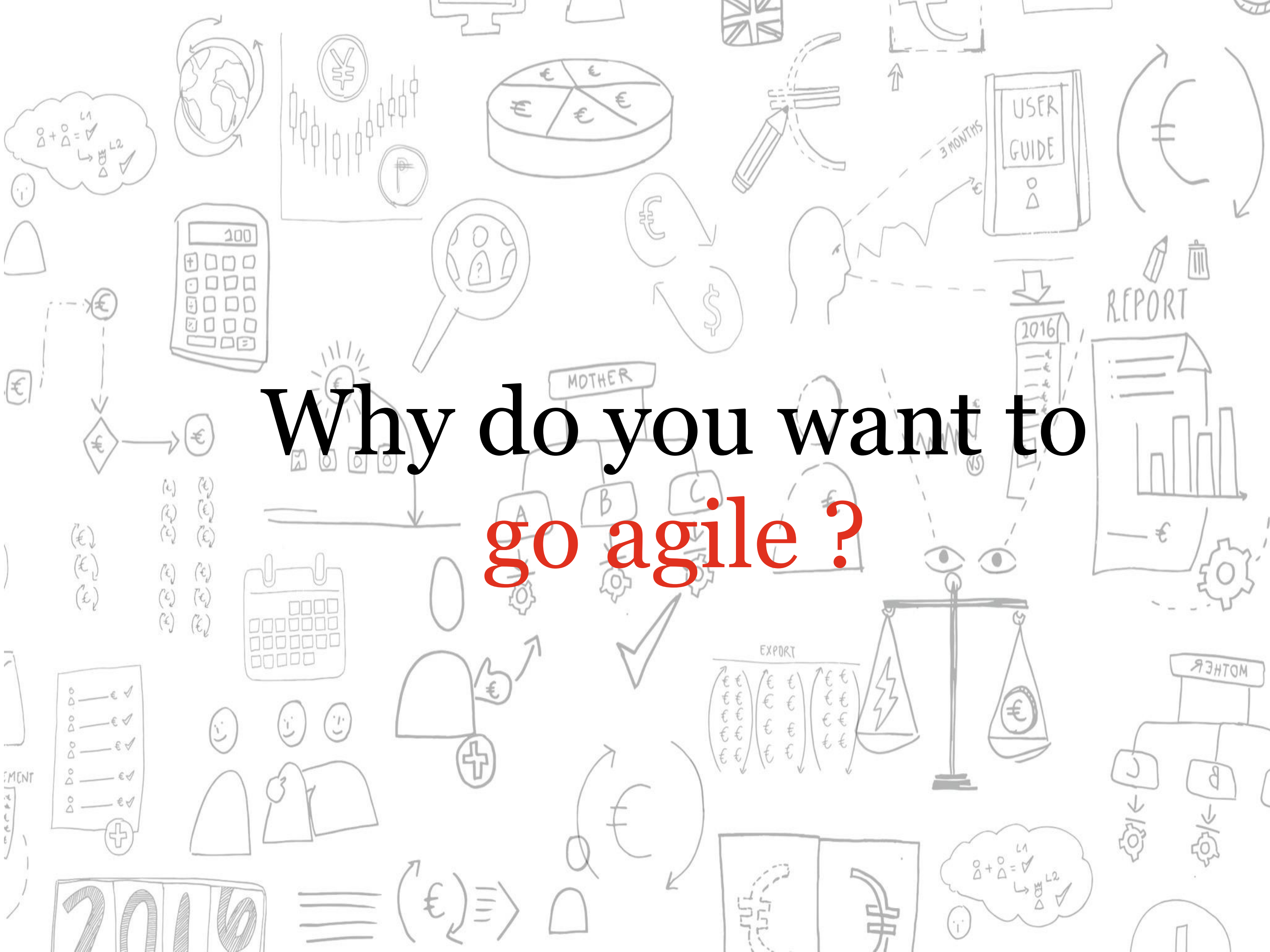


Deploying an agile operating model in your organization

IT Days 2018





Why do you want to
go agile ?

*What are the drivers that make you go agile ?
Which benefits do you expect from an agile transformation ??*

“

I want to accelerate my time
to market

“

I want to increase my
business value

“

I need to develop innovation
in my company

Why going Agile ?

For the last 20 years, innovation's rate increased to reach a critical level... and it is not over !

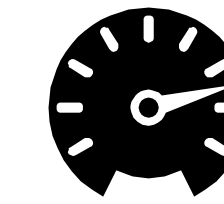
To absorb, or to even take advantage of it, today's organizations need to combine flexibility with high delivery speed.

