



It's Not Just Software Anymore

Accountants aren't known for being prepared to get it wrong, but they're experimenting with outstanding results.

All over an organization we're being Agile.

Brent Hurley

- CHIEF PROBLEM SOLVER with Gira Solutions



Record leveraging
deliver results
governmental

Finance and HR

, Cable &
Startups.

and worked in
the world.



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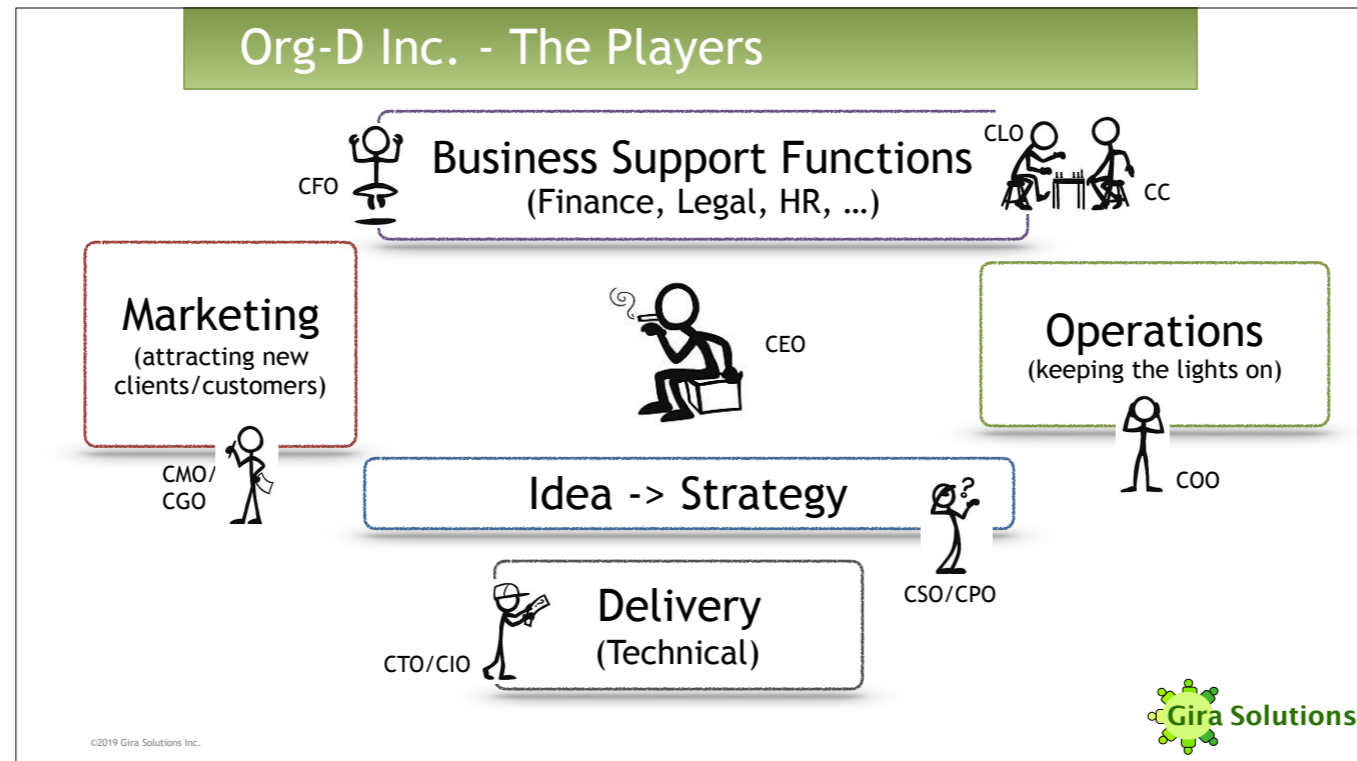
Welcome...

Hello...

Why are we here?

- To see if we can all build an Agile organization... and ... How would Agile look in the rest of the business?

Who are you?



Let's introduce Org-D ... A made up Org pulled from my D-Ubios experience

Who does it have?

- Well it has business functions run by a Functional "head"

What is That... then?



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If the Functional Heads all do their own thing and they don't work as a team... it's not an organization it's... the British Parliament ;-)

How do we build an Organization?



Breaking it Down:

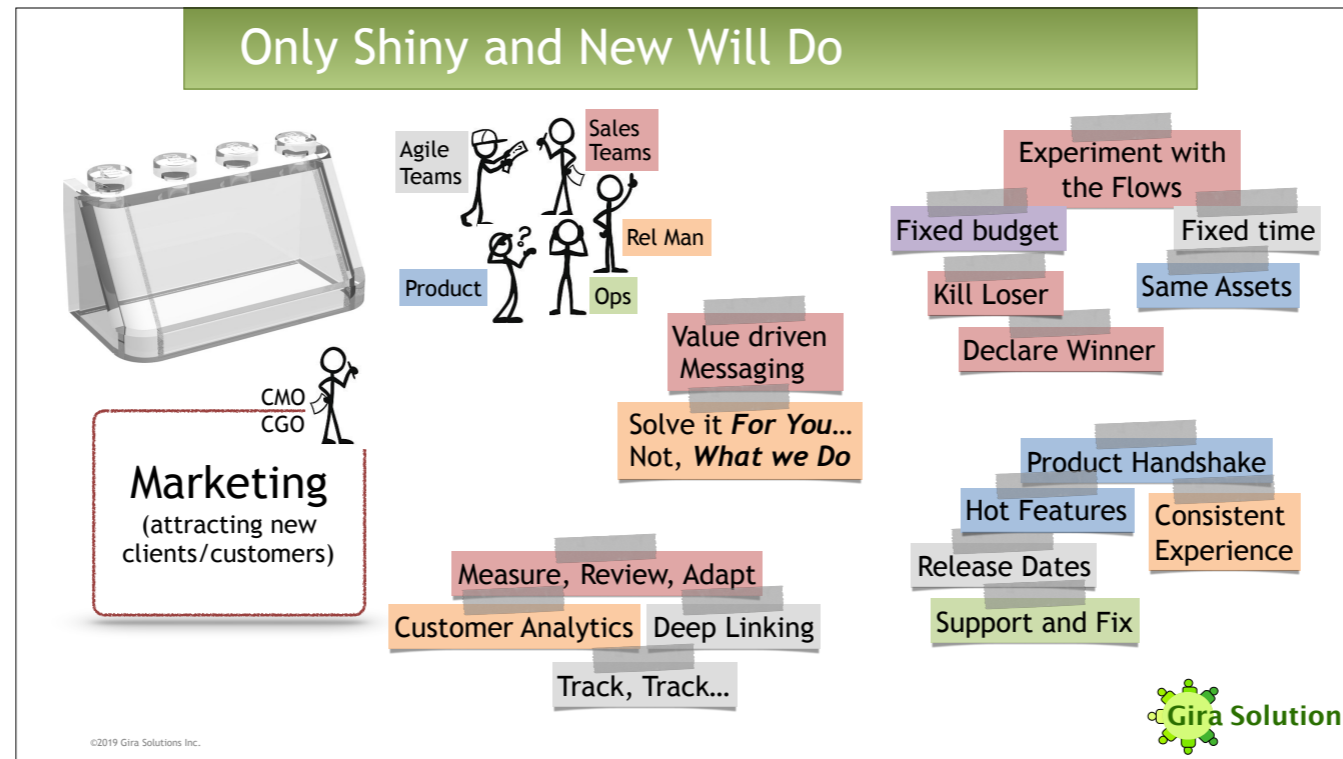
- Marketing
- Landing the Whale
- Supporting Clients
- Closing the Books
- Products and Delivery
- Who's the customer?
 - Appraisals and Feedback

