Agile Coaching Institute

Washington, DC – Agile 2015
Michael K. Spayd

Well-begun is Half-way Done
How an Integral Organization Assessment Sets the Stage Properly

Talk Outline

What We're Doing

- Purpose
- Change Initiation Process

Integral Agile Transformation Framework
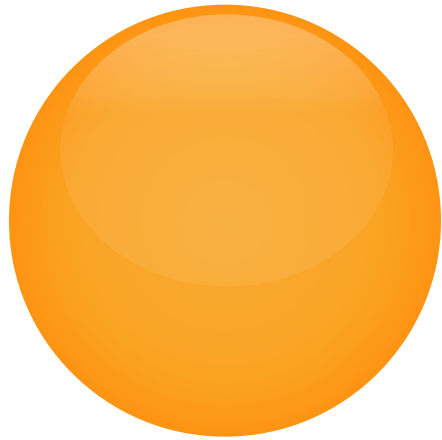
- Quadrants & Altitudes

How to Look

- Modality Types
- Advantages & Disadvantages
- Examples

Where to Look

- Leadership & Engagement
- Processes & Competencies
- Culture & Relationships
- Organization Architecture & Structure

What to Conclude

- Determining Organizational Readiness
- The Feedback Meeting
- The Change Plan

WHAT WE'RE DOING

What's the Purpose of an Org Assessment?

The **Purpose** of an **Organizational Assessment**
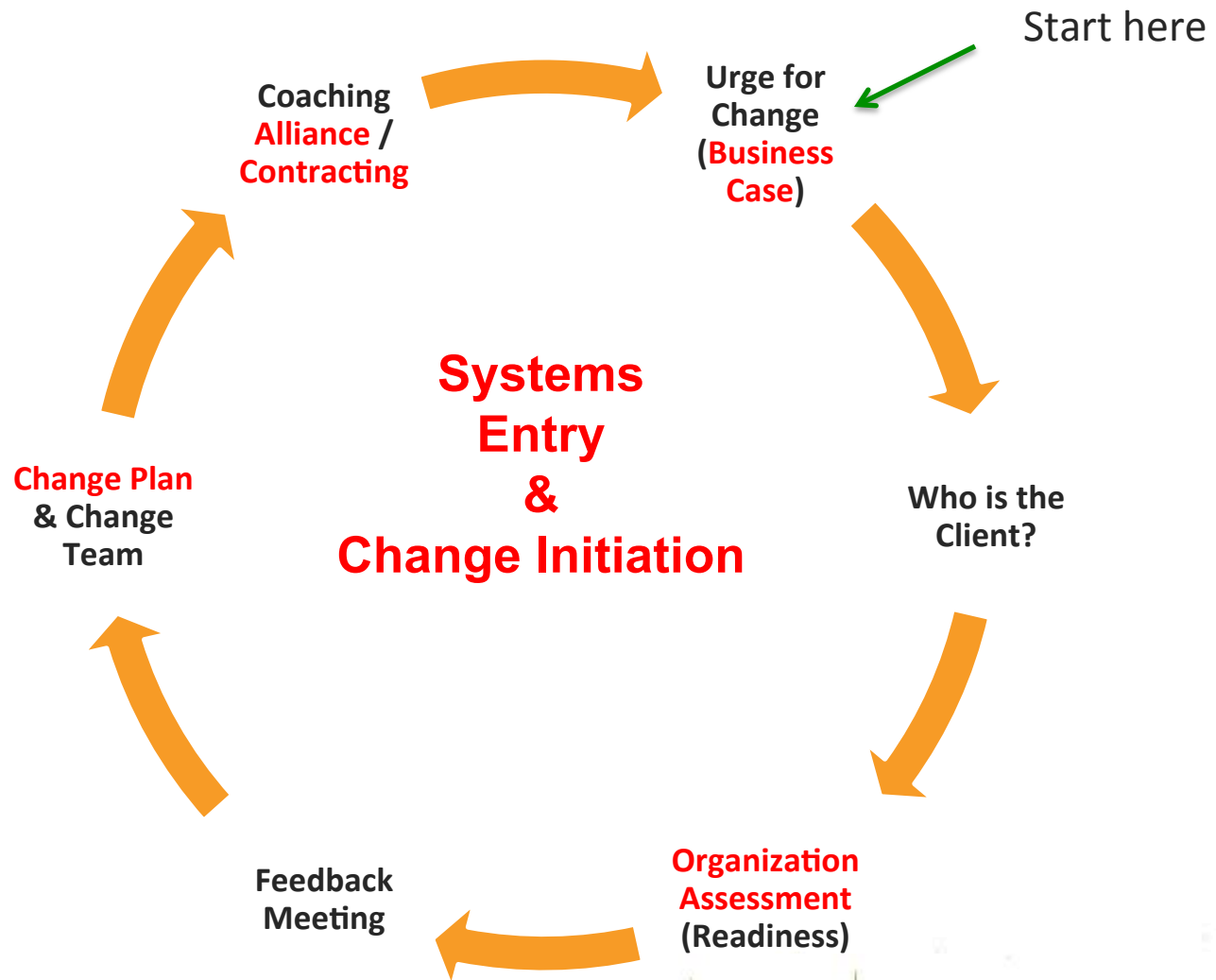
To discover:

