

LEARNING CONSORTIUM FOR THE CREATIVE ECONOMY

presented by **ScrumAlliance®**

Report to the Drucker Forum

November 6, 2015

www.scrumalliance.org

learningconsortium@scrumalliance.org



The Learning Consortium for the Creative Economy

Ericsson

Menlo Innovations

Microsoft

Riot Games

CH Robinson

Magna International

Brillio

SolutionsIQ

agile42



Learning Consortium for the Creative Economy

Nine firms went on mutual site visits :

Ericsson	Europe	Networks/telecom
Microsoft	US	Software/electronics
Riot Games	US	Gaming
Menlo Innovations	US	Technology consultant
CH Robinson	US	Transportation brokerage
Magna International	Europe	Auto parts
Brillio	India	Software design
Agile42	US	Agile enterprise solutions
SolutionsIQ	Europe	Agile coaching/training

Very different management practices

- Different goals
- Different structure of work
- Different way of coordinating work
- Different values
- Different way of communicating

Two surprising findings

- *Mindsets* are more important than *technology*

Without the management mindset of *enablement*, the methodologies and practices achieve *nothing*.

- Strong, inspirational *leadership* is key.

Our visit to Microsoft

Our image of Microsoft before the site visit



Our image of Microsoft after the site visit



“Would you ever go back to the old way of working?”



These workplaces look and feel “cool”



Learning Consortium for the Creative Economy

We investigated:

- “Agile is only for software”
- “Agile doesn’t scale”
- “Agile can’t handle complexity”
- “Agile isn’t reliable”
- “Agile doesn’t last”

Findings of the Learning Consortium:

- “Agile is only for software”
- “Agile doesn’t scale”
- “Agile can’t handle complexity”
- “Agile isn’t reliable”
- “Agile doesn’t endure”

