Part I: Introduction

Agile Transformation and Delivery

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As you enter the room…

- Fill out a name tent with your
  first name and role on it

- Ask others at your table these questions:
  - Do you have direct reports? Lead an Agile team?
  - What leadership training have you attended before?
  - What brought you here today?

  Timebox 10 minutes

HELLO
my name is

- Introduction
- Parts of a Successful Agile Transformation
- Agile Leadership
- Foundation First
- Agile Transformation Metrics
- Supporting Transformation

Agenda

Agile Manifesto – This should be familiar

Manifesto for Agile Software Development

We are uncovering better ways of developing software by
doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right,
we value the items on the left more.

agilemanifesto.org 2001

Part II:
Parts of a Successful Transformation

Agile Transformation and Delivery

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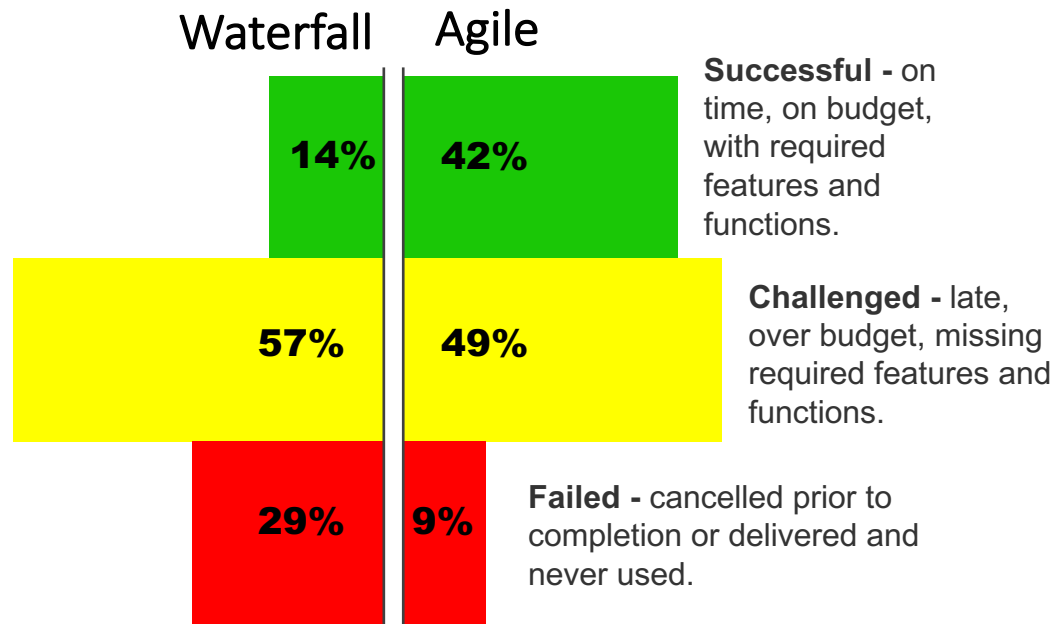
Let Rego be your guide.

33% of Scrum Adoptions Fail & Revert to Form in Some Way*

Culture is king in the Agile world—and according to a majority of respondents, organizations must create cultures that encourage collaboration in order to deliver value to their customers. This *includes fostering self-organized teams and active support from management.*
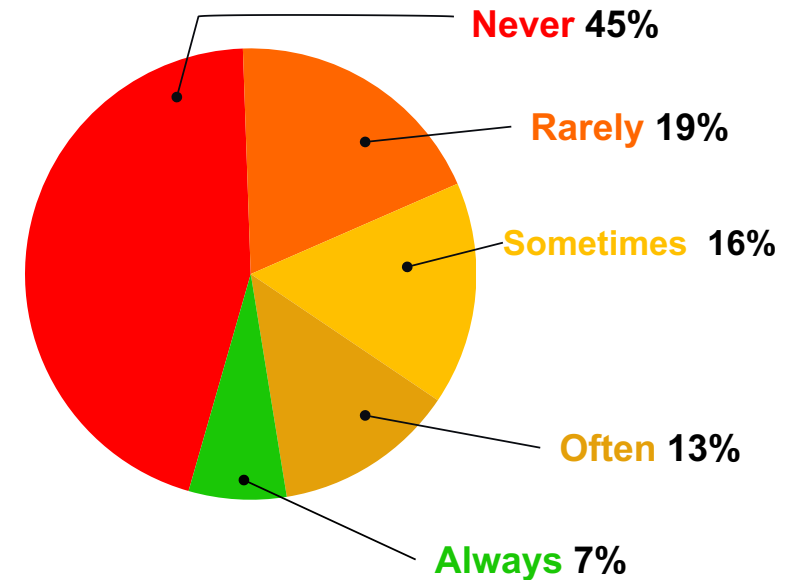
*Scrum Alliance 2013 "State of Scrum Report"

Standish Group CHAOS Report

The CHAOS Manifesto, The Standish Group, 2012

Waterfall   Agile

Waterfall	Agile	
14%	42%	**Successful -** on time, on budget, with required features and functions.
57%	49%	**Challenged -** late, over budget, missing required features and functions.
29%	9%	**Failed -** cancelled prior to completion or delivered and never used.

Standish Group Study Reported at XP2002

Never 45%
Rarely 19%
Sometimes 16%
Often 13%
Always 7%

The Standish Group has been doing research on why projects succeed or fail since 1994, the largest continuous research study conducted in the history of Information technology.

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Why Agile?

- Improved Business **Alignment**
- Acute **focus** on **business value with quality solutions**
- **Shorter delivery** cycles
- Accelerate **ROI**
- **Improved visibility** into product and progress
- **Reduce cost** of development
- **test new ideas** Faster
- **Continuous evaluation** through feedback
- Reduce **risk and complexity**

What Characteristics are important to us?

Exercise: Timebox: 10 Minutes

Think about characteristics of successful transformations, and discuss in your group. Then post one or two on the board.

