You get what you're organised for

What does a restaurant teach us about how to learn and deliver faster?

Good enough

Expert knowledge
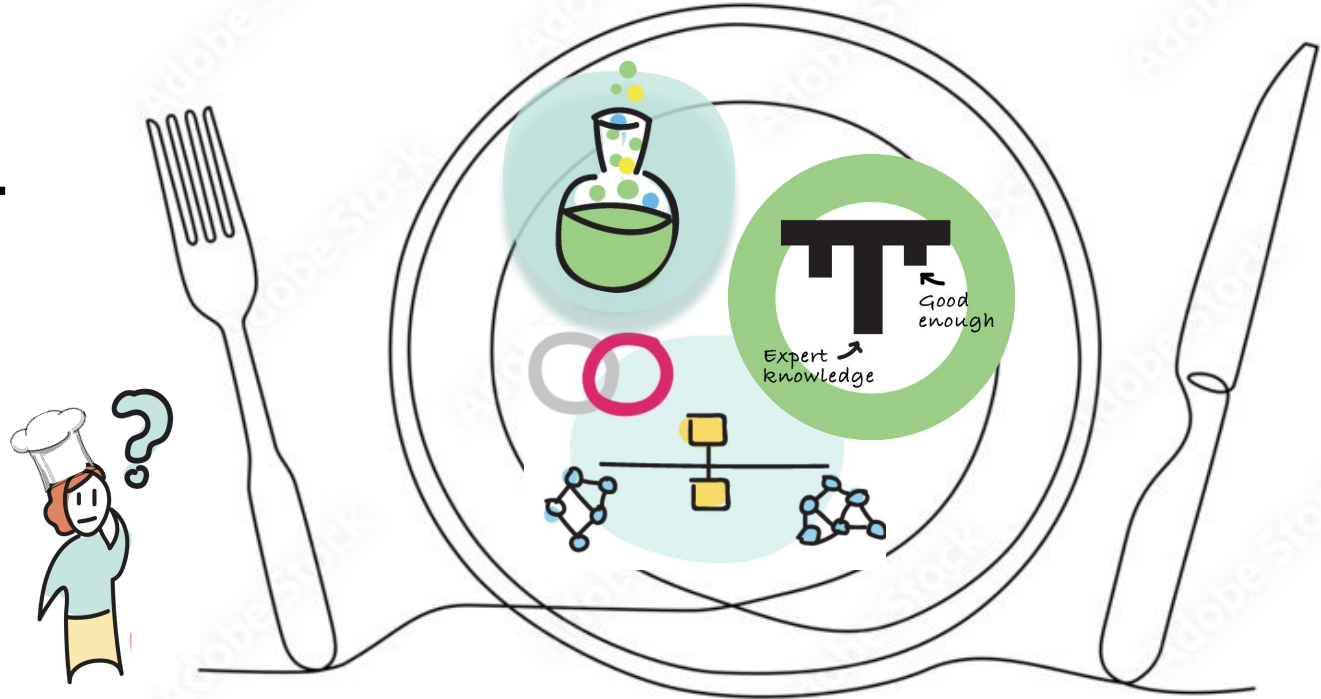
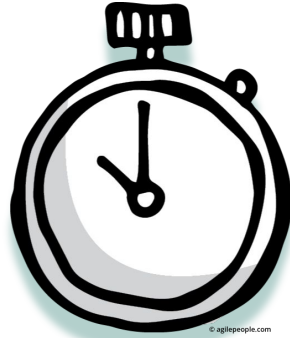**1 metaphor - 2 restaurants - 3 key principles - & 3 tools to take with you**

What I've noticed:

Just like with restaurants,

Organizations today are under pressure to **organize in a way that....**

Shortens time to deliver

Accelerates innovation

© agilepeople.com

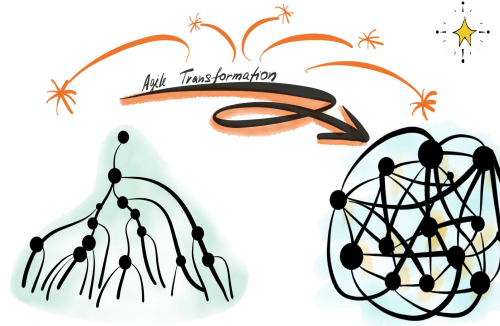Lowers development costs

Increases operational efficiency

DANDY PEOPLE

3 AGILE Design Principles

Agile Transformation

DANDY PEOPLE

HOW DO THEY DO IT?

Many organizations (and teams!) **have benefited by using these 3 critical AGILE design principles** that we will introduce to you today!

Today's
Agenda

- 3 Agile design principles

- Metaphor

- Debrief & Share Insurance Case study
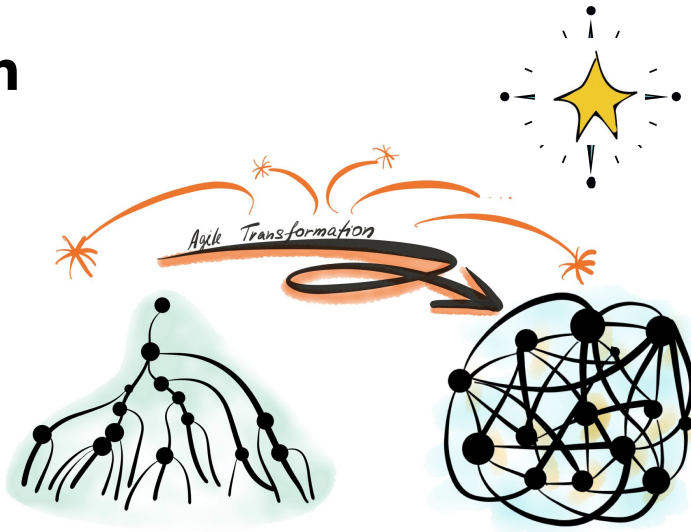
- Q&A (save Q's to end)

Appendix in your PDF copy:

- More info around the tools

- Free Dandy resources!

DANDY
PEOPLE
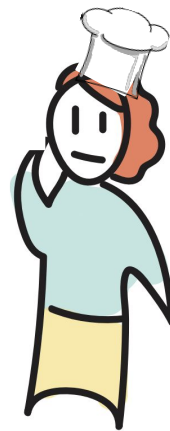
AGILE
Design Principles

Agile Design Principles

Agile Transformation

AGILE DESIGN PRINCIPLES are **guidelines** that can provide a systematic approach for organizing a company's structure so that **decision-making power is pushed into and throughout the organization.**

