Outcome Driven Organizations

The Naked History of the Agile Transformation Industry

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Beyond the Transformation

About Us

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- Transformation Consultant with Rally
- Coach/Trainer since 2007
- CST, CSC, SPC

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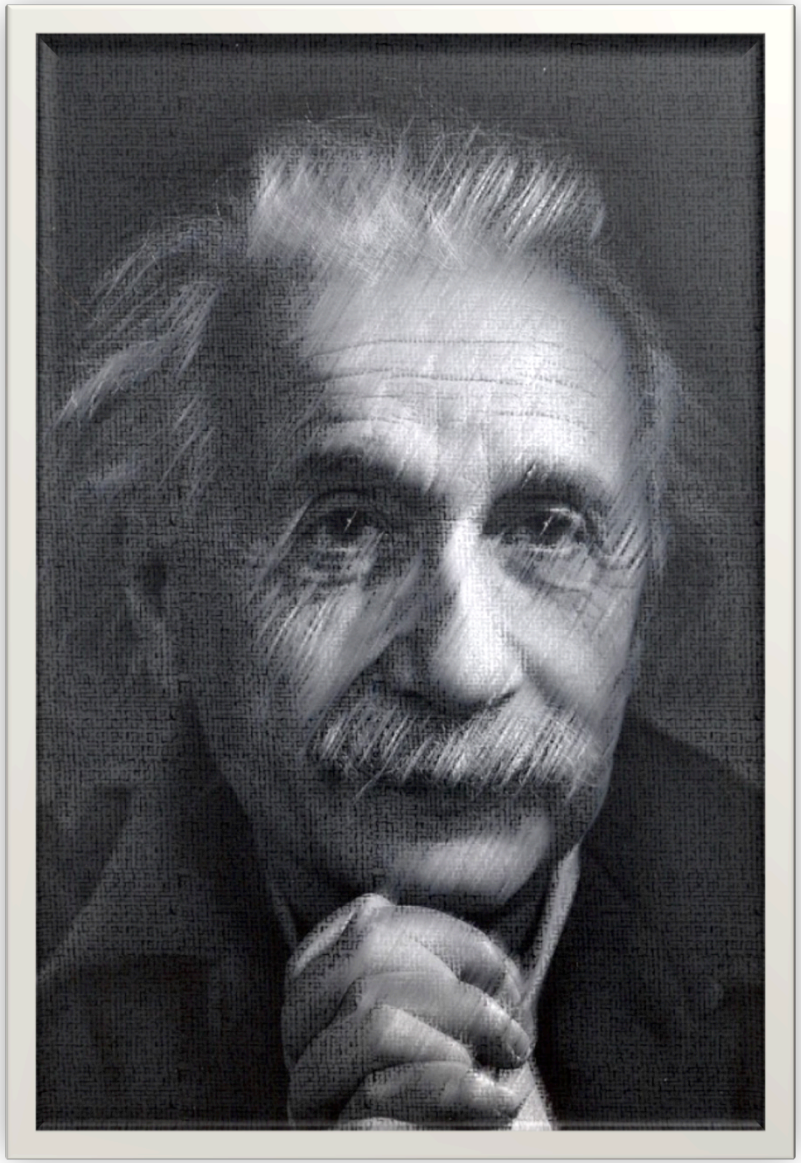
- Principal Lean/Agile Coach with GE Healthcare
- Coach/Trainer since 2001
- SPC

Act 1

The Transformation

"Once we accept our limits, we go beyond them."

Albert Einstein



Once upon a time,
in a place not so different than our own...

Let the changes begin!

