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Agile Management
The quest for a people-centric approach

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On Work¹

(...) People of Orphalese, of what can I speak save of that which is even now moving within your souls? (...) Then a ploughman said, Speak to us of Work. And he answered, saying:

*You work that you may keep pace with the earth and the soul of the earth.
For to be idle is to become a stranger unto the seasons, and to step out of life's procession that marches in majesty and proud submission towards the infinite.
When you work you are a flute through whose heart the whispering of the hours turns to music.
Which of you would be a reed, dumb and silent, when all else sings together in unison?*

*Always you have been told that work is a curse labour a misfortune.
But I say to you that when you work you fulfill a part of earth's furthest dream, assigned to you when the dream was born,
And in keeping yourself with labor you are in truth loving life,
And to love life through labour is to be intimate with life's inmost secret.
But if you in your pain call birth an affliction and the support of the flesh a curse written upon your brow, then I answer that naught but the sweat of your brow shall wash away that which is written.*

*You have been told also that life is darkness, and in your weariness, you echo what was said by the weary.
And I say that life is indeed darkness save when there is **urge**,
And all urge is blind save when there is **knowledge**,
And all knowledge is vain save when there is **work**,
And all work is empty save when there is **love**;
And when you work with love you **bind yourself to yourself, and to one another**, and to God.
And what is it to work with love?*

¹ [Book - The Poet - Khalil Gibran - 1923](#)

It is to weave the cloth with threads drawn from your heart, even as if your beloved were to wear that cloth.

It is to build a house with affection, even as if your beloved were to dwell in that house.

It is to sow seeds with tenderness and reap the harvest with joy, even as if your beloved were to eat the fruit.

It is to charge all things you fashion with a breath of your own spirit,

And to know that all the blessed dead are standing about you and watching.

Often have I heard you say, as if speaking in sleep, "He who works in marble, and finds the shape of his own soul in the stone, is nobler than he who ploughs the soil.

And he who seizes the rainbow to lay it on a cloth in the likeness of man, is more than he who makes the sandals for our feet."

But I say, not in sleep but in the over wakefulness of noontide, that the wind speaks not more sweetly to the giant oaks than to the least of all the blades of grass;

And he alone is great who turns the voice of the wind into a song made sweeter by his own loving.

Work is love made visible.

And if you cannot work with love but only with distaste, it is better that you should leave your work and sit at the gate of the temple and take alms of those who work with joy.

For if you bake bread with indifference, you bake a bitter bread that feeds but half man's hunger.

And if you grudge the crushing of the grapes, your grudge distills a poison in the wine.

And if you sing though as angels, and love not the singing, you muffle man's ears to the voices of the day and the voices of the night.

**To Mike Beedle our inspiration.
May we all spread his call for Greatness.**

1 INTRODUCTION

In our times of disruptive technologies and broader communications tools, we face exponential changes, never before experienced by mankind, which impacts the way people produce, consume, work, and relate. Agile is a management model that proposes a form of work to better react to these changes and at the same time, promises to improve the experience of all involved. Currently, there are more than 40 Agile Methods that can be applied², and we believe that this number tends to grow, even more, given that, as said Pierre Neis³, "*Agile has a sense-making approach*". The sense-making concept was introduced to organization studies by Karl E. Weick⁴, and it is the process by which we can give meaning to our experiences, from a collective - worldwide point of view to a continental, nations, cities, society, company, until the individual perspective.

In this paper, we will share our work experiments in process and business management with Agile (Agile Management), using Enterprise Scrum concepts, Scrum Patterns⁵, as well as the Collaborator's Canvas, a collaborator experience tool, created by us, with focus on the individual sense-making.

It is more and more recognized that Agile management provides profit and customer satisfaction. For Mike Beedle, the creator of the Enterprise Scrum, it should also offer employee happiness and a purpose in the world. For him, Enterprise Scrum is balanced management, that echoed the Japanese concept of Ikigai⁶: a combination of work with the things that you love, therefore, things that you are good at, paid for, and that is what the world needs. However, how to, honestly, reach the concepts of purpose and happiness in a work environment? How to have a people-centric approach?

C. S. Lewis, the writer of the books that make up "The Chronicles of Narnia", was also a poet, literary critic, and teacher. Among his work, it is found his view about

² [Article - 40 Agile Methods Goes Open Source - Craig Smith - 2014](#)

³ [Linkedin - Pierre Neis](#)

⁴ [Wikipedia - Karl E. Weick](#)

⁵ [Community - Scrum Patterns - Published Patterns](#)

⁶ [Wikipedia - Ikigai](#)

the then - and now - educative structure, in the book "Abolition of Man". He sustains that, in the past, before the modern era, the search of the Tao - the pursuit of the right path - the greater good, was a shared conception by all the main philosophical and religious currents: Platonic, Aristotelian, Stoic, Christian, and Oriental. According to Lewis, they all believed in the Doctrine of Objective Value, the idea that there are attitudes, in fact, correct, and others which are, in fact, false, concerning the kind of thing the universe is and the sort of things we, humans, are. Lewis tells us that with Aristotle: *"Education aimed to make the pupil like and dislike what he ought, and with this training - focused on the right path - the pupil would, alone, quickly find the first principles in Ethics"*.

Many theories claim that the current education system is teaching people only to reproduce, copy, and memorize facts, in detriment of values and a singular thinking⁷. Continuing with Lewis, this method has atrophied people's capacity for virtue and human excellence, and, on the other hand, virtues and human excellence is what we are in urge to find: *"And all the time — such is the tragedy of our situation — we continue to clamor for those very qualities we are rendering impossible. You can hardly open a periodical without coming across the statement that what our civilization needs is more drive, or dynamism, or self-sacrifice, or creativity. In a sort of ghastly simplicity, we remove the organ and demand the function. We make men without chests and expect of them virtue and enterprise. We laugh at honor and are shocked to find traitors in our midst. We castrate and bid the geldings be fruitful."*

Not far from Lewis's view, John Maynard Keynes, the economist whose ideas changed the theory and practice of macroeconomics and the economic policies of governments, in his essay "Economic Possibilities for our Grandchildren" from 1931⁸, predicted that in 100 years, when the technological improvements and the accumulation of capital allow, people would be able to work around 15 hours per week. For him, the extra-time should be to exalt *"the highest virtues"* and "once more value ends above means and prefer the good to the useful."

⁷ [Article - 6 Problems with our education System - Mark Sham - 2017](#)

⁸ [Book - Essays in Persuasion - John Maynard Keynes - 1931](#)

Keynes argument also motivated David Graeber in his book “Bulshitt Jobs”⁹. The book, written after the gathering of reports regarding pointless jobs, brings the hypothesis that many more people than we imagine understand that they have a senseless job. It brings funny cases, but the fear also appears when we realize Graeber's point of view: the current work environment sometimes can be like a purely bureaucratic government structure, with “*managerial feudalism, hierarchies, and subordinates*”.., but no clear goal to be achieved. Graeber was able to propose 5 (five) categories of pointless jobs that we can easily relate to the current business environment:

Table 1: 5 categories of pointless jobs - David Graeber

CATEGORY	DETAILS	OUR OBSERVATION
Taskmasters	Supervise People who do not need supervision	“Too many chiefs and not enough Indians” situation
Box-tickers	Allow an organization to claim to be doing something it does not actually do	Governance, compliance and even legal departments
Duct-tapers	Whose jobs were created to repair organizational defects that do not really exist,	Consultants, coaches
Goons	Employed because other companies also use staff in these roles	Happiness Engineer, People Partner ¹⁰
Flunkies	Exist to confer prestige on their bosses	Possibly everyone

The concept behind Graeber's book started with an essay in 2013. This essay was as groundwork for genuine research that showed that 37% of British People did not believe that their jobs contributed to the world, and more, in 2014, YouGov found that 57% of British People supported the introduction of a four-day working

⁹ [Book - Bullshit Jobs - A Theory - David Graeber - 2018](#)

¹⁰ [Article - 17 wild job titles companies are using to attract millennials - Rachel Premack - 2018](#)

week. Could we have a similar purpose-index outside Britain? Alternatively, could it be even worse?

