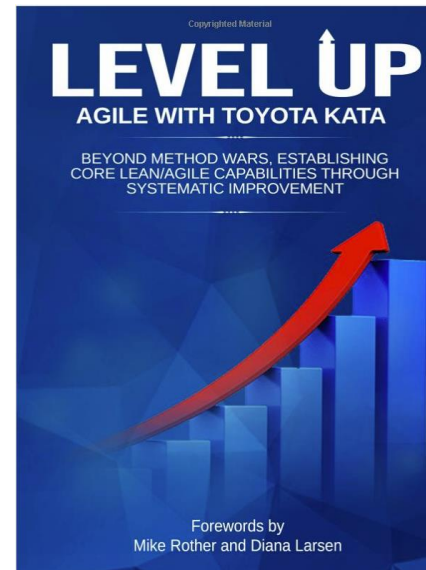
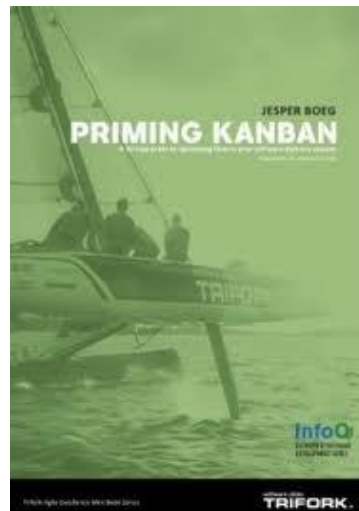




Agile change management in a Nutshell

November 10th & 11th 2020

My history with Agile



VP – Trifork Agile Excellence

www.4globetrotters.world

Doing it wrong with great intentions

NOT EVERYTHING IS AS IT SEEMS



And I am guilty of all the following points

- But that does not mean we have to keep making these mistakes, over and over and over and over and over and over and over and over again!



Bring in the experts

- Let the people with the most experience do the job, right?



Let's get some teams onboarded

- Agile is all about the teams, right?

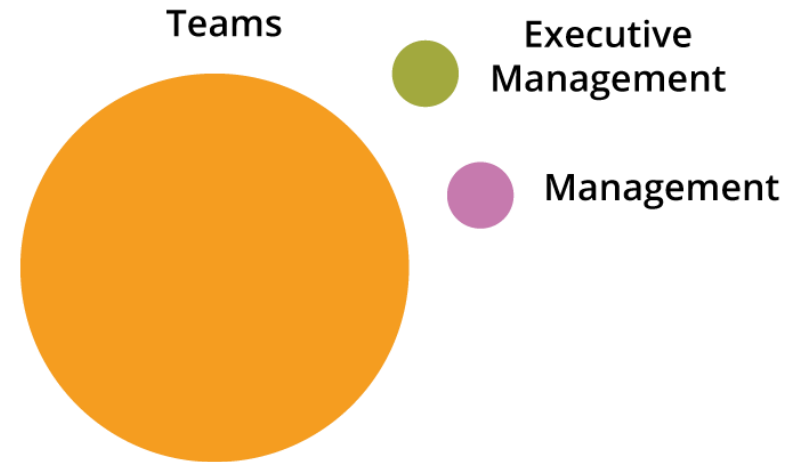


Management, what management?

- Top and middle level management only need a half day intro, right?



