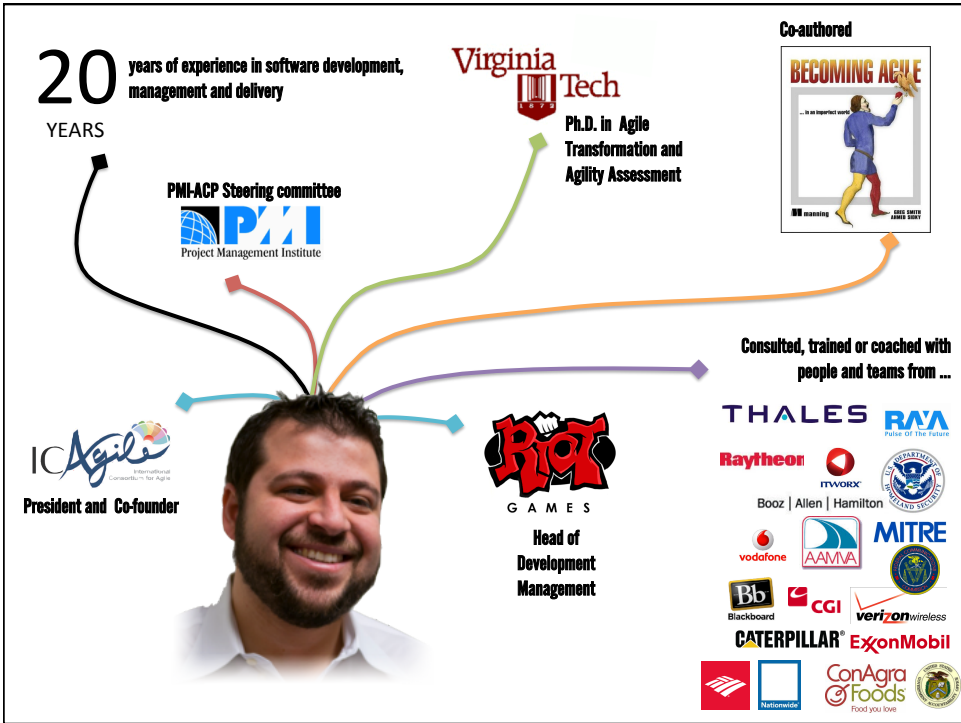


THE SECRET TO ACHIEVING SUSTAINABLE AGILITY AT SCALE



Ahmed Sidky, Ph.D.
Head of Development Management at Riot Games

@asidky





MEET JACK

Company: Future Corp
Size: 10,000 people
Profession: CIO
Size of IT: 3000 People
Goal: Transform organization to Agile - ASAP



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Goal: Transform organization to Agile - ASAP
Plan: *Something like this*

1. Start training across IT – probably on Scrum
2. Picked a star, Stacy, in the IT organization and put her in charge of the transformation – in addition to her day job.
3. Two pilot projects were launched successfully (doing Scrum) !
4. Memo from the CIO that says we’re moving to an agile/scrum process for all IT projects by the end of the year.
5. The plan is to launch five pilots/teams every quarter.
6. The CIO is meeting monthly with Stacy to track the number of projects who are adopting the agile process.
7. Stacy is procuring an agile tool to help teams be consistent in their agile process.

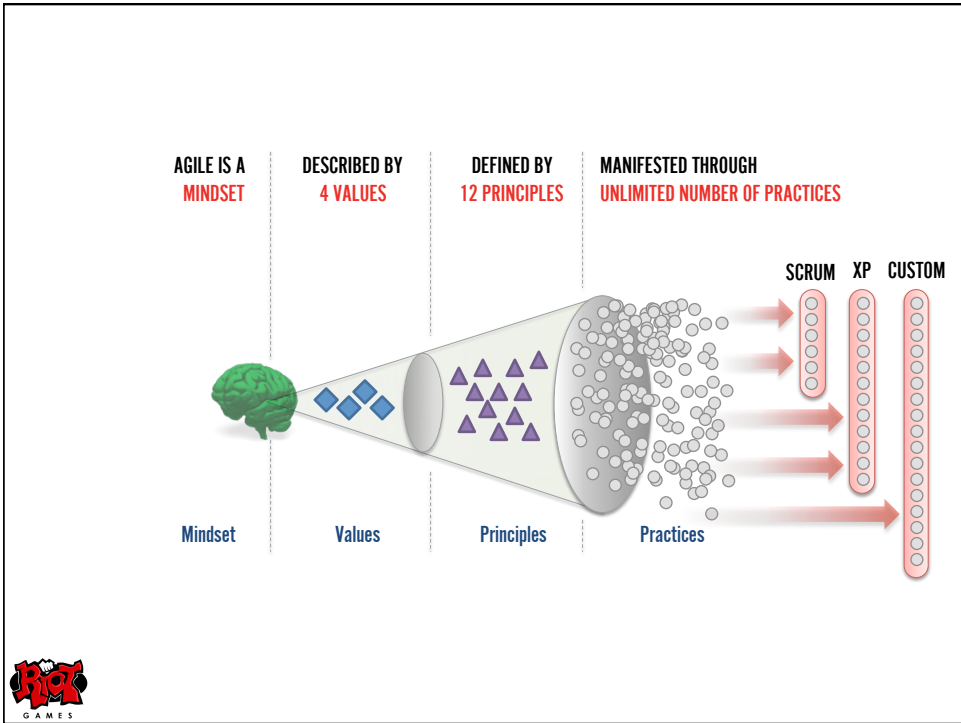
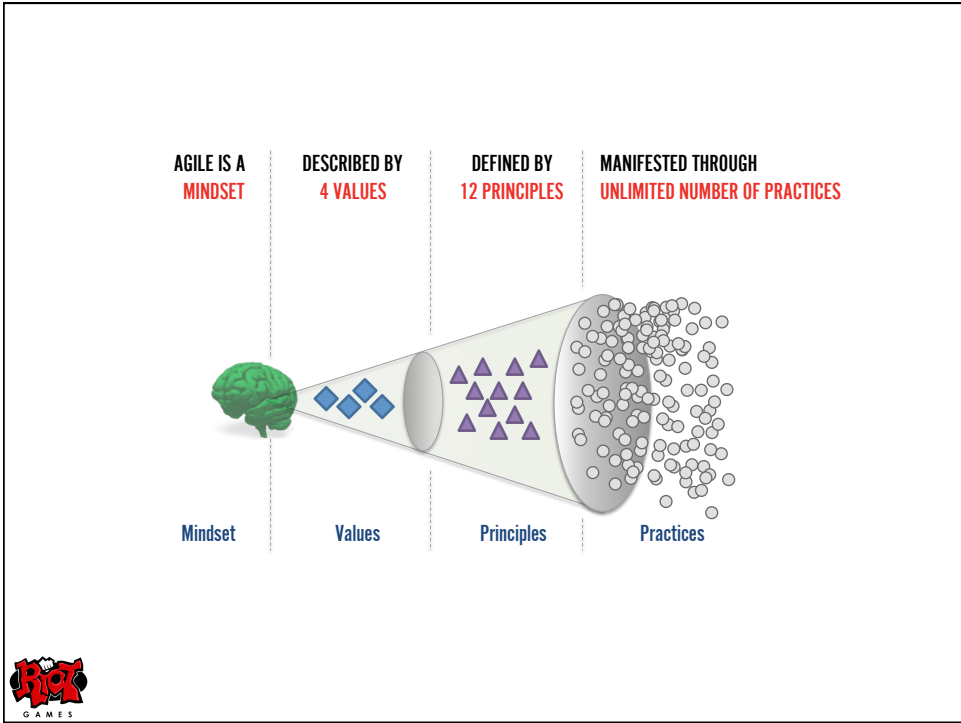


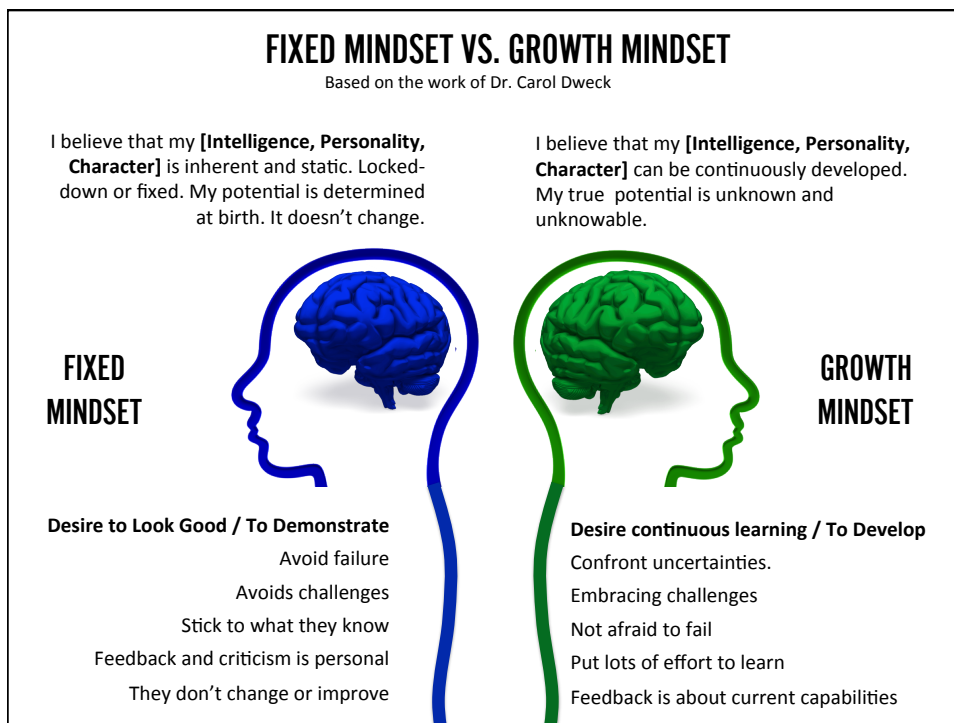
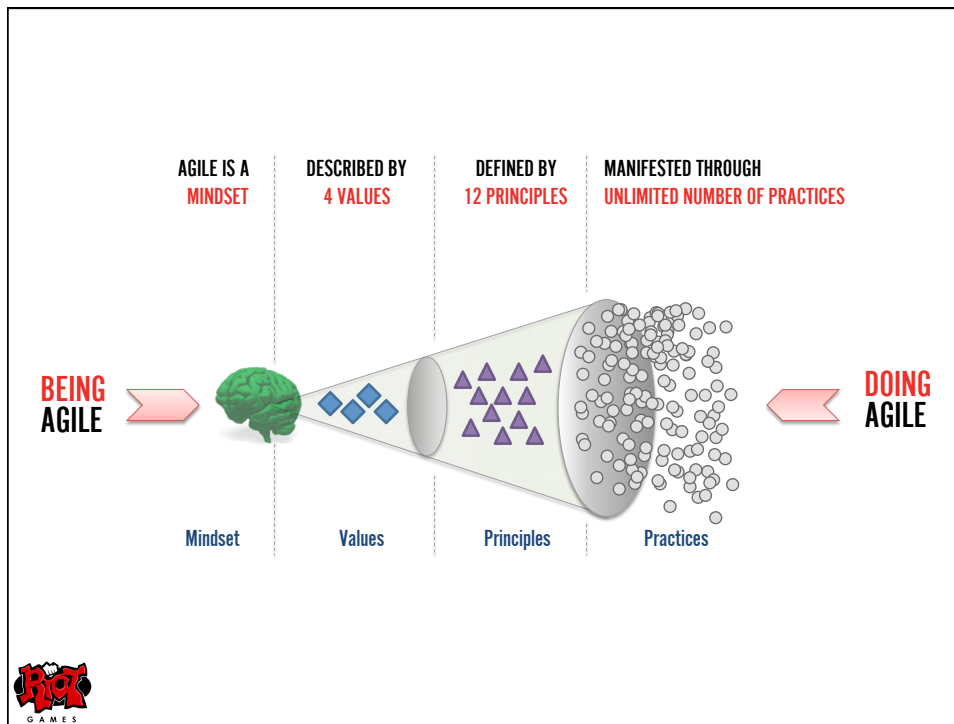
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Sustainable? Organizational? Agility?







