How to Avoid "Reactive" Agile to Build a Sustainable Agile Culture

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We Live in Changing Times…
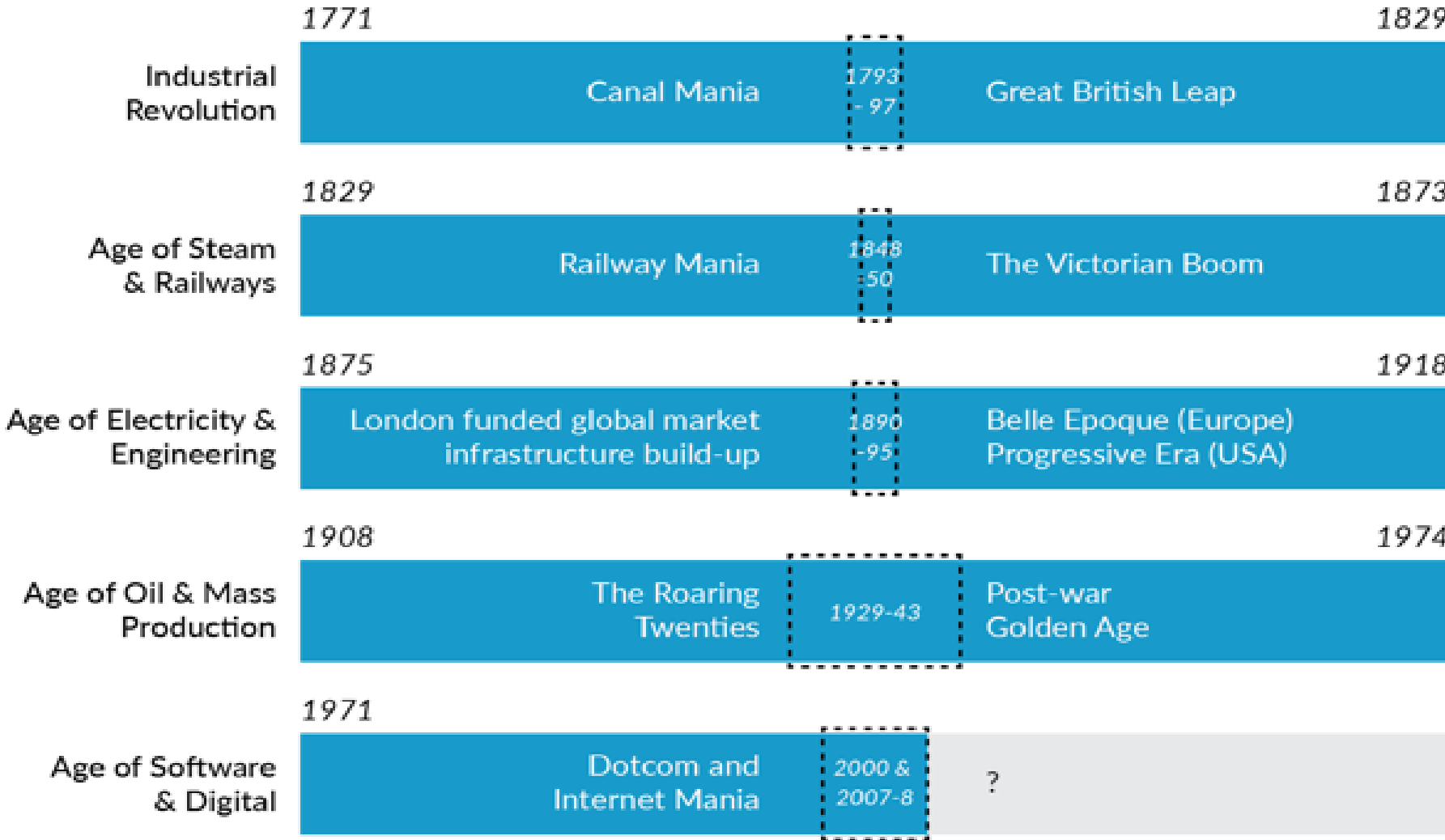
The Agile of Accelerations
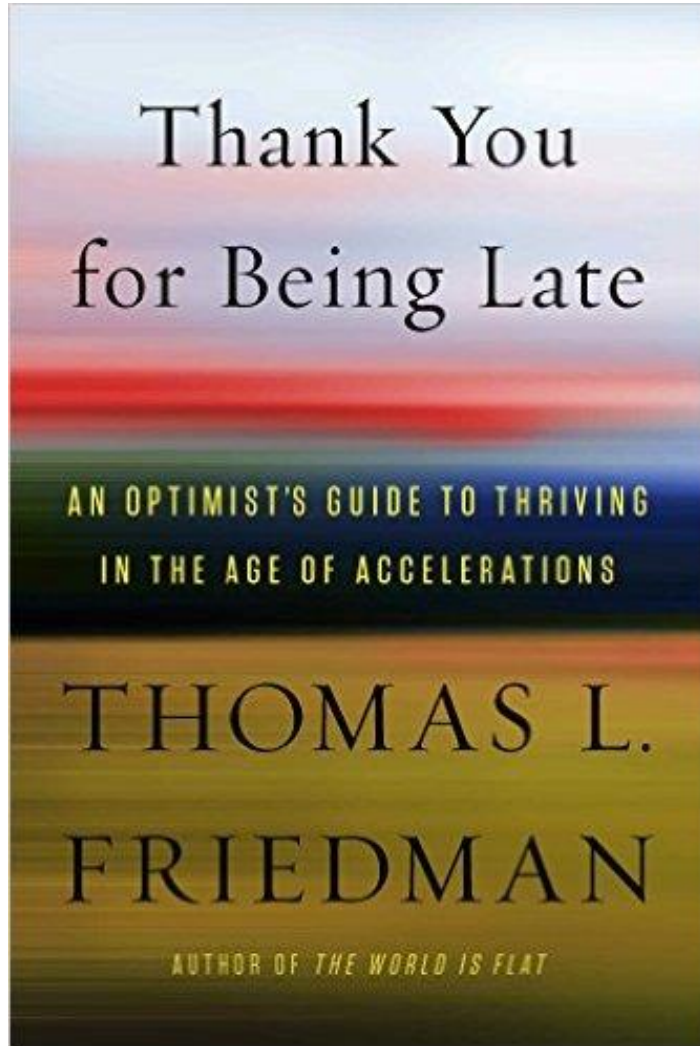
- The Market
  - Digital Globalization
- Mother Nature
  - Climate change, population growth
- Technology (Moores Law)
  - Exponential increase in computing power

Entering the Age of Software

	1771		1829
Industrial Revolution	Canal Mania	1793 - 97	Great British Leap

	1829		1873
Age of Steam & Railways	Railway Mania	1848 -50	The Victorian Boom

	1875		1918
Age of Electricity & Engineering	London funded global market infrastructure build-up	1890 -95	Belle Epoque (Europe) Progressive Era (USA)

	1908		1974
Age of Oil & Mass Production	The Roaring Twenties	1929-43	Post-war Golden Age

	1971		
Age of Software & Digital	Dotcom and Internet Mania	2000 & 2007-8	?

Source: Carlota Perez 'Technological Revolutions and Financial Capital'

What does the age of software mean?

