Agile Change Management

in a Nutshell
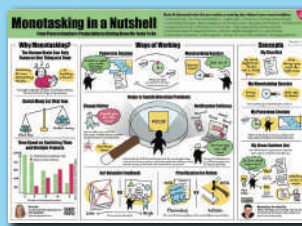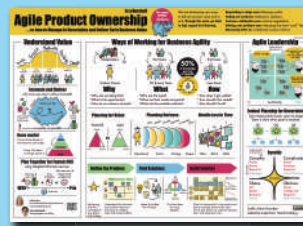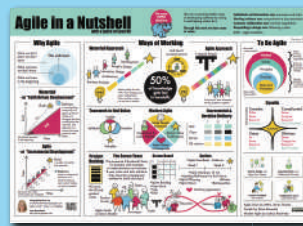
No more HIPPO decisions

Version 1.1

Sustainability

Ownership & Motivation

New Capabilities to enable ownership.

&

Reinforced to support intrinsic motivation..

Visualize Goal Fullfillment

Performance After Change

Poster by:
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Agile Change Process

Sustainability
- Individual Change
- System Performance

Change Strategy
- Individual Change
- System Performance

Celebration!

Reward hard and focused work, and set the mood for the next improvement.

Happy Customer

Goal Fullfillment

Assert statistical significance using hypothesis test.

Plan

Do

Check

Act

Experiment

Assess, Define & Prioritize

Translate voice of the customer into Critical to Quality factors. Assess individuals' and organizational change readiness.

Improvement Areas

Prioritize change initiatives based on bandwith, readiness and dependencies.

1. Lead Time
2. Quality
3. Cost

Visualize & communicate it!

SMART Goals

Specific, Measurable, Achievable, Relevant and Time-bounded.

Change Strategy

Individual Change

Help! Too many things at once

Let's do it now!

VS

Disengaged or change saturated.

Sense of urgency and eagerness to improve.

System Performance

Baseline Before Change

Collect data for baseline & analysis. Benchmark others

This infographic is based on Concepts from Lean, Agile, DMAIC and The Standard by ACMP.

Agile Change Management

Goal

Change in complex environments is made incrementally and iterated to learn and adjust. The plan is changed when new learnings arise.

Improvement

Risk

Time

Plan

Visualize and understand process. Find root cause to problems.

Do

Enable and motivate people to try new things. Experiment to learn about new solutions based on hypotheises.

Am I doing it right?

Check

Evaluate outcome and check results. Feedback to people involved in the test.

Act

Adjust hyphotesis and reinforce new behaviour

Retrospective

Learn and adjust.
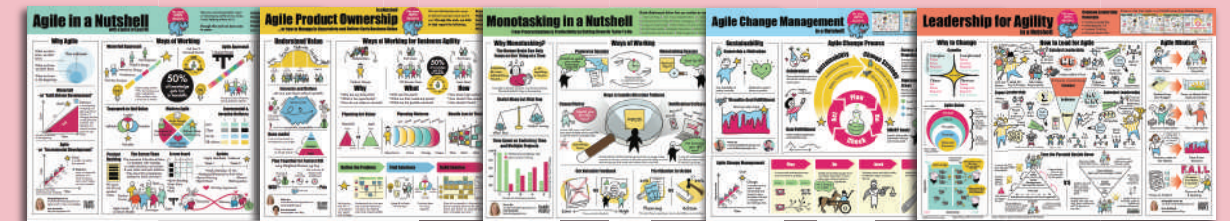
Handle the Unknown

Complex

Complicated

Chaos

Obvious

Agile User Experience

in a Nutshell with a dash of Lean UX

No more HIPPO decisions

Agile in a Nutshell | Agile Product Ownership | Monotasking in a Nutshell | Agile Change Management | Leadership for Agility

Version 2.0

Product Discovery

What we don't know we don't know

What we know we don't know

What we know in the beginning

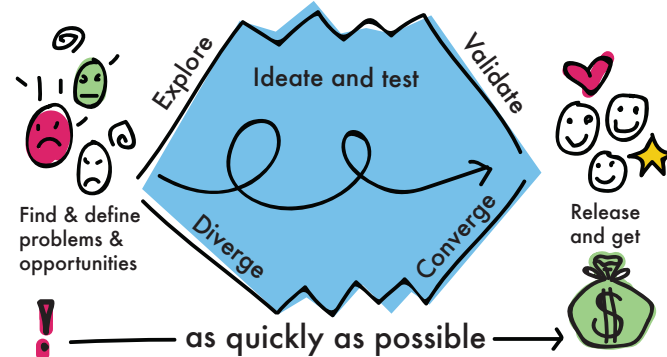The unknown

50% of knowledge gets lost in handoffs

Creative Process as a Team Activity

with one Agile Lean Team without handoffs.

Explore — Ideate and test — Validate
Find & define problems & opportunities — Diverge — Converge — Release and get

as quickly as possible

The Agile Lean Team

T-shaped People

X-functional Team effectivly solving real user problems together in a data driven way.

Team Mission | Team Opportunity Map | Sprint Backlog

Research
Ideate
Build
Experiment
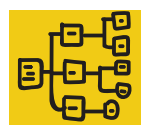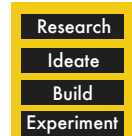
Ways of Working

Define the Problem → **Find Solutions** → **Build Solution**

Discover and Deliver in… …iterations and increments.

Learn — Measure — Build

Iterate and experiment to find out if it is the right…
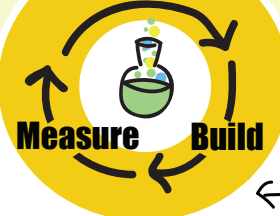
Minimize business, technical and user risks early.

…goals | …user & need | …solution | …interaction design | ….graphic design
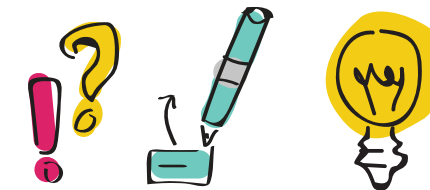
Persona with Prio

80%
99
20%
99
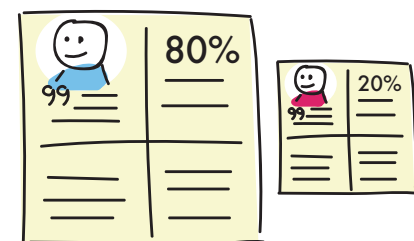
Create proto Personas to get a common understanding of who the solution will be for and what behaviours to support, validate with tests. Prio for focus.

Modern Agile

Make People Awesome
Deliver Value Continuously
Make Safety a Prerequisite
Experiment & Learn Rapidly

Collaborative Solutions & Hypotheses for Innovation

Ideate often in the x-func team, using Design Studio or other time boxed ideation method, the more diverse group the better.

Make use of the Agile Cadence

Agile Requirements for Innovation

Don't do all discovery at once. Iterate, change solutions based on insights and learnings. Focus on how to reach the goal and do prioritizion and slicing on all levels.

- Vision
- Impact goals and metrics (what should change after release)
- Personas & behaviours as well as scenarios. Detail requirements just in time when needed
- Solutions (software & other)

Requirements gets old
Focus on what you need now to create value.

Dual Tracks in the Lean Team

Sprint 1 | Sprint 2

Discovery | Discovery

Delivery | Delivery
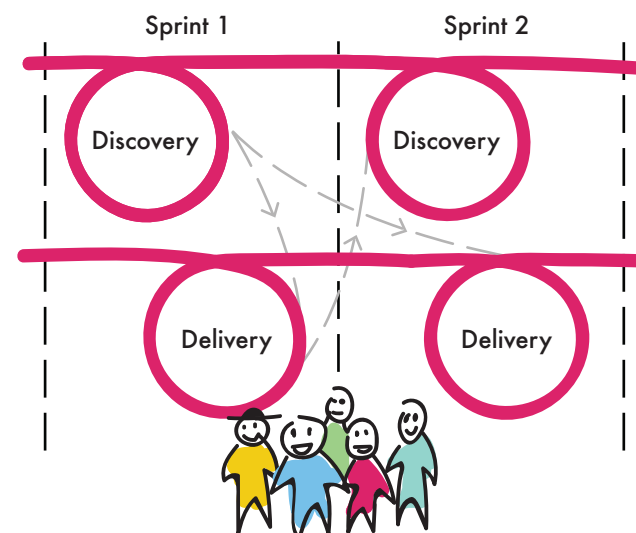
Find Value

Things "fall down" as we get used to it.

Exciter
Performer
Basic
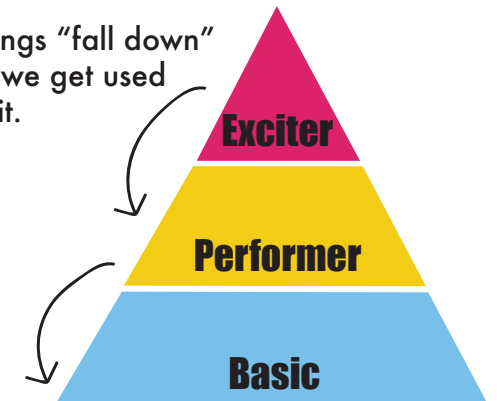
Kano - Prio by Persona

Exciter
- Attractive requirements (Exciters make the users want to use your product instead of someone else's)

Performer
- One dimensional requirements (Desired quality)

Basic
- Must-be requirements (Expected quality)

= $ = True

Story Telling & Context
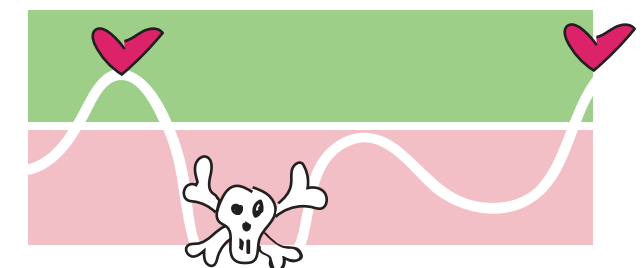
Get context, learn about behaviours and pains with Customer Jouneys or User Transaction Flows. Go to a User Story Map, slice releases along the value chain. See the big picture and not just the details.

Modern Agile by Joshua Kerievsky

The Customer Journey
Product Organization
Startup Mentality & Ability in the Enterprise

No more HIPPO decisions

Based on Modern Agile
We are uncovering better ways of developing organizations that unleash the brain power of the employees. This is our best current thinking.

- Make People Awesome
- Deliver Value Continuously
- Make Safety a Prerequisite
- Experiment & Learn Rapidly

Business Value

- Decreased Time to Market
- Increased Strategic Flexibility
- Increased Quality of Solutions
- Increased Employee Engagement
- Increased Customer Loyalty

Vision
We need to cross the river. You can figure out how.