Characteristics - Training

- Constant focus on training
  - Listen to feedback and adapt the content, as new learners become advanced practitioners
  - Agile Introduction > Scrum > Scrum Master > Scaling Principles and Practices > Internal Coaching
  - Cadence Based Training
  - Training Metrics to identify when learning needs change

Characteristics – Strong Executive Sponsorship

- Long term funding of transformation
- Across Product And IT

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Characteristics – Bottom up transformation

- Solving team problems first

- Support and measure transformation to predict shifts to program and portfolio level issues and roles

- Do not fill every framework role at the beginning

- Allow global/portfolio processes to continue until disrupted by the transformation

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Part III:
Agile Leadership

Agile Transformation and Delivery

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Let Rego be your guide.

Agile fundamentally changes your business through its emphasis on people and values

Leadership is an endless journey of learning

Jean Tabaka, Ryan Martens, Stephen Denning, Peter Senge, Robert Greenleaf, Patrick Lencioni, Christopher Avery, Tim Miller, Jurgen Appelo, Lyssa Adkins, Peter Miller
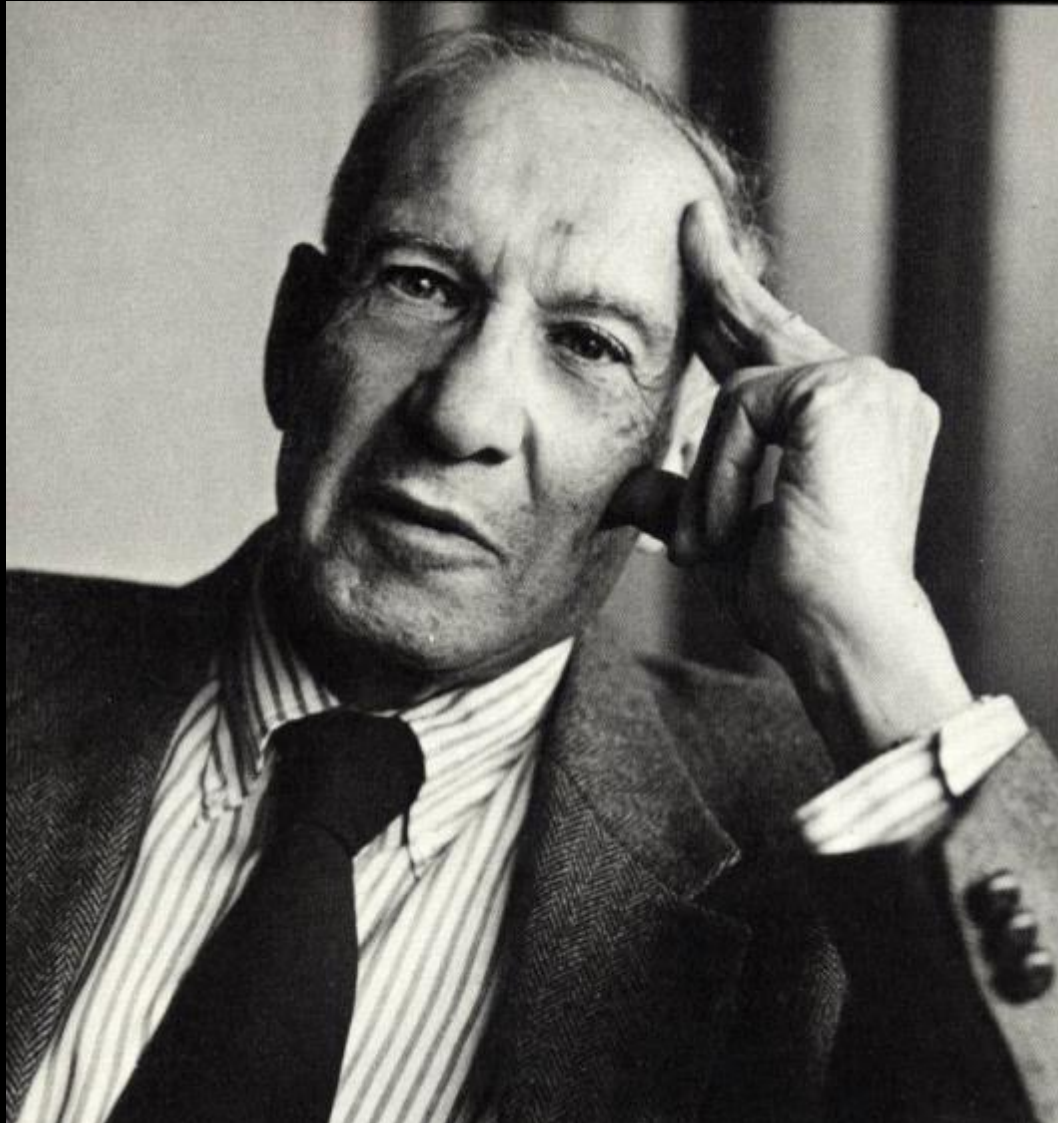
Peter F. Drucker
Management
Expert, Author &
Teacher
(1909 - 2005)

"All organizations say routinely 'People are our greatest asset'. Yet few practice what they preach,
"

(Drucker 1995)

What is servant leadership?

Type "A"

Orientation	Tactical / Problem Solver
Key Characteristics	Got here because of the mastery of their skills and experience
Thinking Model	Short-Term; Top of Mind
Core Belief	Leaders are respected and followed by others because of their authority and expertise
Typical Quote	"I have the answers to your problem, need or challenge."

