



Scrum.org™
The Home of Scrum

Beyond Agile: Building Adaptive Organisations

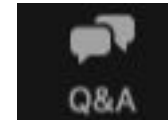
Kacper Mazek & Edwin Dando

DATE

Quick Guidelines

- Your microphones will be muted throughout
- This session is recorded. The recording and slides will be available after the webinar within 24 hours.
- Please ask questions!

Submit questions by selecting the Q & A icon:



Who is Scrum.org

Mission:
*Helping People and
Teams Solve
Complex Problems*



Ken Schwaber
Scrum.org Founder,
Chairman and
Co-creator of Scrum



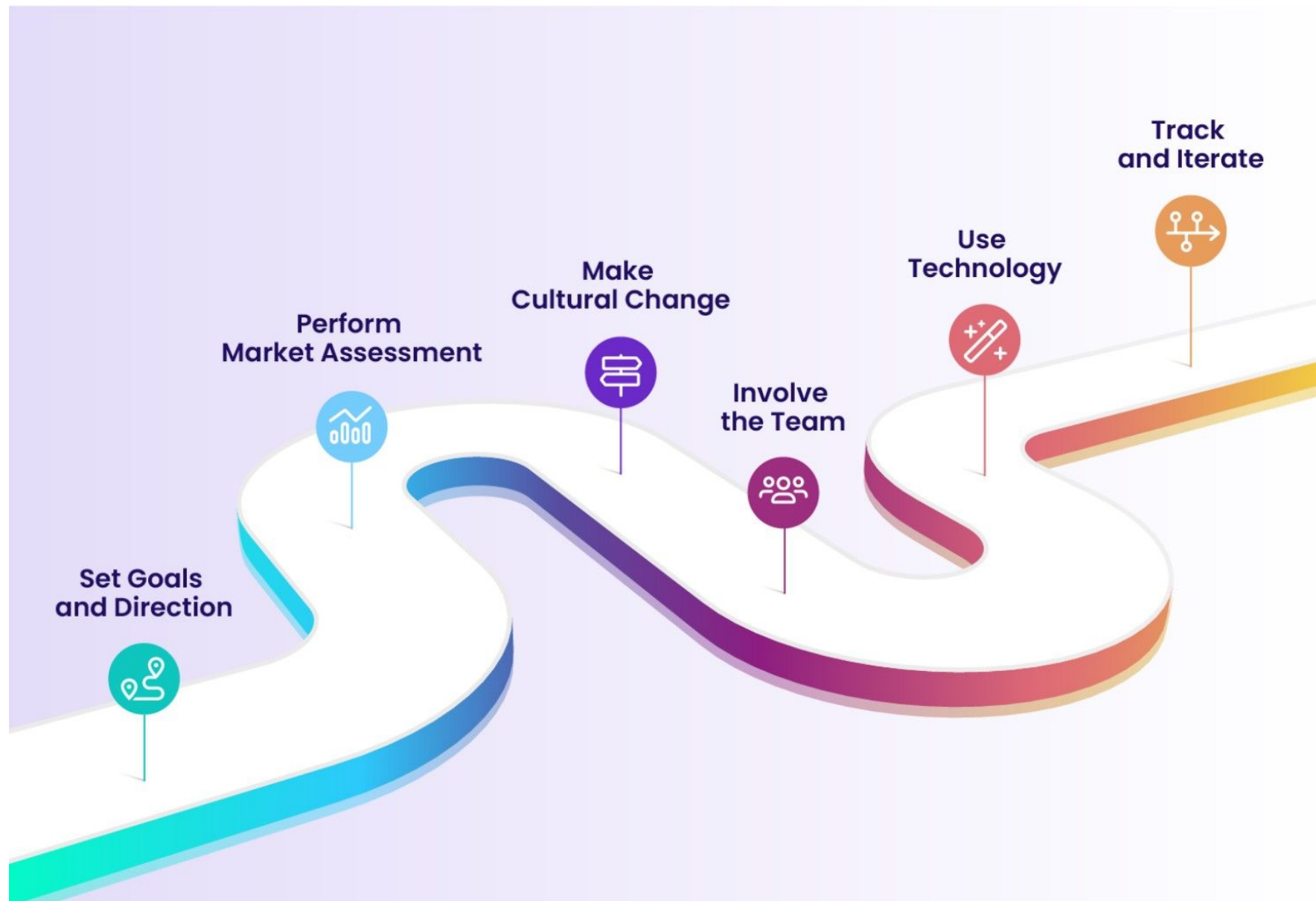


Kacper Mazek
Partner at Radically



Edwin Dando
Partner & CCO at Radically

“Let’s do agile
transformation!”





Scepticism



Scepticism



Confusion



Scepticism



Confusion



Fatigue



70% Fail*

* BCG Analysis, McKinsey Research, EY Report, Forbes Research

Top 3 Reasons why organisational transformations fail*

- 1) Culture at odds with the desired state
- 2) Cracks in the Leadership team
- 3) Lack of expertise & capabilities

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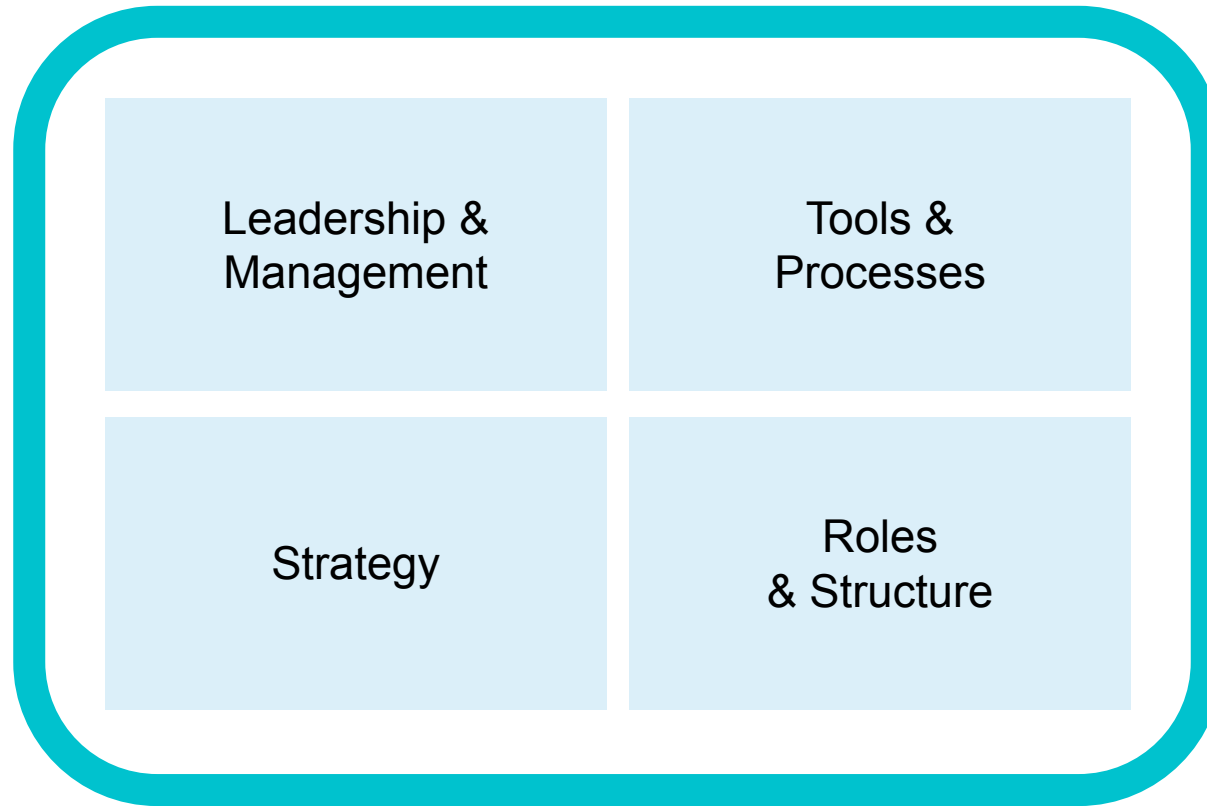
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Leadership &
Management

