

A scenic photograph of a sunset over a mountain range. The sun is low on the horizon, casting a warm, golden glow across the sky and the silhouettes of the mountains. The foreground shows a dark, forested valley.

Enabling People and Culture to Adopt Enterprise Agile

April 2017

Mikelle Parnes
Randy Hale

Presentation and toolkit can be downloaded at
AgileMindsetFramework.com



Mikelle Parnes
Organizational
Effectiveness Solution
Architect

**Enterprise
Agile Adoption
&
Transformation**



Randy Hale
Enterprise Agility
Ecosystem Architect



Driving Culture Change and an Organizational Agile Mindset

Randy Hale
Agile Strategy Lead
Slalom

@shale
@slalom





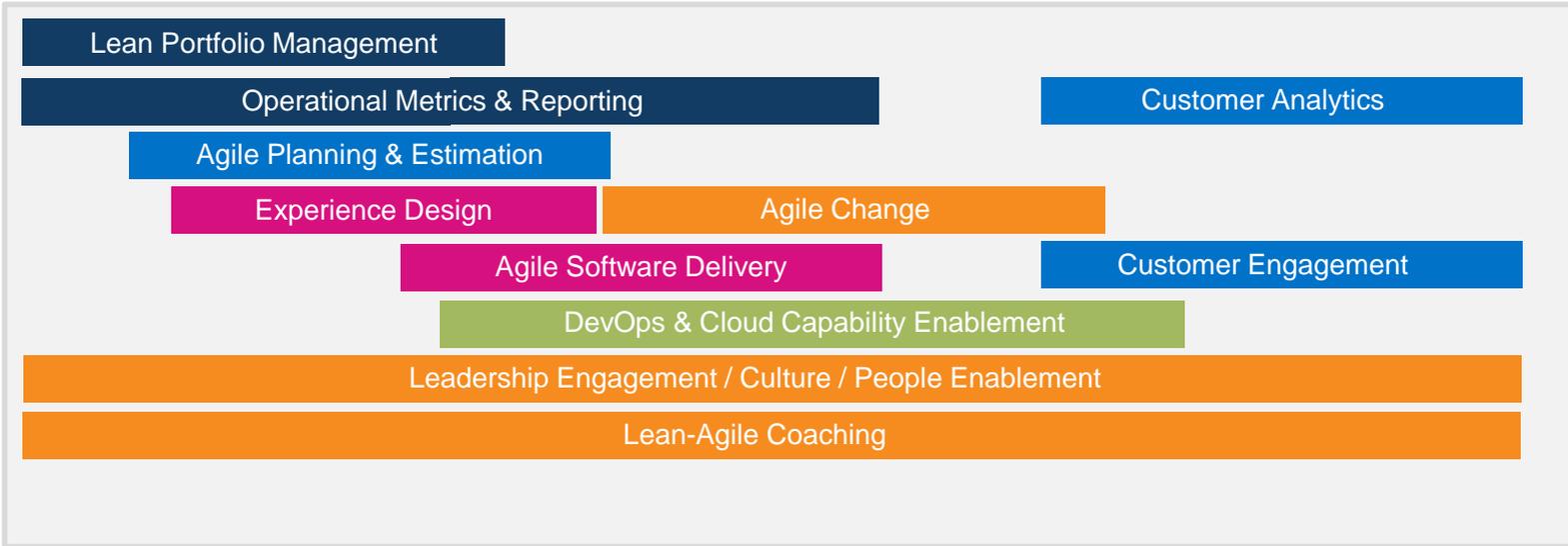
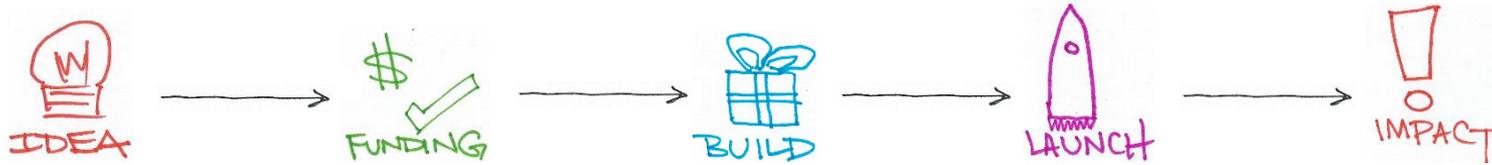
Presentation and toolkit can be downloaded at
AgileMindsetFramework.com



WHAT WOULD YOU SAY....

YOU DO HERE?

What is *Enterprise Agile*?