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Type "B"

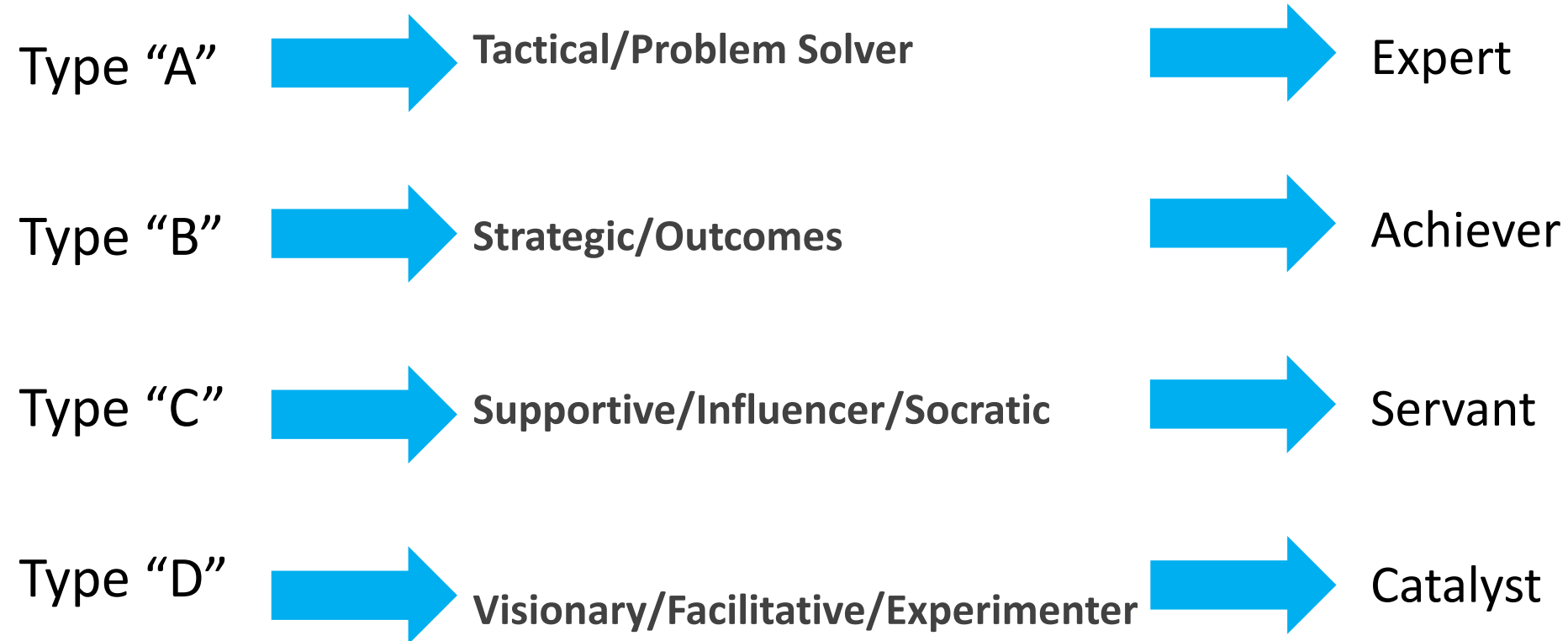| Orientation	Strategic / Outcome
Key Characteristics	Broad mindset; Thinks about larger goals
Thinking Model	Big Picture (Thinks several steps ahead)
Core Belief	Leaders motivate others by making it challenging and satisfying to contribute to larger objectives
Typical Quote	"I have the vision and plan, but need others to come up with the details."

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Type "C"

Orientation	Supportive/Influencer
Key Characteristics	Socratic Mindset; Provide model for others to follow
Thinking Model	Serving (Helping others succeed)
Core Belief	Leaders are meant to serve others to help them accomplish their goals. My success is based on theirs.
Typical Quote	"How can I help you come up with your own goals, plans and answers to fit your needs?"

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Type "D"

Orientation	Visionary / Facilitative
Key Characteristics	Big System Mindset; Creates "structures of fulfillment" to cause positive change to happen
Thinking Model	Experimental (Creating the right conditions)
Core Belief	Leaders articulate an innovative, inspiring vision and bring together the right people and conditions to transform into reality
Typical Quote	"What can I help put in place to allow you to be successful in achieving our vision?"

