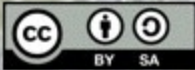


Reinventing Organizations for Enterprise Agility



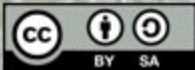
@MichaelSahota @OlafLewitz



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Why Culture matters for Agile



@MichaelSahota @OlafLewitz



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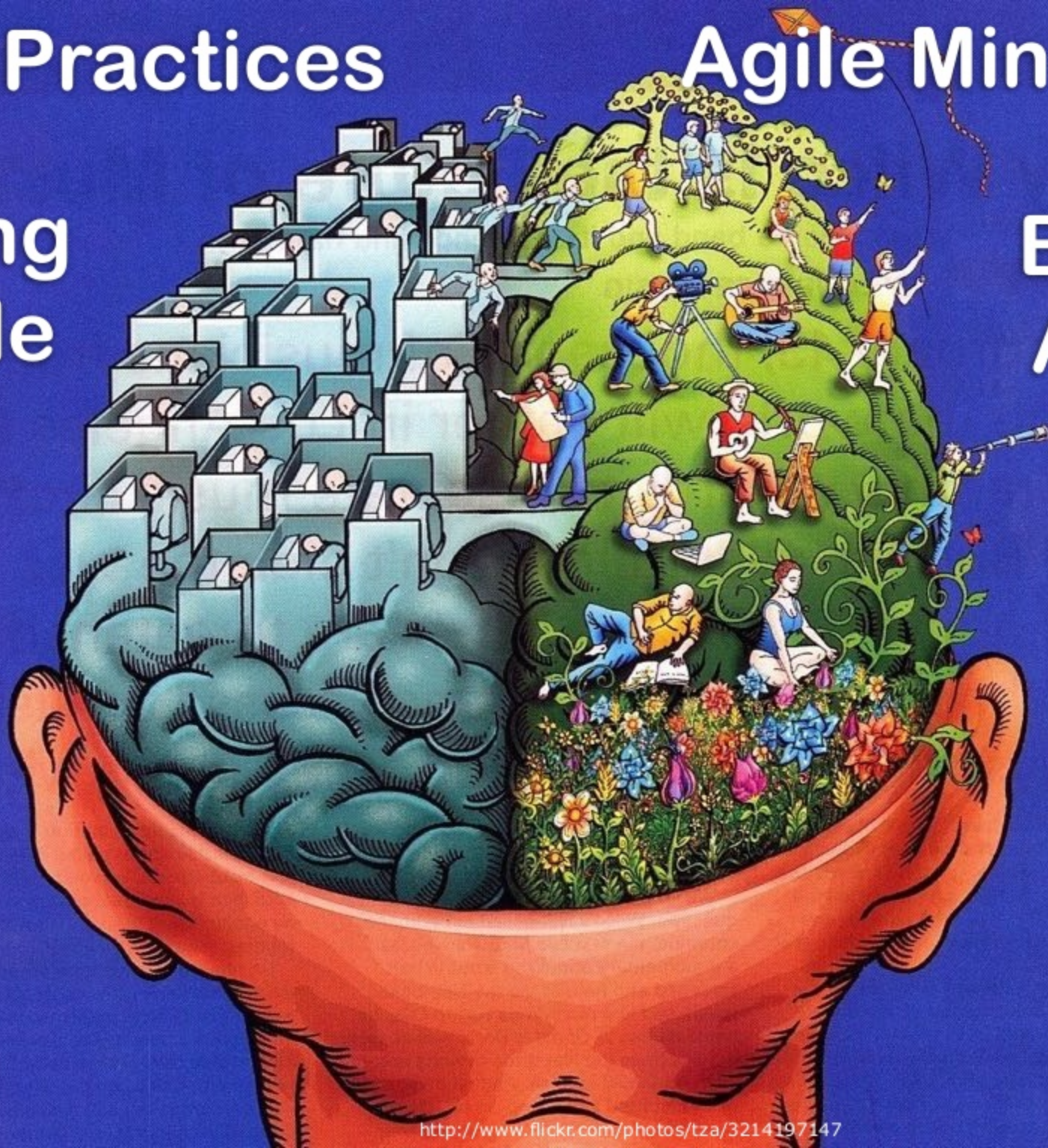
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Agile Practices

Agile Mindset

Doing Agile

Being Agile



Most Value Comes from Mindset/Culture, not Practices

DOING AGILE \neq BEING AGILE

PRACTICES \neq MINDSET



"Scrum, BUT..."
"Cargo Cult Agile"

RELATIONSHIPS
SAFETY
TRUST

INNOVATION

OUTLOOK TO
FUTURE

"JOY AT WORK"

"#1 WORKPLACE"

"DELIGHTED
CUSTOMERS"

~20% Benefit

- Ability to manage changing priorities
- Improved visibility
- Increased Productivity
- Improved Quality
- Reduced Risk

~3X Benefit

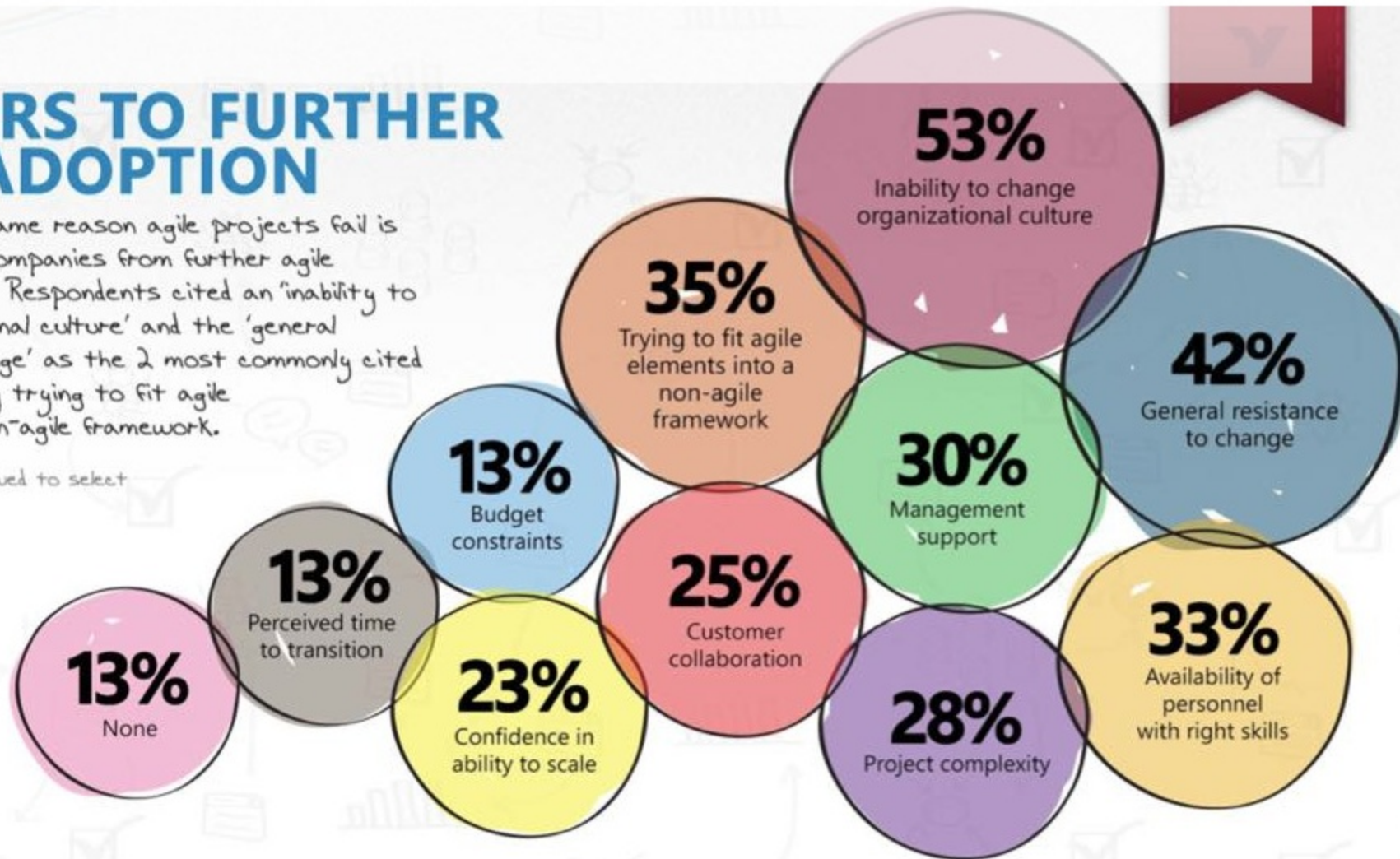
- Customer Delight
- Joy at work
- Engagement
- Innovation, Creativity
- Continuous Learning

