How Sustainable is 'Agile' at the Enterprise Level?

Ahmed Sidky, Ph.D.
(aka Doctor Agile)
We are covering specific learning objectives from the ICAgile Roadmap

- **Agile beyond software development**
  The purpose of this LO is to introduce the learner to Agile beyond the software development team.

- **Understanding the Agile mindset**
  The purpose of this LO is to help learners understand that Agile is a mindset.

- **Establishing the Agile mindset**
  The purpose of this LO is to have the learner experience situations in which the Agile mindset is likely to be different, so the learner can internalize the difference experientially, not just in concept.

- **Agile in context**
  The purpose of this LO is to introduce the learner to team or organizational development models, so that beginners can see where they are limited and experts can understand their colleagues’ limits in applying these ideas.

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**ICAGILE LEARNING TRANSCRIPT:**

*John Dillinger*

*Let's get started.*

**AGILE FUNDAMENTALS**

- History
- Culture & Mindset
- Creating Shared Understanding
- Skills in Roles
- Incremental Development
- Work-in-progress (WIP)
- Including Customers and Users
- Product Adaptation
- Planning and Adapting
- Process & Project Adaptation

**AGILE COACHING**

**BUSINESS VALUE MANAGEMENT**
WHAT IS AGILE

Agile is a mindset

[that in software world is]

- Established through 4 values
- Grounded by 12 principles, &
- Manifested through many
  many different practices

A mindset is the established set of attitudes held by someone

- Welcome Change
- Failing Early
- Build and Feedback loops
- Continuous Delivery
- Value-Driven Development
- Small value-add slices
- Learn through Discovery
- Continuous Improvement
The Agile Mindset and Other Domains

Agile is a mindset
[that in software world is]

- Established through 4 values
- Grounded by 12 principles, &
- Manifested through many many different practices

A Value is an established ideal that the members of a given society regard as desirable

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan
Agile is a mindset [that in software world is] Established through 4 values Grounded by 12 principles, & Manifested through many many different practices

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer’s competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity—the art of maximizing the amount of work not done—is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Product visioning
Project chartering
Affinity (relative) estimation
Size-based (points) estimation
Planning poker
Guesstimation
Value-based documentation
Prioritized product backlog
Product backlog
Progressive elaboration
Perspective
Story maps
Story cards
Story cards
Short iterations
Sprint Limits
Early and frequent releases
Roadmapping
Velocity-based planning and commitment
Iteration planning / Iteration backlog
Release planning / Release backlog
Time based iteration
Constructive planning / Iteration (level) planning
Risk backlog
Trends structure of IT / DT
Pull-based systems
Scales
Sustainable pace

Frequent face-to-face
Team chartering
Cross-silo collaborative teams
Self organizing teams
Self managing teams
Servant leadership
Task assignment
Planning specialist
Tracking progress via velocity
Comparison of sprint charts
Refactoring
Automated unit tests
Coding standards
Incremental/evolutionary design
Incremental testing
Ten-minute build
Monitoring technical debt
Version control
Configuration management
Test driven development
Fate programming
Continuous integration
Incremental deployment
Small design
Build automation framework / UAT
Build automation framework / UAT
Automated developer tests (unit tests)
Exploratory testing
Software metrics
Agile is a mindset [that in software world is]
- Established through 4 values
- Grounded by 12 principles, &
- Manifested through many many different practices

Scrum

eXtreme Programming

Your own Agile process

Your own Agile process

Scrum

eXtreme Programming

Your own Agile process
Doing Agile
Learning the practices and applying them without know the mindset and principles to know when to tailor and how to select the appropriate practices.

Being Agile
Internalizing the Mindset, values, and principles then applying the right practices and tailoring them to different situations as they arise.

Organizational Agility
Organizational Agility is a **culture** inline with the **values and principles** of Agile, supported by the **organizational ecosystem** and manifested through **personal and organizational habits** (how work really gets done around here).

An Organizational Ecosystem consists of its:
- Leadership
- Strategy
- Structure
- Processes
- People
Meet Jack

Company: Future Corp
Size: 10,000 people
Profession: CIO
Size of IT: 3000 People
Goal: Transform organization to Agile - ASAP
Plan: Something like this

1. Start training across IT – probably on Scrum
2. Picked a star, Stacy, in the IT organization and put her in charge of the transformation – in addition to her day job.
3. Two pilot projects were launched successfully (doing Scrum)!
4. Memo from the CIO that says we’re moving to an agile/scrum process for all IT projects by the end of the year.
5. The plan is to launch five pilots/teams every quarter.
6. The CIO is meeting monthly with Stacy to track the number of projects who are adopting the agile process.
7. Stacy is procuring an agile tool to help teams be consistent in their agile process.

