


**AGILE  
NXT**

# **STOP COPY-PASTE AGILITY, START AGILE PROBLEM SOLVING**

**Daniel Burm**

**Xebia**

a recipe book for agile transformations



What “how to-recipe” would you like to see in our cookbook?



## Daniel Burm



### Job

Agile Consultant @ Xebia

### Clients

Essent, Rabobank, ING, Menzis, ASR, TKP pensioen (AEGON), KPN, Thieme Meulenhoff, Flow Traders, BOVAG, Ziggo, XS4ALL, Transavia, Florius

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 Daniel Burm

 @GoalDrivenAgile





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Copy-paste  
Agility is not  
wrong

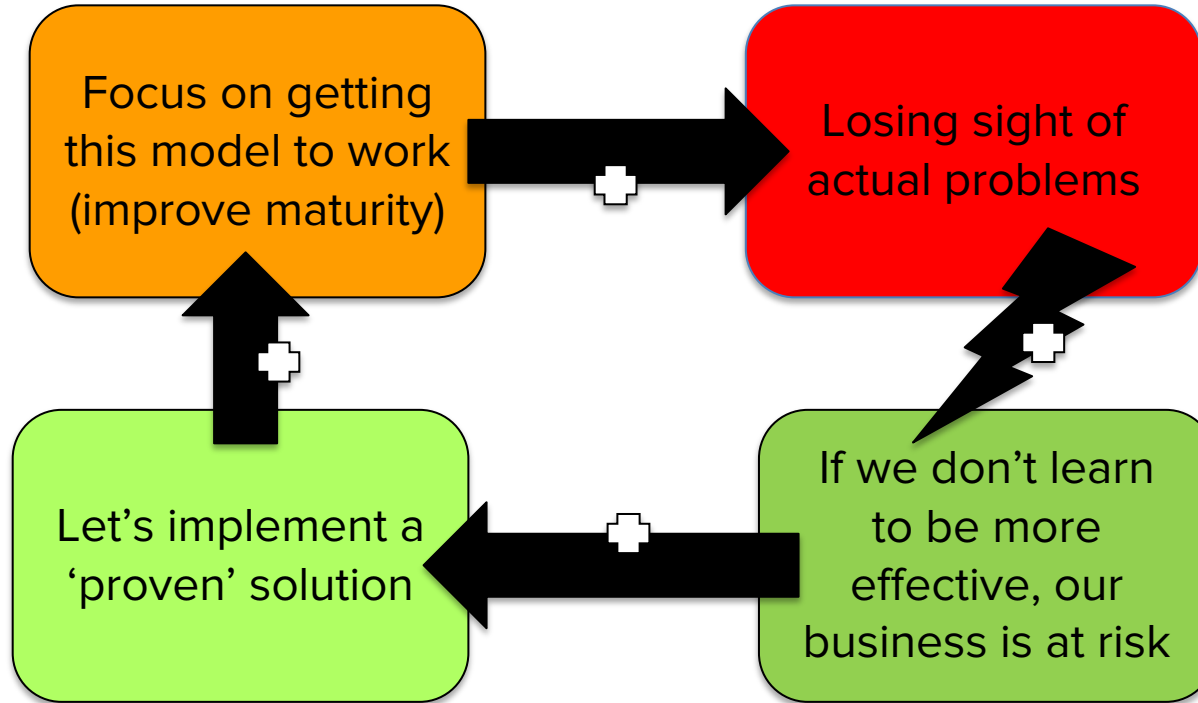
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# Solution Thinking

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**FEAR**



**DANGER**

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# Let's do a flash survey!

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# You probably want to focus on real problem solving if,

1. you want to evolve beyond your initial agile transformation
2. more and more people disengage from 'doing better agile'
3. you get the question "why do we need to do this, what's the point?"
4. you feel like you are the solution guy/girl all the time
5. you want to find better fitting and more creative solutions
6. you want to be a more authentic and valuable change agent



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If we fear change, we should do it more often

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We need a  
method to  
counterbalance  
our (human)  
urge for  
solutions

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David Kelley,  
founder at IDEO