Strategy
Before — During — After

Strategic input from learnings
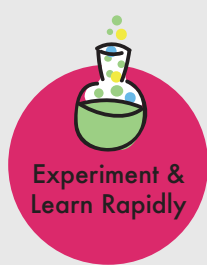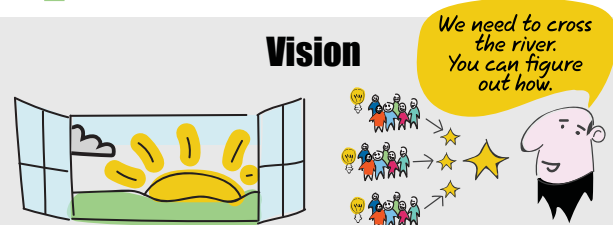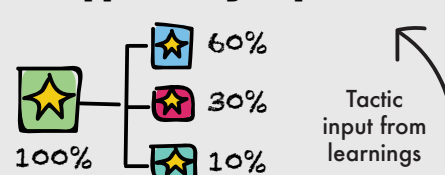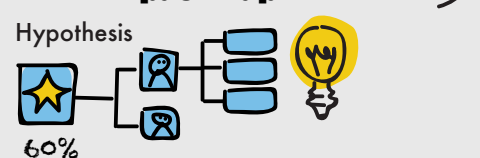
Team Mission
6 Months – 1 Year Mission

The Lean Team

Team Opportunity Map
60%
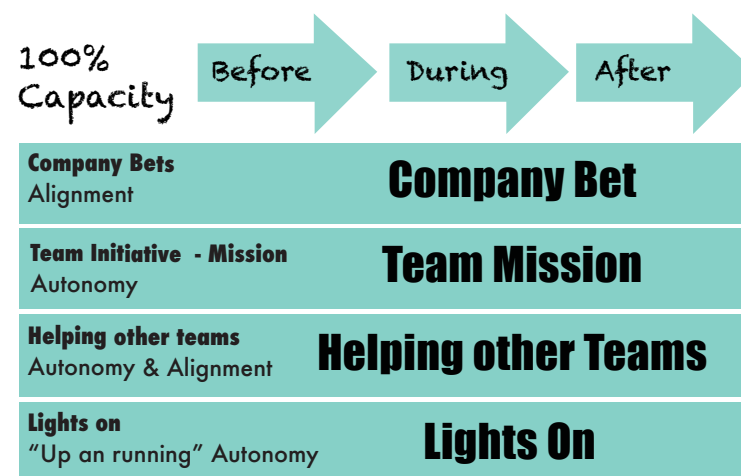30%
10%
100%

Tactic input from learnings
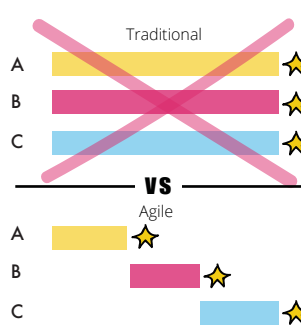
Impact Map
Hypothesis
60%

Case Study 2018: The bank Avanza did a full transformation from a traditional silos organization with separated IT/Marketing/Product/Operations to Customer Journey org with Lean Teams during 2017-2018 while still running business as usual. Before the transformation 5.8 teams were involved in an avarage delivery, after the transformation only 1.2 teams. The vision was that all teams should feel like a small startup, and they succeeded in that according to their happy employees.

One Product Organization
Organized for Customer Focus & with an Agile Mindset to Mobilize Brainpower

100% Capacity
Before — During — After

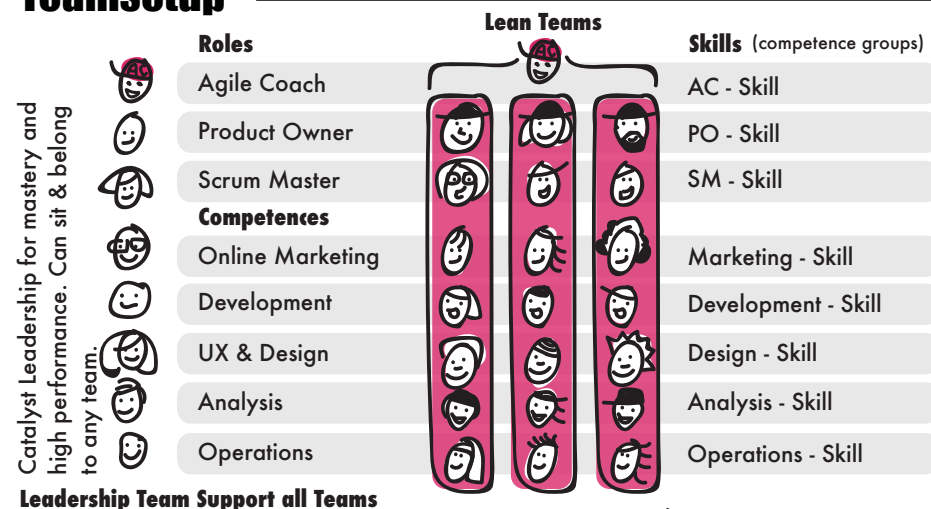|	
Company Bets — Alignment	**Company Bet**
Team Initiative - Mission — Autonomy	**Team Mission**
Helping other teams — Autonomy & Alignment	**Helping other Teams**
Lights on "Up an running" Autonomy	**Lights On**

Limiting concurrent initiatives
Traditional
A
B
C
vs
Agile
A
B
C

Reduce the number of concurrent initiatives to deliver early & often.

Optimize for Flow - and Customer Value
I'm really effective!
vs
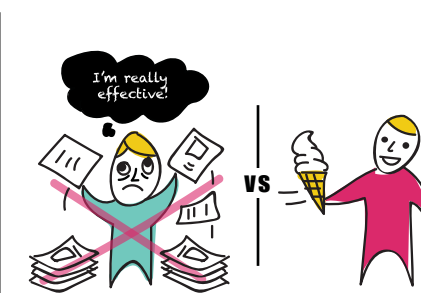
Optimizing for flow instead of resource optimization together with customer focus leads to increased output of value.

Teamsetup

Catalyst Leadership for mastery and high performance. Can sit & belong to any team.

Lean Teams

Roles	Skills (competence groups)
Agile Coach	AC - Skill
Product Owner	PO - Skill
Scrum Master	SM - Skill
Competences	
Online Marketing	Marketing - Skill
Development	Development - Skill
UX & Design	Design - Skill
Analysis	Analysis - Skill
Operations	Operations - Skill

Leadership Team Support all Teams

A Growth Mindset
- Leadership
- Improvement of everything
- Way of Working
- Make People Awesome
- Experiment & Learn Rapidly
- Deliver Value Continuously
- Make Safety a Prerequisite
- Competence Development
- Organization

Modern Agile (the middle of the flower) by Joshua Kerievsky

The Lean Team
... as in Lean Ux and Lean Startup

End 2 End Responsibility
1. From identifying opportunities - to building solutions that creates impact.
2. From user research and analysis - to building on all necessary platforms.
3. From coding with automated testing - to continuous deployment.

A Team on a Mission
- Roles
- Competence
- Activities
- Diversity

X-functional Team 7-12 people

Profit & loss, and budgets by team

Ownership & Purpose
Mission — Opportunity Map — Backlog

Team planning
100%
- **Company Bet** Alignment
- **Team Initiative - Mission** Autonomy
- **Helping other teams** Autonomy or Alignment
- **Lights on - "Up an running"** Autonomy

Sprints

Mastery & Collaboration
T-shaped People

Learn — Measure — Build

Dual Tracks
Sprint 1 — Sprint 2
Discovery / Discovery
Discovery
Delivery / Delivery
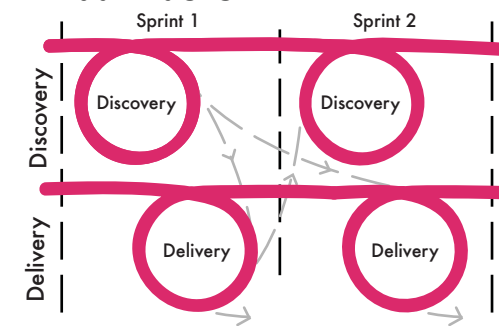
Organization Structure

Customer Journey Teams
Before — During — After
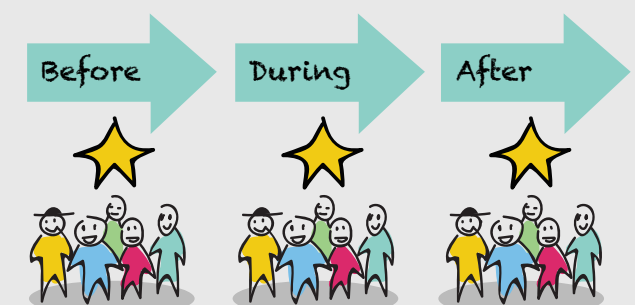
Delivers on Strategies connected to the customer journey, such as Increasing New Customers, LTV or Increased Usage.

Product Teams
B2B 89
B2C 49

Delivers on Strategies connected to specific products & maintain the platform for long term high quality & speed.

Platform Teams
Platform Teams delivers functionality in the platform to support needs from the Customer Journey - & Product Teams.

Support Teams
Self Service — Self Service

Dev Ops Design Ops People Ops and more...
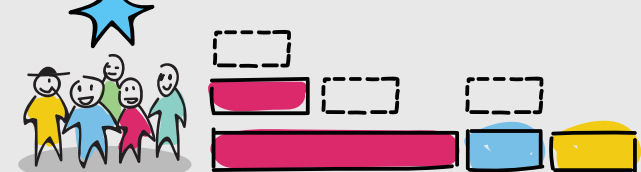
Support Teams acts to deliver self service for all other teams. Could also coach, train, mentor and support in alignment and strategic input.

Infographic Poster by:
mia.kolmodin@dandypeople.com

Free download:
dandypeople.com/blog

DANDY PEOPLE

Agile in a Nutshell
with a spice of Lean UX

No more HIPPO decisions

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan
2001 - Agile Manifesto

Version 3.0

Why Agile

What we don't know we don't know

What we know we don't know

What we know in the beginning

The unknown

Waterfall
- or "Faith Driven" Development

Cost / Time

Goal

Plan

Risk

All difficult decisions in the beginning.

Delivers in one Big Bang. Analyzing and planning without testing and changing the plan, usually leads to late surprises, and deliveries not meeting business goals nor user needs.

Agile
- or "Value Driven" Development

Cost / Time

Goal

Risk Risk Risk Risk Risk

Decisions are continuously made and validated.

Goal is usually met earlier than planned.

Delivers value in incremental deliveries with iterative improvements validated by feedback from users.

Infographic Poster by:
mia.kolmodin@dandypeople.com

Free download:
dandypeople.com/blog

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Ways of Working

Waterfall Approach

Business Analysis
Architecture
Interaction Design
Graphic Design
Development

Experts doing all their work, then handing over, never looking back. When problems arise it is too late to rethink.

50% of knowledge gets lost in handovers

Fail Fast 2 Succeed Sooner

Learn → Build → Measure → Learn

Agile Approach

T-shaped People

X-functional Team effectively solving problems together.

