

Welcome to Agile Essentials: Influencing the Organization

Survey




Connect w/ Me



Connect w/ Your



Neighbor



Agile ORLANDO JULY 24-28 2023

PRESENTED BY  JOIN US TODAY!

#AGILE2023

LEARN MORE





Melissa Betts

Agile Essentials: Influencing the Organization



Agile ORLANDO
JULY 24-28 **2023**



About Me



President



SPC | SASM | POPM



ICP - ACC | ICP - CAT | ICP - ENT



Community Member



KMP I | KMP II



CSM | A-CSM | CSPO





About Me



Chicago



Houston



Pet Parent
"Pocket"



Enthusiastic
Traveler



What Are We Going To Do?



Have Fun



Connect - Meet New People



Learn - Organizational Influence



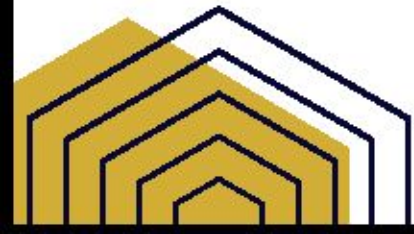
Learning Objectives

**Use
empathy
mapping
to remove
impediments**

**Navigate
the “frozen
middle”
of agile
management –
whether you’re
above it,
below it,
or in it**

**Help your
executives
make data-
informed
decisions**

**Identify
and
work with
an influencer
to accelerate
your
transformation**





The Need For Scaling - How Do We Get **Here**?



**New Leadership w/ a
Special Project**



**Digital
Transformation**



**Competitor Advancing to
the Market Faster**



**Cost
Reduction**



Meet Mars Inc.



Karl

Founder:
Cloud Architect
Fun Facts:
Veteran
Gamer



Lucia

Position:
Chief Strategy Officer
Fun Facts:
Visionary/Efficient
Golfer



"The Gremins"

**Product
Managers
Team**
New Hires



"The Goonies"

**Team
Leads**
Legacy



Grown Up Start Up

B2C
E-Commerce
Laptop Distributor
est.

2013

IPO launch



\$11M

Currently worth:



\$32.2M

Company size:



15K
employees



Current State

In The Last 5 Year s:



Profits have grown on average
\$2.1M
per year



10%
Growth potential
market share
untapped



Currently
Lucia, CSO
is facing an
internal challenge
with her PM and
Team Leads

The Challenge



The Strategy

Newly launched team of Product Managers

- Have completed both the PO/PM and the 280 Group Product Management course
- Help drive the vision for 10% growth potential of untapped market share.

Implementing this role will help execute:

- Planned Features
- Clear MVPs (Minimum Viable Product)
- Predictable Timelines
- Quicker value delivery
- Becoming more Customer centric
- Metrics to help make data informed decisions

The Challenge

Growing tension between Team Leads/Product Managers are resulting in the following outcomes:

- Agreed Upon MVP keeps changing
- SideBar Conversations
- Prioritization of work is being challenged
- Unclear on how success is measured
- Delivery timelines are inconsistent and/or lag
- Tracking and managing Dependencies
- Leaderships' objectives change mid execution

Lucia, CSO Mitigation Plan



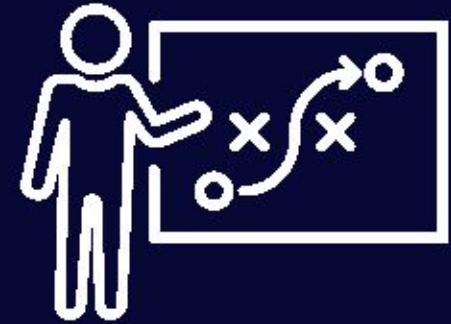
1

30 %

2



3





Meet The Transformation Coach



Susmitha

- Digital Transformation Coach
- Relatable/Empathizer/Innovator
- MBA, Engineer
- Program Management



Approach

Conduct Empathy Mapping with the
The Gremlins (PM) and The Goonies (TL)