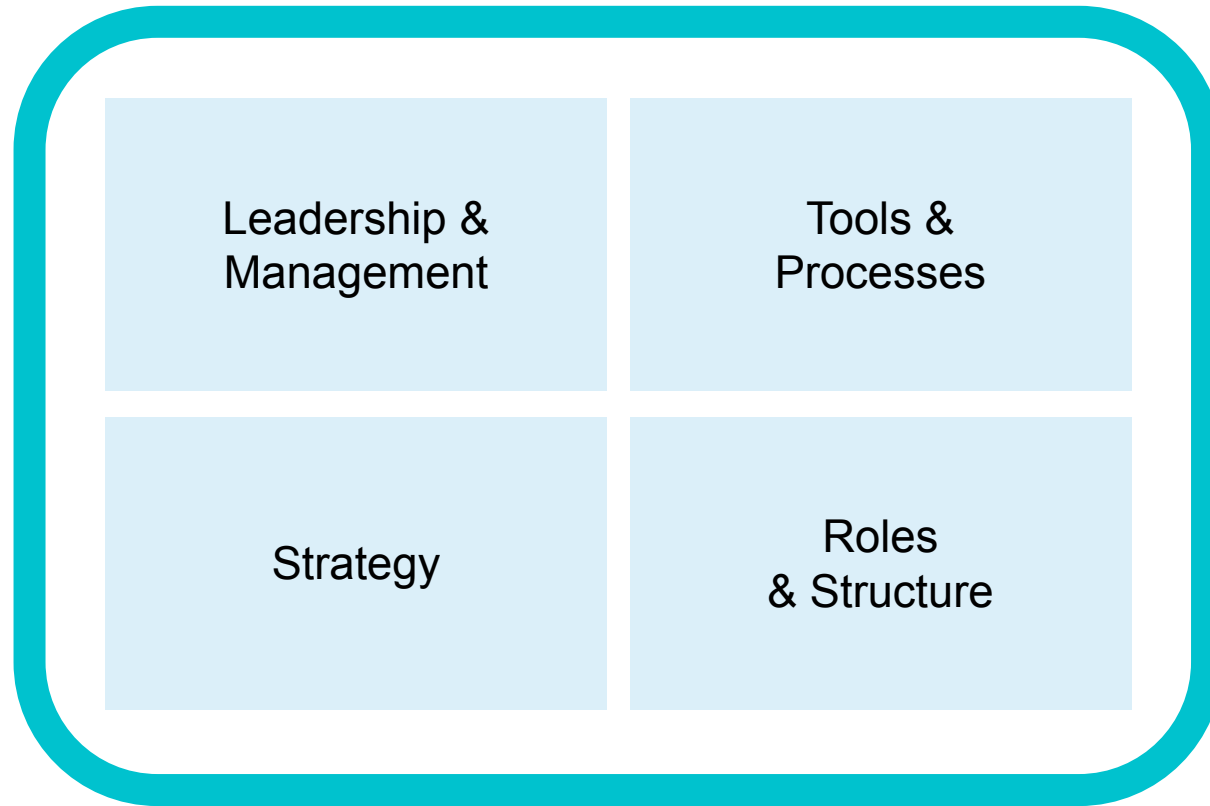
Tools &
Processes

Strategy

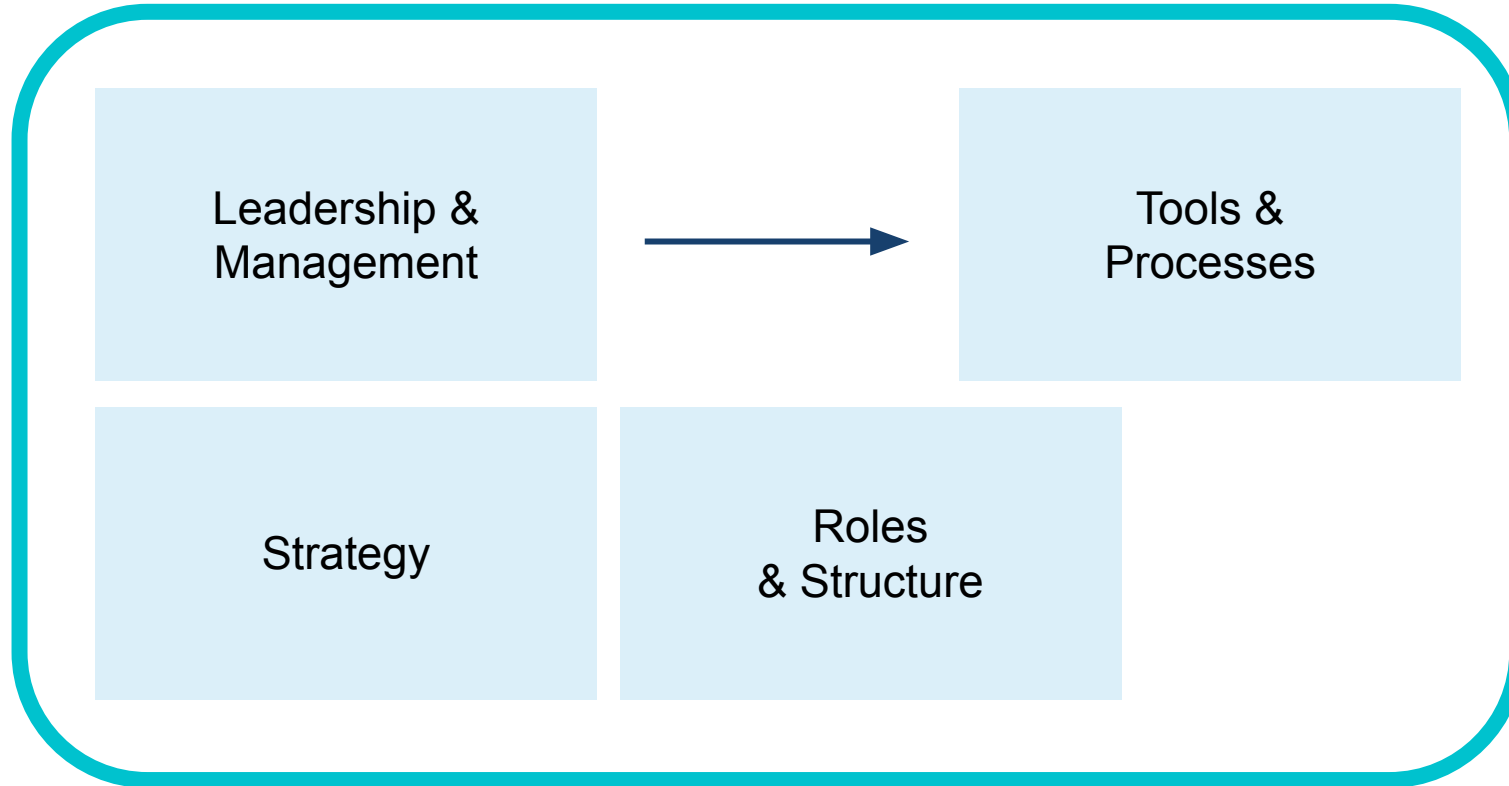
Roles
& Structure



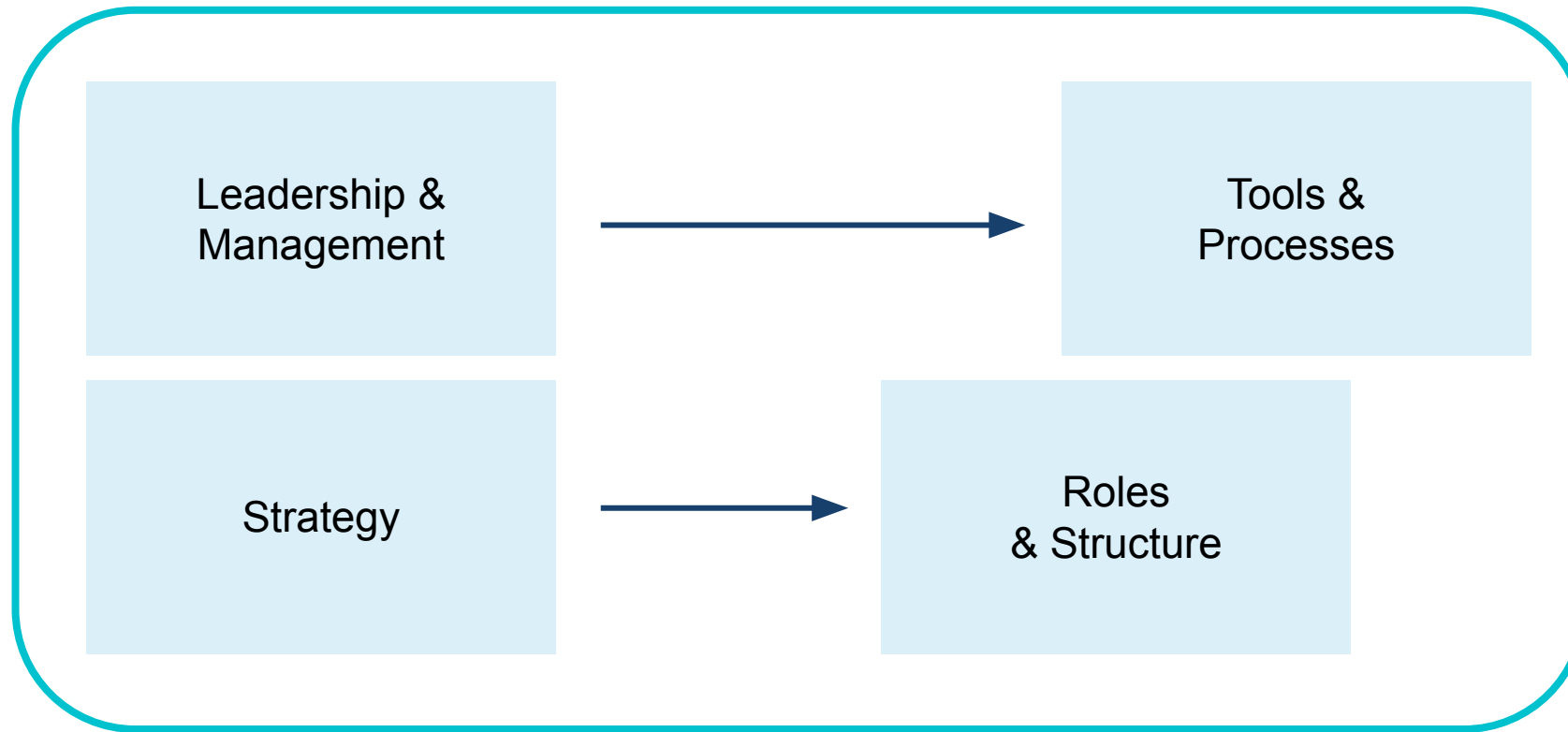
Organisational Culture



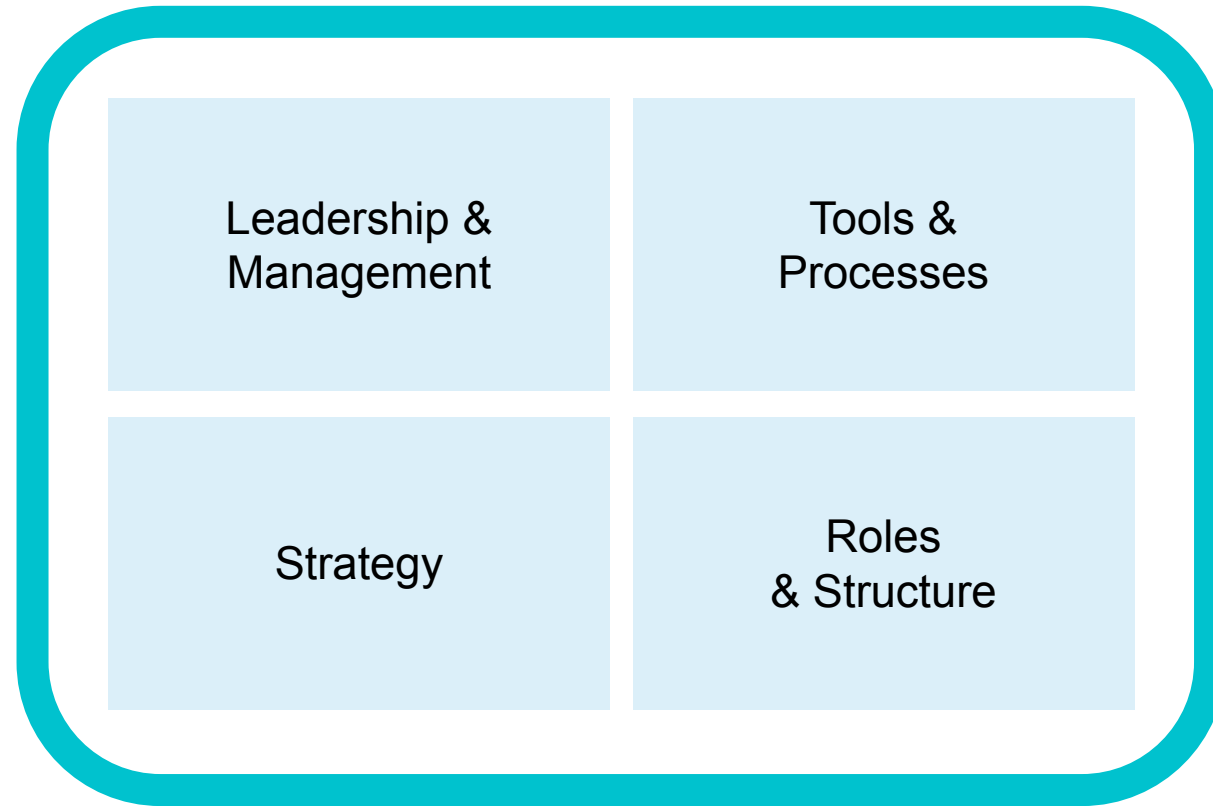
