Play on the Path to Agility

Agilia conference 2014

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Senior Management Team

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John the management lead

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The world of John

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Need for Agility

"To be competitive, companies must respond quickly and nimbly to the changing environment ... their ability to respond to market movements is core to sustainability."
Organizational Agility -- The Economist

"If you are not moving at the speed of the marketplace you're already dead – you just haven't stopped breathing yet."
Jack Welch

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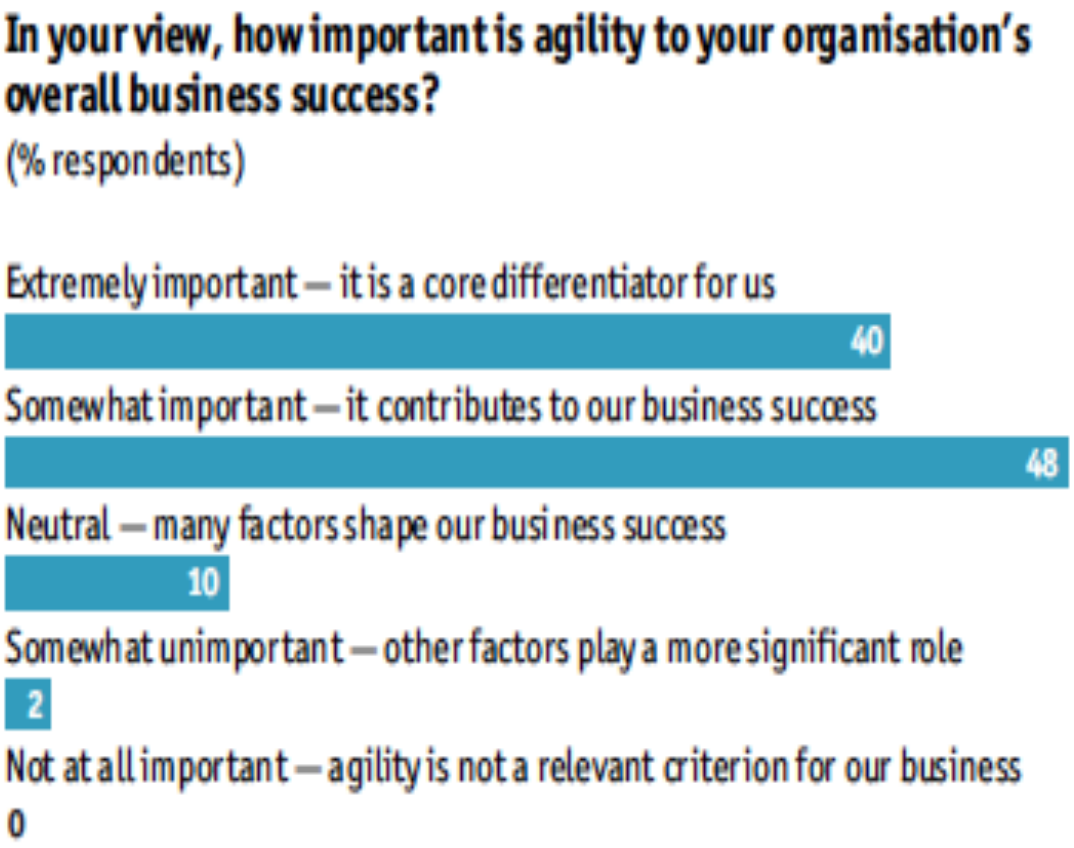
Importance of Agility



Global survey under 349 senior executives – Economist Intelligence unit , 2009

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Sue the operational lead

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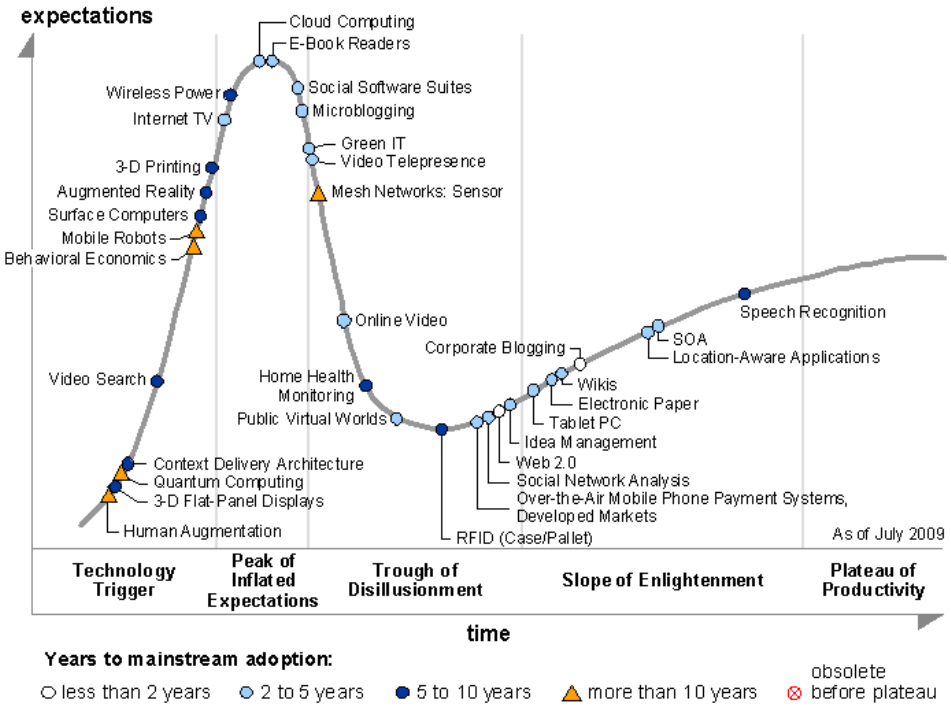
The world of Sue



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Some questions Sue has

- How does John know that the organization is making progress towards its objectives?
- How do I know the organization is becoming more Agile?
- How can I justify the investment in Agility?
- Which practices do we need to adopt?
- How and where do we start?

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Unfortunately there is no magic box!

We do know how to setup the conditions so that the necessary innovations will emerge!

