

# Secret ingredients of sustainable Agile transformations

## Lightning talk for transformation leaders

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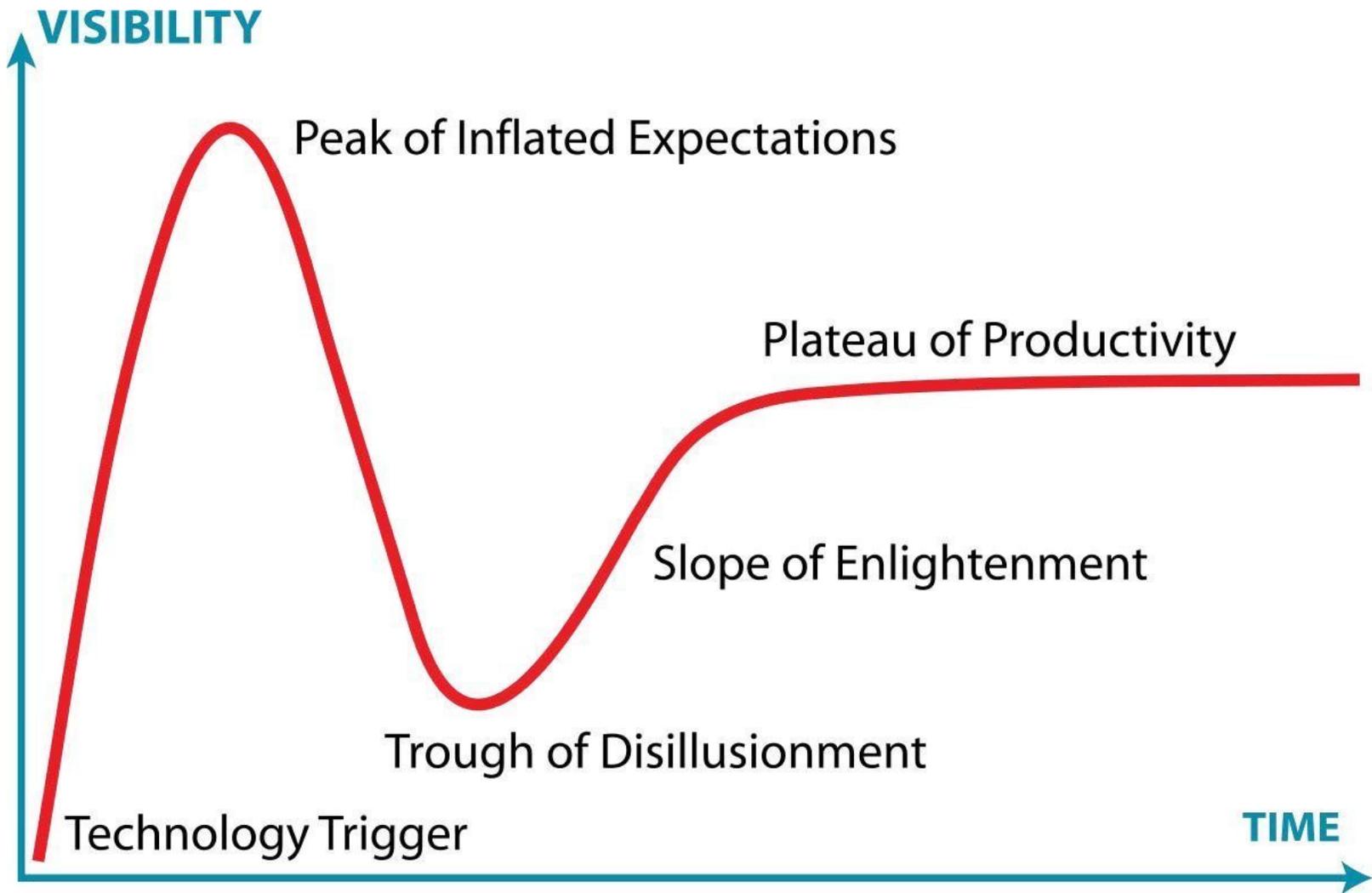
Enterprise Agile Coach

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### DISCLAIMER

The content of this lightning talk represents in its entirety my personal views based on what I experienced and observed during my whole professional career as well as is rooted in broad legacy knowledge of global Agile community.