Agile is spreading to everything

Agile scales without sclerosis

Agile handles complexity

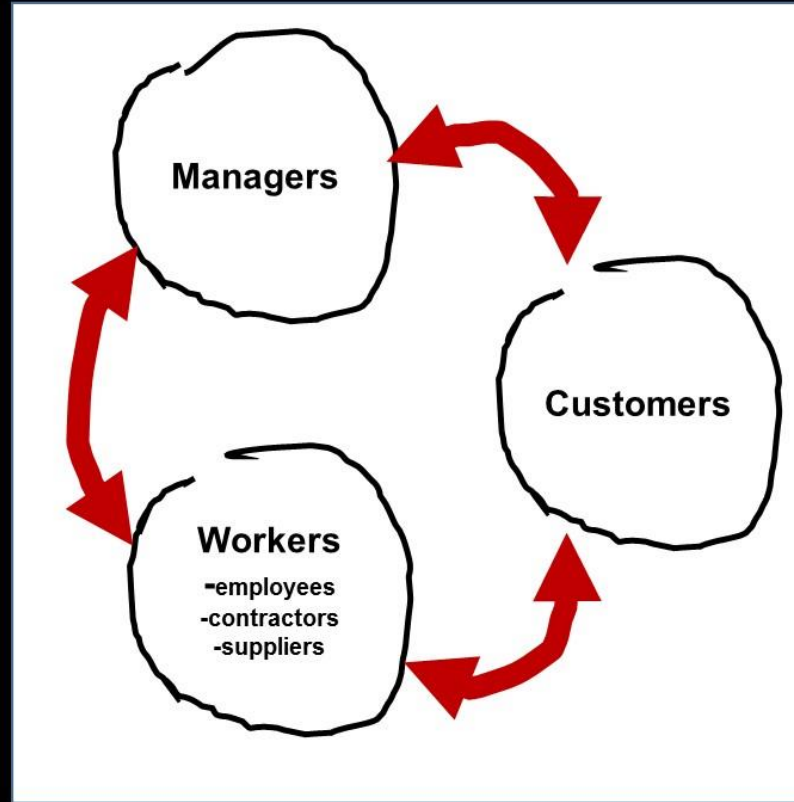
Agile can be fail-safe

Some examples: 10-15 years

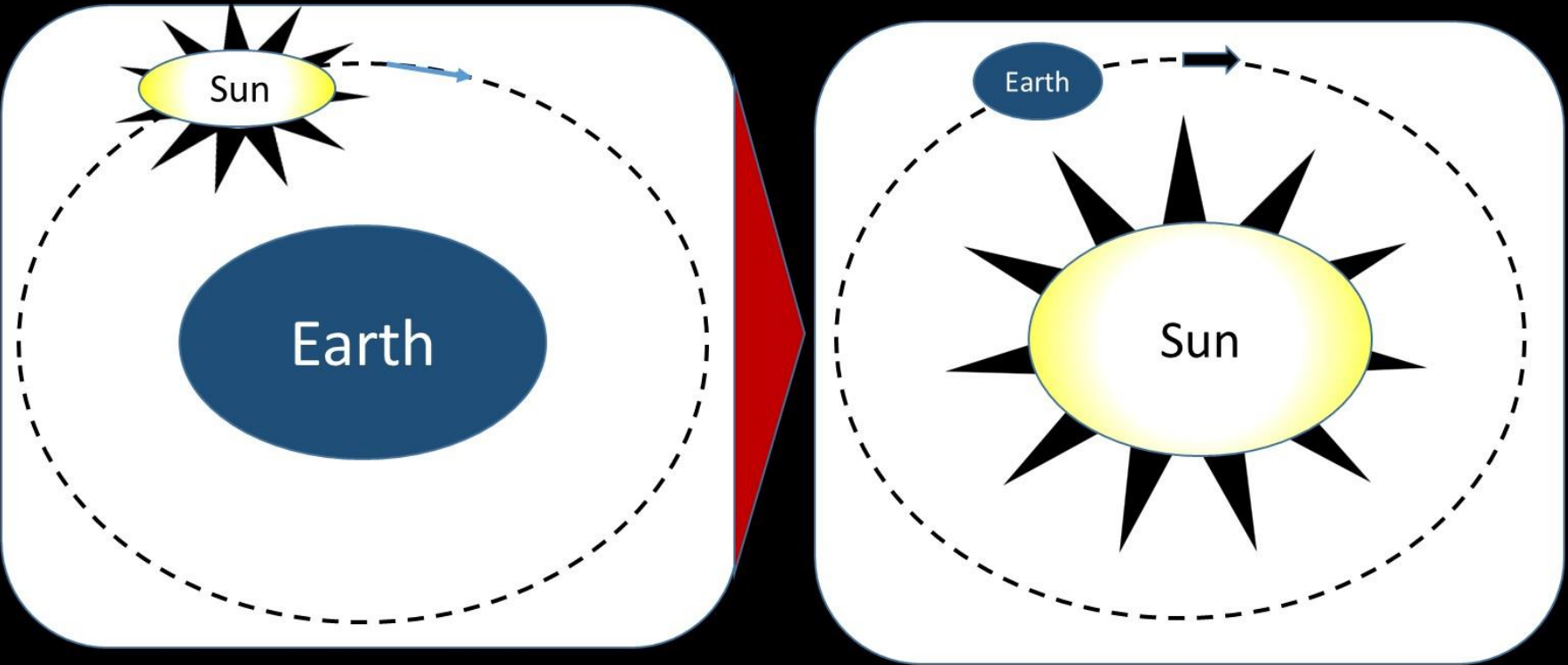
A different view of the world

- This is about *communicating*, not necessarily *computers*.
- This is about *transportation*, not necessarily *cars*.
- This is about *banking*, not necessarily banks.
- This is about *accommodation*, not necessarily hotels.
- This is about *health*, not necessarily hospitals

