



IGNITION TEAM

The Agile Tour
Creating Agile Organisations

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www.ignition-team.com

My vision is a world populated with **Agile Organisations**



Why does this matter?
What do I mean by that?
How have I done it?
What would an Agile Organisation look like?

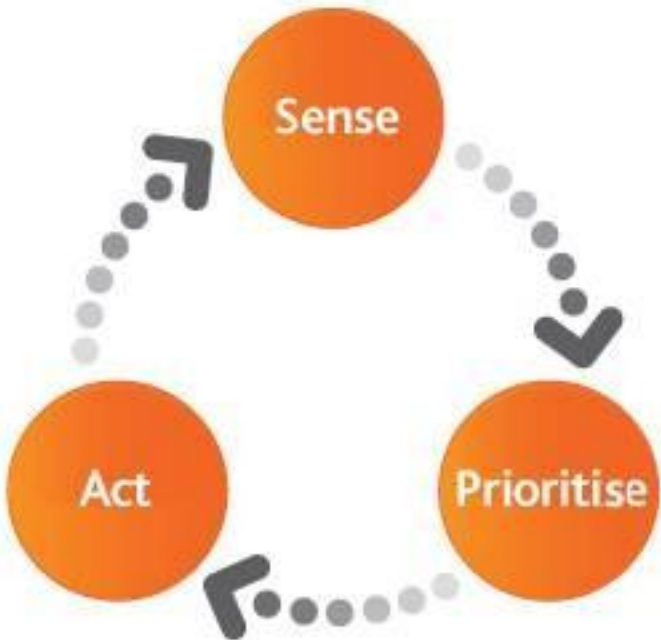
Why agility matters?



- All organisations face continuous change.
- External and Internal influences drive the need for organisations to continuously adapt:
 - External Influences: Competitive threats, globalisation, legislative changes
 - Internal Influences: SLA changes, business goals, increased productivity targets, reduced costs.
- To adapt and succeed in aggressive timescales organisations require business agility.

What do I mean by being agile?

I've recently taken up road cycle racing... it's very agile!

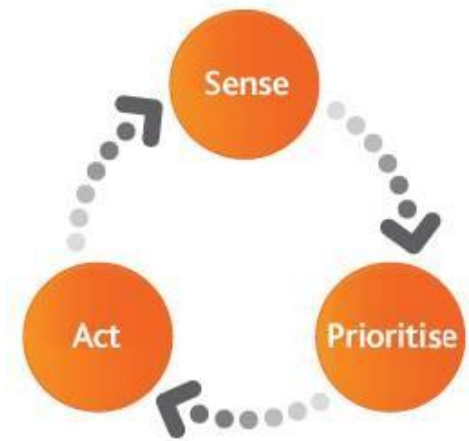




What do I mean by being agile?

I define Agility as the ability of an organisation (even an amateur over 50's cycle team) to:

- sense an opportunity or threat,
- prioritise its potential responses, and
- act efficiently and effectively.



In my experience what distinguishes the most successful organisations is that they are excellent at all three activities.



What do I mean by sensing?

Sensing:

- An agile organisation excels at recognising opportunities & threats.
- It is attentive to the world outside its “four walls” (its customers’ demands, its competitors’ capabilities, its macro-economic environment, etc.).
- It makes its own performance visible throughout the organisation.

Questions:

1. Is sensing a managed activity? (i.e. made explicit & documented)
2. Is it hierarchical? (i.e. for a department, higher management and other departments are part of its ‘outside world’)
3. Does it include internal self-awareness review / analysis, leading to self-improvement?



What do I mean by prioritising?

Prioritising:

- An agile organisation has a clear purpose, effectively communicated and widely understood by its people.
- The organisation's destination is known and the organisation's entire population is aware of priorities at all levels.
- All the organisation's people use this joined-up set of goals to choose the best next action in any circumstance.

Questions:

1. What is the interface with sensing and prioritising?
2. Is prioritisation a hierarchically managed activity?
3. Does it include monitoring of outcomes?
4. How is conflict / disagreement resolved?
5. How is 'joined-up thinking' supported? ...possible top-level concept?



What do I mean by acting?

