

The background of the slide features a photograph of three professionals—two men and one woman—collaborating in a meeting. They are gathered around a desk, looking at a laptop screen. The scene is dimly lit, with a blue ambient light. In the upper left corner, the Maximus logo is displayed in white text on a dark purple rectangular background. The overall aesthetic is modern and tech-oriented, with some digital-style light effects visible in the background.

MAXIMUS

Taking Your Agile Practice to the Next Level: The Benefits of a Holistic Approach

Wednesday, November 4, 2020

maximus.com/webinars

Welcome

- Please enter questions in the Questions panel or Tweet them using **#MaximusWebinarSeries**
- If you run into any technical difficulties, please call **(800)-514-1317** or visit **support.goto.com/webinar**
- After the webinar, you will receive an email with a link to the webinar slides and recording
- Please visit **maximus.com/webinars** to access previous webinar recordings



@Maximus_news #MaximusWebinarSeries



TODAY'S PRESENTER

Duane Edghill

Director
Agile Services
Maximus





TODAY'S PRESENTER

Dr. Stephen Mayner

SAFe Fellow & Principal Consultant
Scaled Agile, Inc.

POLL

- Are you using Agile outside of software development?

A) YES

B) NO





It's more than just software development

✓ It impacts how we:

- Work
- Architect Solutions
- Think
- Organize
- Manage
- Improve

Our holistic approach to Agile

How we work

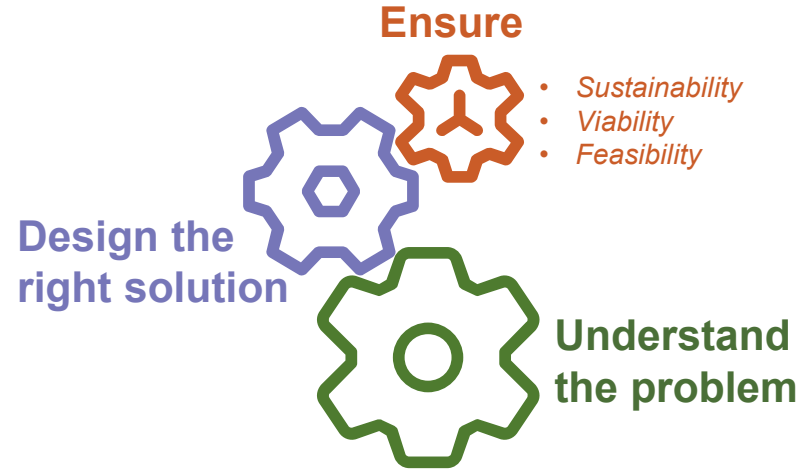


LEAN

LEAN SIX SIGMA

AGILE

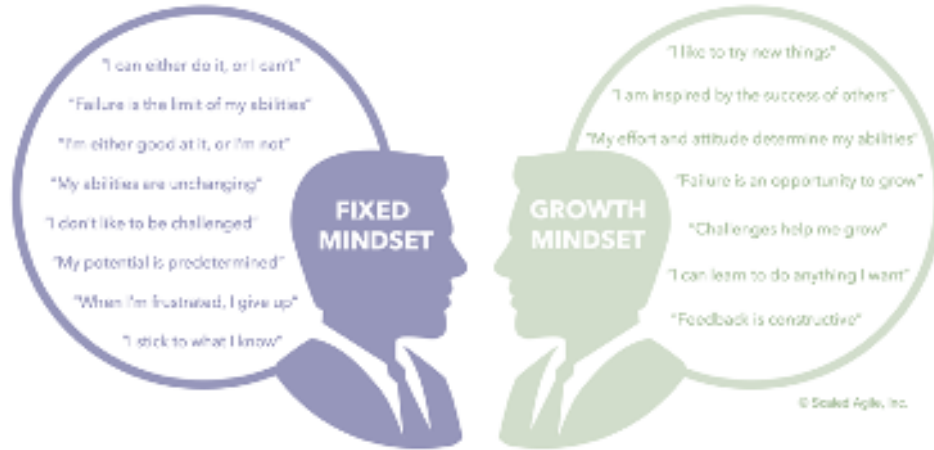
How we architect solutions



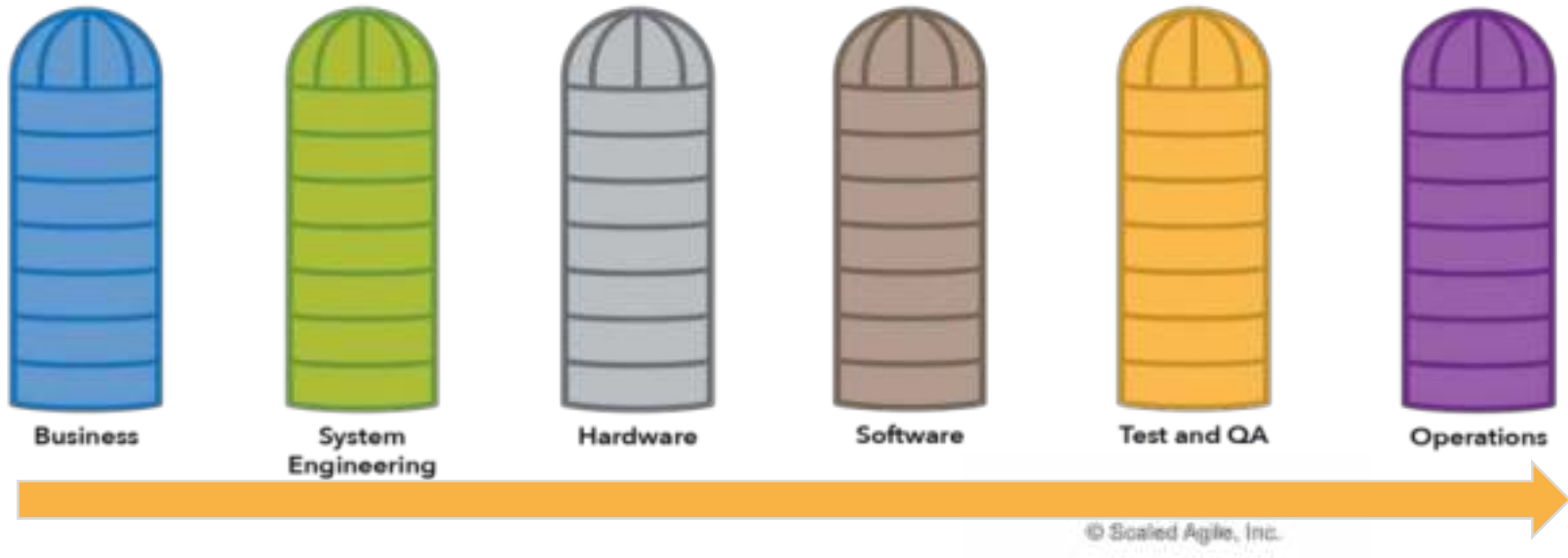
- ✓ Lean-Agile architectural and design approaches to enhance agility and improve time to market
- ✓ Improve quality, performance, and time to market, while reducing risks

- ✓ Utilize citizen-centric approaches that ensure that we are building the right thing at the right time

