

Beyond Copy Paste Agile Innovation

**How effective orgs create focus,
find leverage, and build habits.**

Cliff Hazell

cliffhazell.com









Perception?

Perception?



What if...





**Why is our
perception
important?**



**How do we go beyond
copy paste agile?**

Three Take Aways

1. Create Focus

2. Find Leverage

3. Build Habits

Three Lenses

Systems

Looking beyond the team level to create focus across all Flight Levels

Science

How to find your high leverage opportunities

Sapiens

How to build habits that consistently design around your Bias

Systems

Where and what to
create focus on?

BEEN HERE?



Backlog	Ready for Development	Developing	Done
☐ ☐	☐ ☐	☐ Waiting on External ☐	☐

Backlog	Ready for Development	Developing	Done
☐ ☐	☐ ☐	☐ Waiting on External ☐	☐

Backlog	Ready for Development	Developing	Done
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Backlog	Ready for Development	Developing	Done
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Backlog	Ready for Development	Developing	Done
☐ ☐	☐ ☐	☐ Waiting on External ☐	☐



customer wish: write a love letter

team 1 →

team 2 →

team 3 →

team 4 →



customer wish: write a love letter



Good source of
DATA

Part of a
BALANCED PROCESS

Now with more
ENGAGEMENT!

Civic Hacker's

Feedback Loops

Made with
**CITIZEN
INPUT**



Yet another reorg?



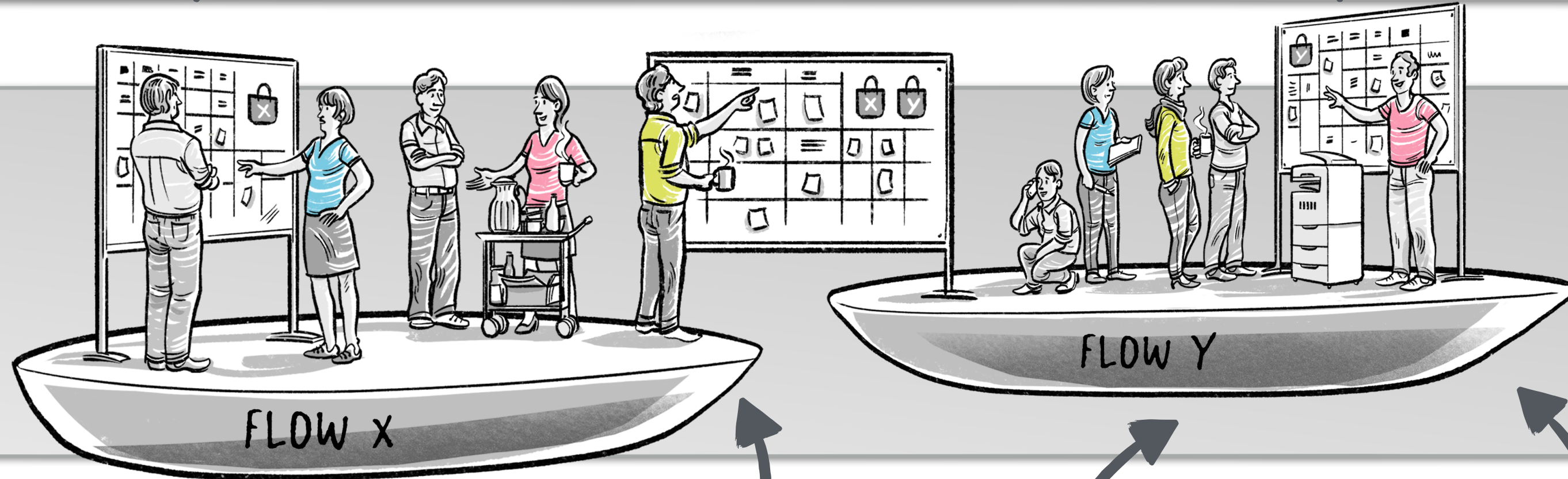
**“Decentralising control
requires decentralising both
authority to make decisions
and the information to make
them correctly”**

Don Reinertsen

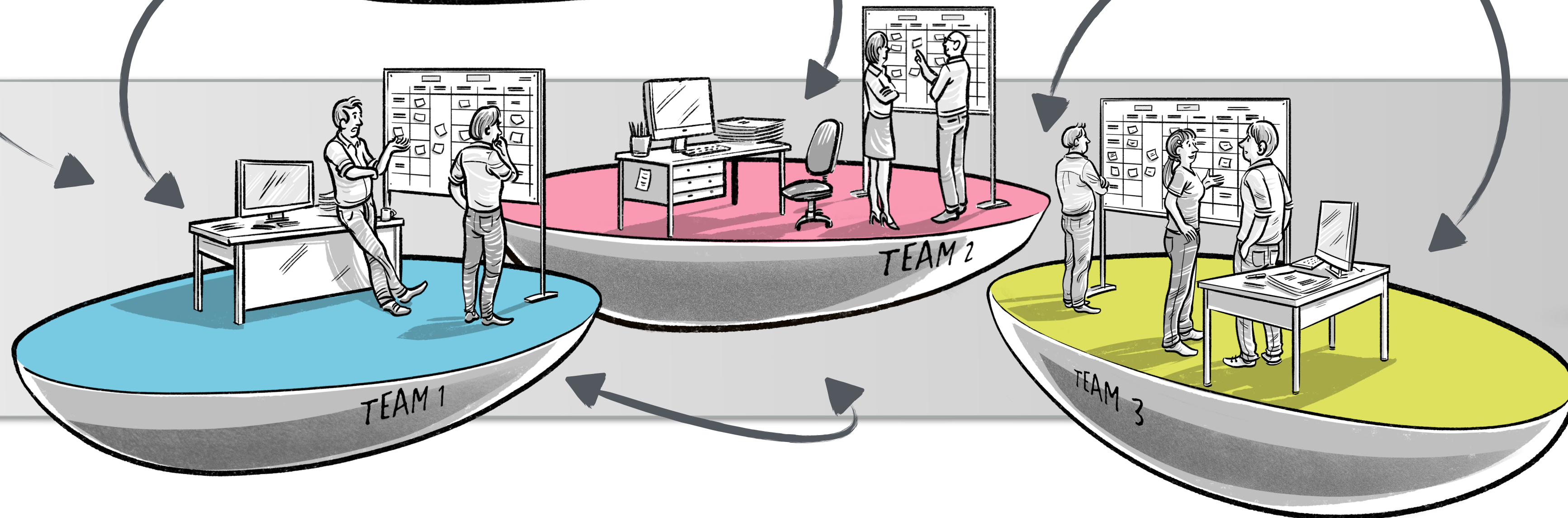
FLIGHT LEVELS



Flight Level 3
strategic level



Flight Level 2
coordination level



Flight Level 1
operational level

Go beyond the team

Zoom out, focus on
interactions between teams

But there is still space!

(Despite the evidence)



I DEAS

NEXT UP

DOING

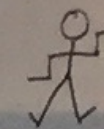
REVIEW IT DONE 😊

(after we finish current stuff)

*Blockers are noted with a pink-post-it and a reason.

code/benefit.
See what we learnt!

Dance!



Things we might do.
(no promises)

REMOVE ELVIS + BACK FROM L.I.C.'S FIX ALBUM + REMOVE REPAIRING ON iOS
CHARTS QUEUESHEET → BEAUTIFUL

NPV DOCUMENTATION (PLAYBOOK)
HANDOVER ALBUM RE
Notes from How do we want to work
Write board Content like Activ insights
Hangout



NEW-NEED TRIAGE

105-15051 PLAY QUEUE LOVE POINTS
105-15067 DELETE SONGS FROM QUEUE
105-15067 TRIP FLIGHT FEEDBACK

NOPE!

Get ANOTHER tiki bar?

PO's clear this before standup each morning

Things we chose not do

Blockers

Product & Operations

Recruitment

Tribe Improvement

AND-8930 All artist gallery images are circular
Lyrics Bug - unclickable UI KIM alex
AND-8948 Null Pointer Exception in Artist View

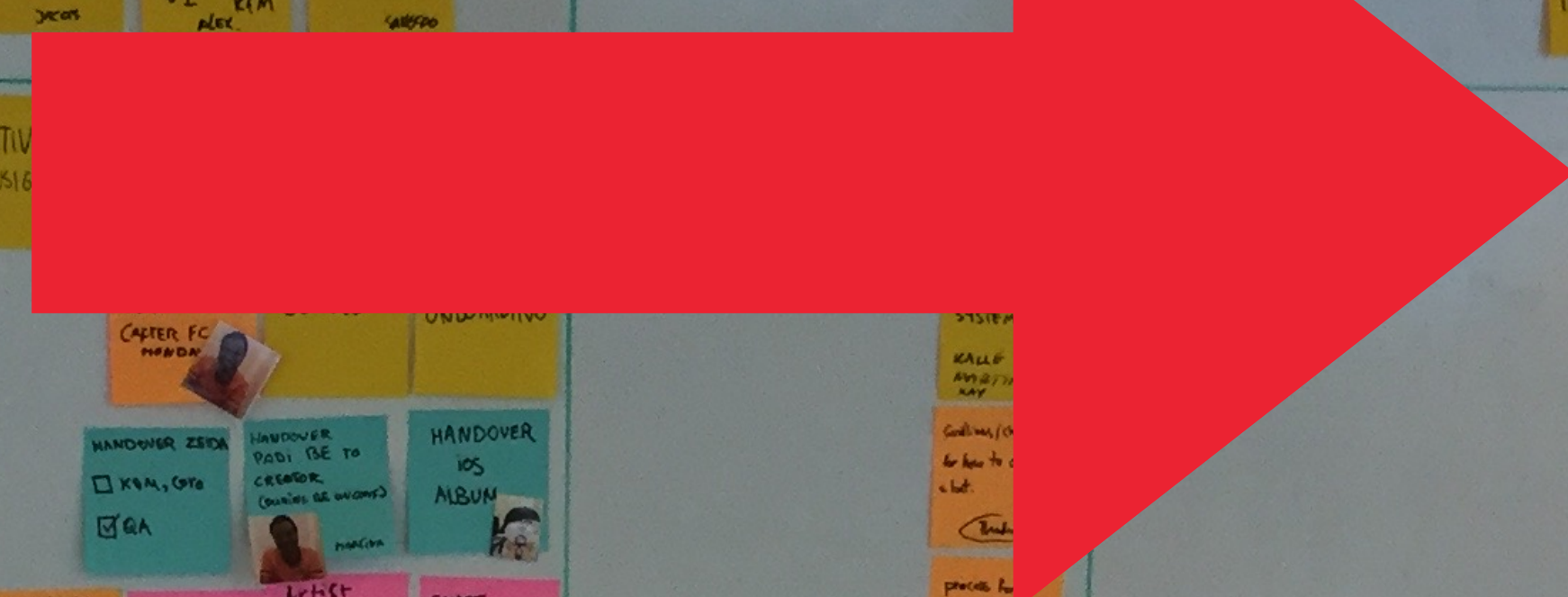
Handover ZETA
Handover PADI BE TO CREATOR (DUIES BE WORK)
Handover IOS ALBUM

