



Business Agility Practices That Work On (Almost) Any Team



Miquel Rodríguez
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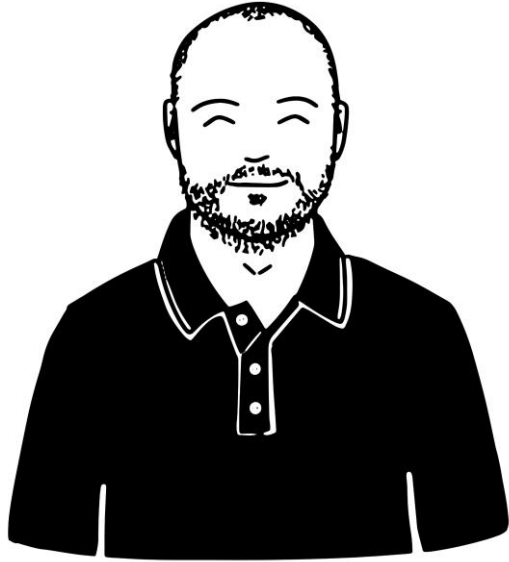
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Or use QR code

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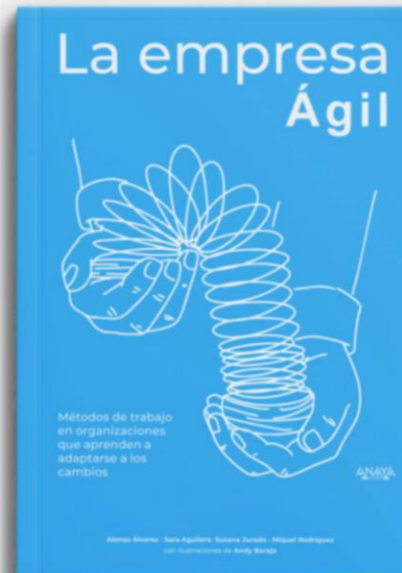
[@miquelrodriguez](https://twitter.com/miquelrodriguez)



<https://www.linkedin.com/in/miquelrodriguezaranda>



Strategy made personal



Co-author of **La empresa Ágil**
(The Agile Company)
Anaya, 2019

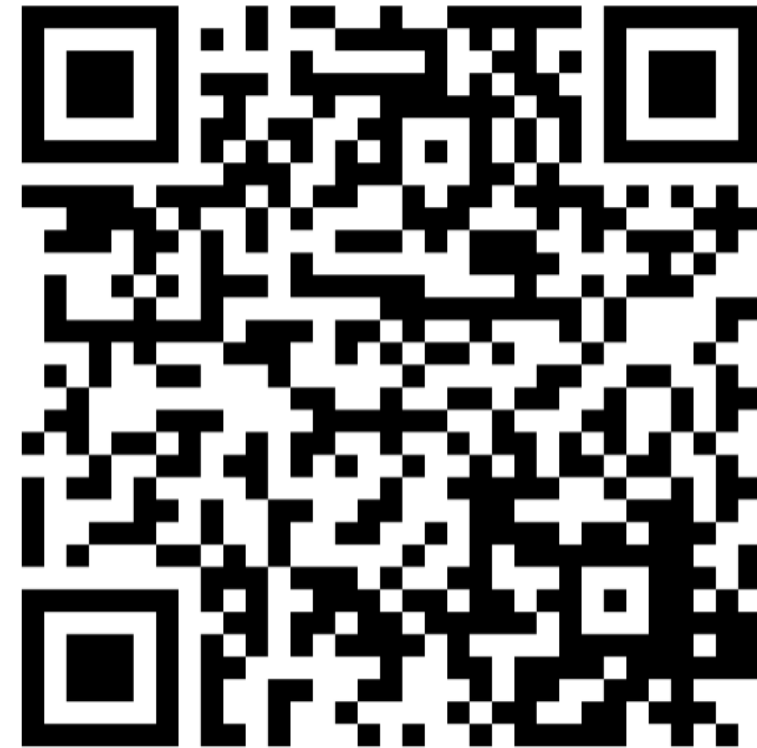
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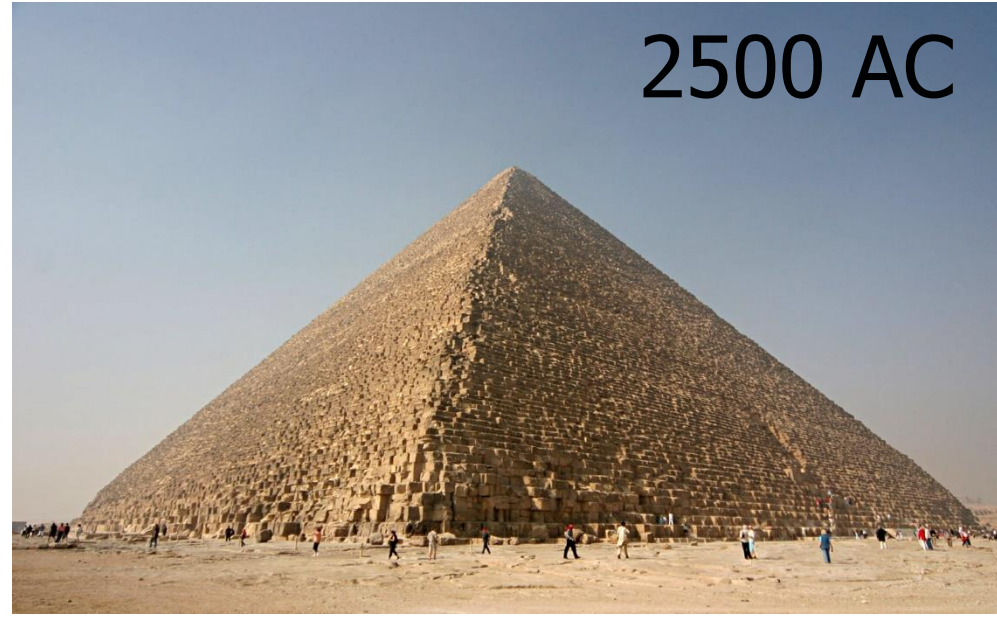
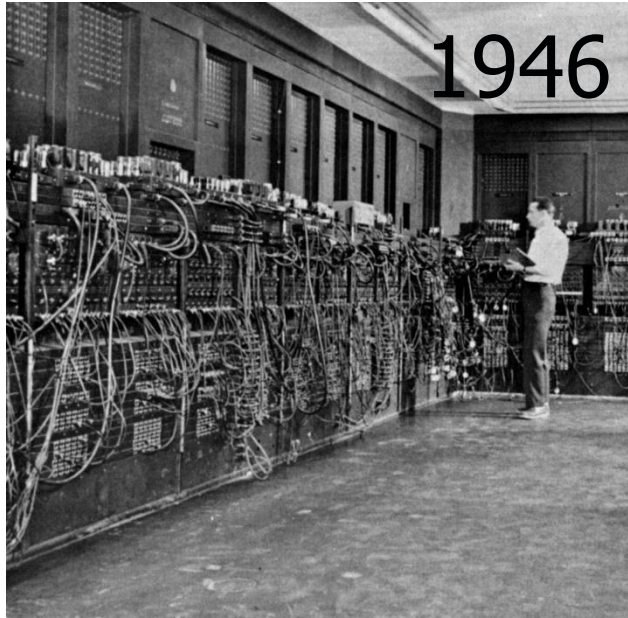
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Let's start from the beginning...

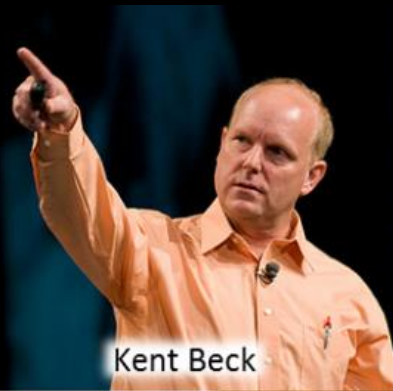
From Agile to Business Agility



NATO Software Engineering Conference 1968







Kent Beck



Mike Beedle



Arie van Bennekum



Alistair Cockburn



Ward Cunningham



Martin Fowler



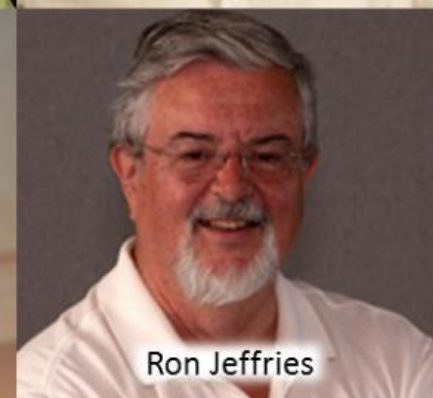
James Grenning



Jim Highsmith



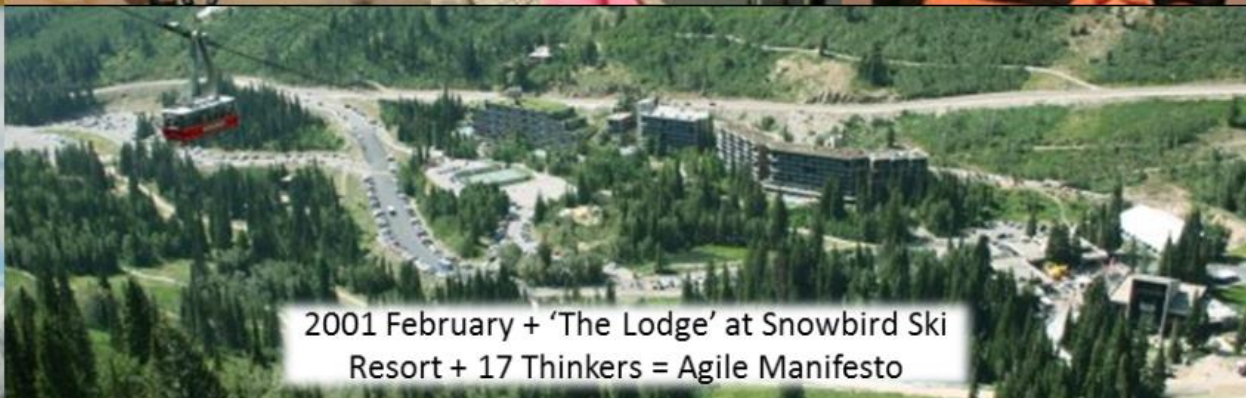
Andrew Hunt



Ron Jeffries



Jon Kern



2001 February + 'The Lodge' at Snowbird Ski
Resort + 17 Thinkers = Agile Manifesto



Brian Marick



Bob Martin



Stephen Mellor



Jeff Sutherland



Ken Schwaber



Dave Thomas

As is today

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.

<https://agilemanifesto.org/>

Principles behind the Agile Manifesto

As is today

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

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

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximizing the amount of work not done--is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

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

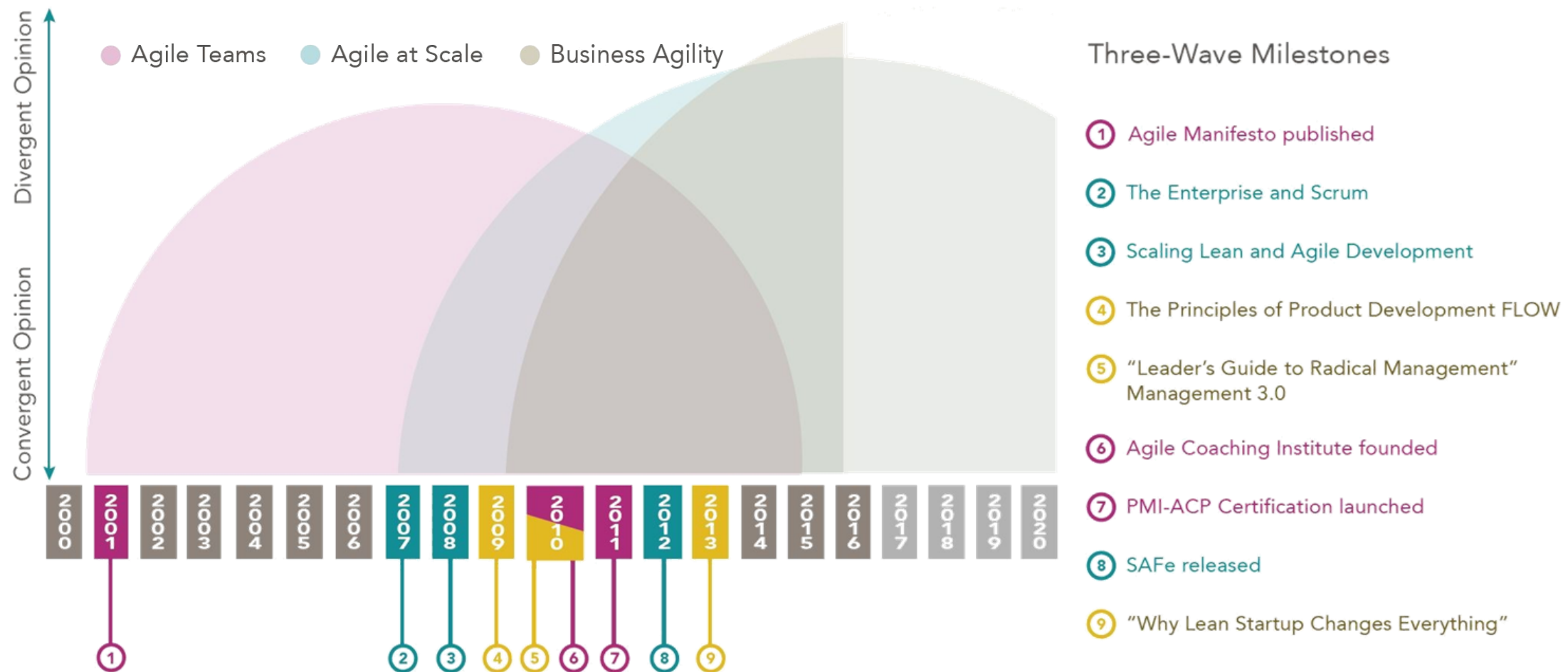
that was
22 years ago!