- Current status of key dimensions of "focal" organization

- Who wants these dimensions to change, in what way, and why?

- How ready is the organizational system for such a change (enablers and hindrances)?

Integral Organization Assessment - Scope

- Understand different **aspects** of the organization, such as
  - individual mindsets (in general, and re: Agile),
  - The level of developmental maturity of leaders and teams,
  - type and coherence of culture,
  - quality of personal relationships,
  - adaptability and effectiveness of business and technical processes,
  - type of org structure, the level of flow in product development and deployment, etc.
- Determine the systems' **readiness for change**
- Determine the **type of change** wanted, both by stakeholders and by the system itself, and related change goals
- Understand organizational *enablers* and *landmines* will be

Initiating Change (An OD Process)

Start here

Coaching Alliance / Contracting

Urge for Change (Business Case)

Change Plan & Change Team

Systems Entry & Change Initiation

Who is the Client?

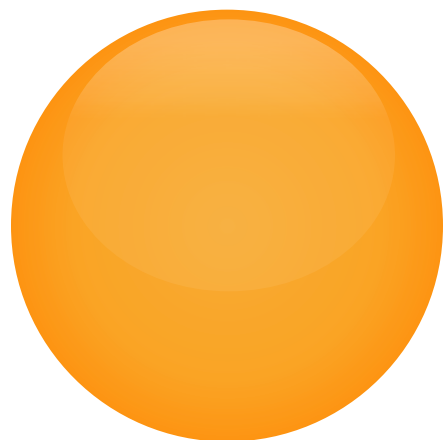**Feedback Meeting**

Organization Assessment (Readiness)

What Type of Change is Wanted? Is Realistic?

Is this a **Transition**? Or is it a **Transformation**?

- Tactical vs. Strategic change
- Process-driven
  - Agile Ambition
- Culture-driven
- Leadership-driven (different way of thinking / managing)

INTEGRAL AGILE TRANSFORMATION FRAMEWORK™

What is the Framework to use for a Thorough Assessment?

