WALK
Meaningful Business Transformation

| WHITE PAPER

Agile Implementation Beyond Cosmetics

How to Change Culture and Embrace New Leadership Paradigms Needed to Implement Agile Sustainably

Yes, we know what has to be done. But how do we do it fluidly and efficiently without disrupting our operations or ruffling the feathers of our people?

This is the cry of many companies facing the exponential change in the way business is being conducted today. These organizations are forced not only to adapt but to anticipate change by rethinking the way they work.

Instantaneous gratification has become the norm for savvy customers. The proliferation of new, technologically-advanced companies is capturing shares of the market that had always been stable. Traditional firms, striving to keep up with their more dynamic colleagues, know what has to be done to get on the right track. The big question is how to do it.

This paper describes our experience implementing Agile and New Ways of Working in different industries and functional areas, always in service of the company's imperative to accelerate business results. Our approach is uniquely focused on changing the mindset of employees, injecting them with genuine enthusiasm and awakening a sense of optimism and self-worth throughout the organization.

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1. Exponential Change: the Need for a New Organizational Paradigm

The speed of change in the business world is accelerating. The average lifespan of a company listed in the S&P 500 index has decreased by more than 50 years in the last century, from 67 years in the 1920s to just 15 years today. Facebook, Uber, Airbnb, Dropbox, Spotify, and WhatsApp did not exist in 2003.

In this context, companies need to become more flexible, more customer-oriented, and faster at executing their strategies, to cope with three main business challenges: profitable growth, innovation, and digitalization.

1.1. Profitable Growth, Innovation, and Digitalization

Today, anyone in a garage with a good internet connection can disrupt an entire industry. New entrants increasingly leverage new technologies (e.g., big data, artificial intelligence, virtual reality, blockchain, machine learning) to interact with customers. They use digital channels to immediately and seamlessly deliver products and services that delight customers. As a result, customer expectations are rising and the windows to capture new business opportunities are narrowing. Hyper-connectivity (e.g., 5G, IoT) is accelerating this trend.

Many traditional large organizations, whose size used to be a source of competitive advantage, are struggling. They find themselves responding too slowly to changing customer expectations. They have a hard time finding and exploiting new sources of profitable growth. Their traditional way of working hinders innovation by promoting rules and processes over experimentation. And their digitalization efforts fail to gain traction due to employee resistance to change.

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1.2. Foundations of Agile and New Ways of Working

Agile was born amid the software crisis back in the 1990s, when businesses delivered low quality software, with massive project delays and significant cost over-runs. It started as a set of principles applied to software development and reflected in the Agile Manifesto. The Agile Manifesto was written by seventeen representatives of various programming disciplines and emphasizes the importance of customer centricity, mutual trust, personal motivation, autonomy, multi-disciplinary collaboration, and face-to-face conversations.

Agile quickly evolved into various methodologies (e.g., Scrum, SAFe, FDD, Kanban, Crystal, and Extreme Programming) with Scrum being the most popular one (Exhibit 1). Over the last 15 years, Agile has expanded beyond software development into several functional areas like IT, HR, Sales, Marketing, Finance, and Operations. In parallel, there has been a surge of other new ways of working. These include, among others, Design Thinking, Lean Start-up, Workspace Transformation, and Smart Working.

> Agile started as a set of principles applied to software development and reflected in the Agile Manifesto

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Exhibit 1: New Ways of Working - WALK Model

	Definition	Impact
Agile/Scrum	Incremental and interactive framework for project management which delivers value early and often, with a particular focus on software development	Delighted customers Reduced time-to-market Higher team morale
Design Thinking	Human-centered approach to fully understand the deeper needs that a person or group faces in order to create a truly meaningful and effective solution	Innovation and creativity Customer centricity Simple, effective solutions
Lean Start-up	Method to develop businesses and products, using a Minimum Viable Product (MVP) – a version which collects customer feedback with the least effort	Reduced market risks No need for large amounts of initial project funding
Workspace Transformation	Rethinking of flexible workspaces, to accommodate the changing nature of work and the adoption of new technologies	Transversal collaboration Employee connectivity Higher productivity
Smart Working	Employees can choose when and where to do their work, in order to improve their time management and the effectiveness of their work	Work-life balance Employee commitment

These New Ways of Working follow five key principles:

Customer Focus
Continuous exploration of customer needs and desire.

Experimentation
"Build, test, and refine" in short learning cycles.

Mutual Trust
Assumption of good intent in safe and open environments.

Collaboration
Frequent, short, effective, and honest conversations.

Self-organization
Autonomy to decide how to achieve goals.

1.3. First Movers in Agile

Some born-digital companies, such as Spotify and Netflix, started out Agile and have become more so as they have grown. In 2013, Spotify experimented with 300 engineers its iconic scaling model based on squads, chapters, guilds and tribes (Exhibit 2). Today, Spotify employs over 3,500 people, with 1,800 in Engineering and R&D working in 180 Agile teams.

Other companies, such as ING Netherlands, have reinvented their organization from the ground up, moving from a traditional hierarchy to a more-agile model. In 2015, ING's management team decided to move aggressively, by asking 3,500 employees from their HQ to reapply for 2,500 redesigned positions on agile squads. Today, staff at the ING HQ are organized into 350 nine-person squads and 13 tribes.

