

So where do I start?

Which one to choose?

Design, agile, lean, lean startup...?

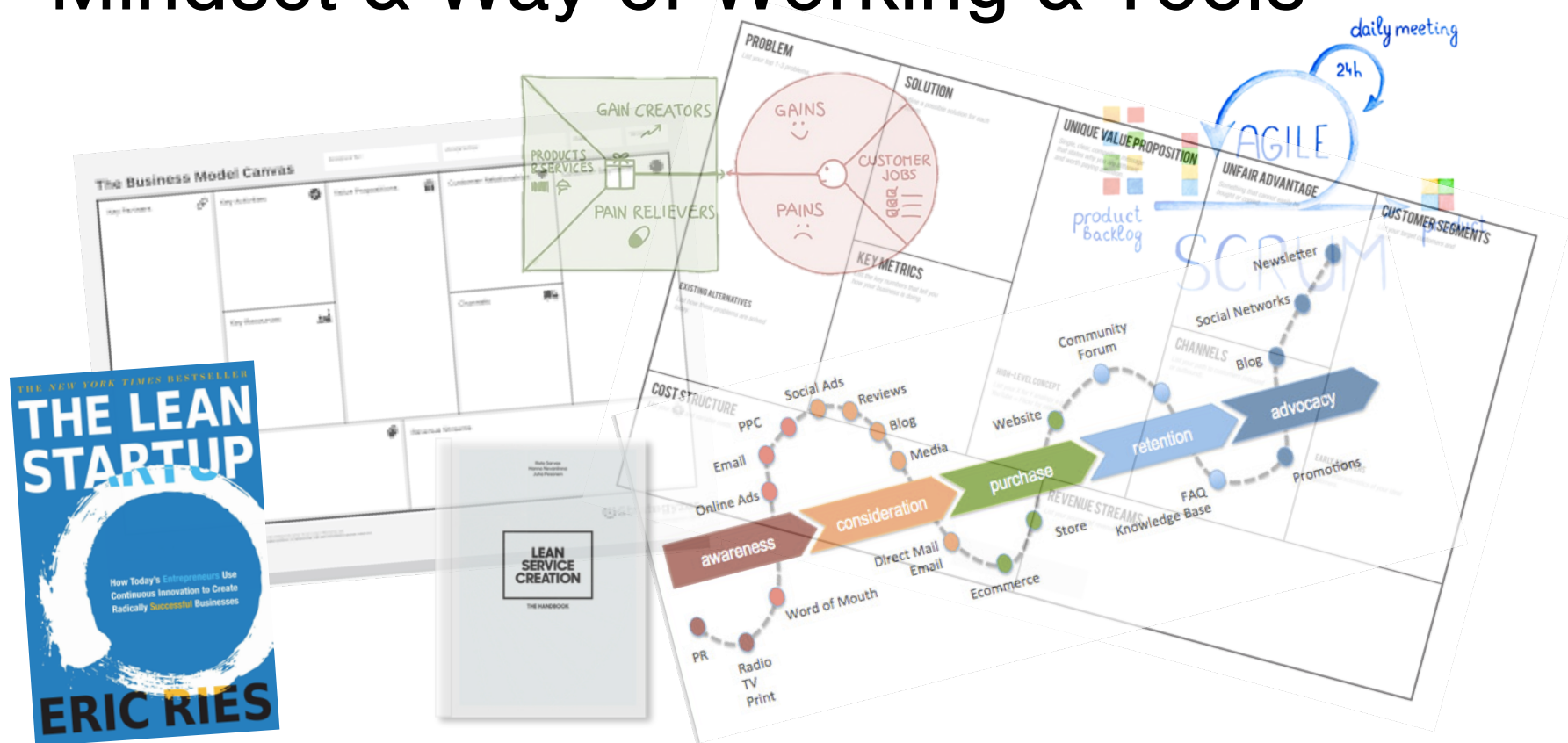
UNCERTAINTY?

**Can't Plan it.
Must build “responsive culture”.**

**CULTURE = DOING
DOING = ROUTINES, TOOLS**

**ROUTINES, TOOLS =
lean startup + agile + design**

Mindset & Way of Working & Tools



Business Model Canvas, Lean Canvas, Value Proposition Canvas, ARRRR, Customer Journey

Agile

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

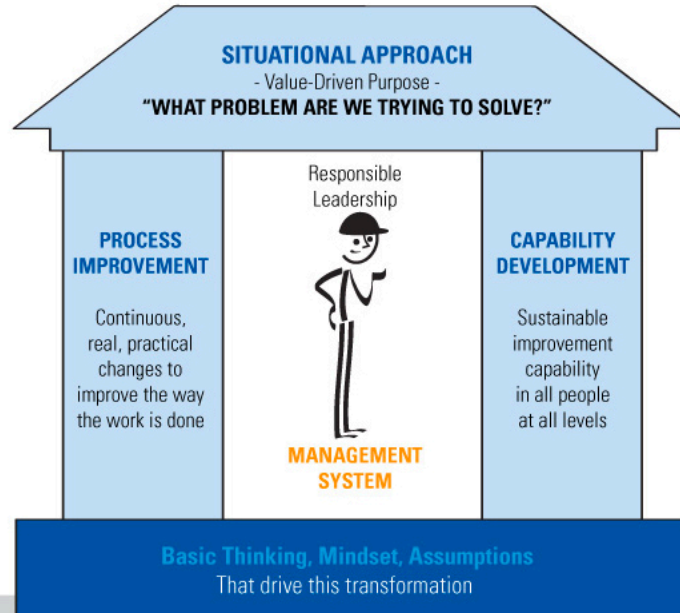
Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

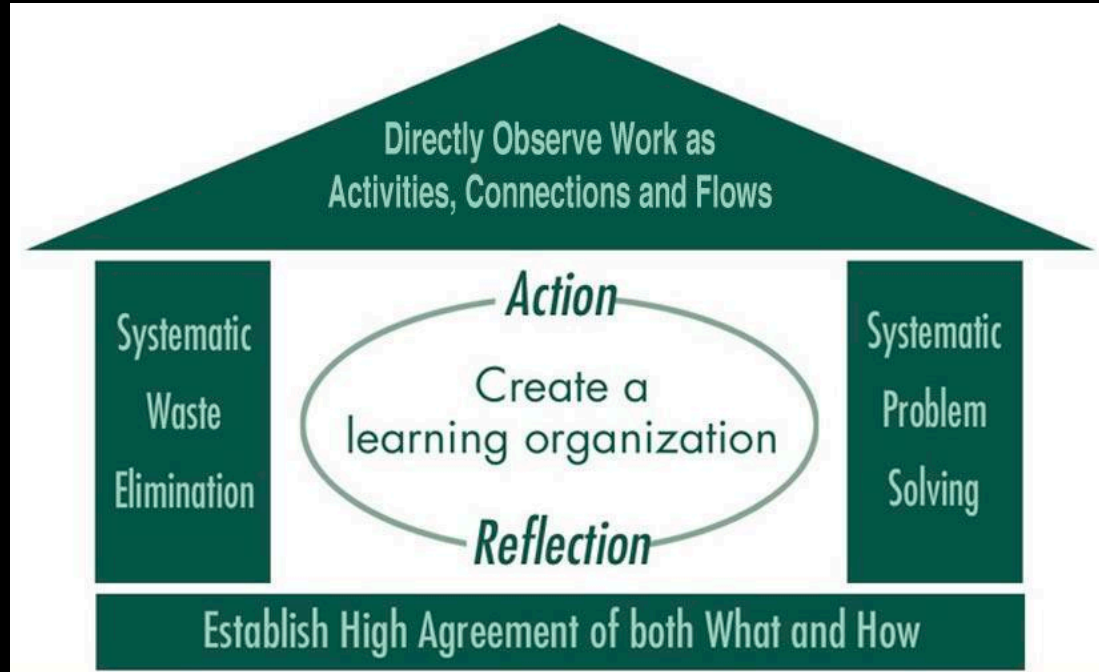
Lean

The Lean Transformation Model



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Lean



Lean

(six sigma)

7 WASTES OF LEAN

If you find your company is losing money, understanding the 7 Wastes of Lean may help a business get on the path to solving problems.



