Making the Difference – Leadership in an Agile World

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IT Agility & Transformation
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Agile Benefits

- 87% Increased Productivity
- 92% Better Manage Changing Priorities
- 86% Better Visibility

Source: 2013 Agile Development Survey by Version One
Agile Outcomes

73% Faster, Cheaper

82% Better

86% Happier

Source: 2013 Agile Development Survey by Version One
Agile Adoption

Using Agile

88%

Source: 2013 Agile Development Survey by Version One
Agile Transformation

Managing over 50% of portfolio using Agile

Source: 2013 Agile Development Survey by Version One
Our Agile Expertise journey

2000 + Lean engagements, 300+ Agile engagements
150+ Certified Scrum Masters, 20+ Wipro Certified Coaches
Expertise in Tool recommendation and implementation
Associated with Industry Community like Agile 20xx, ABC, and other local and international groups

1
• Lean & Agile Pilots Launched
• Project Suitability Evaluation for Agile

2
• Agile – CMMI mapping
• Center of Excellence for Agile, Lean

3
• Agile Competency Initiative rollout
• Pilots with Distributed Agile

4
• Streamline Testing for agile projects
• Tooling for Agile projects
• Agile PM Tool for the organization

5
• Enterprise Transformation
• Organization wide agile metrics
• ILT Training
• E-learning kits introduced

2008-2014

Wipro considered as one of the firms with the most experience using Agile on outsourced or co-sourced application development project
- Forrester Report on “The Truth About Agile Processes”

Wipro demonstrates how to implement Lean and overcome its barriers
- Forrester Report on “Your journey to Lean Continuous Improvement”
Barriers to Successful Adoption

Inability to change organizational culture

53%
Culture

a way of thinking, behaving, or working that exists in a place or organization

Source: Merriam Webster
Being Agile – The Manifesto

- Individuals and Interactions
- Working Software
- Customer Collaboration
- Responding to Change

over

- Processes and Tools
- Comprehensive Documentation
- Contract Negotiation
- Following a Plan
The Rise of Command and Control
Today’s Organizations?

Machine

Ecosystem
Systems and Solutions

- Lean Thinking: Need to address the whole, not just optimize components (leads to bottlenecks and waste)
- Ecosystems and mechanistic systems require different approaches.

How do you ensure the flower opens its petals?

How do you ensure the mousetrap falls down?
The Agile Tree

RESOURCES

- Own the Vision
- Own the System
- Create & Maintain an Open Environment

AGILE

- Learning
- Collaboration
- Ownership
- Transparency/Visibility
- Discipline

FRAMEWORK

- ROOTS
  - Collaboration
  - Ownership
  - Discipline
  - Transparency/Visibility
  - Learning

RESULTS

- INNOVATION
- ADAPTABILITY
- SUSTAINABILITY
- CUSTOMER VALUE
- QUALITY

CUSTOMER VALUE

- Own the System
- Empower Teams
- Enable People
- Facilitate Improvement & Innovation
- Be an Example

RESOURCES

- Own the Vision
- Create & Maintain an Open Environment
- Own the System

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RESULTS

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- QUALITY
Root: Learning

Agile demands and propagates Learning

- Learning happens best at work where you are typically most accountable – Peter Senge
- Repetition builds knowledge (first level of Bloom's Taxonomy)
- There are opportunities to fail safely, early, and frequently - Edison
- There are opportunities to correct the course faster
- We can accentuate the results by enabling substantive learning
- Continuous Improvement drives Innovation

Describing the painstaking trial-and-error process that led eventually to the creation of the incandescent light bulb, prolific inventor Thomas Edison said

"I have not failed. I have merely found 10,000 ways that won't work."

POWER QUESTION

How are you creating a Learning Environment today?
Root: Collaboration

Agile demands and creates Collaboration

- Iterative and incremental thinking enables thought expansion
- Creative Conflict/Dissonance
- Diversity of Thought, Ideas, Experience
- Dialog not Discussion
- Reinforces partnerships
- Enables Creativity and Innovation

Where are you going to find answers to the hard questions?

