



NASCIO Spotlight on Agile Development WEBINAR SERIES

Leading in a Self-Organizing World: An Operating System for Agile Leaders

September 13, 2018



Speaker



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Author:

Great Big Agile: An OS for Agile Leaders

And

The Guide to CMMI and Scrum

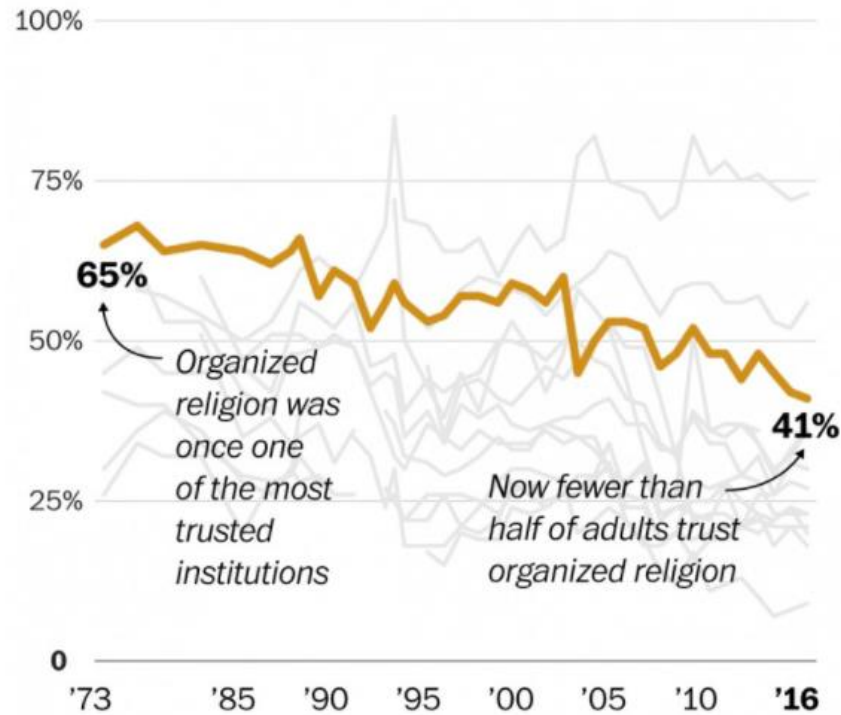
PART I: Leading in a Self-Organizing World



Gallup polls of U.S. adults over that period asked “how much confidence you, yourself, have in each” of the following. The results below were the combined percentage of those answering a “great deal” or “quite a lot”.

