ELEVATE AGILE 21

ENGAGING THE ENTERPRISE AT SCALE

HOW TO GET EVERYONE ELSE TO CHANGE

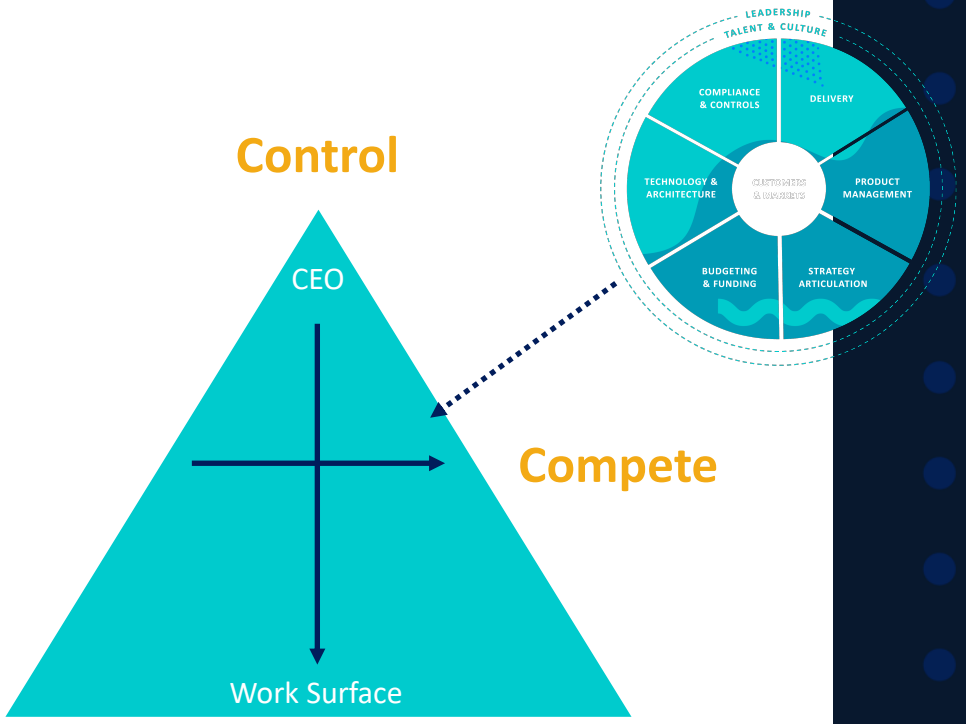
CHRIS BEALE

LEARNING FROM 10+ YEARS OF AGILE TRANSFORMATION

- 100+ Clients From Very Small to Very Large
- Numerous Industries and Verticals
- 100s of Expeditions Undertaken
- 1000+ Basecamps Achieved and Counting
- Inside and Outside of Technology

We’re learning a lot about what it means to align an organization’s Systems and Capabilities to their customers and markets.
(but there’s still a lot of learning left to do)

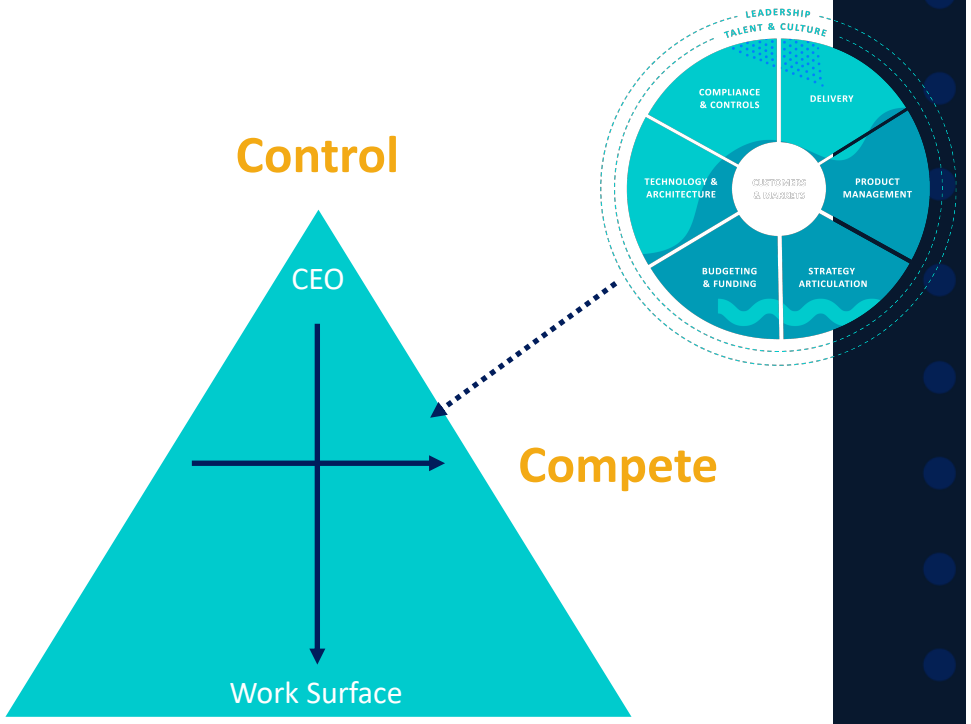
WHO IS “EVERYONE ELSE?”



When a system isn’t trustworthy,
the only reasonable option is to control it.

- Many organizations are intentionally designed to express control from the top to the work surface.
- Given the heroic/chaotic nature of many delivery organizations, establishing controls is not irrational.
- In IT these controls are often institutionalized in functions called the Business Office or Office of the CIO.
- Controls can also emanate from other horizontals such as HR, Finance, Legal, …

WHO IS ”EVERYONE ELSE?”



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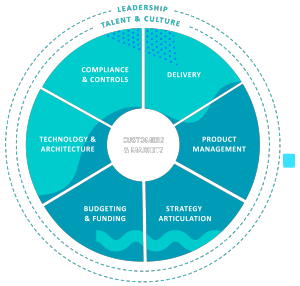
As product teams strive to achieve higher levels of business agility at scale certain tensions will be introduced and grow, certain exceptions will need to be granted, and certain opportunities to improve the organizational design will present themselves.

Tensions

Tensions form and grow as Agile Teams and Products attempt to increase their level of business agility in an Organization Design that is not transforming fast enough to support their progress.



ORGANIZATIONAL DESIGN

BECOME PREDICTABLE

REDUCE BATCH SIZE

BREAK DEPENDENCIES

INCREASE AUTONOMY

INVEST TO LEARN

Product Teams

B1

B2

B3

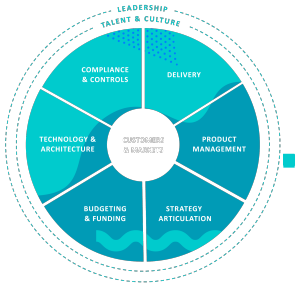
B4

B5

BASECAMPS

Exceptions

Exceptions will be required when changes are needed to the organizational design in order to move forward but the organization is constrained in its ability to adopt a new supportive design.



