IS THERE A BEST PRACTICE
FOR AN AGILE TRANSFORMATION?
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Hendrik Esser
@HendrikEsser

VP
Operations & Programs

Program Director
Supporting Agile Adoption

ERICSSON

MENU

A transformation story

Why does it sometimes work and sometimes not?

A better approach

Examples
- Driving change
- The role of good practices

Q&A

A TRANSFORMATION STORY

WHY
DOES IT SOMETIMES WORK
AND SOMETIMES NOT?

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COMPLEXITY

HOW CAN WE APPROACH COMPLEXITY?

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CYNEFIN

COMPLEX

probe-sense-respond

emergent practice

COMPLICATED

sense-analyze-respond

good practice

DISORDER

CHAOTIC

act-sense-respond

novel practice

OBVIOUS

sense-categorize-respond

best practice

Dave Snowden, HBR Article, Nov 2007

An Agile transformation is an emergent change of your (organizational) human system

A BETTER APPROACH:
CHANGE THE SYSTEM

Waiting for emergence…?

HOW TO IDENTIFY SUITABLE SYSTEM CHANGE EXPERIMENTS?
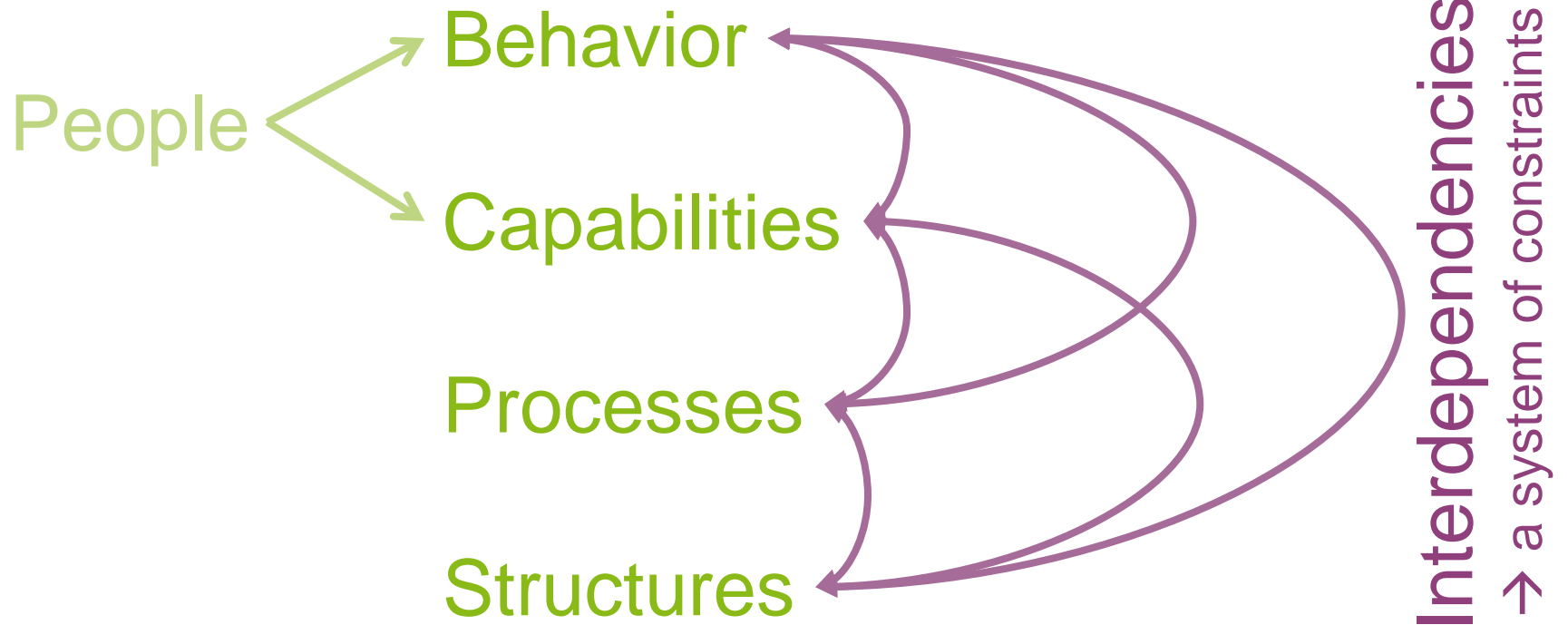
How can we influence a human system?

