Reinventing Organizations for Enterprise Agility

CC BY SA

@MichaelSahota @OlafLewitz

agilitrix

helping you grow your organization

Why Culture matters for Agile

CC BY SA

@MichaelSahota @OlafLewitz

agilitrix

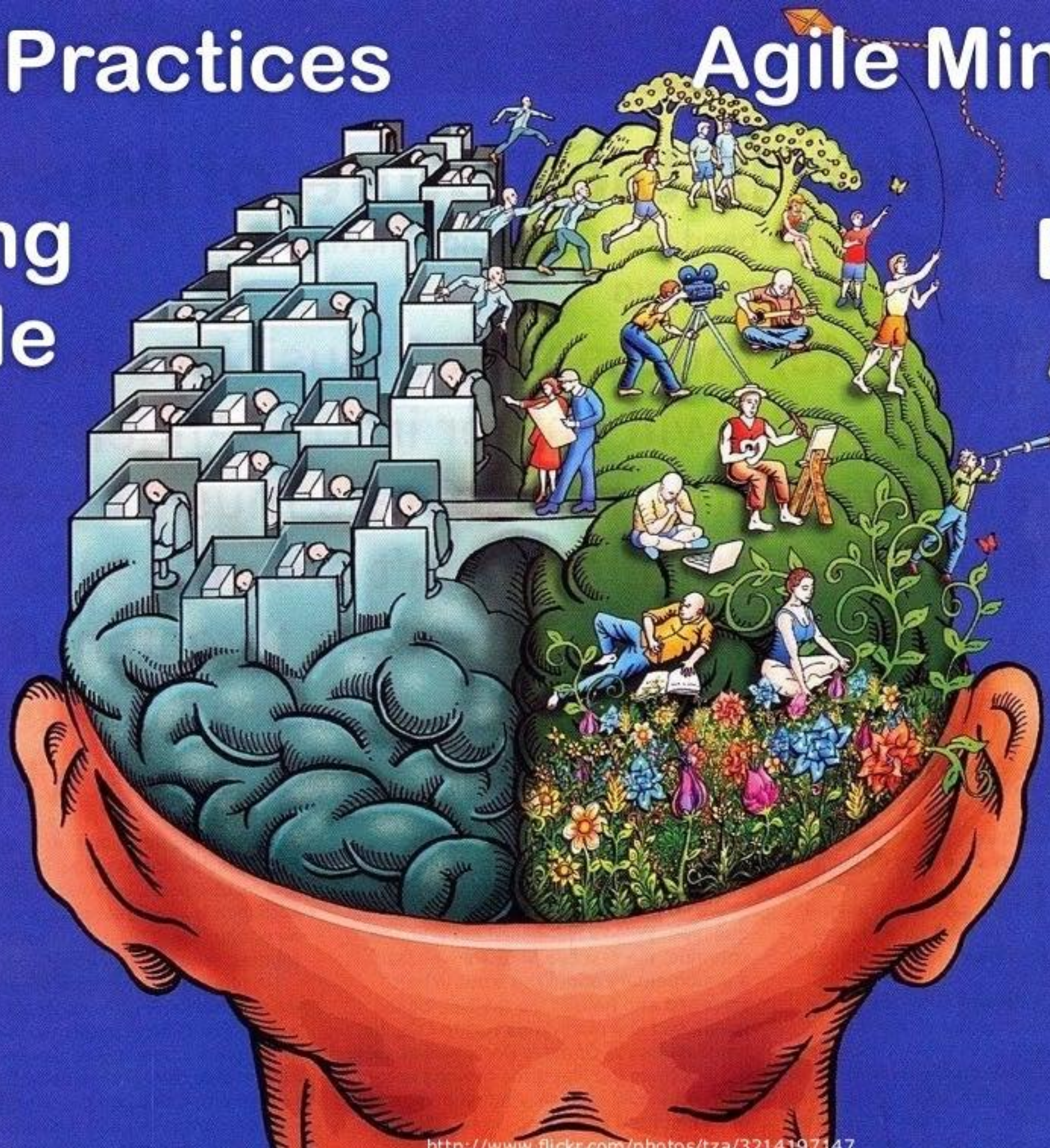
helping you grow your organization

Agile Practices

Agile Mindset

Doing Agile

Being Agile



http://www.flickr.com/photos/tza/3214197147

Most Value Comes from Mindset/Culture, not Practices

DOING AGILE ≠ BEING AGILE

PRACTICES ≠ MINDSET

"Scrum, BUT..."