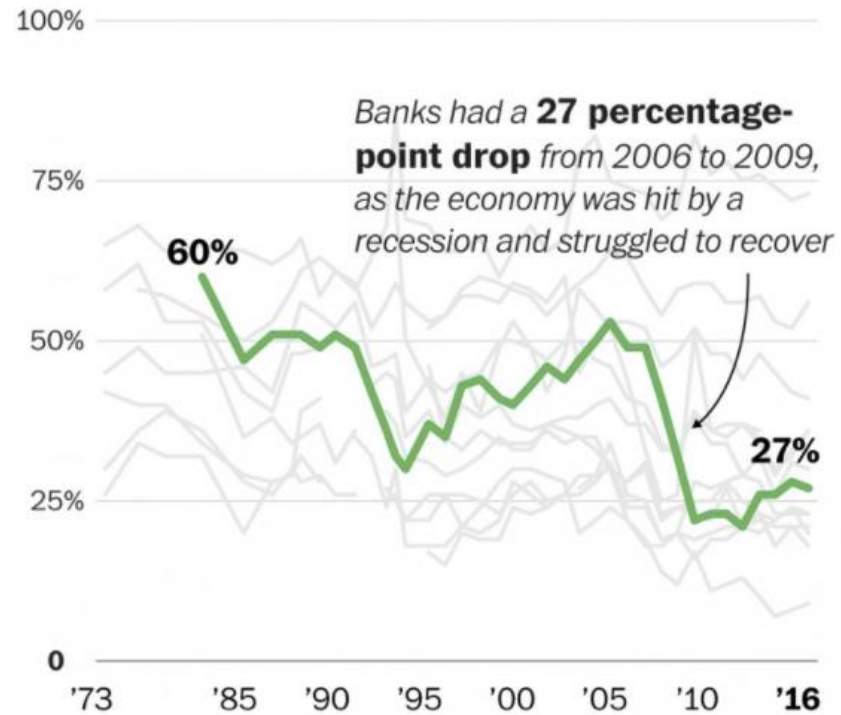
COMMUNITY

The church or organized religion

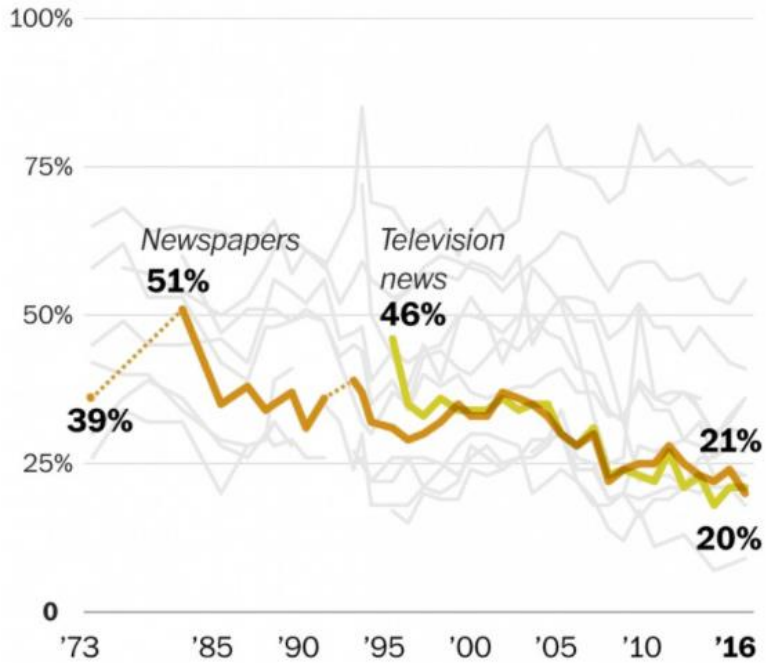


ECONOMY

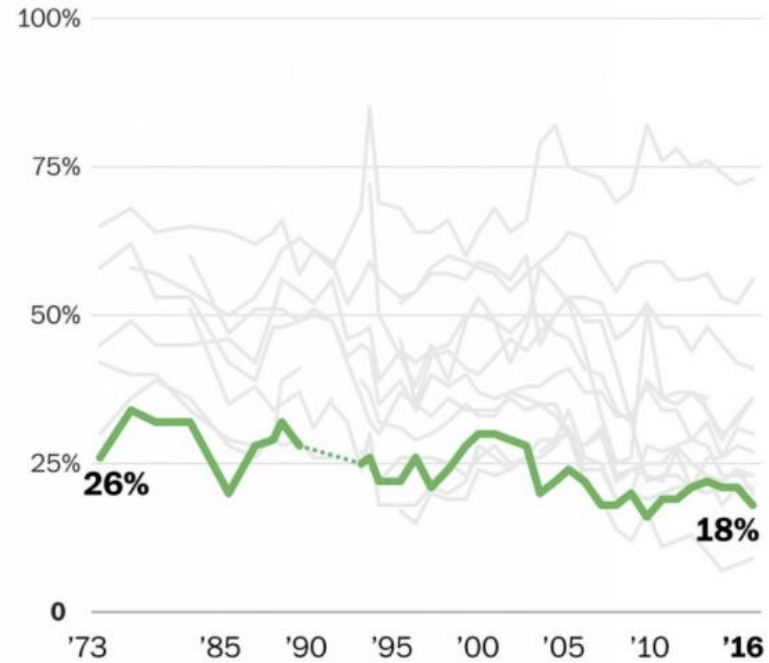
Banks



Media



Big business

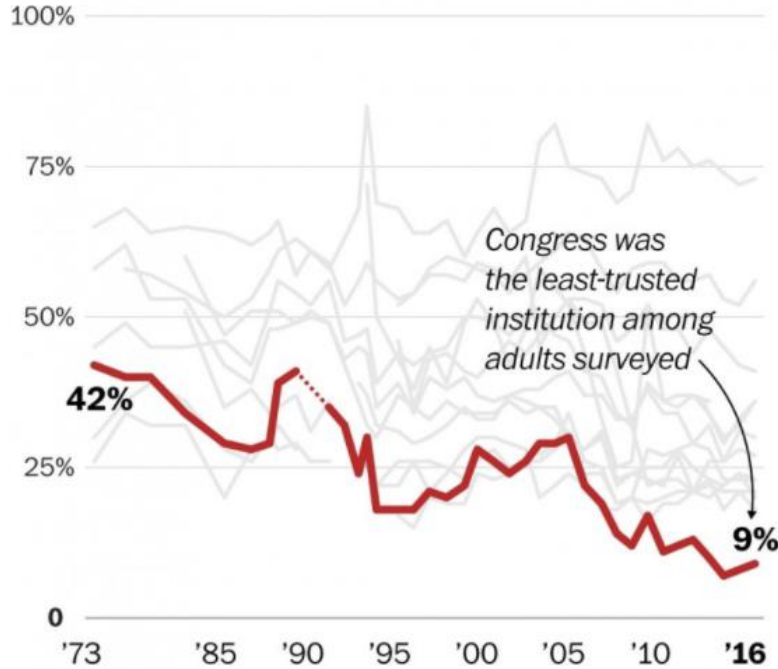


Survey methods varied over time, with the latest poll conducted June 1-5, 2016, among 1,027 adults reached through a random national sample of cellular and landline phones. The margin of sampling error is plus or minus four percentage points. Surveys from 1989 through 2015 were conducted by telephone, while surveys from 1973 through 1988 were conducted face to face.

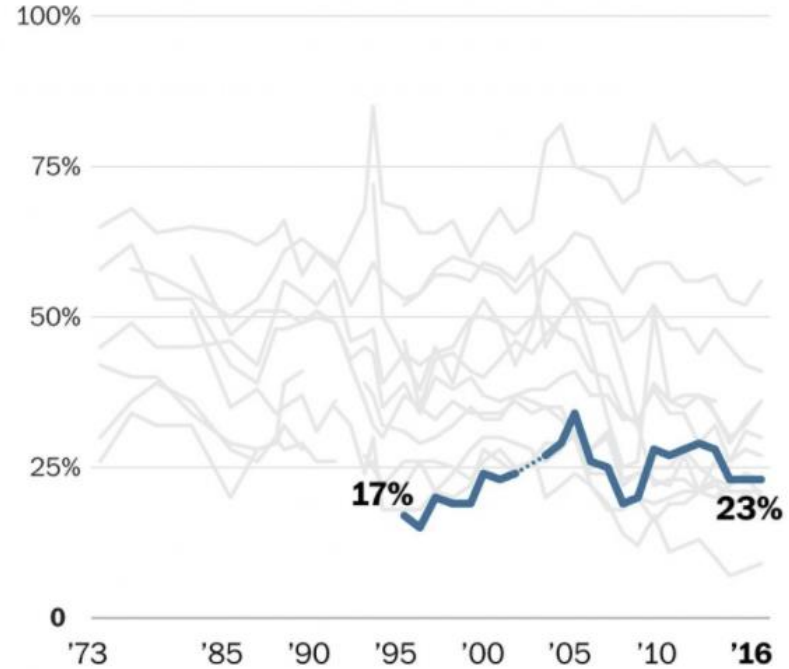
Source: Gallup Organization

AARON STECKELBERG / THE WASHINGTON POST

Congress



The criminal justice system



Survey methods varied over time, with the latest poll conducted June 1-5, 2016, among 1,027 adults reached through a random national sample of cellular and landline phones. The margin of sampling error is plus or minus four percentage points. Surveys from 1989 through 2015 were conducted by telephone, while surveys from 1973 through 1988 were conducted face to face.

Source: Gallup Organization

AARON STECKELBERG / THE WASHINGTON POST

My Own Journey to **Agility** and **Self-Organization**



The “burning platform” wasn’t
wanting to be AGILE,

It was TIME!

