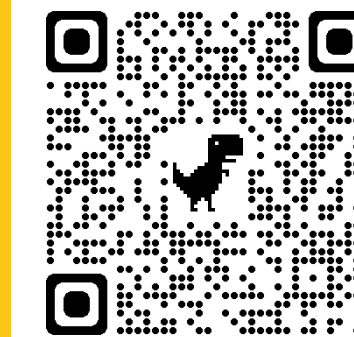


LEAN AGILE LONDON 2023 | MATTHEW PHILIP

HENKO KANTAN: MAKING CHANGE EASIER

Models, Enablers and Hacks for Modern Change Agents



HENKO KANTAN =
"EASY TO CONVERT"

变换简单



UPDATED
with three
new chapters!

Steve Krug

**DON'T
MAKE
ME**

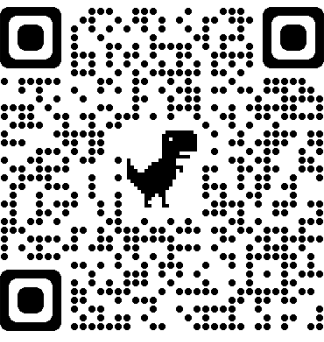


A Common Sense Approach to Web Usability

SECOND EDITION

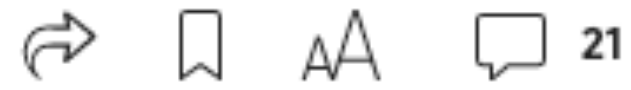
Why Does Your Boss Reject All of Your Good Ideas?

Research finds managers are less likely to pursue viable ideas that come from internal versus external sources. But there are ways to minimize the bias.



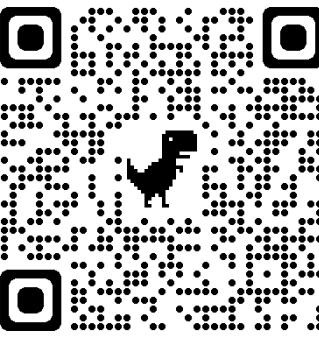
By [Leigh Thompson](#) [Follow](#)

April 14, 2023 11:00 am ET



Gift unlocked article





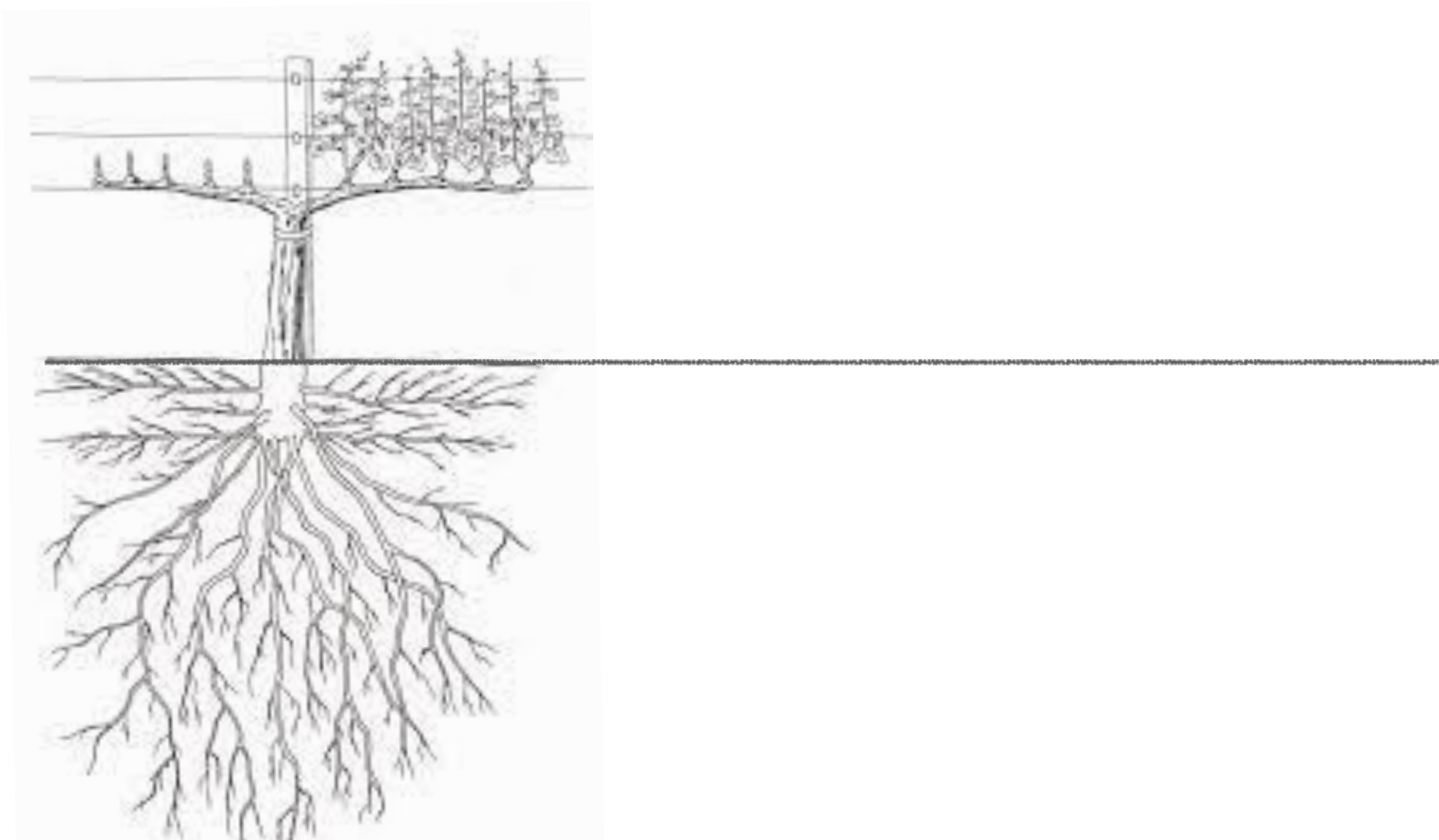
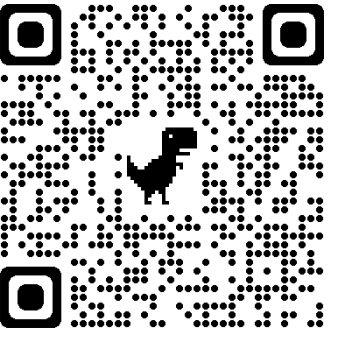
BEHAVIOR AND ENVIRONMENT

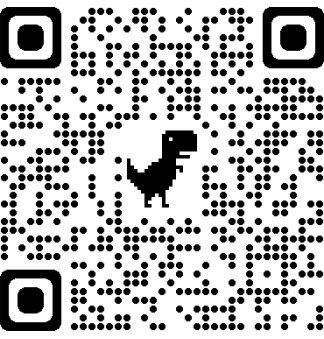
We can't *change* the Person

$$B = f(P, E)$$

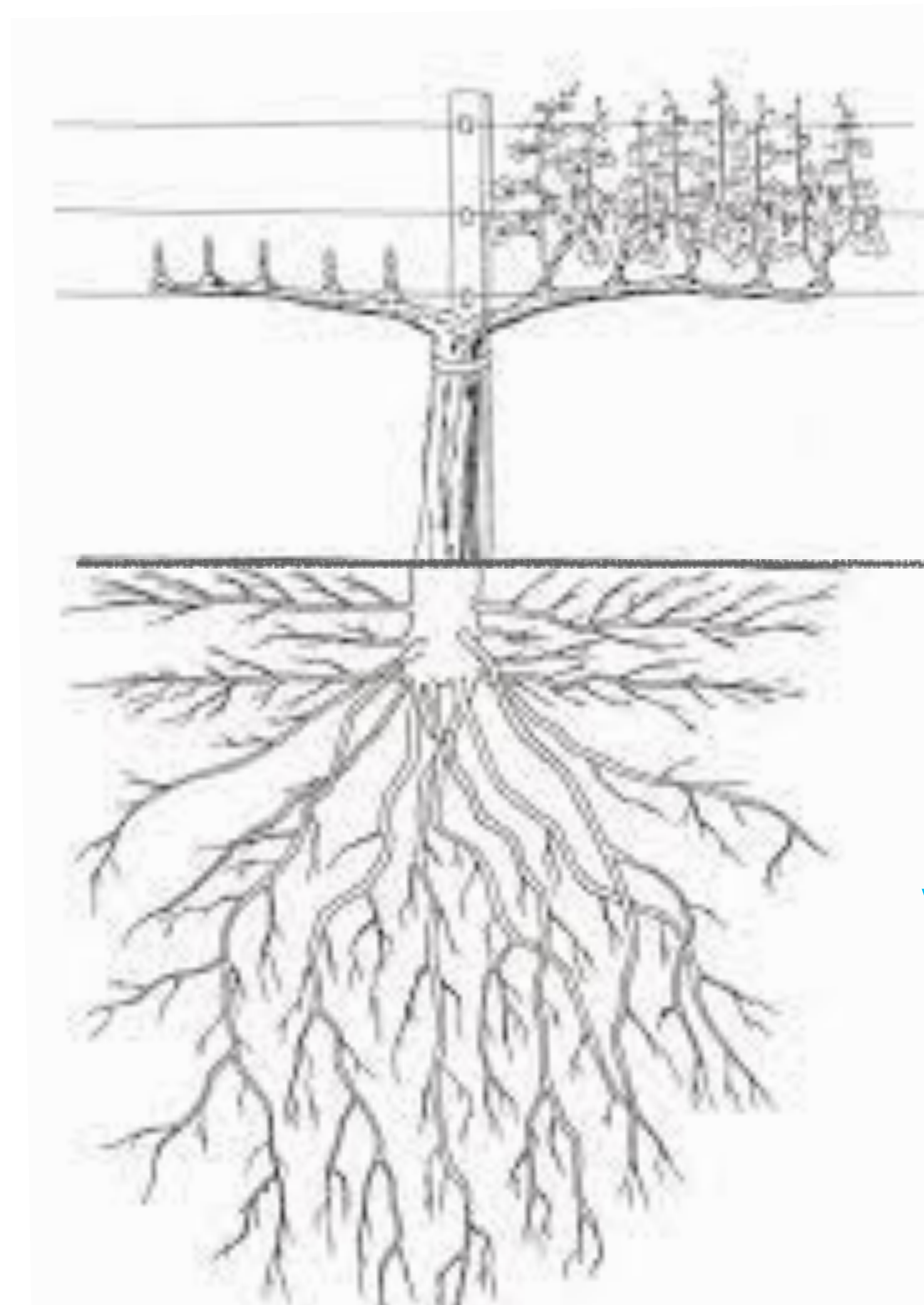
But we can *change* Behavior by *designing* the Environment

