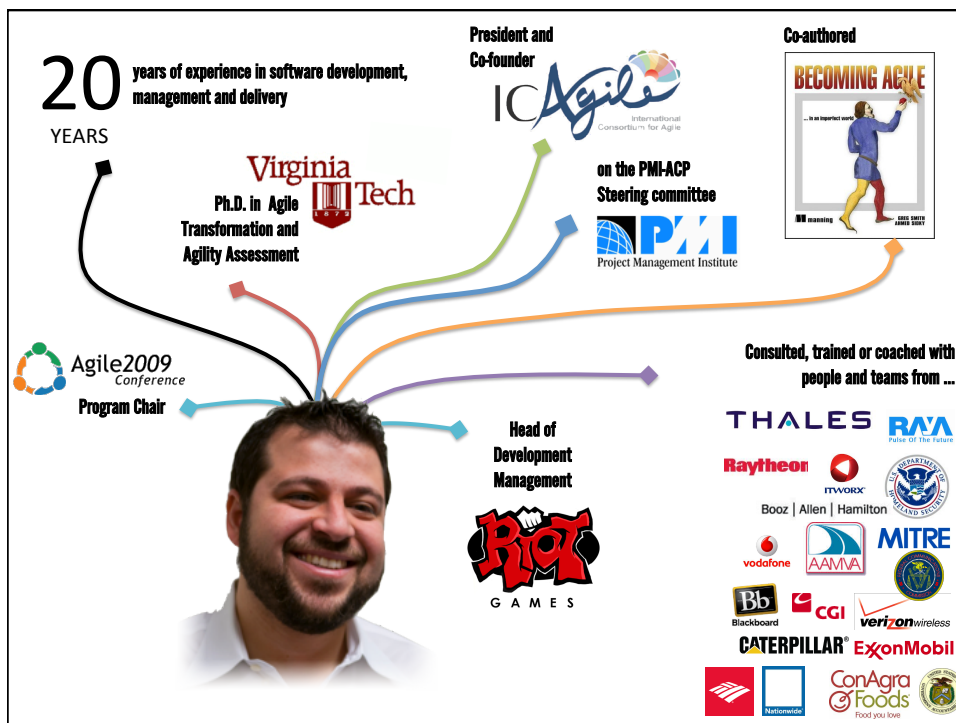


# Keystone Habits

## Leading to Sustainable Enterprise Agility

Ahmed Sidky, Ph.D.  
Head of Development Management at Riot Games  
President of the International Consortium for Agile (ICAgile)

@asidky 





At the agile initiative level, respondents cited **ability to change organizational culture** or a **general resistance to change** as their biggest barriers to further agile adoption, followed by not having **the right skill set**.

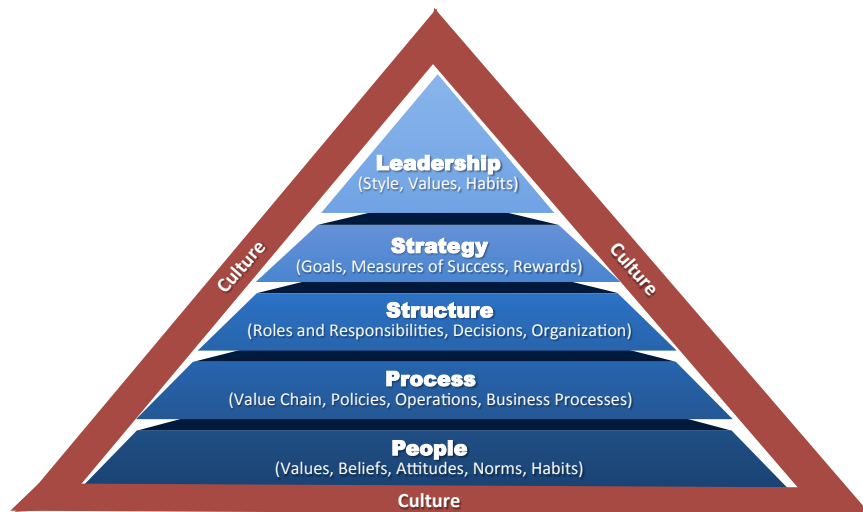
VERSION ONE: 9<sup>th</sup> ANNUAL STATE OF AGILE™ SURVEY



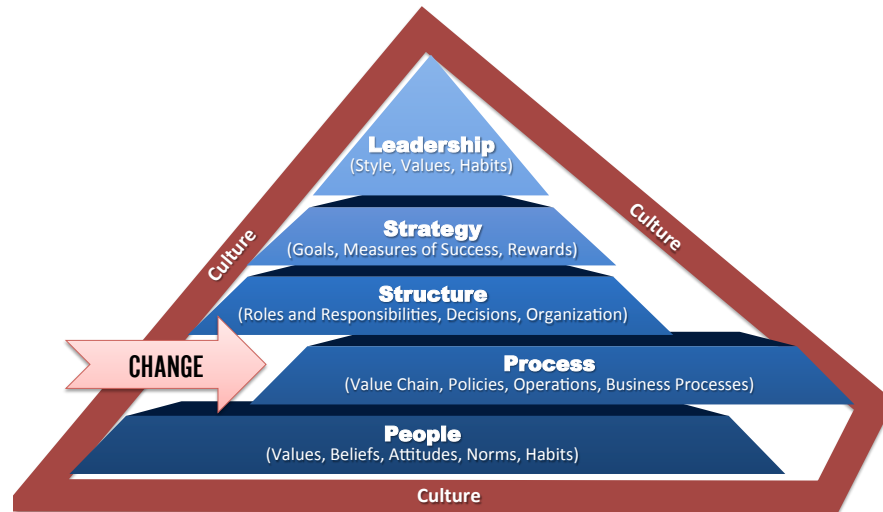
**CULTURE ISN'T ABOUT POST-ITS, HIGH FIVES, OR DAILY STAND-UPS.  
THESE ARE ARTIFACTS OF CULTURE - THE TIP OF THE CULTURE ICEBERG.**



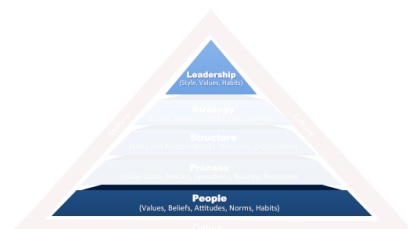
## THE ORGANIZATIONAL ECOSYSTEM



# THE ORGANIZATIONAL ECOSYSTEM



## BASIC ELEMENTS OF A CULTURE TRANSFORMATION



### HUMAN ELEMENTS

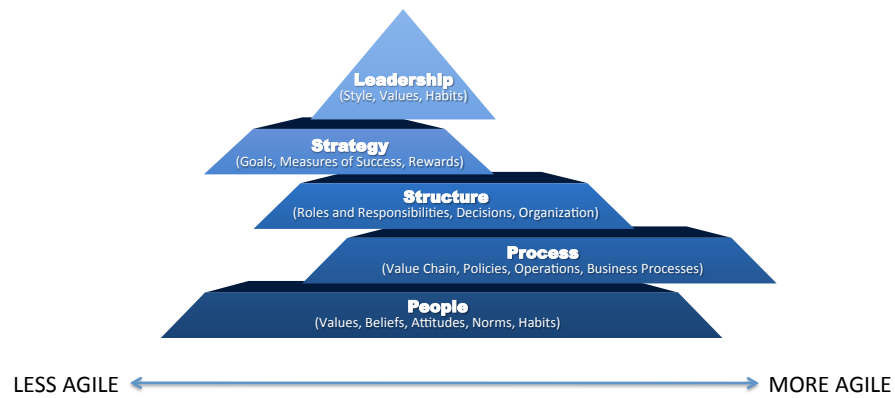


### NON-HUMAN ELEMENTS





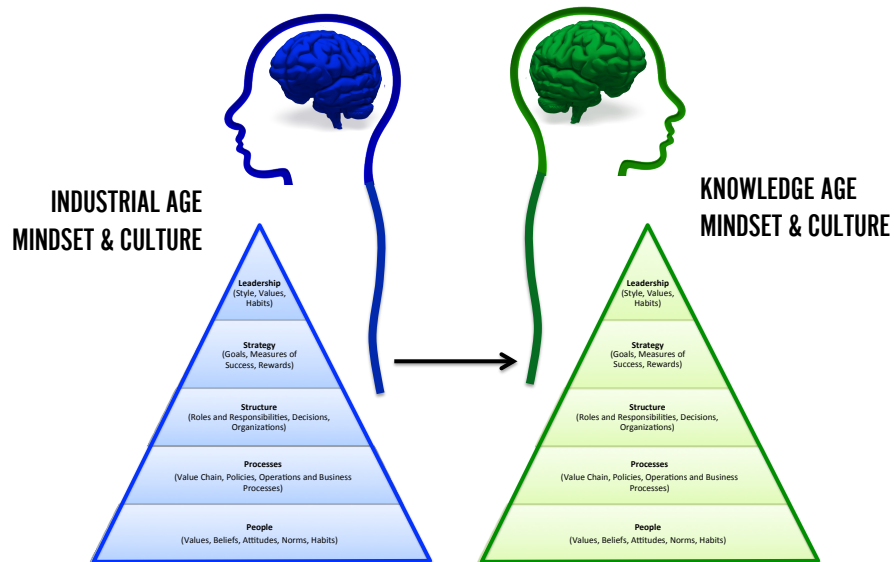
What does your culture triangle look like?



