Why Agile Transformations Fail

What You Need to Know to Transform Any Sized Organization into an Agile Enterprise

LEADINGAGILE

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Brief Agenda

- Discuss why adopting agile isn’t ‘one size fits all’
- Explore the fundamentals of agile transformation
- How to craft an agile transformation roadmap

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ONE SIZE DOES
NOT FIT ALL
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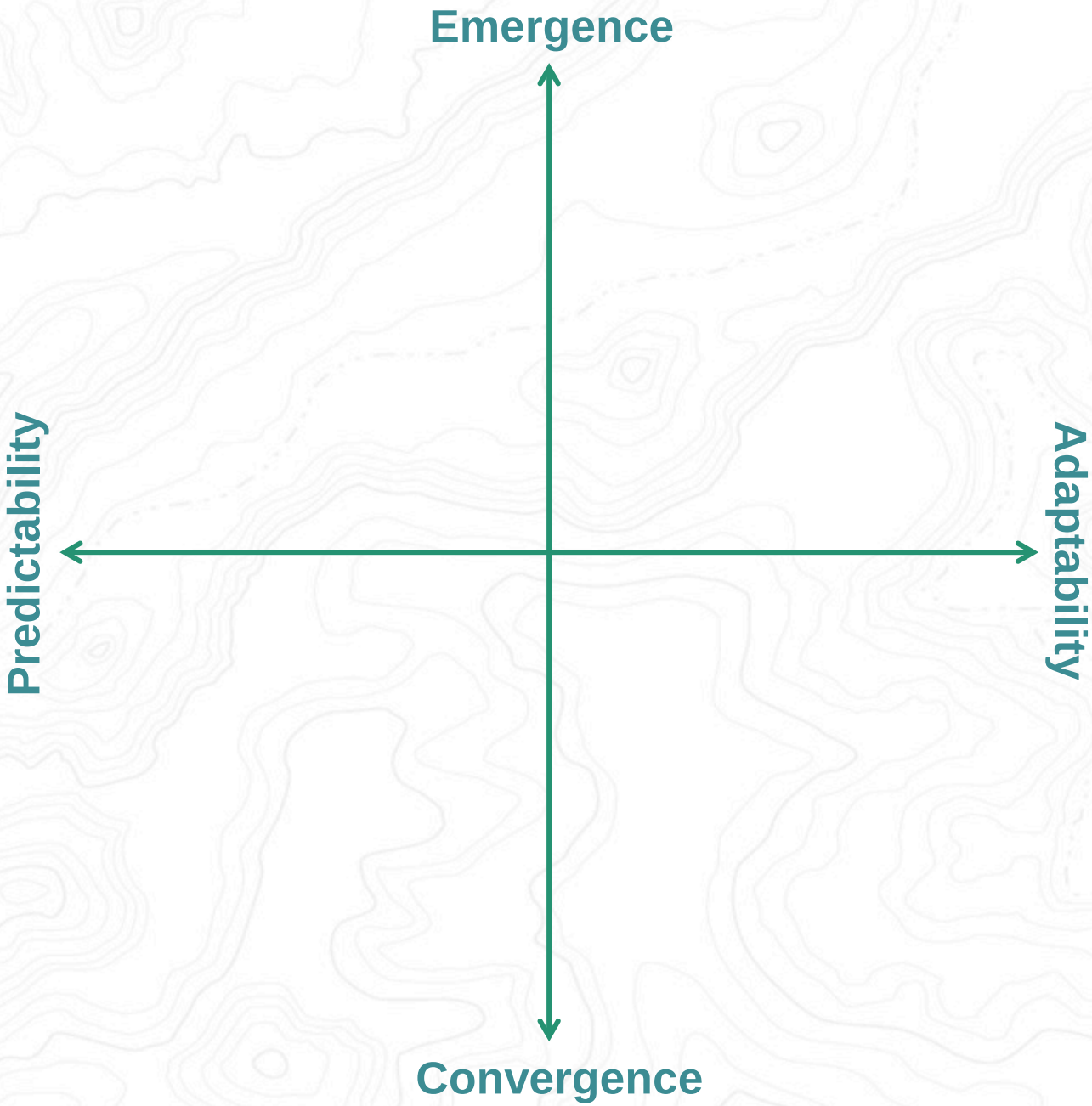
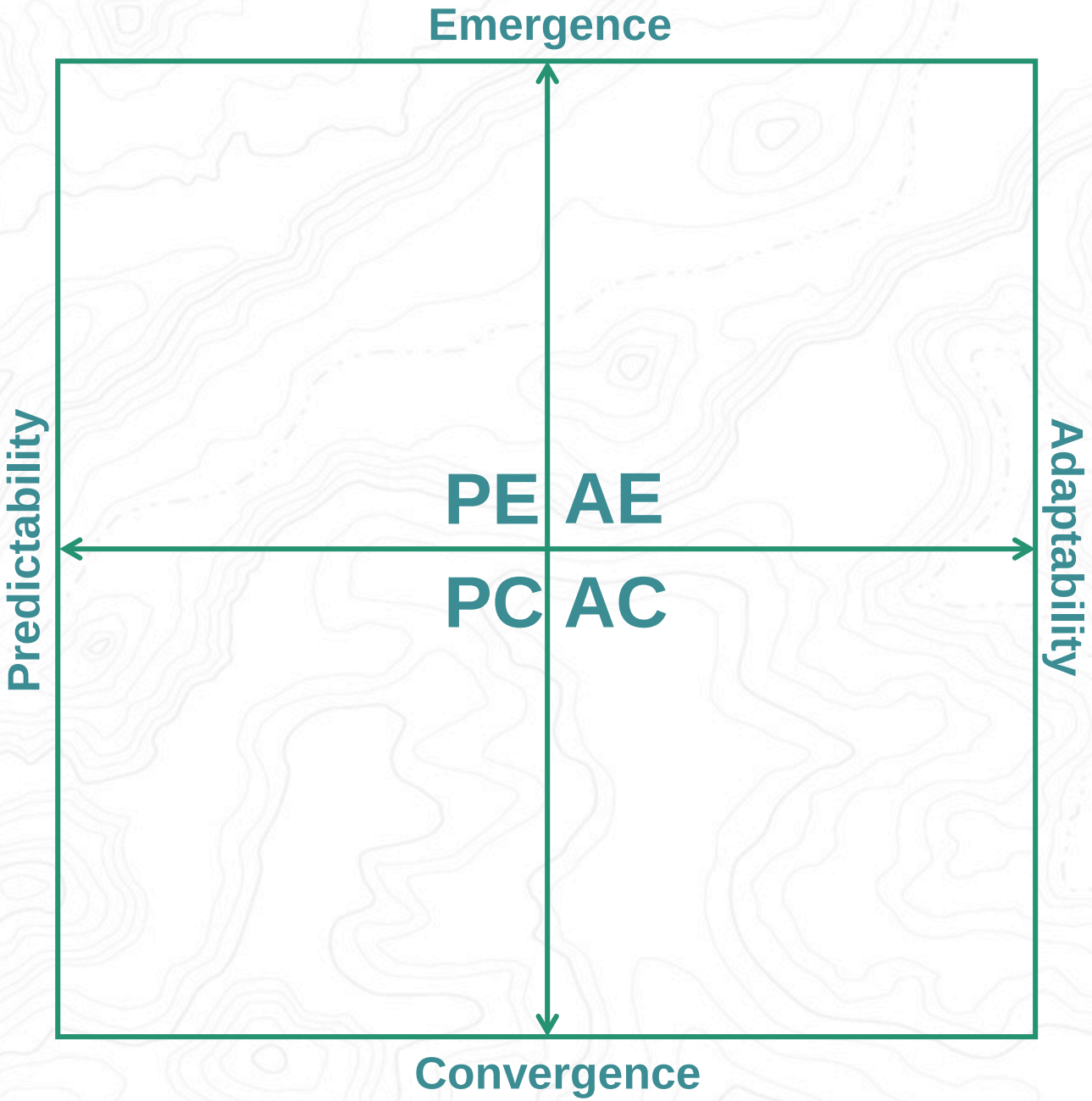
Predictability
Adaptability


Emergence
Predictability
Adaptability
Convergence


Emergence
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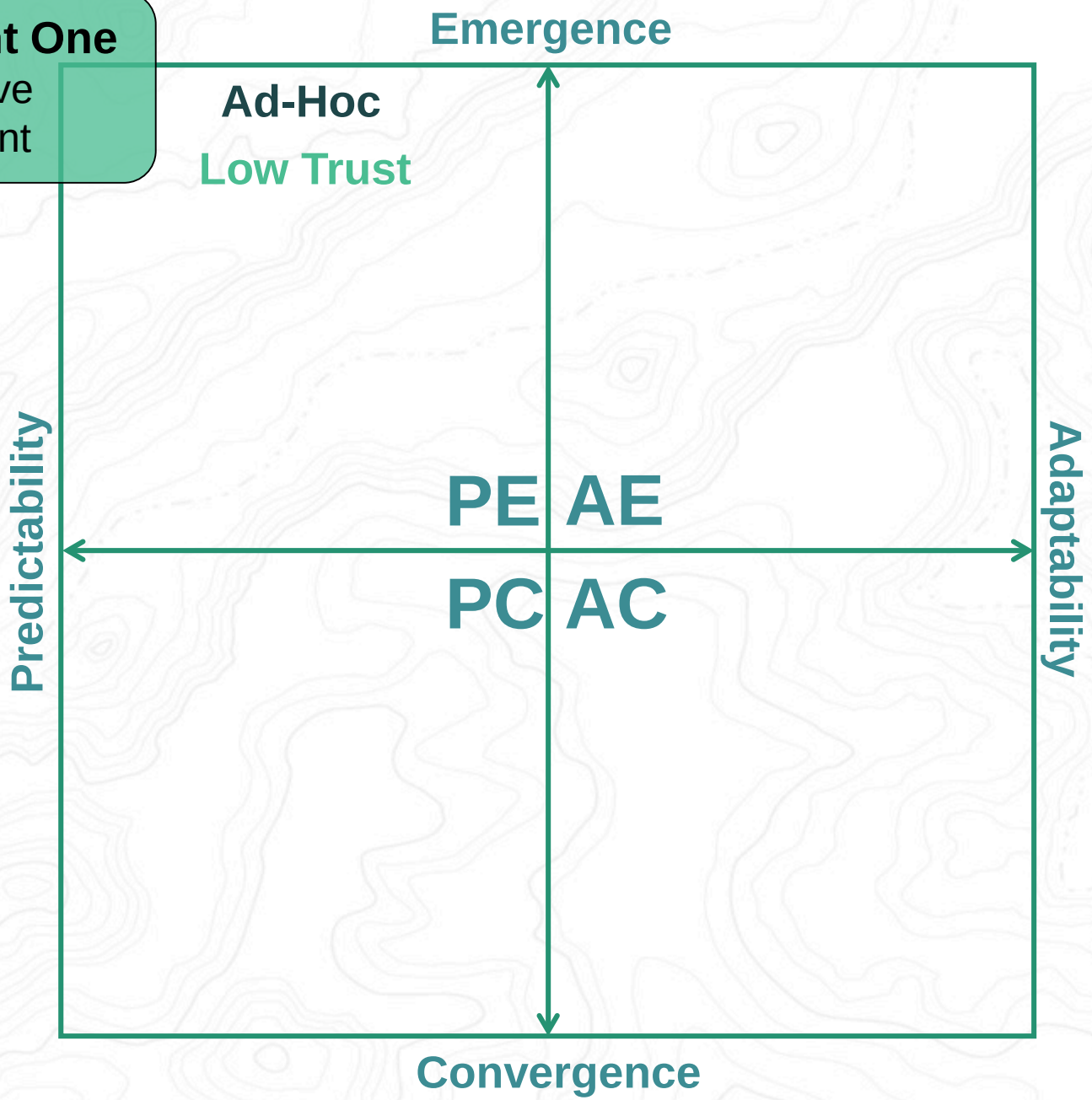
PE AE
PC AC
Convergence