The flow of decision-making becomes more like a web (or a "Network") instead of a top-down hierarchy! Like the picture!
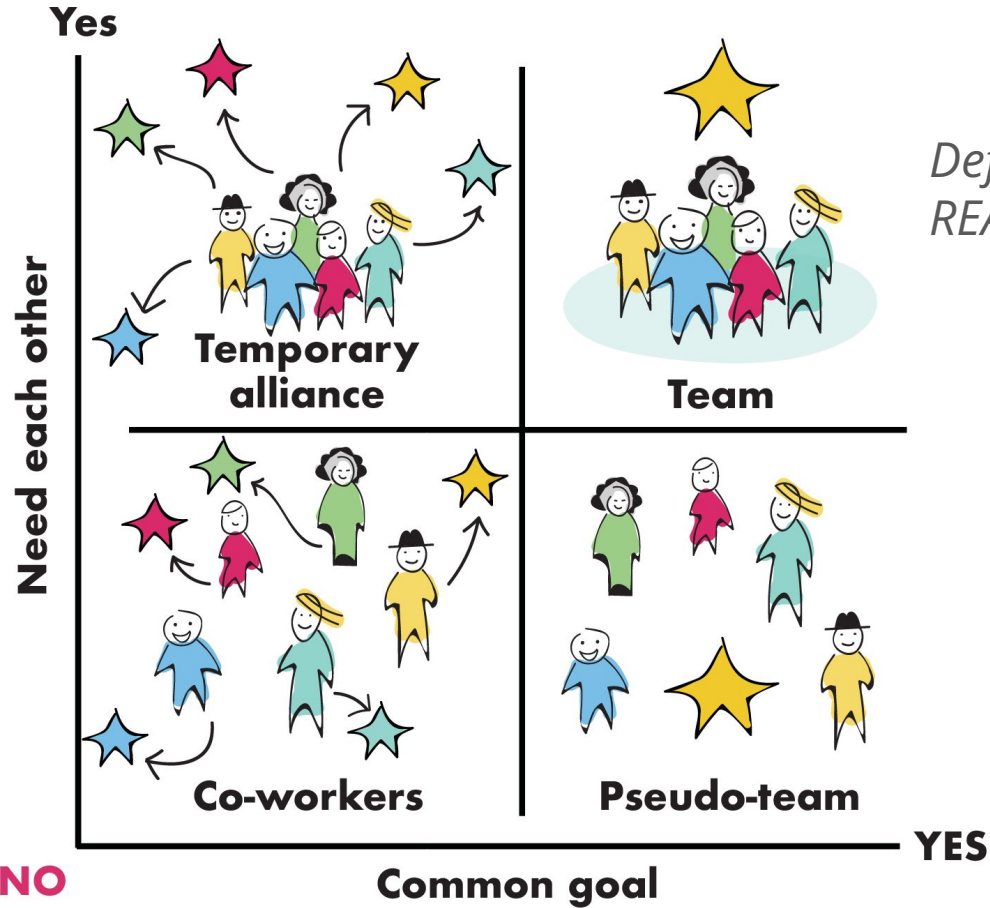
3 Critical Agile Design Principles
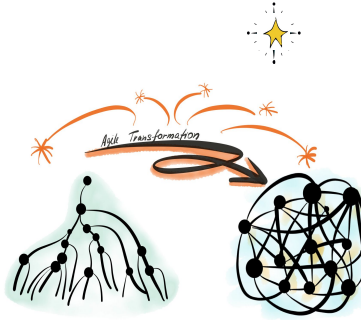
1. Organize for CROSS-FUNCTIONALITY and LEARNING, not functional specialization

   - Teams have the required cross-skilling, autonomy, and independence needed for delivering value <u>even if one person leaves the team or bottlenecks occur!</u>

   - Teams have the structure, time, and mandate to learn how to learn together as a team <u>and not just as a group of individuals</u> so the team can deliver as a whole (not sum of parts)
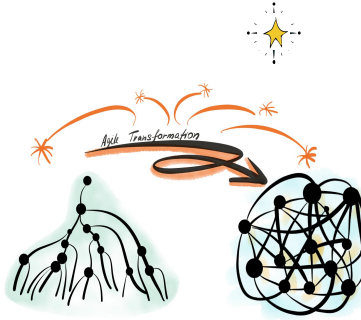
3 Critical Agile Design Principles
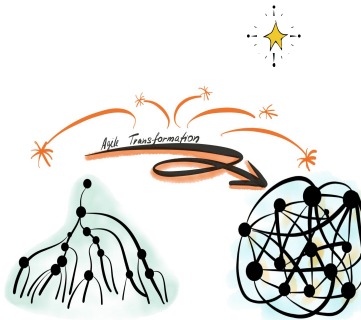
1. Organize for CROSS-FUNCTIONALITY and LEARNING, not functional specialization

2. Form REAL TEAMS and bring decisions to these teams (which is where the work is!)

   - REAL TEAMS need to be empowered to make decisions with REAL-TIME DATA from the front lines!

Definition of a REAL TEAM!

Cessan & Lindbohm

3 Critical Agile Design Principles

1. Organize for CROSS-FUNCTIONALITY and LEARNING, not functional specialization

2. Form REAL TEAMS and bring decisions to these teams (which is where the work is!)

3. CONTINUOUSLY evolve structures and processes to optimize value and minimize waste *- Wait times! Handoffs! Defects! etc.*

3 Critical Agile Design Principles
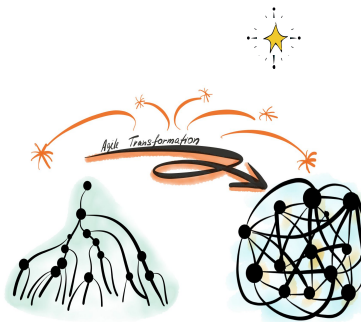
*** meant to be **principles** for **guiding your thinking**, not rules

