Succeeding With Agile Adoption: A Practitioner’s Approach

16th Annual IEEE IT Professional Conference

March 18, 2022

Presented by: Greg Tutunjian

Agile Effectiveness Consultant
Agenda

Agile Origin Story

The State of Agile and Effective Agility

Case Studies (Success Stories, Success Stories)

Summary And Additional Resources

Greg Tutunjian
Working agreement

• We’re using Mentimeter to collect and share anonymous feedback
  • You’ll need an open browser tab (instructions to follow)

• Questions or comments in Chat will be answered at the conclusion
  • I’ll gladly answer questions and respond to comments (at the conclusion)

• Image overlays (within) will be “unbundled” in the shared version
  • This will include Mentimeter outcomes too (at the end of today)
In one word, why did you choose this talk?

mutual-interest
teamwork
greg
knowledge
Greg Tutunjian, Practitioner

Applications

Solutions & Frameworks

Simulation & Modeling; VLSI Design & Artificial Intelligence

Leading (Re-planning & Delivery)

Coach, Mentor, Teach
Greg Tutunjian, Practitioner

PMI-ACP®
PMI Agile Certified Practitioner

Agile Alliance

ScrumAlliance
Certified Scrum Professional

SHINGO INSTITUTE
HOME OF THE SHINGO PRIZE
Utah State University

Scrum Alliance
CSP-SM CERTIFIED

TRUST ALLIANCE

atd Association for Talent Development

ROI INSTITUTE®

ASQ
2022 Proud Member
Excellence Through Quality®

Balanced Scorecard Institute

IEEE
Advancing Technology for Humanity

The world’s largest technical professional organization for the advancement of technology
Agile origin story

Greg Tutunjian
Agile – origin story and origin(al) intention

Can we (all) deliver what we commit to?
- Individuals
- Teams
- Programs
- Vendor Partners
- Organizations

Rapid Prototyping

Phase Gate (AKA Waterfall)

Predictive Outcome
Success Rate

Intention

100%
75%
50%
25%


Time

SAFe 1.0

Greg Tutunjian
What is our (true) purpose with Agile?

Research

In service to innovation to reveal ...

Applied Research

In service to others using proven ... to deliver ...

Greg Tutunjian
The state of agile and effective agility

Greg Tutunjian

Illustration by Ingrid Lill
# 15th State of Agile Report

Agile adoption accelerates across the enterprise

### Table of Contents

- Executive Summary | 3
- What’s Trending? | 4
- Company Experience with Agile | 6
- Agile Adoption | 8
- Agile Challenges | 11
- Agile Techniques and Maturity | 13
- Scaling Agile | 16
- Agile Tooling | 17
- DevOps Initiatives | 18
- Improving DevOps Success | 19
- Value Stream Management | 20
- About the Survey | 21
- Demographics | 22

Source: Digital.ai (2021)
Agile effectiveness – challenges and barriers

Top 5
1. Organizational Culture
2. Resistance to Change
3. Agile Skills
4. Agile Training
5. Management Support

?. Leadership Participation

Do the Top 5 challenges resonate with you?
What does this feel like?

Top 5
1. Organizational Culture
2. Resistance to Change
3. Agile Skills
4. Agile Training
5. Management Support

Internal
- Leadership
- Management
- Teams
- Human Resources
- Change Management
- Internal Consultants

External
- Consultants
- Coaches
- Trainers
- Facilitators
- “Thought” Leaders

Greg Tutunjian
Myth: Change culture to improve “e) All of the above”

Current State

• Too much time
• Not engaged
• Quality lacking
• “Change Agents”
• Agile mediocrity

“Promised” State

• “More meetings”
• Less engaged
• Quality same
• More resistance
• Mediocrity norm
Organizational culture
Organizational culture

<table>
<thead>
<tr>
<th>Traditional model of change</th>
<th>Complex, adaptive model of change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavior is predictable and controllable</td>
<td>Behavior is unpredictable and uncontrollable</td>
</tr>
<tr>
<td>Direction is determined by a few leaders.</td>
<td>Direction is determined through emergence and by many people</td>
</tr>
<tr>
<td>Every effect has a cause</td>
<td>Every effect is also a cause</td>
</tr>
<tr>
<td>Relationships are directive</td>
<td>Relationships are empowering</td>
</tr>
<tr>
<td>Efficiency and reliability are measures of value</td>
<td>Responsiveness to the environment is the measure of value</td>
</tr>
<tr>
<td>Decisions are based on facts and data.</td>
<td>Decisions are based on patterns and tensions.</td>
</tr>
<tr>
<td>Leaders are experts and authorities.</td>
<td>Leaders are facilitators and supporters.</td>
</tr>
</tbody>
</table>

Adapted from Olson and Eoyang,  Facilitating Organization Change. © Mountain Goat Software, LLC
How do you define organizational culture?

