

منتدى دبي العالمي
لإدارة المشاريع
DUBAI INTERNATIONAL
PROJECT MANAGEMENT FORUM



PARALLEL SESSION STREAM

UNTAPPED AGILITY

Leadership Moves to Transform Your
Transformation

Towards the Future

Jesse Fewell
Founder & Principal Coach
Fewell Innovation

**Your transformation
is **NOT** a failure.
It has only just begun.**



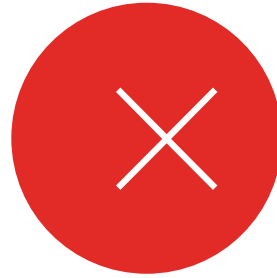
Agenda



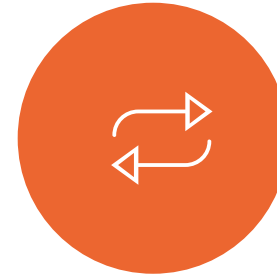
**A Typical
Transformation
Story**



**The Untapped
Agility Pattern**



The Barriers



**The ReBounce
Move for
Practices**



**Free
Resources**

Common to ANY Agile Leader



Ted
Team Lead



Maria
Manager



Emmitt
Executive

Org Level:	Influential Contributor	Has Direct Reports & Budget	Leader of Leaders
Accountability:	Tactical Excellence	Strategic results	Visionary direction
Sample Titles:	Scrum Master, Tech lead	PMO Director, Program Manager	VP, Deputy CIO

A Typical Story @ Media Company

Good:

Season of creative explosion
+ tech transition

Bad:

Fragmented projects + unstable
tech stack + bitter staff

Luis, Transformation
Consultant @ Media
Company

Idea:

Say NO! Change small things
quickly, big things slowly

Result:

Collaboration practices +
Natural attrition = healing
culture

The Pattern



Ted
Team Lead

"I should really fix this while I'm doing the other assignment."



Maria
Manager

"The customer says this new request is highly valued, so we need to respond to it."



Emmitt
Executive

"We're too far behind competitively. We need to catch up. FAST."

SEIZE OPPORTUNITIES



The Boost

The Pattern



Ted
Team Lead

"I'm the only one who knows this stuff, so it keeps piling on."



Maria
Manager

"They keep asking for more, but we just don't have enough resources."



Emmitt
Executive

"Every date we slip impacts my credibility."