#respect

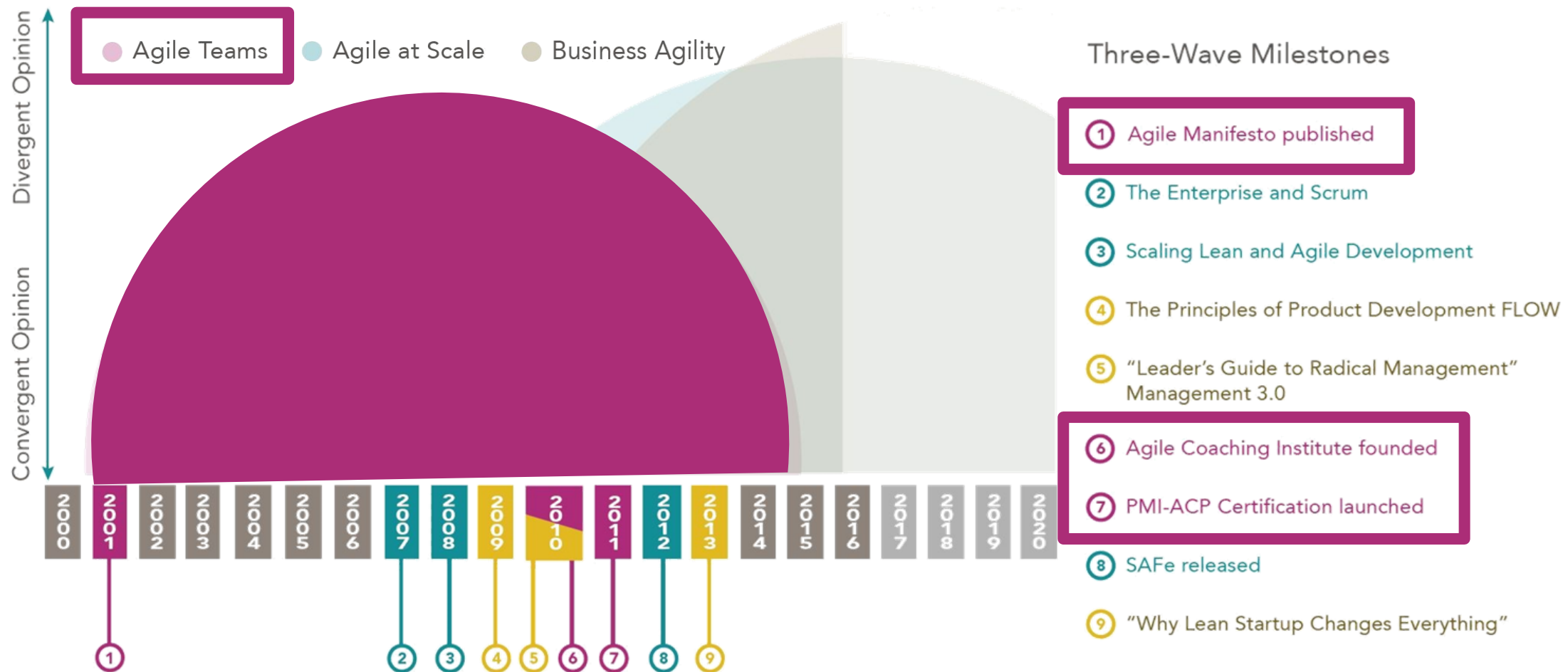
We're in the **Third Wave** of Agile!

Since the Agile movement started, we've gone through three waves and many milestones...



First Wave: Agile Teams

It started with Agile Software Development Teams. This was the scope of the Agile Manifesto.



First Wave: Agile Teams

It took 15 years to agree on how Software Development Teams should work

From this teams... ... to this teams

Project teams with +50 people

Product teams with ~10 people

Fixed requirements are key

Valuable software delivery is key

Specialized roles with handoff process

Cross-functional roles & collaboration

Project Manager & Project Team

Self-organization, PO, SM

Big bang delivery

Incremental delivery

Waterfall approach

Iterative, adaptative approach

Meet the requirements as planned

Continuous value prioritization & delivery

Just enough

Technical excellence, XP practices, DevOps

Lessons learned at the end

Continuous improvement mindset

Test in the end

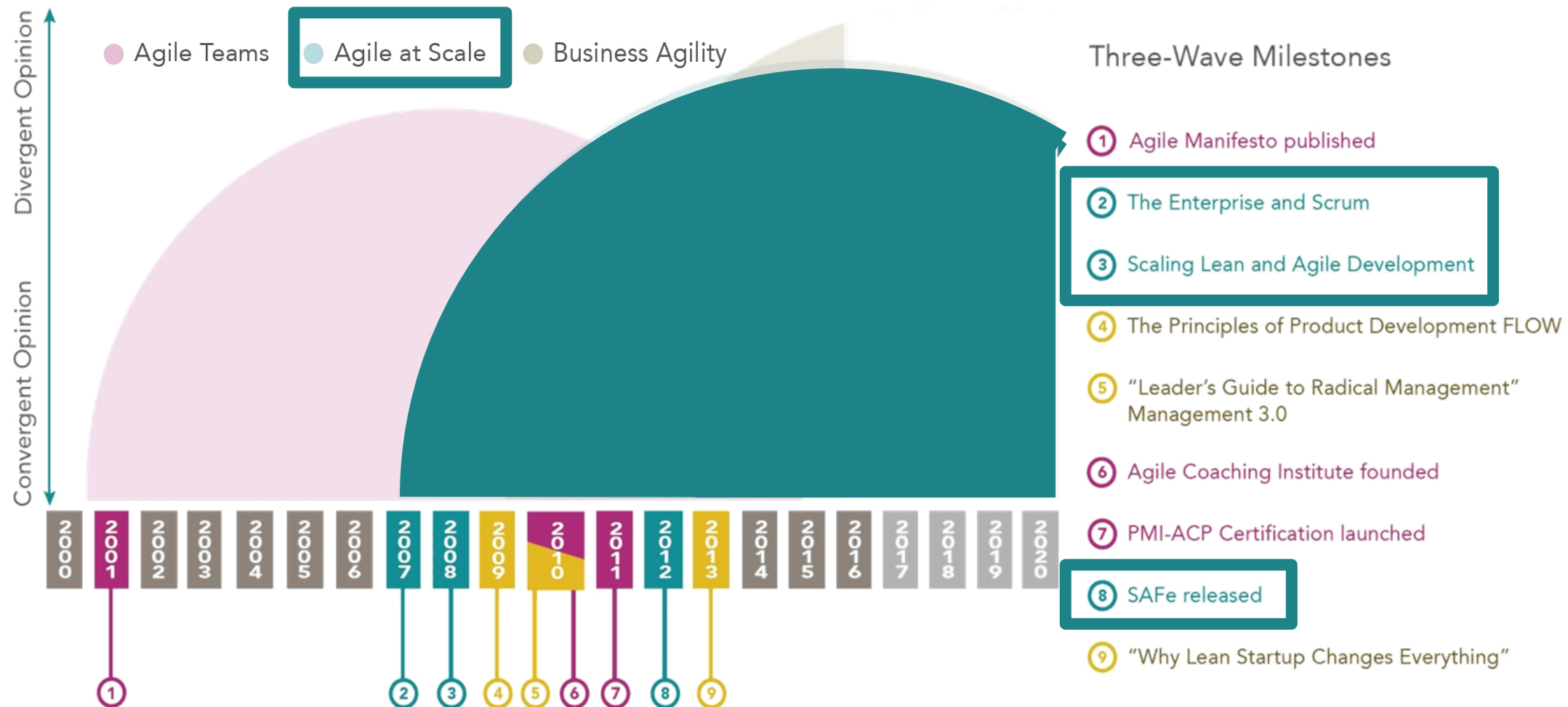
Test first & throughout, automatization

Confidence on a detailed plan

Empiricism

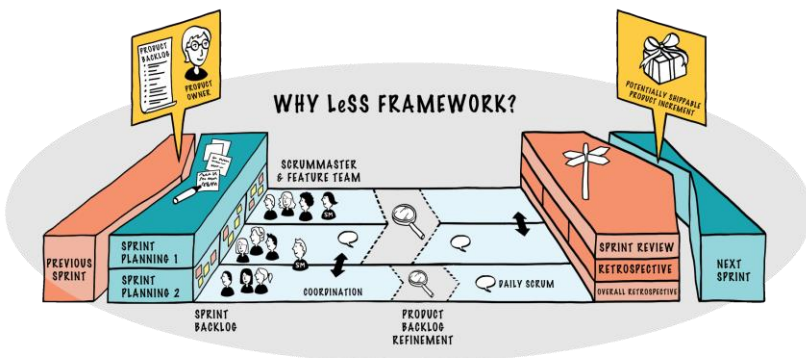
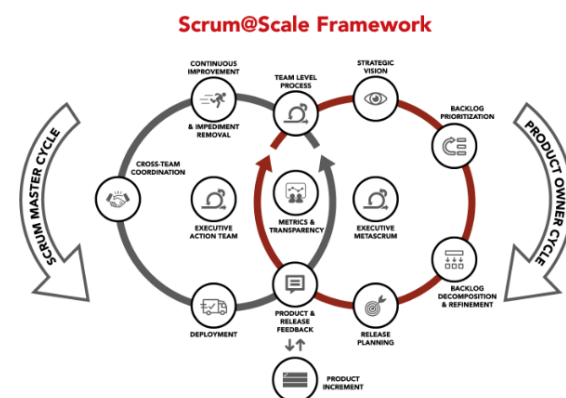
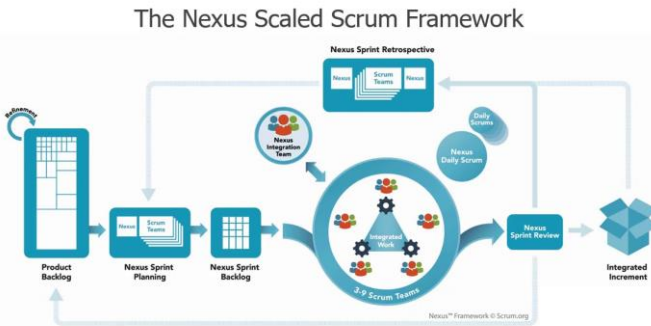
Second Wave: Agile at Scale

Agile expanded from team-level to the entire IT department. This is Scaling Agile, we're still figuring this out...

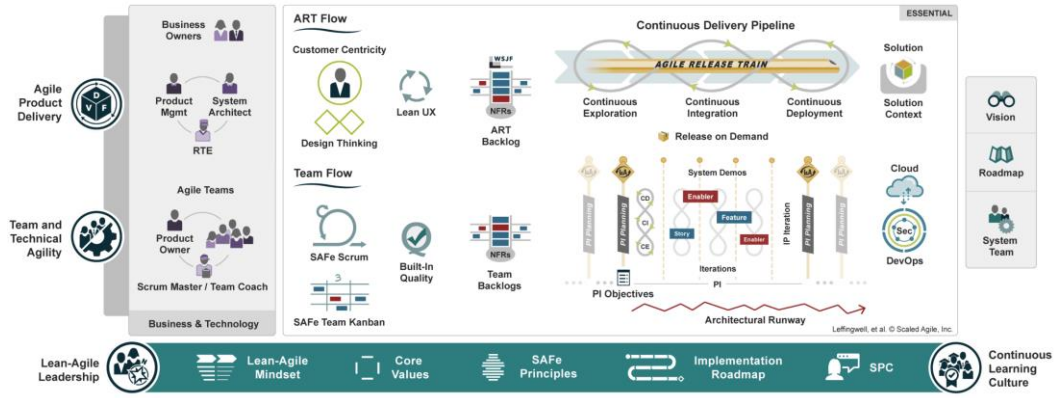


Second Wave: Agile at Scale

- Scale / copy what already worked at team level
- New concept “Team of Teams” with new roles
- Adaptative, iterative, incremental
- Focus on IT and Mindset
- PDCA fractal structures