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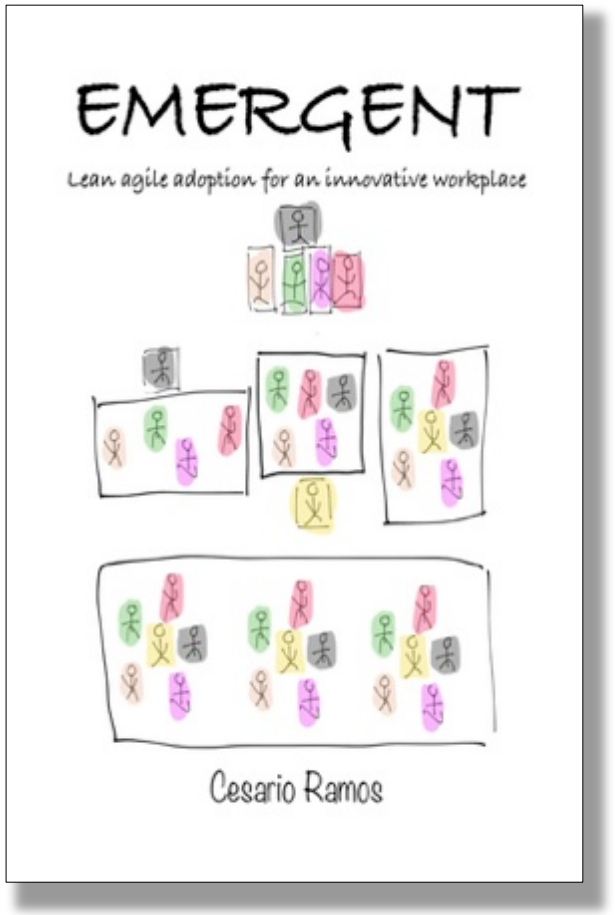
Path to Agility needs to EMERGE

- Have clear objectives to reach
- Amplify organizational learning.
- Do not impose a solution upfront.
- Do not use a defined process for change.
- Create conditions for engagement.
- Have a senior manager as change leader.
- Use Top-down and Bottom-up adoption simultaneously.



