

How To Make Progress Faster

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YOU ARE AN AGILIST

WHAT IS THAT?

The slide features a light gray background with a subtle gradient. In the top-left and bottom-right corners, there are clusters of realistic, 3D-rendered water droplets of various sizes, some overlapping. The central text is in a bold, black, sans-serif font.

YOU ARE AN AGILIST



YOU ARE AN AGILIST

WHAT DO YOU THINK YOU'RE THERE TO DO?



YOU ARE AN AGILIST

WHAT DO YOU THINK YOU'RE THERE TO DO?

WHAT DO THEY WANT YOU TO DO?



WHAT

TO DO?

WHAT

TO DO?

YOU ARE AN AGILIST

Have you ever questioned
the nature of your reality?

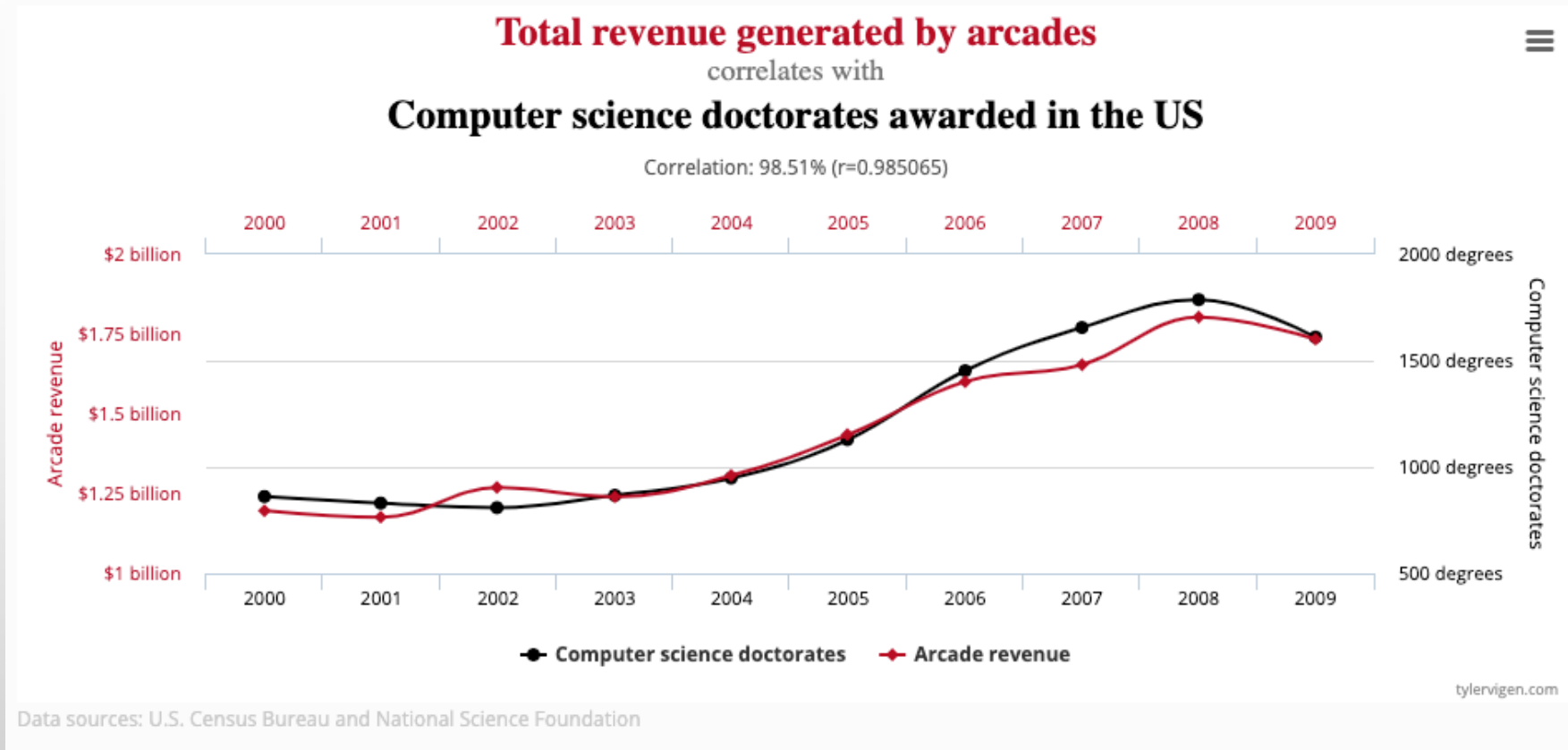
Robert Ford, Westworld

LEARN TO DO AGILE, AND YOU'LL BECOME AGILE



Right?

CORRELATION VS CAUSATION



CORRELATION OR CAUSATION?



