



Dreaming

Andrea Provaglio  
@andreaprovaglio

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Looking down on empty streets  
all she can see  
are the dreams all made solid  
are the dreams made real.

All of the buildings  
all of the cars  
were once just a dream  
in somebody's head.

From "Merzy Street" by Peter Gabriel

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Dreams move People

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Dreaming is not  
fantasizing

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Dreaming is not  
planning

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In our post-industrial culture, many projects  
struggle or fail for the lack of Dream

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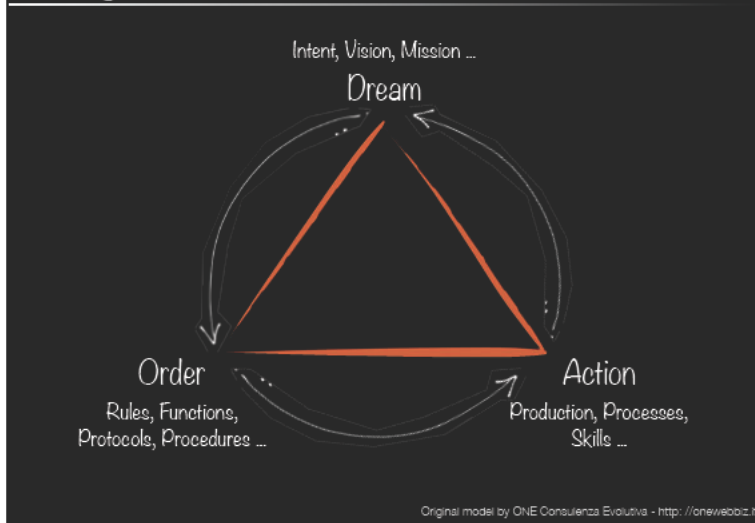
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### An Organizational Model



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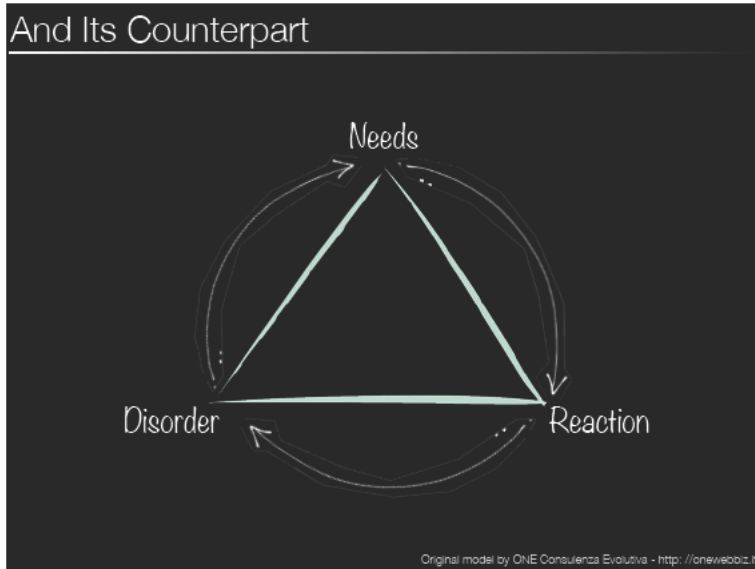
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### And Its Counterpart



