How To Make Your Organization Agile？

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全球领先的专注Scrum敏捷的专业培训咨询机构

Inspired by Steve Denning, Andrea Tomasini, Michael Sahota etc.

Agenda:

- Why Agile ?
- Agile is a different Mindset
- The Microsoft Story
- A few basic principles for agile transition

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Why Agile -- The world changed

- Globalization
- Deregulation
- Knowledge work
- The Internet

→ Greater competition

→ Faster pace

→ Digitalization of everything

→ The customer is the boss

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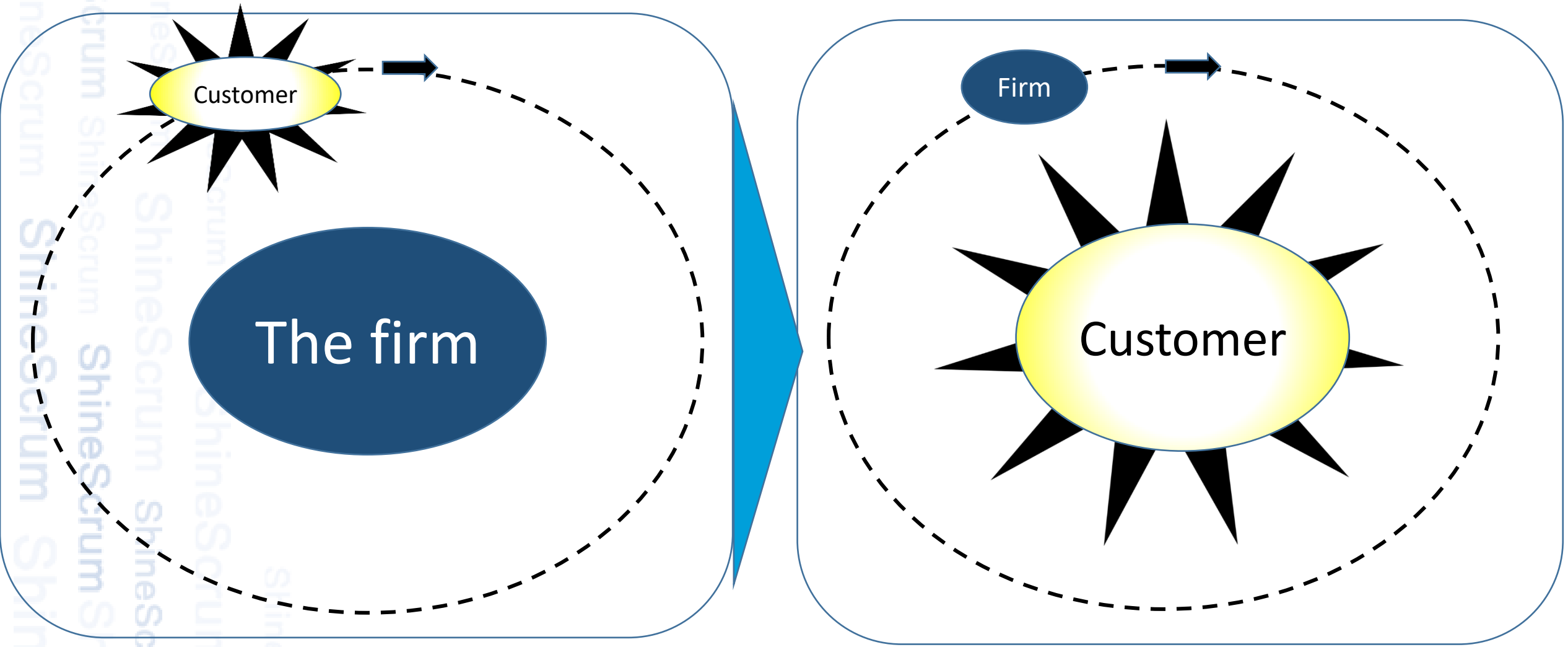
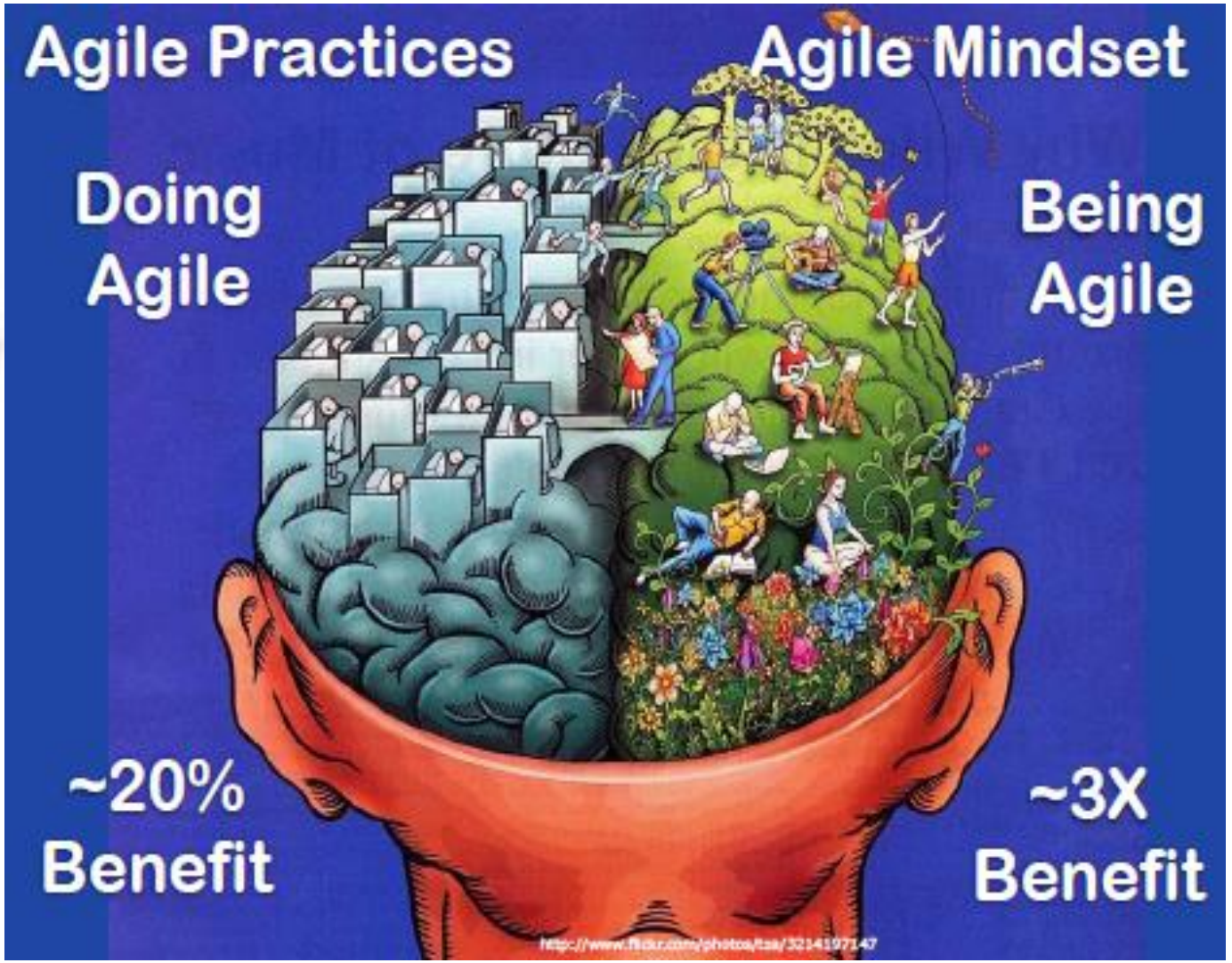
The customer is the boss



Agile is a mindset not a cookbook



Question:

What is the most important value for enterprise from your view?