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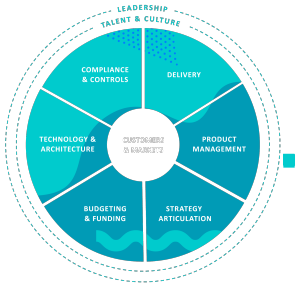
BASECAMPS

Opportunities

Opportunities to exploit progress and increase overall Enterprise Agility by improving the organizational design occur when a critical mass of Agile Teams and Products reach their target levels of Business Agility.



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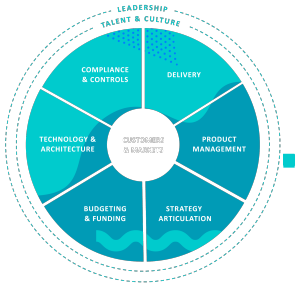

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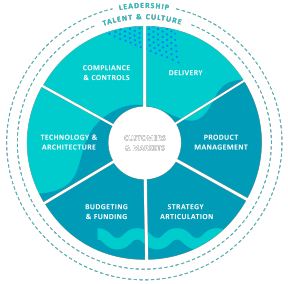

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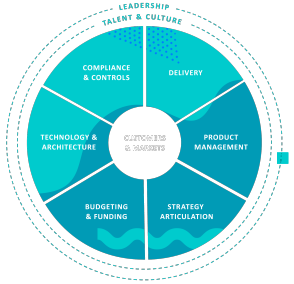

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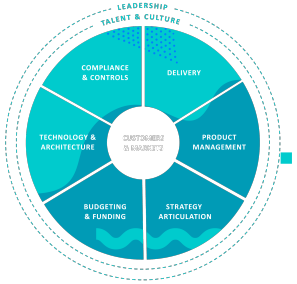

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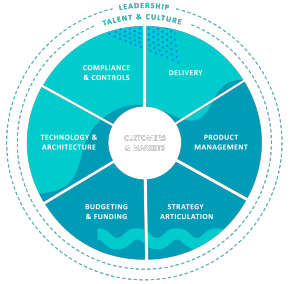

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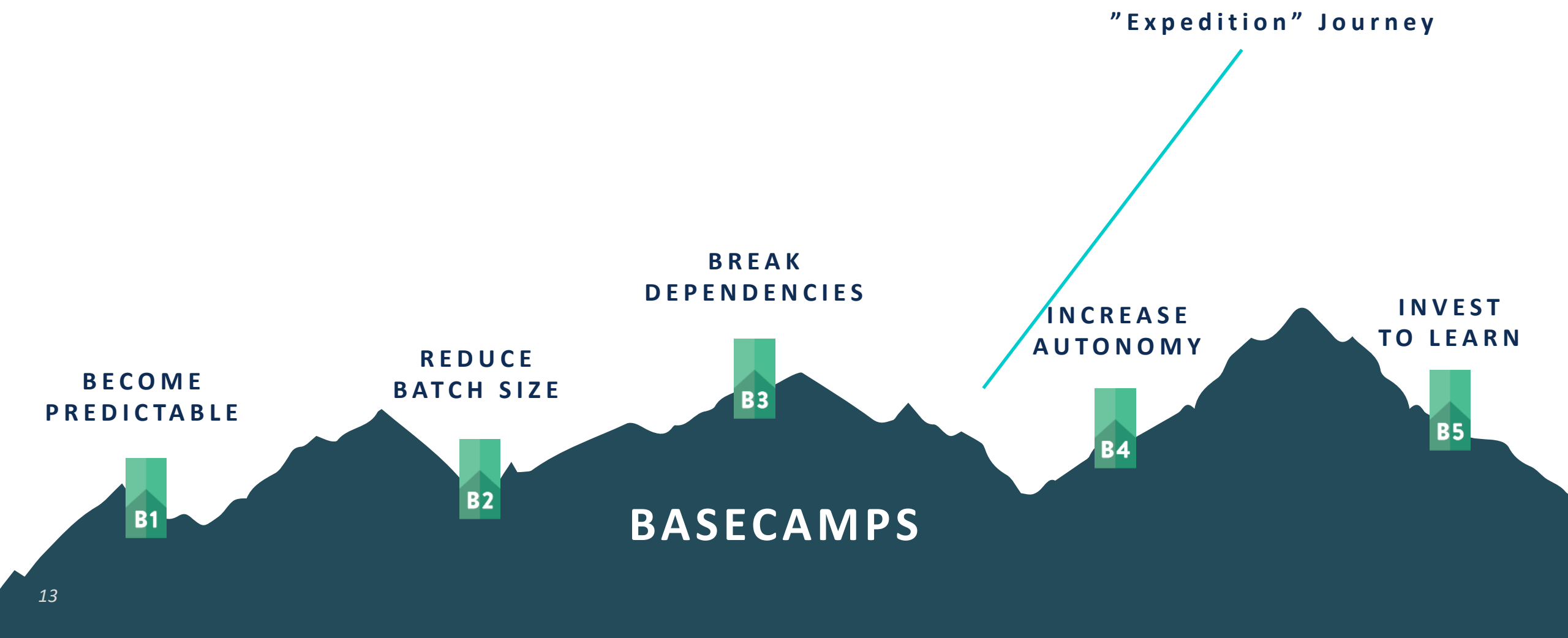
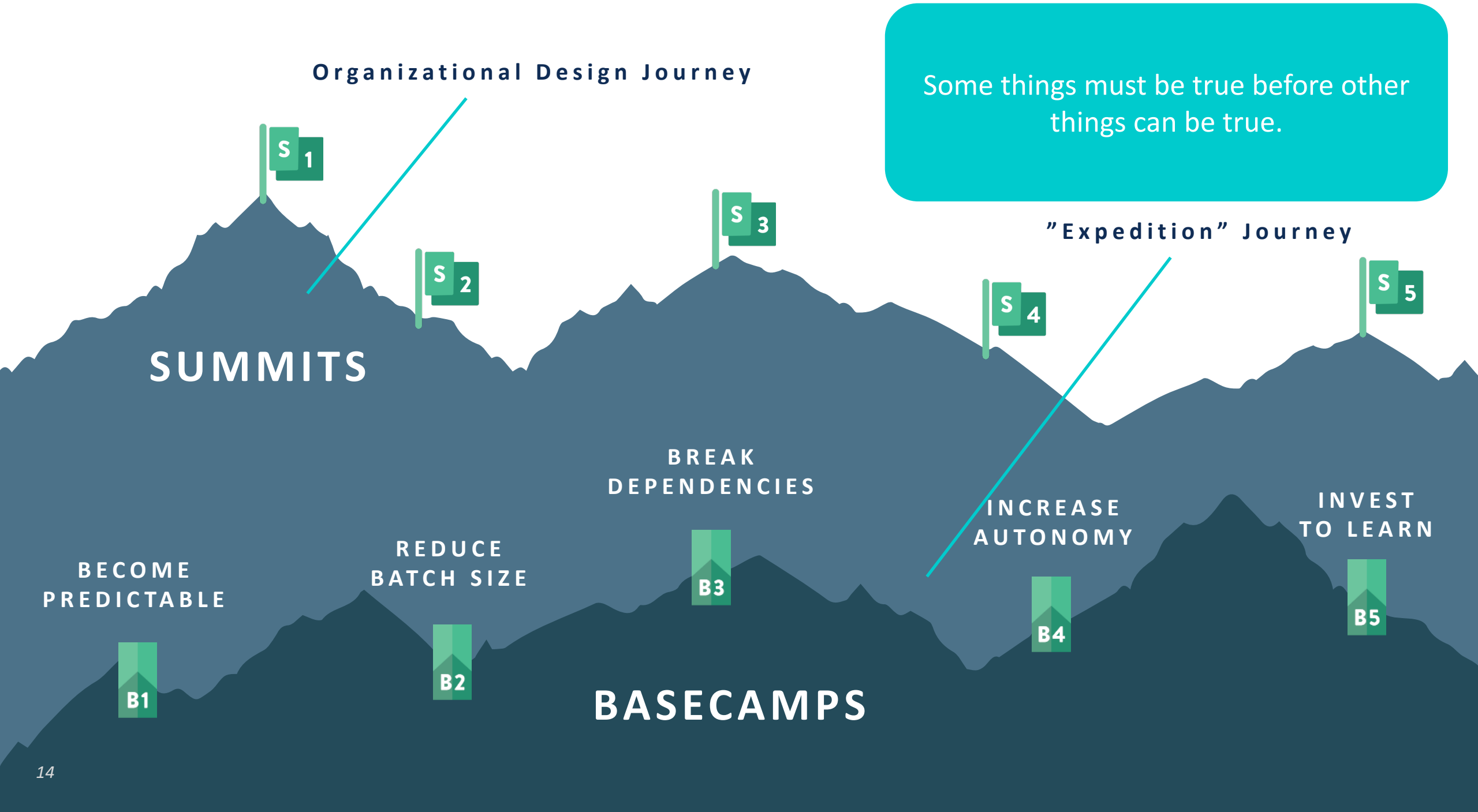
Some things must be true before other things can be true.