Age of Oil and Mass Production	VS	Age of software and digital
Long term investment planning		Short term investment planning
Short term profit		Long term value
Efficiency		Innovation and opportunity
Specialism of labor		Cross functional teams
Process control		Self organization and decentralization
Management is king		Rise of the creator

How Do We Navigate This Change?
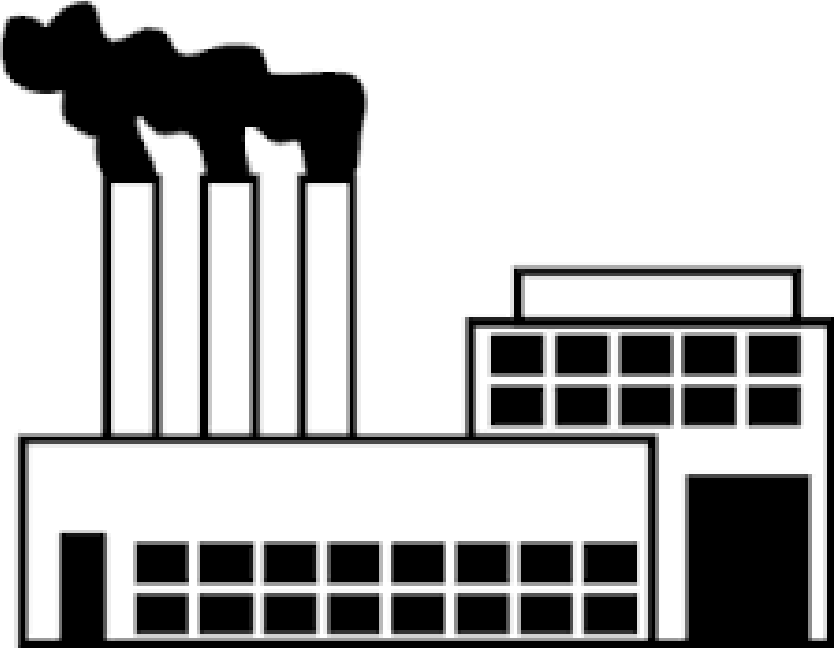
VS

How to Avoid "Reactive" Agile to Build a Sustainable Agile Culture

Build Sustainable Culture

1. Support and protect Agile values with strong leadership

2. Help teams and stakeholders to self-organize

3. Manage your portfolio with Outcomes (not Output)

4. Systematically remove sources of waste and delay faced by Agile teams

5. Measure and improve value delivered with frequent feedback (Inspect and Adapt)

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1

Support and protect Agile values with strong leadership

Scrum Is Pretty Simple...

Empiricism

Empowered Teams

Improvement

But Without Values It Does Not Thrive..

COURAGE
Scrum Team members have courage to do the right thing and work on tough problems

FOCUS
Everyone focuses on the work of the Sprint and the goals of the Scrum Team

COMMITMENT
People personally commit to achieving the goals of the Scrum Team

RESPECT
Scrum Team members respect each other to be capable, independent people

OPENNESS
The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work

So What Happens..

"Culture eats ~~Agile~~ or breakfast."

- Peter Drucker

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"People don't resist change. They resist **being** changed."

– Peter M. Senge

What Shapes Culture?

What people *do*

is more important than

What people *say*

But Words Are Important...
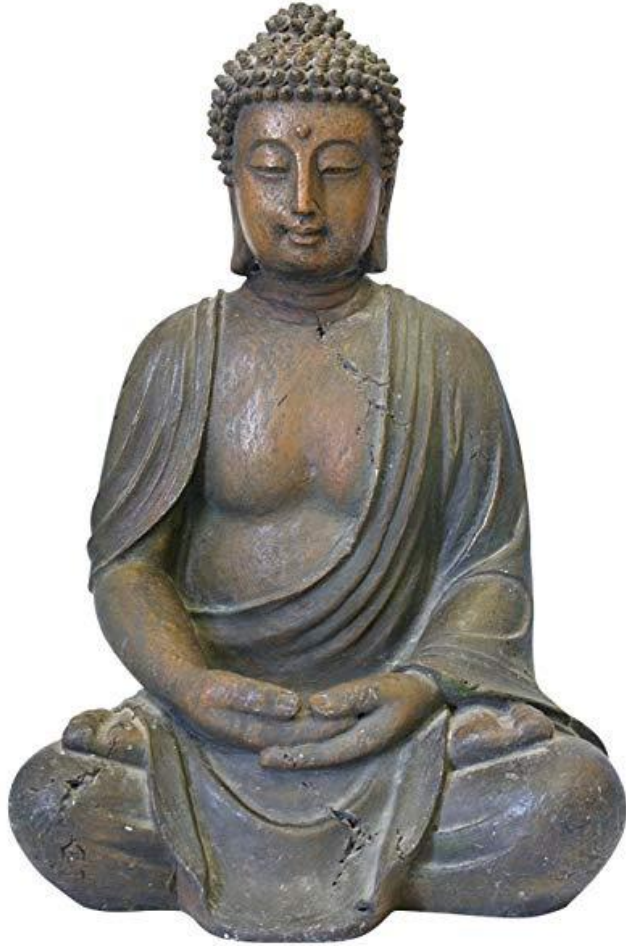
The thought manifests as the word;

The word manifests as the deed;

The deed develops into habit;

And habit hardens into character;

Leaders make the difference

Leaders help steer toward shared goals

Leaders make it safe to change

Leaders model the change

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"If one does not know to which port one is sailing, no wind is favorable."

