



AGILE CULTURAL CHANGE

AGILE LEADERSHIP AND TRANSFORMATION



TEAM 1

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TEAM QUOTE

01

—“

**We're all in this together,
but there's always room for one less**

”—

KANBAN BOARD

02 STARTING

The image shows a Kanban board interface with a dark theme. The board is organized into six columns: WISH LIST, BACKLOG, TO DO, IN PROGRESS, UNDER REVIEW, and DONE. The WISH LIST and BACKLOG columns are highlighted with red boxes.

- WISH LIST:**
 - Triage research on effect of industry on cultural change (Due 30 Mar, 0/3)
 - Research: Effect of industry on cultural change: source gathering (Due 23 Mar, 0/3)
 - First draft of slides about the effect of industry on cultural change have been written (0/1)
 - Card Template (Template, 0/3)
- BACKLOG:**
 - Choose Presentation Topic (Due 30 Mar, 0/3)
 - Define Presentation Objective (Due 23 Mar, 0/4)
 - Outline Presentation Scope and Content (Due 23 Mar, 0/2)
 - Research: Types of cultural change (Due 23 Mar, 0/3)
 - Research: Effect of rate of cultural change on retention and depth of change (Due 23 Mar, 0/5)
 - Research: Define Culture Change in Agile (Due 23 Mar, 0/2)
 - Research: Monitoring of retention of change: source gathering (Due 23 Mar, 0/5)
 - Research: Research: How does technology affect the transition to Agile (Due 23 Mar, 0/5)
- TO DO:** + Add a card
- IN PROGRESS:** + Add a card
- UNDER REVIEW:** + Add a card
- DONE:** + Add a card

At the top, there are navigation tabs: PRESENTATION, TEAM-1 (Free), Team Visible, Invite, Burndown Chart, and Butler. There is also a "Show Menu" button. The background features a large, semi-transparent image of a snow-covered mountain peak at sunset.

KANBAN BOARD

03 ENDING

PRESERATION ⭐ | TEAM-1 Free | Team Visible | I J J L Invite | Butler (20 Tips) ... Show Menu

WISH LIST

Card Template
Template 0/3

+ Add another card

BACKLOG

+ Add a card

TO DO 1 / 10

Submit slides to Quercus (21 Apr)

+ Add another card

IN PROGRESS 3 / 5

Add slide on Kanban Boards (Beginning & End) (6 Apr, 20 Apr)
Add slide on Quote for how to describe our team (5 Apr, 20 Apr)
Update speaking notes to include team quote (20 Apr)

+ Add another card

DONE

Demo run of presentation of Quercus (19 Apr, 4-21 (UTC))
Build Final Presentation (18 Apr, 4-18 (UTC))
Create title page for presentation (17 Apr, 4-18 (UTC))
Look up quote on Teamwork (15 Apr)
Disucssing the quote (3 Apr, 15 Apr)
Request access for demo run on BBCollab (15 Apr)
Add everyone's slides into one deck (14 Apr)
Final Review of Slides (13 Apr, 3/3, 4-14 (UTC))
Evaluate using different presentation technologies (e.g Prezi)

+ Add another card

Discarded

Triage research on monitoring cultural change- journal articles (29 Mar)
First draft of slides about monitoring cultural change (5 Apr)
First Draft of Slides for Positive Side Effects of Cultural Change (5 Apr)
First draft of slides about types of cultural change initiation have been written-top down (5 Apr)
First draft of slides about types of cultural change initiation have been written-bottom up (5 Apr)
First draft Slides on case study on how to successfully implement cultural change towards agile (12 Apr)
Evaluate using different presentation technologies (e.g Prezi)

+ Add another card

CULTURAL CHANGE

04 DEFINITION

Modification of a society through **innovation, invention, discovery, or contact** with other societies.