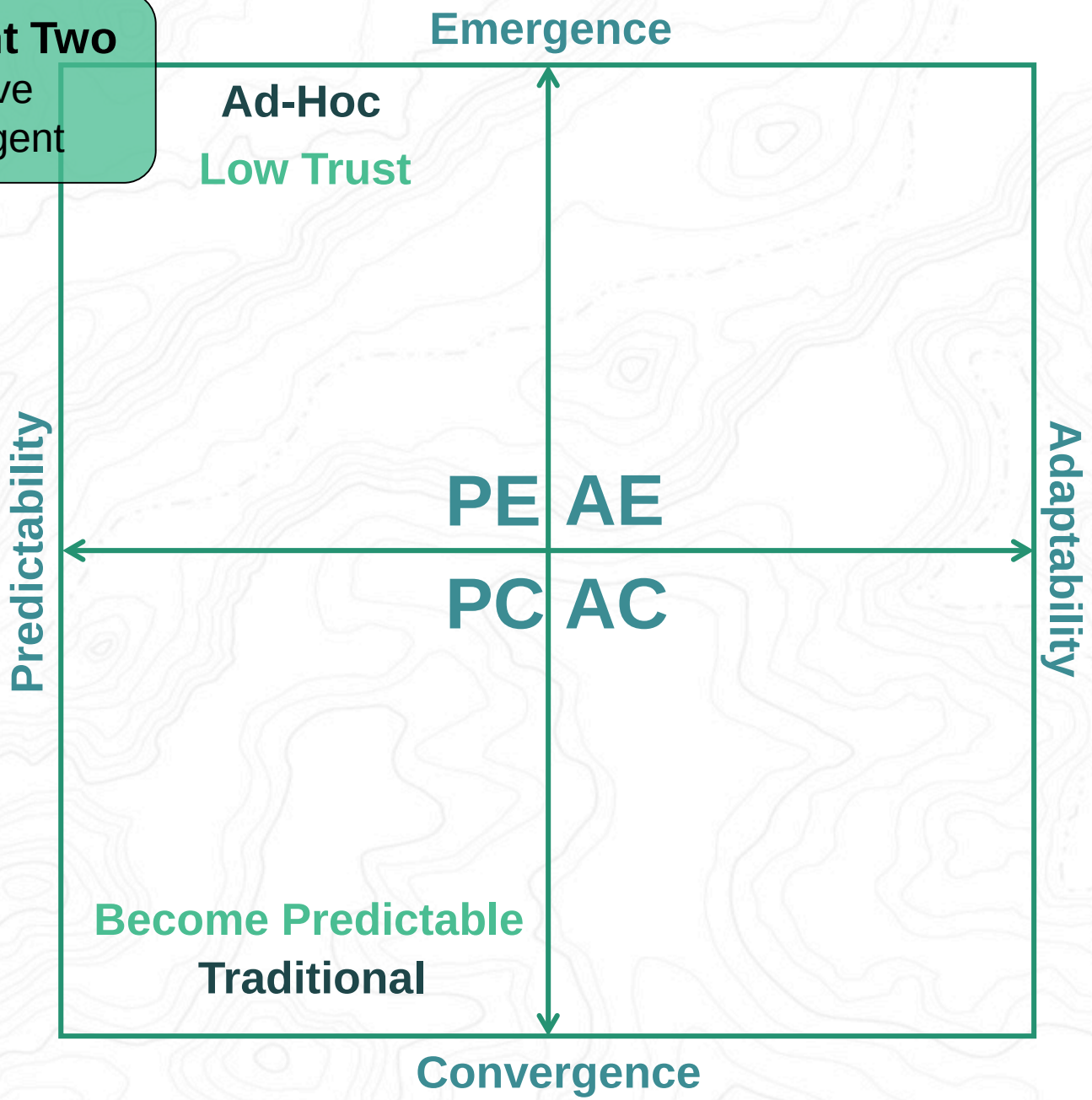
Quadrant One

- Predictive
  Emergent



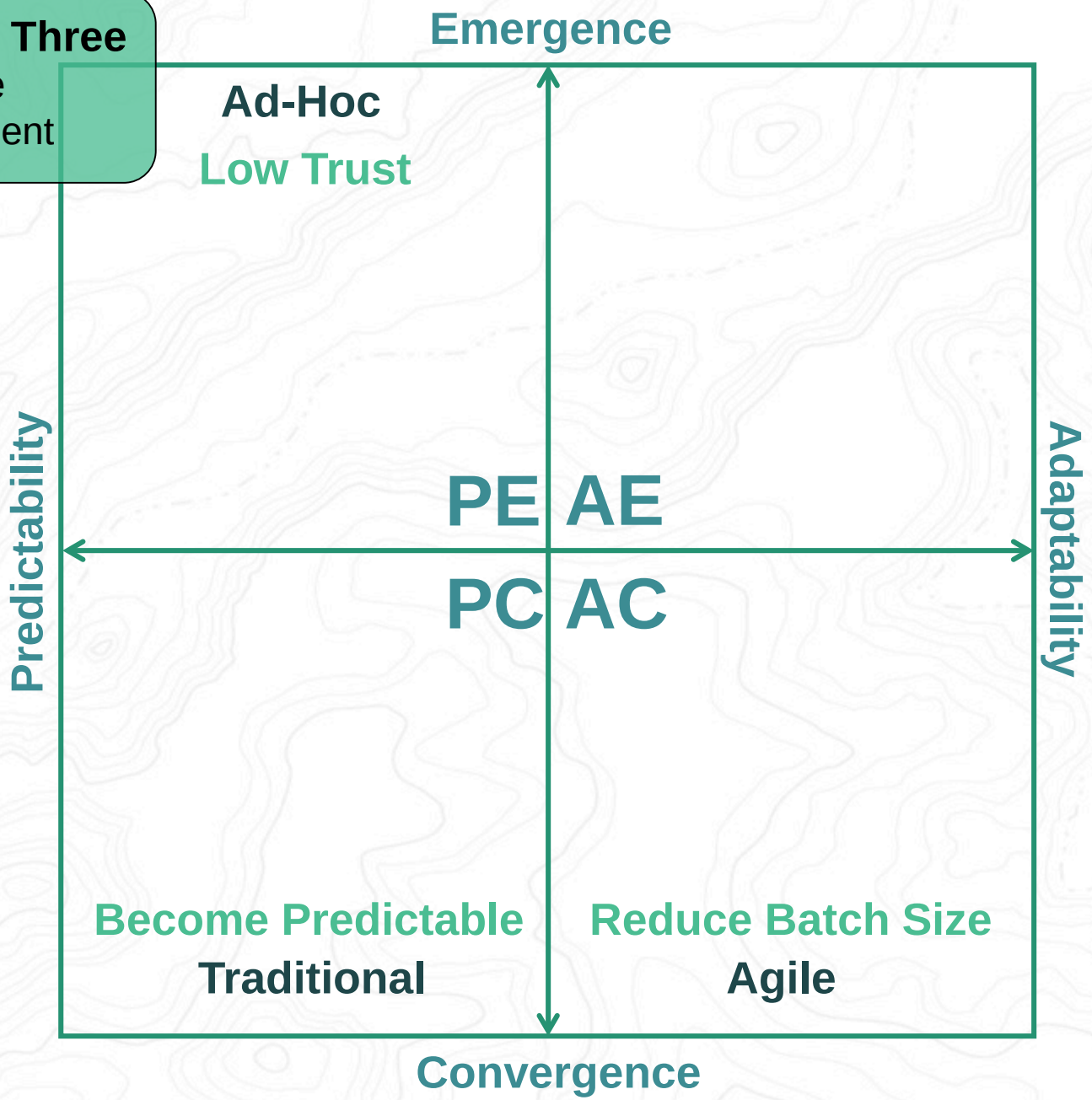
Quadrant Two

- Predictive
  Convergent



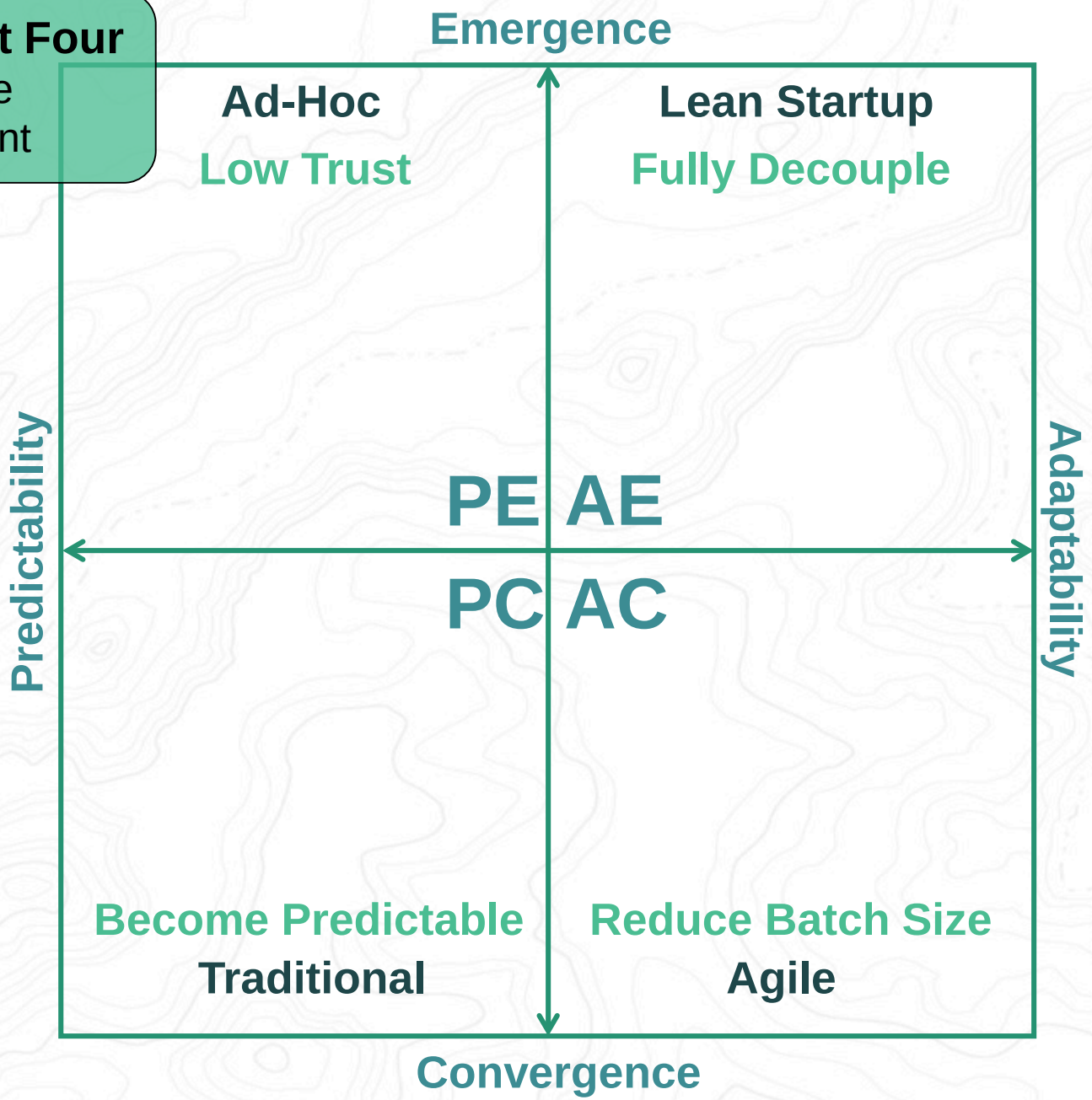
Quadrant Three

- Adaptive
  Convergent

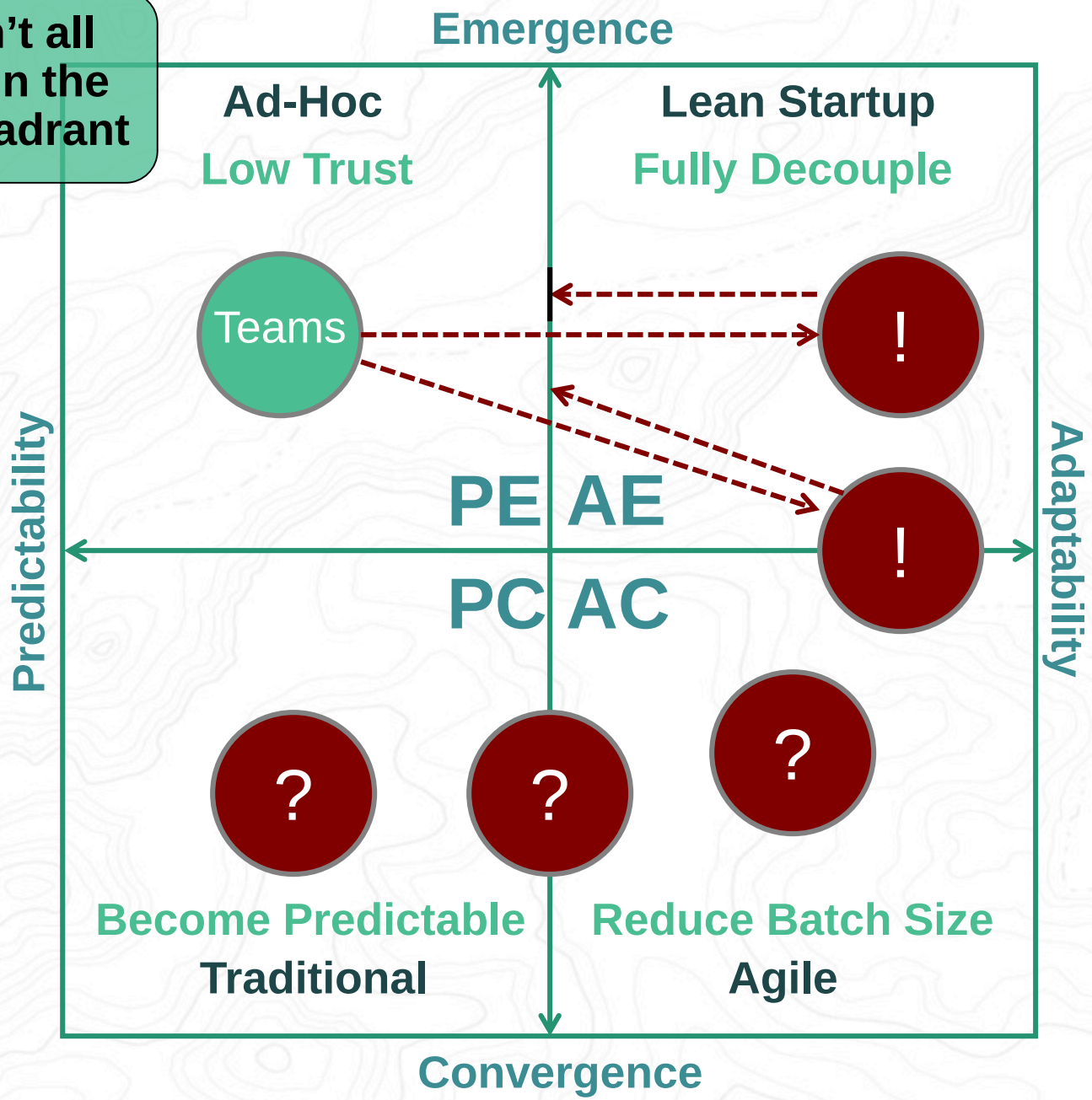


Quadrant Four

- Adaptive
  Emergent



We don't all belong in the same quadrant



THE THREE THINGS

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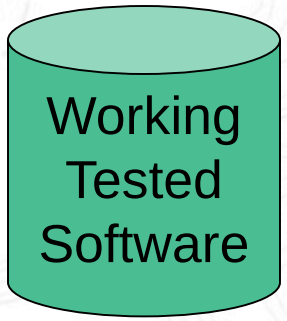
Backlogs

Backlogs

Teams



Backlogs

Teams

Working Tested Software

WHAT DO I MEAN?

