

GET YOUR WHOLE ORGANIZATION BEHIND AGILE

Hamburg Scrum
Gathering
November 2018

AGENDA

Define Problem

Suggest Solution

Product and Engineering Story

Enterprise Transformation Story

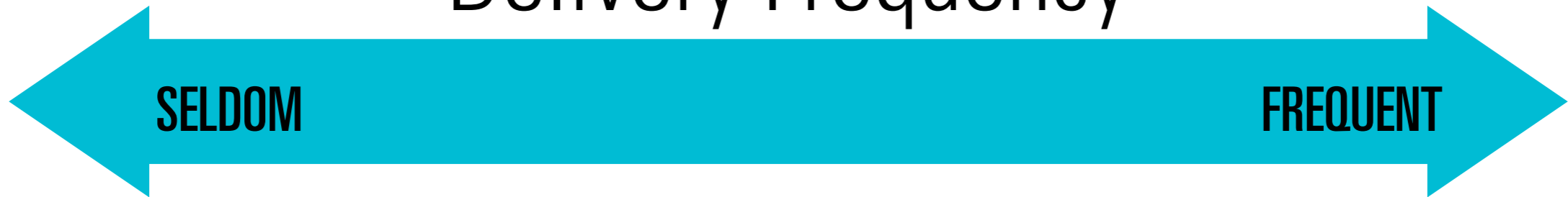
How Managers Can Help

Examples

What is Agility?

BUSINESS AGILITY

Delivery Frequency



Lead Time



Commitment



AGILE MANAGEMENT

Flow

Shortens lead times

Increases
predictability

Reduces risk

Collaboration

Leverages tacit
knowledge

Increases
understanding

Discovery

Pro-active 'customer
development'

Expectation to
explore, understand
customer's problems

THE PROBLEM:

WE'RE GOING TO TRY SOMETHING CALLED AGILE PROGRAMMING.



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THAT MEANS NO MORE PLANNING AND NO MORE DOCUMENTATION. JUST START WRITING CODE AND COMPLAINING.



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I'M GLAD IT HAS A NAME.

THAT WAS YOUR TRAINING.



WHAT'S THE PROBLEM?

Bottom-up change focuses on teams.

Top-down change focuses on diagrams.

Middle management relies on politics because there is no explicit method.

WHAT CAN MIDDLE MANAGERS DO?

SERVICE ORIENTATION

Learn to view what you do now
as a set of services
(that can be improved)

“SEEING” SERVICES

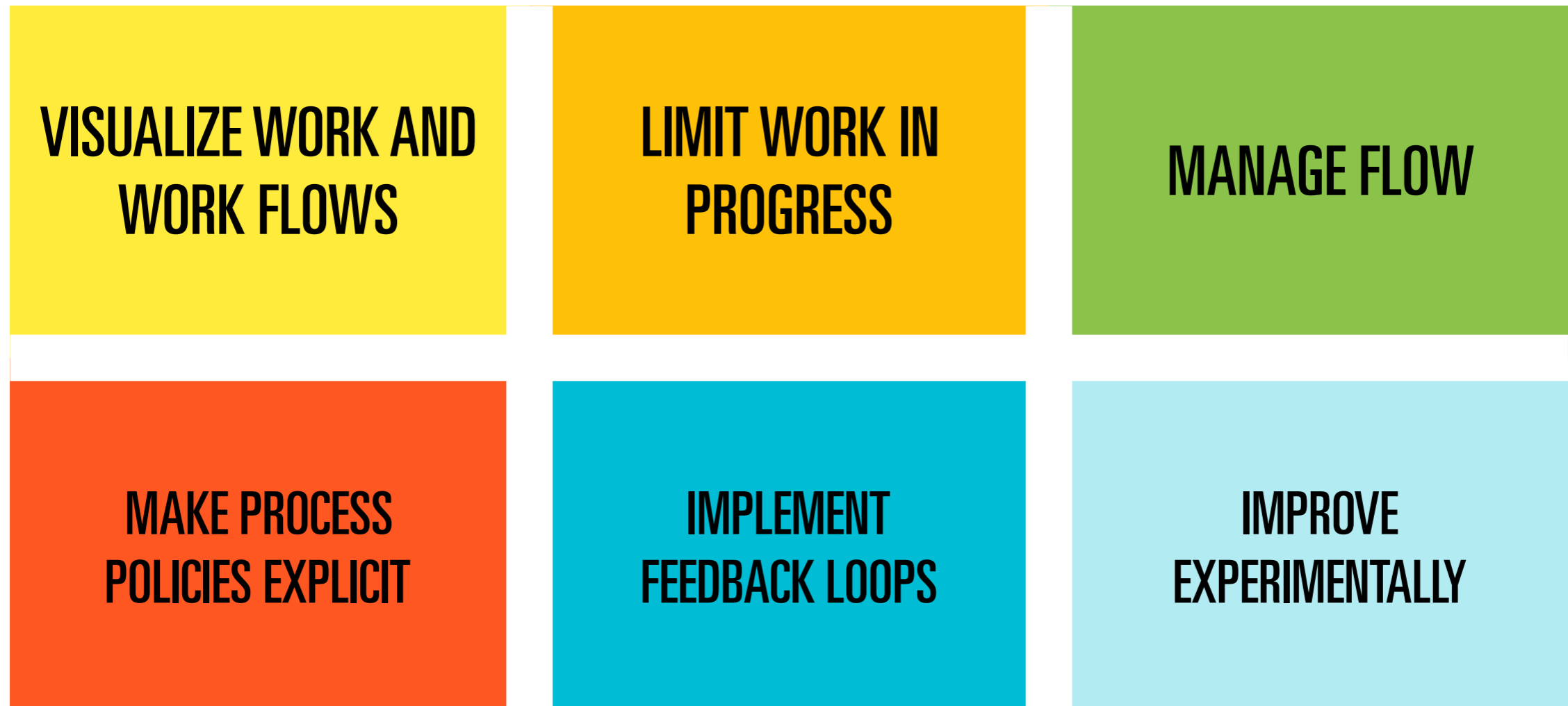
Creative work is service-oriented

Service delivery involves workflow

Workflow involves a series
of knowledge discovery activities

APPLY A METHOD

Develop a way to achieve these six aspects of good management.
At least, adjust what you do now to increase flow, collaboration,
and identify and reduce risk.