SEIZE OPPORTUNITIES

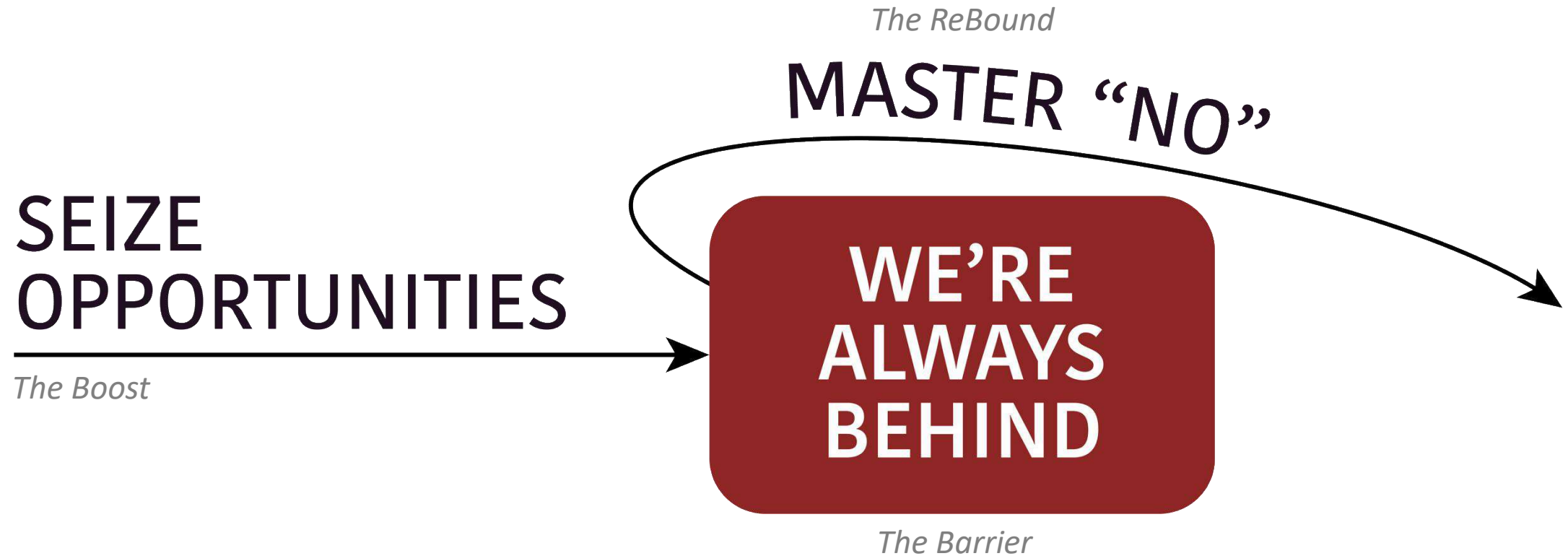
The Boost



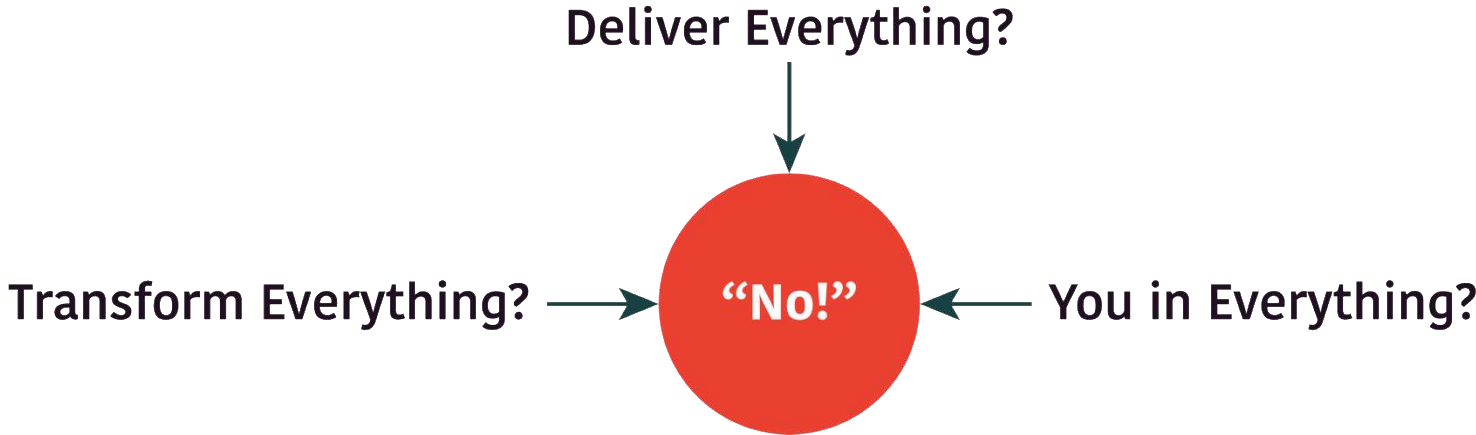
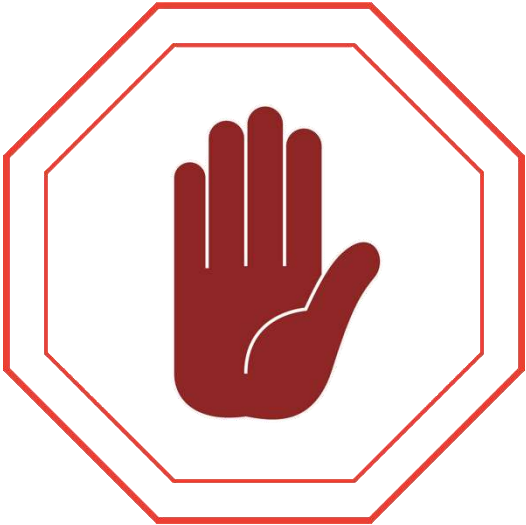
WE'RE ALWAYS BEHIND

The Barrier

The Pattern



Master “No”

