Agile Transformations

Workshop 25 May, XP2019 Montreal

Workshop Co-Chairs: Leonor Barroca, Torgeir Dingsøyr, Marius Mikalsen
Agile transformation

“The agile mindset is now finding its way into the C-suite, and it is starting to radically change the way organizations are led and managed. Business agility is on everybody’s lips, for very good reasons”

Bjarte Bogsnes
Equinor and Chairman of Beyond Budgeting Roundtable
In foreword to “Unlocking Agility” by Jorgen Hesselberg, 2019
Benefits of agility

Word cloud of benefits reported in the Version1 State of Agile Survey.
Success Factors and Challenges

Success Factors:
- Choosing and customizing the agile approach
- Commitment to change
- Communication and transparency
- Engaging people
- Leadership
- Management support
- Mindset and alignment
- Piloting
- Requirements management
- Team autonomy
- Training and coaching

Challenges:
- Agile difficult to implement
- Coordination challenges in multi-team environment
- Different approaches emerge in a multi-team environment
- Hierarchical management and organizational boundaries
- Integrating non-development functions
- Lack of investment
- Quality assurance challenges
- Resistance to change
- Requirements engineering challenges

Agile Transformation Studies

First, change characterized by how it comes around (planned vs. choice). Planned change is a top-down driven and stepwise model to execute organizational change (such as exploration, planning, action and integration). Choice on the other hand characterizes emergent change, and signifies that organizations exercise choice on how to respond to changes. This would involve bottom-up decisions on changes, where each organization needs to find their own best approach. Second, change is characterized by scale (corporate vs. fine-tuning). If change is corporate-wide and characterized by radical changes in the business strategy, it is described as corporate transformation. Fine-tuning describes organizational change as an ongoing process to match the organization's strategy, processes, people and structure. It is usually manifested at unit or departmental level of the organization.

Figure 1: Large-scale agile transformation studies after two dimensions in the taxonomy of By (2005): Change by how it comes around (planned to choice) and Change characterized by scale (fine-tuning to corporate wide).

For study 5, we did not have enough information to place it in the figure, and study 12 has two cases. See Table 1 for connection between study numbers and reference.
Main aims of workshop

- Develop understanding of main challenges in agile transformations
- Share experience from ongoing transformation initiatives
- Enlarge personal networks
- Identify and give priority to topics for future studies
- Communicate research findings so far
Welcome
What is an agile transformation?
What are main challenges in agile transformation?

Experience with agile transformation:
The agile transformation at Volvo Cars
Lucas Gren

Agile transformation explained under the lens of management innovation Implementation
Akim Berkani

“Don’t throw the baby out with the bath water” - agile transformation from the trenches
Johannes Berglind Söderqvist, Ludvig Lindlöf, Lars Trygg and Rashina Hoda

Head, Heart and Hands
Katie Taylor
Program after break

Keynote:
Tips for Successful Large-scale Agile Transformations
Maria Paasivaara, IT University of Copenhagen

Presentation of survey results

Discussion:
Main research challenges in agile transformations
  4-5 table discussions at tables (free seating)
  document on flip-chart

Feedback, wrap-up

Workshop close
What is an Agile Transformation?
Agile transformation is an individual, team, group, and organization's journey into continuous improvement.

Agile Transformation defines that practices that enable organizational responsiveness.

Agile Transformation is a process that enables organizational responsiveness.

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Results from Survey:

Success Factors and Challenges in Agile Transformations
Roles of survey participants

- Team member
- Agile coach
- Project manager
- Manager
- Research scientist
- Yes
- No
- Other (please specify)
People affected by transformation
Main reasons for transformation

Our survey

State of Agile Survey

- Accelerate software delivery: 75%
- Enhance ability to manage changing priorities: 64%
- Increase productivity: 55%
- Improve business/IT alignment: 49%
- Enhance software quality: 46%
- Enhance delivery predictability: 46%
- Improve project visibility: 42%
- Reduce project risk: 37%
- Improve team morale: 28%
- Improve engineering discipline: 25%
- Reduce project cost: 24%
- Increase software maintainability: 18%
- Better manage distributed teams: 17%

Other (please specify)
Planned or choice?

- A choice by employees...
- Planned by management...
- An equal combination ...
- Not applicable
Top three challenges

- Agile difficult to...
- Coordination challenges i...
- Different approaches...
- Hierarchical management a...
- Lack of investment...
- Quality assurance...
- Resistance to change (Gene...
- Requirements engineering...
- Integrating non-developm...
- Other (please specify)
Top three key success factors
Minutes from group discussions
IMPLEMENT VS INSPIRE

TIPS FOR
- Middle managers
- Employees

Tips for senior unit

TRUST & TRANSPARENCY

Resistance to change

VALUES VISION

ALIGNMENT

BEHAVIOUR PRACTICE

LEADERSHIP

Shift in mindset & expectations

Research design in other areas? (Laloux)

Other people's
Hierarchical Management and Organisational Boundaries

- Boundary?
  - Macro?
  - Meso?
  - Micro?

- CCQ
- Actor-Network
- Images of organisation
- Teubner's Change Management
- Infamals Theory

- Action Research
- Grounded Theory
- Ethnography
- Quantitative
- Integrating Non-Development Functions

- Interfaces between functions?
- Practices not known for non-IT functions

- Stakeholders: Marketing, Sales, Finance
- Operations Support
- Legal

- Business

- MVP may not be appropriate
- Depends on the industry

- Assumption: driven by IT

- Impact

- Change Heart

- Unmitigated Analysis

- Lean

- Customer/Market

- Product/Process

- Transformed Agility

- Pledge/Strategies
Resistance to change

- How to engage?
- Cynicism to change
Feedback on workshop
Feedback:
1. Return on time invested (1-5)
2. Any feedback

Very much enjoyed the workshop.
Format was excellent, good to see so many different views from so many different ages.

Extremely relevant topic plz continue!

I found the variety of perspective and the breadth of subject matter to be refreshing and thought-provoking. The varied presentation also helped keep things moving more! Often.

Insightful presentations.

Perhaps a bit more social interaction to build community.

Definitely keep the theme for next years us.

Might be good to mix talks, group discussions and reflection more evenly over the workshop.

Good choice of presenters.

Enjoyed the group work.

5 - Excellent!
I enjoyed the interaction with a wide variety of intellectual colleagues. Thanks.

Great work displaying good with a lot of discussion.
Great keynote.

Staring a bitnormalize as we really a good sample for that.