Conduct Organizational
Agile Competency Test

Engagement Strategy for the Frozen Middle

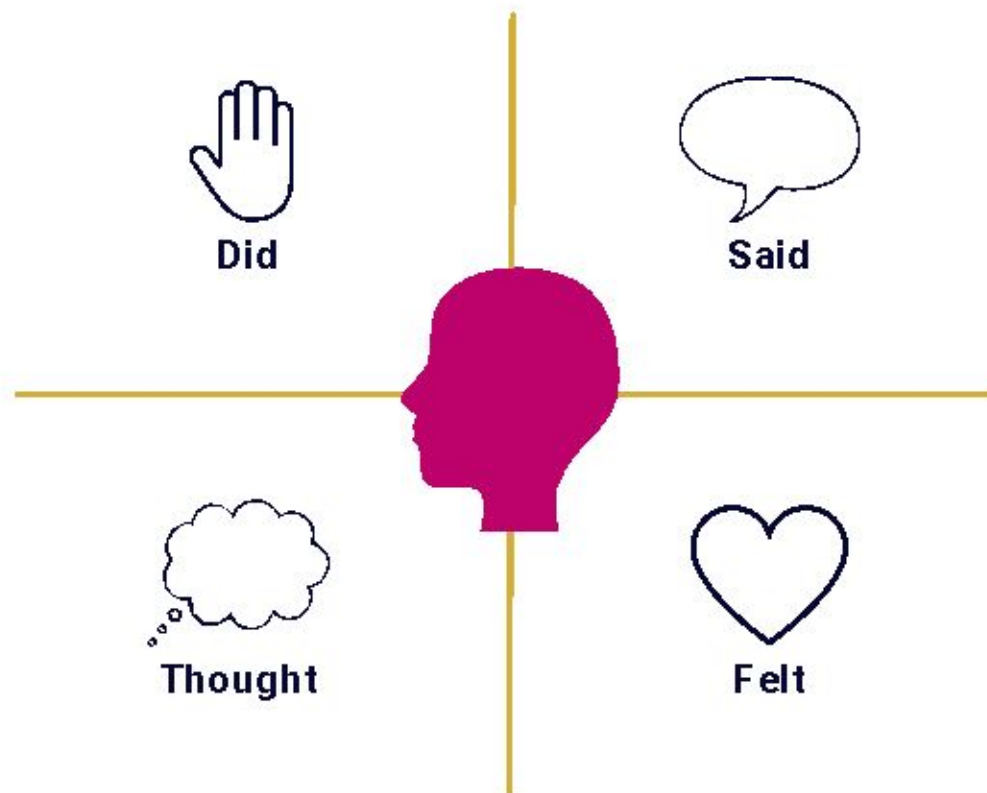
Metrics Maturity Plan

Select a pathfinder team
using influence mapping



Empathy Mapping

FRIDAY	EMPATHY MAPPING SESSION	12PM - 1PM	Team Building Lunch
		1PM - 2PM	Empathy Mapping Clinics for each Team
		2PM - 3PM	Report Out
		3PM - 4PM	Next Steps



The Goonies Empathy Mapping Exercise



Product Manager



Did

They prioritized features based on customer feedback and leadership objectives. They measure their success based on customer satisfaction.



Said

The team leads should trust their prioritization. They wanted an explanation why they always communicated something different to leadership.



Thought

The team leads were undermining their decisions by only sharing constraints in the road map meetings with leadership. They thought it was an us vs. them



Felt

Untrusted, disrespected
Unsupported, ignored
Challenged on every decision



The Exercise Prep

In The Last 5 Years:



Profits have grown on average

\$2.1M per year



10% Growth potential market share untapped



Currently Lucia, CSO is facing an internal challenge with her PM and Team Leads

Growing tension between Team Leads/Product Managers are resulting in the following outcomes:

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REMEMBER:

"The Gremlins"
Product Managers Team
New Hires

"The Goonies"
Team Leads
Legacy

The Gremlins Empathy Mapping Exercise



Team Leads



Did



Said



Thought



Felt



**Does Empathy
Mapping Change
How You See The
Challenge?**

Agile Coach, Susmithas' Report **Out**



Agile Competency of 15K Employees:

86% Participation

8.5% basic/intermediate knowledge

1% less than advanced

Susmitha has hypothesized that the Product Managers **mindset, language, & behavior**

- are not understood by the rest of the organization
- which is reflected by the Agile Competency Test and reinforced in the empathy mapping exercise.