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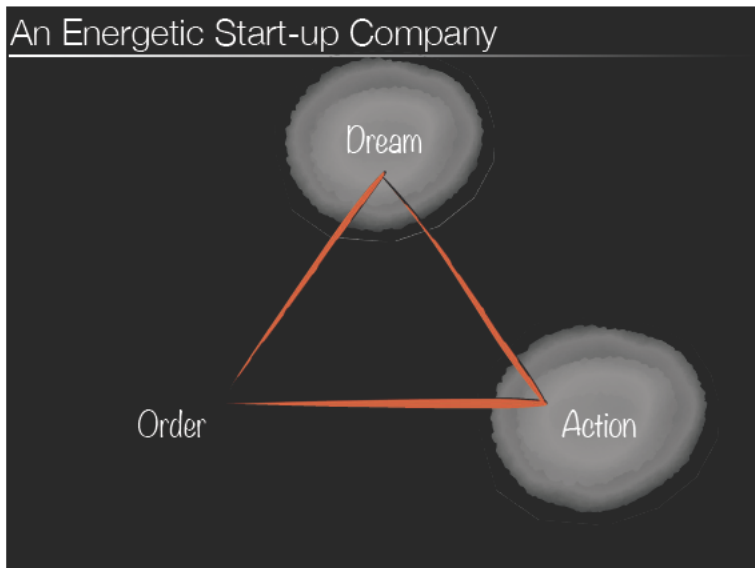
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### An Energetic Start-up Company



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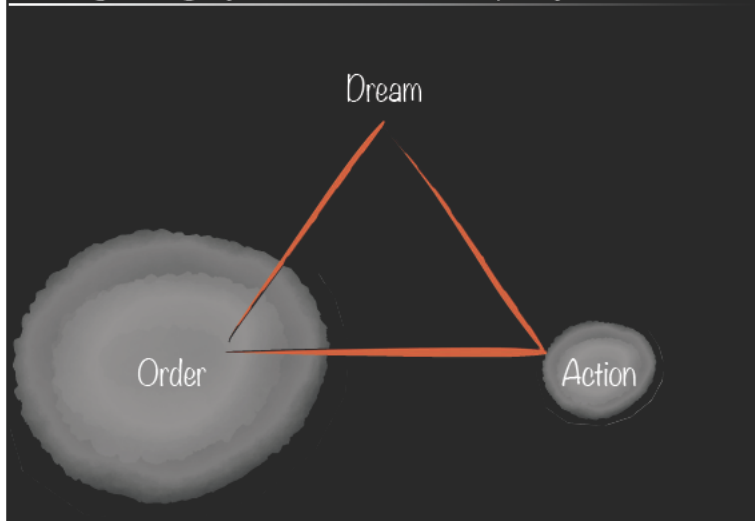
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### A Large, Highly Structured Company



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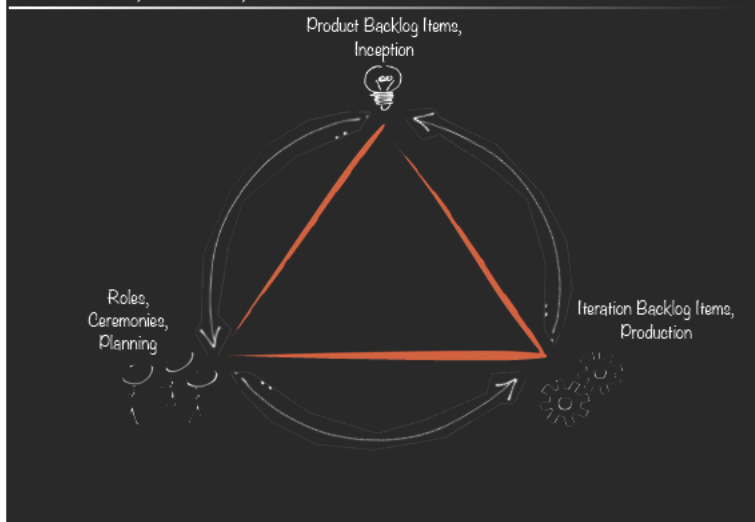
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### Artifacts, Roles, Ceremonies



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### Splitting Your Dream Into Dreambits



