

Using Keystone Habits to Transform Enterprises and Achieve Sustainable Organizational Agility



A Session lead by
Ahmed Sidky, Ph.D.

15

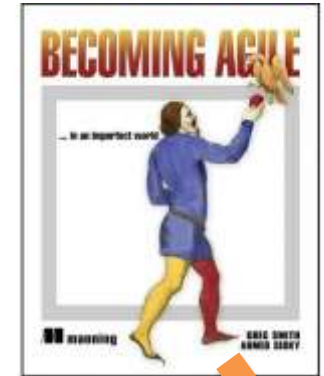
years of experience in software development, management and delivery

YEARS

Co-founded



Co-authored



Virginia Tech
Ph.D. in Agile Transformation and Agility Assessment

on the PMI-ACP Steering committee



Consulted, trained or coached with people and teams from ...



Booz | Allen | Hamilton



Agile2009 Conference
Program Chair





Meet Jack

Company: **Future Corp**

Size: **10,000 people**

Profession: **CIO**

Size of IT: **3000 People**

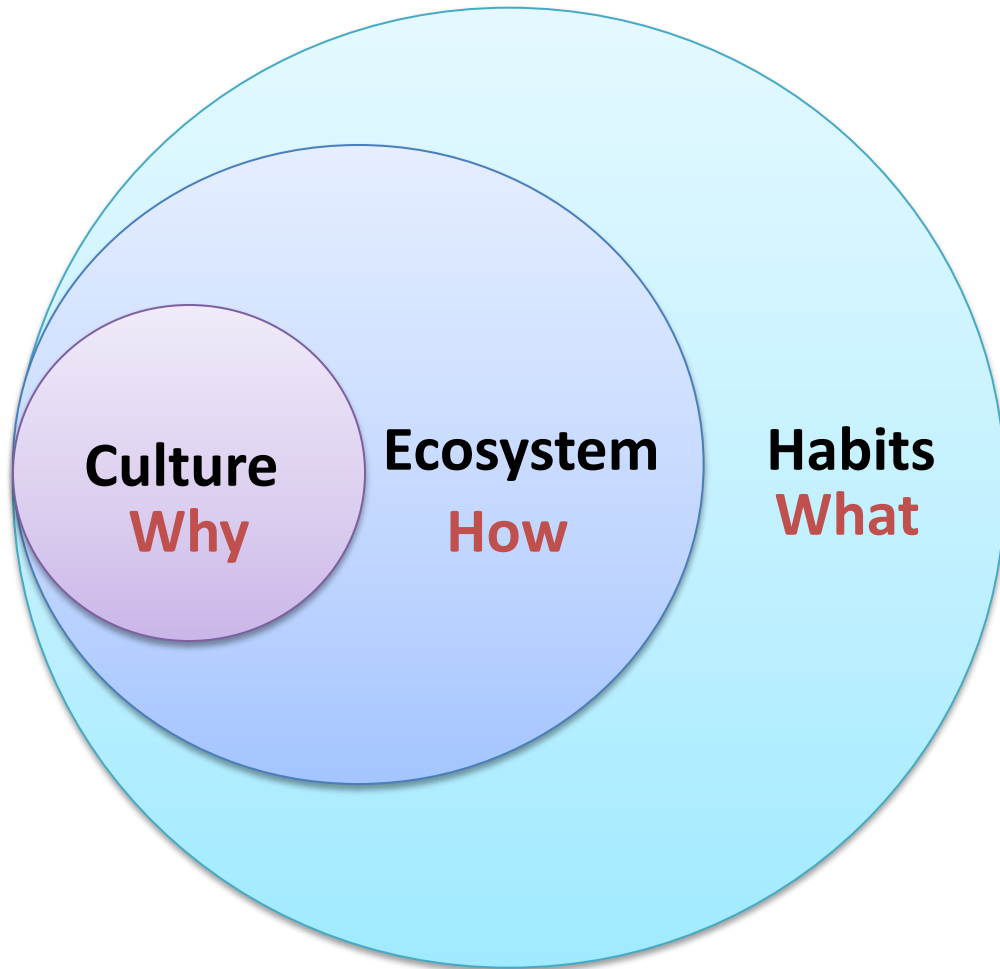
Goal: **Transform organization to “do Agile” - ASAP**

Plan: ***Something like this***

1. Start training across IT – probably on Scrum
2. Picked a star, Stacy, in the IT organization and put her in charge of the transformation – in addition to her day job.
3. Two pilot projects were launched successfully (doing Scrum) !
4. Memo from the CIO that says we’re moving to an agile/scrum process for all IT projects in 6 months.
5. The plan is to launch five pilots/teams every quarter.
6. The CIO is meeting monthly with Stacy to track the number of projects who are adopting the agile process.
7. Stacy is procuring an agile tool to help teams be consistent in their agile process.

Organizational Agility

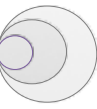
(Enterprise Agile or agile at Scale)



Organizational Agility is a **culture** based on the **values and principles** of Agile, supported by the **organizational ecosystem** and manifested through **personal and organizational habits** (*how work really gets done around here*).

An Organizational Ecosystem consists of its:
Leadership, Strategy, Structure, Processes and People

Being Agile



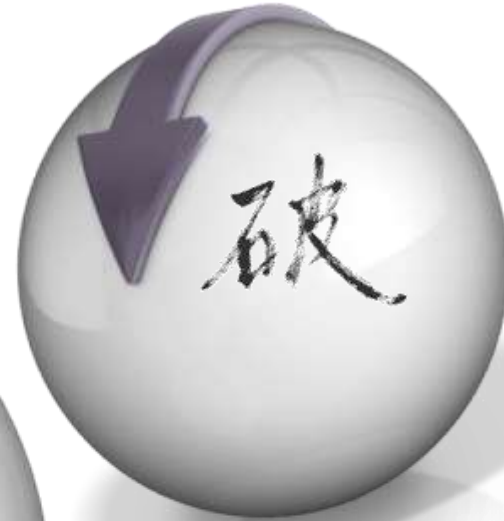
Stages of Learning

1. Shu – 2. Ha – 3. Ri

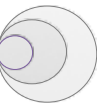
Ri
Be the Rule



Ha
Break the Rule



Shu
Follow the Rule



Stages of Learning

1. Shu (Following Precisely without Modification) – 2. Ha – 3. Ri



Stages of Learning

1. Shu – 2. Ha (Shifting Between Techniques) – 3. Ri



Stages of Learning

1. Shu – 2. Ha – 3. Ri (New techniques, even unconsciously)



Stages of Learning

1. Shu – 2. Ha – 3. Ri

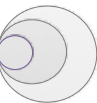
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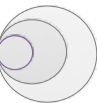
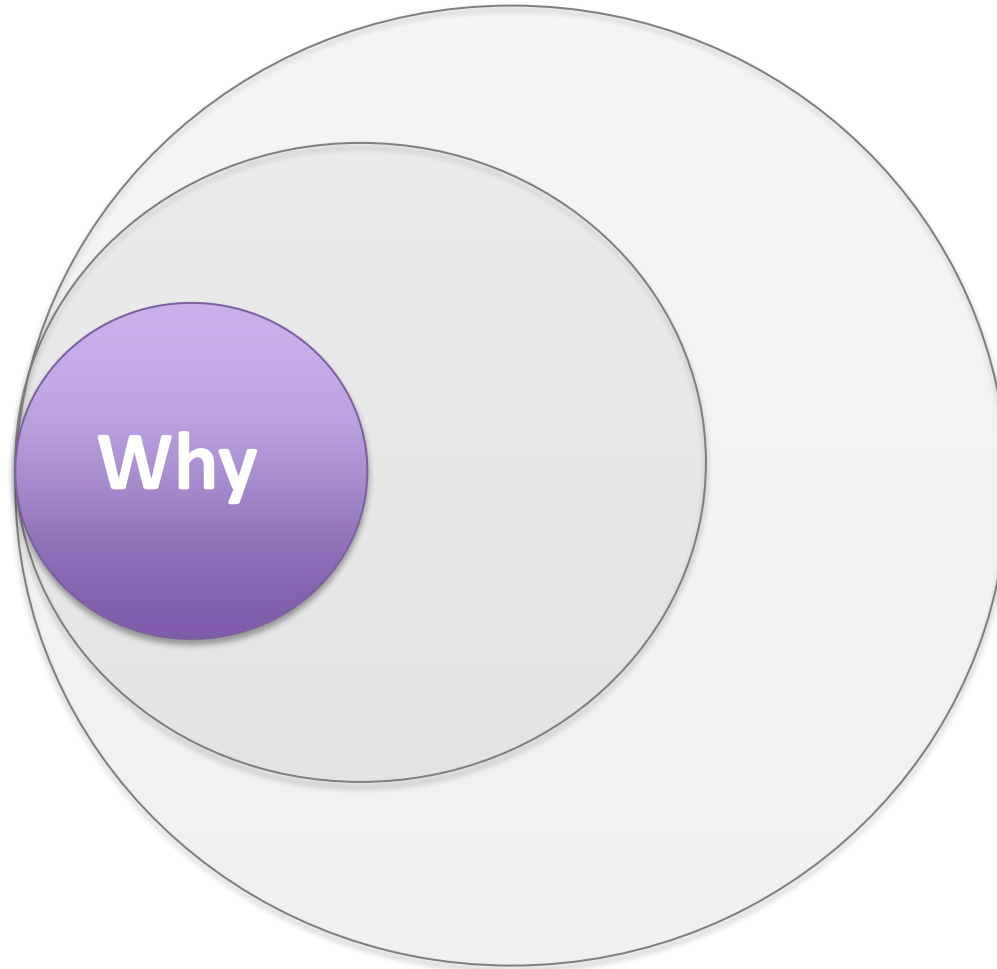


Shu
Follow the Rule

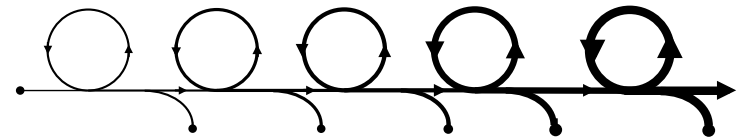
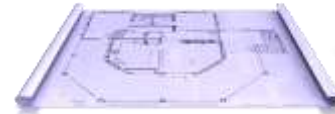


Organizational Agility

(Enterprise Agile or agile at Scale)



Not all work is the same ...



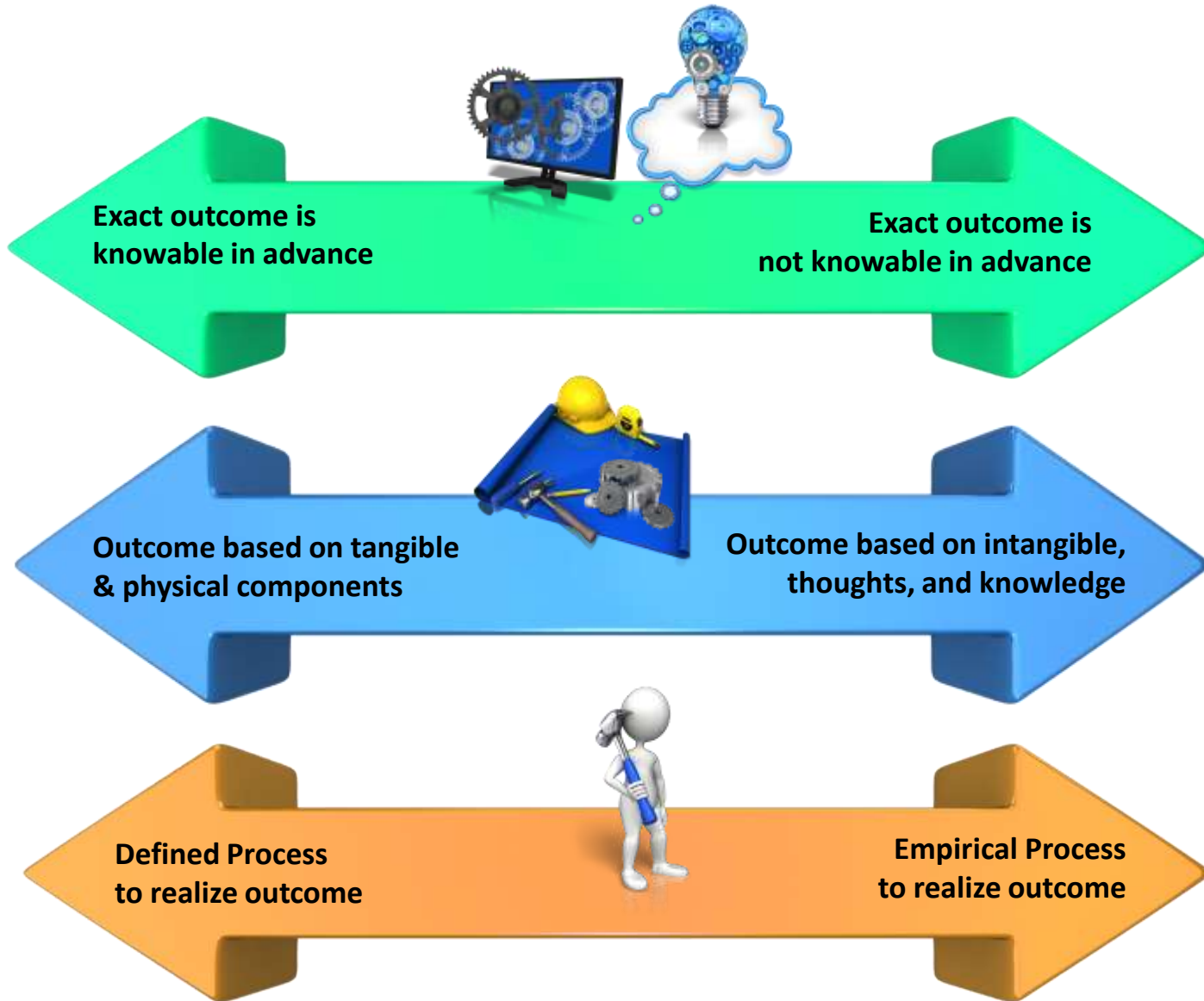
Task Work

Knowledge Work

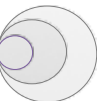


Our Mentality Towards Work

Assembly line mentality



Knowledge work Mentality



What is our

Mindset

towards succeeding when there is

Uncertainty



What is our

established set of
attitudes and habits

towards succeeding when there is

Uncertainty



Fixed Mindset vs. Growth Mindset

Based on the work of Dr. Carol Dweck

I believe that my **[Intelligence, Personality, Character]** is inherent and static. Locked-down or fixed. My potential is determined at birth. It doesn't change.

Fixed
Mindset



Avoid failure

Desire to Look smart

Avoids challenges

Stick to what they know

Feedback and criticism is personal

They don't change or improve

I believe that my **[Intelligence, Personality, Character]** can be continuously developed. My true potential is unknown and unknowable.

Growth
Mindset



Desire continuous learning

Confront uncertainties.

Embracing challenges

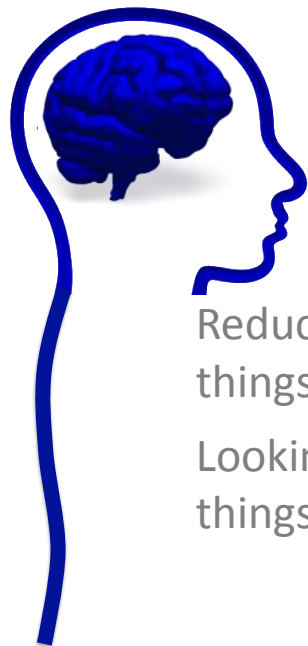
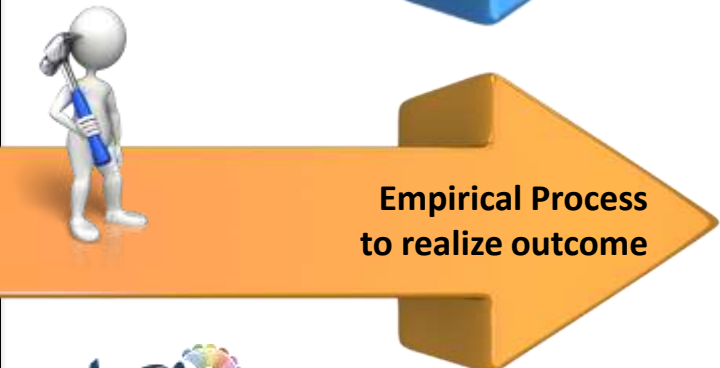
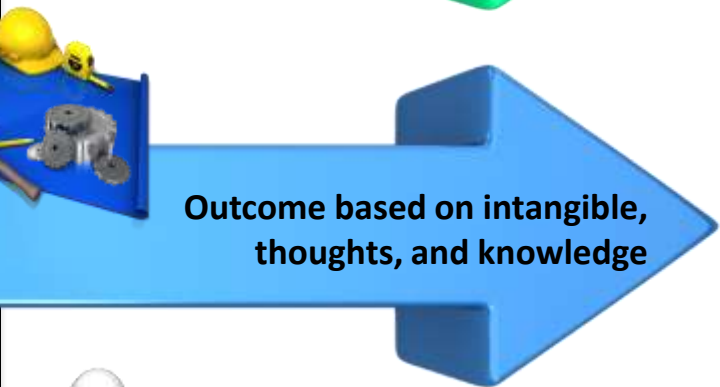
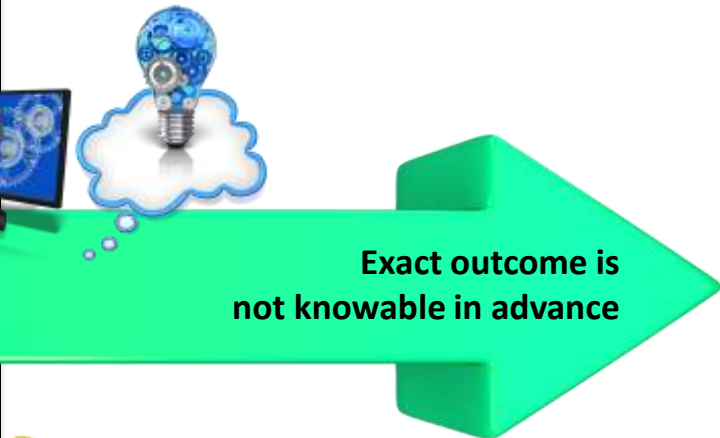
Not afraid to fail

Put lots of effort to learn

Feedback is about current capabilities



What do you do ?



Fixed Mindset approach to managing uncertainty

Reducing uncertainty by “nailing things down.”

Looking to fix and confirm things.

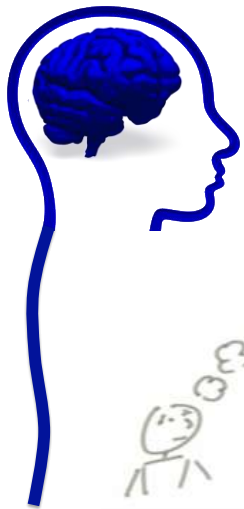


Agile Mindset approach to managing uncertainty

Reducing uncertainty by discovering and learning.

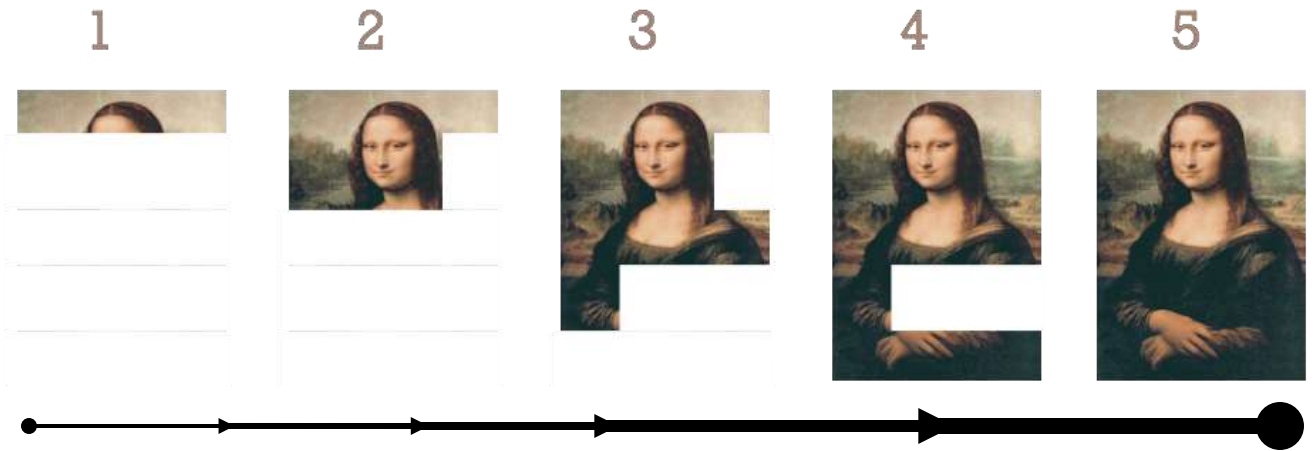
Looking to learn and discover in the most efficient way possible.





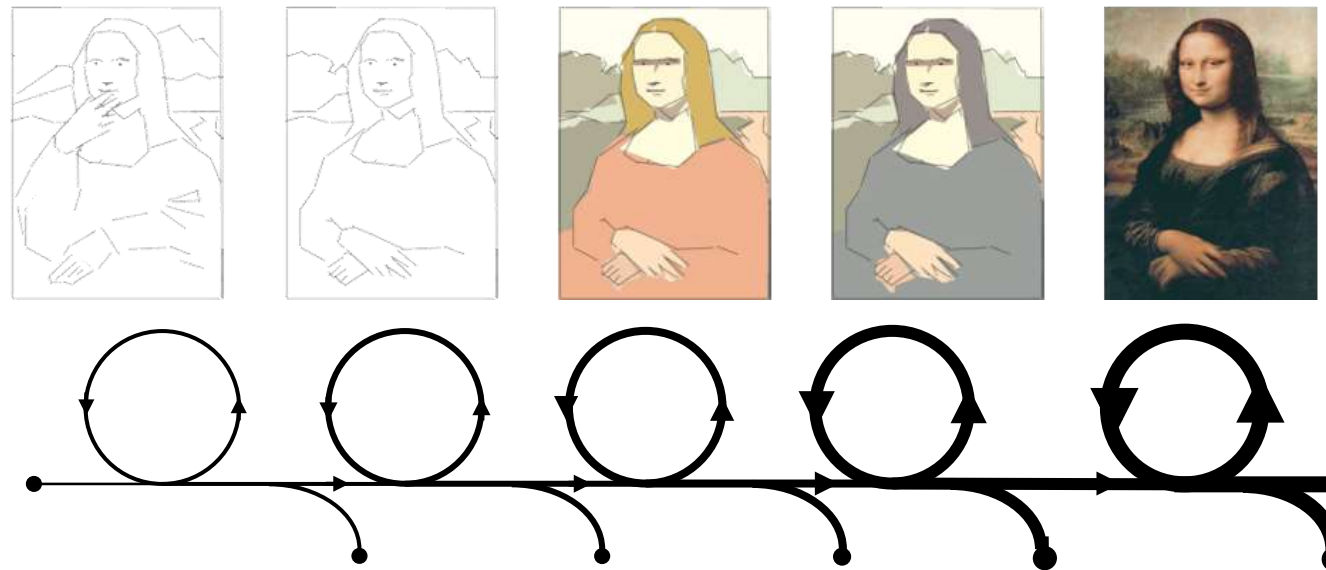
Fixed Mindset approach to delivery (Assembly Line)

Must “nail down” the output in order to start delivery (Liner Thinking)

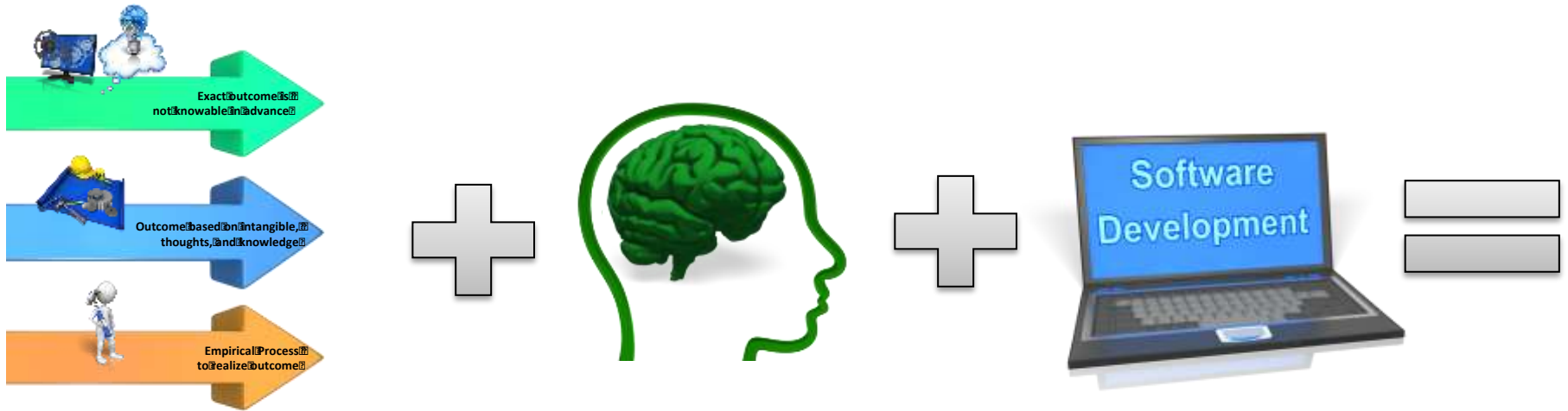


Growth Mindset approach to delivery (Knowledge Work)

Discover and learn through valuable output and welcoming change (Circular Thinking – IKIWISI)



How to manage **Uncertainty** using the **Agile Mindset** in the **Software domain**



THE AGILE MANIFESTO

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

- Individuals and interactions** over processes and tools
- Working software** over comprehensive documentation
- Customer collaboration** over contract negotiation
- Responding to change** over following a plan





Agile is a mindset

[that in software world is]



Established through 4 values



Grounded by 12 principles, &



Manifested through many
many different practices

A mindset is the established set of **attitudes** held by someone

- Welcome Change
- Failing Early
- Build and Feedback loops
- Continuous Delivery
- Value-Driven Development
- Small value-add slices
- Learn through Discovery
- Continuous Improvement





Agile is a mindset

[that in software world is]



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Grounded by 12 principles, &



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many different practices



A Value is an established ideal that the members of a given society regard as desirable

