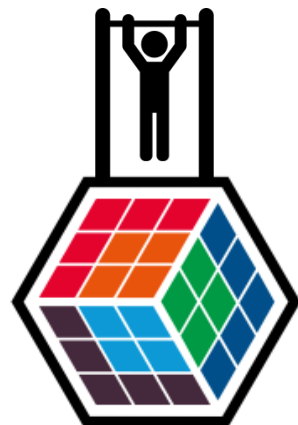
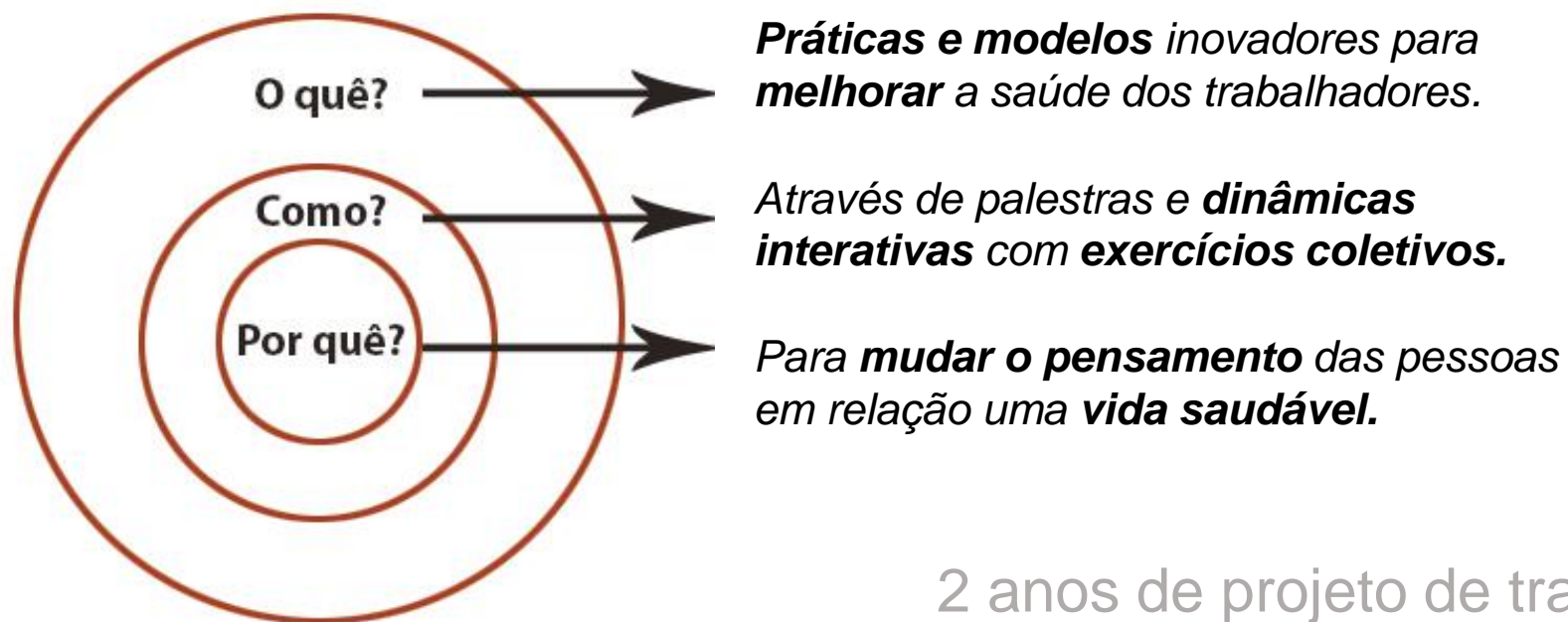


- Muitas horas seguidas de palestras.
- Ficar o dia todo sentado é cansativo e da dor nas costas.
- O período tarde sempre é maçante e me da sono.
- Não tem opções saudáveis no Coffee Break.



# THE FITNESS DEVELOPER'S CONFERENCE





# LEAN CHANGE MANAGEMENT

## MUDANDO COMO MUDAR



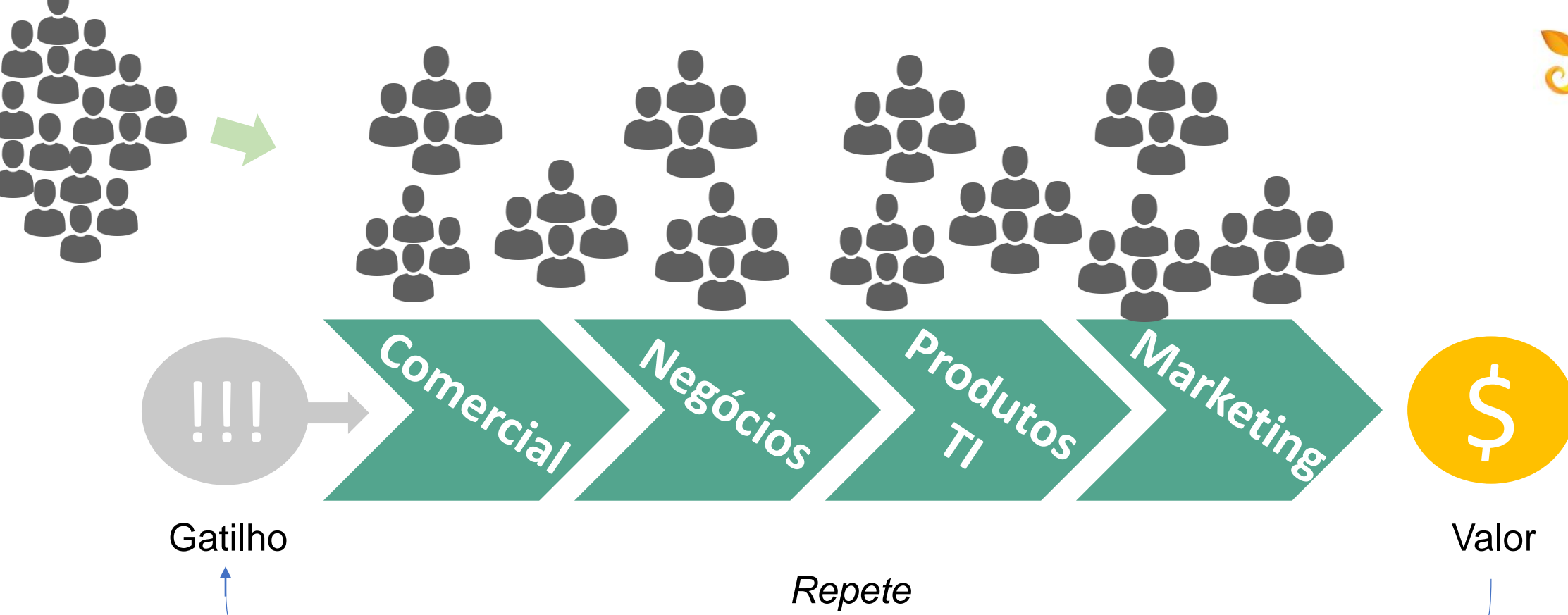
## UMA AULA SOBRE BUSINESS AGILITY:

