LARGE SCALE AGILE TRANSFORMATIONS:
AN INSIDER'S GUIDE AND TOOLKIT

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DISCLAIMER: YOUR MILEAGE MAY VARY!
AGENDA

Mindset Overview

Journey Chart and Visioning

Transformation Teams

Training & Coaching

Leader and Manager Training

Roadmapping

Change Management
PERCEPTIONS &
THE AGILE MINDSET

Agile is not...

- A TOOL
- SPRINTS
- STANDUPS
- PROCESS

Then what is it?

Agile is a mindset made up of
4 Values and 12 Principles
12 PRINCIPLES

1. Early Continuous Delivery
2. Welcome Change
3. Frequent time-boxed delivery
4. Daily Collaboration
5. Trust & Motivate
6. Face-to-Face
7. Working SW Measure
8. Sustainable Pace
9. Technical Excellence
10. KISS
11. Self-Organizing teams
12. Continuous Process Improvement
Day 1 - All Leaders & Managers

- Why Agile
- Agile at Scale
- Agile Mindset & Overview
- Agile Processes
- Agile Visibility & Charts
- Agile Metrics
- Self-Organizing Teams
- Next Steps & Roadmapping

Day 2 - Frontline Managers

- Deeper dive into ceremonies and how Scrum teams work
- User stories, story splitting, distributed agile, release planning, et cetera
- Time-boxed discussions on specific participant topics
ENGAGE FROM THE START

Self or Team or Organization

Love It

Hate It

Hopes

Fears

Yourself
### Manager Behaviors – “Is/Is Not”

<table>
<thead>
<tr>
<th>Actions</th>
<th>Is OK with Agile</th>
<th>May not be OK with Agile</th>
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<tbody>
<tr>
<td>Provide input on what features the team should build</td>
<td>✅</td>
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<td>Provide input on how to implement the feature</td>
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<td>Decide what tasks need to be done</td>
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<tr>
<td>Provide Weekly Status Updates to Management</td>
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<td>Responsible for team meeting commitments made to management</td>
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<tr>
<td>Facilitate Release Planning and Release Retrospectives</td>
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Training & Coaching
Day 1 – Journey, Vision, Roadmap
- Agile Overview (½ hr)
- Agile Principles Exercise (½ hr)
- Current State Activity (1½ hr)
- Scrum Overview (1 hr)
- Future State Activity (2 hr)

Day 2 – Roadmap, Operating Model
- Achieving Future State thru Agile (1 hr)
- Roadmap Backlog Creation (1½ hr)
- Roadmap Backlog Report Out (1 hr)
- Roadmap Refinement (1½ hr)
- Ongoing Operating Model (1/4 hr)
- Retrospective/Next Steps (1/2 hr)
What working here looks like today:

- Command & Control Culture
- Planning Process is rigid
- Testing takes 3 months

Agile Training & Coaching
- Process redefinition
- Automated Testing/CI
- Release on Demand

What working here looks like in the future:
- Everyone behaves with an Agile Mindset
- Continuous, Adaptive planning

Improvement Areas to get there:

Now

+2-3 years
“If everything was working perfectly…”

“What would you be seeing? What would you be doing? What would you be hearing?”

“What would people be saying about your organization?”

“Looking back, what would you say was the ‘difference that made the difference’? “
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<th>The How</th>
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<td>Business &amp; Personal Value</td>
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<th>Future State</th>
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<td>PROCESS – Standards, Done, Release Planning, Decision Making, …</td>
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<tr>
<td>TECHNOLOGY/INFRASTRUCTURE – Environments, Auto Test, CI/CD, …</td>
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ROADMAPPING
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TRANSFORMATION TEAMS

People
- Training
- Coaching
- Communications
- Roles & Job Linkage
- Performance Management
- Resistance
- Stakeholder Interaction
- Org Structure

Process
- Program Priorities & Approvals
- Standards – Prioritized backlog, user stories, acceptance criteria
- Guardrails: Done, demos, ceremonies, cadence
- Audit Compliance
- Metrics – Business, Program, Team, Adoption

Technology/Tools
- Environment: Dev, QA, Production, et cetera
- SCM branching strategy
- Continuous Integration
- Continuous Deployment
- Automated Test
- Defect Tracking
- Agile Program Management
OPERATING MODEL

People
- Scrum Master
- Product Owner
- Team Members

Technology/Tools
- Scrum Master
- Product Owner
- Team Members

Process
- Scrum Master
- Product Owner
- Team Members

Transformation Leader

Scrum Masters

Feedback Loops

Scrum Teams

Lead Agile Coach
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A CHANGE MODEL: KOTTER’S 8 STEPS*

1. Increase urgency
2. Build guiding teams
3. Get the vision right
4. Communicate for buy-In
5. Enable action
6. Create short-term wins
7. Don’t let up
8. Make it stick

Implementing and Sustaining Change

Create a climate for change

Engaging & Enabling the Organization

* John Kotter, Leading Change
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<td>1st Level Managers</td>
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- **Willing**
- **Ready**
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AGILE TRAINING & COACHING

- Agile Leader & Manager
- Scrum Team
- Product Owner
- Release Team
- Advanced SM/Agile Coach
- Special Topics – User Story Writing/Splitting, StoryMapping, Lean-Startup, Distributed Agile, et cetera

Delivery Style
- Classroom-style
- Workshops
- Recorded Sessions
- Snack & Learns
- Coaching

Trainee and Coach
Same Person

Just-In-Time
Delivery!
SUMMARY LEARNINGS

- Start with Agile Mindset; not just practices
- Create a compelling vision and alignment
- Consider a customized agile transformation roadmap; not just “flip-a-switch” team training & coaching
- Ensure transformation ownership by putting it in the hands of the teams in the organization
- Use change management; “because I said so” is generally not enough
- Provide training & coaching to leaders & managers so they know how to think and behave in a brave, new world
- Deliver agile team training *just-in-time*
THANK YOU!

Alan Padula
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