

Imposing Agile with Coherence, Constraints and Curiosity


Karl Scotland
kjscotland@googlemail.com
<https://availagility.co.uk>
@kjscotland




Imposing Agile with Coherence, Constraints and Curiosity




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



Jason Little <https://youtu.be/Du11NQ2SEs4>



Imposing Agile with Coherence, Constraints and Curiosity



“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/>



Imposing Agile with Coherence, Constraints and Curiosity



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/>

<https://flic.kr/p/drEEVL>



Imposing Agile with Coherence, Constraints and Curiosity



Coherence

The quality of forming a unified whole

 @kjscotland

Imposing Agile with Coherence, Constraints and Curiosity

 AvailAgility

Alignment

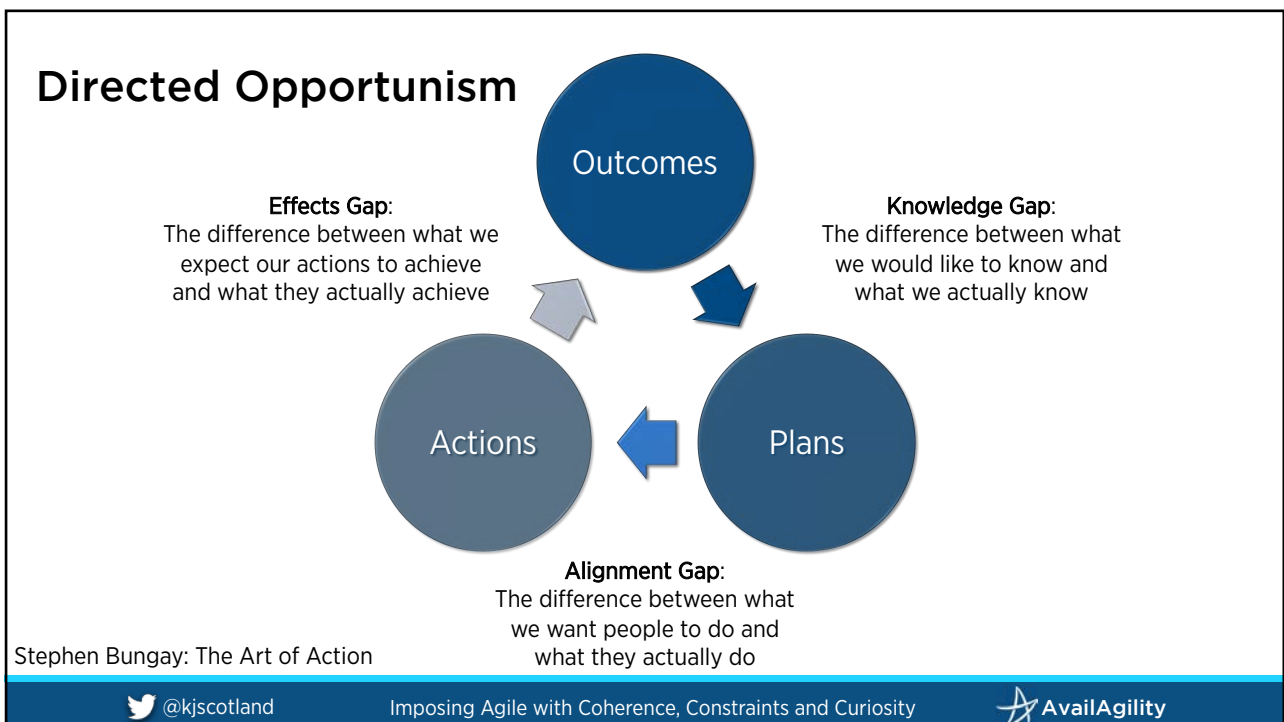
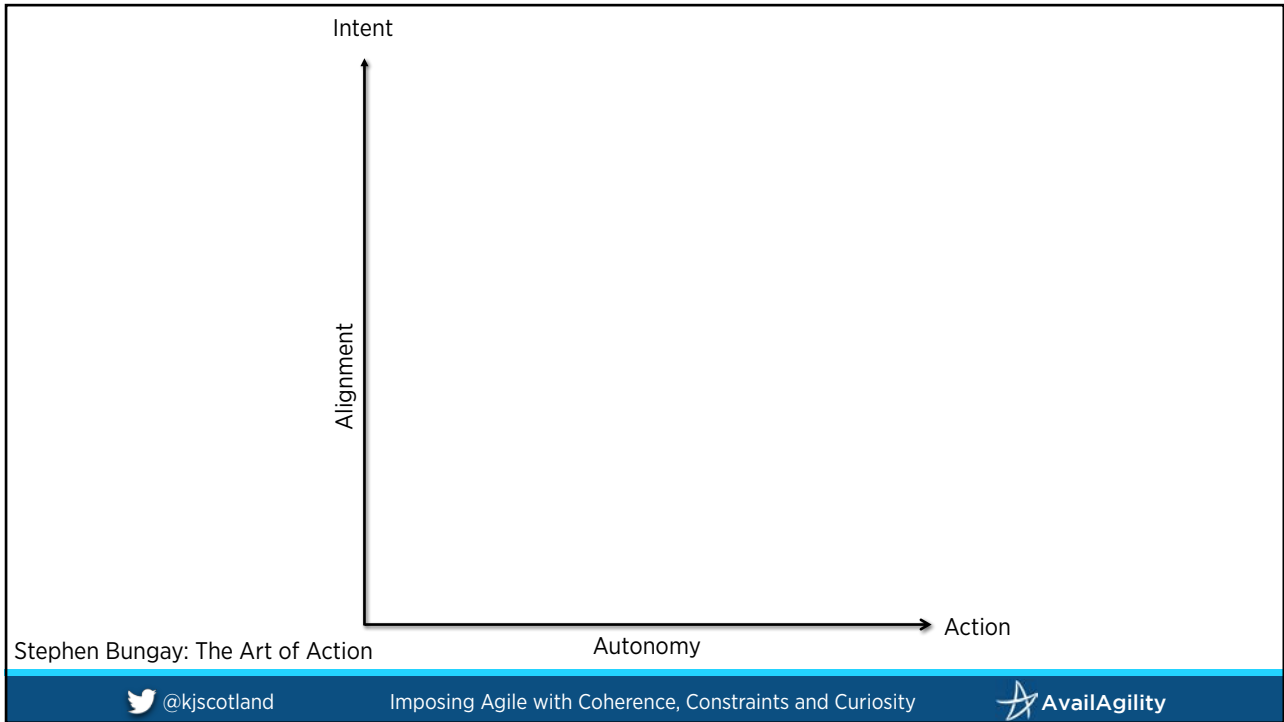
Autonomy

