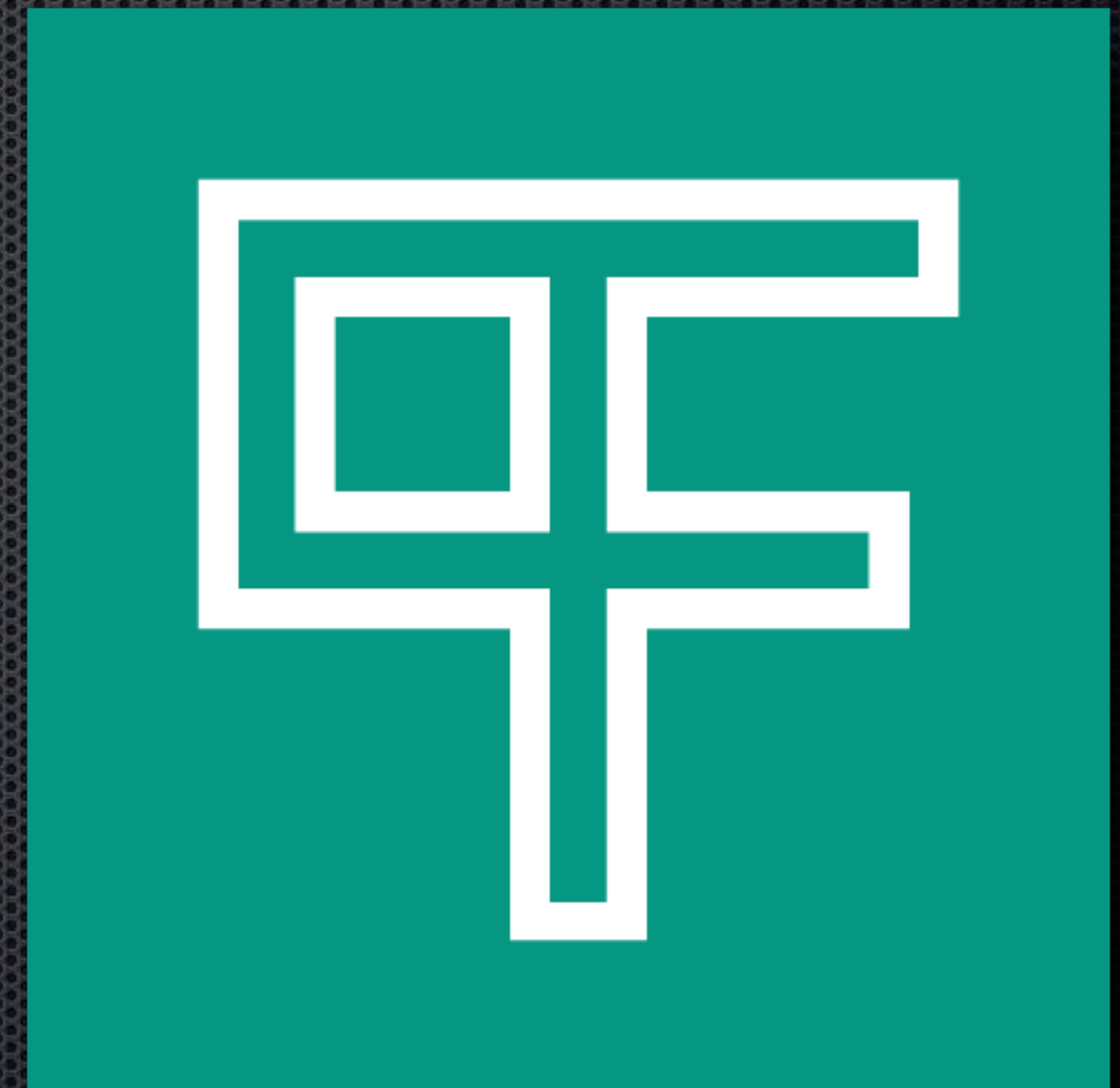


Evolving into Agility

Pietro Fiorentini, an Agile journey



We'll Tell You About...

- ✦ A few things a multinational energy company has been doing along their personal journey towards business agility
- ✦ Why they did it
- ✦ Some of their challenges along the way



About Us



Andrea Provaglio

Business Agility Advisor, Enterprise
Agility Coach, Agile Leadership Coach



Paolo Sammicheli

Agile Business Coach, Scrum Trainer
Author of "Scrum for Hardware"
and "Scrum in AI"



Marco La Cognata

Agile Coach and Scrum Master in
Pietro Fiorentini

The Company - Pietro Fiorentini



More than **2000 employees** worldwide



15 production plants, **8** in Italy and **7** abroad



Offices in **Europe**, **America**, **Africa** and **Asia**



Over **100 countries** served

80 years in supporting the entire **natural gas** supply chain.
Renewable energy in recent years.

A Few Years Ago...



Meanwhile, For Different Reasons...



What Were Others Doing?

Our Agile Timeline

2019

- 6 experimental Agile teams HW & SW

2020

- 9 Agile teams HW & SW
- Internal Scrum Master training (≈50 ppl)
- Internal Product Owner training (≈35 ppl)

2021

- 12 Agile teams HW & SW
- Internal Agile awareness training on multiple sites

2022

- 16 Agile teams HW & SW
- Scaling Agile company-wide

Agile Teams for

- Component production lines
- Full system deliver
- IT services and products
- TLC
- Engineering of new hardware components
- Kicking off start-up companies
- Process improvement
- Quality and Safety

