



**Tri-C  
WEBINAR  
SERIES**

**What is Agile Project Management and How Can we be More Agile at Work?**

Date: 5/8/2020  
Time: 9:00 a.m. EDT



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## INTRODUCTIONS . . .



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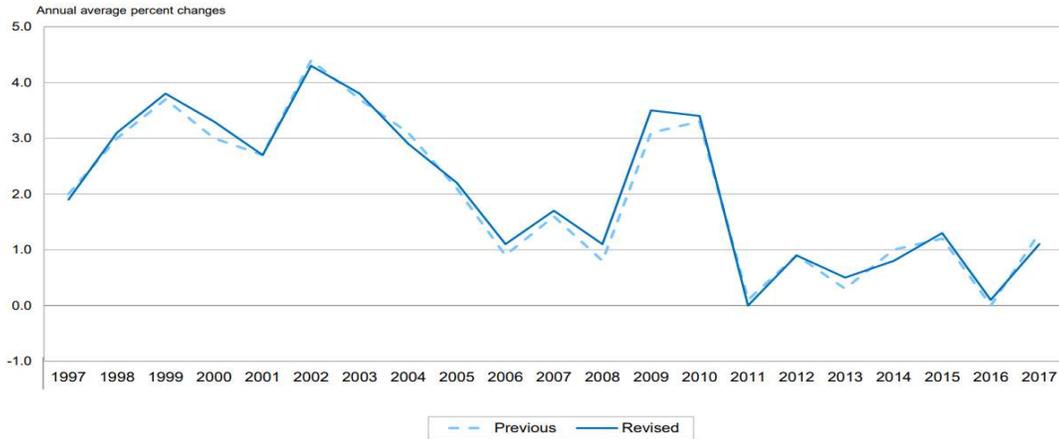
## Being Agile at Work

- How do we stay successful, relevant, and productive in a fast-changing unpredictable business world?
- The language and spirit of agile is everywhere in business today, not just software development; but what does it really mean to be an agile organization?
- How can you use agile methods in your workplace to address your organizations specific needs and goals?
- Why you should stop wasting time with “work, report and critique” meetings and instead become productive through learning, collaborating, and delivering...in other words being agile?



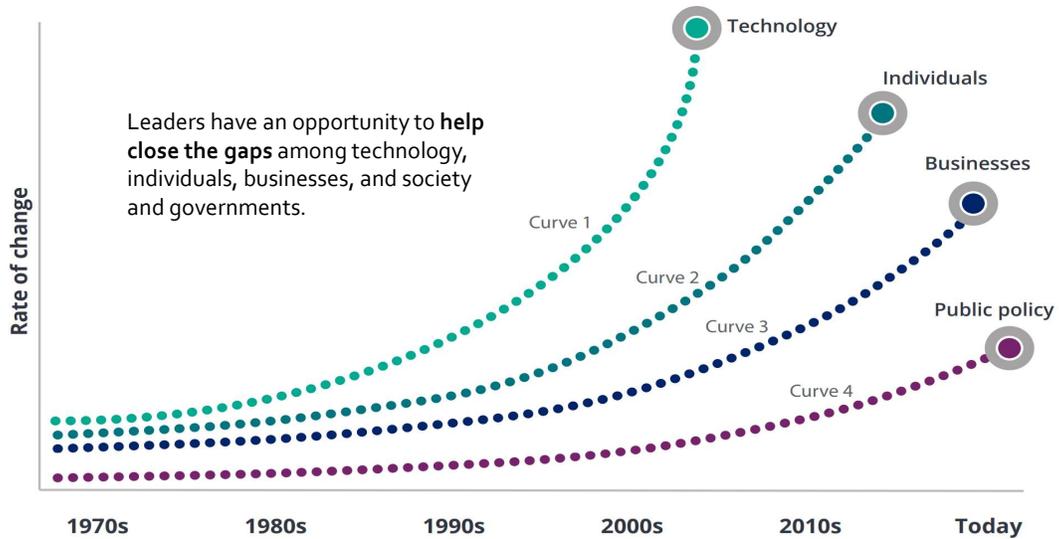
# Despite the Greatest Technical Boom in History, We Are Losing Productivity

Chart 3. Labor productivity, revised and previous annual average percent changes, nonfarm business, all persons, 1997-2017



# Why Are We Not More Productive?

Leaders have an opportunity to help close the gaps among technology, individuals, businesses, and society and governments.