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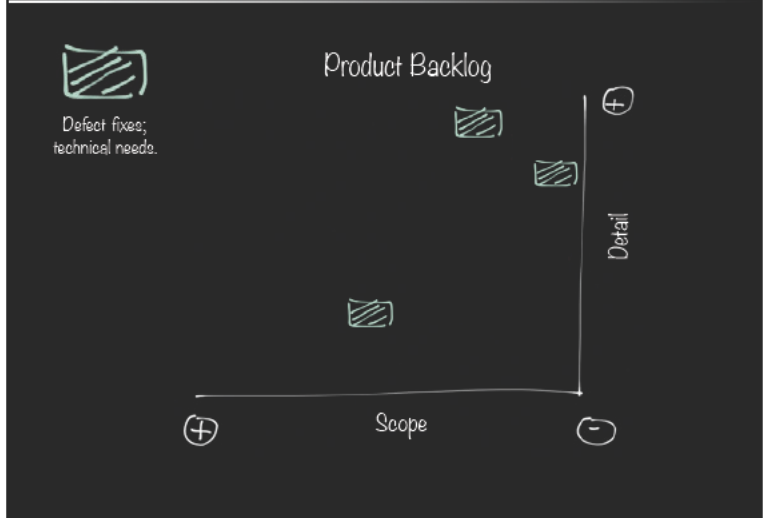
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### Acknowledging Your Needs



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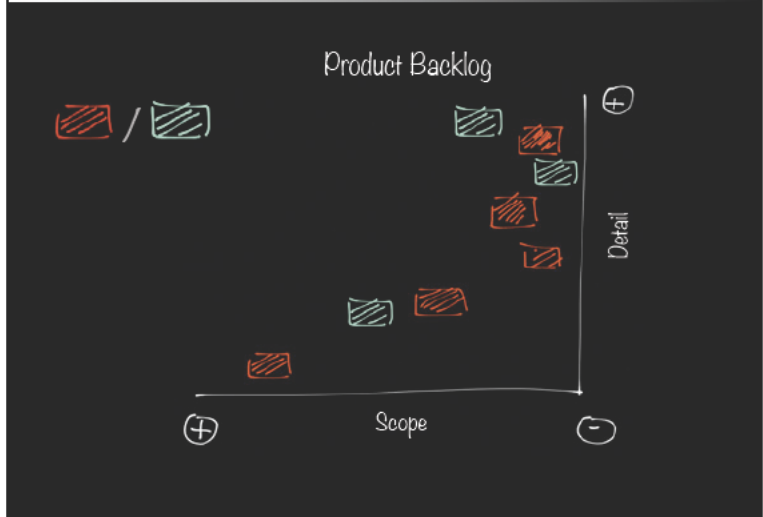
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### Dreambits/Needs Ratio Is An Interesting Indicator



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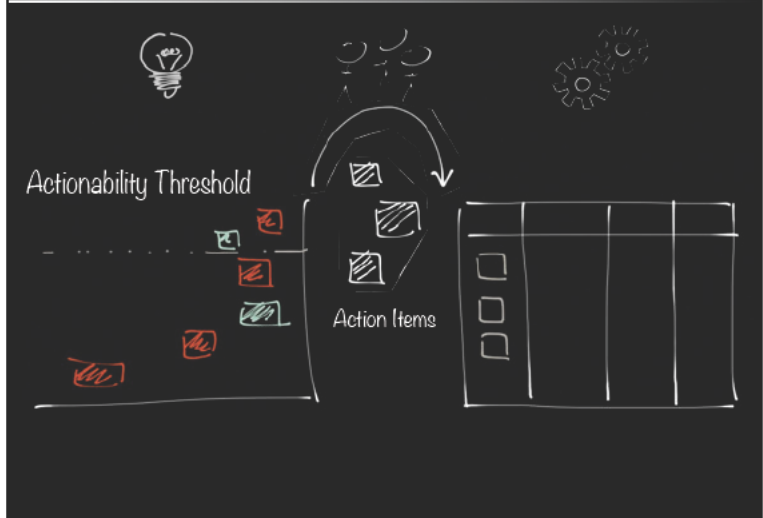
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### Dreams Made Solid