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan





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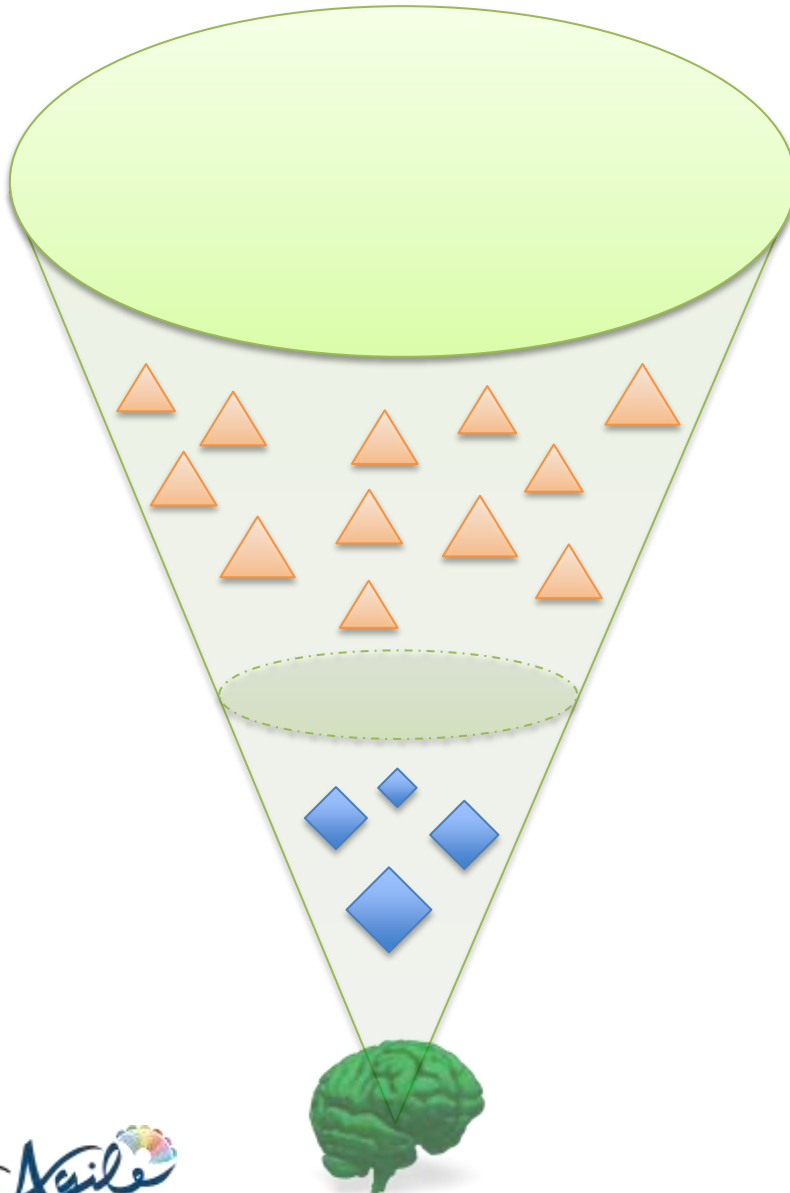
Established through 4 values



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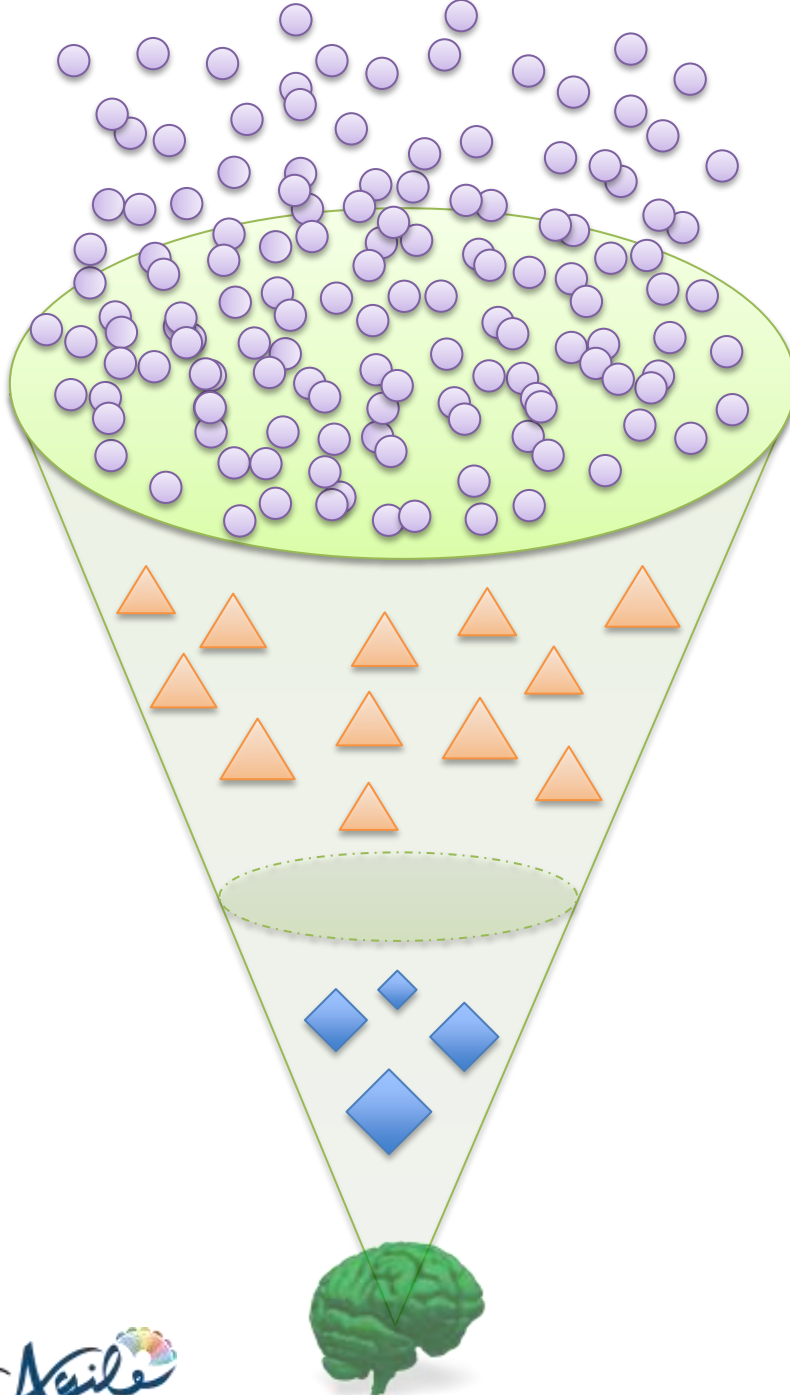


Manifested through many
many different practices



1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.





Agile is a mindset

[that in software world is]



Established through 4 values



Grounded by 12 principles, &

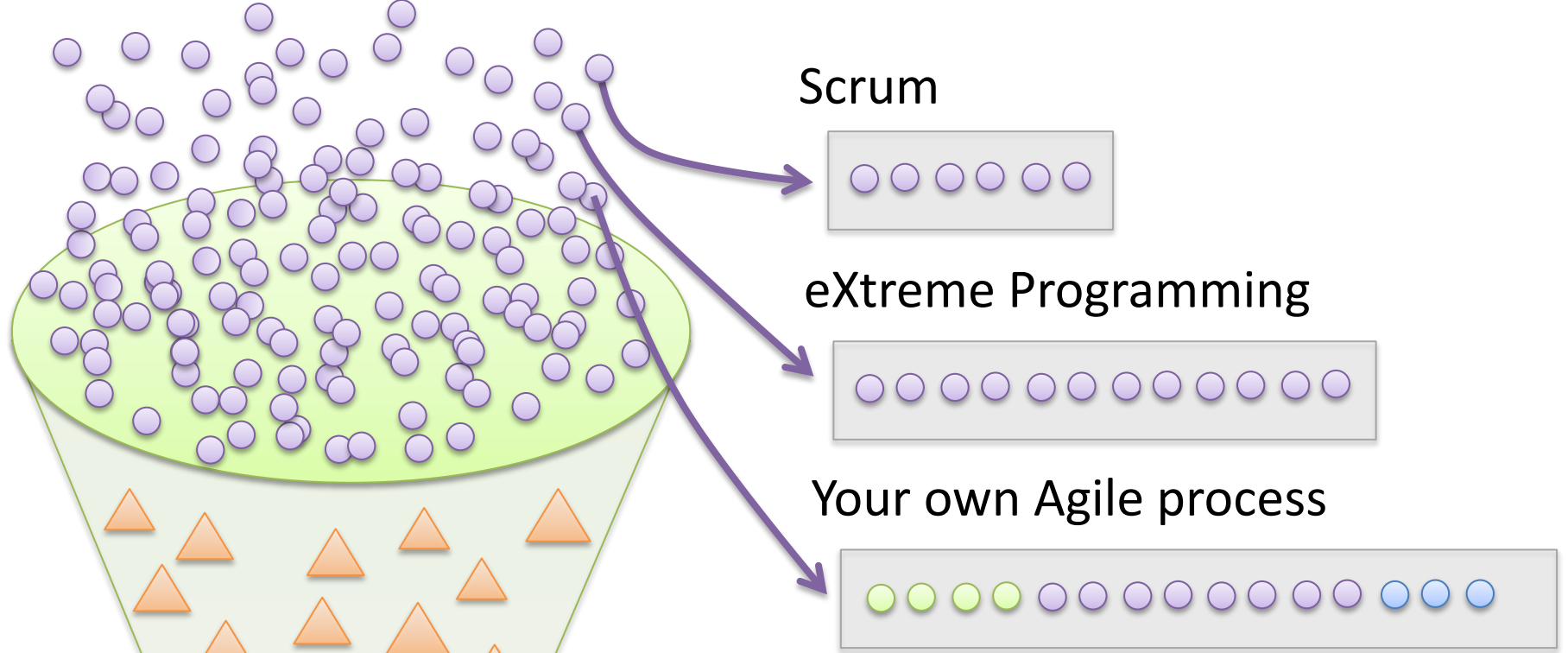


Manifested through many many different practices

Product visioning
 Project chartering
 Affinity (relative) estimation
 Size-based (point) estimation
 Planning poker
 Group estimation
 Value-based documentation
 Prioritized product backlog
 User stories
 Progressive elaboration
 Personas
 Story maps / MMF
 Story slicing
 Acceptance tests as requirements
 Short iterations
 WIP Limits
 Early and frequent releases
 Roadmapping
 Velocity-based planning and commitment
 Iteration planning / Iteration backlog
 Release planning / Release backlog
 Time boxed iterations
 Adaptive (multi-level) planning
 Risk backlog
 Team structure of VT / DT
 Pull-based systems
 Slack
 Sustainable pace

Frequent face-to-face
 Team chartering
 Cross-silo collaborative teams
 Self-organizing teams
 Cross-functional teams
 Servant leadership
 Task volunteering
 Generalizing specialist
 Tracking progress via velocity
 Burn-up/burn-down charts
 Refactoring
 Automated unit tests
 Coding standards
 Incremental/evolutionary design
 Automated builds
 Ten-minute build
 Monitoring technical debt
 Version control
 Configuration management
 Test driven development
 Pair programming
 Spike solutions
 Continuous integration
 Incremental deployment
 Simple design
 End-of-iteration hands-on UAT
 Automated functional tests
 Automated developer tests (unit tests)
 Exploratory testing
 Software metrics





Agile is a mindset

[that in software world is]



Established through 4 values

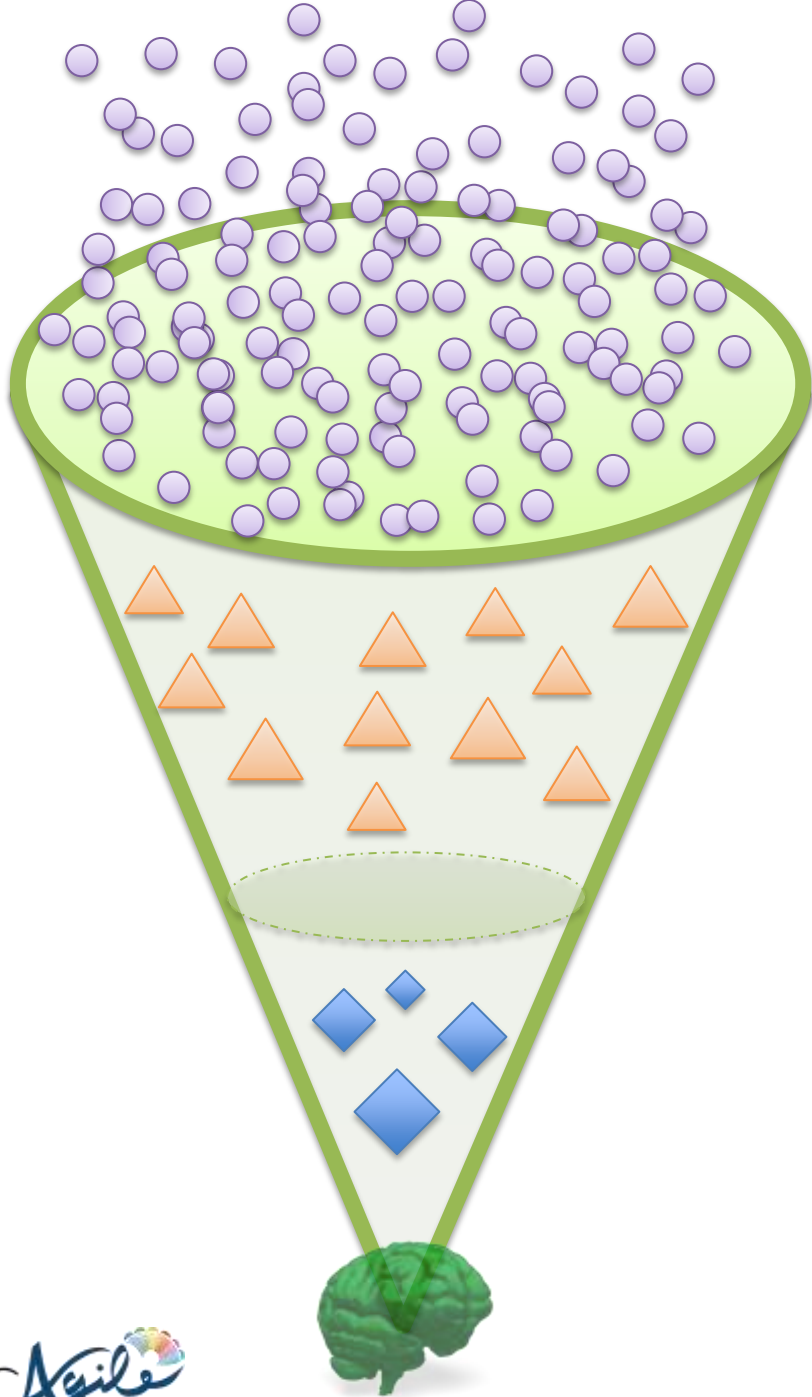


Grounded by 12 principles, &



Manifested through many many different practices





Agile as a Process and Practices

Doing Agile

Learning the practices and applying them without know the mindset and principles to know when to tailor and how to select the appropriate practices

Being Agile

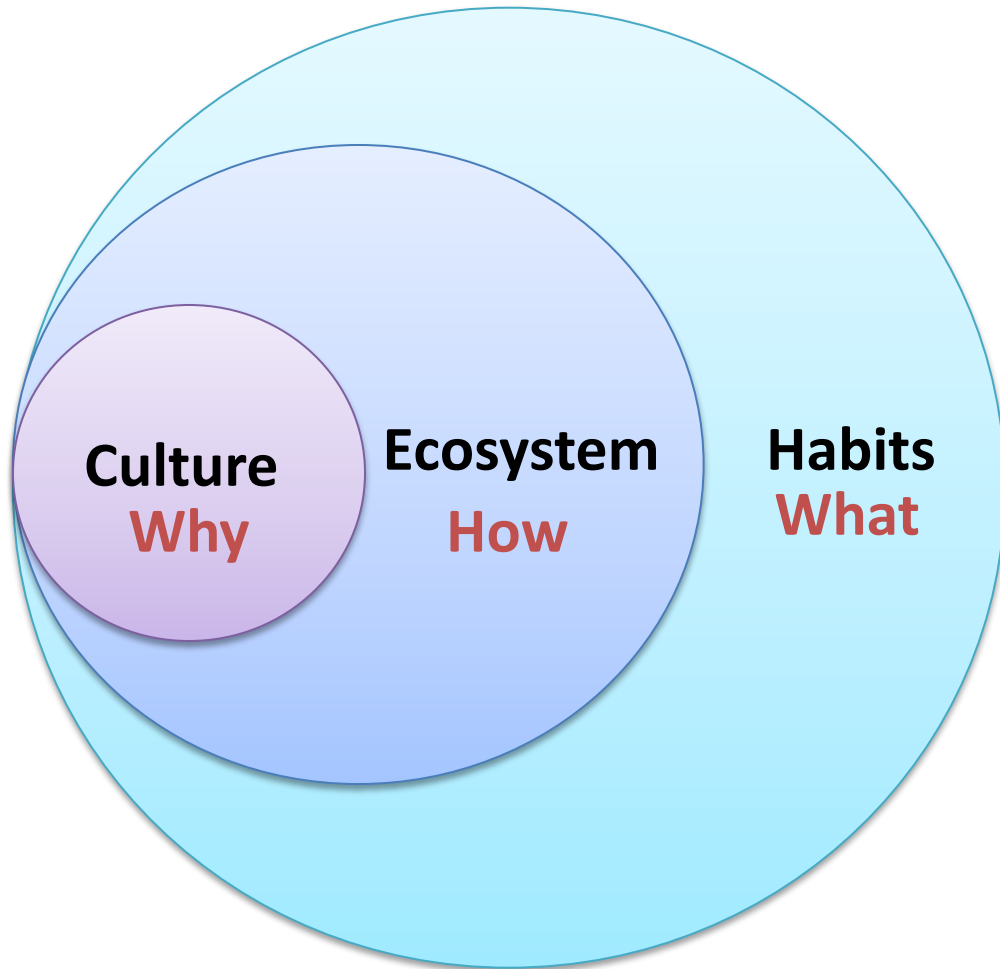
Internalizing the Mindset, values, and principles then applying the right practices and tailoring them to different situations as they arise

Agile as a Mindset and Culture



Organizational Agility

(Enterprise Agile or agile at Scale)



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The Transformation “Why” Spectrum

Why

Agile is a nice to have, could help with some problems, and we can survive without it

Agile is viewed as a necessity for the survival of the organization

Leadership

Executive Exploration
Cautious Commitment
Highly Constrained “Green Light”

High Level Executive Commitment
No Proof Needed for Agile
Unconstrained “Green Light”

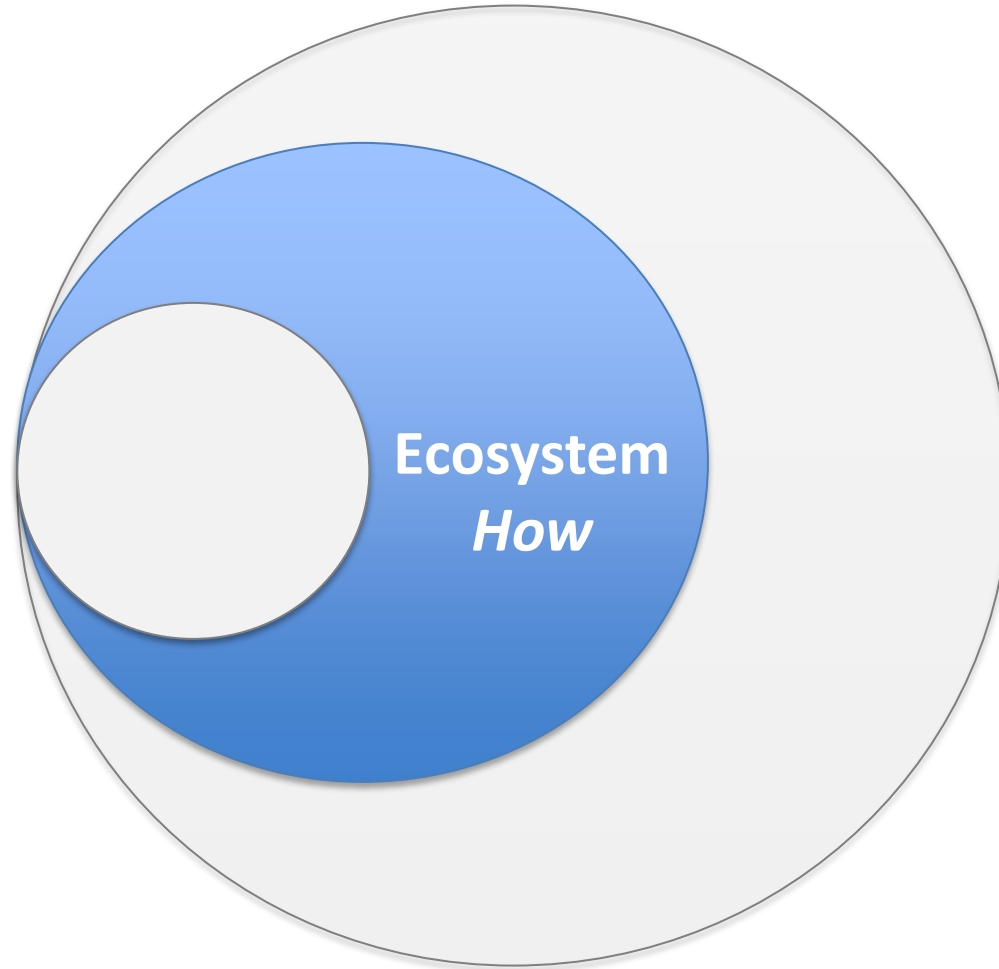
Staff

Lower energy among the rank and file about Agile due to lack of buy-in or increased workload

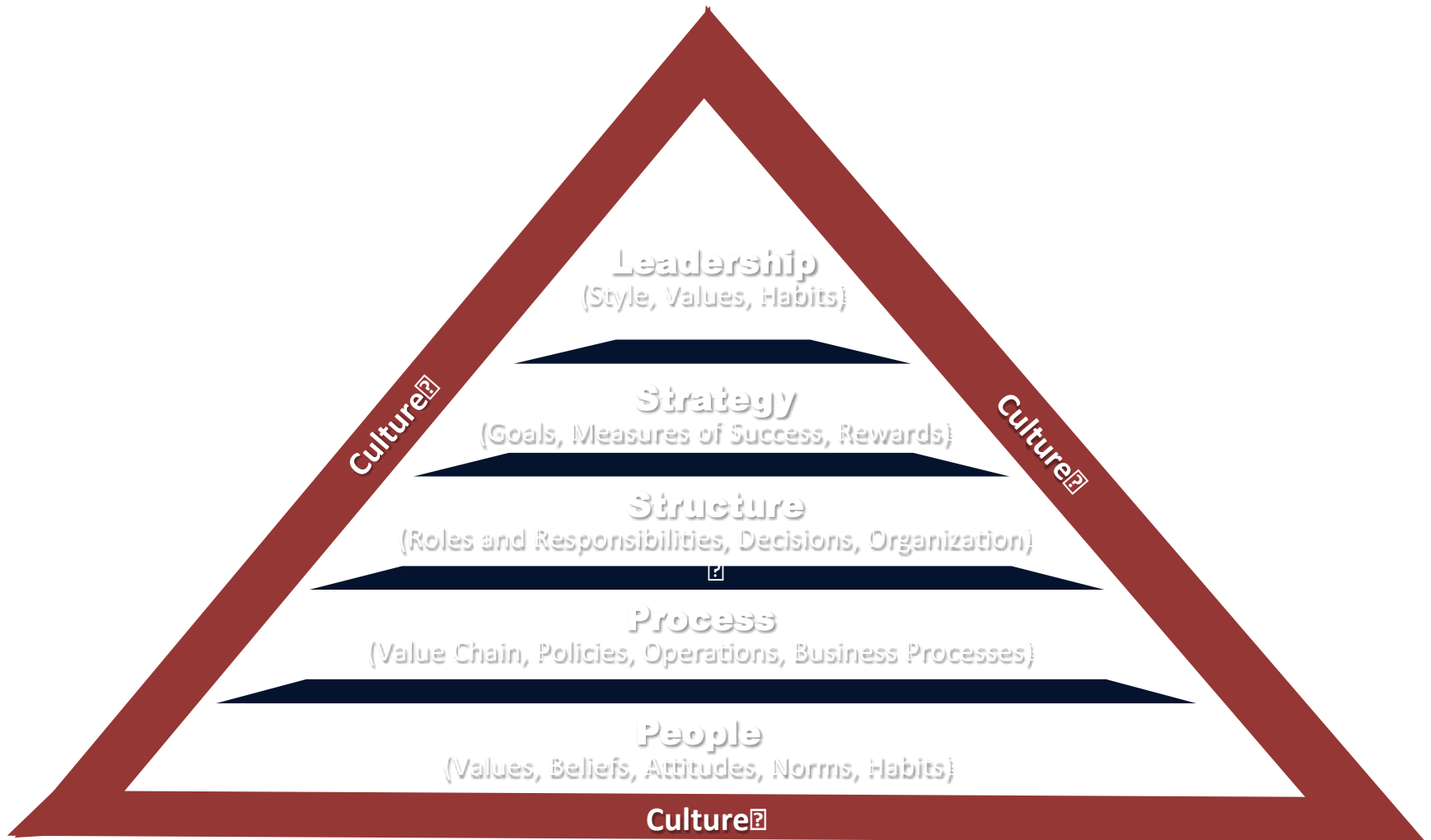
Very high energy among the rank and file about Agile stemming from belief that Agile is an aid not a burden

Organizational Agility

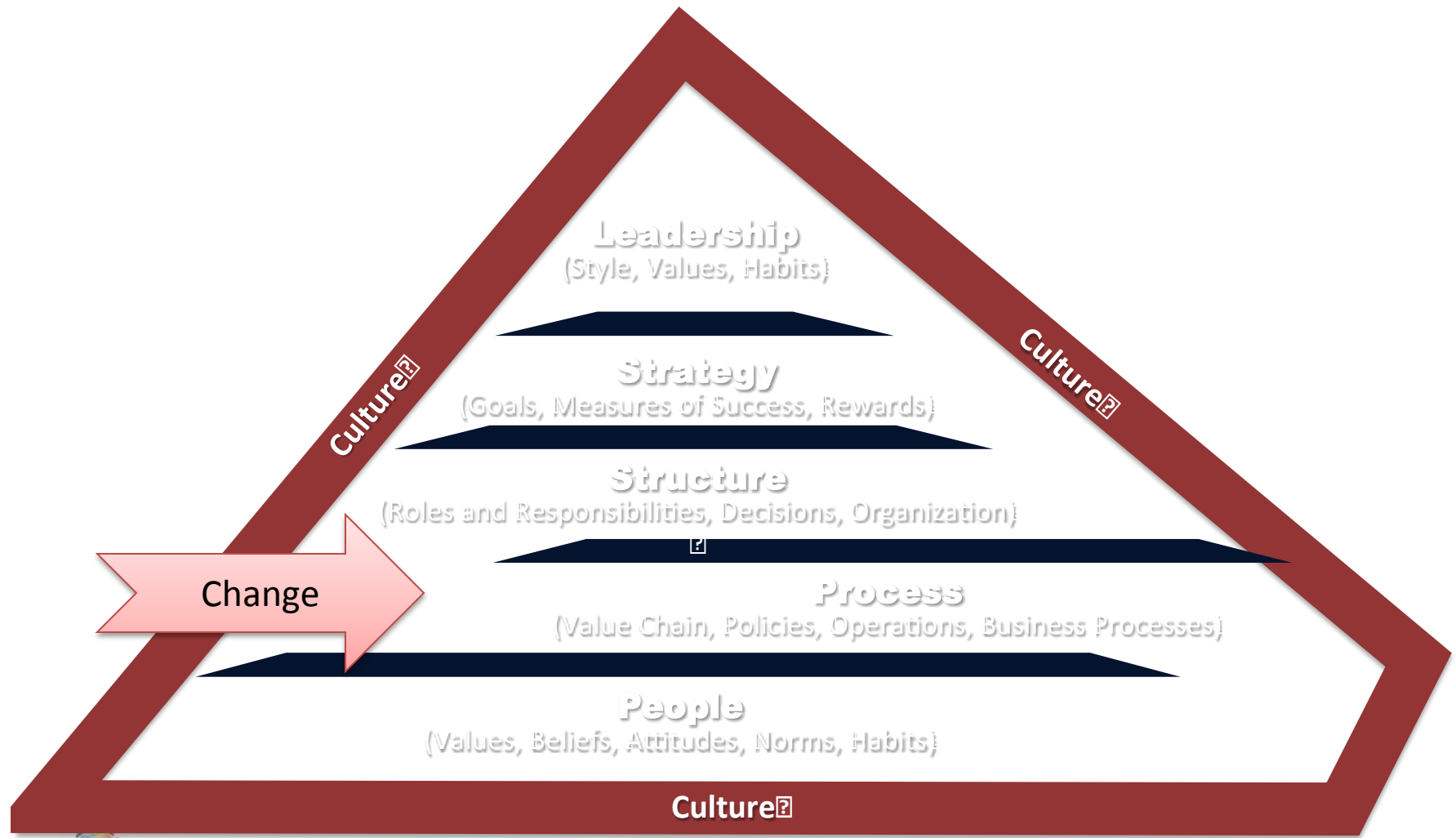
(Enterprise Agile or agile at Scale)