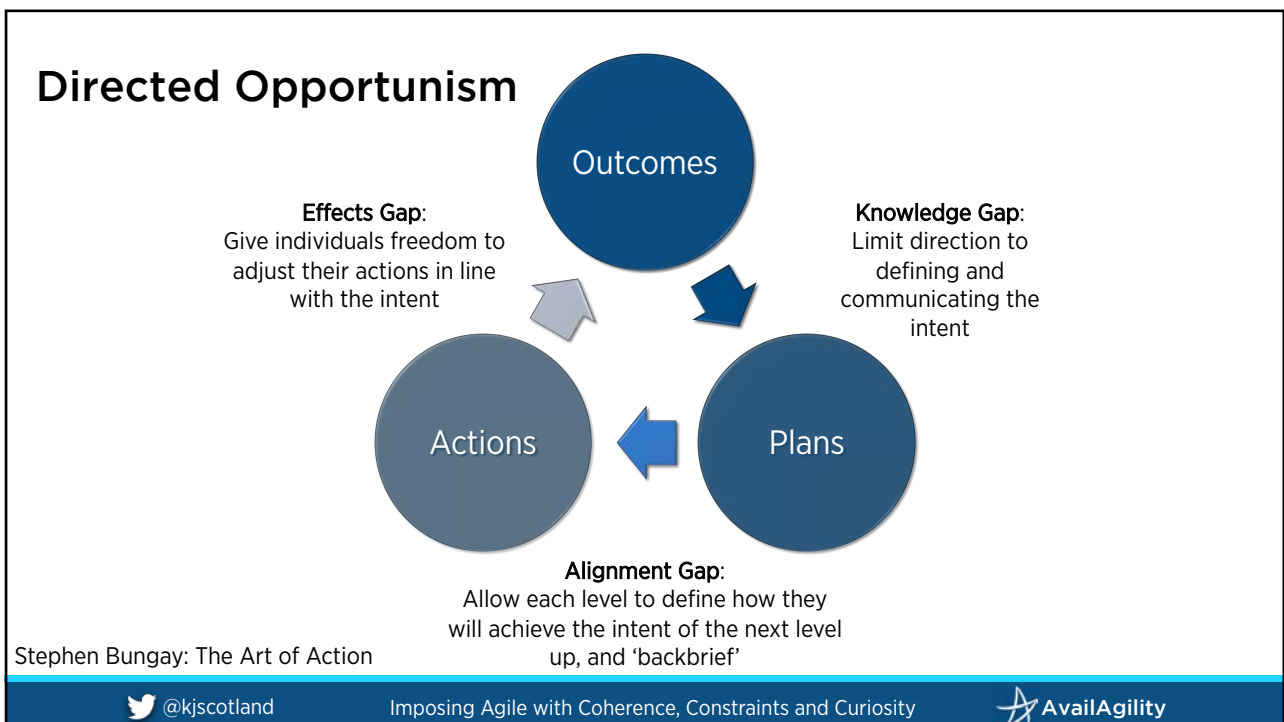
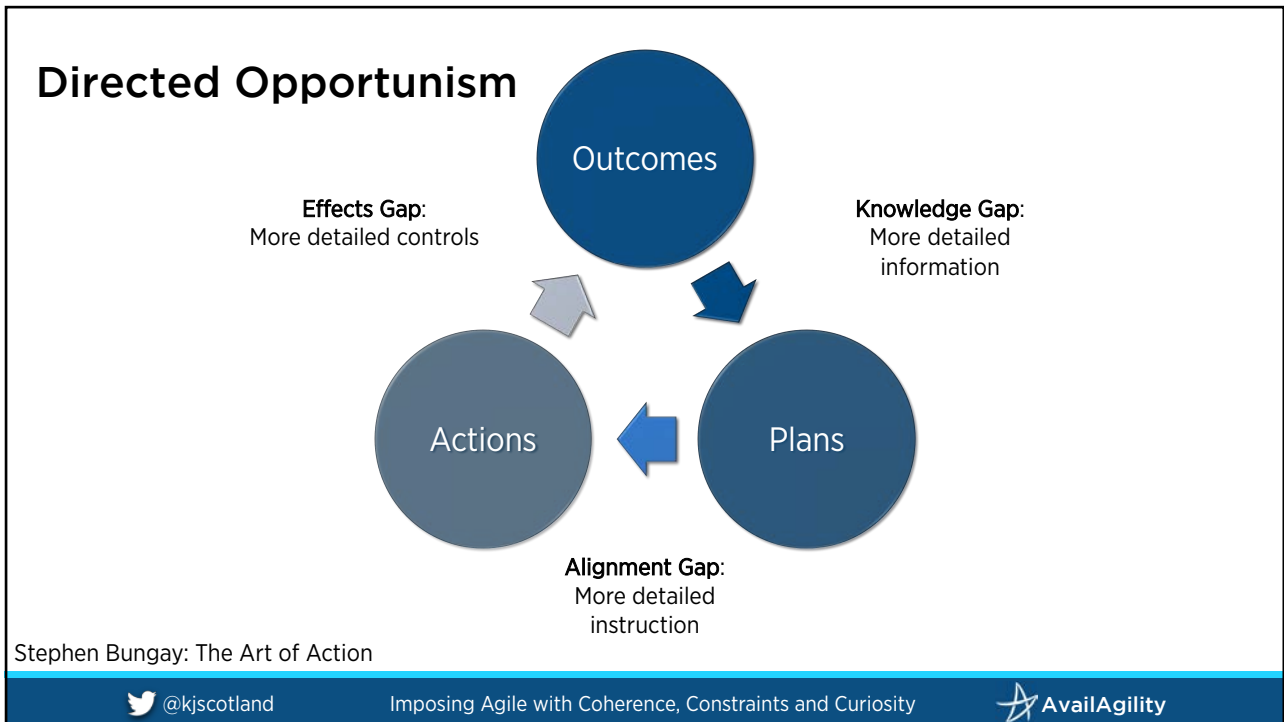
Stephen Bungay: The Art of Action

 @kjscotland

Imposing Agile with Coherence, Constraints and Curiosity

 AvailAgility





Leader-Leader



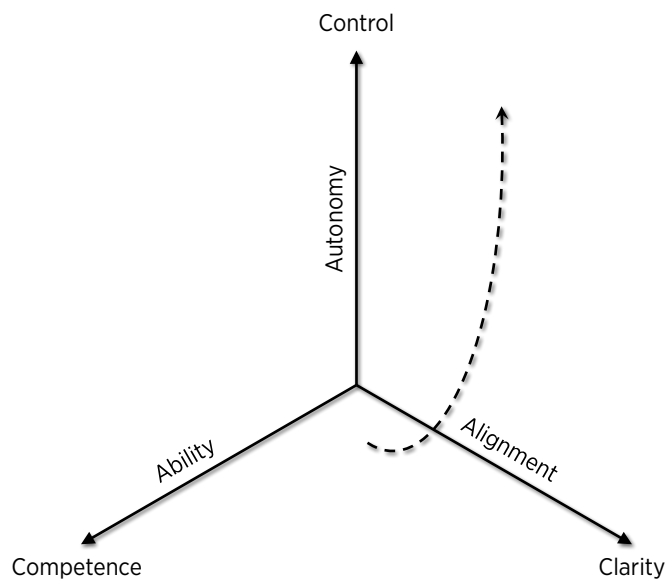
David Marquet: Turn the Ship Around

https://youtu.be/OqmdLcyES_Q

 @kjscotland

Imposing Agile with Coherence, Constraints and Curiosity

 AvailAgility



 @kjscotland

Imposing Agile with Coherence, Constraints and Curiosity

 AvailAgility

4 DISCIPLINES

Discipline 1: FOCUS ON THE WILDLY IMPORTANT

Discipline 2: ACT ON THE LEAD MEASURES

Discipline 3: KEEP A COMPELLING SCOREBOARD

Discipline 4: CREATE A CADENCE OF ACCOUNTABILITY

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*”

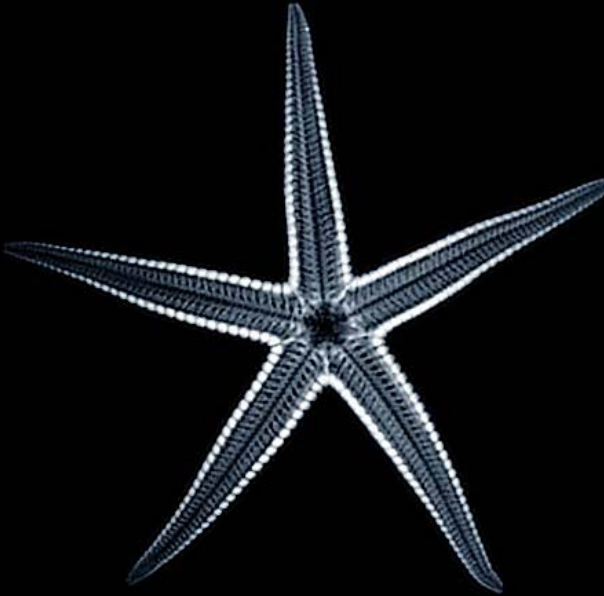
Chris McChesney, Sean Covey, Jim Huling: The 4 Disciplines of Execution

@kjscotland Imposing Agile with Coherence, Constraints and Curiosity AvailAgility

Constraint

A limitation or restriction

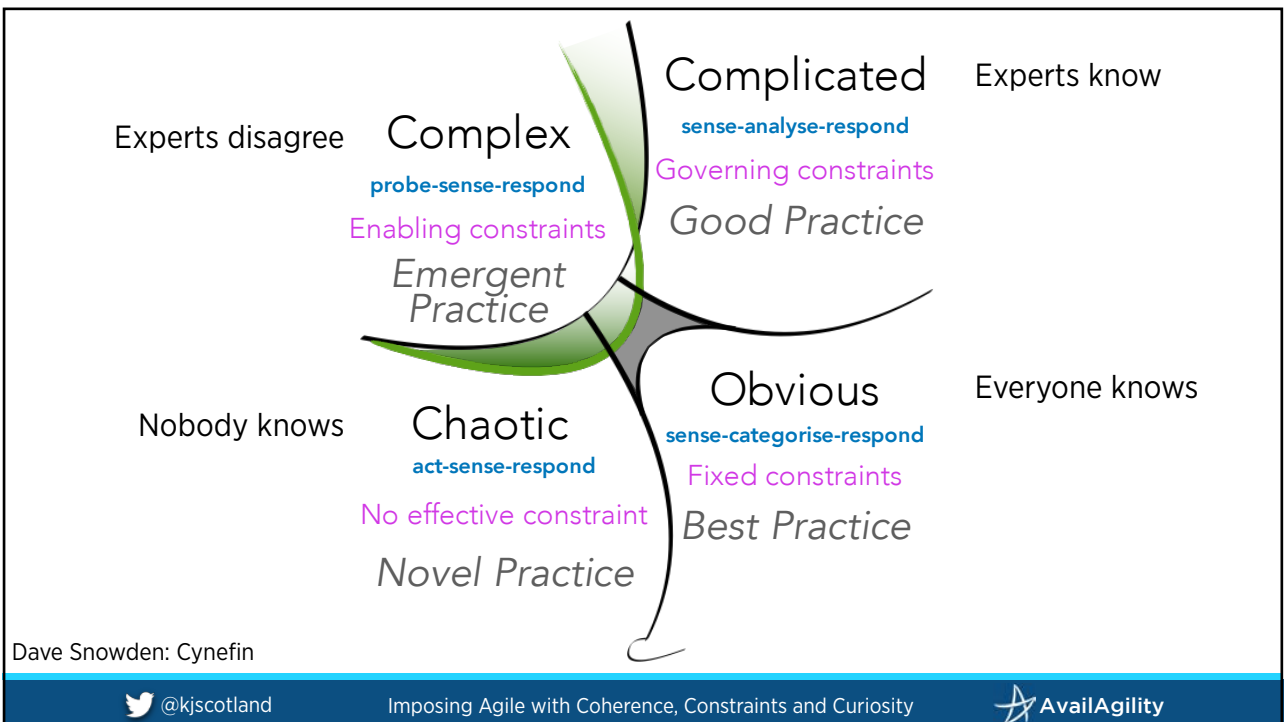
@kjscotland Imposing Agile with Coherence, Constraints and Curiosity AvailAgility