The Four Key Perspectives

"I" thoughts, emotions, states of mind, intentions, inner experience	**"IT"** physical body (incl. brain), anything we can see/ touch or observe scientifically
"WE" shared values, meanings, language, relationships, cultural background	**"ITS"** systems, networks, technology, natural environment

Source: Ken Wilber

Four Organizational Altitudes (or Value Cultures)

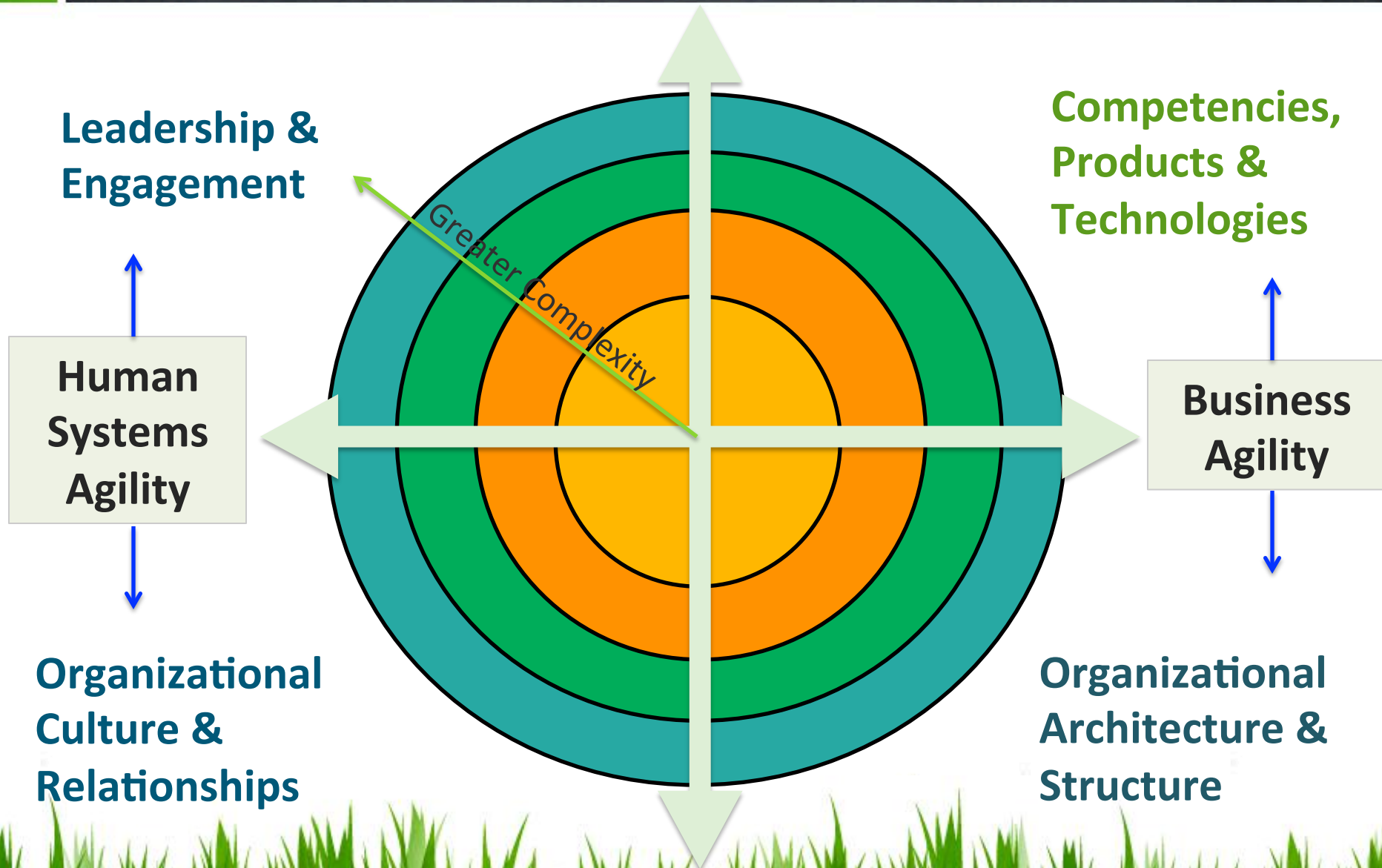|	
Evolutionary / Purpose-driven (**Teal**)	***Focus on inner integrity, sees systemically*** Dis-identifies with own ego, purpose-driven, authenticity Inner Rightness as Compass, Wisdom beyond Rationality
Pluralistic / Relationship-driven (**Green**)	***Fairness, community, equality of all perspectives*** Focus on justice for all, consensus, relationship over outcomes *Empowerment, Values-driven culture, Multi-Stakeholder perspective*
Achievement / Results-driven (**Orange**)	***Pragmatic, success-oriented, complex logic*** Questions authority, get ahead, values freedom & achievement *Innovation, Accountability, Meritocracy*
Conformist / Role-driven (**Amber**)	***Awareness of social roles, following authority*** Absolute Truth (black & white), can see other's expectations, dogmatic *Long-term perspective, Consistent Process, Size & Stability (Hierarchy)*
Implusive (**Red**)	***Power & dominance, heroism, avoidance of shame*** Separate ego, dominance vs submission, chiefdoms, illegal orgs

