Path to Agility®

How to Wrangle a Transformation

David Hawks

David Hawks

CEO, Transformation Coach

david@pathtoagility.com

Path to® Agility
FACILITATOR

ScrumAlliance®
Certified Enterprise Coach

ScrumAlliance®
Certified Scrum Trainer

When poll is active, respond at **pollev.com/velocity**

What are your biggest, burning questions about Agile Transformation?

Top

3	how to best ensure consistent adoption of agile in a team when others in the company are dropping most agile ceremonies and practices
1	It seems that an Agile Transformation is "all or nothing". What does it take to setup up interim milestones to show progress so that burnout with the "transformation" may be minimized?
0	How do we break some terrible patterns caused by top down mandates? ex: story points = hours, and allocate all to 70 hrs to each 2 week sprints
0	What to do when a "transformation" has happened without key components (like continuous delivery), and then companies start to regress, what are the critical techniques/steps to get the enterprise back on track?

Current State of Agility?

Superficial Agility	Improving Agility	Predictable Agility	Fast Agility
• Going through the motions • Work is visible • Silo development • Lots of carryover • Not strong PO/ SM	• Retrospectives have meaning • ScrumMaster is Coach • Work is estimated and velocity being measured • Swarming and cross training is starting to happen • Team identity is being created	• Carryover is limited • Team's have focus (Limiting WIP) • Constant team Backlog Refinement • Break work down and swarm • Whole team ownership embracing cross functional goals	• Cycle Time has been significantly reduced • Able to respond to new high priority and deliver quickly • Leadership focus on optimizing the whole • Urgently resolve organizational impediments • Test Automation, Continuous Integration, DevOps in place

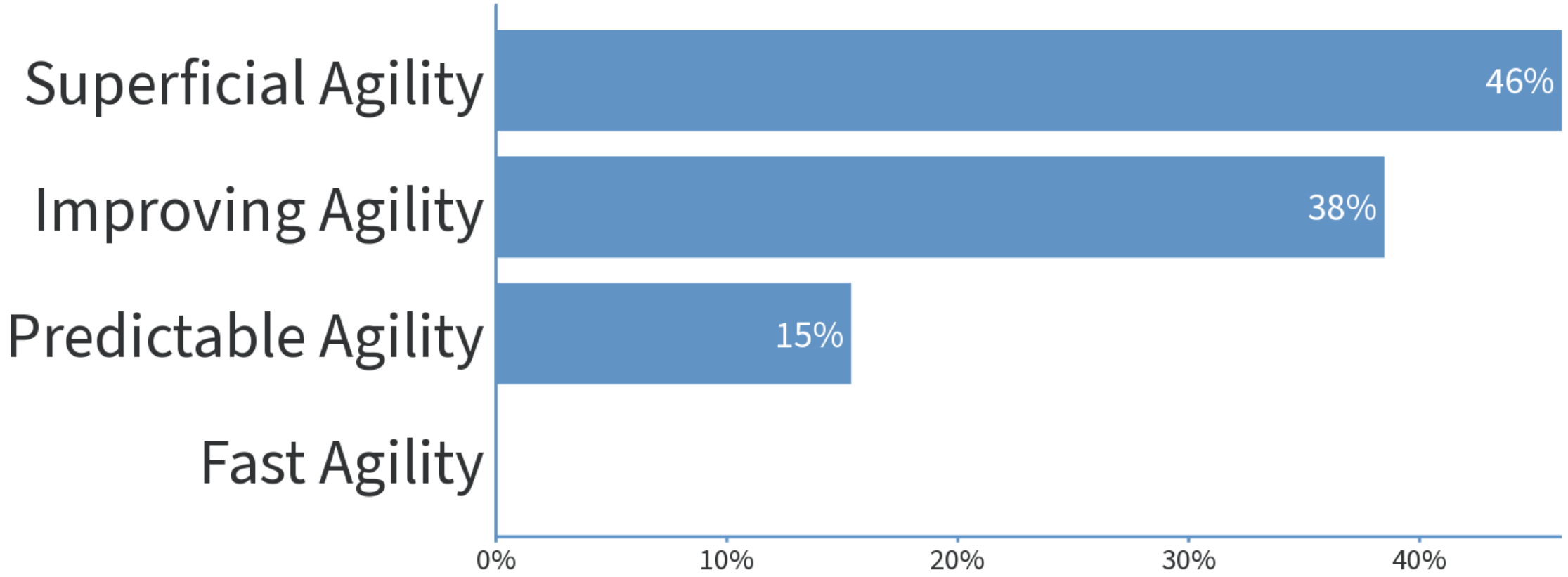
Get your mobile phone ready as we will do real time polling during this session.

