Agile Transformation
What to Expect

Your Guides: Rob Greca and Mike Meola

Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself
- Business Cards

Agenda

- Introduction/overview
- A personal story
- How this applies to agile transformation
- Other inspiring resources

Transformation

noun

a thorough or dramatic change in form or appearance.

Transformation vs adoption

Transformation

- Slow
- Long-term
- Significant organization structure change
- Widespread impact on culture

Adoption

- Quick
- Temporary or short term
- Little to no structure change
- Local if at all impact on culture

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”

Transformation

A personal story

Let Rego be your guide.

How did I achieve that transformation

- I just got started
- Used a personal trainer to make sure I wasn't doing anything significantly wrong
- Started slow and made incremental changes and improvements
- Used a small set of clear metrics (weight, bodyfat %, waist size, energy levels)
- Made adjustments to address back pain issues

But what really contributed to the change

- My mindset completely changed
- It was more painful for me to remain the same than it was to change

How does this apply to an agile transformation

Mindset has to change

- There must be some catalyst or reason to change that is clearly understood by all
  - Industry or competitor threat
  - Threat of going out of business
  - New leadership
- All impacted individuals must understand this and how it impacts their purpose
- Consider shaking things up with org. change, roles and responsibilities, etc.
- Most importantly, establish a clear picture/vision of what this will look like

Just get started

- There’s no need to spend the next several months planning this out
- You can start with one or a few teams and grow from there
- Don’t confuse movement with progress
  - The common impulse is to just get everybody to do something without putting clear thought and reasoned purpose into an approach

Determine which metrics to use

- How will you know whether you are making progress?
- Use leading practice metrics such as
  - Cycle time
  - Throughput
  - “Thrash”
  - Defect difference

Constantly inspect and adapt

- Don’t assume that everything is going to go according to plan
- Continuously scrutinize progress, use metrics to determine if you’re on track, let the teams figure out what needs to be done

Teams & Leadership

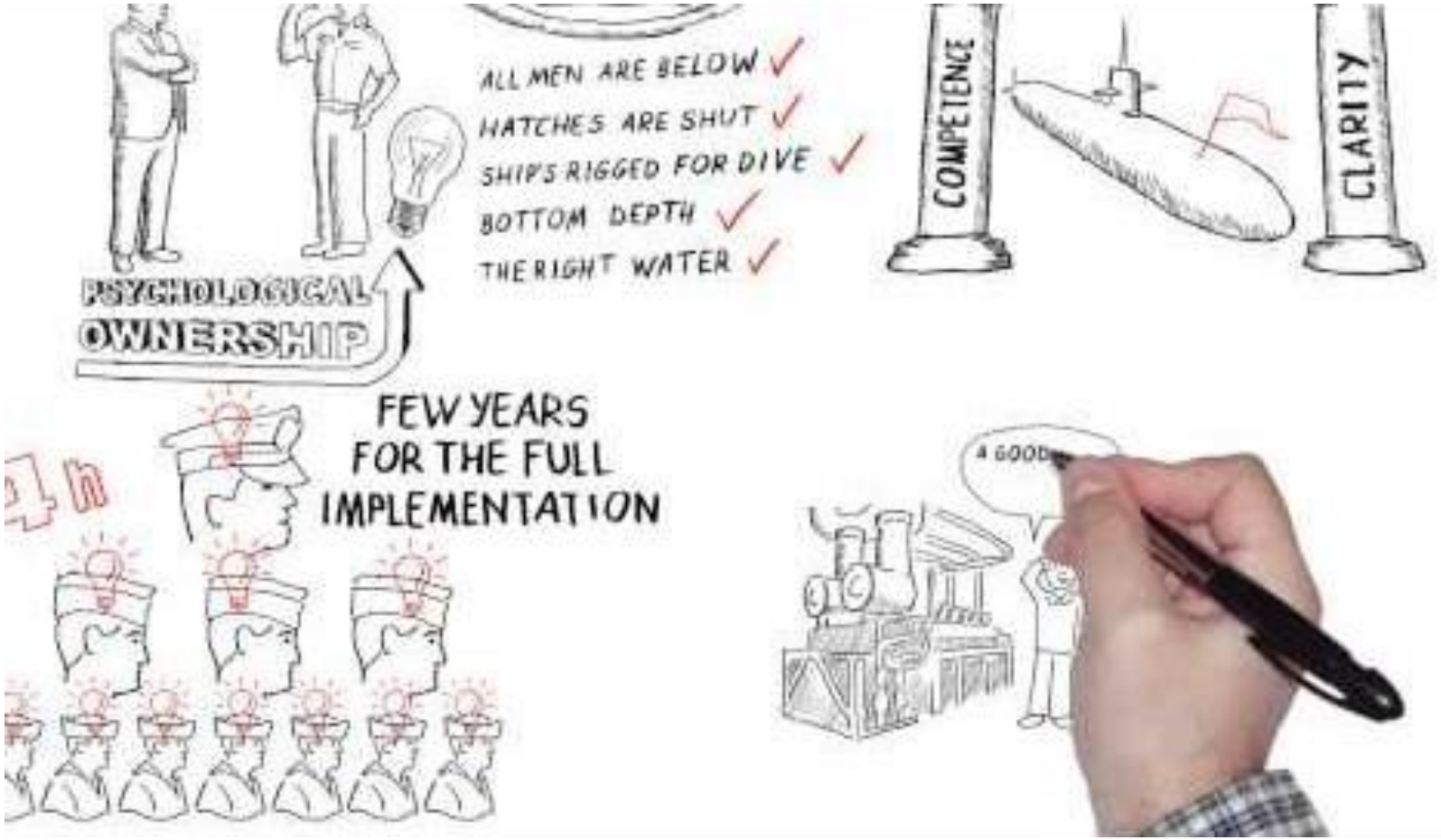
"All organizations say routinely 'People are our greatest asset'. Yet few practice what they preach,
"

