



IT Professional Conference at Trenton Computer Festival  
IEEE Information Technology Professional Conference on Friday, March 18, 2022

# Succeeding With Agile Adoption: A Practitioner's Approach

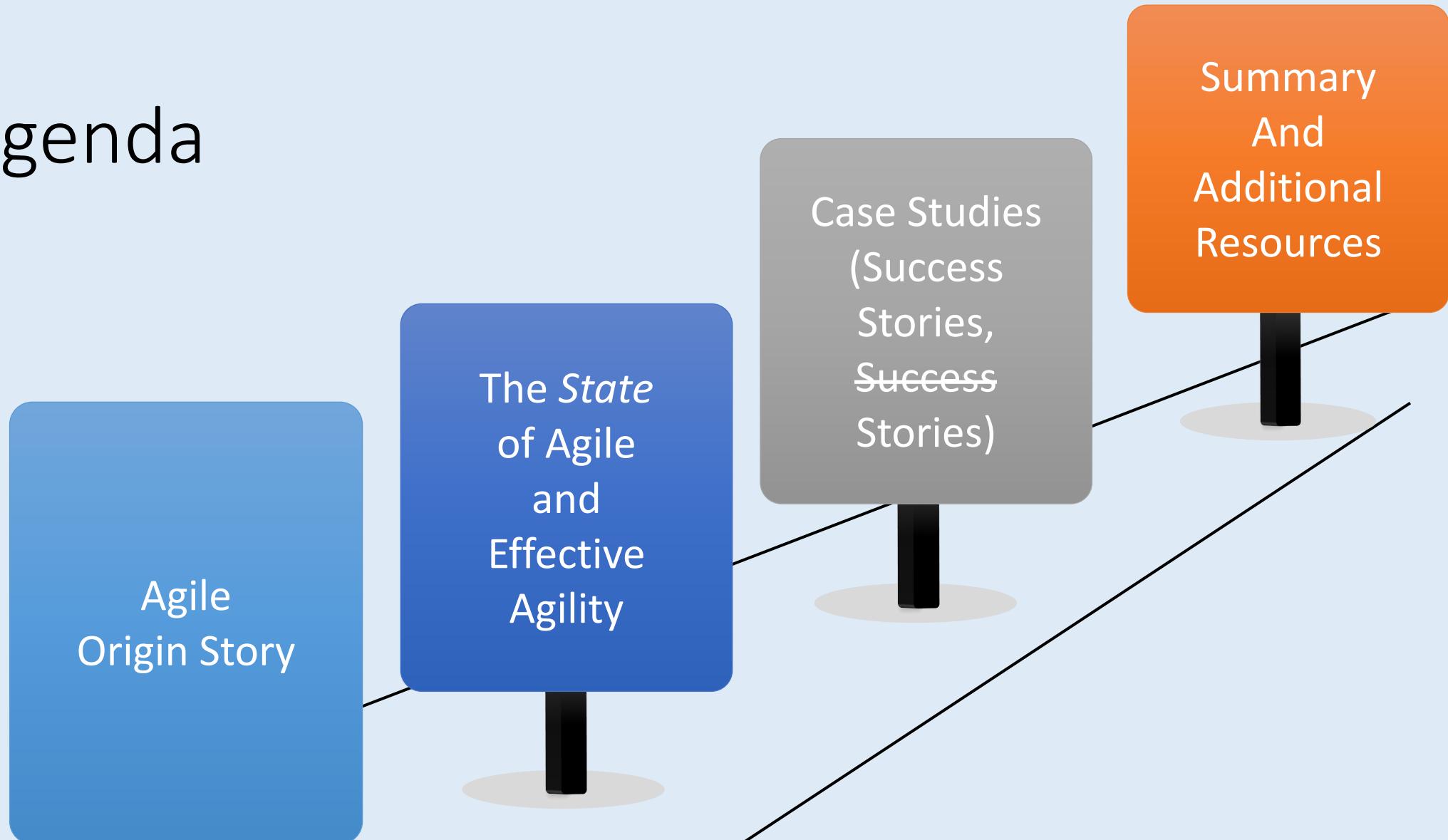
## 16<sup>th</sup> Annual IEEE IT Professional Conference

March 18, 2022

Presented by: Greg Tutunjian  
*Agile Effectiveness Consultant*



# Agenda



# Working agreement

- We're using  **Mentimeter** to collect and share anonymous feedback
  - You'll need an open browser tab (instructions to follow)
- Questions or comments in Chat will be answered at the conclusion
  - I'll gladly answer questions and respond to comments (~~at the conclusion~~)
- Image overlays (within) will be “unbundled” in the shared version
  - This will include  **Mentimeter** outcomes too (at the end of today)

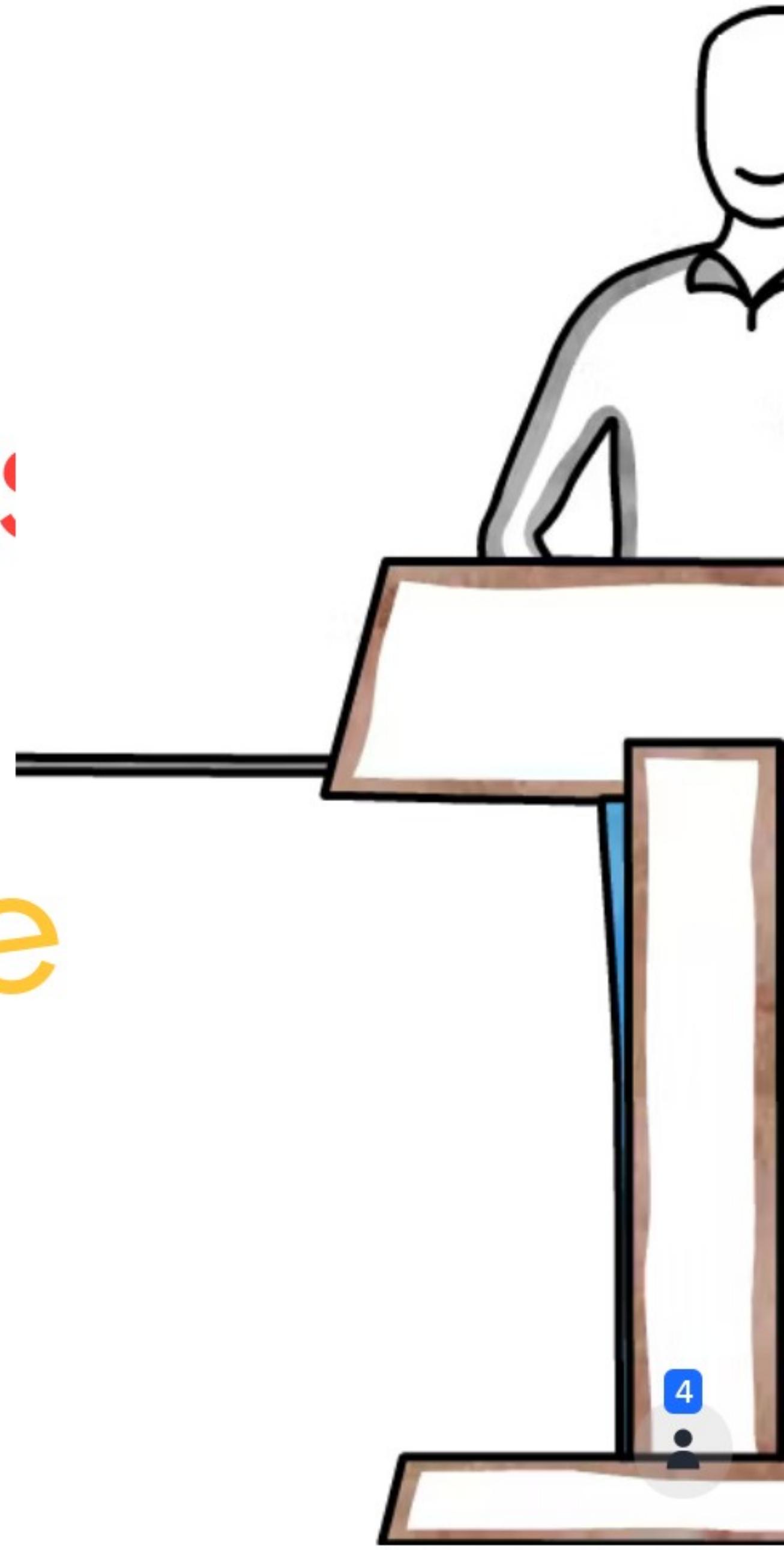
In one word, why did you choose  
this talk?

mutual-interrest

teamwork

greg

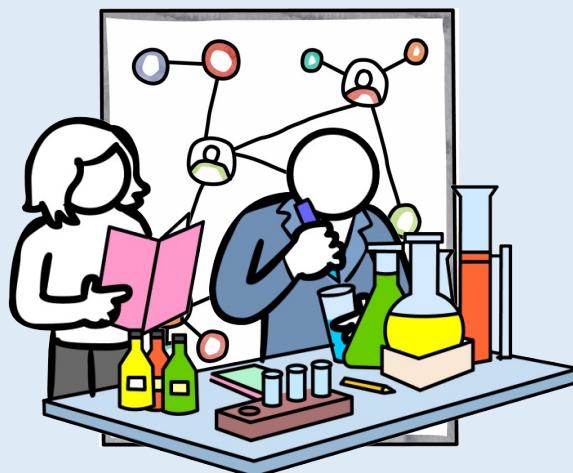
knowledge



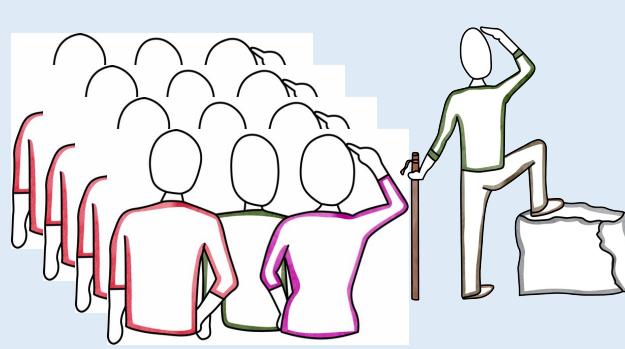
# Greg Tutunjian, Practitioner



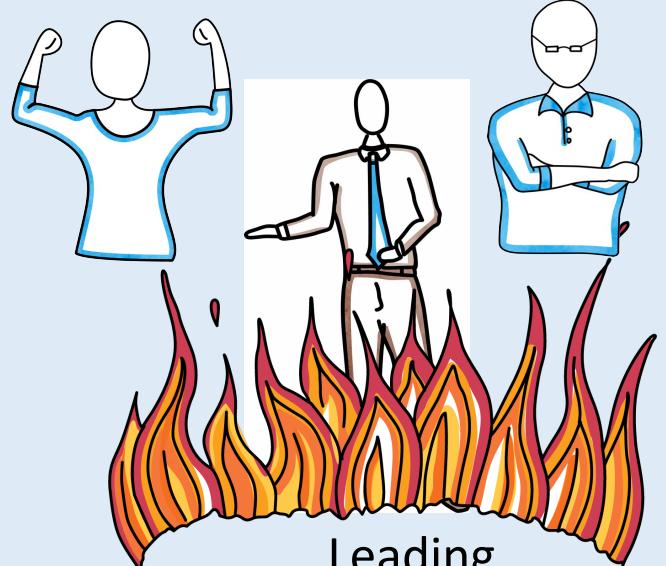
Applications



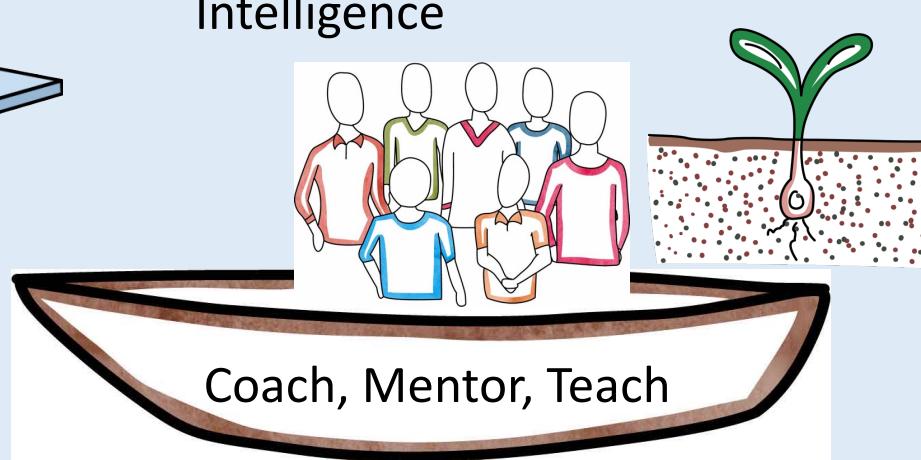
Solutions & Frameworks



Simulation & Modeling;  
VLSI Design & Artificial Intelligence



Leading  
(Re-planning & Delivery)



# Greg Tutunjian, Practitioner

PMI-ACP®

PMI Agile Certified Practitioner



ScrumAlliance®  
Certified Scrum Professional



Certified Disciplined  
Agilist

- Has knowledge and  
understanding of DA strategies
- Eager to learn more and to  
share their skills

FOLLOW THE RULE

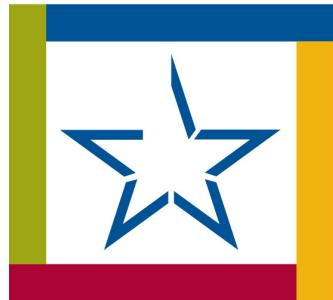


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[shingo.org/events](http://shingo.org/events)

JON M.  
HUNTSMAN  
SCHOOL OF BUSINESS  
UtahStateUniversity



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2022  
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Computing Machinery

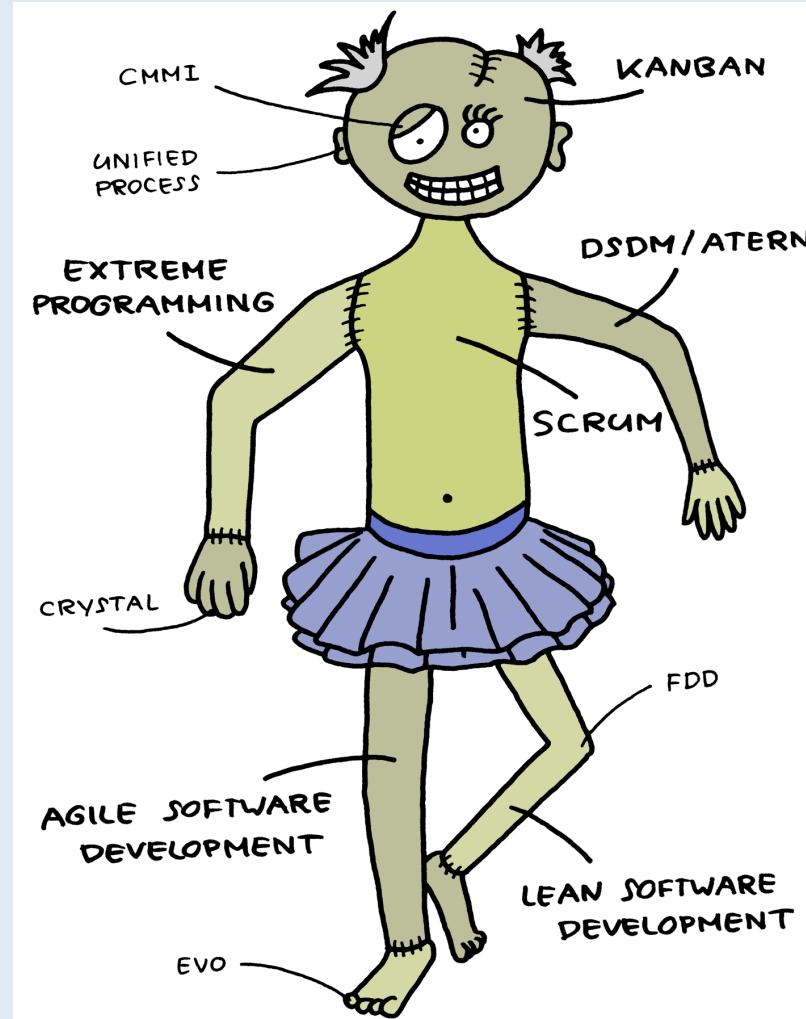
Advancing Computing as a Science & Profession