TRANSITIONING TO AGILE

05 SUCCESSFUL PATH



01 ENSURE SPONSORSHIP

- Provide Protection
- Promote Transparency
- Reward for Failing Early
- Accept the Transition Costs

02

BE COMMITTED



03 FIND THE RIGHT PROJECT

- Flexible Deadlines
- Low-to-Medium Risk
- Adhere to The Triple Constraints
- Technologies used are Relatively Well Known

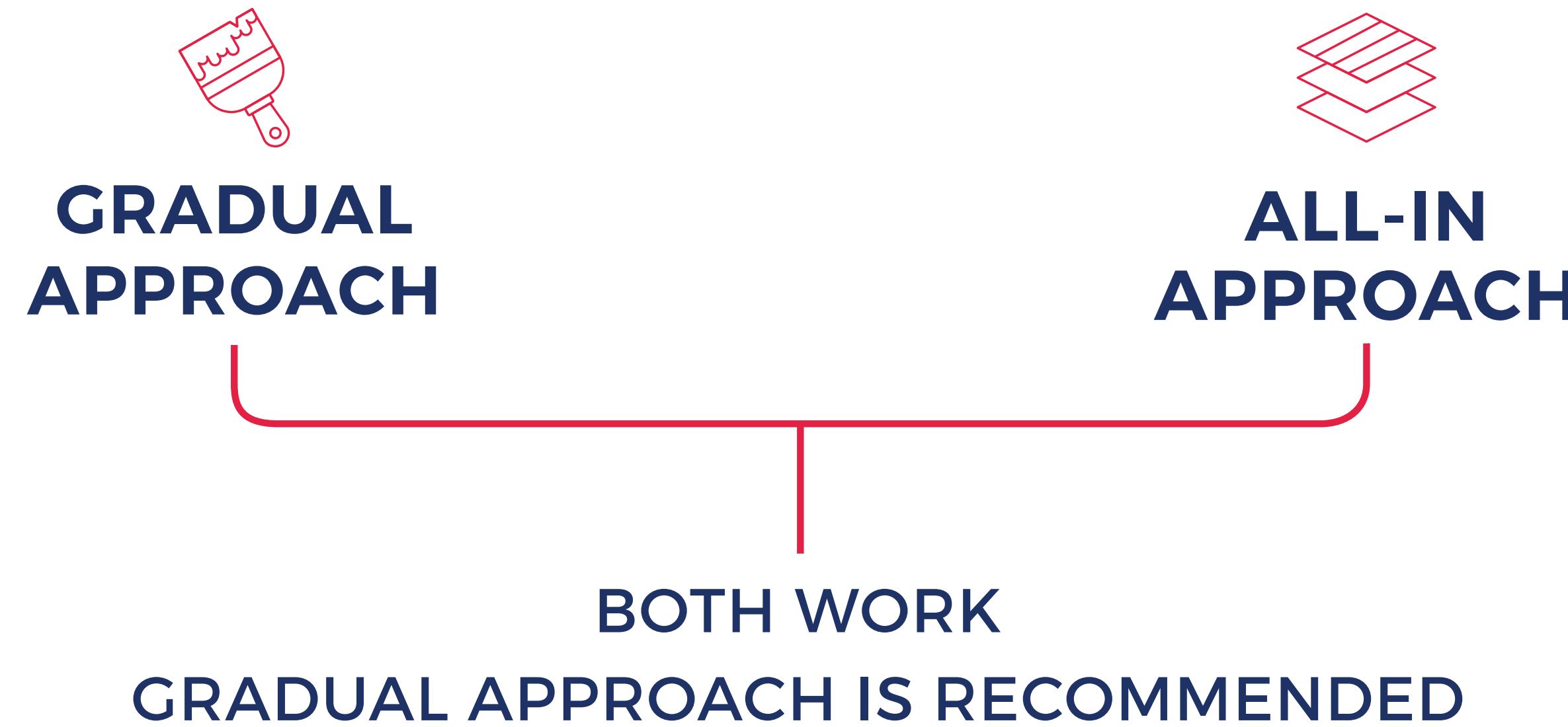
04

BE WILLING TO EXPERIMENT



TYPES OF TRANSITIONS

06 WHICH WORKS BETTER?



Even after Agile practices have been adopted,
the culture and practices are still in flux.