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Leadership Styles

Type "A" → **Tactical/Problem Solver** → Expert

Type "B" → **Strategic/Outcomes** → Achiever

Type "C" → **Supportive/Influencer/Socratic** → Servant

Type "D" → **Visionary/Facilitative/Experimenter** → Catalyst

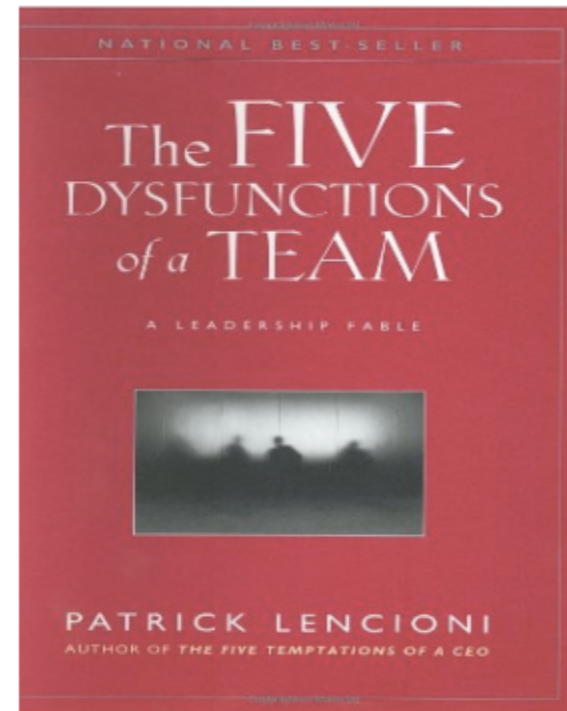regoUniversity

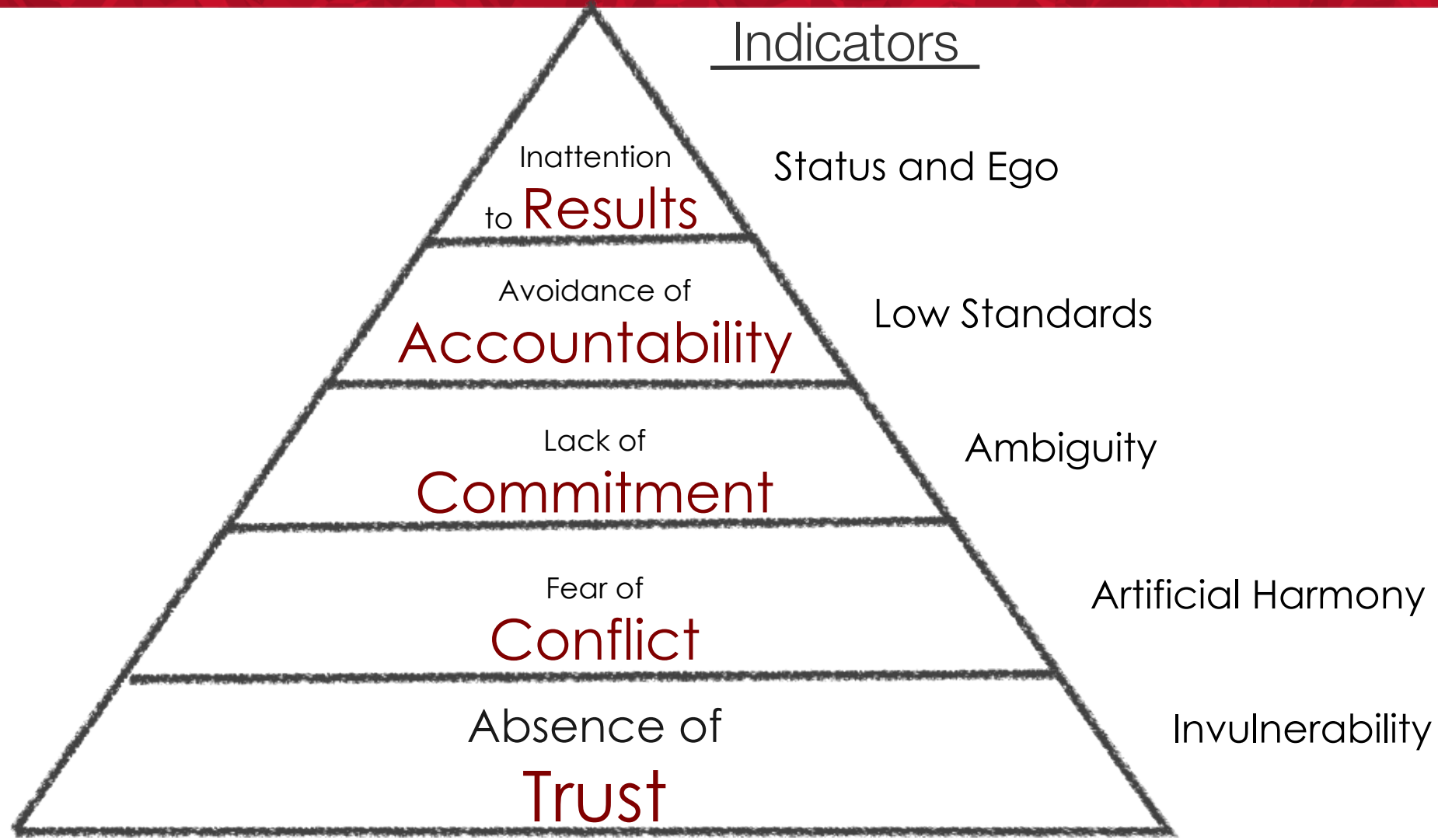EXERCISE:
What type of leader
are you?

Becoming a great team goes through stages
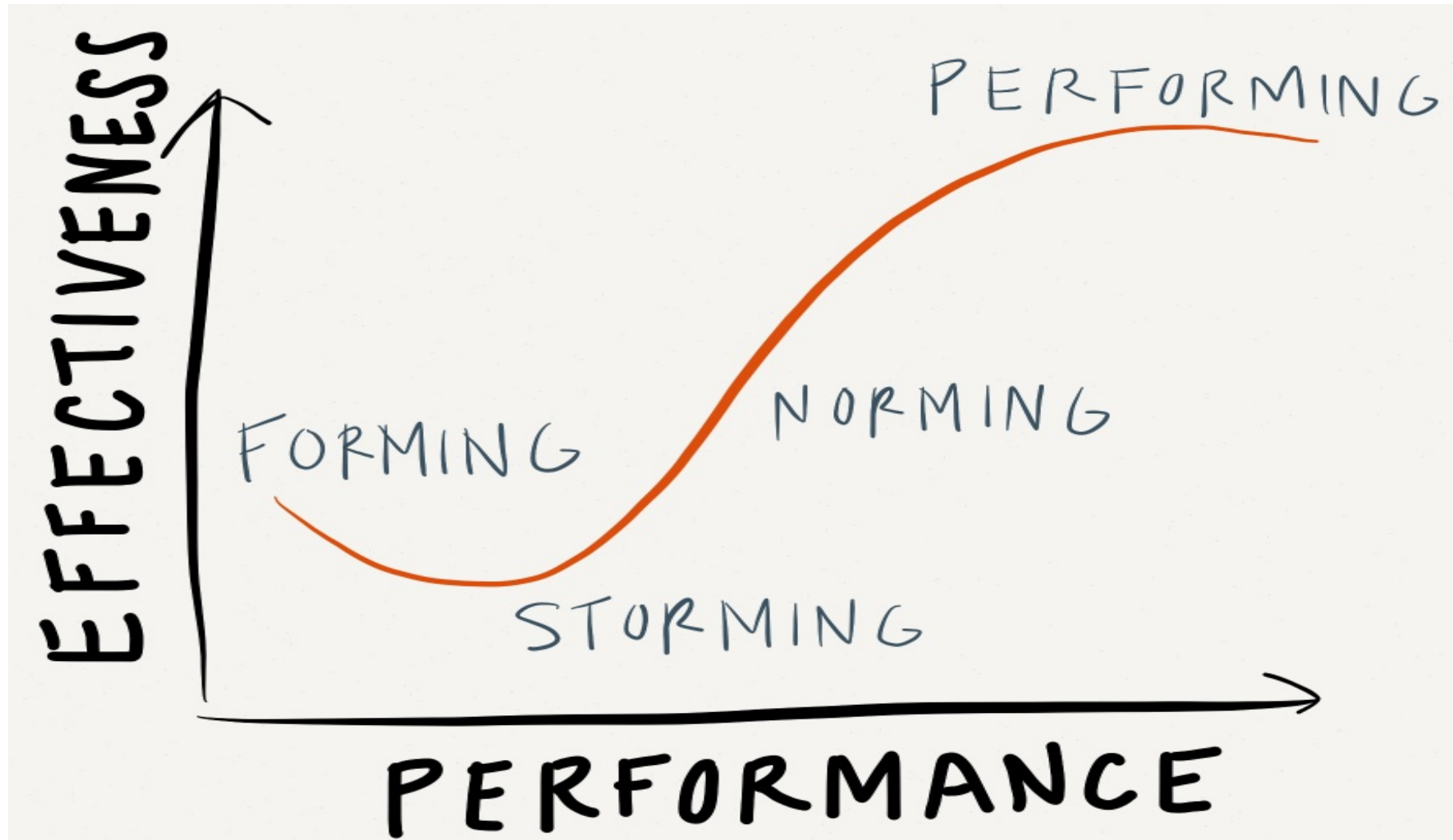
Source: The Bruce Tuckmann Model