*** they are **context dependent** (e.g., not every organization can support "real teams", in which case some tradeoffs are needed, etc.)
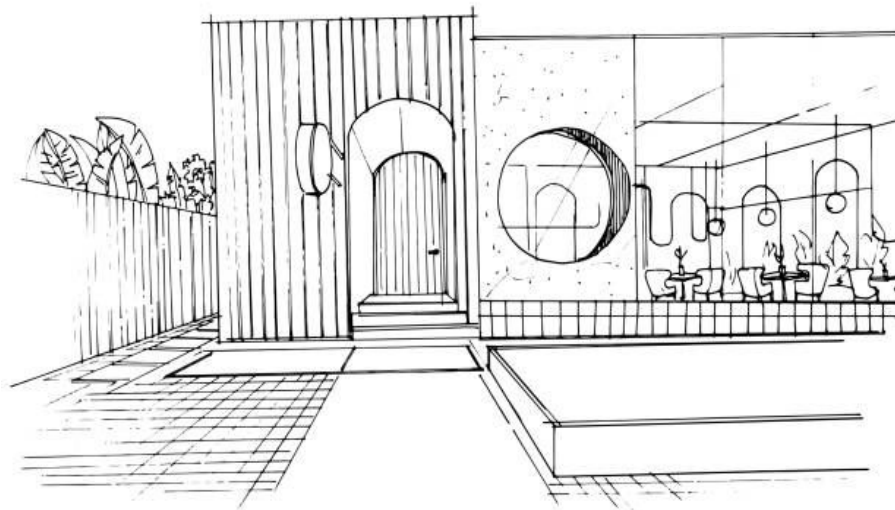
As you'll see, WHEN USED TOGETHER, these principles REALLY CAN provide a **powerful approach** to building an AGILE organization (OR TEAM!) that continually innovates, evolves, and operates in an agile manner, *EVEN WHEN tradeoffs need to happen!!*
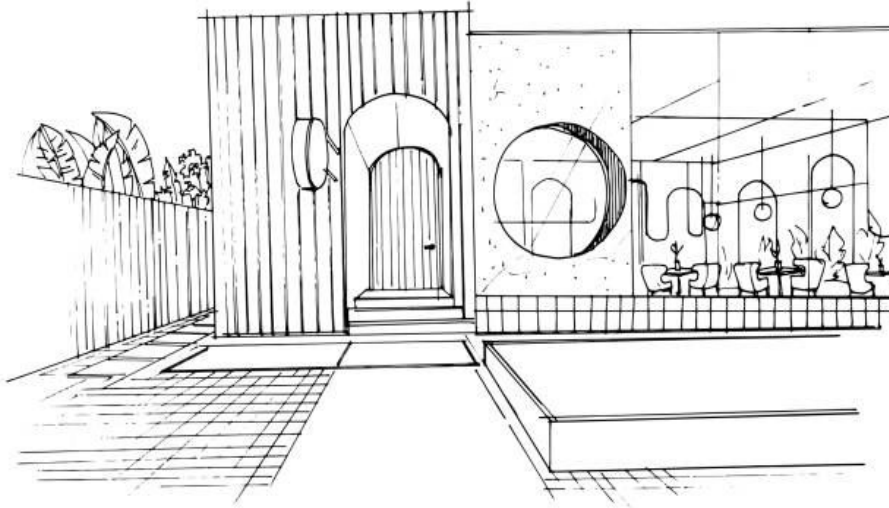
We're going out to dinner!
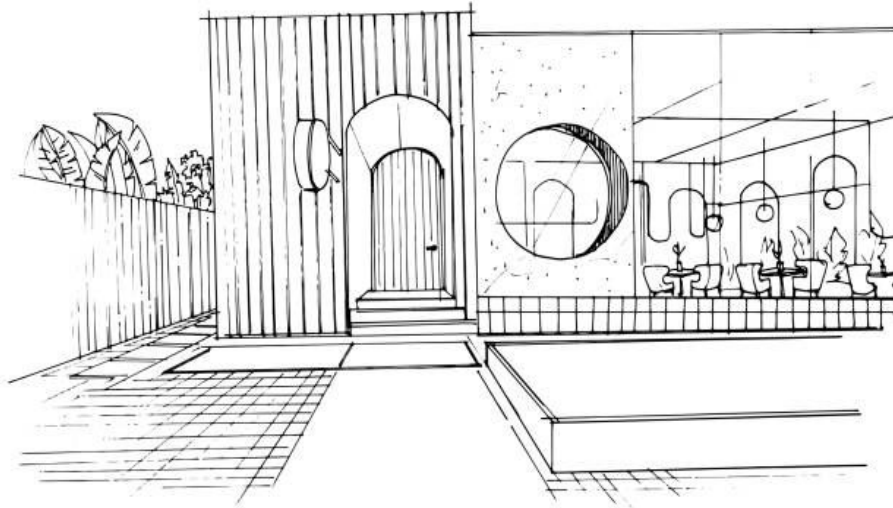
Relatable to anyone on any team in any function or industry!

Restaurant Metaphor

Just like your org or team, **a restaurant needs to stay relevant and adaptive to thrive** in today's fast-paced world of CHANGE!

DANDY PEOPLE

Restaurant Metaphor

- **CONSTANTLY** revamp what they have to offer

- **QUICKLY RESPOND** to customer feedback

- **CONTINUOUSLY** evolve their processes

Restaurant Metaphor

RESTAURANT A:
Not built on our 3 Agile principles
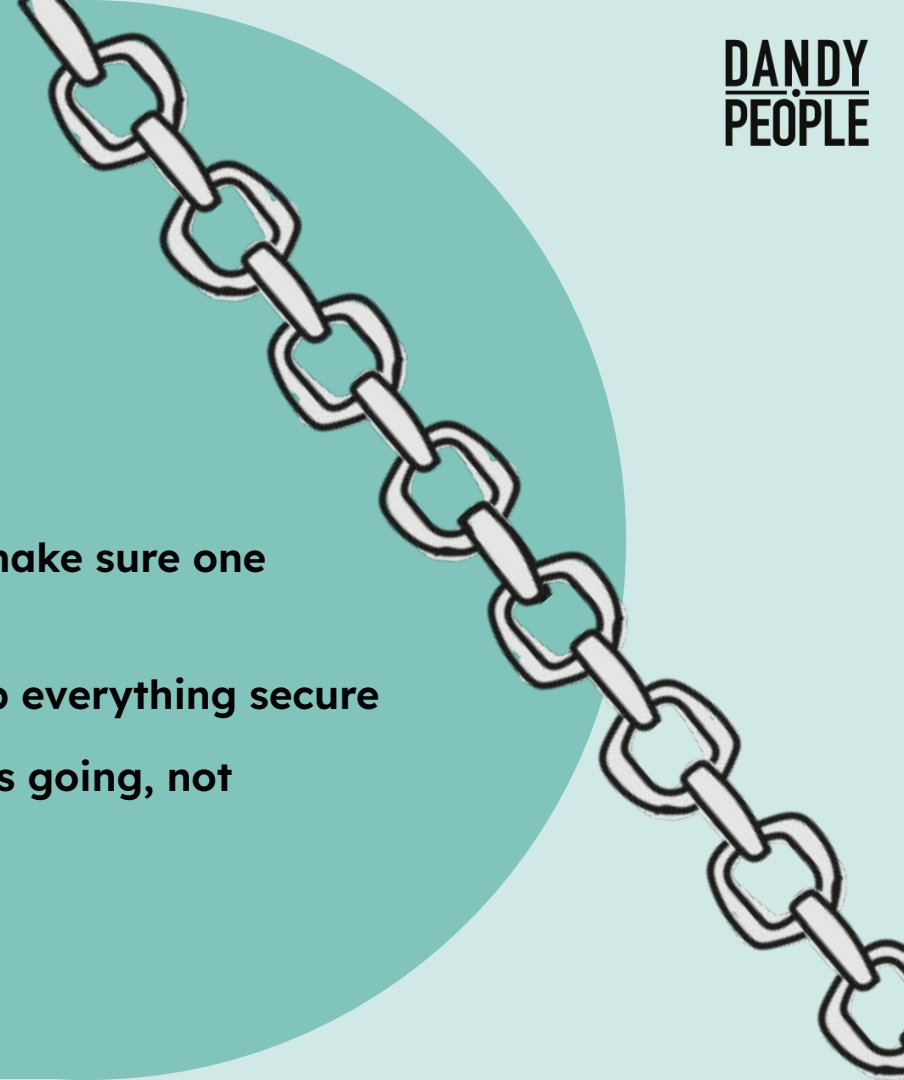
RESTAURANT B:
Built on our 3 Agile principles

Cessan & Lindbohm

Meet Restaurant "A"

Meet

Restaurant "A"

Restaurant A uses THE OPPOSITE principles

1. **Organize for functional specialization, to make sure one person performs a role best**

2. **Bring all decisions to management, to keep everything secure**

3. **Organize to keep pre-determined processes going, not risking to adapt in the moment**

DANDY
PEOPLE

Meet

Restaurant "A"

Current state

1. **People cannot cross-train OR flex to help in other roles**

2. **Most decisions require manager approval**

3. **Have to follow a process with strict sequencing that the Manager determined before restaurant opened**

4. **Team is not working as though they're a team because they're stuck in a rigid process *and* role**

Let's use a few tools to help us visualize this current state!

DANDY PEOPLE
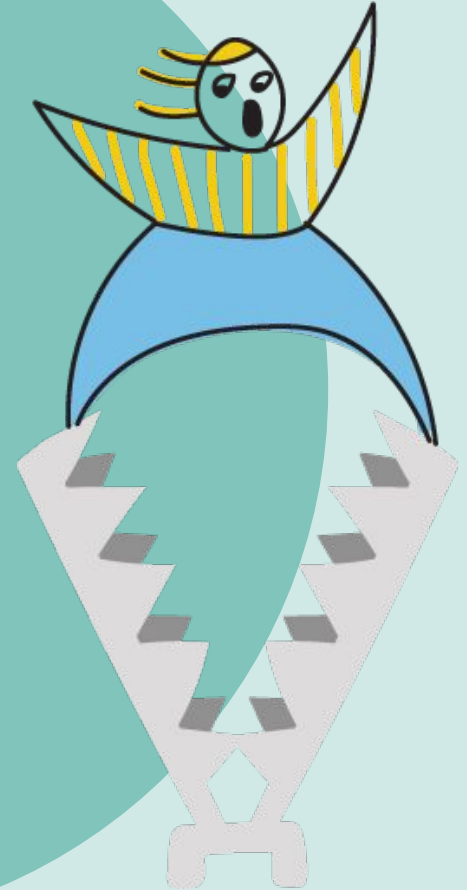
Competency Matrix
Restaurant "A"

Restaurant "A" responsibilities (*lots of specialists!*)

	Seat guests	Take drink orders	Prepare drinks	Take food orders	Clean tables	Prepare food	Deliver food	Take €€	Prepares schedule
Ceciia	Expert	Beginner	Beginner	Beginner	Beginner	Beginner	Beginner	Beginner	Beginner
Karin	Beginner	Expert	Beginner	Expert	Beginner	Beginner	Beginner	Expert	Beginner
Björn	Beginner	Beginner (red)	Expert	Beginner	Beginner	Beginner	Beginner	Beginner (red)	Beginner (red)
Robin	Beginner	Beginner	Beginner	Beginner	Beginner	Expert	Beginner	Beginner	Expert
Sofia	Beginner	Beginner	Beginner	Beginner	Expert	Beginner	Expert	Beginner	Beginner

Legend:
- Red = Beginner
- Yellow = Intermediate
- Green = Expert

Restaurant "A" responsibilities (*lots of specialists!*)

Seat guests	Take drink orders	Prepare drinks	Take food orders	Clean tables	Prepare food	Deliver food	Take €€	Prepares schedule

Cecila

Notice the lack of yellow!

*N**o one has knowledge of anyone else's role** AND **they're not given time to learn nor practice this knowledge**!'*

Karin

- This has interesting implications for when there is a sudden rush of customers OR if someone is sick!
- *Catastrophic, right!?*

Björn

This is actually how many team competency matrices look, including software development teams!

Robin

Sofia

Beginner

Intermediate

Expert

Delegation Matrix
Restaurant "A"

Restaurant "A" management decisions

DANDY
PEOPLE

	1 Tell I will tell them	2 Sell I will try and sell it to them	3 Consult I will consult and then decide	4 Agree We will agree together	5 Advise I will advise but they decide	6 Inquire I will inquire after they decide	7 Delegate I will fully delegate
Who to hire	X						
Menu changes	X						
Schedule swaps	X						
FOH workflow		X					
Kitchen workflow			X				

Value Stream Map

Restaurant "A"

VALUE STREAM MAP: A diagramming of the step involved in the material and information flow of a process, from order to delivery.
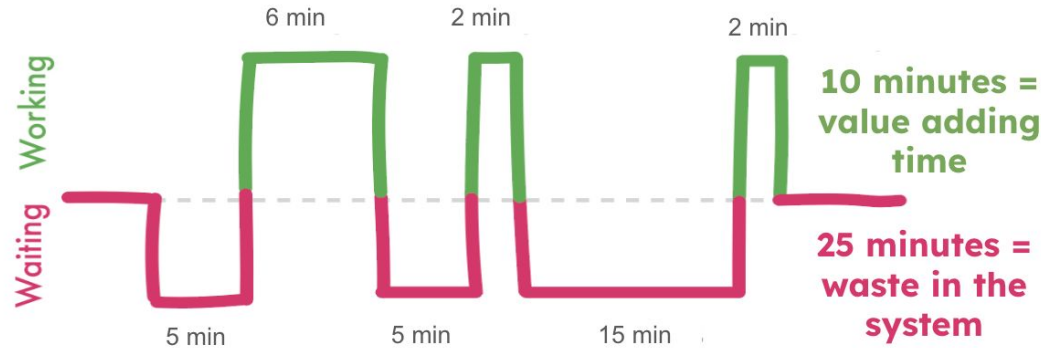
GOAL: Look at your workflow from a perspective that can lead to POWERFUL QUESTIONS regarding the WHY behind the waiting!

Working

Ask for a table
Get seated
Read menu
Order drinks
Order food
Eat, drink and be merry
Ask to pay
Pay

Waiting

Wait
Wait for server
Wait as bartender prepares drinks
Deliver drinks
Wait for food prep
Deliver food
Wait to pay

DANDY PEOPLE
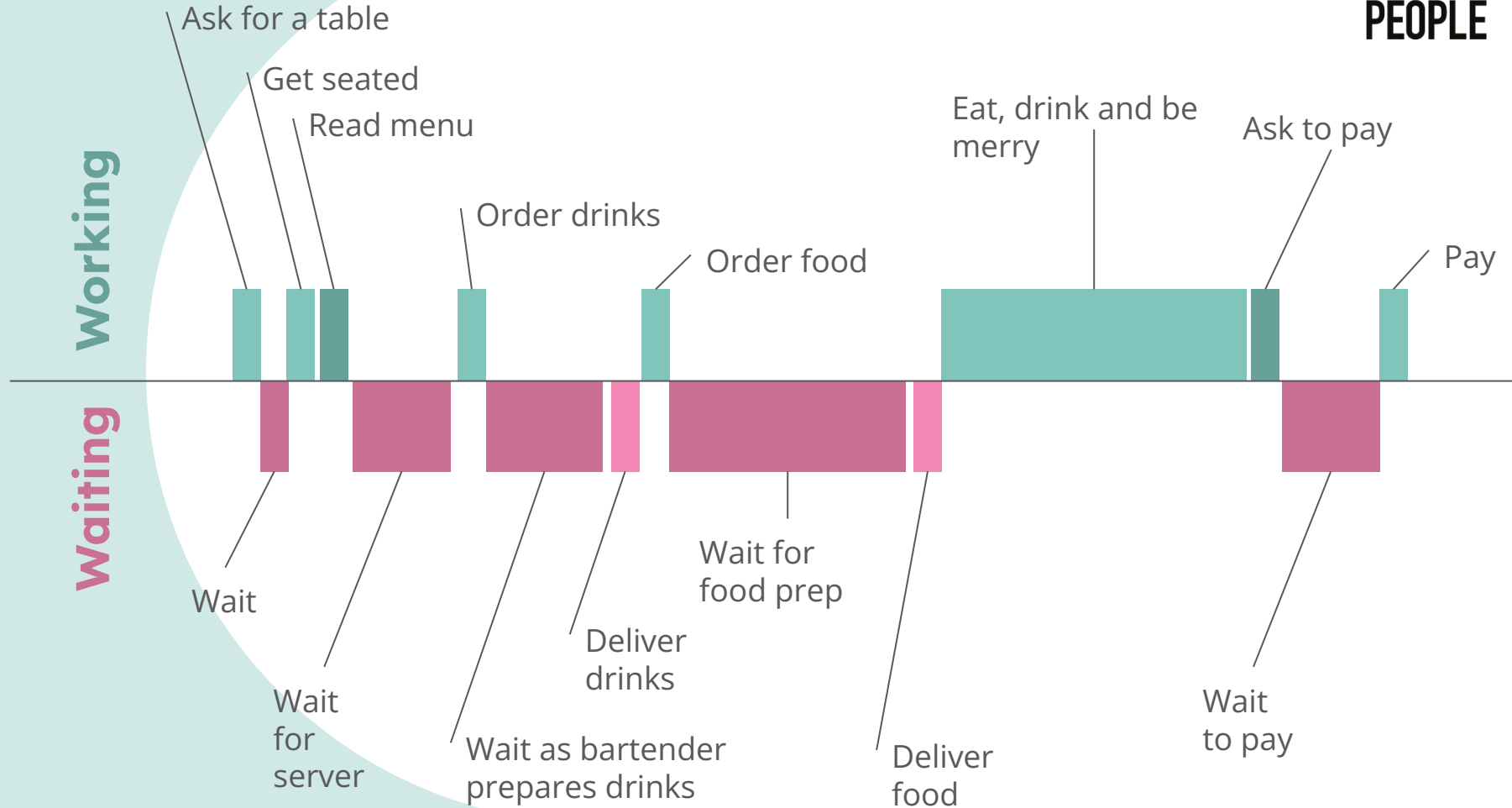
Reflection

That was a lot of info!

What would your experience be like?

Think about what you saw.

What do you think your customer experience would be like?
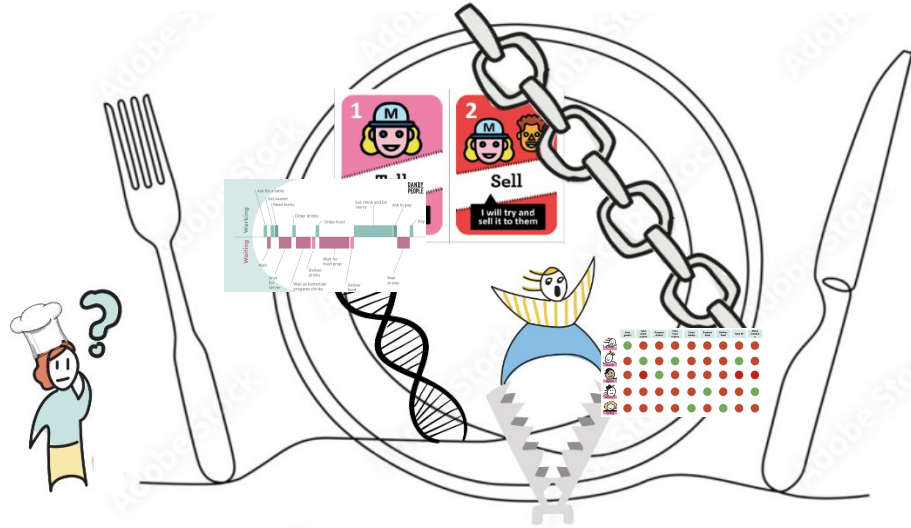
What would your experience be like?

- **MANY HANDOFFS:** You'd be met by a host and then handed off to a drinks order-taker, then a server, etc.

- **HIGHER WAIT TIMES:** Staff would be sticking to roles so customers would have to wait for the right person to free up

- **DIMINISHED QUALITY:** There are lots of handovers so higher odds of lost information (like allergy info) and diminished quality of service

Any of this relatable to YOUR team experience?

DANDY PEOPLE

Fun fact... We have a name for this situation you're seeing in Restaurant "A"!

Mini-Waterfall

Mini-Waterfall is a common ANTI-PATTERN that happens when there are handoffs **and** knowledge silos within the teams

A team can be a "Real Team", but when they're set up like Restaurant "A", they turn into a Mini-Waterfall team!

Meet Restaurant "B"

Meet

Restaurant "B"
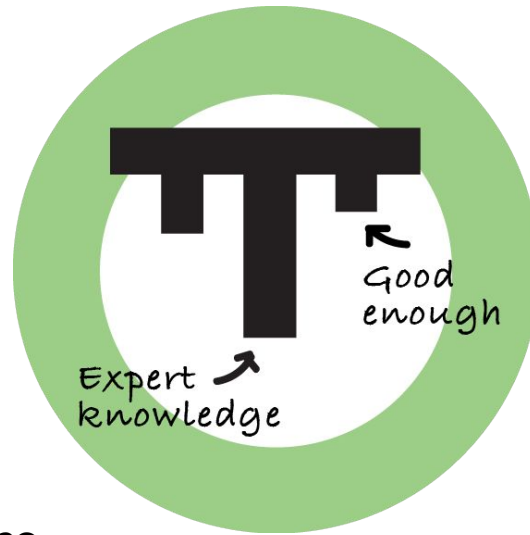
Restaurant B uses our principles

1. Organizes for cross-functionality and learning, not specialization

2. Bring decisions to where the work is (empowered teams!)

3. Continuously evolve structures and processes to optimize value and minimize waste

DANDY
PEOPLE

Good enough

Expert knowledge

Meet

Restaurant "B"

*NOTE: **T-Shaped teams** have people who possess a **strong primary skill**, often referred to as their "vertical" skill, along with a **broader knowledge of other domains** within their area of work*

Good enough

Expert knowledge

DANDY PEOPLE
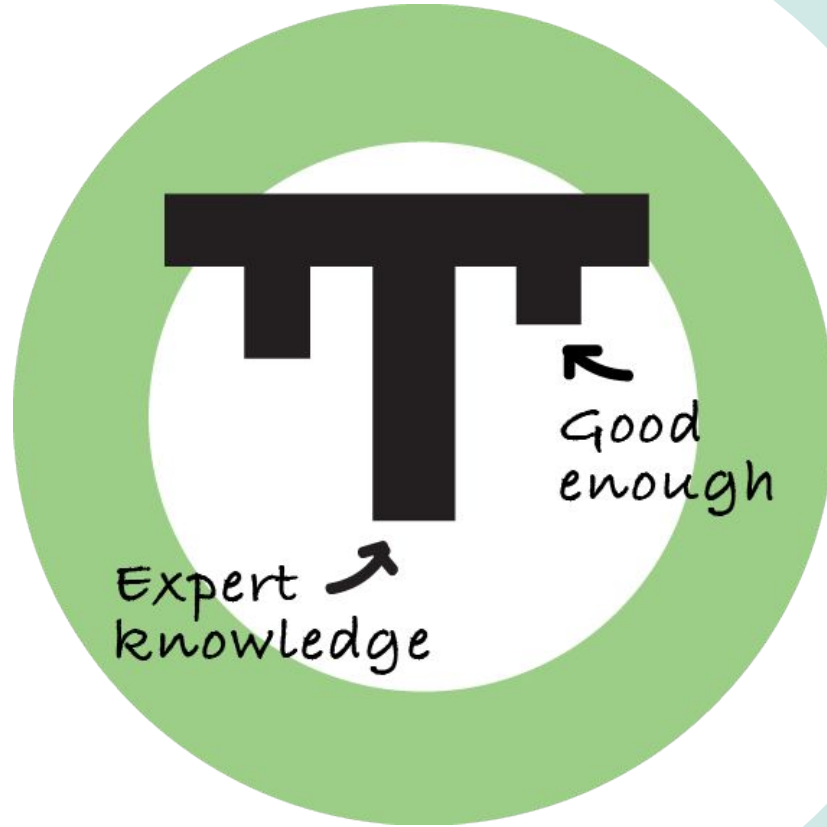
Meet

Restaurant "B"

