Surviving Scaled Agile

Your roadmap to success

12 November 2020

flow

Your Guides, Facilitators and Hosts for Today's Meetup!

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Meet-Up Agenda:

- Meet-Up Introductions
- SCALED AGILE Brutal Facts
- SCALE AGILE Transformation – How to Survive
- SCALED AGILE Customer Case
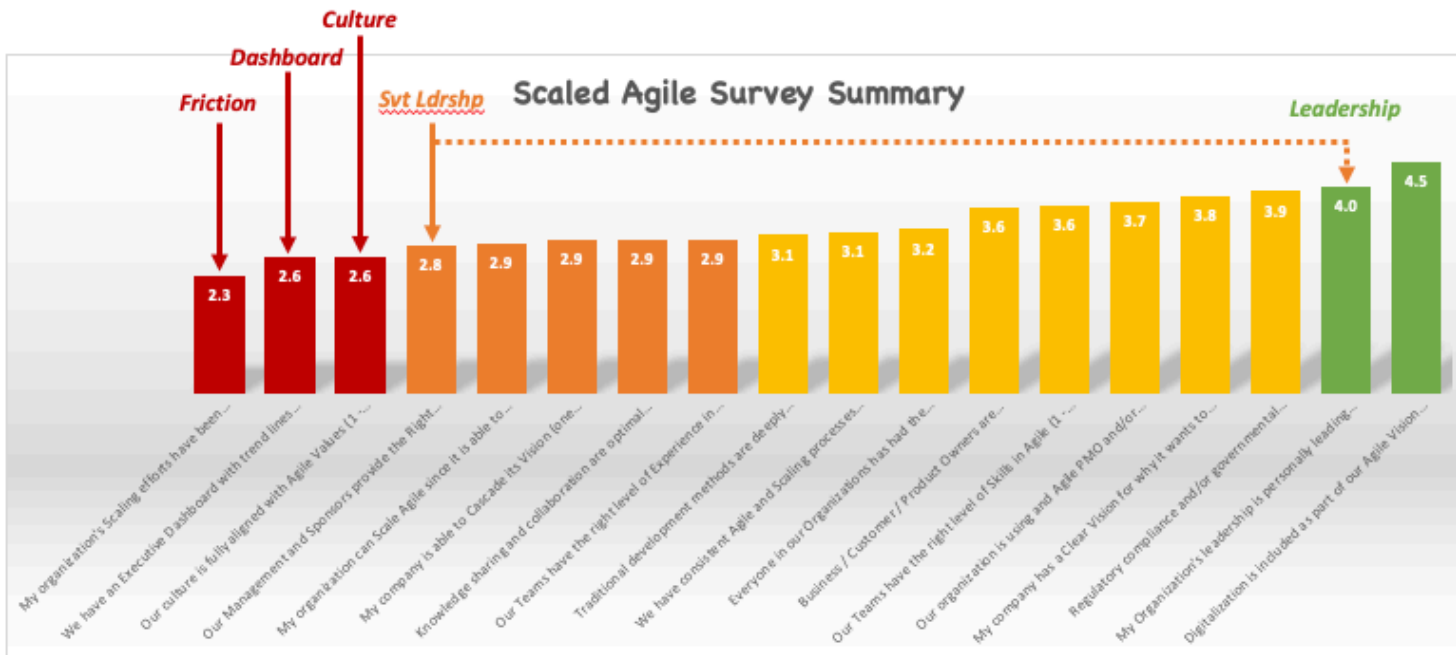- SCALES AGILE Process to Boost Effects
- Questions & Answers

Intro

Scaled Agile Survey Summary

Friction — 2.3
Dashboard — 2.6
Culture — 2.6
Svt Ldrshp — 2.8

2.9, 2.9, 2.9, 2.9, 3.1, 3.1, 3.2, 3.6, 3.6, 3.7, 3.8, 3.9

Leadership — 4.0, 4.5

Transformation and Scaling are two very different things

Part 1

Scaled Agile Survey Results

The brutal facts...