Text VELOCITY to 22333 to join.

When poll is active, respond at **pollev.com/velocity**

Text **VELOCITY** to **22333** once to join

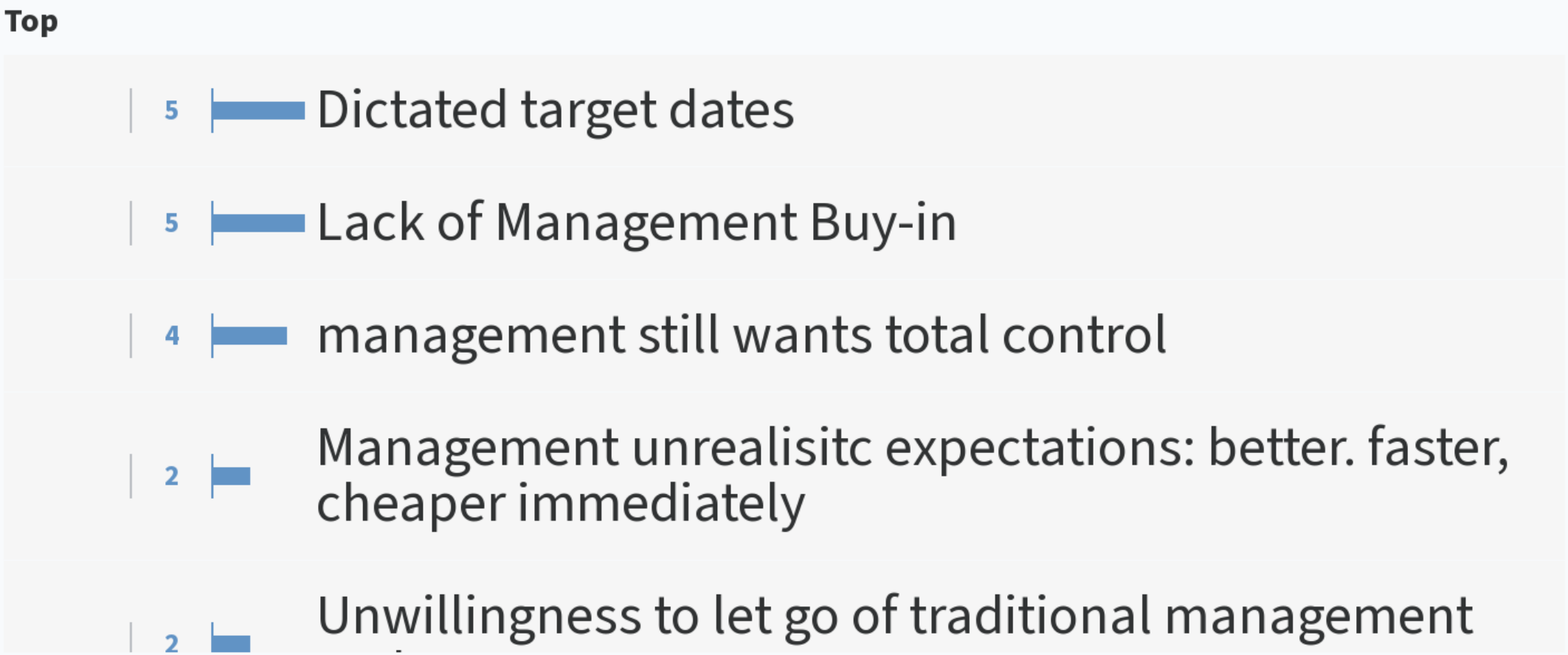
What level of Agile is your organization?



Total Results: 13

When poll is active, respond at **pollev.com/velocity**

What are the top Transformation Challenges you are experiencing?



Top 5 Reasons Transformations Fail

1	2	3	4	5
Implementing Practices Over Outcomes	**Focus Only On Team Level**	**Training without Coaching**	**Lack of Business Engagement**	**Not Optimizing Across Entire Value Stream**

When poll is active, respond at **pollev.com/velocity**

What is a bad transformation goal?

