

ON THE ROAD TO AGILE

with **Advanced Team Flow**

(sequel to Embark or Onboard with Team Flow)

The challenge of organization-wide agility runs along two dimensions. The vertical dimension, mostly associated with scaling, addresses the impact of agile on higher levels of organization. There is, however, another side – the horizontal dimension. As organization-wide agility involves more and more parts of the organization, it also requires more and more teams to be involved. Teams with different histories; different customers with different kinds of demand with different levels of uncertainty; different kinds of team capabilities with different kinds of constraints; and ultimately

different levels of affinity with the agile way of working. Successful agile transformation needs to take this wide diversity into account.

This is a real dilemma. It is the choice between a large-scale, top-down designed change as advocated by large scaling methods and frameworks versus a change that engages teams or squads to evolve their own way of working as advocated by those that are very close to the work. In most, if not all, agile transformations this results in two opposing

An agile learning path addressing the challenges of organization-wide agility.

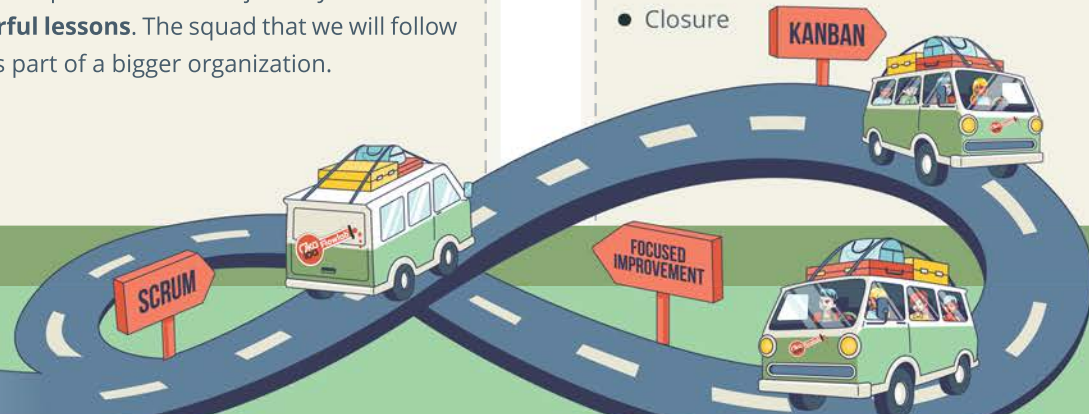
The added value of this training journey is that it builds on the experience of Team Flow in its **mobilizing quality, integrating** with topics related to skills / **competences** and **end-to-end flow**, extending it into a **journey of focused improvement**.

During the course of the training we will **follow the road** to agile of an **agile squad** that is well **underway with its agile transformation**. We will **use simulation** to go through the **experience** what the squad would experience in this journey and **draw some powerful lessons**. The squad that we will follow is part of a bigger organization.

AGENDA

- Starting with Scrum, facing variability
- Moving to Kanban, experiencing opposing forces
- Focussed improvement to overcome polarity
- Closure

A journey of focused improvement.



Join this training and discover surprising new insights!

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Session 1

Starting with Scrum facing variability

The squad starts out with "Scrum". We will see how different sources of variability wreak havoc with the team's good intentions of implementing Scrum. It will become clear that the chosen approach is not aligned with the context in which the team operates.

Learning points - Session 1

- How the sources of variability provide the context in which the squad works
- How this forces real squads into making trade-offs (e.g., trading off lead time with quality)
- How trade-offs lead to friction and team and customer dissatisfaction
- How practices form a network (e.g., what the Sprint goal has to do with the stand-up)
- The impact of context on practices
- How the mismatch between context and the chosen method leads to shallow implementation (not resistance to change or a wrong mindset)

Session 2

Moving to Kanban experiencing opposing forces

Our squad has decided to switch to Kanban. It started with an adoption of Kanban that was quite shallow. After a proper introduction to Kanban, however, the team adopted a sophisticated kanban system: A kanban board that reflects the workflow (not just a task board), Column WIP, deferred commitment, stop-the-line, capacity allocation, classes of service and cadences.

Learning points - Session 2

- Kanban is more than Scrum without Sprints
- Kanban is more than limiting WIP
- How Scrumban is an oxymoron in the context of most teams
- How (enabling) constraints increase pressure
- How opposing forces may lead us back into shallow implementations
- The need to deal with the limiting constraints (the constraints that hold us back)

Session 3

Focused improvement to overcome polarity

The squad is now ready to address its limiting constraint(s) that holds them back from performing at their best. Recognizing that its bottleneck is midstream, it has decided to implement a traditional drum-buffer-rope system in the not so traditional form of an upstream kanban with an order point and customer CAP tokens. To deal with external dependencies they implement a triage system. To support behaviour change the squad agrees on several collaboration policies – full kitting,

channelling, brenting, helping, issue swarming. They are actually following the process of focused improvement: 1. Find the limiting constraint, 2. Apply enabling constraint(s) and 3. Allow new behaviour to emerge.

Learning points - Session 3

- The polarity between designed change and natural evolution
- How methods are a downstream construct
- Why change needs to start upstream
- The role of constraints (limiting and enabling)
- The process of focussed improvement and its impact on trade-offs

Session 4

Strategies for change

Drawing on the lessons learned from the simulations, we will investigate **the levers** that can be used to **effect change**. We include **timeboxing** and **value slicing** in addition to what we have seen in the simulations, including **customer CAP**, **order points**, **collaboration policies** and **team learning goals**. We also examine the **organisational impediments** that restrict how we can apply these levers. We **develop strategies for change** using the **3-horizon framework** as it applies to the different levels of scale – work-cell, squad, multi-squad.

The purpose of this session is to **discover where and how to intervene in a way that is not lopsided**. This will bring us back to how **agility emerges from the interplay between flow, collaboration, and learning**.



Our 'Advanced Team Flow' simulation goes well beyond Team Flow in its scope and level of detail – Integrating elements of **Scrum**, **Kanban** (including **upstream kanban**) and **Theory of Constraints** to address quite detailed **sources of variability** (e.g. external and internal dependencies, multiple sources of demand with conflicting priorities, time pressure, unplanned work, loopbacks, task switching, incomplete competencies etc.).



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An agile learning path creating the proper foundations on which organization-wide agility can be developed.

Target audience

- This training is aimed at **coaches, managers and squad/ and team members** who are working with large organizations that have recently **undergone**, or still are undergoing, an **agile transformation**.

Learning objectives

- From a squad/team perspective, the training will help you to **(re-)assess the impact of agile methods** and how they do -or do not- fit your needs. By addressing the constraints that hold you back from performing at your best, you will learn how to **leverage agile methods, while** at the same time **catering for your uniqueness**.
- For agile coaches the sessions will **refocus** your attention on the **constraints that enable flow - collaboration - learning** more than on the practices that are offered by the different methods. This will open **new and creative pathways for creating organisation-wide impact**.
- For managers, it provides **a way of** not just widening but, more importantly, **deepening your agile transformation**.

Practical Info

- **Duration:** 4 sessions over 2 days (in-person) or 4 online sessions
- **Facilitators:** Patrick Steyaert and Arlette Vercammen, founders of Okaloa
- **Course delivery language:** English
- **Course deliverable:** Takeaway guide
- **Approach of delivery:** training with a lot of emphasis on experiencing and learning through simulation, alternated with theory sessions
- **Prerequisite:** having attended the Onboard or Embark with Team Flow training



Pricing, registration and more info:
www.okaloa.com/embark