AT2
Agile IT
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Holistic Agile: Treat the Whole Company, Not Just IT

Presented by:

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MindOverProcess

Brought to you by:

Robert Woods

Robert Woods is an agile community leader, requested industry speaker, published author, and mentor with a proven history of facilitating enterprise transformation while helping create and provide catered training and coaching for organizations consisting of culturally, generationally, and geographically diverse backgrounds. He's the creator of the CLEAR (Collaborative-Lean-Evolving-Adaptive-Reportable) principles for framework-agnostic scaling agility and portfolio management. His specialties include holistic enterprise agile, business agility, enterprise agile leadership, organizational transformation, design thinking, systems thinking, hypothesis, and peer, behavioral, and test-driven development techniques. He is passionate about agile leadership; mentoring team facilitators, servant leaders, and engaged and empowered product champions; and helping enterprises transform their culture into one exhibiting true adaptive business and IT alignment.

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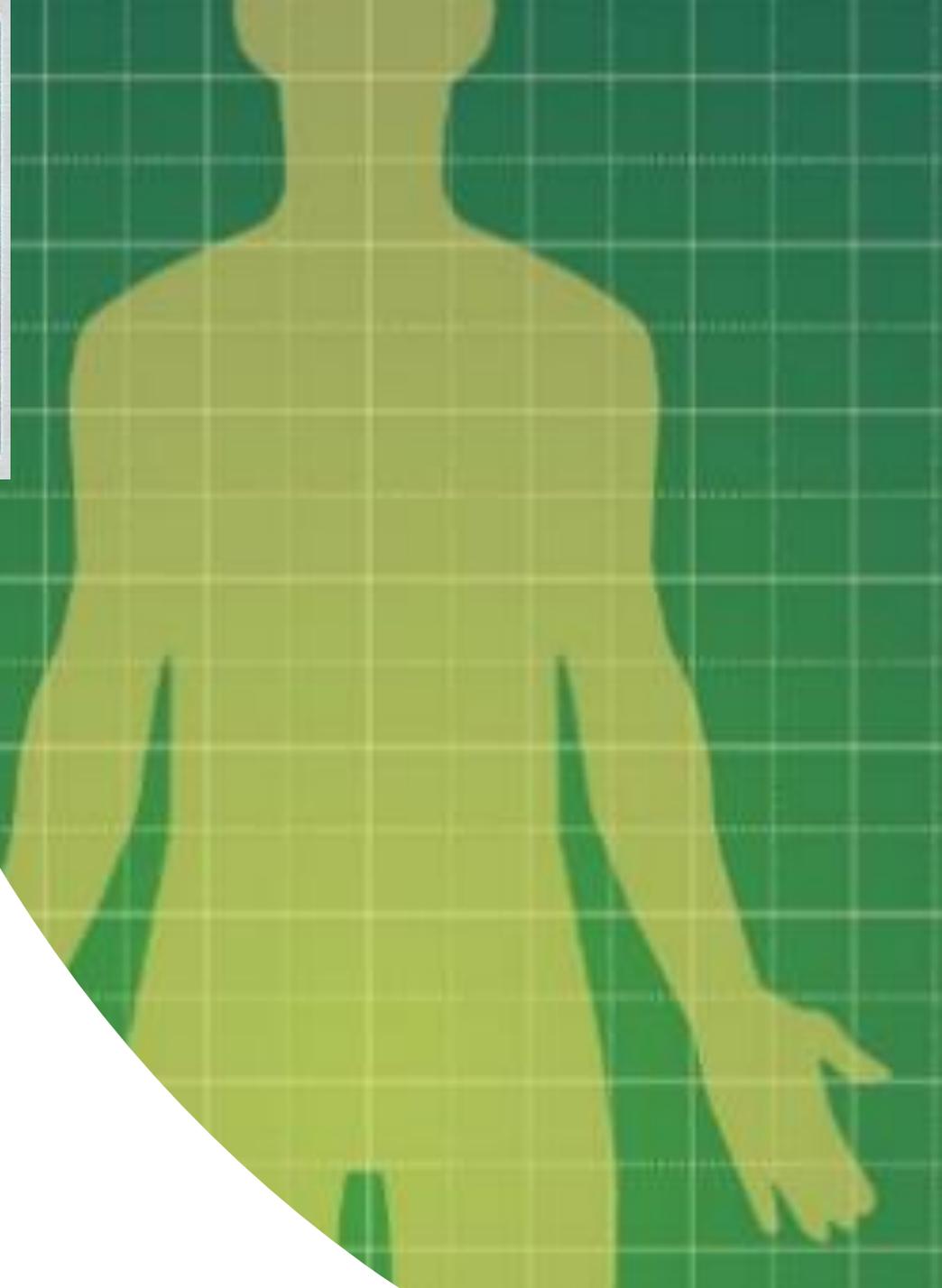
Holistic Agile:

