



Governing knowledge and imagination in the digital era: Agile way of working

SMS Special Conference LAB

MILAN, 17 JUNE 2022



Università
Bocconi
MILANO

1 Introduction to Agile principles and method

2 Practical simulation

3 Debrief and discussion

4 Interactive case study





Introduction to Agile principles and method

Traditional project management



"Plan and follow through"

Agile

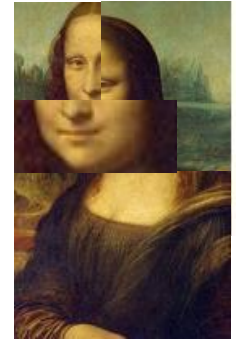
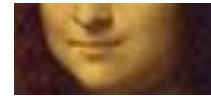


"Learn, respond, adapt"



In agile we build iteratively in small increments with customer feedback to create a valuable outcome

Traditional



Traditional MVP



We will follow every step in the plan



Let's proceed to the 2nd step, "the mouth"



Looks good so far! We need a body now



What happened? We followed every step from the original plan!



Agile



Agile MVP



Next increment



Next increment



Next increment



Let's start by creating a simple draft!



The draft looks good, let's test some colors ...



I like the colors, we can use them ...



This is perfect! I'm glad we listened to the customer along the way!



← Customer feedback in iterative process →

We are uncovering better ways of **developing software** by **doing it and helping others** do it. Through this work we have come to value:

Agile Manifesto

That is, while there is value in the items on the right, we **value the items on the left more**



Customer focus

Customer collaboration

over

contract negotiation



Output orientation

Working output

over

comprehensive documentation



Adaptability in uncertain context

Responding to change

over

following a plan



Empowering teams

Individuals and interactions

over

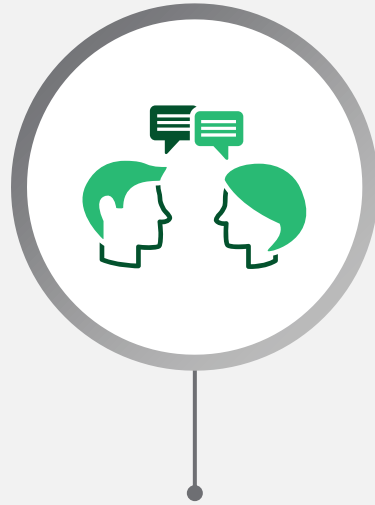
processes and tools

How we think about Agile principles



Iterative

Quality and team performance improve over time



Empirical

Data-driven, frequent feedback is more effective than up-front discussions



Cross-functional

Rapid exchange between “what” and “how” people deliver work



Outcome Focus

“So what?” language helps teams and stakeholders understand the goal and purpose



Team Empowerment

“What” & “How” decisions delegated to the team after achieving alignment on outcomes

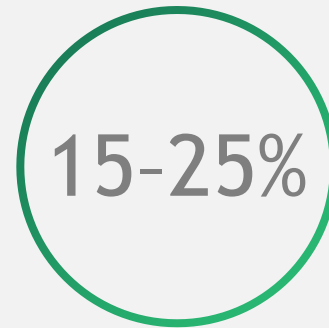
Agile positive impact on 4 dimensions

Time to market
reduction



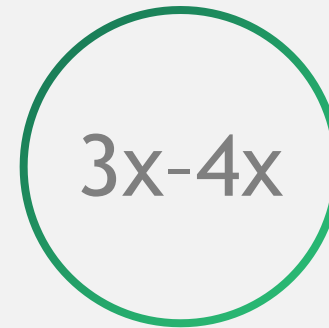
No overruns (time boxed)
and 3x acceleration in
time to market

Improve
efficiency



No over budget and
reduction in
development costs

Better quality in
products/services



Increased customer
satisfaction and high
adoption rate

Employee
engagement



Employee empowered
and engaged

Large established players are already embracing Agile..