- Relationships between people
- Some examples - collaboration; passion; structure; communication
- today: hire to specification, certification driven organization
- rituals, customs, and standard interaction techniques
Agile Effectiveness: How do we get there?

Greg Tutunjian
What does it mean to be effective?

Top 5
1. Organizational Culture
2. Resistance to Change
3. Agile Skills
4. Agile Training
5. Management Support

Greg’s Radar

<table>
<thead>
<tr>
<th>Mode</th>
<th>% Interest/Proficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td>5%</td>
</tr>
<tr>
<td>Do</td>
<td>70%</td>
</tr>
<tr>
<td>Check</td>
<td>15%</td>
</tr>
<tr>
<td>Act</td>
<td>10%</td>
</tr>
</tbody>
</table>

Source: Product Development Management Association

Greg Tutunjian
How: Persistent, collaborative, multi-level planning

Top 5
1. Organizational Culture
2. Resistance to Change
3. Agile Skills
4. Agile Training
5. Management Support

Source: Palmquist (2014)
How: Multi-level Planning and Delivery – Practical Model

Source: Scaling Agile Methods for Department of Defense Programs (SEI, 2016)
Top 5
1. Organizational Culture
2. Resistance to Change
3. Agile Skills
4. Agile Training
5. Management Support

Source: Strategic Finance (March 2004)
Case studies (success stories, success stories)

Greg Tutunjian
Agile Success Story: Infrastructure (Fortune 10)

Scope: eCommerce Solution and Data Center Build-out (3)

Context
1. Build-out stalled (vendor-infighting); core team idle
2. New Content Management System (pending)
3. New (29 Applications) eCommerce Solution (pending)
4. Obsolete Application Builder License > $1M (due)
5. Distributed teams (including off-shore); support

Approach
1. Direct Vendor Communication (vs. “Standard” Procedure)
2. Develop Solution Backlog/Teach Teams Scrum
3. Iteration Planning (with clear, demonstrable milestones)
4. Facilitate Daily Stand-Up (Scrum Model)
Agile Effectiveness Before/After Scoring

<table>
<thead>
<tr>
<th>Category</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Org. Culture</td>
<td>4.75</td>
<td>3.0</td>
</tr>
<tr>
<td>Resistance</td>
<td>4.50</td>
<td>2.0</td>
</tr>
<tr>
<td>Agile Skills</td>
<td>4.00</td>
<td>0.0</td>
</tr>
<tr>
<td>Agile Training</td>
<td>2.75</td>
<td>0.0</td>
</tr>
<tr>
<td>Mgmt. Support</td>
<td>4.00</td>
<td>2.0</td>
</tr>
</tbody>
</table>

Agile Effectiveness Scale

- 5 = Easily repeatable
- 4 = Persistent proficiency
- 3 = Modest proficiency
- 2 = Attempted once
- 1 = No visible effort

Background Notes

- Combined 4 roles into 1 (“Manifesto”)
- Organization strict Six Sigma and PMBOK
- Modest (“practical”) Agile training sufficient
- Self-organization natural fit for the core team
- Business/customer participation throughout
- Acceleration was one outcome of Delivery

Greg Tutunjian
Agile Success Story: Privately-owned Company

Scope: First New Software Product in 10-years

Context
1. Previous two attempts failed/cancelled
2. Internal discord (individuals, teams, management)
3. Agile Adoption Bloat (and confusion)
4. Disgruntled Customers

Approach
1. Visual Planning (to elicit product capabilities and features)
2. Develop Product Backlog/Teach Team (13 people!) Scrum; concurrently
3. Multi-Iteration (3) Planning (with clear, demonstrable milestones)
4. Facilitate Daily Stand-Up (Scrum Model)
5. Shrunk Team Over 6-months/No Attrition (core team of five)
Agile Effectiveness Before/After Scoring

Agile Effectiveness Scale
5 = Easily repeatable
4 = Persistent proficiency
3 = Modest proficiency
2 = Attempted once
1 = No visible effort

Background Notes
- Agile “Hangover” present in Division
- Original team lacked leader and purpose
- Improved Agile skills infused via hiring
- JIT Agile training (in the context of real backlogs)
- Management apathy, command-and-control
- Core team “emerged”; accelerated and innovated
Agile Failure Story: Regional Healthcare Company