Current state

- People start in a predetermined role but can learn other roles during downtime to become T-shaped... *they're not "in a box"!*

- High level of delegation

- There're a "real team" with the autonomy to evolve their processes as conditions change within predetermined parameters

- People can pair up or swarm on an issue at the same time without needing to follow strict sequencing or "gates" to do something

Let's use a few tools to help us visualize this current state!

Please stand on me

Competency Matrix
Restaurant "B"

Restaurant "B" responsibilities

	Seat guests	Take drink orders	Prepare drinks	Take food orders	Clean tables	Prepare food	Deliver food	Take €€	Make schedule
Paolo	Expert	Intermediate	Beginner	Intermediate	Beginner	Beginner	Beginner	Expert	Intermediate
Mia	Intermediate	Expert	Intermediate	Expert	Beginner	Beginner	Intermediate	Expert	Beginner
Johan	Beginner	Expert	Expert	Intermediate	Intermediate	Beginner	Beginner	Expert	Beginner
Nat	Beginner	Beginner	Beginner	Beginner	Beginner	Expert	Beginner	Beginner	Expert
Musse	Intermediate	Beginner	Beginner	Beginner	Expert	Intermediate	Expert	Beginner	Beginner

Legend:
- Beginner (red)
- Intermediate (yellow)
- Expert (green)

Restaurant "B" responsibilities

Seat guests	Take drink orders	Prepare drinks	Take food orders	Clean tables	Prepare food	Deliver food	Take €€	Make schedule

Notice the abundance of <mark>yellow</mark>!

Many people have knowledge of many other role AND ***they're given time to learn and practice this knowledge***!
- This has interesting implications for when there is a sudden rush of customers OR if someone is sick!
- *They would do a great job, right!?*

This is how many team competency matrices COULD look if they want to enjoy the same benefits!

Paolo

Mia

Johan

Nat

Musse

● Beginner

● Intermediate
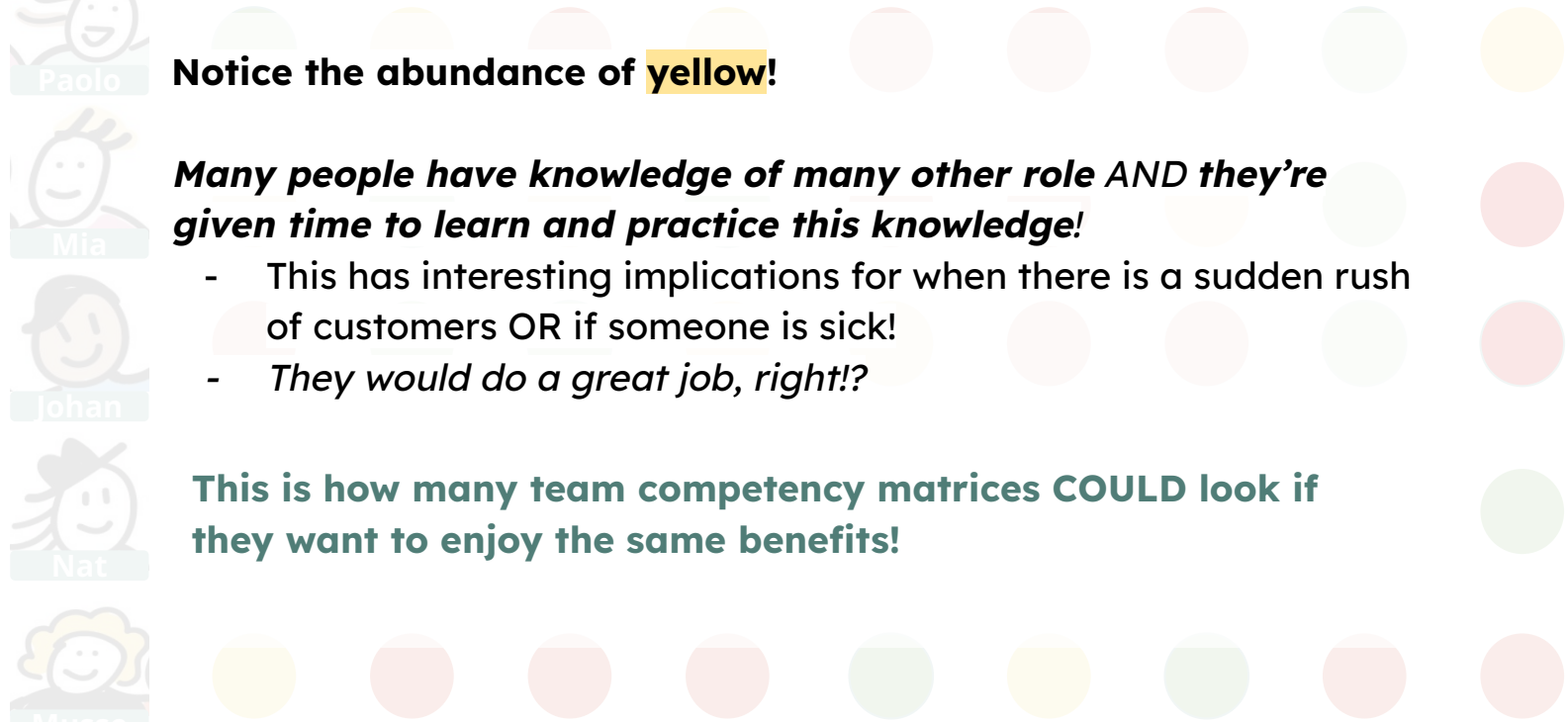
● Expert

Delegation Matrix

Restaurant "B"

Restaurant "B" management decisions

DANDY
PEOPLE

	1 Tell	2 Sell	3 Consult	4 Agree	5 Advise	6 Inquire	7 Delegate
	I will tell them	I will try and sell it to them	I will consult and then decide	We will agree together	I will advise but they decide	I will inquire after they decide	I will fully delegate
Who to hire			X				
Menu changes						X	
Schedule swaps							X
FOH workflow				X			
Kitchen workflow						X	

Value Stream Map
Restaurant "B"

Restaurant "B"

DANDY PEOPLE

Working

- Ask for a table
- Get seated
- Read menu
- Order drinks
- Order food
- Eat, drink and be merry
- Ask to pay
- Pay