- SOUTHWEST  
AIRLINES WITH A  
'10-MINUTE' IDEA

TIMES ÁGEIS

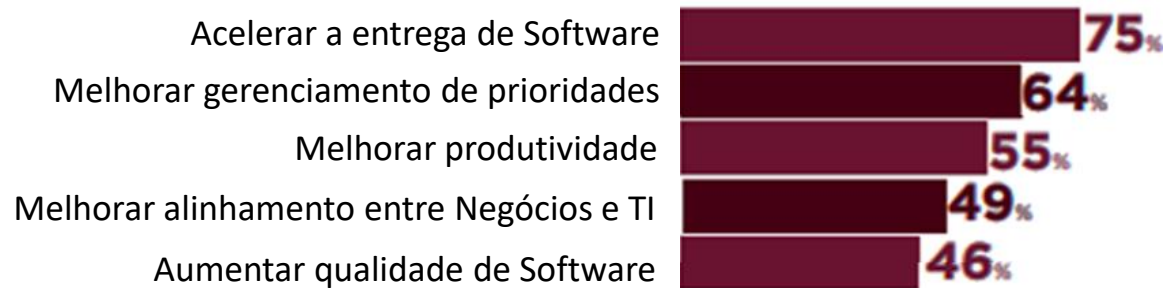
NÃO SIGNIFICA

BUSINESS AGILITY

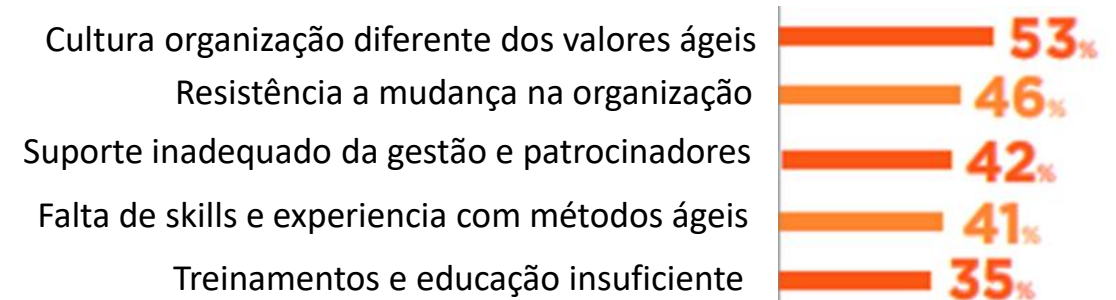


QUAIS SÃO OS DESAFIOS PARA EXPANDIR ESSA INICIATIVA?

## Razões para adoção Ágil.



## Desafios na adoção e agilidade em escala.



“CONTRATAM POR CONHECIMENTO TÉCNICO E DEMITEM POR COMPORTAMENTO”

COMO ESTAMOS “CONTRATANDO” A TRANSFORMAÇÃO?

“IF YOU WANT TRULY  
TO UNDERSTAND  
SOMETHING, TRY TO  
CHANGE IT”

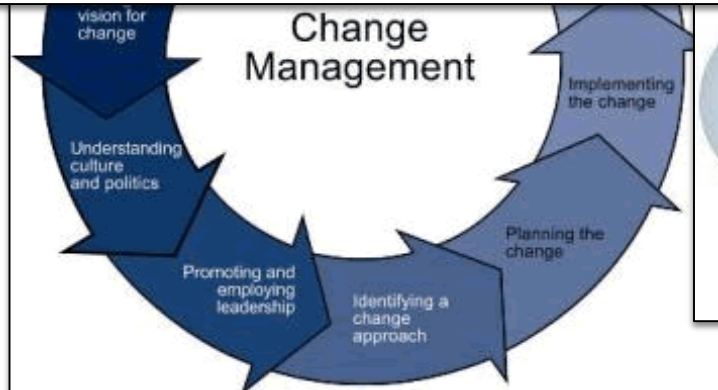
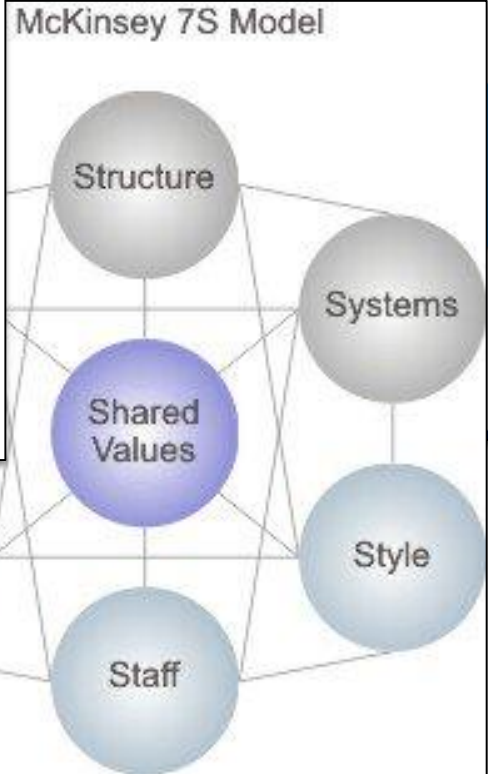
- KURT LEWIN



