



Selling Adaptiveness



NOT: How to sell something to management or teams. That is very easy.

YES: How to "sell" real adaptiveness that can actually happen and has positive difference



I asked chatbot....

- Answers about benefits of adopting SAFE framework
 - Studies have shown a 30-75% faster time to market
 - Client reports show quality improvements of 27-75%
 - Organizations may see a 20-50% increase in productivity
 - Helps increase employee satisfaction and minimize burnout
 - Aligns all organizational levels involved in solution development, ensuring everyone shares the same goals and vision
 - Promotes transparency by breaking down traditional silos and enabling cross-functional communication
 - SAFe's methods enable flexible responses to changing requirements and unforeseen events, while clear hierarchies facilitate the identification and management of uncertainties



I asked chatbot....

- Answers about benefits of adopting LeSS framework
 - It avoids additional roles and processes, keeping the focus on delivering value
 - Promotes transparency through shared events and a single product backlog, ensuring everyone is aligned with the product's direction and priorities
 - (Wrong) The framework can be customized to meet specific needs without sacrificing its core principles
 - Teams operate with greater autonomy and a whole-product mindset, fostering a culture of innovation and allowing them to respond quickly to changes in the market or customer needs
 - ...this results in shorter time-to-market and improved ROI



I asked chatbot....

- Answers about benefits of adopting Product Operating Model (Marty Cagan)
 - By focusing on solving real customer problems and validating solutions through product discovery, companies can develop products that truly resonate with their target audience.
 - By involving product designers and engineers throughout the product development process, companies can create products that meet the needs and expectations of their customers
 - By empowering cross-functional teams to make decisions and iterate rapidly, companies can accelerate their product development cycles and bring new products to market faster.
 - By conducting thorough product discovery and gathering continuous feedback, companies can ensure that their products are aligned with customer expectations and deliver real value.
 - By breaking down silos and fostering a shared understanding of customer needs and business goals, companies can improve teamwork and efficiency.
 - Can lead to improved business outcomes, such as increased revenue, market share, and customer satisfaction.
 - Can lead to increased job satisfaction and motivation, which can help companies attract and retain top talent.



Avoid elevator pitch approach

If client doesn't have time, you started in a wrong way

Why some managers spend full 3 days in a CLP plus several long meetings and others say 3 days is way too long?



**Avoid slide decks in the first conversations
.....also the next ones**



**Avoid doing assessments for the purpose of
creating a proposal**



Avoid creating YOUR approach to client's problem



**If you are hired because client needs <blabla>
approach/framework/operating model expert,
you are likely in trouble.**

Awkward start





Show curiosity by asking very open questions:

E.g. how are customer products developed in your
company / team / department?



Acknowledge you understand THEIR situation

Summarize, reflect, say "You mean...." and then explain their problem in a more clear way by using expertise



**Coach them into discovering better ways to
address / approach their challenges**

(you are working free of charge at this moment)



Tell stories from other companies/teams directly related to their challenges

"We have seen the situation in other companies similar to yours. This was the original problem, this is how they approached it. This was the result. And this is how difficult it was to get there."



Switch back to their situation

"So far difference and similarity with your situation is...."

"I'd like to understand more..."



Objective / optimizing goals

Understand the goal company has based on
description

Understand the personal goal the manager has



Avoid explaining your offering or keep it to minimum. Keep focus on their problem.

Manager wants to understand whether you are capable of understanding quickly enough their situation. This is a sign that you are experienced and capable of addressing it.



Challenge, disagree and explain when needed

Some managers even make intentional statement they don't believe in as a form of a integrity test.



And this is key: If their requests are not consistent with their actual goal, challenge it

Your job is to help achieve stated and fully understood goal. You know the basic conditions for achieving the goal. Those conditions must be met to continue further. Explain why not meeting those conditions will compromise the goal.



Avoid convincing or negotiating change

You: "My suggestion is to have e2e customer-centric teams"

Manager: "I don't see how we can make that happen. Can we go ahead without change in teams structure?"

(Not a good situation)

Instead: apply reverse psychology

You: "As you want to achieve this goal, I don't yet see how it can be achieved without structure change. Do you see an alternative or maybe want to seek alternative from someone else?"



At one point they ask: "What are the next steps?"

At this point, you sold yourself as expert. But, they don't understand yet which solution. The next step is to convince them to avoid making a choice for an approach / solution / framework / practices.



Education before doing anything (may or may not be paid work)

The manager needs to be educated to enable
educated decision making

You need to be educated in their actual situation
(visit teams, hold interviews,...)



Avoid discussing your fee

If they ask, mention to have first free of charge
conversation before deciding to engage
And if they think you are too expensive, just agree
to whatever they wish to pay.



Avoid sending proposal or presenting your approach with slide deck

And if you have to, ensure that everything in proposal is already known to the client.



Fully align with client objectives

Everything you do or suggest has to be in the service of what client wants to achieve. Explain/demonstrate that connection every time.



**Avoid wishful thinking of so
called starting small**



Avoid “protecting” teams from management

Avoid taking sides and complaining about others.

Avoid being on a holy mission in client’s company to reduce suffering, bring self-management, get rid of command & control, and other very noble goals.

Getting Naked : A Business Fable About Shedding the Three Fears that Sabotage Client Loyalty

Book by Patrick Lencioni



Large-Scale Scrum Conference

drives Business Resilience in complex and dynamic markets



Amsterdam | 09-10 October 2025



2025.less.works