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How to transform an organization in a "healthy" way?

An experiment on salutary recipes for your agile transformation.

Markus Tęcza

About Me

- Working now 32 years in software
- Started as Software Developer
- Was also a Product Owner once
- Some non-agile roles too!
- Now I am a LeSS coach

Agile Transformations

- BMW (2x)
- Volkswagen
- Swiss Health Company
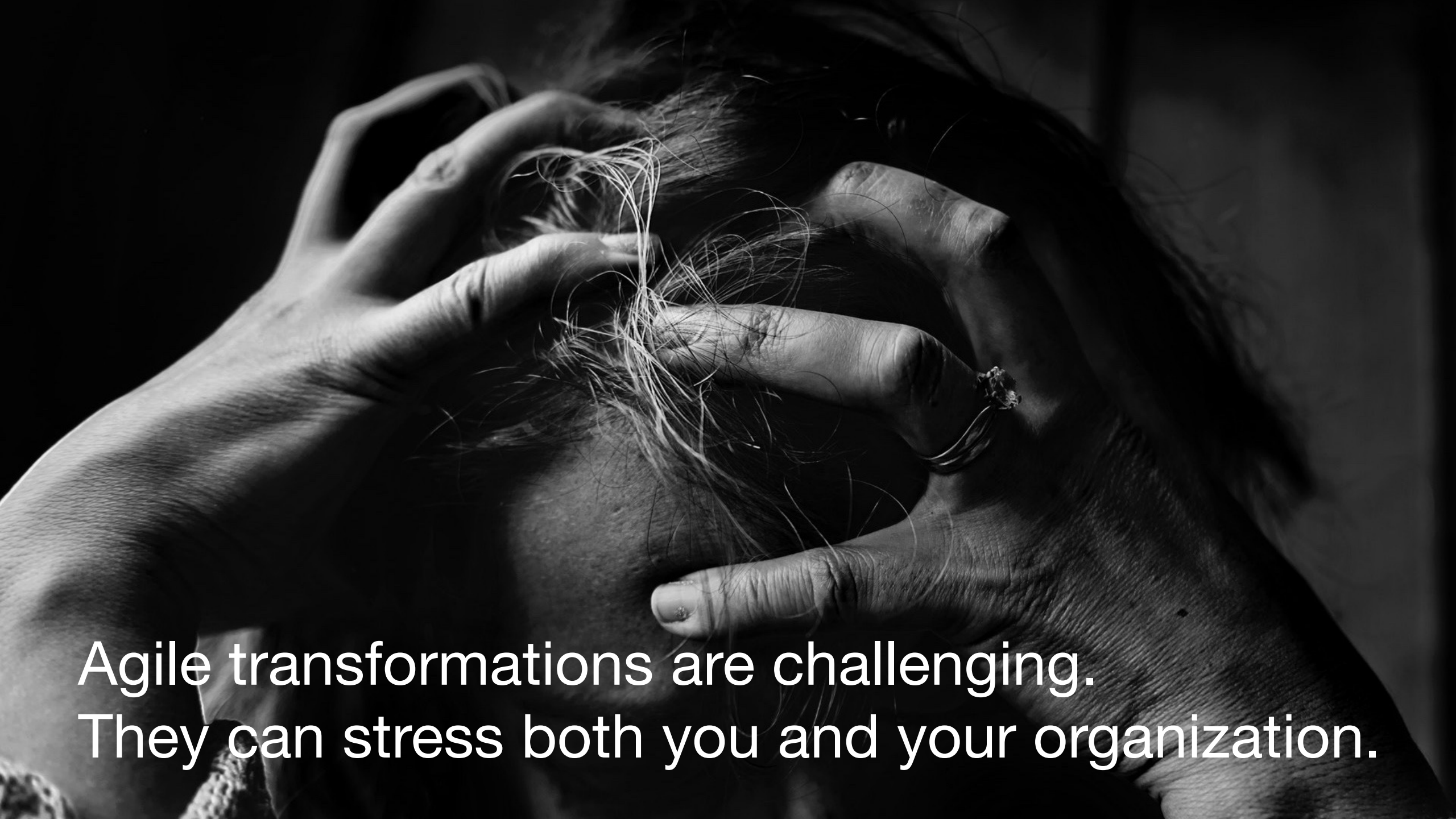- German Telecom Mobile Network Operator

If everything seems under control, you're not going fast enough.