Source: BCG expertise and analysis

..with different levels of maturity



Agile project delivery



A portfolio of agile projects



Agile functions



Enterprise agility
(Agile@Scale)

We will simulate a mature Agile methodology: Scrum



"Sprints" with iterative value delivery



Timeboxed ceremonies



Clear roles

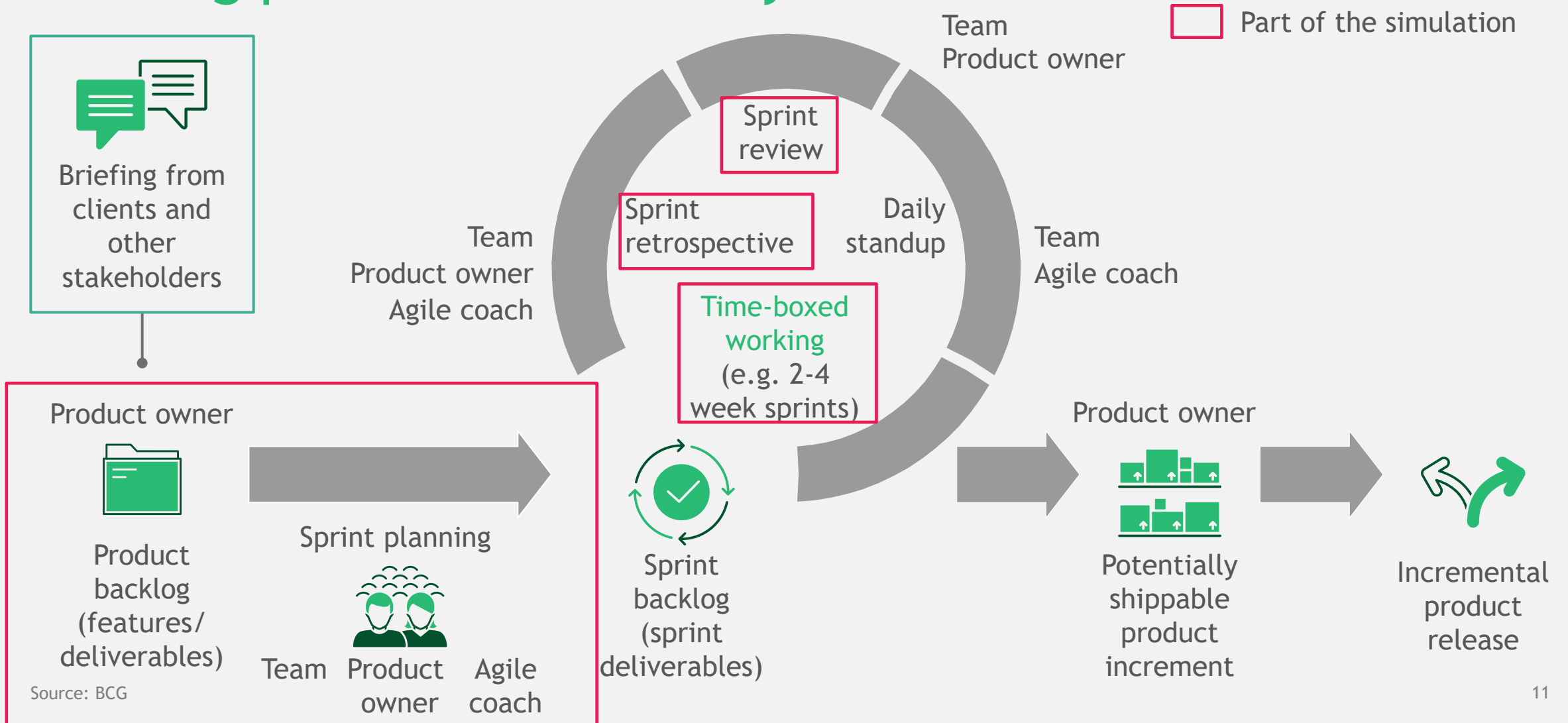


Simple tools

Scrum requires very specific roles to be effective



As a refined Agile method, Scrum is about delivering working products iteratively