"Cargo Cult Agile"

RELATIONSHIPS
SAFETY
TRUST

INNOVATION

OUTLOOK TO FUTURE

"JOY AT WORK"

"DELIGHTED CUSTOMERS"

"#1 WORKPLACE"

~20% Benefit

- Ability to manage changing priorities
- Improved Visibility
- Increased Productivity
- Improved Quality
- Reduced Risk

~3X Benefit

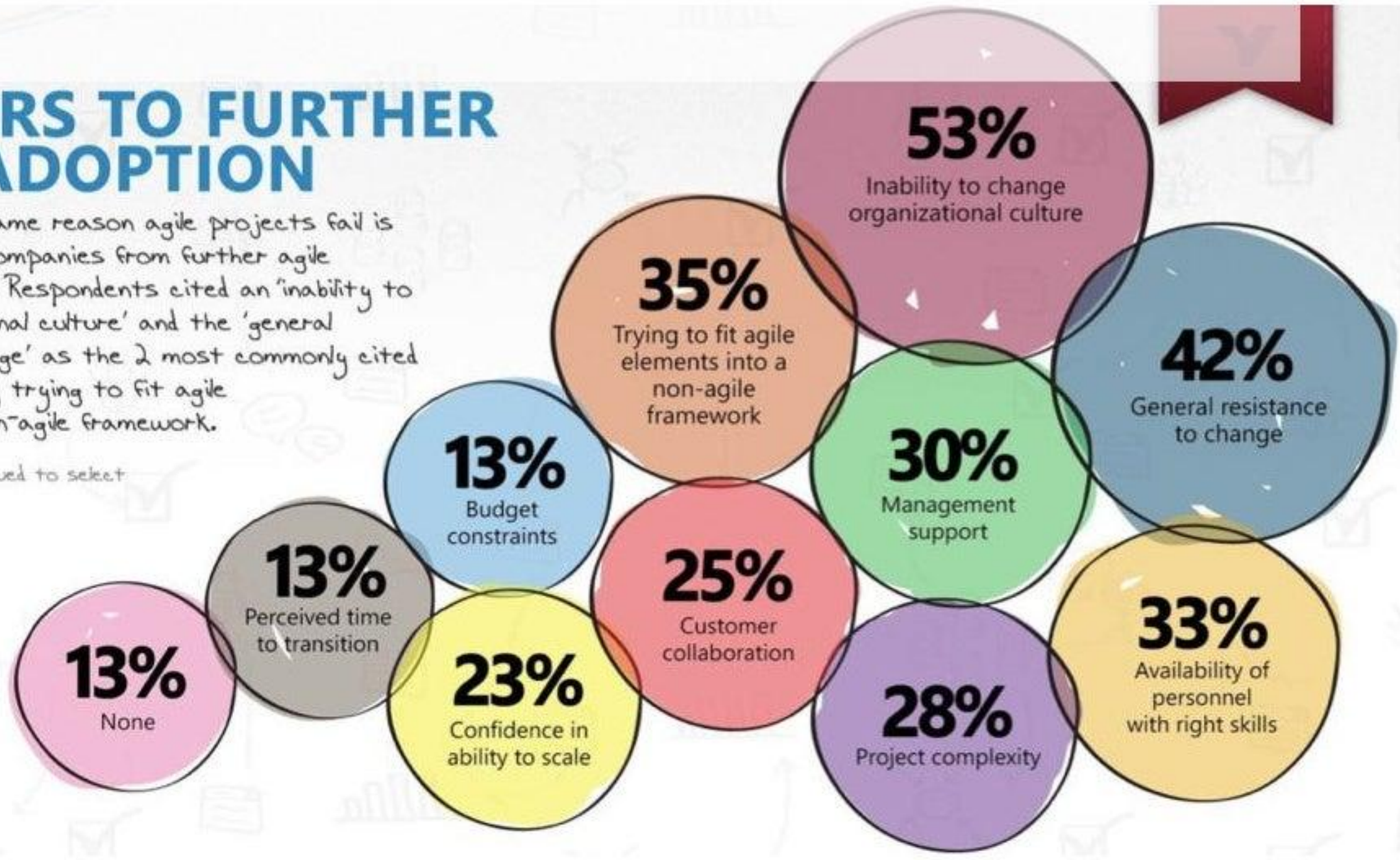
- Customer Delight
- Joy at work
- Engagement
- Innovation, Creativity
- Continuous Learning