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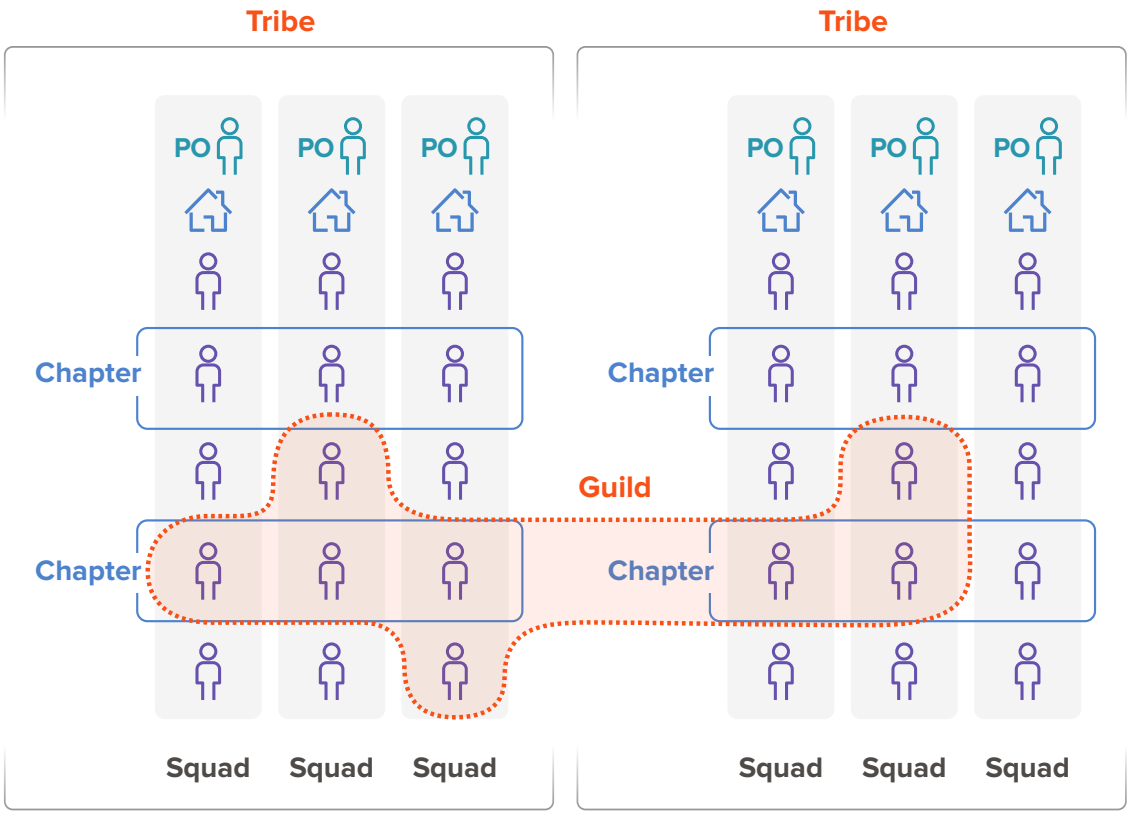
Exhibit 2: Spotify's Model



SQUAD
Self-organizing team with the skills and tools needed to design, develop, test, and release the solution they are working on. Each one has a Product Owner (PO) who represents the customer.

TRIBE
Collection of squads that work in related areas. Tribes have 100 people or less (according to the "Dunbar number", people can not maintain social relationships with +100 people).

CHAPTER
People within the same tribe who have similar skills and work within the same general competency area. They meet regularly to discuss their area of expertise and their specific challenges.

GUILD
"Community of interest" which usually cuts across the entire organization, where people share knowledge and tools.

Source: Spotify; WALK analysis

BBVA, another leading international bank, is also implementing Agile. In 2016, Customer Solutions (3,600 people) adopted Agile using SAFe, the most common approach used by companies to scale agile practices. In 2017, HR adopted Agile, with 600 people working in Scrum and 900 people in Kanban. By the end of 2018, the entire HQ staff (33,000 people) was Agile.

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Companies need to become more flexible, more customer-oriented, and faster at executing their strategies

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2. Agile: Beyond the “Marketing Hype”

In our experience working with large, blue chip corporations around the globe, there is a big “hype” around Agile. We often find that behind huge communication campaigns and marketing efforts, hundreds or even thousands of individuals are confused. They are mobilized to follow a set of new processes and “ceremonies” and they get trapped in them without actually understanding the depth of the cultural change that lies behind Agile and these New Ways of Working.

2.1. Dual Organization

Agile is one of the solutions that organizations have found to overcome the limitations of the traditional hierarchical structure. As we all know too well, most large companies have developed and promoted an organizational structure that is pyramidal, has multiple management layers, concentrates authority on the top, relies on rules and processes, and is made up of several units representing the different businesses and geographies where the company operates. This sort of structure increases the distance between the company and the customer. Digital-born companies are not constrained by such heavy structures, which allows them to be more customer-focused.

On one hand, the traditional structure is not able to cope with the demands of speed and adaptability of today’s business world. On the other, most corporations find it difficult to replace this structure in the short term, given its weight and inertia, coupled with the fact that it is the basis of the company’s current operations.

Our proposed approach to deal with this dilemma is to implement a Dual Organization following John Kotter’s philosophy. In a Dual Organization, a network (or liquid) organization is created and operates in concert with the traditional hierarchical organization. The network organization is made up of small, multidisciplinary, self-managed teams that operate in short planning and execution cycles, with an absolute focus on the customer, tolerance to mistakes, and an intrapreneurship mindset (Exhibit 3).

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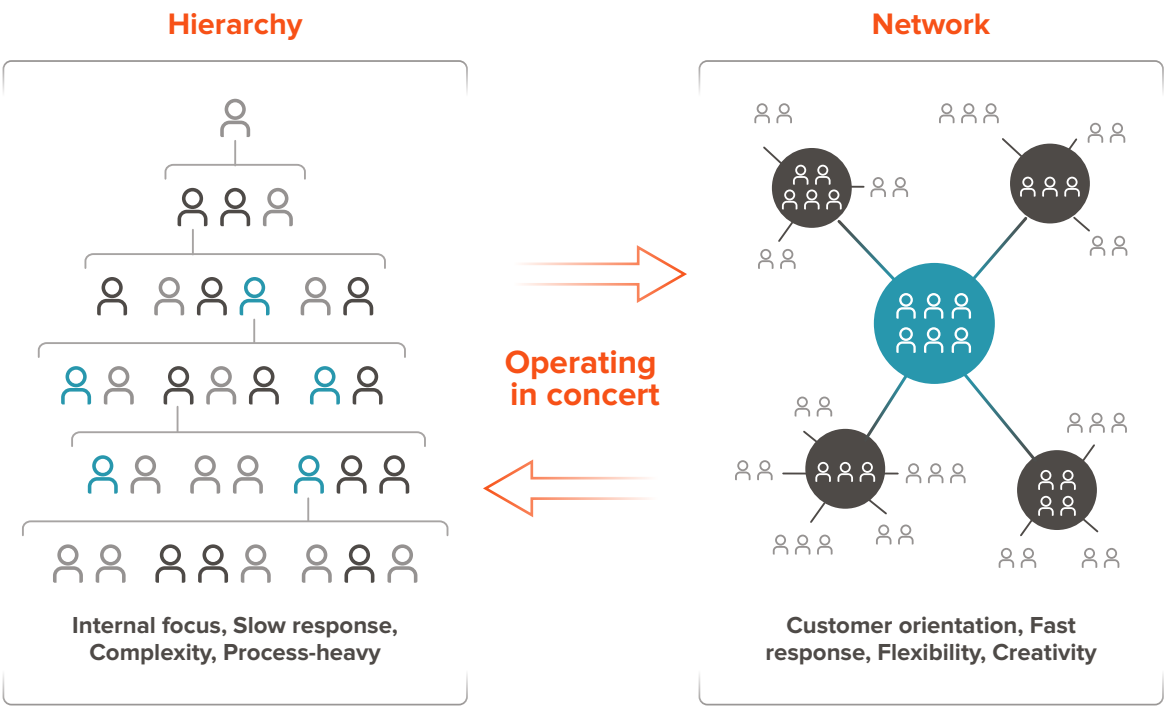
Exhibit 3: Dual Organization