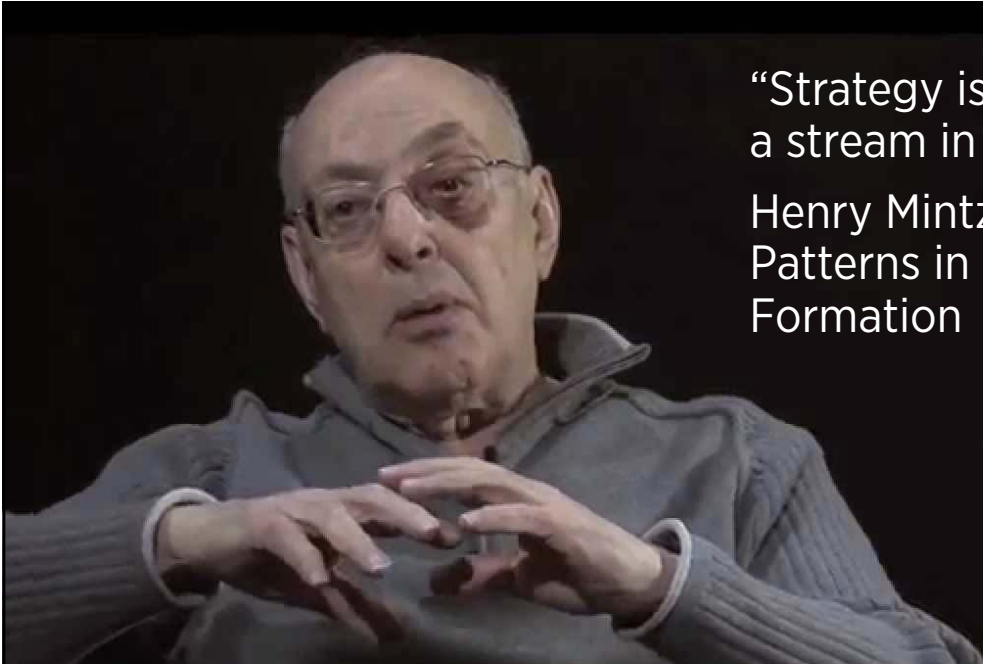


Enabling constraints guide what could be.

Governing constraints guide what should not be.



@kjscotland Imposing Agile with Coherence, Constraints and Curiosity AvailAgility





“Strategy is a pattern in a stream in decisions.”

Henry Mintzberg:
Patterns in Strategy
Formation

 @kjscotland Imposing Agile with Coherence, Constraints and Curiosity 

Even Over Statements

Positive Outcome A *even over* Positive Outcome B

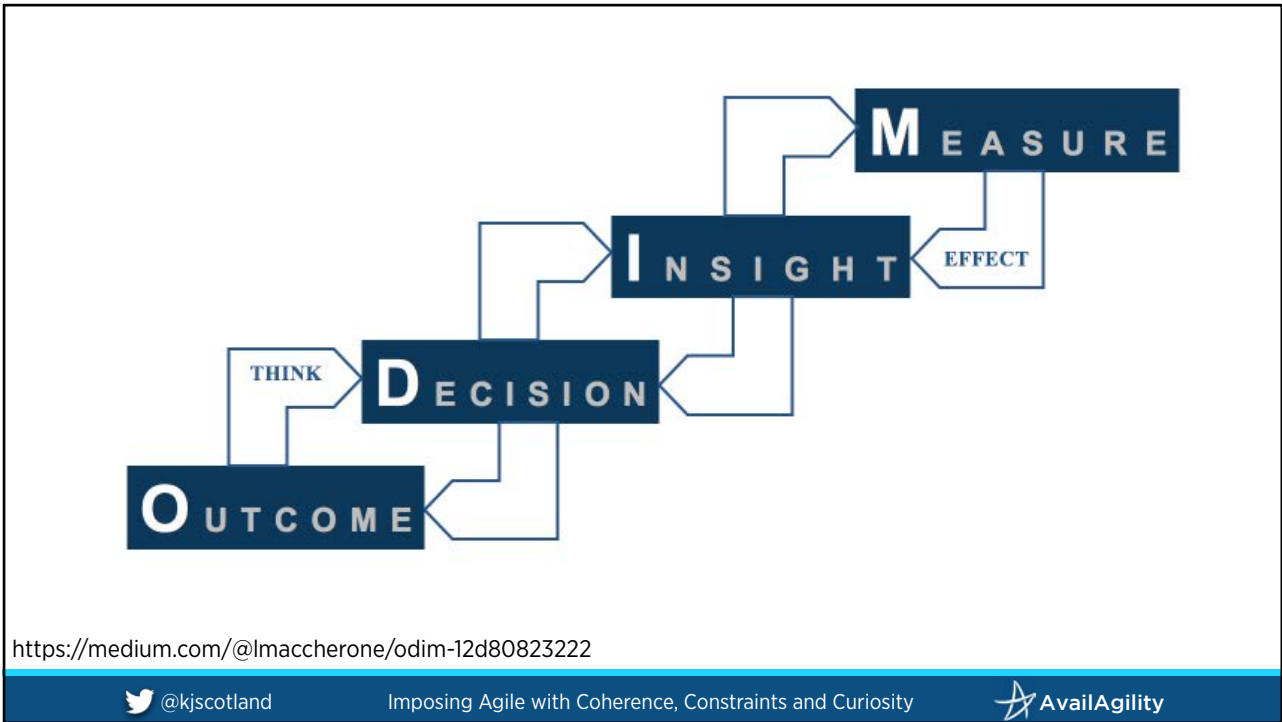
1. Gather what you have.
2. Brainstorm positive outcomes, traits, and goals aligned with your values and/or strategy
3. For every positive you listed, get specific and honest about the tradeoff likely required.
4. Fill in the blanks.
5. Vote and rank.