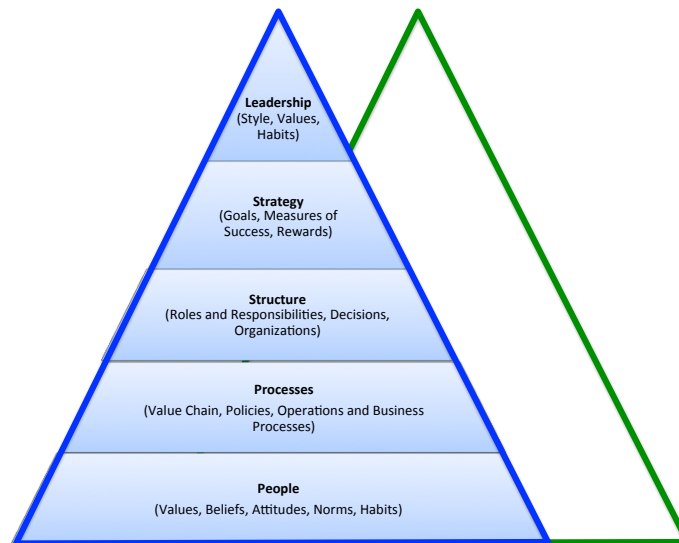
Where is the focus for your transformation? Why?



