

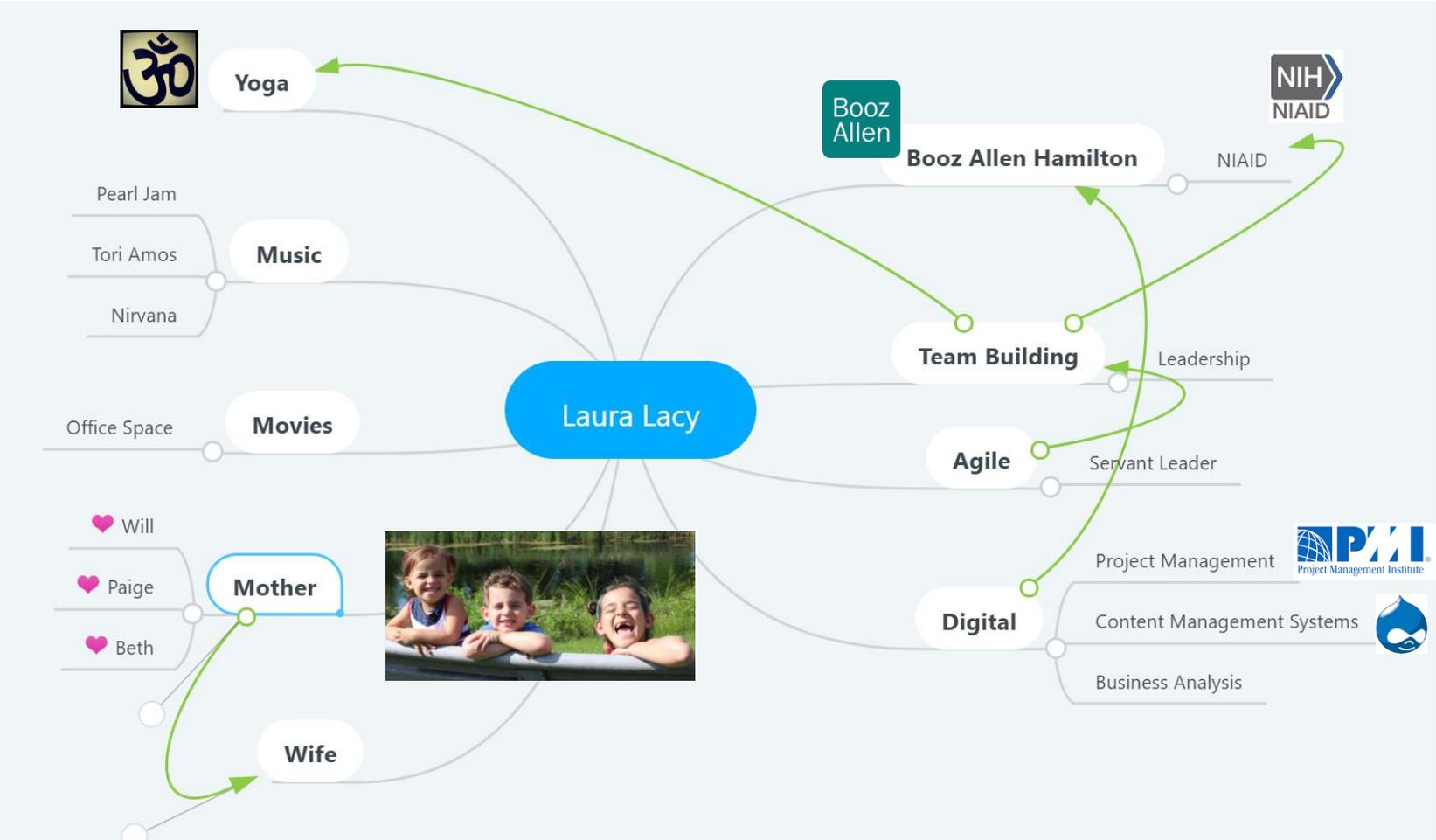
BOOZ ALLEN HAMILTON



MOTIVATE YOUR AGILE TEAM WITH AN OPEN SOURCE MENTALITY

AUGUST 2018

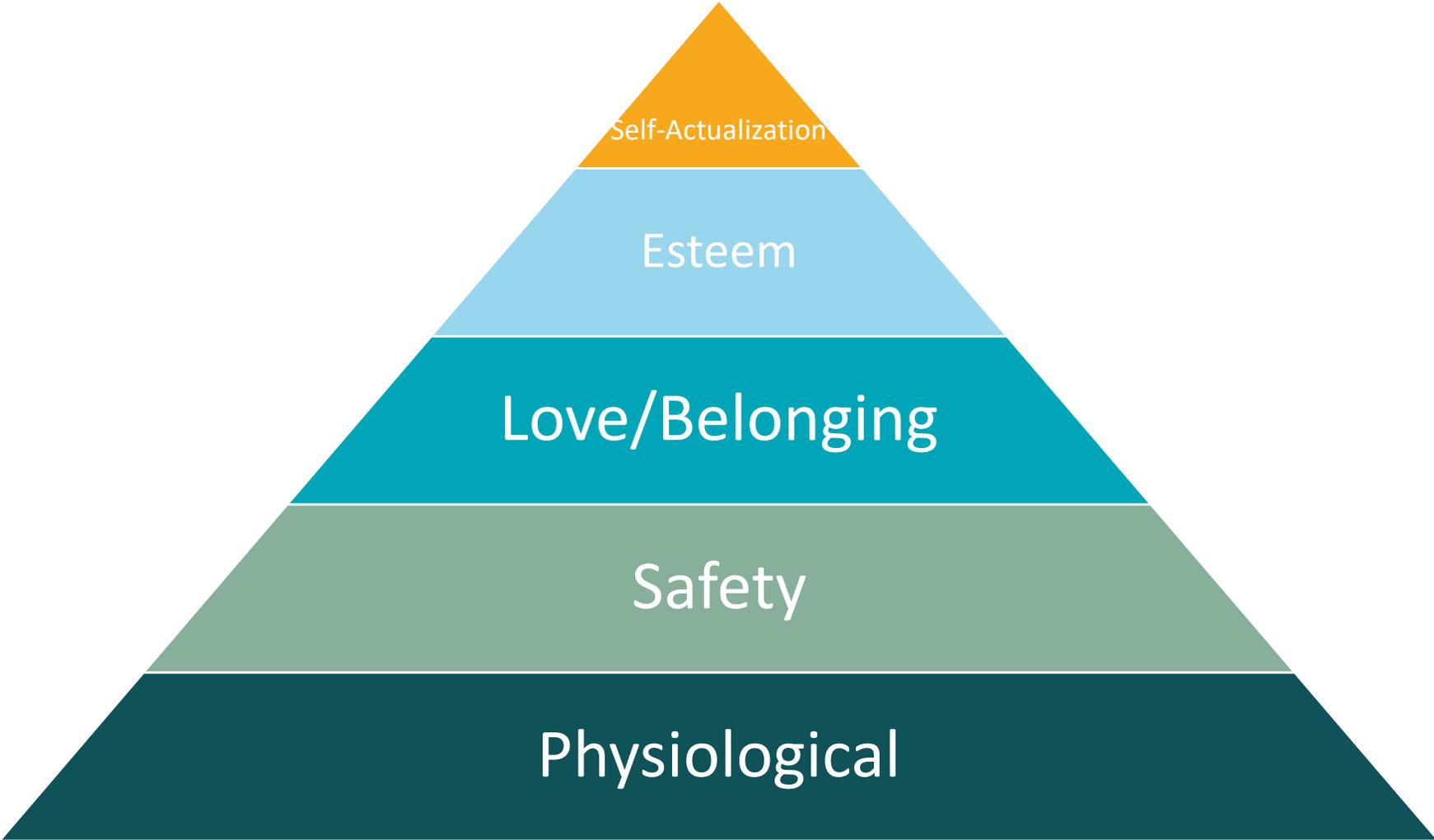
