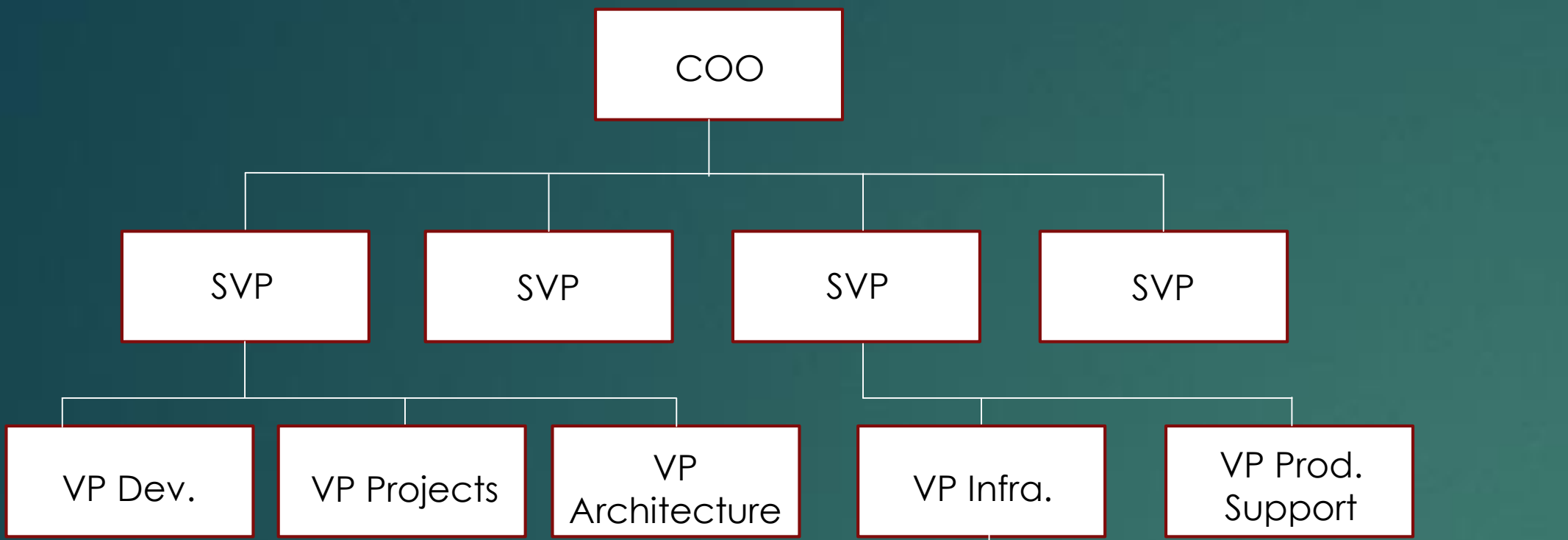


Leading an Agile Company

Developing a Strategy