CULTURE





INTERVENE BELOW THE SURFACE

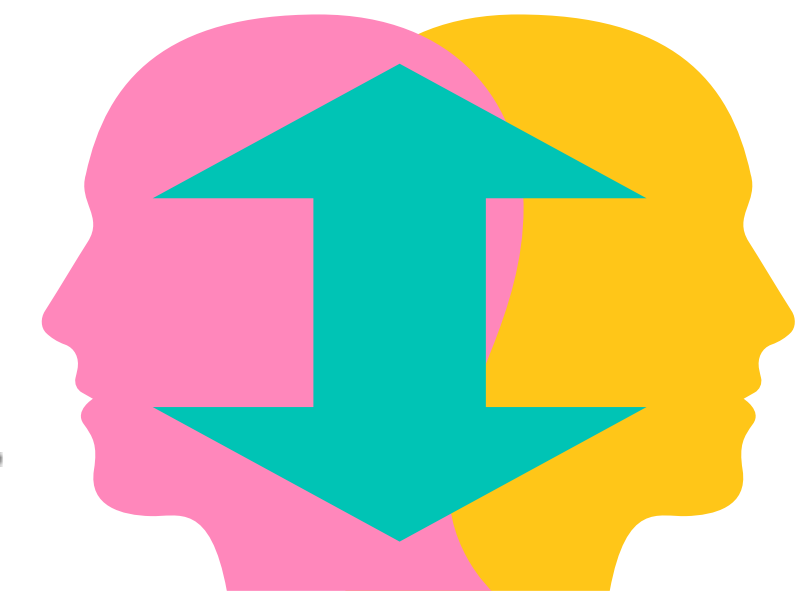


Outcomes follow

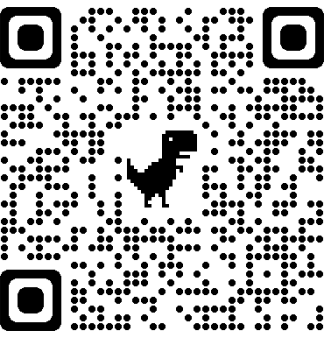
Practices follow

Culture follows

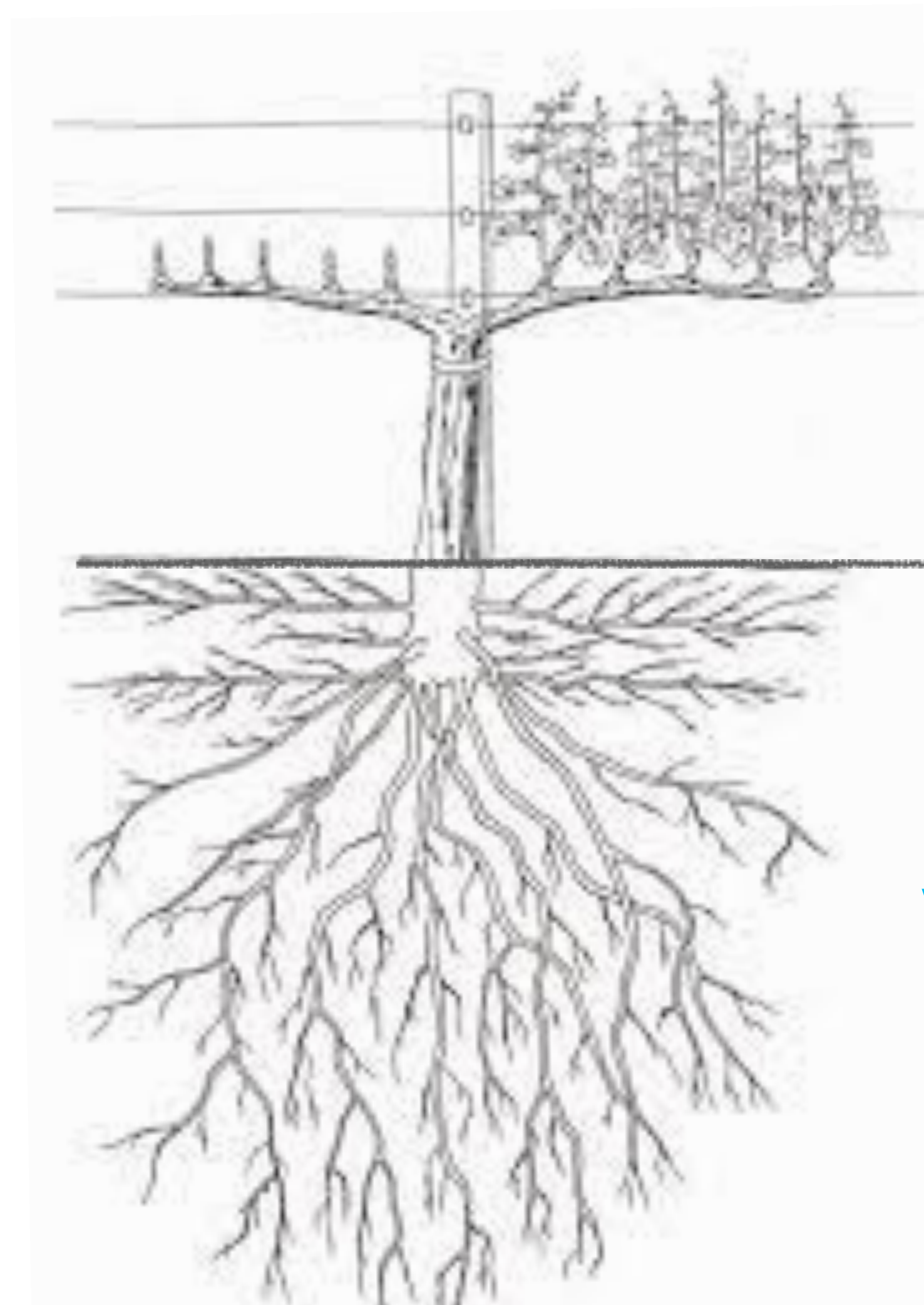
Values



Culture wins



FOCUS ON THE STRUCTURE



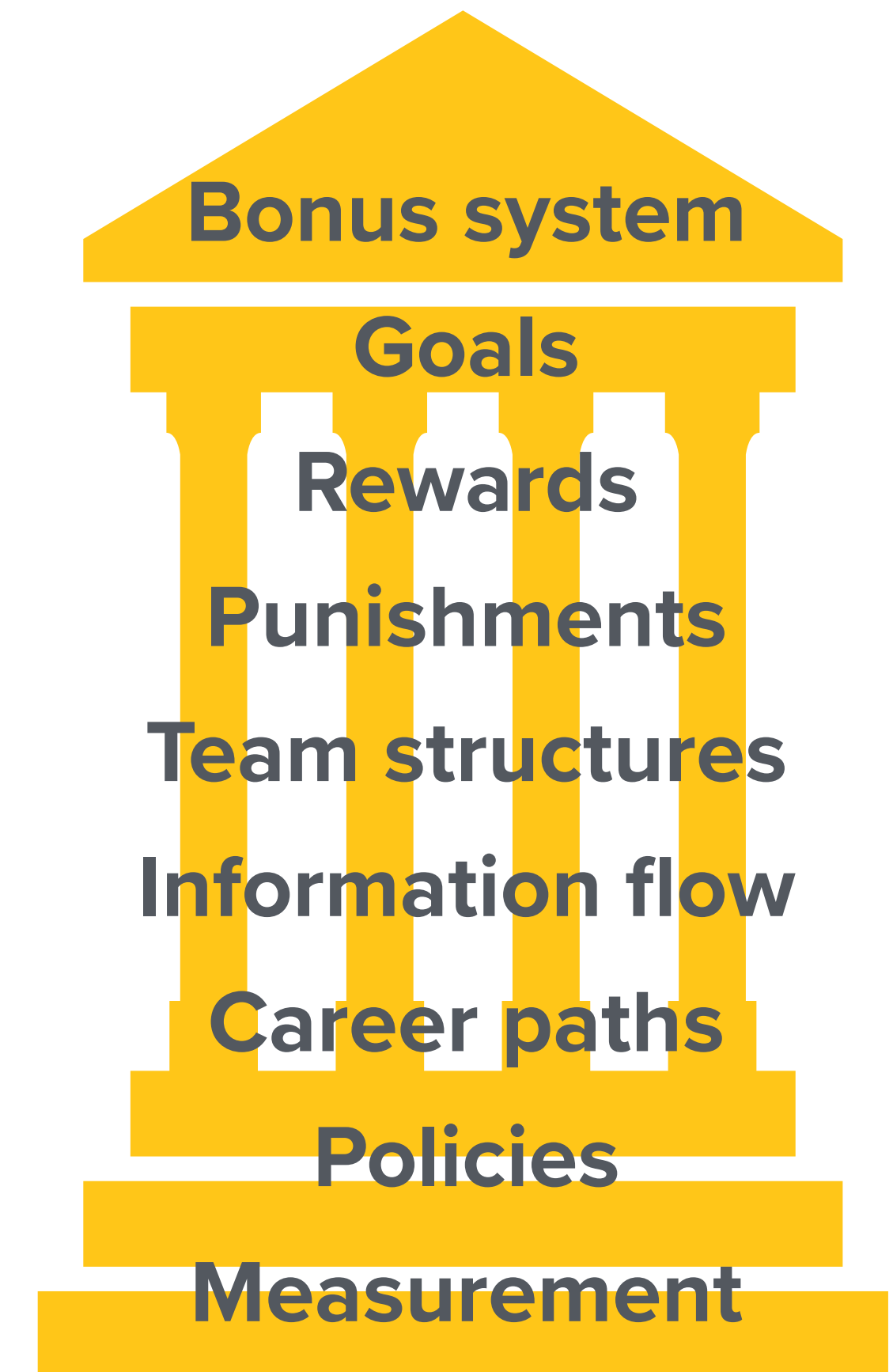
