

Clean Up Your Agile Outcomes

WARNING INTERACTIVE SESSION

Contributors

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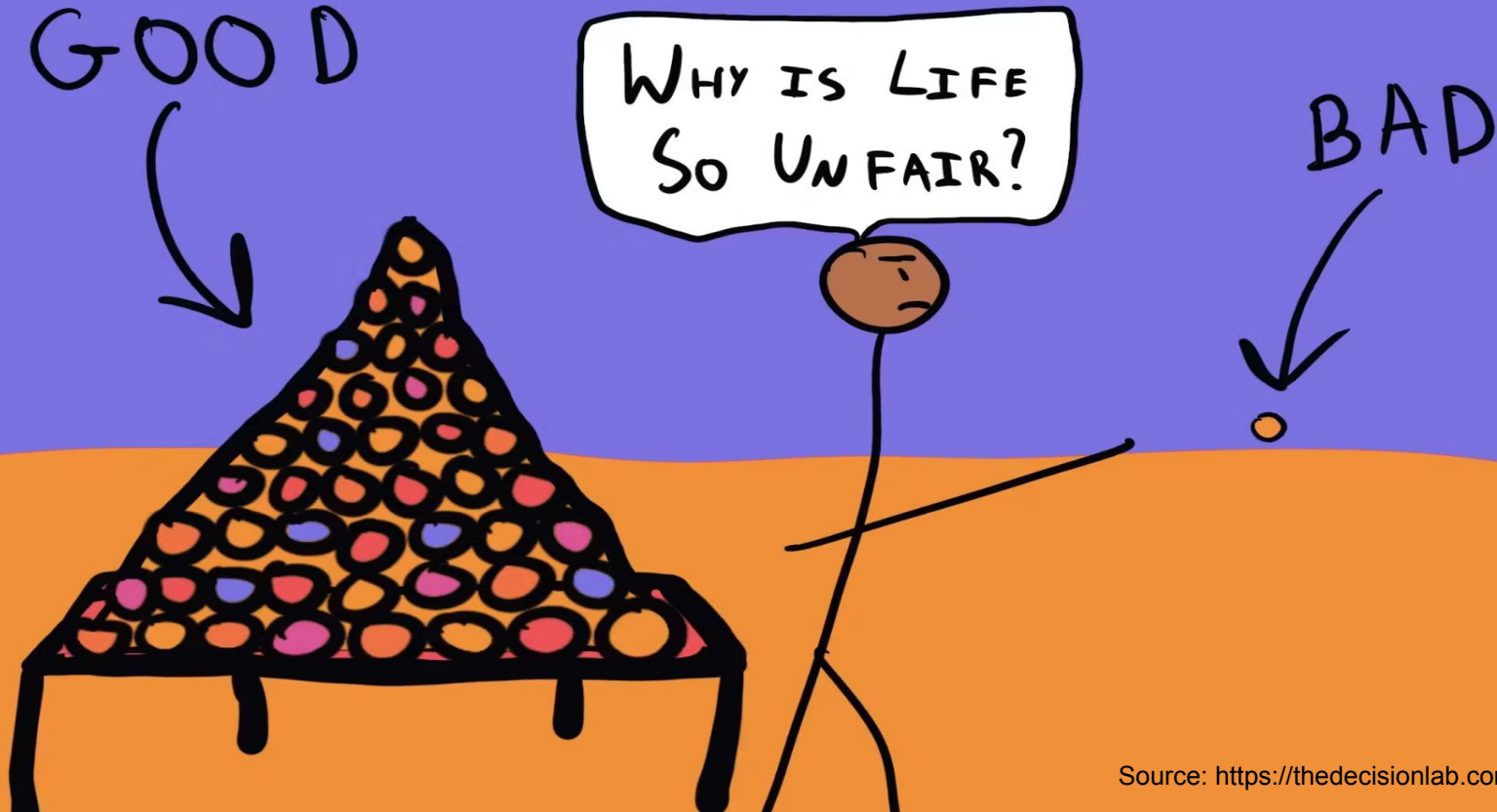
Version 1.0



**Talk to the person next
to you about a current
challenge you have at
work**



NEGATIVITY BIAS



What were the overall themes?

