Outcome Oriented Agility (OOA)

Change that works with, rather than against, cultures

#OOAgility

Jay Packlick
Outcome Oriented Agility #OOAgility
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30 Days

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If your approach to change isn't working your first priority is to change your approach.
Focus on practices?

- **Product Backlog**
- **Sprint Backlog**
- **Daily Scrum**
  - Sprints
    - 2 Weeks

**Product Increment**
Focus on culture?

Most Difficult
- Changing our business culture
- Adopting agile technical practices
- Changing our IT culture
- Using our existing tools in an agile manner
- Adopting new agile development tools
- Adopting agile management practices

Least Difficult

Source: S+A 2014 Agile Adoption Survey

Outcome Oriented Agility
What’d I do?

For each team...
- What outcomes do you care about?
- How will you know it’s improving?
- What can you try?
  .
  .
  .
- What did you learn?
30 Days later?
Expectations Exceeded
Some Assembly Required

Stuff I’ll talk about

Stuff you’ll do
What do I mean by ‘outcome’?
An outcome is the way something turns out; a consequence of decisions or actions.
We do... so that... that leads to...

an activity
we have a desired outcome
a Wildly Important Goal (Wig)

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We do... so that... So that we...

a diet

Lose weight

we reduce our weight

can eat more doughnuts? (WIG)

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HUH?
Learning Ahead...

Stuff I’ll talk about

Stuff you’ll do

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EXERCISE 1 of 3
Describe at least FIVE outcomes that matter in surgery

Consider the patient, the surgeon, and the hospital
1. Patient Survives!
2. Problem fixed
3. No complications
4. Reduce time to recover?
5. Finish in time to get to next patient?
6. Pretty scar?
7. New Corvette?
What Outcomes Should We Focus On?

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Learning Ahead...

Stuff I’ll talk about

Stuff you’ll do
ACTIVITY: Daily Scrum

Exercise 2
Which Outcomes Matter?

- Open envelope marked 'Daily Scrum'
- Briefly discuss an outcome
- Romain vote its priority (see descriptions in boxes)
- Place card in box based on vote
- Keep going until done
- Ask: Which is most important?

Helpful But Not Critical Outcomes here

Critically Important Outcomes here

Irrelevant / Don't Care (or not an outcome) here

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Exercise 2 of 3

For a daily Scrum

Which outcomes matter?

TIME: 6 Minutes
Outcome Mapping

Activities

- Sprint
- Retro
- Run Automated Tests

Outcomes

- All our stuff is finished
- We made the changes we said we would
- Tests take less time to finish than last time
- Everything meets our DoD
- We decide what to try to change
- Our coverage is higher than last Sprint
Activity
Outcomes
Team
Outcomes
The Outcome..

Everyone knows the goals for our stories and why the customer cares...

and the experiment...?
The Inquisition!
The Outcome?

The chaos is gone; we don't task thrash

and the experiment...?
The Outcome..

We get answers to our questions quickly and stop blocking on dependencies and the experiment...?
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Result: Increased Throughput
Result: Decreased Cycle Time
Trust teams to pick outcomes that matter to them.
Team Net Promoter Score

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The Ikea ('invented here') effect
Learning Ahead...

Stuff I’ll talk about

Stuff you’ll do

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Activity: SPRINT

Exercise 3
What are the Outcomes?

- Brainstorm: What are the outcomes from a Sprint?
- Write them on cards (one per card)
- Once your group has 7 to 10
- Briefly discuss whether you think it's an outcome or an activity (or something else)
- Roman vote on whether it's an outcome (thumbs up) or something else (thumbs down)
- Place card in box based on vote
- Keep going until done
- Open the envelope labeled 'SPRINT'
- Discuss whether you think the outcomes provided belong or not

Outcomes

Here

Something Else (usually an activity)

Here

Index cards

Sprint

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Exercise 3 of 3

What are the outcomes from a Sprint?

outcome  Something else

TIME: 7 Minutes
What outcome should we focus on?

Outcome

What's the Target?

What change should we make?

Results?

What did we learn?

Target Achieved or Good enough?

Didn't help? More to do?

The Backlog......

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Toyota Kata

1. In consideration of a vision or direction...

2. Grasp the current condition.

3. Establish the next target condition.

4. Iteratively take action to achieve the target condition

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"The hunter who chases two rabbits catches neither." – proverb
What Experiment Should We Try?

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Integral Agile Transformation Framework™ *

Desired Outcome

Leadership & Engagement
- Values
- Motives
- Expert, Achiever, Catalyst?
- Reactive vs. Creative?

Individuals and Interactions
- Tacit Assumptions
- Motives
- Aspirations
- Unconscious goals
- Happiness
- Fears
- Safety / Trust
- Spiral Dynamic level

Organizational Culture & Shared Vision
- Org. Structure
- Dependencies
- Number / types of teams
- Informal Networks
- Physical environment
- Roles
- Espoused Goals
- Incentives
- Capacity / WIP
- Work In Progress (WIP)

Process / Practices
- Governance
- Knowledge / Skills
- Tools
- Metrics
- Communication

Competencies Products & Technologies

*Michael K. Spayd, from ‘Coaching the Agile Enterprise’
IT's Alive!!!!
What do we do when the ‘Agile’ shoe doesn’t quite fit?

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Focus on practices?
Focus on culture?

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Outcome Oriented Agility

Welcome weary traveler!
Blaming culture for failed agile transformations is a lot like blaming the poor travelers who were too tall or too short for Procrustes’ iron bed.
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Focus On Outcomes?

• We have a backlog of outcomes that matter to us (and support our Wildly Important Goals)
• We consider all four quadrants of the system when deciding what to change
• We run experiments
• We learn from our experiments
• We keep doing that
Some Lessons Learned

• No matter what they pick, the second outcome is INVARIBLY ‘We follow-through on our changes’
• DON’T impose outcomes from on high
• Start with team health / happiness outcomes as soon as you can
• Reverse-engineer outcomes
• Chase one rabbit at a time
“Begin with the end in mind!”

Stephen Covey, ‘Seven habits of highly effective people’
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Sabre