What does it mean to trust on a team?

- *The Five Dysfunctions of a Team, Patrick Lencioni, 2002*

Building Safety

Pyramid diagram with levels (bottom to top):

- **Absence of Trust** — Invulnerability
- **Fear of Conflict** — Artificial Harmony
- **Lack of Commitment** — Ambiguity
- **Avoidance of Accountability** — Low Standards
- **Inattention to Results** — Status and Ego

Indicators

Source: The Five Dysfunctions of a Team, Patrick Lencioni, 2002.

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Build a GROUP into a TEAM

"….a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable."

Source: The Wisdom of Teams, Katzenbach and Smith, 2002.

Building Safety

Source: The Five Dysfunctions of a Team, Patrick Lencioni, 2002.

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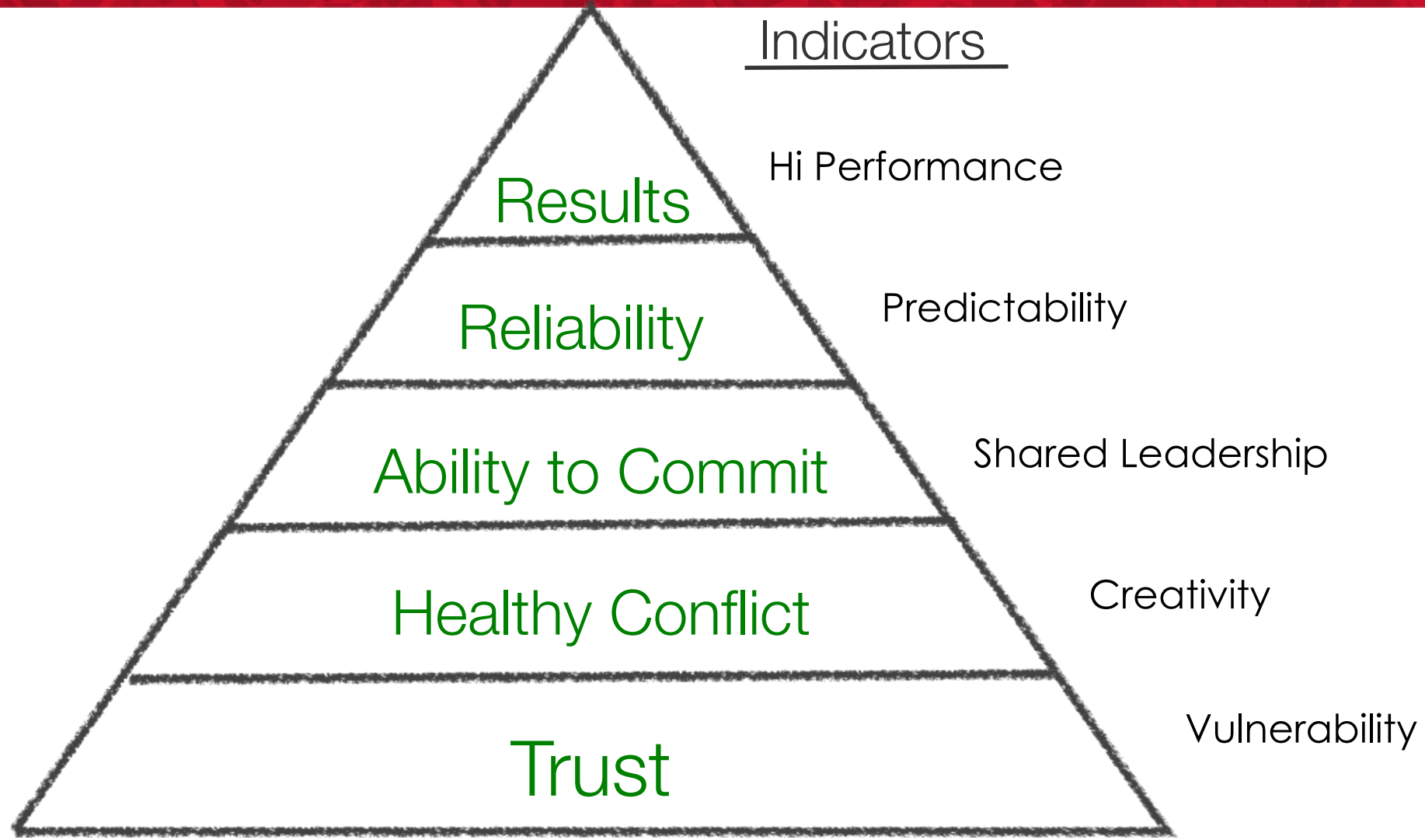
Reflective Listening

image: www.taminprogress.com

- "Reflective listening is a communication strategy involving two key steps:
  - seeking to understand a speaker's idea,
  - then offering the idea back to the speaker, to confirm the idea has been understood correctly.