(Drucker 1995)

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

Servant leadership

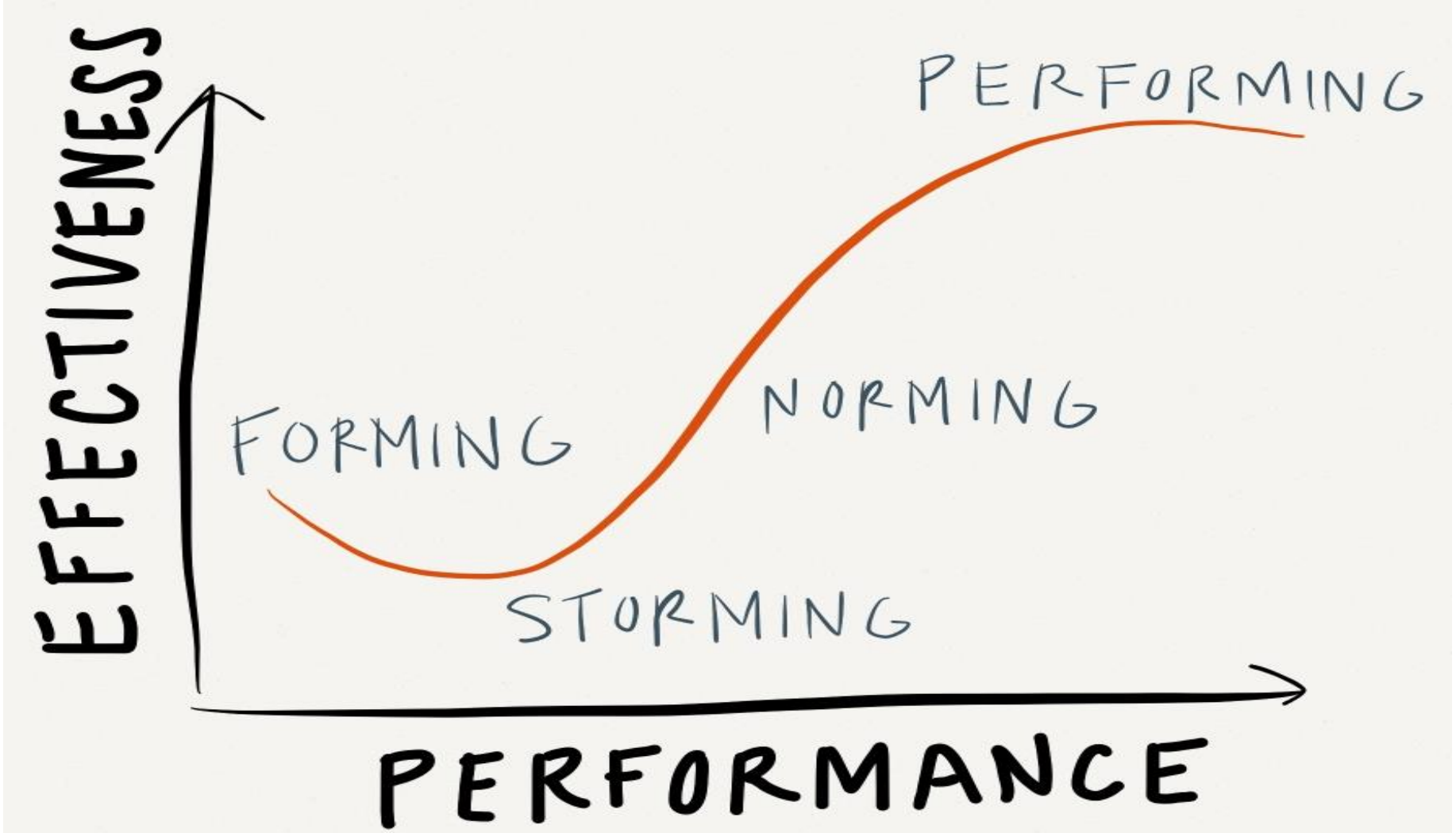


https://www.youtube.com/watch?v=OqmdLcyES_Q

Exercise

- From the previous video…
- That approach worked for a Navy Submarine Commander
  - How might his approach look for the type of work we do?

A great team does not occur overnight



Source: The Bruce Tuckmann Model

Secrets from the Big 4 Consulting Firms

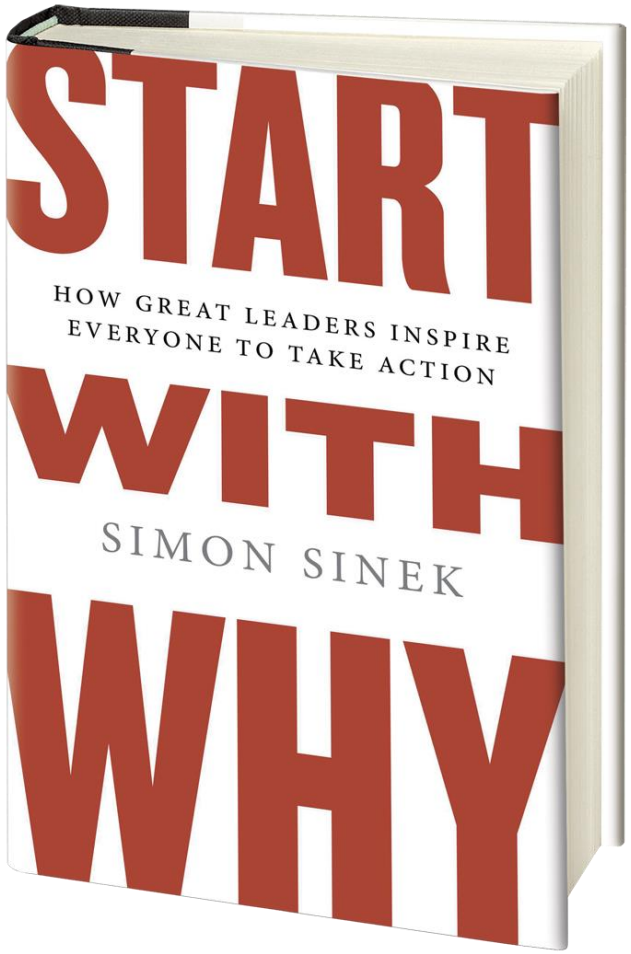
The “Operating model” as a framework

Aspect	Descriptions
Vision	Establish a clear vision—something that can inspire and mobilize a group of people to a common cause
People and organization	What is the organizational structure (formal or informal) that supports this? What are the roles and responsibilities? Is it a central or de-central model?
Governance	Who are the decision-makers? What types of decisions will be made? What information do they need?
Processes	How do we support all of this? What do groups and individuals do?
Tools	What tools or tool integrations are needed to support this?
Metrics	What metrics are used to document how well this operating model is performing? Do we have performance indicators that will be used to motivate individuals?
Culture	How does our culture shape all of the above?
Differentiating capabilities	Do we have any core competencies that allows us to do all of the above in a way to gain a competitive advantage?

Objectives – Why are we doing this?

Our purpose for doing this should be clear and consistently understood by the impacted stakeholders.

The companies that do this well get the most benefit of these initiatives with the least amount of effort.



"There are only two ways to influence human behavior: you can manipulate it or you can inspire it."

"Very few people or companies can clearly articulate WHY they do WHAT they do. By WHY I mean your purpose, cause or belief"

"People don't buy WHAT you do, they buy WHY you do it."

