

## Agile Makes Organisations Work, Leadership makes Agile Work – Because it is about Culture

ABC Conference 2013



Slideshare: <http://slidesha.re/1fu1cpt>

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 @RadtacLtd






## Michael Short

-  Head of Radtac: Culture and COO
-  Run businesses from 10s to 100s of people
-  Have raised £10s millions for vision based businesses
-  Delivered significant change as President / CEO
-  Have broad experience at Board level in EU and USA
-  Have seen what I do that fails and what works
-  Worked in complex & innovative companies for 30 yrs
-  Have learnt when to lead and when to manage
-  Successes have all been achieved as part of a team

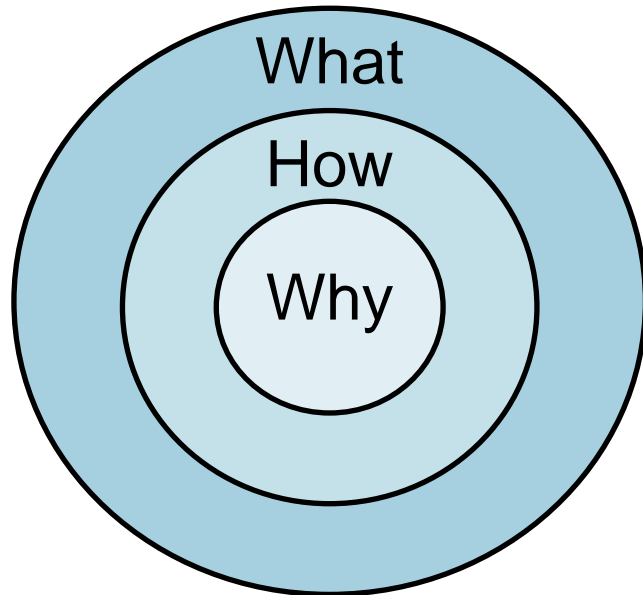
# Radtac - 15 Years of learning continues



## Why I am doing this presentation

-  To illustrate why leadership and the culture are the most important part of change and transformation and why a failure of leadership causes failure of transformations
-  What is Vision and why is it important
-  The Change Wave – what does good look like
-  Vertical Slice and the Horizontal Strip - Effectiveness and Efficiency
-  Agile Manifesto – Leadership over Management the missing principle

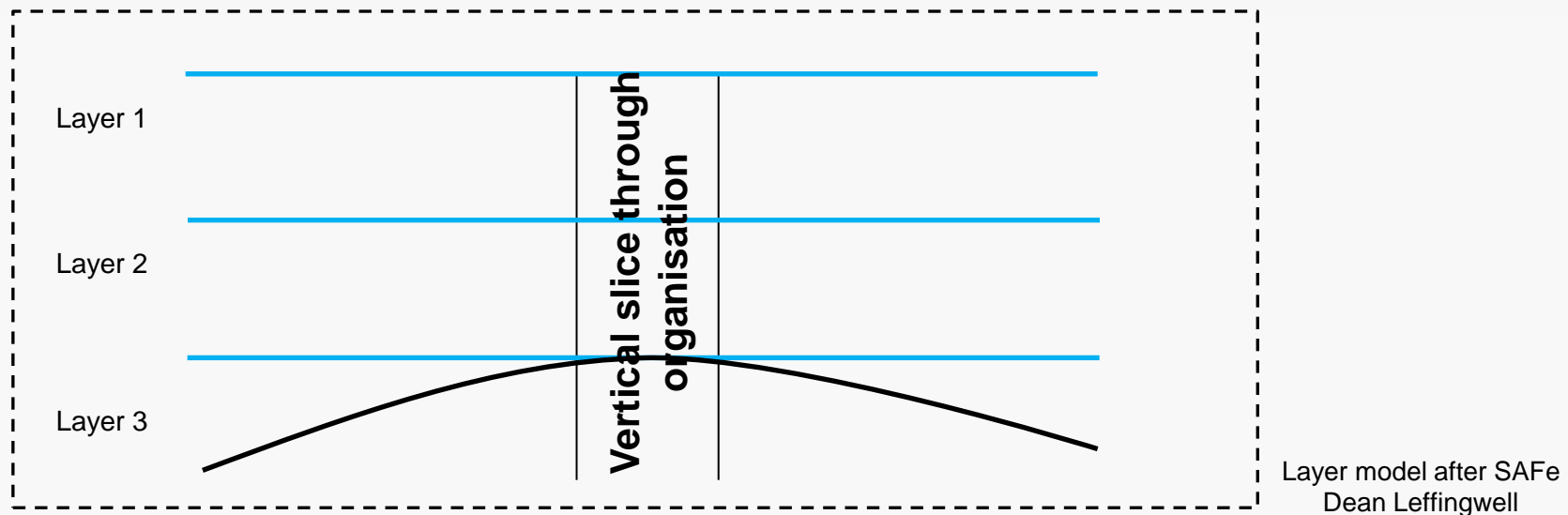
Thank you to Simon Sinek, Peter Senge, 'True North - Authentic Leadership' by Bill George, 'Drive: The Surprising Truth About What Motivates Us' – by Daniel Pink, and Scaled Agile Framework (SAFe) – Dean Leffingwell amongst many others



