IS THERE A BEST PRACTICE FOR AN AGILE TRANSFORMATION?
AGILE 2015, WASHINGTON

Hendrik Esser
@HendrikEsser

VP
Operations & Programs

Program Director
Supporting Agile Adoption
A transformation story

Why does it sometimes work and sometimes not?

A better approach

Examples
- Driving change
- The role of good practices

Q&A
A TRANSFORMATION STORY
WHY DOES IT SOMETIMES WORK AND SOMETIMES NOT?
COMPLEXITY
HOW CAN WE APPROACH COMPLEXITY?

Dave Snowden, HBR Article, Nov 2007
An Agile transformation is an emergent change of your (organizational) human system
A BETTER APPROACH: CHANGE THE SYSTEM
Waiting for emergence…?
HOW TO IDENTIFY SUITABLE SYSTEM CHANGE EXPERIMENTS?
How can we influence a human system?
CONSTRAINTS

› All societies have shared rules/constraints.
› They are either set or they emerge.

→ In a company we usually set and manage constraints
CONTRAINTS?

People

Behavior

Capabilities

Processes

Structures

Interdependencies

→ a system of constraints

HUMAN SYSTEM ACTION TOOL

Behavior

Capabilities

Structures

Processes

desired state or problem statement
Is there a best practice for an Agile Transition?

Behavior
- Behavior
- Mindset/attitude
- Values
- Needs

Organizations
- Governance
- Compensation
- Roles
- (Informal) networks

Capacities
- Competence
- Skills
- # people
- Hidden talent

Processes
- Practices
- Tools
- Habits

Structures

desired state or problem statement
LEARNING CYCLE

Look at the system

Analyze:
- Is your vision still valid?
- What supports your vision
- What doesn’t

Define a change experiment

See what emerges

Take change actions
EXAMPLE
ITERATIVE CHANGE EXPERIMENTS

Our agile transformation
Is there a best practice for an Agile Transition?

- Expected leadership behaviors
- Empower teams
- Collaboration Dev-ProdMgt
- Agile manifesto
- X-fct teams
- ScM, PO roles
- Backlog coordination
- System Design, Development, Test in one org
- Governance

Better Customer satisfaction Q TTM

- Scrum
- Uncertainty Mgt
- Decision model
- Retrospectives

Behavior Capabilities

Recruit leaders (right mindset)
Train and coach teams

Structures Processes
Iteration 2
Is there a best practice for an Agile Transition?

Leadership expected behaviors
- Empower teams
- Scrum
- Agile manifesto
- Collaboration R&D-ProdMgt
- Uncertainty Mgt
- Retrospectives
- Full Leadership Support for the change.

Processes Structures
- X-fct teams
- System Design, Development, Test in one org
- Governance
- ScM, PO roles
- Backlog coordination

Better Customer satisfaction Q TTM
- Teams ignore Committees → Architecture Q endangered
- architects & committees mentoring approach
- Re-enforce architect and committee roles

Behavior Capabilities
- Recruit leaders (right mindset)
- Train and coach teams
- Decision model
- Governance

architects & committees mentoring approach

© Ericsson AB 2015 | 2015-07-28
Iteration 3
Is there a best practice for an Agile Transition?

- **Behavior**
  - Collaboration Dev-ProdMgt working well
  - Leadership expected behaviors
  - Empower teams
  - Architect and committee roles
  - Backlog coordination

- **Capabilities**
  - Better Customer satisfaction
  - QTTM

- **Structures**
  - Teams diverging → discussions what is the better practice & who has the best one.
  - X-fct teams
  - System Design, Development, Test in one org
  - Governance

- **Processes**
  - Scrum
  - Uncertainty Mgt
  - Retrospectives
  - System Design, Development, Test in one org
  - Governance

**Empowerment within boundaries**

**Strengthen decision model:**
- more e2e in DoD
- Clarify which processes & tools are mandatory and which ones optional

**e2e flow not optimized**
Iteration 5
We don’t need commitment decisions

Leadership expected behaviors
Empower teams
Agile manifesto
Collaboration R&D ProdMgt
Uncertainty Mgt
Retrospectives
X-fct teams
System Design, Development, Test in one org
Governance
Backlog coordination
ScM, PO roles
Re-enforce architect and committee roles
Mentoring approach
Strengthen decision model
Clarify which processes & tools are mandatory and which ones optional
Empowerment within boundaries
Recruit leaders (right mindset)
Train and coach teams

Better Customer satisfaction Q TTM

Remove commitment decisions from the model

Structures Processes
Iteration 6
Is there a best practice for an Agile Transition?