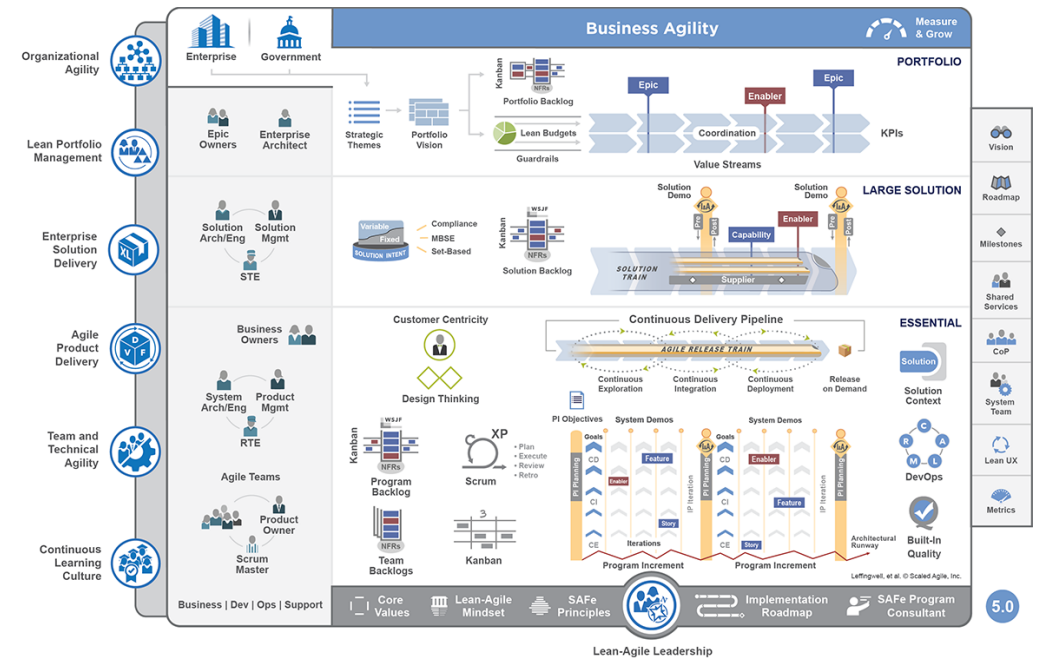
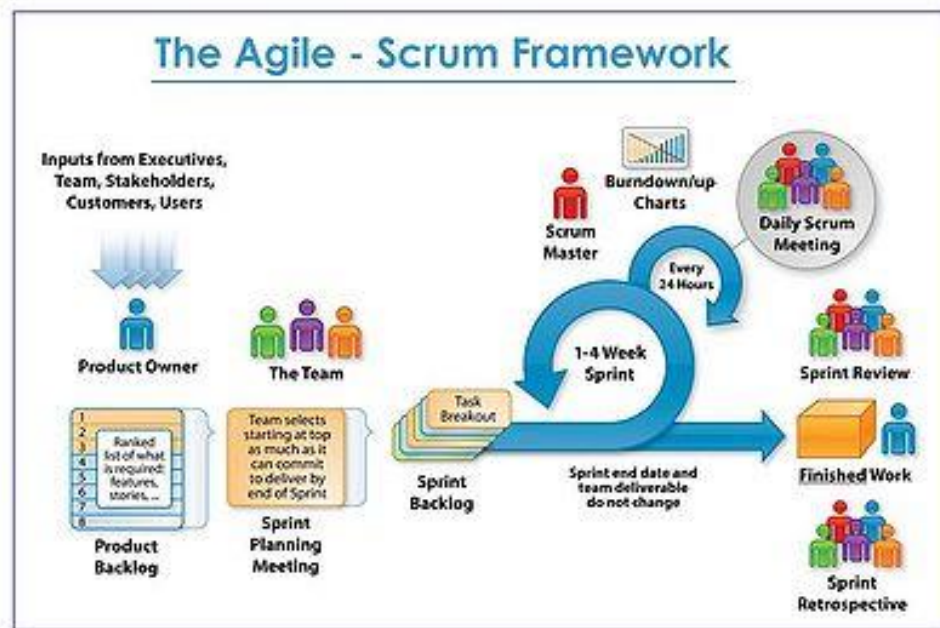
Attention needed



Attention given

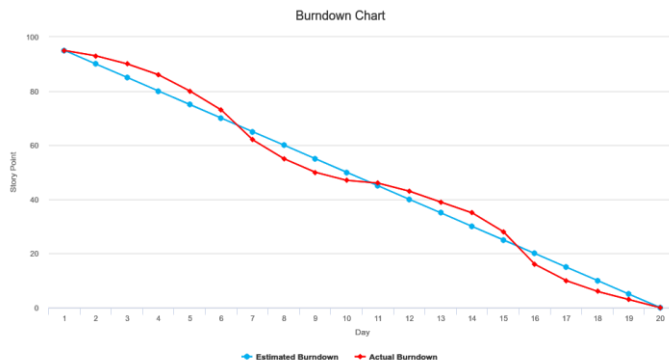
No need to start from scratch

- Someone already found the solution, right?