**‘Why’ is the Vision**  
If you start from ‘Why’ you  
always look outwards

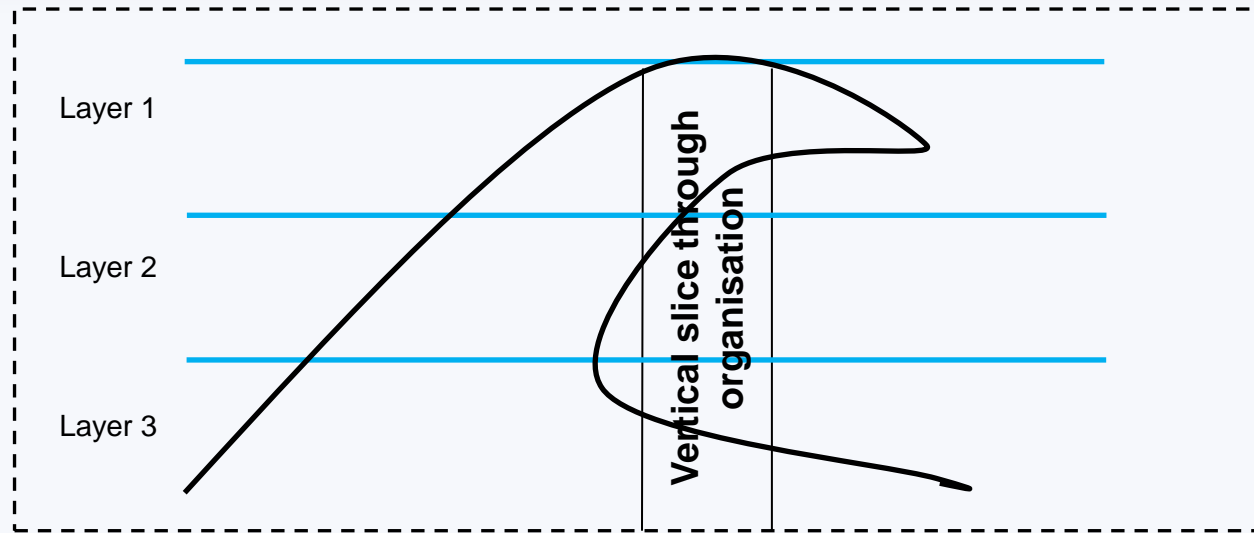
“The fantasy that somehow organizations can change without personal change, and especially without change on the part of people in leadership positions, underlies why many change efforts are doomed from the start.”

