ANDREA PROVAGLIO

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PEOPLE, LEADERSHIP AND ADAPTABILITY

NICE MEETING YOU!

I help executives, managers and teams to rethink their organizational dynamics, mindset, processes and practices, so that they can do business effectively in the 21st century.

SOME DEFINITION

Agile: a groundbreaking approach to collaborative and iterative software development created 20+ years ago

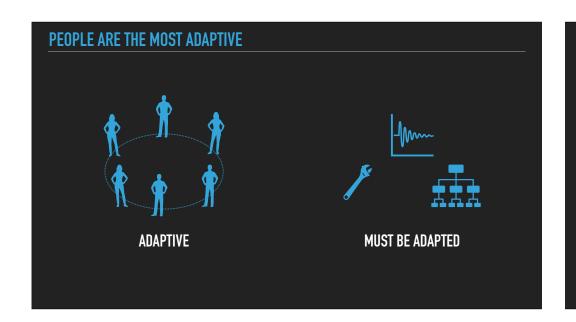**Agility**: a broader terms that extends the Agile principles beyond the boundaries of software development

Business Agility: the capability of an organization to manifest agility in all its functions and it the way it does business
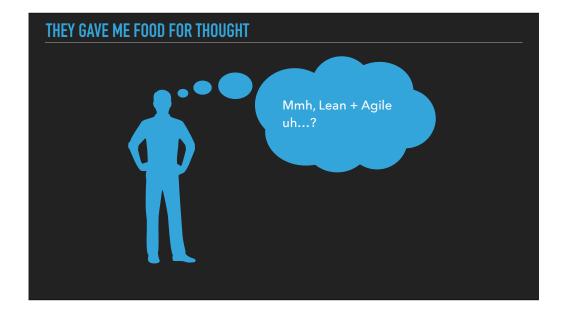

AGILE ↔ ADAPTIVE

Adapt to new information as it emerges

Make peace with uncertainty

PEOPLE ARE THE MOST ADAPTIVE

ADAPTIVE

MUST BE ADAPTED
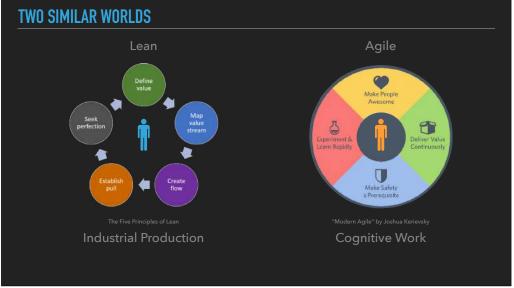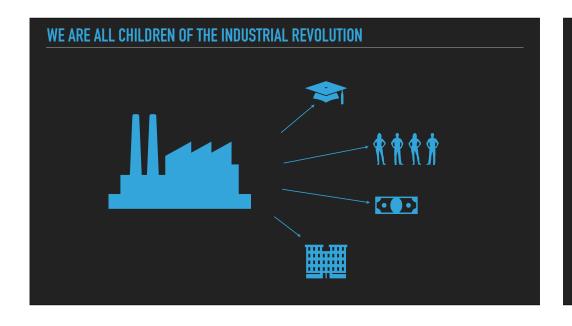
A CLIENT

An international company that designs, manufactures and installs equipment, complete solutions and services for Oil and Gas treatment, metering and regulation.

THEY GAVE ME FOOD FOR THOUGHT

Mmh, Lean + Agile uh…?

TWO SIMILAR WORLDS

Lean

Agile

Define value

Map value stream

Seek perfection

Create flow

Establish pull

The Five Principles of Lean

Make People Awesome

Experiment & Learn Rapidly

Deliver Value Continuously

Make Safety a Prerequisite

"Modern Agile" by Joshua Kerievsky

Industrial Production

Cognitive Work

WE ARE ALL CHILDREN OF THE INDUSTRIAL REVOLUTION

A VERY LEAN COMPANY

- Lean Production Lines (obviously)
- Value Streams + Organizational Functional Units
- Yearly company-wide Lean Transformation Plan
- 1 Kaizen week / month, 15 teams (**3000+ man-hour** per month!)
- Japanese Sensei overlooking the Kaizen process
- 5S for workstation efficiency
- 3P methodology for hardware prototyping
- They've been doing this for two decades
- Lean culture deeply ingrained in the organization

NOTICING THE "ARTIFACTS" IS PART OF MY WORK

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WHERE IT GETS TRICKIER

- Lean originates from industrial production (tangible goods)
- Agile originates from cognitive work (intangible goods)
- Easy to confuse the intent of one practice with the other's
- Let's see some example…