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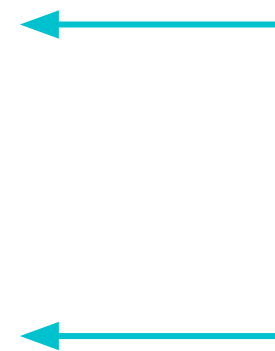
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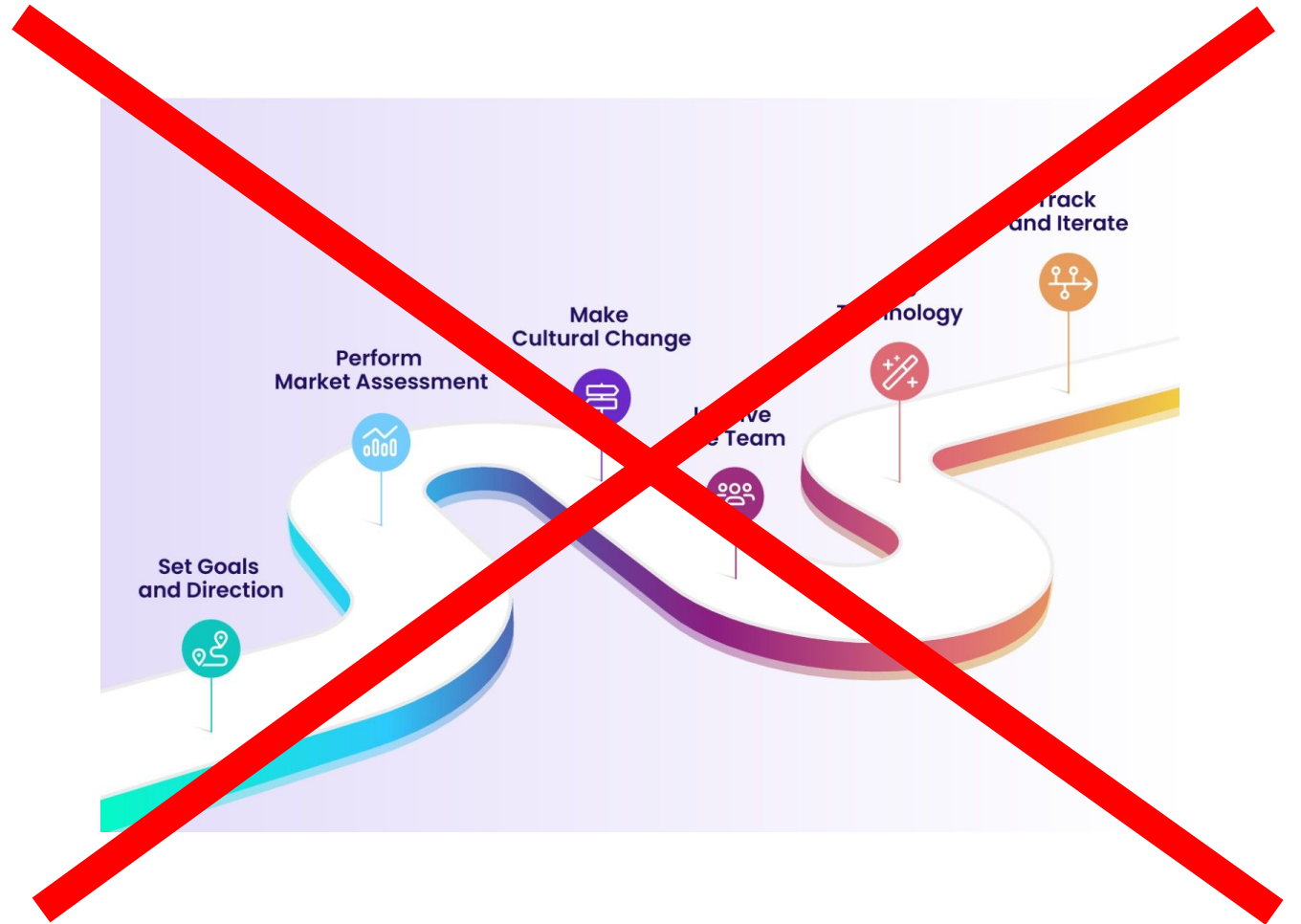
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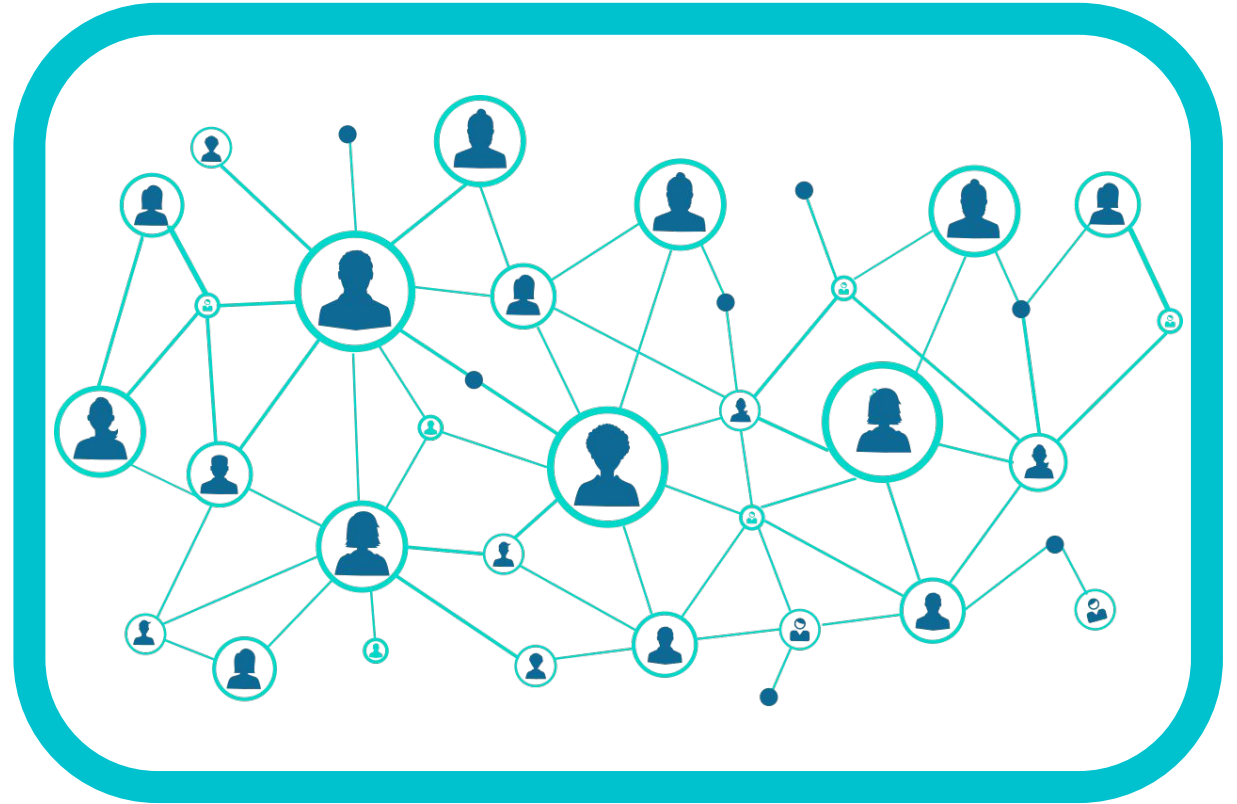
Invisible rubber
band snaps
changes back