Culture is #1 Barrier to Agile

BARRIERS TO FURTHER AGILE ADOPTION

As expected, the same reason agile projects fail is also what keeps companies from further agile adoption – culture. Respondents cited an 'inability to change organizational culture' and the 'general resistance to change' as the 2 most commonly cited barriers, followed by trying to fit agile elements into a non-agile framework.

*Respondents were allowed to select more than 1.



Copyright VersionOne 2013

cc Michael Sahota
Agilitrix 2012

Where is Your Focus?

BREAK-THROUGH RESULTS
Delighted Customers
Engaged Staff
Innovation

Visibility
Focus
Efficiency

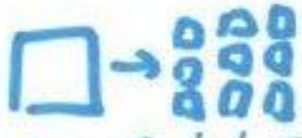
Alignment
Effectiveness
Capability

TACTICAL

"How do we work?"

Process

Work Practices



Communication

STRATEGIC

"What do we want to achieve?"

Customer Focus

Organization Structure

Long-term thinking.

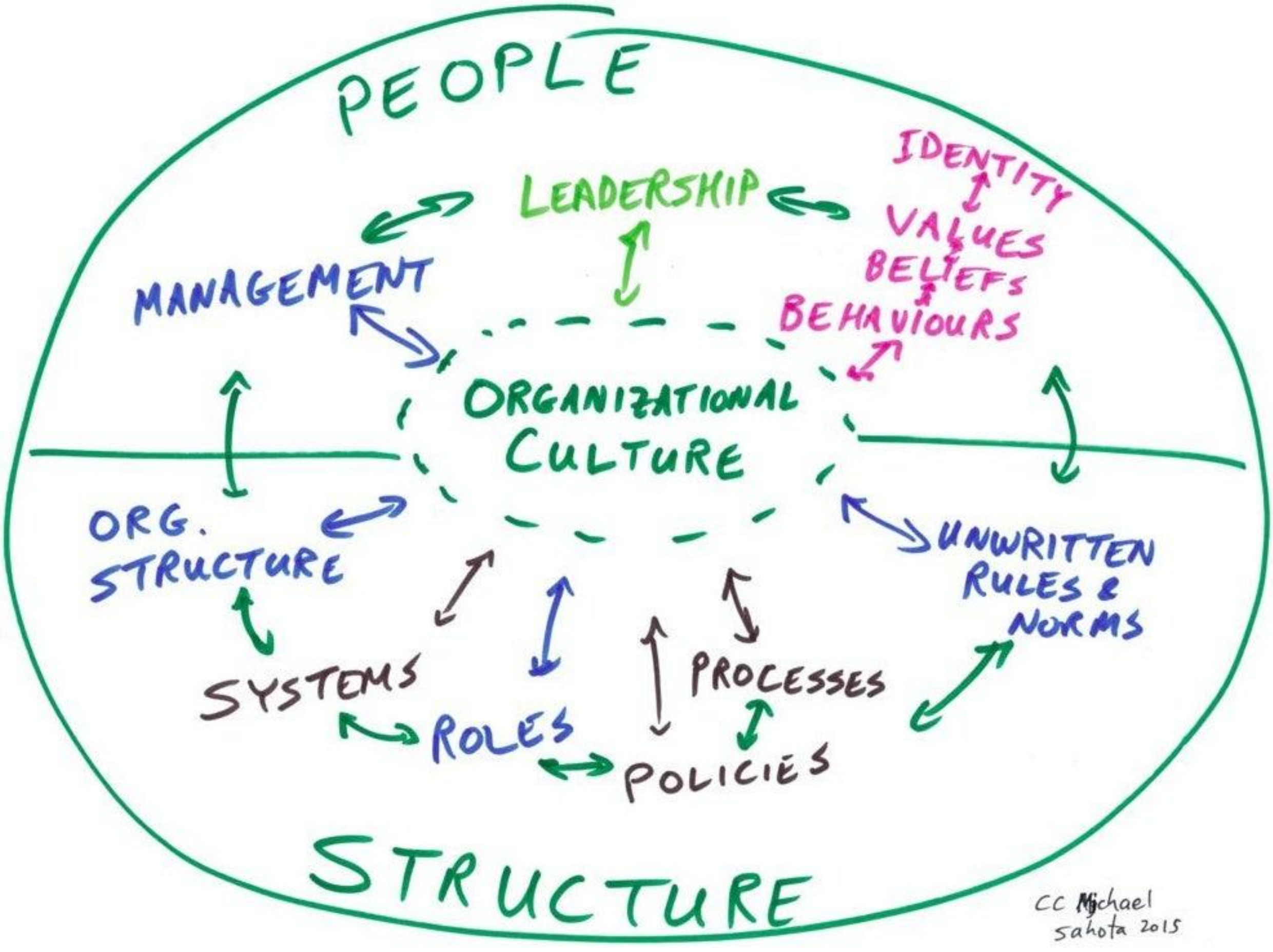
CULTURAL

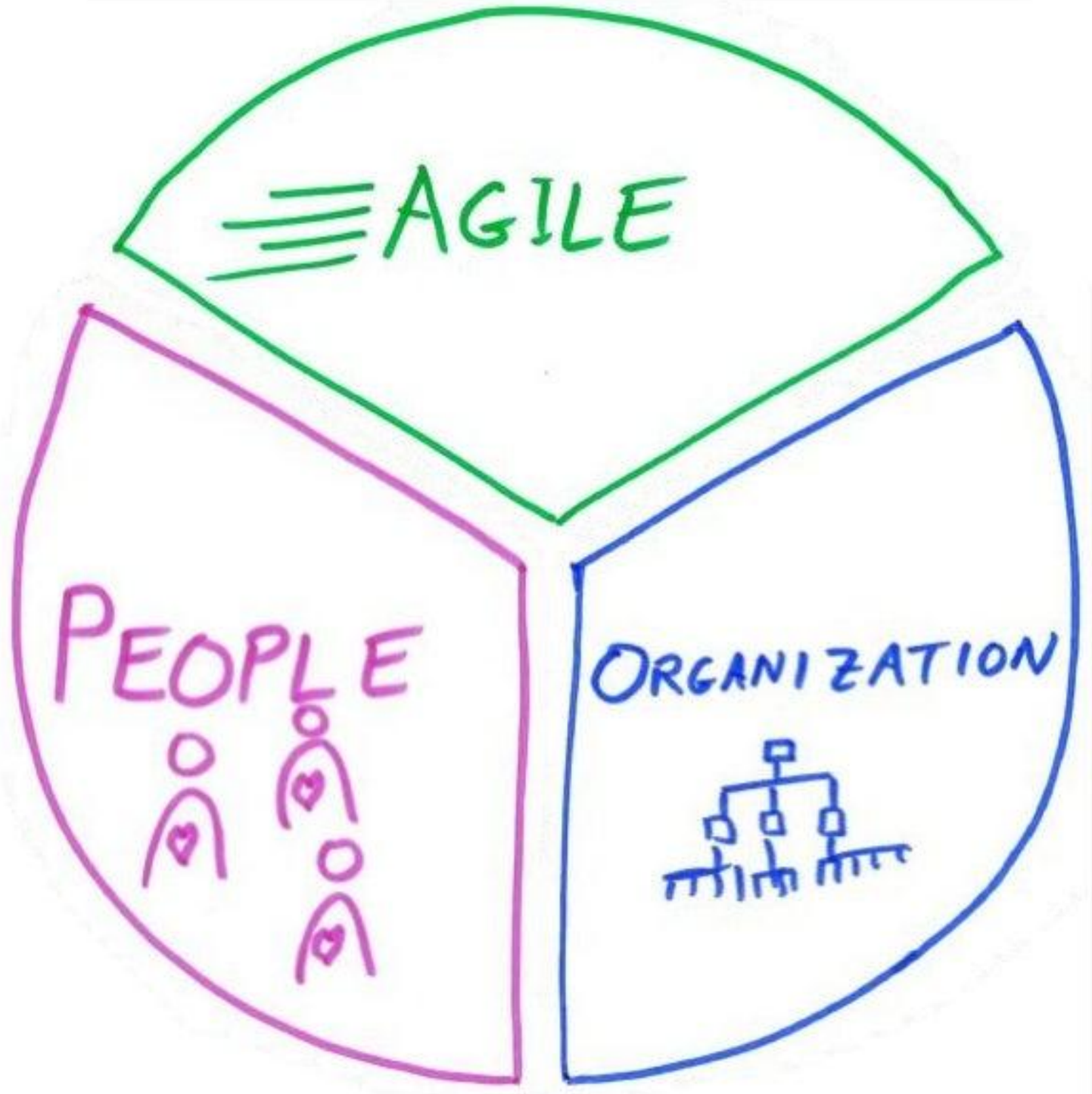
"Who do we want to be?"