1. Which Scaling Agile Methodology are you currently using? (choose only one)
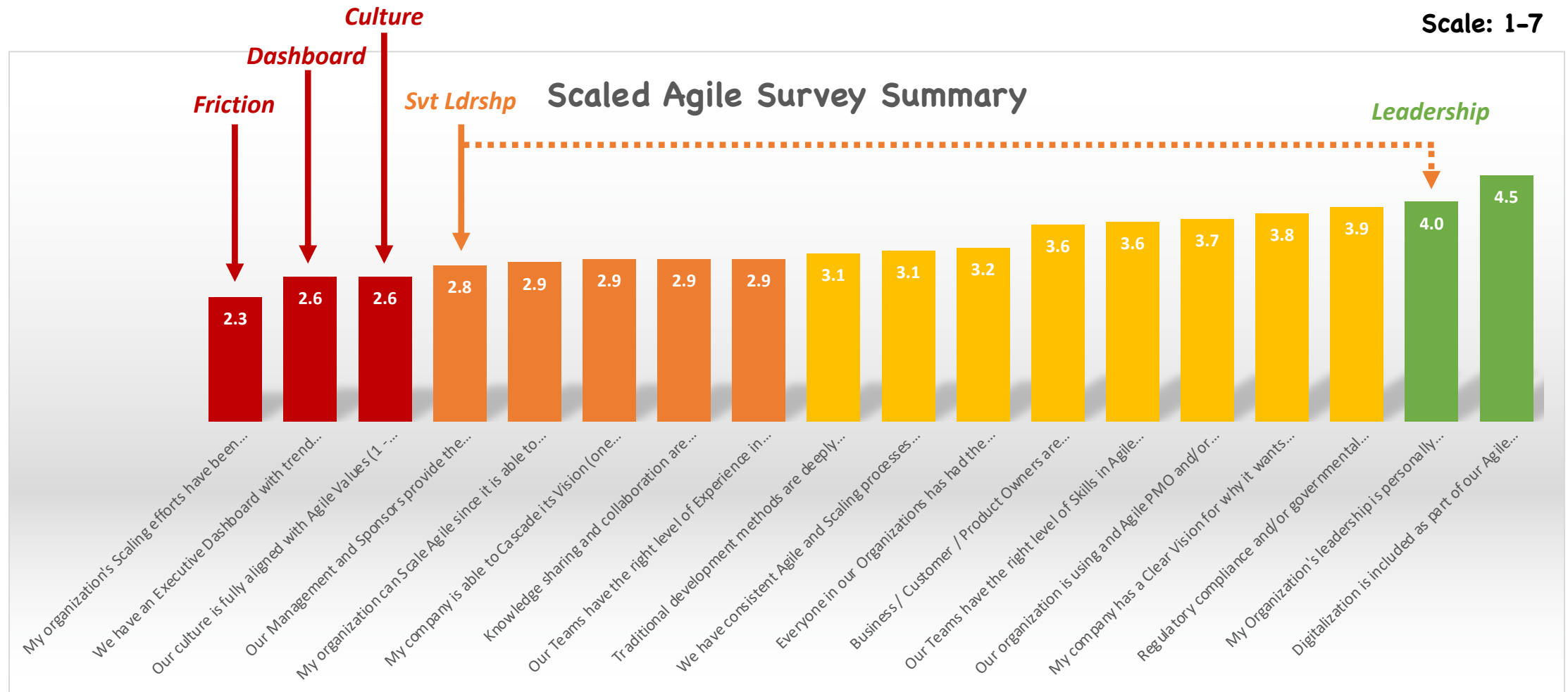
More Details

🔵	SAFe - Scaled Agile Framework	12
🟠	LeSS - Large Scale Scrum	1
🟢	DAD - Disciplined Agile Delivery	0
🔴	Enterprise Scrum	0
🟣	Lean Management	0
🟤	APM - Agile Portfolio Manage...	0
🩷	Nexus	1
⚫	RAGE - Recipes for Agile Gove...	0
🟡	SoS - Scrum of Scrums	0
🔵	Spotify's (it's-not-a-model) M...	0
🔵	Hybrid	2
🟠	Traditional PPM / PMO	0
🟢	Don't know / Other	3

Part 1
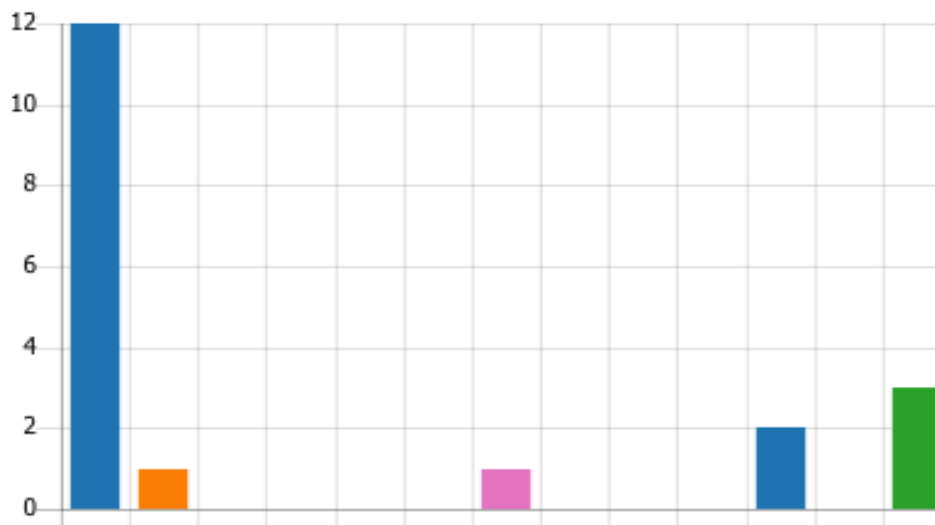
Three brutal facts from SCALED AGILE Survey