Organizational Design Journey
Some things must be true before other things can be true.
"Expedition" Journey
S 1
S 2
S 3
S 4
S 5
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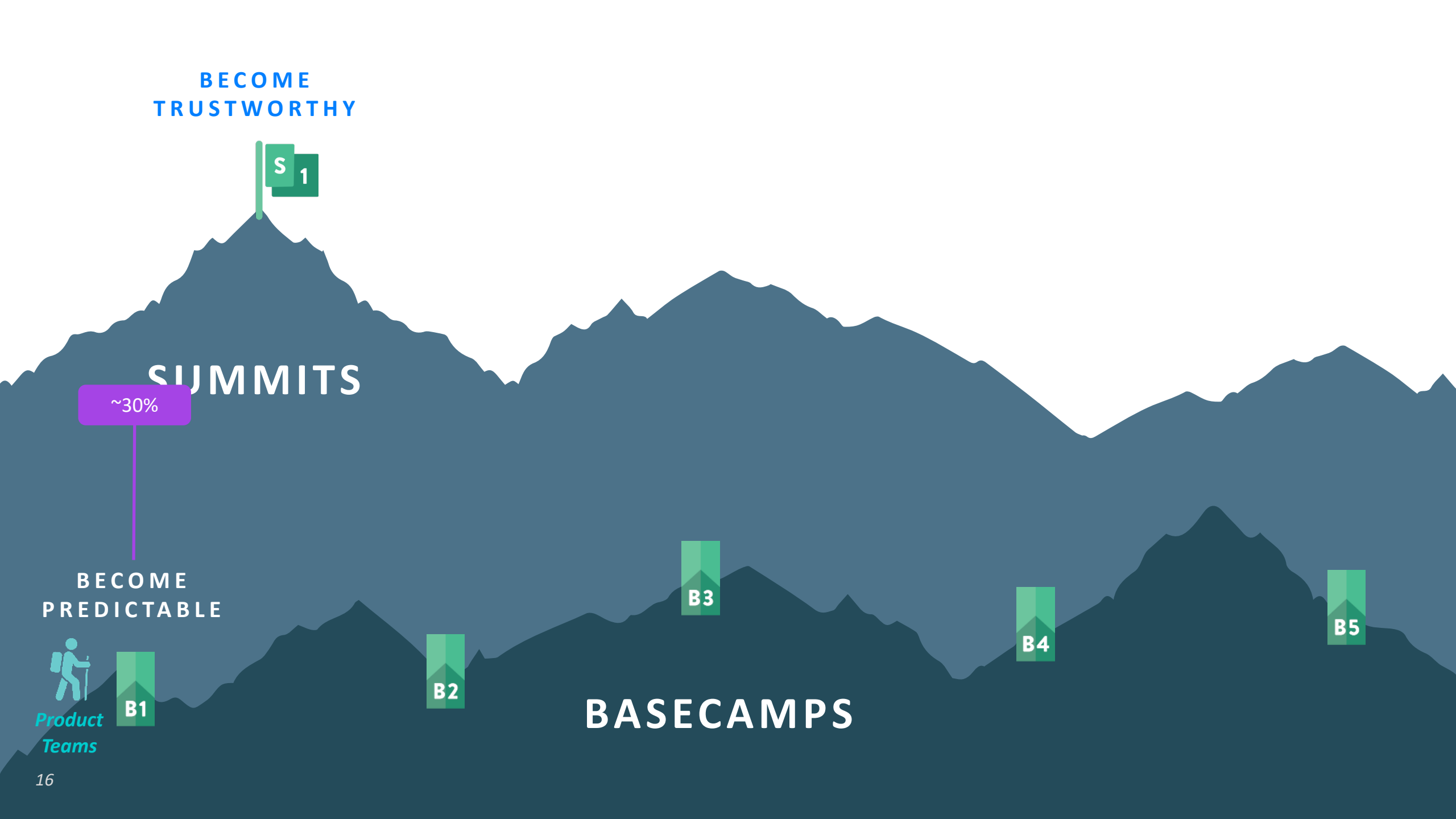
✓ *Product