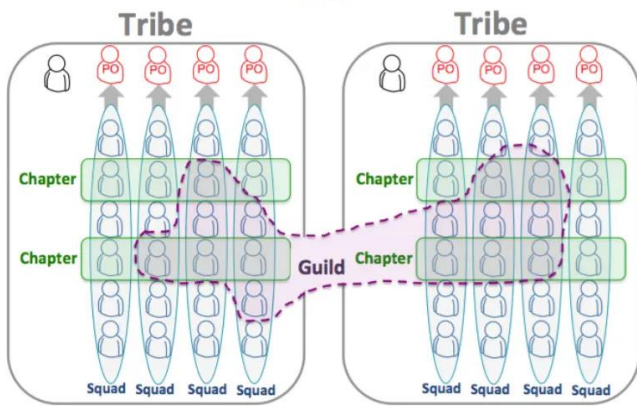


Scaled Agile Framework



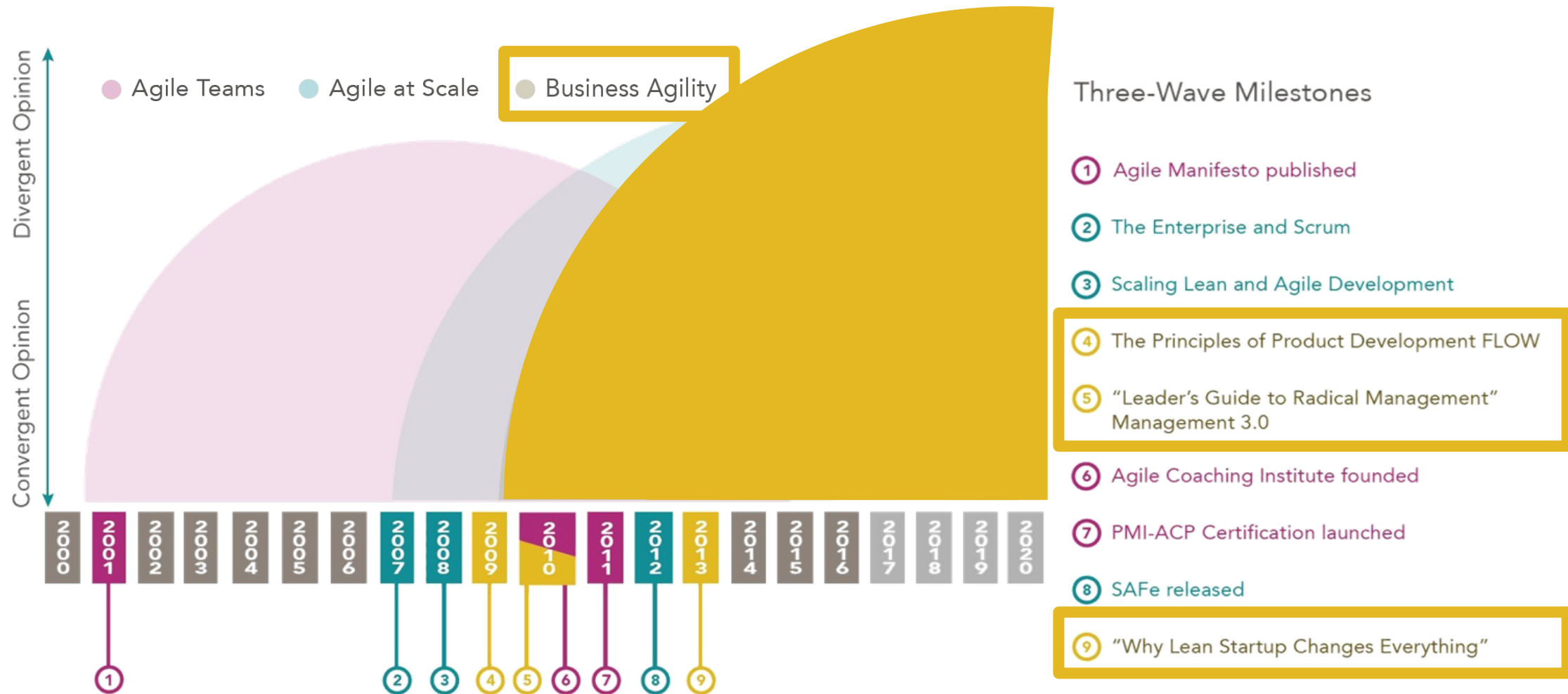
Scaling Agile @ Spotify

Henrik Kniberg & Anders Ivarsson
Oct 2012



Third Wave: Business Agility

Now, Agile has expanded to the entire business. **Everyone** is trying to “do agile” (whatever that means...!)



Third Wave: Business Agility

- Involves the whole organization
- Respond to market changes and new opportunities
- Continuous change. Continuous adaptation. Continuous learning
- Manage complexity, prioritize and keep things flowing
- Individual / collective empowerment
- Agile HR, Agile Finance, Agile Marketing, ...
- Systemic vision of the entire organization

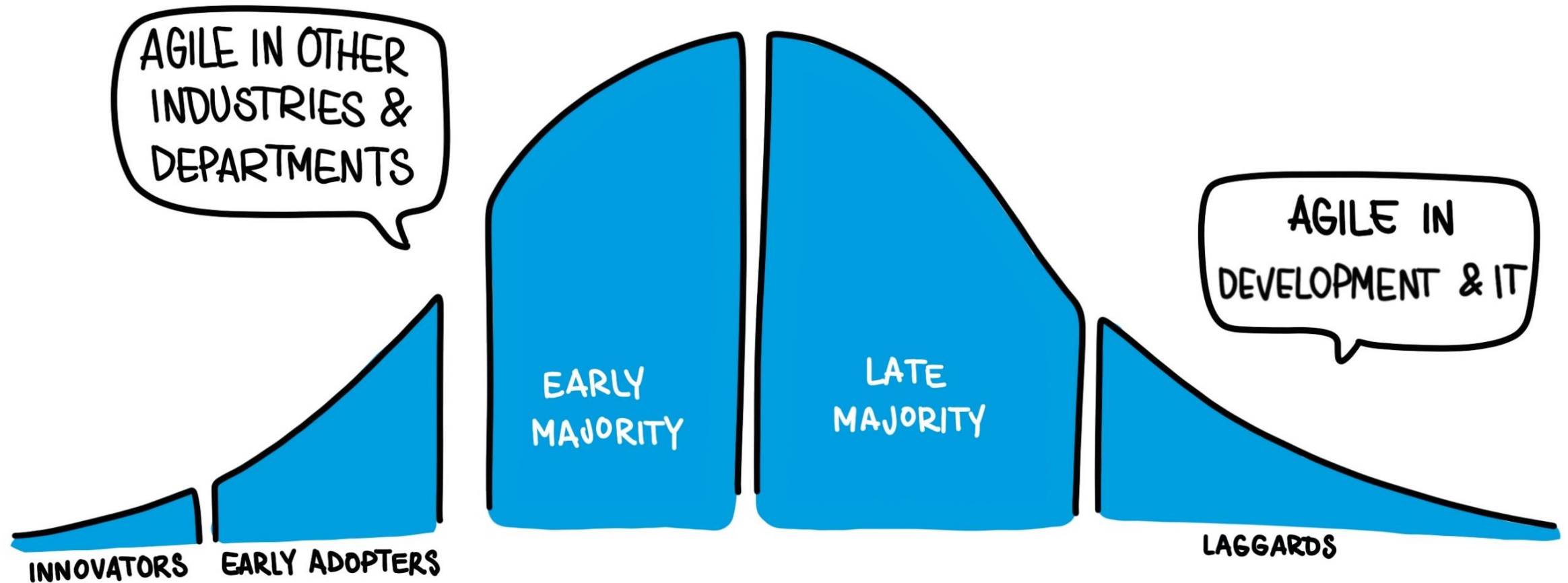


Business Agility is a set of organizational capabilities, behaviors, and ways of working that affords your business the freedom, flexibility, and resilience to achieve its purpose. No Matter What the Future Brings.

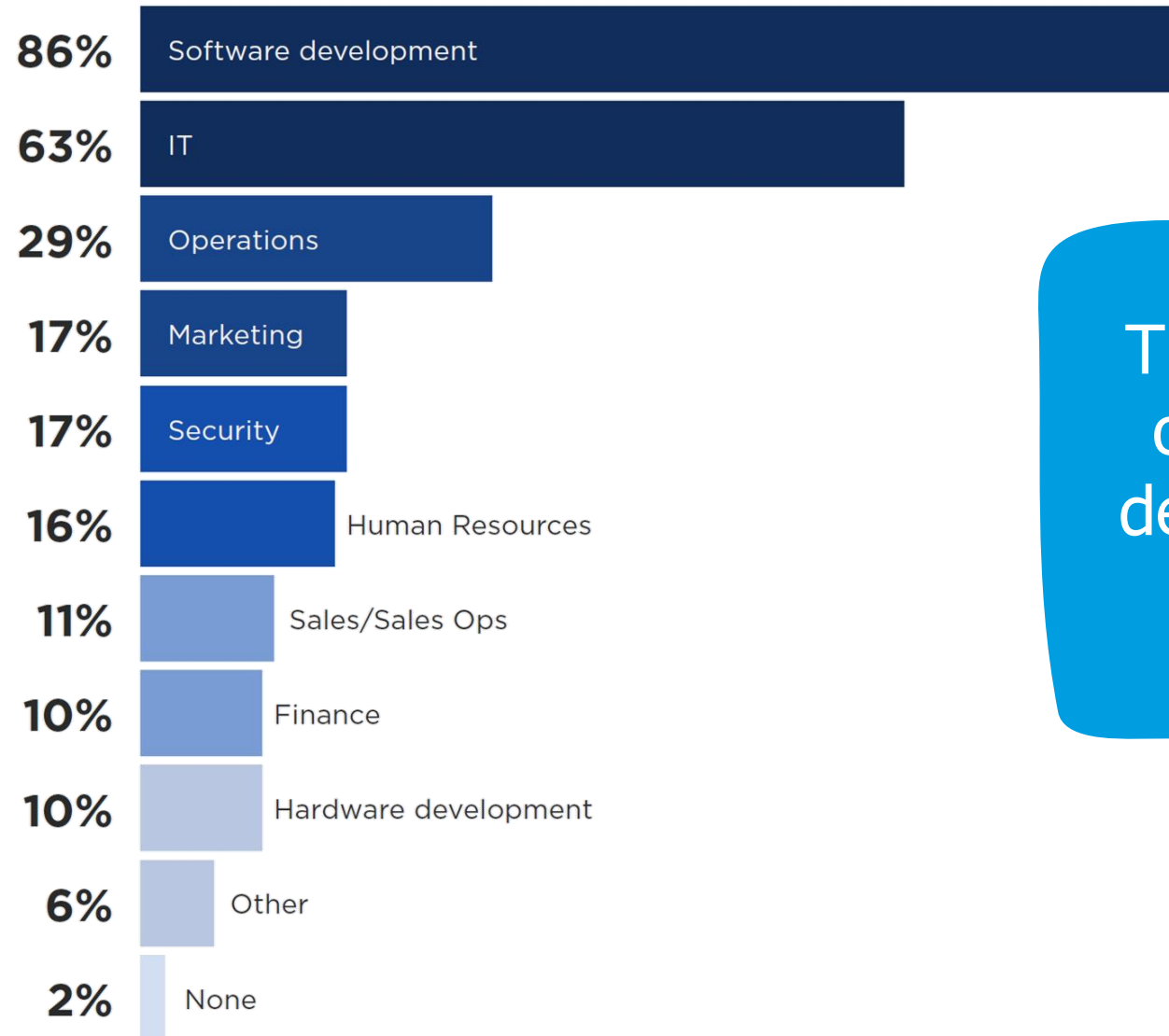


Business Agility is a people-centred, organisation-wide capability that enables a business to deliver value to a world characterised by ever-increasing volatility, uncertainty, complexity, and ambiguity.

Agile Adoption

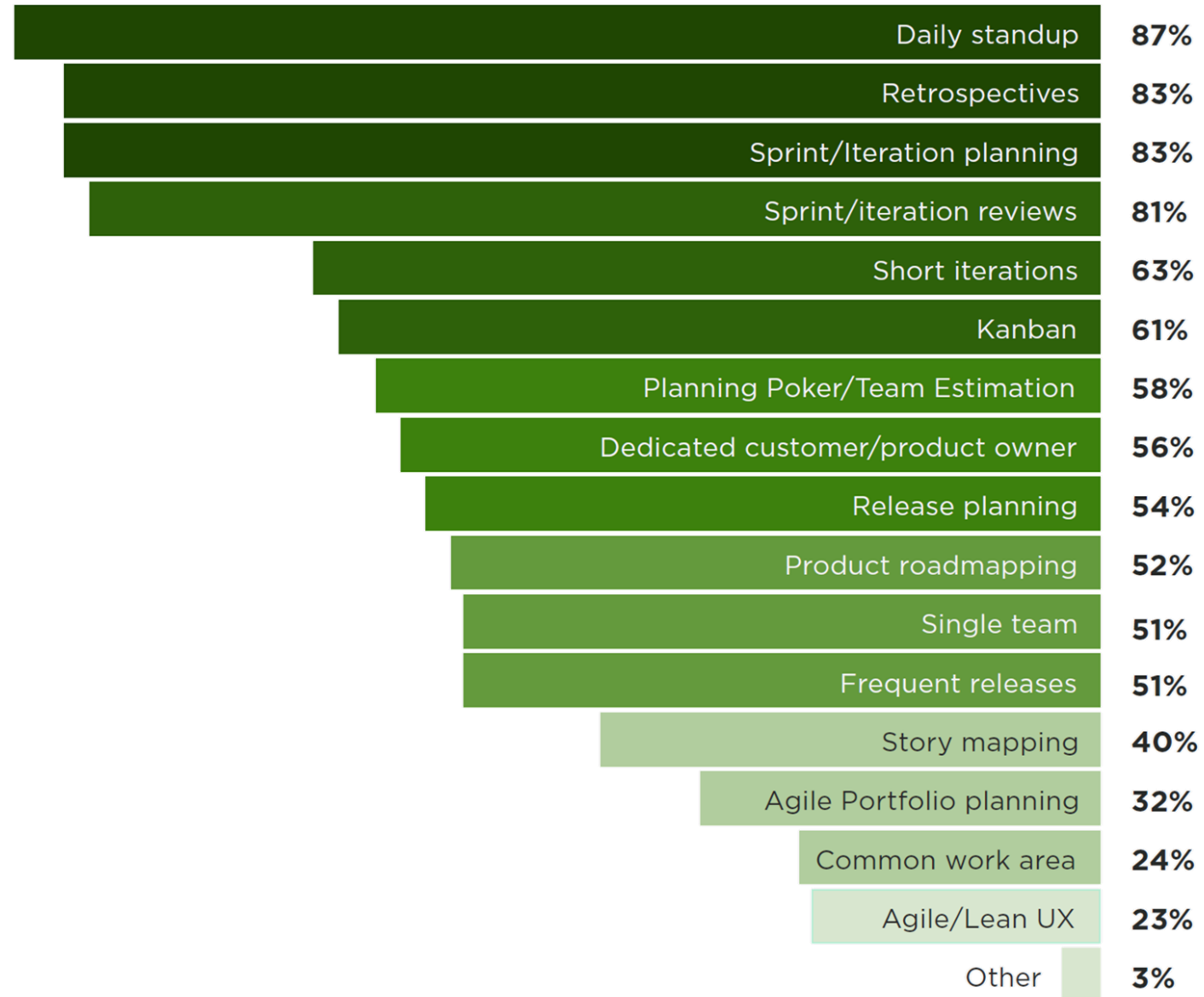


Areas that adopted Agile Practices



The presence of agile practices outside the areas of software development or IT is low, but it is growing

Agile techniques and practices used



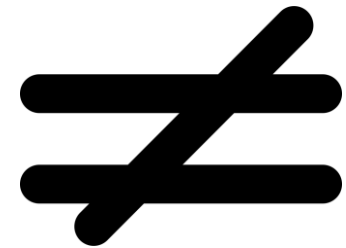
Top 5 Agile practices are included in the Scrum Framework.



iWarning!