Acting:

- Agility culminates in appropriate action – people executing play their part exceptionally well and adapting their activity quickly as business needs change

Questions:

1. Is there also a Scrum-like process involved?
2. Are business processes documented? ...if so, where and by whom?
3. Should the appropriate use of support technology be mentioned explicitly?
4. Is compensation expected if sensing and/or prioritisation are weak?



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How to create an
Organisation Agile?

Assess it then transform it

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Measuring agility

Aware
Oblivious

Organised
Chaotic

Productive
Unproductive

Ability to SENSE
information &
Measurement

Ability to Prioritise
Objectives &
Satrategy

Ability to ACT.
People, Processess
& Technology

Organisation Type

L

L

L

OCU - Inert

H

L

L

ACU

L

H

L

OOU

H

H

L

AOU

H

L

H

ACP – Bad Busy, without strategy

L

H

H

OOP – Bad Busy, without sense

L

L

H

OCP

H

H

H

AOP – Successful/Agile

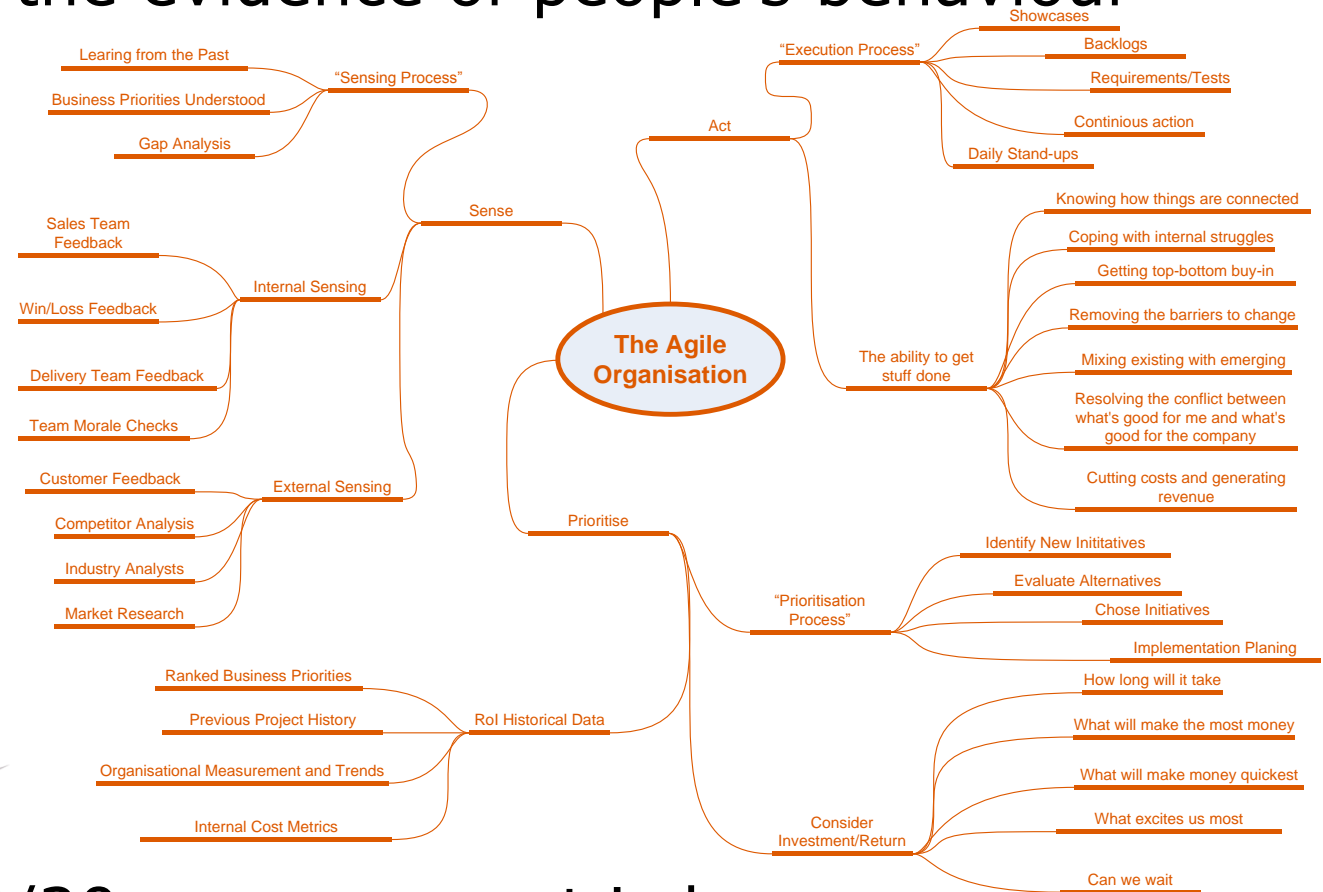
Knowing what
to do

Knowing how to
do it

Being able to do
it

What we look for?