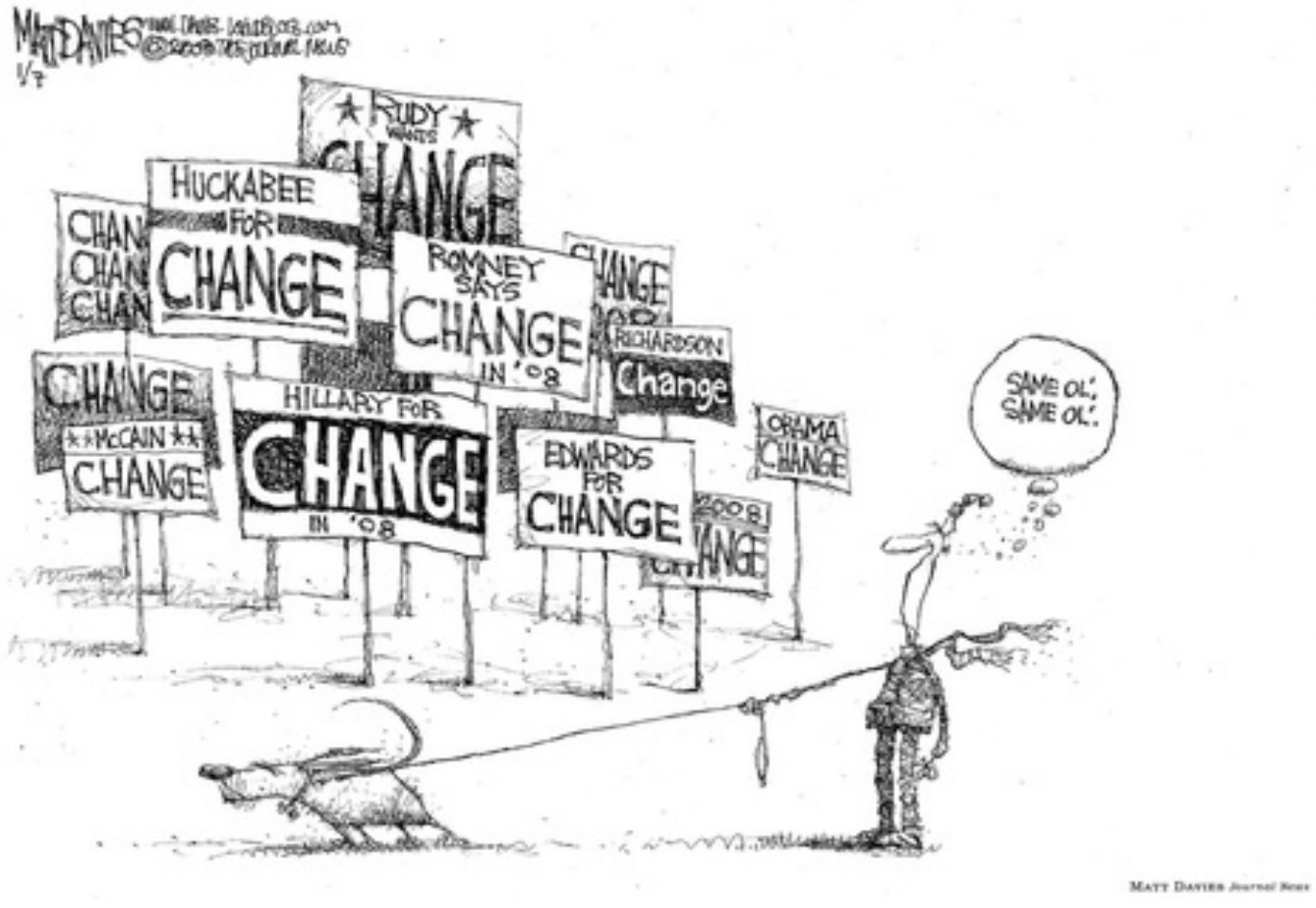
Bring on the Coach!

Or so, they thought....

KEEP
CALM
THERE'S A NEW
SHERIFF
IN TOWN

Moral of this story:

We need to change the conversation from adoption to outcomes.