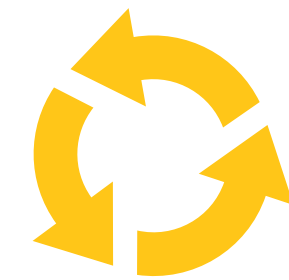
Outcomes follow

Practices follow

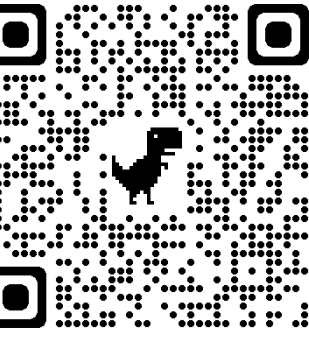
Culture

Structure

Values



FOCUS ON THE STRUCTURE



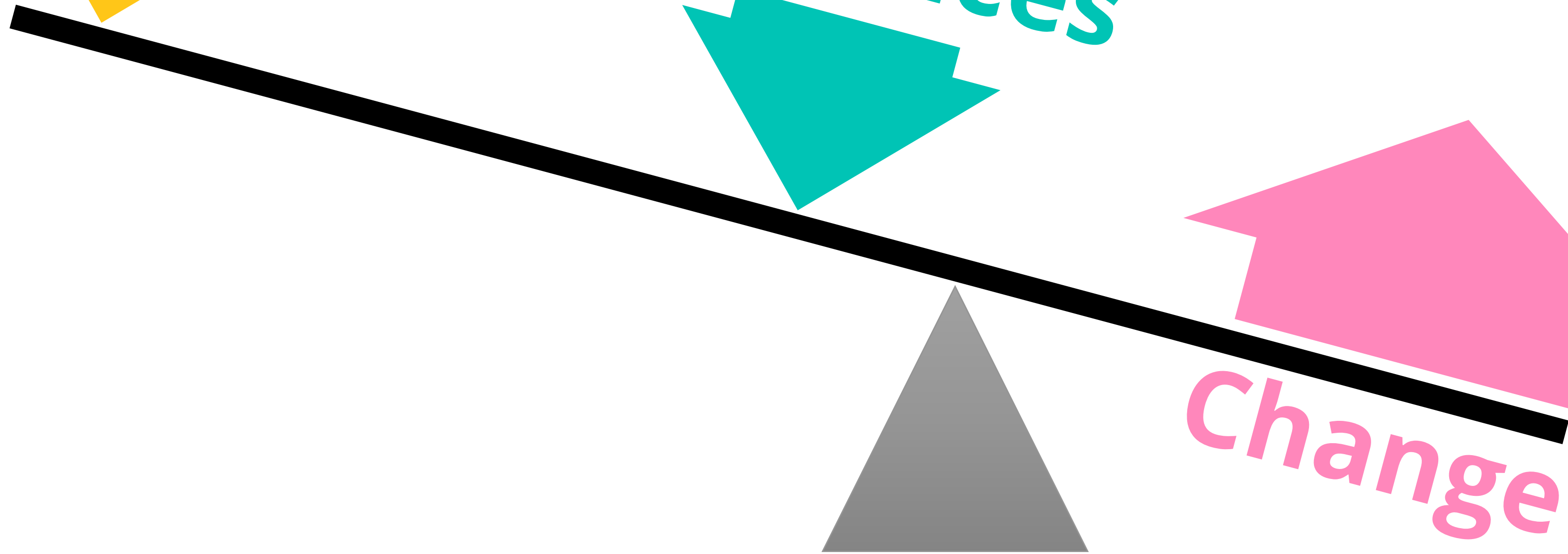
Structure



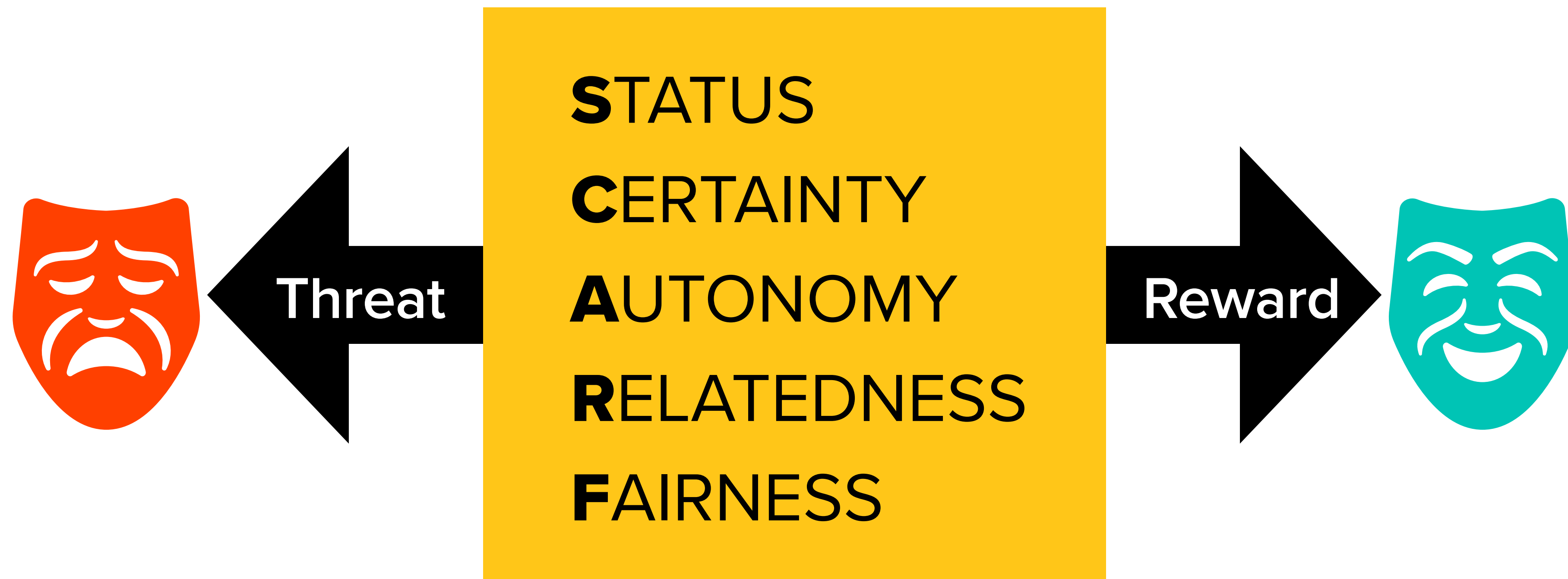
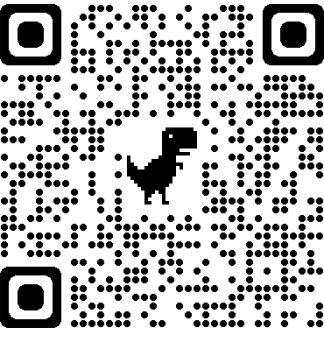
Practices