Source: Harvard Business Review; WALK analysis

The final objective of a Dual Organization is to recover the company’s relentless focus on the costumer. In many enterprises of family origin, this is referred to as recovering the “founder’s mentality”: the mindset typically embodied by a bold, ambitious entrepreneur who had a clear vision and an absolute focus on the customer.

In order to staff the network organization, a voluntary approach is recommended so that the network is built around genuine energy, commitment, and enthusiasm. To get things started, a more directive approach might be needed, since people are still unfamiliar with the new organizational concept and dynamics.

The individuals who decide to join the network continue to fulfil their role in the hierarchy. Therefore, when they are working on the business as usual, they subconsciously embody the desired mindset and behaviours of customer centricity, experimentation, and intrapreneurship. At the beginning, they often face increased workload and some level of confusion, but soon, the experience pays off in the form of more individual and collective productivity.

Implementing a Dual Organization does not imply an organizational redesign. Redesigning an organization tends to be a painful process, triggering fears from employees and demanding significant time investment from leaders. A Dual Organization, instead, keeps everyone focused on what moves the needle – changing mindsets and behaviours.

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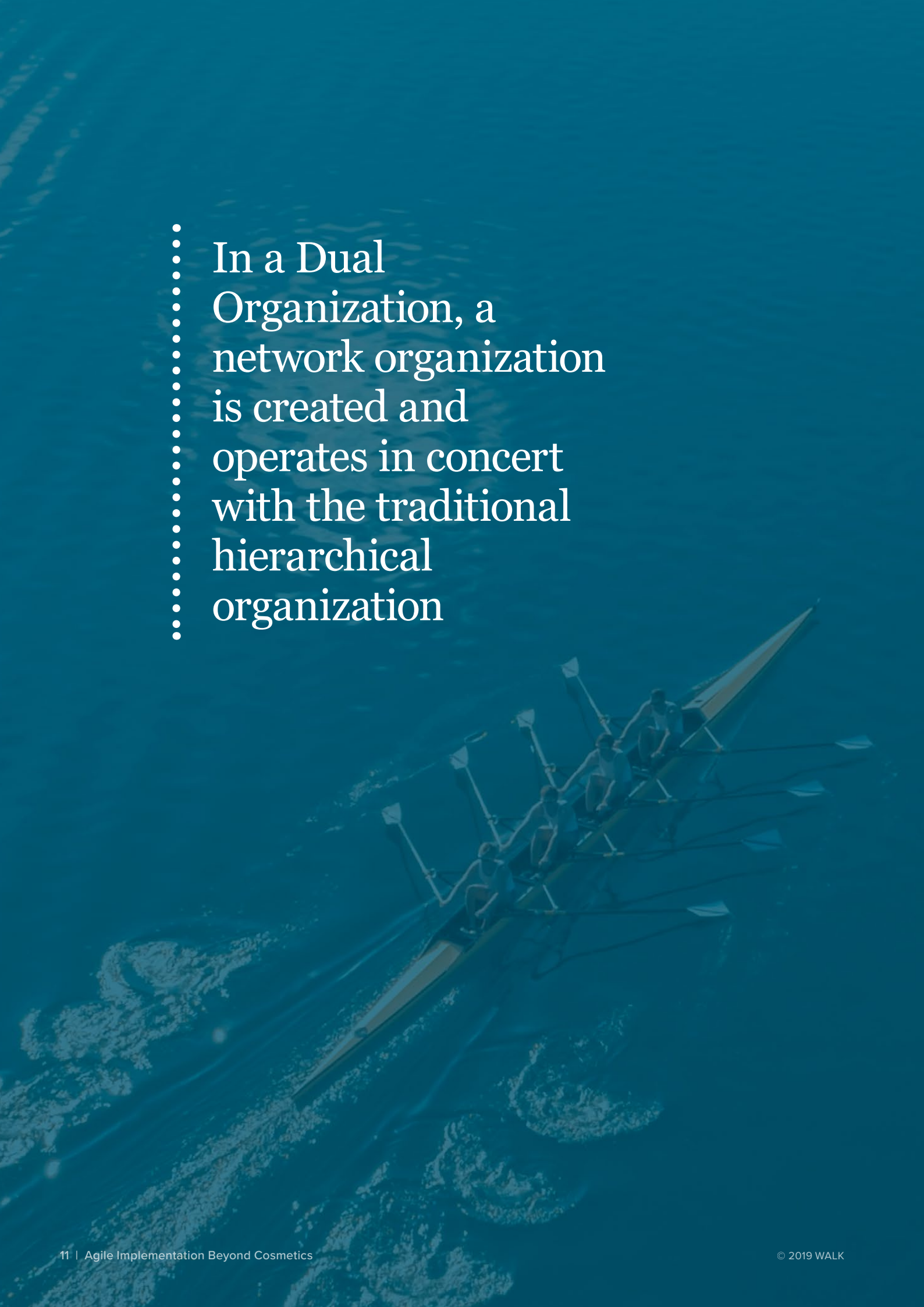
In a Dual Organization, a network organization is created and operates in concert with the traditional hierarchical organization



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2.2. Agile/Scrum Methodology

Agile/Scrum is one possible method to implement the dynamics of the network organization. It is usually implemented together with other New Ways of Working, and it demands a profound cultural change.

