Keystone Habits
Leading to Sustainable Enterprise Agility

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Head of Development Management at Riot Games
President of the International Consortium for Agile (ICAgile)

20 YEARS
on the PMI-ACP Steering committee
Ph.D. in Agile Transformation and Agility Assessment
President and Co-founder ICAgile
Consulted, trained or coached with people and teams from ...

Head of Development Management
Riot Games
At the agile initiative level, respondents cited ability to change organizational culture or a general resistance to change as their biggest barriers to further agile adoption, followed by not having the right skill set.

CULTURE ISN’T ABOUT POST-ITS, HIGH FIVES, OR DAILY STAND-UPS. THESE ARE ARTIFACTS OF CULTURE – THE TIP OF THE CULTURE ICEBERG.
CULTURE IS OUR COLLECTIVE VALUES, BELIEFS, AND BEHAVIORS
IT'S THE FORCE BEHIND HOW WE DO WHAT WE DO

THE ORGANIZATIONAL ECOSYSTEM
THE ORGANIZATIONAL ECOSYSTEM

BASIC ELEMENTS OF A CULTURE TRANSFORMATION

HUMAN ELEMENTS

NON-HUMAN ELEMENTS
What does your culture triangle look like?

Where is the focus for your transformation? Why?

SUSTAINABLE ENTERPRISE AGILITY NEEDS A COMPREHENSIVE CULTURE TRANSFORMATION
COMMON TRANSFORM APPROACHES

INDUSTRIAL AGE MINDSET & CULTURE

KNOWLEDGE AGE MINDSET & CULTURE

PROCESS-LED TRANSFORMATION
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

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TEAM-LED TRANSFORMATION

TEAM-LED TRANSFORMATION
How much can influence the culture?

**Organizational-Led Transformation**

**Lots of Influence**

**Little Influence**
“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)

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Structure (Roles and Responsibilities, Decisions, Organizations)

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

People (Values, Beliefs, Attitudes, Norms, Habits)
True culture transformation doesn’t only take a long time… its need a long time!
QUICK WINS

Momentum fuels motivation – get in the habit of accomplishing small victories

CULTURE-LED TRANSFORMATION
CULTURE-LED TRANSFORMATION

Leadership (Style, Values, Habits)

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People (Beliefs, Attitudes, Norms, Habits)

Team 4

Team 5

Team 7

CULTURE-LED TRANSFORMATION
CULTURE-LED TRANSFORMATION

Leadership (Style, Values, Habits)

Strategy (Goals, Measures of Success, Rewards)

Structure (Roles and Responsibilities, Organizational)

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People (Values, Beliefs, Attitudes, Norms, Habits)

Team 5

Team 7

Team 4
WHAT ARE WE CHANGING?

PERSONAL AND ORGANIZATIONAL KEYSTONE HABITS
What is a Habit?

Habits are not conscious decisions, but instead are automatic 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. It’s just what we do.

The Habit Loop

Cue → Routine → Reward

The Power of Habit, Charles Duhigg
What is a Habit?

When we first engage in a new task, our brains are working hard—processing tons of new information as we find our way. But, as soon as we understand how a task works, the behavior starts becoming automatic and the mental activity required to do the task decreases dramatically.

Changing habits

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<td>ROUTINE</td>
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<td>REWARD</td>
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CURRENT CUE
CURRENT ROUTINE
CURRENT REWARD

The Power of Habit, Charles Duhigg
What is a Keystone Habit?

A keystone habit is a 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.

*The Power of Habit, Charles Duhigg*
**Habit #1: How do we align**

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<tr>
<th></th>
<th>Current Habit</th>
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<tbody>
<tr>
<td>CUE</td>
<td>I NEED TO DO SOMETHING THAT IMPACTS YOU</td>
</tr>
<tr>
<td>ROUTINE</td>
<td>TELL MANAGER: HE/SHE WILL MANAGE IT</td>
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<tr>
<td>REWARD</td>
<td>SENSE OF ACCOMPLISHMENT: FULFILLED MY “RESPONSIBILITIES”</td>
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</table>
## CURRENT SILOED ORGANIZATION