Treat the Whole Company, Not Just IT

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Group Question

Raise your hand if you feel if there are other parts of your company outside IT who could benefit from Agile methods?

The Agile (R)Evolution

- Lean Manufacturing

- Rapid Development

- Iterative Practices

- Framework Evolution

- Software Development Disruption

- Continuous Flow in Shared Services

Business Says:

- I want my stuff faster so IT needs to change how *it* delivers.

- We hear Agile software delivery methods get more done with less people and in less time.

- Get *IT* some training!

We ♥ Agile, but...

Problem - Everything from the Manifesto to the Principles screams software development.

Problem - Adoptions\Transformations are **focused** on improving IT delivery.

Problem - Groups outside of IT are *forced* to get on board as opposed to deciding to.

Side Effect – No one else wants to adopt IT-centric ways of working.

Side Effect – We start to make up for lack of business involvement by creating ways to exclude them.

Side Effect – Malicious obedience...others come kicking and screaming having no sense of accountability to overall success.

If\when other groups push back, Agile is abandoned as not applicable to this company.

We often discover that, through creating transparency, technology is only a small piece of a larger overall organizational problem.

Can an Enterprise based Agile
transformation take place
without having to start within IT?

Agile methods were around before IT was!

Agile *Before* IT – Continuous Improvement & Learning Culture

"We now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn."
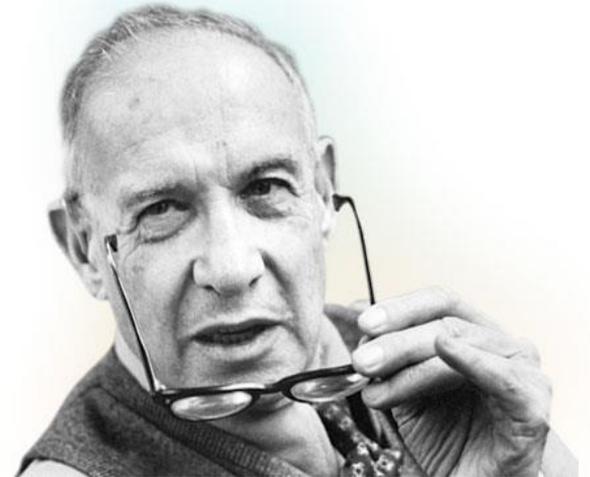
Peter Drucker

"Failure is simply the opportunity to begin again, this time more intelligently."

Henry Ford

Agile *Beyond* IT - Decentralization of control

L. David Marquet's USS Santa Fe. Decentralization led to the highest inspection grade in the history of the USN.

"If you want people to think, give intent not instructions."

"Don't take control and attract followers. Give control and create leaders."