Creative Conflict Enables Innovation
Root: Ownership

Agile Creates Ownership

• Personal stake in the outcome
• Internal drive creates commitment and accountability
• Everyone’s voice is heard
• Team is rewarded together, which drives good behavior

POWER QUESTION

What extrinsic goals can you set for your team?
Root: Transparency

Creates Transparency/Visibility Sooner

- External accountability – fight for your partner in the trenches
- Enables better decision making
- Provides opportunities for Change (taking and receiving)
- Requires and builds trust through feedback and results
- Exposes problems fast (hiders, sandbaggers, gold platers, silos, handoffs, etc)

Would you tell the truth if you were punished for it?

How do you ensure people feel safe?

Power Question
Root: Discipline

Agile demands & requires Discipline

- Everyone kept to a high standard due to visibility
- Creates high performance
- Enables attitudes of excellence
- Personal and corporate effort satisfies
- Quick turn-around and increased quality require intense development and test methods
- Cross-functional teams have high expectations – drives personal learning and team accountability
- Discipline creates muscle-memory

The Canards of the RAF Typhoon 2 fighter jet allow for precision and performance.

How do you ensure everyone is marching to the same drumbeat?
Have you used one of these?
Agile Leadership Levers Model

AGILE LEVERS
- Own the Vision
- Own the System
- Create Open Environment
- Be An Example
- Empower Teams
- Enable People
- Facilitate Innovation

AGILE ROOTS
- Transparency/Visibility
- Collaboration
- Discipline
- Ownership
- Learning

Use Levers to turn the soil, enabling the Roots to feed the tree and grow the fruit.

FRUIT
- INNOVATION
- QUALITY
- ADAPTABILITY
- VALUE
- SUSTAINABILITY
Lever: Own the Vision

- Establish and communicate the vision
- Optimize the system, not just components or teams individually
- Keep people, process, and tools (metrics) focused on Customer Value (outcomes)
- Enable the process and people to manage the short term, while you manage the long term
- Leaders are the owners of transformation (Leadership guides, team ideates & delivers)
- Shared Thinking – Big Hairy Audacious Goals
Lever: Create and Maintain the Environment

• Organizational Climate
• Physical Climate/Work area
• Maintain and enhance Communication pathways
• Protect teams and set the stage for them to hold themselves accountable
• Promote Community and the Center of Excellence
• Incent the right behavior (measure it only, reward it openly, be purposeful)
• Simplify and remove waste (Muda) in the system
Lever: Own the System

- Resolve constraints and impediments not reachable by the teams
- Work iteratively to ensure interfaces between teams, processes, and systems are effective
- Manage priorities and the climate for stakeholder involvement
- Ensure process is continually improving
- Work with executive leadership to ensure their mindset is adapting along the way
Lever: Empower Teams

- Right People, Right Teams, Right Resources – Hire cross-functionally
- Require Collaboration, Partnership, Team work, and Excellence
- Leverage diversity and perceptions
- Change behaviors through building Knowledge, Skills, and Attitudes
- Use ARIA (Authority, Resources, Information, Accountability) to empower
- Enable throughput, don’t demand it. How do leaders enable an environment where the team CAN and WILL commit?
- Ensure practices such as stand-ups, demos, burn-downs are public
- Hold teams accountable for their goals (not tasks)
Lever: Enable People

- Coach instead of Drive, micromanage them if you want to fail
- Personal Mastery – Training, opportunity, personal ownership
- Maintain excitement and motivation – celebrate, say thanks, set clear expectations
- Maintain Empathy – taking responsibility for perceptions, listening
- Results are the best motivation – give valid praise publically
- Give SMART feedback regularly
- Ask Questions instead of giving answers – listen
- Prune to create growth
Lever: Facilitate Innovation

The need to survive drives Emergent Innovation:

- **Knowledge**
  - Encourage trials of new approaches and solutions
  - Pursue relentless reflection and improvement (kaizen)

- **Creativity**
  - BHAG – Big Hairy Audacious Goals

- **Motivation**
  - Ensure a practice field environment to facilitate safety in risk taking
  - Don’t rescue them when allowing them to fail will teach them more

- **Diversity**
  - Cross functional
  - Consensus

- **Principled Culture**
  - Decisions led by values
  - Defer decisions to the last responsible moment
Thank You!

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