Being Agile in the transformation process when implementing changes

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By Dr. Manfred van Veghel
Being Agile: Backlog Keynote

**User Story 1**

As audience, we would like to know who is presenting the keynote, so we can estimate the value of his advise.

**User Story 2**

As audience, we would like to get insight information on transformation processes based on real cases, so we can learn our lessons if we would like to become a responsive enterprise.

**User Story 3**

As audience, we would like to be able to ask clarifications or advice that reflects our own situation, so we can change our direction based on mistakes made by others if needed.

**User Story 4**

As audience, we would like ......., so .............

**User Story 5**

As the presenter, I would like to get an insight on the Agile experience of the audience, so I am able to provide the information on the level the participants need it.

Time-box: 45 minutes
T-shaped Profile: Agile Coach Manfred van Veghel

Inspired by:
Management 3.0 Personal Maps
https://management30.com/practice/personal-maps/

See blog at:
https://www.linkedin.com/pulse/how-build-sustainable-career-start-using-personal-maps-van-veghel
Being Agile: The Agile Mindset

Check-in: 1 word

What is Agile for you in one word?

Inspired by:
Gil Broza: The Agile Mindset

Fun Retrospectives:
http://www.funretrospectives.com/one-word/
Most enterprises look like this
Our Changing World is demanding a new enterprise approach

Board
Senior Management
Middle management
Frontline employees
Transformation into a new enterprise

See blog:
https://www.linkedin.com/pulse/agile-leadership-indispensable-sustainable-transition-van-veghel
Transforming Step by Step
Transforming Step by Step

Diagram showing layers from Board, Senior Management, Middle Management, to Frontline, with Agile Leadership at the bottom.
Transforming Step by Step
Transforming Step by Step
Transforming Step by Step

Diagram showing a step-by-step process with levels:
- Frontline employees
- Middle Management
- Senior Management
- Board

Progression from one level to another.
The race has started
True North

True North:
• The important and constant focus that organisations should have on value
• Principle of principles
• A value kind-of-thing

True North Values:
1. Challenge
2. Kaizen and Agile Mind
3. Go and See
4. Teamwork
5. Respect

True North is not:
A goal. It is a reference point that keeps you on track and helps you in finding a goal

https://www.youtube.com/watch?v=Ogan3kjPevI
Find Your True North; Session 2
Live the True North Values

Steps:

1. Define the True North
2. Visualize all losses
3. Remove losses
4. Everything must flow
5. Standardization
6. Respect for People - Respect for Life
Ambition: Creating a True North

- The organisation should have a True North that is ambitious and inspiring
- Individuals in the organisation should have a True North that is ambitious and inspiring and that is in line with the organisational True North
- Cooperation with the best colleagues available to reach complex and valuable goals
- Creating a permanent and stable team where there is growth for the team and for the individuals
- Celebrate successes and learning experiences frequently

All IT globally delivered
Critical errors in Transformation Initiatives

Leading Changes: Why Transformation Efforts Fail (Kotter 1995):

1. **Not establishing a great enough sense of urgency**
   - People do not understand the need for change

2. **Not creating a powerful enough guiding coalition**
   - Throughout the organisation, there must be people supporting the change

3. **Lacking a vision**
   - This is the responsibility of the leaders of the organisation

4. **Under-communicating the vision**
   - Message needs to be told every day

5. **Not removing obstacles**
   - Leaders must make it easier for the organisation to work in a new way

6. **Not systematically planning for and creating short-term wins**
   - Successes are being achieved and celebrated

7. **Declaring victory too soon**
   - Do not move to the next priority before the transformation is sustained

8. **Not anchoring changes**
   - Ensuring that change is part of the habits and routines
What do you need more?

• Ambition: Creating a True North
• Be transparent
• Creating Self Organising Teams
• Make it scalable
• Entrepreneurship and Craftsmanship
• Sustainable Pace and Steady Rhythm
• Automate where possible
• Experiment all the time
• Customers that steer
• Transformation
Be transparent

• Create a culture of complete transparency, no secrets and all questions can be asked
• Clear and SMART goals and metrics visible for everyone
• An infrastructure that support open flow of information
• Make people accountable and give them ownership; you will get energy and fun in return
Creating Self Organising Teams

- Cross functional teams with end-to-end responsibility
- Focus on customer impact, customer satisfaction, customer centricity
- Contained customers for each teams, so there is no competitions between the teams
- Willingness to become a high-performing as a team, striving for perfection

Let nature inspire you!
Take a look at coral reefs
Make it scalable

- Autonomous self scaling teams of 3–9 persons
- Split the teams if they are getting too large
- Combine work or teams if they are getting too small
- Architecture of operational and growth models are based on self-organizing
- Growing gives energy

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Entrepreneurship and Craftsmanship

• Everyone is an entrepreneur and can be successful
• Entrepreneurship has no boundaries and will grow with success and impact
• Relate personal craftsmanship to customer impact and company results
• Striving for perfection is an obligation and duty
Sustainable Pace and Steady Rhythm

- Deliver value frequently based on a short rhythm
- Complete work and deliver working products and take it from there
- Make sure that the rhythm is prepared for uncertainties
- Choose a heart beat that is faster than the market and the customers
Automate where possible

• Automate the most valuable/successful products and services completely
• Create an infrastructure for automated delivery
• Track data on customer behaviour and system usage – monitor constantly
• Focus on the solutions that have the highest impact
Experiment all the time

- Take away the fear of failing, embrace experiments
- Decide on collected data the value of an experiment
- Create an infrastructure to experiment
- Create conflict between enhancements and investments
Customers that steer

• Deliver value in close cooperation with your customers
• Employees that have customer contact are empowered to take decisions, they know best and have the right information – not their manager
• Always deliver value to the customer, even when they don’t pay for it (yet)
• Show you customer principles that are build on trust, success and impact
Transformation

• Start the transformation with management
• Management should give the example and be willing to change
• Then the employees will follow
• But keep them informed at all times
Keep learning and sharing your practices
Being Agile: Continuous Improvement

Check-out:
Happiness door
Leave 1 note

Inspired by:
Management 3.0
https://management30.com/practice/happiness-door/

Read my blog:
https://www.linkedin.com/pulse/how-build-sustainable-events-using-direct-feedback-door-van-veghel
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