Agile

↑
mindset

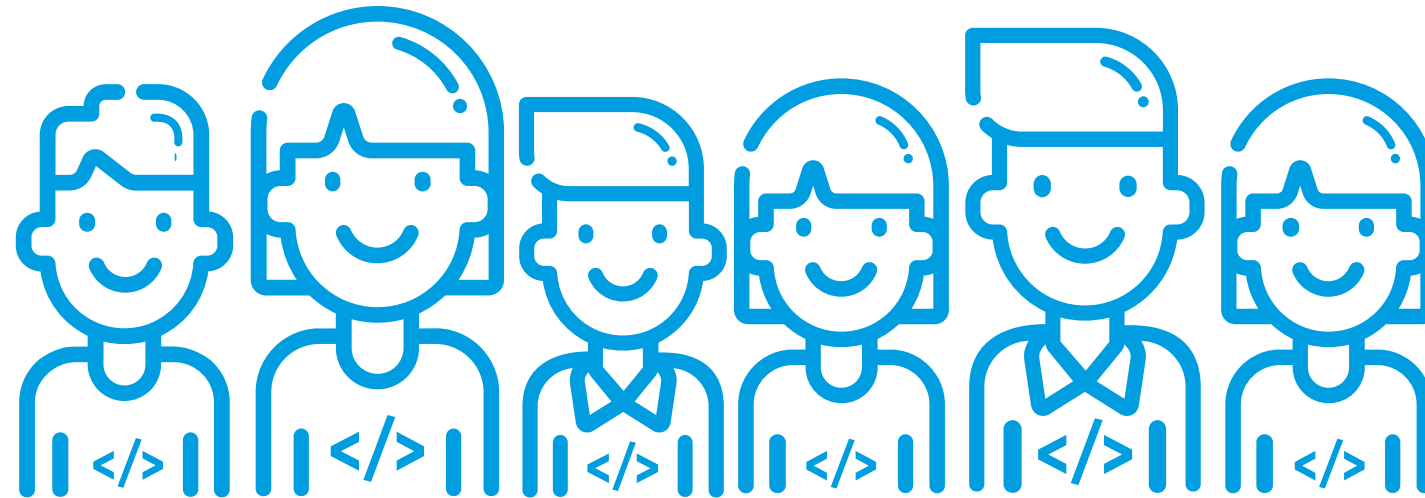


Scrum

↑
framework

The biggest mistake in agile transformations has been rushing to create Scrum teams throughout the organization without a systemic approach

What did we learn from Agile Software Development Teams that can be successfully applied to other kind of teams?





Business Agility Practices that Work on (almost) Any Team*

Disclaimer: not THE 7 practices, just MY preferred 7 practices (nowadays)



1

**Establish, normalize, visualize, and
prioritize the flow of work**

1

Establish, normalize, visualize, and prioritize the flow of work

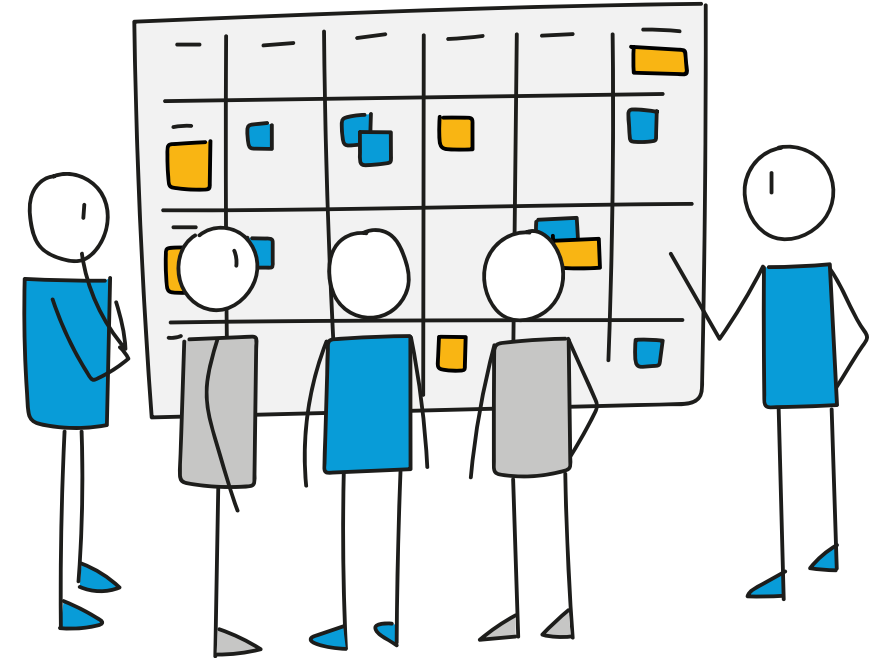
Work is work

If you can't describe what you're doing as a process, you don't know what you're doing. – E. Deming

Software features. Audit reports.
Marketing campaigns. Car repairs. Work is work.

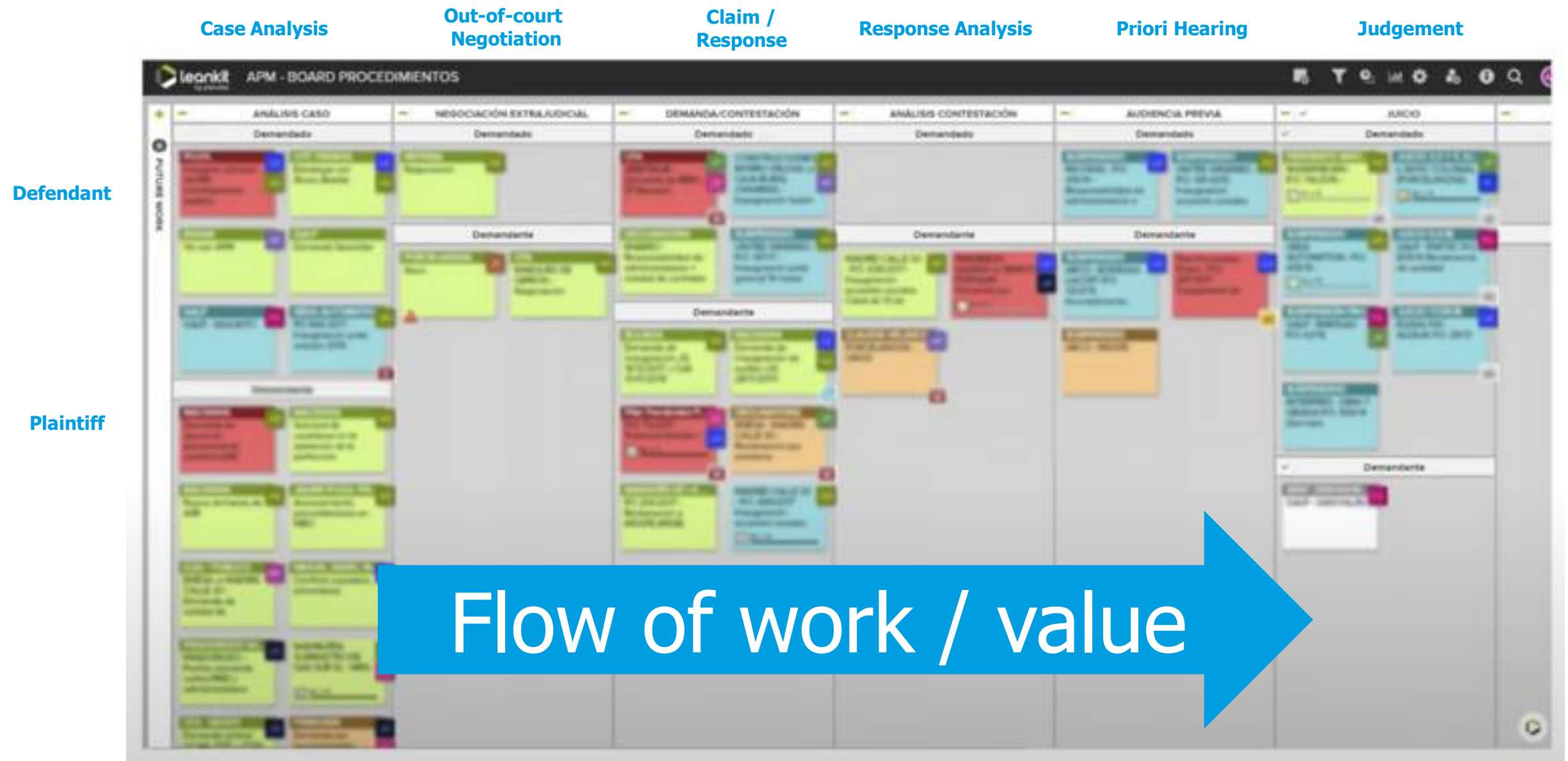
No matter its nature, work needs to be
consciously managed by the team.

Agree on your way of working and make it clear & explicit.



1

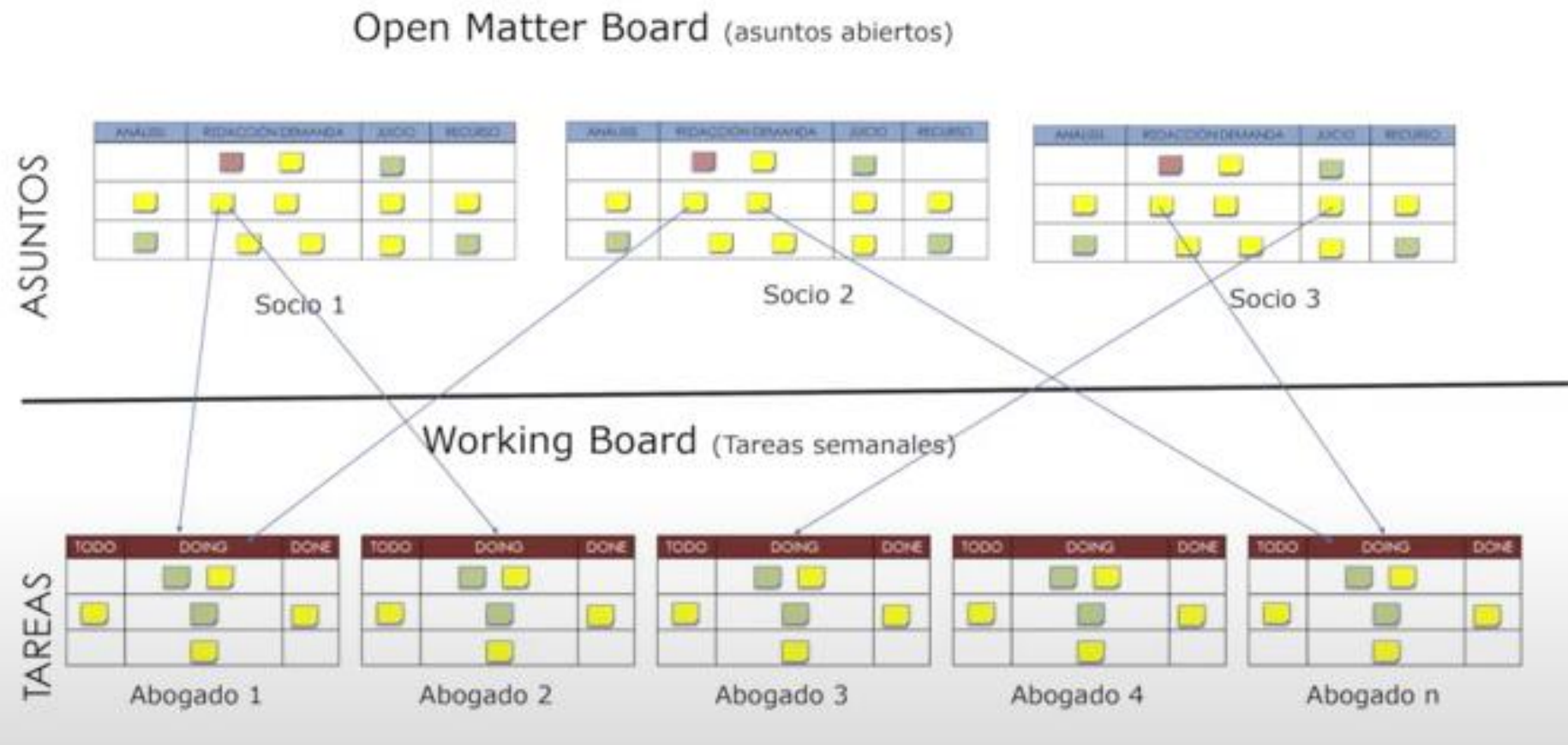
Establish, normalize, visualize, and prioritize the flow of work



