Going where no-one has gone before

Mirette Kangas & Antti Kirjavainen
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Outline for the next 75 minutes :)
What is Yle?
Yle, the Finnish Broadcasting Company

- Public service broadcasting/media company
- Founded 1926, permanent employees 2800.
- 4 television channels, 6 national radio channels, 3 radio services
- Extensive and varied online services at yle.fi
- The company is state-owned and supervised by an Administrative Council appointed by Finnish Parliament
- Operates under the Act on Yle.
- Yle is public funded, financed by a tax paid by both individuals and companies.
- Pioneer in digital transformation and one of the leading public service media companies in Europe.
- 75% of finns use Yle every day and 93% every week (population of Finlad is 5,5 million).
- Joint venture companies with commercial media.

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Yle Areena is Finland's most used player and most appreciated online media brand.
Agile and Lean Culture in Yle

2009: Yle Areena development team adapted agile way of working.
2012: Lean-vision workshops at Operations.
Benchmarks SAFe and other "frameworks," How to scale agile to different levels of organization.
2014: New development and management model at all company levels: Agile budgeting and agile portfolio-management to all internet areas.
2015: Agile management in several units (executives and c-level): Media, Content Creation, Operations. Spreading to programming and content creation.
Company's key strategic and multiplatform programme projects to new portfolio-management. "The Best Lean Performance of the Year" award in Finland.
2016: Agile management in several units (executives and c-level): Media, Content Creation, Operations. Spreading to programming and content creation.
Company's key strategic and multiplatform programme projects to new portfolio-management. "The Best Lean Performance of the Year" award in Finland.
2017: Networks (int and ext) spreading. Agile way of working in every unit. Spreading to News Desk. Culture Strategy for Operations. Yle Lab (programme innovations), multiplatform planning. New company culture and leadership in focus at Yle. Yle is benchmark in Finland and internationally.
2018: Networks (int and ext) spreading. Agile way of working in every unit. Spreading to News Desk. Culture Strategy for Operations. Yle Lab (programme innovations), multiplatform planning. New company culture and leadership in focus at Yle. Yle is benchmark in Finland and internationally.

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From individual development to cultural change.

- 800/2800 Yle employees actively participating
- Total reach is now 30%
- 70% of Operations Unit
- 5 executives teams, over 60 C-level participants
- Over 50 teams working with Lean/Agile

Even small steps in everyone’s work are important. Now we can talk about cultural change.

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“Developing company culture is practical everyday work for us. It is neither a development programme nor a project.”

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“Change is voluntary – it is the basis for growth and mutual learning.”
CHANGE AGENT

ORGANIZATION

VISION

SETS

SUPPORTS

NETWORKS

VALUE

ENERGY

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Based on Henrik Kniberg, Spotify Engineering Culture

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"We are boldly applying a wide range of agile methods to how we manage and do things and adopting them in the manner that best suits our needs."
“Ask for forgiveness, not for permission.”

Horizon 1: Maintain & defend core business
- TPS
- Daily meetings
- Scaled Agile frameworks
- Lean Six Sigma
- Visual management

Horizon 2: Nurture emerging business
- Lean UX
- Holacracy
- Lean Startup
- Modern Agile

Horizon 3: Create genuinely new business
- Wholeness
- Beyond Budgeting
- Cynefin
- Teal
- Temenos

H3, McKinsey: Three Horizons of Growth

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Evolutionary purpose of the Yle lean-agile culture accelerator is to ensure Yle’s competitive advantage in digitalisation through the lean culture adaptation in creative and knowledge work.
“Where are the benchmarks for an agile way of doing this?”

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“It is us at Yle who have the task to create benchmarks in these areas.”
“New ways of sharing what we have learned from experiments in various parts of the organization.”
“Culture changes through experimentation.”
New blueprint for investment planning

MANAGEMENT GROUP
Defines the strategy and focus areas

INTERNET AND MOBILE ROADMAP
Short – and long term epics for all service areas

WEB AND MOBILE
PORTFOLIO KANBAN

PORTFOLIO BACKLOG 3 m

Portfolio level goals and needs described

3 months
3 months
3 months

HIGH LEVEL GOALS

BUILD
LEARN
MEASURE

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CEO & EXECUTIVE TEAM
Decides vision, strategy, focus areas, funding and resources on annual level. Follow-up and ensure vision implementation. Provided with a company-level real-time updated roadmap to ensure transparency.