ORGANISATIONS ARE COMPLEX SYSTEMS

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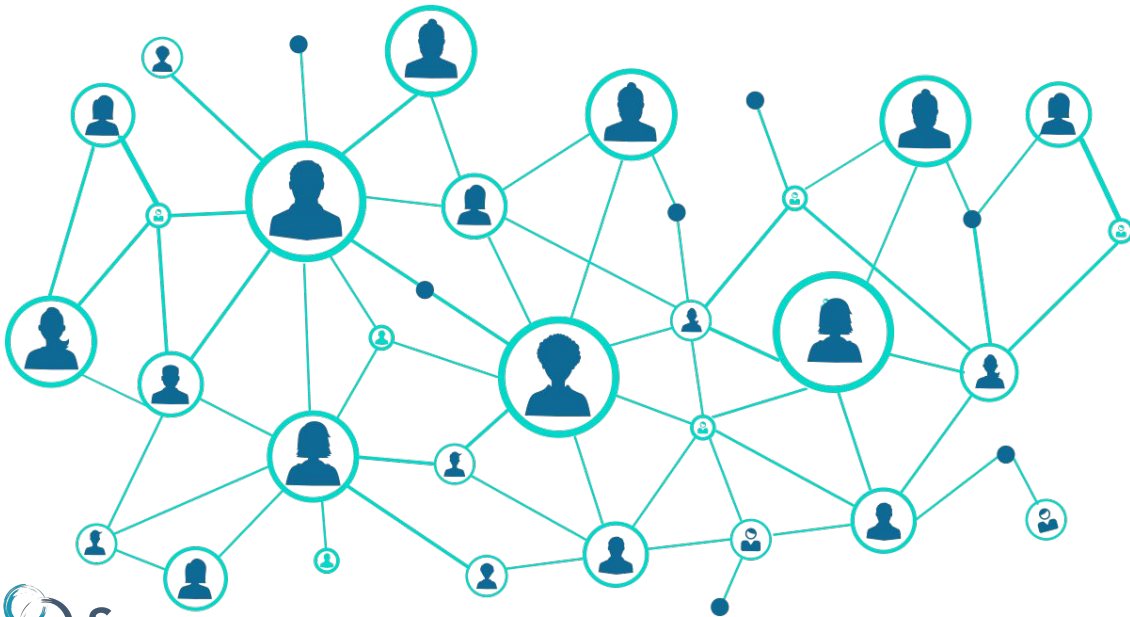


Organisational Culture

ORGANISATIONS ARE COMPLEX SYSTEMS

- 1) Build out of individual components with simple properties
- 2) Components interact in a non-linear way and create patterns
- 3) New properties of the system emerge from interactions between components.