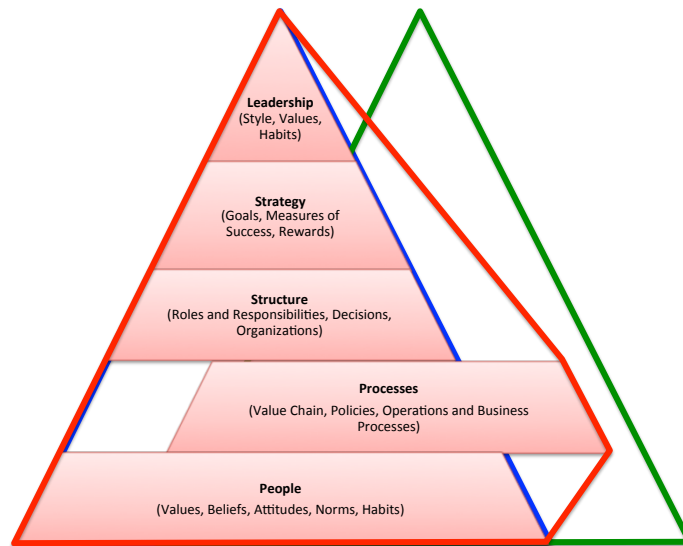
# COMMON TRANSFORM APPROACHES



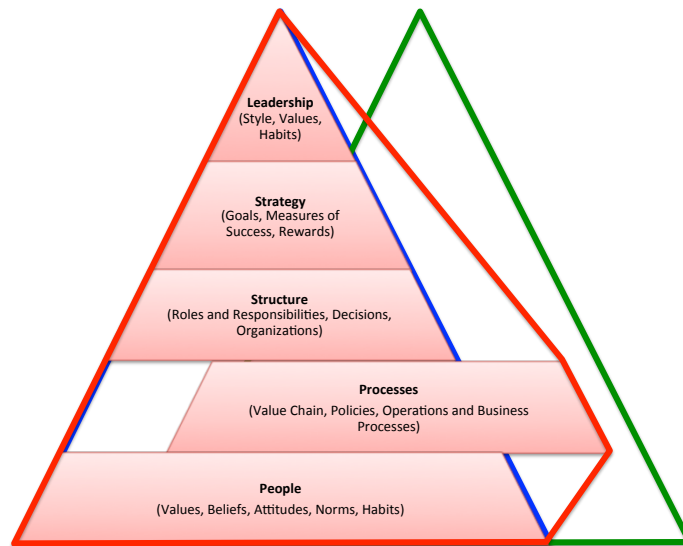
# PROCESS-LED TRANSFORMATION



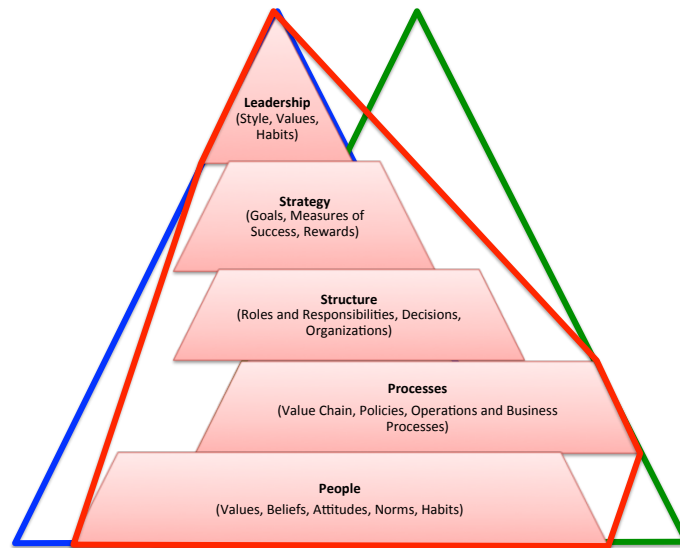
# PROCESS-LED TRANSFORMATION



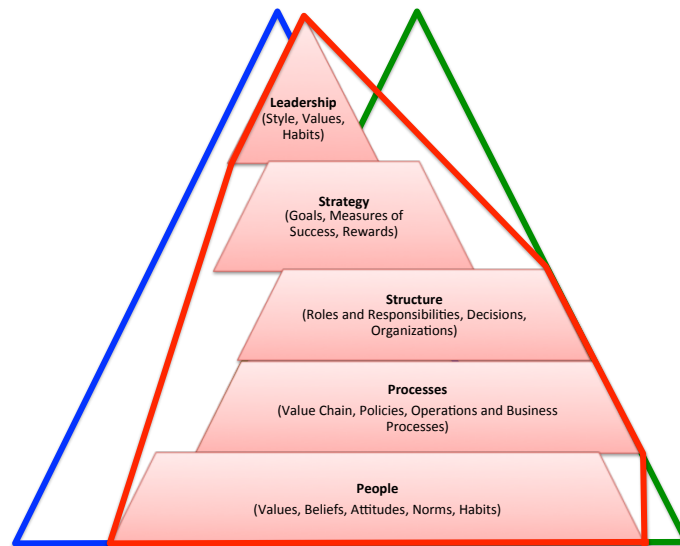
# PROCESS-LED TRANSFORMATION



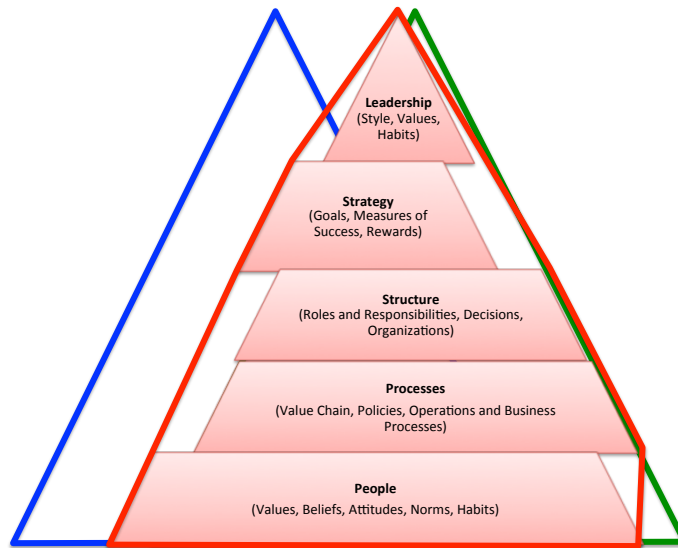
# PROCESS-LED TRANSFORMATION



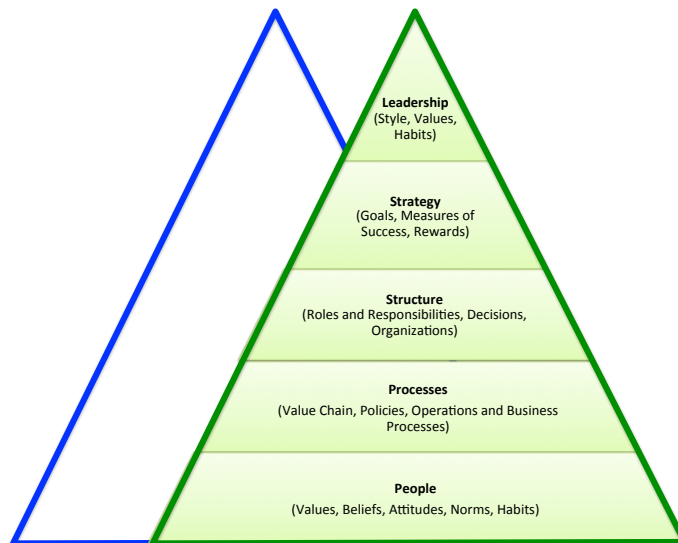
# PROCESS-LED TRANSFORMATION



# PROCESS-LED TRANSFORMATION

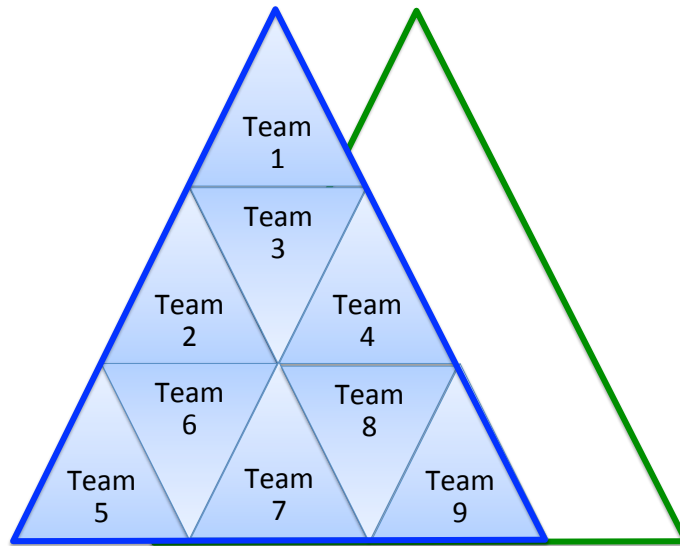


# PROCESS-LED TRANSFORMATION

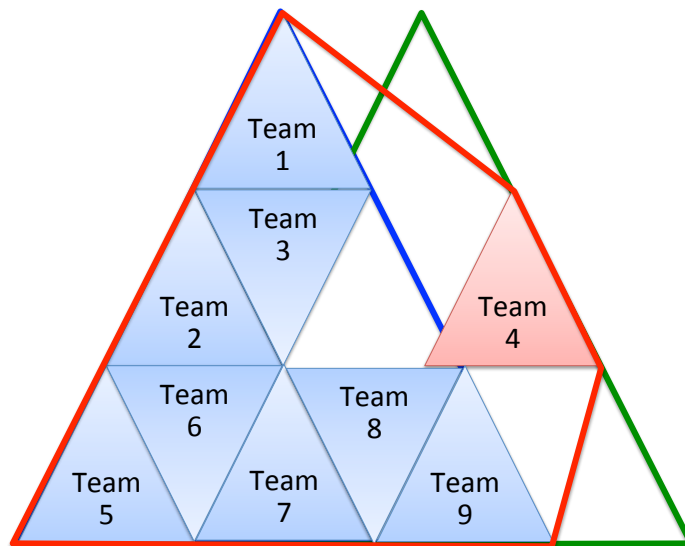




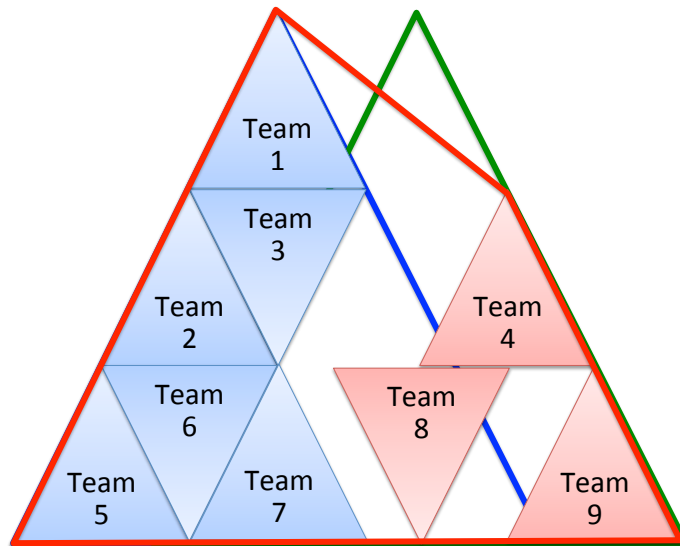
## TEAM-LED TRANSFORMATION



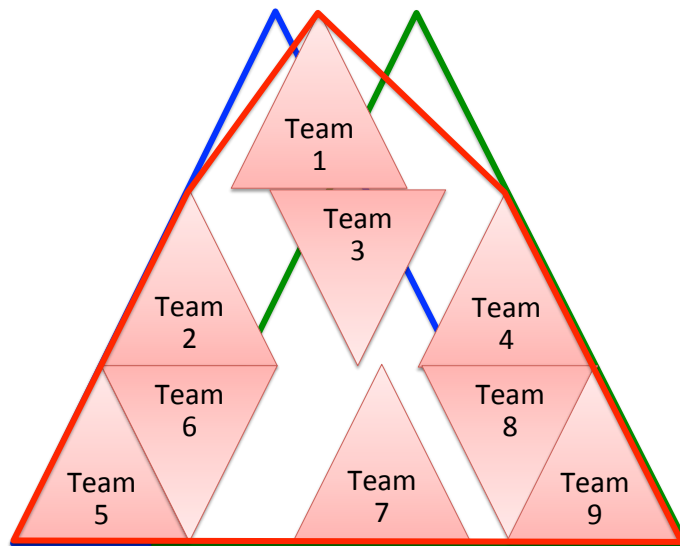
## TEAM-LED TRANSFORMATION



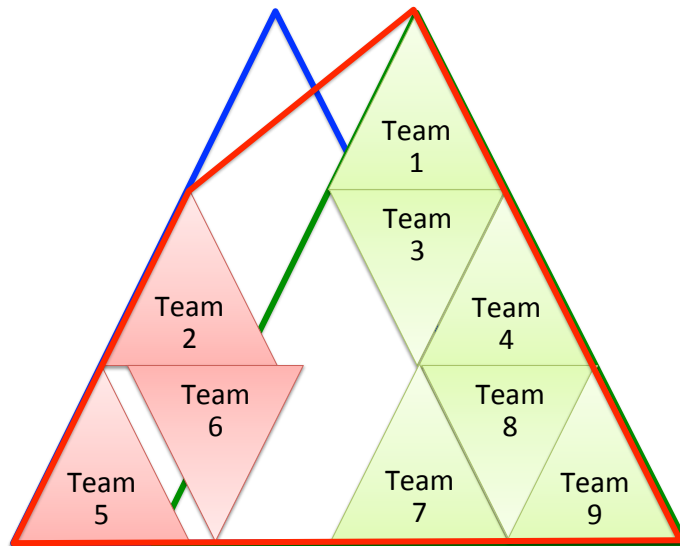
# TEAM-LED TRANSFORMATION



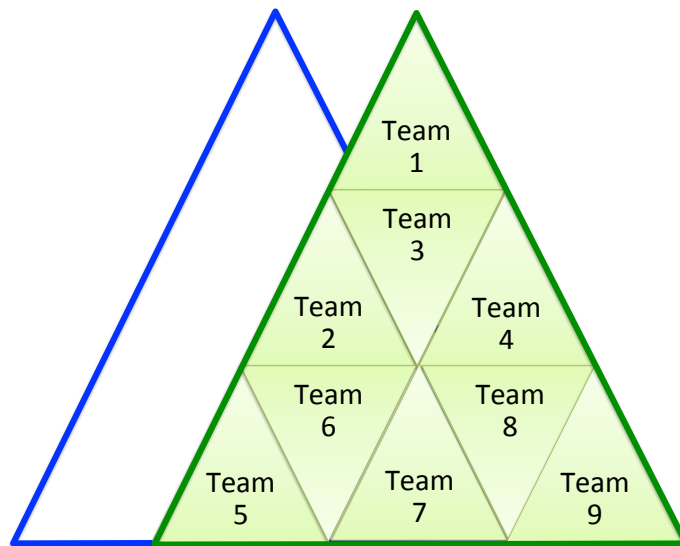
# TEAM-LED TRANSFORMATION



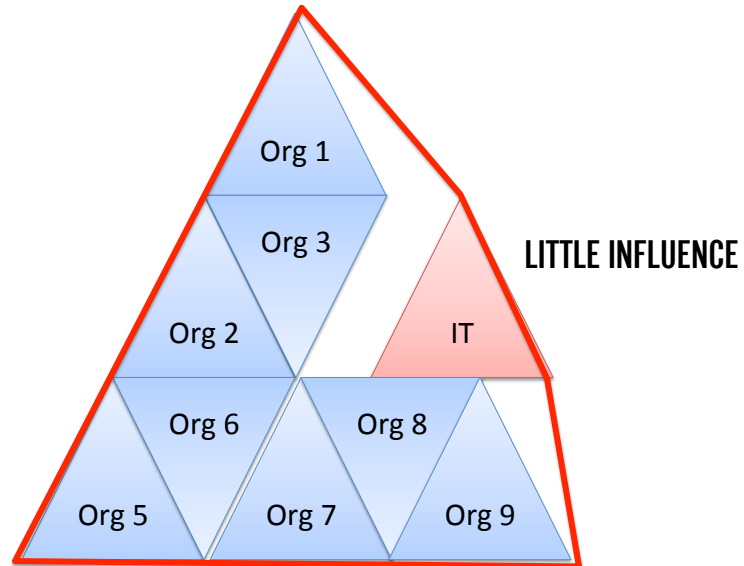