- Seneca

2

Help teams and stakeholders to self-organize
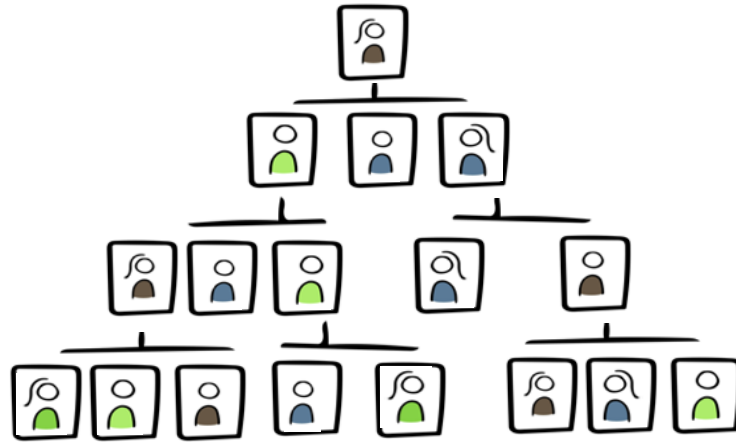
"The organizational structure we use today is over 100 years old. It was not built to be fast and agile."

"To succeed both in today's world and into the future, we need to think – and act – differently."

https://www.youtube.com/watch?v=Pc7EVXnF2aI

- Dr. John Kotter

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We have to shift toward Intrinsic Motivation

Extrinsic Motivation

» If-then rewards
» Short-term productivity
» Algorithmic work
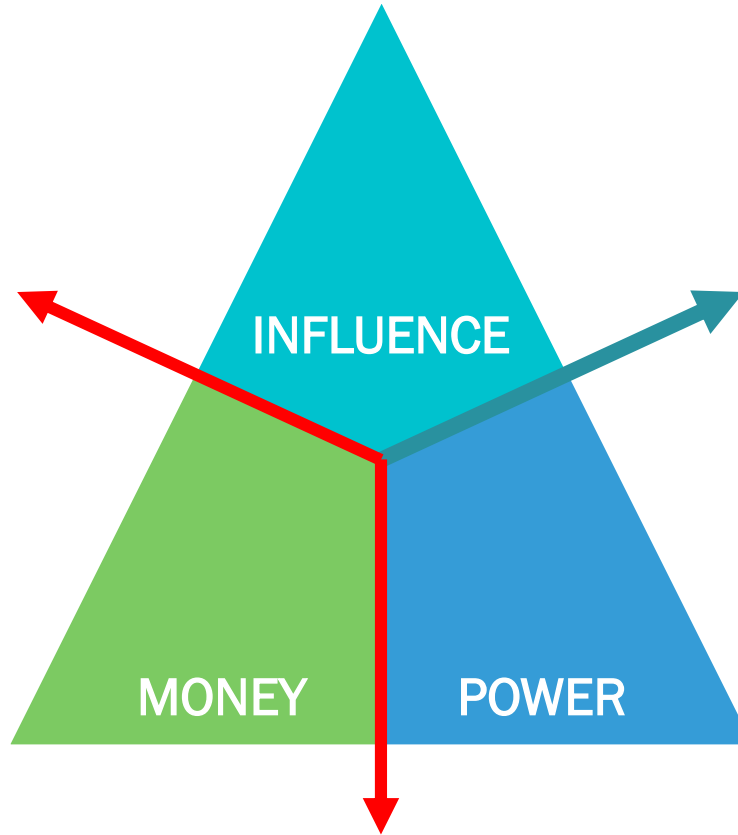
Intrinsic Motivation