"Imagine a workplace where everyone engages and contributes their full intellectual capacity...a place where everyone is a leader."
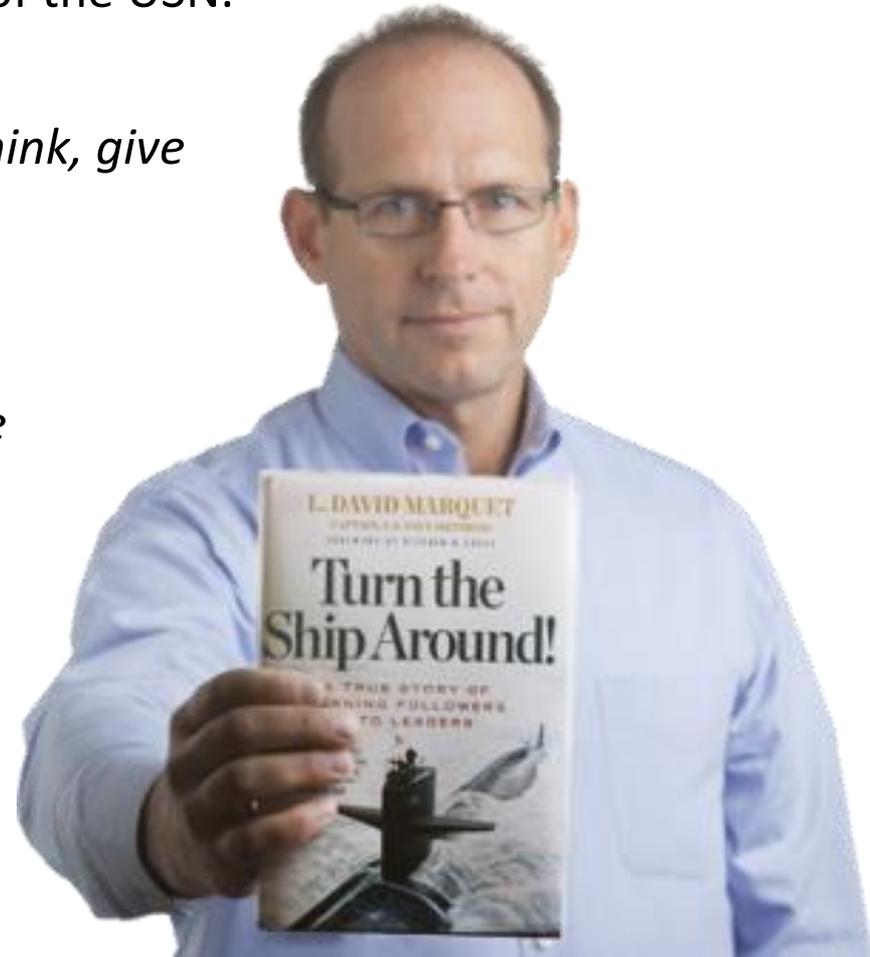
Agile *Beyond* IT – Collaboration & small, cross-functional teams

Mayo Clinic - Clinic physician team of different specialties for diagnosis. This isn't by chance – all organs share some level of interconnectivity. Silo'ed approach is flawed (non-holistic).

Military - Seal Teams consisting of 8 man cross-functional squads or 4-man fire teams must be empowered to make critical decisions on the fly without communication to higher chains of command.

Agile *Beyond* IT – Employee-centric approach

"Take care of your associates, they will take care of your customers, and the rest will take care of itself."

"There are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, customer satisfaction, and cash flow."

An average of 3M people quit their jobs each month – how long will it take you to effectively replace them?

For any approach to be considered "holistic" to modern business, it has to be flexible and pragmatic enough to apply across all business units.

Holistic Agile

The approach of adopting a unique set of *Enterprise-based* Agile values and principles to an **organization's** holistic needs. (as opposed to those of only technology based solutions.)


Method Traits:

Principles based to allow for case by case flexibility.

Applicable holistically without pre-determined application.

Focuses on mindset change first, as opposed to detailed process adoption.

Traditional Medicine

Traditional medical treatments attempt to solve that specific problem.
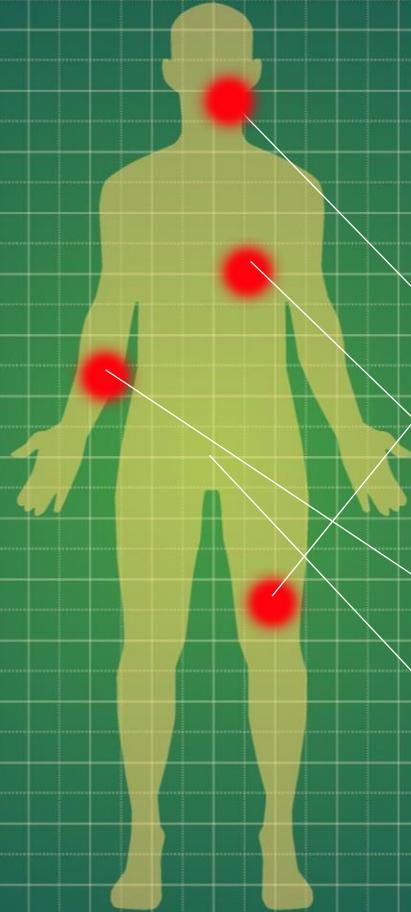
Side Effects May Include:

- Gimpy Leg

- Loss of Vision

- Heart Failure

- Arm Dropping Off

- Uncontrollable Bowels

Holistic Medicine

A Holistic approach to health recognizes there are individual issues, but treats the body as a whole.
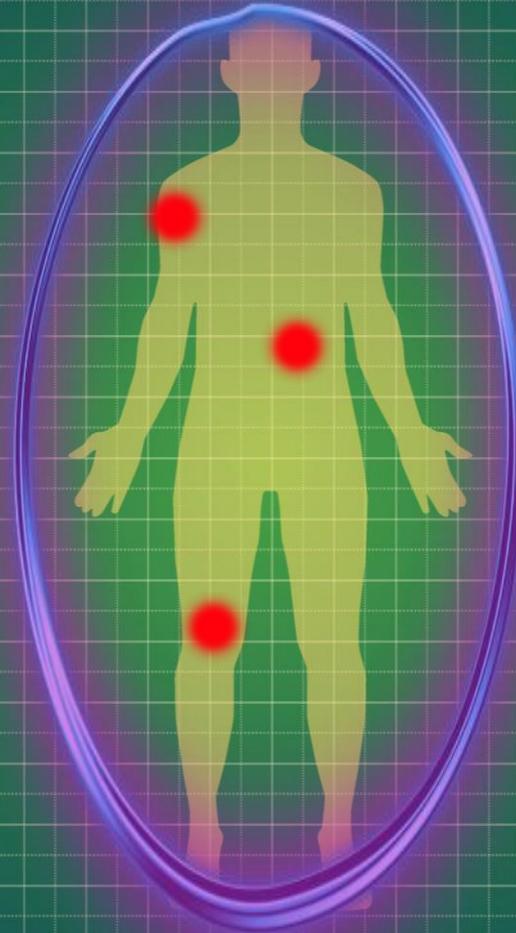
This comes from a desire to improve the entire body and a recognition that interactions across all of the parts affect the whole.

Traditional Agile

Traditional Agile adoption attempts to solve IT as a specific problem.

"IT Needs to deliver Faster"

Side Effects May Include:

- Infrastructure Bottleneck

- Lack of Executive Support

- Finance Pushback

- Agile is IT Only Culture

- HR hiring slow or the wrong people to support the new culture.

Holistic Agile

(Macro) A Holistic Agile approach recognizes there are individual issues but starts with the whole organization in mind in order to improve every part as opposed to just one.

"More HR Support is needed"

"Audit needs to be more flexible"

"Legal needs to participate more"

"IT needs to move faster"

"Delivery and Support are not in sync"
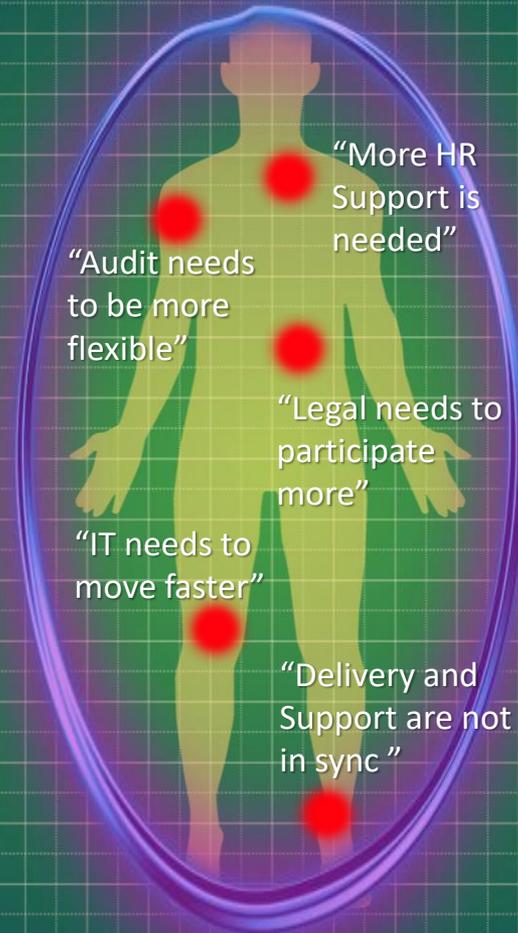
(Micro) Holistic Agile principles are also designed to be utilized in every part of the organization regardless of interaction with IT.