and Vision

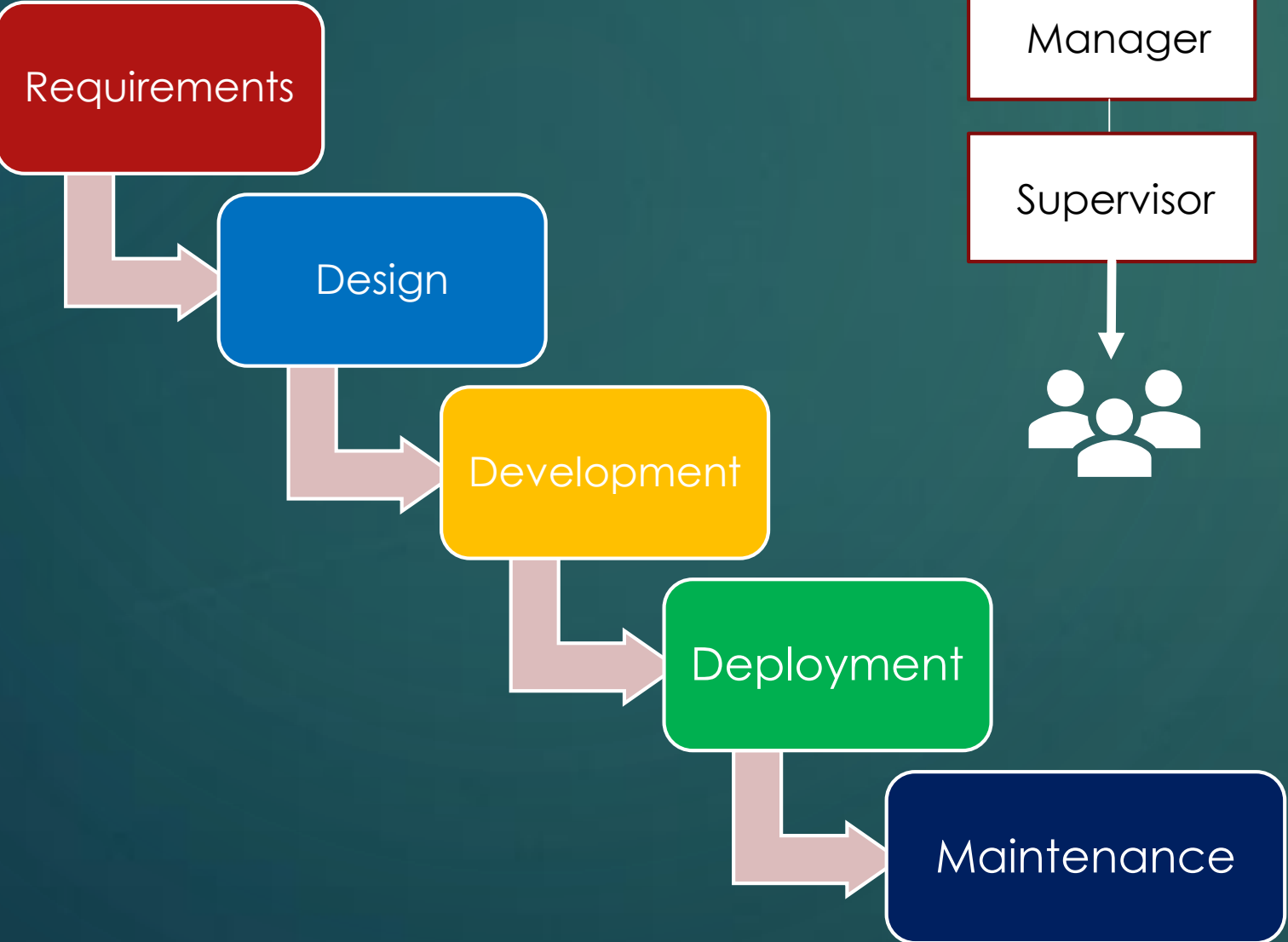


Leading an Agile Company