- **84%** of Digital Professionals stated having severe difficulties in the implementation of an Agile Way of Working (a lot of **Friction**)

- **74%** of Digital Professionals stated that they did not have any way of **measuring** the **effects** of an Agile Way of Working
  - Very limited **measurements** of the **effects of agile** way of working
  - No Executive dashboard for measuring/analysis/reporting & decision making

- **74%** of Digital Professionals stated that the key challenges of implementing an Agile Way of Working included a common vision, knowledge sharing, collaboration across borders, **culture**/**leadership** and training/experience

Part 1

SCALED AGILE Survey: Key obstacles of achieving Agile Way of Working effectiveness

Scale: 1–7

Scaled Agile Survey Summary

Friction 2.3
Dashboard 2.6
Culture 2.6
Svt Ldrshp 2.8
Leadership 4.0

Values: 2.3, 2.6, 2.6, 2.8, 2.9, 2.9, 2.9, 2.9, 3.1, 3.1, 3.2, 3.6, 3.6, 3.7, 3.8, 3.9, 4.0, 4.5

Categories:
- My organization's Scaling efforts have been...
- We have an Executive Dashboard with trend...
- Our culture is fully aligned with Agile Values (1 –...
- Our Management and Sponsors provide the...
- My organization can Scale Agile since it is able to...
- My company is able to Cascade its Vision (one...
- Knowledge sharing and collaboration are...
- Our Teams have the right level of Experience in...
- Traditional development methods are deeply...
- We have consistent Agile and Scaling processes...
- Everyone in our Organizations has had the...
- Business / Customer / Product Owners are...
- Our Teams have the right level of Skills in Agile...
- Our organization is using and Agile PMO and/or...
- My company has a Clear Vision for why it wants...
- Regulatory compliance and/or governmental...
- My Organization's leadership is personally...
- Digitalization is included as part of our Agile...

Part 1

SCALED AGILE Survey (question number 20 participant responses)
If you could change ONE thing with your Agile Way of Working implementation?

- If #8 (**Culture**) were present, the rest would fall into place
  - Open minds towards other **cultures** and their successes – Best of all worlds approach

- Currently, a 7 word or less, **flow based**, **Vision** statement
  - Ensuring that **organization vision** align with **team's vision**

- **C-level commitment** to be role models for an Agile **culture and mindset**
  - Central organization **living company's agile values**
  - A **deeper involvement in the journey**, from the offset, from the **sales leadership** of the company
  - A **fully supportive and engaged leadership** team not so focused on maintaining status quo
  - Stop it in its tracks until:
    - 1) We can **align around value...**

- Getting the entire organization **moving in the same direction** in the same way at the same time
  - The **understanding** of agile through the **entire organization**
  - Managers **leadership/mindset**
  - **Decouple Development** from funding of particular requests
  - Magically get the organization to **think first-principles** what agile scaling is about
  - Remove **silos**

- **Immersive training** to solidify scrum master and coach foundations and practices
  - Stop it in its tracks until:
    - 1) We can **align around value...**
    - 2) We **understand Scrum/Kanban** practices
  - Use **SAFe** instead

- **Don't know**
  - *<one participant left the field blank>*

Part 1

Toolset	Mindset
Agile Methods Agile Frameworks	**Leadership / Flow** Cascading Vision
External Behavior Modification Extrinsic Motivators Not sustainable	**Internal Behavior Transformation** Intrinsic Motivators Sustainable
Scaling SAFe, LeSS, Nexus Program-level	**Transformation** Train, Coach & Mentor; all levels
Structure Rituals / Discipline	**Culture** Values & Attitudes
Tools Drive Behavior Jira, MS Planner, etc.	**Beliefs Drive Behavior**

flow.

Transformation and Scaling are two very different things

Part 2

Toolset
Mindset

How to Survive!!!

To successfully scale agile, both **Scaling (Toolset)** and **Transformation (Mindset)** are required.

- The **Skillset**(s) for implementing each of these are two (sometimes) competing competences since both management and leadership skills are required

Toolset

Agile Methods
Agile Frameworks

External Behavior Modification
Extrinsic Motivators
Not sustainable

Scaling
SAFe, LeSS, Nexus
Program-level

Structure
Rituals / Discipline

Tools Drive Behavior
Jira, MS Planner, etc.

Mindset

Leadership / Flow
Cascading Vision

Internal Behavior Transformation
Intrinsic Motivators
Sustainable

Transformation
Train, Coach & Mentor;
all levels

Culture
Values & Attitudes

Beliefs Drive Behavior

It's a "both/and" view not an "either/or" view

Could also include the following items in this picture:

- *Agile Roll-out*
- *Agile Governance*

...along with...