Mario Andretti, former F1 driver

Agile transformations are challenging.
They can stress both you and your organization.

Aaron Antonovsky
Israeli American Sociologist

Aaron Antonovsky
UNRAVELING THE MYSTERY OF HEALTH
How People Manage Stress and Stay Well
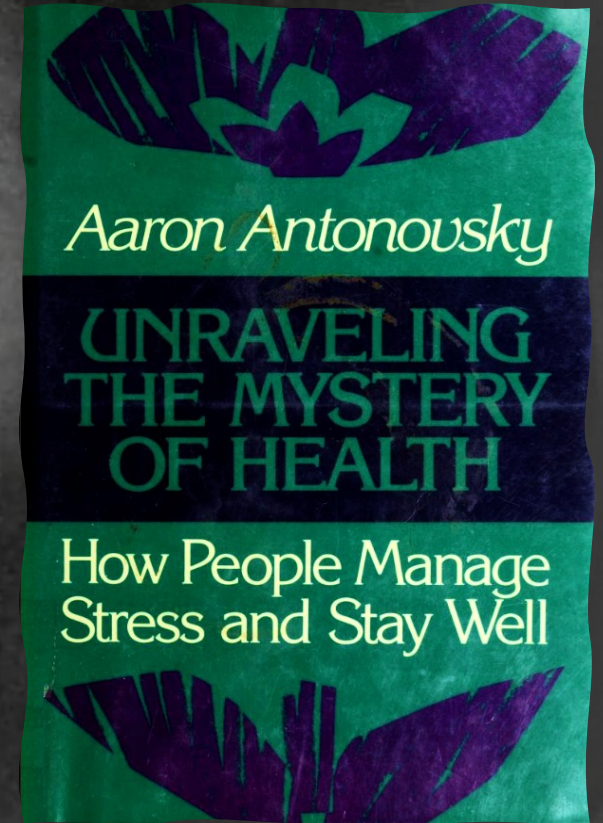
Study on women and aging

Evaluation on physical and emotional health of women born between 1914 and 1923

51% positive emotional health

Average female control group

29% positive emotional health

Survivors of concentration camps

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Salutogenesis is a medical approach focusing on factors that support human health and well-being, rather than on factors that cause disease.

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Factor	Examples
Physical	Radiation, Noise, Accident
Biochemical	Poison, Virus, Drugs
Psychosocial	Conflicts, Mobbing, Stress, Time Pressure

GRD - Generalized resource deficits

Factor	Examples
Physical	Immune system
Social	Family, Friends, Social Network
Socio-cultural	Values, conventions of society, Belief, Religion
Materialistic	Money, balanced nutrition, good medical care
Mentally & personally	Knowledge, Intelligence, Optimism, Emotional Stability, Flexibility, Prevision

GRR - Generalized resistance resources

ill   well
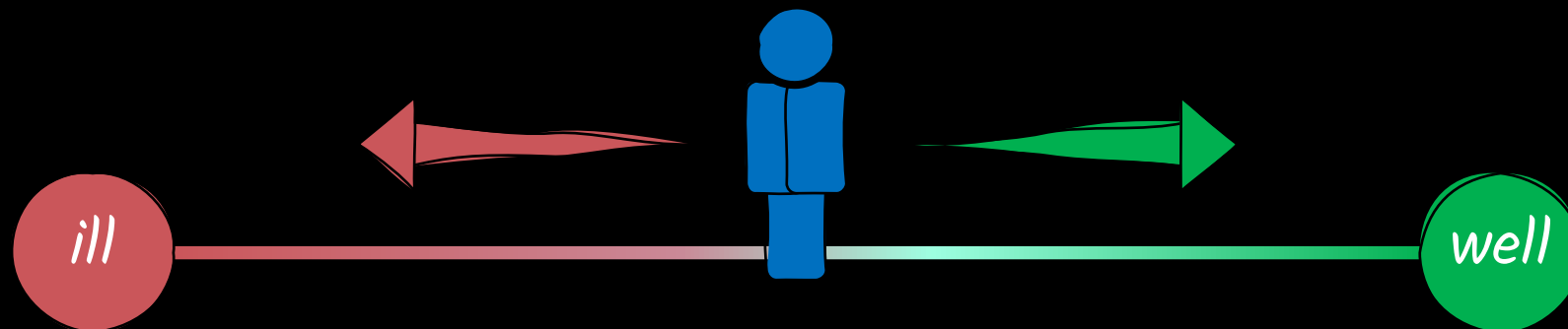
The Illness-Wellness Continuum

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"Sense of coherence" is a theoretical formulation that provides a central explanation for the role of stress in human functioning.