**TASK
WORK**
(assembly line)

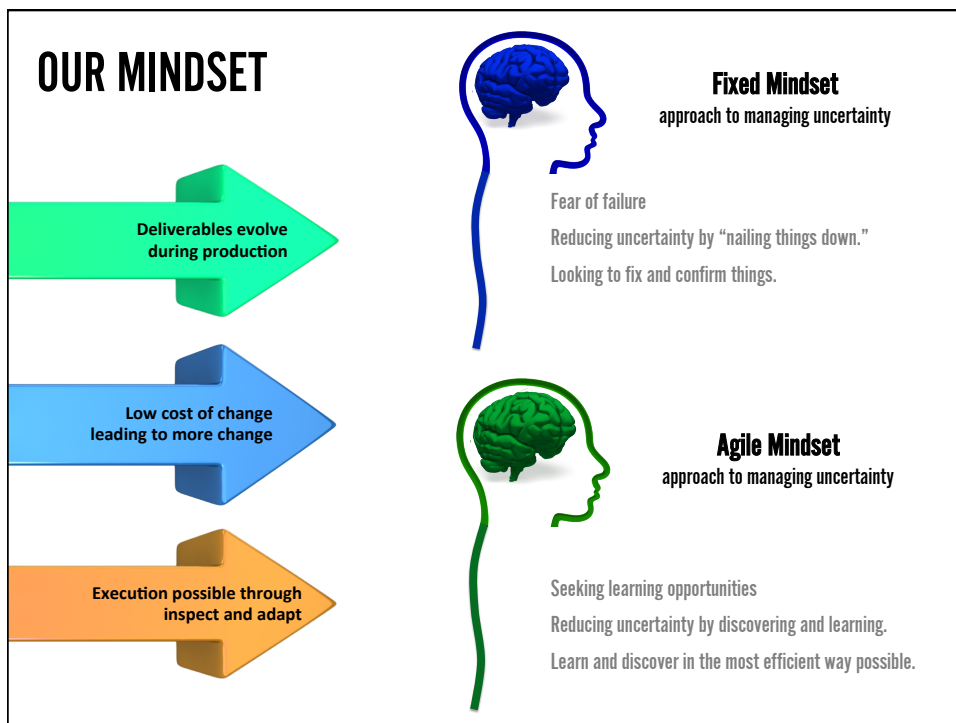
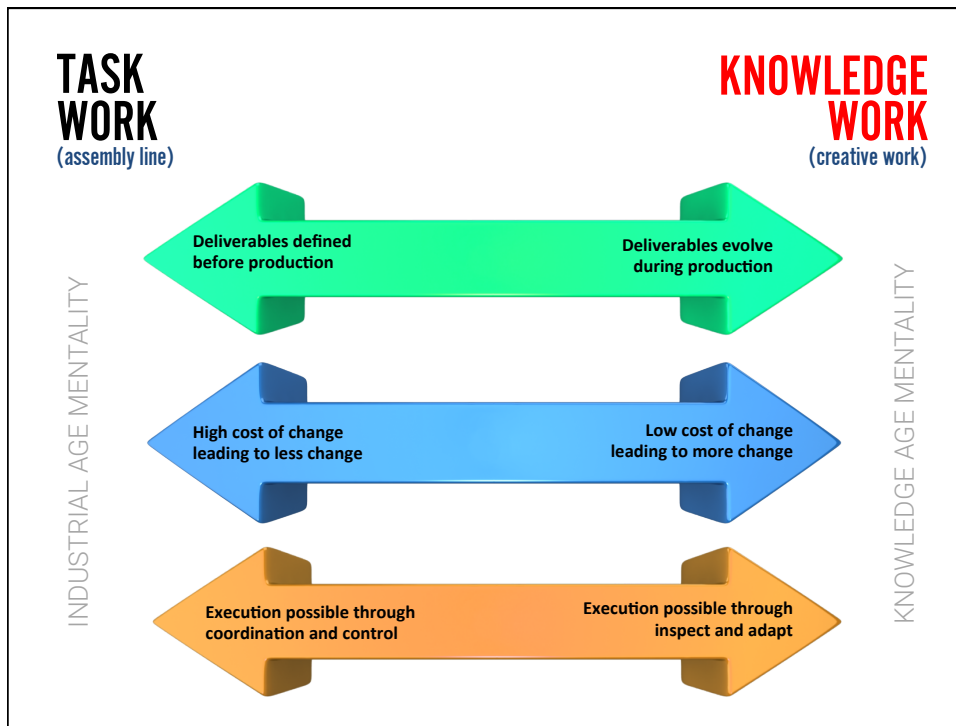


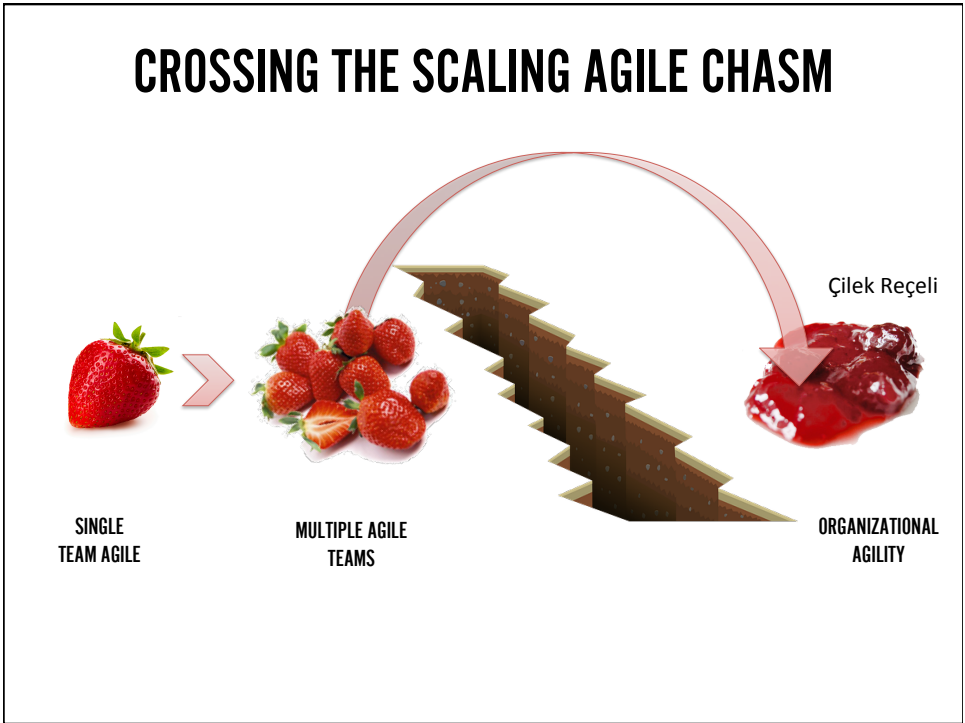
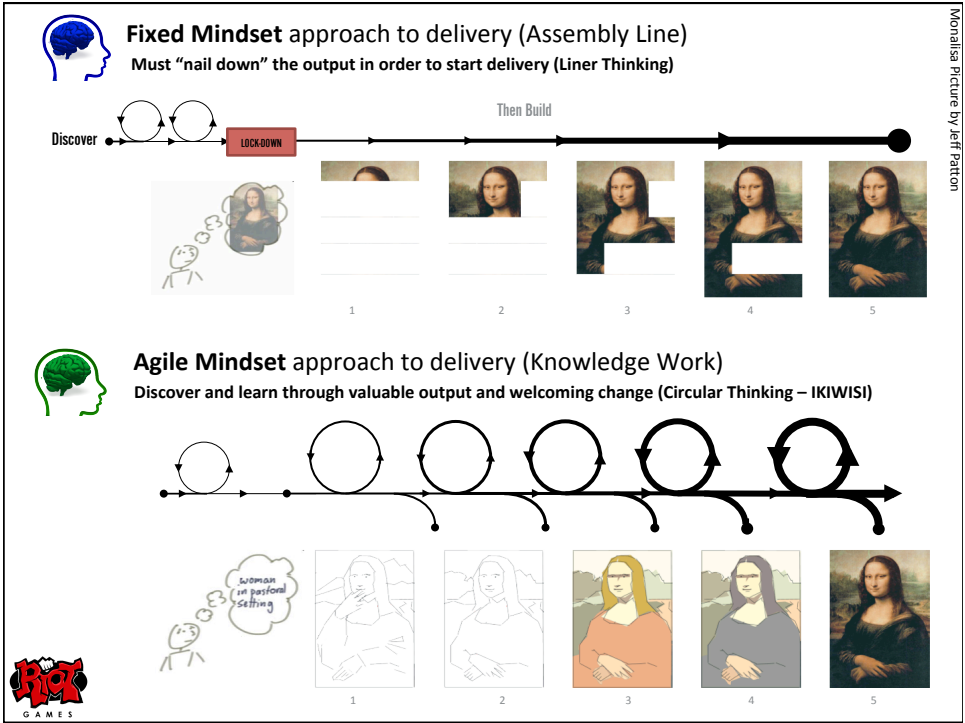
...not all work is the same...

**KNOWLEDGE
WORK**
(creative work)



...not all work is the same...