Teamwork to find Value
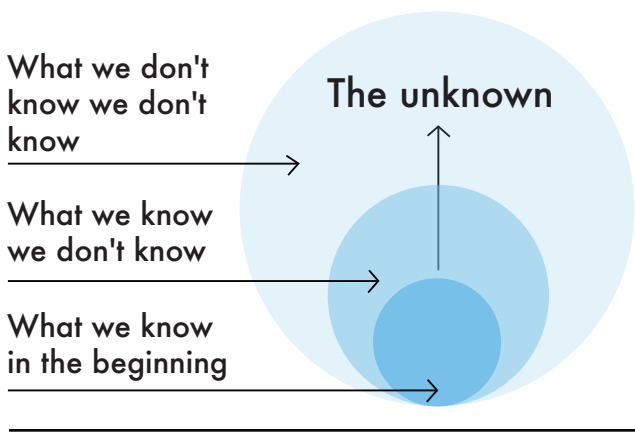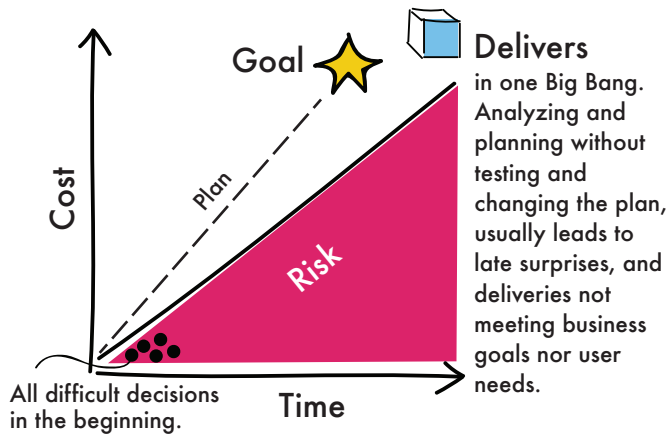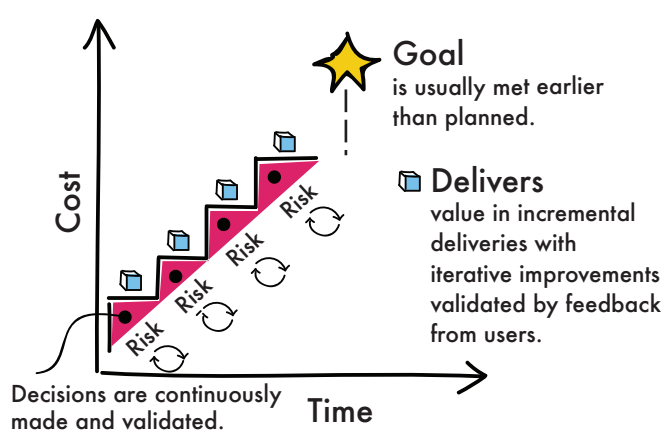
Usable
Sellable — Feasible
Valuable

Modern Agile

Make People Awesome
Deliver Value Continuously
Make Safety a Prerequisite
Experiment & Learn Rapidly

Incremental & Iterative Development

	1	2	3
GUI			
Client			
Server			
DB schema			

Product Backlog

PO owns the PB and product vision.

The Scrum Team

The awesome cross-functional Team, co-located, with mandate to make decisions on business- & user value and tech solutions. They have the competences needed to build and ship it.

- Team
- Product Owner
- Scrum Master

T-shape

Scrum Board

Prio | To do | Doing | Done

- Sprint Backlog
- User Story
- Task
- DoD

Sprints

- Agile Heartbeat - Cadence

Week 1 | Week 2

- Daily Meeting
- Backlog Refinement to find Value
- Sprint Planning
- Sprint Goal
- Review
- Retrospective

Working Agreement

Discovery — Delivery

Delivering customer value with as little work possible

To Be Agile

Less visible - more powerful

Mindset
Values
Principles
Practices
Tools and Processes

More visible - less powerful

Move towards learning organization

Requires structural and cultural change

Can be adopted in command and control

Cynefin

Agility is needed here

Complex
Probe
Sense
Respond
Emergent

Complicated
Sense
Analyze
Respond
Good Practises

DISORDER

Chaos
Act
Sense
Respond
Novel

Obvious
Sense
Categorise
Respond
Best Practises

Iterative design over big design up front

Experimentation over elaborate planning

Customer feedback over intuition

Collaborative work over one hero

Agile Onion by AWA, Simon Powers
Cynefin by Dave Snowden
Modern Agile by Joshua Kerievsky

The Agile Team in a Nutshell

Shared Values in the Agile Team

Focus — Everyone focuses on the work of the sprint or timebox and the goals of the Agile team.

Courage — Agile team members have the courage to do the right thing and work on tough problems.

Openness — The Agile team and its stakeholders agree to be open about all the work and the challenges with performing the work.

Commitment — People personally commit to achieving the goals of the Agile team.

Respect — Agile Team members respect each other to be capable, independent people.

V. 2.1

Well Functioning

vs

6-12 months

Keeping teams stable over time is needed to become and stay well-functioning and high-performing teams where smooth collaboration and innovation take place. Any change in the team setup may cause the team to go back to where they were as newly formed. Teams of 5-7 people who are kept together and get to high-performance are 100% faster.
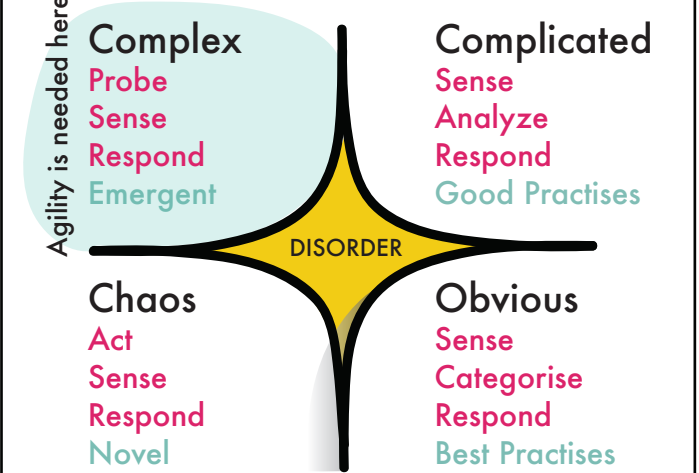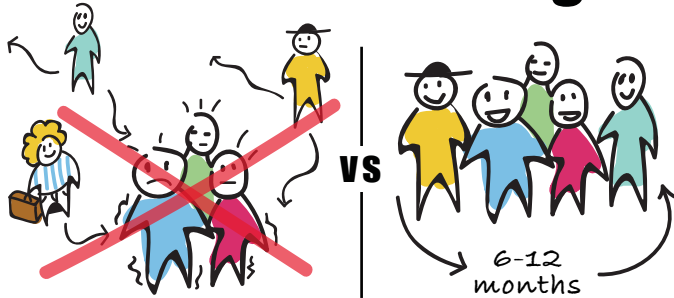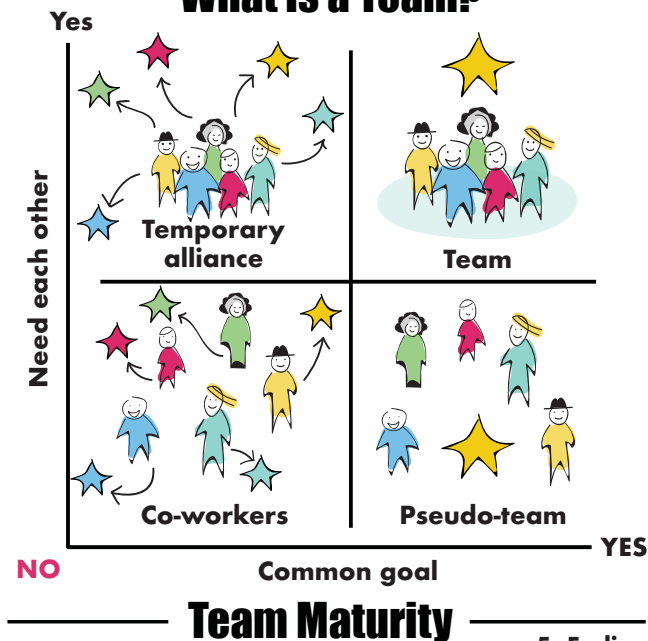
What is a Team?

Yes

Need each other

Temporary alliance

Team

Co-workers

Pseudo-team

NO

Common goal

YES

Team Maturity

5. Ending

1. Inclusion
Team members fear group rejection. No conflicts. Not challenging the leader.

Leaders: Provide structure. Make sure everyone is included. Initiate open discussions of values & goals.

2. Friction
Increased feeling of safety allows for conflicting views. There is tension in the team.

Leaders: Support, coach & train the team in how to keep an open dialogue. Help solve conflicts. Build trust.

3. Structure
Establishing procedures. Feedback culture. Coping with issues. Developing skills.

Leaders: Share responsibilities with the team. Reward initiative. Coach & facilitate individual development.

4. Performing
Flexible & resourceful. Open climate. Feedback. Innovation and productivity.

Leaders: Act as consultants when needed. Support by removing impediments outside of the team.

Type of Agile Teams

Development Team
Develop, maintain and deliver products or services to external or internal customers.

Leadership Team
Acts as Servant Leaders with a growth mindset to several teams, or the full org, to enable them to make quick decisions themselves and maximize flow and value.

Supportive Team
Some Agile teams act as a support for other teams to enable the best possible autonomy & alignment.

Two things are needed to be a team:
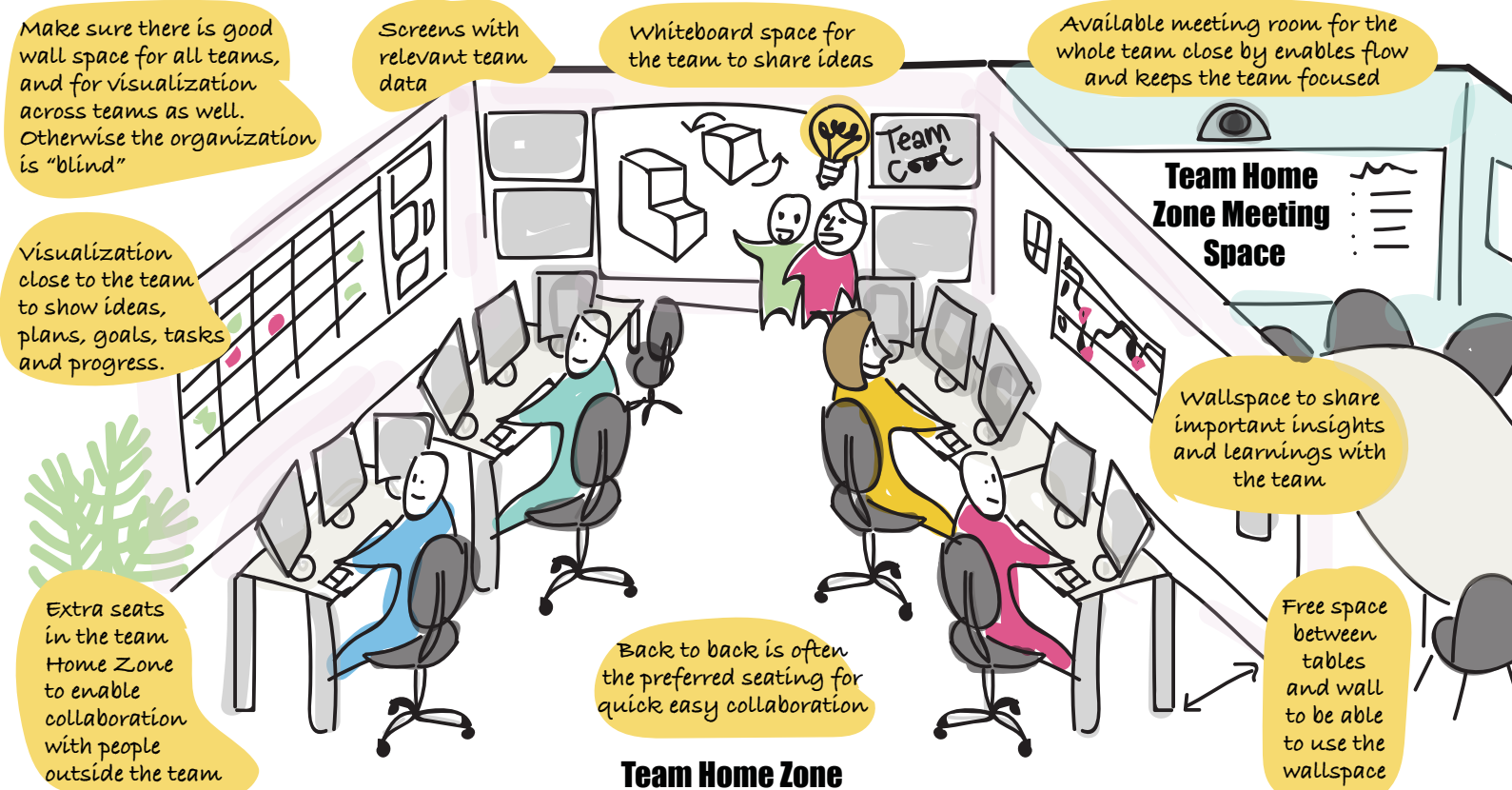● A common goal
● Needing each other

> We take on work as a team, deliver as a team, fail as a team and celebrate as a team.