Peter Senge



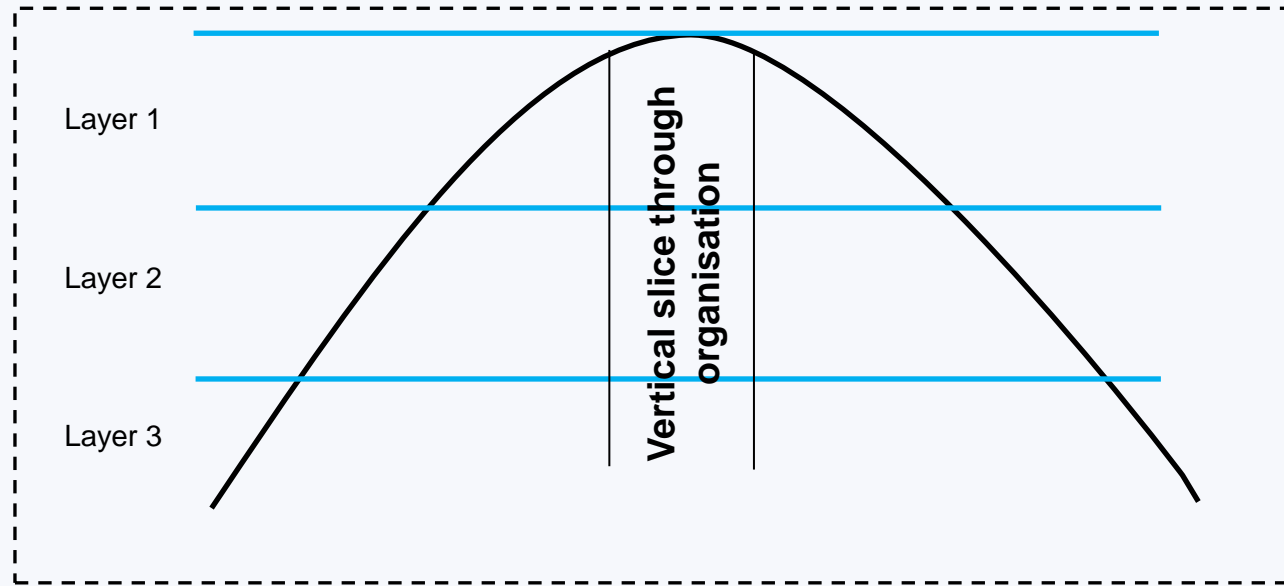
## The Shallow Wave

- Individual teams adopt their own way of working
- The way of working is compatible with existing method of programme and project management
- Not a sustainable change outside of the team, when members depart the way of working is likely to collapse
- Has little Enterprise benefit, in fact is unlikely to deliver any benefit as it sits in isolation surrounded by Constraints



## The Breaking Wave

- 'All senior team on Board, 'gung-ho', flavour' of the month
- It is a managed and 'driven' adoption.
- Small project teams at layer 3 embrace ideas
- Layer 2, 'The Frozen Middle' not engaged, wave crests, breaks and collapses, senior team 'walk away'
- Layer 3 get beaten up by layer 2 for being so 'stupid' – don't do it again

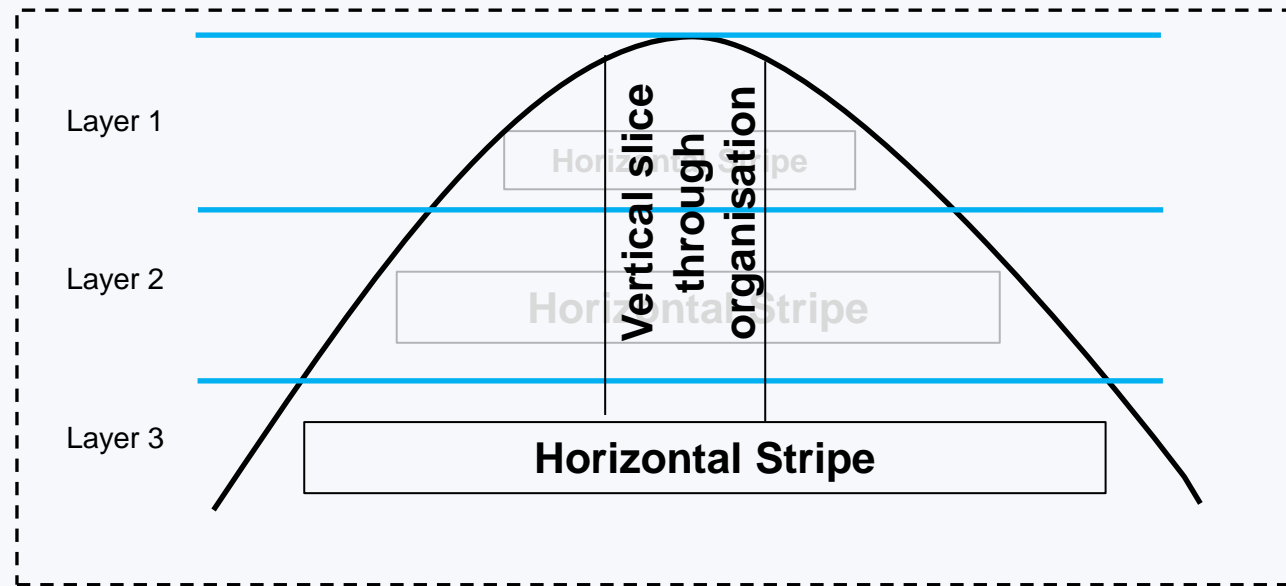


## **The Sustainable Wave**

- Change comes from in all layers in a vertical slice through the organisation
- The change is 'Led' through adoption and demonstrable behaviour
- Company starts small and acts fast to expand
- Scalable growth horizontally across the whole enterprise – horizontal stripe