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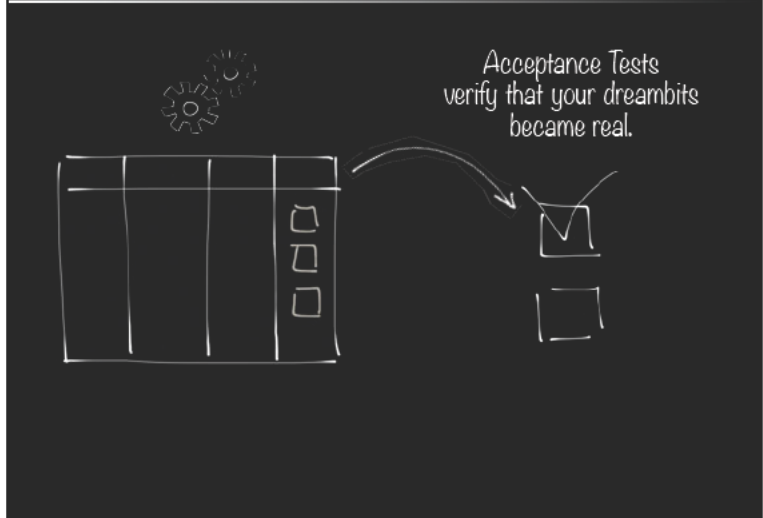
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### Dreams Made Real



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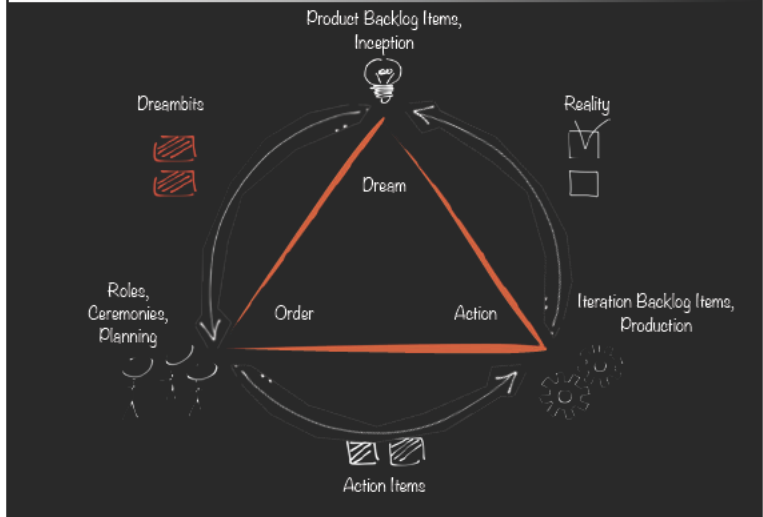
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### Dream, Order, Action in Agile



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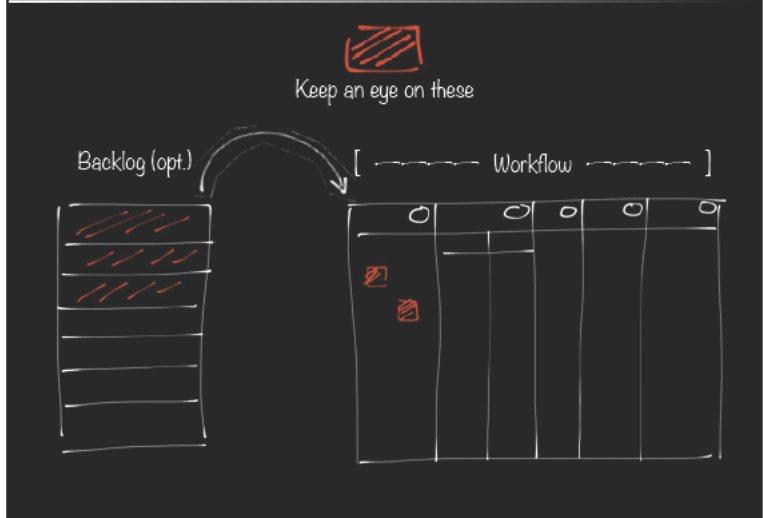
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### Where's Your Dream In Kanban?