Teams*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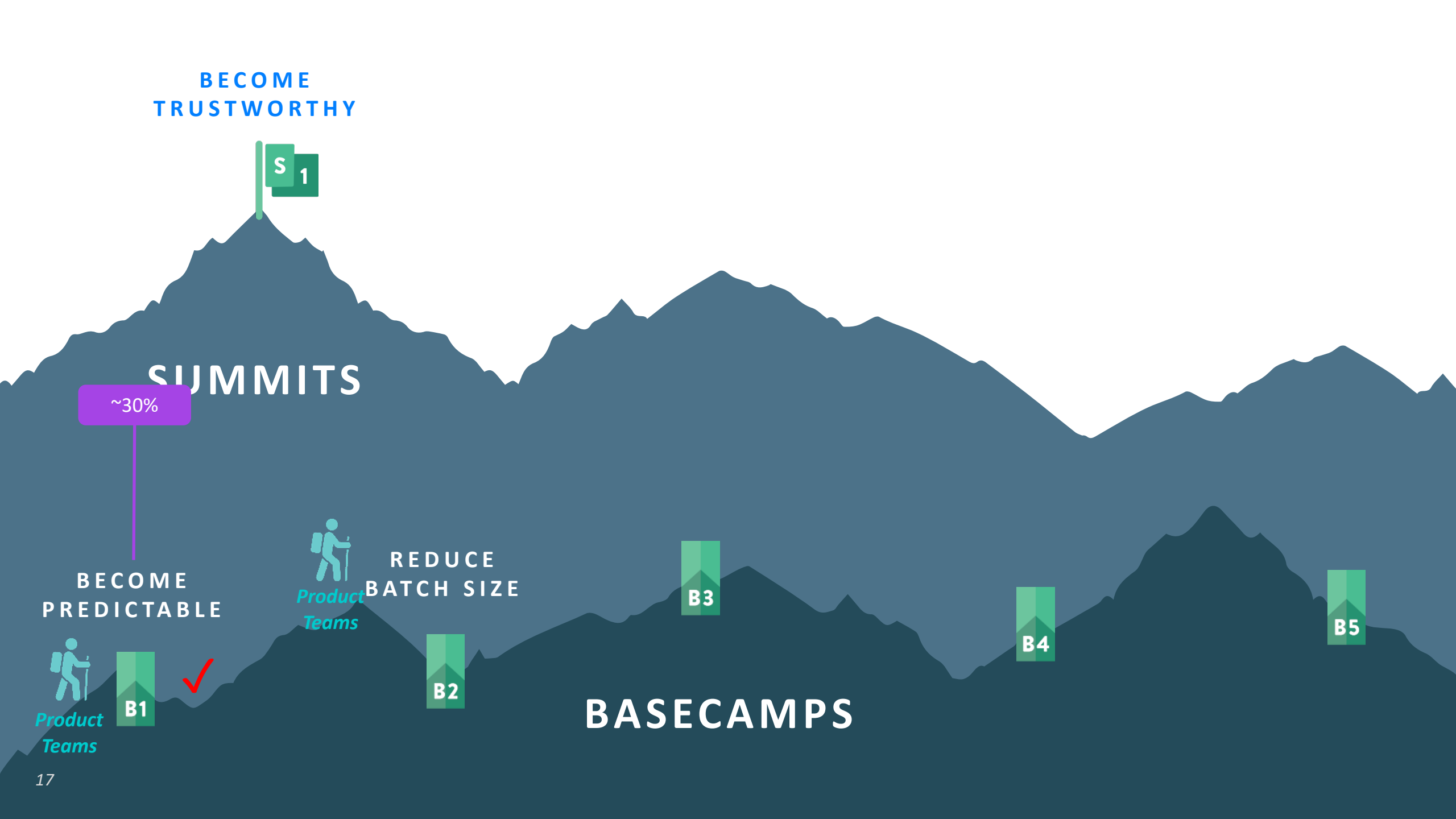
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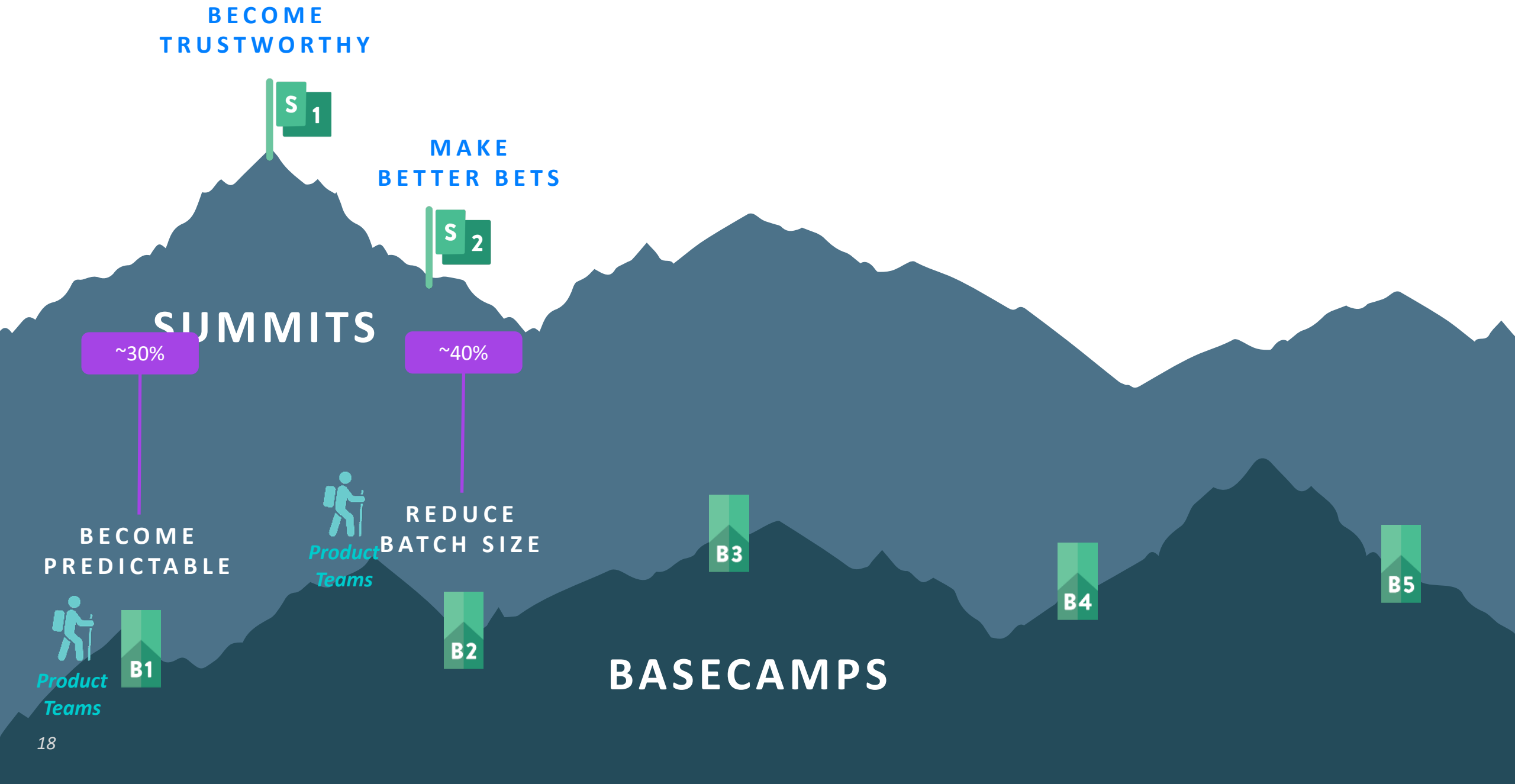
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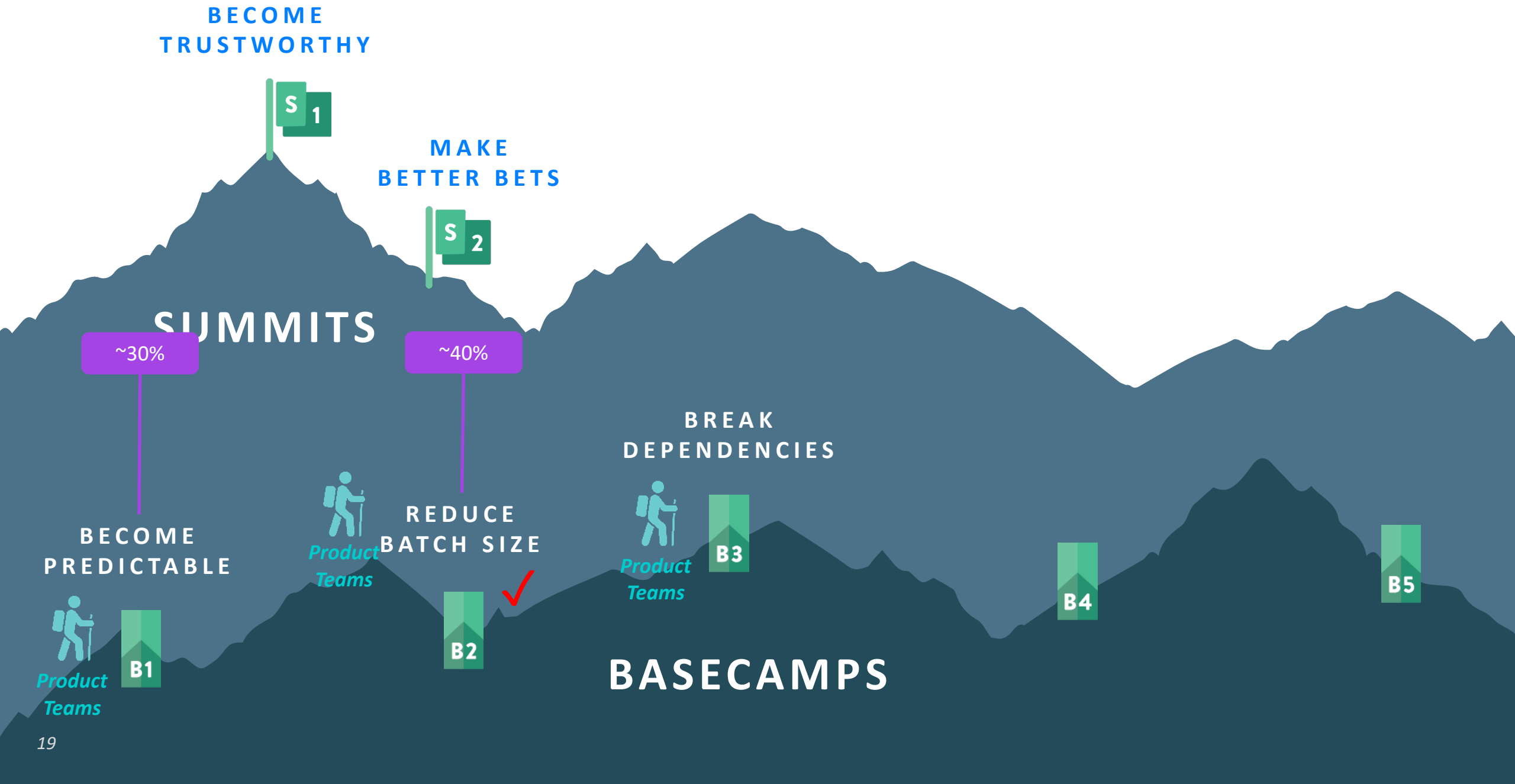
