

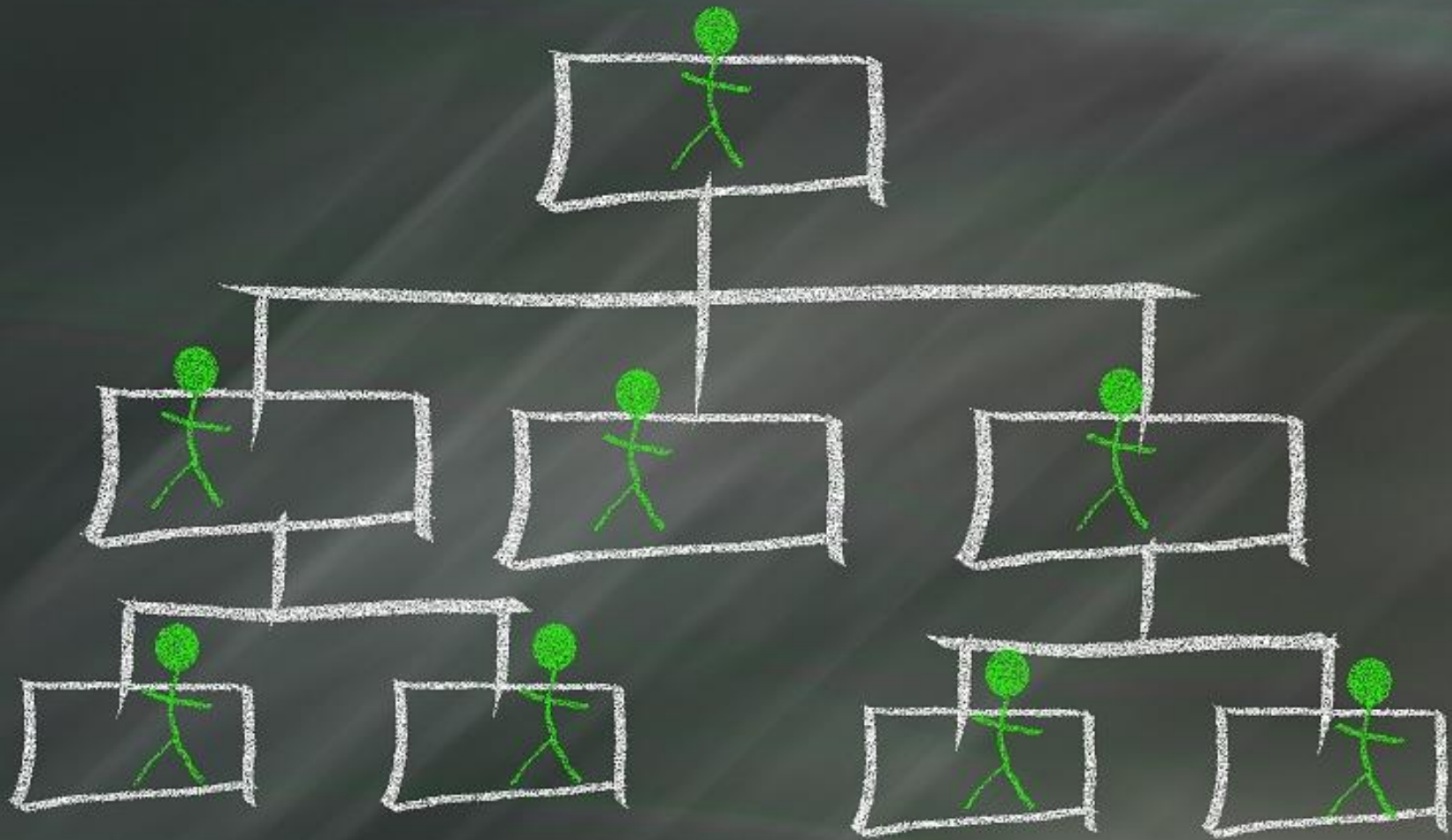
AGILE LIGHTHOUSE: A BEACON FOR YOUR AGILE TRANSFORMATION

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BUSINESS AGILITY CONFERENCE 2018