TRANSPORT



WAITING



MOTION OR MOVEMENT



DEFECTS



OVERPRODUCTION



EXTRA PROCESSING

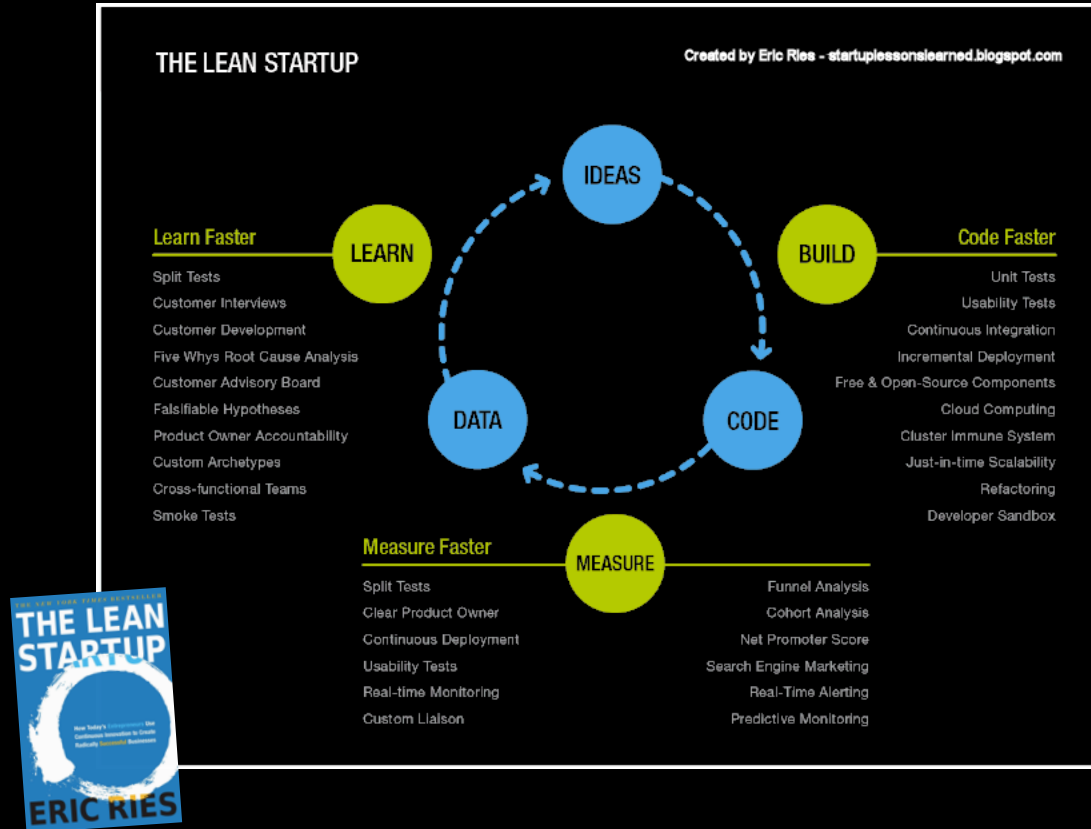


INVENTORY

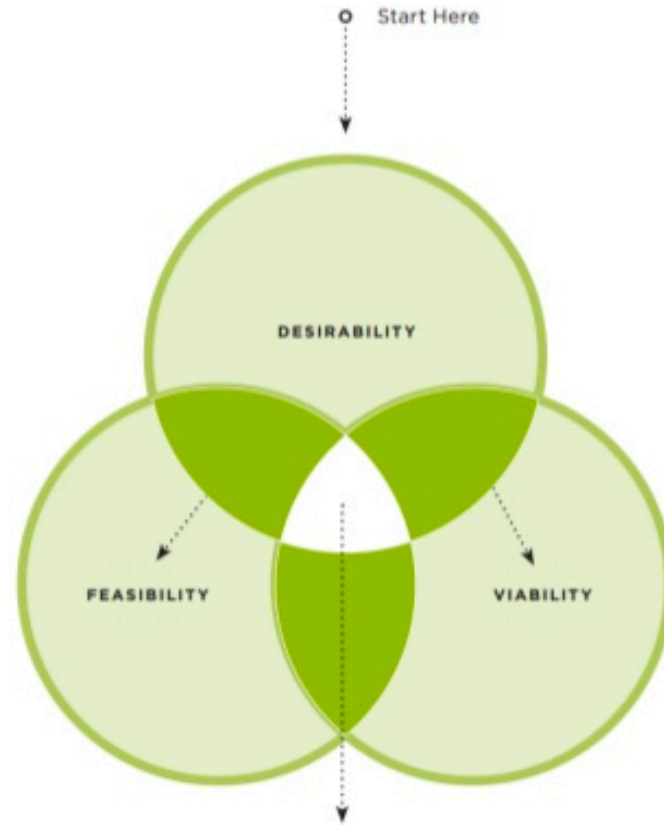


www.6sigma.com

Lean Startup



Human-Centered Design



The solutions that emerge at the end of the Human-Centered Design should hit the overlap of these three lenses; they need to be **Desirable, Feasible, and Viable**.



PRINCIPLE #1: CUSTOMER VALUE = BUSINESS VALUE

PRINCIPLE #2: WORK IN SHORT CYCLES

PRINCIPLE #3: HOLD REGULAR RETROSPECTIVES

PRINCIPLE #4: GO AND SEE

PRINCIPLE #5: TEST HIGH-RISK HYPOTHESES

PRINCIPLE #6: DO LESS MORE OFTEN

PRINCIPLE #7: WORK AS A BALANCED TEAM

PRINCIPLE #8: RADICAL TRANSPARENCY

PRINCIPLE #9: REVIEW INCENTIVE STRUCTURES

PRINCIPLE #10: MAKE LEARNING A 1ST CLASS
CITIZEN OF THE BACKLOG

PRINCIPLES THAT WORK WITH ANY METHODOLOGY

**If these are the medicine,
what is the illness they cure?**



Behind the Principles, what questions are they answering?

What is **valuable** work?

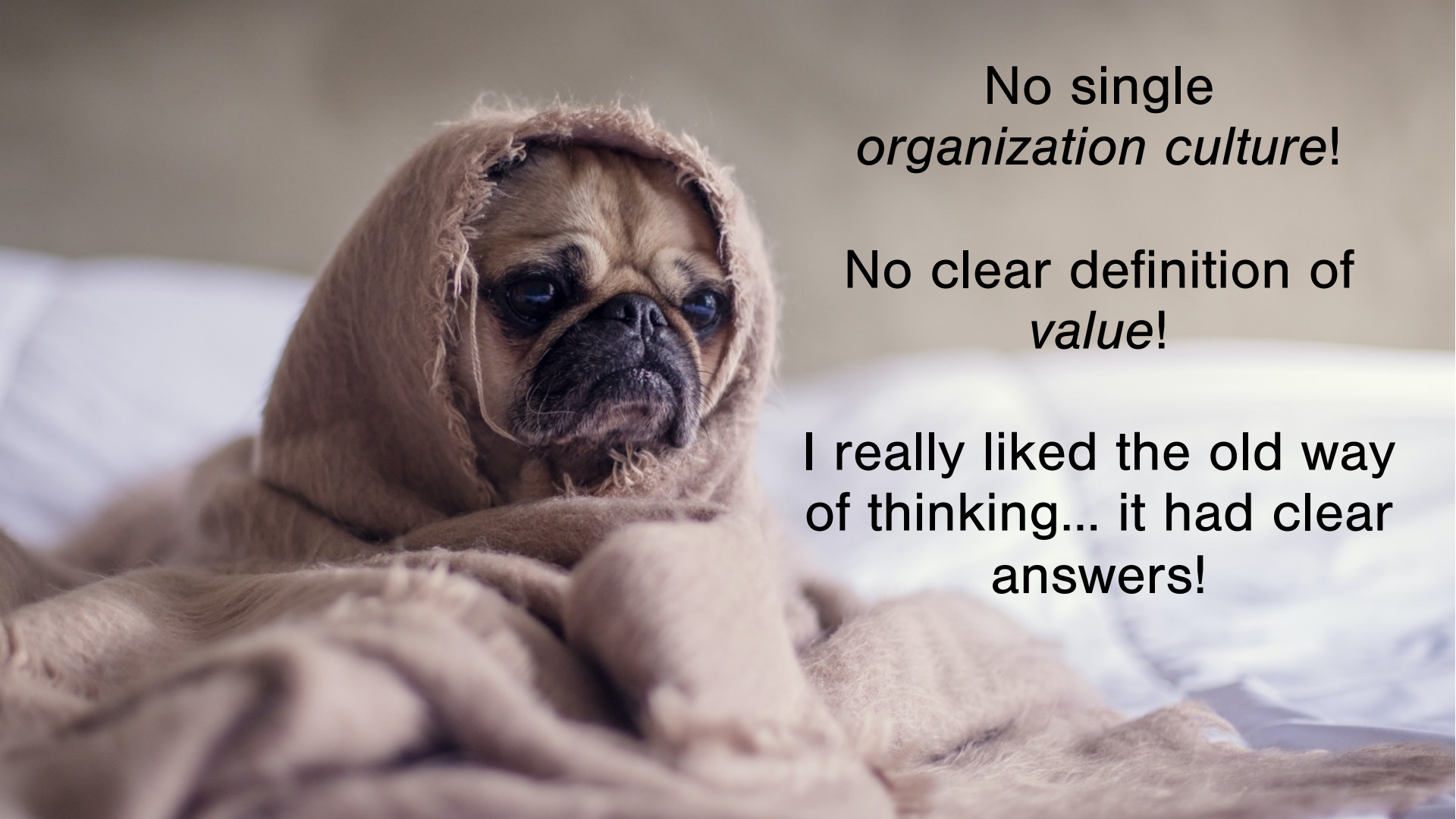
What is **valued** in general?

