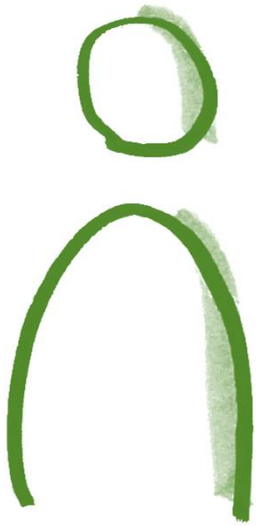
Employeeship and Leadership – Key Factors in Agile Transformations

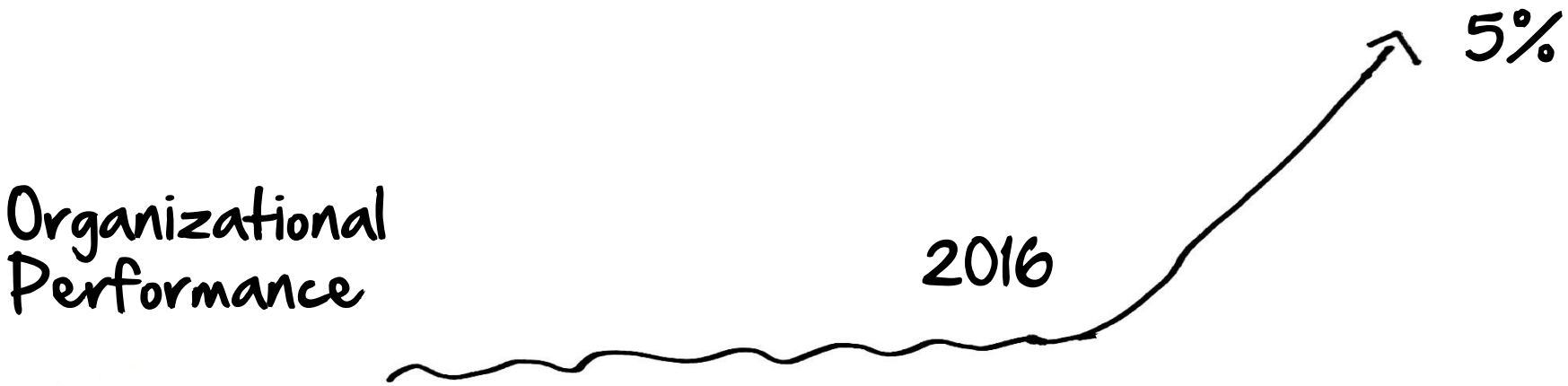


Henrik Berglund
ProAgile

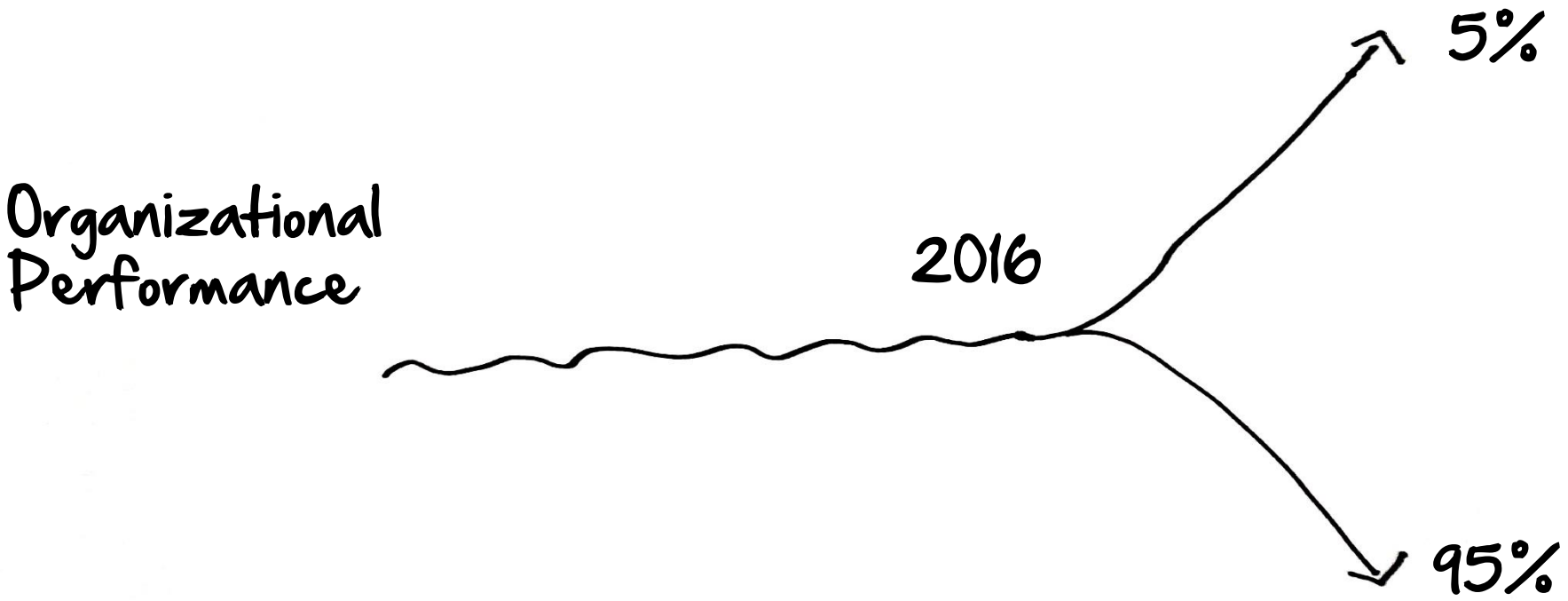
20 years of agile, how are we doing?

Organizational
Performance

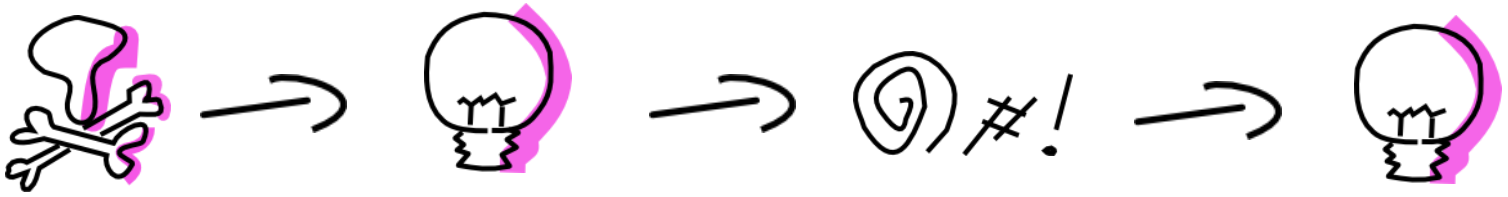
20 years of agile, how are we doing?

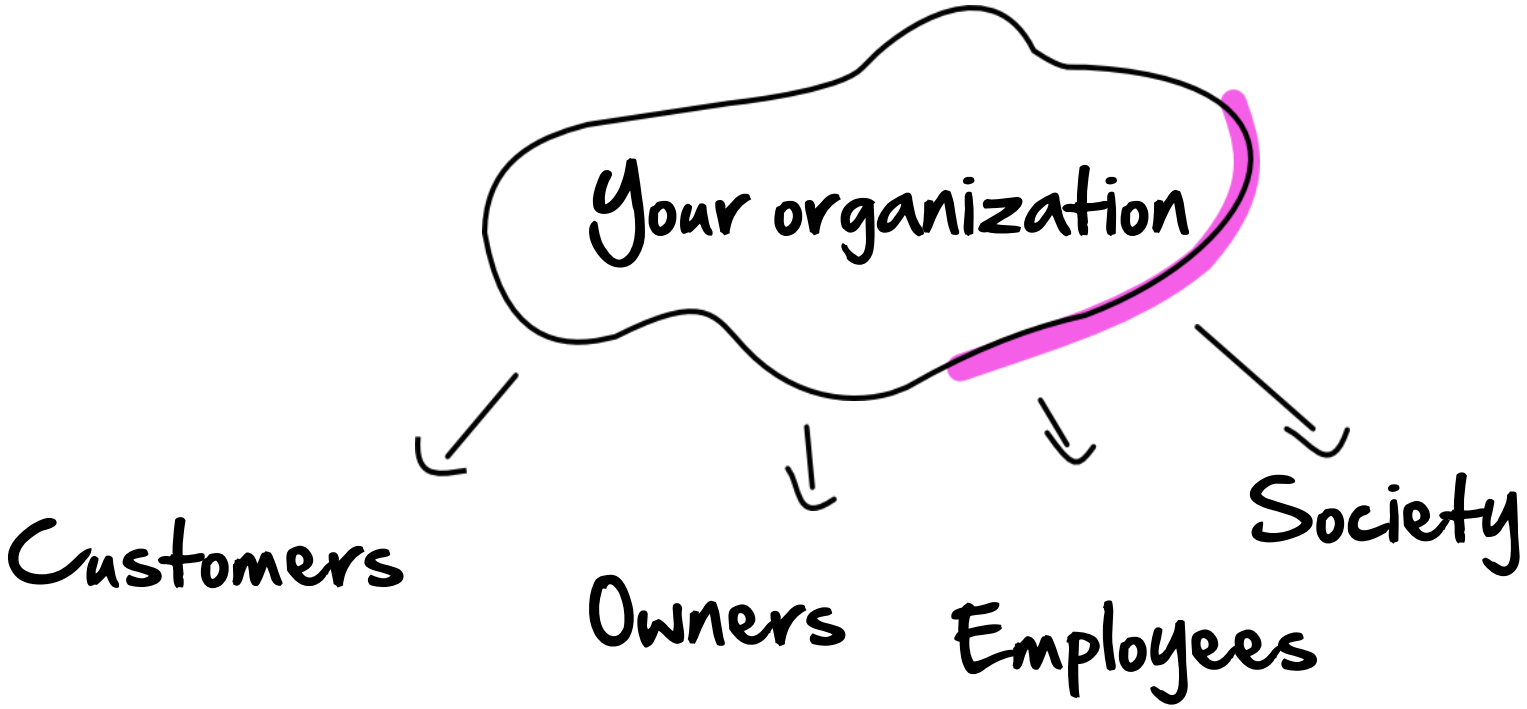


20 years of agile, how are we doing?



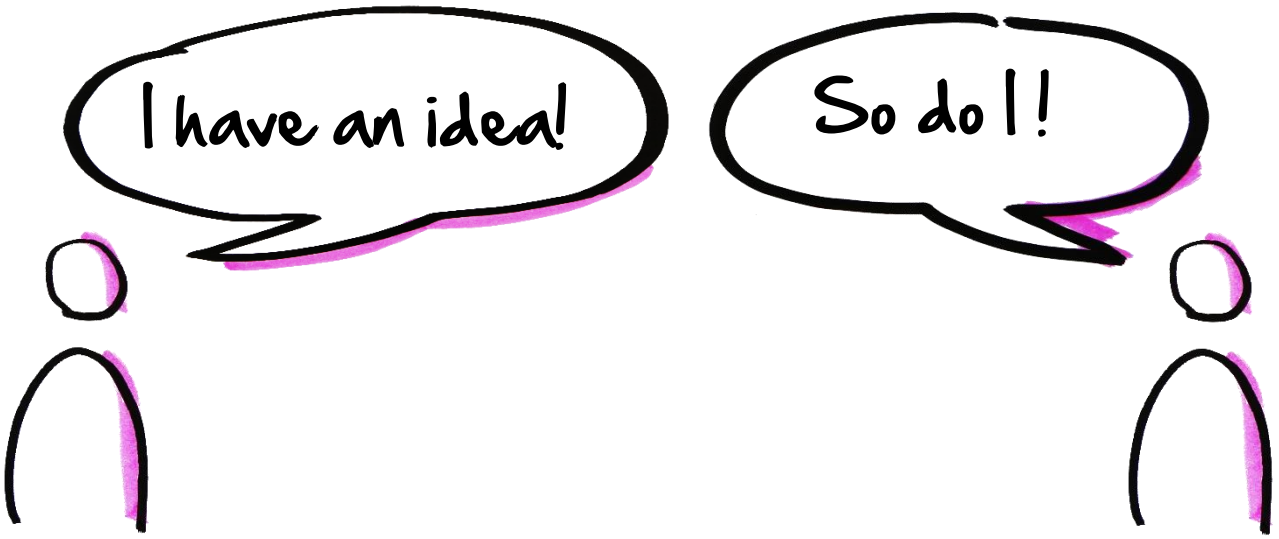
After 20 years..."Agile" what is it?





Agility = Ability to adapt and survive

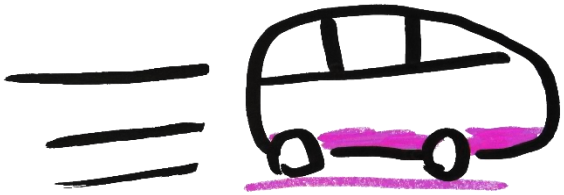
If your organization does not exist anymore in 5-10 years... What could have caused that?

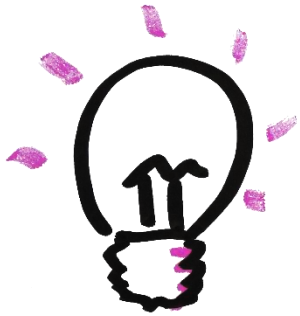


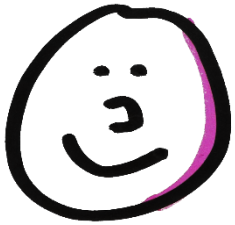
2 min

Do we adapt quickly enough?

