An Agile Convert in a Traditional World

THE HUMAN FACETS OF AGILITY

Dr Martin Davis – System Agility Ltd

www.linkedin.com/in/drmartindavis

#AgileBizConf19
Personal Back-story

Evolved with Land Rover

- Significant change e.g.
  - Size of organisation
  - Stability of environment
  - Rate of technological change
    - Number of projects

- Task force leader to agile advocate
Outline

Jaguar Land Rover Vehicle Refinement Group’s agile transformation

• Pragmatic application of academic research
  • Zero to agility at scale within a year
  • Improved delivery and wellbeing
Vehicle Refinement Group

If it makes a noise ..... Or doesn't!

This team tuned it

#AgileBizConf19
Discovery

Turning point

- Size of organisation
- Number of projects
- Stability of environment
- Rate of technological change

“organizational effectiveness results from fitting characteristics of the organisation, such as structure, to contingencies that reflect the situation of the organisation”

(Syed 2015)

Engrained organisational culture

(Donaldson, 1987)
A challenge to the command and control model

- Common Sense is Nothing New

Verordnungen für die höheren Truppenführer

- Not commanding more than is strictly necessary
- Not planning beyond the foreseeable circumstances
- Impart all, but **only**, what subordinates cannot determine for themselves
- Maximise the benefit for the entirety of the operation

*Von Moltke, 1869*
How

- The engineers owned the solution
- Focus on the underlying Lean/Agile values and principles not frameworks
- Use these to address the primary issues in the particular context
- Respect the organisational constraints and iterate to an improved state
High Level Process

Simple, clear purpose and principles give rise to **complex** and intelligent behavior. **Complex** rules and regulations give rise to simple and stupid behavior.

“Simple, clear purpose and principles give rise to complex and intelligent behavior. Complex rules and regulations give rise to simple and stupid behavior.”

(Dee Hock)
Heterogeneous Approaches
- Emergent Culture

- Multiple sub-cultures
- Multiple needs and approaches
Prioritisation & Alignment

Throughput = Bottleneck utilisation x bottleneck rate

(\textit{Hopp and Spearmann, 2011})

Theory of Constraints

\textit{(Goldratt, 1990)}

- Support others not local ‘pet’ projects
  - X Team collaboration
- Strategic actions (enablers)
- Continuously review
Importance of Collaboration Events

More than a planning event

Commitment NOT compliance

Conflicting priorities
Too much Work In Progress
~ The ring leader

Neglected work

Unplanned work

Unknown dependencies

How can we realise the value with less burden
Headline Achievements

Aligning around the most important work

Working as a ‘team of teams’ to deliver on commitments

Getting better at balancing capacity and demand

Delivering >20% more valuable outcomes

>20% improvement in timely delivery
Headline Achievements cont’d

“Moved the NVH team more in the last 12 months than anyone else in the last 3/5 years”

No stress related Absence
Headline Achievements cont’d

…….. & not forgetting

For thesis see: http://wrap.warwick.ac.uk/114061/

#AgileBizConf19
Remaining Challenges

- Full team engagement
- Maintaining process discipline
- Continued recognition investment in time is worth it
The Sequel

Expect great results when your way of working is aligned with the environment and our natural behaviour.
Thank you

What questions and observations do you have?
– I look forward to exploring them in the Q&A session.

Dr Martin Davis – System Agility Ltd
Email: martin@systemagility.co.uk
http://www.linkedin.com/in/drmartindavis