Source: Frederic Laloux – *Reinventing Organizations*, plus Wilber, Graves, Beck, and Cook-Greuter

Integral Agile **Meta-Map** of Organizations

Leadership & Engagement

Competencies, Products & Technologies

Human Systems Agility

Business Agility

Greater Complexity

Organizational Culture & Relationships

Organizational Architecture & Structure
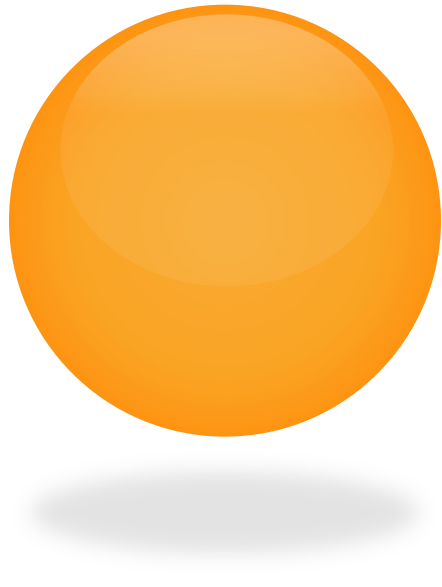
HOW TO LOOK

What are the Modalities Used in an Organizational Assessment?

Assessment Modalities

- Interviews
- Questionnaires/surveys
- Structured observations – amounts to a user guide for the Observer
- Examine artifacts (e.g. Big visible displays, team charters, user stories, tracking tools, etc.)
- Formal assessment instruments
- Facilitated group processes (for the change team or stakeholder groups)

Interviews

Advantages

- More personal
- Rich data

Disadvantages

- Take a long time
- Hard to quantitatively analyze

Questionnaires / Surveys

Advantages

- Reaches large numbers of people

- Easy to analyze

Disadvantages

- Difficult to formulate in a neutral fashion

- Beware survey fatigue

Structured Observation / Examine Artifacts

Advantages

- Examines tangible outputs
- Hard to "game"

Disadvantages

- Takes a long time to perform a sizable sample

Facilitated Group Processes

Advantages

- Very rich, emergent data

- Powerful engagement of groups

Disadvantages

- Time consuming to prepare for and conduct

Examples

- Open Space
- World Café
- Systemic Constellations
- Focus Groups
- Diagnostic Retros
- Stakeholder Analysis