**Culture eats strategy
for breakfast.**

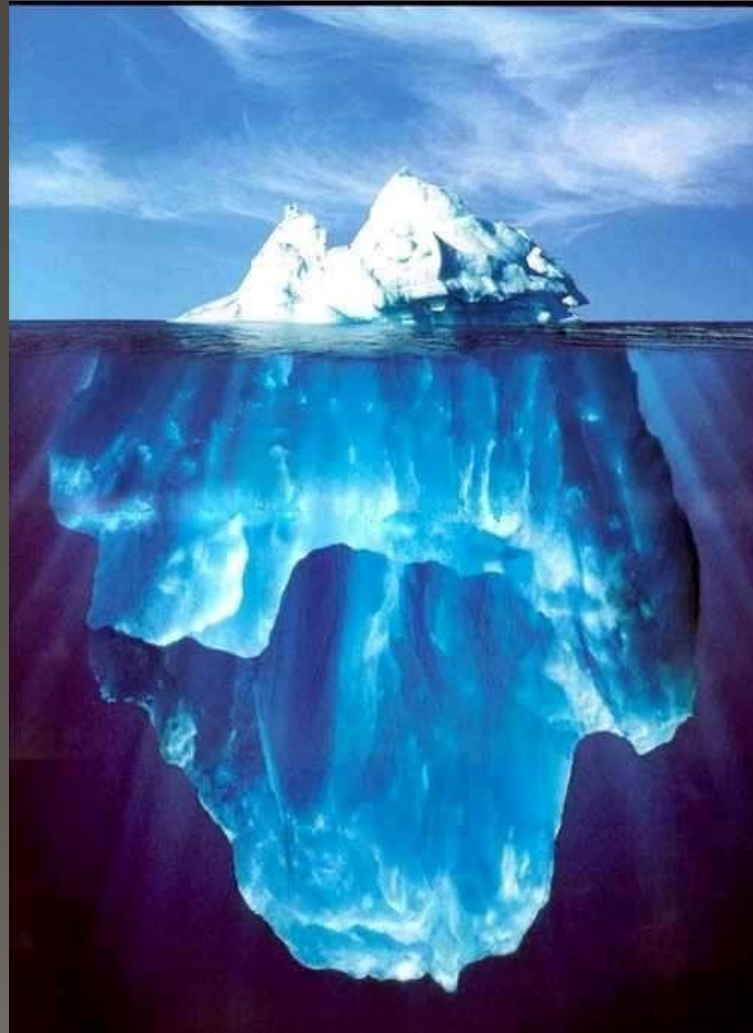
- Peter Drucker

Culture

Culture is the habits, traditions, and behaviors of people and groups in an organization.

MORE THAN MEETS THE EYE...

Strategy and tactics



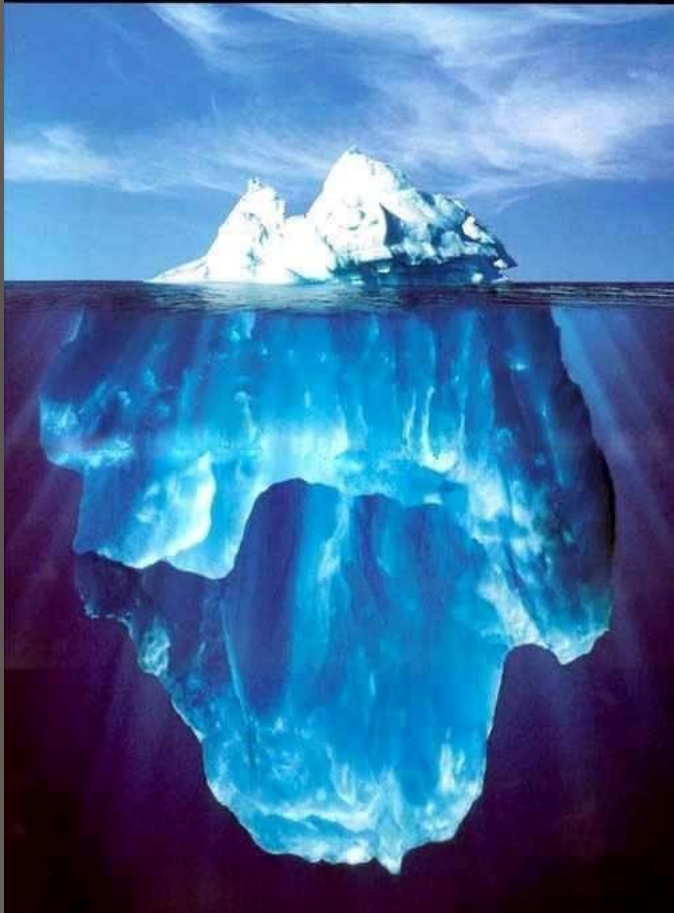
Habits, traditions, behaviors

WHAT HAVE YOUR ICEBERGS LOOKED LIKE?