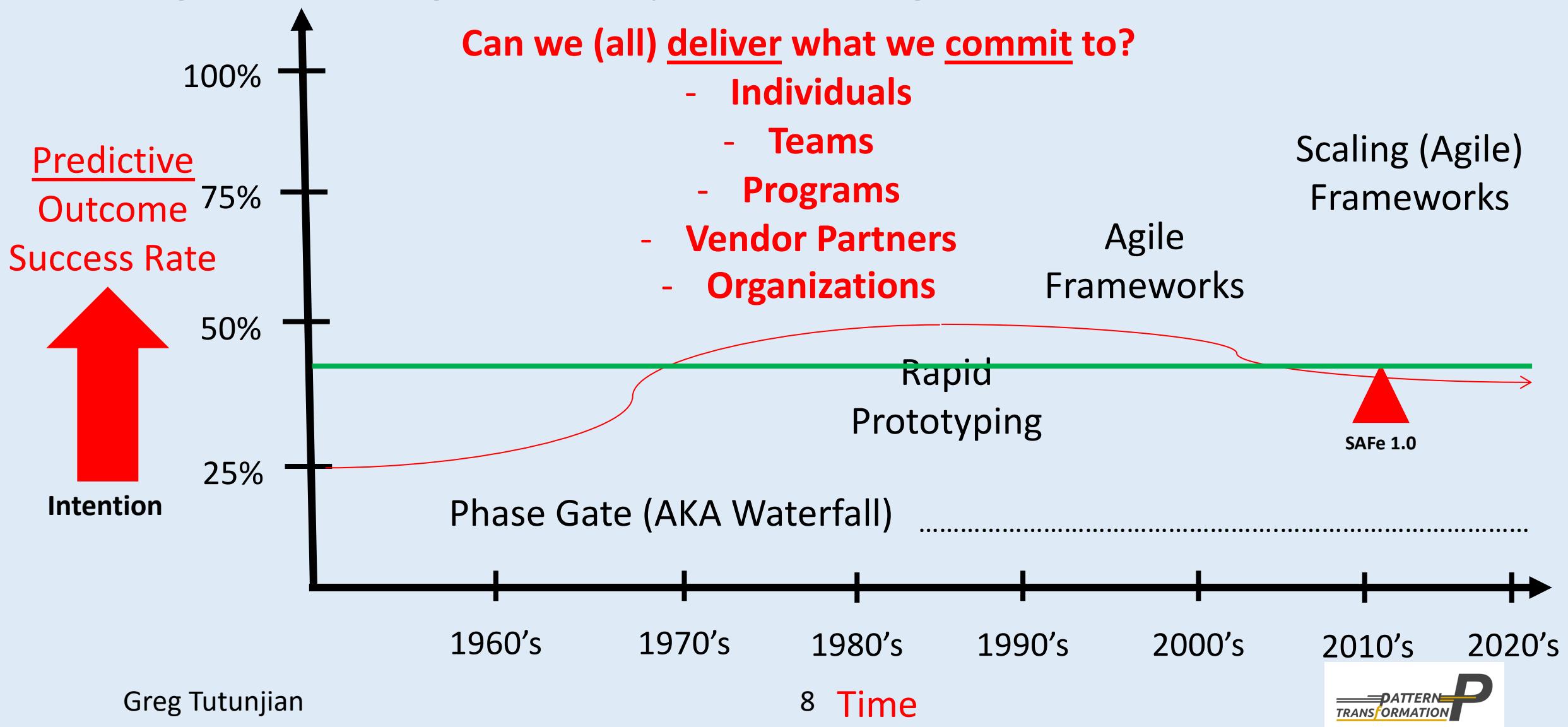
IEEE  
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organization for the advancement of technology

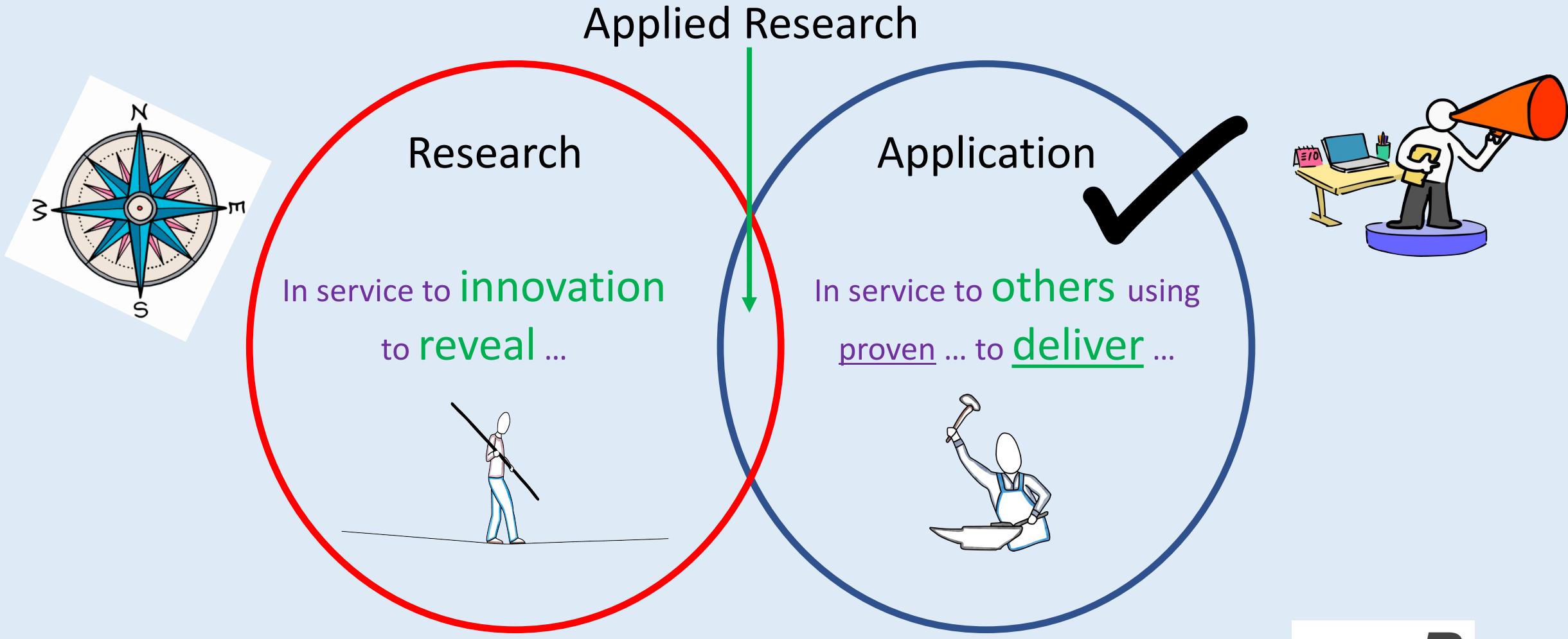
# Agile origin story



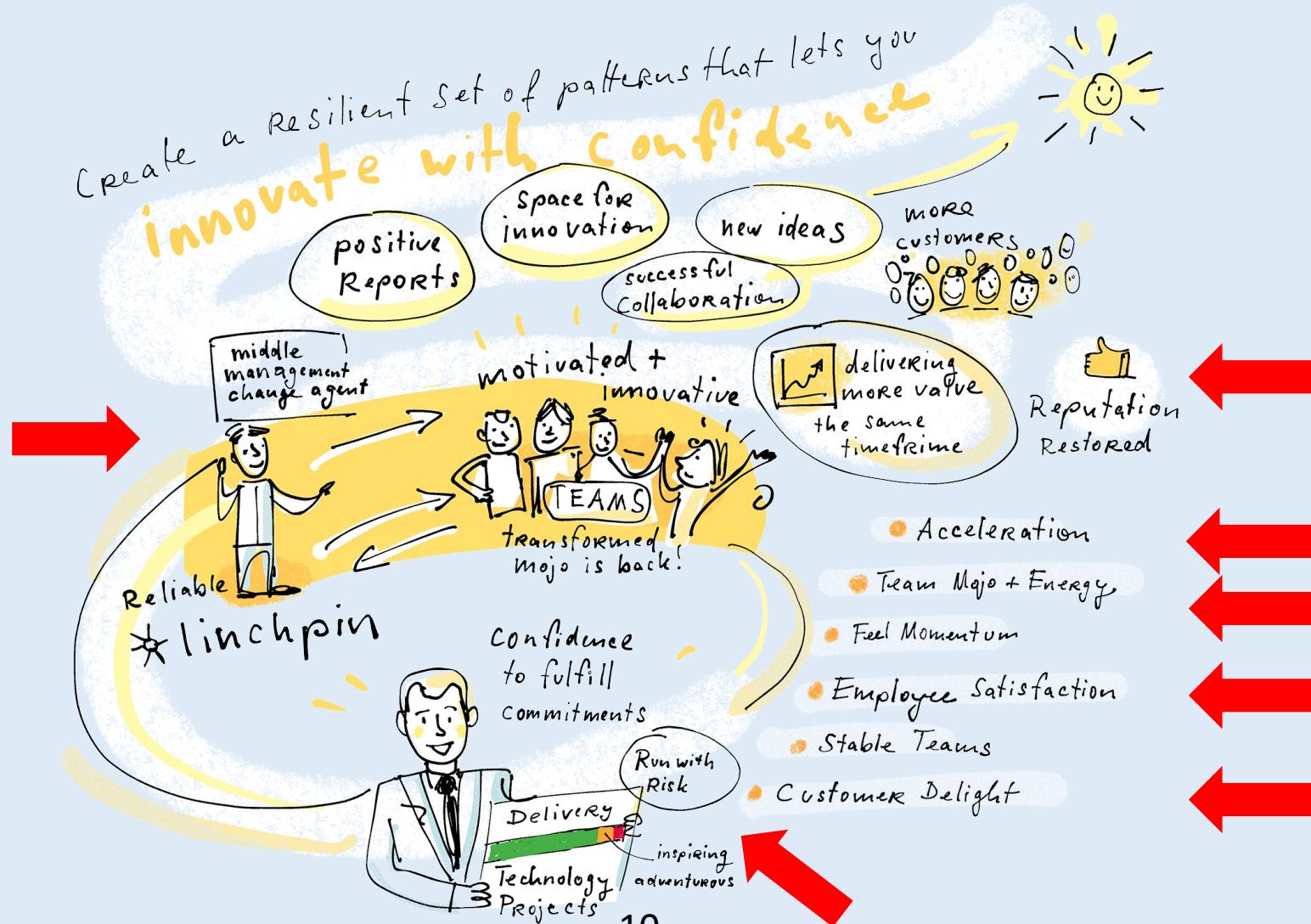
# Agile – origin story and origin(al) intention



# What is our (true) purpose with Agile?



# The state of agile and effective agility



# 15<sup>th</sup> State of Agile Report

Agile adoption accelerates across the enterprise

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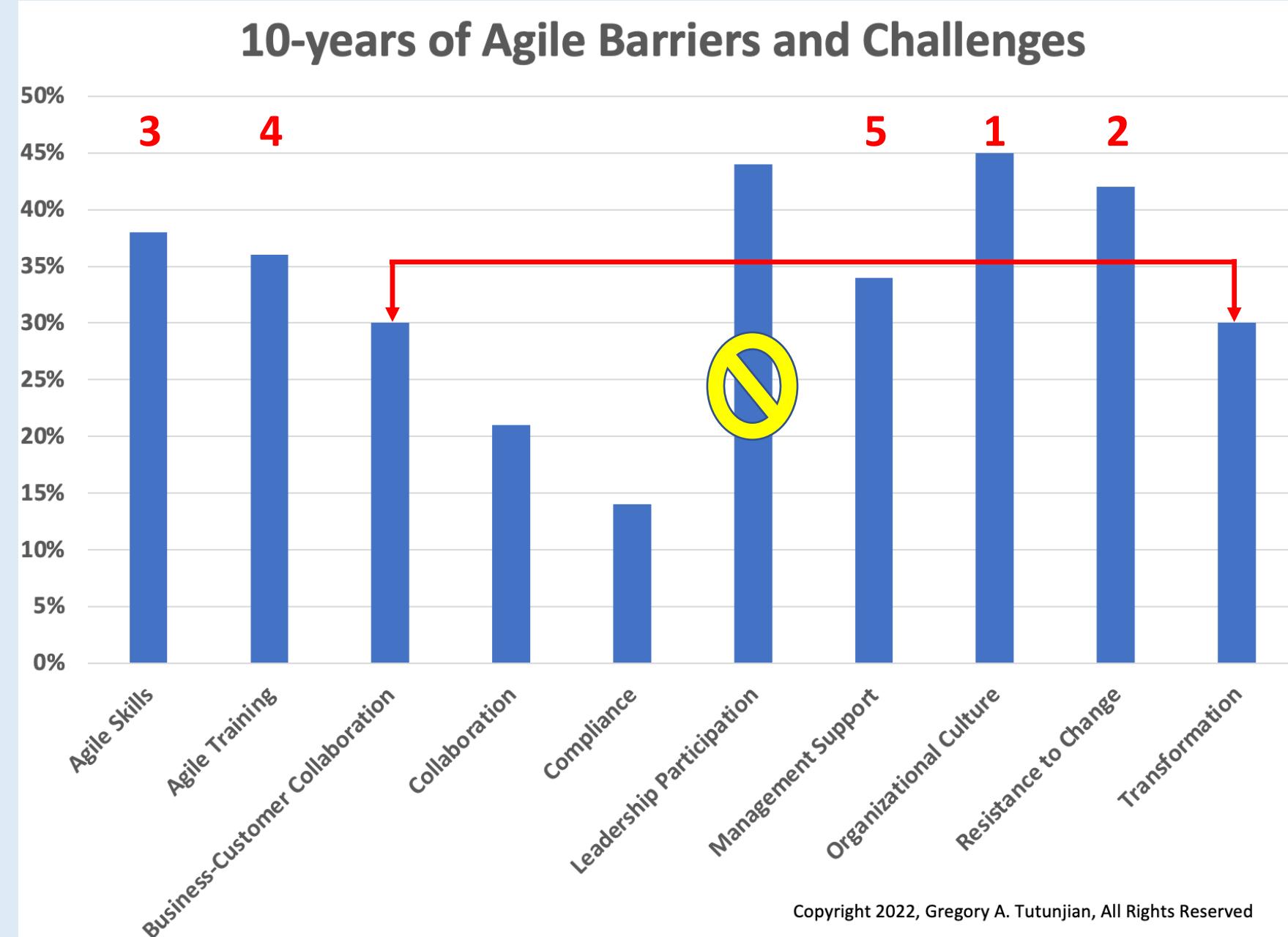
Executive Summary	3
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# Agile effectiveness – challenges and barriers

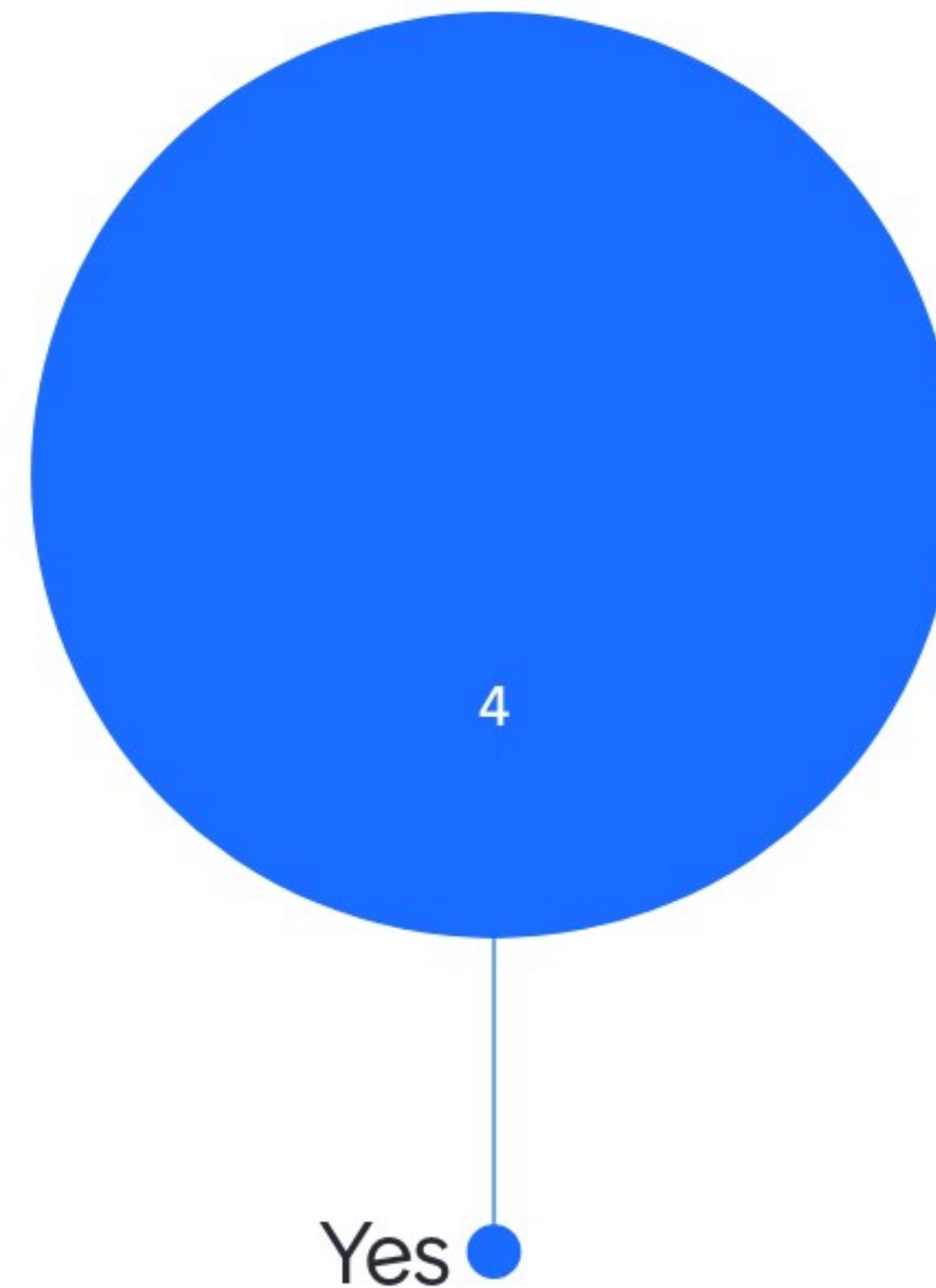
## Top 5

1. Organizational Culture
  2. Resistance to Change
  3. Agile Skills
  4. Agile Training
  5. Management Support
- ? Leadership Participation





# Do the Top 5 challenges resonate with you?



# What does this feel like?

## Top 5

1. Organizational Culture
2. Resistance to Change
3. Agile Skills
4. Agile Training
5. Management Support



Greg Tutunjian

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## Internal

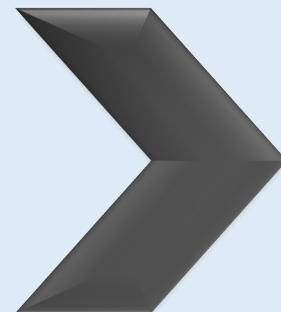
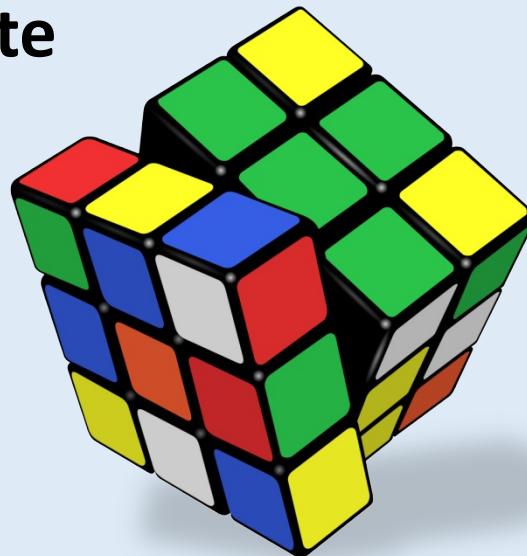
- Leadership
- Management
- Teams
- Human Resources
- Change Management
- Internal Consultants

