

## Business Agility, Adaptability and Change

Greg Hutchings, Amelior Services  
Nov 25 2020  
Agility Summit (online)

1

### A bit about me... Greg Hutchings

- I coach and train organizations in lean & agile thinking and am a LeSS trainer
- I have about 40 years experience in SW dev. in nearly all roles
- I founded Amelior Services in 2015, a small group focused on innovation, change and agile transformation
- Our mission – to increase happiness for our clients and their customers
- My highest pride and honor: parenting my 13 year old daughter Sophie!



Contact me about coaching and training:  
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Or, come see me in Paris for a café!



2

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## Abstract:

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### BUSINESS AGILITY, ADAPTABILITY, AND CHANGE

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2020, TALK

25 Nov 2020 15:45 - 16:30 \* 45' Online Greg Hutchings

Business agility, adaptability, and change are made possible through inspired and willing-to-learn leadership. Leaders must encourage by their own example and by appropriate emphasis the development of a learning organization. To enable and secure business agility and change, an enabling, customer centric organizational design is needed.

This is likely to include new and revised roles and responsibilities at many levels, and it *will* require leadership to accomplish the necessary changes in beliefs and behaviors. The personal engagement and desire to learn at a top management level is essential in my view; with this expressed desire to learn comes vulnerability.

In this talk Greg will share hard-gained experience and techniques on how to increase the success of your agile transformation efforts, whether you are a team member, scrum master, product owner, in management or a fellow coach.

3

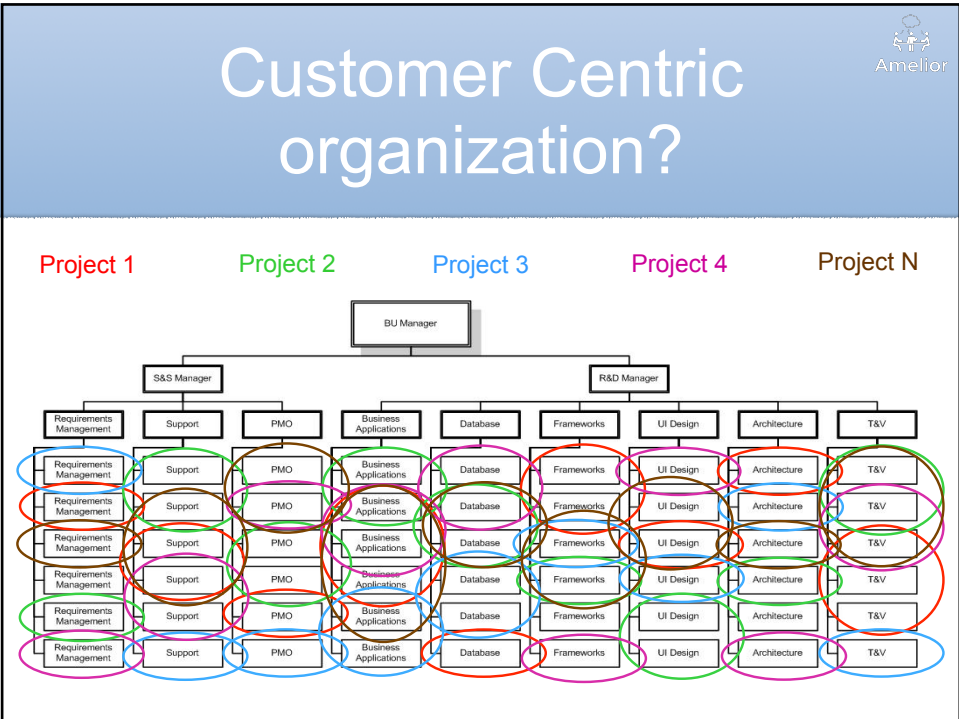
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## Business Agility...