Throughout the humanity course, we had several management methods that were able to reach their goals, according to their comprehension of the world's needs in their historical period. Our moment demands new management strategies to handle the disruptive problems that we are facing - questions whose answers breach the link with the past and our perception of how things should be done. For the first time, we have a life expectancy longer than all generations before. Nonetheless, the environment inside and outside produces waste in all its spheres. The present experiment, a quest for a people-centric approach, based on human values, virtues, and purpose, intends to verify if they may reduce the existence of worthless actions. An experiment with the timeless concept of the greater good, perhaps a door to Keynes's prediction come true.

2 METHOD

Mike Beedle's Enterprise Scrum (ES)¹¹, inspired, and motivated us in our search for a People-Centric-Approach. It is a "*generic, customer-centric, iterative-incremental, all-at-once, scalable, results-oriented, management framework, that seeks to quickly deliver the most business value and balance the benefits to all people involved*" - Collaborators, Clients, Stakeholders, Society-, with self-DMOS-teams.

Besides that, we were especially inspired by the "*Call for Greatness*" from ES, the possibility of working with openness and respect, believing that people work not just to pay the bills, but because they want to contribute with something meaningful to society.

In addition to ES, as aforementioned, we have also adopted Scrum Patterns and created the Collaborator's Experience Instance - collecting the point of view of the Collaborators inside of the process, with results that suggest changes in the working system. In the following topics, we will explain all these ideas in detail.

2.1 SCRUM, PLATO AND RESONANT AGILITY (ES)

As affirmed by Mike Beedle, ES was inspired by Scrum¹², one of the most important patterns of Agile Management.

Ken Schwaber, at his presentation in Google Tech Talks in 2006¹³ compared Scrum with the game of chess: "*it doesn't have a lot of rules, but yet you can find incredibly detailed, complex strategies and techniques about to play chess because every situation gives rise to different types of circumstances and different types of thinking. People can study it, people can think about it; however, how they play, it is up to their own intelligence skills set. Scrum assumption is that you are intelligent - or at least as intelligent as you will ever be*

¹¹ [Homepage - Enterprise Scrum - What is Enterprise Scrum?](#)

¹² [Homepage - Scrum Guides](#)

¹³ [VÍdeo - Scrum et al. - Ken Schwaber 2006](#)

- and that you will use that intelligence and your experience to it to come up with the best solution". He keeps on the presentation and states that Scrum is so good that it will also present results with idiots. "(...) However, Scrum works with idiots. You can take a group of idiots that maybe even didn't go to school, hate each other, don't understand the business domain, have louse engineering tools and uniformly they will produce crap in every interaction".

Stacia Viscardi, in "The Professional Scrum Master's Handbook"¹⁴, compared the prehistoric tribe hunting preparation with a Sprint: she says that the tribe ritual of gathering and planning the next hunt, creating strategies, preparing tools, changing experiences to improve for the next hunt was similar to a sprint. This process resonates with the PDCA idea: Plan - Do - Check - Act. The same procedure can be used for construction, agricultural, health, among other developments. Genevieve Von Petzinger, paleoanthropologist and rock art researcher, author of the book "The First Signs"¹⁵ gives us intriguing thoughts about this period. She studied the geometrical marks from the Ice Age and found out 32 (thirty-two) constant signs across Europe, at a time-lapse of 30,000 (third thousand years). These marks are called non-figurative images, once that figurative images are those with animals or humans. The uniformity of her findings suggests the rudiments of graphic communication with marks preserved and transmitted along time. It shows us the rudiments of immutable ideas and possibly the congregation of people for reasons more profound than just surviving.

The ancient Greek philosophers brought to the western world the concepts of values and virtues, a life beyond self-preservation. The idea nowadays attributed to Peter Schutz, "*hire the character and train the skills*"¹⁶ was used in practice. It was not unusual that the pupil postulants had to pass an ethical test to be part of the philosophical schools, academies, and groups. The entrance exam aimed to prove if the disciples had values - virtues, considering that the school would give

¹⁴ [Book - The Professional Scrum Master's Handbook - Stacia Viscardi - 2013](#)

¹⁵ [Book - The First Signs - Genevieve Von Petzinger - 2017](#)

¹⁶ [Twitter - Hashtag - Peter Schutz](#)

the knowledge. The ideal sought by those philosophers was not to share knowledge with people that would not be worthy of it. It would be better to have a dishonest person totally ignorant than to have a dishonest person educated, with the power to do more harm.

The term idiot comes from the ancient Greek word "idiotes", the private man, focused only on his own interests and duties and thus not engaged in the democratic management of the Polis (city or community in which he lives). Aristotle's phrase: "Man is, by nature, a political animal," defends that it is from human nature the need to participate in the social life and to discuss the Poli's destiny actively, to obtain happiness. The joint decision about the collective activities finds in Agility a form of expression in the current world.

Therefore, if we can do Scrum even with idiots, i.e., if Scrum execution works even with idiots, our question, then, was to verify what would happen if our Scrum application would focus on Plato's Virtues, that, in a sense-making form, vibrates with Scrum values. As Dave Gray said in his book the "Connected Company"¹⁷ *"When we speak about language, protocols, culture, and values we don't like variability, but consistency"*¹⁸.

Thus, when we tried to explain and incorporate the Scrum Values, we made the following parallel with Plato's virtues¹⁹:

Table 2: Comparison Scrum Values with Plato's Virtues

SCRUM VALUES	PLATO'S VIRTUES
<p>Courage: Scrum team members have courage to do the right thing and work on tough problems &</p> <p>Focus: Everyone focusses on the work of the Sprint and the goals of the Scrum team.</p>	<p>Fortitude: Courage + Focus: the ability to conquer fear, and have strength in the face of difficulties.</p>

¹⁷ [Book - The Connected Company - Dave Gray - 2012](#)

¹⁸ [Book - Bullshit Jobs - A Theory - David Graeber - 2018](#)

¹⁹ [Wikipedia - Cardinal Virtues - Plato](#)

<p>Commitment: People personally commit to achieving the goals of the Scrum team.</p> <p>Respect: Scrum team members respect each other to be capable, independent people.</p> <p>Openness: The Scrum team and its stakeholders agree to be open about all the work and the challenges with performing the work.</p>	<p>Justice: Commitment: the ability to be fair, to respect the rights of others and to give them what is due. To be committed, to be honest, and honor your promise to the team.</p> <p>Temperance: Respect: the ability to master the will over basic instincts and to remain balanced and honorable, expressed through the trust of the teamwork.</p> <p>Wisdom: openness: the ability to discern, to choose the highest good and take the right action in each moment. To choose to be transparent about the work and any problem concerning it.</p>
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What gives us an harmonious view of Scrum values combined with Plato's Virtues is Mike Beedle's **“Resonant Agility”** definition: *"Co-create the great; Believe in the Purpose; Want to do; Like and respect People; Focus the benefit of People (CX, UX, EX, ...); Do all-at-once for the results; Improve always"*. Steps out of Plato's cave are concepts that step out directly from Plato`s cave myth.