Process Adoption vs Culture Transformation

<table>
<thead>
<tr>
<th>Process Change / Incremental Change</th>
<th>Organizational and Culture Transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on Process and Technology</td>
<td>Focus on People</td>
</tr>
<tr>
<td>Cascading Decisions</td>
<td>Shared Vision</td>
</tr>
<tr>
<td>Training</td>
<td>Educating</td>
</tr>
<tr>
<td>Communication</td>
<td>Buy-in</td>
</tr>
<tr>
<td>Compliance</td>
<td>Commitment</td>
</tr>
</tbody>
</table>
Scaling Agile Spectrum

Individual Mindsets and Team (Sub) Cultures need to be aligned with Agile

Single Team Agile

Chasm between Transformation and Adoption

Multiple Team Agile

Organizational Culture needs to be Aligned with Agile

Enterprise Agile

Organizational Agility
(Enterprise Agile or Agile at Scale)

Why
The Transformation “Why” Spectrum

<table>
<thead>
<tr>
<th>Why</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agile is a nice to have, could help with some problems, and we can survive without it</td>
<td>Lower energy among the rank and file about Agile due to lack of buy-in or increased workload</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leadership</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Exploration</td>
<td>Very high energy among the rank and file about Agile stemming from belief that Agile is an aid not a burden</td>
</tr>
<tr>
<td>Cautious Commitment</td>
<td>High Level Executive Commitment</td>
</tr>
<tr>
<td>Highly Constrained “Green Light”</td>
<td>No Proof Needed for Agile</td>
</tr>
<tr>
<td></td>
<td>Unconstrained “Green Light”</td>
</tr>
</tbody>
</table>

Agile is viewed as a necessity for the survival of the organization

Not all work is the same ...

Task Work

Knowledge Work
**Our Mentality Towards Work**

**Assembly Line Mentality**
- Exact outcome is knowable in advance
- Outcome based on tangible & physical components
- Defined Process to realize outcome

**Knowledge Work Mentality**
- Exact outcome is not knowable in advance
- Outcome based on intangible, thoughts, and knowledge
- Empirical Process to realize outcome

**What do you do?**

**Fixed Mindset** approach to managing uncertainty
- Reducing uncertainty by “nailing things down.”
- Looking to fix and confirm things.

**Agile Mindset** approach to managing uncertainty
- Reducing uncertainty by discovering and learning.
- Looking to learn and discover in the most efficient way possible.
**Fixed Mindset** approach to delivery (Assembly Line)
Must “nail down” the output in order to start delivery (Linear Thinking)

**Growth Mindset** approach to delivery (Knowledge Work)
Discover and learn through valuable output and welcoming change (Circular Thinking – IKIWISI)

**Organizational Agility**
(Enterprise Agile or Agile at Scale)
The Organizational Ecosystem

- **Leadership** (Style, Values, Habits)
- **Strategy** (Goals, Measures of Success, Rewards)
- **Structure** (Roles and Responsibilities, Decisions, Organization)
- **Process** (Value Chain, Policies, Operations, Business Processes)
- **People** (Values, Beliefs, Attitudes, Norms, Habits)

When Agile is Just a Process

- **Leadership** (Style, Values, Habits)
- **Strategy** (Goals, Measures of Success, Rewards)
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*Change*
**Culture needs to be Aligned**

Collins & Porras studied:
- 18 “visionary” vs. comparisons

Key distinguishing factor:
- presence of a Strong, Integrated and Consistent Culture

Most critical differentiating factor:
- Alignment – where all elements of the organization work in concert

**Stock Market Performance of Visionary vs. Comparison Companies ($100 invested)**

- Jim Collins & Jerry Porras, Built to Last

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**2012 Survey – Barriers to Agile Adoption**

BARRIERS TO FURTHER Agile ADOPTION

The inability to change an organization's culture was the number-one barrier to further adoption, followed by a general resistance to change and trying to fit agile elements into a non-agile framework. Perceived time to transition and budget constraints had the lowest impact on further adoption.

*Respondents were allowed to select more than one.