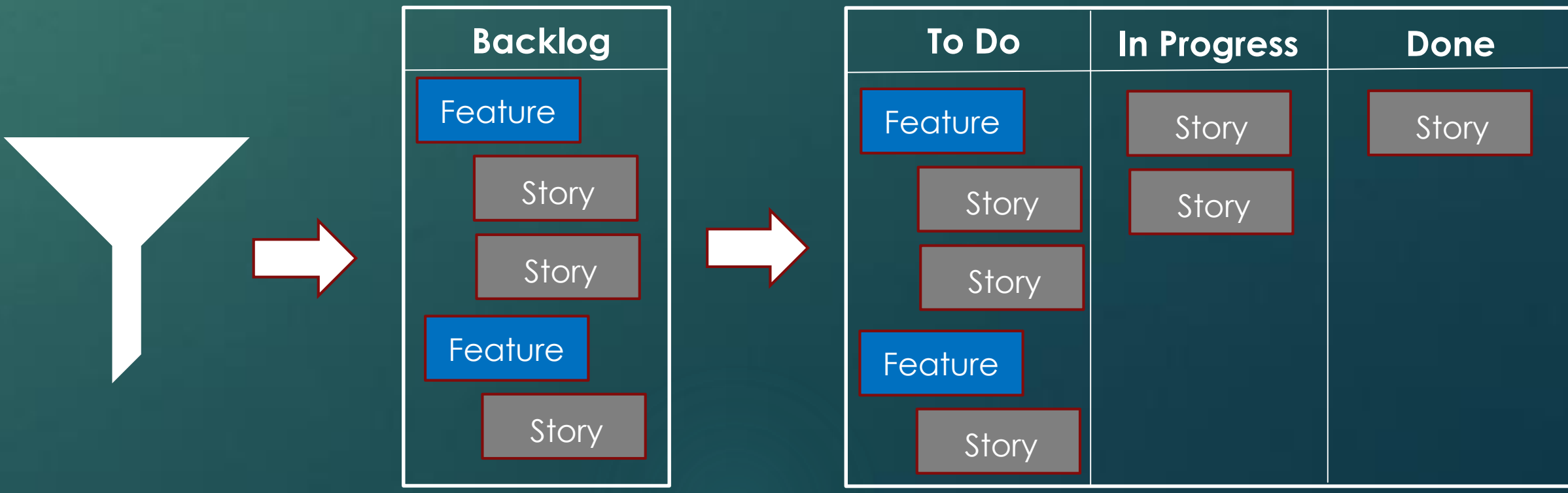
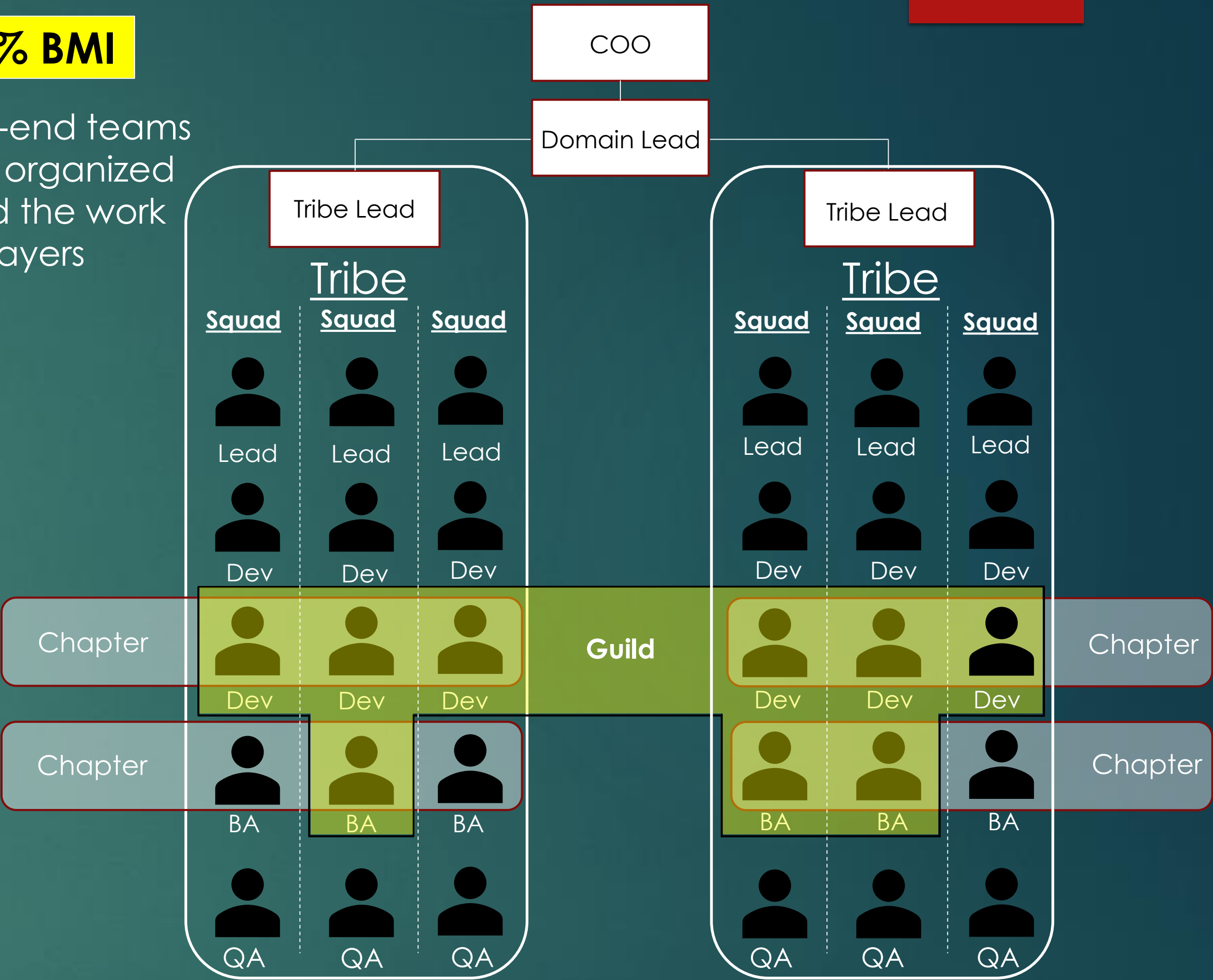
32% BMI