What if agile behaviors are correlated with agile beliefs, but they are not the cause of agility?



THEY WANT YOU TO HELP THEM TO DO THE AGILE THINGS

HAVE THEY DECIDED TO BE AGILE?



THEY WANT YOU TO HELP THEM TO DO THE AGILE THINGS

HAVE THEY DECIDED TO BE AGILE?

No? Uh oh...

WHICH “THEY” MADE THE DECISION? (DO YOU KNOW?)

- IT exec who got it funded?
- Team members?
- Middle managers?
- Customer-facing business leads?
- ”On the hook” delivery leads?
- People in to-be-changed roles?
- All of these?
- None of them?

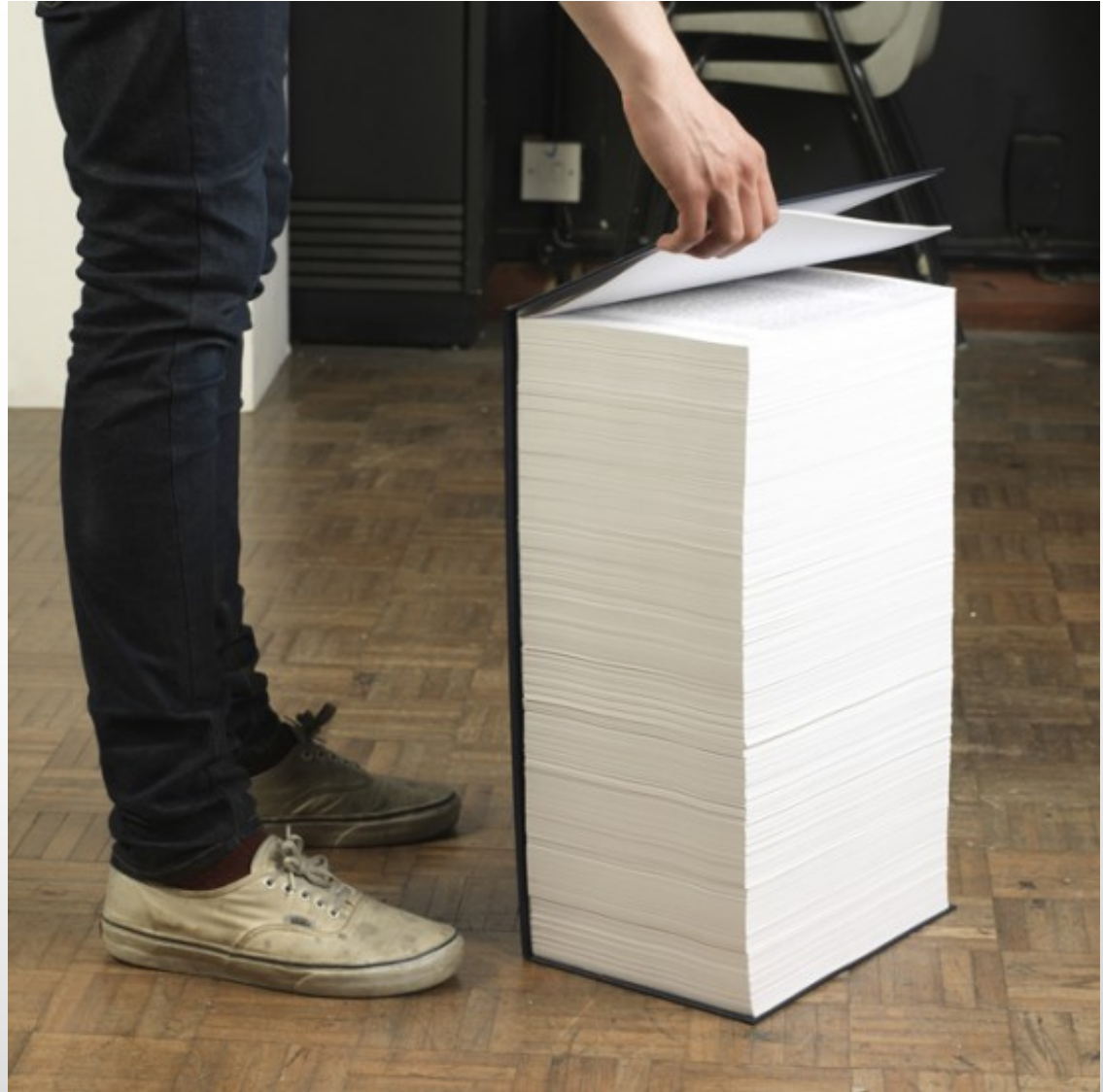
WHO NEEDS TO BE “ALL IN?”

- IT exec who got it funded?
- Team members?
- Middle managers?
- Customer-facing business leads?
- “On the hook” delivery leads?
- People in to-be-changed roles?
- All of these?
- None of them?