Write down on the sticky note and share with your pair as many as you can

5 mindsets shifts

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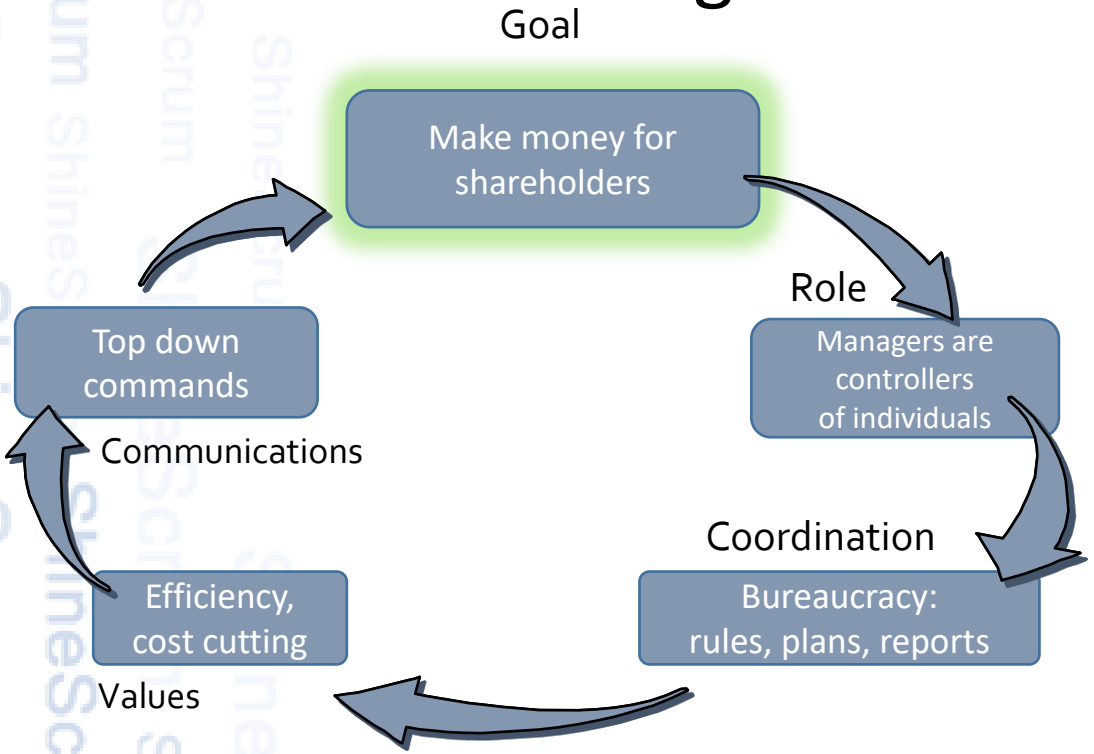
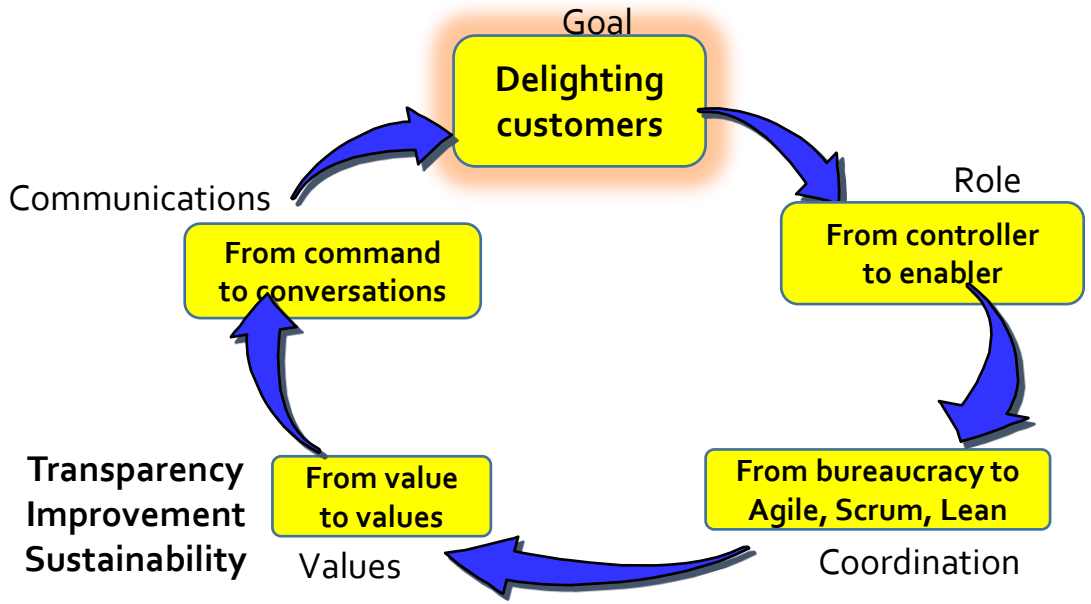
Traditional Management

