A Transformation Path to Enterprise Agility

Culture, Leaders, Teams & Change

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with Lyssa Adkins
www.AgileCoachingInstitute.com
Session Format

Ongoing Growth Model

- Study
- Assess
- Plan
- Practice

Mobilize (Action Plan)
Vocalize (Lecture)
Localize (Local Application)
Utilize (Exercises)
The Context

ENTERPRISE TRANSFORMATION

A Seven-Layer Framework
Facets

Agile Enterprise

Org Culture

Management

Extraordinary Teams

Leadership Agility

Org Change

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# Agile Enterprise Model

## Seven Dimensions

<table>
<thead>
<tr>
<th>Level</th>
<th>Key Question</th>
<th>Primary Discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORGANIZATION</strong></td>
<td>What is trying to happen?</td>
<td><em>Systems Change Model</em></td>
</tr>
<tr>
<td></td>
<td>What type of Culture do we have? Does Agile focus or diffuse it?</td>
<td><em>Core Culture Alignment</em></td>
</tr>
<tr>
<td><strong>LEADERSHIP</strong></td>
<td>Does my leadership focus on expertise, results or a vision? Does it serve others?</td>
<td><em>Leadership Agility</em></td>
</tr>
<tr>
<td><strong>BUSINESS</strong> (Strategic)</td>
<td>How can we optimize our business?</td>
<td><em>Lean-Agile Business</em></td>
</tr>
<tr>
<td><strong>PROGRAM</strong> (Process)</td>
<td>What consistency do we need in process and products?</td>
<td><em>The Principled PMO</em></td>
</tr>
<tr>
<td><strong>MANAGEMENT</strong></td>
<td>How can management add value to self-organized teams?</td>
<td><em>Agile Manager Competencies</em></td>
</tr>
<tr>
<td><strong>TEAM</strong></td>
<td>Will this group become a performing team?</td>
<td><em>Conscious Teaming</em></td>
</tr>
<tr>
<td><strong>INDIVIDUAL</strong></td>
<td>Will I be responsible for, or a victim of, my work world?</td>
<td><em>Self-Leadership / Self Responsibility</em></td>
</tr>
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</table>

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Mingle

“Hello, my name is ________
A major reason that I am interested in organizational agility is __________”
Please volunteer if...

- You work in a company of 500+
- You can share some potentially sensitive information in public
- You are feeling a bit brave
- You are willing to be coached
Facet One

LEADERSHIP DEVELOPMENT

“LEADERSHIP AGILITY”
Stages of Leadership Development
Who are the Leaders in Your World?

- Team opinion leaders
- Well connected middle managers
- Decision making executives

*Write down your top 10* (3 min.)
The Three ‘Eds’

• Company: Overmeyer AMT
• Owner’s Mandate:
  o Return to profitability
  o Increase market share
• “Groundhog Day”
  o Each Ed is the same person
  o with the same personality
  o with the same level of business acumen
  o But with a different level of agility
“I drill down, figure out the problems, and come up with the right solution.”

“Sometimes I wish I could clone myself.”

“Group staff meetings don’t really get you that much.”

“The HR VP said some people were offended by my comments at a meeting. Well, I had to stop her right there…”

“I’ve tried the usual techniques to get people engaged … forceful arguments, provocative questions, etc.”

Based on Leadership Agility, The Five Eds
Achiever

“The first six weeks, I just took things in, got to know the team, talked with customers.”

“The big challenge is shifting people’s mindsets”

“Leadership has to do with the personal qualities you bring, your ability to challenge and inspire others to go beyond what they think is possible.”

“I try to reserve most of the time in staff meetings for group discussion.”

“I asked our HR VP to make sure I was handling this the right way. She was very helpful.”

Based on Leadership Agility, The Five Eds

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“When I started, I walked around a lot, started following some of the social networks, sought out the innovators and gave them some encouragement.”

“I envision a company that is participative, high performing, that’s a great place to work”

“The best companies establish an organizational culture based on participation, mutual respect, and straight talk.”

“My direct reports see I can be influenced by them and it’s not just a game to get their buy-in.”

“I asked my team for feedback on my leadership approach.”