GRADUAL OR ALL-IN

07 CASE STUDIES

MICROSOFT

- Took **10 years**.
- Added more teams as they went.
- Less expensive than everything at once.
- Were able to learn lessons with less risk.
- Underperformance by Agile teams in first year.
- Early adopters were able to help later adopters.

SALESFORCE

- Took **3 months**.
- Aimed at transforming the rest of the organization.
- Clear message that employees had to adapt to Agile.
- Already had highly visible teams using Agile methods.
- No observed friction between Agile and Non-Agile teams.
- The intended organizational transition took much less time.

GRADUAL OR ALL-IN

08 FINAL TAKEAWAYS

Benefits of agile are only realized once **totally Agile.**



The scrum master, agile coach and **at least 20%** of team should have agile experience for best results.



Early successes are important.

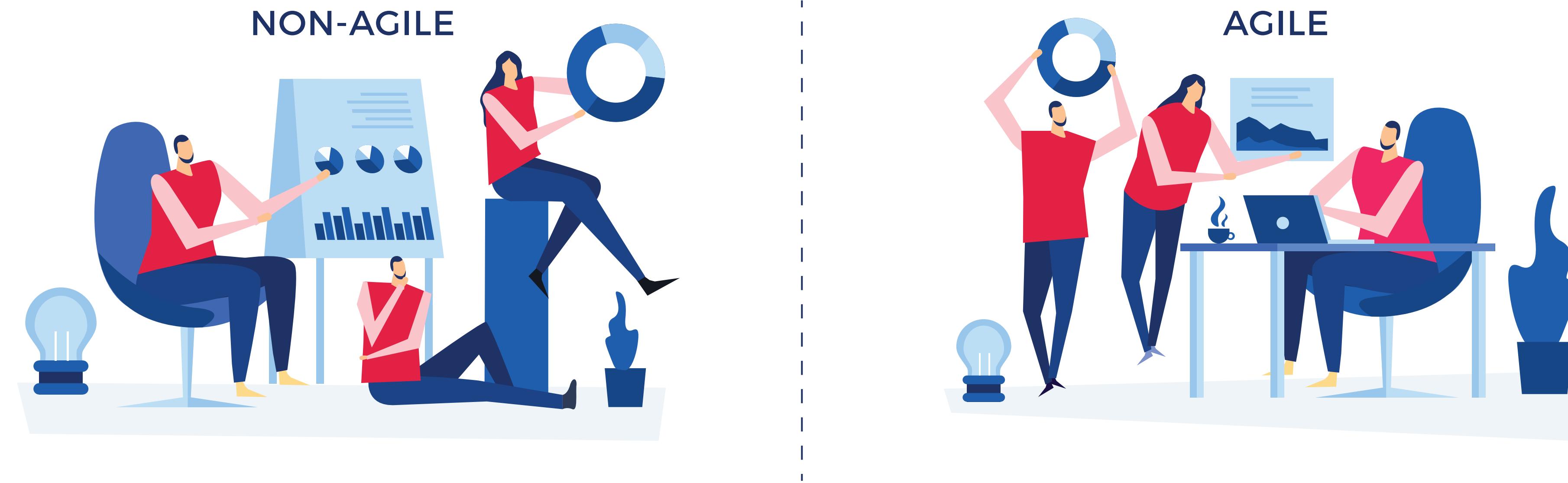
Metrics of the Agile transformation are part of the Agile culture.



One agile coach found that with all in transitions, there are often issues of **lack of communication.**

CULTURE AND CHANGE

09 FROM NON-AGILE TO AGILE



Management, Decision-making and Culture are important organizational areas where change is needed, when looking at the challenges of practicing Agile in a Non-Agile environment.

(Kuusinen, Gregory, Sharp & Barroca, 2016)

CULTURE AND CHANGE

10 THE RELATIONSHIP

Being Open contains the most strategies, it covers tangible, physical openness such as Co-located team and Making the board visible to everyone!