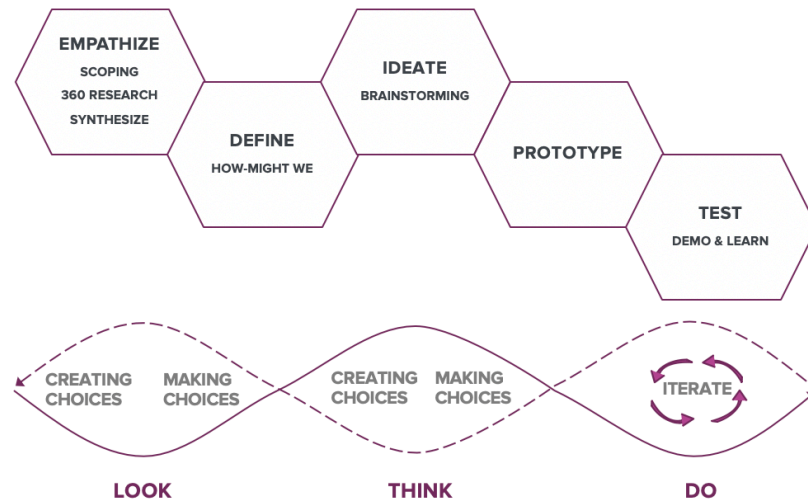
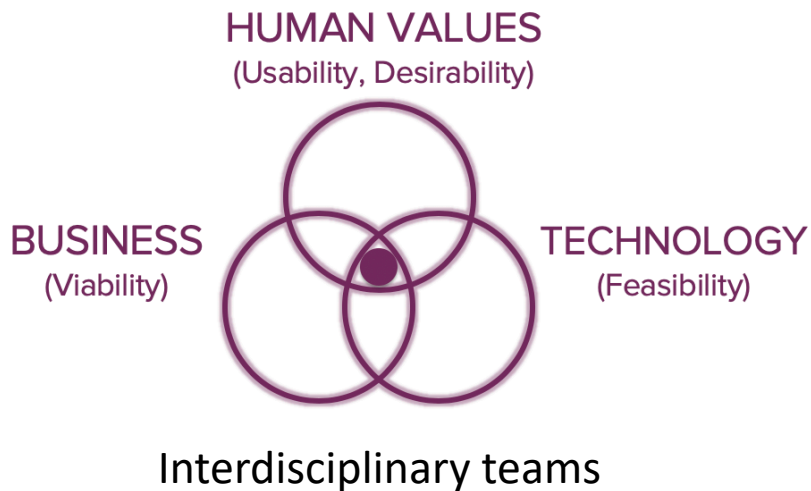


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# What can we learn from IDEO

