

Course Syllabus

Supporting an Agile Transformation

I. DESCRIPTION

The use of Agile frameworks and approaches are quickly becoming the new norm. In fact, surveys show that Agile approaches have become the norm for technology projects and the trend is spreading beyond technology.

The purpose of this course is to provide managers, project managers, agile practitioners and other leaders a broad understanding of popular agile methods, how Agile relates to culture, how organizational change succeeds, and how to support an organization undertaking a transformation from traditional development to agile development.

Whether you are an agile novice or experienced agile practitioner, this course will provide you with a basic understanding of what an Agile Transformation means, how to assess the cultural fit for Agile, and success patterns that other organizations have used to introduce and sustain Agile. Participants will learn the 8-stage model of leading change based on the work of John P. Kotter. Participants will use instruments to assess the culture of their own organization, to determine the receptiveness for Agile, and to assess the risk and readiness for an Agile initiative. Finally, participants will develop their own custom transformation roadmap based on patterns that others have found useful.

This course qualifies as education contact hours for the Project Management Institute's Agile Certified Practitioner (PMI-ACP®) exam. Note that in order to sit for the PMI-ACP® exam, students must meet additional requirements set forth by PMI that can be found on their website.

Note that there is work to be completed prior to class and as homework after day 1. Also, there will be work completed in class that requires the use of a laptop.

II. COURSE OBJECTIVES

At the conclusion of this course, participants will be able to:

- Explain the three leading Agile frameworks and where they are most useful— including Scrum, Kanban, and eXtreme Programming
- Determine the culture of an organization using the Schneider Culture Model, and use the assessment to determine the receptiveness to agile methods
- Describe agile adoption patterns, and why agile adoptions have failed
- Learn to apply the 8-step change model for leading change in organizations
- Create a transformation roadmap tailored to their own organization

III. COURSE OUTLINE

Unit 1: Introduction to Agile

- What is Agile
- The Agile Manifesto
- Umbrella Term
- Scrum, eXtreme Programming (XP) and Kanban
- Key Process Aspects of Agile
- Key Cultural Aspects of Agile

Unit 2: Why Agile?

- Why are Organizations Seeking Agile?
- Why do you want to change? Benefits of Agile?
- Why do Agile Transformations Fail?
- What is going to get in the way at your organization?

Unit 3: Some Useful Tools

- Satir Change Process Model
- Rogers' Innovation Adoption Curve
- Large Visible Radiators
- The Inception Deck
- The Agile Champions Team
- Pilot Projects
- Site Visits
- Assessment Tools

Unit 4: Organizational Assessments

- Transforming Your Culture
- Cultural Compatibility
- A Model to Identify your Culture - The Schneider Culture Model Assessment
- Organizational Readiness Assessment
- Agile Project Risk and Readiness Assessment

Unit 5: Changing the World

- Kotter Model for Organizational Change
- Persuading a group and the Moderates
- Common Myths about Change

Unit 6: Agile Success Patterns

- Fearless Change Patterns
- Patterns of Agile Journeys

- Imposing the change
- Patterns
- Tailor your message
- Respect the Resistance

Unit 7: Creating A Transformation Roadmap

- Your Vision
- Identifying Experiments & Activities
- Transformation as a Journey
- Develop Your Custom Roadmap

IV. EXERCISES

Exercise 0: Pre-Course Questionnaire

Exercise 1: Course Goals

Exercise 2: Why Agile?

Exercise 3: Draft your Inception Deck

Exercise 4: Laloux Organizational Development Assessment

Exercise 5: Schneider Culture Questionnaire and Analysis

Exercise 6: Project or Organization Agile Readiness Assessment

Exercise 7 - 9: Update Your Transformation Deck

Exercise 10: Look for Patterns – BofA Case Study

Exercise 11: Develop Your Custom Roadmap

Exercise 12: Present your Transformation Deck

V. GRADING POLICY

Participation is the key to learning in this class. To facilitate your learning, there will be numerous team and class discussion topics, and one or more exercises. You will be graded on your participation in the team and class discussions, Q&A throughout the day, and exercises. It is important that you show up to every class in order to get the most out of your learning experience.

Grading for this class is based on in-class participation and engagement with your group. You will receive 1 point for every day that you come to class (2). You will receive an additional point for showing leadership in terms of participating in activities, discussion and Q&A. To pass the course, you need to come to every class and earn 1 leadership point (3 or more). If you need a letter grade for reimbursement, speak to the instructor at the start of the first class. To earn an “A” you will need 4 points. To earn a “B” you will need 3 points; a C will be 2 points and anything less is an F.

VI. BIBLIOGRAPHY

- Dinwiddie, George, et al, Patterns of Agile Journeys, 2016
- Kotter, John P. Leading Change, 2012
- Laloux, Frederic, Reinventing Organizations, 2014
- Manns, Mary Lynn and Linda Rising, Fearless Change: Patterns for Introducing New Ideas, 2004
- Sahota, Michael, An Agile Adoption and Transformation Survival Guide: Working with Organizational Culture, 2012
- Schneider, William E. The Reengineering Alternative, 2000