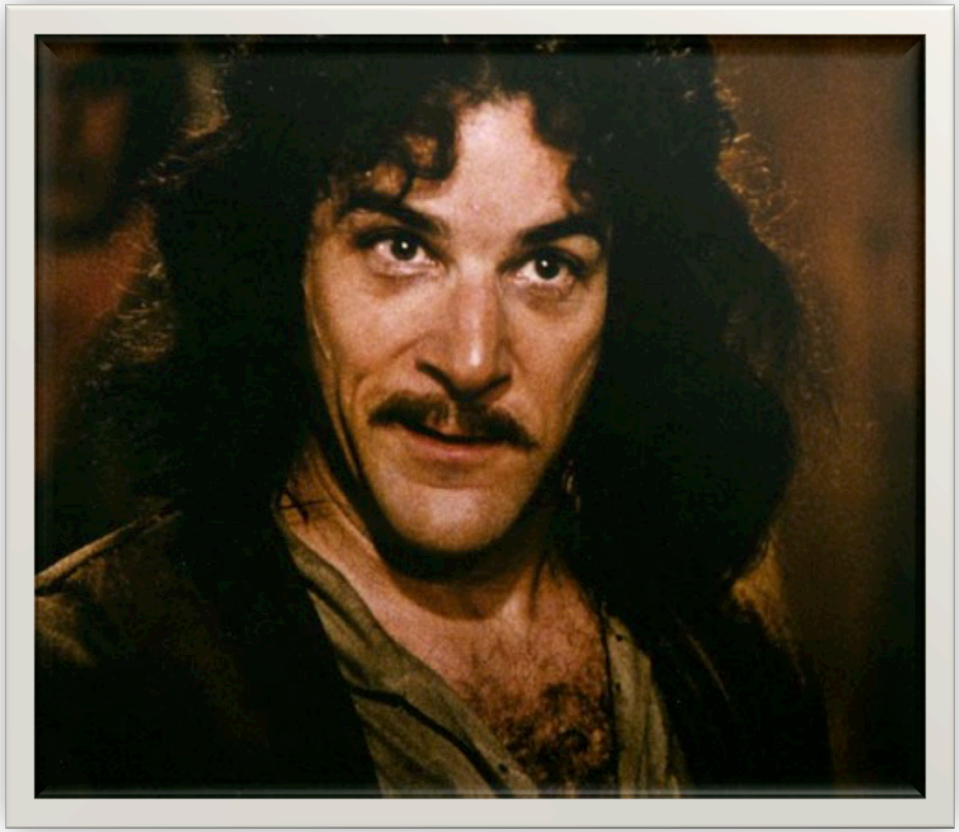


Finally, how can we truly become resilient as an organization?

Act 2

The Naked History of the Agile Transformation Industry

"You keep using that word, I do not think it means what you think it means."



Inigo Montoya

"The Princess Bride"

The story so far …

- Software Development/IT focused
- Grassroots, bottom up
- Principle based, practice centric
- Team product development and delivery
- Early successes seem to be the same examples

What we realized

- Need to engage other parts of the business, at all levels of the organization
- More than practice adoption or another “project methodology”
- Early results from pilots are hard to replicate across organization
- Organizations are not set up to create and scale Agile teams

Maybe we should just give up?

- Is Agile Dead? (must not be spoken here again)
- Do people really want to change?
- Change fatigue, make it stop, piling on
- Past successes are history, where are the current stories?
- Perhaps we are asking the wrong questions, or focusing on the wrong goals?

Pivot the conversation

- Focus on outcomes first against shared purpose
- Focus on capabilities (not merely practices)
- Focus on behaviors (not merely process mechanics)
- Start with where you are at (incremental improvements, not large changes that negatively impact the culture or structure of org)
- Make it stick, make it sustainable
- Improving teams alone may cause sub-optimization (optimize the whole system instead)
- This is a journey, and you need a roadmap to get there

At your tables, discuss …

1) What challenges have you seen with Agile transformations in your organizations?
2) What have you tried to do to overcome those challenges?