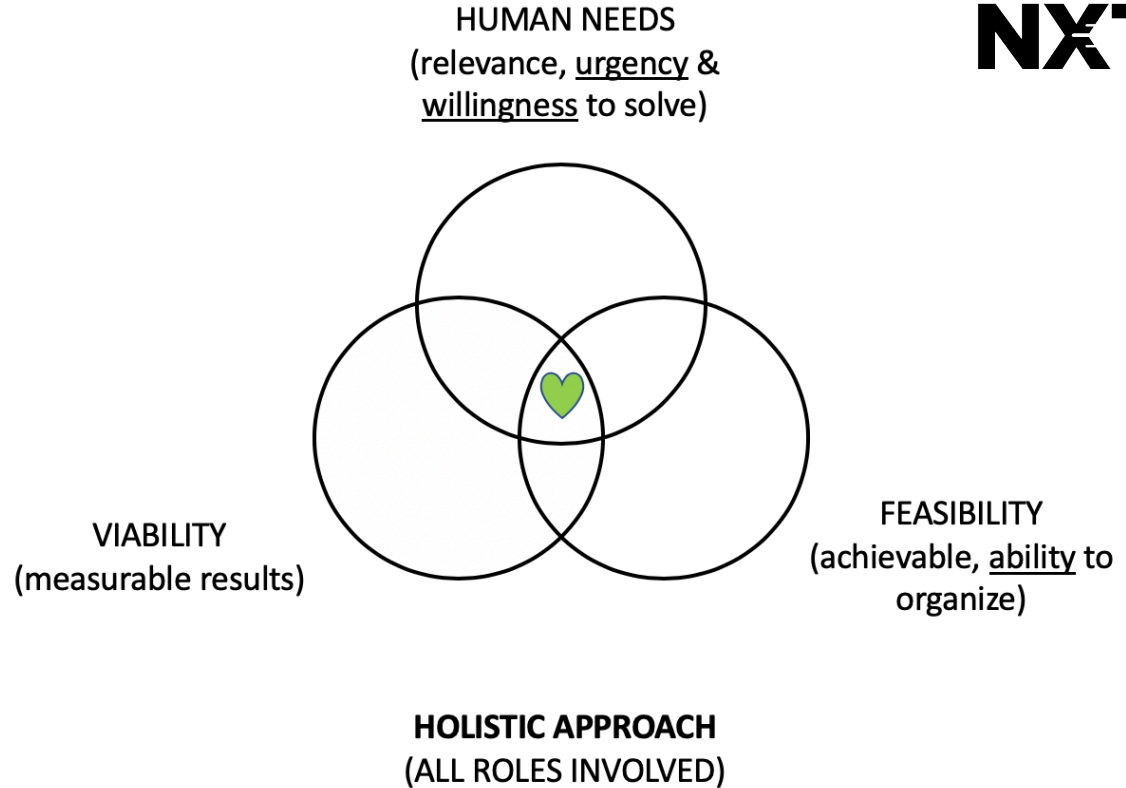






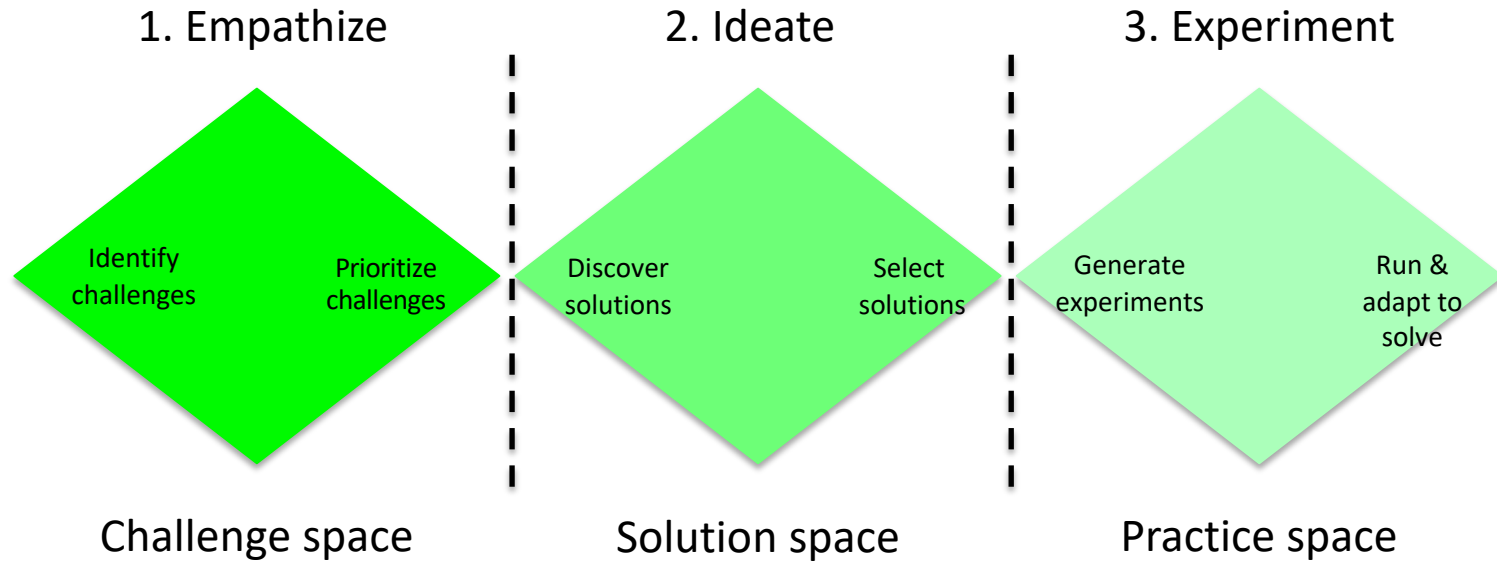
Could we use this type of approach for organizational change?