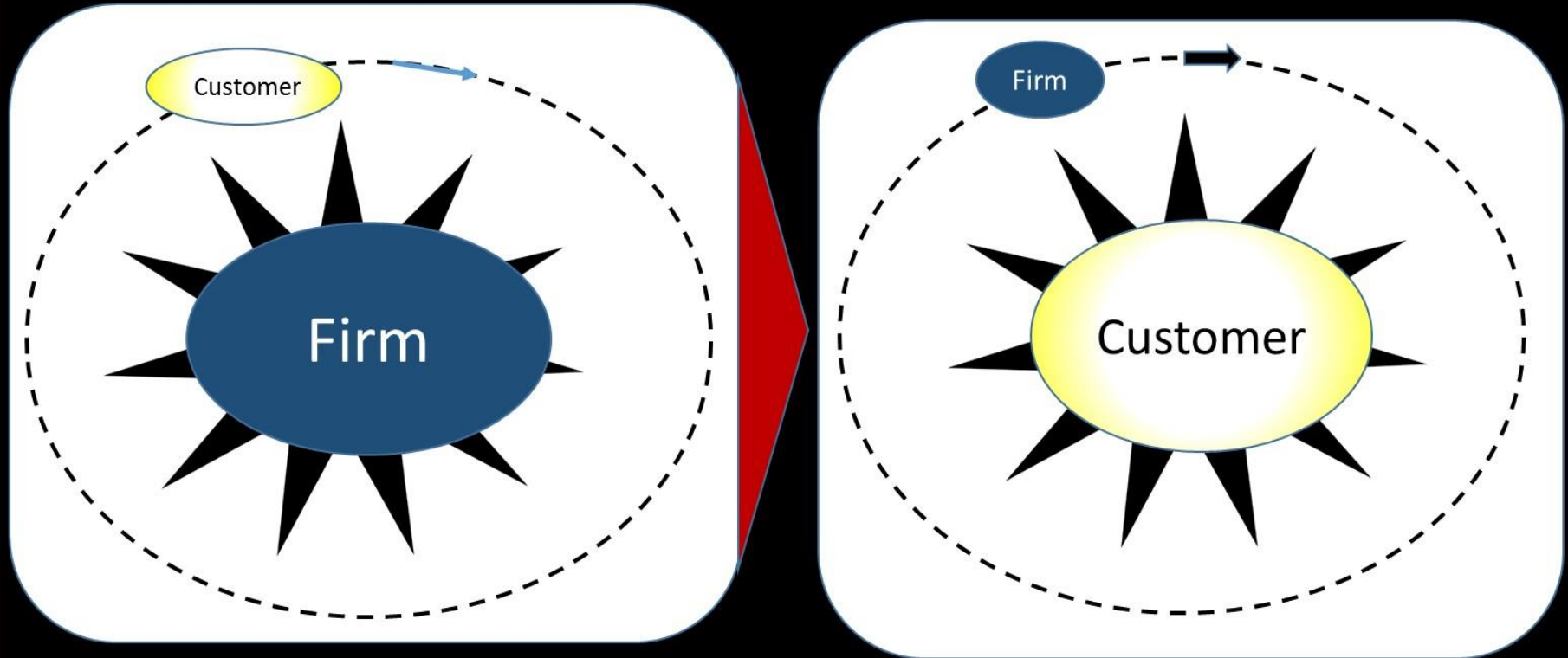
The opposite of “top-down” is “outside-in”



The Copernican Revolution in astronomy



The Copernican Revolution in management



.The Copernican revolution in management

This is not just “news.”

This is “news that stays news.”

-- Percy Bysshe Shelley

Ahmed Sidky

Director, Development Management

Riot Games



2200+ RIOTERS
15 OFFICES

SANTA MONICA
ST. LOUIS
NEW YORK

SÃO PAULO
SANTIAGO
MEXICO CITY

DUBLIN
MOSCOW
COLOGNE

SEOUL
HONG KONG
TAIPEI

SYDNEY
ISTANBUL
TOKYO

A detailed promotional artwork for League of Legends. The scene is set in a dark, industrial, and fantastical environment. In the center, a woman with long black hair and a blue and red outfit (Lux) is surrounded by other champions. To her right is a man in a red cape and armor (Garen). To the left is a large, purple, horned creature (Urgot). In the background, there are large, mechanical structures and a flying creature. The overall atmosphere is dramatic and epic.