Scope: Claims Processing

Context
1. SAFe Adoption (> 2-years)
2. SAFe Keystones Ignored
3. “Old School” Governance
4. No Sense of Urgency

Approach
1. Train leadership, management, architecture, internal and vendor partner teams
2. Brown Bag Lunch (additional learning opportunity) for practitioners
3. Assess gaps and deficiencies (and make recommendations)
4. Develop and share remediation strategy and action plans

Greg Tutunjian
Agile Effectiveness Before/After Scoring

Agile Effectiveness Scale
5 = Easily repeatable
4 = Persistent proficiency
3 = Modest proficiency
2 = Attempted once
1 = No visible effort

Background Notes
- Hands-off approach to adoption and scaling
- External coach churn → palpable lethargy
- Architecture (12 people) had been ignored
- Vendor partners (legacy) not SAFe-savvy
- Little certification enthusiasm amongst trainees
- Competition amongst internal groups → delays
Agile Success Story: Fortune 10 Company

Scope: Network and Security System Integration

Context
1. Incomplete Deliverables (slowing acquisitions)
2. Internal discord (individuals, teams, management)
3. Attrition escalation
4. "Old School" Middle Management (esp. for Agile)

Approach
1. Interview team members (11 teams); team leads and middle management
2. Inspect and review backlogs, mission, and organization structure
3. Map work types (backlogs) to appropriate Agile Framework (common sense practice)
4. Re-train 10 of 11 teams (Scrum to Kanban); strategy and planning changes (more adaptive)
Agile Effectiveness Before/After Scoring

Agile Effectiveness Scale

- 5 = Easily repeatable
- 4 = Persistent proficiency
- 3 = Modest proficiency
- 2 = Attempted once
- 1 = No visible effort

Background Notes

- Integral division for corporate strategy, growth
- Recurring failures (to complete) stall growth
- Team-members frank and emotional
- Leads and managers planned in isolation
- Agile “Angst” reversed, rapid improvement
- Committed coaching, training impactful
Agile Success Story: Fortune 10 Company

Scope: Access and Identity Management (*CIO Top 10*)

**Context**
1. New Hire Provisioning manual and error-prone
2. Three Product Owners, No Scrum Master; feuding
3. "IT" Entry Conditions rigid and anecdotal
4. Internal "Change Agents" (no Agile experience)

**Approach**
1. Facilitated 2-day Re-planning (in-person) working session at HQ (visual planning)
2. Confirmed IT way-of-working and reached compromise (all parties)
3. Clarified scope (3 Product Backlogs consolidated) and developed Iteration Backlogs
4. Established Scrum Master role (Product Owner mentored in this role)
Agile Effectiveness Before/After Scoring

Agile Effectiveness Scale
- 5 = Easily repeatable
- 4 = Persistent proficiency
- 3 = Modest proficiency
- 2 = Attempted once
- 1 = No visible effort

Background Notes
- Senior staff frozen-in-place (CIO direct report)
- Dedicated IT group felt ignored (co-located)
- Three Product Owners (backlogs) → Territoriality
- Visual (Re)planning and refinement → Agreement
- Operating model (business ↔ IT) solidified
- Professional development opportunities emerged
Agile Failure Story: Global Technology Company

Scope: Customer-facing Product Platform Development

Context
1. SAFe Adoption (> 3-years)
2. External Coaches: 18-month engagement completed (25 people)
3. No Sense of Urgency (most people I met)
4. Internal Coaches lack Delivery experience (*increasingly common*)

Approach
1. Train teams and middle management (requests, observation; basic and advanced)
2. Partnered with Business Owner (new to Agile, Scrum, and SAFe); very experienced
3. Assess program gaps and deficiencies; recommendations (management, coaches, teams)
4. Identified opportunities to improve team and SAFe practices; shared in many forms

Greg Tutunjian 35
Agile Effectiveness Before/After Scoring

Agile Effectiveness Scale
- 5 = Easily repeatable
- 4 = Persistent proficiency
- 3 = Modest proficiency
- 2 = Attempted once
- 1 = No visible effort

Background Notes
- Key (internal) products to expand marketplace
- Reorganization removed Agile/Scaling champions
- Command and Control culture (perpetuated)
- Improved Scrum practice (6 teams) over time
- Modest scaling improvement (sense of urgency)
- Attrition and leadership changes <repeat>
Are these case studies helpful?
Summary and additional resources
Agile Effectiveness Emerges Then Diffuses

Source: Implement Consulting Group (2021)

Greg Tutunjian
"I don’t expect the perfect attainment of these principles. However, I post them as a standard for my conduct as an adult. Should any of my friends or colleagues catch me violating any one of them, bust me." ~John Perry Barlow (October 3, 1977)
Working Above and Below the Line
Isabel Lopez, The Wisdom Of Servant Leadership

Inquiry (to search within)

Creative Positive Process

Analytical Refining Process

Decide (Latin: to murder alternatives)
Was this talk helpful?