Investigate ownership of systems assigned to backend & (eg. tax) work
Artist context verification & AB-test
CHART QUEUESHEET → BEAUTIFUL

Android "activation"
iOS "activation"
Android "activation"
iOS "activation"

Office Activation & log-views
Set up new project check in meeting
Mail the tribe with "tiki bar"

105-15068 LIPS VISIBLE ON PRESH INSTALL



105-15068 LIPS VISIBLE ON PRESH INSTALL

UPDATE TTD STANDSHEET
Have in positions in weekend

BACKEND erik
UPDATE TTD STANDSHEET
Have in positions in weekend

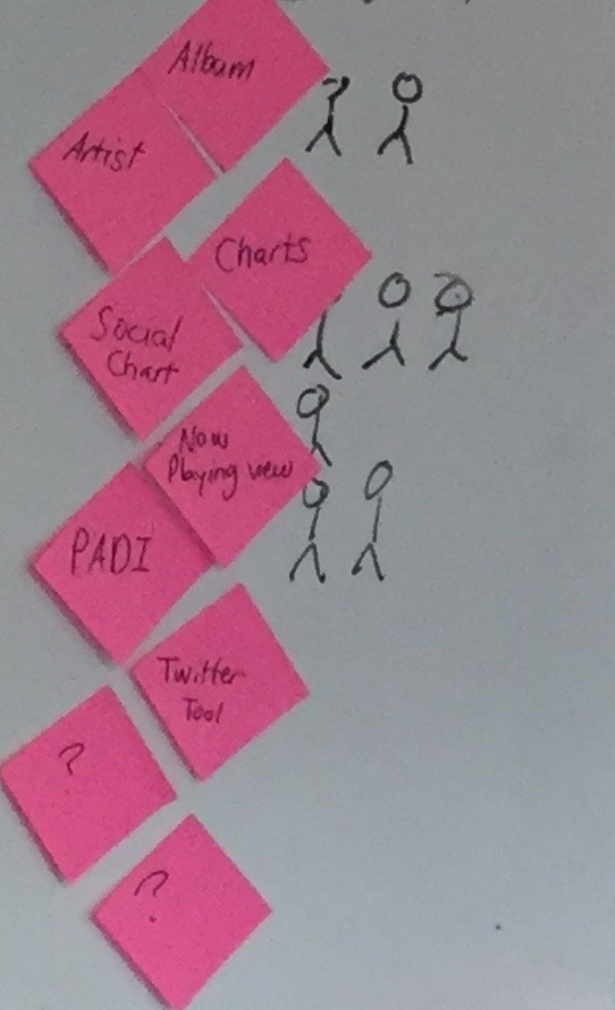
out a tiki bar
Create Tribe overview board

Notes from launch - how
Operations in call
How do we want to work next meeting
L.I. the about our search
All hands
Sort out CAT CENTER (on Amazon)

Current Bets

- #1 Shuffle test on Desktop
- #2 Taste Onboarding
- #3 Start page / Now
- #4 Activation Insights
- #5 Genius Playlist
- #6 Smartlists

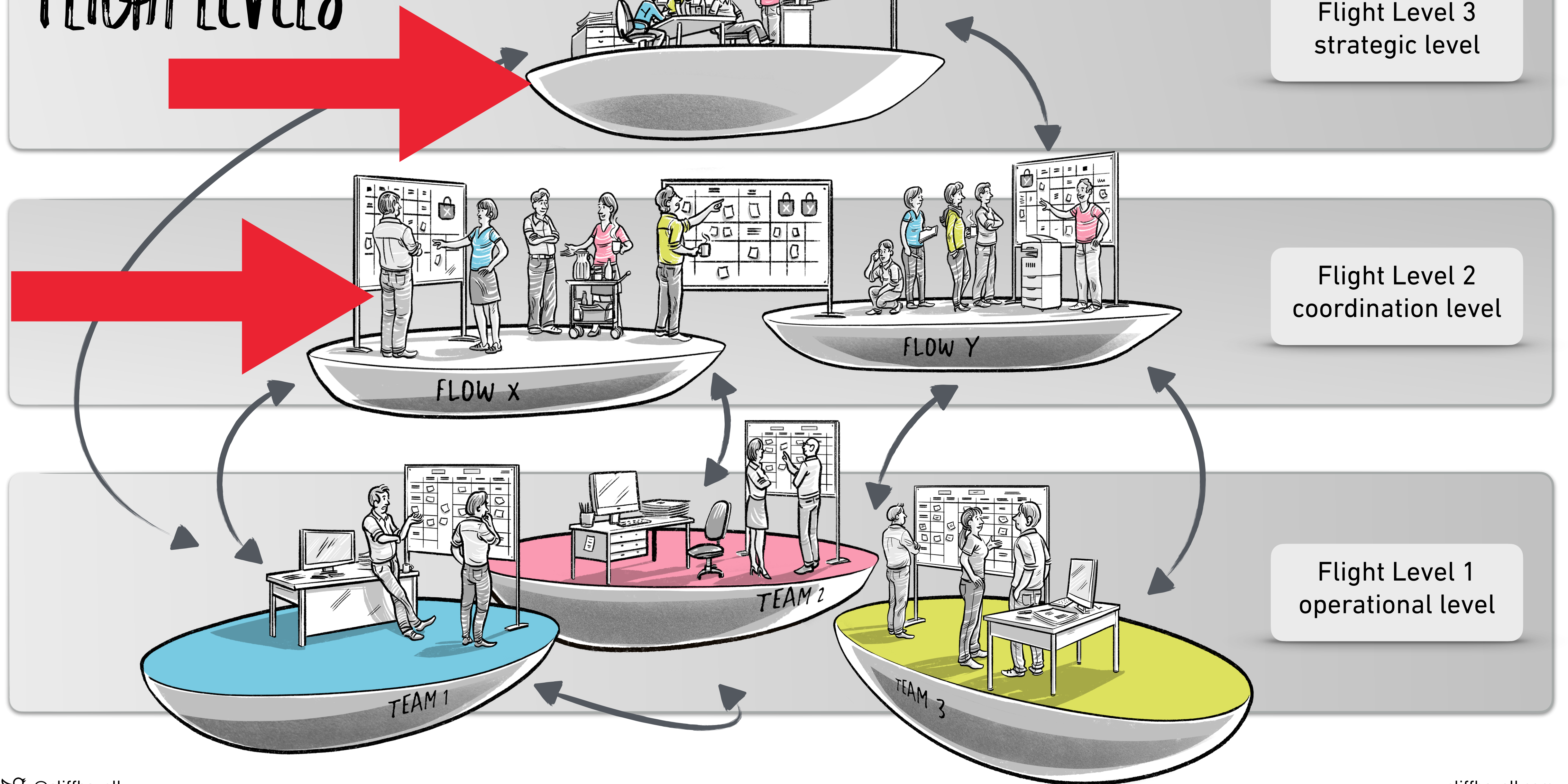
Systems we own.