Deloitte University Press | [dupress.deloitte.com](http://dupress.deloitte.com)

In a [2017 Deloitte survey](#), 79% of global executives rated agile performance management as one of their highest organizational priority

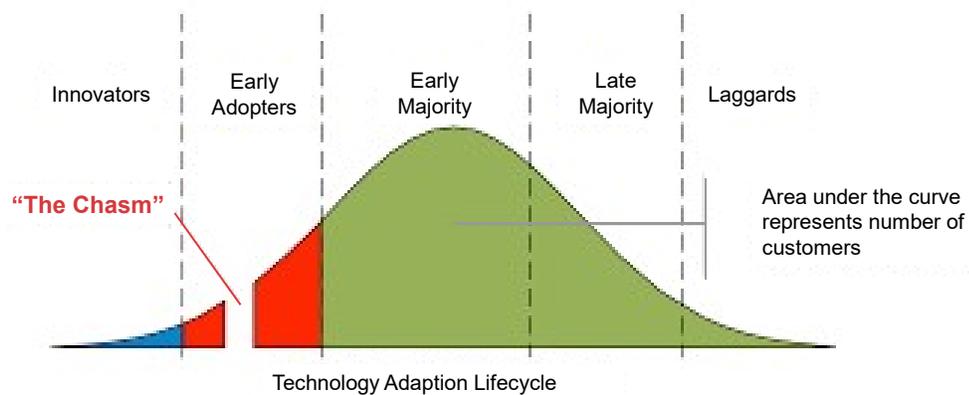
**EXPECTED PERFORMANCE**

**GAP**



## What is the Role of Leaders in Closing the Gaps?

Manage Organization's Environment



# PROBLEM

We face gaps that keep us from the results we want, but we aren't able to effectively close the gaps and hold others accountable.

# SOLUTION

Learn powerful skills for thinking about, talking about, and closing gaps between what we want and what we get.



## Mindsets Need to Change

Figure 3. The organization of the future: Old rules vs. new rules

Old rules	New rules
Organized for efficiency and effectiveness	Organized for learning, innovation, and customer impact
Company viewed as a hierarchy, with hierarchical decision rights, structure, and leadership progression	Company viewed as an agile network, empowered by team leaders and fueled by collaboration and knowledge-sharing
Structure based on business function with functional leaders and global functional groups	Structure based on work and projects, with teams focused on products, customers, and services
Advancement through promotion upward with many levels to progress through	Advancement through many assignments, diverse experiences, and multifunctional leadership assignments
People "become leaders" through promotion	People "create followers" to grow in influence and authority
Lead by direction	Lead by orchestration
Culture ruled by fear of failure and perceptions of others	Culture of safety, abundance, and importance of risk-taking and innovation
Rules-based	Playbook-based
Roles and job titles clearly defined	Teams and responsibilities clearly defined, but roles and job titles change regularly
Process-based	Project-based

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## Principles of Servant Leadership

1. **Listening:** It is a critical communication tool, necessary for accurate communication and for actively demonstrating respect for others. Leaders are valued for their communication and decision-making skills.
2. **Empathy:** One of the great strengths of servant leadership is the potential for healing oneself and others.
3. **Awareness:** Servant leaders must have awareness of others and themselves. They must want to be attentive to their surroundings, their actions and the effect of their behavior on others.
4. **Conceptual Thinking:** Servant leader can conceive solutions to problems that do not currently exist.
5. **Foresight:** Understanding lessons from the past and realities of the present.



LYALNETWORK

## WHAT is Agile, Really



A development method that incorporates iteration and **continuous customer feedback** to successively refine and deliver a product.



Agile uses **continuous planning, continuous testing, and continuous integration**, of both the project and the software.



Agile is **lightweight**, especially compared to traditional waterfall-style processes, and designed to be inherently **adaptable to change**.



Agile methods focus on **empowering people** to collaborate and make **decisions together**, quickly and effectively.



## Exercise: Pie Chart for Your Organization

Are your teams **Agile in Name Only**?