The Organizational Ecosystem



When Agile is Just a Process



Culture needs to be Aligned

Collins & Porras studied:

- 18 “visionary” vs. comparisons

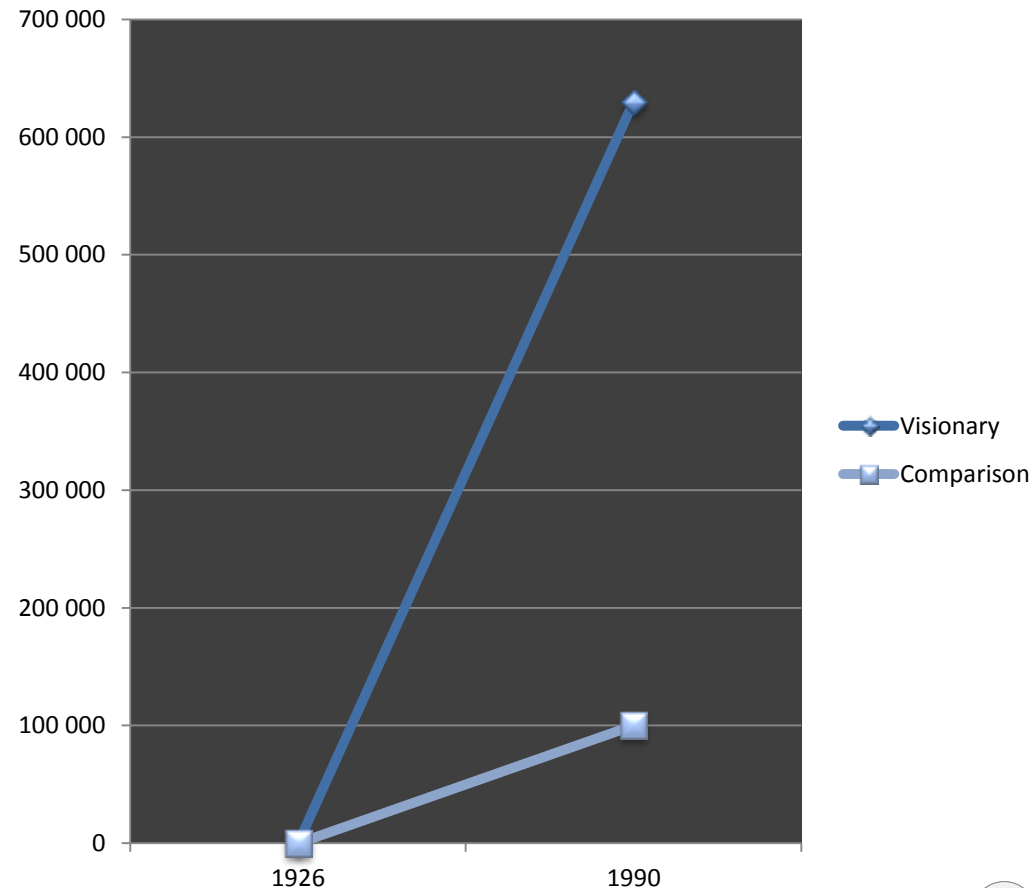
Key distinguishing factor:

- presence of a **Strong, Integrated and Consistent Culture**

Most critical differentiating factor:

- **Alignment** – where all elements of the organization work in concert

Stock Market Performance of Visionary vs. Comparison Companies (\$100 invested)



- Jim Collins & Jerry Porras, *Built to Last*

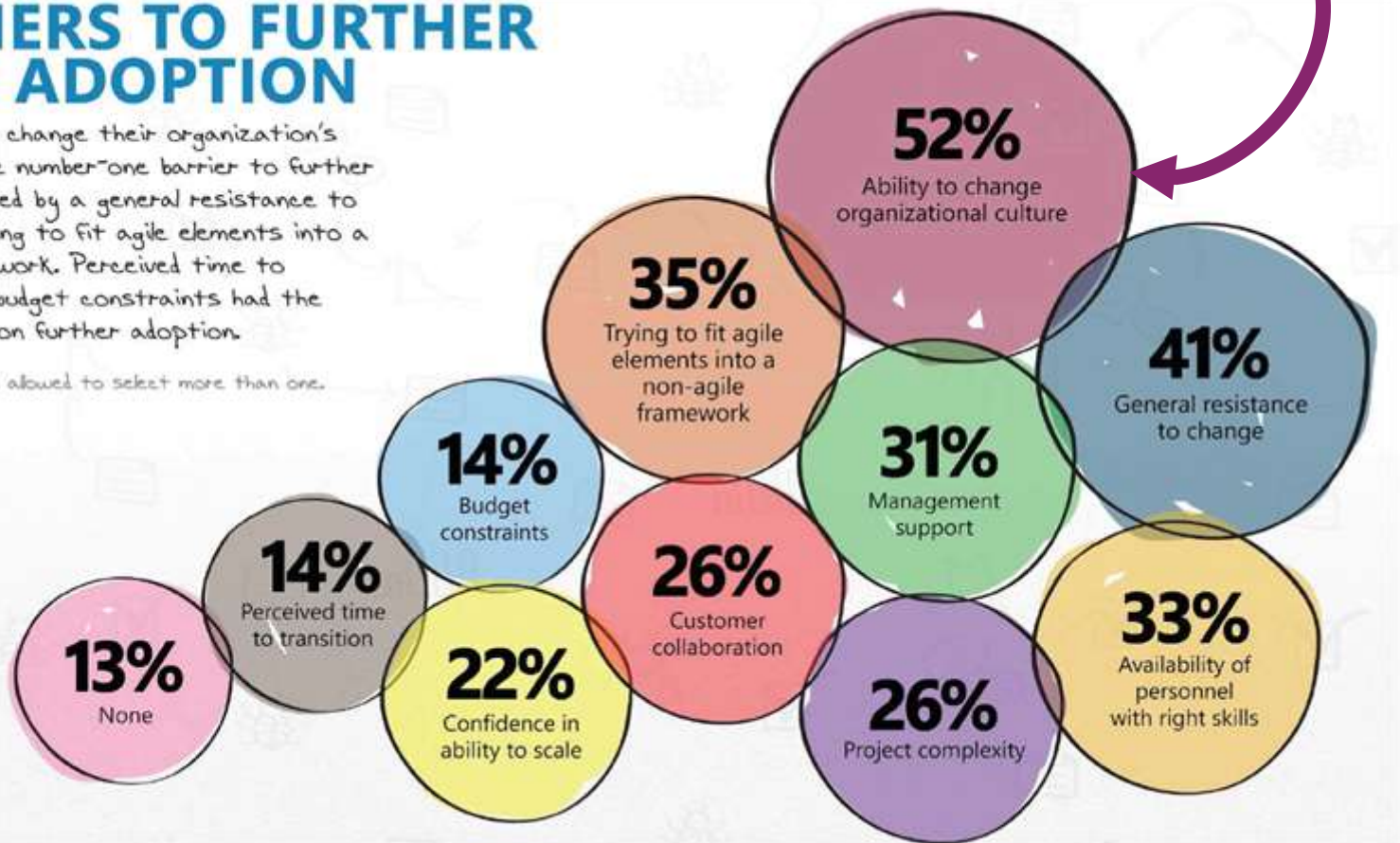
2012 Survey – Barriers to Agile Adoption

Ability to change the culture is the #1 barrier to further agile adoption
4 out of the past 6 years

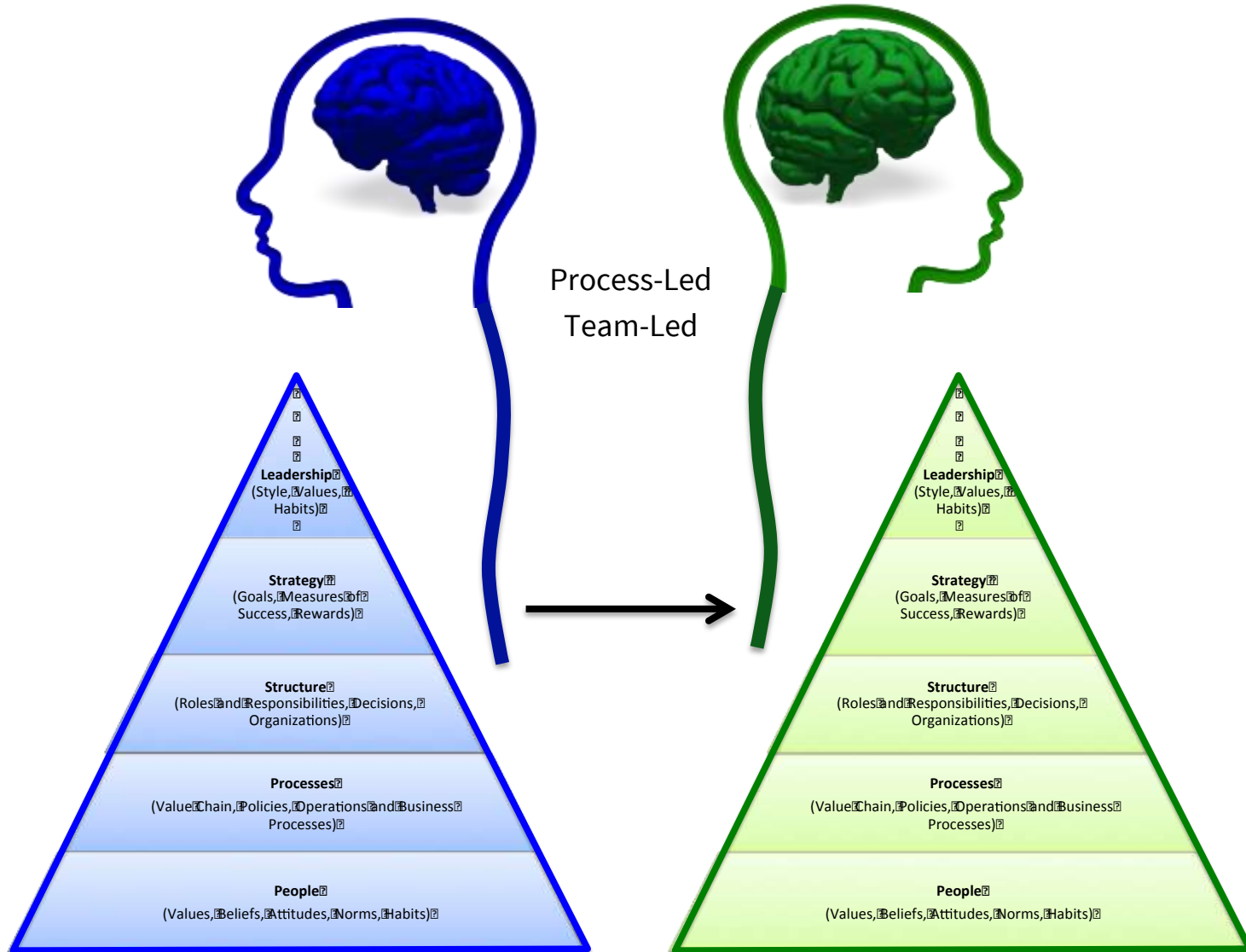
BARRIERS TO FURTHER AGILE ADOPTION

The inability to change their organization's culture was the number-one barrier to further adoption, followed by a general resistance to change and trying to fit agile elements into a non-agile framework. Perceived time to transition and budget constraints had the lowest impact on further adoption.

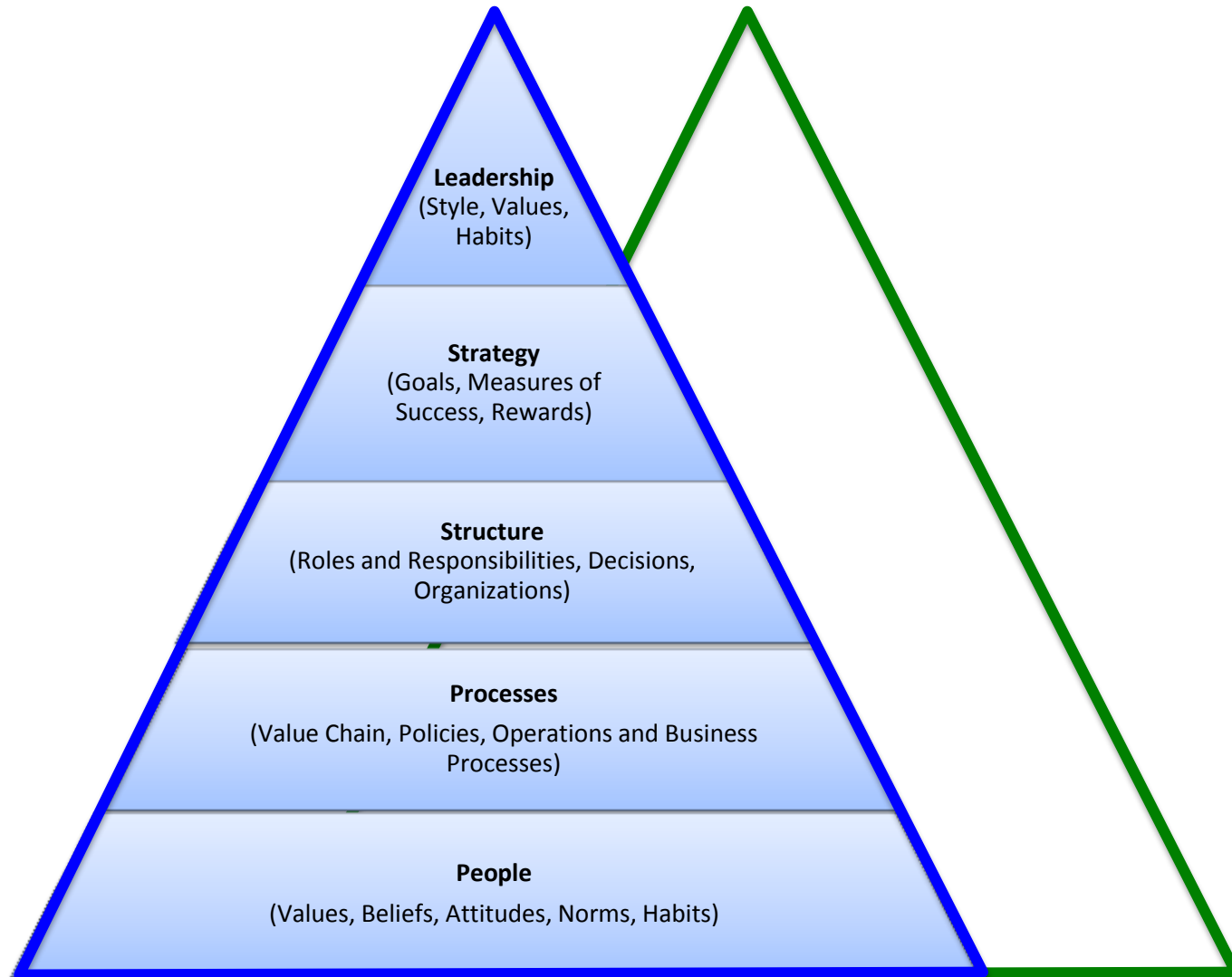
* Respondents were allowed to select more than one.



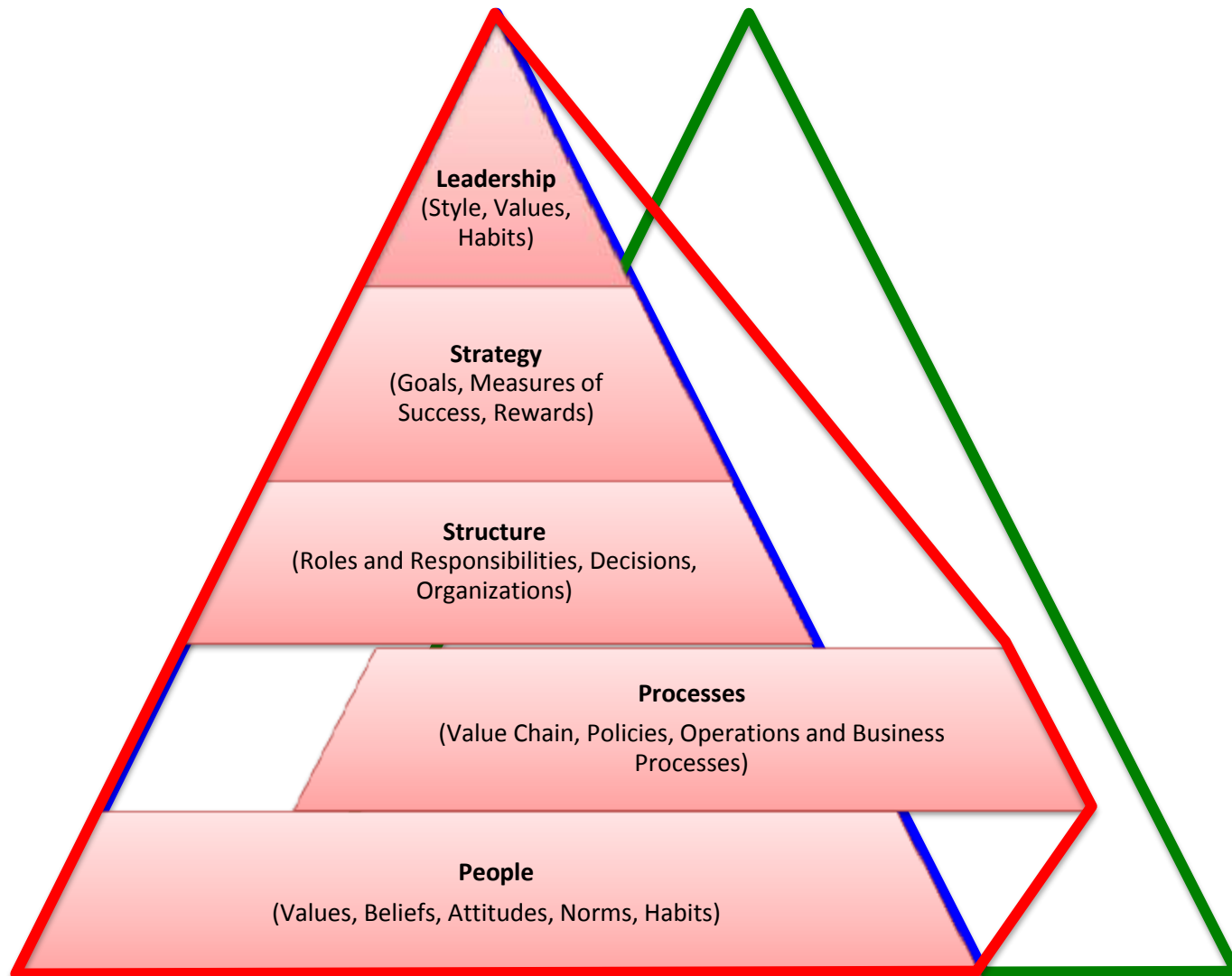
Common Transform Approaches



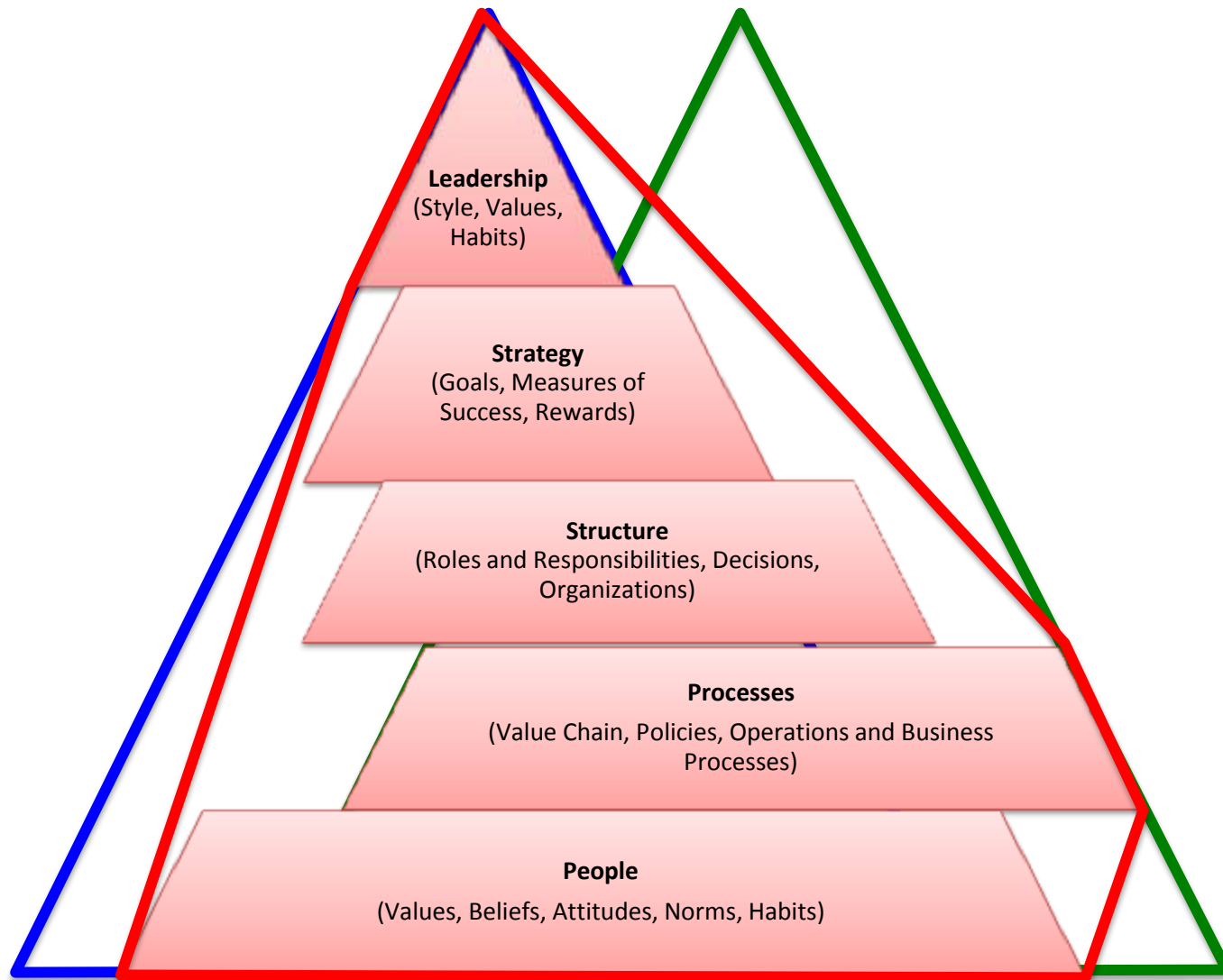
Process-Led Transformation



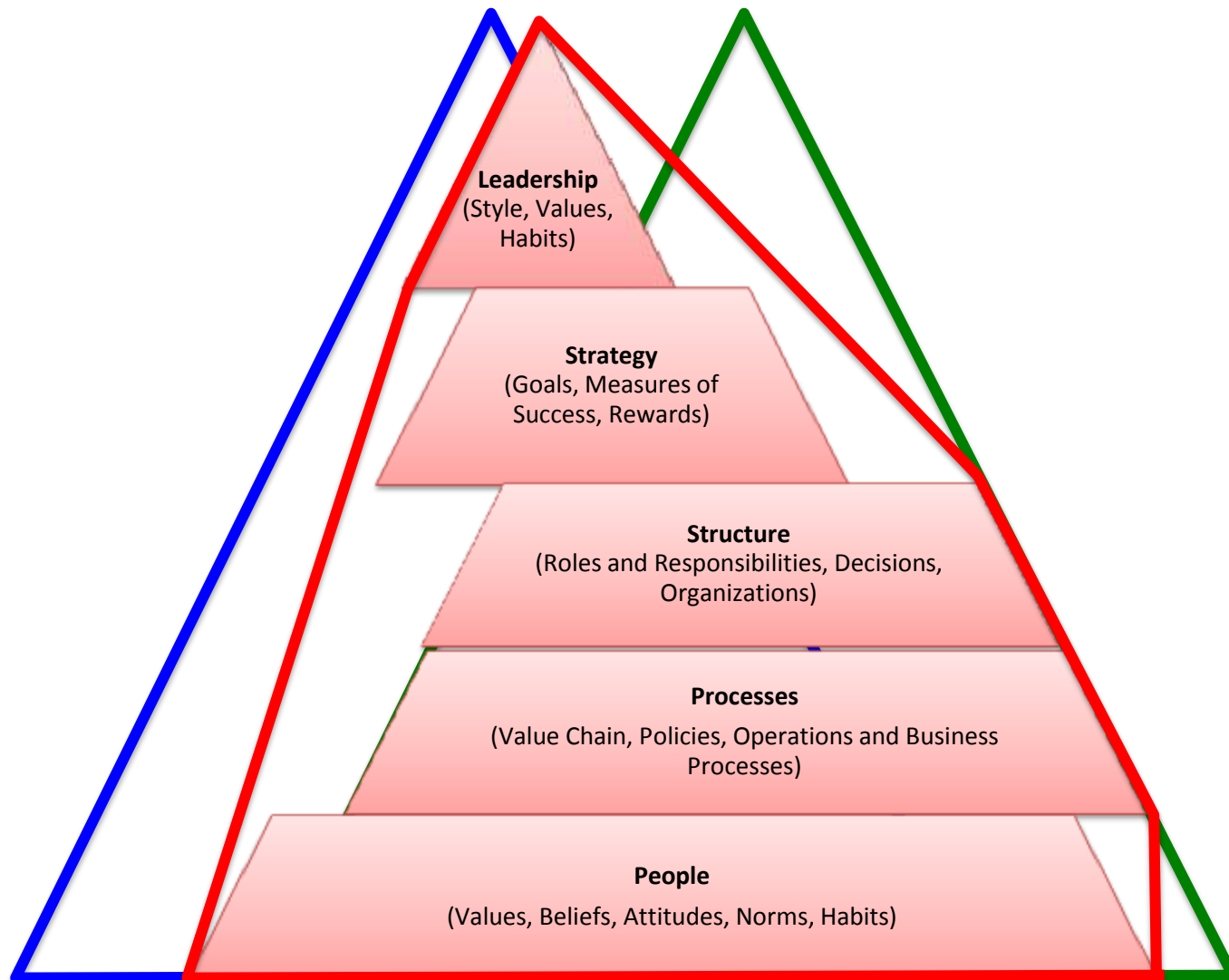
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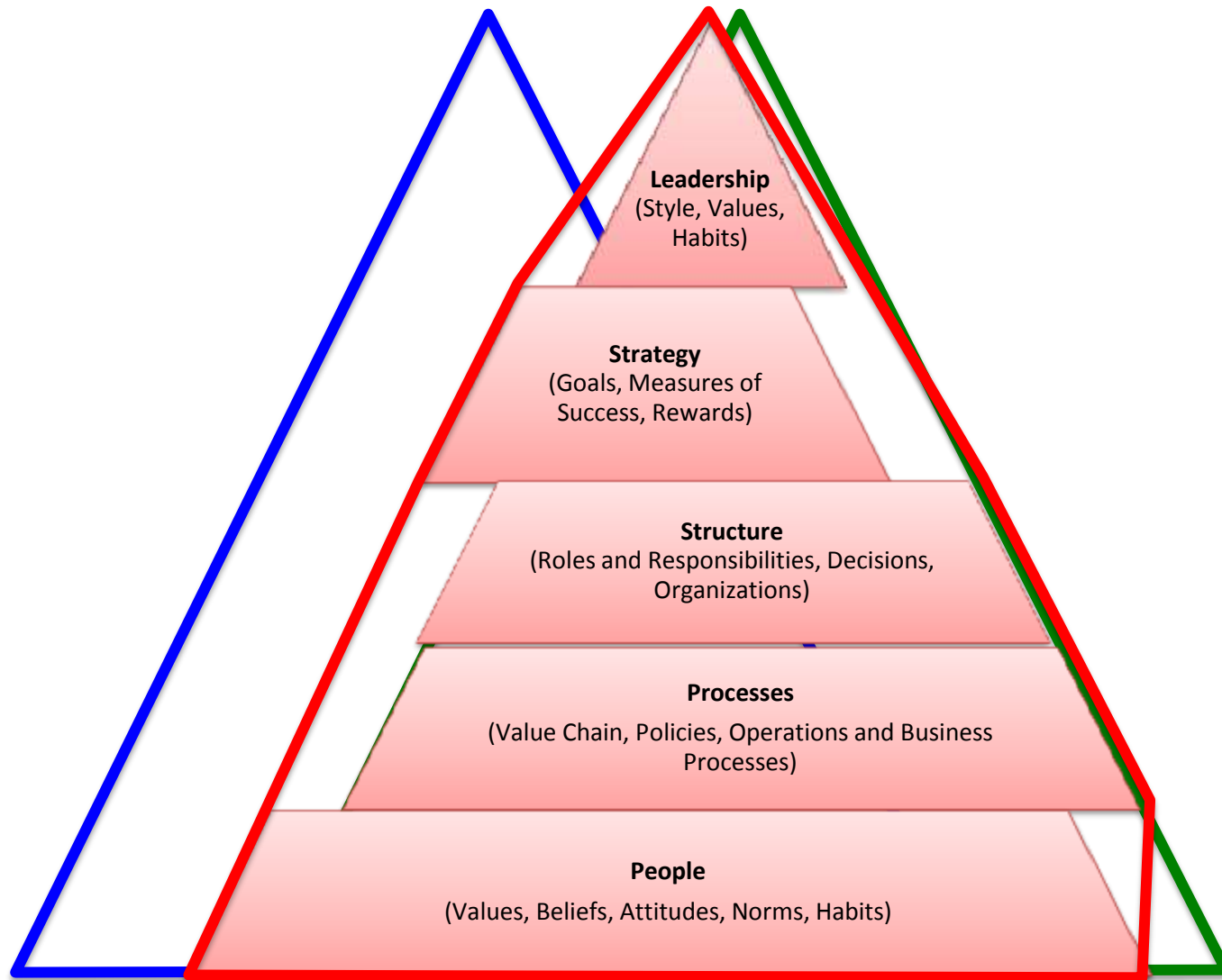
Process-Led Transformation



