Imposing Agile with Coherence, Constraints and Curiosity

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we wanna be spotify!
a fool proof plan...

https://youtu.be/Du11NQ2SEs4
“A nearly 100% tolerance of the coercive imposing of Agile practices on teams is a cultural norm of the Agile industry. This tolerance of force is profoundly disrespectful of people. This is the most pressing issue of our time.” Dan Mezick

http://newtechusa.net/aic/

**Engagement Model (noun)**: Any pattern, or set of patterns, reducible to practice, which result in more employee engagement, during the implementation of an organizational-change initiative.

http://openspaceagility.com/engagement/
Coherence
The quality of forming a unified whole

Alignment
Autonomy

Stephen Bungay: The Art of Action
Directed Opportunism

**Outcomes**

**Effects Gap:**
The difference between what we expect our actions to achieve and what they actually achieve

**Knowledge Gap:**
The difference between what we would like to know and what we actually know

**Alignment Gap:**
The difference between what we want people to do and what they actually do

Stephen Bungay: The Art of Action
Directed Opportunism

Outcomes

Knowledge Gap:
More detailed information

Effects Gap:
More detailed controls

Alignment Gap:
More detailed instruction

Plans

Actions

Stephen Bungay: The Art of Action

Directed Opportunism

Outcomes

Knowledge Gap:
Limit direction to defining and communicating the intent

Effects Gap:
Give individuals freedom to adjust their actions in line with the intent

Alignment Gap:
Allow each level to define how they will achieve the intent of the next level up, and ‘backbrief’

Plans

Actions

Stephen Bungay: The Art of Action
Leader-Leader

David Marquet: Turn the Ship Around
https://youtu.be/OqmdLcyES_Q

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AvailAgility
Discipline 1: Focus in the Wildly Important

“If every other area of our operation remained at its current level of performance, what is the one area where change would have the greatest impact?”

“If a goal is wildly important, surely you should be able to tell if you’ve achieved it or not. The formula from X to Y by when makes that possible.”

“Create a WIG that is both worthy and winnable”

Constraint

A limitation or restriction
Enabling constraints guide what could be.

Governing constraints guide what should not be.

Experts disagree

Complex
sense-analyse-respond
Governing constraints
Good Practice

Obvious
sense-categorise-respond
Fixed constraints
Best Practice

Nobody knows

Chaotic
act-sense-respond
No effective constraint
Novel Practice

Dave Snowden: Cynefin

Experts know

Novel Practice

Complicated

Emergent

Practice

AvailAgility
Even Over Statements

Positive Outcome A even over Positive Outcome B

1. Gather what you have.
2. Brainstorm positive outcomes, traits, and goals aligned with your values and/or strategy
3. For every positive you listed, get specific and honest about the tradeoff likely required.
4. Fill in the blanks.
5. Vote and rank.

Discipline 2: Act on Lead Measures

“A good lead measure has two basic characteristics: It’s predictive of achieving the goal and it can be influenced by the team.”

Discipline 3: Keep a Compelling Scoreboard

“A compelling scoreboard tells the team where they are and where they should be, information essential to team problem solving and decision making.”

Chris McChesney, Sean Covey, Jim Huling: The 4 Disciplines of Execution
Curiosity
A strong desire to know or learn something

15-minute FOTO
From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only clean questions and the client’s own words

What would you like to have happen?
What kind of X?
What happens before X?
What is happening when X?
Is there anything else about X?
And when X, then what happens?
Is there a relationship between X and Y?
I have a rule that some sequences of three numbers obey — and some do not. Your job is to discover what the rule is.

This sequence obeys the rule:

2 – 4 - 8

What new sequences of numbers would you use to test your hypotheses?

https://flic.kr/p/bp5TyY
**Liberating Structures:** Simple rules that make it easy to include and unleash everyone in shaping the future.

http://www.liberatingstructures.com/
Discipline 4: Create a Cadence of Accountability

“What are the one or two most important things I can do this week to impact the team’s performance on the scoreboard?”

Chris McChesney, Sean Covey, Jim Huling: The 4 Disciplines of Execution
Any form of organisational improvement in which solutions emerge from the people closest to the problem.

True North
Aspirations
Strategy
Tactics
Evidence

https://flic.kr/p/7Kc4AN
Imposing Agile with Coherence, Constraints and Curiosity

Tactics

True North

Evidence

Aspirations

The coherent actions we will take.

The orientation which informs what we should do.

The results we hope to achieve.

The outcomes that will indicate progress.

The guiding policies that enable choice.

Coherence Correlation Contribution

implemented by

generate

enabled by

of achieving

Coherence Correlation Contribution

Coherence Correlation Contribution

Coherence Correlation Contribution

Coherence Correlation Contribution

Coherence Correlation Contribution

Coherence Correlation Contribution

More sales +X%  

More frequent releases

Lower Lead Time

Exhibit 2

Exhibit 3

Exhibit 4

Exhibit 5

Tactic 4

Tactic 3

Tactic 2

Continuous Delivery

Aspiration 2

Aspiration 3

Aspiration 4

Aspiration 5
<table>
<thead>
<tr>
<th>Title:</th>
<th>Owner:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Context</td>
<td>Our problem is...</td>
</tr>
<tr>
<td>Actions</td>
<td>To prove/disprove the hypothesis we will...</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>We believe we can solve it by...</td>
<td>We will declare success or failure when...</td>
</tr>
<tr>
<td><strong>Success</strong></td>
<td><strong>Failure</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rationale</th>
<th>Follow-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>We believe this because...</td>
<td>As a result of success or failure we will...</td>
</tr>
<tr>
<td><strong>Success</strong></td>
<td><strong>Failure</strong></td>
</tr>
</tbody>
</table>

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**Strategy Deployment**
https://availagility.co.uk/strategy-deployment/

**Business Agility with Strategy Deployment and the X-Matrix**
April 1st 2019, London.
https://x-matrix_agile_workshop.eventbrite.co.uk/
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