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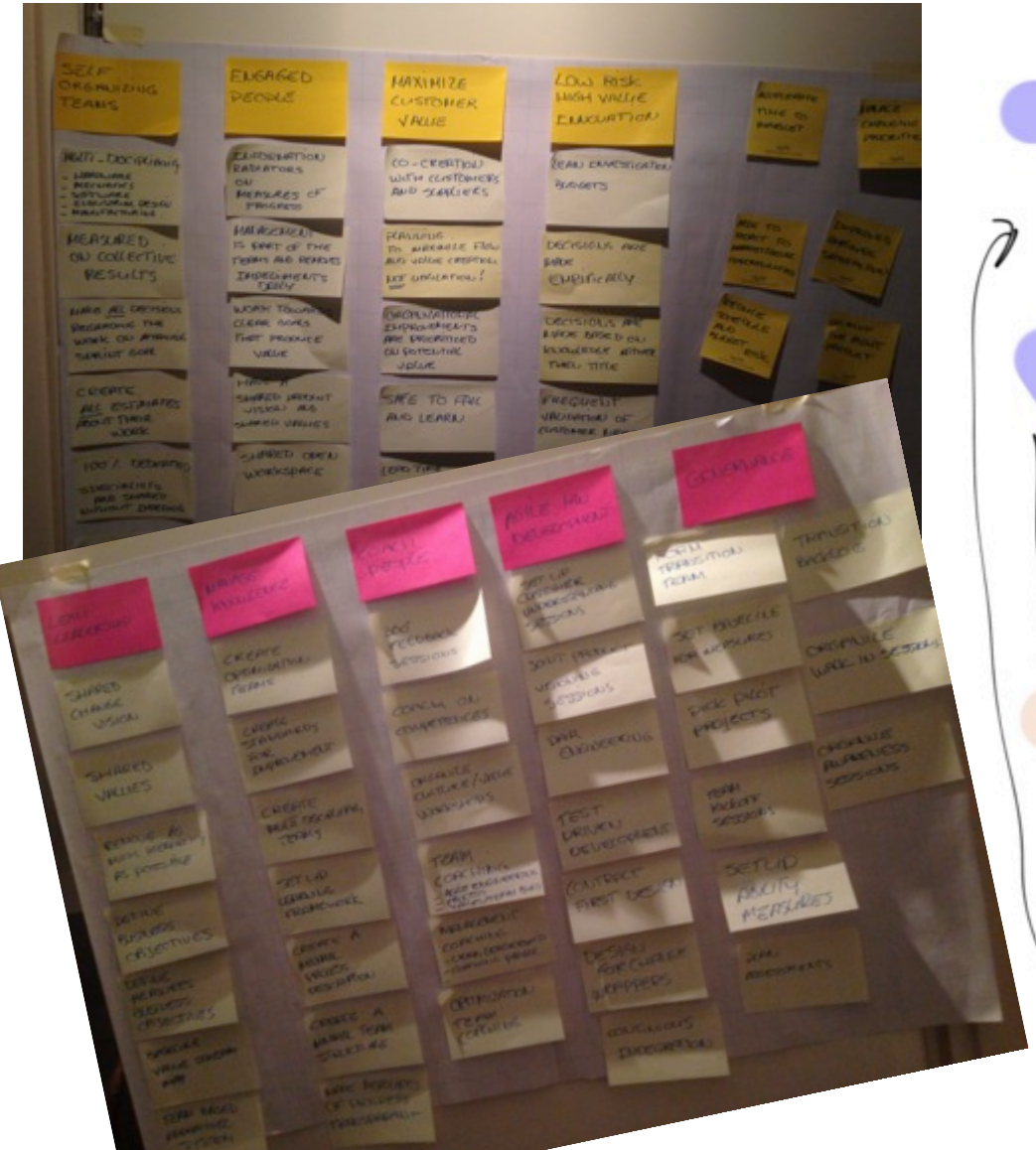
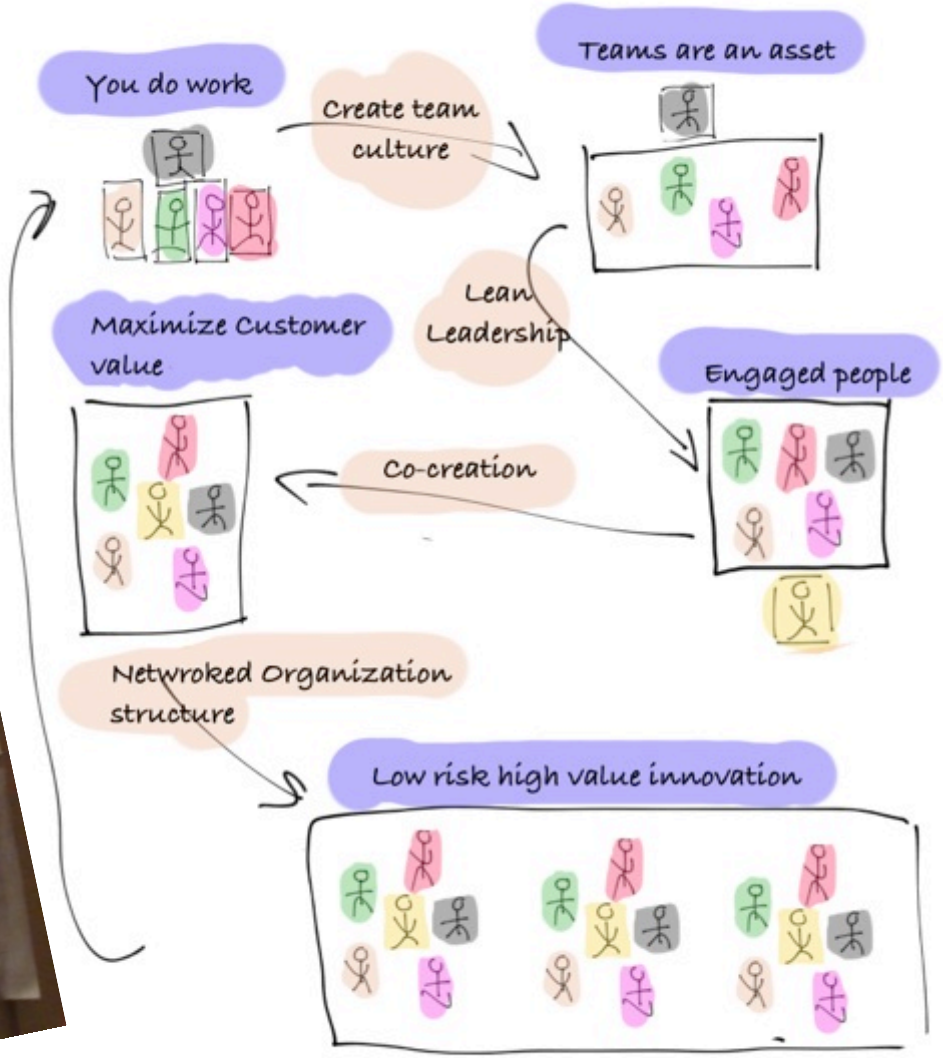
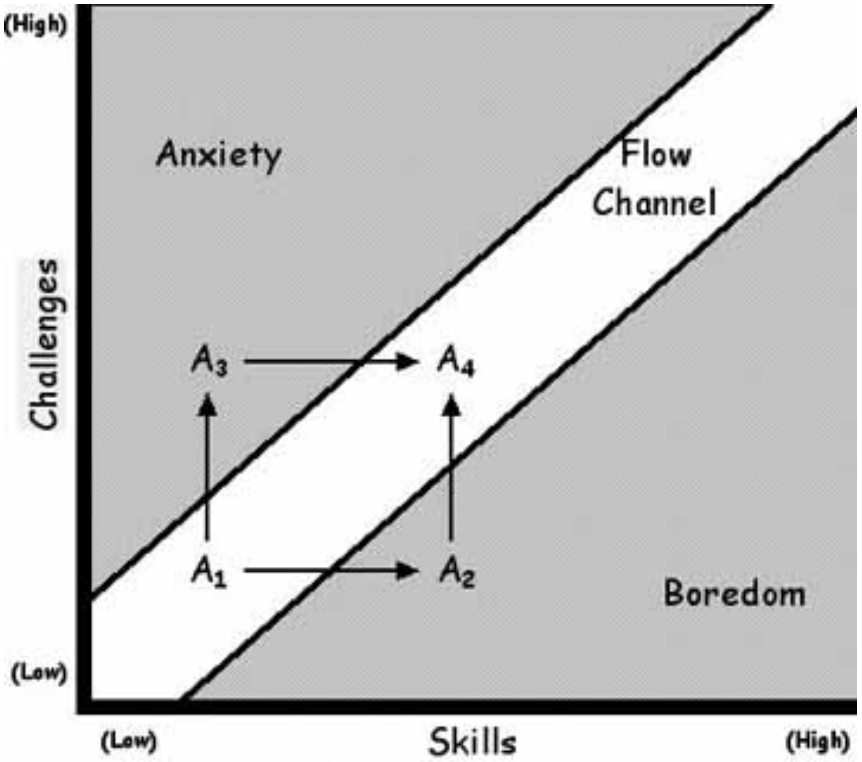
But first, do you understand what you want?





Game principles create conditions for engagement

- Setting challenging goals
  - Change vision for strategy
- Transparency on progress towards the goals
  - Measures
- Having clear rules of behavior
  - Shared Values for culture
- Having voluntary participation
  - Self-organization



From Flow: The Psychology of Optimal Experience
by Mihaly Csikszentmihalyi (page 74)