1

Establish, normalize, visualize, and prioritize the flow of work

Legal Claims Management Board



Value flow

Task flow

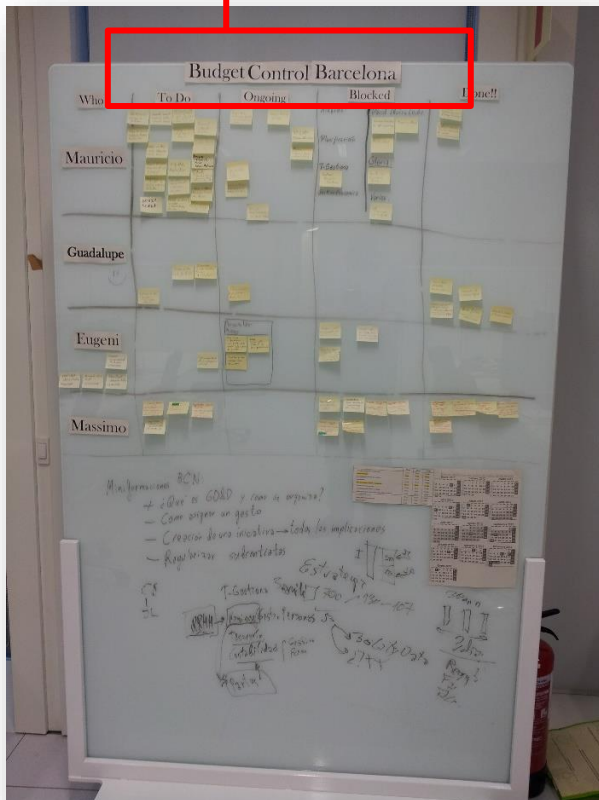
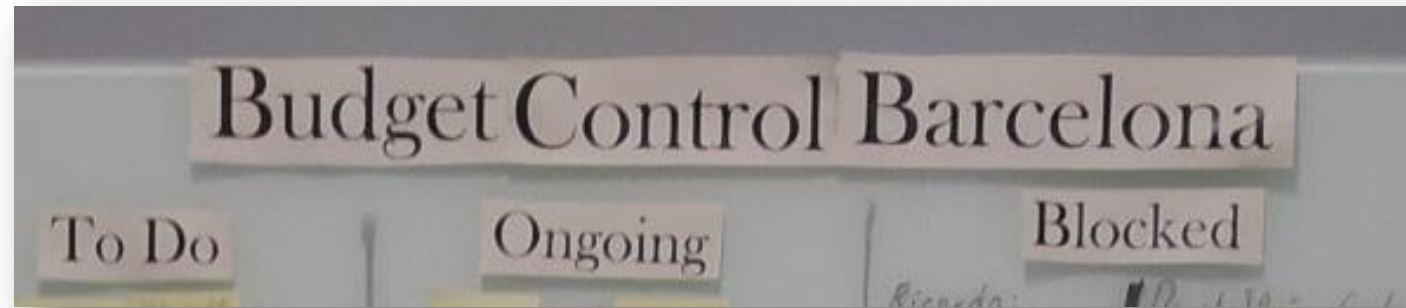
Agile Legal Project Management at Cuatrecasas

Joan Oliveras, CAS 2018 conference

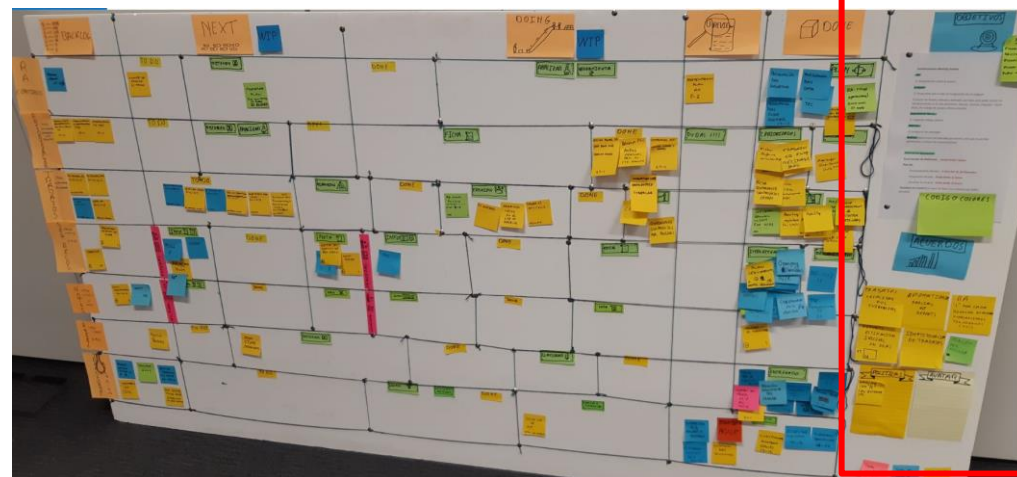
<https://www.youtube.com/watch?v=AwuTFaBUh3k>

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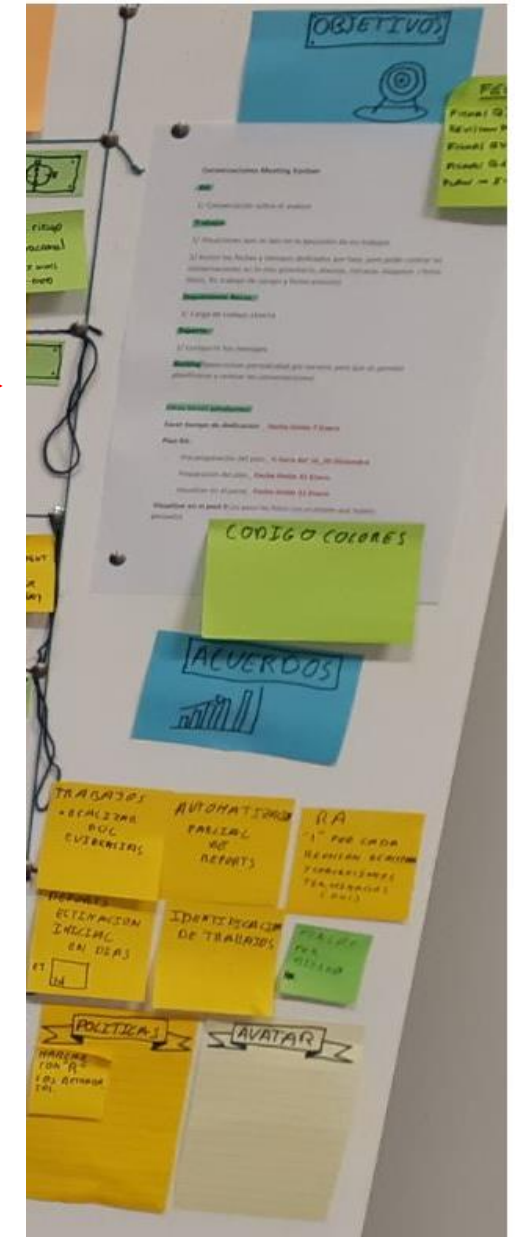
Establish, normalize, visualize, and prioritize the flow of work



Telco R&D
Barcelona office (2012)



Bank Audit Team Board
How To & Explicit Work Policies & Legend



2

**Understand what your customers
really need**

Be closer to your customers

We thought we knew what our customers needed, until we asked them.

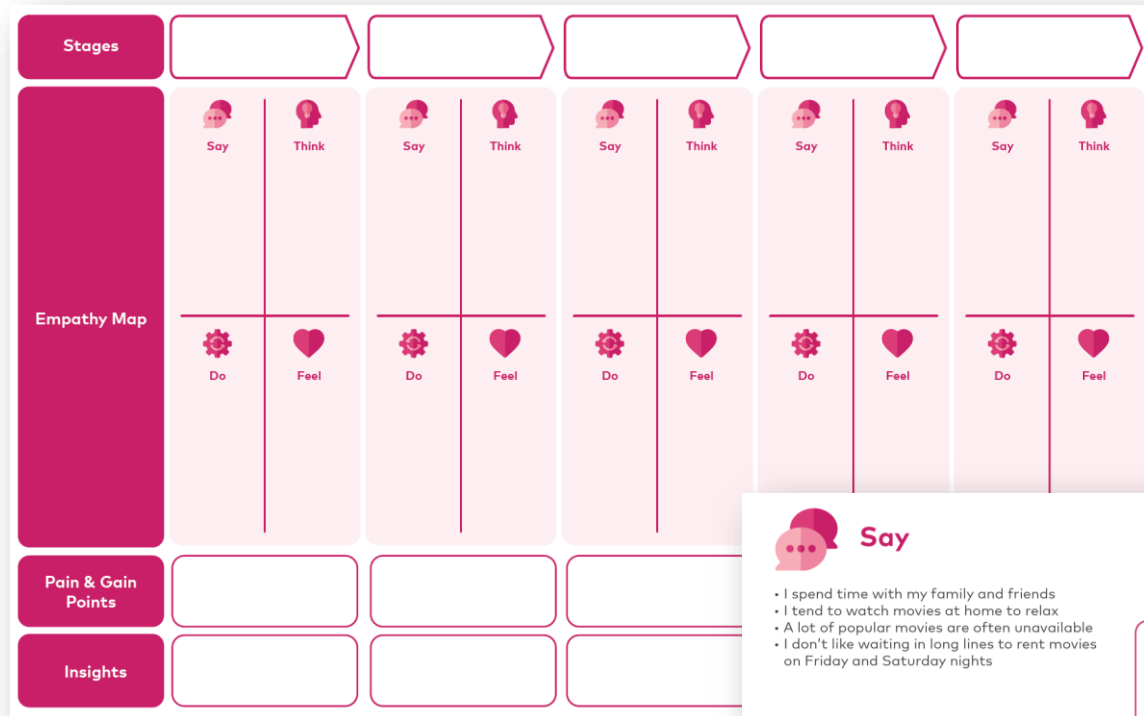
There is a better strategy than asking: Observe.

The cycle to offer solutions to problems is based on observe, ask, design, show, listen, adapt.

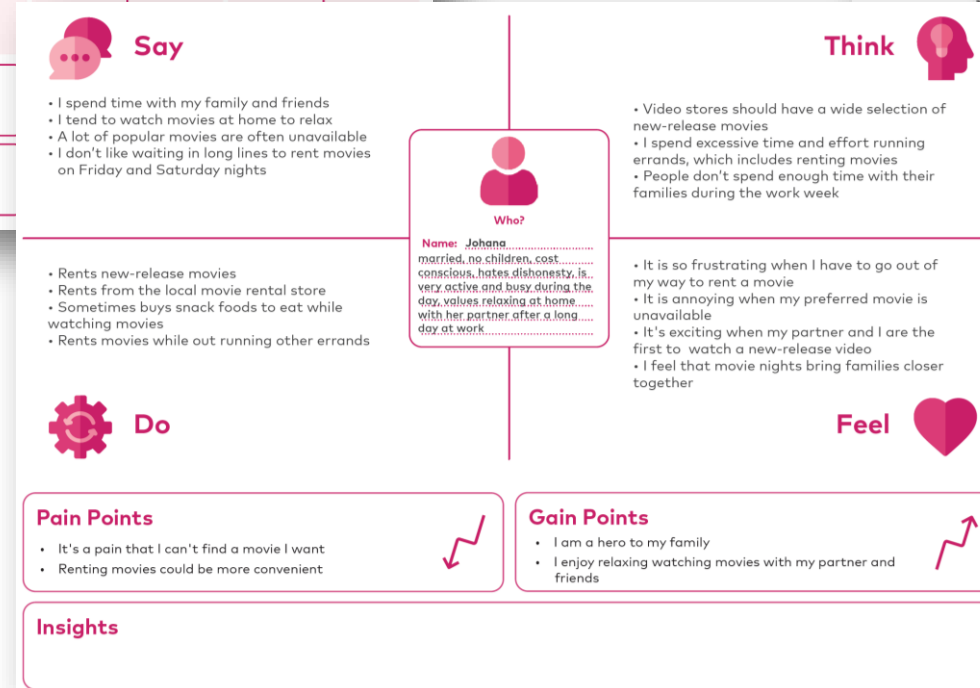


2

Understand what your customers really need



Customer Journey Map Source: <https://www.bts.com>



Empathy Map Source: <https://www.bts.com>



User Persona Source: <https://digital.gov/2015/01/09/personas-101/>



Automate work

What can we automate?

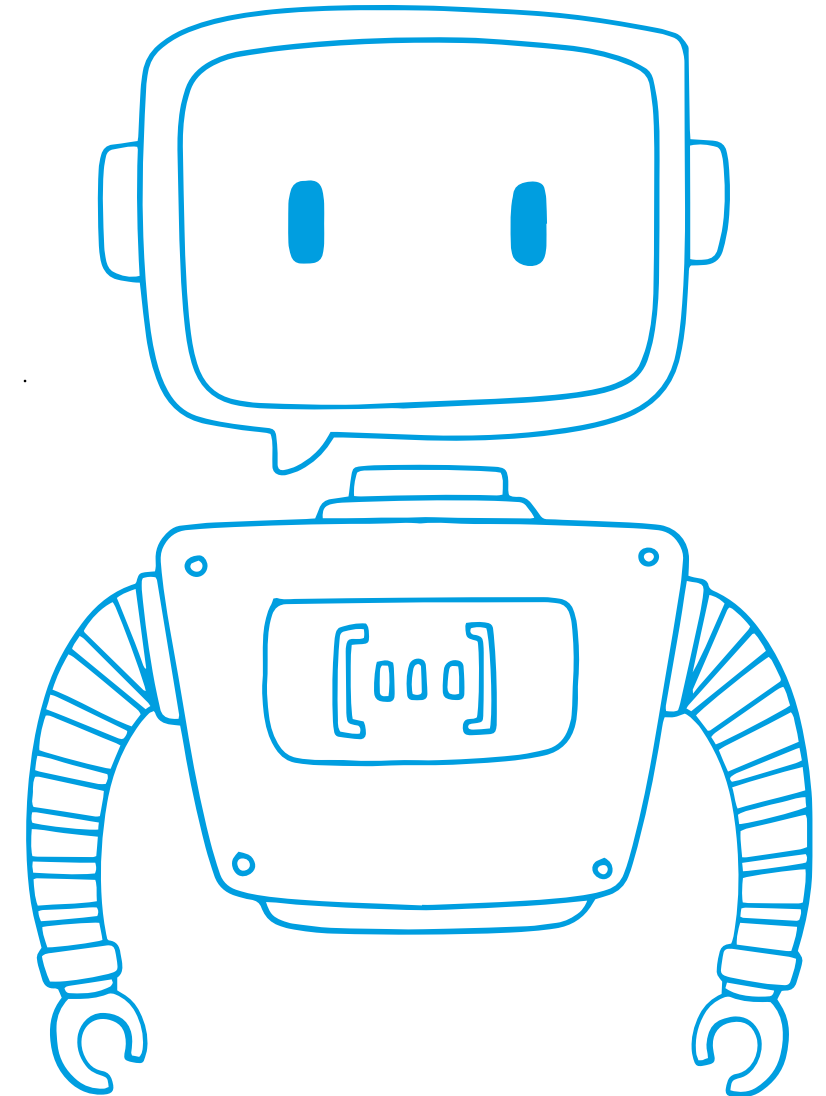
Software teams have automated code generation, testing, deployment, workflows, ...