## Finding the 'sweetspot' in change





# Design thinking process for change

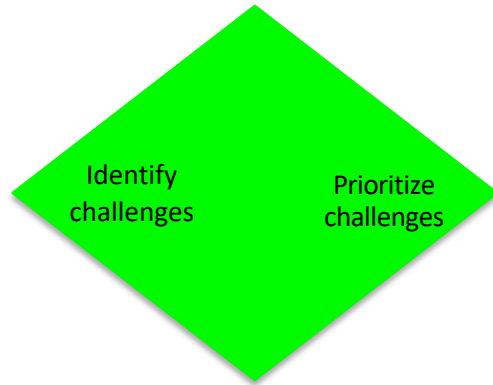


LET'S  
TRY  
SOME  
TECHNIQUES



# The challenge space

## 1. Empathize



Challenge space

scoping

360  
research

synthesize

The goal of this phase is to identify and prioritize all challenges that need to be addressed if we want to further evolve our Agile organization towards improved performance.

# Scoping

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Goals & constraints

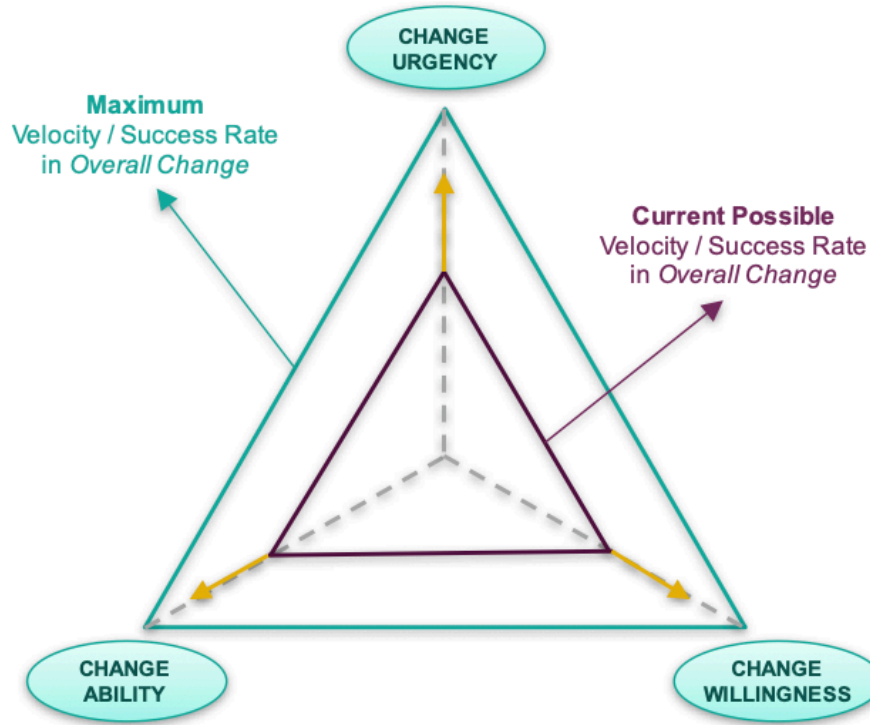
What part of the  
organization? (and  
what not)

Leading coalition



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# 360 Research



- Qualitative & exploratory In depth Interviews (45 minutes)
- Cross section of scope
- Simple questions to spark the conversation and empathy



# Let's Practice!

1. Open page 3 of your workbook
2. Form couples (interviewer & interviewee)
3. Start with change urgency question
4. Goal is to get a problem statement
5. Write down notes & answers in your workbook

10 min.

# Desk Research

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- financials
- performance KPI's
- customer experience
- employee experience (engagement)
- illness/ churn
- agile maturity