Functional Area

- PPM / Governance
- Product Management
- IT Development
- IT Operations
- Change Enablement

Common Approach to Enterprise Agile Adoption



Common Approach to Enterprise Agile Adoption



Common Approach to Enterprise Agile Adoption



The Building Blocks of Your Lean-Agile Culture Transformation

Lean-Agile
Strategy,
Funding &
Roadmap
Creation

People
Enablement &
Culture

High
Performance
Agile
Coaching

ALM
Integration
& Business
Intelligence

Lean Product
Lifecycle

Continuous
Value Delivery

Cross-Functional Leadership

The Building Blocks of Your Lean-Agile Culture Transformation

People
Enablement &
Culture

Cross-Functional Leadership

CULTURE is...

learned, and shared...

behaviors

attitudes

values

decision making

transmitted through
people's experiences

practices

"the way we do things
around here"

beliefs

leadership styles

CULTURE



Culture is continually cited as the #1 reason for failed adoption of agile

#1

Ability to change organizational culture

46% of respondents cited as the #1 barrier to further adoption of Agile

- 2016 State of Agile Survey, VersionOne

#1

People Behavior Change

59% of respondents cited as the #1 barrier to adoption of agile

- Forrester's Q2 2015 Global Agile Software Application Development Online Survey



What are Common Challenges to Scaling Agile Related to People and Culture?

Organizational culture conflicts with Agile

Training is delivered as a one-and-done

Waterfall behaviors are still reinforced

Leaders do *not* actively sponsor Agile

The organizational structure and functional manager role is *not* addressed

Organizational culture conflicts with Agile

Training is delivered as a one-and-done

Waterfall behaviors are reinforced

Leaders do not active sponsor Agile

The organizational structure and functional manager role is *not* addressed

New shared experiences lead to new beliefs...

Through our actions,
we achieve **RESULTS**

And those inform
our **ACTIONS**

And these shape
our **BELIEFS**

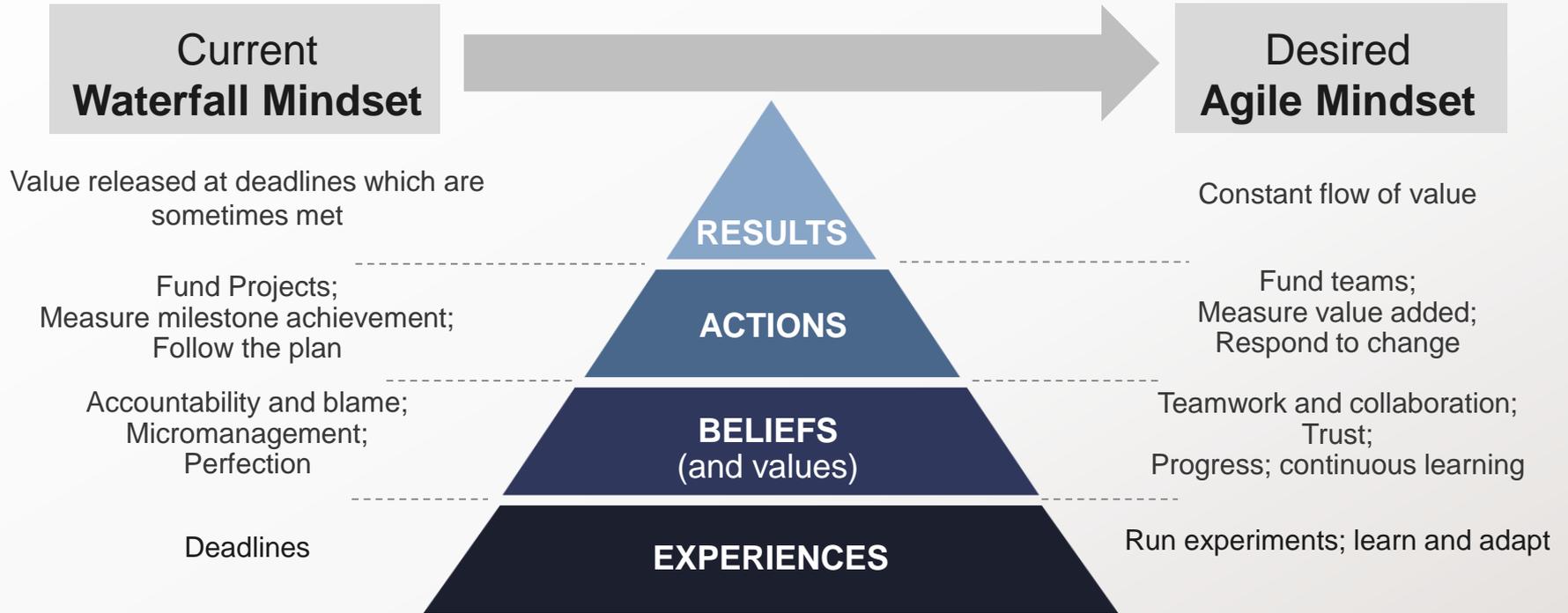
We learn through our
interactions, our **EXPERIENCES**



Changing our beliefs...