- *Agile Toolset*
- *Agile Mindset*

Agile onion...

Toolset

Mindset

Implementing Mindsets
Requires Leadership skills
& signaling...

Agile Onion – "tools"
starting point

Agile Methods
Agile Frameworks

**External Behavior
Modification**
Extrinsic Motivators
Not sustainable

Scaling
SAFe, LeSS, Nexus
Program-level

Structure
Rituals / Discipline

Tools Drive Behavior
Jira, MS Planner, etc.

Leadership / Flow
Cascading Vision

**Internal Behavior
Transformation**
Intrinsic Motivators
Sustainable

Transformation
Train, Coach & Mentor;
all levels

Culture
Values & Attitudes

Beliefs Drive Behavior

Agile Onion –
Mindset starting point

Implementing Toolsets
Requires Program
Management skills...

Part 2

Part 3

Example

In real life...

GooDIGITAL Framework
FLOW LEADERSHIP MANAGEMENT

Flow Maturity Assessment
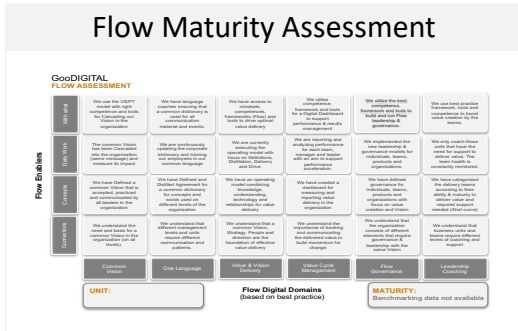
Flow Maturity Assessment

The Flow Maturity Assessment measures the maturity of Flow Leadership & Governance in the organization, and hence the ability to deliver true business benefits. High Flow maturity guarantee that the whole organization is aligned, cooperating and delivering optimal value will based on the organizational vision. The Flow Maturity Assessment is based on 30+ years of experience in project and program management and value stream management. The Flow Maturity Assessment is available in different formats (surveys, workshops and engagement).
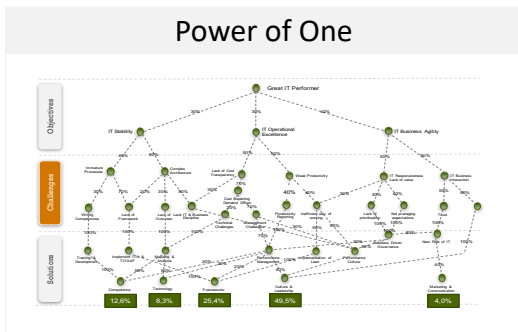
Power of One

Power of One (Return on Strategy)

The Power of One Tool identifies the solutions and tasks with highest contribution (%) to the organization's vision and strategic objectives. The dynamic mythology is a power tool in leadership workshops in identifying key challenges and initiatives in a structured way. Tool used by Project Owners to drive value-based discussion with business.

See GooDIGITAL Return on Strategy Module
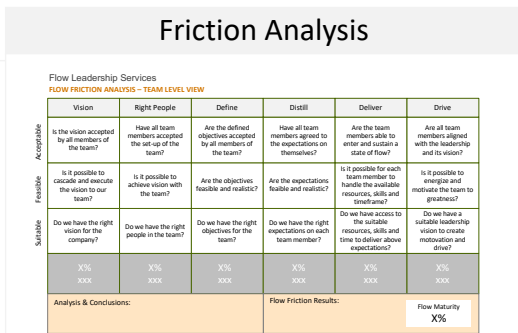
Friction Analysis

Friction Analysis

The friction analysis is a unique tool to boost project team and value stream performance. The friction analysis is based on 30+ years of experience project management (traditional and agile) and has concluded that key capabilities need to be place for exceptional team performance. Teams unable to fulfill the key project management criteria will experience friction leading to under-performance.

Part 3

GooDIGITAL Business Analysis
FLOW MATURITY (SCALING AGILE)