- What percent of your work fall in each category?
  - **Agile** = happy customers, happy teams, shippable product every sprint
  - **FrAgile** = late, over budget, unmotivated teams, unhappy customers
  - **Fail** = total disaster, poor morale, nothing delivered

Draw a pie chart reflecting your organization at 100% (or part where you have influence)

### Agile Projects



■ Agile ■ FrAgile ■ Fail



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## Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

**Individuals and interactions** over processes and tools

**Working software** over comprehensive documentation

**Customer collaboration** over contract negotiation

**Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

© 2001, the Agile Manifesto authors

Figure 2-1. The Four Values of the Agile Manifesto



How does your current...



Way of Working



Way of Thinking



Way of Organizing

...align with the Agile values?



## Way of Working

- Quality first
- Org Culture is my ICs
- Constant customer feedback
- Trust
- Question everything
- Be a servant leader  
(vs. command & control)
- Accountability in all roles
- Zero debt done adoption
- Slice design
  - Build as little code as possible
- Programmatically seek change
  - Identify and remove obstacles
- Collaborative agreements





## Way of Thinking

- IC centric
- Transparency and 360 view
- Teamwork & “A” players
- Zero defensiveness
- Simplify solution
  - Ease of use
- Discipline
  - Around engineering practices and the rules of agile

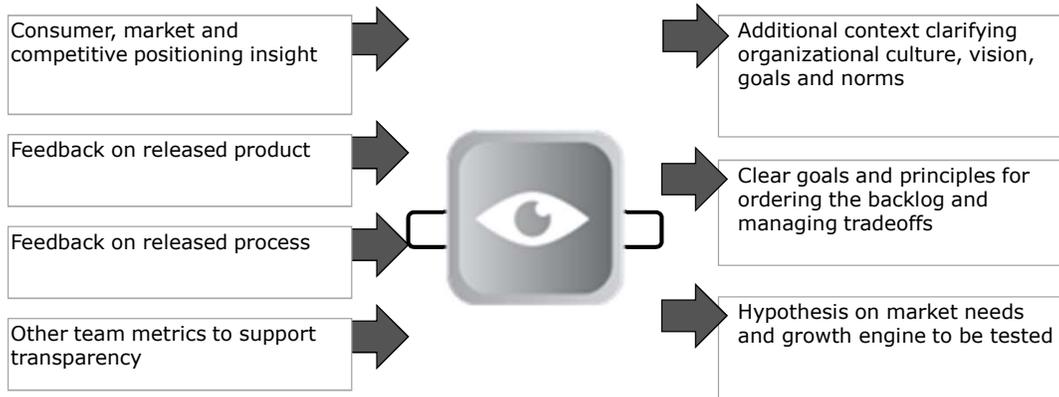


## Way of Organizing

- Organize for work
  - Central to team self management
- Decentralized
- Self organizing teams
- Small teams
  - Co-located teams when possible
- Role definition and enforcement
  - Everyone plays his/her position
- Clear product leadership teams with accountability
- Feature ownership



## Agile Working, Thinking and Organizing Improves Strategic Vision



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## Assess Your WAY of Thinking, Working & Organizing

02:00

O	Great No Impediments
△	Some Impediments Team Not Impacted
↑	Some Impediments Team Progress Impacted Situation Improving
↔	Some Impediments Team Progress Impacted Situation Stagnant
↓	Significant Impediments Team Progress Impacted Situation Deteriorating
X	Major Impediments Team Totally Blocked

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## Assess Your WAY of Thinking, Working & Organizing

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We have a high-level vision set for the company and each team has a vision that is traceable back to it.

We have good team-level visions, but no real cohesive high-level vision that ties them all together.

