



Agendashift™ Academy

Leadership and strategy in the transforming organisation

To ‘Done’ and Beyond: Coordinating, Organising, Strategising, and Trust Building with Kanban

Mike Burrows



Agendashift™ Academy

Leadership and strategy in the transforming organisation

To ‘Done’ and Beyond: Coordinating, Organising, Strategising, and Trust Building with ~~Kanban~~ whatever you use

Mike Burrows



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Leadership and strategy in the transforming organisation

Verbing the nouns of business agility

Mike Burrows

Start where you are

Start where you are
Start with what you do now

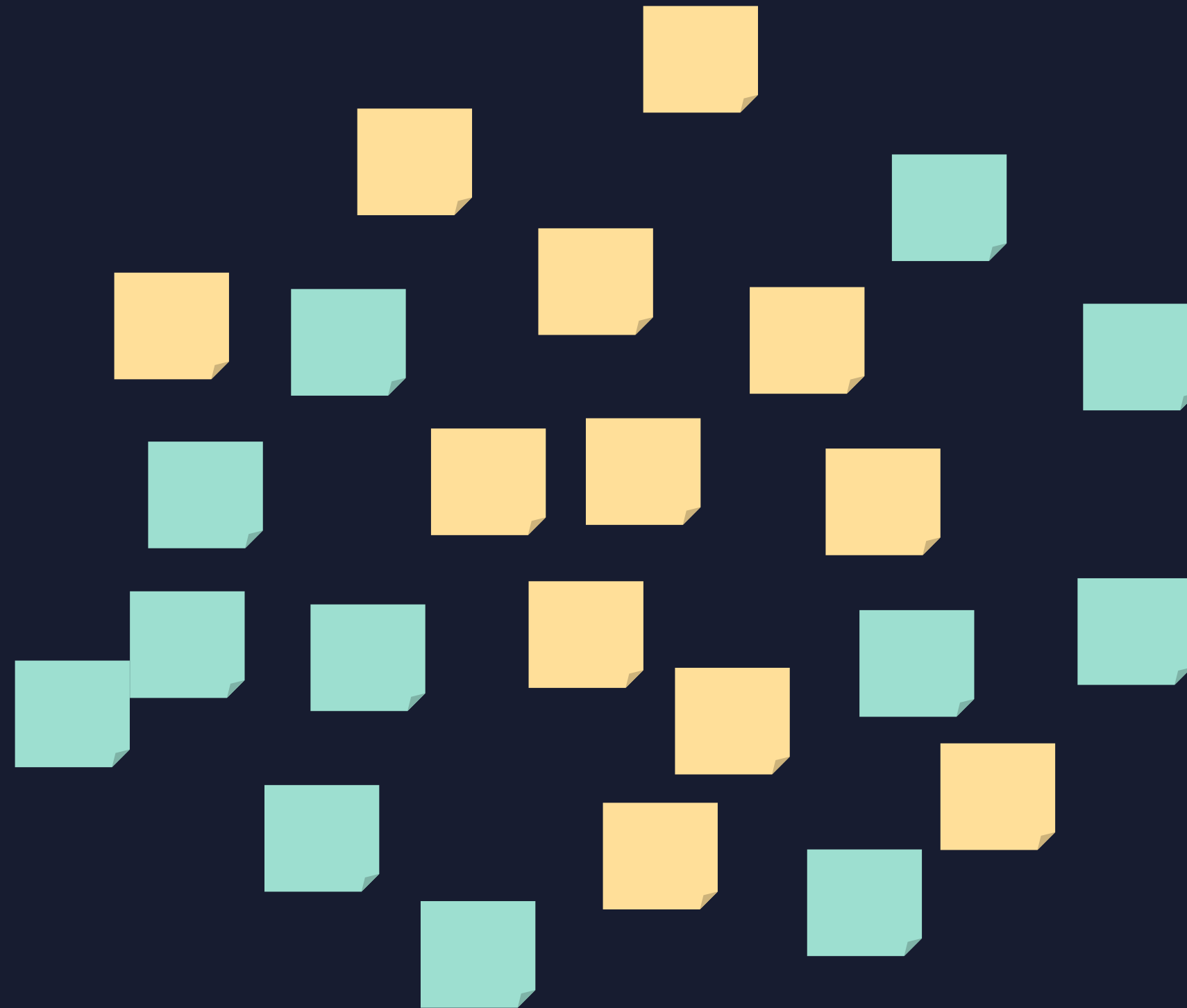
Start where you are

Start with what you do now

Start with what you can be sure of

Start with what you can be sure of

6. Contextualising
5. Self-governing
4. Strategising
3. Organising
2. Coordinating
- 1. The work**



Visualise

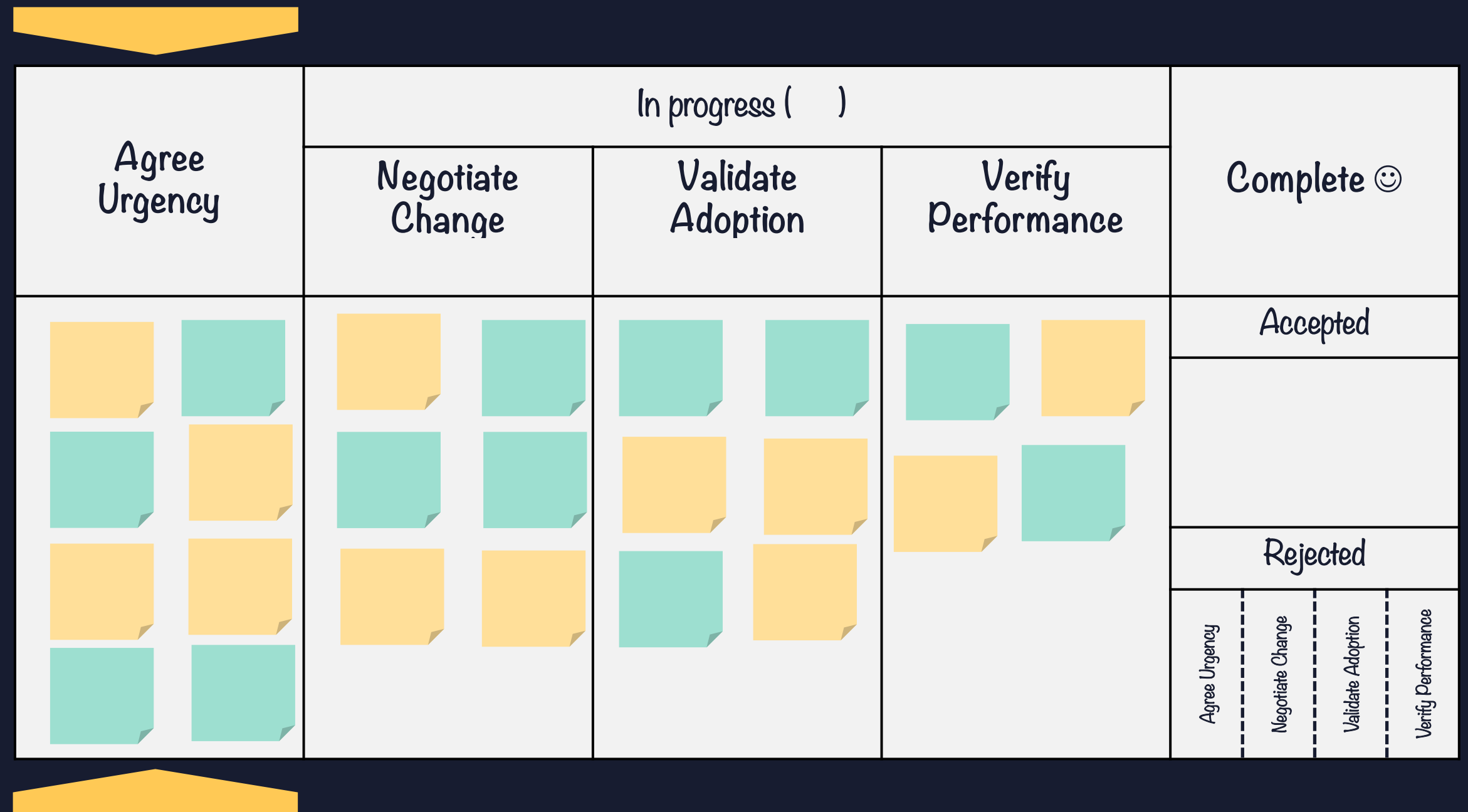
Coordinating between and over
– between participants and over what we share

- 6. Contextualising
- 5. Self-governing
- 4. Strategising
- 3. Organising
- 2. Coordinating
- 1. The work

Agree Urgency	In progress ()			Complete ☺
	Negotiate Change	Validate Adoption	Verify Performance	
				Accepted
				Rejected
				Agree Urgency Negotiate Change Validate Adoption Verify Performance

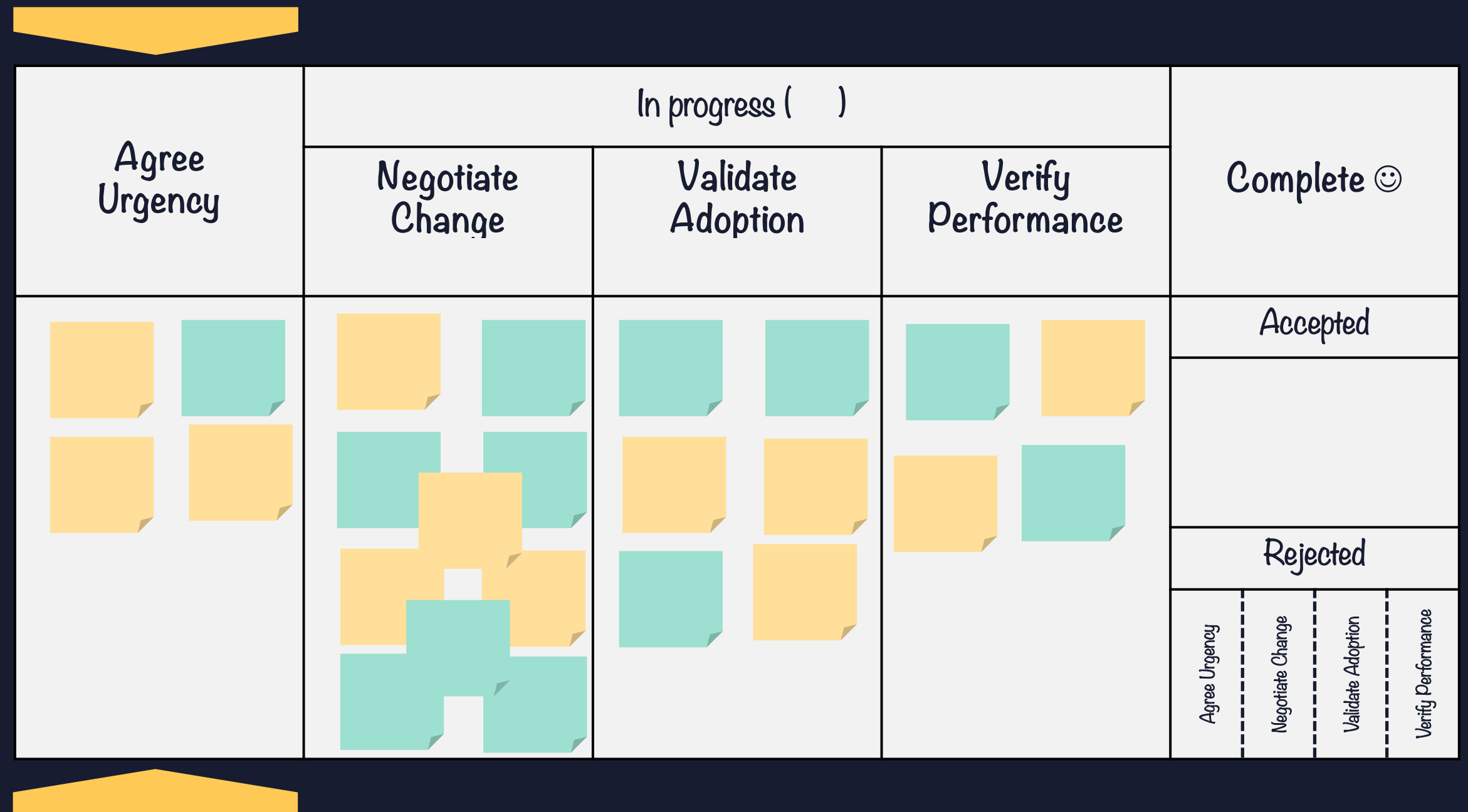
Review our work together

6. Contextualising
5. Self-governing
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- 2. Coordinating**
1. The work



