

# Overcoming Barriers Facing Agile Adoption





**Credentials:**

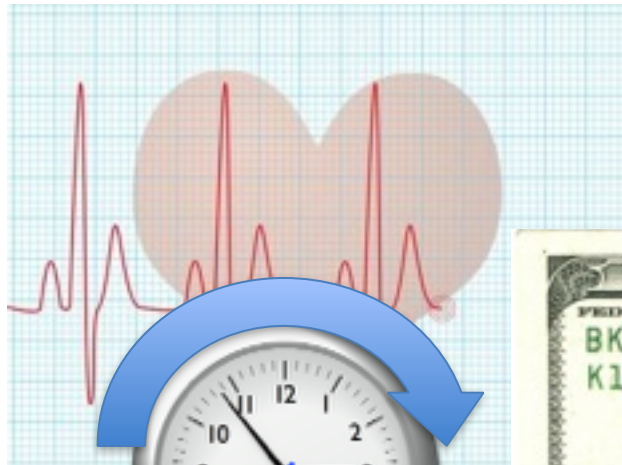
Certified DSDM Coach  
Certified Scrum Master  
Kanban Practitioner  
MBA, Open University, UK

- **AGILE REGIONAL DELIVERY LEAD**  
with the **ELIASSEN GROUP**
- Enterprise Agile practitioner with a proven track record leveraging agile concepts to develop value and consistently deliver results on behalf of Fortune 500 clients, start-ups and Governmental organizations.
- **Organizational:** Practiced Agile/Lean: Marketing, Finance and HR;
- **Industry expertise:** Financial Services, New Media, Cable & Telecommunications, Government, High Tech and Startups.
- **Geolocated:** used to dealing with Offshore models and worked in UK, Australia, Belgium and US, with teams all over the world.

# Agenda

- Intro
  - Small is beautiful
- Motivation for Change
- Problems, What Problems?
- Continuing the Change
  - Kotter Model
  - Measuring Change
- Creating an “Agile Zone”
  - Invoking Enterprise Agility
- Transformation Checklist

# Incentives for Change



# Problems? What Problems? - Agile Dilution

Initiation & Funding

Requirements & Estimation

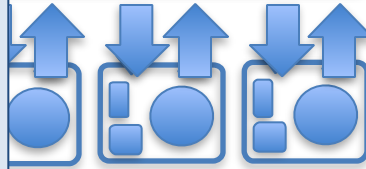
*Agile Touches Everything*

Potentially Affected

- Executives
- Senior Leaders
- Business
- Marketing
- Sales
- Human Resources
- Finance (capitalization)
- Product Management
- Architecture
- PMO / Project Management
- Release Management
- Customers
- Partners