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So we have hired a couple of ... errr... "Management" Consultants, but luckily they are Agile - Pair Programming??
We're going to look at a few good examples of application of Agile Principles in the non-IT or software world.
Each one is an example of how good practices can and should be applied

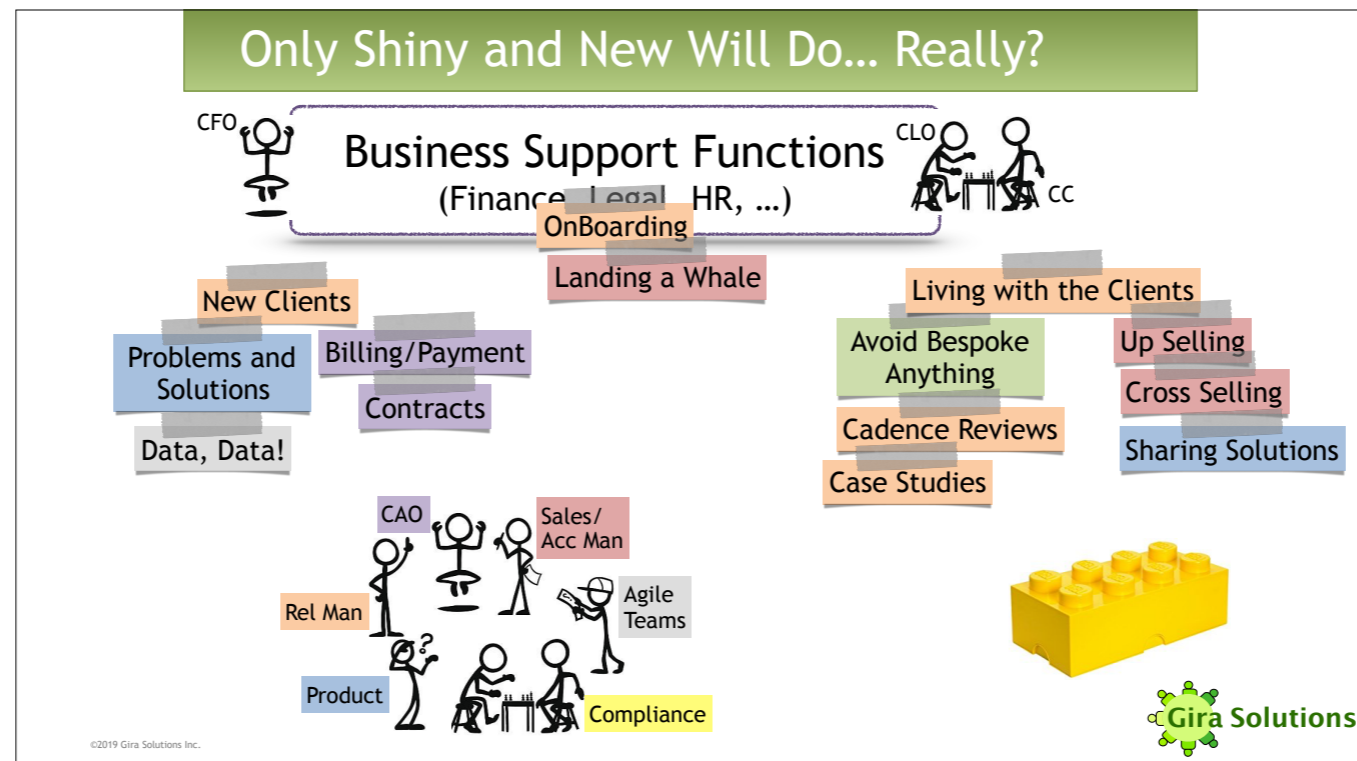


Marketing is about experimentation and thinking of the customer.

Think: direct marketing, diverse marketing channels, organizational message, product message, product value, etc ...

What are you building, is it 'right' for the market, what if it's not? What if it is poor quality?

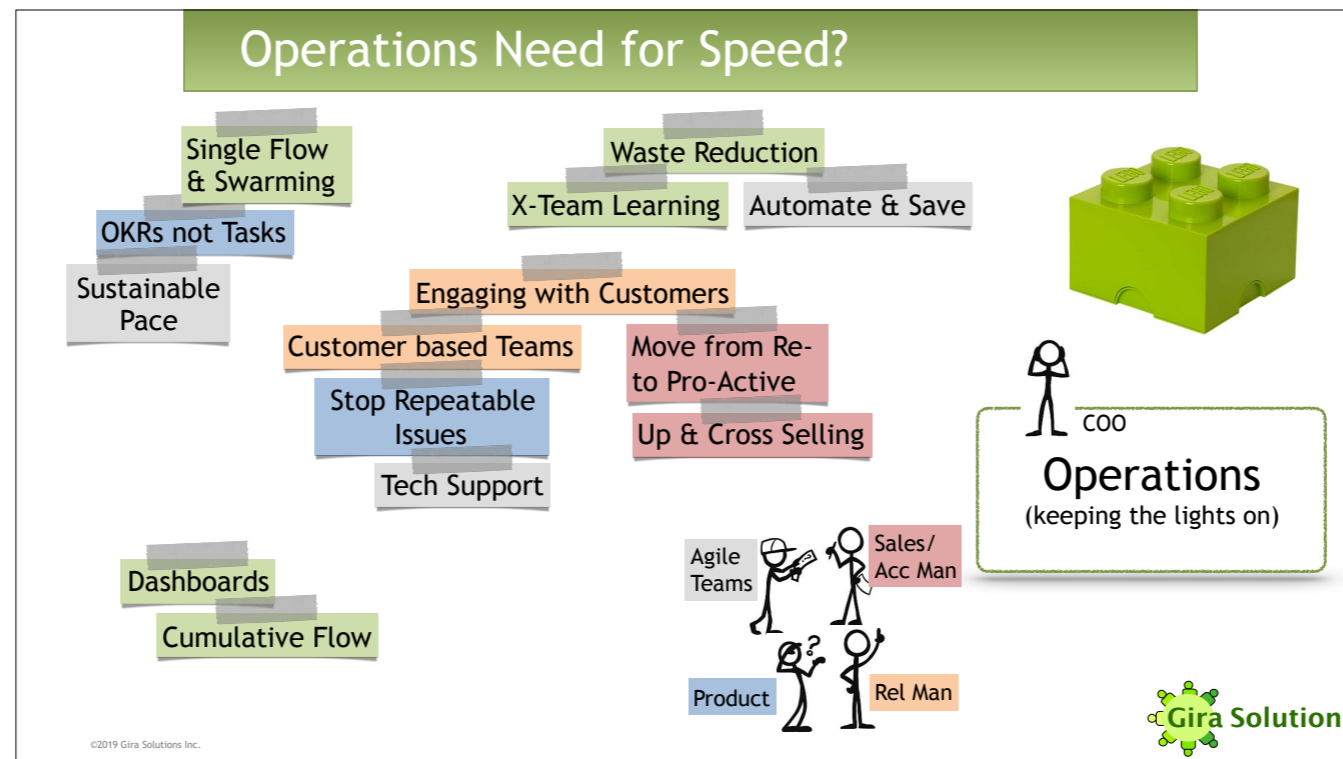
To do this you need more than a traditional Marketing person, you need a X-functional team



LaW case study: is about the impact across an organization to a new large customer.