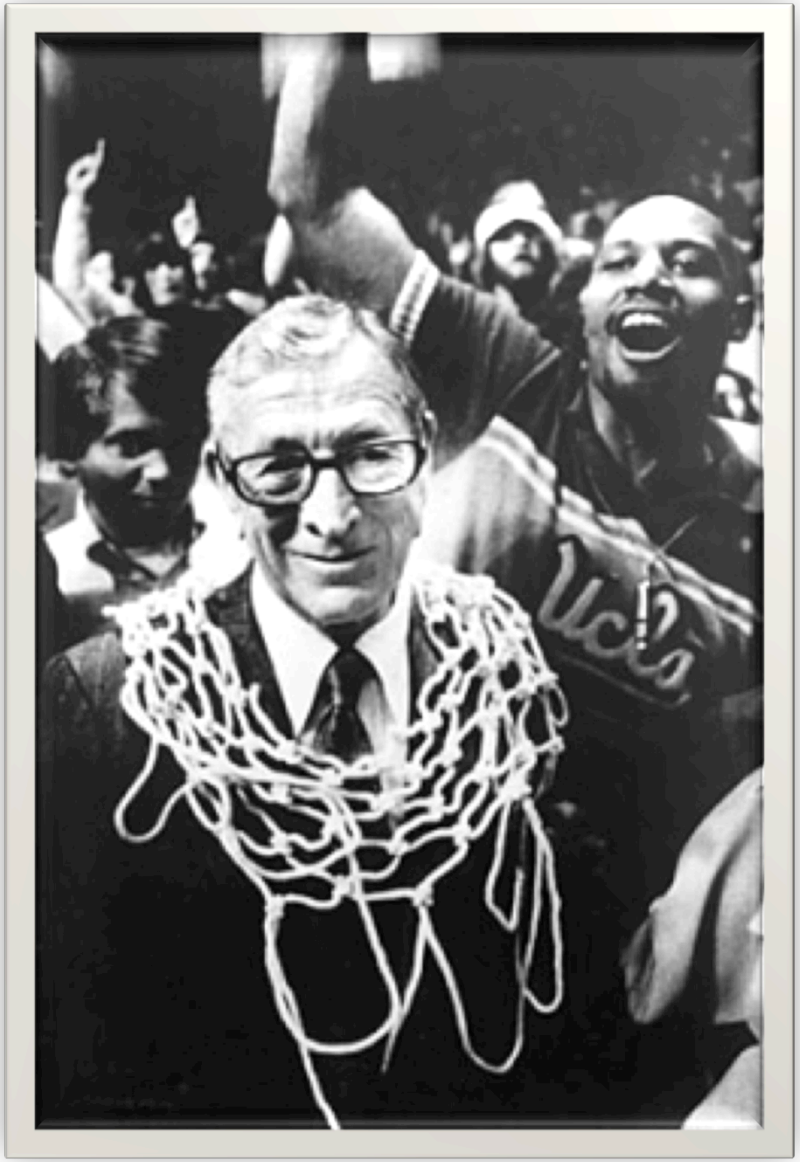
Exercise-1
[10 mins]

Act 3

The Case for Outcome Driven Organizations

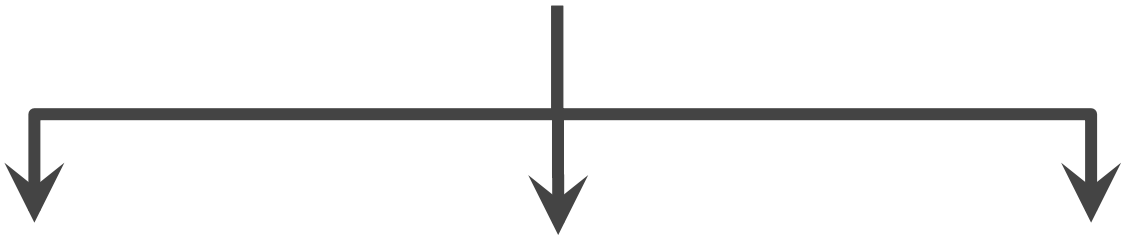
"Success comes from knowing that you did your best that you are capable of becoming."