» Unexpected rewards
» Long-term productivity
» Heuristic work

INFLUENCE

MONEY   **POWER**

Biologic Motivation

» Put food on the table
» Pay mortgage
» Send kids to college
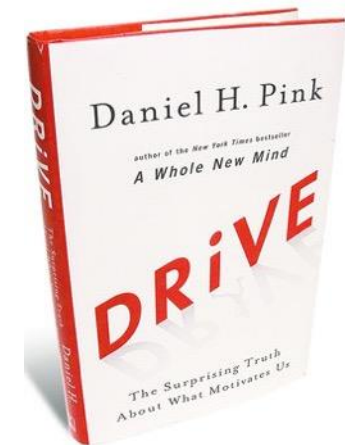
Source: Daniel H. Pink, Drive: The Surprising Truth About What Motivates Us, Riverhead Hardcover, 2009
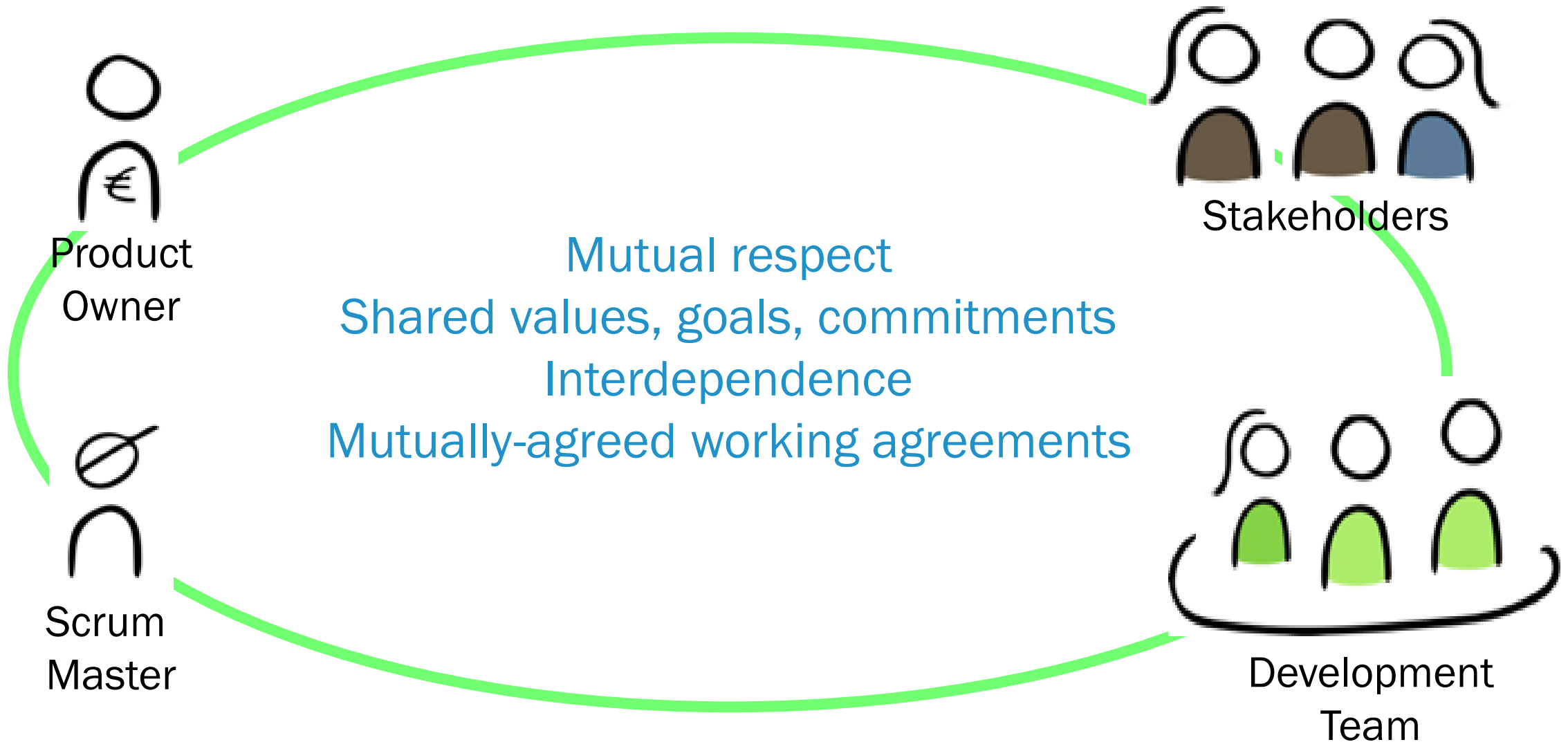
To Become Agile, *Invert* The Organization
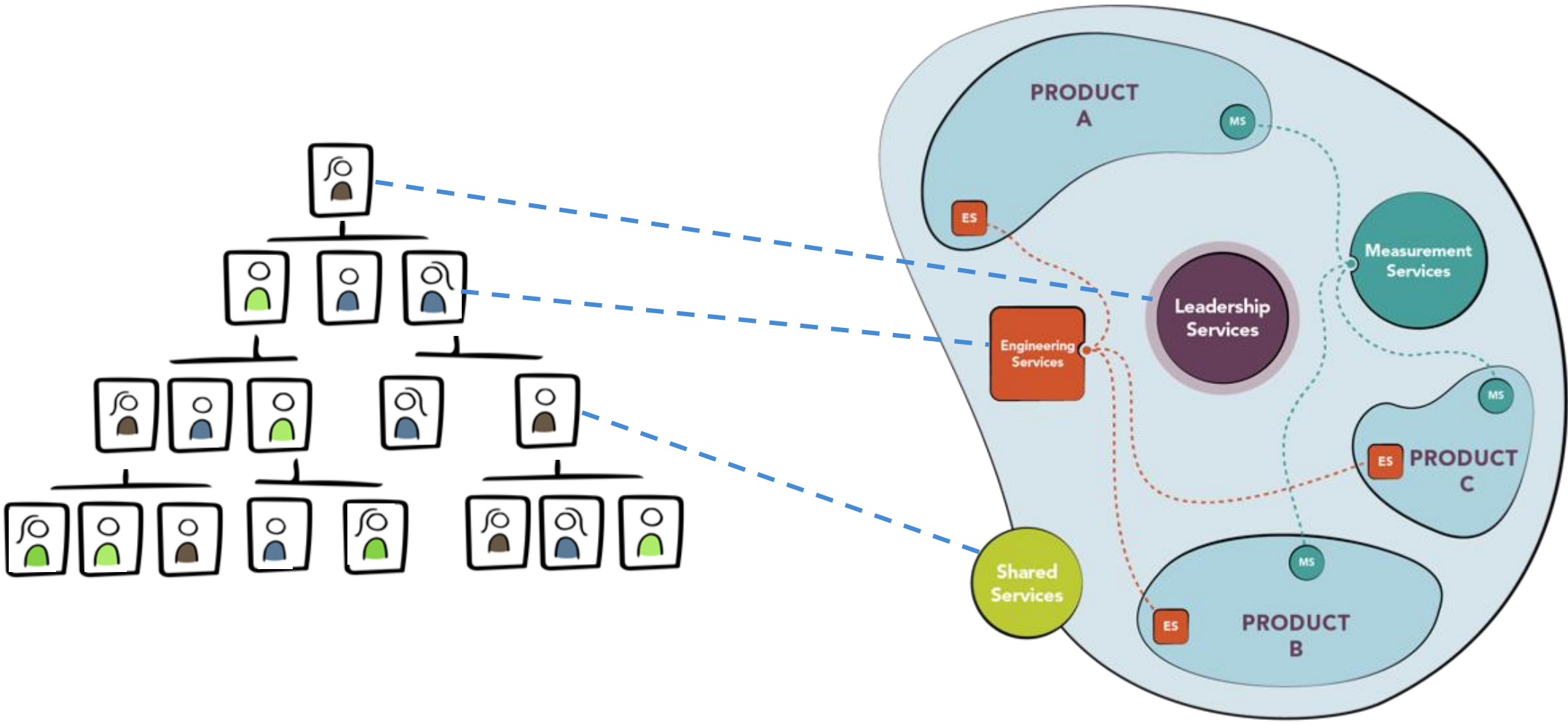
The Traditional Organization

CEO
VPs
Middle Managers
Line Managers
Employees
Customers

The Agile Organization

Customers
Delivery Teams
Managers
CEO

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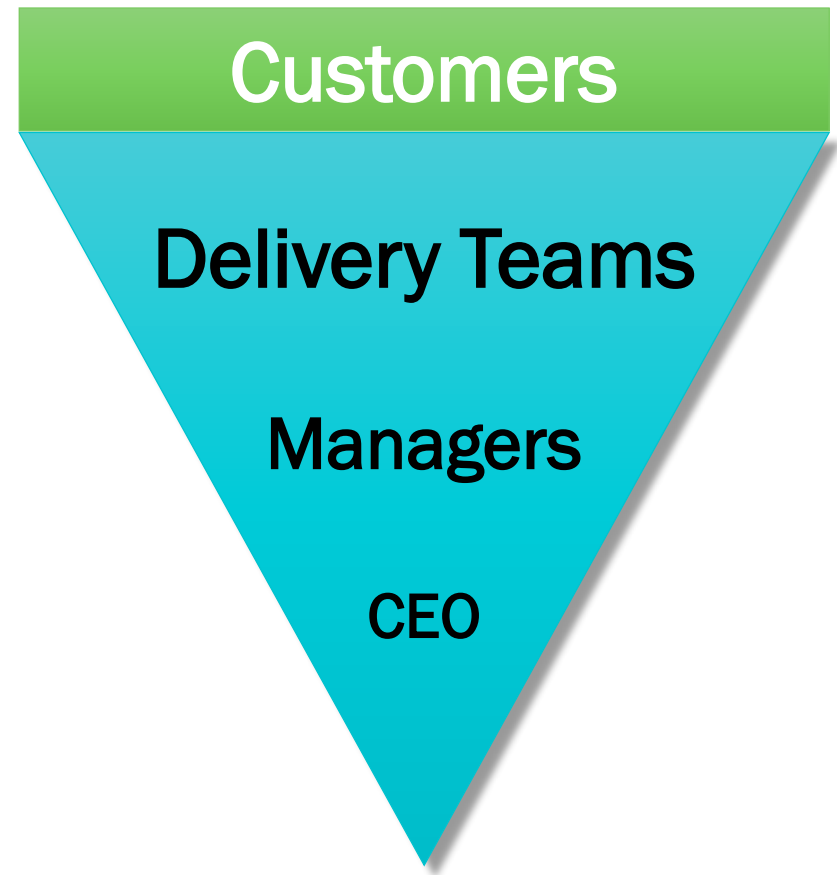
Self-organization must extend to everyone

