What’s in it for me?

Agile transformation
Why Agile?

Better return on investment

Deliver business benefit quickly

Requirements can and should change

“I’ll know it when I see it”

Hit deadlines

Project can be seen to be delivering / on track

De-risks implementation
So what’s getting in the way?

Requirements into User Stories
Defining and automating tests
Deployment
Meta-methodology
Scaling to Programmes and Portfolios
Governance
Collaboration
Culture change
Agile is part of and supports the culture change needed for high performing organisations

Eliminate false certainty
Embrace transparency
Collaboration
Bring IT and Business together
Appropriate delegation & empowerment
Minimise bureaucracy
Encourage team & organisational learning
Personal mastery & discipline
Core Assumption

“Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand”

Norm Kerth
All change is personal – ‘What’s in it for me?’

User focused cultural transformation programme
Johnson, Scholes, Balogun and Hope-Hailey
Personas
Ideal Outcomes
Services
Competencies
Behaviours
Diagnosis
Programme Director
improved analysis pipeline
BA training access to SME’s
story writing
collaboration

Analysis cadence
Analysis on the walls
Team based measures

Business architecture ignored
Multi-disciplinary teams

Endless meetings
Individual measurement
Analysis in tools
Analysis on the walls

Culture
Team member

Reasonable working hours, little pressure to extend

Agile disciplines

Sustainable pace

Meeting discipline

Getting to family events

9 to 6 days: usual

HR “voice” heard

Broader management team
Different perspectives, one change programme
Your turn....
Sponsor

What’s the status of my investment?

**Top of mind**
I’m concerned with how to make this change without huge disruption to my business
How much will this cost? How much will I earn/save?
How will I know when my benefits have been delivered?
How can I transfer some of this risk to someone else?

**Wants to hear**
Agile reduces risk
Agile will give me a better return on my investment
Agile will help to foster a collaborative approach between my people
Success stories
Just tell me that it’s all going ok

**Experience**
Has a broad experience
Has been burned by unsuccessful investments in the past
Wanting to make the maximum return for the least outlay
Operations manager (the business)

How do I achieve the business goals in a way that will work operationally?

Top of mind
How can my business consume the rapid and incremental change provided by agile approaches?

Wants to hear
Others have done this before
You will get a good return on your investment of business resource into delivery projects

Experience
Has been burned by previous change failures
Does not appreciate the value of having business operators embedded in the delivery teams
Reluctant to release the resources required by the delivery teams
Developer

How do I work in this new agile way?

Top of mind
What’s it going to be like working directly with these business people?
Will I have to be talking to users all the time?

Wants to hear
My expertise is still relevant and valued
It’s ok for the solution to be imperfect before you put it in front of a user

Experience
Used to working in isolation with little business interaction
More focused on delivering excellent technology than business value
Fearful of feedback - feels like failure
Head of IT

Thank goodness the business is now taking control of the change agenda

Top of mind
- How will I cope with business driven change?
- Do I have the right mix of technology resources to work in this agile way?
- How will I manage constant delivery to the production environment?
- How does my service management organisation need to change to support this new approach?
- How do I apply these approaches to infrastructure projects?

Wants to hear
- Others have done this before and succeeded
- Aligning technology changes to business priorities is the right thing to do

Experience
- Used to holding the budget for technology change; might be difficult to hand that off to the business
- Finds it difficult to adjust to business driven change
- Used to: tell me what you want and then my teams will go away for 6 months and build it for you
- Controls the prioritisation of change, based on IT driven priorities
Head of architecture

It doesn’t make sense to deliver a thin slice to service just one user journey

Top of mind
We need to build the infrastructure before we can deliver any meaningful business value
How can I balance the need for robust architecture with the agile practices of emergence and incremental delivery

Wants to hear
Others are doing this and it is successful

Experience
Robust architectures need to be designed up-front
We should develop a proper platform before we start to deliver business functionality
Let’s get the architecture signed-off before we start
Let’s build the capability before we deliver the functionality
Head of PMO

I’m not sure how this fits with my traditional approach to controlling projects

Top of mind
How can I control this new delivery approach?
How can I get assurance from teams who plan using cards on walls?

Wants to hear
Agile is rigorous
It’s ok to do things differently
We still need roadmaps and plans; we will still track benefits and cost and milestones
Our skills are still appropriate

Experience
Command and control
We don’t trust the delivery teams to be in control, and so we will exert control
Focused on budget/time
Expects change to be formally managed
Product owner

How do I achieve the business goals in a way that will work operationally?

Top of mind
Am I making the right decisions?
What does good look like?
How will I drive this into the business?
Are we working to a sustainable pace?
How do I demonstrate that I am in control?

Wants to hear
We have permission to fail
My goals are clear and achievable
I am empowered to decide how to deliver my product/service

Experience
Not used to being a key decision maker
Not used to having collaborative, transparent access to delivery resources
Motivated to deliver the service
Not used to making everything so visible
If something doesn’t work, could drift back into old established ways
Your turn....

Personas

Ideal outcomes

Behaviours

Incentives / disincentives
Notes

Agile transformation symbiotic with a business transformation initiative

The same framework should be used for the business transformation

Important to understand what has to be “let go” as much as embrace the new

Use Agile/Lean to implement

- Keep it simple, break into small deliverables
- Iterate through alpha, beta etc.
- Focus on value
Thank you

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