May I Help You Find Something?
A Journey Thru Enterprise Business Agility @ Target
How We Did It

A Journey of Enterprise Business Agility

@Target
On This Journey...

1. Setup and Knowledge
2. Skills Needed
3. The Agile Spectrum: 3 Approaches to Agile
4. Favorite Tools
Chapter 1
Setup and Knowledge
Chapter 1

The Target Dojo: Immersive Learning Center

HQ, 2 Bangalore, 1

dojo.target.com

BETTER OUTCOMES THRU EXPERIENTIAL LEARNING

CO-LOCATION SPACE  COACHING  TOOLS & ENGINEERING  CONNECTORS
Chapter 1
What is Agile?

Agile is the **bet we make that**
Abiding in the **Agile Values and Principles**
We can **deliver products**
Better, faster, higher quality
Than through **prior means**

Not Rocket Science, but
requires continuous alignment on a shared understanding,
and that’s hard
<table>
<thead>
<tr>
<th><strong>agile values &amp; principles</strong></th>
</tr>
</thead>
</table>

### Chapter 1

**Apply AV&P Differently For Biz Teams**

#### Mnemonic | Picture | Meaning |
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Done</td>
<td>satisfy customer deliver valuable features</td>
</tr>
<tr>
<td>2</td>
<td>New</td>
<td>welcome changing requirements</td>
</tr>
<tr>
<td>3</td>
<td>Frequently</td>
<td>deliver working features frequently</td>
</tr>
<tr>
<td>4</td>
<td>Door</td>
<td>work together daily</td>
</tr>
<tr>
<td>5</td>
<td>Alive</td>
<td>motivated individuals, trusted &amp; supported</td>
</tr>
<tr>
<td>6</td>
<td>PICS</td>
<td>face 2 face</td>
</tr>
<tr>
<td>7</td>
<td>Measurement</td>
<td>working features are the primary measure</td>
</tr>
<tr>
<td>8</td>
<td>Rate</td>
<td>sustainable development pace</td>
</tr>
<tr>
<td>9</td>
<td>Design</td>
<td>technical excellence, good design</td>
</tr>
<tr>
<td>10</td>
<td>Zen</td>
<td>simplicity: maximize the work not done</td>
</tr>
<tr>
<td>11</td>
<td>Eleven</td>
<td>self-organize</td>
</tr>
<tr>
<td>12</td>
<td>Delve</td>
<td>inspect &amp; adapt</td>
</tr>
</tbody>
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Based on the Agile Manifesto: agilemanifesto.org
Enterprise Business Agility

• Engages the **Agile Mindset**
• Embraces **uncertainty** and responds to **change**
• Fosters a **learning culture**
• Accelerates the **value delivery** process

... Across the Enterprise

“Where we once managed software in the same way we ran our businesses, now we need to manage our business in the same way we manage our software.”

-Sense and Respond, Jeff Gothelf and Josh Seiden
The enemy of embracing the status quo is missed opportunity.

- Embrace Uncertainty
- And Respond to Change

Your Customers
We do this because Enterprise Business Agility enables organizations to pivot quickly on tactics while maintaining their strategies.
Chapter 2
Skills Needed
Chapter 2
Where to Start?
Start With Empathy
Chapter 2
How We Started, How We Progressed

Bottom Up
Grassroots Driven

- Leverage Product Owners
- Deliver --> Earn Access
- Strategize

Top Down
Leadership Driven

- Communicate successes
- Strategize
- Leverage Leaders
How do you talk with upward leadership? What words do you use?