However, values and virtues are not "downloaded" automatically, but formed through the right actions²⁰. In each interaction with the team, we searched to insert in the company's culture Plato's Values. We did several dynamics aiming

²⁰ "We are what we do, excellence is not one act but a habit" ~ Aristotle (350 BC) et al.

to enlarge the team's perception about them, for example, the "Is-It-Right-Reflections.":

- Is it right to applaud when other collaborators go home earlier (Respect, Temperance)?
- Is it right not showing up in the Instance's ceremonies (Commitment, Justice)?
- Is it right to expect that someone else removes your impediments (Courage, Focus)?
- Is it right not want to keep improving (Openness, Wisdom)?
- Is it right not sharing knowledge (Justice)?
- Is it right not having IT governance due to negligence? (Justice, Commitment)?

2.2 OPEN INFORMATION SYSTEM (ES)

We adopted the "Open Information System" from the ES, which is a very efficient pattern, that embraces feedbacks²¹ - from all people involved²²- at any time. It quickly responds to change, using the feedback to adapt the system and reacting to change²³.

The Open Information System consists on connected Instances from different levels (Enterprise, Business Units, and others), which together form a network of Instances, similar to the human body, as explained by Stacia Viscardi²⁴: all organs are connected, support each other, but work autonomously, the orchestration of the Instances.

In contrary to an operation based on processes, functions, and phases, these Instances operate in "DMOS"-teams. Below we have an image of how it works, based on the Build-Your-Own-Canvas-Pattern, retro-powered by clients and collaborators' feedbacks:

²¹ Direct Feedback when People themselves give it, indirect when collected by KPIs and Metrics

²² e.g. Customer, User, Stakeholder, Shareholder, Interested, Colaborator, etc...

²³ This resonates in the ideas of Nonaka's spaces where People can exchange knowledge, collaborate, cooperate, ask or give help to others

²⁴ [Article - Understanding All-at-Once Management Practices - 2017](#)

Table 3: Open Information System

Instance 2	← ↓ (4) Subsumption ↑ →			Instance N
Collaborators	(1) creation →	Instance 1	(2) value delivery →	Clients/ Users
(3) feedback →		(5) Evolution/ Adaptation	← (3) feedback	

2.3 DMOS-TEAMS (ES)

We have worked with "DMOS"-teams, that are:

- Auto-Directed: they know their Purpose, Objectives, and Value;
- Auto-Managed: they have the authority to make all the decisions of Business, IT, HR, and others, required to deliver the Products and Services;
- Auto-Organized: they worked with Autonomy and under cross-functional design, with fewer dependencies, and
- Auto-Selected: they worked with the Subsumption concept, which allows the coevolution e reorganization at any time.

Together with the creation of the Instances, we co-defined the Purpose, Strategic Objectives, and a Value-List of Ideas. The knowledge domains/ activities in the Instance were a mix that included business experts, development, tests, infra, and support activities for customers and users.

Besides the co-creation of specific roles and responsibilities for all knowledge domains, we co-created general roles and responsibilities which applied for everyone - inside and outside the Instance with interactions to the Instance. Following the Scrum Patterns²⁵ with focus on "Roles and Responsibilities",

²⁵ [Community - Scrum Pattern Community - since 1994](#)

“Producer and Supporter Roles” these responsibilities were added to the functional responsibilities of the collaborators.

We also actively followed the ES "cut the dependencies" pattern and interpreted the dependencies as a type of possible bad-subsumption²⁶.

The good subsumption occurs when one collaborator's knowledge domain is available where and when it is most needed. For example: if the Instance discussed legal implications connected to a new product, the collaborator with the legal Knowledge Domain should participate - since the beginning on - of the Instance, in order to avoid waste and to assure the quality of delivery. One knowledge domain alone difficulty can deliver a consistent/ complete value for the end-user or client. Another example: for building a new feature on the Company's Homepage, several knowledge domains are required: business, IT, testing, infrastructure, customer, accounting, legal, and others. Therefore the knowledge domain should be embedded directly in the value chain.

It is interesting to consider that the nature of most of the impediments is the lack of direct communication between knowledge domains. Straight communication reflects the values/virtues discussed in topic 2.1). Therefore, in our experiment, with a generic use of Scrum, the team - not the scrum master - was responsible for removing the impediments. As we will see on the next topics, through the Collaborator's Canvas, the Scrum Master had access to all impediments not related to knowledge domains, such as the need of better training to understand the tools which were being used, need of better facilities or unethical behavior from a pair. Consequently, the Collaborators Instance was a tool also used to create actions concerning the impediments.

Can Agility be outsourced? Shouldn't we bring this question into the discussion when we address how the knowledge domain's impediments should be solved? Even though we, Agile Management consultants, are usually third parties, the

²⁶ Subsumption, according to Mike Beedle et al. "is the need for collaboration between different knowledge domains.". We understand that Mike Beedle was comparing this with compress processes/ procedures inside the instance.

Agile spirit has to be incorporated by all people that are part of the client's team, to be, indeed, effective. Also, from a systems perspective, the Scrum Master or Agile Coach does not add a persisting knowledge domain to the enterprise. Moreover, after sharing with the Collaborators their experiences, contextualize the enterprise about values, practices, rules, empirical process, PDCA, the Scrum Master or Agile Coach becomes obsolete in such a system.

When every individual of the team understands the context, their respective roles and allow that the Scrum values to anchor down, he or she acts, talks, requests, contests, agrees, disagrees, directly with other individuals and the knowledge domain impediment - from minor to major - are removed, and thereby the continuous improvement of the environment is created. It is a constructivist way to improve the experience of all and consequently, the experience of clients and users.

The view of Scrum Masters/ Agile Coaches as secretaries or a communication assessor must be avoided. The Scrum Master/ Agile Coach cannot be responsible for the excellent communication and the ability of mutual understanding once this only can be done by the team's members themselves.

2.4 BUILD YOUR OWN CANVAS PATTERN (ES)

Since we had Instances, characterized as Business Units, attending specific Customer segments, we applied Canvas²⁷, which is a tool for creating and managing Business Models. Mike Beedle introduced the Build-Your-Own-Canvas-Pattern: "*the Canvas should contain all that is important and co-evolve with all these things together*".

As we were searching for what "all what is important" means, we revisited the four causes of the world from Aristotle. The idea that all things are defined by the

²⁷ [Wikipedia – Business Model Canvas - Alexander Osterwalder, 2005](#)

four causes²⁸ below, and based on this idea, we've created the Aristotelic-Canvas:

Table 4: Aristotelic-Canvas

ATTRIBUTES			CAUSES
Purpose		Strategic Objectives	Final / Why?
Collaborators		Clients/ Users	Efficient/ Who for Who?
Activities	KPIs & Metrics	Channels	Formal/ How?
Ideas, Requirements			Material/ What?