I needed to focus on strategy, but I was buried in operations

Rule #1:

Everyone is asking how to scale Agile

It's the wrong question

We should be asking how to scale Self-Organization

Rule #2:

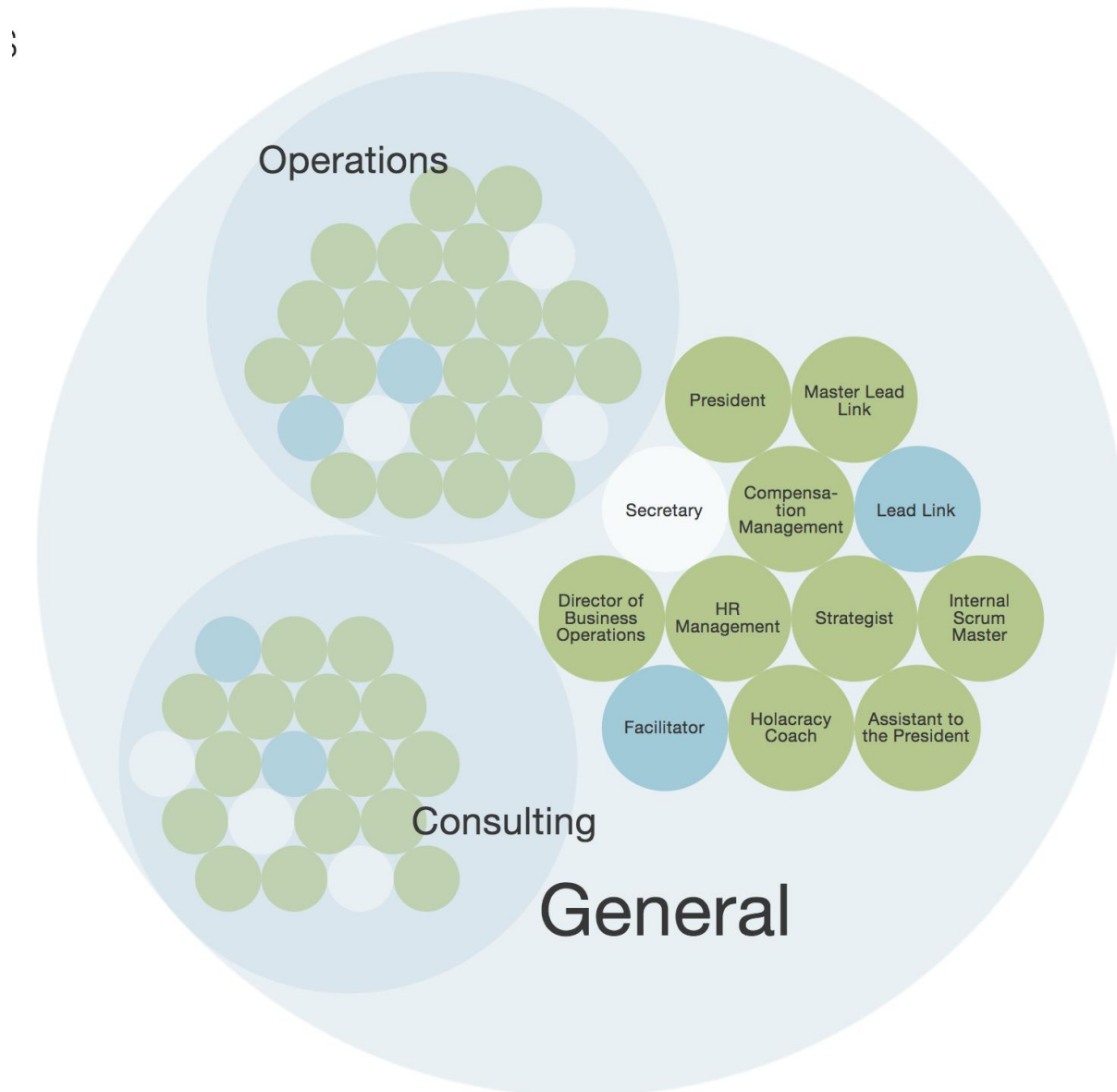
Successful self-organization requires strong Leadership

Just not the kind we're used to

We Started with Open Spaces



Roles and Accountabilities*



- Self-organized organizational chart!
- Each role is identified by the team
- Roles are clustered around "Circles"

Roles and Accountabilities



- Self-organized organizational chart!
- Team members self-subscribe to roles
- Dedicated governance roles

Workshop Facilitator

add tag

Purpose [?]

To deliver specific content in a workshop format

Accountabilities [?]