## External

- Consultants
- Coaches
- Trainers
- Facilitators
- “Thought” Leaders

# Myth: Change culture to improve “e) All of the above”

**Current State**



**“Promised” State**



- Too much time
- Not engaged
- Quality lacking
- “Change Agents”
- Agile mediocrity



- “More meetings”
- Less engaged
- Quality same
- More resistance
- Mediocrity norm



# Organizational culture



# Organizational culture

Change  DRIVE CHANGE  
 INSTALL CHANGE  
 EVANGELISE CHANGE  
 NURTURE CHANGE  
 attend to systems

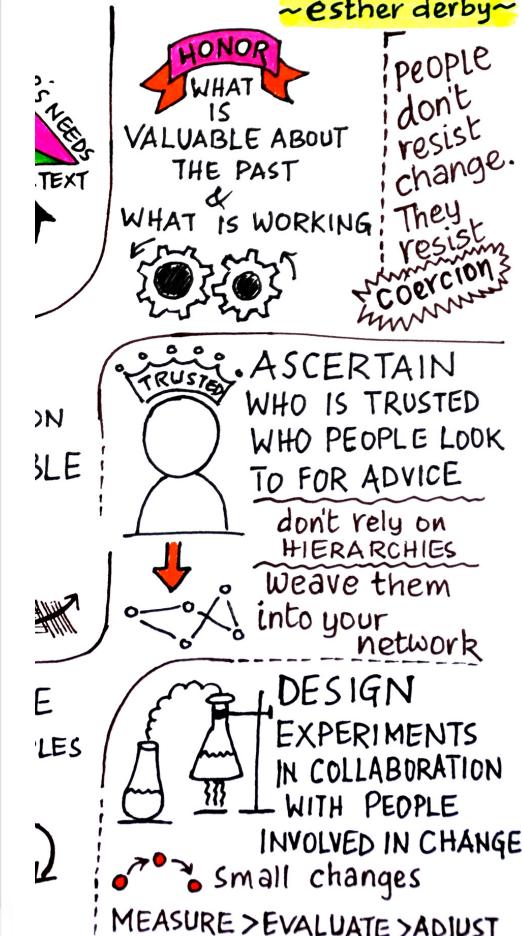
SIX RULES for CHANGE  
 ~esther derby~

Traditional model of change	Complex, adaptive model of change
Behavior is predictable and controllable	Behavior is unpredictable and uncontrollable
Direction is determined by a few leaders.	Direction is determined through emergence and by many people
Every effect has a cause	Every effect is also a cause
Relationships are directive	Relationships are empowering
Efficiency and reliability are measures of value	Responsiveness to the environment is the measure of value
Decisions are based on facts and data.	Decisions are based on patterns and tensions.
Leaders are experts and authorities.	Leaders are facilitators and supporters.



Adapted from Olson and Eoyang, *Facilitating Organization Change*.

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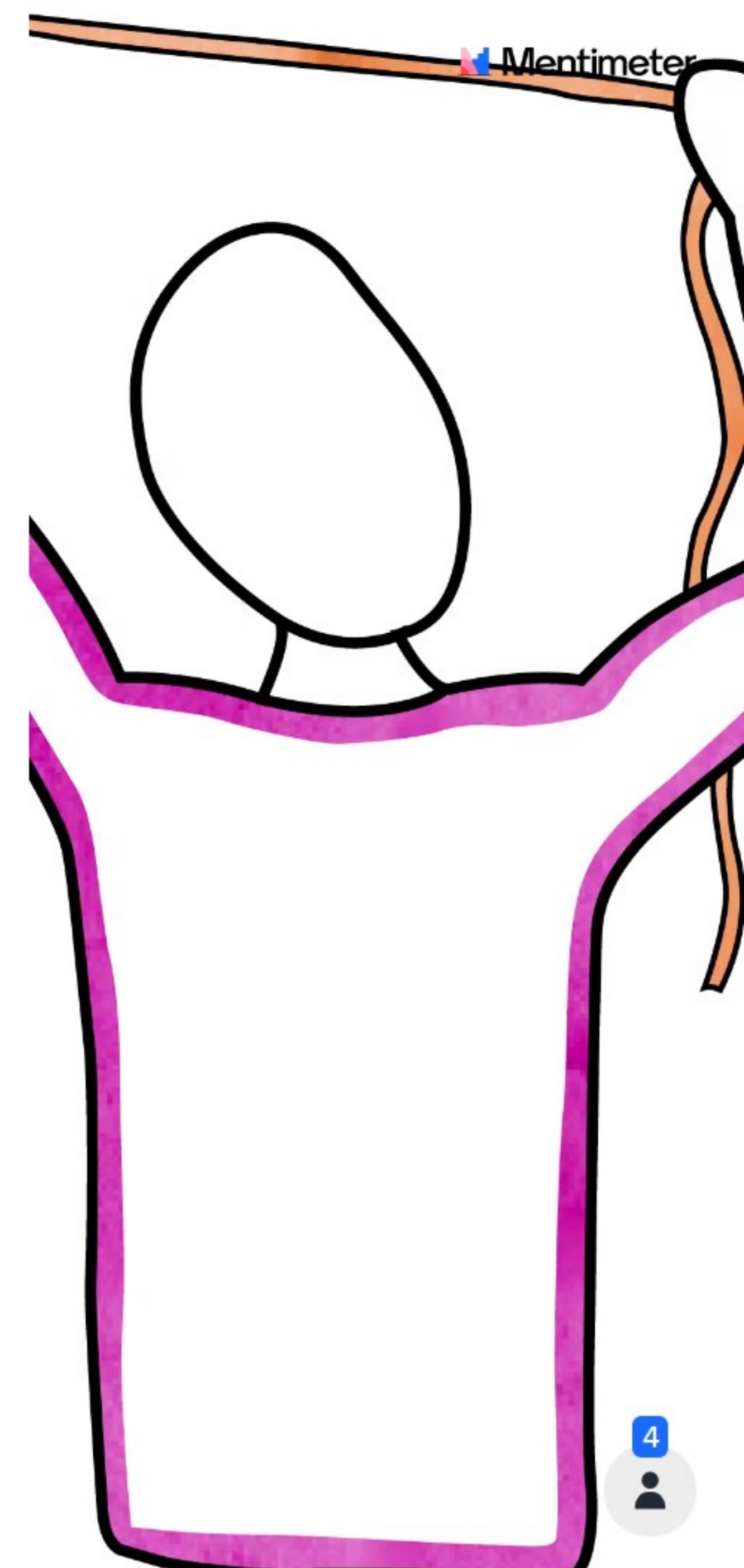
# How do you define organizational culture?

Relationships between people

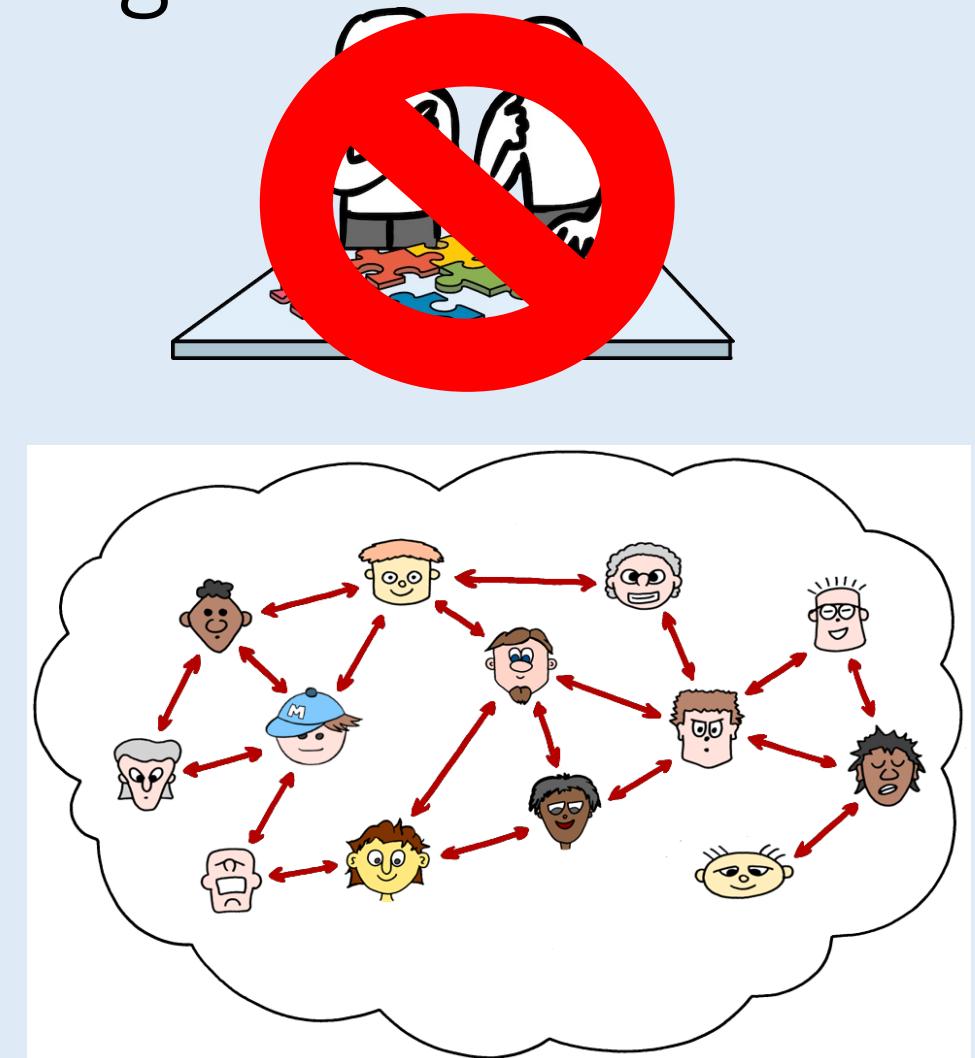
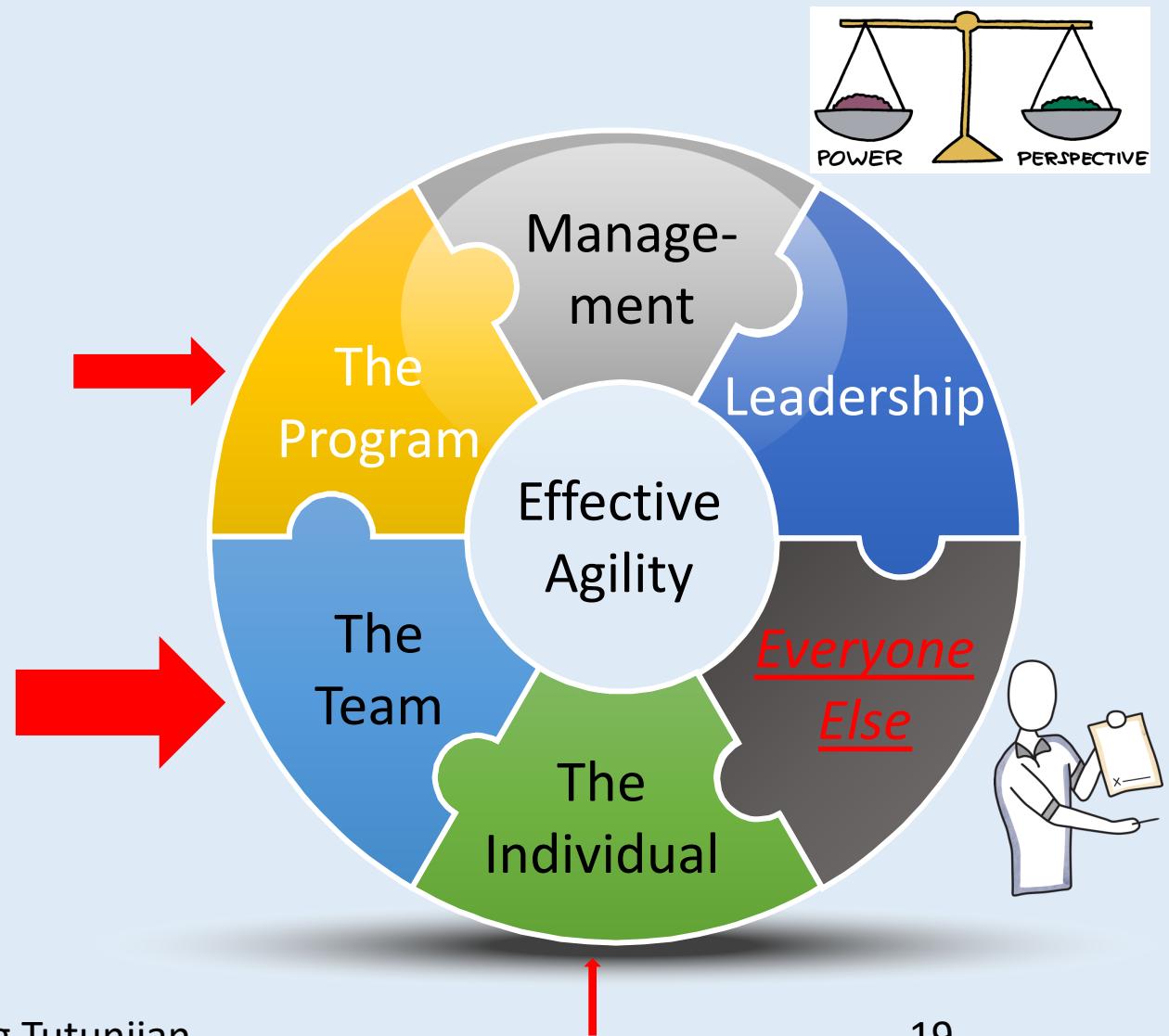
today: hire to specification, certification driven organization

rituals, customs, and standard interaction techniques

Some examples - collaboration; passion; structure; communication



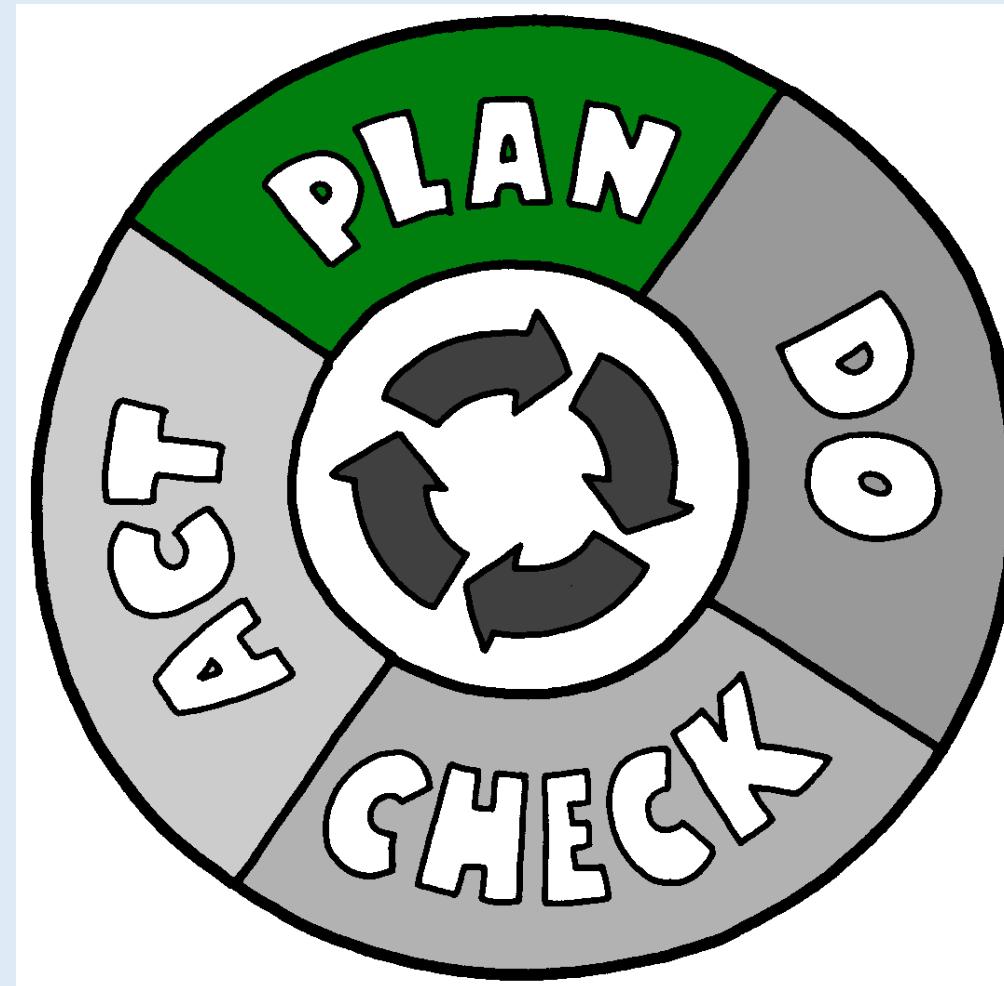
# Agile Effectiveness: How do we get there?