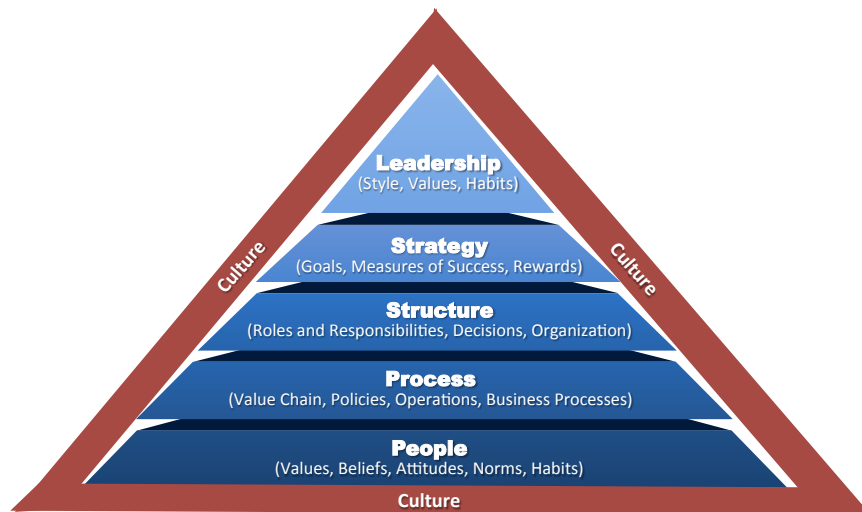




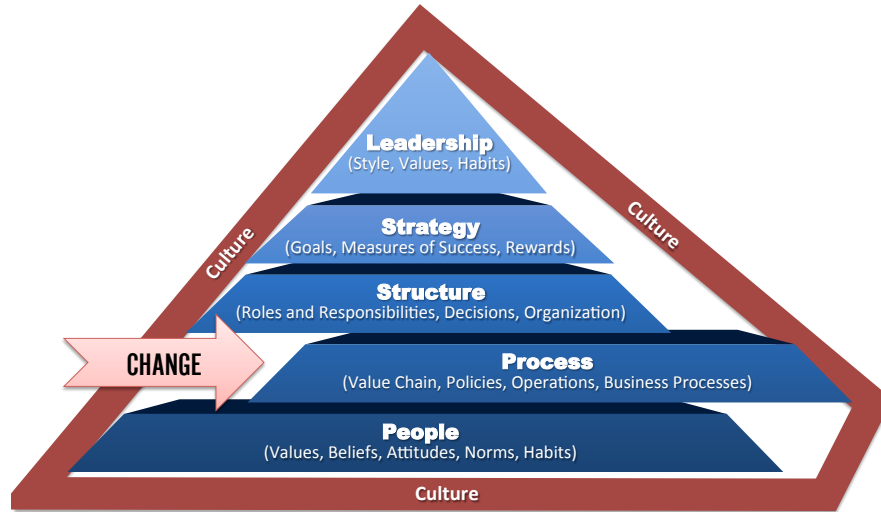
At the agile initiative level, respondents cited **ability to change organizational culture** or a **general resistance to change** as their biggest barriers to further agile adoption, followed by not having **the right skill set**.

VERSION ONE: 9th ANNUAL STATE OF AGILE™ SURVEY

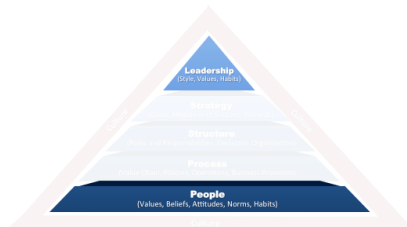
THE ORGANIZATIONAL ECOSYSTEM



THE ORGANIZATIONAL ECOSYSTEM



BASIC ELEMENTS OF A CULTURE TRANSFORMATION



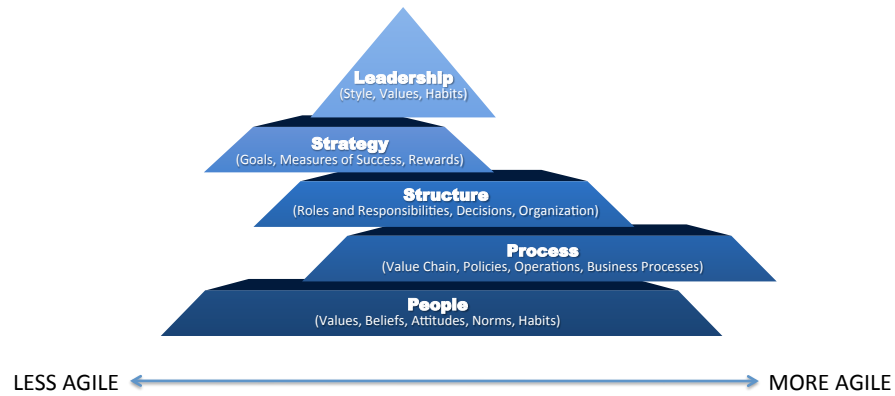
HUMAN ELEMENTS



NON-HUMAN ELEMENTS



What does your culture triangle look like?



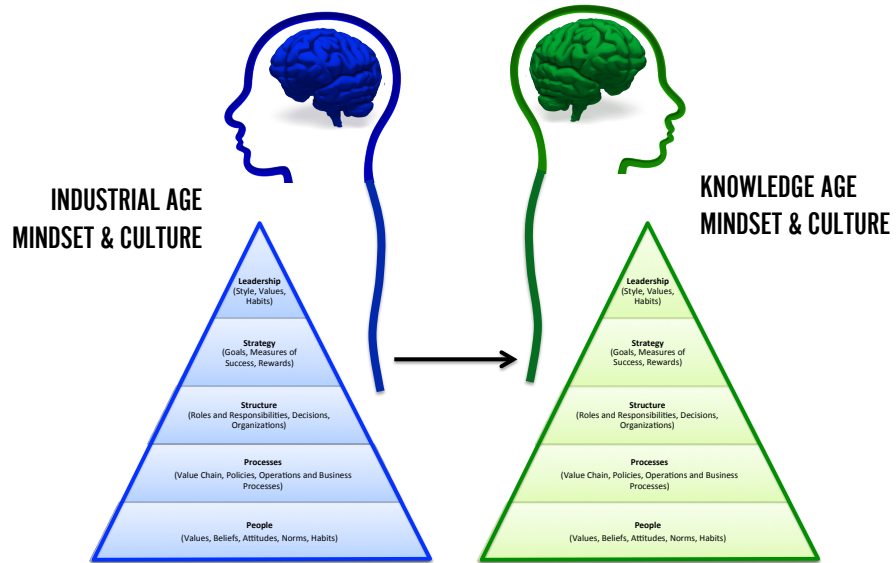
Where is the focus for your transformation? Why?

ORGANIZATIONAL AGILITY

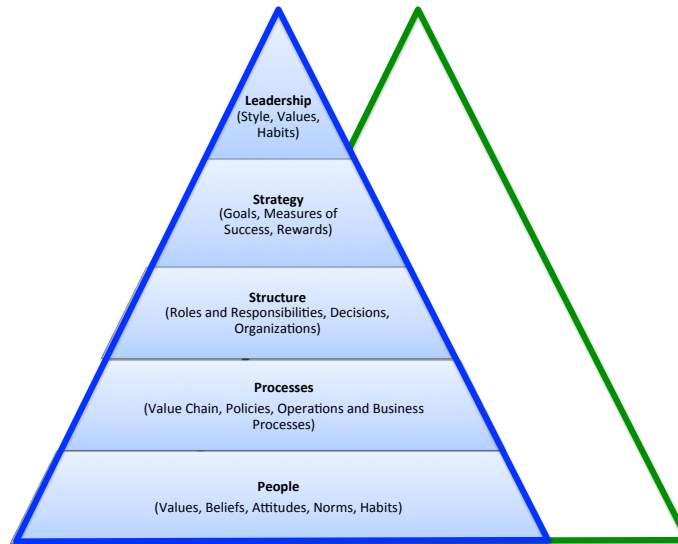


Organizational Agility is a **culture** inline with the **values and principles** of Agile, supported by the **organizational ecosystem** and manifested through **personal and organizational habits** (how work really gets done around here).