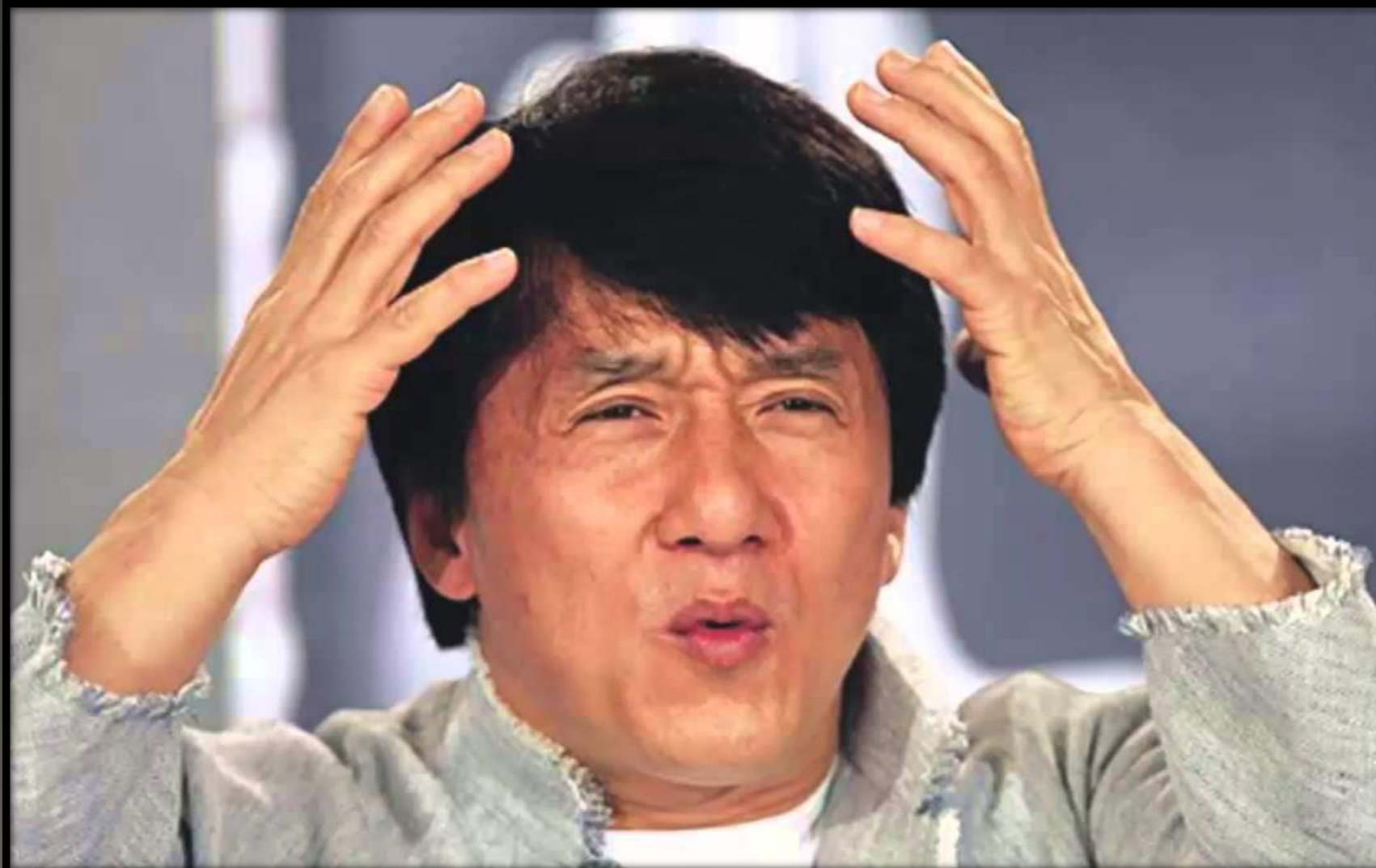
- Org is excited about agility until a crisis hits
- Dev team is uber agile, but external expectations don't line up
- Departments arguing over dev time due to competing projects/priorities, resulting in unempowered product owners.
- Dev team is uninspired because they don't feel connected to the customers
- New hires don't understand how everything fits together
- Managers are not excited about self-organization



LOWERING THE
WATER LINE



BUT HOW...?



A graphic consisting of three overlapping, rounded rectangular shapes. The leftmost shape is teal and contains the text 'Mission.'. The middle shape is a reddish-brown color and contains the text 'Vision.'. The rightmost shape is a brown color and contains the text 'Values.'. The shapes overlap from left to right, with the middle one partially covering the teal one and the brown one partially covering the reddish-brown one. The entire graphic is set against a dark gray background.

Mission.

Vision.

Values.

