Business Agility: Lessons from the Trenches

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Who We Are

Sriram (Sri) Natesan

- Senior Manager within the Enterprise Agile Transformation practice at Deloitte
- Passionate about building scalable and sustainable agile org design, op and interaction models, training and coaching
- Focused over the past 10 years in helping organizations across NA, Europe and ASIA become more agile

Kat Lee

- Senior Manager within Human Capital Transformation practice at Deloitte
- Passionate about designing and sustaining an agile and digital culture, mindsets and new ways of working with large organizations.
- Focused over the past 15 years in leading multiple organizational change engagements across geographies
Before We Start

- **Context** is key
- We are here to **share** our **knowledge** and **experience** in this space
- **Slides** will be made **available online**
- We would **love to hear your stories**, wherever you are on this journey
- If you would like to hear more about this, **let us get connected**
- We believe in continuous improvement, please **provide your feedback** for this session
What We Are Going to Talk About

1. Business Agility
2. A Leader’s Journey
3. Lessons Learned
What do these numbers mean?

13%  82%  1%

1 Gallup Employee Engagement survey, 2017  
2 Deloitte’s 2014 Core Beliefs & Culture survey  
3 Bersin by Deloitte Research
What Business Agility Means to Us

The ability of a Business to identify and organize the value network to align closely with its customers, and enabling flow to deliver value through newer and adaptable ways of working.
Why Does This Matter?

**Past:**
Technology & Operations

**Today:**
Extending to Other Areas

**Future:**
Across the Business

Agile has been pervasive and proven to be successful in **Technology** and **Operations** for more than two decades.

Application of agile principles and practices outside of Technology and Operations to other areas such as Strategy development and BAU activities in **HR**, **Finance**, **Marketing**, **Risk**, **Analytics**, and **Fraud**.

Businesses will align themselves closely with the customers to achieve better business outcomes. It will just be how we work, the language around agile will evolve and **become the norm**.
Business Agility

Businesses will need to consider the following as they look to transform holistically:
Organizational Thinking

Businesses will need to consider the value network, partners and the governance to align closely with customers needs and experience

- Identify and design the organization’s **value network** to **improve customer experience** and stickiness with your business
- Build your **partner ecosystem** that support the newer ways of working
- Build a **governance model** that supports the organizational structure formed through the value network
Flow

Build a customer-centric end-to-end value delivery engine from a process and environment perspective

• Enabling **end-to-end lean flow**, tailored to the value network design and deliver utmost value and experience to customers. This involves adopting newer ways of working across all areas within the business

• Build the **workplace, technology and infrastructure** to enable faster value delivery to customers
Culture

Build a People and culture are the top change being the #1 challenge, is important to build for agile ways of working

• Drive the right norms, values, behaviors and mindsets across the organizational, leadership, team, and individual levels on the newer ways of working

• Building a culture of learning about your customers, market for the business to be adaptable in a VUCA world

• Establish and coach people on the new ways of working
The Hero’s Journey...

DEPARTURE
SUPER NATURAL AID

1

BELLY OF THE WHALE

2

THE RETURN THRESHOLD

3

RETURN
MASTER OF TWO WORLDS

FREEDOM TO LIVE

CALL TO ADVENTURE

START

THRESHOLD

THE BOON
Meet Our Fearless Leader...

Monique Letterio

- Associate Vice President, General Insurance at TD Insurance (Canada), TD Bank
- Passionate about leading Business Transformations; led in 2 of 5 top banks in Canada
- Equally passionate about Women in Leadership
- 20 years experience in the Banking Industry
  - Finance, Strategy, Innovation & Analytics, Business Agility, Process Optimization, Operational Effectiveness
Outcomes
The Big Reveal

Customer-Centric Experiences
Employee Engagement Culture
Operational Excellence
New Business Growth
Adoption of New Working Behaviors
A Leader’s Journey: Selling the Dream

1. How it started
2. Sell the Dream
3. Things Got Real
4. Age of Disruption

Making it Happen

Shaping the Future
A Leader’s Journey: Selling the Dream

1. How it started
2. Sell the Dream
3. Things Got Real
4. Age of Disruption

Commitment
A Leader’s Journey: Making it Happen

- Selling the Dream
- Organizing Ourselves
- Changing the Lens
- Making it Happen
- Shaping the Future
The #1 Challenge for Agile Adoption is Organizational Culture Change*

