



DANDY PEOPLE

Agile Pattern Cards

At Dandy People are a driving force in enabling an Agile view on change. Often as consultants we enable organizations to do change in an Agile way, probe, sense, respond and with an Agile mindset.

The Agile Pattern Cards are a Coaching Tool that we have created to facilitate structured and valuable conversations to enable Agile change.

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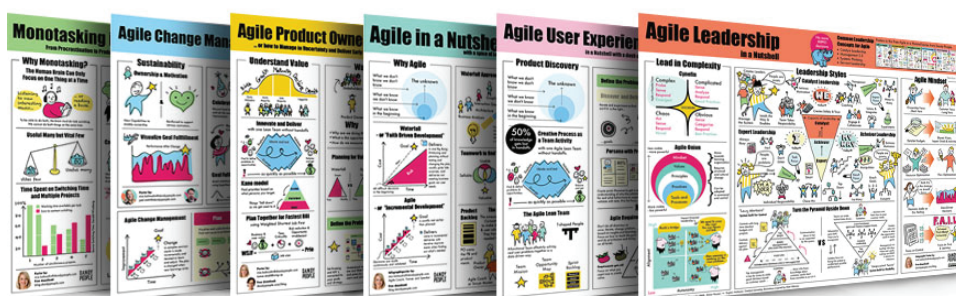


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More free downloads for Agilists on the Dandy People blog



PATTERNS

For Successful Agile Change to
Business Agility and Lean Service Creation

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v 1.4

Vertical support

Support all the way up to senior executive level



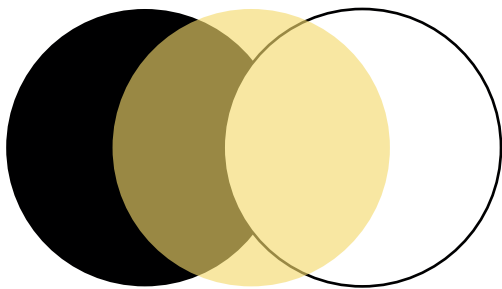
Support all the way up to senior executive level in the change initiative.

Sponsors' ABC: **A**ctive support, **B**uild alliances with stakeholders,
Communicate directly and frequently with the employees.

B

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Pragmatic mindset



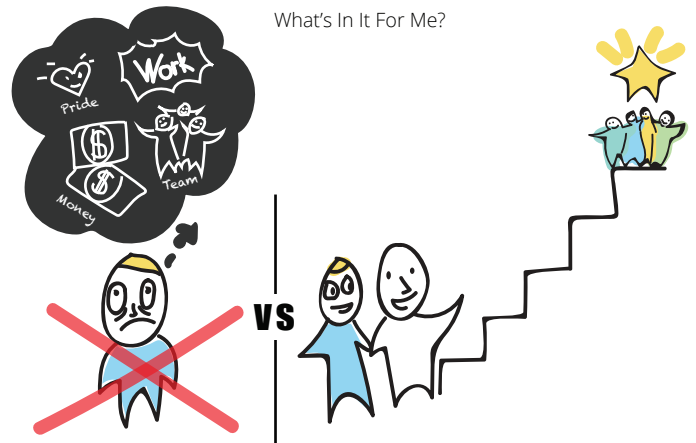
A pragmatic mindset where best practices are adapted to suit the situation, needs and ability - to create long-term value.

C

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"WIIFM?"

What's In It For Me?



The individual's perspective of change.
Replace fear with a clear and credible view of the future.

D

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Management by outcomes

Not details



Leading in the complex domain requires a new form of leadership. Clear, agreed and shared outcomes mobilize the brain power of the team. OKR's, outcomes and missions are common examples of how to manage an agile organization.

E

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"WIP"

Limit **Work In Progress**.
Reduce the number of concurrent initiatives.