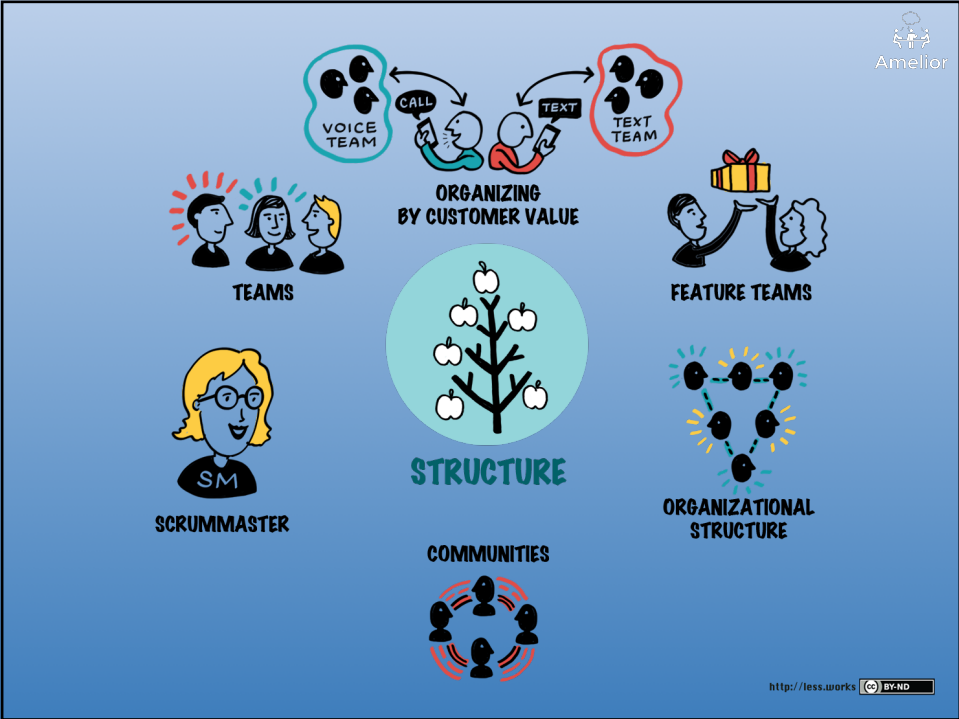
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→ the ability to innovate and to adapt quickly and effectively to changing customer needs.

4



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6



# Team-based organisations

- Structure the organisation using **real teams** as the basic organisational building block
- Dedicated teams
- Cross component
- Cross-functional teams
- Co-located teams
- Long-lived teams



7

## Business Agility

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→ Some examples of outcomes made possible by business agility :

- A Fintech payment provider demonstrated business agility by being able to enter a new market in weeks, rather than months or years, much ahead of serious competition and faster than ever before
- A Telecom equipment provider demonstrated business agility by being able to face and overcome a very serious threat by Huawei to a key German client – thanks to a single product backlog and customer collab
- An automotive company scaled up a large initiative to build autonomous driving by reorganizing into long-lived, cross functional and customer centric teams with a much flatter structure and greater autonomy
- A modern mobility company scaled up and achieved fastest time to a new market aided by a flatter structure, new self-designing and self-organizing teams focused on their domains, and deep changes in management mindset

8

Deep dive case study



# SELF-DESIGN EVENT

May, 16th 2017 | @FLiXtech

*Thank you to Flixbus for allowing me to share this with you...*

9

## Why are we doing this? Three main reasons ...

We are doing the re-organization of FlixTech, and thus, this event for three main reasons.

We need to create an organization that is ...

... business value focused

→ FlixTech must be easy to interact with for each business owner and stakeholder. Therefore, we are organizing into business domains and teams that serve the domains.