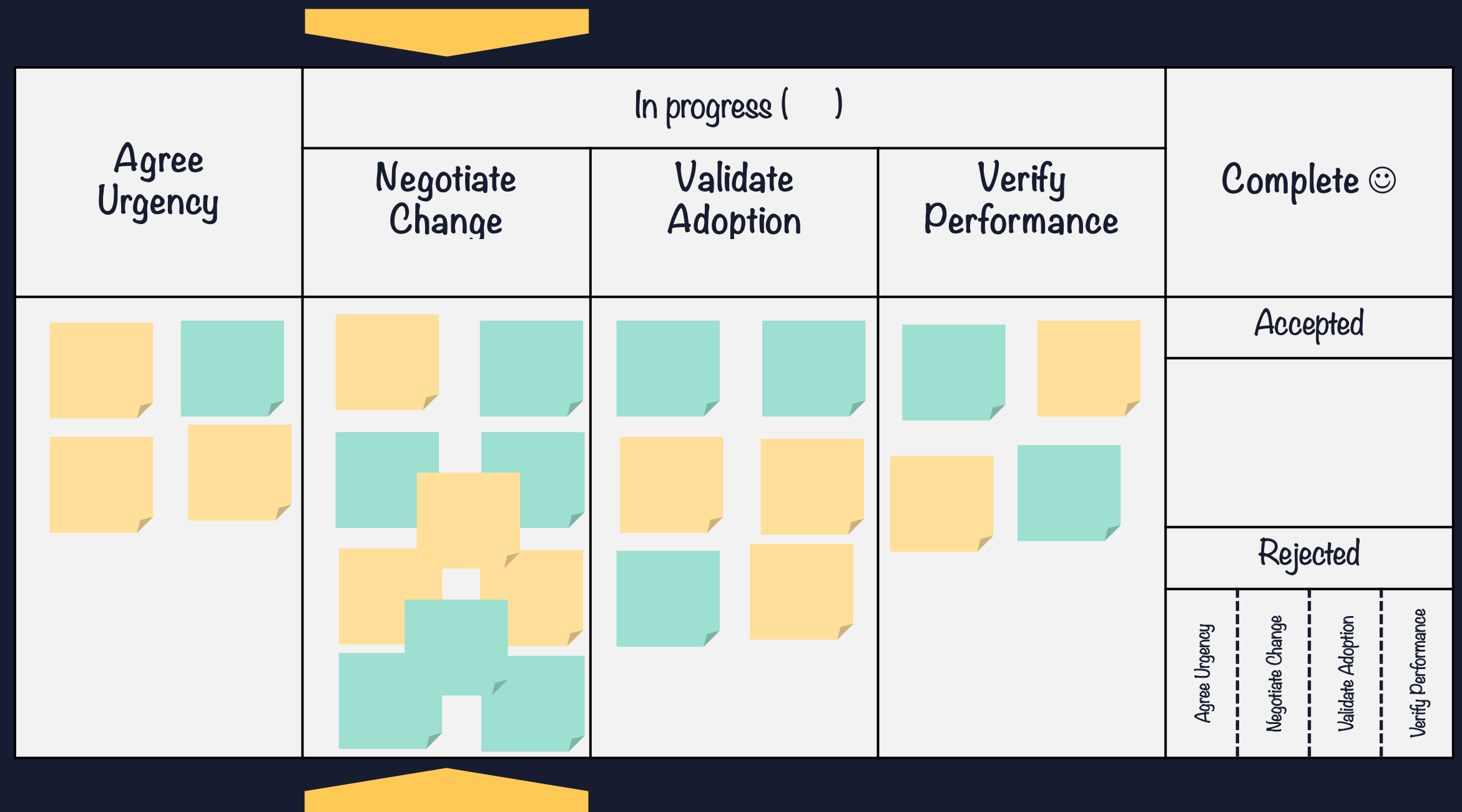
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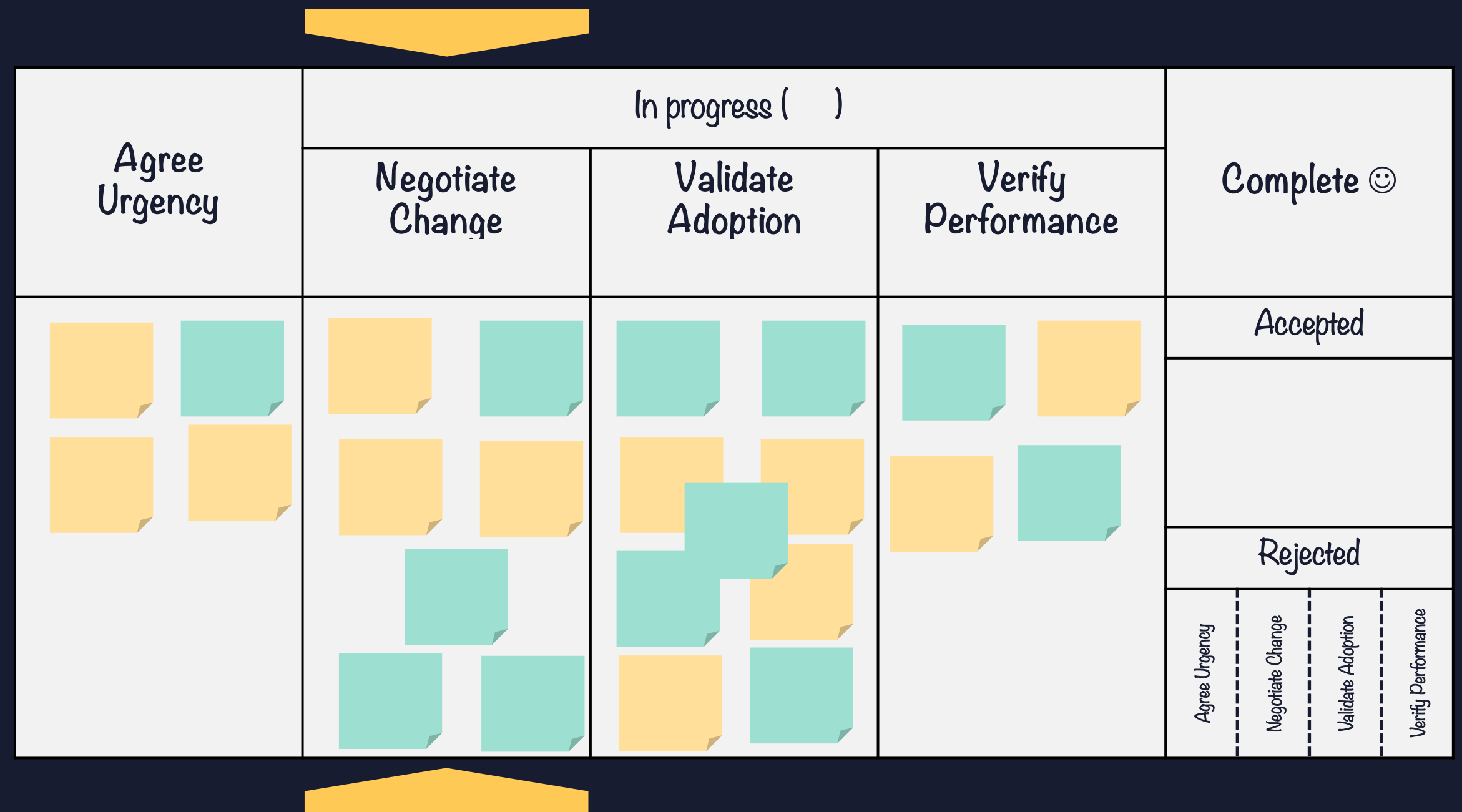
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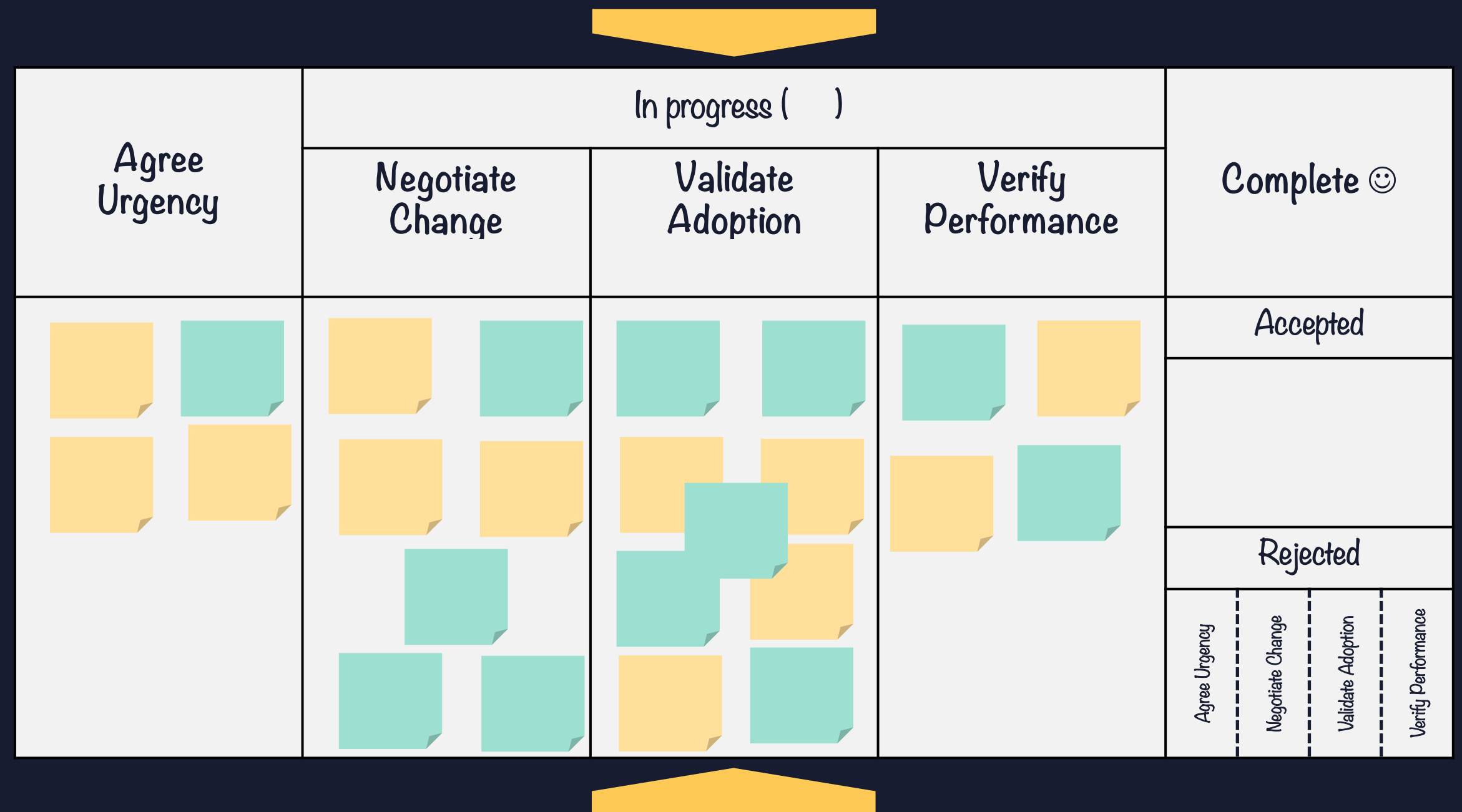
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Stop! We're making it worse!

⚠️ Work in progress (WIP) ⚠️ Queue states ⚠️ Entropy

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Agree Urgency	In progress ()			Complete 😊
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Right to Left (I) – review work most-complete first

- 6. Contextualising
- 5. Self-governing
- 4. Strategising
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- 1. The work

