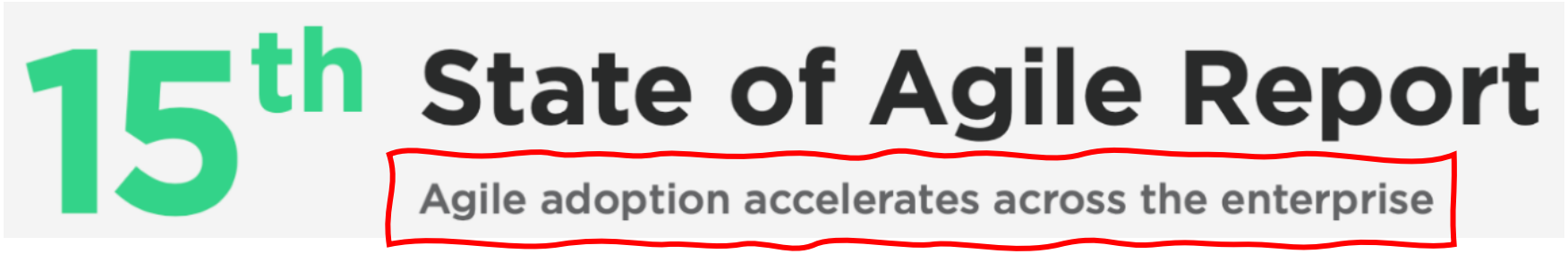
Starting with Enterprise Agility

A little adaptive approach workbook

Adaptive Change

Agile Adoption



Why we do it

Every year, thousands of people are interested in the results of our State of Agile survey. The report gives software professionals deep insight into agile trends, best practices and lessons learned to help them succeed with their agile transformations. The report has become the largest, longest -running, most widely cited agile survey in the world!

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10 Key Success Factors for Enterprise Agility

Accelerating Agile adoption across the enterprise happens when companies, start from key success factor perspectives

Adaptive Change

10 Key Success Factors

1. Take an economic view

The only sustainable business model is when a company has an equal or larger inflow than outflow of cash. The main source of inflow *normally* is paid invoices. Taking an economic view means putting a focus on your (potential) customers so your invoices get paid as fast as possible, while controlling your cost

2. Apply systems thinking

Over the past years the trend seems to have become to introduce functional agility: Agile for IT, HR, Marketing, Finance, etc. A more systemic, approach to the complexity your organization operates in requires 'cross functional agility' (let that be **one component** to describe Enterprise Agility)

3. Assume variability; preserve options

All people, companies, markets, environments are in constant movement. Speed of changes demanded by your business context is increasing. Acceptance of uncertainty (variability) helps you to adapt to the unknown or unforeseen faster and more adequately

4. Build incrementally with fast, integrated learning cycles

Check frequently with all stakeholders if you still move in the right direction. Learn from what has been done so far. Ensure to make it easy for your teams to learn skills and competencies they need to seize (unexpected) opportunities

5. Base milestones on objective evaluation of working systems

Be transparent about what is a working system, how it contributes to the economic view taken and by when. Let people define their quantitative & qualitative contribution to that working system and set their own milestones based on that. Evaluate quality and usability through 'customer satisfaction' (basically: the consistent and recurring inflow of cash…)

6. Visualize and limit WIP, reduce batch sizes, and manage que lengths

A non-transparent workload can't be managed. Too much work for one person or team generates frustrations and delays. Within the team and function, but as well for other teams. Visibility on the length of the que is essential in understanding needs for additional people, budget, knowledge, etc. which impacts the economic view

7. Apply cadence, synchronize with cross-domain planning

Cadence at a team level might generate a healthy flow within the team, which may increase the team's productivity. However, if that cadence is out of sync with the rest of the teams involved in the Value Stream, it may negatively impact the overall outcomes at enterprise level (functional sub-optimization…)

8. Unlock the intrinsic motivation of (knowledge) workers

People are unique. All of us are motivated by (a set of) intrinsic motivators which may align with others or not. Motivations are impacted by uncertainty (positively or negatively). Understanding your people and triggering their intrinsic motivation positively improves engagement and commitment