Collaboration Across Boundaries

NOTHING TO SHOW FOR INVESTMENT

Digital payments joint venture

Staff from different banks had some success with agile

Key complaint: not delivering

PRODUCT VS. IT

Before

After

Rivalry between Product and IT

Cross-boundary collaboration

Unpredictable delivery

Reliable commitments

No cohesive product plan

Better positioned product

Venture partners frustrated
with lack of delivery

Released products, gained
customers

WHAT THEY DID

Product and Engineering listed sources of dissatisfaction - caused *by* the other, and that they caused *for* the other

Joint working session to generate opportunities to improve, agreement made to collaborate on road map and release plan

Implemented agile requirements and architecture: customer development skills, and work breakdown and tracking

Engineers limited WIP and increased control of capacity;
Product increased requirements definition before commitment

Continuous exploration drove planning and drew P+E together

WHAT MADE THE DIFFERENCE

Mapping workflow *across boundaries*

Paying attention to how and why work arrived

Tracking work flowing in, through, and beyond their service

PRINCIPLES THAT SEEM TO MATTER

Start with what you do now.

Agree to pursue evolutionary change.

Initially, respect current roles, responsibilities and job titles.

Enterprise Transformation

STRUGGLE TO PERFORM

Digital payments enterprise

One product group 'not delivering'

Project Management took the initiative to change

STAGE 1

Allowed PM(PO) to give orders

Kept changes within IT

Made requirements, resources more visible

Result:

Increased Delivery Frequency

Reduced Quality

STAGE 2

Took control

Managers read 'the book'

Tracked and scheduled all work

Cut delivery frequency in half

Result:

Decreased Delivery Frequency

Increased Quality

STAGE 3

Engaged with other departments

Shared visualization of risks

Changed commitments

Result:

Paid technical debt

Business conversations end-to-end

WHAT MADE THE DIFFERENCE?

Change wasn't forced; it evolved

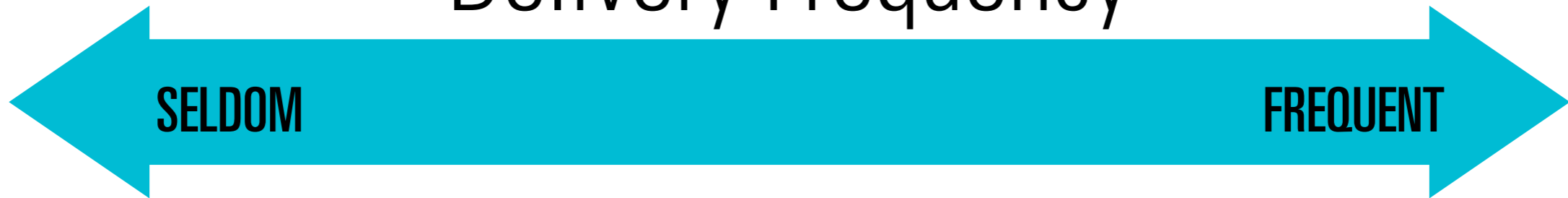
Leaders worked out problems together

Problem-solving tools became process

Business Agility

BUSINESS AGILITY

Delivery Frequency



Lead Time



Commitment



How managers can help

STRATEGY AND PORTFOLIO LEVEL

NEED	WHAT SENIOR LEADERS CAN DO ABOUT IT
Alignment	Define (and message) the Purpose and what is Fitness for Purpose
Transparency	Model <u>their</u> workflow and track <u>their</u> work through the multiple systems
Certainty	Sense and respond to opportunity, placing their 'best bets'

PROGRAM AND PRODUCT LEVEL

EXECUTIVES DEMAND	TEAMS DEMAND	WHAT MANAGERS CAN DO ABOUT
Help us deliver what they promise	Help us complete work	Partner across boundaries
Answer our tough questions	Make the tough decisions	Visualize the work and work flows, track it
Find answers early	Allocate capacity to explore and reduce risk	Make room in the processes for change
Fitness for Customer Purpose	Continuous improvement	Regularly review policy and process

WHAT DO OTHER SERVICES NEED?

PRODUCT	Deliver features to the market and make medium-term commitments to sales teams, clients and partners
GOVERNANCE	Run a documented, audit-ready process
ACCOUNTS	Give advance lead time to changes in products used by enterprise clients and to work in a way that fits their technical documentation process
FINANCE	Forecast and control budgets, capitalize software development hours, and measure results of investments
IT OPS	Control changes to production and plan infrastructure to support rapid change and growth in usage patterns
ENTERPRISE	Have cost-saving offshore teams work with the quality and performance of co-located teams

WHAT MIDDLE MANAGERS CAN DO

Identify how your service can increase business agility and fitness

Anticipate, or ask, what other managers care most about

Meet them with conditional offer: 'If you compromise here, we can serve you better in this way'

SUMMARY

Middle managers have a crucial role in achieving business agility

As middle manager you have the unique position initiate changes within and among programs and functions

Have to identify institutional assumptions that hold back evolution

THANK YOU

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