<http://futureofwork.nobl.io/future-of-work/how-to-distill-a-strategy-into-simple-rules-of-thumb-for-busy-teams>

 @kjscotland

Imposing Agile with Coherence, Constraints and Curiosity





4 DISCIPLINES

- Discipline 1: FOCUS ON THE WILDLY IMPORTANT
- Discipline 2: ACT ON THE LEAD MEASURES
- Discipline 3: KEEP A COMPELLING SCOREBOARD
- Discipline 4: CREATE A CADENCE OF ACCOUNTABILITY

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

@kjscotland Imposing Agile with Coherence, Constraints and Curiosity AvailAgility

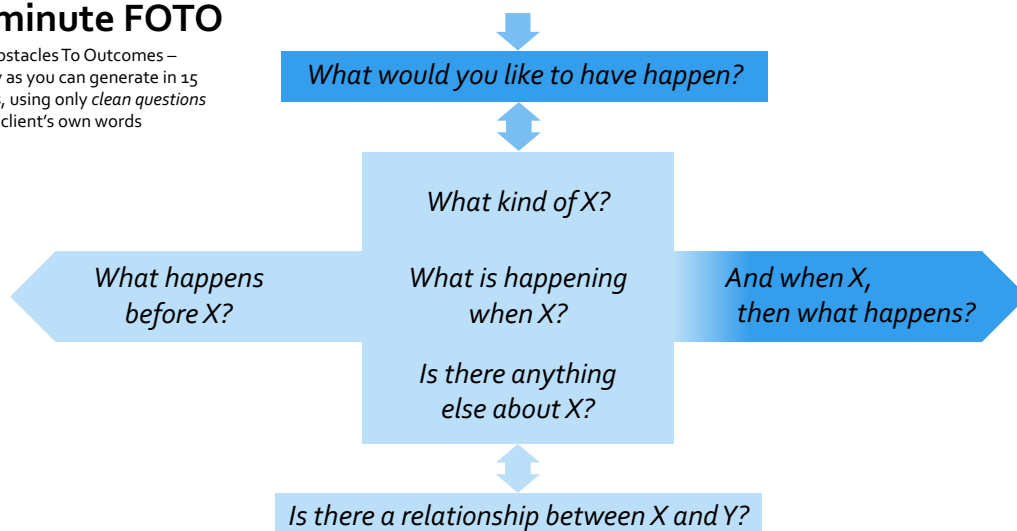
Curiosity

A strong desire to know or learn something



15-minute FOTO

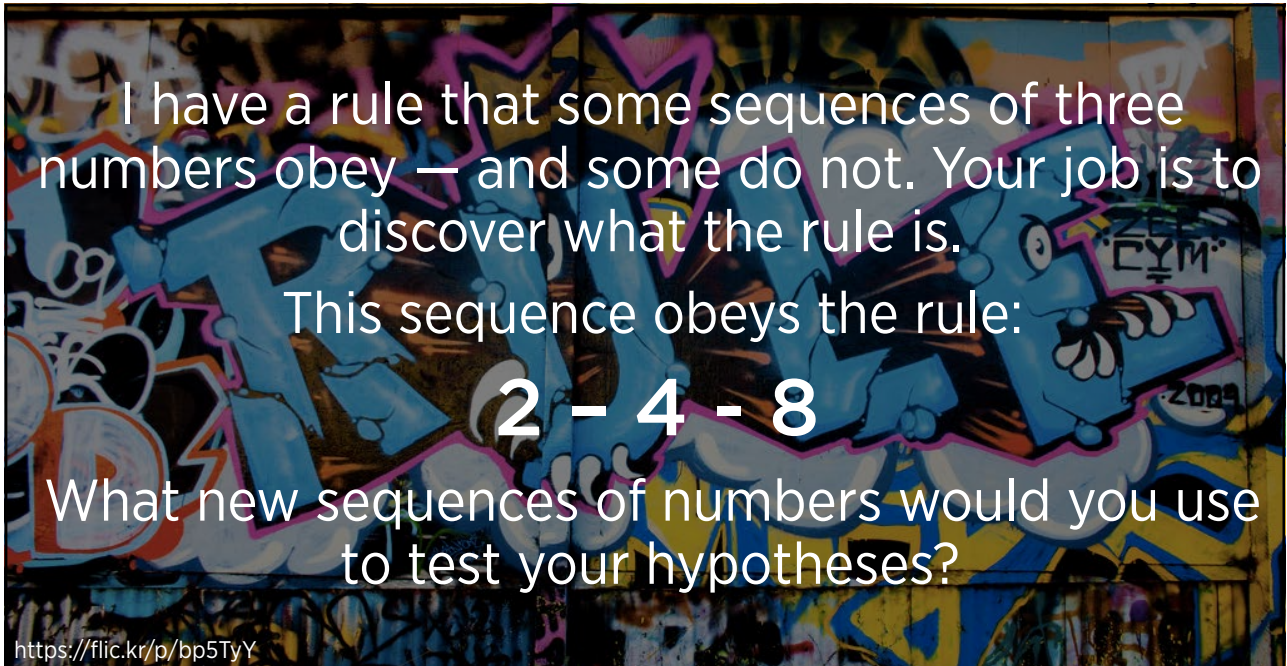
From Obstacles To Outcomes – as many as you can generate in 15 minutes, using only *clean questions* and the client's own words



Copyright © 2018 Agendashift™
Agendashift is a trading name of Positive Incline Ltd

agendashift.com/15-minute-foto







I have a rule that some sequences of three numbers obey — and some do not. Your job is to discover what the rule is.