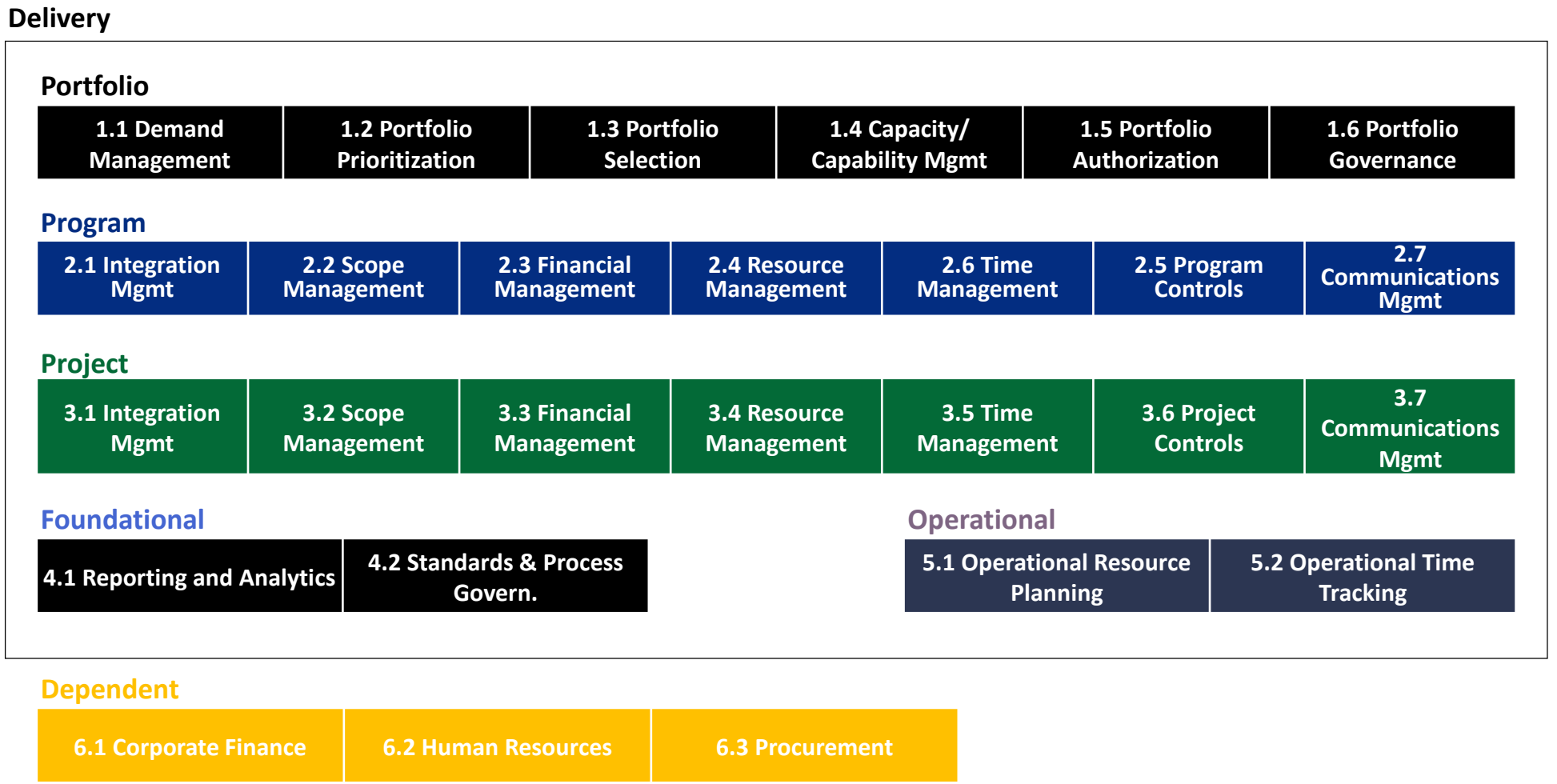
- Simon Sinek

Using a From-To table

From	To
Reactively addressing demand in a short-sided manner; unclear demands	So that we can proactively address our demand in a way to meets our strategy; trade-offs
Prioritizing demand in silos, as a result…	Prioritizing across the entire GBT function and achieving the right balance to maximize business outcomes
Having difficulty collaborating	Efficiently collaborating through clear meetings and systems
Not having the ability to shift direction	Being able to shift direction/resources more quickly
Not fully understanding dependencies	Understanding how work impacts other work