## TEAM-LED TRANSFORMATION



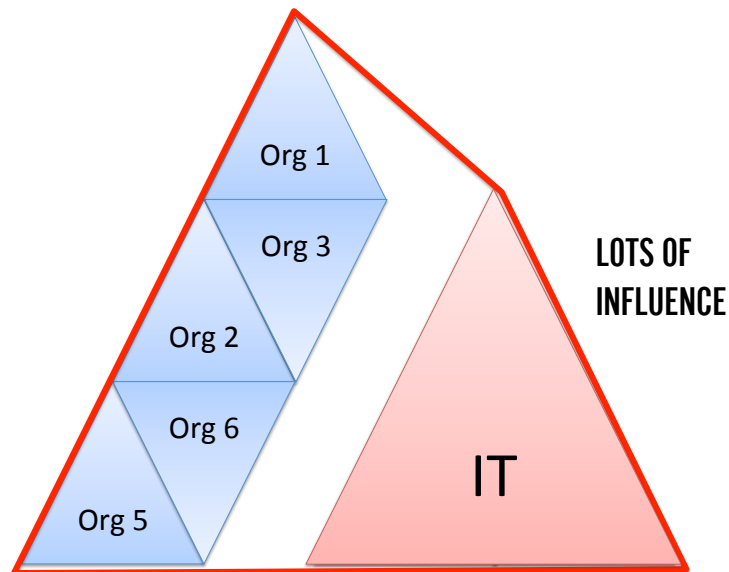
## TEAM-LED TRANSFORMATION



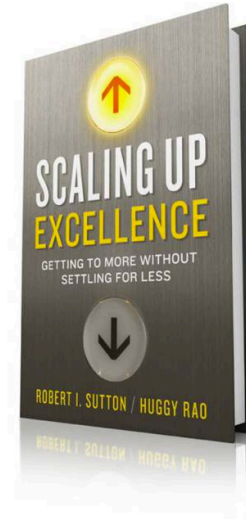
## ORGANIZATIONAL-LED TRANSFORMATION



## ORGANIZATIONAL-LED TRANSFORMATION

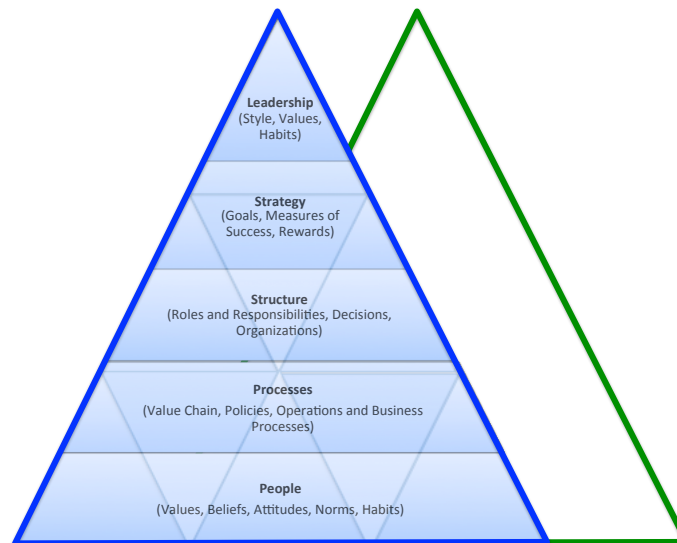


“ When big organizations scale well, they focus on “moving a thousand people forward a foot at a time, rather than moving one person forward by a thousand feet. ”



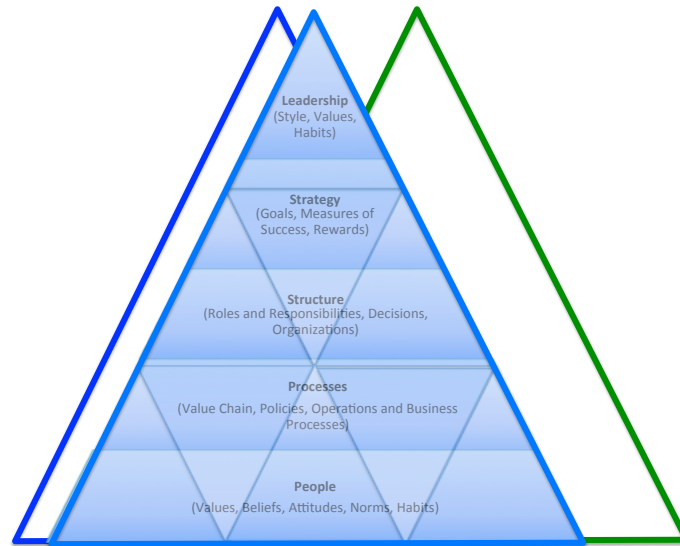
SUTTON AND RAO, 2014 - SCALING UP EXCELLENCE

## CULTURE-LED TRANSFORMATION





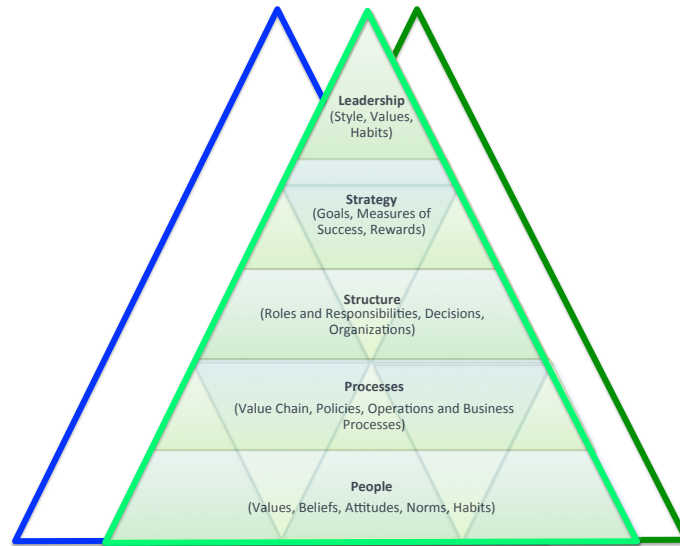
# CULTURE-LED TRANSFORMATION



# CULTURE-LED TRANSFORMATION



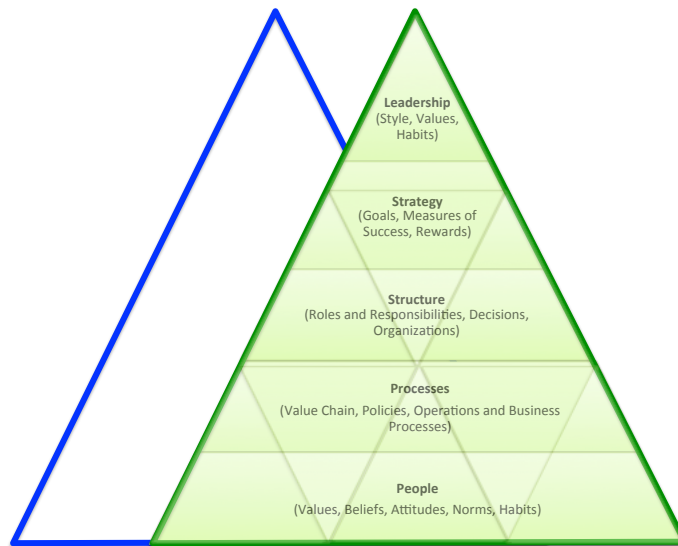
# CULTURE-LED TRANSFORMATION



# CULTURE-LED TRANSFORMATION

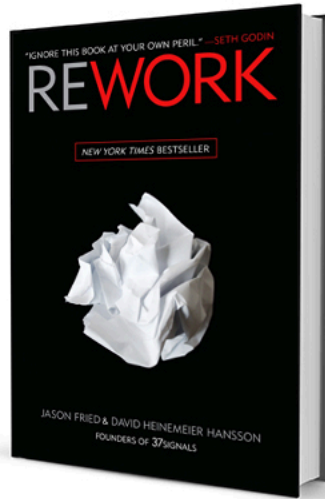


# CULTURE-LED TRANSFORMATION



True culture transformation doesn't only take a long time... **its need a long time !**