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### A Few Facts About The Walt Disney Company

World largest media conglomerate for revenue

US\$ 5,682 BLM net profit in 2012

166,000 employees

Cable TV, publishing, movies, theme parks, broadcasting, radio, web portals

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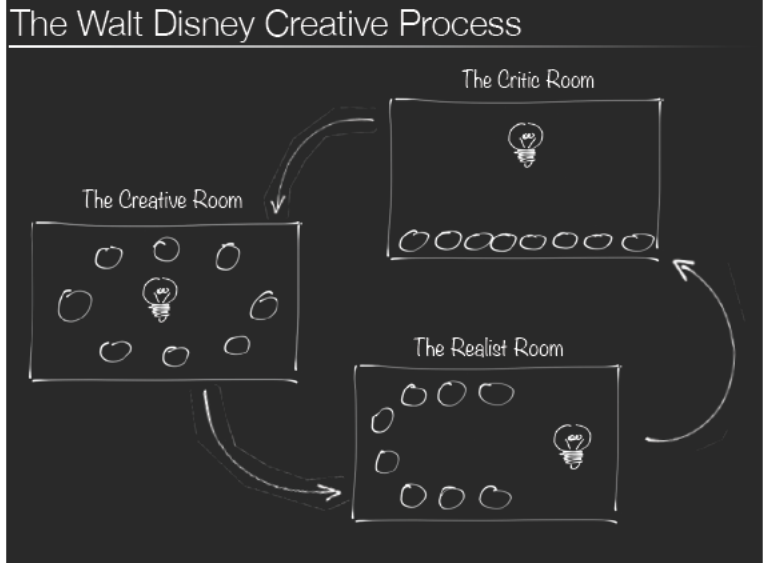
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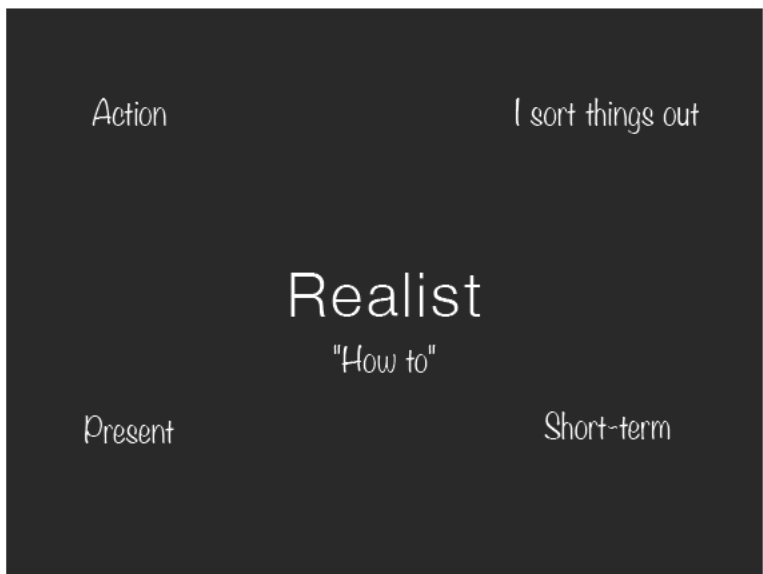
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Logic

I pick up the bits  
that don't fit

**Critic**  
"Chance to"

Past / Future

Long/Short Term

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A structured, collective  
walk-through that aligns  
diverse human faculties  
in the team

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Sharing The Dream

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Some people transfer  
their Dream just for  
what they are.

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Sometimes, we  
need to learn how to  
do that.