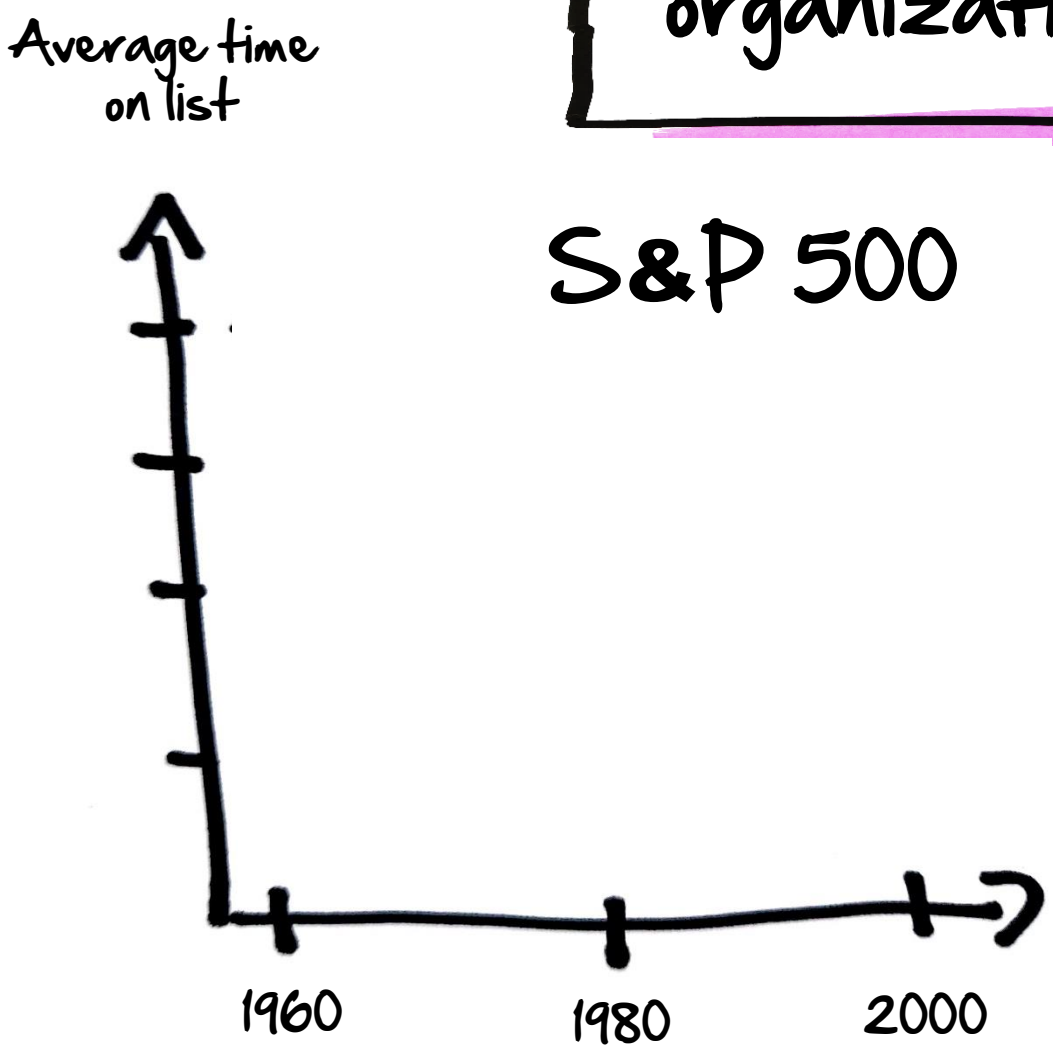
- Markets
- Employees
- Business model
- Competition



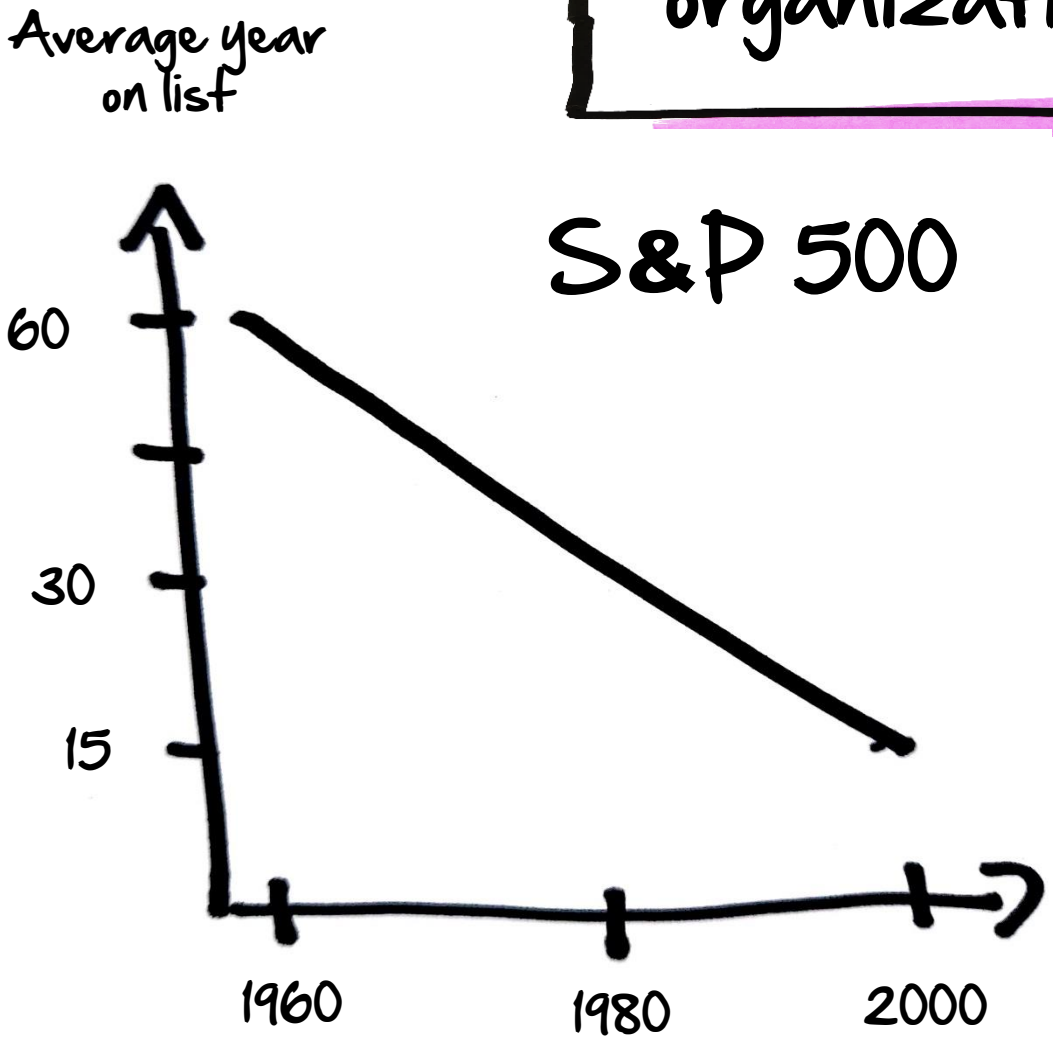




Survival of large organizations



Survival of large organizations



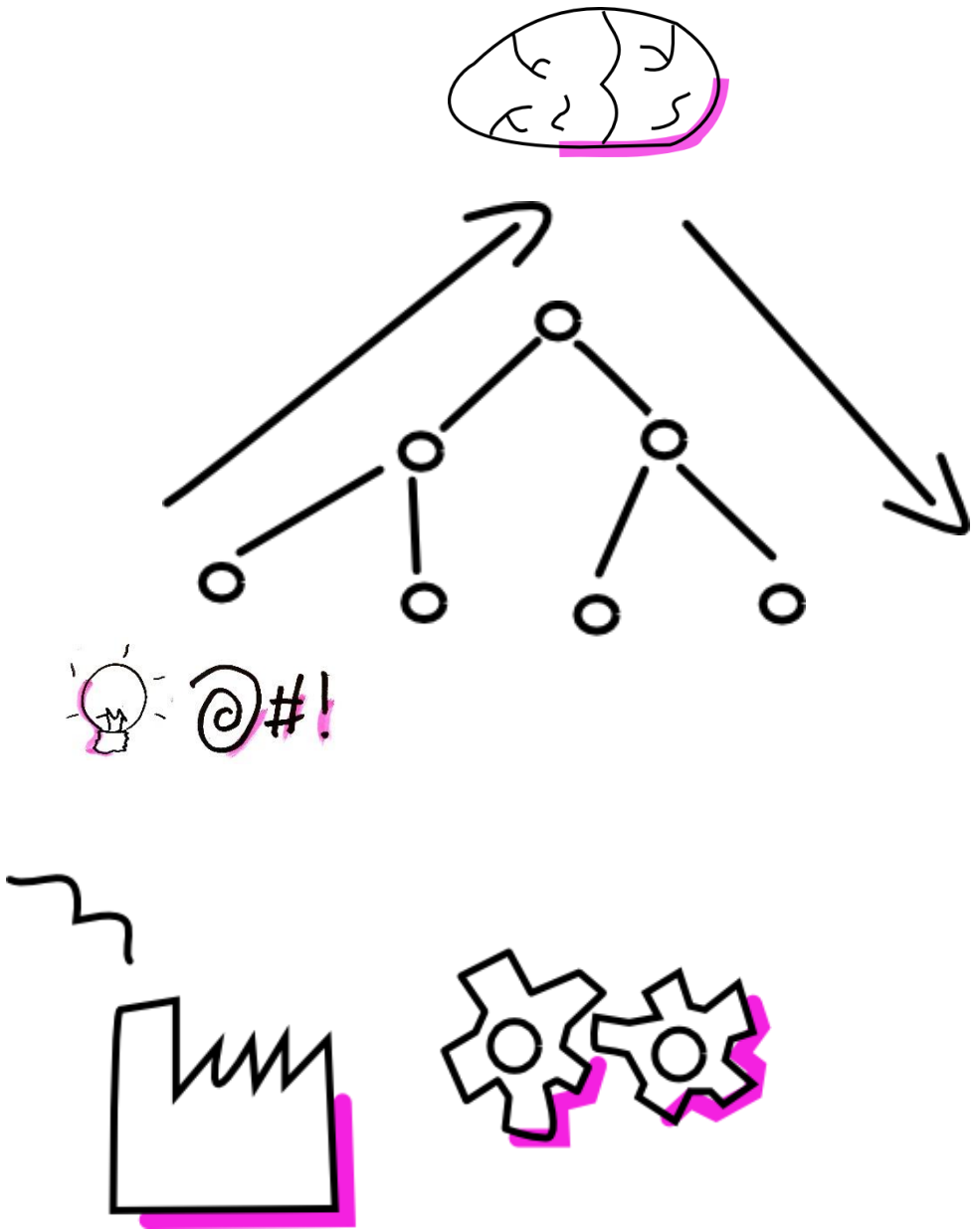
"Adopting Agile ways of working"

Sprints

ScrumMasters

Daily Scrum

The Problem?



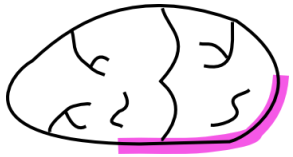
15%

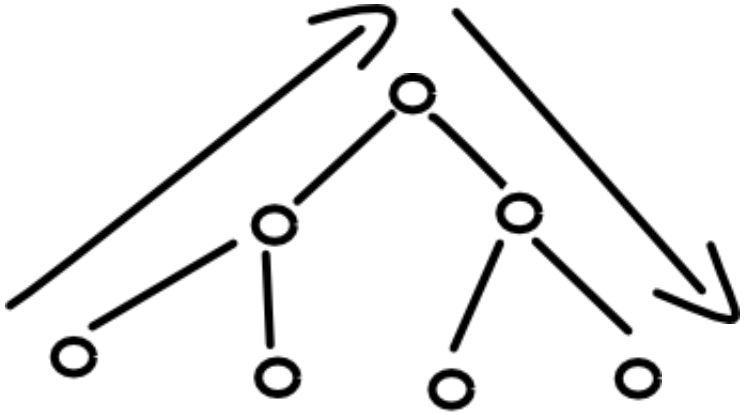
70%

15%

Gallup - State of the Global Workplace

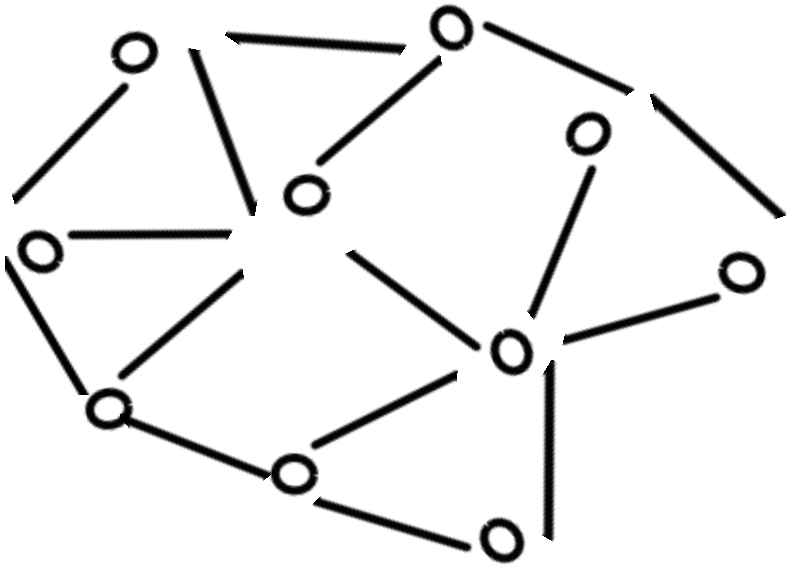
60 Steps...





"Agile transformation"

Decentralization



What does it take?

Passion
Creativity
Initiative

Voluntary!

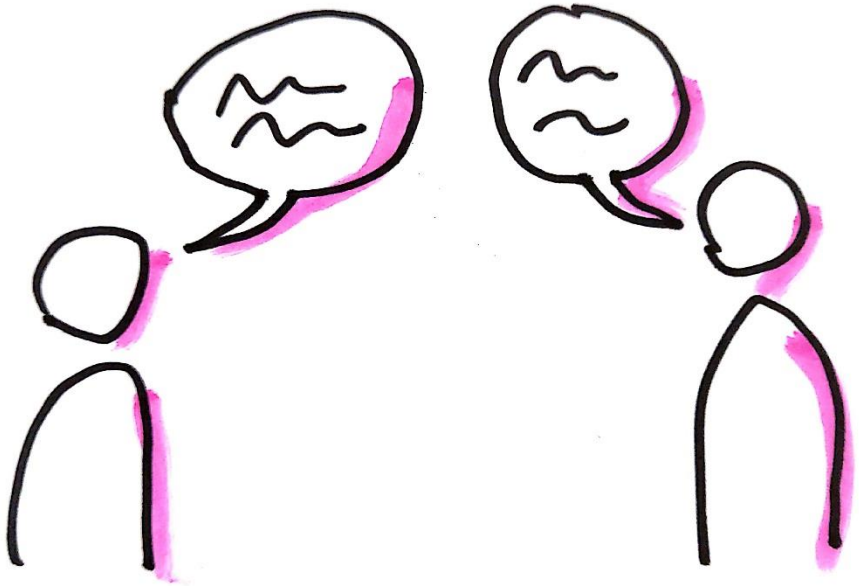
Expert knowledge
Diligence
Obedience

Not enough anymore...

Source: Gary Hamel, "What matters now"

What motivates you at work?