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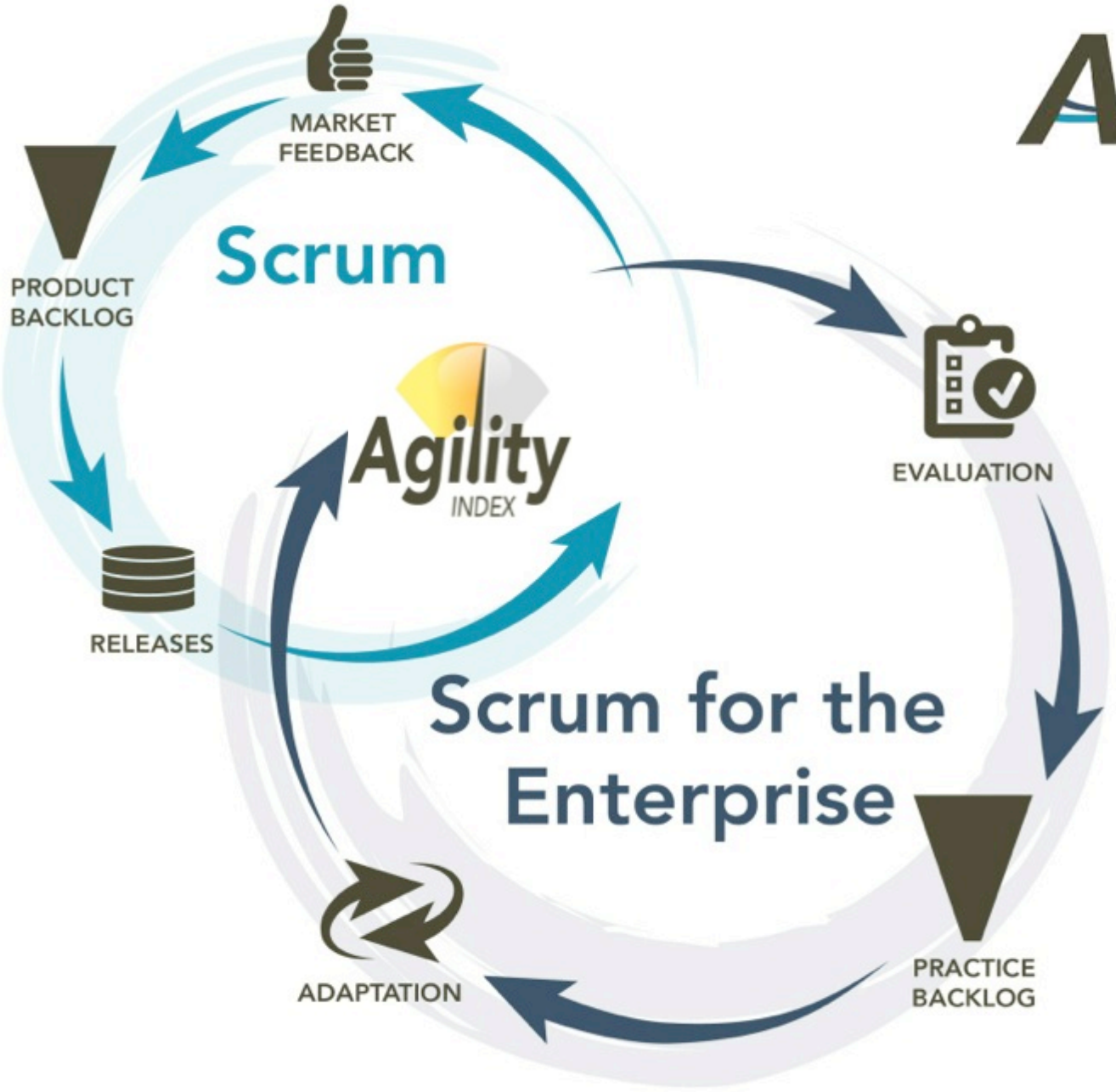

Agility PATH™

agility-path.com

Measures John could use

Organizational

- Revenue per Employee
- Employee Satisfaction
- Customer Satisfaction
- ROI

Foundational

- Release Frequency
- Release Stabilization
- Turnaround of new functionality
- Installed version Index
- Usage Index
- Innovation Rate
- Total defects

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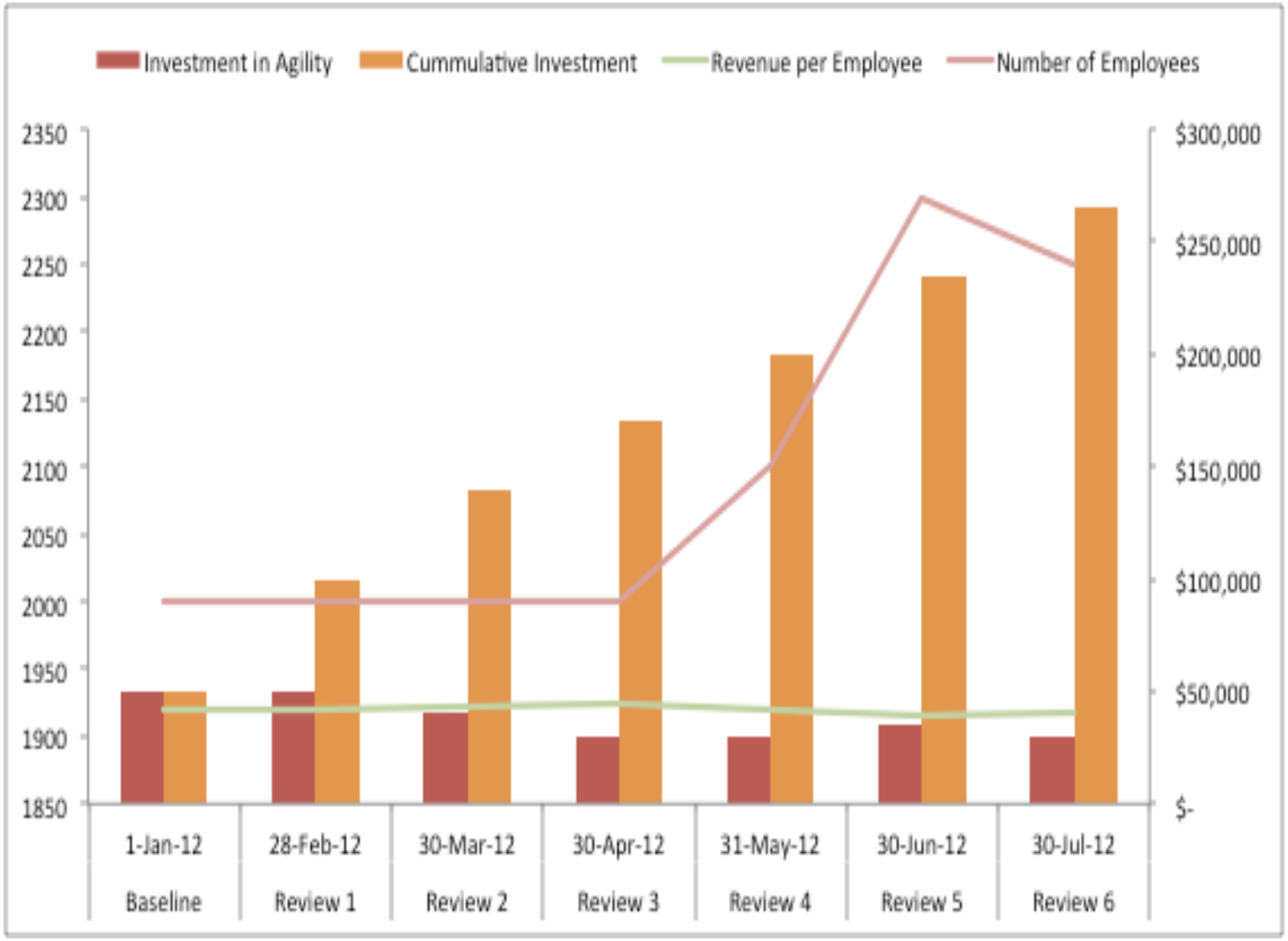
Employee Value Creation vs. Investment in Agility



