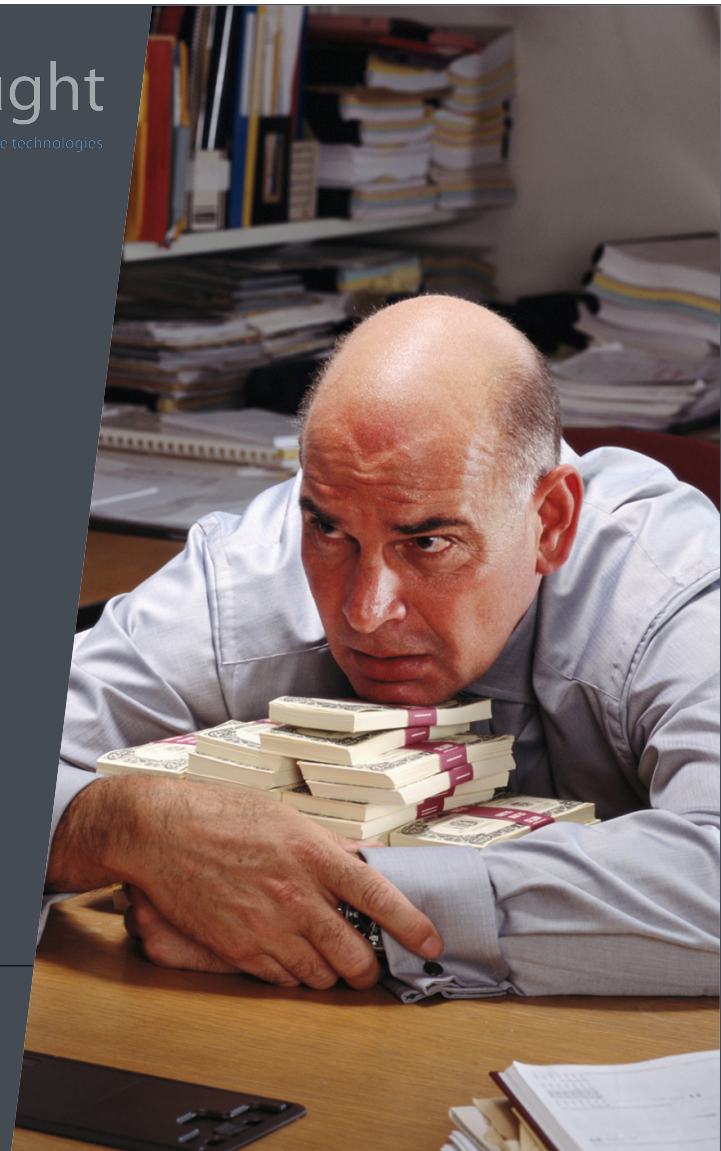


# Follow the Money: How to Talk to Executives about Agile

Presented by

Steven Granese

Vice President, Transform Practice



By The Numbers

2004

Launch Date

3 Office Locations

Tampa

Atlanta

Orlando

400+

Professionals

10 Consecutive Years

Inc. 5000

agilethought

insightful solutions :: innovative technologies

# Enterprise IT Solutions

Transformations



Training



Coaching



Consulting

Custom Software Development



Enterprise Application Development



System Integration and digital implementation



Data Analytics Solutions



Cloud Solutions (including Cloud Factory)