With Aristotelic-Canvas, we had been able to contextualize all business terms and align them with valid activities. With this Canvas, we search for more awareness about the work and avoid the spectator apathy syndrome²⁹, a situation where the greater the number of people involved, the less the possibility of help for a victim. The lack of assistance occurs precisely because of the large number of people. Studies attributed to the sense of responsibility's dissemination and ambiguity, and the collective example, followed by the individuals of the group. A clear example is the misleading and dangerous thought: as no one is helping, it is not wrong that I do not help either.

In practice, it means that the team:

- a) should co-create the Ideas and Requirements (Material, What);
- b) should know why they are working and where they want to go with these things (Final, Why);
- c) should understand what they impact with these, how these things are consumed, which activities have to be executed in order to fulfill the purpose (Formal, How) and
- d) should know who consumes the products and services (Efficient, For Who).

²⁸ Charles Darwin considered himself a mere student of Aristotle

²⁹ [Wikipedia - Bystander Effect](#)

2.5 COLLABORATOR'S EXPERIENCE

To create the Collaborator's Experience Instance, we were influenced by classical and modern Business Administration theories, which together oriented us to listen to the human experience to improve the whole process

2.5.1 IBM CASE - COLLABORATOR'S AND CLIENT'S EXPERIENCES

Harvard Business Review - March-April 2018 issue - brings the article "Co-Creating the Employee Experience" by Lisa Burrell³⁰. Diane Gherson, Chief Human resources officer at IBM, shares her Agile practice in HR. Diane's team found that, for IBM, employee engagement explains two-thirds of its client experience scores. Also, if they're able to increase client satisfaction by five points on an account, there would be an extra 20% in revenue, on average.

One of the HR experiments was with the employee onboarding process. Rather than continue only with the traditional orientation talks, they started to ask the new hires about how their onboarding process had gone, and heard things such as "I didn't get my laptop on time," or "I couldn't get my credit card in time to get to my first meeting," or "I had problems accessing the internal network." All those things, naturally, affected the feeling about having joined the company, and these experiences affected the whole process, end to end. After the feedback, they worked within the subsumption concept: they brought together the Security team - to make sure the ID badges would be there, they brought the Real Estate team - to make sure people would have a physical space -, they worked with Networking - to make sure their remote access was up and running on time. Practical and straightforward actions to increase the experience of the collaborators.

2.5.2 MASLOW'S THEORY

The hierarchy of needs theory, proposed by Abraham Maslow, in his paper "A Theory of Human Motivation"³¹, was also used in the experiment. Maslow proposed that there are five categories of human needs. At the bottom, we find the most material - instinctive needs - and at the top, we see the metaphysical

³⁰ [Article - Co-Creating the Employee Experience - Lisa Burrell - 2018](#)

³¹ [Book - A Theory of Human Motivation - Abraham Maslow - 1943](#)

needs, the possibility of achieving full potential and creativity. Interesting to notice that, creativity is the motor of Agile, an essential tool to respond to change.

Maslow's theory suffered some modifications through time. At first, the idea was that the higher levels could only be reached out with the satisfaction of the lower levels. Nowadays, in the updated discussions, the layers may overlap each other, according to the circumstances of life.

Table 5: Maslow's Pyramid of Needs

Self fulfillment Needs	Self-actualization: Achieving one's full potential, creative activities, , ...
Psychological Needs	Esteem: Prestige, Accomplishment
	Belongingness & Love Intimate Relationships, Friends, ...
Basic Needs	Safety: Security, Safety, ...
	Physiological: Food, Water, Warmth, Rest, ...

With the repeated questioning of the collaborator's experience, we can continuously examine and improve all parts of the pyramid. For instance, the physiological needs could be pointed out in a complaint at the Collaborator's Experience: problems with cooling or heater system, feed structure lack of quality, excess of overtime - can be reported and adjusted. This same reasoning applies to other layers of Maslow's needs, which leads to the need for rest, and so on for the different Maslow's needs.

2.5.3 HAWTHORNE STUDIES³²

The Hawthorne experiment, conducted by Elton Mayo, professor at Harvard Business School, started as a study on how lighting influenced People's Production and ended up defining the Human Relations Theory of Business Administration, inserting the focus into the socio-psychological aspects of

³² [Wikipedia – Hawthorne Works](#)

people's behavior in organizations. The Hawthorne Studies, among other points, found:

- 1) A need for personal alignment with the activities - Purpose: it was found that the personality of the individual influences the behavior and attitudes of the group and vice versa. People, even with excellent physical and technical working conditions, if not integrated with the group and Management's vision, are unwilling to produce. The higher the integration with the group, the greater the willingness to contribute.
- 2) People want to improve their skills and achieve - Mastery: a group was isolated for tests. This group was free to decide how they want to work. People started to change their work position on the production line, without requesting the necessary authorization, to vary, acquire new skills, or even increase the team's morale. Also, the study found that repetitive work that did not improve personal skills becomes dull, reducing employee satisfaction and experience.
- 3) Trust and observe the team brings Autonomy: the isolated group liked to work in the experiment room because it was fun and the supervision, due to the experiment, was lighter, which allowed them to work freely and with less anxiety. They became an integrated team, developed common goals, such as increasing the pace of production, although they were asked to work as they did before.

Later, the results of The Hawthorne experiment name the Hawthorne effect also called the observer effect. The Hawthorne effect is a reaction in which individuals modify an aspect of their behavior, responding to the attention received - the conscious of being observed. In physics, the observer effect is the theory that the mere observation of a phenomenon inevitably changes that phenomenon. Which for us, brings the hypothesis that maybe, by measuring the collaborators' experience, we are bringing awareness to their work, which also implies in a modification - for good - of behaviors.

2.5.4 DRIVE - WHAT MOTIVATES US - DANIEL H. PINK

The Hawthorne experiment results: Autonomy, Purpose, and Mastery are the components of the intrinsic motivation, according to the book The Surprising

Truth About What Motivates Us - from Daniel H. Pink³³. Following this idea, we made an anonymous questionnaire (called the Collaborators Experience Canvas), asking each one of the participants of an Instance to answer about their position and their view over the team's situation, concerning:

- 1) Purpose: perception development goals and projects, the connection of your/ team's activities with the Instance's in which he/she was inserted, as well as the alignment with the Company's Mission and Values.
- 2) Mastery: the perception of being useful, effective, capable, and competent through the challenges and opportunities encountered in their work environment.
- 3) Autonomy: the impression of having clear goals and timelines, with transparent and essential information to ensure the work with independency.

These Domains were refined in several other Subdomains.

The results of the Collaborator's Experience contained two different perspectives: (1) the perception of the collaborator of himself and (2) the perception of the collaborator about the other collaborators in the Instance. The personal results were confidential and never disclosed. The team had access only to the sum of results.