# We understand of strengths & weaknesses of Agile while adoption encounters significant obstacles



# Systemic residual constraints of Orange organizations that Agile Transformation cannot remove

## Evolutionary level of Orange

- Your company is a machine
- It needs management as its central brain
- Performance is key
- We are here to provide highest ROI to investors

## Evolutionary level of Teal

- Your company is a living organism
- It can self-manage
- Wholeness is key
- Evolutionary purpose is a reason for investment

# Operational obstacles can be removed by switching focus of Agile Transformations to Being Agile

## Follow the herd – **Doing Agile**

Following the herd is tempting!

→ given where Agile is in terms of its maturity and market adoption

→ while creates a risk of introducing Cargo Cult based on generic solutions that do not fit your specific case

## Courage to explore alternatives – **Being Agile**

Courage to explore alternatives contributes to switching to Agile intrapreneurial mindset as it:

→ challenges blueprints

→ invites employees to co-author

→ establishes a Design Thinking like process for discussing the WHAT & HOW questions.

# Operational obstacles can be removed by focusing on being Agile

## **Follow the herd**

**Start with a negative motivation**

**Surprise your employees**

**Install Agile top-down as a gift to your employees.**

**Mixing goals with tasks**

**Talk, sell, try to change others**

**Hide in your room**

**Send employees to training programs**

**Short iterations of cross-functional teams with end-2-end responsibility**

## **Courage to explore alternatives**

**Start with defining aspiration**

**Invite employees from day 1**

**Collaborate on the ways of achieving the desired future**

**Focus on delighters while keeping hygiene under control**

**Define direction**

**Role model**

**Learning comes from doing**

**Design flow to work based on Value Chain**

# Operational obstacles can be removed by focusing on being Agile

## Follow the herd

### Start with a negative motivation

- **“Escape from...”** mental framework
- Current problems, e.g.
  - EBIDTA
  - Legacy IT systems
  - Work efficiency
  - ...

## Courage to explore alternatives

### Start with defining aspiration

- **“Aspiration for...”** mental framework
  - Frame of desired future state
  - Answer the WHY and WHAT questions with clarity
  - What will be possible in my desired future state?

# Operational obstacles can be removed by focusing on being Agile

## Follow the herd

### Surprise your employees

- By surprising employees you:
  - lose creditability & trust
  - introduce trauma, fear and chaos
  - lose time
    - for upfront planning
    - for employees to go through the change
- Imagine your employees would surprise you with an unexpected change!

