

A Reflective Inquiry

Agility Unplugged

Uncovering the Living System of
Relationships, Patterns, and
Presence Beyond Tools & Labels



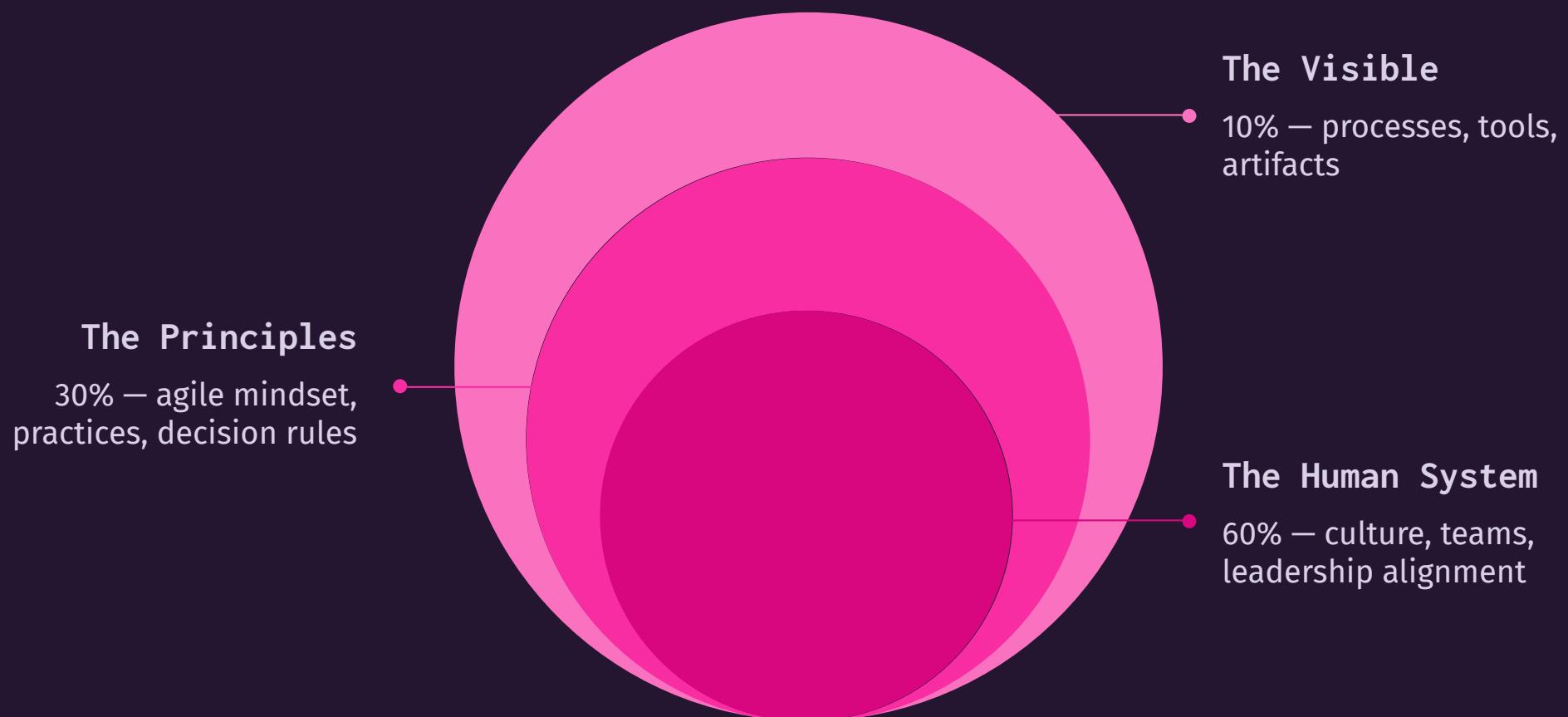
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Why 88% Fail: The Missing Layers

88%

of transformations fail to achieve original ambitions (Bain & Company, 2024)

Most organizations skip the middle layers and wonder why frameworks don't work.