<table>
<thead>
<tr>
<th>CUE</th>
<th>OLD HABIT</th>
<th>NEW HABIT</th>
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<tbody>
<tr>
<td>ROUTINE</td>
<td>I NEED TO DO SOMETHING THAT IMPACTS YOU</td>
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## HABIT #1: HOW DO WE ALIGN
ESTABLISH A HABIT OF DIRECT COMMUNICATION

CURRENT HABIT | NEW HABIT
---|---
CUE | I NEED TO DO SOMETHING THAT IMPACTS YOU
ROUTINE | COMMUNICATE: TALK TO PERSON DIRECTLY VIA (PHONE, EMAIL, ETC.) | COLLABORATE & ACTIVELY ENGAGE OTHER PERSON
REWARD | SENSE OF ACCOMPLISHMENT: FULFILLED MY "RESPONSIBILITIES"
## HABIT #2: HOW DO WE APPROACH WORK

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<tr>
<th></th>
<th>CURRENT HABIT</th>
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<tbody>
<tr>
<td><strong>CUE</strong></td>
<td>BIG THING TO DELIVER</td>
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</table>
| **ROUTINE** | WORK BREAKDOWN STRUCTURE (WBS)  
BREAKDOWN WORK INTO SMALLER COMPONENTS OF WORK |
| **REWARD** | “REDUCE ANXIETY”: NOW I KNOW HOW TO DO IT |
CURRENT HABIT

NEW HABIT

HABIT #2: HOW DO WE APPROACH WORK

<table>
<thead>
<tr>
<th>CUE</th>
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<tr>
<td>WORK BREAKDOWN STRUCTURE (WBS): BREAKDOWN WORK INTO SMALLER COMPONENTS OF WORK</td>
<td>BREAKDOWN WORK INTO SMALL SLICES OF VALUE EACH ACHIEVING THE DESIRED OUTCOMES</td>
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<td>“REDUCE ANXIETY”: I KNOW HOW TO DO IT NOW</td>
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</table>
2- Establish a habit of working and delivering in circular – evolutionary slices to realize early value

Habit #3: How do we get work done
HABIT #3: HOW DO WE GET WORK DONE

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<tr>
<th>CUE</th>
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<td></td>
<td>LOTS OF WORK TO DO</td>
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<tr>
<th>ROUTINE</th>
<th>RESOURCE UTILIZATION – WORK IN PARALLEL, BRING THINGS TOGETHER AT THE END</th>
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<tbody>
<tr>
<td>REWARD</td>
<td>GET MORE DONE : HIGHER “PRODUCTIVITY”</td>
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HABIT #3: HOW DO WE GET WORK DONE

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<tr>
<td></td>
<td>LOTS OF WORK TO DO</td>
<td>THROUGHPUT OPTIMIZATION - PRIORITIZE WORK AND SWARM AS A TEAM, FOCUS ON LIMITING WIP</td>
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| REWARD | GET MORE DONE : HIGHER “PRODUCTIVITY” |
3- ESTABLISH A HABIT OF SWARMING ON EFFORTS – INTEGRATED WORK STREAMS, INTEGRATED WORK TEAM

HABIT #4: WHAT DO WE REWARD
## Habit #4: What Do We Reward

<table>
<thead>
<tr>
<th>Cue</th>
<th>Current Habit</th>
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<tbody>
<tr>
<td>Unknown Complex Challenge</td>
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</table>

<table>
<thead>
<tr>
<th>Routine</th>
<th>Reward</th>
</tr>
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<tbody>
<tr>
<td>I’ll figure it out myself: Don’t need to solicit or accept feedback</td>
<td>I want to be seen as “competent”</td>
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## Habit #4: What Do We Reward

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</thead>
<tbody>
<tr>
<td>Unknown Complex Challenge</td>
<td>I need to learn quickly: I actively solicit and accept feedback</td>
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</table>

<table>
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<tr>
<th>Routine</th>
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<td>EVALUATING PEOPLE</td>
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<tr>
<td>ROUTINE</td>
<td>REWARDING GREAT HEROES</td>
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<tr>
<td>REWARD</td>
<td>SETTING A GOOD MODEL FOR PEOPLE TO FOLLOW</td>
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<tr>
<td></td>
<td>IT’S THE RIGHT THING TO HELP US GROW</td>
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4 - ESTABLISH A HABIT OF GATHERING FEEDBACK FROM MULTIPLE LEVELS – TRULY OPEN TO CHANGE AND LEARNING

- Why should we spend so much to collaborate?
- What are my responsibilities in this new world?
- What is really my focus: delivery or value?
- What determines if I am doing a good job (competency)?
- What is rewarded?
- What should be optimized?
- What is valuable?
- What is a priority?