Formal Assessment Tools

Advantages

- Scientifically validated
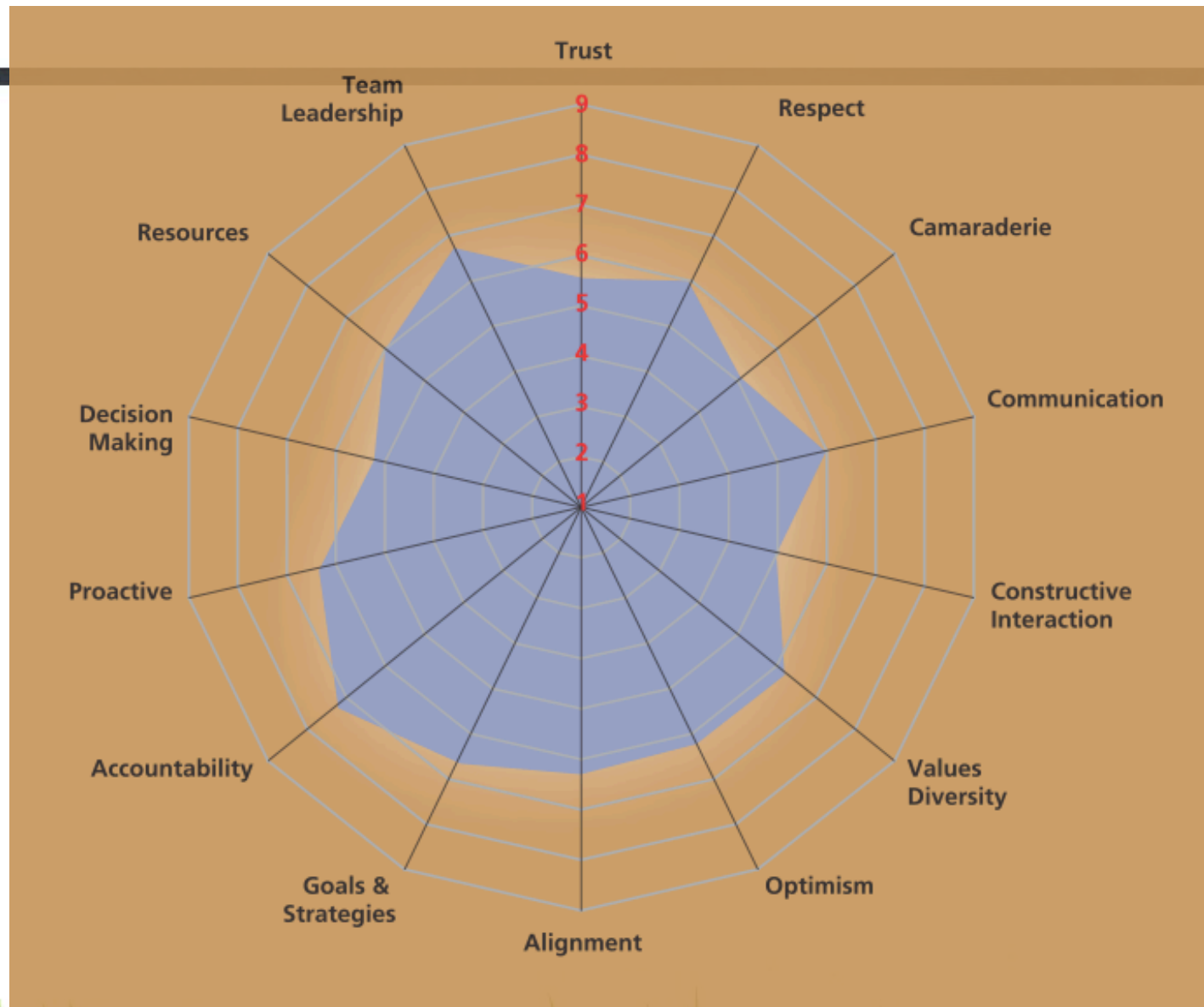- Precise, objective view

Disadvantages

- Require training / certification
- Relatively expensive and/or time consuming to administer

Areas Covered

- Organizational Culture
- Leadership Maturity
- Team Health / Maturity
- Team Composition
- Personality Type

Team Diagnostic Assessment

Source: Team Coaching International

Structuring an Assessment

- **Assessment Goals** –purpose and scope of the assessment

- **Modalities** – which modalities will be used?

- **Protocols / Questions** –a structure for Interviews, Observations and Facilitated Processes (what will be asked / observed, provides consistency)

- **Assessment Team** – who's on the assessment team, with what roles?