Practical simulation

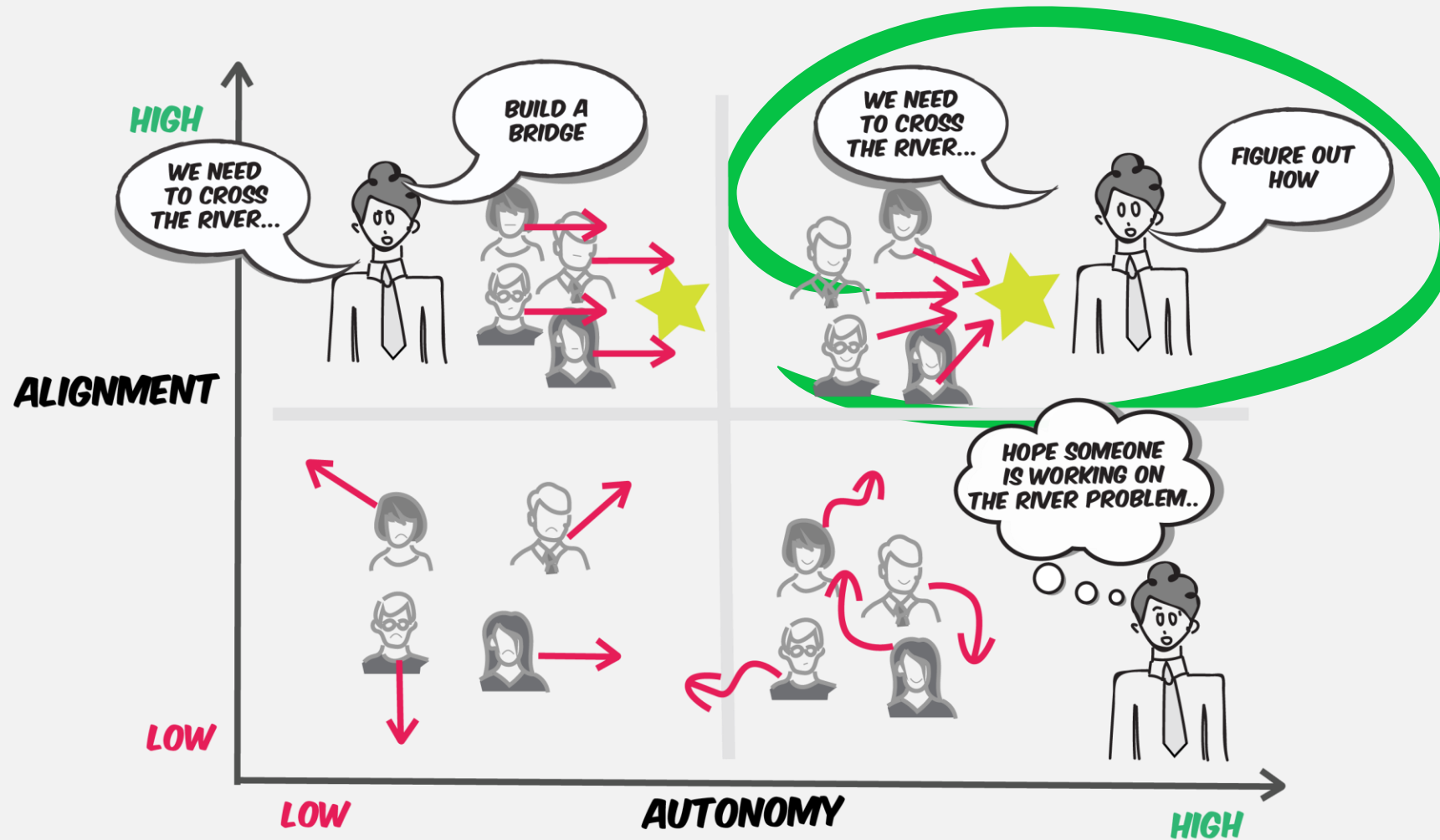


Agile deep-dive

Agile @ Scale



We achieve the benefits of agile through aligned-autonomy



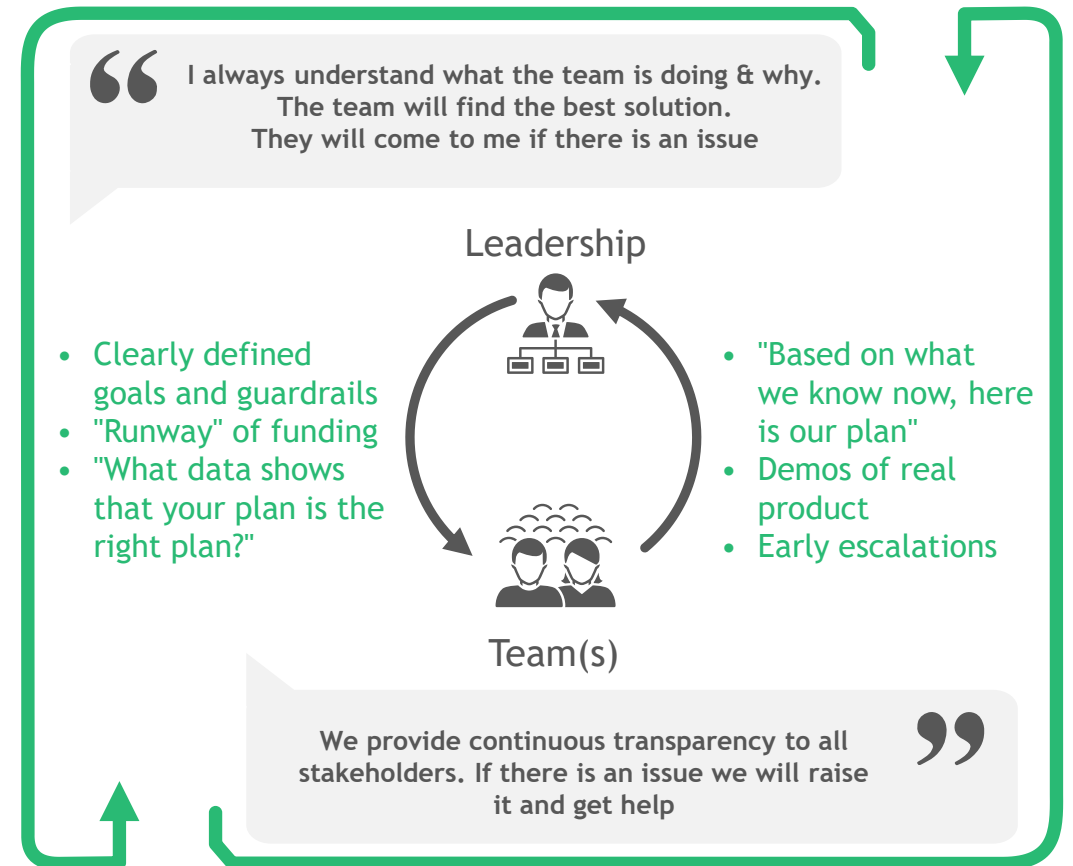