- 52% Ability to change organizational culture
- 35% Trying to fit agile elements into a non-agile framework
- 31% Management support
- 41% General resistance to change
- 26% Project complexity
- 26% Availability of personnel with right skills
- 22% Confidence in ability to scale
- 14% Customer collaboration
- 14% Budget constraints
- 14% Perceived time to transition
- 13% None

Ability to change the culture is the #1 barrier to further agile adoption

4 out of the past 6 years

Source: 7th Annual VersionOne State of Agile Development Survey
Basic Elements of the Transformation

Human Elements

Non-Human Elements

Common Transform Approaches

Process-Led
Team-Led
Process-Led Transformation

Leadership
(Style, Values, Habits)

Strategy
(Goals, Measures of Success, Rewards)

Structure
(Roles and Responsibilities, Decisions, Organizations)

Processes
(Value Chain, Policies, Operations and Business Processes)

People
(Values, Beliefs, Attitudes, Norms, Habits)
Process-Led Transformation

Leadership
- Style
- Values
- Habits

Strategy
- Goals
- Measures of Success
- Rewards

Structure
- Roles and Responsibilities
- Decisions
- Organizations

Processes
- Value Chain
- Policies
- Operations and Business Processes

People
- Values
- Beliefs
- Attitudes
- Norms
- Habits
Process-Led Transformation

Leadership
- Style
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- Organizations

Processes
- Value Chain
- Policies
- Operations and Business Processes

People
- Values
- Beliefs
- Attitudes
- Norms
- Habits
TEAM-LED TRANSFORMATION

Team 1
Team 2
Team 3
Team 4
Team 5
Team 6
Team 7
Team 8
Team 9

TEAM-LED TRANSFORMATION

Team 1
Team 2
Team 3
Team 4
Team 5
Team 6
Team 7
Team 8
Team 9
Team-Led Transformation

Team 1
Team 3
Team 2
Team 4
Team 6
Team 8
Team 5
Team 7
Team 9
How Much Can Influence the Culture?

**Organizational-Led Transformation**

**IT Small**
Little Influence

- Org 1
- Org 3
- Org 2
- Org 6
- Org 8
- Org 7
- Org 9

**IT Large**
Lots of Influence

- Org 1
- Org 3
- Org 2
- Org 6
- Org 5
- IT
How do you move the triangle while keeping the culture aligned?

Think ...

“... When big organizations scale well, they focus on “moving a thousand people forward a foot at a time, rather than moving one person forward by a thousand feet.”

Sutton and Rao, 2014
Scaling Up Excellence
Culture-Led Transformation

Leadership
- Style
- Values
- Habits

Strategy
- Goals
- Measures of Success
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Structure
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People (Values, Beliefs, Attitudes, Norms, Habits)
**Challenge:**

This approach takes **time** and compared to the other 2 approaches you can’t see the end state

“" It is essential to identify a “template” that can be “seen” and “touched” in a single, specific location. ""

Gabriel Szulanski
Professor at Wharton School of Business

Anchor Teams Help Show the End State

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**Culture-Led Transformation**

- **Leadership** (Style, Values, Habits)
- **Strategy** (Goals, Measures of Success, Rewards)
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CULTURE-LED TRANSFORMATION
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Leadership (Style, Values, Habits)

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Structure (Roles and Responsibilities, Organization)

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Team 4

Team 5

Team 7

Team 3

Team 4

Team 5

Team 7

CULTURE-LED TRANSFORMATION

Leadership (Style, Values, Habits)

Strategy (Goals, Measures of Success, Rewards)

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Leadership
(Style, Values, Habits)

Strategy
(Static, Measures of Success, Rewards)

Structure
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Culture-Led Transformation

Fixed Mindset approach to delivery (Assembly Line)
Must “nail down” the output in order to start delivery (Linear Thinking)

Growth Mindset approach to delivery (Knowledge Work)
Discover and learn through valuable output and welcoming change (Circular Thinking – IKIWISI)
Impact of Mindset on Transformation Approaches

**Process-Led**

**Organization-Led**

**Culture-Led**

Organizational Agility

Organizational Agility is a culture inline with the values and principles of Agile, supported by the organizational ecosystem and manifested through personal and organizational habits (how work really gets done around here).

An Organizational Ecosystem consists of its:

Leadership, Strategy, Structure, Processes and People
Organizational Agility
(Enterprise Agile or Agile at Scale)

Habits

What is a Habit

Habits are not conscious decisions, but instead are routines. Once we start the routine, we go on autopilot and simply go through the steps of the routine—we don’t even think about it.