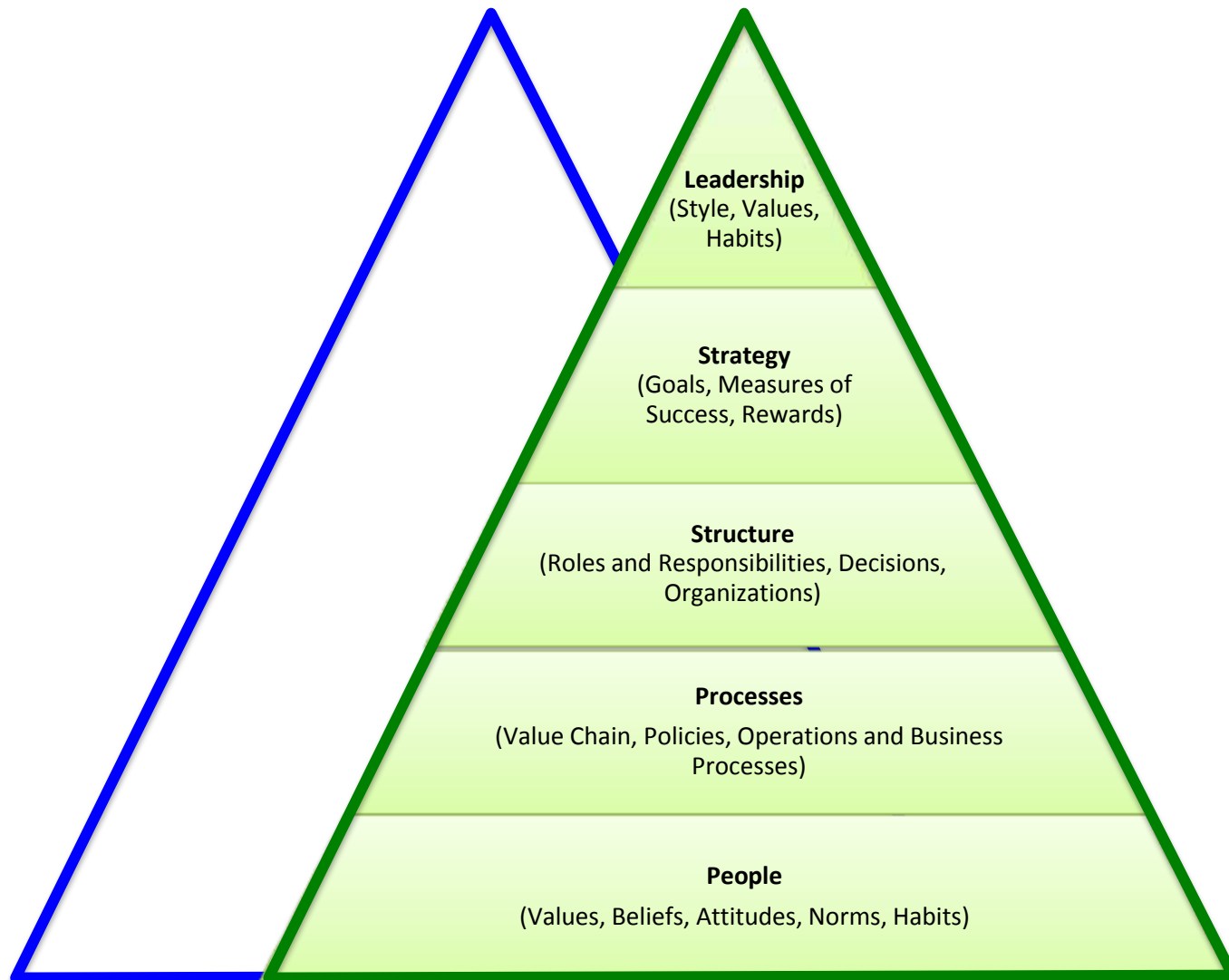
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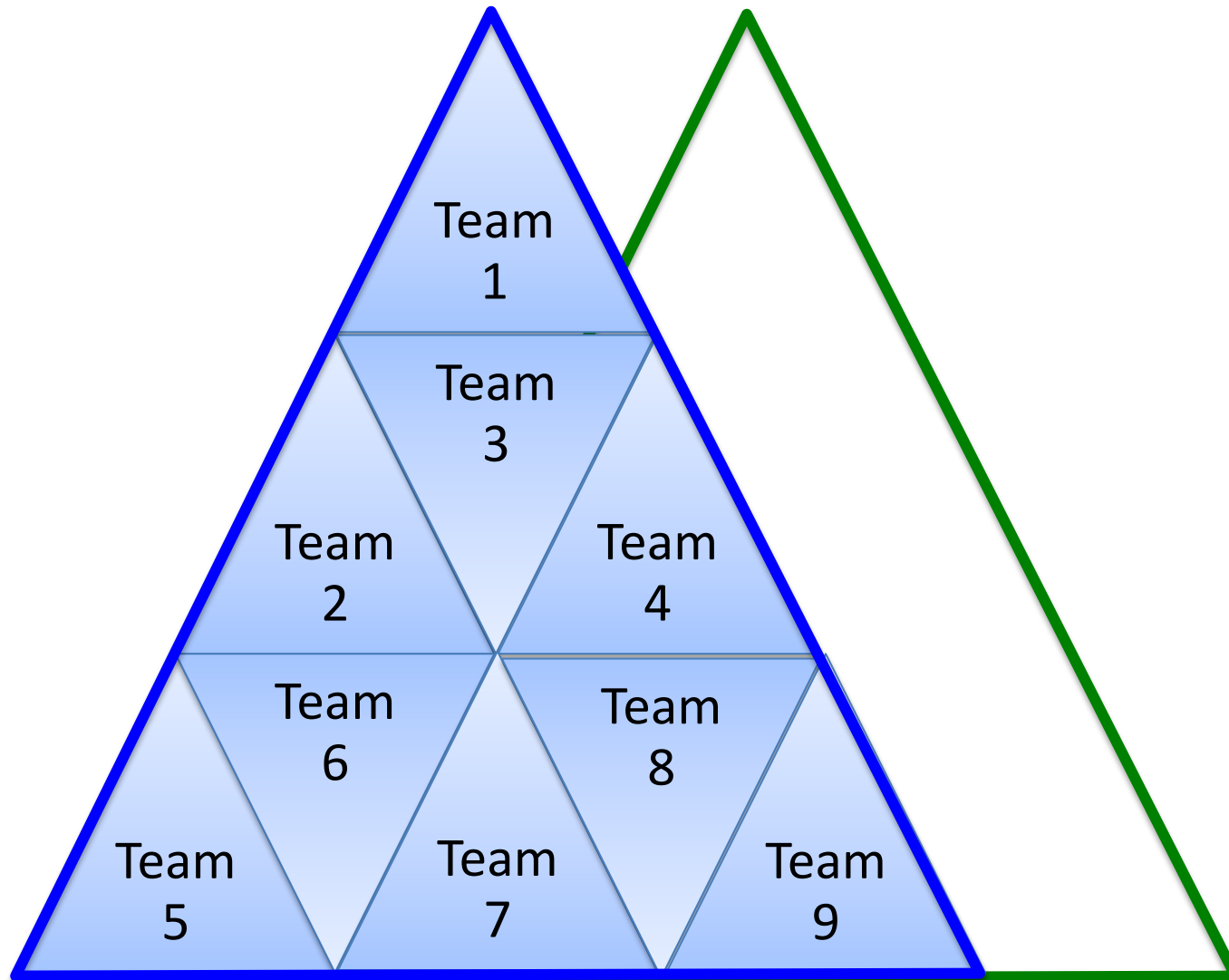
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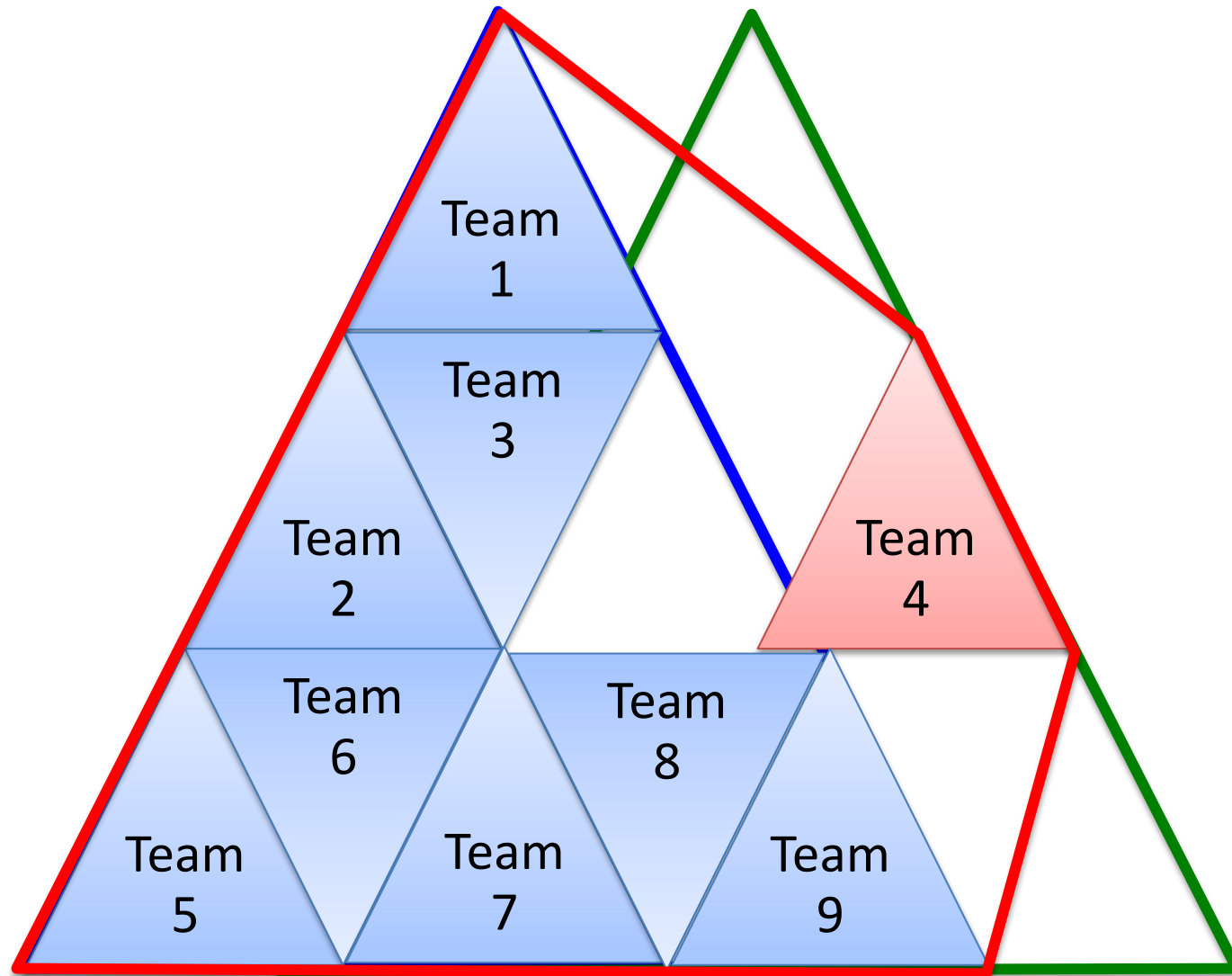
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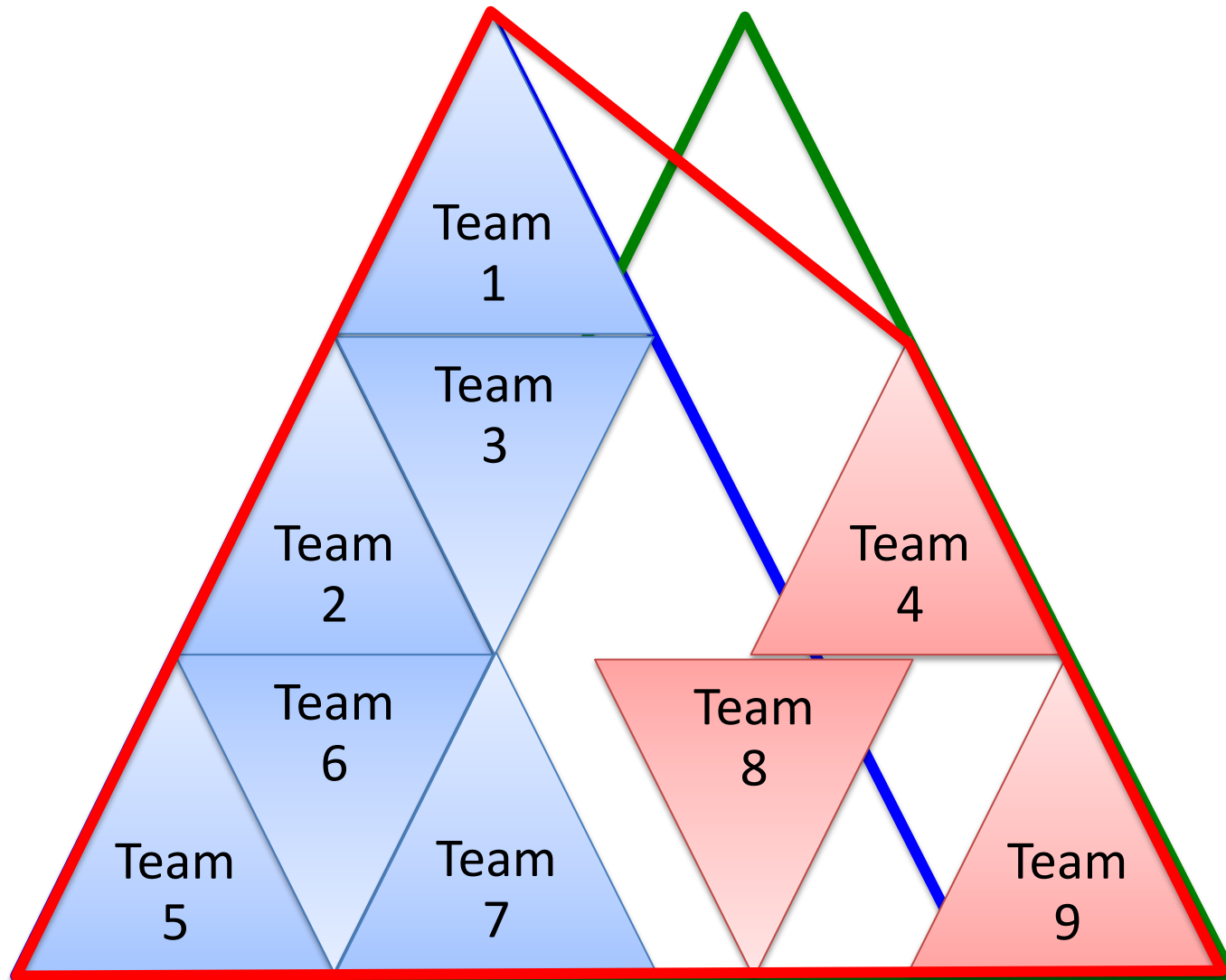
Team-Led Transformation