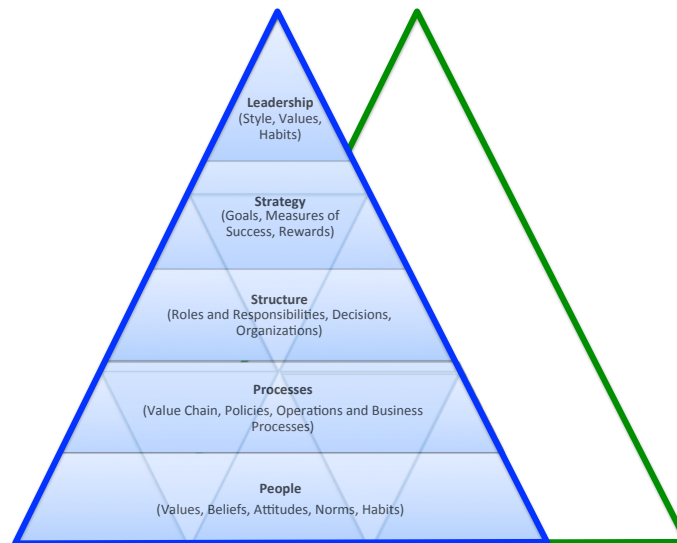


## QUICK WINS

Momentum fuels  
motivation – get in the  
habit of accomplishing  
small victories

REWORK; JASON FRIED, DAVID HANSSON ; FOUNDEES OF 37 SIGNALS

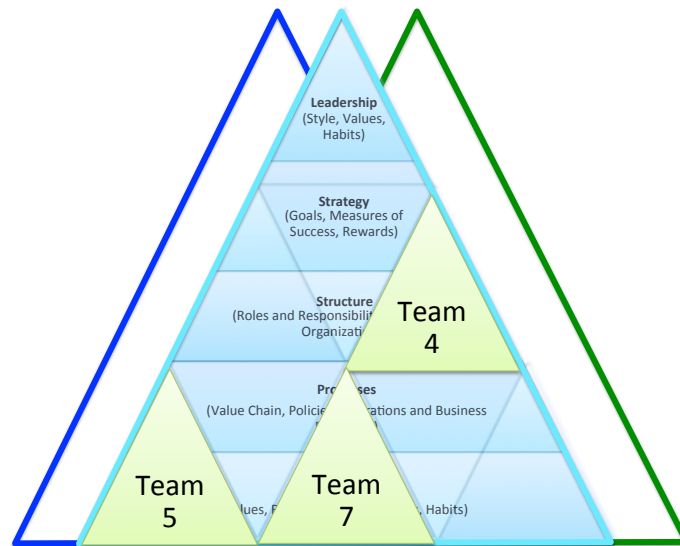
## CULTURE-LED TRANSFORMATION



# CULTURE-LED TRANSFORMATION

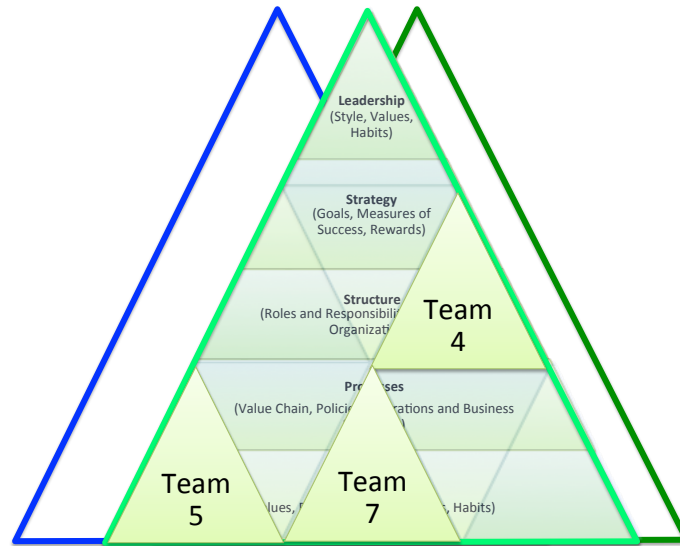


# CULTURE-LED TRANSFORMATION

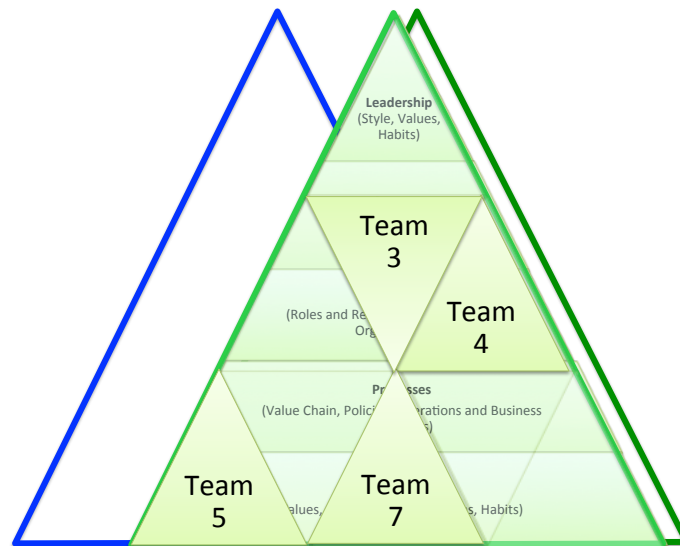




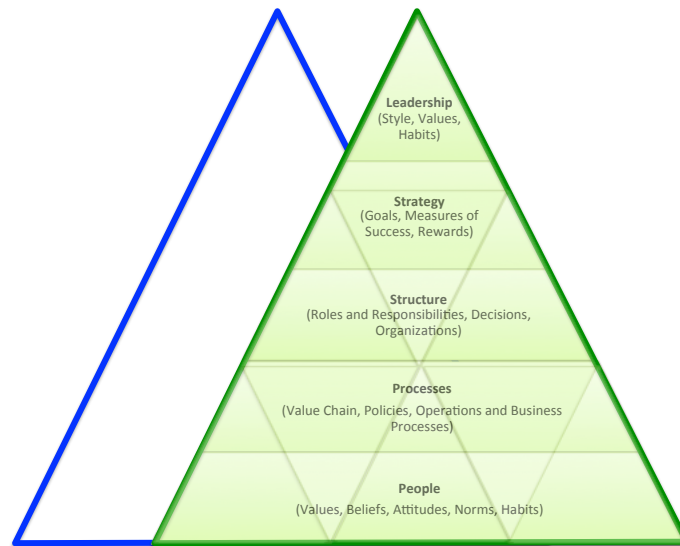
# CULTURE-LED TRANSFORMATION



# CULTURE-LED TRANSFORMATION



# CULTURE-LED TRANSFORMATION



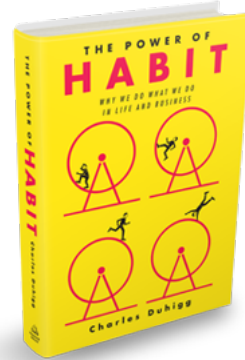
## WHAT ARE WE CHANGING?



## PERSONAL AND ORGANIZATIONAL KEYSTONE HABITS

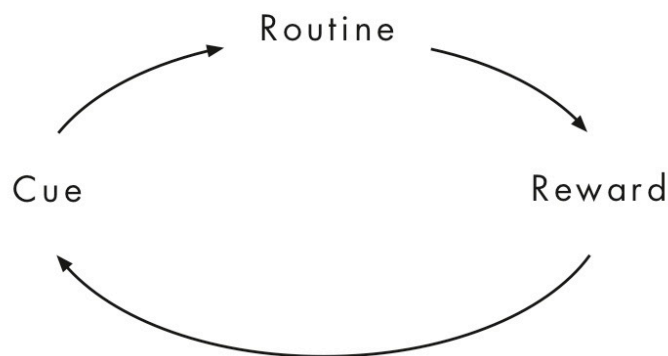
# What is a Habit?

Habits are not conscious decisions, but instead are automatic routines. *Once we start the routine, we go on autopilot and simply go through the steps of the routine—we don't even think about it. It's just what we do.*



*The Power of Habit, Charles Duhigg*

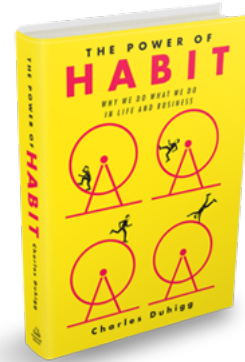
## The Habit Loop



*The Power of Habit, Charles Duhigg*

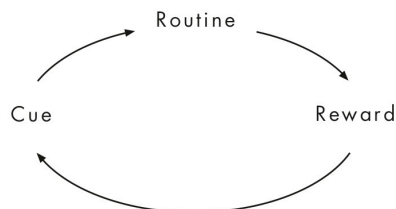
# What is a Habit?

When we *first engage in a new task*, our brains are working *hard*—processing tons of new information as we find our way. But, as soon as we *understand how a task works*, the behavior starts becoming *automatic* and the *mental activity* required to do the task *decreases dramatically*.