- **Assessment Results** – how will they be used, how will confidentiality be protected, who will be briefed, who will make decisions based on the results, etc.
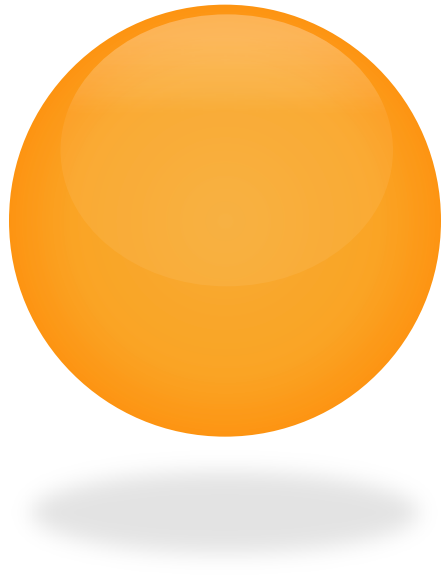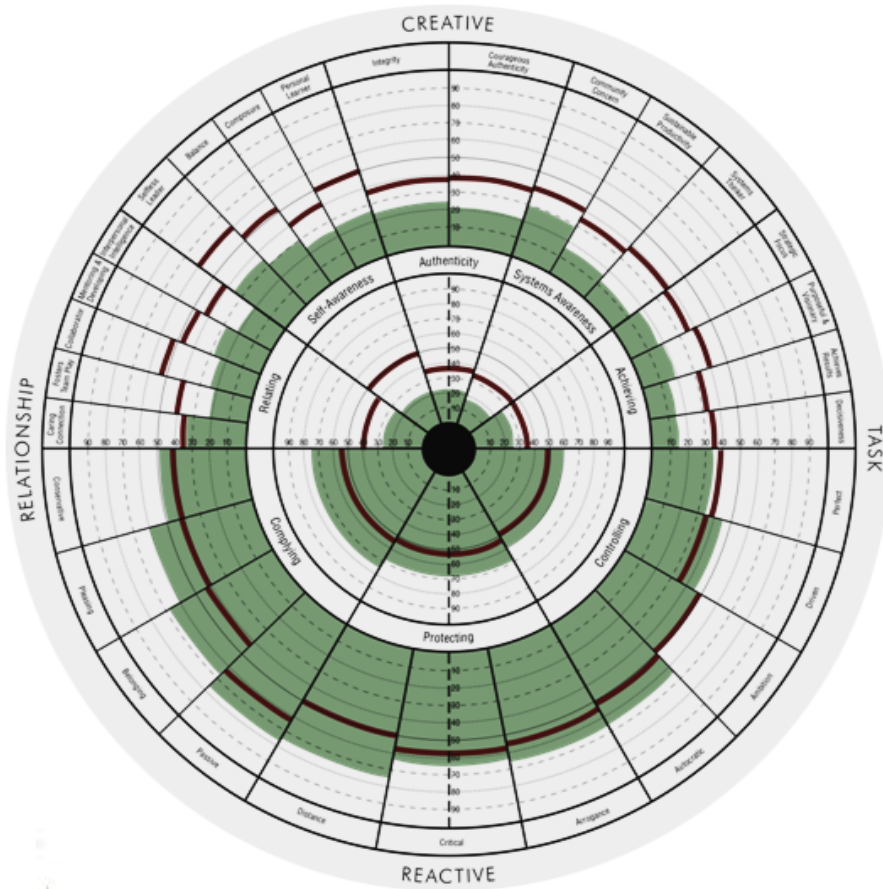
WHERE TO LOOK

What are we assessing, exactly?

Leadership & Engagement (I Quadrant)

- What type of leadership do we have?

- What is the level of emotional intelligence (EQ)?

- How do manager's think about their job?

- How engaged are individuals in their jobs?