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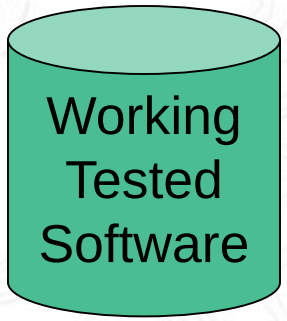

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- INVEST
- Small enough for the team to develop in a day or so

Teams

- Everything and everyone necessary to deliver

Working Tested Software

- Meets acceptance criteria
- No known defects
- No technical debt

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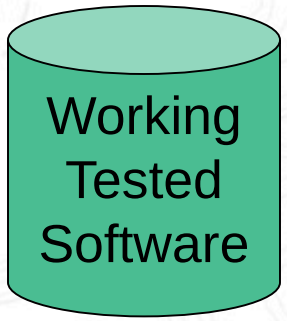

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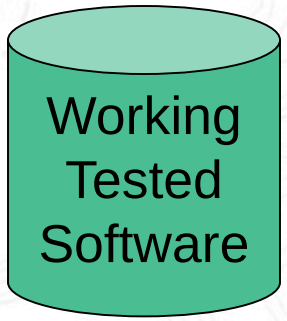

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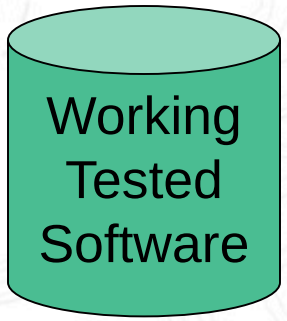

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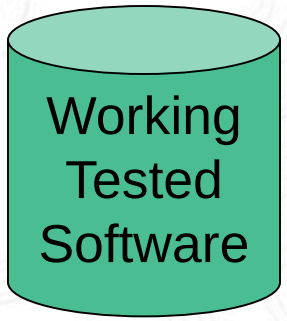

Clarity

- People have clarity around what to build
- People understand how it maps to the big picture

Accountability

- Teams can be held accountable for delivery

Measureable Progress

- No indeterminate work piling up at the end of the project
- 90% done

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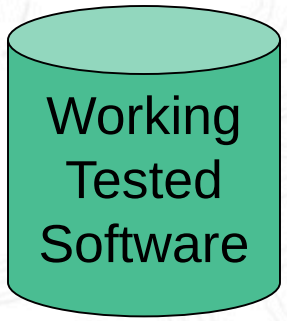

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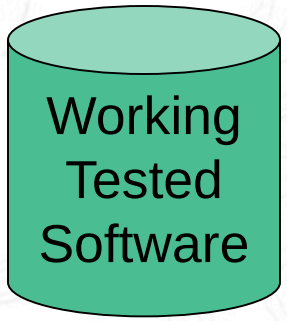

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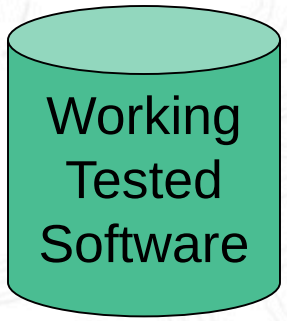

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WHAT MOTIVATES US?

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Purpose

- Understanding the backlog gives meaning to work

Autonomy

- Local decision making gives people a sense of power and control over their work

Mastery

- People can demonstrate that they are good at what they do

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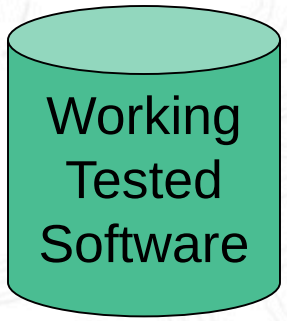

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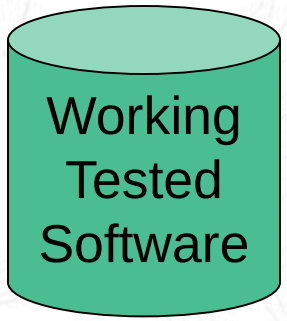

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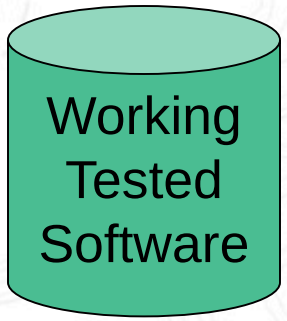

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Governance

- Governance is the way we make economic tradeoffs in the face of constraints

Structure

- The way we form teams and foster collaboration at all levels of the organization

Metrics & Tools

- What do we measure, how do we baseline performance and show improvement?

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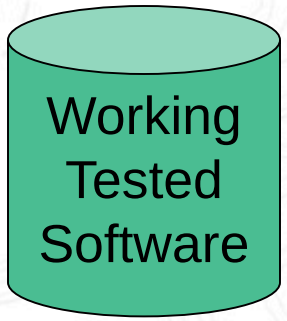

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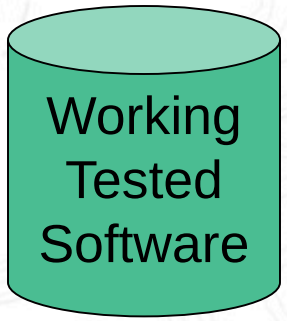

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Product &
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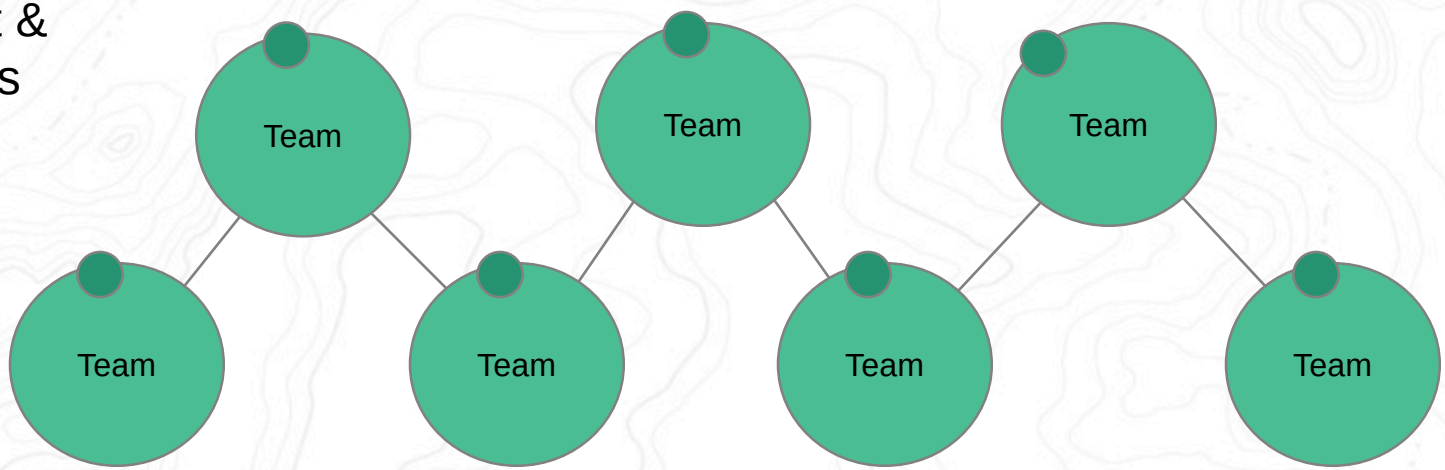
Teams



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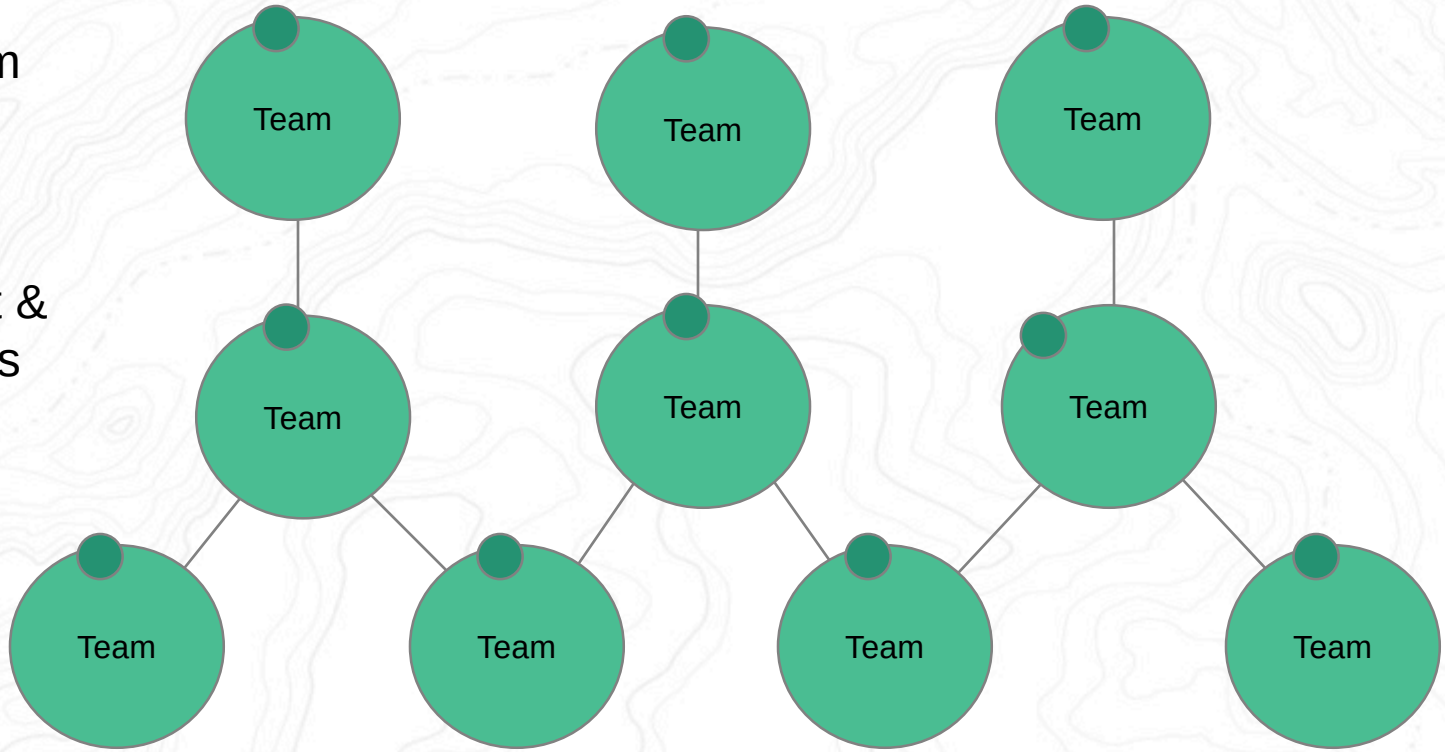
Program Teams

Product & Services Teams



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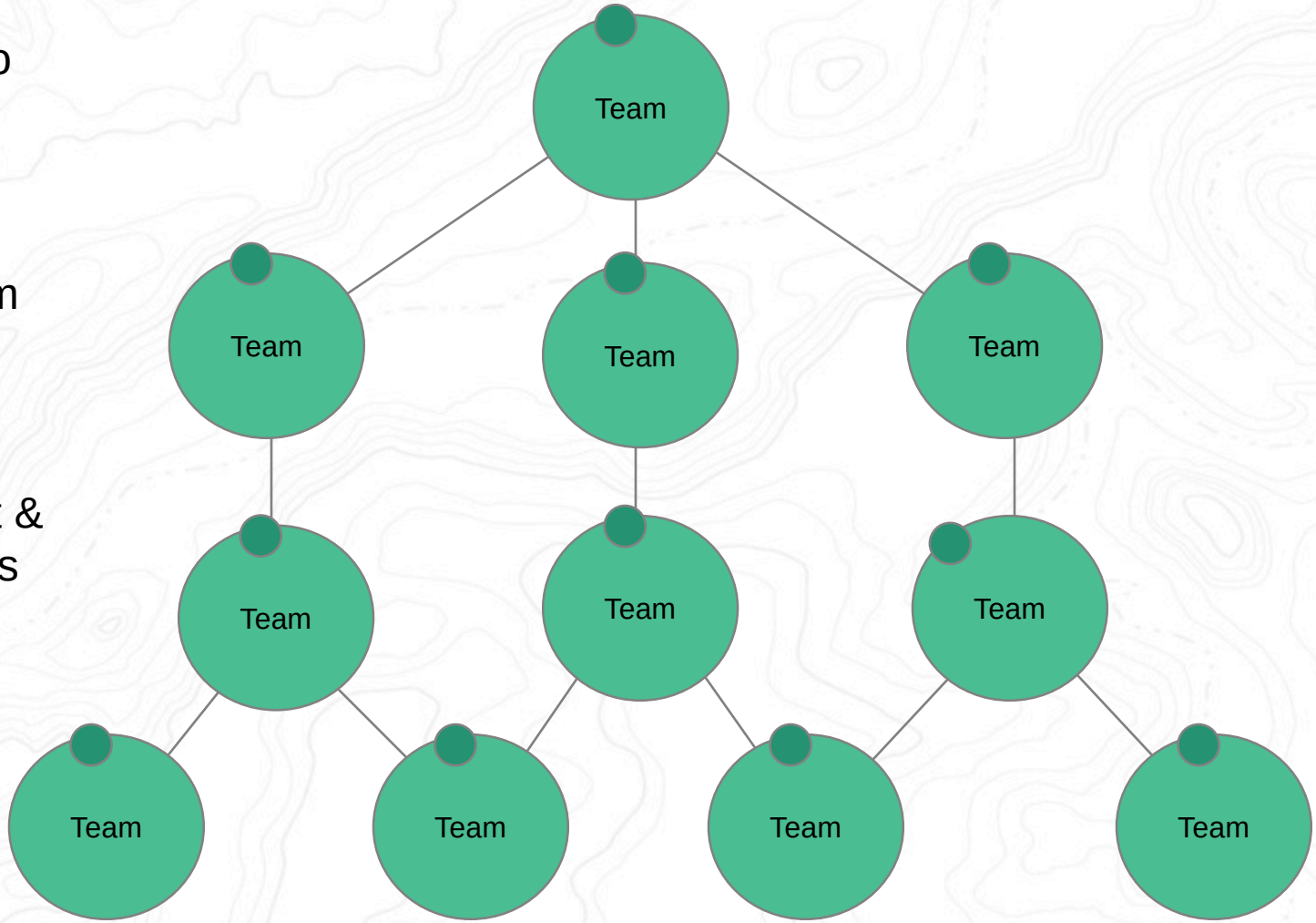
Portfolio Teams

