

Upon retrospective

The Board went Agile

Today

INTROS

WTF IS A
BOARD
ANYWAY?

THE WAY
WE WERE

TRIGGERS
FOR
CHANGE

THE WAY
WE ARE
NOW

DOING
DIFFERENTLY

SOMETHING
FOR YOU

111,000,000 explanations on being agile

Australia Safe Search: Moderate All Sizes All Types All Layouts All Colors

DOING AGILE PRACTICES \neq **BEING AGILE MINDSET**

20% Benefit
Ability to manage changing ideas
Improved visibility
Increased productivity
Improved quality
Reduced risk

~3X Benefit
• Customer delight
• Joy at work
• Engagement
• Innovation, Creativity
• Continuous Learning

agilitrix

DOING AGILE PRACTICES \neq **BEING AGILE MINDSET**

PROBLEM-DRIVEN ADOPTION OF PRACTICES

TRANSFORM

Being Smart
Being Flexible
Being Responsible

Have a Goal
Have a Vision
Have a Believe

doing vs. being agile

Doing Agile
Adopting and understanding the principles and applying the right practices and tailoring them to different clients and situations.

Being Agile
Adopting and understanding the principles and applying the right practices and tailoring them to different clients and situations.

software Cornwall **AGILE ON THE BRANCH** **Being Agile**

BEING AGILE IN CORNWALL

BEING AGILE MINDSET

DOING AGILE - BEING AGILE

What is common between these themes?

Doing Agile
Problem-driven
Adopt practices
Project focus
Innovation

Being agile
Deliver Value
Efficiency
High Quality
Customer Delivery
On LEAPS
Supportive culture

Being agile
Empowerment
Self-organization
People-to-people
Autonomy
Team ownership
Mismatched culture

Being Agile

Doing Agile

Being Agile

BEING AGILE IN BUSINESS

Obligatory cartoon

If you think Agile means cowboy programmers doing whatever they want with no requirements, no rules, no documentation, and no testing, you might read too much Dierckx.

WE NEED THREE MORE PROGRAMMING IDEAS.

AGILE PROGRAMMING DOESN'T JUST MEAN DOING MORE WORKS WITH FEWER PEOPLE.

FIND ME SOME WORDS THAT DO MEAN THAT AND ASK AGAIN.

1,890 for agile board of directors

Agile Boards of Directors: A Fad or the Future? | INSEAD Knowledge

<https://knowledge.insead.edu> › Blog Posts › INSEAD Blog ▼

Aug 24, 2018 - Some Agile principles can be counterproductive in the boardroom, ... Sitting at the apex of the organisation, the board of directors creates a ...

You visited this page on 4/05/19.

Creating an Agile Board of Directors | The European Business Review

<https://www.europeanbusinessreview.com> › LEADERSHIP › Corporate Governance ▼

Mar 18, 2018 - An agile board's role is increasingly one of anticipation and building capability for the future. Directors are being refreshed or re-invented to ...

Agile Boards of Directors - SlideShare

<https://www.slideshare.net/TimoLappi/agile-boards-of-directors> ▼

Mar 13, 2015 - How can agile thinking be used to improve work and practices in Boards of Directors? Why is traditional budgeting limiting companies' ...

Agile Board of Directors – Agile and Scrum Blog

<https://agile-scrum.com/2018/11/21/agile-board-of-directors/> ▼

Nov 21, 2018 - Are you also wondering why you shall be Agile and your board of directors and the executive team is not? I wrote about Agile at the executive ...

Agile Boards of Directors: A Fad or the Future?

<https://www.linkedin.com/pulse/agile-boards-directors-fad-future-lloyd-mander>

Aug 30, 2018 - <https://knowledge.insead.edu/blog/insead-blog/agile-boards-of-directors-a-fad-or-the-future-9961>. With Spark's recent adoption of Agile across ...