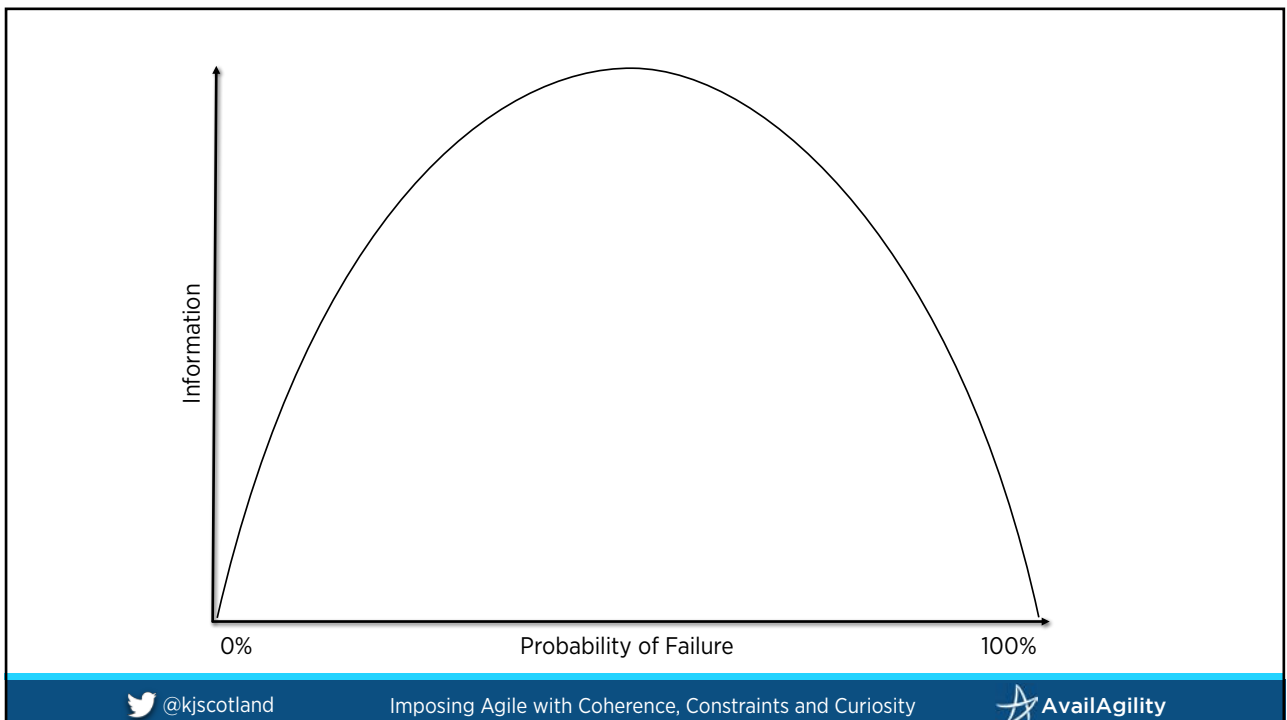
This sequence obeys the rule:

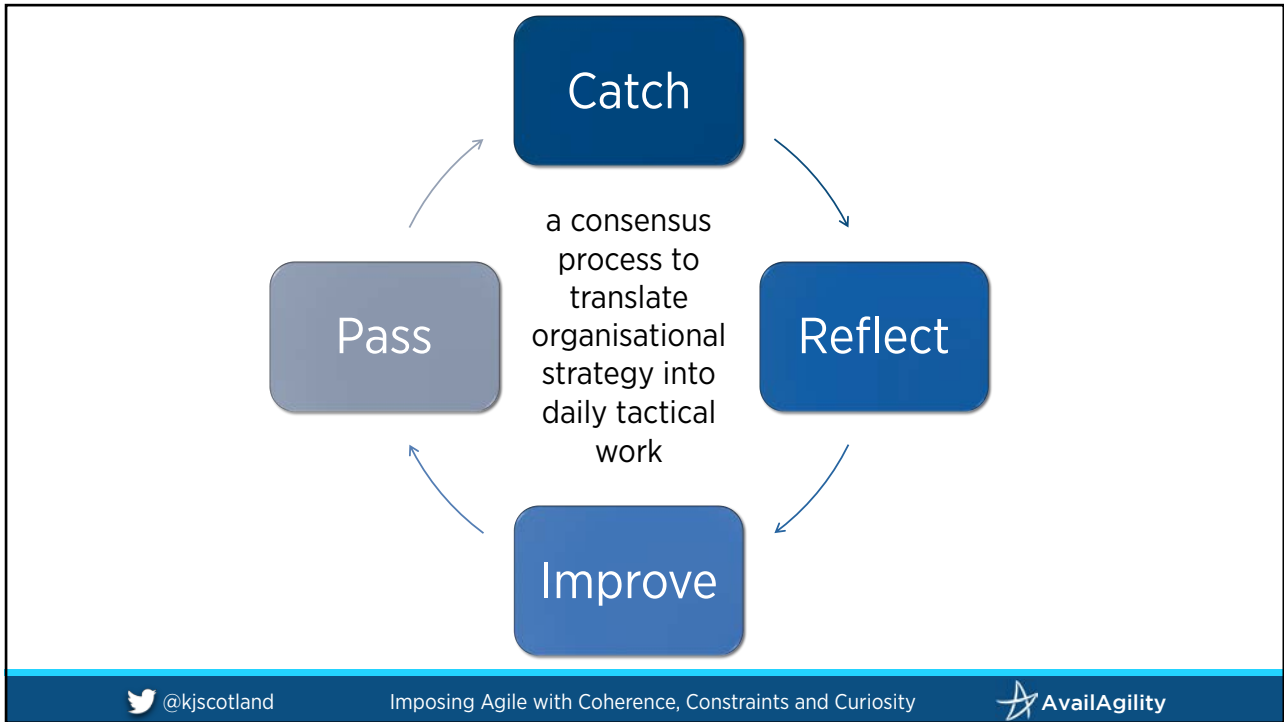
2 - 4 - 8

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

<https://flic.kr/p/bp5TyY>

 @kjscotland Imposing Agile with Coherence, Constraints and Curiosity 



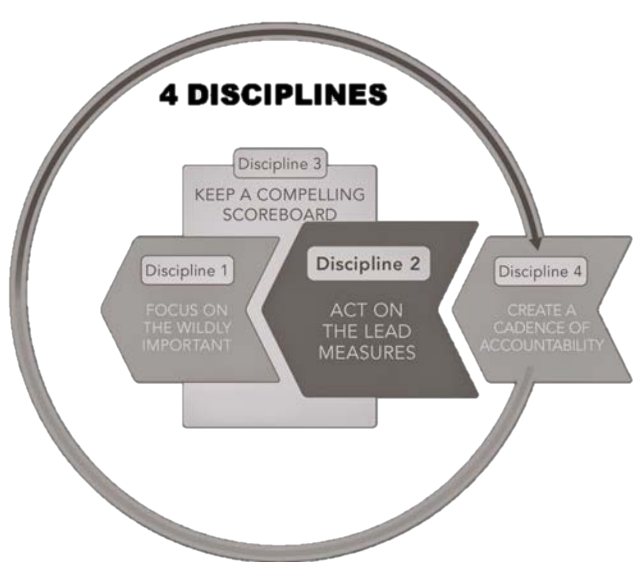


LS Menu 	Wicked questions 	What? debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle
Impromptu networking 	15% solutions 	25:10 crowdsourcing 	Conversation cafe 	Celebrity interview 	Agree/certainty matrix 	Panarchy
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice

<http://www.liberatingstructures.com/>

@kjscotland
Imposing Agile with Coherence, Constraints and Curiosity
 AvailAgility

Liberating Structures:
Simple rules that make it easy to include and unleash everyone in shaping the future.



4 DISCIPLINES

Discipline 1: FOCUS ON THE WILDLY IMPORTANT

Discipline 2: ACT ON THE LEAD MEASURES

Discipline 3: KEEP A COMPELLING SCOREBOARD

Discipline 4: CREATE A CADENCE OF ACCOUNTABILITY

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

@kjscotland Imposing Agile with Coherence, Constraints and Curiosity AvailAgility

Hoshin Kanri / Strategy Deployment

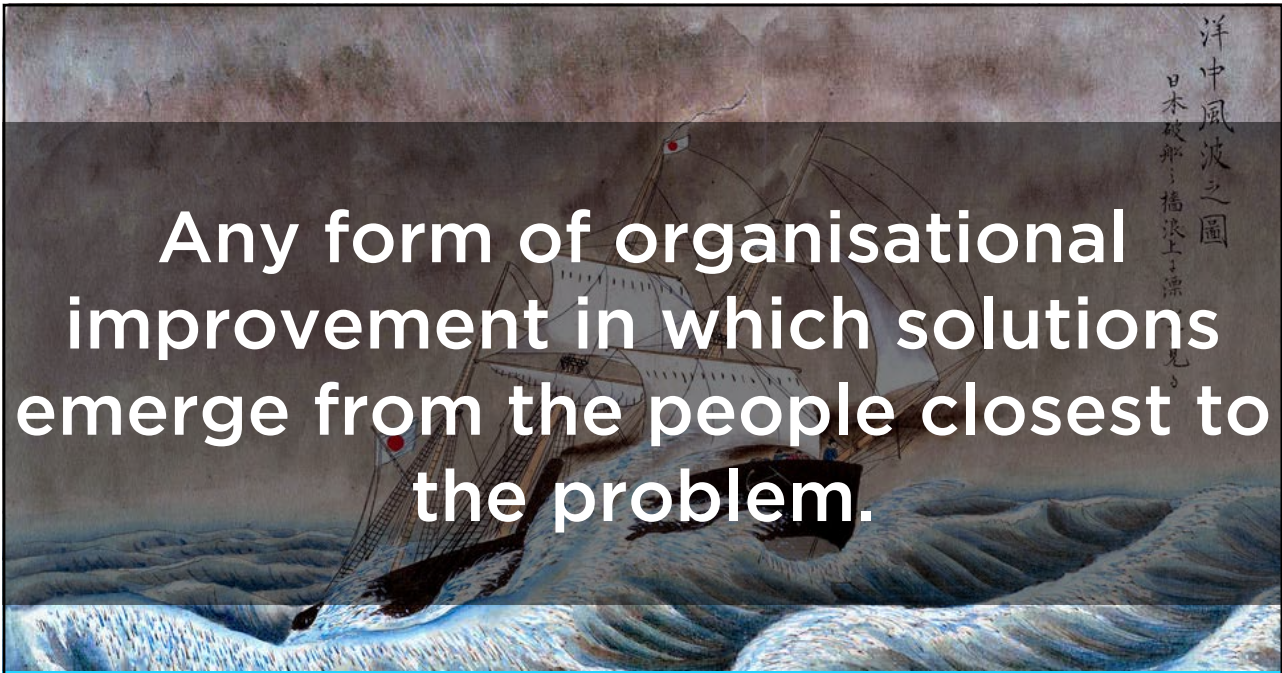
Ship in a storm going in the right direction



Direction Management

洋中風波之圖
日本破船之搖浪上漂山見

@kjscotland Imposing Agile with Coherence, Constraints and Curiosity AvailAgility



Any form of organisational improvement in which solutions emerge from the people closest to the problem.