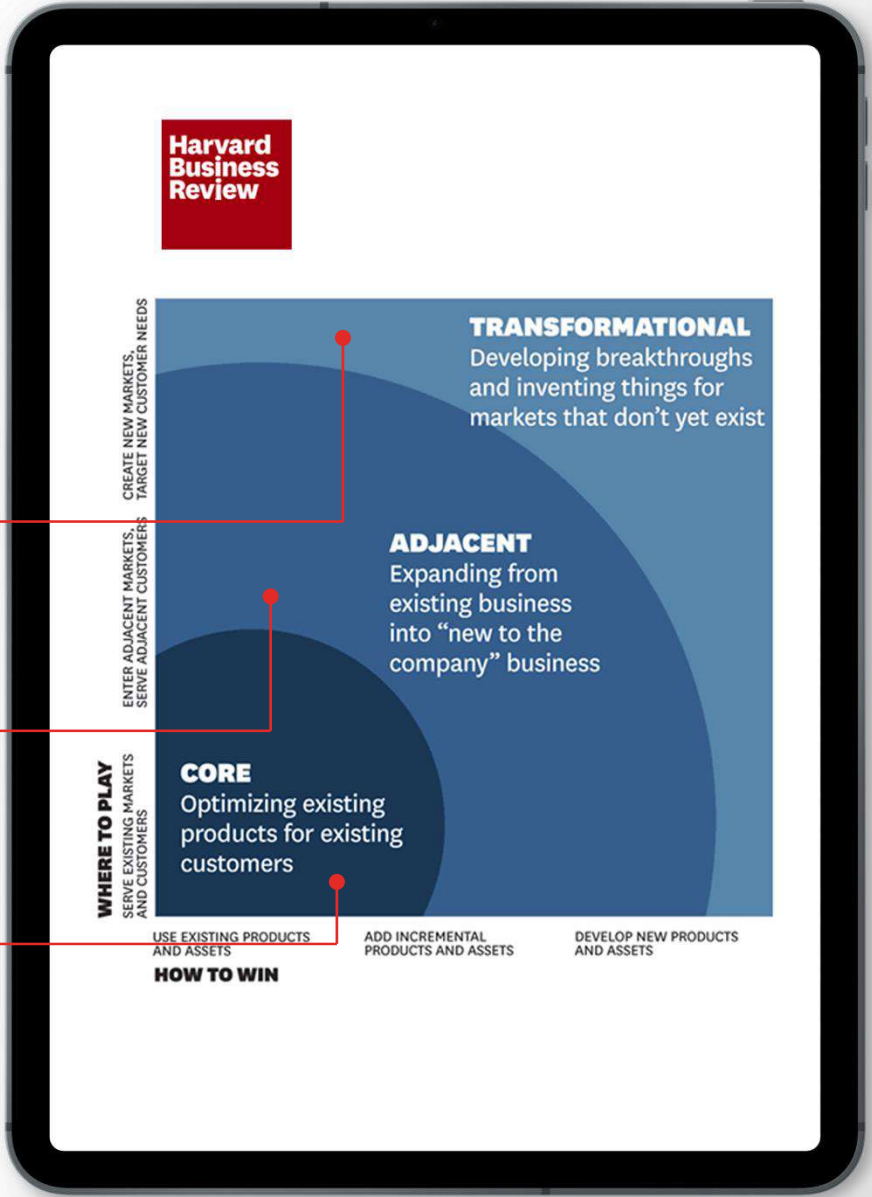


Innovation Ambition Matrix

Install **MOST** Agility

Install **MORE** Agility

Install **SOME** Agility



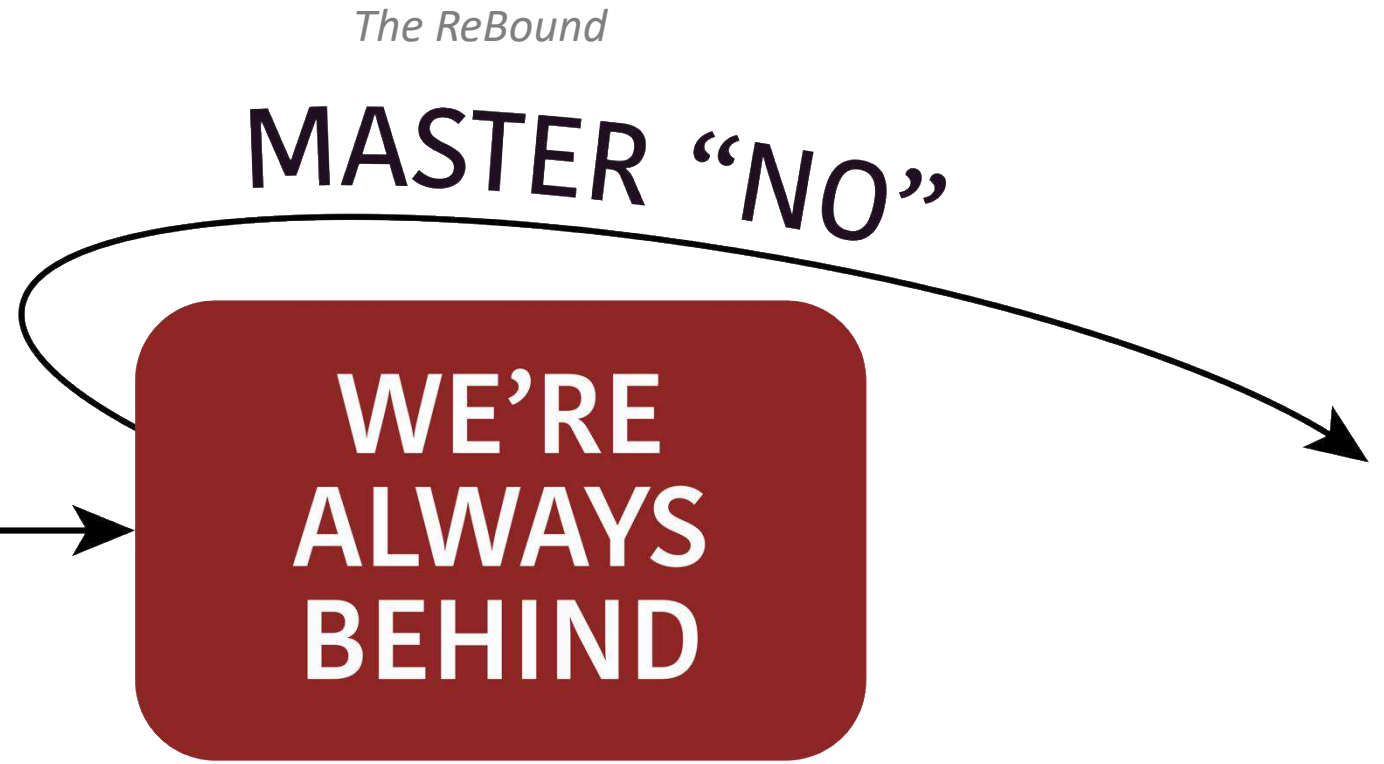


Do **NOT** Transform
Everything All At Once!

