

So what can we learn from this?

Pull vs Push



TRY this at home in your next enterprise-level change initiative:

Visualize, manage & improve the flow of change across the enterprise using Kanban



Treat your Org like a Market

Don't mandate, Opt-in

Start with Managers/Leaders to validate, accelerate & make it stick

Thank you!

Shape the market using metrics/values/expectations

Use frameworks as Patterns/Options not mandates/prescriptions/best practices



Feedback? Questions? Thoughts?
yuval@agilesparks.com / [@yuvalyeret](https://twitter.com/yuvalyeret)

Kanban - a SANE way towards enterprise agility

Yuval Yeret - AgileSparks

← feedback/questions

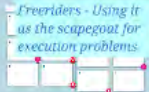


It all started with a great pilot

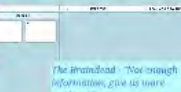
"Agile works great in this project/team we tried it on, what is the next step?"

The skeptics - "It won't fit"

Freeriders - Using it as the scapegoat for execution problems



The straggler - "Not enough information, give us more guidance"



Not long before signs of trouble

The Great Awarrior -
Admission: Lots of
mismanagement & they
complain, things
are not working

**The Cargo Cults - Doing
exactly as they are told even
if it doesn't work**



Let's get this Agile Rollout under way!

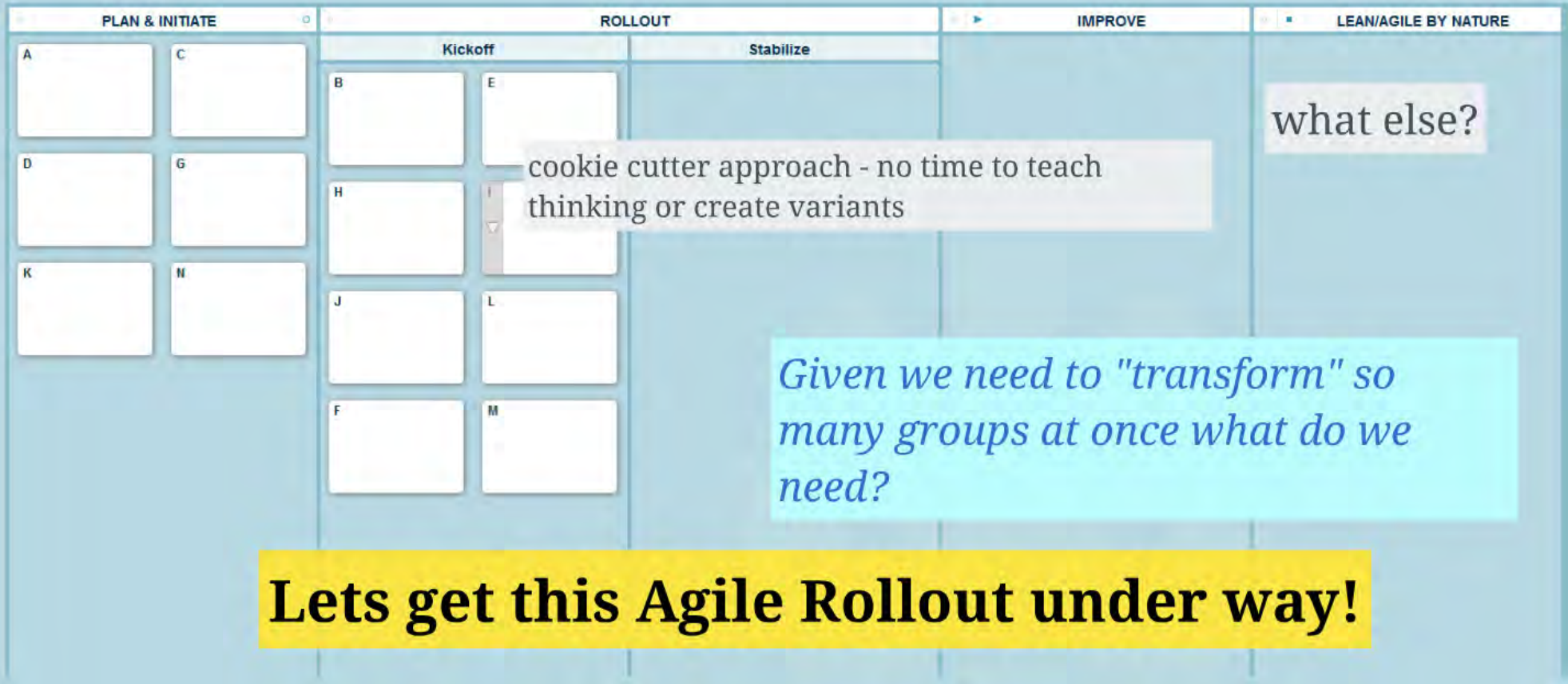


Mixed Results

If it is so great - EVERYONE should use it, how long until we can all run agile?

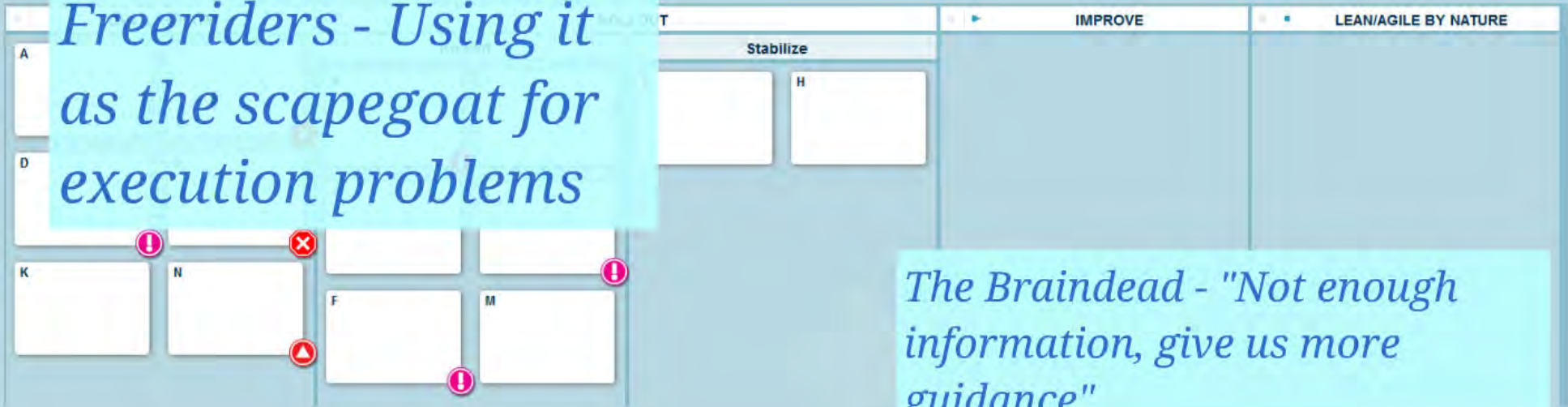
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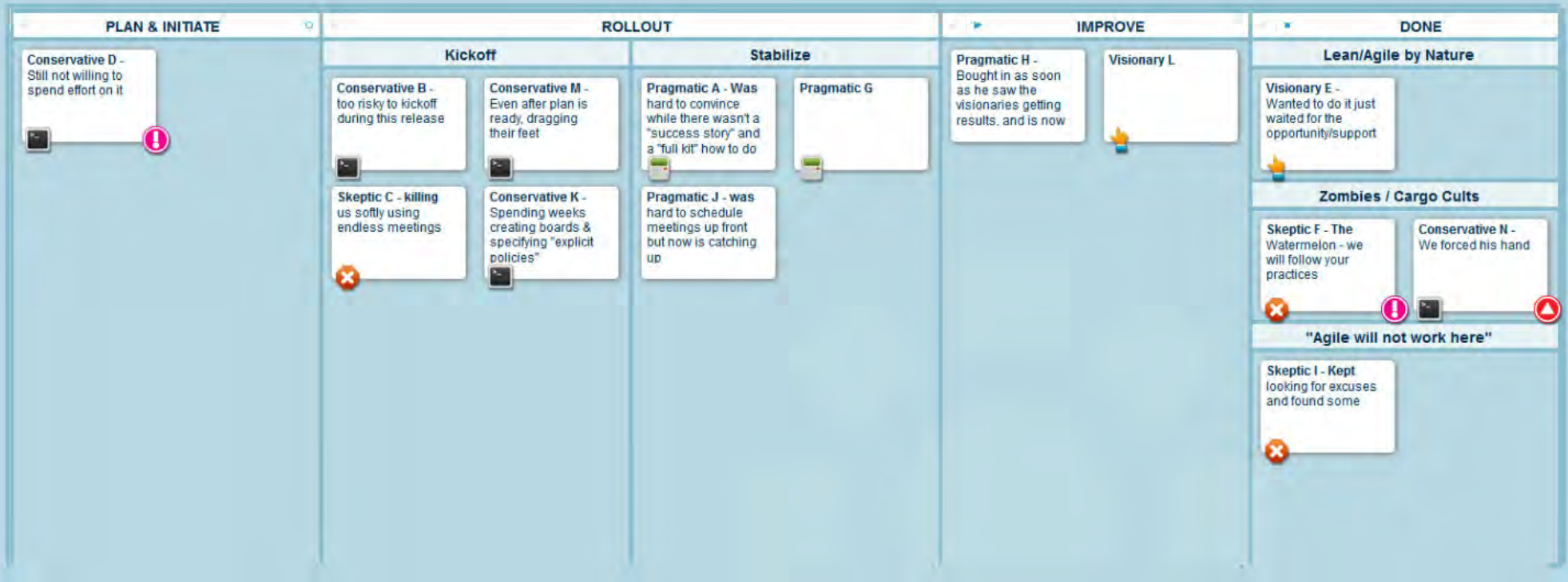