- Complicated processes
- Processes created around the org structure
- Eight layers



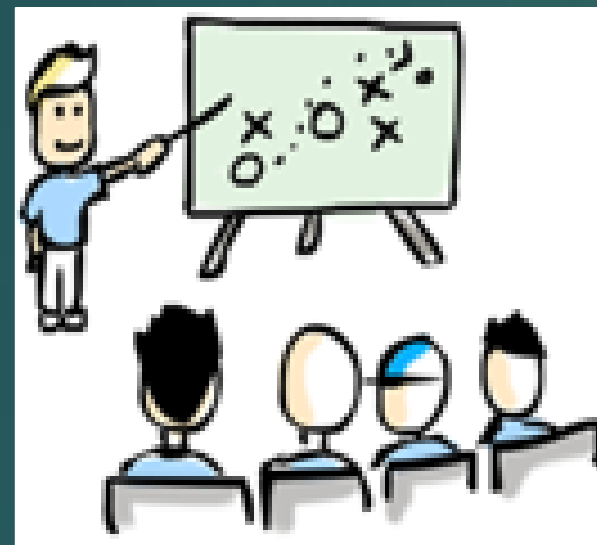
12% BMI

- End-to-end teams
- Teams organized around the work
- Three layers



How to Get There

1. Leader Workshop



Establish clear purpose & strategy

2. Define Domain, Tribe, Squad Structure



Design bottom-up