9. Decentralize decision making

Autonomy of teams comes from delegation. Delegation done right ensures teams want to take on responsibility for the delegated task or topic (which needs an environment of trust and psychological safety) and can assume it (skills and competencies are available or the team is enabled to obtain them)

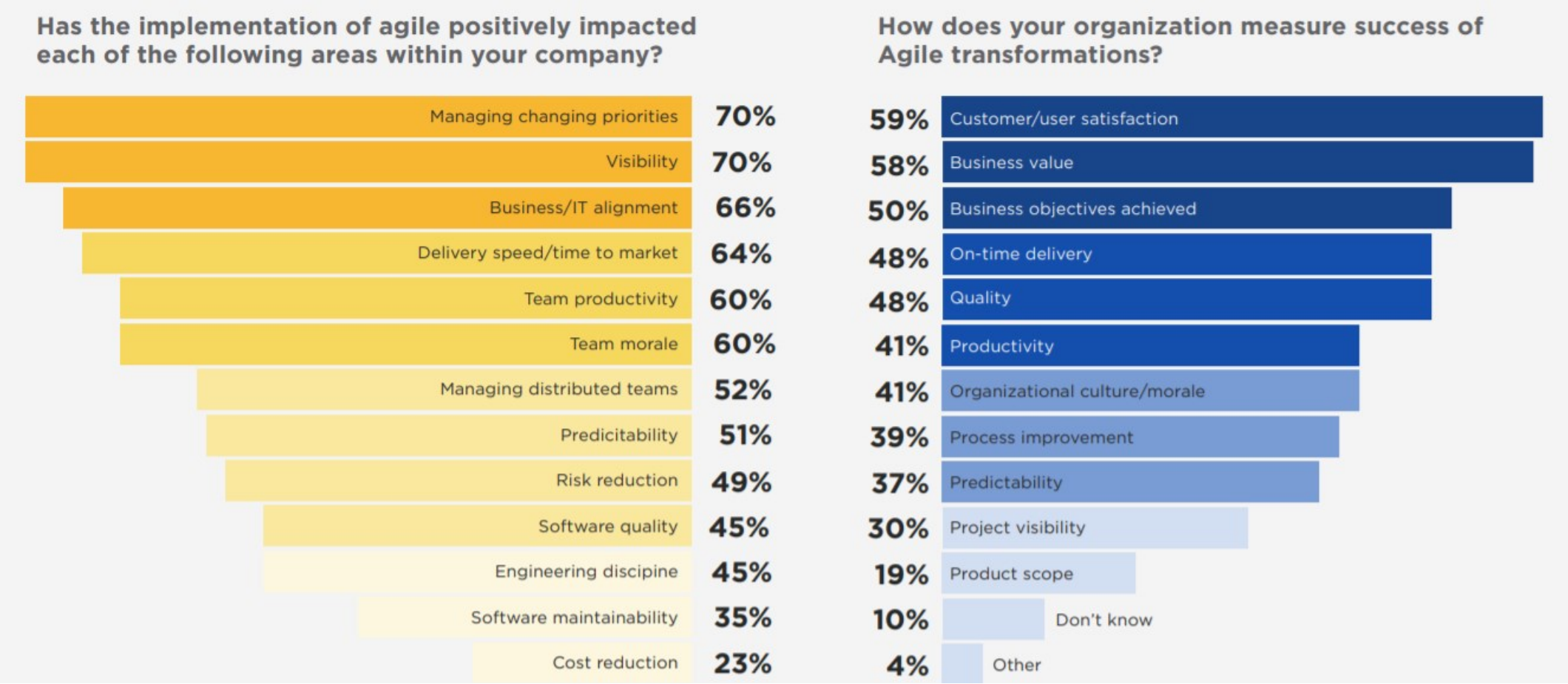
10. Organize around value

Continuously ask yourself if and how you are adding value for the customer, people, the environment, the community your company is part of, and all other stakeholder groups. Be transparent about it. Visualize it permanently and prominently. Learn and adapt to improve the system that creates value

Enterprise Agility

Are we asking the right questions?

