



tryZone

DET AGILE HUS

Dos and Don'ts from the Scaled Agile Trenches

GoTo

Maj 2024

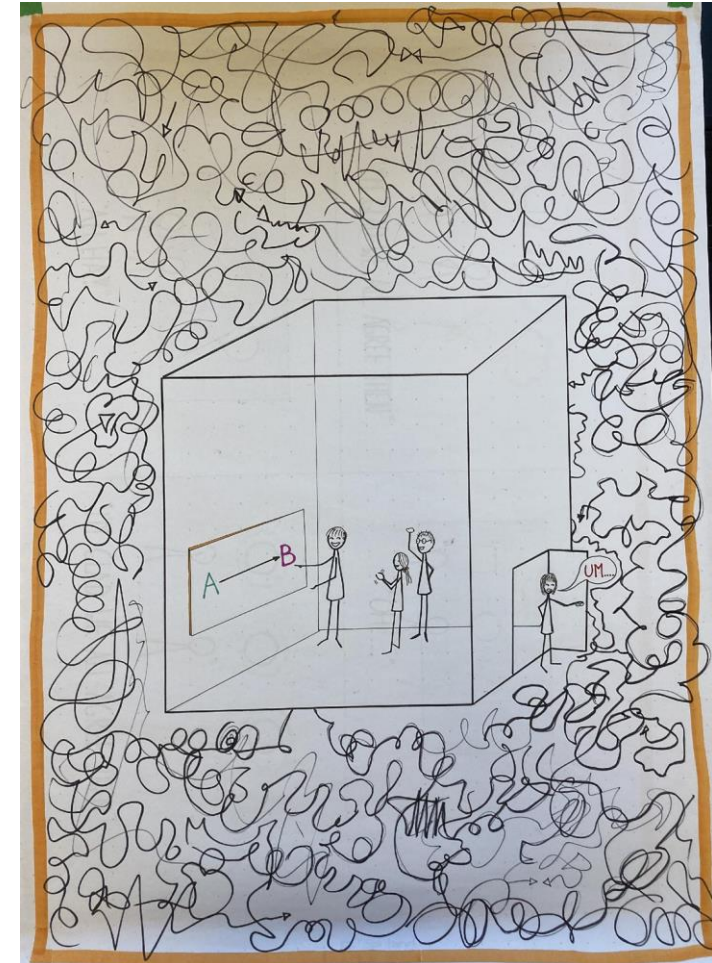
**Commitment and
involvement from
management**

**Competency
challenges**

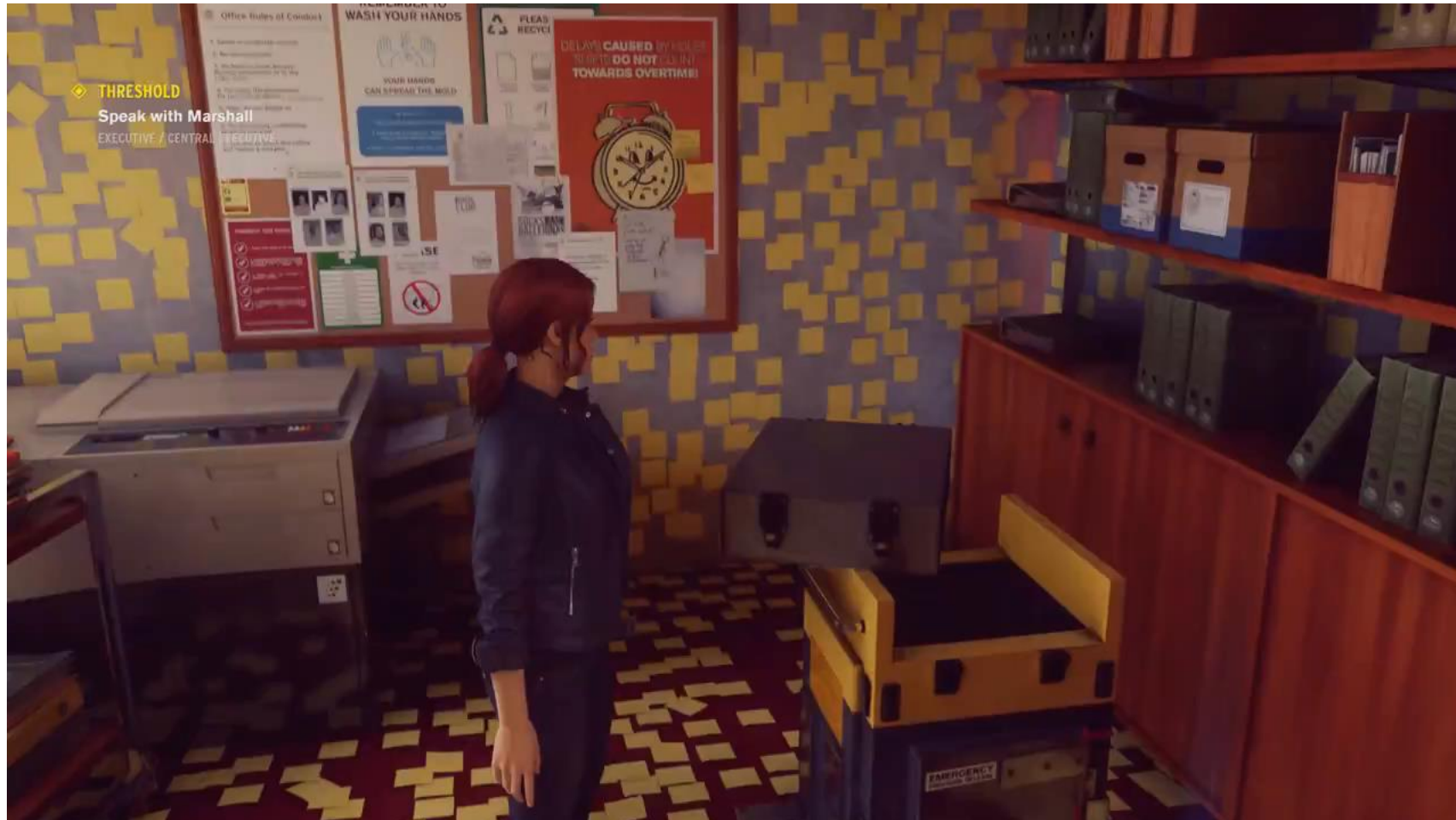
**Scaling and
organizational
transformation**

**Link between the
strategic and
operational levels**

**Funding and
delivery models**



Hey, what happened to agile?