Lean / Agile Production

Agile Practices for Scrum Teams in Hardware

Pietro Fiorentini Is Serious About Lean

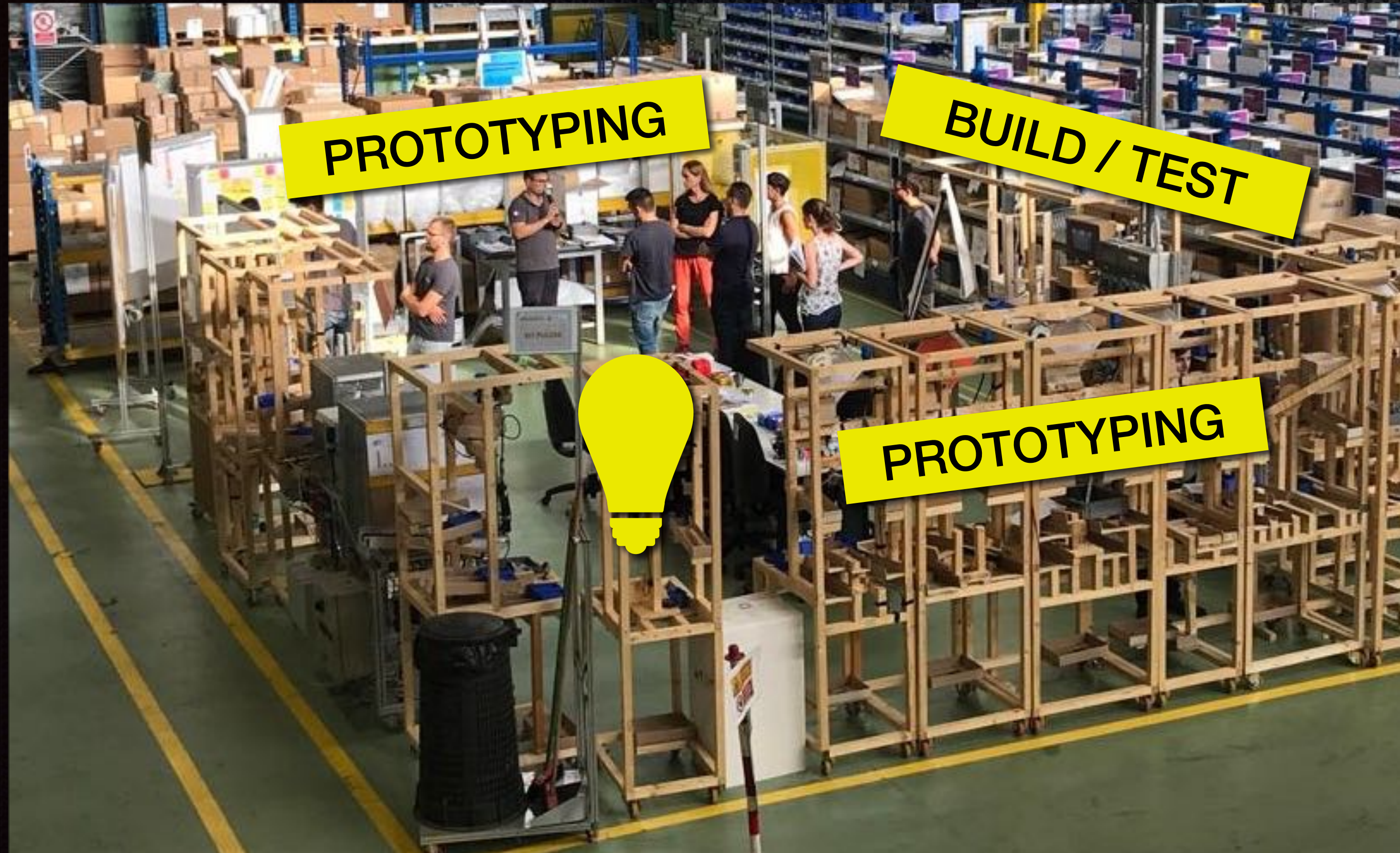
- ✦ Lean Production Lines everywhere
- ✦ **Value Streams** + Organizational Functional Units
- ✦ Yearly company-wide **Lean Transformation Plan**
- ✦ 1 Kaizen week / month, 15 teams (**3000+ man-hour** per month!)
- ✦ Japanese Sensei overlooking the Kaizen process
- ✦ 5S for workstation efficiency
- ✦ 3P methodology for hardware prototyping
- ✦ They've been doing this for **two decades**
- ✦ Lean culture deeply ingrained in the organization