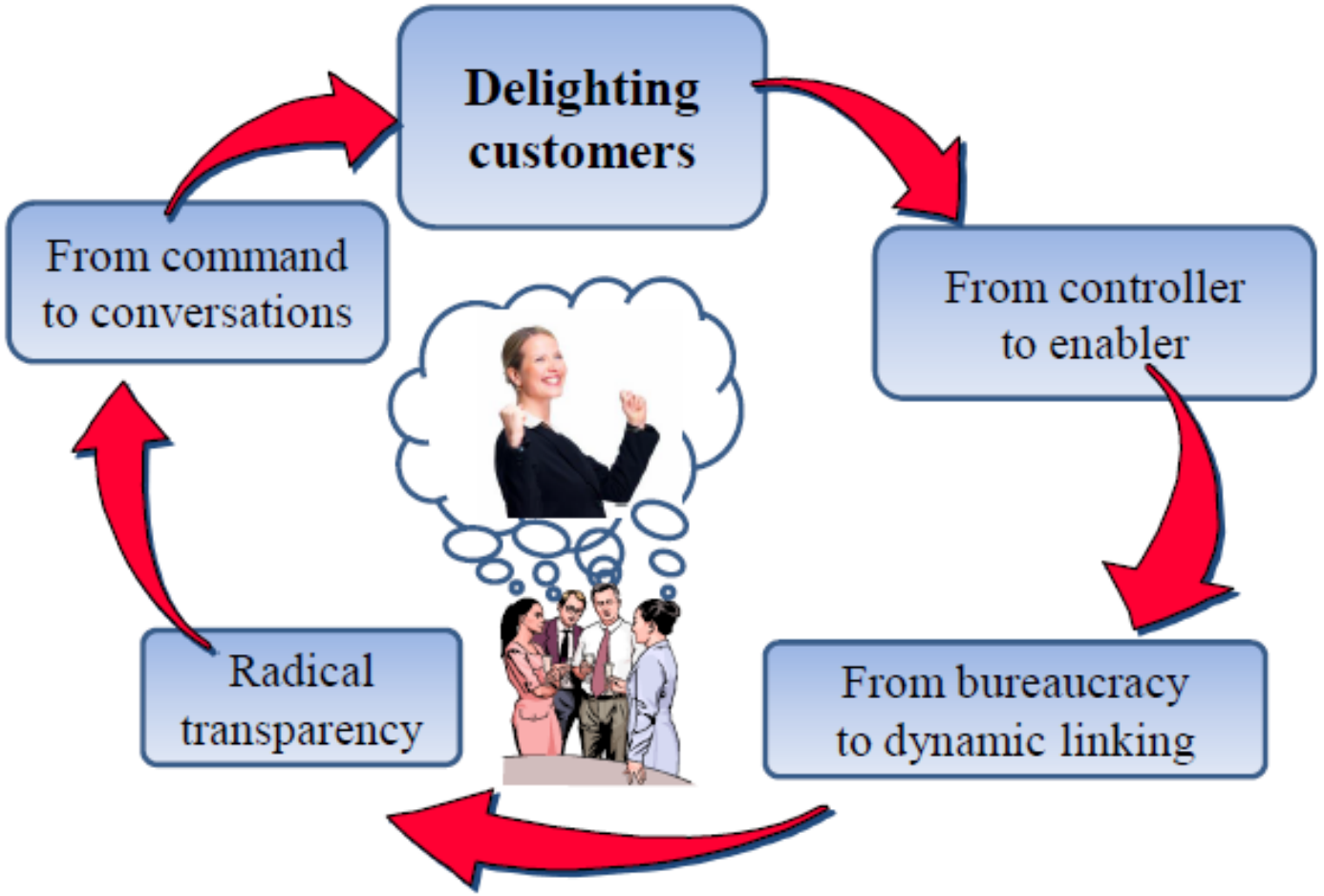


Agile Mindsets



The elements are interlocking

Principal focus of Agile



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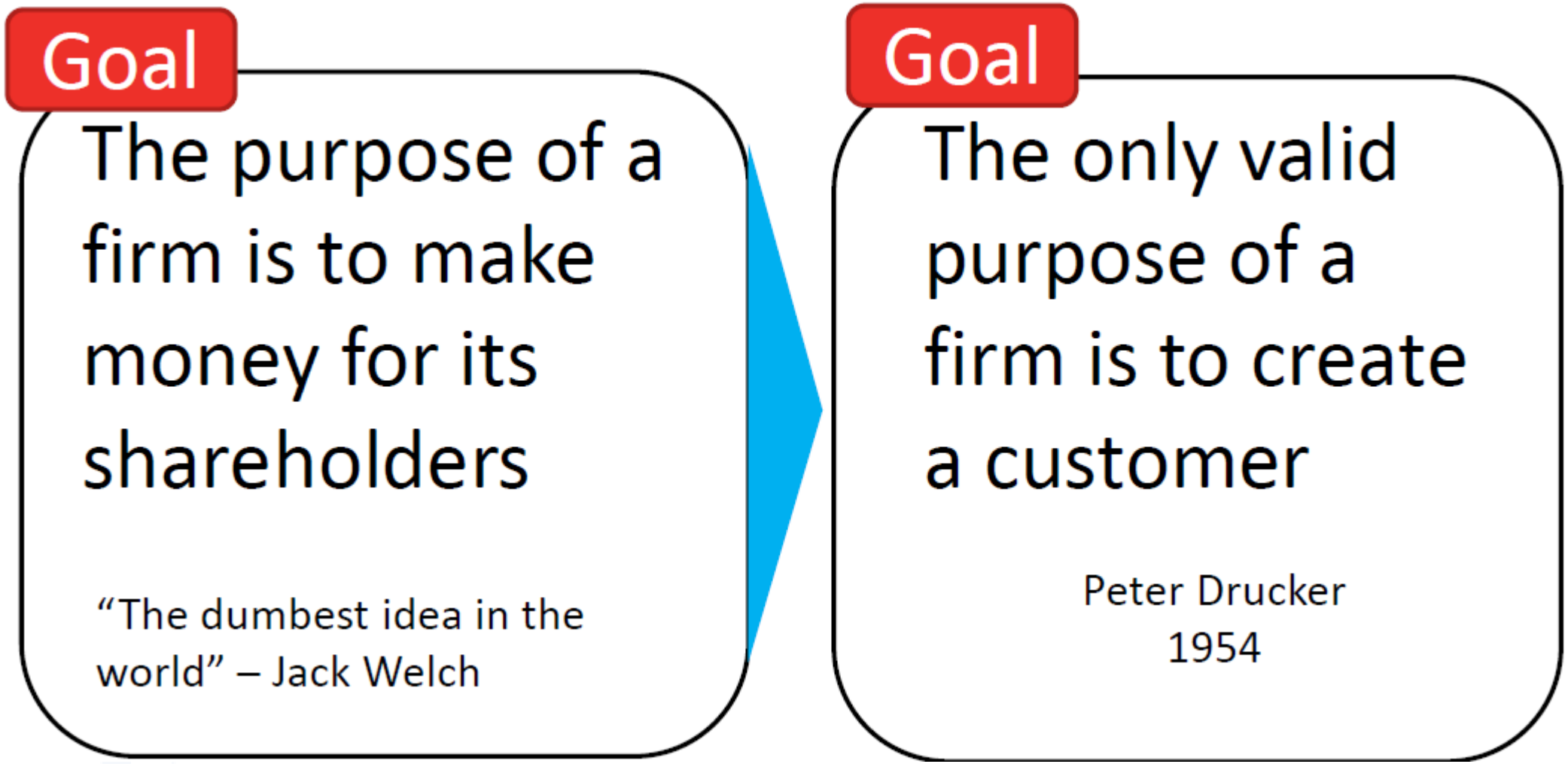
Goal is a key



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“Maximizing shareholder value”

Jack Welch former CEO of **GE** has called it “the dumbest idea in the world.”

“Providing a continuous stream of additional value to customers and delivering it sooner”

Alibaba CEO Jack Ma has said that “customers are number one; employees are number two and shareholders are number three.”

The Microsoft Story

- 2008: one team
- 2009: several teams
- 2010: Visual Studio group
- 2011: Developer Division
- 2013: reorganization
- 2014: firm-wide interest
- 2015: firm-wide mandate

The Microsoft Story

How did this…

… become this?

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The Microsoft's Agile transformation

Key Takeaways:

1. Get good at the science of Agile and Scrum but don't be overly prescriptive
2. Don't copy others: learn from others
3. Build the culture you want … and you'll get the behavior you're after
4. Stop trying to predict the future
5. Optimize around customer feedback

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A few basic principles for a transition

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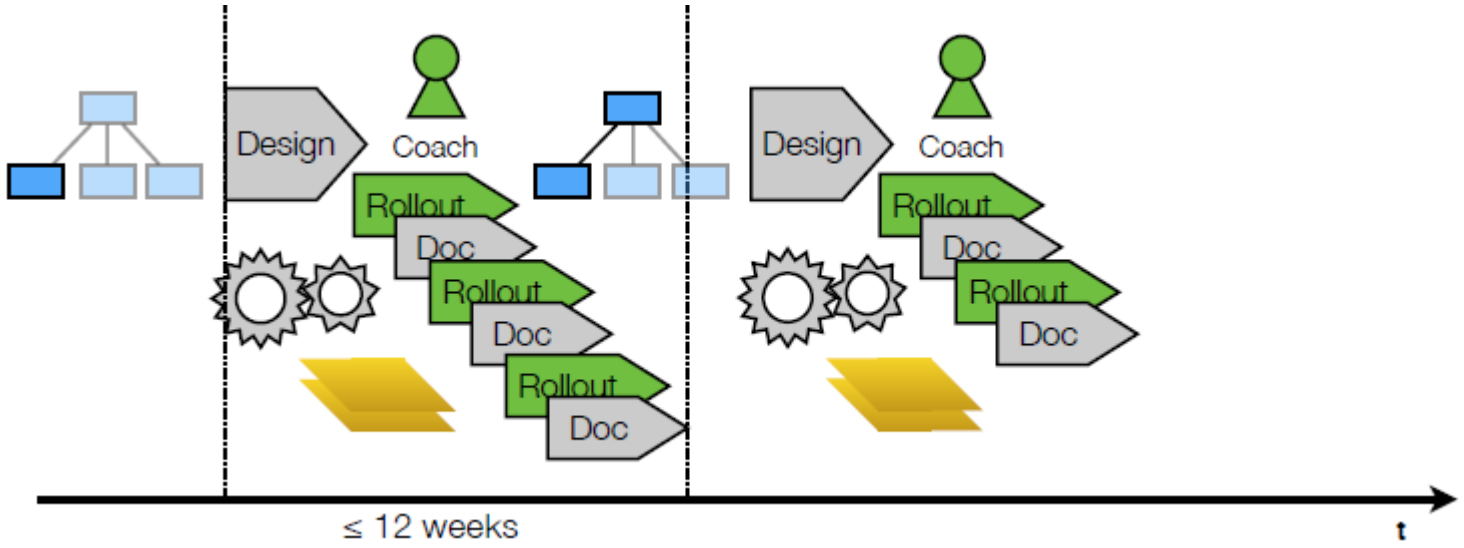
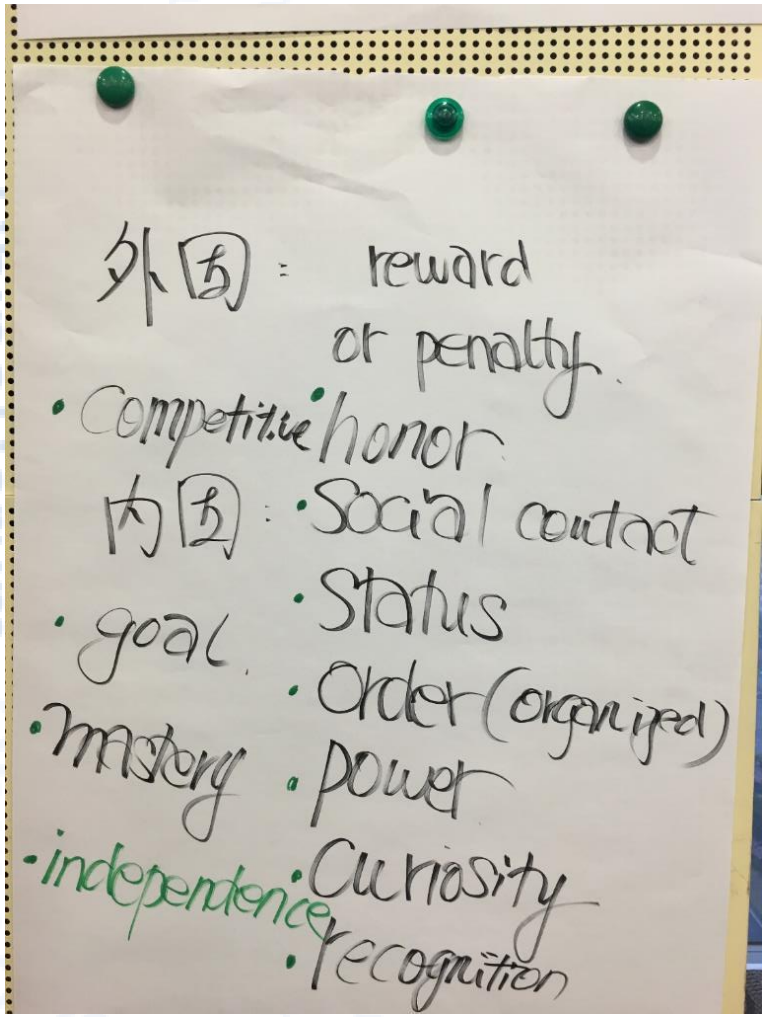
1st Principle: focus on small incremental changes