You can automate your process.

One step.

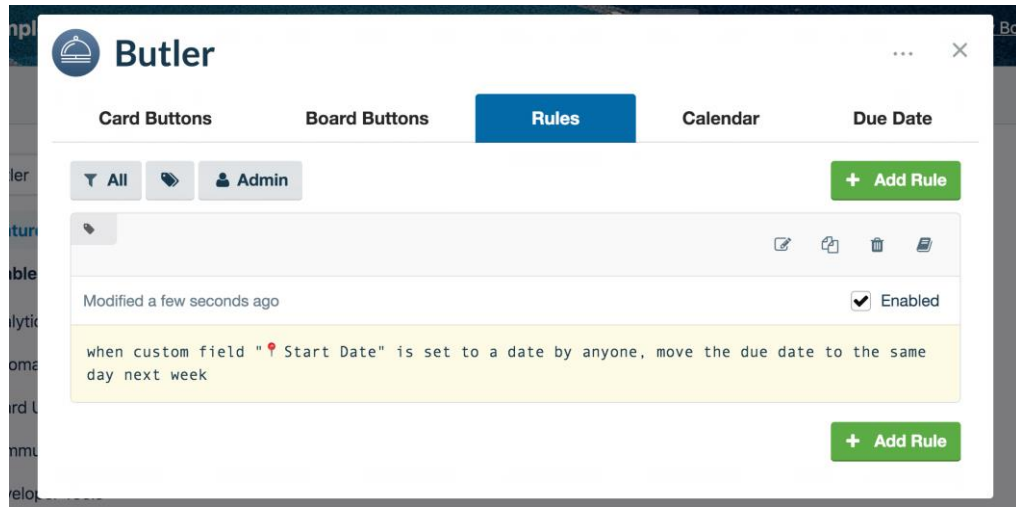
A few steps.

All steps.



3

Automate work



5 Powerful Automation Tricks with Trello

<https://blog.trello.com/custom-fields-automation-with-butler>



IFTTT – If This Then That

<https://ifttt.com/>

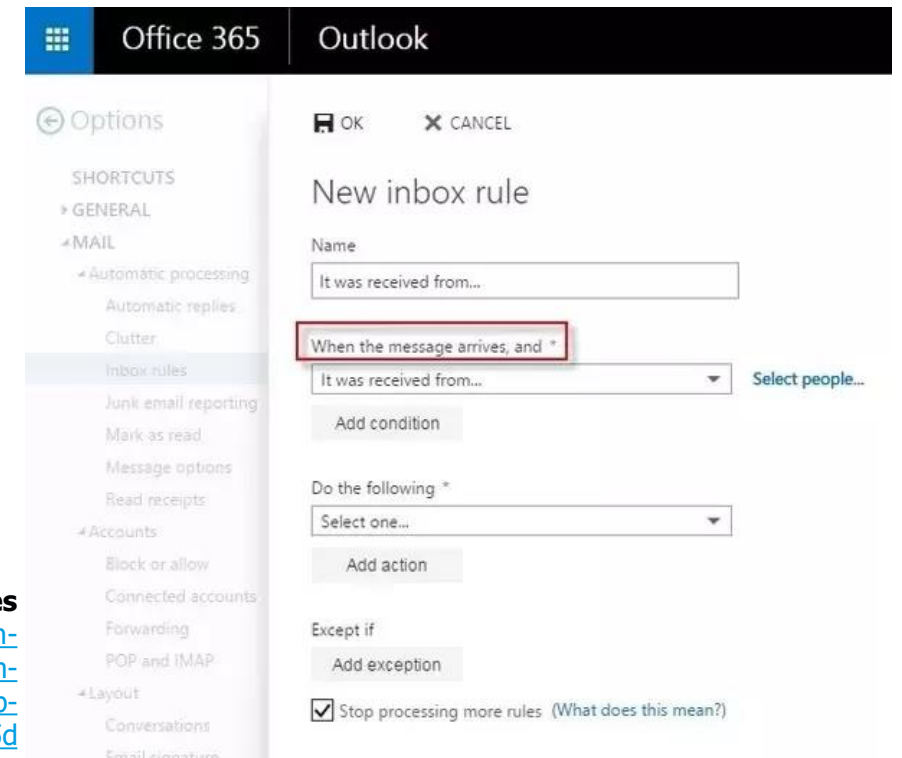
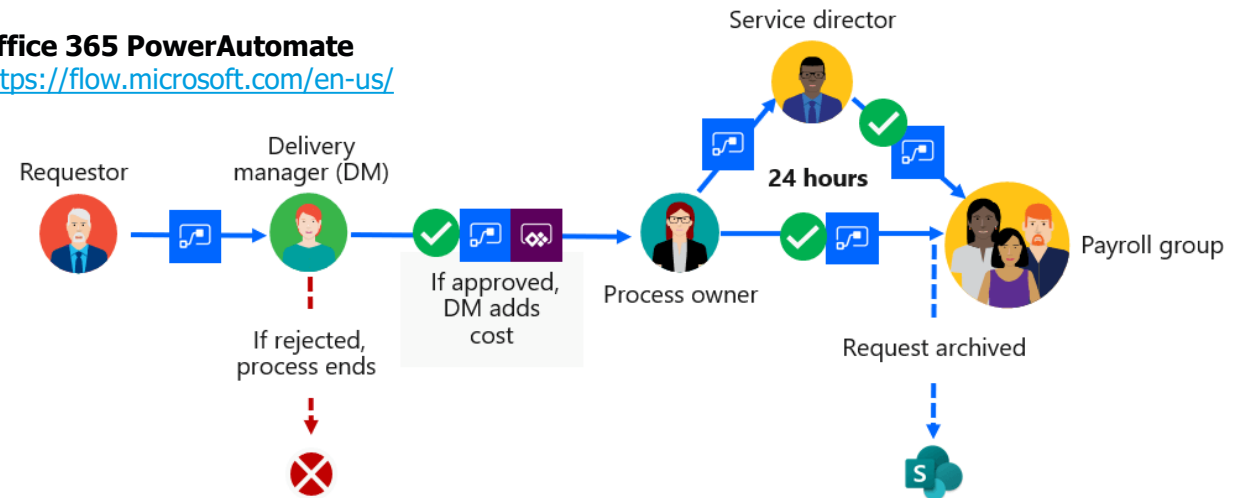


Zapier

<https://zapier.com/>

Office 365 PowerAutomate

<https://flow.microsoft.com/en-us/>



Office 365 Outlook Rules

<https://support.microsoft.com/en-us/office/use-inbox-rules-in-outlook-com-4b094371-a5d7-49bd-8b1b-4e4896a7cc5d>

4

Conduct Peer Reviews and Pairing / Mobbing

4

Conduct Peer Reviews and Pairing / Mobbing

Peer Reviews are GREAT for Learning

As reviewers

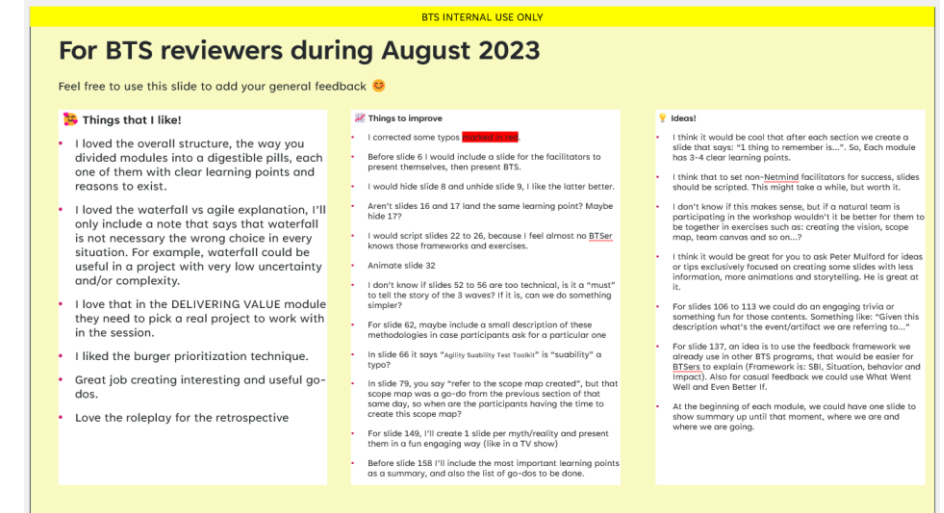
...we broaden our perspective.

...we decrease our biases.

...we increase the quality of work.

...we learn new things we would never have come up with.

... AND we give **feedback** so authors learn from our PoV & improvement suggestions.



Example of an internal asynchronous peer review for a presentation



What we liked



Doubts & questions



Improvement suggestions

Pairing. Two people, one keyboard.

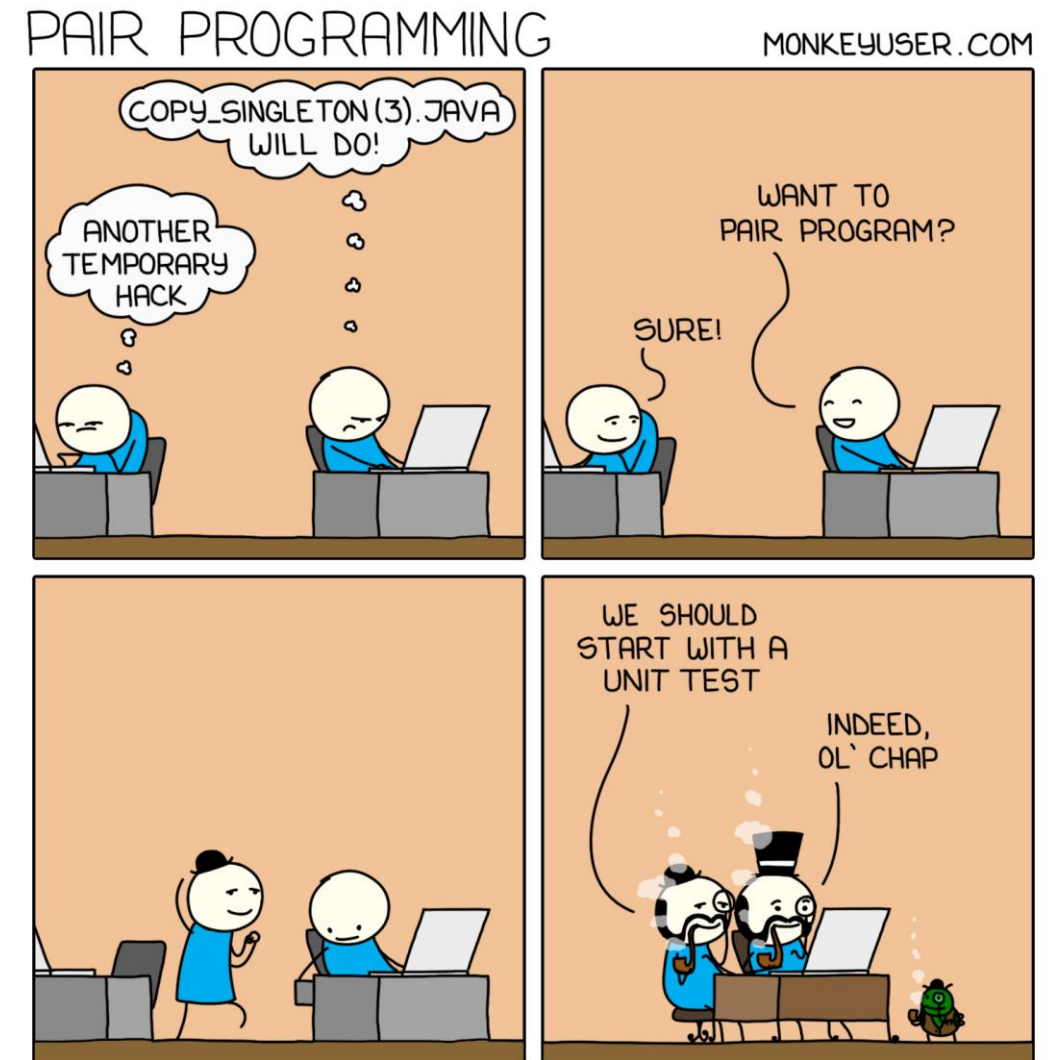
Working in pairs is a **productivity boost!**
(although some people may think the opposite).

What you get:

- Increased quality.
- Collaborative learning.
- Knowledge transfer (avoid knowledge silos).
- Build on ideas of others.
- Emergent and creative solutions.
- Conversation and friendship.
- Shared responsibility.