“ forcing people into an agile implementation without buy in or real understanding of the why ”

“ Hiring consultants who can "make us better' ”

“ putting people in roles. ”

“ Checklists on ceremonies ”

“ Organizing around an Agile Release Train (ART) - which isn't even remotely meeting the definition of a Release Train ”

“ X people getting certifications ”

“ Implementing agile transformation without understanding what "success" looks like ”

“ counting credentials ”

Path to Agility

End Poll

https://tinyurl.com/29moco3w

Business Outcomes

Before an organization embarks on the road to agility, the leadership team uses the Path to Agility approach to identify and prioritize business outcomes that are best suited to their organization's needs and goals. The approach provides nine common business outcomes, based on many years of experience, that provide a starting point for alignment.

1:00
Timer

0 of 0
Total responses

Live Polling Details

Clear Results | Open Voting

Employee Engagement
Employees are more satisfied in their work, willing to go the extra mile, passionate about the purpose of their jobs, and committed to the organization.

0

Customer Satisfaction
Customers are satisfied with the experience, benefits and outcomes when using your product or service.

0

Quality
The product or service meets the expectations of the market for usability, reliability, etc.

0

Speed
The time it takes to deliver an idea into the market.

0

Predictability
Teams maintain a predictable cadence of delivery enabling the business to make informed business decisions.

0

Innovation
New ideas, creative thoughts, or novel imaginations provide better solutions to meet new requirements, unarticulated needs, or known market needs.

0

Market Responsiveness
The ability of the organization to pivot quickly to respond to ever-changing market demands.

0

Productivity
Increase the business value realized while maintaining or reducing costs.

