

# Manager 4.0 in Agile World of 21<sup>st</sup> Century

How to lead the Agile transformation to deliver optimal value, in minimum time, to get the best results and don't get mad!

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# How the book actually happened and Why

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*I know that you are hungry for upcoming unique knowledge so that I will say it quickly.*

I've had an interviews and email communications with 50+ colleagues, employees, friends, business partners and leaders. This time we've talked about Agile. How it really works in companies like ING Bank, Novartis, Metro AG, MOL, Accenture, IBM, KPMG, ...

We've found out that there are many "gaps" comparing reality vs official statements. We've found people demotivated, extremely motivated, ignorance, pro-activeness, failure and success.

It is a mix. Not a healthy one as the real Agile Way of Living has been very difficult to find in the majority of employees' behaviors.

We've been curious why most of the companies struggle with Agile Transformation, why it is so tough for employees to change the mindsets, or better to say "to start changing the mindsets" towards Agile Values.

I've been through Agile Valley of Pain and Tears. We established years back new Agile teams and we suffered. Many people evolved, some left the Agile world.

I've studied and still do **Neuro Linguistic Programming** techniques. I've created **Call To Action 4.0 Methodology** with values representing "meaningful" way the communication and presentation of anything in 21<sup>st</sup> century. You might even call it Agile Way of Living common sense.

Enjoy the ride, Evolve your mindset and Reach brilliance and extraordinary results for **YOU, YOUR business and company.**

**Call To Action 4.0 Methodology** is one part of the book. The smaller one.

The second part is leading you through **Agile Transformation**. I provide you the complete guide, how you might see that from different point of view and find out why it possibly does not work.

I introduce you **20/20/60 Agile Culture Model**.

I explain to you **3 phases of Agile Squads / Scrum Teams** and why it matters.

You will learn why the **Culture and Innovations** are essential for future Agile Way of Living of your company.

You will understand new **Continuous Evaluation Cult(ure) Model** providing one of the best visibilities for your company's Outcomes and Values connected to Community Outcomes and Values.

In the **5 Steps** I share with you the complete Agile Transformation which actually might finally work for your company and enable the real acceptance of Agile Mindset for majority of employees.

And it is still not the end of valuable information flow. On most of the pages you'll find "**Smart Quotes**". They have a purpose. If you want to start changing your mindset towards Entrepreneurial one, write down or copy all Smart Quotes and think about the message inside. You will find a shortcut to mindset change. Let it settle and allow your brain to visualize the meaning of them. There is a secret NLP code written in the quotes.

Thank you a lot for your attention so far, and let's get started.

- Petr

BTW: The book is focused on brilliance and extraordinary results achieved the "Human Way". There are no points for second place on the market read ocean full of sharks until you create your own blue one and lead the competition (you won't make competition irrelevant, they will join you if your new blue ocean brings profit)



## CHAPTER 1

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# Call To Action 4.0

It's a methodology inspired by Agile Values and Mindset, Interviews with People and Neuro Linguistic Programming how to share the maximum knowledge, in the minimum time, for the optimal results and how to communicate and present in Agile Teams & Tribes in today's world.

BTW: You can apply CTA 4.0 on many areas, processes or use cases such as Online Business, Teaching, Leading ...

# Call To Action 4.0 is methodology

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*Have you read a book where 80% of the content was just empty text?*

Instead of “long intro section”, let’s start with the major values of CTA 4.0 concept / methodology, and soon you will understand why, I promise. Actually CTA 4.0 is built out of the 8 core values, now. New values can appear anytime in the future.

- ✓ Build curiosity
- ✓ Don't repeat explanations
- ✓ Directly to the point
- ✓ Maximum examples
- ✓ Have fun exploring
- ✓ Concentrate for shorter time
- ✓ Authenticity & Transparency
- ✓ Human way over Complicated “Perfection”

# Build curiosity <sup>[1/2]</sup>

Do you know the movie, where you simply have to watch further? Example might be TV series “Prison Break” first 10 episodes.

Once you finish the 1<sup>st</sup> one, you simply cannot help yourself but to watch the second one ...

**Building curiosity** about the topic of the reader, audience, teams, colleagues or students is a key value of CTA 4.0.

Engage the audience since the first moment of your presentation. How? Give them a question. Easy to answer question, but a bit weird one.

**Example** ... What is your the most important ingredient for your favorite meal? You will start to understand the preferences of the people in their life, does not matter about the subject of your presentation.

If answer is “Avocado”. What does it tell you? Probably this person has a healthier lifestyle than others, like to eat fresh food, adore energy ... and might be a good fit to your agile team like a scrum master or agile coach.