The Braindead - "Not enough information, give us more guidance"

Not long before signs of trouble

The Stealth Bombers - Avoidance / Lack of engagement & then complaining things are not working

The Cargo Cults - Doing exactly as they are told even if it doesn't work



Mixed Results

So what can we learn from this?

Pull vs Push





Let groups/leaders pull the change - from "The Market" into "Plan & Initiate"

Does it make sense to mandate "going agile"?



<http://newtechusa.net/agile/the-recipe-for-botched-agile-adoptions/>

<http://newtechusa.net/agile/mandated-agile-part2/>



Can we take opt-in/pull the change to the team level?
Can we let each team decide whether they are going to change?

ROLLOUT

Kickoff

Kanban offers more opt-in choices along the way, which is a good start

S

Can we take opt-in/pull the change to the team level?

Can we let each team decide whether they are going to change?

**Kanban allows more opt-in/choices
along the way, which is a good start**

Still, Should the choice to "start using Kanban" be opt-in?
What do you think?

The Market

Innovators

Early Adopters

The Chasm

Early Majority

Late Majority

Skeptics

Innovator B

Visionary C

Pragmatic G

Pragmatic M

Conservative K

Conservative C

Skeptic A

Visionary E

Pragmatic L

Pragmatist F

Conservative H

Conservative J

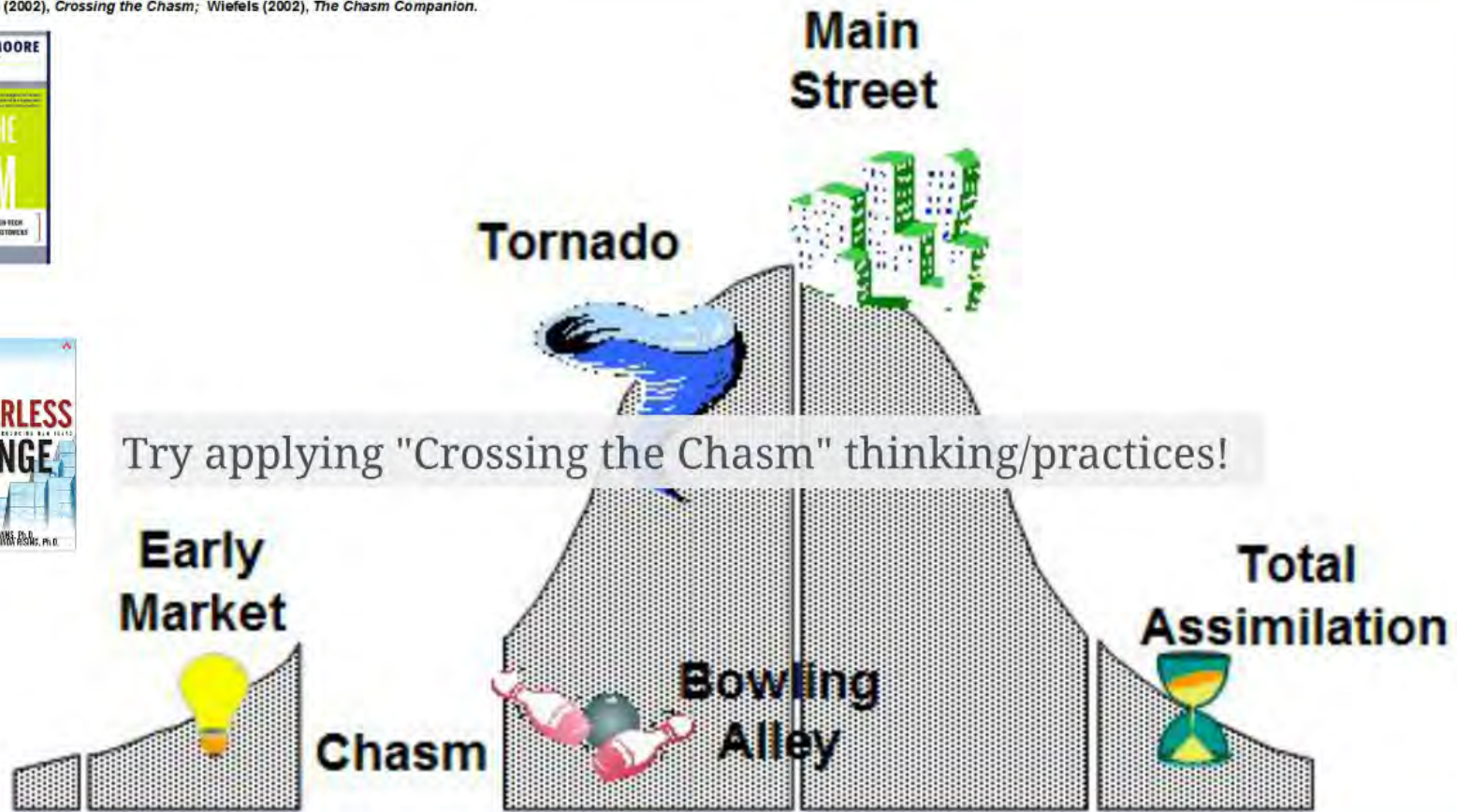
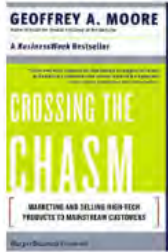
Skeptic P

Treat your organization as a market for the change initiative

Pragmatist G

Pragmatic D

Source: Moore (2002), *Crossing the Chasm*; Wiefels (2002), *The Chasm Companion*.