HOW DO YOU GET SOMEONE “ALL IN?”

YEAH, TRAINING.
THAT'LL DO IT!



No one changes unless they want to.

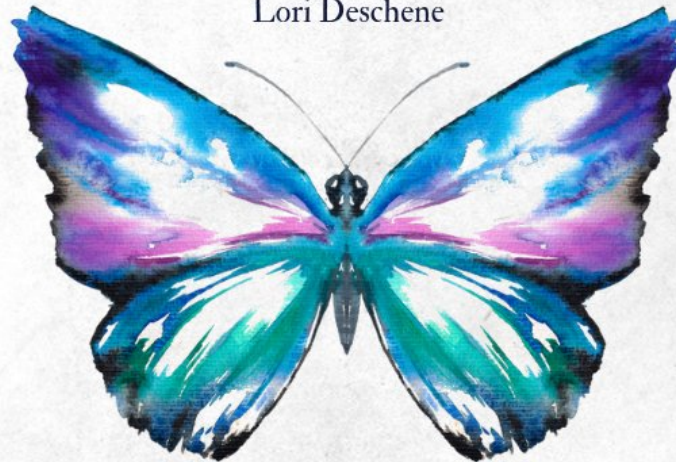
Not if you beg them. Not if you shame them.

Not if you use reason, emotion, or tough love.

There's only one thing that makes someone change:
their own realization that they need to do it.

And there's only one time it will happen:
when they decide they're ready.

Lori Deschene



tinybuddha.com

HOW DO YOU GET SOMEONE “ALL IN?”

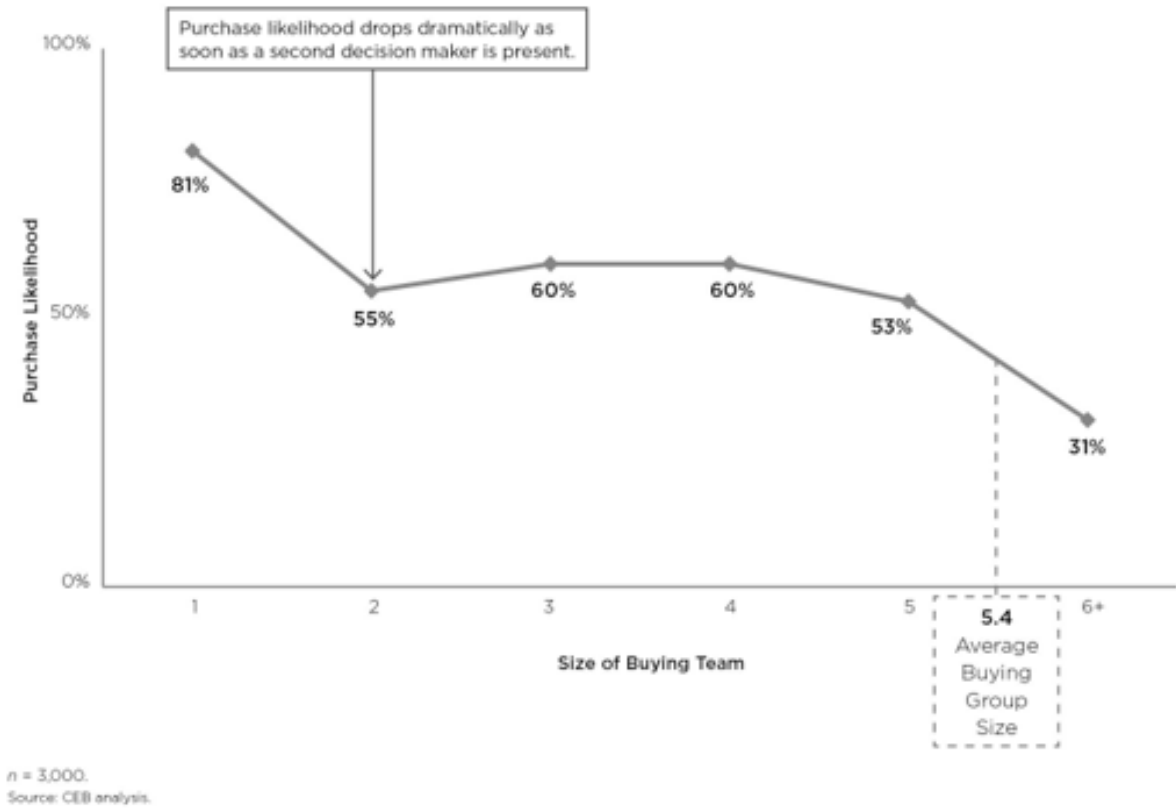
WHAT KIND OF “IN” IS THAT “IN?”