The Power of Habit,
Charles Duhigg
The Habit Loop

Cue → Routine → Reward

Source: The Power of Habit by Charles Duhigg

Automatically Becomes a Craving

Source: The Power of Habit by Charles Duhigg
A Keystone Habit

Keystone habit that has the power to start a chain reaction changing other habits across the organization

Keystone habit start a process that, over time, transforms everything

Source: The Power of Habit by Charles Duhigg
**Think ...**

“Scaling requires grinding it out, and pressing each person, team, group, division or organization to make one small change after another in what they believe, feel, or do.”

**Keystone Habits of Organizational Agility**

- Establish a habit of **communicating and collaborating**
- Establish a habit of working and **delivering in circular – evolutionary slices** to realize early value
- Establish a habit of **integrating all efforts** – integrated work streams, integrated work team
- Establish a habit of **gathering feedback from multiple levels** – truly open to change and learning
Agile Transformation Roadmap

Stage 1: Collaborative
Establish a Habit of Communication and Collaboration

Stage 2: Evolutionary
Establish a Habit of thinking in circular – evolutionary slices

Stage 3: Integrated
Establish a Habit of Integration

Stage 4: Adaptive
Establish a Habit of Gathering Feedback

Stage n: Continuous Growth
Establish a Habit of ....

0- Current Siloed Organization

36
1- Establish a habit of communicating and collaborating

2- Establish a habit of working and delivering in circular - evolutionary slices to realize early value
3 - Establish a habit of integrating all efforts - integrated work streams, integrated work team

4 - Establish a habit of gathering feedback from multiple levels - truly open to change and learning
Introducing Change

Current Comfort Zone

Short Term Gain / Excitement

Resistance

Chaos

Integration

New Comfort Zone

Transforming Idea

Performance

Time

Virginia-Satir Change Curve

Agile Transformation Roadmap

Step 1

Step 2

Step 3

Step 4

Step 5

Performance

Time
Suggested Keystone Habits for Organizational Agility

Stage n: Never Stop
Establish a Habit of ...

Stage 4: Adaptive
Establish a Habit of Seeking Feedback

Stage 3: Integrated
Establish a Habit of Integration

Stage 2: Evolutionary
Establish a Habit of thinking in circular – evolutionary slices

Stage 1: Collaborative
Establish a Habit of Communication and Collaboration

Agile Transformation Roadmap

Stage n: What’s Next:
Never Stop ...

Stage 4: Adaptive
Responding effectively to change and multiple levels of feedback

Stage 3: Integrated
All parties involved work in a single tightly-knit unit to deliver value efficiently

Stage 2: Evolutionary
Delivering Value Early and Continuously

Stage 1: Collaborative
Enhancing communication and collaboration
# Keystone Habit

**Adaptation**
- Establish a habit of gathering feedback from multiple levels—truly open to change and learning.

**Integration**
- Establish a habit of integrating all efforts—integrated work streams, integrated work teams.

**Evolution**
- Establish a habit of working and delivering at scale—evolutionary plans to realize early value.

**Collaboration**
- Establish a habit of communicating and collaborating.

## Roadmap for Fortune 50 Company – 2500 People

<table>
<thead>
<tr>
<th>Stage 5: Encompassing</th>
<th>Stage 4: Adaptive</th>
<th>Stage 3: Integrated</th>
<th>Stage 2: Evolving Software</th>
<th>Stage 1: Collaborative</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Personas (project level)</td>
<td>- Value team at CAT electronics level</td>
<td>- Short time boxed iterations</td>
<td>- Agile mindset (Internal R&amp;I)</td>
<td></td>
</tr>
<tr>
<td>- Prioritized product backlog</td>
<td>- Value team at product-line level</td>
<td>- User stories</td>
<td>- Group estimation of value</td>
<td></td>
</tr>
<tr>
<td>- Prioritized program backlog</td>
<td>- Architectural standards (deployment)</td>
<td>- Collaborating on requirements</td>
<td>- Group estimation of effort</td>
<td></td>
</tr>
<tr>
<td>- Test-driven development (TDD)</td>
<td>- Definition of Done (architectural level)</td>
<td>- Shared team rooms</td>
<td>- Agile mindset (internal R&amp;I)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Continuous integration</td>
<td>- Definition of Done (activity level)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Automated tests</td>
<td>- Informative workspace</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Concept of slack</td>
<td>- Personas (org. level)</td>
<td></td>
</tr>
</tbody>
</table>
### Sample Roadmap for Fortune 100 Company