# What does it mean to be effective?

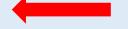
## Top 5

1. Organizational Culture
2. Resistance to Change
3. Agile Skills
4. Agile Training
5. Management Support



Source: Product Development Management Association

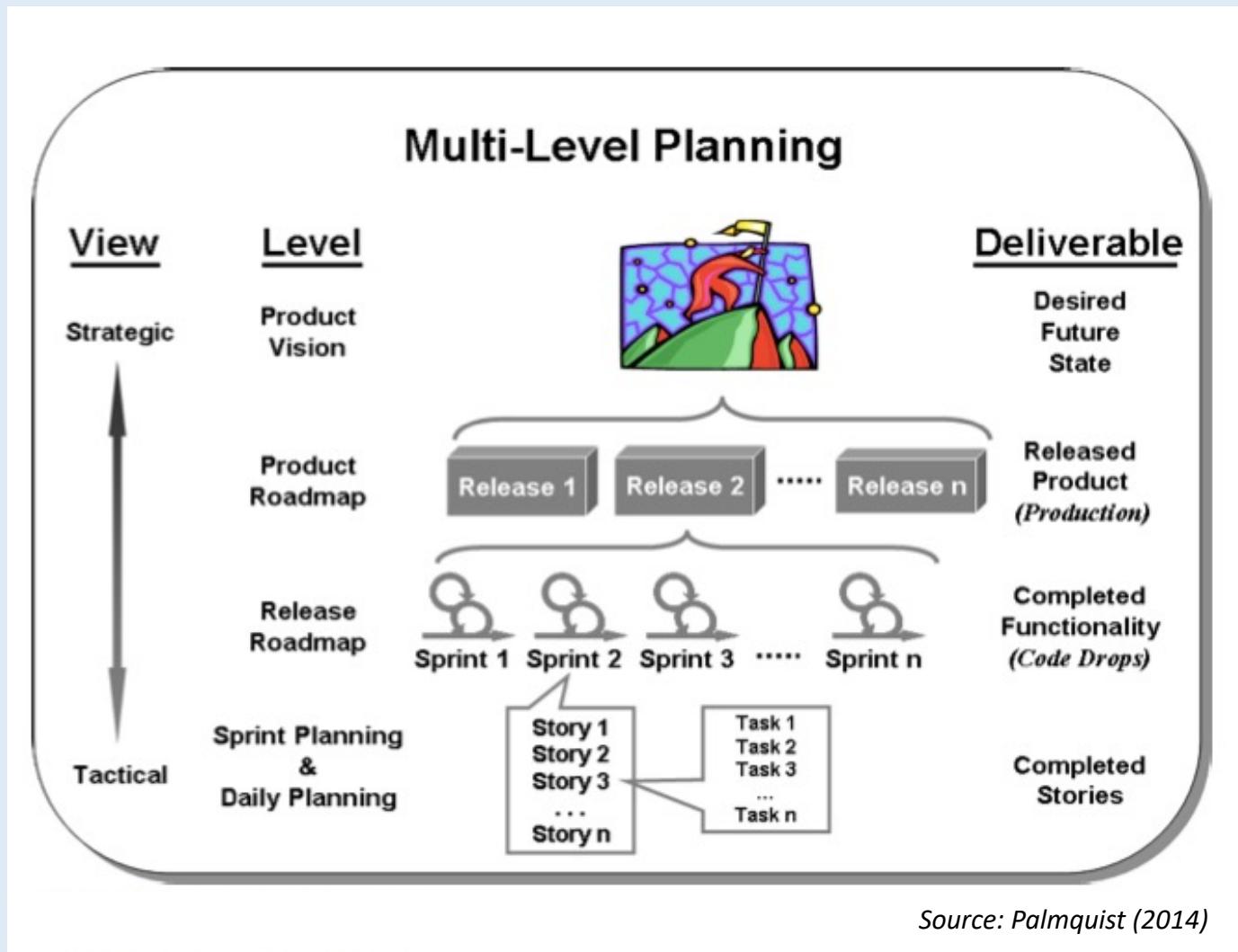
## Greg's Radar

Mode	% Interest/Proficiency
Plan	5% 
Do	70%
Check	15%
Act	10%

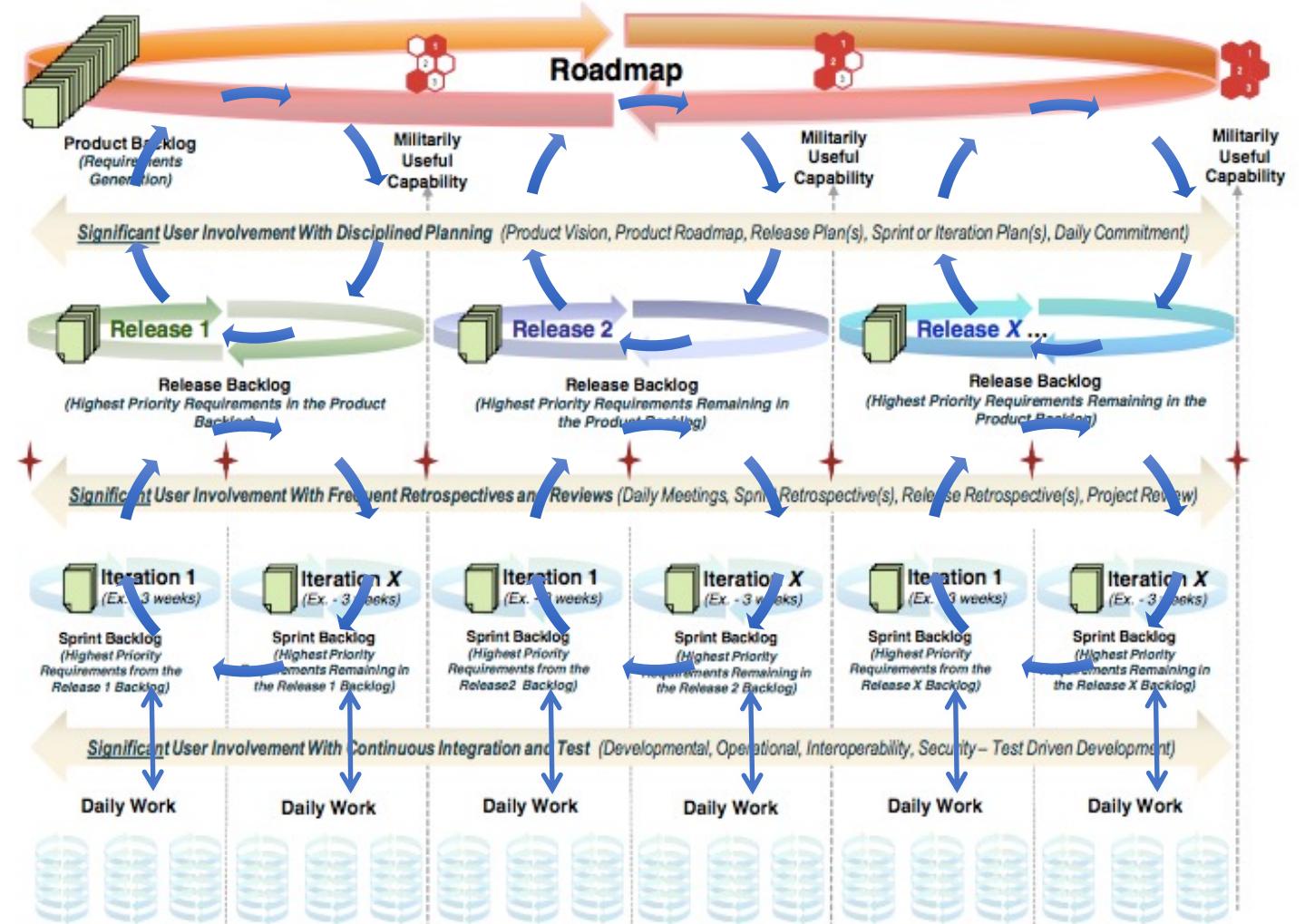
# How: Persistent, collaborative, multi-level planning

## Top 5

1. Organizational Culture
2. Resistance to Change
3. Agile Skills
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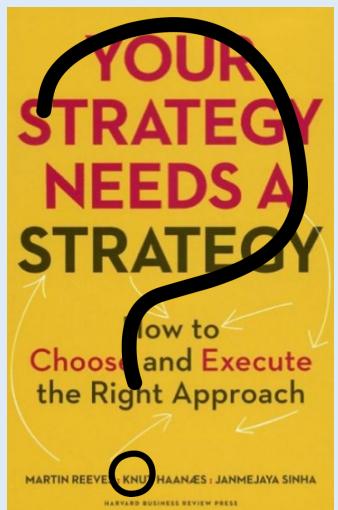


# How: Multi-level Planning and Delivery – Practical Model



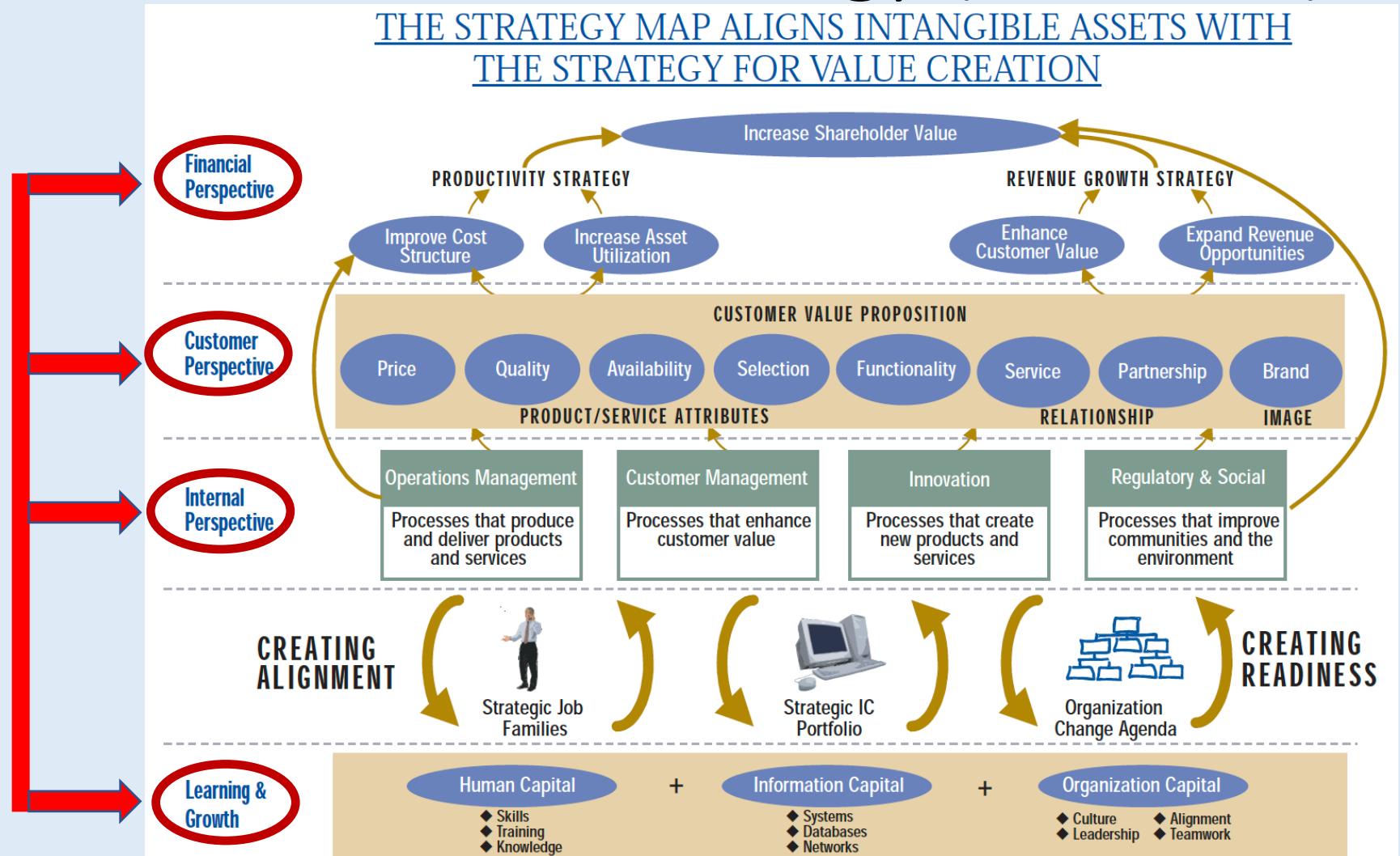
Source: Scaling Agile Methods for Department of Defense Programs (SEI, 2016)

# How: Agile Effectiveness Strategy (Needs ...)

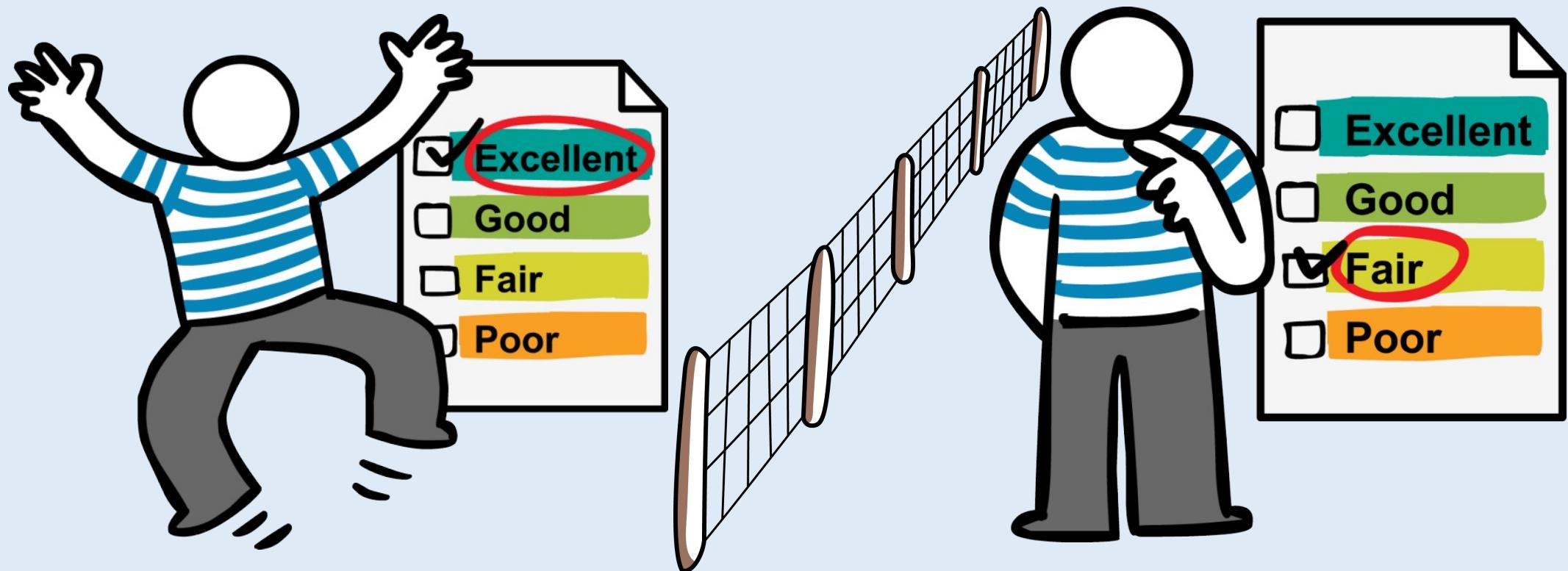


## Top 5

1. Organizational Culture
2. Resistance to Change
3. Agile Skills
4. Agile Training
5. Management Support



# Case studies (success stories, ~~success~~ stories)



# Agile Success Story: Infrastructure (Fortune 10)

Scope: eCommerce Solution and Data Center Build-out (3)



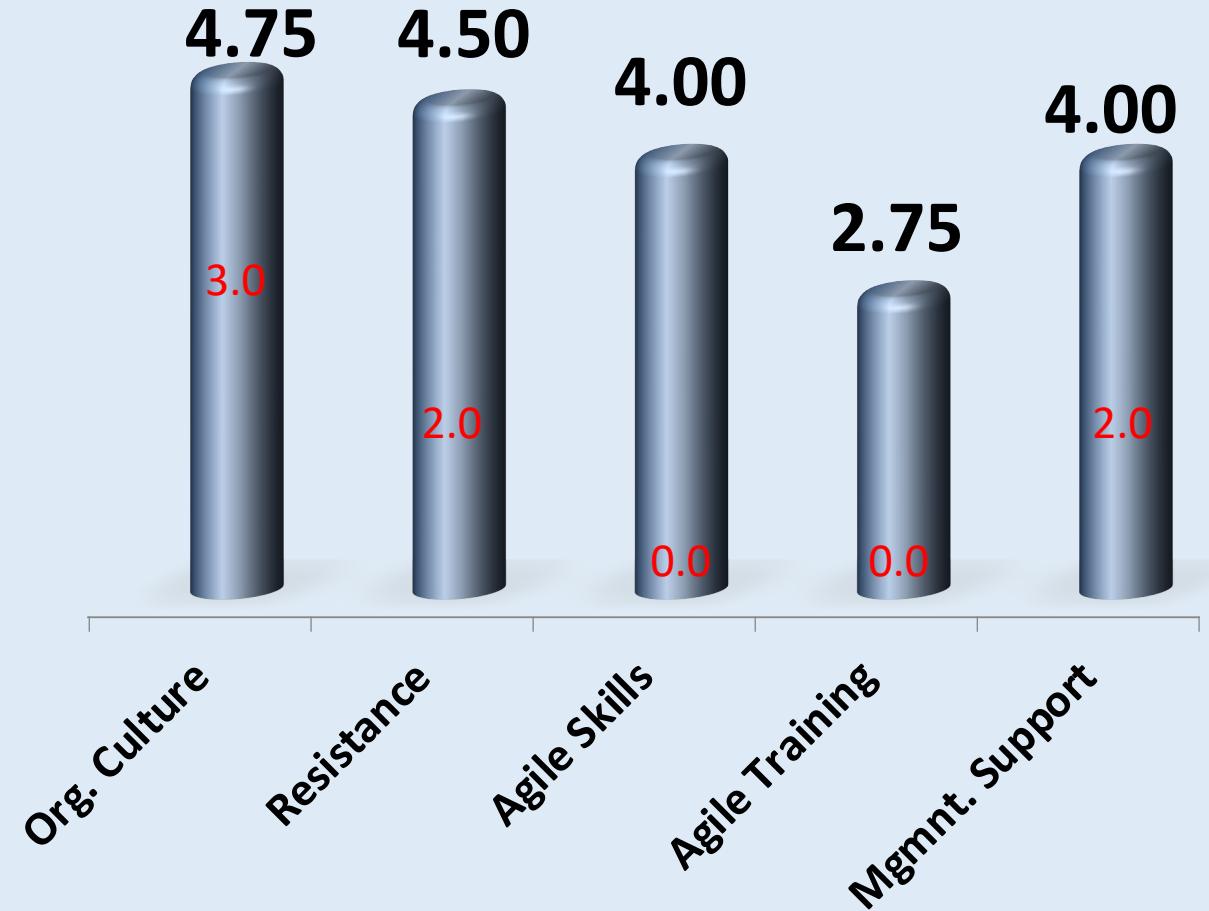
## Context

1. Build-out stalled (vendor-infighting); core team idle
2. New Content Management System (pending)
3. New (29 Applications) eCommerce Solution (pending)
4. Obsolete Application Builder License > \$1M (due)
5. Distributed teams (including off-shore); support