Program Teams

Product & Services Teams



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GOVERNANCE

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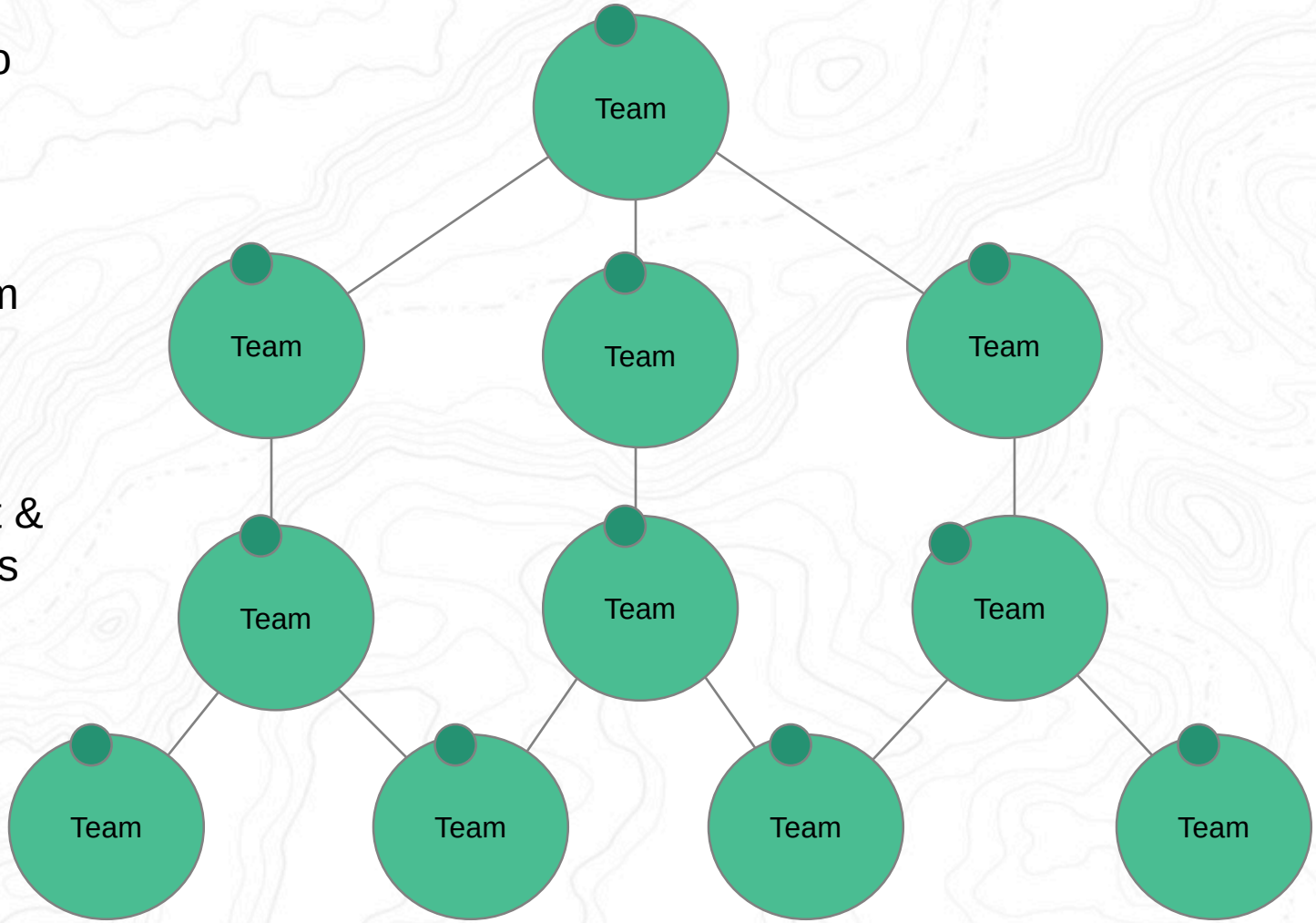

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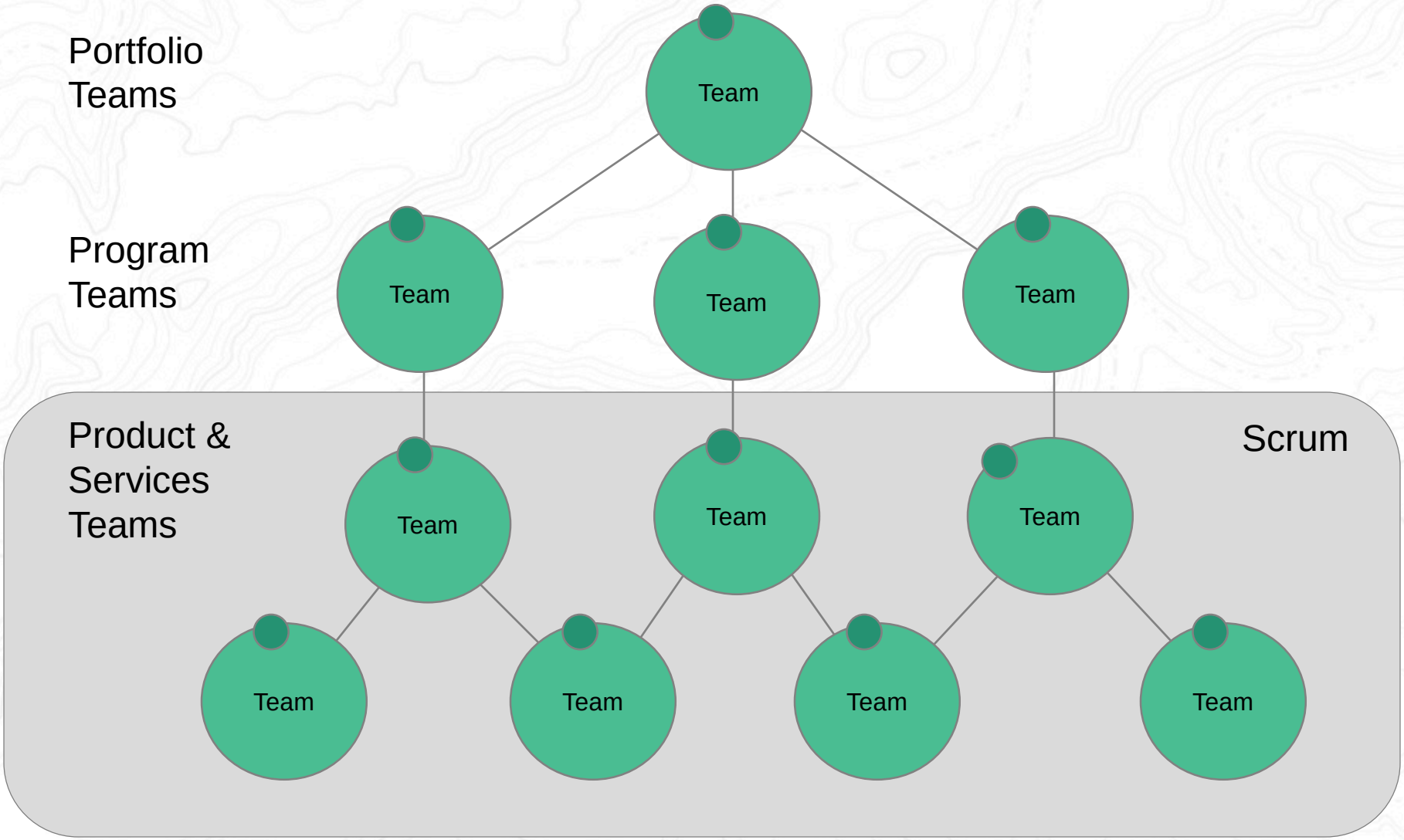

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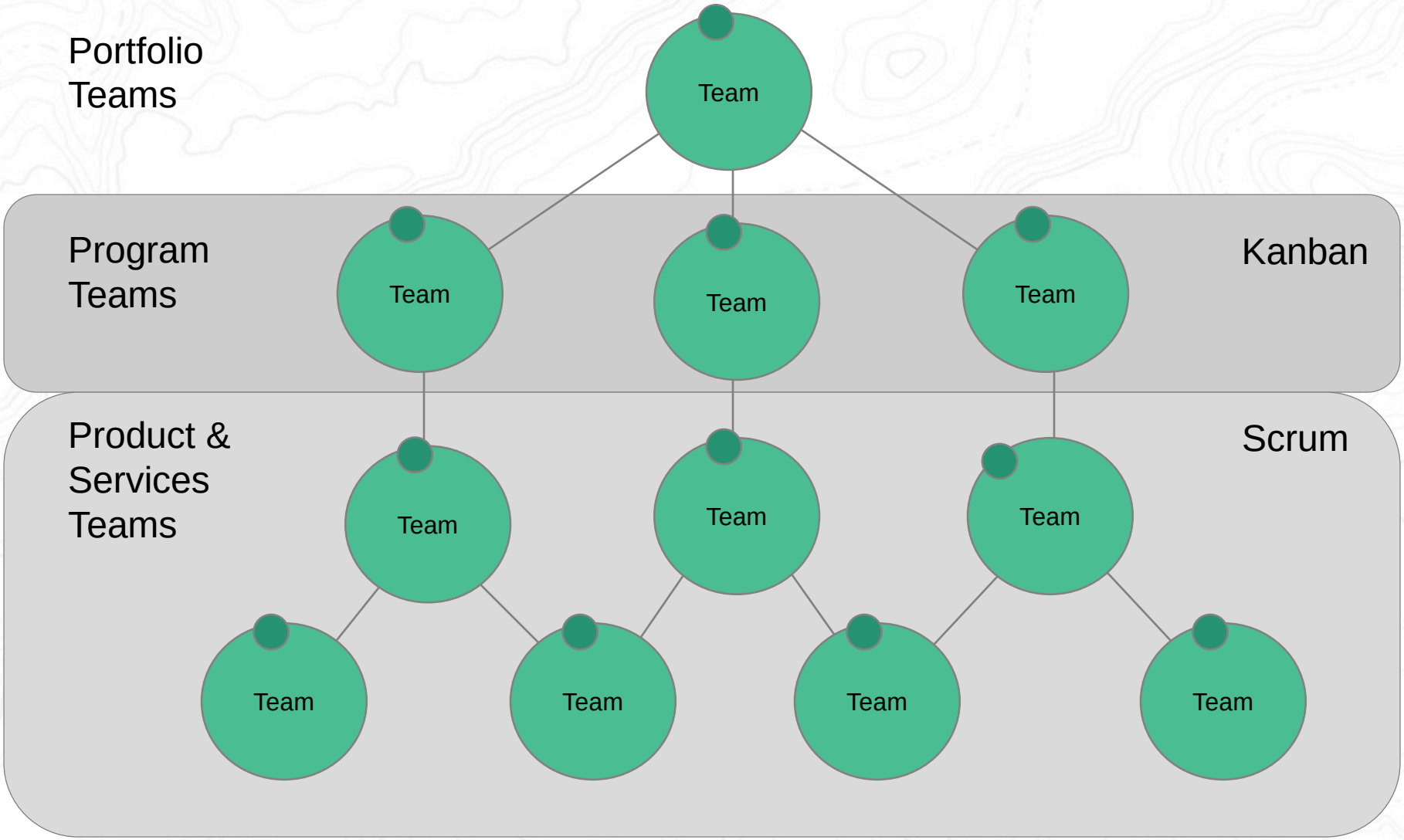

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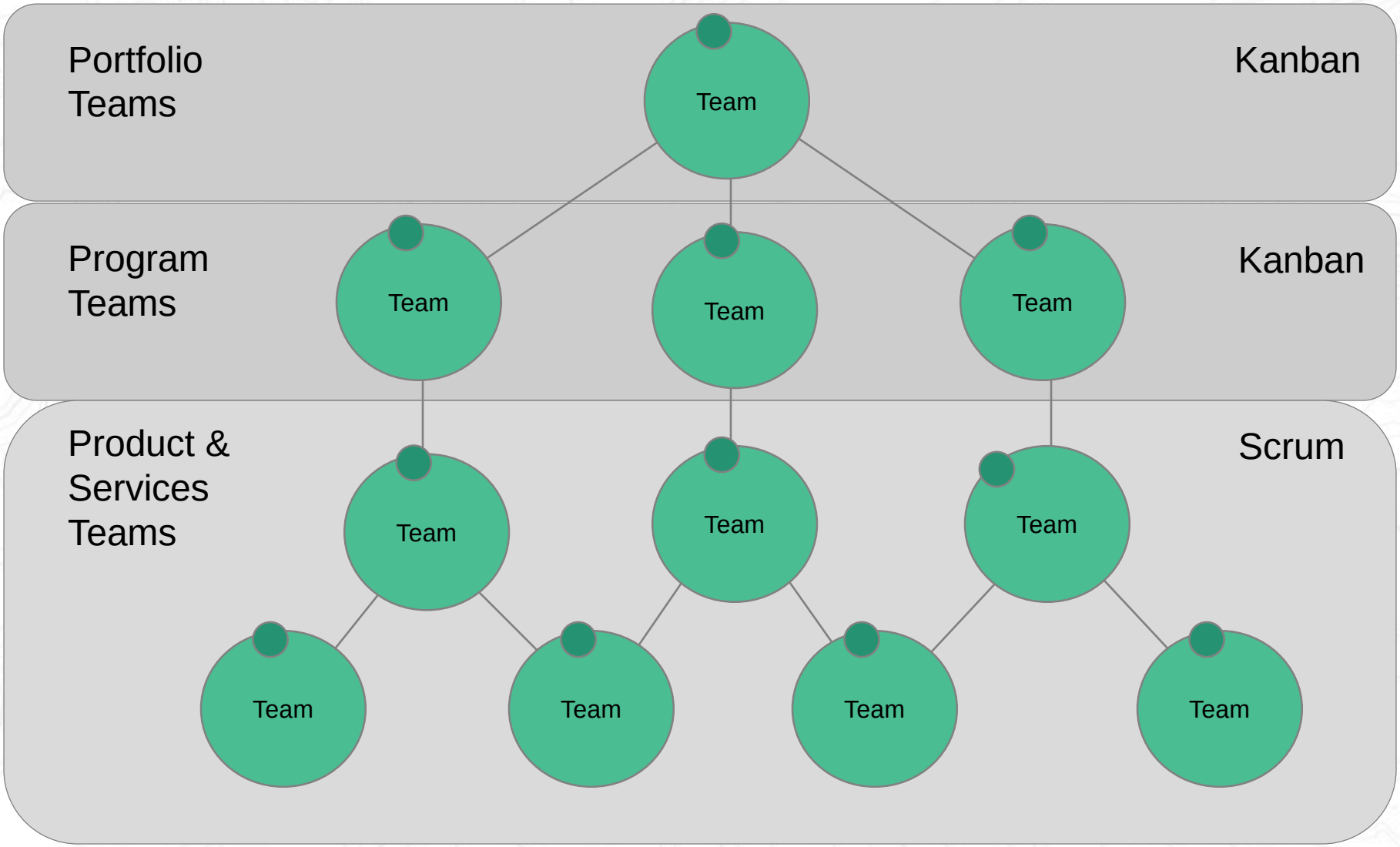

