Organizational Agility: It's Not a Sprint, It's a Marathon

Agile2016

What is Sustainability?

What is Organizational Agility?

Organizational Agility Starts with Sustainable Teams

How Do We Sustain Organizational Agility

How Leadership Can Affect Organizational Agility

Stephanie Ockerman
agilesocks.com
@thetravelchica
What is Sustainability?

What is Organizational Agility?
What *is* Sustainability?
Sustainability (noun):

In ecology, sustainability is how biological systems remain diverse and productive.

Endurance of systems and processes.
Sustainability is Agile

Agile processes promote sustainable development. The sponsor, developers, and users should be able to maintain a constant pace indefinitely.

- Manifesto for Agile Software Development

Scrum is a framework for developing and sustaining complex products.

- Scrum Guide

A sustainable pace helps you plan your releases and iterations and keeps you from getting to a death march.

- Extreme Programming
What is Organizational Agility?
Organizational Agility

The ability of an organization to **rapidly** and **cost-efficiently** adapt to market and environmental changes to take advantage of opportunities and control risk.
Organizational Agility Starts with Sustainable Teams
Sustainable Teams

(Trust + Courage)

Focus  Transparency  Collaboration

More Effectiveness  Greater Innovation  More Flexibility

Higher Quality  Reduced Turnover

Maximize Value
Maximize Value
Sustainable Teams

(Trust + Courage)

Focus | Transparency | Collaboration

More Effectiveness | Greater Innovation | More Flexibility

Higher Quality | Reduced Turnover

Maximize Value
A 2013 survey of 12,115 workers worldwide found that many lacked a fulfilling workplace.

<table>
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<th>Do Not Have This at Work</th>
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- Regular time for creative or strategic thinking: 18%
- Ability to focus on one thing at a time: 21%
- Opportunities to do what is most enjoyed: 33%
- Level of meaning and significance: 36%
- Connection to your company’s mission: 25%
- A sense of community: 35%
- Opportunities for learning and growth: 38%
- Opportunities to do what you do best: 36%
- Ability to prioritize your tasks: 36%
- Overall positive energy: 36%
- Understanding of how to be successful: 40%
- Ability to balance work and home life: 37%
- Ability to disengage from work: 42%
- Comfort in truly being yourself: 45%

Source: The Energy Project
Less Waste

Faster Time-to-Market
Greater Customer Value

Faster Feedback Loops
Respond to Environment Changes
How Do We Sustain Organizational Agility
Sustain Organizational Agility

...careful w/ metrics

Agility Change Team

Continuous Improvement Backlog

...just enough

Enterprise Planning Team

CoPs enable self-organization

scALING
Sustain Organizational Agility

- Agility Change Team
- Continuous Improvement Backlog
- ... careful w/ metrics
- ... just enough
CoPs enable self-organization

Agility Change Team

Continuous Improvement Backlog

... just enough

Enterprise Planning Team

scALING
How Leadership Can Affect Organizational Agility
How Leadership Can Affect Organizational Agility

- Clear Product Roadmaps
- Focus on Delivering Value
- Fund Products & Awesome People
- Eliminate Organizational Waste
- Foster Creativity & Learning
- Let Teams Self-Organize
- Take Care of Your People
Clear Product Roadmaps
Clear Product Roadmaps

Start Doing

- tie product roadmaps back to business strategies and goals
- share company and dept goals regularly - not just once a year
- give Product Owners the time, resources, skills, and knowledge they need

Stop Doing

- planning too much
- treating the Product Owner role as a secondary job
- adding "emergency" projects
Focus on Delivering Value
Focus on Delivering Value

Start Doing
- trace feature/ PBI value to roadmap and to company and dept strategy and goals
- measure value of investment in learning (tangible and intangible)
- customer communication and feedback to know what is valuable

Stop Doing
- projects/ PBIs that don't align with strategic goals or provide enough value
- focus on artificial deadlines
- being afraid to take risks, burying money is not sustaining
Fund Products & Awesome People
Fund Products & Awesome People

Start Doing

- spend the time and $ to hire awesome people with an agile mindset and passion
- make professional development self-directed & provide budget to each person
- fund awesome teams and bring work to the teams, not people to the work

Stop Doing

- performance reviews & bonus systems that reward individuals over teams
- focus on project status reporting over product value delivered
- disperse teams after projects are finished
Eliminate Organizational Waste
Eliminate Organizational Waste

Start Doing

- measure the impact of waste & ROI from improvement actions
- look for workarounds teams are doing, the impediment is still there
- get input from your teams, really listen, and go tackle the tough problems

Stop Doing

- require detailed Gantt charts 2 years out... it's all made up/ going to change
- cater to difficult people
- meaningless meetings
Foster Creativity & Learning
Foster Creativity & Learning

Start Doing
- give people unstructured time to learn and experiment as part of their work day
- invest in personal coaching
- host a hackathon and showcase the results

Stop Doing
- filling 100% of people's schedules
- being critical; it limits creativity and learning
- only funding training that fits a person's current role or career path
Let Teams Self-Organize
Let Teams Self-Organize

Start Doing

- let teams choose their team members
- practice servant leadership, listen to teams and ask how you can best help them achieve their goals
- acknowledge that teams are the experts in how they do the work

Stop Doing

- "just this once" mentality
- punish teams for making decisions management does not agree with
- split people across several teams
Take Care of Your People
Take Care of Your People

Start Doing

- trust people to work at a sustainable pace
- fund team building activities and celebrations
- more frequent informal discussions 1-on-1

Stop Doing

- treating overtime and lunch meetings as the norm
- forced "death marches"
- multi-tasking
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