These new behaviors create a virtuous cycle of trust and autonomy

Lack of transparency encourages tighter control ...



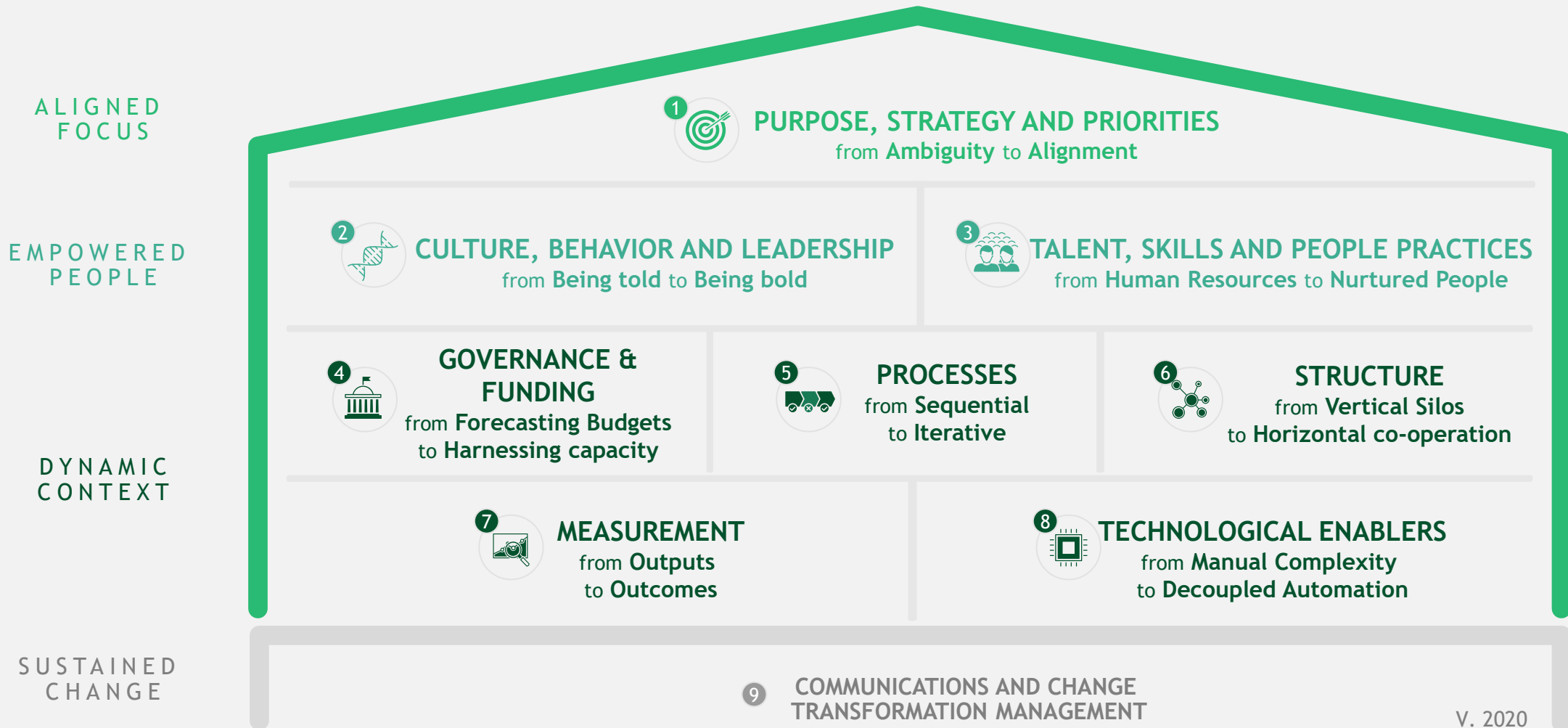
... so teams build buffers, give "false" updates, continually slowing the process