Portfolio and allocation proposal 2 x year
WEB AND MOBILE AREA HIGH-LEVEL ROADMAP AT YLE
Implementation of strategy, focus and roadmap

WEB AND MOBILE AREA DEVELOPMENT:
UPDATE EVERY WEEK

IDEAS
• Focus area Epics inc. Customer Analysis
• Architecture and technical platform
• Budget allocations and actuals

MAIN SERVICES AND TEAMS
DEVELOPMENT TEAMS
CREATIVE CONTENT
NEWS & CURRENT AFFAIRS
SWEDISH YLE
MEDIA (TV/RADIO PLAYER)
API
TECHNOLOGY PLATFORMS
Agile budgeting at internet portfolio

**Planned and decided allocations per main services**

Un-allocated funds are allocated in next (quarter ->) half year based on customer value.

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It´s not only kanban, it´s also

- visual management
- new “agile” key roles
- new way of working, principles and model
- epics: customer analysis and technical analysis
- feedback-loops, learning together and PDCA
- weekly, retro etc.
- agile budget allocation
- development of digital dashboards
- follow-up model of funding for technology area across organizations
- Lean-Agile coaching

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The Best Lean Performance of the Year 2016 by Lean Association of Finland

New lean-agile model and company culture transformation of internet management.

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Datadriven agile culture: More feedback-loops and learning, less analysis

Data & Analytics in Lean development

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“Focus to the customer value, ability to deliver and learning together.”

Company Key Product
Strategy in action: Directors of Media and Creative Content

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“Coaching teams and business units in a way that fosters their own agency, proactiveness and entrepreneurial mindset”.

Culture of Experimentation in action: @kolarvi Executive Producer of News and Current Affairs
“Pioneer companies also create benchmarks themselves through the renewal of their company culture.”
“Culture is a new strategy at Yle Production Unit.”

@Janne_YA COO and @PihlaAl Chief Strategy Officer, Operations
Click here to watch the video
“Hands-on and on a daily basis.”

Learning through feedback

Transparency
Training
“Designing trainings: focus on people and impact.”
“We create commitment to trainings with opt-in model and application process.”
Product Owner Training

Introductory agile course.  
10 two-hour sessions over 4-5 weeks.  
At least 3 visits to teams at Yle.

- **Week 1**: Agile in Practice: Examples from teams.
- **Week 2**: Agile in Practice: Values, principles, history.
- **Week 3**: Shared vision, visit to an Yle team.
- **Week 4**: Feedback loops in practice. Visit to an Yle team.
- **Week 5**: Culture of experimentation. Responsive organization.

- **Recurring routines for PO and team.**
- **Value, goals, prioritization.**
- **Safety and trust. Coaching approach to working with teams.**
- **Leadership and culture. Applying all this in practice.**
- **Retrospectives and continuous improvement.**

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“Walk the talk: trainers retrospective”

@mirettekangas @anttiki @SamiHonkonen @AMiekka
“Visits to Yle’s teams strengthens our network and supports learning.”
Culture of New Work

Coaching curriculum for managers, team leaders and informal opinion leaders. Half-day sessions over 3 months. Based on Management 3.0 training. Curriculum involves experimentation in daily work between workshops and reflecting on results of the experiments together.

Month 1
Introduction, Future of work, future of leadership.
Motivation.

Month 2
Safety and trust.
Complexity thinking.
Autonomy, freedom and responsibility.
Team Culture. Shared purpose.

Month 3
Goals, alignment and monitoring progress and impact.
Team learning.
Collaboration between teams.
Change on individual, team and org level.

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“Forming a community where everyone boosts each others’ learning.”
“Training from developers to executives. Culture at knowledge and creative work.”

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“Changing the portfolio-management model or investment model or budgeting model to agile does not make you agile. Changing the company culture and how people behave - that’s a good start.”
Problem: Culture is an abstract concept - definition and description is often challenging.

