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Agile Transformation is not the Goal

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 - *Unlocking Business Agility with Evidence-Based Management*
 - *"Facilitating Professional Scrum Teams"*
 - *"The Nexus Framework for Scaling Scrum"*
- 15+ years in organizational behavior
- 14+ years learning agility and Scrum
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Agile transformation is not the goal

If agile transformation is not the goal,
then what is?

Organizations often pursue agility to improve their ability to deliver



“Be more efficient”

“Deliver faster”

Evidence-Based Management (EBM) – Key Value Areas



The “real” goals for agile transformation are usually customer-driven

Why worry about agile transformation goals?

Because 70% of change efforts fail

70% of change efforts fail*

Common external influences

- Disruptive competitors and technologies
- Competitive marketplace for talent and solutions
- Government regulations
- Economic changes

Common internal influences

- Leadership changes
- Shifts in strategies
- Company reorganizations
- Team restructuring



What would we do if we
wanted
to be terrible?

To cause failure...
to SABOTAGE a
competitor's initiative?

More reasons why change efforts fail

- They lack a compelling "why"
- They're not starting small
- Leaders signal the change isn't important, they say one thing and reward something else
- People quit when the going gets tough instead of adapting
- Employees are cynical about change
- Employees are not **empowered** in building something for themselves

Change efforts have a much better chance when....

- People are empowered. It's a net positive for the organization.
- Employees build something for employees by employees
- Employees are empowered in what they work on and how to deliver value



How do we know if teams are empowered?

We can measure empowerment through decision latency

- Decision latency is the time it takes to decide and act on a decision
- A way to measure the degree to which their teams are empowered
 - Do teams have to wait for executives to make a decision? How long?
- If decisions take a long time (greater decision latency) then teams are not very empowered to act or make decision
 - Can teams make a decision without “running it up the chain?”





Let's try!

What's the cost
for you to make
a decision?

How long does it take?

1. Work together in groups, choose 1 person to represent the activities that are involved before they can start a project in their organization (or an organization they work with)
2. Identify the decision points and decision latency in that process
3. Bonus: Estimate how much that latency costs the organization (estimate % of project cost)