What the heck, how can you make such a quick decision? You don’t have to, but you are allow to do that, if you have experience.

**Curiosity is the key motivational factor for the success.** It is not money, incentives or even saying “Good job”. All these 3 are fine and temporarily might work. At the same time, you need a long lasting and performing agile team, right? Than bet on building curiosity in the team and agile tribes.



*The worst audience, colleagues or teams behavior? ... Ignorance ...*

- Petr

# Don't repeat explanations [1/1]

Wake up, it is 21<sup>st</sup> century around us, and it is purely digital world. All is fast.

Typical attention time span for Generation Z on your website is? It might differ, but under 10 seconds. You cannot capture Z minds in that time? Pity, they are not coming back and not using/buying your product or service.

**Sometimes it is viable to introduce redundant texts or messages to anchor it into the potential customers' brains.** But don't misuse it.

**Example** ... You have a planning ceremony with your Agile team, Tribe or Department. Colleagues share their plans, ideas, tasks. And there is a lead developer or scrum master who repeats minimum 3 times what the team is going to do in the next iteration.

You might feel, now, is the end of the meeting and let's get to work again, but this guy will repeat again the whole list of 10 tasks what to do and again new discussions appear.

Avoid that. You lose time in which your competitors are already developing and bringing the value to customers.

If you have to repeat certain points or terminology, make a **simplified summary of your previous explanation**. It has to have AHA moment for all team members, ... yes even for the back seat tired sleepers jockeying for smartphone entertainment.



*People are smart, don't overload them with constant repeating.*

- Petr

# Directly to the point [1/2]

... “I want to share with you these slides which you can see behind me. I have gotten 30 minutes time for the presentation and I hope that I can fit into that time frame. If not, I believe that we can have a few more minutes on top to discuss your, of course important, questions about the topic and hopefully I will be able to answer your questions today. But if not you can send me an email so that I ... ”

Do you feel the pain, already? Yep. It's all around us. People are wasting other people's time, energy and time span left on the planet.

Go directly to what you want to say. Share figures, real stories.

Great example is presentation about financial figures and results of the company. It is boring. Typically financial figures are not really sexy. But you can do it interesting with ... story telling. Behind the company's figures are people, customers, hell lot of work, failures and success ... yes again stories. Share them and close your presentation with overall results in figures, you will be Financial Hero Geek.

**Example** ... John, lead developer in the team working on Shopping List App for our wholesale customers, came out. He's visited our 3 stores and asked customers one question “How do you feel when you add new item/article into your Shopping List App? ” ... silence ... a few customers though it is a hidden camera show. It was not. And suddenly they've started to share open feelings ...

... story continues on the next page ... Are you curious how it plays out?



*Everything might be a bit of secret,  
surprising and concrete enough.*

*- Petr*

# Authenticity & Transparency [1/2]

Have you heard the term “Mindfulness”? Let’s start with a short explanation.

“

Mindfulness is the basic human ability to be fully present, aware of where we are and what we’re doing, and not overly reactive or overwhelmed by what’s going on around us.

Whenever you bring awareness to what you’re directly experiencing via your senses, or to your state of mind via your thoughts and emotions, you’re being mindful. And there’s growing research showing that when you train your brain to be mindful, you’re actually remodeling the physical structure of your brain.

“

Source: <https://www.mindful.org/meditation/mindfulness-getting-started/>

How is Agile, Authenticity and Transparency connected to Mindfulness?

**Example** ... You are on the stage presenting your new product to the 1000 people mostly from your company. How do you feel? You want to quickly say a few words and go? You are there because no one else from the team wanted to present? OR You enjoy the moment on the stage because you have many important messages to say to your audience about your product and service packed in bad / good stories.

You enjoy the moment, you feel present, the messages go from your heart.



*All changes take place at the unconscious level then we become aware of it.*

*- Petr*

# Human way over Complicated

## “Perfection”<sup>[1/4]</sup>

Do you have Perfection in the brackets? Yes. As you probably know, nothing in this world is Perfect, because there is no limit in improvement. Or in other words, what looks perfect for you, is just average for someone else with different mindset, values and experience.

During the years working in agile environment together with scrum teams, seeing many colleagues losing motivation, struggling with new precise agile terminology and being able or not follow all agile ceremonies, boards, backlogs, meetings and constantly bring the value, ... gave me a thought what is the cause?

Why after 1 or 2 years Agile teams are in the FALL phase, why the interest of the groups from 20/20/60 Agile Culture Model is decreasing ...

The answer: Many times colleagues cannot relate to the new terminology. They don't feel anything in common with word like “Impediments”, especially in non English speaking countries.

