Business Agility erwachsen geworden

Christoph Mathis
Agile World 09.07.2019

twitter:@krishan_mathis  #awrld2019
business-agility@improvuv.com
Was meint „Business Agility“
Und was meint „erwachsen“
The growing Scope of Agile

Agile in Automotive
Scrum: adapting lean for software

Agile Manifesto

Agile Product Development

Agile Leadership

Digitalization

Business Agility one concept
Agile **was**
- IT centered

Agile **is**
- Organization Design
- Organization Development
- Human Resources
**Agile is ...**

- **As an outside view on an organization:**
  the ability to react faster to changes and disruptions in the market

- **As an inside view on an organization:**
  the ability of teams and departments to change direction on short notice,
  while delivering value effectively and reliably

- **As a culture:**
  an enabler for inspiring employees, namely knowledge workers. Building on respect, transparency and trust as basic values, creating a win-win situation for a good work environment.
Key Organizational Capabilities

- Amplify Learning
- Operational Excellence
- Discover, Disrupt, Deliver
- Efficiency
- Resilience
Strukturen und Vokabular
Playbook Chapters / Phases

**Readiness**
- Entwickeln eines gemeinsamen Zielbilds
- Schaffen der organisatorischen und strukturellen Rahmenbedingungen
- Commitment der Organisation beteiligten Manager

**Transition**
- Schrittweise Verankerung der Agilität in der Organisation
- Operative Steuerung durch das Transition Team
- Ausrichtung der Organisationsstruktur an Wertschöpfungsketten

**Evolution**
- Veränderung ist wesentliches Konstruktionselement der Organisation
- Optimierung der Lern- und Veränderungsfähigkeit der Organisation
Layers / Playbooks

Enterprise
Value Stream
Team
Enablement
Creating a common ground
Direction, Goals, Success Criteria
Playbooks
Building a Strategy

How Simon Wardley’s Mapping ideas became important
Practices

Emerging Practices

Good Practices

Best Practices

Genesis

Handcraft

Product

Commodity
Emerging Practices

Methodologies:
- Agile
- Lean
- Six Sigma

Genesis
Handcraft
Product
Commodity
## Building a Strategy

<table>
<thead>
<tr>
<th>Focus</th>
<th>Elements</th>
<th>Company's believe they have…</th>
<th>100 Day Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scope</td>
<td>Enable others to understand what you do and provide moral imperative</td>
<td>Common</td>
<td></td>
</tr>
<tr>
<td>Transactions</td>
<td>Understand the core transactions you undertake with OTHERS including those you might wish to undertake</td>
<td>Uncommon</td>
<td></td>
</tr>
<tr>
<td>Users</td>
<td>Understand who those OTHERS (i.e. your users) are.</td>
<td>Quite Rare</td>
<td></td>
</tr>
<tr>
<td>Situational Awareness</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>User Need</td>
<td>Understand what your users actually need</td>
<td>Rare</td>
<td></td>
</tr>
<tr>
<td>Value Chain</td>
<td>Understand what is required to meet those needs, the relationship between components</td>
<td>Rare</td>
<td></td>
</tr>
<tr>
<td>Context</td>
<td>Understand how evolved those components are and whether they are changing.</td>
<td>Very Rare</td>
<td></td>
</tr>
<tr>
<td>Tactics</td>
<td>Remove duplication and bias, ensure efficient flow between components and effective methods are used where appropriate</td>
<td>Very Rare</td>
<td></td>
</tr>
<tr>
<td>Doctrine</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning</td>
<td>Understand common economic patterns of change and repeatable gameplay</td>
<td>Very Rare</td>
<td></td>
</tr>
<tr>
<td>Structure</td>
<td>Organisation and culture to enable autonomy, purpose and mastery</td>
<td>Uncommon</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy</td>
<td>Anticipation of change &amp; setting direction</td>
<td>Common</td>
<td></td>
</tr>
</tbody>
</table>
Building a Strategy for the Enterprise
Enablement

Creating a common understanding

Glossary

Training

Goals

Direction

Success factors

Playbooks

... For the Organization

... For the Roles
Which Playbooks would you like to have?
The Enterprise Context

- Mindset shifts
  - Steve Dennings mindset shifts
  - Deal with uncertainty
  - make mindset actionable