It's not possible to a single organizational function to deal with it, nor is it possible to understand the impact without X-functional input/coordination/expertise.

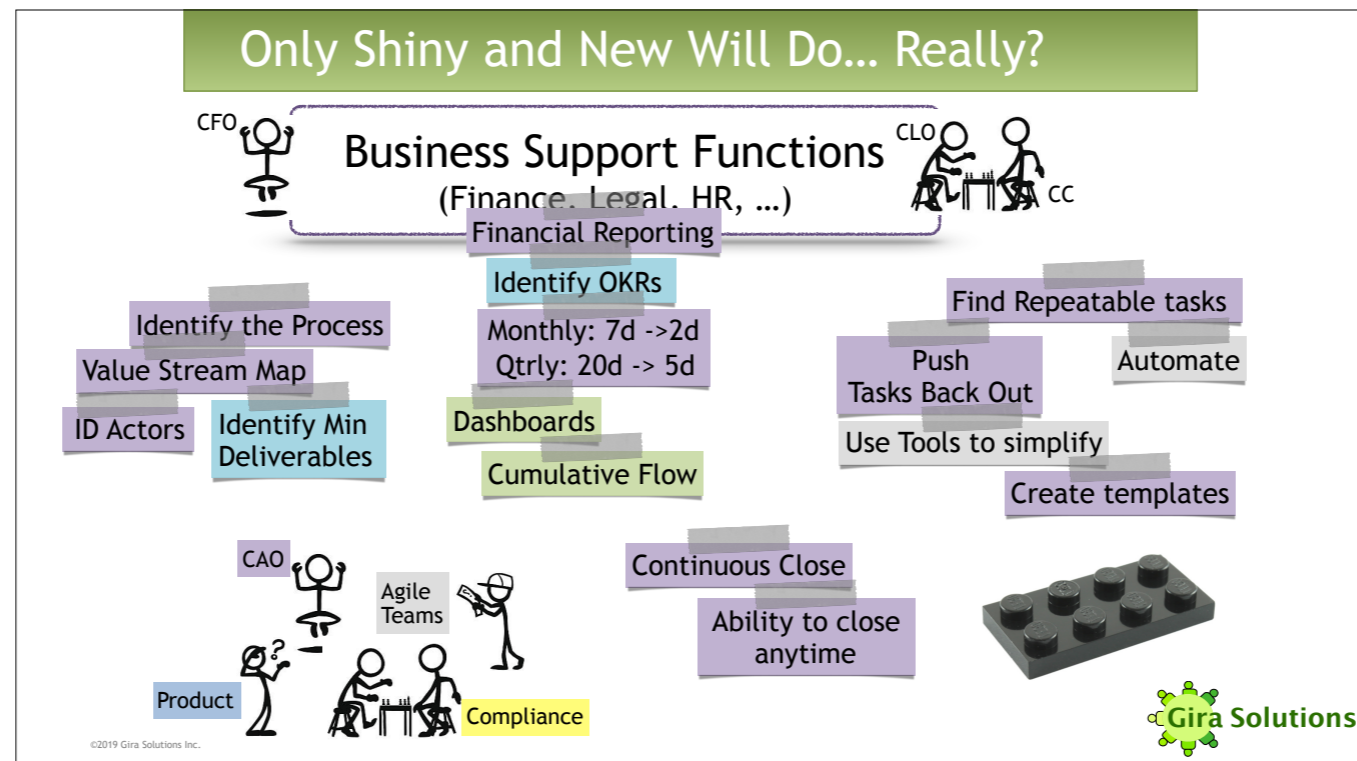
Does getting a new client on-boarded differ from supporting a client? Not if you want any sort of up/X-selling.



Operations is about speed of delivery and helping the customer.

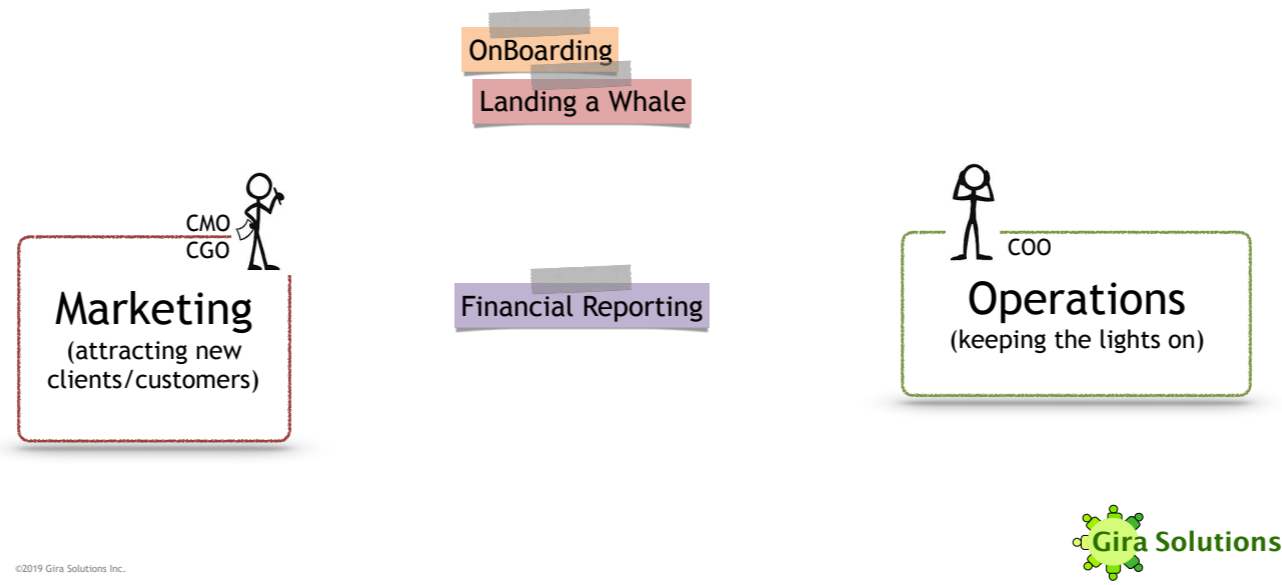
Think: hot fixes, call centers, first line of defense - or is it attack?