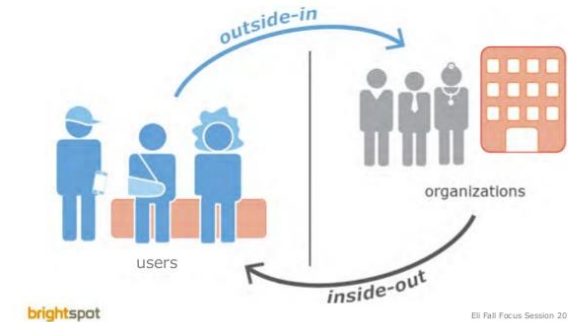
Agile - It is all about the PostIts

- And racing them from one end of the board to the other, right?



big idea: outside-in, inside-out

Experiences – and the spaces, services and organizational structures that support them – should be designed from the outside in, as well as from the inside out.



Let's apply all principles everywhere

- Pragmatism is only for non-believers, right?



And discussed experiences and patterns in dealing with organizational change efforts

**5 YEARS AGO I SAT DOWN WITH A GOOD FRIEND OF
MINE AND PARTNER IN THE MANAGEMENT
CONSULTING FIRM “HILDEBRANDT AND BRANDI”**

Our five key principles

Clients own their
transformation...

not consultants

Clear direction
iterative
Implementation...

*feedback fuels
next waves*

Be strict not religious –
pragmatism trumps
perfection...

80/20 still works

Structure and
processes eat culture
for breakfast...

*brain implants do
not exist (yet)*

Its not top-down or
bottom-up...

it's both

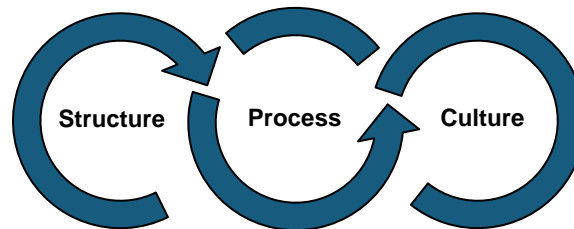
But even more important

- The personal chemistry must be right

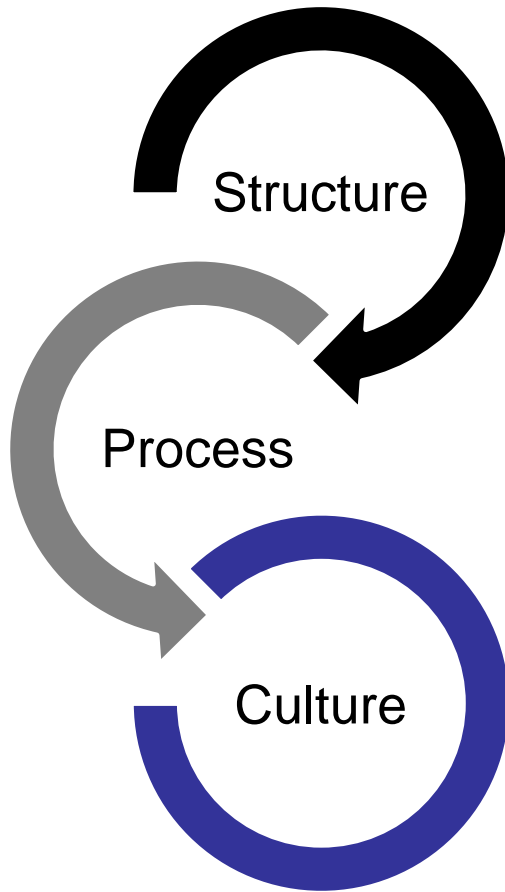


Understanding successful change

Supporting toolbox	Core Lean & Agile capabilities	Business value
<p>Frameworks</p> <ul style="list-style-type: none">• Scrum• SAFe• Lean Start-up• Kanban• Design thinking• Toyota Kata• DevOps• ... <p>Tools</p> <ul style="list-style-type: none">• Lean UX practices• Kanban Boards• Story mapping• Extreme programming practices• ...	<ol style="list-style-type: none">1. Strategic alignment2. Empowered, Self-organizing teams3. Stable end-to-end teams with 100% allocation4. Always releasable, any time on demand (continuous delivery)5. Small batches (MVP, MVF) - <u>outside-in approach</u>6. Visual Management – full transparency7. Continuous qualitative and quantitative customer and end-user feedback8. One-by-one flow (Limit WIP)	<ul style="list-style-type: none">• Customer satisfaction• Leadtime• Time to market• Quality• Cost reduction• ...