Agree Urgency	In progress ()						Complete 😊
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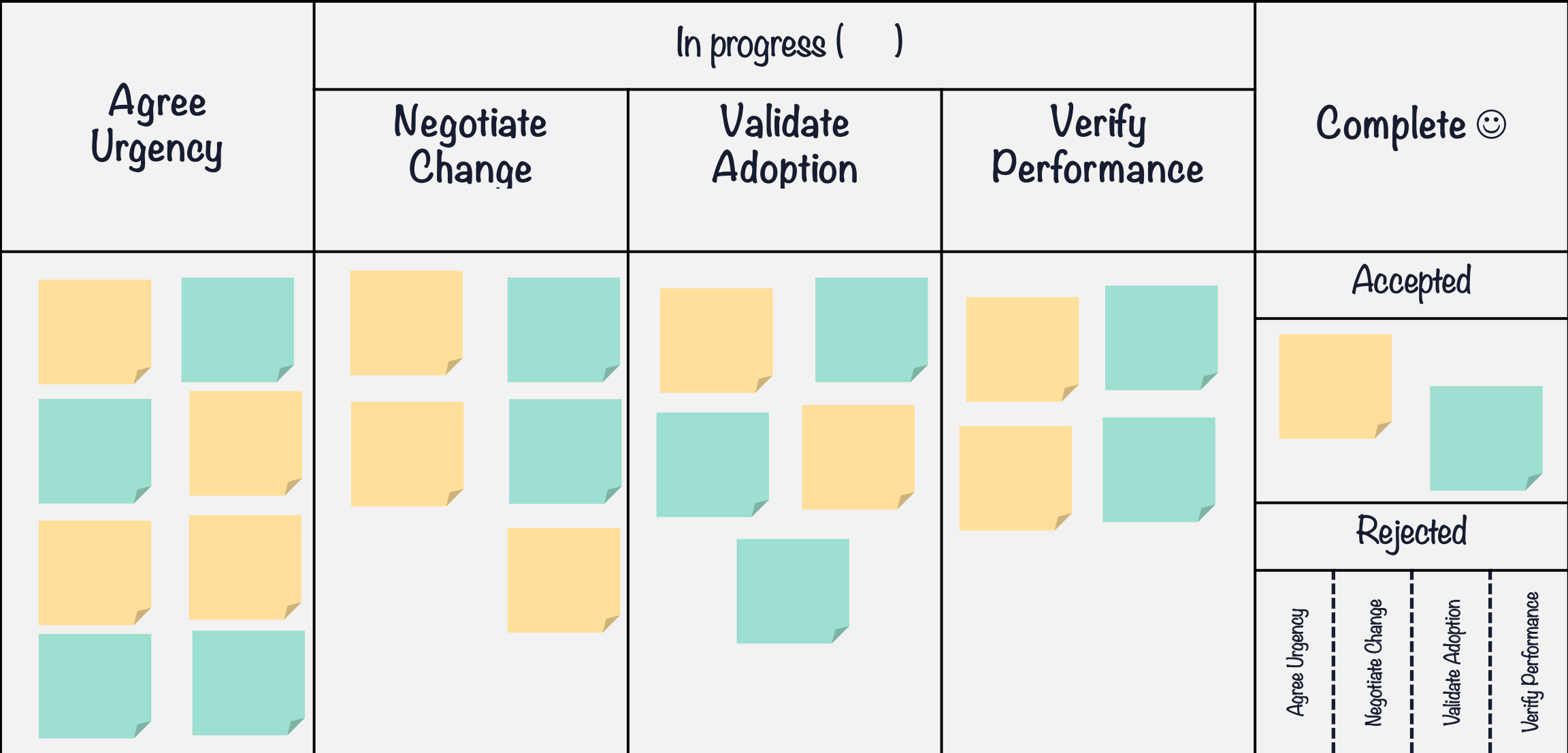
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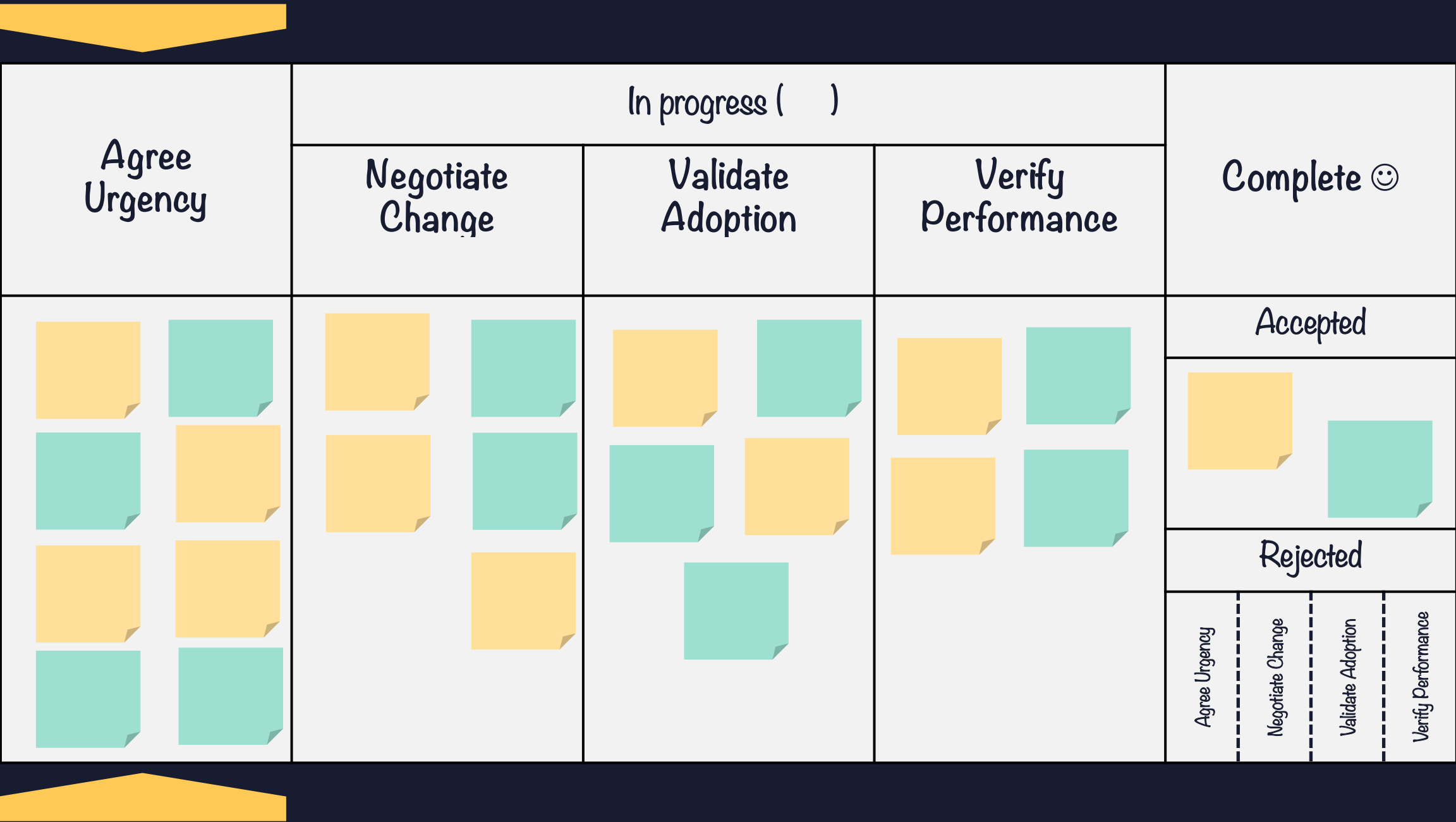
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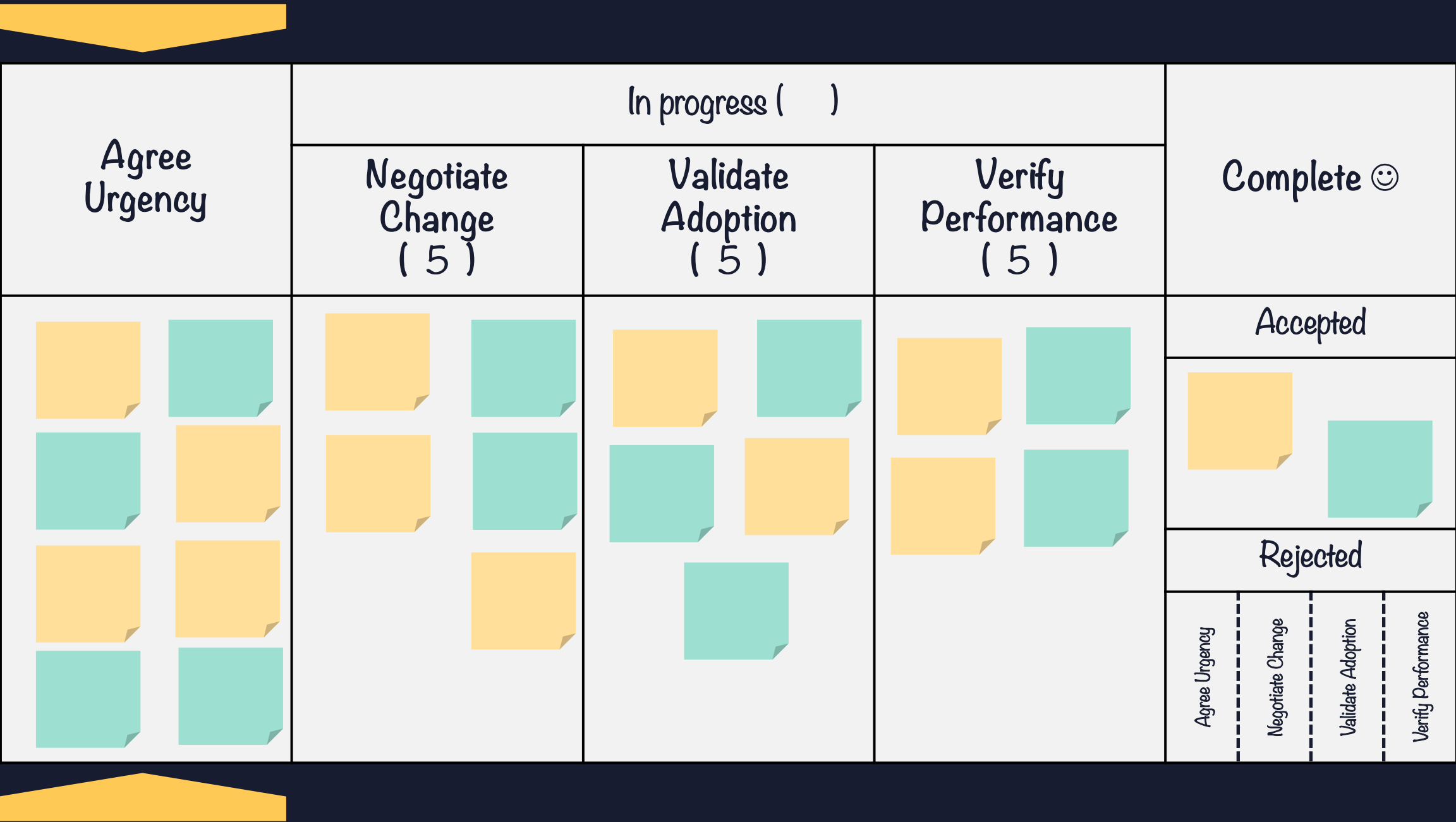
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Right to Left (I) – review work most-complete first

- 6. Contextualising
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Right to Left (II) – review backwards from meaningfully done

Organising around and toward

– around our commitments and in the direction of progress/goals

- 6. Contextualising
- 5. Self-governing
- 4. Strategising
- 3. Organising
- 1. Coordinating
- 1. The work

Agree Urgency	In progress ()			Complete ☺
	Negotiate Change (5)	Validate Adoption (5)	Verify Performance (5)	
				Accepted
				Rejected
				Agree Urgency Negotiate Change Validate Adoption Verify Performance

Right to Left (II) – review backwards from meaningfully done

– done: someone’s need was met

- 6. Contextualising
- 5. Self-governing
- 4. Strategising
- 3. Organising
- 2. Coordinating
- 2. The value-creating work
- 0. The customer

Agree Urgency	In progress ()			Complete ☺
	Negotiate Change (5)	Validate Adoption (5)	Verify Performance (5)	
				Accepted
				Rejected

Right to Left (II) – review backwards from meaningfully done

– done: someone’s need was met

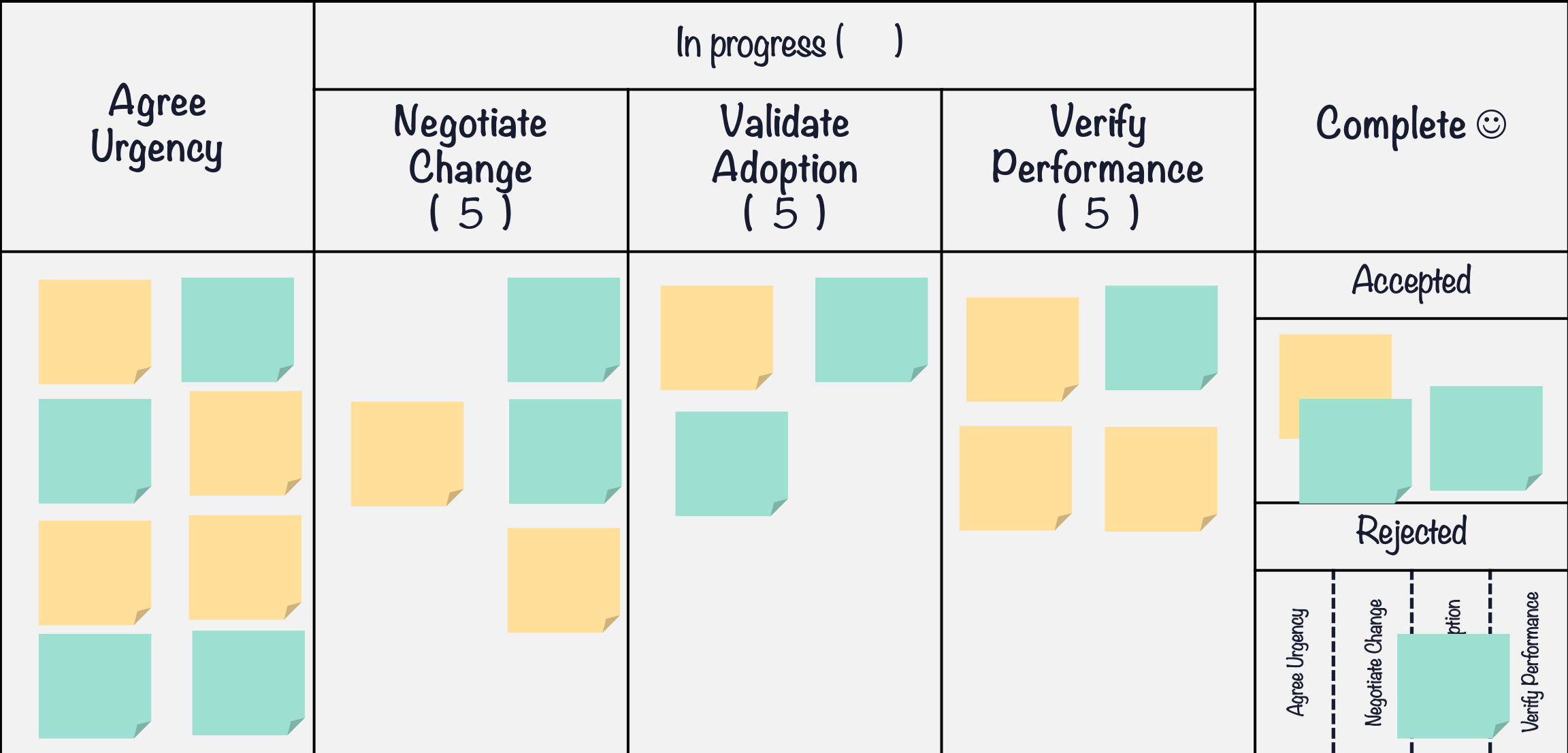
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Agree Urgency	In progress ()			Complete ☺
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	Rejected			
	Agree Urgency	Negotiate Change	Validate Adoption	Verify Performance