How we think



How we organize



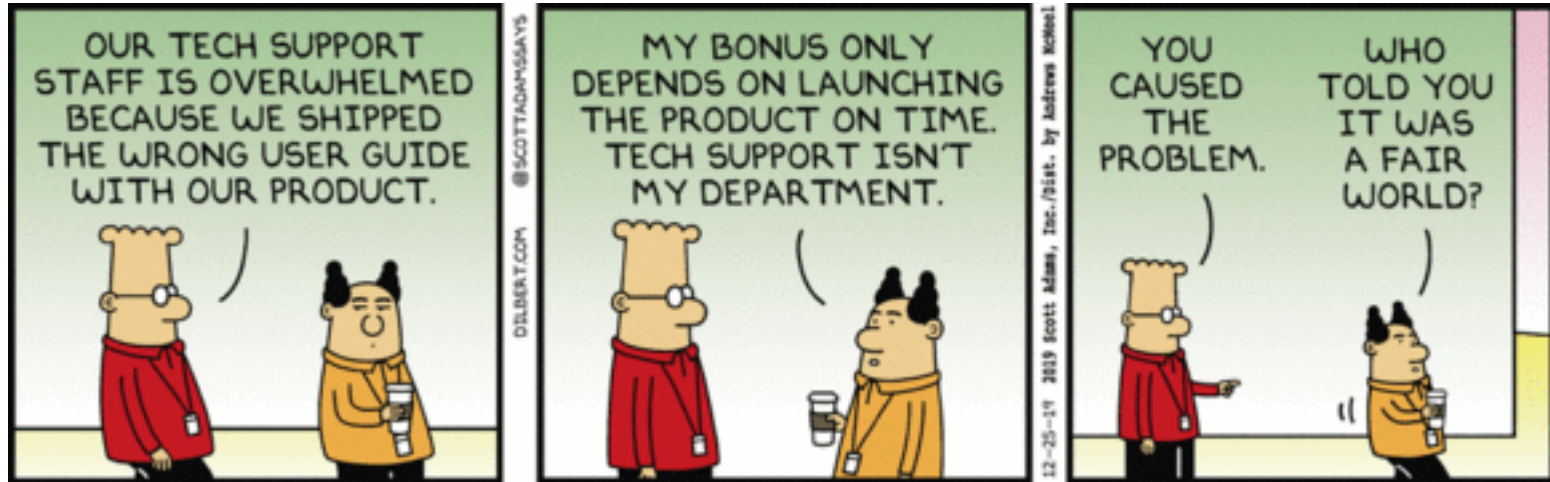
Management challenge: connect the silos

How we organize



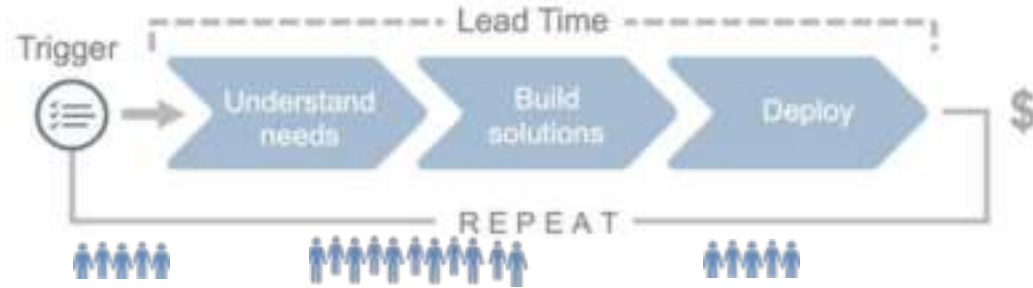
Management challenge: connect the silos

How we organize



How we organize

- ✓ Organize your company/agencies around your value streams
- ✓ What is a value stream?

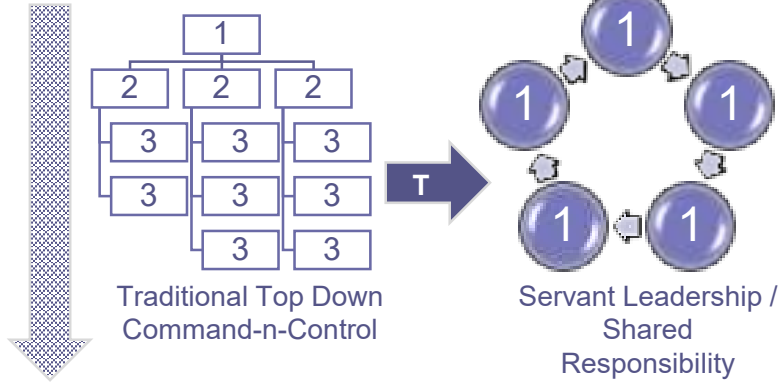


Benefits

- Avoid or limit handoffs
- Focus on value delivery instead of task delivery
- Improved time-to-market
- Smaller batches