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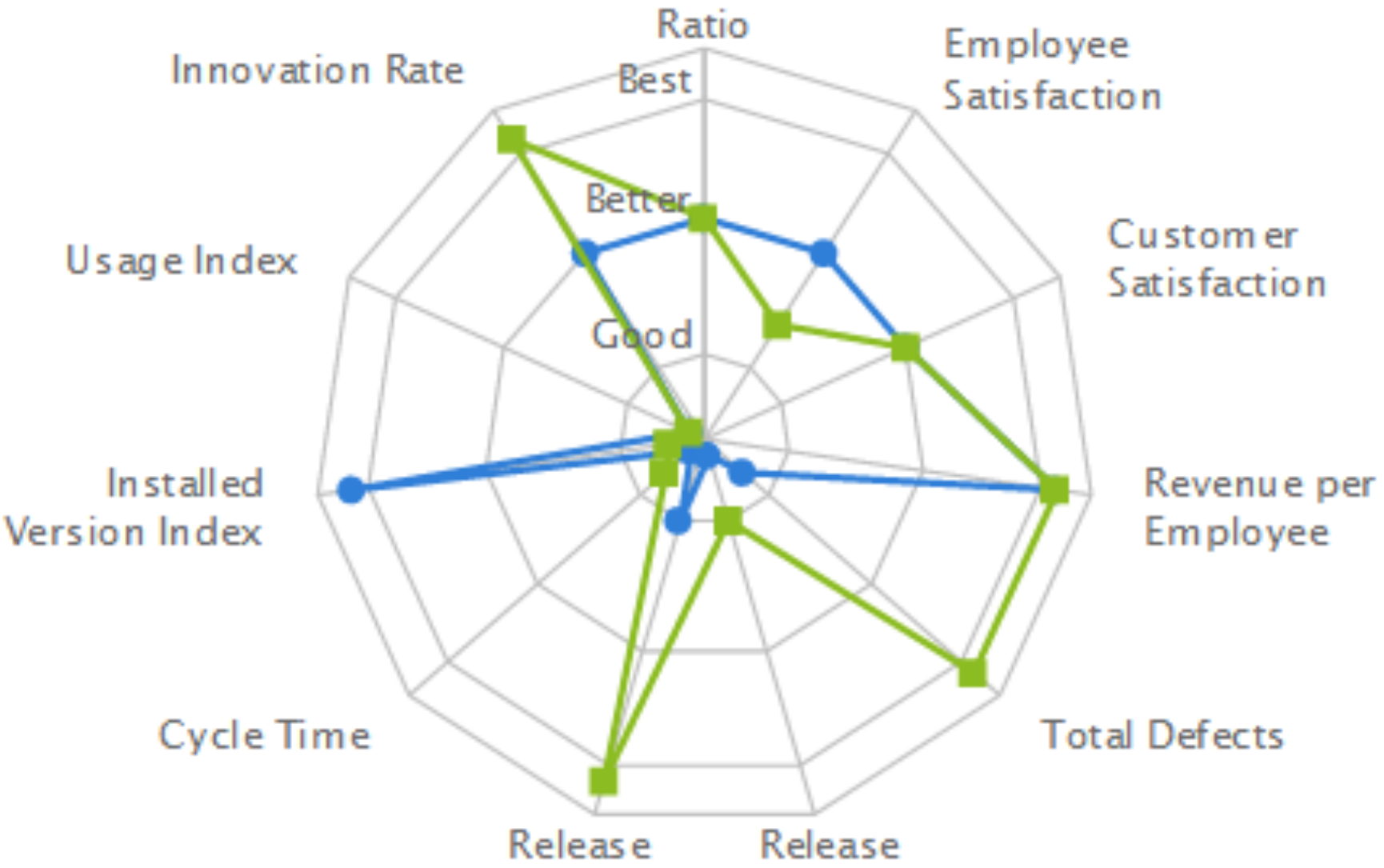
Measures for evidence



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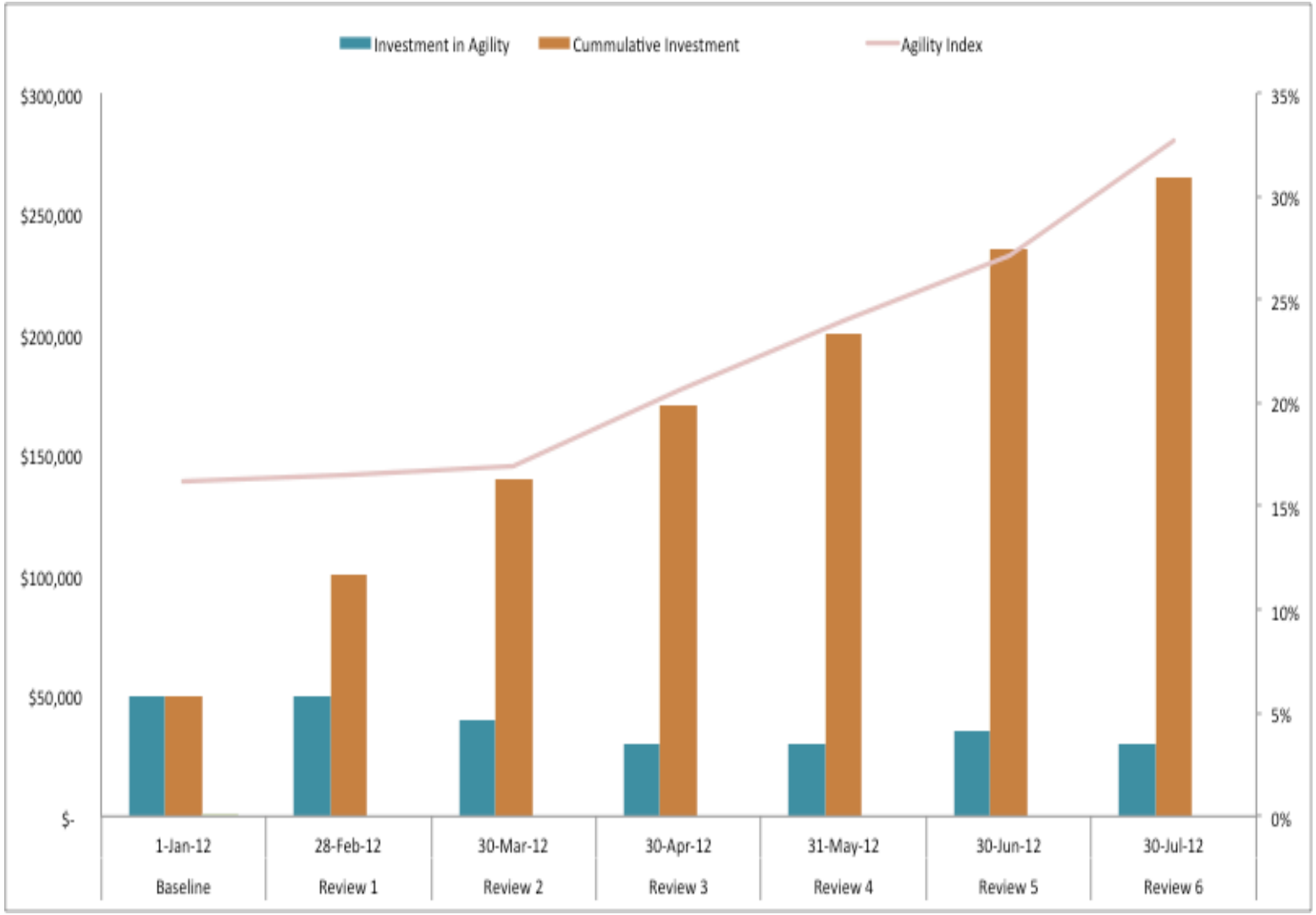
(Cumulative) Investment in Agility vs. Agility Index