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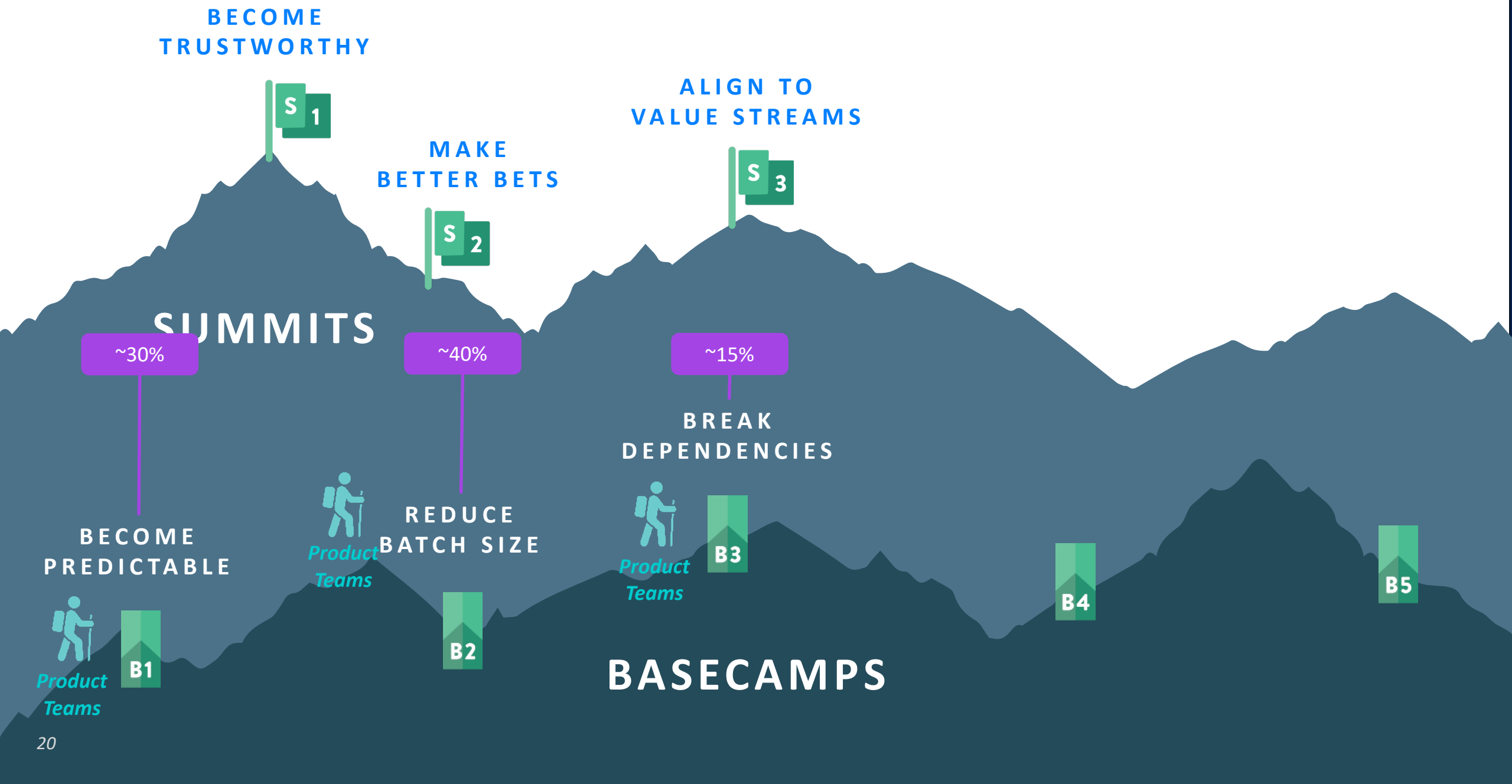
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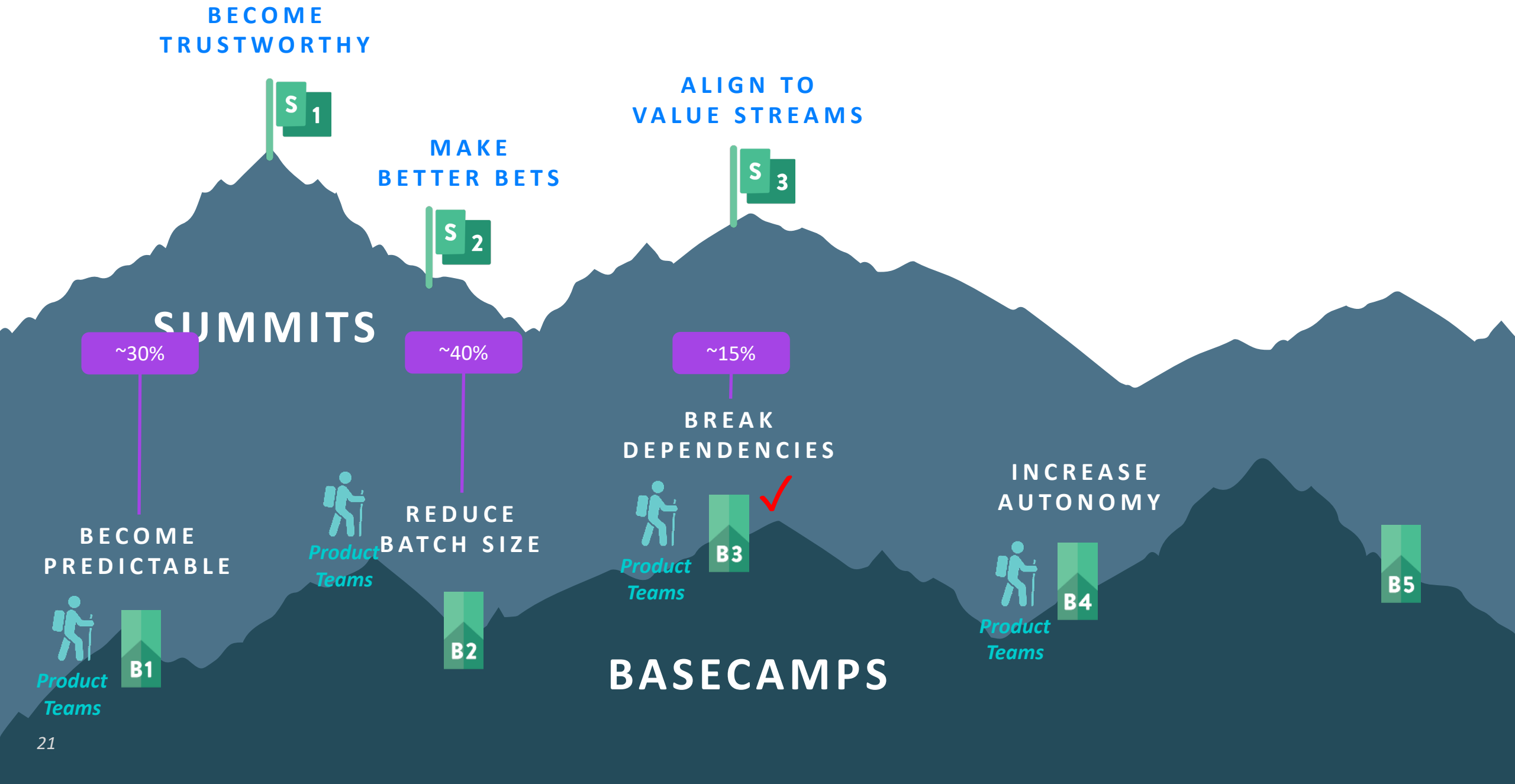
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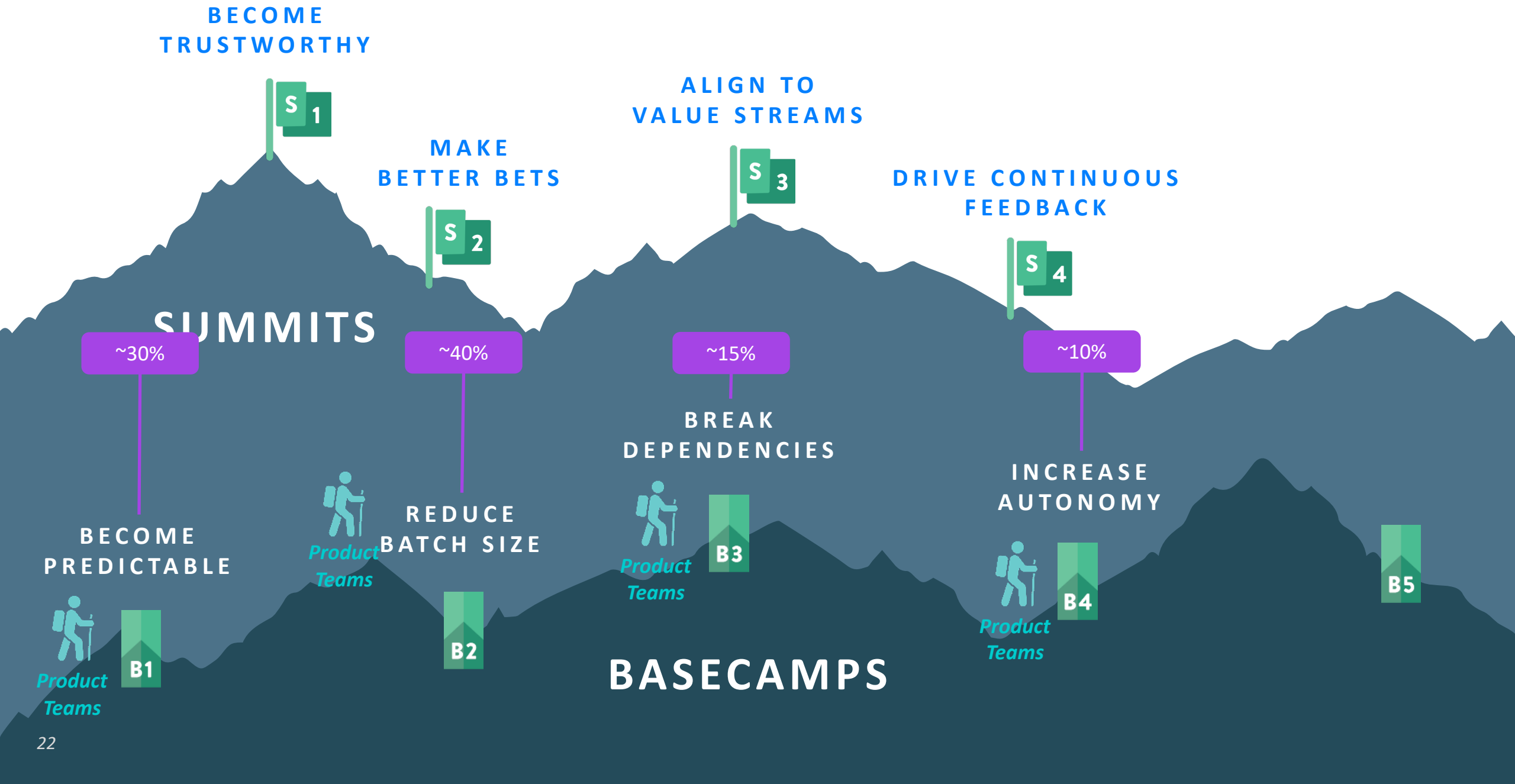