ABOUT ME



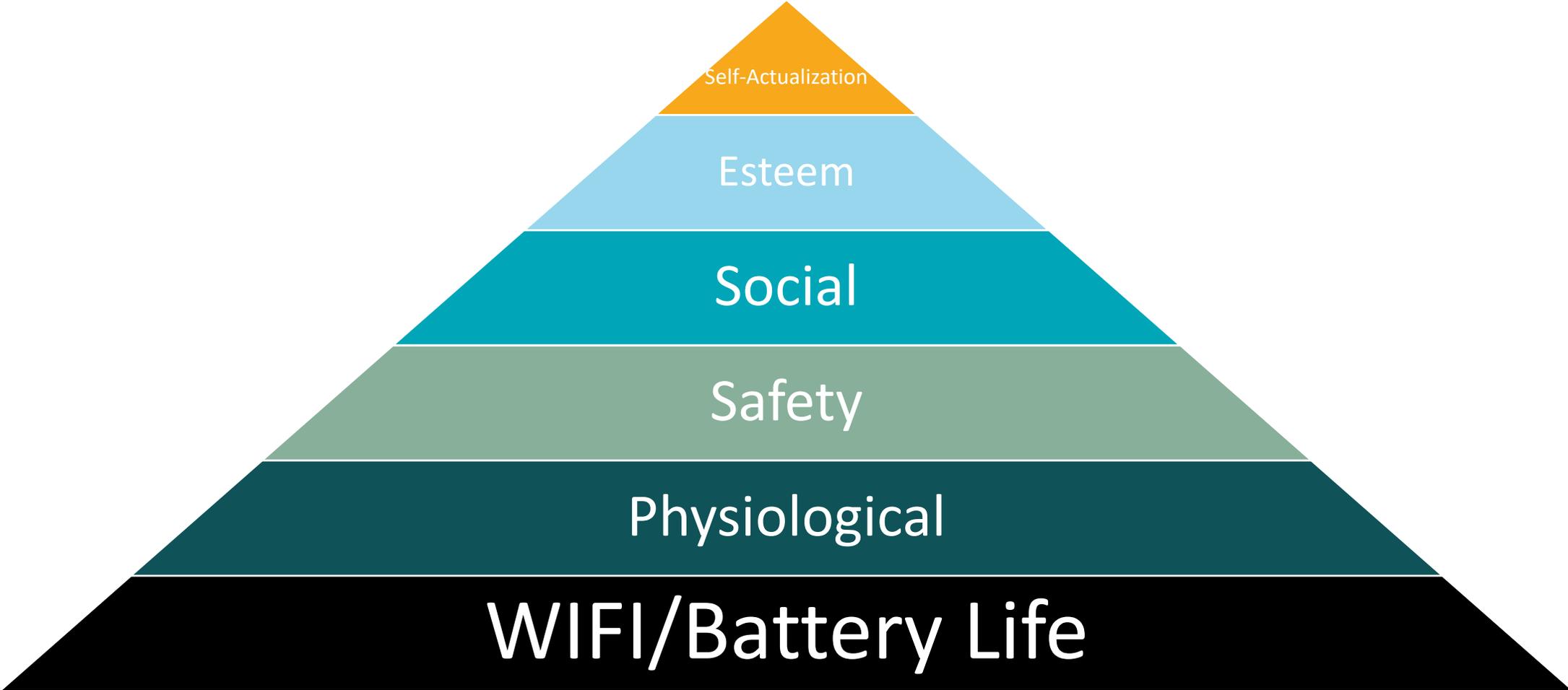
Created at <https://www.mindmeister.com>

WHAT MOTIVATES PEOPLE?

MASLOW'S HIERARCHY OF NEEDS



MASLOW'S HIERARCHY OF NEEDS - 2018



EVOLUTION OF MOTIVATION

- MOTIVATION 1.0 – Survival
- MOTIVATION 2.0 – Rewards and Punishments
- MOTIVATION 3.0 – Where we need to be if we aren't there already!