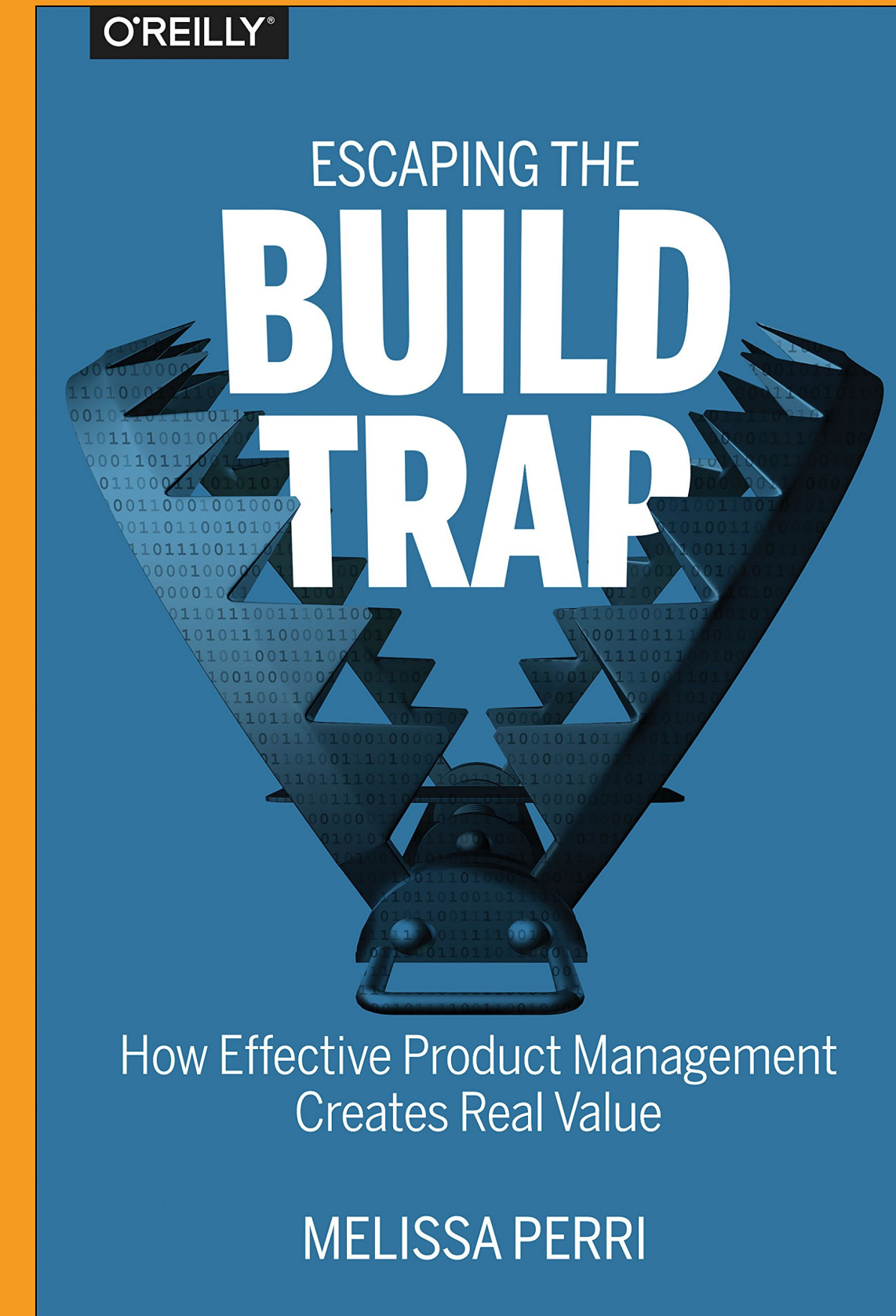
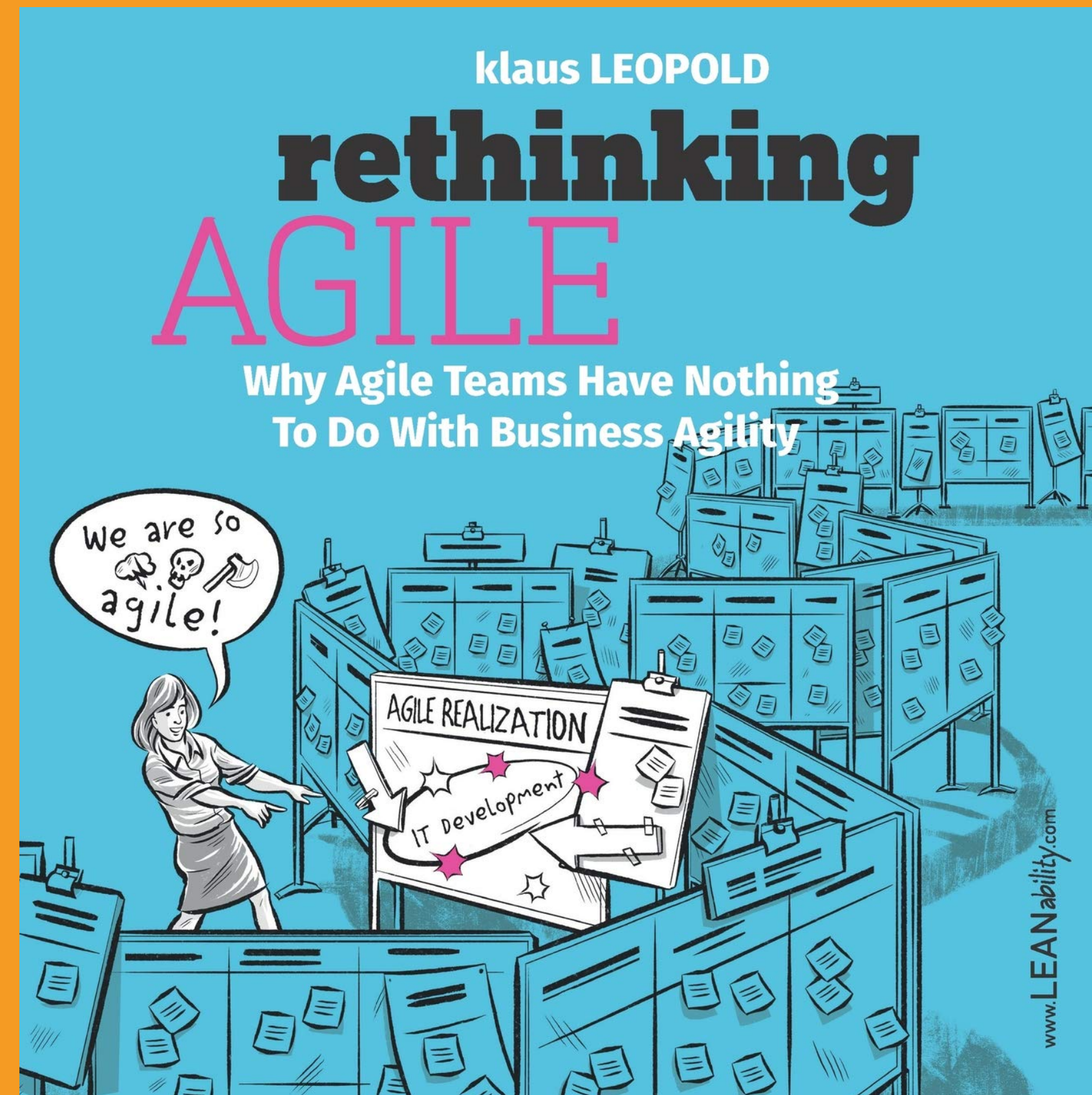
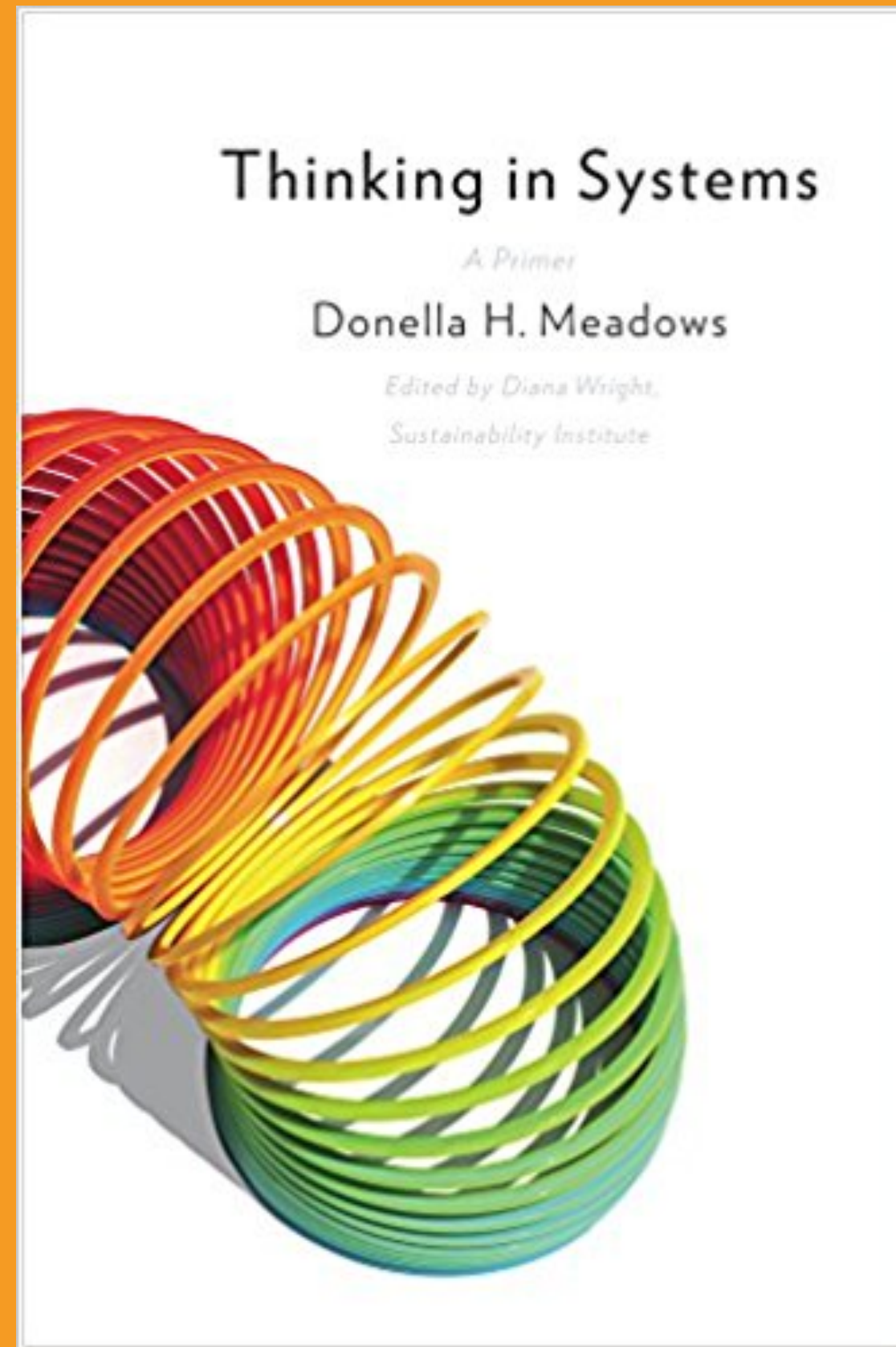
**Don't let your #17
block your #1**

Avoid making traffic jams

FLIGHT LEVELS



Good reads



Go Beyond the Team
Focus on interactions
between teams

Don't let #17 block #1
Avoid traffic jams

Science

How to find your high
leverage opportunities

JUST WORK HARDER?