## Approach

1. Direct Vendor Communication (vs. “Standard” Procedure)
2. Develop Solution Backlog/Teach Teams Scrum
3. Iteration Planning (with clear, demonstrable milestones)
4. Facilitate Daily Stand-Up (Scrum Model)

# Agile Effectiveness **Before**/After Scoring



## Agile Effectiveness Scale

- 5 = Easily repeatable
- 4 = Persistent proficiency
- 3 = Modest proficiency
- 2 = Attempted once
- 1 = No visible effort

## Background Notes

- Combined 4 roles into 1 ("Manifesto")
- Organization strict Six Sigma and PMBOK
- Modest ("practical") Agile training sufficient
- Self-organization natural fit for the core team
- Business/customer participation throughout
- Acceleration was one outcome of Delivery

# Agile Success Story: Privately-owned Company

Scope: First New Software Product in 10-years

## Context

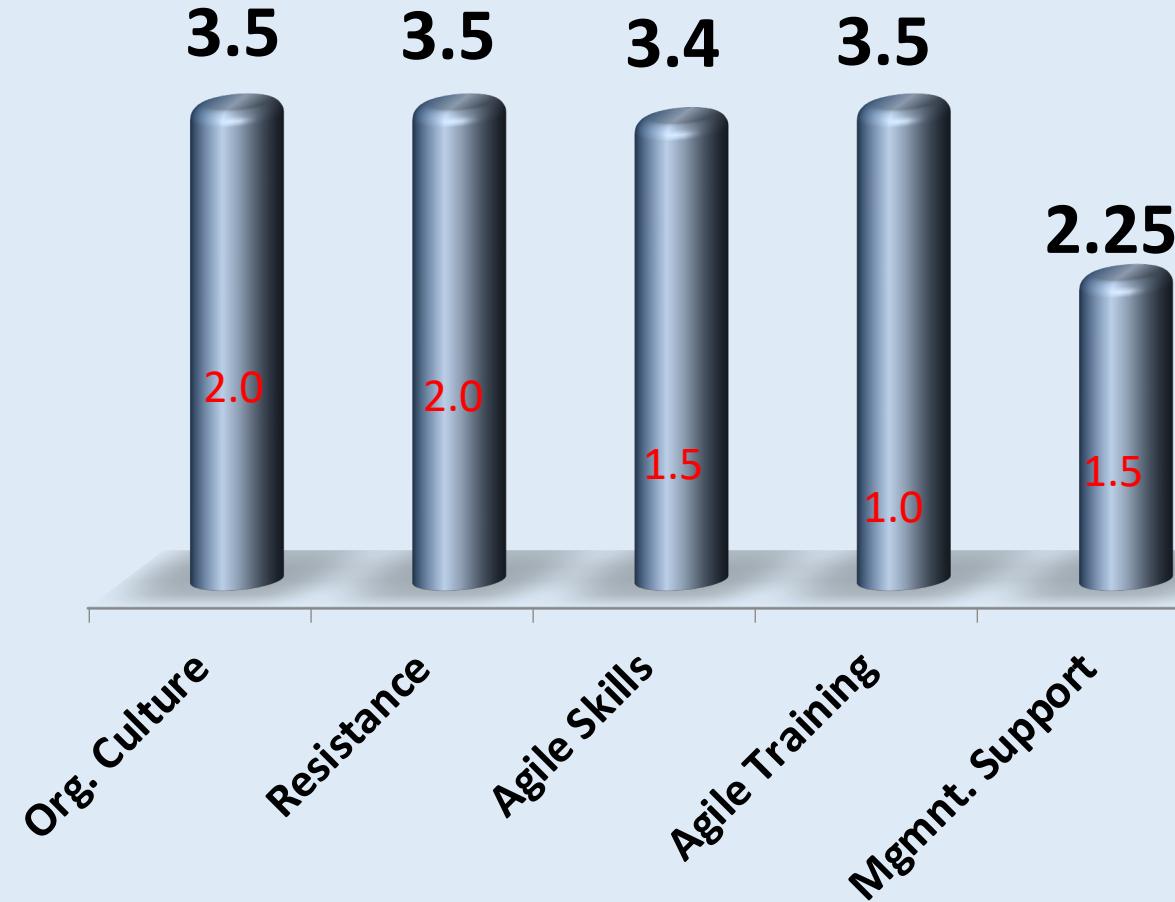
1. Previous two attempts failed/cancelled
2. Internal discord (individuals, teams, management)
3. Agile Adoption Bloat (and confusion)
4. Disgruntled Customers



## Approach

1. Visual Planning (to elicit product capabilities and features)
2. Develop Product Backlog/Teach Team (13 people!) Scrum; concurrently
3. Multi-Iteration (3) Planning (with clear, demonstrable milestones)
4. Facilitate Daily Stand-Up (Scrum Model)
5. Shrunk Team Over 6-months/No Attrition (core team of five)

# Agile Effectiveness **Before**/After Scoring



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## Background Notes

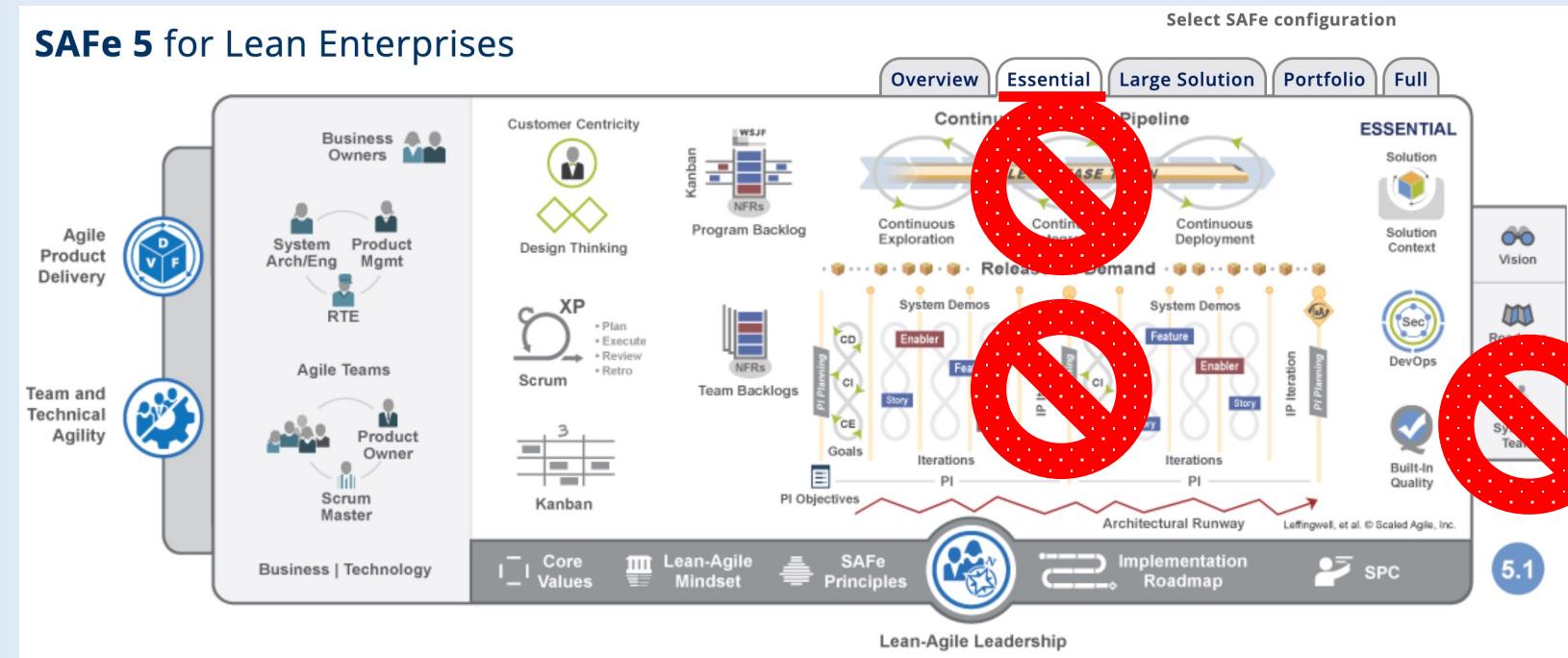
- Agile “Hangover” present in Division
- Original team lacked leader and purpose
- Improved Agile skills infused via hiring
- JIT Agile training (in the context of real backlogs)
- Management apathy, command-and-control
- Core team “emerged”; accelerated and innovated

# Agile Failure Story: Regional Healthcare Company

Scope: Claims Processing

## Context

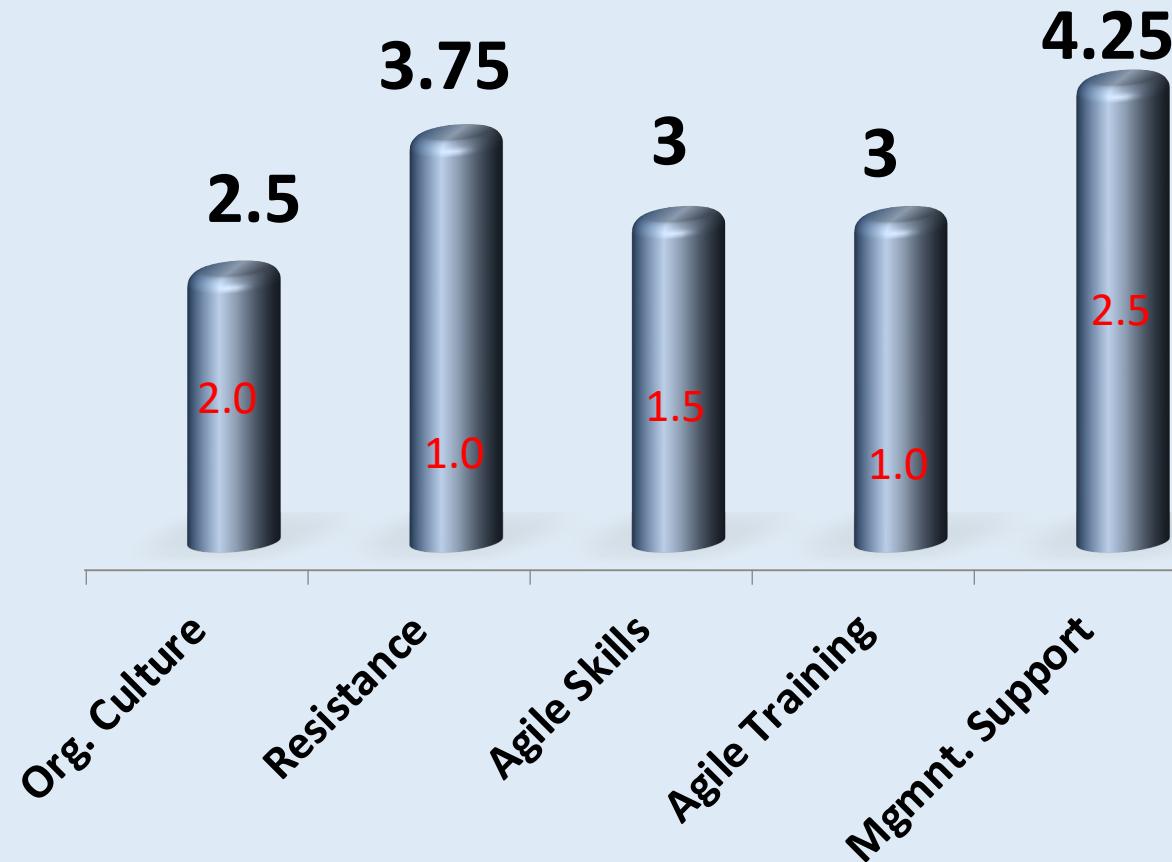
1. SAFe Adoption (> 2-years)
2. SAFe Keystones Ignored
3. “Old School” Governance
4. No Sense of Urgency



## Approach

1. Train leadership, management, architecture, internal and vendor partner teams
2. Brown Bag Lunch (additional learning opportunity) for practitioners
3. Assess gaps and deficiencies (and make recommendations)
4. Develop and share remediation strategy and action plans

# Agile Effectiveness **Before**/After Scoring



## Background Notes

- Hands-off approach to adoption and scaling
- External coach churn → palpable lethargy
- Architecture (12 people) had been ignored
- Vendor partners (legacy) not SAFe-savvy
- Little certification enthusiasm amongst trainees
- Competition amongst internal groups → delays

# Agile Success Story: Fortune 10 Company

Scope: Network and Security System Integration

## Context

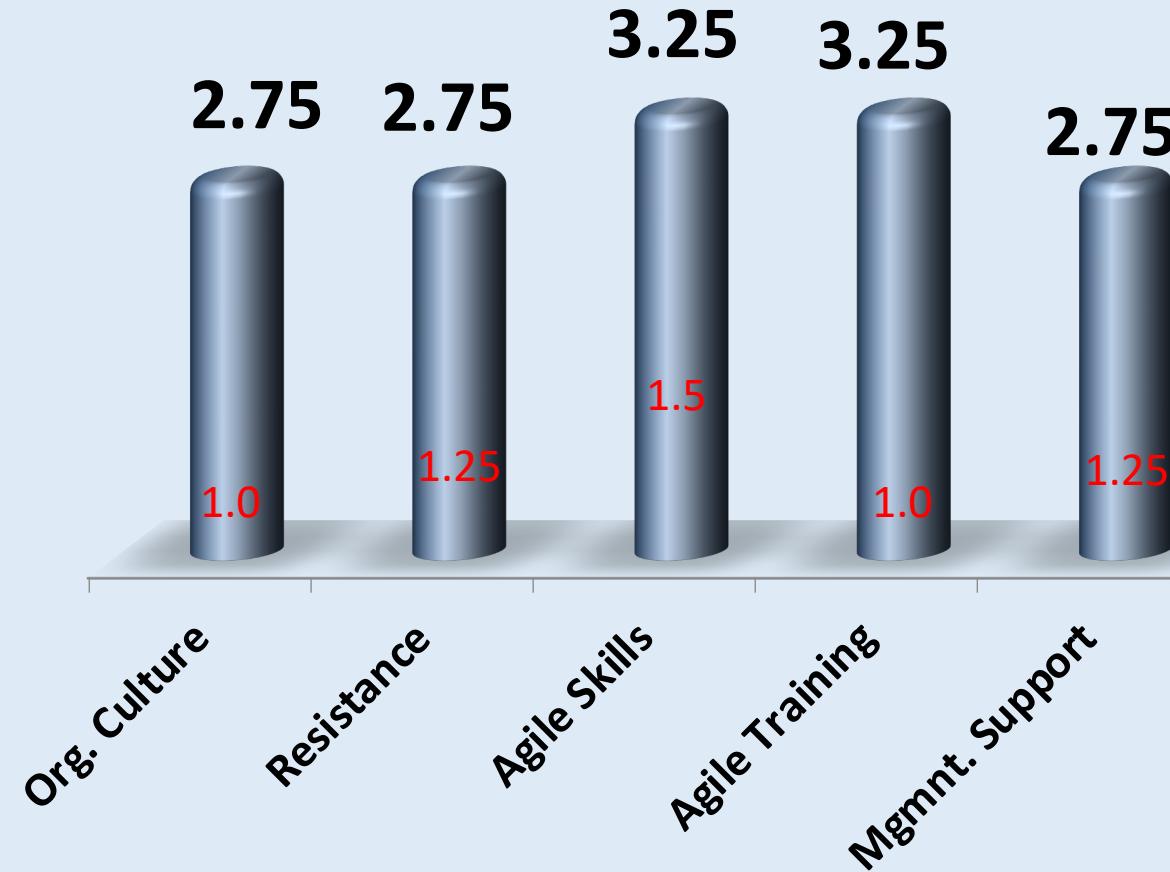
1. Incomplete Deliverables (slowing acquisitions)
2. Internal discord (individuals, teams, management)
3. Attrition escalation
4. "Old School" Middle Management (esp. for Agile)

## Approach

1. Interview team members (11 teams); team leads and middle management
2. Inspect and review backlogs, mission, and organization structure
3. Map work types (backlogs) to appropriate Agile Framework (common sense practice)
4. Re-train 10 of 11 teams (Scrum to Kanban); strategy and planning changes (more adaptive)



# Agile Effectiveness **Before/After** Scoring



## Agile Effectiveness Scale

- 5 = Easily repeatable
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## Background Notes

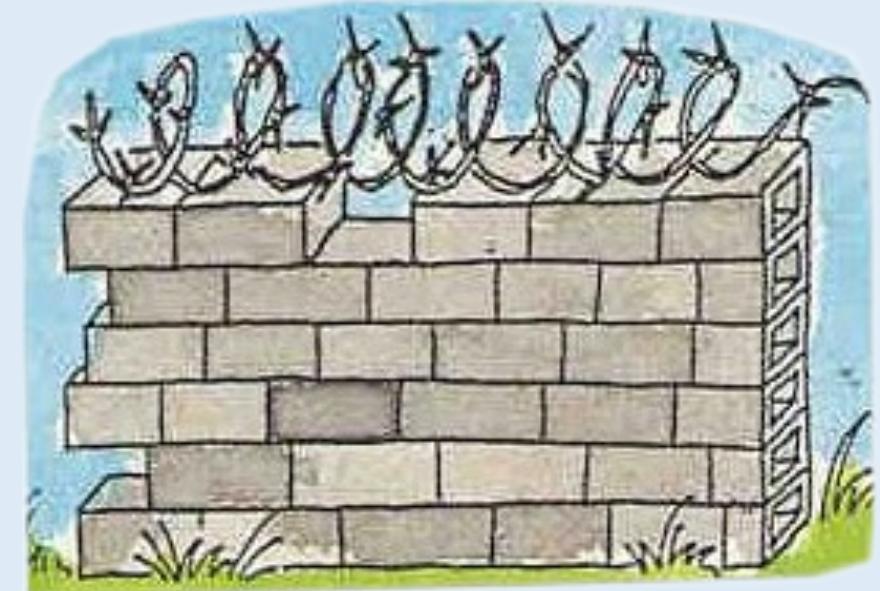
- Integral division for corporate strategy, growth
- Recurring failures (to complete) stall growth
- Team-members frank and emotional
- Leads and managers planned in isolation
- Agile “Angst” reversed, rapid improvement
- Committed coaching, training impactful