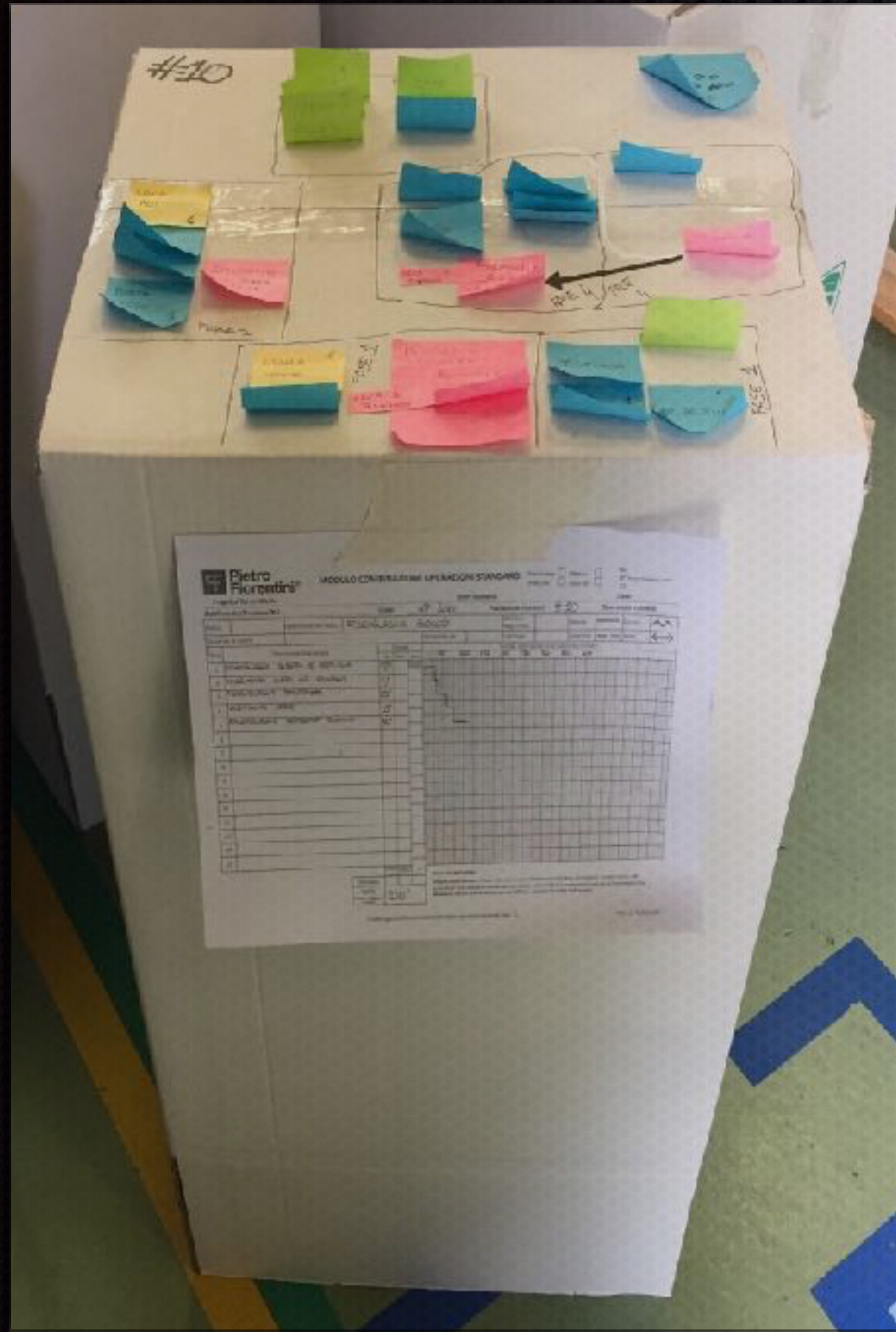
Cross-Functional Stable Teams



Team Co-location



Incremental Approach and Lean 3P



Cardboard



Wood



Modular Aluminium



Prototype