How we manage

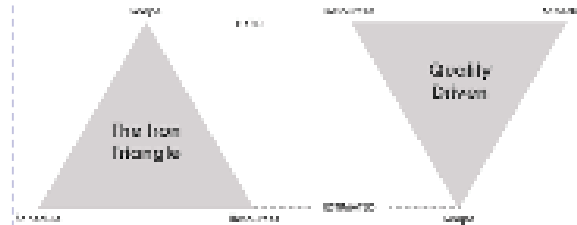
✓ Teams



✓ Programs



Tailored

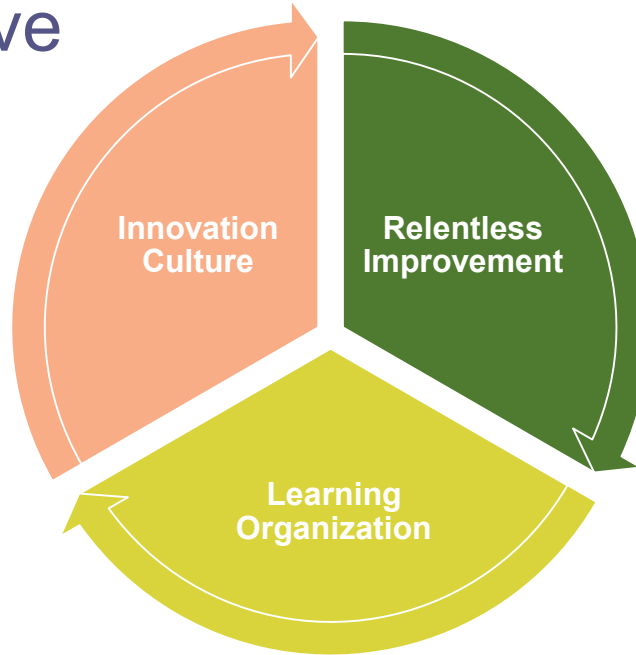


✓ Contracts



How we improve

- ✓ Provide time & space
- ✓ Ensure psychological safety
- ✓ Gemba



- ✓ Retrospectives
- ✓ Constant sense of danger
- ✓ Fact-based improvements
- ✓ Problem-solving culture
- ✓ Team learning
- ✓ Personal mastery

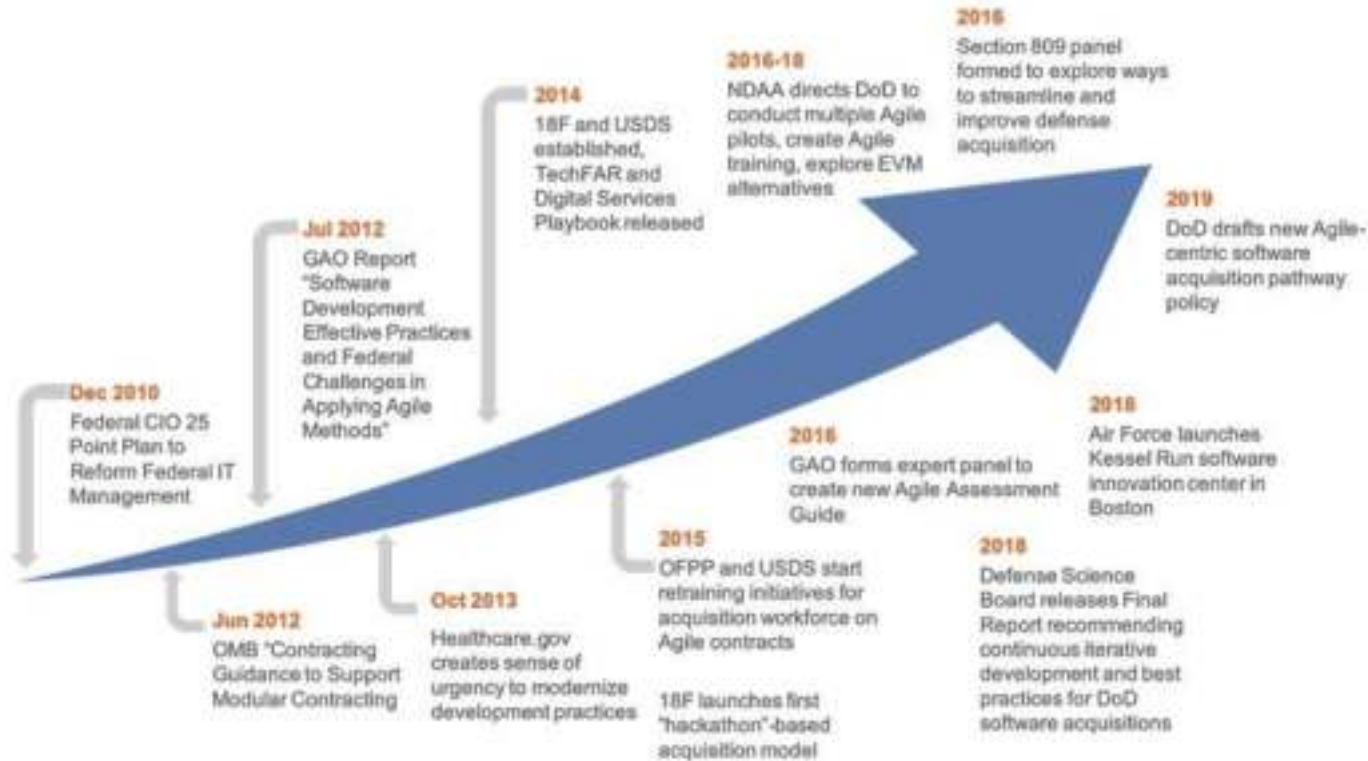


TODAY'S PRESENTER

Dr. Stephen Mayner

SAFe Fellow & Principal Consultant
Scaled Agile, Inc.

