

Business Agility

What it means to be “an Agile Org”

Objectives

- ❑ Understand the concept of “Business Agility”
- ❑ Understand the key levers that enable / inhibit agility
- ❑ Understand key challenges
- ❑ ... and learn some “small techniques”
- ❑ and have a bit of fun
- ❑ ... and create the spark for next steps !!!

Agenda to achieve those objectives

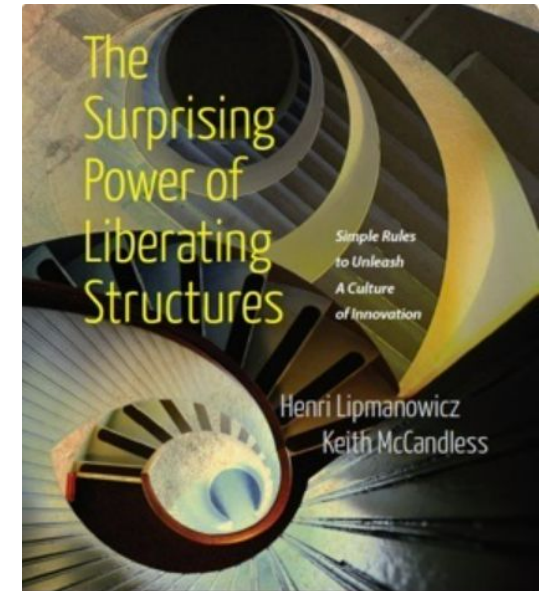
- ❑ Ice Breaker
- ❑ Learning by doing
- ❑ Consolidate learning
- ❑ Wrap up learnings

IceBreaker... but not yet

Every time you have a conversation or a meeting you are using microstructures

- 1. a structuring invitation**
 - a. e.g. “listen to me”
- 2. how the space is arranged and what materials are needed**
 - a. e.g. “rows or U facing presenter, screen, projector and PPT slides”
- 3. how participation is distributed**
 - a. nearly 100% of total time for presenter
- 4. how groups are configured**
 - a. one group, one presenter,
- 5. a sequence of steps and time allocation**
 - a. presentation for most of time; possibly Q&A for balance of time

Liberating Structures introduce tiny shifts in the way we meet, plan, decide and relate to one another.



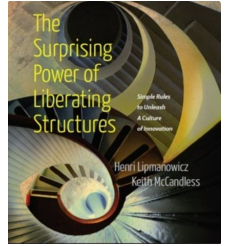
<https://www.liberatingstructures.com/>

LS Menu	Wicked questions	What? debrief	Min specs	Heard, seen respected	What I need from you	Integrated autonomy
Design elements	Appreciative interviews	Discovery and action dialog	Improv prototyping	Drawing together	Open space	Critical uncertainties
1-2-4-All	TRIZ	Shift & share	Helping heuristics	Design storyboards	Generative relationships	Ecocycle
Impromptu networking	15% solutions	25:10 crowdourcing	Conversation café	Celebrity interview	Agree/certainty matrix	Panarchy
9-whys	Troika consulting	Wise crowds	User experience fishbowl	Social network webinar	Simple ethnography	Purpose to practice

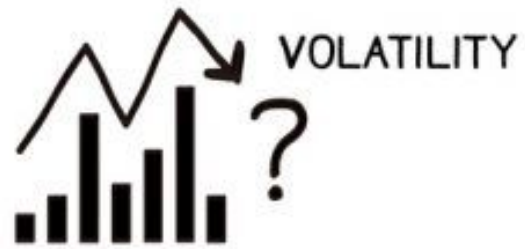
IceBreaker now!



***Share challenges and expectations, build new connections
(20min)***



Invitation	What do you understand by “agility” What do you expect from this group What do you want to give to this group
Arrange space & materials	Open space
Participation distribution	Everyone, at the same time
Group Configuration	Pairs. Ideally, pair with someone you do NOT know
Steps & Time distribution	3 rounds, each round following this sequence: <ul style="list-style-type: none">- Pair with someone- You talk 2 min- You listen 2 min (your pair talks now!)

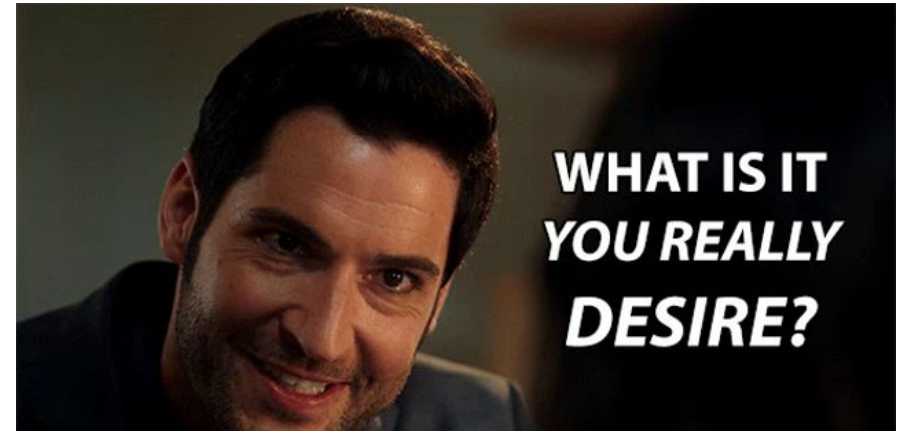


VUCA



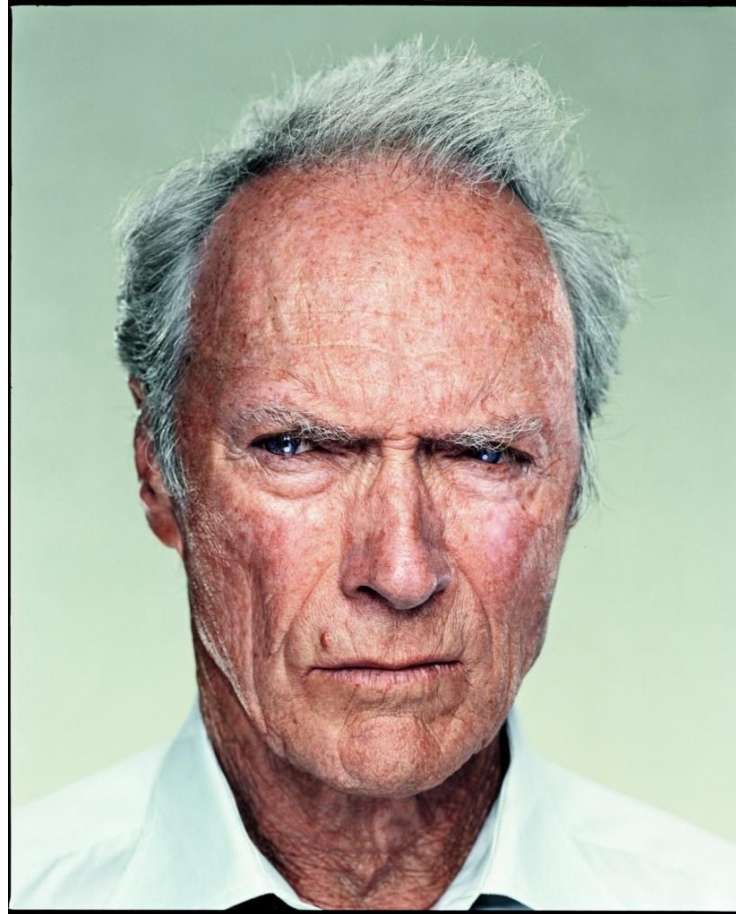
Usual context

- ❑ Pressure
- ❑ “Organisation” designed based on a different context... hence using different design patterns
- ❑ A “vision” which is not explicitly articulated...