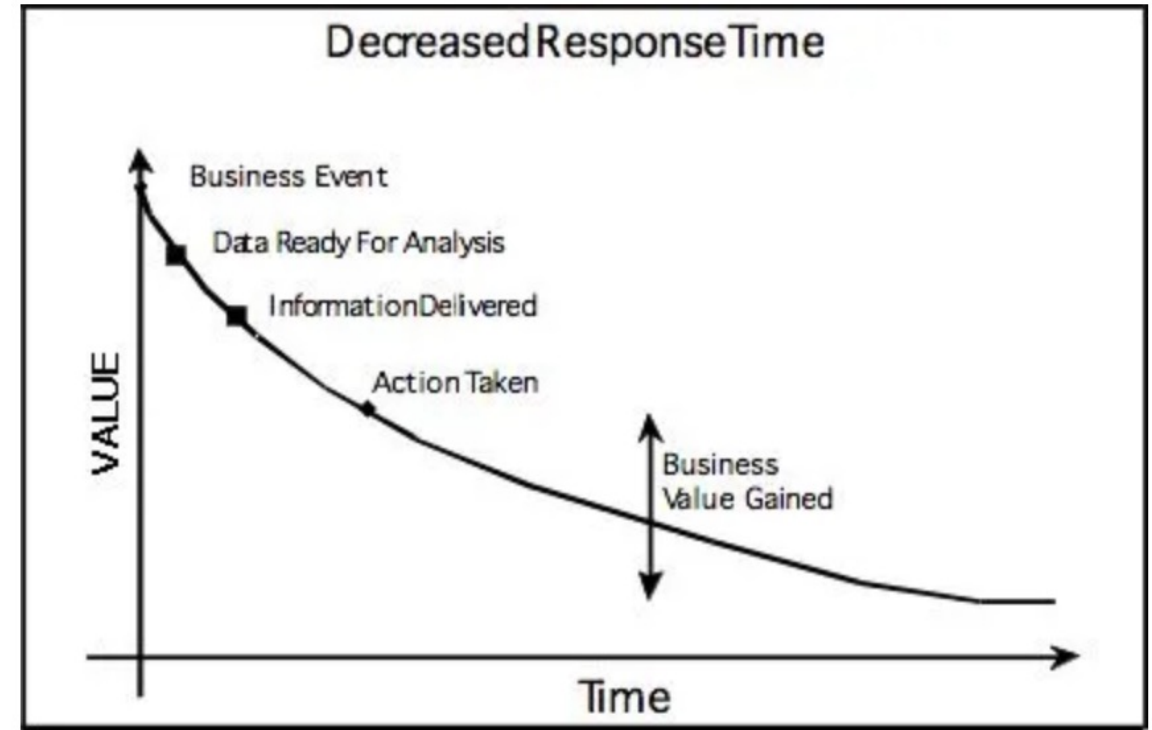


The root cause of decision latency is lack of empowerment

- Am I allowed to make this decision?....
- Are we allowed to decide?
- Is there a single person or a committee?
- People feel they must be involved