2 min



Compelling direction

Challenge

Purpose

Fast, trustworthy feedback on results

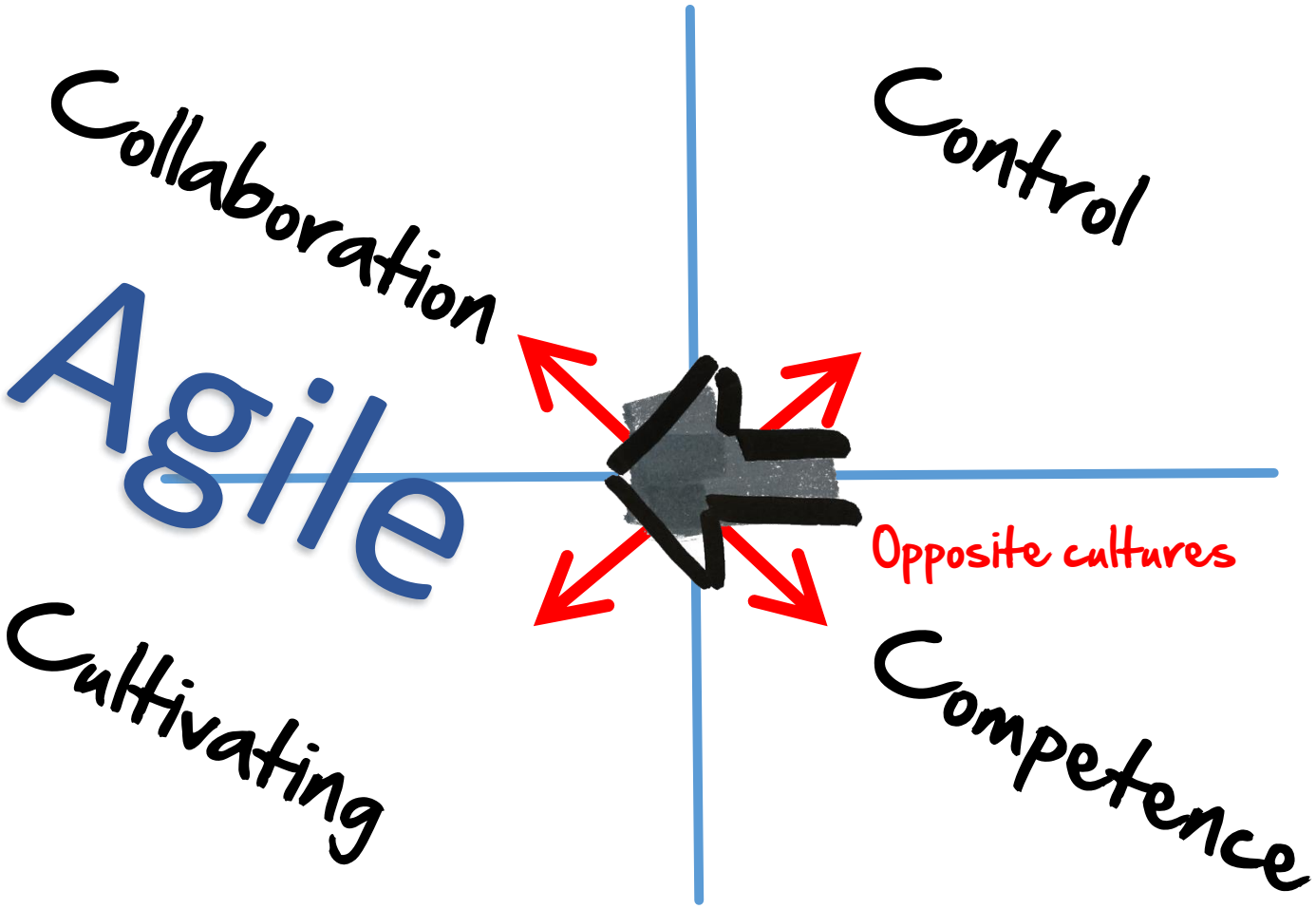
Influence

Mandate

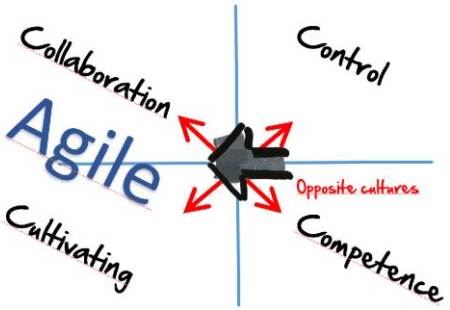
Autonomy

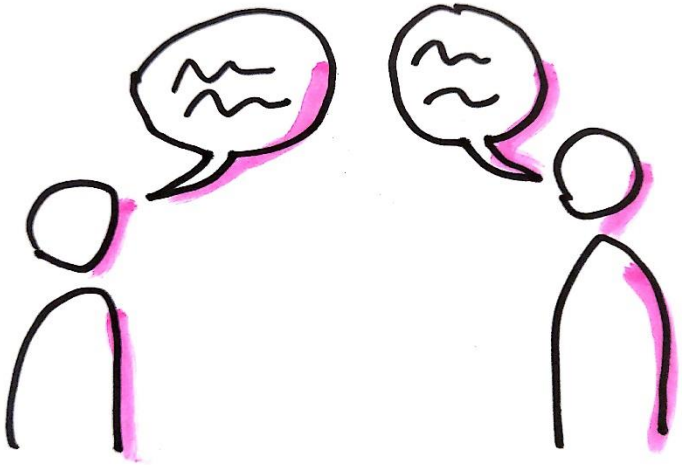
...

Schneider's Culture model



Would a cultural shift be needed for agile to flourish in your context?





2 min

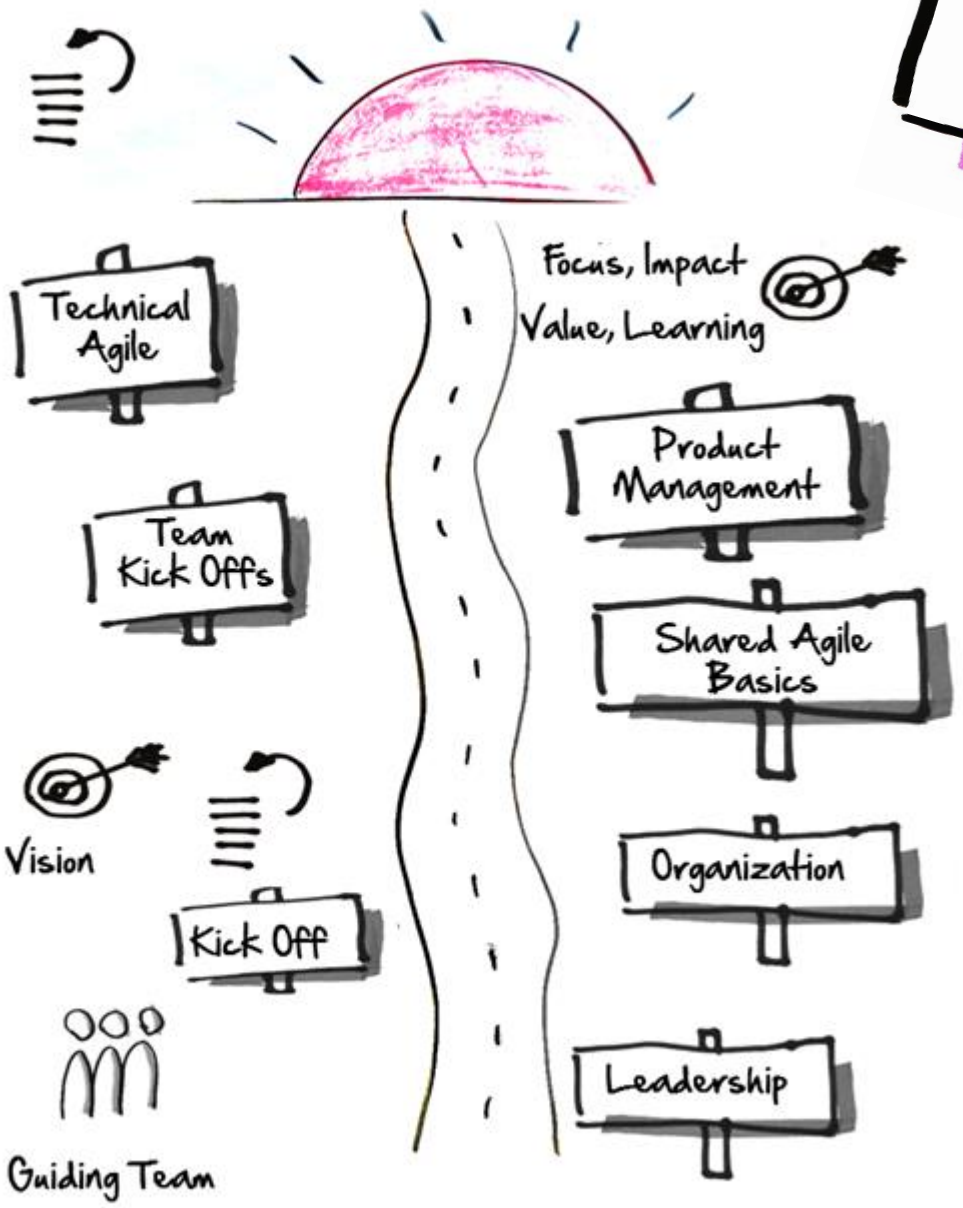
Some Key Insights

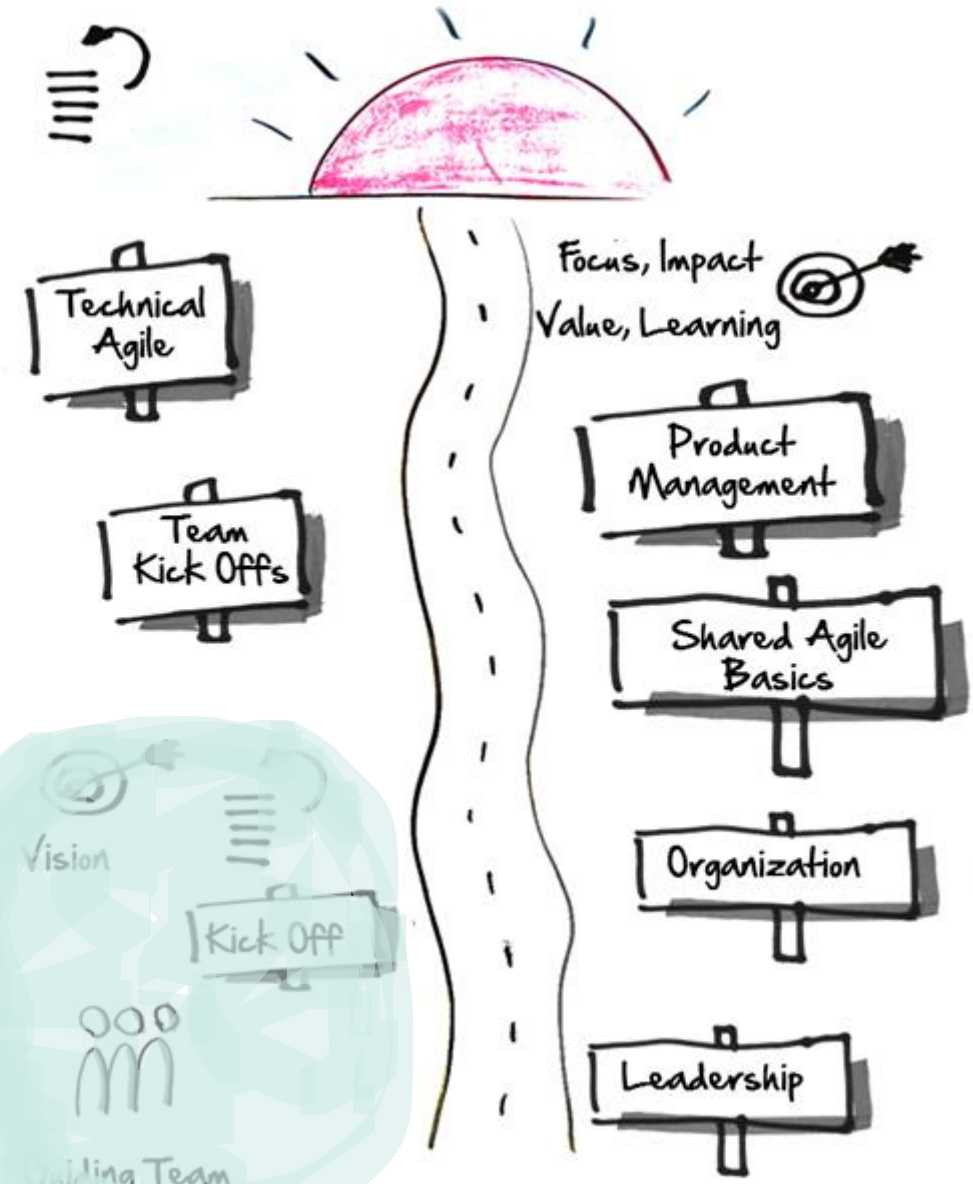
Decentralization is key.
It's not about a forced standardized method

Motivation and initiative is key.
This cannot be forced. To get this, new enabling conditions needs to be put in place

A culture shift is needed.
Your current leadership model is not enough to support this

The agile journey




Technical Agile
Team Kick Offs
Focus, Impact
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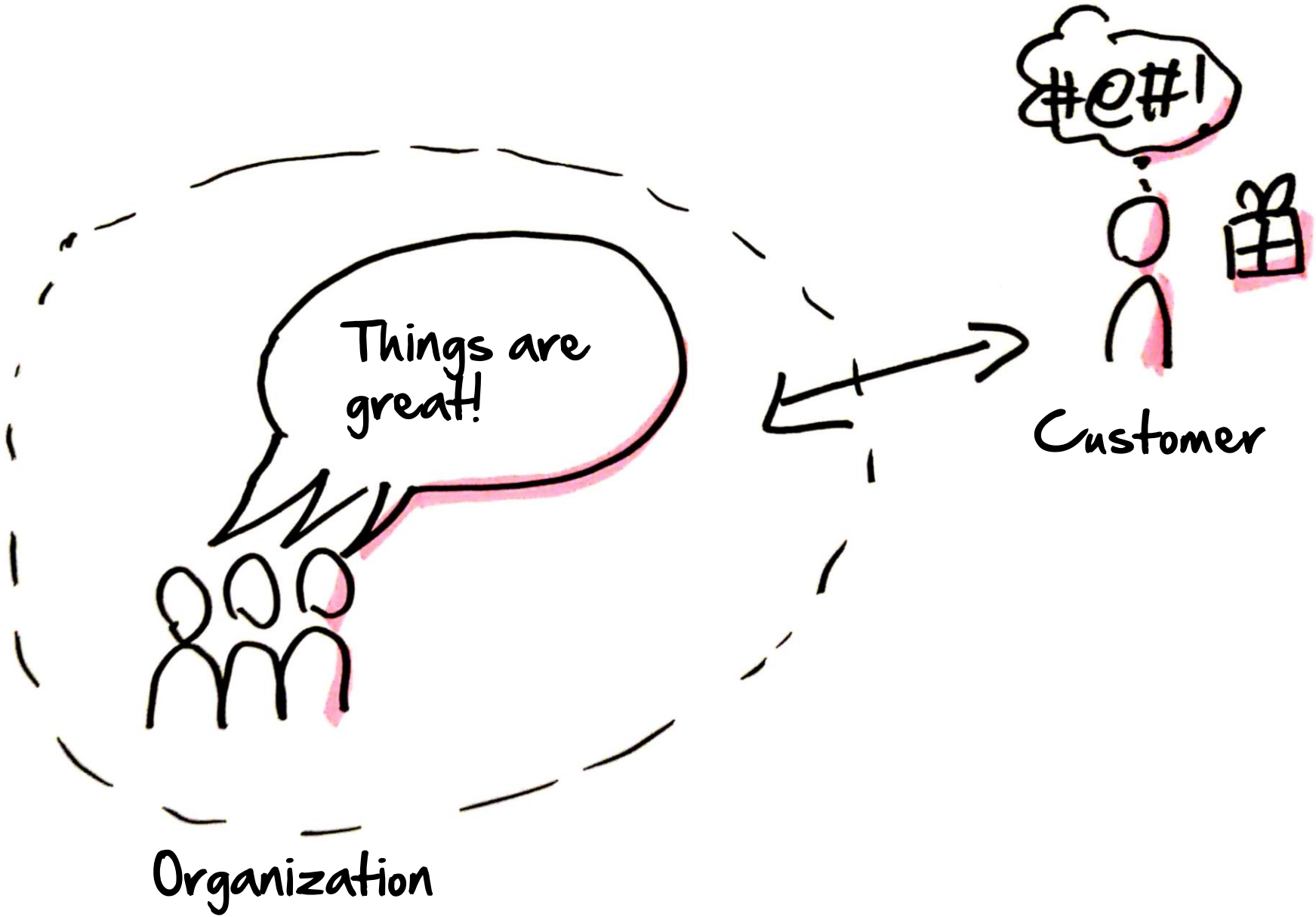
Shared Agile Basics
Organization
Leadership
Vision
Kick Off
Building Team

Cultural change

- Sense of urgency
- Guiding team
- Compelling vision
- Enlist volunteers, delegate, enable action etc
- ...