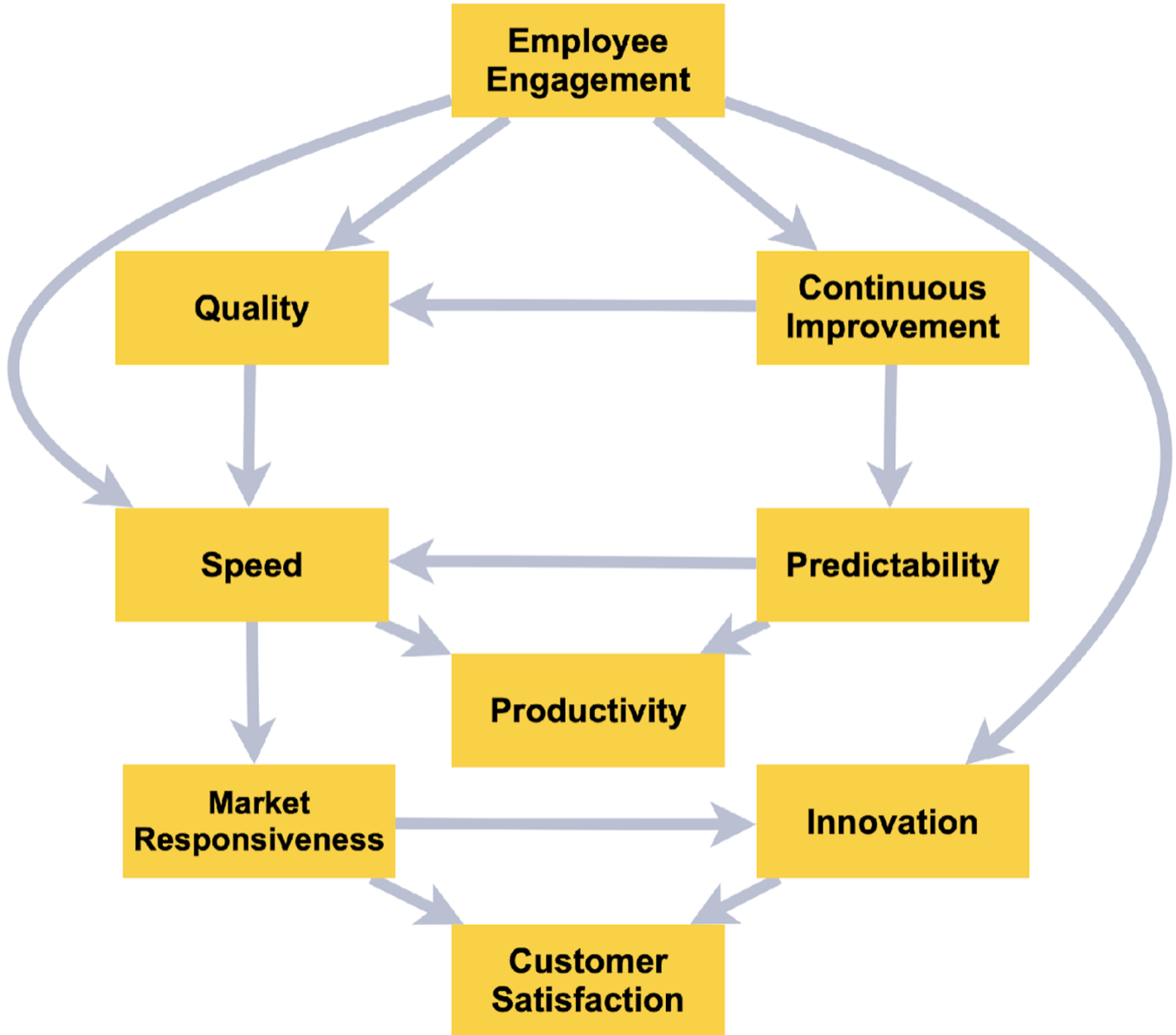
0

Continuous Improvement
The ability of the organization to relentlessly pursue optimizations in all aspects of business functions.

0

© 2022 Path to Agility — All Rights Reserved

Business Outcomes



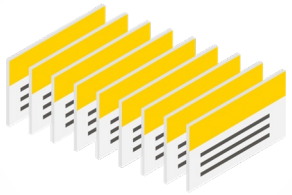
What Defines Good Agility?

How would you assess and know that a company is doing good agility?
What would you look for?
How would you know a team is doing good agility?

Put 2 or 3 things in zoom chat

Path To Agility®

Business Outcomes



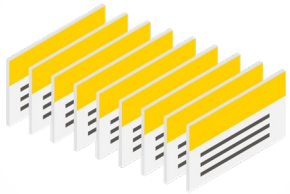
?

Agile Practices

Path to Agility

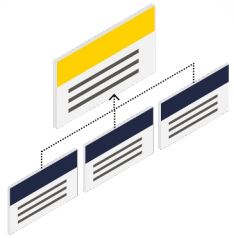
Path To Agility®

Business Outcomes



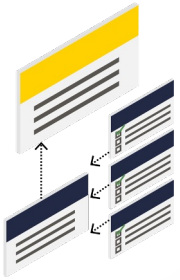
"Why" Dictates Priorities

Agile Outcomes



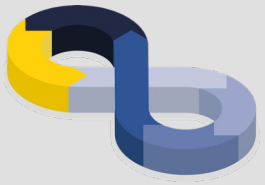
Which Are Achieved Through

Agile Capabilities



By Implementing

Agile Practices



Accomplish

Drive

Enable

Path to Agility

Path to Agility

Question 1 of 11

End Poll

https://tinyurl.com/274ue3me

Align |
Organization

AO Compelling Purpose

Select Progress

← Previous

Compelling reason(s) why the organization should change has been communicated across the organization, clear measures of success defined and everyone is compelled into action.