The Market							
Innovators	Early Adopters	The Chasm	Early Majority		Late Majority		Skeptics
Innovator B 	Visionary C 		Pragmatic G 	Pragmatic M 	Conservative K 	Conservative C 	Skeptic A
	Visionary E		Pragmatic L 	Pragmatist F 	Conservative H 	Conservative J 	Skeptic P
			Pragmatist G 	Pragmatic D 			

Treat your organization as a market for the change initiative

Engage in Marketing

Case Studies

*Conferences/
Meetups*

"Press Releases"

Identify and focus on agents of change

Clear WII.FM and CTA

Identify & Nurture Opportunities

*Clarify specific business case for the context -
Ask them WHY*

*Ensure buy-in by requiring up front
involvement from group leadership*

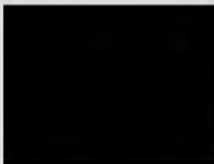
*Avoid rushing ... You want to measure
"Engagement/Retention" not "Signup"...*

Managers first - Validate the direction + Build the knowledge/leadership

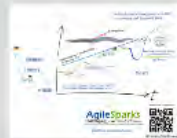
Management/Leadership Workshop

Focus your attention on *Visualize end to end flow*
Panoramic *Flow Management*
activities *Retrospective*

*If Leaders get "Stop Starting Start Finishing" -> everybody will
If they resist -> work with them
If it fails -> at least you failed early and safe*



LKCE12: Starting with Product Stream Kanban
<http://panorama.com/2012/05/09/starting-with-managers-kanban-the-called-product-stream-representative-kanban/>



DARE13: Starting with Managers Kanban
<http://prezi.com/7xzehbyndv/starting-with-managers-kanban-dare13/>

Focus your attention on

Visualize end to end flow

Panoramic

Flow Management

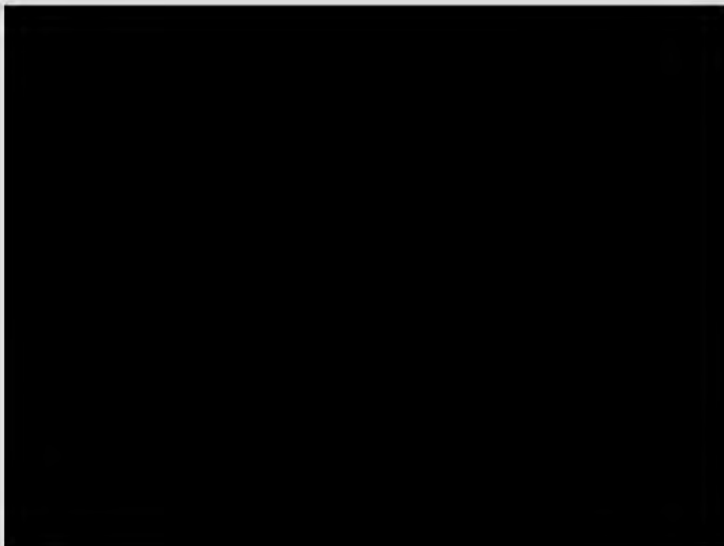
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Retrospective

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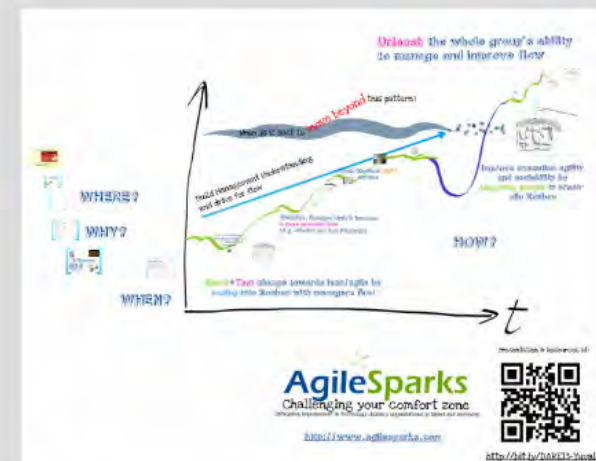
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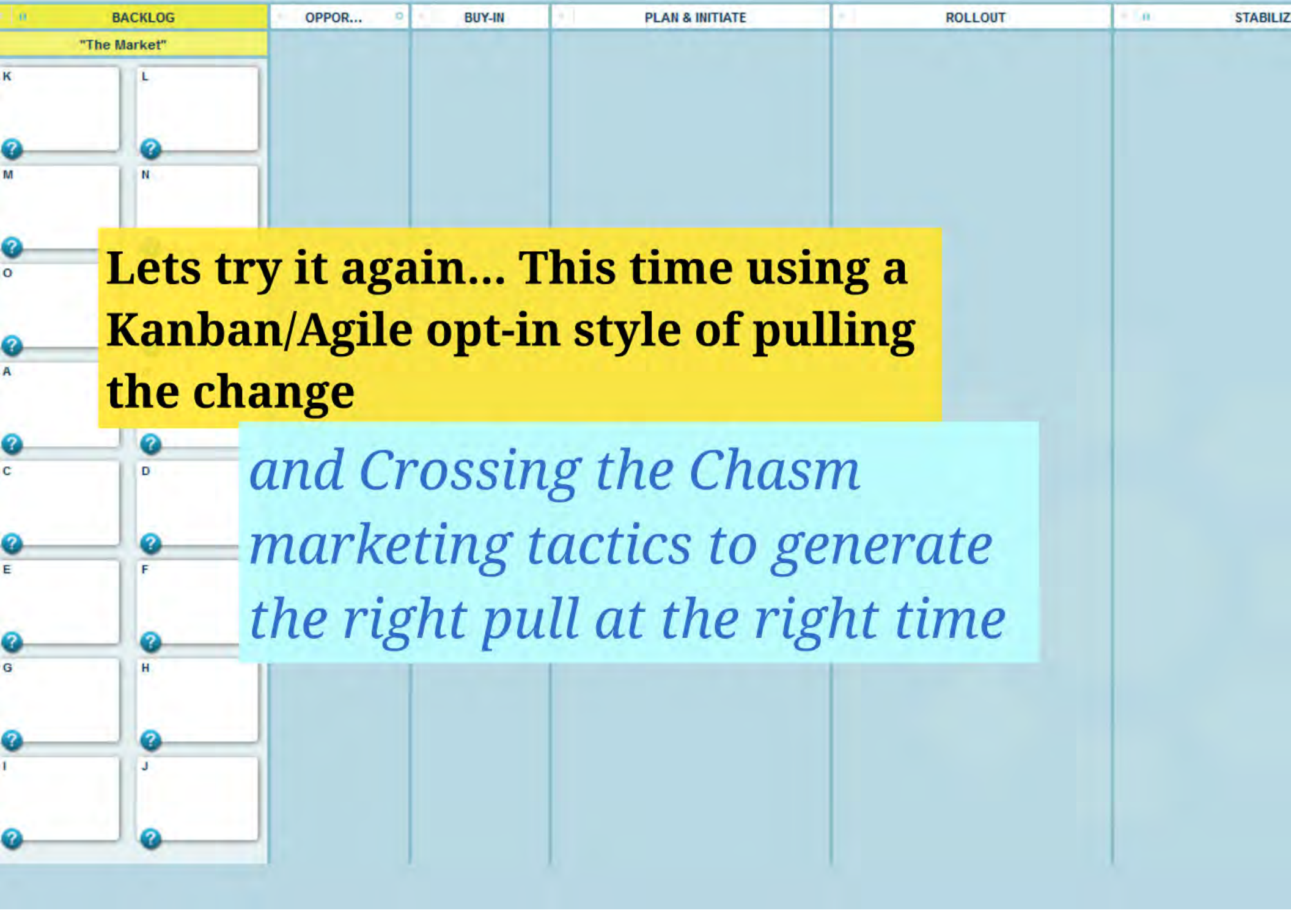
LKCE12: Starting with Product Stream Kanban