Rapid Prototyping

3D Printing



Aluminium



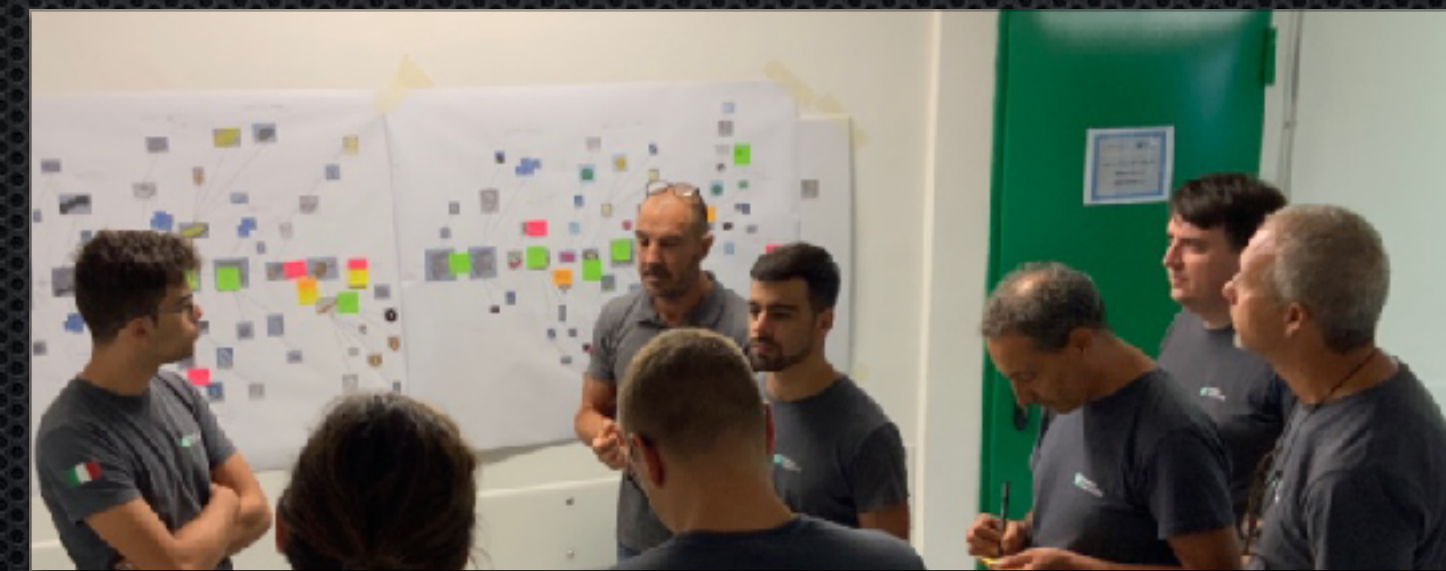
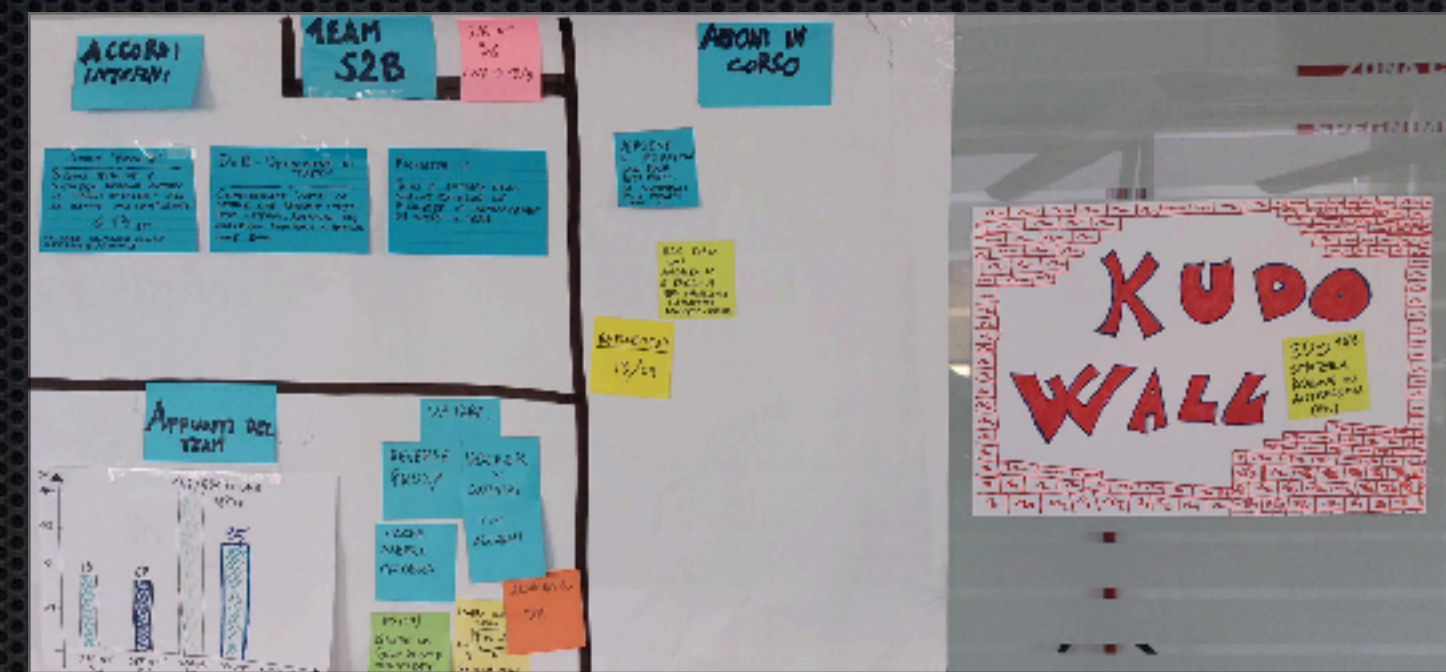
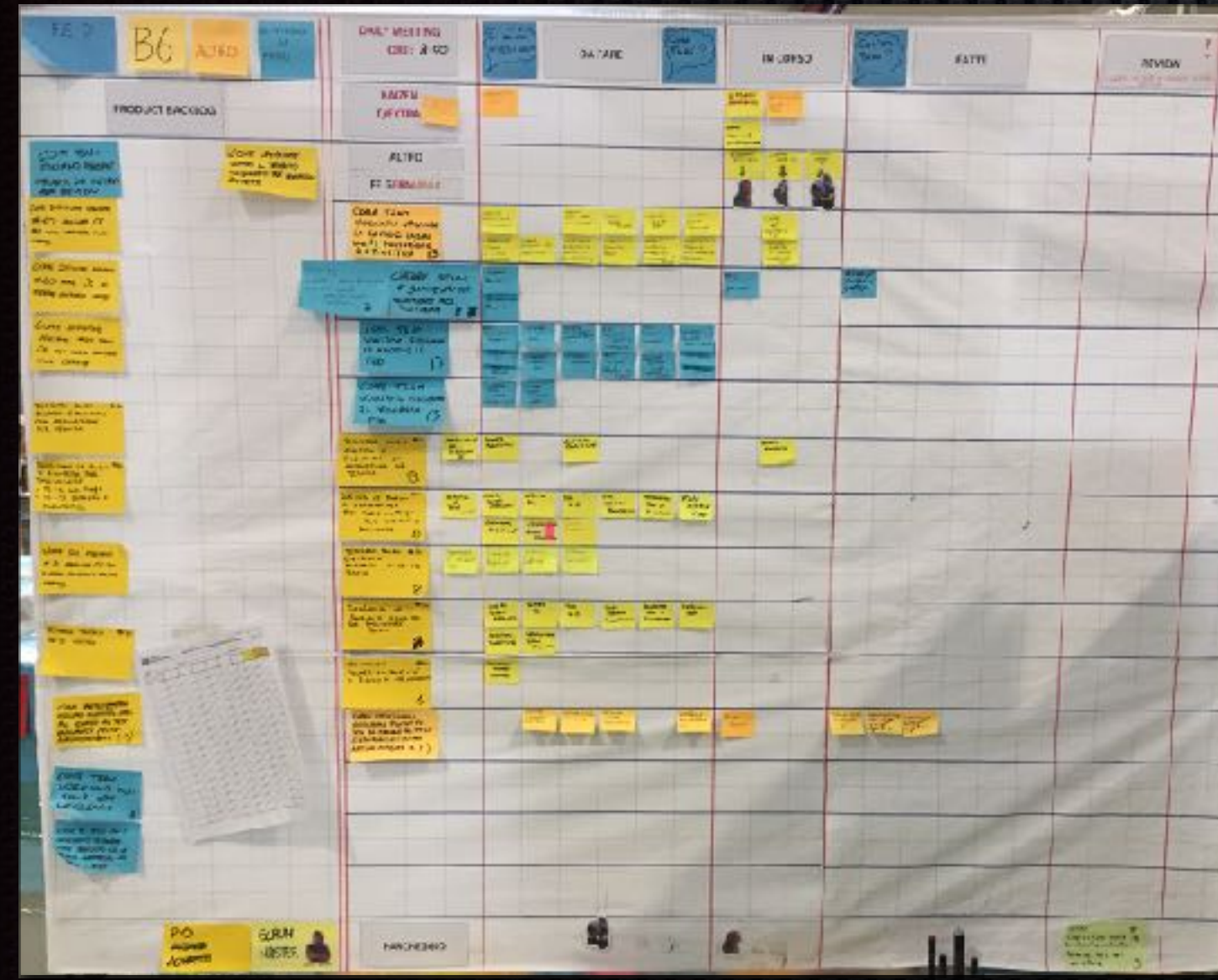
Fishbone