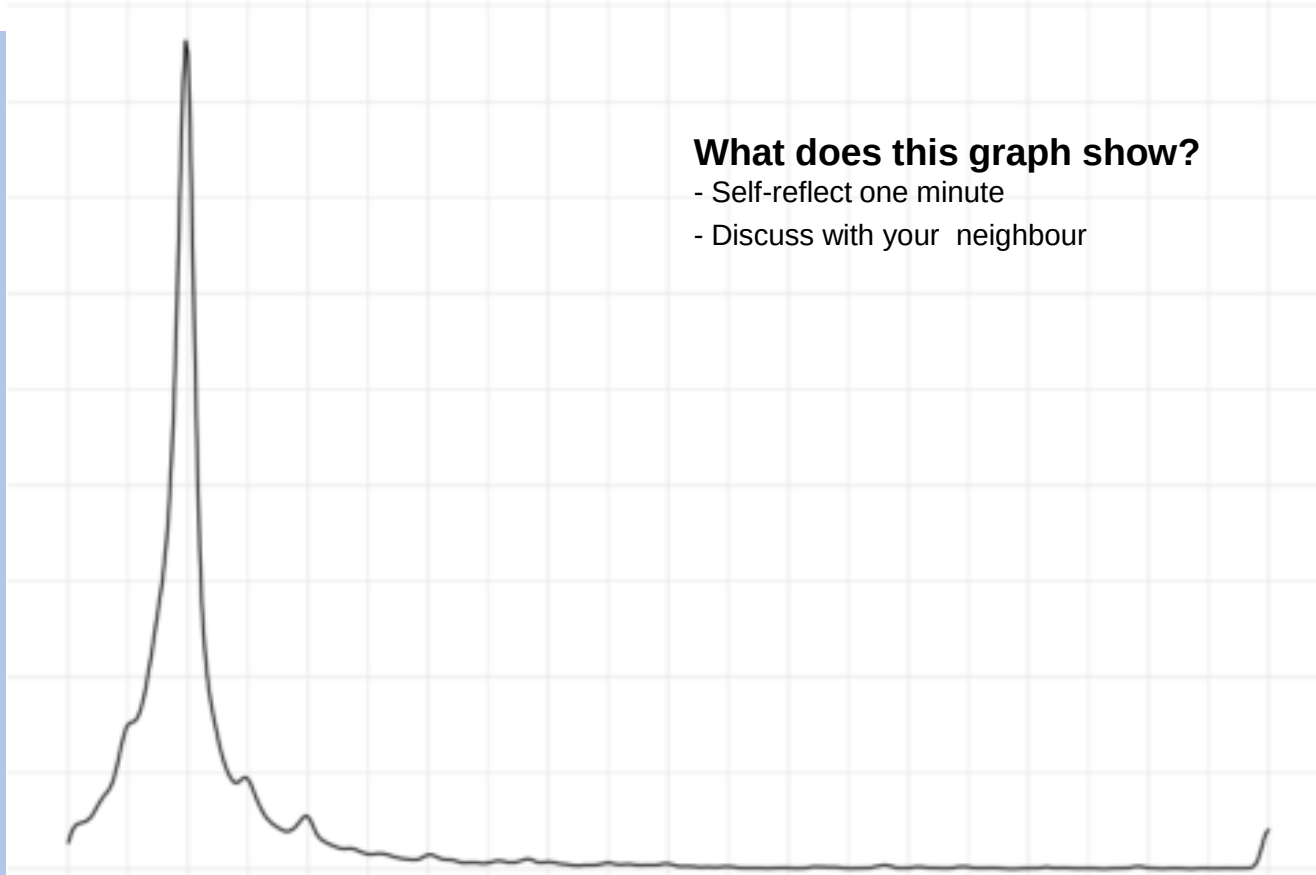
- The presentation is based on anonymous conversations with people in Danish organizations who are and have been responsible for transforming their organization towards agile ways of working.
- Hence it is not our opinions that are expressed.
It is a summary of the conversations.
Of course, interpreted by us!

PS: We have also spoken to people from organizations that do not use Scaled Agile Framework (SAFe®).



What does this graph show?

- Self-reflect one minute
- Discuss with your neighbour



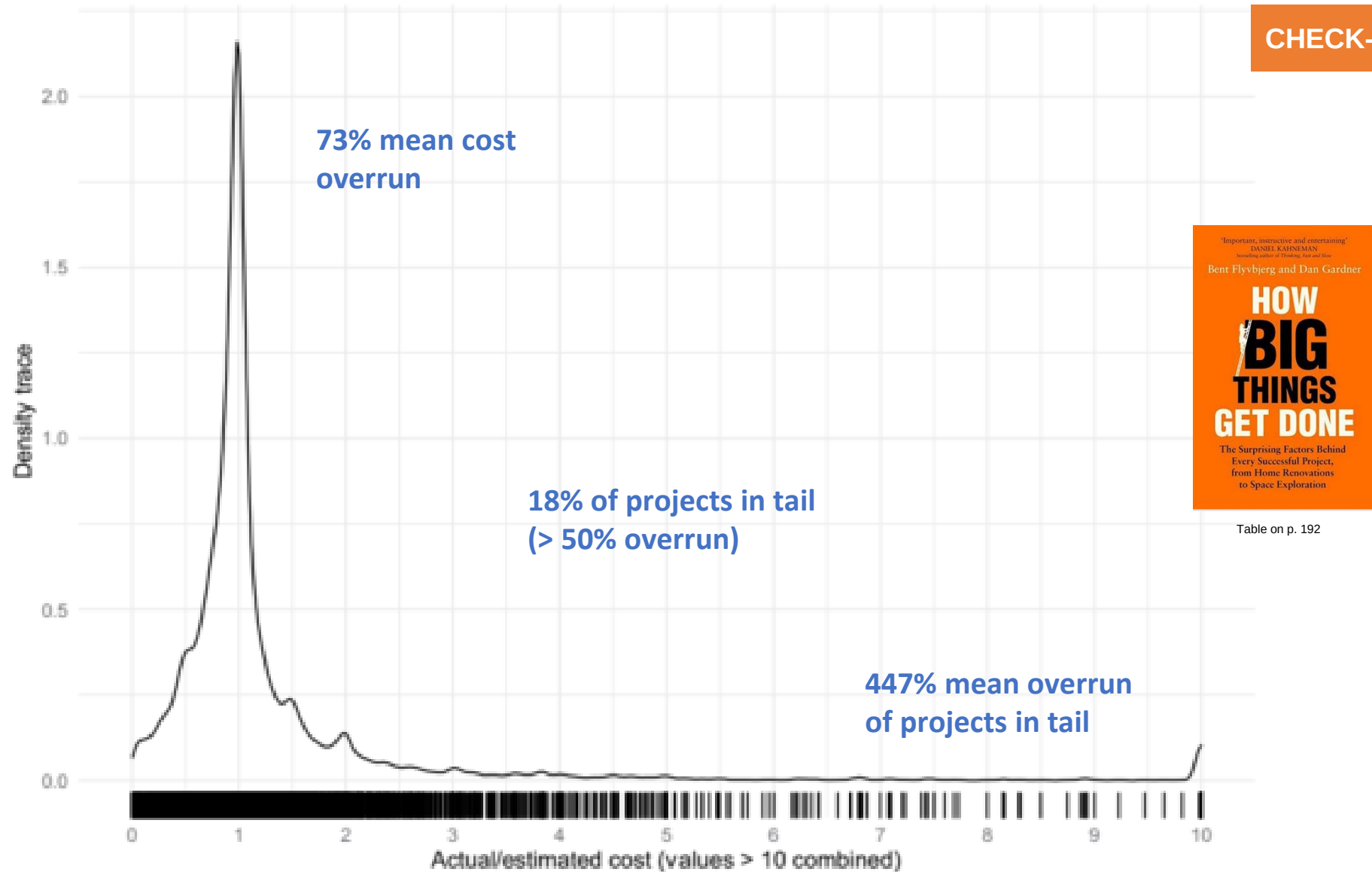


Figure 1. Probability Distribution of Cost Overruns (actual cost divided by estimated cost) for 4,677 IT Projects. Values over 10 are combined, which explains the bump at the far right of the curve.

Purchased as a project

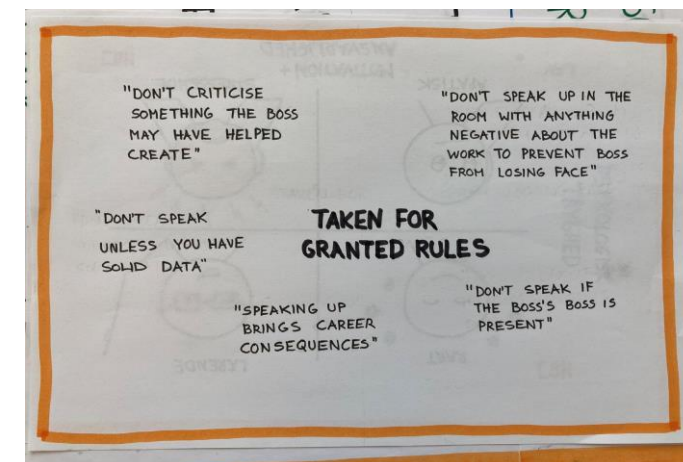
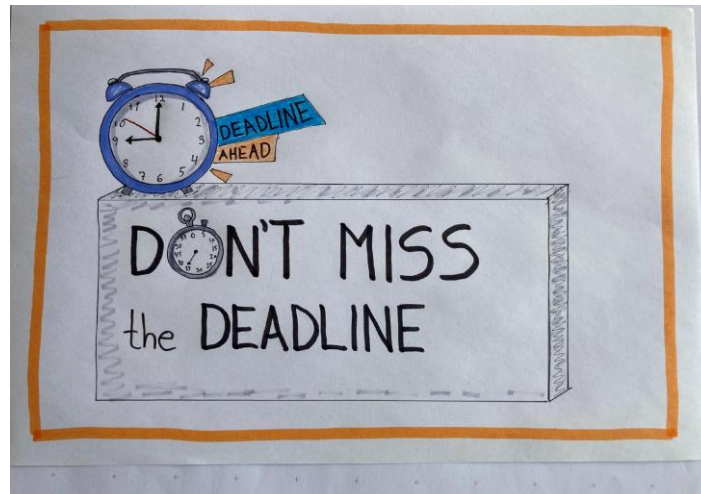
What problem(s) would we like to solve?

Training

Purchased as a project



Commitment and involvement from management

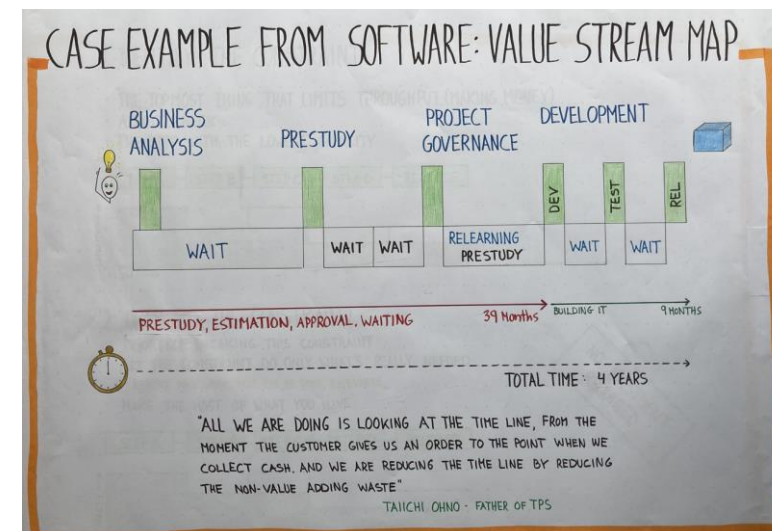
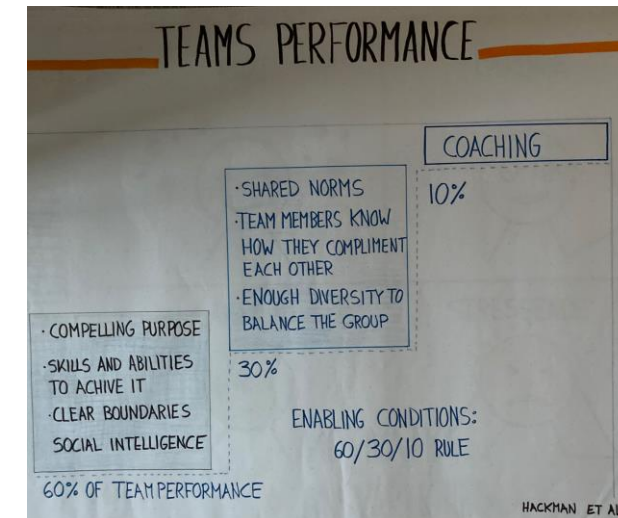
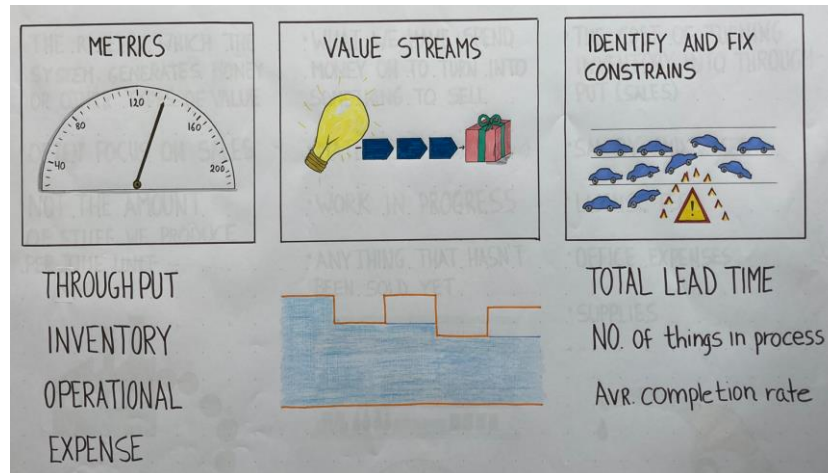


Commitment and involvement
from management

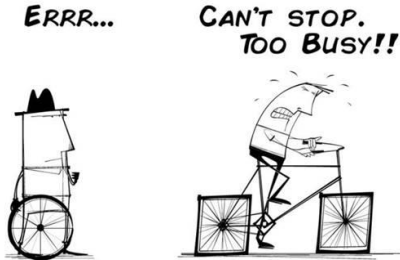
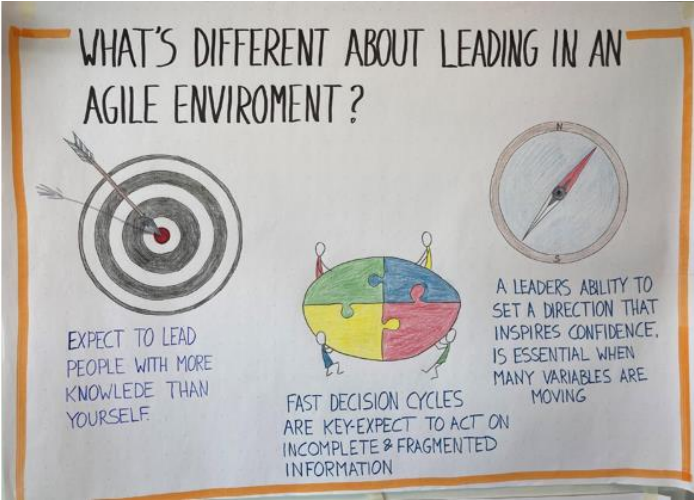
What problem(s) do we want to solve?

Did we establish a baseline?

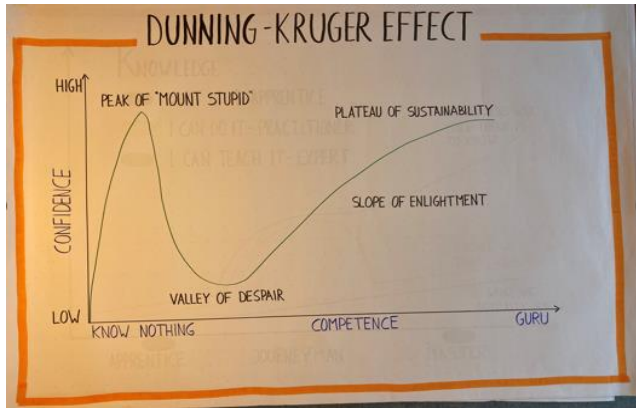
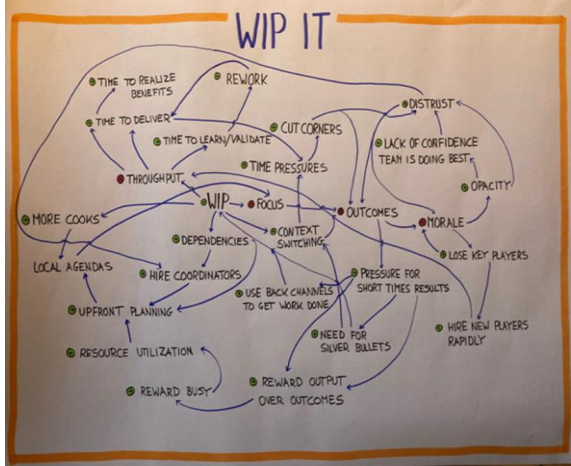
Maybe a goal or two? A direction?
That we can validate?



Commitment and involvement from management



Training of management



Challenges in recruiting and developing competent roles

The influence of Agile Coaches

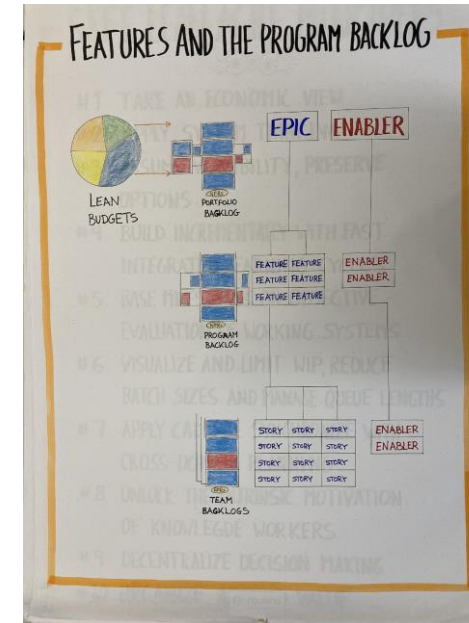
Certifications and their effectiveness

Challenges in recruiting and developing competent roles

Development of Key Competencies

Lack of agile experience

Challenges in balancing technical knowledge



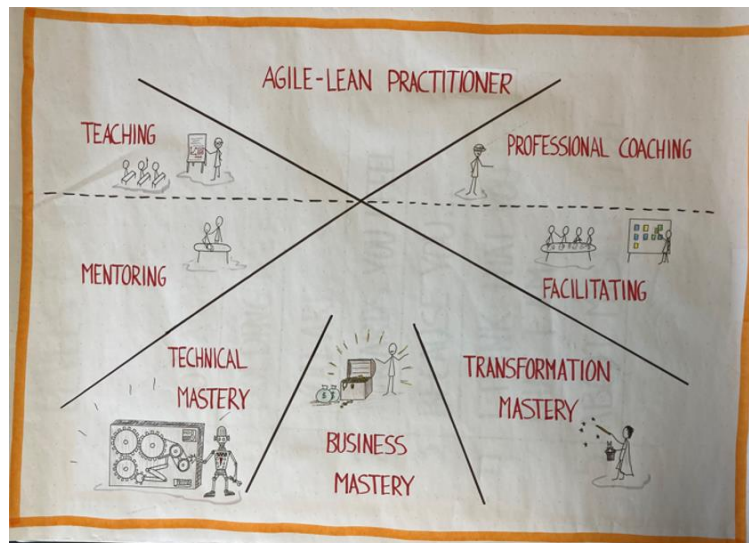
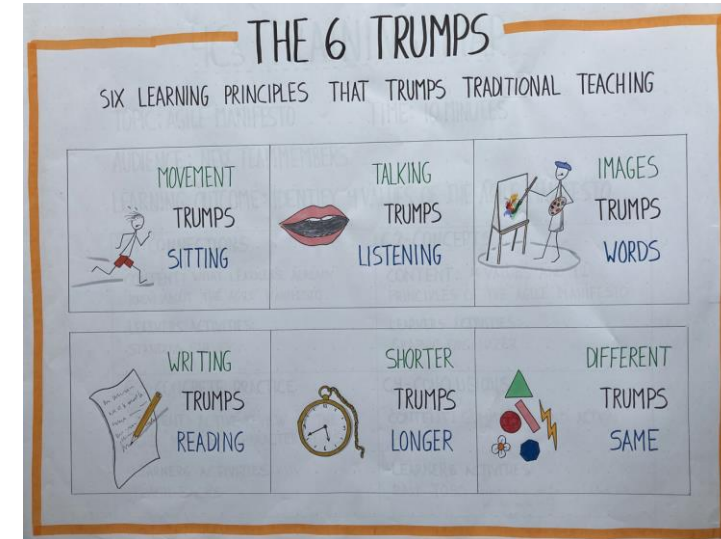
Lack of Product Management Competencies

Strategies for dealing with knowledge gaps

Influence of Agile Coaches

Challenges in finding and retaining skilled Agile coaches

Impact on teams and the organization as a whole



Lack of skills

Lack of hands-on experience

🏆 Active Agile Leadership
🏆 Agile Project Management (AgilePM®) Foundation
🏆 Certified Business Facilitator
🏆 Certified Human Element Cornerstone®
🏆 Certified Human Element® Practitioner
🏆 Certified LeSS Practitioner
🏆 Certified Professional Agile Coach (PAC)
🏆 Certified SAFe® Agile Product Manager
🏆 Certified SAFe® Agilist
🏆 Certified SAFe® Practice Consultant
🏆 Certified ScrumMaster®
🏆 Certified Scrum Product Owner®
🏆 Certified Scrum Professional®
🏆 Direct Leadership Trainer
🏆 CMMI® - Foundations of Capability
🏆 IPMA® Level B certification
🏆 ISTQB® Foundation Level
🏆 ITIL® Foundation Certification
🏆 Management 3.0 practioner
🏆 PRINCE2® Foundation
🏆 PRINCE2® Practitioner
🏆 Professional Scrum Master® level I (PSM I)
🏆 Professional Scrum Master® level II (PSM II)
🏆 Professional Scrum Master® level III (PSM III)
🏆 Radical Collaboration Trainer
🏆 Training from the back of the room
🏆 Professional Scrum® with Kanban level I (PSK I)

Competency challenges

Certifications

The importance of certifications in the recruitment process

Certification machines

With the right certificate, you are agile

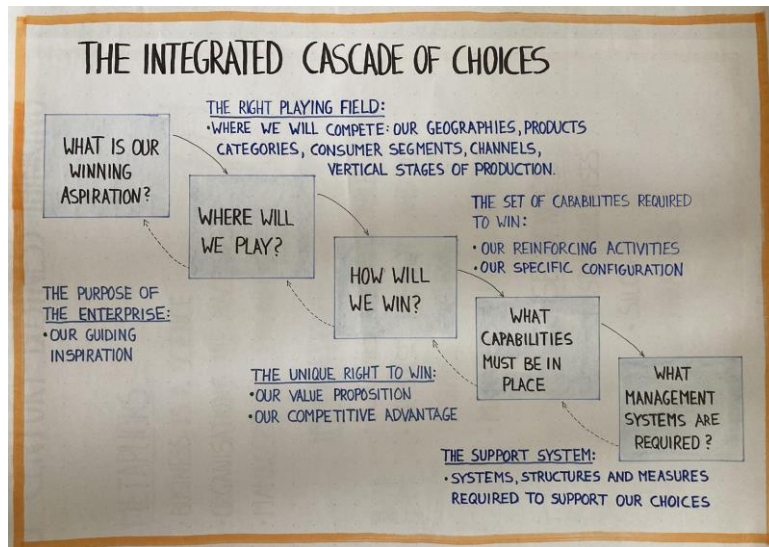


Lack of strategic direction

It's something they do in IT

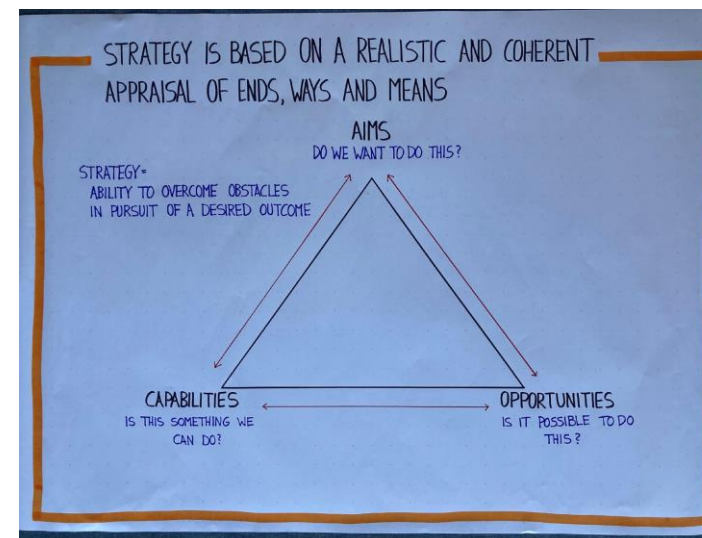
Incomplete feedback loops

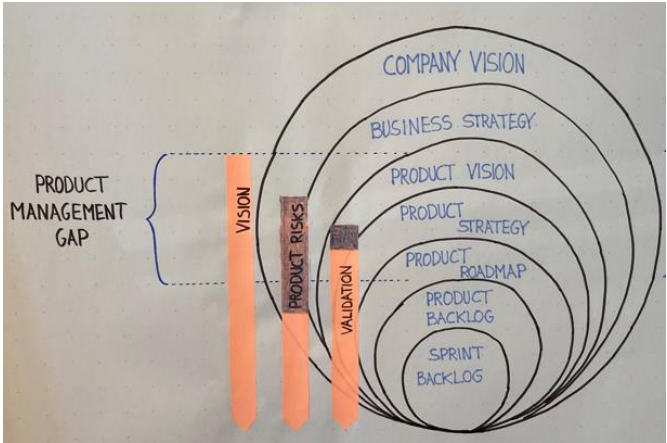
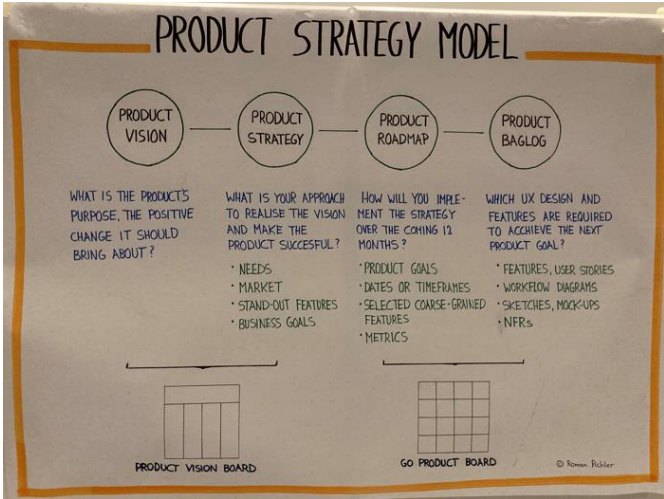
Faltering prioritization