And also, lots and lots about

- How to work in a team?
- How to work with uncertainty?
- How to communicate?
- How not to get fixated on one solution?

So, as a leader or facilitator,
I just tell people
what is value
and we are done?

Kinda, however,
there are no ready answers,
only **shared meanings**.



No single
organization culture!

No clear definition of
value!

I really liked the old way
of thinking... it had clear
answers!

A photograph of a person's legs and black diving fins sticking out of the surface of dark blue water. The person appears to be floating or resting. The water has a textured surface with small ripples and some white foam around the legs.

**“SHARED MEANINGS”
LET’S DIVE DEEPER FOR
A MINUTE...OR TWO 😊**

Communities of Practice

Learning, Meaning, and Identity

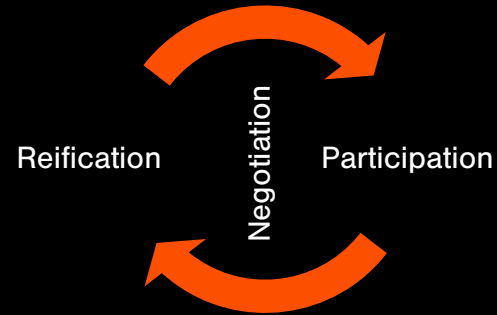
ETIENNE WENGER



LEARNING IN DOING: SOCIAL, COGNITIVE, AND COMPUTATIONAL PERSPECTIVES

“We don’t make up meanings independent of the world. Neither does the world impose meanings on us.”

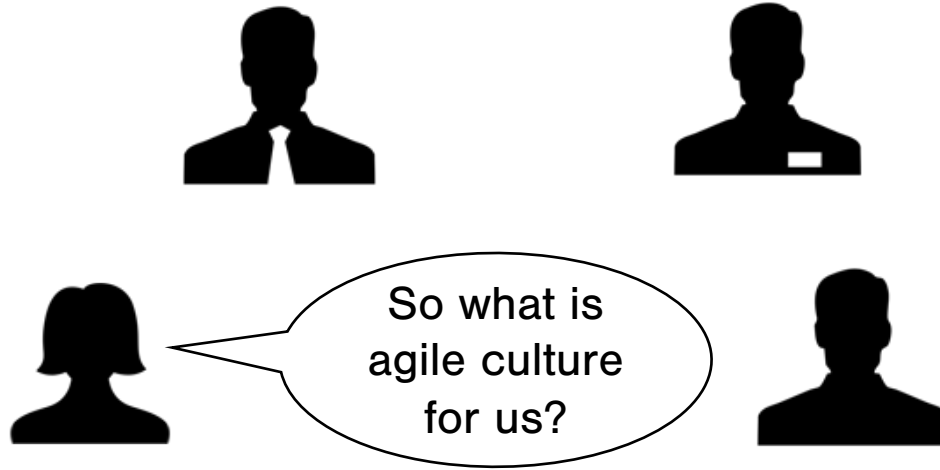
“Meaning is located in the process of **negotiation**.”



“We don’t make up meanings independent of the world.
Neither does the world impose meanings on us.”

“Meaning is located in the
process of *negotiation*.”

Came from somewhere...



...will go somewhere.



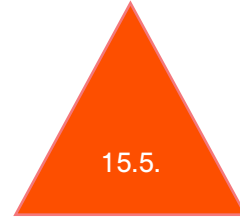
What does “agile culture” mean for us?



Agile culture



Agile culture



Agile culture



Agile culture

Remember Jari's slide:

- Language & meanings
- Relationality
- Processuality
- Practices
- **Contextuality!**

**...and this is kind of obvious!
But somehow so easily forgotten.**



No, agile means SCRUM!

Where's the mute button

But our company isn't about.

*You just wrote down
what Lean Startup is
all about!*

**...and this is kind of obvious!
But somehow so easily forgotten.**

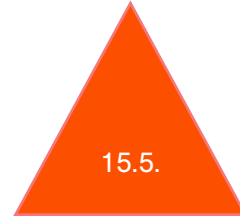
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Agile culture



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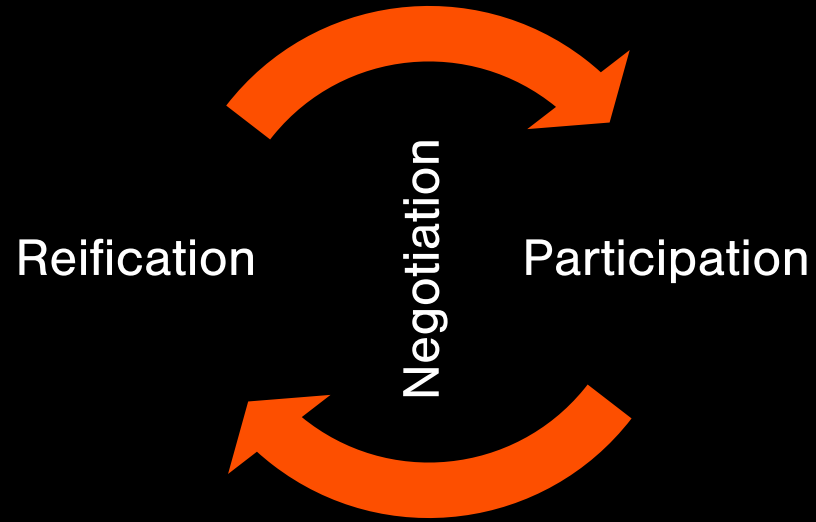
The negotiated meaning is (Wenger):

Historical: we bring our personal histories. Organization's history.

Dynamic: it changes as we negotiate.

Contextual: who, where, when, what.

Unique: next time the histories and contexts are different.



Participation action & connection



So what is
agile culture
for us?

Thinking

Talking

Social role

Feeling

Belonging

Membership in community

Reification

(latin *res* = thing, object...)

Reification is a complex idea for when you treat something immaterial (like happiness, fear, or evil) as a material thing.

