Essential Patterns of Successful Agile Transformations (Part 1 Cont.): Webinar Highlights

This webinar explores the tactical patterns and leadership strategies covering the various aspects of Agile Transformations. In this webinar Bob Galen and Shaun Bradshaw will help you gain a sense of the necessary steps your organization must undergo to develop and drive an effective agile transformation.

Strategical and Tactical patterns of Agile Transformation (Cont.):

9. Scaling and Distributed Teams

Various **scaling frameworks**:

- Base frameworks: XP, Scrum, Kanban
- Scrum of Scrums
- Large Scale Scrum – LeSS
- Nexus – Scrum.org
- Scrum@Scale – Sutherland
- Disciplined Agile Delivery – DaD
- DSDM
- Enterprise Scrum – Beedle
- Scaled Agile Framework – SAFe

The recommended leadership execution route, as opposed to leading with frameworks, would be to lead with one of the following **key tactics**:

- Growing from the bottom…up (how you begin is crucial)
- Only leverage what you need
- Start with a base framework
- Experiment, iterate, learn: inspect & adapt
- Keep things simple
- The teams are THE most important aspect of scaling
- Type of team(s) matter (i.e. sub team vs. individuals)
- Treat all members of the team equally
- Increase documentation and invest in collaboration tools; face-to-face
- If distributed – make sure to start off by bringing them all together to get a sense of collaboration, the right fit, and the right testing mindset

One of most important aspects of **scaling tactically** is focusing on the team(s); which can easily become overshadowed by hyper focusing on frameworks and metrics.

- Decipher if scaling is a necessity at your current point of integration
- Leaders should give teams support they need for growth and continuous improvement
- Invest in your team(s) for a higher payoff and success in the end

10. Agile Maturity (Health) Assessments

Know where you are. Analyze where you are currently and where you would like to be to locate your gap areas:

- **Assessments:** Complete an assessment on a regular basis to:
  - Identify where you are
  - Identify if you're ready to go agile
  - Identify gap areas, next approaches, and next steps
- **Assessment models:** Lean Agile Intelligence, SAFE, Comparative Agility, Agility Health, Agile Journey Index, Home Grown, Scrum-But-Variants
- **Don't utilize assessments for**: Rewards & Recognition, to measure team or individual performance, and/or as a report to make personnel decisions
- **Utilize assessments for**: insightful, continuous improvement, a coaching focus tool, for the teams, and allowing leadership to leverage the results for training and employee development

Essential Patterns of Successful Agile Transformations (Part 2 Cont.): Webinar Highlights

Continued highlights… Part Two

Thinking, Behavioral, and Mindset/Cultural Patterns of Agile Transformation:

1. Eat your own Dog Food

From a leadership (PMO) perspective, practice what you preach, and drive the transformation through your organization:

- **Leadership vulnerability**: it's okay to fail, don't expect to succeed when you're starting out… failure is optimal for learning
- **Organizational standpoint**: Put someone in charge to direct your organization through the transformation to make sure all aspects are addressed organizationally;
  - Transparency
  - Truth telling
  - Experimentation and discovery
  - Focus on the people
  - Trust the teams

2. Forget what you know

In order to restructure how your organization thinks, how they collaborate, and/or how they talk, you as a leader have to **forget about what you already know**.

- **Lose assumptions about**: planning, estimation, quality, organizations, management, teams, commitments, capabilities, and trust
- **Re-learn to learn** and listen (start new)

3. Trust the Teams

Trust, But Verify… is NOT trustful

- **Trust the team**: if one person makes a mistake don't lose trust in the entire team
- Leaders should trust their teams, teams should trust team members, teams should trust leaders

4. Create Space

- **Physical:** Space for team collaboration vs. areas for solitude
- **Virtual:** Important for team collaboration and virtual tools, especially in distributed teams
- **Learning:** Via experimentation and pairing
- **Safe:** Make sure the team feels comfortable with failure as a learning opportunity
- **Individual Space:** Room to grow, recognition and appreciation for achievements

5. Slow Down to Speed Up

Focus on **quality, not speed**.

- Strategize before diving in
- Do it right the first time
- Trust your estimates
- Learn through experimentation
- Celebrate success and reflect

6. The Notion of Safety

5 main areas of agile leadership:

- **Psychological Safety**: 4 quadrants of safety
  - **Learner**: freely ask for help without judgement and embrace and learn from mistakes
  - **Collaboration**: Collaborate openly
  - **Challenger**: question the status quo and challenge old practices
  - **Inclusion**: Titles don't matter, everyone is equal
- **Dependability**
- **Structure & Clarity**
- **Meaning**
- **Impact**

7. Strenuously Simplify

Review organization structure for **simplest solution**:

- **Includes:** roles and responsibilities and number of projects in flight for:
  - Frameworks, tools, models, processes
  - Customer solutions, Customer challenges
  - Architecture & design, feature sets, infrastructure

8. Embrace the Chaos

Always **"Storming"** – Doc Norton

- Is Tuckman wrong?
    - o **Forming:** Learning about each other
    - o **Storming:** Challenging each other
    - o **Norming:** Working with each other
    - o **Performing**: Working as one

Plans are never solidified; decision-making still happens every day:

- Pivoting isn't necessarily a bad thing

Chaos

- **Controlled Chaos vs. Energized Focus**: avoid change fatigue & learn to embrace chaos to reach change

Agile Manifesto: uncovering better ways of developing software through practice while helping others do it, focus on:

- **Individuals and interactions** – over processes and tools
- **Working software** – over comprehensive documentation
- **Customer collaboration** – over contract negotiation
- **Responding to change** – over following a plan