³³ [Book - The Surprising Truth About What Motivates Us - from Daniel H. Pink - 2011](#)

3 RESULTS

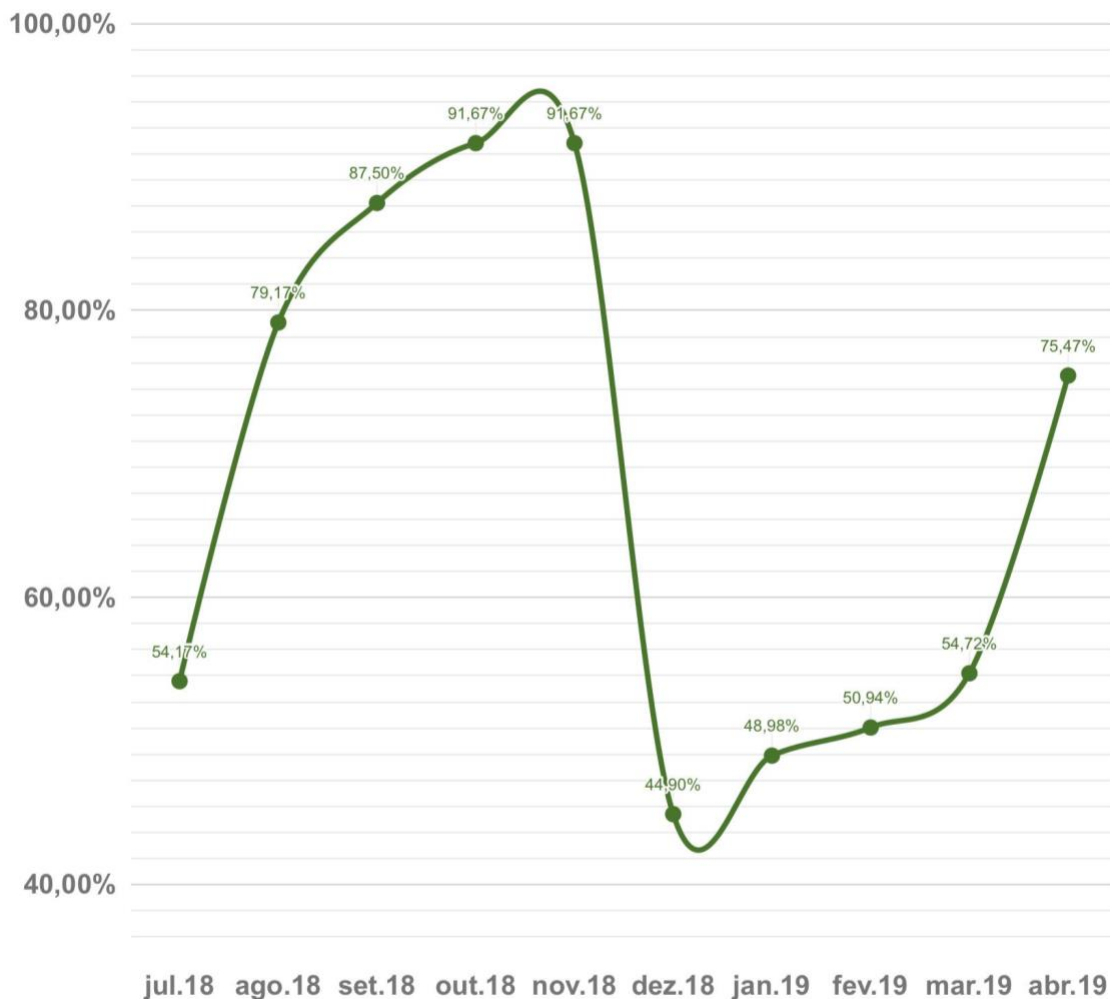
The framework above was tested in a client that was pointed out, in September 2018, as one of the largest companies in Brazil³⁴. To preserve its privacy, we won't mention its name. As per the foregoing cited publication, it closed 2017 with an excellent evolution in its net income, and the period that is studied here, during July 2018 and April 2019 shows the impacts of the company's growth - that as a whole almost tripled its size - and expanded its operations with new line of business, investing in new clients segments. The management structure adopted by this company since its foundation was the Agile Management method, with our consultancy, and it was designed to improve continuously and to respond to the client's and employee's feedback regularly.

The Feedbacks - from clients and employees - supported the whole working system. The Collaborators Feedbacks were all anonymous, once it is not simple, in a highly heterogeneous environment of suppliers to externalize needs of materials, training or issues related to bad management. The Collaborator's canvas results were inserted directly into the Company's system. While we maintained the individual results unidentified, we gathered the individual data results, formed the Collaborator's Experience Instance, and made it transparent to the whole organization.

Both individual Collaborator's Canvas and the Instance-Experience aggregated results had the same attributes and were monthly collected.

³⁴ [Journal - Ranking Biggest Companies in Brazil - 2018](#)

Table 6: Acumulated quantity of Colaborator's Experience (Instance 2)



We can observe two phases of growing measurements:

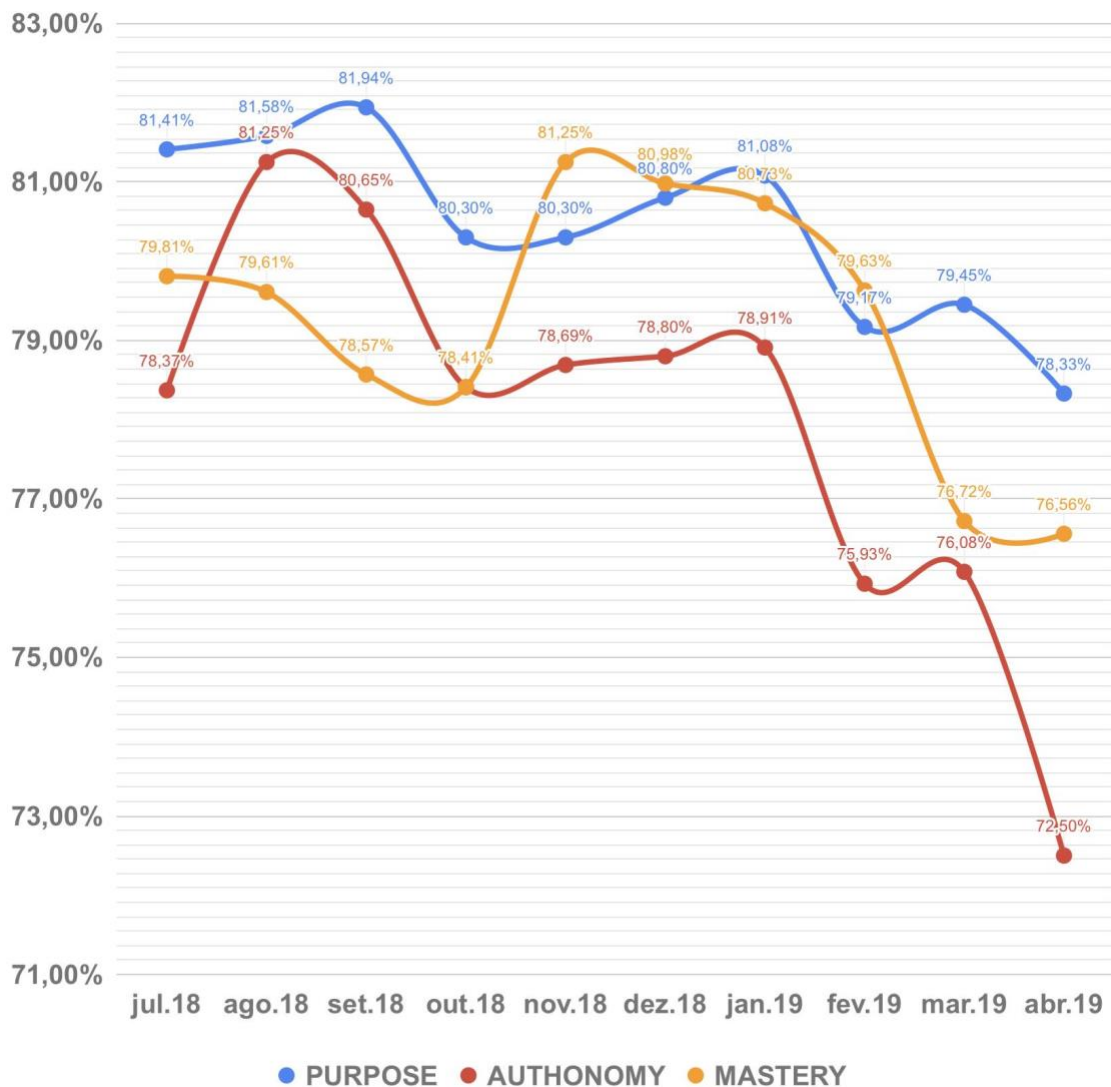
1. The first from July to November - in which we gathered almost 100% of the data;
2. The second from December to April - the moment in which this specific Instance doubled. The interviews - in this period - fell almost in half, and they were updated again in the following months. The doubling of the Instance was created by a change/ shift/ re-prioritization in the Instances objectives and consequently, its requirements. More people and more knowledge domains in order to deliver value were needed.