Next →

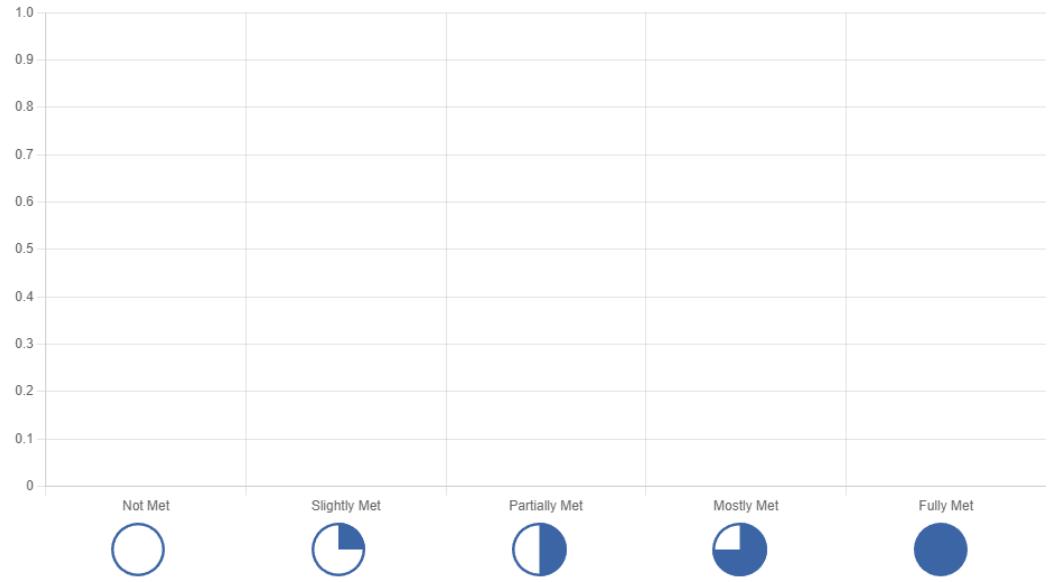
1:00
Timer

0 of 0
Total responses

N/A
Recommended Vote

Live Polling Details