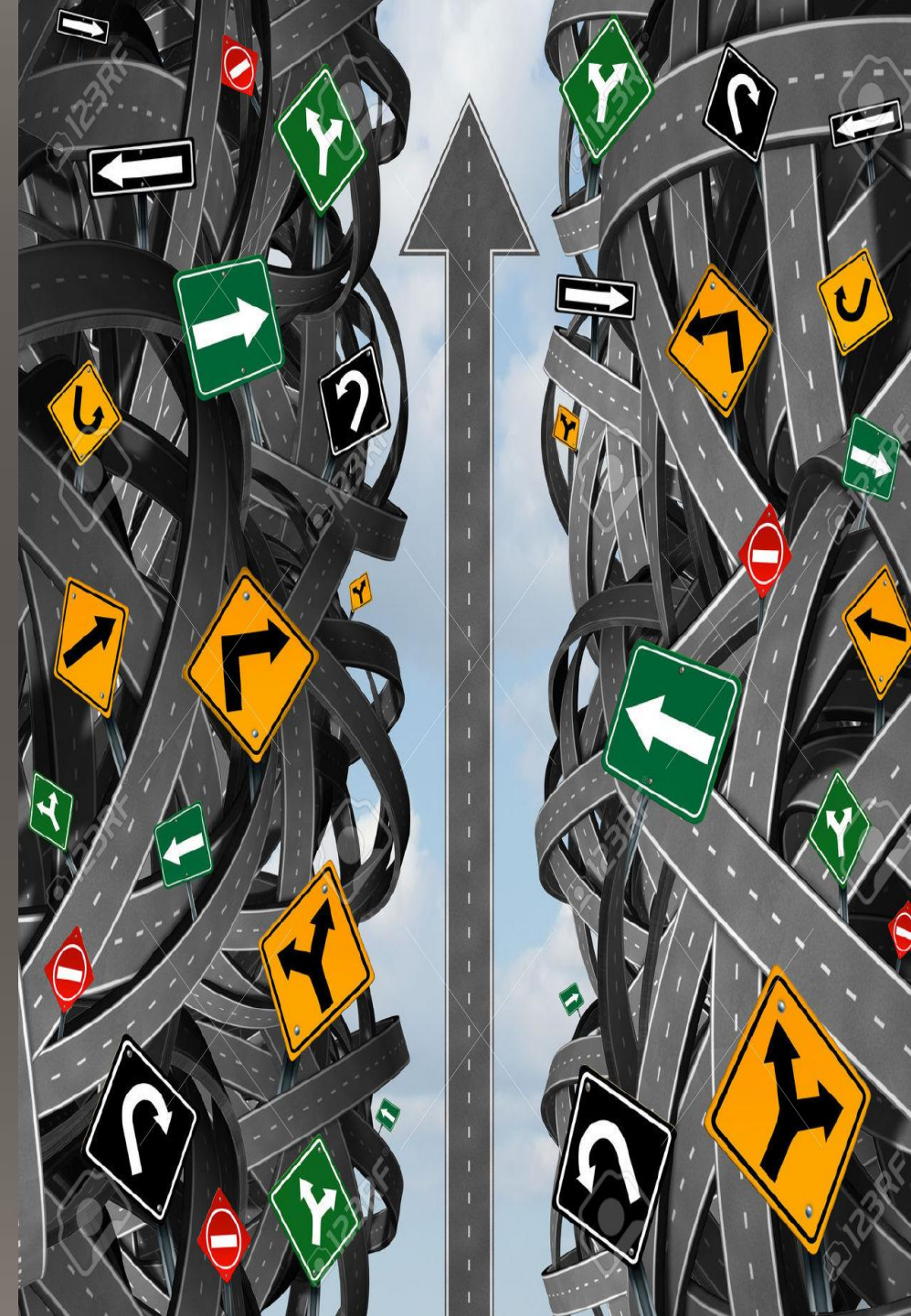


FOUNDATION OF CULTURE

- If applied correctly, mission, vision, values can be the foundation of a culture
- The process reveals who the organization wants to be, and who they don't
- The downstream of MVV potentially leads to organizational alignment & individual autonomy, mastery, purpose
 - Mission, Vision, Values → Goals → Strategy →

WHY MISSION, VISION, VALUES?

- The process creates clarity and alignment
- Communicates purpose, direction, and expected behaviors
- Keeps us on the right path, despite distractions
- Unifies our identity & common language
- Are not the brand, but they do inform the brand





*Who are
we?*

*What do we
do?*

*For
whom?*

MISSION (PURPOSE)

- Concise, inspiring, relatable – should be meaty yet easy to memorize
- Communicates the organization's reason for being, and how it aims to serve its key stakeholders.
- Inspires employees by connecting to their impact on the customer
- Serves as a guide (lighthouse, if you will) for all of the company's decision-making
- Generates short and long-term objectives using the mission statement– foundation for the Vision



VISION (DIRECTION)

- Concise, inspiring, forward thinking
- Future-oriented declaration of the organization's purpose and aspirations
- Combines mission and values to describe inspirational long term results