As we can see, the second phase of the interviews increase was slower than the first phase. We assume that this occurred due to the impacts of changes in

activities, that occupied the collaborators' attendance and prevented them from giving their feedbacks.

As we mentioned in the method topic, we created the Collaborator's Canvas within the dimensions of Purpose, Autonomy, and Mastery. Below we can see the measurements of these three domains at the same time.

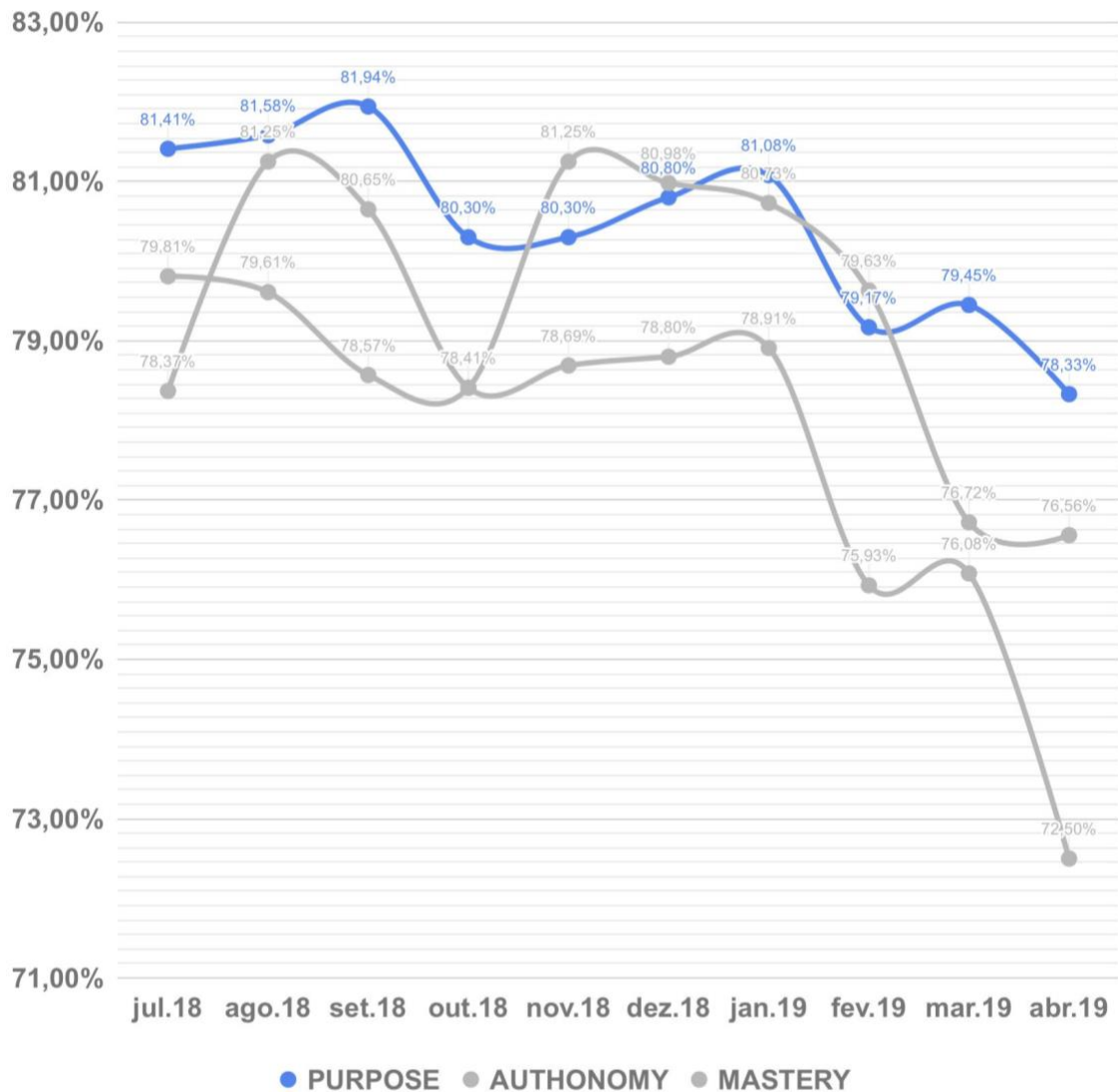
Table 7: Evolution of Colaborator's Experience (Instance 2)



At the Purpose perspective, the perception about the development of goals and projects, and the connection with the Instance's and the Company's Mission and Values, we observe that:

- a) At the first ramp-up phase we had a slight increase and further stabilization;
- b) At the second ramp-up phase, it fell slightly when new Collaborators entered; however, even with these changes, the decrease of the Purpose was approximately 5%.

Table 8: Evolution of Purpose (Instance 2)