LEAGUE OF LEGENDS

LEAGUE
LEGENDS



League of Legends is a team-oriented action and strategy game
MOBA (multiplayer online battle arena)





Multiplayer (5 versus 5)



Battle Arena





Multiplayer (5 versus 5)



Battle Arena (not online)

LEAGUE OF LEGENDS STATS



67MILLION

**MONTHLY ACTIVE
PLAYERS**



27MILLION

**DAILY ACTIVE
PLAYERS**



7.5MILLION

**PEAK CONCURRENT
PLAYERS**



WE ARE DEFINED BY OUR AUDIENCE: CORE GAMERS

— OUR MISSION —

WE ASPIRE

TO BE THE MOST

PLAYER

FOCUSED

GAME COMPANY IN THE

WORLD



GAME



CINEMATICS





MUSIC



RIOT GAMES BUILDING ITS OWN NETWORK FOR LEAGUE OF LEGENDS

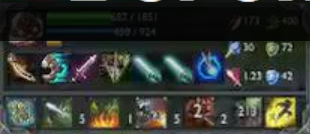


Plan to create network should result in improved ping, packet loss, and stability for League of Legends players.

INFRA-STRUCTURE



E-SPORTS



2014 WORLD CHAMPIONSHIP FINAL

3/1/7	201	178	0/2/1
5/0/13	91	78	3/6/1
7/1/9	217	151	0/2/1
3/2/8	183	173	2/4/0
1/1/16	7	23	0/5/2





HIGHLY DIVERSE WORK – TO DELIGHT PLAYERS



AUTONOMOUS, EMPOWERED, AND ALIGNED TEAMS

ALIGNED CULTURE



MISALIGNED CULTURE



HOW IS YOUR ALIGNMENT

Leadership

(Style, Values, Habits)

Strategy

(Goals, Measures of Success, Rewards)

Structure

(Roles and Responsibilities, Decisions, Organization)

Process

(Value Chain, Policies, Operations, Business Processes)