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Domains that could impact agility

Domain	Functions
Productivity	Software and product development
Value	Product management, release management, PMO, Product Owners
Quality	Infrastructure, architecture, tools, standards, conventions, QA
Process	Scrum, Co-creation
Enterprise	Above plus rest of organization

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Measures Sue could use

- Diagnosing current practices across 5 domains provides a picture of strengths and areas for improvement
- Ordering into a Practice Backlog provides starting point for highest value improvements

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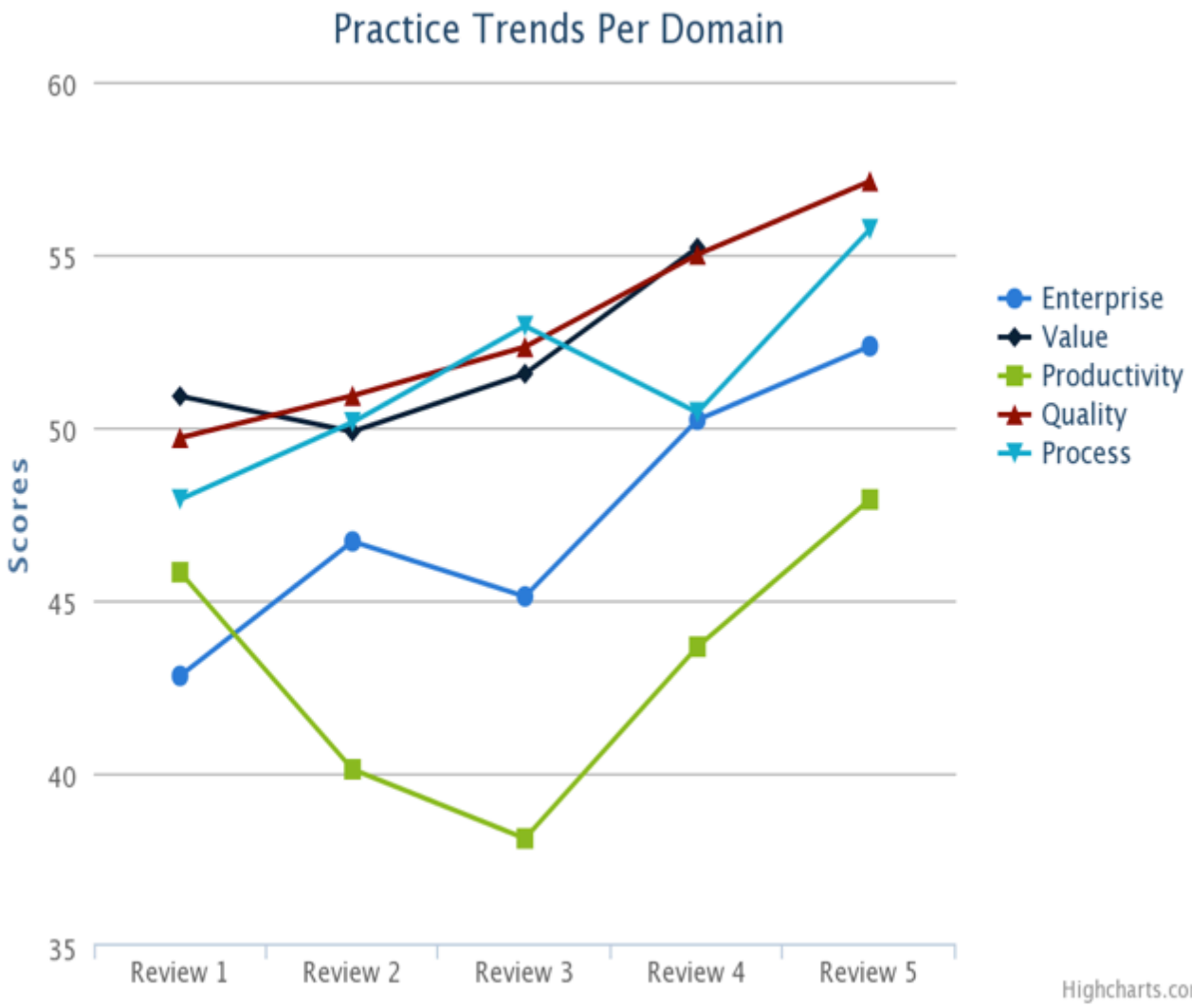
Improve overall practices that lead to Agility