Right to Left (II) – review backwards from meaningfully done

– done: someone’s need was met

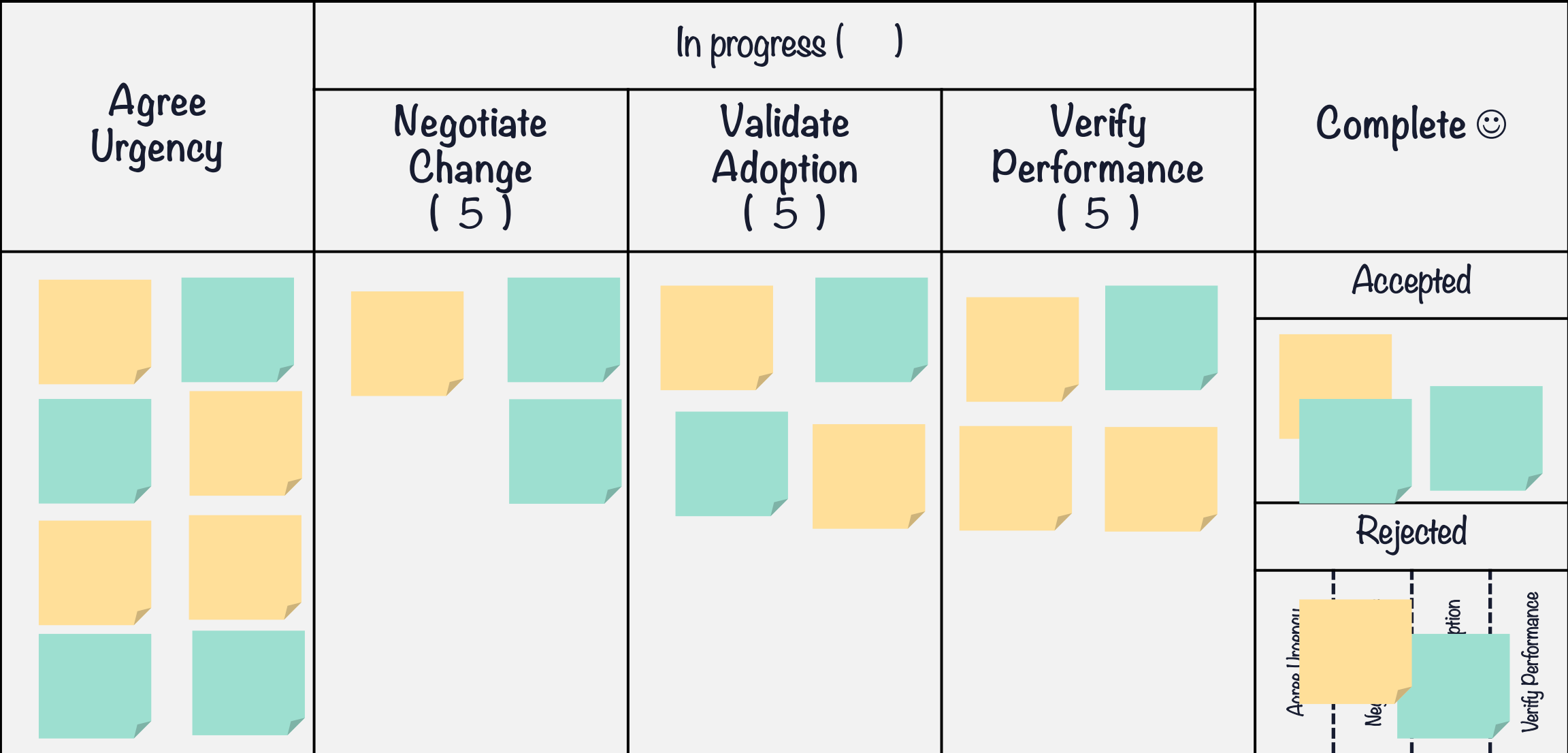
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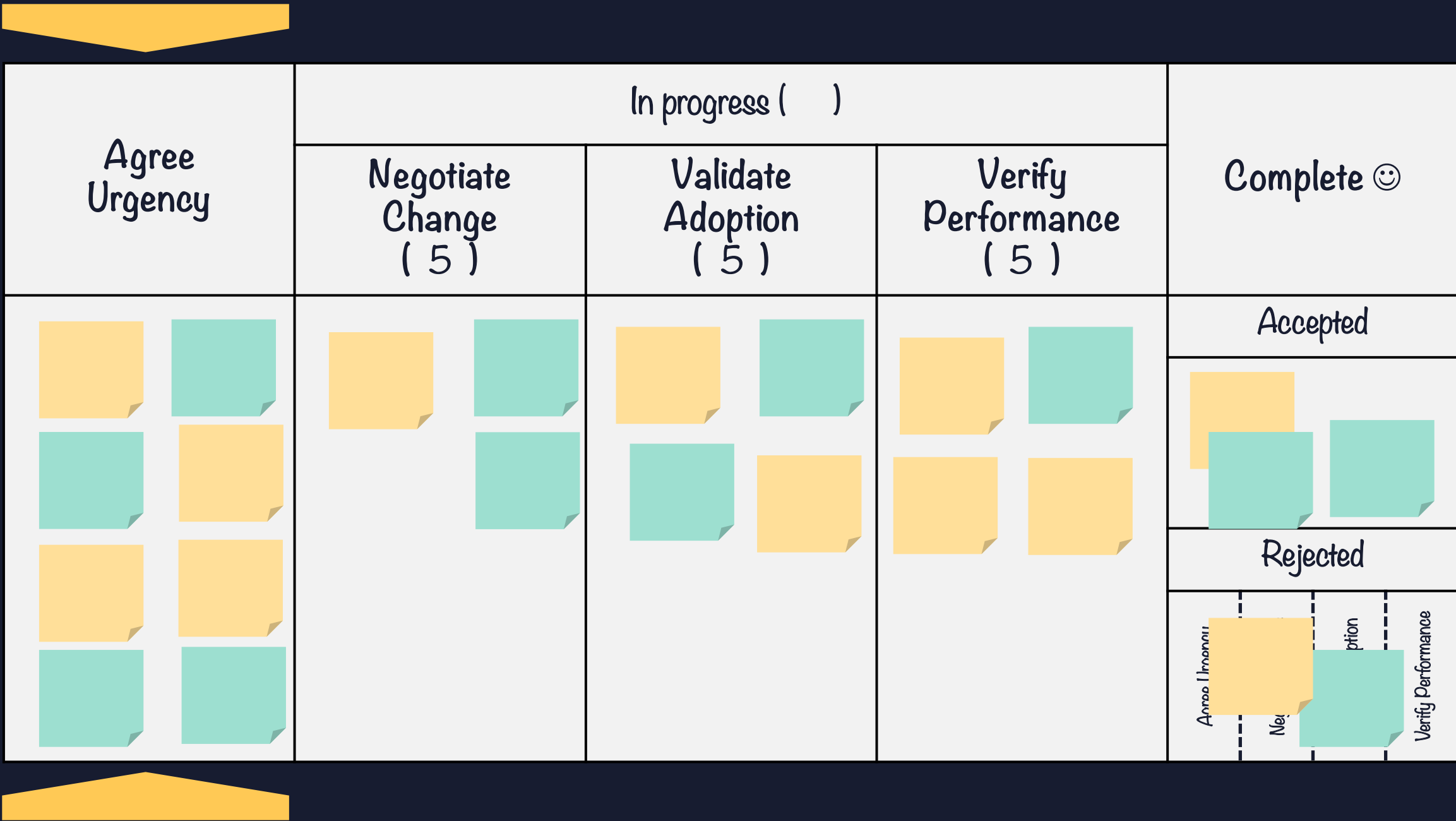
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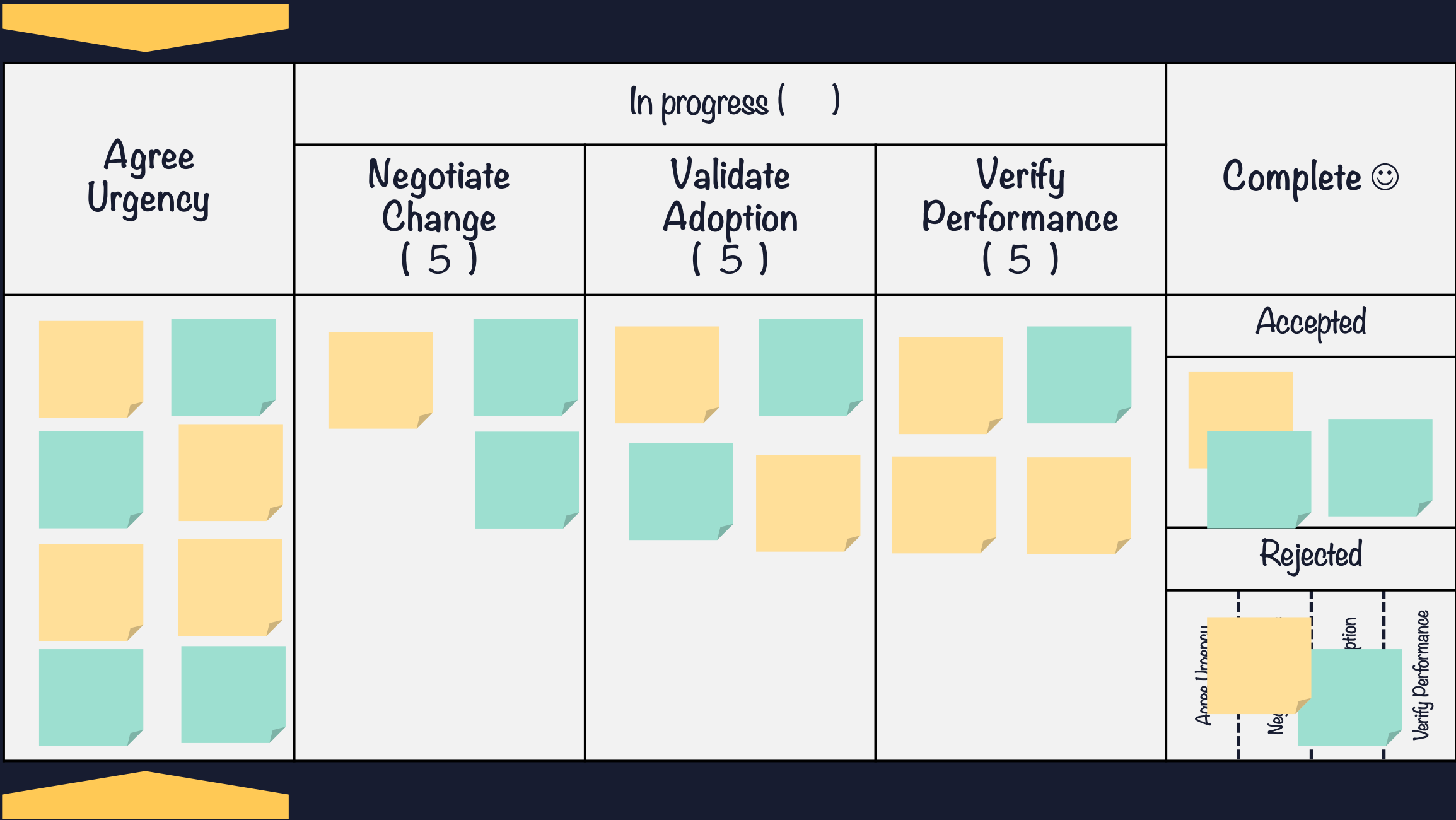
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Right to Left (II) – review backwards from meaningfully done