Learning by doing...

Our CEO: Mr Life

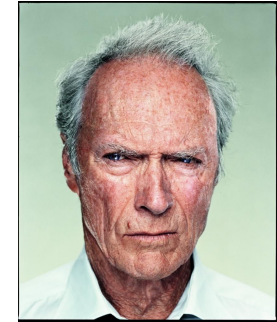


Real Life

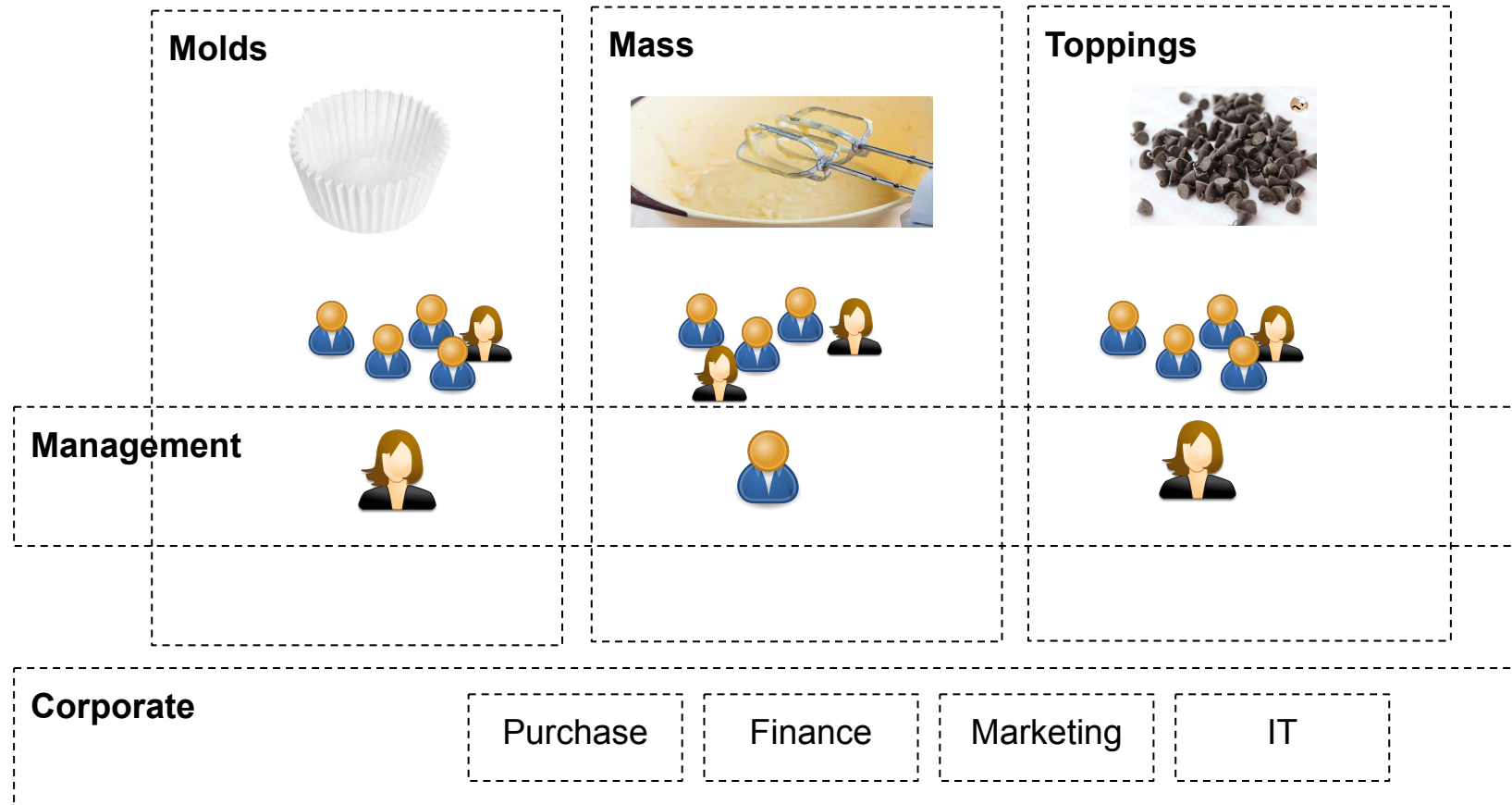
Our Product



Our Company (V 1.0)



Market



Operating Model

- ❑ We will be *doing* agile!
- ❑ Short “Sprints”
 - ❑ 1 min **plan** (focus!!! you cannot touch / produce / move... just plan!)
 - ❑ 2 min **execution** (do! do! do!)
 - ❑ 1 min **review** (you will report back to me!)
 - ❑ Retro (yeah... reflect on how to improve)

PLANNING

EXEC!!



Key Results...

Iteration	Molds	Mass	Toppings	Corporate	Muffins
#1					
#2					
#3					

Key Results...



Retrospective

- **Product**
 - How much are our “results” aligned to **The Company Results?**
 - How much is our work aligned to the “value definition”
 - How “the feedback from the client” (i.e. how are we satisfying client’s *needs*) lands to our work?
- **People**
 - What behaviours have we conscious / unconsciously generated ?
 - How much knowledge do we share? (business, technical, process...)
 - What “roles” are we creating by the functions we need?
- **Process**
 - How much are our “metrics” aligned to company direction decisions?
 - What dependencies do we see, and how are we addressing them?
 - How far our metrics are from “company’s metrics” ?
 - How is the feedback loop implemented?

How much **flexibility** do we see in this company?