Source: businessagility.institute

Duties of Board directors



Then and now



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CHOICE



About a 2

DRIVE change in areas where we can have a significant impact for consumers	EXPAND through innovation to assist consumers and grow revenue outside our existing business model	IMPROVE and grow our existing business	LIVE up to the standards we expect of others
<p>DRIVE 1 Identify the current and emerging issues where we can make the greatest impact for Australian consumers, and adopt them as organisation-wide priorities</p> <p>DRIVE 1.1 Run a cross-functional process to establish organisation-wide priorities and review regularly</p> <p>DRIVE 1.2 Engage supporters and staff in a broader range of issues where we can make a difference for consumers, through our campaigns strategy</p> <p>DRIVE 2 Take a problem-solving approach to our major priorities, working flexibly across campaigns, content, product development and external partnerships to ensure we have the greatest possible impact</p> <p>DRIVE 2.1 Establish a cross-functional team around each priority to refine the consumer problem, identify potential responses and identify resources (internal & external)</p> <p>DRIVE 2.2 Approve and implement action plans around each priority</p> <p>DRIVE 3 Focus and leverage our external communications through mainstream and social media, to support our campaigns, content and CHOICE products and services</p> <p>DRIVE 3.1 Revise the media strategy to reflect our major priorities and our new products and services</p> <p>DRIVE 3.2 Revise our social media strategy to: train and empower staff to use social media as brand ambassadors • grow our Facebook following and experiment in new platforms • better integrate our FM presence with our website</p>	<p>EXPAND 1 Establish and implement an innovation process and pipeline that ensures a constant stream of new ideas progressing from ideation to launch</p> <p>EXPAND 1.1 Establish an innovation unit</p> <p>EXPAND 1.2 Develop and agree on an innovation process</p> <p>EXPAND 1.3 Develop an initial product roadmap, to be reviewed regularly through the innovation process</p> <p>EXPAND 1.4 Implement an external communications plan around the establishment of the innovation unit</p> <p>EXPAND 1.5 Review & reshape our physical environment to support innovation</p> <p>EXPAND 2 Build our capabilities in:</p> <ul style="list-style-type: none"> • idea generation • use of data • product prototyping and testing • partnering with incubators and startups • building strategic alliances <p>EXPAND 2.1 Review our capabilities following establishment of the innovation unit & process, and identify how we will address gaps through development and external partnerships</p> <p>EXPAND 2.2 Conduct a further review mid-year</p> <p>EXPAND 3 Test and launch new products and services that:</p> <ul style="list-style-type: none"> • assist consumers with decisions they find complex • provide great solutions to discrete consumer problems and/or • drive transformation of markets to benefit consumers <p>EXPAND 3.1 Establish a regular product review process that facilitates learning from failures as well as successes</p> <p>EXPAND 3.2 Test viability of CHOICE Help as a source of non-core revenue</p> <p>EXPAND 4 Expand our role into complex and/or emerging services sectors, including:</p> <ul style="list-style-type: none"> • financial services • human services that consumers find complex • new and disruptive digital services <p>EXPAND 4.1 Identify how we can make better use of external financial services data to free up existing resources</p> <p>EXPAND 4.2 Seek funding for a project to define consumer needs and product opportunities in superannuation</p> <p>EXPAND 4.3 Explore aged care sector by developing a</p>	<p>IMPROVE 1 Use data and consumer research to improve the consumer experience of our brand</p> <p>IMPROVE 1.1 Implement the data warehouse and support staff to use it in decision making across the organisation</p> <p>IMPROVE 1.2 Implement an audience engagement plan across all touch points from social media to magazine and product roadmap, to improve acquisition and retention based on data about how consumers use our services</p> <p>IMPROVE 2 Build an organisation-wide culture of continuous improvement, to ensure our processes are efficient and deliver maximum value for consumers</p> <p>IMPROVE 2.1 Develop and implement a roadmap of continuous improvement