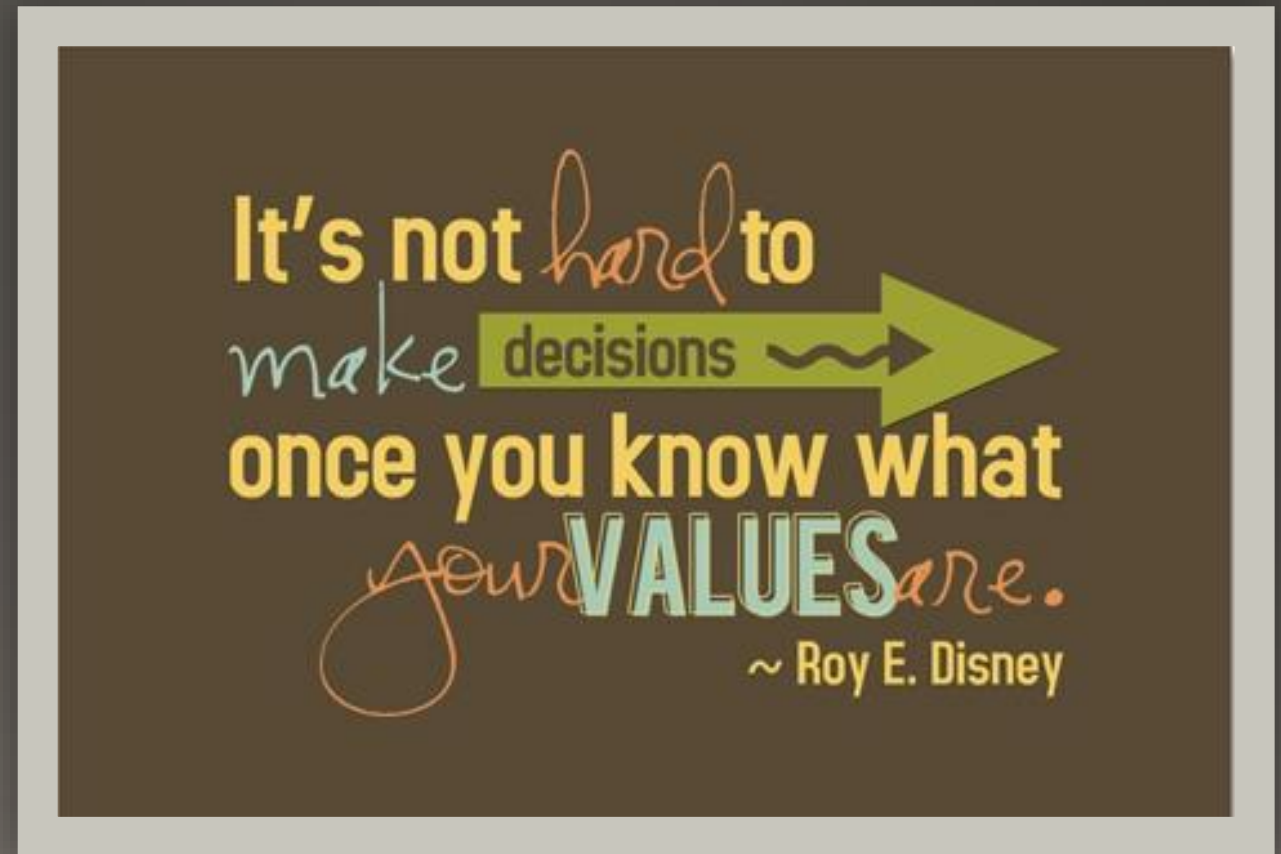


How are we going to change the world?

VALUES (BEHAVIORS)

What behaviors and values are important to us and our mission/vision?

- Defines and guides the how we behave with one another
- Informs our brand, our vision, and our decision making
- Guides hiring decisions and performance assessments
- When the values of the organization and employees are aligned, the result is confidence and high performance



BUT HOW...?