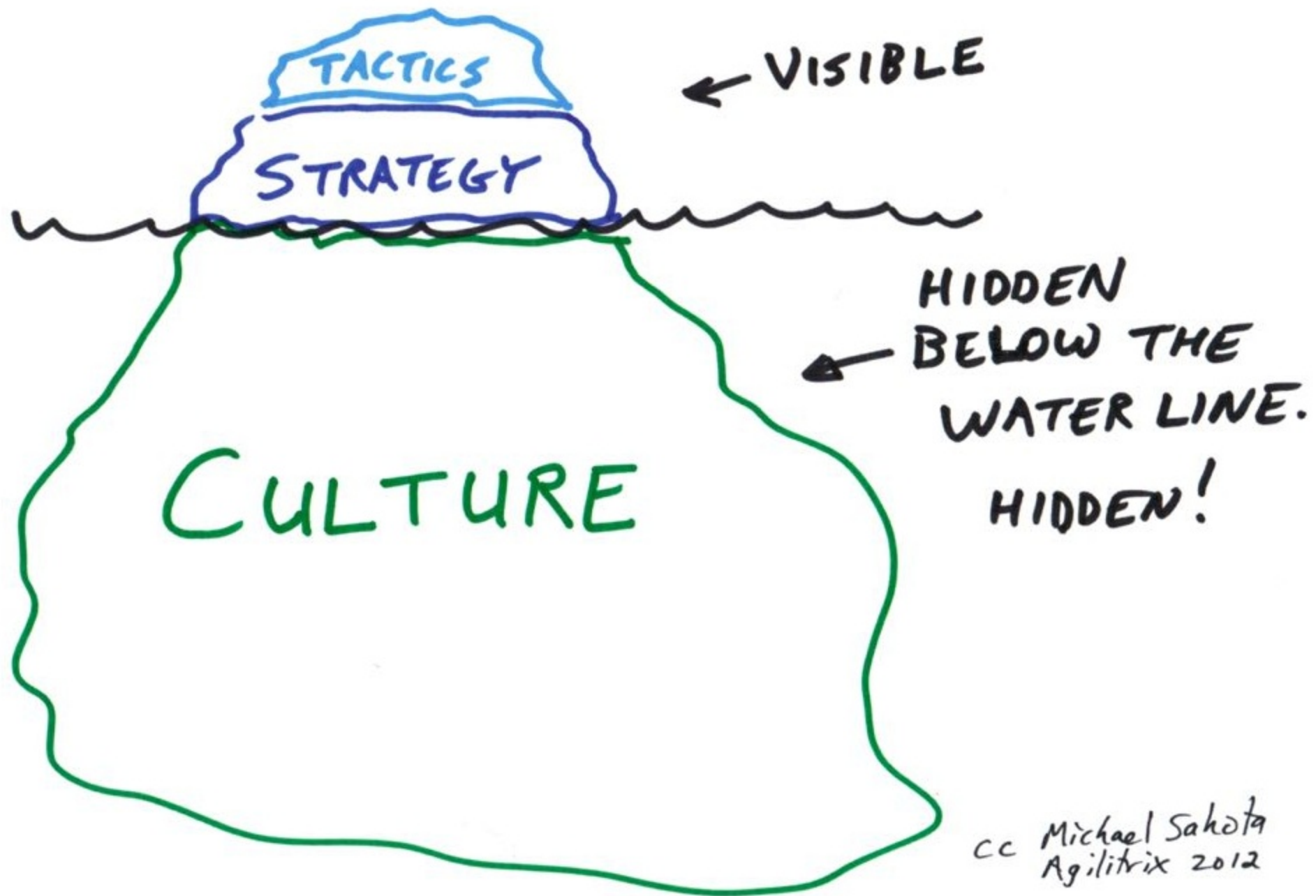
Culture is #1 Barrier to Agile

BARRIERS TO FURTHER AGILE ADOPTION

As expected, the same reason agile projects fail is also what keeps companies from further agile adoption - culture. Respondents cited an 'inability to change organizational culture' and the 'general resistance to change' as the 2 most commonly cited barriers, followed by trying to fit agile elements into a non-agile framework.

*Respondents were allowed to select more than 1.