J. Kotter


#@#!
Things are great!
Customer
Organization

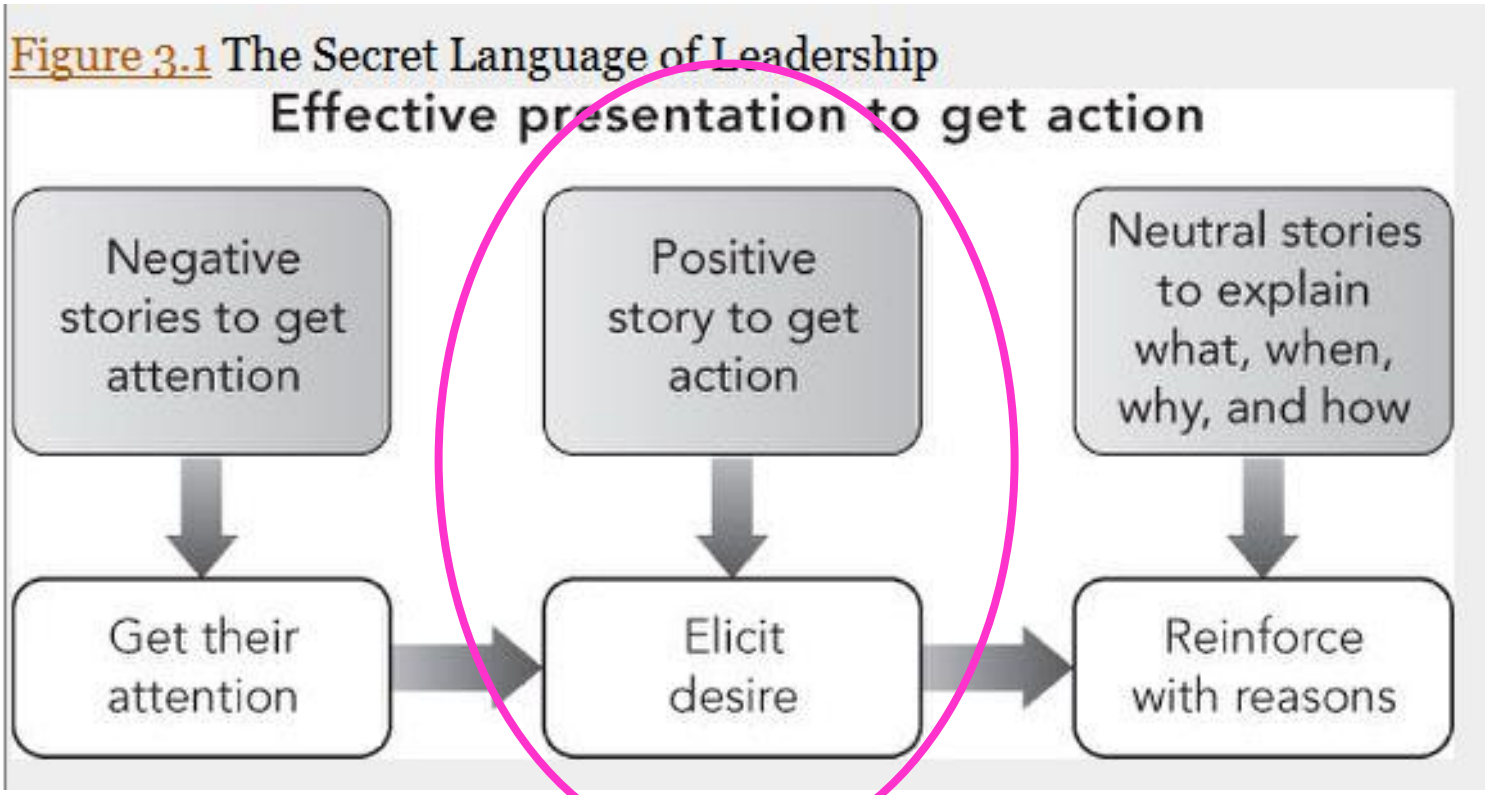
Inspiration -”springboard stories”

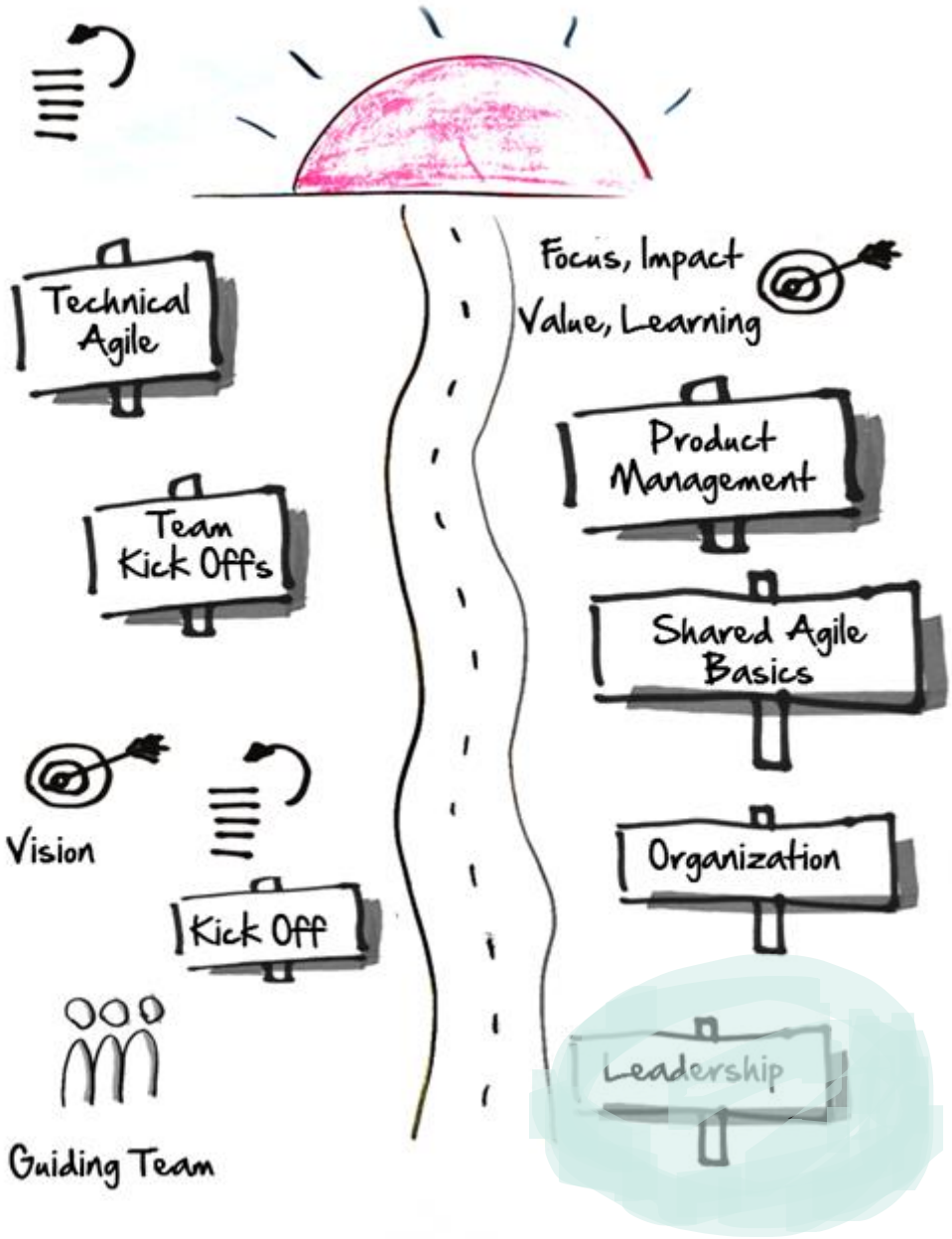
- ❑ The change idea being communicated by the story is clear and worthwhile.
- ❑ The story is based on an actual example where the change was successfully implemented—that is, it's a true story.
- ❑ The story is told from the point of view of a single protagonist.
- ❑ The protagonist is typical of the audience.
- ❑ The story gives the date and place where it happened.
- ❑ The story makes clear what would have happened without the change idea.
- ❑ The story is told in a minimalist fashion with little detail.
- ❑ The story has a positive tone and an authentically happy ending.
- ❑ The story is linked to the purpose to be achieved in telling it.

Of all the elements, the four most important are that the idea must be clear and worthwhile and the story must be true, positive, and told in a minimalist fashion

Källa: ”The Leaders Guide to Storytelling”, S. Denning

Context for vision story

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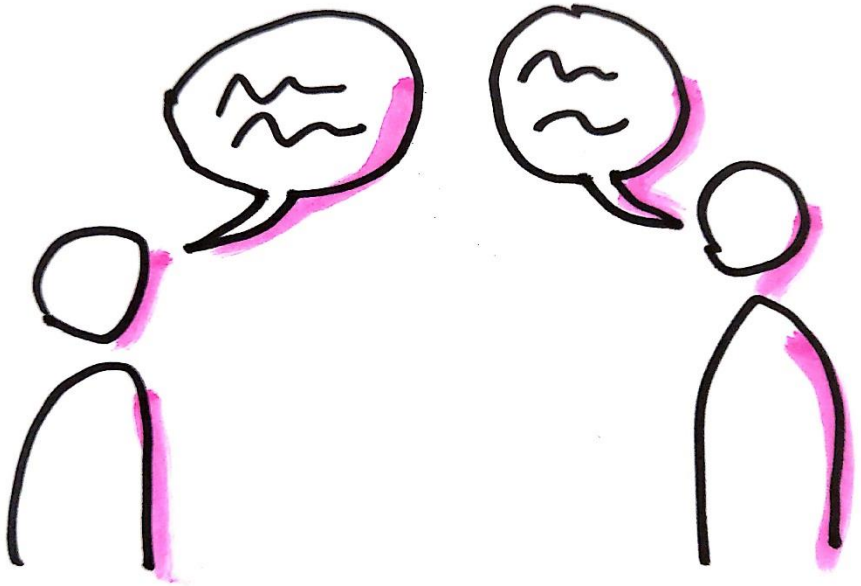
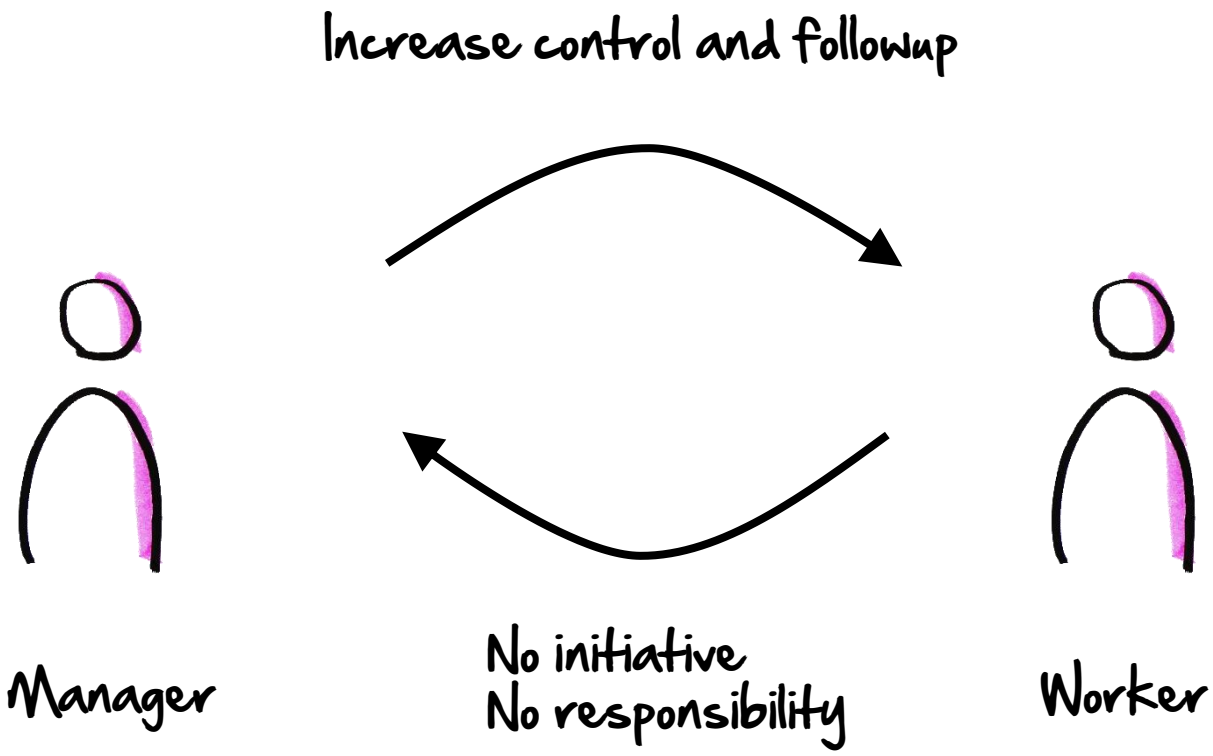
Some input from HR...

Is this for everyone? Maybe some people just want to/need to be told what to do?