Group Question

If Agile is to be applied holistically, would your business be willing to work within, and apply, IT based principles?

Its not about simply adopting new processes!
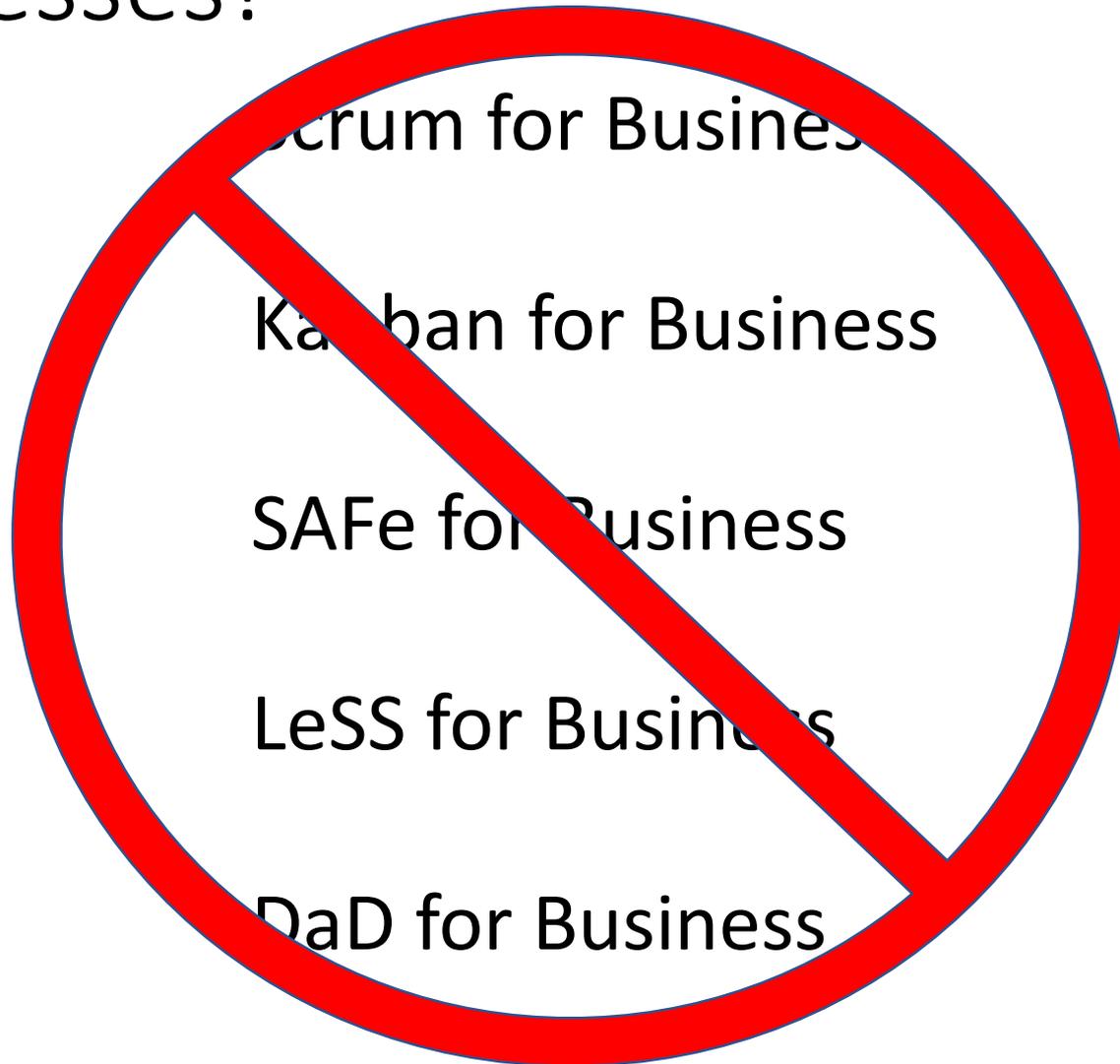
Scrum for Business