– working together, increasingly focused on meeting needs

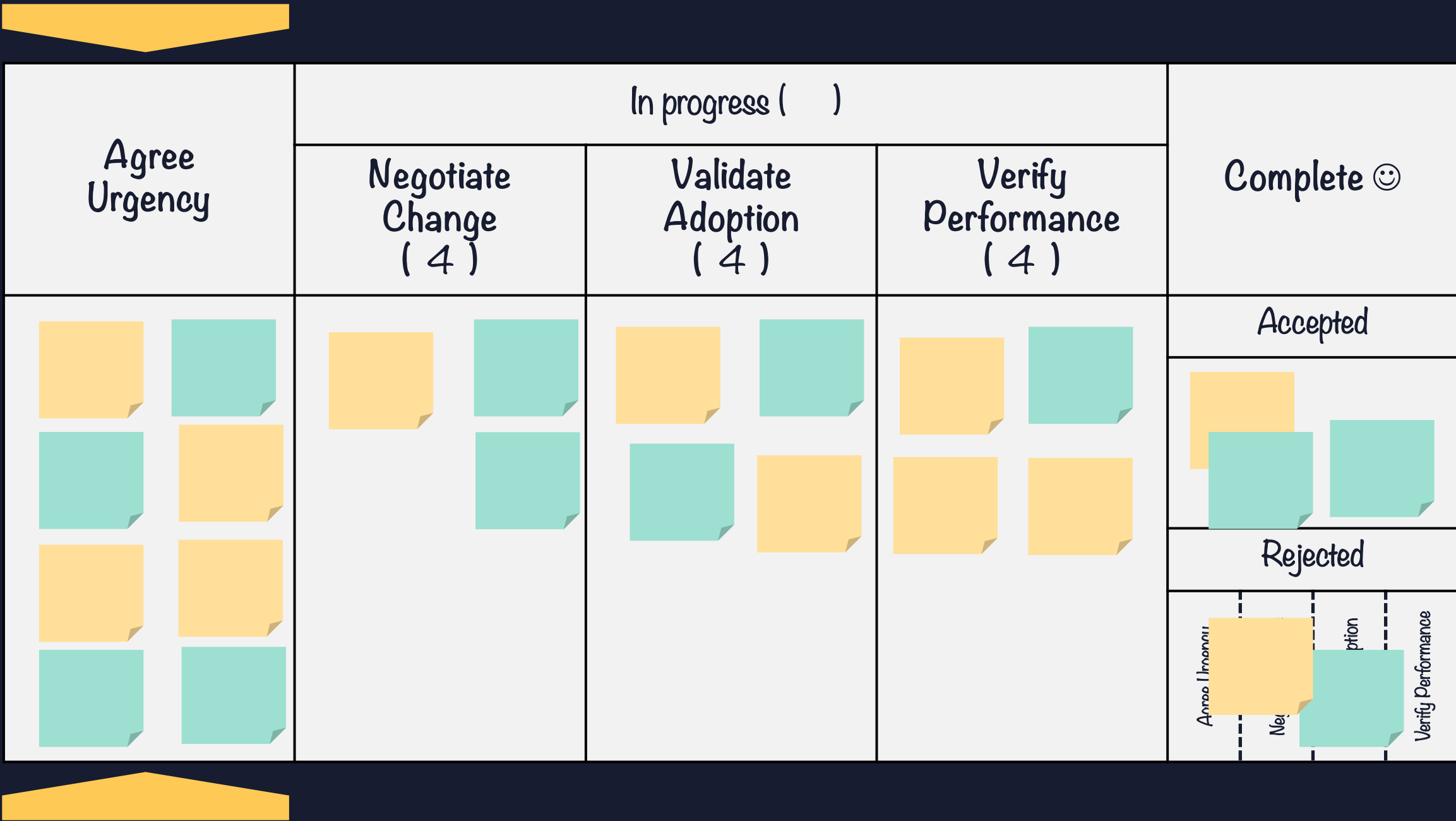
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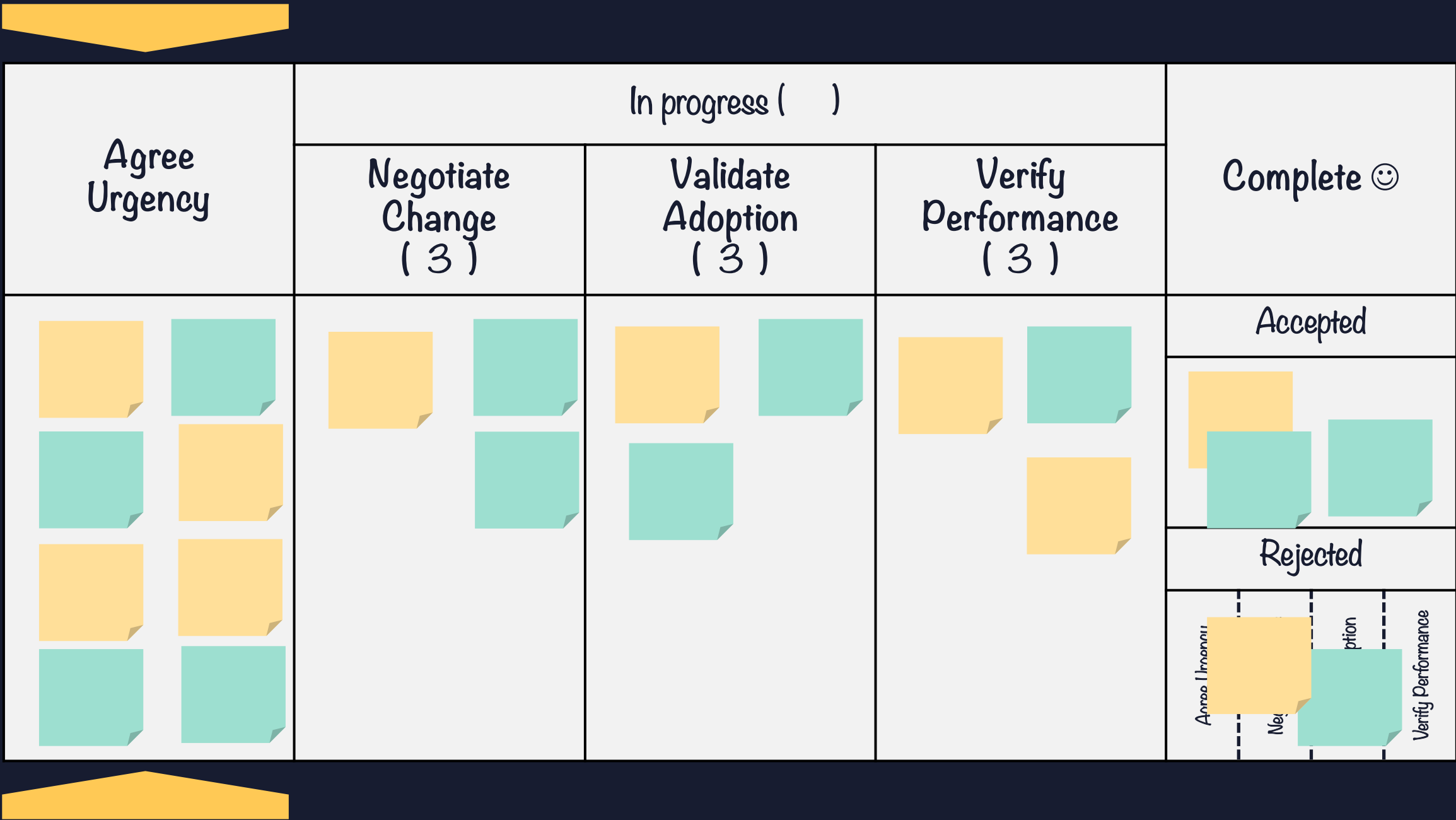
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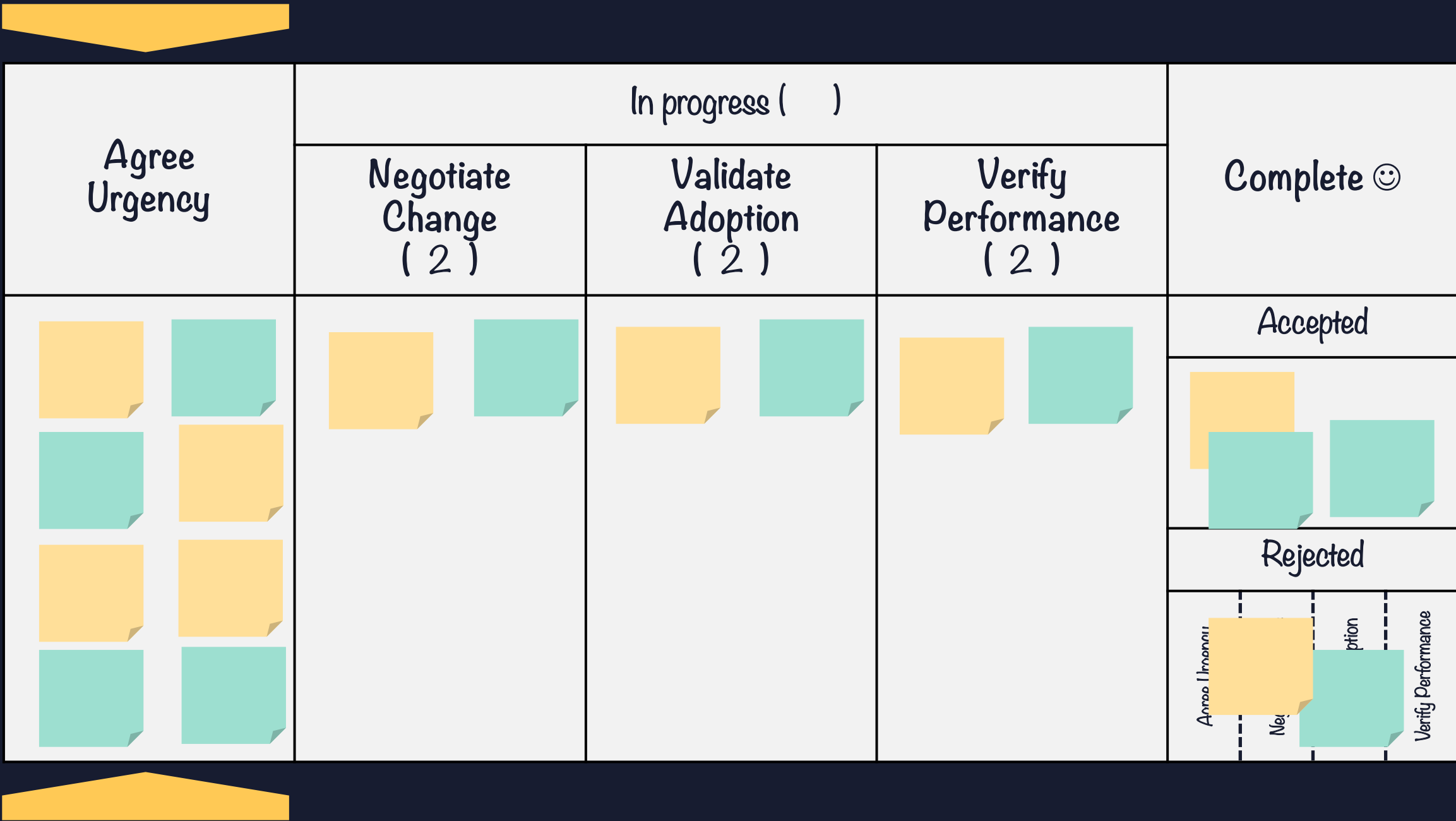
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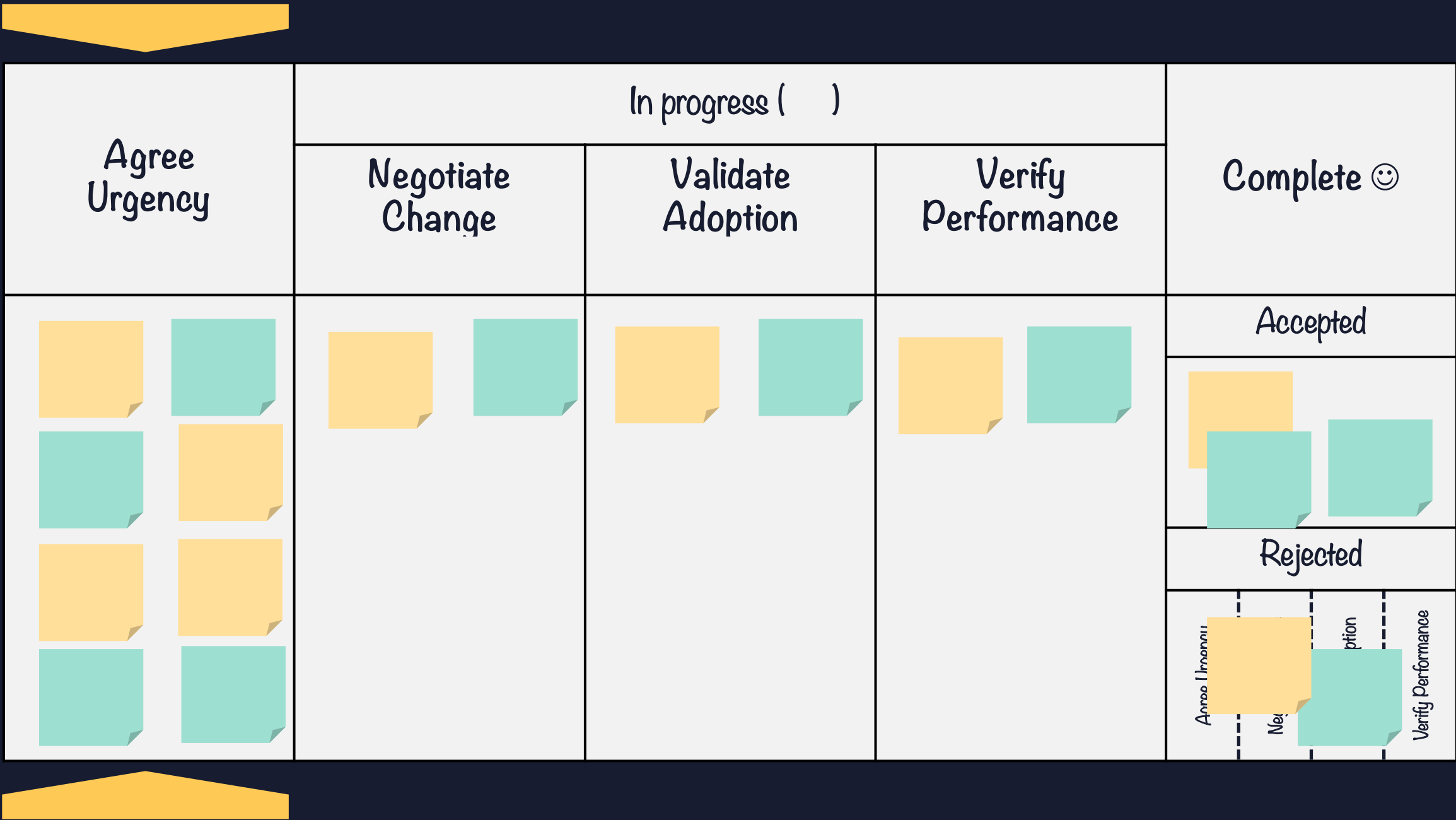
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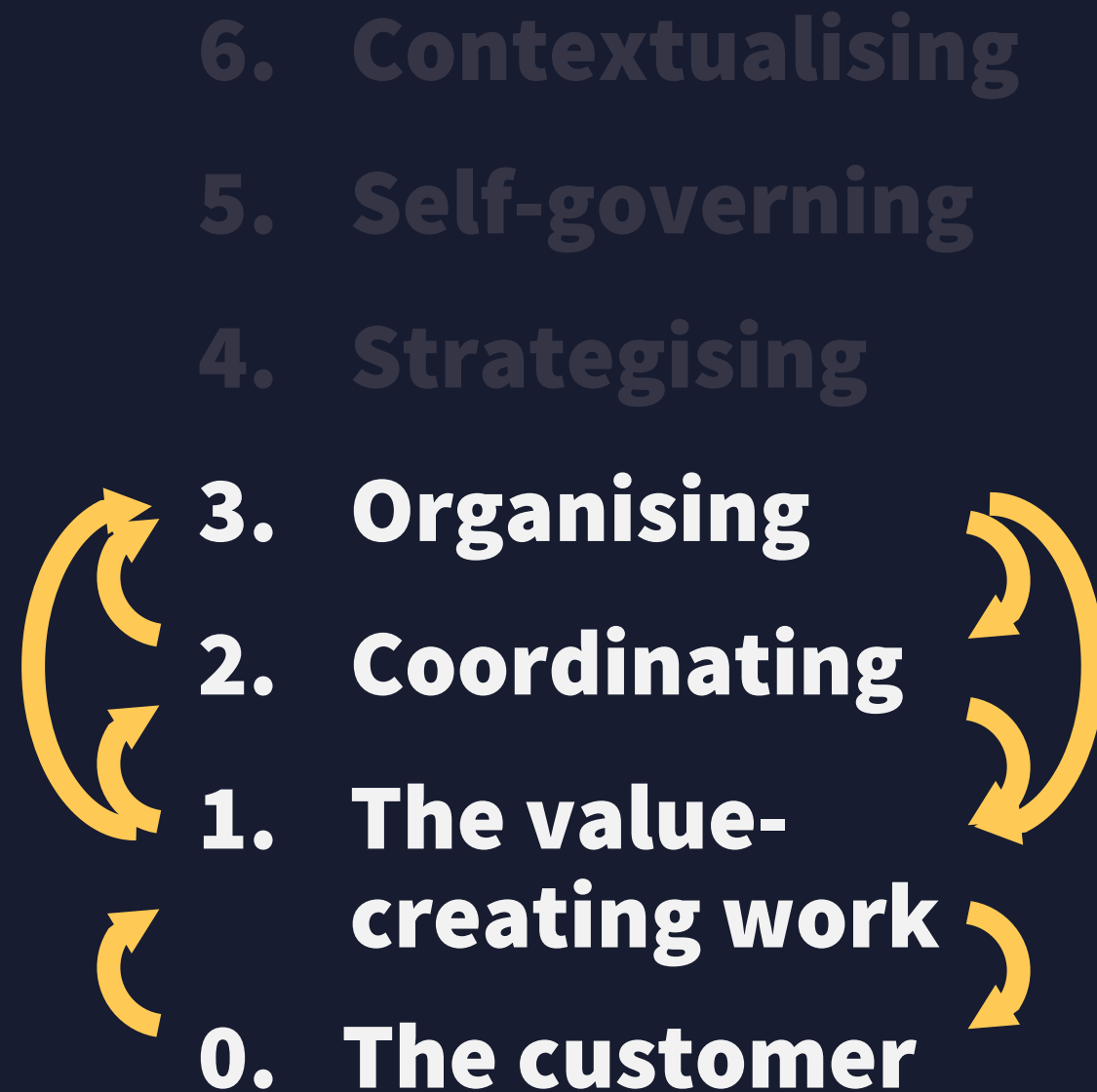
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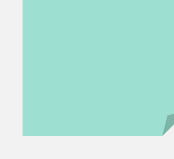
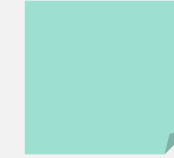
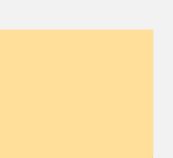
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Relationships in healthy and productive balance