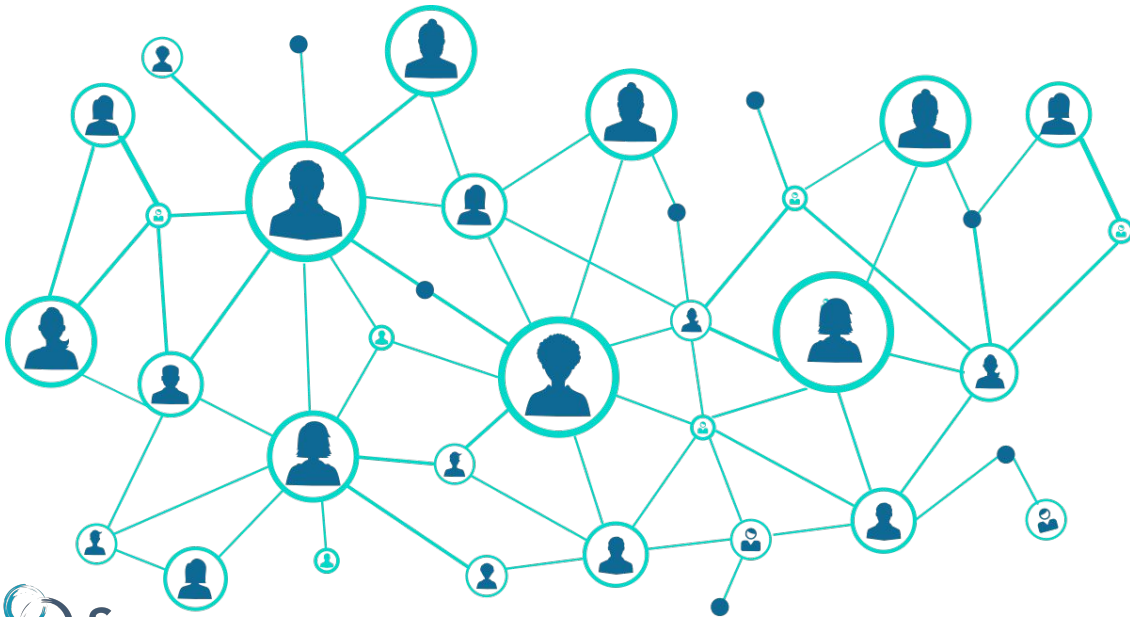
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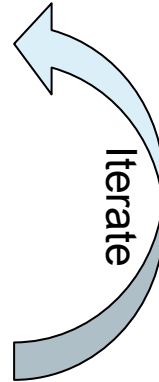


CHANGING ORGANISATIONAL PATTERNS

- 1) Be Clear on the new outcome
- 2) Define new desired patterns and patterns to reduce
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- 4) Define Influential intervention points

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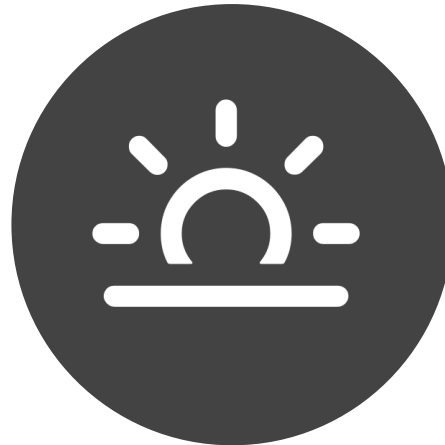


RADICALLY 6 YEARS JOURNEY

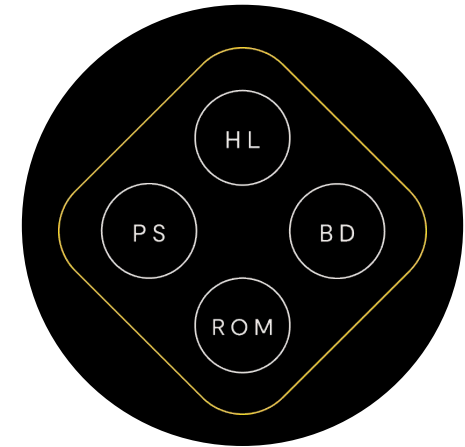
**Agile &
Better Delivery**



**Beyond
Agile**

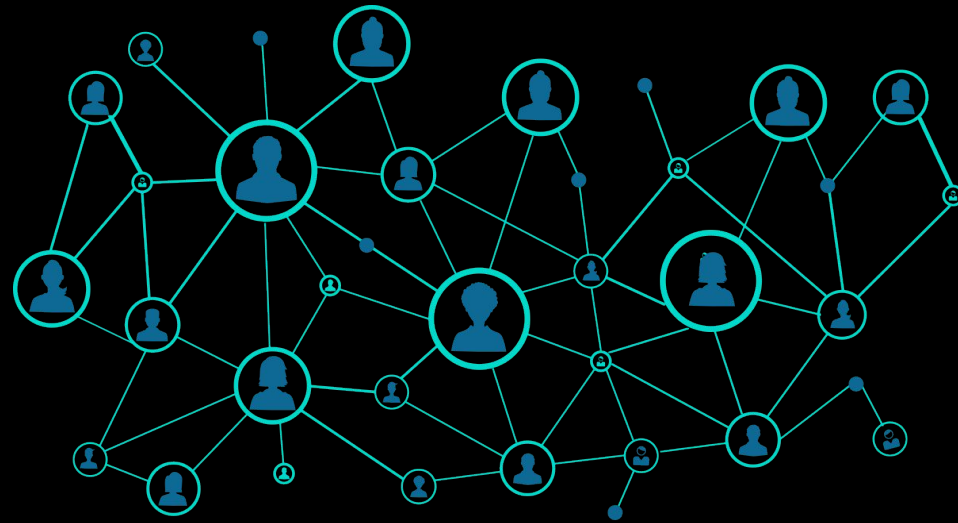


**Adaptive
Organisations**



An **adaptive organisation** is one that can respond rapidly to change and thrive in less predictable environments.