cc Michael Sahota
Agilitrix 2012

Where is Your Focus?

Visibility
Focus
Efficiency

Alignment
Effectiveness
Capability

BREAK-THROUGH RESULTS
Delighted Customers
Engaged Staff
Innovation

TACTICAL

"How do we work?"



Process

Work Practices



e.g. Batch size



Communication

STRATEGIC

"What do we want to achieve?"

Customer Focus



Organization Structure

Long-term thinking.



e.g. Quality

CULTURAL

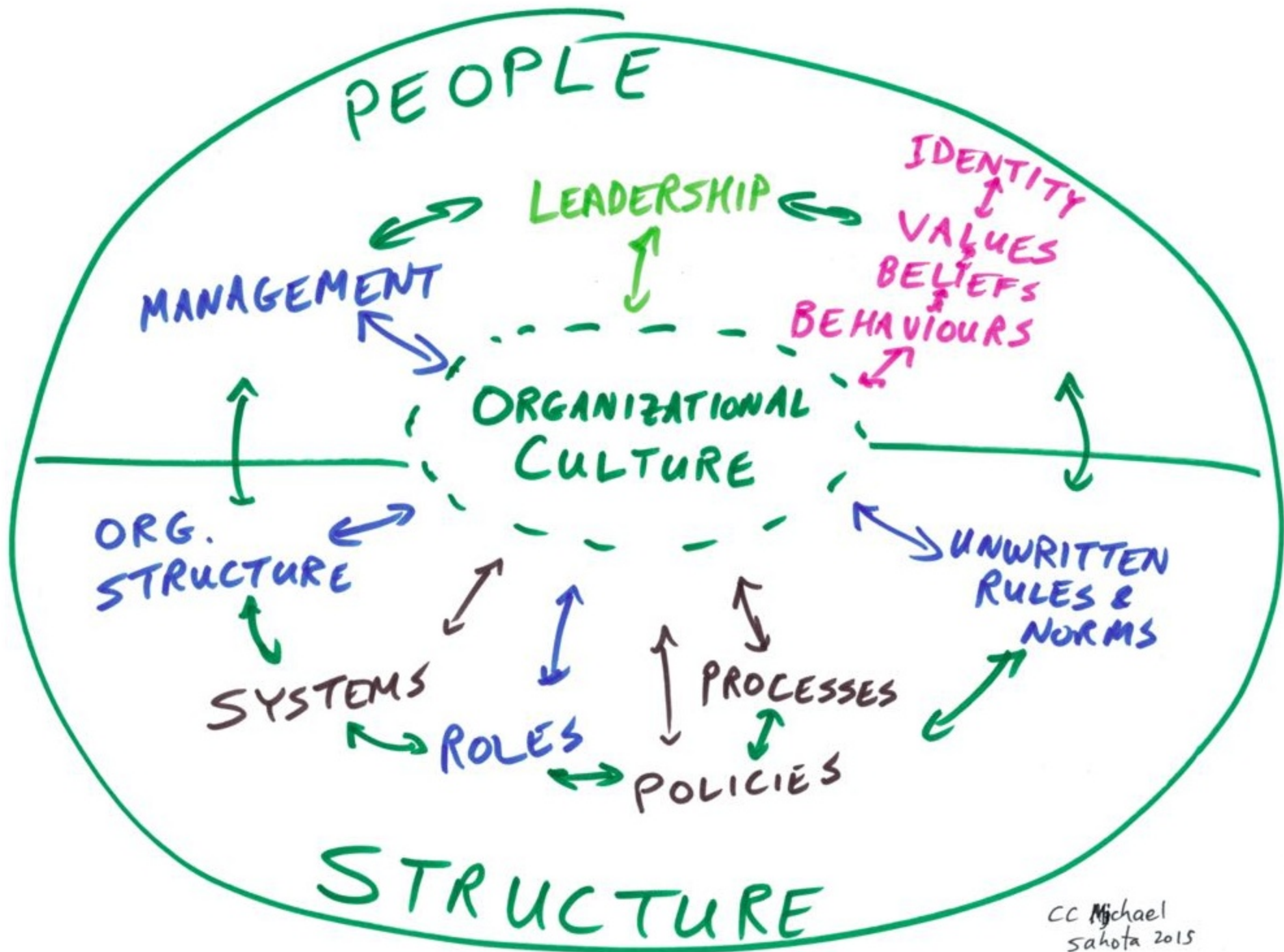
"Who do we want to be?"