INTRINSIC VS EXTRINSIC MOTIVATION



Source: <https://www.verywellmind.com/differences-between-extrinsic-and-intrinsic-motivation-2795384>

EXTRINSIC MOTIVATION



Source: <https://www.verywellmind.com/what-is-extrinsic-motivation-2795164>

- Good for routine work
- Can decrease intrinsic motivation
- We begin to expect rewards and can perform worse when they aren't presented with anything

INTRINSIC MOTIVATION



Source: <https://www.verywellmind.com/what-is-intrinsic-motivation-2795385>

- Best for creative or knowledge based tasks
- Examples:
 - Montessori school
 - 20% time

EXTRINSIC MOTIVATION

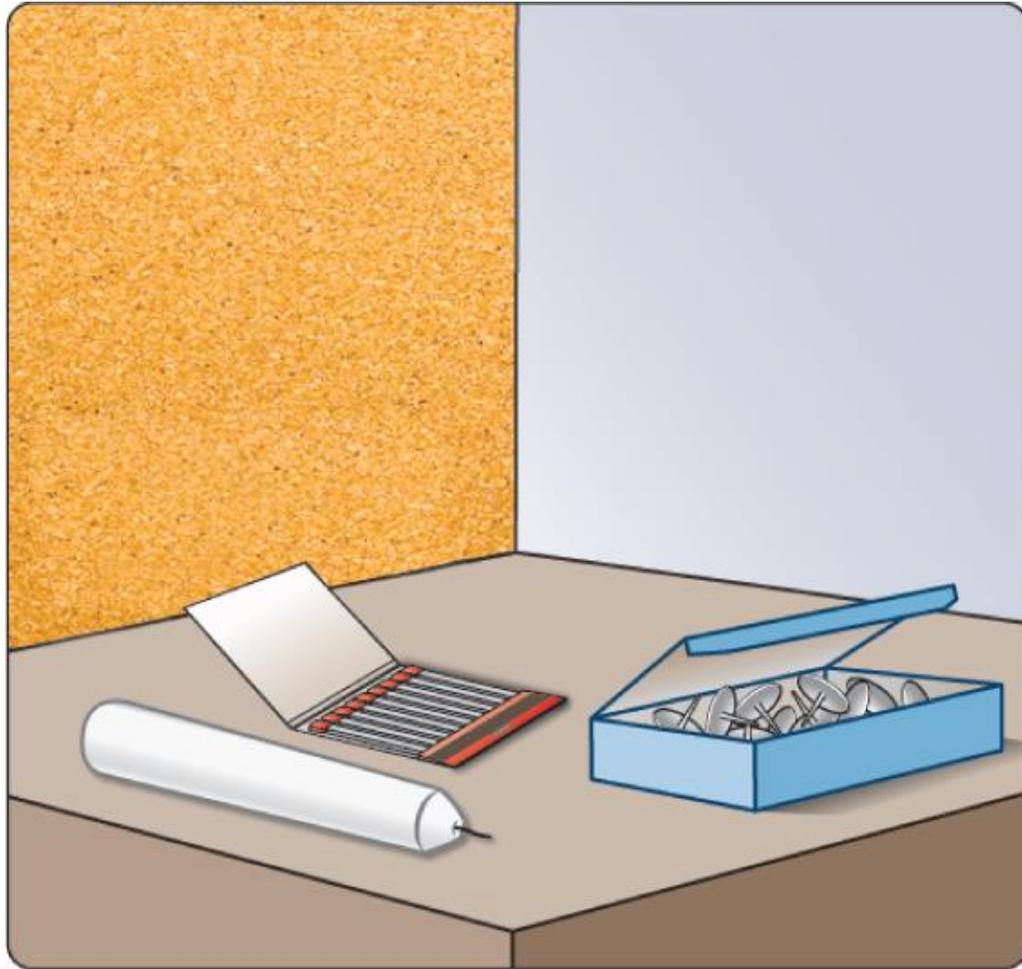
- “The Hidden Cost of Rewards” – Mark Lepper and David Greene
- “Now that” rewards are more effective than “If-then” rewards
- Observed preschoolers and figured out which ones liked coloring the most during their free play time
- Divided into 3 groups:
 - Group 1: Offered a certificate before coloring
 - Group 2: Gave certificate after coloring
 - Group 3: No reward offered

RESULTS:

Group 1 showed a significant decrease in The desire to color.