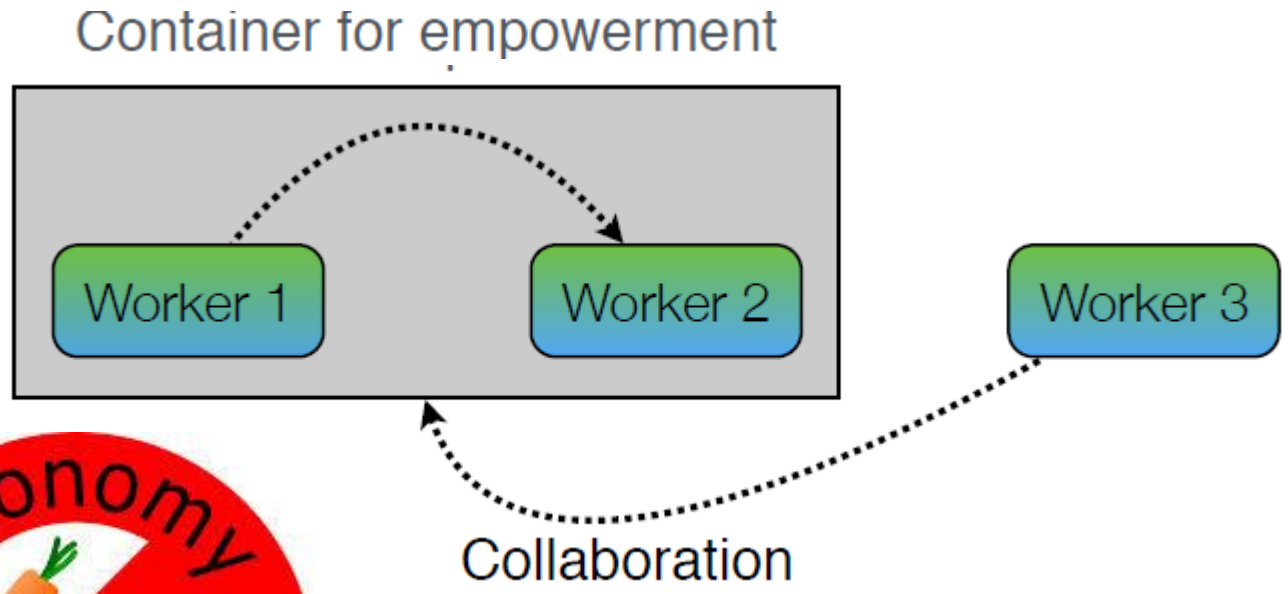


The agile approach to change management

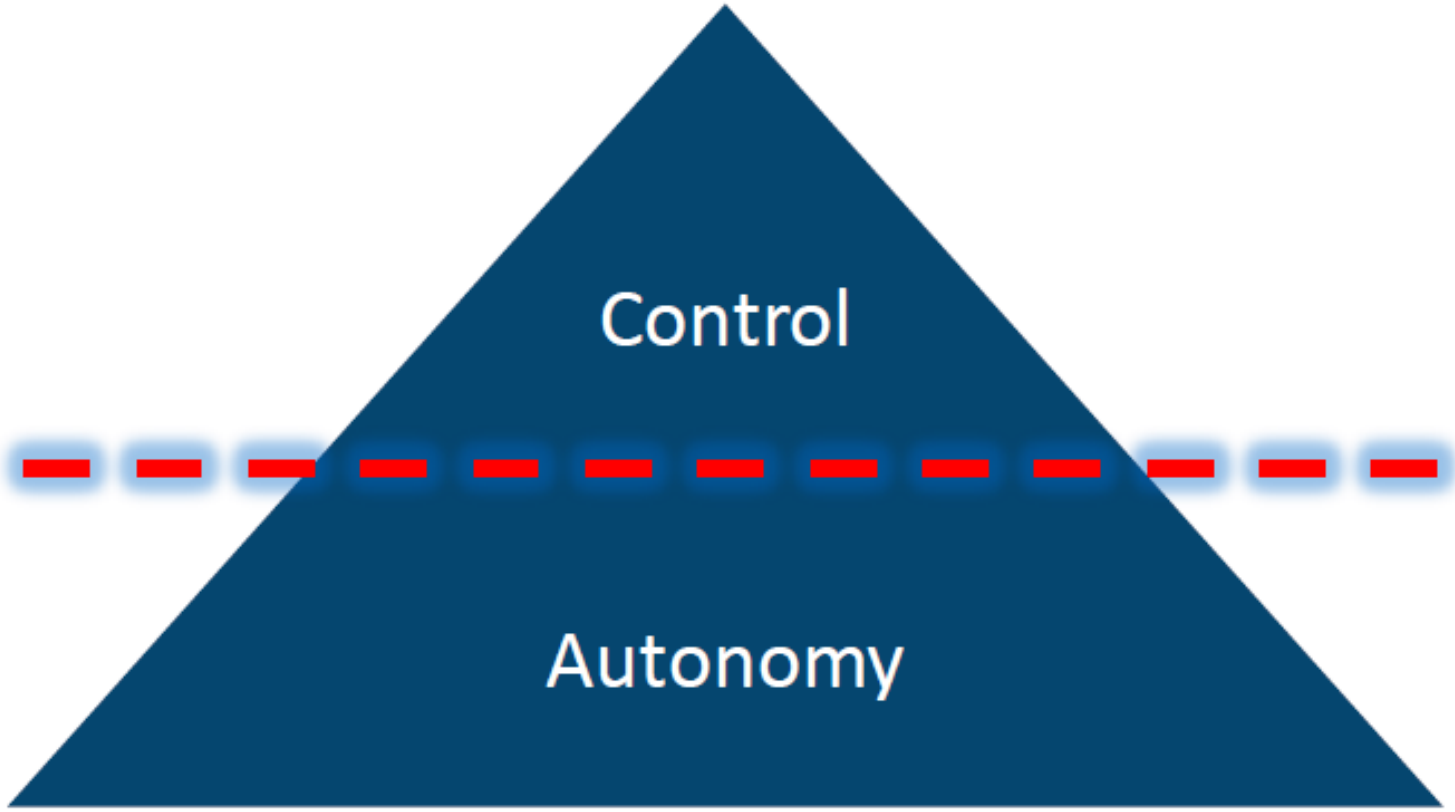
focused on **stabilization** with emergent *standardization*