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METRICS

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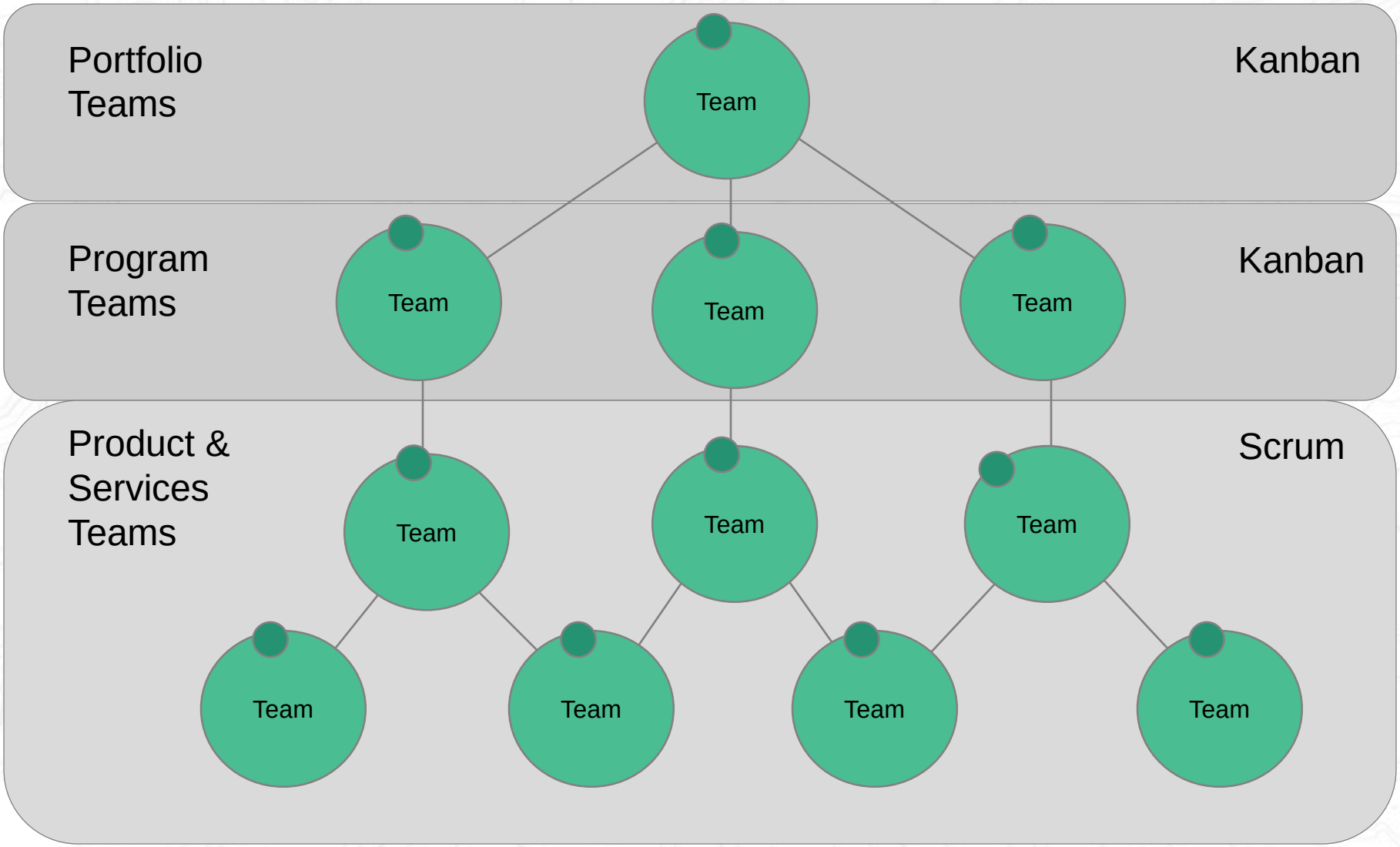

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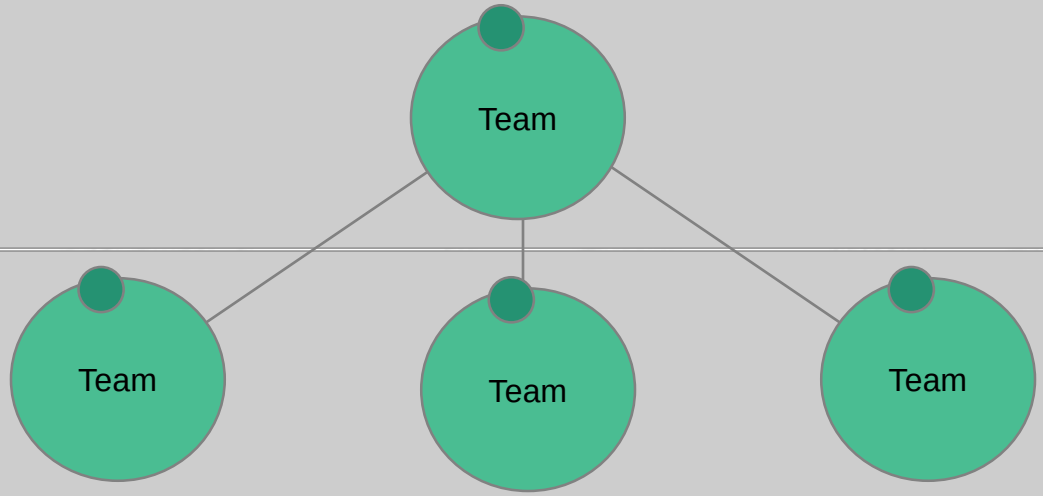
Portfolio Teams

Kanban



Program Teams

Kanban

Product & Services Teams

Scrum

- Backlog Size
- Velocity
- Burndown
- Escaped Defects
- Commit % Ratio
- Acceptance % Ratio
- Scope Change

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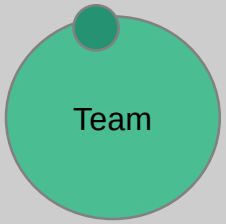
Portfolio Teams		Kanban
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Portfolio Teams	• Takt Time/Cycle Time • Time/Cost/Scope/Value • RIO/Capitalization	Kanban
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WHAT GETS IN THE WAY?

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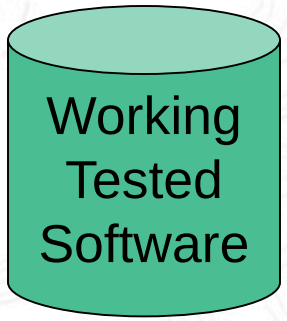

Business Dependencies

- Requirements management
- Process flow
- Value streams
- Bottlenecks
- Too much in process work

Organizational Dependencies

- Matrixed Organizations
- Non instantly available resources
- Lack of SME

Technical Dependencies

- Technical Debt
- Defects
- Tight Coupling
- Low Cohesion

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WHAT DO YOU NEED TO CHANGE?
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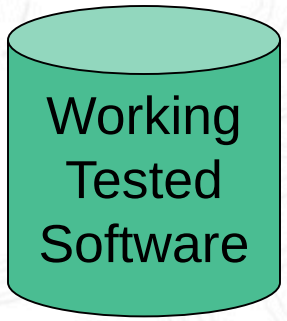


Defining Work

- Known and knowable requirements
- How to deal with unknowns
- Estimating

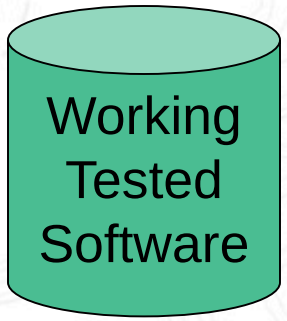
Allocating People

- Fungible resources
- Individual utilization
- Productivity metrics

Measuring Progress

- Activity over outcome

What Do You Need to Change?



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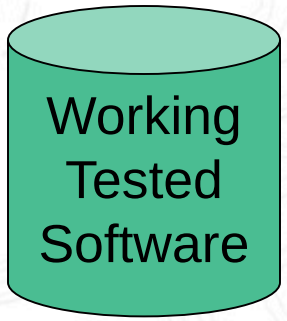

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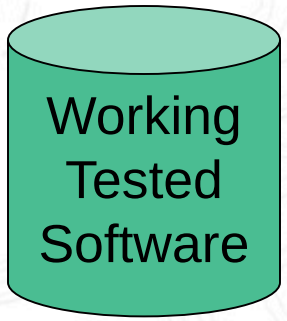

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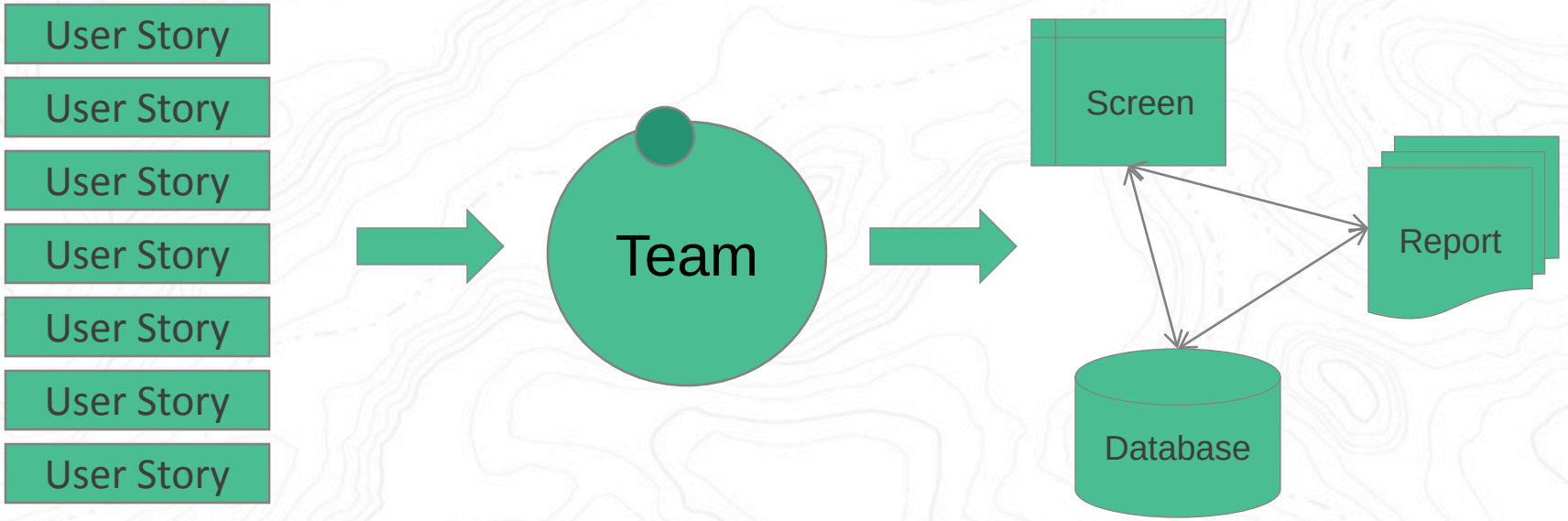

Lack of Clarity

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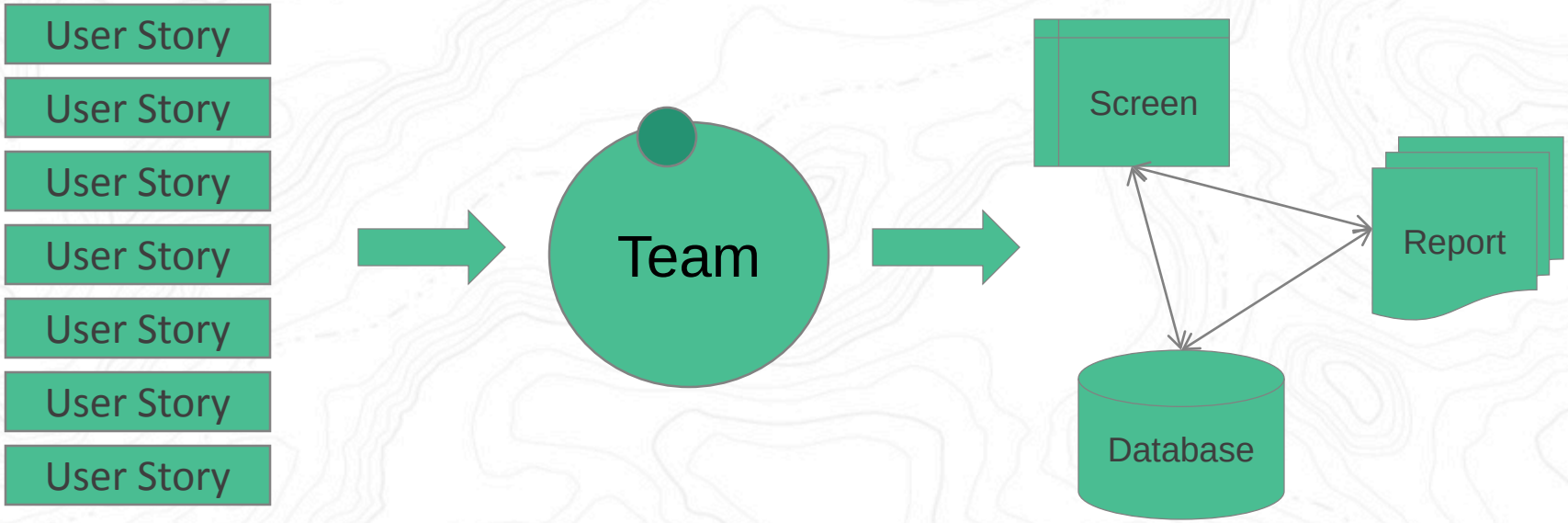
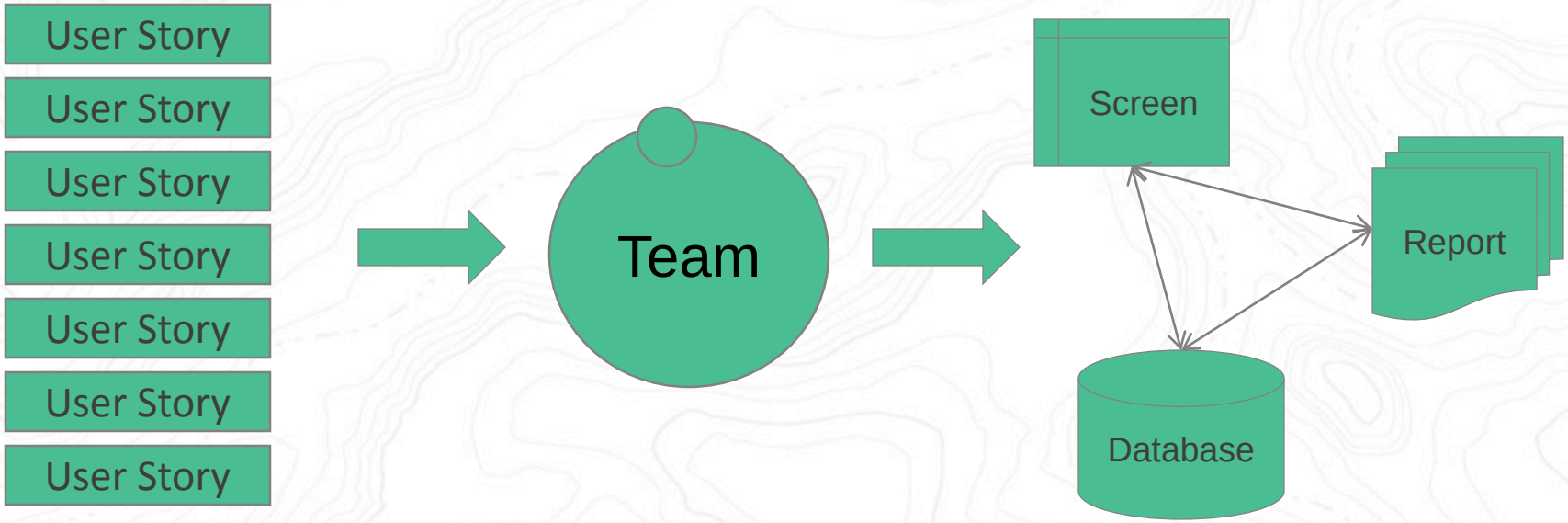