Lack of strategic direction

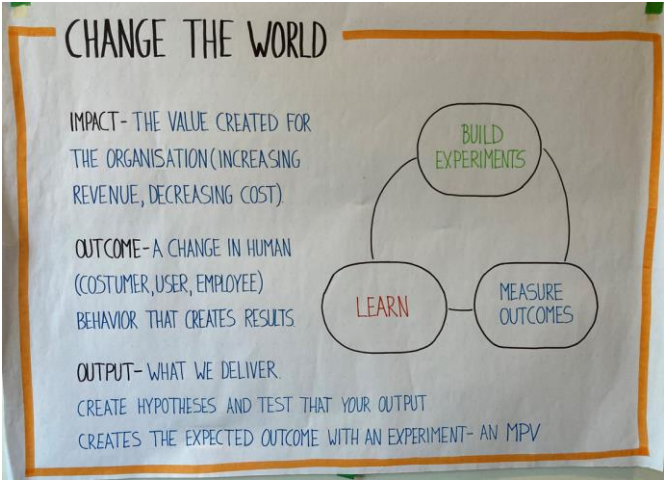
Inability to establish self-managing teams

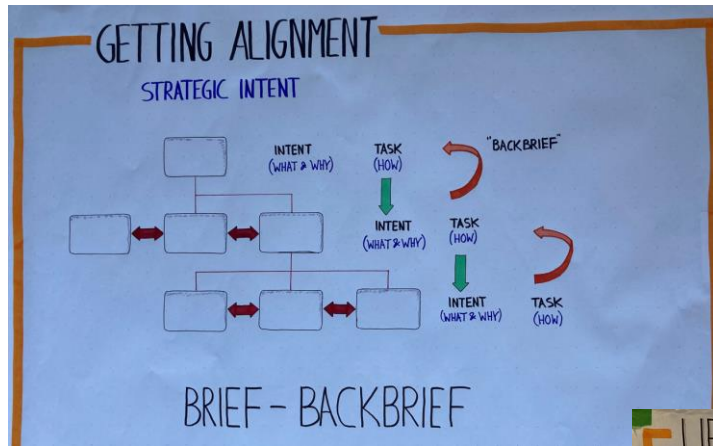




It's something they do in IT

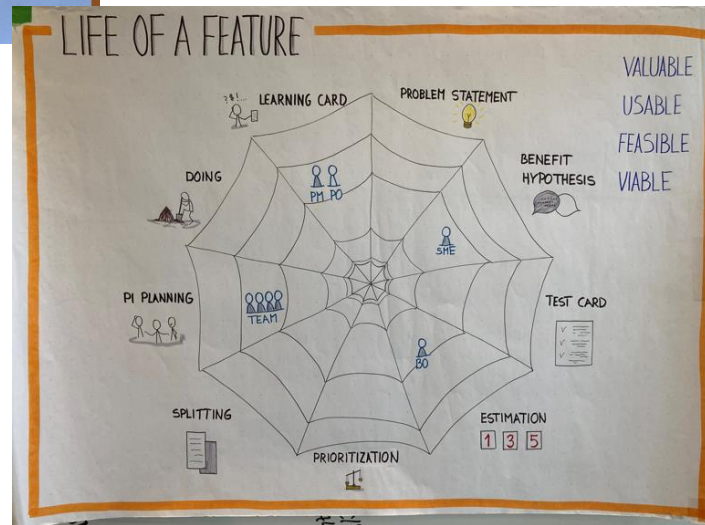
Focus on project deliverables





Incomplete feedback loops

Link between the strategic and operational level



No continuous improvement

Sponsors and business do not participate in reviews

BRIEF/BRIEF BACK PATTERN

BRIEF

- CONTEXT- WHAT IS THE SITUATION
- HIGHER INTENT (TWO LEVELS UP)
- MY INTENT (SPICE GIRLS QUESTION)
- BOUNDARIES (FREEDOM/CONSTRAINTS)

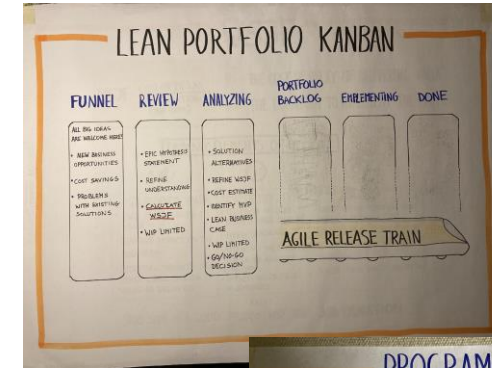
BACK BRIEF

- HOW DO WE WANT TO GO ABOUT, IN ORDER TO REACH DESIRED INTENT
 - INITIAL PLAN
 - OPPORTUNITIES WE WANT TO EXPLOIT?
 - SUPPORT WE NEED?
- CHECK: IS INTENT STILL VALID?

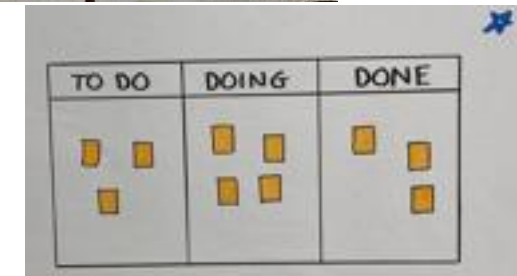
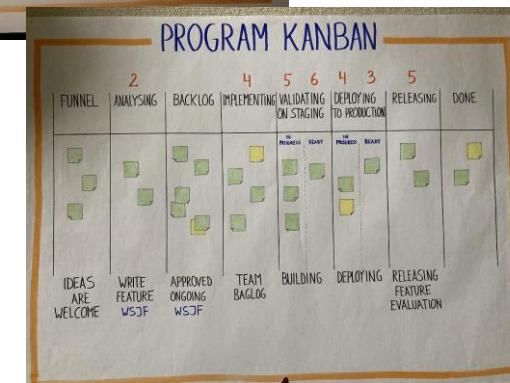




Link between the strategic and operational level



$$WSJF = \frac{\text{COST OF DELAY}}{\text{JOB DURATION (JOB SIZE)}}$$



Faltering prioritisation

False demand

Lack of follow-up on hypotheses and experiments

The ability to say later - and no!