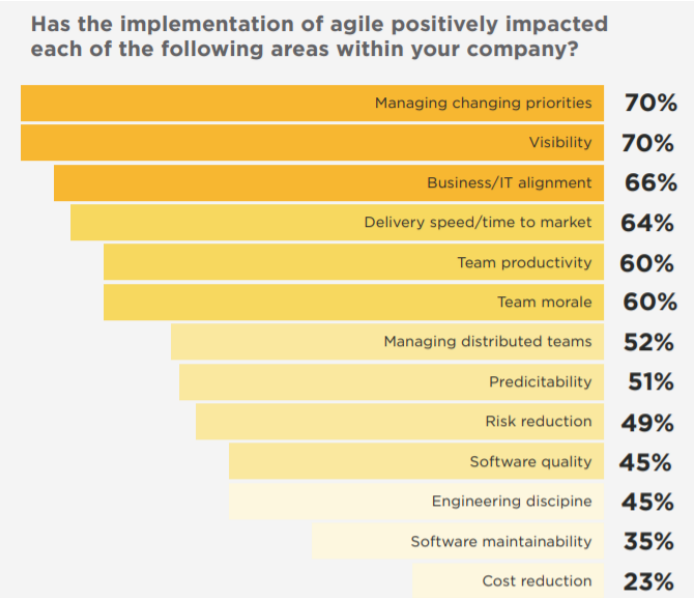
The (non-)Insights



But...How large was that impact? How long did it take before that positive impact became visible?

But... Did (and how much) your measure improve? ... and were those improvements thanks to the positively impacted areas?

Asking more (better) questions



How large was that impact?	How long did it take before that positive impact became visible?	Have there been any other positive impacts/impacted areas?
Responses submitted by the user	Responses submitted by the user	Responses submitted by the user

Asking more (better) questions

Did (and how much) your measure improve?

Were those improvements thanks to the positively impacted areas?

Responses submitted by the user

Responses submitted by the user

What’s your context?

Why & What

Select your 1-n reasons for adoption, and for each of those the 1-n challenges that you believe will slow down adoption

What do we need to overcome so we **can** do it?

Why do we **want** to do it?

Reasons for adoption \ Challenges	Inconsistent processes and practices across teams	Organizational culture at odds with agile values	General organization resistance to change	Lack of skills/experience with agile methods	Not enough leadership participation	Inadequate management support and sponsorship	Insufficient training and education	Pervasiveness of traditional development methods	Lack of business/customer/ project	Fragmented tooling and project related data/measurements
Enhance ability to manage changing priorities										
Accelerate software delivery										
Increase team productivity										
Improve business and IT alignment										
Enhance software quality										
Enhance delivery predictability										
Improve project visibility										
Reduce project risk										
Better respond to volatile market conditions										
Improve team morale										

Top 10 Reasons and Challenges as published in the 15th State of Agile Report

How to start?

While keeping the Key Success Factors in mind, each reason for adopting Enterprise Agility has a different starting point...

ENHANCE ABILITY TO MANAGE CHANGING PRIORITIES

Insights - Questions to ask

- How do we handle changing priorities today and why?
- How often are priorities changing?
- Do we see an increase/decrease in priority changes in the past xx months?
- Can we identify the cause of that?
- Who's involved?
- Who takes decisions?
- How do we set priorities?
- How do these changing priorities make us feel?

Options – To get this change started

- Create a Value Stream Map, identify the bottlenecks in the current way of working
- Create an Ishikawa diagram (a fishbone diagram) to find the root cause of changing priorities
- Define a working method with short iterations and feedback/learning loops
- Train people on priority setting

Experiments – You can start doing right now

- Lean Coffee with stakeholders that create changes to priorities
- Take the team pulse on the motivational impact of changing priorities, work pressure, stress, etc.
- Create a canvas to capture the answers to the 'Questions to ask' – and have a conversation about the canvas

ACCELERATE SOFTWARE DELIVERY

Insights - Questions to ask

- Why do we need to accelerate software delivery?
- How do we design, develop, test and deliver software today and why? (people, process and tools involved)
- Which might be the accelerators or obstacles?
- How fast do we deliver today, how fast do we need to deliver tomorrow?
- Who's involved and how do they interact?
- Is our ecosystem ready for our acceleration?