I have two examples, where I want to show you, why NOT BEING ABLE TO RELATE TO is causing the decreasing motivation of the agile or any other team and also single employee.



*Problems cannot be solved unless you have an outcome.*

*- Petr*



## CHAPTER 2

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# Entrepreneurial Mindset of Product Owners

# Is EM of PO real deal for companies?

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*Can PO with entrepreneurial mindset deliver up to 400% more value than proxy PO?*

You probably know it from your own company. Company goes through Agile transformation. It hurts.

Mostly every a bit possible person is converted into PO role on HQ in your company. Are all POs coming with the same mindset? No. Do they have the similar quality? No. Are they possessed with similar experiences? No.

Be very careful, how do you establish your PO culture and how do you pick the product owners from the company's crowd. It can make you a successful unicorn company, if you are already not, or can transform you to dying mammoth who exceeded his lifespan on the planet.

Entrepreneurship

Entrepreneurial

Innovation

Creativity

Education

Leadership

Behaviour

Learning

Organisation

Attitude



## CHAPTER 3

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# The Raise, Fall, and Reborn of Agile Teams, Tribes

# Going Agile is so cool, so that it will stay like this forever ...

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*Are Agile teams matured enough after 18 months?  
What about Tribes, do they bring a value?*

## **The Raise of Agile team.**

Our company is just starting with Agile transformation, we are so proud that we've trained whole company in Agile. We have temporarily hired 10 external Agile coaches to help us with smooth Agile transformation.

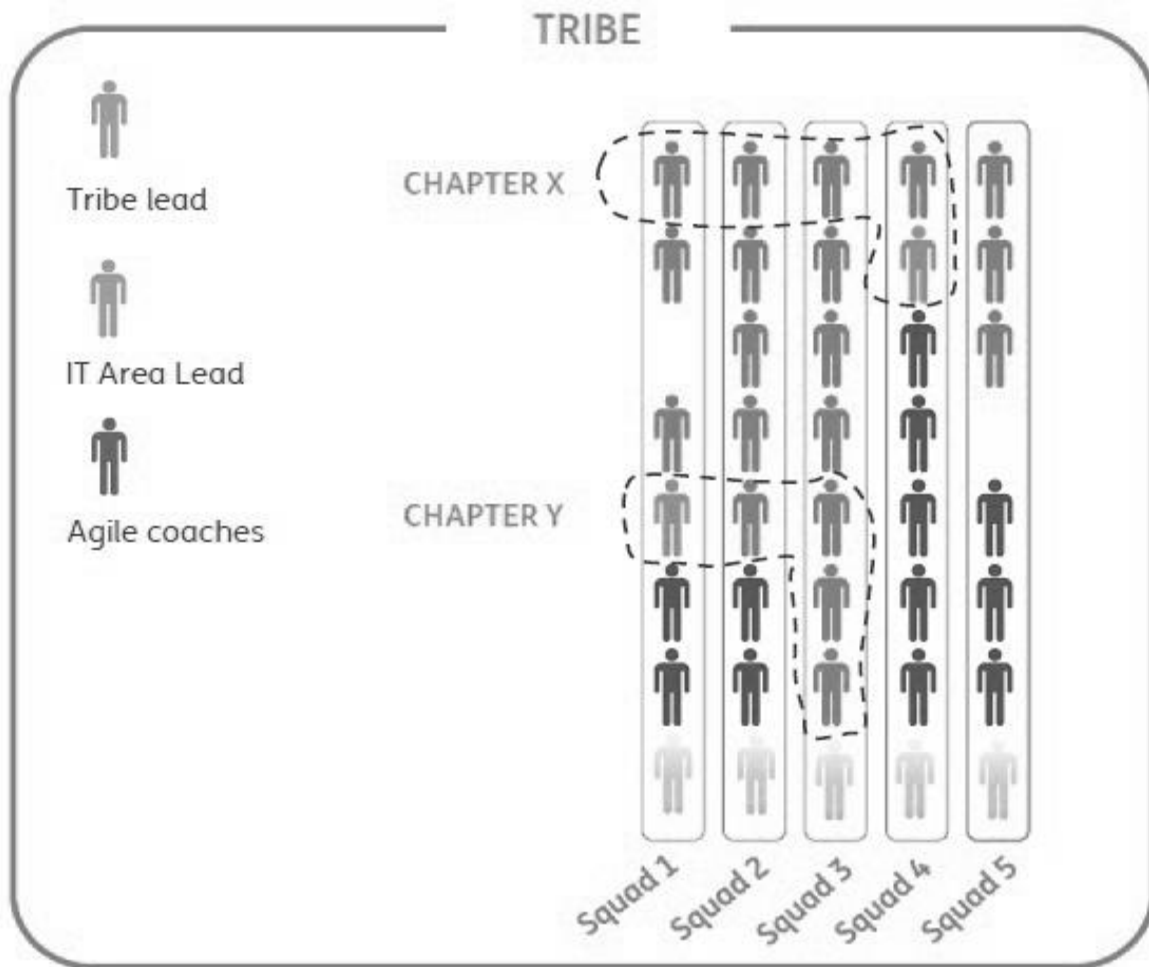
The first stage of Agile enthusiasm starts. There is a pain, but as we are going to work agile way and finally listen what business wants and react to that quickly, we can overcome any hurdle or better to say in agile terminology "Let's remove the impediments".