Lack of Clarity

Lack of Accountability

LEADINGAGILE



Lack of Clarity

Lack of Accountability

Lack of Measureable Progress

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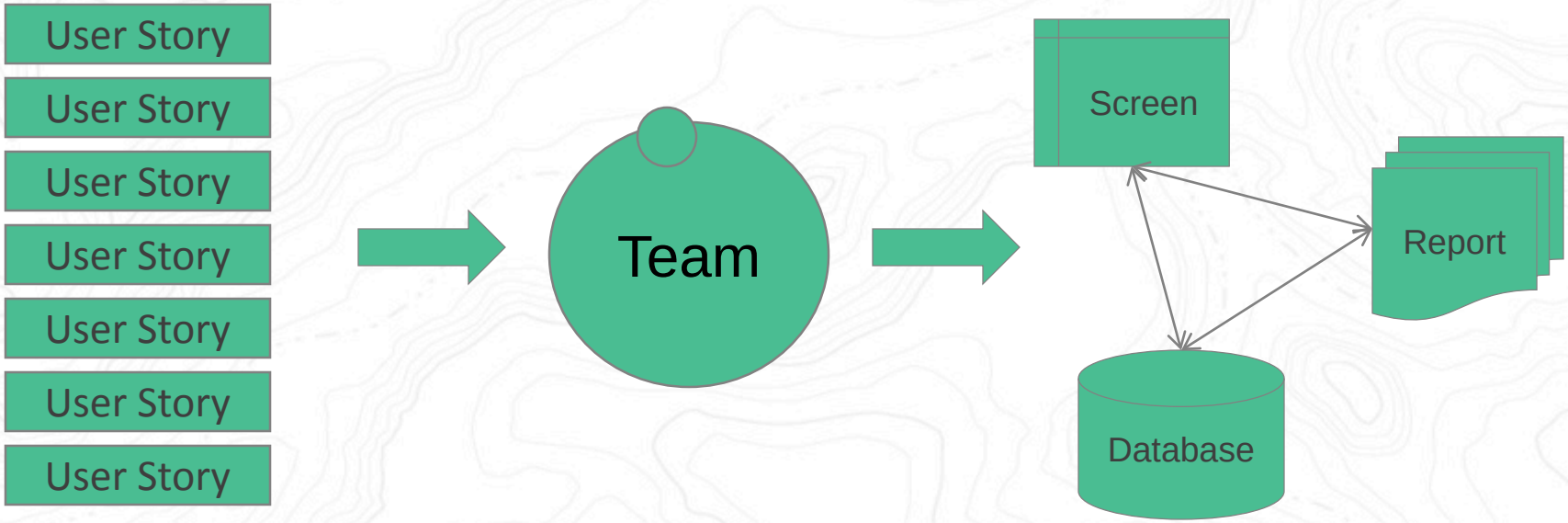
WHY AGILE FAILS
AT SCALE
LEADINGAGILE



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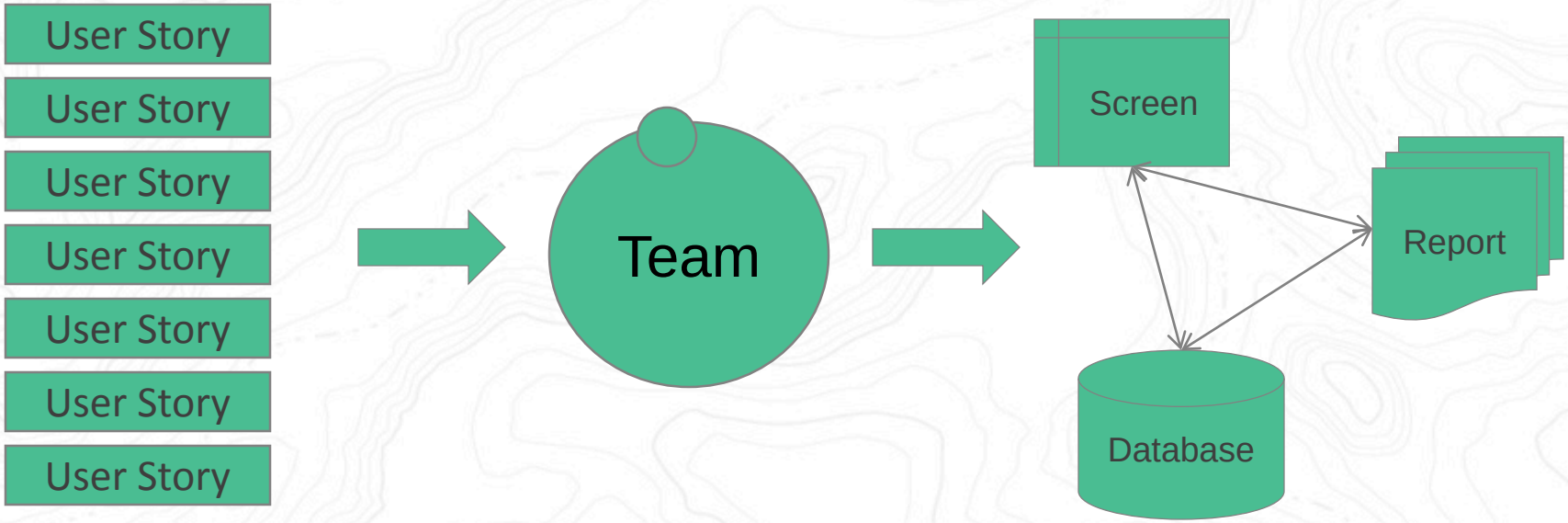
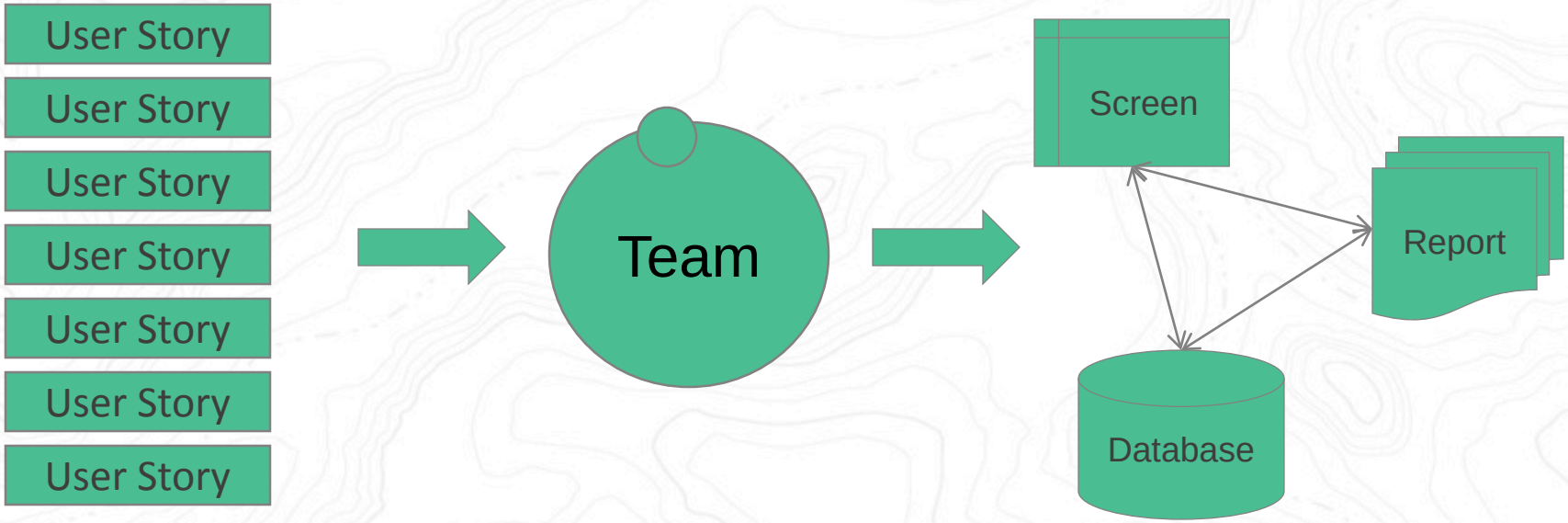


Lack of Governance

Lack of Accountability

Lack of Measureable Progress

LEADINGAGILE

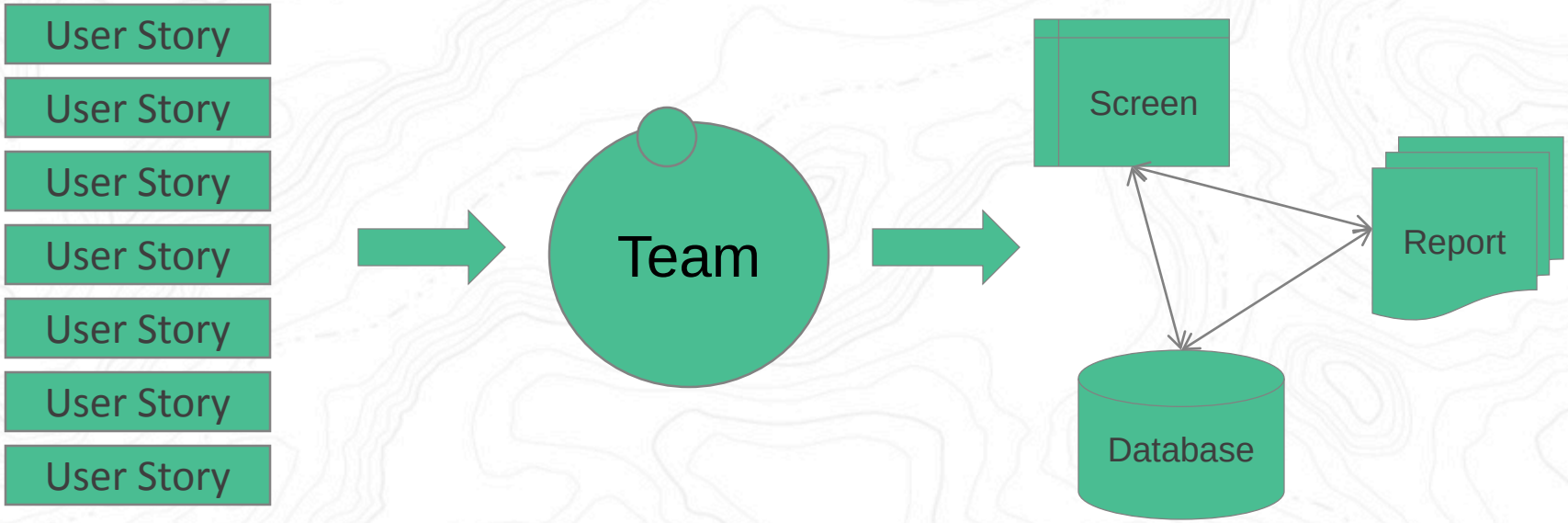


Lack of Governance

Lack of Structure

Lack of Measureable Progress

LEADINGAGILE



Lack of Governance

Lack of Structure

Lack of Metrics & Tools

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A THEORY OF TRANSFORMATION

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A Theory of Transformation

Agile is about forming teams, building backlogs, and regularly producing increments of working tested software

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A Theory of Transformation

Agile at scale is about defining structure, establishing governance, and creating a metrics and tooling strategy that supports agility

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A Theory of Transformation

Anything that gets in the way of forming teams, building backlogs, and producing working tested software is an impediment to transformation