Product Owner

Scrum Master

Stakeholders

Development Team

Mutual respect
Shared values, goals, commitments
Interdependence
Mutually-agreed working agreements

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Lots of Forces That Stop Self Organization
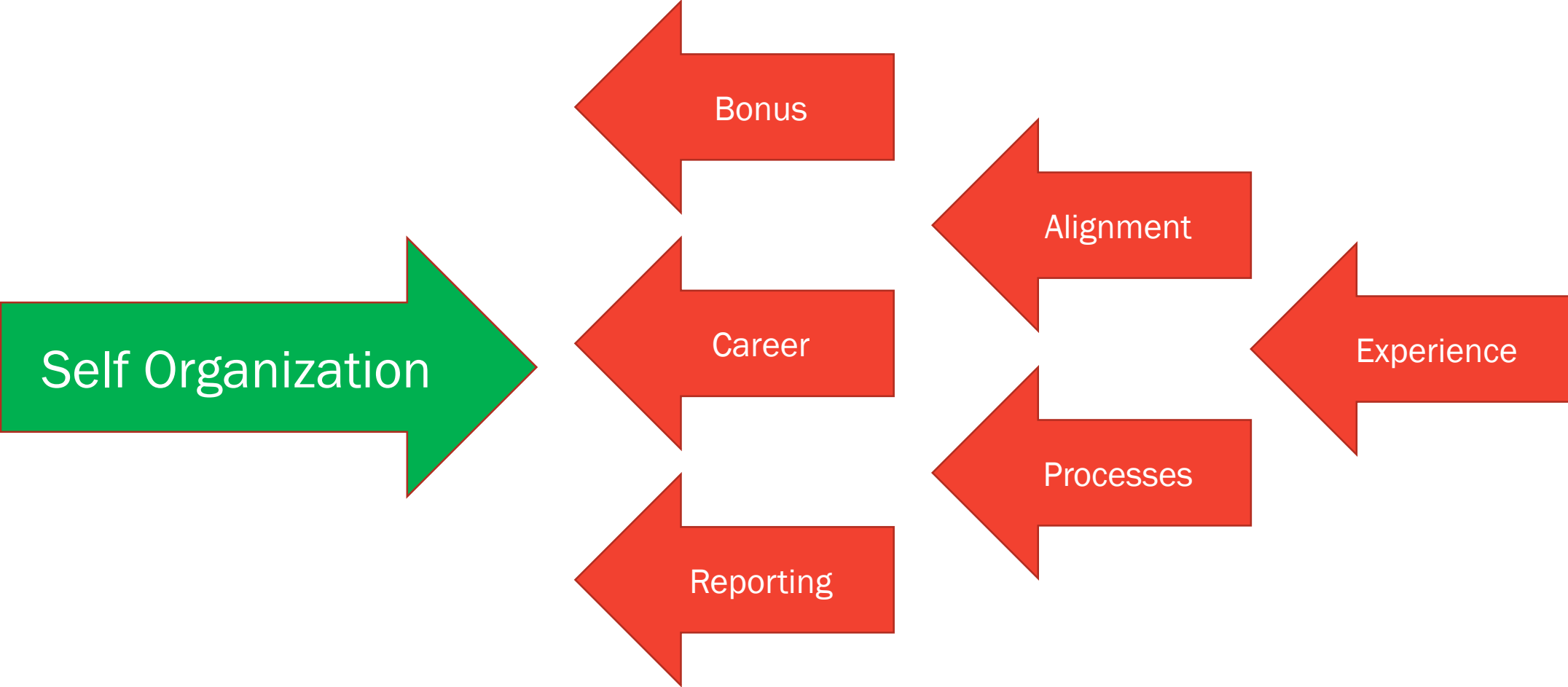
Hacking the Organization Can Help

https://www.scrum.org/resources/scrum-studio-model-innovation

"One must, from time to time, attempt things that are beyond one's capacity."

= Pierre-August Renoir

3

Manage your portfolio with Outcomes (not Output)

Why empiricism? Most features don't improve outcomes

Pie chart with three segments: "Makes things worse", "Does nothing", and "Improves outcome".

What's an Outcome?

An Outcome is some state experienced by the user of a Product.

Mind The Gap

Persona

Social Sara

Desired Outcome

Satisfaction Gap

Current Experience

Opportunity
=
Value of Closing
Satisfaction Gap

Another technique: Empathy Mapping
https://www.uxpin.com/studio/blog/the-practical-guide-to-empathy-maps-creating-a-10-minute-persona/

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Beware HiPPOs!