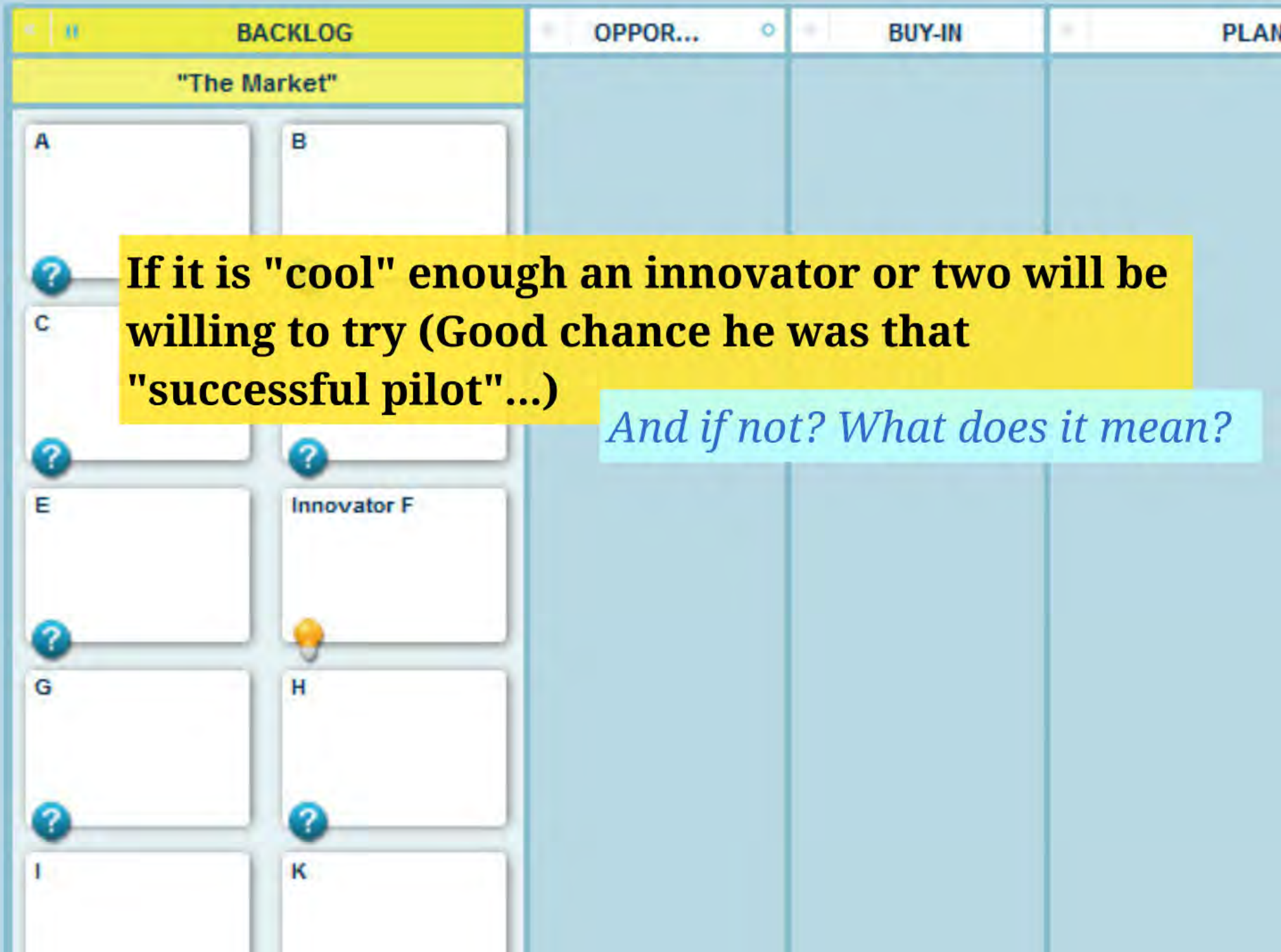
<http://yuvalyeret.com/2012/09/20/starting-with-managers-kanban-also-called-product-stream-representative-kanban/>



DARE13: Starting with Managers Kanban

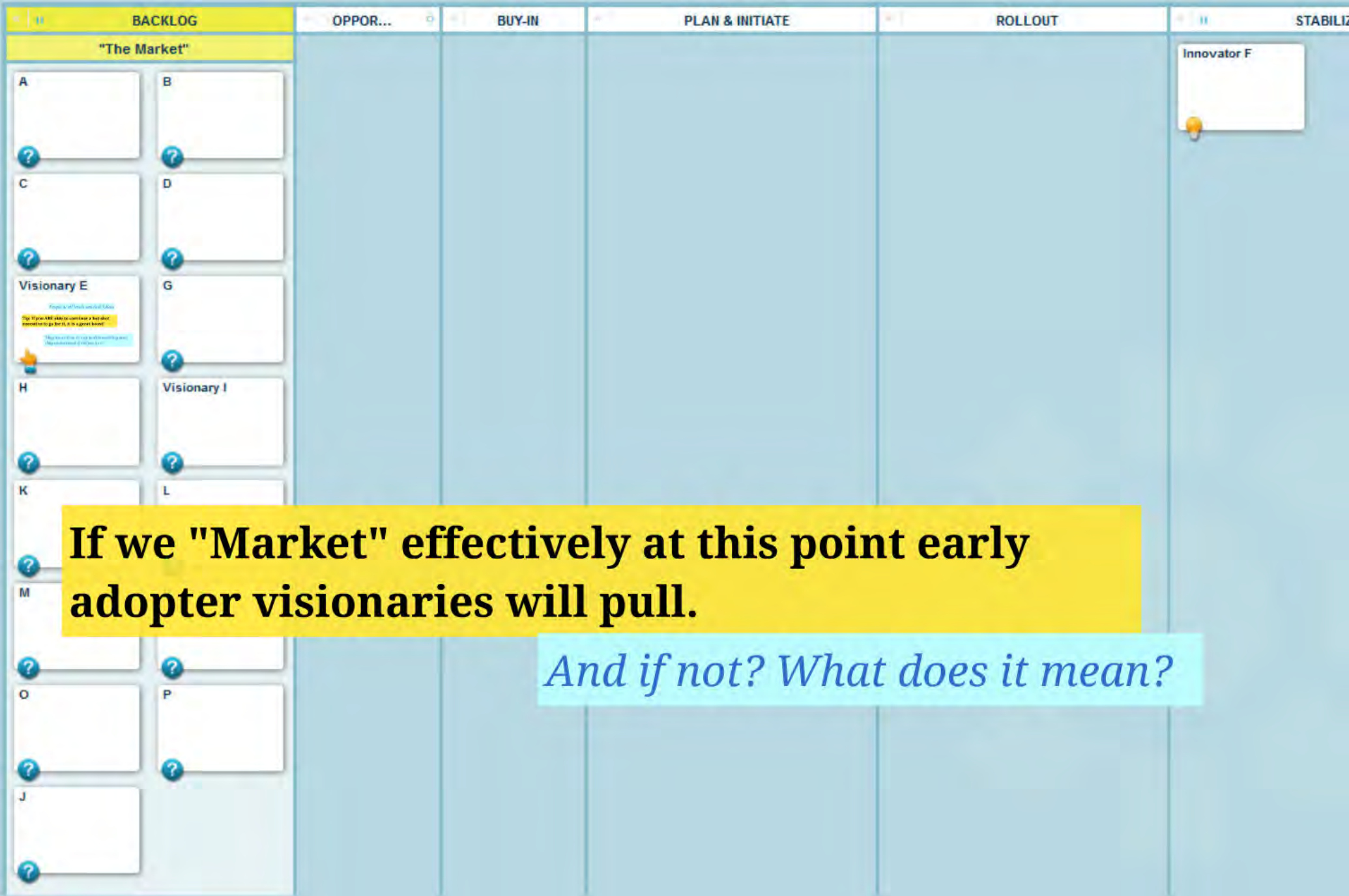
<http://prezi.com/t7xzehbyng4v/starting-with-managers-kanban-dare13/>





If it is "cool" enough an innovator or two will be willing to try (Good chance he was that "successful pilot"...)

