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Modern Org was conceived as a platform for continuous improvement through relentless experimentation with all modern/emerging techniques that improve people's lives while fulfilling their pursuit of a purposeful life. What we learn we teach others with the hope of furthering our mission to get people divorced from jobs while elevating them to new meaningful heights.

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Agile Is Staying

Agile adoption is failing

Warning!

- Some things I will propose may be:
 - at odds with your experience
 - frustrating as they challenge deep beliefs you may hold
 - diverging from what others may have said
 - ...
- That's OK, I want you to disagree. It's the best way we make progress.

Learning hack

try it, it's fun

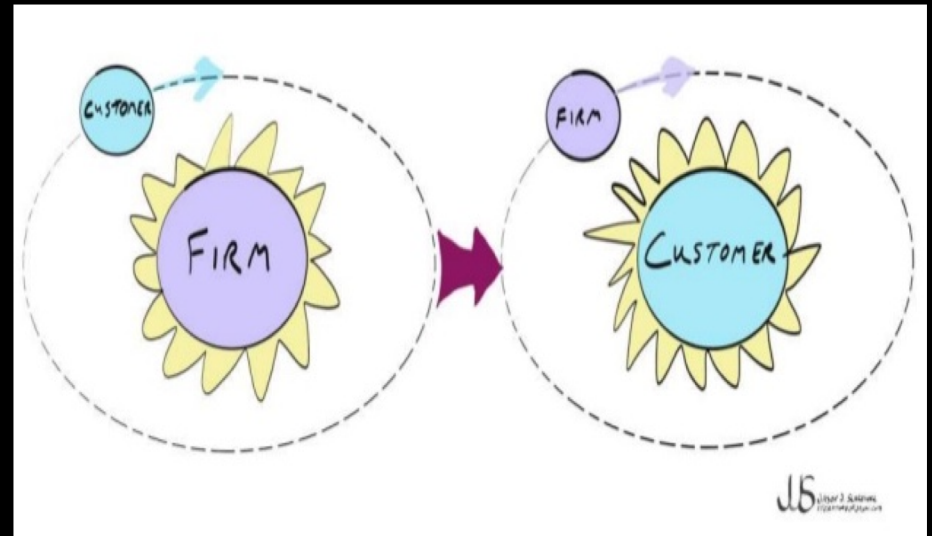


My brief story of...

Customer Delight

Why Delight?

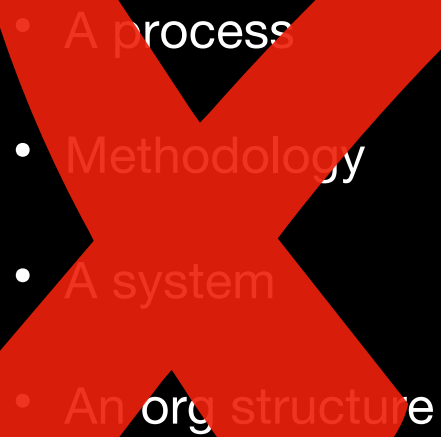
- Shift from seller to buyer
- World has changed
 - Globalization
 - Knowledge work
 - Internet



What is Agile Not?

- A process
- Methodology
- A system
- An org structure

- Doing twice the work in half the time
- Going faster
- ...
- ...

- 
- A process
 - Methodology
 - A system
 - An org structure

- Delivering twice the value with half the work
- Deliver value sooner

What is Agile?

Mindset

AGILE VALUES

Individuals and interactions over *processes and tools*

Working software over *comprehensive documentation*

Customer collaboration over *contract negotiation*

Responding to change over *following a plan*

AGILE PRINCIPLES

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Why do you want to be Agile?

I've tried, It's not working

What are my options?

“... less than 20% of firms who say they are Agile are even implementing the basics of Agile.”

–Jeff Sutherland, March 2018

- Stuck with a mechanical agile
- Culture shift too difficult
- Lack of support
- Lack of understanding of what it takes
- Unrealistic expectations
- Lack of patience
- Wavering commitment

It's a System Thing

Discover through modeling.

Optimizing Goal

Structural Change

**Organizational System strongly
influences the Mindset**

“Cluture follows structure”

What structures?

- Reporting structure
- Teams' structure
- Incentives structure
- Funding structure
- Product structure
- Policy structures
- Power structure (aka hierarchy)

"Attempting to change an organization's culture is a folly, it always fails. Peoples' behavior (the culture) is a product of the system; when you change the system peoples' behavior changes."

—John Seddon

Courage to Change

Requirement to Succeed

- Organize around true products
- Deliver value to the customer
- Create environment where employees thrive
- Shift focus from an individual to small teams
- Empower your teams and connect them with the customer

We Must Delight!



Thank You!

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