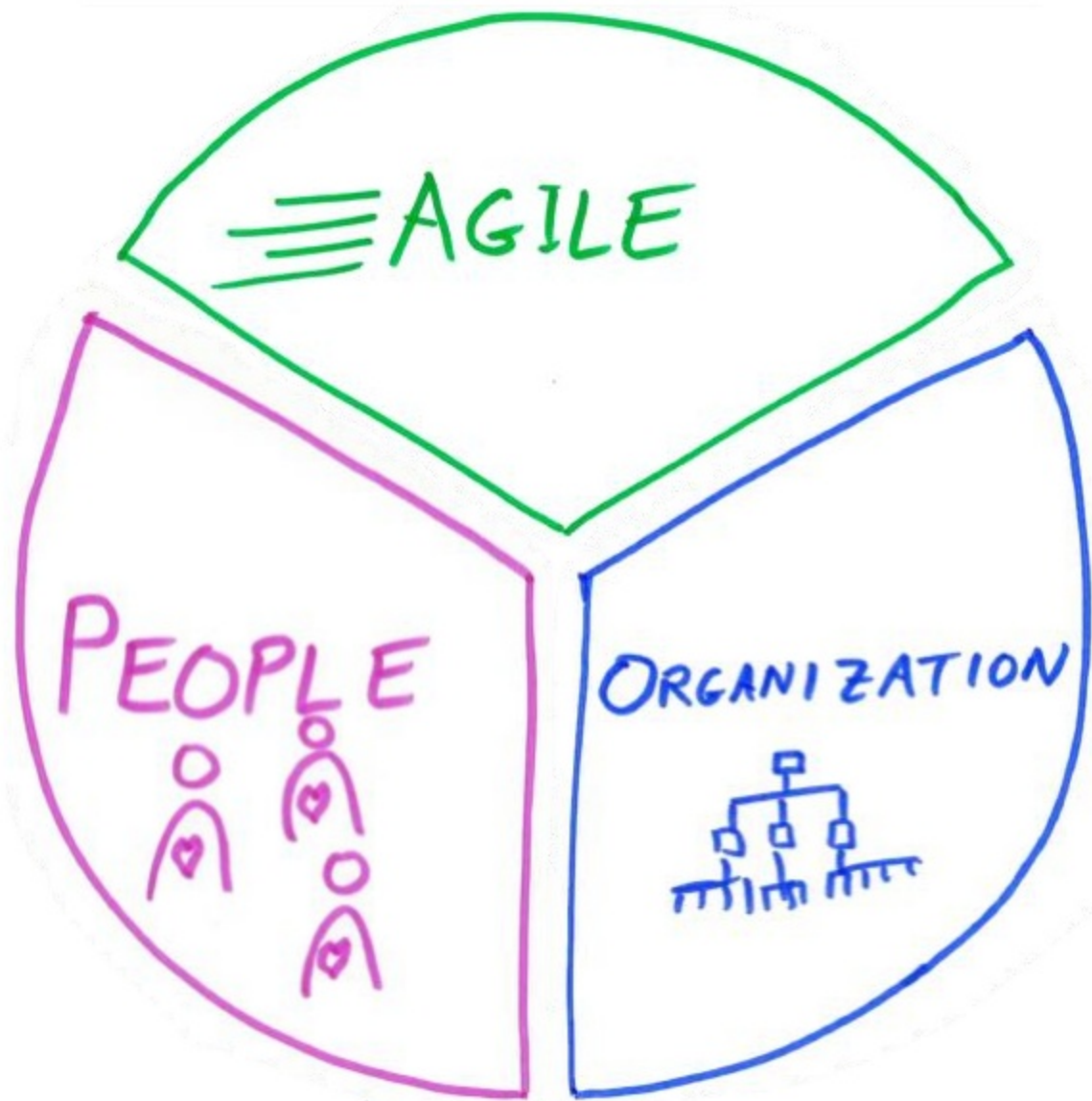
Organization Identity ?