Planning

Agile Prj Mgmt



Agile Teams

Testing

User Acceptance

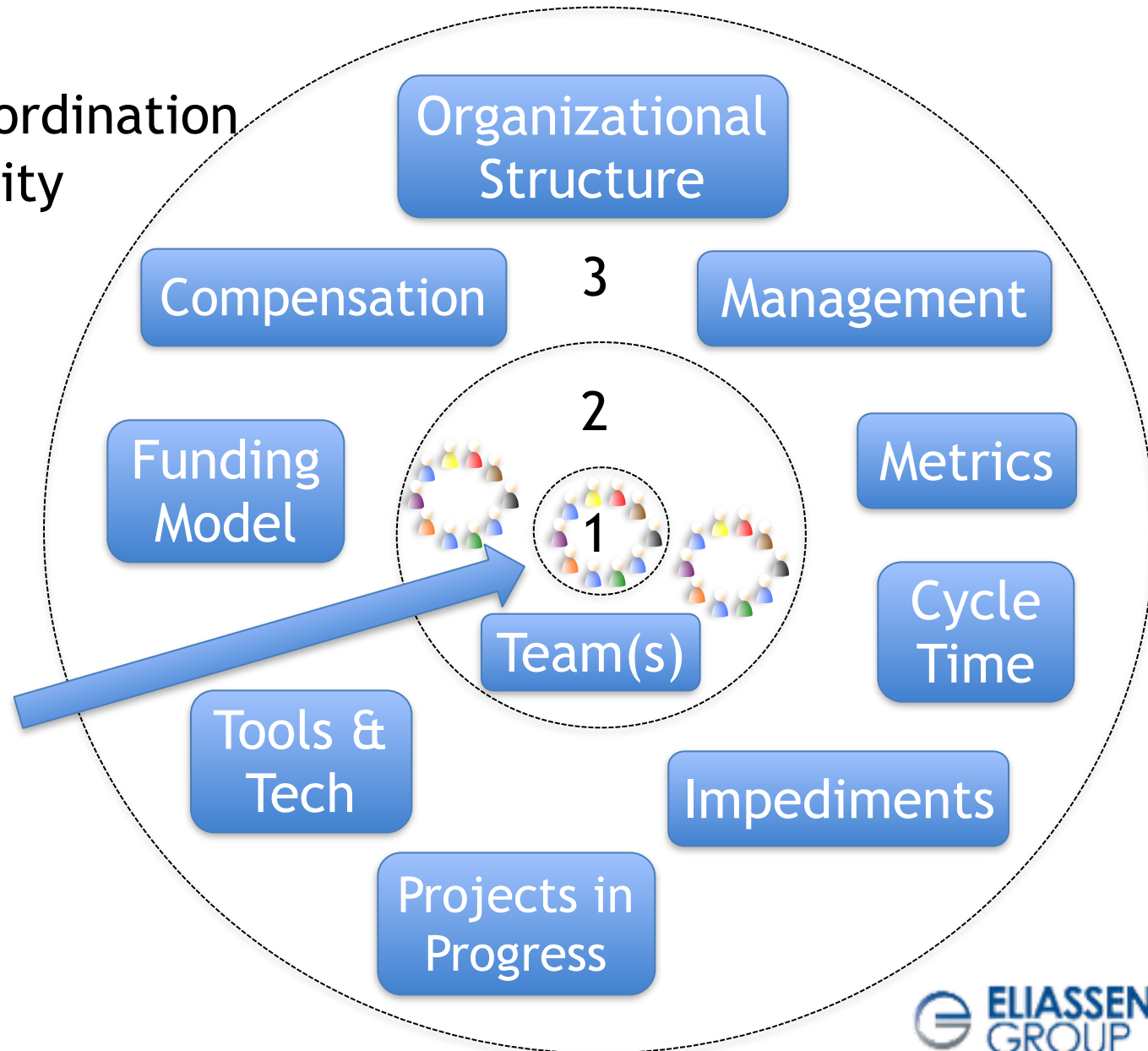
Release



# Agile is More Than Just the Teams

1. Team Agility
2. Multi-team Coordination
3. Enterprise Agility

Scrum, Kanban,  
CI, XP, etc ...



# Typical Problems for Big Organizational Changes

- Accepting a lack of urgency
- “This is really just a small change”
- Confusion
  - What are we doing?
  - Why are we doing it?
  - Who is doing it?
  - How will we do it?
  - What’s in it for me... and when?
- Status-quo messages drown out messages about changes
- Failure to remove obstacles
- Lack of short-term wins, lack of visibility of those wins
- Declaring victory too soon

# Obstacles and Barriers



Technical/  
Building the  
Product

*TDD*  
*Continuous*  
*Delivery*

## Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools  
Working software over comprehensive documentation  
Customer collaboration over contract negotiation  
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck	James Grenning	William C. Martin
Mike Cohn	Jan Hugenholtz	Steve Mellor
Andreas Janßen	Andrew Hunt	Ken Schwaber
Alan Cocks	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
Martin Fowler	Brian Marick	

Adopting  
Agile

*Mindset*  
*People*  
*Culture*



Organiza-  
tional

*Governance*  
*Scaling*  
*Non-IT*



Organization  
Needs Help

*“The  
Unknown,  
Unknows”*

*“I don’t get  
this”*



# Kotter Change Model for Agile

Establish a sense of Urgency

Create an Agile Transformation Vision

Empower the organization

- Remove obstacles
- Change the system
- Support learning (“failing fast”)

Establish baseline, review progress

Create and enable ongoing wins

Don't let up, until the new ways are  
“The ways we do things around here”

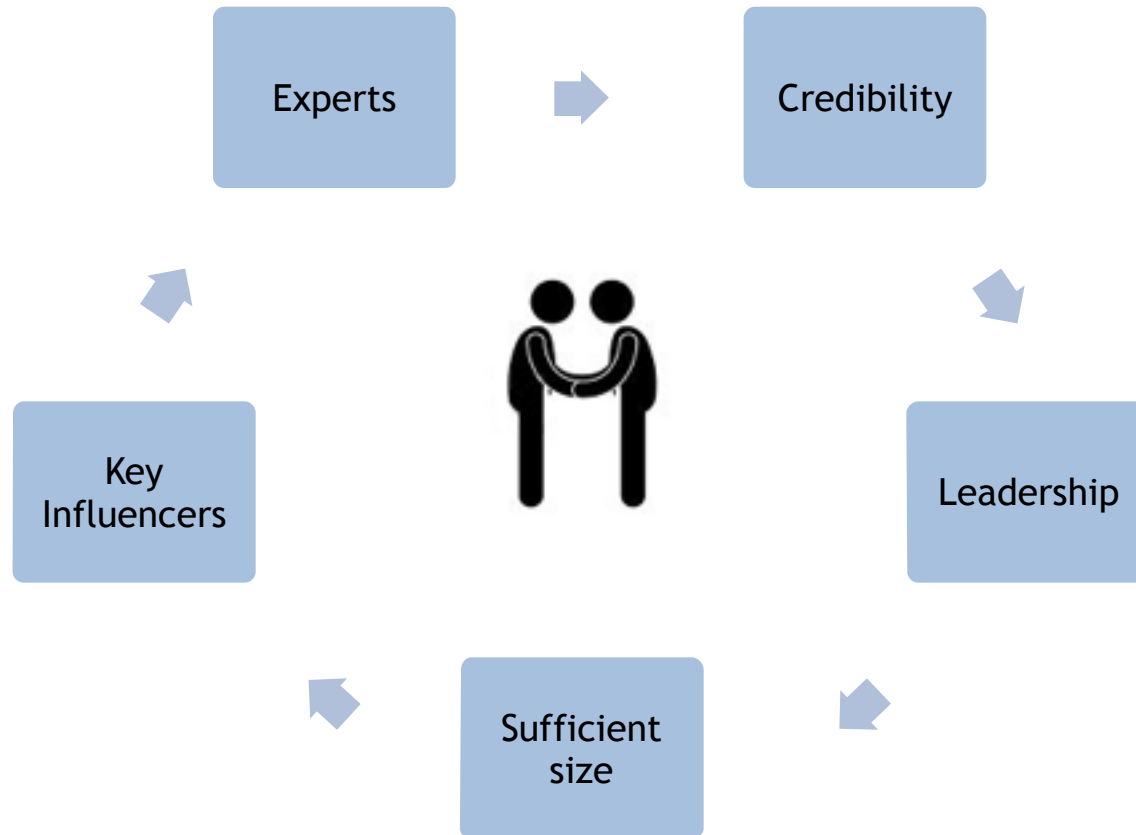
Form a  
Guiding  
Coalition

Constant Communication



Based on the Kotter Change Model.  
The Kotter Change Model, 1995.

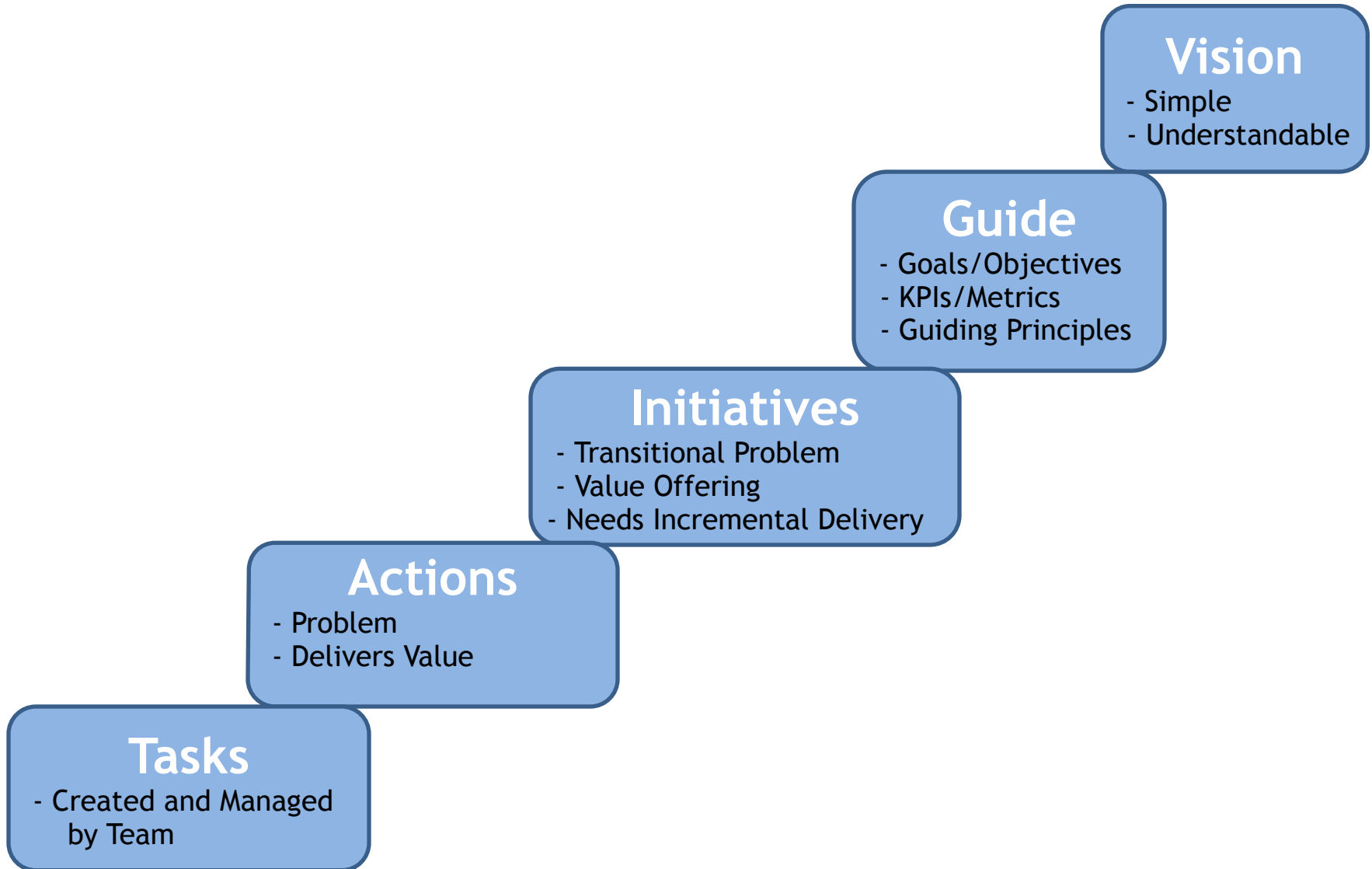
# The Guiding Coalition



# Retain the Urgency and Focus



# Vision to Task



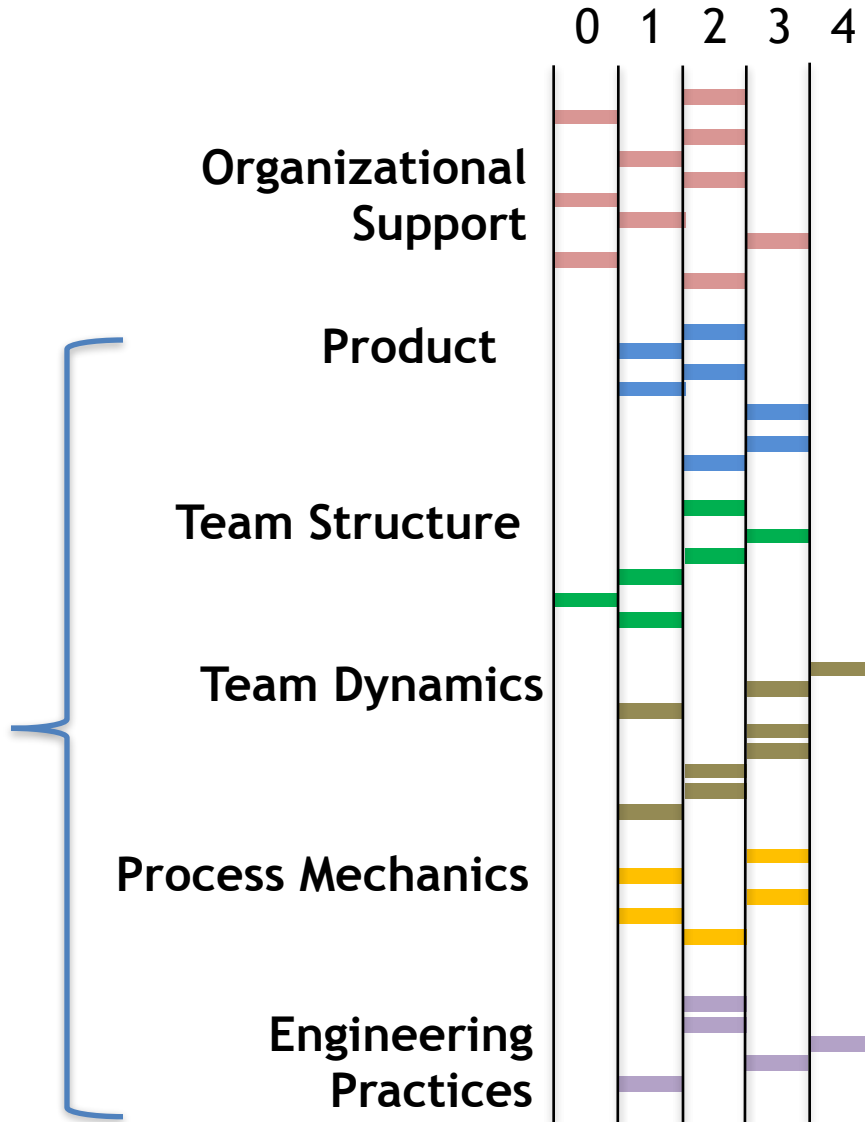
# What does “Agile” Mean and Where Are You?

## 50 Indicators

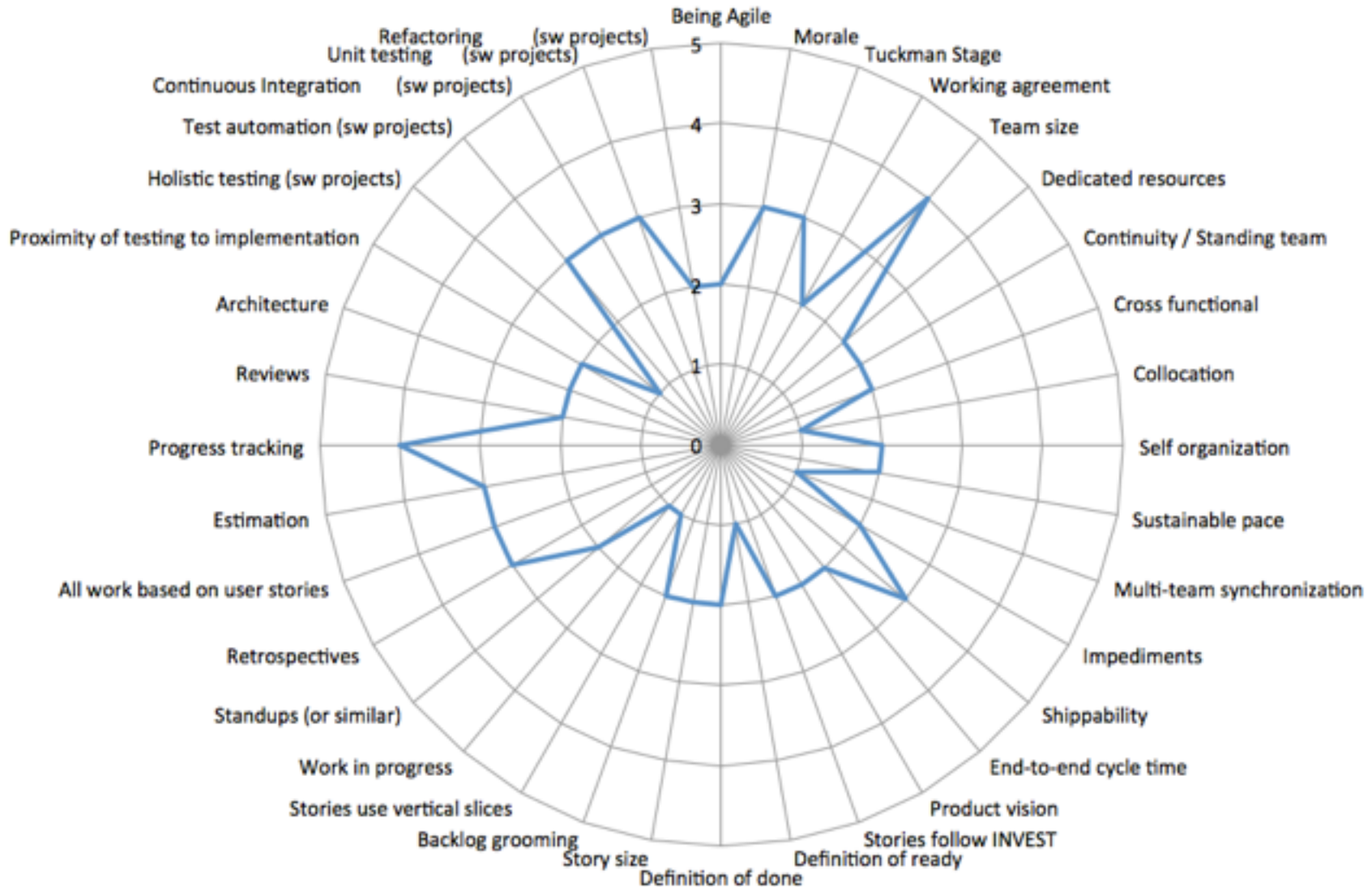


Agile Maturity Matrix

Per Team/Product



# Agile Maturity Radar Chart - Team Level



# Agile Maturity Indicators

Adoption



Stable



Accelerates adoption 

	Impeded (0)	Transition (1)	Sustainable (2)	Agile (3)	Ideal (4)
<b>Metrics</b>	Metrics are all function based	Delivery based metrics are being tried, planned, or discussed	50%+ of metrics are delivery based. Old metrics are still being tracked and used	50%+ of metrics are delivery based and old metrics are no longer being tracked or used	Metrics are primarily delivery based
<b>Standup (or similar)</b>	Not being held	Not held every day and/or not effective, often looked at as a status meeting, not a benefit for the team.	Being held every day, 15 minutes, impediments raised, team understands it is for them.	Daily, short, effective. Runs well with or without Scrum Master. Team does an on-the-spot	Positively adapted to the needs of the team