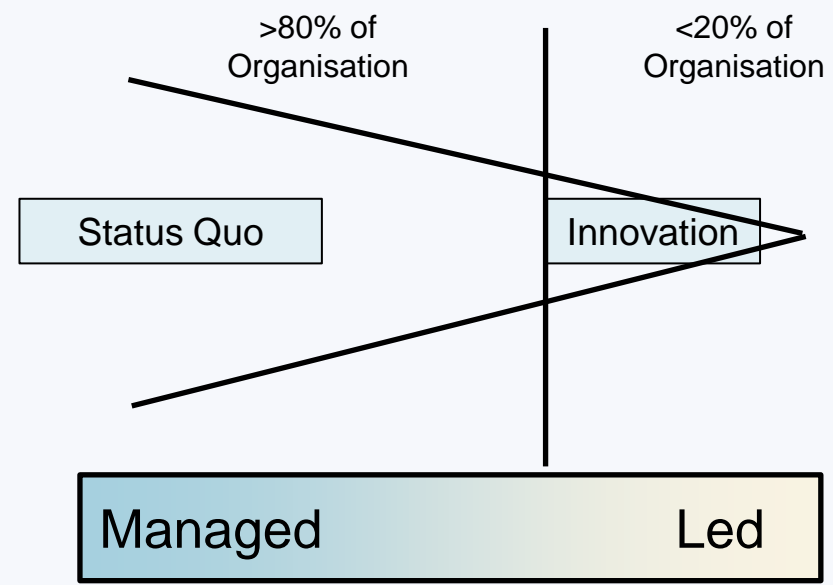
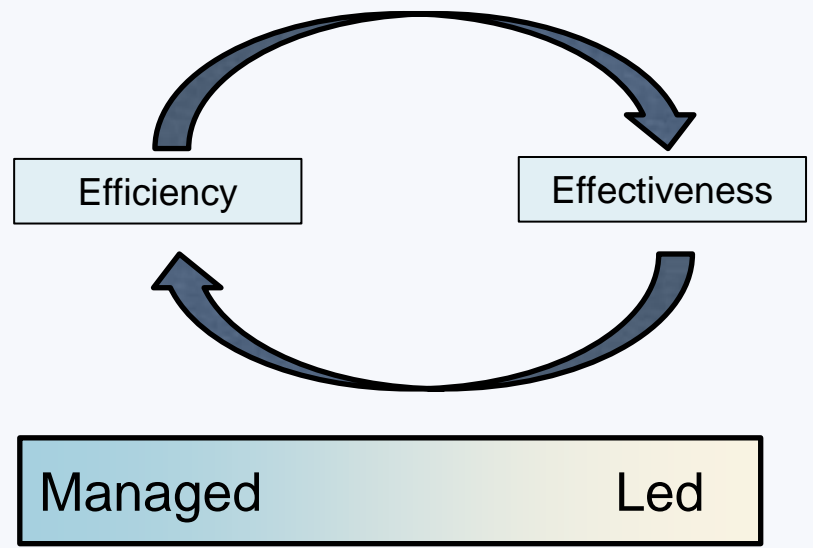
# Good Change with Evolution