- Learning Workshop Content
- Planning Workshops
- Contacting client in advance to explain the workshop
- Communicating to Account Consultant on prep, intro, and follow-up
- Scheduling workshop with client and Consulting Coordinator
- Preparing Workshop materials
- Delivering workshop materials
- Conducting workshops
- Submitting attendee information to Bitrix task
- Updating and closing tasks in Bitrix
- Storing delivered content in Bitrix
- Maintaining health of Bitrix folder for each account by ensuring that all Workshop files are complete and align with naming standard listed in register

Filled by

Assign

View History

 Laura Adkins

 Julie Calfin

 Cathy Henderson

 Darian Poinsetta

 Tim Zeller

Manage custom sections

The Ability Models 1: Why-Ability

Management Policies (including Agile Values) tell us “WHY”

- To work here you must follow the process
- To ensure on-time delivery, all team members will conform to plans
- In order to have high-quality, 100% of code is unit tested
- Teams will adopt methods that support transparency, collaboration, and fail fast” so we can be more agile.

These are “**Why-Ability**” Models. They masquerade as a total solution, but they’re not enough.

The Ability Models 2: What-Ability

Methods, Processes, and Frameworks tell us “WHAT”

- Capability Maturity Model Integration (CMMI) and its 356 practices
- PMBOK
- ISO 9001
- ITIL
- Test Maturity Model Integration (TMMI)
- SAFe

These are “**What-Ability**” Models. They also masquerade as a solution, and they’re not enough.

The Ability Models 3: How-Ability

Behavioral Models tell us HOW:

- Holacracy
- Agile values + Scrum
- Agile values + XP

These are “**How-Ability**” Models. These describe how we want people to behave – and are a large part of the solution.

WE NEEDED ALL THREE!

All-Ability: The Agile Performance Hierarchy





As an agile leader

***I will project agile values, provide the environment, and establish a vision
so that my teams can be agile and successful in everything they do.***

Making Self-Organization Real: Values

Select and Define

Communicate

Deploy

Align

Maintain

Values: Select and Define

CEREMONIES // TECHNIQUES

OPEN SPACE TECHNOLOGY

Use the Open Spaces event for purpose-driven visioning and involve as many team members as possible in the selection and definition of agile values.

BRAINSTORMING

Structured Brainstorming sessions can be used as a simplified alternative to Open Spaces events to collaborate with team members in the selection and definition of agile values.

MINDMAPPING

MindMapping can be used as part of an Open Spaces event, or during Structured Brainstorming to help facilitate complex interdependencies.

VALUE TRACING

Value Tracing ensures that each value is traced directly to the set of frameworks, techniques, and behaviors that are adopted by teams.

Values: Communicate

CEREMONIES // TECHNIQUES

OBEYA ROOMS

Set up an Obeya Room to visually anchor and communicate agile values in a visible and transparent way. More than one Values Obeya Room can exist if multiple sites are being used, or if there are slight variations in values by location, function, or product line.

VISUAL INFORMATION MANAGEMENT

Visual Information Management techniques, which involve the use of outsized signs, boards, and digital medium through each facility, can be used as a constant reminder of the most important values.

GEMBA WALKS

Engage with team to reinforce leadership's understanding of, and passion for, agile values by conducting regular Gemba Walks. Leaders can see for themselves how well agile teams understand the selected values, and can discuss their importance in real-time, providing coaching where needed. The regular presence of leaders in the area where work gets done will lead to a significant change in behavior.

Values: Deploy

CEREMONIES // TECHNIQUES

OBEYA ROOMS

Use an Agile Values Obeya Room to deploy agile values in a visible and transparent way. More than one Values Obeya Room can exist if multiple sites are used to do work.

GEMBA WALKS

Engage with teams to understand how well they understand the agile values. Ask questions and give feedback and coaching where needed to foster learning, but do not focus on compliance.

TEAM CHARTERING/TEAM AGREEMENTS

Agile values should be defined at the beginning of all Team Charters/Agreements, to encourage team members to self-subscribe to them, and understand how they relate to everyday work.

Values: Align

CEREMONIES // TECHNIQUES

GEMBA WALKS

Leaders should see for themselves how aligned teams are to the established set of values. They can ask questions and give real-time feedback and coaching where needed to foster alignment.

ENTERPRISE RETROSPECTIVES

Conduct values-based Retrospectives in the Obeya Room, or with individual teams, to gather feedback on what is working well, what is not working well, and what could be improved related to agile values.

MINDMAPPING

MindMapping can be used as part of an Open Spaces event, or during Structured Brainstorming to help facilitate complex interdependencies.