BECOME TRUSTWORTHY
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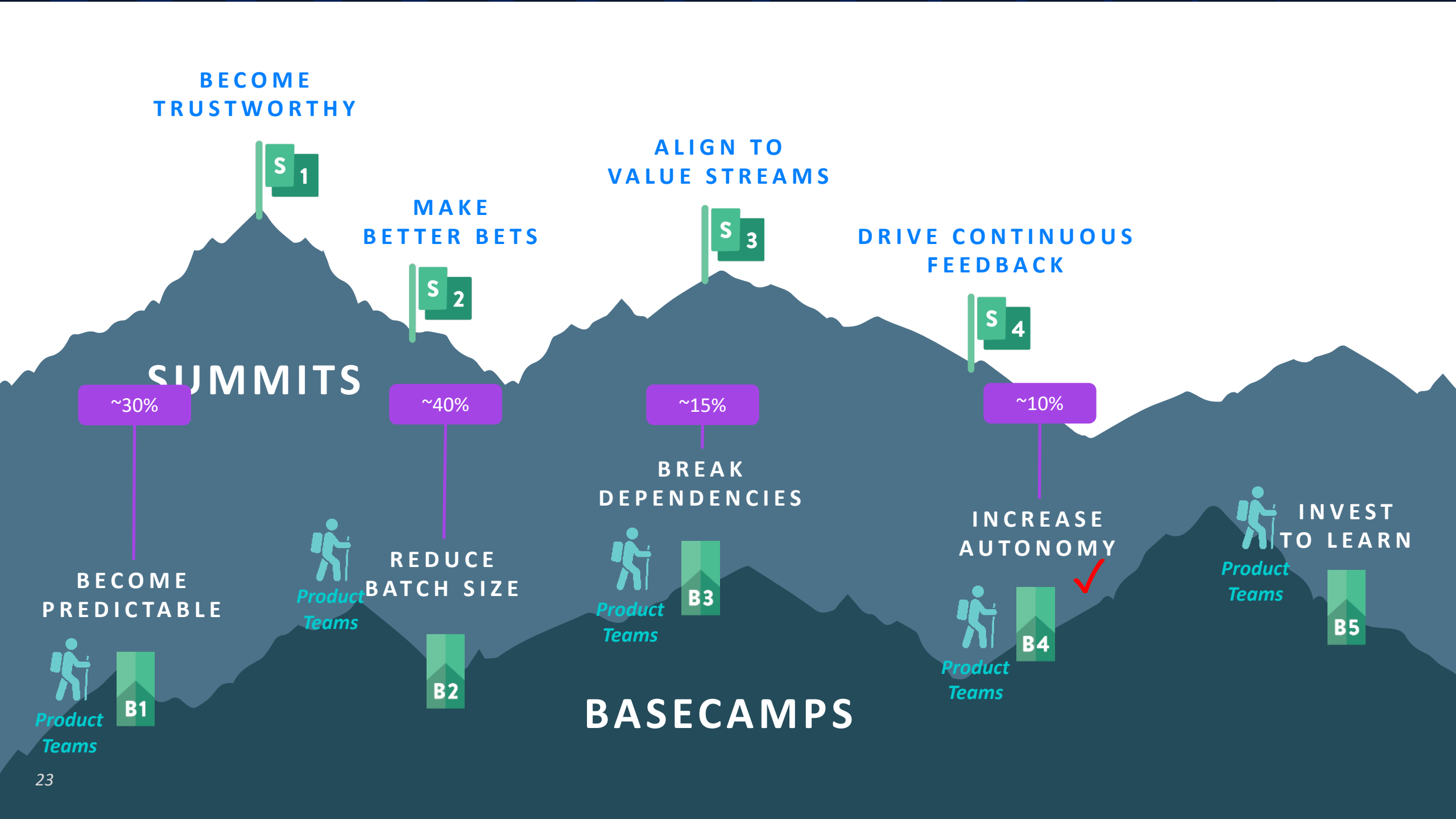
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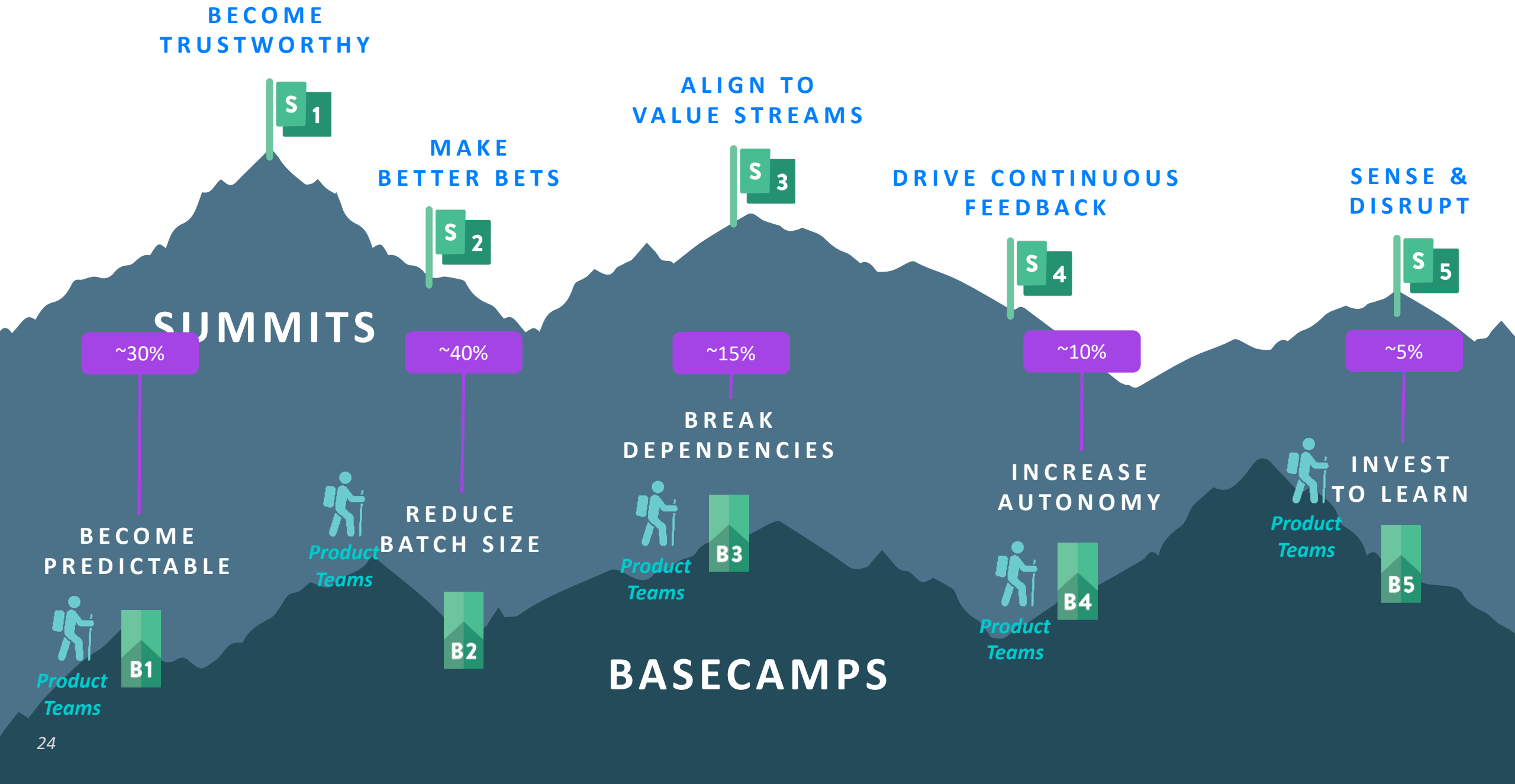
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SUMMITS
