

66 impediments are not the blocker to value, they are the path to value

Jon Smart - Sooner, Safer, Happier

Valve

3 KEY FAILURES:



We don't just become Agile butterflies!
Change + fear in the human psyche
Resistance to change - work to keep the status quo.



1. Know Your People so You can focus on Objectives



Do Not Create Flies in a Jar

- > involuntary + external motivators
- > people become 'frozen' during change waiting for the next instructions

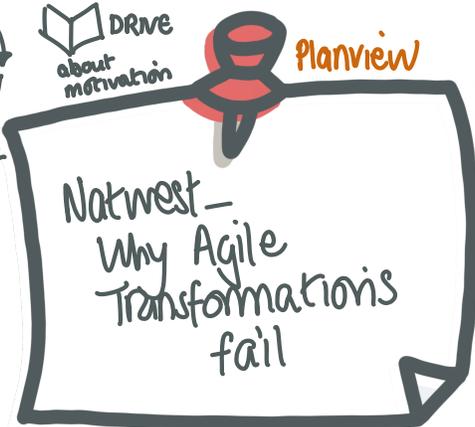
internal motivators

- autonomy: direct own lives
- mastery: learn + create
- purpose: be better by oneself and world around us.



DRIVE about motivation

Planview



Head of Change CoE

KNOW AND PROVIDE THE SUPPORT YOUR PEOPLE NEED.

- Enable the Climbers - be clear about the roles and what is expected
- Give information clearly
- Moving to servant leadership.
- communication of practices
- share successes loudly
- provide guard rails
- roadmaps
- throw the ropes down for more climbers

LEARNT HELPLESSNESS HUMAN SURVIVAL

high performance



during change these three are threatened.

ELEPHANT in the ROOM:
People are not stupid

- Efficiency or Agility
- be clear on your purpose.

DOING AGILE TO PEOPLE DOES NOT MAKE YOU AGILE

new ways of working have to be part of the transformation.

You might find you go backwards with your people before you can move forward



You don't want spectators who stand + look up at the mountain

CREATE THE ENVIRONMENT

BE THE CLIMBER

You need people to come with you.

- > minimise the impact of resistance + learnt helplessness

50,000 people had to start working at home at the start of the pandemic

2. BIGGER IS DEFINITELY NOT BETTER

The Change Curve
 the bigger the change
 the deeper the dive into chaos



Big programme, produce emotional scars.

THE LESSONS:

- ① Start small - a small change, a small slice of value, a single process
- ② Scale vertically - *eg. one product line*
 delivery processes
 control processes
 risk, fundings, resourcing

VERTICAL SLICE:
 Team, middle mgrs, sr mgrs.

NATURE THE CHANGE:
 BECOMING AGILE LEADERS.

BIGGER IS NOT BETTER AND THE SAME GOES FOR LEARNING.

Bigger is Not Better and the SAME GOES FOR LEARNING

using Agile coaches with a variety of different backgrounds were dropped into different parts of the business.

→ Upfront coaching - DIDN'T WORK!

BUT

- each Agile coach had different experience and approaches
- there is no prescriptive way to be Agile so confusion reigned.

Training in multi-discipline teams would have been a possible way forward.

NOT changing it totally - making some change to come together as a multi-disciplinary team.

Other company depts are not part of the Agile transformation.

2 sets of control
 2 sets of governance
 bring it together: made it quicker
 } finance-funding model.

Common language from the outset. Less painful

They're made sure they're done a retrospective on the impact of the pandemic
 making sure they don't have to go back to old ways of working

Big time pressure challenges to more learning on-line and virtual.

knew that failure would happen within 2 weeks of starting

without full buy in from senior execs.

3. You are unique - embrace it.

Change the world Vs evolve the world

If your business culture is diverse + unique, the idea that everyone will move to an agile way of working - may not be true

NEED A FRAMEWORK that could be adapted to fit the culture.

- practices + techniques
- some key prescriptive elements and enough autonomy for teams in their own contexts

eventually a Minimum Viable framework

If your leadership is unique you will probably have different behavioural norms.

If your leadership culture works against what you want delivery teams to be doing - you will not succeed.

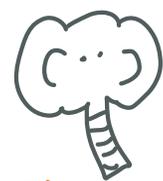
understand the leadership culture and help individual leaders find a path to new behaviours.

scale vertically enabled them to take their leaders with them.

NEED TO FIND A WAY TO INVITE PEOPLE TO PARTICIPATE

a new way of working will make them more successful

support decision holders people's feet to the fire.



Projects are Bad Agile is Good NOT TRUE

There is no silver bullet for enterprise-wide agility

GUARD RAILS.

- \ around behaviour, funding, resource mgmt, MV governance
- \ they are things that people have to follow
- \ but there is space within the guard rails to make improvements + LEADS TO autonomy.

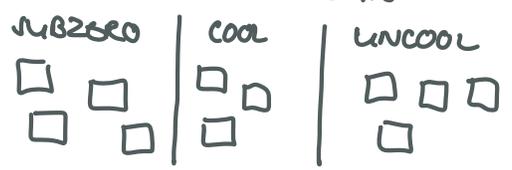
ask yourself what decisions get made, and where and by who and how. what guard rails would then be needed eg. funding.

by flexing, learning, building trust
to move it down a level - autonomy around decisions

-] over time... the guardrails will go
 - > be voluntarily in an evolutionary way
 - > be the person who create the environment
 - > be aware of all the different cultures.
 - > invite the organisation to change - not enforcing it

Invite don't impose: creating events that play to our internal motivations

- > delivered by the community themselves
- > playbook + calendar of events
- > community of practices
- > don't underestimate the amount of effort required.
- > what needs to be celebrated + what needs to be changed
- > used a COOL WAR:



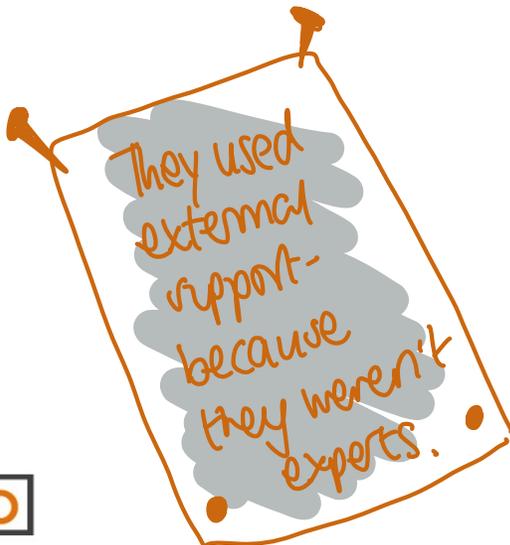
In summary:

“ If there is no agile excellence in your leadership team then there can never be effective Agile excellence in your organisation ”

- > You have to know your people and what motivates them
- > You have to make sure your take for change is not just about efficiency
- > focus on the objective and outcomes - not focusing on a one size fits all solution
- > create multiple techniques that people can drill down on in a local context
- > need to empower people with guard rails + clarity around the guard rails
- > need to start small, go vertically before horizontally
- > Be very clear about what needs to be prescriptive
- > keep the change gradient low as you prove the experiments within your unique context and risk appetite profile

BE THE DOG.

- > simplest way to solve a problem
- > it is fun
- > invited to participate



Reviewed + written by: