vidscola



AGILE TRANFORMATION ...

CHALLENING? BRING IT ON!

UNDERSTANDING WHAT IT MEANS FOR AN ORGANIZATION TO ADAPT AN AGILE APPROACH

TABLE OF CONTENTS

- INTRODUCTION 2
- WHY AGILE TRANSFORMATION? 3
- WHAT DOES AN AGILE TRANSFORMATION
- PROCESS ENTAIL? 5
- BRING IT ON! 6

INTRODUCTION

- Agile transformation is the act of transforming an organization's form or nature gradually to one that is able to embrace and thrive in a flexible, collaborative, self-organizing, fast changing environment.
- Understanding agile transformation begins with understanding what it is not: adopting agile software development methodologies.
- While any organization undergoing this transformation is likely to also embrace agile, Scrum, Lean, etc., agile transformation is a much larger endeavor than just changing how software gets built.
- Instead, this is a complete transformation of the entire organization and extends far beyond product development. The goal is to breathe new life into the organization by creating an environment that embraces creativity and innovation, empowering employees, and reducing unnecessary steps.
- For years now, companies across industries, bent on moving from traditional, slow-moving hierarchies to flexible and fast decision-making models, have focused on agile transformations. The on going shift in the international market has created an increasing urgency for adaptability, speed, and efficiency. Decision rights shifted and expanded throughout organizations, and learning took place rapidly, in real time.
- Although Agility is catching fire, and there is growing recognition of its transformational benefits. But moving to an agile operating model is tough, especially for established companies. There are several paths to agility and many different starting points, yet successful agile transformations all share the common elements described in this paper.

AGILE VS TRADITIONAL ORGANIZATIONS

- Agile organizations are different. Traditional organizations are built around a static, siloed, structural hierarchy, whereas agile organizations are characterized as a network of teams operating in rapid learning and decision-making cycles.
- Traditional organizations place their governance bodies at their apex, and decision rights flow down the hierarchy; conversely, agile organizations instill a common purpose and use new data to give decision rights to the teams closest to the information.
- An agile organization can ideally combine velocity and adaptability with stability and efficiency.
- There are many different paths to organizational agility. Some organizations are born agile—they use an agile operating model from the start. As for others, broadly put, we see three types of journeys to agile: All-in, which entails an organization-wide commitment to go agile and a series of waves of agile transformation; Step-wise, which involves a systematic and more discreet approach; and Emergent, which represents essentially bottom-up approach.
- Born-agile organizations are relatively common in the technology sector, with rare examples in other industries. Most organizations must undergo a transformation to embrace enterprise agility
- https://www.agilealliance.org/glossary/atdd/.

WHY AGILE TRANSFORMATION?

As Agile eats the world, many large organizations are faced with the necessity of an Agile transformation. For most, this is a major challenge—one that will involve deep change over many years. If the organization has been traditionally managed, the journey will include radical shifts in attitudes, values, mindsets, ways of thinking and ways of interacting with the world—in effect a change in organizational culture.

CULTURE OF COMMUNICATION & COLLABORATION:

- When organizations transition from a traditional methodology such as Waterfall, they give their teams more freedom to work independently. Team members are encouraged to self-organize and come up with their own solutions and ways of working. Autonomous teams have more avenues for creativity and collaboration, which will likely boost team morale.
- Agile places greater importance on sharing ideas, testing, and delivering feedback — all of which require clear open communication.
- Teams should have the tools to interact quickly, easily, and efficiently to stay connected

RISK REDUCED VALUE STREAM

- The intended outcome of Agile management is clear: “the ability of an organization to renew itself, adapt, change quickly, and succeed in a rapidly changing, ambiguous, turbulent environment” as well as “the ability to quickly reconfigure strategy, structure, processes, people, and technology toward value-creating and value-protecting opportunities.”
- Yet implementing Agile itself is a means, not the end. The goal is to enable the organization to generate instant, frictionless, intimate, incremental, risk-free value at scale, and the financial rewards that flow from that capability, as exemplified by the five largest and fastest-growing firms on the planet: Amazon, Apple, Facebook, Google and Microsoft.
- One of the most desirable benefits of Agile transformation is a higher return on investment (ROI). Agile organizations are more efficient and focus only on projects that deliver ROI. They constantly measure performance and reassess projects, eliminating any that do not offer real value.
- Agile transformation often incorporates Lean project management principles, which suggest cutting out waste areas to decrease costs. Agile teams also incorporate customer feedback into the development process to ensure that final deliverables suit their needs. This leads to higher retention rates and profitability levels.
- Though the potential benefits are significant, there are also many challenges to Agile transformation.

FASTER DELIVERY:

Just as agile principles can help teams complete development on software projects faster, agile transformation serves to have the same effect on all areas of a business.
Teams should be trusted more to work independently without being micromanaged every step of the way. This shift in management supervision can be slightly jarring at first, but it does help create a smoother, streamlined process, with fewer delays or obstacles to negotiate.
Agile teams work in short iterations, known as sprints in the Scrum framwork. These sprints run for an average of two weeks, with deliverables produced at the end of each one.
By breaking the project down into smaller units of time, your team can eliminate wider distractions and hone their focus on one particular deliverable. If there is a change in requirements, it can be addressed quickly. Sprint planning is a great way to accelerate your product delivery and consistently hit your targets.

WHAT DOES AN AGILE TRANSFORMATION PROCESS ENTAIL?

Successfully completing an agile transformation is easier said than done; it is a significant paradigm shift for those involved and maybe unsettling or upsetting for those more comfortable in a traditional environment. Power structures are upended and turf battles may ensue.

Agile transformation is a lengthy process—often spanning years—and sometimes does not survive long enough for full implementation. Without full executive buy-in and consistent leadership, these efforts may fade before the benefits are fully realized and the transformation is complete.

Agile transformation enables organizations to be more reactive, do more with less, and better serve the interests of their customers. To do it well, an agile transformation requires significant support, resources, and time, not to mention the commitment to stick it out when things get bumpy.

STRAIN ON RESOURCES

Agile transformation is a lengthy process that can take years. Companies need to invest a lot of time preparing for the switch and training their teams. If a company opts for Agile digital transformation, this will require investment in new technologies. This is not a one-time investment either, as these tools will require consistent maintenance, and they will need to be replaced when they become obsolete.

UNWILLINGNESS TO CHANGE

Resistance to change is a major obstacle. You might find it difficult to encourage some employees to revolutionize their entire way of working, especially if they see no downside to their traditional methods. If this is the case, you will need to make an extra effort to showcase the benefits of Agile transformation and convince your team to get on board.

LACK OF CLARITY

Even if your employees are willing to embrace Agile transformation, they may have trouble navigating the new way of doing things. The transition from a traditional methodology to an Agile one is a major upheaval that will require a whole new set of principles, processes, team roles, and more. People may be unclear on what their new title is or what exactly the Agile mindset means in relation to their daily working practices. Though it's almost impossible to eliminate these challenges entirely, an Agile coach can give their organization the best possible chance of success at Agile transformation by taking the time to adequately prepare, and following best practices.

CONTACT US

UAE: DWC Business Center, A3, 3rd floor, Dubai.
KSA: AlMashaf, Ar Rabie District, 13316, Riyadh
Egypt: 61 AlQuds AlShareef, ElMohandesin, Giza

Landline: +971 4 820 8126
Mobile: +971 58 808 7155

support@vidscola.com

www.vidscola.com

FOLLOW US