CONSTRAINTS

› All societies have shared rules/constraints.

› They are either set or they emerge.

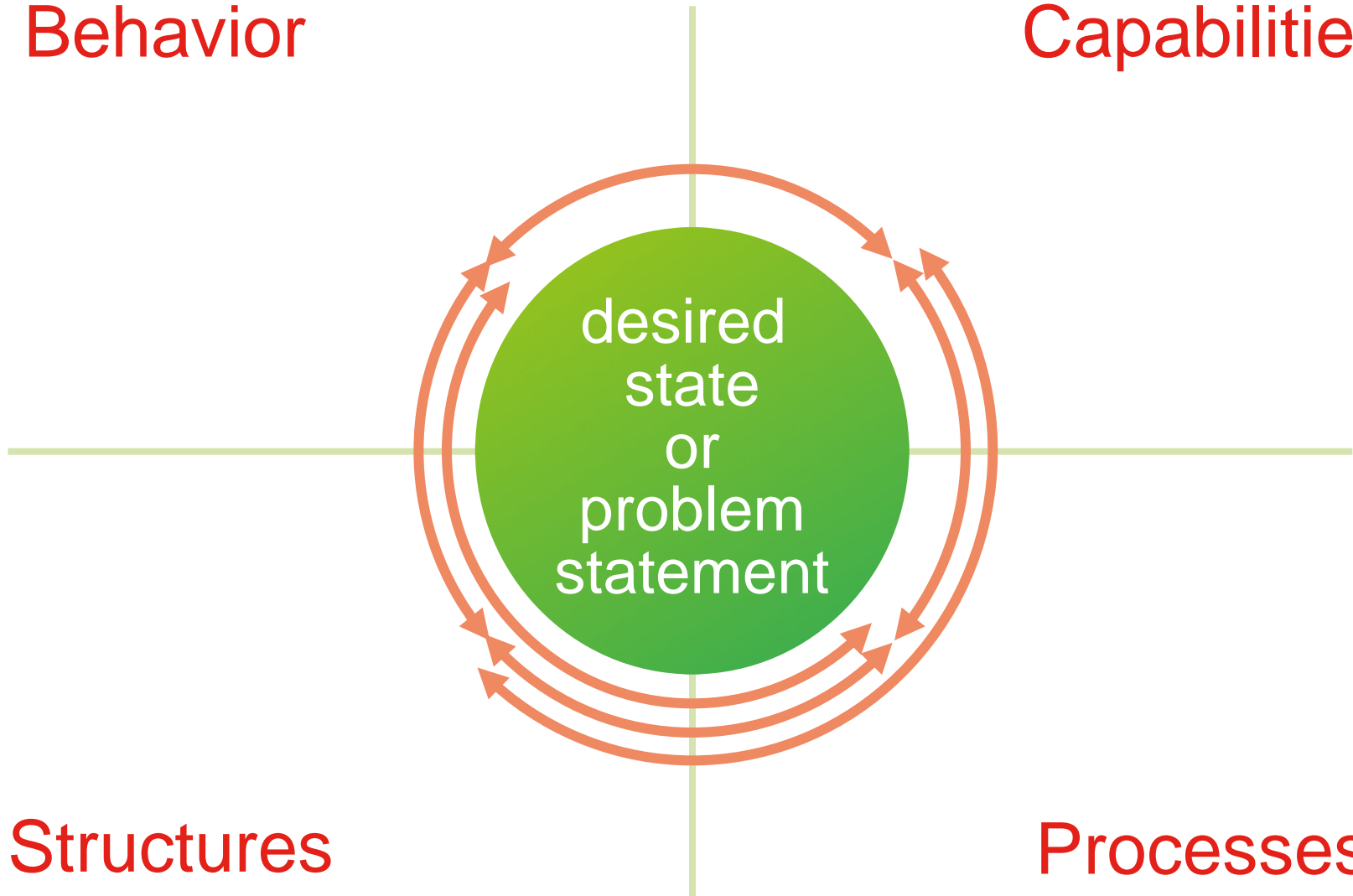→ In a company we usually set and manage constraints