And if not? What does it mean?



If we "Market" effectively at this point early adopter visionaries will pull.

And if not? What does it mean?

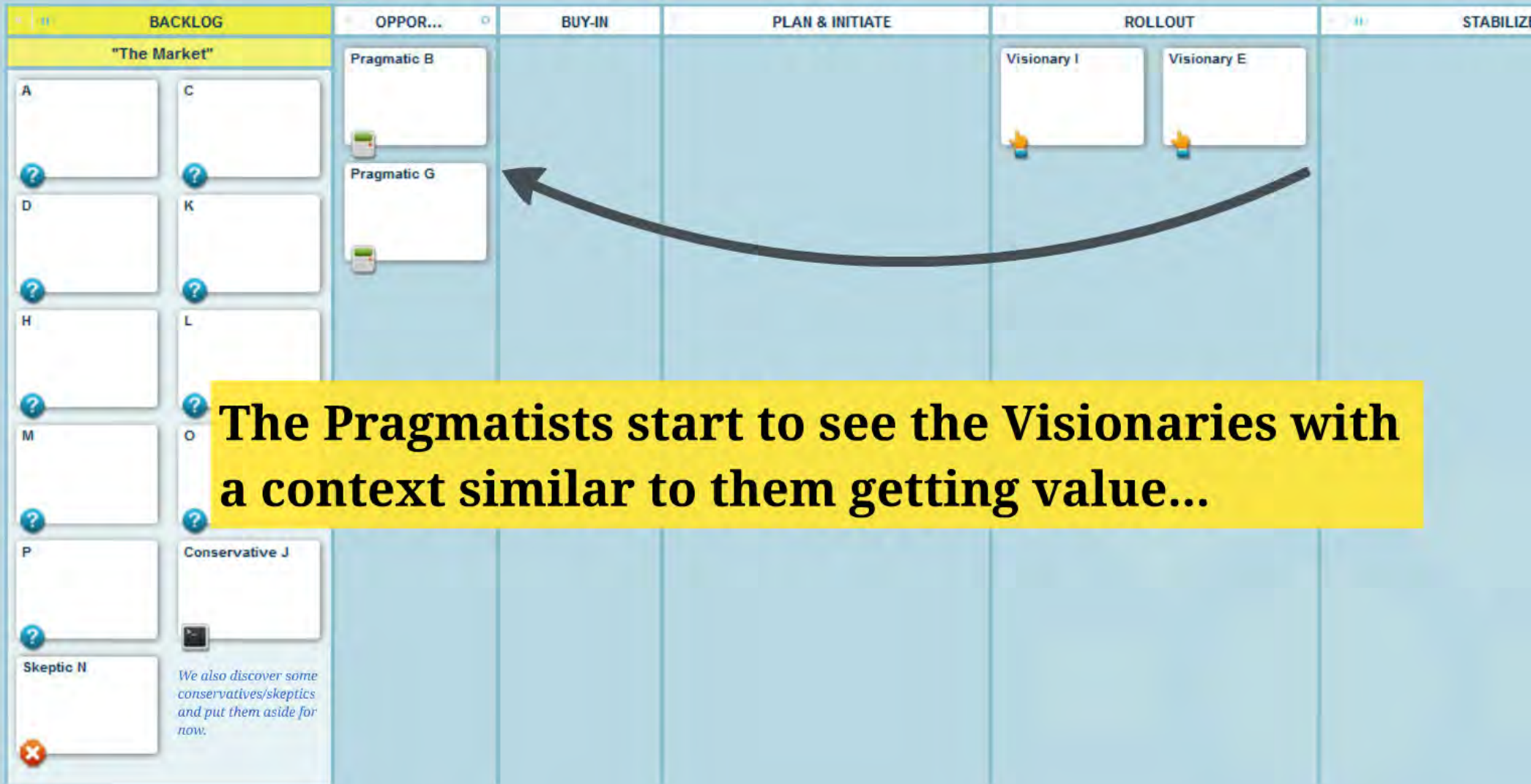
Visionary E

People at all levels watch & follow

Tip: If you ARE able to convince a hot-shot executive to go for it, it is a great boost!

They know how to run with something once they understand & believe in it





P



Conservative J

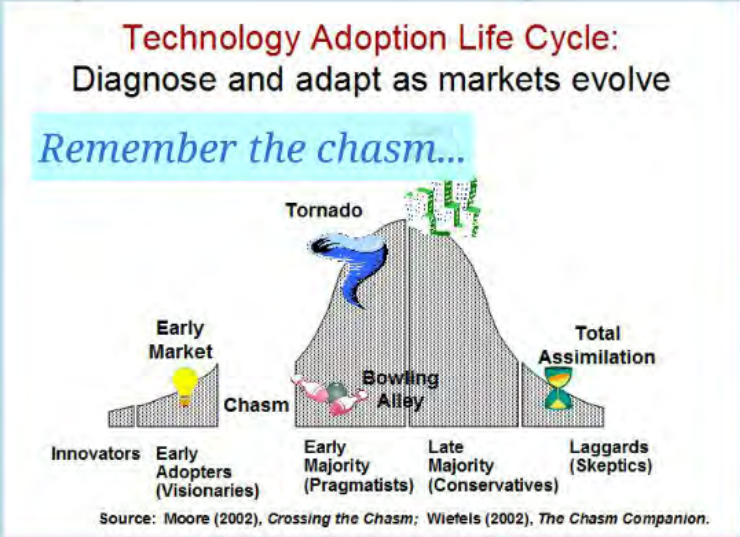
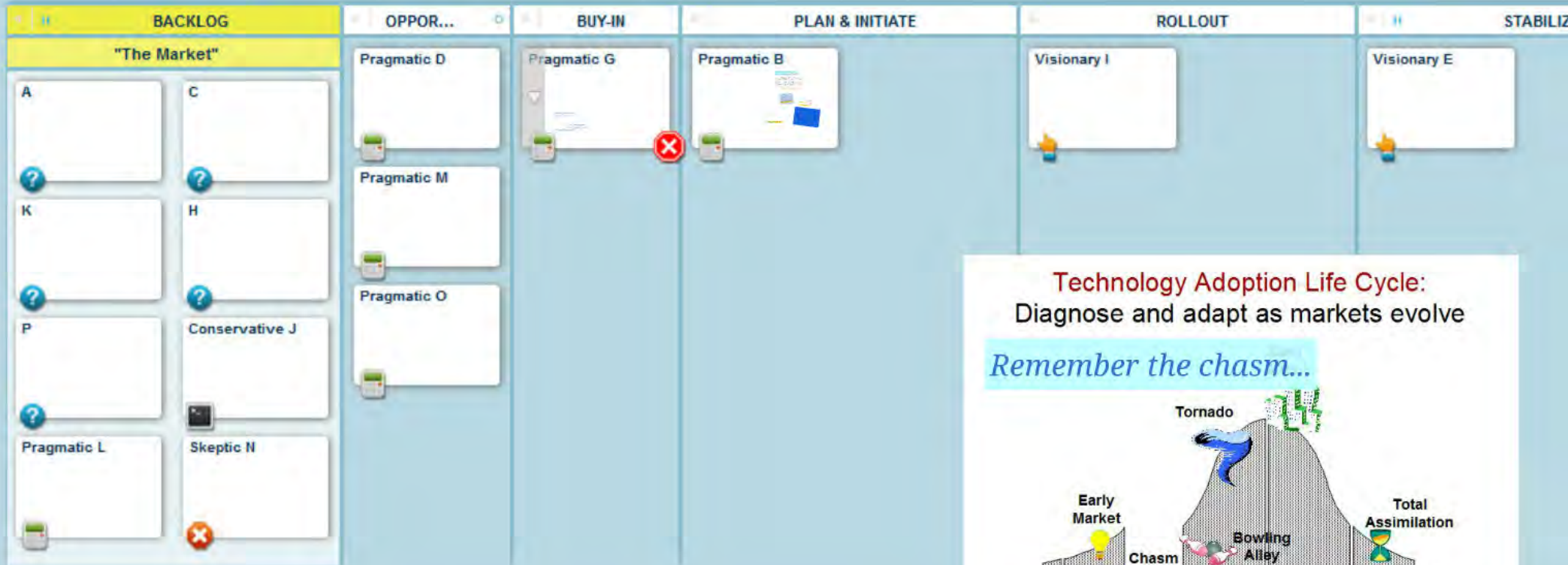