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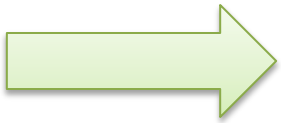
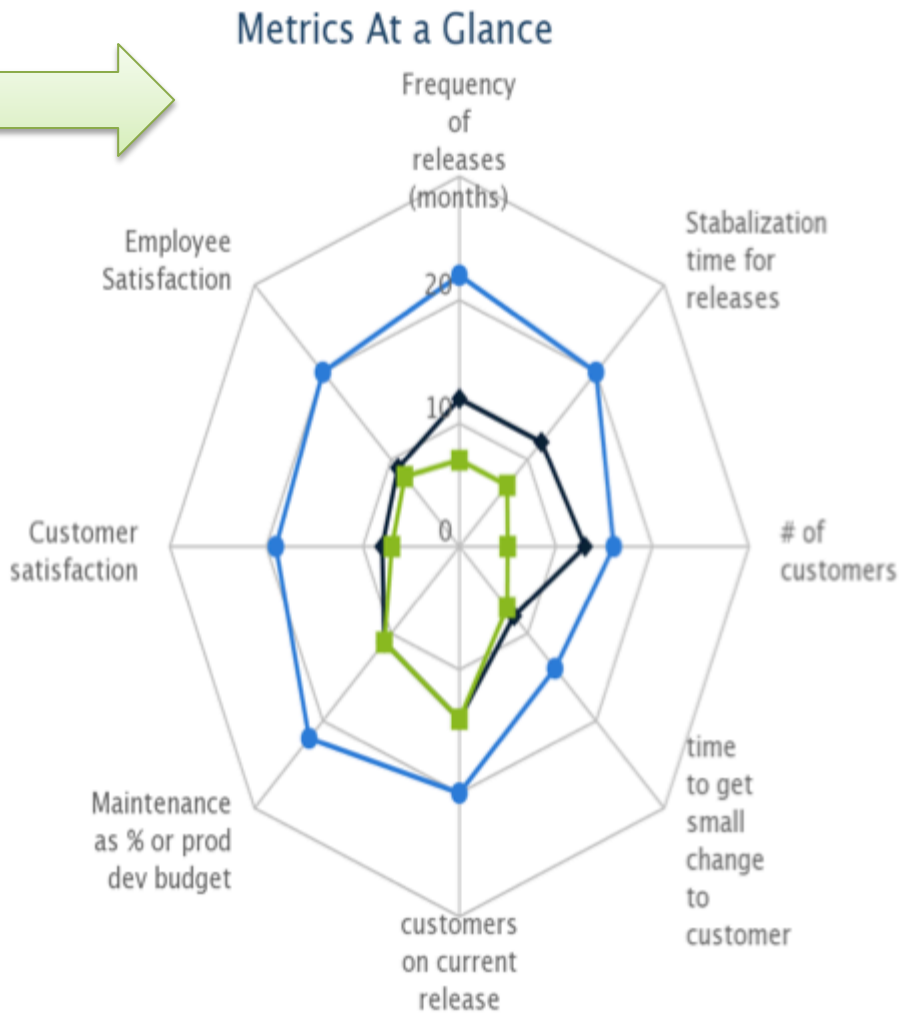
Adopting practices should improve domains





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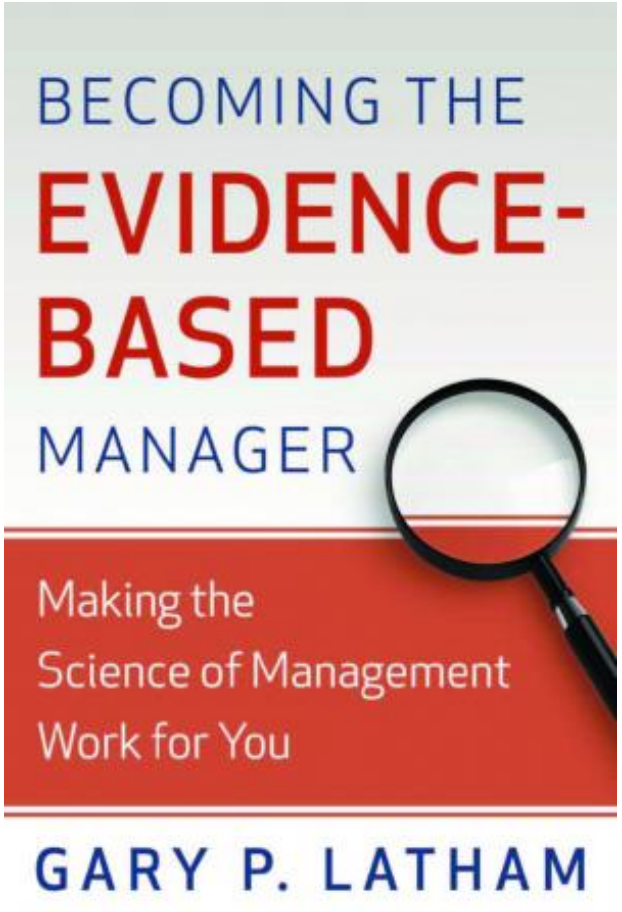
Use EBM to not fall over into chaos

Evidence-Based Management

- Translating principles based on best evidence into organizational practices.



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EBM is hard

Think about a team you witnessed that was outstanding, that worked together well and where people learned and improved because of team work.

Now think about a team that was very poorly, maybe they did not achieve their goals, maybe their performance deteriorated over time and people felt frustrated in the team.

What is most responsible for the difference?

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Agile is building the wrong thing Faster

"Use EBM with Agile to avoid

adopting the WRONG thing FASTER…"