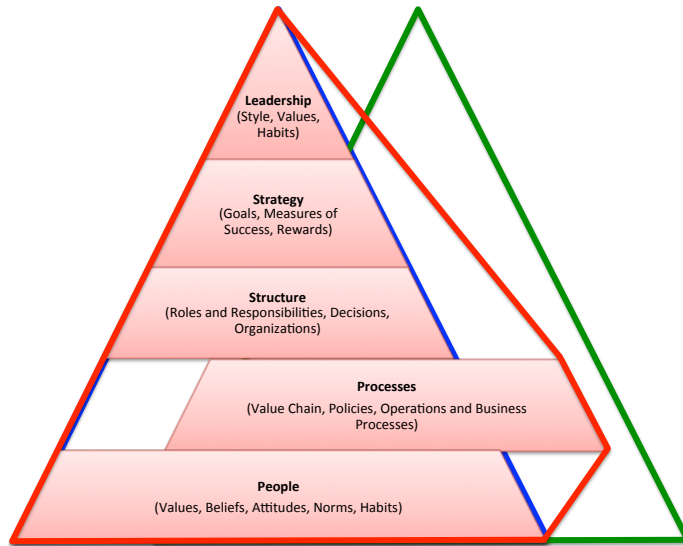
COMMON TRANSFORMATION APPROACHES



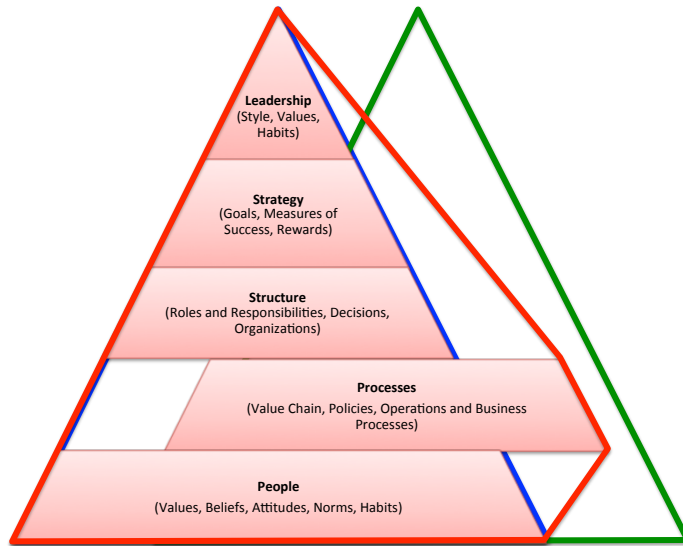
PROCESS-LED TRANSFORMATION



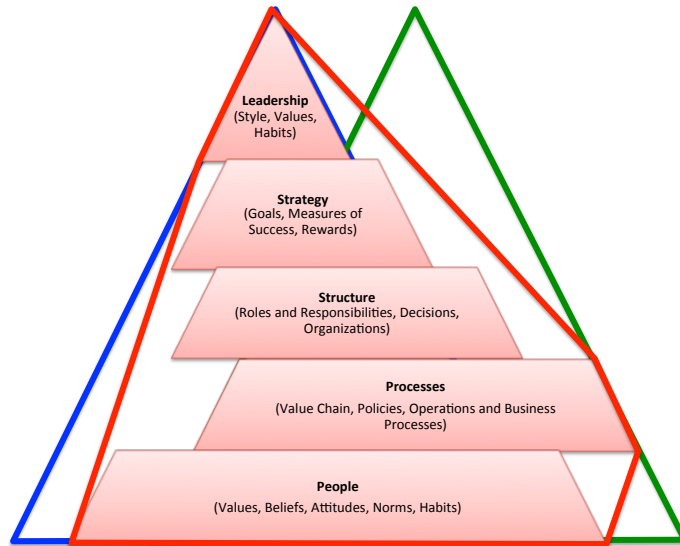
PROCESS-LED TRANSFORMATION



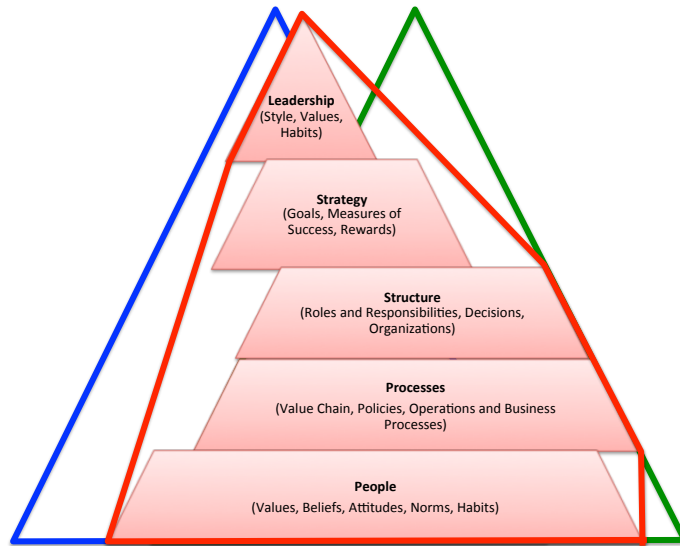
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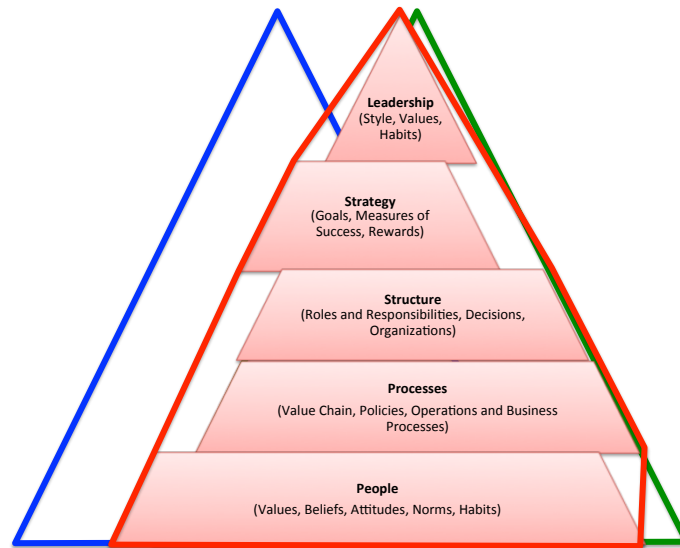
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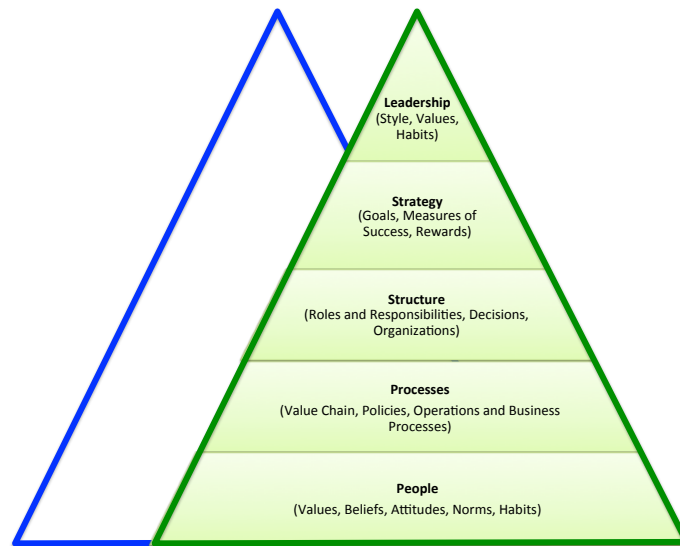
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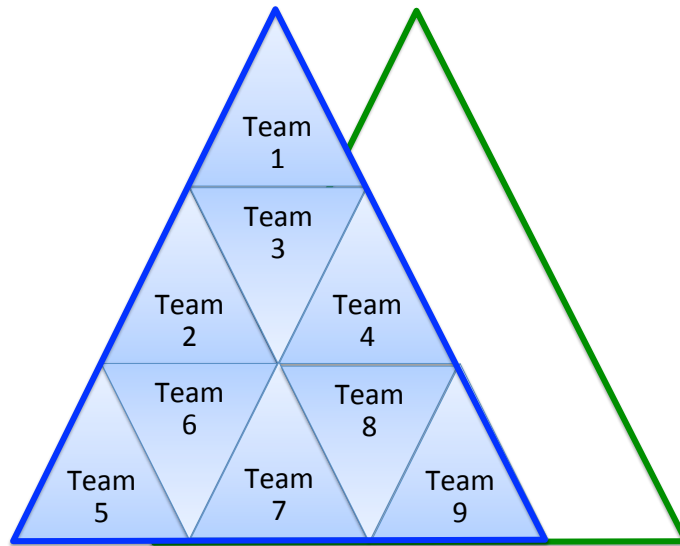
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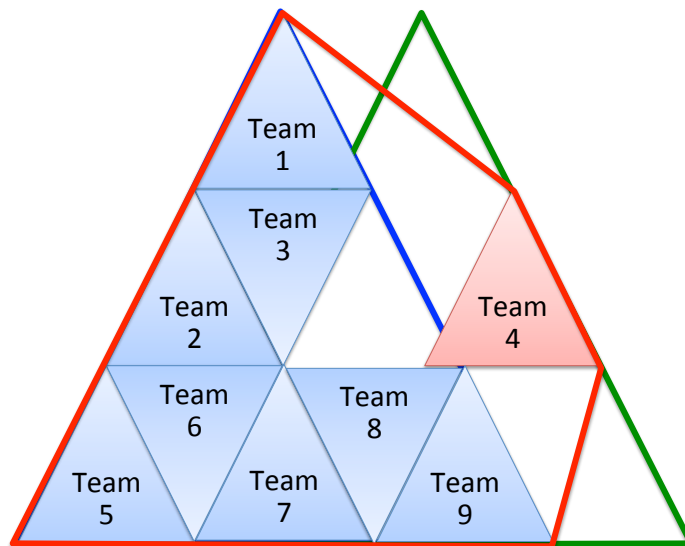
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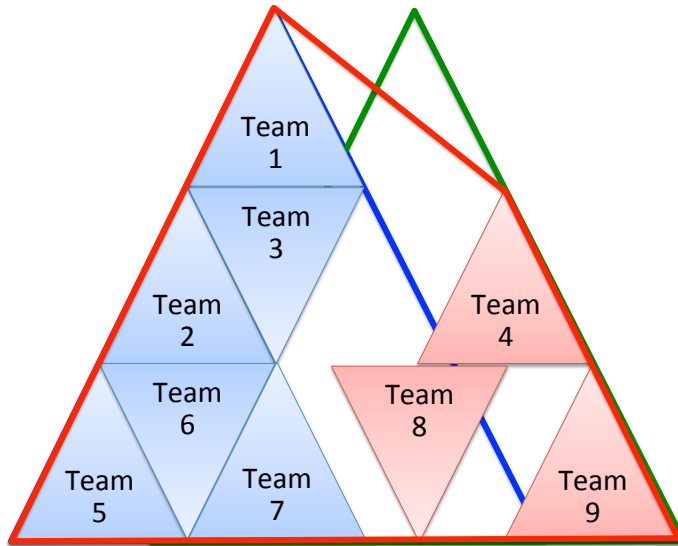
TEAM-LED TRANSFORMATION