– maximising decision-making and communication capacity



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Agile's "Great Rebalancing"

– maximising decision-making and communication capacity

6. Contextualising

5. Self-governing

4. Strategising

3. **Organising**

2. **Coordinating**

1. **The value-creating work**

0. **The customer**

Individuals and interactions

over processes and tools

Working software

over comprehensive documentation

Customer collaboration

over contract negotiation

Responding to change

over following a plan

Agile's "Great Rebalancing"

– maximising decision-making and communication capacity

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Individuals and interactions

over processes and tools

Working software

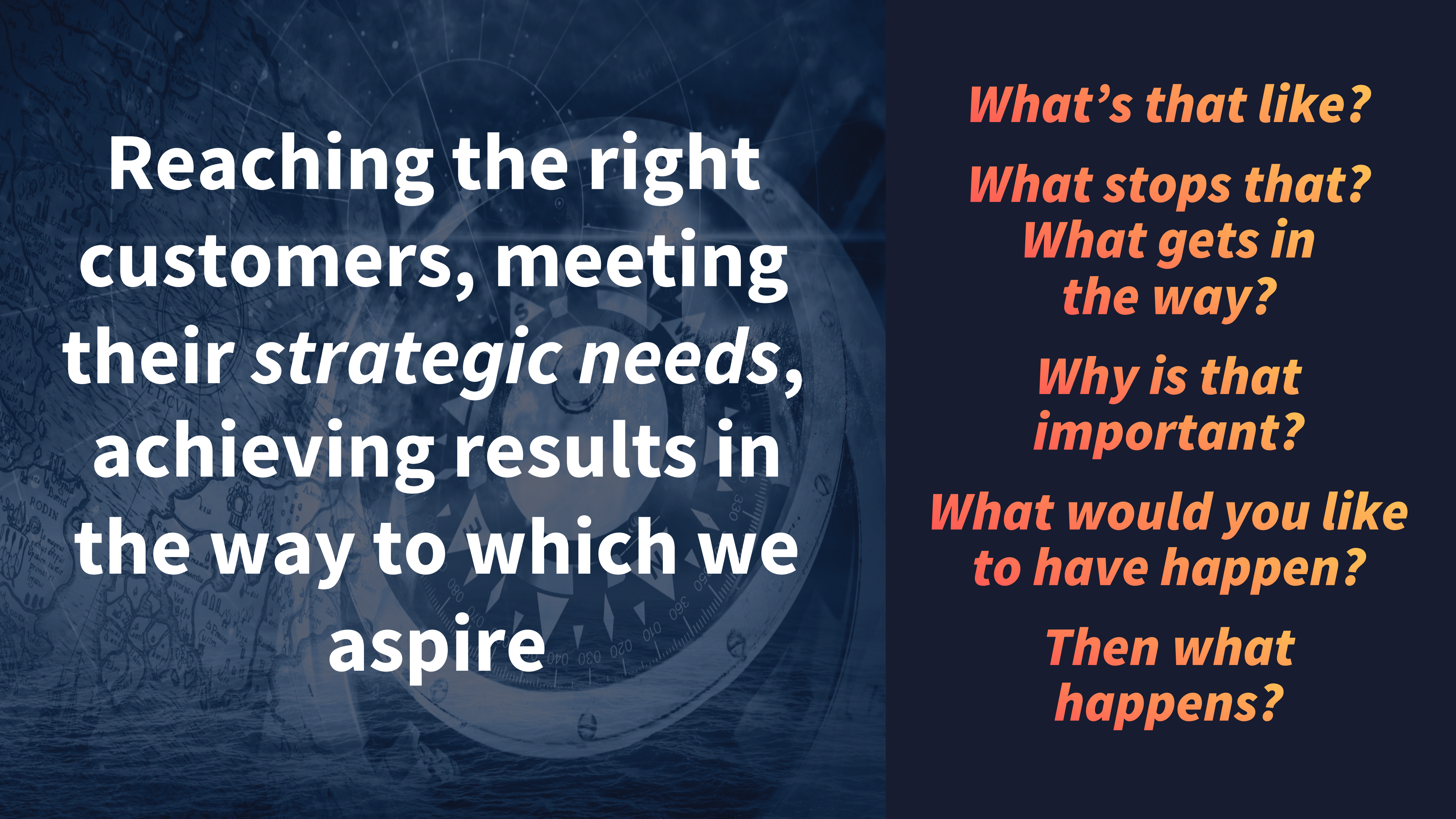
over comprehensive documentation

Customer collaboration

over contract negotiation

Responding to change

over following a plan

The background of the slide is a dark blue, textured surface. Overlaid on this is a large, semi-transparent compass rose with a map of the world in the background. The compass rose has a central needle pointing towards the top right. The map shows various continents and oceans in a lighter blue tone. The overall aesthetic is nautical and exploratory.

**Reaching the right
customers, meeting
their *strategic needs*,
achieving results in
the way to which we
aspire**

What's that like?

What stops that?

***What gets in
the way?***

***Why is that
important?***

***What would you like
to have happen?***

***Then what
happens?***

Two strategy approaches

**Outside-In Strategy:
Positioned for success**

**Reaching the right
customers, meeting
their *strategic needs*,**

**Inside-Out Strategy:
Fit for maximum impact**

**achieving results
in the way to
which we aspire**

Strategy's virtuous circle

– The wholehearted pursuit of *fit*



Strategy approach #3

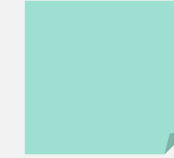
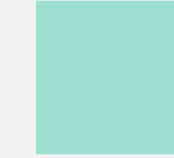
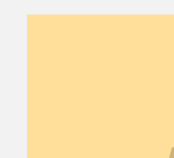
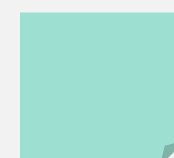
- focusing on what it means to be an adaptive organisation
- not just feedback loops, but healthy and productive relationships



Everyday strategising

💬 *We're seeing...* 💬 *Looks like...* 💬 *What if we...*

- 6. Contextualising
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Agree Urgency	In progress ()			Complete 😊
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       	 	 	 	Accepted
				  
				Rejected
				 

💬 *If only we had...* 💬 *Next time we should...*

The team that strategises together stays together

💬 *We're seeing...* 💬 *Looks like...* 💬 *What if we...*

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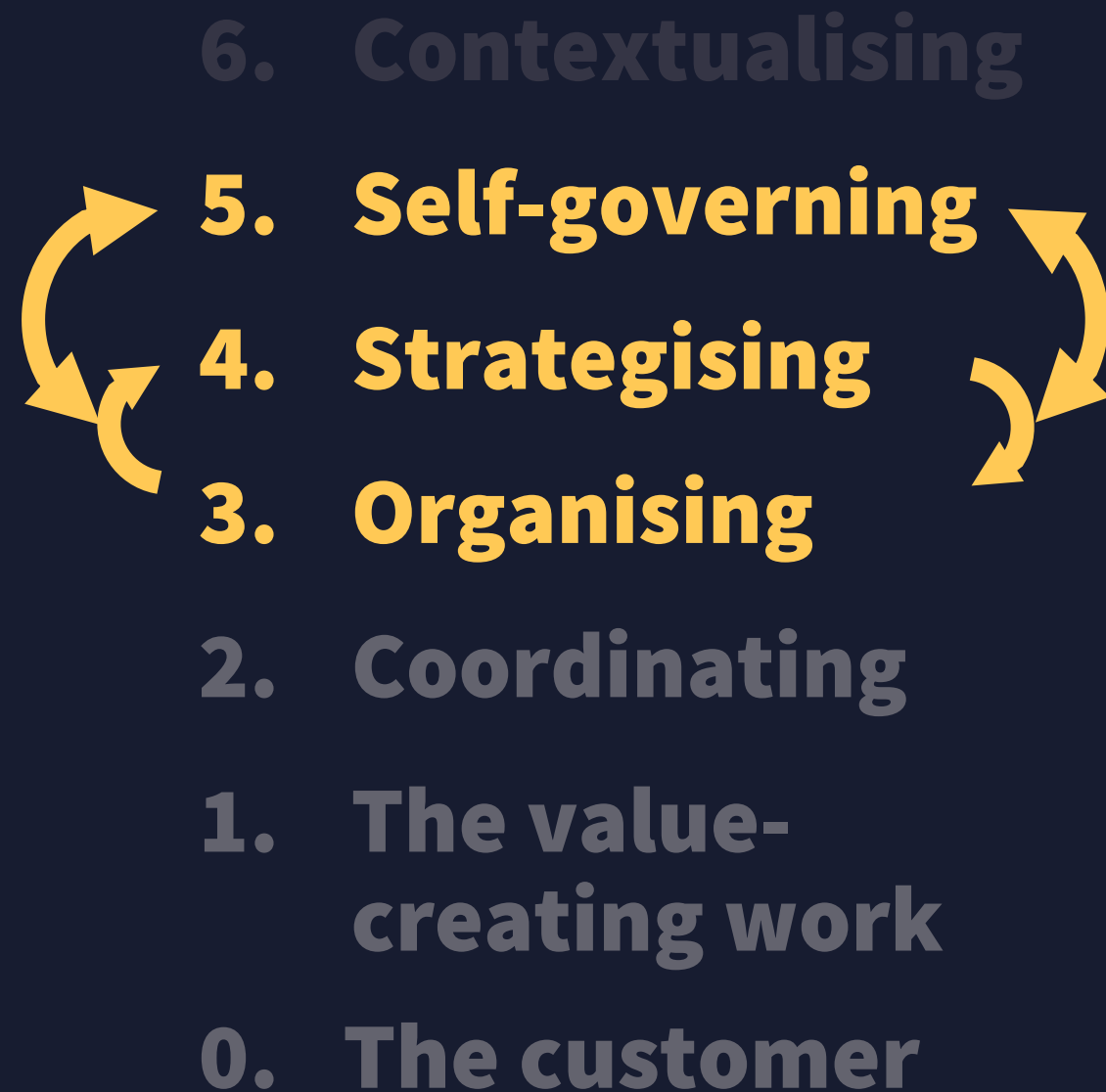
Agree Urgency	In progress ()			Complete 😊
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	💬 <i>That's not who we are!</i> 💬 <i>Is this sustainable?</i>			
				Rejected
				Agree Urgency Ne bition Verify Performance