What you invest:

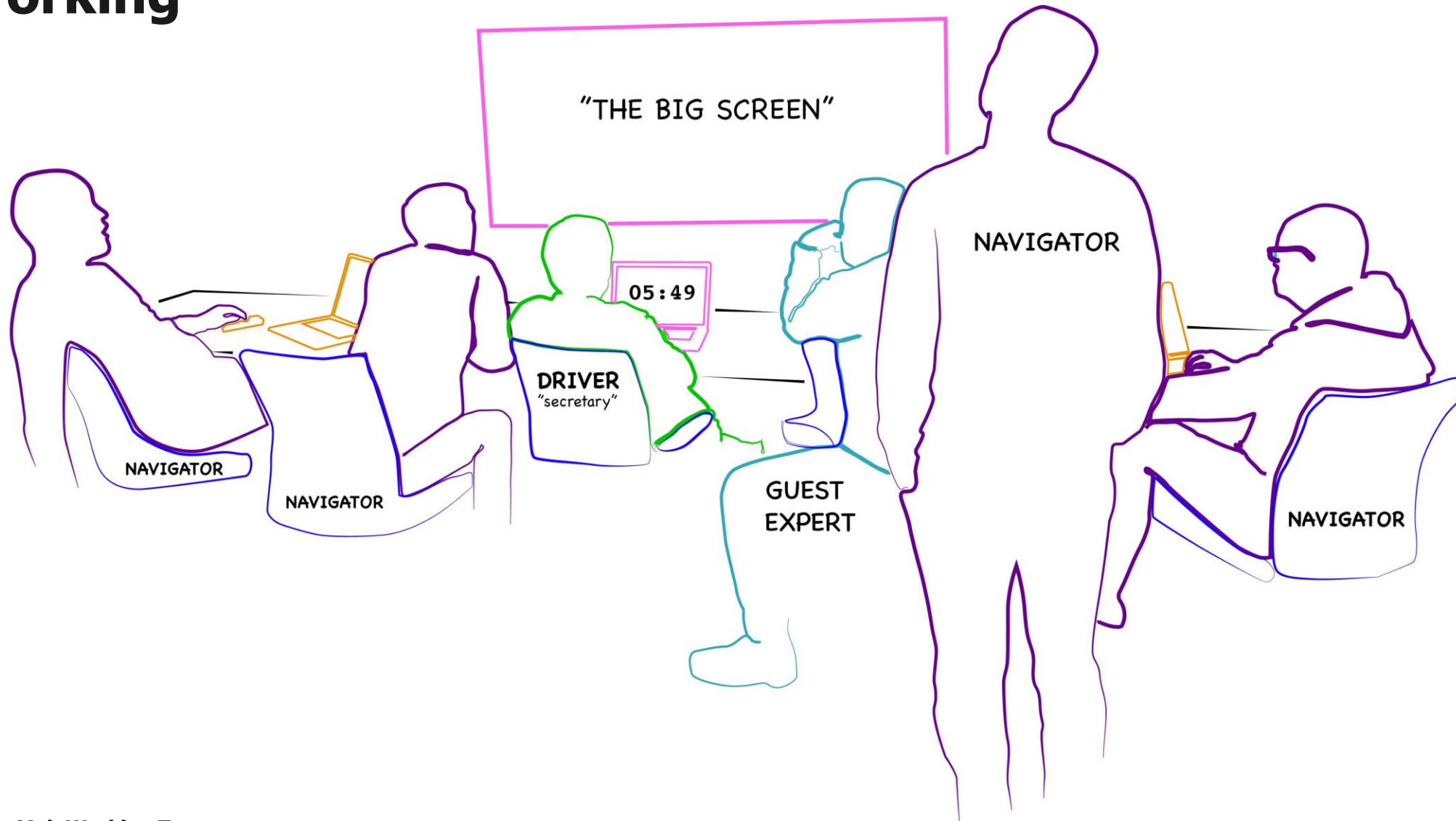
- Time.



4

Conduct Peer Reviews and Pairing / Mobbing

Mob Working



4

Conduct Peer Reviews and Pairing / Mobbing

Peer reviews, pairing and mobbing are **real teamwork practices**.

Each person impacts with their individual and collective contribution, they help each other.

Work and deliverables become the **responsibility of the whole team**.

Avoid "No my job" situations



© Break

<https://i.redd.it/54yudh0q6ln31.jpg>

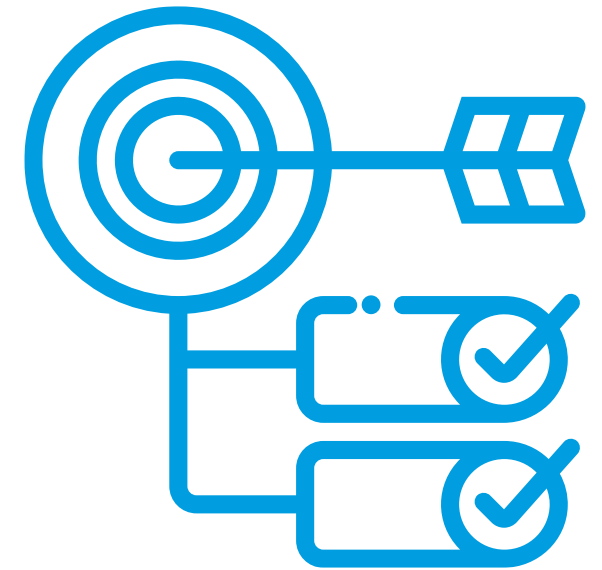
5

Align Objectives (and measure them)

Walking in the right direction

“Alice: Would you tell me, please, which way I ought to go from here?
The Cheshire Cat: That depends a good deal on where you want to get to.
Alice: I don't much care where.
The Cheshire Cat: Then it doesn't much matter which way you go.
Alice: ...So long as I get somewhere.
The Cheshire Cat: Oh, you're sure to do that, if only you walk long enough.”

Lewis Carroll, Alicia in Wonderland



If you don't know where you're going, any direction is good (or bad).

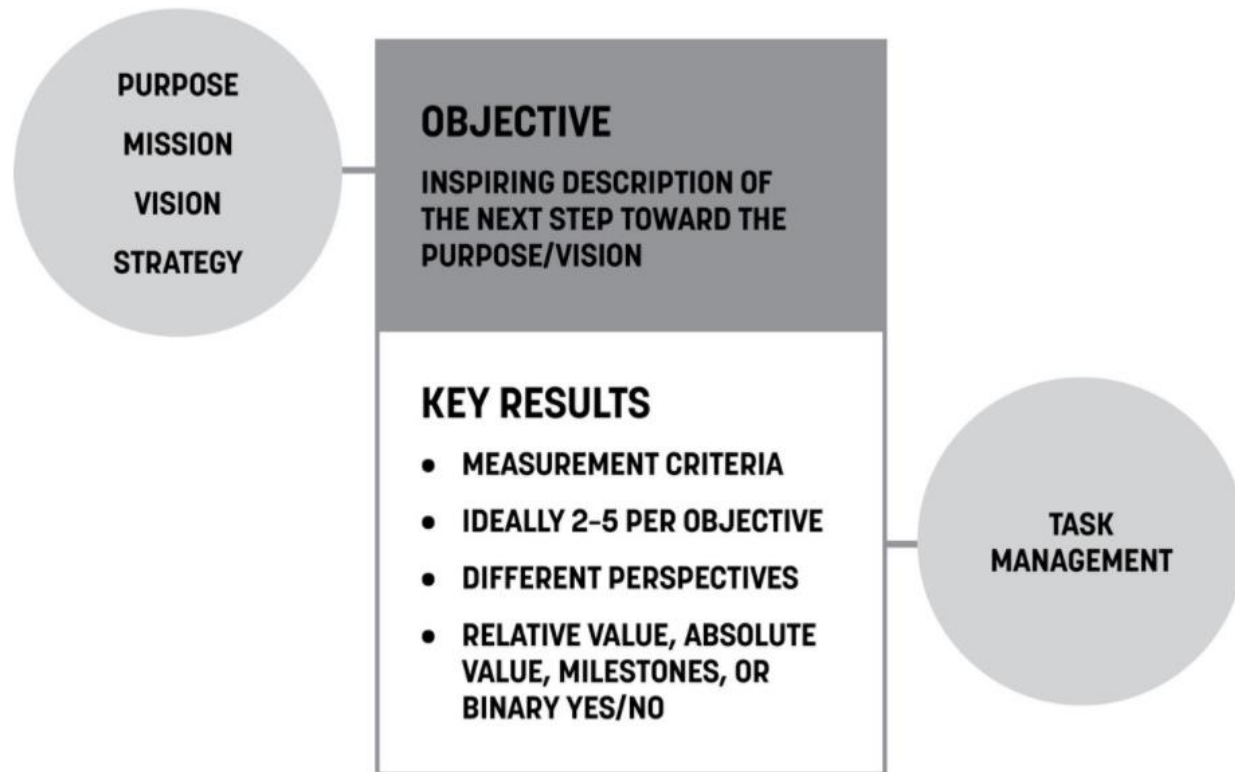
Set a goal, pursue it, review the results, adapt.

What are OKRs?

“A management methodology that helps ensure that the company **focuses on the same important issues** across the organization”

John Doerr

What are OKRs?



OKRs in a Nutshell



Objectives: Where are we going?
(Qualitative)



Key results: How do we know if we have arrived? Definition of success
(Quantitative)



Key Tasks: What are we going to do to get there?

An example of OKRs

Strategy – Execute an Agile transformation

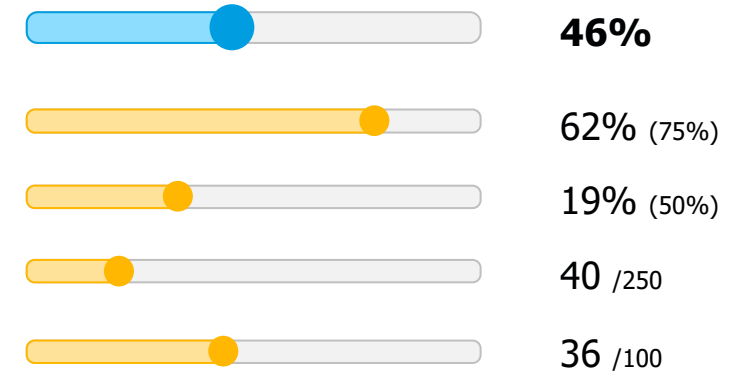
Objective: Promote an Agile mindset in the organization

KR1 – Train **75%** of the organization's professionals in Agile values and principles

KR2 – Get **50%** of professionals to enroll in a Learning Community within the first year

KR3 – Get **250** professionals to attend a minimum of 2 face-to-face Community events

KR4 – Organize **100** internal talks on experiences and lessons learned in applying Agile



Program - Create the Agile Academy

Objective: Develop the internal capabilities needed to adopt Agile

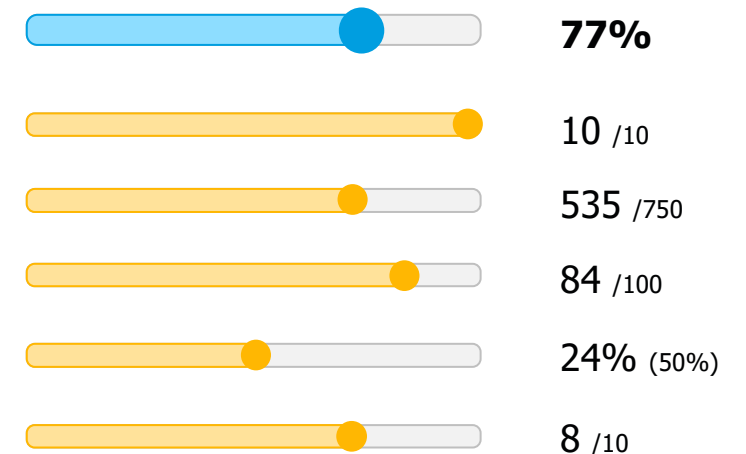
KR1 – Define training itineraries for **10** Agile roles within 6 months

KR2 – Have **750** professionals attend all the basic training associated with their role within 12 months

KR3 – Perform **100** Agile training actions within 12 months

KR4 – Get **50%** of professionals to participate in an Agile Academy event within 12 months

KR5 – Define the capacity assessment model for the **10** defined Agile roles



An example of OKRs for introducing OKRs



Objective:

- Measure what's important by using OKRs in the company



Key results:

- Percentage greater than 80% of people trained during first trimester
- Availability of quarterly OKRs in assigned groups
- Quarterly review in groups that apply OKRs



Key Tasks:

- Define the standard training of the company
- Convene the participants in the training
- Deliver the training
- Check the effectiveness, ...



Try new things!

Do not celebrate mistakes. Celebrate **Learning**

If we don't try new things, we will always end up doing the same.

The basis of innovation is experimentation.