Options – To get this change started

- Create a Blast Radius diagram, identify who's impacted and what the severity of that impact is
- Create team agreement to capture how the software delivery team will collaborate within the team and to the 'outside world' (interactions outside of the own team)
- Define a working method that complies with the needed velocity for software delivery, this may include iterations and feedback/learning loops
- Start the formation of cross functional teams, and train people to become T or M shaped contributors to the team

Experiments – You can start doing right now

- Lean Coffee with stakeholders requiring acceleration of software delivery (include customers!)
- Take the team pulse on interest in and time available to be part of the change
- Create a team-canvas to capture 'What we have today that can help us' and 'What we have today that might slow us down' in this change.
- Identify the key success factors, including help from others and training to make acceleration a reality (you can add that to the canvas)

INCREASE TEAM PRODUCTIVITY

Insights - Questions to ask

- How is productivity defined?
- According to that definition, how productive are we today?
- Is that good or bad?
- How productive do we have to be and why?
- Is there anything withholding us from being more productive?
- If we'd change the definition, would we be more/less productive? How come?

Options – To get this change started

- Do a waste analysis to identify where improvements are possible
- Change the way people get measured and/or rewarded to align with a higher productivity environment
- Start enabling self-organizing teams
- Manage the environment of the team to smoothen their operation

Experiments – You can start doing right now

- Identify WIP, Que and Batch sizes and visualize them
- Adapt team size to workload (if needed)
- Run a 'impossible-to-possible' session
- Run a speedboat retrospective

IMPROVE BUSINESS AND IT ALIGNMENT

Insights - Questions to ask

- What rituals are in place in the Business, in IT, and to align Business and IT?
- How frequent does alignment take place?
- Why do we align Business and IT the way we do it today?
- Does our structure support or obstruct alignment?
- With which velocity can we deliver Working Systems end-to-end?
- Is that velocity aligned with Business, IT and other stakeholders (including end customer/user) needs?
- How do we handle potential conflicts when they surge?
- How does are decisions being made?

Options – To get this change started

- Create a perspective map to understand the different perceptions of the actual situation
- Increase/Decrease frequency of alignment rituals
- Increase/Decrease velocity
- Re-dimension teams involved
- Create cross-functional teams that include representatives of all key stakeholders
- What I Need From You (WINFY – LS) to surface essential needs across functions

Experiments – You can start doing right now

- Daily or Weekly stand-up meetings that include all stakeholders
- Create a strategic canvas for the product to align vision, objectives, activities and what ever else needs to be aligned upon
- Job swap – short periods of time in which Business sits in with daily IT activities and vise versa to create better understanding between the two

ENHANCE (SOFTWARE) QUALITY

Insights - Questions to ask

- How do we define quality?
- How erroneous is (are) our deliverable(s)
- How many bugs do we encounter ourselves during the process?
- How many bugs get reported by customers/users?
- What is needed to build in quality from the start?
- Who needs to be involved to make that happen?
- Should we stop development of new features/products/services and first create a (near) flawless baseline first?
- Can we afford to do that?

Options – To get this change started

- Pair programming
- Reduce workload on development (less feature per sprint/release)
- Improve feature specification process
- Allow more time for testing and bug-fixing
- Investigate Agile frameworks to understand if there are methods that can help this improvement

Experiments – You can start doing right now

- Run a Hot Seat exercise to clarify the situations and identify options that can be turned into improvement experiments
- Run a pair programming trial
- Root cause analysis on quality issues

ENHANCE DELIVERY PREDICTABILITY

Insights - Questions to ask

- How good are we in this?
- Do we know enough about our process to predict delivery?
- What do we need to know to enhance predictability?
- What are our main obstacles for not predicting correctly?
- What is our definition of done (‘ready to deliver’)?
- Is that definition aligned with the expectations of the stakeholders on the receiving side?