Roles of an Agile Team

Slice it!

Product Owner
Responsible for optimizing value delivered by the Team & keeping the backlog transparent. Owns the product backlog & the vision (the WHAT) for the product & has the mandate to make business decisions. It is the Product Owner (PO) who is responsible for realistic expectation management, which means saying NO to non-value-adding ideas & deadlines - and it is the PO who sets the goal for each sprint to enable continuous value delivery. Responsible for facilitating stakeholder and customer collaboration.

NOT a project manager.

Flow it!

Scrum Master
A Servant Leader for the team and the PO. Responsible for helping everyone change their interactions and behaviors to maximize the flow and the value created by the Agile Team. Helps the team increase engagement and grow a strong team with the right capabilities and a learning culture.

NOT managing the people.

Build & ship it!

Team
A self-organized team that is responsible for the HOW- the solution. Works together with the PO to understand the value of the business and the customer and decides how the solution should work to solve the prioritized problems. Everyone in the team commits to the goals of the team. The team strives to have all the capabilities needed to deliver new impact while still maintaining the old services.

NOT with individual priorities.

Optimized Team Seating for Well Functioning Teams

Make sure there is good wall space for all teams, and for visualization across teams as well. Otherwise the organization is "blind"

Screens with relevant team data

Whiteboard space for the team to share ideas

Available meeting room for the whole team close by enables flow and keeps the team focused

Visualization close to the team to show ideas, plans, goals, tasks and progress.

Team Home Zone Meeting Space

Wallspace to share important insights and learnings with the team

Extra seats in the team Home Zone to enable collaboration with people outside the team

Back to back is often the preferred seating for quick easy collaboration

Free space between tables and wall to be able to use the wallspace

Team Home Zone

ROI of an Agile Team

Clear Purpose ⬆100%
Purpose leads to focus, which increases the speed and value delivered by the teams by 100%.

Mandate ⬆100%
A clear mandate minimizes bureaucracy, which increases the speed & possible innovation of the team by 100%.

Small & Stable Teams - "Brooks Law" ⬆100%
Team size really matters. Teams of 5-7 people who are high-performing are 100% faster.

Employee Engagement ⬆100%
Being in a team gives a sense of belonging and context, which increases employee engagement by 100%.

T-shape ⬆100%
T-shape increases the speed of team deliveries by 100%.

T-shape

In cross-functional teams skills are more important than roles. Team members who have a T-shaped competence profile improve the team's collaboration, delivery flow and reduces the dependency on specific individuals. T-shaped team members double the velocity of the team.

Good enough

Expert knowledge
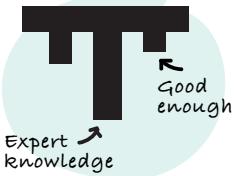
Visualizing Teams T-shape

	Design	Coding	So Me	Financial	Legal
Mia					
Jennie					
Mathias					
Michael					

Like it!
Ok
Hate it
Expert
Good enough
Beginner

The team can visualize their T-shape in connection to their team purpose to support valuable learning in the daily work.

Mini-Waterfall

T-shape helps minimize a common anti-pattern called mini-waterfall, which means hand-offs and knowledge silos within the team.

Continuous Improvement

The retrospective is the improvement function of Agile Teams. It is the most important practice and is usually done every second week. The team looks at how to do more of what worked, and what to improve. The team makes actions clear and adds improvement work to the next sprint backlog.

Modern Agile Principles

Make People Awesome

Experiment & Learn Rapidly

Deliver Value Continuously

Make Safety a Prerequisite

Infographic Poster by Mia Kolmodin

Conflict Resolution

for well-functioning teams - or relations in general

Conflict or friction is natural when we grow and develop who we are. It is often a combination of two or more type of conflicts. Make sure to identify which, and if possible choose collaboration as your solution style.

The 5 conflicts
- **Conflict of interest**
- **Power conflict**
- **Maturity conflict**
- **Conflicting values**
- **Conflict of misconception**

The 5 solutions
- **Collaboration**
- **Compromising**
- **Adjusting**
- **Avoiding**
- **Fight or force**

DANDY PEOPLE

#1 Start here

Conflict of interest

This is the right way!
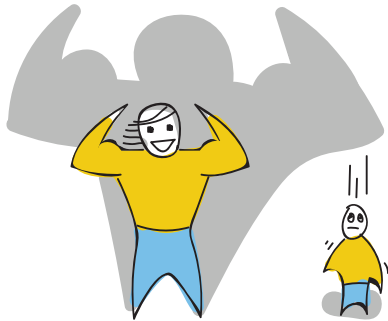
The most common conflict is when two or more parties have different perspectives, needs or goals that they are protective of and fight to pursue.

One example is when change is inflicted on people in the organization and they meet to argue their different standpoints to try to convince others that their view is the correct one.
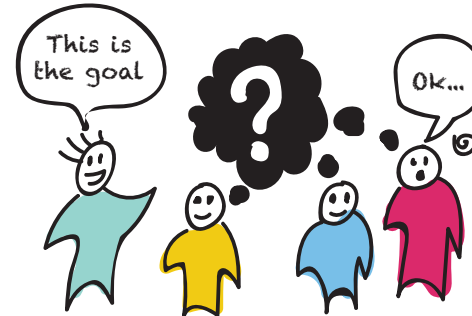
Power conflict

Power and authority is what most people think is the basis of all conflicts. Power conflict is something most of us know from work and family, where the question is about who should be in charge.

The possible threat of losing power might be a source of conflict in Agile transformations, when mandate is moved into the teams and you share your competence with people in the team.

Maturity conflict

This is the goal

?

Ok...

This type of conflict can be seen as the problems that a team has to overcome in their development together. The individual development of singular individuals can also be a source of tension in the team, one person going through change can affect the whole team. Conflict can arise from different levels of engagement within the team as well.

Maturity conflicts are very common during change, where different ways of doing things are being tested. Groups that never get time to mature together often have this constant ongoing conflict. Maturity conflicts are always part of the road towards being a well-functioning team. This is also the reason why you want to keep Agile team stable over a longer period of time, to not break the high performance that comes with maturity.

Conflicting values

We need openness & transparency

We need more Control
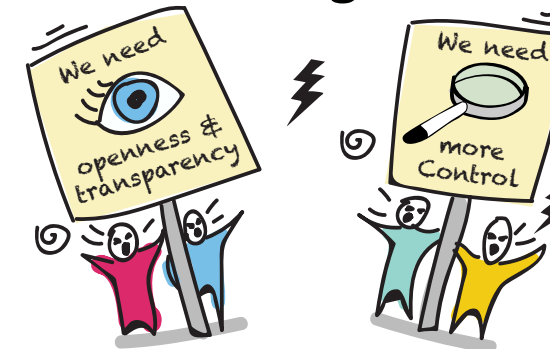
This form of conflict is often very difficult to solve. Values are not for sale. Conflicting values can be shown in our different views in politics, our view of how to treat each other, orof how to build well-functioning companies and organizations. A solution might not even be what people want, which is why compromises can be almost impossible to achieve and people might instead go their separate ways, to find people who are more like themselves and share their values.
Since Agile values are the foundation of Agile teams and ways of working, friction between them and existing, contradicting company values may be a source of conflict.

Conflict of misconception

It's a 9!

Anyone can see it's a 6!

LOL!

When you don't know enough about each other's assignments, context or working conditions, misconception conflicts come very easily. You get irritated with people's actions, their decisions and there is a common misunderstanding of each other.

A group that lacks good ways of communicating easily gets into this type of conflict. When people with different backgrounds and competencies come together and work in cross-functional teams, this is a very common struggle in the beginning.

#2 Try this to find a solution

1. What could be the causes of the conflict?
2. How have we handled it so far?
3. How do we want it to be when we have come through this?
4. What is our next step towards a solution?
- Start working on it and follow up.
- Repeat above until the conflict is resolved.

Conflict resolution always has its price. With that mindset, it is easier to understand how far a conflict has gone and find a suitable solution. It is not **HOW** you analyze a conflict that is the most important thing, is **THAT** you do it.

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#3 The conflict resolution compass

There are 5 general styles when handling conflicts. **Collaboration, Compromising Adjusting, Avoiding and Fight or force.**

None of the five styles represent the best way in all situations. Depending on the situation, one or two resolution styles might be more efficient to solve that specific conflict, but to solve the problem together and to understand each other, like you do using the collaboration style is usually the long term preferred style. To be able to handle conflicts efficiently one must develop the ability to evaluate the situation and use the best style for the situation. The drawback of collaboration might be that it takes more energy.

ME-FOCUS →

Fight or force
You try to achieve your own goals at the other part's expense. It is a power-oriented way where you use force or authority to gain advantage - using your ability to argue, your position or your role. You hold back privilege and sanction to penalize the other part. In solutions that use the power of fight and force, one party often looks like the winner and the other as the loser.

Collaboration
To actually solve the problem is a **win-win solution** in conflict resolution. Both parties strive to understand each other's similarities & differences & take equaly responsibility to find solutions that meet both parties needs. To collaborate can also be to create understanding around differences in beliefs and to learn from each other, which often helps us find more creative solutions.

Compromising
The goal of a compromise is to find a mutually acceptable solution that is partly satisfying to both parties. This requires that both parties give something up but also get one or more goals or needs met. There is no loser or winner in a compromise. To compromise often means to split your differences, exchange privileges or to find a golden middle way.

Avoiding
The people are avoiding each other or holding back their feelings and point of view. The conflict is ignored or suppressed. The matter might be pushed aside, postponed and handled at a later, better time, or you pull back from a threatening situation. A distinguishing feature is that the problem might never be solved. Instead the conflict is latent and can pop up again at a later time.

Adjusting
To mitigate individuals having different views while pointing out common interests, differences are not spoken about. Adjusting means neglect your own interests to satisfy someone else's needs. There is an element of sacrifice in this style. To adjust could mean giving in to others' opinions. A pitfall in this style is that this probably will occur again at a later point. This is a very useful style to find short-term or temporary solutions.

WE-FOCUS

YOU-FOCUS

Agile Leadership Team
in a Nutshell - How to Manage in VUCA

Shared Values in the Agile Leadership Team

Focus
Everyone focuses on the work of the sprint or timebox and the goals of the Agile LT.

Courage
Agile LT-members have the courage to do the right thing and work on tough problems.

Openness
The Agile LT and its stakeholders agree to be open about all the work and the challenges with performing the work.
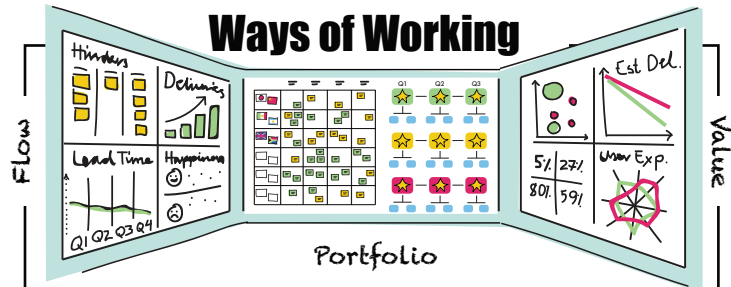
Commitment
People personally commit to achieving the goals of the Agile LT.