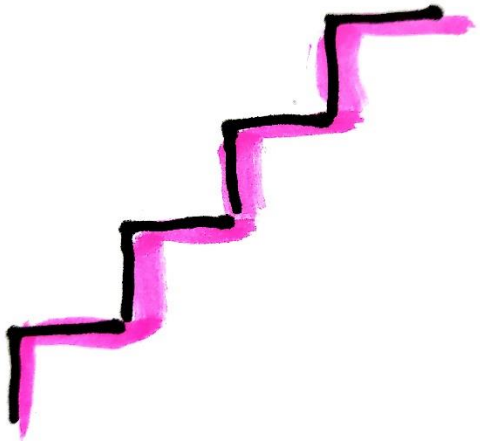


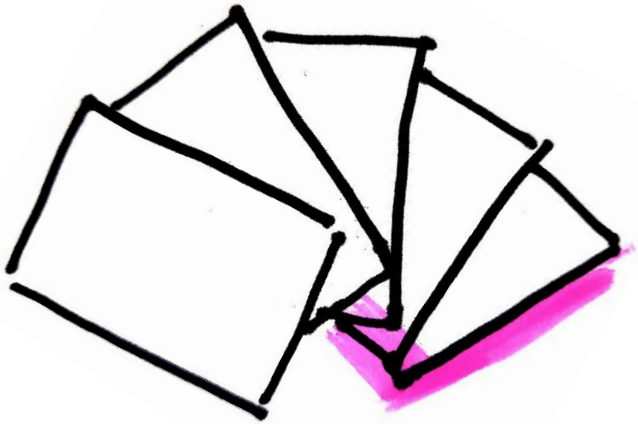
2 min

Self enforcing toxic cycle



Increasing Autonomy Stepwise





Delegation Poker...

1

Tell

I will tell them

2

Sell

I will try and sell it to them

3

Consult

I will consult and then decide

4

Agree

We will agree together

5

Advise

I will advise but they decide

6

Inquire

I will inquire after they decide

7

Delegate

I will fully delegate

DELEGATION POKER

www.management30.com/delegation-poker

MANAGEMENT 3.0

You are the line manager for an experienced software development team. The team signal that they need more cloud computing skills to meet delivieries. They may need training, bring in a consultant etc.

On what level will you delegate solving this to the team?

You are the head of sourcing since 20 years.

A newly started sourcing team needs to source the equipment for a new lab. The lab is similar to one that is already in use. The budget is about 20 million SEK. There is some feedback from existing users to consider.

On what level will you delegate to the team?

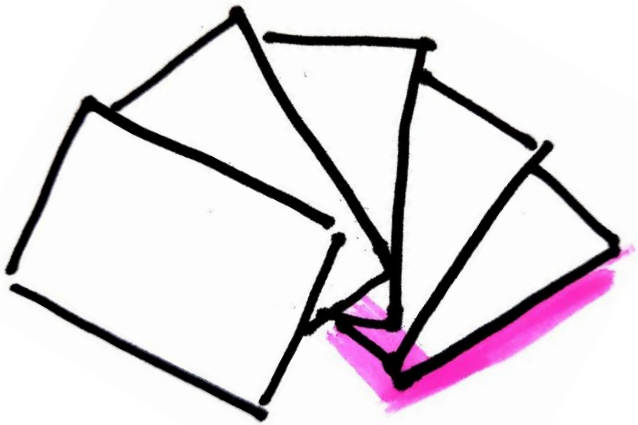
You are in charge of facilities for a 200 person department.

A team wants to purchase a new coffee machine.

On what level will you delegate to the team?

What did you consider when choosing level?

- Risk
- Ability
- ...

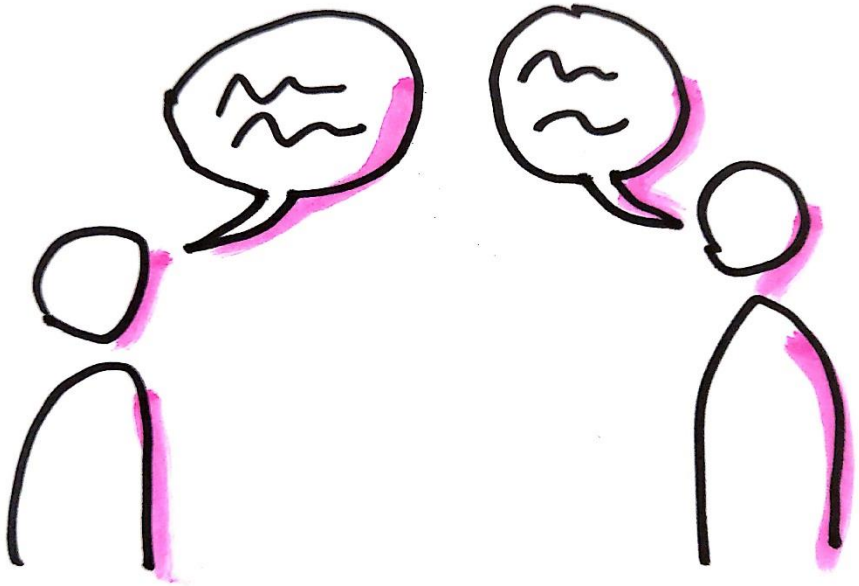


Delegation Poker...

Example, delegation board

#	Delegation area	Tell	Sell	Consult	Agree	Advise	Inquire	Delegate
1	Analysis of business, product and technology requirements							
2	Planning, implementation and delivery of work packages							
3	Conduct reviews and receive feedback on output and performance							
4	Ways of working and methods for development work							
5	Evaluation, improvement and follow-up of ways of working							
6	Selection of tools for development work (within policy and budget)							
7	Work coordination and usage of resources in the team							
8	Competence development for the team (expertise and broaden)							
9	Usage of adequate support and knowledge from organization							
10	Team constellations and team leader appointments							
11	Recruitment of new team members or replacement recruitments							
12	Overall direction, strategy and targets							
13	Budget and cost levels, purchase of material							

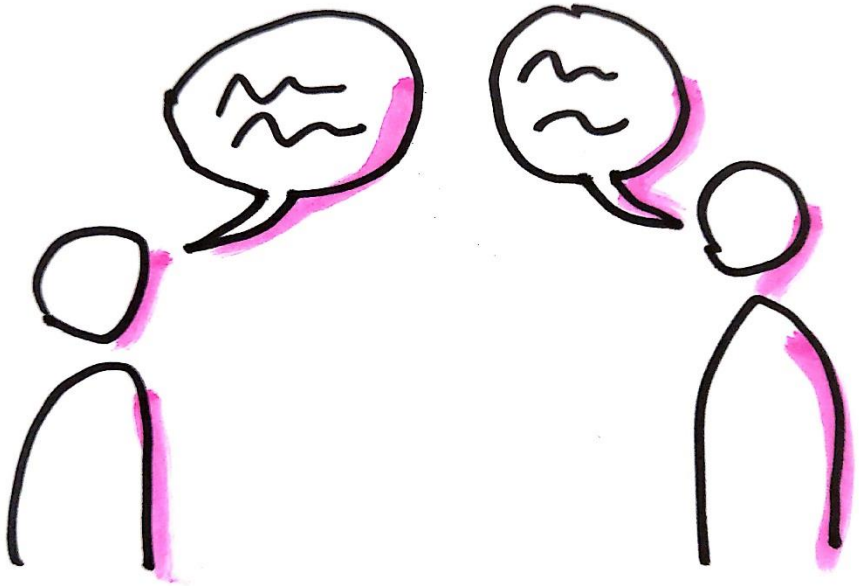
What is one area where a team (yours?) could get something delegated at a higher level right now?



2 min

Case Study
The Team Wants to Decide...

What would you do?



2 min

Damaged trust/safety

Reasons

"Works towards different goals"

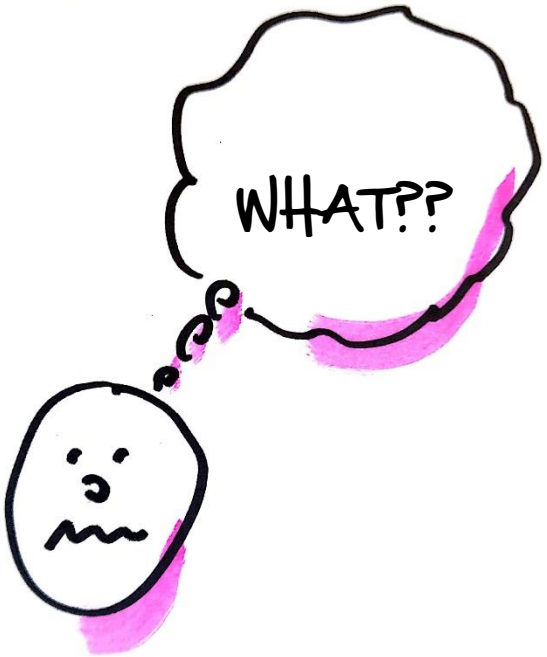
Solution – Find and clarify shared goal

My intention was not to .....
My intention was to .....

Damaged trust/safety

Reason

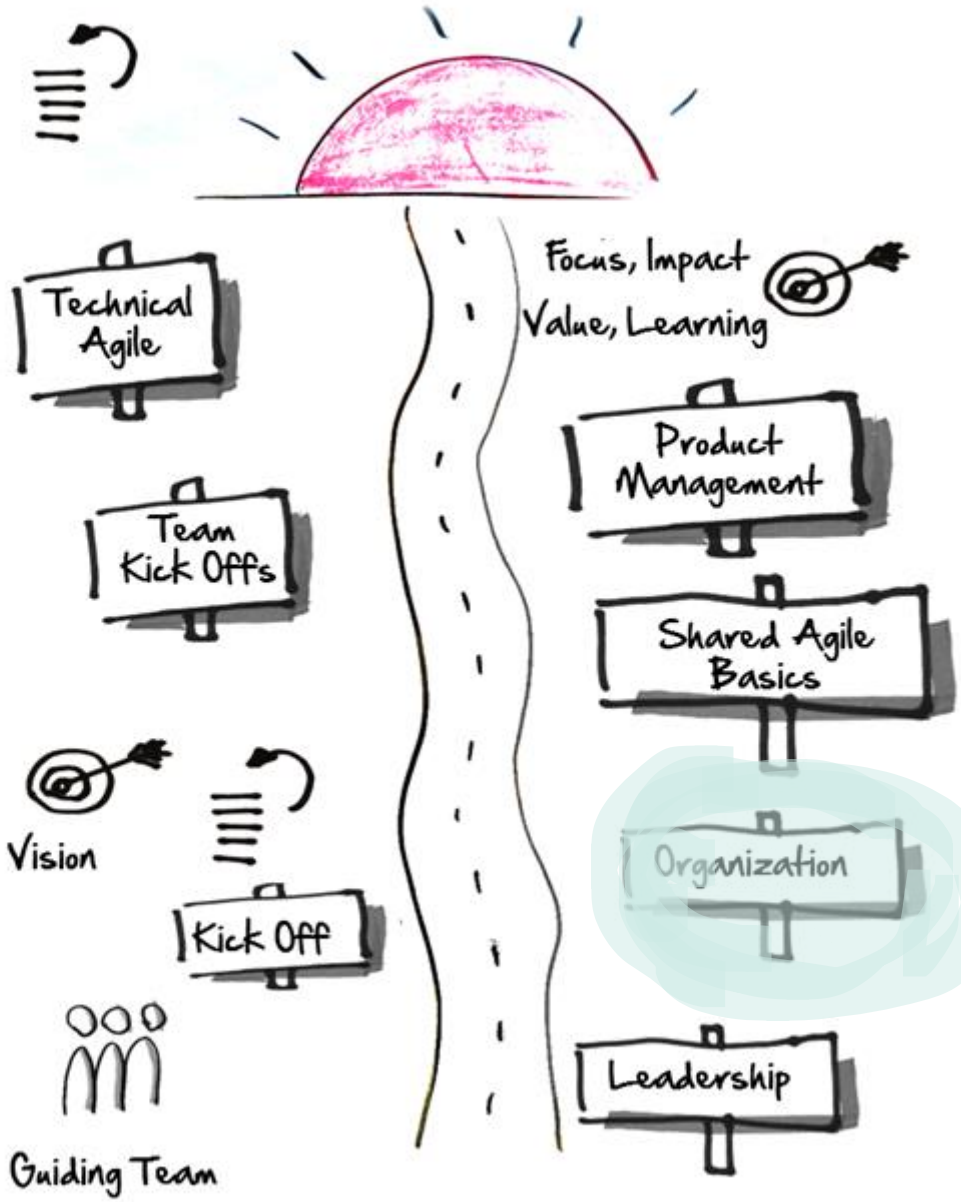
"Does not respect me"