# ADKAR model

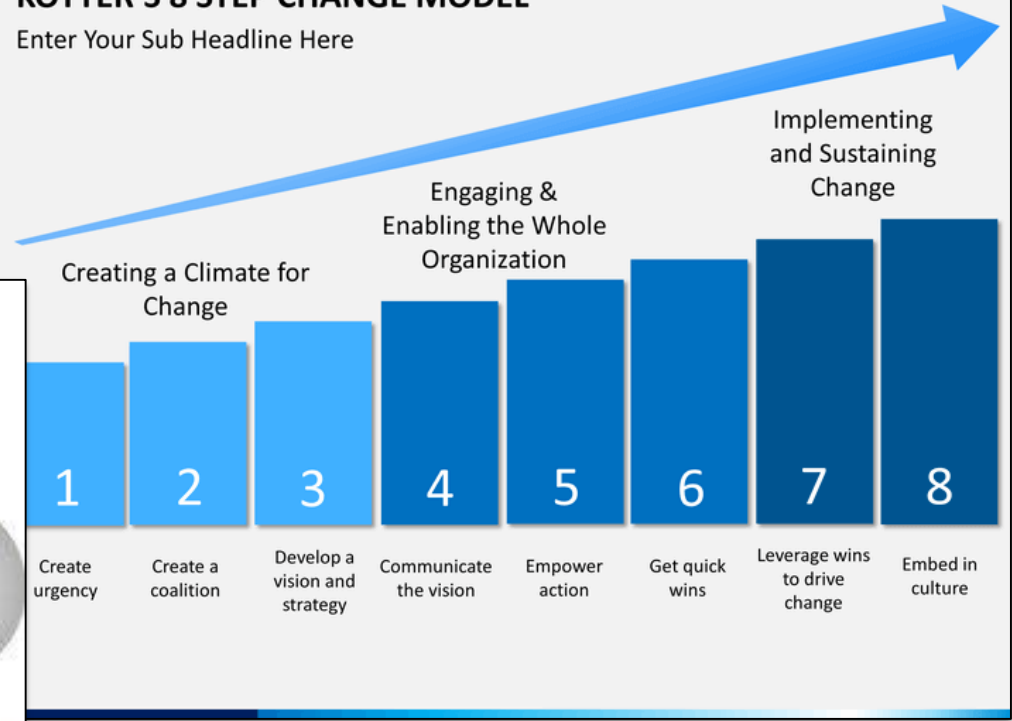


- A** Awareness of the need for change
- D** Desire to participate and support the change
- K** Knowledge on how to change
- A** Ability to implement required skills and behaviors
- R** Reinforcement to sustain the change