This is called Agility, and it is implemented by adopting new practices and rethinking the organizational model.

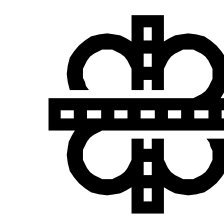


Organizations have to sense change and respond accordingly

Agility brings capabilities required to take advantage of innovation and change



High delivery speed is the capability to deliver fast the appropriate quantity of products. It is implemented by having an optimized delivery pipe.



Flexibility is the capability to be always aligned with customer stakes. It is implemented by endless adjusting the organization to business evolutions.

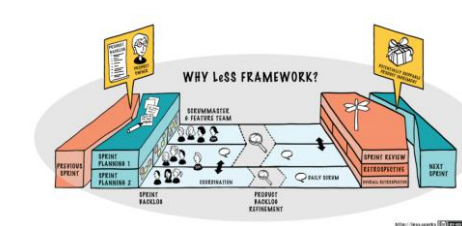
What is agility ? from agile experiments to scaled agile, different models or frameworks for different expectations

Scrum



Scrum is a framework for managing software development. It is designed for teams of three to nine developers who break their work into actions that can be completed within fixed duration cycles – sprints.

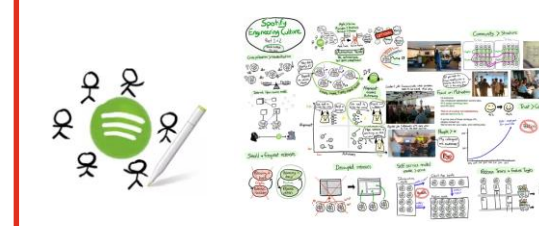
LeSS*



*Large Scale Scrum of Scrums

Concepts of Scrum and Scrum of scrums, Teams, Product Owners, Backlogs to manage Scrum at a larger scale

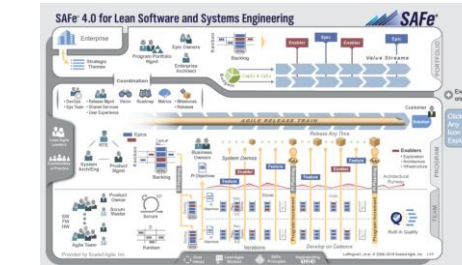
Spotify*



*Methodology used by the Spotify Organization

Concepts of Tribes, Chapters and Guilds to spread knowledge and realign from hierarchical management to self-organizing, empowered aspect of teams