Kanban for Business

SAFe for Business

LeSS for Business

DaD for Business

Agile in HR

From yearly reviews to continual feedback.

From dedicated in office to flex hours.

From individual interviews to team interviews and immediate feedback.

From performance bonuses to great pay and great workplace.

From long hiring and onboarding cycles to no resumes, increased dependence on social media, and rapid team acclimation.
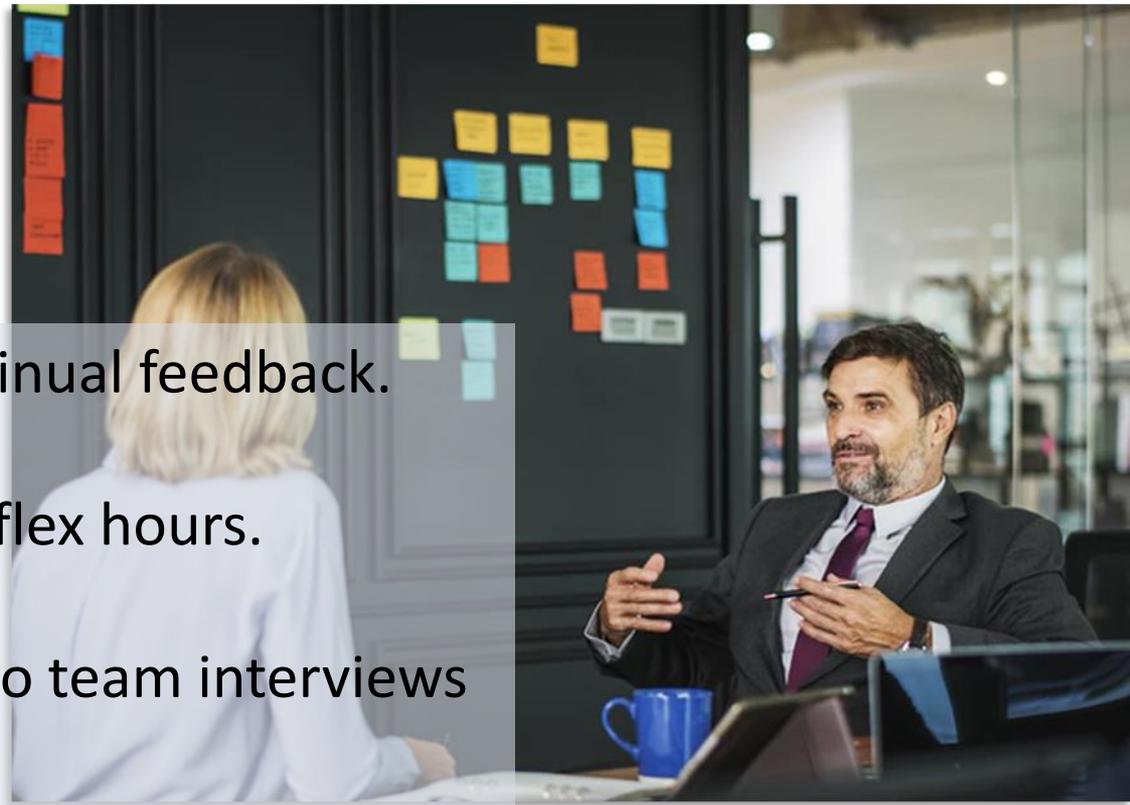
Agile in Finance

From yearly budgeting to value based iterative/incremental budgeting.

Streamlining AR/AP policies and processes.