CUSTOMER EXAMPLE

Flow Enablers

	Common Vision	One Language	Value & Vision Delivery	Value Cycle Management	Flow Governance	Leadership Coaching
With what	We use the VS/PT model with right competence and tools for Cascading our Vision in the organization 🔴	We have language coaches ensuring that a common dictionary is used in communication material and events. 🟢🟡	We have access to mindsets, competences, frameworks (Flow) and tools to drive optimal value delivery 🟡	We utilize competence, framework and tools for a Digital dashboard to support performance & results management 🔴	We utilize the best competence, framework and tools to build a solid Flow leadership & governance. 🔴	We use best practice frameworks, tools and competence to boost value creation by the teams. 🟢
Daily Work	The common Vision has been Cascaded into the organization (same message) and measure its impact 🟡	We are continuously updating the corporate dictionary and training our employees in our common language 🟢	We are currently executing the operating model with focus on Definitions, Distillation, Delivery and Drive. 🟢	We are reporting and analyzing performance for each team, manager and leader with an aim to support performance acceleration. 🟡2 🔴2	We implemented the new leadership & governance models for individual teams, products and organizations. 🔴	We only coach those units that have the need for support to deliver value. The team health is constantly monitored. 🟡
Concepts	We have Defined a common Vision that is accepted, practiced and communicated by all leaders in the organization 🔴1	We have Defined and Distilled Agreement for a common dictionary for concepts and words used on different levels of the organization 🟡	We have an operating model combining knowledge, technology and relationships for value delivery 🟢	We have created a dashboard for measuring and reporting value delivery in the organization 🟡2	We have defined governance for individuals, teams, products and organizations with focus on value creation and Vision 🟡3 🔴3	We have categorized the delivery teams according to their ability/maturity to deliver value and required support needed (Aha!-curve) 🟢🟡
Connections	We understand the need and basis for a common Vision in the organization (on all levels). 🟡	We understand that different management levels and units require different communication and patterns. 🟡	We understand that a common Vision, Strategy, Values and direction are the foundation of effective value delivery 🟢🟡	We understand the importance of tracking and communicating the different value to build momentum for change. 🟡🔴	We understand that the organization consists of different elements that require governance & leadership with the same Vision 🟡3	We understand that business units and teams need different levels of coaching and support 🟢🟡

Flow Digital Domains
(based on best practice)

UNIT: Telecom Unit

MATURITY: 50,4%
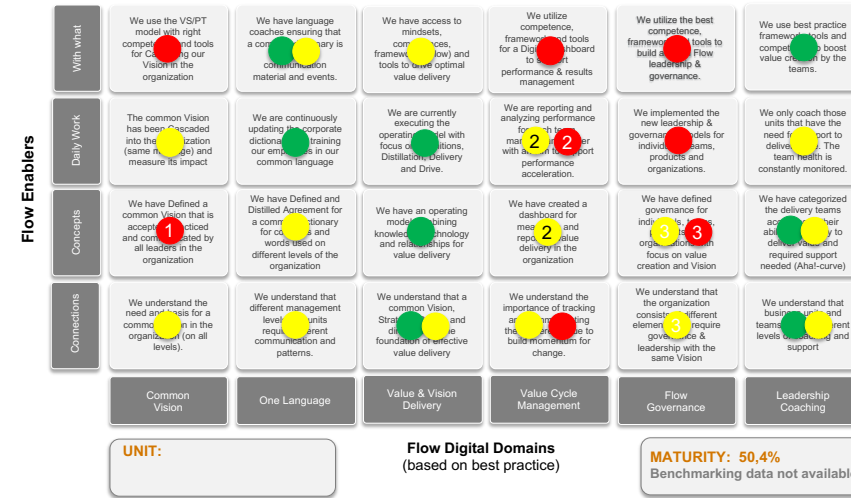**Benchmarking data not available**

Part 3

Telecom Mgmt Company: Sept 23rd, 2020

Flow Maturity Index | 50,4%

Working Benefits

- Operational & Delivery focus
- PI Planning
- Button Up Approach

Working Challenges

- Common Vision & Purpose (Cascading)
- Performance Measurements
- Agree Governance – across units and boarders

Flow Enablers

With what | Daily Work | Concepts | Connections

| Common Vision | One Language | Value & Vision Delivery | Value Cycle Management | Flow Governance | Leadership Coaching |

UNIT:

Flow Digital Domains
(based on best practice)

MATURITY: 50,4%
Benchmarking data not available

Priorities Going Forward

- A common vision for the enterprise providing meaning and purpose to the Agile Way of Working initiative (IT/Business).

- Defining a performance management framework for measuring and communicating how Agile Way of Working creates value to key stakeholders .

- A common governance framework for Agile Way of Working

Part 3

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GooDIGITAL Business Analysis
FRICTION ANALYSIS (SCALING AGILE) – TEAM LEVEL

🟢 **Working well**
Summary: (80-100%)

🟡 **Concerns/Unclarities**
(Summary: 50-80%)

🔴 **Not working/Challenges**
(Summary: < 50%)

	Vision	Right People	Define	Distill	Deliver	Drive
Acceptable	Is the vision accepted by all members of the team?	Have all team members accepted the set-up of the team?	Are the defined objectives accepted by all members of the team?	Have all team members agreed to the expectations on themselves?	Are the team members able to enter and sustain a state of flow?	Are all team members aligned with the leadership and its vision?
Feasible	Is it possible to cascade and execute the vision to our team?	Is it possible to achieve vision with the team?	Are the objectives feasible and realistic?	Are the expectations feasible and realistic?	Is it possible for each team member to handle the available resources, skills and timeframe?	Is it possible to energize and motivate the team to greatness?
Suitable	Do we have the right vision in the company?	Do we have the right people in the team?	Do we have the right objectives in the team?	Do we have the right expectations on each team member?	Do we have access to the suitable resources, skills and time to deliver above expectations?	Do we have a suitable leadership vision to create motivation and drive?
	53% Concerns Unclarities	**73%** Concerns Unclarities	**20%** Not Working Challenges	**47%** Not Working Challenges	**73%** Concerns Unclarities	**26%** Not Working Challenges

Analysis & Conclusions:
- Challenges in creating an engagement in teams on a common vision, meaning and purpose of what they are expected to do.