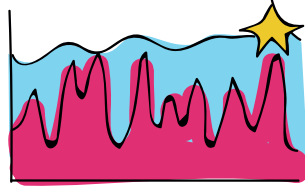
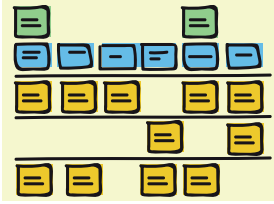


Don't run at 100% capacity. Reduce the number of concurrent initiatives to deliver them earlier, both change initiatives and product development initiatives. Create slack in the organization for more rapid flow and quicker results.

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Visualisation

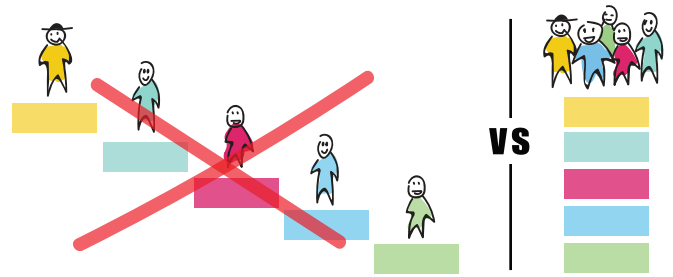


Visualisation of ongoing work, variation and progress towards a goal facilitates cooperation as well as ability to make fact-based strategic and tactical decisions.

G

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Cross-functional teams



Create teams to facilitate cooperation and communication. A team share the same goal and focus - and have all the required competence to deliver value so that handovers and waiting times can be avoided.

H

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Mindset for experiments



Continuously try new things to drive fact-based learning and decision making. One change at a time in the direction of the goal, both in improvement and product development.

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"Fail-safe environment"

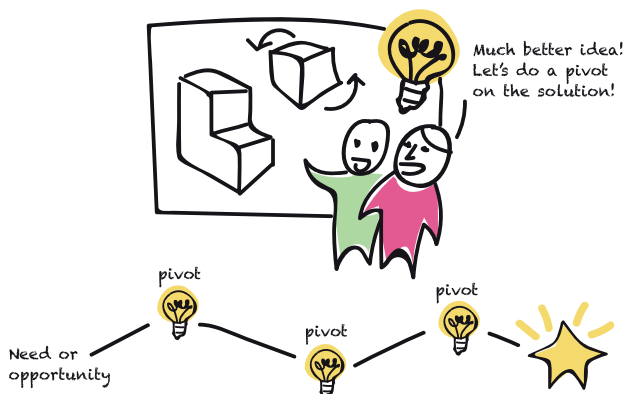


A successful experiment is one that creates learning, not one that proves that something works as anticipated.

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No long-term plans

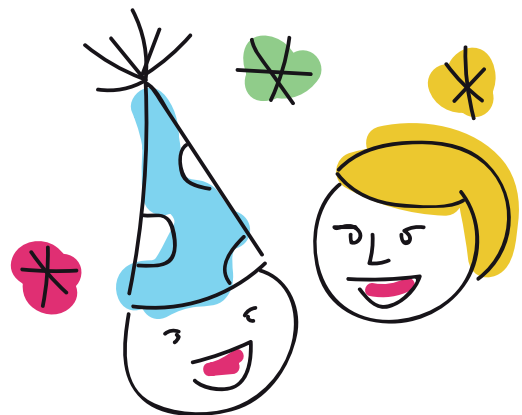


Clear problem statements and goals instead of detailed long-term plans enable quick tactical decisions when conditions change.