Susmithas' Action Plan

Short Term

**Stand Up
MLB Lab**

M
Mindset

L
Language

B
Behavior

Iterative approach to Agile teaching in 1HR

Free Tools

Agile Manifesto Principles

Scrum Guide

Long Term

Create Metrics

One Metric Approach

**Select A
Framework**

Scrum@scale

SaFe

Less Scaling

**Select a
Pathfinder Team**

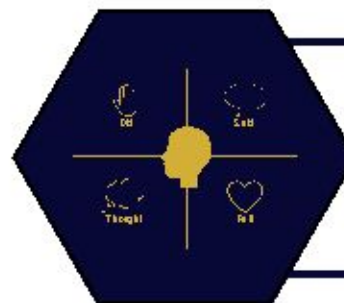
Influence Mapping



How To Engage In The Frozen Middle



Career Growth
Opportunity w/new Roles



Engage them using
empathy mapping



Provide inputs on
Framework Selection



Create/Own Metrics



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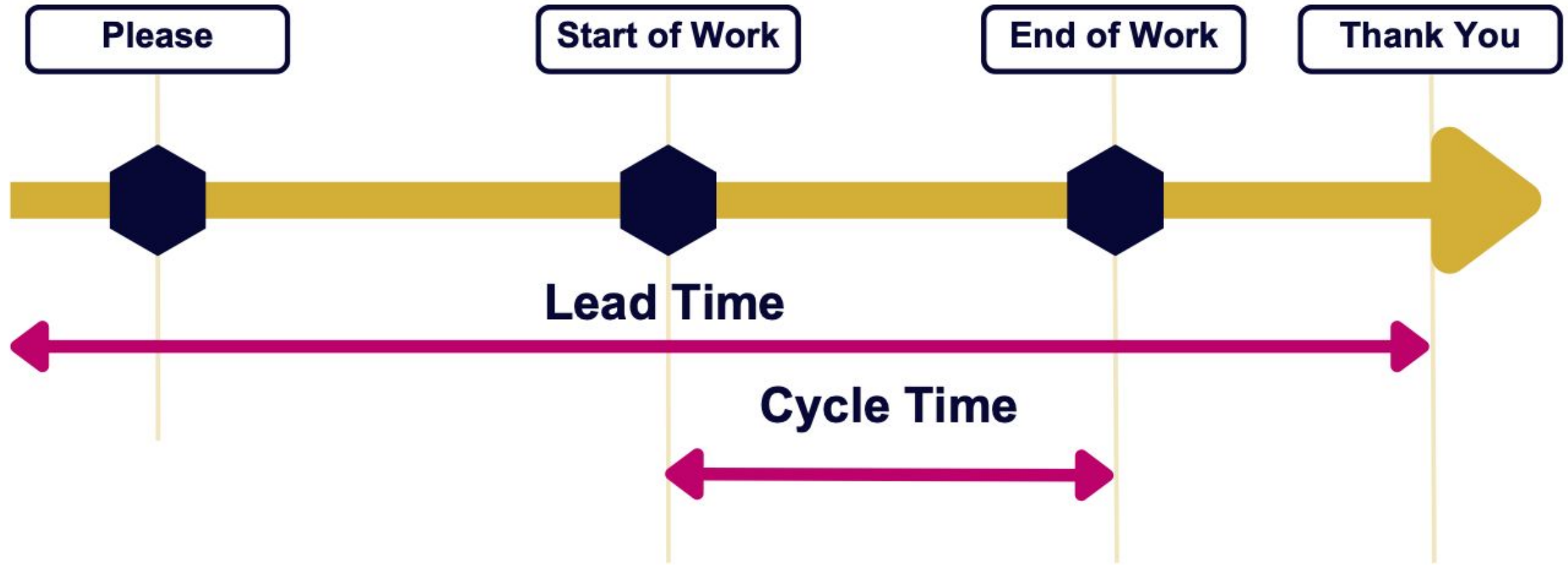
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**Select a
Pathfinder Team**

Influence Mapping

ONE METRIC TO RULE THEM ALL





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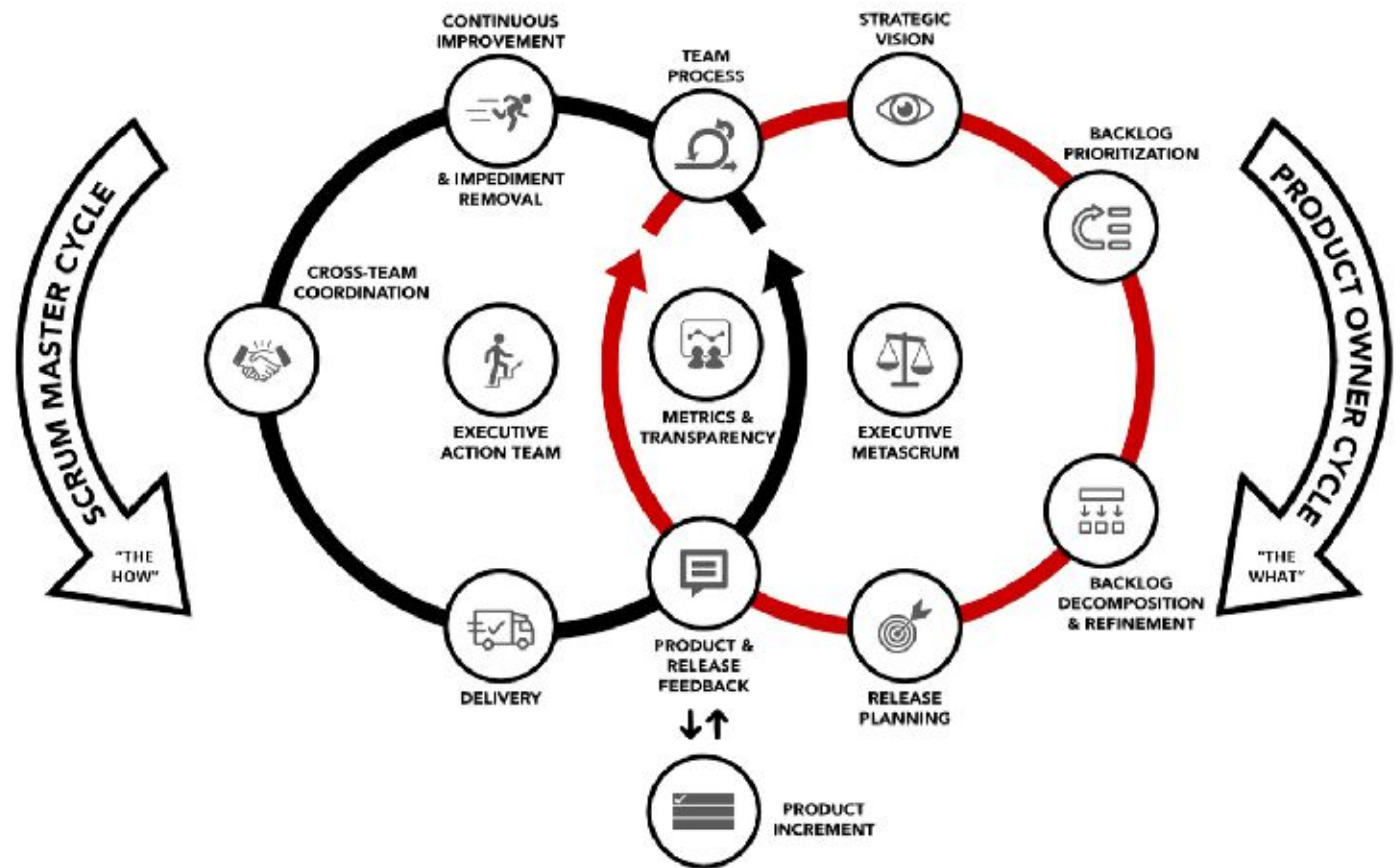
Influence Mapping



Scrum@Scale Framework

- \$ People / Process / Technology
- 2 - Day Training
- Cross Functional Teams
- Quick Adoption
- Immersive Training
- Trainer defines Learning Experience
- Continuous Planning (sprints)

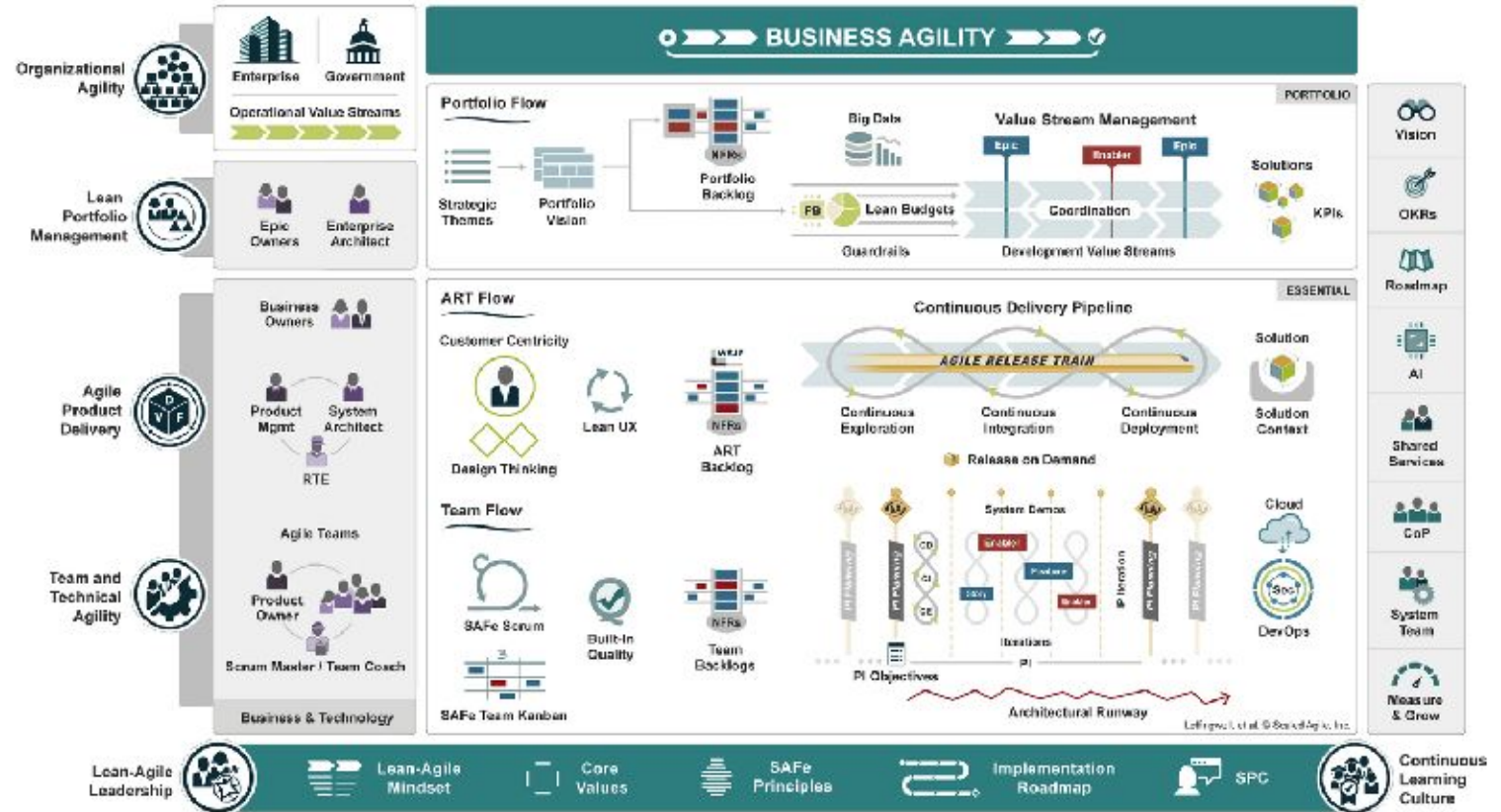
Scrum@Scale Framework





SaFe Framework

- \$\$\$ People / Process / Technology
- 2 - 3 Day Training
- Prescriptive Process
- Hierarchical Culture
- New Roles
- Works well with Agnostic Needs
- Quarterly Planning (PI)





