



WHAT EVERY AGILE ORGANIZATION HAS IN COMMON

— *An inside look into Agile stuff*

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OVERVIEW

LET'S AGREE NOT TO REINVENT THE WHEEL

Over the last 20 years, the patterns of what leads to successful organizational Agility has become clear.



ALIGN THE STRUCTURE



**TARGET GOVERNANCE TO
THE FLOW OF OUTCOMES**



**MEASURE VALUE
DELIVERY**



LEAD THE SYSTEM



STRUCTURE OF THE ORGANIZATION IS ALIGNED

Align organizational structure with customer problems.



STRUCTURE OF THE ORGANIZATION IS ALIGNED



ALIGN THE STRUCTURE

BUILT AROUND

TEAMS

- *Relatively persistent teams.*
- *Encapsulate dependencies where ever possible.*
- *Have teams that orchestrate dependencies that can't be encapsulated.*

CONNECTED TO

OUTCOMES

- *Teams have to be connected all the way through portfolio to actually servicing capability or product value propositions.*
- *There is shared ownership of achieving business outcomes while maintaining the ability to deliver in the future.*

ENABLED BY


TECHNOLOGY

- *Use architecture, DevOps, and technical craftsmanship to enable the alignment and flow of outcomes – not create additional dependencies.*



GOVERNANCE FOCUSED ON THE FLOW OF OUTCOMES

Governance is not about writing code faster – it's about delivering to the customer faster.



GOVERNANCE FOCUSED ON THE FLOW OF OUTCOMES



TARGET GOVERNANCE TO THE FLOW OF OUTCOMES

FASTER DECISIONS

- *Shift from controlling handoffs and accountability for artifacts to getting teams to focus on the flow of outcomes.*
- *Enable the right people to make decisions at the right time, with the right information.*

INTENTIONAL AGILITY

- *Governance sets the guardrails within which teams can operate so you can decision making can move closer to the work.*
- *Integrate supporting functions while removing bottlenecks to enable flow (e.g. Marketing, Legal, Compliance, Performance, Security, Operations, Support).*


OUTCOME FOCUSED

- *Plan against measurable outputs to customer outcomes to support prioritization and trade-offs.*
- *Use the feedback to validate assumptions – no more fire and forget.*



MEASURE VALUE DELIVERY

Success is measured relative to delivering to customers and the outcomes related to market strategy.



MEASURE VALUE DELIVERY



MEASURE VALUE DELIVERY

FLOW OVER UTILIZATION

- Get the best solution to the problem delivered in the nearest term possible by balancing capability and capacity.
- If you have utilization overages or shortfalls, you have flow or structural problems – fix those.

HEALTH OF CAPABILITIES

- Maintain the health of products and/or capabilities – a first class business' concerns.
- Measure where to improve the operating model and the progress you are making.


PROGRESS TOWARD VALUE

- Prioritize base on the next most important set of needs for your customers.
- Measure progress toward closing value proposition gaps – tie all work to strategic outcomes.



LEADERSHIP IS RESPONSIBLE FOR THE SYSTEM

Leaders understand their role in creating the conditions for Agility
to work.



LEADERSHIP IS RESPONSIBLE FOR THE SYSTEM

LEAD THE SYSTEM

PROTECT THE SYSTEM

- Protect capacity and balance demand – throttle work and focus on strategic outcomes.
- Reward the right behavior and change the incentive structures and accountability models accordingly.

IMPROVE THE SYSTEM

- Understand what comprises the system of delivery – structure, governance, measuring and managing flow.
- Focus on aligning and improving the system of delivery.
- Remove the dependencies and challenges that inhibit Agility.

LEAD THE SYSTEM

- Leaders create and sustain the conditions for success.
- Don't micromanage – construct a trusted system.



**SO WHAT HAVE
WE LEARNED?**



SO WHAT HAVE WE LEARNED?

KEY TAKEAWAYS



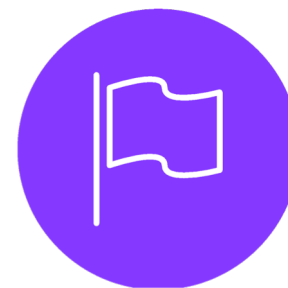
**ALIGN THE STRUCTURE
[TECHNOLOGY-BUSINESS]**



**GOVERN TO ENABLE THE
FLOW OF OUTCOMES**



**MANAGE & MEASURE
VALUE**



**LEADERS CREATE THE
CONDITIONS FOR SUCCESS**