CONSTRAINTS?

People → Behavior

People → Capabilities

Processes

Structures

Interdependencies
→ a system of constraints

HUMAN SYSTEM ACTION TOOL

Behavior

Capabilities

desired
state
or
problem
statement

Structures

Processes

HUMAN SYSTEM ACTION TOOL

Behavior

Behavior

Mindset/attitude
Values
Needs

Capabilities

Competence
Skills
people

Hidden talent

desired
state
or
problem
statement

Organization
Governance
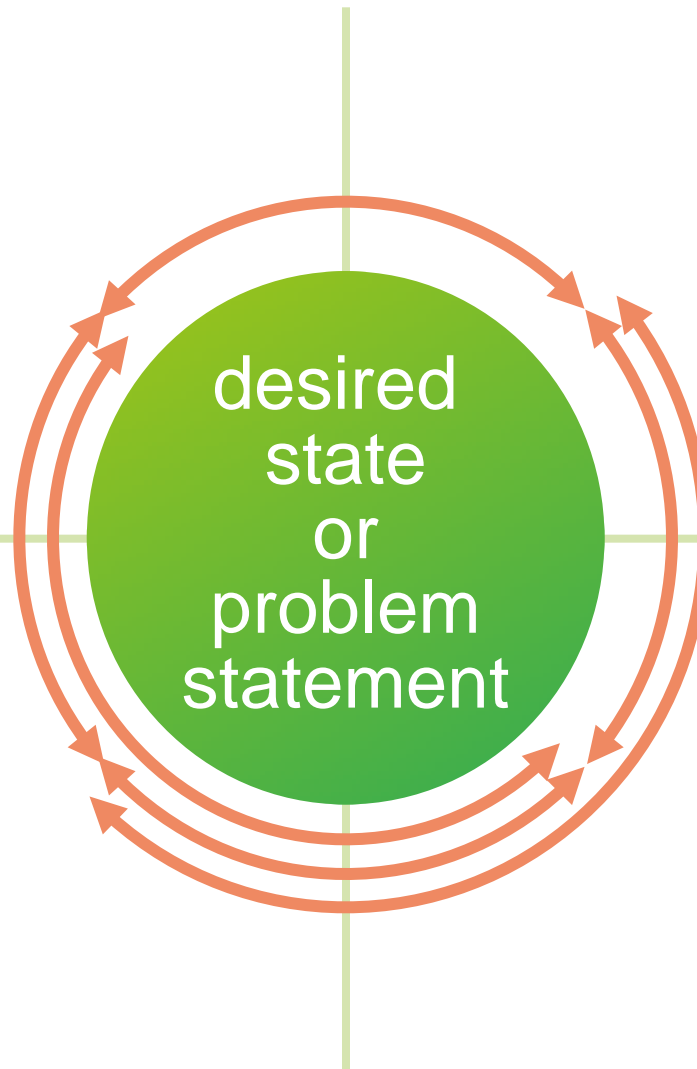Compensation
Roles