Skeptic N



We also discover some conservatives/skeptics and put them aside for now.

But it is quite hard to convince the pragmatists to get on with it! WHY?



*They are more afraid of
changes and J-curves*

*They want a faster
more dramatic ROI*

*They want an explicit
ROI*

Lack of guidance

Prescriptive Best Practices

Pragmatists expect a "Full Kit" == Guidance, Best Practices, Templates

How should our board look like?

Give us a template

Give us the "best practice" policies

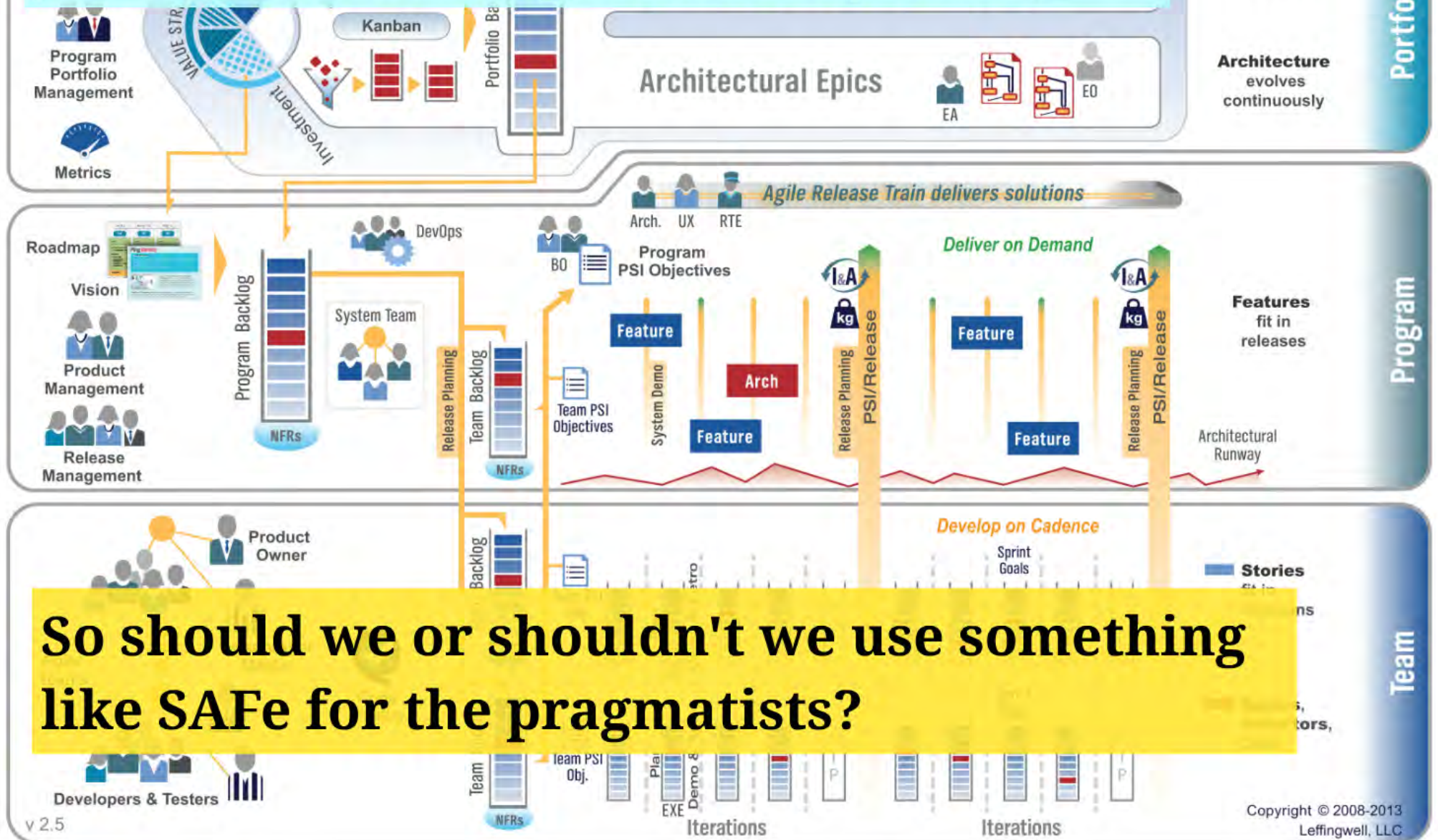
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2. Go talk to Jack and Alice from group A, B, they have been through this already, get some inspiration and advice, but make sure you don't copy paste
3. Here are some starting points based on our work with A, B. Maybe you can start with this, maybe we need to figure out some tweaks
4. Based on our analysis of your context, here is what we suggest to start with.
5. Here is the "Best Practice" document, this should get you going.

In pairs/threesomes - discuss the impact of each option on pragmatists and what you would choose

Scaled Agile Framework® Big Picture

Scaled Agile Framework

Quite a good "language" for Enterprise Agility pre-Continuous Delivery/Lean Startup world...



So should we or shouldn't we use something like SAFe for the pragmatists?