- Governance
  - okr

- Wardley Mapping
  - Analyse your value / supply chains
  - different methods
  - different people

- Strategic Game Play
  - Separate product and people leadership
  - Role models

- Leadership

- Strategy shifts

- Playbook
  - Understand your supply / value chains
  - Apply adequate governance models
  - Shape the flow
  - matrix: flow over silos
  - augment learning
  - Create stable teams
  - foster team learning
  - create a lean portfolio
  - Drive Maturity
  - Measure, Learn
Enterprise Playbook

- Understand your supply / value chains | architecture and product structure
- Develop adequate governance models
- Flow over Silos
  Invert the matrix
- Augment Learning
  Create stable feature teams
  Foster self organization, responsibility and learning
- Create a lean portfolio
- Drive actively maturity
- Measure, learn, repeat
Building a Strategy for Value Streams
**Objective:**
Establishing a **flow-driven** process organization that develops independently as a learning organization. The customer is integrated as part of the value stream. The focus is on content and cooperation; processes and structure naturally support this.

**Success characteristics:**
Reliable delivery of high-quality, functioning, tested products, improved customer satisfaction through customer orientation, quick reaction to market changes, increased employee satisfaction through leadership agility, as well as a consistent level of productivity and quality.
**Value Stream Playbook**

- Etablieren eines Value Stream Transitionteams
- Alignment über Beiträge des Managements herstellen
- Agile Leadership Workshop
- Initiale Rollen und Aufgaben etablieren und besetzen
- Formale Trainings der Beteiligten
- Definition von Zielen und Erfolgsfaktoren für die Transition
- Schaffen eines Rahmens für Experimente
- Aufbau der Teamorganisation

**Transition**

- Transition in den Teams starten und koordinieren (z. B Communities of Practice)
- Durchführung der Rituale und Befähigung der Führungsmannschaft z.B. PI-Planning, Retrospektiven
- Transparenz über Fortschritte von Lieferung und Transition schaffen z.B. Charts, Kanban-Systeme,
- Transparenz über Impediments und Risiken schaffen, Unterstützung beim Ausräumen
- Abstimmung mit Shared Services und anderen Value Stream
- Abstimmung mit der Compliance-Organisation
- Vertiefung von Kommunikations- und Methodenkompetenz für Leadership und Mitarbeitende (Coaching, Mentoring,...)
- Ausbau der Führungskompetenzen und -werkzeuge
- Definition und Umsetzung von Experimenten
- Kommunikation von Erfolgsgeschichten

- Etablieren einer Kultur des Lernens
- Aufbau von Strukturen für das Lernen von anderen Value Streams
- Förderung von kontinuierlicher Verbesserung und Veränderung als Teil der Identität des Valuestreams
- Etablieren von Retrospektiven auf allen Ebenen
- Leadership Coaching und -Mentoring
- Train-the-Trainer
- Hackathon, Innovation-Hacks u. ä. initieren

**Readiness**

**Evolution**
Building a Strategy for Teams
Ground Rules for team building
- ...

Characteristics of a team
...

Initial steps to form a team
- Make the team collectively responsible
- Stabilize process
- Set up continuous improvement

Team building toolkit
- Convincing Goal
- Autonomy in the own working process
- Clear boundaries
- Stability
- Feedback and Trust
- Interdependency
- Investment in Teambuilding

Essential Skills for team work
...

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# Radical Agile – a Starter Kit for Teams

## Focus
- Start with Why
- Define success
- Radical Focus

## Align
- OKRs
  - Find Objectives
  - Refine with Key results
  - Measurable
- Use a Kanban Board
- Use Kanban Metrics
- Visualize
- Synchronize vertically and horizontally

## Enable
- Team BA
  - Organize Learning
  - Mentor People
- Agile Fluency
- Develop people and teams
- Coach your Team
- Continuous Feedback

## Empower
- Delegation Kata
- Delegate transparency and consistently
- Request accountability
Understand your Roles

Become an Agile Leader

- Be authentic
- Trust People
- Create a safe space
- Become a Catalyst

Lead
- Set the right goals – start with Why
- Request accountability
Think about one of the four Leadership traits – what are elements of the playbook
Vielen Dank für Ihre Aufmerksamkeit!