Based on Leadership Agility, The Five Eds
## Leadership Agility Comparison

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<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>% of Leaders</th>
</tr>
</thead>
</table>
| **Expert** | Tactical, problem-solving orientation  
Believes leaders are respected and followed because of authority and expertise.                                                                                                        | ~45%         |
| **Achiever** | Strategic outcome oriented  
Believes leaders motivate others by making it challenging and satisfying to contribute to larger objectives.                                                                                           | ~35%         |
| **Catalyst** | Visionary, facilitative orientation  
Believes leaders articulate innovative, inspiring vision and bring together the right people to transform the vision into reality  
Empowers others & actively facilitates their development                                                                                                         | ~10% (Catalyst or above) |

*Source: adapted from Leadership Agility, Bill Joiner & Stephen Josephs*
What level of Leadership Agility?

- Lightning ‘guess’ about your top 10 leaders (3 min.)

- Now, discuss with a partner (5 min.):
  - “Where do these results leave me frustrated (or pleased)?”
  - “How does this model shed light on what happens within my organization?”
Facet Two

ORGANIZATIONAL CULTURE

“CULTURETek”
How Important is Culture?

“Culture isn’t just one aspect of the game – it is the game.”
-Lou Gerstner

- “What’s the difference between visionary and comparisons?”
- A **Strong, Integrated and Consistent** Culture
- Most critical factor: **Alignment** – where all elements of the organization work in concert

Adapted from Jim Collins & Jerry Porras, *Built to Last*
What types of Culture do organizations have?
What’s your culture. . .

Survey Instructions: “In my unit* at work…”

- Your project community
- Your department
- Your business unit / division
- Company as a whole

*Who influences you / who you want to influence

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An example Culture profile

Core culture is “A”
Second preference is “B”

“D”
D - 12%

“A”
A - 54%

“B”
B - 34%

“C”
Your Culture profile – within your ‘Unit’
What kind of **Cultures** are there?

- **Data-driven**
- **Hierarchical**

**“A”**

Based on William Schneider, *The Reengineering Alternative*
What kind of Cultures are there?

Superiority

‘Being the best’

Meritocracy

Based on William Schneider, *The Reengineering Alternative*
What kind of **Cultures** are there?

**Values-driven**

“C”

**Fulfillment**

**Inspiration**

Based on William Schneider, *The Reengineering Alternative*
What kind of Cultures are there?

“D”

Consensus-oriented

Harmonious

Team-based

Based on William Schneider, *The Reengineering Alternative*
Four Core Cultures

Collaboration

Control

Cultivation

Competence

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Cultural “Levers”

- Way to Success (e.g., definition)
- Leading & Managing
- Organizational Structure / Employee & Task Role
- Use of Power / Decision Making
- Key Norms, Climate

Adapted from Schneider, *Aligning Strategy, Culture and Leadership*
The *Path* to Alignment

Adapted from Schneider, *Aligning Strategy, Culture and Leadership*
Management Approach & Culture Fit

**Collaboration**
- Self-directed Teams
- Management by Consensus
- Participative Management
  - Agile

**Control**
- Six Sigma (precision)
- Statistical Process Control

**Cultivation**
- Principle-center Leadership
- Open Book Management
  - Spirit at Work
  - Seeking Employee Commitment
  - Agile

**Competence**
- Best Practice / Benchmarking
- Six Sigma (excellence)
- Knowledge Capital

Adapted from Schneider

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What Culture Type is Agile?

Core culture is “Collaboration”
Strong second preference is “Cultivation”

Based on survey conducted May 2010, 120+ respondents
Cross-Cultural Implementation Strategy

“Subcultures must serve the Core”
How can Agile work in YOUR culture?

• Form into ‘culture clusters’
• Pick a partner, or two
• Work together on this question (5 min.):
  • Taking your culture type into account, what are a few approaches you can take to having a culture-friendly strategy?
Facet Three

TEAM DEVELOPMENT

“EXTRAORDINARY GROUPS”
Reference Model

www.extraordinarygroups.com/extras
geoffbellman@gmail.com
Eight Performance Indicators

1. Compelling Purpose
2. Shared Leadership
3. Just-Enough Structure
4. Full Engagement
5. Embracing Differences
6. Unexpected Learning
7. Strengthened Relationships
8. Great Results
Group Needs Model

- Purpose
- Bond
- Acceptance
- Impact
- Self
- Reality
- Potential
- World

Bellman/Ryan © 2010
ACCEPTANCE:
Knowing and appreciating myself for who I am.