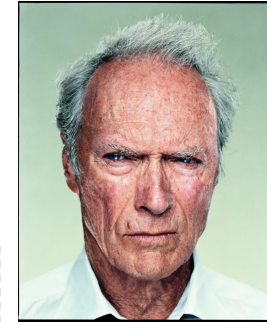
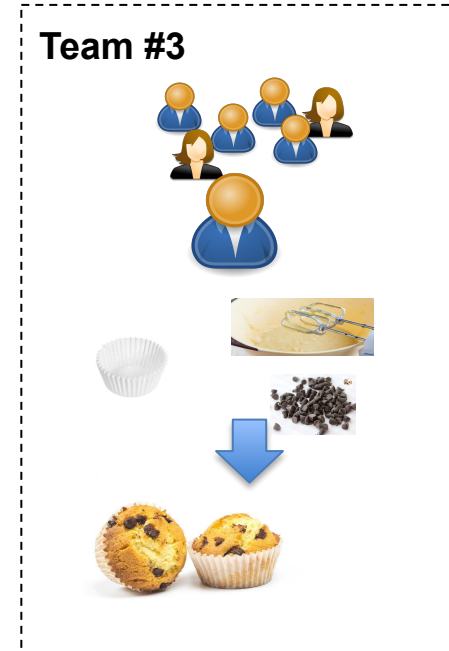
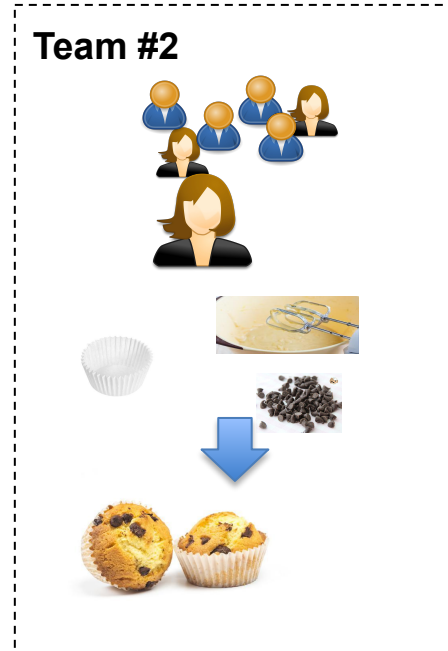
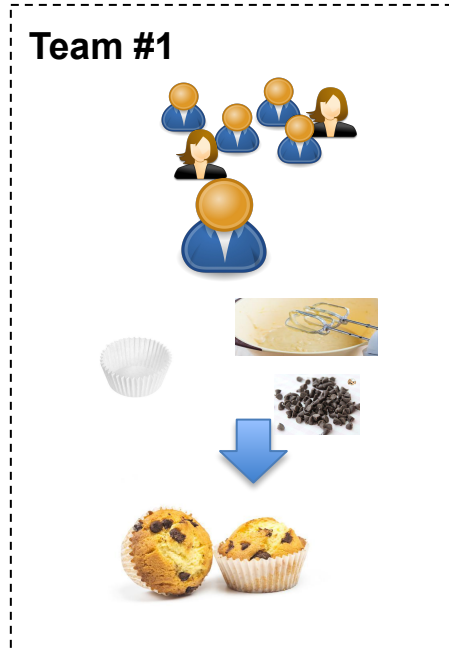
What barriers do we perceive for “Business Agility” ??

What would we do in a different way ?

Our Company (V 2.0)

- ❑ Need to change... we need autonomy, we need focus on **results !!**
 - What is it we do to create “value”?
 - How can we reorganise ourselves so that our org better serves that value flow?
- ❑ “*Operations*” (short sprints, small & quick adjustments...) remains as it’s helping

Our Company (V 2.0)



Mercado



PLANNING

EXEC!!



Our Results - V2.0

Iteration	Team #1	Team #2	Team #3	Corporates	Muffins ??
#1					
#2					
#3 (*) CHANGE					

Retrospective - executive perspective

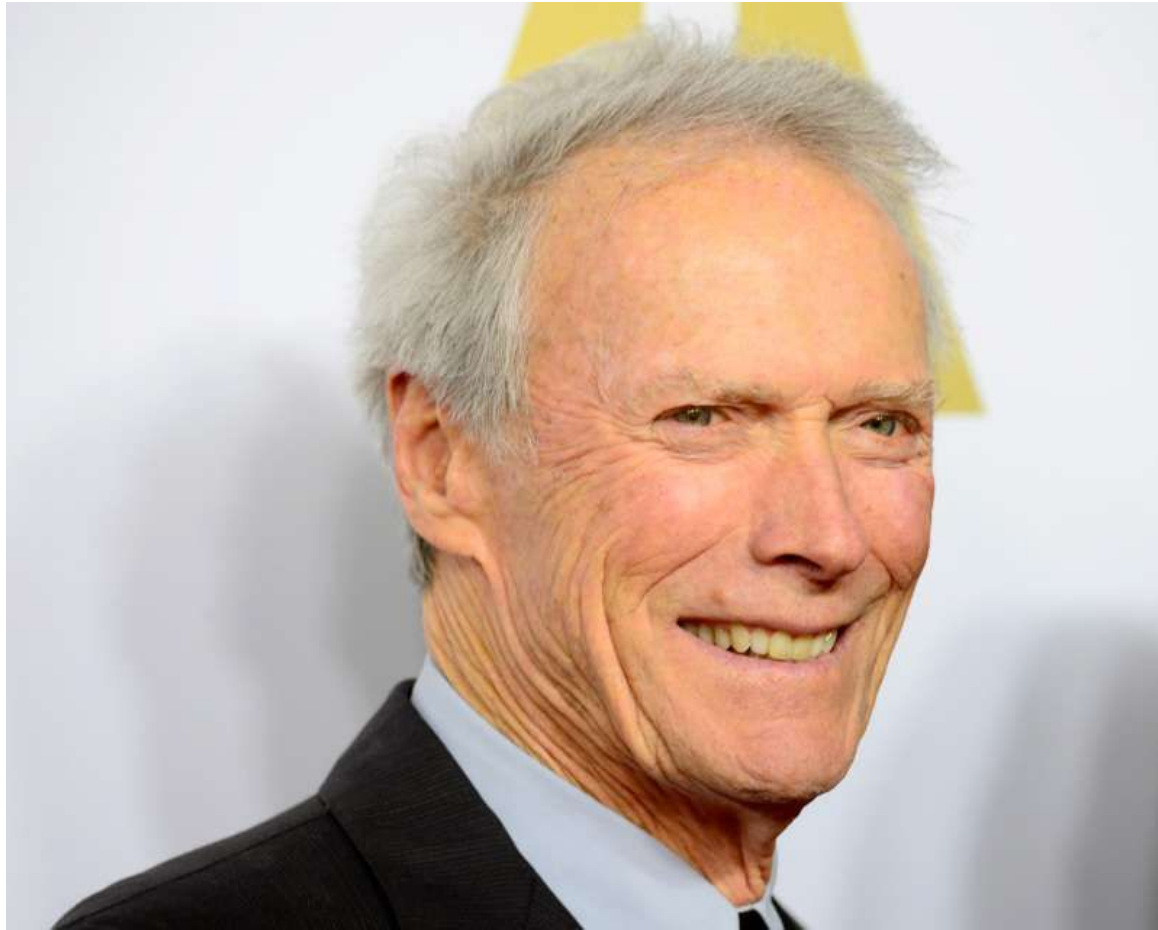
- **Product**
 - How “The Product” the teams work with has changed?
 - Do we work to deliver the same “product” ? Is delivering “the product” reaaaally the team’s goal?
 - How “the feedback from the client” (i.e. how are we satisfying client’s *needs*) lands to our work?
- **People**
 - What behaviours have we conscious / unconsciously generated ?
 - How much knowledge do we share? (business, technical, process...)
 - What “roles” are we creating by the functions we need?
- **Process**
 - How much are our “metrics” aligned to company direction decisions?
 - How far our metrics are from “company’s metrics” ?
 - What dependencies do we see, and how are we addressing them?
 - How is the feedback loop implemented?

How much **flexibility** do we see in this company?