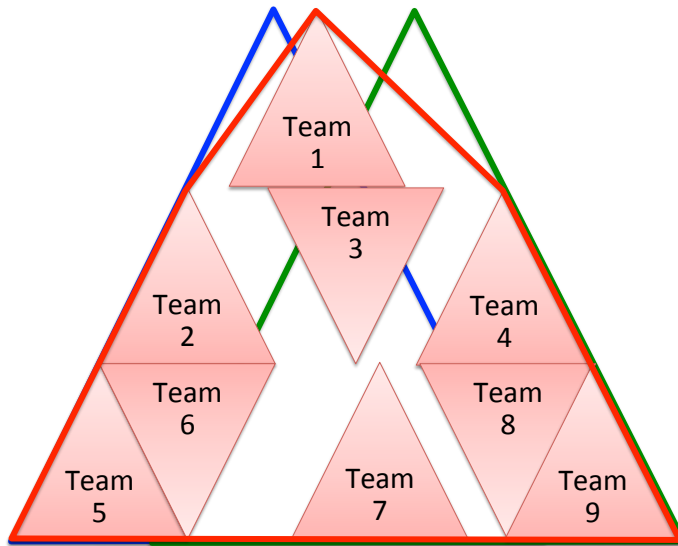
TEAM-LED TRANSFORMATION



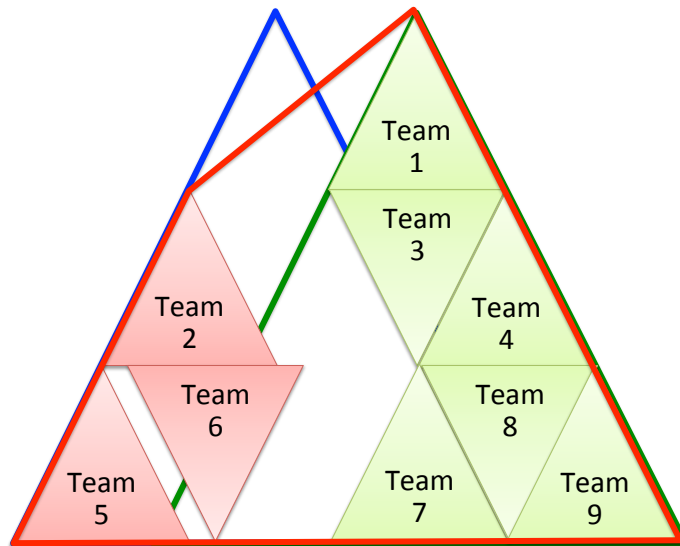
TEAM-LED TRANSFORMATION



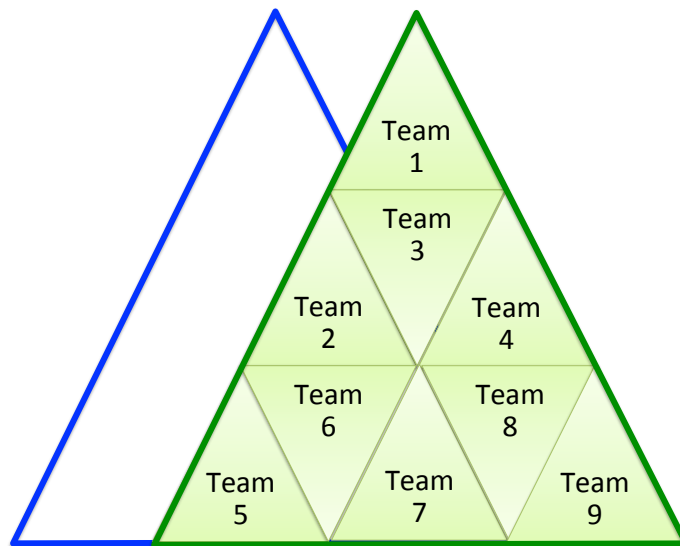
TEAM-LED TRANSFORMATION



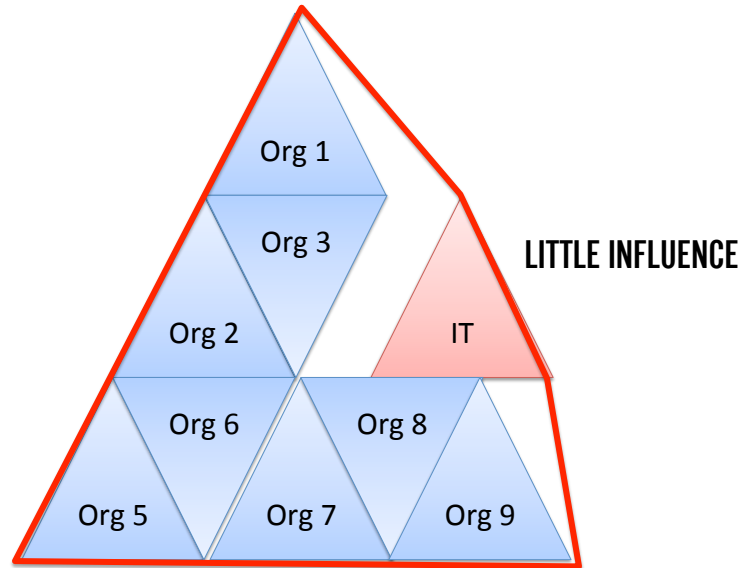
TEAM-LED TRANSFORMATION



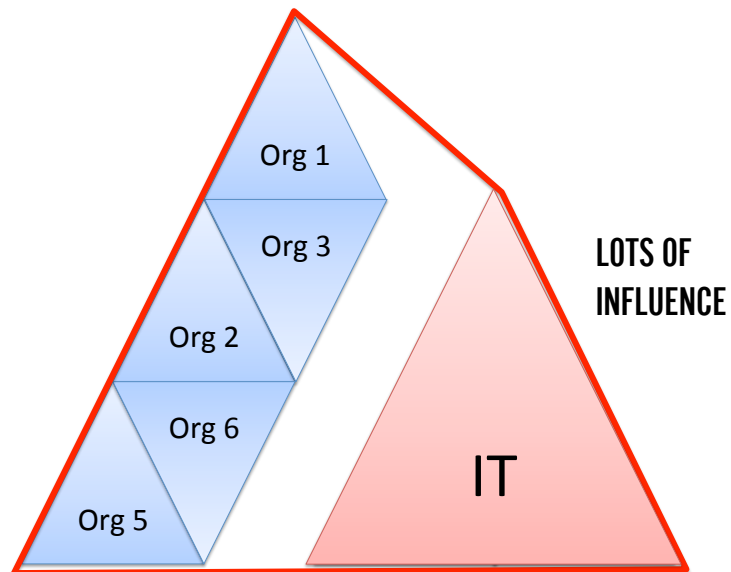
TEAM-LED TRANSFORMATION



ORGANIZATIONAL-LED TRANSFORMATION



ORGANIZATIONAL-LED TRANSFORMATION

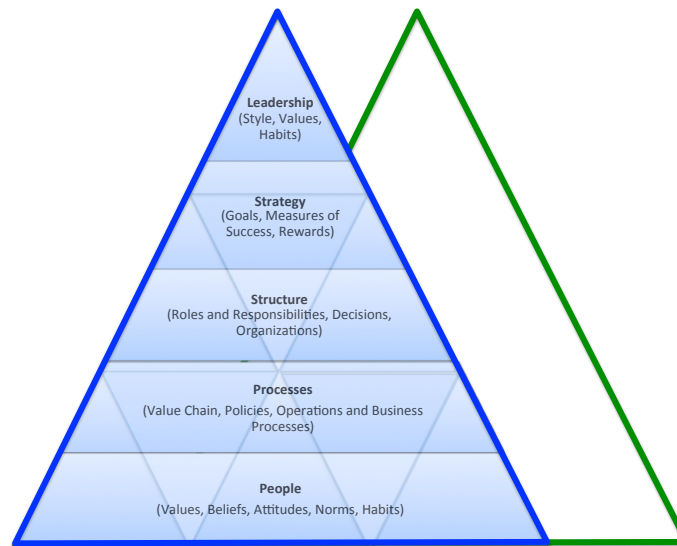


“ “ When big organizations scale well, they focus on “moving a thousand people forward a foot at a time, rather than moving one person forward by a thousand feet. ” ”

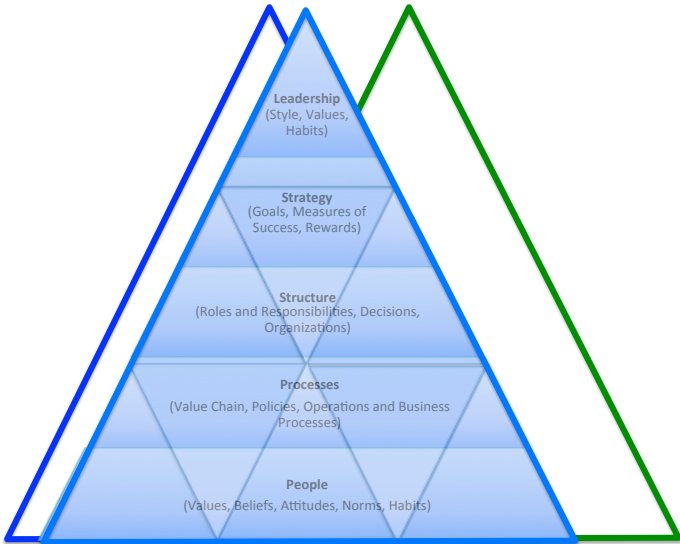


SUTTON AND RAO, 2014 - SCALING UP EXCELLENCE

CULTURE-LED TRANSFORMATION



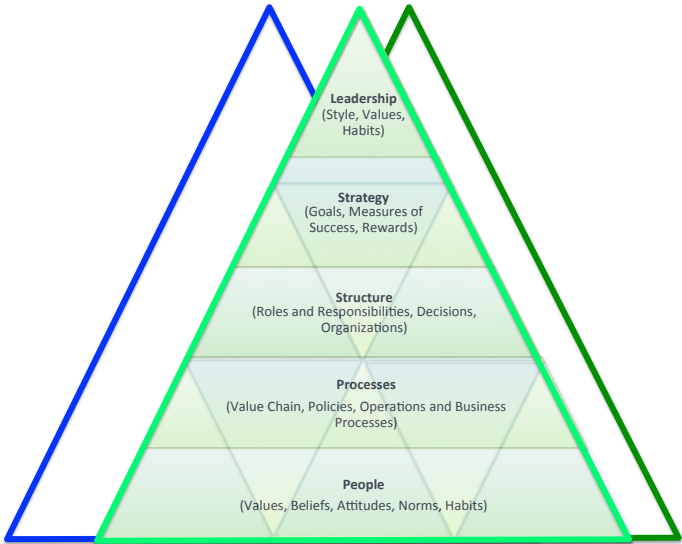
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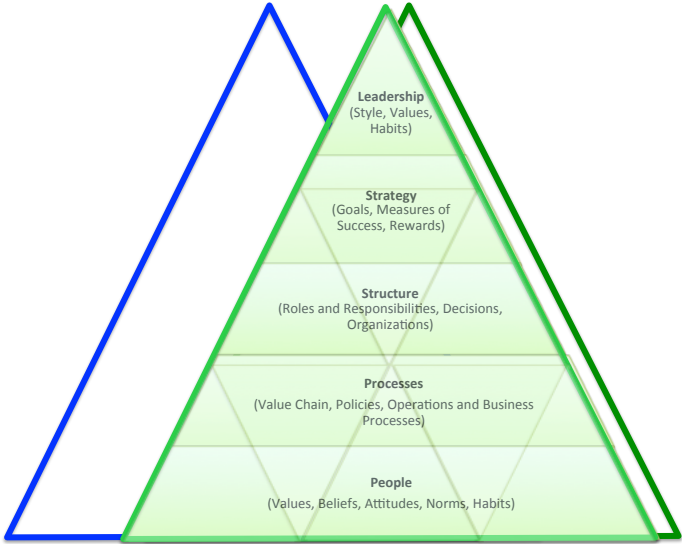
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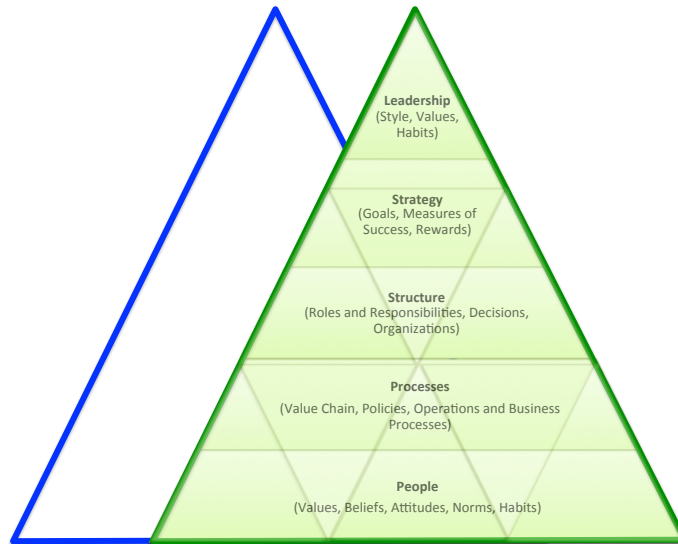
CULTURE-LED TRANSFORMATION



