# The Ten Pitfalls of Agile Transformations

**and how to overcome them with Scaled Intent Leadership**

MARC LUSTIG

SLIDE DECK WILL BE SHARED

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# ABOUT ME

- Started to adopt agile practices and mindset in 2004 as a fullstack developer

- Accompanied organizations in their agile transformation since 2008

- Personal coach and mentor since 2017 (ICF PCC, CPCC)

- Founder of the Scaled Intent Leadership Model

- LeSS advocate (LFST)

- Former CEC/CTC with Scrum Alliance

# My personal journey: **validated learning** across different industries since 2004

- insurance & finance
- automotive
- retail
- energy
- telecommunications
- consulting

# ROADMAP

- ❏ **Agile** came to revolutionize the world of work

- ❏ What has happened to **agile**?

- ❏ Organizational growth based on scaled leadership

# AGILE ENTERPRISE OPTIMIZATION

- ❏ continuous innovation (build the right thing)

- ❏ customer centric value maximization

- ❏ adaptivity

- ❏ human centric culture

# AGILE AS A SOLUTION assumes

★ competitive market conditions
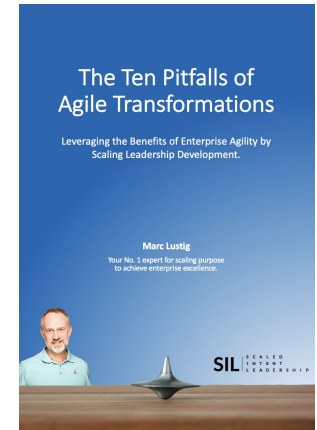
★ an open society with rational competition of ideas

# Ten Systemic Patterns

which confirm the status quo in agile transformations.

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# The 10 Pitfalls of Agile Transformations

1. Lack of commitment from top management

2. Limitation to the IT department

3. Delegation of responsibility to specialized consultants

4. Definition of KPI's for local optimization

5. Agile Trainings and meaningless certification

6. Renaming of roles

7. Applying a frameworks as a dogmatic solution

8. Selecting Agile Coaches based on solution assumptions

9. Prescribing self-organization
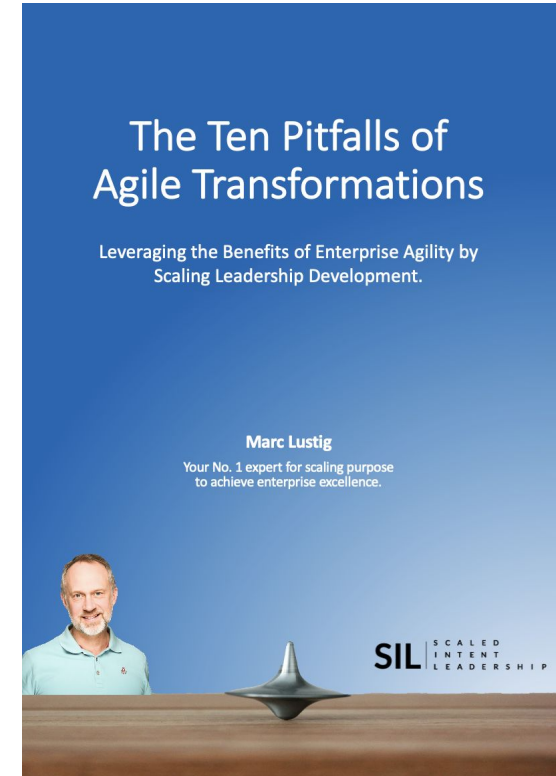
10. Neglecting "being Agile" in favor of "doing Agile

# Check out the details in my E-Book

English

https://10pitfalls.scaledintent.com

Deutsch

https://ebook.scaledintent.com



The Ten Pitfalls of Agile Transformations

Leveraging the Benefits of Enterprise Agility by Scaling Leadership Development.

Marc Lustig
Your No. 1 expert for scaling purpose to achieve enterprise excellence.

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The 10 pitfalls jointly **reinforce** the status quo of the organizational system

**DEJA VU**
→ "Larman's Laws"
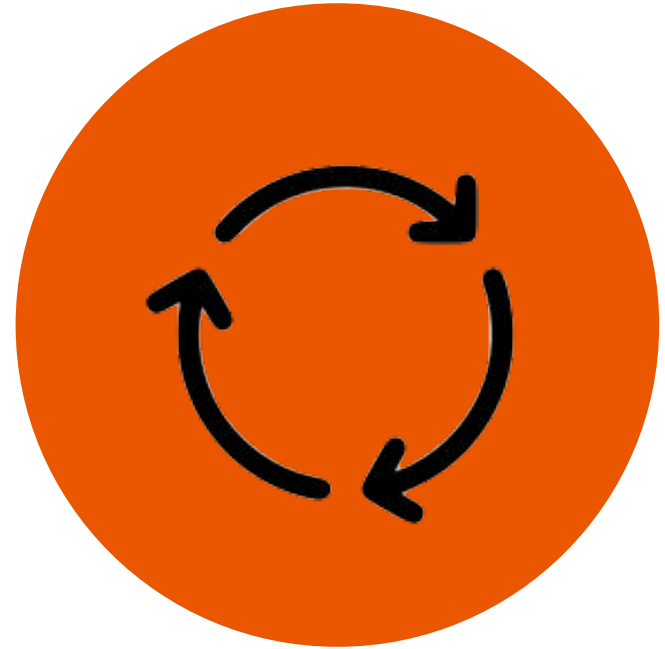
→ **"confirmation bias" at work**

# agile renaming party

We observe that **a lot has changed**.

We introduced

- new agile roles
- new agile process
- new agile artifacts
- new agile method, tools and frameworks
- new agile [**you name it**]

## QUESTION

If so much has changed over the transformation,

**what <u>exactly</u> has been confirmed ?**

I suggest, the essence of what has been confirmed are **the patterns how decisions are accomplished.**

As a consequence, I observed that

A)    **hierarchical structure is reinforced and**

B)    **autonomy of individuals and teams is suppressed.**

If that "agile" is the solution,
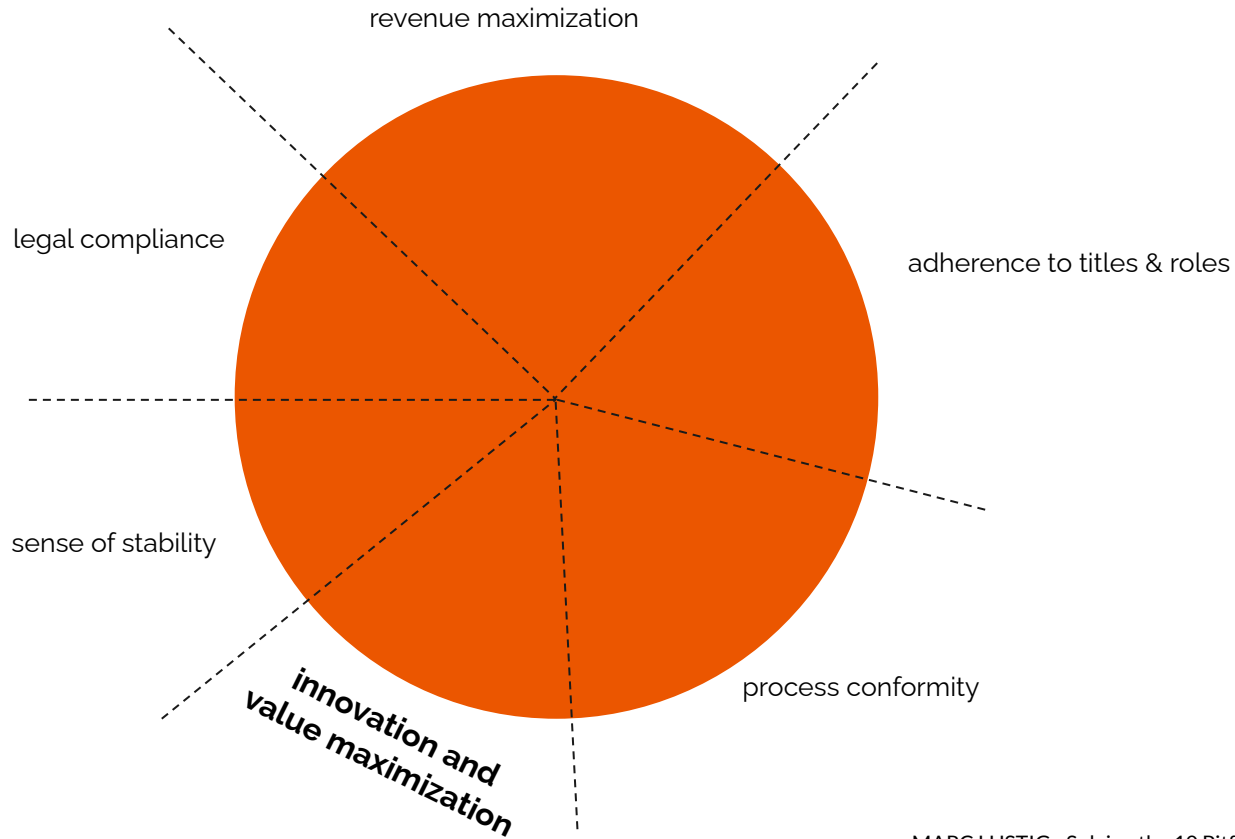
**I want my problem back !**

