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Hi. Let me now explain how each definition of an Agile enterprise explains each stage of Agile adoption. The first definition. While technically accurate, is very broad. If you hear this definition from company leaders, most often this answer means that leaders are trying to present cost-cutting measures, is Agile while the organization remains traditional. This interpretation of Agile is damaging to the reputation of the methodology because it misrepresents what Agile is, and employees begin to associate Agile with reductions in force. The second definition explains Agile at scale. When an organization has adopted Agile at scale, it consists of clusters of Agile teams. While Agile at scale may deliver a number of benefits and be successful short-term as a project management philosophy, this configuration does not qualify an organization as fully Agile and poses risks to Agile long-term. If managed and supported well by leadership, Agile at scale can deliver benefits at the team level, at the project level, and even at the level of an organization. Clusters of Agile teams can work well within a traditional organization when leadership has the bandwidth to remove impediments as they arise. Let me give you an example of a benefit Agile may deliver in this scenario. Employees on Agile teams tend to have higher job satisfaction rates. They feel empowered and free to apply their creativity and innovation. When multiple teams are feeling good about the job they're doing, you might be able to see culture improve, retention rates go up and projects delivered to better quality. Long-term risks however, might diminish these benefits. For example, non-Agile parts of the organization may become resentful toward the Agile counterparts because of greater attention, talent and funding support. Also, suppose the rest of the organization is still functioning in their traditional command and control way. In that case, the overall delivery speed which Agile offers will decrease as you scale Agile across the enterprise. If a process like funding approval takes weeks or even months, having Agile teams will not improve work velocity. Agile teams will not be able to work any faster if they have to wait for a few months before they get financial support and may become frustrated long-term. The third definition describes an Agile enterprise. An Agile enterprise has fully adopted Agile philosophy and values throughout their organization. It's repaired to capitalize and last minute opportunities, and it has a unique balance of bureaucracy and flexibility that supports delivery of higher customer value. In an Agile enterprise leadership sees every aspect of an organization as a continuous improvement project. They recognize the need for innovation in HR and finance as much as in IT. Agile teams represent anywhere from 10 to 50 percent of the overall employee pool, and work in collaboration to find the best ways to support one another. In an Agile enterprise, the customer becomes the focus of everything. Every aspect of an organization is looked at from the internal and external customer perspective with a focus on increasing their satisfaction. Executive leadership identifies priorities and ranks opportunities instead of having a traditional plan with an end goal, delivery date and regular status updates. Leaders also delegate their work and focus on continuously removing company-wide impediments to agility. Ground-level - no Agile - traditional organization, mid-level Agile at scale. Traditional organization with elements of Agile, top level - Agile enterprise - Agile organization. Transitioning between each stage takes a few years on average. To scale Agile, it's important to understand that your goal as a leader is not to feed an organization into the theory of Agile. Your goal is to adapt Agile theory to fit your organization, which means that you must consider the uniqueness of your company. Uniqueness consists of culture, readiness and pace of adoption. In my work, I meet a lot of practitioners who believe that project management is black and white. If they like a particular Agile or a were for traditional approach, they will always advocate on its behalf and any deviation from the pure form would be deemed unacceptable. They take on projects and make all necessary adjustments to feed that into that specific approach. I haven't witnessed that being successful yet. As you scale Agile, remember the balance in traditional and Agile elements is an art. A new organization has to be treated as a unique individual case. You should aim to flexibly apply traditional and Agile approaches and feed those approaches to an organization. Organizations that have been successful at implementing Agile, like Spotify, Salesforce, and Netflix, have taken time to explore the balance between traditional and Agile elements with one thing being certain. They all have a healthy mix of both. In the next video, we will explore scaling Agile. Thanks for watching. I'll see you there.