# Agile Success Story: Fortune 10 Company

Scope: Access and Identity Management (*CIO Top 10*)

## Context

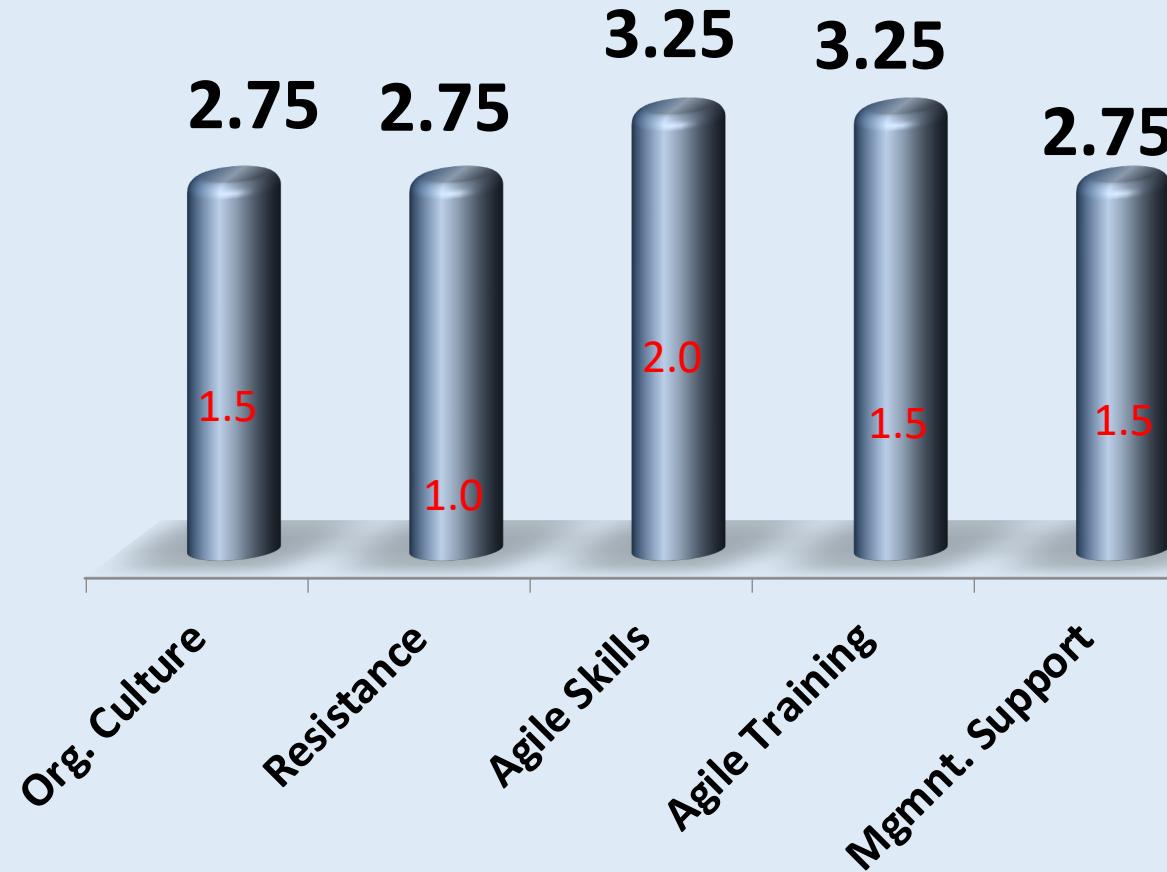
1. New Hire Provisioning manual and error-prone
2. Three Product Owners, No Scrum Master; feuding
3. "IT" Entry Conditions rigid and anecdotal
4. Internal "Change Agents" (no Agile experience)



## Approach

1. Facilitated 2-day Re-planning (in-person) working session at HQ (visual planning)
2. Confirmed IT way-of-working and reached compromise (all parties)
3. Clarified scope (3 Product Backlogs consolidated) and developed Iteration Backlogs
4. Established Scrum Master role (Product Owner mentored in this role)

# Agile Effectiveness **Before**/After Scoring



## Agile Effectiveness Scale

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- 1 = No visible effort

## Background Notes

- Senior staff frozen-in-place (CIO direct report)
- Dedicated IT group *felt* ignored (co-located)
- Three Product Owners (backlogs) → Territoriality
- Visual (Re)planning and refinement → Agreement
- Operating model (business ↔ IT) solidified
- Professional development opportunities emerged

# Agile Failure Story: Global Technology Company

Scope: Customer-facing Product Platform Development

## Context

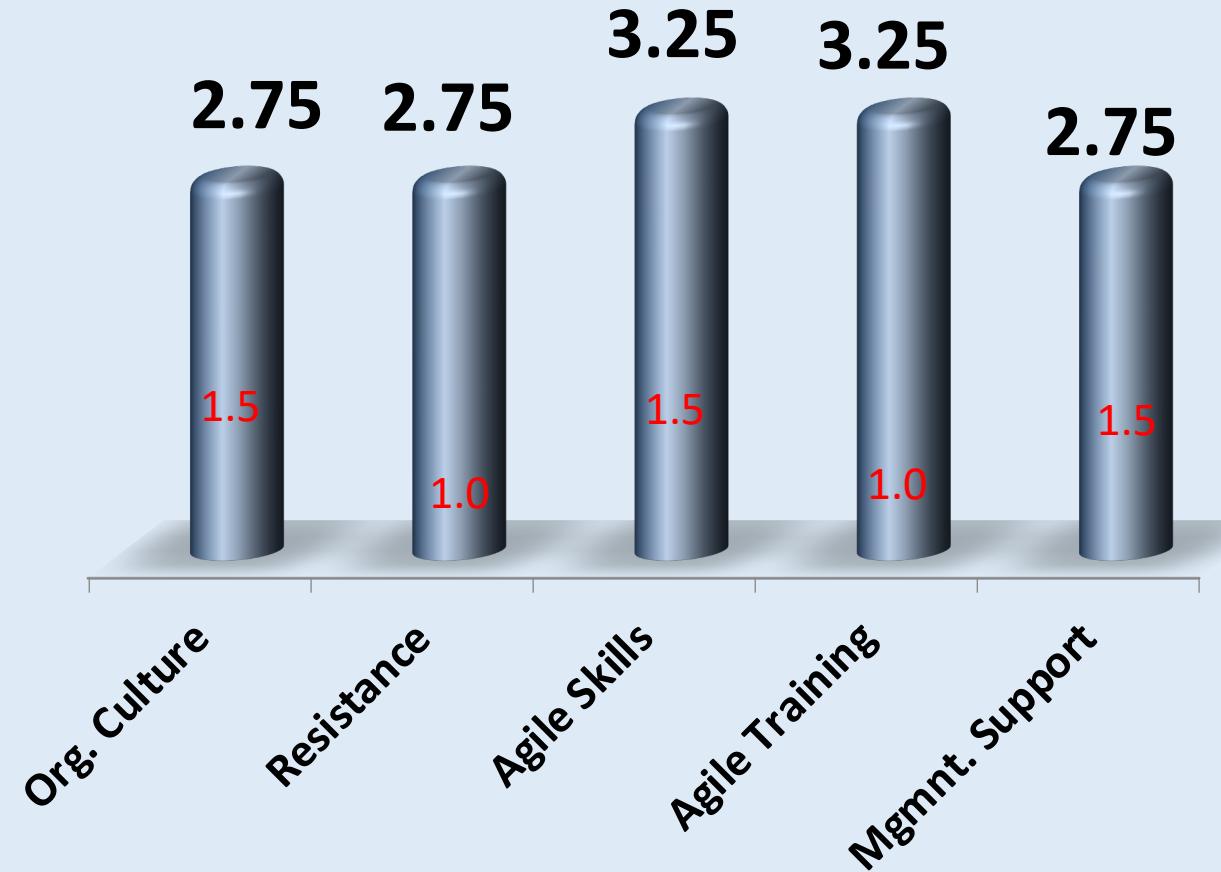
1. SAFe Adoption (> 3-years)
2. External Coaches: 18-month engagement completed (25 people)
3. No Sense of Urgency (most people I met)
4. Internal Coaches lack Delivery experience (*increasingly common*)



## Approach

1. Train teams and middle management (requests, observation; basic and advanced)
2. Partnered with Business Owner (new to Agile, Scrum, and SAFe); very experienced
3. Assess program gaps and deficiencies; recommendations (management, coaches, teams)
4. Identified opportunities to improve team and SAFe practices; shared in many forms

# Agile Effectiveness **Before**/After Scoring



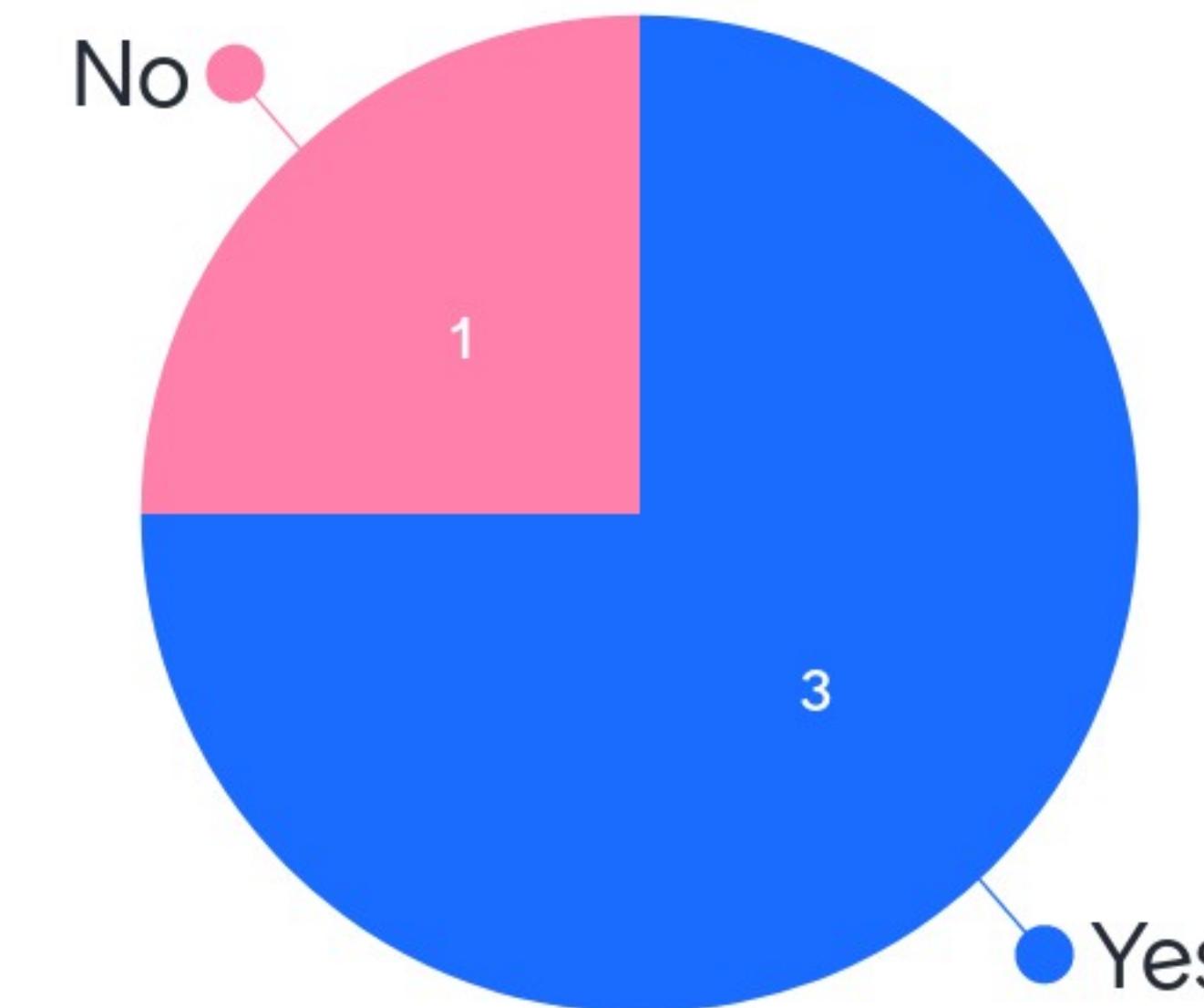
## Agile Effectiveness Scale

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## Background Notes

- Key (internal) products to expand marketplace
- Reorganization removed Agile/Scaling champions
- Command and Control culture (perpetuated)
- Improved Scrum practice (6 teams) over time
- Modest scaling improvement (~~sense of urgency~~)
- Attrition and leadership changes <repeat>

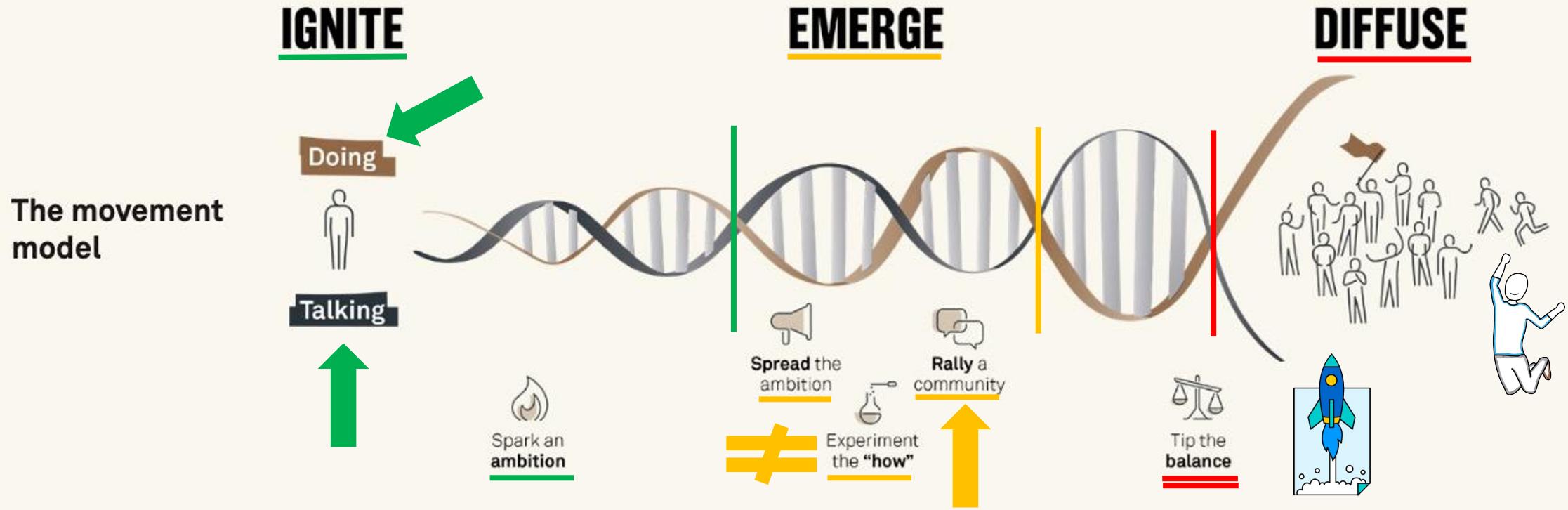
# Are these case studies helpful?