Machine Learning and Artificial Intelligence



User Interface and Experience Design

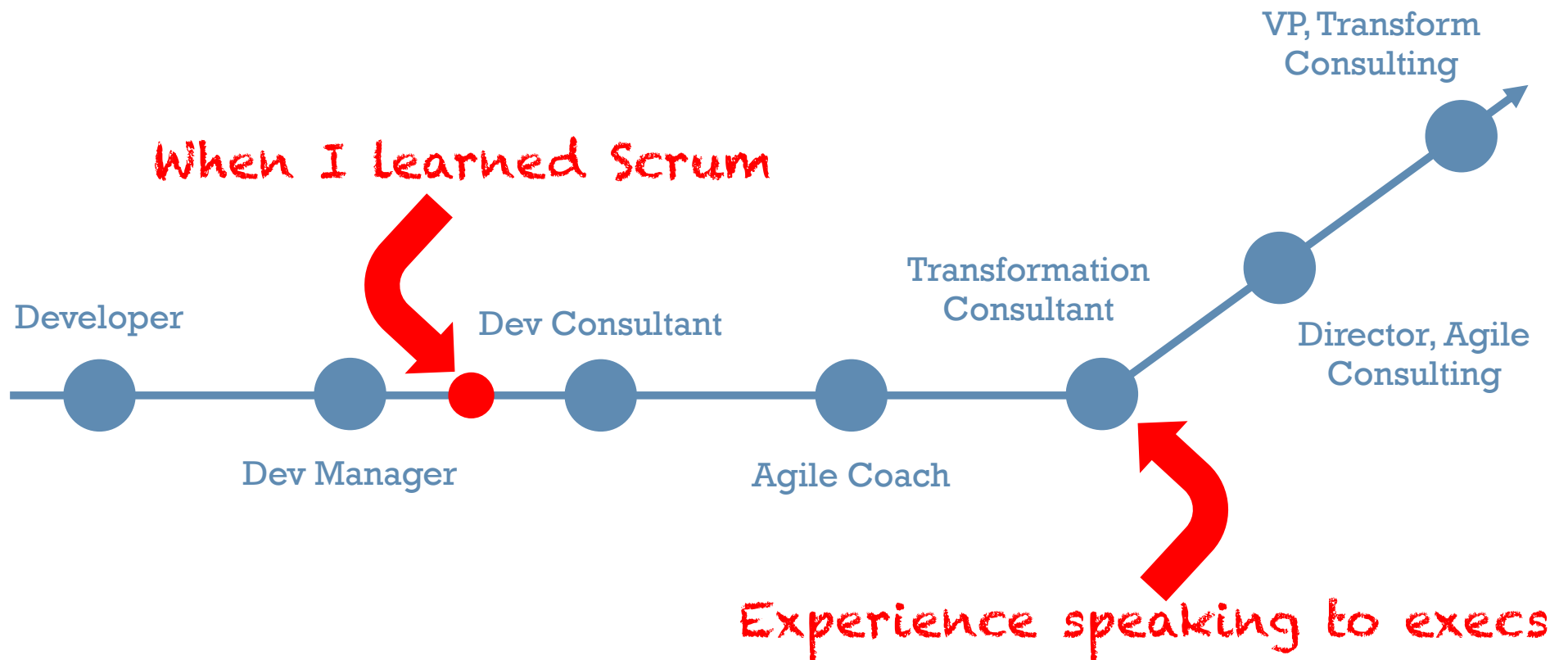


Collaboration



Development Studio

# My Background



# Exercise: Elevator pitch



# My Story of "Follow the Money"

agilethought  
insightful solutions :: innovative technologies



A movie poster for 'The Sixth Sense'. The background is dark with a warm, orange glow. On the left, a close-up of Haley Joel Osment as Cole Sear is shown, looking slightly to the right with a serious expression. On the right, a silhouette of a person stands in a bright, circular light, with rays emanating from behind them, suggesting a ghostly presence. The title 'THE SIXTH SENSE' is written in a white, hand-drawn font on the left side.

THE  
SIXTH SENSE



## Reality Check

Executives don't care  
about agile...

... and they never will...

... so stop trying.

# Executives Care About Results



Investment Value at Year end

339 970	373 967
56 969	804 029
817	1 296 731
58	1 859 317
	2 499 808
	3 227 076
	4 050 935
	R 28 331

Investment Value at Year end

424 963	467 459
446 211	1 005 037
468 522	1 620 915
491 948	2 324 149
516 545	3 124 764
<del>542 372</del>	4 033 850
569 491	5 063 675
Start at monthly	R 35 414

Can we do this?



No Pain,  
No Change

Follow the  
Money!

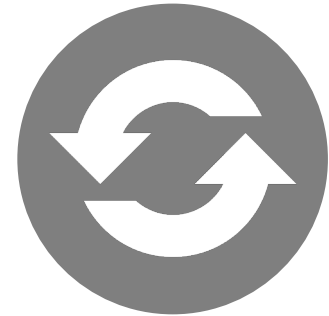




Develop  
Empathy for  
Executives



Speak the  
Language of  
Business



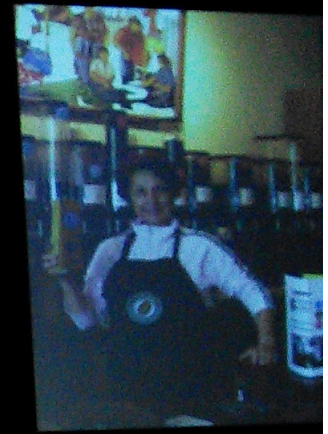
Use Agile to  
Solve Business  
Problems