for the website</p> <p>IMPROVE 2.2 Map the ways consumers engage with us and identify and implement improvements to business processes</p> <p>IMPROVE 2.3 Introduce an individual and team-based approach to continuous improvement linked to individual goals, as the basis for developing an organisation-wide approach</p> <p>IMPROVE 3 Ensure our content is engaging, unique and highly valued by consumers at different life stages</p> <p>IMPROVE 3.1 Develop and roll out a new content strategy to define what we produce and how we distribute it, then measure and iterate upon it as a living document</p> <p>IMPROVE 3.2 Drive user engagement in UGC to increase the depth of products in categories and the breadth of product categories themselves</p> <p>IMPROVE 3.3 Implement full market coverage in our key product categories, to provide some content on all models on the market</p> <p>IMPROVE 3.4 Develop a video strategy to define how video can have greatest impact in consumer engagement and revenue generation and reshape our processes to support it</p> <p>IMPROVE 4 Provide information and tools for consumers who care about the ethical aspects of products and services</p> <p>IMPROVE 4.1 Identify aspects of ethical consumption that consumers care about, and feed these into our organisation-wide priority setting process and content strategy</p> <p>IMPROVE 5 Make membership more valuable by providing tools and benefits to members, and better communicating the value of membership</p> <p>IMPROVE 5.1 Explore partnerships with other organisations who are looking to add value for their own customers or staff</p> <p>IMPROVE 5.2 Negotiate benefits for members with other organisations, such as discounts with large retailers</p> <p>IMPROVE 5.3 Simplify membership options</p> <p>IMPROVE 5.4 Add new products and services to the membership bundle</p> <p>IMPROVE 5.5 Grow the CHOICE Help service</p> <p>IMPROVE 6 Give consumers who don't want to be members more ways to support us financially</p> <p>IMPROVE 6.1 Develop new forms of discrete content sales to replace single report purchases</p> <p>IMPROVE 6.2 Test appetite for a membership product based on our advocacy and campaigns</p> <p>IMPROVE 7 Increase the reach and value of CHOICE Recommended</p> <p>IMPROVE 7.1 Agree on and implement a roadmap for expanding CHOICE Recommended</p> <p>IMPROVE 8 Pursue extra revenue for our testing and content work</p> <p>IMPROVE 8.1 Respond to opportunities to earn money for government funding of work we want to do</p> <p>IMPROVE 8.2 Leverage test facilities and product expertise to increase external revenue</p>	<p>LIVE 1 Set high standards in privacy, data security and consumer rights</p> <p>LIVE 1.1 Appoint privacy officer and implement continual monitoring of policies and processes</p> <p>LIVE 1.2 Define how we are going to collect and use data, consistent with our purpose and values</p> <p>LIVE 1.3 Audit data collection, storage and policies to identify areas for improvement and publish a new privacy and data policy</p> <p>LIVE 1.4 Audit our business practices and customer interactions against Australian Consumer Law and identify where we want to exceed compliance</p> <p>LIVE 2 Ensure that our workforce has the skills, diversity and engagement necessary to support this strategy</p> <p>LIVE 2.1 Identify and implement change management processes to support the strategy</p> <p>LIVE 2.2 Map existing skills and capabilities against strategy to develop a workforce plan covering resources, skills, processes and professional development</p> <p>LIVE 2.3 Complete the Living the Values project and integrate into our policies and processes</p> <p>LIVE 2.4 Audit our workforce diversity and develop a diversity action plan</p> <p>LIVE 3 Expand our social impact through community engagement and support for vulnerable consumers</p> <p>LIVE 3.1 Develop and implement a staff-led social impact strategy</p> <p>LIVE 3.2 Identify partnership opportunities with organisations representing indigenous communities and people with a disability</p> <p>LIVE 4 Reduce our environmental impact</p> <p>LIVE 4.1 Audit our environmental impact and develop an improvement plan, including three-year targets</p> <p>LIVE 5 Advance consumer rights through the international consumer movement, especially in the Asia-Pacific region</p> <p>LIVE 5.1 Support CI campaigns that resonate with Australian consumers and improve communication with members and staff about our international role</p>