Leadership expected behaviors
- Empower teams
- Agile manifesto

Processes
- Collaboration R&D-ProdMgt
- Decision model
- Clarify which processes & tools are mandatory and which ones optional
- Strengthen decision model
- Early customer interaction
- Late customer interaction
- Customer early demos

Capabilities
- Teams want to be closer to the customers
- Better Customer satisfaction
- QTTM

Structures
- Governance
- Teams
- X-fct teams
- System Design, Development, Test in one org
- Scm, PO roles
- Re-enforce architect and committee roles

Behaviors
- Empowerment within boundaries
- Mentor approach
- Early customer interaction
- Link teams into the communication between ProdMgt and Customer
- Recruit leaders (right mindset)
- Train and coach teams
- Retrospectives
Iteration 7
Is there a best practice for an Agile Transition?

Hendrik Esser

Ericsson AB 2015
2015-07-28

Better Customer satisfaction
Q
TTM

Teams overcommitted to customers → very high stress level

Leadership expected behaviors
Empower teams
Collaboration R&D-ProdMgt
Agile manifesto
X-fct teams
System Design, Development, Test in one org
Governance

Behavior
Capabilities

Processes
Structures

Expectation management
Strengthen decision model
Remove commitment
decisions from the model
Clarify which processes & tools are mandatory and which ones optional
Empowerment within boundaries
architects & committees mentoring approach
Re-enforce architect and committee roles
Recruit leaders (right mindset)
Train and coach teams

Scrum
Uncertainty Mgt
Decision model
Backlog coordination
ScM, PO roles
Re-enforce architect and committee roles
System Design, Development, Test in one org
Governance

The journey continues
THE ROLE OF GOOD PRACTICES
Can someone else’s good practice potentially work for you?

→ Just test it with the Human System Action Tool!
EXAMPLE
TESTING A POTENTIALLY GOOD PRACTICE
What do you want to achieve with Scrum?
Is there a best practice for an Agile Transition?

Behavior Capabilities

Processes Structures

Short TTM
Better Q

Scrum
Belief, that with good analysis we can achieve a high level of predictability

Sense of urgency / willingness to change

Projects
Leaders are full in control/approval processes
Specialized departments for system design, development and test

KPIs

Scrum
Early phase process
Design process
Test process
Risk management

Short TTM
Better Q
Scrum is/requires more than a new process. It can only work if you take action in the other areas as well!

- Belief, that with good analysis we can achieve a high level of predictability
- Not everybody can design everything
- Sense of urgency / willingness to change
- Leaders are full in control/approval processes
- Specialized departments for system design, development and test
- Early phase process
- Design process
- Test process
- Risk management
- KPIs
Be clear on what you would like to **achieve**

Start with **wanted behaviors**

Think about what
- behaviors/attitudes/mindset,
- other processes,
- capabilities and
- structures

support the Potentially Good Practice

Think about **needed system changes**
- are they realistic?
- would they fit to your organization?

What might be a small **system experiment** (pilot?) to try it?
So, you have a great plan?

As long as it is only YOU it is a pretty lonely journey!
HOW TO CONNECT
PEOPLE, VISION AND PURPOSE?
Way to Results

Interaction
- Ability to make agreements
- Consent (not consensus!)
- Safe environment

Alignment

Autonomy

Speed
Recommendation:
Explain and discuss vision and purpose in dedicated workshops
SUMMING UP
An agile transformation is an emergent change of a human system!

Run system change-experiments + see what emerges → adapt via the next experiment

Potentially Good Practices need to be supported from a System perspective.

Test Potentially Good Practices with the HSA-Tool to see their impact on your system.

Thorough alignment on vision and purpose accelerate organizational learning.