CULTURE-LED TRANSFORMATION

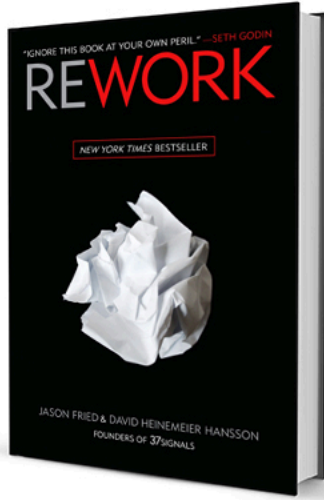


CULTURE-LED TRANSFORMATION



True culture transformation doesn't only take a long time... **its need a long time !**



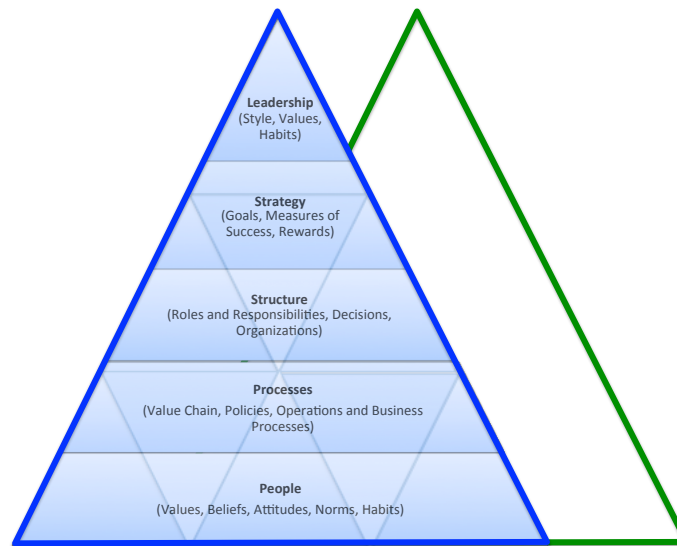


QUICK WINS

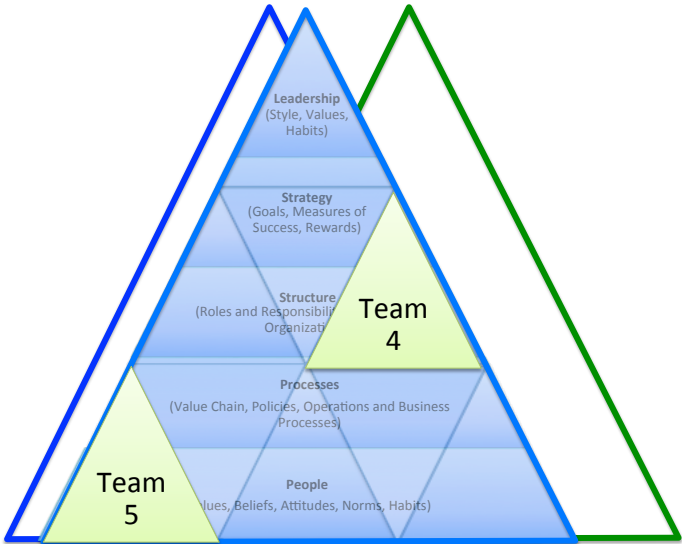
Momentum fuels motivation – get in the habit of accomplishing small victories

REWORK; JASON FRIED, DAVID HANSSON ; FOUNDERS OF 37 SIGNALS

CULTURE-LED TRANSFORMATION



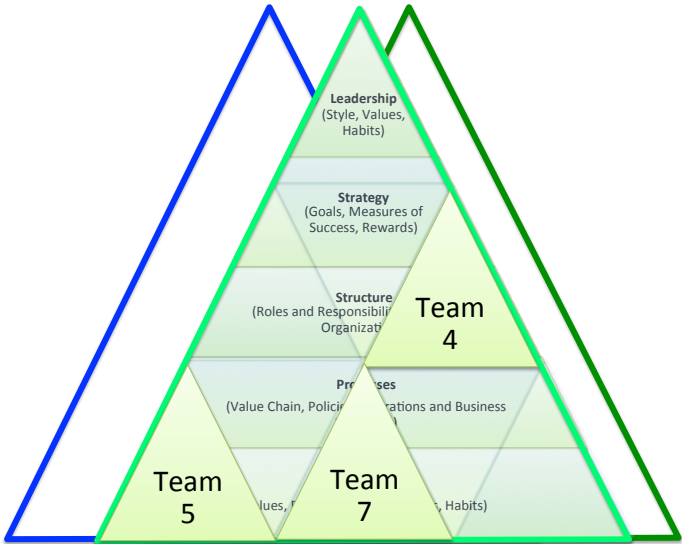
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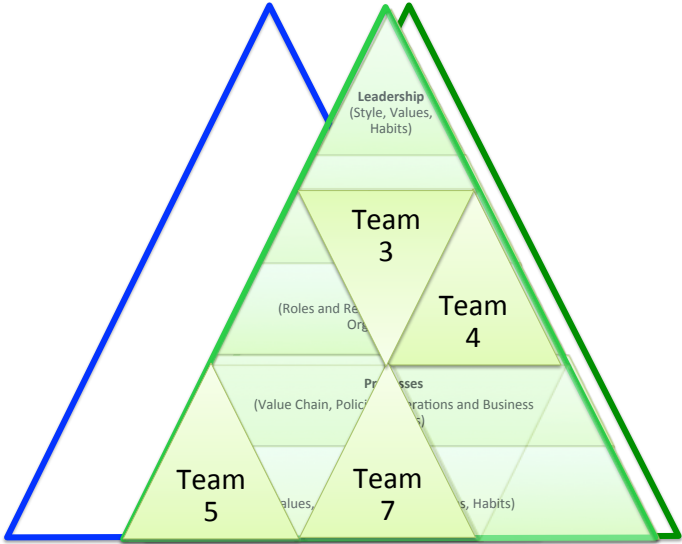
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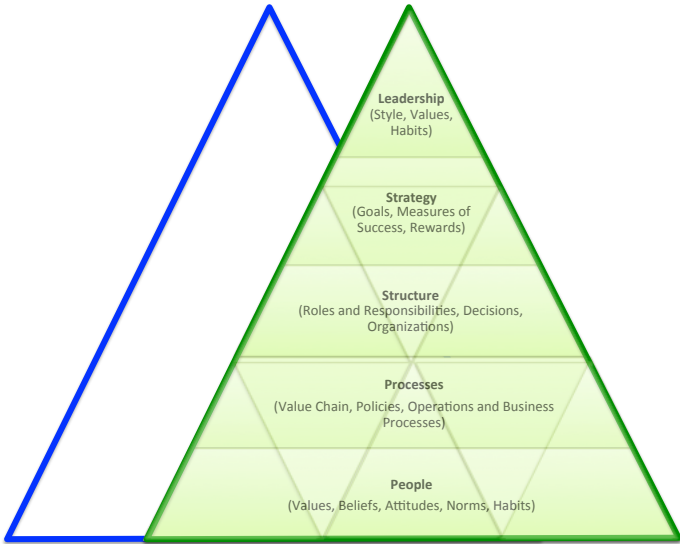
CULTURE-LED TRANSFORMATION



CULTURE-LED TRANSFORMATION



CULTURE-LED TRANSFORMATION



WHAT ARE WE CHANGING?



PERSONAL AND ORGANIZATIONAL BEHAVIORS & HABITS



COLLABORATING

Establish a Habit of Communication and Collaboration



	Leadership	Strategy	Structure	Process	People
Habit/Behavior: Collaborating Establish a habit of communicating and collaborating	What does Leadership need to know, or do to enable, support and promote enhancing communication and collaboration?	What needs to change for our Strategies to enable, support and promote enhancing communication and collaboration	What needs to change for our Structure to enable, support and promote enhancing communication and collaboration	What needs to change for our Processes to enable, support and promote enhancing communication and collaboration	What do People need to know, or do to enable, support and promote enhancing communication and collaboration

COLLABORATING

Establish a Habit of Communication and Collaboration



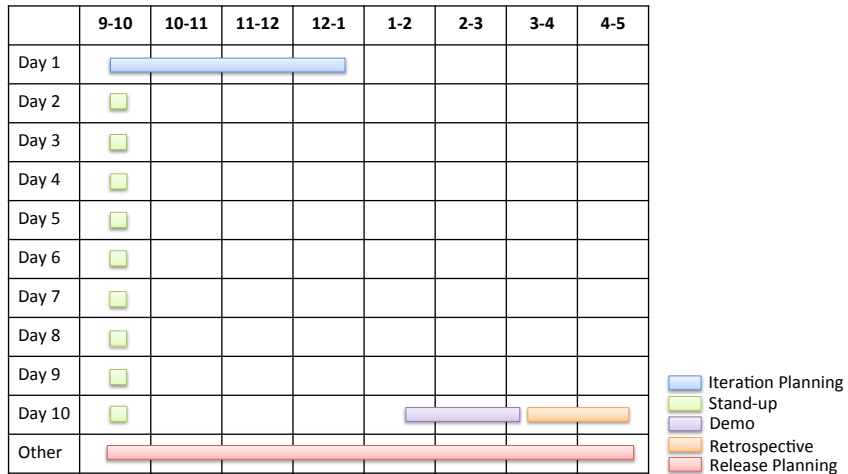
	Leadership	Strategy	Structure	Process	People
Habit/Behavior: Collaborating Establish a habit of communicating and collaborating	<ul style="list-style-type: none"> ✦ Agile Mindset ✦ Knowledge Work Management ✦ Facilitative Leadership 	<ul style="list-style-type: none"> ✦ Create a cross-silo portfolio value team ✦ Management level rewarding system for team collaboration not heroics 	<ul style="list-style-type: none"> ✦ New Role: Value Team Facilitator 	<ul style="list-style-type: none"> ✦ Chartering ✦ Information Radiators ✦ Collaboration Tools ✦ 15 Minute Daily Touch Points ✦ Retrospectives 	<ul style="list-style-type: none"> ✦ Agile Fundamentals (Including Agile Mindset)

	Leadership	Strategy	Structure	Process	People
	What does Leadership need to know, or do to enable, support and promote this keystone habit?	What needs to change for our Strategies to enable, support and promote this keystone habit?	What needs to change for our Structure to enable, support and promote this keystone habit?	What needs to change for our Processes to enable, support and promote this keystone habit?	What do People need to know, or do to enable, support and promote this keystone habit?
Habit/Behavior #n					
Habit/Behavior #4					
Habit/Behavior #3					
Habit/Behavior #2					
Habit/Behavior: Collaborating Establish a habit of communicating and collaborating	<ul style="list-style-type: none"> ✦ Agile Mindset ✦ Knowledge Work Management ✦ Facilitative Leadership 	<ul style="list-style-type: none"> ✦ Create a cross-silo portfolio value team ✦ Management level rewarding system for team collaboration not heroics 	<ul style="list-style-type: none"> ✦ New Role: Value Team Facilitator 	<ul style="list-style-type: none"> ✦ Chartering ✦ Information Radiators ✦ Collaboration Tools ✦ 15 Minute Daily Touch Points ✦ Retrospectives 	<ul style="list-style-type: none"> ✦ Agile Fundamentals (Including Agile Mindset)