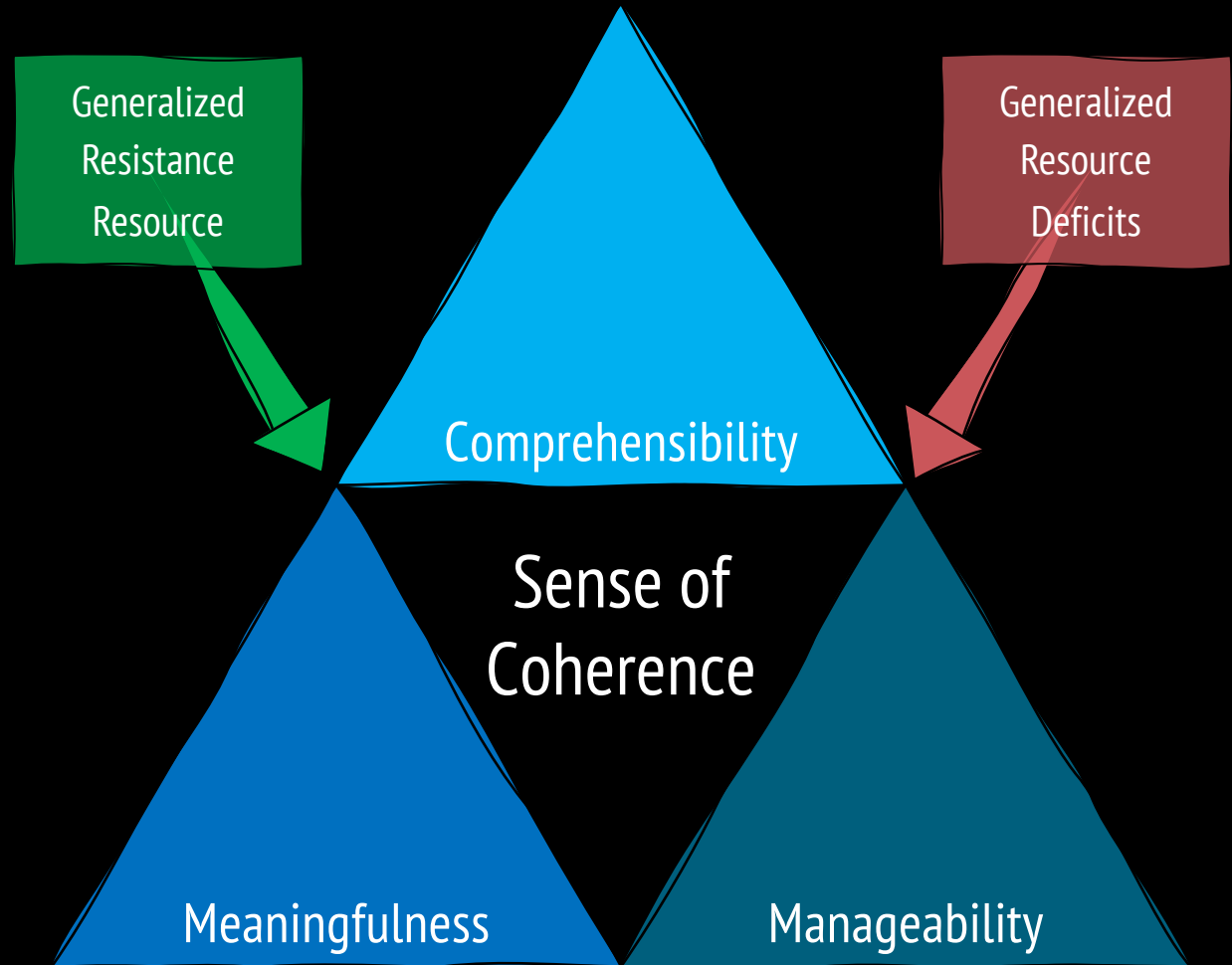o **Comprehensibility**: a belief that things happen in an orderly and predictable fashion and a sense that you can understand events in your life and reasonably predict what will happen in the future.