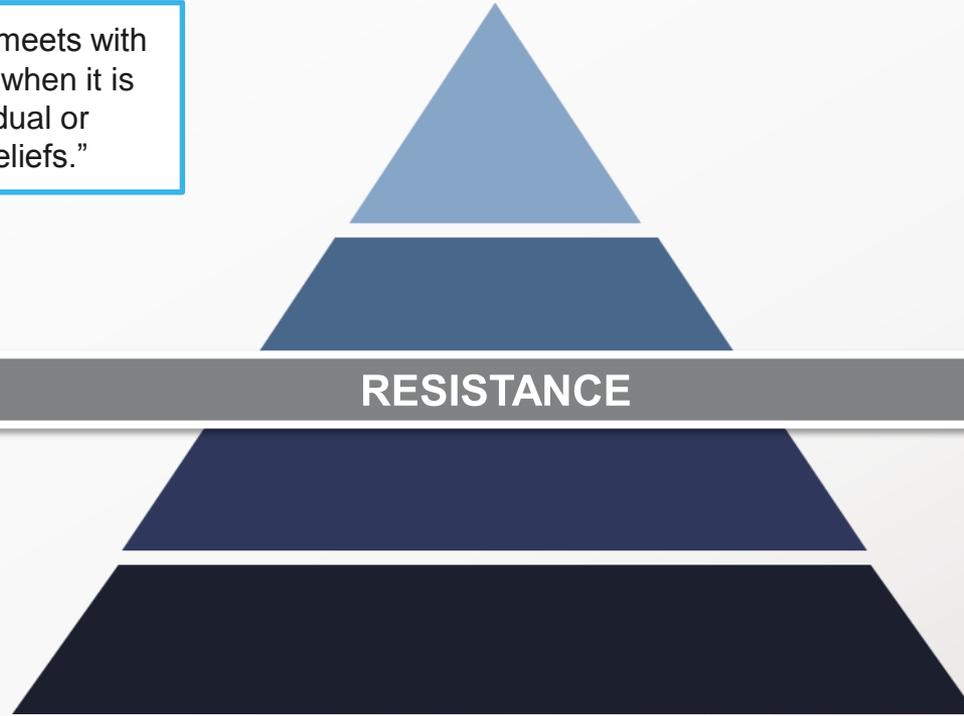
The culture that got you *here* won't get you *there*



Adapted from: "Results Pyramid" is a copyright of Partners in Leadership LLC

Change Culture by Shifting BELIEFS

“Mandated” change meets with extreme resistance when it is counter to individual or organizational beliefs.”



The most effective way to bring about change is to lead individuals and the organization through new experiences that result in a shift in beliefs.

SOURCE: CHANGE THE CULTURE, CHANGE THE GAME:
The Breakthrough Strategy for Energizing your Organization and Creating Accountability for Results

Baseline Assessment

Capture Your Current Organizational Culture with Hard Data

Agility

In the questions below, please **rank how strongly you agree or disagree** with these statements about your Organization's ability to adjust quickly to changing needs and requirements.

We welcome changing requirements, even late in development

Strongly Disagree Strongly Agree Unsure or N/A

We deliver software in frequent increments, from every couple of weeks to every couple of months, with preference to shorter timescale

Strongly Disagree Strongly Agree Unsure or N/A

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly

Strongly Disagree Strongly Agree Unsure or N/A

Consider Measures Related to:

- Agility
- Strategic Alignment and Prioritization
- Servant Leadership
- Communication and Collaboration
- Customer Engagement
- Continuous Learning
- Continuous Improvement
- Innovation and Risk Taking