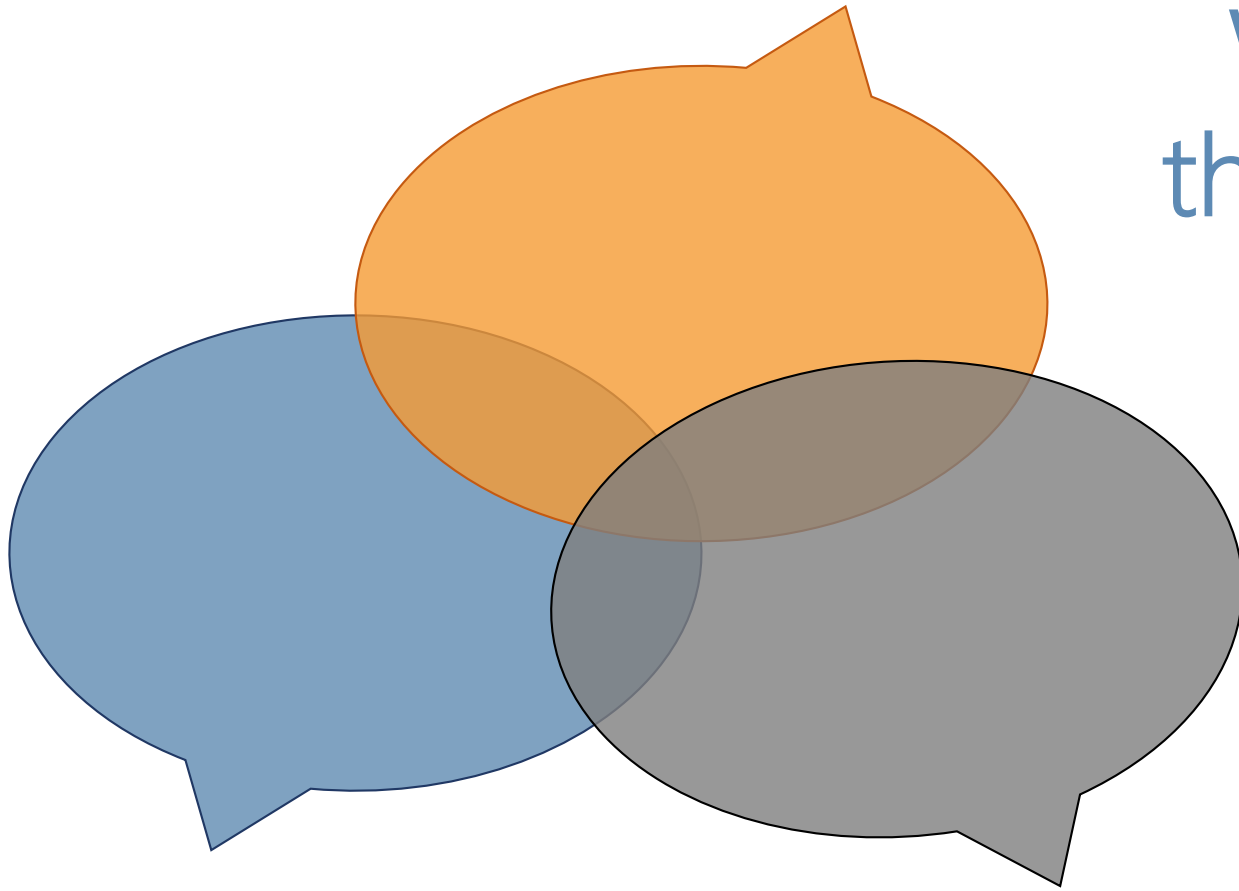


# Develop Empathy for Executives



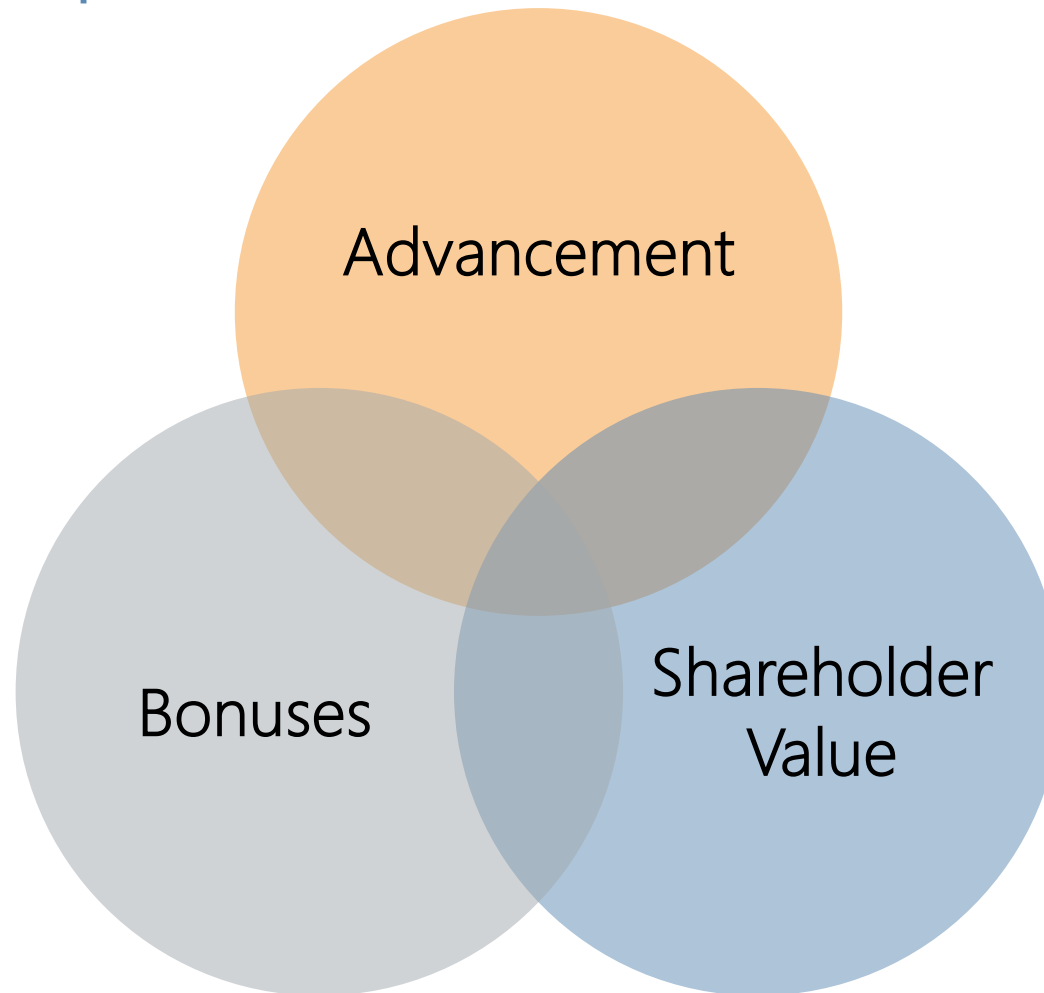
Execs Just Don't Get It!





What do you  
think Execs care  
about?

# Top Motivators for Executives



# When I Learned to Develop Empathy

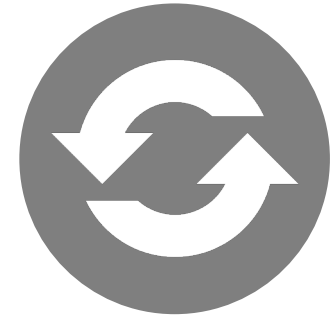




Develop  
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Speak the  
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Use Agile to  
Solve Business  
Problems

- Ask Better Questions
- “What else could be going on here?”





# Speak the Language of Business



# The EBIDTA Drinking Game



# The Language of Business "R-C-R"



## Sample Conversation – Developer to Executive

'Agile' is so awesome. When the customer changes their mind, we just update the backlog and they are so happy. Our team doesn't have to work extra hours because we know our velocity and we make sure our tech debt is reasonable. Everyone on the team is loving it!"

Jargon

Lack of numbers

## Sample Conversation – Developer to Executive

"We reduced our costs by 40% by getting more regular feedback from the customer, which allowed us to eliminate roughly 20% of the features that we never had to build.