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TRANSFORMATION
IS A JOURNEY
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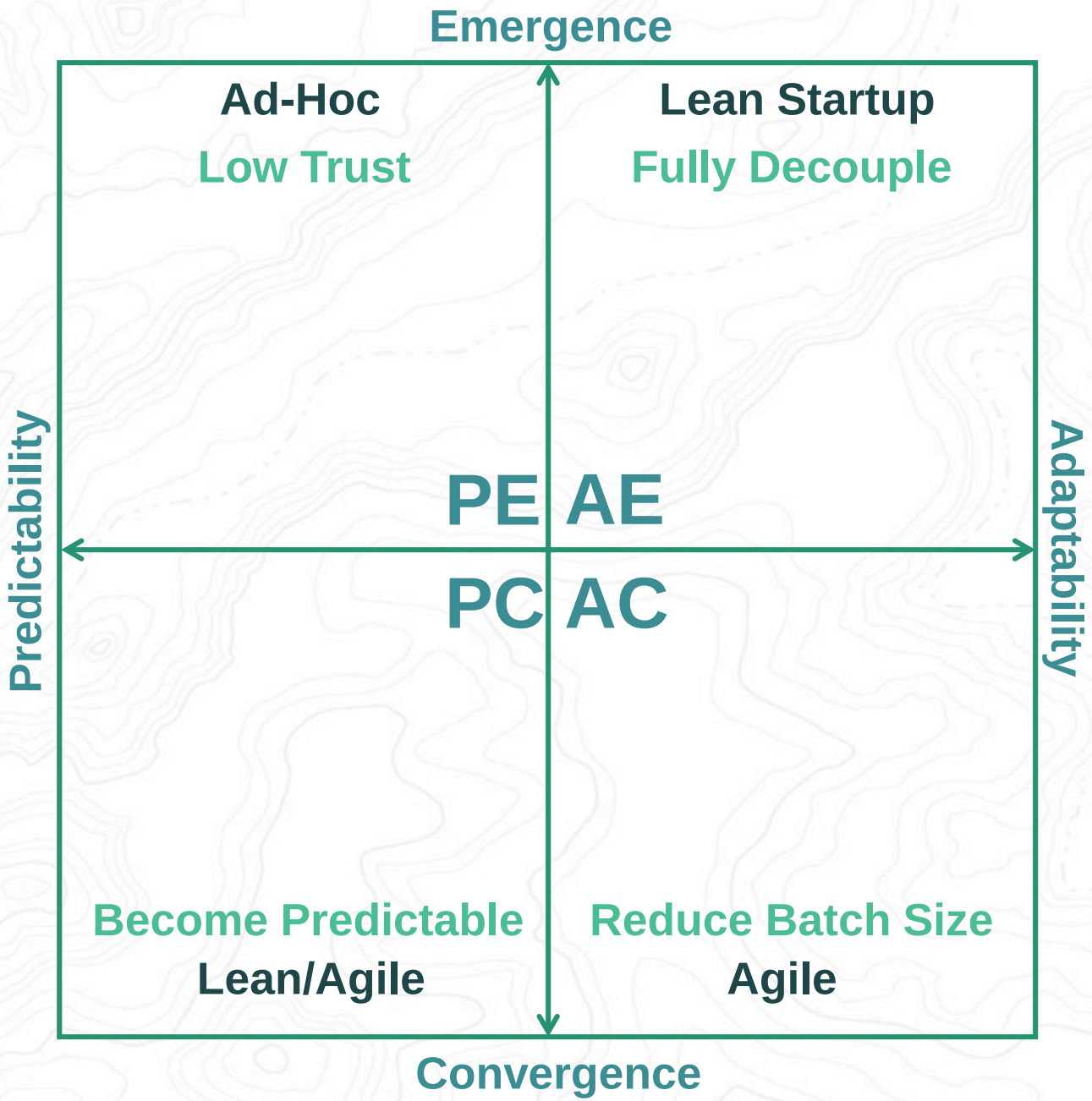
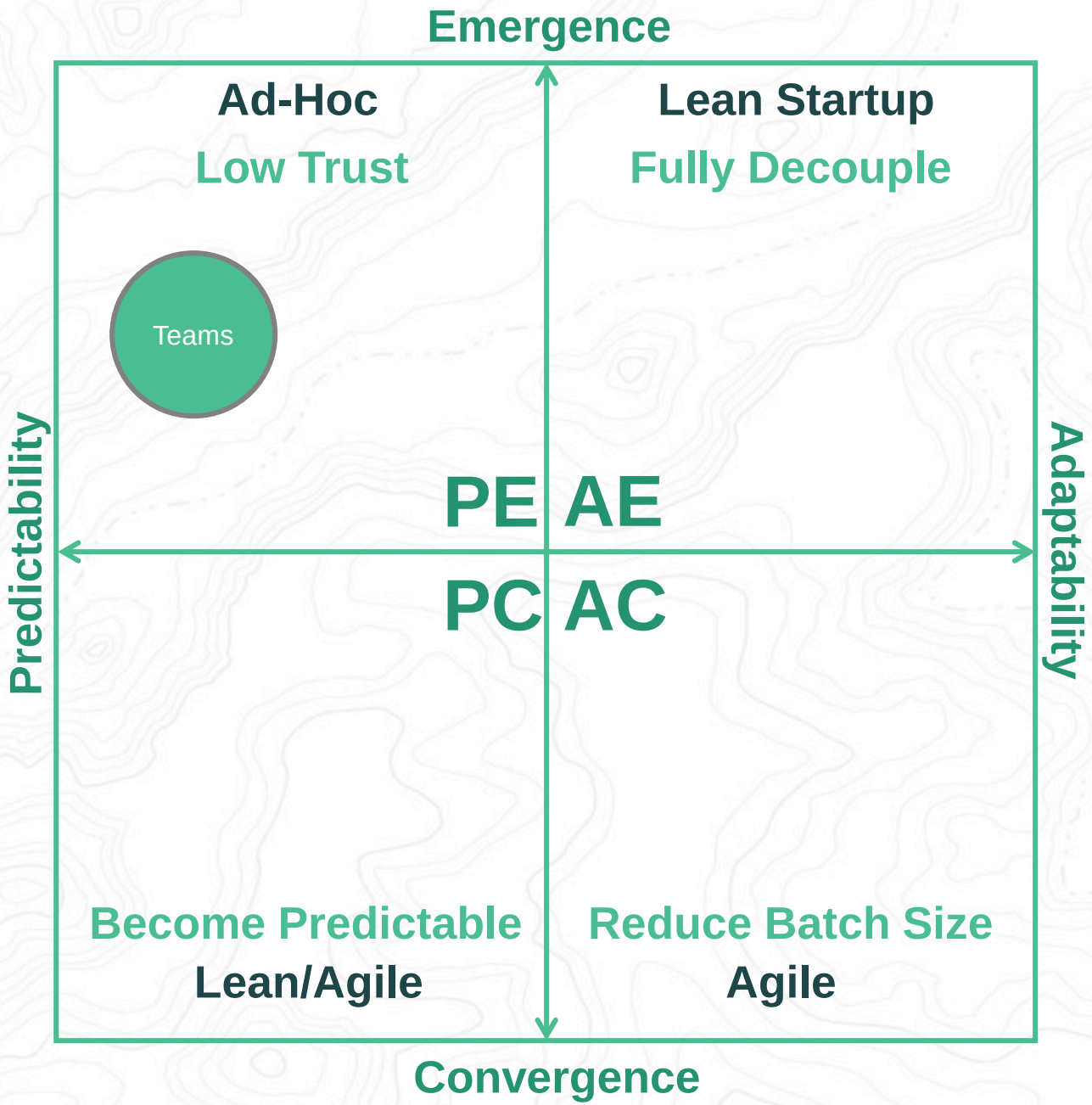

Emergence
Ad-Hoc
Low Trust
Lean Startup
Fully Decouple
Predictability
PE
AE
PC
AC
Adaptability
Become Predictable
Lean/Agile
Reduce Batch Size
Agile
Convergence


Emergence
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Teams
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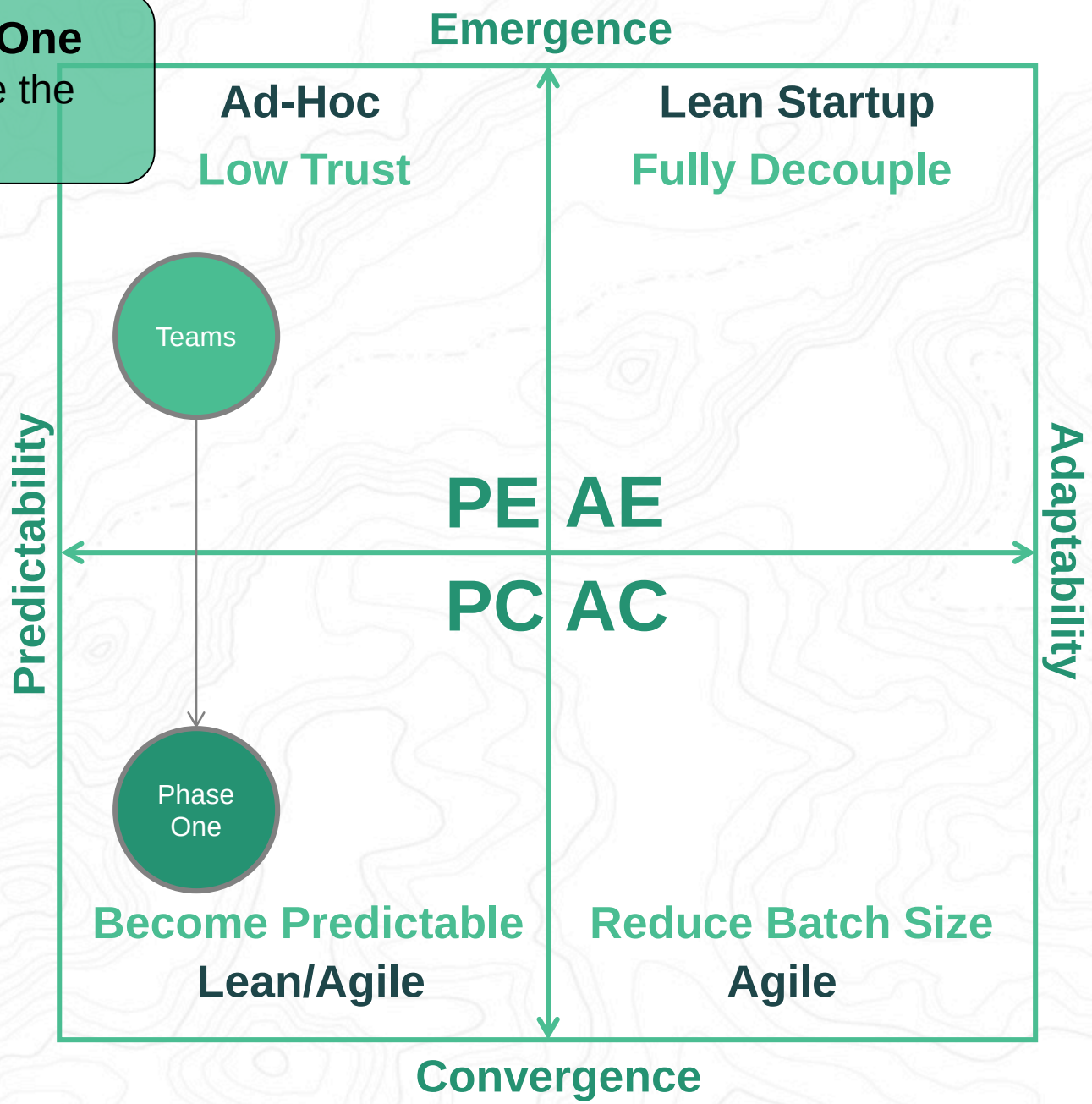
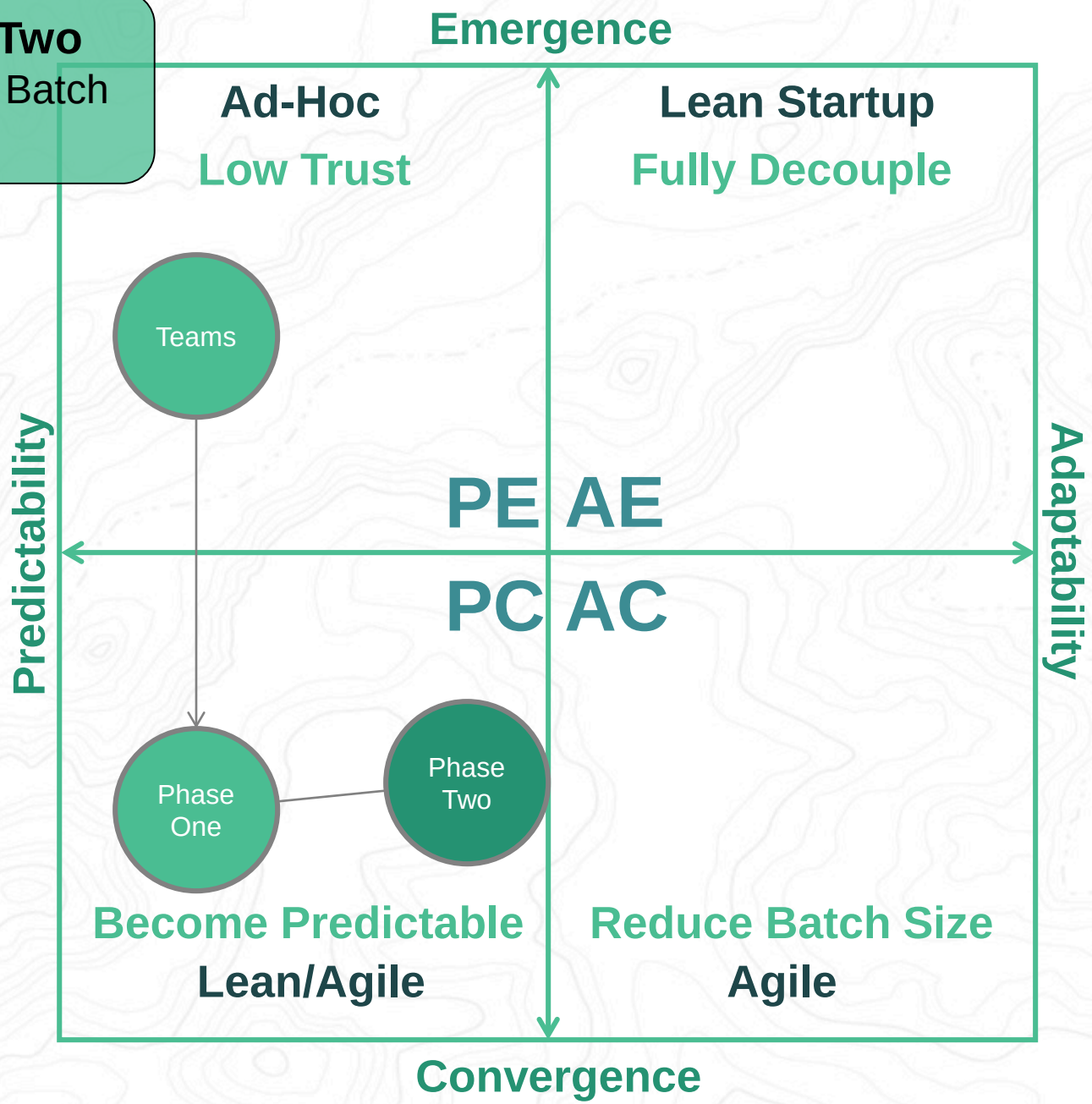
Phase One