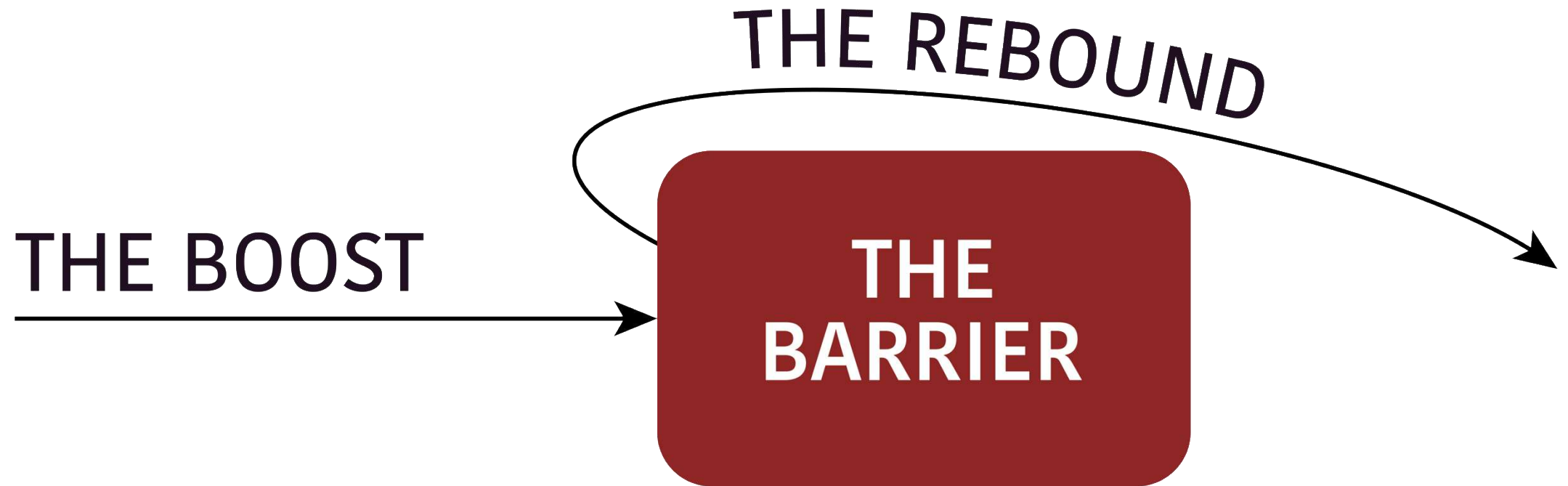
The Pattern for Workload

**SEIZE
OPPORTUNITIES**

The Boost



The General Pattern for Untapped Agility



The Barriers – What the People Say



Achieving Greater Agility

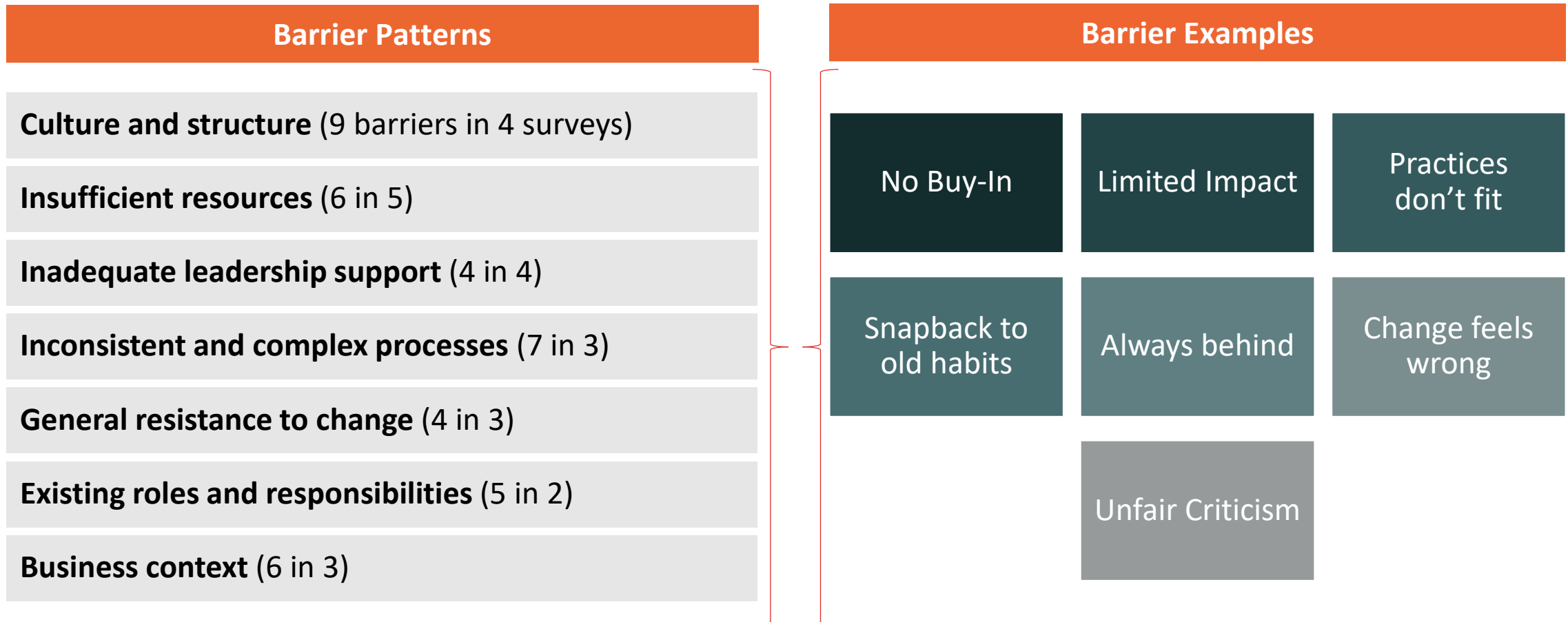


2016 Lean Startup Survey

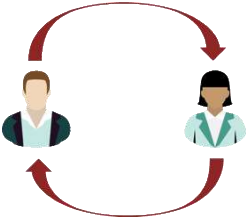


The State Of Agile 2017: Agile At Scale

The Barriers – What the People Say



7 ReBound Leadership Moves



**Stop Selling,
Start Aligning**



Give it Away



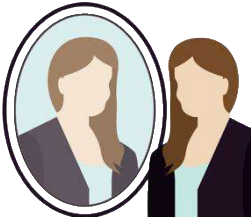
**Throw the
Textbook
Away**



Master "No"



**Attack Culture
& Structure
Together**



**Look in the
Mirror**



**Own the
Narrative**

Throw The Textbook Away!



Throw The Textbook Away!

Mike, Transformation
Lead @ Publisher

Good:
Teams + Aligned Cadence
+ Flat Org

Bad:
Agile Job Titles

Idea:
Keep people, remove “Scrum
Master”

Result:
Less rigidity + More
Collaboration

The Pattern



Ted
Team Lead

"I'd like us to start formatting our specifications in the Given-When-Then template because it really helped at my last job."



Maria
Manager

"I'd like us to display our work on a public task board because a conference talk showed it can improve teamwork."



Emmet
Executive

"I'd like us to charter funding review boards because our strategy consultant says it will help to kill bad projects."

INSTALL BEST PRACTICES

The Boost



The Pattern



Ted
Team Lead

"Ugh. These specifications are horrible. They're following the template but missing the point."



Maria
Manager

"Ugh. The task boards are stale. Without fresh data they're missing the whole point."



Emmet
Executive

"Ugh. People are not telling the right story at the funding review boards. We're holding the meetings but not making any different decisions."