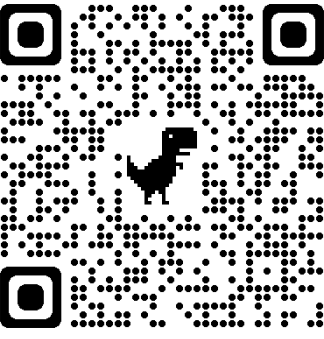


Change

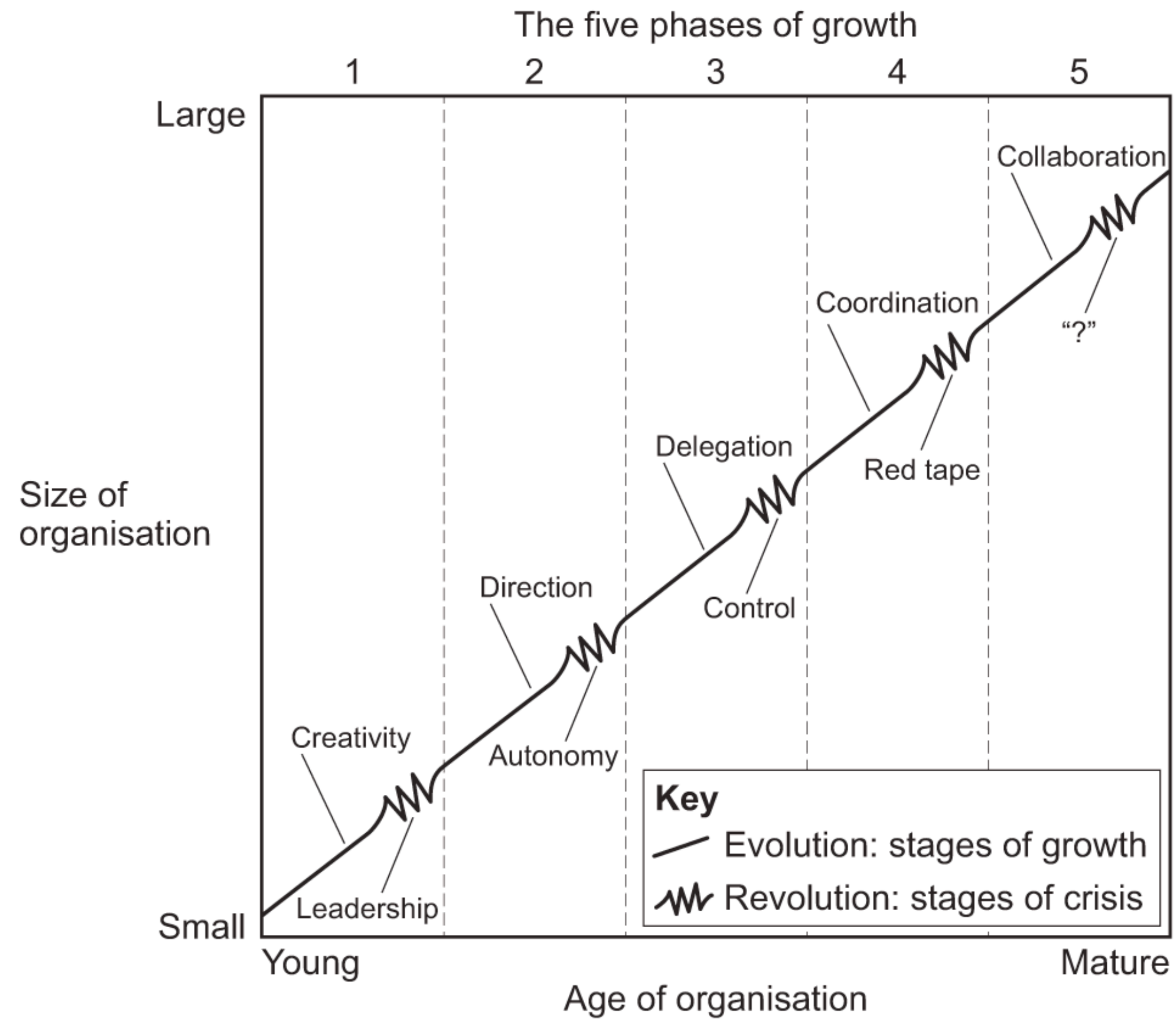


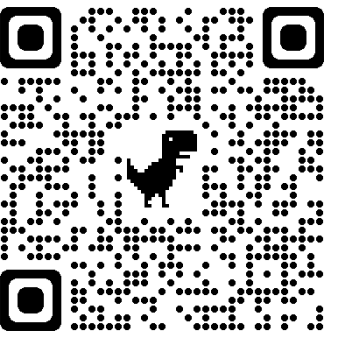
SCARF MODEL





GREINER MODEL OF GROWTH





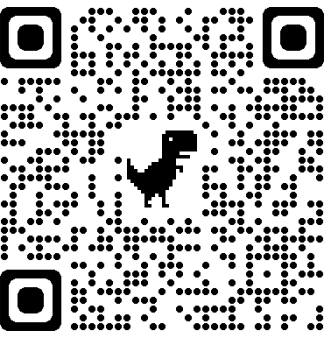
**“THERE IS NOTHING MORE DIFFICULT TO TAKE IN HAND,
MORE PERILOUS TO CONDUCT, OR MORE UNCERTAIN
IN ITS SUCCESS, THAN TO TAKE THE LEAD IN THE
INTRODUCTION OF A NEW ORDER OF THINGS.”**

NICCOLO MACHIAVELLI

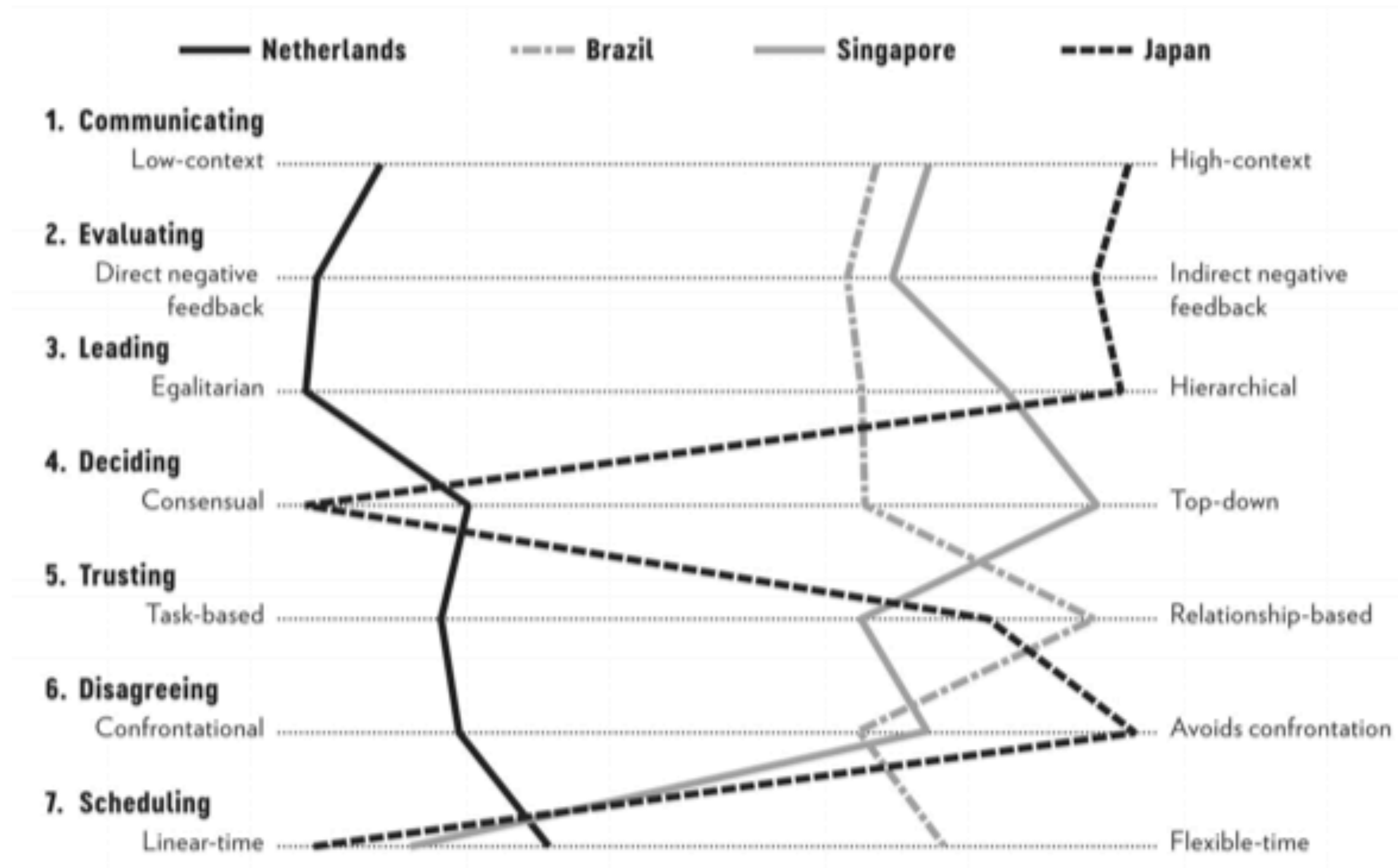


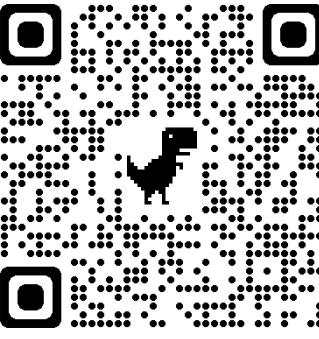
ENABLERS

PREREQUISITES FOR HENKO KANTAN



MAP THE CULTURE

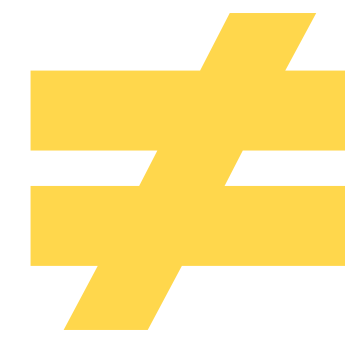




THE VALUES AREN'T NECESSARILY THE VALUES

Equality
(ee-kwaa-luh-tee) • noun

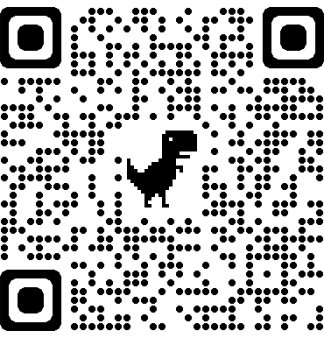
The state of being equal in status, value, rights, degree, rank, and opportunities.