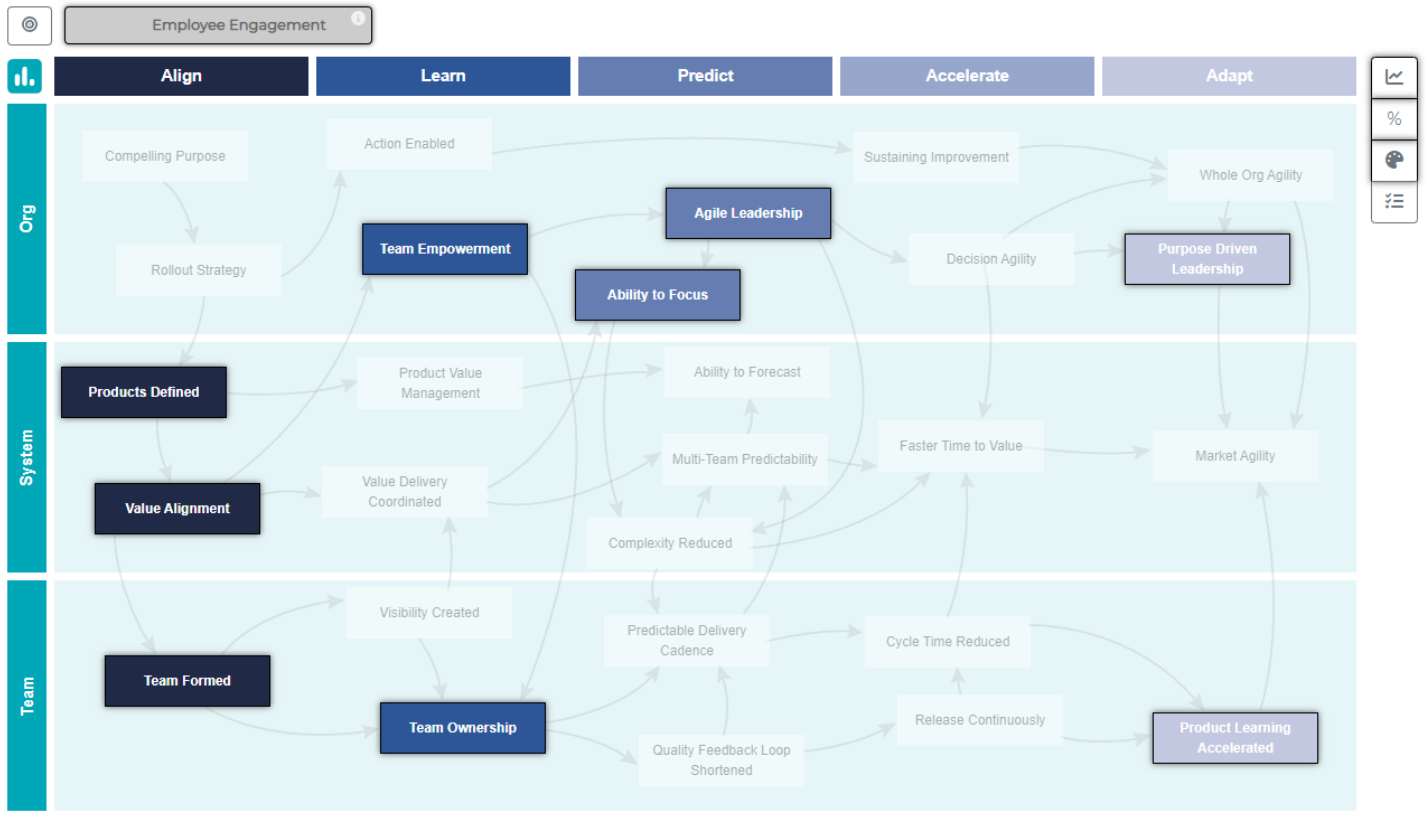
Clear Results | Open Voting



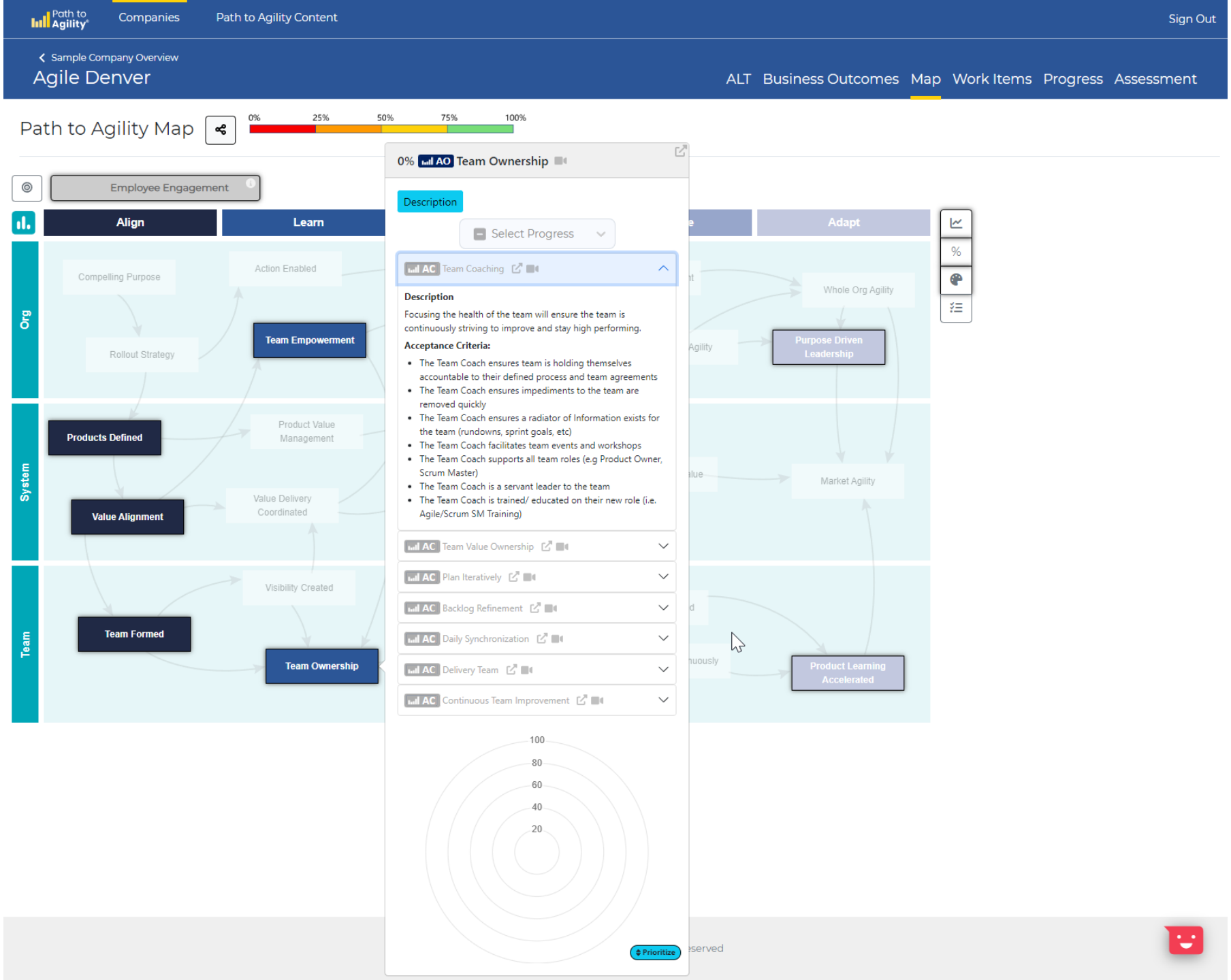
© 2022 Path to Agility — All Rights Reserved