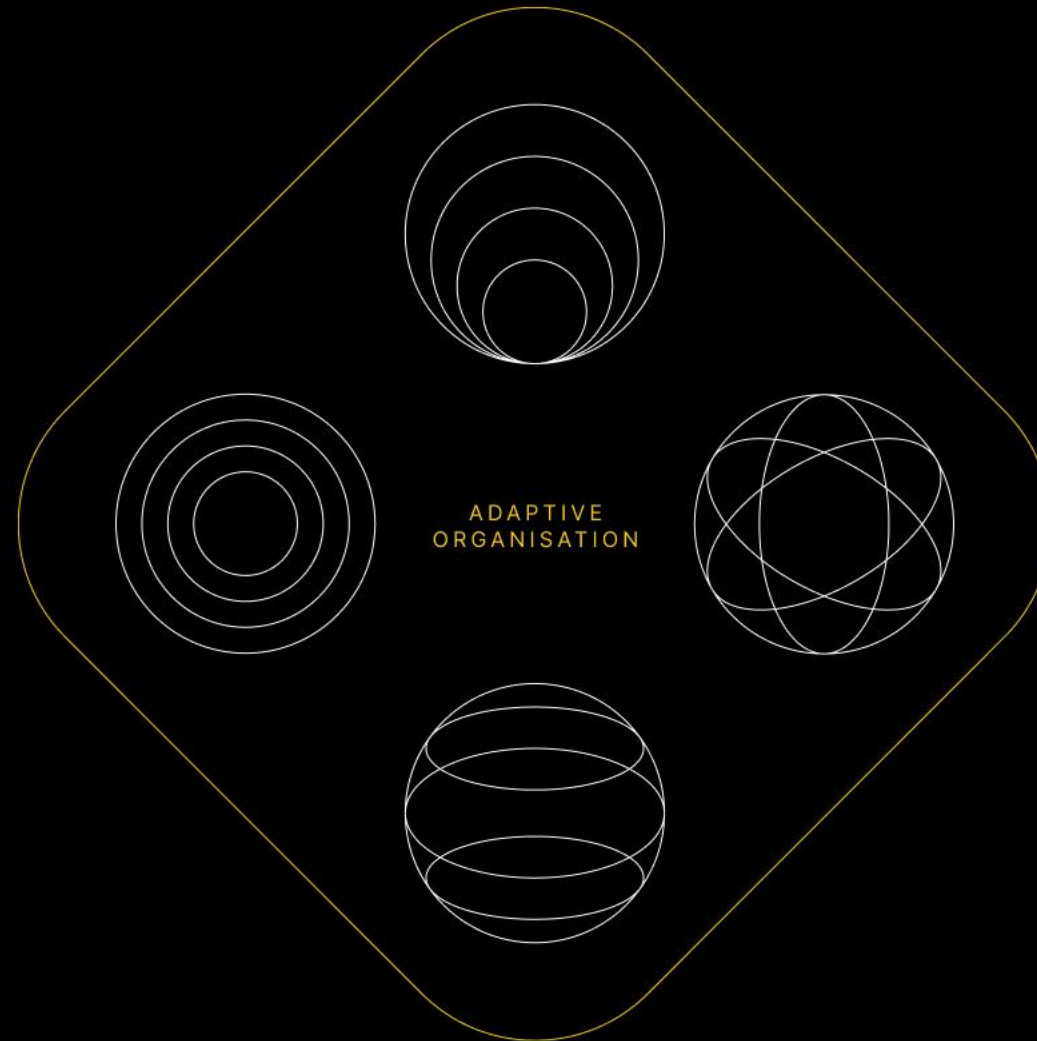
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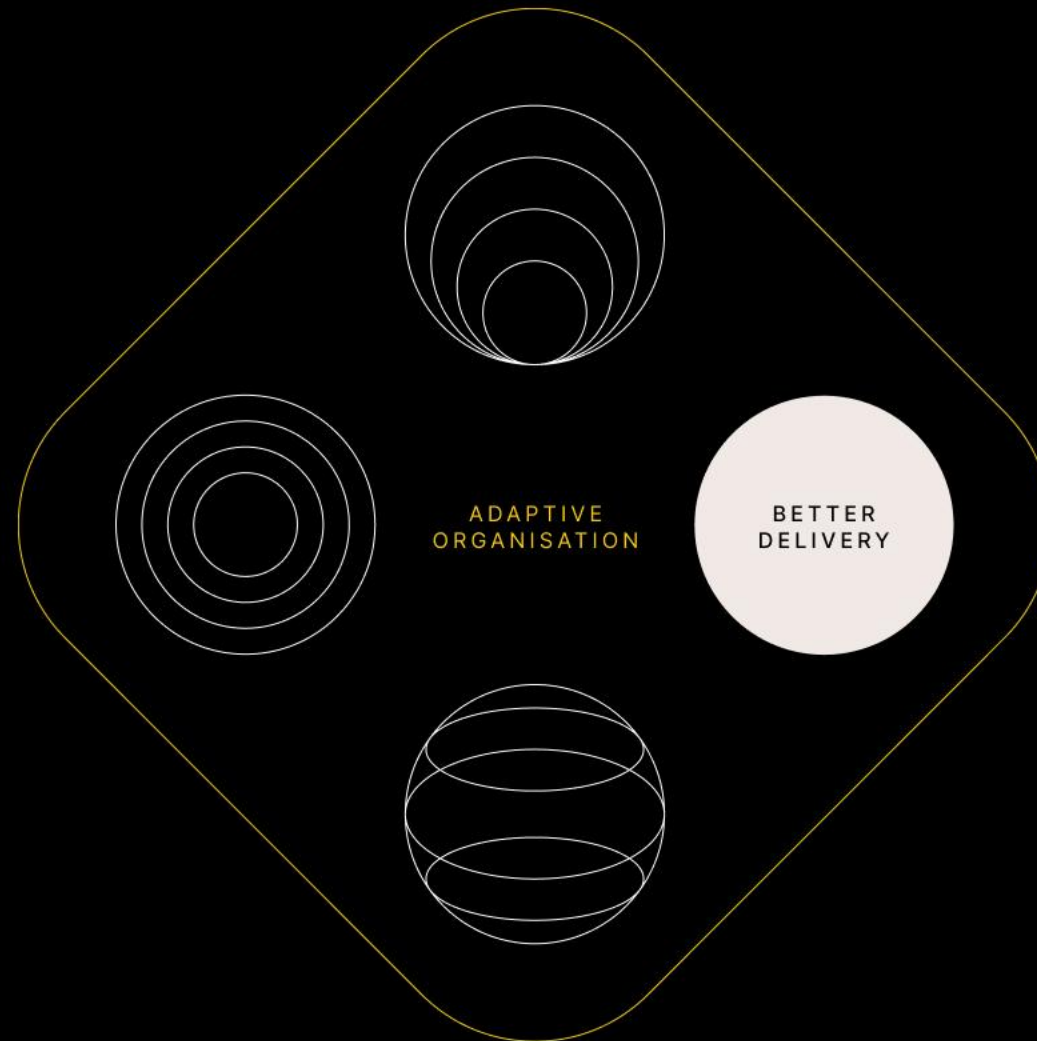
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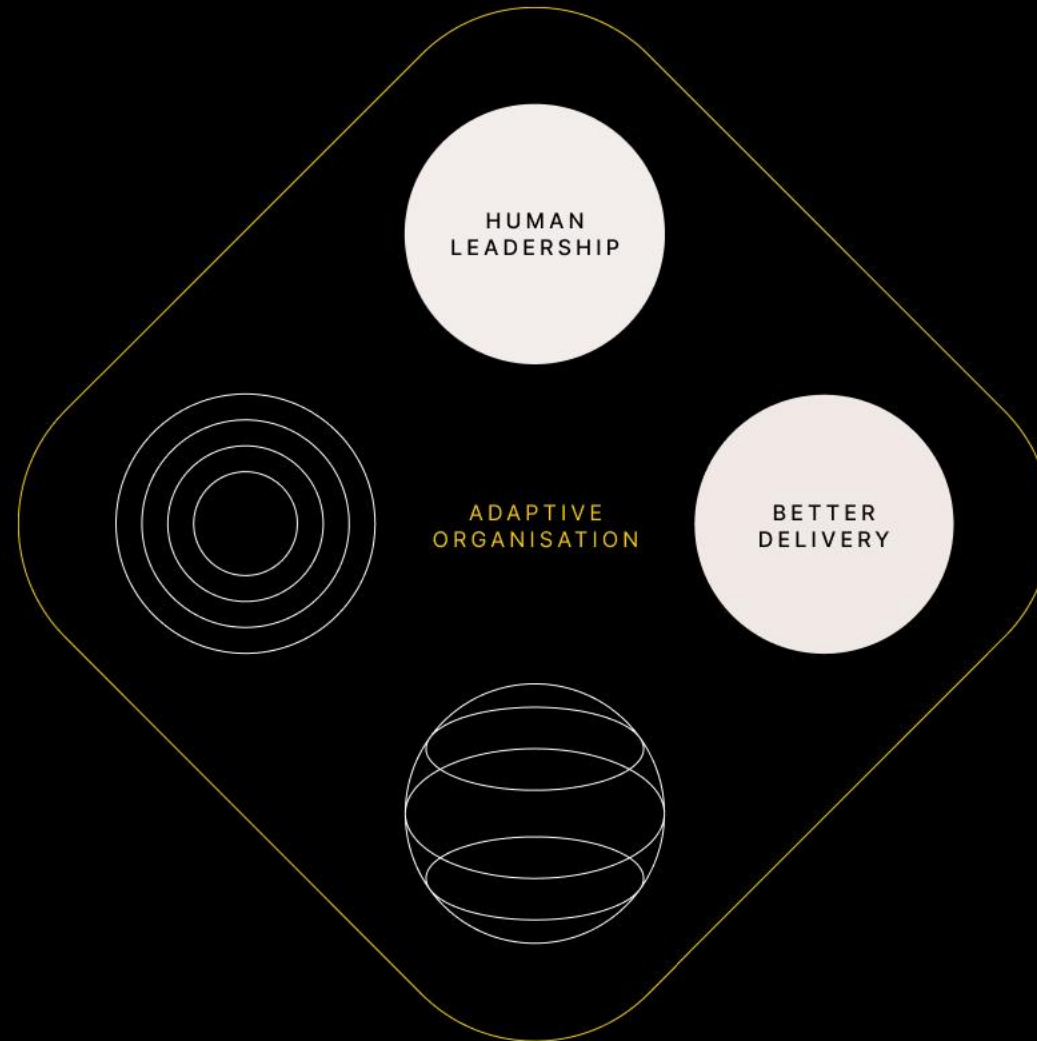
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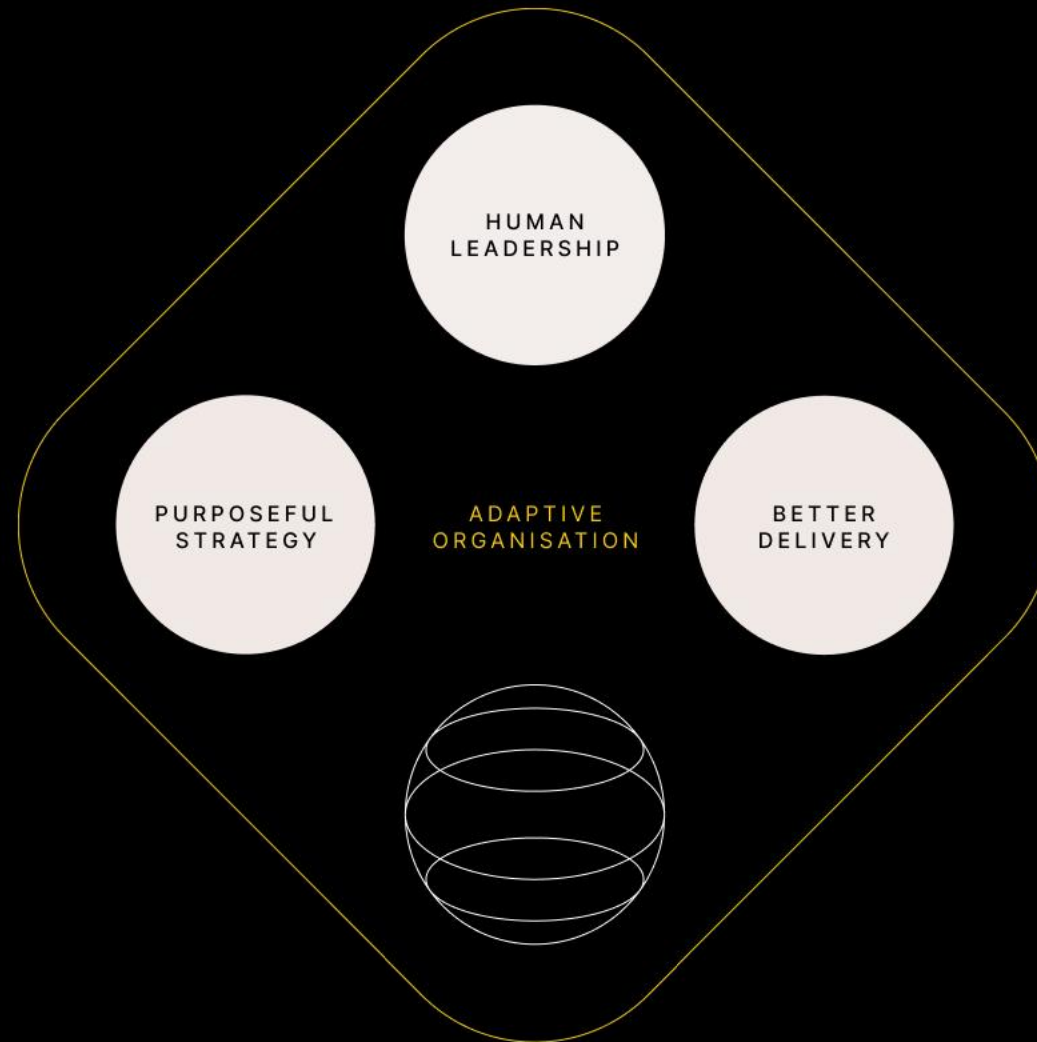
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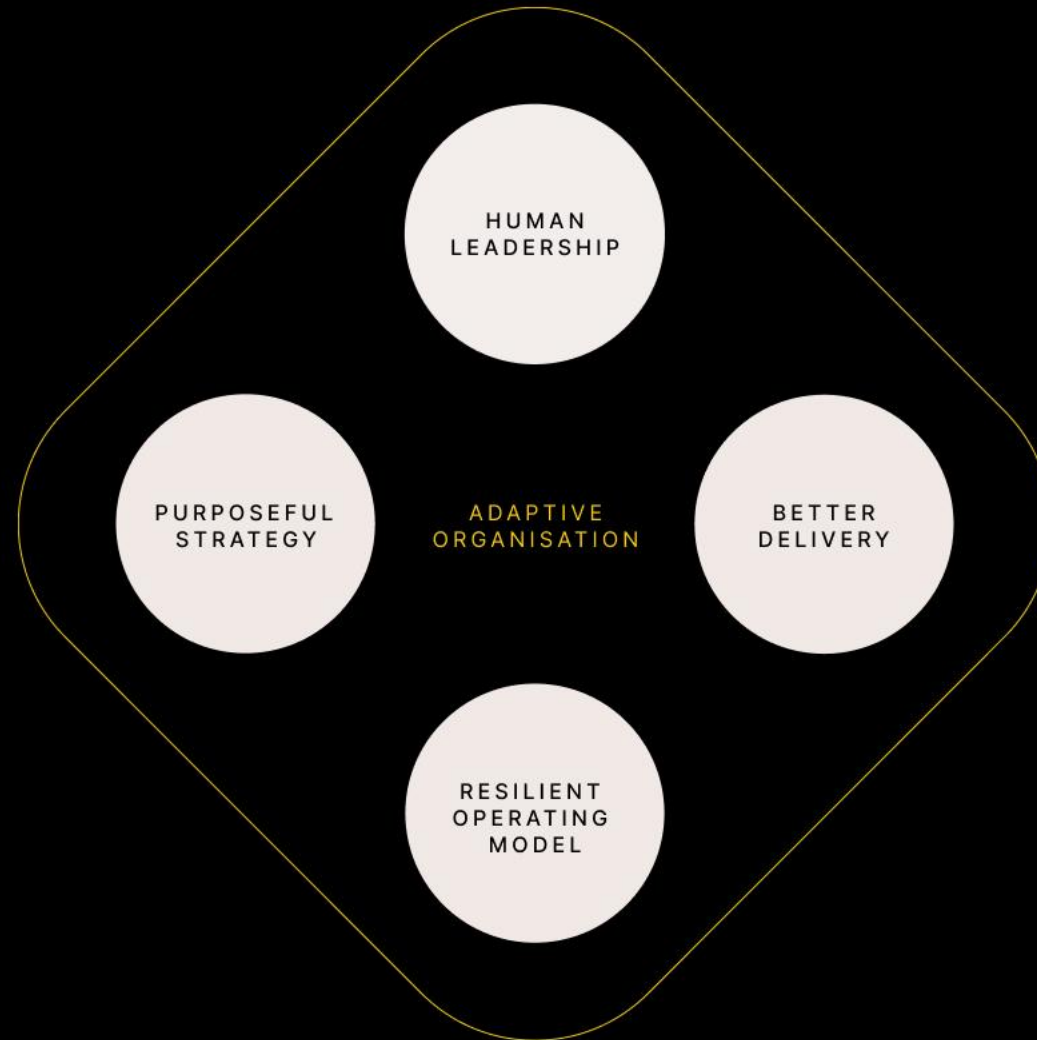
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Radica//y