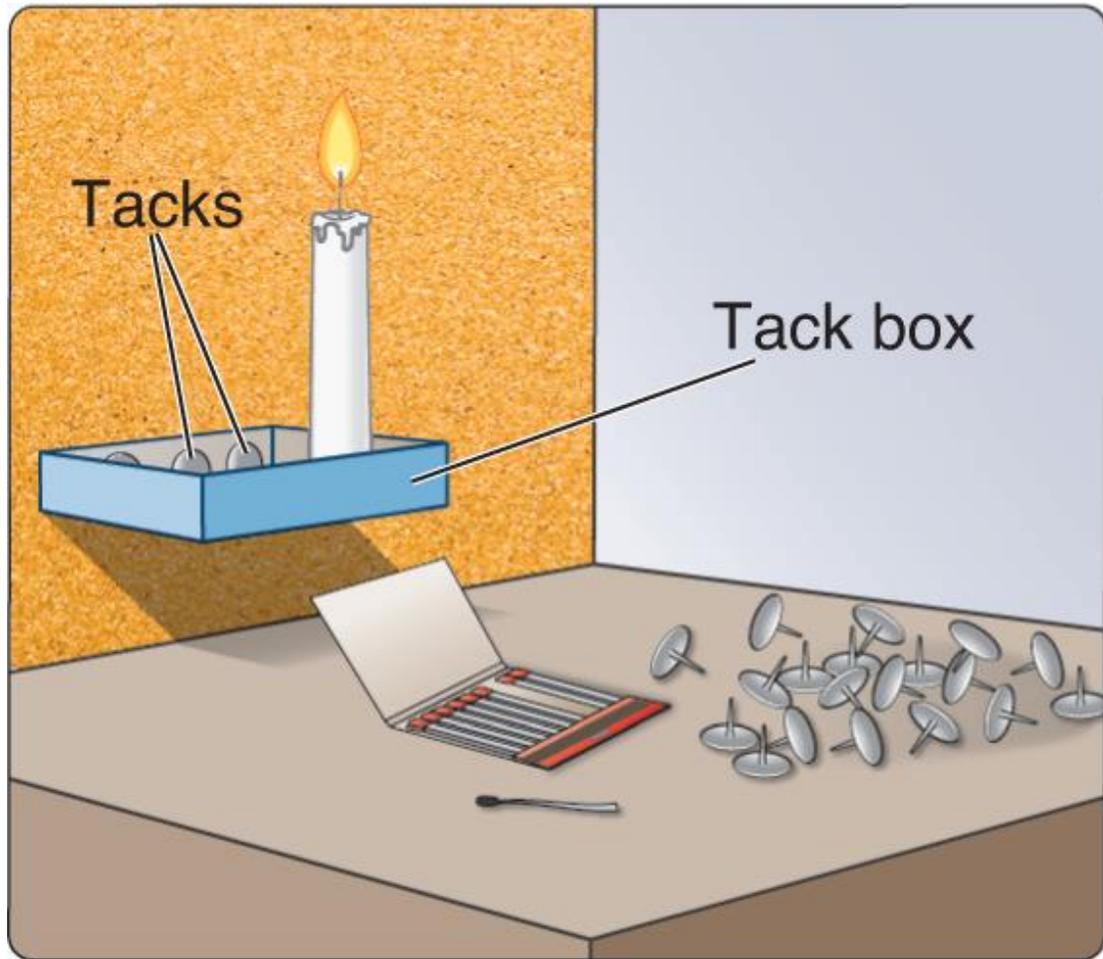


THE CANDLE PROBLEM



- Your supplies:
 - Candle
 - Book of matches
 - Box of tacks
- Affix the candle to the wall so the wax doesn't drip on the table