Hop on Hop off

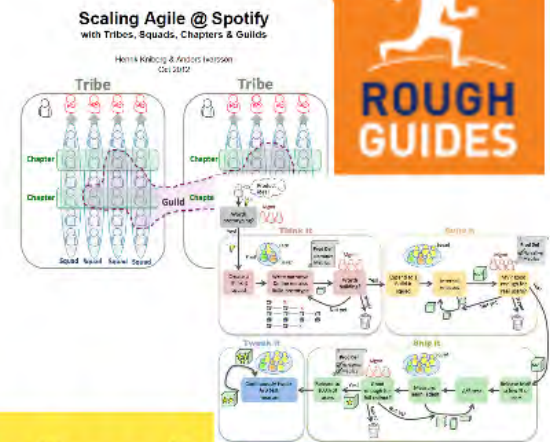
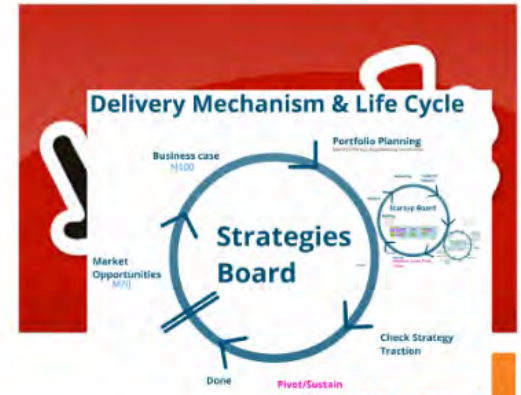
Tip: Use it as a "catalog of options" not a "guided tour"



Tip: Use it as a "catalog of options" not a "guided tour"

make sure it is NOT your only "guide book" - keep it fresh!

Time Out London



The AgileSparks Way

PLAN & INITIATE



Understand Pains

Establish Goals for Agile Initiative

Management Workshop

ROLLOUT

KICK OFF

Define & Kick Off Agile Cadence

Initial Backlog Grooming + Grooming Routine

Agile Requirements Training

Visualize Work Across Teams

All-Hands Agile Intro

Agile Training for Leads

Kick off Agile in the Teams

Establish Initial Work Policies

ALM Tool Yes/No? When? Which?

STABILIZE

Focused Coaching in Hot Areas

Stabilizing Retrospectives

Inspect & Adapt Policies

Agile-based Visibility & Prediction

Focus on Struggling & Blocked Work

More Frequent Builds & Integration

Launch Forums ScrumMasters Managers...

Agile Testing Principles & Practices

Build Agile Training & Development Plan Per Role

Phase Summary & Plan Next Steps

Recharge



IMPROVE

WIP Diet

From Components to Feature Teams

Agile Management & HR

Agile Engineering Practices

Create Slack for Working on Improvement

Improve Meetings Using Facilitation

Focus on Improving Agile KPIs

Frequent Releases Diet

Identify & Coach Agile Champions From Within

Amplify Feedback Loops

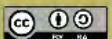
Assess Agile Implementation Depth

...

Agile Initiative Steering Forum

Run Agile Initiative using Agile

CLOSURE
AgileSparks Moving to Pull Mode



Frameworks use "libraries" adhering to an interface

*Make it clear that the driving framework is NOT
enough*

Frameworks INVITE/ENGAGE solutions

**How about looking at it from an Object
Oriented perspective?**

Make it clear that the driving framework is NOT enough

Frameworks use "libraries" adhering to an interface

Frameworks INVITE/ENGAGE solutions

Object

How should our board look like?

Give us a template Give us the "best practice" policies

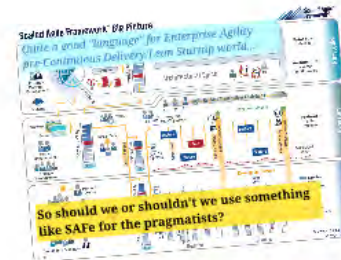
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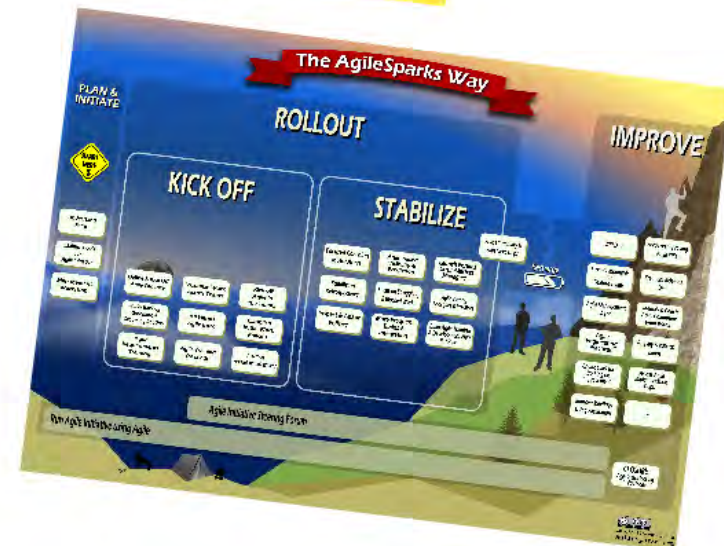
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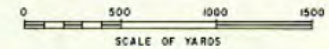


Use it as a "starting of options" not a "spiced soup"

make sure it is NOT your only "guide book" - keep it fresh!



How about looking at it from an Object Oriented perspective?



LEGEND

- First gaps in obstacles
- Main penetrations to noon
- Infantry positions at close of D-day
- German strong points
- Main German resistance at close of D-day

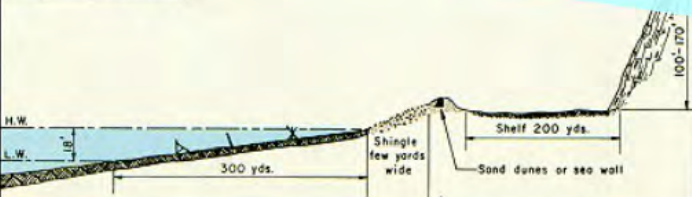
Note: 16th, 18th and 26th Infantry Regiments were from the 1st Division; the 115th and 116th were from the 29th Division.

Case Studies / Success Stories

Leverage the "Beach-head"

Reuse/Leverage Learning

Diagrammatic cross-section of OMAHA BEACH



This map is a composite of a number of charts in the Library of Military History, Department of the Army; Gordon A. Harrison, Cross Channel Attack.

BALANCE

I'm still wondering whether this is required for Pragmatists or Conservatives/Skeptics and when to drive for it. WDYT? tweet/email me your thoughts...

DO IT FAST



Productivity

Responsiveness



DO IT RIGHT

Quality



Customer Satisfaction



DO IT ON TIME



Predictability

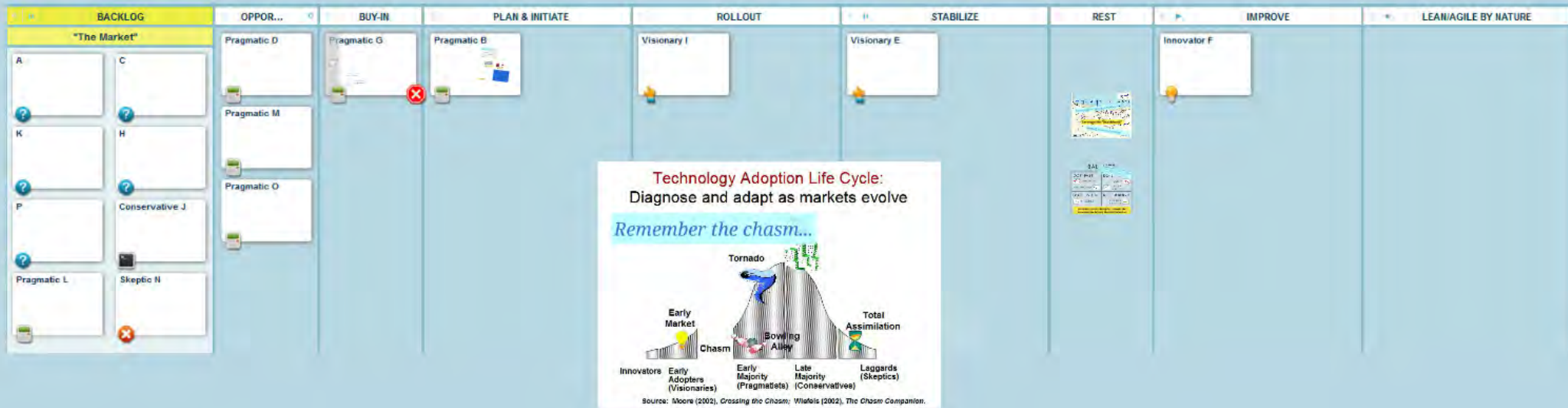
KEEP DOING IT

Employee Satisfaction



As leaders of the enterprise - ensure the measures are driving the right behavior

But it is quite hard to convince the pragmatists to get on with it! WHY?