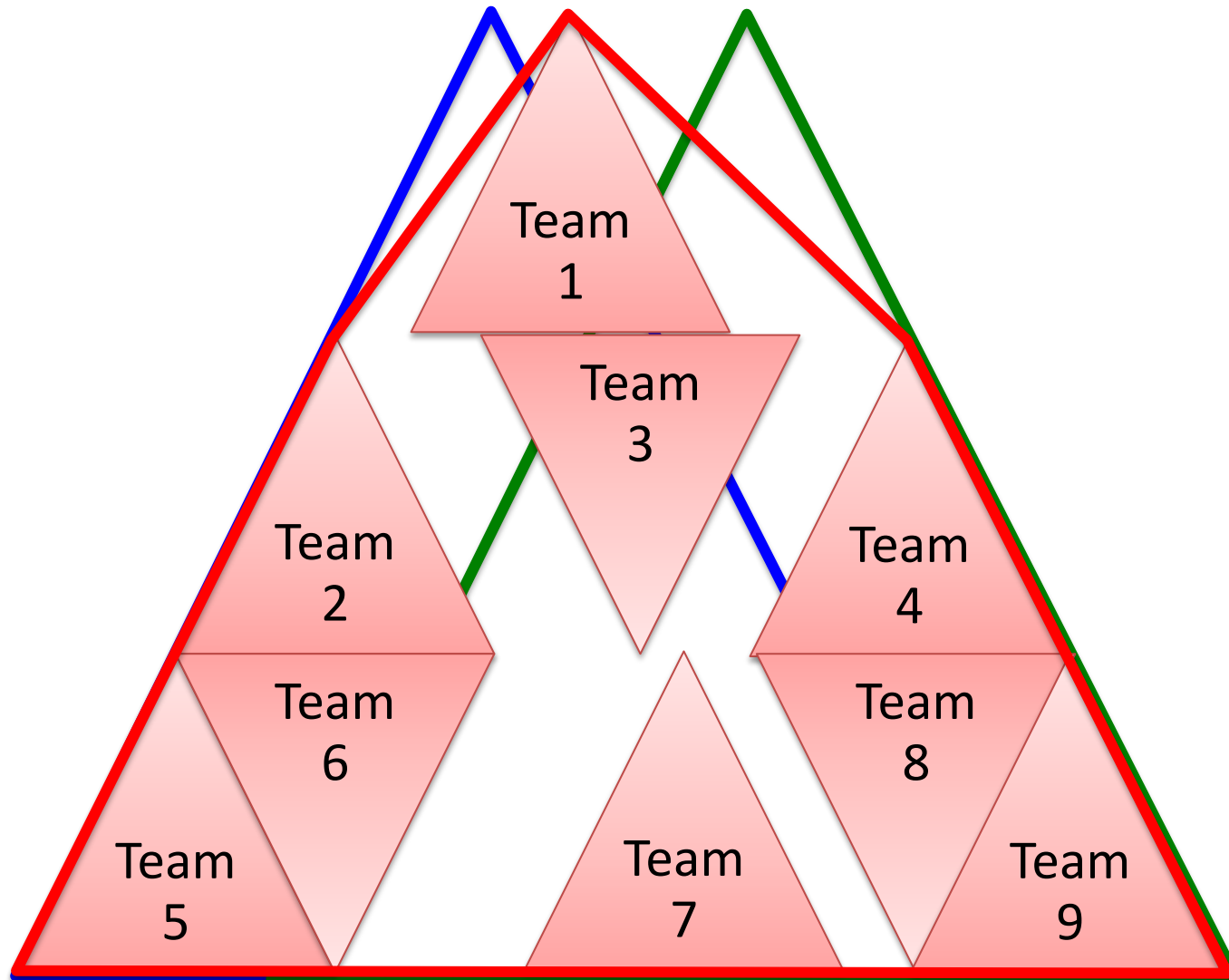
Team-Led Transformation



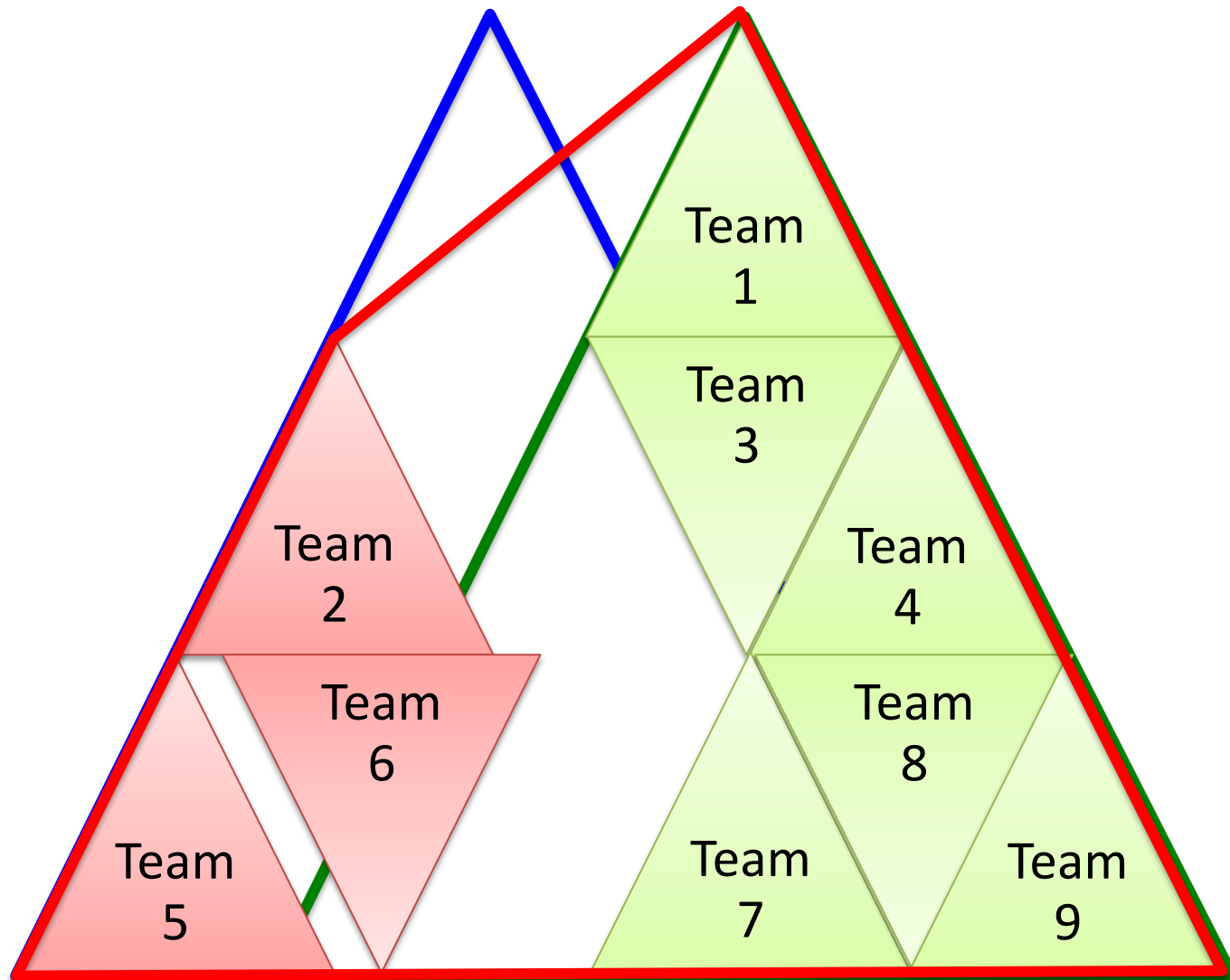
Team-Led Transformation



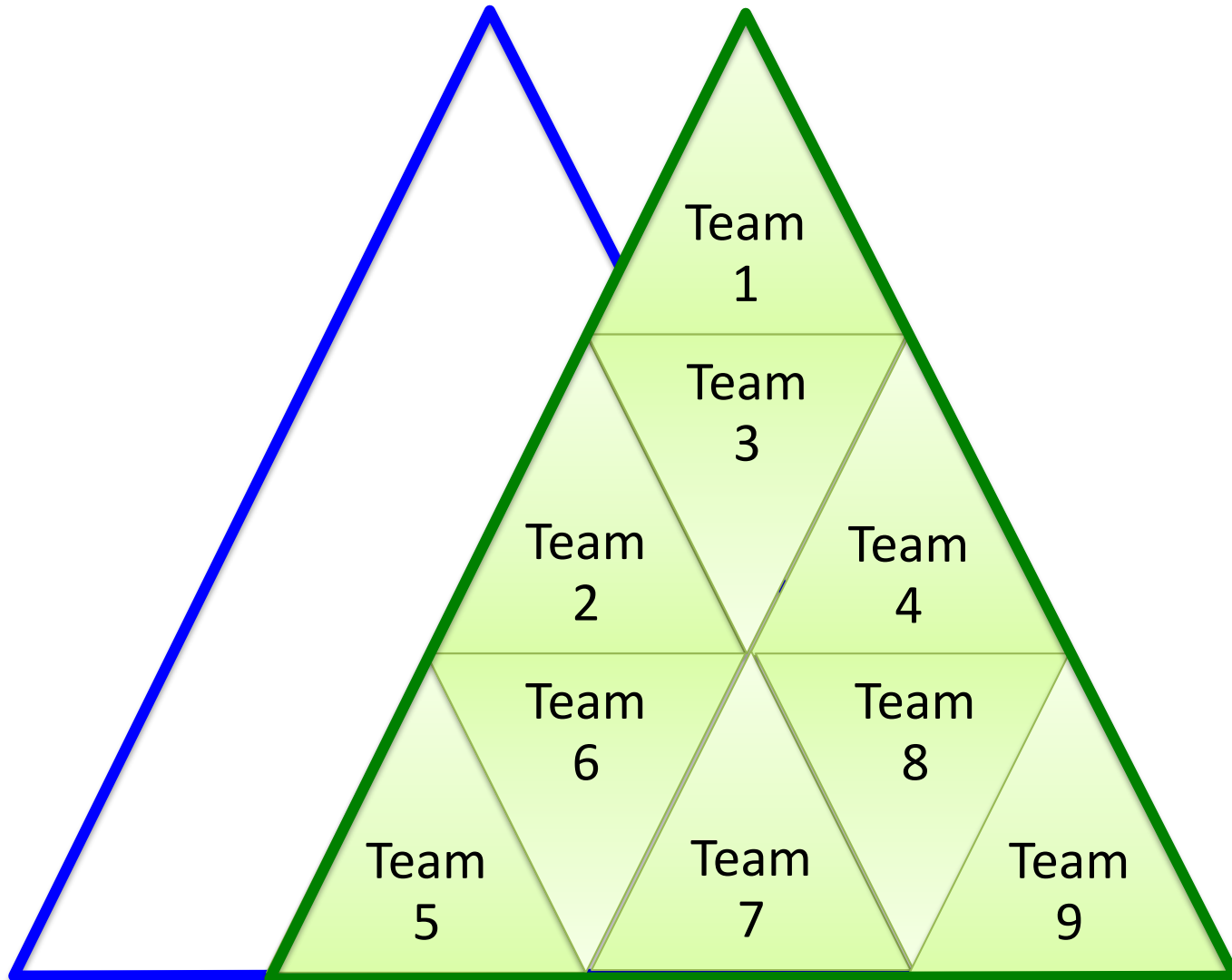
Team-Led Transformation



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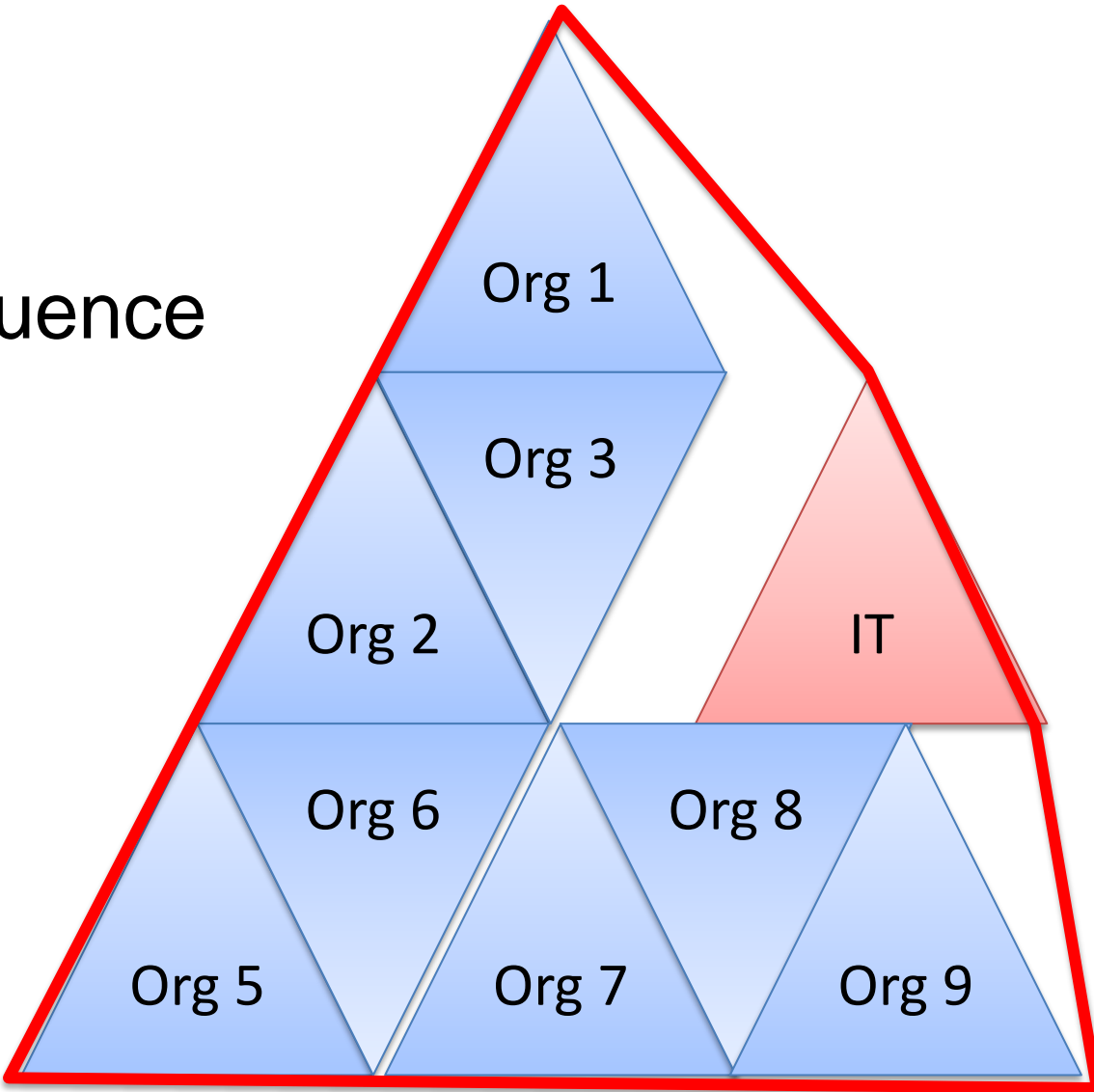