- Engaging with customers: Move from reactive to Proactive, Customer based teams
- Waste reduction: X-team learning, Reduction of the repeatable, Tech support
- Single Flow: Focus,Swarming, Metrics and Dashboards



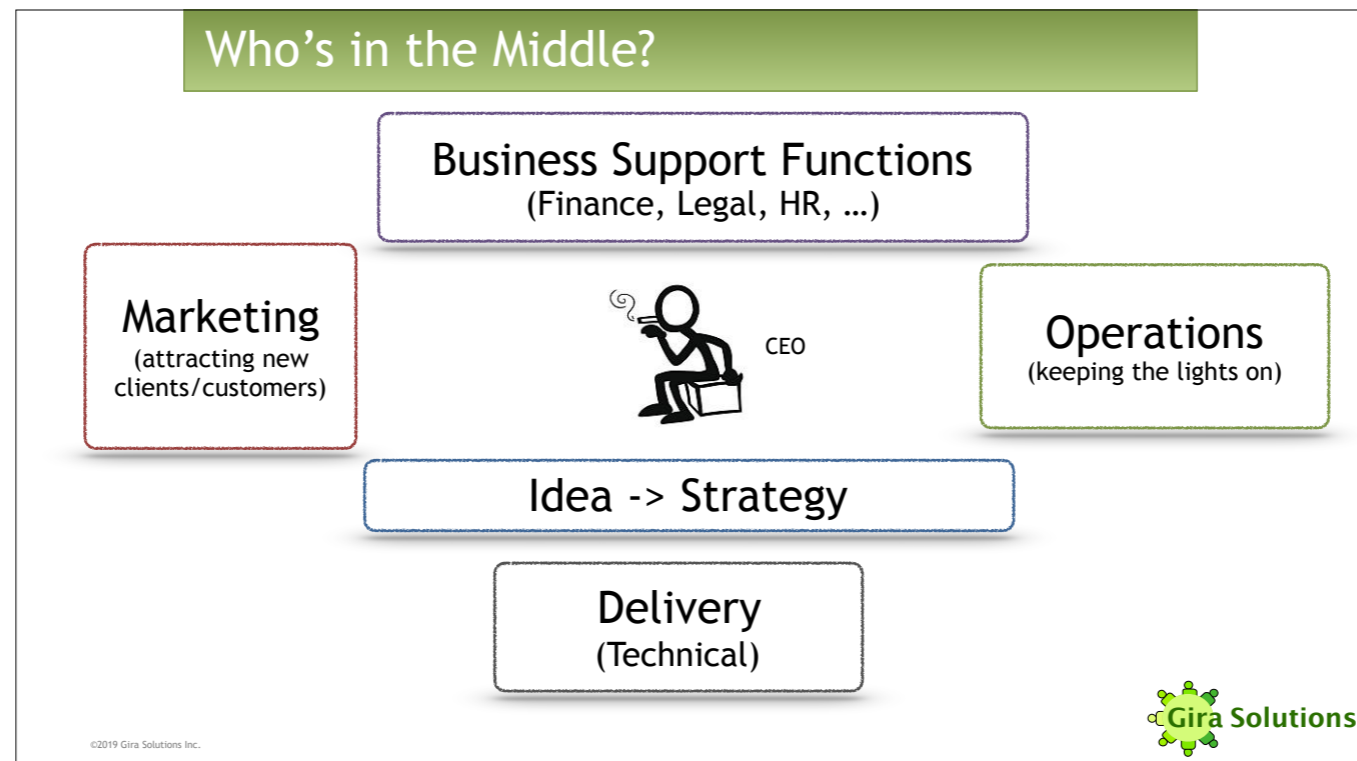
FR case study: is about the desire of an organization to improve an existing process (and not accept mediocrity) .
 It's not possible to a single organizational function to implement it all, nor understand the impact without X-functional input/coordination/expertise.
 How can change be driven? Setting targets (OKRs) and working towards them.
 Experiment with ideas, measure results and adapt.

Quick breather... and... get some Legos



What have we learned?

- Post-its!!!



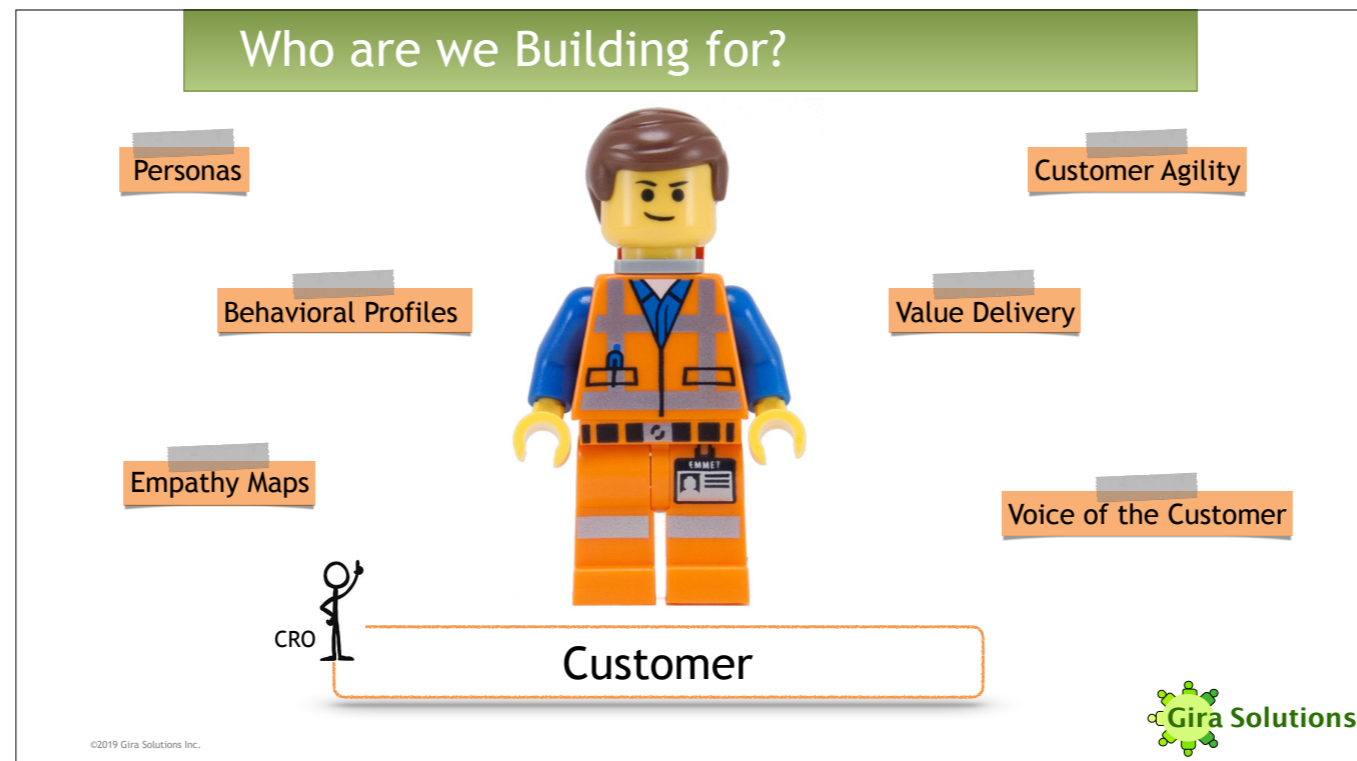
Who is the focus of an organization?

It depends upon your organization: (Mintzberg's Organizational Types) - just one example

- The entrepreneurial organization.
- The machine organization (bureaucracy).
- The professional organization.
- The divisional (diversified) organization.
- The innovative organization ("adhocracy").