INSTALL BEST PRACTICES

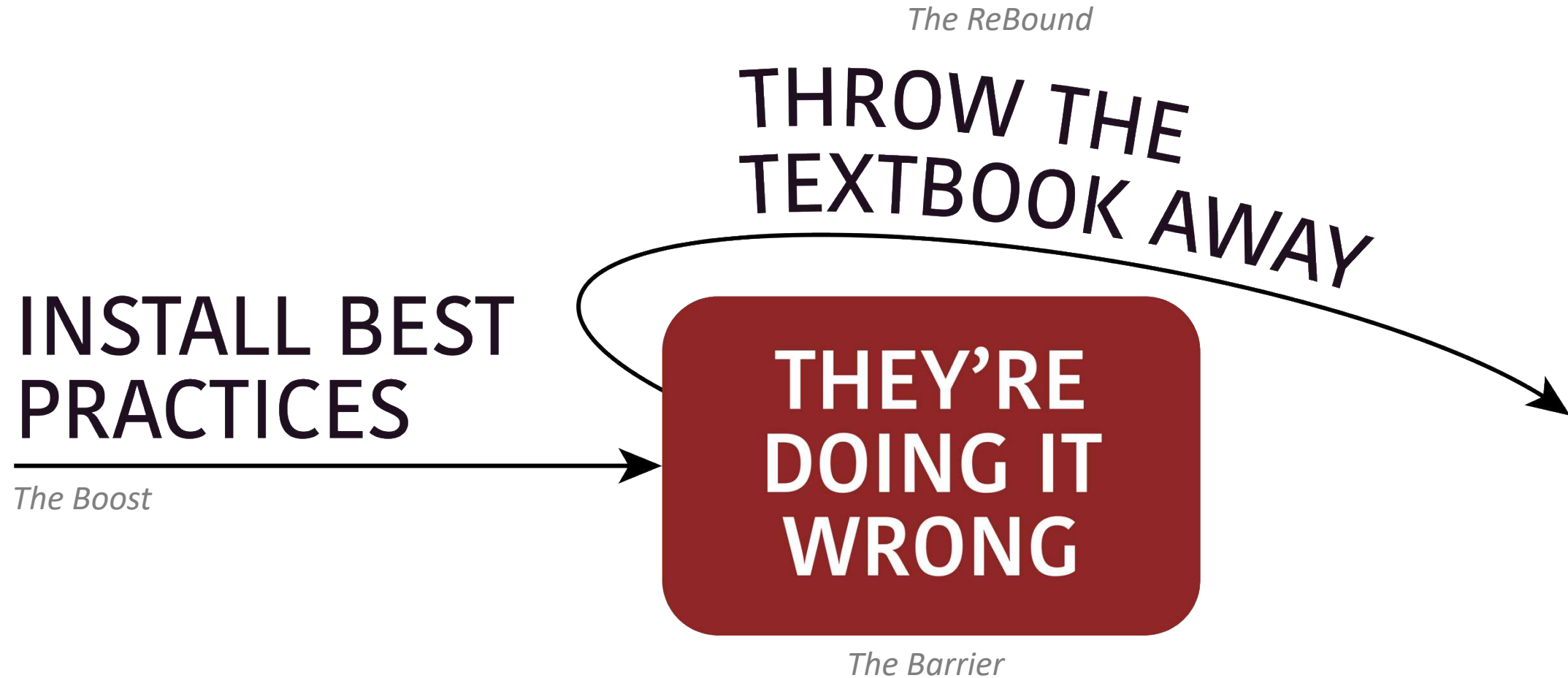
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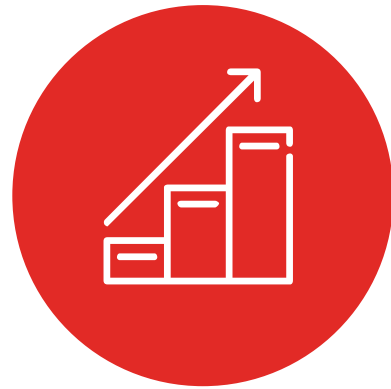
**THEY'RE
DOING IT
WRONG**

The Barrier

The Pattern



Reconciling “Best Practices” with Reality



Growth

Crawl, Walk, Run



Context

Pain, Purpose, Pivot

The Textbook forgot about GROWTH

Leader Expectations



User Reality



OMG. This is my second lesson

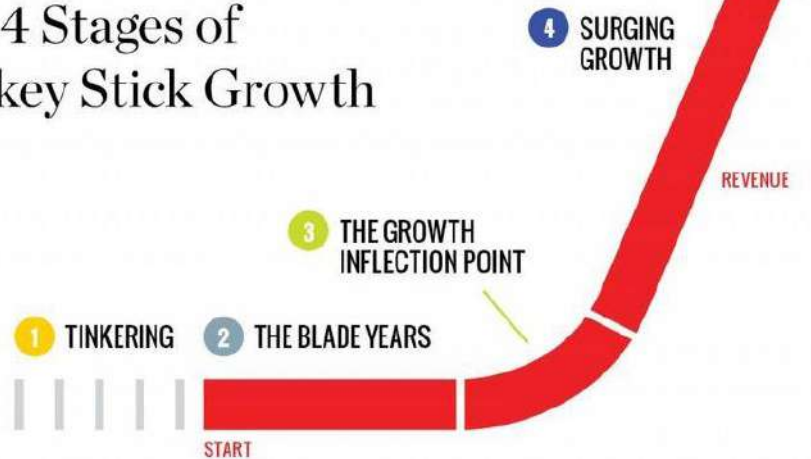
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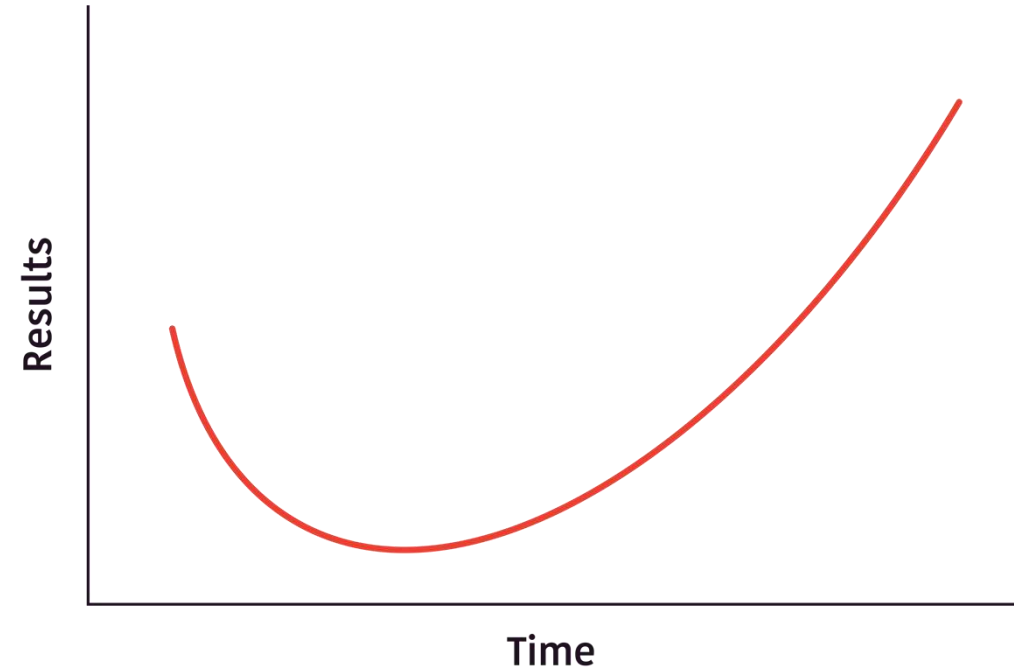
Follower Reality