3P's Flow Prototype



Visual Collaboration and Transparency



Regular Feedback and Reviews



Continuous Improvement



MIGLIORE ORGANIZZAZIONE DEL TEAM

HO VISTO IL TEAM LAVORARE IN MODO ESCALANTE DURANTE L'AUTOPIANTE

QUALITÀ DEL LAVORO SVOLTO

PRIORITÀ CHIARE

DOMANI NIENTE

MASSIMO SENSO DI CUMULATIVO

TUTTE LE STORIE SONO STATE CHIUSE

Finire le storie in tempo

POCHI O NESSUNO CANCELLI

LAVORARE CON IL TEAM E VIVERE / LAVORARE PROPRIO / STIMOLARE / COSE NUOVE (R&D) / INTERESSI

SMOULF VERO COAZI UNO SCALING DI AUTOPIANTE

INERTEZZA DURANTE IL STARTUP DEL TEAM DA PARTE DI FID. S.M.

CARICO DI LAVORO

LE ATTIVITÀ DEL TEAM NON SONO CHIARE E TEMPO

NON VENTANO SEGNARE ALCUN PROCEDURA

NON RUSCIRE A TENERE QUANTO PER TEMPO ALCUNE STORIE

NON RUSCIRE A CANTARE CON QUALCUNO SU INTERESSE / LAVORI

ESERE BOMATO IN PRESENZA DELLA STORIA PERCHÉ IL RISULTATO DI CHIUSURA DI SETTELA MURINE

Plavely un po' scatta

NON ANCORA PERCHÉ LA TENDENZA A CANTARE IL SECONDO LA STORIA

NON ANCORA PERCHÉ LA TENDENZA A CANTARE IL SECONDO LA STORIA

NON ANCORA PERCHÉ LA TENDENZA A CANTARE IL SECONDO LA STORIA

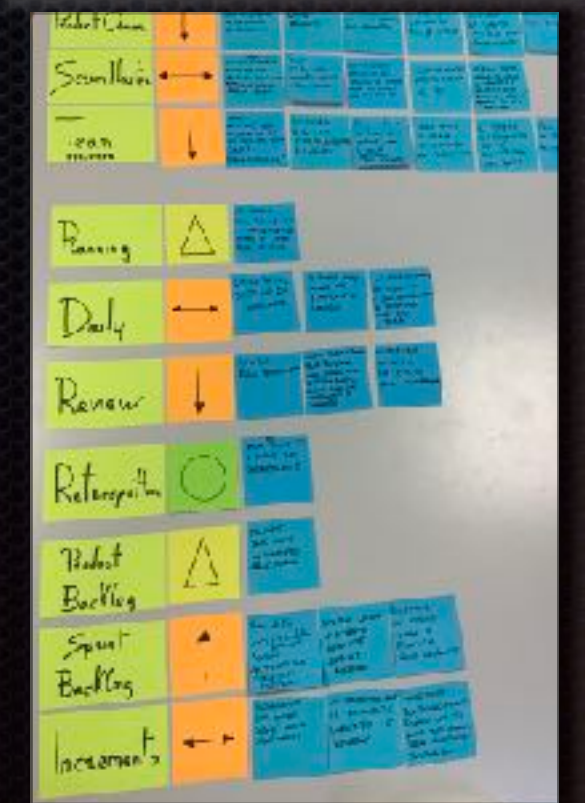
TROPPI 'PO'

MANCANZA DI INFORMAZIONI (PROGETTABILITÀ)

MARCO NON HA PRESENTATO ALCUN REVIEW

POCA COMPRESIONE DELLA STORIA DA PARTE DEL TEAM HA BISOGNO DI TEMPO PER RISPONDERE LE ANNOVA MISTO DA (PRODOTTO DI PRODOTTO) / PRODOTTO

NESSUNA PREPARAZIONE PER LA REVIEW (20 MIN TEMPO NON SUFFICIENTE)