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Current
State

Desired
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Purposeful
Strategy

Purpose and
Values

Strategy

Resilient
Operating
Model

Governance

Organisational
Structure

Human
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Leadership
Style

Leadership Culture

Mindset and
Culture

Better
Delivery

Decision Making

Prioritisation

Delivery Execution

Less Adaptive

More Adaptive

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Vague delegation of power with
low clarity and low empowerment

Delegation of authority based on
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Fully distributed decision making
supplemented by coaching

Prioritisation

No organisational prioritisation,
urgency based on leadership

Functional prioritisation based on
allocated funding

Cross-functional prioritisation
aligned with strategy

Self regulated prioritisation based
on distributed outcomes and
purpose

Delivery Execution

Predict and control projects with
strict checks

Flexibility between stage gates with
ability to change

Iterative planning and delivery with
ability to respond to emerging
needs

Mastery of all delivery approaches,
chosen based on context

Less Adaptive

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Command and control -
instructional focus

Sets targets - accountability focus

Gives direction and enables -
empowerment focus

Shared spaces for ownership -
self-management focus

Leadership Culture

Hierarchical leadership only values
deep expertise and tenure

Leadership focussed on
management capabilities

Leaders on all level follow a human
centered approach

Leadership is an established
competency in each individual

Mindset and
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Focus on analysis to eliminate
uncertainty

Big bets - focus on getting things
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Experiments and small bets drive
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A mindset of learning is integral
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Strategy execution driven by
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Top-down and bottom up
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Strict division of departments and
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Focus on business value and prioritisation of key initiatives

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Emerging, just-in-time strategy based on evolving market and org needs

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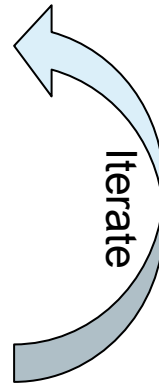
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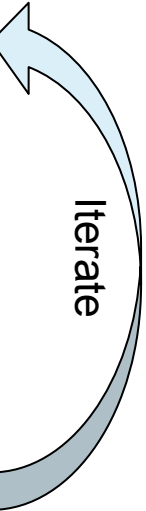


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- 1) Use Assessment (or alternative approach) to describe & prioritise change areas
- 2) Define 3-6 months change outcomes & behavioural changes
- 3) Ensure you have the right experience & capacity
- 4) Influential intervention points:
 - Integrate with business context & priorities
 - Don't start with those that are against change.Ensure the right buy-in



Scenario - IntraBuild

IntraBuild is a large organisation in the construction and infrastructure business. They operate in a regulated industry that is undergoing significant changes. Driven by these changes, they know that they need to be a different organisation in the future.