3. Leader Assessment



Leader scorecard, NPS score

4. Leader Selection



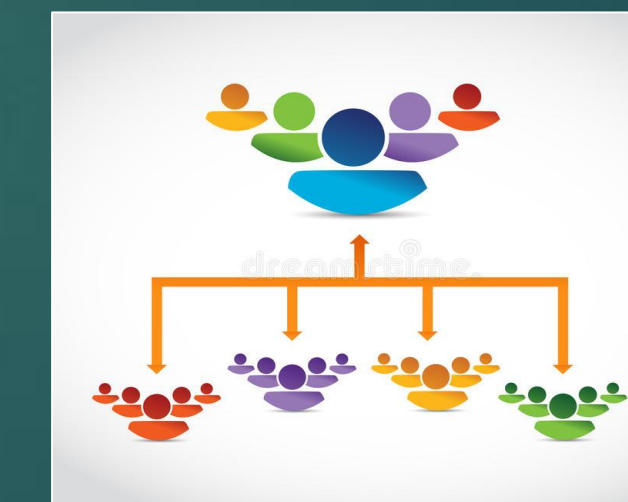
Challenge sessions & designs

5. Leader Deployment & Exit



Clear and direct approach

6. Squad Deployment



Squad rollout map

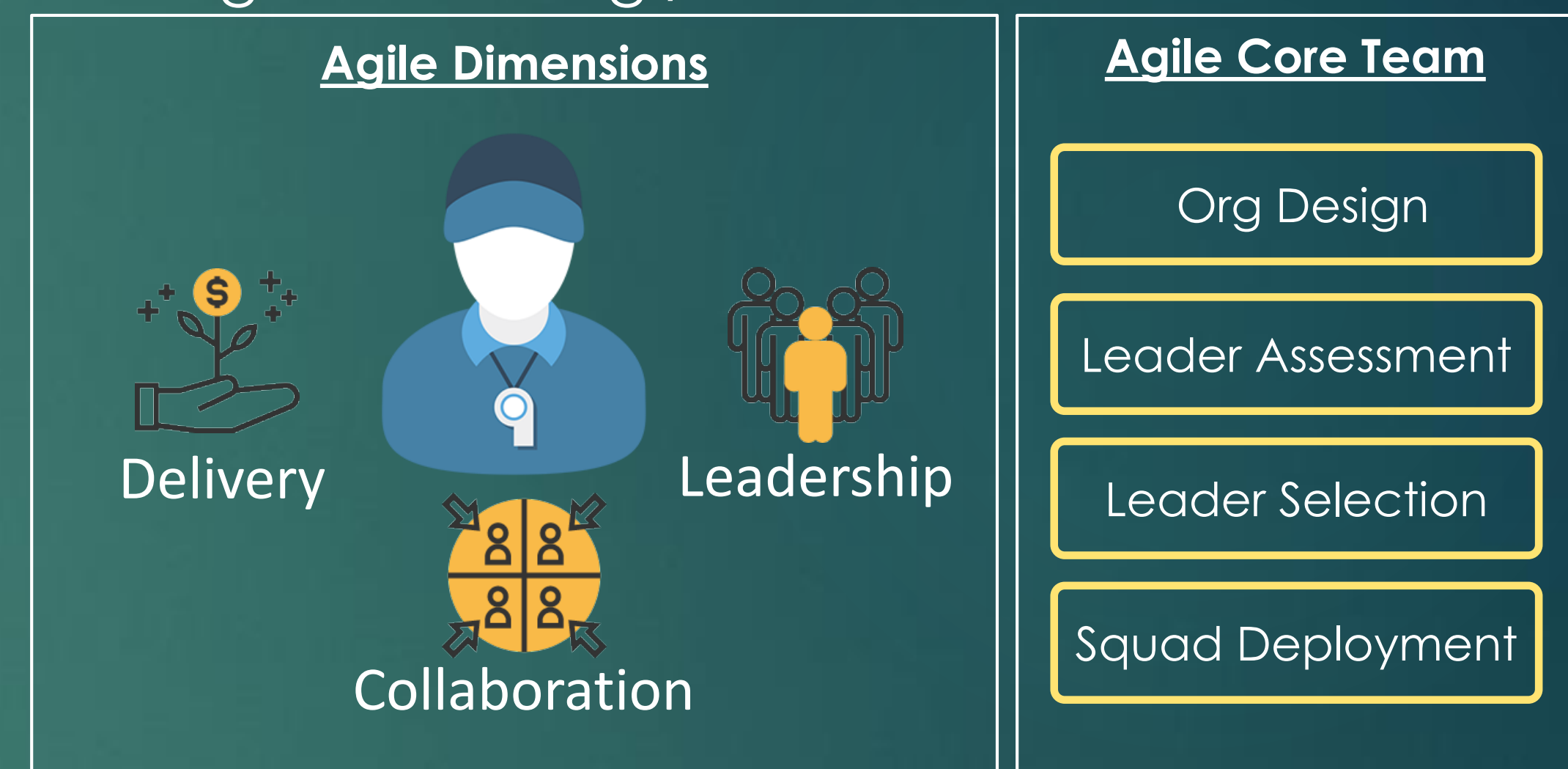
Comprehensive playbook and coaching support