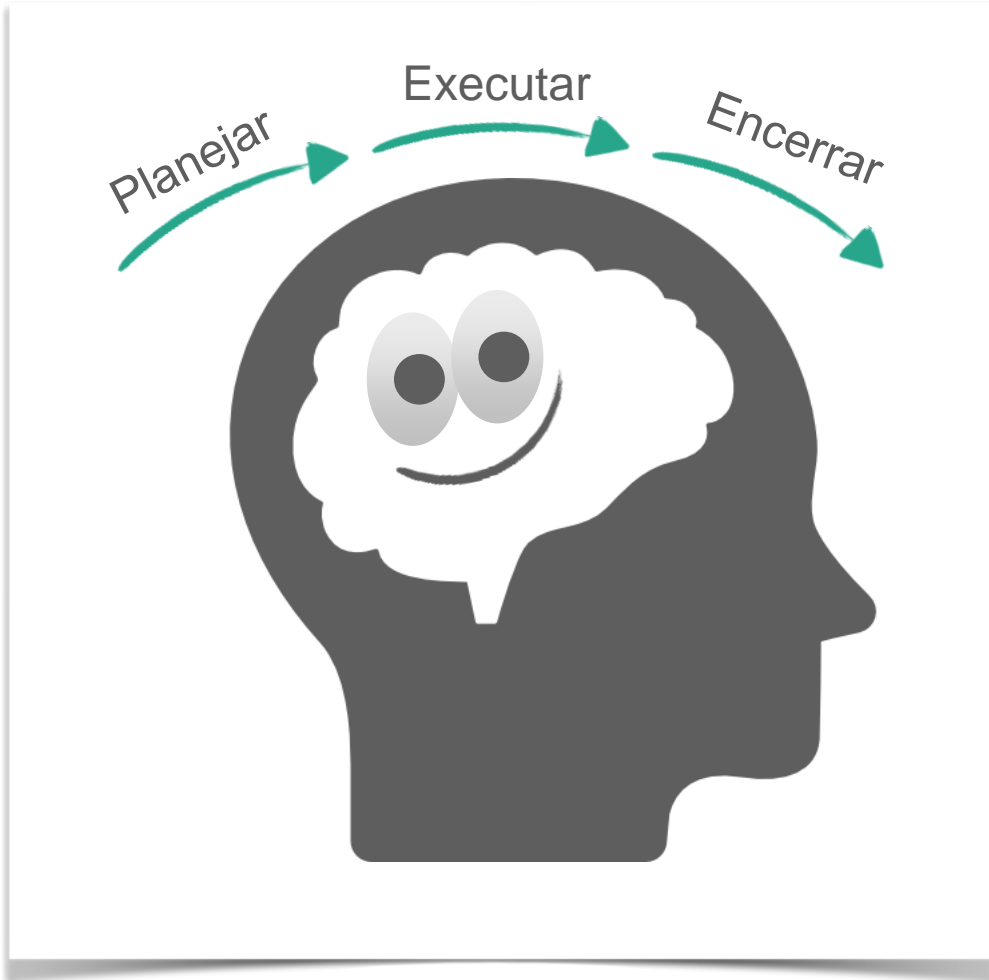
## KOTTER'S 8 STEP CHANGE MODEL

Enter Your Sub Headline Here



## The transformation of business





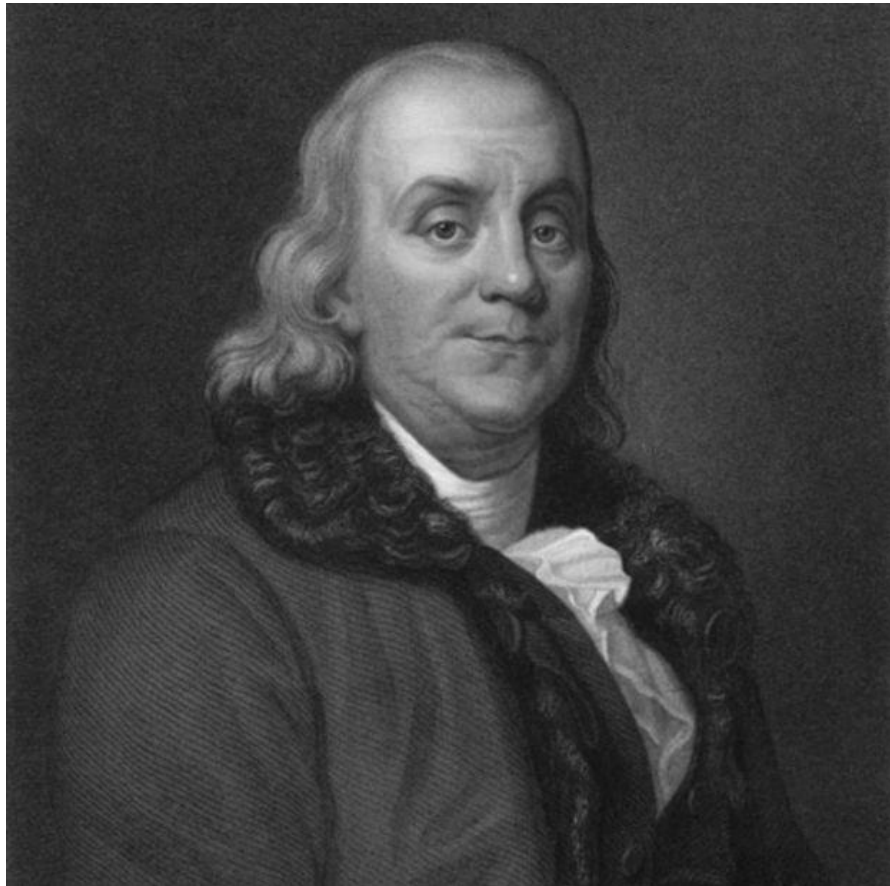
## NOSSO CÉREBRO VALORIZA A CERTEZA

Às vezes *uma falsa certeza* é melhor que nenhuma certeza.

Não é sobre “*descongelar*” uma cultura/mindset, mudar ela e “*congelar*” novamente.

“IN A CHANGE  
EFFORT, CULTURE  
COMES LAST,  
NOT FIRST”

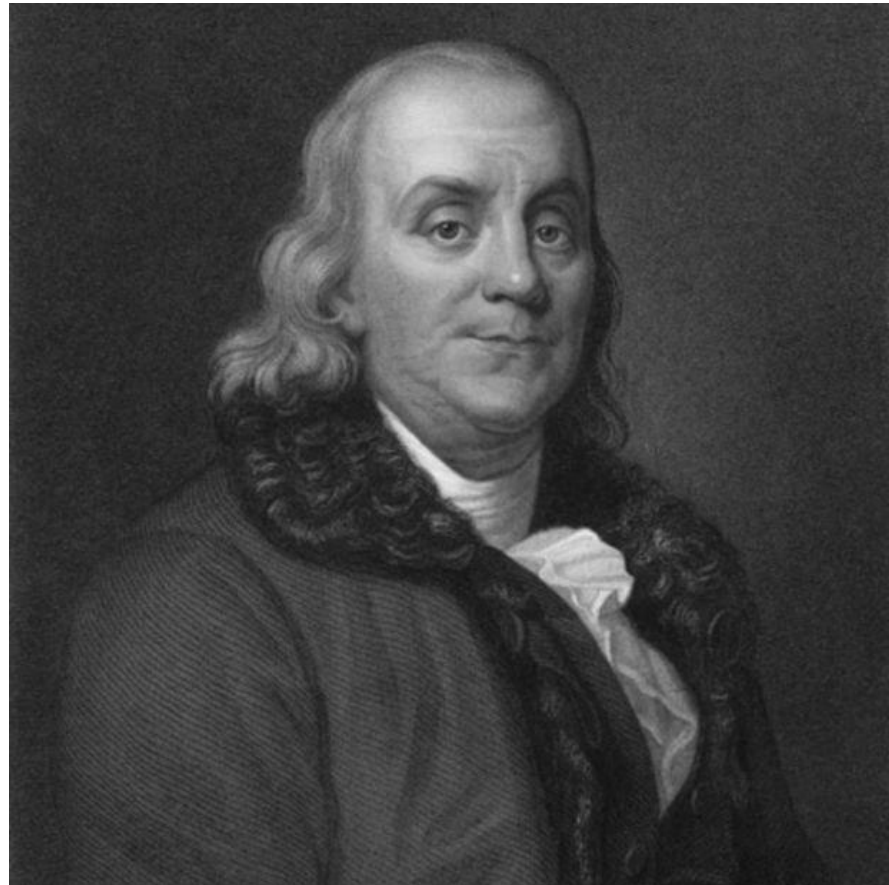
- Jhon Kottler



## TRÊS PERFIS DE PESSOAS

*Existem 3 tipos de pessoas.  
Aqueles que fazem ágil, os que  
odeiam ágil os que são ágeis.*