**Example ...** Your company just starts with Agile. One person, working for company 10+ years is becoming new PO. No one has asked him, what he does know about Agile, no one has checked the capabilities, skills and mindset. We just don't want to fire anyone because of Agile. So you are new PO. And on top, you had already Agile training, as it is not difficult methodology, you will be good.

What about Agile team? Where to find a people. We have already our developers in India and Romania. Let's provide them Agile training and somehow build the teams. They will learn and will be doing fine.

Old Waterfall practitioners are now going agile.

# The Tribe [1/4]



You know the terminology about Tribes, right? Many companies like ING or Spotify working Agile, using Tribes, Guilds, Chapters, ...

Let's explore typical characteristics of Tribes in general, outlines, autonomy or collaboration and be surprised, what actually works the best.



*If simplicity is the key term of Agile way of working, why to maintain so many roles & functions?*

*- Petr*



## CHAPTER 4

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# Innovation. Blockchain. Agile Values.

# How the hack, it is all connected?

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*Do you know the values or better to say benefits of blockchain? What is the vision?*

I believe that you've read about Blockchain technology, right? Mostly people know Bitcoin as the first crypto currency benefiting out of this technology.

Let's share the major principles / values / benefits coming with blockchain, so that you will see, you are smart, that there is something in common with Agile values.

Blockchain

- 1, Trust
- 2, Transparency
- 3, 24/7 maximal visibility
- 4, Efficiency of cooperation, communication
- 5, Automatization built on trust and common ground
- 6, Connecting HQ, Countries, Suppliers, Partners, Branches seamless way

It is all about the NEW way of working together with partners and within the company. We can call it "New Ecosystem".

Blockchain is not solving all problems in your company, at the same time will significantly positively disrupt many areas and processes where you do have more parties cooperating together.



## CHAPTER 5

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# Agile Transformation Strategy in 5 steps

# Step 1 Culture change

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***CEO hand in hand with CFO and COO announced that our company goes Agile, so that we are from today changing our culture, behavior and thinking, right?***

**Here is one of the biggest secrets for companies going Agile.**

You already have approx. 20% of your employees being possessed with Entrepreneurial Mindset.

Another 20% of the current employees are Ready To Change.

Bad news, the rest of the employees, 60%, are Ready To Stay where they are now. They don't want to be really innovative, Status Quo is - current products work - so why change, Legacy workers knowing current old products / services, No having pro-active mindset, No courage, Ignorance, Not much Respect and Trust, Rare Openness, Failure is bad thing and you are simply worse than me if you fail attitude ...

It looks like a mission impossible, right? These behavioral patterns are visible in companies with 500+ employees, might a bit differ base on the industry sector and niche.

You have to work with 100% of your employees, if you want to achieve certain Culture Change. Remember, you've been working so long time the way that you haven't followed the specific values. It is rooted in many people's mindsets to just work for money and don't live new entrepreneurial adventures.

Let's take this great challenge.

# Step 5 Continuous Evaluation Cult(ure)

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*This chapter won't be the easiest one, but will put all things together and If you really “get it”, it will bring you huge benefits and added value . Let's get started! Now ...*

Be fair enough, Continuous Evaluation is one of the key components for the profitable and growing company.

The issue is that most of the companies don't take it seriously enough, don't work with that precisely and correctly and underestimate the impact of it.

If you read these words, you are several steps ahead of your competitors.

This Chapter will be a fat one! I will introduce you:

**Neuro Linguistic Programming (NLP)** and why it matters

OKR, OKR, OKR ... Objective & Key Results is that an overhyped myth or will provide you organizational mastery and great achievements? None of it is the reality.

**CultBrands values** and why it is essential to incorporate them into your company.

**CEC Model, Continuous Evaluation Cult(ure) Model** putting together Community Outcomes & Values, Company Outcomes & Values, Tribes, Squads, 8 Well-Formed Conditions and evaluation cycles.

# Have you found already the **VALUE** in the book?

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