Scaling agile methodologies

**Challenges in organising around
value streams**

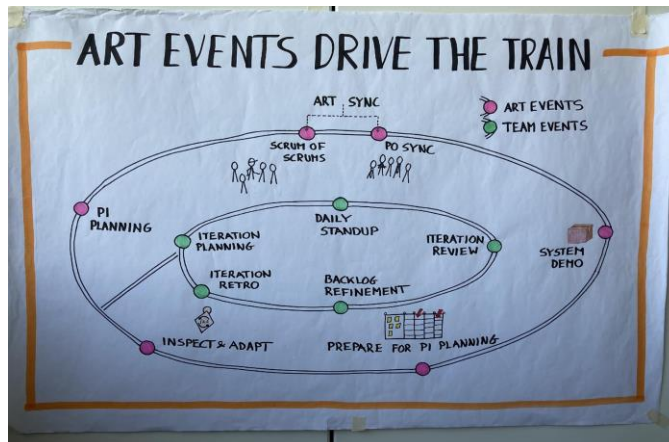
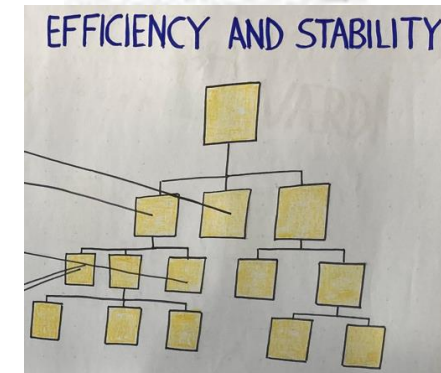
**Strategies for navigating through
organizational transformation**

Scaling agile methodologies

Forcing agile impatiently

Difficult to implement standards across teams

Not managing dependencies and risks



PROGRAM BOARD

TEAM	IT 1	IT 2	IT 3	IT 4

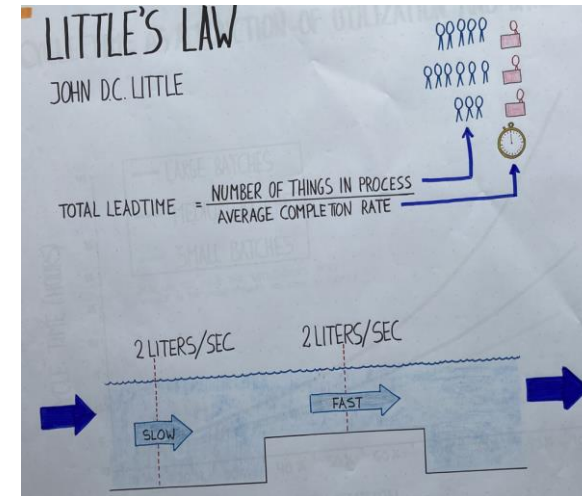
TEAM

IT 1	IT 2	IT 3	IT 4

RISIKO BOARD

LOST	ON TRACK

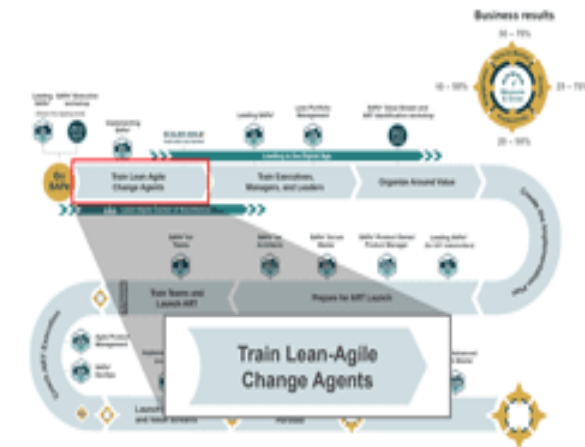
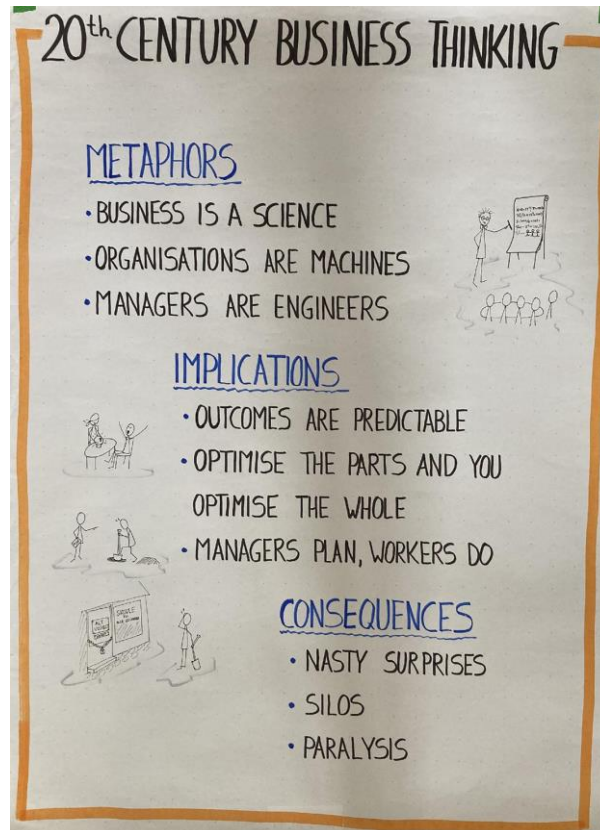
Challenges in organising around value streams