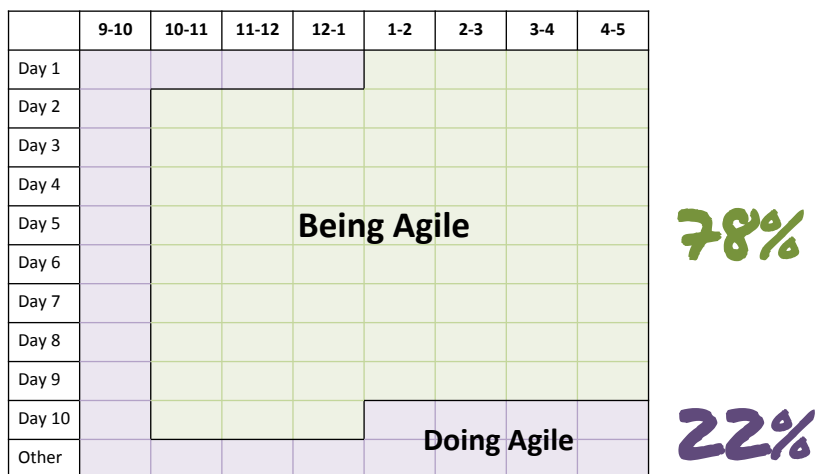
	Leadership <small>What does Leadership need to know or do to enable, support and promote this keystone habit?</small>	Strategy <small>What needs to change for our Strategies to enable, support and promote this keystone habit?</small>	Structure <small>What needs to change for our Structure to enable, support and promote this keystone habit?</small>	Process <small>What needs to change for our Processes to enable, support and promote this keystone habit?</small>	People <small>What do People need to know, or do to enable, support and promote this keystone habit?</small>
Habit/Behavior #n		THE CURRENT FOCUS OF MANY ORGANIZATIONS			
Habit/Behavior #4					
Habit/Behavior #3					
Habit/Behavior #2					
Habit/Behavior #1					

	Leadership <small>What does Leadership need to know, or do to enable, support and promote this keystone habit?</small>	Strategy <small>What needs to change for our Strategies to enable, support and promote this keystone habit?</small>	Structure <small>What needs to change for our Structure to enable, support and promote this keystone habit?</small>	Process <small>What needs to change for our Processes to enable, support and promote this keystone habit?</small>	People <small>What do People need to know, or do to enable, support and promote this keystone habit?</small>
Habit/Behavior #n	Transformational Learning & Education Coaching Mentoring				Transformational Learning & Education Coaching Mentoring
Habit/Behavior #4					
Habit/Behavior #3					
Habit/Behavior #2					
Habit/Behavior #1					

TRANSFORMATIONAL EDUCATION = BEING AGILE



TRANSFORMATIONAL EDUCATION = BEING AGILE





#13

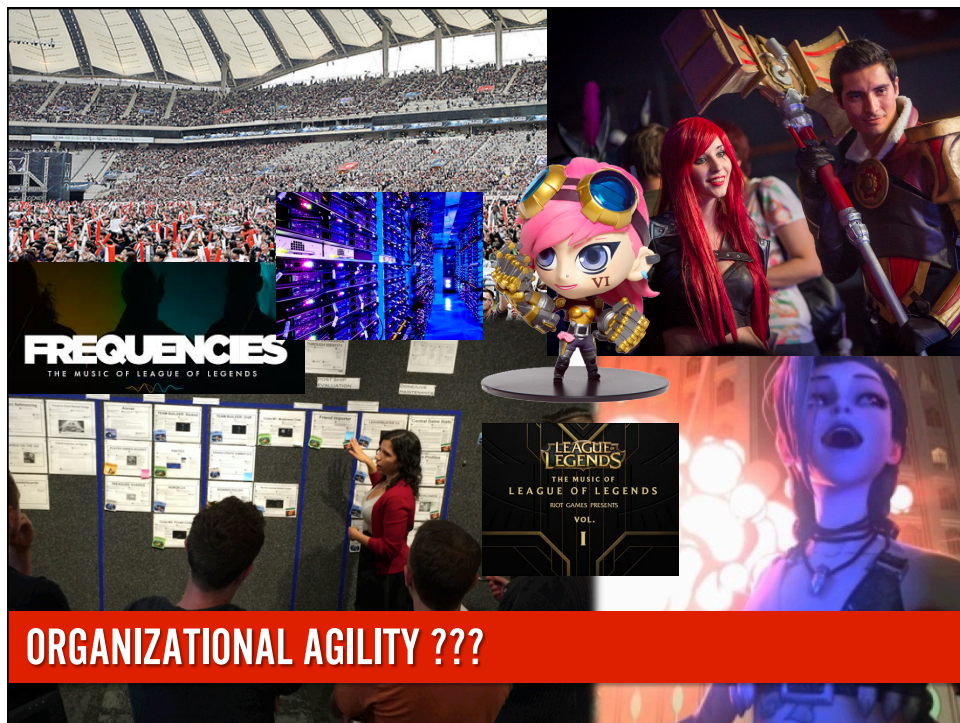
FORTUNE
**100
BEST**
COMPANIES
TO WORK FOR
2015

OUR MISSION

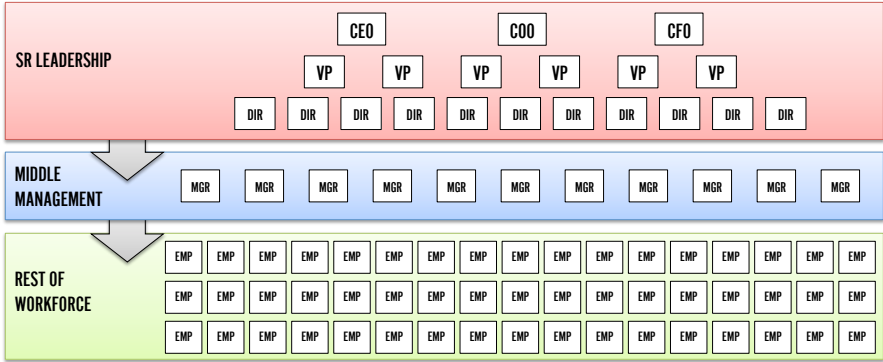
WE ASPIRE
TO BE THE MOST
PLAYER
FOCUSED
GAME COMPANY IN THE
WORLD



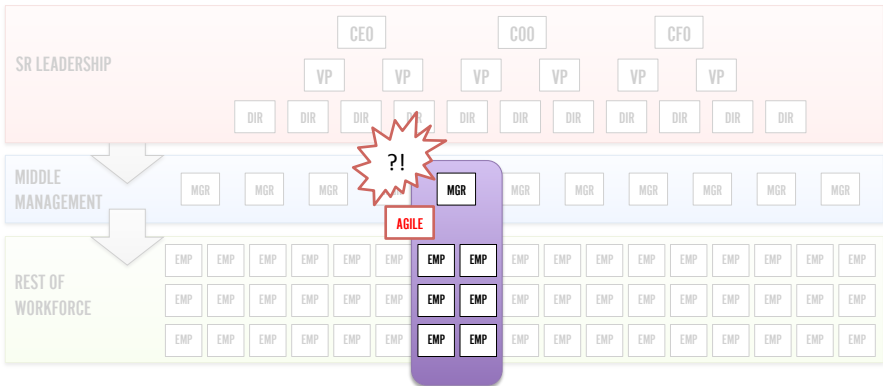




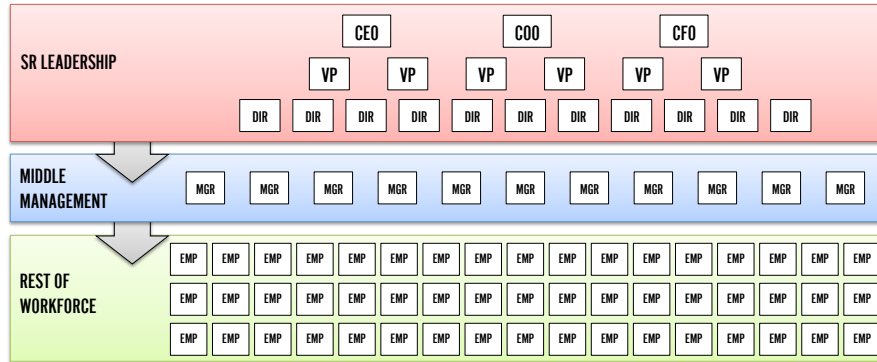
TYPICALLY, COMPANIES ORGANIZE & ADOPT AGILE LIKE THIS ...



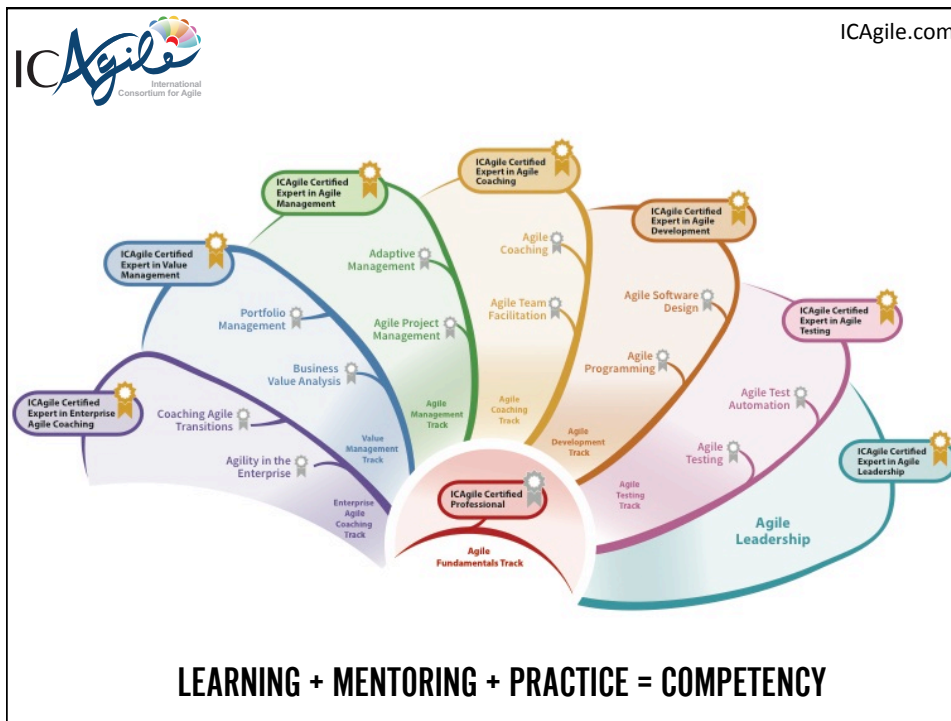
TYPICALLY, COMPANIES ORGANIZE & ADOPT AGILE LIKE THIS ...