Key points:

- *Clearer ROI*
- *More structure/prescription - Focus on clearer options?*
- *Success stories from the beachhead*
- *Dealing with governance should be easier when going for the change than when on the fence.*

**Hockey Stick growth from a real business unit -
groups here are sized 30-400 people each**

(Lots of work to do about the depth here of course...)



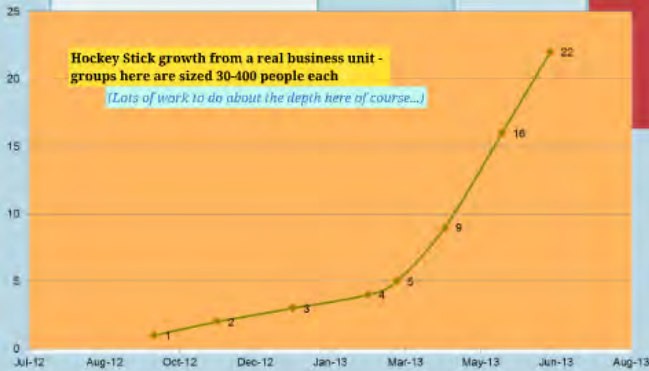
NOW Invest in streamlining the change process bottlenecks to deal with demand

Beware of spreading too thin especially when conservatives/skeptics start to get onboard...

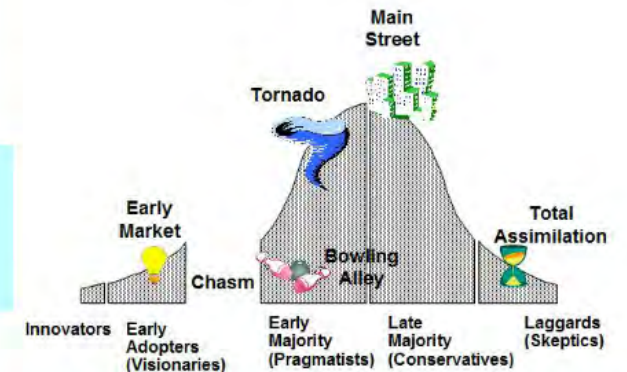


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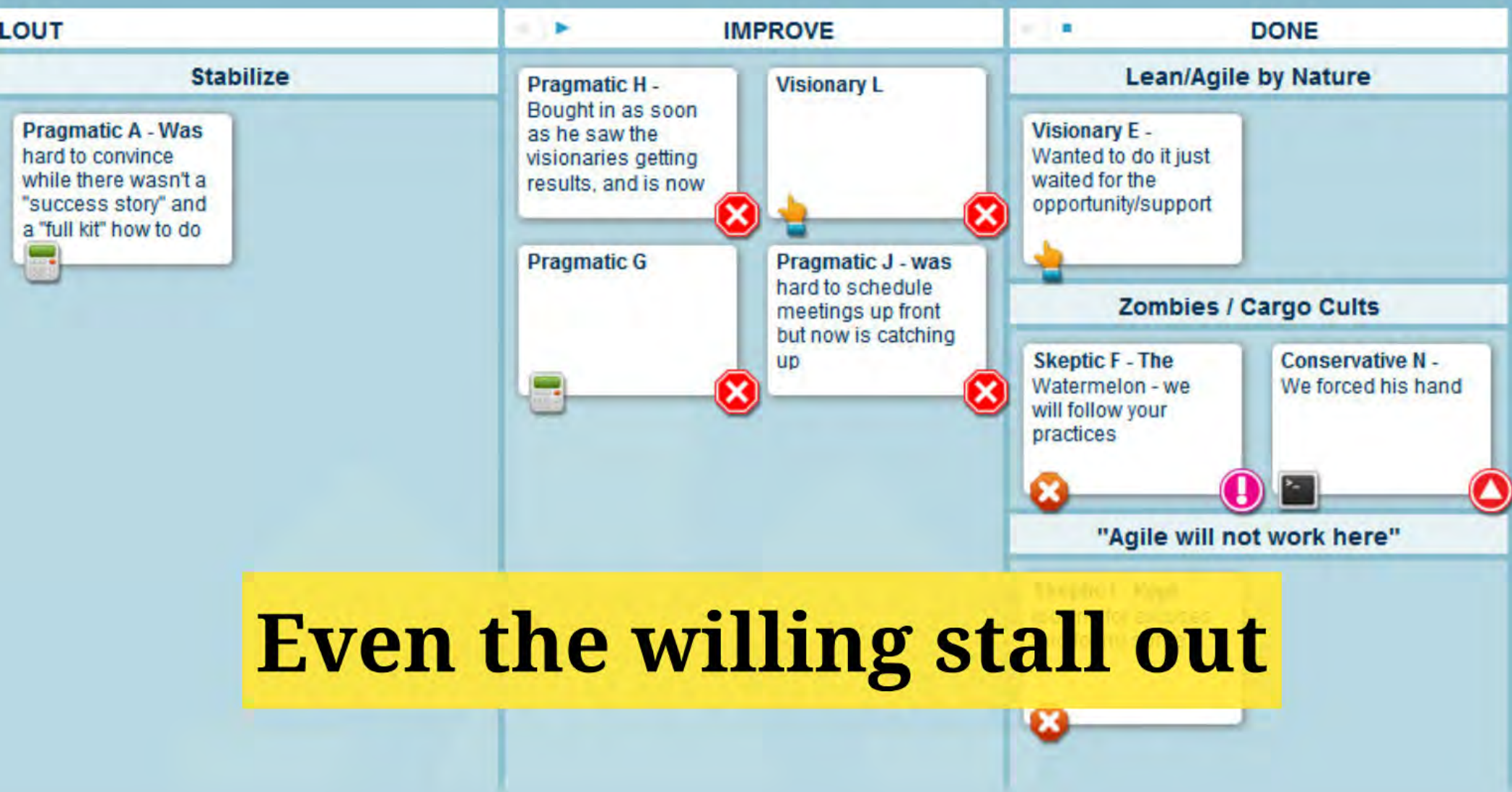
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Technology Adoption Life Cycle: Diagnose and adapt as markets evolve



Source: Moore (2002), *Crossing the Chasm*; Wiefels (2002), *The Chasm Companion*.



Even the willing stall out

Stabilize



STABILIZE

- Phase Summary & Plan Next Steps
- Recharge (Battery Icon)
- Focused Coaching in Hot Areas
- Agile-based Visibility & Prediction
- Launch Forums ScrumMasters Managers...
- Stabilizing Retrospectives
- Focus on Struggling & Blocked Work
- Agile Testing Principles & Practices

IMPROVE

- WIP Diet
- From Co-Feat
- As a ment
- ...eering Practices
- Create Slack for Working on Improvement
- Improve Meetings Using Facilitation
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- Identify & Coach Agile Champions From Within
- Amplify Feedback Loops
- Assess Agile Implementation Depth
- ...

then go DEEPER/WIDER

.....STABILIZE.....

.....RECHARGE.....

Leverage the "Beach-head"

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