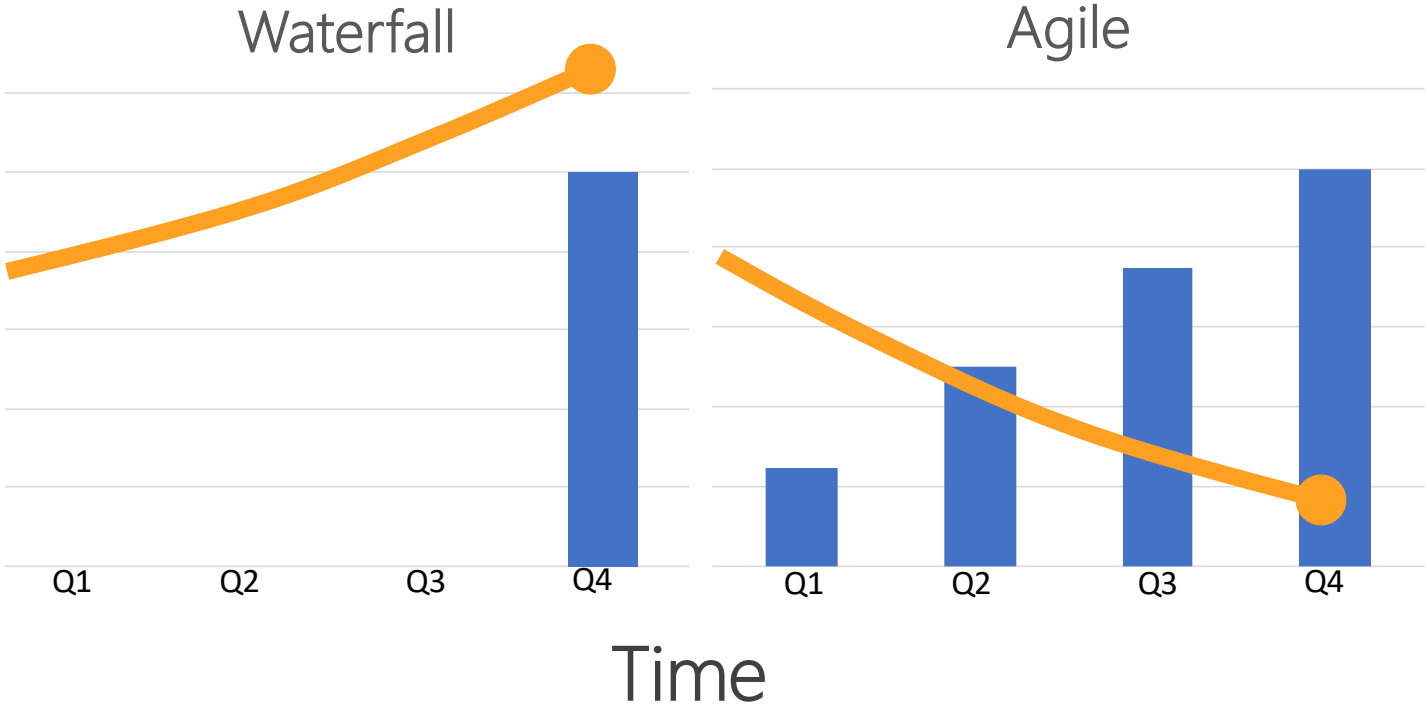
*"You had me at reduced costs by 40%..."*

## Your Primary Challenge

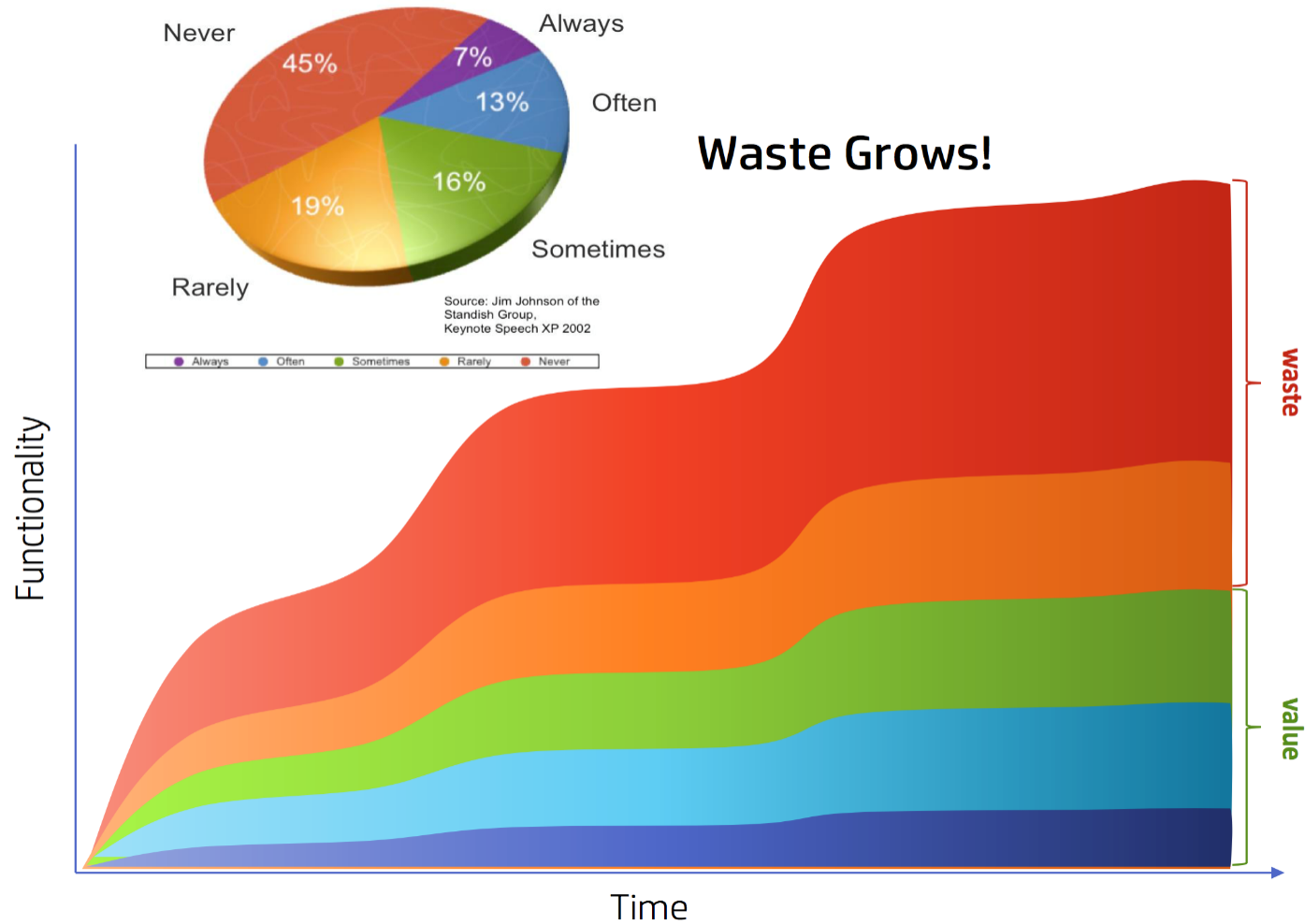
How can you explain the benefits of agile while speaking the language of business?