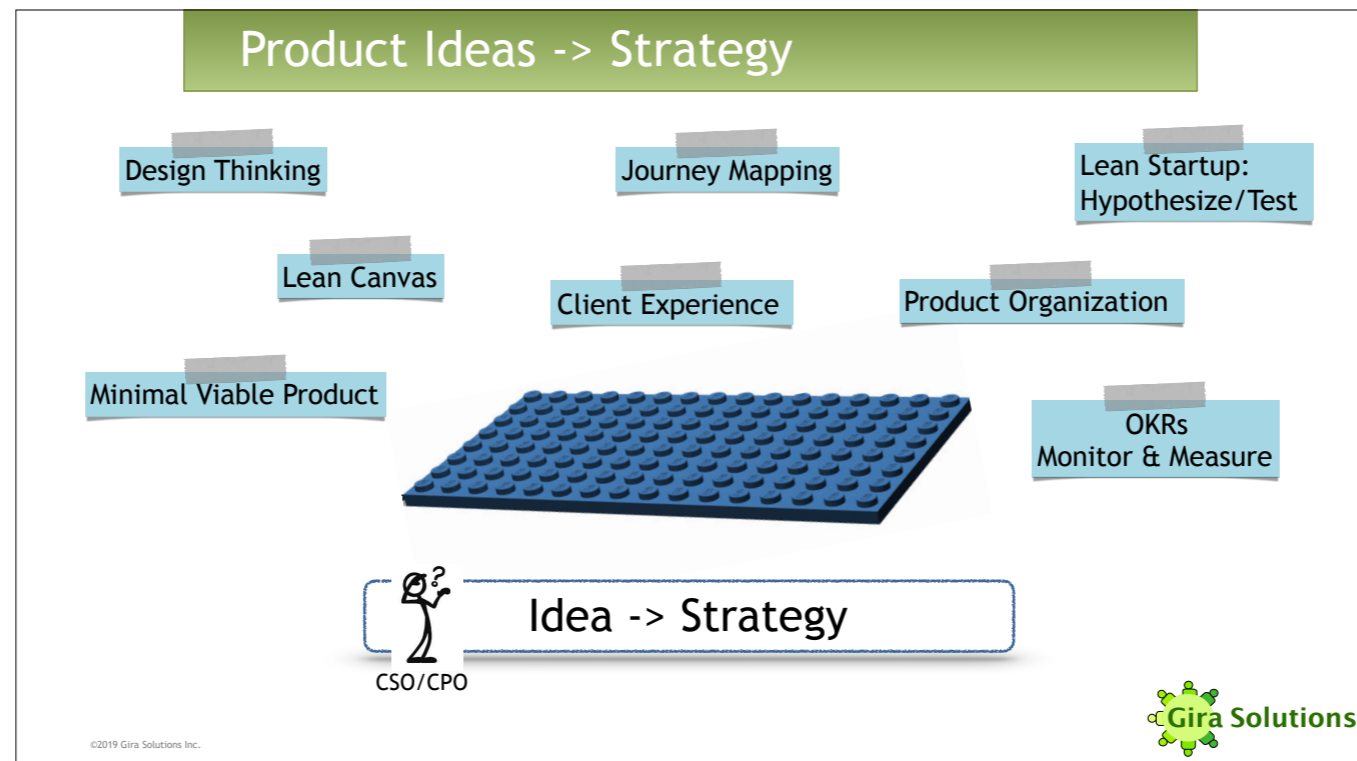
In Agile it's ...

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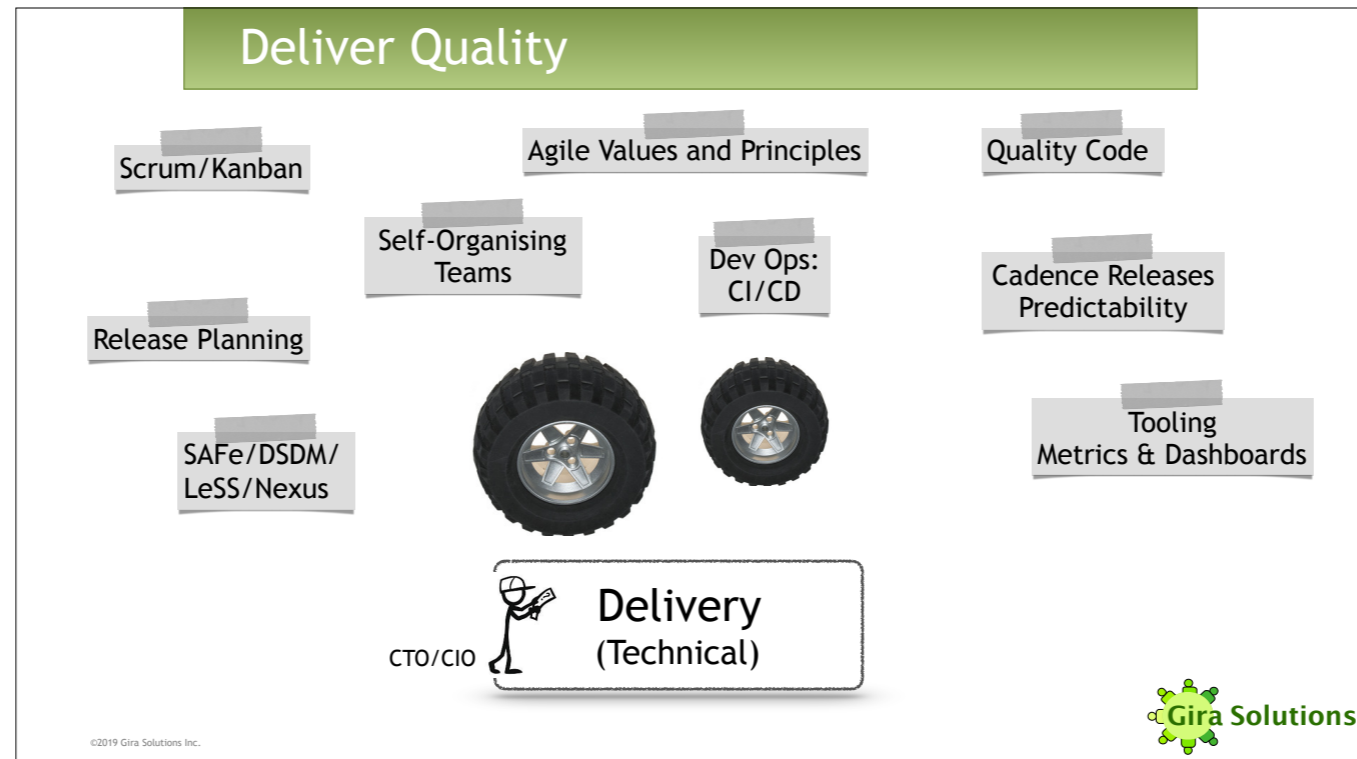
Agile considers the highest priority is to the customer.

This has developed in to considering the problems of a customer in all aspects of the product and solving those problems.



Agile promotes the use of innovative ideas and experimentation.