Radical transparency and regular delivery builds trust ...



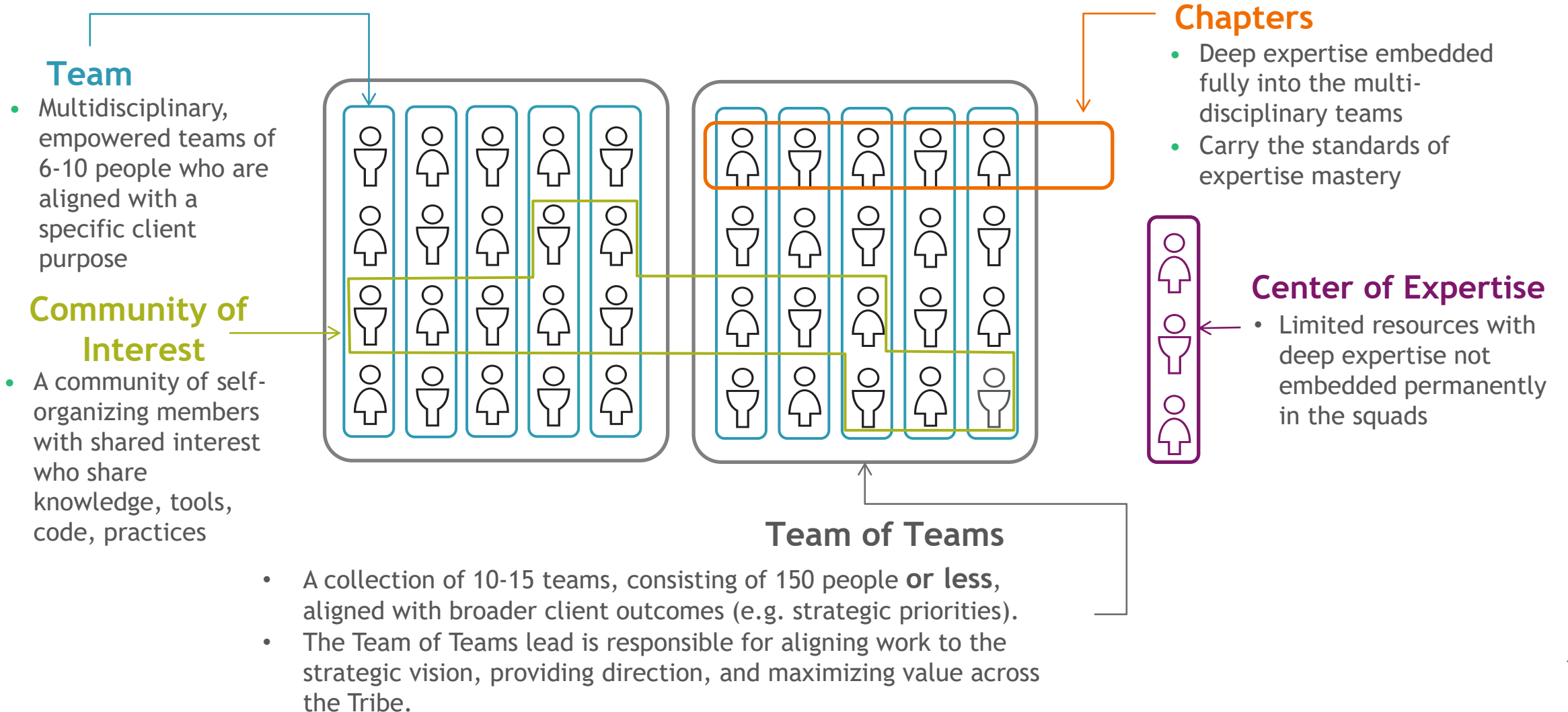
... and stimulates a virtuous cycle of trust and autonomy