The Agile/Scrum methodology helps to systematize the desired mindset shifts by turning them into habits. Originally conceived for the world of software development, it necessarily must be adapted to the specific organizational context at hand. A common error is to be too rigid in the implementation of Agile/Scrum processes and roles rather than seeing it as it is: a tool to drive the implementation of New Ways of Working and the associated cultural change.

A solid Agile/Scrum framework should combine six key elements (Exhibit 4):

Scrum Team
Multidisciplinary, self-governing team with 5-7 members. The team can deliver on its mission end-to-end and has autonomy to decide how to achieve its goals.

Sprint
The team works in fixed length sprints of 2-4 weeks. Before each sprint, in the Sprint Planning meeting, the team builds and commits to the Sprint Backlog, the list of action items to be completed during the sprint.

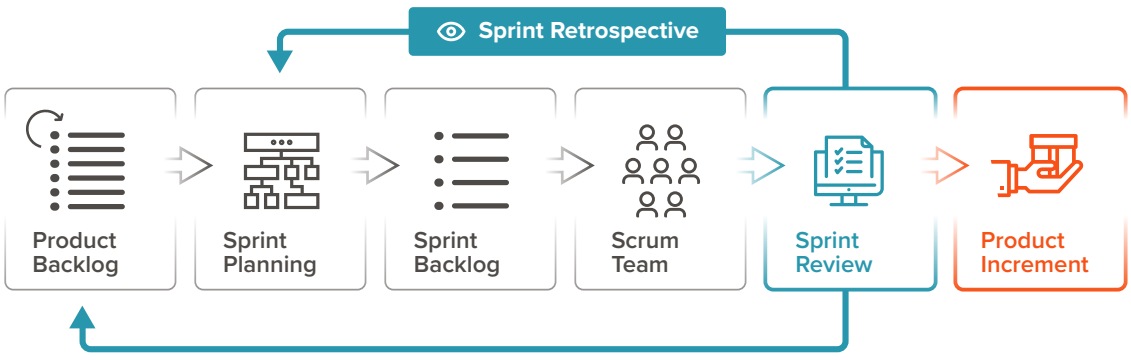
Product Increment
After each sprint, the team delivers a Product Increment, a new functionality ready for market release.

Review
After each sprint, the team carries out a 2-hour review (or demo) with the appropriate stakeholders. This systematic feedback loop uses mistakes as a source of learning (“fail fast”).

Retrospective
After each sprint, the team members carry out a 2-hour retrospective, where they discuss “what worked, what didn’t work, and what can be improved”.

Product Backlog
Throughout the sprints, the team works on a Product Backlog, a value-ranked list of product features. The backlog is dynamic and is systematically updated after each sprint, based on customer feedback.

Exhibit 4: Agile/Scrum Framework



Source: Scrum.org; WALK analysis

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The Scrum team has three key roles:

Product Owner
Individual with the mandate to maximize the value delivered to the customer. The Product Owner prioritizes the team backlog, gives feedback in the reviews on behalf of the customer, and decides when product increments should be released to the market.

Scrum Master
Individual who facilitates team meetings and supports the gradual adoption of the Agile methodology.

Development Team
Individuals with the ability and authority to define, build, and test the solution they are working on. There is no internal hierarchy between them.

There are two additional roles outside of the Scrum team:

Agile Coach
Individual who supports one or more Scrum Teams in their most critical and complex meetings. Using facilitation and coaching techniques, he facilitates a profound cultural and leadership change.

Sponsor
Senior executive who gives mentoring and guidance to several Scrum Teams. He helps teams to take a step back and understand the implications of their work in the entire organization. The sponsor holds no formal authority over the teams, which means that he must interact with them in a horizontal way.

The beauty of the Agile methodology is that it naturally unlocks the three sources of people’s intrinsic motivation, according to Daniel Pink: purpose, autonomy, and mastery. Purpose comes from satisfying client needs and adding concrete value. Autonomy comes from self-government. And mastery comes from using one’s expertise and learning a new way of working.

To ensure that the methodology taps into employees’ intrinsic motivation, its implementation needs to match the pace of the associated cultural change. Usually, the mindset shifts take longer to occur than the adoption of new ceremonies, processes, and roles.

2.3. Agile Leadership and Culture

Agile demands a cultural transformation and an evolution of the organization’s leadership style to embrace a completely new leadership paradigm. Senior executives, starting with the CEO, must be the first ones to change. They must drive the cultural transformation by walking the talk, role-modelling the desired mindsets and behaviours, and creating an environment where people can flourish working in this new way.

Agile leaders should evolve their style in three ways:

Servant Leadership
Committed to serving others by:
Empowering and trusting others. Fostering a culture of conversations. Offering support, coaching, mentoring, and encouragement. Helping to bring out the best of each person. Showing genuine concern about people’s needs and feelings. Expressing direct recognition for individual and team contributions.

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Inspirational Leadership
Committed to energizing the organization by: Inspiring passion and motivation to achieve higher quality and performance. Creating momentum for change. Engaging the organization around a shared vision, built on common values and sense of purpose. Unlocking people’s intrinsic motivation. Creating teams with joint accountability for success.

Bold Leadership
Committed to leading a meaningful business transformation by: Carefully managing the trade-offs between innovating for growth and preserving the business as usual. Reading the context and understanding people’s motivations. Maintaining “positive tension”. Keeping the big picture in mind. Encouraging constructive challenge.

As with any cultural transformation, Agile requires profound personal mindset shifts. Otherwise, people easily fall back into their old habits. As shown in the iceberg metaphor (Exhibit 5), although mindsets are not visible, they are the main drivers of behaviours.

For Agile to take root, five major mindset shifts must occur:

From “Victim Attitude” to “Protagonist Mindset”
Being proactive. Behaving with energy, motivation, and conviction. Taking ownership. Focusing on what the person can do, instead of blaming others or the environment.

From “Organizational Silos” to “Systemic Leadership”
Working towards a shared goal and tapping into collective intelligence. Avoiding “artificial harmony” or “dysfunctional conflict”. Letting go of individual agendas. Managing conflict productively.