2nd Principle: engage people and decentralize control





It is all about balance



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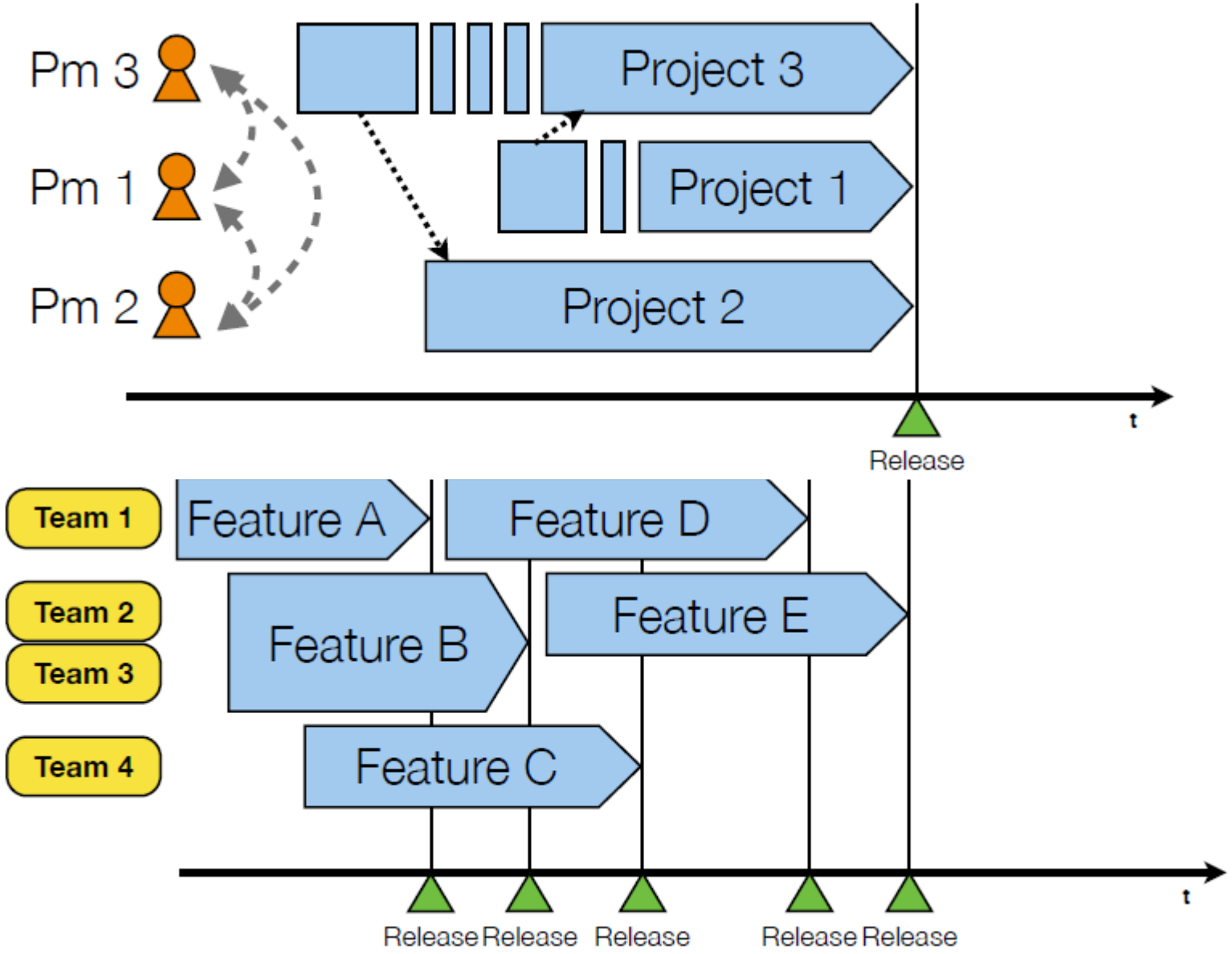
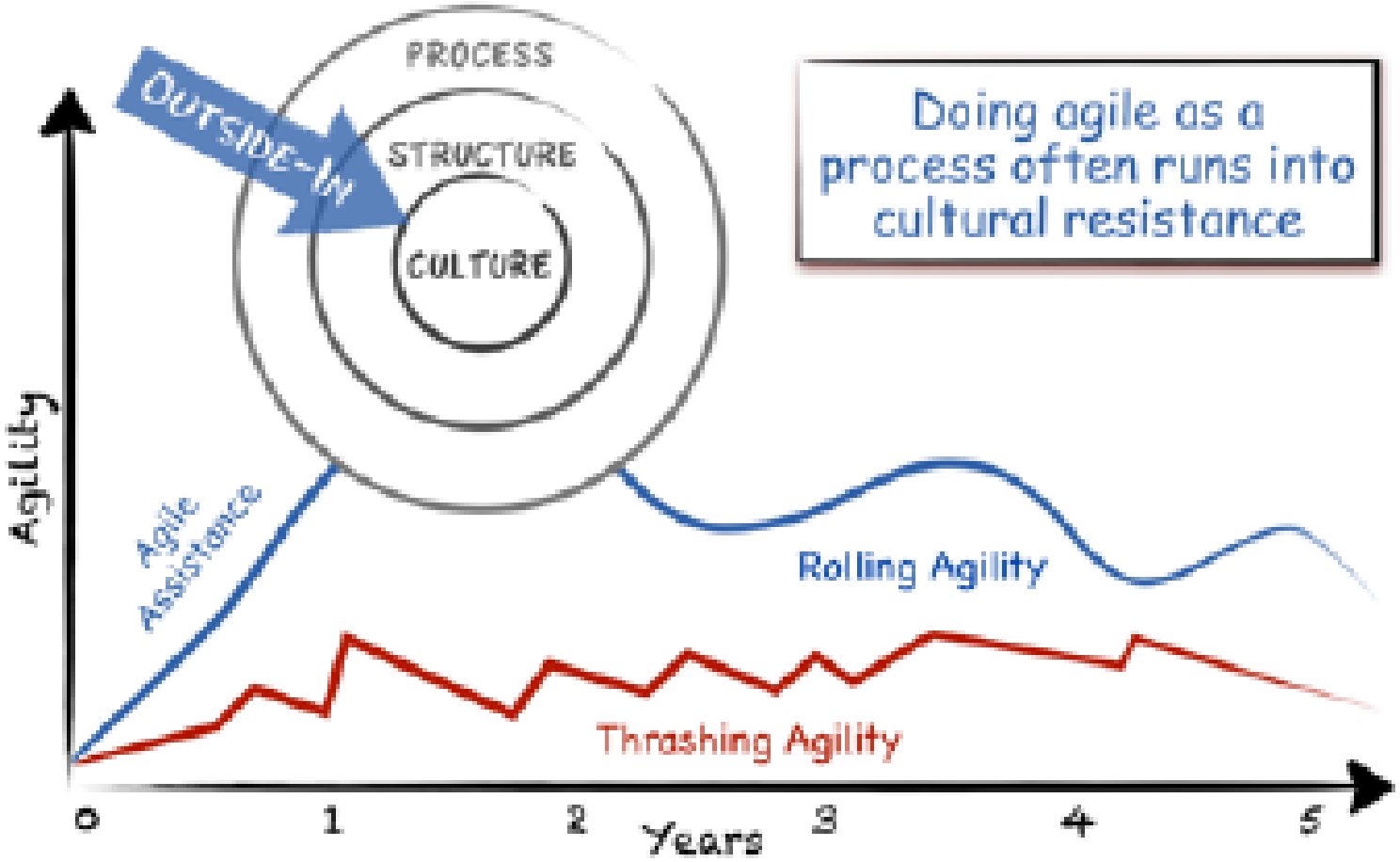
3rd Principle: de-synchronizaton of development teams



Enterprise Agile Adoption Patterns

Outside-In Adoption (Challenged Pattern)

Most agile initiatives are conducted from an ***outside-in*** approach. Starting with an agile approach (like Scrum), leaders focus on changing behaviors. Through this change, people and teams run into challenging structural and cultural impediments which leadership is unable or unwilling to "fix" - compromising the organization's ability to change and grow.