Three design elements to achieve enterprise agility



Structure is the foundation for an organizational fit to Agile:

- Strategic alignment
- Empowered, Self-organizing teams.
- Stable end-to-end teams with dedicated team members

Daily process changes actual behavior:

- Always releasable, any time on demand (continuous delivery)
- Visual Management – full transparency
- Continuous qualitative and quantitative customer and end-user feedback
- Small batches (MVP, MVF) always outside-in approach
- One-by-one flow (Limit WIP)

Culture emerges from changed structure/process:

- Trust
- Risk tolerance
- Leadership
- Honesty

Change process overview

PREPARE

Point of departure

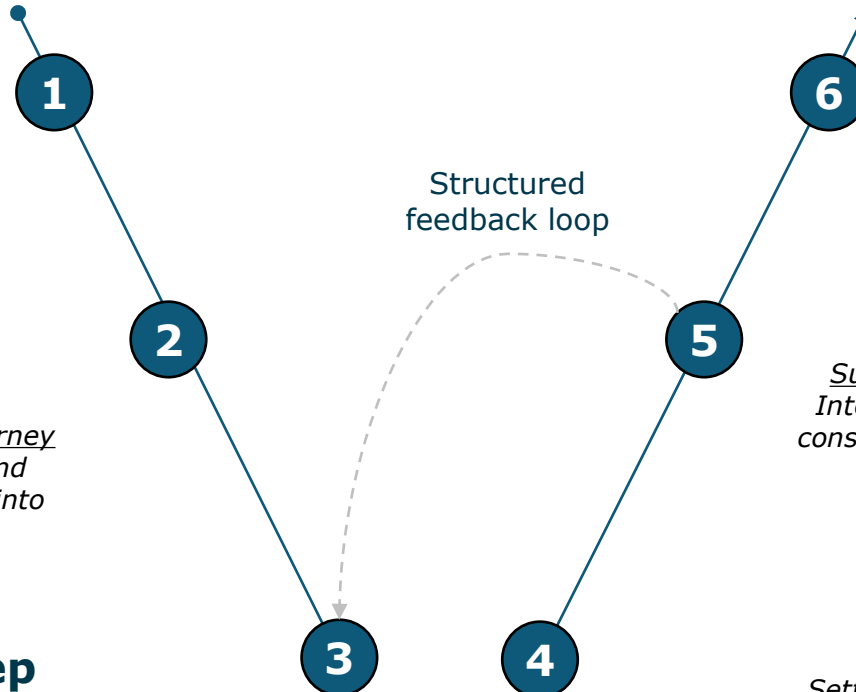
Where are we now?
Understand the current situation through interviews, existing process documentation and organizational layout

Direction

Identifying the future state of the Agile journey
Alignment with mgt. and specialists around expected business impact and translation into Core Agile capabilities

Next step

Defining the next step in the Agile journey
Designing a roadmap for the next "wave" (2-3 month) within limitations of the organization's transformation capacity and key assumptions to be validated. Securing starter-kits for team and management level processes and structure



EXECUTE

Improvement engine

Continuous improvement for the future
Establish a structured approach to work with continuous improvement of Agile capabilities via focused initiatives and communities of practices

Hypercare

Supporting and further accelerating the Agile journey
Intensive coaching and follow-up on waves. Collect and consolidate feedback from the frontline to fuel next waves

Launch

Setting the next wave up to succeed!
Communication, training and kickoff workshops to get the right energy to fuel the transformation. Team and management levels.