Easier expense submissions and approvals via de-centralized approvals and use of automation.

Self service payroll and benefits portals.

Agile in Audit?!

- Upfront engagement on any projects of certain size to know audit requirements.

- Streamlining audit processes to ensure least disruption..

- Review all policies for legacy application and brutally revise.

- Collaborative teams as opposed to a single auditor.

Keeping your principles CLEAR

Collaborative – At both the micro and macro levels, we focus on open, transparent and effective collaboration

Lean – Eliminate waste in processes, policies, and practices while maximizing value based outcomes.

Evolving – Watch for and embrace the need for change or evolution in who we are and how we operate.

Adaptable – Have the courage to embrace and execute on that evolution and on lessons learned.

Reportable – In the spirit of continual improvement, we appropriately measure ourselves to ensure improvement takes place.

Where are CLEAR-based principles Being Applied?

Multi-Billion Dollar Transportation Company
- Cross-Functional, *Tax Department Team* and Lean-Based New Location Build-outs

Numerous Marketing firms
- Small, cross functional teams more tightly coupled with customers.

Top National Staffing and Professional Services Org
- Finance team using transparency, swarming concepts and feedback loops on non-IT issues.
- Staffing group using transparency concepts, culture and swarming to address client needs.

Multi-Billion Dollar Retail Firm
- Internal Audit department asked to move faster and provide more transparency. Small teams were created providing regular feedback loops, innovating on compliance review concepts and making the overall audit process more streamlined and collaborative.

NEXT BIG THING

How does a Holistic Agile approach change the nature of Agile Coaching?

How to convince an organization to engage more holistically?

1) Don't fake it.

2) Get the right people in the conversation from the beginning.

3) Work to understand common business pain points so you can speak the same language.

4) Stop selling yourself as an IT change agent and start promoting holistically.

5) Start now working with the groups outside of IT to promote the CLEAR Principles and gain your own experiences in application.

6) Dive deeper into each CLEAR principle and uncover the business benefits realized (value) specific to the organization you are working with.
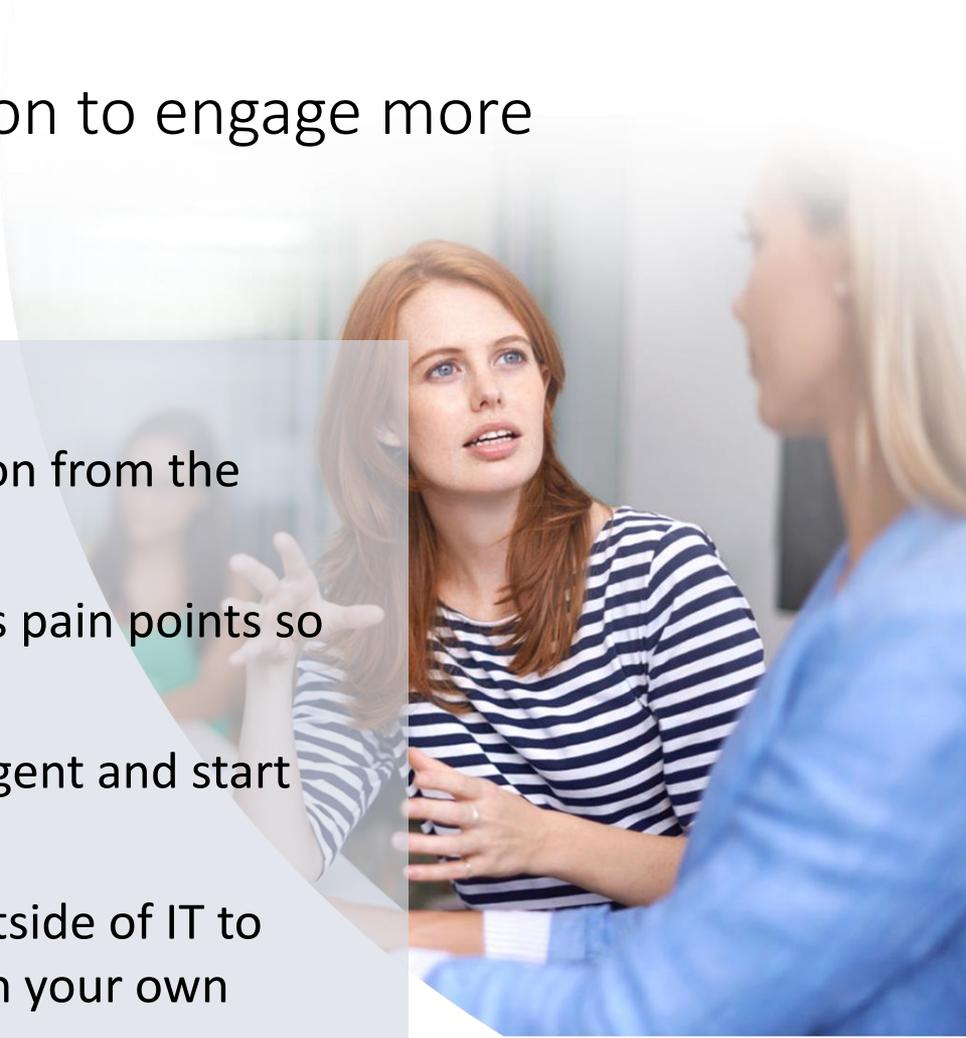
Holistic Agile DO's and DON'T's