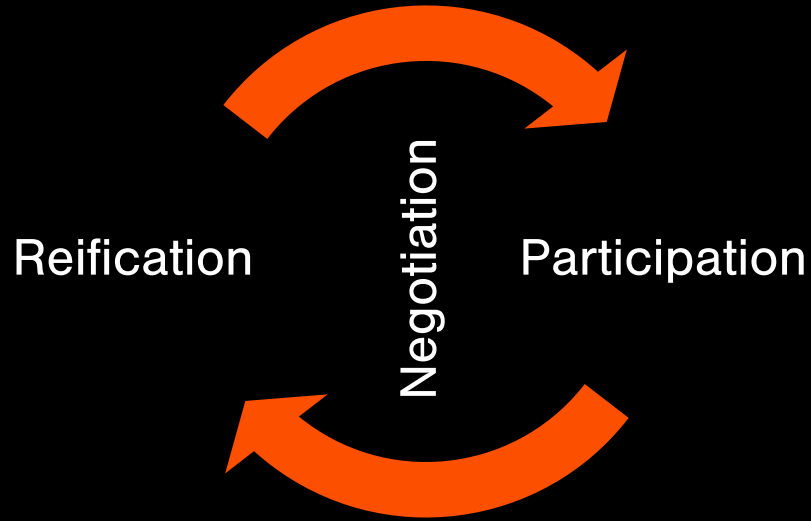
This can be a way of making something concrete and easier to understand, like **how a wedding ring is the reification of a couple's love.**

Reification

(latin *res* = thing, object...)

Documents
Plans
Maps
Videos
Monuments
Instruments
Buildings
Posters
Titles
Infrastructure
Contracts

...



They come as a pair.



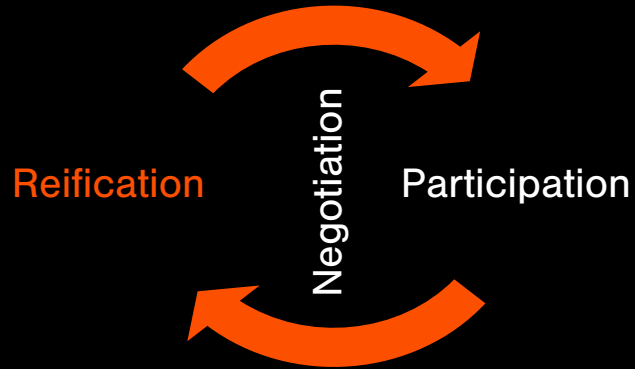
Reification

Negotiation

Participation

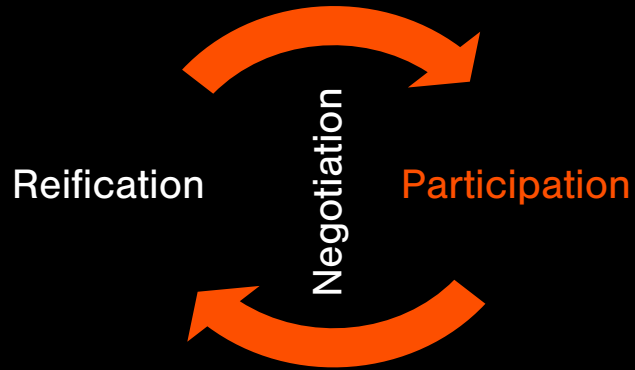
They come as a pair.





Reification makes up for the limitations of participation:

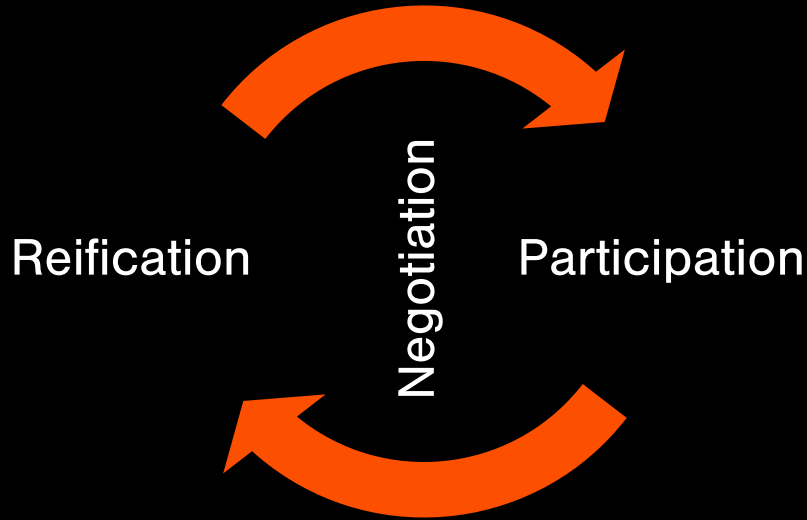
- Remembering.
- Taking notes.
- We clarify our intentions with representations.



Participation makes up for the limitations of reification:

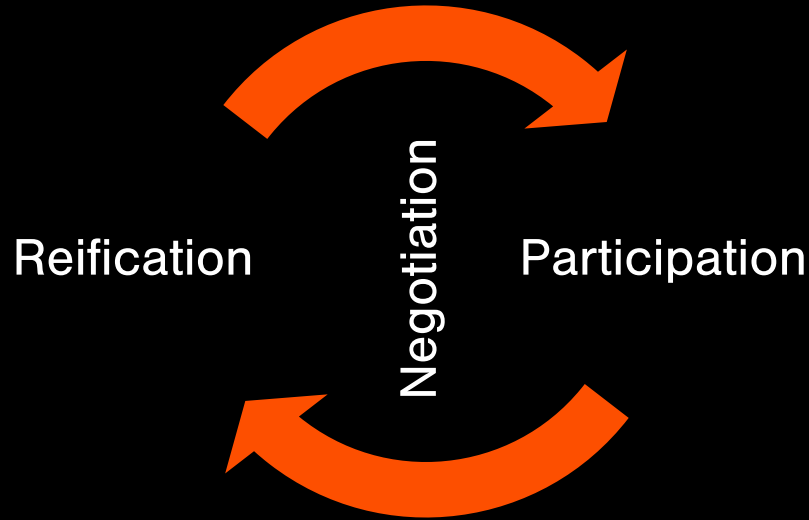
- Ambassadors & treaties
- Judges & law
- Customer support & products
- Workshops & results

For example,
a workshop without
documentation.



If *participation dominates* (no documents):
not enough material to anchor the specificities of
coordination and to uncover assumptions.

For example,
actions and orders
written top-down.



If *reification* prevails (no discussions):
not enough overlap in participation to recover
coordinated, relevant, or generative meaning.

We take principles, tools, and ideas from the world.

But they can't be our *meanings* as such.

We need to negotiate the meanings for ourselves.

We take principles, tools, and ideas from the world.

But they can't be our *meanings* as such.

We need to negotiate the meanings for ourselves.

We also...

need leaders who **curate** the *reification*.