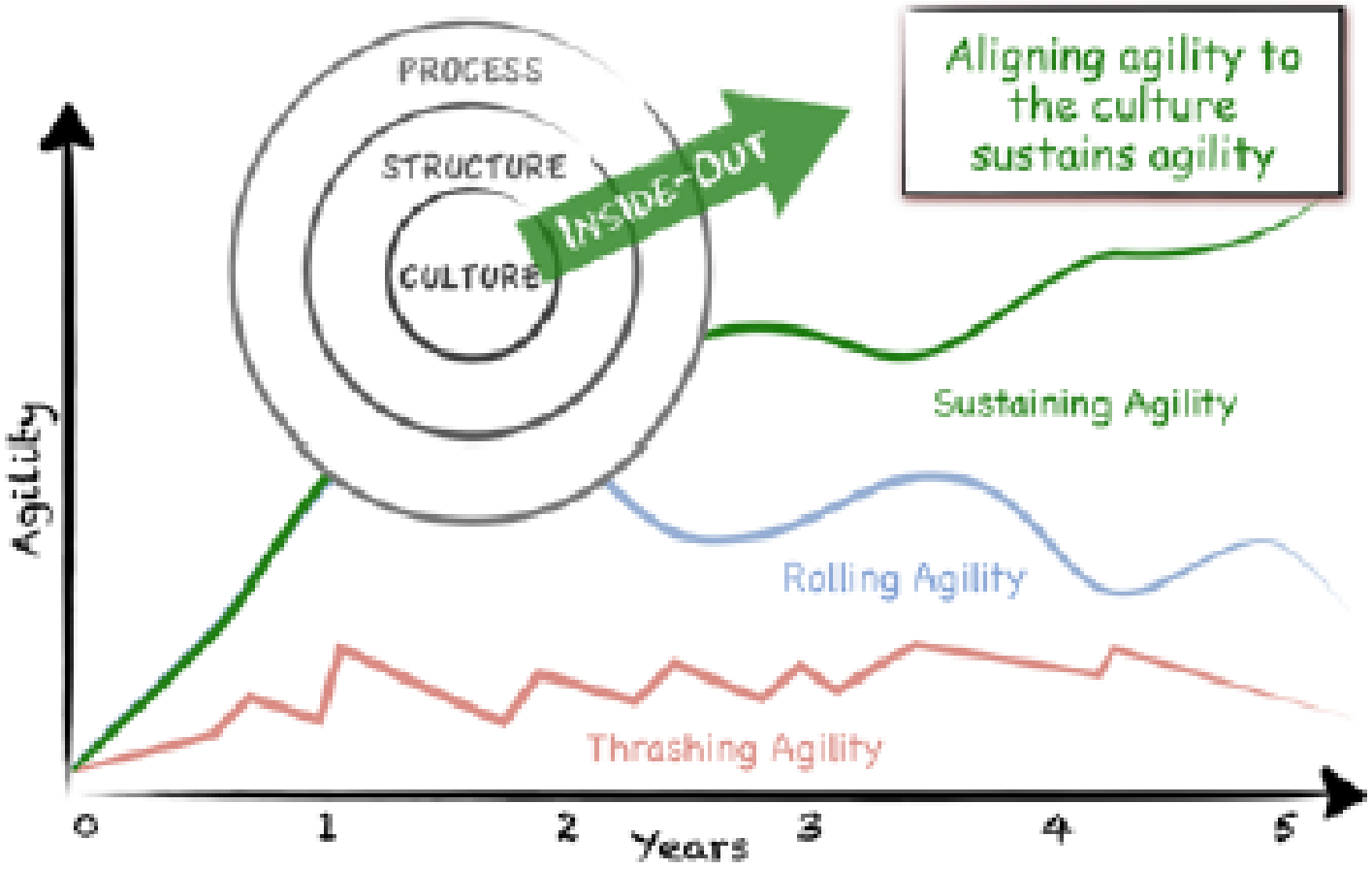


From Pete Behrens

Enterprise Agile Adoption Patterns

Inside-Out Adoption (Success Pattern)

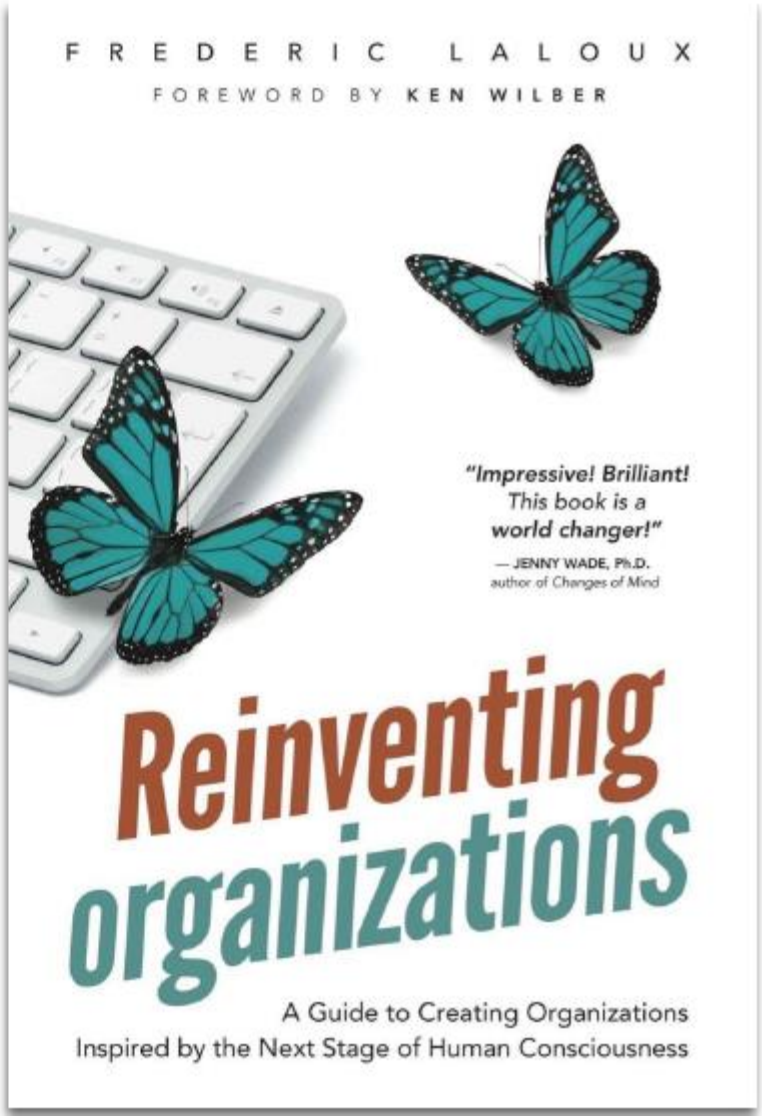
Developing organizational agility ***inside-out*** starts with the values of the organization and their alignment with agility. It focuses on agile values which align to its culture while, at the same time, influencing the culture towards a more agile value set. In this approach, leaders create an organizational structures to support, sustain and grown agility.



From Pete Behrens

Organization Structure is a tool to support valu[illegible]

To fully Engage People … you need to change Your Organizational System



Question:

How many layers in an Agile organization?

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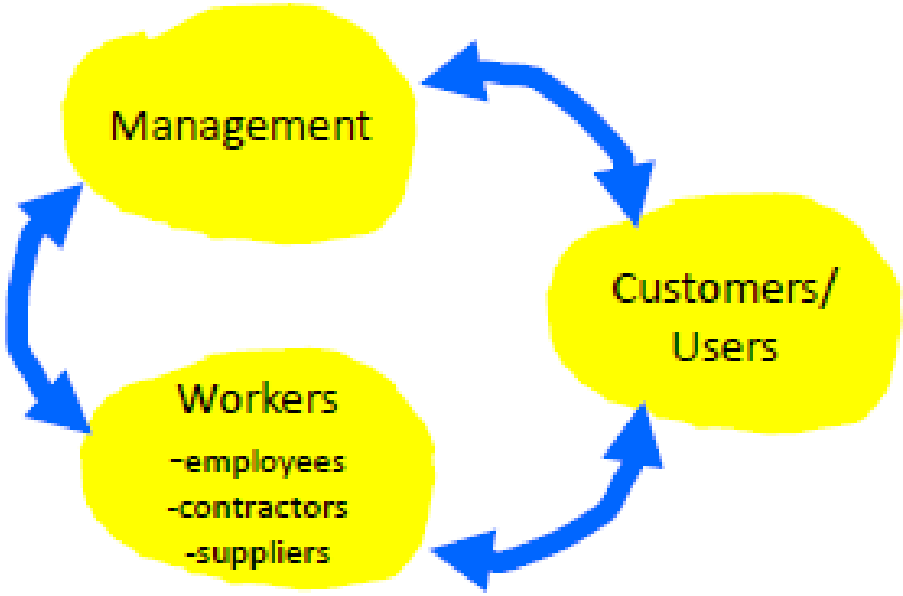
Question:

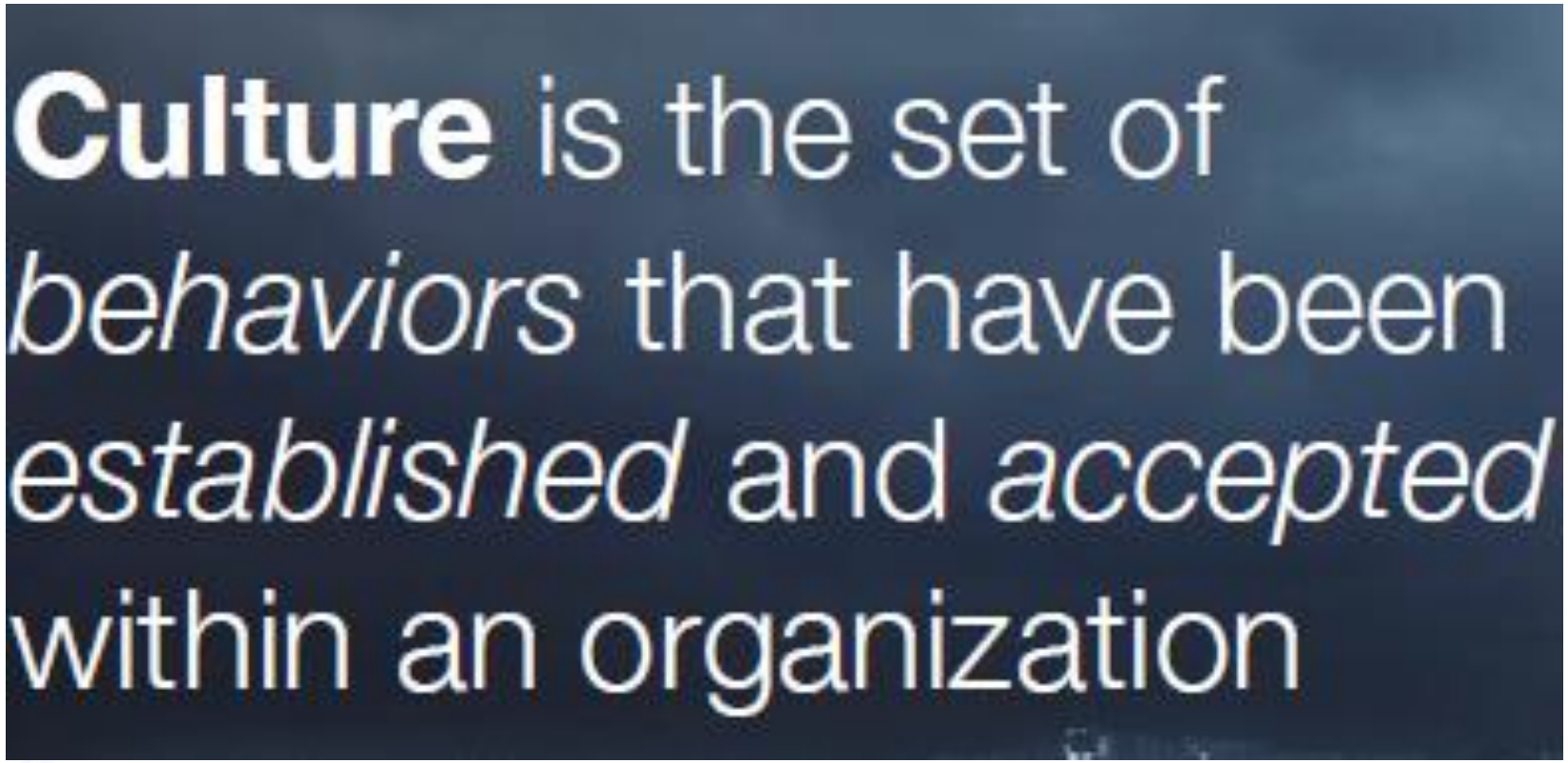
How many layers?

Answer:

It doesn't matter



4th Principle: Scaling the delivery model won't make your org. agile and need to change the culture



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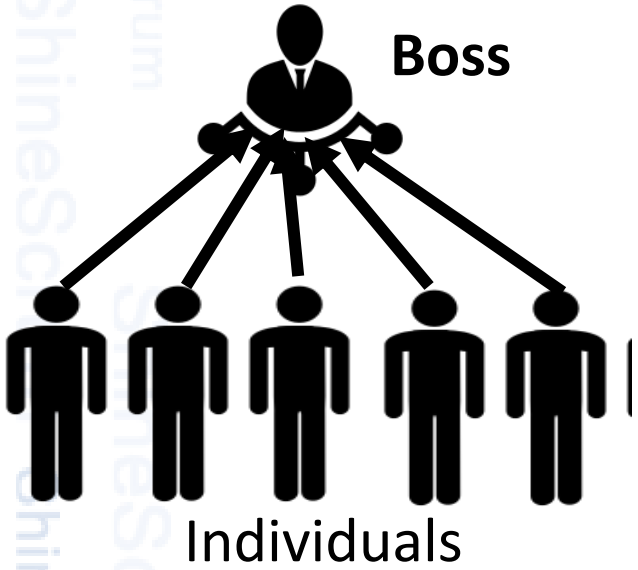
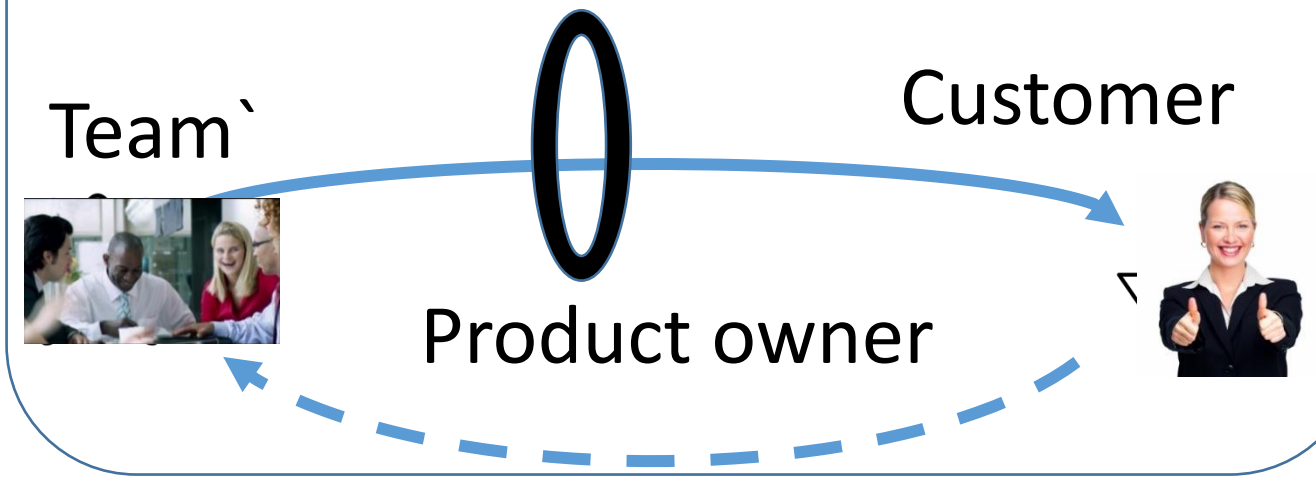
The transition is under way at the team level