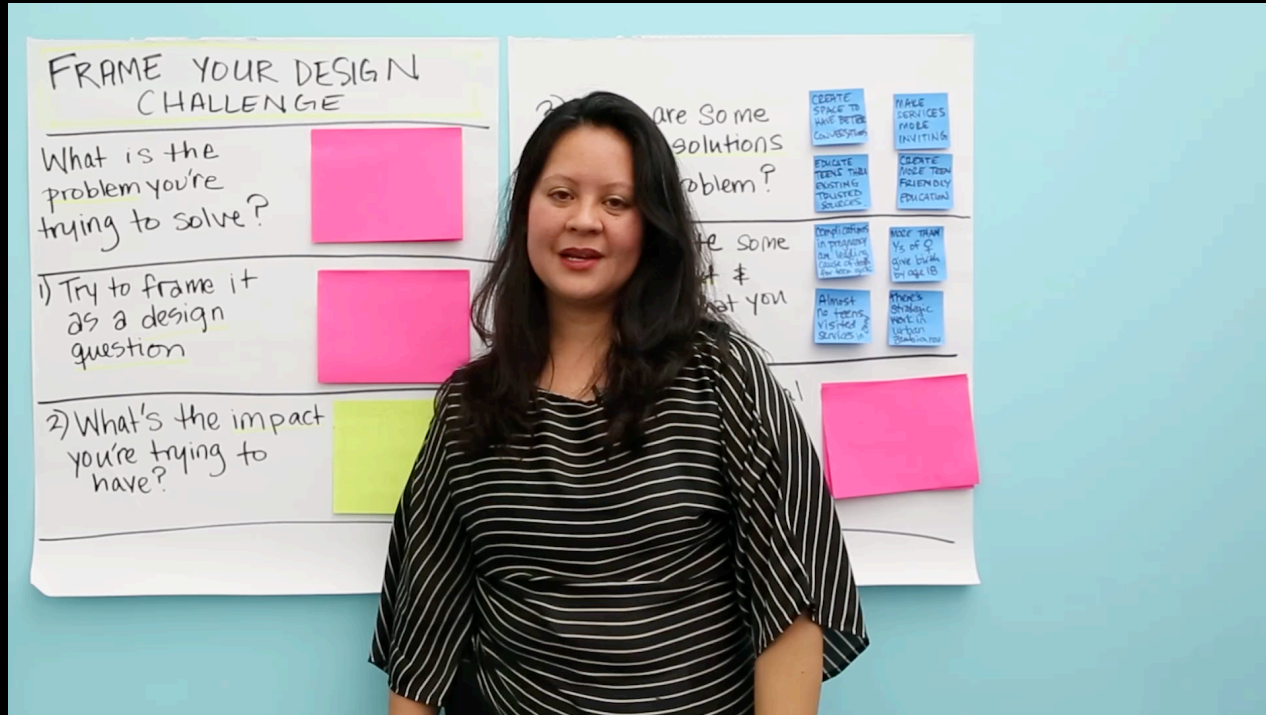




What to look out for in synthesis



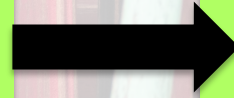
# Framing your challenge



# Let's Practice!

1. Open workbook page 4
2. Same couples as before
3. Copy the problem statement from the previous exercise
4. Re-frame the problem statement using the steps in your workbook