Highly Paid Person's Opinions

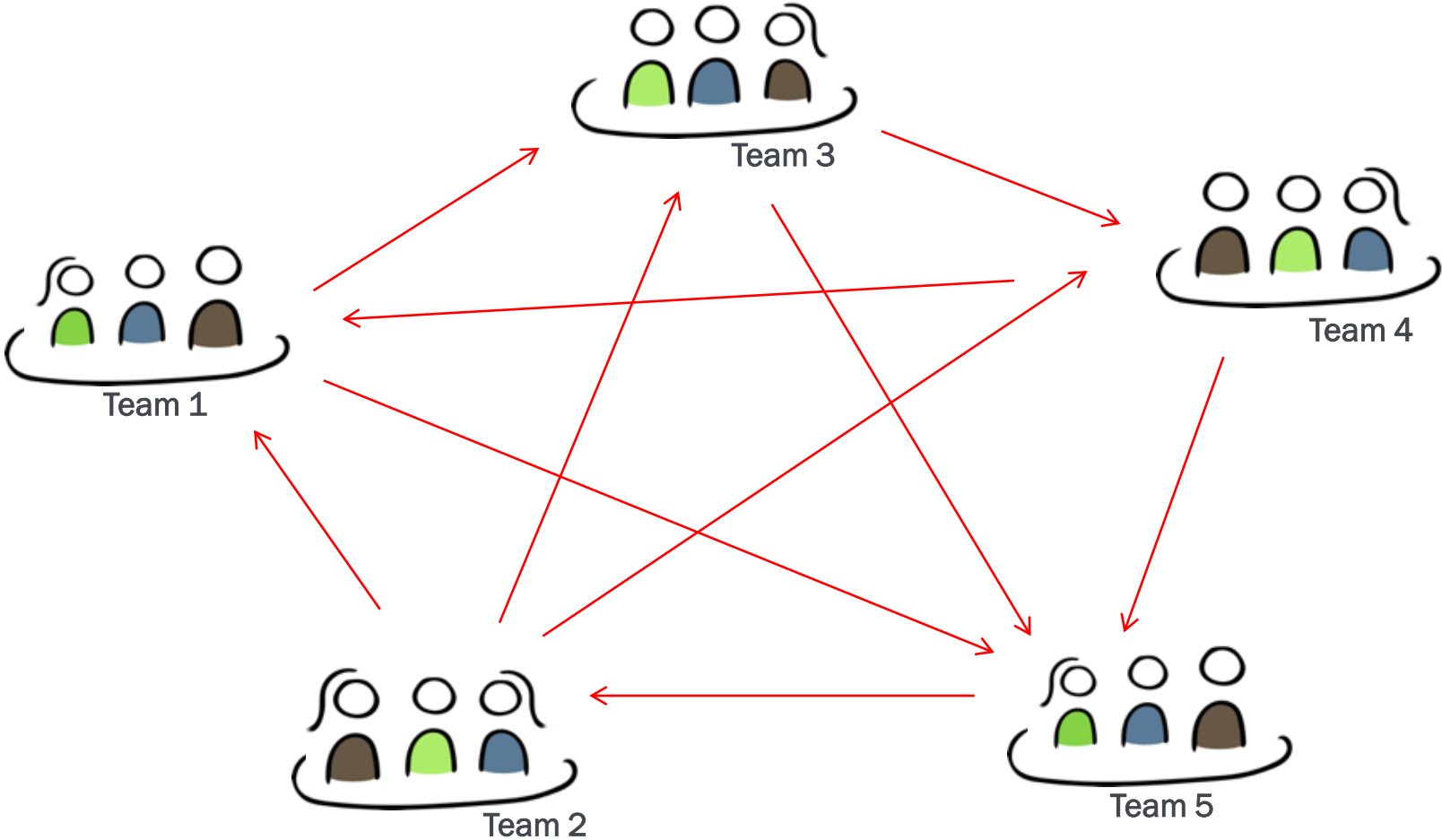*"Master technique, then forget it."*

- Matsuo Basho

4

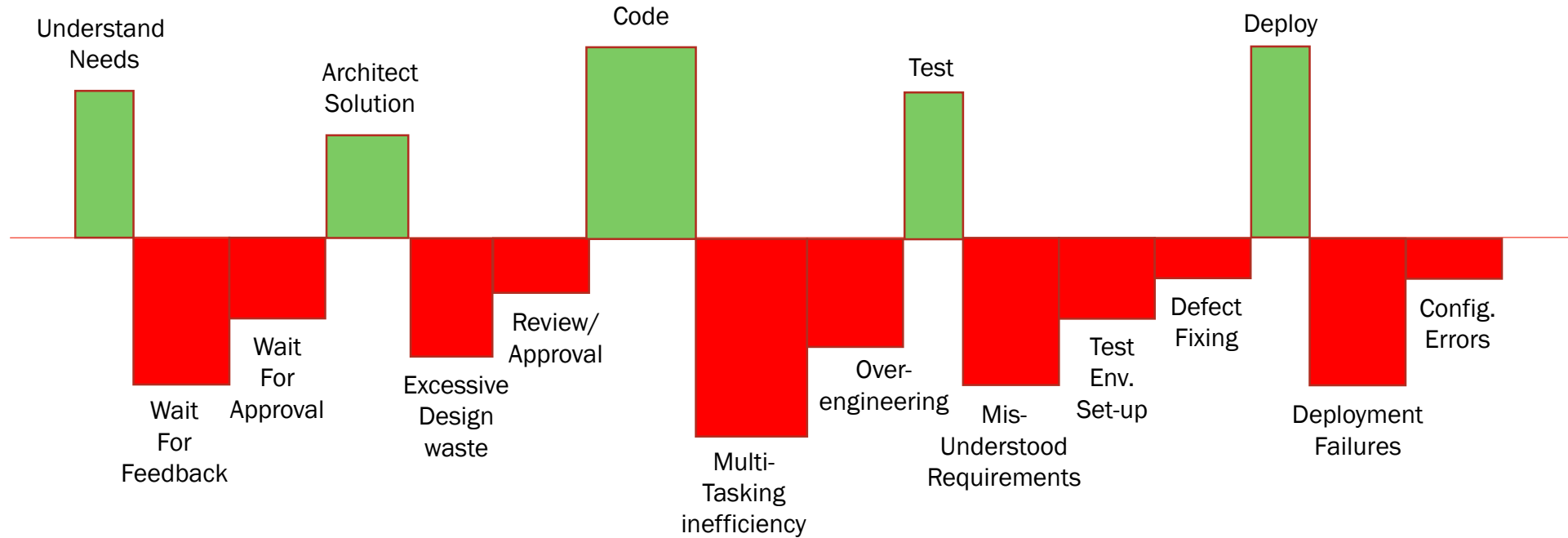# Systematically remove sources of waste and delay faced by Agile teams

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Cross-Team Dependencies Reduce Delivery Capability

Cross-Team Dependencies Reduce Delivery Capability

Where does waste occur?