Waiting

- Wait
- Manager helps bartender prepare drinks
- Deliver drinks
- Wait for food prep
- Deliver food
- Wait to pay
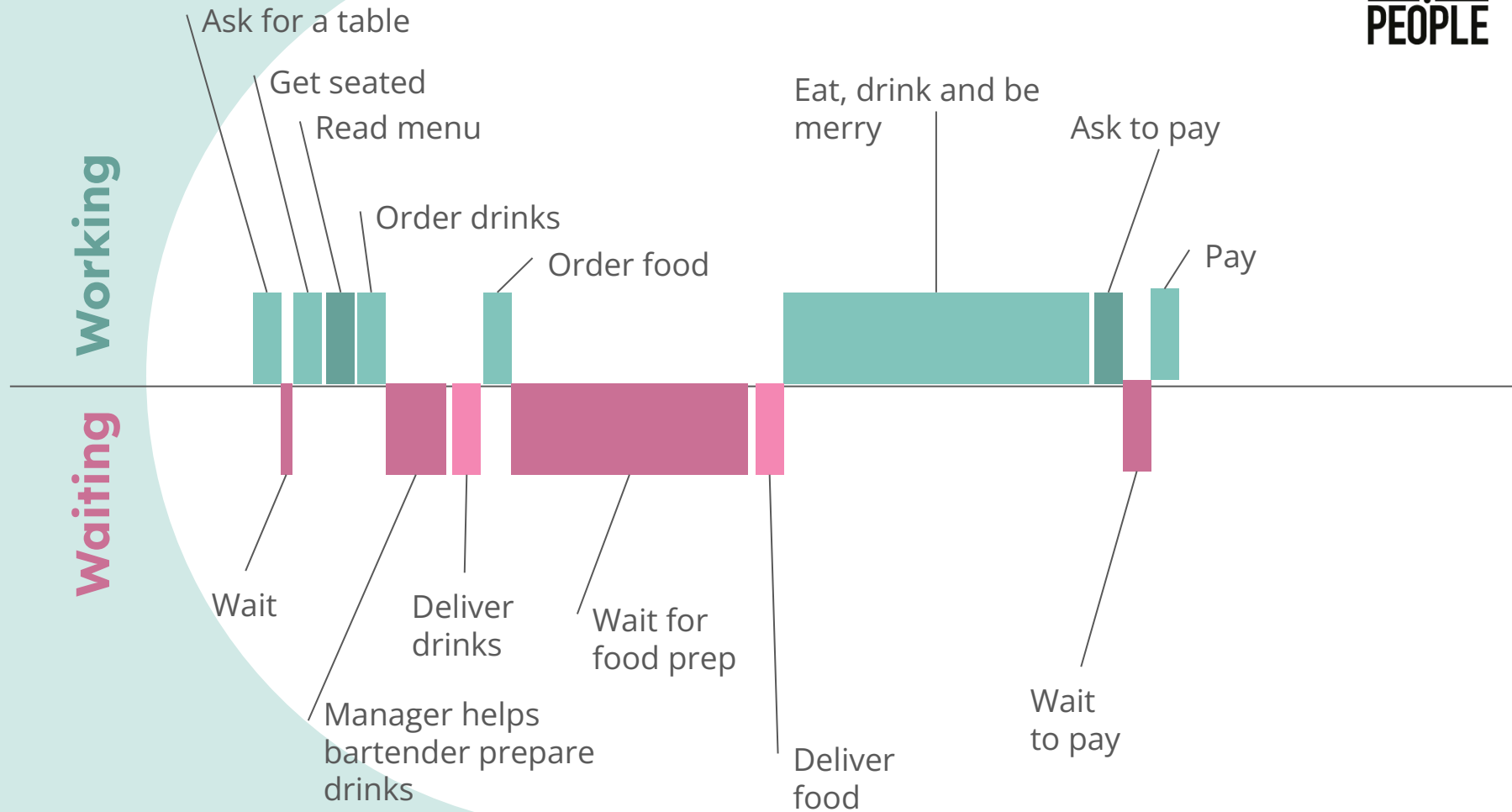
Reflection

What would your experience be like?

Think about what you saw.

What do you think your customer experience would be like?
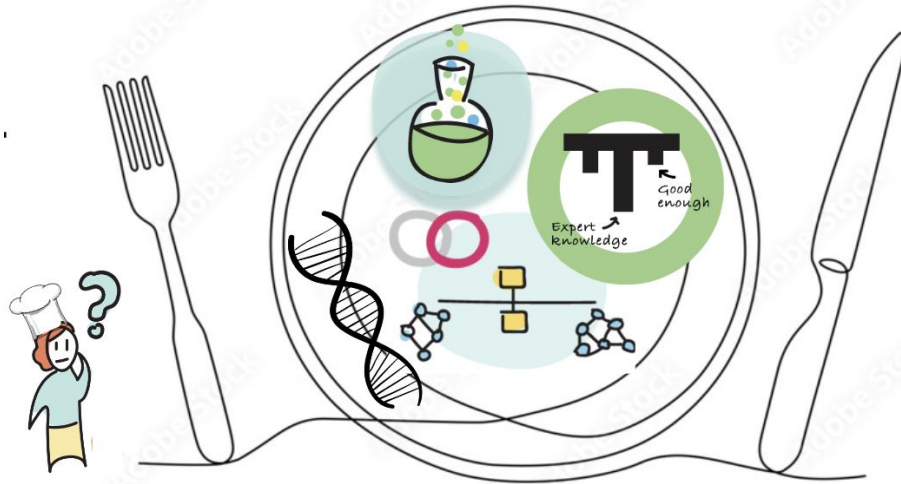
What would your experience be like?

- **FEWER HANDOFFS:** You'd be met by a host who could pivot to take your order and even assist you by taking payment if needed.

- **LOWER WAIT TIMES:** Staff could pivot so customers didn't waste any time for the right person to "free up"

- **HIGHER QUALITY:** Since there are fewer handovers, there are lower odds of lost information and improved quality of service

Any of this relatable to YOUR team experience?

DANDY
PEOPLE

Who would win?

Type "A" or "B" in the chat

Get
seated

Order
drinks

Order
food

Ask to
pay

Eat & Drink

Wait for
food prep

Arrive

Leave

Get
seated

Order
food

Ask to
pay

Eat & Drink

Order
drinks

Wait for
food prep

DANDY
PEOPLE

B!

Who would win?