# Summary and additional resources



# Agile Effectiveness Emerges Then Diffuses

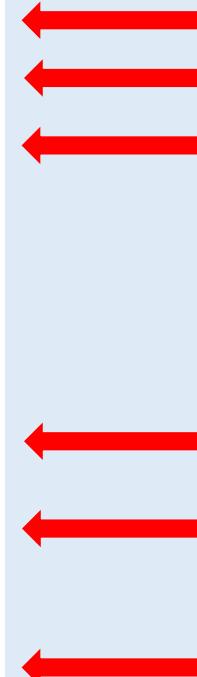


Source: Implement Consulting Group (2021)

# Organizational Culture (Supporting Effective Agile Adoption)

"I don't expect the perfect attainment of these principles. However, I post them as a standard for my conduct as an adult. Should any of my friends or colleagues catch me violating any one of them, bust me." ~John Perry Barlow  
(October 3, 1977)

**25 Principles of Adult Behavior**  
**Be patient. No matter what. Don't badmouth: Assign responsibility, not blame. Say nothing of another you wouldn't say to him. Never assume the motives of others are, to them, less noble than yours are to you. Expand your sense of the possible. Don't trouble yourself with matters you truly cannot change.**  
Expect no more of anyone than you can deliver yourself. **Tolerate ambiguity.**  
Laugh at yourself frequently. **Concern yourself with what is right rather than who is right.** Never forget that, no matter how certain, you might be wrong. **Give up blood sports.** Remember that your life belongs to others as well. Don't risk it frivolously. **Never lie to anyone for any reason.** Learn the needs of those around you and respect them. **Avoid the pursuit of happiness. Seek to define your mission and pursue that.** Reduce your use of the first personal pronoun. **Praise at least as often as you disparage.** Admit your errors freely and soon. **Become less suspicious of joy.** Understand humility. **Remember that love forgives everything.** Foster dignity. **Live memorably. Love yourself.** **Endure. John Barlow 1977**



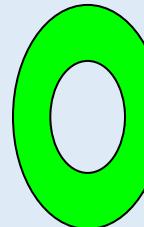
btw

# Working Above and Below the Line

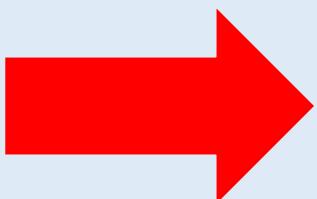
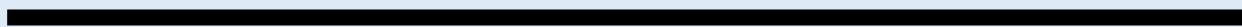
Isabel Lopez, The Wisdom Of Servant Leadership



*Inquiry (to search within)*



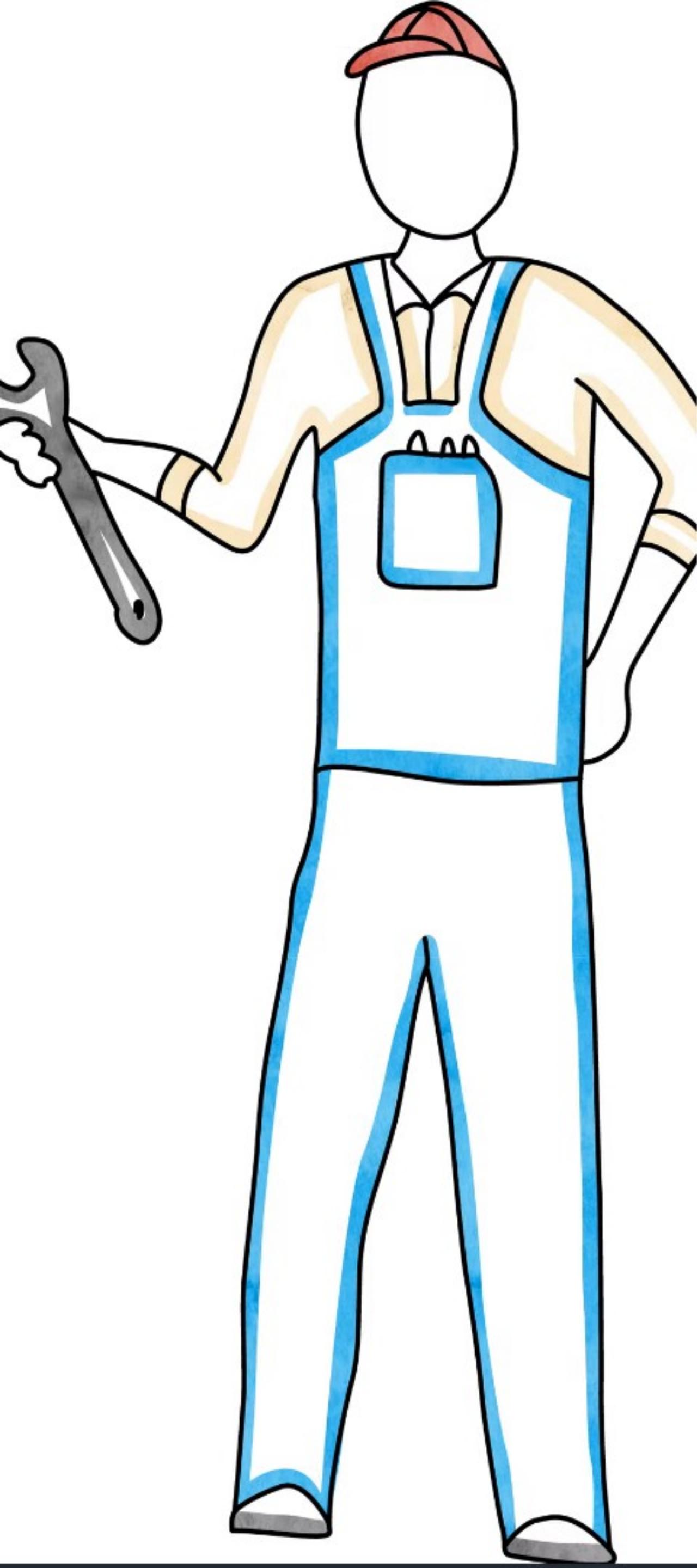
*Creative Positive Process*



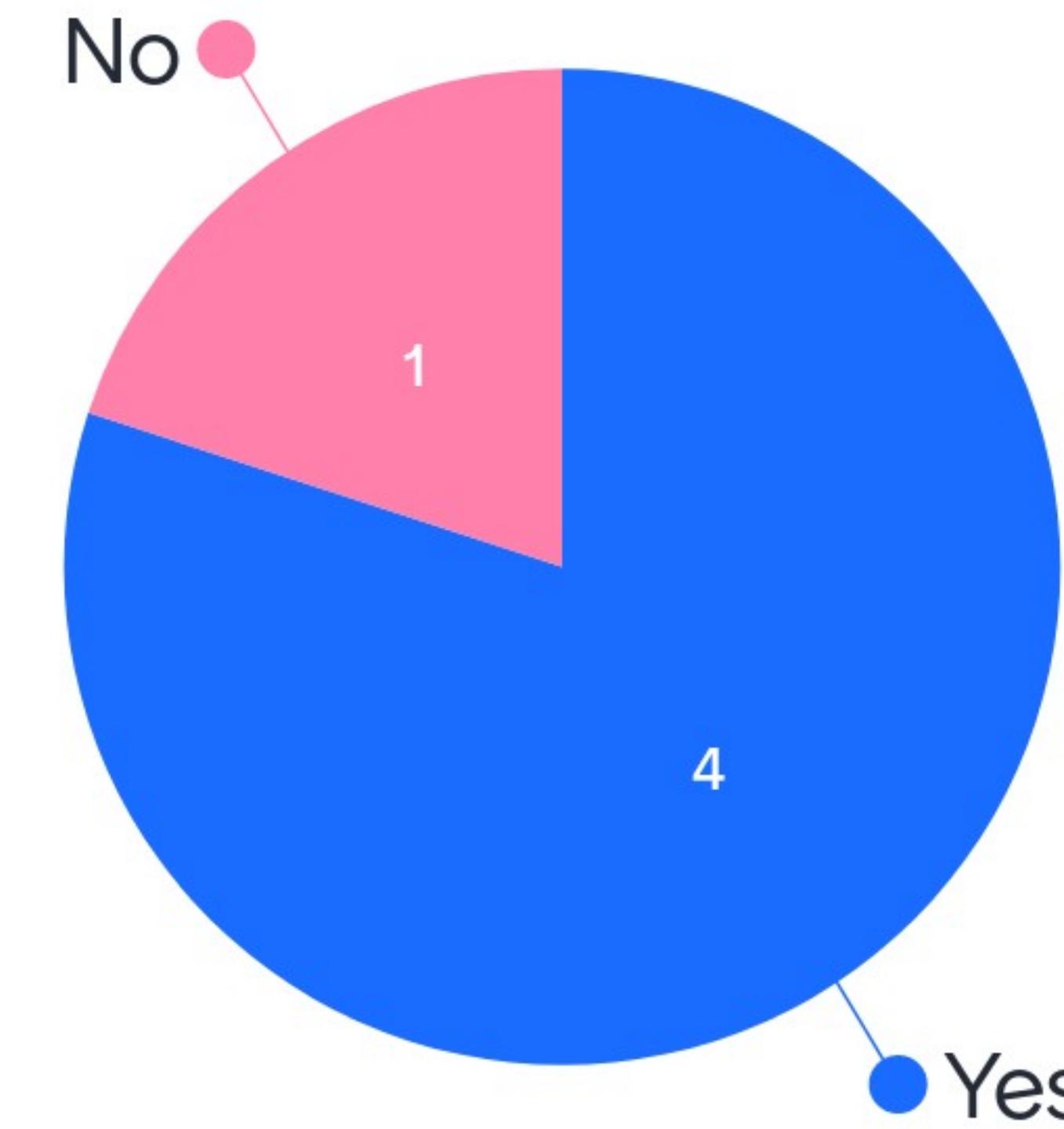
*Analytical Refining Process*



*Decide (Latin: to murder alternatives)*



# Was this talk helpful?





# Contact Details

Greg Tutunjian, Agile Effectiveness Consultant

- Call: (857) 376-3633
- E-mail: [greg@patterntransformation.com](mailto:greg@patterntransformation.com)
- Schedule time for a chat: <https://calendly.com/greg-tutunjian>
- Website: <https://www.patterntransformation.com>



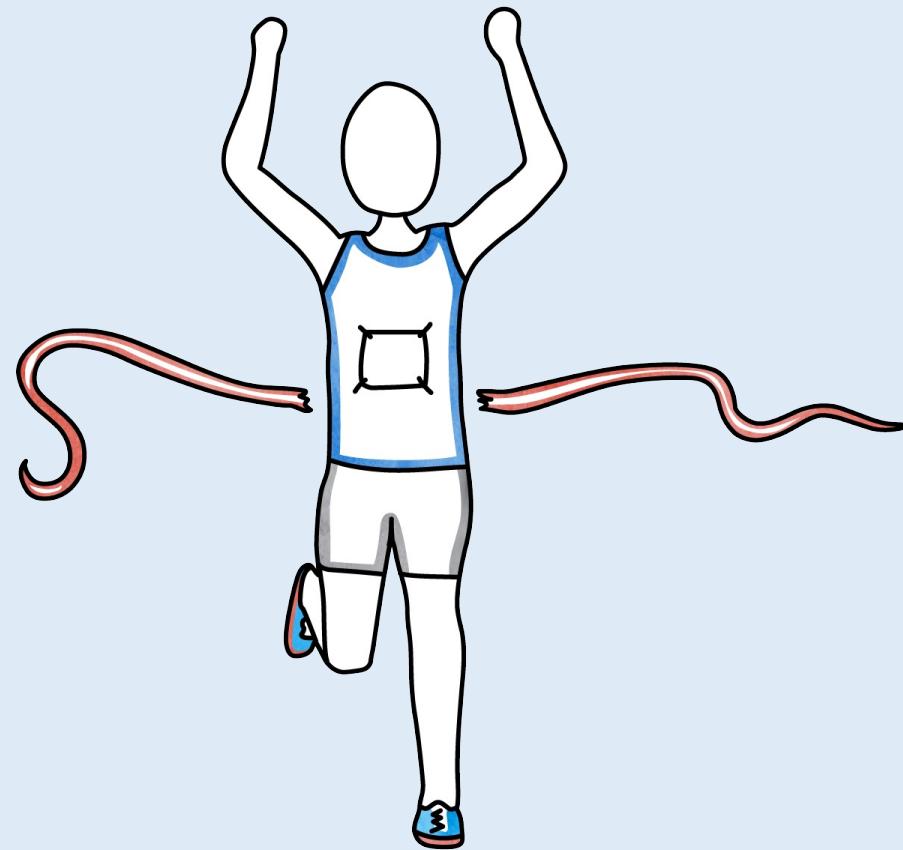
# Scaling Frameworks (and Related Work)

- Capability Maturity Model Integration (CMMI) – <https://cmmiinstitute.com>
- Disciplined Agile (DA) – <https://www.pmi.org/disciplined-agile>
- Kanban Maturity Model (KMM) – <https://www.kanbanmaturitymodel.com>
- Large Scale Scrum (LeSS) – <https://less.works>
- Nexus – <https://www.scrum.org/resources/nexus-guide> (Ken Schwaber)
- Scaled Agile Framework (SAFe) – <https://www.scaledagileframework.com>
- Scrum @ Scale – <https://www.scrumatscale.com> (Jeff Sutherland)
- Software Engineering Institute - <https://www.sei.cmu.edu>
- Spotify Model – <https://blog.crisp.se/wp-content/uploads/2012/11/SpotifyScaling.pdf>

# Effective Resources

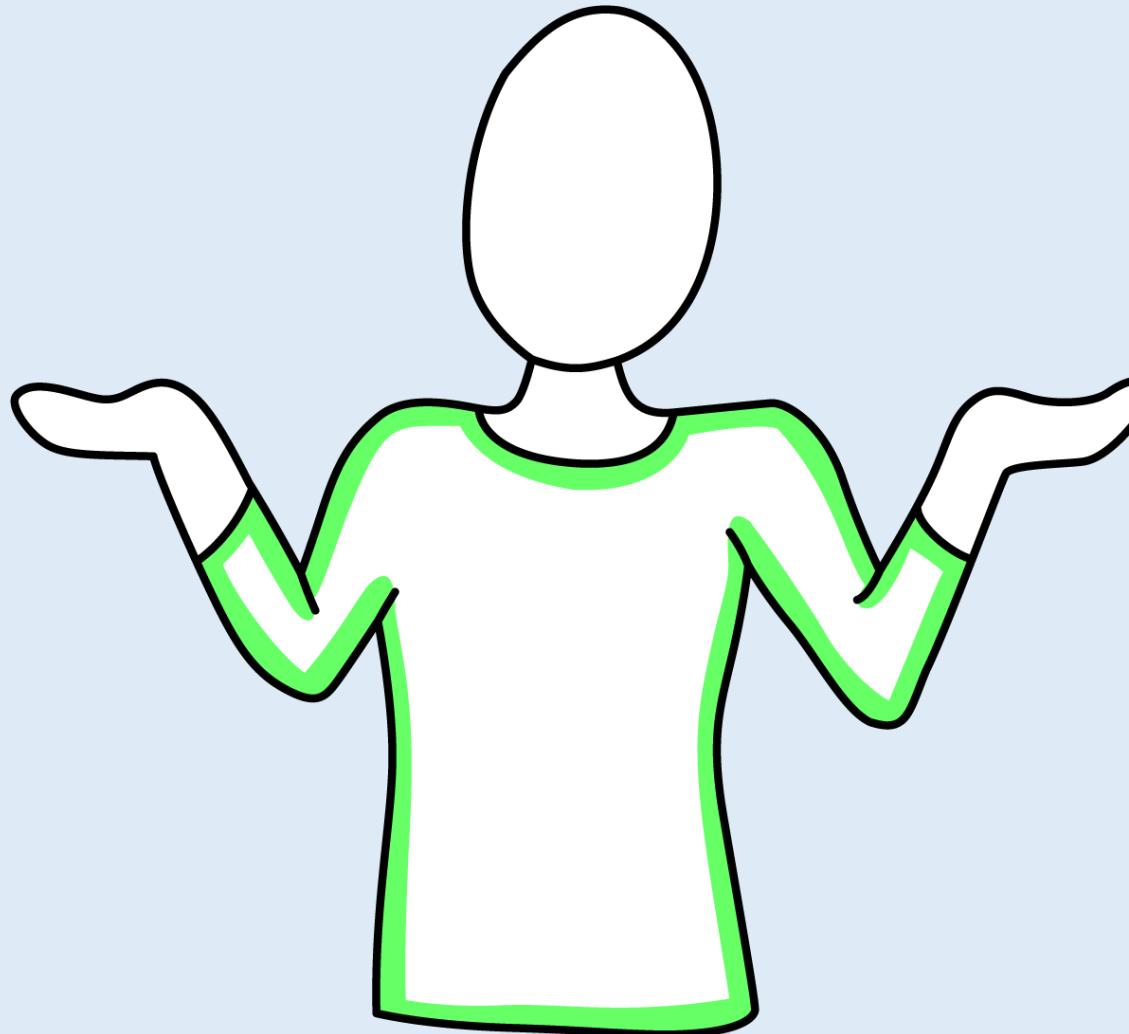
- American Society for Quality: <https://asq.org>
- Rebel Assessment (Francesca Gino): <https://www.rebeltalents.org/the-rebel-test>
- State of Agile Report: <https://digital.ai/resource-center/analyst-reports/state-of-agile-report>
- The Journey Beyond Fear (John Hagel): <https://www.johnhagel.com/book-the-journey-beyond-fear-by-john-hagel-iii/>
- The People Skills Coach (Kate Nasser): <https://katenasser.com>
- The Trust Alliance (Barbara Brooks Kimmel): <https://www.trustacrossamerica.com>