ORGANIZATIONAL THEME	CHARACTERIZATION
Management and decision-making (21)	Ensuring managers understand and buy-in to Agile
Culture (17)	Creating an organizational culture that fosters agility
Team and team environment (14)	Creating an Agile team environment
Organizational structures and activities (10)	Identifying organizational structures and activities for Agile
Development process (7)	Using Agile practices properly

Number of strategies related to the theme is in brackets.

CHANGE THEME	CHARACTERIZATION
Being open (13)	Openness in terms of work environment, practices and thinking
Using specific approaches (12)	Specific tactics for ways of working
Educating (10)	Providing training or opportunities to learn
Forcing (9)	Imposing change
Introducing change gradually (6)	Transition to Agile needs to be introduced gradually
Finding evidence (5)	Providing evidence to show need for change or success of new approach
Giving up (5)	Leaving and other radical solutions
Persuading (5)	Influencing decision makers and colleagues
Facilitating (4)	Employing people who can facilitate change

AVANADE CASE STUDY

11 MICROSOFT + ACCENTURE

The introduction of Agile practices raises both **pragmatic and cultural considerations**. The authors started by adopting a simple set of practices, including **fixed four-week iterations**, as well as a **retrospective** at the end of each iteration.

AVANADE CASE STUDY

12 | WHAT WENT WELL



UNITING the whole team in one room.



SCHEDULING daily Scrum-style stand up meetings.



UTILIZING big visible charts.



ORGANIZING test-driven development.



CONDUCTING code reviews.



PLANNING influenced by XP with story and task cards.

AVANADE CASE STUDY

13 WHAT DID NOT GO WELL



XP-style pair programming never found traction on this project. The authors experimented with it during the first two iterations, but the cultural friction was too great.



The use of a mock object framework for testing doubles was not seen as effective.

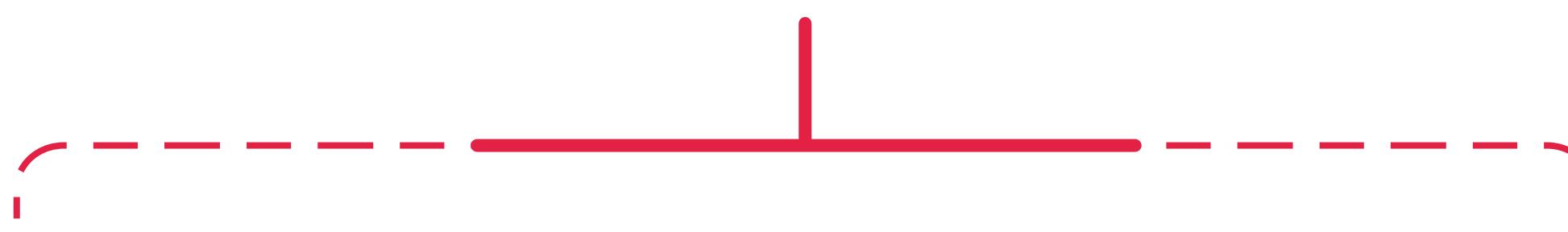
AVANADE CASE STUDY

14 SUMMARY

There is no **cookie cutter approach** for transitioning from a Non-Agile to an Agile environment!



A good parallel is the **challenge** western nations face in their attempts to introduce democracy to other, formerly non-democratic countries.



In some places, democracy and the **host culture** will conflict, requiring a negotiation over the **proposed change**.

Most companies are not fully Agile, often times they **integrate** traditional practices in their operations.

EFFECTS OF CULTURE CHANGE

15 NEGATIVES

EXTREMISM

Polarizing the old ways from the new and casting the new approach as “**positive change**” may create fear of the unknown.

Decreases the likelihood of change, if there is such a disparity between the old and the new, it will **seem unattainable**, give credit where its due.

AMBIVILANT AUTHORITY

Fear of **the unknown** may draw people into old habits.

As old ways become “**unlearned**” initial regression may result.

Loop of authority begins.