DEEPER DIVE ON SELECTED ELEMENTS

Example of internal change team setup

- 1 full time change team driver
 - Internal person with deep knowledge of the organization and wide network
- 1 full time experienced Agile coach
 - Often a new hire
- 6-10 additional change team members
 - Representing different areas and levels (~ 5-20% allocation)
 - May change depending on wave focus
- Internal communication expert

Set direction

Specific enough to set a direction abstract enough to allow freedom of implementation

Context specific tools

- Scrum
- SAFe
- Nexus
- LeSS
- Lean Start-up
- Proto Kanban
- Design thinking
- Lean UX
- Extreme programming
- DevOps
- Story mapping
-

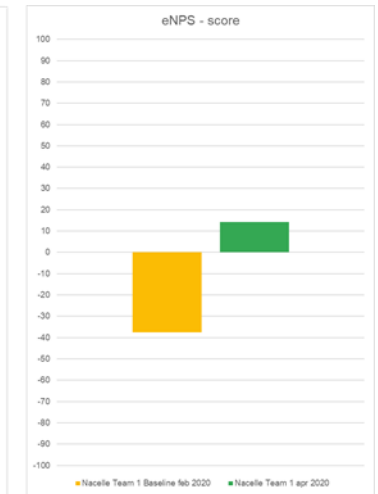
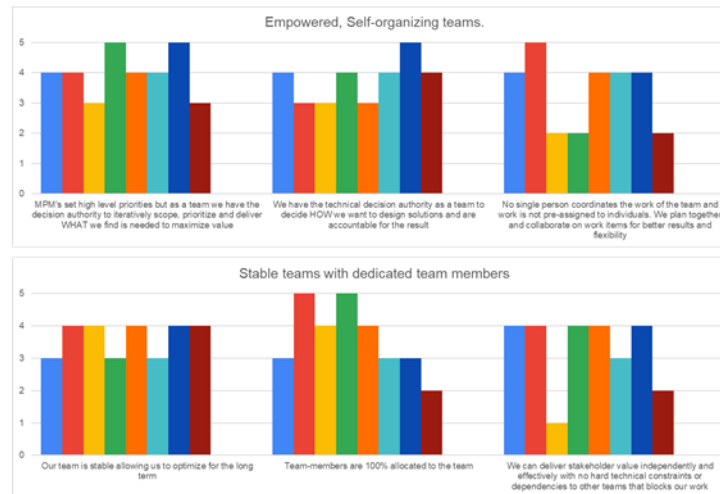
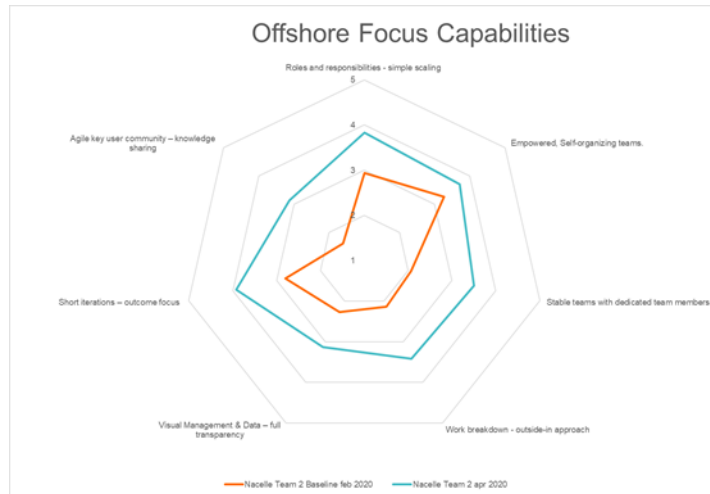
Fous capabilities

- Strategic alignment
- Empowered, Self-organizing teams
- Stable end-to-end teams with 100% allocation
- Always releasable, any time on demand (continuous delivery practices)
- Small batches (MVP, MVF) - outside-in
- Visual Management – full transparency
- Continuous qualitative and quantitative customer and end-user feedback
- One-by-one flow (Limit WIP)

Buzzwords

- Leadership
- Trust
- Iterative and adaptive
- Customer centricity
- Agility
- Risk tolerance
- Honesty
- ...

Specific enough to measure





We are using waves as a roll-out strategy

A wave need to be...