### Bad Symptoms

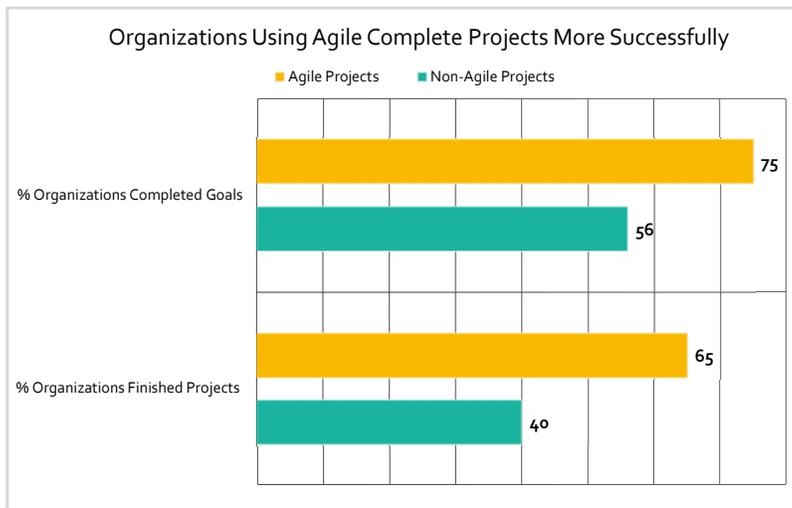
- “We’re focused on tangible sales, **not vision statements.**”
- “I don’t understand **how our company’s vision translates** into our products.”
- “Our team’s have **no unifying vision.**”

We do not have anyone setting a vision for the company, or we have someone / group (leaders) that is frequently disconnected from our products.

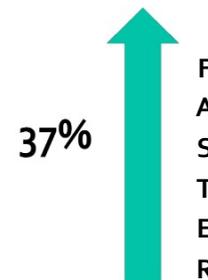


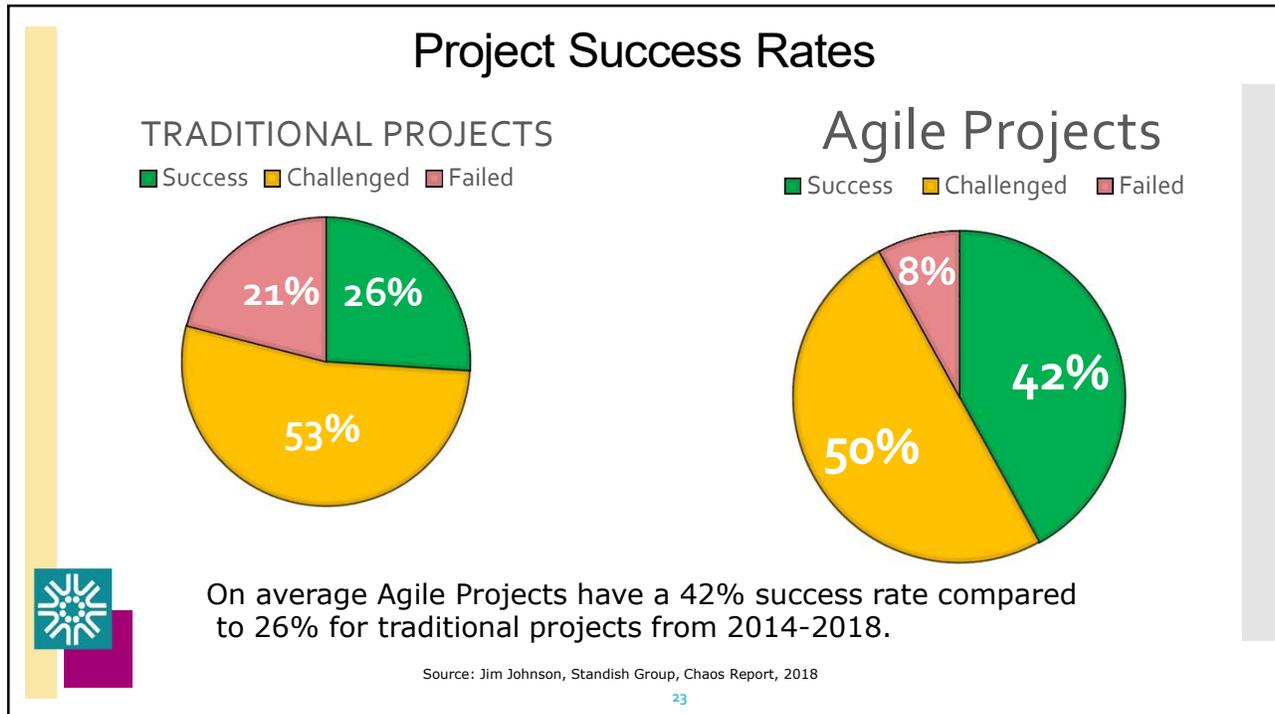
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## Organizations Are Transforming Using Agile



