic. Although it does not seem to flow from them, they are saturated with it. They radiate ease and natural flow, which they themselves sometimes find difficult to understand.

Traditional mindset

Winemakers may dwell in the haziness of life and its meaning, unable to feel, understand or get moving. They feel safe in the invisible arms of their comfort zone.

We are good at any project.

Build a culture of trust because creating an employee-centric culture is good for business
Paul J Zak

Not "Feel empowered" but "We trust you; do what's right?"
Bill Wake

Winemaker Agile mindset



We have a sense of belonging and moving towards a common purpose.



Dweller Agile mindset

**We
accommodate
each other in
a supporting
environment.**



Collaboration mindset

Dwellers can enjoy everything that their surroundings has to offer. They can sit back and do what they were born to do!

They like the idea that they do not have to think about arranging their resources themselves.

Dwellers see the possibilities and opportunities in everything around them.

Everything seems to serve them and provide them with the means to achieve success.

They sail through life with an almost unconscious ease, finding that life always conspires to help them. Coincidence does not exist, because everything comes 'natural' to them.

Traditional mindset

Dwellers may look at themselves from a distance and see themselves as people who are unable and disempowered to change their circumstances. They often over analyse the pros and cons of their situation.

We over analyse the pros and cons of our current structures.

"When a corporate culture is designed not just to encourage innovation but to systematically nurture employee ideas, the results are dramatic."

Bill Fischer

Collaboration mindset

Elders have a natural delegation power – everyone does what they need to do but within a larger context of doing things together.

They can and want to work without someone watching over their shoulder.

It is about giving people space and trusting them to do the right thing.

Elders have the ability to trust people in what they do.

They themselves also exude trust. Hence, very few people feel the need to control Elders.

Similarly, Elders will not reprimand others. They know that the optimal development of people happens when they are allowed to apply their own strengths and set their own goals.

Elders can therefore delegate well and appreciate the value of others.

Traditional mindset

Elders may retreat behind a glass wall of inapproachability. They leave others in the dark about what they want and do. They may make others feel as if they are left to their own devices.

We assume everyone will do their best as we do ourselves.

Autonomy promotes innovation

Being trusted to figure things out is a big motivator

Paul J Zak

Elder Agile mindset



**We let teams
define their
own way of
work.**



**We
collaborate
in a cross
functional
manner.**



Collaboration mindset

Innkeepers are always willing to be there for others, no matter who they are. They are very trusting and kind, open and welcoming, making everyone feel at ease immediately.

Innkeepers 'per definition' have the ability to see the goodness in people. With Innkeepers everyone immediately feels at ease.

This means that people deeply know they are welcome; people are seen for who they are and not (only) for what they do. Innkeepers are hospitality personified. Innkeepers facilitate peace in the group and reduce tension. They ensure that people start talking to each other again.

Traditional mindset

Innkeepers may hide behind slight grins. They are cautious about who comes close to them. They sometimes make no real contact and are there without really being there.

If results are okay we accept that the working relationships will also be fine.

You're not a team because you work together.
You're a team because you respect, trust, and care for each other

Vala Afshar

Collaboration mindset

Providers give themselves to others.

They trust that 'what comes from the heart' will always be welcome.

Meeting others are about fulfilment and not filling a need.

Providers have an almost unnoticed presence and they are effective in achieving what is needed. They often retreat into the background, but their presence and love are always felt. Providers take care of what people want, even before they have voiced their needs. Without demanding attention and without effort, Providers unobtrusively add value to the people around them.

Traditional mindset

Providers may easily overlook the wishes of others because they are filled with blind faith that people will want what they offer.

We believe that faithfully following our usual process serves the customer best.

Give people discretion in how they do their work

Paul J Zak



**We check in
with each
other daily on
progress and
things that
block it.**



Culture

Agile is not a product.

AGILE IS A SEISMIC MIND-SHIFT

Agile Culture is about Collaboration and Cultivation

Agile is a cultural system or mindset

"If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening."

Edgar Schein

Dimensions to culture:

- Customs
- Traditions
- Group norms
- Accepted values
- Formal philosophy
- Rules of the game
- Root metaphors

Culture is the #1 Challenge with Agile Adoption

"Research shows that the climate of an organization influences an individual's contribution far more than the individual himself."

Deming Hermann Hyytiälä

Developed by ClariAct in partnership with TransMind International.



Helping leaders, individuals and teams deal with organisational change and acquire awareness and interpersonal skills to deliver sustained high performance within complex environments as cross-functional, self-organising teams.

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Concept art by Nico Simpson



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