My department is my kingdom
Not identifying value streams

Efficient allocation of resources -
we fall into the utilization trap

Strategies for navigating through organizational transformation



Management commitment and creating an agile culture

Missing practical steps to navigate through transformation

Lack of support of agile leads and teams in transformation

Yearly budget cycles

IT as a cost center

The Illusion of Control

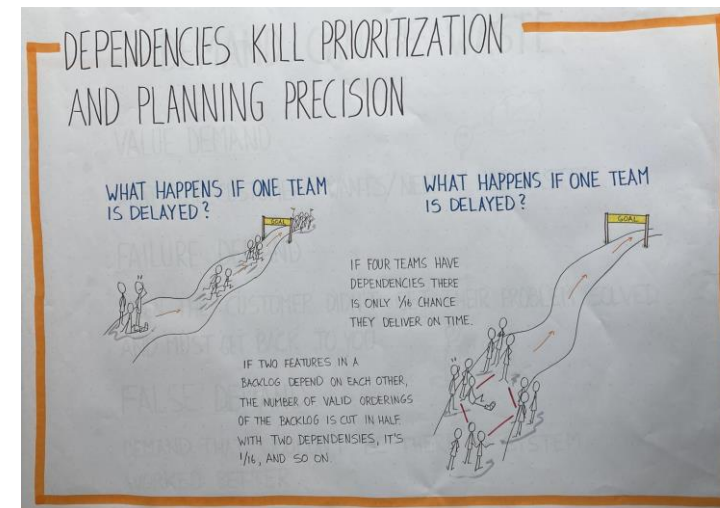
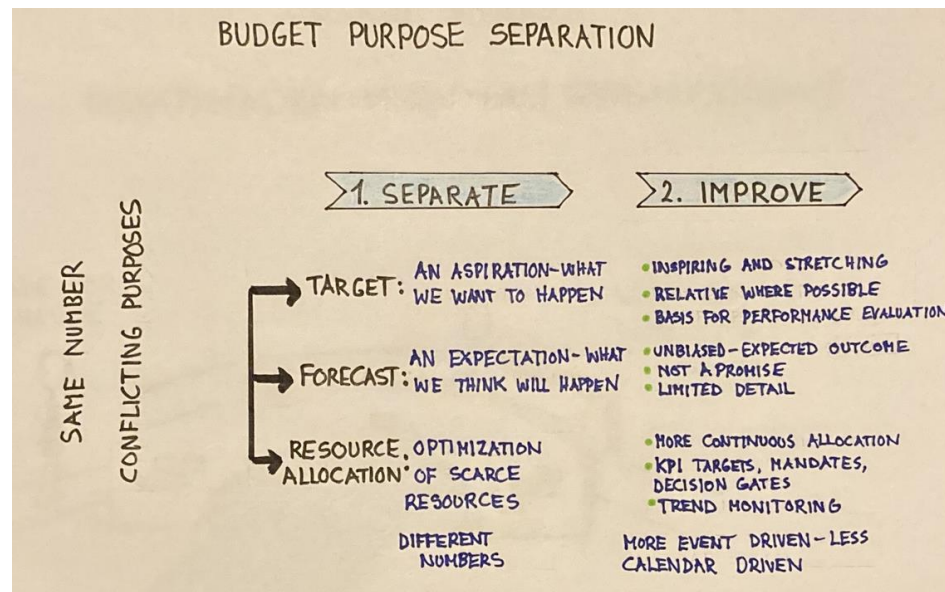
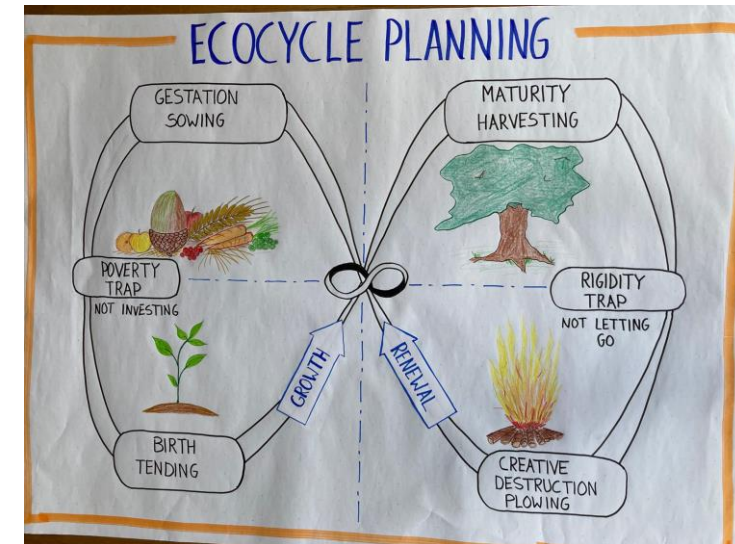
Yearly budget cycles

Funding and delivery models

Long Planning Cycles

Funding happens automatically

Spend your budget!



IT as a cost center

Separation of IT and Business

Stay on budget!

PROBLEM STATEMENT

[OUR SERVICE/PRODUCT] WAS DESIGNED TO ACCHIEVE [THESE GOALS]

WE HAVE OBSERVED THAT THE PRODUCT/ SERVICE ISN'T MEETING [THESE GOALS] WHICH IS CAUSING [THIS ADVERSE EFFECT/ BUSINESS ISSUE] TO OUR BUSINESS

HOW MIGHT WE IMPROVE [SERVICE/PRODUCT] SO THAT OUR CUSTOMERS ARE MORE SUCCESSFULL AS DETERMINATED BY [THESE MEASURABLE CRITERIA]

BENEFIT HYPOTHESIS

WE BELIEVE					
WE WILL ACHIEVE....	IF THIS PERSONA...	CAN ACHIEVE...	INTERVAL		CONFIDENCE
[OUTCOME/IMPACT]	[PERSONA]	[BEHAVIOUR]	LOW	HIGH	%
10-20% FEWER CALLS TO HELP-DESK FROM USERS RECEIVING A NEW PC	NEW EMPLOYEE RECEIVING A PC	FIRST LOGON AND INSTALLATION OF APP WITHOUT HELP	100*	1000*	50%

ACCEPTANCE CRITERIA

TESTCARD

TESTNAME DEADLINE

ASSIGNED TO DURATION

STEP 1: HYPOTHESIS- WE BELIEVE THAT

CRITICAL

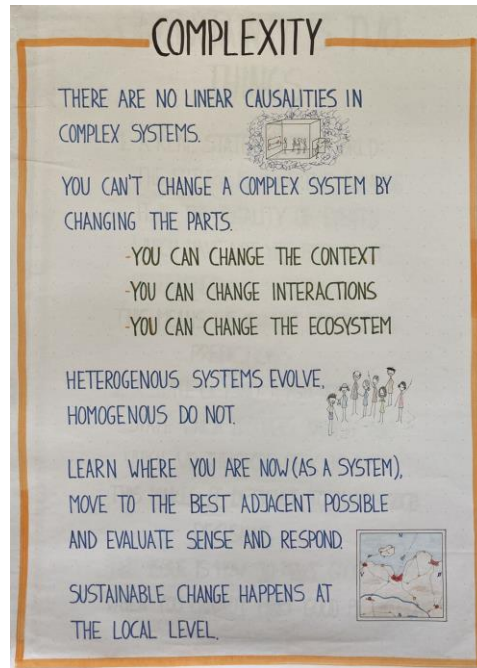
STEP 2: TEST TO VERIFY THAT WE WILL

TEST COST DATA RELIABILITY

STEP 3: METRIC AND MEASURE

TIME REQUIRED

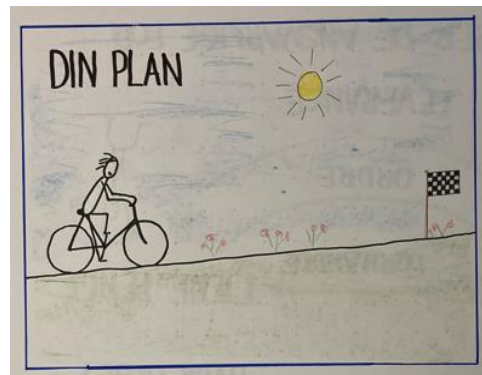
STEP 4: CRITERIA- WE ARE RIGHT IF



The Illusion of Control

The right tools in the right context
Our inability to handle uncertainty
And complexity

Your plan



Reality