Organizations adopt Layer 1, ignore Layer 2, and expect Layer 3 to magically appear. It doesn't work that way.

Layer 2: The Missing Link

The principles most organizations skip - yet they're the bridge between frameworks and human systems as decision-making rules that shape culture.



Individuals & Interactions

Meaning: People solve problems, not spreadsheets

In practice: Face-to-face conversation beats status reports



Responding to Change

Meaning: Adaptation is the strategy

In practice: Weekly pivots based on learning, not quarterly roadmaps set in stone



Customer Collaboration

Meaning: Shared discovery, not fixed requirements

In practice: Users in the room during development, not just at the end



Self-Organizing Teams

Meaning: Those closest to the work make the decisions

In practice: Teams choose their own ways of working, leaders create conditions



Sustainable Pace

Meaning: Marathon, not sprint

In practice: No hero culture, no burnout as badge of honor

Layer 3: Where Transformation Lives

When principles become practice, the human system emerges



Psychological Safety (Edmondson, 1999)

Built through:

- Leaders modeling vulnerability
- Rewarding speaking up
- Treating failures as learning

Impact: Significantly higher learning behavior and team performance



Collective Flow (Sawyer, 2007)

Built through:

- Shared goals
- Equal participation
- Immediate feedback loops
- Mutual trust

Impact: Peak team performance and heightened creativity



Adaptive Presence (Uhl-Bien & Arena, 2018)

Built through:

- Real-time sense-making
- Distributed decision-making
- Continuous reflection

Impact: Enhanced organizational adaptability in complex environments

Layer 3 doesn't appear by magic. It emerges when Layer 2 principles are lived daily.



How Systems Speak: Reading the Patterns

This slide shows HOW to see and read the living system - practical pattern recognition.

These patterns are empirically validated - not theory, but observable phenomena in high-performing teams.

Rhythm & Timing

Natural cadence versus forced rituals; e.g., team syncs self-adjusting to delivery pace.

Energy Flow

How attention and effort circulate; e.g., bursts of focus around user launches.

Trust Signals

Behaviors that convey reliability; e.g., open updates and dependable follow-through.

Emergence

Unpredicted patterns arising from interaction; e.g., new roles forming during crisis.

AI & The Living System

How AI amplifies or disrupts the patterns that make teams work

1. Rhythm & Timing

- ✓ Amplifies: AI detects optimal sprint lengths, meeting patterns (Larson & DeChurch, 2020)
- ✗ Disrupts: Automated scheduling ignores human energy cycles

3. Trust Signals

- ✓ Amplifies: AI analyzes communication patterns to reveal trust dynamics (Zhang et al., 2023)
- ✗ Disrupts: Black-box decisions erode psychological safety
- "Why did AI decide this?"

2. Energy Flow

- ✓ Amplifies: AI surfaces where team attention is stuck, reveals energy drains (Vaccaro et al., 2024)
- ✗ Disrupts: Constant AI notifications fragment focus, deplete cognitive energy

4. Emergence

- ✓ Amplifies: AI spots emerging patterns humans miss, enables faster adaptation
- ✗ Disrupts: Over-automation kills self-organization, teams stop thinking

"The question isn't whether to use AI. It's whether AI helps you see the living system more clearly - or obscures it."