#3: Get Feedback

Continue to Monitor Your Cultural Transformation

Baseline Enterprise
Agile Culture and
Readiness
Assessment



Pulse Survey
to monitor
Engagement and
Adoption



Pulse Survey
to monitor
Engagement and
Adoption

Intentionally defining the desired culture

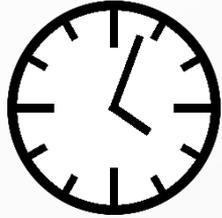
Training is delivered as a one-and-done

Waterfall behaviors are reinforced

Leaders do *not* actively sponsor Agile

The organizational structure and functional manager role is *not* addressed

Our learning experience



Delayed Application

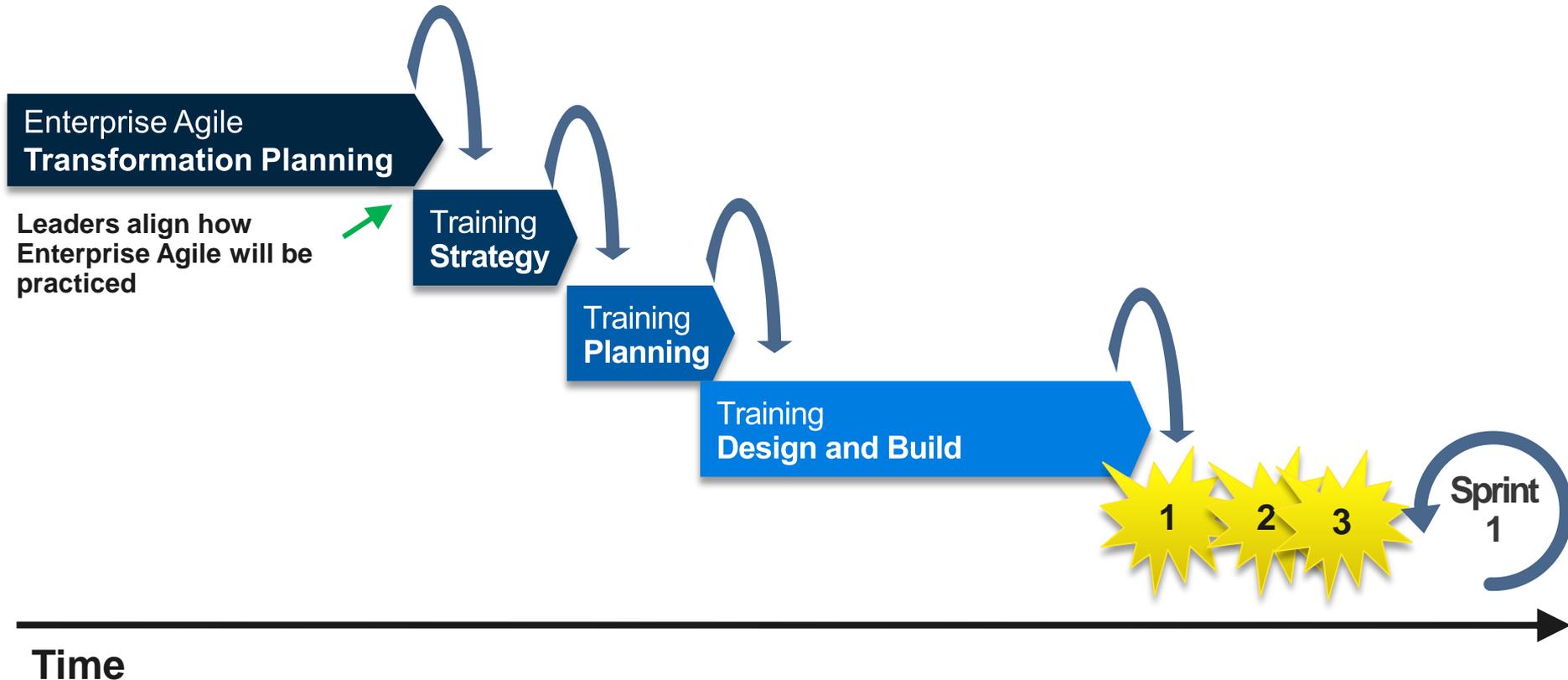


Excessive Content

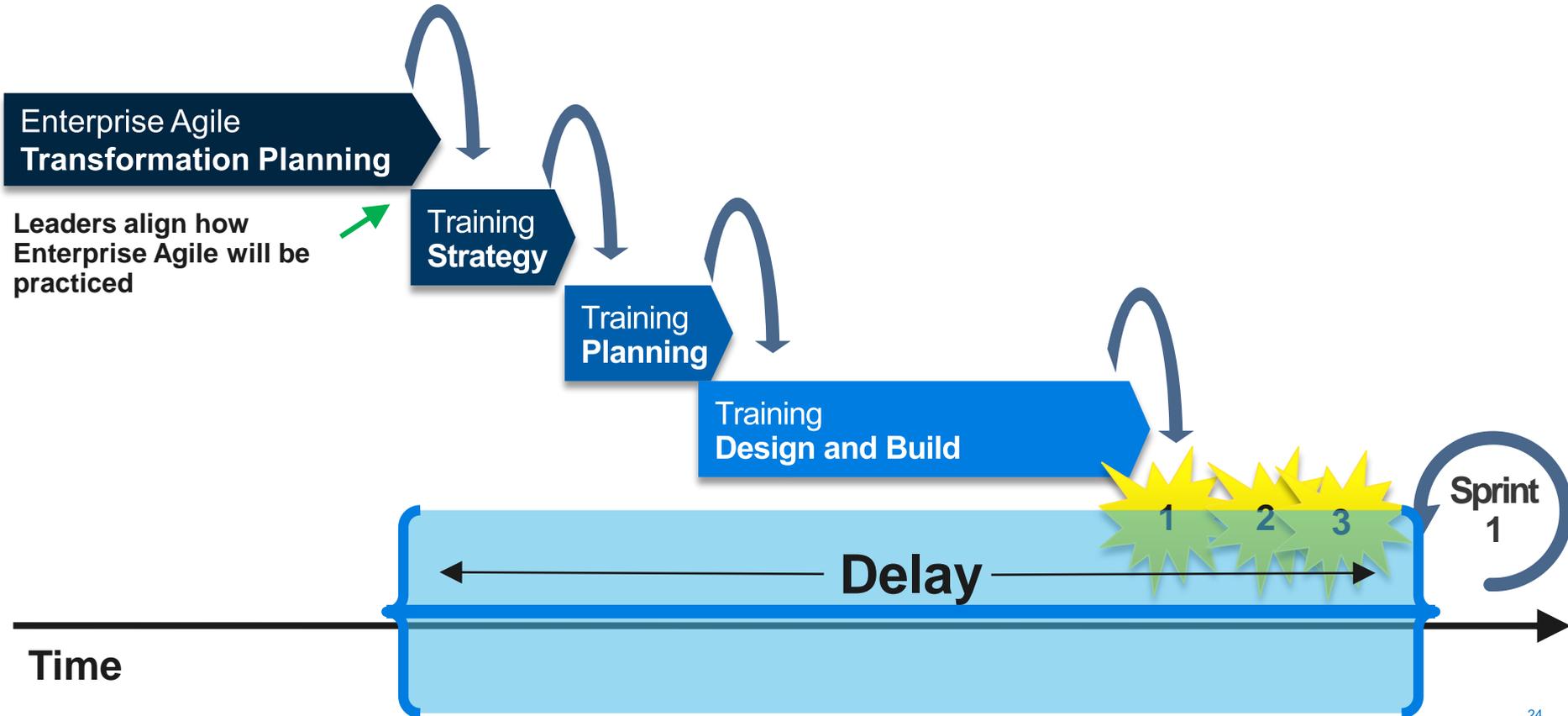


Generic Target Audience

Waterfall Training Development Delays Transformation



Waterfall Training Development Delays Transformation

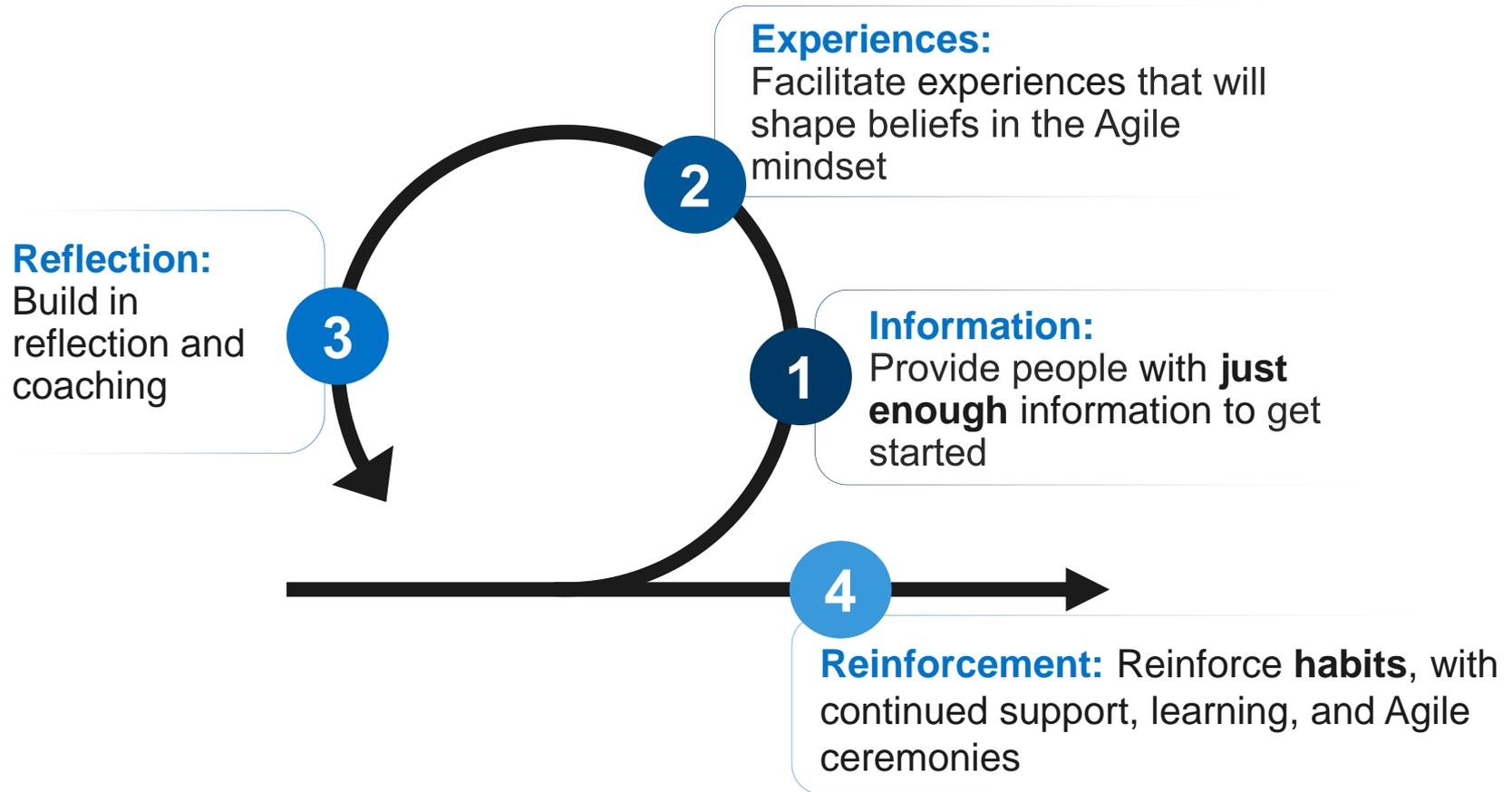




} **Training** impacts
what we **know**

} **Experiences**
impact what we
believe

Learning is a Journey, not an Event



Intentionally defining the desired culture