Forbes

The 4 Stages of Hockey Stick Growth



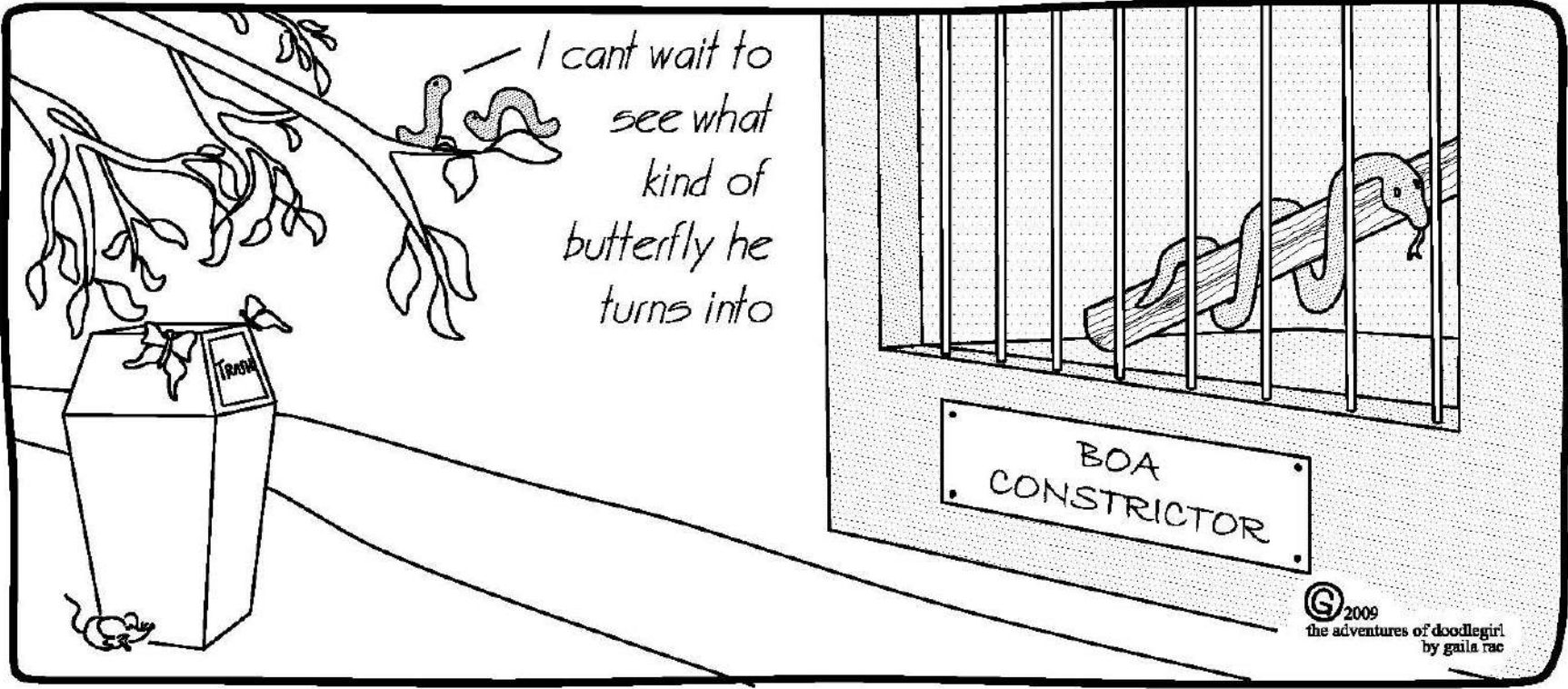
J-Curve





New Practices **MUST** Be
Done Poorly, **BEFORE**
They Are Done Well.

Context is King



3P Agile Tailoring



1. Pain

Name the frustration, difficulty, challenge posed by a given technique.