Triggers

The Market

- Being disrupted
- Org power shifts to customers

The Organisation

- Legitimacy, trust, buoyancy in brand
- Product team & Board misalignment
- Investment in innovation

The Board

- Appetite for investment
- Mix of new talent
- Shift in attitudes around investment, experimentation, risk
- Me: working agile and lean

What we look like now

The Board

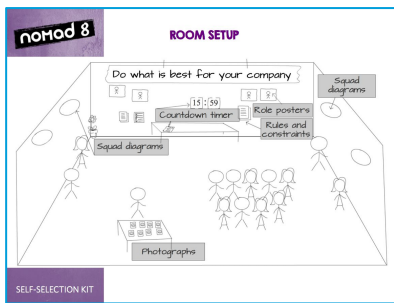
- Like great agile product teams
- Mixture of mindset & ways of working
 - Open, enquiring, experimental
 - Deep trust and safety
 - Transparency & accountability
 - Reflects regularly
- Cross-disciplinary
- Flat structure, self-organising

How the Board engages with the org

- Outcomes OVER outputs
- Stays out of product choices
- Supportive environment for learning from experiments and user / market feedback

Examples

How we reflect & learn: Transformer



How we organise: self-selection

How we invest and plan: OKRs

OBJECTIVE

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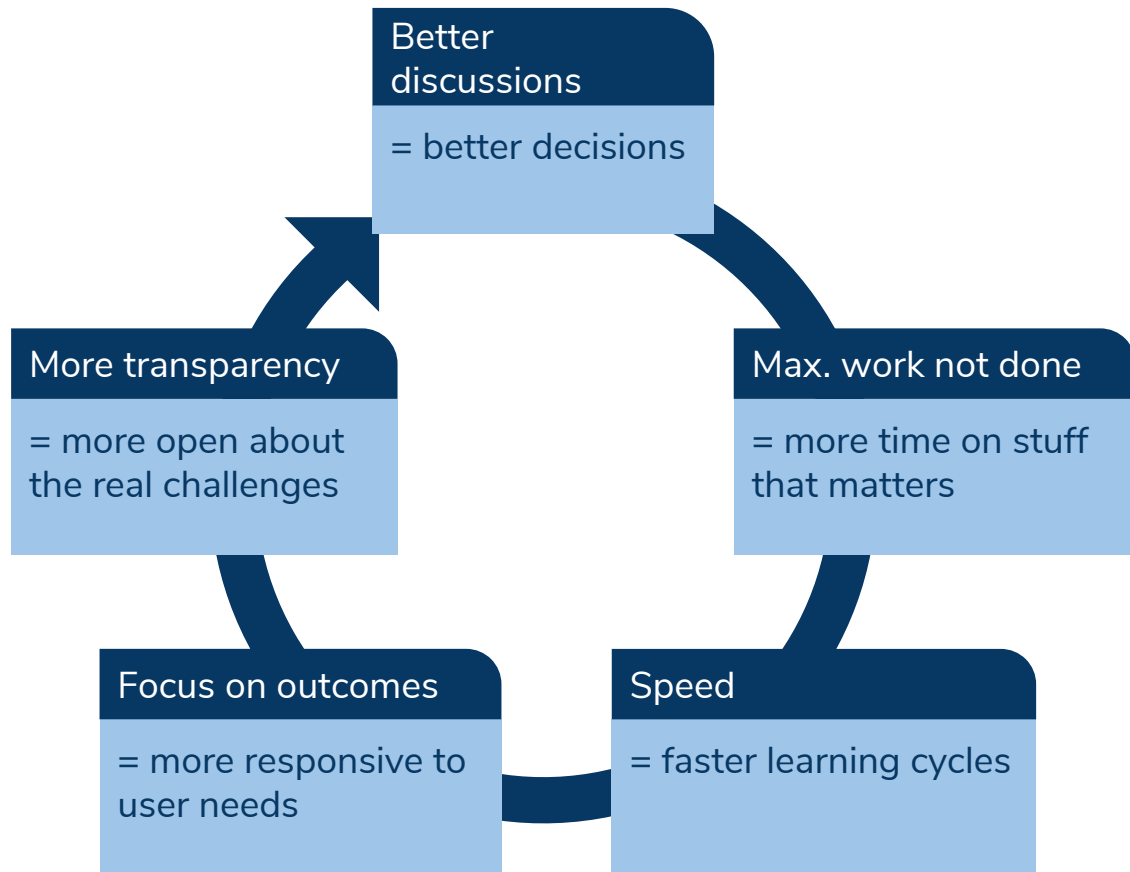
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Benefits



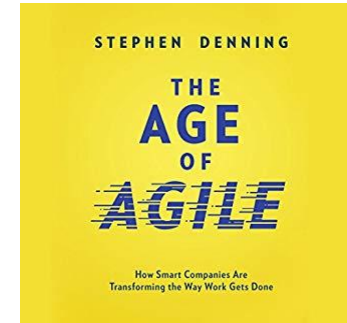
Doing differently

Transparency

Outcomes OVER outputs

Fiscal/regulatory
requirements

User insights / pain
points



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Something for you

For those with a predisposition:

- Research them
- Approach them
- Invite us to coffee
- Give us ideas
- Ask us what we're doing

For those that haven't woken up ... yet:

- Find where they hang. Go and present
- Invite them to see how and why you work this way
- Show what's different: explain benefits for customers and staff
- The cynical may need evidence

Thanks

Any questions?

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CHOICE