Executive
Wash Room

EMPATHY





PSYCHOLOGICAL SAFETY

Safety Checks

Which one are you today?

Shopper

You will look over all the available information, and you're happy to leave with one new useful idea.



Explorer

You're eager to discover new ideas and insights, and want to learn as much as possible.



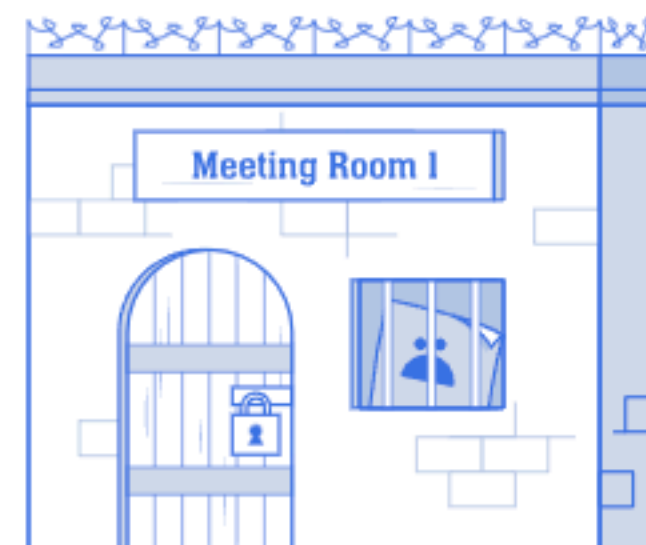
Vacationer

You're not too interested in the retrospective, but are happy to take a break from the day-to-day work.

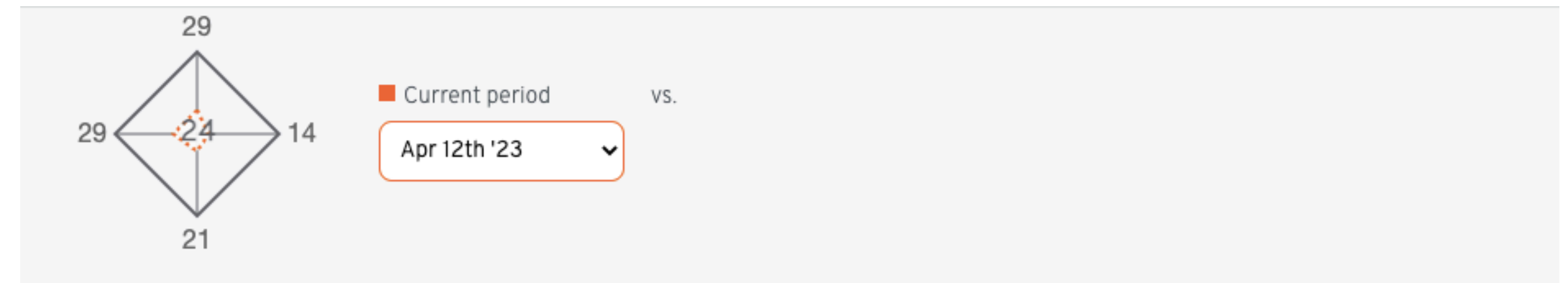


Prisoner

You feel forced to attend, and you'd rather be doing something else.

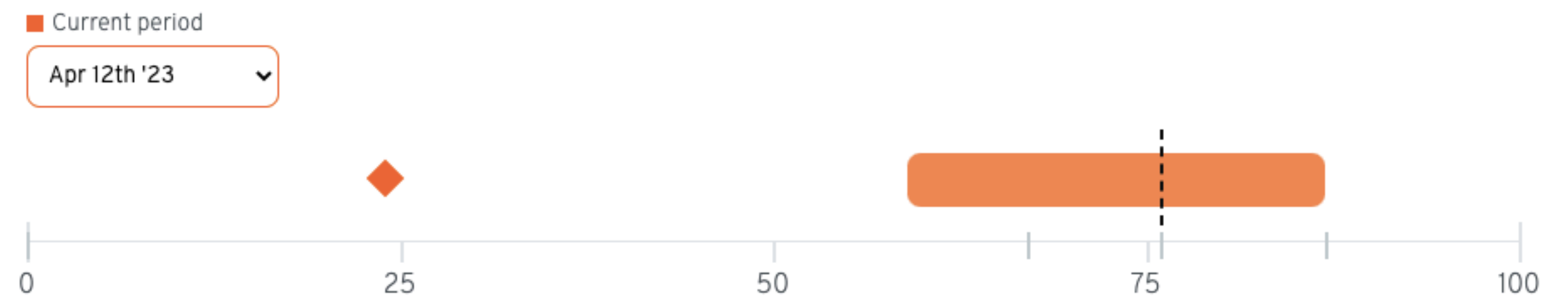


Safety Scans

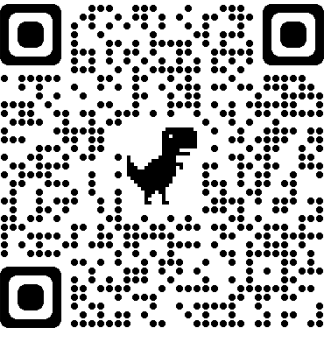


Your PSI

Your score is 24 in comparison to the Your organization or team median PSI of 76



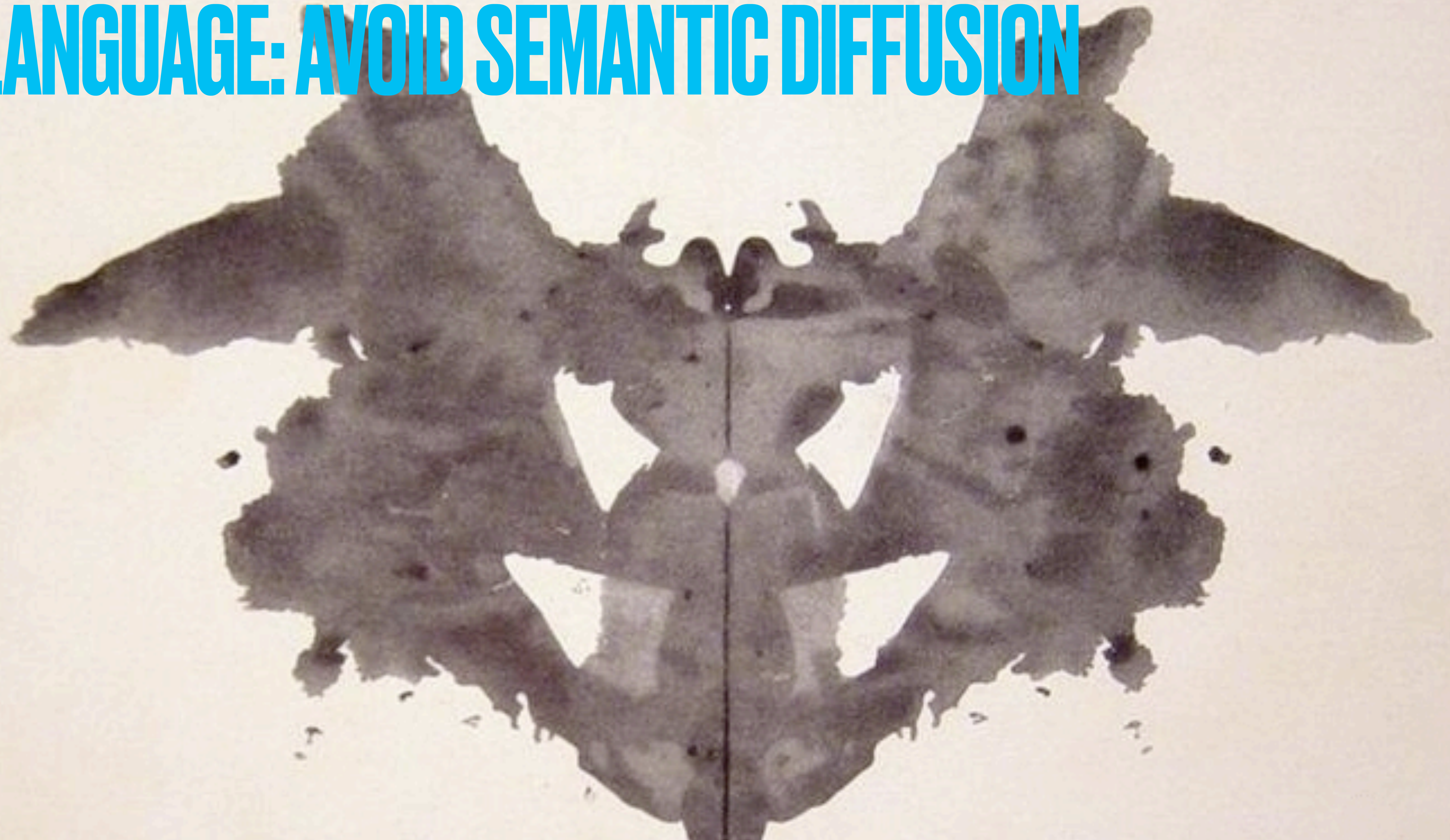
Your score suggests you rate psychological safety as very poor on this team. You scored in the lowest quartile of the global benchmark. In view of the fact that the score is so low: is the rest of the team aware of this? You may want to seek outside help to improve on this.