There is no time  
and money to train  
scrum masters

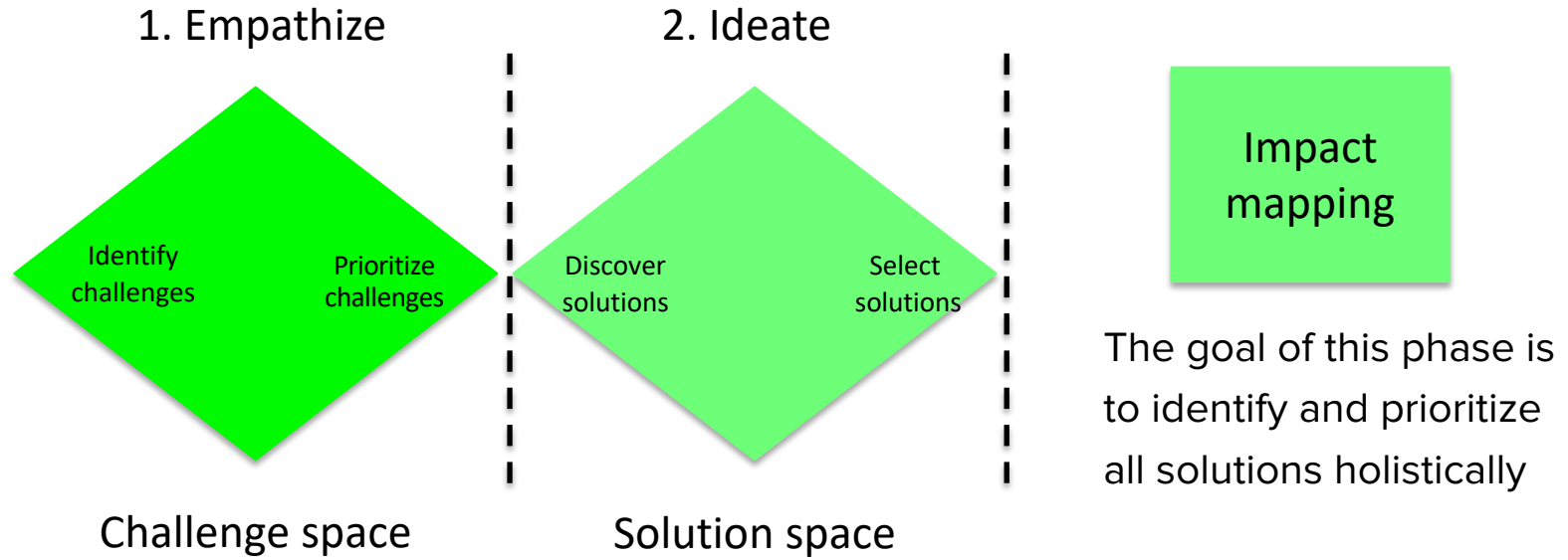


How might we help  
scrum masters to get  
more time and budget  
so that they can grow?

5 min.



# The solution space



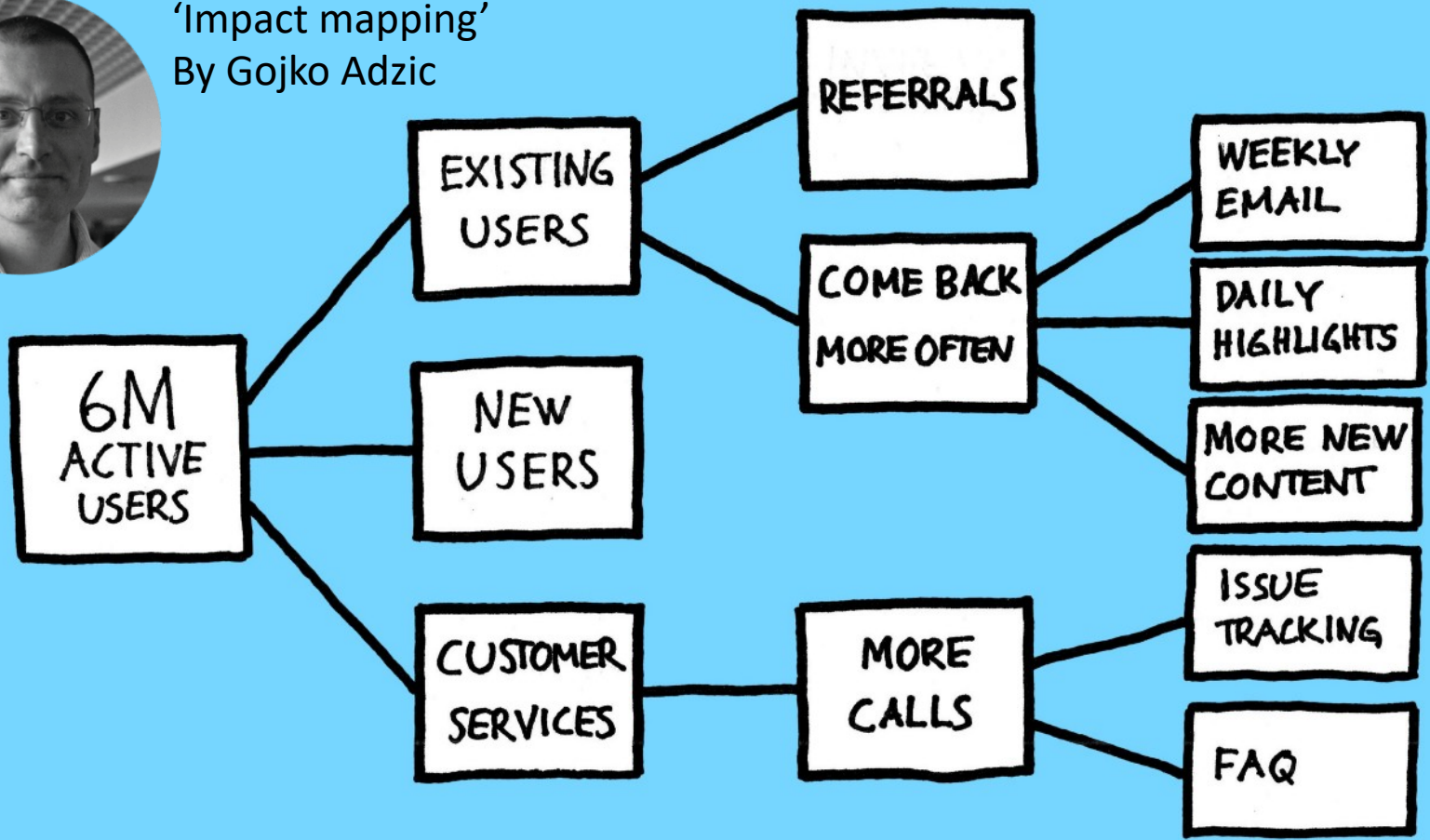
# The problem with ideation for organizational change