# Where the Solutions Will Come From

## Any Ideas ?

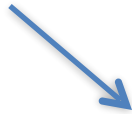




# Run the Transformation as an Agile Project

## Creating an “Agile Zone” For Agile Transformation

# Establish Roles



Transformation PO



# Establish Responsibilities



Transformation PO



**Charters/Charterment**

Background:

- 1. Agile - intended to guide the use of agile in teams across the organization and to ensure that agile practices are consistent with the company's overall strategy.
- 2. Consistency in agile practices.
- 3. Standardized agile practices across the organization.

Reasons for agile adoption:

- 1. The speed to market to bring the customer's needs.

Goals:

- 1. Ensure to support development and testing of new products and services quickly, reliably and with high quality.

Other Key Points:

- 1. The agile framework is based on the agile mindset.
- 2. The agile framework is based on the agile mindset.
- 3. The agile framework is based on the agile mindset.
- 4. The agile framework is based on the agile mindset.
- 5. The agile framework is based on the agile mindset.

Next Steps/Action Items/Next Steps:

- 1. The agile framework is based on the agile mindset.

Backlog 17 items

PTSD-102 Plan and implement cross-training of agile team members

PTSD-103 Fully automate testing within a sprint

PTSD-104 Fully automate testing of Portal teams build/deploys

PTSD-105 Slow running teams in agile testing

PTSD-106 Ability for teams to test and deploy code independently

PTSD-107 Coordinate shared services across all Portal program releases

AGILE-101 Weekly team meetings with shipping R04 Agile Metrics

AGILE-102 Add RMT to documentation

AGILE-103 Identified initiatives captured as R04 Agile Transfer

AGILE-104 Find a way to make retrospective R04 Weekly team

AGILE-105 Update flow repository prototype R04 Agile Tools

AGILE-106 How do we only maintain releasable R04 Agile Tools

AGILE-107 Investigate the JIRA risk management R04 Agile Tools

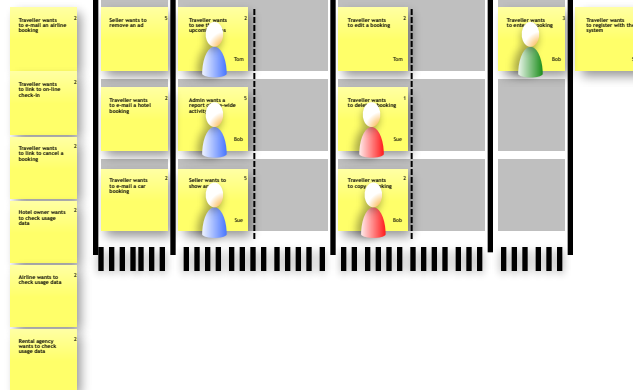
AGILE-108 Evaluate updated versions of JIRA R04 Agile Tools

AGILE-109 Streamline process to acquire and R04 Agile Tools

AGILE-110 Reorganization of Google docs for R04 Agile Tools

AGILE-111 Need to standardize ways of using R04 Agile Tools

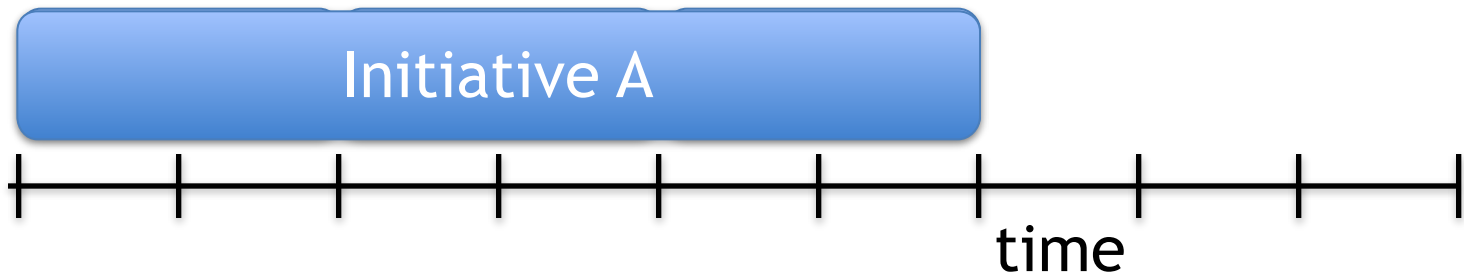
Backlog → On Deck → In Progress → Validating → Accept → Done