POTENTIAL:
Sensing and growing into my fuller and better self.
BOND: Connections among us that create a shared sense of identity and belonging.

PURPOSE: The reason why we come together.
REALITY:
Understanding and accepting the world as it is and how it affects us.

IMPACT:
Our intention to make a difference and our readiness to act.
What difference does performance make?

Source: Katzenbach & Smith, The Wisdom of Teams

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Team Health Model

**High Positivity**
- High Positivity/Low Productivity
  - Collegial, Friendship Based
  - Lack of Effective Focus
  - Insufficient Sense of Urgency
  - Change Resistant — Don’t “Rock the Boat”
  - Incompetence Tolerated
  - Not Results Oriented
  - Sense of Connection and Fun

- Low Positivity/Low Productivity
  - Atmosphere of Criticism, Blame & Cynicism
  - Overwhelm
  - No Fun
  - Fear of Job Loss and/or Company Failure
  - “Firefighting”, Short-term Orientation
  - Turf Protection
  - One Step Forward; Two Steps Back
  - Poor Teamwork

**Low Positivity**
- Low Positivity/High Productivity
  - Focus is efficiency
  - “Just Do It!”, Bottom-Line Orientation
  - Retention Problems, High Turnover, Burnout
  - Guarded
  - Clear Objectives
  - Driven
  - Competitive

- High Positivity/Low Productivity
  - Successful, Fun
  - Synchronicity, Flow
  - Challenging Goals, Inspiring Vision
  - Change Proactive
  - Open Communication
  - Great Teamwork — “How do we continue to improve?”

Source: Team Coaching International
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Team Assessment – Scope

• Choose Your Scope:
  o Your Team?
  o The Teams you Coach?
  o All the Teams in your Enterprise?

• What’s your Assessment (5 min.)?
  o Individual needs met?
  o Group needs met?
  o World needs met?
Facet Four

TRANSFORMATION AS PATH

EDGE THEORY, JOURNEY AS GOAL
Edge Theory

Reading: Arnold Mindell, *Leader as Martial Artist*
Organizational Edges
Milestones of a Change Journey

- **Beginning**
  - Pent up demand for change
  - Easy wins are, well……easy
  - Early Adopters are…..friendly

- **Middle**
  - Benefits of the change are evident, but the threats it creates also start to manifest
  - Late Adopters are…..challenging
  - You may lose your compass bearings
  - Beware subversion by the dominant paradigm

- **End**
  - How do we know we are done?
  - The difficulty of dissolving
Create Your Change Plan

The Agile Enterprise
What Enterprise Level?
Three Configurations

E-Configuration

B-Configuration

T-Configuration

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Focusing on Change

- Pick **one area** that you can begin focusing on
  - the **biggest impact**
  - the most **ripe** for change

- Assume you are not the only one doing it – help will show up

- Create the beginnings of a change plan (15 min.)
  - Work with 1 other person, in “parallel play”
  - Check in with each other 2 times
  - Negotiate becoming “accountability partners”
# Team Configuration

## Change Plan

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## Business Configuration

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Thank you for participating!

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Extra Slides

Management, Change
Response to ‘Positive’ Change

Source: Daryl Conner, Managing at the Speed of Change
An Agile Manager Manifesto

We value these...

• Inspiring others to greatness
• Leading organization change
• Removing impediments
• Coaching and mentoring teams
• Delivering value

over these...

• Checking how things are going
• “Working the system”
• Reporting to senior management
• Facilitating individual career development
• Meeting the schedule

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Eight Competencies for Agile Managers

Managing Teams
- Team Discipline Basics
- Managing Agile Teams
- Resource Management
- Performance Management

Managing the Environment
- Suppliers & Outsourcing
- Internal Partner Management

Managing Investments
- Metrics & Reporting
- Managing the Portfolio

Meta Skills
- Organization Change & Culture