## Courage to explore alternatives

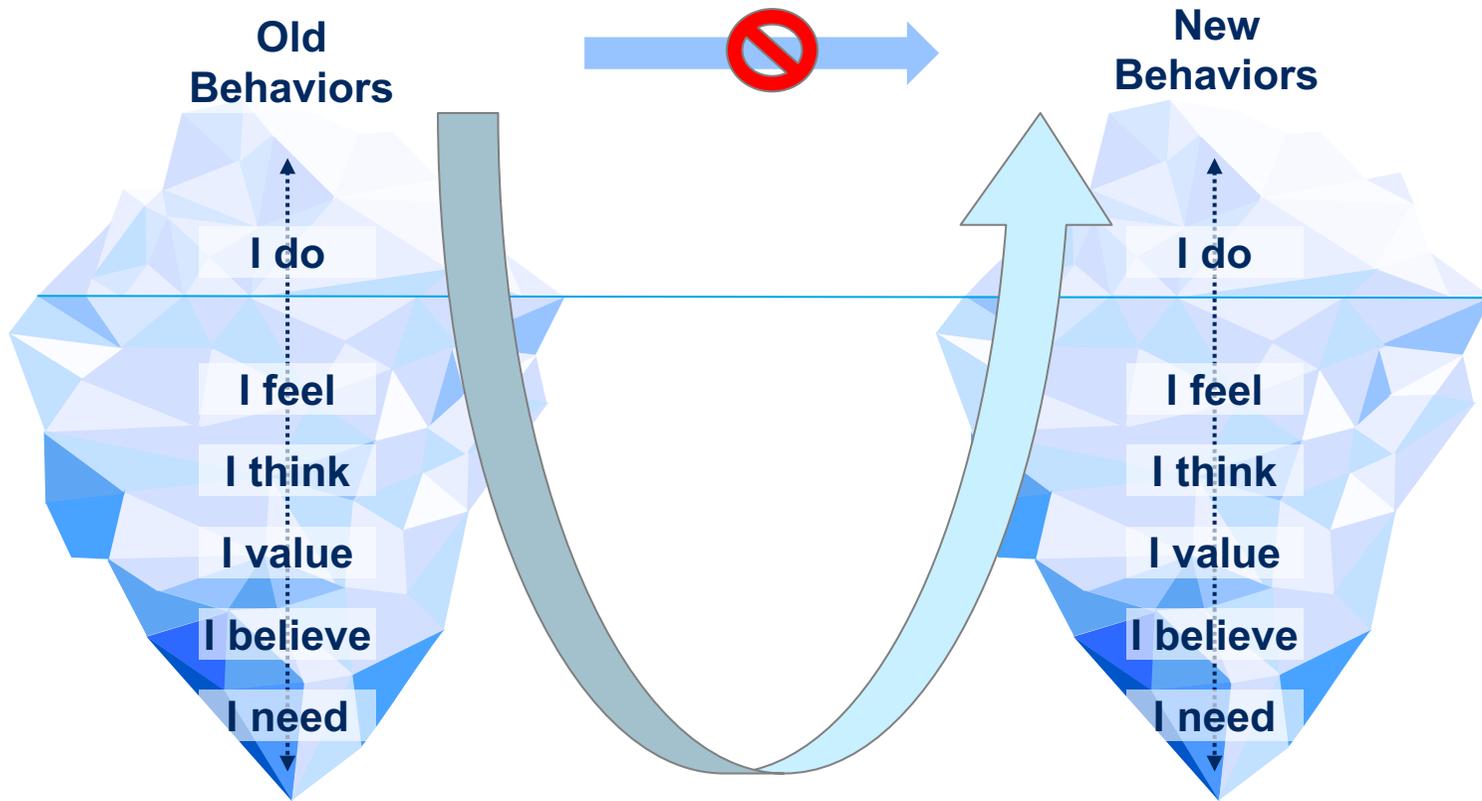
### Invite employees from day 1

- Introduce dialogue
- Build trust
- Invite to co-author
- Avoid disruptions
- Protect what works well
- Apologize for poor management practices in past

## Rule of Thumb:

***Agile Transformation needs to be your first Agile endeavor!***

Agile transformations achieve sustainable change in visible behaviours by rebuilding invisible principles, values and mindsets.



The Leader's dilemma:

*If you want to go fast – go by yourself, if you want to get far – go together*

**Total Enrolment Time = Decision Time + Alignment Time**



vs



Legend:

Decision making time

Aligning time

# Operational obstacles can be removed by focusing on being Agile

## Follow the herd

**Install Agile top-down** as a gift to employees

- You answered the wrong question! HOW.
- You ask to implement your solution
- Agile transformation is not a project

## Courage to explore alternatives

**Collaborate on how to achieve desired future state**

- Define clear WHAT and delegate the HOW question
- Build environment with more degrees of freedom and
- Empower intrapreneurship

## Rule of Thumb:

***Agile Transformation needs to be your first Agile endeavor!***

# Operational obstacles can be removed by focusing on being Agile

## Follow the herd

### Mixing goals with tasks

#### Typical Agile maturity dimensions:

- Process
- Structure
- Technology
- People
- Customers
- Products

#### Challenges:

- Dimensions treated as a flat list
- Focused on what we are able to measure
- Focused what can be modelled
- Focused on what is logical