- Limited to a **specific timeframe** – typical 2-3 months
(never too short to really learn or too long to move forward)
- Designed with a clear and targeted **learning purpose**
(never without hypotheses and success criteria)
- Include one or more **horizontal and vertical elements**
(never an easy pilot that cannot fail)
- Aligned with the **transformation capacity**
(never let metrics like “number of teams” drive your transformation)
- On the job **training for internal coaches**
(never miss this unique learning opportunity)

The starter kit approach

- Often includes a number of tools box elements (management & team)
 - Specific visual board layout
 - Break-down structure
 - Initial meetings/synchronization point setup and agendas
 - Estimation technique
 - Roles and responsibilities



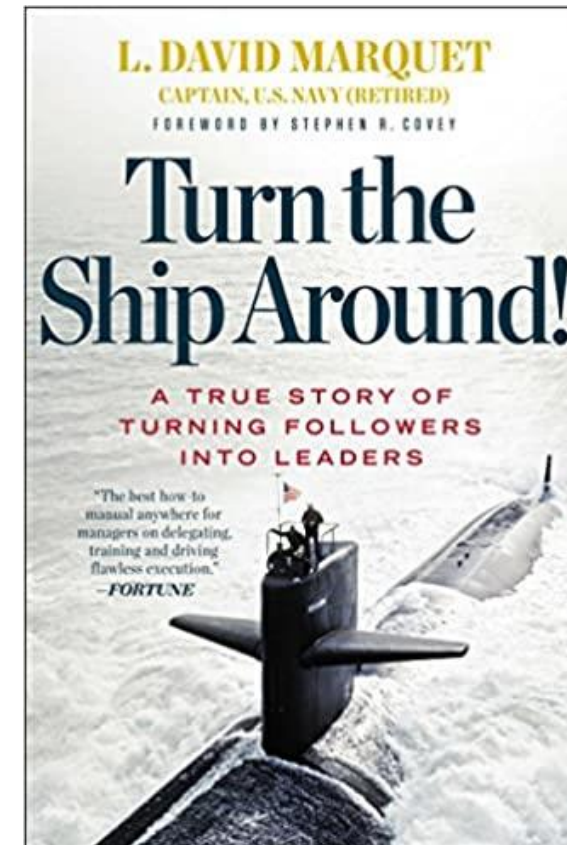
Hypercare – 2 months of intensive support

- Training and kickoff workshops do not provide long term success at team & management level
- Training -> consulting -> mentoring -> coaching



Intent based leadership

- By far the most effective approach to management coaching in organizations striving to become “Agile”

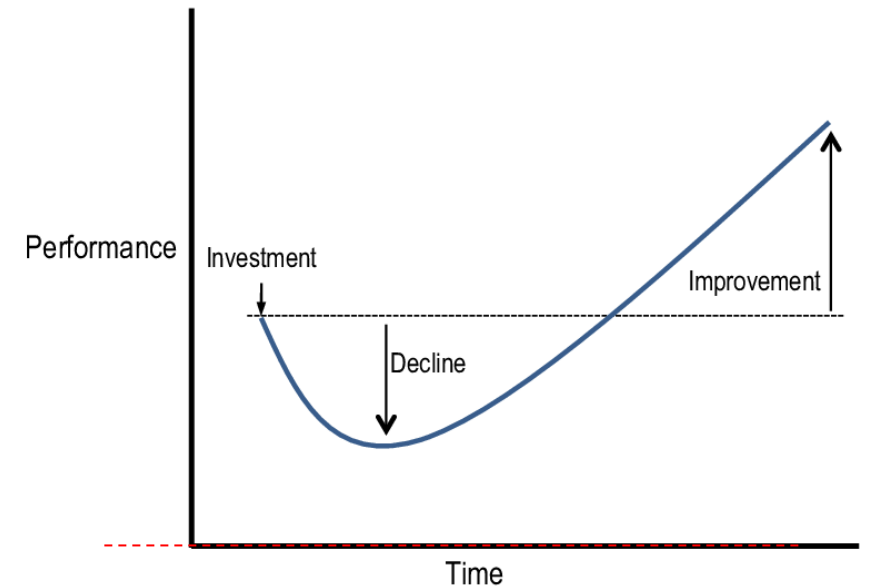


Hit the ground running

Breaking the J-curve

- With this model we are not seeing the J-curve we used to
- We believe it is due to a combination of:
 - Wave roll-out strategy
 - Non-religious mindset (80/20)
 - Starter kit approach
 - High degree of internal involvement
 - Capabilities rather than frameworks

Classic J-curve



THANK YOU