Government has moved steadily toward Lean-Agile



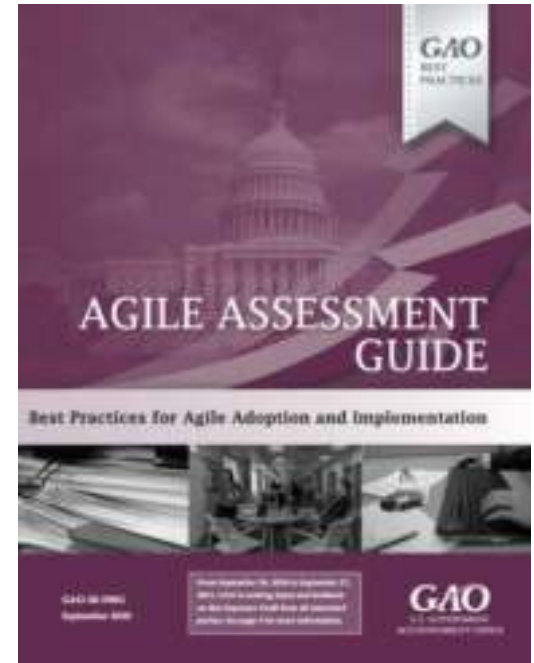
The shift has accelerated in 2020



https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500087p.PDF?ver=virAfQj4v_LgN1JxpB_dpA%3d%3d



<https://derisking-guide.18f.gov/>



<https://www.gao.gov/assets/710/709711.pdf>



Programs will require government and contractor software teams to use modern iterative software development methodologies (e.g., agile or lean), modern tools and techniques (e.g., development, security, and operations (DevSecOps)), and human-centered design processes to iteratively deliver software to meet the users' priority needs.

-- from DoD Instruction 5000.87

The progress is encouraging, but challenges remain

- ▶ “Doing Agile” rather than “being Agile”
- ▶ Poor implementations of Lean-Agile and SAFe
- ▶ Agency level waterfall centric governance and lifecycle policies
- ▶ Acquisition workforce lacks experience with Agile contracts
- ▶ Project orientation is deeply engrained in the Government context
- ▶ Long acquisition lifecycles create delays in value delivery
- ▶ Lack of a common enterprise Lean-Agile framework

Agency culture can also be a barrier to agility

Pathological <i>Power-oriented</i>	Bureaucratic <i>Rule-oriented</i>	Generative <i>Performance-oriented</i>
Low cooperation	Modest cooperation	High cooperation
Messengers blamed	Messengers neglected	Messengers trained
Responsibilities shirked	Narrow responsibilities	Responsibilities shared
Collaboration discouraged	Collaboration tolerated	Collaboration encouraged
Failure leads to scapegoating	Failure leads to justice	Failure leads to improvement
Innovation crushed	Innovation leads to problems	Innovation implemented

© Scaled Agile, Inc.

Westrum's Organizational Culture Topologies

Leaders hold the key to completing the transition

People are already doing their best; the problems are with the system.

Only management can change the system.

—W. Edwards Deming



The paradox of expertise

“The more successful individuals and organizations are in their industry, the harder it can become to see the need for new learning. The best leaders are insatiable learners who continually ask themselves ‘**am I learning as fast as the world is changing?**’”