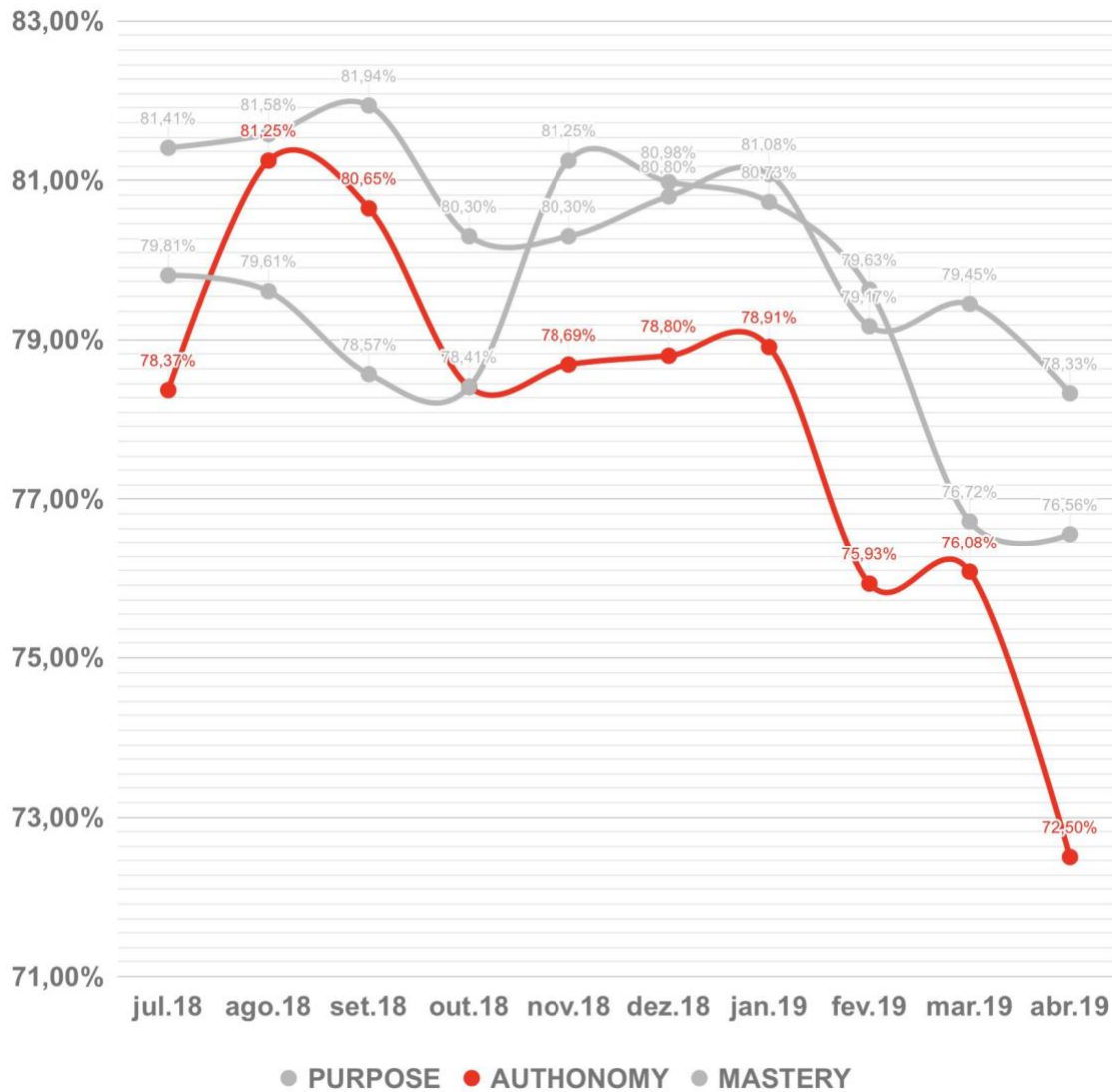
In the Purpose domain, we understand that the decrease in the numbers was due to the adaptation process to the team's growth. Instances, goals, and projects were under new definitions, which prevented the possibility of the team to be auto-directed. Because we had the Build your own Canvas Pattern (ES) in place, it allowed the creation of new Instances. The Instances Canvases were digitized and infused at the Company-Requirements-System - as injected in its

DNA. The goal was to ensure the link of the Aristotle-Canvas with every new idea, of any Instance.

Each new demand should be, necessarily, connected to an Instance, which should have its Purpose, with strategic objectives, defined at the creation of the Instance and redefined in cycles by the team. The definition customer segment was also required, for which we've used the concept of the personas and chose the channel offered for the customer segment.

The Enterprise- and Transformation-Canvases, from ES, were not directly defined; however, they were formatted indirectly by the Subsumption of the Instances. In other words, all the Purpose definitions, of all Instances composed, together, the Enterprise Canvas's Purpose item. It also applies to strategies, objectives, collaborators, customer segments, among others. Perhaps the lack of the Enterprise- and Transformation-Canvases implicated on hold back in the system. Mike Beedle understood that they should be created from the beginning of the activities and reviewed always. They could have served as Leader-Canvas, enhancing the whole system.

Table 9: Evolution of Authonomy (Instance 2)



Facing changes, the Autonomy, the perception of having clear goals and timelines, with clear and essential information to ensure the work with independency, declined around 5%. We believe that the DMOS-teams (ES) structure affected the Autonomy perception. Before the change, the teams were auto-directed, auto-managed, auto-organized, and auto-selected. At the team growth: the purpose was refresh; the authority to make the decisions was - for a short-time- decreased; a new management structure was being created, which also impacted at the cross-functional design and the subsumptions.

We maintained, to ensure Autonomy through the changes, equal responsibilities to all involved at work. The team had shared responsibilities over:

- Create, understand and commit to the Instance's Vision and Artifacts;
- Get involved - since the creation - with all concepts;
- Be an active part of Inceptions / Refinements, to avoid waste;
- Estimate and Plan over long to short term;
- Collaborate to achieve planned goals and tasks;
- Review the planning in short cycles;
- Self-organize and do the work autonomously;
- Strive to be a multidisciplinary team;
- Remove impediments from the domain.

Due to the "cutting the dependencies" pattern, we add Knowledge Domain of DevOps to the framework, inside of all Instances, as a fixed position. The QA and other roles and responsibilities suffered modifications and were updated. We consider that structure was able to comport the new number of Collaborators, that were able to adapt themselves to the system and change it.

We also believed that the Open Information System (ES) helped to sustain the group through the changes. The questions raised through the feedbacks were addressed, the new problems were solved, and, consequently, it was possible to provide improvements, such as the upgrade of layout and communication tools - more places and less noise, training (Business, IT, Processes, Framework), and adjustments in the framework. The suggestions and feedbacks were categorized and reported to the Agility Instance and, the execution of the ideas pointed out at the feedbacks created a space with more trust.