o **Manageability**: a belief that you have the skills or ability, the support, the help, or the resources necessary to take care of things, and that things are manageable and within your control.

o **Meaningfulness**: a belief that things in life are interesting and a source of satisfaction, that things are really worthwhile and that there is good reason or purpose to care about what happens.

Generalized Resistance Resource

Generalized Resource Deficits

Comprehensibility

Sense of Coherence

Meaningfulness

Manageability

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Agile Transformation = Series of Transformation Steps

Generalized Resistance Resource

Generalized Resource Deficits

Comprehensibility

Sense of Coherence

Meaningfulness

Manageability

ill — well

employee

ill — well

organization
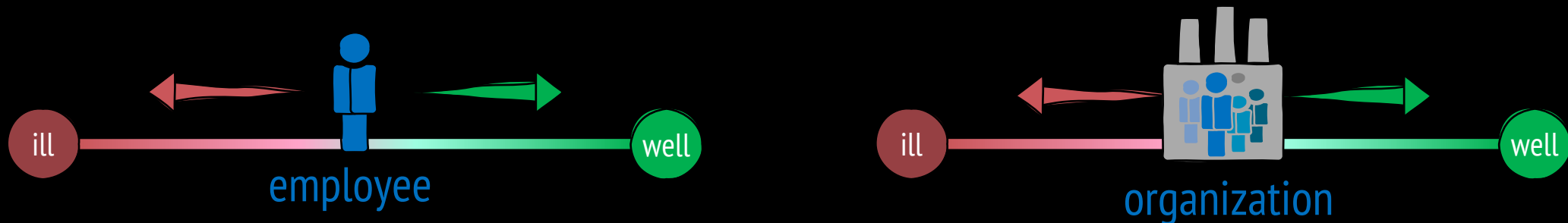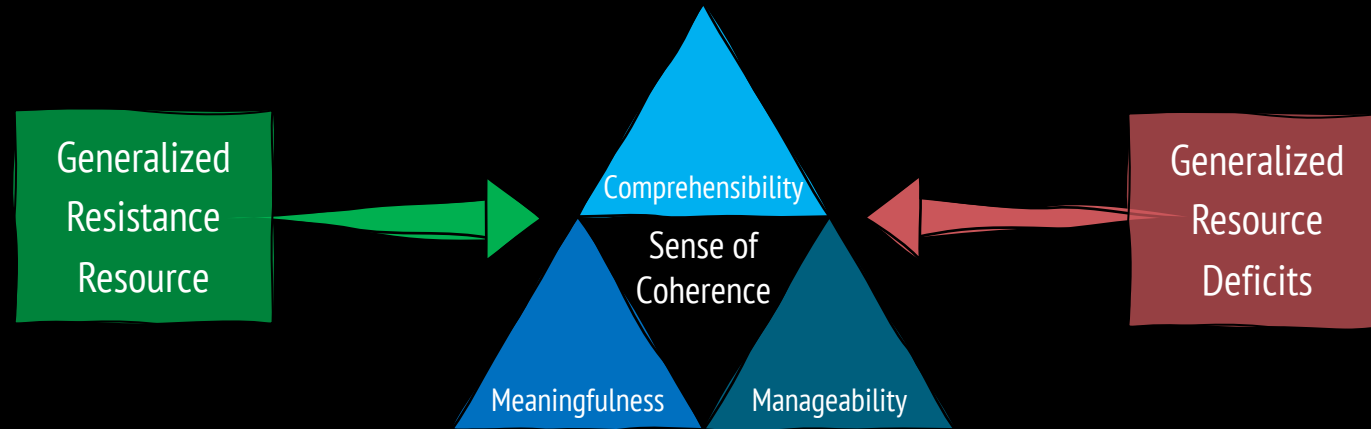
Implementing a „healthy" transformation step
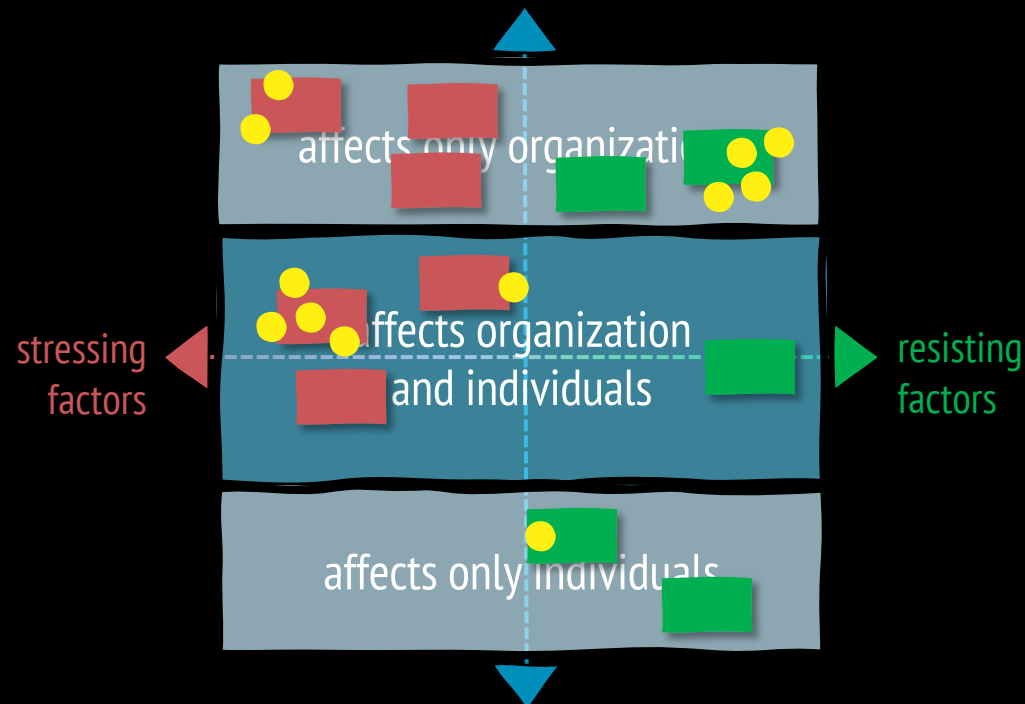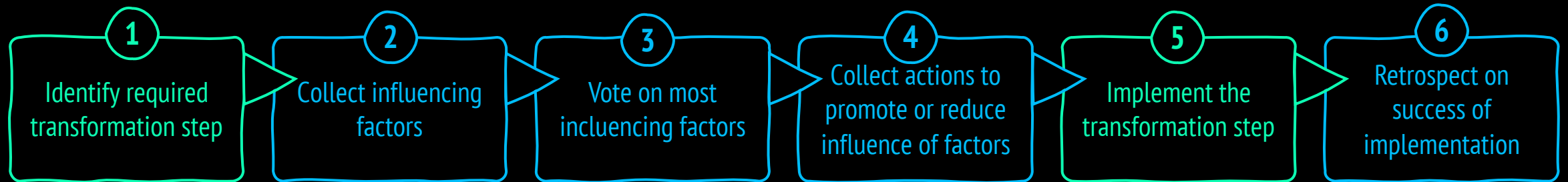
1 Identify required transformation step	**2** Collect influencing factors	**3** Vote on most incluencing factors	**4** Collect actions to promote or reduce influence of factors	**5** Implement the transformation step	**6** Retrospect on success of implementation