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Celebrate together

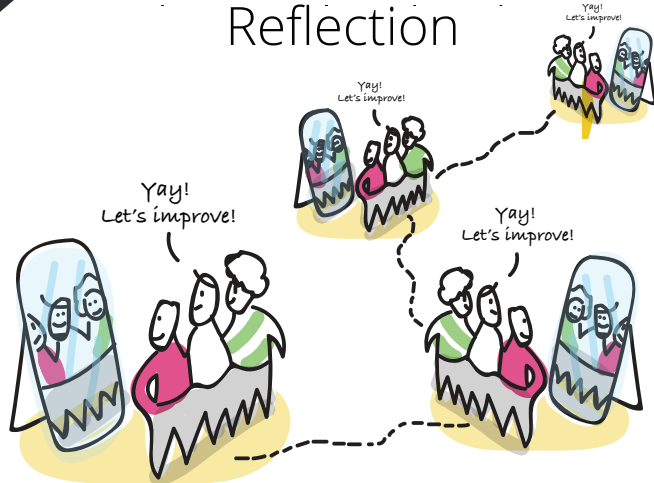


We measure our own progress and celebrate success together.

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Reflection

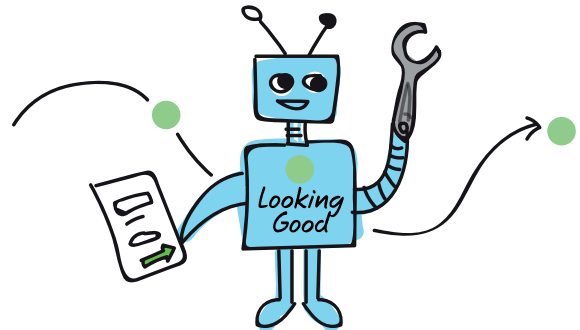


Reflecting and learning together on a regular basis in a structured way. Taking action to improve behaviours and removing impediments helps our organization to continuously evolve.

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Automation & standardisation



Automation and standardisation create a scalable system with a higher degree of self-service to enable more rapid deliveries. It requires infrastructure support and simplified processes.

N

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Near & available

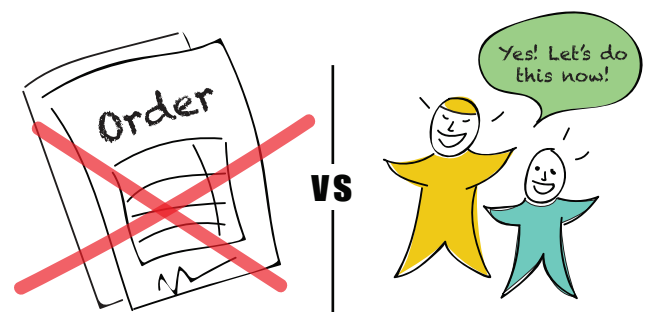


Team spaces that enable continuous personal interaction increase innovation and speed of delivery.

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Minimal bureaucracy

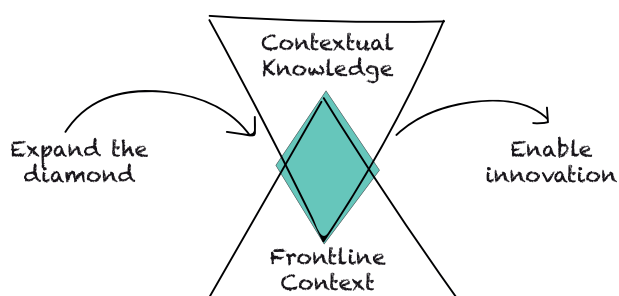


Simplify administration and speed up processes. Enable employees that work near the customer to make quick tactical decisions.

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Expand the diamond

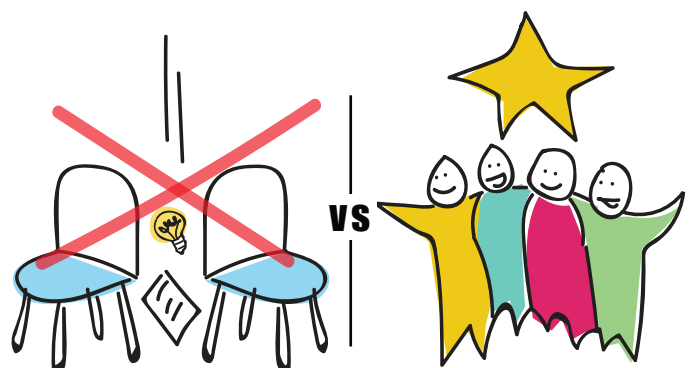


To enable strategic initiatives and tactical decisions that produce results there is a need to increase the area of contact between leaders on strategic level and employees that work close to the products and customers.