  – Carl Rogers

Powerful questions you can ask

Powerful questions like these can help connect ideas and generate deeper insights.

- What new connections are you making?

- What had real meaning for you from what you've heard?

- What surprised you?

- What challenged you?

- What's missing from this picture so far? What is it we're not seeing?

- What do we need more clarity about?

- What has been your major learning, insight, or discovery so far?

- What is the next level of thinking we need to do?

- What hasn't yet been said that would help us reach a deeper level of understanding and clarity?

- What would you do if success were guaranteed?

Coaching with Powerful Questions

Finding deeper insight

- What surprised you? What challenged you?
- What's missing from this picture so far? What is it we're not seeing?
- What do we need more clarity about?
- What's been your/our major learning, insight, or discover so far?
- What's the next level of thinking we need to do?

www.rallydev.com

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EXERCISE:

Timebox 15 Minutes

Listening and powerful questioning
Find a partner—one person is the team member,
the other is the coach
The team member chooses a project issue they
are facing

The coach can only respond in one of two ways:
Reflective listening: *"I hear you saying ..."*
Asking a powerful question
Switch roles after 7 minutes

Questions:

What new connections are you making?

What had real meaning for you from
what you've heard?

What surprised you?

What challenged you?

What's missing from this picture so far?

What is it we're not seeing?

What do we need more clarity about?

What has been your major learning, insight, or discovery so far?

What is the next level of thinking we need to do?

What hasn't yet been said that would help us reach a deeper level of
understanding and clarity?

What would you do if success were guaranteed?

Part IV: Foundation First

Agile Transformation and Delivery

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Let Rego be your guide.

Pick a Framework

There are multiple Agile Frameworks for scaling Agility.

- **SAFe** ® – Scaled Agile Framework – www.scaledagileframework.com

SAFe ® is a freely revealed knowledge base of integrated, proven patterns for enterprise Lean-Agile development. It provides comprehensive guidance for work at the Enterprise Portfolio, Value Stream, Program and Team levels.

- **LeSS**

Large Scale Scrum (LeSS) literally scales up the activities in scrum, applying them at the team-of-teams level. In LeSS, large-scale planning takes one or two members from each team to form a second meeting; there is a daily standup that does the same as the daily scrum.

- **DaD**

While scrum assumes a team is in flight, it does not include where the team started, or how to make "sprint zero" decisions, such as the base technology platform, the programming language and the architecture. That's where Disciplined Agile Delivery (DaD), Scott Ambler's framework, begins, including the inception of the project, architecture and team formation, and the end – production, operational use and support.

- **LeadingAgile**

Based in Atlanta, LeadingAgile was founded in 2010 and quickly developed an international reputation as a company that provides executive level consulting on large-scale agile transformations.
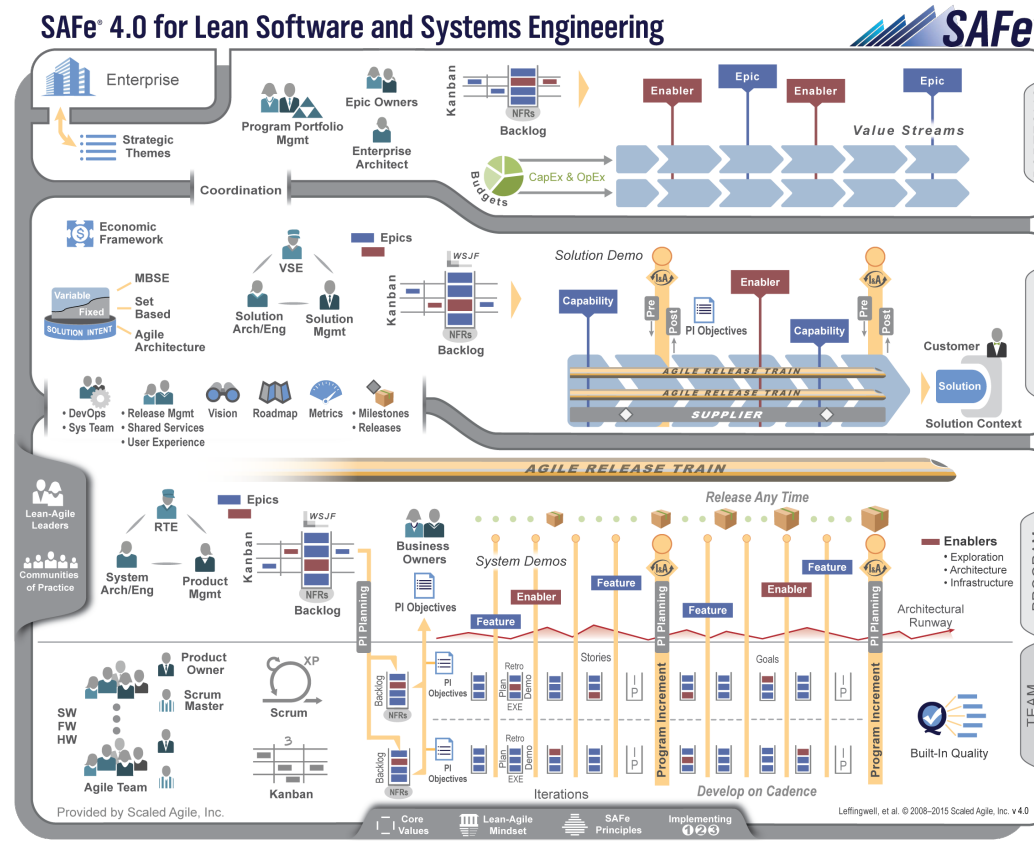
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Implement your Framework from the Team up

SAFe used as an example only

Change Portfolio and Budgeting only after Programs (ART's) and Team are working

Then solve program issues

Focus on Team Practices First

SAFe® 4.0 for Lean Software and Systems Engineering

Provided by Scaled Agile, Inc.

