NAVIGATING THE COMPLEXITY OF ORGANIZATIONAL CHANGE
the A-team game
We are all part of the A-Team Greeting Card company.

We are branching out into postcards.

Our target market is agile and lean geeks.

The goal of this game is to make as many postcards as you can in 10 minutes.

There will be two rounds.
The only measure of code quality
rules

You all have specific roles depending on your table. Review your role for what you need to do.

Please note the pre-requisites that must be met before you can start to work.

You score when you successfully deploy a post-card to the customer.
round 1

- Project managers
- Business analysts
- Testers
- Developers
- Architects

Note: only the project manager can leave the table.
round 1

10:00

Reminder: only the project manager can leave the table.
round 2

Reminder: self-organize but prerequisites must be maintained
Reminder: self-organize but prerequisites must be maintained
what customers want
what customers get

request → requirements → analysis → design → code → test → deploy → feature

Handoff → Handoff → Handoff → Handoff
“We cannot solve our problems with the same thinking we used when we created them”

Albert Einstein
Debrief

At your tables, answer the questions on the debrief sheet.
organizational boundaries

“Thou Shalt Not Pass!!”

Agile Pilot Team

1 Year

Scrum, XP, Kanban

User Stories, BDD, CI, CD

Retros, multiple projects
version one ‘barriers’

- Failure to Change Culture
- General Resistance to Change
- Lack of Skill
- Lack of Management Support

9 Year “Barriers to Agile” Trend from Version One “State of Agile” Survey
70% of all changes fail.
30% succeed

1995 – Kotter: 30%
1998 – Turner and Crawford: 33%
2005 – Procsi: 29%
2008 – Mckinsey: 30%
2011 – Standish Group: 34%

Hammer and Champy – 1993
Beer and Nohria – 2000
Senturia – 2008

I want faster, better, cheaper

How can I gather requirements in an Agile way?

How can I write code in an Agile way?

How can I test in an Agile way?
“Misalignment happens when the organizational structure is not aligned with the espoused theory of the organization’s purpose.”

- Craig Larman, Creator of LeSS
remember this?

request → requirements → analysis → design

Handoff

Handoff

code → test → deploy → feature
Communication structures are mis-aligned with cross-functional collaboration
Managers get ‘removed from the loop’ and blamed by upper management for losing control
culture follows structure

TRANSFORMATION!
culture follows structure
what transformation means

McKinsey 7S Change Model

- Strategy
- Structure
- Systems
- Shared Values (culture)
- Skills
- Style
- Staff
a new ‘old way’ of organizing

Horizon 1
- Stability

Horizon 2
- “Innovation”

Horizon 3
- Experimentation

The Alchemy of Growth
The Granularity of Growth
create a petri dish

SAFe, Agile pilots, ‘Scrumify’ existing teams, mandated ‘innovation time’

Horizon 1

Horizon 2

Horizon 3

Create a new company inside the existing company that WILL NOT conform to any existing organizational boundaries!
500,000+ registered businesses in the US alone

Maybe 10 examples of non-startup companies that are organizing differently

- King
- Spotify
- Intuit (not us, the Quickbooks folks!)
- TELUS
- Buurtzorg
- Zappos
3 tools to navigate the complexity of organizational change

1. change canvas
2. perspective mapping
3. blast radius
## 1- Change Canvas

http://leanchange.org/canvases/

<table>
<thead>
<tr>
<th>VISION: WHAT IS THE VISION FOR THIS CHANGE?</th>
<th>IMPORTANCE: WHY IS THIS CHANGE IMPORTANT TO OUR ORGANIZATION?</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUCCESS MEASUREMENTS: HOW WILL WE MEASURE SUCCESS?</td>
<td>PROGRESS MEASUREMENTS: HOW WILL WE SHOW PROGRESS TOWARDS OUR VISION?</td>
</tr>
<tr>
<td>WHO AND WHAT IS AFFECTED?: WHAT PEOPLE, DEPARTMENTS AND PROCESSES NEED TO CHANGE IN ORDER TO REALIZE OUR VISION?</td>
<td></td>
</tr>
<tr>
<td>HOW WILL WE SUPPORT PEOPLE?: WHAT ACTIONS WILL WE (THE CHANGE SPONSORS AND CHANGE TEAM) DO TO SUPPORT PEOPLE THROUGH THE CHANGE?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WHAT IS OUR PLAN?</th>
<th>-1 MONTH</th>
<th>NEXT</th>
<th>PREPARE</th>
<th>INTRODUCE</th>
<th>REVIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPTIONS: A LIST OF POSSIBLE EXPERIMENTS</td>
<td>EXPERIMENTS LIKELY TO BE INTRODUCED IN ABOUT A MONTH</td>
<td>THE NEXT MOST IMPORTANT CHANGES TO INTRODUCE</td>
<td>EXPERIMENTS BEING PLANNED AND VALIDATED</td>
<td>EXPERIMENTS IN PROGRESS</td>
<td>EXPERIMENTS BEING REVIEWED</td>
</tr>
</tbody>
</table>
2 - perspective mapping

leanchange.org/perspectivemapping
3 - blast radius
leanchange.org/blastradius

People Affected
- Directly Affected
- In-Directly Affected
- Observers
- Movers
- Immovables
- Moveables

Processes Affected
- Hard to change
- "Easier" to change
simple.

but not easy.
Organizations are implicitly optimized to avoid changing the status quo middle- and first-level manager and “specialist” positions & power structures.

Larman’s Law:
Your only impediment to transformation.
inspiration
references

aDecadeOfAgile.com

leanchange.org

leanintuit.com

adecadeofagile.com