(Informal) networks

Processes
Practices
Tools

Habits

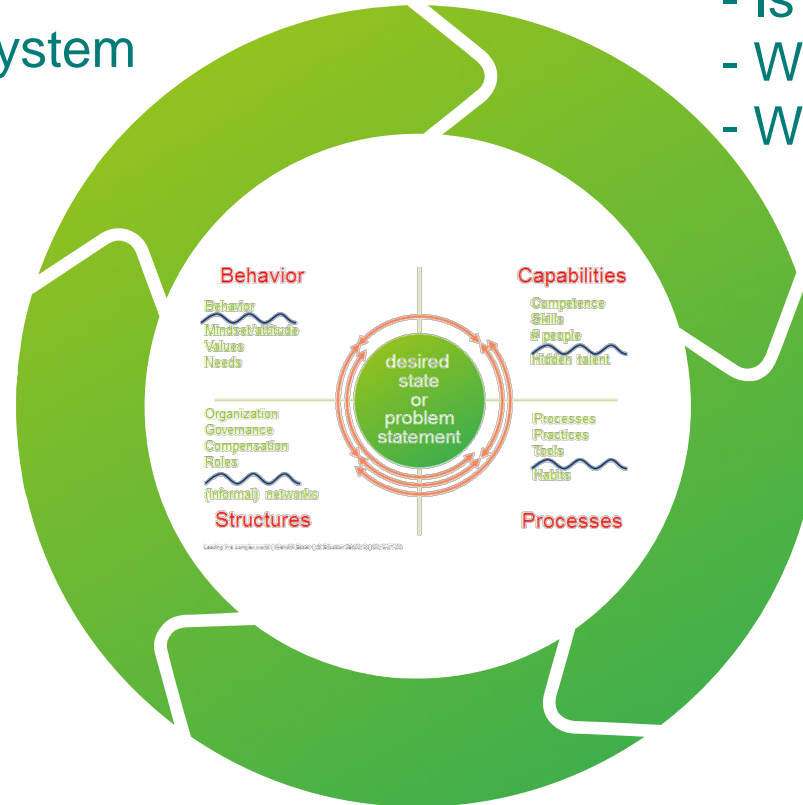## Structures

Processes

LEARNING CYCLE

Look at the system

Analyze:
- Is your vision still valid?
- What supports your vision
- What doesn't

See what emerges

Define a
change experiment

Take change actions

EXAMPLE ITERATIVE CHANGE EXPERIMENTS

Our agile transformation

Behavior | Capabilities

Expected leadership behaviors

Empower teams

Collaboration Dev-ProdMgt

Agile manifesto

Recruit leaders (right mindset)

Train and coach teams

Better Customer satisfaction Q TTM

X-fct teams

ScM, PO roles

Backlog coordination

System Design, Development, Test in one org

Governance

Scrum

Uncertainty Mgt

Decision model

Retrospectives

Structures | Processes

Iteration

2

Behavior | Capabilities

Leadership expected behaviors

Empower teams

Recruit leaders (right mindset)

Teams ignore Committees → Architecture Q endangered

Collaboration R&D ProdMgt

Agile manifesto

Full Leadership Support for the change.

Train and coach teams

architects & committees mentoring approach

Better Customer satisfaction Q TTM

X-fct teams

Scrum

ScM, PO roles

Uncertainty Mgt

Re-enforce architect and committee roles

Backlog coordination

Decision model

System Design, Development, Test in one org

Retrospectives

Governance

Structures | Processes

Iteration

3

Behavior | Capabilities

Leadership expected behaviors

Recruit leaders (right mindset)

Empower teams

Collaboration R&D-ProdMgt

Train and coach teams

Working SW is the only progress indicator
→Documentation not handled appropriately.

Focus on everything the customer expects, not only code

architects & committees
mentoring approach

Better Customer satisfaction
Q
TTM

X-fct teams

Scrum

ScM, PO roles
Re-enforce architect
Backlog coordination roles

Clarify PO role

Uncertainty Mgt

System Design, Development, Test in one org
Higher prio on non-code

Decision model

Governance

Retrospectives

Structures | Processes

Iteration

4

Behavior   Capabilities

Teams diverging → discussions what is the better practice & who has the best one.