Idea

Understand Needs

Wait For Feedback

Wait For Approval

Architect Solution

Excessive Design waste

Review/ Approval

Code

Multi-Tasking inefficiency

Over-engineering

Test

Mis-Understood Requirements

Test Env. Set-up

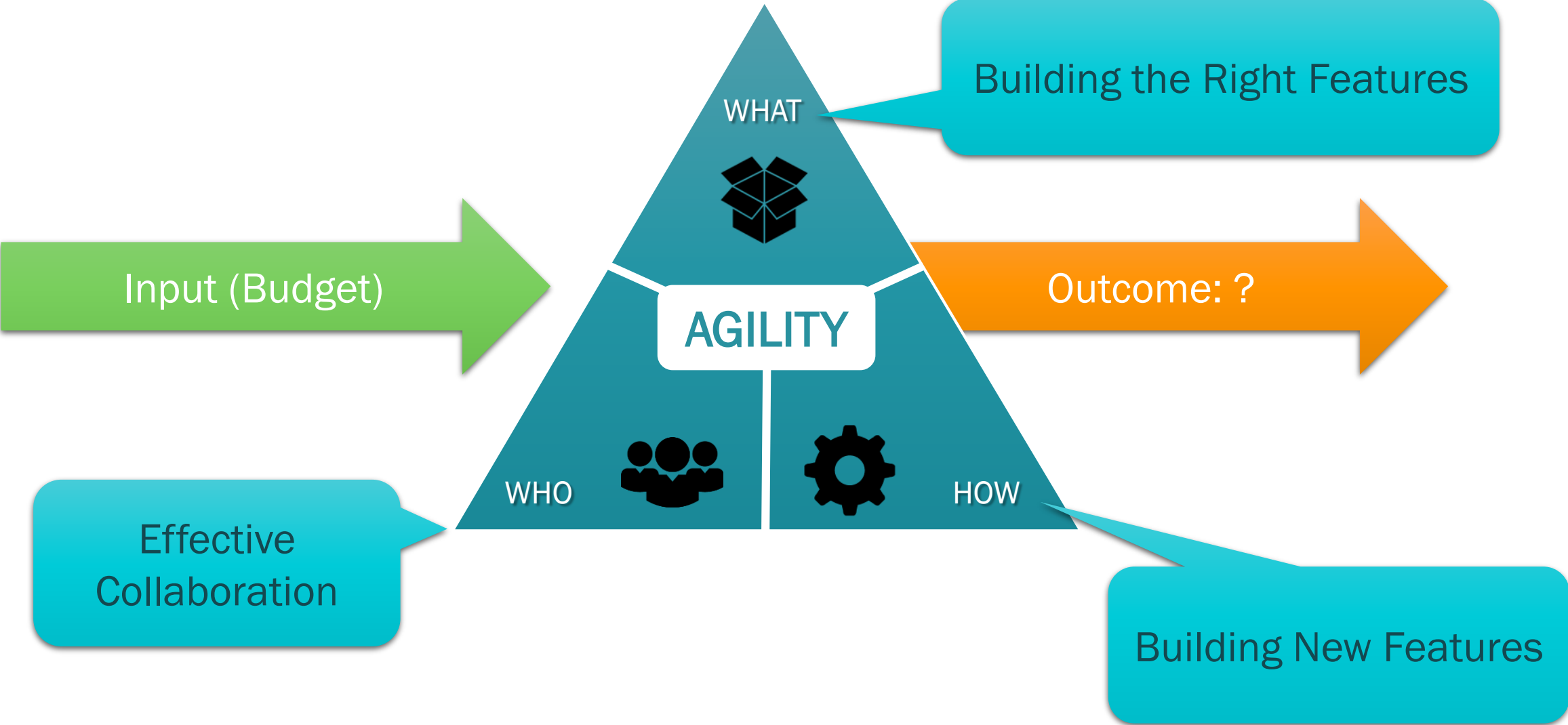Defect Fixing

Deploy

Deployment Failures

Config. Errors
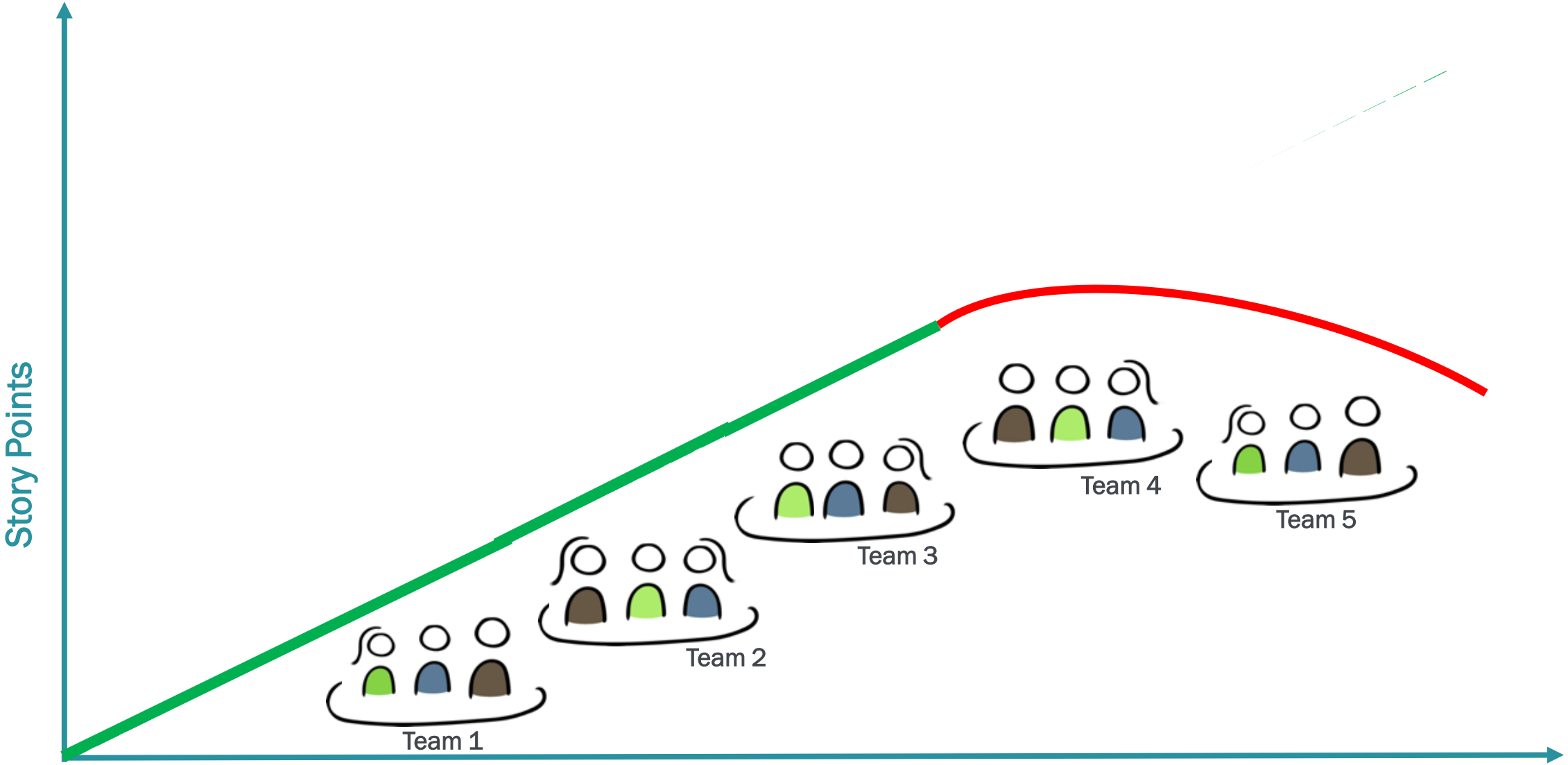
Customer

Everywhere!