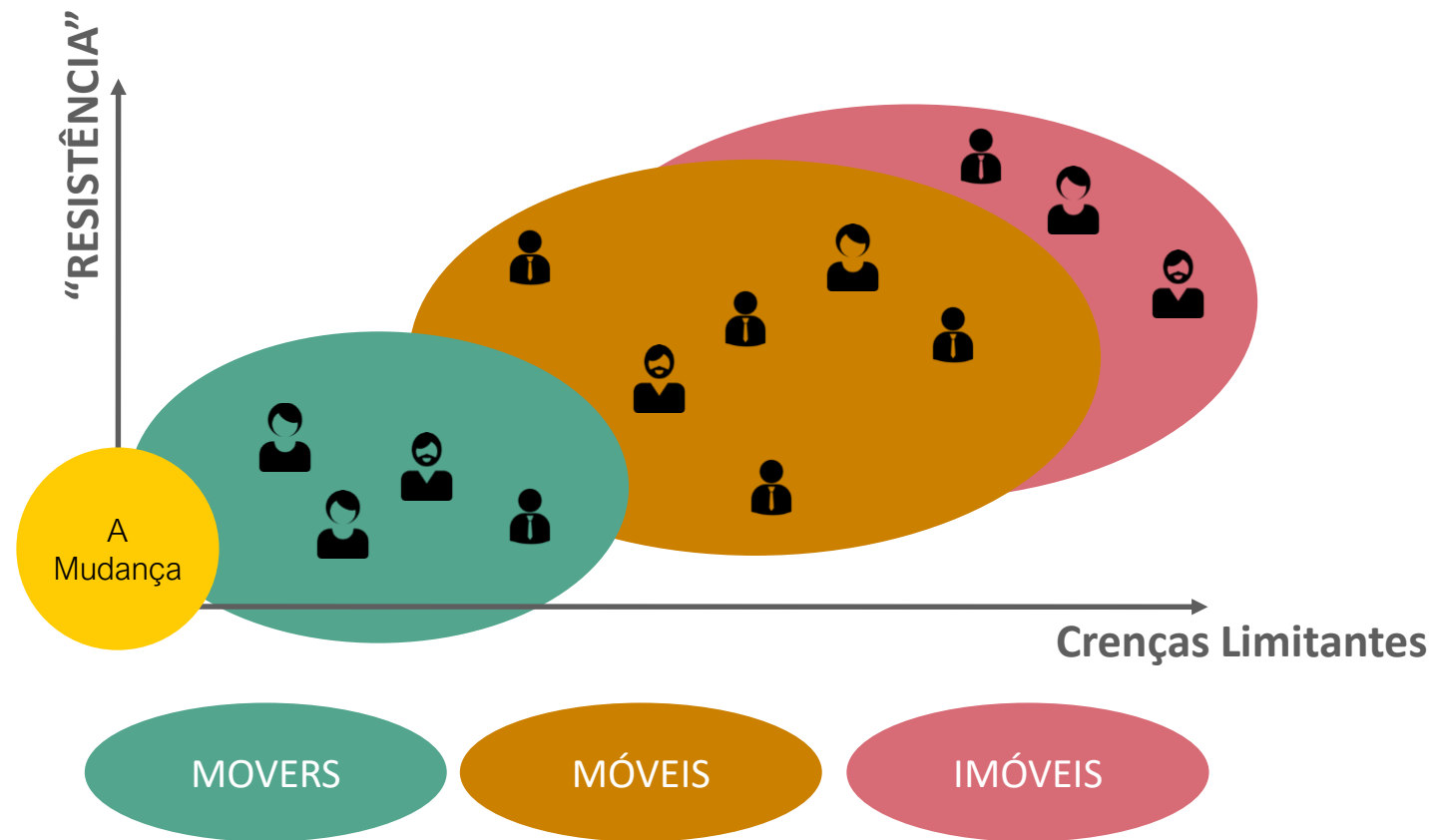
Benjamin Franklin










## TRÊS PERFIS DE PESSOAS

*Existem 3 tipos de pessoas.  
Aqueles que são móveis, os  
imóveis e os que  
movem(movers)*

Benjamin Franklin



-  Paixão (Sua proposta é a coisa mais importante da minha vida)
-  Engajamento (Eu quero o que você está propondo)
-  Concordância (Eu vou fazer o que você está propondo)
-  Compliance (Ok, mas onde estão as brechas?)
-  Apatia (Eu não me importo)
-  Resistência passiva (Ups, não fiz...)
-  Resistência ativa (Nem a pau!)

# 70%

Das iniciativas de mudança falharam...

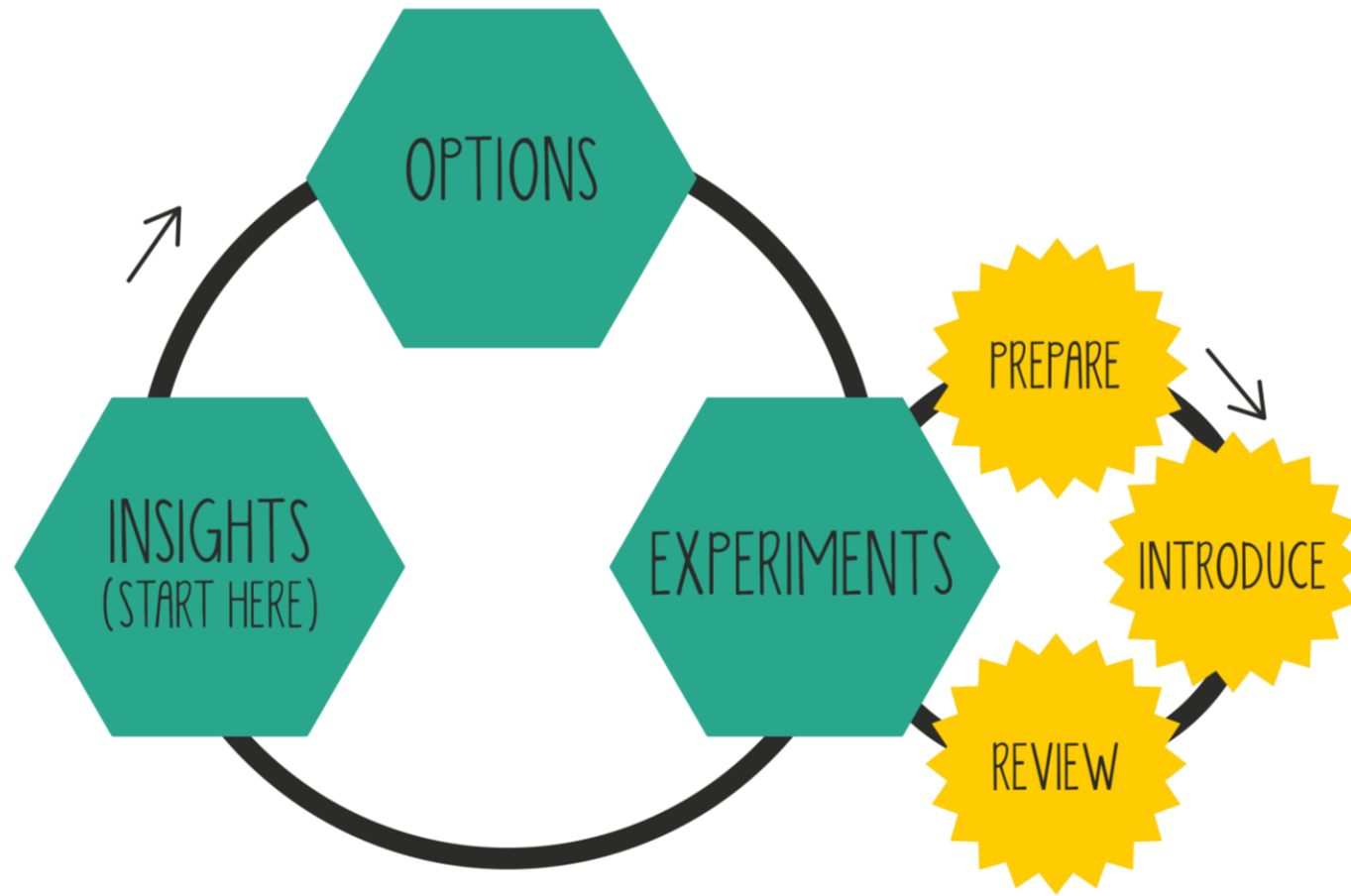
## ENTÃO, A MUDANÇA NÃO DEU CERTO PORQUE...