From “Knower” to “Continuous Learner”
Perceiving mistakes as an opportunity for learning. Listening with curiosity and eagerness to learn vs. focusing on “defending a point of view”. Stepping out of the comfort zone.

From “Internal Focus” to “Customer Focus”
Focusing on the customer. Asking for customer feedback systematically. Challenging the status quo and fostering innovation in order to create the best solutions.

From “Fear of Shame” to “Psychological Safety”
Where people trust each other and can be themselves. Creating an open and safe environment where people can be themselves. Feeling comfortable sharing points of view and dissenting. Encouraging diversity and inclusion.

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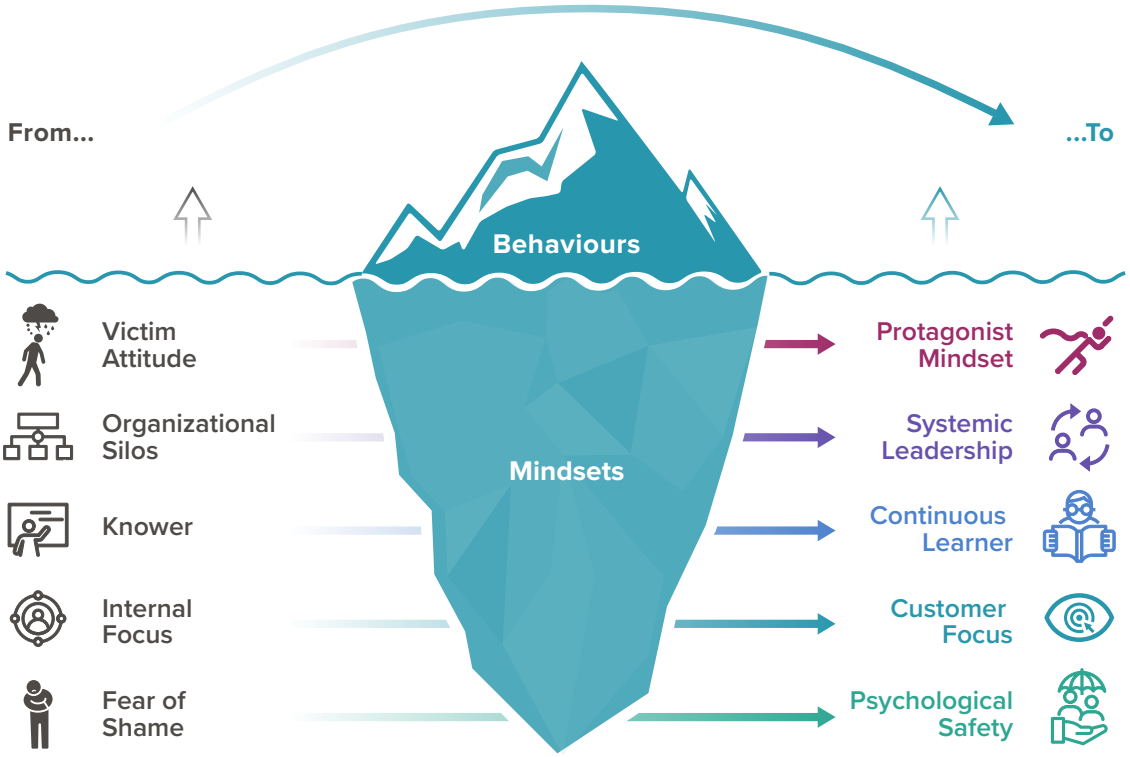
Exhibit 5: Agile Mindset Shifts - WALK Model



Mindset shifts do not happen over-night. They occur through a process of deep personal reflection, triggered by a set of several different stimuli and experiences. At first, the person gains self-awareness of her own habits, needs, fears, and motivations. Then, she gradually perceives the need and suitability for change. Finally, she feels increasingly motivated to change and is mobilized towards action.

This process of mindset shift is a necessary and critical step, which can be supported from different angles: structured dialogue involving the entire organization, coaching, role-modelling from leaders, individual and team reflection, capability building, and meaningful conversations. The mindset shift usually kicks off during workshops guided by leaders with the support of Agile Coaches and is reinforced through the experience of working in a new way and receiving constant feedback.

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Agile demands a cultural transformation and an evolution of the organization's leadership style

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3. Implementation: Making it Real and Sustainable

In our experience, an Agile transformation takes 18 to 36 months depending on the context. The scope can be the entire organization or a relevant business unit.

Although there is no one-size-fits-all approach, the transformation usually starts with diagnostic and alignment. Then, it expands through a scaling model that synchronizes the pace of implementing the methodology to the pace of the associated mindset shifts. The transformation requires articulating various enabling mechanisms of systemic support, formal training, and impact measurement.

3.1. Agile Diagnostic and Alignment

The Agile diagnostic assesses a wide scope of elements: organizational alignment, employee engagement, company vision and values, company culture, and leadership style. Various diagnostic tools can be used: interviews, focus groups, culture surveys, leadership assessments (individual or collective), observation of team dynamics, shadowing of key meetings, and analysis of work spaces.

At its core, it has two main objectives:

Locate the Biggest Gaps in Agile Mindsets, Behaviours, and Leadership Capabilities

This information is needed to design an Agile transformation tailored to the company's unique context and needs.

Identify Key Business Opportunities to be Unlocked Through Agile

These opportunities have usually been stuck due to organizational silos and lack of customer focus. The most relevant ones will be tackled by the first wave of Agile teams.

After the diagnostic comes an Executive Team Alignment, with four main goals:

Strengthen Personal Connections

The team gets together for a couple of days outside of the office. This creates the time and adequate set-up to make emotional bonds, revitalize the team's identity, and build trust. Trust is widely recognized as the main driver of team effectiveness.

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Co-create an Agile Vision

The team visualizes how Agile will unlock value for the company. They also conceive the Agile transformation as a platform for their own personal growth, which energizes and motivates them.

Co-create Behaviour Rules

Team members make explicit agreements about how they want to work together. They usually commit to high quality, high performance, and a culture of conversations and feedback.

Internalize Agile Principles

The team takes part in an introspection about the implications of this new way of working for their day to day. They reflect upon questions such as: How much control am I willing to let go? How should I evolve my leadership style to be a servant leader?