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# Reiterating AGILE ENTERPRISE OPTIMIZATION

➔ continuous innovation (build the right thing)

➔ customer centric value maximization

➔ adaptivity

➔ human centric culture

Leveraging **SCALED INTENT LEADERSHIP** to solve the agile problem.
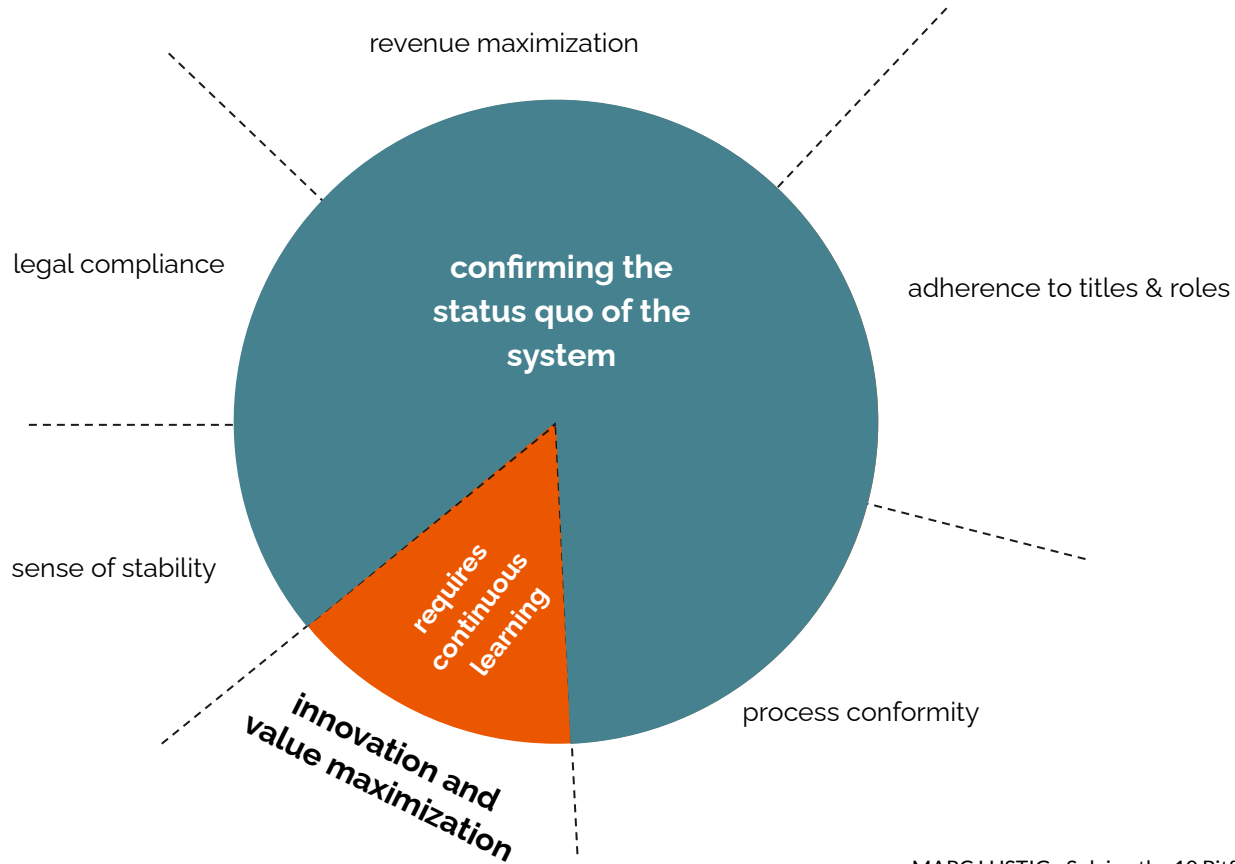
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# ENTERPRISE OPTIMIZATION
A complex topic with competing goals.