Flow Friction Results:

Flow Maturity
49%

Flow Leadership Services
FLOW FRICTION ANALYSIS SUMMARY

CUSTOMER EXAMPLE

Right vision +
Weak Delivery =
Wrong Results

Flow

Path of team development

● **Team X**

Wrong vision +
Strong Delivery =
Wrong Results

Anti-flow

High
Low

Vision & Flow Clarity

Low   **Distillation & Delivery**   High

Part 3

16
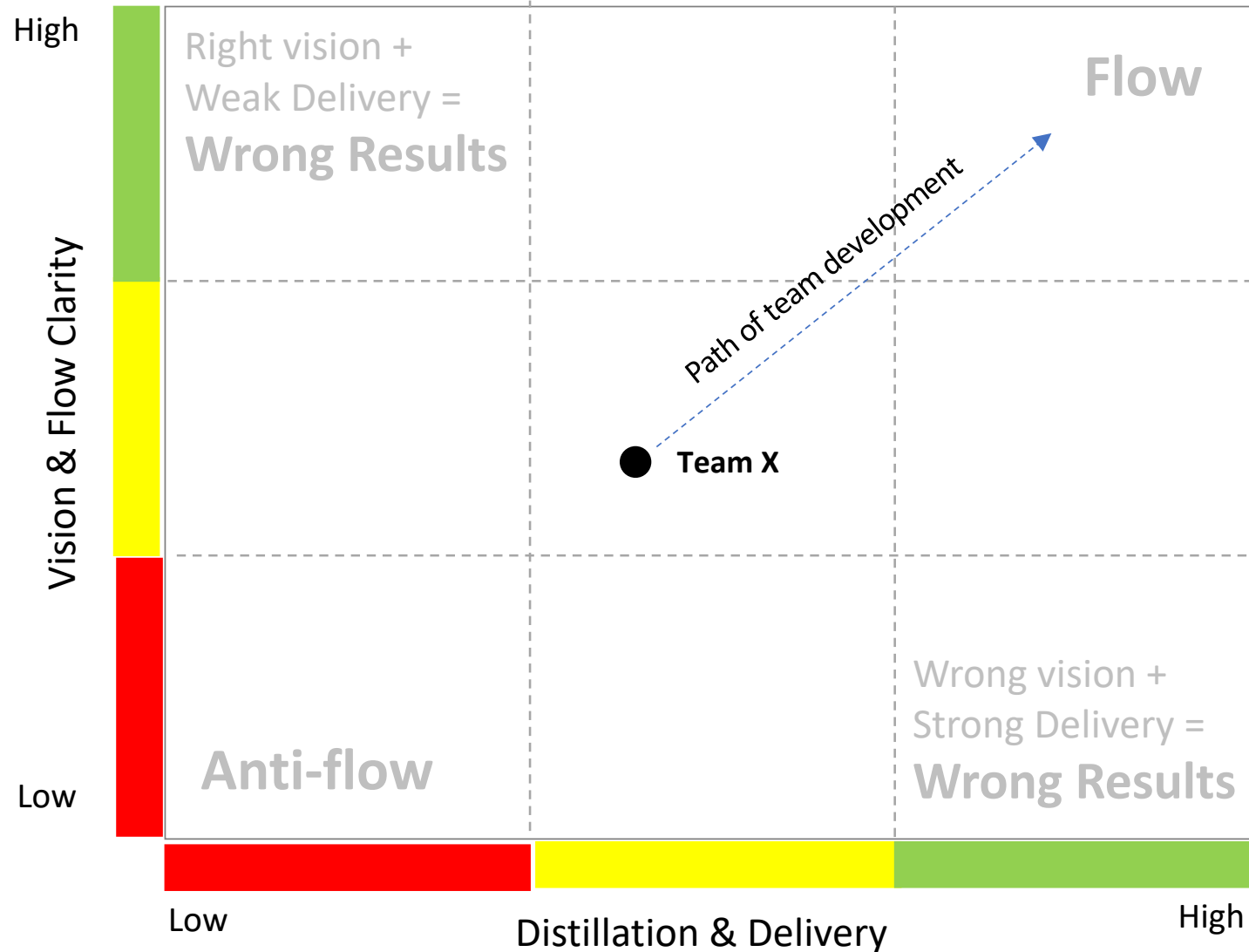
Part 4

Process

In real life...