John Wooden, famed NCAA basketball coach



Purpose

"WHY?": Our True North, Reason for Being

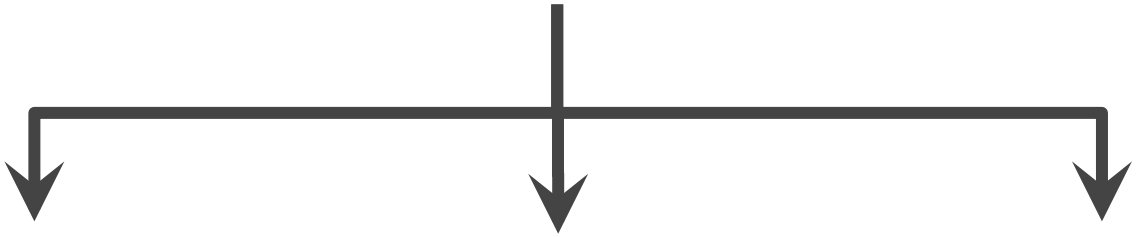


Vision	**Values**	**Voice**
Big, Hairy Audacious Goal	What do we care about?	What defines "our way"?

Purpose Outcomes

Outcomes

"WHAT?": What success should look like



Achievements

Milestones we need to accomplish

Actions

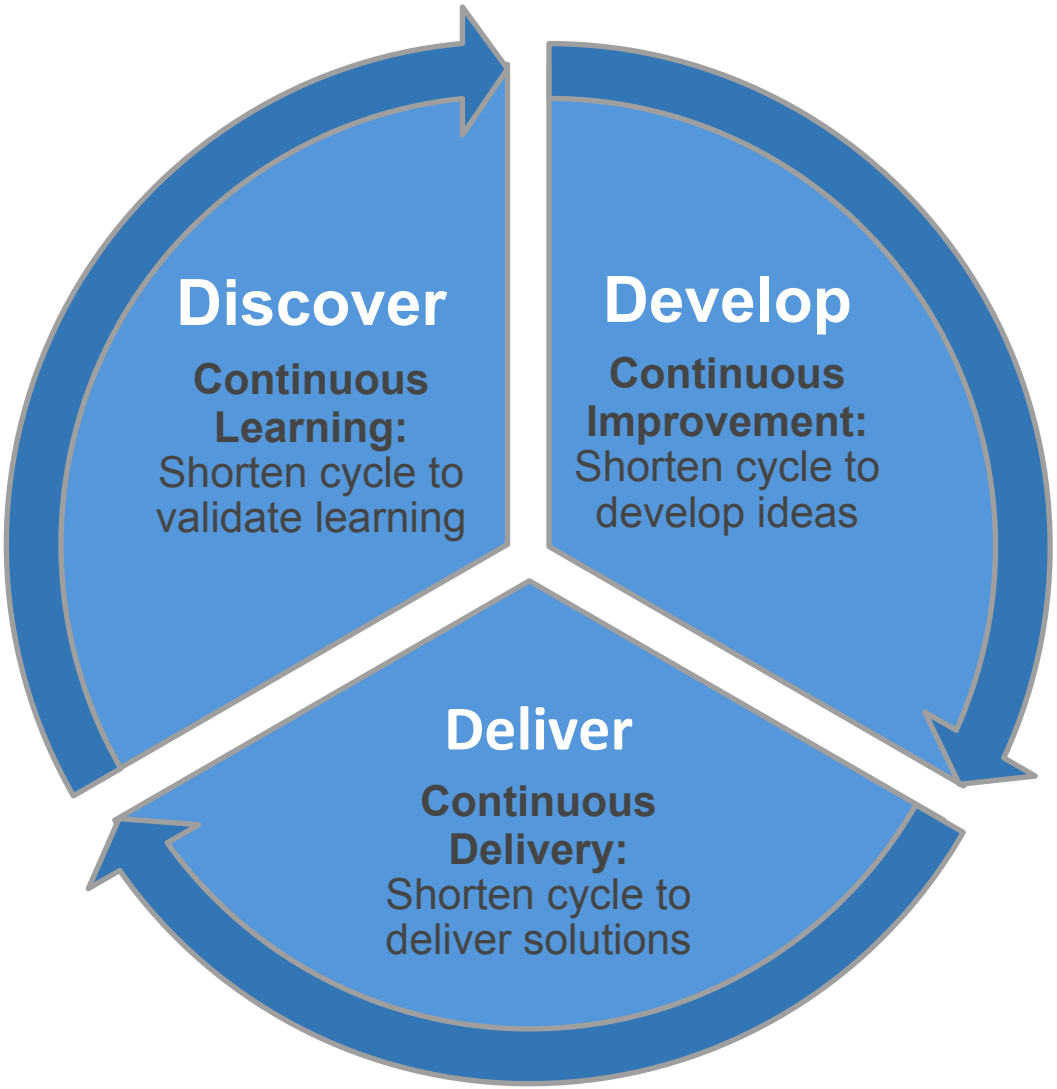
How people should be acting differently

Artifacts

Deliverables that need to be in place

Improvements

"HOW?": What experiments can be run to impact outcomes?



Balance of high

Performance

Capabilities Needed

Discover

- Product Discovery
- Customer Development
- User Experience
- Validated Learning
- Personal Skills Development
- Knowledge Management
- Community Development
- Business Intelligence / Data

Develop

- Emergent Architecture and Design
- Software Engineering
- Quality Assurance
- Requirements Management
- Team Skills Development
- Team Coaching and Mentoring

Deliver

- Project/Team Chartering
- Portfolio Management
- Capacity Management
- Planning and Forecasting
- Dependency Management
- Build and Release Management
- Work Stream Management
- Constraint Management
- Funding and Value Management

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with Resilience towards change

Behaviors and Mindset

Where we need to get ...

- Continuous Reflection and Feedback — ADAPT
- Embrace Change to Grow — ADAPT
- Continue to Raise the Bar — ADAPT
- Quality better than Quantity — ADAPT
- Take small risks to innovate — ADAPT
- Fail fast and learn — ADAPT
- Shared understanding, ownership and responsibility — ALIGN
- Focus on Customers, then Business — ALIGN
- Collaboration instead of Cooperation — ALIGN
- Optimize the Whole, not the Parts — ALIGN
- Bring the business together by removing silos — ALIGN
- Grow change agents — ALIGN
- Learn within and across teams — ACCOUNT
- Do what's best for the team — ACCOUNT
- Outcomes not Output — ACCOUNT
- Build Trust and Respect for Others — ACCOUNT

Where we start

- Sense of urgency to change
- Desire to learn and improve