Operationalising an Agile Culture

Agile Curriculum





Agile Coaching / Transformation Team



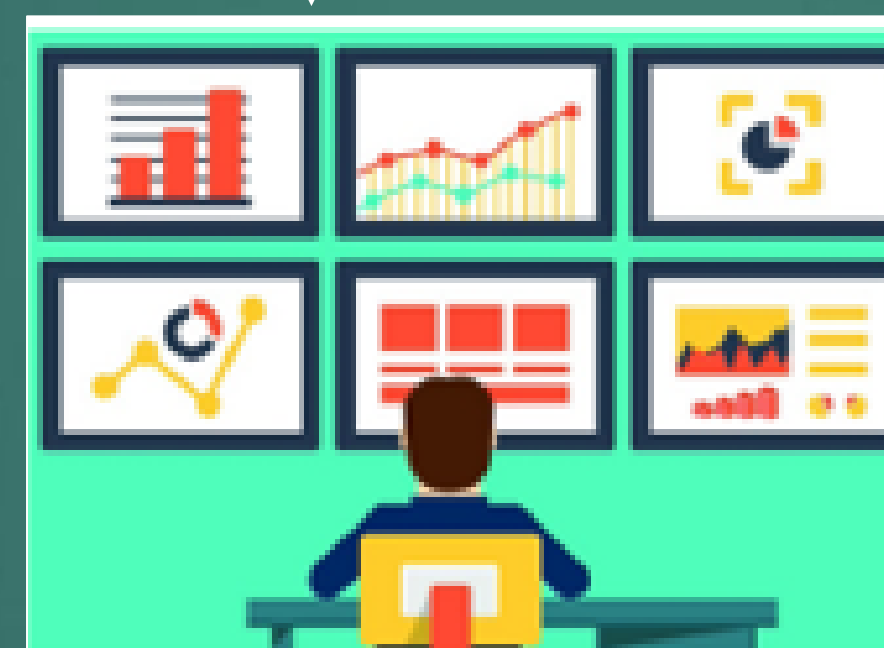
Operationalising an Agile Culture

Leader Maturity Scorecard

Leadership Assessment Scorecard

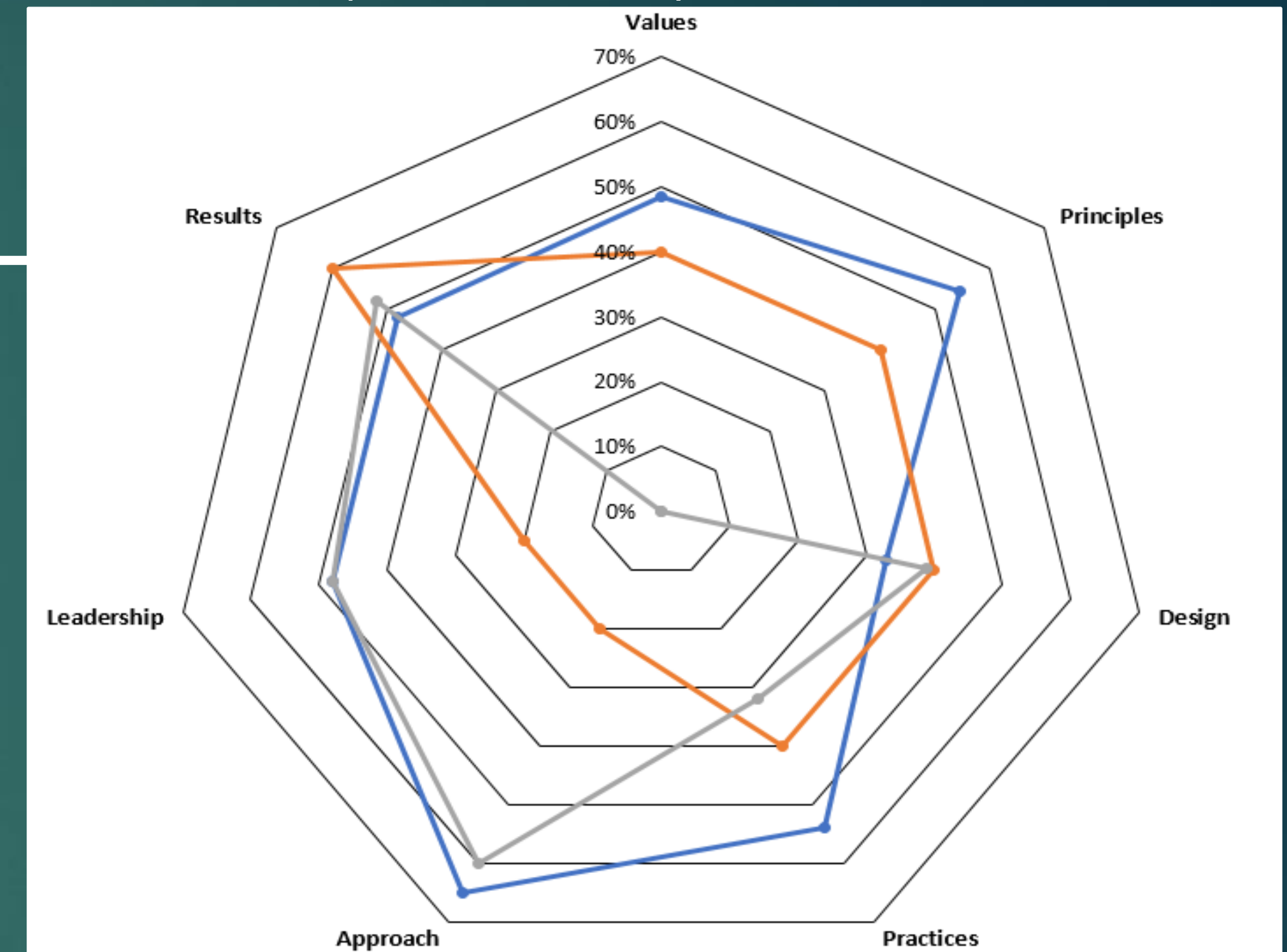
Name:	Jane Doe		Business Title:	Manager, Finance & Accounting	
	Tenure (yrs):	2 year(s), 10 month(s), 2 day(s)	Department:	Manger, IT & Finance	
	Location:	Melbourne, Victoria – Australia	# of Direct Reports:	6	
	Manager:	John Doe	Total Employees:	6	
	NPS:	+ 15			
2015 Performance Review Rating		2016 Performance Review Rating		2017 Performance Review Rating	
95%		100%			
Form Teams: 4		Distribute Work: 3		Measure What Matters: 4	
Comment: Jane is determined to provide accurate and credible financial results to the business and the specific P/L leaders. She will gather those that are critical for providing the data and will drive for the results, whether positive or negative returns.		Comment: Jane is very resourceful and knows where to request the information needed to effectively get the work done. There is a mutual respect with other employees/colleagues who, when requested from Jane, provide the necessary data.		Comment: As the owner of the cost-to-serve initiative for Kinect NA, Jane researches, discusses and documents the criteria needed for this important initiative for our business. She can be trusted to use her good judgement in determining the proper analytics and be fair and consistent with its application.	