Path to Agility Map

0% 25% 50% 75% 100%



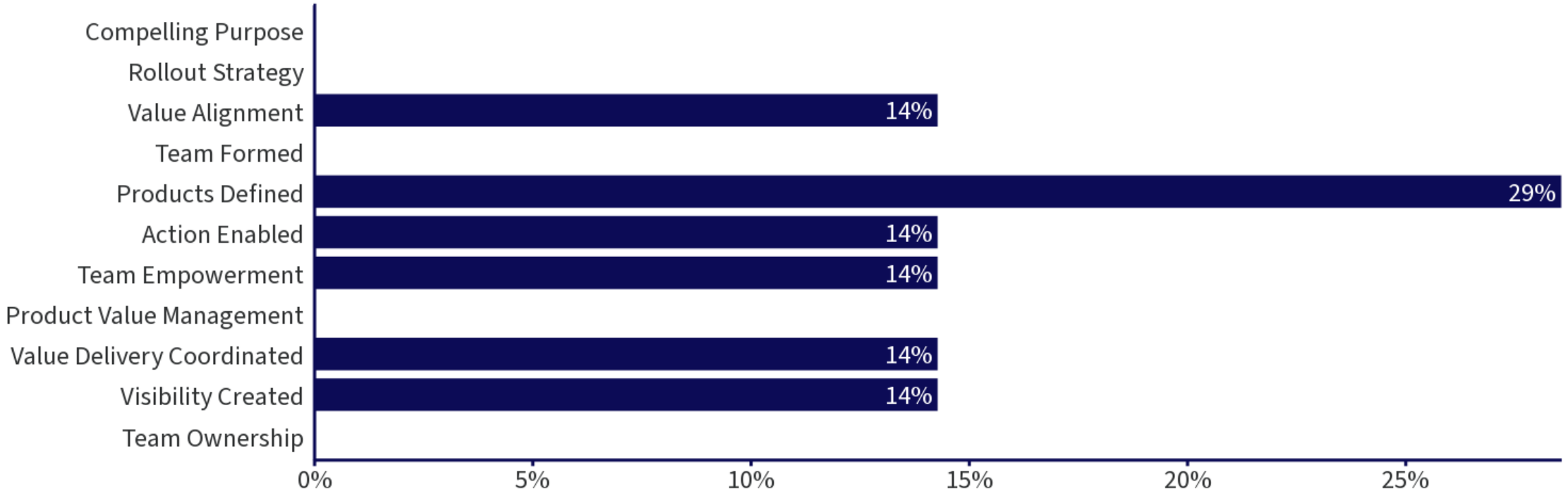
© 2022 Path to Agility — All Rights Reserved


Path to Agility
Companies
Path to Agility Content
Sign Out
Sample Company Overview
Agile Denver
ALT
Business Outcomes
Map
Work Items
Progress
Assessment
Path to Agility Map
0%
25%
50%
75%
100%
Employee Engagement
Align
Learn
Adapt
Org
System
Team
Compelling Purpose
Action Enabled
Rollout Strategy
Team Empowerment
Whole Org Agility
Purpose Driven Leadership
Products Defined
Product Value Management
Value Alignment
Value Delivery Coordinated
Market Agility
Visibility Created
Team Formed
Team Ownership
Product Learning Accelerated
0% AO Team Ownership
Description
Select Progress
AC Team Coaching
Description
Focusing the health of the team will ensure the team is continuously striving to improve and stay high performing.
Acceptance Criteria:
The Team Coach ensures team is holding themselves accountable to their defined process and team agreements
The Team Coach ensures impediments to the team are removed quickly
The Team Coach ensures a radiator of Information exists for the team (rundowns, sprint goals, etc)
The Team Coach facilitates team events and workshops
The Team Coach supports all team roles (e.g Product Owner, Scrum Master)
The Team Coach is a servant leader to the team
The Team Coach is trained/ educated on their new role (i.e. Agile/Scrum SM Training)
AC Team Value Ownership
AC Plan Iteratively
AC Backlog Refinement
AC Daily Synchronization
AC Delivery Team
AC Continuous Team Improvement
100
80
60
40
20
Prioritize

When poll is active, respond at **pollev.com/velocity**

Text **VELOCITY** to **22333** once to join

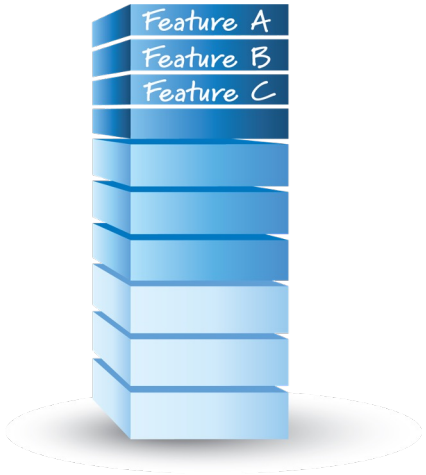
Which Agile Outcome needs the most attention in your org?