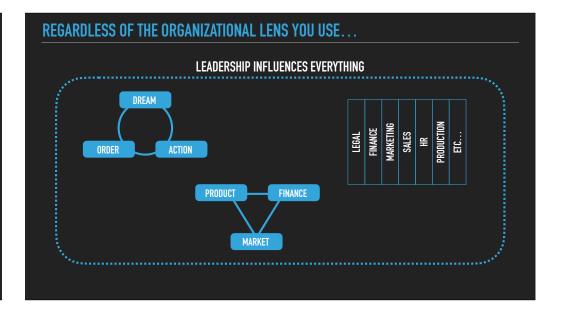La mia scrivania / postazione

KPIS DON'T MAP TO COGNITIVE WORK

- KPIs are for measuring a process, which must be visible and quantifiable
- People go after intents, goals, objectives, aspirations, attempts, ideas; they learn by doing, by trying, by experimenting and also by failing. How do you quantify and measure that?
- OKRs (or similar approaches) are more fit to promote virtuous behaviors, team collaboration, alignment and engagement
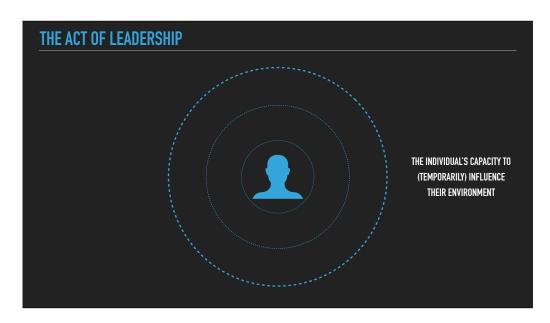
This doesn't work

OUTCOME OVER OUTPUT

- When the desired result is clear and the process to get there is well defined, we might focus on maximizing Output (work done)
- When the goal is more abstract and the conditions are unpredictably changing, we should focus more on maximizing Outcome (people's needs)
- In an industrial mindset, it's easy to confuse Output (work done) with Outcome (valuable results)
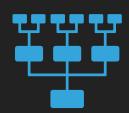

REGARDLESS OF THE ORGANIZATIONAL LENS YOU USE…

LEADERSHIP INFLUENCES EVERYTHING

DREAM
ORDER   ACTION

PRODUCT   FINANCE
MARKET

LEGAL | FINANCE | MARKETING | SALES | HR | PRODUCTION | ETC…

THE ACT OF LEADERSHIP

THE INDIVIDUAL'S CAPACITY TO (TEMPORARILY) INFLUENCE THEIR ENVIRONMENT

AN EXTRA LAYER OF LEADERSHIP SKILLS

▸ In Lean the manager is frequently "The Expert"

▸ Management approach is "Just-in-Time"

▸ This is consistent with having clear goals and processes; also tends to create specialists

▸ Agile Leadership assumes that things are and will be uncertain; it creates a safe environment in which to be both **effective** and **efficient** in uncertainty

IT'S SO EASY TO FAKE AN AGILE CULTURE

A real message from a CEO...

Hi Everyone
I want to emphasise the importance of reaching the agreed KPIs for all product owners and team leads.
- KPIs are here:

- Your half-a-year bonus is a function of your individual performance and your team performance.
- If your team does not hit KPIs, most likely, your bonus will be zero even if you are a great contributor. So push them!
- I noticed that several product owners / team leaders are significantly below targets and still do not work on weekends to catch up. There is a simple rule in place: POs and team members with performance rating "significantly below expectations" will be fired without any negotiations after the review. People and teams rated "Below expectations" will be placed on watch list.
- Town Hall this Friday will be dedicated to this topic

From an article on WIRED magazine

MOVING TOWARDS BUSINESS AGILITY

▸ Introducing performance management practices that are fit for complex, cognitive work and are based on qualitative goals and quantitative feedback

▸ Improving the Product Ownership practices, to better pursue Value and Effectiveness in addition to efficiency

▸ Developing the understanding and practice of Leadership in a Business Agility culture

LET'S WRAP IT UP

▸ Rules and Observances alone don't make you, your company or your business, Agile

▸ The industrial mindset is much more deeply ingrained in today's organizations than you might think and it might no longer be serving you well

▸ Understanding and implementing the essence of both Lean and Agile will help you achieve both efficiency and effectiveness in today's fast and complex world

THANK YOU!

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