Retrospective - transition perspective

- **Product**
 - Changing from “delivery” to “customer needs” (so-called “customer centricity”)
 - Big-bang vs Incremental
 - From “solutions” to “hypothesis”
- **People**
 - From “management” to “leadership”
 - Volunteering vs “driving”
 - Autonomy - responsibility - accountability
 - Specialism and cross-functional teams
- **Process**
 - Big-bang vs Incremental
 - Evidence-based management and KPIs

How much **flexibility** do we see in this company?



Consolidate Learning

Symptoms of lack of “agility”

*I cannot **grow** in an efficient manner*

*My **Time to market** is bigger than the market needs, and too expensive*

*I keep on doing (being?) the same.
I don't know/I can't / I don't want to change*

***Change** direction is too expensive...*

My departments have become silos, decoupled from the actual business

*I'm not innovating.
My “new ideas” are not productive*

*We've “done” agile / Lean before and it did not work.
Headless chickens!*

*I depend on the same key people.
I'm not progressing on distributing knowledge*

*Bureaucracy rules...
Any new idea is snowed under “process” and ends up dying*

There's no visibility on where my problem (as if it's just “one”...) is.

*I'm losing clients.
My competitors are winning them!*

***Bit strategy from XXX...
But how to land to execution ... ah!***

*My revenue grows... but my EBT goes down.
I'm not efficient operating the business*

*There's no way of working.
Things happen... but just because we invest a huge amount of energy (i.e. people burnt)*

I've got a “culture” problem...

*People is leaving.
I'm not attractive in the market*

“Business Agility” - a definition

*The **capacity** an organisation (**Products / People / Process**) to:*

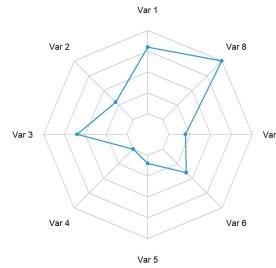
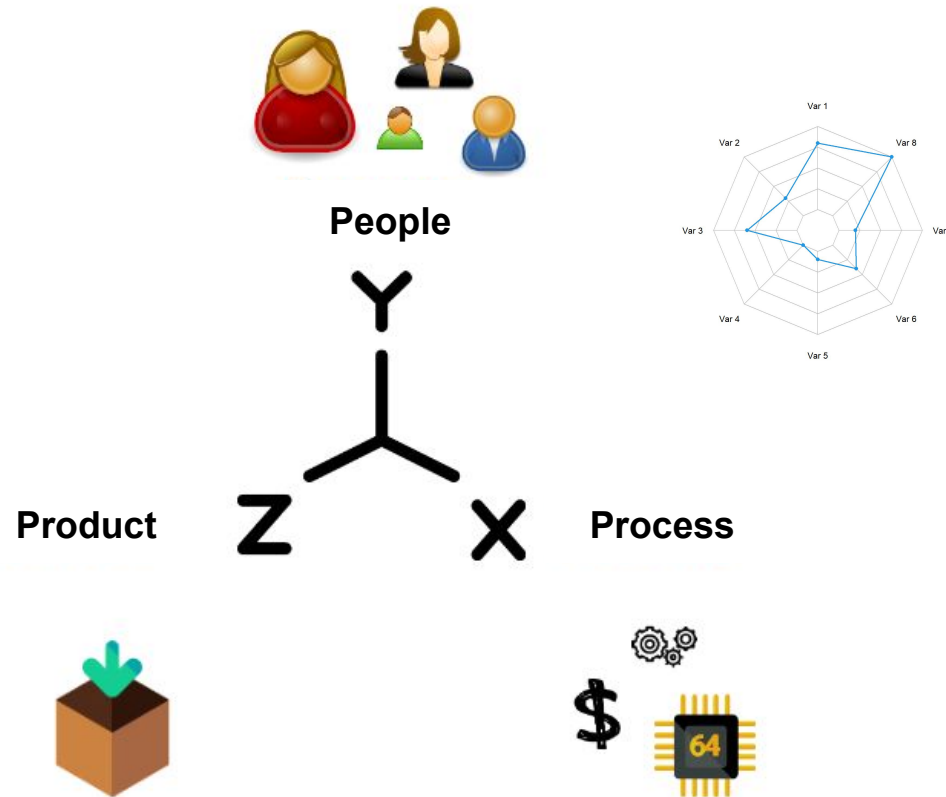
- **Adapt** to change
- Deliver **value** in a **iterative** (repetitive) and **incremental** (capitalised...) way
- In a **sustainable** manner

The more efficient the organisation is to use and grow that capacity, the more “agile” it will become

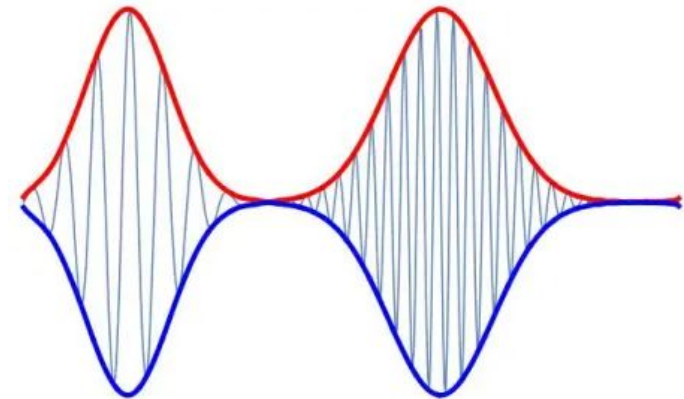
The more ready it will be to absorb market changes... and survive

And this is all about balancing different factors ...

Agility Levers



- ❑ Agile People
- ❑ Agile Product
- ❑ Agile Process



Work \neq Value





A system must be managed. It will not manage itself.

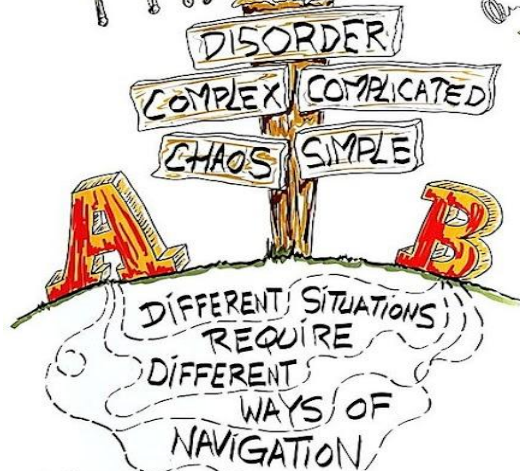
Left to themselves, components become selfish, independent profit centers and thus destroy the system...

The secret is cooperation between components toward the aim of the organization.