Bill Taylor
Author, Co-founder of Fast Company

Leader behaviors must evolve to succeed in the digital age

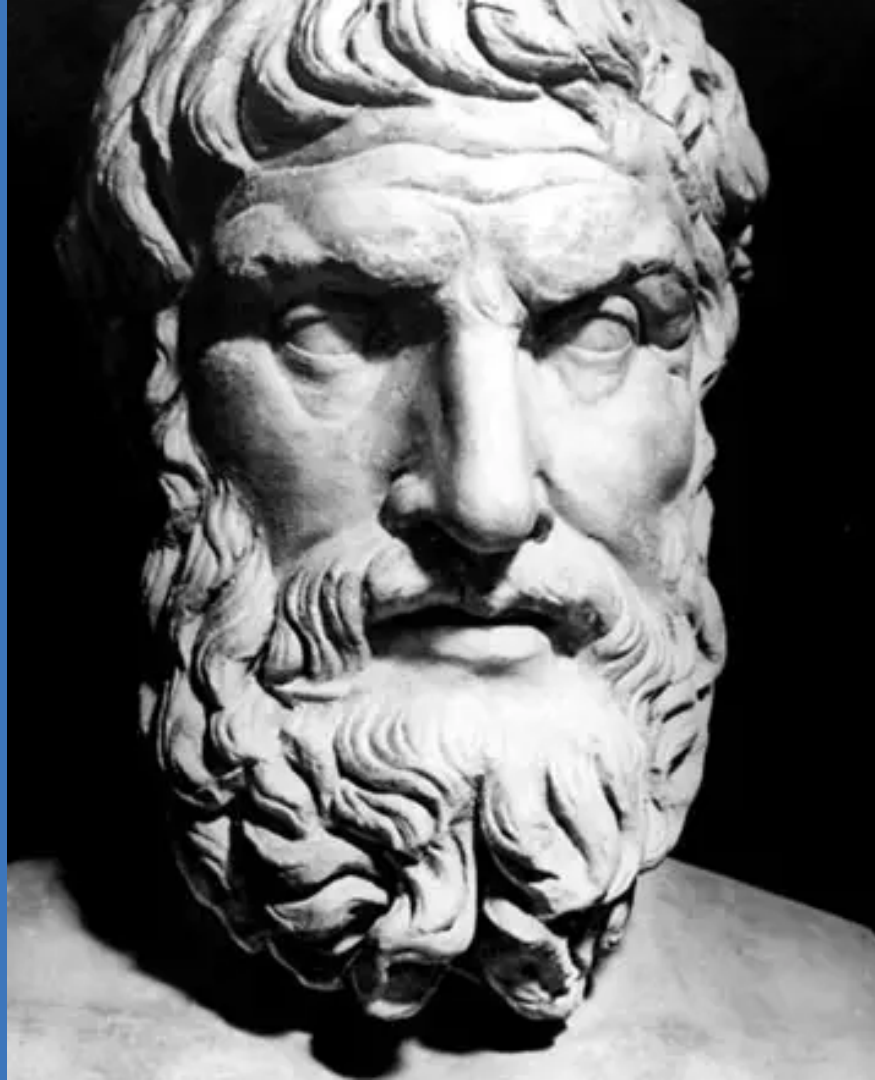
Eroding	Enduring	Emerging
Asks for permission	Creates a clear vision	Is purpose-driven
Has no-exception protocols	Focuses on performance	Nurtures passion
Reinforces command and control	Maintains a profit orientation	Makes data-driven decisions
Manages top-down	Is customer-centric	Demonstrates authenticity
Avoids transparency	Leads by example	Demonstrates empathy
Micromanages	Demonstrates ethics and integrity	Employs an inclusive approach
Creates rigid long-term plans	Takes risks	Shows humility
Takes a one-size-fits-all approach	Leads change	Works across boundaries

From “The New Leadership Playbook for the Digital Age” - MIT

Make it your business
to draw out the best in
others by being an
exemplar yourself.

Epictetus

*Greek philosopher
Influencer to Marcus
Aurelius, Roman Emperor*



**What you do has
far greater impact
than what you
say.**

Dr. Steven Covey



One of the most common complaints we hear from Agile teams in SAFe implementations is that their leaders are not modeling the mindsets, behaviors, and practices that they are expecting the rest of the organization to follow.

This “do as I say, not as I do” approach erodes trust, lowers employee engagement, and creates a formidable barrier to mission agility.