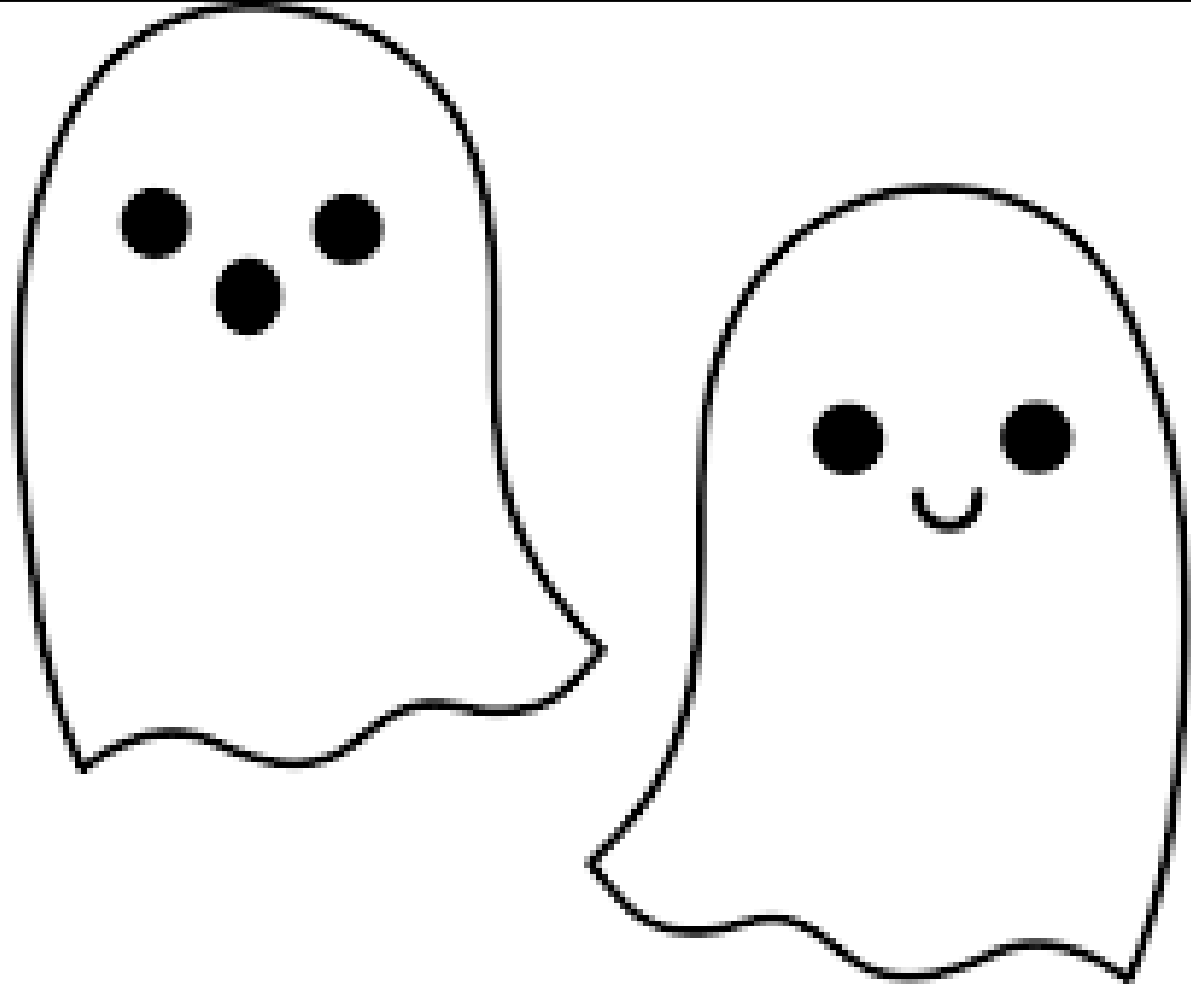




OUR PROCESS FOR DEFINING MVV

5 month process!

- Companywide survey
- Guided discussions
- Time in between to contemplate
- More feedback on drafts
- More discussion
- Several drafts
- Magic!