From Team To Organization

Staying Aligned

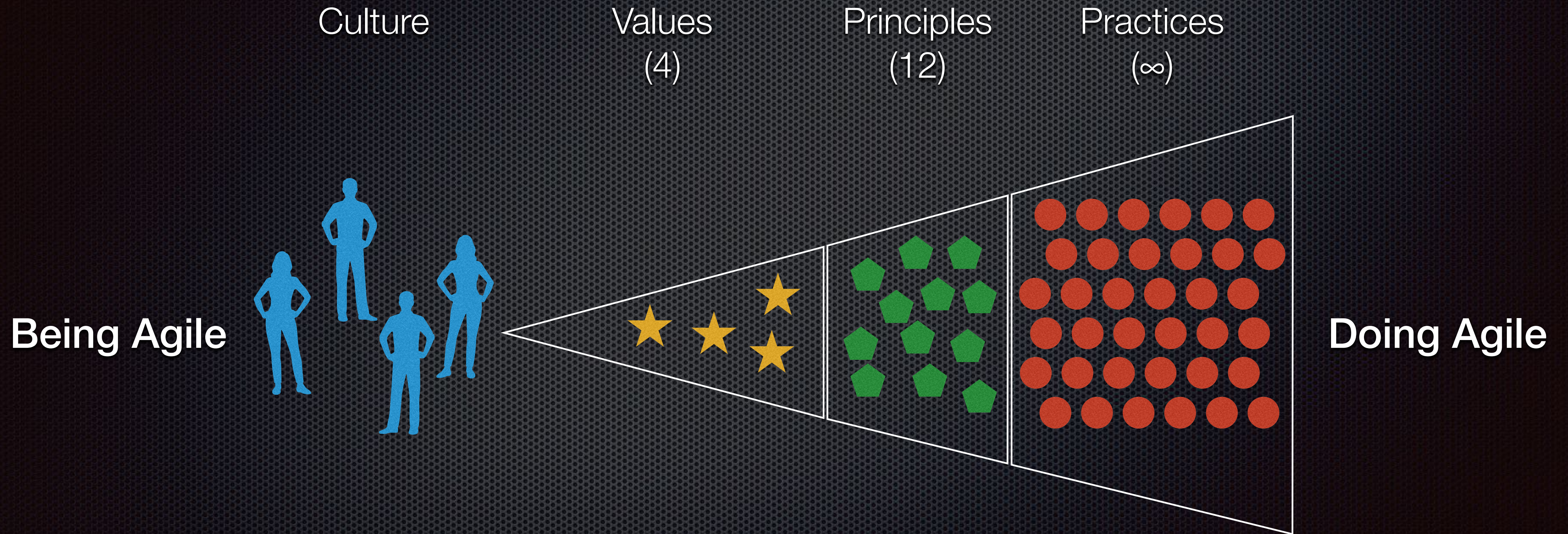
Vision and Commitment at the Top

Cross-pollination

Concrete Operational Improvements

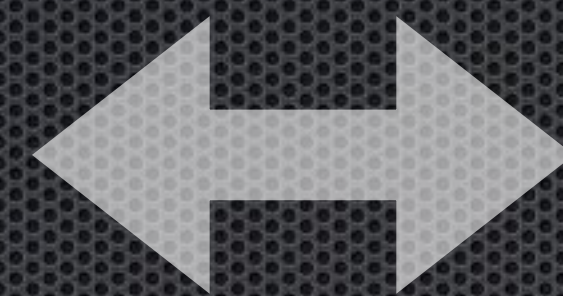


Connecting Practices with Culture



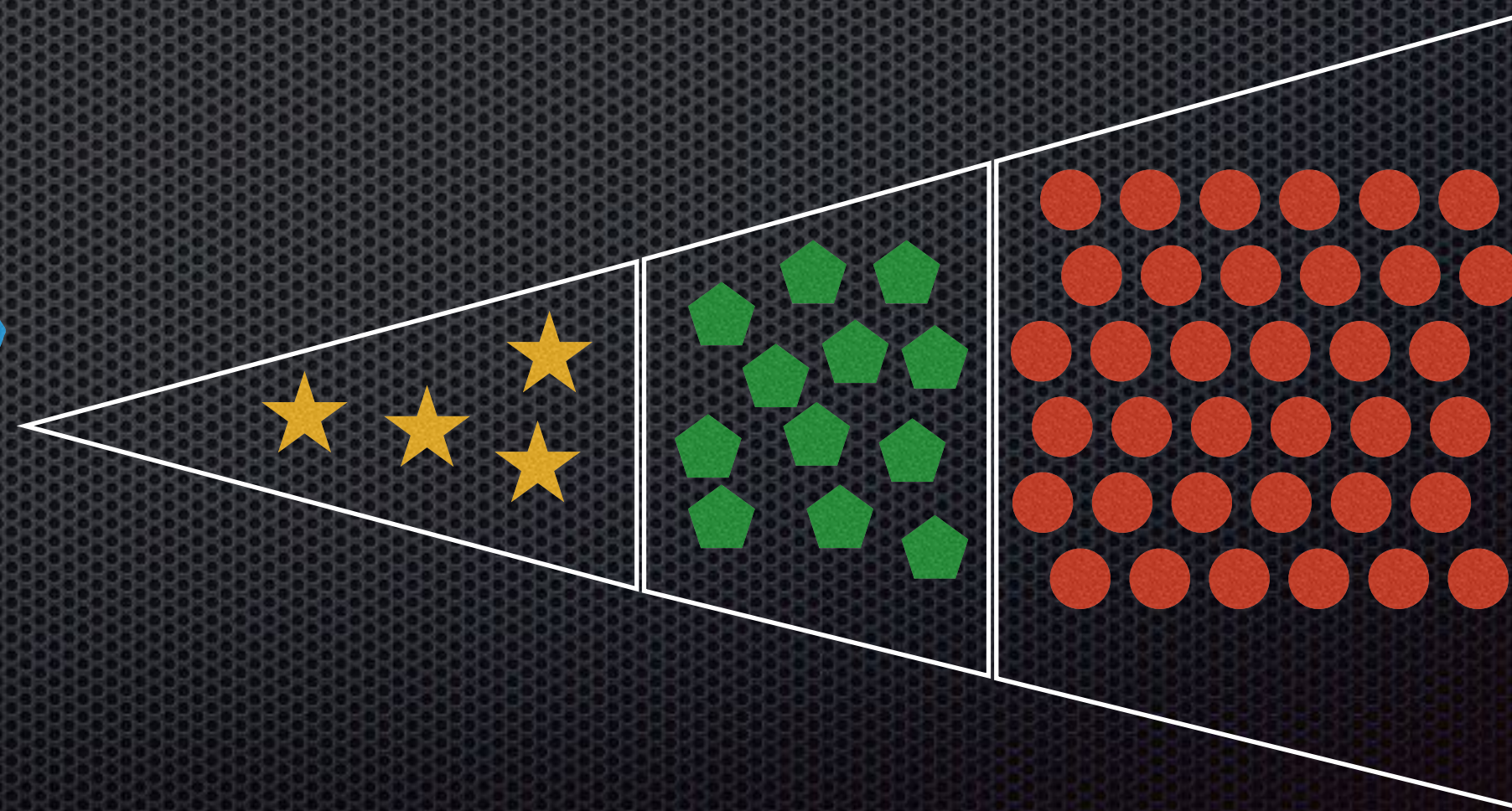
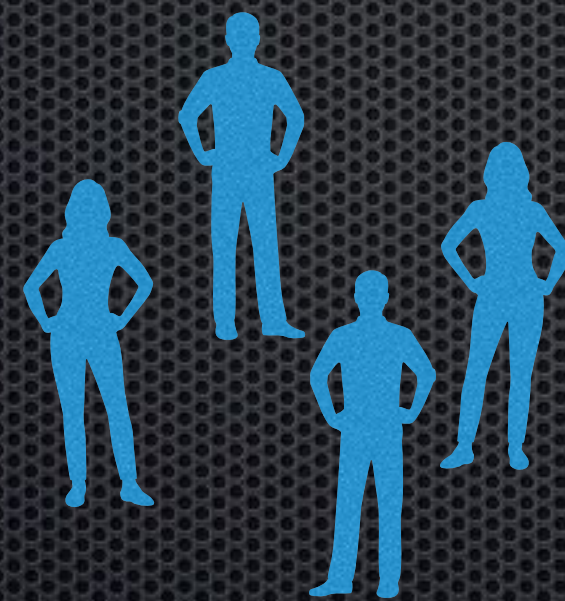
Connecting Practices with Culture

Value Stream Optimization
Distributed Leadership
Customer Centricity



- 3P, 5s
- Continuous Improvement
- Information Transparency
- Stable teams
- Feedback-rich processes
- Stakeholder Involvement
- Techs/Business Co-design
- Safe and open conversations
- ...

Pietro
Fiorentini's
corporate
culture



Lean / Agile
Practices

Organizations are implicitly optimized to avoid changing the status quo middle- and first-level manager and “specialist” positions & power structures

–Craig Larman, from “Laws of Organizational Behavior”