Attract People: 4		Listen, Learn, Leverage: 3		Impact & Influence: 4	
Comment: Jane does not have direct reports but she is the sole finance manager for Kinect NA. She is a strong SME and is approachable and respected for her knowledge and partnership with the business.		Comment: Jane is an excellent partner for me. She manages the financial support for any of our requests and she can be trusted with sensitive information and provides timely, accurate data.		Comment: Jane is well respected among the senior leadership team due to her knowledge and influence in providing financial results.	
Calibration Data	Sustained Performance		Potential		
	High		Upward Advancement		
	Movement Readiness	Retention Risk	Loss Impact		
B - Star	Ready for Promotion within the next 2 years	Medium Risk	High		

Measure What Matters



- Cycle time in WIP
- Cycle time in backlog
- Throughput
- Velocity
- NPS

Squad Maturity Assessment



Group	Coach	Squad Lead	Team Avg.
Values	49%	40%	0%
Principles	55%	40%	0%
Design	33%	40%	39%
Practices	54%	40%	32%
Approach	65%	20%	60%
Leadership	48%	20%	48%
Results	48%	20%	52%

- ✓ Form teams 1 2 3 ● 5
- ✓ Attract people 1 2 3 ● 5
- ✓ Distribute work 1 2 ● 4 5
- ✓ Measure what matters 1 2 3 ● 5
- ✓ Listen, learn, leverage 1 2 ● 4 5
- ✓ Impact & influence 1 2 3 ● 5

- Sustained Performance → High
- Potential → Upward Advancement
- Movement Readiness → Ready for Promotion within the next two years
- Retention Risk → Medium Risk
- Loss Impact → High