



BUILDING AN AGILE ENTERPRISE

— *Introducing systems that create the
conditions for change ...*


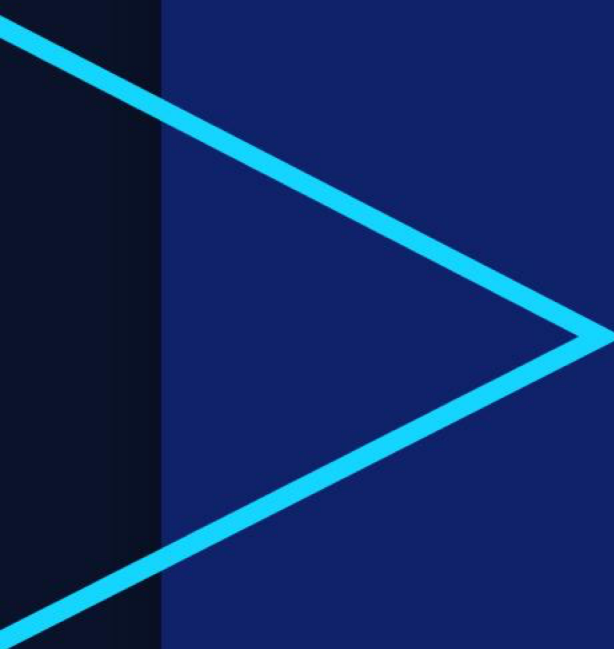
CHRIS BEALE




For Agile to thrive at scale, it's going to require more than just building agile teams. it's going to require an entirely new ecosystem.



— **#ELEVATEAGILE2019**



AN ECOSYSTEM FOR WHAT EXACTLY?



AN ECOSYSTEM FOR WHAT EXACTLY?

WHAT ARE WE ACTUALLY GOING TO CHANGE?

FROM

Planning/Defining projects and then resourcing them

Fractionalizing people across numerous projects simultaneously

Managing people by assigning them tasks

Trying to discover and nail down every last detail up front

Holding the business to a committed scope

Moving very large batches of work through functional silos

TO

Forming stable teams and bringing them business problems

Allowing people to focus on and solve one problem at a time

Letting people self-manage and “pull” the next work item

Developing detail as-needed according to “Last Responsible Moment”

Allowing the business to continuously explore, learn, and change

Flowing very small batches of work through cross-functional teams



**MOST ORGANIZATIONS
ARE NOT DESIGNED
FOR TEAMING**



WHEN IT COMES TO TEAMING AND COLLABORATIVE PROBLEM SOLVING, HOW SUPPORTIVE IS YOUR ORGANIZATIONAL ECOSYSTEM?





**MOST ORGANIZATIONS
ARE NOT DESIGNED
FOR CHANGE**



WHAT DO WE HAVE TO CHANGE TO CHANGE?

"Every system is perfectly designed to get the results it gets."

- W. Edwards Deming

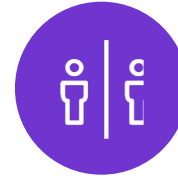
"All organizations are perfectly designed to get the results they are now getting. If we want different results, we must change the way we do things."

- Tom Northrup



UNALIGNED LEADERSHIP

- *Un-Aligned Executive Leaders*
- *The Leaders that follow them*
- *The "Frozen Middle"*



COMPETING "EXPERTS"

- *Employees*
- *Contractors*
- *Consultants*



UNALIGNED ORGANIZATIONS

- *PMOs/EPMOs*
- *COEs/Shared Services*
- *Horizontals (HR, Finance, Facilities, Legal ...)*