Solution – Repair damage, show respect

Apologize, listen

- Feels like weakness...
- Looks like courage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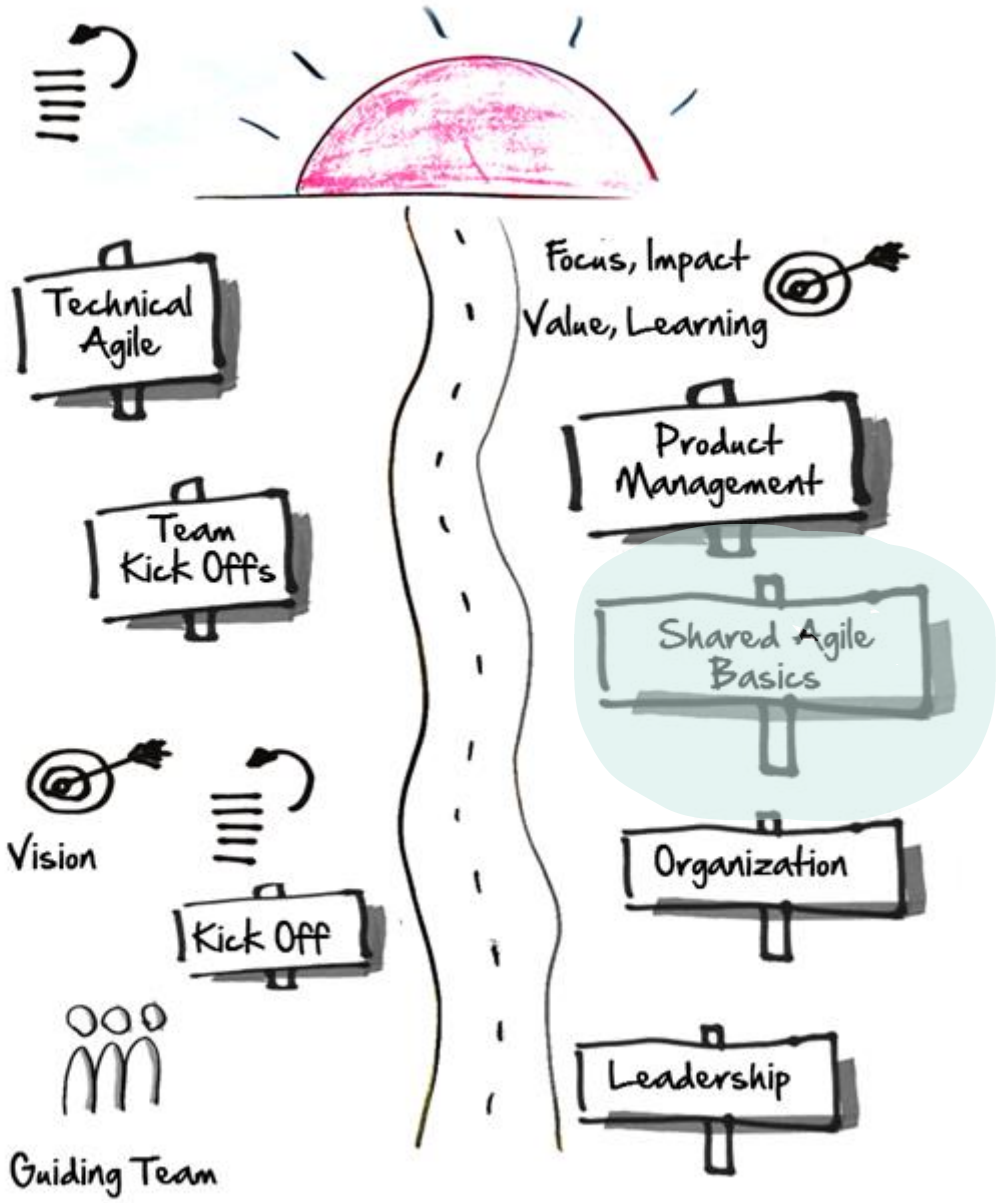
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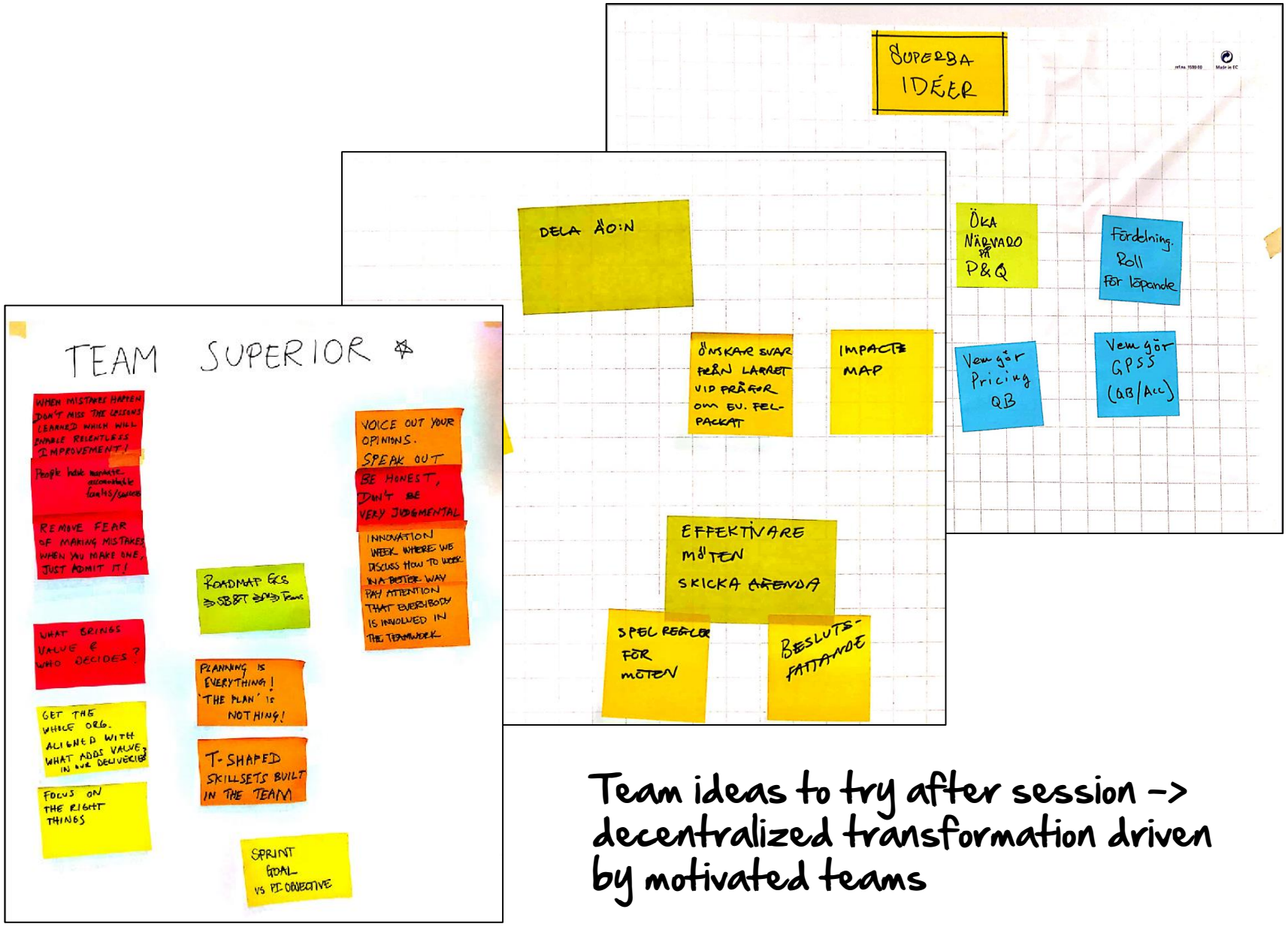
SHARED AGILE FOUNDATIONS

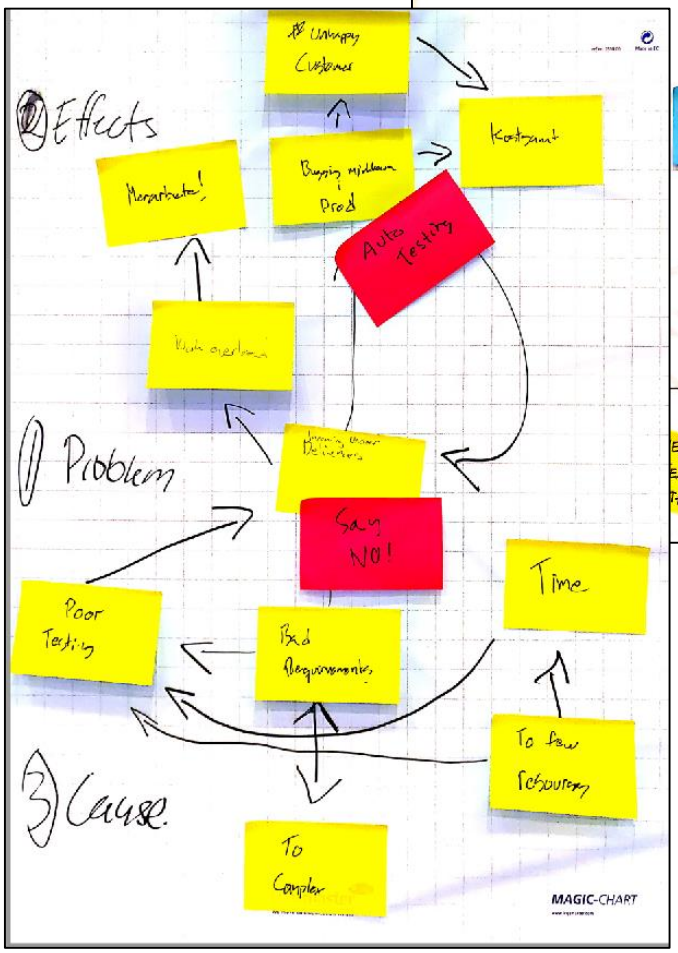
&

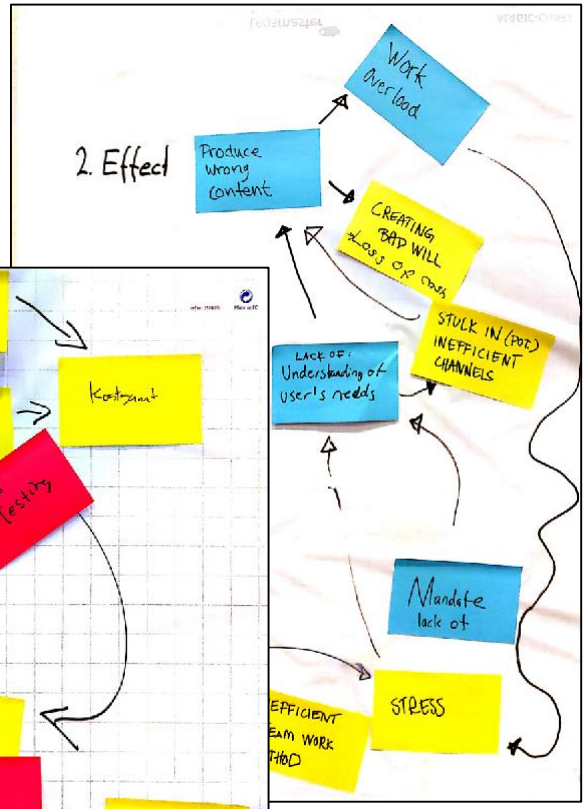
PURPOSE

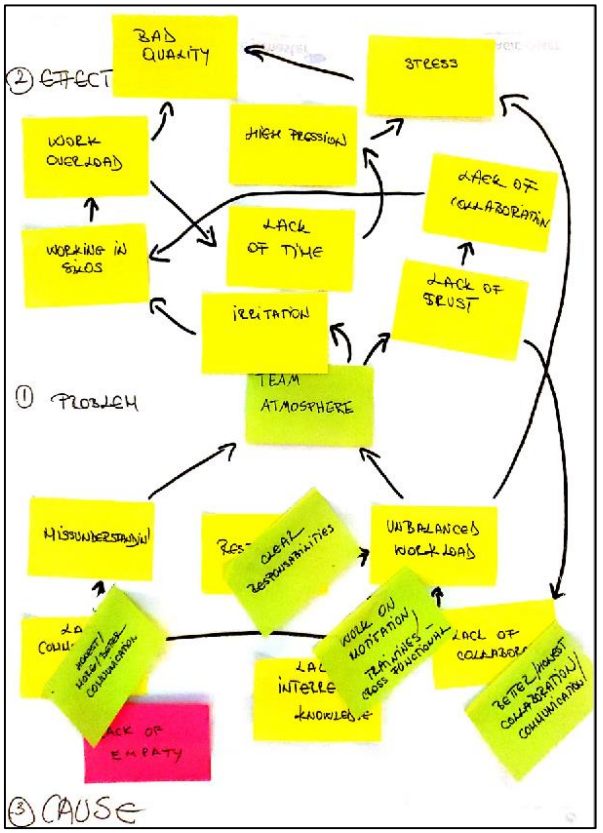
- LEARNING
- SHARED FOUNDATIONS
- IDEAS TO TRY



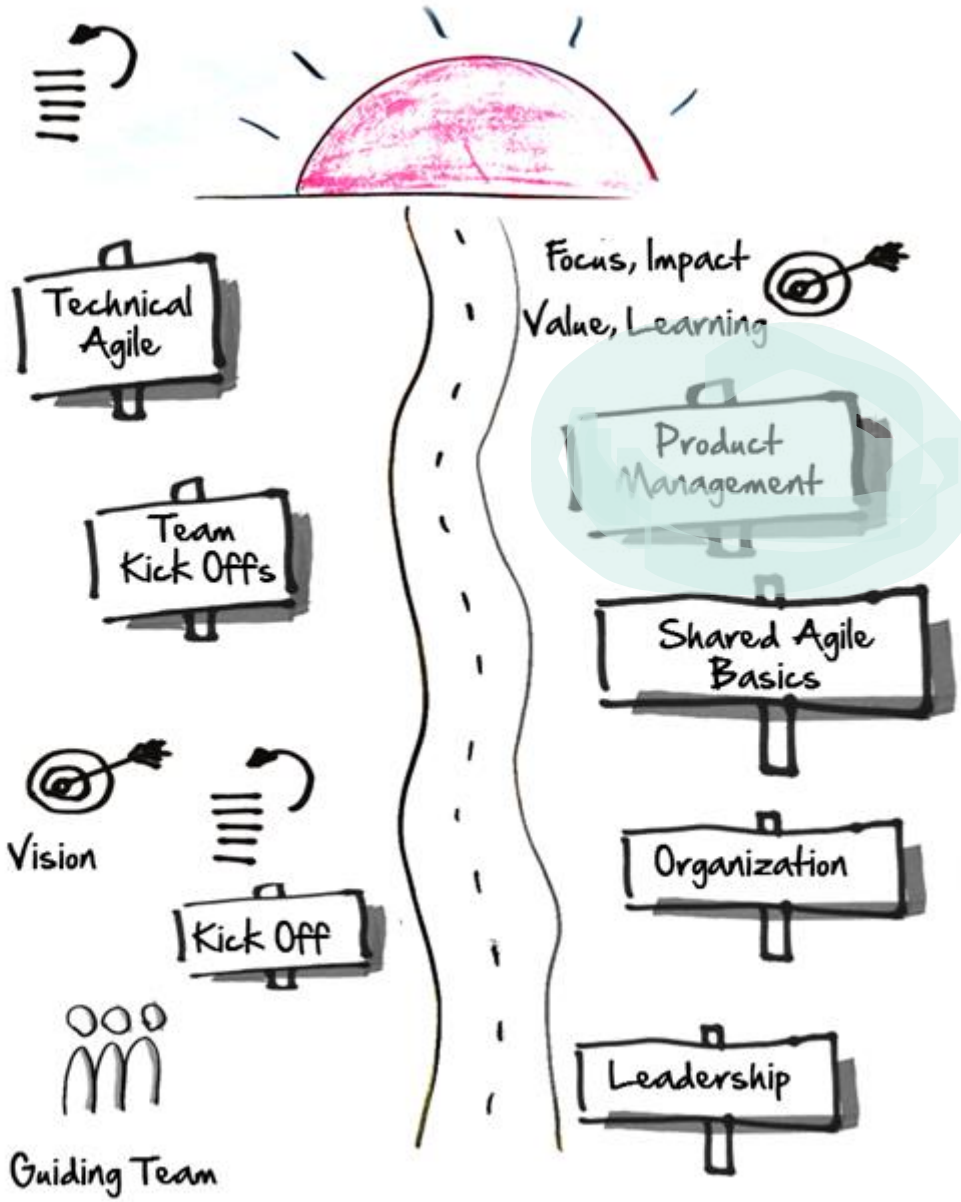
Team ideas to try after session -> decentralized transformation driven by motivated teams







Context depenent problem solving by teams -> Real agility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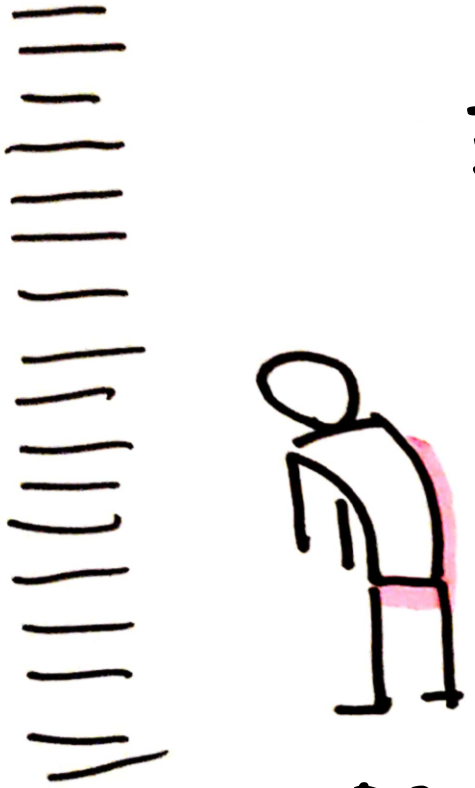
Epics

Backlogs...