Part V:
Agile Transformation Metrics

Agile Transformation and Delivery

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Let Rego be your guide.

What Metrics should we use?

Everyone wants an answer to this question, "What Metrics should we use to measure agile transformation?"

Short answer: Measure Teams, Programs, Portfolios and Transformation agility with different measures. But start quickly to measure as much change as possible.
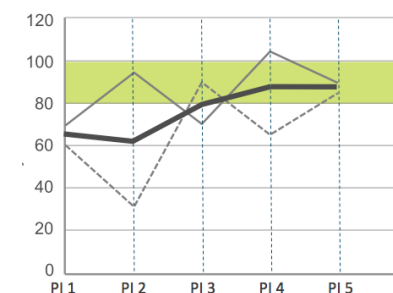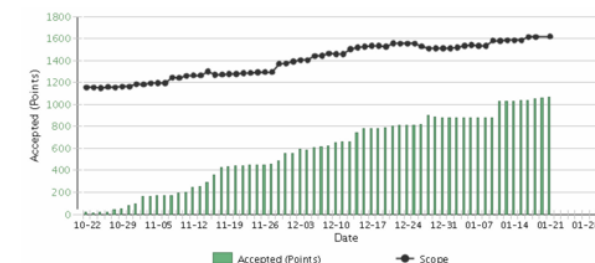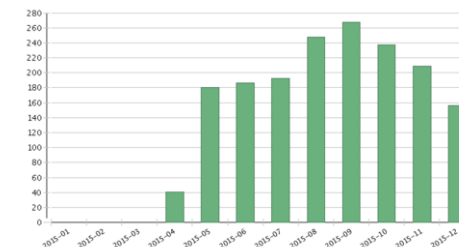
Long Answer: Lets take a look…..
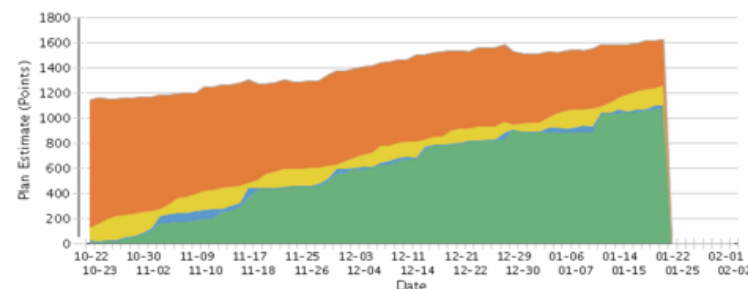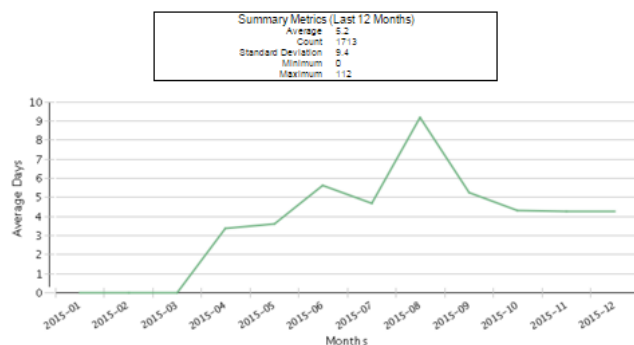
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Team Metrics

- Burndown Chart
- Burn up Chart
- Cumulative Flow Diagram
- Throughput
- Cycle time
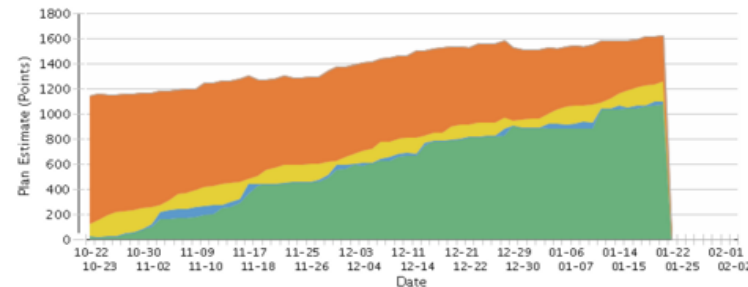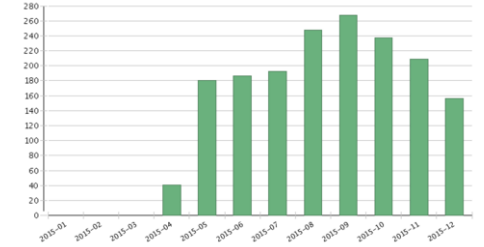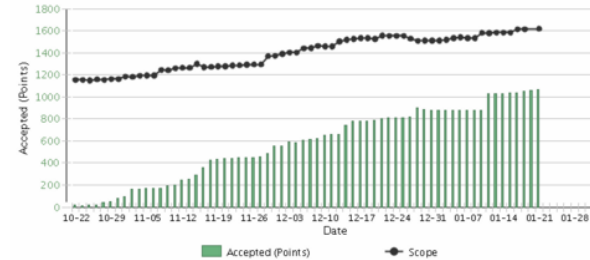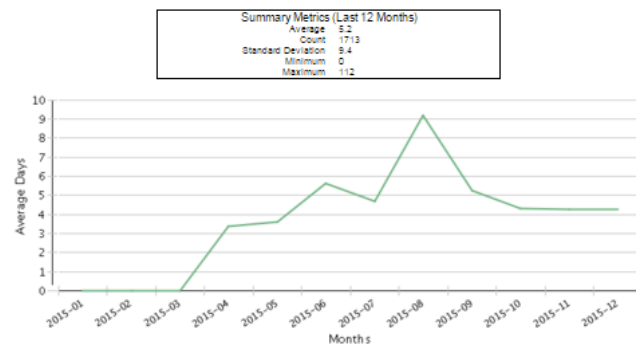
Program Metrics