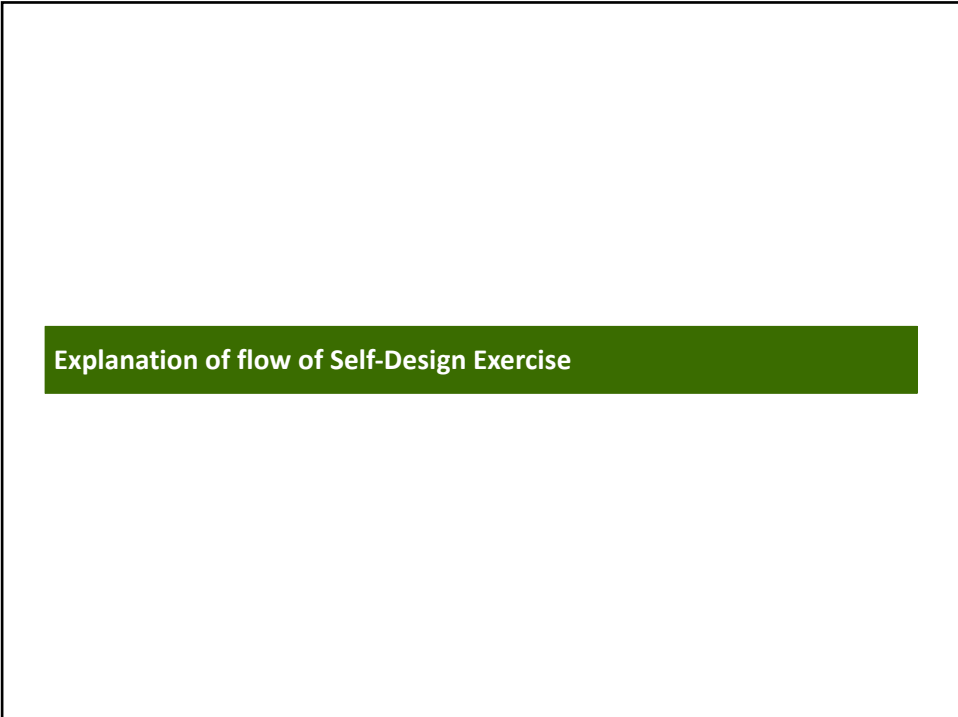
... creating great technology

Each domain team will focus primarily on a part of the overall FlixTech system, using **independent components, refactoring and improving code** using **clean code, micro services** and other good practices, paving the way towards **internal open source**. As a part of the team self-design, we expect that we will be better able to focus on refactoring outdated code, rework our monolithic architecture and improve code quality

... fostering self-organization

Self-designing teams increase the **level of freedom** of FlixTech people to choose who they work with and on which domain. Going forward, teams will also have a **stronger voice** in determining together who belongs to their team.


10





11

### Self-Design Exercise Cycles – Three times

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 **Duration:**  
35 Minutes

 **Expectation:**  
Each team has a FlipChart with most **important information**  
**Number of chairs** indicate **maximum number of places** in the team  
Roles on the chair indicate **required primary / secondary role** of the engineer  
Has a team formed around it, its ready for review

 **Rules:**  
Team is able to **cover all / most important subcomponents** of the product / component  
Team is able to **develop** any item from the **backlog**  
Team specifies which **site** they will be located on  
New team can be **compensating** missing primary roles with secondary roles

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**FLiX**tech 51

12

## Recap – Decision Point

### Option A

FlixTech is **happy** with the outcome of the self-designing teams workshop and it's done



### Option B

FlixTech is happy with the outcome, but **some improvement points** have to be addressed and will be decided on the spot



### Option C

FlixTech is **not satisfied** with the self-formation outcome, and the Board will decide some changes to the teams structure and communicate it to the teams the days following the event



FLiXtech

57

13

## Business Agility

→ How did we help to achieve these outcomes?

1. The management made an informed decision to change, realizing the likely costs, benefits and risks, and understanding their roles in it
2. Existing silos were removed in the organization, and a new blueprint was created for customer centric structures of cross functional teams
3. Leadership changed, training senior/executive leaders in lean and agile, selecting a new, overall customer centric product owner and area product owners, and (fewer) line managers, all being coached
4. Teams were reformed, to be cross functional, customer centric and long lived, usually by the teams designing themselves within an overall blueprint
5. Communities were formed, to reinforce mastery of crafts and skills, and to connect teams and accelerate learning