Team-Led Transformation



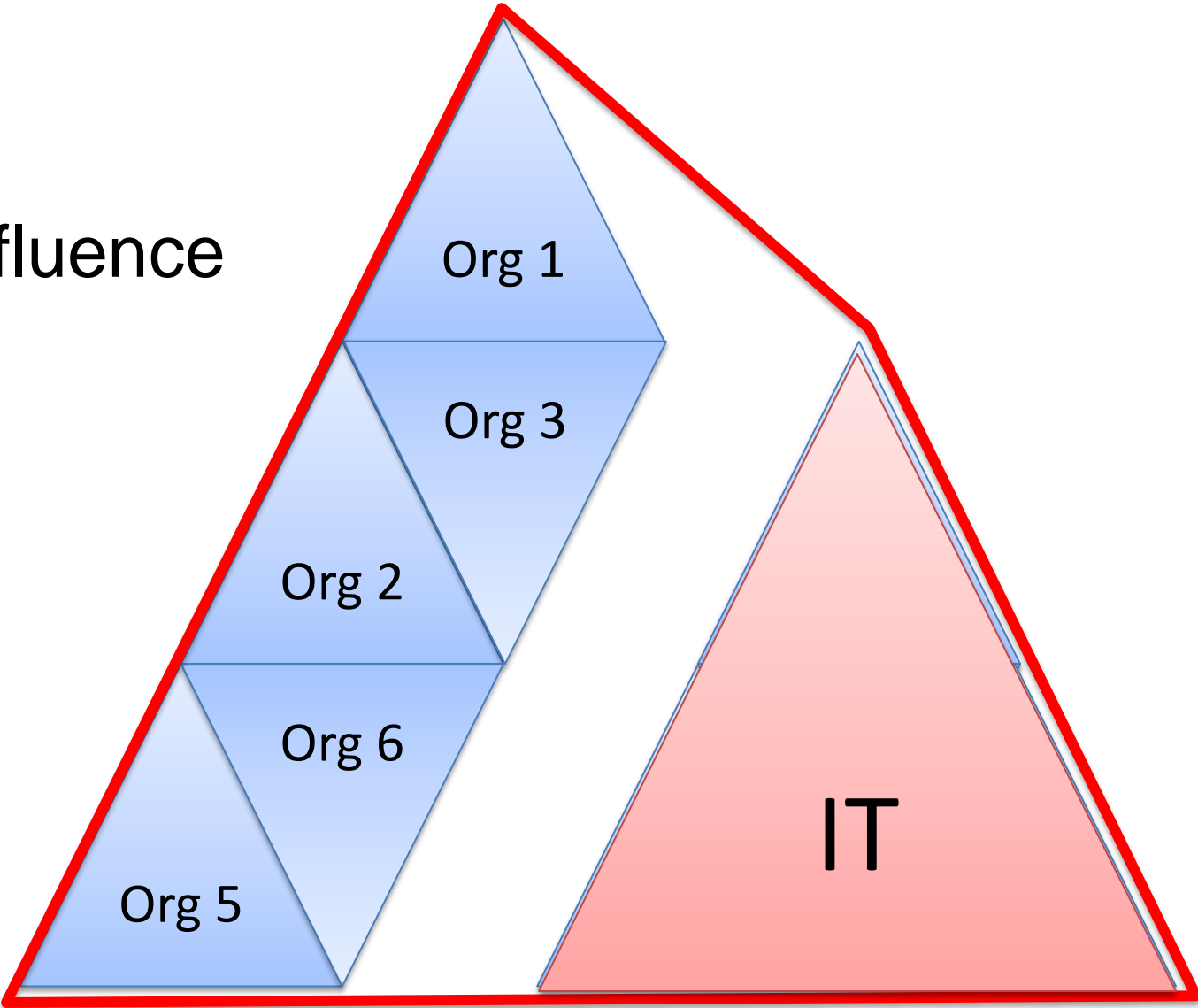
Organizational-Led Transformation

IT Small
Little Influence



Organizational-Led Transformation

IT Large
Lots of Influence



How do you move the triangle While
keeping the culture Aligned

Basic Elements of the Transformation

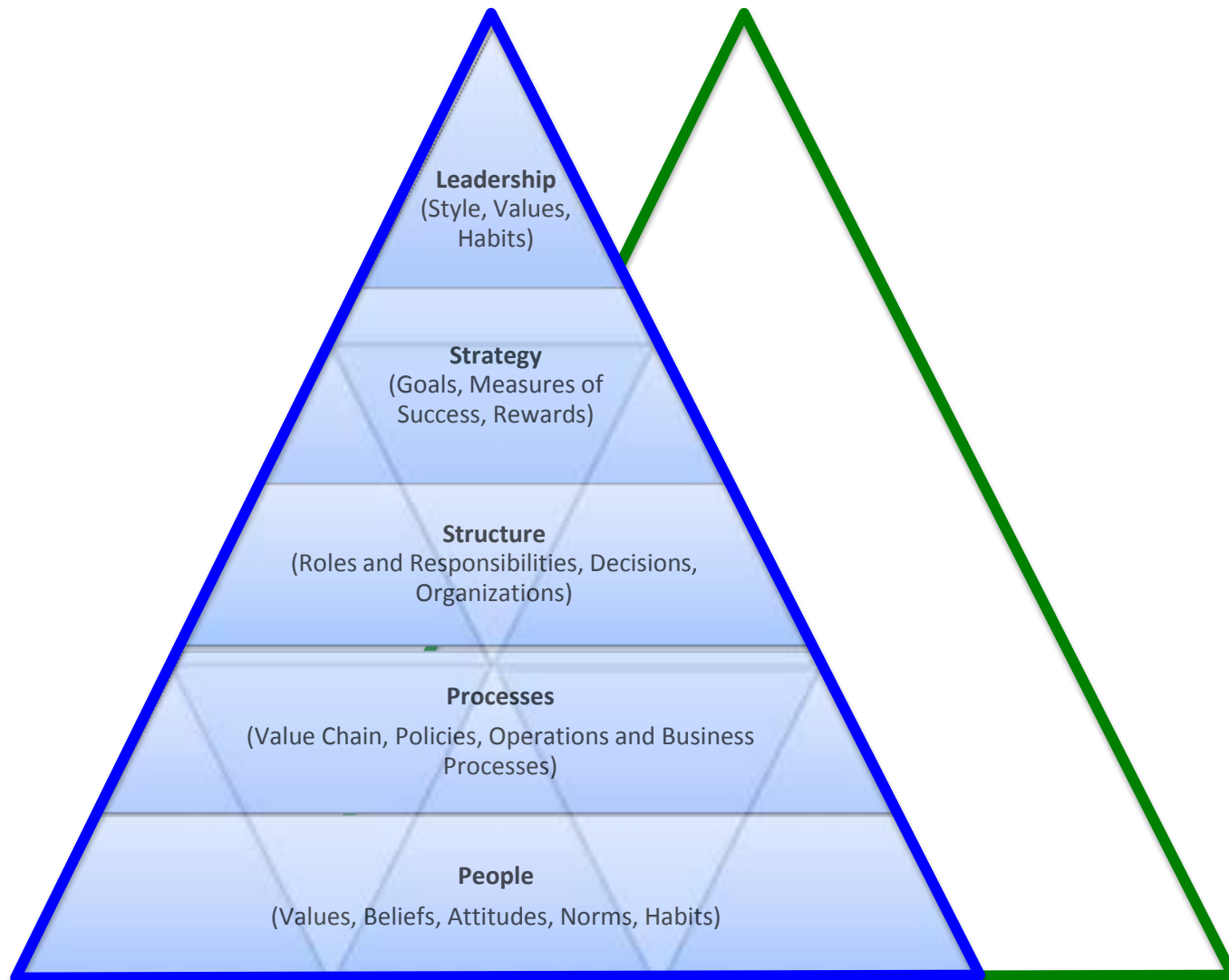


Human Elements

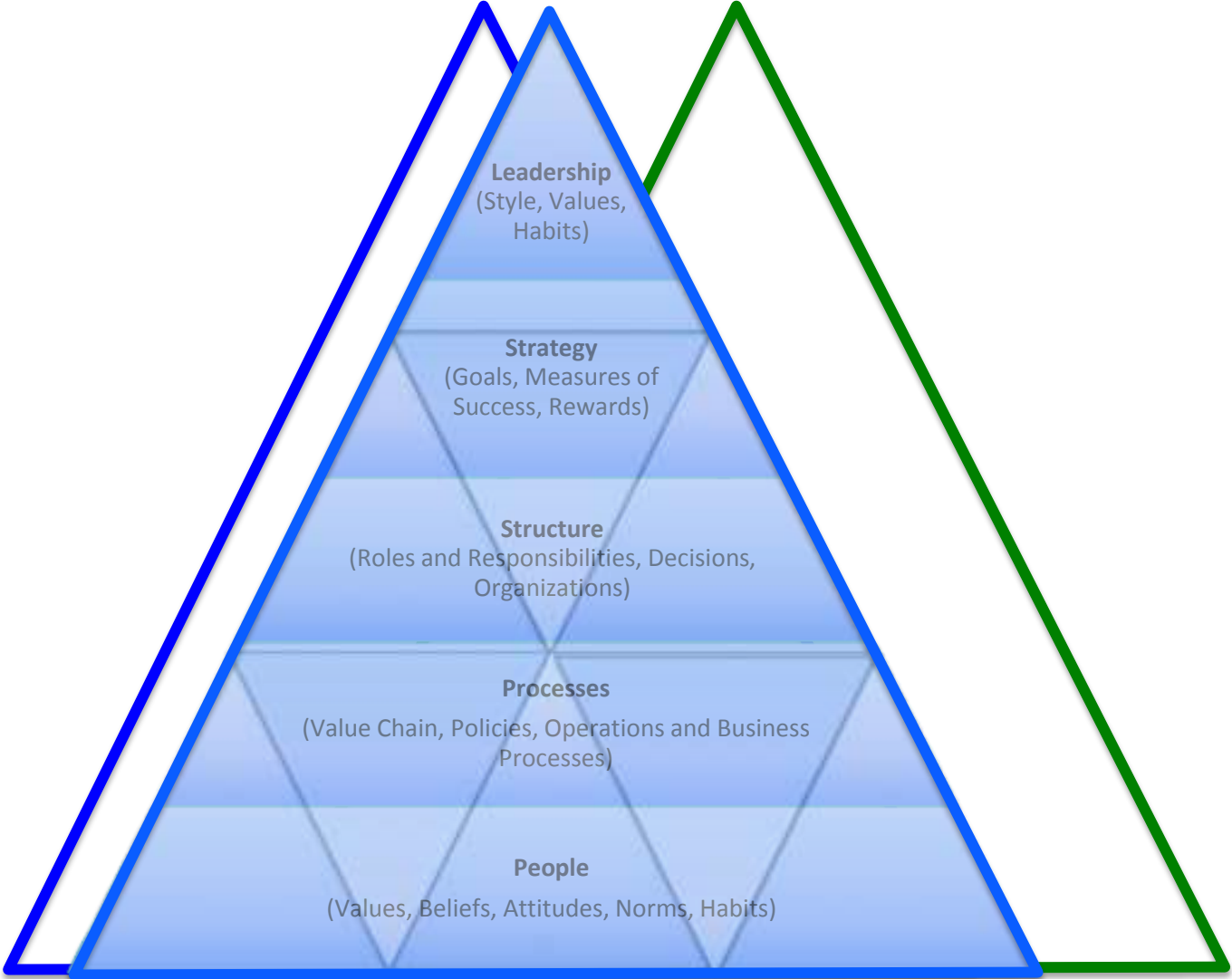


Non-Human Elements

Culture-Led Transformation



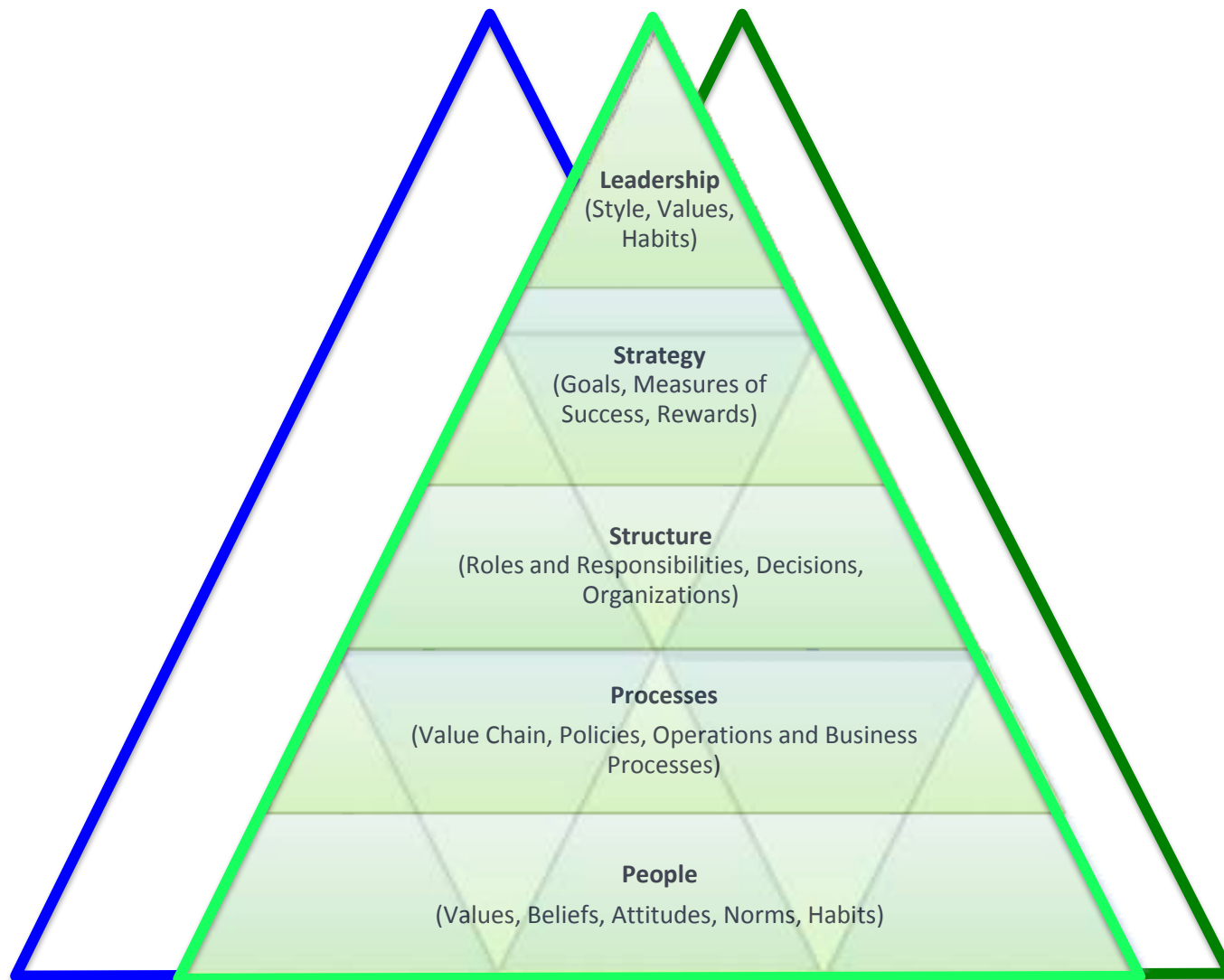
Culture-Led Transformation



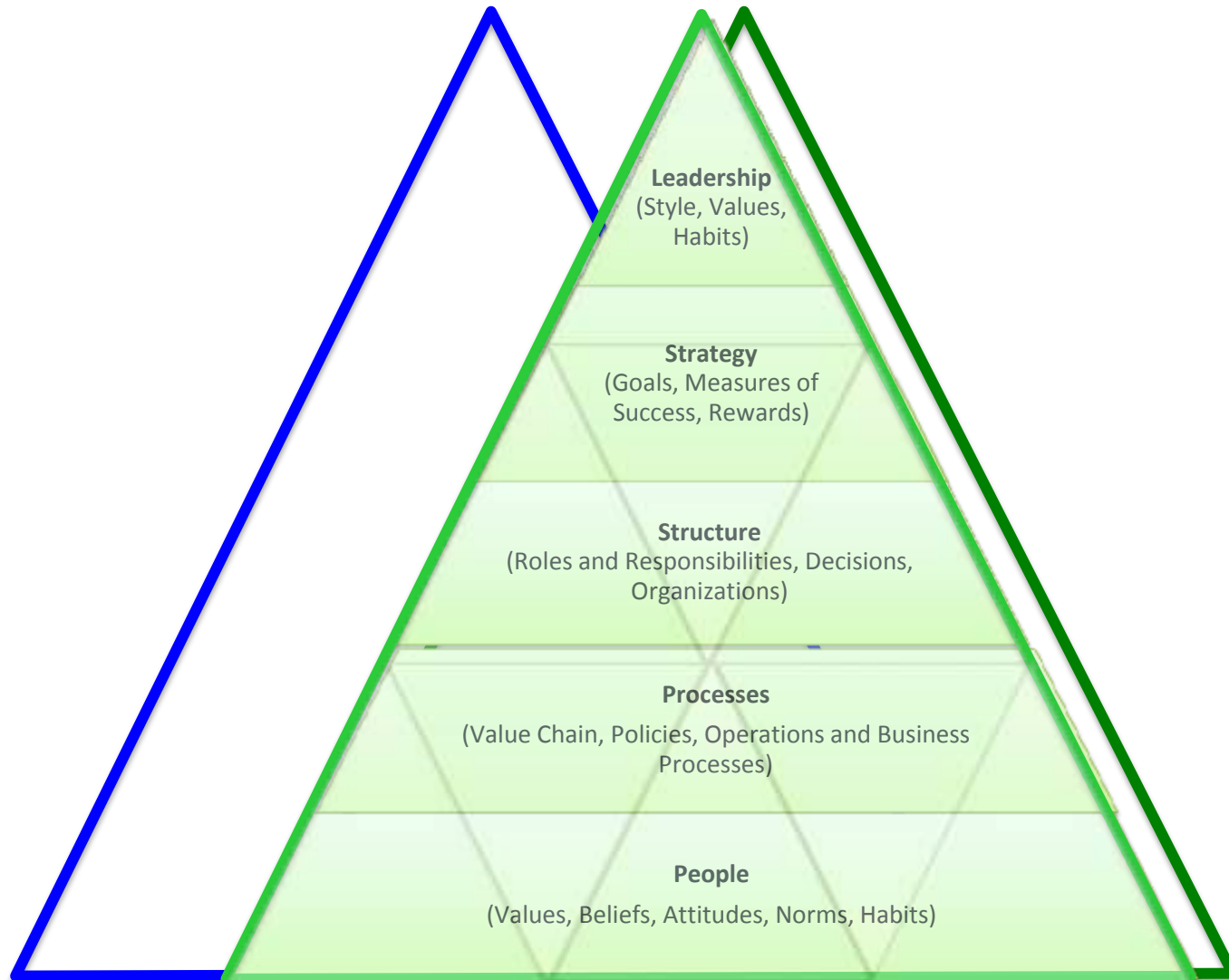
Culture-Led Transformation



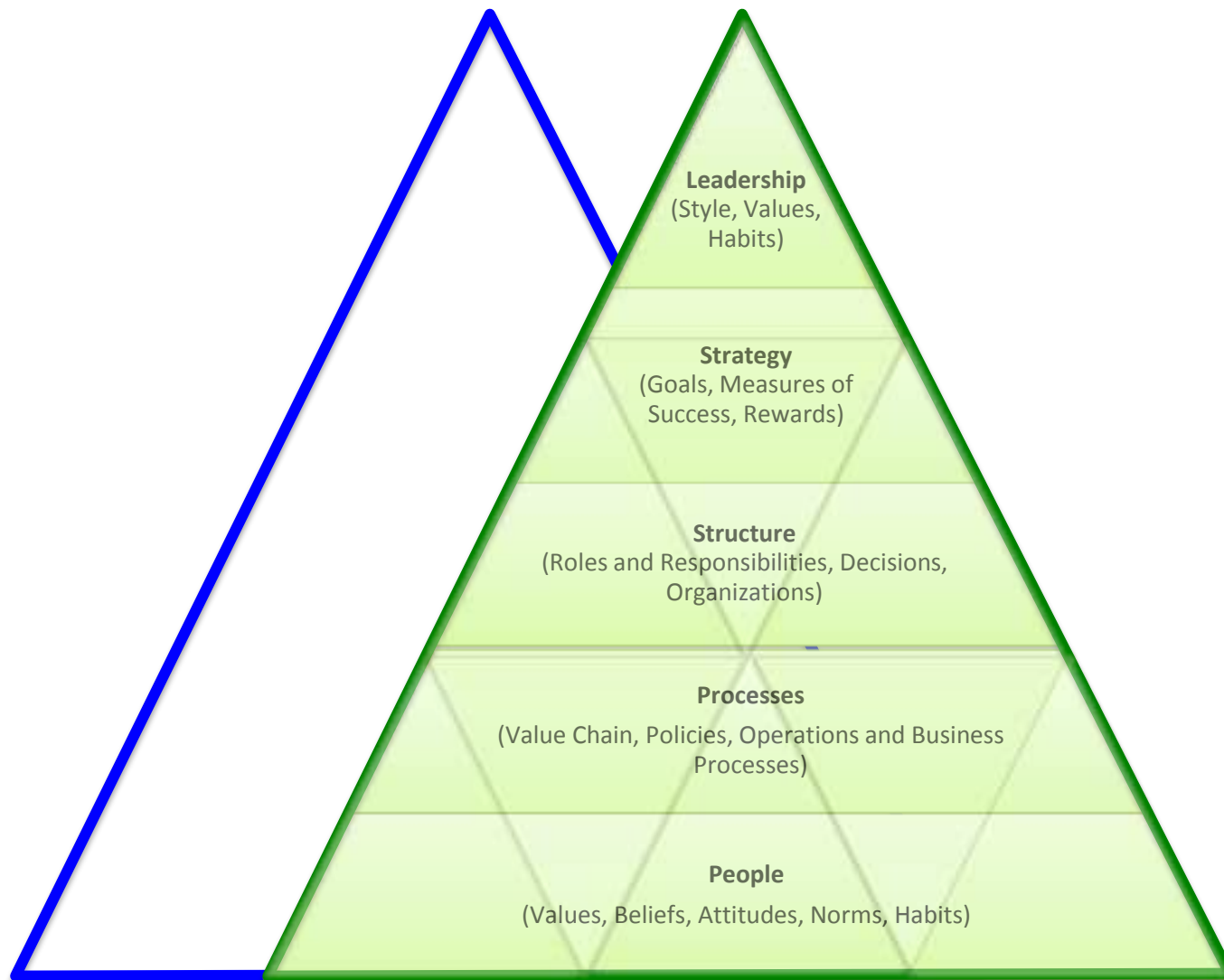
Culture-Led Transformation

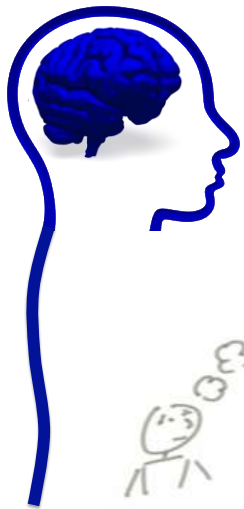


Culture-Led Transformation



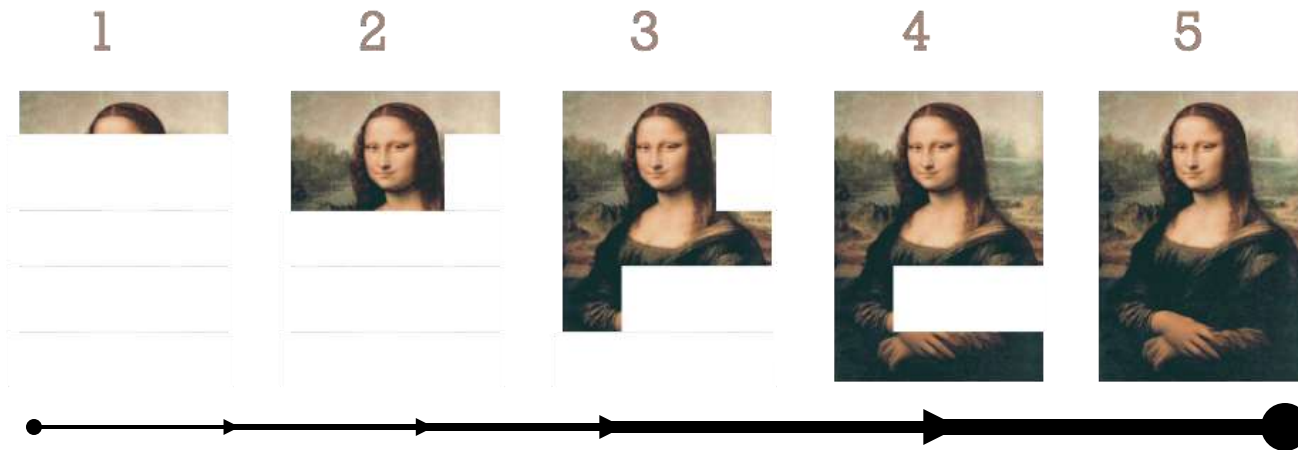
Culture-Led Transformation





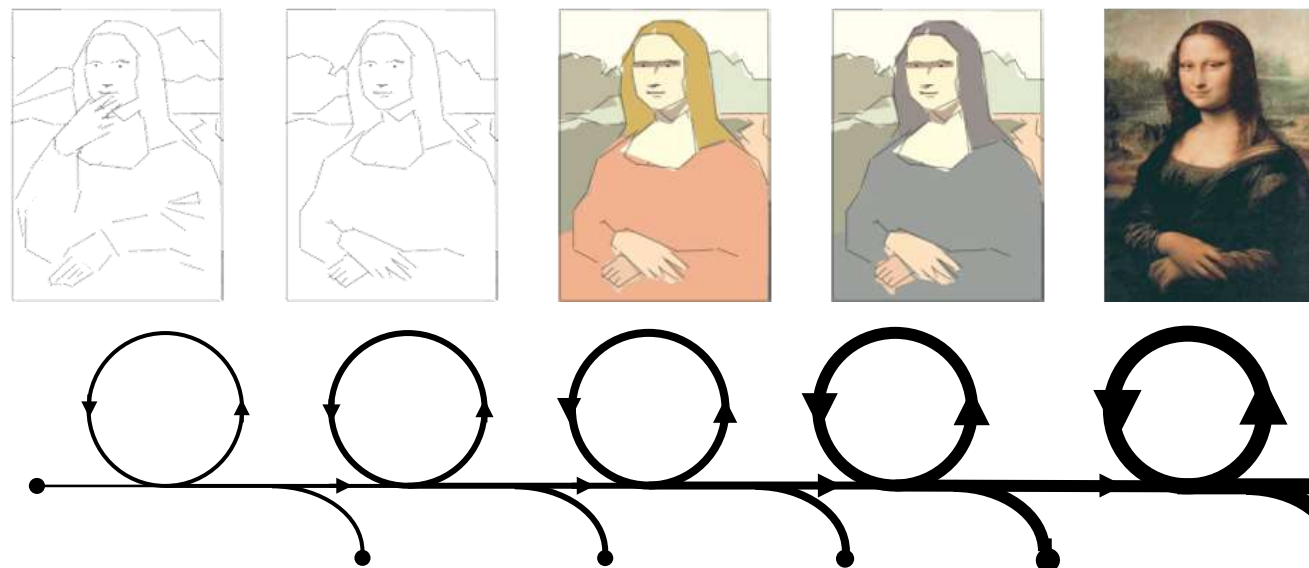
Fixed Mindset approach to delivery (Assembly Line)

Must “nail down” the output in order to start delivery (Liner Thinking)



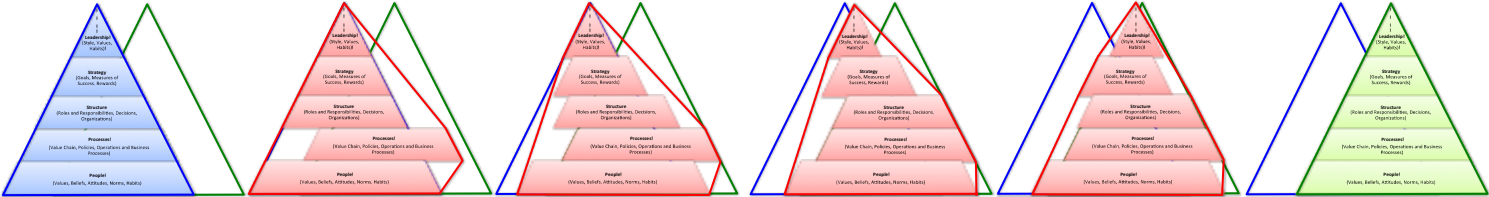
Growth Mindset approach to delivery (Knowledge Work)

Discover and learn through valuable output and welcoming change (Circular Thinking – IKIWISI)

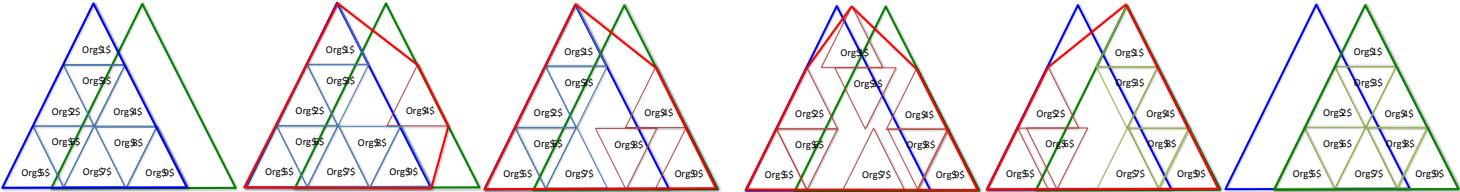


Impact of Mindset on Transformation Approaches

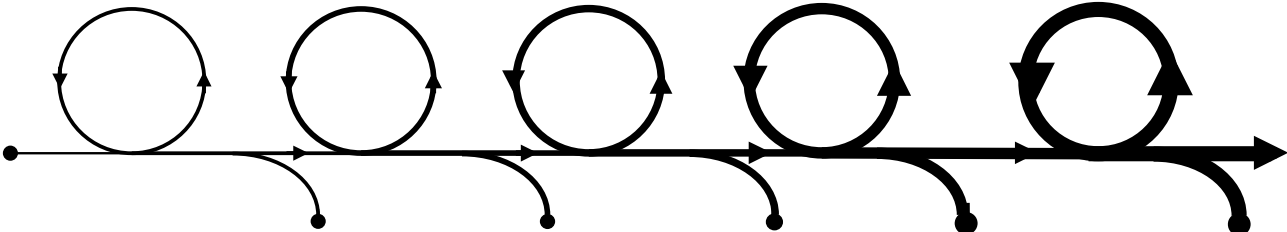
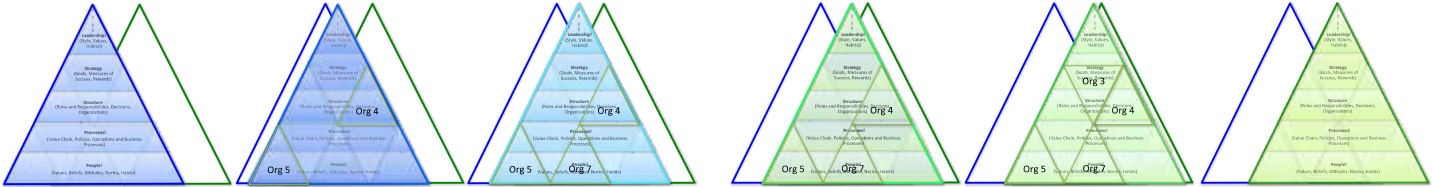
Process-Led



Organization-Led

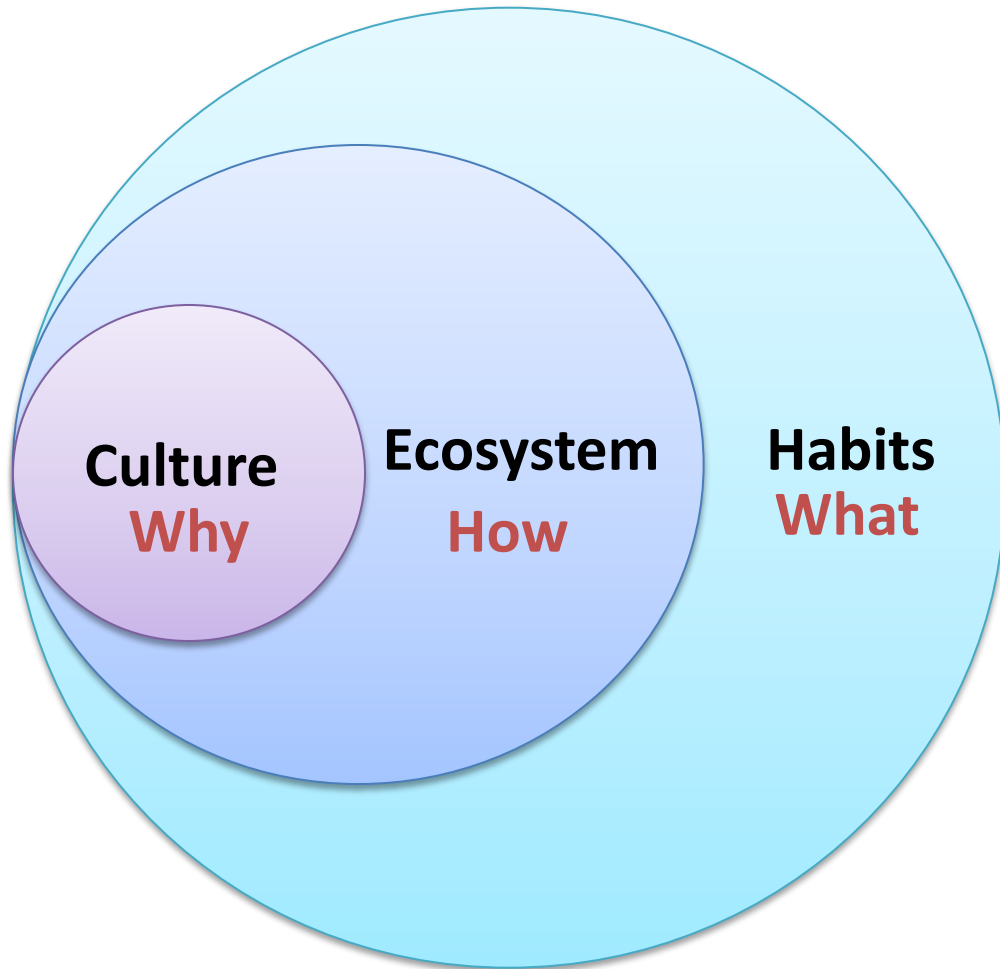


Culture-Led



Organizational Agility

(Enterprise Agile or agile at Scale)

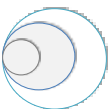
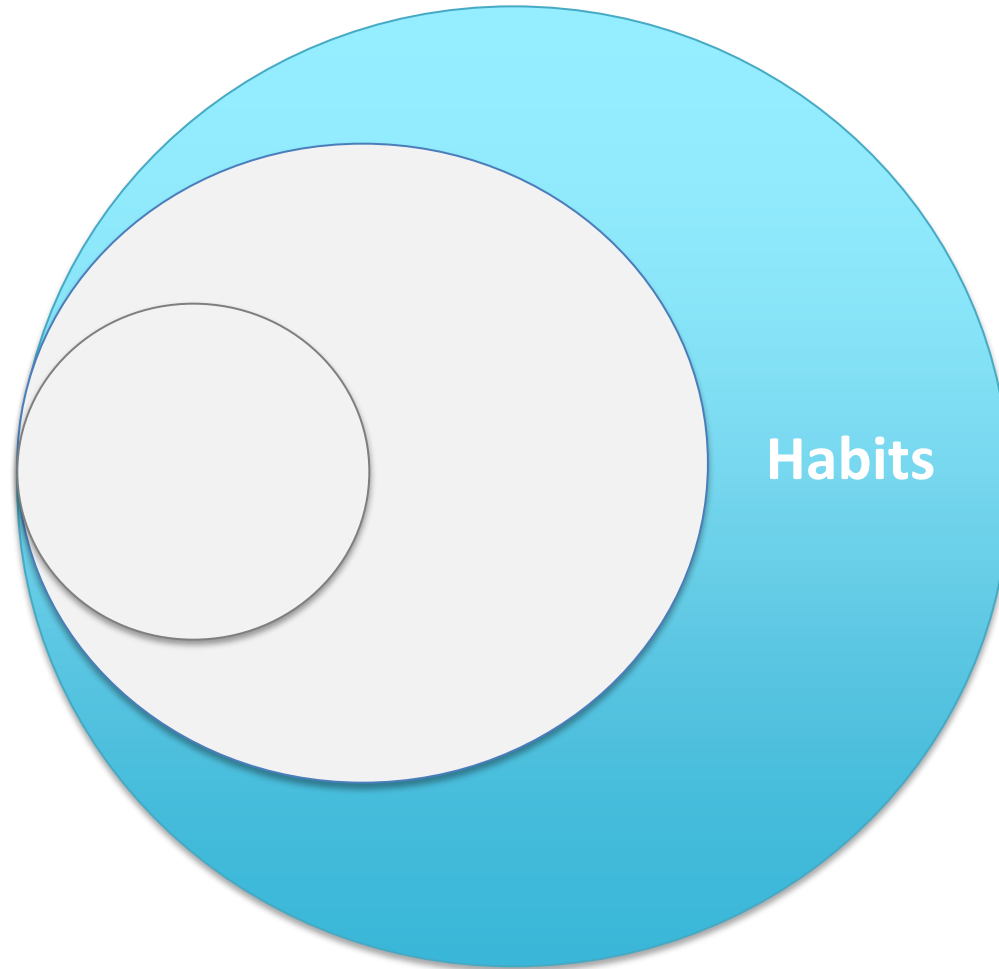


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An Organizational Ecosystem consists of its:
Leadership, Strategy, Structure, Processes and People

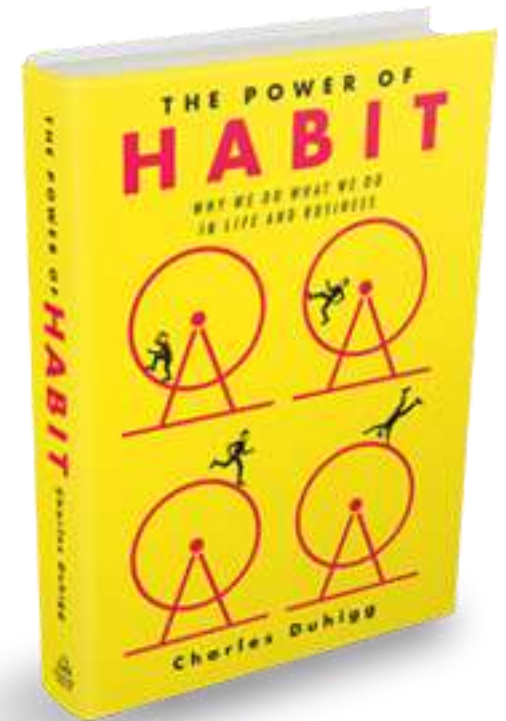
Organizational Agility

(Enterprise Agile or agile at Scale)



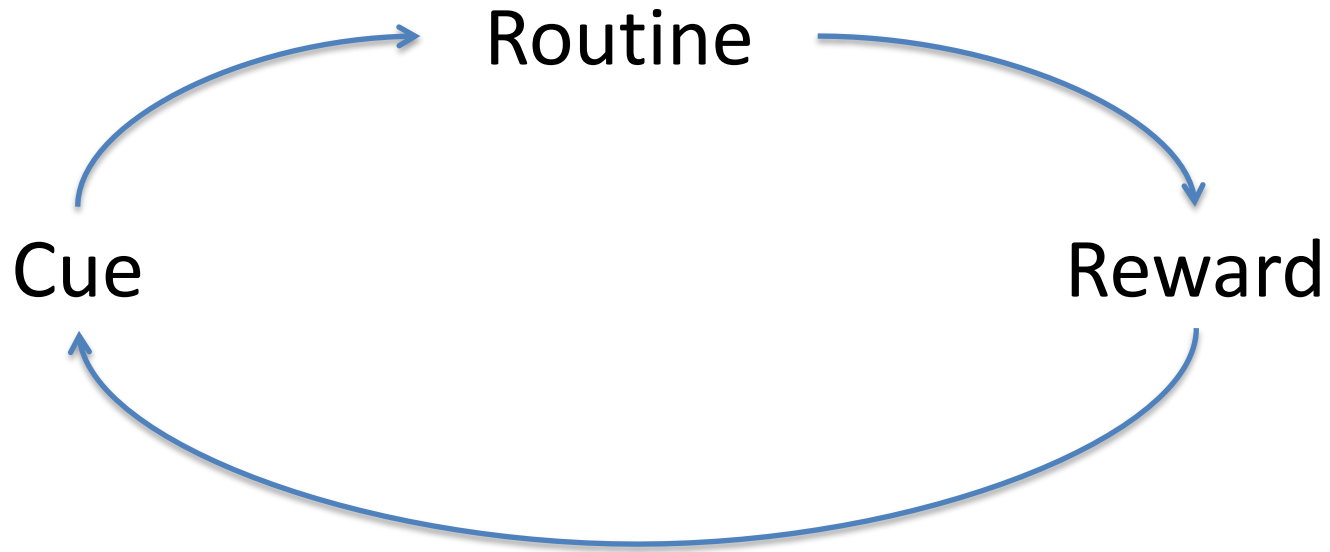
What is a Habit

Habits are not conscious decisions, but instead are routines. Once we start the routine, we go on autopilot and simply go through the steps of the routine—we don't even think about it.

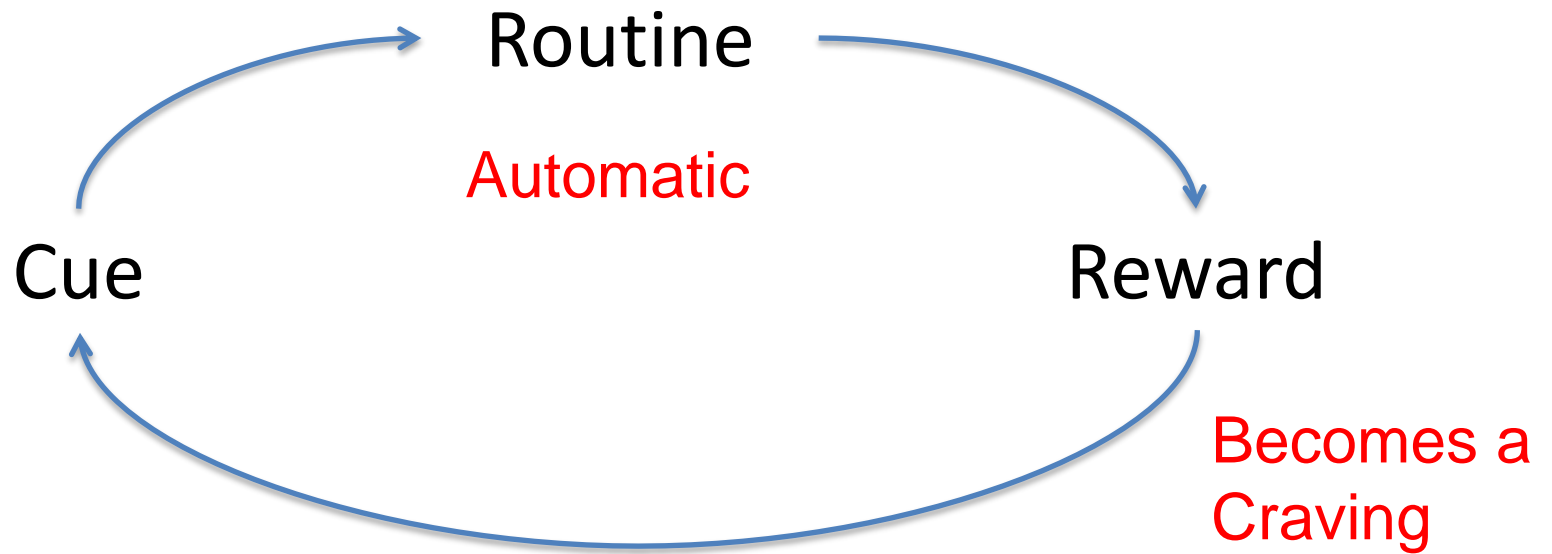


The Power of Habit,
Charles Duhigg

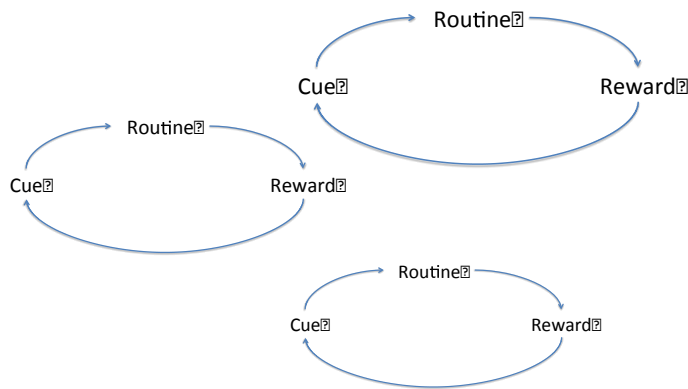
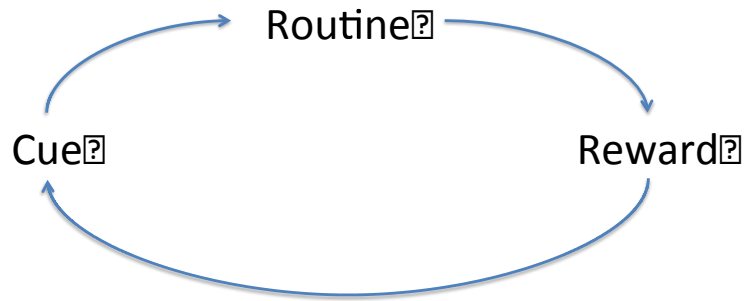
The Habit Loop



The Habit Loop



A Keystone Habit

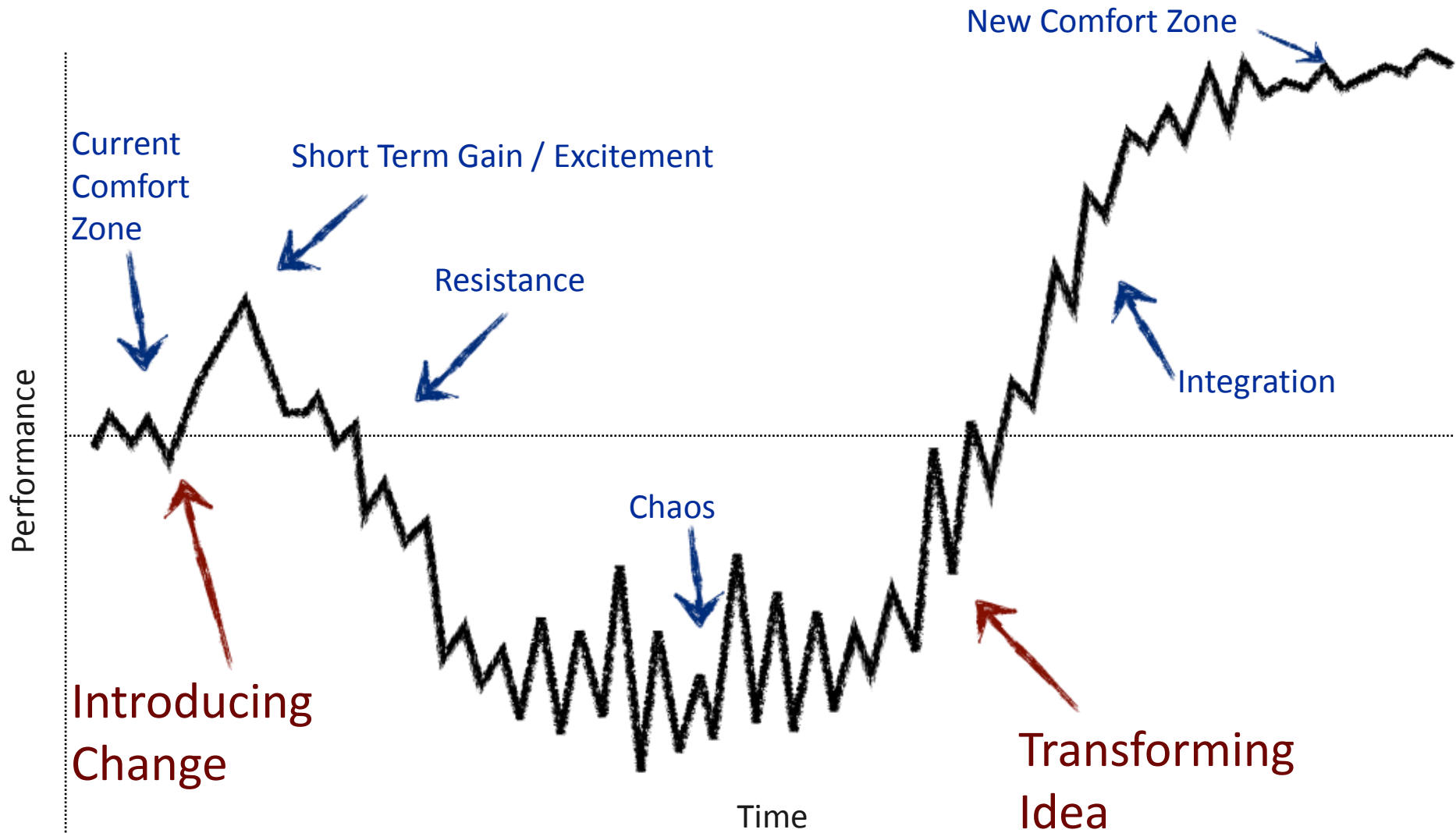


A Keystone habit that has the power to start a chain reaction changing other habits across the organization