Options – To get this change started

- Use data analysis of previous activity (flowcharts, value stream maps, forecasts, inventories, supply performance, sprints, features, integrations, burn rates, etc.) to enhance knowledge for estimations and planning
- Have an expectations alignment conversation

Experiments – You can start doing right now

- Gather the data and categorize it properly
- Under-promise on size of the deliverable, this might help to identify the root cause of the issues
- Train people on estimation techniques

IMPROVE PROJECT VISIBILITY

Insights - Questions to ask

- What information do we have available on the project?
- What information can we (and sometimes, are we legally allowed to) share?
- What visibility are we providing today? How? To whom?
- Who needs to have visibility on the project? Why?
- What visibility are those stakeholders looking for?
- How do we visualize the project?
- Digital, Physical or both?
- In one or multiple locations? In the latter case, how do we ensure alignment between those visualizations?

Options – To get this change started

- Create an Information Radiator (Board) for each project, put it on a wall in a highly visible place and/or in a Digital Whiteboard
- Invite people in need of visibility to come to the board
- Use the Information Radiator to provide updates of all kinds
- Use the board as communication vehicle/plan

Experiments – You can start doing right now

- Make an inventory of all reports currently generated to provide visibility of projects
- Identify the needs and wants related to those reports
- Have a conversation about what's important and to whom

REDUCE PROJECT RISK

Insights - Questions to ask

- What common risks can we identify for our product/project?
- With what frequency such risks become a reality?
- What are the expected impacts, and the actual impacts when risk turned into reality?
- Are expected and real impact severity aligned?
- Do we know the root cause of risks?
- Can we better control on the potential causes of risks?
- Does it help us to reduce cycle times for project iterations?
- How do we handle unexpected or unintended consequences of our project activities?

Options – To get this change started

- Visualize the Project Risk Management process
- Involve people impacted by the project in the planning of the project
- Involve people impacted by the project in the definition of the project
- Train people on risk management, time management and financial management

Experiments – You can start doing right now

- Run a Pareto Chart exercise to identify the most common project risks
- Create an Ishikawa diagram (a fishbone diagram) to find the root cause of those risks
- Brainstorm potential actions to mitigate those risks

BETTER RESPOND TO VOLATILE MARKET CONDITIONS

Insights - Questions to ask

- How do sensitive is our market/industry to disruption
- Do we know who to connect with when unexpected events happen in our markets?
- Do we observe market conditions?
- What do we do with such observations?
- What system(s) we have in place to adapt timely to volatile market conditions?
- Are those systems engrained in our DNA?
- What do we know about our competitor's abilities do deal with such conditions?
- Can we identify good practices (from other industries) that we could adjust to our market?

Options – To get this change started

- Create a Context Map to understand the environment we're working in
- Create an influence diagram to understand what we control and who can take decisions to respond rapidly
- Purpose to Practice (P2P – LS) to design 5 elements for a resilient and enduring way to better respond
- Identify what we have that helps us respond better and what limits us to do so

Experiments – You can start doing right now

- Brainstorm volatility scenarios
- Run a "Make the impossible possible" exercise to prepare for scenarios of volatility
- Use the "6 thinking hats" technique to look at each scenario from multiple perspectives
- Train people on the application of Lean Change Management

IMPROVE TEAM MORALE

Insights - Questions to ask

- How engaged are the people in our teams? Why?
- What have we done in the past to obtain a high morale?
- What do we do today that impacts team morale?
- What are people's (intrinsic) motivations?
- Do we address those?
- Do people get a voice in the objectives of the team? In the day-to-day work and decision making?
- Do understand people's strengths? Do we promote the use of them to optimize team performance?
- Why do people stay with the team/company?
- Why do they leave?

Options – To get this change started

- Discovery and Action Dialogue (DAD – LS)
- Heard, Seen, Respected (HSR – LS) to practice deeper listening and empathy with colleagues
- Nine whys to make the purpose of working together clear
- Open Space Technology to have people talk about what's important to them

Experiments – You can start doing right now

- Moving Motivators and how those are impacted by change
- Put up a Happiness Door or Niko Niko calendar
- Run a Celebration Grid retrospective, and celebrate learning on the spot
- Drawing together, to envision a common 'high morale' state for the team