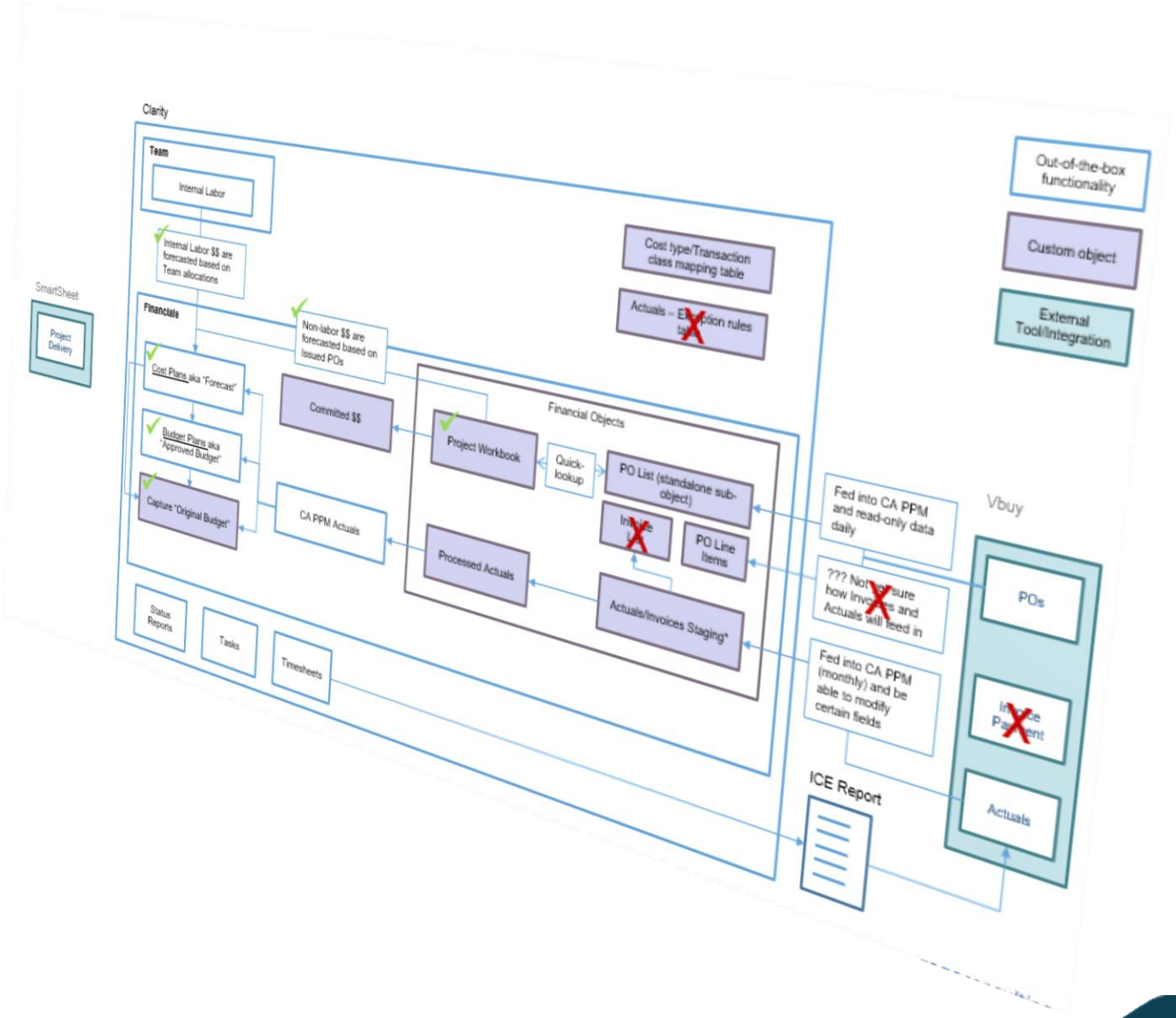
What to do if everyone is fighting over tools

Bring the focus back to "capabilities" or outcomes



What to do if everyone is fighting over tools

Once the capabilities are clear, build an "architectural map" of the systems



What about the PMO?

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
  - Becomes the Agile PMO

- 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 Execellence

What do you measure?

What Metrics should we use?

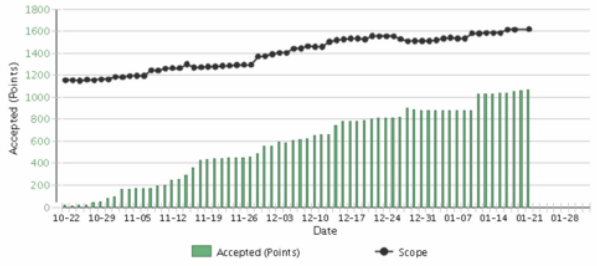
Everyone wants an answer to this question, “What Metrics should we use to measure agile transformation?”