<table>
<thead>
<tr>
<th>Stage 5: Encompassing</th>
<th>Stage 4: Adaptive</th>
<th>Stage 3: Integrated</th>
<th>Stage 2: Evolutionary</th>
<th>Stage 1: Collaborative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Rapidly changing priorities</td>
<td>Adapting plan and methodology to customer expectations</td>
<td>Lean Process and Improved Cross-functional teams</td>
<td>Legacy system migration and software enhancement</td>
<td>Empowering teamwork and collaboration</td>
</tr>
<tr>
<td>Accelerating time to market</td>
<td>Agile Planning</td>
<td>Refactoring and continually improving</td>
<td>Time-boxed</td>
<td>Building and maintaining a stable and reliable team</td>
</tr>
<tr>
<td>Delivering Value Quickly</td>
<td>Managing Capacity via velocity</td>
<td>Business Alignment</td>
<td>Iteration Planning</td>
<td>Sustaining momentum and collaboration</td>
</tr>
<tr>
<td>Aligning with Business needs</td>
<td>Monitoring Technical Debt</td>
<td>Team Structure of ON/Off</td>
<td>Early and Frequent Revisions</td>
<td>Iteration Review</td>
</tr>
<tr>
<td>Ensuring Project Viability</td>
<td>Task Volunteering</td>
<td>Burn-Up Burn-Down Story Point Estimates</td>
<td>Business High Risk Backlog</td>
<td>Iteration Review</td>
</tr>
<tr>
<td>Increase Predictability and Reducing Waste</td>
<td>Cross-functional teams</td>
<td>Tracking progress via velocity</td>
<td>Meeting Risk Backlog</td>
<td>Iteration Review</td>
</tr>
<tr>
<td>Servant leadership</td>
<td>Fixed Teams (E)</td>
<td></td>
<td>Top Row</td>
<td>Dedicated Team Members (E)</td>
</tr>
</tbody>
</table>

### Roadmap for Fortune 20 Company – 3800 People

<table>
<thead>
<tr>
<th>Prep Work</th>
<th>Team Level</th>
<th>Beyond the team</th>
<th>Method / Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Static cross-team clusters (&quot;Enterprise&quot; teams)</td>
<td>Pair programming</td>
<td>Process improvement backlog (eliminate waste)</td>
<td>Adaptive planning</td>
</tr>
<tr>
<td>Assemble enterprise process improvement team</td>
<td>Value-based documentation</td>
<td>Reflecting Incremental design &amp; architecture</td>
<td>Buy-a-feature for prioritization</td>
</tr>
<tr>
<td>Dedicated and stable teams</td>
<td>Task Development</td>
<td>Iterations &amp; releases on enterprise-wide cadence</td>
<td>Agile metrics</td>
</tr>
<tr>
<td>Team rooms (collaboration)</td>
<td>Agile metric</td>
<td>Adaptive systems on enterprise-wide scale</td>
<td>Self-organizing teams</td>
</tr>
<tr>
<td>User Stories &amp; Definition of Done</td>
<td>Automated Builds</td>
<td>Skimming projects into features</td>
<td>Effective meetings</td>
</tr>
<tr>
<td>Slicing features into stories</td>
<td>Skimming processes</td>
<td>Feature based prioritization on a portfolio level</td>
<td>Agile mindset</td>
</tr>
<tr>
<td>Prioritized story backlog</td>
<td>Group estimation between VT and pertinent DT</td>
<td>&quot;Portfolio value team&quot; with strategy/audited vision</td>
<td>Servant Leadership</td>
</tr>
<tr>
<td>Fixed-length iterations</td>
<td>Working software at the end of iteration</td>
<td>WIP limits for sequential</td>
<td>Agile mindset</td>
</tr>
<tr>
<td>Velocity based planning</td>
<td>Automated Testing</td>
<td>&quot;Portfolio value team&quot; with strategy/audited vision</td>
<td>Servant Leadership</td>
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<tr>
<td>Group estimation between VT and pertinent DT</td>
<td>Continuous Integration</td>
<td>WIP limits for sequential</td>
<td>Agile mindset</td>
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</tbody>
</table>
### Stage 1: Collaborative
Enhancing communication and collaboration
- Agile Mindset
- Collaborative Work
- Facilitative Leadership

<table>
<thead>
<tr>
<th>Prep Work</th>
<th>Non Technical</th>
<th>Technical</th>
<th>Beyond the team</th>
<th>Mindset / Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Revise documents, phone calls, etc.</td>
<td>- Agile metrics</td>
<td>- Task volunteering</td>
<td>- Agile value team composed of cross-functional teams</td>
<td></td>
</tr>
<tr>
<td>- Servant Leadership</td>
<td>- Dedicated and stable teams</td>
<td>- User Stories</td>
<td>- Agile Mindset</td>
<td></td>
</tr>
<tr>
<td>- Education about the value of WIP limits</td>
<td>- Facility planning for team rooms</td>
<td>- Automated Builds</td>
<td>- Agile portfolio management process</td>
<td></td>
</tr>
</tbody>
</table>