Professor John Seddon

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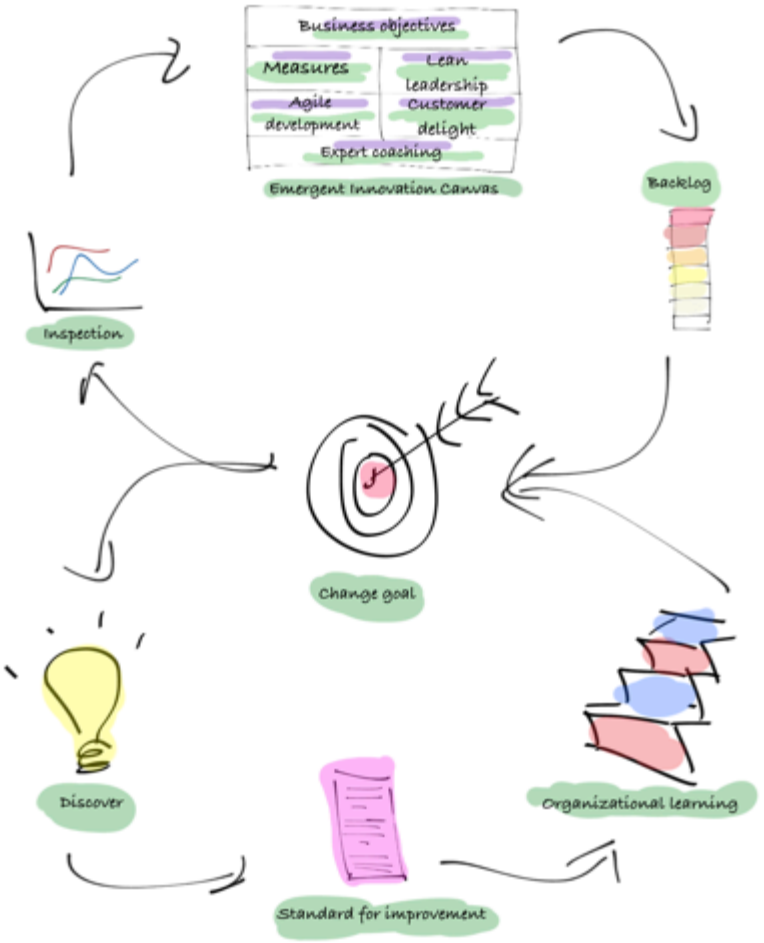
Summarizing Path to Agility

- Setup conditions for engagement.
- Define measures for improvement.
- Assess the current situation.
- Order the practice backlog to start learning.
- Practice EBM to discover your path to agility.



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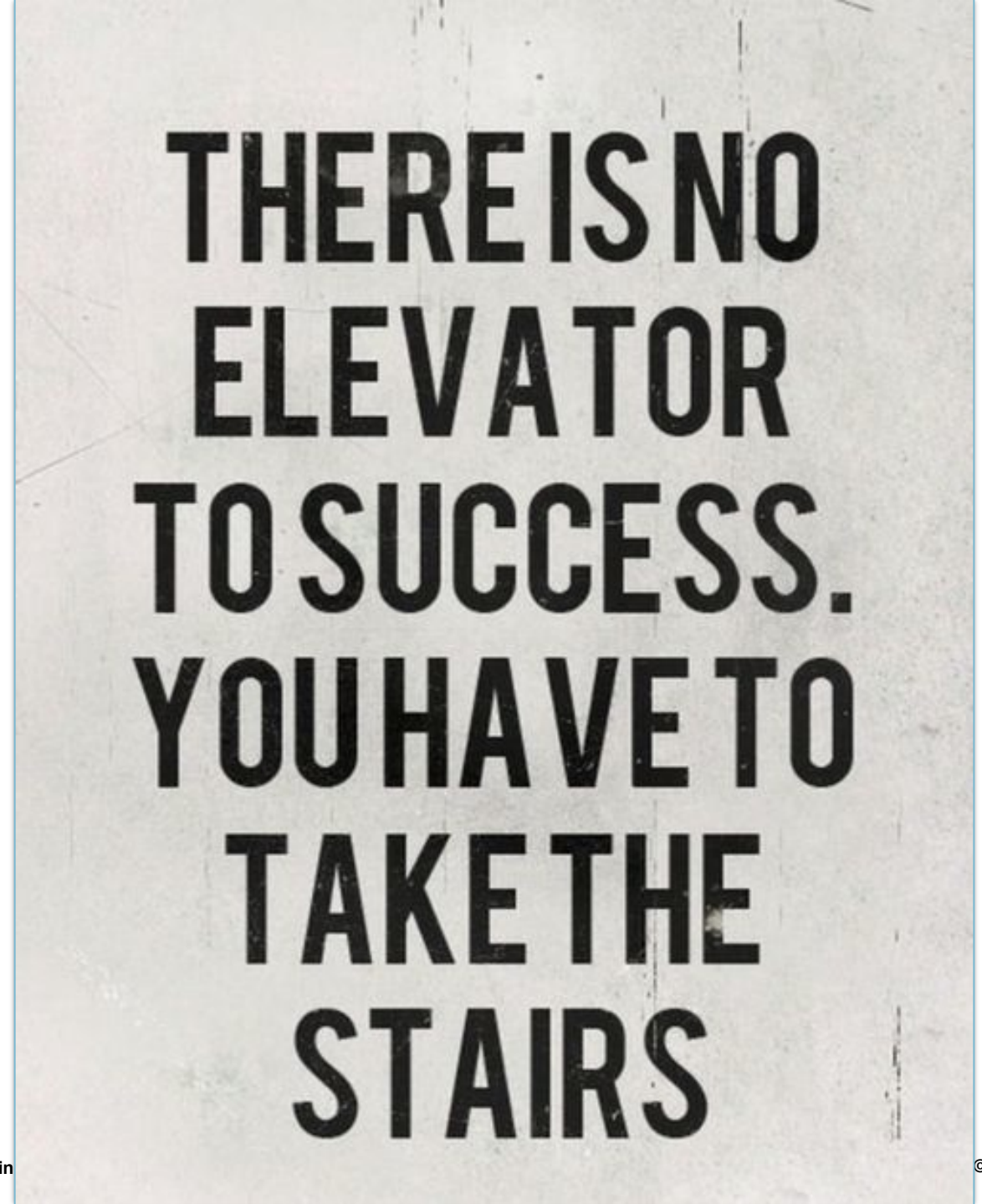

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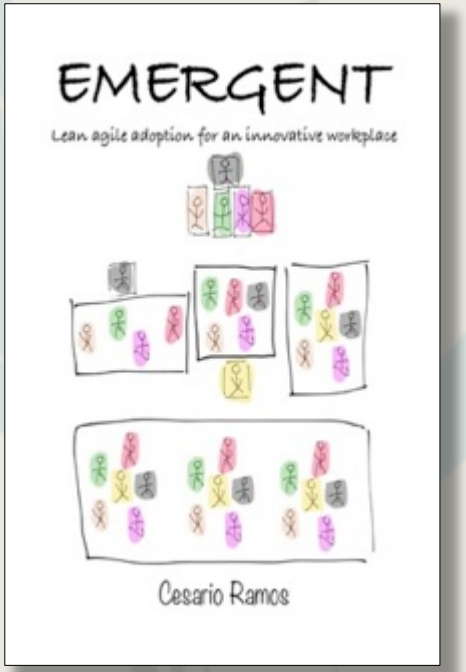
Thank you!



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