Delivering a High-Performance Agile Organization
Michael Sahota

20 Years IT
15 Years Agile
10 Years Culture & Leadership
Learning vs Unlearning
The test of a first-rate intelligence is the ability to hold two opposed ideas in mind at the same time and still retain the ability to function.

F. Scott Fitzgerald
Why Agile?
Our reasons for Agile are...

- 16 Continuous improvement
- 15 Better business results
- 14 Deliver more as a team.
- 11 Joy at work
- 6 1) Ensuring high quality software outcome
- 6 To be successful and responding to changes.

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Do you see Agile is not the Goal?
Do you see how Agile can help?
Goal is to Serve the Organizational Purpose
Agile Initiative

Serve

Organizational Purpose
“Now that we agree what is important, we can see that Agile is not a goal.

We are not seeking to Do Agile or Be Agile.

Of course we will likely use Agile to help us achieve organizational goals.”

- Michael Sahota, Organizational Growth Guide
Agile - What's the problem?
Our Biggest Challenges with Agile are ...

<table>
<thead>
<tr>
<th>Rank</th>
<th>Challenge</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>Change of mindset</td>
</tr>
<tr>
<td>14</td>
<td>Organisation structure</td>
</tr>
<tr>
<td>9</td>
<td>Functional silos</td>
</tr>
<tr>
<td>6</td>
<td>Middle Management mindset</td>
</tr>
<tr>
<td>5</td>
<td>Resistance to change</td>
</tr>
<tr>
<td>5</td>
<td>Afraid of change</td>
</tr>
<tr>
<td>5</td>
<td>Traditional thinking</td>
</tr>
<tr>
<td>4</td>
<td>Organizations don't get it</td>
</tr>
<tr>
<td>3</td>
<td>Traditional top down Management</td>
</tr>
</tbody>
</table>
### Challenges Experienced Adopting & Scaling Agile

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company philosophy or culture at odds with core agile values</td>
<td>63%</td>
</tr>
<tr>
<td>Lack of experience with agile methods</td>
<td>47%</td>
</tr>
<tr>
<td>Lack of management support</td>
<td>45%</td>
</tr>
<tr>
<td>General organization resistance to change</td>
<td>43%</td>
</tr>
<tr>
<td>Lack of business/customer/product owner</td>
<td>41%</td>
</tr>
<tr>
<td>Insufficient training</td>
<td>34%</td>
</tr>
<tr>
<td>Pervasiveness of traditional development</td>
<td>34%</td>
</tr>
<tr>
<td>Inconsistent agile practices and process</td>
<td>31%</td>
</tr>
<tr>
<td>Fragmented tooling, data, and measurements</td>
<td>20%</td>
</tr>
<tr>
<td>Ineffective collaboration</td>
<td>19%</td>
</tr>
<tr>
<td>Regulatory compliance and governance</td>
<td>15%</td>
</tr>
</tbody>
</table>

**Version One Survey** of 50,000 teams at 1,000 companies.

Culture is the #1 Challenge With Agile
Agile Practices

Doing Agile

Agile Mindset

Being Agile

Concept-Bob Hartman

http://www.flickr.com/photos/tza/3214197147
Agile Organization: Finding our Way
Consciously Approaching Agile™
Let's take a look at Culture
Culture?
“If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.”

– Edgar Schein
Professor MIT Sloan School of Management
“I came to see, in my time at IBM, that culture isn't just one aspect of the game, it is the game.”

Lou Gerstner.
Chairman, IBM
Culture Grows in Locally
Create A Culture Bubble

- Compatible Org. Culture
- New Org. Culture
  - Agile
  - Innovation
  - Etc.
- Leader is Critical
- Overall Org. Culture
- Adapters
- “Safe” Bubble

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Michael Sahota
Leader’s Role in Organizational Growth
“When we examine culture and leadership closely, we see that they are two sides of the same coin; neither can really be understood by itself.”

– Edgar Schein
Professor MIT Sloan School of Management
Current Organization Behaviour is a result of Current Leadership Behaviour
New Organizational Behaviour Requires New Leadership Behaviour
ORG BEHAVIOUR follows LEADERSHIP BEHAVIOUR

GROWTH

http://agilitrix.com/2016/08/organization-follows-leadership/
Observation: Consciousness of the Leader is the Limit

http://agilitrix.com/2016/07/leader-is-the-limit/
Leaders
Go First

1. [Instructional images showing the process of using an oxygen mask]

2. [Instructional images showing the process of using an oxygen mask]

3. [Instructional images showing the process of using an oxygen mask]

4. [Instructional images showing the process of using an oxygen mask]
organization to thrive in the future, leaders model new behaviours.

- Strongly Agree: 81%
- Agree: 19%
- Neutral: 0%
- Disagree: 0%

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Honour Leader’s Freedom to Choose
Freedom to Choose

http://agilitrix.com/2011/03/red-pill-blue-pill/
Let Go of What You Want

Your Role in Organizational Growth
Leaders
Go First

1. [Image of woman pulling down a mask]
2. [Image of woman putting on a mask]
3. [Image of woman adjusting the mask]
4. [Image of woman helping a child put on a mask]
Start with Yourself

Be The Change That You Want to See In The World.
How I Can Help

1. Certified Agile Leadership (CAL1) Training. Public or Internal.
2. Executive Briefing
3. Organizational Alignment