Training is delivered as a one-and-done

Waterfall behaviors are reinforced

Leaders do *not* actively sponsor Agile

The organizational structure and functional manager role is *not* addressed

What are

Rewards and Recognition...

praise

feeling empowered

awards

feedback

Performance
Reviews

Bonus pay /
performance pay

feeling trusted

Enjoying work

having blockers removed

**Not always formal and
monetary**

Competencies and Metrics

Performance Measurement based on Team

Performance feedback should be given (and sought) regularly – immediately when appropriate. Individual recognition should come from team members only – not outside of the team. Team-based performance feedback should be sought from outside of the team.

Likely not
thinking
Agile

Thinking
as an Agile
Enterprise

- Individual performance is measured annually / semi-annually
- Stack ranking of individuals within organizations

- Measure performance as a team, but...
- Separate bonuses for individuals

- 360 degree feedback, but still individual
- Separate bonuses for individuals

- Team-based evaluations
- Bonused on team results
- Peer-based rewards

- Situational, regular feedback (not saving it for reviews)
- Bonus structure that does not drive competition

Intentionally defining the desired culture

Training is delivered as a one-and-done

Waterfall behaviors are reinforced

Leaders do not *actively* sponsor Agile

The organizational structure and functional manager role is *not* addressed

Reasons Leaders Resist...

Believe the transformation will be **expensive**

Do not feel a **sense of urgency**

Were left out of the **decision and design**

Do not understand the commitment

Do not understand **their role or status** in an Agile organization

They **do not know** how to change or where to start

Business Targets will be disrupted by a transformation

They are afraid of a **reduction in force**

They do not have **time for training**

They don't want to let go of the perceived **control** they feel from waterfall metrics, reporting, and planning