Vision

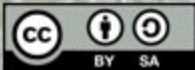
Values e.g.  kindness, caring, integrity, creativity





WholeAgile

You Win With People



@MichaelSahota @OlafLewitz



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Blah Blah Blah Blah Blah Blah

Blah blah blah blah blah blah blah
blah blah blah blah blah blah blah.

Blah blah blah blah blah blah blah:

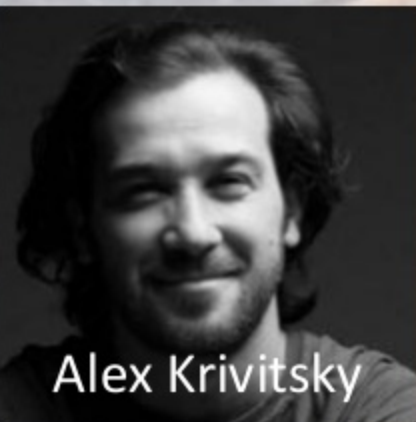
Individuals and interactions over processes and tools

~~Blah blah blah blah blah blah blah~~

Blah blah blah blah blah blah blah

Blah blah blah blah blah blah blah

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blah blah blah blah blah blah.

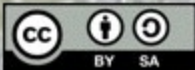


People

~~Individuals and interactions~~

processes and tools

Reinventing Organizations



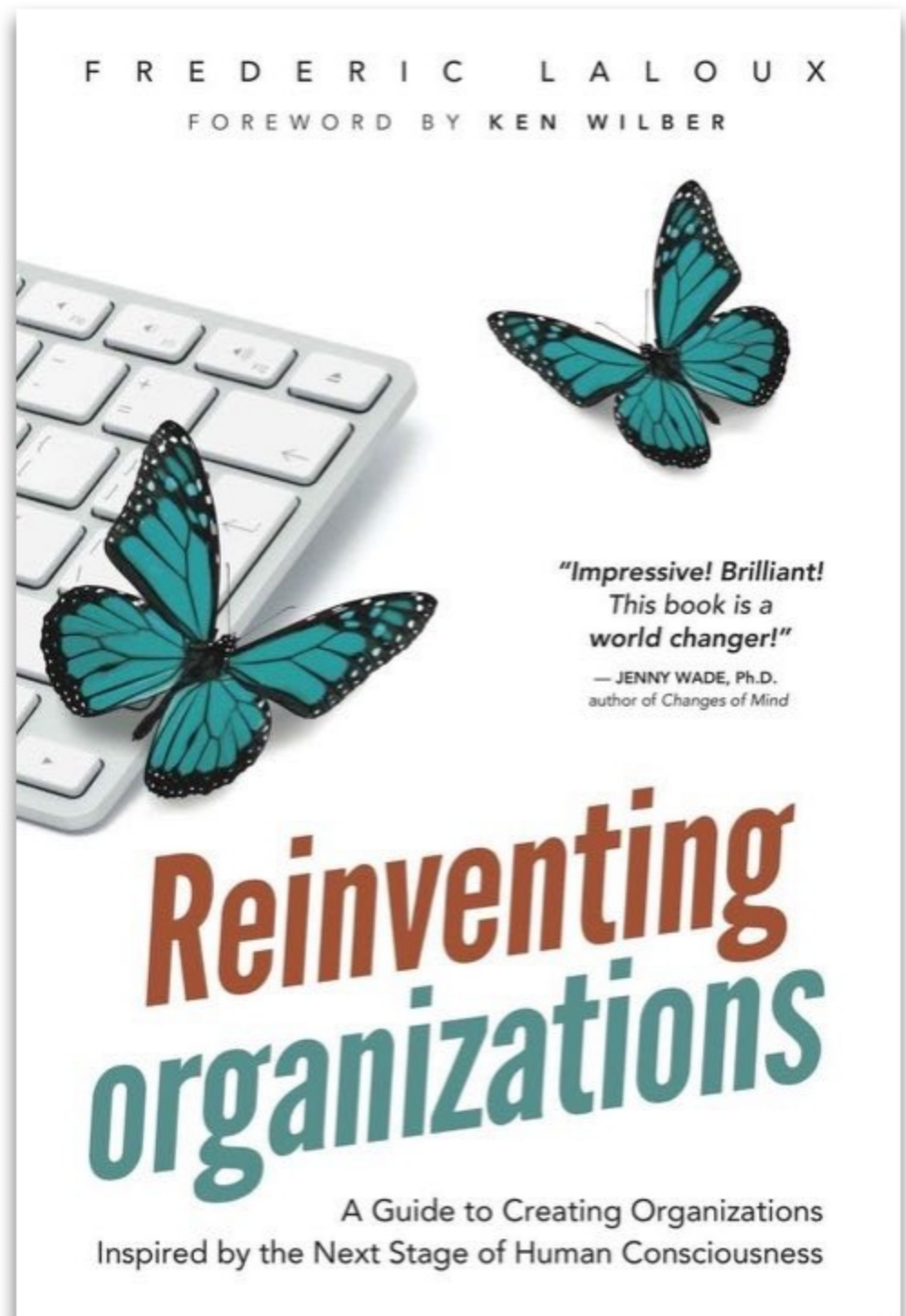
@MichaelSahota @OlafLewitz



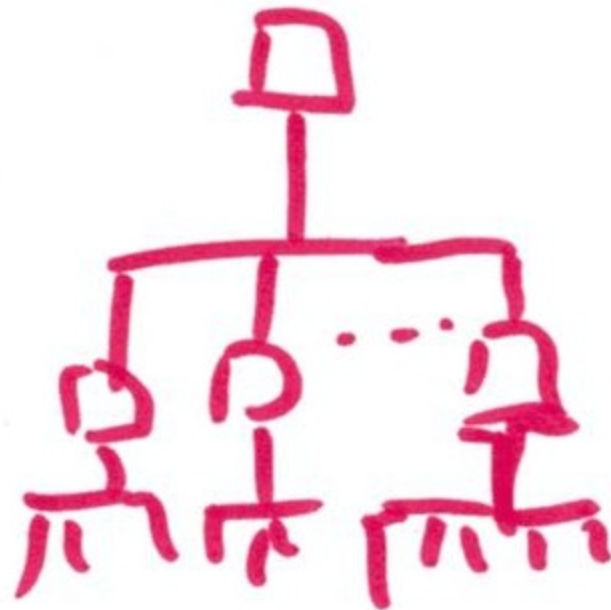
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To fully
Engage People
...
you need to
change
Your
Organizational
Model