DANDY
PEOPLE
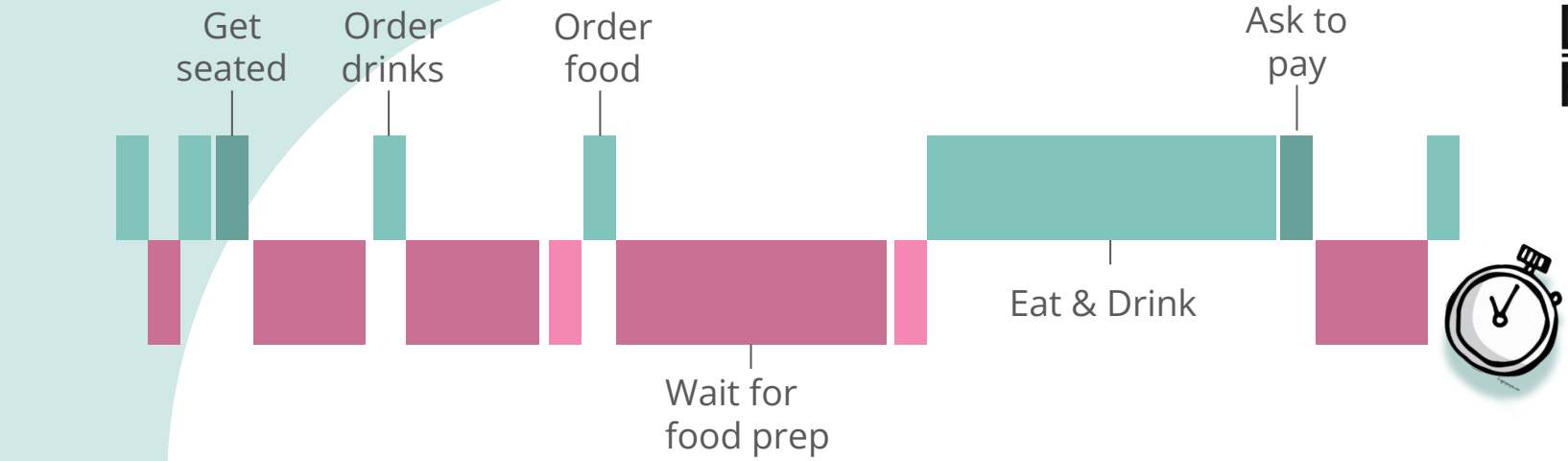
Customers want to order as soon as they sit down because they know what they want already. **Who would take orders the fastest?**

A or B?

© agilepeople.com

DANDY
PEOPLE
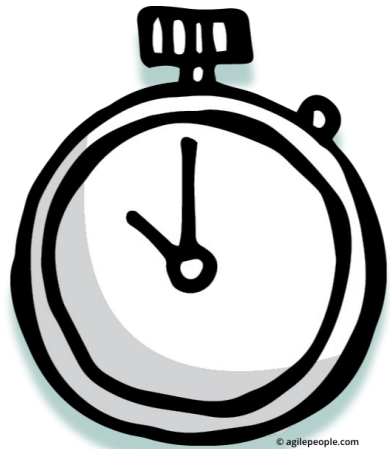
There's a dramatic change in customer tastes. **Who would pivot fastest?**

A or B?

DANDY PEOPLE

Menu changes

1 **Tell** — I will tell them
2 **Sell** — I will try and sell it to them
3 **Consult** — I will consult and then decide
4 **Agree** — We will agree together
5 **Advise** — I will advise but they decide
6 **Inquire** — I will inquire after they decide
7 **Delegate** — I will fully delegate

✗ "A"

✗ "B"

B!

Who would win?

There's an unexpected EXTRA busy season. **Who is best positioned to keep up with demand?**

A or B?

Because of their T-Shaped team *AND* ability to adapt as needs arise, **Restaurant B is the clear winner!**

Reflection

How might this apply to you?

Reflect...

Is your team more like A or B?

If you're a manager, are you more like manager A or B?

To shift your team toward the principles of B, what would you change first? Second?

© agilepeople.com

Case Study

Using Agile Design Principles at Largest Insurance Company in the Nordics
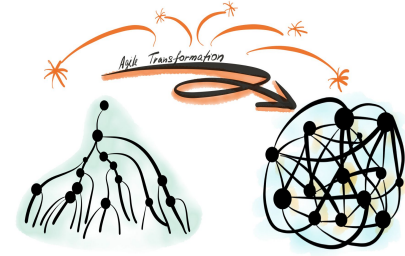
Key Strategic Actions:

- Introduced Scrum@Scale and Agile Portfolio Management (1&2)
- Implemented OKRs for clear targets and accountability (1&2)
- Established a joint prioritization, planning, and delivery process (1&2)
- Used Lean Agile Change MGT to continuously improve (3)

Remarkable Results:

- Achieved 80% predictability within 7 months.
- Enhanced transparency and coordination across teams.
- Fostered a collaborative and psychologically safe environment.
- Delivered high-value outcomes, earning praise from stakeholders.

Thank you!

You will receive a PDF of this presentation that will contain a more info on the tools we mentioned so you can start applying these ideas today!

TOOLS
for getting started

Competency (Skill) Matrix

The key benefits of a skill matrix are:

- **Identifies skill gaps:** You can determine exactly what kind of skills is required and decide actions to improve skills in your teams.

- **Incentivizes development:** Seeing where they stand compared to peers encourages individuals to work hard and improve themselves.

- **Fosters collaboration:** By understanding one another's abilities it makes it easier for team members to work together efficiently.

- **Improves hiring quality:** By knowing which skill is missing in your team, you can better target the required employee profiles and evaluate them during an interview.

SOFTWARE DEVELOPMENT TEAM COMPETENCY MATRIX EXAMPLE

skills \ name	expectation	John	Robert	Eric	Julien	Edouard
PHP	Practitioner / Expert / Expert	Expert	Expert	Practitioner	Expert	Practitioner
Mysql	Practitioner / Expert / Expert	Expert	Practitioner	Novice	Expert	Practitioner
ReactJs	Practitioner / Expert	Novice	Novice	Expert	Novice	Novice
Elastic	Practitioner / Expert	Expert	Practitioner	Novice	Practitioner	Novice
Rabbit MQ	Practitioner / Expert	Novice	Novice	Novice	Novice	Novice

● Expert: I can teach it.   ● Practitioner: I can do it.   ● Novice: What is it?

RELEVANT

relevant.software

Delegation
Matrix

A delegation matrix enables management to clarify delegation and foster empowerment for both management and coworkers!

Value Stream
Mapping

Value stream analysis

Follow work that flows through the system (organization) to see how muh time is spent doing actuall work, and how long time the work is waiting for work to get started again. This is visualized above by adding days working and waiting through out the over all value stream. Take one or more cases of actual work and follow it through.

Steps in our over all value stream

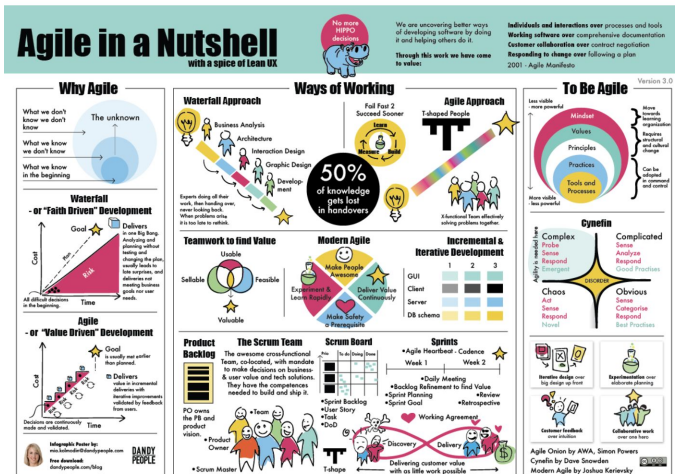Describe the activities people do

Working

Waiting

FREE
Resources!

Take the online Agile in a Nutshell training for free on our digital learning platform!

Free Agile in a Nutshell training:
https://www.agileonlinetrainings.com/agile-online-training
Dandy People Agile Team poster:
https://media.dandypeople.com/2019/12/agile-team-in-a-nutshell-12.pdf

Thank you!

DANDY
PEOPLE