- Stabilize the System



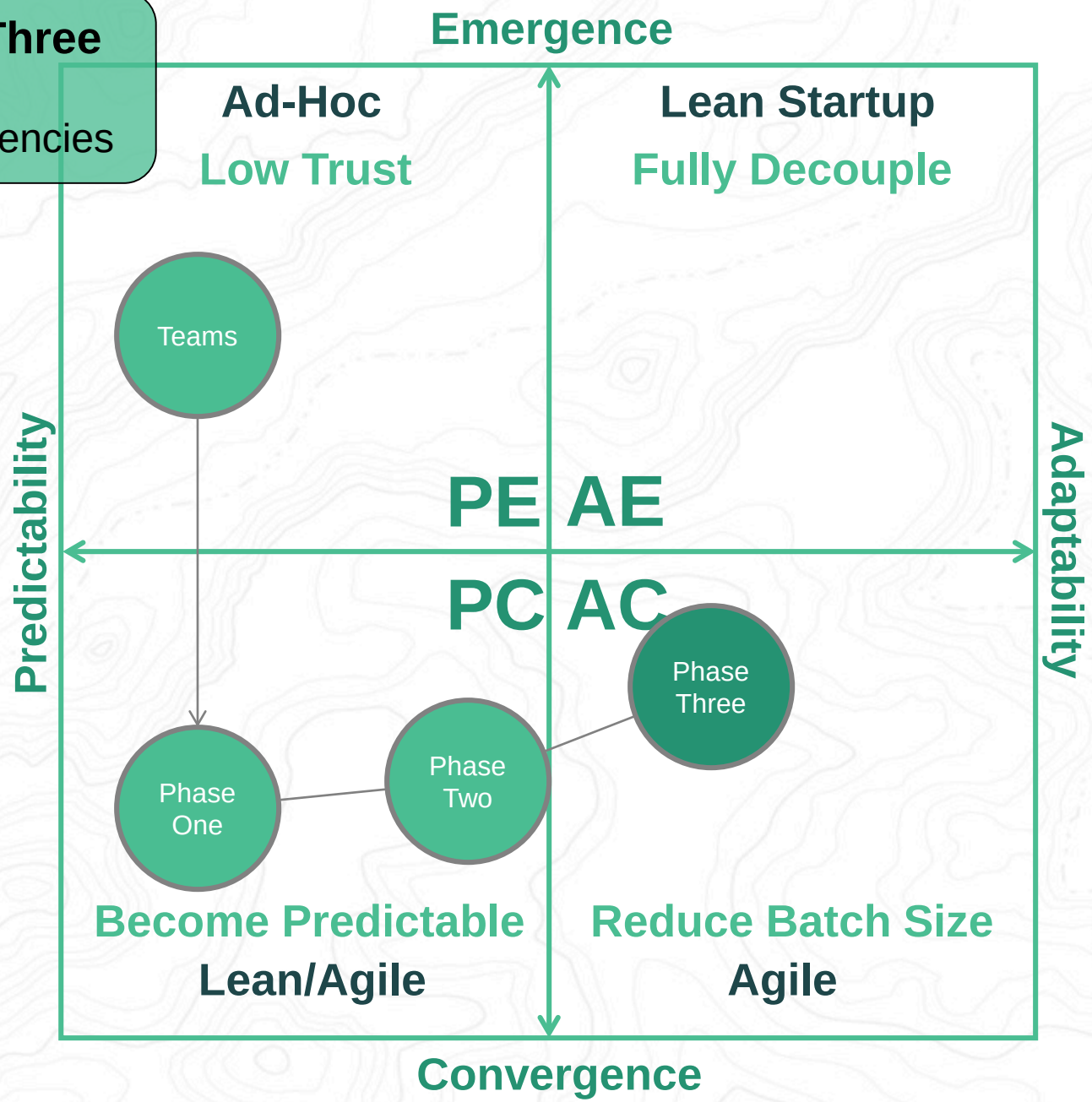
Phase Two

- Reduce Batch Size



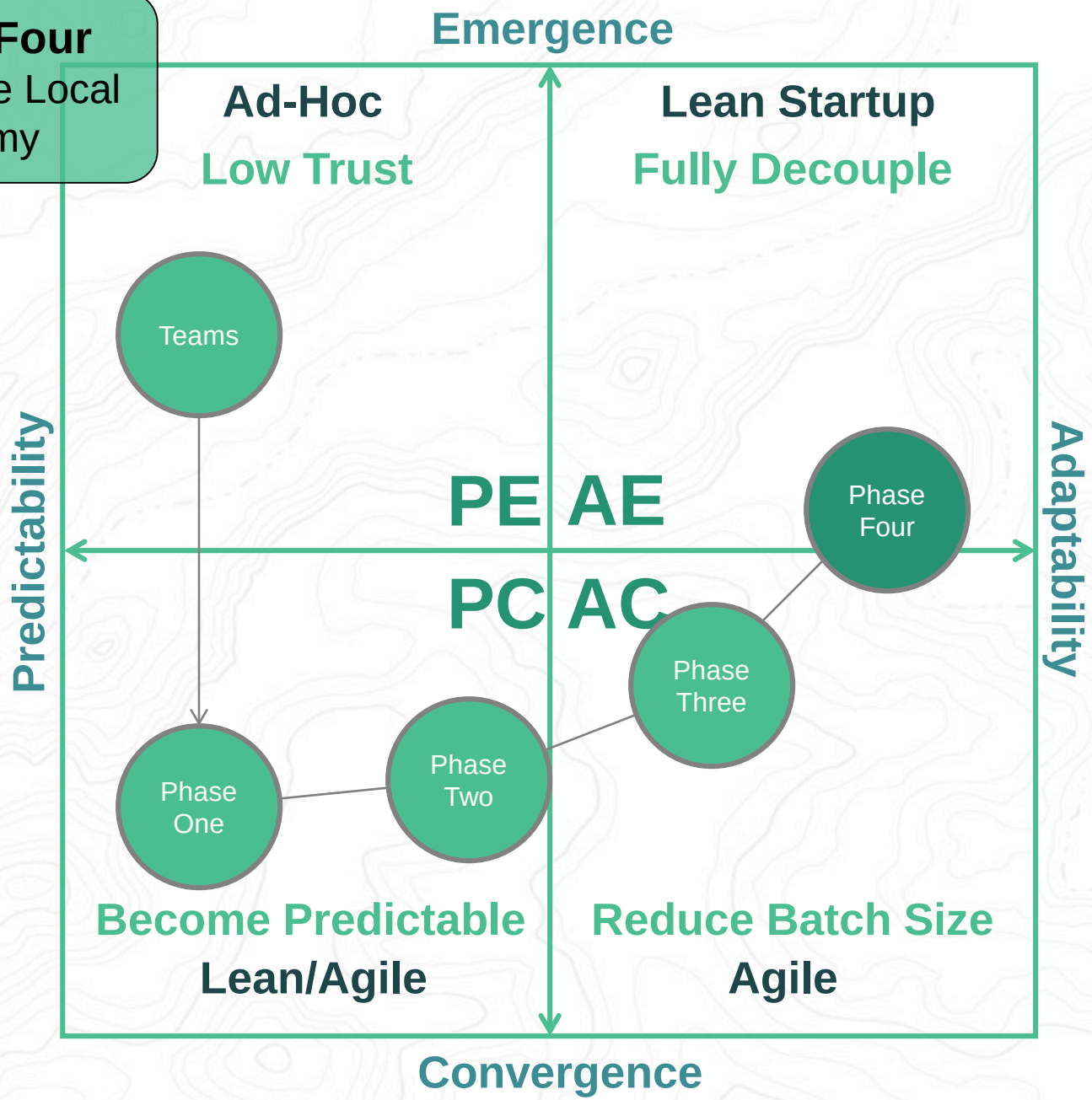
Phase Three

- Break Dependencies



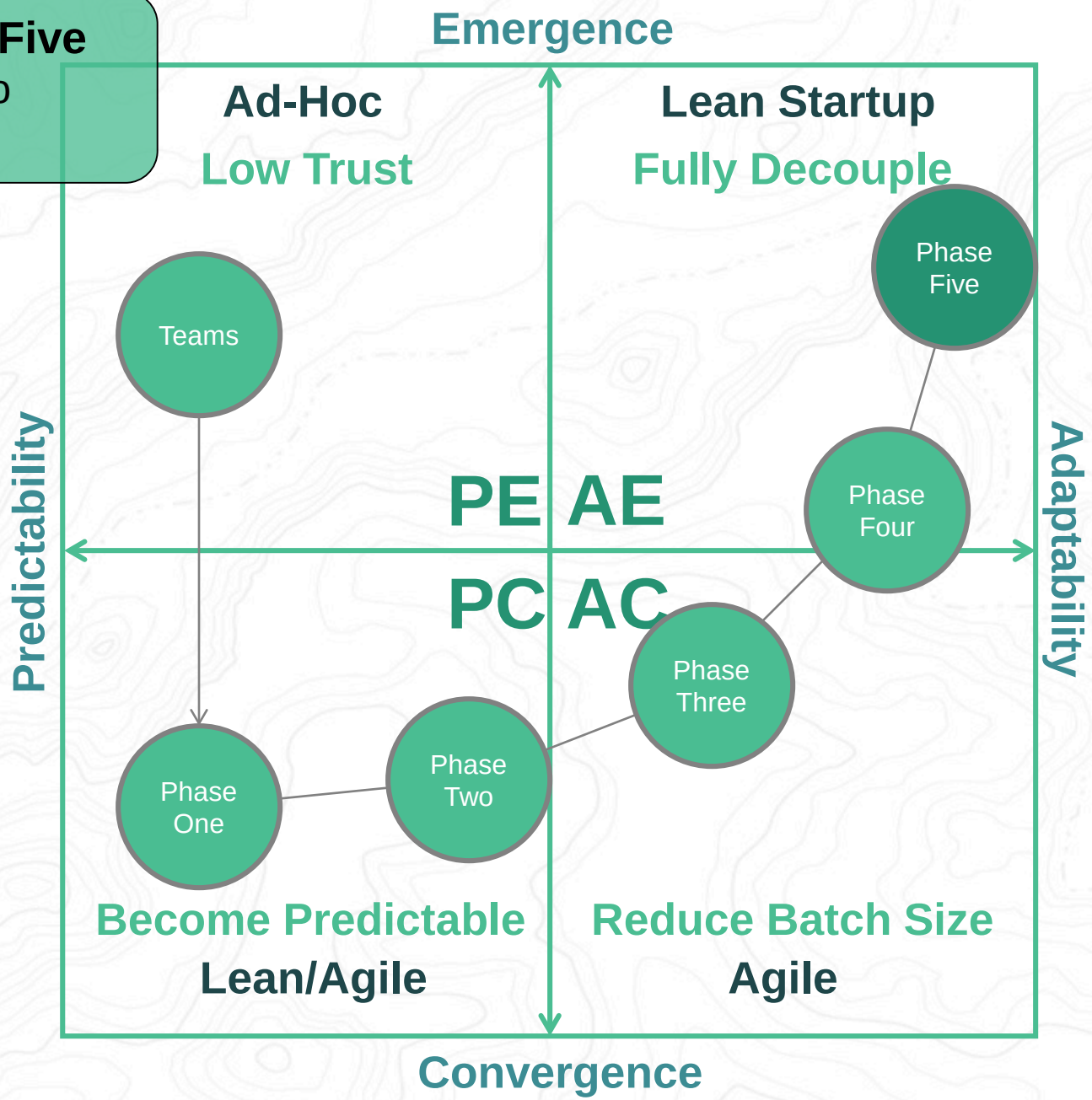
Phase Four

- Increase Local Autonomy

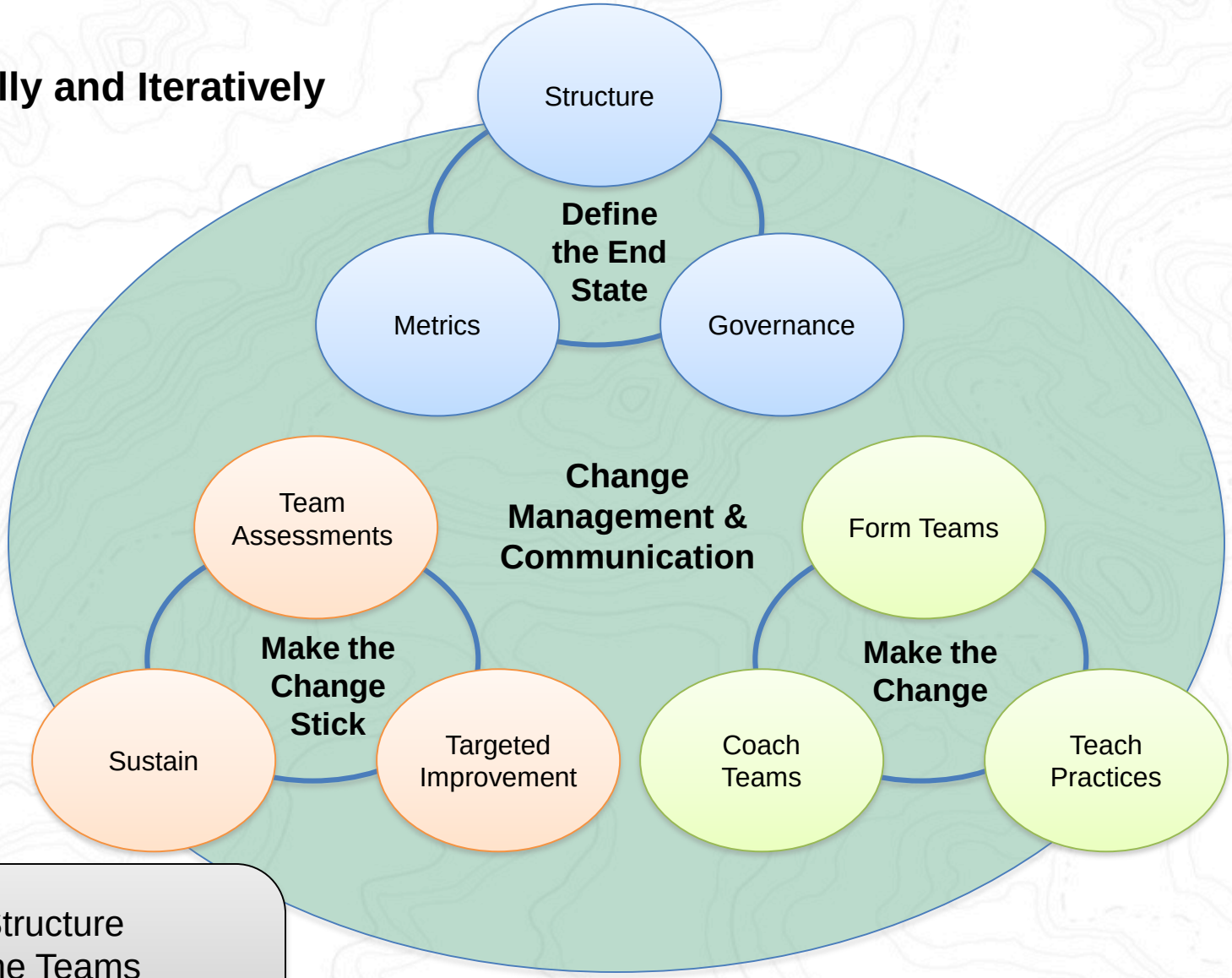


Phase Five

- Invest to Learn



Incrementally and Iteratively Transform



- Establish Structure
- Develop The Teams
- Set up for Sustainability
- Manage Change and Communication

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Develop Your Roadmap

- Identify the Business Goals
- Align in the four quadrants
- Identify Impediments to Structure
- Identify Impediments to Governance
- Identify Impediments to Metrics
- Create the Transformation Plan

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Why Agile Transformations Fail

What You Need to Know to Transform Any Sized Organization into an Agile Enterprise

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