THE CANDLE PROBLEM



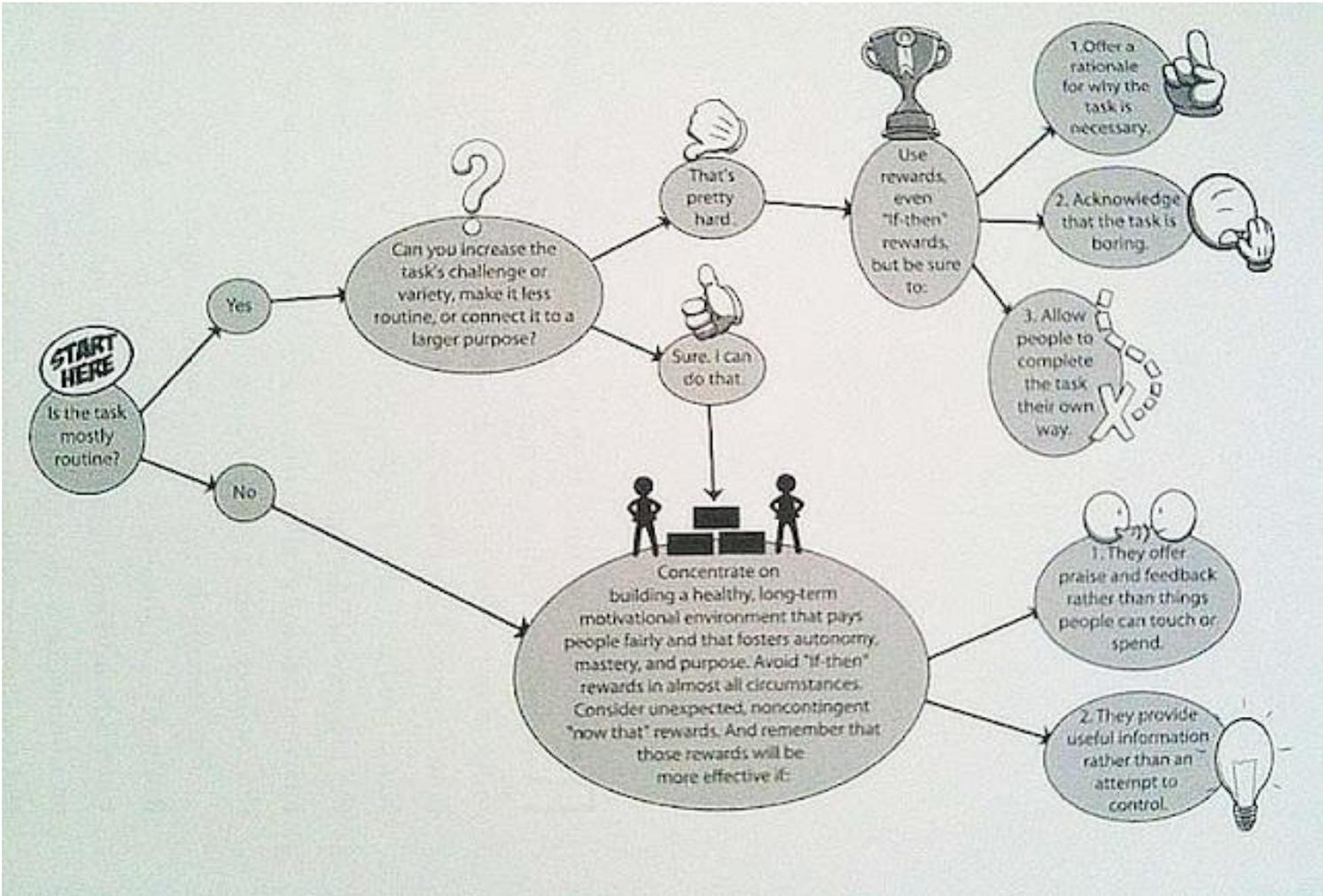
2 GROUPS OF PARTICIPANTS:

- Group 1: Timing just to get a baseline for how long it took
- Group 2: Incentives offered, \$5 if in the top 25%, \$20 for #1 performer

RESULTS:

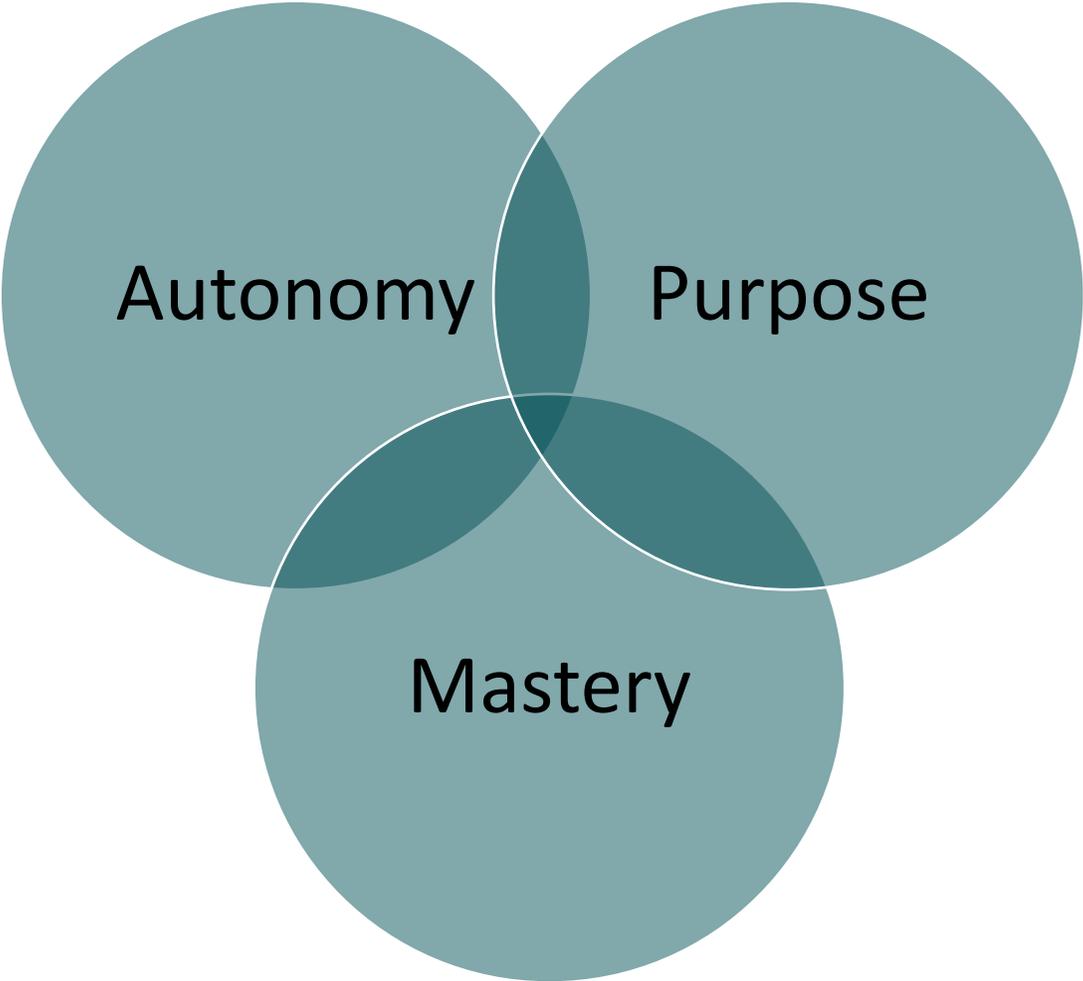
Group 2 took 3 ½ minutes *longer* on average.

WHEN TO USE REWARDS



Source: *Drive* by Daniel Pink

MOTIVATION 3.0



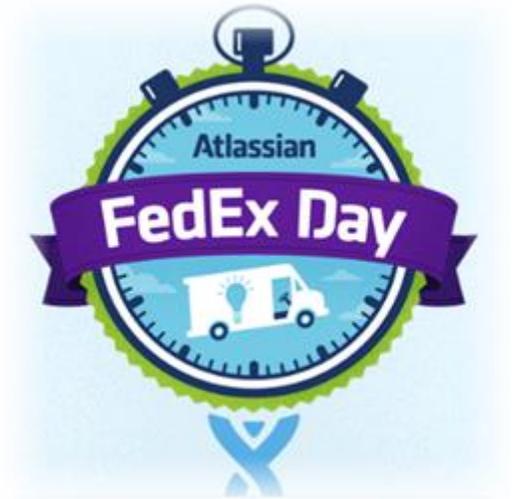
CASE STUDY - ATLISSIAN

FEDEX (Shipt) DAYS

- Occur once per quarter
- 24 hours
- Must deliver something of value to customers

INNOVATIONS DELIVERED

- Faster Jira Load Times
- Confluence Plug Ins
- Better Retros



Source: <https://www.appfusions.com/display/Dashboard/2011/11/21/Atlassian%27s+Shipping+a+FedEx+Day..+Gulp>

“24 hours to innovate. It's like 20% time. On steroids.”