They have decided they want your help
to go a specific direction...

ORGANIZATIONAL DECISIONS

CHANCE OF **ANY** DECISION DECLINES **DRAMATICALLY** WITH MORE DECIDERS


- HOW MANY ARE THERE?
- WHERE ARE THEY?
- WHO TO FOCUS ON, WHEN AND HOW?
- LAND MINES (HIDDEN INFLUENCERS)
- “PEOPLE NETWORK ENGINEERING”





IS COACHING THE ANSWER?

C'mon Joel, of course it is!



Have you ever questioned
the nature of your reality?

Robert Ford, Westworld

Coaching is a form of development in which an experienced person, called a coach, supports a learner or client in achieving a specific personal or professional goal by providing training and guidance.

Passmore, Jonathan, ed. (2016) [2006]. Excellence in Coaching: The Industry Guide (3rd ed.). London; Philadelphia: Kogan Page. ISBN 9780749474461. OCLC 927192333.

Oops! If they're not in, it's **your** goal, **not theirs!**

So you're trying to use coaching to solve a non-coaching problem?

How's that working out for you?



IF COACHING ISN'T THE ANSWER, WHAT IS?

"What makes you think Barbossa will give his ship up to you?"

"Let's just say it's a matter of leverage."

Johnny Depp (Captain Jack Sparrow) - Pirates of the Caribbean

HOW DO YOU CHANGE AN ORGANIZATION'S THINKING?



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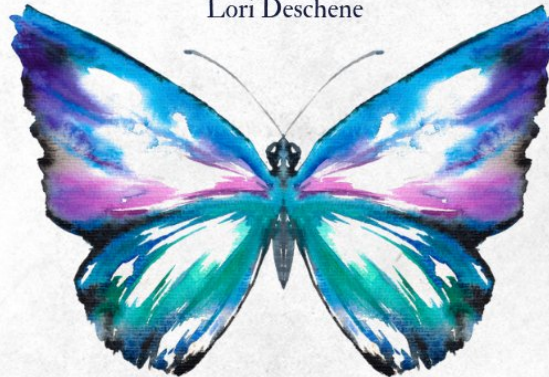
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Better question: How do you change an organization's desires, and enable a shared belief that systemic change is possible?

ORGANIZATIONAL SYSTEMS THINKING

Where is the leverage?

What kind of leverage is that?

Where are the nodes of leverage?
(people, situations, events, outcomes)

How are the leverage nodes
connected in time, space and
communication pathways?

Most leverage is transient, topic and
timing-specific; you must have the
skills and capabilities to fluidly meet
an “instant opportunity”



ORGANIZATIONAL SYSTEMS THINKING

Where are the organizational stories?

What do they tell you about incentives and competition?

What do they tell you about fear?

What does the packaging of fact vs story tell you about intent?

What social games and game patterns are present, and why?



HOW DO I CONVINCe THEM?

Asking "How do I convince them?" is to have already lost.

For every interaction or intervention; Continual awareness of

- Who is this act in service of? (Me, the person I am talking with, or the org system?)
- What is the root problem of this symptom?
- Would solving this problem increase leverage?
- Is this problem material to the business, from the participant perspective?

Curiosity first. Resist "I know better." They know their system in ways that you don't.

"Why does this work this way?"

"Why doesn't it work that way?"

"Who decides how this works?"

EMPIRICAL METHODS – CORE TO AGILE AND SOCIAL PROOF WITHOUT THE POLITICS!



em·pir·i·cal

/əmˈpɪrɪk(ə)l/

adjective

based on, concerned with, or verifiable by observation or experience rather than theory or pure logic.
"they provided considerable empirical evidence to support their argument"

...but your data **must** be defensible. What defensible data is and how to enable it is "a whole other discussion" 😊

OK, OK, BUT REALLY... HOW DO I CONVINCe THEM?

You can't, at least not in a way that will stick.

You can help them to decide they want to change, and that they want your help in getting there.

How? Find their material problems. Show a straight-line, defensible path to improvement with objective measures that matter to them.

If they don't see your solution as believable or material, it's your problem to solve, not theirs!

Rinse and repeat

HOW DO I MEASURE AGILE PROGRESS?

Sorry... Asking "How do I measure agile progress?" is to have already lost.

- Most agile metrics are non-material to the business; They don't matter to business success.
- Some flow-based metrics *may* be material, but are most often rendered non-material by structural problems
- The best measure of "agile progress?" Don't enable "measuring agile." Measure what they say matters to business success and demonstrate improvement.

Business success measured in defensible data, not IT vanity metrics!



There must be a name
for what we've been
talking about, right?

Thank You!

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Please get in touch if you would like to build your capacity to do this reflexively and fluidly, to multiply your ability to “make things happen!”

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