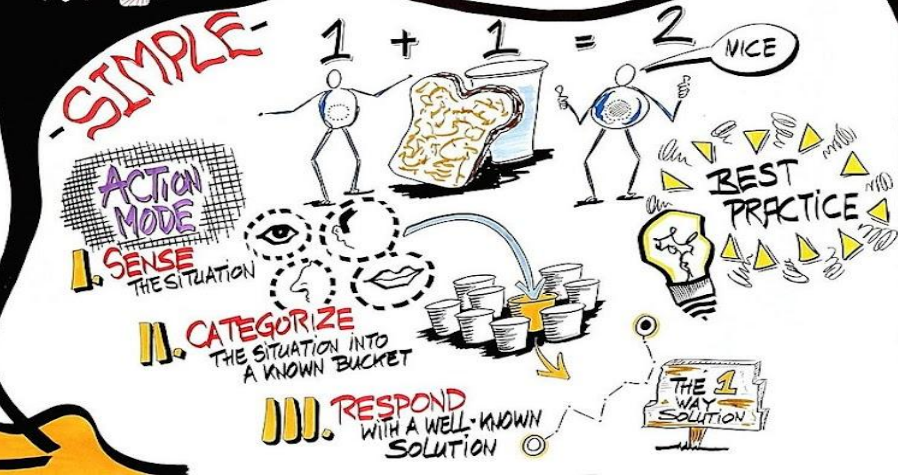
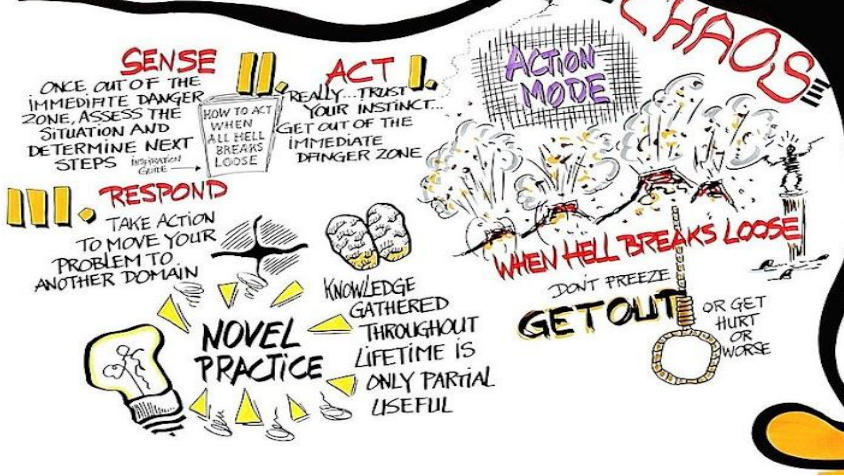
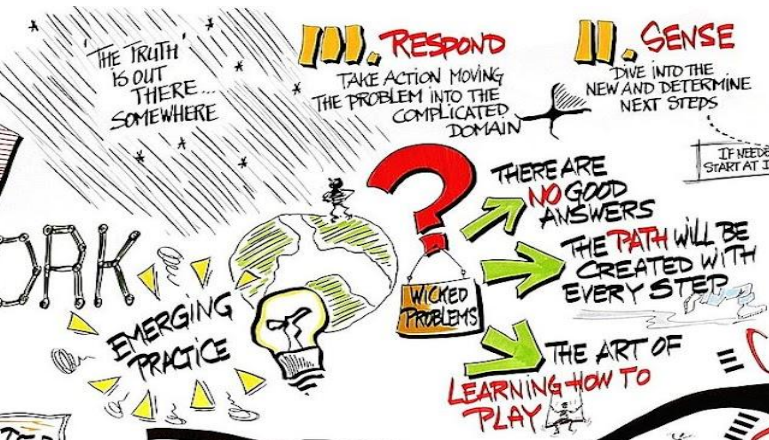
—W. Edwards Deming



THE CINEFW FRAMEWORK



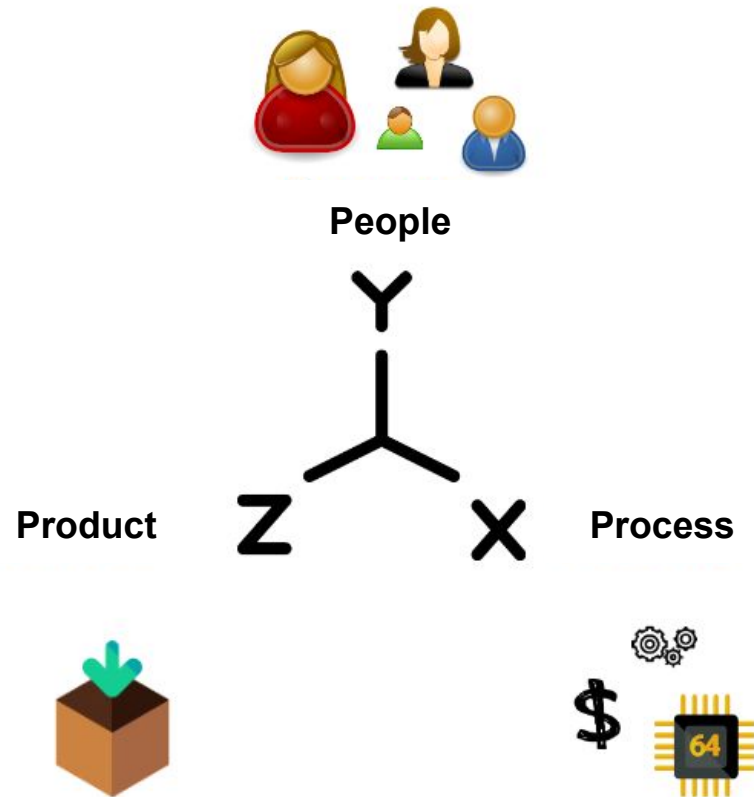
Visual by SKETCHING MANIACS
HOME OF VISUAL BELIEVERS