What you work on,
matters more than
how hard you work



Project Lollipop

**What was the result of
your last delivery?**

**Why do we so rarely
know the outcome?**

We're so busy:

Rarely make time to check results

**Seldom look for, or work on, the
highest leverage.**



PHASE 1

PHASE 2

PHASE 3



Collect
~~underpants~~

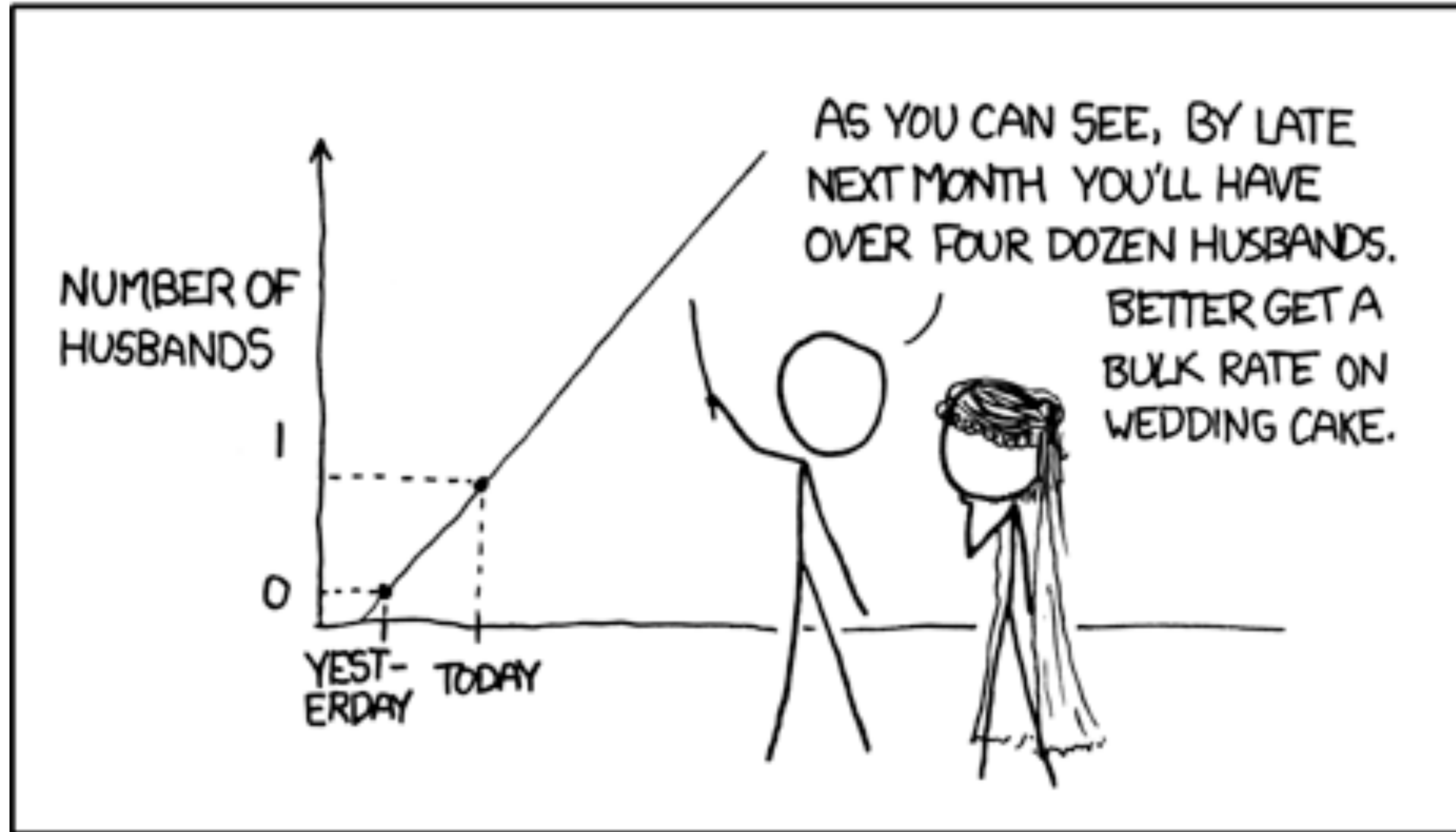


Profit

Big Data



MY HOBBY: EXTRAPOLATING





**"Now that we've developed the side effects,
let's go for the cure!"**

"A landmark contribution to humanity's understanding of itself."
—*The New York Times Book Review*

THE RIGHTEOUS MIND

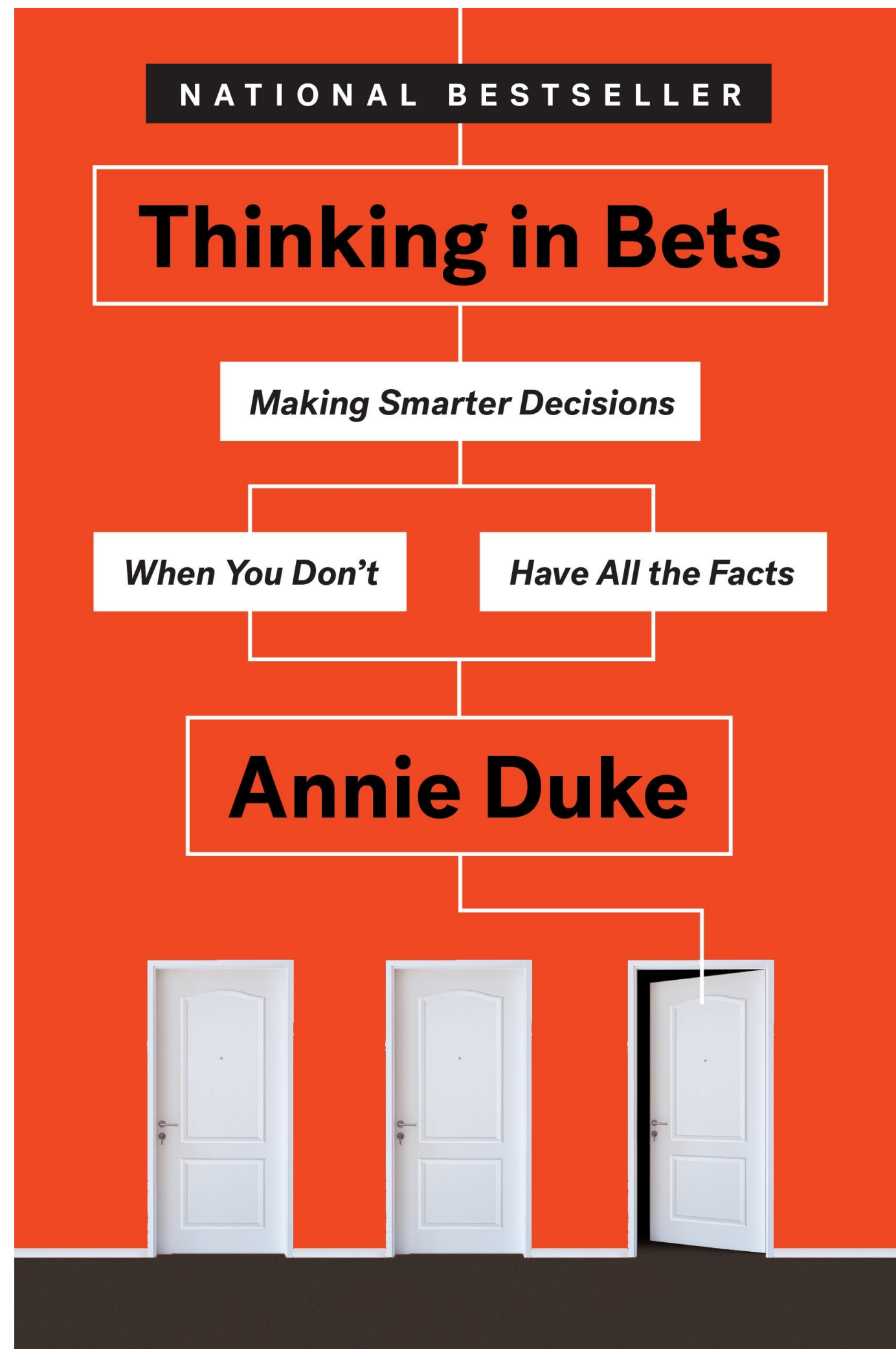
WHY GOOD
PEOPLE ARE DIVIDED
BY POLITICS AND
RELIGION



JONATHAN
HAIDT

“The human mind is a
story processor, not
a logic processor.”

“Intuitions come first,
strategic reasoning
second.”



“What makes a decision great is not that it has a great outcome.