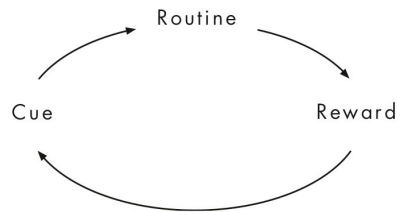
*The Power of Habit*, Charles Duhigg

## Changing habits



	CURRENT HABIT
CUE	CURRENT CUE
ROUTINE	CURRENT ROUTINE
REWARD	CURRENT REWARD

## Changing habits

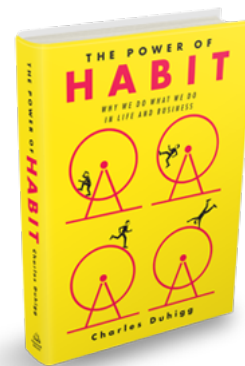


	OLD HABIT	NEW HABIT
CUE	KEEP THE CUE	
ROUTINE	OLD ROUTINE	INSERT A NEW ROUTINE
REWARD	PROVIDE THE SAME REWARD	

## What is a Keystone Habit?

A keystone habit is a habit that has the power to start a chain reaction changing other habits across the organization

Keystone habit start a process that, over time, transforms everything



*The Power of Habit, Charles Duhigg*

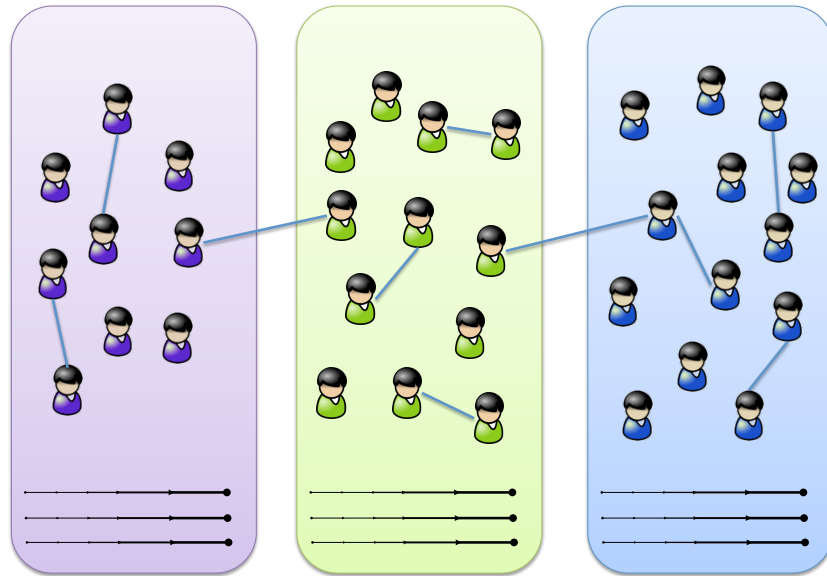


## HABIT #1: HOW DO WE ALIGN


## HABIT #1: HOW DO WE ALIGN

	CURRENT HABIT
CUE	I NEED TO DO SOMETHING THAT IMPACTS YOU
ROUTINE	TELL MANAGER: HE/SHE WILL MANAGE IT
REWARD	SENSE OF ACCOMPLISHMENT: FULFILLED MY “RESPONSIBILITIES”

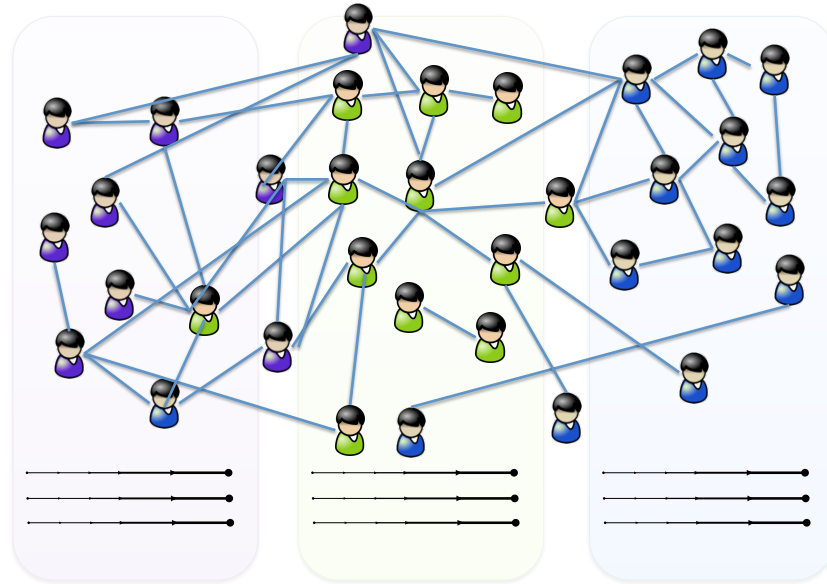
## CURRENT SILOED ORGANIZATION




## HABIT #1: HOW DO WE ALIGN

	OLD HABIT	NEW HABIT
CUE	I NEED TO DO SOMETHING THAT IMPACTS YOU	
ROUTINE	TELL MANAGER: HE/SHE WILL MANAGE IT	COMMUNICATE: TALK TO PERSON DIRECTLY VIA (PHONE, EMAIL, ETC.)
REWARD	SENSE OF ACCOMPLISHMENT: FULFILLED MY <b>"RESPONSIBILITIES"</b>	

## ESTABLISH A HABIT OF DIRECT COMMUNICATION




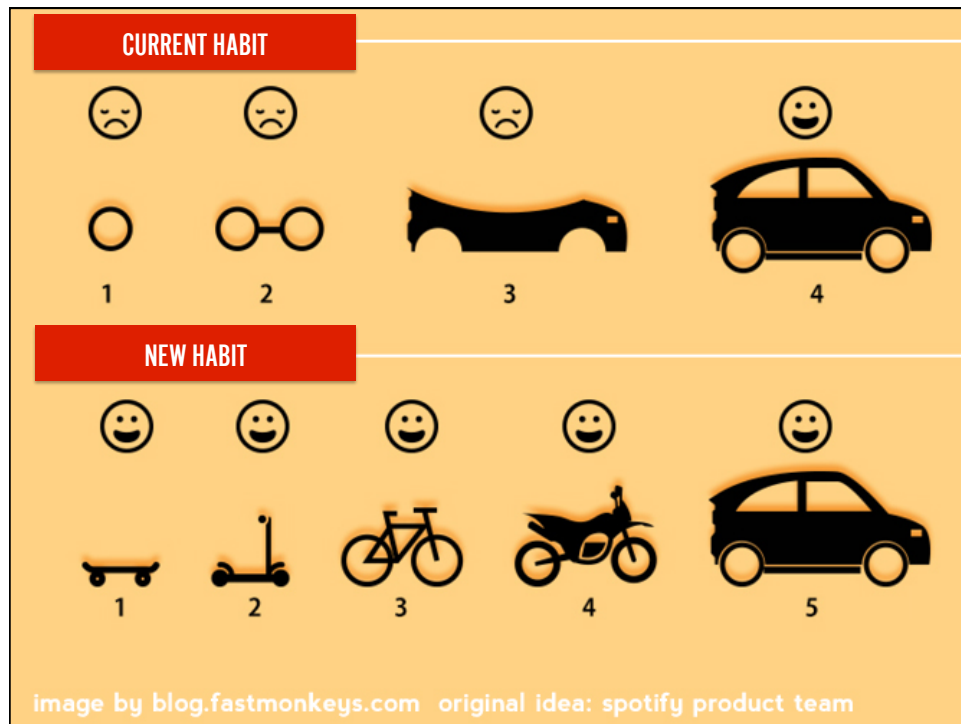
## HABIT #1: HOW DO WE ALIGN


	CURRENT HABIT	NEW HABIT
		
CUE	I NEED TO DO SOMETHING THAT IMPACTS YOU	
ROUTINE	COMMUNICATE: TALK TO PERSON DIRECTLY VIA (PHONE, EMAIL, ETC.)	COLLABORATE & ACTIVELY ENGAGE OTHER PERSON
REWARD	SENSE OF ACCOMPLISHMENT: FULFILLED MY “RESPONSIBILITIES”	

## HABIT #2: HOW DO WE APPROACH WORK

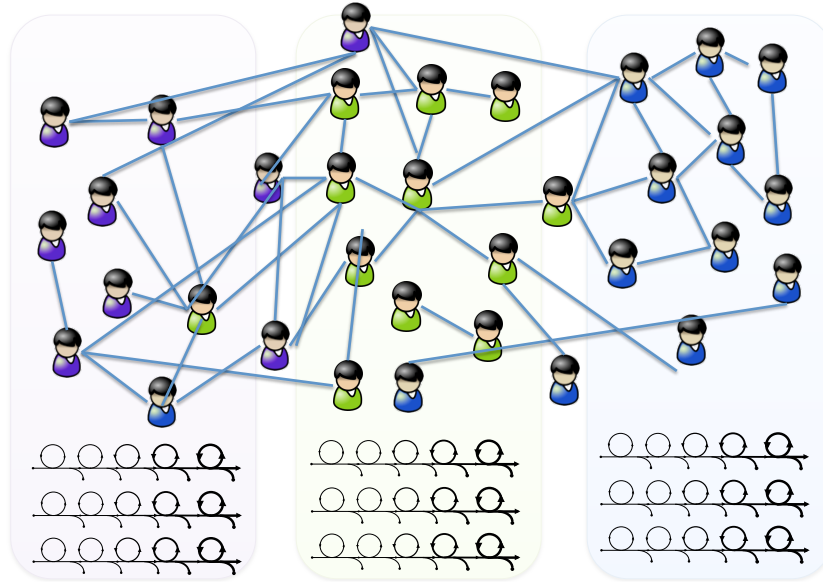
## HABIT #2: HOW DO WE APPROACH WORK

	CURRENT HABIT
CUE	BIG THING TO DELIVER
ROUTINE	WORK BREAKDOWN STRUCTURE (WBS) BREAKDOWN WORK INTO SMALLER COMPONENTS OF WORK
REWARD	“REDUCE ANXIETY”: NOW I KNOW HOW TO DO IT