- Burnup Chart (Release or PI)
- Cumulative Flow Diagram
- Program Predictability Measure
- Program Performance Metrics
- Cycle Lead Time

Functionality	PI 1	PI 2	PI 3
Program velocity			
Predictability measure			
# Features planned			
# Features accepted			
# Enablers planned			
# Enablers accepted			
# Stories planned			
# Stories accepted			
Quality			
Unit test coverage %			
Defects			
Total tests			
% automated			
# NFR tests			

Transformation Metrics

- Measure Teams and Programs through transformation
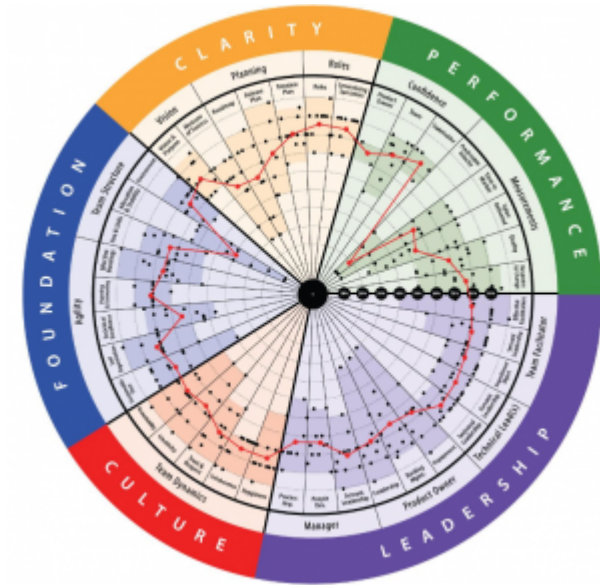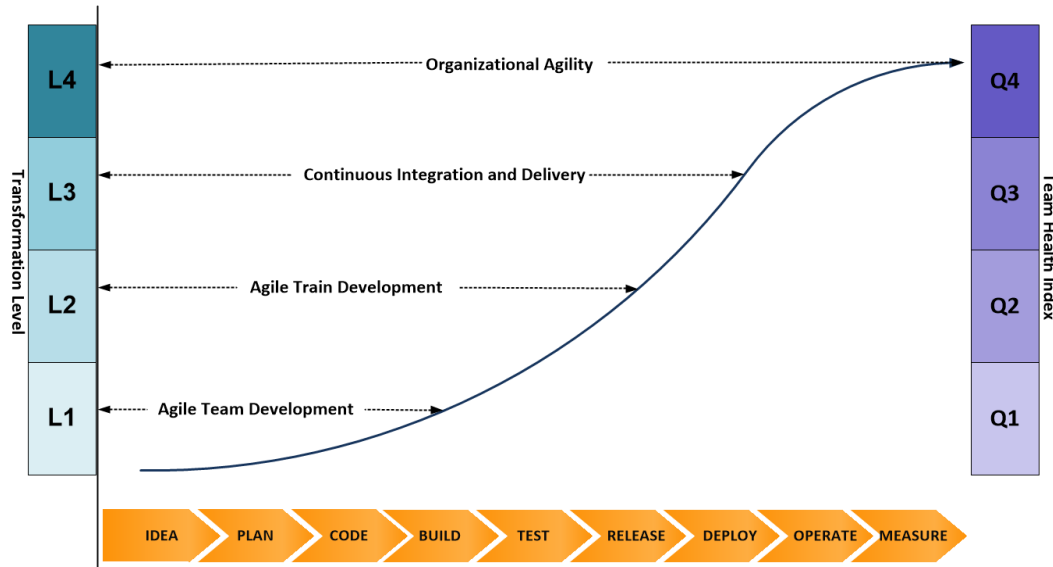
- Hint: If you are successful, no one will need quantitative measures, it will feel better in everyway.

Images curtesy of http://agilityhealthradar.com

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Exercise

- Discuss in groups what other metrics you are using today at each level

- Post one metric on the board for each of the following levels:
    - Team
    - Program
    - Portfolio

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Part VI:
Supporting Transformation

Agile Transformation and Delivery

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Where does PMO go?

- There is no easy answer to this question, with some experience PMO goes in two directions:

  - Early Thought Leadership driving transformation out to the organization
    - Usually stays around and is the center of leadership, training, and expertise
  - Stays external to Transformation activities and supports older process until change is driven
  - Usually creates a breakup of PMO, but only to fill organizational roles created by transformation and create a reformed Agile Center of Excellence (CoE)

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Questions

Questions? Parking Lot?

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Thank You For Attending regoUniversity

Instructions for PMI credits

- Access your account at pmi.org
- Click on **Certification**
- Click on **Maintain My Certification**
- Scroll down to **Report PDU's**
- Select **Education-Category B-Continuing Education or Category C-Self-Directed Learning**
- 1 PDU per hour
- Class Name = **regoUniversity**
- Course Number = **Session Number**
- Date Started = **Today's Date**
- Date Completed = **Today's Date**
- Hours Completed = **1 PDU per hour of class time**

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