OPERATING SYSTEMS

- *Funding*
- *Governance*
- *Performance Management*



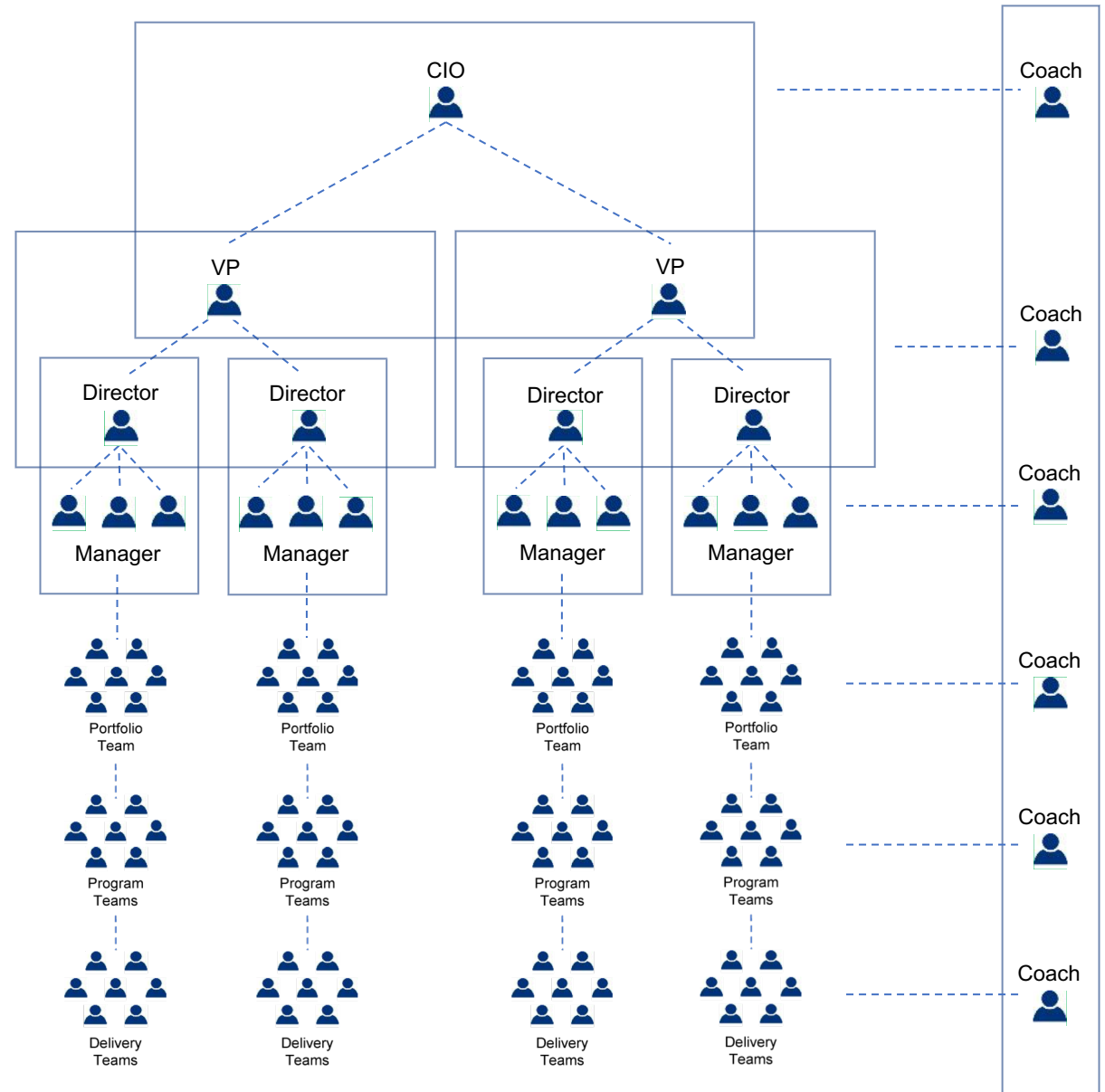
In order to change your organizations/systems, you have to introduce systems that will support and manage the change.