Ready

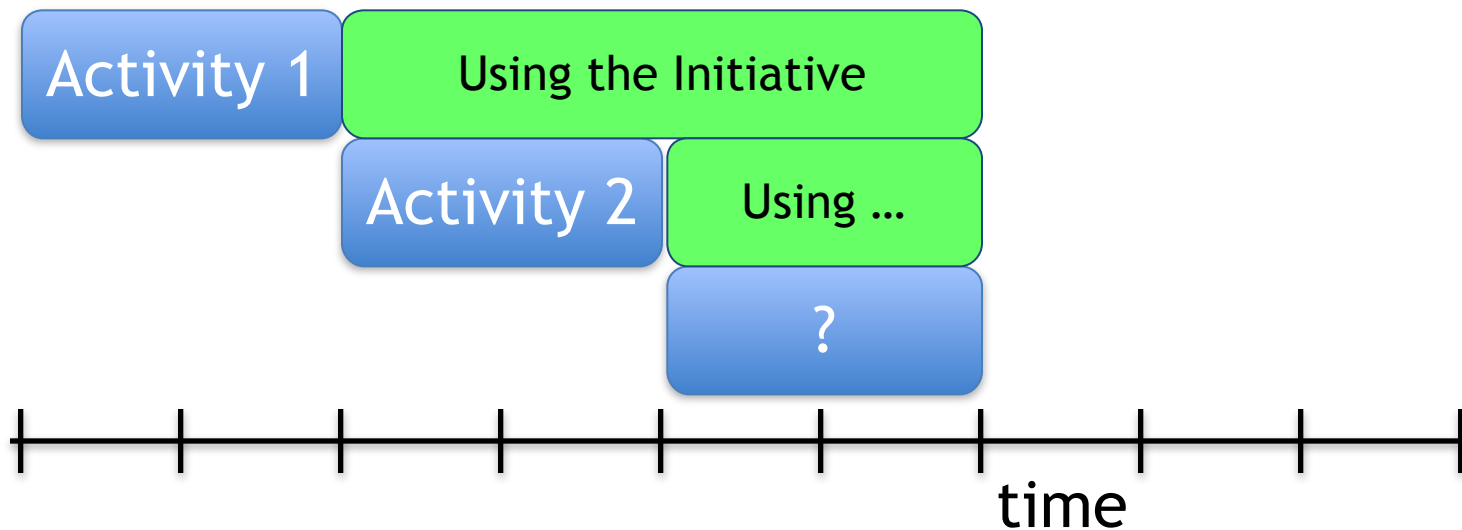
Done

# Translating MVI to Transformation Value

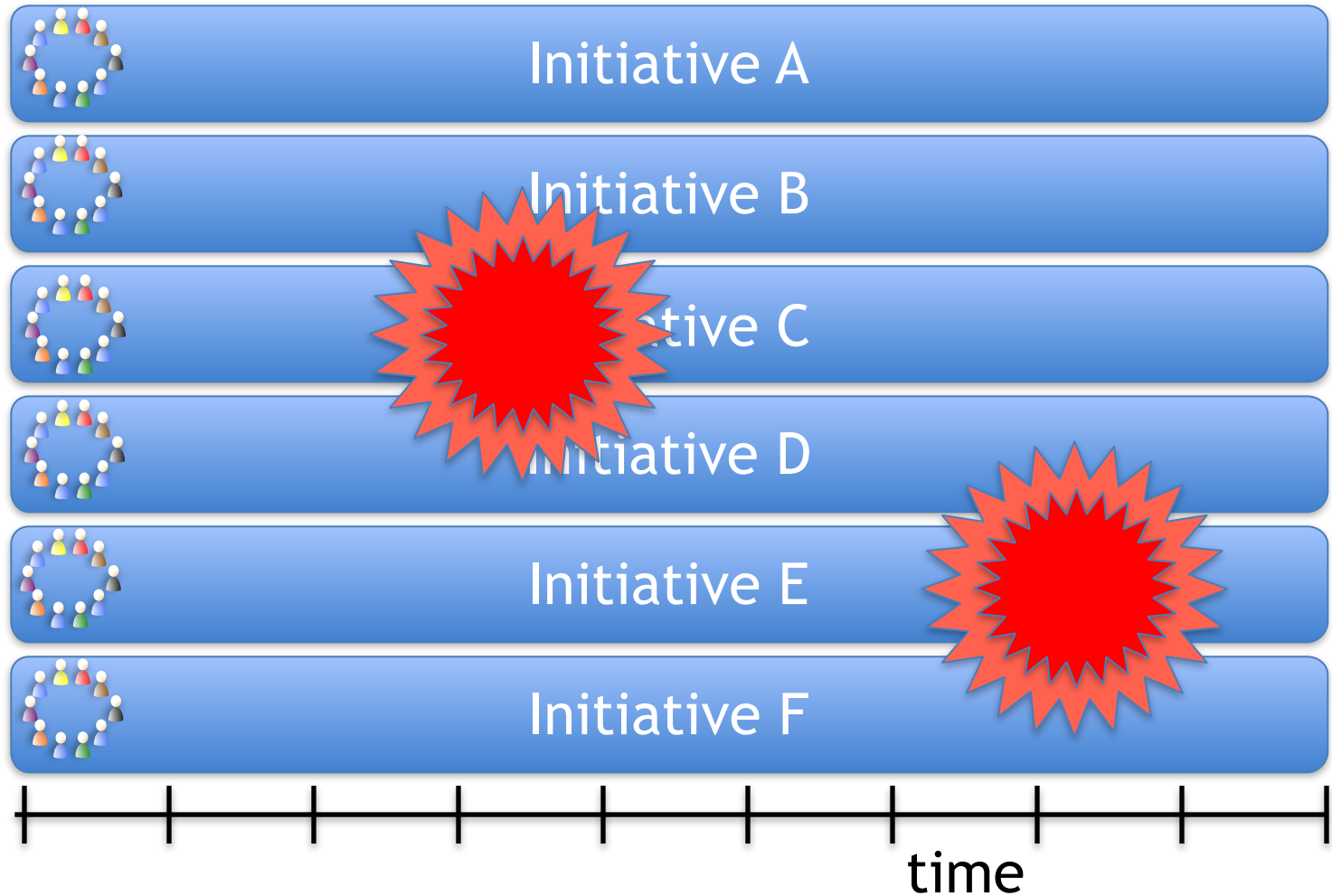


# Gain Investment by Working by MVI

Use an Increment to fuel the next investment for the next Increment