A great decision is the result of a good process, and that process must include an attempt to accurately represent our own state of knowledge”

**So what do we do
about this?**

**If we had this today,
what would the
benefit be?**

**Write your Hypothesis.
Reflect.**

**What (assumptions)
would need to be
true for this to work?**

Quantify your Hypothesis

Before you start,
reflect as you go

Look for your Leverage

Leverage

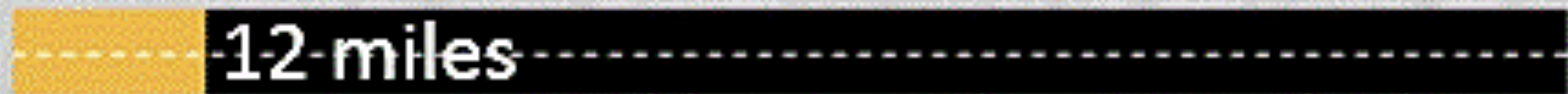




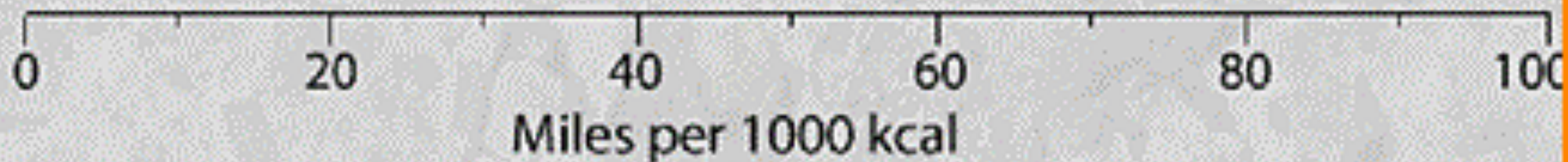
Commuter bike
10 mph



Walker
4 mph



Car & driver
30 mph



L



~10X

Leverage

N



~1X

Neutral

O



<1X

Overhead

L
tasks

Do a great job. Let your inner perfectionist shine.

N
tasks

Do a strictly good job.
No better.

O
tasks

Just get it done.
Actively try to do a bad job.



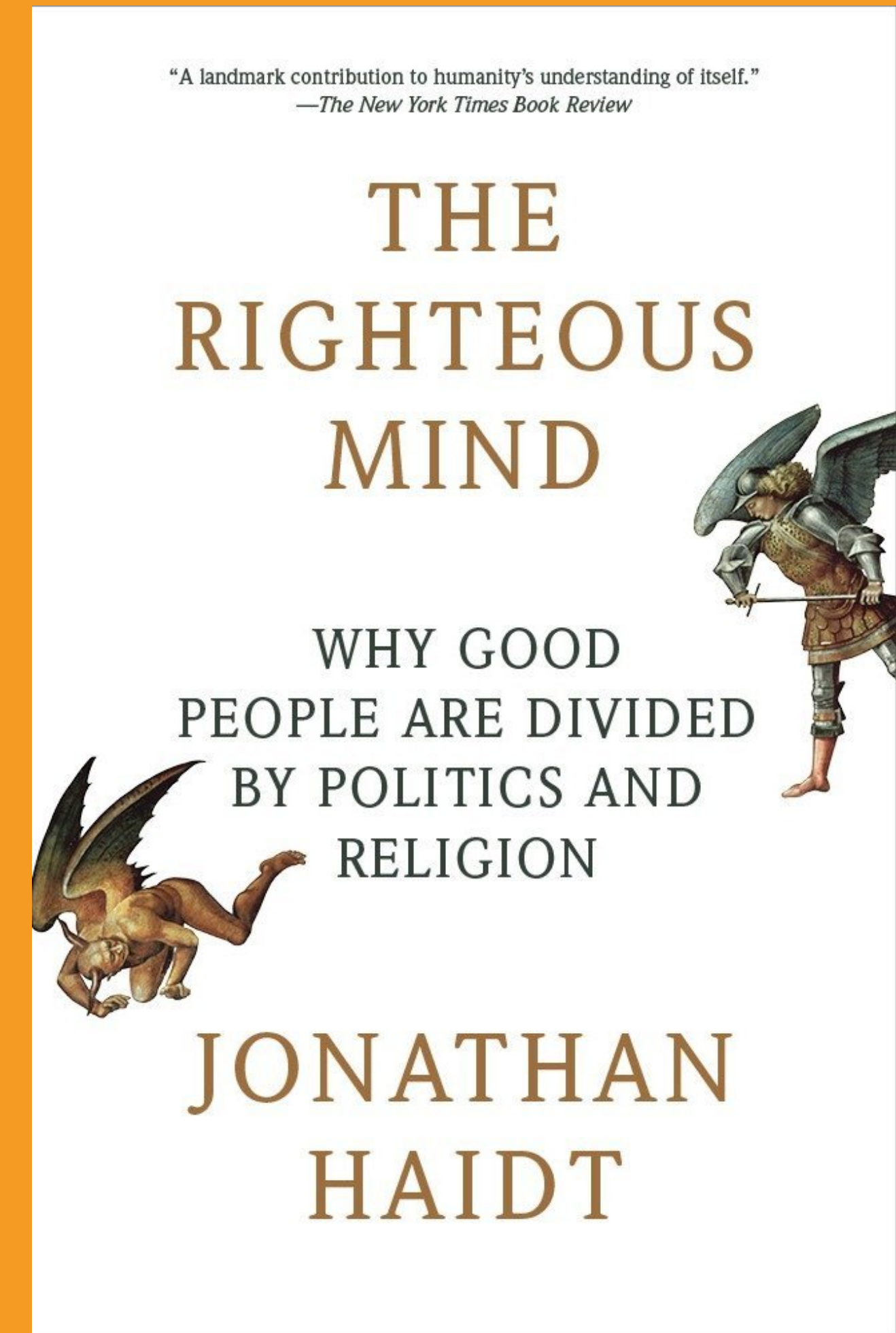
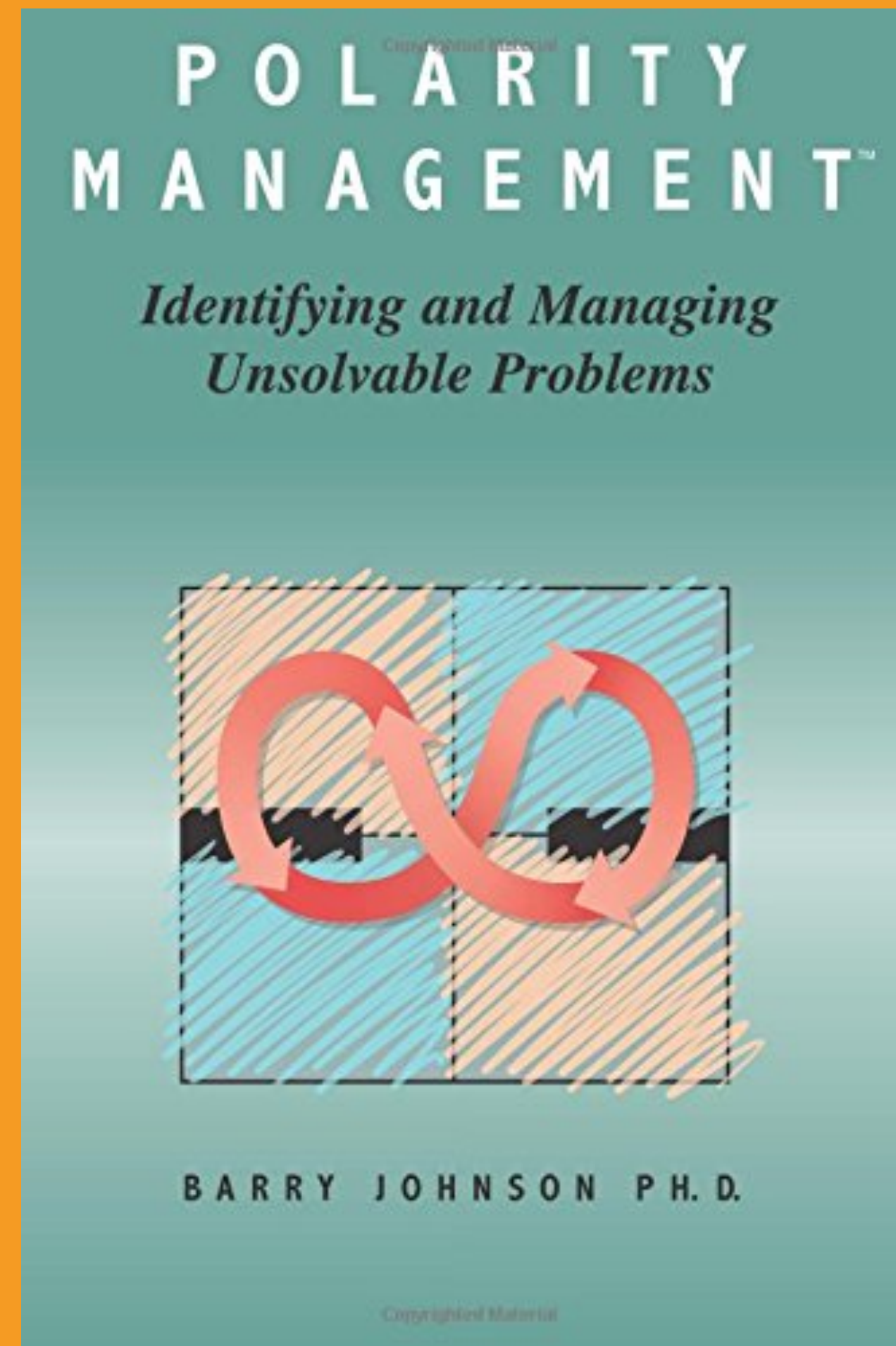
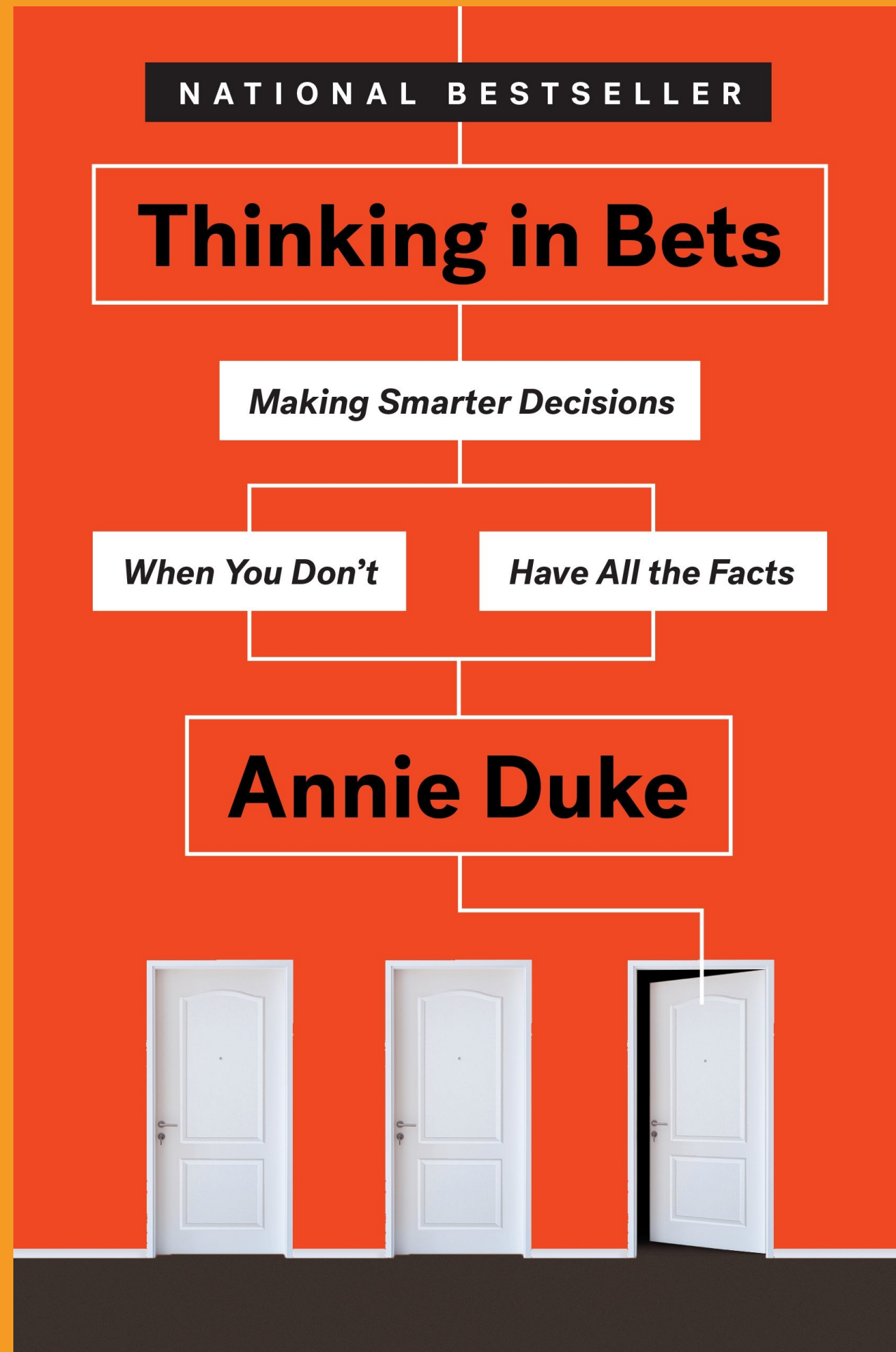
Project Lollipop