INTRINSIC MOTIVATION

EXAMPLES IN THE OPEN SOURCE COMMUNITY

- Wikipedia – 27 million registered users
- Linux – 75% of cloud applications
- Apache – Powers 36% of the top 1 million websites
- Drupal – 1.3 million community members
- FireFox – Downloaded over 1 billion times

Source: Wikipedia

GOOGLE'S RE:WORK PROJECT - WHAT MAKES THE BEST TEAM?

1. **PSYCHOLOGICAL SAFETY:** Can we take risks on this team without feeling insecure or embarrassed?
2. **DEPENDABILITY:** Can we count on each other to do high quality work on time?
3. **STRUCTURE & CLARITY:** Are goals, roles, and execution plans on our team clear?
4. **MEANING OF WORK:** Are we working on something that is personally important for each of us?
5. **IMPACT OF WORK:** Do we fundamentally believe that the work we're doing matters?

Source: <https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/>

AGILE MANIFESTO

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

AGILE MANIFESTO - PRINCIPLES (3 OF 12)

- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

EVOLUTION OF LEADERSHIP STYLE

- **MANAGEMENT 1.0** - Doing the wrong thing, by treating people like cogs in a system.
- **MANAGEMENT 2.0** - Doing the right thing in the wrong way, with good intentions but old-fashioned top-down hierarchical initiatives.
- **MANAGEMENT 3.0** - The future of management, which is all about doing the right thing for your team, involving everyone in improving the system and fostering employee engagement.
- **SERVANT LEADER** - Manages a team not by telling them what to do, but by removing impediments that get in their way and by coaching them in agile best practices.

CASE STUDY - ZAPPOS

EMBRACING CULTURE

1. Deliver wow through service.
2. Embrace and drive change.
3. Create fun and a little weirdness.
4. Be adventurous, creative, and open-minded.
5. Pursue growth and learning.
6. Build open and honest relationships with communication.
7. Build a positive team and family spirit.
8. Do more with less.
9. Be passionate and determined.
10. Be humble.

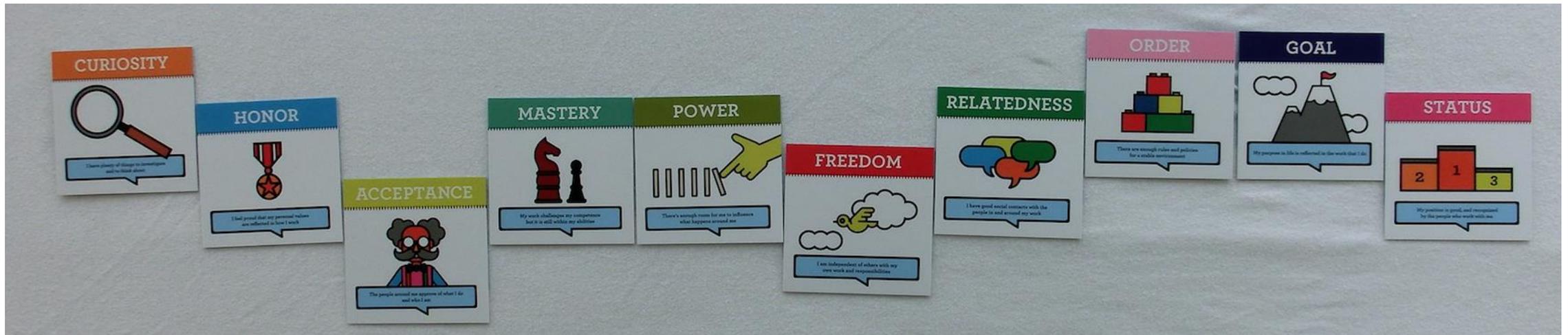
RESULTS

80% of employees relocated from CA to NV

Turnover of 39% (Average of 150%)

WHAT CAN YOU DO PERSONALLY?

- What keeps you up at night? What gets you up in the morning?
- Flow Test
- Moving motivators



WHAT CAN YOU DO AS A LEADER?

- Promote the culture
- Get to know each other!!



REFERENCES

[DRIVE BY DANIEL PINK](#)

[PODCAST: WORKLIFE WITH ADAM GRANT](#)

[BOOZ ALLEN AGILE PLAYBOOK](#)

[REINVENTING ORGANIZATIONS BY FREDERIC LALOUX](#)

[VERY WELL MIND](#)

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QUESTIONS?

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