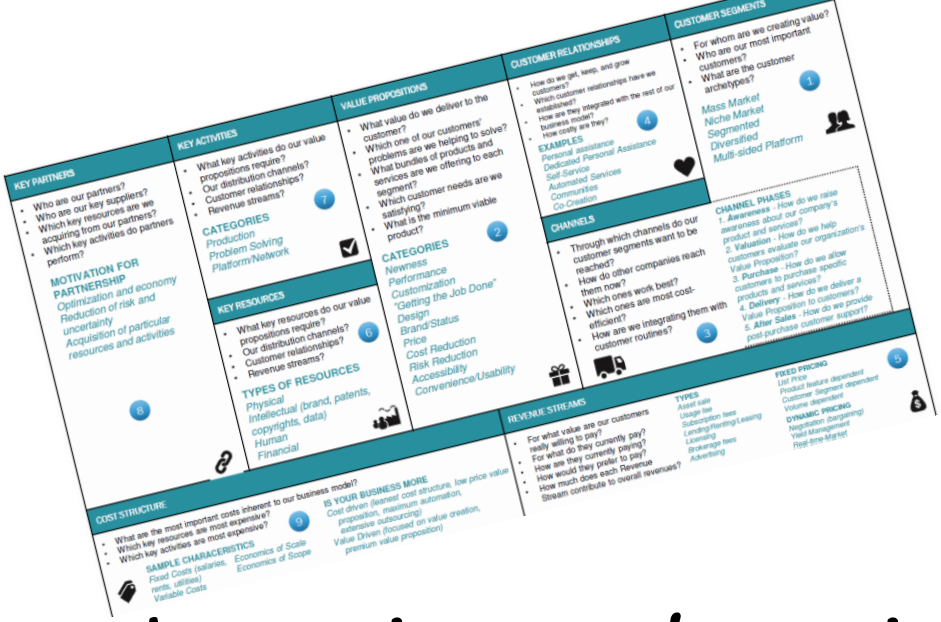
Stories

Features

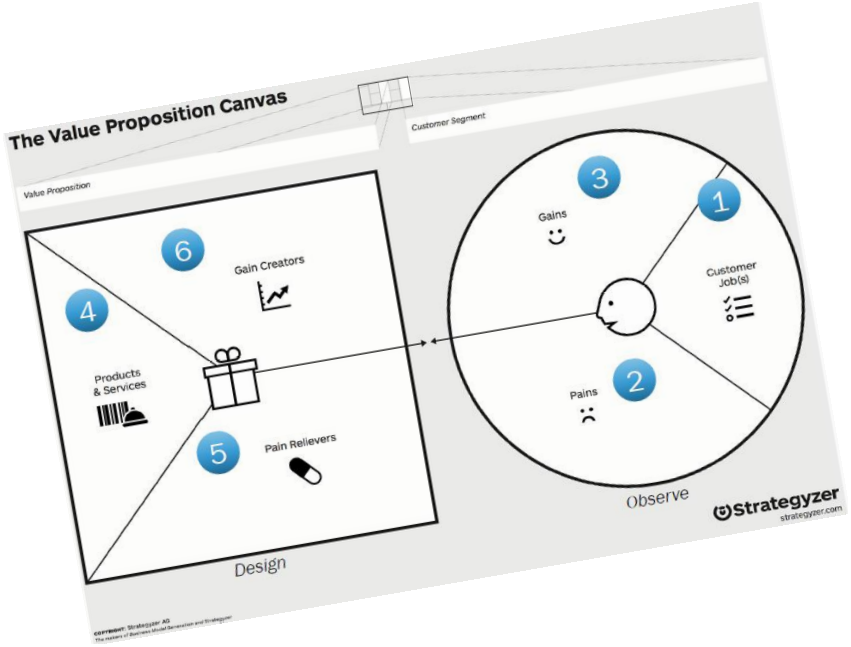


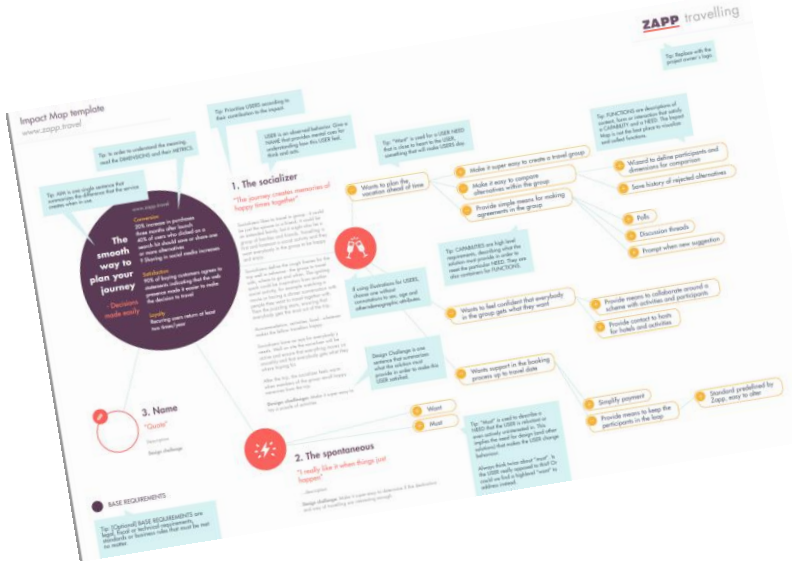
PO

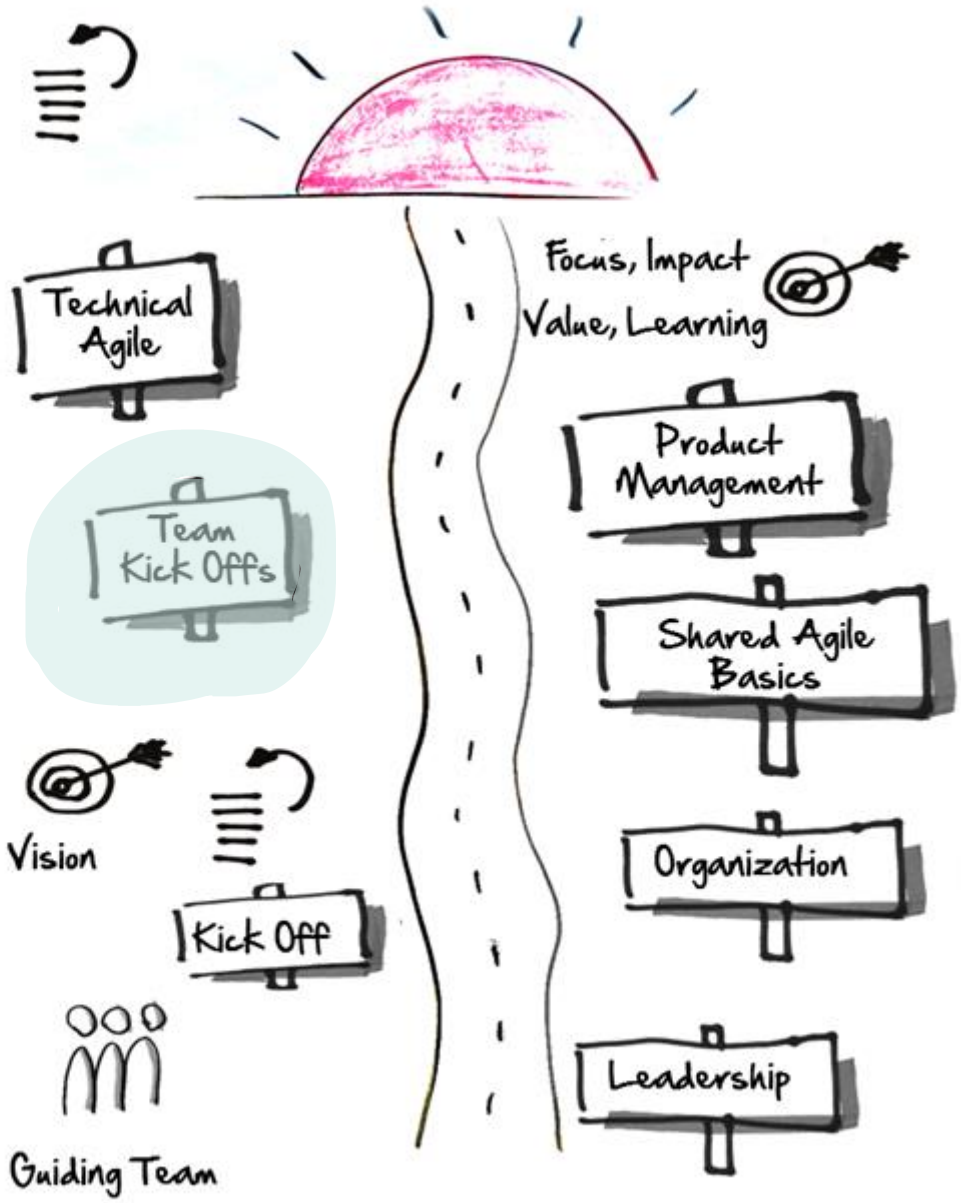
Nobody wants your features, and they cannot be completed on time anyway



Maximize value, on time, on budget



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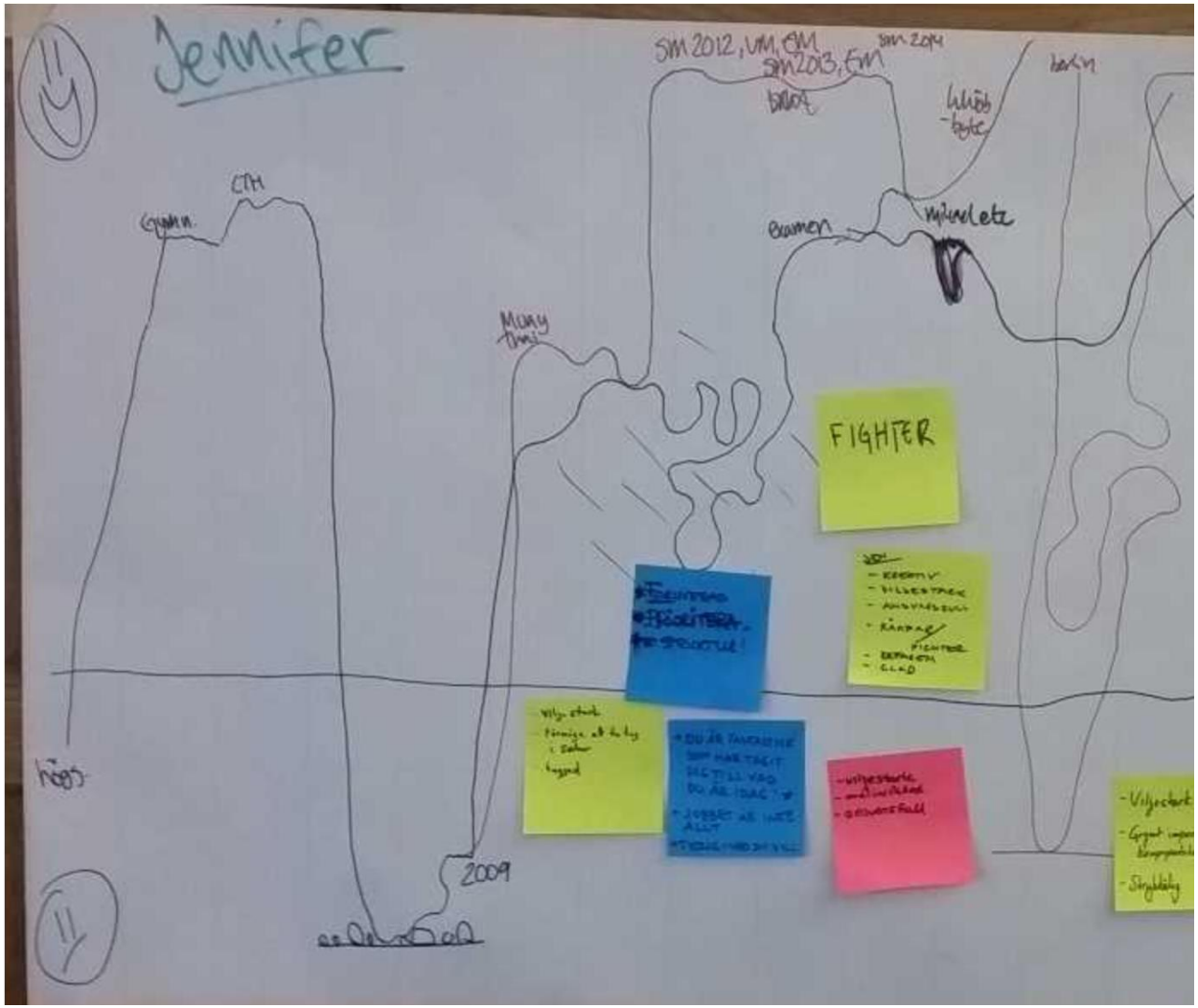
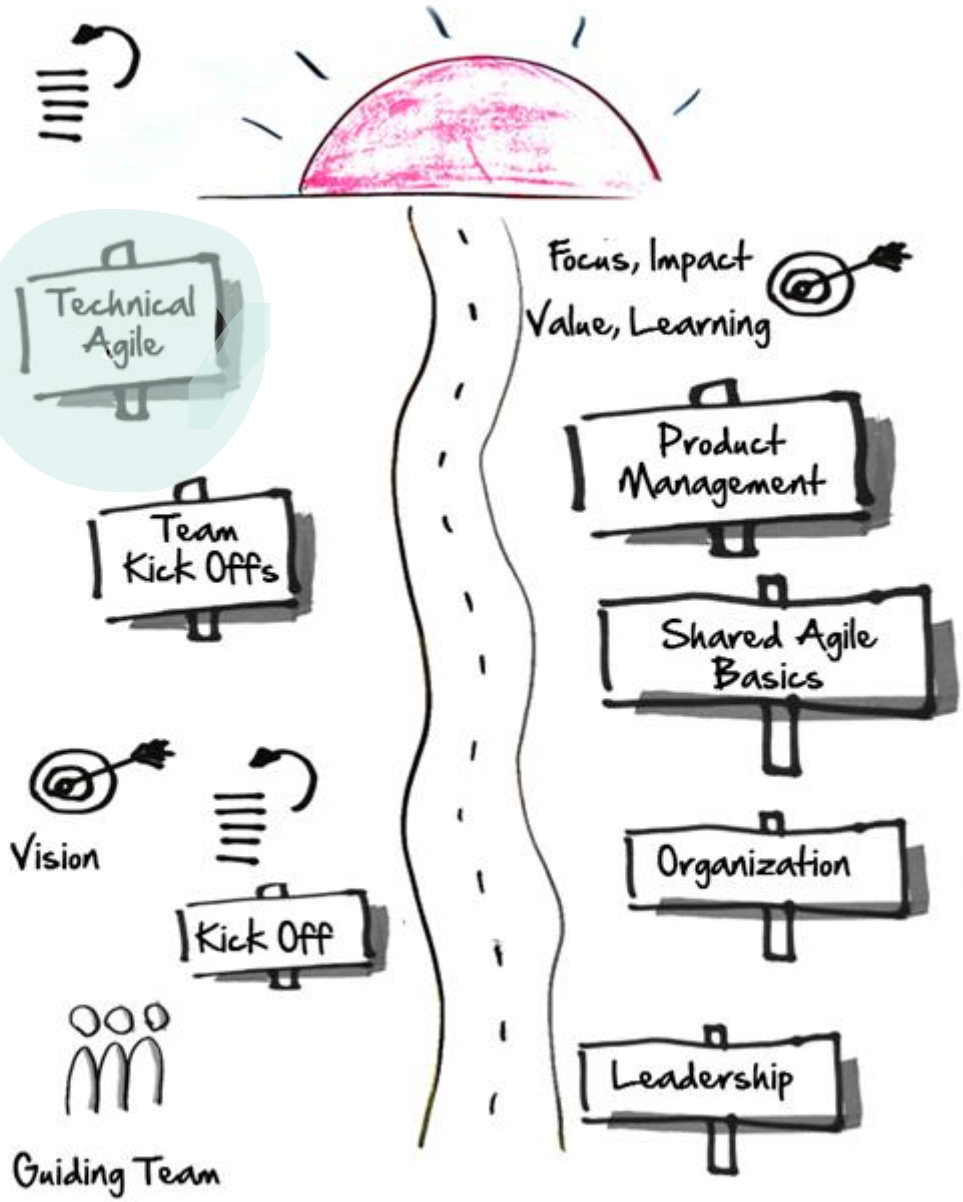
Organization
Leadership