Leadership Circle Profiles

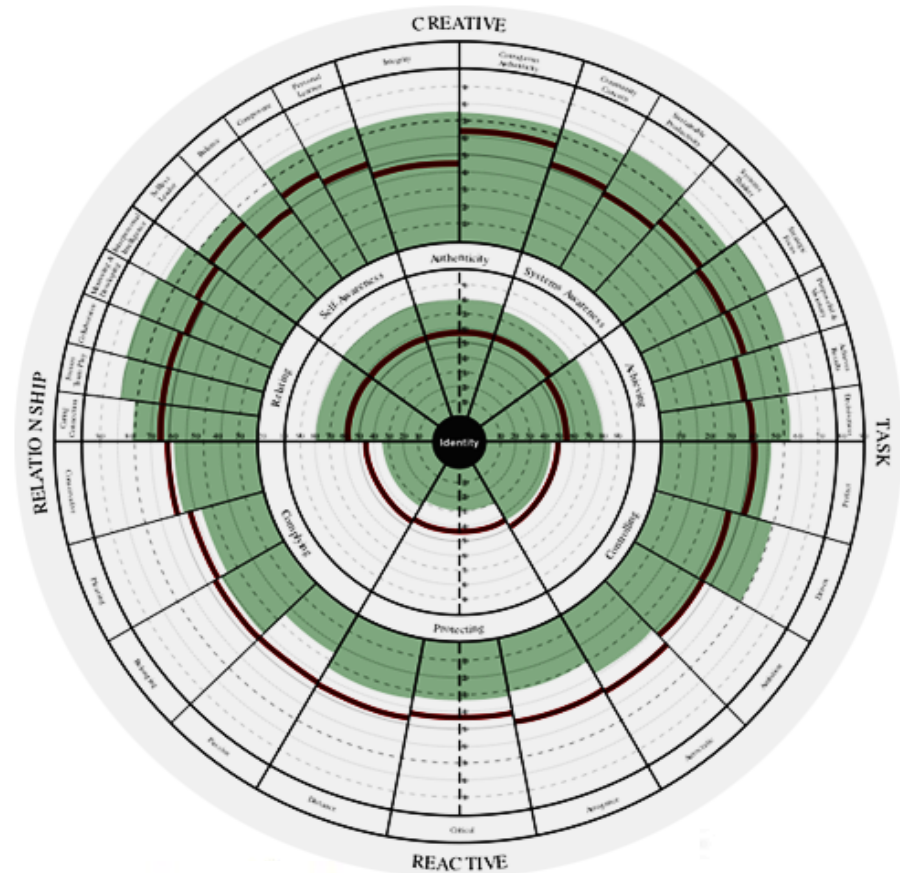**LOWEST PERFORMING**

HIGHEST PERFORMING

Bottom 10%

Top 10%

Practices & Competencies (IT Quadrant)

- To what extent do we use technical practices?

- Do we measure test coverage? Do we automate tests?

- Do we have collaborative practices & skills?

- Do we use facilitators?

- How do we develop products? Is the end-user involved?

- What do we measure?

- How and what do we reward?

Culture & Relationships (WE Quadrant)

- What style of culture do we have? (formal, friendly, rule-based, competitive, etc.)

- What is the "complexity level" of values expressed in the culture?

- How do we relate to each other? With compassion? With competition? With disdain?

- How do we deal with conflict? Can we use it to enhance relationship?

An **Agile Culture**?

| Function	Traditional (Orange) Organizations	Emerging (Teal) Organizations
ORGANIZATION	Hierarchical pyramid	
PROJECTS	Heavy project management methods	
RECRUITMENT	Interviews by HR, matches job description	
JOBS	Needs own description & title	
PERFORMANCE MANAGEMENT	Focus on individual performance; appraisal by supervisor	
PROMOTIONS	Jockeying for position, politics	

Adapted from *Reinventing Organizations*, by Frederic Laloux

Organization Architecture (ITS Quadrant)

- What type of structure do we have?

- How flexible is it to changing conditions?

- How do business processes flow? Do functional organizations impede work flow?

- How do our performance management practices impact individuals and teams?