# 'Impact mapping'

By Gojko Adzic



GOAL

ACTORS

IMPACTS

DELIVERABLES

ACTORS

IMPACT

DELIVERABLE

GOAL

ACTOR

IMPACT

DELIVERABLE

Better  
balance  
improvement  
& delivery

Team  
member

Change the  
way we  
handle ad-hoc  
work

Define &  
implement way  
of working  
ad-hoc work

As a....

So that....

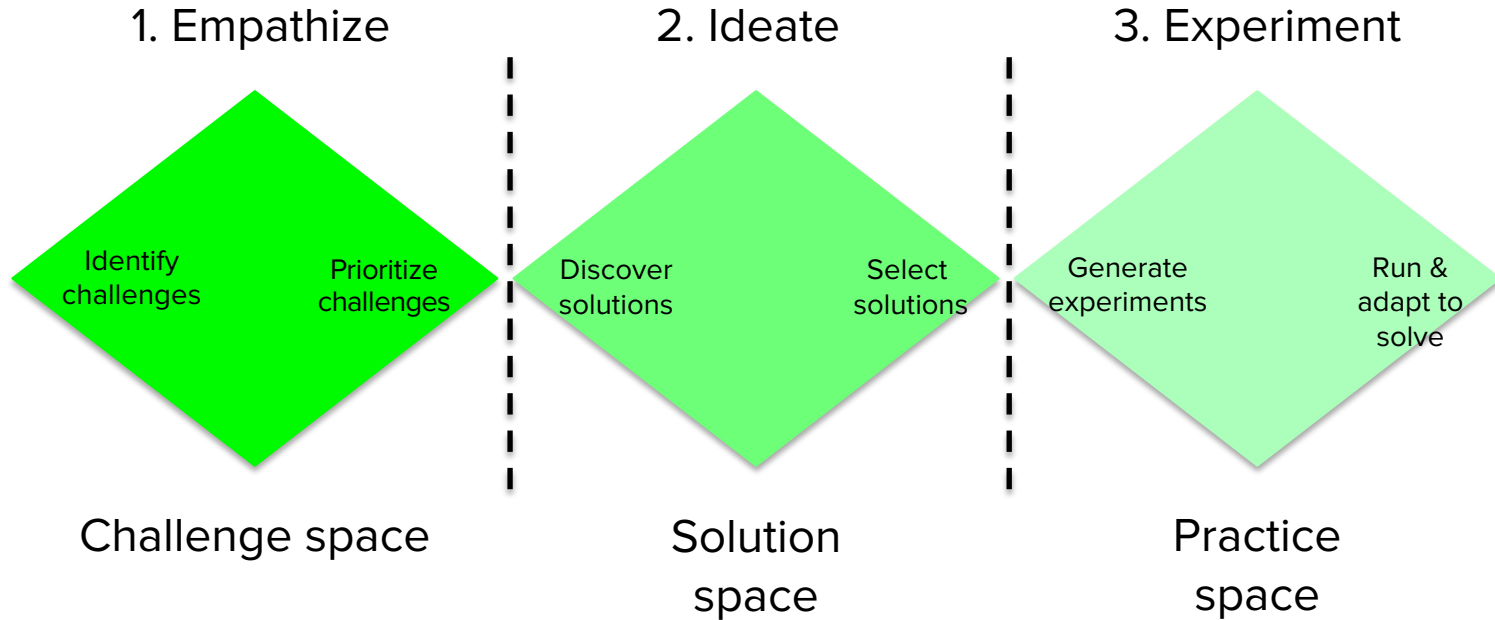
I would like....

results for 'balance our workload'



# Intervene with experiments

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# Important when fishing!