Yes: 4
No: 1
Contact Details

Greg Tutunjian, Agile Effectiveness Consultant

• Call: (857) 376-3633

• E-mail: greg@patterntransformation.com

• Schedule time for a chat: https://calendly.com/greg-tutunjian

• Website: https://www.patterntransformation.com
Scaling Frameworks (and Related Work)

• Capability Maturity Model Integration (CMMI) – https://cmmiinstitute.com
• Disciplined Agile (DA) – https://www.pmi.org/disciplined-agile
• Kanban Maturity Model (KMM) – https://www.kanbanmaturitymodel.com
• Large Scale Scrum (LeSS) – https://less.works
• Nexus – https://www.scrum.org/resources/nexus-guide (Ken Schwaber)
• Scaled Agile Framework (SAFe) – https://www.scaledagileframework.com
• Scrum @ Scale – https://www.scrumatscale.com (Jeff Sutherland)
• Software Engineering Institute - https://www.sei.cmu.edu
Effective Resources

- **American Society for Quality:** [https://asq.org](https://asq.org)

- **Rebel Assessment (Francesca Gino):** [https://www.rebeltalents.org/the-rebel-test](https://www.rebeltalents.org/the-rebel-test)


- **The People Skills Coach (Kate Nasser):** [https://katenasser.com](https://katenasser.com)

- **The Trust Alliance (Barbara Brooks Kimmel):** [https://www.trustacrossamerica.com](https://www.trustacrossamerica.com)
The End!
Unbundled images (used earlier) follow
Organizational culture
Organizational culture
Organizational culture
Organizational culture
Organizational culture
Organizational culture
Organizational culture
Organizational culture
Organizational culture

An Agile Adoption and Transformation Survival Guide

AGILE CULTURE

CUSTOMER COLLABORATION

The most efficient and effective method of conveying information is face-to-face conversation.

INDIVIDUALS & INTERACTIONS

Welcome changing requirements, even late in development.

CULTIVATION

Build projects around motivated individuals. Give them the environment and support they need to get the job done.

Continuous attention to technical excellence and good design enhances agility.

COMPETENCE

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Greg Tutunjian
Organizational culture

<table>
<thead>
<tr>
<th>Traditional model of change</th>
<th>Complex, adaptive model of change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavior is predictable and controllable</td>
<td>Behavior is unpredictable and uncontrollable</td>
</tr>
<tr>
<td>Direction is determined by a few leaders.</td>
<td>Direction is determined through emergence and by many people</td>
</tr>
<tr>
<td>Every effect has a cause</td>
<td>Every effect is also a cause</td>
</tr>
<tr>
<td>Relationships are directive</td>
<td>Relationships are empowering</td>
</tr>
<tr>
<td>Efficiency and reliability are measures of value</td>
<td>Responsiveness to the environment is the measure of value</td>
</tr>
<tr>
<td>Decisions are based on facts and data.</td>
<td>Decisions are based on patterns and tensions.</td>
</tr>
<tr>
<td>Leaders are experts and authorities.</td>
<td>Leaders are facilitators and supporters.</td>
</tr>
</tbody>
</table>

Adapted from Olson and Eoyang, *Facilitating Organization Change.*
What does it mean to be effective?

Top 5
1. Organizational Culture
2. Resistance to Change
3. Agile Skills
4. Agile Training
5. Management Support

Source: Product Development Management Association
What does it mean to be effective?

**Top 5**
1. Organizational Culture
2. Resistance to Change
3. Agile Skills
4. Agile Training
5. Management Support

---

**Greg’s Radar**

<table>
<thead>
<tr>
<th>Mode</th>
<th>% Interest/Proficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td>5%</td>
</tr>
<tr>
<td>Do</td>
<td>70%</td>
</tr>
<tr>
<td>Check</td>
<td>15%</td>
</tr>
<tr>
<td>Act</td>
<td>10%</td>
</tr>
</tbody>
</table>

---

Greg Tutunjian