### Stage 2: Evolutionary
Delivering Value Early and Continuously
- Agile Mindset
- Continuous Integration
- Facilitating

<table>
<thead>
<tr>
<th>Prep Work</th>
<th>Non Technical</th>
<th>Technical</th>
<th>Beyond the team</th>
<th>Mindset / Culture</th>
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</thead>
<tbody>
<tr>
<td>- Value Team Facilitator</td>
<td>- Automated Builds</td>
<td>- User Stories</td>
<td>- Agile Mindset</td>
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### Stage 3: Integrated
Coordinating all the parties involved to work as a single tightly-knit unit to deliver software efficiently
- Dedicated and stable teams
- Task volunteering
- Agile metrics

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<td>- Task volunteering</td>
<td>- Agile metrics</td>
<td>- Adaptive planning</td>
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<td>- Team rooms (collaboration)</td>
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### Stage 4: Adaptive
Responding effectively to change and multiple levels of feedback
- Value-based documentation
- Reflecting
- Incremental design & architecture

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<td>- Value-based documentation</td>
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<td>- Incremental design &amp; architecture</td>
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### Stage 5: Encompassing
Establishing a vibrant and all-encompassing environment to sustain agility
- Static cross-app team clusters
- Pair programming
- Process improvement backlog (eliminate waste)

<table>
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<td>- Enterprise teams</td>
<td>- Agile value team composed of cross-functional teams</td>
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<td>- Ideal physical setup</td>
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### Keystone Habit:
#### Adaptation
Establish a habit of gathering feedback from multiple levels – truly open to change and learning.

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Strategy</th>
<th>Structure</th>
<th>Process</th>
<th>People</th>
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<tr>
<td>Learning &amp; Education</td>
<td>Coaching</td>
<td>Mentoring</td>
<td>Learning &amp; Education</td>
<td>Coaching</td>
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### Keystone Habit:
#### Integration
Establish a habit of integrating all efforts – integrated work streams, integrated work teams.

### Keystone Habit:
#### Evolution
Establish a habit of working and delivering in circular – evolutionary slices to realize early value.

### Keystone Habit:
#### Collaboration
Establish a habit of communicating and collaborating.

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**Education verses Training**

**A view of the Doing of Agile vs the Being of Agile**

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- **Iteration Planning**
- **Stand-up**
- **Demo**
- **Retrospective**
- **Release Planning**
**Education versus Training**

A View of the Doing of Agile vs the Being of Agile

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**Being Agile** 78%

**Doing Agile** 22%

---

**ICAgile’s Learning Roadmap & Certification Paths**

KEY:
- Agilist Certified in Practices
- Coach Certified in Practices
- Trainer Certified in Practices
- Executive Certified in Practices
- Specialist Certified in Practices
- Expert Certified in Practices
- Master Certified in Practices

---

ICAgile Certified Master Agilist

ICAgile Certified in Practices

Agile Coaching Track

Agile Management Track

Agile Development Track

Agile Testing Track

Agile Leadership Track

Enterprise Agile Coaching Track

Business Value Management Track

Agile Fundamentals Track

Agile Fundamentals 201
You can't buy a culture transformation. It is hard work from within the organization.

Key Question: Do you want temporary change or sustainable transformation?

It's a change of lifestyle – it's a change of mindset.
Meet Jack

Company: Future Corp
Size: 10,000 people
Profession: CIO
Size of IT: 3000 People
Goal: Transform organization to “Be Agile” – Sustainably
Plan: Something like this

1. Start Educating Everyone on the Agile Mindset – to explain why this is critical and what Agile really means and inspire (not mandate) change.
2. Created a cross-functional, multi-level transformation team.
3. Laid out a roadmap for establishing Keystone habits across the organization.
4. Created an educational program for each discipline (including leadership) that is in alignment with the roadmap.
5. Created a transformation program that will align strategy, structure and process with the new keystone habits.
6. Established a measurement system to give the team insights into progress and impact of change.
7. Continuously Inspects and Adapts the Roadmap.
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Thank you
Questions?

Ahmed Sidky, Ph.D.
Twitter: @asidky
asidky@icagile.com
www.icagile.com