Respect
Agile LT-members respect each other, and everyone, to be capable, independent people.
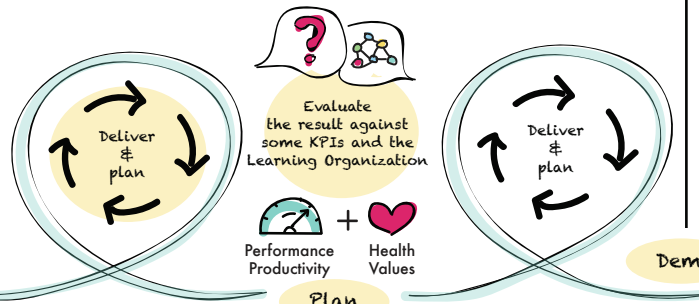

Ways of Working

Flow — Portfolio — Value

The Strategic Leadership Room visualizes what we are doing, what we think we should be doing, and how things are doing. It is a great way to enable a shared understanding and make strategic decisions together on what is needed, when it is needed.

Connecting the Dots

Dimensions	Current state	+	−	Wanted state
Leadership				
Goals				
Structures		Moving us forward.	Holding us back.	
Learning			Let's minimize, remove or replace this.	
Control Systems				
Way of working				
People				
Culture				

Delivering Change in an Agile Way

Deliver & plan — Evaluate the result against some KPIs and the Learning Organization — Deliver & plan

Performance Productivity + Health Values

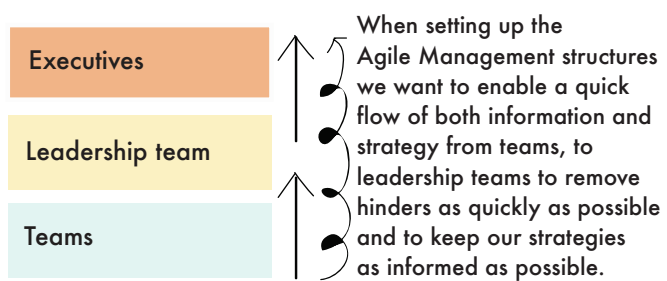Plan — Demo

Learning Organization

Agile Management is about managing the structures to increase the flow of value in the organization. The Agile Leadership team work as a cross functional team, in sprints, removing hinders and delivering value together.
Just by starting doing this the learning organization will emerge and then help move it forward.

### Speed up with a flow of information

Executives
Leadership team
Teams

When setting up the Agile Management structures we want to enable a quick flow of both information and strategy from teams, to leadership teams to remove hinders as quickly as possible and to keep our strategies as informed as possible.

The Agile Leadership Team

What's going on with your organization?

☐ Significant growth or retraction.
☐ Horizontal integration of semi-autonomous business units.

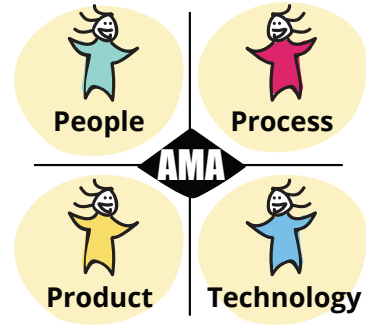### If one of the boxes are checked, you probably need Agile leadership teams.

☐ Major change in capital or other resources.
☐ Externally originated challenges of traditional ways of operating.
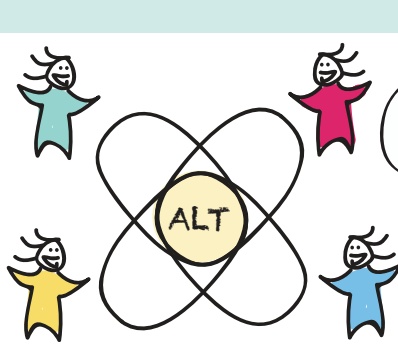
When ever in complexity, let's work together

I'm the CEO. Chief Enabling Officer

From managing performance, to enabling performance

ALT

People — **Process** — AMA — **Product** — **Technology**

The Agile Leadership Flower

The cross-functional Agile Leadership Team works together on moving the organization forward while working within each area supporting their people at operational and tactical as well as strategic level.

7 Conditions for an Agile Leadership Team

- Purpose-driven
- Aligned reward system
- Interdependent
- Stable over time
- Continously coached
- Bounded
- Structured

Agile Management Areas

In Agile organizations, a leader is responsible only in one area. Either **PEOPLE, PRODUCT, TECHNOLOGY**, or **PROCESS**. Agile coaches coach the people in all areas to improve the value and flow continuously. This is the core of an Agile Leadership team, also for the executives.

Getting Started

Create ONE backlog

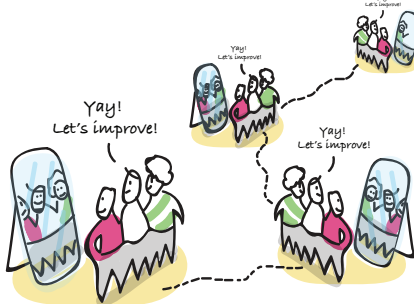|	Next	Doing	Done
Unplanned			
Leadership			
Goals			
Structures			
Learning			
Control Systems			
Way of working			
People			
Culture			

Have Daily Standups

A 15 min standup every day often saves many hours in meetings, freeing up time for real work to be done. The Agile LT talk about what the goal for the days is, what hinders might have emerged from the organization (after their standups) that they need to support with, and who will pair up on what.
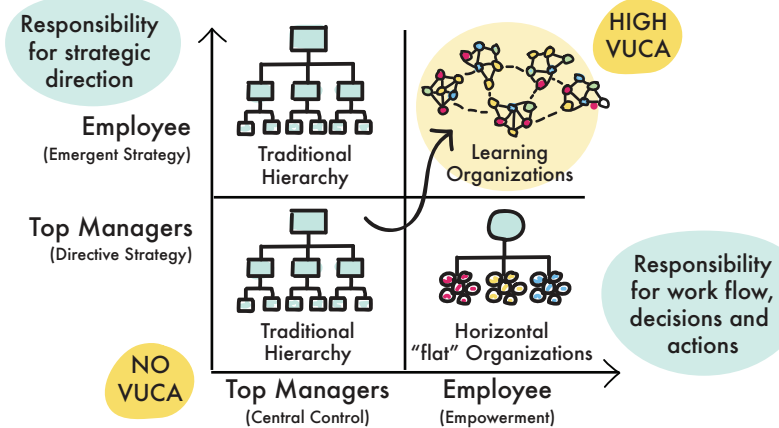
Pair up to deliver
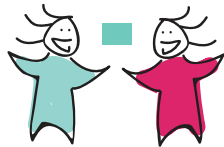
It is a great rule to increase effective work in complexity to always pair up. Two people are so much better than one.

Reflect, inspect and adapt

Yay! Let's improve!

Aiming for a Learning Organization

Moving to a Learning Organization

Responsibility for strategic direction

Employee (Emergent Strategy)

Top Managers (Directive Strategy)

Traditional Hierarchy

HIGH VUCA

Learning Organizations

NO VUCA

Top Managers (Central Control)

Traditional Hierarchy

Employee (Empowerment)

Horizontal "flat" Organizations

Responsibility for work flow, decisions and actions

Prerequisits for a Learning Organization

1. Create continuous **learning opportunities**
2. Provide **inquiry and dialogue**
3. Encourage **collaboration & team learning**
4. Create systems to **capture and share learning**
5. Empower people to a **collective vision**
6. **Connect** the organization to its **environment**
7. Provide strategic **leadership for development & learning**

Inspired by Marsick and Walkins' (2003) Integrative Learning Organization Model

---

7 Agile Leadership Team Principles

As Leaders, We Always Strive to:

Keep a transparent strategy and facilitate a pull-based backlog for teams to self organize around value - **NOT** pushing things to the teams, or micromanaging.

Give a clear direction and share **WHY** we are doing things to enable new learnings to impact the **WHAT** - **NOT** deciding on the solution.

Manage structures around the teams so that they can make quick and smart decisions - **NOT** managing the people.

Acts as sponsors by asking *"What do you need to succeed?"* and actively remove impediments - **NOT** acting as a steering group and only following up results or making decisions on the team's behalf.

Empower the people and foster a culture of psychological safety to enable initiative, experimentation, and problem solving together - **NOT** stepping-in to solve everyday, low-risk problems so teams can become increasingly mature.

Empower teams and individuals to build the capabilities needed to take responsibility for delivering value continuously - **NOT** taking the responsibility from them, and not only optimizing for short-term goals.
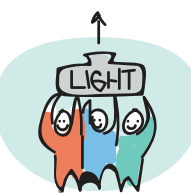
Lead with vision, practice what we preach, and actively encourage a spirit of joy and responsibility - **NOT** keeping old structures and practices in place that reinforce ineffective behaviors.

Infographic Poster by:
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kari.kelly@dandypeople.com

DANDY PEOPLE

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From impact goal to sliced delivery with light weight validation with the Agile Product Team

The Product Development Process

Learn

Discover and Deliver in... ...iterations and increments.

Measure Build

... measurable impact goals

... shared understanding of the user and their context

... possible solutions

... validating, learning and throwing away

.... slicing, building & releasing for tactic learnings

.... evaluating the impact based on usage of the solution

Define the problem			Find solutions		Deliver		
Framing *Start here*	Insights	Focus	Ideation	Prototype & test	Plan *Not here*	Deliver	Evaluate

Product Disovery & Delivery Toolbox

Framing	Insights	Focus	Ideation	Prototype & test	Plan	Deliver	Evaluate
Impact Goals	User Interviews	Persona & Roles	Story Board		User Story Map	Visual Design	A/B testing
Project Hypotheises	Usability Testing	Jobs to be Done	Design Studio	Rapid Prototyping	User Scenarios	Frontend Development	Usability Testing
Impact Mapping				Usability Testing	Specification by Example	Backend Development	
Purpose	Data from usage	Empathy map	6 Thinking Hats	P.O.C	MVP	Interaction Design	
	User Transaction Flow		The Anti-Problem	Mockup		Navigation Design	
	Customer Journey			Moodboard		Information Design	

Agile Architecture
in a Nutshell

- No more spaghetti code & Big Ball of Mud
- No more isolated & Big Upfront Design

Architecture as a Structure
The organization of a system, its sub-systems and their relations.

Agile Architecture
Flexible structure created just in time to enable value flow.

DANDY PEOPLE

To Architect
In a step-by-step approach

Principles are guiding stars to move from current state towards the vision.