ENTERPRISE IMPEDIMENT BACKLOG

Place impediments and improvements generated by values Retrospectives on the Enterprise Impediment Backlog Board to ensure visibility and transparency.

Values: Maintain

CEREMONIES // TECHNIQUES

GEMBA WALKS

Periodic observations, done on a regular schedule, will help encourage maintenance of values, and will allow leaders to see for themselves how aligned teams are to the established set. Questions can be posed to the teams, and real-time feedback and coaching can be provided.

ENTERPRISE RETROSPECTIVES

Conduct values-based Retrospectives directly with each team to gather feedback on what is working well, what is not working well, and what could be improved related to agile values.

ENTERPRISE IMPEDIMENT BACKLOG

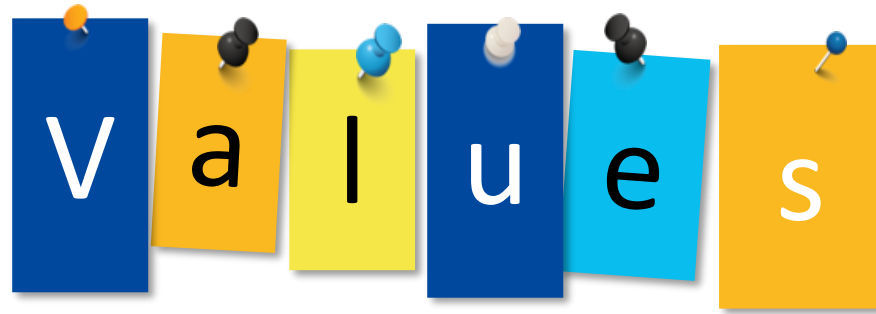
Place impediments and improvements generated by Retrospectives on the Enterprise Impediment Backlog to ensure visibility and transparency.

LEAN COFFEE

Maintenance and strengthening of Agile values are best conducted informally, rather than “top down.” Lean Coffee events are an excellent tool for sharing, receiving, and transmitting information.

Values: Evaluate and Improve Capability

Adopting Level Outcomes	Transforming Level Outcomes	Mastering Level Outcomes
<ul style="list-style-type: none">* Agile values are selected and defined.* Agile roles and accountabilities are defined.* Agile ceremonies and techniques are defined.* Agile teams are trained.* Agile teams self-subscribe to established values.	<ul style="list-style-type: none">* Essential stakeholders are engaged and demonstrate agile values.* Agile leaders are trained to live and project agile values.* Agile values are prominently displayed throughout each facility.	<ul style="list-style-type: none">* Agile leaders at all levels are engaged in support of agile values.* Visual Information Management techniques are used to display project agile values.* Agile values are reevaluated, adjusted, and improved over time