Check for the evidence of people's behaviour



Simple 80/20 measurement is key



How we look for it Phase #1

- Quick and low impact initial assessment, to indicate the condition of the organisation.
- Ask a sample of people in the organisation to assess the extent to which they believe the organisation is agile based on the definition:
 - *Agile means the ability of an organisation to sense opportunity or threat (internally or externally), prioritise its potential responses, and act efficiently and effectively*
 - On a binary scale, Sense, Prioritise and Act would be judged as either 'above average' or 'below average', relative to other organisations
- ➡ Map to the 8 organisation types and could identify major areas of weakness!



How we look for it Phase #1

Ignition Team is developing a number of ways to measure agility in organisations. The first (and simplest) approach being considered is the use of a short questionnaire. We are asking you to complete the questionnaire to check its effectiveness. Space is available for comments on the questionnaire or the answers you have provided. Please answer all questions. Many thanks!

1. An organisation is considered 'agile' if it can sense opportunity or threat (internally or externally), prioritise its potential responses, and act efficiently and effectively.

How would you rate your organisation in relation to its potential agile level?

☐ Less than halfway towards its potential

☐ More than halfway towards its potential

2. Please repeat, assessing your organisation's strength in 'sensing'

☐ Less than halfway towards its potential

☐ More than halfway towards its potential

3. Please repeat, assessing your organisation's strength in 'prioritising'

☐ Less than halfway towards its potential

☐ More than halfway towards its potential

4. Please repeat, assessing your organisation's strength in 'acting'

☐ Less than halfway towards its potential

☐ More than halfway towards its potential

Next

How we look for it Phase #2

- More in depth assessment
- Ask everyone in an organisation to indicate the extent that Sensing, Prioritising and Acting behaviours are witnessed:
 - *above average, average, below average* (top, middle, and bottom thirds)
 - *significantly above average, above average, average, below average, significantly below average* (20% bands)
- 5-point scale is considered the best
- Gives indication of strengths and where improvement is needed
- Mapping to 8 organisation types

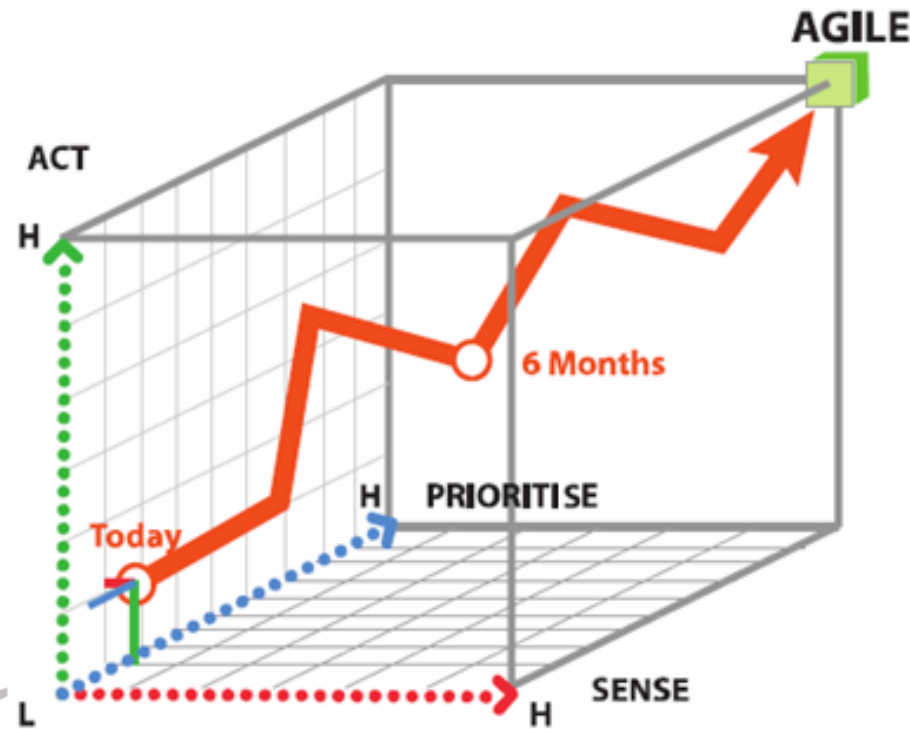
Considerations

- Respondents sometimes feel concerned about being critical of their department and others
- Departments will worry about being labelled 'the weakest link'
- Indicate confidentiality of results (procedure?)
- Indicate benefit to organisation (bringing strengths and problems out into the open)



The Agile Space

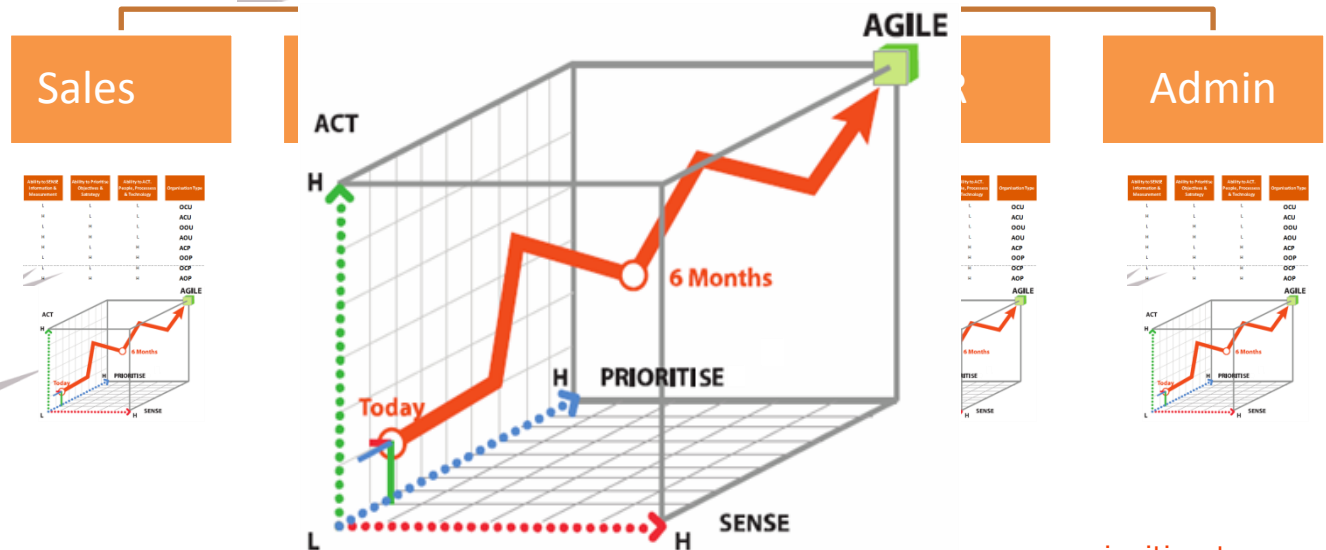
By assessing an organisation's abilities to **Sense**, **Prioritise** and **Act**, we can place them in the Agile Space



How agile is the organisation?

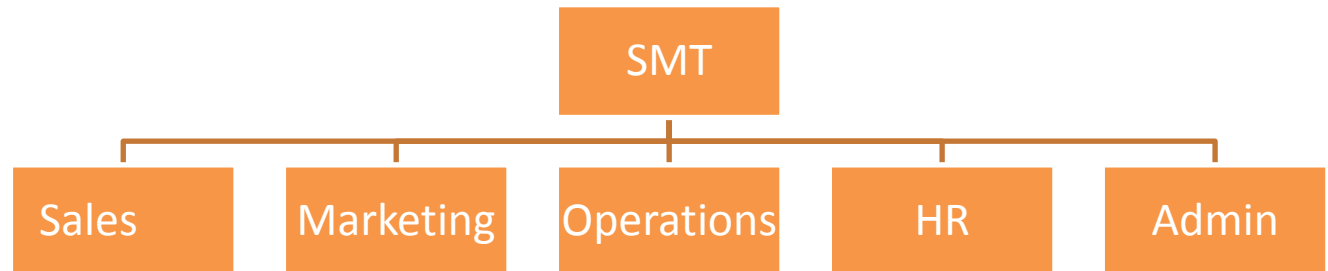
Overall

Ability to SENSE Information & Measurement	Ability to Prioritise Objectives & Satrategy	Ability to ACT. People, Processess & Technology	Organisation Type
L	L	L	OCU
H	L	L	ACU
L	H	L	OOU
H	H	L	AOU
H	L	H	ACP
L	H	H	OOP
L	L	H	OCP
H	H	H	AOP



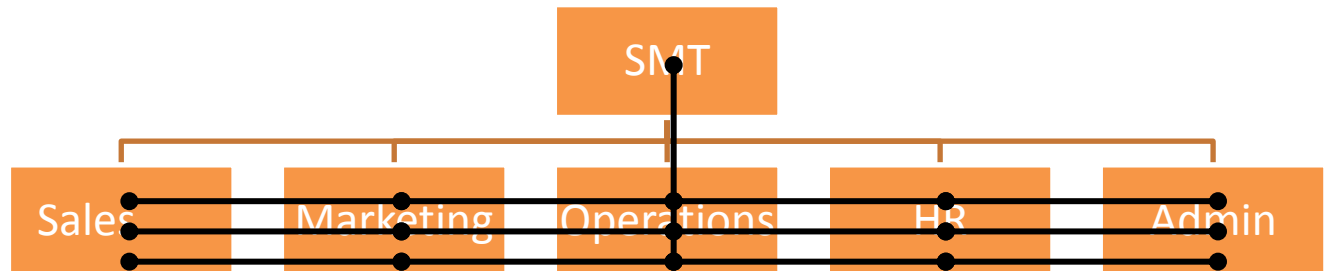
How agile is the organisation?

Can this be an agile organisation?



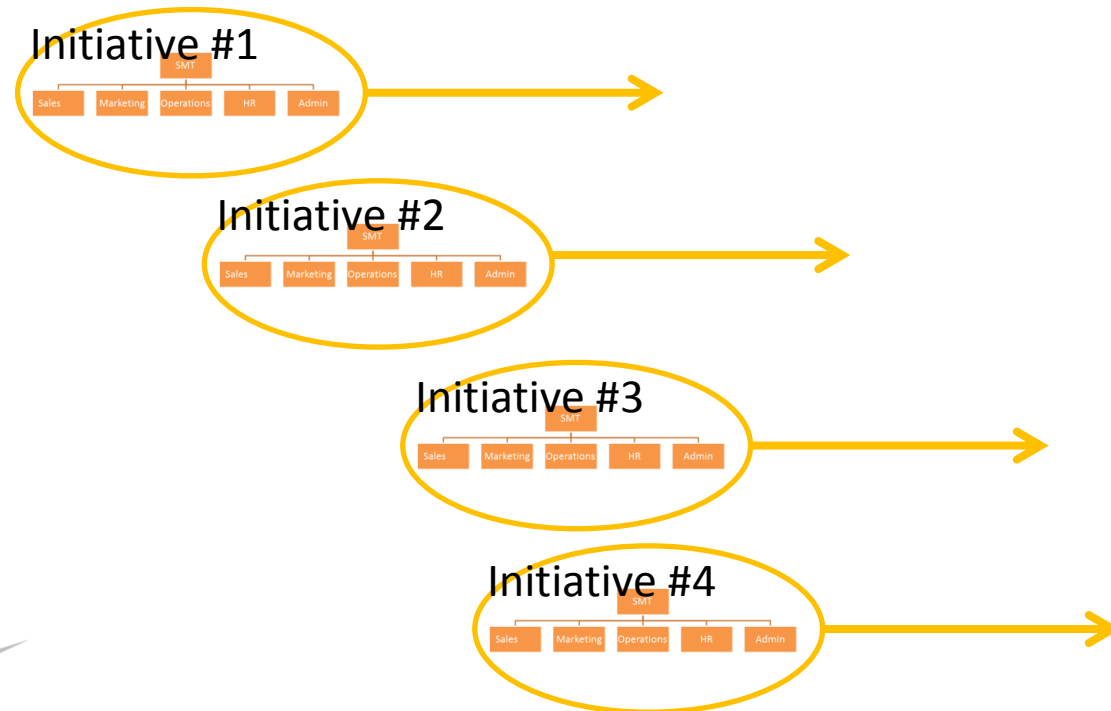
How agile is the organisation?

Can this be an agile organisation?
Is this the best we can do?



How agile is the organisation?

Can this be an agile organisation?
Would this be more agile?





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Pain!

- I think there are two types of pain felt by individuals and organisations:
 - **Real pain** – something's broken, stop doing what your doing because you are making it worse
 - **Imagined pain** – stop what your doing because it's difficult and tiring



Clearly Schleck, Contador and Wiggins are in pain, but yet they don't stop! Why?



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Why continue through the pain?

Because there's something at stake!



I believe that competition is the key for individuals and organisations in overcoming imagined pain

Agility & getting agile

- Creates clarity



- **Brings innovation through competition**



- Enables rapid & iterative implementation





- We use **HotHousing** to kick-start all sort of business activities.
- It is an agile project in it's self:
 - Two or more **cross functional teams**
 - There are 3 iterations, a day long
 - It is time boxed
 - There stand-ups and daily showcases (present-backs)
- It is intense, **competitive yet collaborative**, orchestrated and facilitated by us and the output is judged on a daily basis by customer executives and sponsors.
- A **HotHouse** is high impact event, exhaustive, great fun and highly motivational which sets the trajectory for the project delivery or business initiative.



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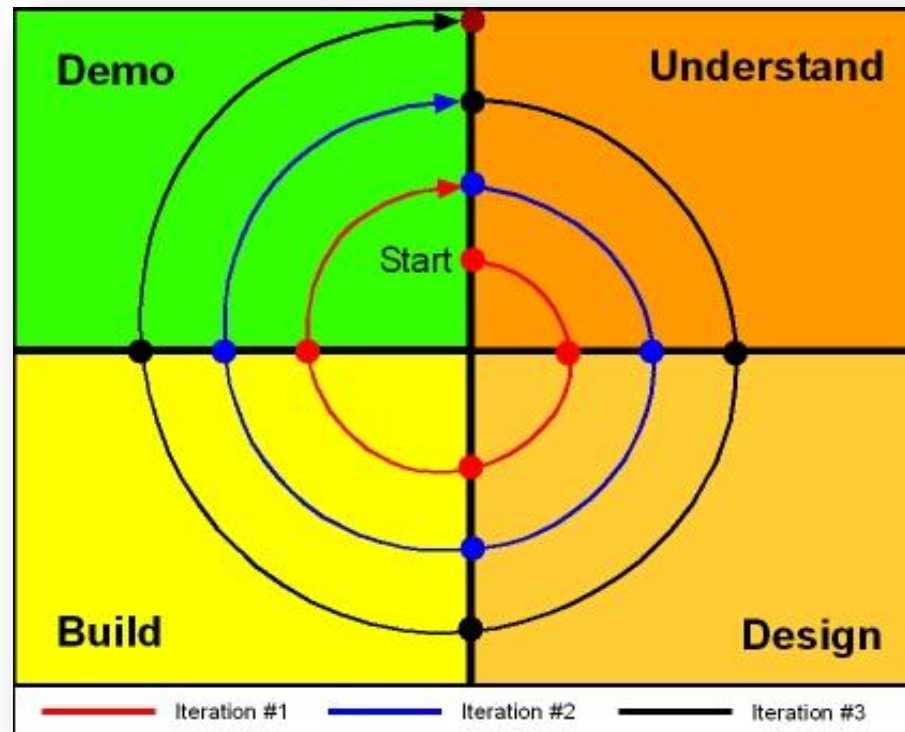
HotHousing



A HotHouse can:

- get agreement on the strategic direction
- prioritise a project portfolio
- delivery of a website
- development of a product
- definition of a business process
- resolution of a business dilemma
- generation of ideas
- select a vendor

Mobilise



Review



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HotHousing



Formation Day 1

Understand
Design
Demo
Collaboration
Realisation

Evolution Day 2

Understand
Design
Demo
Collaboration
Realisation

Resolution Day 3

Understand
Design
Demo
Collaboration
Realisation

Outcomes

- Focused deep insight
- Return on Investment statement
- Delivery plan and dependencies to make it happen
- Visualisation - prototype of solution / concept
- Broad organisational buy-in
- Momentum to get started