Principles

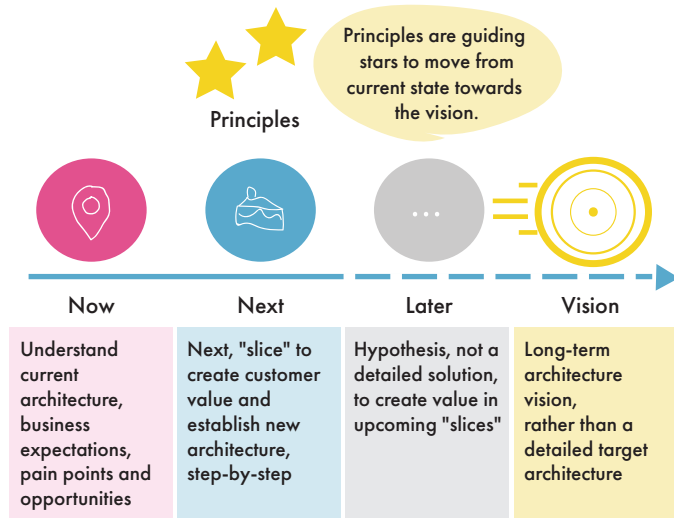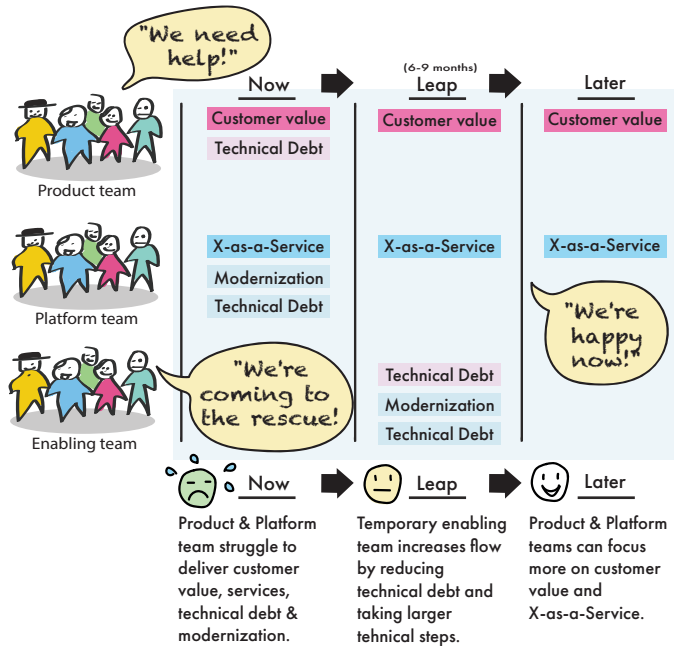| Now	Next	Later	Vision
Understand current architecture, business expectations, pain points and opportunities	Next, "slice" to create customer value and establish new architecture, step-by-step	Hypothesis, not a detailed solution, to create value in upcoming "slices"	Long-term architecture vision, rather than a detailed target architecture

Larger technical leaps

"We need help!"

	Now	Leap (6-9 months)	Later
Product team	Customer value / Technical Debt	Customer value	Customer value
Platform team	X-as-a-Service / Modernization / Technical Debt	X-as-a-Service	X-as-a-Service
Enabling team		Technical Debt / Modernization / Technical Debt	

"We're coming to the rescue!"

"We're happy now!"

Now	Leap	Later
Product & Platform team struggle to deliver customer value, services, technical debt & modernization.	Temporary enabling team increases flow by reducing technical debt and taking larger tehnical steps.	Product & Platform teams can focus more on customer value and X-as-a-Service.

Alignment

Team Assessment
Teams assess themselves based on shared values, principles & standards.

Coaching
Architect works close to the teams and educates and coaches them to increase flow through technology.

Self-service
The teams assess by using predefined questionnaires and get support from architect when needed.

Architecture Review Board
Try to avoid. Only for complex and unexplored architectural challenges. Must be solution oriented.

"We build green, not red!"

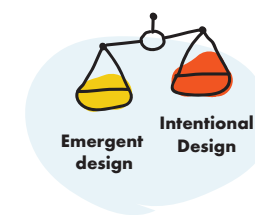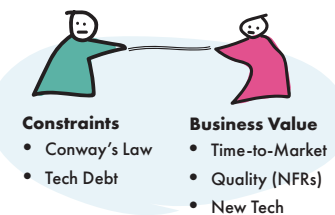C4 Model by Simon Brown • The BAPO Model by Jan Bosh

---

Architect to Enable Value Flow

Architecture is an art of continually improving value flow through technology, by balancing emergent and intentional design, and realizing business value while overcoming constraints in the current situation.

Without agile architecture, there will be no business agility.

"Organizations, who design systems, are constrained to produce designs which are copies of the communication structures of these organizations."

Constraints
- Conway's Law
- Tech Debt

Business Value
- Time-to-Market
- Quality (NFRs)
- New Tech

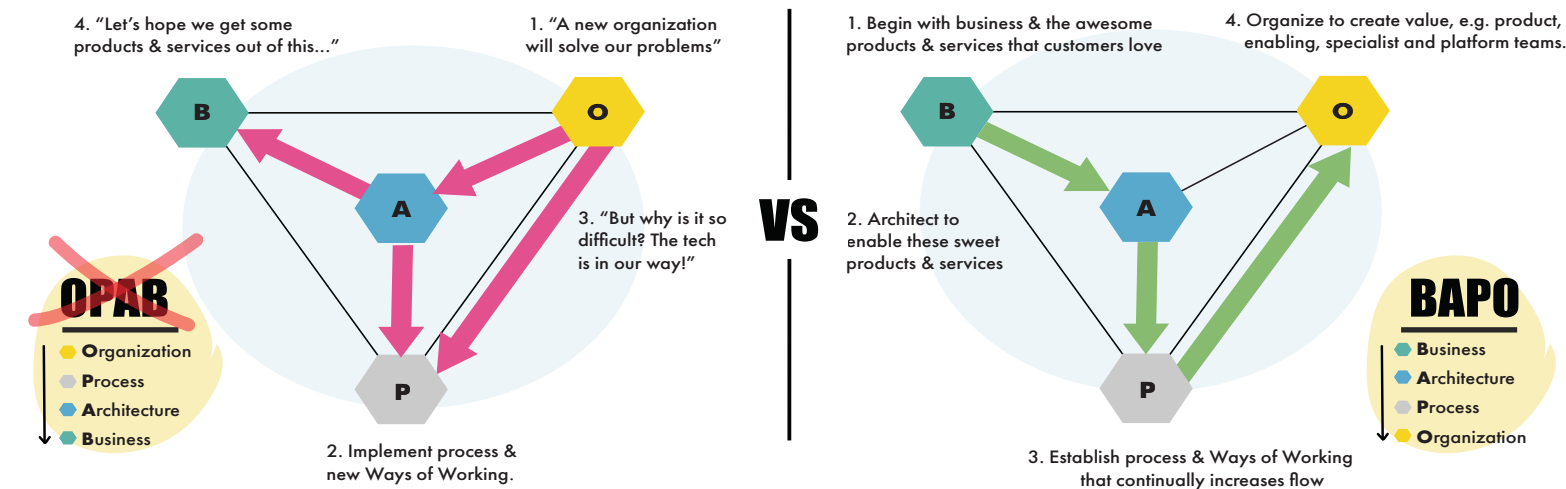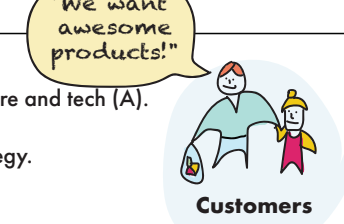**Emergent design**

Intentional Design

Emergent design can lead to short lead times initially, but disastrous consequences due to poor quality in the long run.

Intentional design can lead to long lead times and design detached from reality, due to too much upfront design.

Take a Business & Product First Approach

"We must re-organize!"

Managers

"We want awesome products!"

Customers

The BAPO Model states that the business & product strategy (B) should drive architecture and tech (A). These should in turn drive process, ways of working & tooling (P). These should be used to define the organization (O) to realize the product and tech strategy.

4. "Let's hope we get some products & services out of this…"

1. "A new organization will solve our problems"

3. "But why is it so difficult? The tech is in our way!"

OPAB
- **O**rganization
- **P**rocess
- **A**rchitecture
- **B**usiness

2. Implement process & new Ways of Working.

VS

1. Begin with business & the awesome products & services that customers love

4. Organize to create value, e.g. product, enabling, specialist and platform teams.

2. Architect to enable these sweet products & services

BAPO
- **B**usiness
- **A**rchitecture
- **P**rocess
- **O**rganization

3. Establish process & Ways of Working that continually increases flow
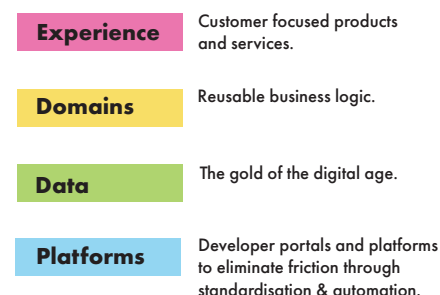
Adapt a Pace Layer Architecture

A Pace Layer Architecture is a technical stack that enables efficient development of digital products and services.

The layers encapsulates code that belongs together and is losely coupled to underlying complexity to ensure correct, efficient, reusable, configurable development.
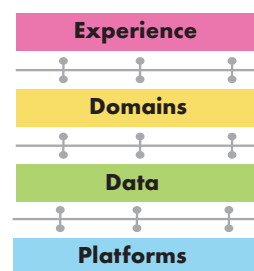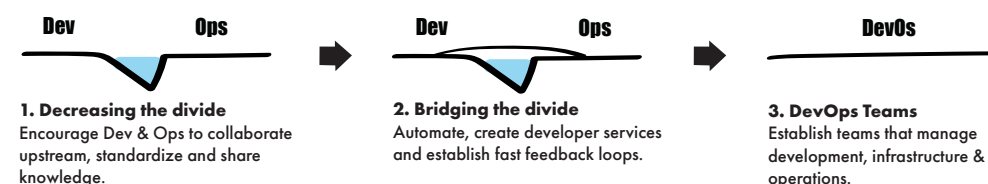
Experience	
Domains	**External APIs** to develop digital products and services in an ecosystem.
Data	
Platforms	**Internal APIs** to simplify data exchange internally and an enabler to be data driven

Experience — Customer focused products and services.

Domains — Reusable business logic.

Data — The gold of the digital age.

Platforms — Developer portals and platforms to eliminate friction through standardisation & automation.
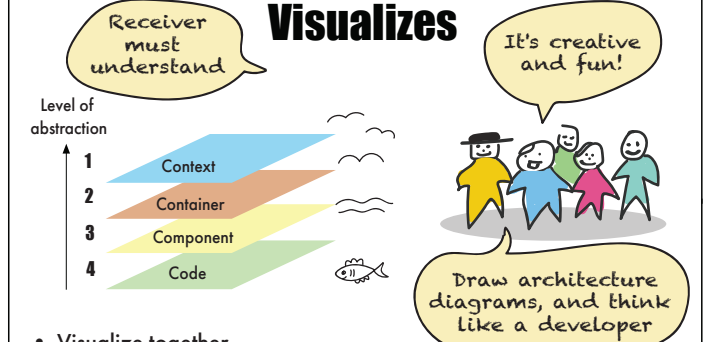
Encourage a DevOps Culture

An architect is an evangelist for a DevOps culture and continually contributes to decreasing the divide and friction between development and operations, by exploring new Ways of Working, standardization, automation and establishing DevOps teams.

Dev / Ops

1. Decreasing the divide
Encourage Dev & Ops to collaborate upstream, standardize and share knowledge.

2. Bridging the divide
Automate, create developer services and establish fast feedback loops.

3. DevOps Teams
Establish teams that manage development, infrastructure & operations.

The Architect
Visualizes

Receiver must understand

It's creative and fun!

Level of abstraction
1. Context
2. Container
3. Component
4. Code

Draw architecture diagrams, and think like a developer

- Visualize together
- Create maps with different levels of details depending on the target group
- Use a whiteboard and a common notation, e.g. C4 Model
- Visualize "pain points" that inhibit flow first.

Creates a Toolbox

Design the toolbox based on the needs of the organisation and the teams.