Less Framework

\$\$

People / Process / Technology

2 - Day Training

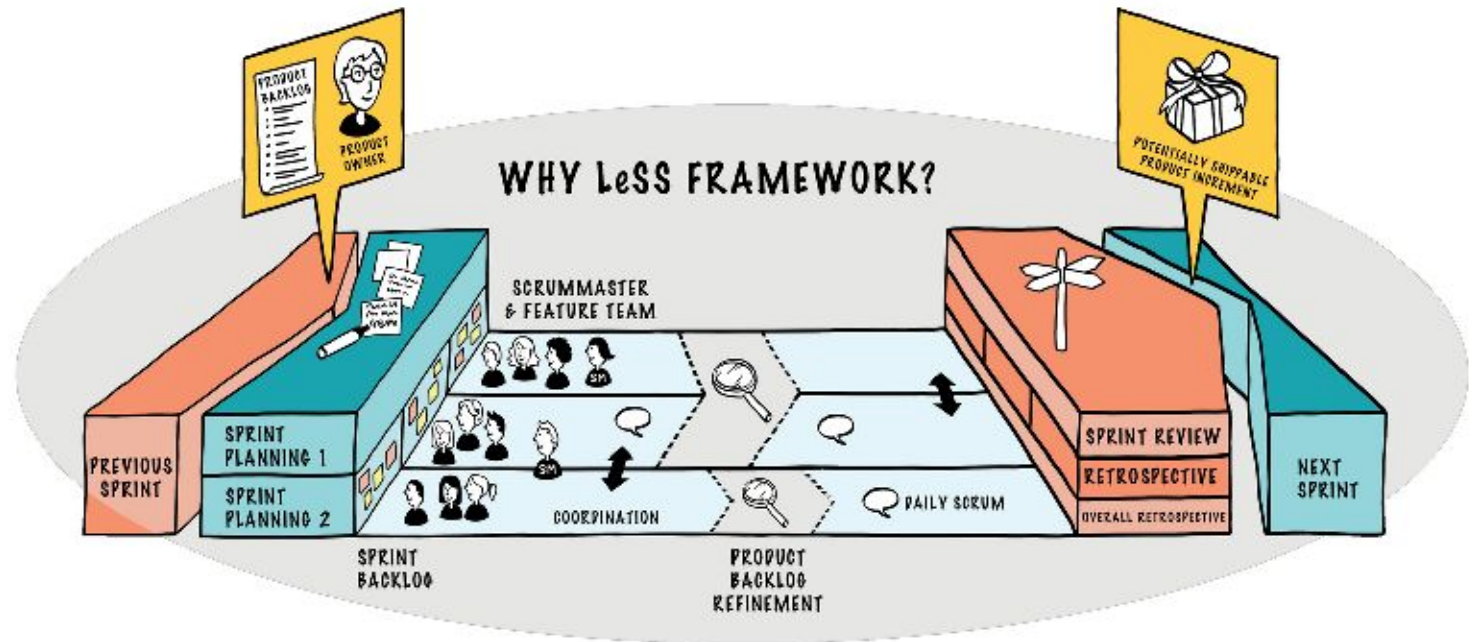
Less Prescriptive Process

Lean Structure

Continuous Planning (Sprints)

Team Structure for Feature/
Competence based cross functional teams

No PM's Group Product Owner



What Should You Consider?



**Agile
Competency**

**Organizational
Complexity**

Budget

**Product
and/or
service**

**Delivery
Time**



Vote



What
Frameworks
Are Available
To You?