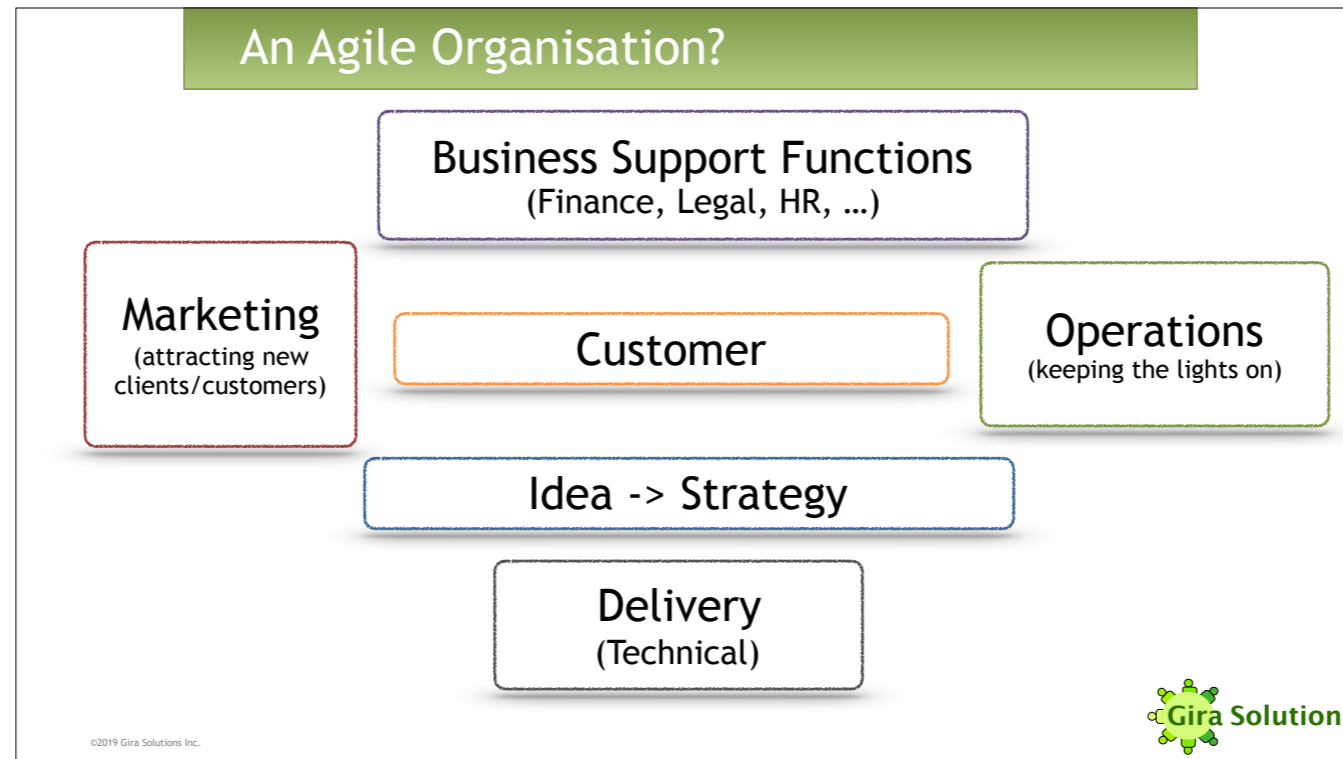
There are a number of interwoven tools, techniques and methodologies that allow for a product to be developed based upon what the customer wants, or doesn't know it wants just yet.



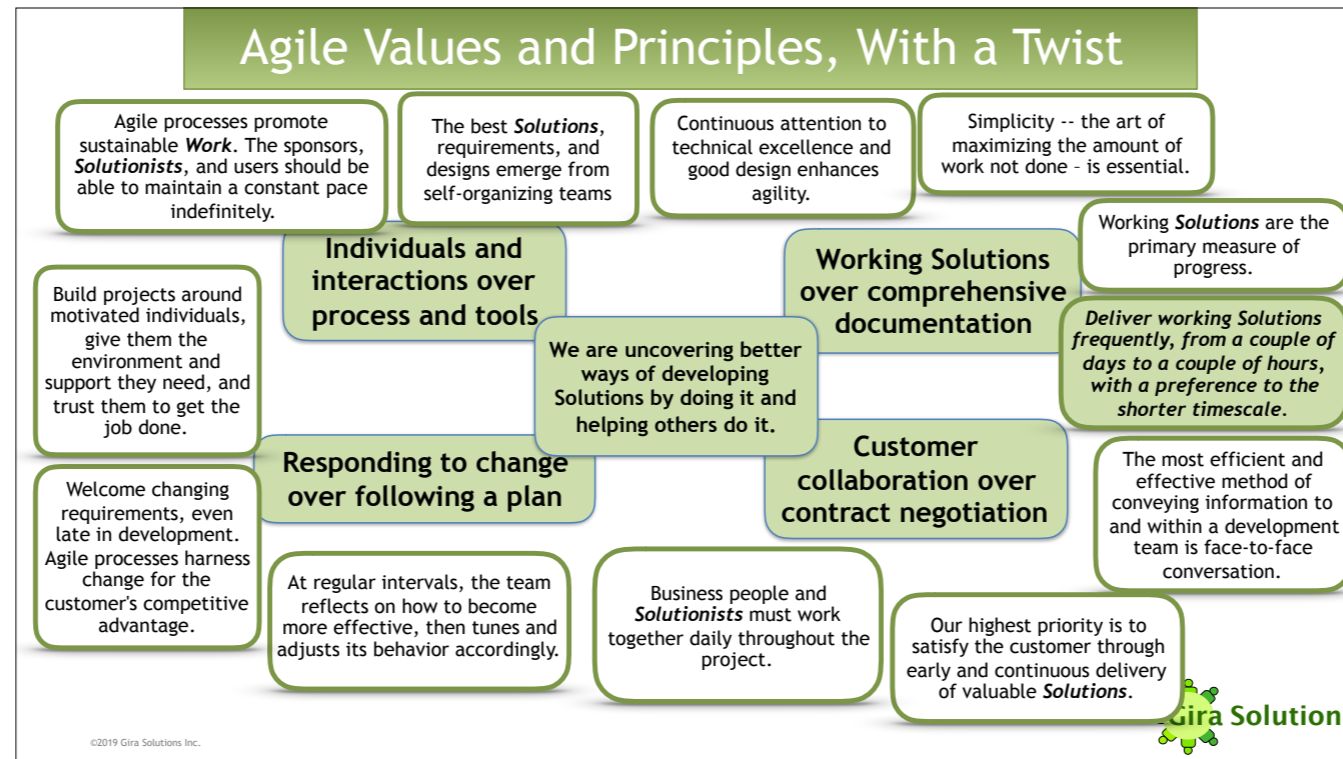
Delivery has its roots in the Deming's circle/cycle/wheel, the Shewhart cycle, the plan-do-check-act (PDCA) cycle, or plan-do-study-act (PDSA).

A Feedback loop based upon practical application is fundamental.

This has developed into a set of frameworks/methodologies/processes that are used in small or scaled environments.