Command and control behavior has been successful so far

Reason for Resistance: They do not have time for training

Leaders must champion Agile behaviors



**Create a
series of
brief learning
opportunities**



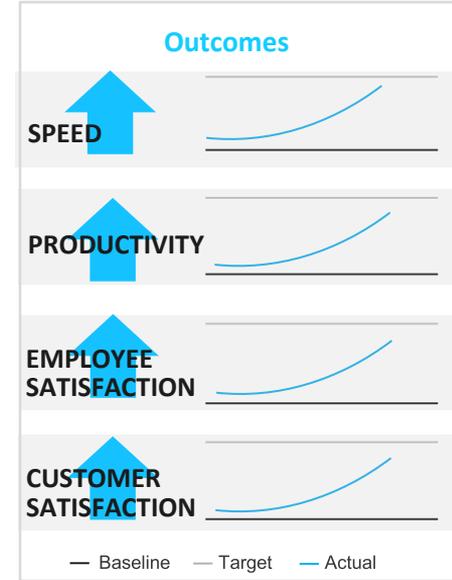
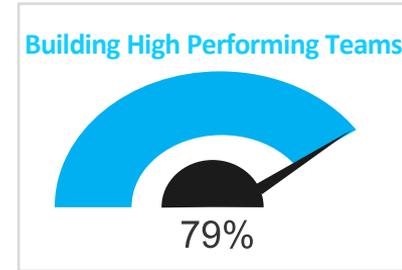
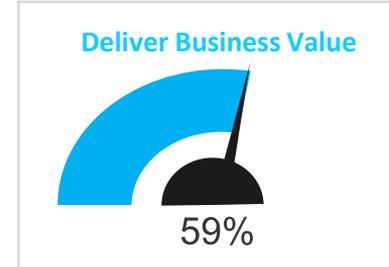
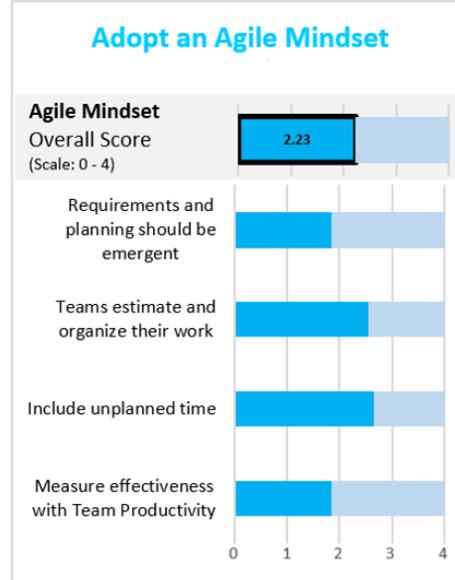
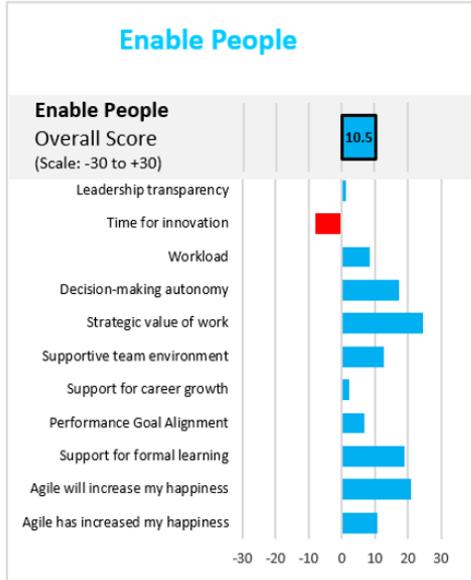
**And can flex
to the
leader's
schedules**



**That contain
only what the
leader needs
to know**

Reason for Resistance: They don't want to let go of the perceived control they feel from waterfall metrics, reporting, and planning

Create Executive Dashboards



Intentionally defining the desired culture

Training is delivered as a one-and-done

Waterfall behaviors are reinforced

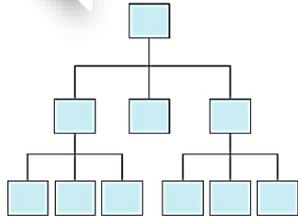
Leaders do *not* actively sponsor Agile

The organizational structure and functional manager role is *not* addressed

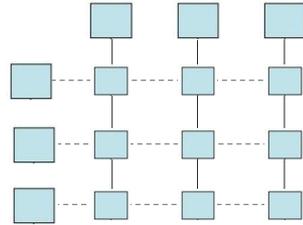
Shift management away from the top-down structure

Likely not thinking Agile

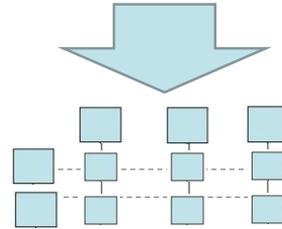
Thinking as an Agile Enterprise



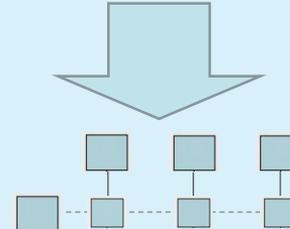
- Empire building
- Employees are limited based on quality of managers
- Employment based on rigid job description



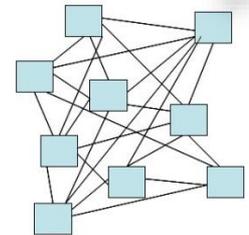
- Have teams, but reporting outside of those teams
- Competing goals for departments
- Using terms but not understanding



- Working to reduce hierarchy
- X functional teams
- Managers trying to empower
- Pockets of agile
- Dedicated time to working together



- Interaction with all staff levels
- Flattened org.
- Work brought to teams vs teams formed around projects



- Self-management
- Pursuing holacracy
- Ability to change responsibilities over time

How do Manager roles change?