How we Built a Retrospective Machine.

Find your Leverage

What you work on,
matters more than how
hard you work

Good reads



Quantify Hypothesis.

Write first, then reflect and learn from outcomes.

Look for Leverage

Don't work hard, be smart.

Sapiens.

How to build habits that
consistently design
around your Bias

There's only two things I don't like:

Change and the way things are.

**“People resist
change”**

**“Won’t work unless
we tell them”**

**“If you have dead wood in
your company,
either you hired dead wood.**

**Or you hired live wood,
and killed it”**

(12) **United States Patent**
Safford et al.

(10) Patent No.: **US 6,175,625 B1**
(45) Date of Patent: **Jan. 16, 2001**

(54) **CONTROL CIRCUITS FOR ELECTRIC CODING MACHINES**

(73) Assignee: **The United States of America as represented by the National Security Agency, Washington, DC (US)**

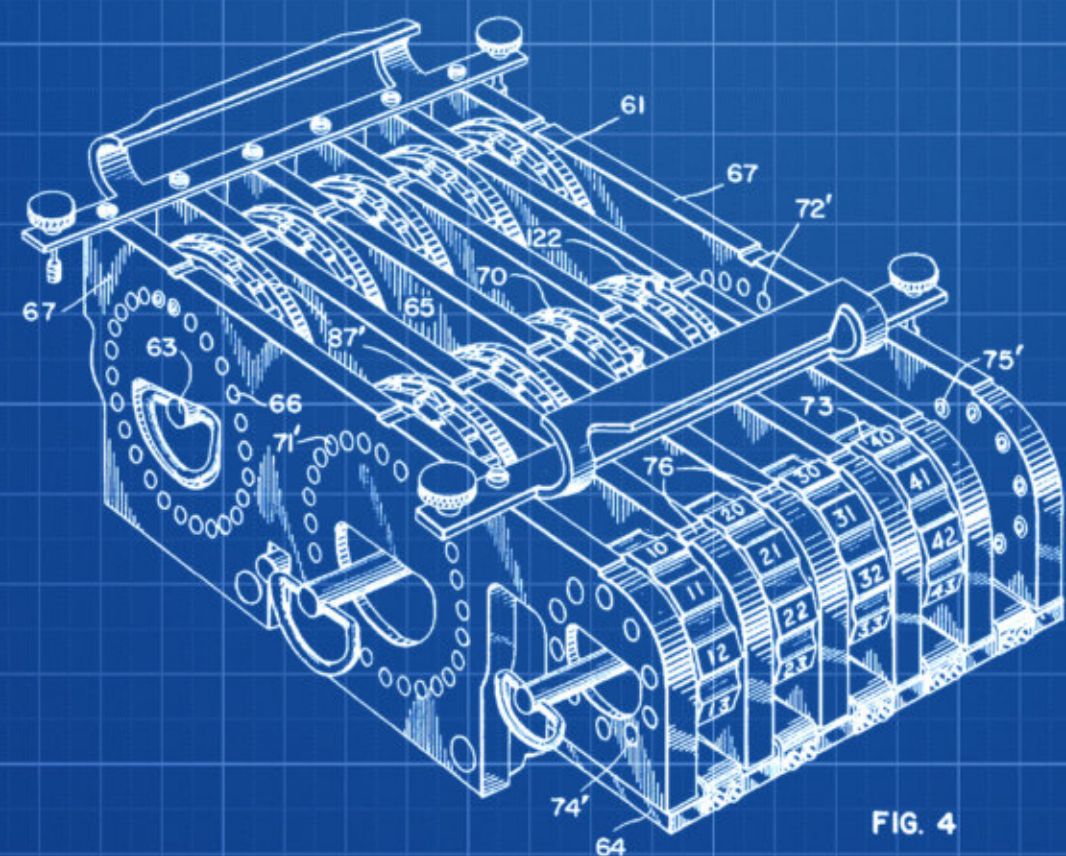
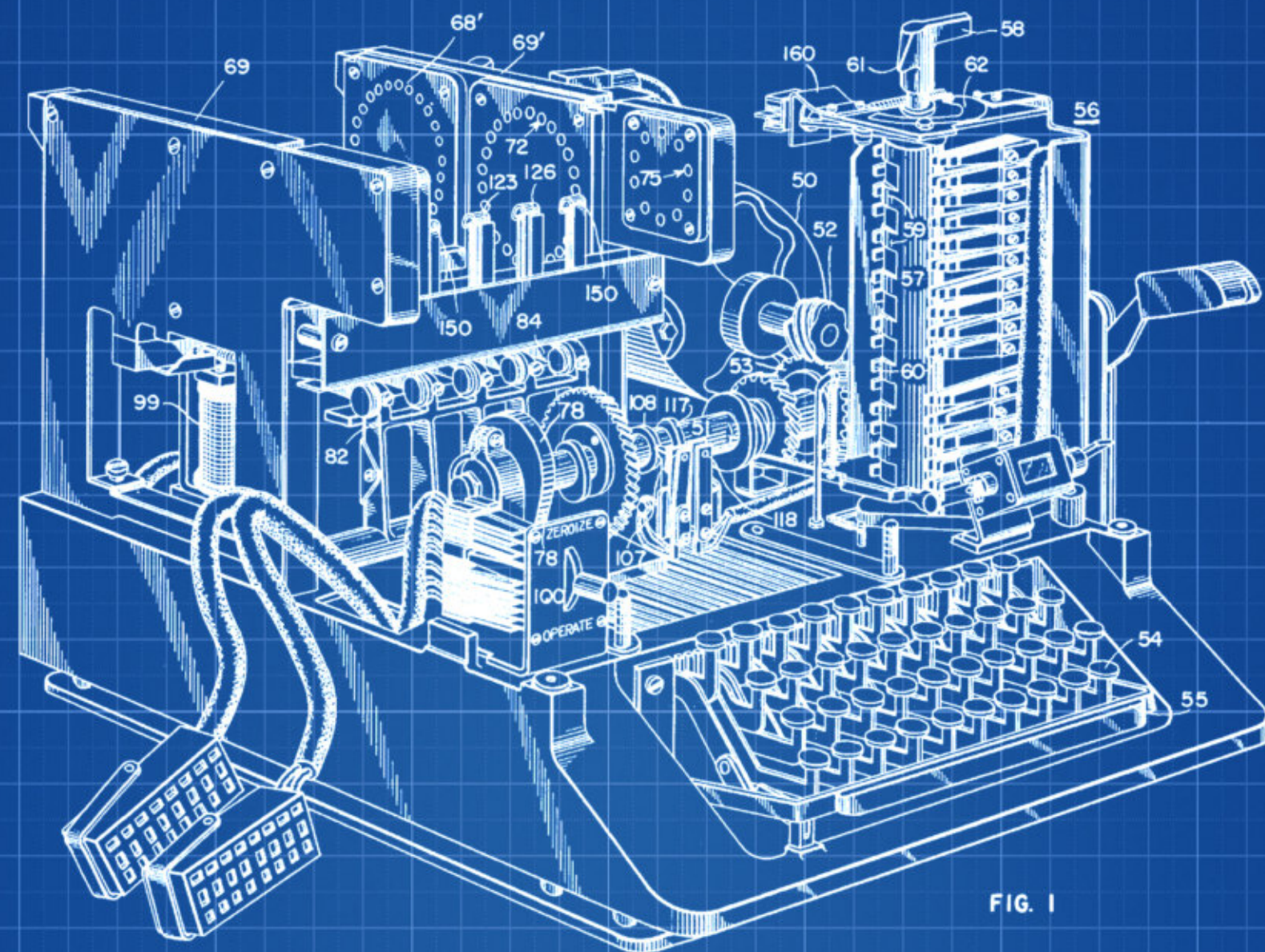