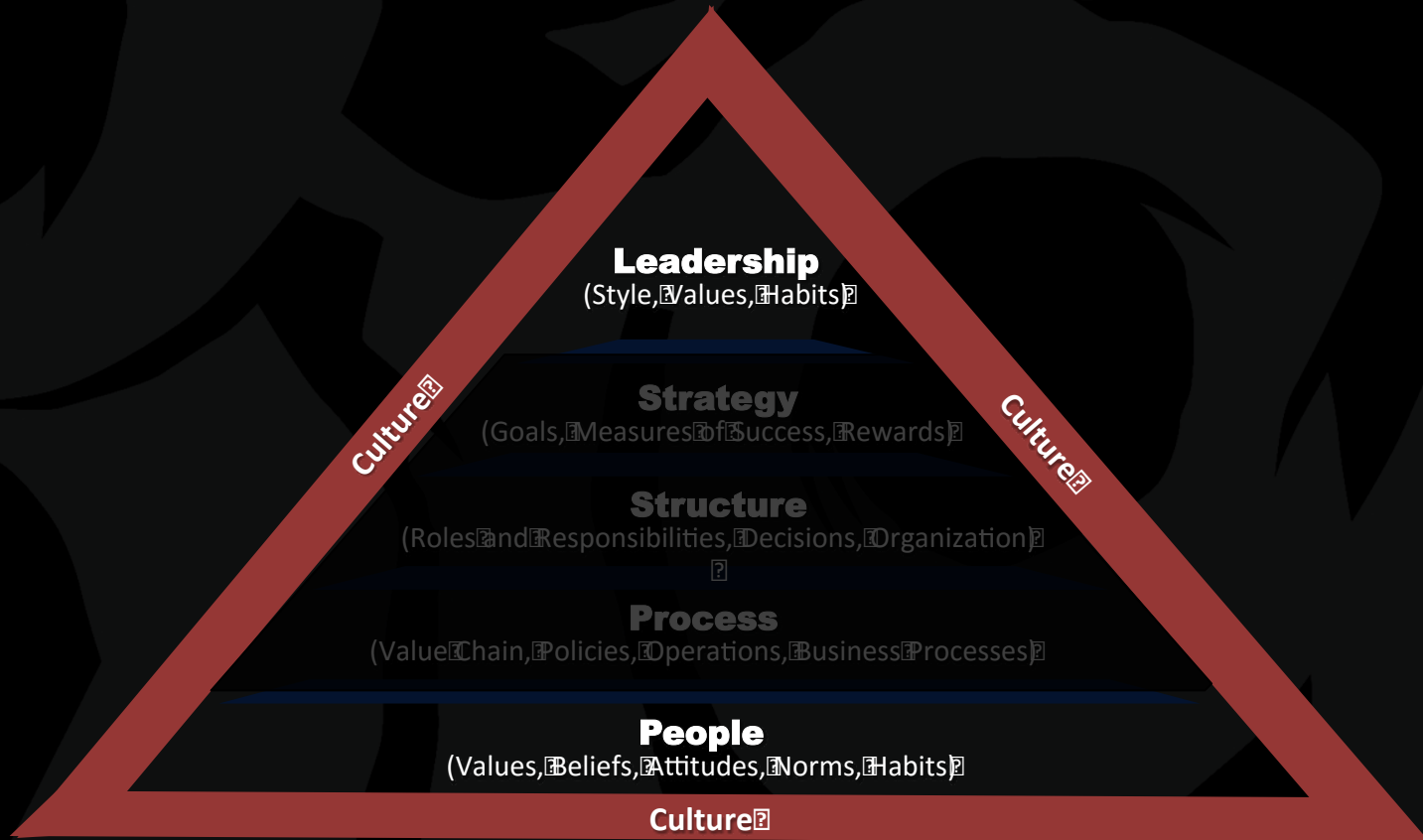
People

(Values, Beliefs, Attitudes, Norms, Habits)

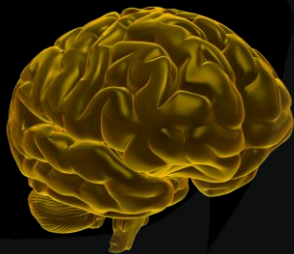
LESS AGILE

MORE AGILE

HUMAN-CENTRIC FOCUS



SUSTAINING A CULTURE OF AGILITY AT RIOT



Fixed Mindset

I believe that my **[Intelligence, Personality, Character]** is inherent and static. Locked-down or fixed. My potential is determined at birth. It doesn't change.

Desire to Look Good / To Demonstrate

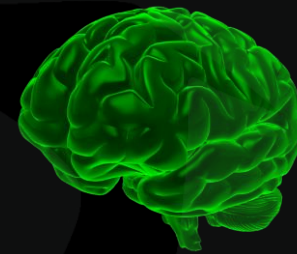
Avoid failure

Avoids challenges

Stick to what they know

Feedback and criticism is personal

They don't change or improve



Growth Mindset

I believe that my **[Intelligence, Personality, Character]** can be continuously developed. My true potential is unknown and unknowable.

Desire continuous learning / To Develop

Confront uncertainties.

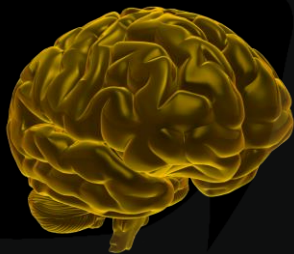
Embracing challenges

Not afraid to fail

Put lots of effort to learn

Feedback is about current capabilities

SUSTAINING A CULTURE OF AGILITY AT RIOT

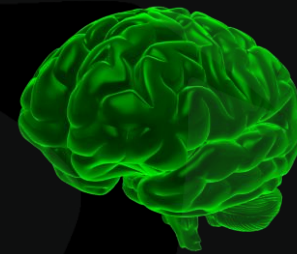


Fixed Mindset

When faced with uncertainty they have a desire to reduce risk of failure by “forcing work to a known state” and fixing it there

Desire to Look Good / To Demonstrate

- Avoid failure
- Avoids challenges
- Stick to what they know
- Feedback and criticism is personal
- They don't change or improve