Discovery Findings



A Strong Foundation

- Levels of engagement in our evolution are extremely high
- There is a real desire to focus more on providing better customer experiences



Practical Application

- Many are keen to find out what the agile evolution means for them and their teams specifically
- Key challenge: how will this work with external partners who do not work in an agile way?
- Pilot areas have been highlighted to start using agile within IAG Loyalty



Things that Slow Us Down

- Silo'd working
- Limited alignment and collaboration > duplication of work
- Decisions and approvals made hierarchically > slows us down
- Decisions made by committee/ no accountability > slow us down
- Feedback given too late > work wasted
- Legacy systems



Lack of Clarity

- Unclear strategy/ vision that is not communicated
- Unclear who has the authority to make decisions
- Contradicting objectives between departments
- Uncertainty around who our customer is

These themes have informed the four pillars...



By fully embracing and adopting Agile ways of working, we will power our growth and deliver greater value to our stakeholders, partners & customers.

Outcome 1
Our way of working

Our way of working is embedded in our culture. It shows up in how we do things and is a critical part of who we are. New hires and candidates understand what life is like at IAG Loyalty.

Outcome 2
Clear prioritisation

IAG Loyalty colleagues have a clear understanding of our strategic priorities and how they support the delivery of our strategy. Teams cross-collaborate to deliver the value.

Outcome 3
Seamless workflow

Work is flowing through IAG Loyalty transparently and efficiently. We are able to respond swiftly to changes and can monitor our capacity to ensure we focus on the right priorities.

Outcome 4
Skilled & engaged colleagues

Our colleagues are engaged and have developed the capabilities they need to embed Agile into our culture and ways of working.

Auditory Prospective Measures

“I know what it means to be part of IAG Loyalty and how things are done around here.”

“I am clear on our priorities and why they are the right focuses – it helps me decide where to invest my time.”

“We deliver work effectively, navigate obstacles and re-organise ourselves quickly to find solutions.”

“I have the skills I need to do my job and am clear on our progress.”

Evidence , Inference & Impact

Evidence: *What did you see or hear?*

I came to your session because I enjoyed session last year as it was a real case study



Inference: *What are you making up about what you saw/heard?*

I thought this year's session was going to be similar



Impact: *What happened or could happen as a result?*

I am disappointed that this year you are doing more of a workshop



Interview Practise

Talk about the challenge you discussed earlier

Person 1 – Interviewee - Answers the questions honestly

Person 2 – Interviewer – Tries to find out the Evidence, Inference and Impact

Switch so you have time to play each role - 3 mins each



Talk about the challenge you discussed earlier

Questions to Find ...

Evidence



What did you see/hear?
What did they do/say?
Can you give me an example?
What did you do/say?
What was happening in the room?

Inference



What did that mean for you?
What was that like?
What did you think about this?
What did you make up about that?

Impact



What impact did this have?
What happened next?
Then what happened?
What was the consequence of that?

Problem, Outcome & Action

Problem: *Something that you've got, and you don't want it.*

I am sick of virtual events they only create superficial connections



Desired Outcome: *Something you have not got yet but you would like*

I want to connect with people face to face leading to deeper relationships



Action: *Something useful that you can do to create or maintain what you want.*

I will connect with at least 10 new people and 10 people I already know during the conference



Interview Practise

Move the Client from Problem to Outcome

Person 1 – Interviewee - Answers the questions honestly

Person 2 – Interviewer – Tries to find out the Problem, Outcome and Action

Switch so you have time to play each role - 3 mins each



Questions to Find ...

Problem



Something that you've got, and you don't want it

Ask what would you like to have happen, to turn it into an outcome

Outcome



Something you have not got yet but you would like

Ask, what needs to happen for ... to turn it into an action

Action



Something useful that you can do to create or maintain what you want.

Ask, where will this come from, who will do it? What will you see and hear when it's happening?

Summary

“If you accept the expectations of others especially negative ones, then you never will change the outcome.”

Michael Jordan



Clean Interviewing

What would you like to have happen?

What kind of X?

Then what happens?

Is there anything else about X?

What will you see or hear?

What happens before?