FIG. 1

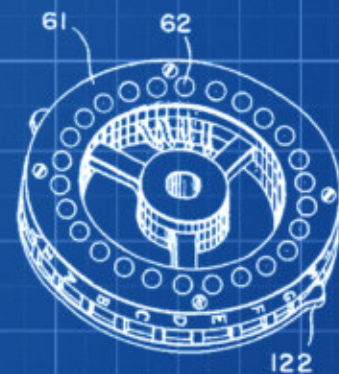


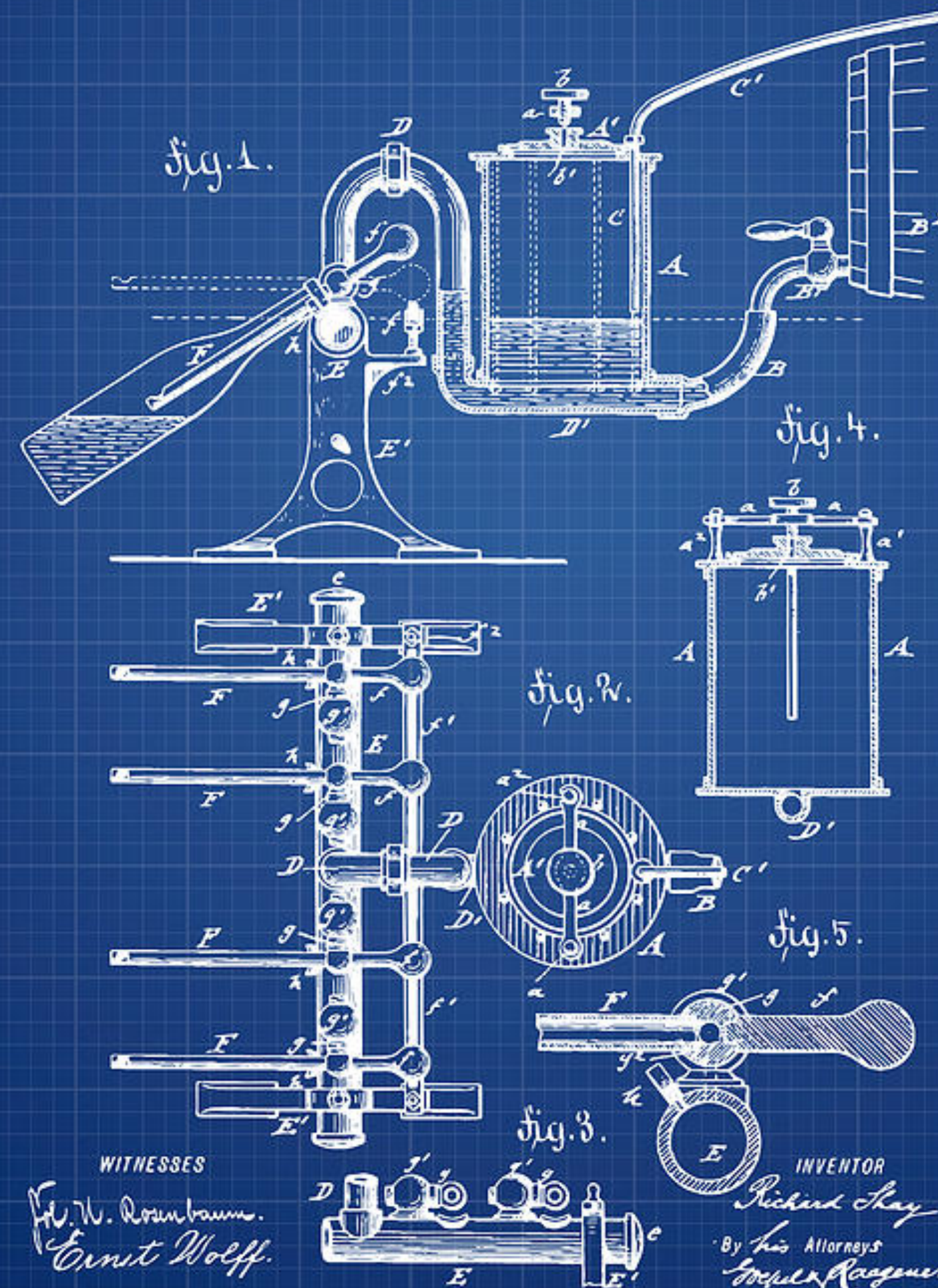
FIG. 5



FIG. 6

BOTTLING MACHINE

R. SHAY
PATENTED AUG 18, 1885
NO. 324,494



WITNESSES

Wm. Roubbaum.
Ernst Wolff.

INVENTOR

Richard Shay
By his Attorneys
Wells & Rogers







**Exclusion, hides
vital perspective
and information.**

Perspective matters.



Meeting a Leader?



Making Suggestions?



Restructure?



Performance Review?





Intentionally design around our Bias



**When you're all ...
Invite some...**

**Diversity is being
invited to the party.**

**Inclusion is choosing
the music.**

- 1 Achieved + Learned**
- 2 Planned next**
- 3 On our minds**
- 4 Stressed by**
- 5 Need help**