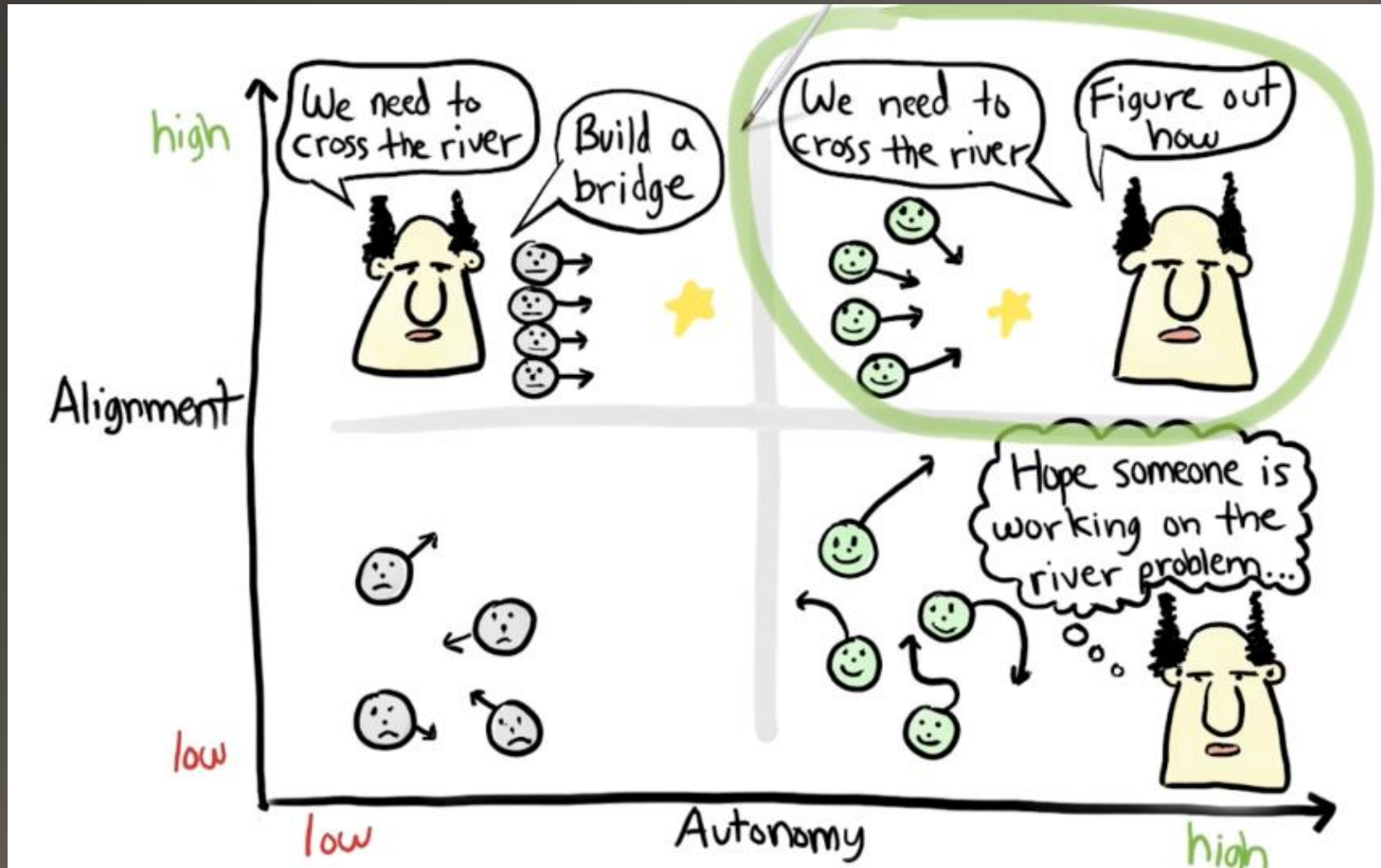


ROLLOUT!

- Generate excitement
- Explain the process and how they contributed
- Demonstrate buy-in (and understanding) from leaders
- Connect to everyone – how does it affect them?
- Share next steps

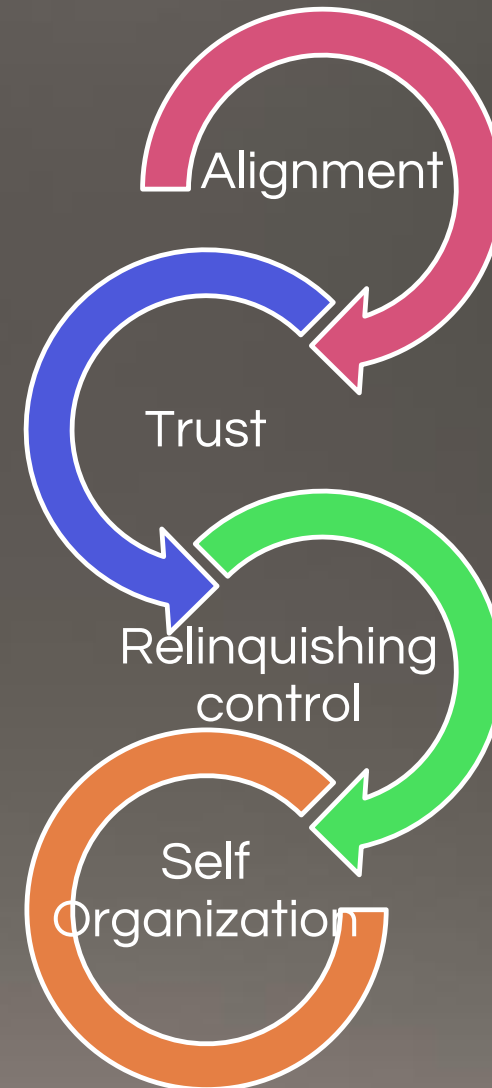
SHIFTING THE CULTURE

Alignment enables autonomy
-Henrik Kniberg



MVV AS AN ENABLER OF SELF ORGANIZATION

- Why are managers suspicious of self-organization?
 - Loss of control → Fear of failure
 - Fear of failure – their own, their teams
- Mission → We know we are all here for the same reason
- Vision → We know we are all heading in the same direction
- Values → We know we have hired and coached people who value the same ideals





LEANING INTO THE CULTURE WHEN THE TIDE ROLLS

- When things are not going well, it's easy to fall back on our old habits
- With the lowered water line, we have better insight into what those are.
- MVV can remind us and our teams what really matters, and what we agreed to.



LEANING INTO THE CULTURE WHEN THE TIDE ROLLS

With deadlines looming, a reformed overbearing manager is starting to bark orders and assign tasks.

The team reminds them how that kind of behavior limits creativity and innovation, one of their values. We assure them that the team knows exactly where he/she wants them to go.