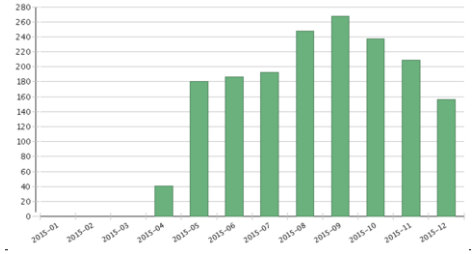
Short answer: Measure Teams, Programs, Portfolios and Transformation agility with different measures. But start quickly to measure as much change as possible.

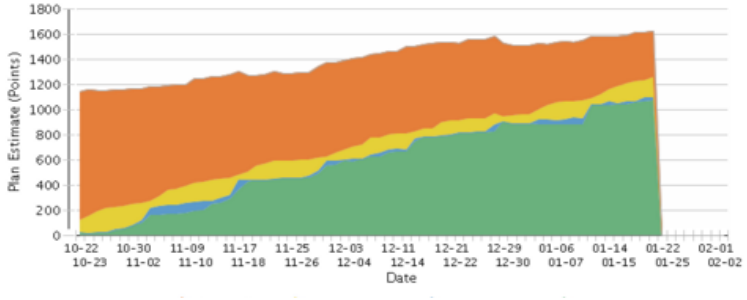
Long Answer: Lets take a look…..

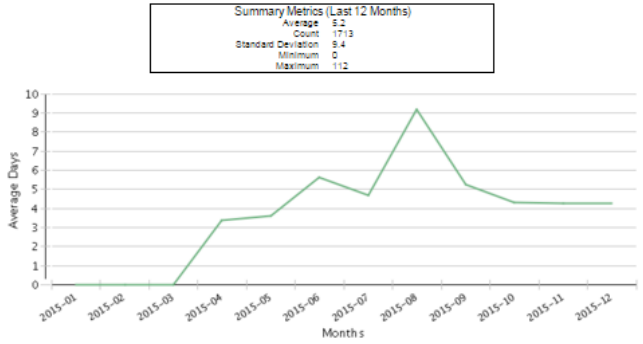
Team Metrics

- Burndown Chart
- Burn up Chart
- Cumulative Flow Diagram
- Throughput
- Cycletime