Organization Identity

Vision

Values e.g. kindness caring
Integrity, creativity


PEOPLE
LEADERSHIP
IDENTITY
VALUES
BELIEFS
BEHAVIOURS
MANAGEMENT
ORGANIZATIONAL CULTURE
ORG. STRUCTURE
UNWRITTEN RULES & NORMS
SYSTEMS
ROLES
PROCESSES
POLICIES
STRUCTURE
CC Michael Sahota 2015



WholeAgile

You Win With People

CC BY SA

@MichaelSahota @OlafLewitz

agilitrix

helping you grow your organization

Blah Blah Blah Blah Blah Blah

Blah blah blah blah blah blah blah blah
blah blah blah blah blah blah blah.
Blah blah blah blah blah blah blah blah:

Individuals and interactions over processes and tools

~~Blah blah blah blah blah blah blah blah~~ blah

Blah blah blah blah blah blah blah blah blah

Blah blah blah blah blah blah blah

Blah blah blah blah blah blah blah
blah blah blah blah blah blah blah blah.

Credit: http://www.krivitsky.com/2011/10/offshore-outsourcing-and-agile.html

People

~~Individuals and interactions~~

processes and tools

Reinventing Organizations

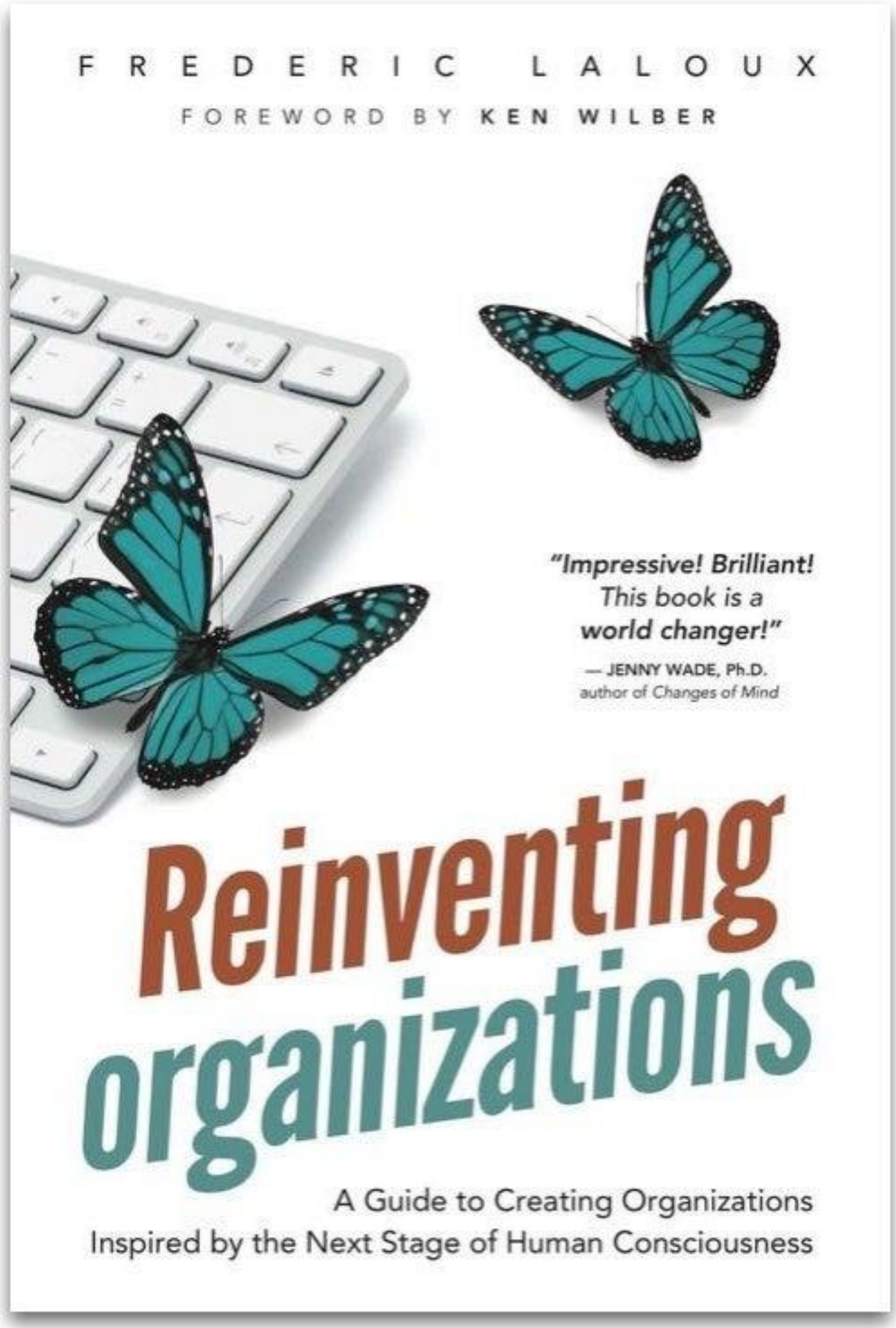
CC BY SA

@MichaelSahota @OlafLewitz

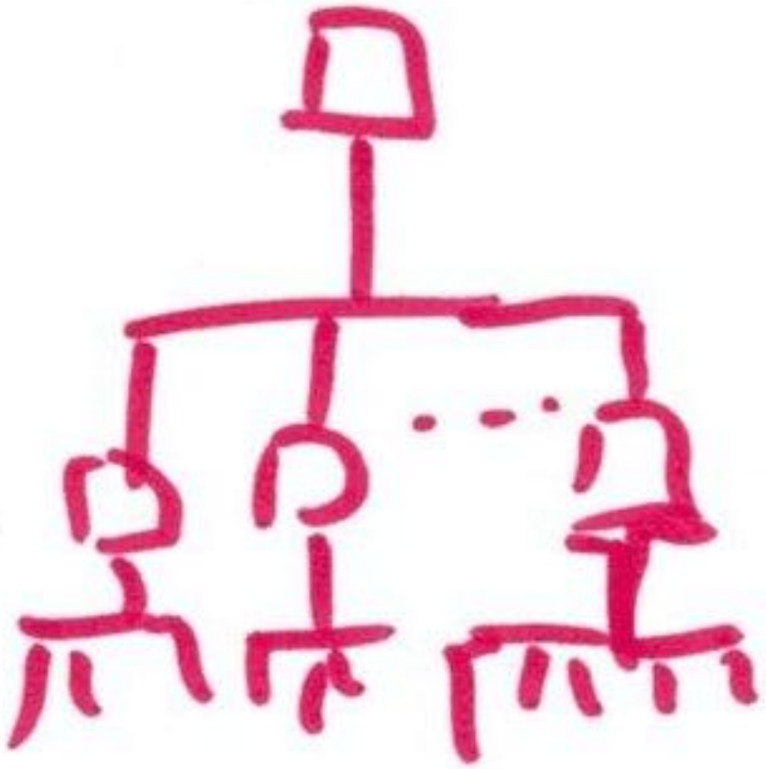
agilitrix

helping you grow your organization

To fully
Engage People
...
you need to
change
Your
Organizational
Model



POWER & STRUCTURE



AUTHORITY

FORMAL ROLES

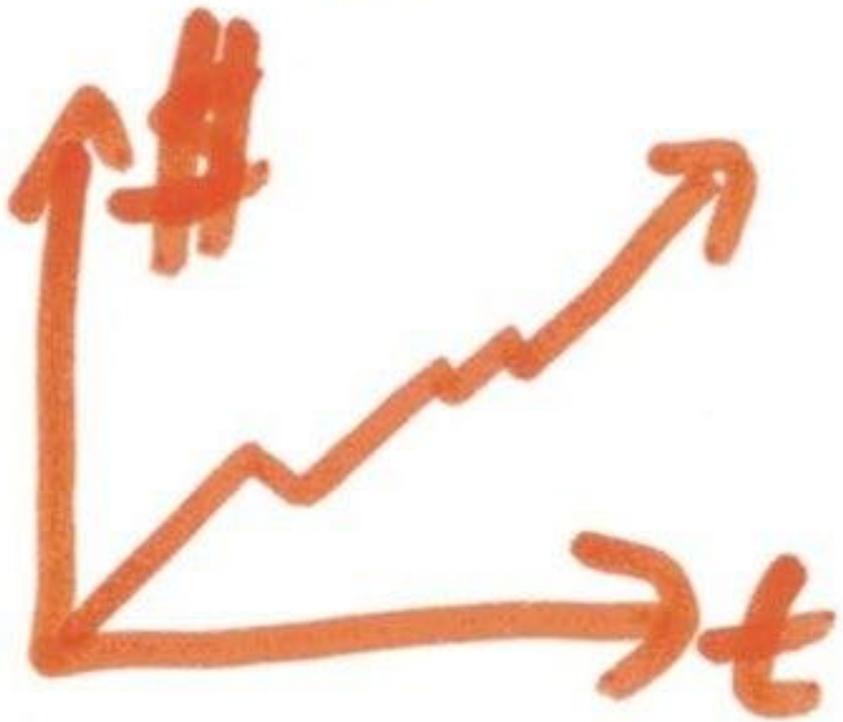
HIERARCHY

STABLE PROCESSES

O→O→O→O→O

[RED+AMBER]

ACHIEVEMENT



INNOVATION
ACCOUNTABILITY
MERITOCRACY
[ORANGE]