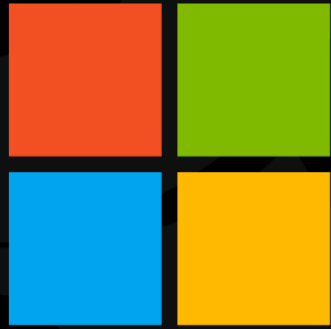


RIOT Mindset

When faced with uncertainty they have a desire to learn, and discover effectively and efficiently through feedback then adapting based on what they learned

Desire continuous learning / To Develop

- Confront uncertainties.
- Embracing challenges
- Not afraid to fail
- Put lots of effort to learn
- Feedback is about current capabilities



Microsoft



Aaron Bjork
Principal Program Manager Lead

“ “

Brian [Harry] is a move forward guy.

There are 2 types of leaders I have seen. One type has had success in the past and is always trying to repeat that success with the same model from the past.

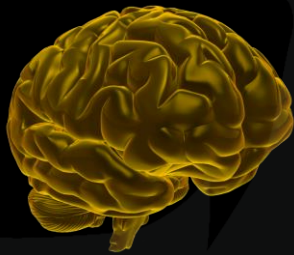
The second type of leader is what I am calling a move forward leader. They recognize that

things are always moving forward. Technology is moving forward, Customers are moving forward, the world is moving forward and he tries to move forward to keep up with all that by constantly learning and is not afraid to try new risky things

” ”

SUSTAINING A CULTURE OF AGILITY AT RIOT

Based on the work of Carol Dweck



Fixed Mindset

When faced with uncertainty they have a desire to reduce risk of failure by “forcing work to a known state” and fixing it there

Desire to Look Good / To Demonstrate

Avoid failure

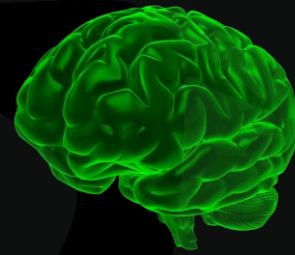
Avoids challenges

Stick to what they know

Feedback and criticism is personal

They don't change or improve

RIOT Mindset



When faced with uncertainty they have a desire to learn, and discover effectively and efficiently through feedback then adapting based on what they learned

Desire continuous learning / To Develop

Confront uncertainties.

Embracing challenges

Not afraid to fail

Put lots of effort to learn

Feedback is about current capabilities

“The site visits showed that implementation of the goals, principles, and values requires **strong leadership**, with a **particular mindset** ...”



Paul Madden

Head of Product Development

Ericsson

Athlone, Ireland

What we're doing in Ericsson

Athlone









ERICSSON

Autonomy



Alignment





Inner source Getting everybody in the game

01:30
IHL
Ath Glash
2 - 12 (10)
An Mha
0 - 10 (10)

My visits







Rich Sheridan
Chief Executive Officer
Menlo Innovations

What could we do if we
weren't afraid?



MENLO
innovations

Rich Sheridan, CEO, Chief Storyteller
@menloprez

Tear down the walls!





Embrace noise



Embrace
Learning

A photograph of two men in profile, looking towards the right. The man in the foreground is slightly out of focus, wearing a green and black striped shirt. The man behind him is in sharper focus, with brown hair and blue eyes, wearing a green zip-up jacket over a grey and white striped shirt. The background is a blurred indoor space with other people and colorful posters on the wall. A green bottle is visible in the bottom right corner.

Two
heads

Two hearts



Four hands



A man with a beard and a woman are sitting at a desk in an office. The woman is using a computer mouse, and the man is looking at the screen. The office has other people in the background and a whiteboard with sticky notes.