SAFe*



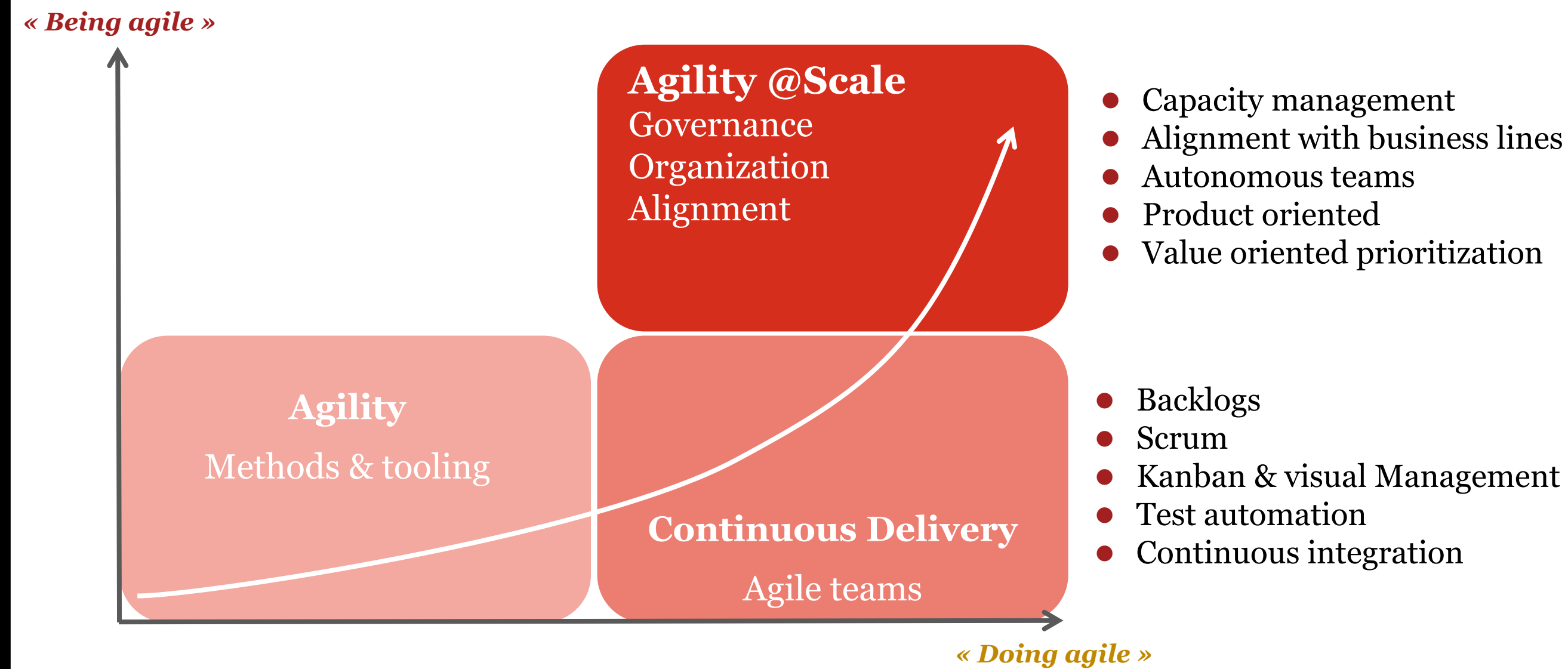
*Scaled Agile Framework

Concepts of Program and Portfolio Management such as Release Trains, Release Train Engineers and Program Increments to manage cross tribe coordination.

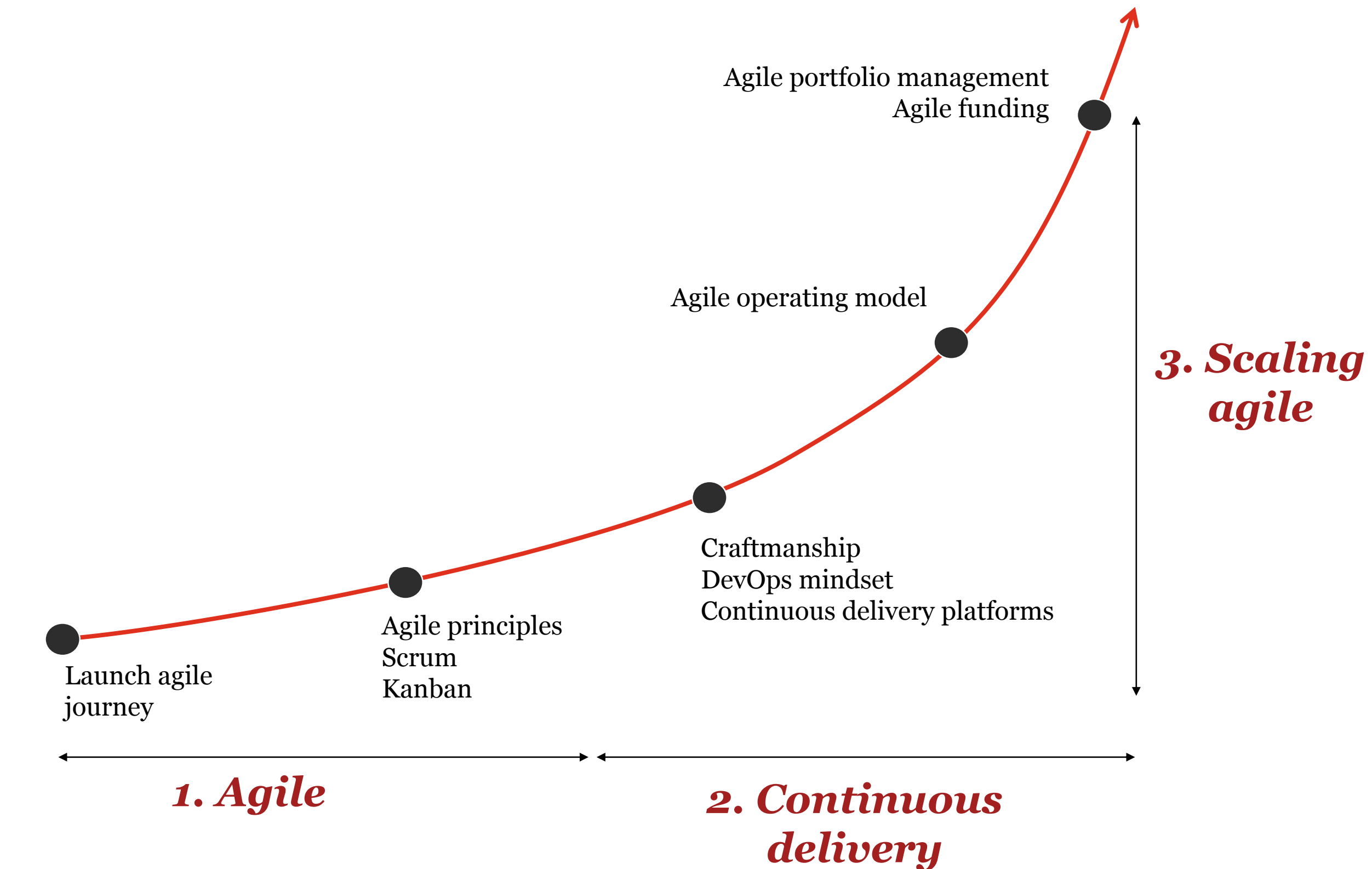
The agile journey – Which transformation steps to keep delivering value in the meanwhile