2. Purpose

Clarify the underlying principle of that technique



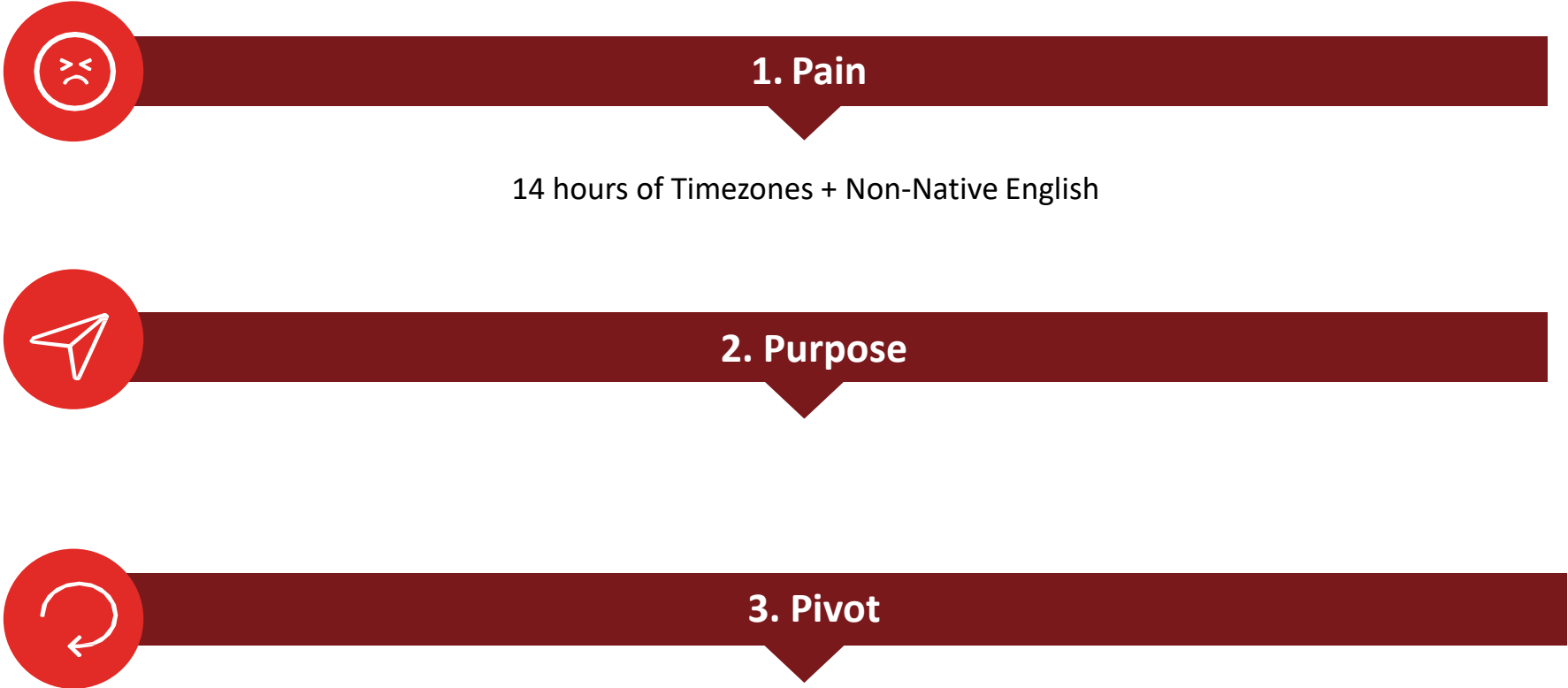
3. Pivot

Adjust the technique to get some of that intended benefit.