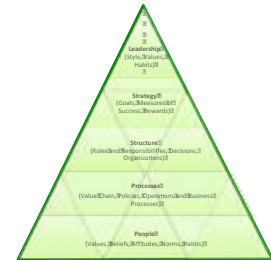
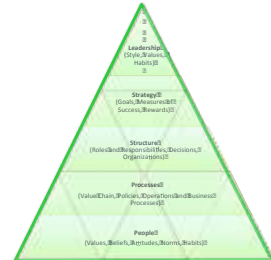
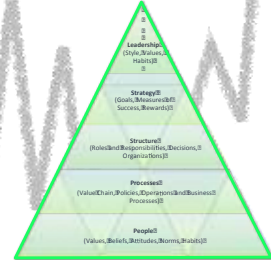
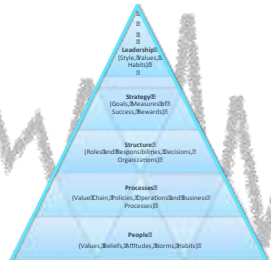
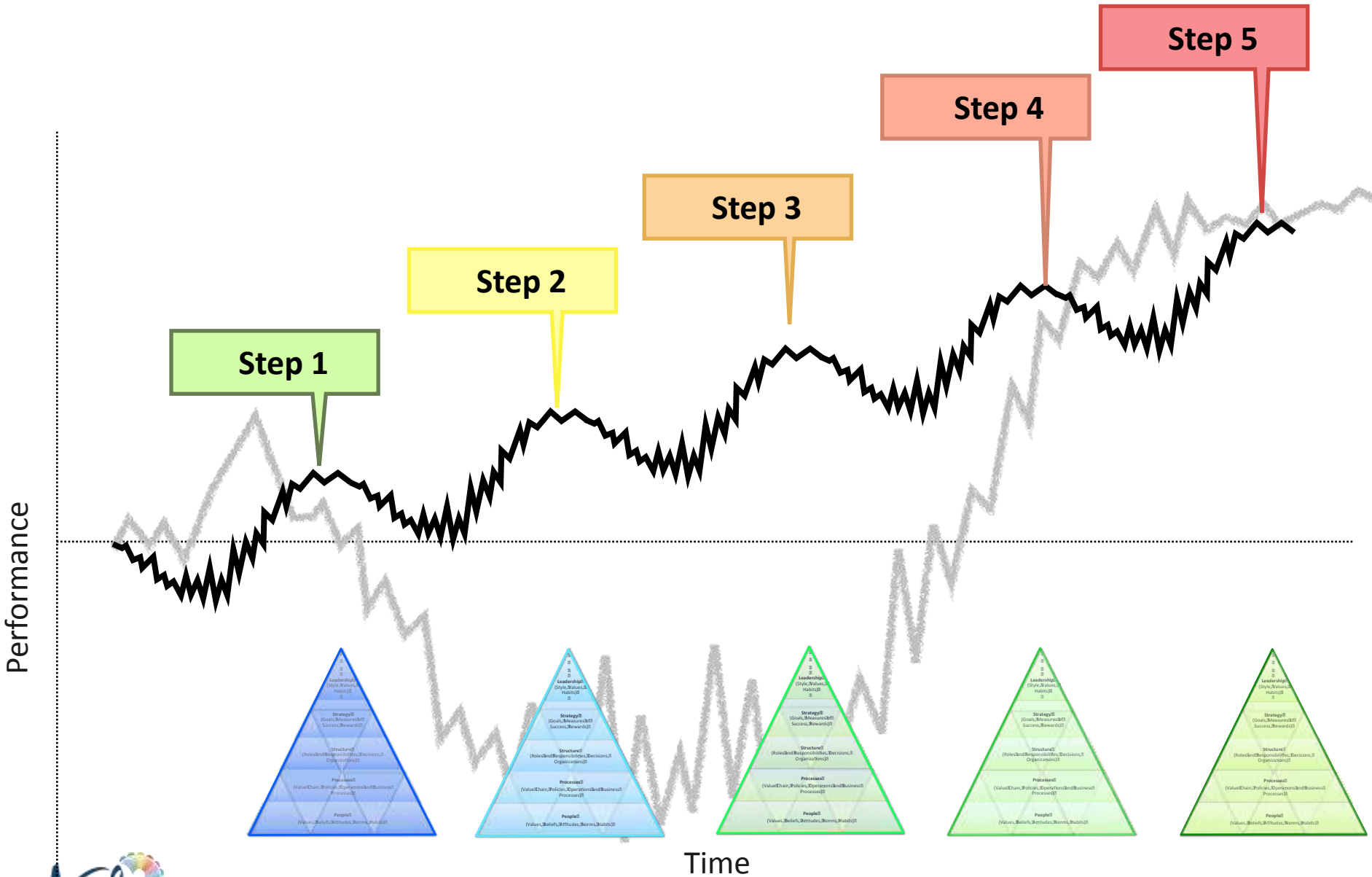
Keystone habit start a process that, over time, transforms everything



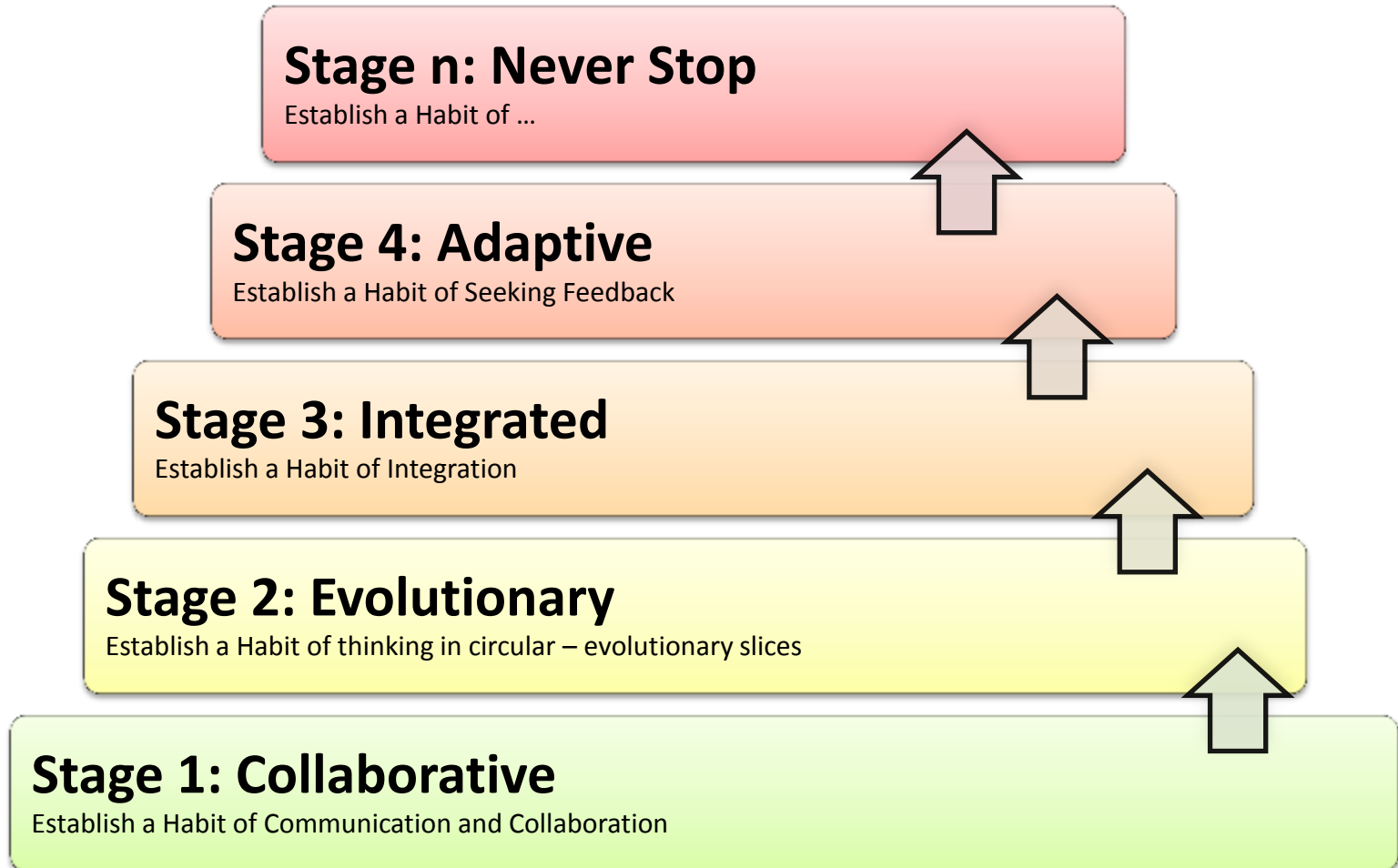
Virginia-Satir Change Curve



Agile Transformation Roadmap



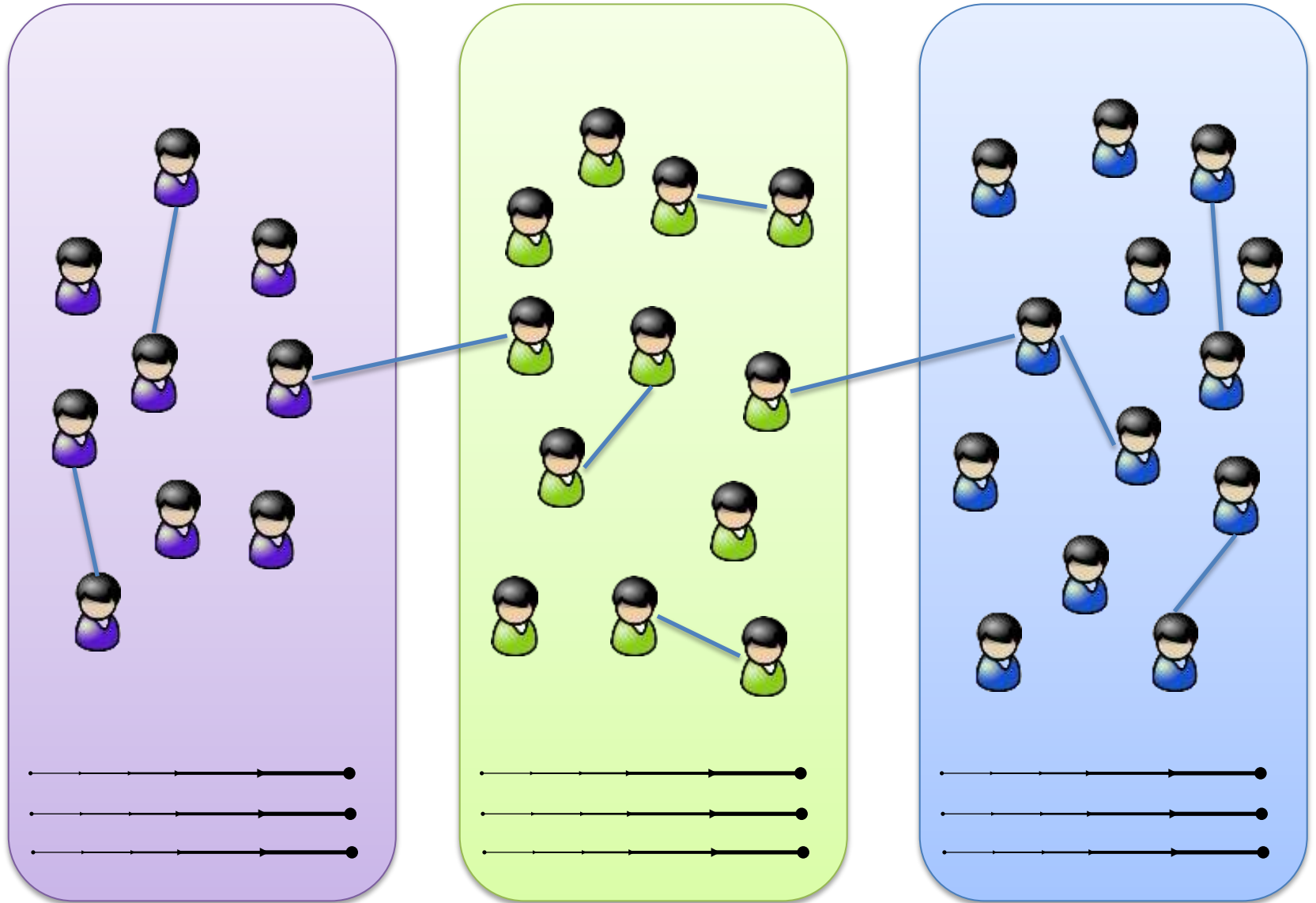
Suggested Keystone Habits for Organizational Agility



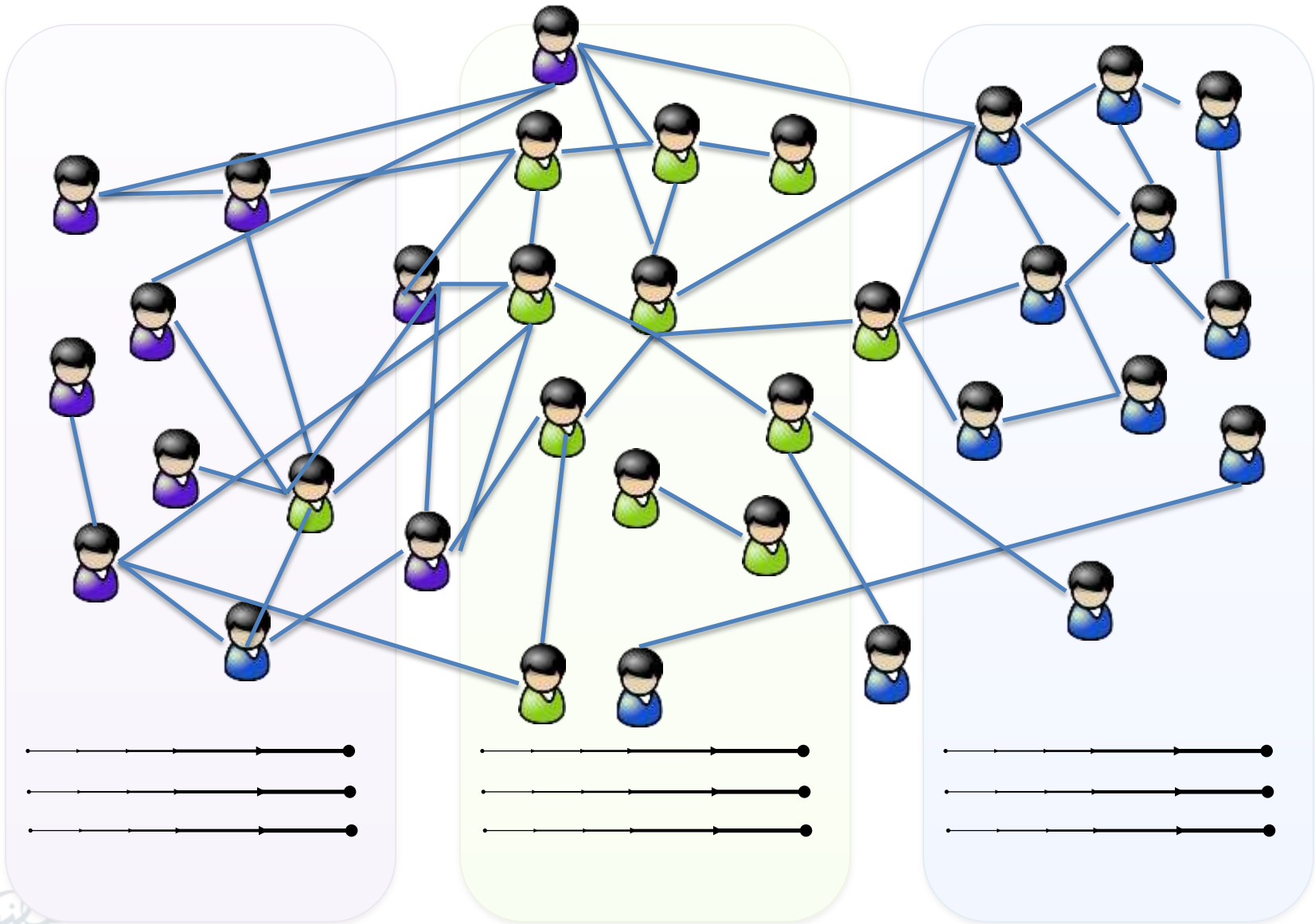
Keystone Habits of Organizational Agility

- Establish a habit of communicating and collaborating
- Establish a habit of working and delivering in circular – evolutionary slices to realize early value
- Establish a habit of integrating all efforts – integrated work streams, integrated work team
- Establish a habit of gathering feedback from multiple levels – truly open to change and learning

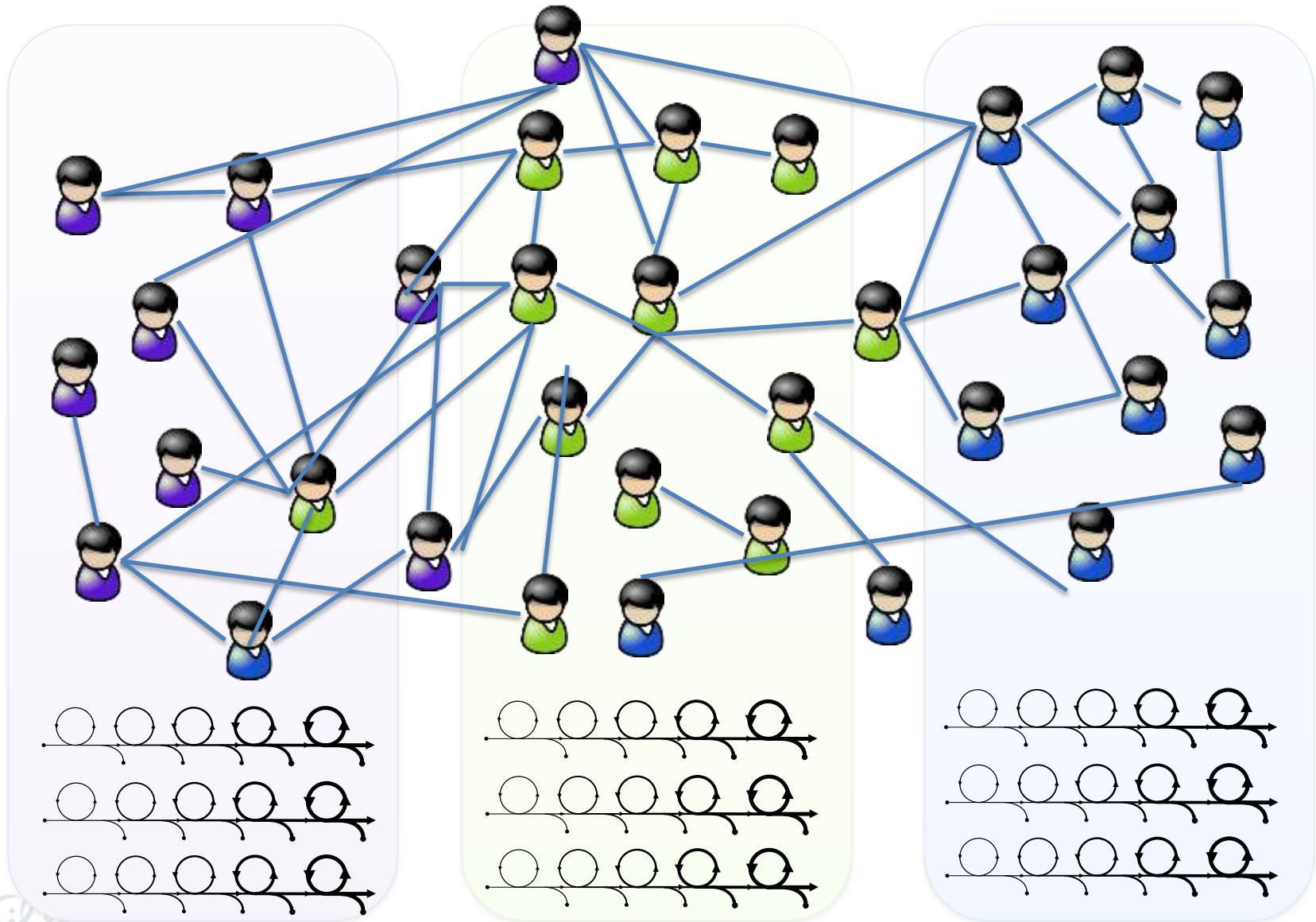
0- Current Siloed Organization



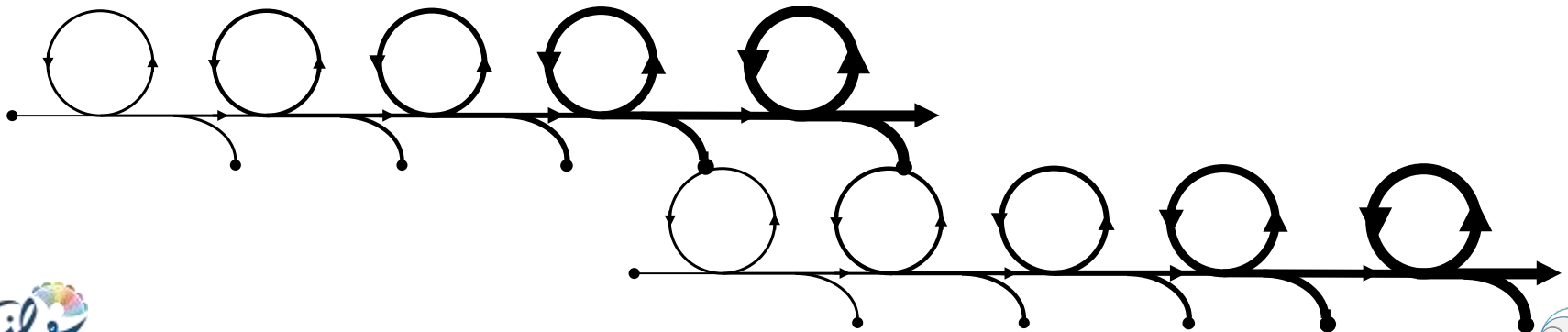
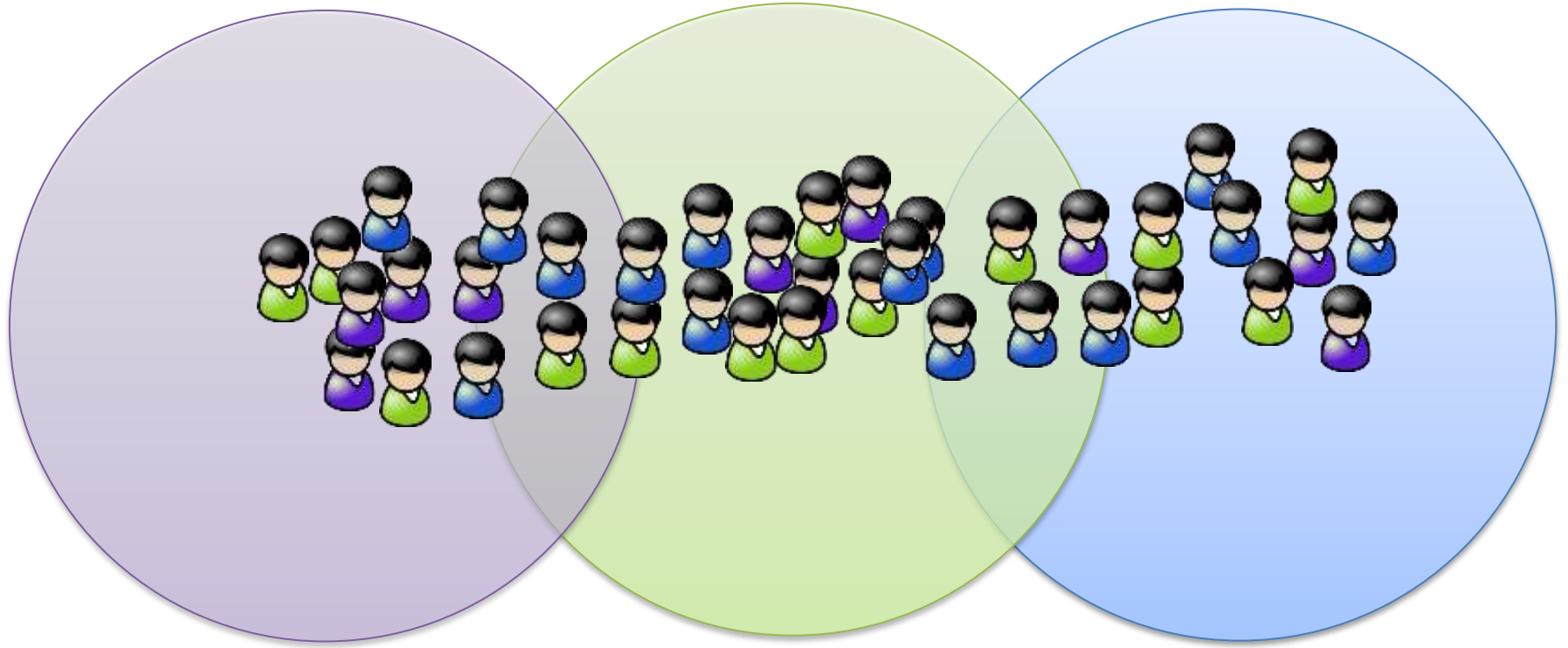
1- Establish a habit of communicating and collaborating