Manage the system

Coach

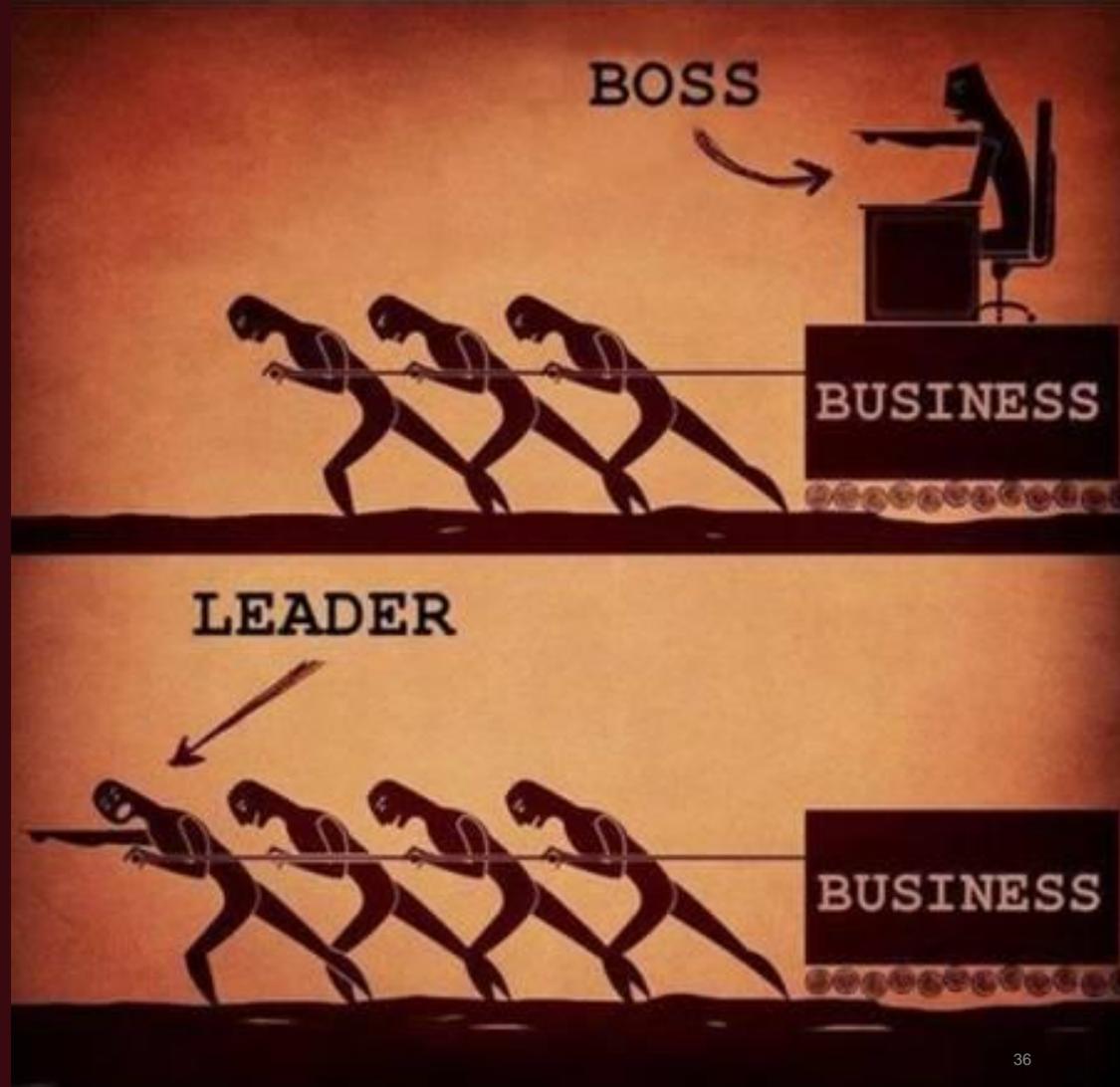
Provide vision

Remove blockers

Research new technologies,
methodologies, and ways of
working

Break silos

Focus on strategic activities



What is one take-away that you can implement in your organization?

Organizational culture conflicts with Agile

Training is delivered as a one-and-done

Waterfall behaviors are still reinforced

Leaders do *not* actively sponsor Agile

The organizational structure and functional manager role is *not* addressed

Let's connect:

AgileMindsetFramework.com



slalom

Mikelle Parnes

*Organization Effectiveness
Solution Architect*

c 303-548-7311

e mikellep@slalom.com



slalom

Randy Hale

Enterprise Agility Ecosystem Architect

c 720-279-4373

e randyh@slalom.com



slalom

slalom.com

© 2015 Slalom, LLC. All rights reserved. The information herein is for informational purposes only and represents the current view of Slalom, LLC, as of the date of this presentation.
SLALOM MAKES NO WARRANTIES, EXPRESS, IMPLIED, OR STATUTORY, AS TO THE INFORMATION IN THIS PRESENTATION.