We estimate agile maturity regarding 2 dimensions:

- *Ability to deploy agile essentials artefacts (“doing agile”)*
- *Development of an agile mindset at each level of the organization (“being agile”)*



Our most successful journey of agile transformation starts at team level, then expands to the whole organization





Feedback on agility deployment at team level:
« Scrum for a better UX »

Today, **customer** expectations are defined by experiences across business and industries.

To stay relevant, companies need to **adapt their organisation model** to face increasing and challenging customer needs.



Design Thinking

From vision...

Customer/user interviews

Ideation & co-creation workshops

Rapid prototyping

User test/iteration

UX driven

Agile Scrum

...to delivery

2 to 3 weeks sprints

Backlog and user-story driven

Multi-disciplinary teams

Set of events

IT driven

Agile scrum & Design thinking

2

Complementary approaches



Reinforce
environment focused on
iteration and user-centricity

Design thinking

Understanding, identifying and framing a problem

Agile

Building a solution to a problem

Agile scrum & Design thinking

Dress for success

1

Design Thinking is not a project charter

2

Balance between design and development

3

Build up maturity

4

Work together, not only side by side

5

User feedback for iteration

6

Make decisions

Be agile

Don't be dogmatic

Individuals and interactions over processes and tools | Working software over comprehensive documentation | Customer collaboration over contract negotiation | Responding to change over following a plan

Is it enough?

Why going at scale?
Limits of agile
essentials

Involvement of **top-management**

Synergies between initiatives

Coherency of **governance** and **decision making**

Need for both **stability** and **dynamism**

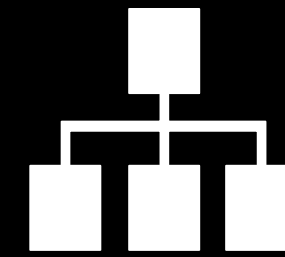
Next steps

Break the glass ceiling and increase value delivered

Classic organization

Agile

Agile@Scale

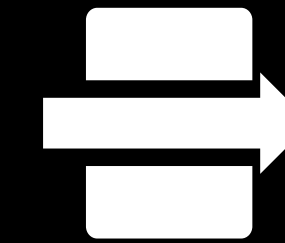


Organization

- **Organizational and functional silos**
- **Shared resources** assigned to projects
- Multi-level hierarchical organization

- **Feature Teams** collaborating in cross-functional teams
- **Product owners** working closely with the IT teams with adequate business mandate

- Autonomous **Feature teams** within teams dedicated by functional area
- **Same time coordination** with business lines
- **Simplified hierarchical** organization



Methods

- **Decision Management:** all decisions are taken by management
- **Waterfall model:** delivering all benefits at once with an upstream preparation process

- **Scrum, Kanban:** Organization based on trust and delegation
- **Sprints** - Iterative cycles, short feedback loop
- **UX and Sprint design** for fast capture of users requirements

- **Business Epics**
- **Value stream coordination**
- **Enterprise product road map**
- Measure of **enterprise investment**

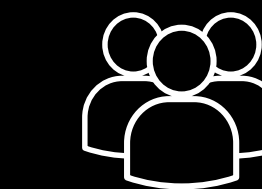


Governance

- **Fixed budget**, annual budgetary and budget allocation per project
- **Prioritization of Development** by investment/project committees under project sponsors

- **Continuous priorities** set by the Product Owner
- **Local backlog priorities**
- **Dedicated** indicators for the team