Focusing on empowerment will pay off for everyone who want to deliver value

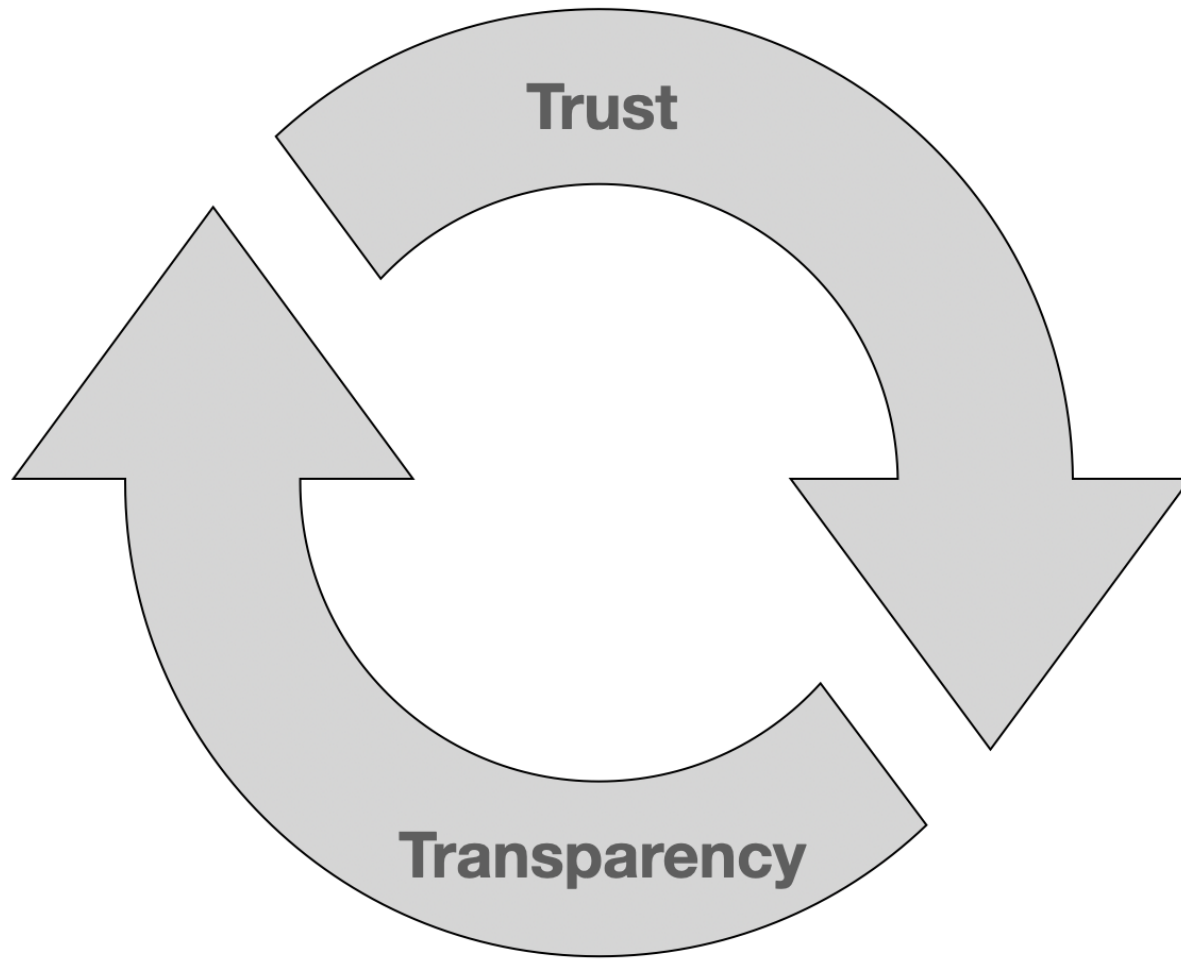
People closest to the problem, with the greatest knowledge, should make decisions about how they work.