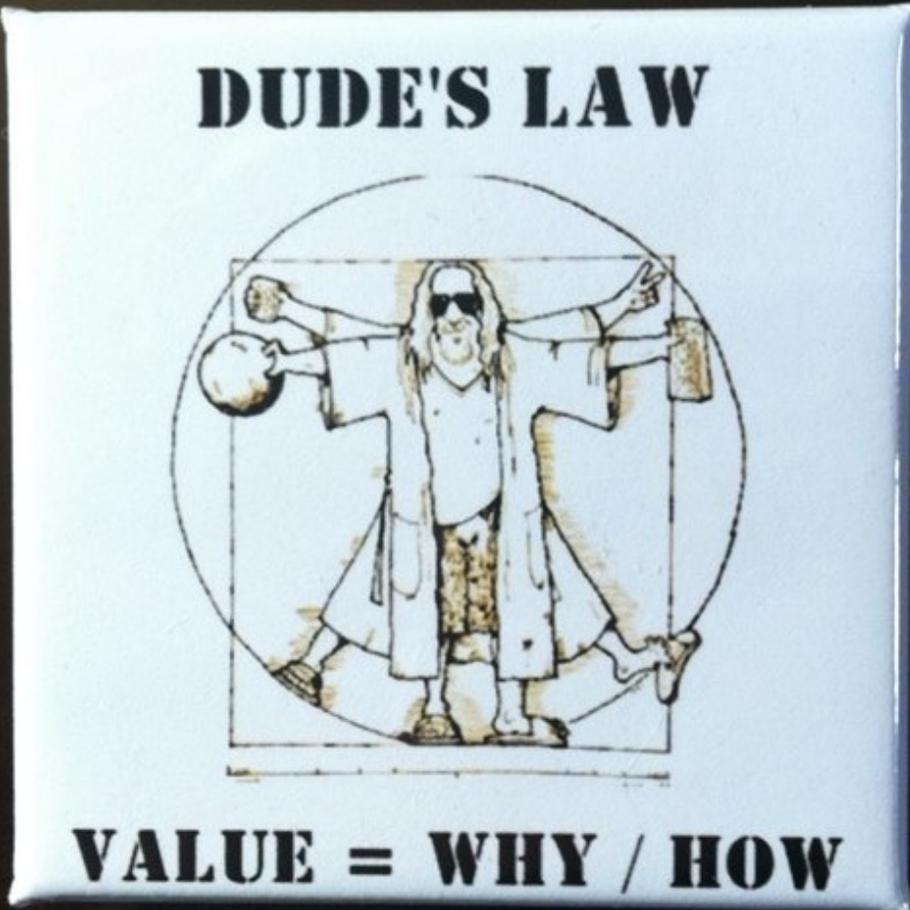
## Courage to explore alternatives

### Focus on delighters while keeping hygiene under control

- Prioritize actions by distinguishing apples from oranges – Kano model
- Start iterating towards desired future state from Day 1
- Implement just-enough Hygiene factors to keep hygiene under control
- Limit efforts on hygiene factors by implementing mocks

David Hussman showed how thinking evolved

from **PROJECT** (90's) → **PROCESS** (2000's) → **PRODUCT** (2010's)



Agile Manifesto's claim to value People and Interactions over Processes and Tools has been proven in action for decades

*“Talent density trumps process density - a great person will fix a bad process, a weak person will screw up a good one”*

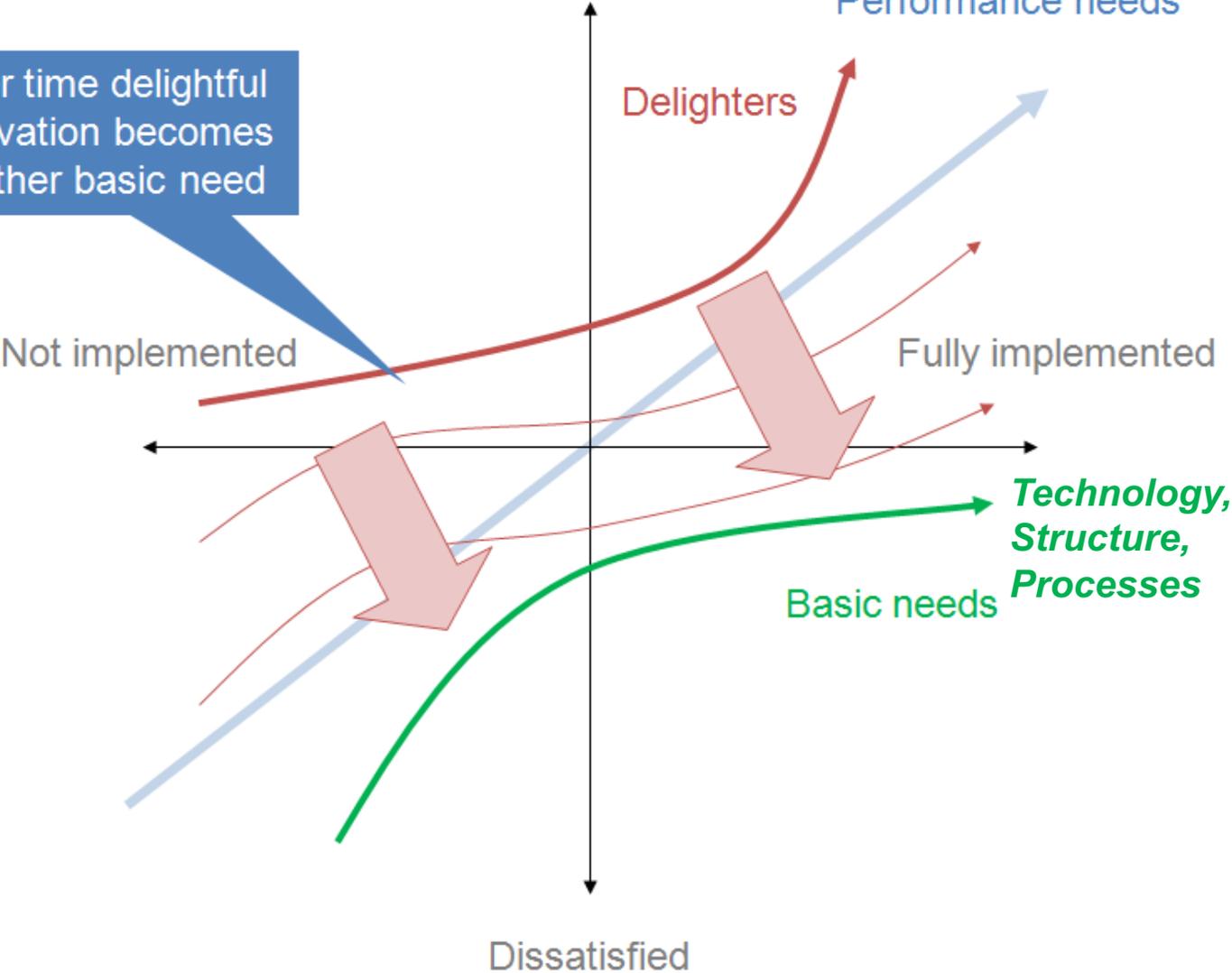
*Jeff Smith, Chief Information Officer, IBM*

