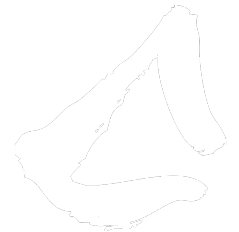




Loading pitfalls ...

Pitfalls in agile transition

European Change Forum, 27.10.2015



Albrecht Günther

EX managing director @ Mayflower GmbH



My „best of“ pitfalls

Introduction of
Scrum

Talks

Elephants

KPIs

Order process

Job description

Rules & guidelines

Carrer

Appraisal interview

Workflows

Titles

Training

Working hours

**Management
Circle**

Skill profiles

Customer image

Company car

Values

Travel time

Budgets

MBO

Democracy

Written warnings

Vacation

War on Tools

Silo thinking

Employment
contract

Recruiting

Notice period

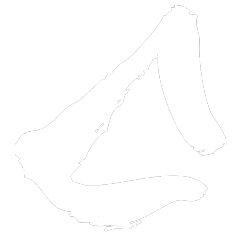
Team leads

Certificates

Projektverträge

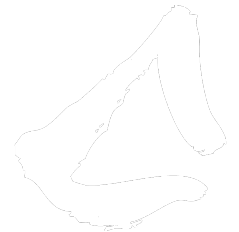
Pitfall I

- ▶ *Fuckup:*
Introduction of **Scrum**
- ▶ *Used anti-pattern:*
Planning fallacy, Dunning-Kruger Effekt
- ▶ *Status today:*
on the way to an agile company



Pitfall II

- ▶ *Fuckup:*
Management by Objectives
- ▶ *Used anti-pattern:*
Extrinsic incentive bias, Optimism bias
- ▶ *Status today:*
Gone. Period.



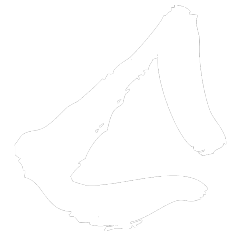
Pitfall III

- ▶ *Fuckup:*
Management Circle
- ▶ *Used anti-pattern:*
Illusion of control, Ignorance of complexity
- ▶ *Status today:*
R.I.P



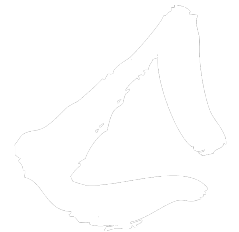
Pitfall IV

- ▶ *Fuckup:*
Selection of team leaders
- ▶ *Used anti-pattern:*
Status quo bias, Meritocracy
- ▶ *Status today:*
formal power → **leadership**
Team decides the roles



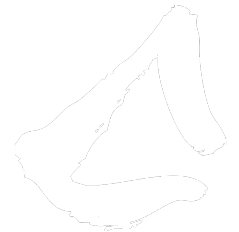
Pitfall V

- ▶ *Fuckup:*
Titles
- ▶ *Used anti-pattern:*
Status quo bias, Theory X, Need for closure
- ▶ *Status today:*
Free choice



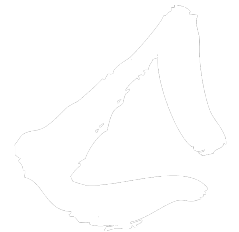
Pitfall VI

- ▶ *Fuckup:*
KPIs
- ▶ *Used anti-pattern:*
Illusion of control, attribution bias
- ▶ *Status today:*
Self selected KPIs



Pitfall VII

- ▶ *Fuckup:*
Budgets
- ▶ *Used anti-pattern:*
Illusion of control, naive cynism
- ▶ *Status today:*
Dismounting





And all the others?

→ Coffee break ...

Thank you!

Albrecht Günther

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