POWER & STRUCTURE



AUTHORITY

FORMAL
ROLES

HIERARCHY

STABLE PROCESSES

0 → 0 → 0 → 0 → 0

[RED + AMBER]



ACHIEVEMENT



INNOVATION
ACCOUNTABILITY
MERITOCRACY
[ORANGE]

PEOPLE



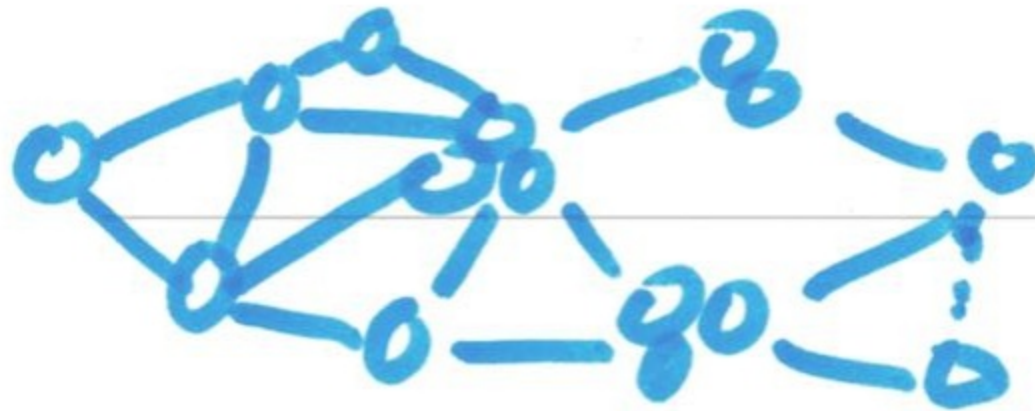
PURPOSE ★

VALUES

EMPOWERMENT

[GREEN]

SHARED POWER DECENTRALIZED NETWORK



SELF-MANAGEMENT
EMERGENCE
WHOLENESS
[TEAL]

"REINVENTING ORGANIZATIONS"

FREDERIC LALOUX

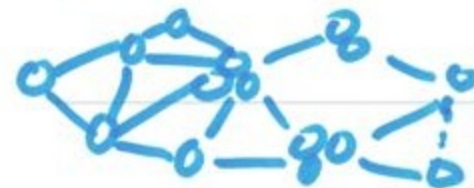


ACHIEVEMENT



INNOVATION
ACCOUNTABILITY
MERITOCRACY
[ORANGE]

SHARED POWER
DECENTRALIZED
NETWORK



SELF-MANAGEMENT
EMERGENCE
WHOLENESS
[TEAL]

POWER & STRUCTURE



AUTHORITY
FORMAL
ROLES
HIERARCHY

STABLE PROCESSES
0 → 0 → 0 → 0 → 0

[RED + AMBER]

PEOPLE

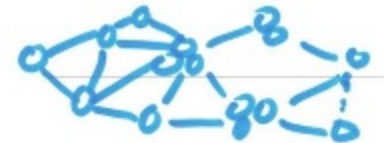


PURPOSE ★
VALUES
EMPOWERMENT

[GREEN]

Engagement & Outcomes

SHARED POWER
DECENTRALIZED
NETWORK



SELF-MANAGEMENT
EMERGENCE
WHOLENESS
[TEAL]

PEOPLE
PURPOSE ★
VALUES
EMPOWERMENT
[GREEN]



POWER & STRUCTURE



AUTHORITY
FORMAL
ROLES
HIERARCHY

STABLE PROCESSES
0→0→0→0→0
[RED+AMBER]

INNOVATION
ACCOUNTABILITY
MERITOCRACY
[ORANGE]

Consciousness & Trust