Sources:

- Zhang et al. (2023), Trust and acceptance in human-AI teams
- Vaccaro, Almaatouq & Malone (2024), When combinations of humans and AI are useful, *Nature Human Behaviour*
- Larson & DeChurch (2020), AI as team members

The Next Leap: From Doing Agile to Being Agile

The evolution from frameworks to living systems

1	<p>Agile as Method (2001-2010)</p> <p>Focus: Frameworks, ceremonies, roles</p> <p>Mindset: "We do Scrum"</p> <p>Result: Mechanical compliance</p>
2	<p>Agile as Principles (2010-2020)</p> <p>Focus: Values, mindset, culture</p> <p>Mindset: "We live the manifesto"</p> <p>Result: Deeper understanding, but still prescriptive</p>
3	<p>Agile as Living System (2020-Present)</p> <p>Focus: Patterns, emergence, sense-making</p> <p>Mindset: "We read and respond to our system"</p> <p>Result: Adaptive, context-aware teams</p>
4	<p>The Next Leap (Emerging)</p> <p>Focus: Collective intelligence + AI augmentation</p> <p>Mindset: "We co-evolve with technology and each other"</p> <p>Key shifts happening now:</p> <ul style="list-style-type: none">• From trains to networks: Collaboration across ARTs and partners, not single teams• Dynamic structures: Teams reconfigure around value flows, not frozen org charts• AI-native organizations: Work self-organizes around opportunities; AI coordinates, humans judge• Strategy as conversation: Continuous alignment across portfolios, not yearly alignments• Leaders as stewards: Helping people see the real system and stay on strategy while moving

The future of agility lies in teams that can sense, learn, and evolve faster than their environment changes: **teams as learning organisms that reconfigure in real-time.**



Working with the Living System

Three practices that activate Layers 2 & 3



Activate Layer 2: Make Principles Explicit

Practice: Ask "Which agile principle guides this?" in every decision.

Connects to: Individuals over processes, Responding to change, Self-organization.

Example: Team debates tool choice → Ask "Does this enable individuals & interactions?"

Cultivate Layer 3: Build Psychological Safety

Practice: Leader shares one mistake/learning at every retrospective.

Connects to: Trust Signals pattern, Psychological Safety.

Example: "I pushed for that feature without asking users - we wasted 2 weeks."

Read the Patterns: Weekly Sense-Making

Practice: 15-min weekly team reflection: "What patterns did we notice?"

Connects to: All 4 patterns (Rhythm, Energy, Trust, Emergence).

Example: "We noticed energy drops every Thursday afternoon, let's experiment."

These practices represent how you work **WITH** the living system, not against it.



My Invitation



Start Small: One Pattern This Week

Pick ONE pattern to observe this week: Rhythm, Energy, Trust, or Emergence.

Question: Which one is calling for attention in your team?

Action: Friday 4pm: 5-minute reflection - what did you notice?



Create One Safe Moment

Share one mistake or uncertainty in your next team meeting.

Question: What vulnerability can you model?

Action: Next retro opener: "Here's what I got wrong this week..."



Ask One Better Question

Stop asking: "Are we doing agile right?"

Start asking: "What is our system telling us?"

Question: What question would shift your team's seeing?

Action: Write it on a sticky note. Put it where you'll see it daily.

You don't need permission to start

Frameworks come and go. The human system remains. See it. Name it. Work with it. Start Monday.



Who I Am



My Focus

Making health systems more effective through prevention and early intervention, where human benefit and economic sense align.



My Approach

Transformation as leadership and accountability, less about advisory. Building trust-based relationships that create lasting change.



My Throughline

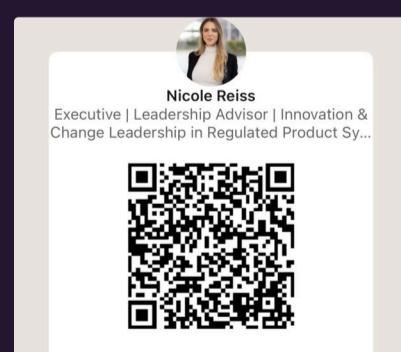
Prevention and mental health since 2017. Partnering with organizations that carry change themselves with clarity and courage.

Let's Connect

I'm here for conversations that matter:

- Transforming health systems with prevention at the core
- Building living systems in Digital Health and MedTech
- Leading change that reshapes, not just manages
- Navigating the intersection of AI, agility, and human systems

If you're ready to see your system differently and work with it - not against it - let's talk.



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