- ▶ As pessoas são *imprevisíveis*.
- ▶ Não temos um modelo de mudança *bem estruturado*

<http://www.agilecoach.ca/2012/11/27/evolving-change-management/>



# LEAN CHANGE MANAGEMENT CYCLE



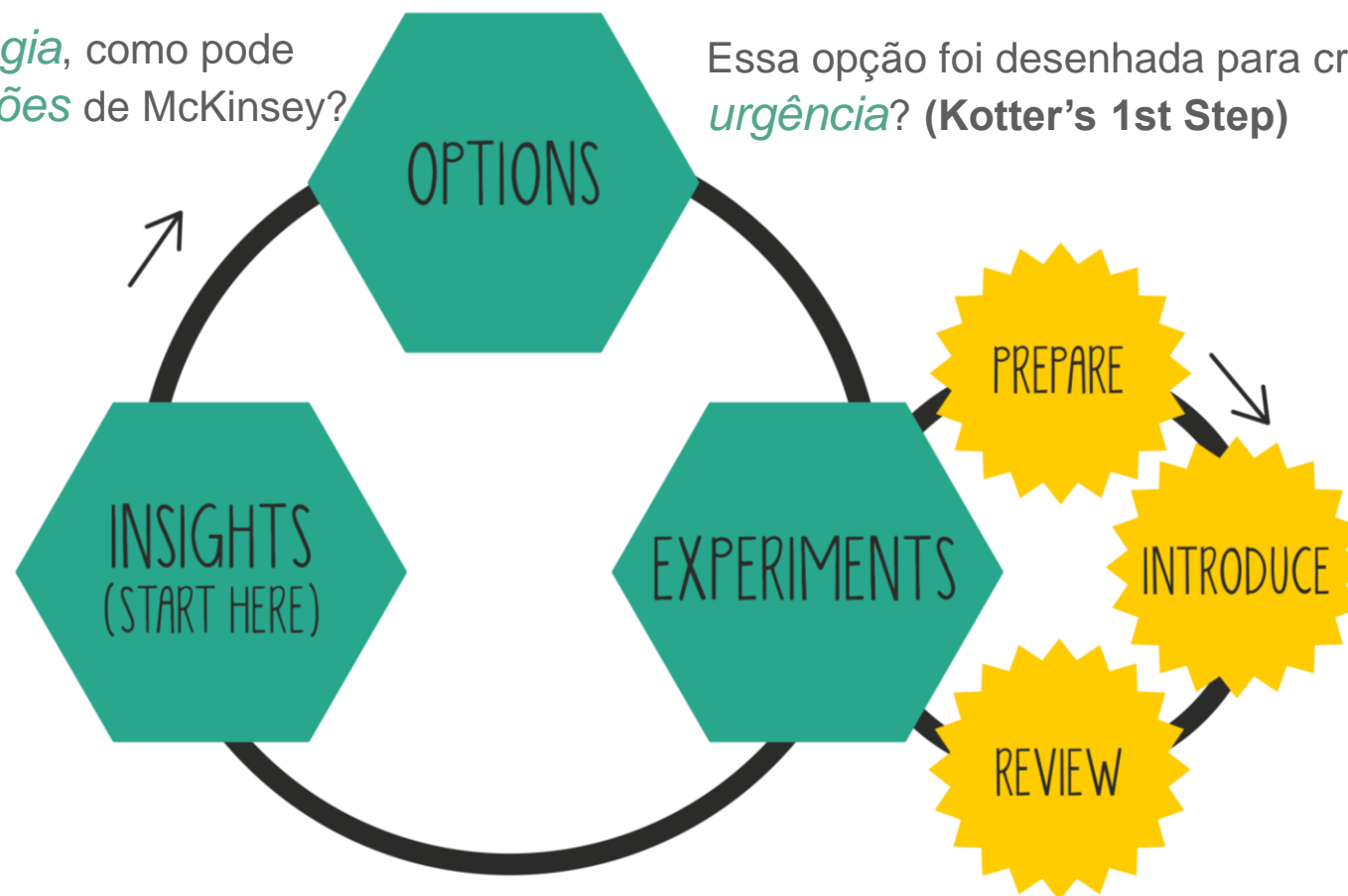
- ▶ Feedback Driven
- ▶ Lean Startup
- ▶ Neuro Ciência
- ▶ Mudança Social
- ▶ Não Linear

Essa opção foi desenhada para gerar *consciência* sobre a mudança?  
(ADKAR®)

Se essa opção é para *estratégia*, como pode atingir as outras *seis dimensões* de McKinsey?  
(McKinsey 7S)

Essa opção contribui com um *ganho rápido*?  
(Kotter's 6th Step)

Essa opção foi desenhada para criar *senso de urgência*?  
(Kotter's 1st Step)



Não faço ideia de como tartar essa questão. Posso iniciar com *experimento* para coletar insights.

Quantas mudanças estão ocorrendo no ambiente ao *mesmo tempo*?  
(WIP Limit)

Minha hipótese de mudança foi *invalidada*. Qual novo *insight* tiramos com essa experiência?