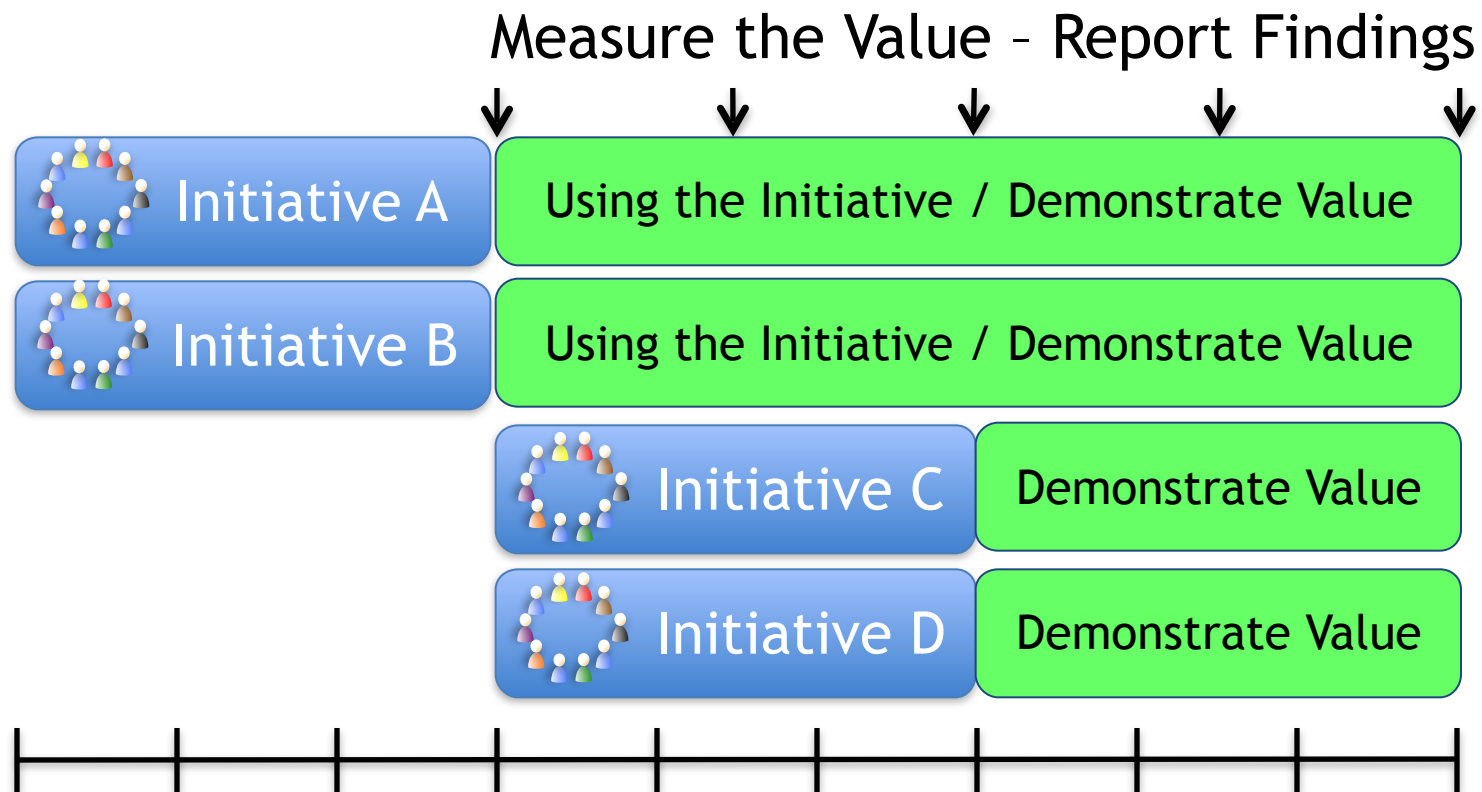


# The Cost of Too Many Initiatives in Progress



# Limiting Initiatives in Progress

- Aids Organizations with limited resources
- Requires prioritizing the order of projects