Principles	Shared rules and guidelines
Standards	Preferred tech, e.g. Tech Radar
Reference Models	Common language and concepts, e.g. C4 Model
Templates	Decisions, principles, visuals, etc.
Patterns	Pre-tested design and tech combinations
Implementation guides	Developer manuals (when needed)
Reusable components	Repository of services, components and source code, e.g. Design system

Is a Trusted Advisor

An architect is a trusted advisor for managers, product owners and developers in architecture.

A storyteller connecting the dots from business value to components and code, who:

- Is part of early stages of business strategy and planning.
- Coaches teams to make them able to architect themselves.
- Is a tech advisor for urgent and complex architecture challenges.
- Fosters an agile mindset and encourages continually improving flow, e.g. through DevOps.
- Has deep insight into business, products, cloud, tech, development and operations.
- Takes necessary decisions.

Agile Product Ownership

In a Nutshell

... or how to Manage in Uncertainty and Deliver Early Business Value
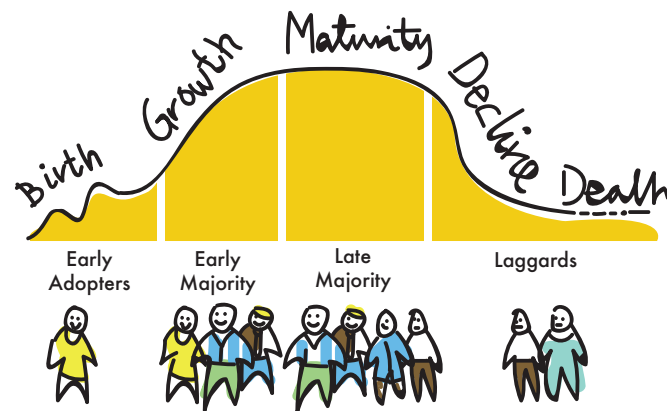
No more HIPPO decisions

We are developing new ways to deliver business value end to end. Through this work, we hold in high regard the following:

Responding to change over following a plan
Finding out needs over looking for solutions
Customer collaboration over contract negotiation
Solving user problems over releasing the next "cool" feature
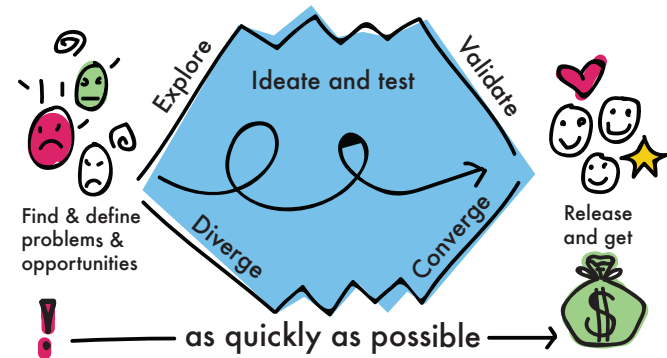**Measuring KPIs over** undefined success metrics
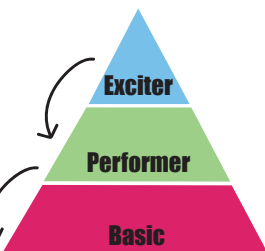
Version 1.2

Understand Value

Birth · Growth · Maturity · Decline · Death

Early Adopters · Early Majority · Late Majority · Laggards

Innovate and Deliver
with one Lean Team without handoffs

Explore · Ideate and test · Validate
Diverge · Converge
Find & define problems & opportunities
Release and get

as quickly as possible

Kano model
Find priorities based on what persona you target.

- Exciter
- Performer
- Basic

Things "fall down" as we get used to it

Plan Together for Fastest ROI
using Weighted Shortest Job First

Business & user value + Time Criticality + Risk reduction & Opportunity enablement

$$WSJF = \frac{Business\ \&\ user\ value + Time\ Criticality + Risk\ reduction\ \&\ Opportunity\ enablement}{Job\ size} = Prio$$
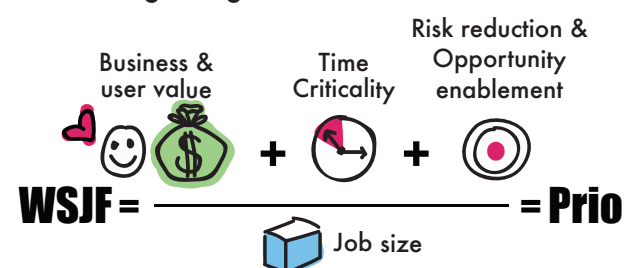
Poster by:
mia.kolmodin@dandypeople.com
tomer.shalit@crisp.se

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DANDY PEOPLE

Ways of Working for Business Agility

Stakeholders
Product Owner

Why
- Why are we doing this?
- What is the opportunity?
- How do we measure success?

End Users
PO & Lean Team

What
- Who are the users?
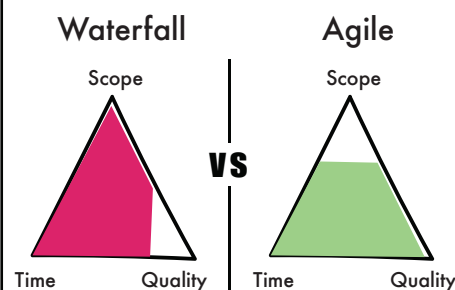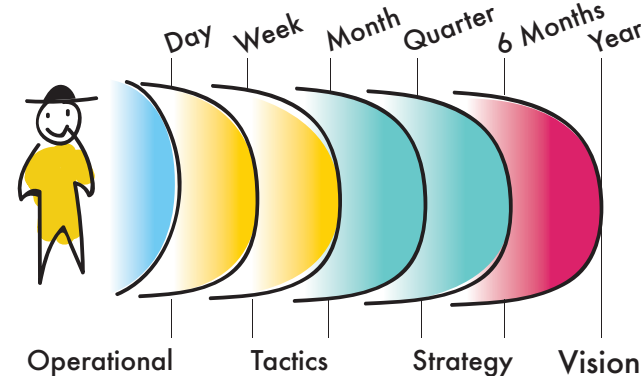- What are their needs and pains?
- What are the possible solutions?

50% of knowledge gets lost in handoffs

Learn · Measure · Build

End Users
Lean Team

How
- How does it get usable?
- How should it be coded?
- How should it look?

Planning for Value

Waterfall — Scope — Time · Quality
VS
Agile — Scope — Time · Quality

Planning Horizons

Day · Week · Month · Quarter · 6 Months · Year

Operational · Tactics · Strategy · Vision

Details Just in Time

S · M · L

Now · Soon · Later
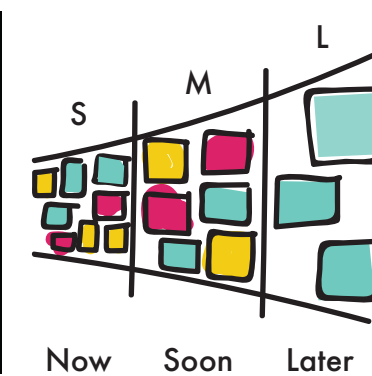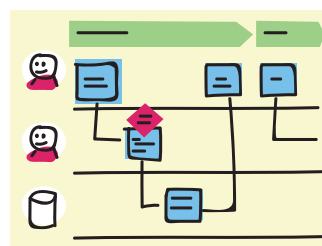
Define the Problem
Set framing and KPI´s connected to your goals and strategy.

Understand who the users are and their behaviour and pains by meeting users and analyzing data.
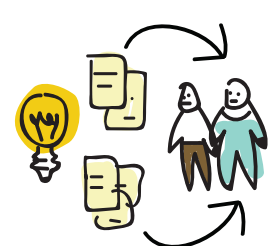
Find Solutions
Ideate & validate with the team.

UX Usable
PO Sellable · Tech Feasible
Valuable
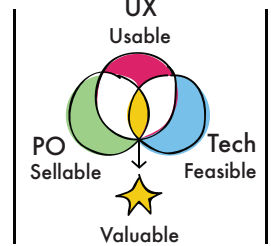
Prioritize ideas for value together.

Build Solution
Velocity xx
Burn Down
Delivery Est.
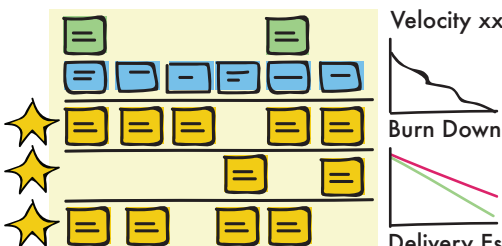
Slice thin horizontally in the product and deliver valuable scenarios for users end to end. Follow up, measure outcome, learn and adapt your plan.

Agile Leadership

Digital product development

Build a bridge.
We need to cross the river. You can figure out how.
Hope someone is working on the river problem...

High · Alignment · Low
Low · Autonomy · High
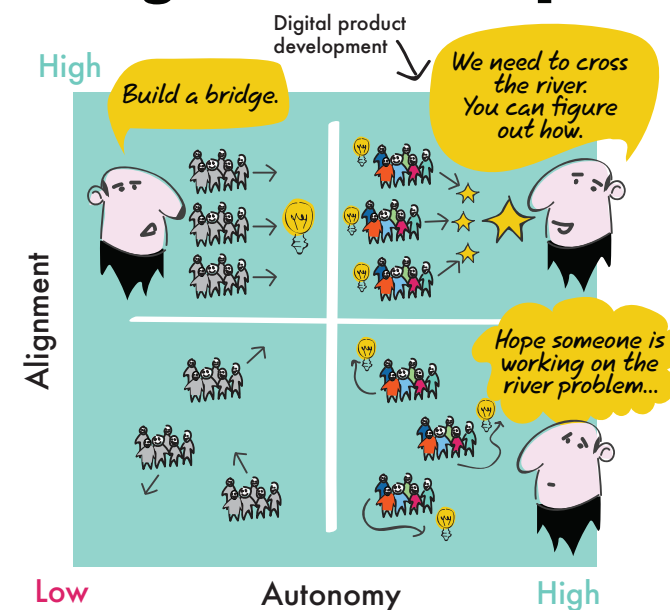
Product Planning for Uncertainty
Clear Measurable Goals, Learn & Adapt Team is done when goal is reached.

Q1 · Q2 · Q3

Cynefin
Digital product development

Scrum and Lean UX is here

Complex
Probe
Sense
Respond
Emergent

Complicated
Sense
Analyze
Respond
Good Practices

DISORDER

Chaos
Act
Sense
Respond
Novel

Obvious
Sense
Categorise
Respond
Best Practises
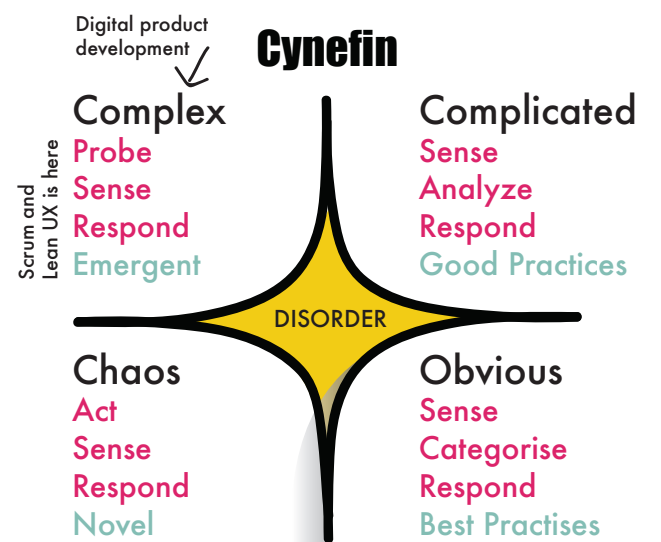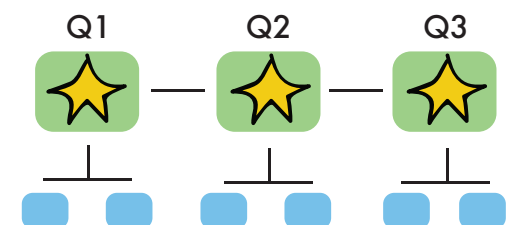
Cynefin; Dave Snowden

Leadership inspiration; Henrik Kniberg

Product Design Organizational Patterns

and Emergent Constraints to handle VUCA in a Nutshell

version 1.0

What are our guiding principles?