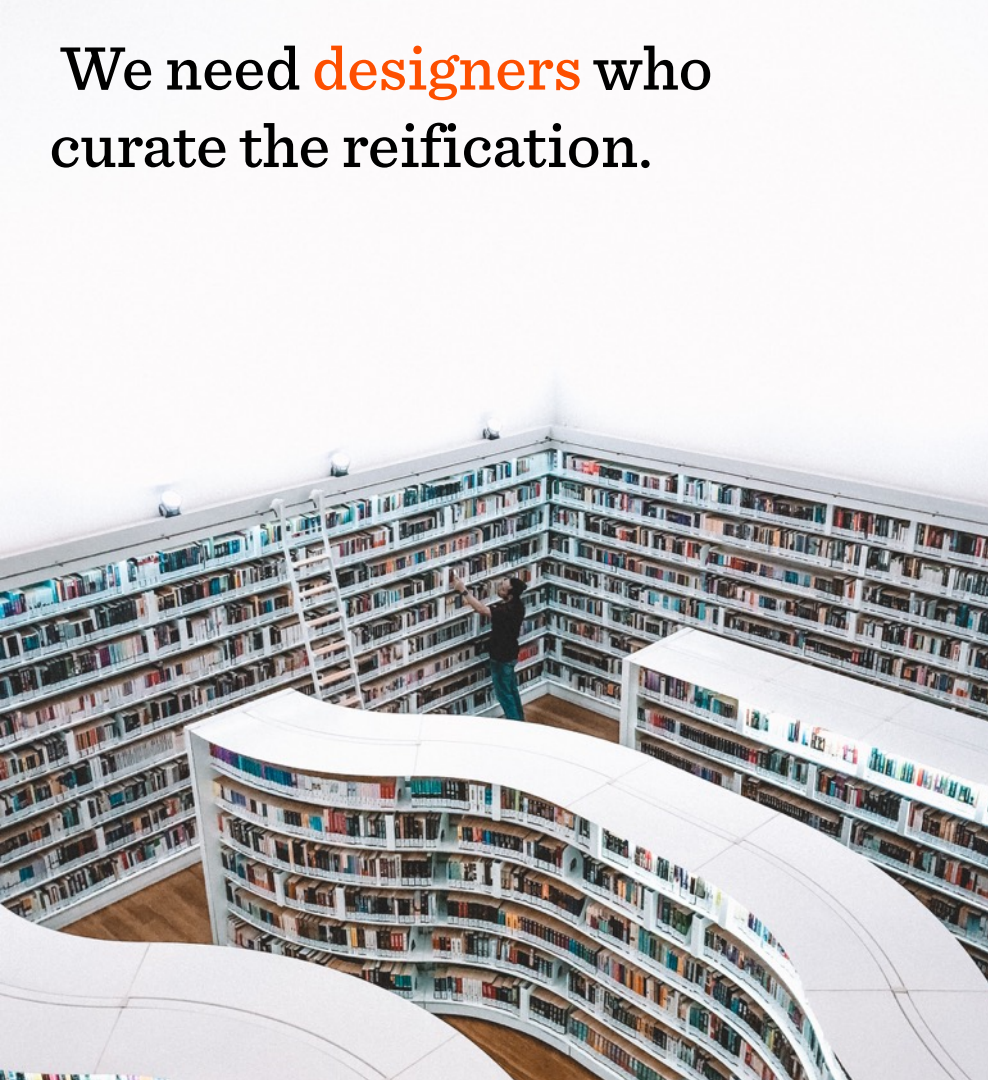
need leaders who **faciliate** the *participation*.

We need **change agents** who
curate the reification.



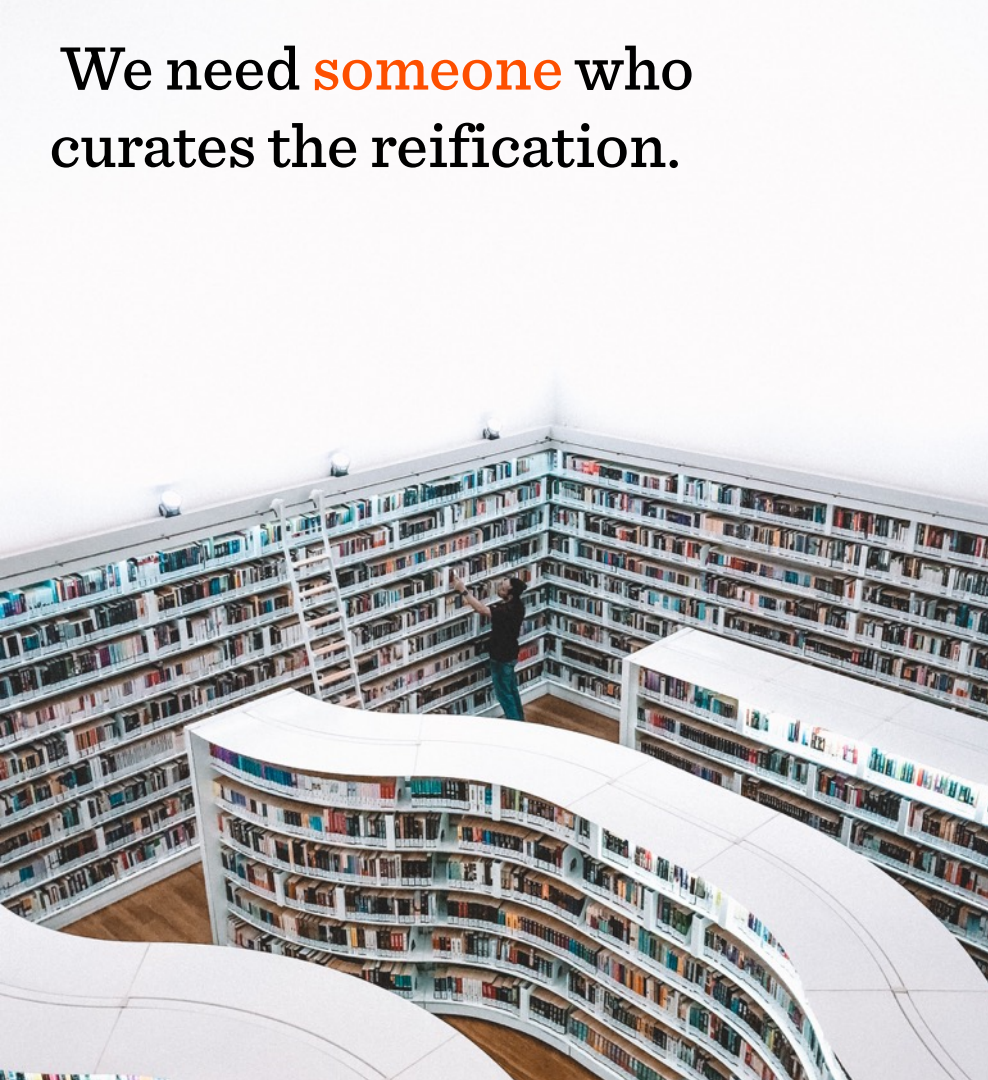
We need **change agents** who
facilitate the participation.

We need **designers** who
curate the reification.



We need **designers** who
facilitate the participation.

We need **someone** who
curates the reification.



We need **someone** who
faciliates the participation.

We need **leaders** who
curate the reification.



We need **leaders** who
facilitate the participation.





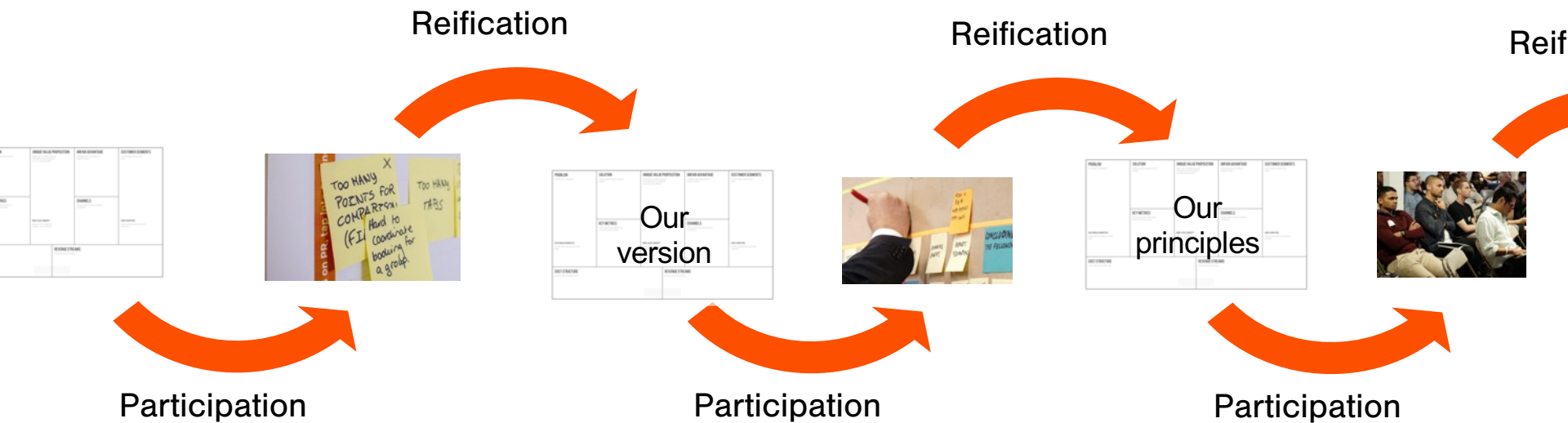
"MAHDOLLISTAMME IHMISTEN HYVINVOINNIN VAATIVISSA SISÄYMPÄRISTÖISSÄ"

We enable people's well-being in demanding indoor environments

(Risto's translation)

- Framework for decision-making
 - Commitment of shareholders
 - Starting point for growth strategy
 - Helps differentiate in the market
 - Tool for selecting strategic partners
-
- Commitment and meaningfulness of employees!