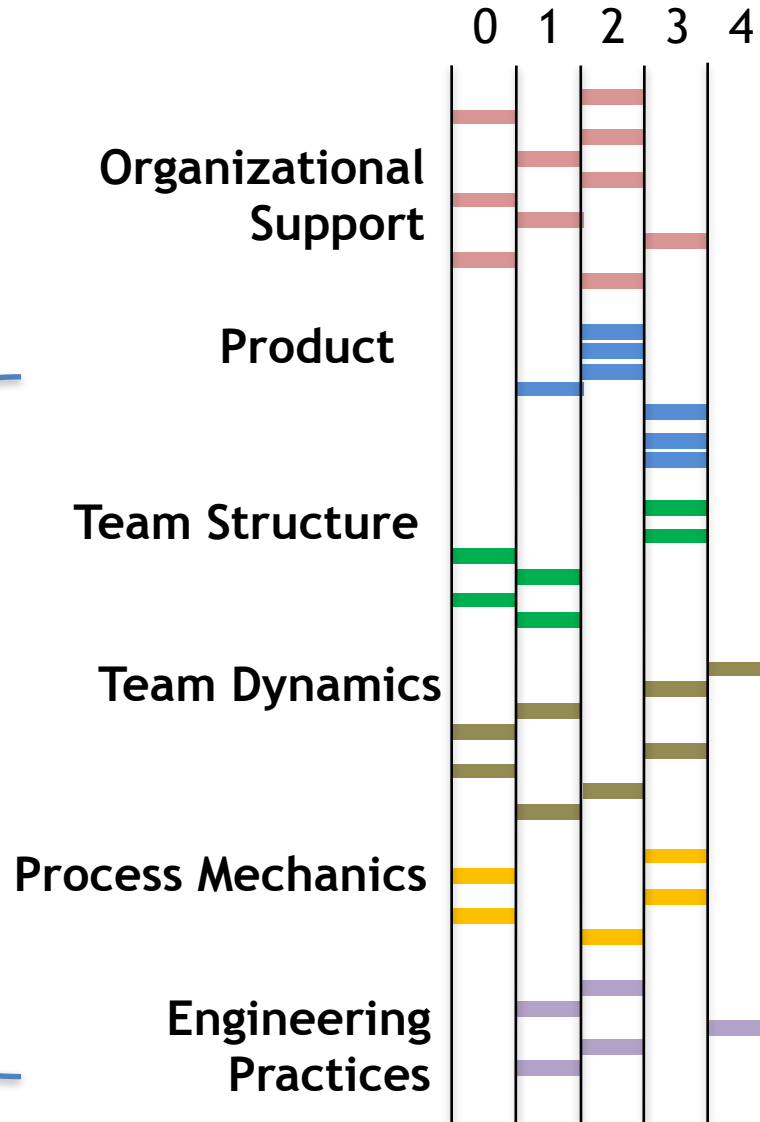
# Rotating Focus

## 50 Indicators



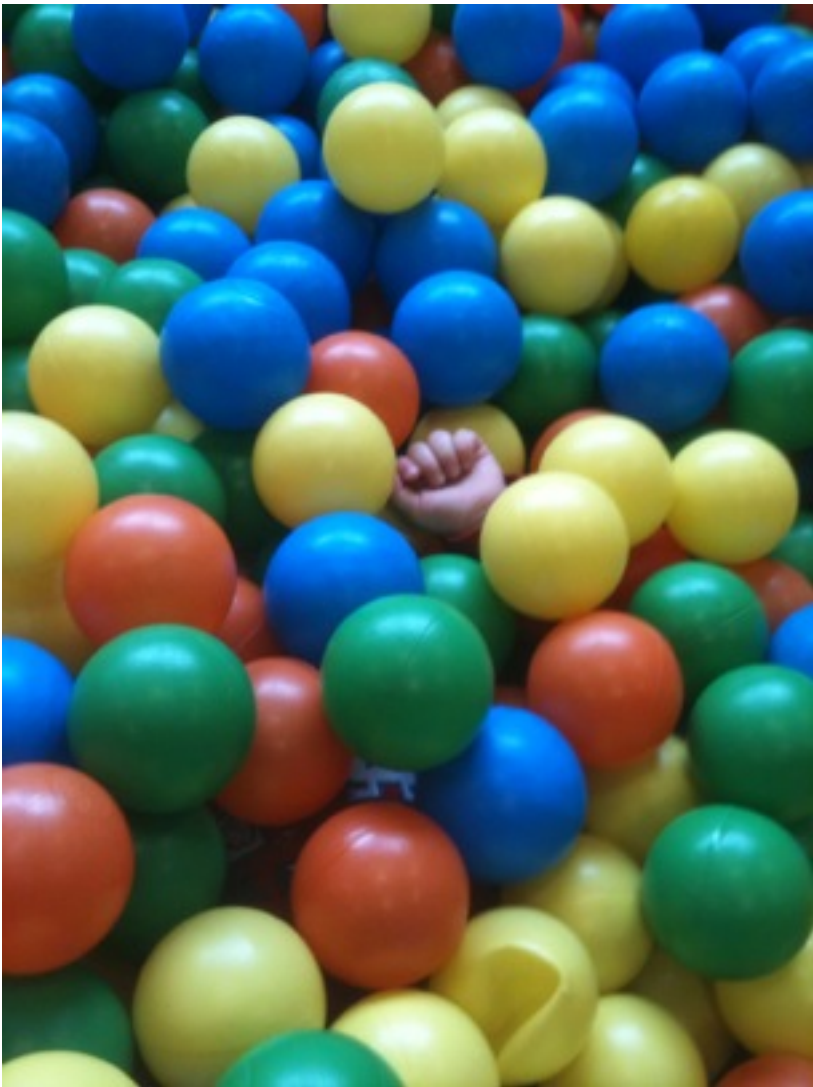
Agile Maturity Matrix

Per Team/Product





# Stop Drowning and Celebrate your Wins



# Transformation Checklist

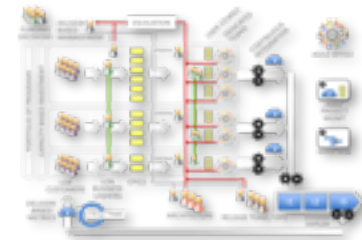
- What to Do?
  - Create a shared vision of Agile
  - Assess the existing state, use metrics - Benchmark
  - Set reasonable goals/objectives
  - Create an Agile Transformation Group
  - Create a transformation roadmap/backlog
  - Learn more about the Kotter Change Model
  - Be prepared to prioritize and limit Transformation
  - Establish a platform for success
  - If necessary, work on getting more buy-in

# Enterprise Agility Materials

- Agile Maturity Matrix Tool
- Enterprise Agility Guide
  - Transformation approach
  - Organization level practices
  - Organization level changes
  - Cross-team practices
  - Team level practices
- Enterprise Agility Diagram



The Agile Maturity Matrix Tool is a table with three columns representing maturity levels: 'Emerging (0)', 'Developing (1)', and 'Advanced (2)'. The rows are categorized into 'Business Agility' (Strategy, Structure, Culture, Talent) and 'Operational Agility' (Process, Technology, Risk, Compliance). Each cell contains a brief description of the characteristics and goals for that specific maturity level and category.



## Thank you !

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# Celebrate your Wins...



## Thank you !

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