

Obstacles to Change

- * Reinforcing feedback loops support entrenched behavior.
- * Change threatens many people's sense of self worth, especially management.
- * Transparency is very uncomfortable. It is human nature to avoid discomfort.
- * Managing uncertainty requires accepting and embracing it.

Embrace Uncertainty: Use empirical process control to optimize outcomes.

Deny Uncertainty: Continually be frustrated by inefficiency and/or failure.

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End Goal

Delight customer with frequent high-quality production releases.

Pain of Not Changing \lesssim ? Pain of Change

2. Scrum Studio Change Model

Establish a protected volunteer only part of the organization. All parties within it, including business and engineering, agree to abide by the rules of Scrum

Pro:

- * Studio will deliver excellent productivity gains.
- * Useful in establishing broader buy-in.
- * There will be some improvement in the legacy portions of the organization due to osmosis.

Con:

- * Resistors in the legacy portions of the organization are unlikely to decide to change.
- * Individual contributors in legacy portions of the organization continue to suffer under unreasonable expectations.
- * Legacy portions of the organization will only deliver marginal improvements.
- * Legacy portions of the organization will attempt to create an illusion of change that obscures the real productivity gap.
- * Isolation can be hard to achieve.

1. Attractor Change Model

Success will naturally attract followers. Focus improvement efforts where people are eager to change. Socialize success to attract additional followers.

Pro:

- * Helps build support for additional change.
- * Largely avoids building resistance to change.

Con:

- * Seldom sufficient to fix institutionally entrenched anti-patterns.
- * Easily derailed as soon as anyone with managerial authority feels threatened.

3. Executive Pull Based Change Model

Two Parts:

- * **Advisory:** Only provide knowledge and guidance to those who seek (pull) it.
- * **Transparency:** Continually validate and publicize alignment to executive intent. Executives must ensure pain of not changing exceeds pain of changing.

Pro:

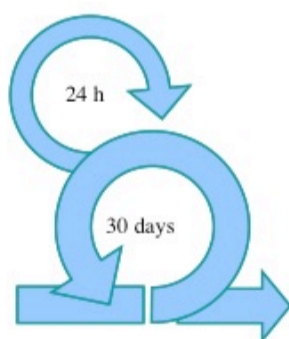
- * Provides a structured actionable path to achieving real change in the entire organization.
- * Provides actionable guidance within each step of the Kotter change model.
- * Entire organization benefits from productivity gains.
- * Rewrites organizational DNA.

Con:

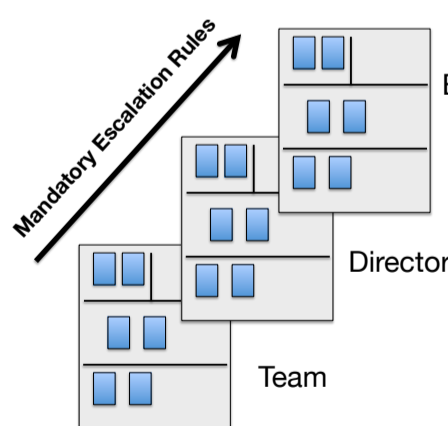
- * Limited/empowered by vision and commitment of executive leadership.
- * Change is uncomfortable.
- * Expect some staff turn-over.

Transparency Mechanisms

Leadership Scrum



Obstacle Boards



Continuous Coaching



Routine Assessments: Aggregate at each management layer