- Willingness to be transparent
- Willing to try new things
- Some experience in Agile is in place
- Some risk tolerance
- Do right by the org
- Desire to please customers
- Strong advocates/ champions for change

An Example …

Purpose	Sense to respond quickly to customer needs with stable and robust solutions
Outcome	Deliver high quality products with fewer bugs
Key Capabilities	Quality Assurance, Emergent Architecture/Design, Build and Release Management
Behaviors/ Mindset	Quality verses quantity, Build Quality In
Sample Improvements	• Implement and adapt infrastructure and training around Continuous integration • Automated functional/customer testing (BDD, Spec by Example) • Release when ready with continuous deployment strategies and infrastructure • Reduce feature and technical complexity • Identify under-performing features/solutions and improve or deprecate them • Rigorous code reviews and unit tests • Reducing technical debt to allow for more robust, extensible and maintainable code

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Elements of Model

- Understand the **PURPOSE** through visioning, guiding values, and finding your organization's "voice"
- Drive towards **OUTCOMES** that achieve your purpose through achievements, artifacts and actions
- Execute the **IMPROVEMENTS** needed against Tools, Process, Policies and People through small and incremental experiments
- Create and mature in **CAPABILITIES** needed for continuous discovery, development and delivery for greater performance
- Establish and improve in **BEHAVIORS** needed to adapt to change, align across organization, and hold each other accountable towards becoming a resilient organization

We believe ODO is going to change how we look at organizations

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At your tables, discuss …

1) Review the provided case study
2) Create some initial outcomes and experiments
3) We'll debrief afterwards

Exercise-2
[30 mins]

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Questions?

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