# Capture REVENUE Faster

■ Revenue    —● Missed Revenue

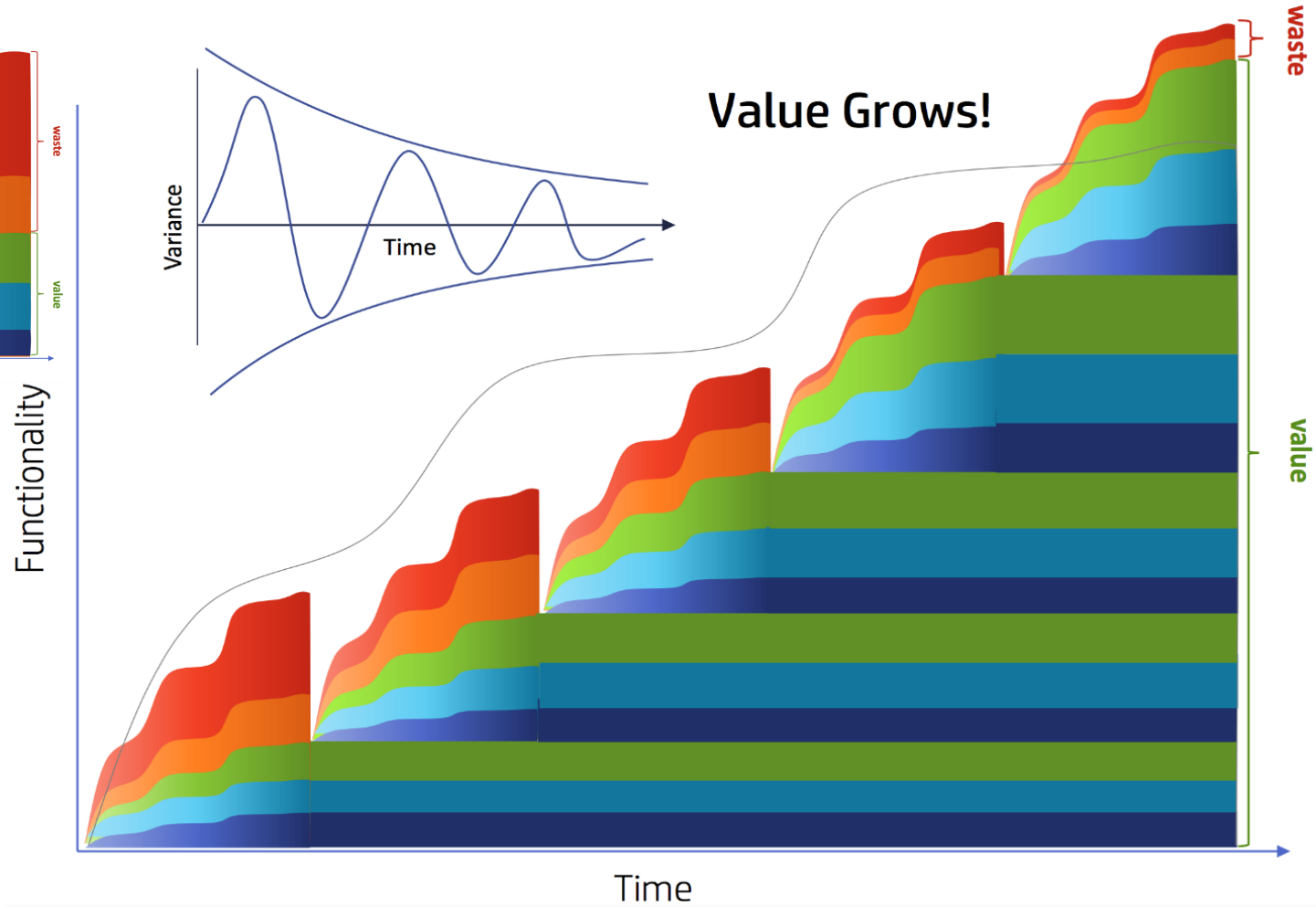
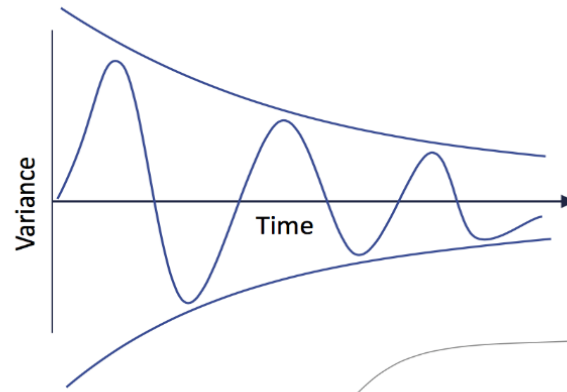
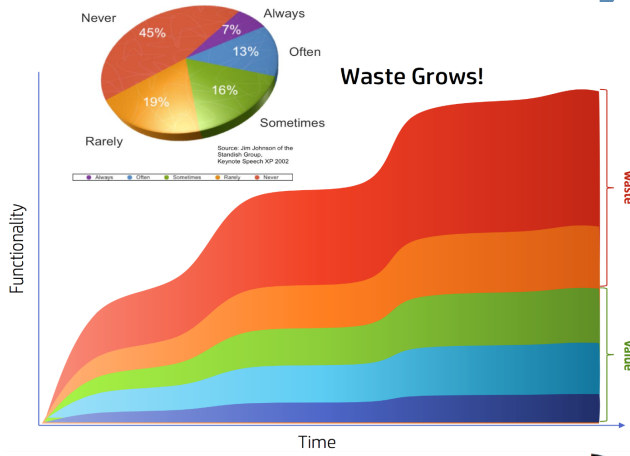