— **#ELEVATEAGILE2019**

CHANGE LEADER TEAMS/LATTICE

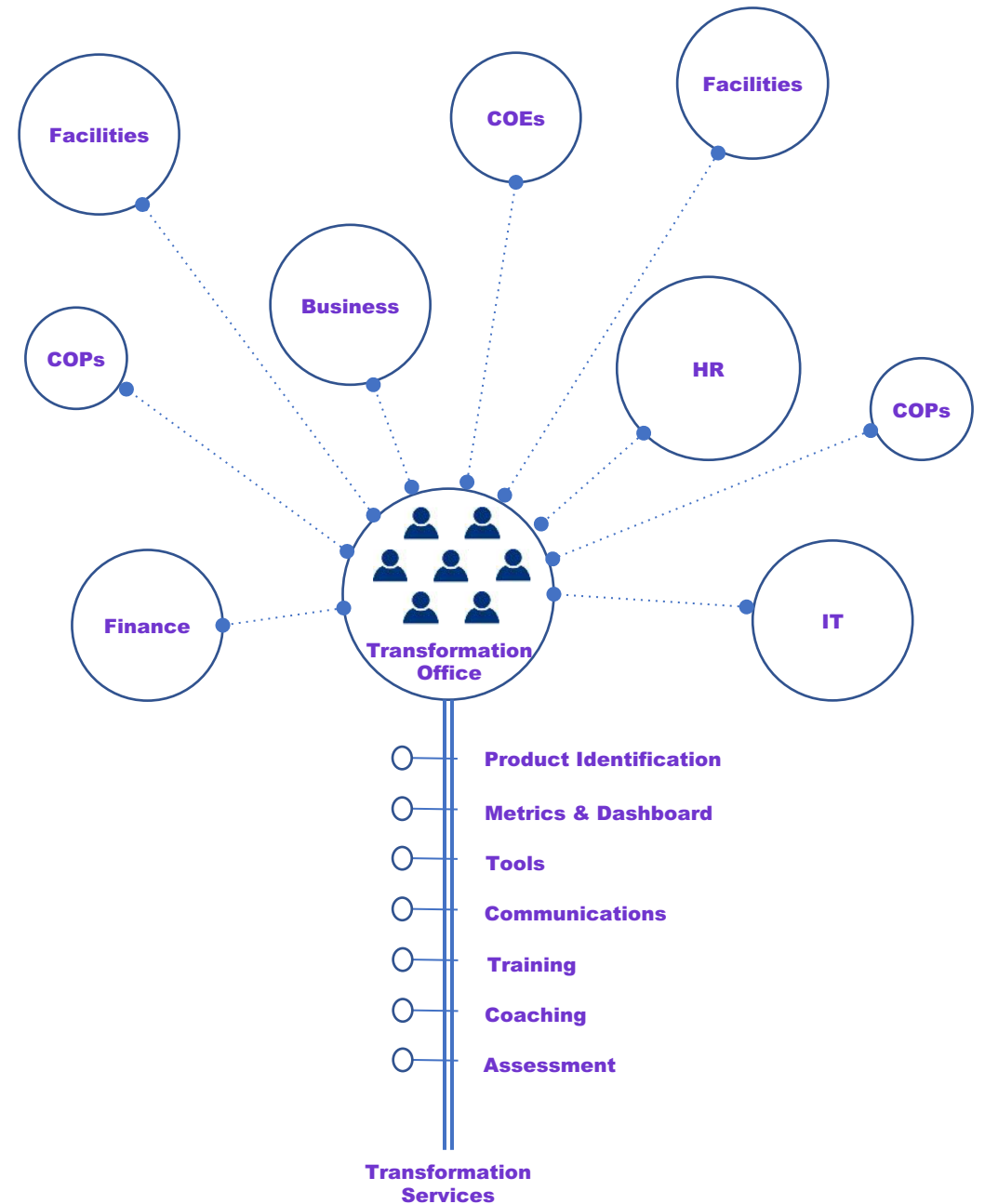
- Aligns Leaders at all levels of the organization to a Single True North.
- Prevents the transformation from being “subordinated” at any managerial level.
- Elevates issues and impediments to the level of the organization that can address them.



SYSTEMS FOR CHANGE

TRANSFORMATION OFFICE

- Brings all of the experts together to define and align around a single True North.
- Connects and aligns various functions within the organization into a cohesive change network.
- Organizes and leverages internal and external resources into Transformation Services.



SYSTEMS FOR CHANGE

OUTCOME-BASED PLANS

- Breaks down big changes into smaller changes and then even smaller achievable changes.
- Provides coaches and teams feedback on how the change is going and where to go deeper.
- Creates measurability and transparency as to how the larger transformation is performing.

Outcome	1. Form Team	2. Introduce SoD	...
Learning Outcomes	Team is able to work as an agile team	Team has started to work as an agile team	...
Success Criteria	<ul style="list-style-type: none"> - Members are full-time - Members are collocated - Members have established team working agreements - Members have been trained on agile fundamentals - Members have been trained on how to use a team room 	<ul style="list-style-type: none"> - Team metrics have been baselined - Team is conducting stand-ups - Team is retrospecting - Team is story writing - Team members are pulling work items 	
Learning Activities	<ul style="list-style-type: none"> - Agile Fundamentals Training - Working Agreements Workshop - Team Room Training 	<ul style="list-style-type: none"> - Story Writing Workshop - Sizing Workshop - GoKanban Game 	...
Assessment	Show the Coach	Online Diagnostic	...



**SO WHAT HAVE
WE LEARNED?**



WHAT HAVE WE LEARNED?

IF YOU WANT TO TRANSFORM TO AN AGILE SYSTEM OF DELIVERY, YOU NEED TO ESTABLISH A SYSTEM OF TRANSFORMATION

- *Systems that align Leadership from top-to-bottom to one True North*
- *Systems that harmonize the competing voices and forces in the organization*
- *Systems that elevate changes to the levels of the organization that can make them*
- *Systems that harness and leverage the full resources of the organization into the change*
- *Systems that bring about large changes via many small, measurable, bite-sized changes*

**IF YOUR ORGANIZATION ISN'T DESIGNED FOR CHANGE,
IT'S IRRATIONAL TO EXPECT THAT IT WILL CHANGE
EVEN IF YOU WANT IT TO.**