**So which do I choose?
Design, agile, lean, lean startup...?**



Creating shared meanings.
Curating & facilitating.

A close-up shot of a person's hand wearing a black smartwatch, using a black pushpin to attach a map to a whiteboard. The whiteboard is covered with various papers, maps, and other pinned items. The background is slightly blurred, showing more of the whiteboard and the office environment.

**Tools and
objects and
organization**

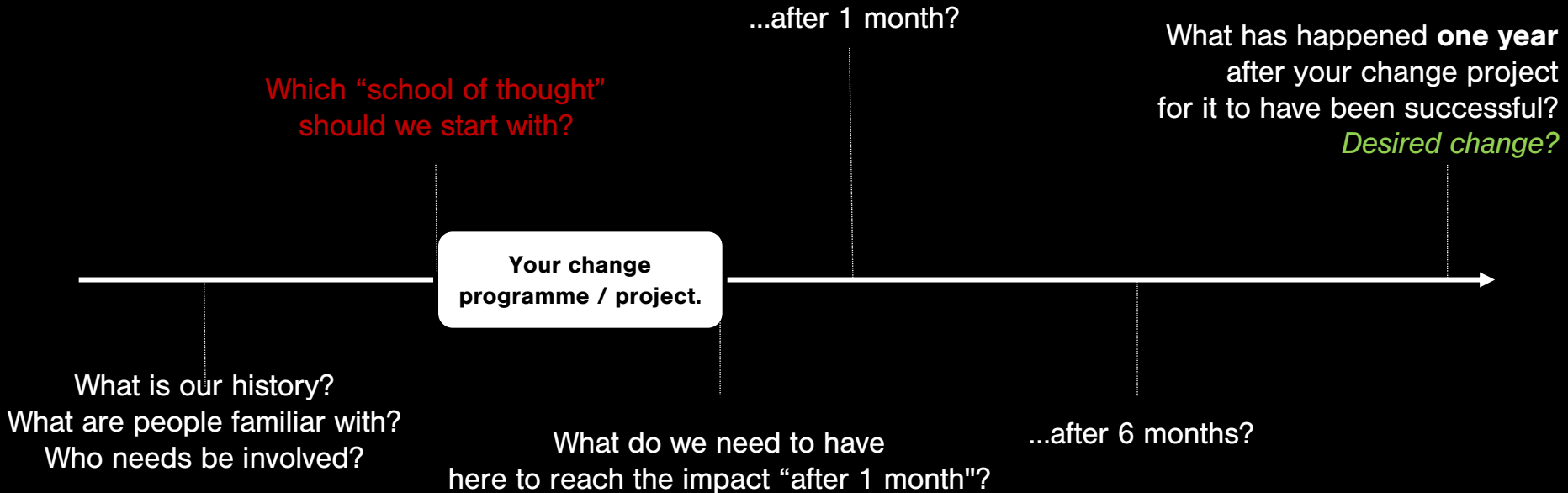
A group of people in a meeting. A woman in a white shirt is standing and pointing at a whiteboard. Two men are sitting at a table with laptops, looking at the whiteboard. The room has large windows and a modern office feel.

**People's
thinking &
behavior &
understanding.**

They come as a pair.

So which do I choose?

Design, agile, lean, lean startup...?



Example:

An internal accelerator programme

Participants know the big picture.
Business owners are committed.
Projects chosen for longer term.
CLEAR CALENDARS!
Choose best bet for approach.

Project receive funding
Training of own coaches.
Second accelerator starts.

Our own way of working defined.
2-3 projects now real products.
Internal coaches and ambassadors.
Internal organization ("lab") with C-level leader.

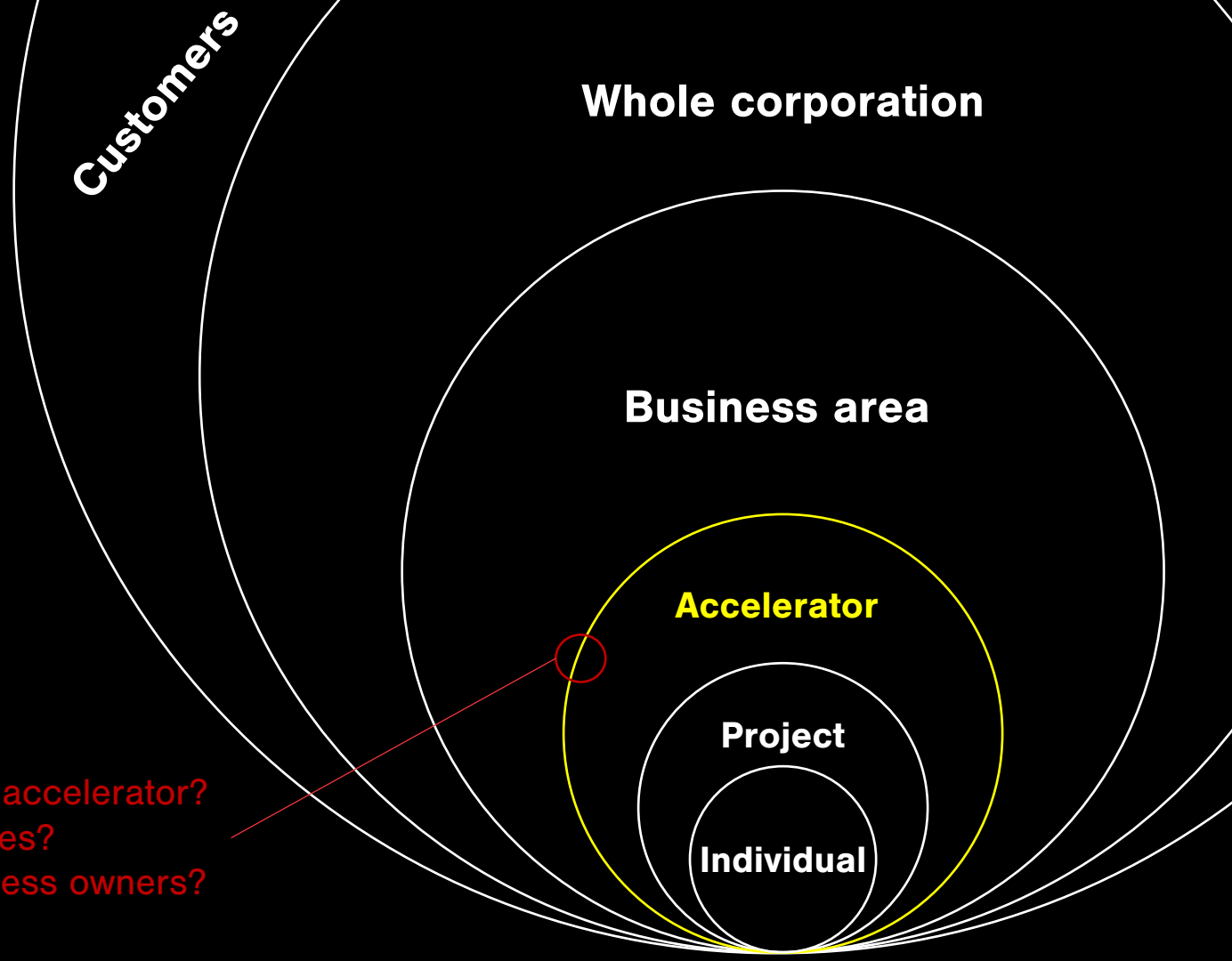
2-3 month
accelerator
programme

Who are already driving change?
What has been done?
What tools & processes
are there already?