## 'T' Shaped People – 'T' Shaped Organisation

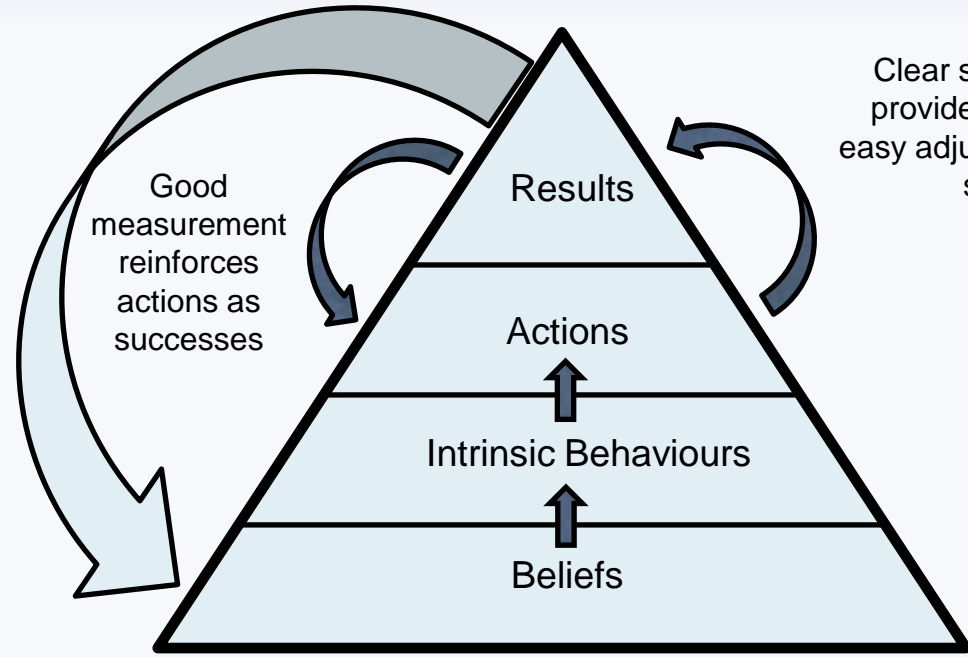
- Horizontal Stripes are where most people would recognise Agile implementations – IT Teams and departments
- Vertical Slice is where true change is required to effect sustainable Transformation
- Why Most Transformation is unsuccessful is because it doesn't have this model (60-70% fail – McKinsey – “Inconvenient Truth About Change Mang't “ <http://bit.ly/16HRxIZ>)

# Change Challenges Leadership

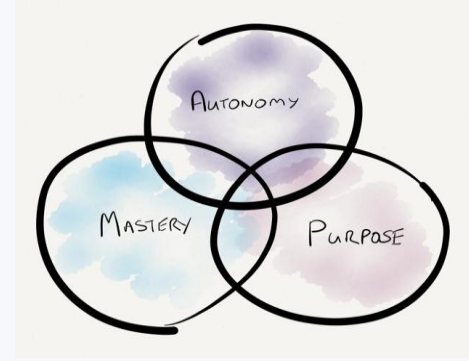
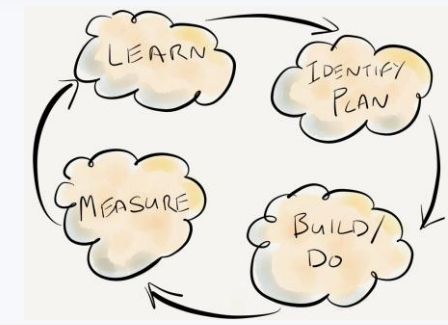



- ✦ The *status quo* is safe, it is how I got here
- ✦ My status is based on the status quo, why should I change what isn't broken
- ✦ If I really try and change this I am going to upset my executive colleagues
- ✦ Vision is hard
- ✦ People follow leaders who have vision





# Leadership is central to Change







Clear short iterations provide fast wins and easy adjustment to shape success




 “People don’t resist change; they resist being changed” Peter Senge

-  You cannot manipulate people’s beliefs, therefore their intrinsic behaviours can only be adjusted through their own observation of results
-  You create “pull” by leading actions that meet a vision that is supported by results
-  You create enablement through toolboxes e.g. Agile, Lean, Kanban
-  People will drive change themselves when given the tools and leadership