Christoph Mathis
Integrate Wardley Mapping
Wardley’s Strategy Cycle

The Strategy Cycle
Sun Tzu’s five factors
The two types of why
John Boyd’s OODA loop
<table>
<thead>
<tr>
<th>Stage (of activity)</th>
<th>Genesis</th>
<th>Custom</th>
<th>Product (+rental)</th>
<th>Commodity (+utility)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Characteristics</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ubiquity</td>
<td>Rare</td>
<td>Slowly increasing consumption</td>
<td>Rapidly increasing consumption</td>
<td>Widespread and stabilising</td>
</tr>
<tr>
<td>Certainty</td>
<td>Poorly understood</td>
<td>Rapid increases in learning</td>
<td>Rapid increases in use / fit for purpose</td>
<td>Commonly understood (in terms of use)</td>
</tr>
<tr>
<td>Publication Types</td>
<td>Normally describe the wonder of the thing</td>
<td>Build / construct / awareness and learning</td>
<td>Maintenance / operations / installation / feature</td>
<td>Focused on use</td>
</tr>
<tr>
<td>General Properties</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market</td>
<td>Undefined market</td>
<td>Forming market</td>
<td>Growing market</td>
<td>Mature market</td>
</tr>
<tr>
<td>Knowledge management</td>
<td>Uncertain</td>
<td>Learning on use</td>
<td>Learning on operation</td>
<td>Known / accepted</td>
</tr>
<tr>
<td>Market Perception</td>
<td>Chaotic (non linear)</td>
<td>Domain of experts</td>
<td>Increasing expectation of use</td>
<td>Ordered (appearance of being linear) / trivial</td>
</tr>
<tr>
<td>User perception</td>
<td>Different / confusing / exciting / surprising</td>
<td>Leading edge / emerging</td>
<td>Common / disappointed if not used or available</td>
<td>Standard / expected</td>
</tr>
<tr>
<td>Perception in Industry</td>
<td>Competitive advantage / unpredictable / unknown</td>
<td>Competitive advantage / ROI / case examples</td>
<td>Advantage through implementation / features</td>
<td>Cost of doing business / accepted</td>
</tr>
<tr>
<td>Focus of value</td>
<td>High future worth</td>
<td>Seeking profit / ROI</td>
<td>High profitability</td>
<td>High volume / reducing margin</td>
</tr>
<tr>
<td>Understanding</td>
<td>Poorly understood / unpredictable</td>
<td>Increasing understanding / development of measures</td>
<td>Increasing education / constant refinement of needs / measures</td>
<td>Believed to be well defined / stable / measurable</td>
</tr>
<tr>
<td>Comparison</td>
<td>Constantly changing / a differential / unstable</td>
<td>Learning from others / testing the water / some evidential support</td>
<td>Feature difference</td>
<td>Essential / operational advantage</td>
</tr>
<tr>
<td>Failure</td>
<td>High / tolerated / assumed</td>
<td>Moderate / unsurprising but disappointed</td>
<td>Not tolerated, focus on constant improvement</td>
<td>Operational efficiency and surprised by failure</td>
</tr>
<tr>
<td>Market action</td>
<td>Gambling / driven by gut</td>
<td>Exploring a &quot;found&quot; value</td>
<td>Market analysis / listening to customers</td>
<td>Metric driven / build what is needed</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Reducing the cost of change (experimentation)</td>
<td>Reducing cost of waste (Learning)</td>
<td>Reducing cost of waste (Learning)</td>
<td>Reducing cost of deviation (Volume)</td>
</tr>
<tr>
<td>Decision Drivers</td>
<td>Heritage / culture</td>
<td>Analysis &amp; synthesis</td>
<td>Analysis &amp; synthesis</td>
<td>Previous experience</td>
</tr>
</tbody>
</table>
Agile Transformation is ...

- **Organizational Development:**
  Introducing new structures, roles, governance; priority to value streams over silos

- **Cultural Change:**
  Agility works only if senior management and the culture supports the new mindset.

- **Not a project:**
  An agile organization will evolve continuously. The change is not going away.