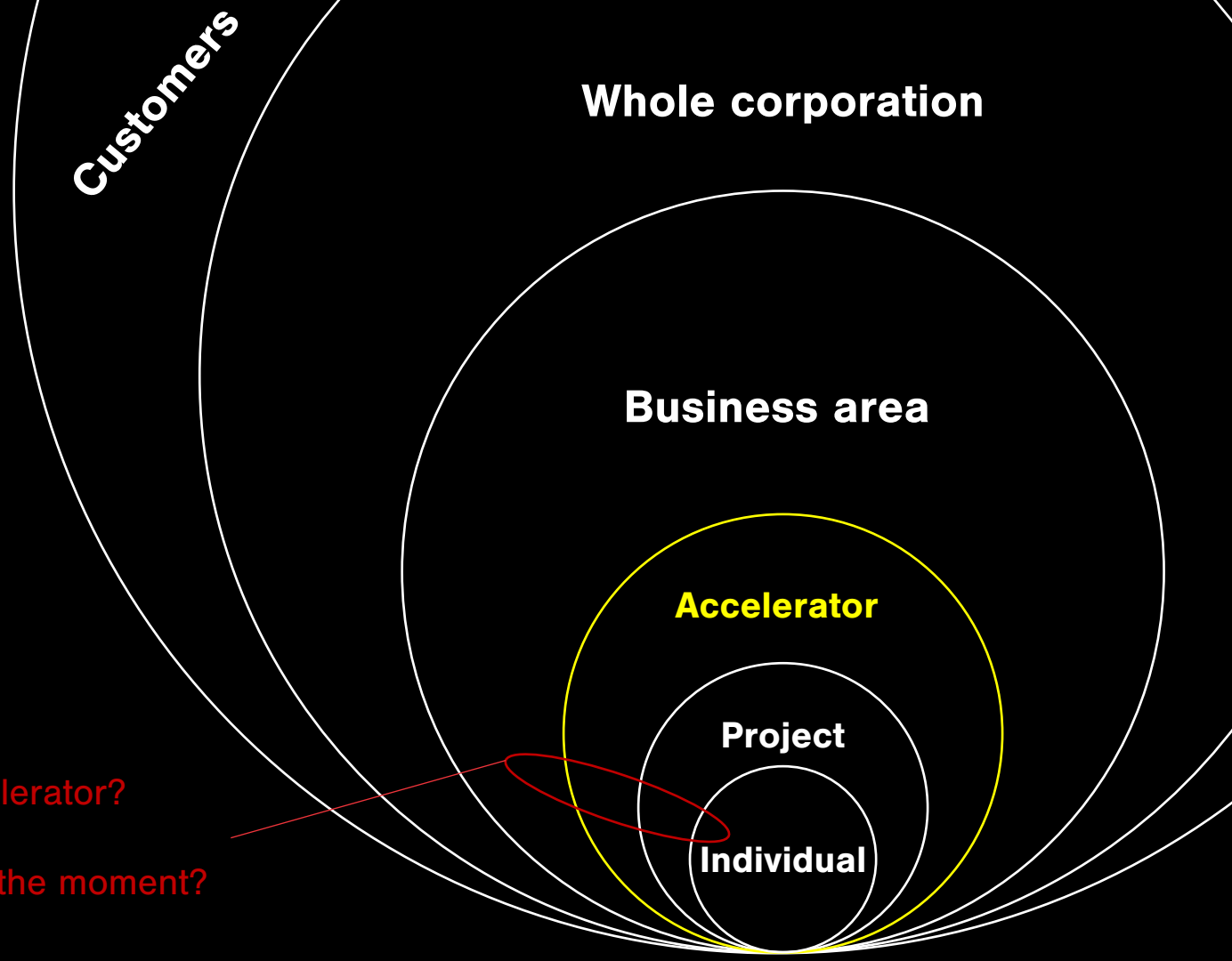
Each project as a concept,
with funding plans.
Plan how the experience is
collected & communicated.

Establishing an innovation lab
(internal organisation, not a project)
Recruiting experts.
Planning the role of the lab.

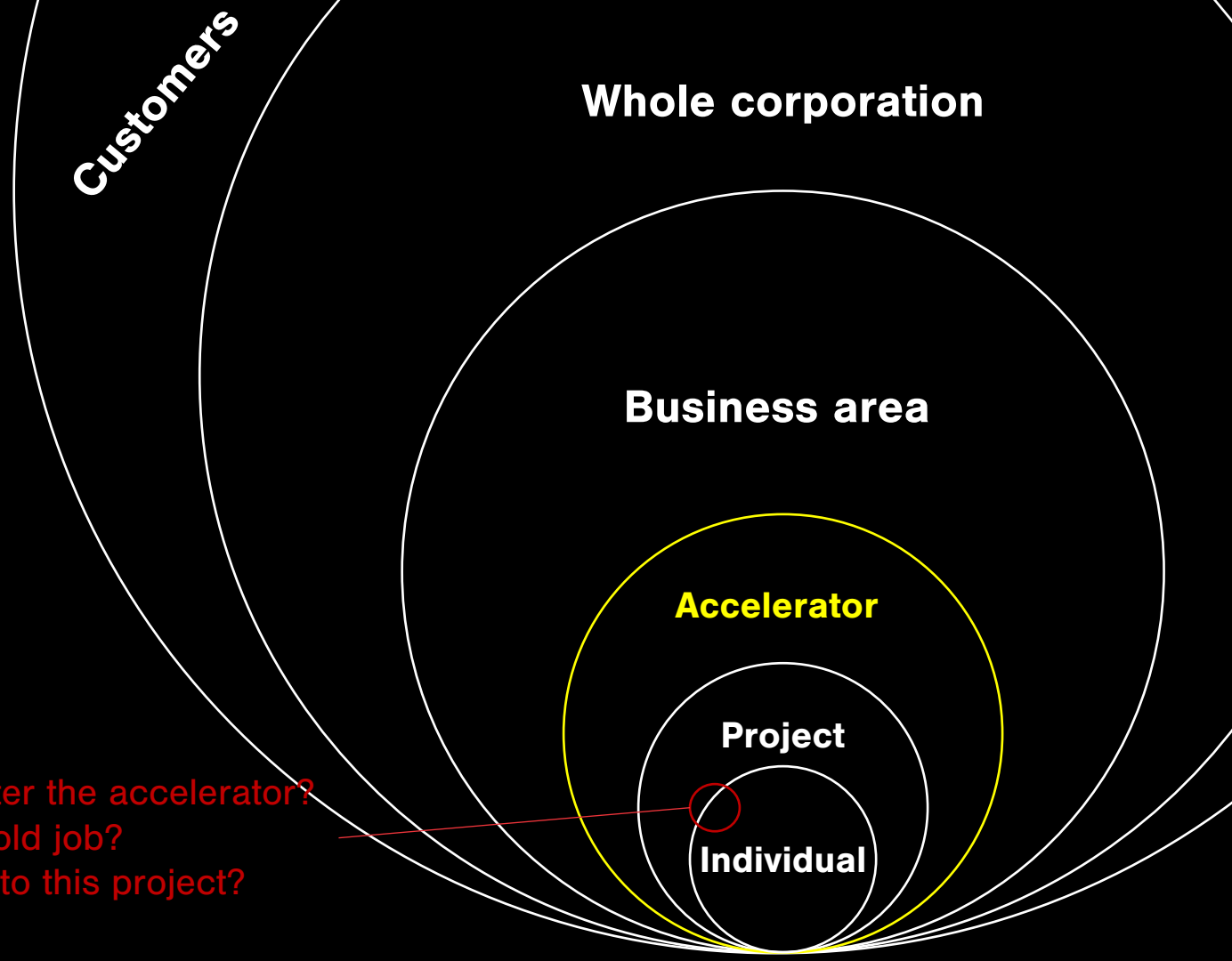
Any challenges?



