Agile Transformation

Discussion: Four Ideas Plus YOURS

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Real Meat…

- We will be discussing your ideas. From **YOU.**

- ***THAT is the real meat***.

- So, be ready to discuss them.

- They can be questions or, "I do not like X," or other comments.

- Prefer, "We did X and it seemed to work for us."

- Get ready.

- Now, to appear to be "useful"…

What Is It?

Agile Transformation is defined many ways…

1. A.T. helps us change a LOT so we get **ALL the benefits** of Agile.

2. We change so much that we get huge benefits for **business agility**.

3. We **start** all the Scrum **Teams**.

4. We **double (+) the productivity** of each "big unit" of innovation.
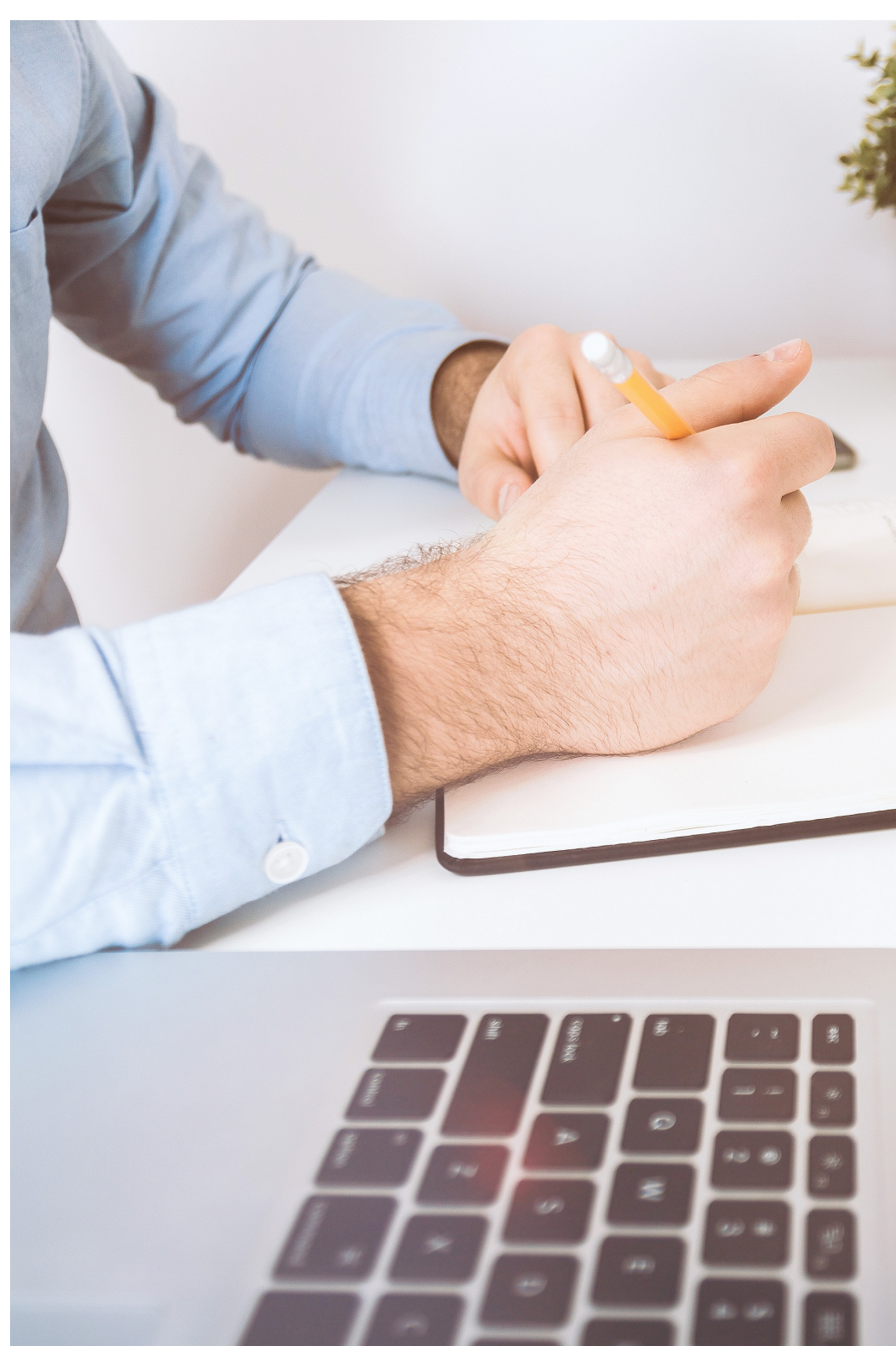
Situation

- 150 people or more

- One big group (division) at a time

- A cultural change (at least notable)

- A LOT of detailed work

- Some other major work sets (e.g., automated testing)

- One milestone: "Everyone" is in Agile teams. We are doing it decently and getting some good benefits.

- Next: We double the productivity (+) compared to "One."

Short Assessment

- How are we doing with Agile Transformation?

- Some happy results?

- Some disappointing results?

- What ratio?

1. The Management Scrum Team

- Senior management forms into a Scrum Team

- PB is their work, including "transformation" work

- GOOD ScrumMaster

- CEO is probably the PO

Comments

- They learn what Scrum really is

- The CEO learns that she does NOT have a real Scrum Team.

- Hopefully that mostly gets fixed.

- They support Scrum (for the rest of us) better.

- And there's a LOT less "Agile lip service."

2. The Agile Transformation Team

- A Scrum Team of mixed people

- The PBL is "Agile transformation work" that this team can do

- Senior managers are mostly business stakeholders to this team

- PO is maybe fairly senior

- Probably a full-time team

Comments

- Not regular work (not one of the company's usual products).

- Maybe focus is impediments to "Agile transformation" or other work to make the Agile transformation happen.

- How long does it last?

- How do you measure its **success?**

3. The Impediment Removal Team

- A Scrum Team of managers

- PB is FROM the impediments of the teams in that area

- They deliver "removed impediments" to the teams (their customers)

- SM job is hard

- Who is PO?

- Best as full-time team

Comments

- Managers have often forgotten how to work in a Scrum Team.

- Culture may give dis-incentive to managers to work together.

- If the velocity of teams goes up, it's very clear that this helps.

- Managers definitely understand Scrum better and we hope articulate value to others more easily.

- "… it keeps the managers off the streets."

4. Better Engagement with the Business Side

- **Goal:** Deep collaboration at all levels

- **Start:** Open distrust and animosity on both sides (tech vs bus)

- Agile typically starts with technology, often with no business support.

- We overcome that.

Comments

1. Business sees value of Agile.

2. Business supports Agile.

3. Business provides good full-time POs.

- The blaming between tech and bus goes away.

- We think and do a different way. Ex: We fund Scrum Teams for a year based on an initial sketch of the work for the year.

- Business wants full success, team member happiness and minimal tech debt.

Comments (cont.)

- Agile is no longer a Tech initiative. It is a Business initiative.

- We see our business as fundamentally a technology business (and we used to say, e.g., we are a bank).

BEFORE You Discuss…

- We are safe. "I have a friend at another company who sees this…"

- Tell the truth. The good, the bad, the ugly.

- We Agile advocates have NOT done this well. AKA… This turned out to be harder than we thought… AKA Given human and our organizations, we had crazy expectations… AKA we were NOT trained change agents (Seal Team 6).

DISCUSS

- Assessment: How are we doing so far?

- Questions?

- Concerns?

- What has worked for you?

Closing Comments

- We have made some progress.

- Progress here is **harder** than we originally thought.

- We can make more progress if we **share and encourage** each other.

Contact

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- Happy to talk, please share.