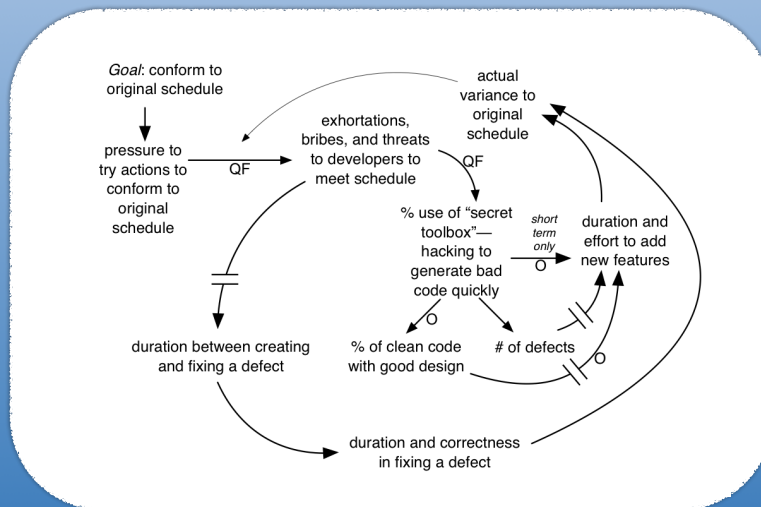
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# Getting started

- ④ Educate Leaders and seek informed consent to change
- ④ Open up a volunteer, opt-in process for change
- ④ Create and educate overall product owner and product mgmt
- ④ Educate everyone in the target group for change
- ④ Remove / soften silos
- ④ Create appropriately structured, client centric teams
- ④ Only the Product Owner gives work to the teams
- ④ Keep project managers away from the teams

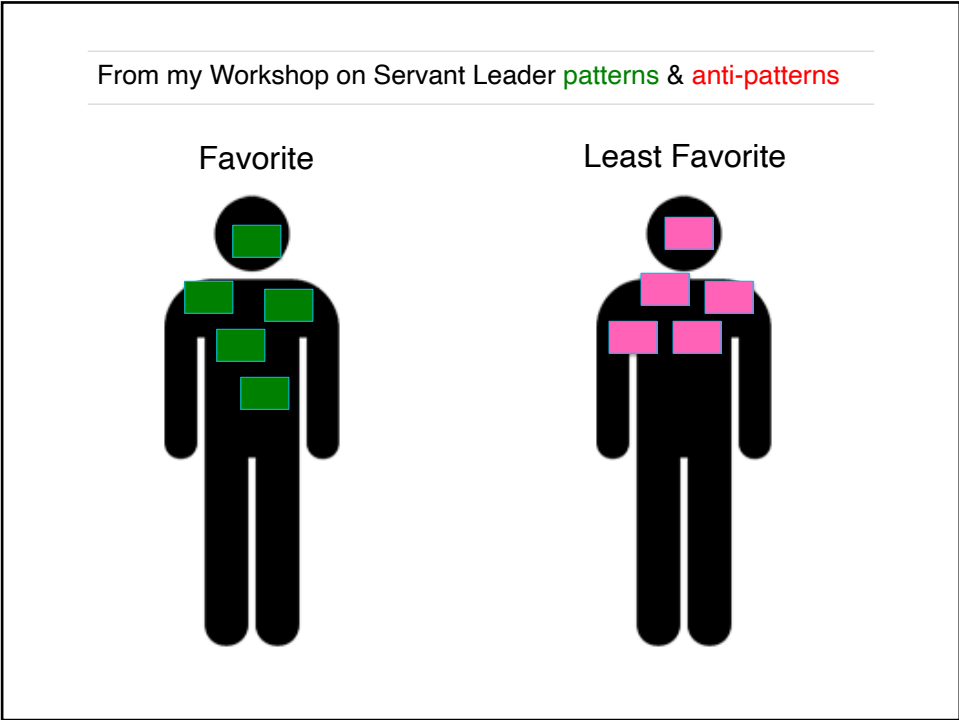
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# Systems Thinking