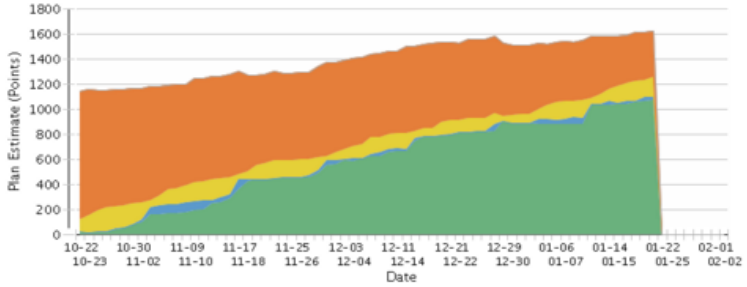


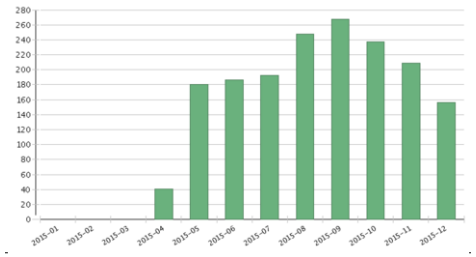


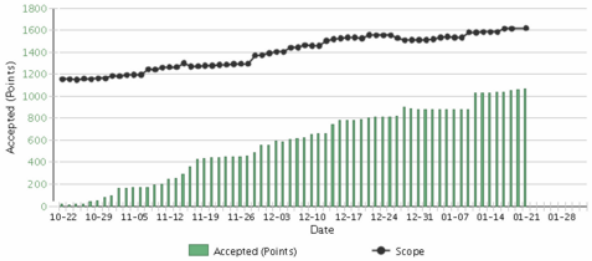


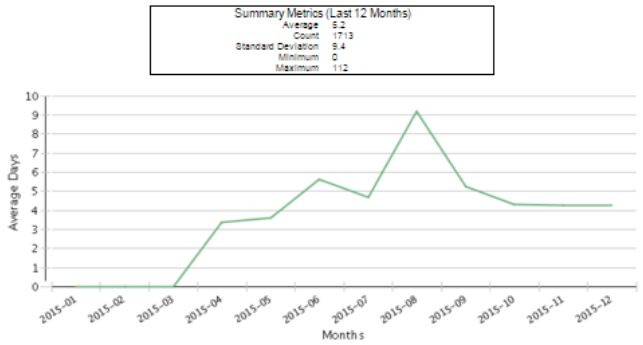
Program Metrics

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

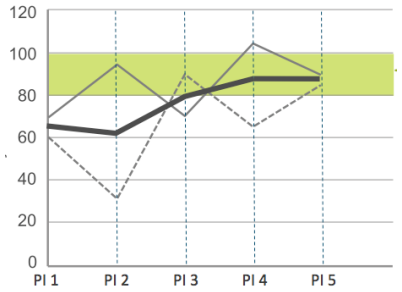






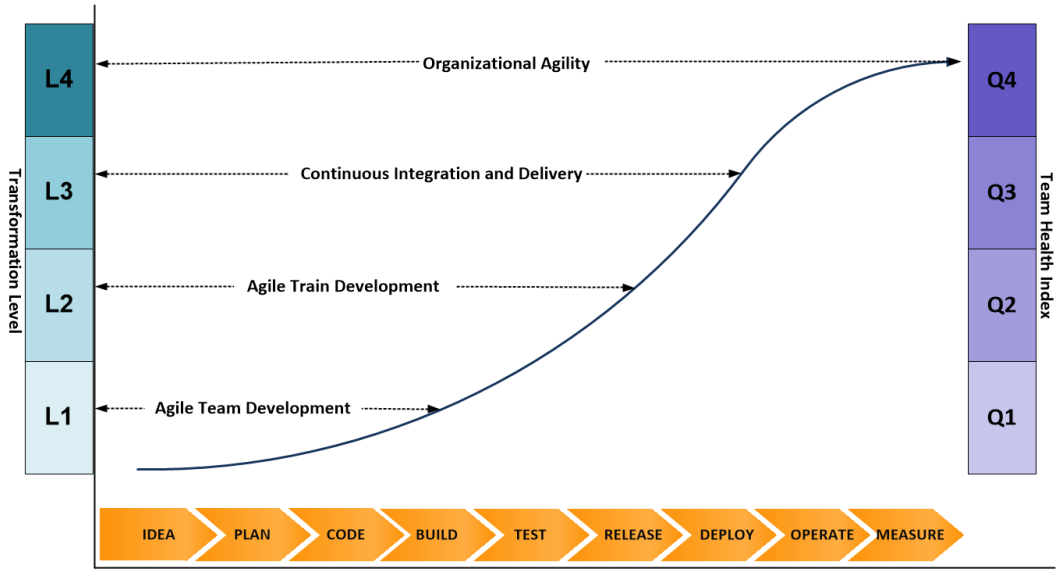


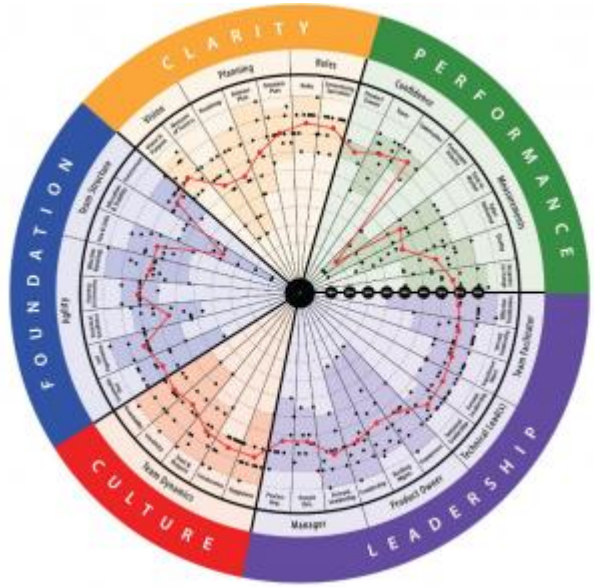
Functionality	PI 1	PI 2	PI 3
Program velocity			
Predictability measure			
# Features planned			
# Features accepted			
# Enablers planned			
# Enablers accepted			
# Stories planned			
# Stories accepted			
Quality			
Unit test coverage %			
Defects			
Total tests			
% automated			
# NFR tests			