An Example of an Integral Assessment

- **Leadership & Engagement**
  - Mindset Interviews (team members, leaders, all levels)
  - Formal Leadership assessment (TLC)
- **Practices & Competencies**
  - Structured observation of team ceremonies + follow-up interviews
  - Structured observation of team artifacts + follow-up interviews
  - Interviews of Tech team and Business team members
- **Culture & Relationships**
  - Structured observation of management meetings + team meetings
  - Facilitate a retrospective
  - Shadow a leader
  - Formal culture assessment
- **Organization Architecture**
  - Project System Dependency map
  - Informal Value stream mapping
  - Org Chart review
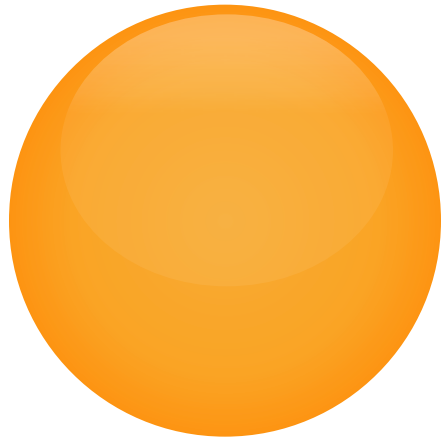
WHAT TO CONCLUDE

What do we do with all this data?

The Feedback Meeting

- Who? – stakeholders from different areas and levels in org
- What did we find? – are we ready?
  - sensitivity of findings
- What's Next? – the change plan and how to proceed

Output: The Change Plan

- Change Goals & Type of Change – tactical vs. transformation

- Deployment Strategy – pilot & expand vs. big bang

- Change Team – exec sponsor, team/area reps, change champions, change catalyst

- Business Measures of Success – beyond # of people trained

The Tao of **Systems Entry**

Ask…

Who wants What, and Why?

Then determine…

-How Much will the What take?

-are the Who truly willing?

-and does their Why justify all this?

Finally decide…

-can the What actually be done, given their Who and How Much?

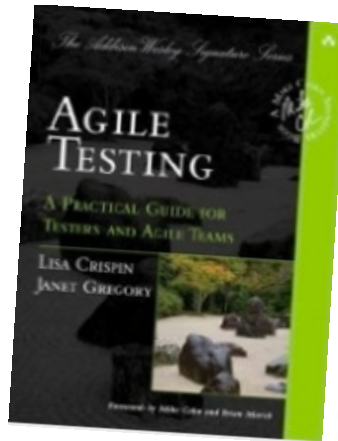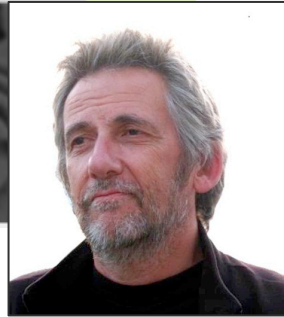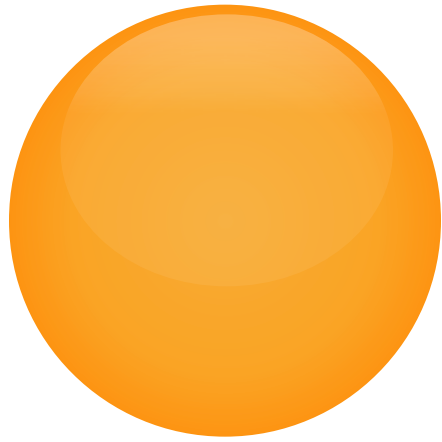-is their Why a good match for your Why?

Else: run…

from
Coaching the Agile Enterprise:
A Handbook for
Emerging Transformation Leaders, Change Artists and Benevolent Trouble-Makers

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END

What to do if You are "Internal"

- More than anyone, it will help you to have clear working agreements ("consulting contracts")

- Gives the people you are working with a context for the discussions you want to have

- Reference the use of contracts in OD work, and compare Agile transformation to that type of thinking

- Think through clearly what you want and need, in non-emotional terms