REVERSE EFFECT

Downplaying **inevitable** roadblocks.

Opposite of **intended effect**, creates toxicity, resentment and ineffectiveness.

EFFECTS OF CULTURE CHANGE

16 LESSONS LEARNED

EXTREMISM

Address **necessary changes** and support old ways that work to help smooth the transition.

Listen to the team and **ask why** they preferred certain processes or methods.

AMBIVILANT AUTHORITY

Plan for resistance in the early stages of cultural change in order to prepare yourself to address those setbacks without getting into authoritative habits.

Engage employees who are having difficulty adapting, to see how you can **support them** instead of placing blame.

REVERSE EFFECT

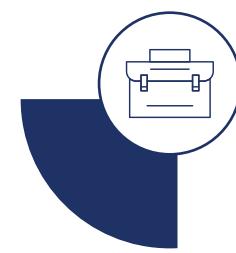
Empower teams to **find their own** workflow and leaders.

Do not **micro-manage**.

Monitor change and **ask for constant feedback** on the challenges the team is facing.

EMPLOYEE ENGAGEMENT

17 IMPORTANCE + ONBOARDING



CORPORATE IMPORTANCE

Engaged employees perform better and **differentiate** you from your competitors.

REDUCED COSTS

ORGANIZATION SUCCESS

COMPANY WIDE COMMITMENT

DOMESTIC 40% vs. WORLDWIDE 15%



ONBOARDING PROCESS

The more personally invested employees are in something, the more it **matters to them**.

SHARE A VISION

TELL A STORY

MAKE EMPLOYEES THE HEROES

CHART THE PATH

EMPLOYEE ENGAGEMENT

18 MAINTENANCE + MONITORING



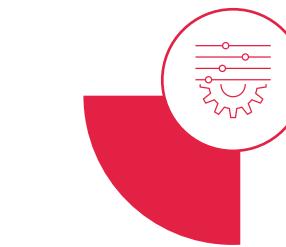
MAINTAINING ENGAGEMENT

Involvement creates **commitment**; nothing else is as significant during a change process.

BE CLEAR AND CONSISTENT.

YOU WILL NOT HAVE ALL THE ANSWERS.

REMINDERS: “WHAT’S IN IT FOR ME?”.



MONITORING ENGAGEMENT

Measuring employee engagement may prove difficult as its definition **differs by employee**.

PULSE SURVEYS

ONE-ON-ONES

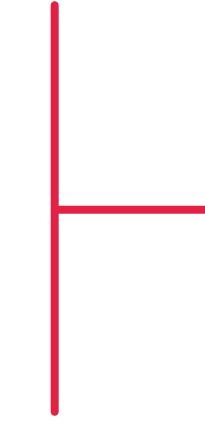
eNPS

KEY ROLES DURING CULTURE CHANGE

19 SUCCESS CASE STUDY

BRIEF

The management team in a California plant was **committed** to refining employee culture, which they believed was the key to improved performance and market share.



ROLES

CEO

REGIONAL MANAGERS

OPERATION LEADS

DEPARTMENT LEADS

TEAM LEADS

OPERATORS

Agreed it was necessary.

Felt more productive.

Invested in the training.

KEY ROLES DURING CULTURE CHANGE

20 PROSCI'S MODEL + TAKEAWAYS

ROLE	ROLE DESCRIPTION	COMMUNICATION TIP
Change management Team	Develop the change management strategy and plans, an integral part of enabling project success	Share a Vision
Executives and senior managers	Authorize and fund changes, actively sponsor change with our people	Tell a Story
Managers and Supervisors	Coach direct reports through the changes that impact their day-to-day work	Make Employees the Heroes
Change Implementation Team	Own the change management methodology and support its implementation in the organization	Chart the Path

TAKEAWAYS

Change initiative should be launched in a top-down manner.

Measure employee engagement before plunging into the change.

Everyone in the organization has a part to play.

Communicate Results - Pick A Few Things to Improve - Follow Up and Repeat.

THANKS FOR LISTENING

ANY QUESTIONS



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