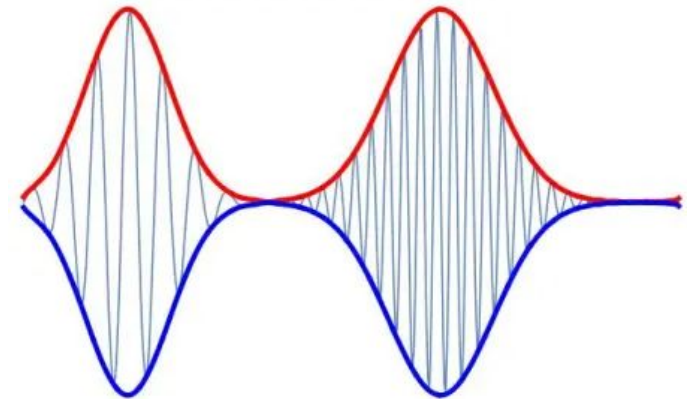
Enablers

What is it I need to foster agility in my org

Agility Levers



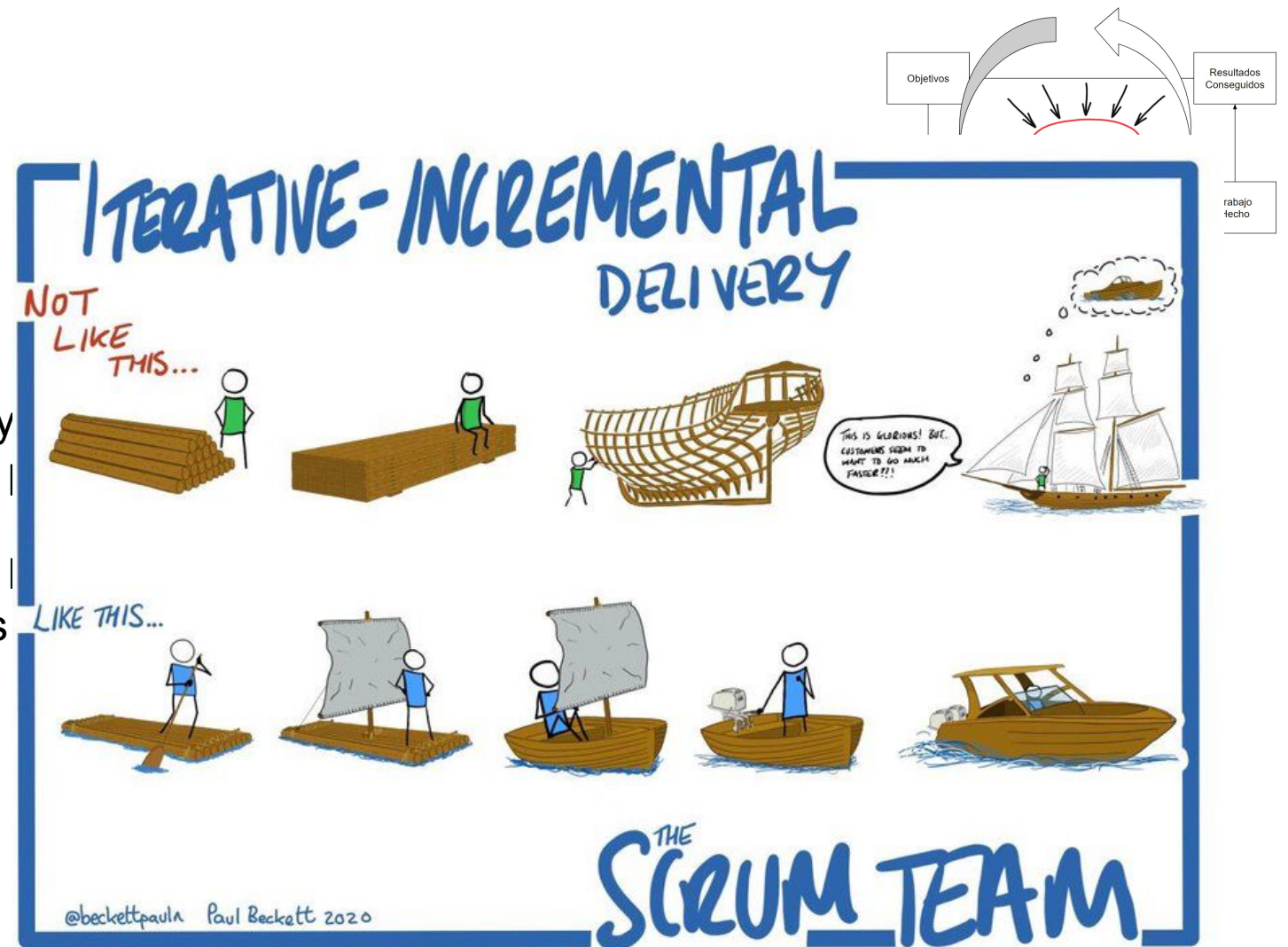
- ❑ Agile People
- ❑ Agile Product
- ❑ Agile Process





Agile Product

- Define what “**Value**” means explicitly
- Accept the fact the context (market, |
 - Short term win...
 - While we do not give up on our |
- Lean Start up models and practices
 - Customer Centricity
 - MVP
 - Design Thinking
 - Story Mapping
 - Prototyping
 - Priority models (WSJF)
 - TTL (Time-To-Learn)
 -



Agile Teams



Aligned to the same “value” definition

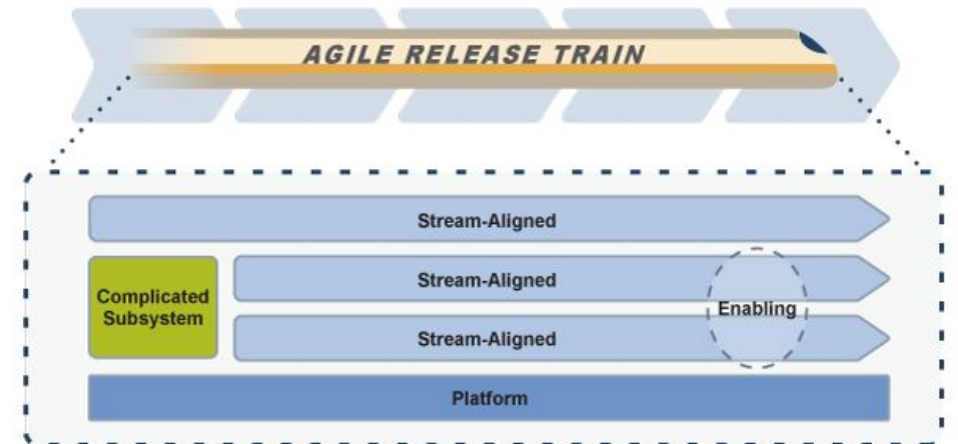
- Measured against that “success” (not against “work”)
- Same moral context of “good vs bad”

With enough **knowledge** to deliver that value

- Reduced “dependencies” (now collaborations)
- Reduced waste

With enough **authority** to decide on what / when / how

Within the boundaries of the company vision
Autonomy on the how
Alignment on the why



© Scaled Agile, Inc.

© Matthew Skelton and Manuel Pais
from *Team Topologies*

Agile Process



Processes aligned to business need:

- Traceability front to back
- Metrics measuring results, outputs and outcomes
- Activity metrics left to teams for improvement

Processes are tools in continuous change

- Avoid bureaucracy
- Today's process may (99% won't) not be tomorrow's process

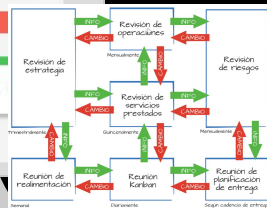
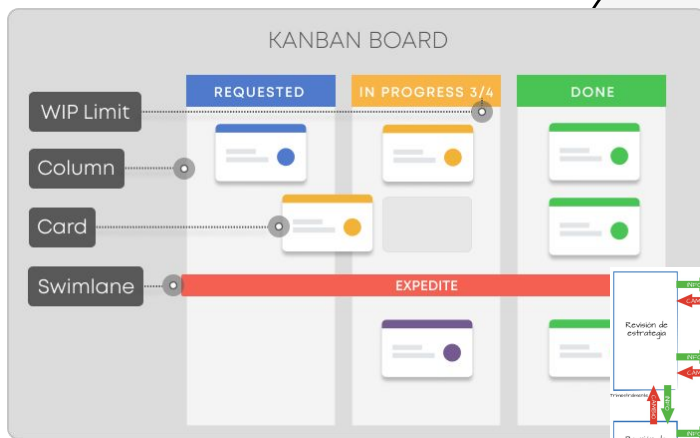
Everything

- CAPEX and OPEX
- People development...
- ...