Collaboration Dev-ProdMgt working well

Empowerment within boundaries

Better Customer satisfaction Q TTM

e2e flow not optimized

Strengthen decision model: more e2e in DoD

Clarify which processes & tools are mandatory and which ones optional

Structures   Processes

Background (faded) text:
Leadership expected behaviors
Empower teams
Recruit leaders (right mindset)
Collaboration R&D-ProdMgt
Train and coach teams
Agile manifesto
architects & committees
mentoring approach
X-fct teams
Scrum
ScM, PO roles
Re-enforce architect and committee roles
Backlog coordination
Uncertainty Mgt
System Design, Development, Test in one org
model
Retrospectives
Governance

Iteration 5

Behavior | Capabilities

Leadership expected behaviors

We don't need commitment decisions

Empower teams

Recruit leaders (right mindset)

Collaboration R&D-ProdMgt

Train and coach teams

Agile manifesto within boundaries

Enable architects & committees mentoring approach

Better Customer satisfaction Q TTM

X-fct teams

ScM, PO roles

Re-enforce architect and committee roles

Backlog coordination

Scrum

Uncertainty Mgt

Strengthen decision model

Decision model

Remove commitment decisions from the model

System Design, Development, Test in one org

Clarify which processes & tools are mandatory and which are optional

Retrospectives

Governance

Structures | Processes

Behavior | Capabilities

Teams want to be closer to the customers

Better Customer satisfaction Q TTM

Recruit leaders (right mindset)

Train and coach teams

Customer early demos

Link teams into the communication between ProdMgt and Customer

Early customer interaction

Structures | Processes

Iteration

7

Behavior | Capabilities

Teams overcommitted to customers
→ very high stress level

Leadership expected behaviors

Empower teams

Collaboration R&D-ProdMgt

Agile manifesto within
architects & committees
boundaries
mentoring approach

X-fct teams

ScM, PO roles
Re-enforce architect
and committee roles
Backlog coordination

System Design, Development,
Test in one org

Governance

Recruit leaders (right mindset)

Learn how to make realistic commitments

Train and coach teams

Scrum

Uncertainty Mgt
Strengthen decision model
Remove commitment
Decision model
Clarify which decisions from the model
mandatory and which are optional

Expectation management

Better Customer satisfaction Q TTM

Structures | Processes

The journey continues …

THE ROLE OF
GOOD PRACTICES

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Can someone else's good practice potentially work for you?
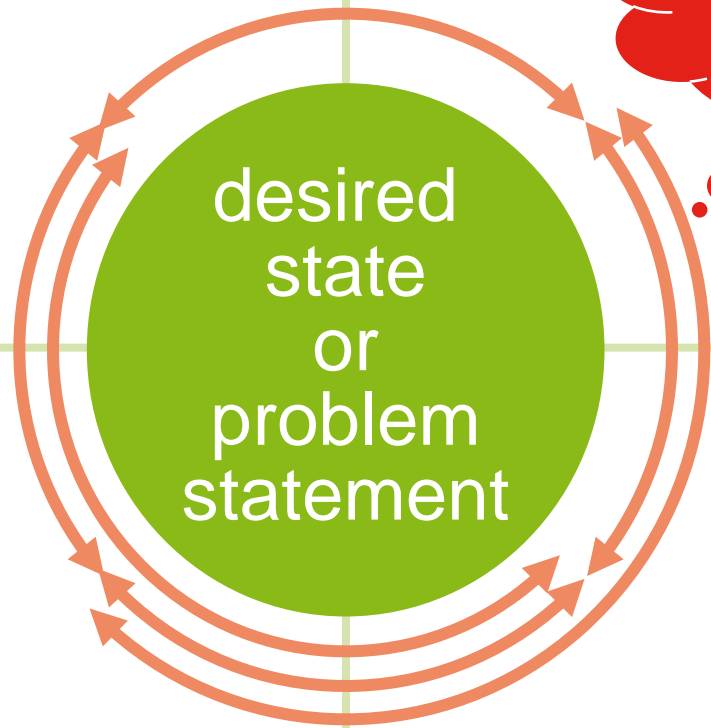
→ Just test it with the Human System Action Tool!