PERSONAL

ORGANIZATIONAL
### Keystone Habit: Learning
Establish a habit of gathering feedback from multiple levels – truly open to change and learning.

### Keystone Habit: Swarming
Establish a habit of integrating all efforts – integrated work streams, integrated work teams.

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

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

#### Leadership
What does Leadership need to know, or do to enable, support and promote this keystone habit?

#### Strategy
What needs to change for our Strategies to enable, support and promote this keystone habit?

#### Structure
What needs to change for our Structure to enable, support and promote this keystone habit?

#### Process
What needs to change for our Processes to enable, support and promote this keystone habit?

#### People
What do People need to know, or do to enable, support and promote this keystone habit?
## TRANSFORMATIONAL EDUCATION = BEING AGILE

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- **Iteration Planning**
- **Stand-up**
- **Demo**
- **Retrospective**
- **Release Planning**

## TRANSFORMATIONAL EDUCATION = BEING AGILE

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### Being Agile

- **78%**

### Doing Agile

- **22%**
Basic Elements of the Transformation

Human Elements

Non-Human Elements
What concepts and competencies do organizations need to build in their people to realize sustainable agility?

Marsha Acker
Lyssa Adkins
Pete Behrens
Erin Beierwaltes
Mike Burrows
Ben Butler
Alistair Cockburn
Rod Collins
Larry Cooper
Brian Corrales
Dominica DeGrandis
Sally Elatta
Bob Galen
Gene Gotimer
Janet Gregory
Mike Griffiths
Christian Hargraves
Shane Hastie
Elisabeth Hendrickson
Curt Hibbs
Derek Huether
Eric Jacobson
Alex Kell
Olav Maassen
Paul Mahoney
Gerard Meszaros
Dan Mezick
Richard Mills
Jeff Morgan
Claire Moss
Niel Nickolaisen
Jeff Nielsen
Michael Norton
Jeffery Payne
Pat Reed
Laurie Reuben
Randy Rice
Sharon Robson
Ronica Roth
Charlie Rudd
Cindy Shelton
Ahmed Sidky
Michael Spayd
Jon Stahl
Kevin Steffensen
Dennis Stevens
Jennifer Stone
Venkat Subramanian
Chris Turner
Richard Turner
Michi Tyson
and many more...

AGILE EXPERTS AND PRACTITIONERS CONTRIBUTING TO BUILDING ICAGILE’S LEARNING OBJECTIVES
What concepts and competencies do organizations need to build in their people to realize sustainable agility?

3.1.3. Defining Scope

The scope of an initiative isn’t always clear. Without clear scope, change initiatives can easily be distracted from delivering value.

The purpose of this LO is to provide the learner with methods for relating the scope of a project to an organization’s goals, and how to communicate scope change during the life of a change initiative. Scope changes over time; the business value analyst must actively manage and communicate these changes. This should cover a variety of tools, such as context diagrams and in/out lists to provide explicit and clear borders to the change initiative.

To be acceptable, this LO must provide learners with tools to define scope and the opportunity to relate clear and unclear scope definitions to change initiatives in their own work context.
What concepts and competencies do organizations need to build in their people to realize sustainable agility?

**KEY TAKEAWAYS**

- IF YOU ARE A GAMER + LOVE AGILE – CALL ME :)

- BE INTENTIONAL: ARE YOU TRANSFORMING CULTURE OR ELEMENTS OF YOUR CULTURE

- CREATE A COMMON JOURNEY FOR THE ORG ALONG WITH QUICK WINS

- THINK OF YOUR HABITS? WHAT ARE YOUR NEW ROUTINES?

- LOOK INTO ICAGILE’S LEARNING OBJECTIVES AND CREATE A “BEING AGILE” TRANSFORMATIONAL LEARNING PROGRAM.
QUESTIONS?
AND FEEDBACK FORMS