Embracing the Agile Mindset for Organisational Change

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AGILE 2016 #AGILE2016
Enthusiasm
Continuous Improvement
Positive Change

KEEP CALM AND CARRY ON?
NO THANKS.
I'D RATHER RAISE HELL & CHANGE THE WORLD

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Our Culture: Change = Chaos
What We Wanted

Safety and trust.
High productivity.
Increased output.
Improved quality.
Why We Wanted the Change

Naïve belief that simply “doing it again” would have the same results.
Learning Takeaway #1

Process solutions are not plug and play.

We must take in account and respect the

New contexts.
Added complexity.
More stakeholders.
Previous Working Plan

1. Embrace the planning, iterative reviews, and review cycles of Scrum

2. Adopt the principles of the Agile manifesto in the relationships with our writers

3. Obtain the transparency and workflow of Kanban

4. Create a strong level of trust, resulting in quality delivery
10-20 hours course development
*10-25 courses per degree program

3-5 hours per course waste

8-10 12-16 week cycles

2-3 monthly team calls
Hundreds of team emails
Successful! Because....

1. We had a **single** directive.

   *Make online curriculum reliable, consistent, and aligned with appropriate instructional principles and ensure the online faculty training and preparedness.*

2. There were **four** of us.

   Online Director. Instructional Designer. Technical Editor. Faculty Coordinator.

3. Due to our success, we had the **protection** from administration, answering only to the Dean.

4. Due to being remote and our output unseen, we were blissfully **alienated from politics**.
How we were....

SILO ONE

All online curriculum for every degree program

SILO TWO

All onsite curriculum for every degree program
Before...

- Autonomous **without** context
- No dependencies
- Our own happy world

After...

- Autonomous **with** context
- High dependencies
- Role of influencing
Program Directors

Business  Nursing  Gen Ed & Social Science  Ministry
Curriculum Delivery

Program Directors

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Curriculum Delivery

Program Directors

Faculty Services

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ADAPTIVE LEARNING
Growth can bring difficult change....

- Politics
- Communication
- Many new roles
- Many lost competencies
- Confused contributors
So, we picked a process to transform….

Curriculum Development!

Program Directors
Excited about the opportunity for using the Scrum roles more effectively, we achieved buy-in on this model …
But, process solutions are **not** plug and play!

**Challenges included:**

- Tool v. Understanding
- Defensive v. Empathy
- “Get it done” v. Value
- Training v. Mentoring
- Mini-silos v. Collaboration
Learning Takeaway #2

Mindset over Process

Instructional designer would only email and did not perform iterative reviews resulting in frustrated writer, furious director, and anemic course.

Response: *I filled out each stage’s forms.*

Cyclical reviews (teachable course at each sprint) were not valued. Collaboration was actively avoided. Getting artifacts delivered was all that mattered.
So yes…

Processes need to be right in order to drive behaviours we want…

but…
Mindset must be developed to create right process.

Most Value Comes from Mindset/Culture, not Practices

Doing Agile ≠ Being Agile ≠ Mindset

~20% Benefit
- Ability to manage changing priorities
- Improved visibility
- Increased productivity
- Improved quality
- Reduced risk

~3X Benefit
- Customer Delight
- Joy at work
- Engagement
- Innovation, Creativity
- Continuous Learning

Image by
http://agilitrix.com/
@MichaelSahota
Learning Takeaway #3

“IF YOU CAN'T EXPLAIN IT TO A SIX YEAR OLD, YOU DON'T UNDERSTAND IT YOURSELF.”

- ALBERT EINSTEIN
Mindset **values** that **inform** communication patterns…

- Context and empathy over Transactional process
- Co-owning collaboration over Telling, or even worse, Selling
- Clarity of purpose over Agenda and task setting
- Flexible path due to vision over Movement from process = chaos
Our Results:
Change = Chaos
Keep the right things simple.
Don’t be afraid of the complex things.
Appreciate Context

Respect Iterative Change

Focus on Mindset