Why Your Agile Transformation Could Fail without OCM!

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Agile Transformation is hard

• Who here has experienced an Agile transformation initiative that went south?
• What were the top reasons? (From your retrospectives and personal observations)
What Can Impede Agile Transformation Success?

- Misdiagnosing the scope and impact of the changes
- Ignoring the importance of and impact on Culture
- Middle Management resistance to change due to a perceived loss of power or responsibility
- Viewing change as an event rather than a process
- Failing to recognize the small wins throughout the transformation effort
- Leaders failing to understand their role in leading change
- Failing to address a lack of methodology acceptance by management or teams
- Too much focus on just tools & processes
- Inadequate attention to culture and people
Does Culture Really Matter?
Understanding the Drivers...

**Behaviors**
Evident in the behaviors of individuals and groups in the organization. Amplified by the behavior of Leaders.

**Work Culture**
Visible in the ‘way the work gets done on a day to day basis.

**Paradigms**
The values, assumptions and beliefs held by the people of an organization.

**Execution Patterns**
Execution patterns and behaviors embedded throughout the organization through the network of practices.
3 typical transformation challenges

Understanding OCM’s place in Agile Implementation

- **Organizational Change management is siloed and undervalued**
  - Integration from the Start
  - Leadership Buy-in

- **Stakeholders don’t understand and are not prepared for the changes associated with a new development model**
  - Empowering Decision-Making
  - Stakeholder Focus

- **The teams lose sight of the customer, their needs, and their value to the process**
  - Targeted User Resources
  - Voice of the Customer

An effective Agile implementation requires Change Management capabilities to address the cultural paradigm shift around the way work is designed, developed, and delivered.
Effectively executing OCM in an Agile environment is dependent on taking a multi-pronged approach. It is important to focus on engagement in the following areas:

**Agile Team:**
- Embed OCM representatives with Delivery Teams
- Ensure coordination of the people and technical elements

**Senior Leadership:**
- Early and continuous engagement of Senior Leaders
- Support the holistic transformation through championship, direction setting, and organizational alignment

**End Users:**
- Engaging employees and users throughout the transformation process
- Consistent communication and celebrations of successes
Q&A

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Appendix
Culture Directly Affects Organizational Performance