

## Agile

There was plenty of discussion on what not to do (Don't use SAFe or Spotify, don't use large consultancies, etc). What approach should a large organization take for introducing and scaling agile practices? Particularly when agile trained talent is scarce.

In the presentation on 04/20, you advised not to fall for SAFe and Spotify and brought up some valid reasons 'why'. You also warned about large consultancies and their ways of working and their impact on companies and their budgets. Do you see any relationship between large consultancies and the above mentioned frameworks? Do you feel there is a cumulative impact on companies? What is your forecast for the next few years?

Does Dave think that the Agile Fluency Model (Larsen & Stone) has merit?

Shakespeare famously wrote "Let's kill all of the lawyers." Wouldn't the agile community be better off if we did the same with all of the agile trainers and their certifications (speaking metaphorically of course)?

## Pseudo-science and cults

What is your view on the evolution model of the Spiral Dynamics, Clare Graves, Don Beck ? Is the business world / society model ever to become "Teal"?

## Society

What systemic change can you predict in the ways of working in the decade of 2020s (after agile delivery, product & customer focus, business agility in 3rd millennium so far) ?

How humanity should handle the "technical debt" of our civilization? i.e. unsustainability of the global ecosystem (extinction of species, climate change, exploit of resources, growth of population) and of human condition (life – work disintegration, mental condition etc).

Could you please share additional insight on what COVID-19 might be on the industry overall, companies-clients, large-consultancies and individuals?

Due to COVID-19 impact, what fundamental shift (if any) do we expect in organizational design/size and communication structure of large corporations?

Related to your article "COVID-19 & Leadership", can you please answer your own question: "What will be the impact of this period on the form of civil society and trust in civil institutions?"

## Theory

One of your quotes (paraphrasing) from the last presentation was: "You don't scale a complex system, by aggregation or imitation but by decomposition and recombination". Could you please elaborate on this?