# How effective are most organizations?

And Don't Adopt Agile in a Waterfall Manner

*By the end of the Sprint Retrospective, the Scrum Team should have **identified improvements** that it will implement in the next Sprint. Implementing these improvements **in the next Sprint** is the adaptation to the inspection of the Scrum Team itself. Although improvements may be implemented at any time, the Sprint Retrospective provides a formal opportunity to **focus on inspection and adaptation**.*

Scrum Guide

Scrum is focused on getting better

Value Based KPIs

Change Team

Area being changed
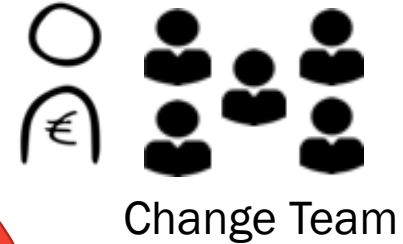
Enterprise Change Should Be Managed In an Agile Way

"Good judgment comes from experience, most of which comes from bad judgment."

- anonymous

5

Measure and improve value delivered with frequent feedback (Inspect and Adapt)

Idea!

Product Owner

Product Releases

Economic Value,
Feedback

Customer
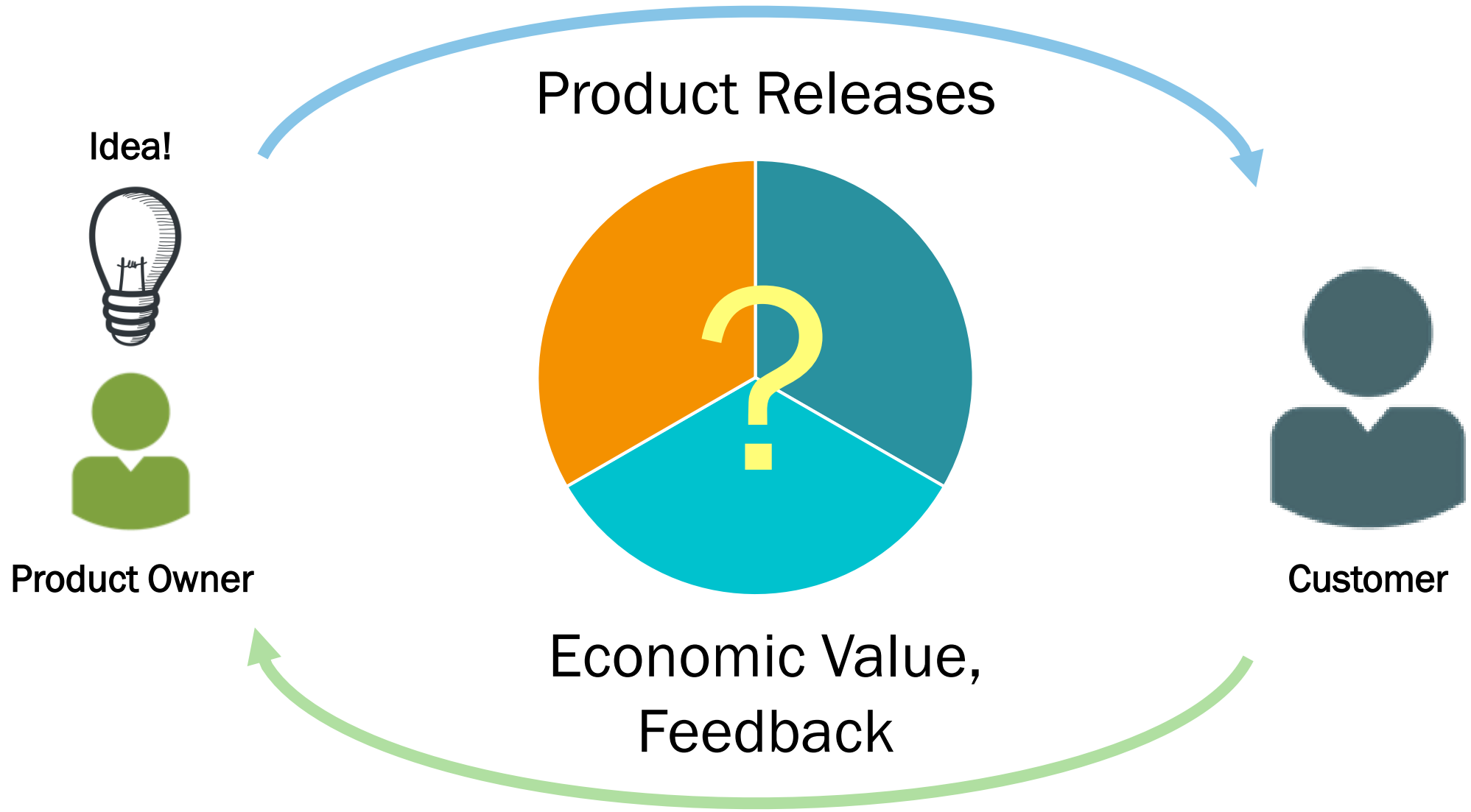
Expressing Hypotheses

We believe [doing this] for [these people] will achieve [this outcome] We will know that this is true when we see [this measurement] changed

Feature

Persona

Outcome

Measure

An Example for a Health Care SaaS Provider

We believe reducing the time required to collect 80% of an insurance claim for for a patient will achieve reduced follow-up time and better patient satisfaction. We will know that this is true when we see time spent following up on claims drops and patient NPS increases.
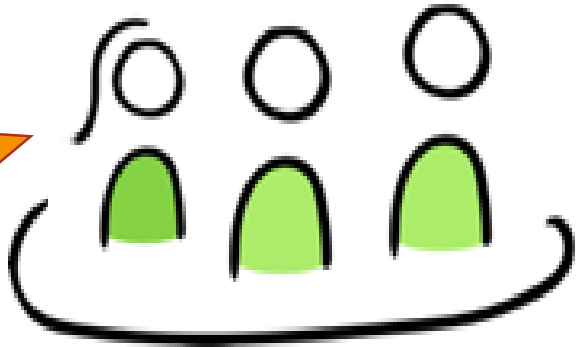
Using Outcomes to plan Sprints
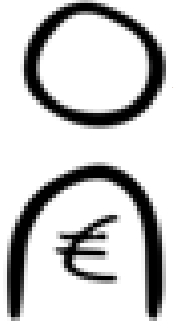
Using Outcomes to focus Sprint Reviews

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Questions?

Thank you!

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