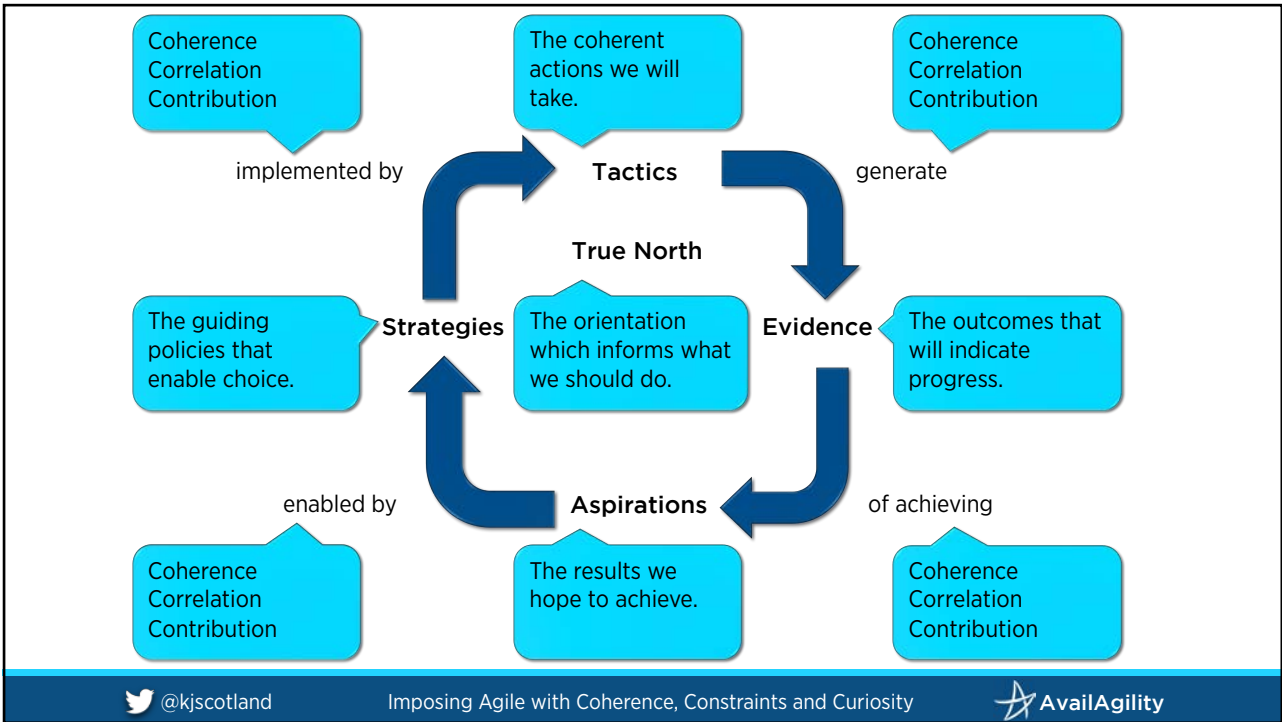
[@kjscotland](#) Imposing Agile with Coherence, Constraints and Curiosity AvailAgility

<https://flic.kr/p/7Kc4AN>



True North
Aspirations
Strategy
Tactics
Evidence

[@kjscotland](#) Imposing Agile with Coherence, Constraints and Curiosity AvailAgility



Correlation					Correlation				
	○	●	Tactic 4		●	●			
	●		Tactic 3			●		●	
○			Tactic 2				●		
	●	●	Continuous Delivery		●		○		●
			Tactics						
Strategy 3	Strategy 2	More frequent releases	X	Evidence	Lower Lead Time	Exhibit 2	Exhibit 3	Exhibit 4	Exhibit 5
			Aspirations						
●	○	●	More sales	+X%	○	●	●		●
○		●	Aspiration 2		●			●	
●	●		Aspiration 3		●		●	●	○
Correlation					Correlation				

Footer: @kjscotland | Imposing Agile with Coherence, Constraints and Curiosity | AvailAgility

Tactics The coherent actions we will take

True North
The orientation which informs what we should do

Strategies The guiding policies that enable choice

Evidence The outcomes that indicate progress

Aspirations The results we hope to achieve

Karl Scotland Ltd X-Matrix A3 <https://availagility.co.uk/templates>

@kjscotland

Imposing Agile with Coherence, Constraints and Curiosity



Title: _____ **Owner:** _____

Context The critical challenge or opportunity is...

Team The people and skills we need are...

Intent Our goals are to...

Boundaries Our freedoms and constraints to experiment are...

Higher Intent This helps the business to...

Plan The hypotheses we will test are...

Freedom _____

Constraints _____


Karl Scotland Ltd Backbriefing A3 <https://availagility.co.uk/templates>

@kjscotland

Imposing Agile with Coherence, Constraints and Curiosity



Title:		Owner:	
Context	Our problem is...	Actions	To prove/disprove the hypothesis we will...
Hypothesis		Results	
We believe we can solve it by...		Success	Failure
Rationale		Follow-up	
We believe this because...		Success	Failure

 Karl Scotland Ltd Experiment A3 <https://availagility.co.uk/templates>

 @kjscotland

Imposing Agile with Coherence, Constraints and Curiosity

 AvailAgility

<https://flic.kr/p/a688Ru>



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/

 @kjscotland

Imposing Agile with Coherence, Constraints and Curiosity

 AvailAgility

Imposing Agile with Coherence, Constraints and Curiosity

Karl Scotland
kjscotland@googlemail.com
<https://availagility.co.uk>
@kjscotland

 @kjscotland

Imposing Agile with Coherence, Constraints and Curiosity

 AvailAgility