*The process helps and supports to build **new habits** ... -> **new Culture***

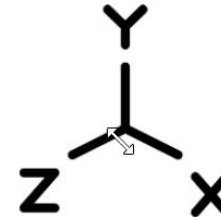
LEAN

AGILE

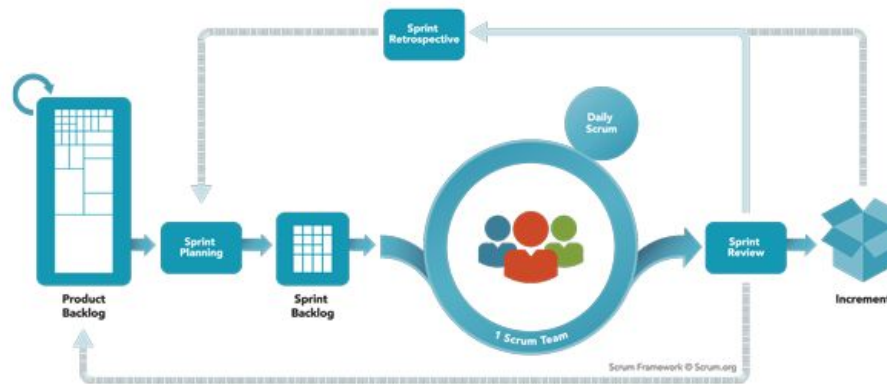


People

Product

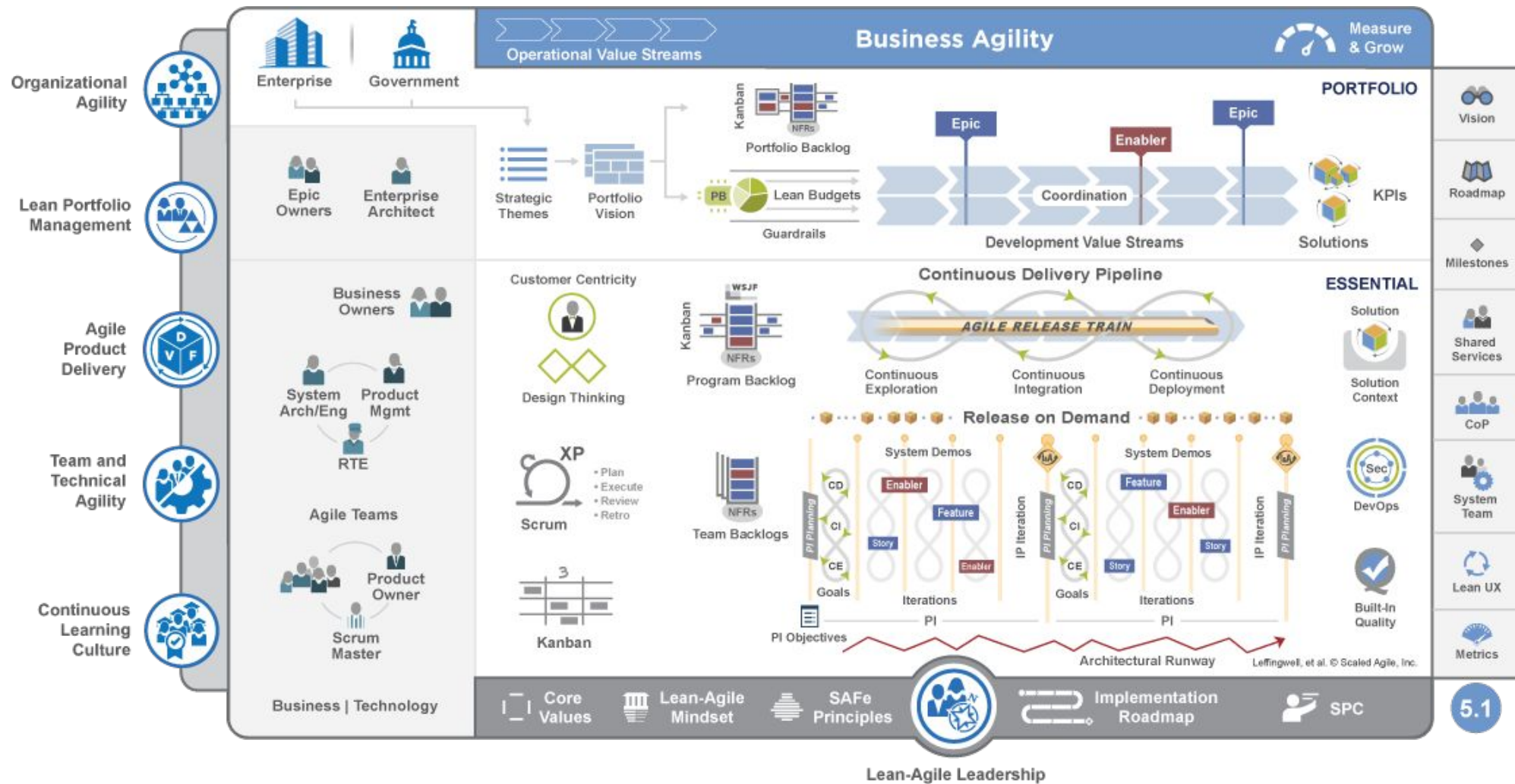


Process



Download The Scrum Framework

SAFe



What's in it for me...

Management's challenge

Clip slide



It is not enough that management commit themselves to quality and productivity. ... They must know what it is they must do. Such a responsibility cannot be delegated.

—W. Edwards Deming

"... and if you can't come, send no one."

*—Vignette from *Out of the Crisis*, Deming, 1986*

Key challenges

❑ Product

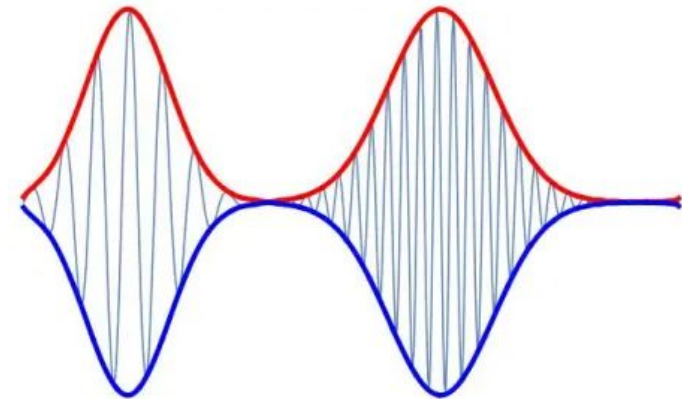
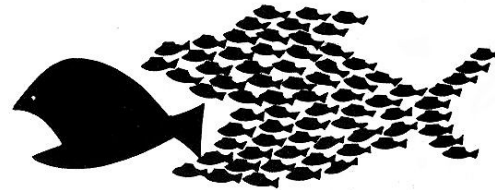
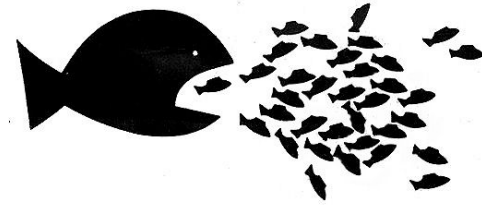
- Client (re)focus
- Share vision
- Share solution