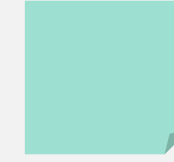
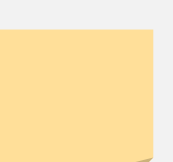
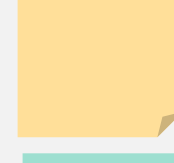
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Relationships in healthy and productive balance

- Operations vs Development
- Delivery vs discovery vs renewal

💬 *We're seeing...* 💬 *Looks like...* 💬 *What if we...*

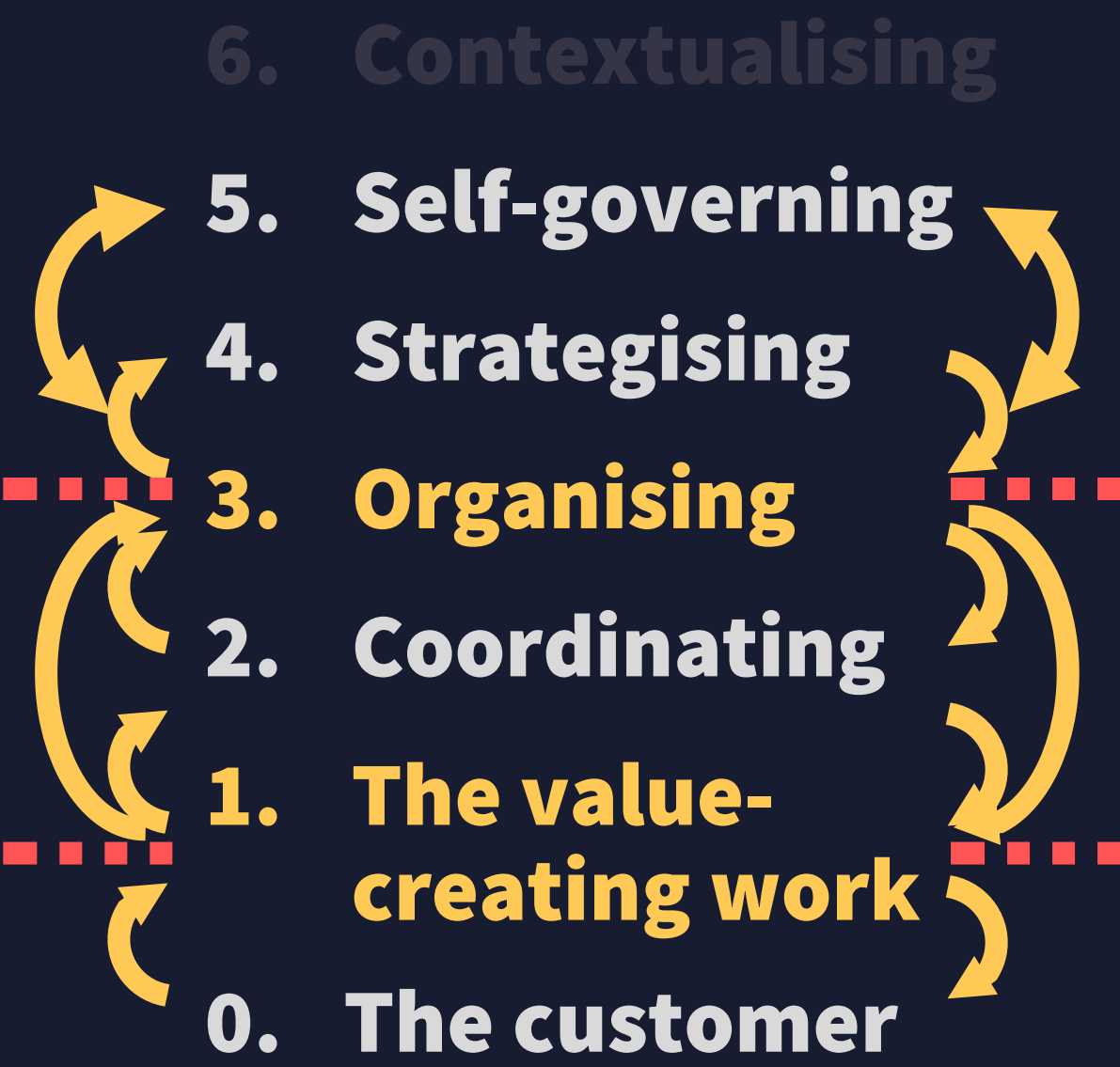


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💬 *If only we had...* 💬 *Next time we should...*

Two pinch points

– formal process inevitably underestimates the challenge of context



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Optimising presence and attention

– minimising failures of context

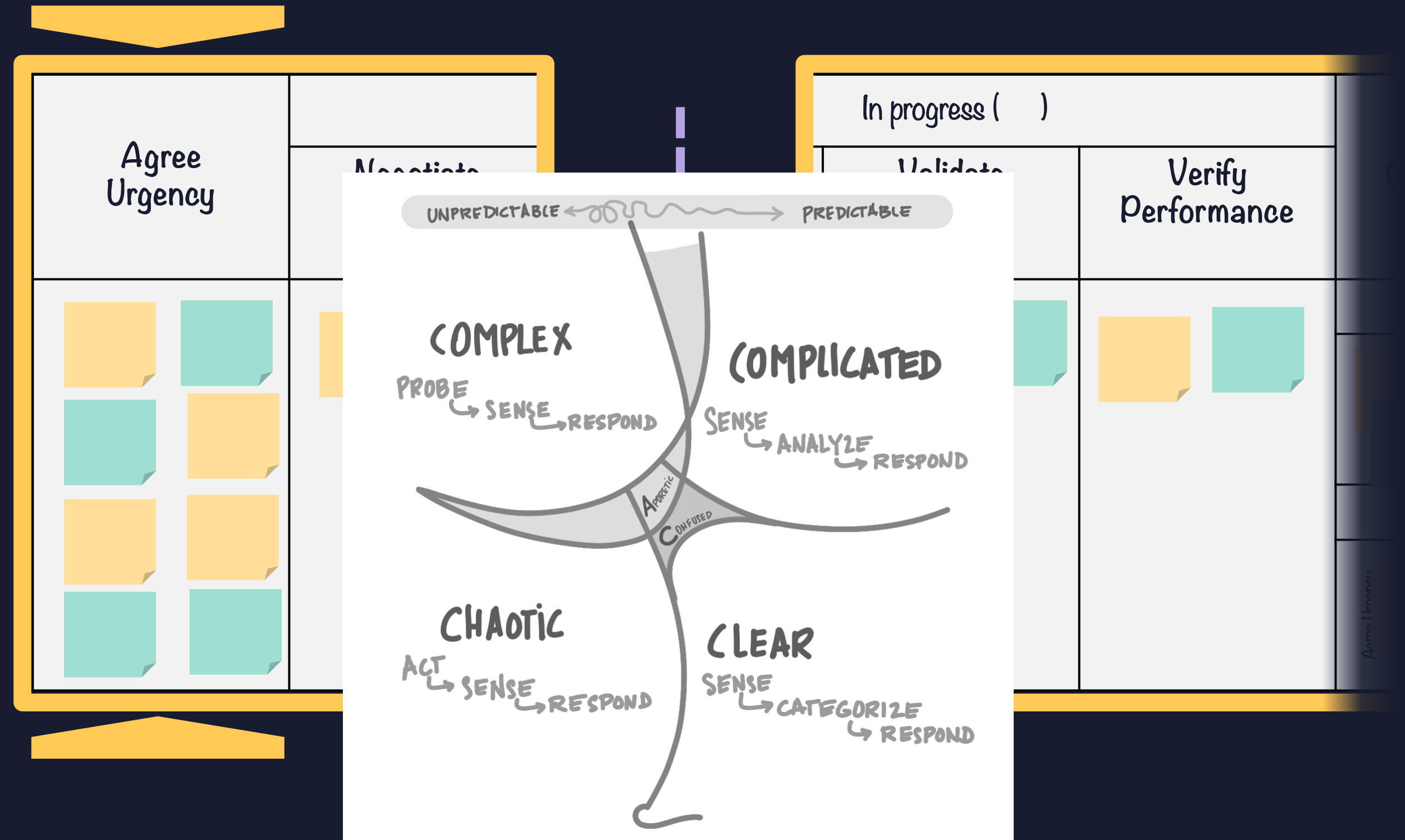
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Coordinate, cooperate, collaborate?

– a sense-making conversation

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Who's invited?

- Those that have context
- Those that need it

6. Contextualising

5. Self-governing

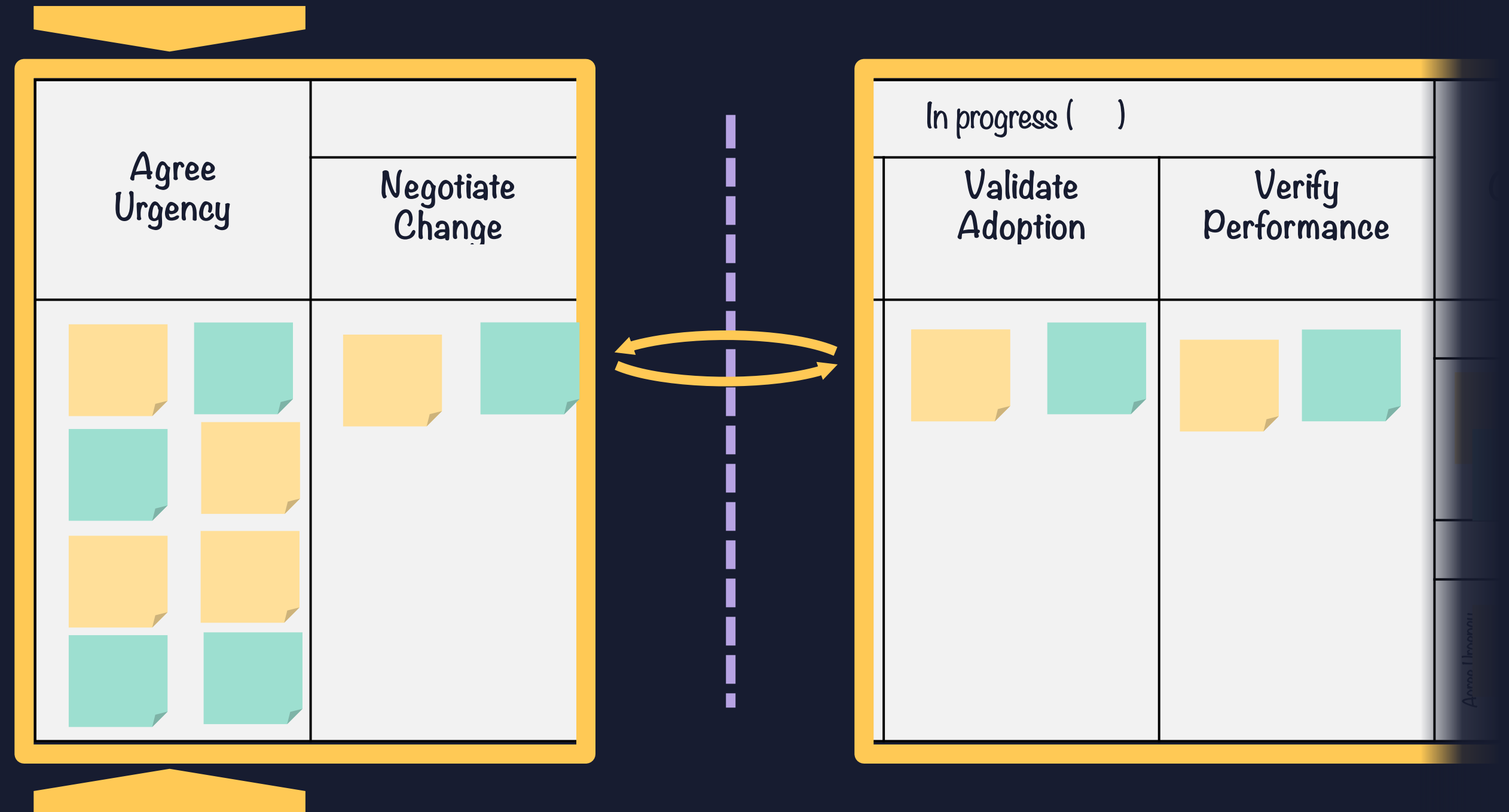
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Right to Left (III) – working backwards from *really done*