HABIT #2: HOW DO WE APPROACH WORK		
	OLD HABIT	NEW HABIT
	BIG THING TO DELIVER	
CUE		
ROUTINE	WORK BREAKDOWN STRUCTURE (WBS): BREAKDOWN WORK INTO SMALLER COMPONENTS OF WORK	BREAKDOWN WORK INTO SMALL SLICES OF VALUE EACH ACHIEVING THE DESIRED OUTCOMES
REWARD	"REDUCE <b>ANXIETY</b> ": I KNOW HOW TO DO IT NOW	

## 2- ESTABLISH A HABIT OF WORKING AND DELIVERING IN CIRCULAR - EVOLUTIONARY SLICES TO REALIZE EARLY VALUE



## HABIT #3: HOW DO WE GET WORK DONE

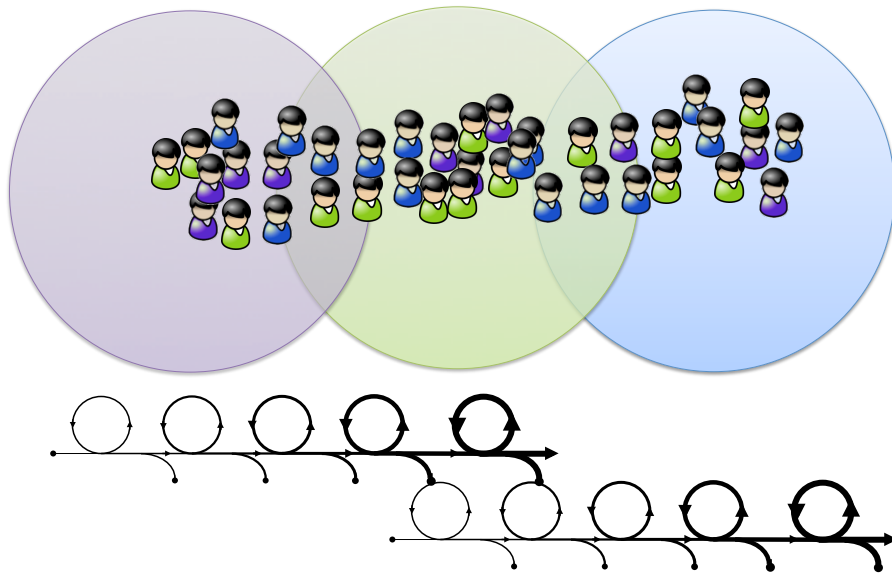
## HABIT #3: HOW DO WE GET WORK DONE

	CURRENT HABIT
CUE	LOTS OF WORK TO DO
ROUTINE	RESOURCE UTILIZATION – WORK IN PARALLEL, BRING THINGS TOGETHER AT THE END
REWARD	GET MORE DONE : HIGHER “PRODUCTIVITY”

## HABIT #3: HOW DO WE GET WORK DONE

	OLD HABIT	NEW HABIT
CUE	LOTS OF WORK TO DO	
ROUTINE	RESOURCE UTILIZATION – WORK IN PARALLEL, BRING THINGS TOGETHER AT THE END	THROUGHPUT OPTIMIZATION - PRIORITIZE WORK AND SWARM AS A TEAM, FOCUS ON LIMITING WIP
REWARD	GET MORE DONE : HIGHER “PRODUCTIVITY”	


### 3- ESTABLISH A HABIT OF SWARMING ON EFFORTS – INTEGRATED WORK STREAMS, INTEGRATED WORK TEAM




### HABIT #4: WHAT DO WE REWARD




## HABIT #4: WHAT DO WE REWARD

	CURRENT HABIT
CUE	UNKNOWN COMPLEX CHALLENGE
ROUTINE	I'LL FIGURE IT OUT MYSELF: DON'T NEED TO SOLICIT OR ACCEPT FEEDBACK
REWARD	I WANT TO BE SEEN AS "COMPETENT"


## HABIT #4: WHAT DO WE REWARD

	OLD HABIT	NEW HABIT
CUE	UNKNOWN COMPLEX CHALLENGE	
ROUTINE	I'LL FIGURE IT OUT MYSELF: DOESN'T SOLICIT OR ACCEPT FEEDBACK	I NEED TO LEARN QUICKLY: I ACTIVELY SOLICIT AND ACCEPT FEEDBACK
REWARD	I WANT TO BE SEEN AS "COMPETENT"	

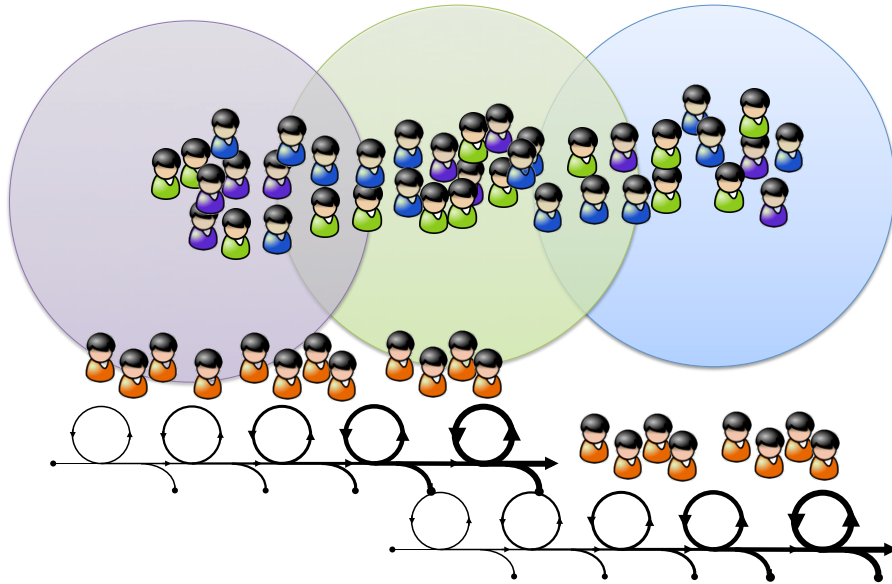
## HABIT #4: WHAT DO WE REWARD

	CURRENT HABIT
CUE	EVALUATING PEOPLE
ROUTINE	REWARDING GREAT HEROS
REWARD	SETTING A GOOD MODEL FOR PEOPLE TO FOLLOW IT'S THE RIGHT THING TO HELP US GROW

## HABIT #4: WHAT DO WE REWARD

	OLD HABIT	NEW HABIT
CUE	EVALUATING PEOPLE	
ROUTINE	REWARDING GREAT HEROS	REWARDING FAST LEARNERS
REWARD	SETTING A GOOD MODEL FOR PEOPLE TO FOLLOW IT'S THE RIGHT THING TO HELP US GROW	

#### 4 - ESTABLISH A HABIT OF GATHERING FEEDBACK FROM MULTIPLE LEVELS - TRULY OPEN TO CHANGE AND LEARNING



##### PERSONAL

- Why should we spend so much to collaborate?
- What are my **responsibilities in this new world?**
- What is *really* my focus: delivery or value?
- What determines if I am doing a good job (competency)?



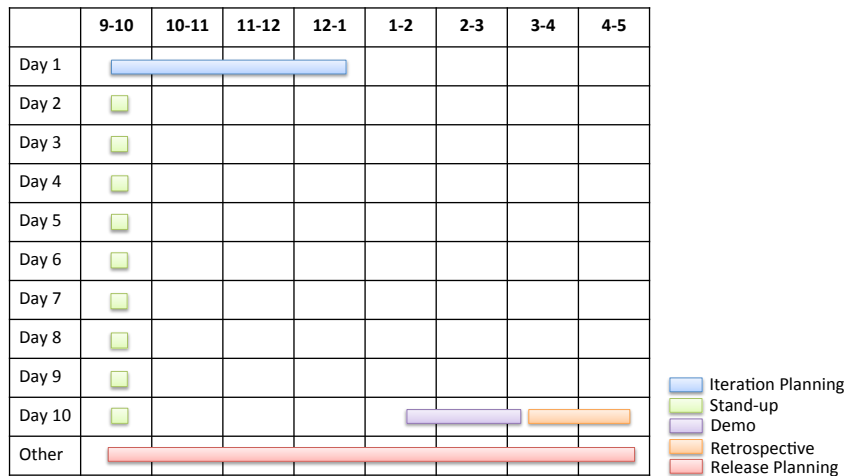
##### ORGANIZATIONAL

- What is rewarded?
- What should be optimized?
- What is valuable?
- What is a priority?