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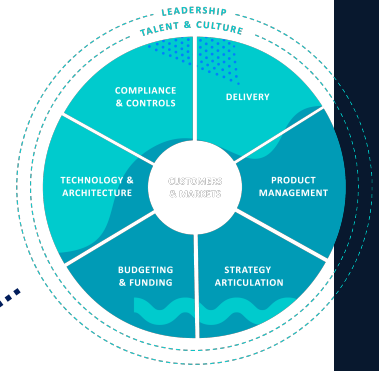
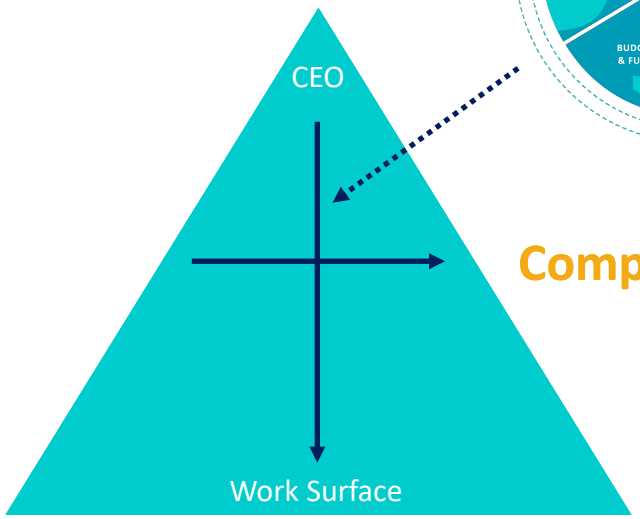
This tandem journey is what it means and what it takes to align your Systems and Capabilities with your customers and your markets.