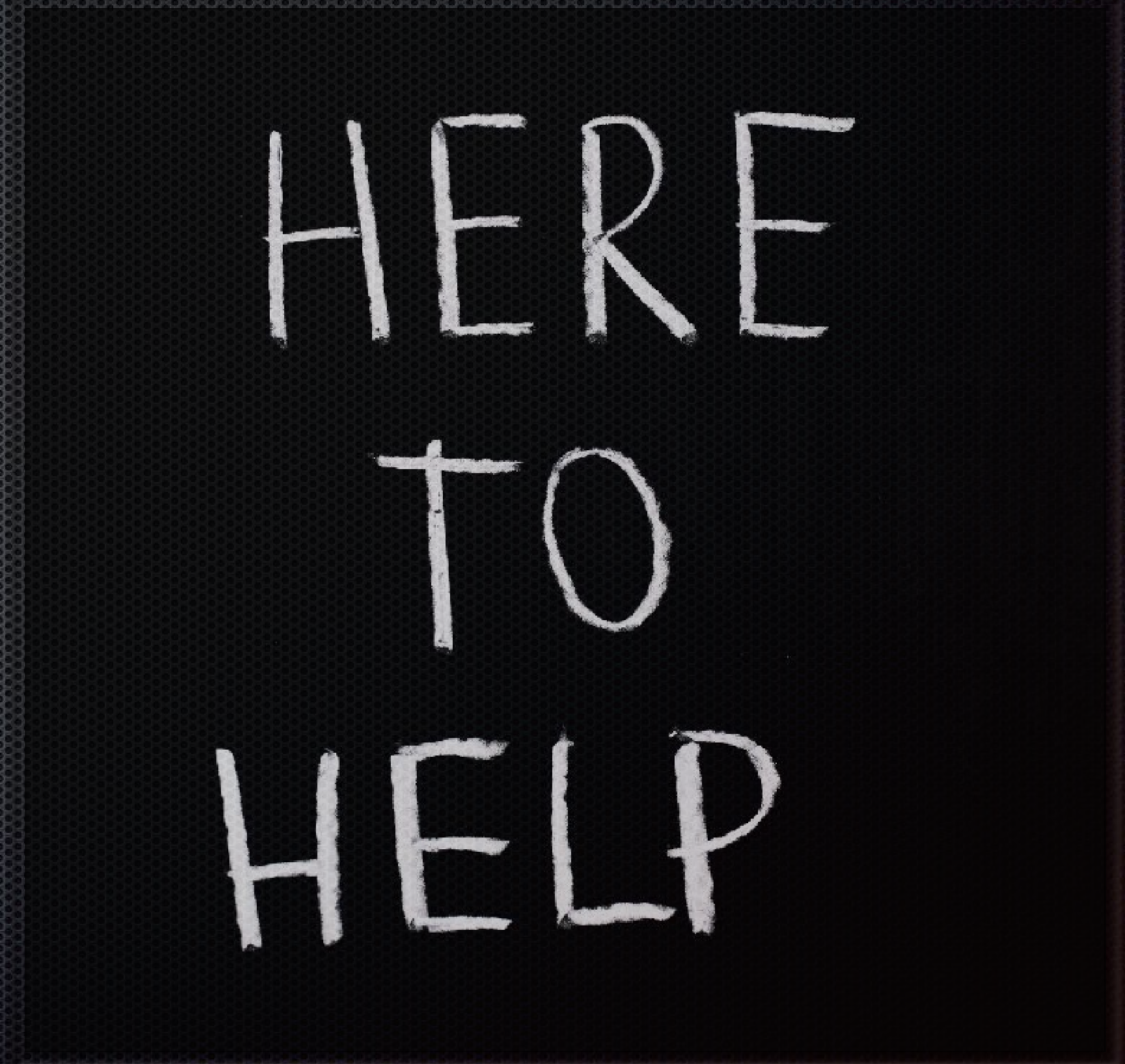
Communities of Practice

- People from the same discipline, different levels
- Cross-site, self-organized communities
- Seeded and supported at start up, autonomous afterwards
- Regular virtual and in-person meetings
- Manage their own “outcome” using Agile principles
- Promote cross-pollination of ideas, insights, experiences and practices
- Current communities: Agile Coaches, Scrum Masters, Quality, Manuals and Docs



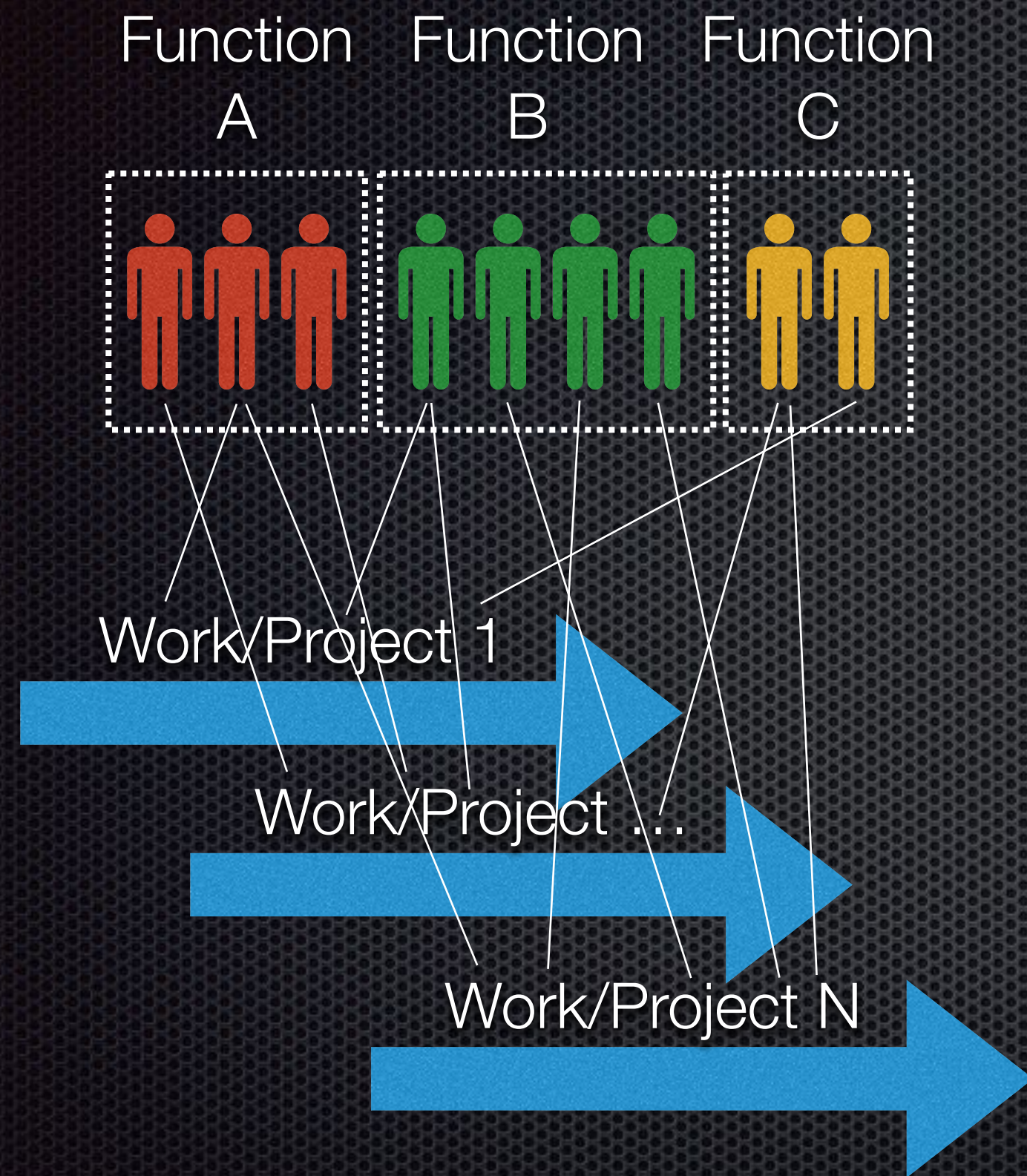
Supportive Leadership

- ✦ Management as a function when required
- ✦ Coaching as a constant activity
- ✦ Promoting team autonomy, exploration and risk taking