# The End!



# Unbundled images (used earlier) follow

# Organizational culture



# Organizational culture



# Organizational culture



# Organizational culture



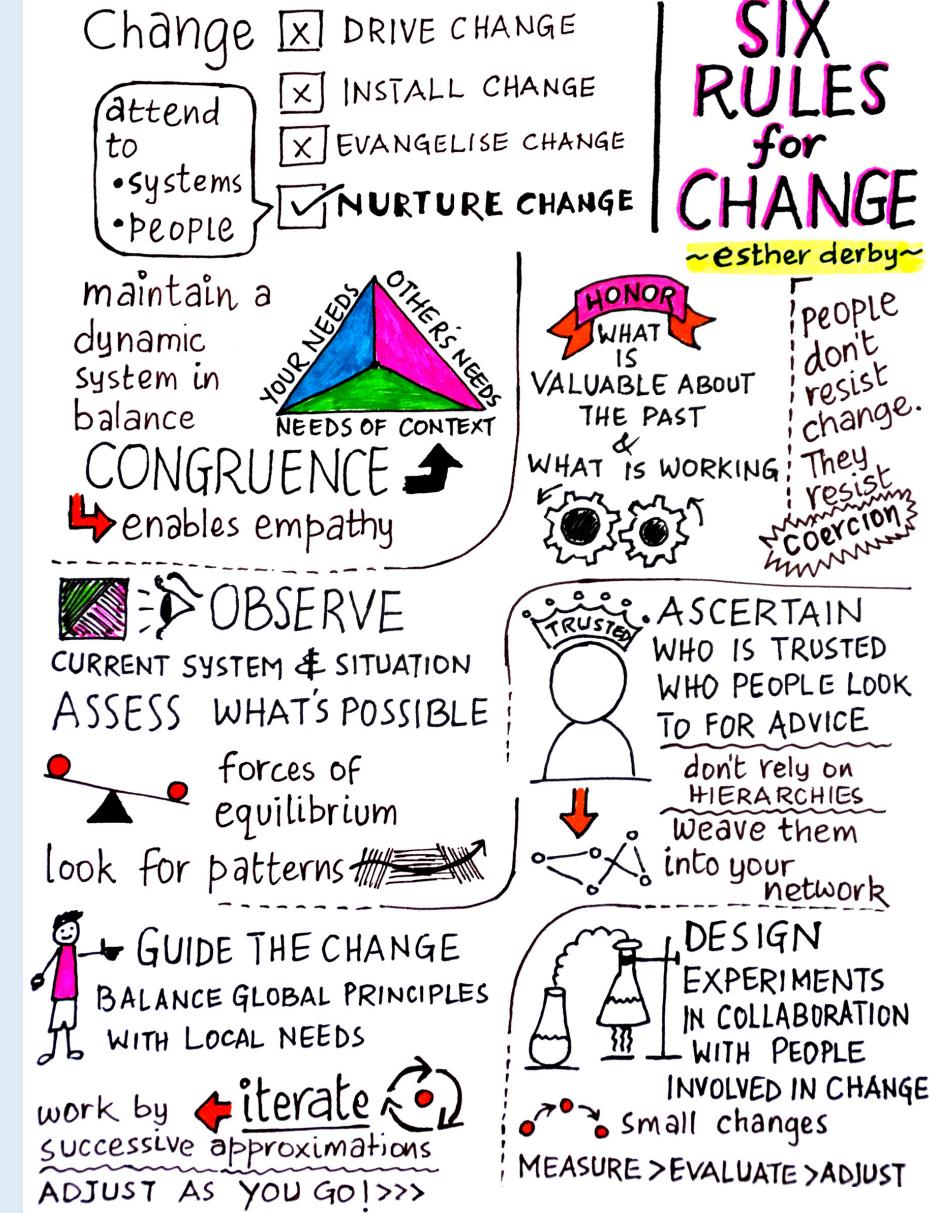
# Organizational culture



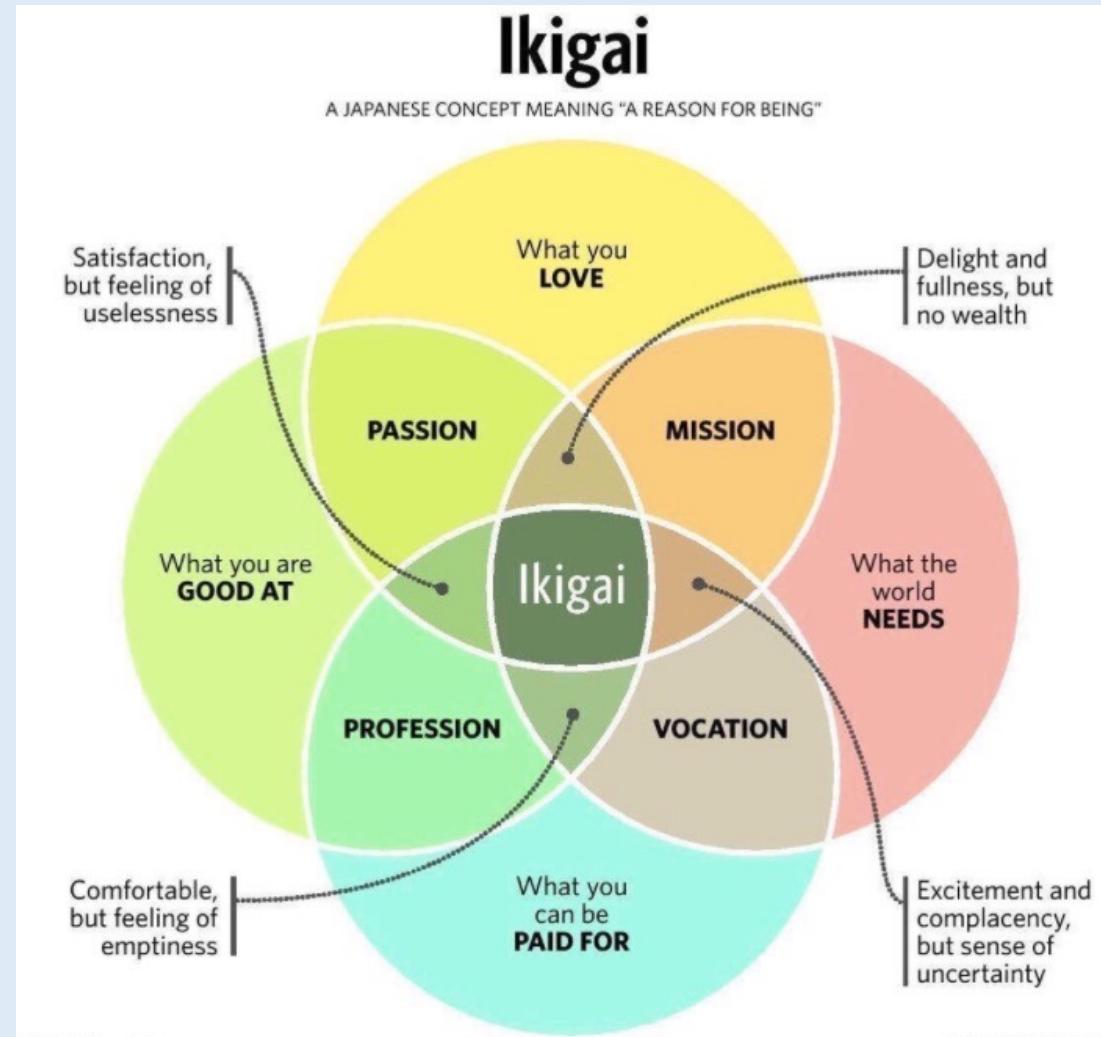
# Organizational culture



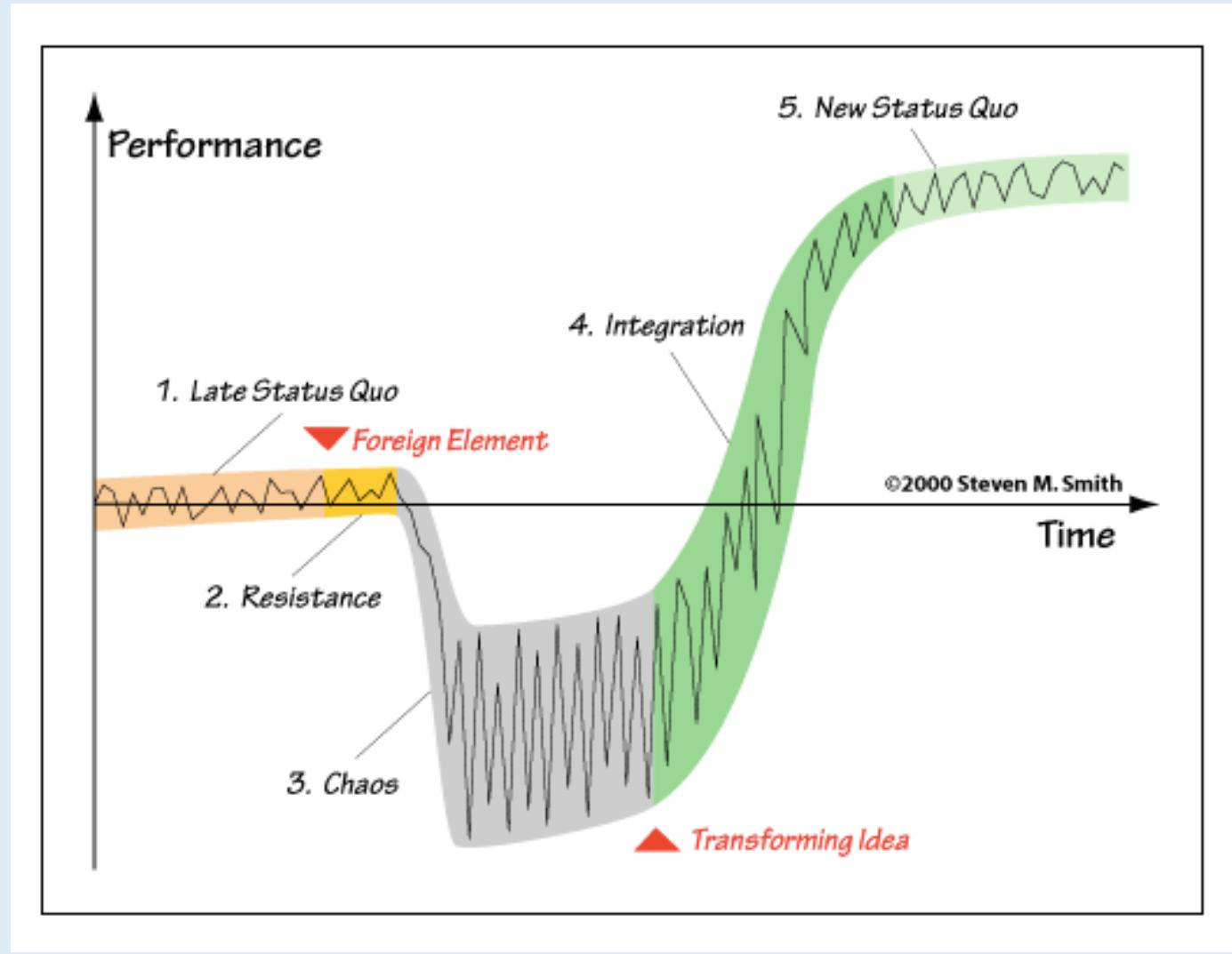
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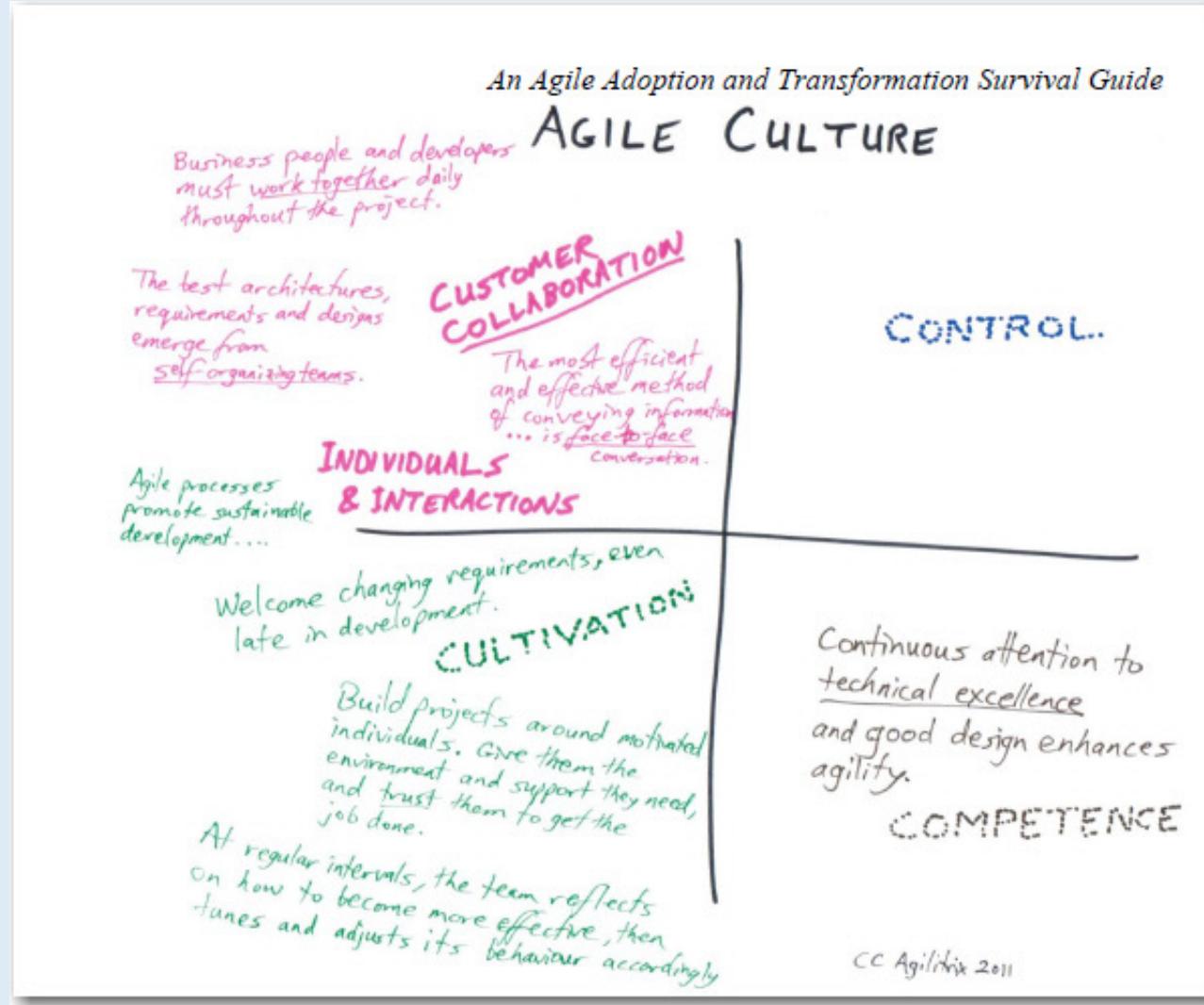
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# Organizational culture

Traditional model of change	Complex, adaptive model of change
Behavior is predictable and controllable	Behavior is unpredictable and uncontrollable
Direction is determined by a few leaders.	Direction is determined through emergence and by many people
Every effect has a cause	Every effect is also a cause
Relationships are directive	Relationships are empowering
Efficiency and reliability are measures of value	Responsiveness to the environment is the measure of value
Decisions are based on facts and data.	Decisions are based on patterns and tensions.
Leaders are experts and authorities.	Leaders are facilitators and supporters.



Adapted from Olson and Eoyang, *Facilitating Organization Change*.

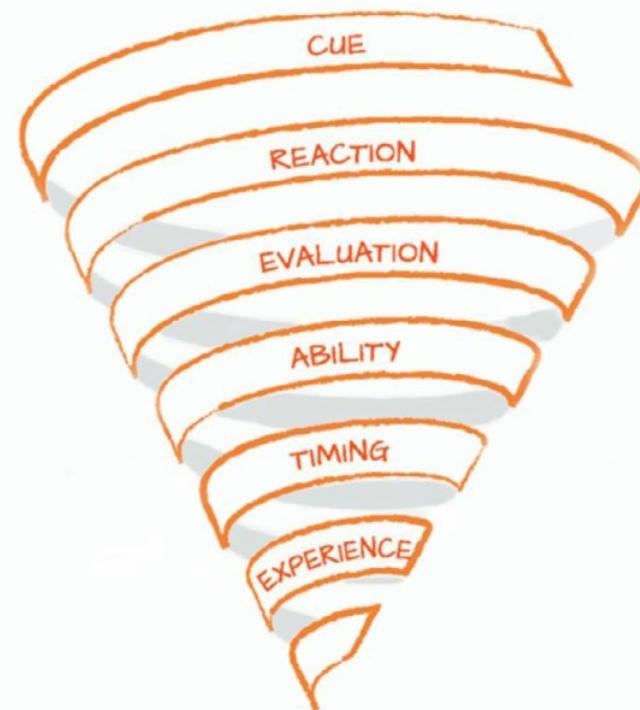
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# What does it mean to be effective?

## Top 5

1. Organizational Culture
2. Resistance to Change
3. Agile Skills
4. Agile Training
5. Management Support

**CREATE** Funnel:  
What's required for conscious action  
in a specific moment?

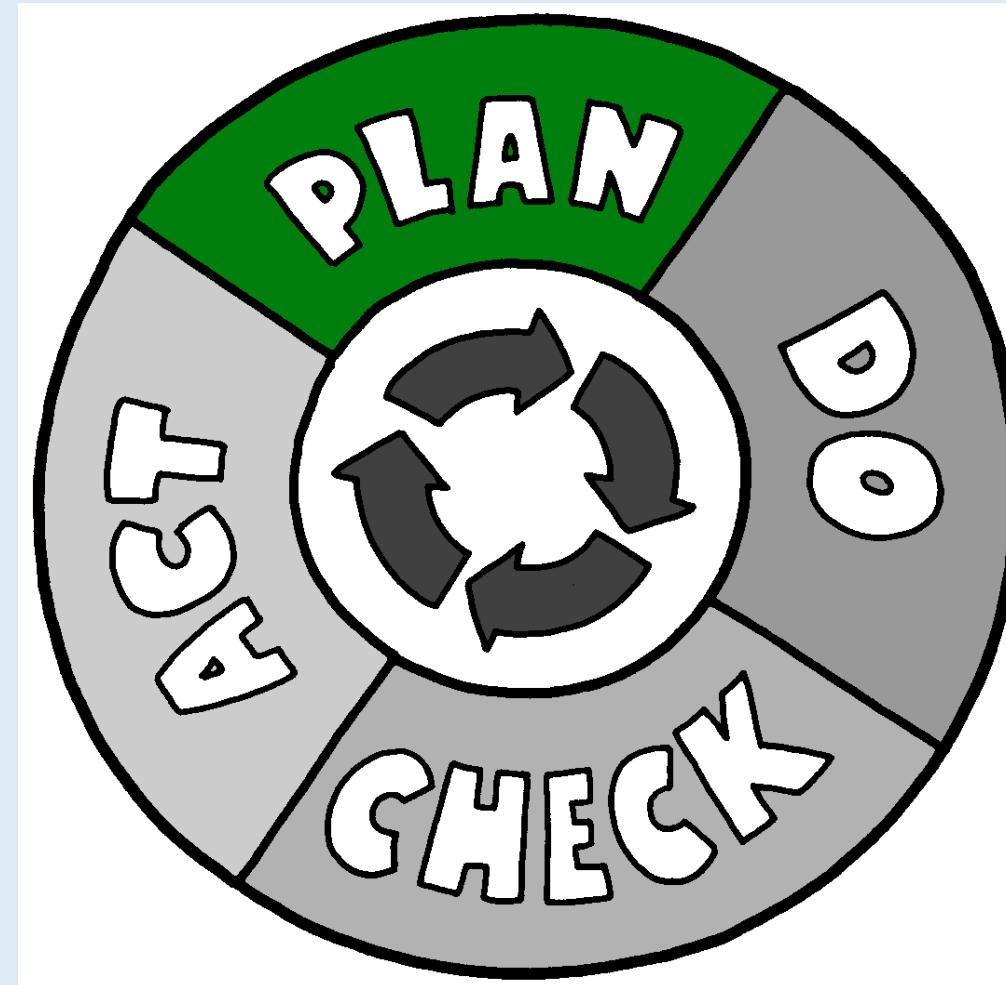


Source: Product Development Management Association

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## Top 5

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## Greg's Radar

Mode	% Interest/Proficiency
Plan	5%
Do	70%
Check	15%
Act	10%