affects only organization

stressing factors ← affects organization and individuals → resisting factors

affects only individuals

action items

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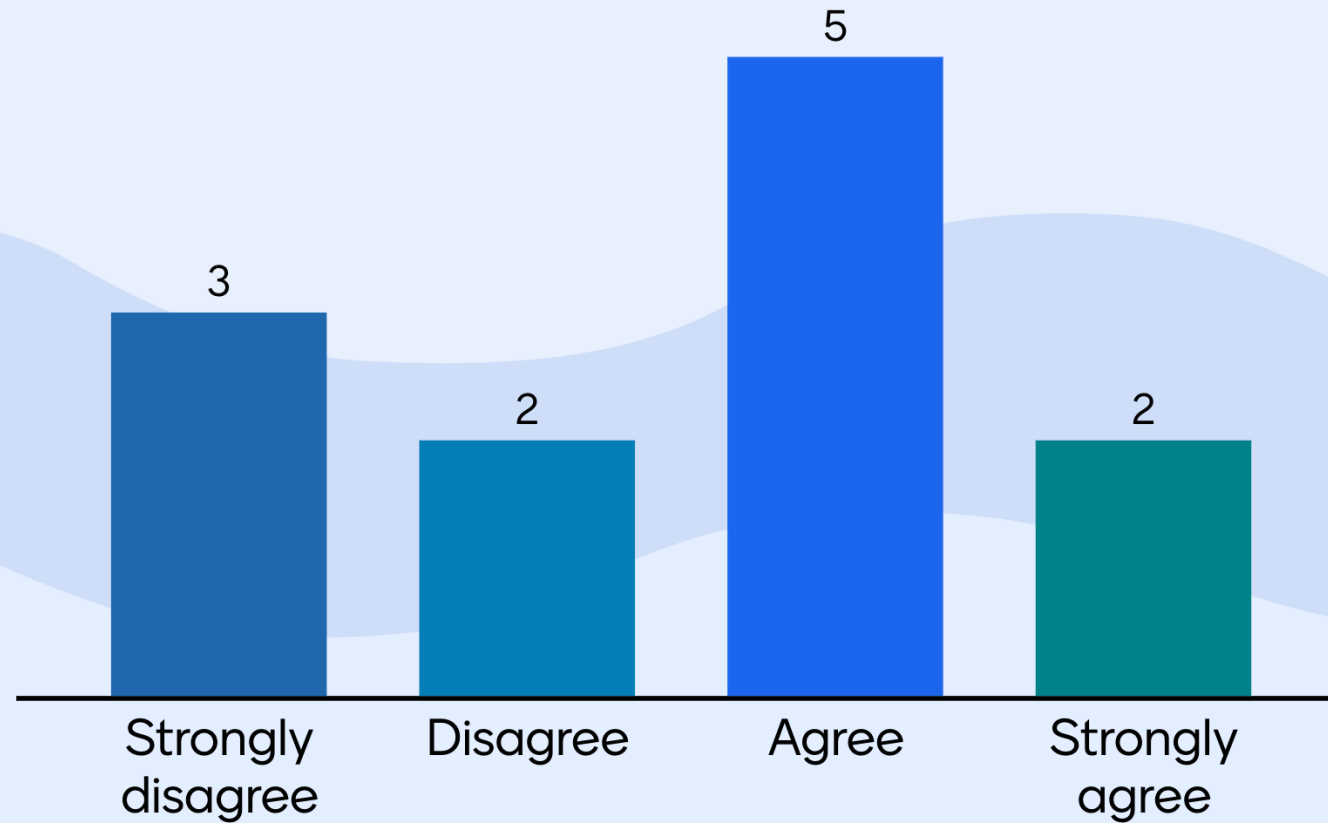
Example Factors in Agile Transformations

Your input during the workshop:

Previous experience(s)
Fear for job / prestige
Regulations
Changes in level of autonomy
Management
time to market
too much money
against existing mindset
career path