3.2. Agile at Scale

The right formula for scaling up Agile depends on the circumstances of each organization and the appetite and commitment of its Top Management. There are four elements to take into consideration to implement Agile at scale (Exhibit 6):

Gradual Scaling Model

We believe that a "big bang" approach offers limited options to "test and learn" and, most importantly, does not tap into employees' intrinsic motivation, a critical element of real and sustainable change. We recommend a gradual approach, which synchronizes the pace of implementing the methodology with the pace of the associated cultural change. Although it depends on each specific organizational context, it is reasonable to assume that an organization can aspire to have up to 500 individuals in Agile after 6 months and up to 5,000 individuals after 18 months.

Deep Organizational Engagement

The implementation of Agile grows through a "contagion effect" that is mostly driven by key influencers and powerful communication campaigns. Influencers are people who, having already experienced Agile, role model the desired behaviours and create emotional buy-in. Communication campaigns get people interested and excited about the new ways of working, using compelling videos, speeches, posters, and brochures.

Focus on Business Value

Agile accelerates business results by focusing people with the right knowledge and skills on the most valuable business opportunities. This requires a systematic view of the organization and a dynamic pipeline (or backlog) of initiatives ranked by value.

Consistency with Talent processes

In Recruiting, the organization should look for people with a learner mindset (vs. "knower") and with the curiosity and flexibility to learn and adapt to change.
In Performance Management, managers should frequently give informal coaching and feedback, including 360-degree evaluations, and behaviours should be given as much relevance as performance.
In Learning & Development, the company should train people in key Agile capabilities (see chapter 3.4.).

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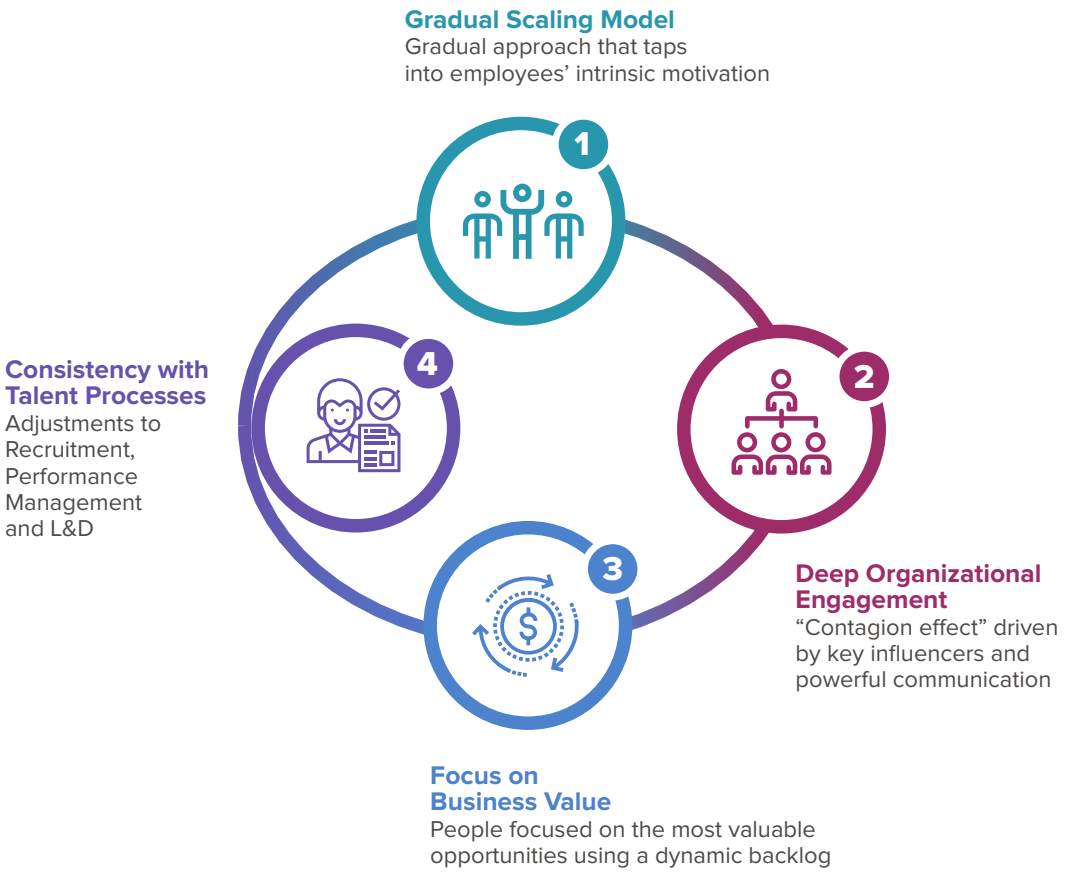
Exhibit 6: Agile at Scale - WALK Model



3.3. Systemic Support

An Agile organization more closely resembles a living organism than a mechanical structure. Moreover, it demands a significant change in mindsets and behaviours. Therefore, to make it happen, it requires dynamic, adaptative, and systemic support across various disciplines

Leadership Facilitation

Experiential and profound support to leaders, with a strong emphasis in changing mindsets. Delivered through leadership workshops that combine plenary sessions, small team discussions, and individual introspection.

Coaching and Mentoring

Continuous support to mindset and behaviour changes, both at team and individual level with a special emphasis on Scrum Masters and Product Owners. Agile Coaches give feedback to the team about observed behaviours, help people to prepare for difficult conversations, and support team decision making with thought-provoking questions.

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Project Management
Definition of the project's objectives, scope, and approach. Continuous feedback to teams on the content they produce and the quality of their communications, helping them to maximize their effectiveness. Systematic follow up of project milestones, overall status reporting, and coordination of teams and meetings.

3.4. Agile Training

Formal Agile training is a critical complementary element to the overall systemic support. New Agile mindsets and behaviours demand a stretch from employees in terms of their capabilities. Trainings are a useful mechanism to support employees in their learning progress towards acquiring and mastering new capabilities. There are four types of Agile trainings, based on the target audience and the objective.

Agile Principles
Targets the entire organization, including people who will not necessarily adopt the Agile methodology. The objective is to build awareness and alignment across the organization around the definition and the relevance of Agile.

Agile/Scrum Methodology
Targets the individuals who will soon adopt the methodology. The objective is to help them understand and practice the methodology fundamentals: scrum teams, sprints, scrum master, product owner, team backlog, sprint backlog, etc.