# Reduce COSTS by Reducing Waste





# Reduce COSTS by Reducing Waste



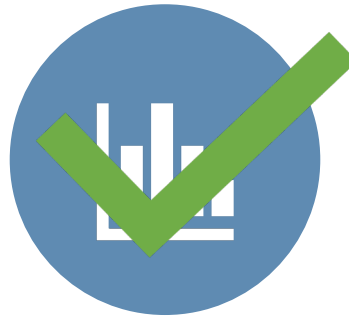
# Reduce RISK with Realtime Feedback





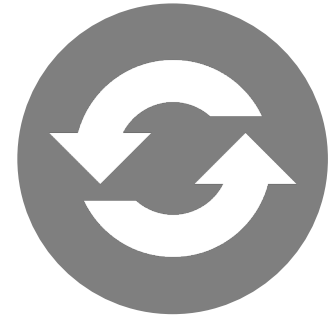
## Develop Empathy for Executives

- Ask Better Questions
- “What else could be going on here?”

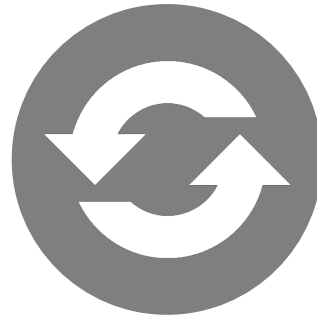


## Speak the Language of Business

- Mirror language of Executives
- Read business books



## Use Agile to Solve Business Problems



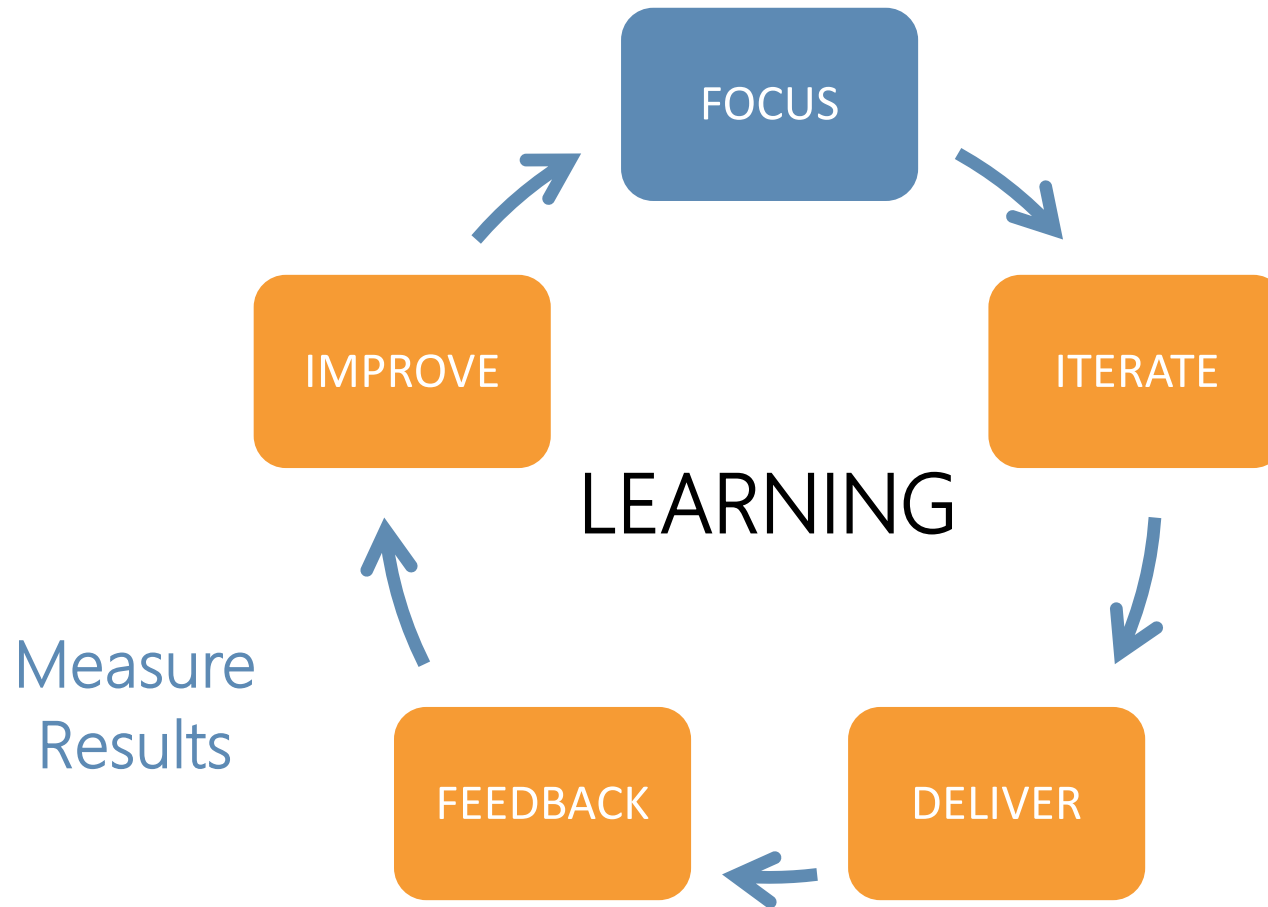
# Use Agile to Solve Business Problems



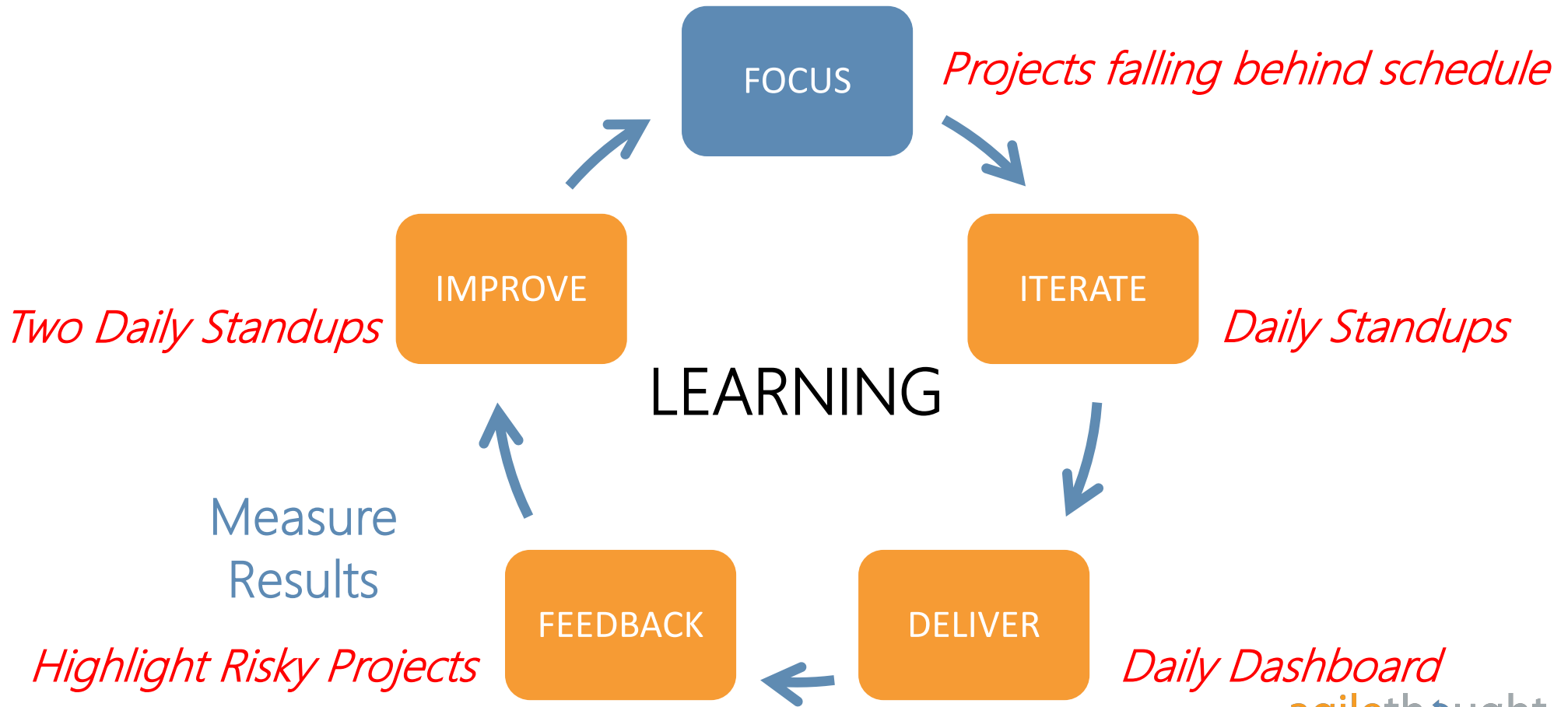
What if you  
could keep  
your teams  
together?



# What is Agile?



# Example of Solving a Business Problem with Agile



# Example of Solving a Business Problem with Agile



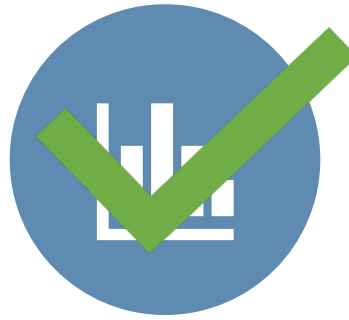


Your goal is to build trust. And that will take patience.



## Develop Empathy for Executives

- Ask Better Questions
- “What else could be going on here?”



## Speak the Language of Business

- Mirror language of Executives
- Read business books



## Use Agile to Solve Business Problems

- Take ownership
- Focus on measurable business results



Develop  
Empathy for  
Executives

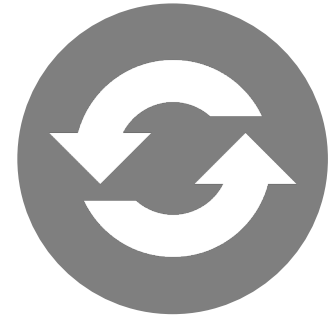
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Is there truly  
any pain?