Total Results: 7

Run the Transformation *Using Agile*

Insights and organizational impediments from teams



Transformation Backlog

Agile Leadership Team (ALT)

Product of Transformation: Agile teams working in an agile organization

Discussion

Why would the following be good practices for an Agile Leadership Team (ALT)?

- **Cross Functional Leadership Team**
- **Running the ALT with Agile**
- **Having Visible Huddles Out in the Open**
- **Tracking Impediments on a Visible Board**

Path to Agility Map

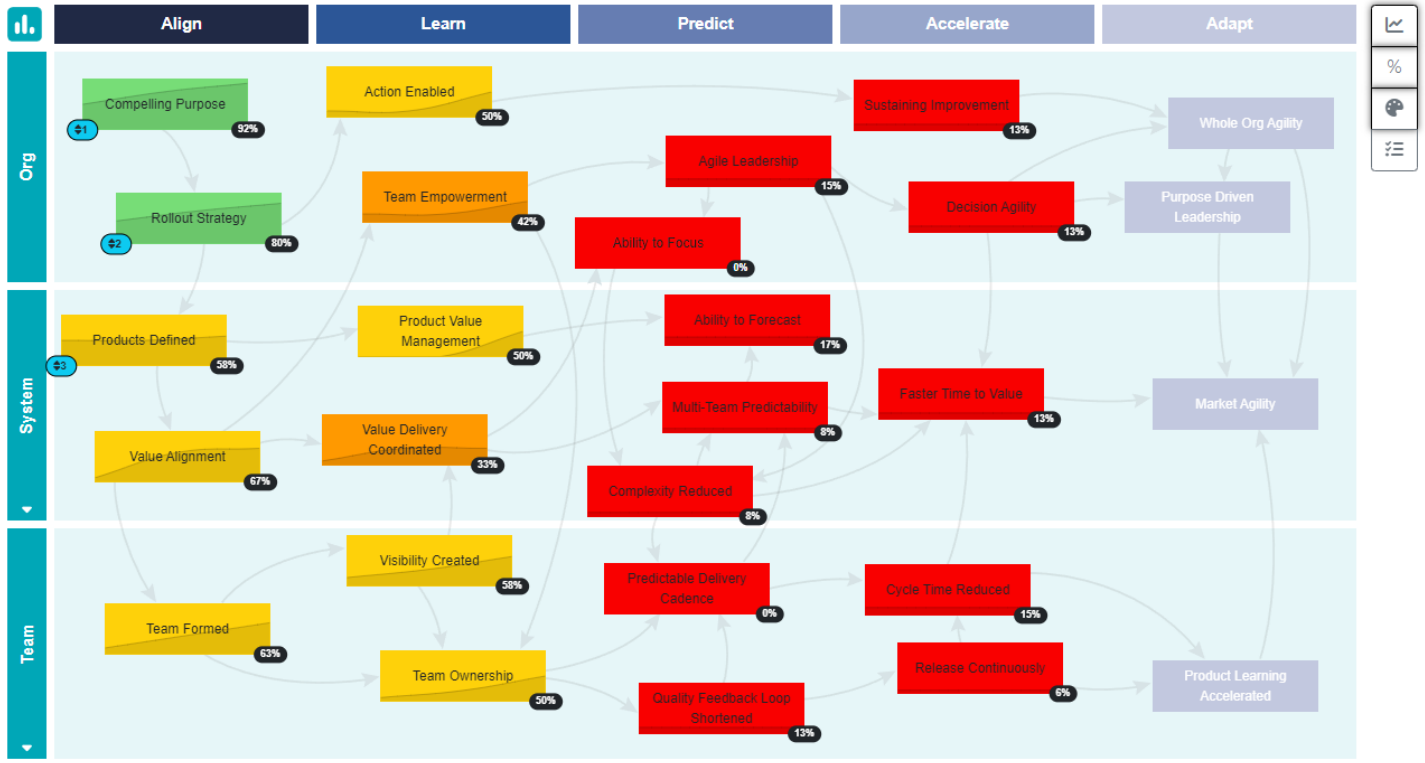
0% 25% 50% 75% 100%

Filter by tag...

05/03/2022 - Q3 - 2022

05/03/2022 - Q3 - 2022
04/20/2022 - Q2 - 2022
04/07/2022 - Q2 - 2021

Add your top Business Outcomes!



© 2022 Path to Agility — All Rights Reserved