HACKS

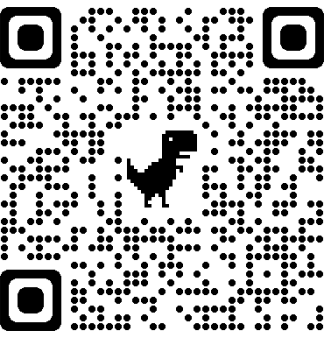
TO PRACTICE HENKO KANTAN

LANGUAGE: AVOID SEMANTIC DIFFUSION



CONSTRUCT BEFORE REMOVING (AVERT LOSS AVERSION)





6 TEAM CONDITIONS

ESSENTIALS

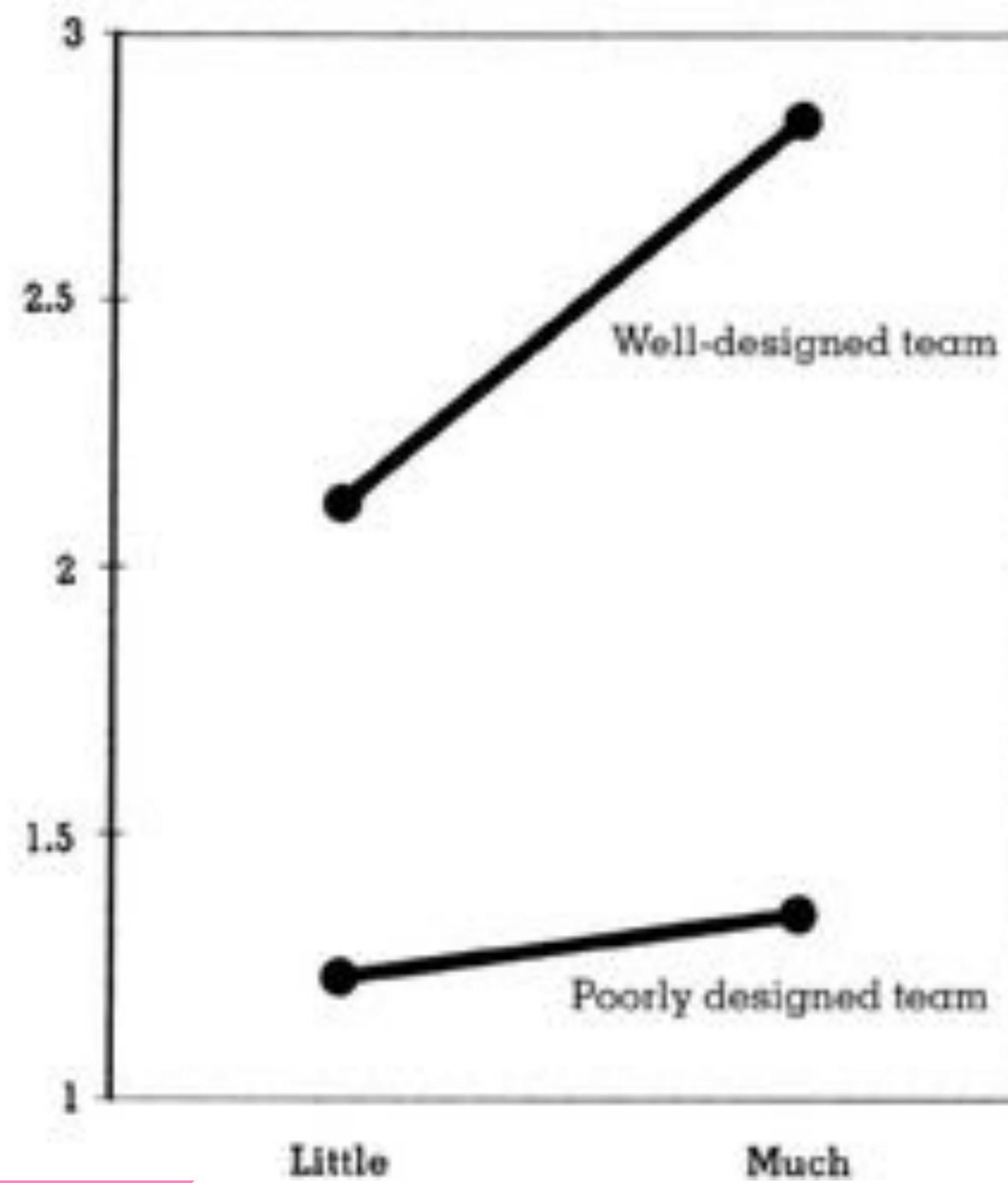
REAL

RIGHT
PEOPLE

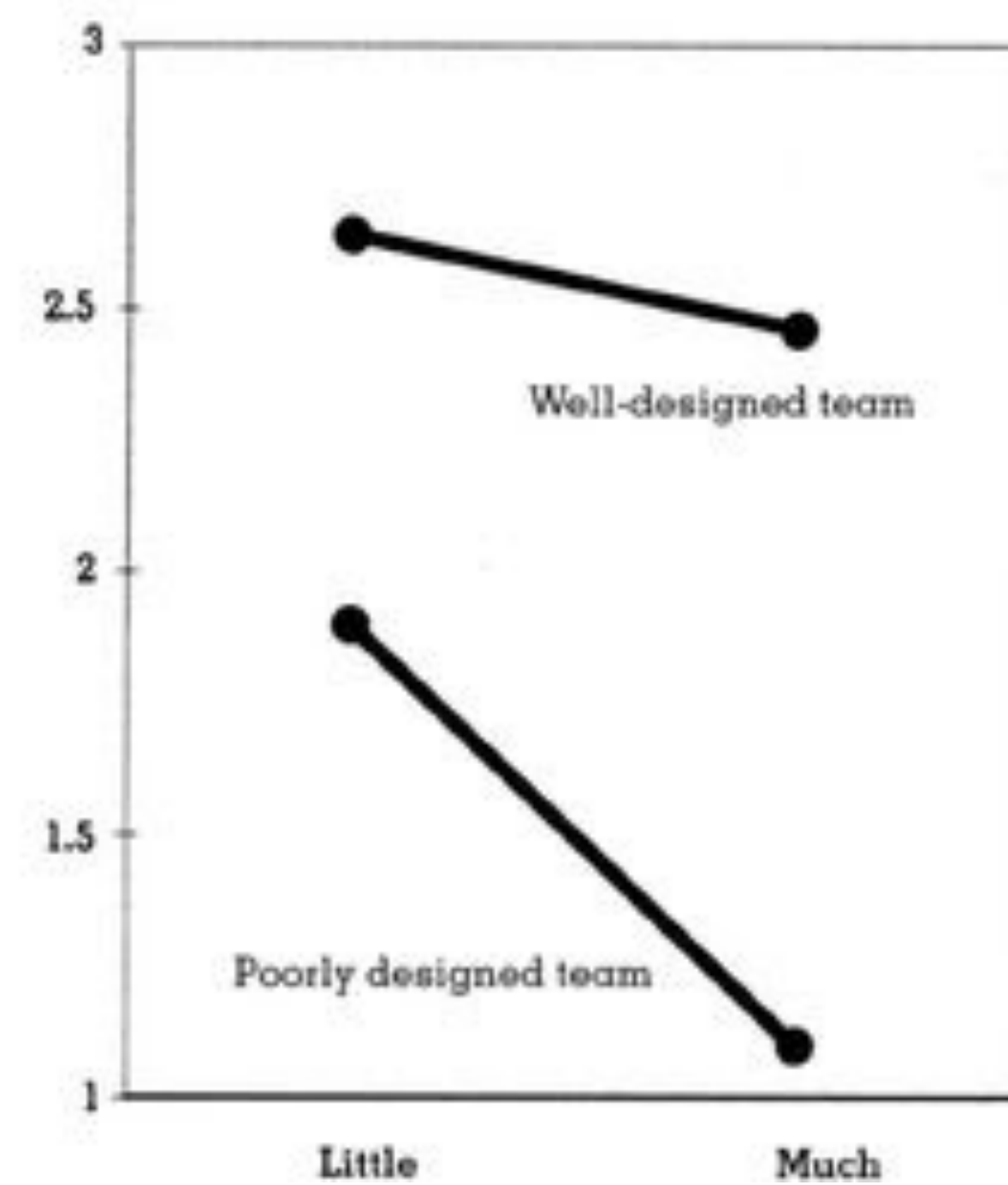
SOUND
STRUCTURE

Level of team self-management

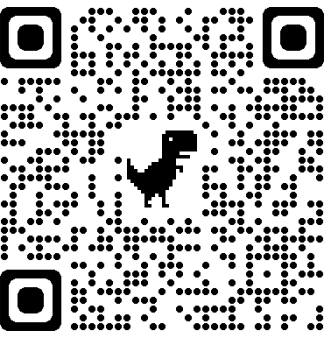
Effective coaching