Values

> **Openness**

> **Visibility**

> **Focus**

> **Sense of Humor**

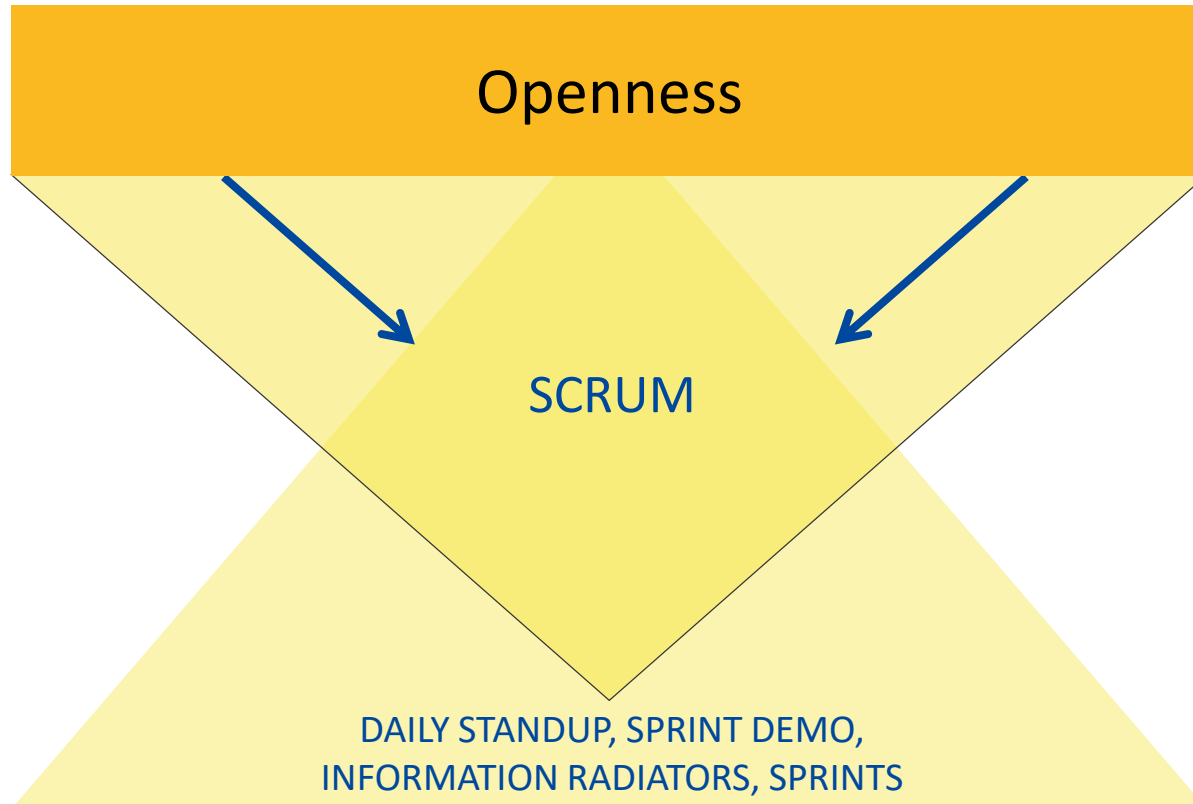
> **Commitment**

> **Courage**

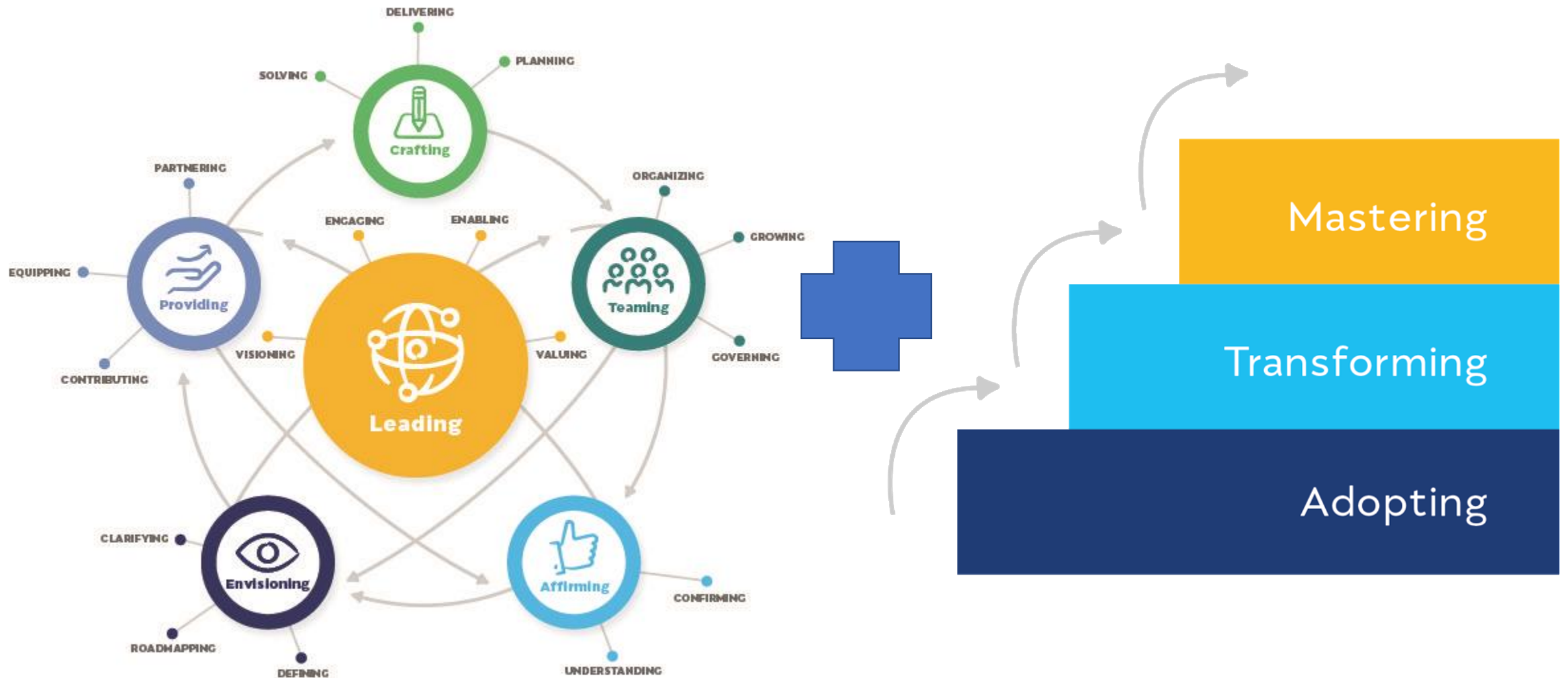
> **Respect**

> **Fail Fast**

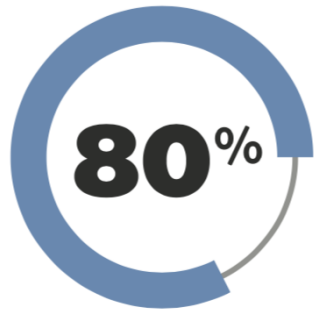
Value Tracing



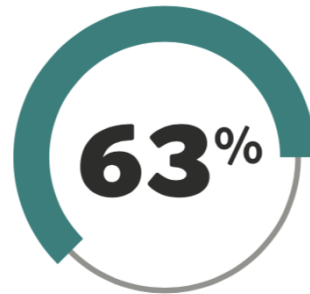
All-ability: The Agile Performance Hierarchy



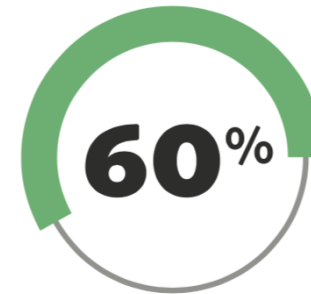
All is not well in the land of Agile...



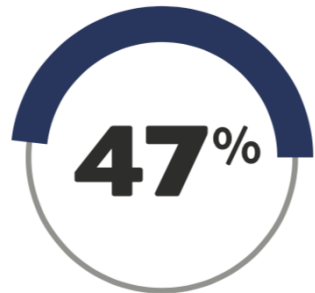
80%
OF TEAMS ARE AT OR
BELOW "STILL MATURING"
WITH AGILE



63%
OF CORPORATE LEADERS HAVE
A PHILOSOPHY THAT CONFLICTS
WITH CORE AGILE VALUES



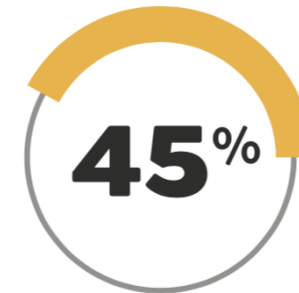
60%
OF IT ORGANIZATIONS HAVE
LESS THAN HALF OF THEIR
TEAMS PRACTICING AGILE



47%
OF TEAMS LACK EXPERIENCE
WITH AGILE METHODS
AND TECHNIQUES



51%
OF TECH LEADERS DO NOT HAVE
LEADERSHIP SKILLS NEEDED FOR
LARGE-SCALE AGILITY



45%
OF TEAMS LACK
MANAGEMENT SUPPORT

Big Agile Retrospective – Sept 27 in DC!



Free for NASCIO members: agilecxo.org

AgileCxO.org



> Agile Leadership Podcast series



> The Agile Performance Hierarchy and Assessment Method



> Agile leadership blog



> Agile leadership lightning lessons



> Performance models, training, and certifications for agile organizations

Join me for Part's Two and Three!

Dates TBD

Webinar Part Two

We'll share lessons learned from over 200 organizational agile assessments at commercial companies and Introduce six interdependent Performance Circles that provide leaders with objectives, outcomes, and actions for successfully leading large-scale, self-organizing teams.

Webinar Part Three

We'll share an assessment method that you can use to evaluate and validate organizational performance against an established level of agility and self-organization using evidence-based methods, categorized as either Adopting, Transforming, or Mastering.

Questions?



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