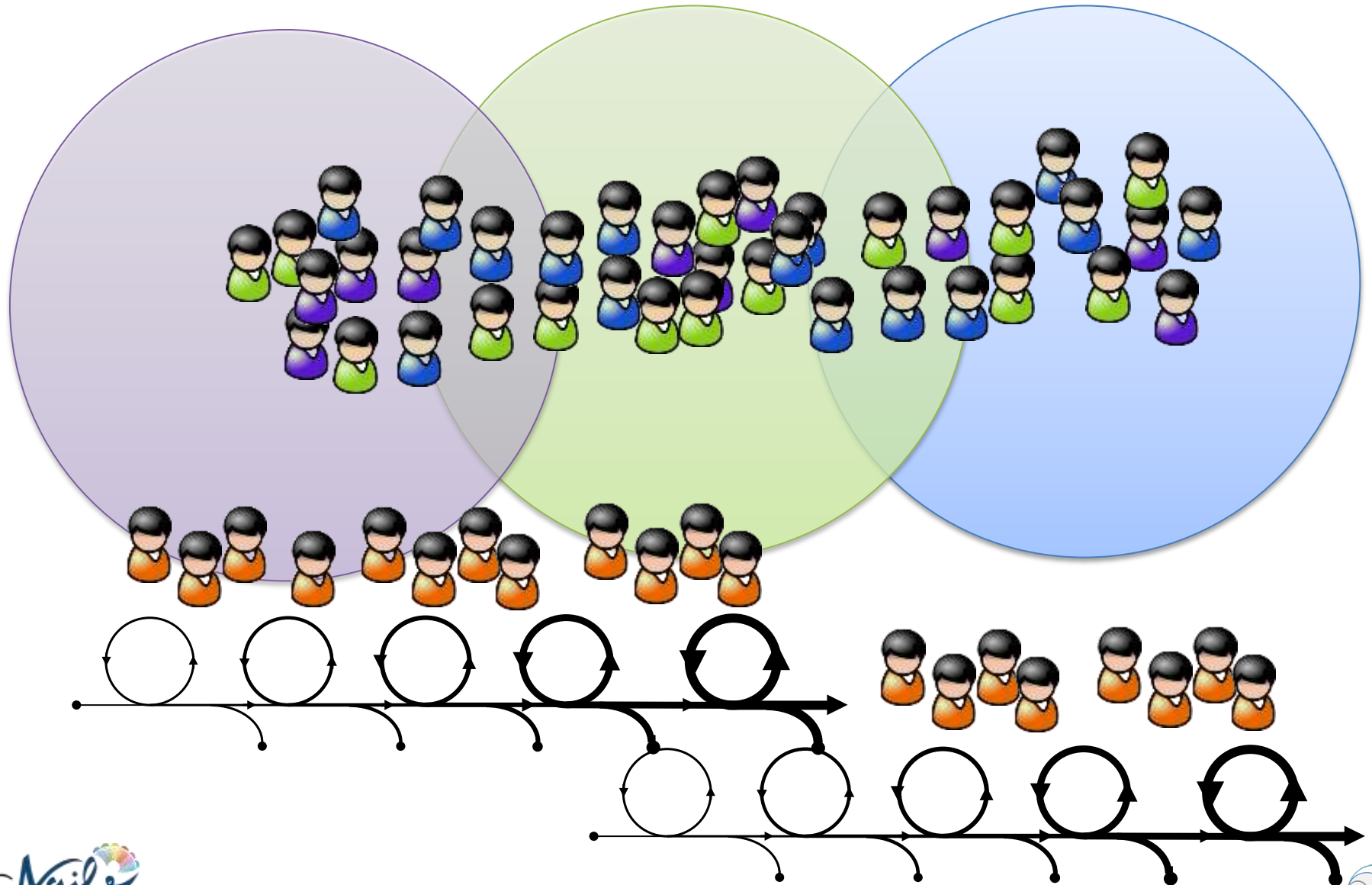
2- Establish a habit of working and delivering in circular – evolutionary slices to realize early value



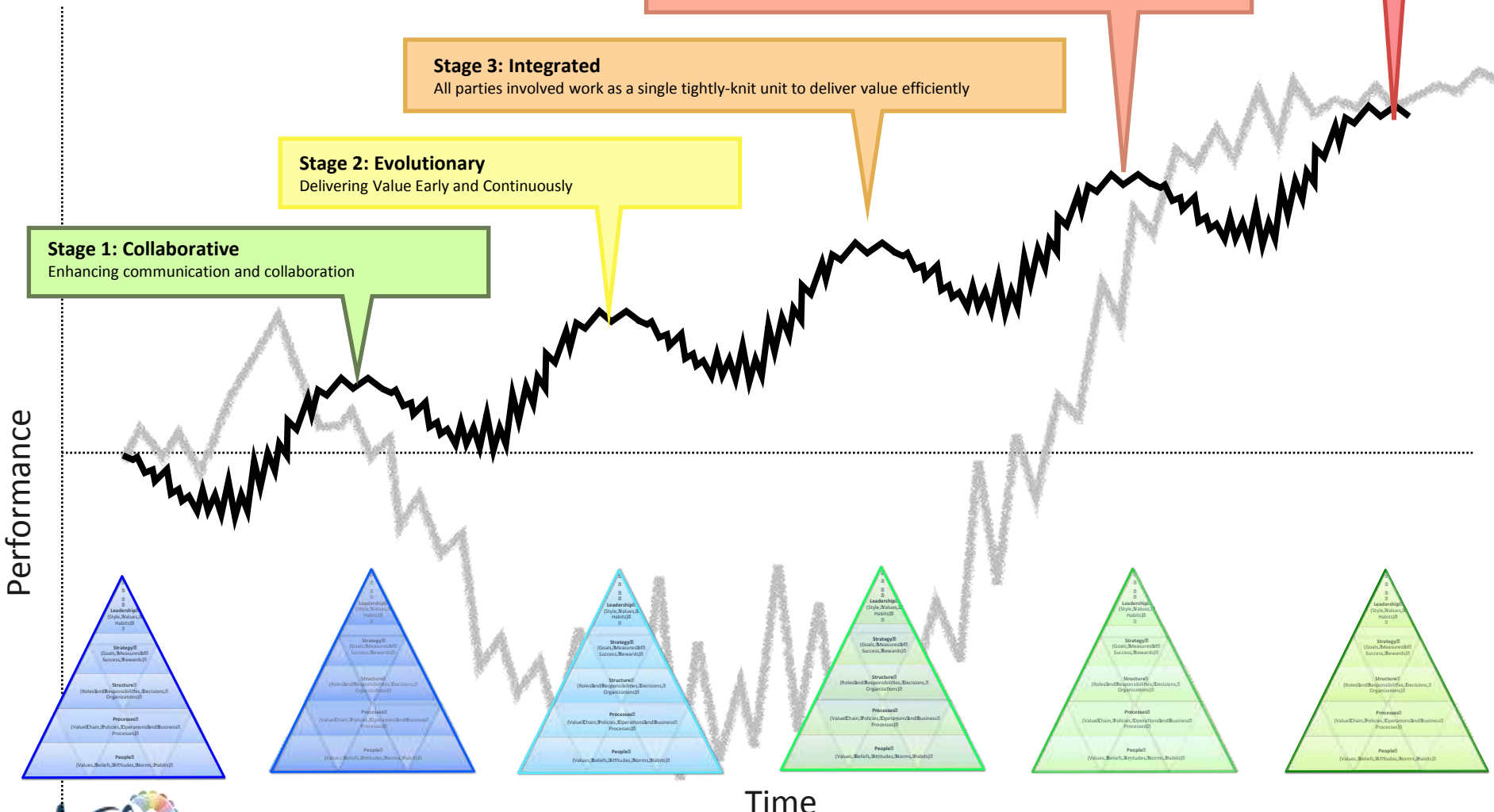
3- Establish a habit of integrating all efforts – integrated work streams, integrated work team



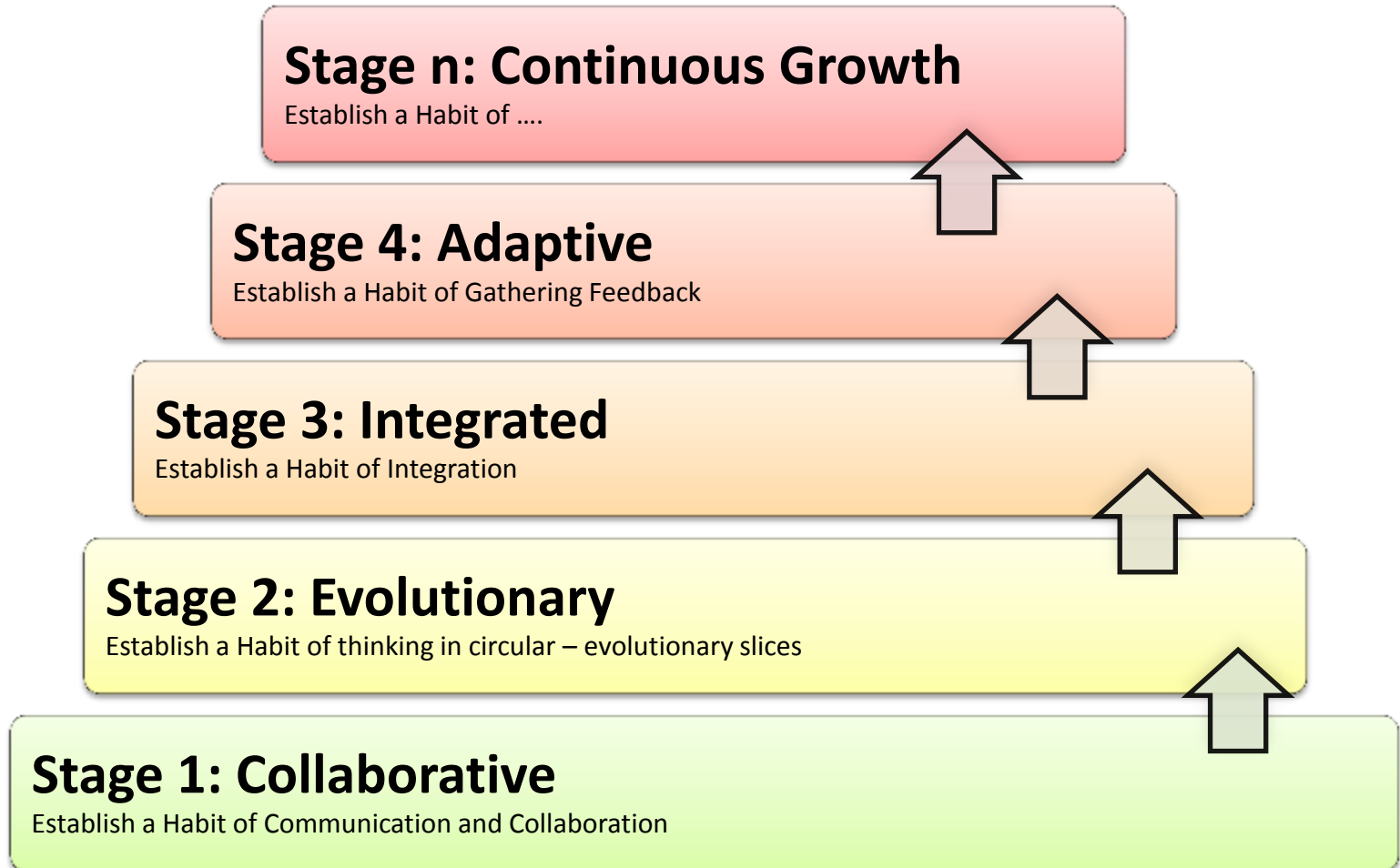
4 - Establish a habit of gathering feedback from multiple levels – truly open to change and learning



Agile Transformation Roadmap



Agile Transformation Roadmap



	Leadership	Strategy	Structure	Process	People
	What does Leadership need to know, or do to enable, support and promote this keystone habit?	What needs to change for our Strategies to enable, support and promote this keystone habit?	What needs to change for our Structure to enable, support and promote this keystone habit?	What needs to change for our Processes to enable, support and promote this keystone habit?	What do People need to know, or do to enable, support and promote this keystone habit?

Keystone Habit #n					
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Keystone Habit: Adaptation Establish a habit of gathering feedback from multiple levels – truly open to change and learning					
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Keystone Habit: Integration Establish a habit of integrating all efforts – integrated work streams, integrated work team					
--	--	--	--	--	--

Keystone Habit: Evolution Establish a habit of working and delivering in circular – evolutionary slices to realize early value					
--	--	--	--	--	--

Keystone Habit: Collaboration Establish a habit of communicating and collaborating					
--	--	--	--	--	--

Roadmap for Fortune 50 Company – 2500 People

<p>Stage 5: Encompassing</p> <p>Establishing a vibrant and all-encompassing environment to sustain agility.</p>	<ul style="list-style-type: none"> • Personas (project level) • Prioritized product backlog • Prioritized program backlog • Test-driven development (TDD) 			
<p>Stage 4: Adaptive</p> <p>Responding effectively to change and multiple levels of feedback</p>	<ul style="list-style-type: none"> • Value team at CAT electronics level • Value team at product-line level • Architectural standards (deployment) • Definition of Done (architectural level) 			
<p>Stage 3: Integrated</p> <p>Coordinating all the parties involved to work as a single tightly-knit unit to deliver software efficiently</p>	<ul style="list-style-type: none"> • Fixed, stable teams • Virtual team rooms • Collocation • Generalizing specialist • Story swarming • Pair programming • Continuous integration • Automated tests • Concept of slack 			
<p>Stage 2: Evolutionary</p> <p>Delivering Software Early and Continuously</p>	<ul style="list-style-type: none"> • Short time-boxed iterations • User stories • Collaborating on requirements • Shared team rooms • Velocity-based planning & commitment • WIP limits • Prioritized iteration backlog • Burn up/down charts • Iteration kickoff meeting • Iteration demo • Product-line domain owners • Awareness of architectural standards • Task volunteering • Coding standards • Automated builds • Managing technical debt 			
<p>Stage 1: Collaborative</p> <p>Enhancing communication and collaboration</p>	<ul style="list-style-type: none"> • Agile mindset (internal E&SI) • Group estimation of value • Group estimation of effort • Project chartering • Prioritized release backlog • Release kickoff meeting • Release demo • Retrospectives • Definition of Done (activity level) • Informative workspace • Personas (org. level) 			

Sample Roadmap for Fortune 100 Company

	Managing Rapidly changing Priorities	Executing with Excellence and Discipline	Deliver Valuable and Useable Software quicker to market	Align with Business Needs	Improve Project Visibility	Early Exposure of Risk	Increase Productivity and Reducing Waste
Stage 5: Encompassing Establishing a vibrant and all-encompassing environment to sustain agility.		Sustainable Pace					Servant leadership
Stage 4: Adaptive Responding effectively to change and multiple levels of feedback	Adaptive Planning				Managing Capacity via velocity	Monitoring Technical Debt	Task Volunteering Cross-functional teams Fixed Teams (E)
Stage 3: Integrated Coordinating all the parties involved to work as a single tightly-knit unit to deliver software efficiently.	Release Planning Limiting Portfolio WIP (E)		Collaborative Roadmapping	Team Structure of DT/VT	Burn-up Burn-Down Story Point Estimates Tracking progress via velocity	Maintain Risk Backlog	Team Room Generalizing Specialists Self organizing teams
Stage 2: Evolutionary Delivering Software Early and Continuously	Progressive Elaboration of Stories Time boxed Iterations Iteration Review	Iteration Planning	Early and Frequent Releases Story-maps Story Slicing Constant Prioritization of Backlog	Business committed to work with Delivery team throughout the project Planning Poker Value Team (multiple delivery teams)		Spikes Iteration0	Dedicated Team Members (E)
Stage 1: Collaborative Enhancing communication and collaboration	Limiting WIP Maintain a backlog Size Estimation	Team Chartering Retrospective Team Members identified and fixed for the project	Personas User Stories	Project Chartering Acceptance Tests Business Accessible by App (Delivery) Teams	Information Radiators Affinity Estimation	Daily Standup Group Estimation	Value based documentation Relative estimation Frequent face to face interactions

Roadmap for Fortune 20 Company – 3800 People

	Prep Work	Team Level		Beyond the team	Mindset / Culture
		Non Technical	Technical		
Stage 5: Encompassing Establishing a vibrant and all-encompassing environment to sustain agility.		Static cross-app team clusters ("Enterprise" teams) Ideal physical setup	Pair programming	Process improvement backlog (eliminate waste)	
Stage 4: Adaptive Responding effectively to change and multiple levels of feedback	Assemble enterprise process improvement team	Value-based documentation	Refactoring Incremental design & architecture	Buy-a-feature for prioritization Static Teams (projects come to teams)	Adaptive planning
Stage 3: Integrated Coordinating all the parties involved to work as a single tightly-knit unit to deliver software efficiently		Dedicated and stable teams Team rooms (collocation) Task volunteering Retrospectives Agile metrics	Test-Driven Development	Iterations & releases on enterprise-wide cadence Shippable increments at iteration boundaries	Self organizing teams
Stage 2: Evolutionary Delivering Software Early and Continuously	Facility planning for team rooms Restructuring towards dedicated and stable teams	User Stories + Definition of Done Slicing features into stories Prioritized story backlog Fixed-length iterations Velocity based planning Group Estimation between VT and pertinent DT Working software at the end of iteration	Automated Builds	Slicing Projects into features Feature based prioritization on a portfolio level	Effective Meetings
Stage 1: Collaborative Enhancing communication and collaboration	Revamp documents, phone calls, etc. (lightweight artifacts) Restructuring towards dedicated and stable teams	Chartering Creation of Value Teams Group Estimation within VT: High-level LOE	Automated Tests Continuous Integration	"Portfolio value team" with strategic/shared vision WIP limits for sequential list Info radiation of all WIP on enterprise level	Agile Mindset Servant Leadership

	Prep Work	Non Technical	Technical	Beyond the team	Mindset / Culture
Stage 5: Encompassing Establishing a vibrant and all-encompassing environment to sustain agility.		<ul style="list-style-type: none"> Static cross-app team clusters ("Enterprise" teams) Ideal physical setup 	<ul style="list-style-type: none"> Pair programming 	<ul style="list-style-type: none"> Process improvement backlog (eliminate waste) 	
Stage 4: Adaptive Responding effectively to change and multiple levels of feedback	<ul style="list-style-type: none"> Assemble enterprise process improvement team 	<ul style="list-style-type: none"> Value-based documentation 	<ul style="list-style-type: none"> Refactoring Incremental design & architecture 	<ul style="list-style-type: none"> Buy-a-feature for prioritization Static Teams (projects come to teams) 	<ul style="list-style-type: none"> Adaptive planning
Stage 3: Integrated Coordinating all the parties involved to work as a single tightly-knit unit to deliver software efficiently		<ul style="list-style-type: none"> Dedicated and stable teams Team rooms (collocation) Task volunteering Agile metrics 	<ul style="list-style-type: none"> Test-Driven Development 	<ul style="list-style-type: none"> Iterations & releases on enterprise-wide cadence Shippable increments at iteration boundaries 	<ul style="list-style-type: none"> Self organizing teams
Stage 2: Evolutionary Delivering Value Early and Continuously	<ul style="list-style-type: none"> Facility planning for team rooms Restructuring towards dedicated and stable teams 	<ul style="list-style-type: none"> User Stories Definition of Done Slicing features into stories Prioritized story backlog Fixed-length iterations Velocity based planning Group Estimation between VT and pertinent DT Working software at the end of iteration 	<ul style="list-style-type: none"> Automated Builds 	<ul style="list-style-type: none"> Slicing Projects into features Feature based prioritization on a portfolio level 	<ul style="list-style-type: none"> Effective Meetings
Stage 1: Collaborative Enhancing communication and collaboration	<ul style="list-style-type: none"> Revamp documents, phone calls, etc. (lightweight artifacts) Servant Leadership Restructuring towards dedicated and stable teams Education about the value of WIP limits 	<ul style="list-style-type: none"> Chartering Information Radiators Collaboration Tools Value Team Facilitator 15 Minute Daily Touch Points Retrospectives 	<ul style="list-style-type: none"> Automated Tests Continuous Integration 	<ul style="list-style-type: none"> Portfolio value team tasked with designing Agile portfolio management process 	<ul style="list-style-type: none"> Agile Mindset

	Leadership	Strategy	Structure	Process	People
Stage 5: Encompassing Establishing a vibrant and all-encompassing environment to sustain agility.		<ul style="list-style-type: none"> Static cross-app team clusters ("Enterprise" teams) Ideal physical setup 	<ul style="list-style-type: none"> Pair programming 	<ul style="list-style-type: none"> Process improvement backlog (eliminate waste) 	
Stage 4: Adaptive Responding effectively to change and multiple levels of feedback	<ul style="list-style-type: none"> Assemble enterprise process improvement team 	<ul style="list-style-type: none"> Value-based documentation 	<ul style="list-style-type: none"> Refactoring Incremental design & architecture 	<ul style="list-style-type: none"> Buy-a-feature for prioritization Static Teams (projects come to teams) 	<ul style="list-style-type: none"> Adaptive planning
Stage 3: Integrated Coordinating all the parties involved to work as a single tightly-knit unit to deliver software efficiently		<ul style="list-style-type: none"> Task volunteering Agile metrics 	<ul style="list-style-type: none"> Dedicated and stable teams Team rooms (collocation) 	<ul style="list-style-type: none"> Iterations & releases on enterprise-wide cadence Shippable increments at iteration boundaries 	<ul style="list-style-type: none"> Self organizing teams
Stage 2: Evolutionary Delivering Value Early and Continuously	<ul style="list-style-type: none"> Facility planning for team rooms Restructuring towards dedicated and stable teams 	<ul style="list-style-type: none"> Slicing Projects into features Feature based prioritization on a portfolio level Slicing features into stories 		<ul style="list-style-type: none"> User Stories Definition of Done Prioritized story backlog Fixed-length iterations Velocity based planning Group Estimation between VT and pertinent DT Working software at the end of iteration 	<ul style="list-style-type: none"> ICAgile CEC-1 for each discipline
Stage 1: Collaborative Enhancing communication and collaboration	<ul style="list-style-type: none"> Agile Mindset Knowledge Work Management Facilitative Leadership 	<ul style="list-style-type: none"> Create a cross-silo portfolio value team Management level rewarding system for team collaboration not heroics 	<ul style="list-style-type: none"> Value Team Facilitator 	<ul style="list-style-type: none"> Chartering Information Radiators Collaboration Tools 15 Minute Daily Touch Points Retrospectives 	<ul style="list-style-type: none"> Agile Fundamentals (Including Agile Mindset)



Education verses Training

A view of the Doing of Agile vs the Being of Agile

	9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5
Day 1	Iteration Planning							
Day 2	Stand-up							
Day 3	Stand-up							
Day 4	Stand-up							
Day 5	Stand-up							
Day 6	Stand-up							
Day 7	Stand-up							
Day 8	Stand-up							
Day 9	Stand-up							
Day 10	Stand-up				Demo	Retrospective		
Other	Release Planning							

- Iteration Planning
- Stand-up
- Demo
- Retrospective
- Release Planning



Education verses Training

A view of the Doing of Agile vs the Being of Agile

	9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5
Day 1								
Day 2								
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Day 4								
Day 5								
Day 6								
Day 7								
Day 8								
Day 9								
Day 10								
Other								

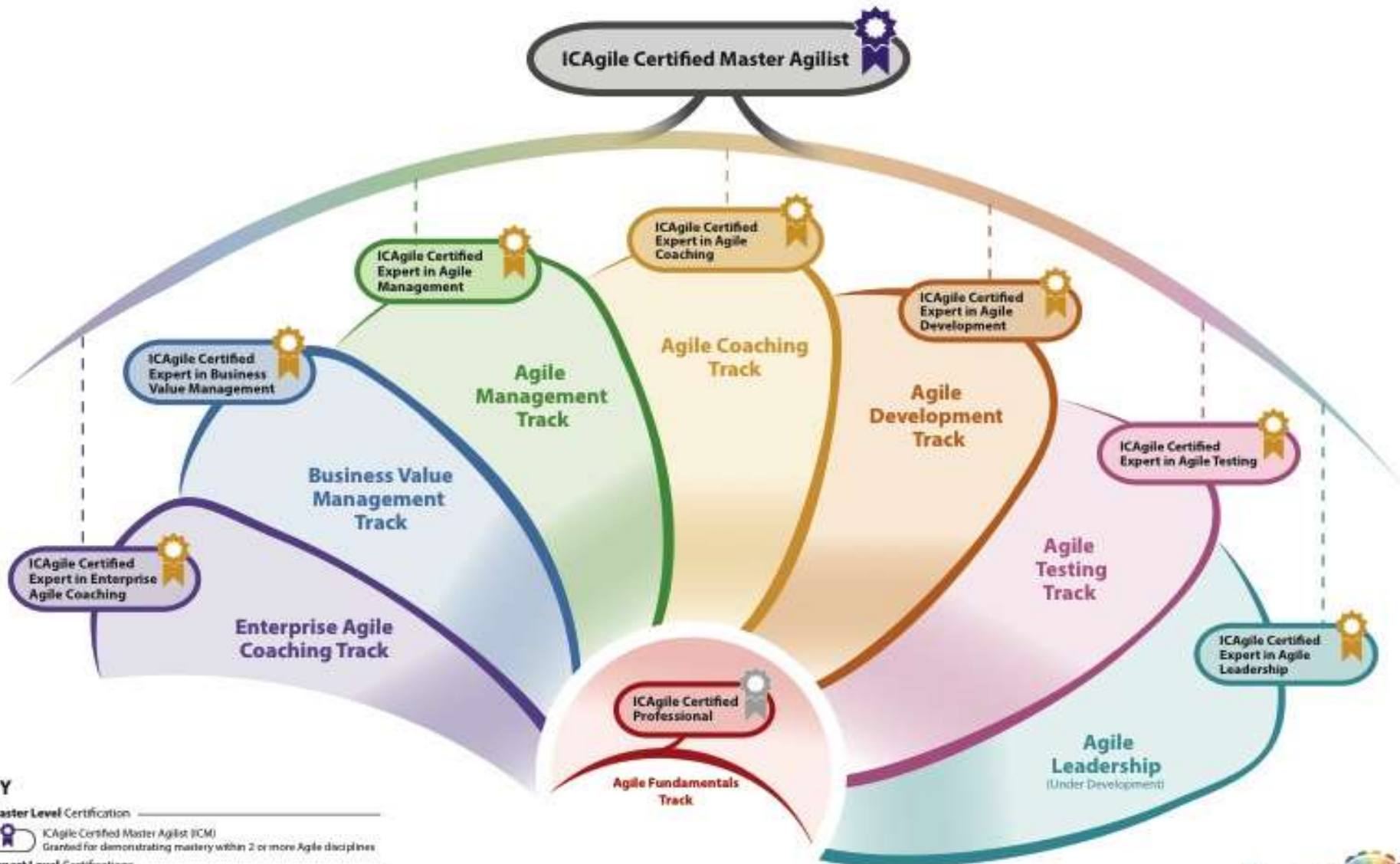
Being Agile

78%

Doing Agile

22%

ICAgile's Learning Roadmap & Certification Paths



KEY

- Master Level Certification**
 - ICAgile Certified Master Agilist (ICM)
Granted for demonstrating mastery within 2 or more Agile disciplines
- Expert Level Certifications**
 - ICAgile Certified Expert (ICE)
Granted for demonstrating competency within an Agile discipline
- Professional Level Certification**
 - ICAgile Certified Professional (ICP)
Granted for intent to learn Agile



The New

Meet ^ Jack

Company: **Future Corp**

Size: **10,000 people**

Profession: **CIO**

Size of IT: **3000 People**

Goal: **Transform organization to “Be Agile” – Sustainably**

Plan: ***Something like this***

1. Start Educating Everyone on the Agile Mindset – to explain why this is critical and what Agile really means and inspire (not mandate) change.
2. Created a cross-functional, multi-level transformation team.
3. Laid out a roadmap for establishing Keystone habits across the organization
4. Created an educational program for each discipline (including leadership) that is in alignment with the roadmap.
5. Created a transformation program that will align strategy, structure and process with the new keystone habits.
6. Established a measurement system to give the team insights into progress and impact of change.
7. Continuously Inspects and Adapts the Roadmap.

Thank you Questions?



Ahmed Sidky, Ph.D.
Twitter: @asidky



asidky@icagile.com



www.icagile.com