– *really done*: we’ve accounted for the learning

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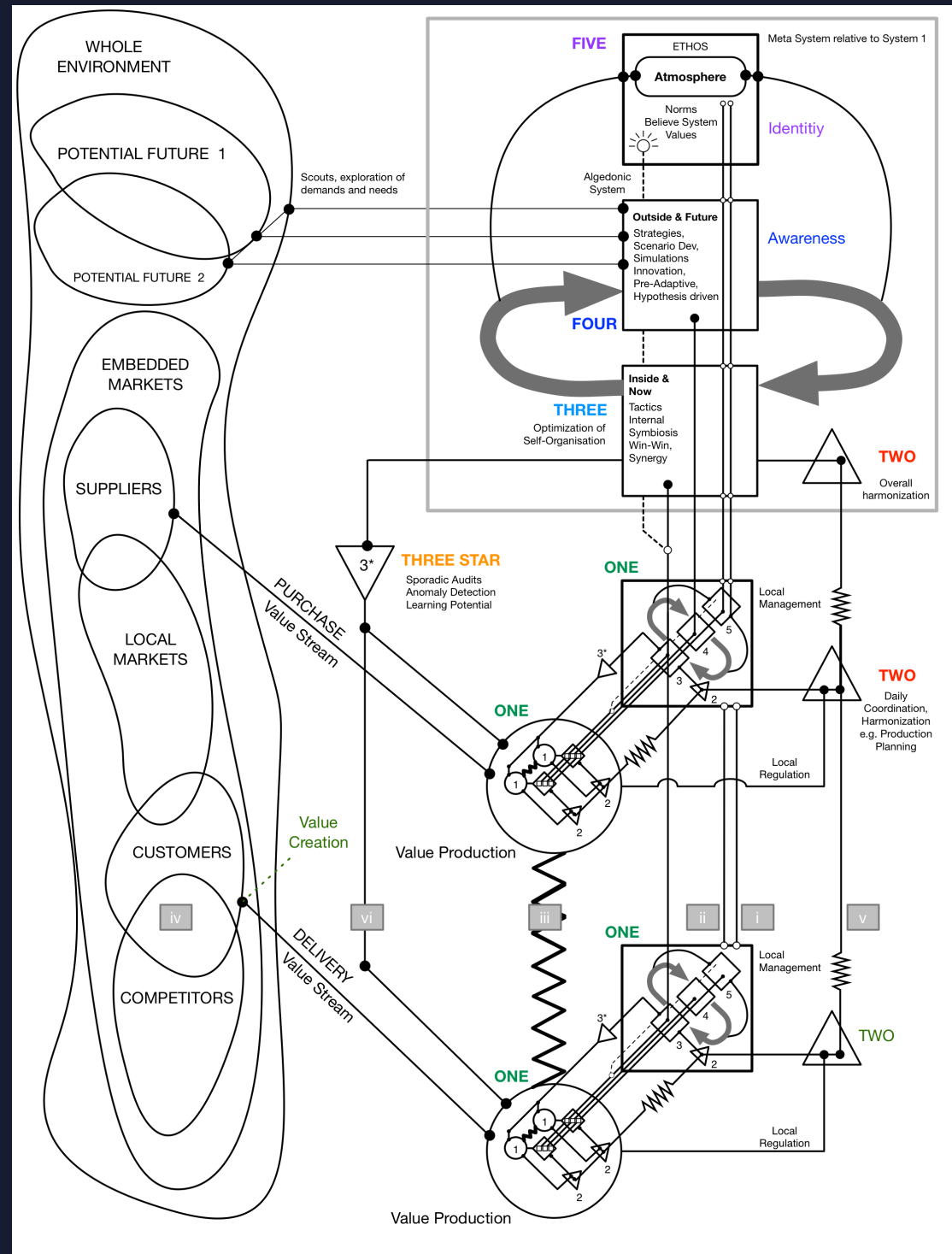
Takeaways (I)

1. Work backwards from those key moments of impact and learning
2. Keep it meaningful
 - meaningful impact, meaningful goals
3. Everything's in scope when you're accounting for the learning

Takeaways (II)

1. The “unreasonable effectiveness” of the “Great Rebalancing”
2. Leadership’s enduring challenges will always be complex and fractal
3. Scale a “wholehearted” response: Engage, Invite, Celebrate!

A modern, complexity-aware, and ground-up reconstruction of Stafford Beer's classic model



Stafford Beer's Viable System Model

Image: Mark Lambertz, CC BY-SA 4.0, via Wikimedia Commons

The Viable System Model (VSM)

- *Brain of the Firm* (1972, 1981)
- *Heart of Enterprise* (1979, 1984)

Systems and their relationships

- System 1 (the value-creating work)
- System 2 (coordinating)
- System 3 (organising)
- System 4 (strategising)
- System 5 (self governing)
- System 3* (trust building)

Wholehearted: Engaging with Complexity in the Deliberately Adaptive Organisation (2025)

Adaptive Strategising

**Mutual
Trust
Building**

3. Organising



**1. The
value-
creating
work**

**Delivering-
Discovering
-Renewing**

2. Coordinating

Wholehearted: Engaging with Complexity in the Deliberately Adaptive Organisation (2025)



Wholehearted: Engaging with Complexity in the Deliberately Adaptive Organisation (2025)

Adaptive Strategising

**Mutual
Trust
Building**

3*. Contextualising

3. Organising

**1. The
value-
creating
work**

**Delivering-
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-Renewing**

Wholehearted: Engaging with Complexity in the Deliberately Adaptive Organisation (2025)

Adaptive Strategising

**Mutual
Trust
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**Delivering-
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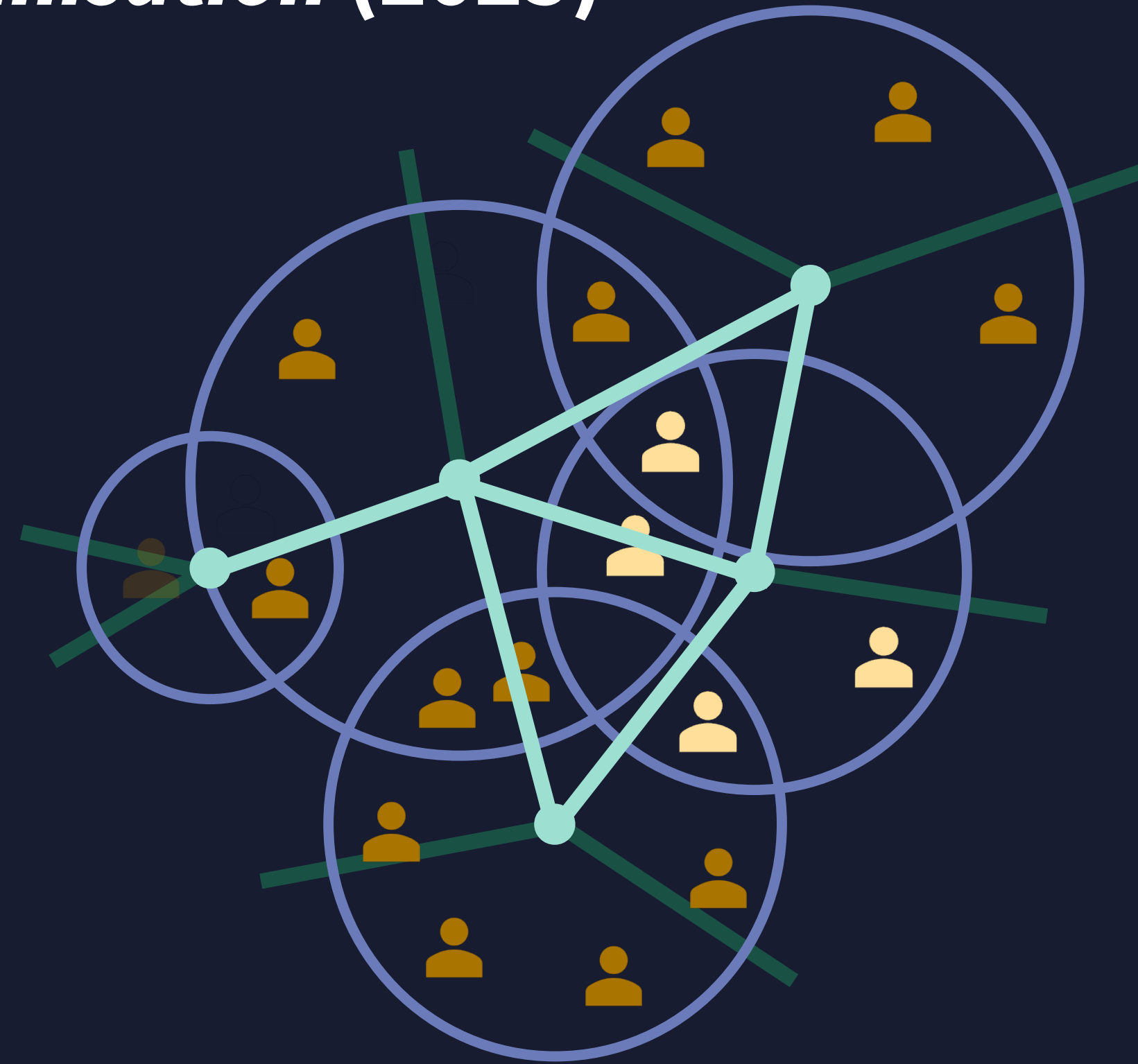
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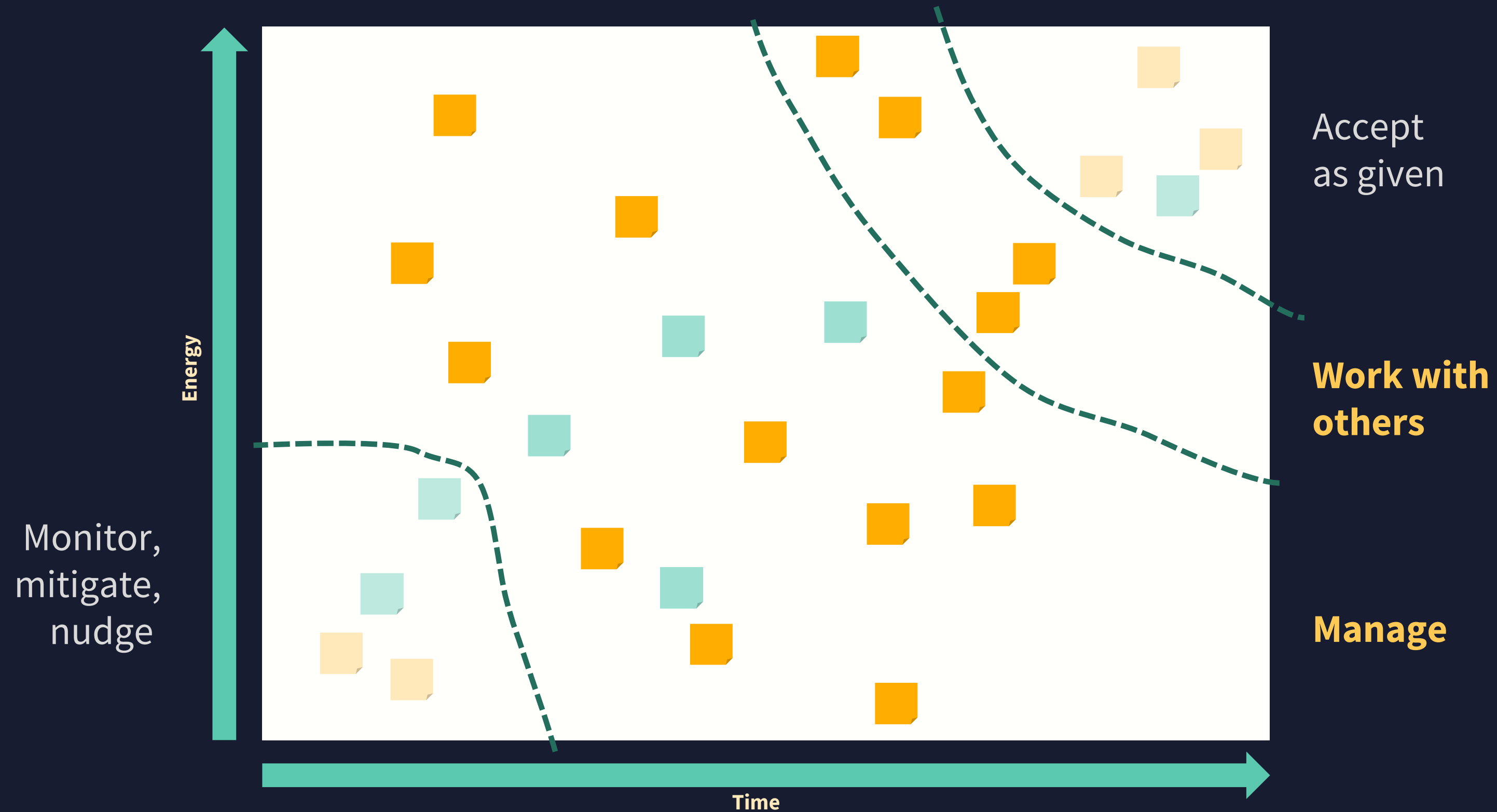
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Wholehearted: Engaging with Complexity in the Deliberately Adaptive Organisation (2025)



Affordance Mapping (energy vs time; boundaries)



Where we will get to: **Ideas we're motivated to act on, hypotheses we'd like to test**



We believe that <actionable change>
will result in <meaningful outcome>.

If successful, we might expect to see

- <observable impact 1>
- ...
- <observable impact n>

Wholehearted

Engaging with Complexity in the
Deliberately Adaptive Organisation

Mike Burrows



Foreword by
Benjamin Taylor

New ways to understand your organisation, and new ways to engage with its challenges.

The Deliberately Adaptive Organisation is a fresh, ground-up reconstruction of the classic Viable System Model, approached humanely and with a 21st-century appreciation for complexity.

agendashift.com/keynotes/beyond

If you have been affected by any of the issues raised in this programme

Go to [**agendashift.com/keynotes/beyond**](https://agendashift.com/keynotes/beyond):

- PDF of the slides
- References
- Events, offers
- **40% off the book**
- Assessment tools, other resources
- Leading with Outcomes modules
- Facilitator and trainer programmes
- How to get hold of me

~~KEYNOTE15~~ EDGE30



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To ‘Done’ and Beyond: Coordinating, Organising, Strategising, and Trust Building with Kanban

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