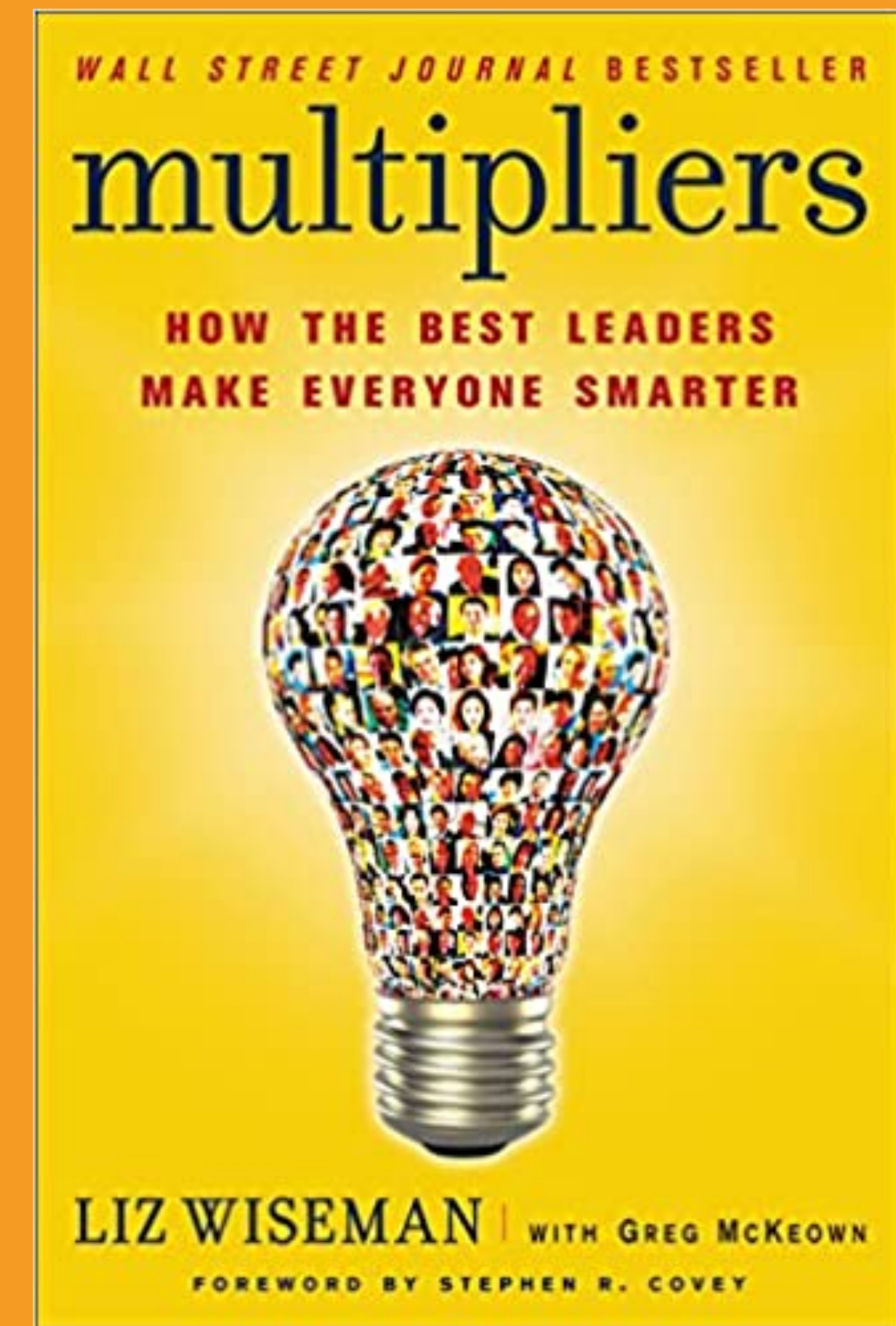
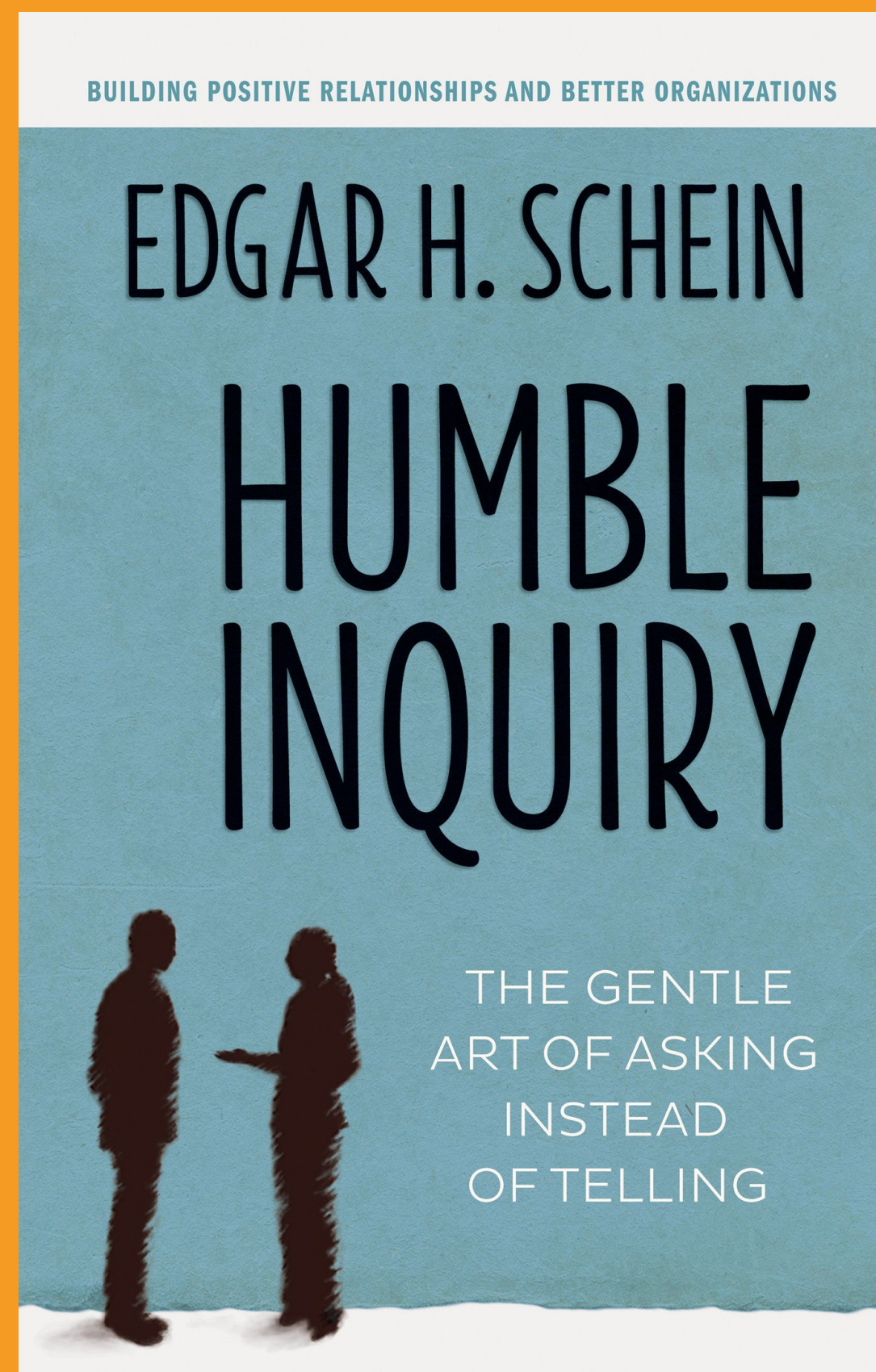
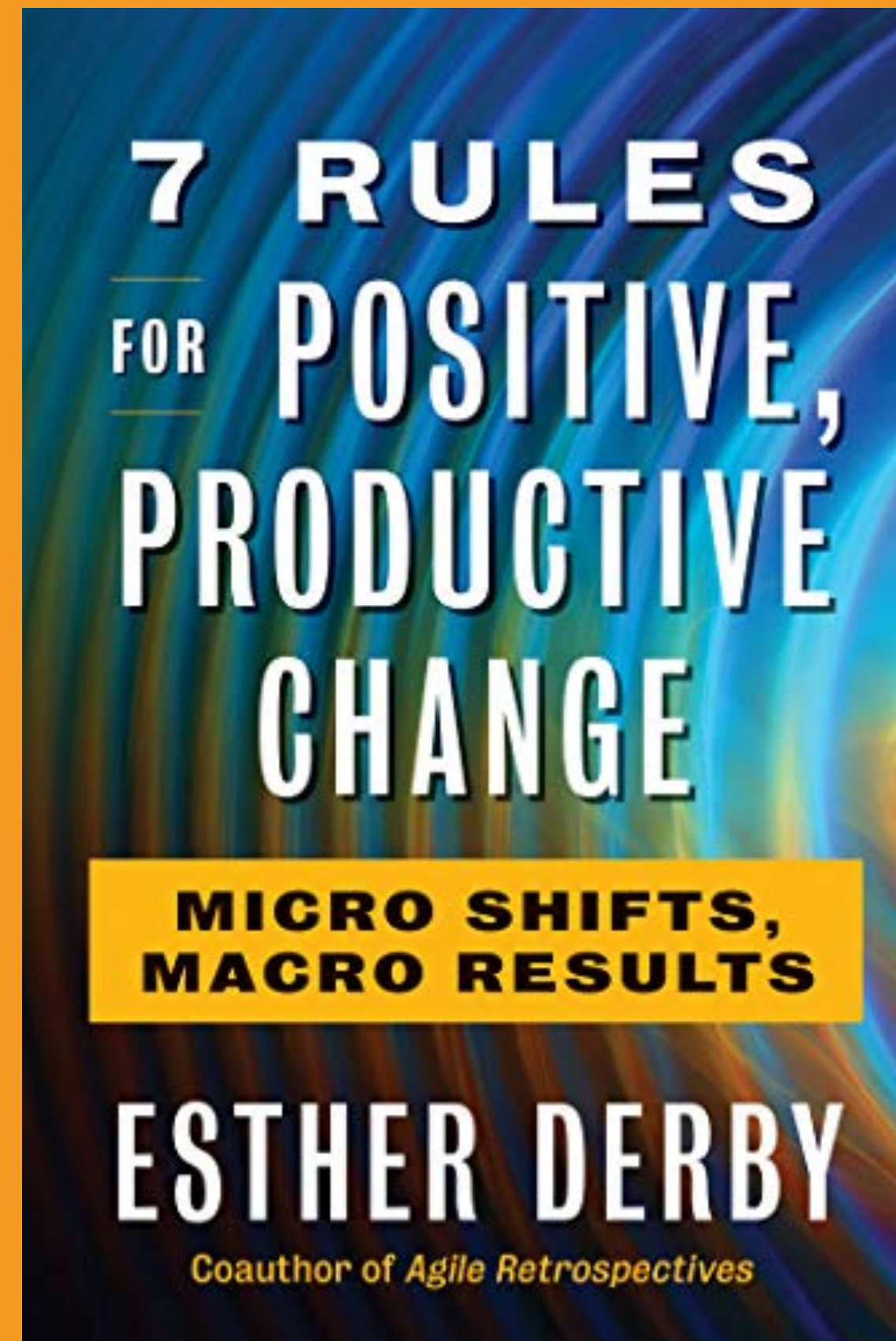
Written vs Verbal

Pre-reading.

Time to Think.

Follow up.

Good reads



Acknowledge Bias
Notice who's missing

Design around your Bias
Build the habits that create
coherent understanding

**When you want to move
beyond copy paste**

Remember...

Three Take Aways

1. Create Focus

2. Find Leverage

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Three Lenses

Systems

Looking beyond the team level to create focus across all Flight Levels

Science

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Sapiens

How to build habits that consistently design around your Bias

**“Coaching, teaching
and investing in our
people is too
expensive!”**

“What if we invest in them and they leave!”

**What if you don't
and they stay.**



Join me on LinkedIn

Would love to chat more

I post weekdays about

Creating Focus,
Finding Leverage,
Building Habits,

In Scaleups.