Speak the  
Language of  
Business

What is the  
business pain?

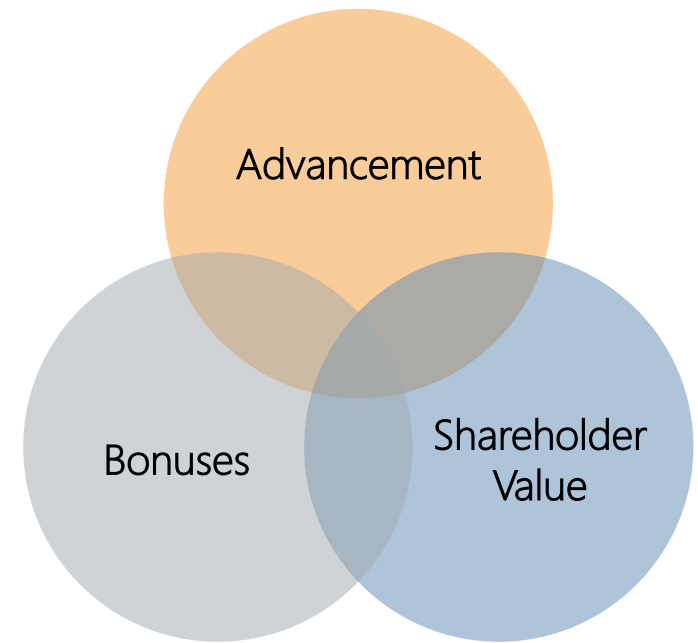


Use Agile to  
Solve Business  
Problems

How can agile  
relieve the pain?

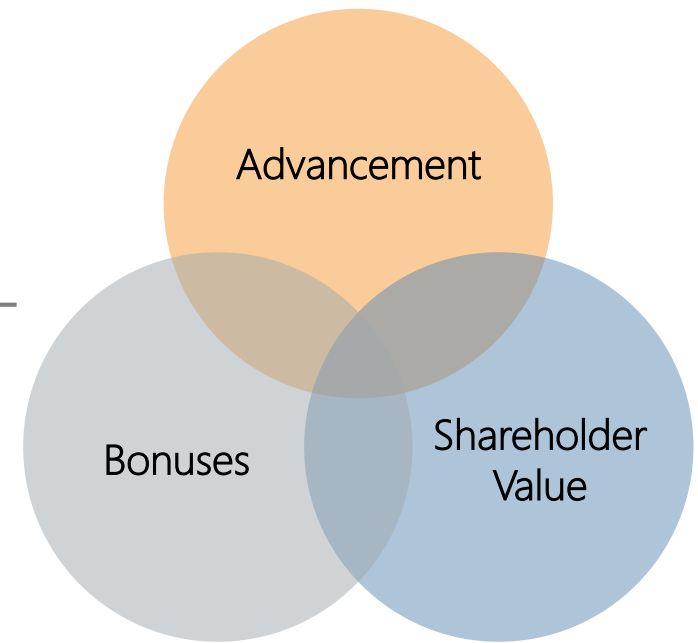
## “Follow the Money” Exercise

1. Review the scenario
2. Decide on the Exec’s primary motivation
3. Identify 3 reasons why this Exec may be resistant



## “Follow the Money” Scenario

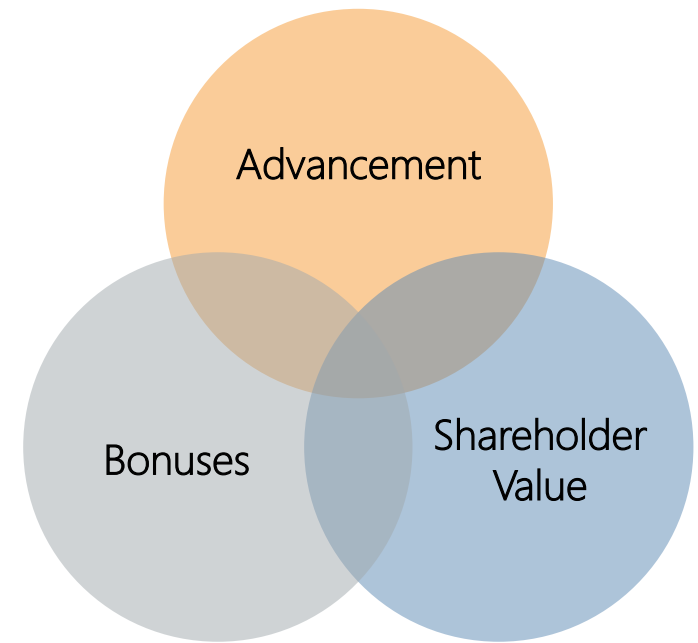
Your organization is starting an agile transformation. The VP of IT has been named as head of the transformation team. She skips most preliminary team meetings, and is hesitant to make decisions. She seems to be stalling, despite her previous positive experience with agile.



- Exec's primary motivation
- 3 reasons Exec may resist

## Exercise: Let's Discuss

- Previous experience with agile was great for her teams, which led to her promotion
- Part of that success was due to overhaul of reporting structures
- Current bonus was based on headcount in her organization



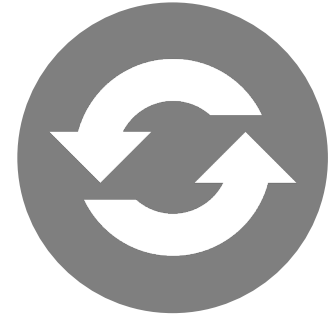
## Debrief – What are you taking away?



Develop  
Empathy for  
Executives



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Use Agile to  
Solve Business  
Problems

# Thank you and stay in touch!



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stevengranese

**agilethought**  
insightful solutions :: innovative technologies