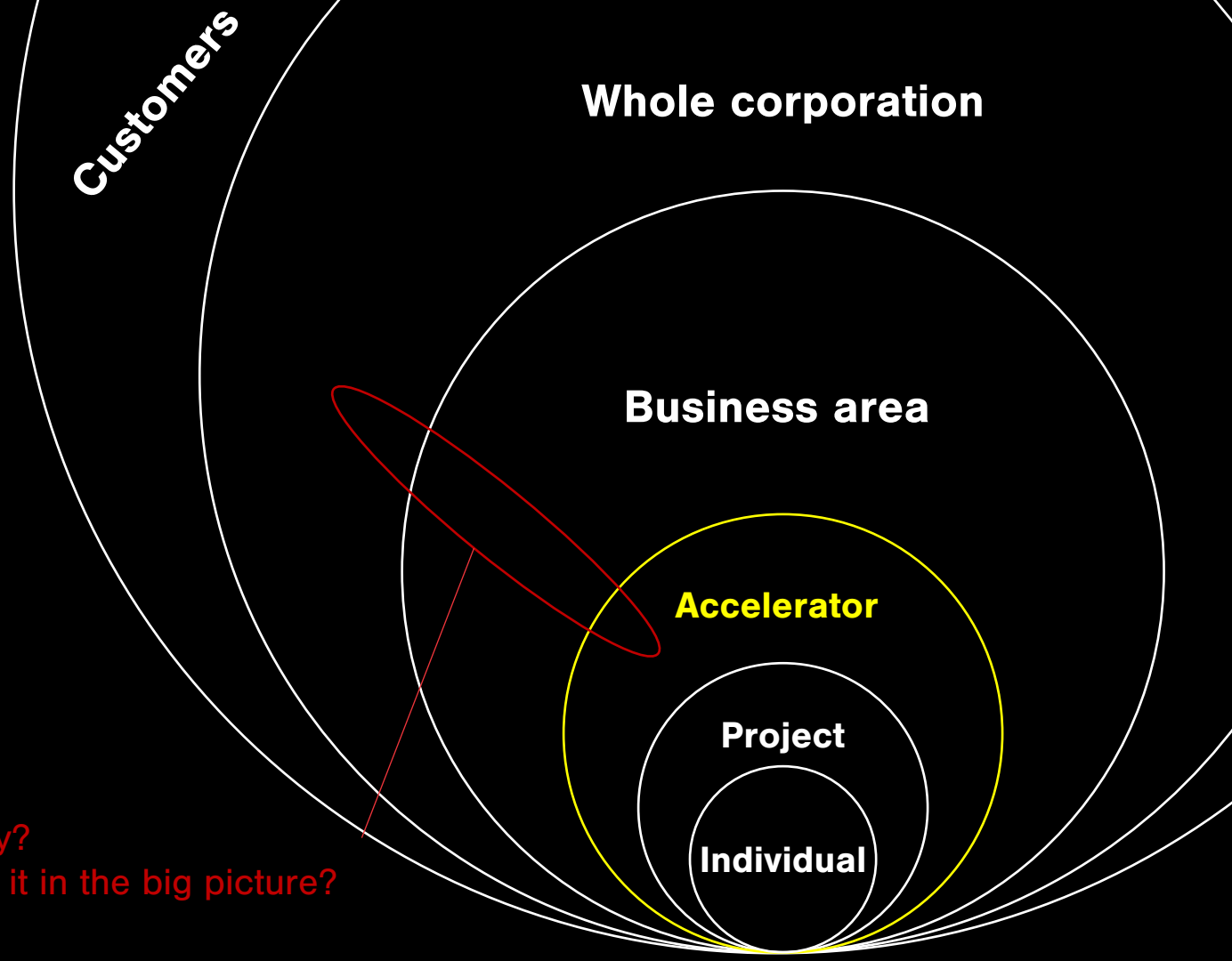
What topics go into the accelerator?
Expectations of outcomes?
Commitment from business owners?



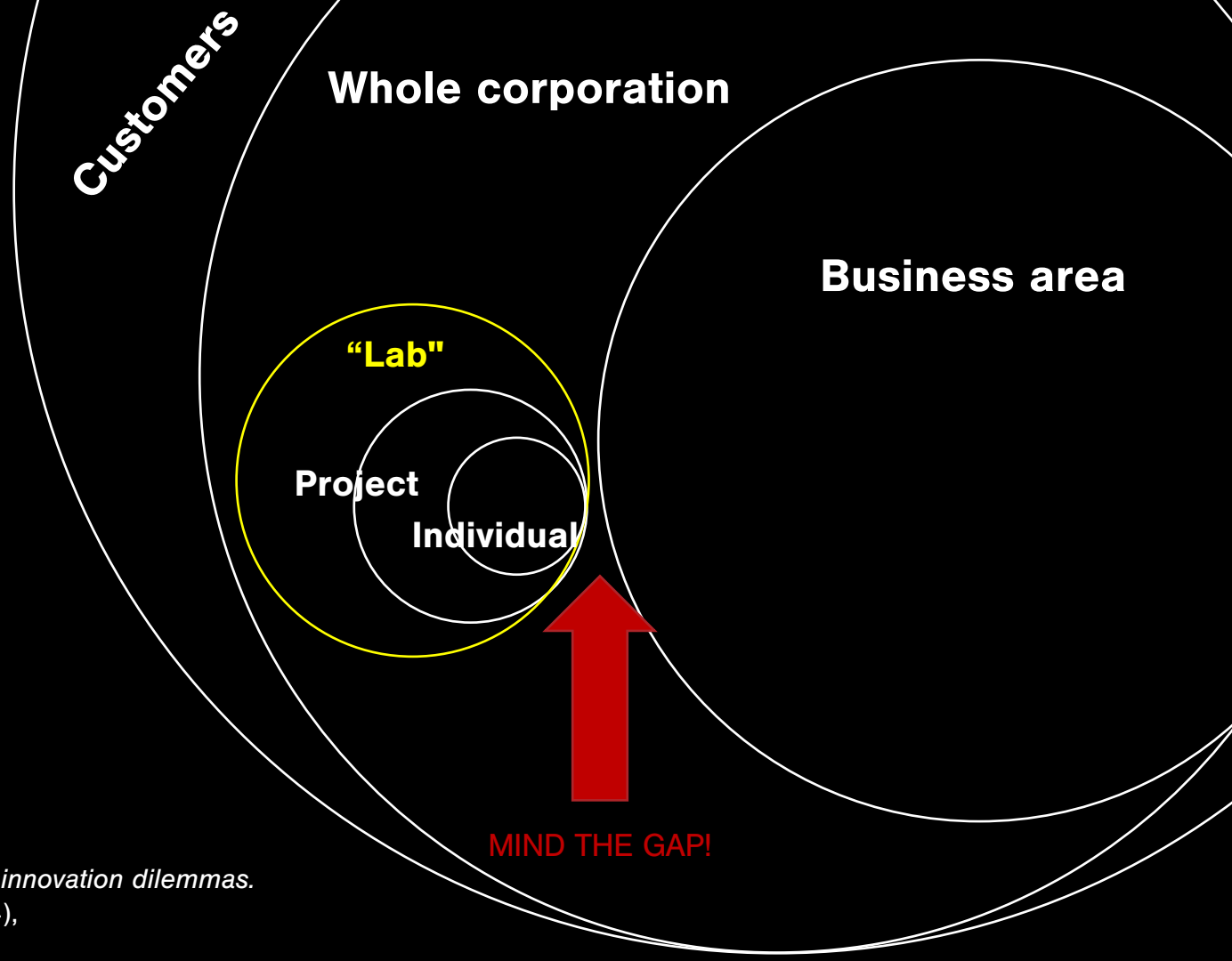
Who goes into the accelerator?
Our best people?
People with no work at the moment?



What happens to me after the accelerator?
Do I return back to my old job?
How much do I commit to this project?



How is the accelerator
communicated internally?
How should people see it in the big picture?



Have a look:
Kanter, R.M., 1989.
Swimming in newstreams: Mastering innovation dilemmas.
California Management Review, 31(4),

Exercise 3: Criteria for Champagne

Deadline 6.5.

Facilitate success criteria of your pair's work.

What is their current project?

It can be the same as in the previous weeks.

Ask for the desired impact: 1, 3, 6 months etc.

Facilitate D.U.M.B. success criteria.

Remember:

beneficial = helps achieve the desired impact.

Switch roles.

Interview & sketch & write up.

Make sure *you* understand what you are writing.

Reflect 5 min what you learned and how would you apply the learnings.

Discuss learnings with your pair. When is this tool optimal?

Return your *criteria* and *reflection* bullet points facilitating@aalto.fi before next lecture.