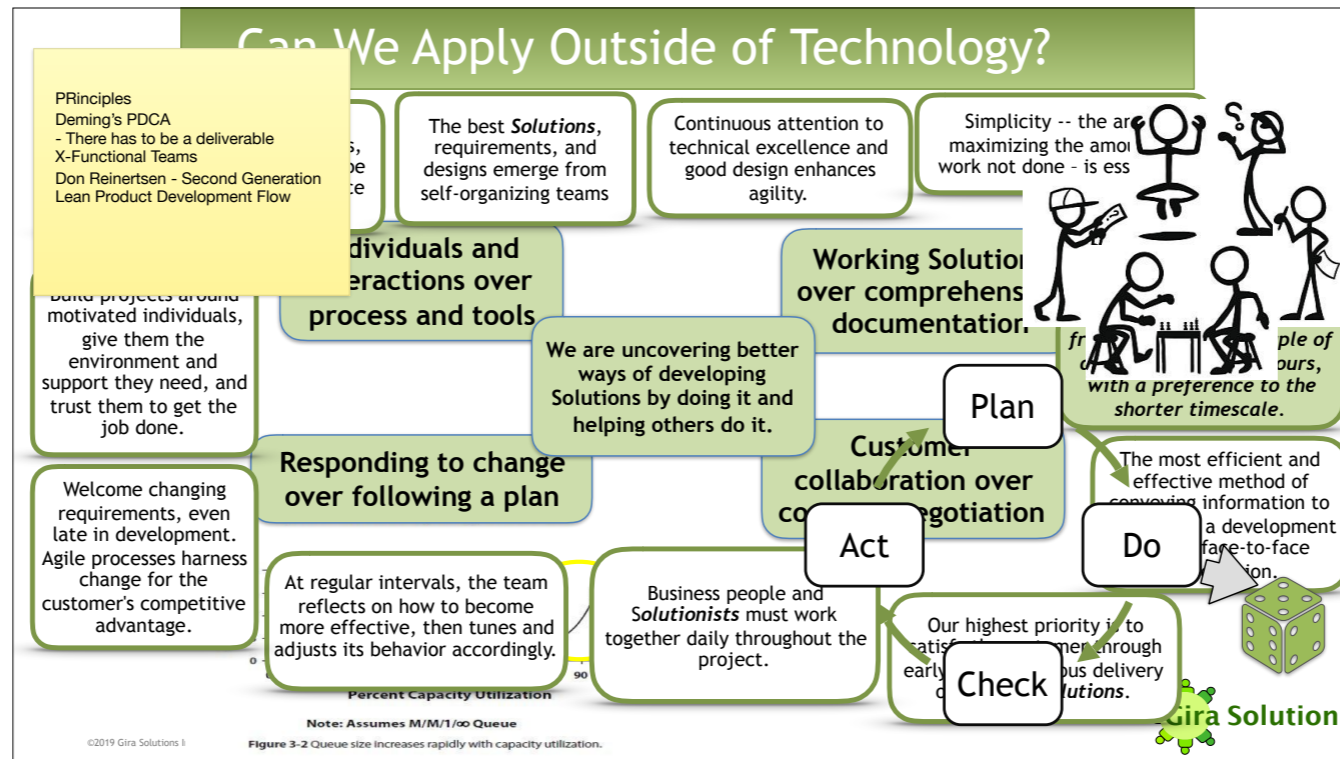


Redefining the Org, without the CEO at the center, but with the customer @ the center.



Modified Agile Values and Principles substituting the “software” only point of view for a more encompassing “solution” based view.

The Values and Principles still hold up.



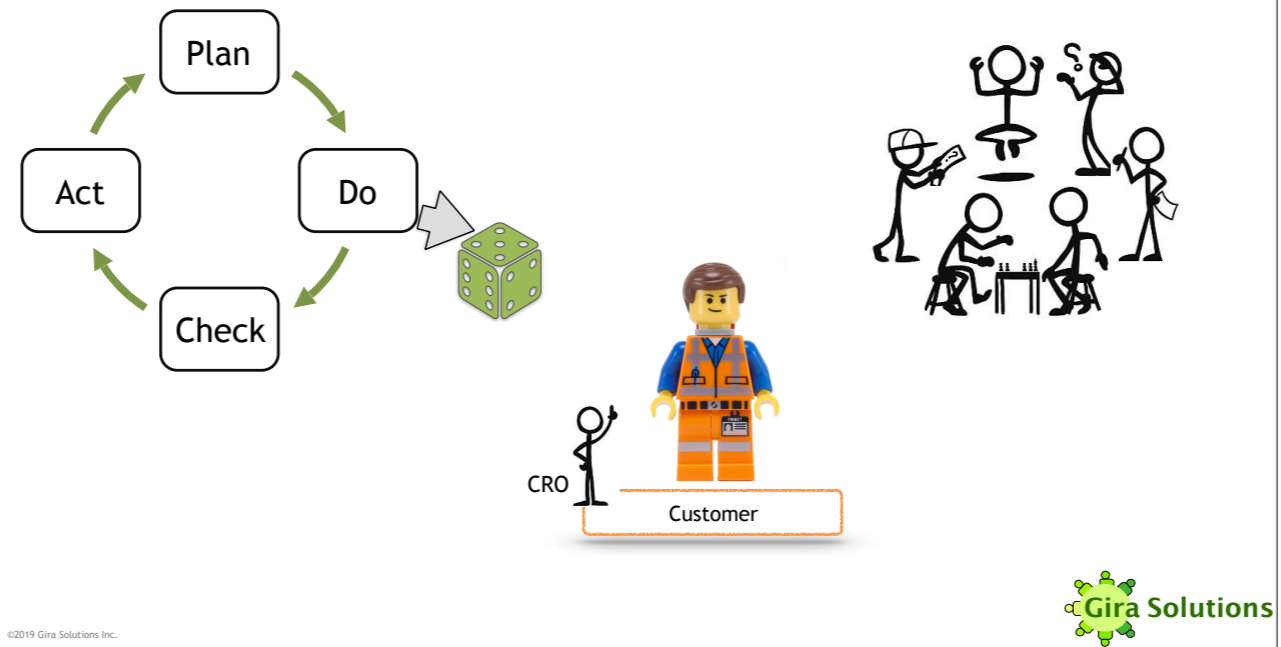
Explain that the Principles have been modified, attention to:

Deming's PDCA, But ... BUT... There has to be a deliverable

X-Functional Teams

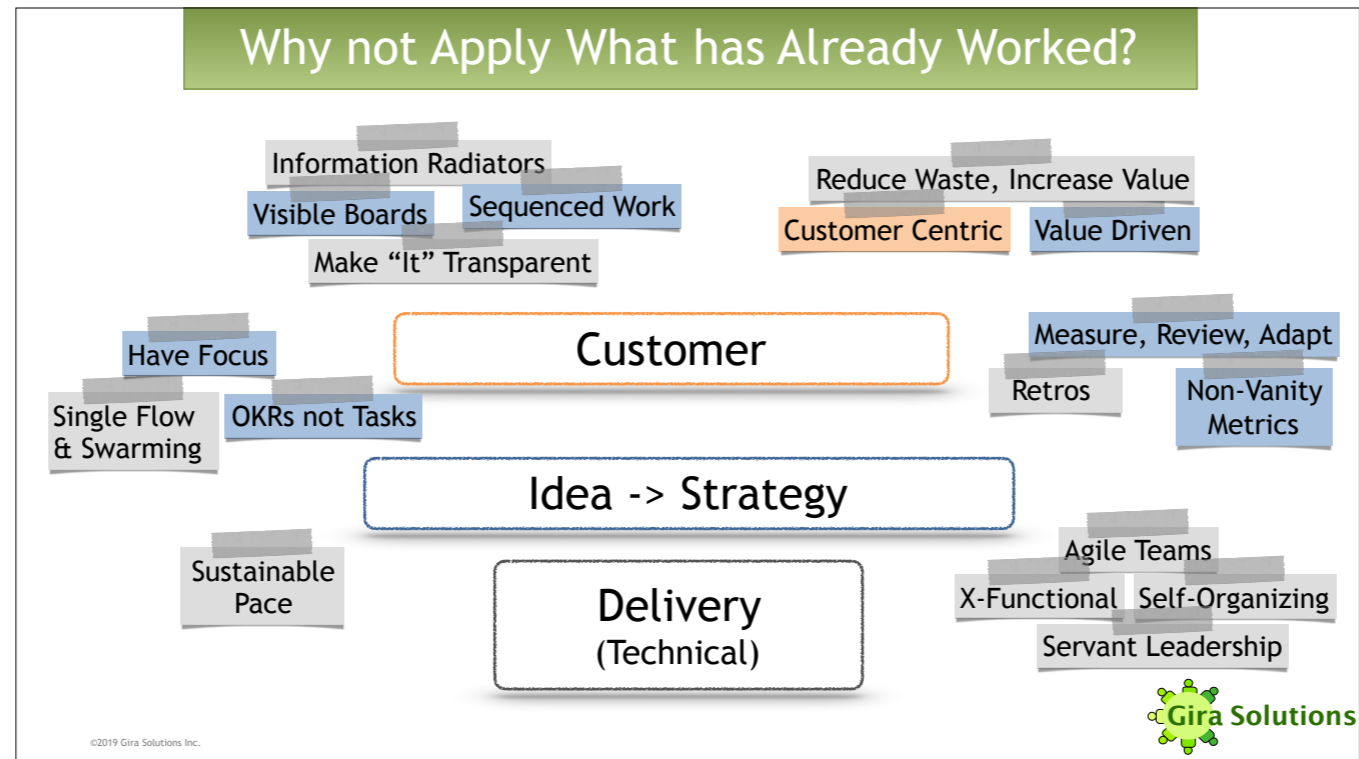
Don Reinertsen - Second Generation Lean Product Development Flow

Second Breather, How are the Legos?



What have we learned?

- Post-its!!!



Application of what we know works is a good thing... working out what does NOT work is a good thing.
 Carrying on with that does NOT work is a bad thing.

Delivery Speed and Cadence

Business Support Functions
(Finance, Legal, HR, ...)

Ill-defined

Refined

Defined

Experimental

Solutioning

Fixing

Months

Weeks

Hours

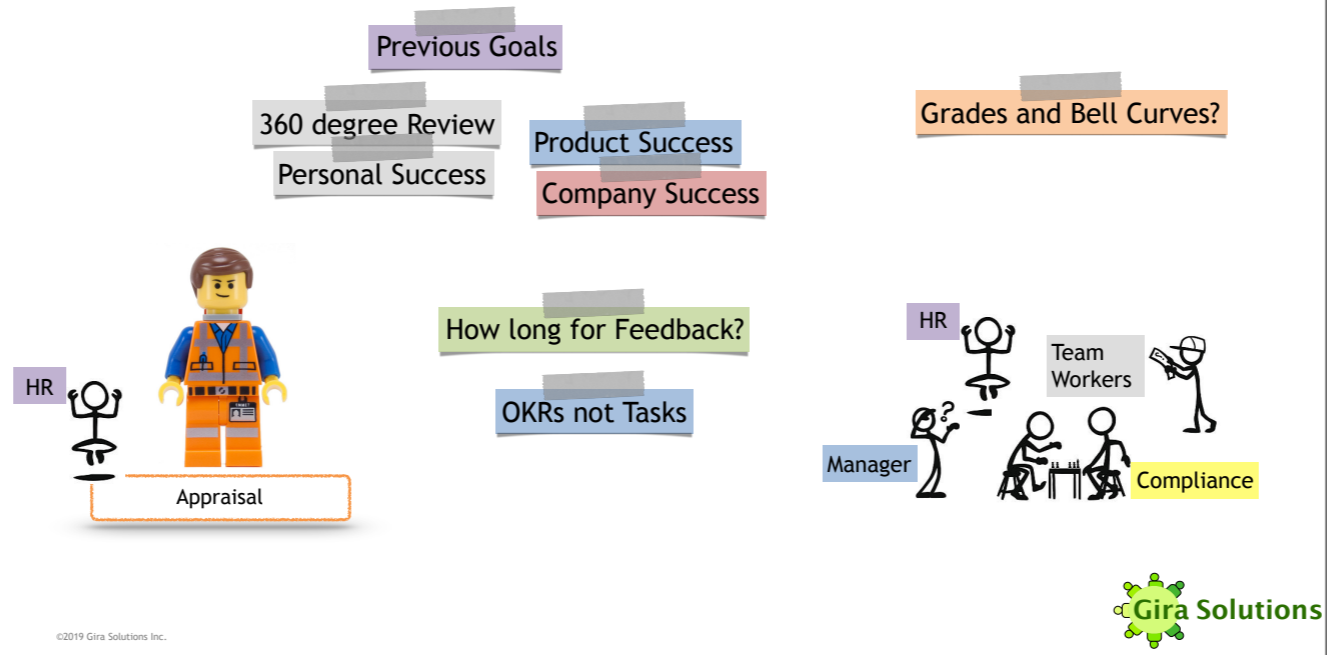
Marketing
(attracting new clients/customers)

Delivery
(Technical)

Operations
(keeping the lights on)

Idea -> Strategy

Not all Customers are External



Stop... Reflect... Examples



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Ideas, examples and collaboration.

Agile Norms

- **Change** - expect and embrace it, **adapt** to your environment.
- **Communication** - **frequent** verbal, building and disseminating knowledge.
- **Collaboration** - between and amongst end-users and developers.
- **Feedback** - from the **system**, the **customer** and the **developers**.
- **Courage** - comfort in **refactoring**, finding your voice.
- **Respect** - For others as well as self-respect.
- **Transparency** - Make work and a shared vision **visible**.
- **Sequenced** - queue of work, **success is working software**.
- **Quality** - Continuous attention to excellence, **innovate** on solutions.
- **Simplicity** - Start with a simple solution, **show value**.
- **Self-Organize** - regularly reflect on work, determine the best way.
- **Motivate** - build teams of motivated people, promote **sustainable** cadence.
- **Satisfy** the customer and **deliver working software** frequently.

What to do next?

- Apply what has worked... and Stop what doesn't
- Collaborate in Small X-functional teams
- Define Smaller deliverable work
- Put the Customer first
- Measure, Review, Adapt
- Experimenting is good... Repeat if it works
- Focus on one thing and limit the changes
- Set Goals not Tasks
- It's not Chaos, it's problem solving

Let's check back with our ... errr... "Management" Consultants. What did they build?

Here's a few good examples of application of Agile Principles in the non-IT or software world.

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... and Answers

THANK YOU !

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