High-Performing Teams
Targets teams who have recently adopted the Agile methodology. The objective is that they evolve from a regular to a high performing team, along the lines of Tuckman's theory where teams go through four predictable development stages: Forming, Storming, Norming, and Performing.

Agile Leadership
Targets the management team. The objective is that they learn to lead in a new way, by influencing through coaching, mentoring, and role-modelling, instead of using their hierarchical authority.

Agile training is provided by external training agents. Scaling up Agile to reach a critical mass of people is done through a "train the trainer" approach to ensure that a critical capability-building muscle is developed in-house. Technology is also used to maximize the reach of the programmes through online trainings and webinars.

3.5. Measuring Impact

Measuring the impact achieved through the implementation of Agile is critical to ensure good overall progress, and to provide real-time support as and where needed. For instance, if a team is struggling to adopt the methodology, if a person is failing to adopt a new mindset, if an initiative is not gaining traction... a solid dashboard should point this out immediately. There are three elements to be measured:

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Acceleration of Business Results

Every initiative must have clear KPIs, such as customer satisfaction, employee engagement, time to market, number of units sold, number of product launches, customer retention, etc. The team itself has the accountability to define the KPIs and track their evolution over time.

Adoption of New Mindsets and Behaviours

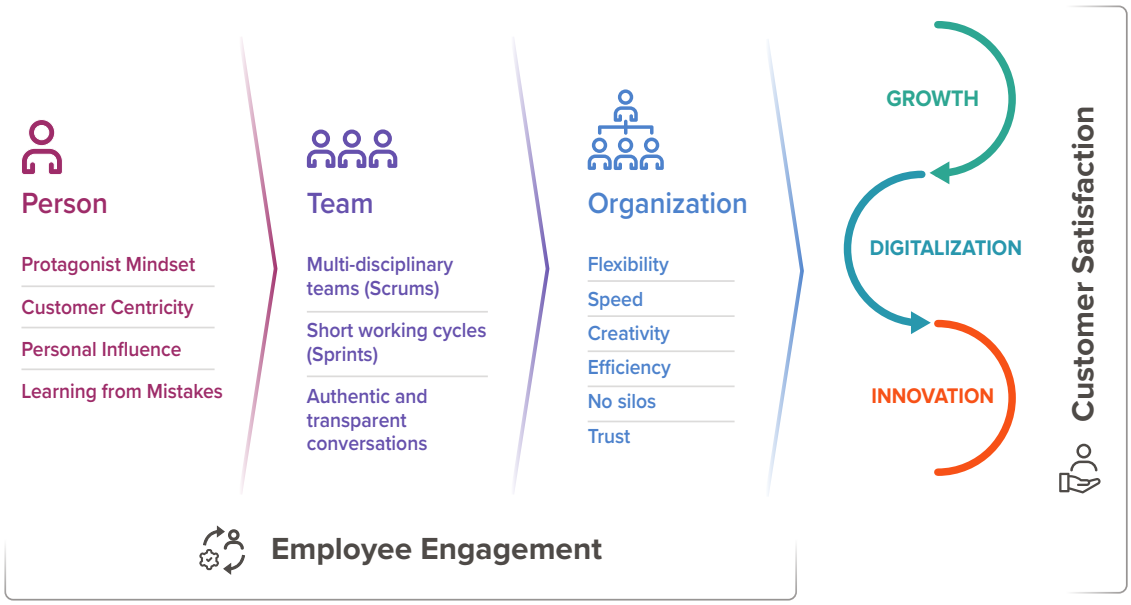
This is measured through observation of team dynamics and through participants' self-assessment. Technology can be used to provide real-time results. For instance, after each meeting, teams can use an app to assess the quality of the meeting based on pre-agreed dimensions, such as focus, time management, quality of conversations, support materials, etc. Every 4 weeks, the maturity of teams is also measured across key leadership attributes, such as "protagonist" mindset, decision making, customer focus, etc.

Accomplishment of Key Milestones

Every initiative must have a clear roadmap, with agreed milestones. Delivering committed outcomes with high quality and on time is an indicator of team effectiveness. On the contrary, teams that struggle to meet deadlines and quality standards should receive special support of Sponsors and Agile Coaches.

It should be clear by now that Agile, when properly implemented, delivers major benefits. Increased innovation and faster company digitalization result in profitable business growth. Improved business results are delivered along with both higher customer satisfaction and higher employee engagement (Exhibit 7).

Exhibit 7: Impact of Agile and New Ways of Working - WALK Model



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An Agile organization more closely resembles a living organism than a mechanical structure

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4. Ready for Action

Companies with a firm determination to rethink their way of doing business can greatly benefit from implementing Agile.

Agile leads to impressive business acceleration. It unlocks value hidden in the organization by breaking organizational silos, fostering a customer-centric mindset, and encouraging experimentation. The business results come hand-in-hand with a fundamental cultural and leadership transformation. People who experience Agile first-hand are re-energized and get more enthusiastic about their jobs. Teams experience a different way of working, which boosts their morale and their productivity.

Agile is not merely a method for improving business results, but a powerful tool that brings out the best in people. Employees become better employees, better leaders and better persons, at work and at home. A disciplined and sustainable implementation of Agile, in synchronization with the associated cultural change, can be a giant step for your company into the future.

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Case Study
Driving Innovation and Digitalization Through Agile Implementation

A global energy company reviewed its strategic plan to focus on growth and value creation through three strategic imperatives: Innovation, Digitalization, and Sustainability.

Agile and New Ways of Working were implemented to address two of the three challenges: Innovation and Digitalization.

The appointment of a new VP of Technology and Innovation (T&I) was the perfect opportunity to launch an 18-month transformation program, aimed at accelerating the organization's technological leadership by becoming more agile and closer to the needs of the business.

T&I had to carry out a new strategic and operating model in a highly competitive and uncertain environment, and it was imperative that a cultural transformation be achieved. The main objective was to change the mindset of its 300 FTEs, in line with the new personal leadership style that was required to operate in this new environment. It implied becoming less hierarchical, promoting transversal collaboration, encouraging more delegation, and engaging in 360 dialogue.