Dr. Steve Mayner
SAFe Fellow

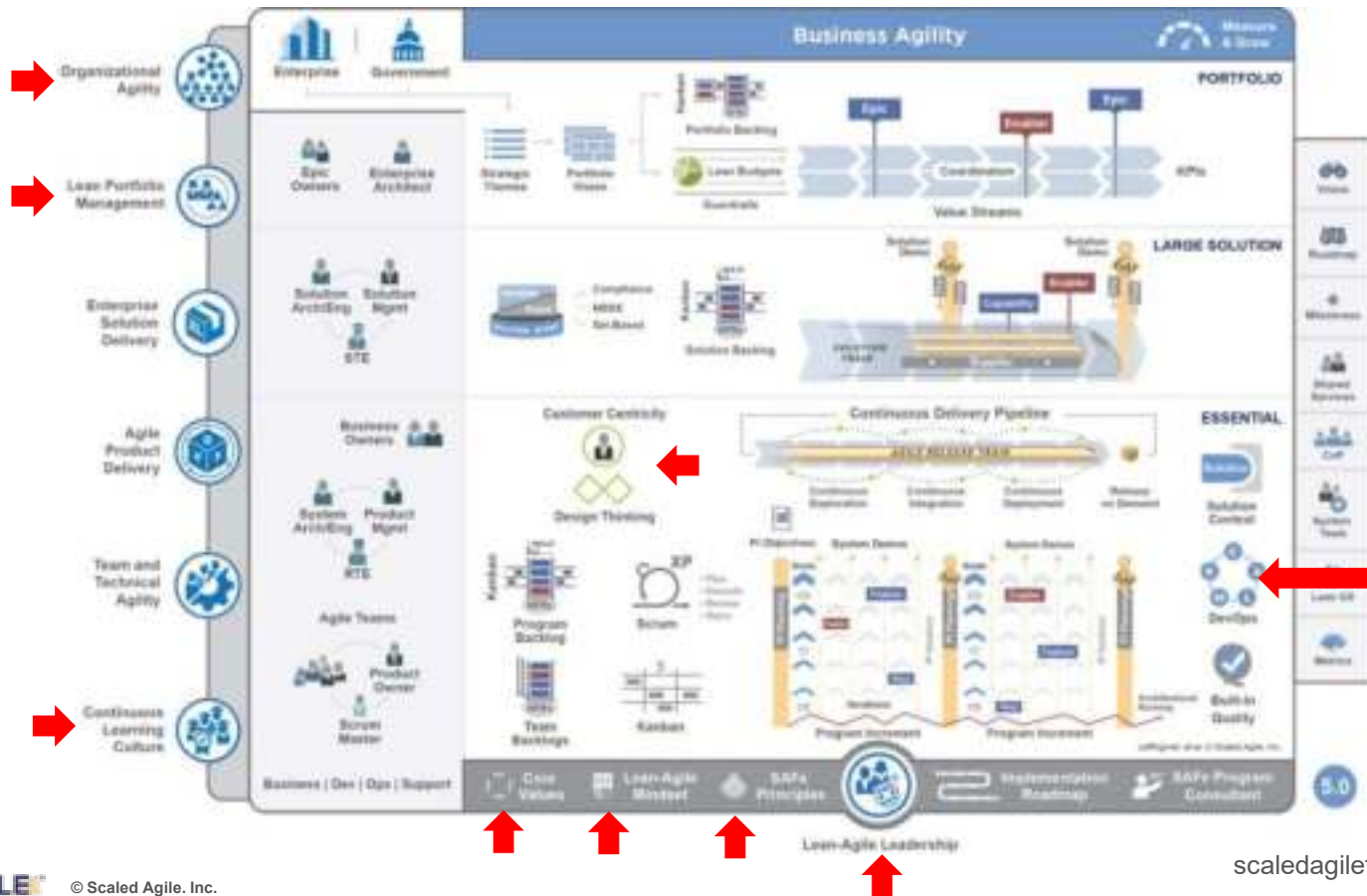
Where do I begin?

Embrace a growth mindset



© Scaled Agile, Inc.

Gain the knowledge



Coming soon!
Deeper guidance
on DevSecOps

Leading in the Digital Age

Scaled Agile's leader development program designed to equip executives and senior leaders with the competencies needed to navigate fast-moving disruptions and technology driven opportunities in the Digital Age.

scaledagileframework.com/leading-by-example



Leading by Example: Be an Insatiable Learner

START COURSE DETAILS

SAFe

Click the Start button to begin.
You can also review specific topics by clicking on the links below.

SESSION 1: Be an Insatiable Learner

Why it matters

Leaders who are insatiable learners create the environment for a Continuous Learning Culture to thrive in their organization. This fuels the enterprise's ability to dynamically transform itself as needed to anticipate and explore opportunities that create competitive advantage.