Q

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Clear roles



Clear roles with explicitly stated expectations and mandates eliminate blind spots and overlapping areas of responsibility.

R

Optimize for flow



Optimizing for flow of deliverables means creating some slack instead of making sure everybody is busy all the time. This may be counter-intuitive but it leads to quicker deliveries and it creates a more sustainable pace for employees.

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Competence, quality and lead-time

$$E=mc^2$$

Optimized organisation



A leader is responsible for optimizing his/her organisation. Will the lowest hourly rate REALLY give the lowest total cost - and how about that value creation...?

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Sustainable change capacity



Change capacity that endures over time is essential. Change often takes longer than anticipated before results can be seen.

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Leading with vision

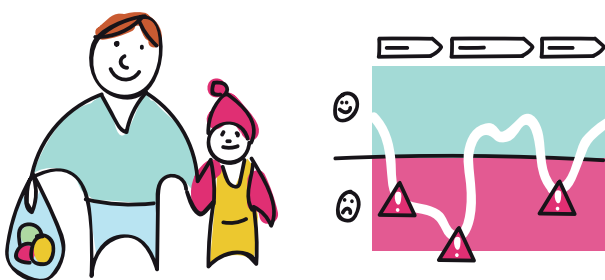


A clear vision can build involvement when aligned with employees' intrinsic motivation. Avoid regressing to command-and-control management when things don't go as planned. Instead continue with visionary and coaching leadership.

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Customer focus

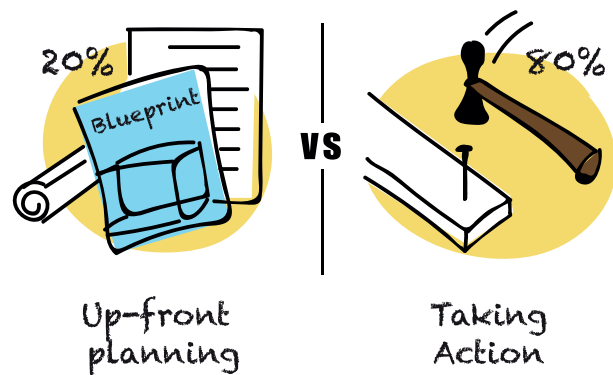


A focus on delivering the highest possible value to the customer is ingrained in the whole organisation. The "Voice of the Customer" is paramount, the organisation is built along value streams and the customer journey is integrated end to end.