16





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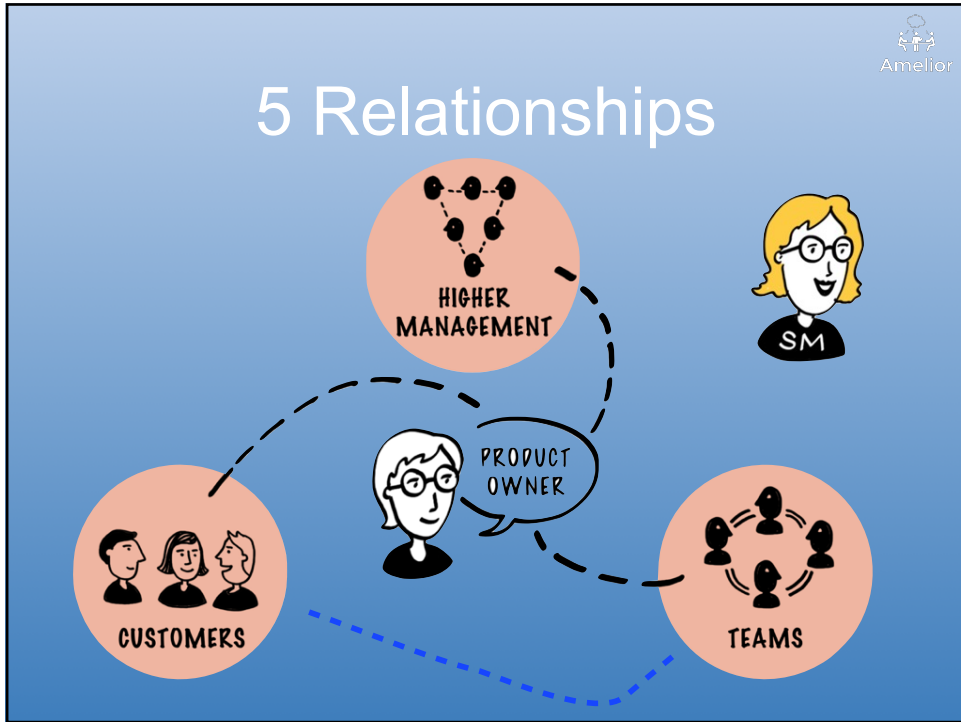
Amelior

# 3 Levels of Coaching

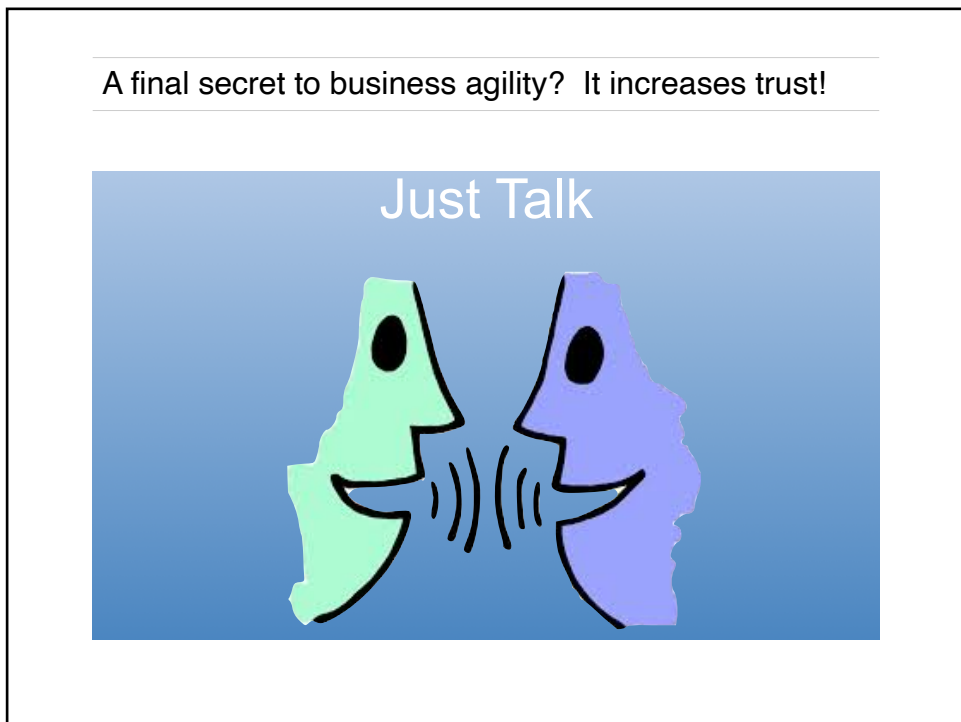
- Organisational
- Team
- Technical

<b>C</b>	<b>Create</b> trust and rapport
<b>O</b>	<b>Observe</b> and assess
<b>A</b>	<b>Ask</b> powerful questions and listen
<b>C</b>	<b>Challenge</b> and give feedback
<b>H</b>	<b>Hold</b> accountable

18



19



20



21