- **Smart Budget , Rolling forecast** – Budget based on capacity
- **Standard** indicators for portfolio management
- **Enterprise priorities** focus



People

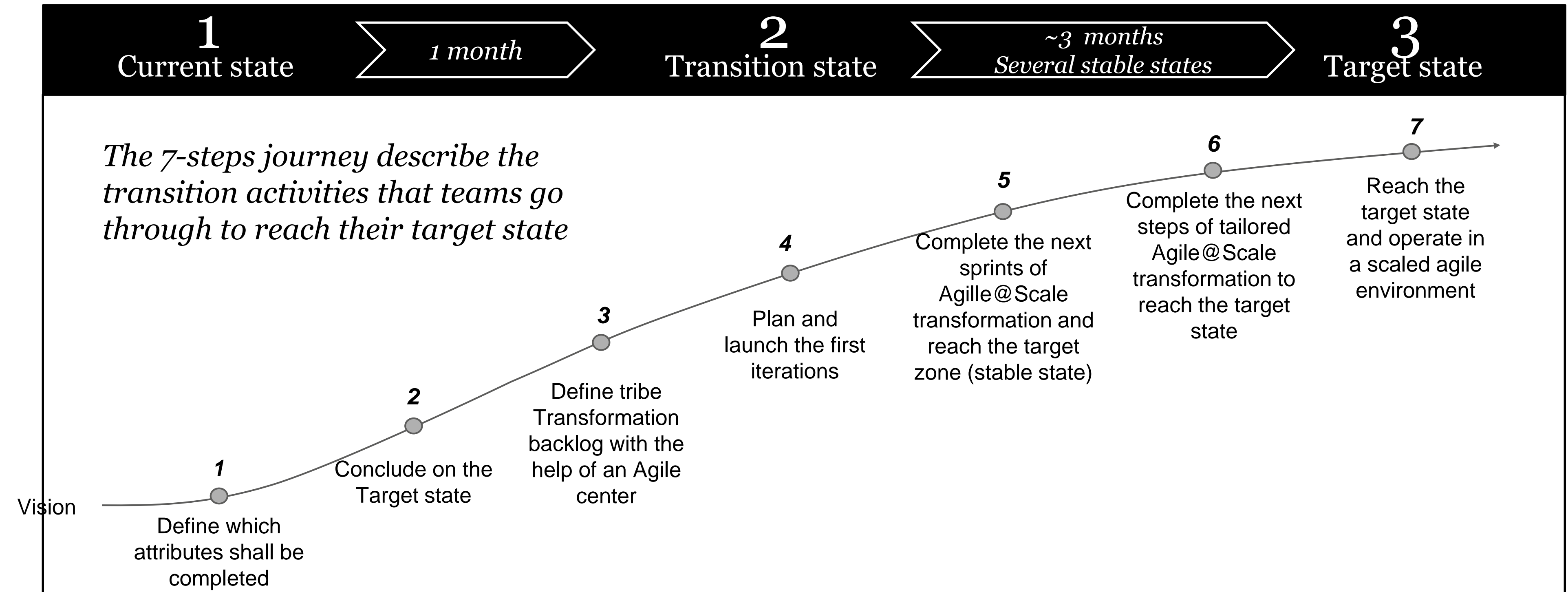
- **Multiple individual indicators**
- **Risk avoidance**, command & control management culture

- **Flexible processes** - quick experimentation, adaptable to changes, climate of trust between IT & Business
- **Management 3.0**, empowering team and people

- **Team performance metrics**
- **New roles** : Business Owner, Epic Owners, Enterprise architect, Product manager
- **Communities of practices**

Our 7 steps journey to achieve an agile transformation

Journey to agile transformation is iterative and includes several states, delivering value for the business



Lessons learned from
agile@scale
transformations

Challenges

Business Sponsors onboarding

High transformation rate

Business Value measurement

6 weeks to onboard and align people through a common objective

Benefits

Increased teams involvement and collaboration

Management Model simplification

Convergence of practices

“Quality

“Productivity

“Throughput

“User satisfaction

6 Weeks to launch an effective transformation

Turn your **agile** transformation into a **success...**

Successful Transformation



Consider all dimensions

Agile transformation impacts the whole organization, including governance, processes, technology and people



Tailor the model

Multiple market frameworks exist and have to be tailored to the specificities and priorities of the organization



Define transformation steps

The journey needs to be split into consistent and ordered steps, allowing the enterprise to keep delivering value.

4



Support cultural shift

Agility requires new core values and behaviors which need to be promoted and adopted during the transformation

Questions?