BE ABLE TO DEFINE  
AND MEASURE  
SUCCESS



DISTRIBUTE  
OWNERSHIP



BUILD ON POSITIVE  
EXAMPLES



“The only metrics you should invest in are the ones that will help you change your behaviour”

– Eric Ries (Lean StartUp)

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# Let's Practice!

1. Open workbook page 5
2. Same couples as before
3. Pick one of the solutions from the previous exercise as a base for your experiment
4. Shape your experiment by answering the three questions

Provide  
assessments for  
scrum masters to  
indicate growth  
potential

If scrum masters are  
able to explain better  
what they need to learn  
and why, budget holders  
will be more inclined to  
grant means

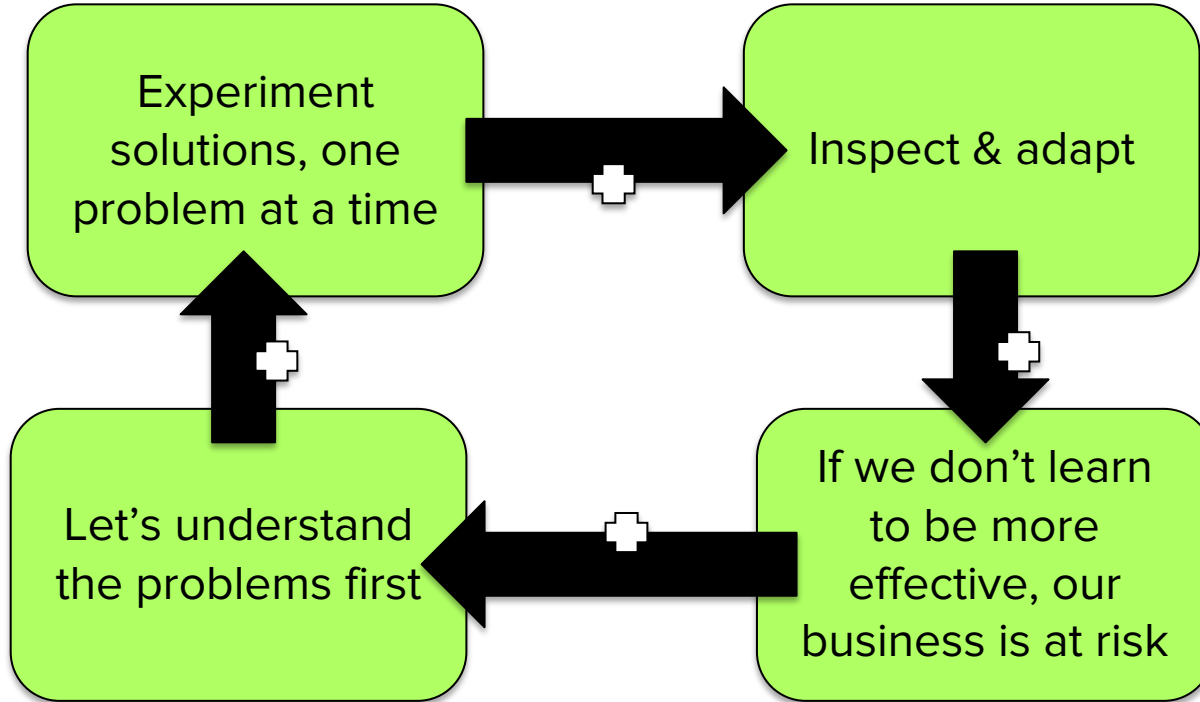
10 min.



# Agile Problem Solving

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**EMPATHY**



**FEEDBACK**

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# To Summarize

1. Start loving the problem & be aware of solution thinking if you want to keep evolving
2. Understand the problems first and use methods that support this
3. Stay human-centered and holistic for solutions
4. Let people experiment and solve 1 problem at a time



# Final survey!

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**DON'T COPY-PASTE THIS  
APPROACH!**





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**THANK YOU!**

**WHAT IS YOUR  
NEXT STEP IN  
AGILITY?**

powered by

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