One
computer



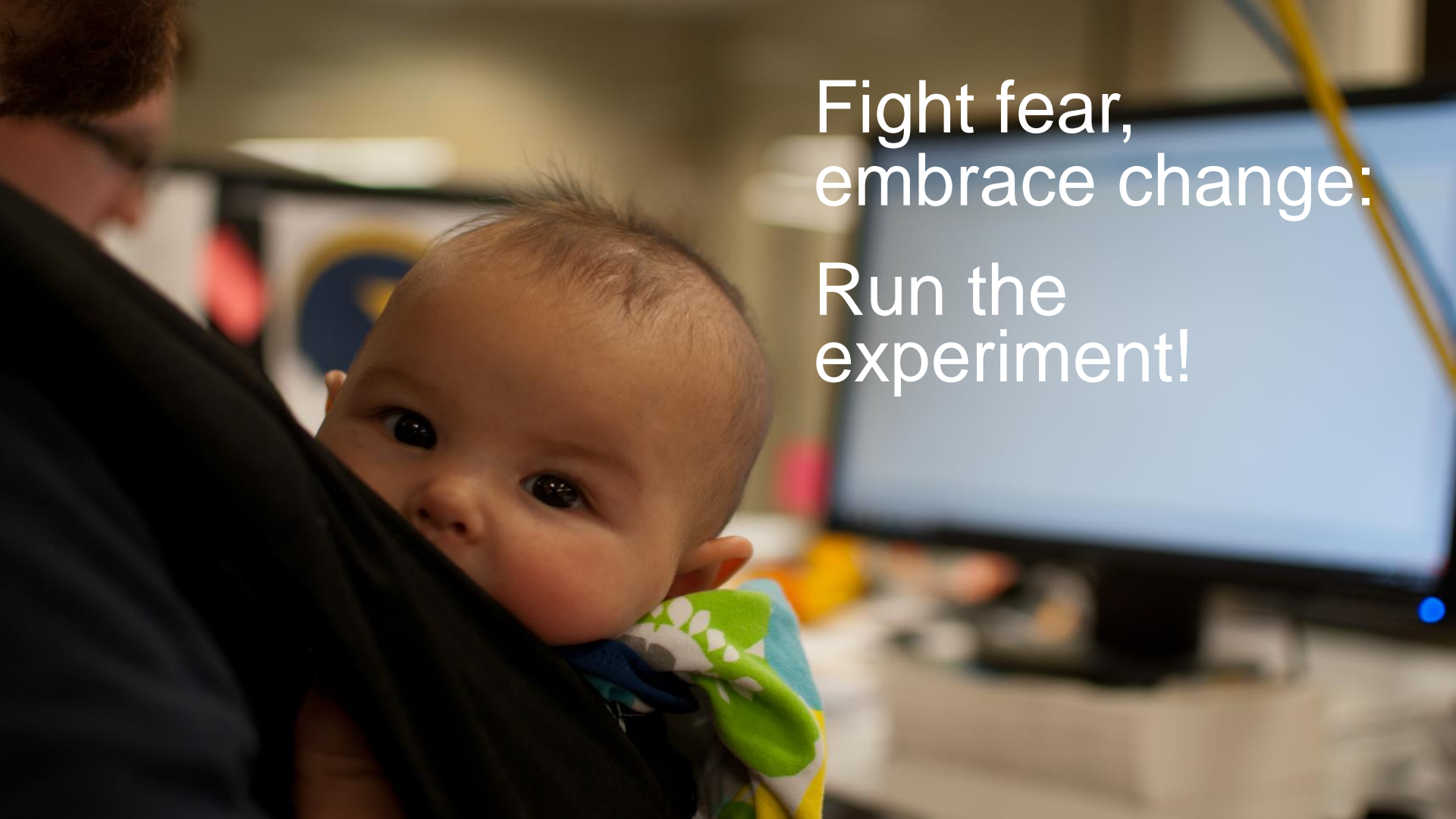








Planning Game

A close-up photograph of a baby with dark hair and eyes, peeking over the shoulder of an adult. The baby is wearing a green and white patterned bib. The adult is wearing a dark blue shirt. In the background, there is a computer monitor displaying a blue screen, and a blurred logo with a blue circle and a yellow 'S' is visible on the wall. The text 'Fight fear, embrace change: Run the experiment!' is overlaid in white on the right side of the image.

Fight fear,
embrace change:
Run the
experiment!

Rigor and discipline

- Automated Unit Testing
- Simple, powerful, ignored
- Living, breathing documentation



Questions and Comments

Thank you
for your participation!

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