<https://medium.com/amsterdam-standard/factors-to-improve-the-software-development-process-you-must-know-6cabd83437af>

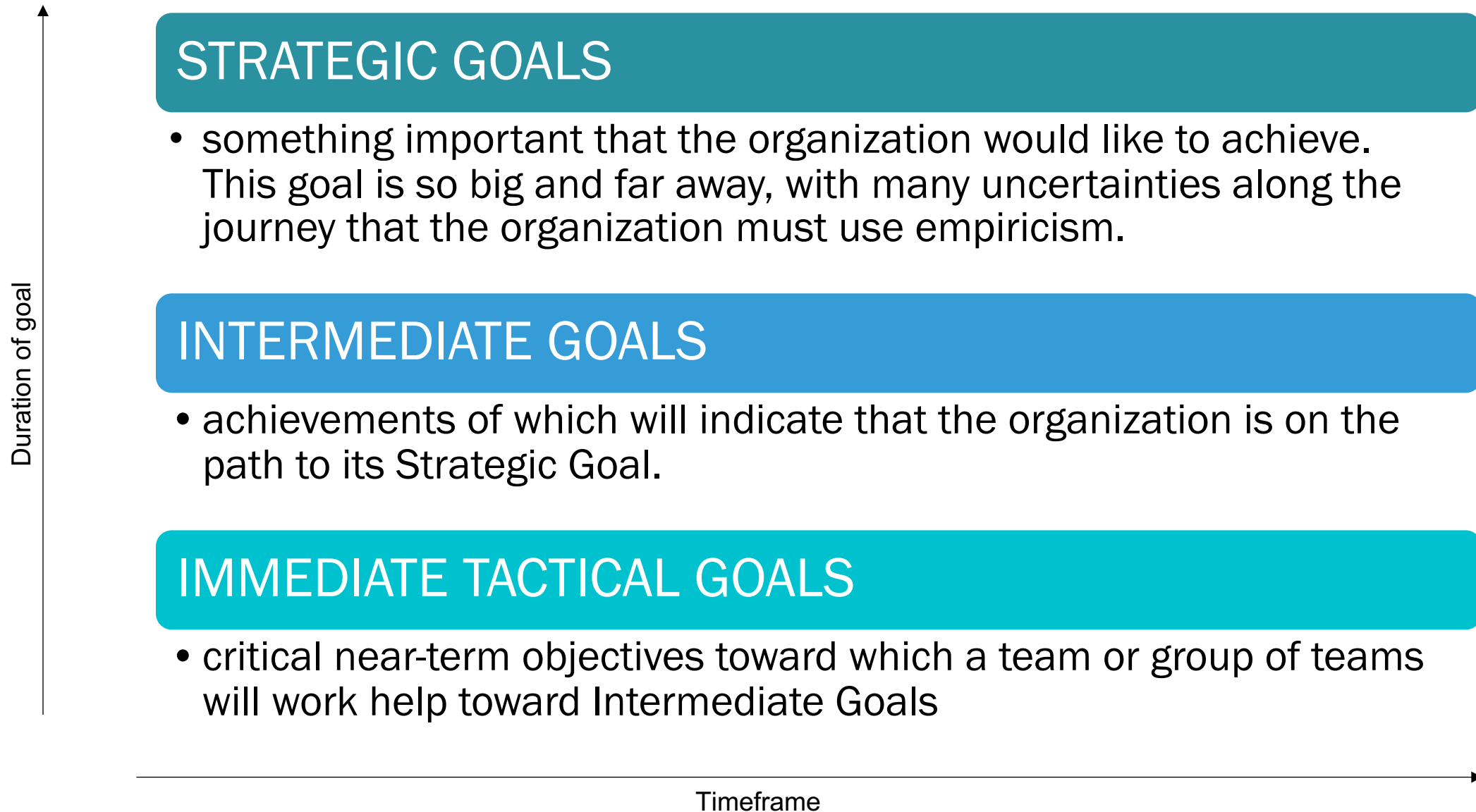


There is no Empowerment Fairy

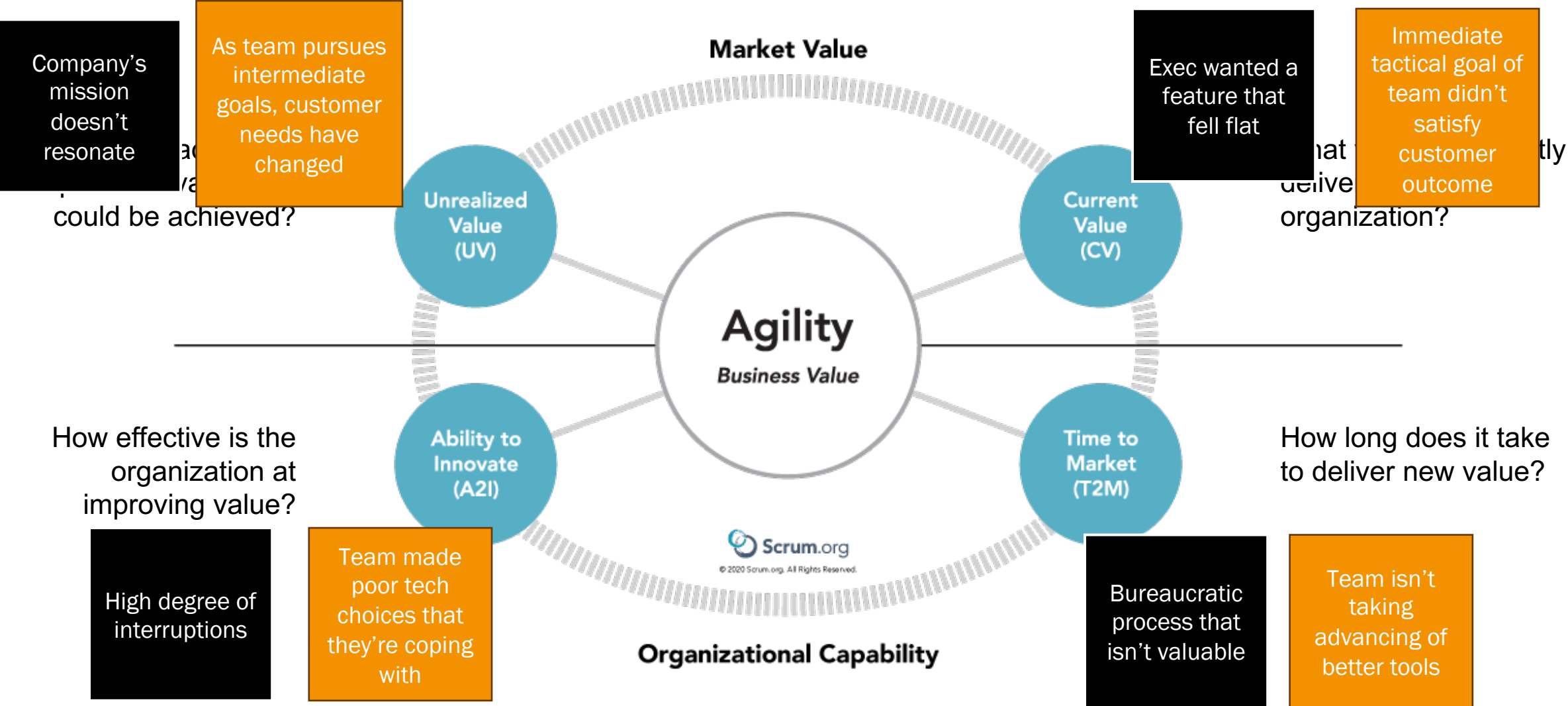


**Empowerment
is a 2-way
street that
takes time,
transparency
and trust**

Three Types of Goals in EBM



Look for transparency in the EBM Key Value Areas

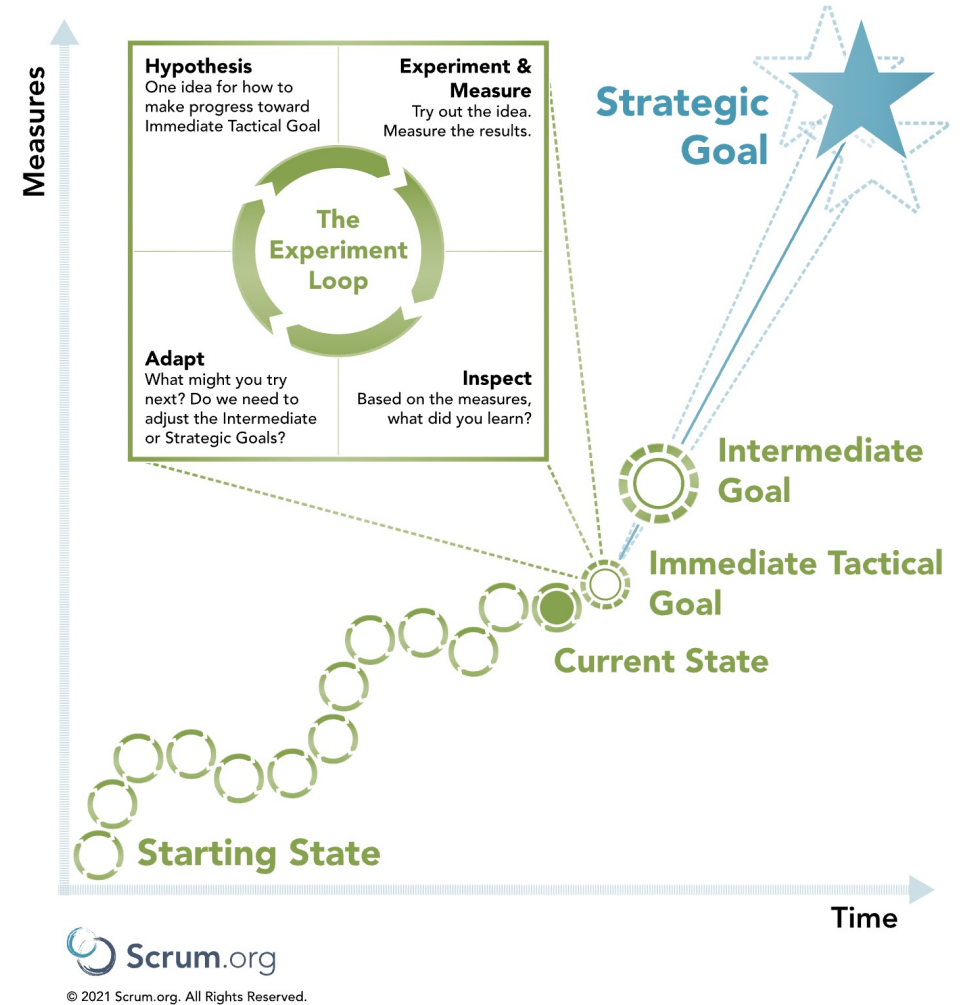