# CANVAS DE ALINHAMENTO CULTURAL



METRICAS DE PROGRESSO  
COMO PODEMOS MEDIR PROGRESSO

## PERSPECTIVE MAPPING

	- APOIAM A MUDANÇA → +	+ ← BLOQUEIAM
 EXECUTIVOS		
 GESTORES		
 TIMES / STAFF		

Experiment Tracker		SUCCEDDED! _____ SORTA WORKED _____ FAILED _____		
THEME	PREPARE	INTRODUCE	REVIEW	INSIGHTS

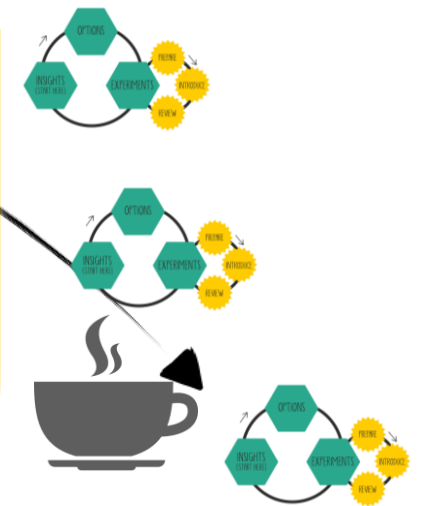
### Story Telling Canvas

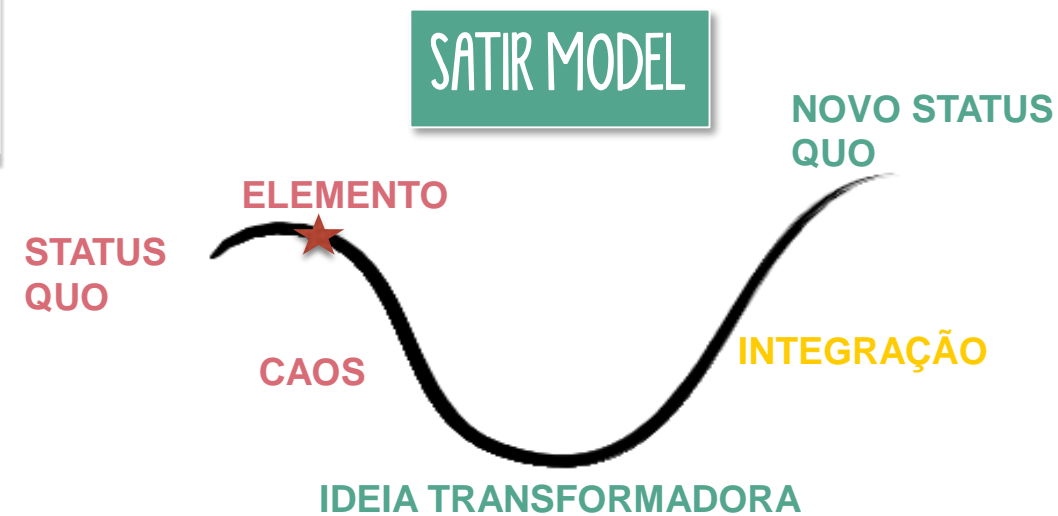
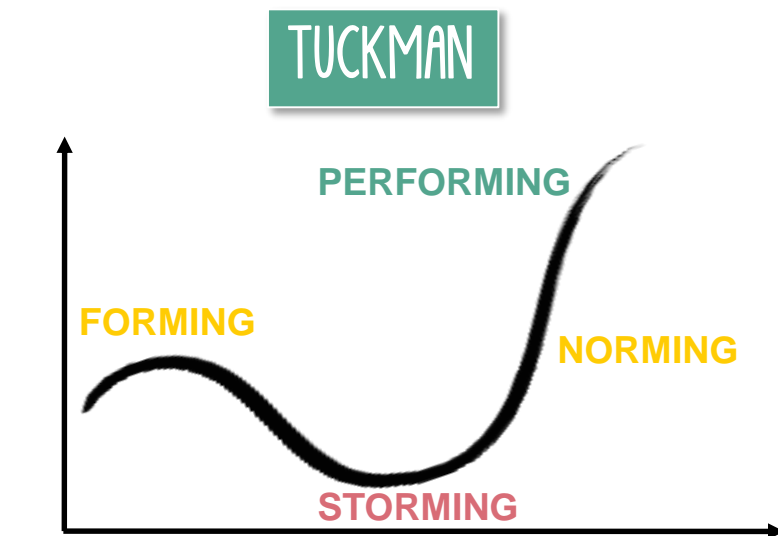
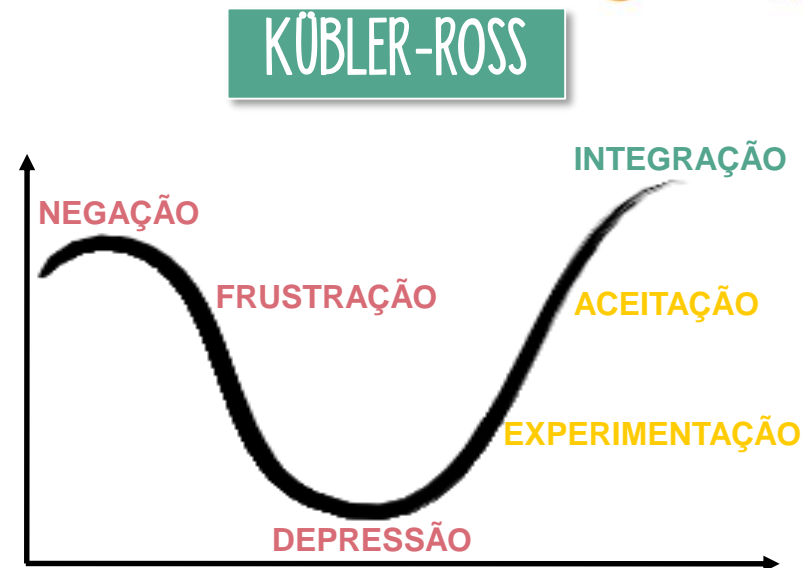
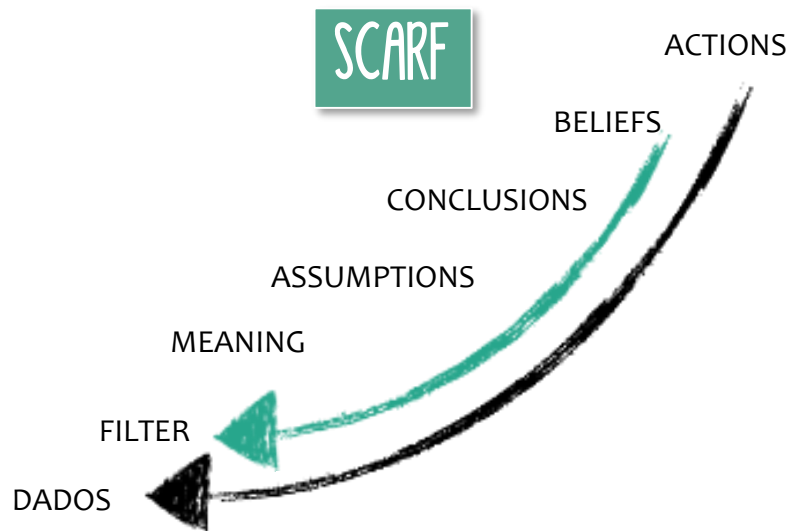
<b>IN THE PAST...</b> REMEMBER WHEN IT WAS EASY TO GET STUFF DONE? WHAT WAS THE 'WAY THINGS WORKED AROUND HERE' LIKE?	   	
<b>AND WE LIKED IT BECAUSE...</b> DESCRIBE THE EFFECT THAT WAY OF WORKING HAD ON CULTURE, MORALE, AND CUSTOMER SATISFACTION		
<b>BUT THEN ONE DAY...</b> MAYBE IT WASN'T ONE DAY...MAYBE OVER TIME EVENTS HAPPENED THAT CHANGED THE "WAY THINGS WORK" AROUND HERE.		
<b>AND BECAUSE OF THAT...</b> WHAT IMPACT DID THAT HAVE? LOSS OF CUSTOMERS? LOWER MORALE? 'BAD' CULTURE?		
<b>SO WE WANT TO...</b> MAKE THIS CHANGE...		
<b>WE'LL SUPPORT THIS BY...</b> COMMITTING TO THESE THINGS	<b>WE NEED HELP WITH...</b> THESE UNCERTAIN THINGS	<b>SO FAR WE...</b> ARE GETTING QUICK WINS...



