Aruna Chandrasekharan

The inevitability of enterprise agile transformation fatigue & how you pivot from here
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td>Started First Job in Miami</td>
</tr>
<tr>
<td>2003</td>
<td>Did Scrum without Knowing What Scrum is</td>
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<tr>
<td>2007</td>
<td>Invited Agile into Workspace</td>
</tr>
<tr>
<td>2011</td>
<td>First Small transformation</td>
</tr>
<tr>
<td>2012</td>
<td>First Large Transformation</td>
</tr>
<tr>
<td>2019</td>
<td>5th Large Transformation</td>
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</tbody>
</table>
The distance between expectations and reality
Transformation Disappointment

It’s the state of mind evidenced and behavior exhibited when a person, team, leader or organization does not see the fulfilment of transformation promises made, in their current reality.
How Did You Get Here?
You did what everyone else did and continue to do so even now
Change is Hard

Real Change is Slow

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The Circle of Blame

IT Leadership \(\rightarrow\) Business Leadership

Status Quo \(\rightarrow\) Transformation

Team \(\uparrow\downarrow\) Fatigue

Disappointment \(\rightarrow\) Team Member

Team \(\rightarrow\) Team

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Transformation Fatigue

It’s the state of mind evidenced and behavior exhibited when a person, team, leader or organization does not see the fulfillment of transformation promises made, in their current reality, **on a consistent and persistent basis**
The Fatigue Onion

Transformation Agent

Organization

Leadership

Team

Team Member

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Team Member Fatigue

Symptoms to Recognize

- Non Committtal Expression
- Negative Physical Reaction
- Inertia
- Stock Phrases
Team Fatigue

Symptoms to Recognize

Agile Events Apathy
Engagement Apathy
Accountability Apathy
Stock Phrases
Leadership Fatigue

Symptoms to Recognize

- Disrupt Coaching Cadence
- Engagement Apathy
- Facilitate Not Lead
- Blame It On The...
- Just Fix Teams
- I am Busy
Organization Fatigue

Symptoms to Recognize

Minimal Participation in Enterprise Coaching
“What should not go Agile”
What is the ROI on Transformation
Avoid the Change Agent
Window for Real Change

Context Switch

FLOW

FLOW

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Team Member Fatigue

Considerations

- Life Events
- Time of Year
- Why Change – WIIIFM
- Sphere of Control
- CW or FTE
Team Member Fatigue

Options

- Defer
- Build Relationship
- Lost In Vision Translation?
- Art of the Possible – Vision Impact
- Show Appreciation
- Wait for Flow
Team Fatigue

Considerations

- Hard Deadlines?
- Leadership Inertia
- PO& Team Power Dynamics
- Budget Cuts?
Team Fatigue

Options

• Support Deadline
• Breakfast Bribe
• Off Site Team Building
• Coach on Scope Trimming
• Get Out of Their Way
• Wait For Flow
Leadership Fatigue

Considerations

Respect for you? Your role?
Relationship Confidence?
Understanding of Coaching?
Budget Cuts?
Disillusionment Or Insecurity?
Leadership Fatigue

Options

Show Empathy
Shift Focus
Get Specific
Shadow Program
Back of the Room Coaching
Wait For Flow
Organization Fatigue

Considerations

Annual Budget Time?
Communities of Practice Forums
Overburdened Teams?
Whose Agile Vision Is it?
High Change WIP?
Organization Fatigue

Get Real

Leverage Framework To Tell A Story

The Company of Champions

Wait For Flow

Options
Transformation Agent Fatigue

Symptoms to Recognize

Pla@#nning P#$ker
Estimates, Pineapples, Whatever
No Patience
Once Bitten, Twice Shy Syndrome
“Agilist” “Coach”
Deadly Sins of a Transformation Agent

Lack of Empathy
Impatience
Judgmental
Lack of Trust
Thin Skin
No Sense of Humor
Eighty-five percent of the reasons for failure are deficiencies in the systems and process rather than the employee. The role of management is to change the process rather than badgering individuals to do better.

— W. Edwards Deming —
Stop the Insanity!

Fix Everything Else

Don’t fix something that isn’t broken
Stop Fake Agile!
A Visual is Worth a Thousand Words!
The Marriage between Business and IT
Breathing Room
Talk Less, Do More
Build Strength and Resiliency
Great Teams
Imagine the possibilities!

Down time to consider new approaches, options. Ideate, Ideate, Ideate

FLOW

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The Shift

LOCAL, UNSUSTAINED CHANGE

WIDESPREAD, SUSTAINED CHANGE

Old Culture

New Culture

Year 4

Year 3

Year 2

Year 1

Tear Focus

Eco-System Focus

Multi-Year Transformation=Mediocre Results

Quit

Restart

Old Culture

New Culture

Year 4

Year 3

Year 2

Year 1

Team Focus

Eco-System Focus

Multi-Year Transformation=Exceptional Results

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Daily Reminders For a Transformation Agent

Unique Journey
Relentless Hope
Continuous Learning
Transformation DoD Reset
Quit
Change
You succeed only when you fly with ease
You must first learn new ways to succeed
You must remove noise, to learn
You must have patience, to remove noise
You must go slow, to build patience
You must accept that you must go slow
Break the mold

Build the Right Environment
Agility Will Come

THANK YOU

“I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I—
I took the one less traveled by,
And that has made all the difference.”

Robert Frost, The Road Not Taken