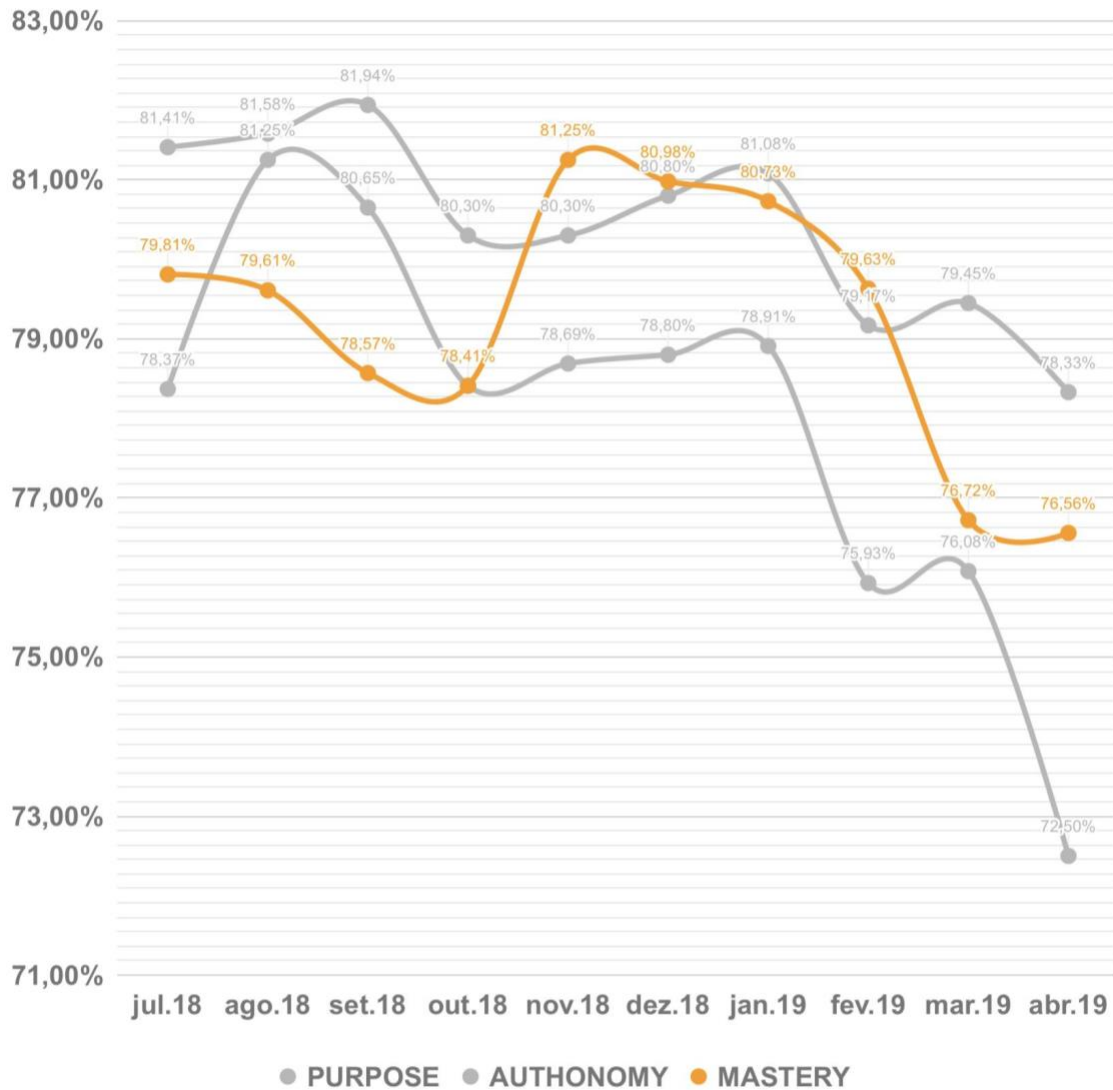
In relation to the application of Scrum Values, Plato's Virtues, and the Resonant Agility concepts, we've noticed an increase of:

- Courage, with fewer anonymous feedbacks in Retrospectives, more direct communication, which allowed the debate, the discussion of different point of views;

- Justice/Commitment - more attendance in the ceremonies and more discussion about the time to deliver;
- Openness/ prudence auto organization of knowledge share through Chapters, spontaneous offers of share knowledge. Decrease of the parallel work, more alignment on vision and plans;
- Respect/temperance: the active collaboration of more People, fewer bottlenecks.

Would this occur even without Plato's virtues discussion? Maybe yes, our feeling is that they've supported the application of the whole system, and we will measure the perception of the virtues in the system on our next experiment. We will develop new tools to improve the use of the concepts and measure the results.

Table 10: Evolution of Mastery (Instance 2)



The Mastery domain, the perception about being useful, effective, competent when facing challenges and opportunities in the work environment, rose with the new Collaborators entrance and fell on the second measurement. We observe a 5% decline between the highest and lowest measure. Nevertheless, the perception of Mastery with the entry of the new persons reached its highest level.

4 CONCLUSION

James Coplien³⁵, in "A Scrum Book - rule of thumbs" , says that "*each new person detracts from the effectiveness of everyone else on the team by about 25% for about 6 months*". We need further studies to understand how the Purpose, Autonomy, and Mastery connects with effectiveness. Regardless, we theorized, considering the impact of the change and the decline of the overall experience - less than 10% - that we reproduced the Hawthorne effect, which allowed the stabilization of the employee experience and prevented a substantial decline. The Framework invited to self-observation and the search of consciousness about yourself and the others, through a humanistic approach, focused on people and virtuous. It represented the search of an ideal, to be achieved every day, everywhere, including at the work environment.

Due to this experiment, we are also researching the negative Hawthorne effect, that, in our hypothesis may be encountered in companies that allow the existence of purposeless jobs. Perhaps, the Positive Hawthorne effect could bring us closer to a 15-hour workweek.

According to Sveta McShane, author of Singularity Hub, "*we live today in the most peaceful and abundant time in history. In recent years we have seen a significant fall in poverty, a considerable rise in global health and literacy, and the spread of democracy*"³⁶. She says that over the past 100 years, we have seen life expectancy nearly double, global per capita GDP grown exponentially, and child mortality decreased almost ten times. Added to that, we have the technological innovations available to all of us. In our hyperconnected world, there is a unique possibility of work together, that maybe - finally - used to solve some of the world's problems.

Sveta has the same view as Keynes. Perhaps, one of the ingredients that are missing at the puzzle that they both - and we all - are trying to solve can be found

³⁵ [Book - A Scrum Book - Jeff Sutherland and James Colien - 2019](#)

³⁶ [Article – The path to Abundance – Sveta McShane - 2016](#)

in the past: Aristophanes' Play *Plutus*³⁷, from 408 BC brings us a reflection that may be helpful. In the play, Pluto, the god of wealth, appears on earth like a blind beggar. After treatment, he sees again, and now, gives only the wealth for the "goods," thus appointed by the "righteous and fair" man that helped him to heal. Since the beginning, Pluto was reluctant to be cured, because he doubted the character of men and gods. That was the reason Zeus blinded him - to assure the benefit of wealth for more than a few. Penia, the god of poverty, also appears and argues that in an egalitarian society no one would survive, except for their labor and effort, given that with shared wealth, there will be no one interested in doing hard works; in fact, everyone would want to pay someone else to do the unpleasant tasks - and this destiny would be even worse than the random structure in practice. With the new distribution, those non-contemplated by Pluto's grace remained unsatisfied. At the end of the play, Pluto becomes, then, the most popular god, receiving countless honors and sacrifices. Moreover, the "righteous" man, that intended to share his wealth with his poor and "good" friends, soon change his mind.

Aristophanes makes us reflect that wealth does not make anyone more or less virtuous. Virtues are not connected to wealth, and we dare say, also not related to technological advances. Perhaps, Keynes' dream is not, yet, reality due to the self-centered mindset that prevails nowadays - and in the past, as Aristophanes teaches us.

As long as we were not able to perceive work as a unit of combined results, and to understand that individual actions change the results of a company and the individual's environment, we won't have the 15 work hours per week possibility.

We believe that Agile Management may have an essential role in this mindset change, as Agile Management interacts directly with technological advances and creates capital accumulation. Why not, then, use its structure for spreading positive values and co-create spaces that allow the enlargement of people's

³⁷ [Wikipedia – Plutus - Aristophanes](#)

conscious about their work experience, which will, naturally, reverberate in its personal experience?

We understand that the results analyzed and shared in this paper are the first step in testing our theories, as well as that we need further studies and data to understand its impacts. Nonetheless, these results also show that it is possible to reply, even with a whisper for now, the call for Greatness from Mike Beedle.

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