- It’s more about the method
- Less about key words
- Earn their time
- Gain support of their DR
- Listen to what they value
- Speak in terms of their interests
- Consider a Big What-If
- Resist becoming an order taker
- Prepare to be surprised!
Chapter 2
Relationship Skills

- Be humble
- Admit you don’t know everything
- Be vulnerable
- Invite insights
- Get outside!
# Chapter 2

**Appraising Risk**

<table>
<thead>
<tr>
<th>Moderate Risk</th>
<th>Low Risk</th>
<th>High Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing Customer</strong></td>
<td><strong>New Product</strong></td>
<td><strong>New Customer</strong></td>
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*Lowest Risk*
### Chapter 2: New Prospects

<table>
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<tr>
<th>Risk Level</th>
<th>Existing Customer</th>
<th>New Customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moderate Risk</td>
<td>Existing Product</td>
<td>New Product</td>
</tr>
<tr>
<td>Lowest Risk</td>
<td>Existing Product</td>
<td>New Product</td>
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- **High Risk**
- **Low Risk**
Chapter 3
The Agile Spectrum:
3 Approaches to Agile
Introducing A New View of Agile:

The Agile Spectrum

Traditional Agile
- Scrum
- Kanban
- Lean

Stepping Into Agile
- Workshops
- Facilitation
- Education
- Coach/Mentor

Conceptual Agile
- Experimental
Chapter 3
Conceptual Agile

Traditional Agile   Stepping Into Agile

Conceptual Agile: Intrinsic

Project X
Chapter 3

Conceptual Agile

Goal:
Work Differently and Break Down Silos

Approach:
• Sought coaching and guidance
• ~20 people from 10 silos
• Teams owned: Definition, Discovery, Delivery, Assessment
Chapter 3
Conceptual Agile

Actions & Outcomes

Co-location
- Expedited learning & delivery
- Eliminate silos and handoffs
- Form full-stack teams
- Short delivery increments
- Resolve uncertainties
- Sought feedback regularly
- Iterative improvements
Gains

- Behavior in Agile Mindset
- Made learning a priority
- Embraced uncertainty
- Expedient delivery
Chapter 3

Biz: Enter the Dojo

Team Set 1:
- 4 teams
- 4 Dojo engagements

Team Set 2:
- 31 teams
- 6 Dojo engagements

Approach
- Consultation(s)
- Intro to Agile
- Is the Dojo right for you?
- Schedule Dojo
- Chartering
- Hyper-sprints
- Exit strategy
- Coach in Training
Chapter 3

Aha Moments

Take-aways

• Make learning a priority
• The business is not IT
• Multiple backlogs = OK
• Biz has full-stack, too
• Post-Dojo persistence

Beyond the Dojo

• Story Mapping
• Scrumban
• Chartering
• Scrum Ceremonies
Chapter 3
Outcomes
Chapter 3

Conclusion

Tangible Gains

- Transformation >> Optimization
- Predictability from 50% to 90%
- +300% in on-time delivery
- Integration with Agile teams
- Brought Agile offshore
- New role: Team Coach
Chapter 3

The Agile Spectrum

Traditional Agile:

Stepping Into Agile:
- Services

Conceptual Agile

Keep Lights On Services
- Back Office, Experimental

- Workshops
- Facilitations
- Leadership Education
- Chartering
- Planning
- Retrospectives
- Product Coaching
- Coach in Training
Chapter 4
Favorite Tools
Trust and Influence Infinity Loop (Modified)
- Mike Cottmeyer, Leading Agile
Tuckman Group Development Model
- Bruce Tuckman
How Valuable is This Work?
-Sarah Singer,
Pyramid of Perspective
What Else Can I Try?

Eisenhower Matrix,
aka Stephen Covey Matrix
Winning Investments We Made

- Learning Culture
- Learn the business you’re coaching
- Earn Executive Sponsorship
- Continuous grass roots activation
- Continuous coaching
- Internal / external relationships
- Co-location of teams
Final Thoughts

• It’s not rocket science – You can do this!

• It is a journey of People with a Purpose forming Partnerships to deliver Products

• Consider Agile as a Spectrum: One size does not fit all
Great art is never finished, only abandoned

- Leonardo DaVinci

The End
- So Far
Your story goes here

Ask yourself:
Where does it start?
Who will be in it?
How will I engage others?
What else do I need?
What if I get stuck?
What if we don’t do this?
Thank you!!

dojo.target.com

Tom Diedrich