LEANING INTO THE CULTURE WHEN THE TIDE ROLLS

A competitor is releasing a shiny new product that is cool, but doesn't align with the company mission. The execs start telling the dev team to execute right away, bypassing the Product Owners.

The Product Owners remind them that they (the Product Owners) are very focused on the mission and anything else is a distraction.



LEANING INTO THE CULTURE WHEN THE TIDE ROLLS

In the classroom, students are taking advantage of the sprint setup to procrastinate. The teacher's initial instinct is to "lay down the hammer"

The teacher is reminded that the teams have working agreements (that refer to the classroom values) and those allow the teams to hold themselves accountable.

ABOUT THOSE ICEBERGS...

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Challenges Experienced Adopting & Scaling Agile

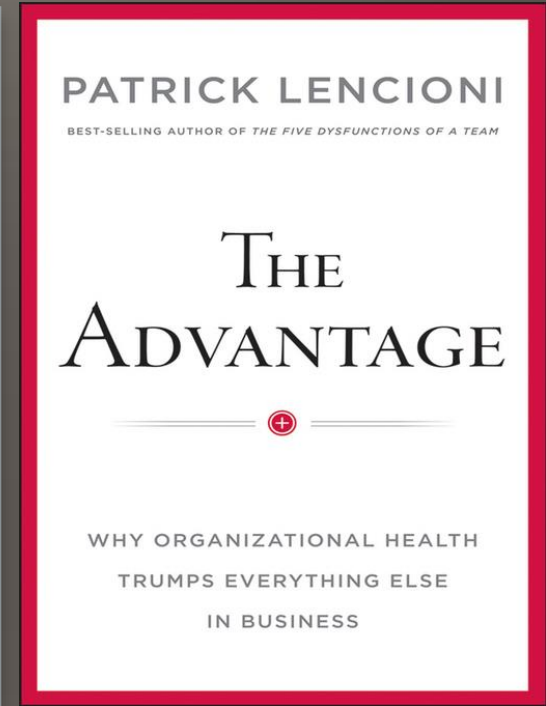
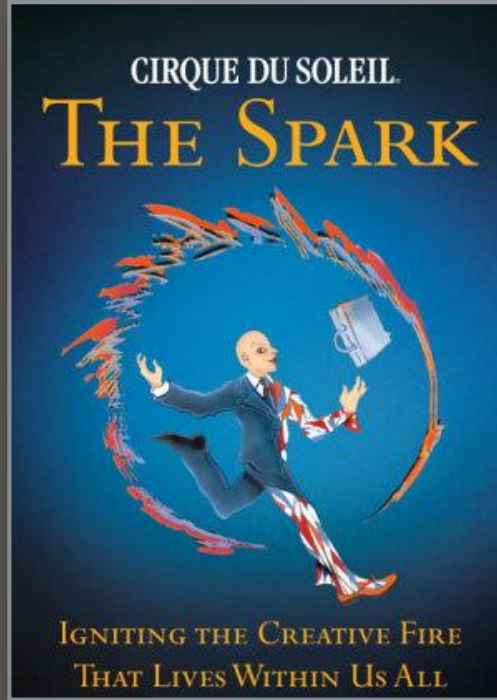
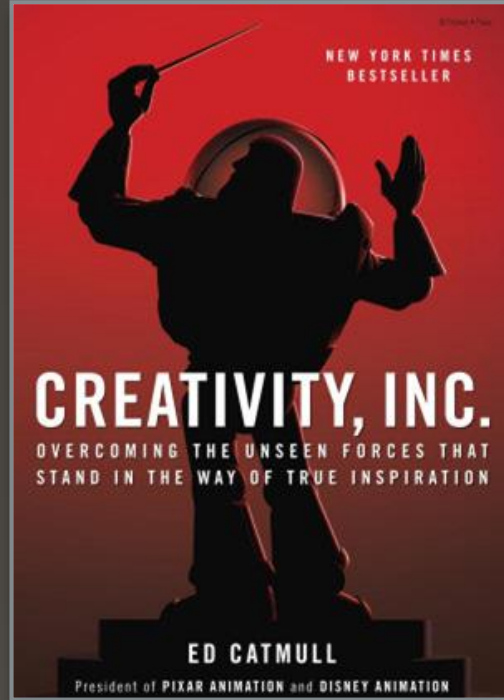
While the vast majority of respondents and their organizations have realized success from adopting agile practices, they recognize that there are challenges to scaling agile. The top two challenges cited were organizational culture at odds with agile values (63%), and lack of skills or experience with agile methods (47%).



PARTING THOUGHTS

- Culture = traditions, habits, behaviors often beneath the surface
- Mission, Vision, Values are a tool to lower that water line and make culture visible
- The rollout is just as important as the process if you want team members to embrace it
- It is not a silver bullet, but the first step in a continuous process





RECOMMENDED READING