- Make People Awesome
- Experiment & Learn Rapidly
- Deliver Value Continuously
- Make Safety a Prerequisite

Team of Teams
Grouping teams togehter that have a lot of interaction helps to create alignment. But if more then 3-4 teams dependencies need to be adressed to create more autonomy.

"Conway's Law"
Organizations design systems that mirror their own communication structure.

"Brooks Law"
Team size really matters. Teams of 5-7 people who are high-performing are 100% faster.

Minimum Viable Bureacracy
Before adding a new piece of structure ask yourself what the value is, and if there might be a different way if applying Agile principles and values?

Seeding
When creating new teams we split one big team in two smaller teams. In this way the new smaller teams inherits values, knowledge and can get mature quicker. This keeps the speed up in the organization.

How do we measure success?

FLOW

FLOW METRICS
Cost of Delay for features, feature sets, projects
Cycle time for features, feature sets, projects
Lead time for features, feature sets, projects
Cumulative flow diagram
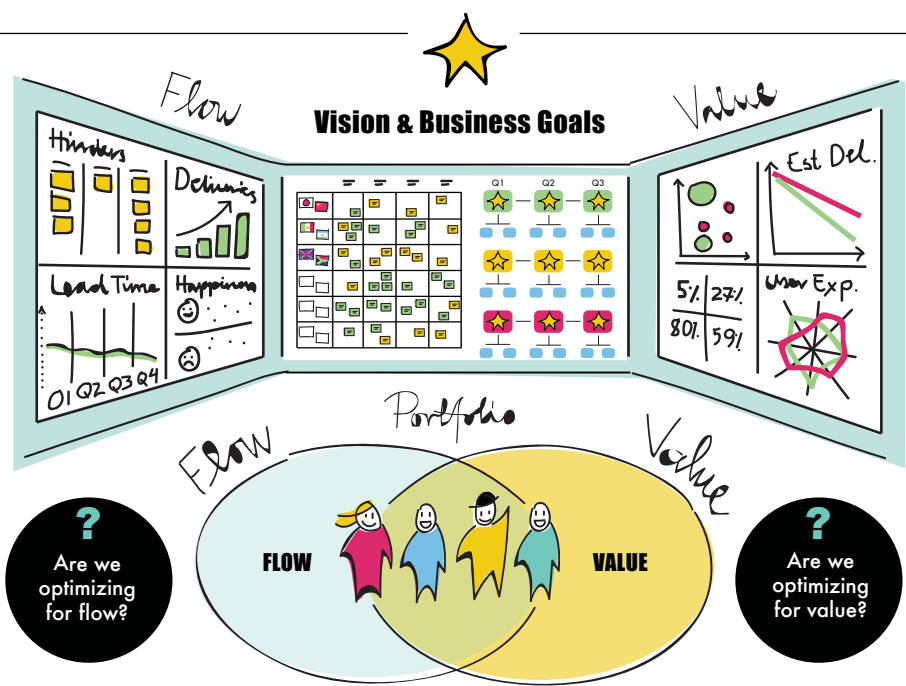Epic release and burndown
Throughput
Blocked time

FLOW ITEMS
Features
Defects
Risks
Debts

Vision & Business Goals

VALUE

VALUE METRICS
INTERNAL VALUE
I.e., Internal quality measures
- Escaped defects
- Defect density (number of defects per software size, like lines of code)

EXTERNAL VALUE
Value delivered (risk vs. value over time, value points, etc.)
- Time-to-Market
- Customers satisfaction

USABILITY METRICS
Ease of use
Effectiveness — Efficiency
Simplicity — Sense of being in control
Satisfaction — Consistency
Learnability

NEED-BASED METRICS
Use the KANO model to gauge the percentage that a given user's need is being met by the product along three dimensions:
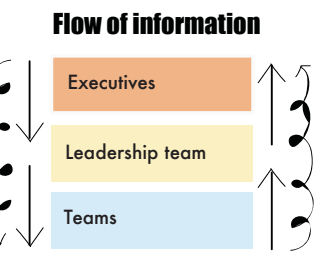- Expected quality
- Performers
- Exciters

Executive Flow
Removes impediments and support the whole organization to create flow.

Executive Value
gives direction and prioritize on strategic portfolio level to enable value delivery in the whole organization.

FLOW — VALUE

Are we optimizing for flow?
Are we optimizing for value?

Good Practises for Development Management

- The DM can have responsibility for people in one capability/chapter, or for one, or several teams.
- The DM belong to one LT, but the people he/she are responsible for are working in different teams, not just the closest ones. General questions is the DM closest reponsible for, personal ones the dedicated DM.
- The DM is responsible for the people and the over all standards and capabilities of one chapter. Growing individual and chapter competence. Support, coach and train people and set standads together in the chapter. Support in recruiting and onboarding. This DM would then work closely with the Head/Lead within the capability.

Leadership Team

Roles	Chapter
Product Owner	PO - Chapter
Scrum Master	SM - Chapter
Capabilities	
Online Marketing	Marketing - Chapter
Development	Development - Chapter
UX & Design	Design - Chapter
Analysis	Analysis - Chapter
Operations	Operations - Chapter

How do we grow teams & individuals?

What type of teams do we need?

Customer Journey Teams
Before — During — After
Delivers on strategies connected to the customer journey, such as Increasing New Customers, LTV or Increased Usage.

Product Teams
Delivers on Strategies connected to specific products & maintain the platform for long term high quality & speed.

Platform Teams
Platform Teams delivers functionality in the platform to support needs from the Customer Journey - & Product Teams.

Service Teams
Self Service
Dev Ops, Design Ops, People Ops, Leadership Teams and more...
Service Teams acts to deliver self service for all other teams. Could also coach, train, mentor and support in alignment and strategic input.

Product Management

CPO, PM and PO
Responsible for optimizing value delivered by the Team & the organization. The Product Management roles starts with a PO in the team, to scale the product management function well we might concider adding more than one team to the POs responsibility. We can also add a PM to handle program priorities and vision, and/or, we might have a CPO, or even two if we have a customer journey based organization.

Product Owner — Alt. #1
One Product Backlog with several teams
Team of Teams — One Backlog with 3-4 teams
The team of teams are taking ownership ower one product, one part of the Customer Journey or platforms that other teams uses.
All teams have a Scrum Master.

Product Manager — Alt. #2
One Program Backlog as well as individual team product backlog
Release 1, Release 2, Release 3
Team of Teams — One Program Backlog with 3-4 teams
The team of teams are loosely coupled by delivering on shared deliveries from the program backlog, which can be Company BETs, or shared responsibilities.

Team Mission & Product Backlog
All teams have a Product Owner and they have a Team Mission and a Product Backlog of their own. Teams are taking ownership ower one product, one part of the Customer Journey or platforms that other teams uses.
All teams have a Scrum Master.

Alt. #3 — Chief Product Owner / Chief Product Owner Customer Journey
Two Chief Product Owners taking a shared responsibility for leading the product development.
Before — During — After
One Program Backlog as well as individual team product backlog
Release 1, Release 2, Release 3

Team of Teams conected by the Customer Journey, or taking ownership of a product.
Team of Teams supported by Cross Functional Agile leadership teams.

Team Mission & Product Backlog
All team have a Product Owner, and they have a Team Mission and a Product Backlog of their own. Teams are taking ownership ower one product, one part of the Customer Journey or platforms that other teams uses. All teams have a Scrum Master.

Alt. #4 — Team
Teams
The team has their own backlog, taking ownership of one product. The team has a Product Owner and a Scrum Master, but no aligning structures and no Product Organization.

How do we enable both autonomy & alignment

Flow of information

Executives
Leadership team
Teams

When setting up the Agile Management structures we want to enable a quick flow of both information and strategy from teams, to leadership teams to remove hinders as quickly as possible and to keep our strategies as informed as possible.

How do we enable flow of information

What is the capability we need to scale?

Strategic Leadership Team
- Enterprise Agile Coach
- People and Culture
- Development Manager
- Chief Product Owner
- Customer Experience Lead
- Tech Lead

Do we need any more people in the LT to:
- Make decisions?
- Share information?
- Consult?
- Co-ordinate?

Support Teams
- People & Culture
- Finance
- Sec Ops
- Dev Ops
- Design Ops

What is the Minimum Valuable Bureaucracy

Team of Teams
The Teams are grouped in Teams of Teams to be able to deliver value together towards the markets. 3-4 teams is a good sice of teams of teams to enable both alignment and autonomy.

Scalability
The Team of Team structure is a scalable solution. But make sure the teams and team of teams can deliver value and don't have dependencies that are blocking them
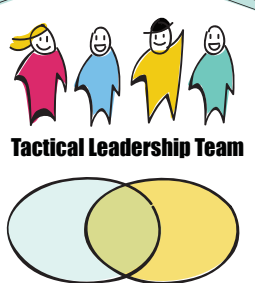
Agile Leadership Team

Agile Management Areas
In Agile organizations a leader is usually usually only in one area. Either PEOPLE, PRODUCT, TECHNOLOGY or PROCESS. Agile coaches work in the Process domain, but coach the people in all areas to improve value and flow.
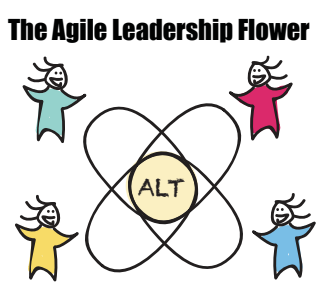
People — Process — Product — Technology
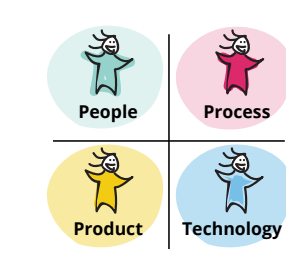
Leadership Team
The Leadership teams mission is to support the product teams to make quick and well informed desicions and to deliver at a high pace. The Leadership Team is cross functional and usually consists of an Agile Coach, a Tech Lead, a Development Manager and a Product Manager/PO.

Options
Tech Lead might not be needed in the leadership team, but instead be represented by the teams. Also a UX-lead might be needed in the leadership team.

Agile Product Teams

Support teams
Catalyst Leadership in the suport team for enabling performance, mastery and high performance. Team-members could sit in & belong to a product team, or leadership team.

Develop common structures as self service for all Agile teams and continuous development based on a pull-system. They also train and coach team members to develop competencies - all for the teams to be able to be as autonomous as possible.

This pattern is either - or - having development managers taking ownership over chapters.

What resonsibilities do we have in our leadership team

The Agile Leadership Flower
ALT

Tactical Leadership Team

The cross functional Agile Leadership Team works together on moving the organization forward while working within each area supporting their people in operational and tactical as well as supporting and collaborating with the the strategic leadership team.