<table>
<thead>
<tr>
<th>Challenges Experienced Adopting &amp; Scaling Agile</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture at odds with agile values</td>
<td>53%</td>
</tr>
<tr>
<td>General organization resistance to change</td>
<td>46%</td>
</tr>
<tr>
<td>Inadequate management support and sponsorship</td>
<td>42%</td>
</tr>
<tr>
<td>Lack of skills/experience with agile methods</td>
<td>41%</td>
</tr>
<tr>
<td>Insufficient training and education</td>
<td>35%</td>
</tr>
<tr>
<td>Inconsistent processes and practices across teams</td>
<td>34%</td>
</tr>
<tr>
<td>Lack of business/customer/product owner availability</td>
<td>31%</td>
</tr>
<tr>
<td>Pervasiveness of traditional development methods</td>
<td>30%</td>
</tr>
<tr>
<td>Fragmented tooling and project-related data/measurements</td>
<td>24%</td>
</tr>
<tr>
<td>Minimal collaboration and knowledge sharing</td>
<td>21%</td>
</tr>
<tr>
<td>Regulatory compliance or government issue</td>
<td>14%</td>
</tr>
</tbody>
</table>

*Respondents were able to make multiple selections.

* 12th State of Agile Report - COLLAB.NET VERSIONONE.COM, 2018
Can You Actually Measure Culture? Yes, you can.

Agile Cultural Attributes

Purpose-Driven Outcomes
1. High Performance Culture Focused on Motivation
2. Purpose Driven, not Profit Driven
3. Customer is the Beat of our Collective Hearts

Iterative & Empowered Execution
4. Fast Feedback Loops Enabled by Focus & Discipline
5. Experiment Friendly & Ability to Deal with Ambiguity
6. Transparency & Data-Driven Decision Making

Psychological Safety
7. Visible Action for Both Failure and Success
8. Team Rather Than Individual Focused
9. High Degree of Team Ownership & Accountability
10. High Level of Trust & Healthy Challenge
Changes in behaviors can be measured over time: **Low to High**

- **Confidence**: I know I can do it well.
- **Competence**: I am technically proficient

**Psychological Safety**

“I create an environment on my teams and workstreams to safely take risks.”

**Confidence versus Competence**

- **4**: I don’t do it regularly and I am not sure where to start.
- **3**: I’m confident I could do it and I do.
- **2**: I don’t do it regularly.
- **1**: I don’t do it regularly and I am not sure where to start.

**Measuring Confidence and Competence**
A Leader’s Journey: Making it Happen

Challenges

5. Organizing Ourselves
6. Changing the Lens
7. Challenges

Selling the Dream  Making it Happen  Shaping the Future
A Leader’s Journey: Making it Happen

1. Organizing Ourselves
2. Changing the Lens
3. Challenges
4. Making It Happen
5. adopt
Outcomes

Would we do it over again? You bet!

- Customer-Centric Experiences
- Employee Engagement Culture
- Operational Excellence
- New Business Growth
- Adoption of New Working Behaviors
A Leader’s Journey: Shaping the Future
Lessons Learned
Through our experience working with organizations around the world, we want to share some learnings

- **Secret Sauce**: people and culture are the recipe for any successful agile organization
- **Go Bold**: leaders need to have bold vision to truly transform their business
- **Start Small**: Learn and refine as you go
- **Customer First**: in an age of disruption, continuous learning about your customers and the market is critical
- **Don’t Just Copy Spotify**: make intentional and purposeful choices around structuring your business
- **Outside In over Inside Out**: focus on revenue generation through value delivery over cost optimization
- **Build the Right Environment**: the best organizational designs and operating models fail if your environment does not lend well
- **Endless Possibilities**: yes, it is possible for agile ways of working out of Technology & Operations
Call to Action

13% 82% 1%

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Agile is not something you **do**.

It’s something you **become**.
Get in touch!
We would love to hear your stories

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