WHO IS “EVERYONE ELSE?”

From

Control





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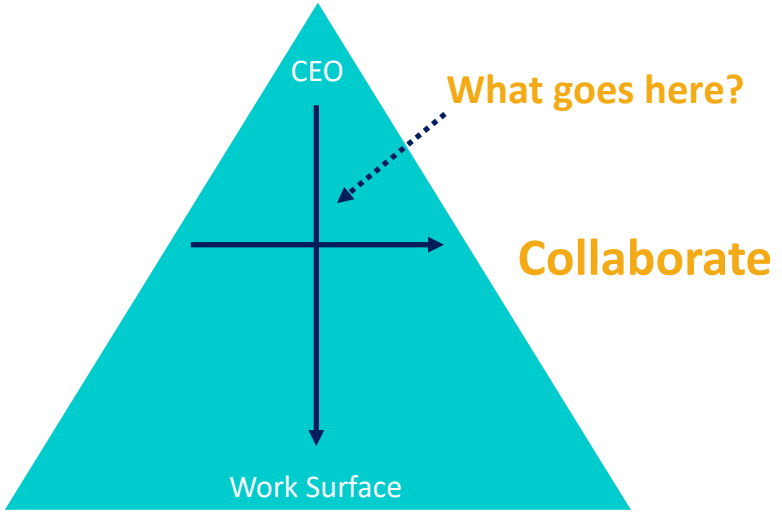
To

Delegate



As a system becomes more trustworthy,
you can begin to delegate into it.