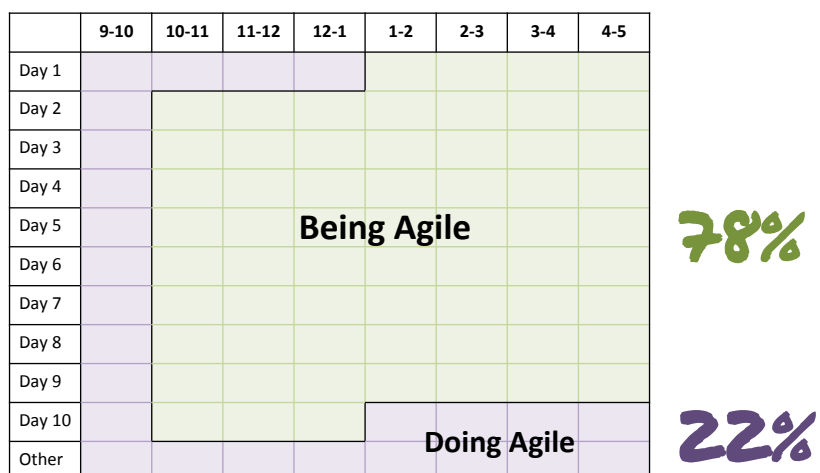
	Leadership <small>What does Leadership need to know, or do to enable, support and promote this keystone habit?</small>	Strategy <small>What needs to change for our Strategies to enable, support and promote this keystone habit?</small>	Structure <small>What needs to change for our Structure to enable, support and promote this keystone habit?</small>	Process <small>What needs to change for our Processes to enable, support and promote this keystone habit?</small>	People <small>What do People need to know, or do to enable, support and promote this keystone habit?</small>
Keystone Habit #n					
Keystone Habit #4					
Keystone Habit #3					
Keystone Habit #2					
Keystone Habit #1					

	Leadership <small>What does Leadership need to know, or do to enable, support and promote this keystone habit?</small>	Strategy <small>What needs to change for our Strategies to enable, support and promote this keystone habit?</small>	Structure <small>What needs to change for our Structure to enable, support and promote this keystone habit?</small>	Process <small>What needs to change for our Processes to enable, support and promote this keystone habit?</small>	People <small>What do People need to know, or do to enable, support and promote this keystone habit?</small>
Keystone Habit #n					
<b>Keystone Habit: Learning</b> Establish a habit of gathering feedback from multiple levels – truly open to change and learning	<b>Transformational Learning &amp; Education</b>  <b>Coaching</b>  <b>Mentoring</b>				<b>Transformational Learning &amp; Education</b>  <b>Coaching</b>  <b>Mentoring</b>
<b>Keystone Habit: Swarming</b> Establish a habit of integrating all efforts – integrated work streams, integrated work team					
<b>Keystone Habit: Slicing</b> Establish a habit of working and delivering in circular – evolutionary slices to realize early value					
<b>Keystone Habit: Collaborating</b> Establish a habit of communicating and collaborating					

## TRANSFORMATIONAL EDUCATION = BEING AGILE



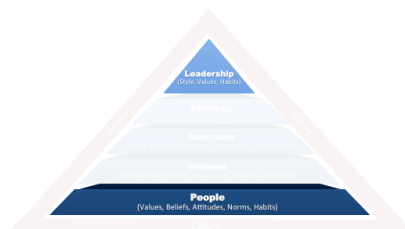
## TRANSFORMATIONAL EDUCATION = BEING AGILE



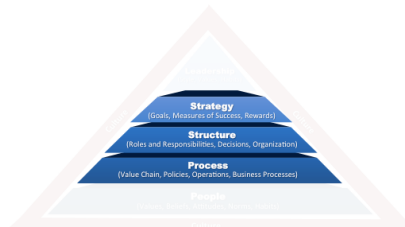
## EXPERIENCE THE POWER OF AGILITY THROUGH ~~PROCESSES~~ PEOPLE



### Basic Elements of the Transformation



#### Human Elements



#### Non-Human Elements



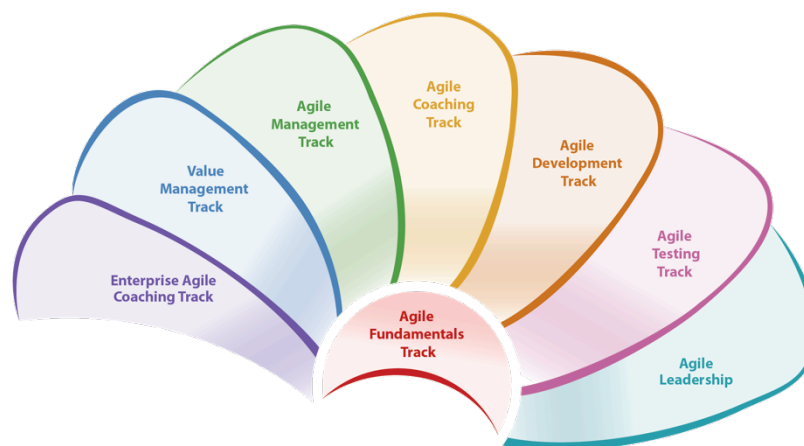
What concepts and competencies do organizations need to build in their **people** to realize **sustainable agility**?

Marsha Acker	Gene Gotimer	Dan Mezick	Charlie Rudd
Lyssa Adkins	Janet Gregory	Richard Mills	Cindy Shelton
Pete Behrens	Mike Griffiths	Jeff Morgan	Ahmed Sidky
Erin Beierwaltes	Christian Hargraves	Claire Moss	Michael Spayd
Mike Burrows	Shane Hastie	Niel Nickolaisen	Jon Stahl
Ben Butler	Elisabeth Hendrickson	Jeff Nielsen	Kevin Steffensen
Alistair Cockburn	Curt Hibbs	Michael Norton	Dennis Stevens
Rod Collins	Derek Huether	Jeffery Payne	Jennifer Stone
Larry Cooper	Eric Jacobson	Pat Reed	Venkat Subramanian
Brian Corrales	Alex Kell	Laurie Reuben	Chris Turner
Dominica DeGrandis	Olav Maassen	Randy Rice	Richard Turner
Sally Elatta	Paul Mahoney	Sharon Robson	Michi Tyson
Bob Galen	Gerard Meszaros	Ronica Roth	and many more ...

**AGILE EXPERTS AND PRACTITIONERS CONTRIBUTING TO BUILDING ICAGILE'S LEARNING OBJECTIVES**



What concepts and competencies do organizations need to build in their **people** to realize **sustainable agility**?





What concepts and competencies do organizations need to build in their **people** to realize **sustainable agility**?

6	7	8	9	10
11	12	13	14	15
16	17	18	19	20

learning objectives defined for each track



What concepts and competencies do organizations need to build in their **people** to realize **sustainable agility**?

6	7	8	9	10

**3.1.3. Defining Scope**

*The scope of an initiative isn't always clear. Without clear scope, change initiatives can easily be distracted from delivering Value.*

The purpose of this LO is to provide the learner with methods for relating the scope of a project to an organization's goals, and how to communicate scope change during the life of a change initiative. Scope changes over time; the business value analyst must actively manage and communicate these changes. This should cover a variety of tools, such as context diagrams and in/out lists to provide explicit and clear borders to the change initiative.

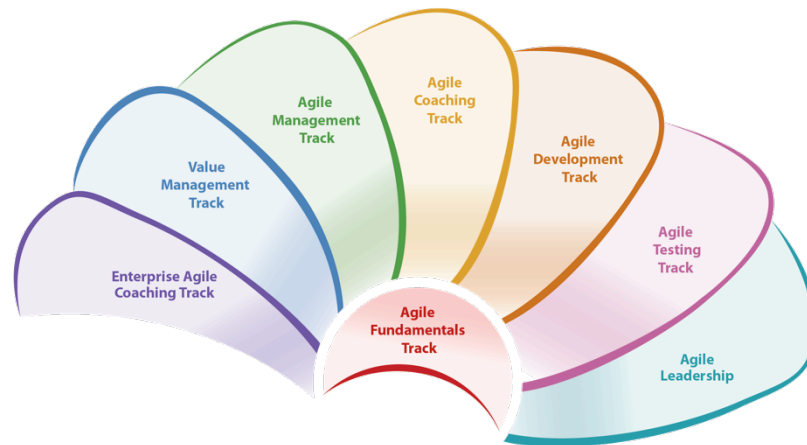
*To be acceptable, this LO must provide learners with tools to define scope and the opportunity to relate clear and unclear scope definitions to change initiatives in their own work context.*

learning objectives defined for each track





What concepts and competencies do organizations need to build in their **people** to realize **sustainable agility**?



## KEY TAKEAWAYS

- IF YOU ARE A GAMER + LOVE AGILE - CALL ME :)
- BE INTENTIONAL: ARE YOU TRANSFORMING CULTURE OR ELEMENTS OF YOUR CULTURE
- CREATE A COMMON JOURNEY FOR THE ORG ALONG WITH QUICK WINS
- THINK OF YOUR HABITS? WHAT ARE YOUR NEW ROUTINES?
- LOOK INTO ICAGILE'S LEARNING OBJECTIVES AND CREATE A "BEING AGILE" TRANSFORMATIONAL LEARNING PROGRAM.

**QUESTIONS?**  
AND FEEDBACK FORMS