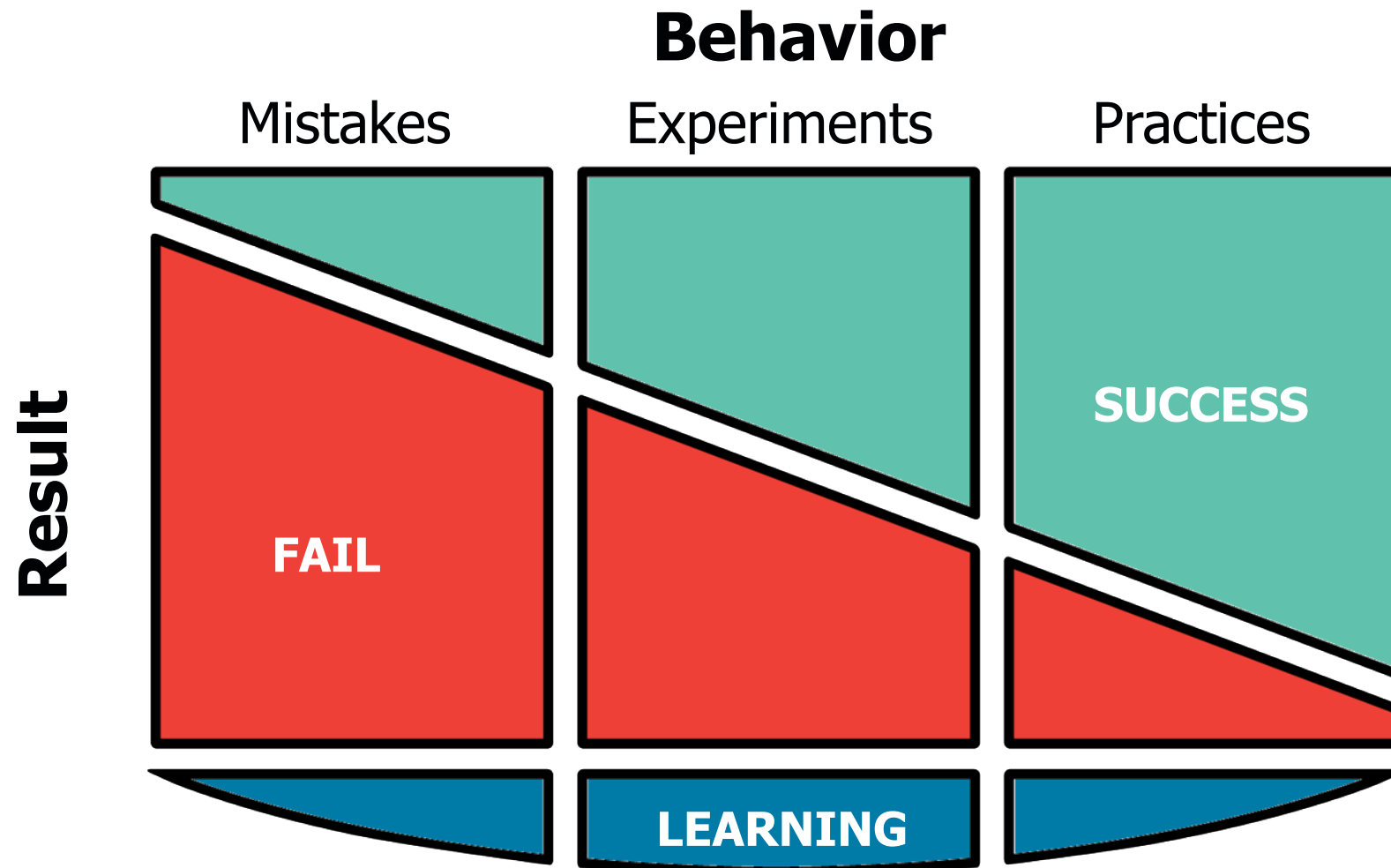
It is impossible for an **experiment** to go wrong. We may not get the expected result, but that does not mean that it has gone wrong. **We have learned.**



6


Try new things!

Celebration Grid. Maximize Learning.



6

Try new things!

Test Card


Test Name
Period


Responsible/s

Step 1: Hypothesis – *We believe that...*

Step 2: Test – *To verify that, we will...*

Step 3: Metric – *And measure...*

Step 4: Criteria – *We are right if...*

Learning Card


Test name
Date

Responsible/s

Step 1: Hypothesis – *We believed that...*

Step 2: Observation – *We observed...*

Step 3: Learnings and Insights – *From that we learned that...*

Step 4: Decisions and Actions – *Therefore, we will...*

6

Try new things!

EXAMPLE

Experiment

for

introducing

OKRs

Test Card



Test Name

Use OKRs with my team

Period

3Q

Responsible/s

[Your name here]

Step 1: Hypothesis – *We believe that...*

...using metrics to be aligned will help us achieve better results and be more focused on the most important issues.

Step 2: Test – *To verify that, we will...*

...start using OKRs, defined together with Management & the whole team.

Step 3: Metric – *And measure...*

...key results twice a month during next quarter. We will collect feedback at the end of the quarter from all stakeholders involved.

Step 4: Criteria – *We are right if...*

...we achieve between 50% and 95% of the objectives and feedback from survey is at least 8 out of 10.

Learning Card



Test name

Use OKRs with my team

Date

2023.9.30

Responsible/s

[Your name here]

Step 1: Hypothesis – *We believed that...*

...using metrics to be aligned will help us achieve better results and be more focused on the most important issues.

Step 2: Observation – *We observed...*

...that we achieved 85% of the objectives we set. We had a 9.7 feedback about the usefulness of the tool.

Step 3: Learnings and Insights – *From that we learned that...*

...setting objectives aligned with our strategy and defining measurable key results helped everyone to be focused.

Step 4: Decisions and Actions – *Therefore, we will...*

...continue using OKRs, use a better tool to track & share results, and help other teams apply the same system.



Establish Learning Cycles and Continuous Improvement

Adapt or Die

A daily meeting is a learning cycle.

A retrospective meeting is a learning cycle.

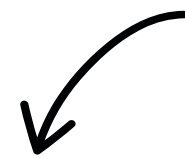
Reflect on what we can do to improve and then take action.

Deliberately improving our skills to be better at what we do is the only way to survive.

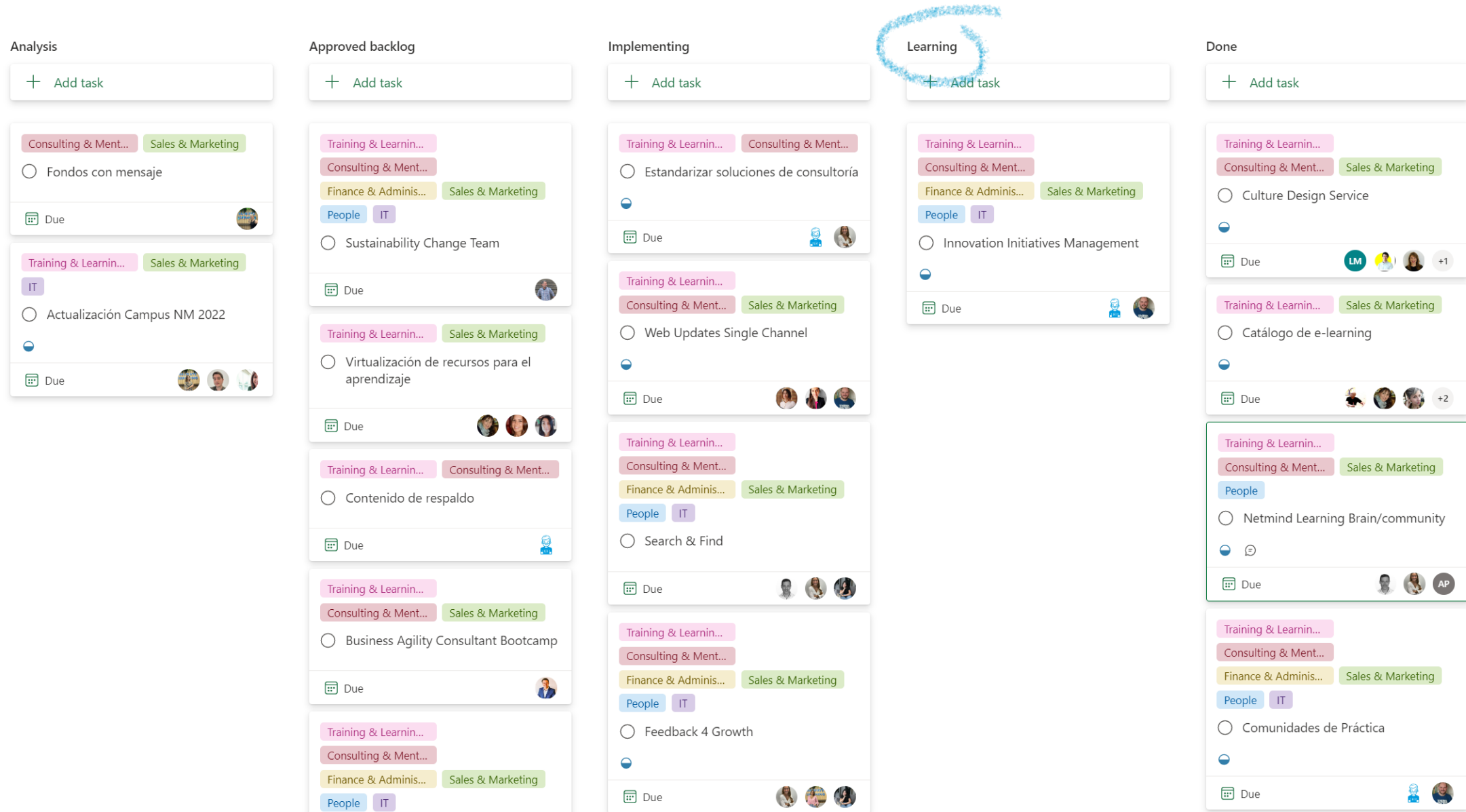


Establish Learning Cycles and Continuous Improvement

This step is key

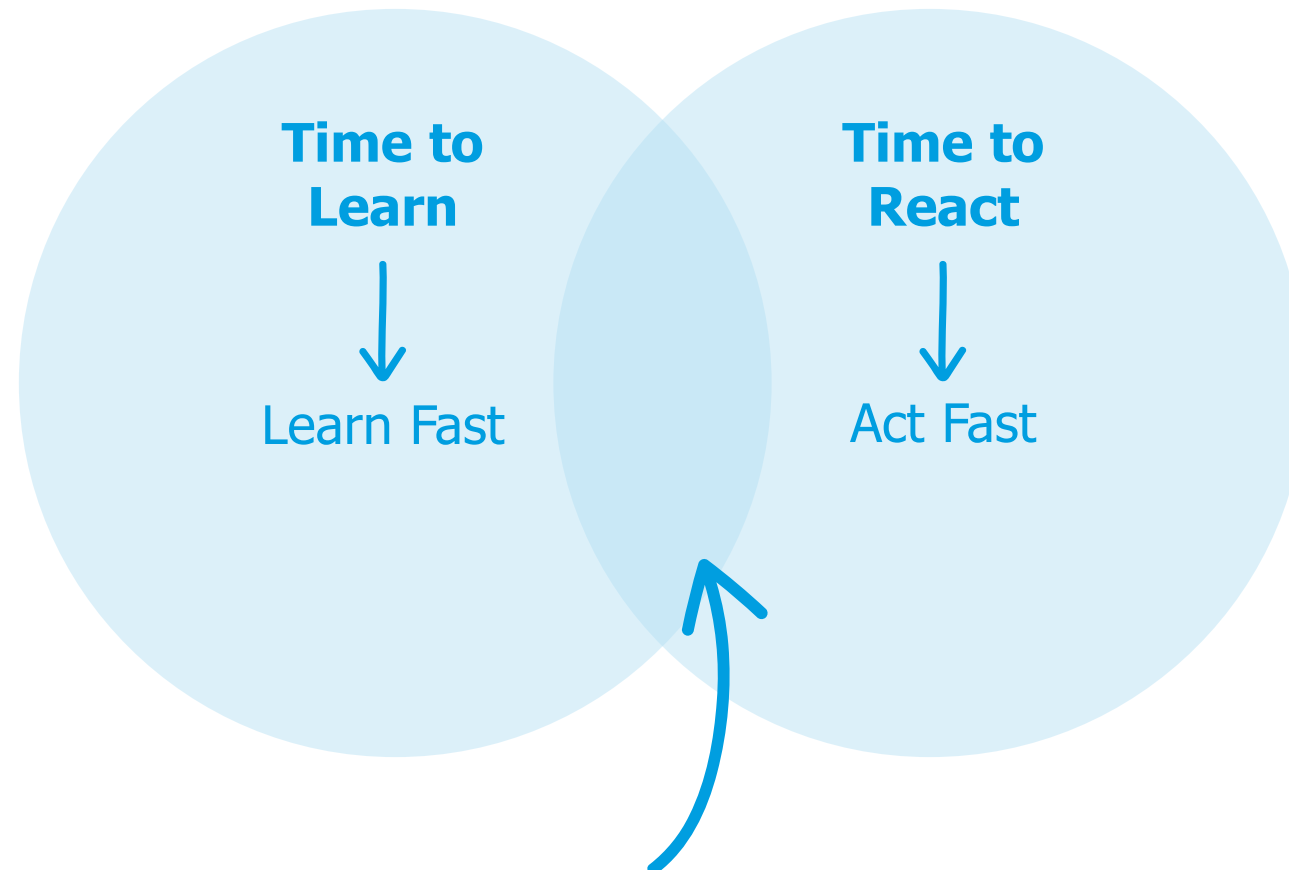


Collaborative Innovation Initiatives Board at Netmind



Summary

Organizational Learning & Business Agility



Business Agility requires the entire organization to learn fast and act fast

7 Business Agility Practices that Work On (almost) Any Team

- 1 Establish, normalize, visualize, and prioritize the flow of work
- 2 Understand what our customers really need
- 3 Automate work
- 4 Conduct Peer Reviews and Pairing / Mobbing
- 5 Align Objectives (and measure them)
- 6 Try new things!
- 7 Establish Learning Cycles and Continuous Improvement

Which practices you could apply?

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Or use QR code

Final Takeaways



Do not “cut and paste” practices or frameworks from other teams without understanding them first and agreeing on what they are intended to achieve.



Organizational Learning is the basis of Business Agility.
We learn fast AND act fast.



We have seen 7 practices that may work for your team.
You must find yours.

Final Final Takeaways

DISCLAIMER

Business Agility goes beyond Agile Teams!

High performing Agile Teams are a key component for Business Agility. But acting **ONLY** at team level is a sub-optimization of the system.

You need to work **also** on practices at a **higher levels** within the organization for coordination and alignment between teams, business units and value streams.



Thanks for your feedback

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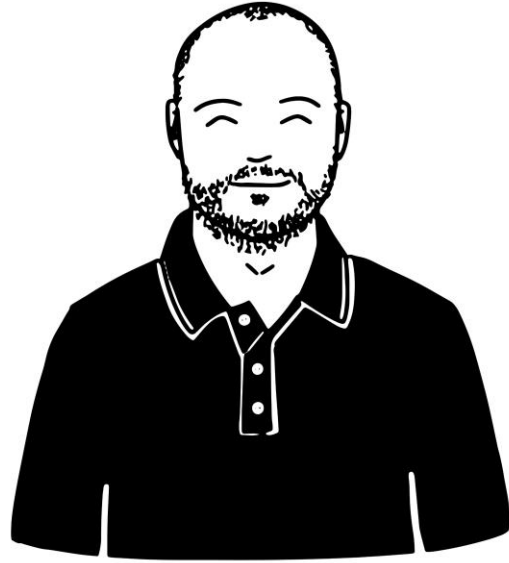
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