# Focus on delighters while keeping hygiene under control

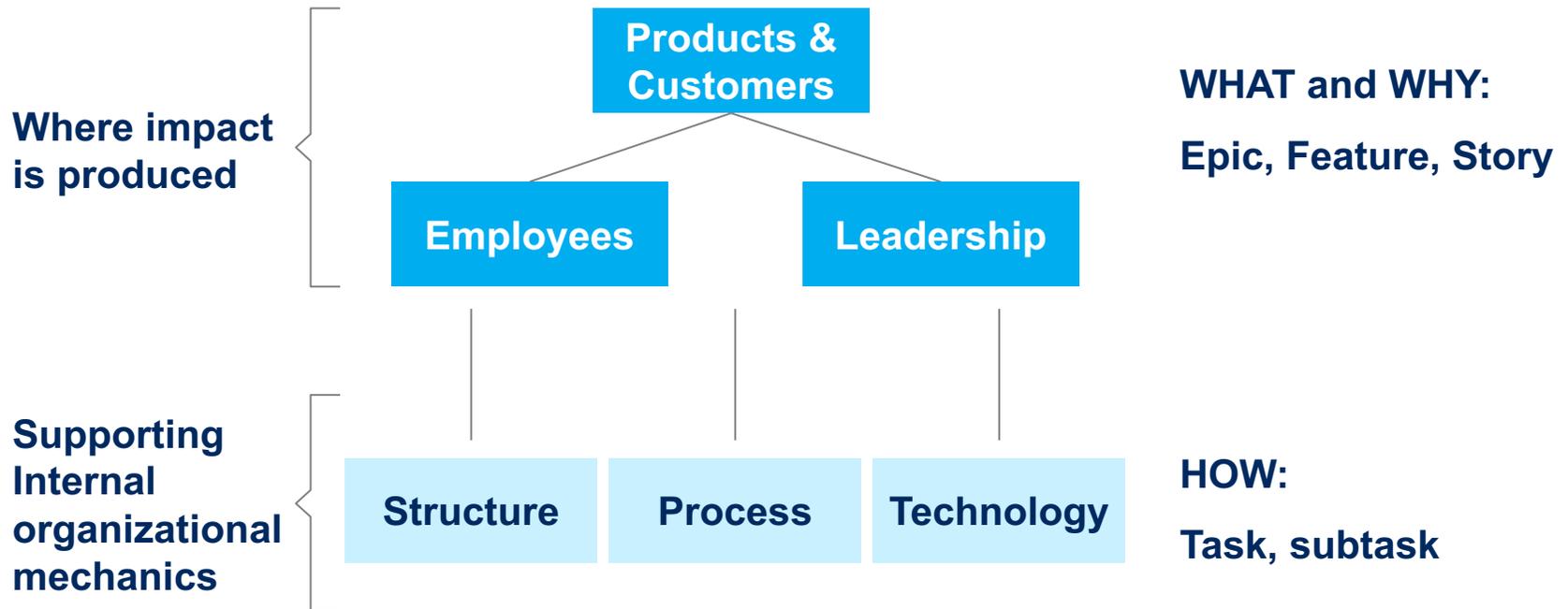
*Products & Customers,*  
Satisfied *Employees, Leadership*