Duane Edghill

Director
Agile Services
Maximus

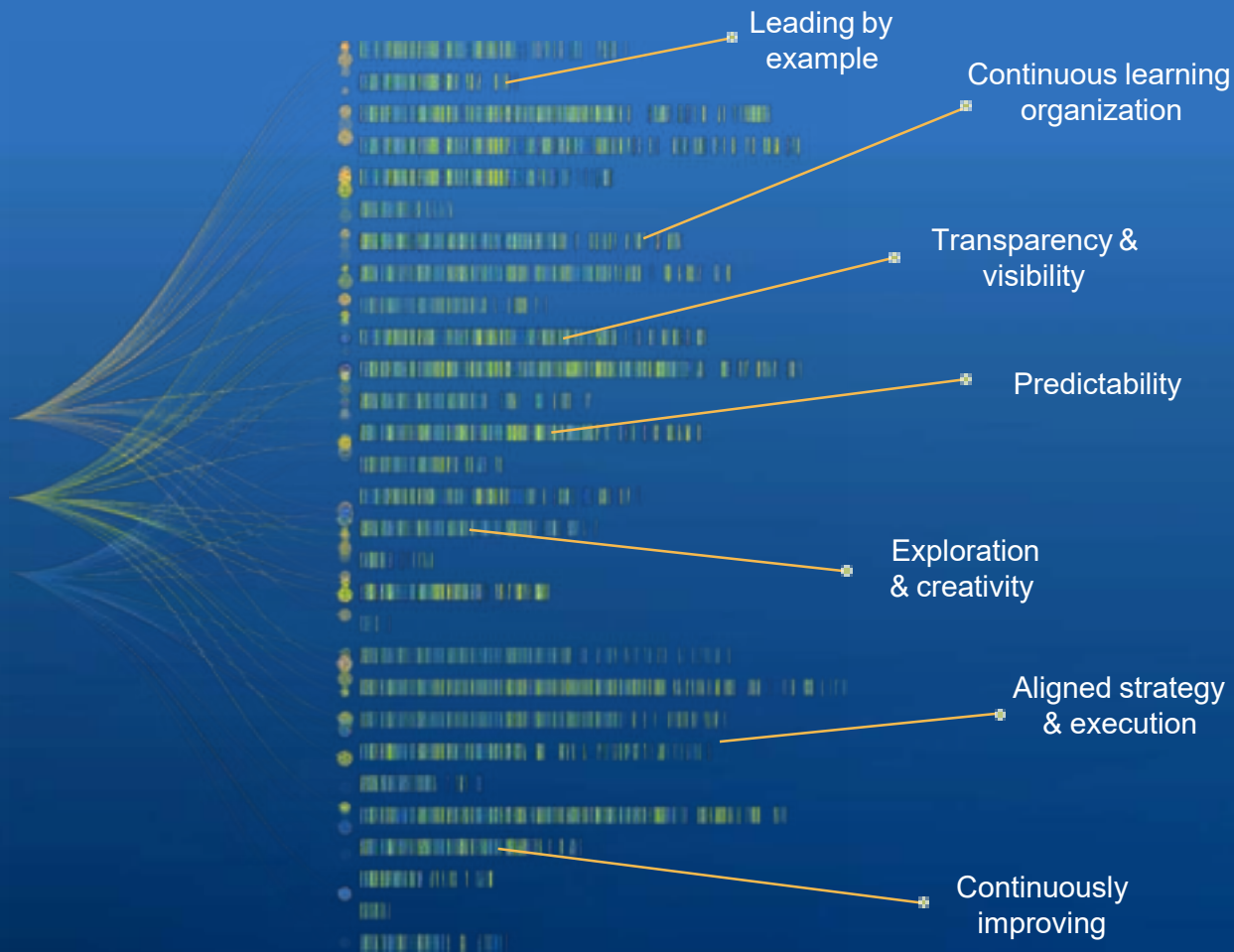
So, are you DOING or BEING Agile?



- ✓ Conducting the various ceremonies
- ✓ Having communities of practices
- ✓ Tracking metrics
- ✓ Have backlogs

- ✓ Changing the culture
- ✓ Empowering and trusting your teams
- ✓ Full transparency at all levels
- ✓ Allowing for innovation and psychological safety

Agile mindset is part of your DNA



Q&A

Please enter questions in the Questions panel
or Tweet them using #MaximusWebinarSeries



webinars@maximus.com

Slides and recording will be posted at:
maximus.com/webinars