EXAMPLE
TESTING A POTENTIALLY
GOOD PRACTICE

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Behavior | Capabilities

Structures | Processes
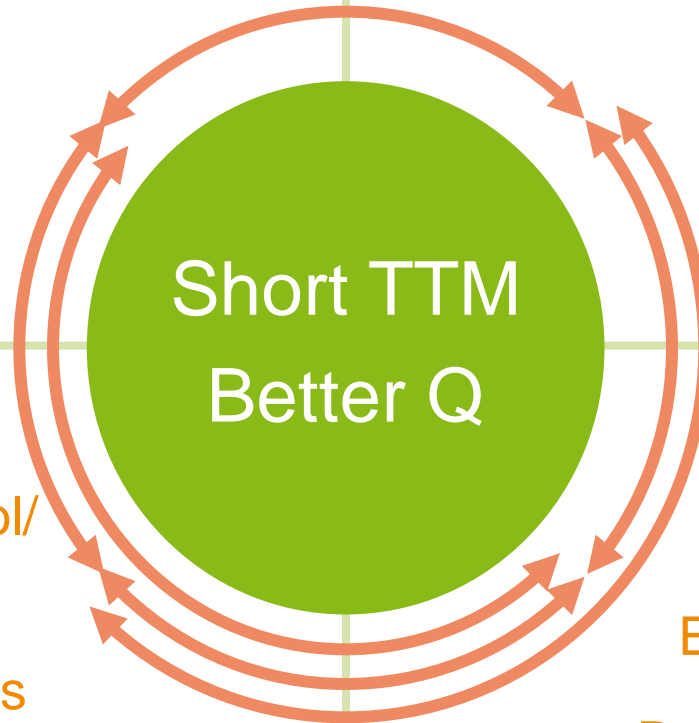
Short TTM
Better Q

Scrum

Behavior | Capabilities

Belief, that with good analysis we can achieve a high level of predictability

Not everybody can design everything

Sense of urgency / willingness to change

Short TTM Better Q

Projects

Scrum

Leaders are full in control/ approval processes

Early phase process

Design process

Specialized departments for system design, development and test

Test process

KPIs

Structures | Processes

Risk management

Behavior | Capabilities

Belief, that with good analysis we can achieve a high level of predictability

Not everybody can design everything

Sense of urgency / willingness to change

Short TTM

Scrum is/requires more than a new process.
It can only work if you take action in the other areas as well!

Projects

Leaders are full in control / approval processes

Scrum

Early phase process

Specialized departments for system design, development and test

Design process

Test process

KPIs

Structures | Processes

Risk management

TESTING...

› Be clear on what you would like to achieve

› Start with wanted behaviors

› Think about what
- behaviors/attitudes/mindset,
- other processes,
- capabilities and
- structures

  support the Potentially Good Practice

› Think about needed system changes
→ are they realistic?
→ would they fit to your organization?

› What might be a small system experiment (pilot?) to try it?

So, you have a great plan?

As long as it is only YOU
it is a pretty lonely journey!

HOW TO CONNECT PEOPLE, VISION AND PURPOSE?

WAY TO RESULTS

Interaction   Alignment   Autonomy   Speed

Ability to make agreements
Consent (<u>not</u> consensus!)
Safe environment

Recommendation:
Explain and discuss vision and purpose in dedicated workshops

SUMMING UP

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SUMMARY

An agile transformation is an emergent change of a human system!

Run system change-experiments + see what emerges → adapt via the next experiment

Potentially Good Practices need to be supported from a System perspective.

Test Potentially Good Practices with the HSA-Tool to see their impact on your system.

Thorough alignment on vision and purpose accelerate organizational learning.