Scaling Agile @ Spotify





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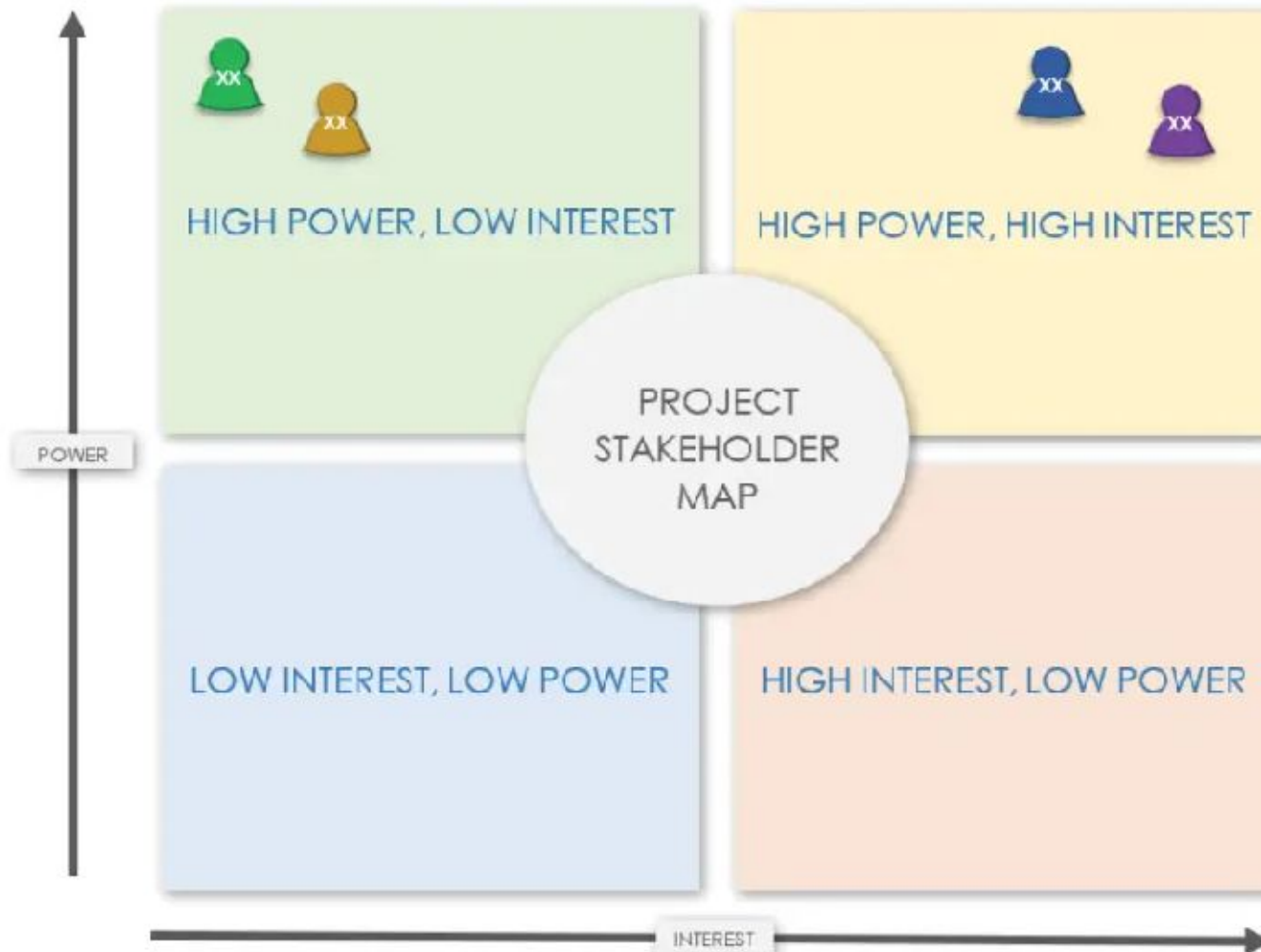
Less Scaling

**Select a
Pathfinder Team**

Influence Mapping



What Should You Consider?



- Risk
- Value Proposition
- Impact
- Stakeholders
- Influence



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Explore Related Sessions

If you enjoyed this session and would like to go deeper on this topic, *check out these upcoming sessions, recommended by our track chairs!*

**From Zero to Ally: Creating a Diverse and Inclusive
Workplace with Design Thinking**

Tuesday, 2:00pm – Desoto 5

Solving User Problems Outside the Product Box

Tuesday, 3:45pm – Coastal Ballroom B,4,5

Cooking with the Wrong Ingredients:

Why your educational design choices matter

Wednesday, 10:45am – Osceola Ballroom C



Agile ORLANDO
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PERSONALIZED FEEDBACK FROM AGILE PROFESSIONALS

AGILE ADVICE

OSCEOLA BALLROOM 1 & 2

MONDAY - THURSDAY, 11:00 AM - 3:00 PM



Thank You



**Stay Safe.
Stay Brave.
Stay Agile.**



PRESENTS

Agile ORLANDO 2023

JULY 24-28

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