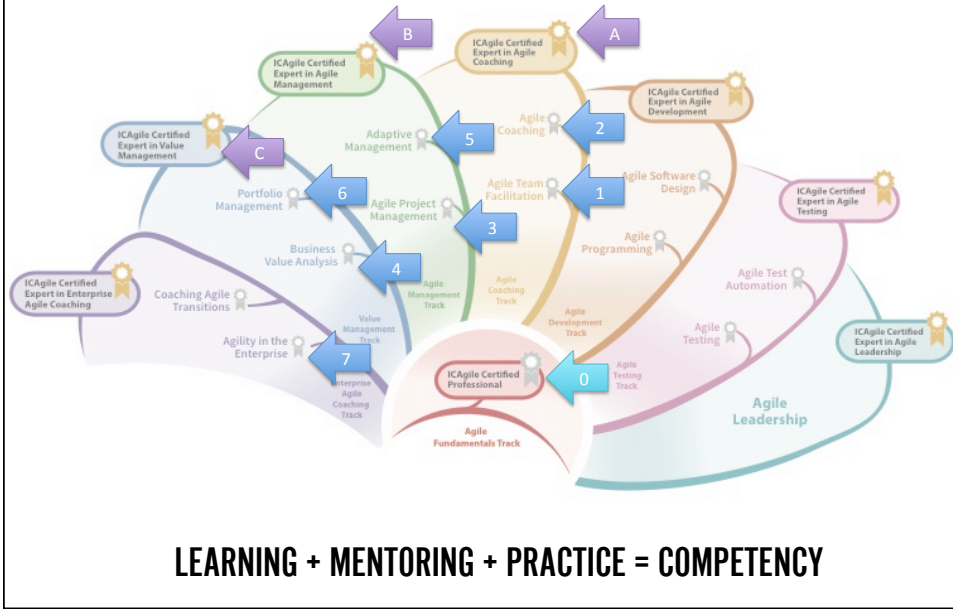
TYPICALLY, COMPANIES ORGANIZE & ADOPT AGILE LIKE THIS ...



What concepts and competencies do organizations need to build in their people to realize sustainable agility?



LEARNING + MENTORING + PRACTICE = COMPETENCY



LEARNING + MENTORING + PRACTICE = COMPETENCY

Description	Proficient	Competent	Developing	Beginning
Topic: Facilitating Agile Practices				
	4	3	2	1
Candidate's ability to use their agile subject matter expertise to adapt the agile practices being facilitated	Can create new agile practices that serve the team's reality without compromising the values of agile. Embodies the agile mindset when facilitating agile practices by maintaining a focused, yet adaptive, presence.	Can facilitate a variety of agile practices and understands the essence behind each practice. Can link the practices to the principles and values and understands how each practice supports the agile mindset.	Demonstrates textbook knowledge of agile practices and understands how to apply and combine practices beyond the known agile methodologies. Able to facilitate and speak about practices with confidence.	Demonstrates a working ability to regularly facilitate the textbook definition of the agile practice and can articulate the rules but not necessarily the values or principles of the practice.
Candidate's ability to design an effective customized session to maximize participation and progress towards agreed-upon outcomes	There is a clear arc to the design of the meeting with well-thought out and planned flow from one activity to another. Each activity smoothly builds the outputs of the previous one, providing clear context and direction for the desired outcomes.	Design is well-thought out and planned. Candidate's agenda drives towards desired outcomes. May demonstrate some room for improvement in foreseeing difficulties and being ready to address them smoothly in the moment.	Creates an agenda and shows some ability to anticipate complexities and prepare to handle them smoothly.	Creates agenda but does not yet showcase: A) flexibility and adaptability during the session if things do not go according to plan, or B) sufficient session design skills to ensure appropriate materials are created and presented, participants understand agenda and meeting progression, etc.
Candidate's ability to demonstrate neutrality while facilitating agile practices and to hold the group's agenda throughout the meeting	Remains entirely neutral, encourages balanced participation using methods appropriate to the group dynamic. If the rare need to switch roles occurs, candidate makes a clear declaration of this to the group. Closes meeting smoothly with everyone aware of outcomes and next steps.	Engages the participation of everyone in the group using various methods as appropriate. Uses appropriate tools and techniques to manage group energy and move the meeting along. Demonstrates ability to adapt in the moment. Closes the meeting, including summarizing outcomes and next steps.	Demonstrates understanding of facilitator / participant distinction and encourages balanced participation. May falter in truly owning the facilitation process as discussions take place and unanticipated events occur.	Occasionally wavers between facilitator and contributor mode. Encourages participation but does not maintain awareness and encouraged participation. May struggle to manage time or energy. May not close the meeting so participants may leave without having a common understanding.
Topic: Coach as Professional Coach				
	4	3	2	1
Candidate's ability to remain present with the coachee using professional coaching listening skills during session and to avoid giving advice / relating to coachee's personal experience	Engages in a collaborative dance with the coachee. Self-manages so well that it appears effortless and maintains complete presence with the coachee.	Exercises self-management effectively. Stays present with client and asks powerful questions.	Shows ability to connect with coachee and hone in on the agenda. Does not always stay true to the agenda and may occasionally slip in to mentor or teacher mode.	Listens to coachee but occasionally slips into the role of mentor, teacher or commissioner.
Candidate's ability to gain trust, hone in on the coachee's agenda, and conclude the session in a manner that resonates with the coachee and forwards his/her agenda	Candidate paces session effectively to allow adequate time for clarifying the agenda, exploring it, and bringing the session to a powerful close. Coachee leaves session attending to deepened learning and/or forwarding of his/her agenda.	Candidate hones in on coachee's agenda and spends time exploring topics without feeling rushed at the end. Able to reach suitable closure for the coachee.	Can ask powerful questions and leverage skills to deepen the conversation. May get to an adequate close with room for improvement on holding the space for new insights to emerge.	Candidate is able to ask some questions that promote exploration of the topic for the coachee.
Candidate's ability to hold space for an agile team to deepen its learning and reach desired outcomes	Asks powerful questions and allows insights to emerge without steering the discussion in a particular direction but while also holding the focus. Encourages group participation in this process.	Asks powerful questions that often generate insights. Is able to articulate what is going on and ensure full group participation.	Asks powerful questions that may generate insights. May occasionally slip into the role of mentor or teacher or lose full group participation.	Asks powerful questions, but does not always hold space for new insights or demonstrate self-management.
Topic: Coach as Mentor / Steward of Teams				
	4	3	2	1
Candidate's ability to develop teams while effectively dealing with complex situations (i.e. conflict, resistance, lack of commitment, etc.)	Distinguishes among: A) a beginning team that has not yet formed, B) a mature team that is well functioning and C) a team that has been together a while but has significantly suboptimized performance, and acts appropriately in each instance. Coach can surface conflict, and other complex situations, and can help the team navigate them effectively.	Distinguishes among teams in various stages of development. Tailors approaches with some room for improvement in versatility. Works with conflict, and other complex situations, using a limited toolset that may or may not expand the capabilities of team.	Is able to tailor approach for new vs. existing teams. Has limited tool set for "solving" complex situations that do not expand the capabilities of the team.	Acts from a standard approach to all teams that does not consider their level of development as a team system. Approaches conflict, and other complex situations, with a "solve it" mentality.
Candidate's ability to provide options to the mentee that would provide insight into how to solve the challenge the mentee is facing	Gives multiple helpful recommendations, highlighting challenges and pitfalls with each. Checks with mentee if these are helpful and ensures the mentee has a way forward.	Gives 1 or 2 helpful recommendations to the mentee. Checks in to ensure recommendations are relevant to the mentee's challenges or provide the mentee with food for thought.	Candidate provides mentee with recommendations, but may not check their relevance to the mentee.	Candidate offers advice and solutions on subjects that they may or may not be an expert on.
Topic: Coach as Teacher				
	4	3	2	1
Candidate's ability to relay a new concept or technique to an individual in a meaningful way	Engages the learner in the learning to provide them with a deeper understanding of the concept at hand. The learning sticks. Is able to effectively use his/her leadership power as an agile coach. Able to create space for the team to make the decision, even if it's the "wrong" answer. On the other hand, coach can articulate the areas where she takes a stand as an agile expert and leader.	Successfully relays a new concept to a person by engaging them in the process. Is aware of (and can potentially articulate) what leadership power is and what implication it has on an agile team. Is able to create the space for the team to make the decision, even if it is the "wrong" answer.	Explains the new concept sufficiently, but does not check for understanding in a way that ensures the individual can apply the concept.	Explains the new concept without awareness of how it was received.
Candidate's ability to know when to directly lead the team (i.e. provide content, direction, or opinion) versus giving them space to decide on their own	Is able to effectively use his/her leadership power as an agile coach. Able to create space for the team to make the decision, even if it's the "wrong" answer. On the other hand, coach can articulate the areas where she takes a stand as an agile expert and leader.	Is able to explain the internal process used to choose a particular skill set for the situation at hand.	Only somewhat willing to let the team/individual make the "wrong" decision. Stands in their Agile expertise in the default position.	Primarily leads by giving explicit directions or explanation.
Topic: The Agile Coach Roles				
	4	3	2	1
Candidate's ability to choose the skillset appropriate to the situation at hand (i.e. choosing and shifting among coaching, facilitating, mentoring, and teaching)	Skillfully chooses between the different roles and gets effective results with teams. Is able to explain the internal process used to choose a particular skill set for the situation at hand. Is able to explain the pros and cons of the chosen approach.	Is able to explain the internal process used to choose a particular skill set for the situation at hand.	Sometimes falls into using the skill set of their comfort zone and recognizes later that they should have made a conscious choice. Overall, makes a conscious choice at least some of the time and the percentage of time is increasing.	Often falls into using the skill set of their comfort zone and sometimes recognizes later that they should have made a conscious choice.
The candidate's ability to manifest the intangibles (earning trust of the team, holding space, mastering the Agile Coach's Stance, embodying the mindset, etc.)	Demonstrates poise in all situations and roles. It is clear that teams and participants in live demos respect the candidate's expertise.	Shows a command of the different roles and skills involved. Clearly has respect of team and participants in most situations.	Is able to function in each of the roles and demonstrates poise in one or more.	Seems mechanical or uncertain in two or more of the agile coach roles.

EXPERIENCE THE POWER OF AGILITY
THROUGH ~~PROCESSES~~ PEOPLE



DEVELOPMENT MANAGEMENT
RESPONSIBLE FOR DELIVERY & HOW RIOT WORKS



70+ AGILE DELIVERY LEADERS WORLDWIDE