Transformation Metrics

- Measure Teams and Programs through transformation



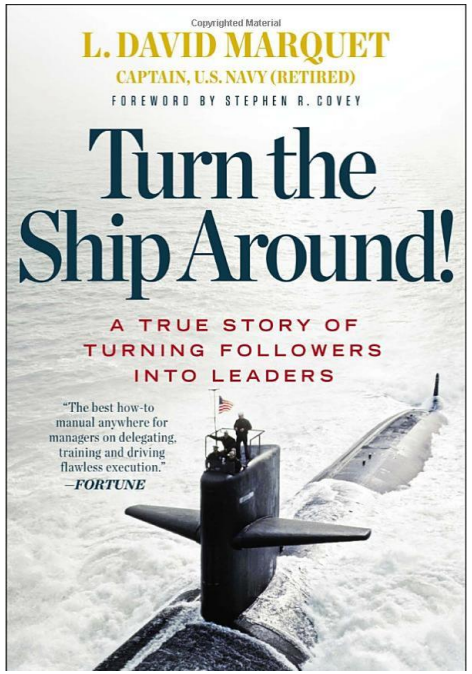


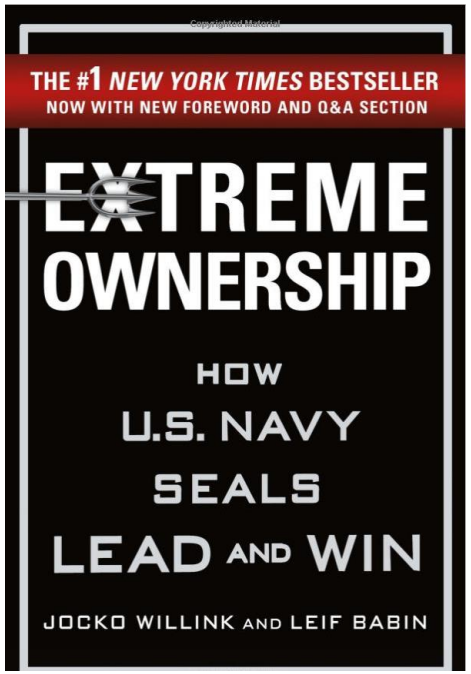
- Hint: If you are successful, no one will need quantitative measures, it will feel better in everyway.

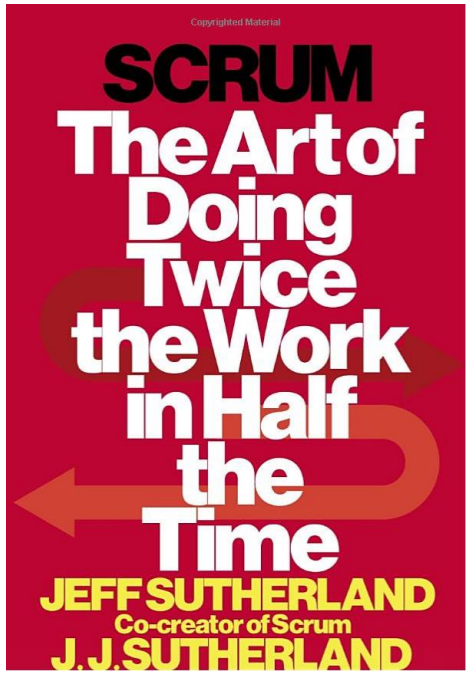
Images curtesy of http://agilityhealthradar.com

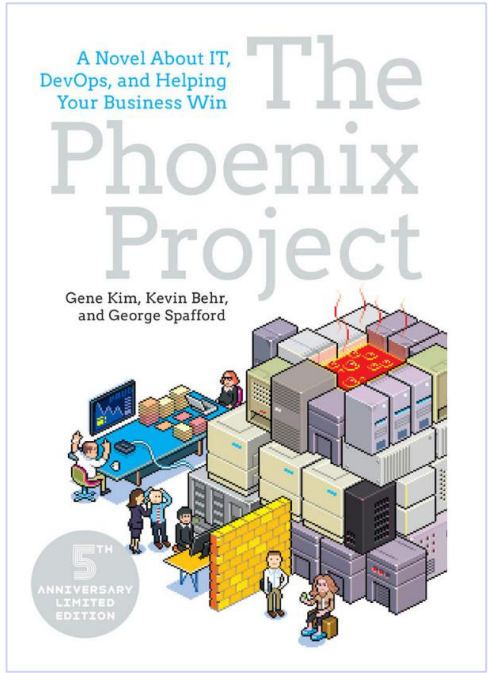
Other inspiring resources

Great books to check out









Questions?

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Thank You For Attending regoUniversity

Instructions for PMI credits

- Access your account at pmi.org
- Click on **Certifications**
- Click on **Maintain My Certification**
- Click on **Visit CCR's** button under the **Report PDU's**
- Click on **Report PDU's**
- Click on **Course or Training**
- 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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