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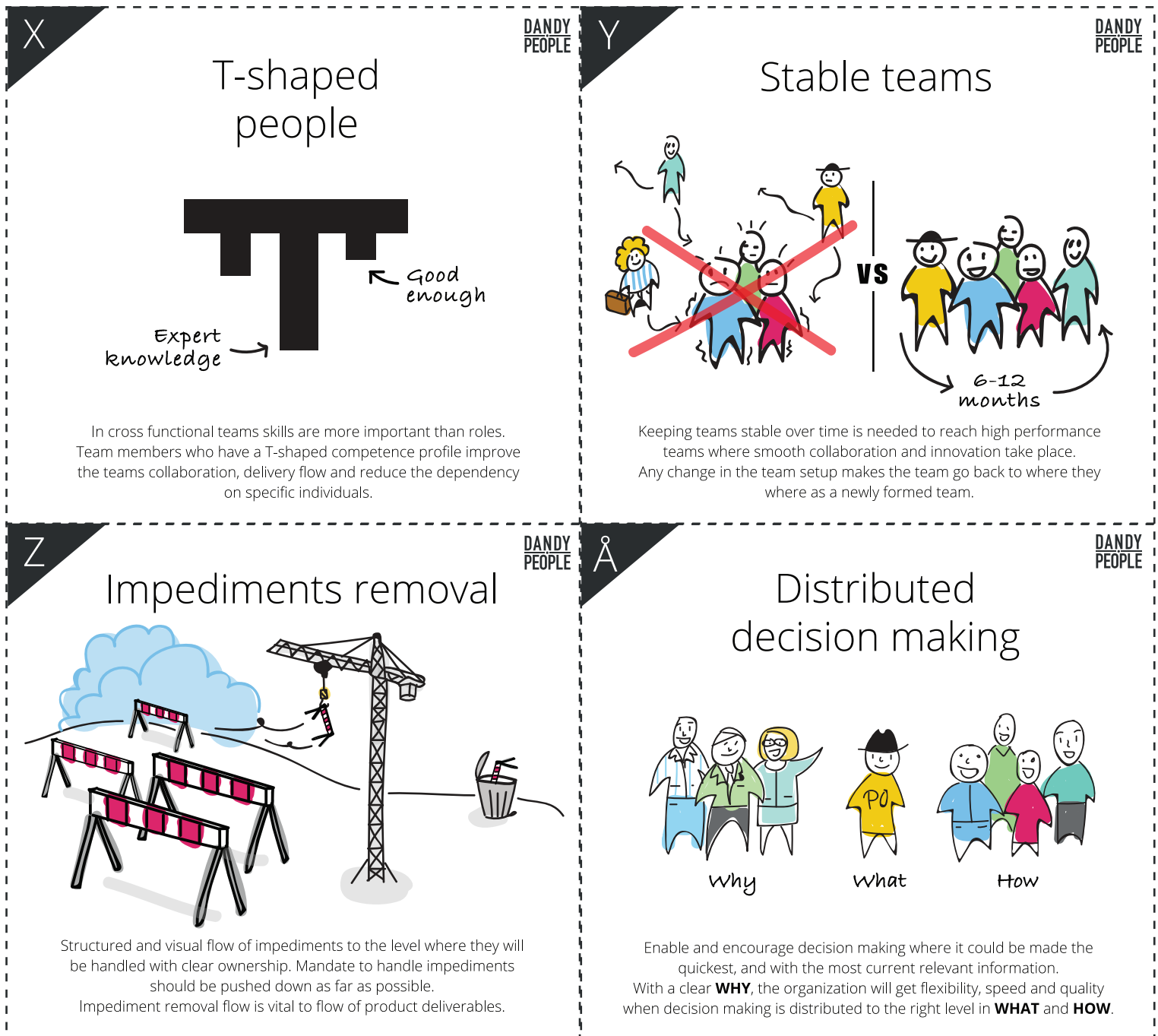
W

Prioritize action



The way you prioritize your time is what actually defines your priorities

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Suggestion of how to use the pattern cards

You can probably use them in many different ways. Here is how we have used them with leadership teams most of the times.

Group people in smaller groups, 3-5 people. Give them a time box of 10-15 min to prioritize the 5 cards they find would bring the most value to focus on in the next period (3 – 6 months perhaps).

As always the discussions that are taking place are the most important thing, so try to walk around and listen in to what they are saying.

Ask them to add a sticky note to their prioritized cards with a short description to what problem they will adress with that specific pattern.

You can also ask them to pick the top 3 things they are already doing well in, if there is time.

When all groups are done you can ask them to share their prioritization, what problem they will solve with each pattern, shortly how they resonated and if it was difficult to agree and prioritize.

This could be a kick start to defining what problems you want to adress going Agile, or just to get people interested in learning more about what could be important to succeed when doing Agile transformations. It's usually a great conversation starter that sparks interest in learning more – and that could be all we need sometimes to get on the right path

We´ve noticed that the discussions between people from different organizations around these cards could be interesting too. Different organizations have different needs and situations, and the discussions may broaden horizons.