Agile organizations experience revenue growth faster than Non-Agile companies





## What Does it Take to Become Agile at Work?

- Learn to work together to serve customers
- Don't focus on speed of getting as much work done as possible
- Work in time-boxed iterations
  - Customer feedback a part of every sprint
  - Find your definition of working software
  - Be comfortable with discarding work from previous sprint
  - Don't get paralyzed by details
- Adopt a culture away from the Law of Organizational Gravity

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"Attempting to change an organization's culture is a folly, it always fails. Peoples' behavior (the culture) is a product of the system; when you change the system peoples' behavior changes."

— John Seddon



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## Why is work culture such a big deal?

- **76 percent** of millennials view business culture as a force for positive social impact
- **86 percent** of millennials believe that a business's success should be measured by more than just financial performance
- **60 percent** of millennials identified seeking a culture that encourages a "sense of purpose" as part of the reason they chose to work for their current employers

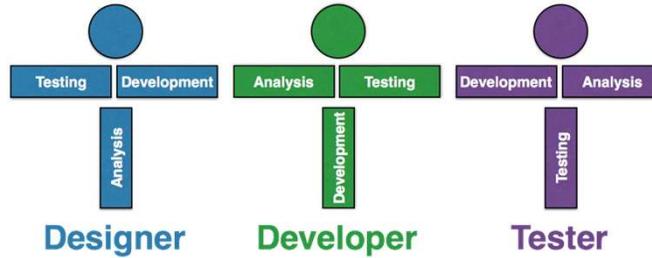
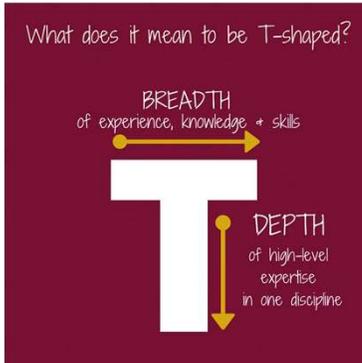
**Results:** Agile based firms have a vision-driven culture and have 30 percent higher levels of innovation and 40 percent higher levels of retention



Sources: Deloitte, "The Deloitte Millennial Survey 2017," 2017  
 Deloitte, "Mind the gaps: The 2015 Deloitte Millennial Survey," 2015  
 Deloitte University Press, "Becoming irresistible: A new model for employee engagement," 2015

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## Become T-Shaped People and Double Velocity



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## Disengaged Employees

87% OF EMPLOYEES WORLDWIDE ARE NOT ENGAGED AT WORK



COMPANIES WITH HIGHLY ENGAGED WORKFORCES OUTPERFORM THEIR PEERS BY **147%** IN EARNINGS PER SHARE

PERCENT OF ENGAGED EMPLOYEES  
U.S. 32% WORLDWIDE 13%  
GALLUP Jan 2016

EMPLOYEES WHO ARE ACTIVELY LOOKING FOR A NEW JOB OR WATCHING FOR OPENINGS  
51%  
GALLUP Jan 2017

	ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
United States	30%	52%	18%
Canada	16%	70%	14%

Engaging employees means empowering them to do what they do best and letting them make their voices heard on issues that affect their jobs.

<http://www.gallup.com/services/176735/state-global-workplace.aspx>

<http://www.gallup.com/reports/199961/state-american-workplace-report-2017.aspx>

## Rate Your Org's Readiness for Agile Transformation

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Teams are easily refactored to optimize production and people remain engaged.

### Bad Symptoms

- “These **people report** to me”
- “I can **change their priorities**”
- “I’m bonused to build my **empire**”

We have multiple teams servicing legacy products with very little market share.

“We don’t do it that way around here”, or  
“We’ve never done anything like that before”

02:00

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## How Do We Become Agile at Work?

- Attend agile virtual breakfast event
- Register for agile training and certification courses at CCE
  - PMI-acp
  - Scrum and S@S
  - SAFe
  - DevSecOps
  - Agile for Cybersecurity
  - Crucial Conversations/Accountability
  - Agile Portfolio Management
- Sign up for a complimentary agile assessment & maturity model



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