Performance needs

Over time delightful innovation becomes another basic need



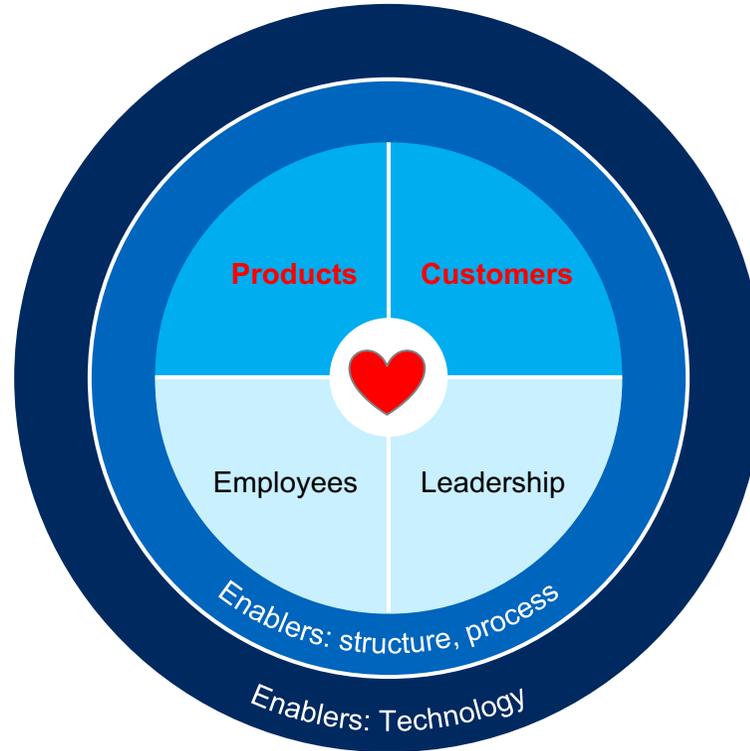
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# Focus on delighters while keeping hygiene under control

Implement just-enough Hygiene factors to keep hygiene under control

Limit efforts on hygiene factors by implementing mocks



# Operational obstacles can be removed by focusing on being Agile

## Follow the herd

### Leadership 1: Talk, sell, change others

- When you talk, you lose opportunity to listen
- You must not sell – selling does not stick
- You cannot change others

## Courage to explore alternatives

### Leadership 1: Define direction

- Answer the WHY question clearly
- Let people internalize the challenge
- Change yourself
- Listen, observe, sense

# Operational obstacles can be removed by focusing on being Agile

## Follow the herd

### Leadership 2: Hide in your room

- One of survival strategies
- Demonstrates your traumatic past
- You are still visible to and observed by colleagues looking for someone to show them direction

## Courage to explore alternatives

### Leadership 2: Role model

- Enable
- Listen, observe, sense, respond
- Support teams hands on in the trenches
- Help resolving obstacles

# Operational obstacles can be removed by focusing on being Agile

## Follow the herd

**Everything needs to be done in short iterations by cross-functional teams with end-to-end responsibility**

- This is suitable approach in IT due to the nature of value stream
- Nature of work may not be the same in other areas

## Courage to explore alternatives

**Design flow to work based on Value Chain**

- Understand the nature of work
- Choose best fitting team setup
- Choose best fitting process

# Operational obstacles can be removed by focusing on being Agile

## Follow the herd

### Sponsor big training programs

- Learning is limited based on generic examples and unrelated content
- Learning is limited in unknown external environment
- Significant percentage of training content is forgotten in weeks
- Employees do not have a chance to apply new knowledge

## Courage to explore alternatives

### Learning is doing

- Value contextual and tailored hands-on learning
- Embed learning in daily work
- Help learning meet employees in their natural environment