Solution: Culture is described through outcomes, behaviors, and structures and thinking. Work can be described in the current state and in the bright vision of the future. "Think of the situation at 3 years after all the positive has happened."

Instructions for the workshop

➔ Start with outcomes - what is the situation when all the positive has happened (current or desired)?
➔ Which behaviors the described outcomes?
➔ Which structures allow behavior?
➔ What kind of thinking makes the structures possible?

Sources: Dave Gray - Cultural Map [www.xplaner.com/culturemap](http://www.xplaner.com/culturemap)
Thinking by Sami Honkonen [bosslevelpodcast.com](http://bosslevelpodcast.com)
“There are no best practices.”

By experiments we will try to learn and find most suitable practices in every context.
Click here to watch the video
“Yle Hubs: Holding a space in the company for learning together.”

Hub as a service: When teams need to learn, where they need to learn.

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"The change becomes part of the structures and the structures change."
Lot of interactions and networking with different industries
“Continuous dialogue on the change journey - joint development will diversify thinking, activities and tools.”
Miten kankeasta Yle News Labista tuli ketterä? Mukana myös: Yle ICT ja Tuotantotekniikka goes palvelumuotoilu!

Anssi Komulainen: Yle Beta ja tulevaisuuden mediakokemukset
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Tekoäly - matkaopas johtajalle -kirjan kirjoittaja Antti Merilehto
“Perspectives from different industries diversify thinking.”

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“The real organization is a network.”

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“Our value as leaders is measured by the value we co-create in networks”.

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“The leader must reflect every day whether s/he is a preventer or a promoter.”

@JariLah Chief Strategy & Development Officer, Yle Media

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“Lean Culture in Business and Creative Work - Forum for the Future Leadership and Company Culture”. Watch on Yle Areena

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Click here to watch the video
Through experiments, culture is also transforming leadership.

- Total transparency
- Customer value first
- Short lead times
- Learning together
- Working in networks
- Small experiments
- Working together
- Self-organisation and responsibility
- Nothing is constant except change
- Shared vision
- Leadership belongs to everyone

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“We will develop by disruption of our own models.”

Horizon 1:
Maintain & defend core business

Horizon 2:
Nurture emerging business

Horizon 3:
Create genuinely new business
“Going where no-one has gone before.”

- Develop with those who want to develop
- No big projects but organic growth
- Apply and adapt all kinds models and methods
- Design coaching, trainings and events with focus on people and impact
- Develop by disruption of your own models
- Work in networks, both internal and external
- Value of leader is measured by value s/he co-creates in networks
- Pioneer companies create benchmarks themselves
- Entrepreneurial mindset for change agents
- Take care of yourself, this is ultramarathon!

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**Feedback loop**

**Problem:** Working is considered to be more valuable than learning from work, and not enough time is allocated to learning. There is no development and the same problems are repeated.

**Solution:** It is agreed where feedback loops are located. Criteria for success are agreed upon beforehand, and they are measured. It is reviewed how the process went (indicators and findings), what we learned and what we will do differently.

**Goal:** A systematic way to improve. Faster learning and faster operational development on the basis of feedback.

**CUSTOMER FEEDBACK LOOP:**

1. What was done?
2. Is it what we wanted?
3. How did we do it?
4. What do we learn?
5. How can we improve?

**Customer feedback:**

- How do we monitor the success of activities?
- What measurable success criteria can be defined beforehand?
- What do we do next on the basis of feedback obtained/measured?
- How can we obtain feedback as quickly as possible?

**Continuous shared learning requires data and its interpretation.**

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**Culture of experimentation**

**Problem:** The future cannot be predicted, no matter how hard we try. Especially in this environment with many variables.

**Solution:** We identify the target state/mission → We understand the current state → We conduct a little experiment to lead us towards the target stage → We examine the new current state → We conduct a new experiment

**Goal:** By experimenting, we can move toward our new target state, step by step. We only plan what we need to take the next step. We do not spend any time on guessing how we can travel the entire journey in theory.

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**Yle Lean Culture Toolkit**

August 7th 2018

Get the English version: [https://tiny.cc/yle-toolkit](https://tiny.cc/yle-toolkit)

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