Example Factors in Agile Transformations

Delivery Pressure

Workload

Individual goals and rewards

Little knowledge about Agility

No workers council

Cost optimization as a primary factor

Many, hardly available specialists
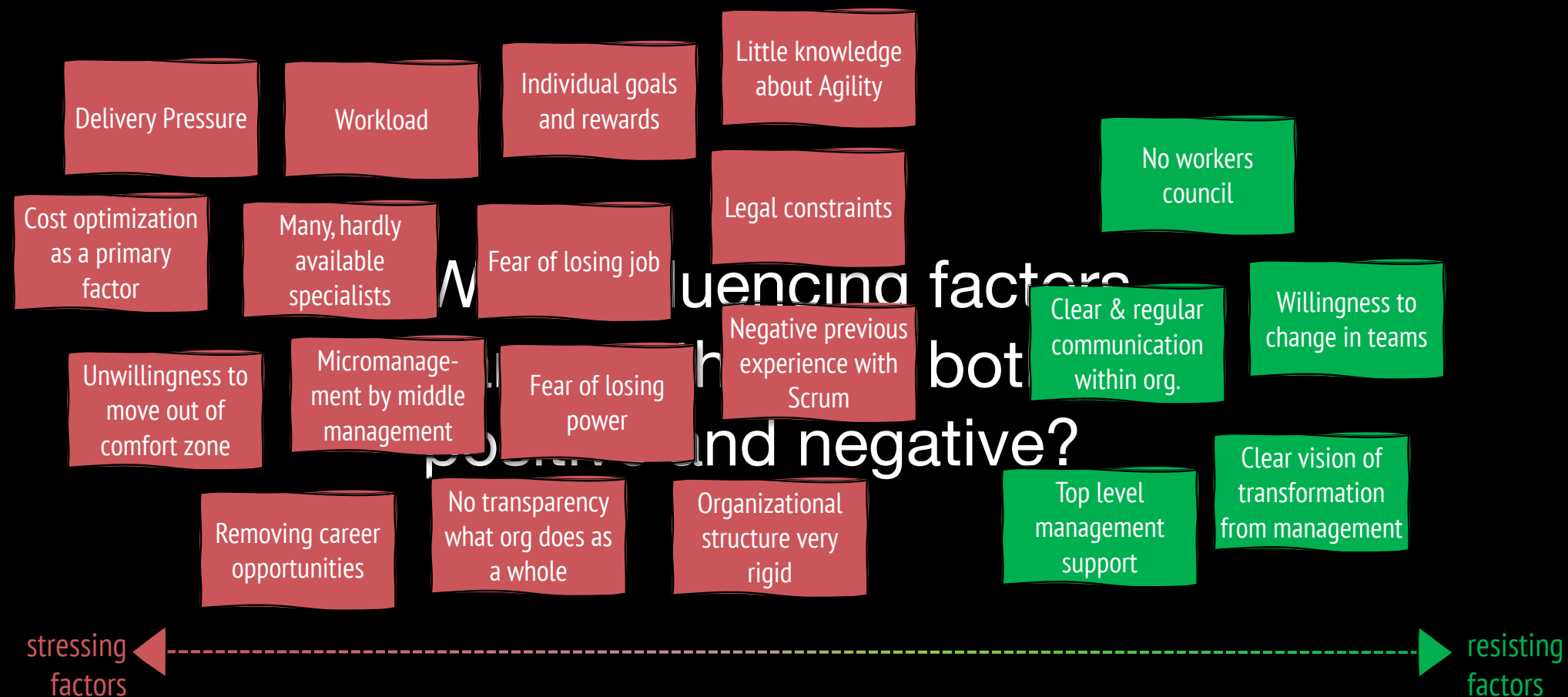
Legal constraints

Fear of losing job

Clear & regular communication within org.

Willingness to change in teams

Unwillingness to move out of comfort zone

Micromanage-ment by middle management

Fear of losing power

Negative previous experience with Scrum

Removing career opportunities

No transparency what org does as a whole

Organizational structure very rigid

Top level management support

Clear vision of transformation from management

stressing factors ◄— — — — — — — — — — — — — —► resisting factors

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Which elements in LeSS do support healthy transformation steps?

education coaching

sharing knowledge

overall retrospective

technical excellence

experimentation   meaning of work

stay sane   pull principle   clt process

using volunteers   sprints

retrospective

one team scrum

empiricism   only one po   principles

volunteering   sprintly transparency   deep and narrow

open concept   case studies   incremental and evolution

clear optimistinnen goals   job safe not role safe

unique product backlog

less huge adoption

What can LeSS Coaches do to perform "healthy" transformation steps?

engage management

show other teams' success

build awareness up-front

show by example

educate everyone

agree with mgmt safe jobs

measure org health

take self-care very very

educate everybody

surface fears

coach key individuals

dont push

slow down

measure

heat map

listen to people

guide

influence

it is your decision-style

psychological safety

have a legacy org

focus on a goal not less

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Thank You