We’ll briefly cover...

- What is Agile?
- Transformation Aspects of Agile
  - Self-organized team / autonomy
- Difficulties of driving autonomy
  - Employer
  - Employee
- Organizational change
- Tools and agents of organizational change
- Kicking off your Agile driven change process
- Summary
What is Agile?

• It’s a way of working differently
• Set of guiding principles
• Resulting in a set of practices
  - Scrum
  - User stories
  - Burn down chart
• Practitioners have productized them into flavors:
  - Scrum
  - Lean
  - Extreme Programming
What is Agile? Guiding Principles

The Foundation...

<table>
<thead>
<tr>
<th>The Agile Manifesto: A statement of values</th>
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<tbody>
<tr>
<td>Individuals and interactions</td>
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<tr>
<td>Working software</td>
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<tr>
<td>Customer collaboration</td>
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<tr>
<td>Responding to change</td>
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Self-Organized Teams
Self-Organized...Being an Adult?

- **Being treated like an adult**
- **Acting like an adult**
  - Adult definition
    - N: One who has attained maturity or legal age
    - Adj: Fully developed and mature
  - Adulthood
    - The state (responsibility) of a person who has attained maturity
- **All ties to autonomy**
Definition of Autonomy

- **Level 1 definition**
  - Independence or freedom, as of the will or one's actions: the autonomy of the individual

- **Level 2**
  - The condition of being autonomous, self-governing, or the right of self-government; independence

- *Entire bases of the self managed team*
How is Autonomy Driven

- Shared Guiding Principles
- Common goals
- Communication
- Trust
- Self-Esteem

- Great resource
  - ZAPP! The Lightning of Empowerment: How to Improve Productivity, Quality and Employee Satisfaction (Byham & Cox ISBN 10:0679400427)
Responsibility of Autonomy; Employee

- Understanding of and commitment to shared guiding principals (aka core values)
- Understanding of corporate and department goals
- Development of and commitment to personal professional goals that align with departmental and corporate goals
- Commitment to and demand for communication
- “Actualized” Trust
- Confidence and commitment to do your job and to ask for help when needed
Responsibility of Autonomy; Employer

- Develop and adhere to core values
  - Corporate and department level
- Align core values to personnel reviews
- Develop corporate and department goals
  - REALISTIC goals
- Communicate goal status, good or bad
- Do what you say
- Provide support and guidance, knock down barriers don’t create them
  - Coaching over micro-management
Organizational Change aka Change Management

• Definition
  - Is a structure approach to shifting / transitioning individuals / teams and organizations from a current state to a desired future state
  - It is an organizational process aimed at helping employees *accept and embrace* change in their current business environment
Managing the Agile Transformation

Change causes angst. People want to understand why. They won’t allow themselves to learn until they do.

- Define vision / values for going Agile
- Define and communicate goals for Agile transformation
- Ensure each iteration has vision/goals
- Using social media to drive the change message
  1. Blogging, Video, Resource site (SharePoint), Team Facebook page
- Using training and coaching to drive the change message
- Get leadership involvement and backing
Managing the Agile Transformation

The Executive Challenge:

• Agile is seen as an “IT” thing
• A process or method
• Or a general lack of understand (interest)


Is Radical Management the answer to the executive challenge?

What is it??
Radical Management

- Steve Denning / Paul Stevens
- Leaders Guide to Radical Management DC 5/21-23
- Basically a productized version of Agile for managing, based on Agile guiding principles

- Five Foundational principals of Radical Management
  - From maximizing shareholder value to maximizing custom delight
  - Manager from controllers to enablers
  - Work organized bureaucratically to work organized around customer outcomes
  - From straight economic value to that plus transparency, continuous improvement and sustainability
  - From top-down command communication to conversations
Managing the Agile Transformation: Action Steps

1. Determine executive sponsorship
2. Pick “face” of the transformation
3. Setup blogging / resource sites
4. Drive core values / goals from “face”
5. Have others blog in support for values and goals
6. Pick a pilot team (critical) create team “Facebook” page
7. Define goals for team and align with overall
8. Capture video of team at work and post
9. Have the team blog
Managing the Agile Transformation: The Pilot Team

1. Doesn’t have to be the most skilled
2. Does have to be the most passionate about Agile
3. Align team with values and goals
4. Provide the team outside coaching if possible
5. Initiate first iteration
6. Blog, tweet, communicate during process
7. Open retrospective to larger group of leaders
8. Don’t change the team but rotate observers through
9. Indoctrination process through doing the work
Summary

- Agile transforms the way people work
- It is centered around autonomy
- Autonomy scares EVERYONE
- Need to understand responsibility of autonomy
- Transformation requires change management
- Change management success centers on:
  - Planning / Leadership / Execution
- Ultimate success hinges on the right team and the right executive leadership
- Will Radical Management help executive leadership align with Agile?
Questions?
Thank you for your time!

Please browse our website for free Agile tools and info, read the ASPE-SDLC blog (with many posts from our Agile experts on Agile), or contact us directly if you have further questions.

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www.aspe-sdlc.com/blog