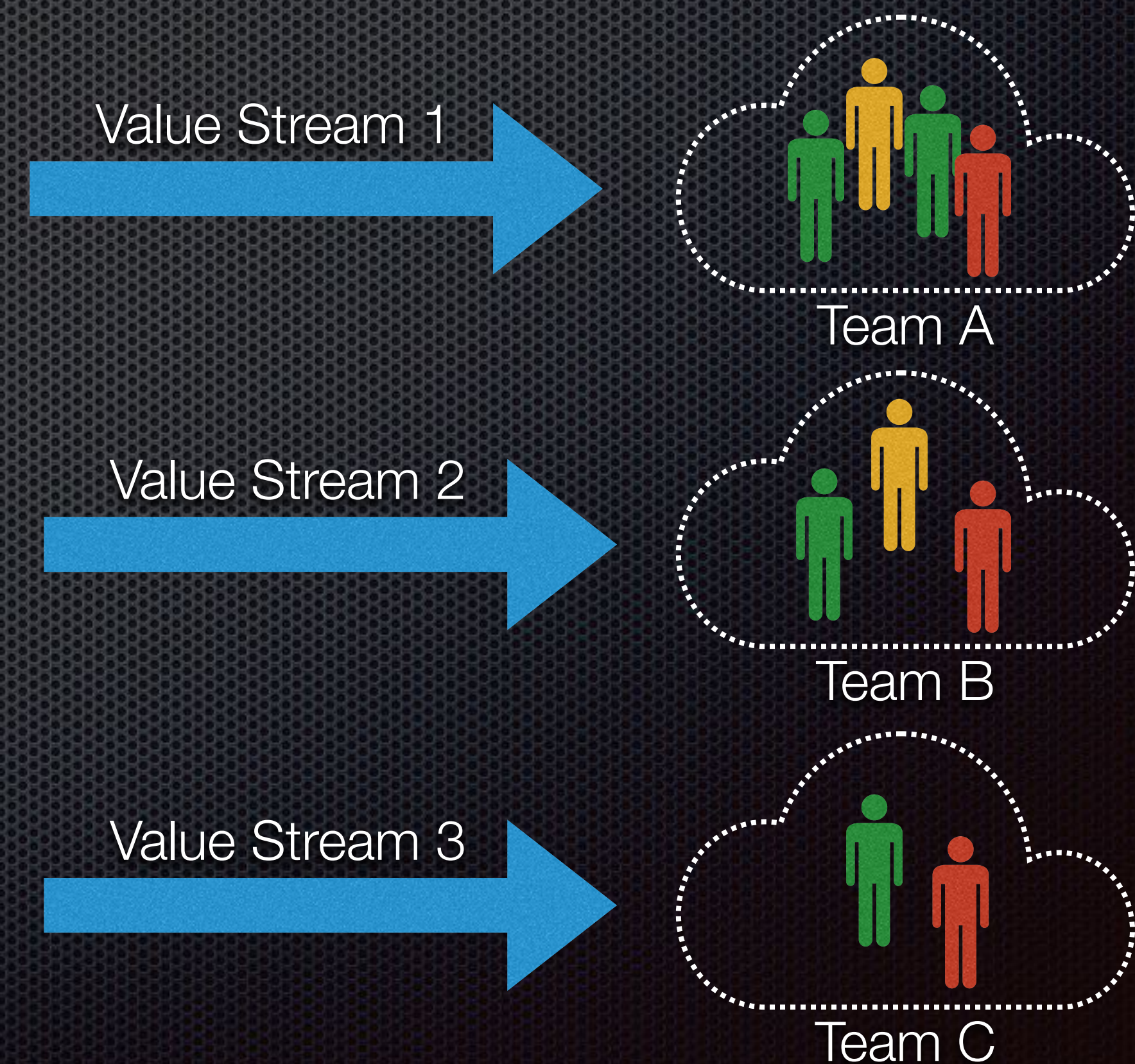


Shifting the Paradigm

Directing Individuals to Work



Directing Work to Teams



Lean-Agile Dual Operating System

Consolidation

Production Backbone

Formal Organization



Exploration and Probing

Network Organization

Autonomy and
Distributed Leadership

An organization that simultaneously manages the existing business model and its change

Let's Wrap It Up

Developing your Business Agility is an evolutionary process. No prepackaged solution, method or tool will magically take you there.

Relentless management support and profound understanding of Agile is essential.
You can't externalize your company's evolution.

Pietro Fiorentini's Never-ending Journey...

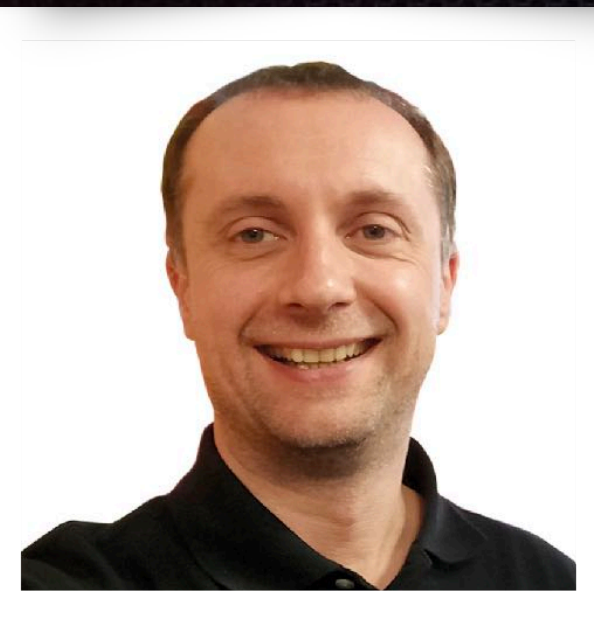


Let's Keep the Conversation Going



Andrea Provaglio

<http://andreaprovaglio.com>
<https://linkedin.com/in/provaglio>



Paolo Sammicheli

<https://paolo.sammiche.li>
www.scrum-hardware.com
www.scrum-ai.com



Marco La Cognata

<https://linkedin.com/in/marco-la-cognata>
<https://www.fiorentini.com>