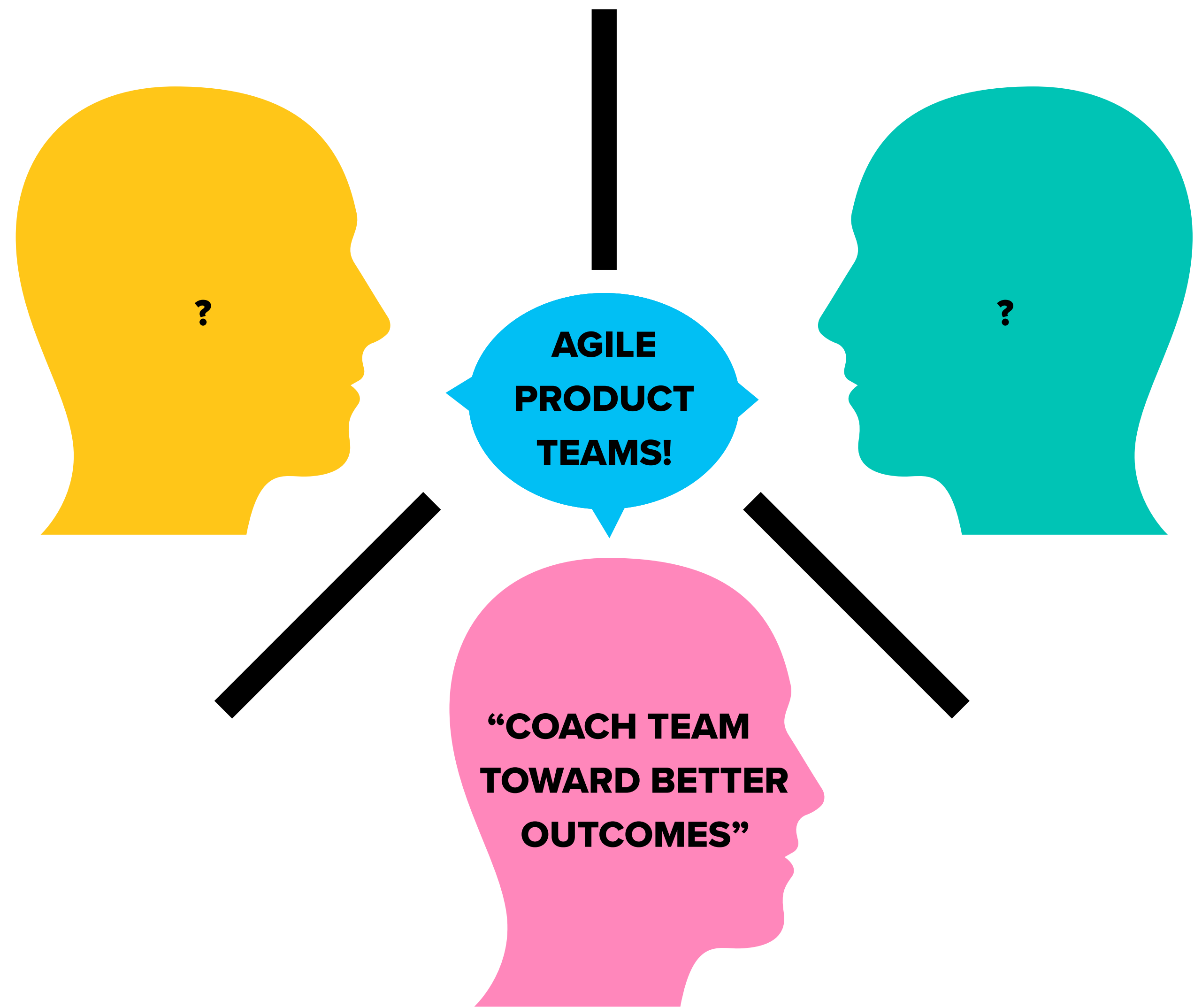
Ineffective coaching

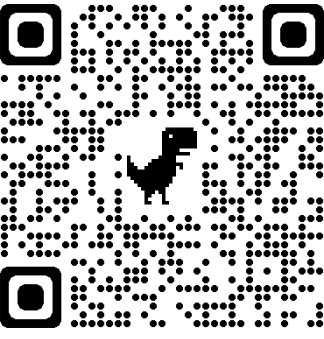


ENABLERS



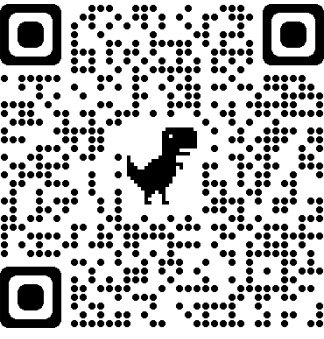
MAKE VISIBLE UNSEEN GOALS AND MOTIVATORS





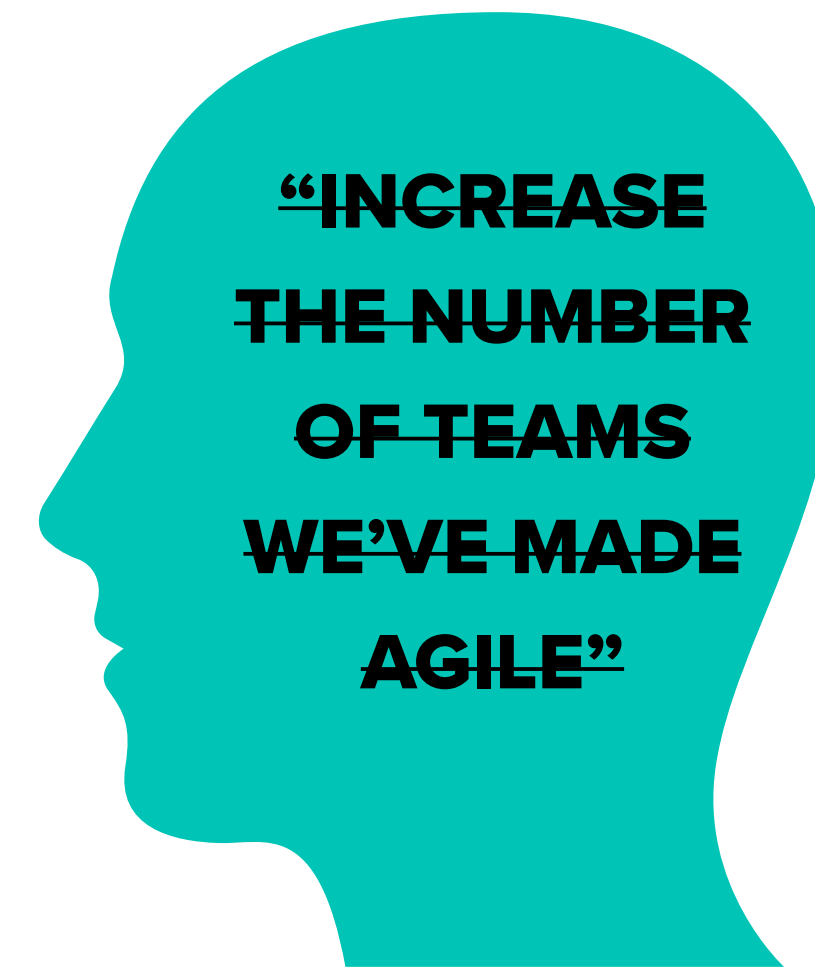
MAKE VISIBLE UNSEEN GOALS AND MOTIVATORS



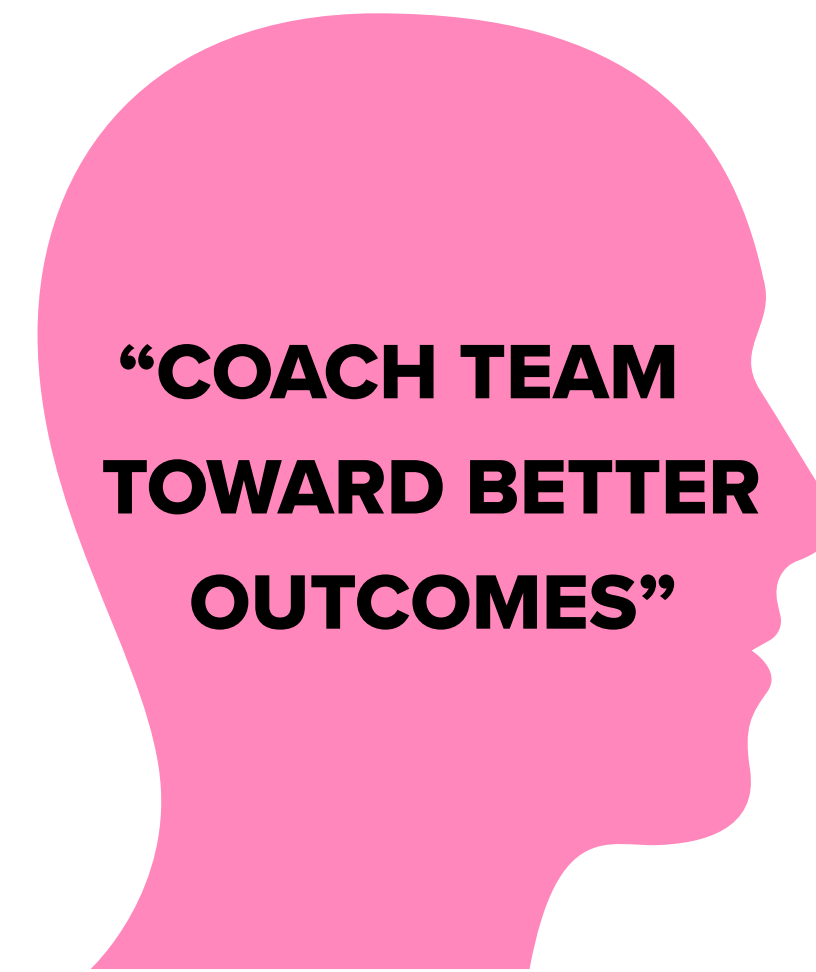


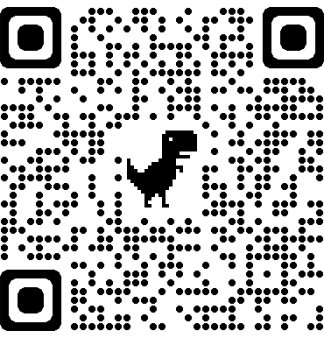
MAKE VISIBLE UNSEEN GOALS AND MOTIVATORS