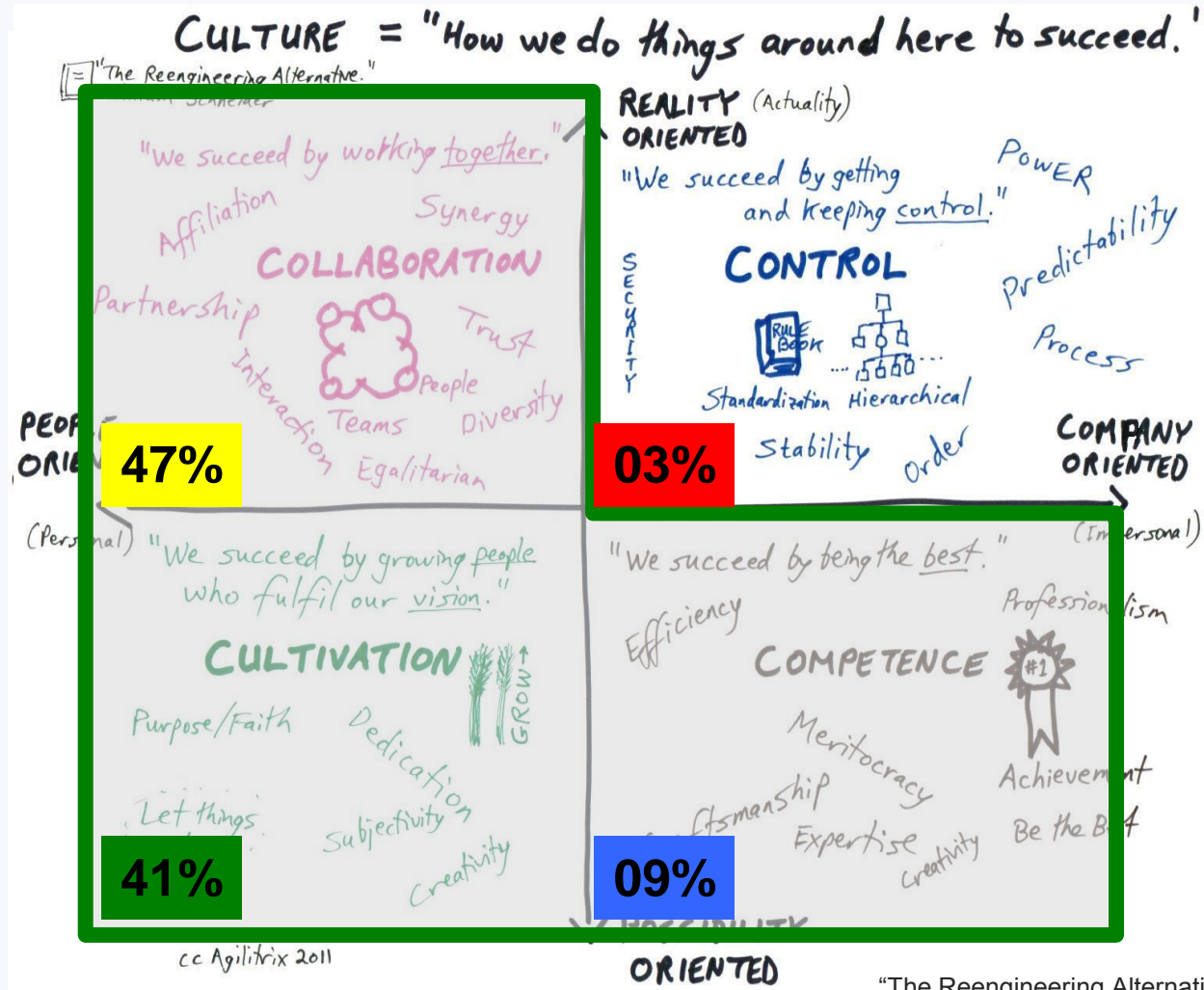
-  Individuals and interactions over processes and tools
-  Working software over comprehensive documentation
-  Customer collaboration over contract negotiation
-  Responding to change over following a plan

And the missing part

## Leadership over Management

-  “...without change on the part of people in leadership positions .. (is) .. why many change efforts are doomed from the start” Edited from Peter Senge

# Agile Culture – It's about the people



"The Reengineering Alternative" - William Schneider

- ✿ We are uniquely positioned after 15 years to offer true effective cultural change that embeds and makes agile leadership and transformation a reality
- ✿ The Radtac Culture team has experience with major companies, executive and senior management teams, to deliver leadership programmes e.g. Consumer and Pharmaceutical Cos
- ✿ Radtac is uniquely positioned to offer; Culture, Consulting, Delivery and Training in the Agile Transformation market as the specialist company that provides a 'soup to nuts' for understanding, planning and implementation for our clients

# Thank you for your time

Where now?

Radtac Booth / ABC Conf App

<https://twitter.com/RADTACLtd>

<https://twitter.com/tweetandshort>

<http://www.linkedin.com/in/michaelshortradtac>

[Slideshow http://slidesha.re/1fu1cpt](http://slidesha.re/1fu1cpt)

or

We can talk in person on 07711 875 909

or

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