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Also, delivering new emerging priorities requires developing expertise in new areas. This raises challenges, given that the company historically had a strong engineering and infrastructure focus and people have been building deep and narrow expertise over decades.

Influential leaders have been with the company since the early days and are often the most knowledgeable experts in their areas. Their focus has been to direct their team's work. They have developed well performing and committed teams.

They quickly realise that the changes in the market require a different organisational mindset that embraces continuous learning and experimentation. They need to learn new behaviours, become more diverse workforce.

To better navigate the uncertainty, they also understand the need to approach value delivery in a different way across the organisation - as current way is not working. Pockets of IT department has experience with agile delivery methods, the business and the rest of the organization lacks this expertise.

The executive team members of IntraBuild have differing views on how the organisation should operate in the future, but they do agree that something needs to change.

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Driving change

Scenario 1 - IntraBuild

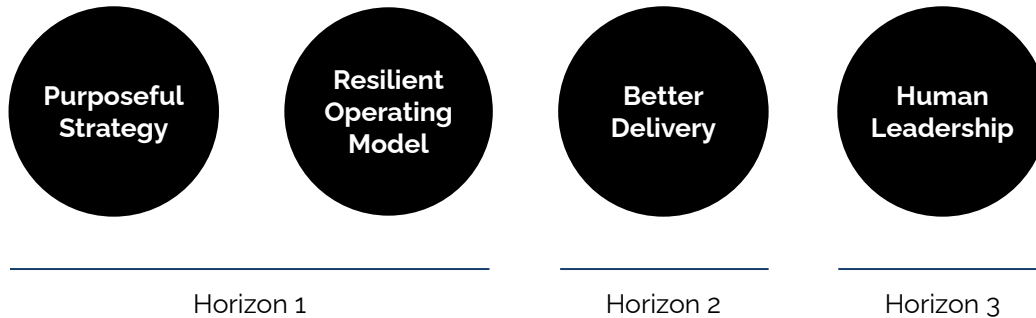


Driving change

Scenario 1 - IntraBuild



Scenario 2 - Erbert Group

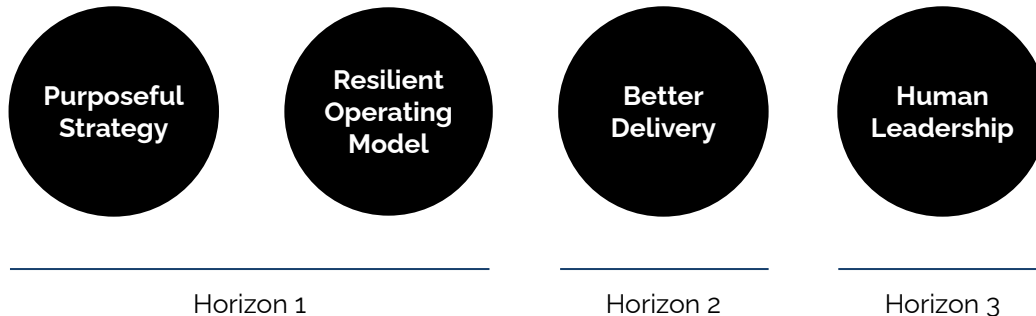


Driving change

Scenario 1 - IntraBuild



Scenario 2 - Erbert Group



1. All areas are inter-connected
2. There is no one approach
3. The business environment should drive change priorities
4. Find the right pace. Have change agents on all levels.
5. Change is a complex problem in itself
6. Leading through uncertainty requires brave leaders and brave employees that are willing to lean into it



“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”

Margaret Mead - Anthropologist

Thank You!

Let's connect
on LinkedIn



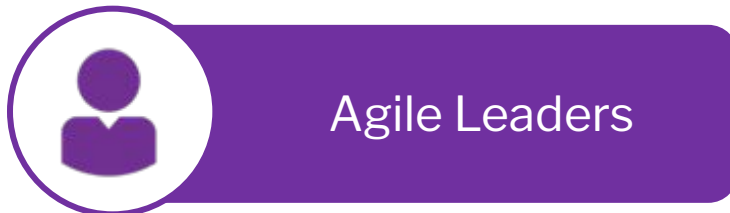
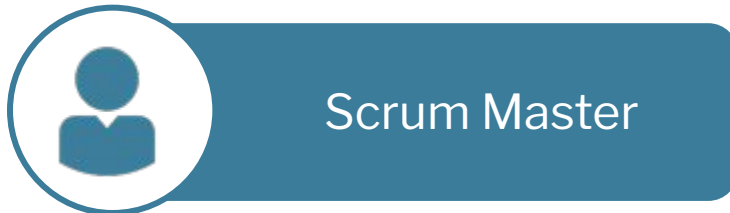
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Questions

Each role has a clear Learning Path



Product Owner Learning Path

★★★★★ 4.9 from 5 ratings

Unwatch

As described in the [Scrum Guide](#), a Scrum Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The learning path is organized by a set of [Professional Scrum Competencies](#) which each contain a number of focus areas. Resources are laid out in a prescribed order, however it is your journey, so follow in the best way that helps you learn.

▼ Understanding and Applying the Scrum Framework

Empiricism

Scrum Values

Scrum Roles

Scrum Events

Scrum Artifacts

Sprint Goal

Done

Scaling Scrum

► Managing Products with Agility

Understanding and Applying the Scrum Framework / Empiricism

The Agile Manifesto

Created by 17 visionaries in 2001, the Agile Manifesto was developed to look at the core principles and values for Agile software development. [0:04:00]

★★★★★ 4.8 from 6 ratings

Completed

Empiricism, the Act of Making Decisions Based on What Is

Ken Schwaber writes about commitment and Scrum as an empirical process. [0:03:30]

★★★★★ 4.8 from 7 ratings

Completed

The Three Pillars of Empiricism (Scrum)

READ THE SCRUM GUIDE

VIEW THE SCRUM FRAMEWORK

THE SCRUM GLOSSARY

FIND TRAINING

GET CERTIFIED

<https://www.scrum.org/pathway/scrum-master>

<https://www.scrum.org/pathway/product-owner-learning-path>

<https://www.scrum.org/pathway/team-member-learning-path>

<https://www.scrum.org/pathway/agile-leader-learning-path>

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Scrum-org



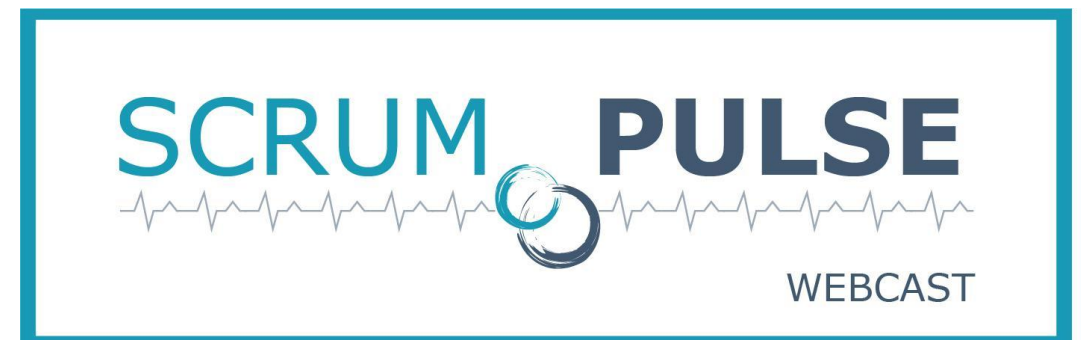
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Thank you!