**“JUSTIFY OUR
DEPARTMENT’S
BUDGET”**



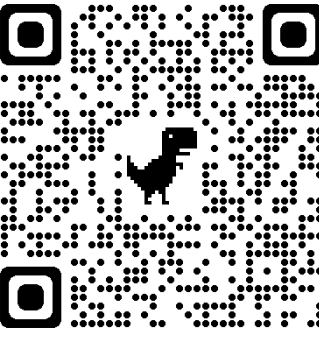
**“GET THE
PROMOTION”**





MAKE VISIBLE UNSEEN GOALS AND MOTIVATORS



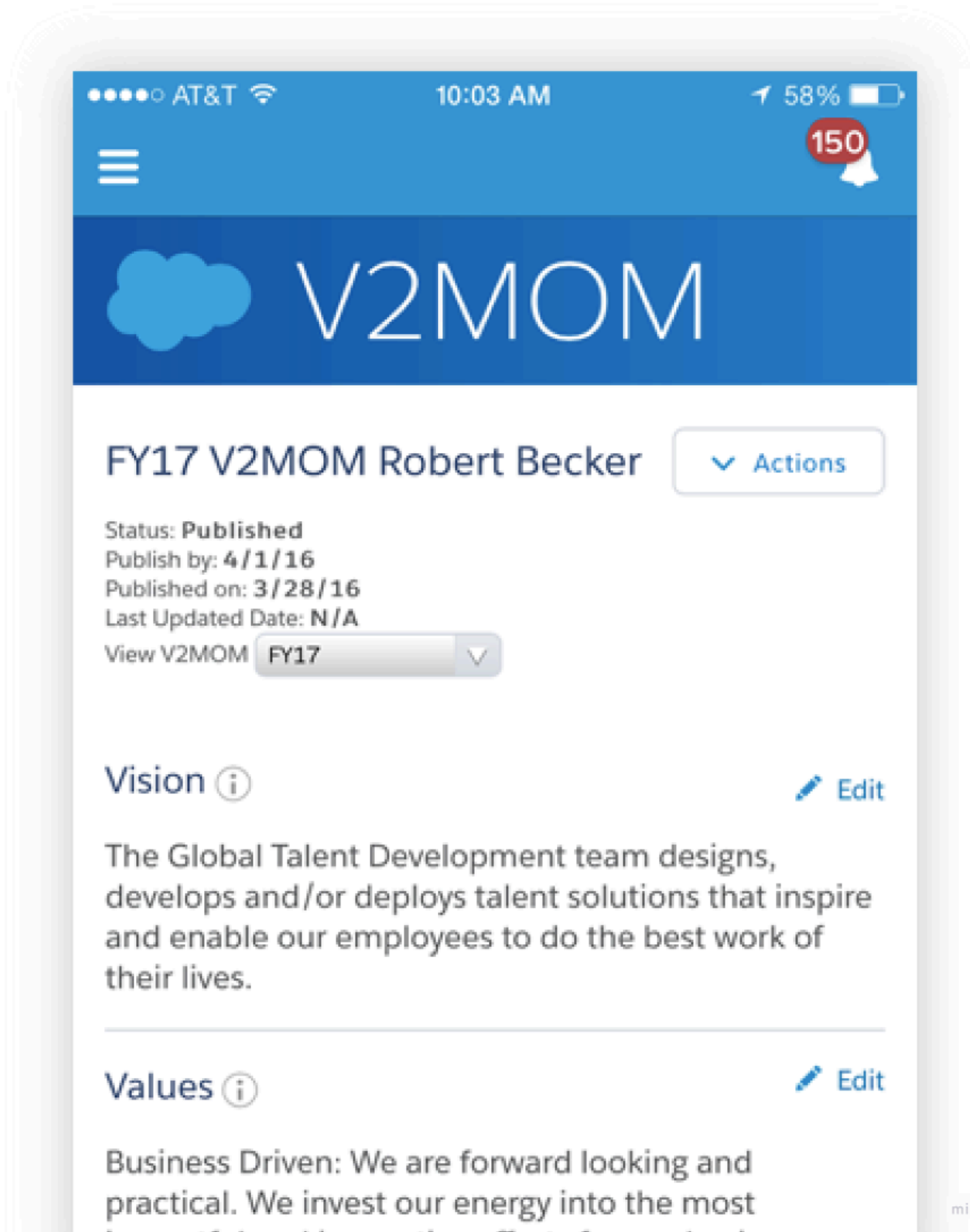


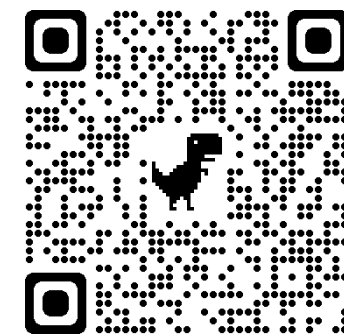
MAKE VISIBLE UNSEEN GOALS AND MOTIVATORS

So, what is the V2MOM?

It breaks down like this...

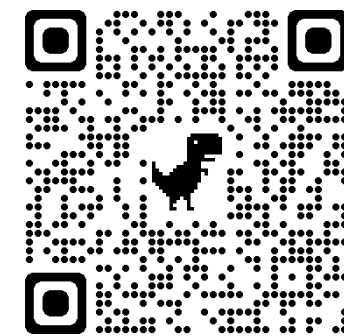
- Vision** Defines what you want to do or achieve
- Values** Principles and beliefs that help you pursue this vision
- Methods** Actions and steps to take to get the job done
- Obstacles** Anything you have to overcome to achieve this vision
- Measures** Defines what you want to do or achieve





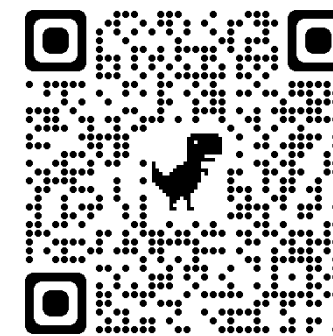
HENKO KANTAN PATTERN

- We'd like to see [who] [behavior change]
- Which would result in [outcome]
- The thing that makes that difficult now is [inhibitor(s)]
- So instead we'll try [henko kantan]
- And we'll know we're on the right track if [early feedback signal]



HENKO KANTAN PATTERN

- We'd like to see [who] [behavior change]
 - Which would result in [outcome]
 - The thing that makes that difficult now is [inhibitor(s)]
 - So instead we'll try [henko kantan]
 - And we'll know we're on the right track if [early feedback signal]
-
- We'd like to see the **team leaders cooperate more**
 - Which would result in **teams coordinating to deliver completed features**
 - The thing that makes that difficult now is **leaders have individual goals**
 - So instead we'll try **writing goals that the team leaders share**
 - And we'll know we're on the right track if **the teams deliver a completed feature in a month**



HENKO KANTAN PATTERN

- We'd like to see [who] [behavior change]
- Which would result in [outcome]
- The thing that makes that difficult now is [inhibitor(s)]
- So instead we'll try [henko kantan]
- And we'll know we're on the right track if [early feedback signal]

- We'd like to see the **managers lead more, micromanage less**
- Which would result in **employees being more innovative**
- The thing that makes that difficult now is **managers must force-rank employees**
- So instead we'll try **temporarily suspending the ranking system for one department**
- And we'll know we're on the right track if **autonomy improves in the next eNPS survey**

SMALL EXPERIMENTS AND PROBES



ULYSSES CONTRACTS



BE AN ENVIRONMENTALIST



THANK YOU!

SOURCES AND RESOURCES

- [https://www.craiglarman.com/wiki/index.php?title=Larman's Laws of Organizational Behavior](https://www.craiglarman.com/wiki/index.php?title=Larman's%20Laws%20of%20Organizational%20Behavior)
- <https://www.agendashift.com/resources/rule-of-three>
- <https://martinfowler.com/bliki/StranglerFigApplication.html>
- <https://www.kanbanmaturitymodel.com/>
- <https://kanbanize.com/kanban-resources/getting-started/kanban-principles-practices>
- <https://news.gallup.com/businessjournal/162707/change-initiatives-fail-don.aspx>
- <https://leanchange.org/>
- <https://fearlessorganization.com/>
- <https://www.streamsidecoaching.com/>
- No Rules Rules: Netflix and the Culture of Reinvention
- <https://commonslibrary.org/the-scarf-model-for-psychological-safety-in-groups/>