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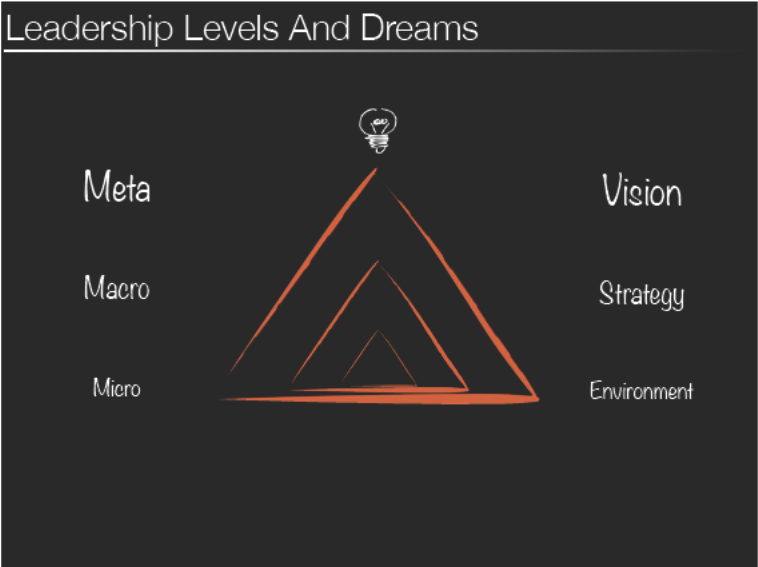
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### Aligning Dreams With Agile Cycles

The diagram illustrates the alignment of dreams with agile cycles. It features three nested circles on the left, labeled 'Meta', 'Macro', and 'Micro' from top to bottom. A vertical bar with a dashed orange line runs through the center, labeled 'Dreamkeeper(s)' at the bottom. To the right, three nested triangles represent 'Strategy Cycle', 'Release Cycle', and 'Iteration Cycle' from top to bottom. A stick figure is positioned at the top of the vertical bar, holding a red circle.

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### Impact Maps Can Also Help

The diagram shows an impact map structure. At the top is a lightbulb icon. Below it is a large triangle with a smaller triangle inside, labeled 'Who/How' on the left. At the bottom is a stack of cards, labeled 'What' on the left. To the right of the lightbulb are two question mark icons. To the right of the 'Who/How' triangle is a smiley face icon and an 'A → B' icon. To the right of the 'What' stack are two icons of cards with arrows.

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Let's Wrap It Up

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Dreaming (intent, vision) is an essential and energizing element of organizational systems (teams and companies)

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Turning Dream(bit)s into reality, through Order and Action, maps well to Agile&Lean development

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In general, it works better when the Dream is shared and the organizational levels are aligned

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Tip 1

Run a retrospective on your product backlog and assess its Dream/Need ratio.

Is the outcome what you wanted/expected?

If not, which concrete actions can you take to improve it?

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Tip 2

If you are in a leading role, is the vision driving your current project clear to the entire team?

Are they aligned to it?

What do you actively do to share this vision?

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Tip 3

In your Agile/Lean practices, how much time is spent on creating a shared vision?

Is there someone in the team who people tend to listen to more attentively?

Is this person well aware of the project's vision?

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Thank You!



<http://andreaprovaglio.com>  
<http://beyondagile.com>

Also on:



LinkedIn



Twitter



Slideshare

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Sources and Materials

**Original Dream-Order-Action Model**  
- ONE Consulenza Evolutiva - <http://onewebbiz.it>

**Online References**  
- Gojko Adzic - <http://impactmapping.org>  
- Tim O'Reilly - <http://www.linkedin.com/oday/post/article/2012111919311-16553-linking-mission-to-strategy-and-action>  
- Simon Sinek - [http://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action.html](http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html)  
- <http://www.wiredportfolio.com/blog/wp-content/uploads/2008/10/DisneyPaper.pdf>

**Publications**  
- Dits, Robert - Strategies of Genius. ISBN: 091699032X  
- Dits, Robert - Visionary Leadership Skills. ISBN: 0918990389  
- Senge, Peter - The Fifth Discipline. ISBN: 0385517254 (part on building a shared vision)

**Music Excerpt and Text**  
- "Mercy Street" by Peter Gabriel, from the album "New Blood"

**Images**  
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