DON'T – Think that detailed knowledge of the way software development works will translate seamlessly into day to day business practices.

DON'T – Try to get business teams to be "Scrummy", "Kanbanish" or "SAFe-like" just because that's what *you* are familiar with putting in place.

DON'T – Try to force an organization as a whole to be completely uniform in their approach; strive instead for holistically unified.

DON'T – Limit yourself as a change agent to only one aspect of what is a much broader problem (nose specialist, foot specialist, brain surgeon, etc.)

Holistic Agile DO's and DON'T's

DO - Have a strong understanding of day to day business concepts and solution delivery outside of IT.

DO - Learn the culture of the entire organization, not just the parts that affect the technology groups, and help them understand and apply the CLEAR principles.

DO - Be prepared to discuss business challenges with the ones who are the internal experts while facilitating the application of CLEAR principles.

DO – Focus on education company wide and cross functionally as opposed to small, unsupported silo's of agility.

Treat the entire organization!

• Holistic Agility is rooted in *Business fundamentals* with lessons learned from technology successes and failures – it is applied cross-industry and cross-department. Get Finance, Marketing, Support & Management involved today.

• Get your "Business" involved in your Agile transformation - Give them a different perspective of "that Agile thing" and show that its not IT-centric.

Treat the entire organization!

- Come in through the ***front door*** – Agile is business driven IT. Help the organization from the beginning to apply Agile concepts in Business practice and alignment with IT will follow.

- Stop trying to push the boulder uphill with a singular approach to larger organizational issues.

- Don't be tied down to a set of values and principles that immediately segregates your efforts from the rest of the organization.

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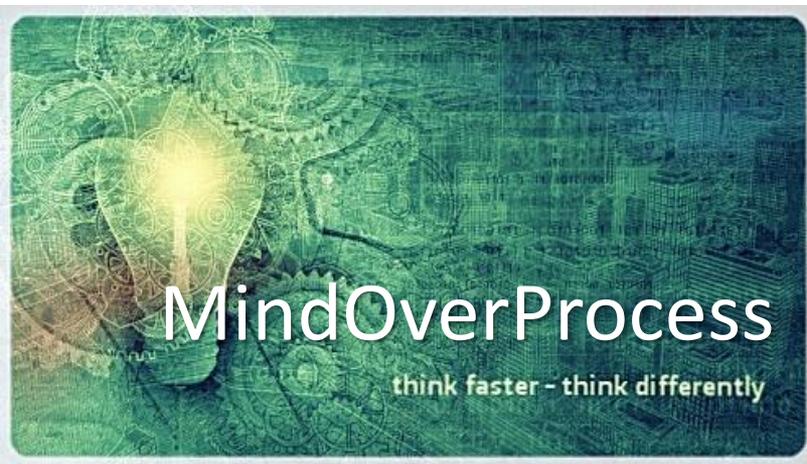
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Thank you!

Questions?