Starting and Developing Agile Teams
A Facilitation Guide
ProAgile
2018-12-10
For updates to this guide, visit proagile.se/teams



Journeylines


Technical Agile
Team Kick Offs
Vision
Kick Off
Guiding Team
Focus, Impact
Value, Learning
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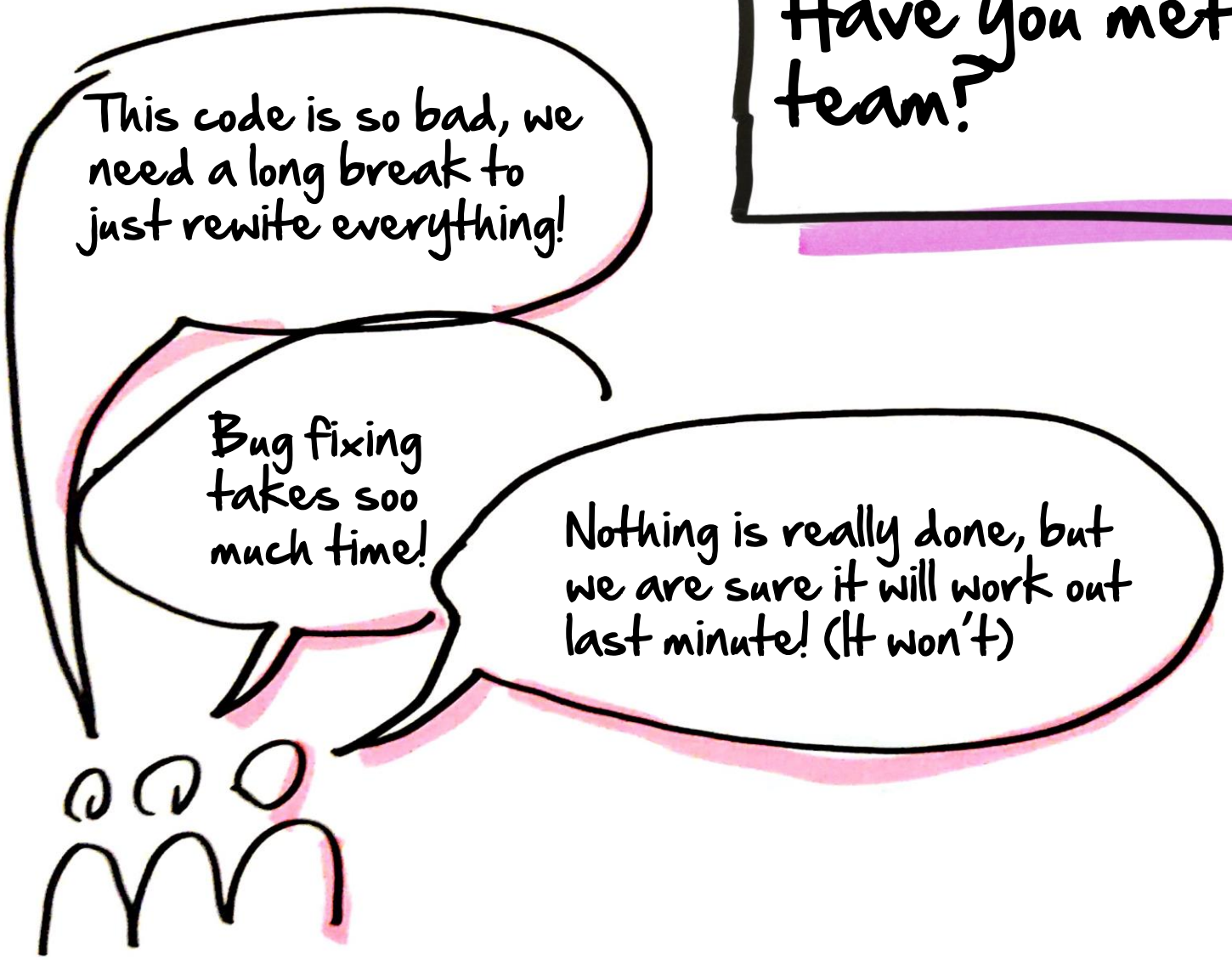
Have you met this team?



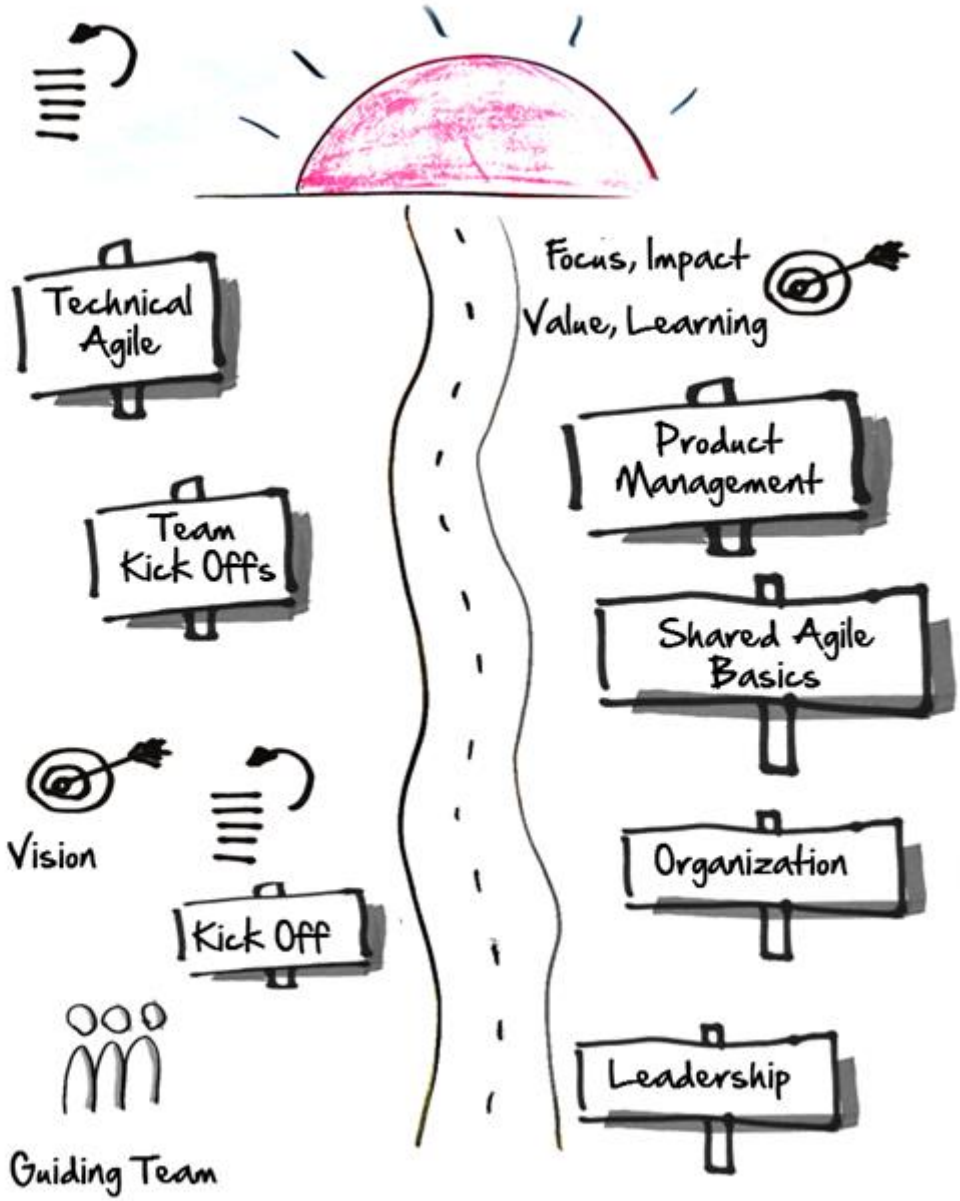
Diagnosis

Get technical agile coaching

Inability to breaking functions down and delivering step by step

Inability to effectively work with test automation

Inability to get refactoriung done as part of everyday work to avoid building technical debf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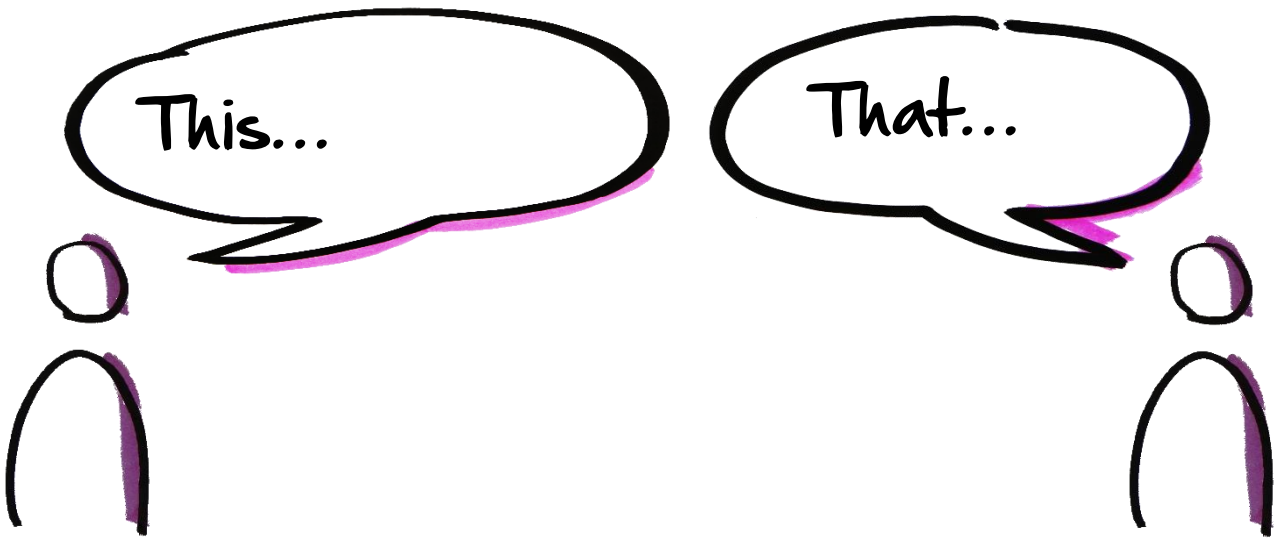
What was interesting/useful



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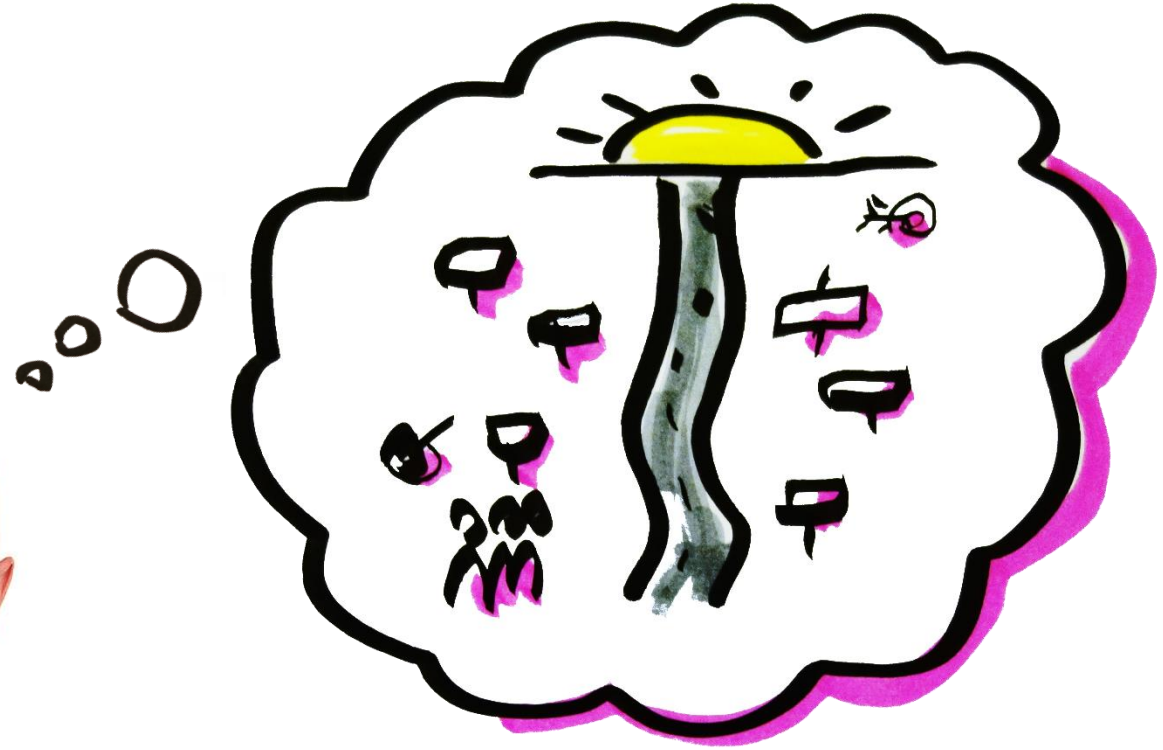

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