❑ Process

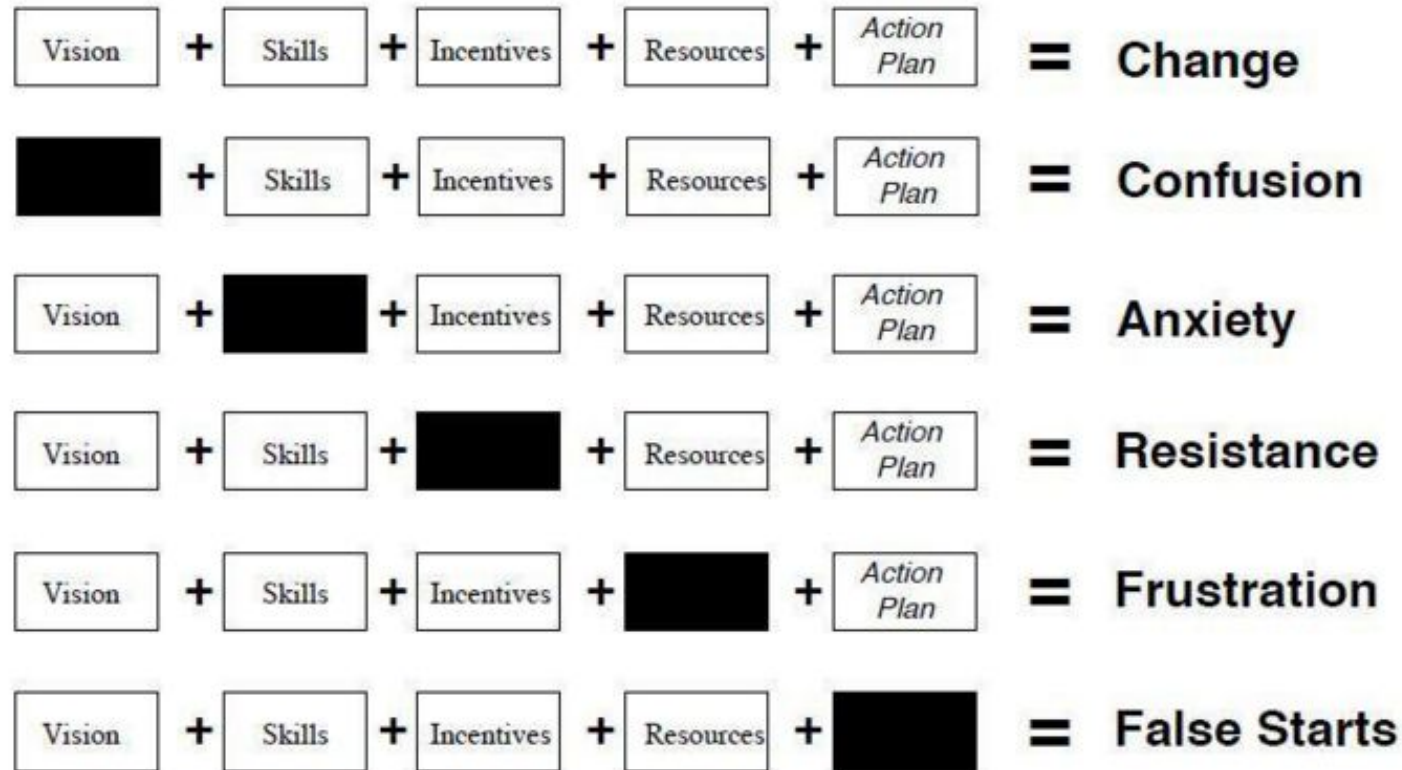
- Decision making
- Dependency management
- Integration
- Knowledge management

❑ People

- Org model meta-model (liquid)
- Roles & Skills



Managing Complex Change



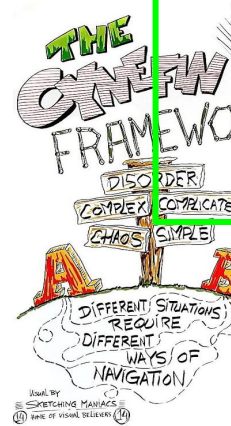
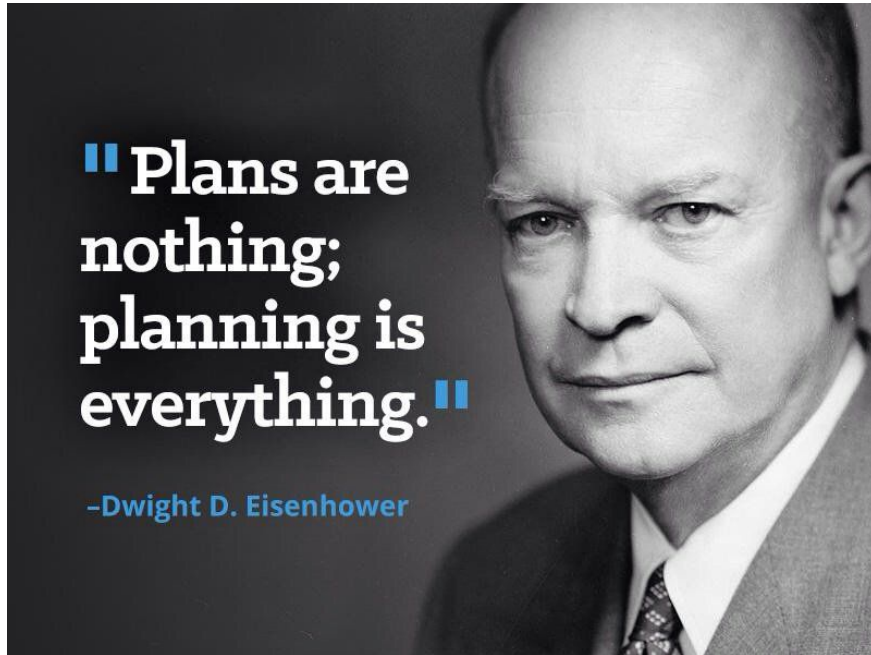
Adapted from Knoster, T., Villa R., & Thousand, J. (2000). A framework for thinking about systems change. In R. villa & J. Thousand (Eds.), *Restructuring for caring and effective education: Piecing the puzzle together* (pp. 93-128). Baltimore: Paul H. Brookes Publishing Co.



so tell me

what is it you truly desire?

Agree next steps...

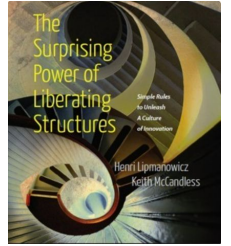


Define your pilot (MVP)

- Train (just enough)
- Start
- Learn
- Repeat...

Wrap up

Closing & wrap-up



***Engage everyone to generate questions / ideas / suggestions
(15 min)***

Invitation	What have you learnt today? So what? What impact that may/could have on you (good / bad) Now What? What would you do now/tomorrow
Arrange space & materials	Open space
Participation distribution	Everyone, at the same time
Group Configuration	Start alone (2 min)
Steps & Time distribution	Follow this sequence: <ul style="list-style-type: none">- 2 min: Start alone- 2 min: Pair with someone, discuss, and agree on 1 key output- 4 min: Pair of Pairs (group of 4) discuss the agree-on-pair, and agree on 1 key output- 2 min: Overall present group ideas

Objectives

- ❑ Understand the concept of “Business Agility”
- ❑ Understand the key levers that enable / inhibit agility
- ❑ Understand key challenges
- ❑ ... and learn some “small techniques”
- ❑ and have a bit of fun!!!