Bureaucracy



Heart of Scrum – a team sport as a cell



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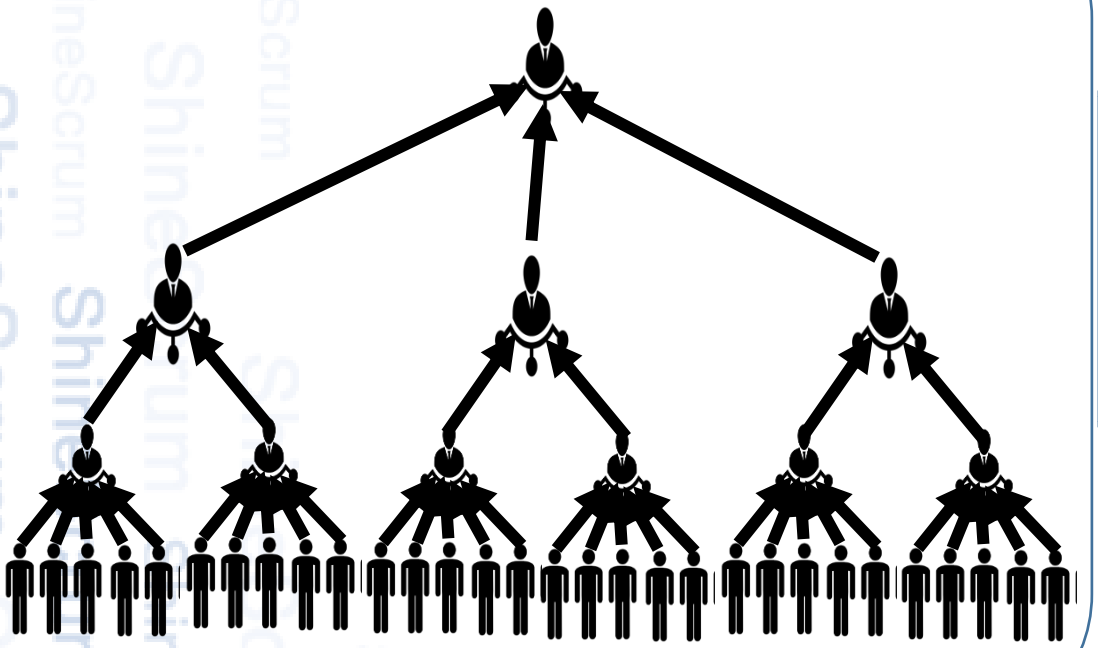
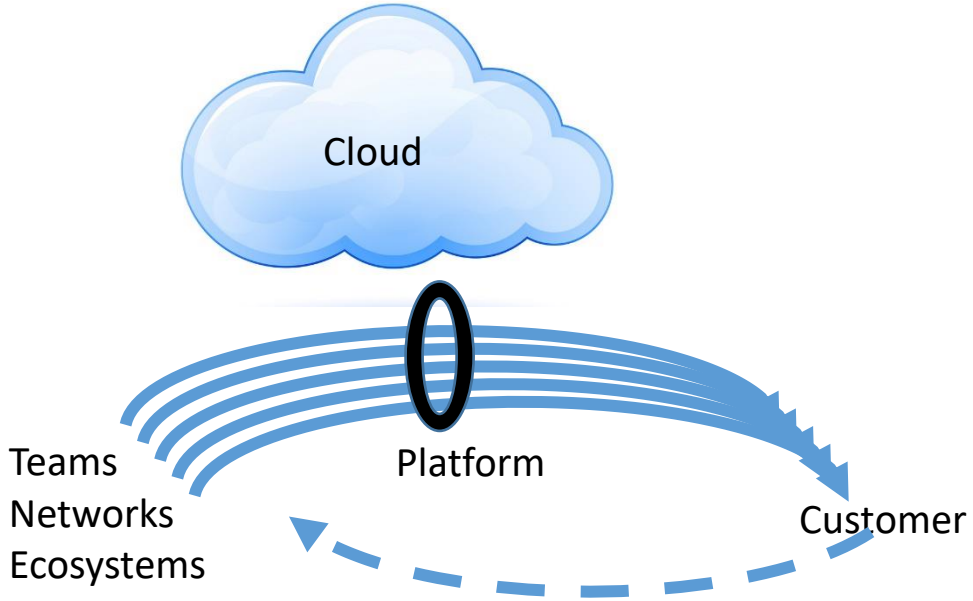
Scaling delivery model needs to culture change

Traditional economy

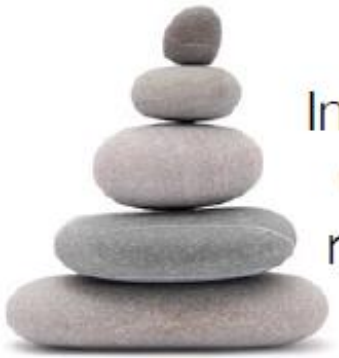


Creative economy



The Heart of an Agile Organization

Self-Organization
& Autonomy



Iterative &
Incremental
change to
reduce the
risk

Continuous
Improvement

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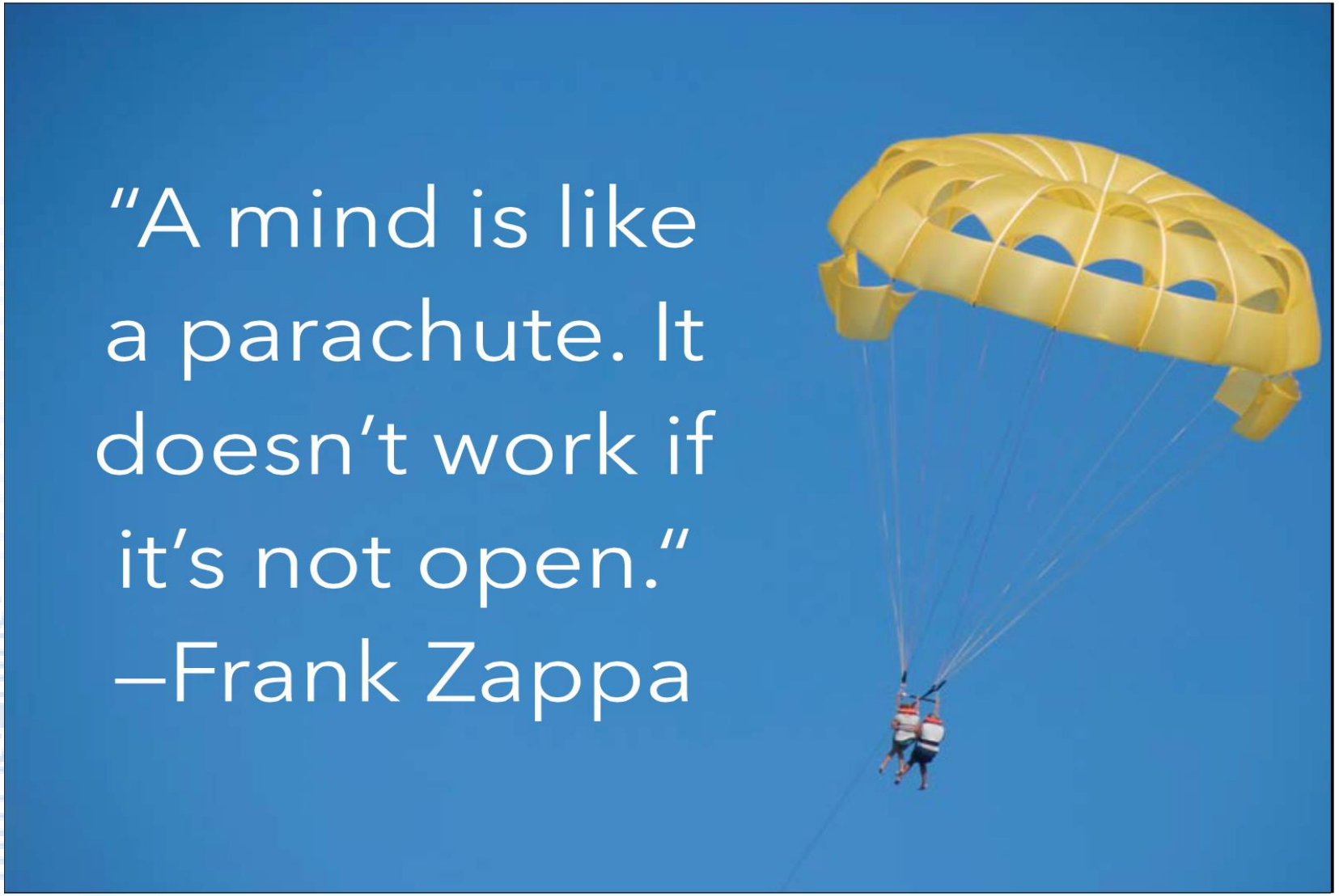
All those changes Require Agile Leadership