Agile at Scale is BCG's comprehensive approach for building an adaptable, resilient organization





Agile@Scale uses business-aligned Teams of Teams comprised of multi-disciplinary teams to deliver aligned business value





Session Discussions



Discussions during the Lab

1. Agile is a powerful way of working but before everything it is a deep cultural and mindset shift: it needs time to happen and it is based on the fact that key elements of the context area changed
2. Creativity and innovation are boosted by the fact that collective brain power is always preferred to the opinion of one single person. This is why the role of the Product Owner has no hierarchical relation with team member though it is the final responsible of the product developed. Different profiles have different and clear responsibilities, Product owner is responsible for what will be developed, Team members are responsible for how it will be developed and Scrum Master is responsible for how people will work together
3. As many other cultural transformations, the implementation of agile really starts from the top. If leadership team is not applying the principles, methods and practices of agile it will be very difficult for the rest of the organization to enjoy the benefits of this approach. Leaders need to give up to some sort of illusionary power (in particular, illusion of control). Most important advice is always to start by experimenting with agile in little pilot, collect lesson learnt from mistakes and then scale up.
4. Majority of agile principles and practices can be applied also beyond software development, from the banking industry up to hard product development industry. With the group of participants in this LAB we have also discovered that agile principles and practices are also applicable to scientific paper writing and research development when a group of authors/researchers is involved, bringing significant benefits

Contextual Video

https://www.ted.com/talks/martin_danoesastro_what_are_you_willing_to_give_up_to_change_the_way_we_work



Reading and watching



Recommended introductory readings

Agility essentials: Agile concepts & culture

[The Agile Manifesto \("Manifesto for Agile Software Development"\)](#)

[Embracing Agile \(HBR article on the concepts of agile\)](#)

15-minute read

[The new new product development game \(HRB article\)](#)

Enterprise Agility / Agile at Scale

[How to make Agile at Scale work for Your Organization](#)

3-minute video

[Taking Agile Transformations Beyond Tipping Point](#)

10-minute read

[What are you willing to give up to change the way we work?](#)

13-minute read

Leadership implications

[Agile Starts or Stops at the Top](#)

5-minute read

[Example of Agile leadership tool: Obeya room](#)

5-minute read

Hearing from practitioners

[CEO: ANZ CEO conversation about new way of working](#)

6-minute video

[Team: ABN AMRO - a new way of working](#)

2-minute video

[Mechanics: Agile way of working at ING](#)

5-minute video



Inspiration from digital disruptors

Netflix

[Netflix Culture: Freedom & Responsibility](#)

10-minute read

[A Culture of Innovation](#)

12-minute video

[Netflix culture statement](#)

10-minute read

Spotify

[Aligned autonomy](#)

1-minute video

[Engineering Culture \(Part 1\)](#)

13-minute video

[Engineering Culture \(Part 2\)](#)

13-minute video

Zappos

[Zappos Core Values](#)

3-minute read

[Video: How Zappos will Run with no Job Titles](#)

4-minute video

[Delivering Happiness: A Path to Profits, Passion, and Purpose \(by Zappos' CEO\)](#)

272 page book

Google

[How Google Works](#)

5-minute read



[bcg.com](https://www.bcg.com)