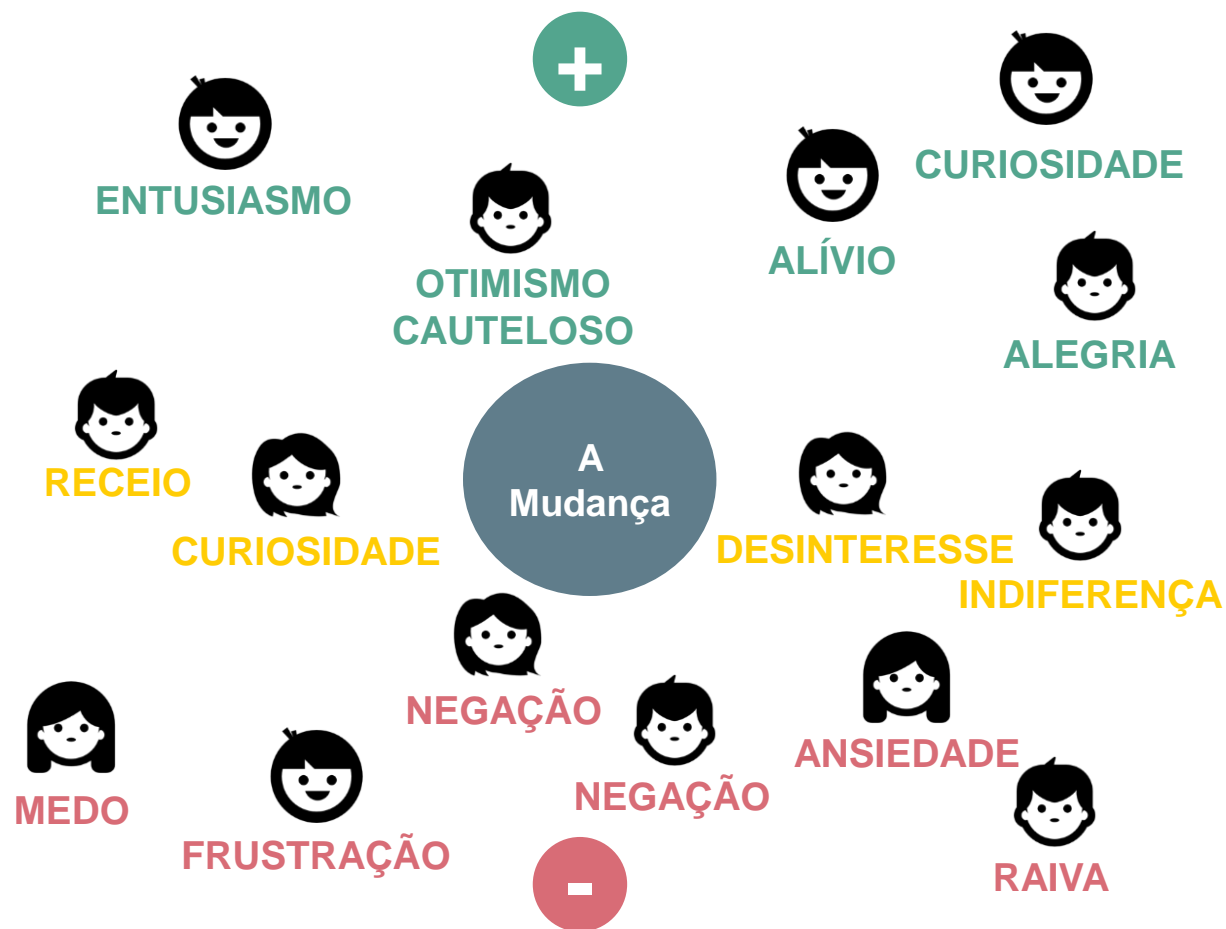
### Story Telling Canvas

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“CHANGE GOES VIRAL  
WHEN PEOPLE START  
HELPING OTHER  
PEOPLE ADJUST”

- Jason Little





Antonio Siqueira



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