SCALED AGILE Survey: Recommended approach to boost the effectiveness and efficiency of Scaled Agile Implementations

Phase 1: Mapping	Phase 2: Analyze & Prioritize	Phase 3: Acelerate & Harvest
SCALED AGILE & FRICTION ASSESSMENT	POWER OF ONE – WHAT IS IMPORTANT?	EXECUTING TRANSFORMATION BACK-LOG
DIGITAL BALANCED SCORECARD - BASELINE	PRIORITIZATION & ROADMAP	MEASURE EFFECTS
CULTURAL MAPPING	CHANGE MANAGEMENT PLAN	REFLECT & LEARN

Steering the Scaled Agile implementation in the right direction will generate +300% of performance effectiveness!

Part 4

Flow Leadership Transformation Overview
Putting the Pieces of the Transformation Puzzle Together

Part 2
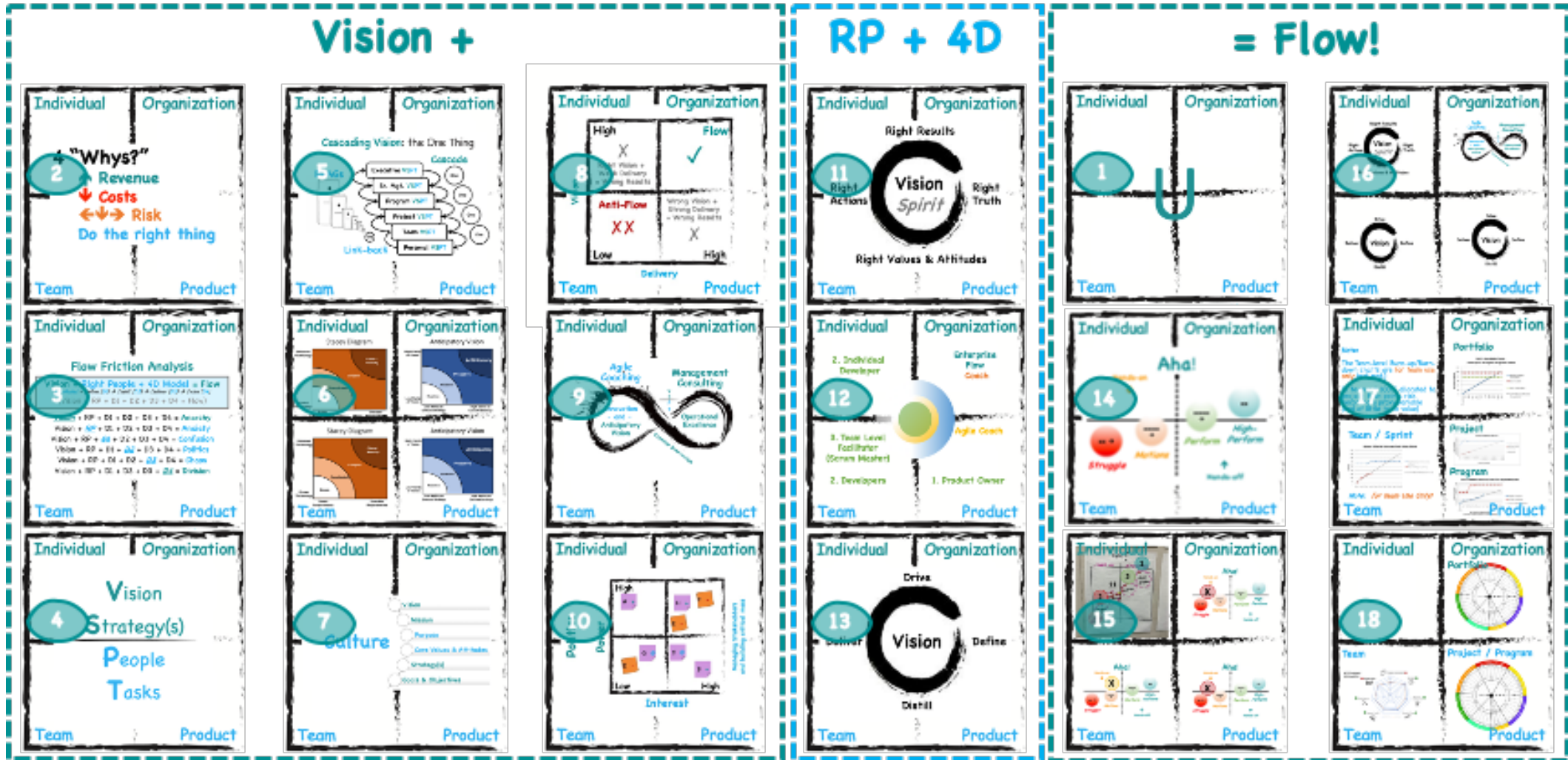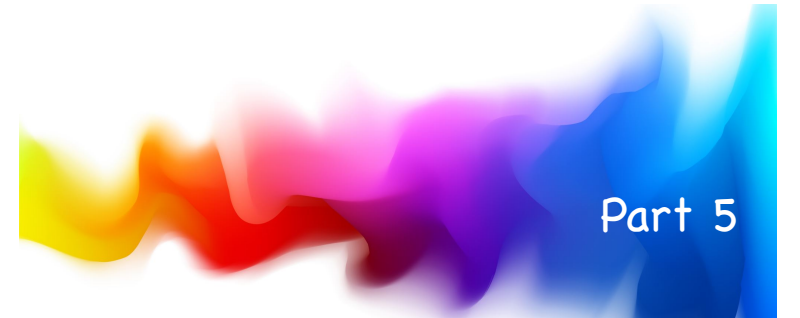
Part 5