revenue maximization

legal compliance

adherence to titles & roles

sense of stability

process conformity

innovation and value maximization

# ENTERPRISE OPTIMIZATION GOALS
Confirmation bias versus continuous learning.



revenue maximization

legal compliance

adherence to titles & roles

**confirming the status quo of the system**

sense of stability

**requires continuous learning**

process conformity

**innovation and value maximization**

# Question to the audience

How does **your company** prioritise the

## competing enterprise optimization goals?

How is **continuous learning** prioritized compared to other goals?

# Cornerstones for agile leadership

### CULTURE

- emotional safety
- high sense of purpose
- intrinsic motivation
- servant leadership
- coaching as an asset

### TEAMS

- not only self-organizing but **self-governing**
- responsible for end to end delivery
- central unit in the organization
- multi-skilled individuals

In a nutshell, **agile leadership** is about

- decentralized decision making

- autonomous teams and individuals

... consequently

corresponds to

**VALUE**
**maximization**

**AUTONOMOUS**
**teams and individuals**

"Promoting autonomous teams and individuals to maximize value creation."

A call for **360° leadership**

unleashing the **unity of heart and mind**.

———

# introducing … SCALED INTENT LEADERSHIP.

Leading by intent in the corporate context, individually and collectively.

An **organizational development framework** for promoting and reinforcing

- purpose-driven organisational structure
- sustainable change resulting from continuous learning
- unleashing a shared sense of purpose
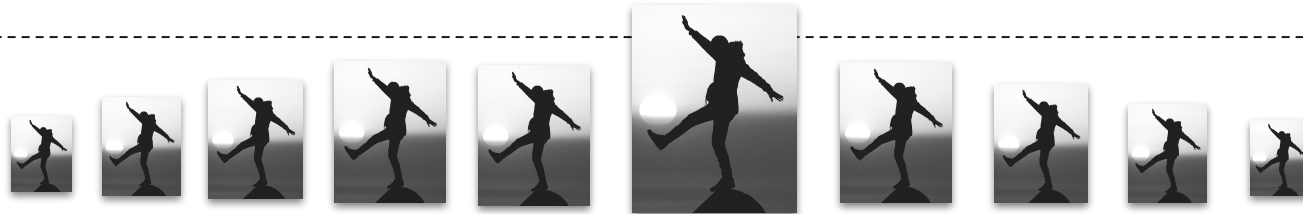
# SCALED INTENT LEADERSHIP MODEL

## Enterprise Agility
Distributed leadership
steered by a joint sense of purpose

**Less**
seamless integration

continuous adaptation
(cultural & structural)

**INDIVIDUALS**
Intrinsic motivation
Playfulness
Clear sense of purpose

# Leveraging **Professional Coaching** as a corporate asset to unleash a **culture of leading by intent**

Coaching according to ICF standards acknowledges individuals and teams in a **360° perspective**, uniting heart with mind.

**Coaching is effective by unleashing**

- embodiment of personal values
- intrinsic motivation
- self leadership with inner determination
- curiosity for learning.

# Three key steps to unfold the purpose-driven enterprise

1. Coaching the executive sponsor
2. Coaching of arbitrary volunteers
3. Aligning organizational structure to allow autonomous leadership

ORGANIZATIONAL

ARBITRARY

EXECUTIVE SPONSOR

VOLUNTEERS

STRUCTURE

# Benefits of the Scaled Intent Enterprise

- the problem underlying the Agile solution is solved (adaptivity and value maximization)
- the enterprise optimization goal is consciously aligned to maximize value delivery
- continuous learning has become inherent to value creation
- adaptivity is built into the system

# SIL puts LeSS in the context of leading with heart & mind



- lean principles
- simplicity & descaling
- systems thinking
- self-governing teams
- product centricity
- critical thinking