Evidence-Based Management™ - Progression in small steps

An empirical approach that helps organizations continuously improve

- customer outcomes,
- organizational capabilities,
- and business results

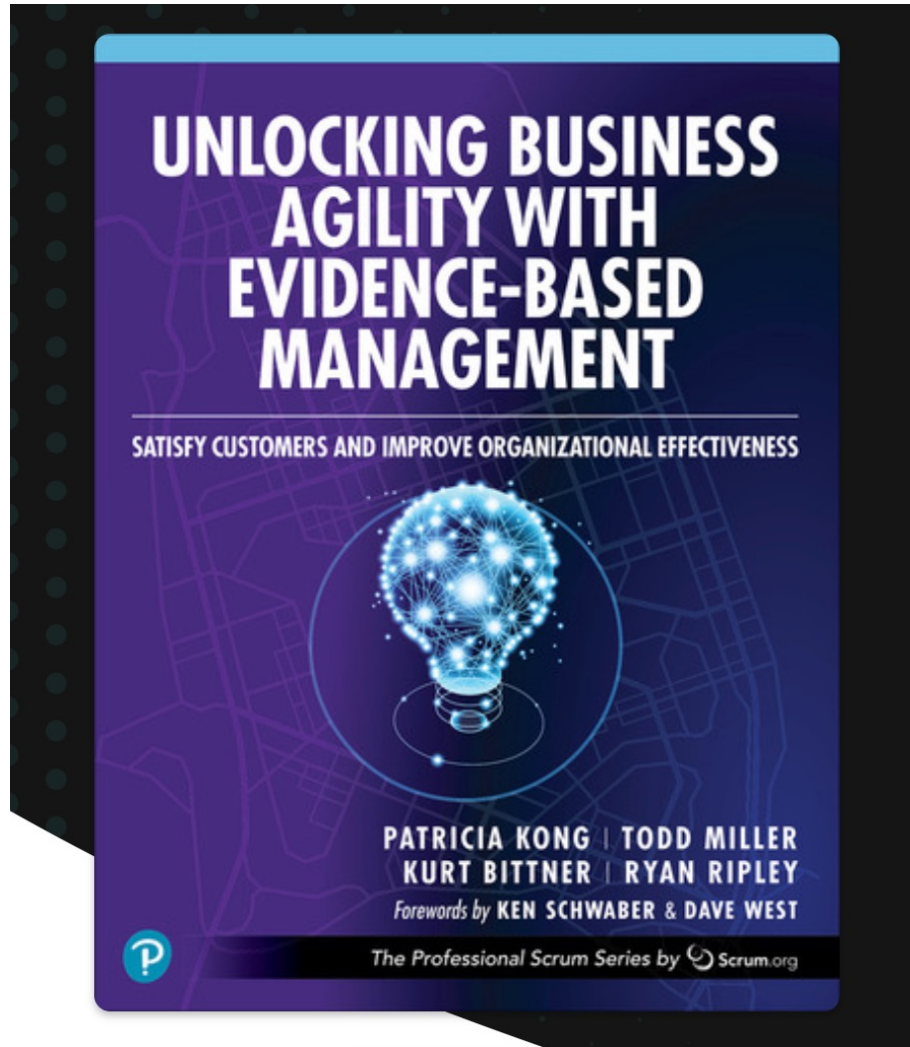
under conditions of uncertainty.



How to give change efforts a sustainable chance

- Give people a reason, a “Why”
- Set and adapt goals – focus on outcomes
- Assess where the organization is today, gather evidence
- Build empowerment in the workplace – this takes time, transparency and trust, and can be lost easily, but it helps everyone align toward the future of the business
- Measure and grow empowerment by monitoring decision latency
- Don't overdue it

Learn more!



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EBM Guide

<https://www.scrum.org/resources/evidence-based-management-guide>

Thank you!

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