Questions &
Answers

In real life…

Thank You!

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flow.

Part 6

Survey Questions

Extra slides + Creative Commons License

Vision, Strategy and One Thing

2. My company has a Clear Vision for why it wants to Scale Agile (1 - not at all, 7 - crystal clear, memorable, short, easy to remember and communicate)

More Details

19
Responses

3.79
Average Number

3. My company is able to Cascade its Vision (one thing) for Scaled Agile with the appropriate link-backs (1 - not at all, 7 - we rock at this)

More Details

19
Responses

2.95
Average Number

4. Digitalization is included as part of our Agile Vision and Strategy (1 - not at all, 7 - it is an integral part of our Transformation)

More Details

19
Responses

4.47
Average Number

20. If you could change one thing in your Agile Scaling and Transformation, what would that be? (keep it short, thanks)

More Details

18
Responses

Latest Responses

"Decouple Development from funding of particular requests"

" "

"The understanding of agile through the entire organization."

Part 6

Blockers, Obstacles & Impediments

17. Regulatory compliance and/or governmental issues were blockers to us successfully implementing Scaled Agile (1 - yes, they were complete blockers, 7 - no hinder at all)

More Details

19
Responses

3.89
Average Number

18. My organization's Scaling efforts have been friction-free (1 - not at all, 7 - we are more than satisfied with the value-added by scaling)

More Details

19
Responses

2.26
Average Number

13. Business / Customer / Product Owners are available, when needed, to answer the questions that the team / stakeholders might have (1 - not at all, 7 - they are always available)

More Details

19
Responses

3.58
Average Number

14. Traditional development methods are deeply ingrained in our organization (1 - they are pervasive, 7 - we no longer use almost any traditional methods anymore)

More Details

19
Responses

3.05
Average Number

PMO, Dashboards, Processes, Metrics

15. We have an Executive Dashboard with trend lines that allow Executives to make good decisions (1 - not at all, it is fragmented, 7 - we have access to all of the Right info we need)

More Details

19
Responses

2.63
Average Number

16. Knowledge sharing and collaboration are optimal (1 - not at all, 7 - silos are absent and collaboration is the norm)

More Details

19
Responses

2.95
Average Number

7. We have consistent Agile and Scaling processes and practices across all teams (1 - not at all, 7 - each team can self-organize, choose what works for them AND still synchronize at scale)

More Details

19
Responses

3.11
Average Number

19. Our organization is using and Agile PMO and/or Agile Transformation Group (1 - neither, 4 - one, 7 - both)

More Details

19
Responses

3.68
Average Number

Part 6

Leadership, Culture, Support

5. My Organization's leadership is personally leading the Agile Transformation (1 - not at all, 7 - everyone from the C-suite to the teams are actively involved in the ongoing Transformation efforts)

More Details

19	4
Responses	Average Number

6. My organization can Scale Agile since it is able to reinvent itself quickly (1 - not at all, 7 - we can pivot on a dime)

More Details

19	2.89
Responses	Average Number

8. Our culture is fully aligned with Agile Values (1 - not at all, 7 - our organization lives and breathes the Agile Values as stated in the Agile Manifesto)

More Details

19	2.63
Responses	Average Number

9. Our Management and Sponsors provide the Right level of Agile Support & Servant Leadership (1 - not at all, 7 - our Managers have re-defined their roles as servant leaders and provide outstanding support!)

More Details

19	2.84
Responses	Average Number

Training, Skill & Experience

10. Our Teams have the right level of Skills in Agile (1 - not at all, 7 - we have skill!)

More Details

19
Responses

3.63
Average Number

11. Our Teams have the right level of Experience in Agile (1 - not at all, 7 - we are mature & have the battle scars to prove it!)

More Details

19
Responses

2.95
Average Number

12. Everyone in our Organizations has had the appropriate training / education in Agile (1 - not at all, 7 - we have been trained)

More Details

19
Responses

3.16
Average Number

Part 6

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