The T&I's transformation was structured in three phases: cultural diagnostic, business alignment, and implementation of a Dual Organization. The implementation was done gradually through role-modelling of Agile and New Ways of Working, and a powerful "contagion effect", starting with the Executive Team, and growing in three waves leading to the 300 FTEs participating in Scrums.

The project resulted in aligned BU's strategic objectives, adoption of desired leadership attitudes, and substantial business impact: NPV of 20M€ and a reduction of time-to-market in more than 30 critical initiatives.

Learnings from T&I were instrumental in extending the scope of the transformation to another critical area of the company driving digitalization: IT. IT had a target of generating 300M€ in additional revenue through digitalization within 2 years. Meeting this target required managing two conflicting dynamics: innovation, growth, and customer orientation in Digital, as opposed to efficiency, control, and internal focus in "traditional IT". The project implemented Agile at scale through cross-cutting initiatives, with a special focus on the required cultural change. It started with a 3-month pilot within the Executive Team, followed by a potential roll-out phase with a target of 700 FTEs.

In both projects, the key success factor was adjusting the pace of implementation of the methodologies of Agile and New Ways of Working, to the pace of the associated cultural transformation. In order to drive the desired mindset shifts, ongoing support was given to all employees through individual and group coaching sessions, in addition to shadowing of day-to-day meetings and real-time monitoring of meeting effectiveness with an app.

A multidisciplinary team of business consultants, leadership facilitators, and senior executive coaches, was fundamental to provide the sort of systemic, adaptative, and flexible support that was required.

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About the Authors

Horacio Hurtado
Co-Founder and Managing Partner of WALK. Former Senior Principal at A.T. Kearney.
MBA from Kellogg.
horacio.hurtado@walkleadership.com →

Miguel Gowland
Co-Founder and Managing Partner of WALK. Expert in leadership development.
MBA from Cranfield.
miguel.gowland@walkleadership.com →

Ana Vilaregut
Former Consultant of WALK.
MBA from Columbia.

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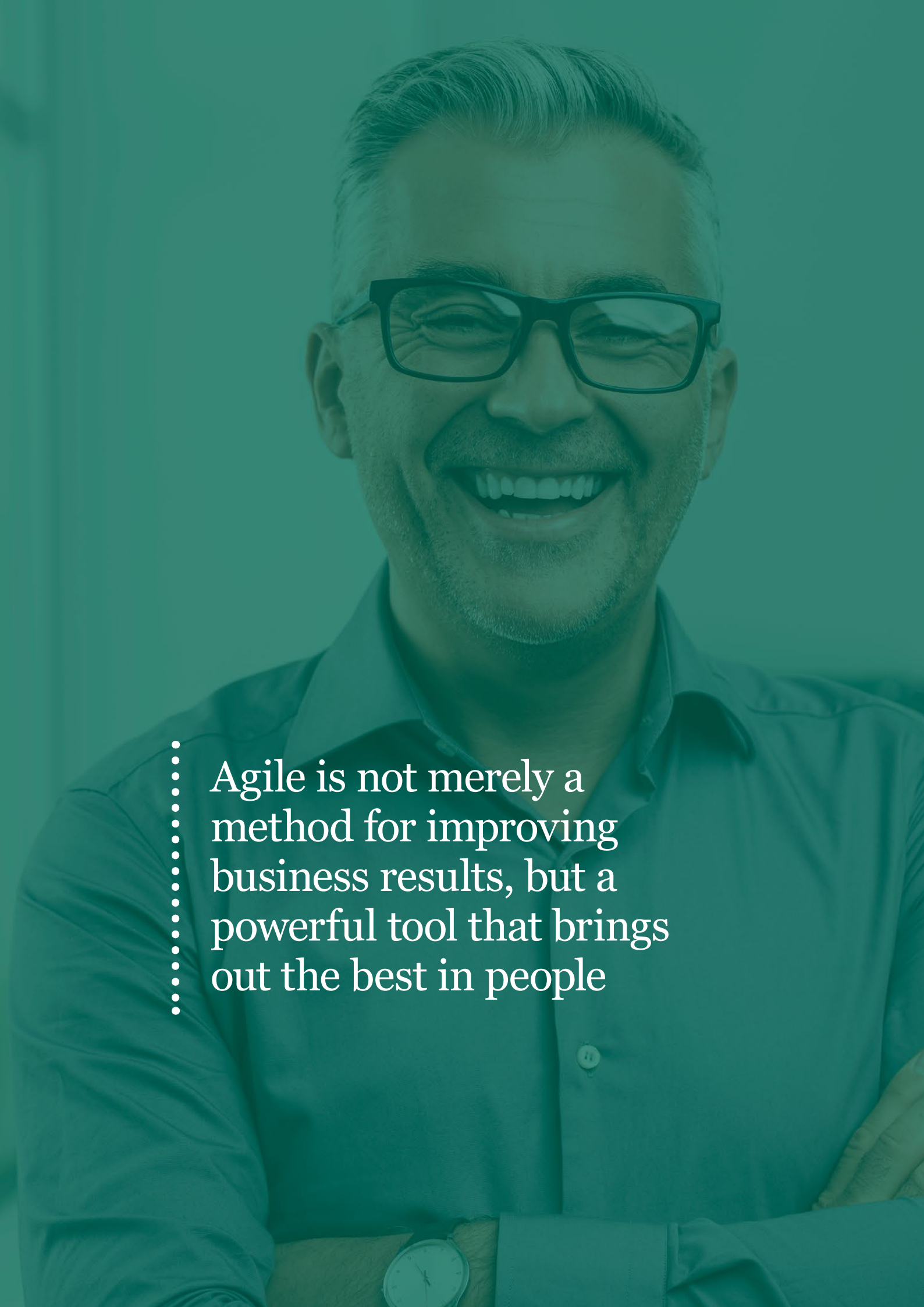

Agile is not merely a method for improving business results, but a powerful tool that brings out the best in people

About WALK

WALK is a global consultancy focused on producing meaningful business transformation through leadership development and cultural change. Combining a team of strategy consultants, organizational psychologists, and leadership facilitators, WALK works with large organizations to ensure effective execution of their business initiatives. We do so by aligning people with strategy and empowering them to embrace a new leadership paradigm for the digital age. WALK's solutions include leadership development programs, alignment of executive teams, organizational engagement at scale, design and deployment of a digital culture, and implementation of new ways of working.

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