PEOPLE

PURPOSE

VALUES

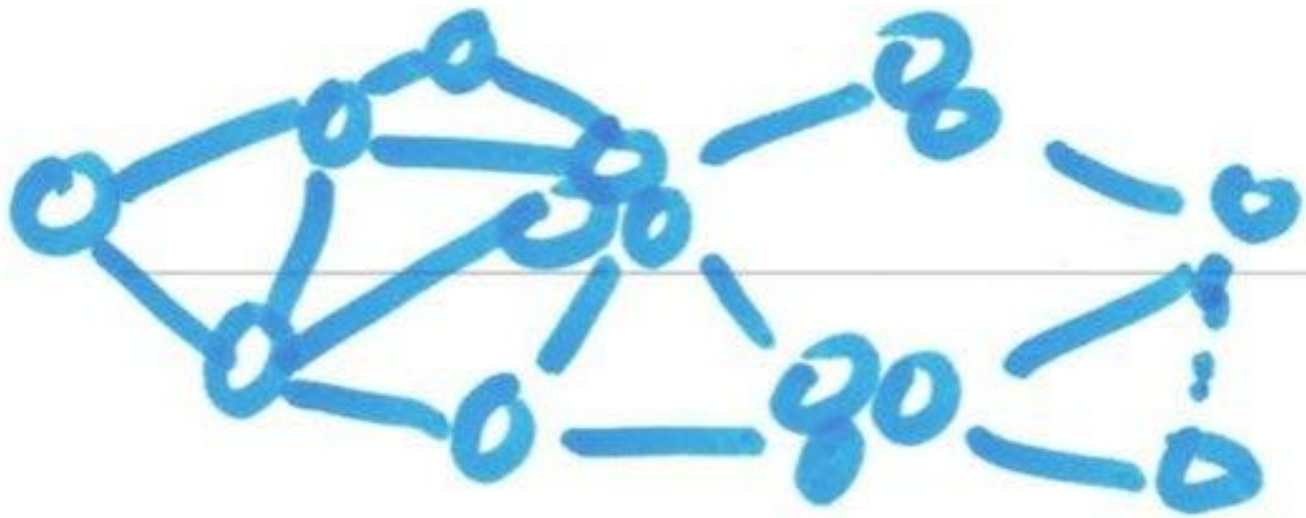
EMPOWERMENT

[GREEN]

SHARED POWER

DECENTRALIZED

NETWORK



SELF-MANAGENT

EMERGENCE

WHOLENESS

[TEAL]

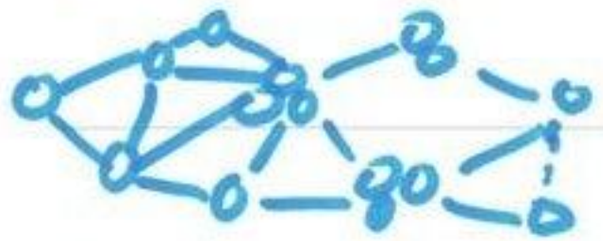
"REINVENTING ORGANIZATIONS"

FREDERIC LALOUX

ACHIEVEMENT

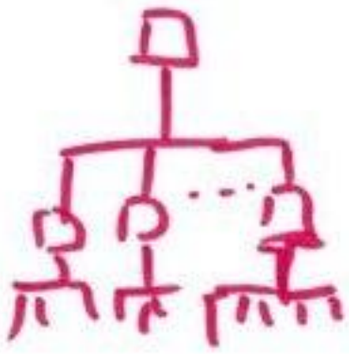
INNOVATION
ACCOUNTABILITY
MERITOCRACY
[ORANGE]

SHARED POWER
DECENTRALIZED
NETWORK



SELF-MANAGENT
EMERGENCE
WHOLENESS
[TEAL]

POWER & STRUCTURE



AUTHORITY

FORMAL ROLES

HIERARCHY

STABLE PROCESSES

[RED+AMBER]

PEOPLE

PURPOSE

VALUES

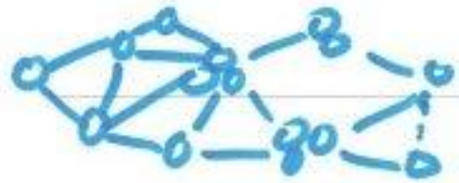
EMPOWERMENT

[GREEN]

CC 2014 MICHAEL SAHOTA

Engagement
& Outcomes

SHARED POWER
DECENTRALIZED
NETWORK



SELF-MANAGENT
EMERGENCE
WHOLENESS
[TEAL]

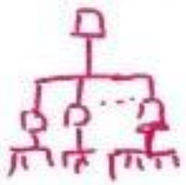
PEOPLE

PURPOSE
VALUES
EMPOWERMENT
[GREEN]

ACHIEVEMENT

INNOVATION
ACCOUNTABILITY
MERITOCRACY
[ORANGE]

POWER & STRUCTURE



AUTHORITY
FORMAL ROLES
HIERARCHY
STABLE PROCESSES
[RED+AMBER]

Consciousness
& Trust