Example: Face-to-Face Communication on Global Team



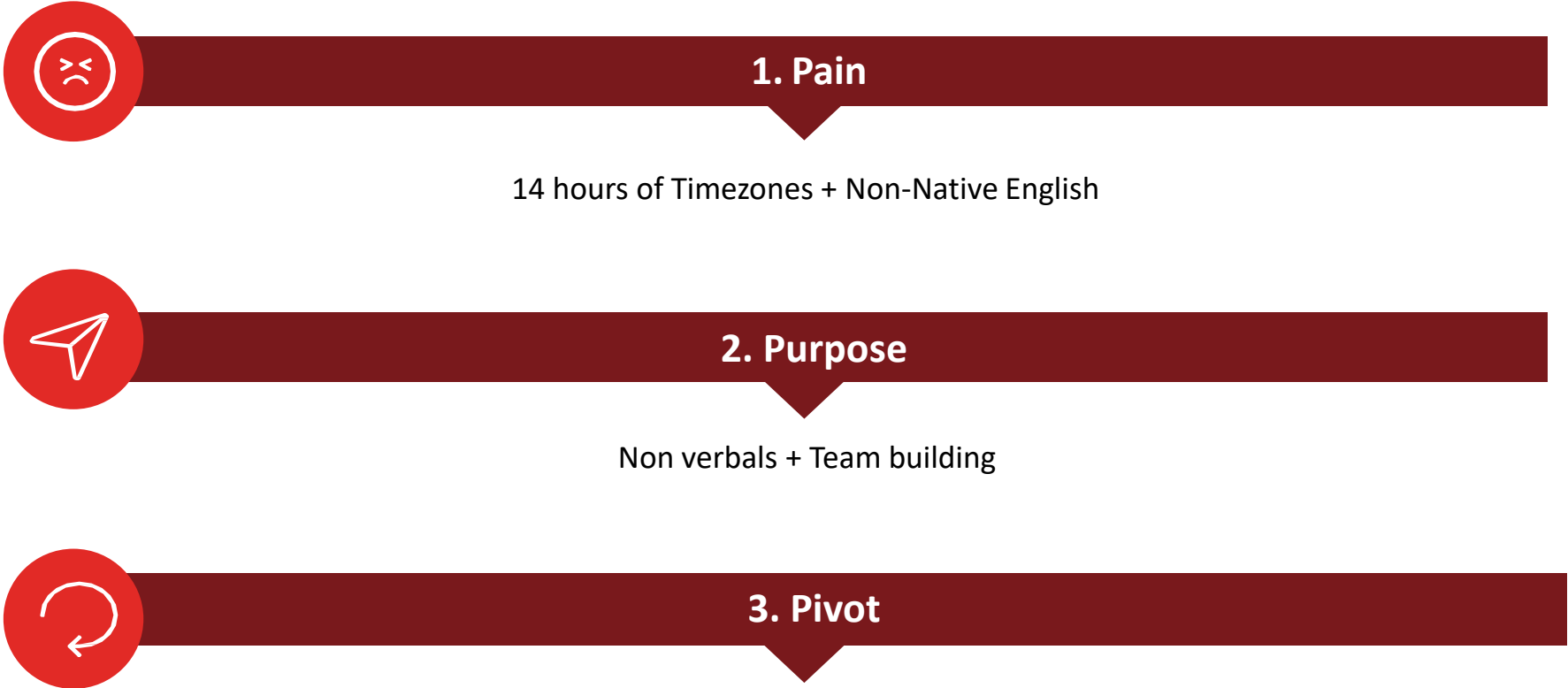
Ted
Team Lead



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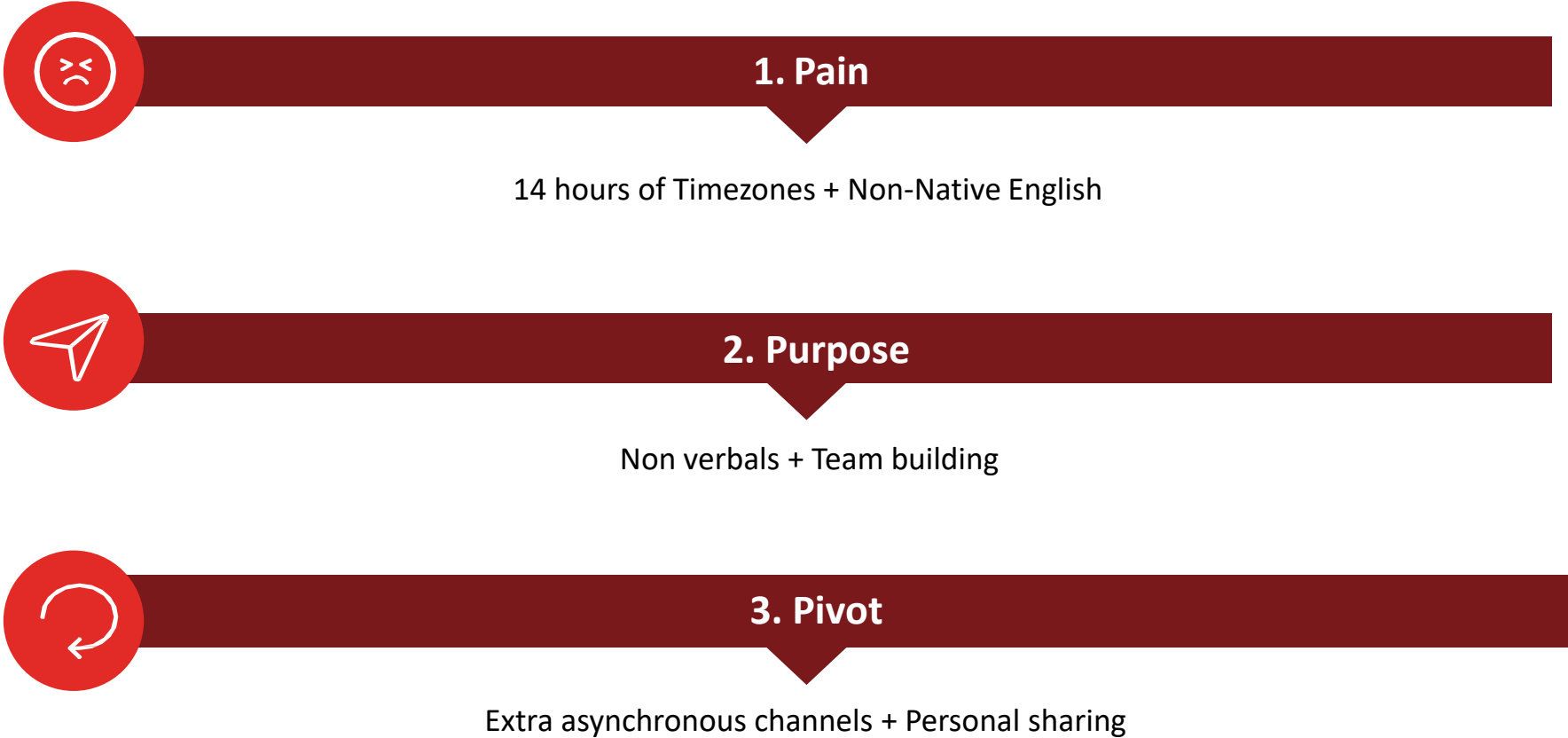
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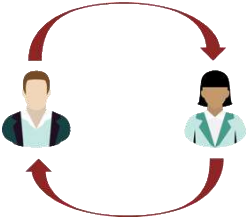
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Team Lead



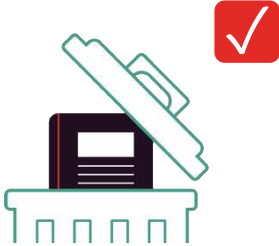
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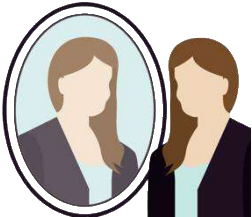
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Top 5 Takeaways

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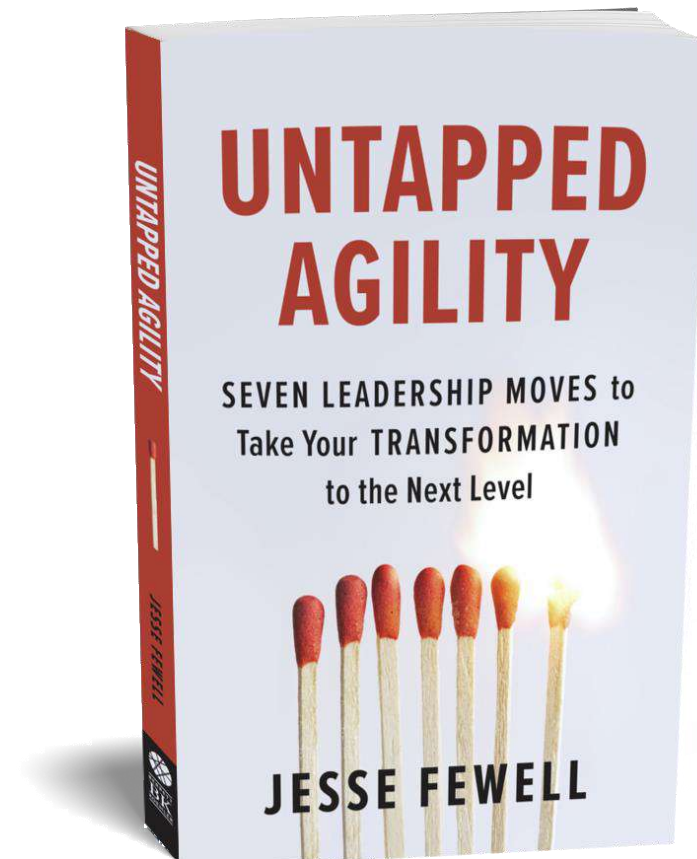
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5. **Tailoring over Textbook.** Adjust practices to fit eum iriure dolor in hendrerit

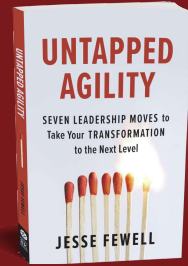
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Q&A



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