

Agile Leadership, Change, and the ACP

Lead your career, your team, and your organization in an ever-changing world

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Who is this guy?

Matt Craig leads the Performance and Value Management team, part of the Office of the CIO at BNY Mellon. Matt's primary responsibility is to lead the definition, measurement, and improvement of the value of Information Technology to the company.

Matt is a Lean Six Sigma Black Belt, ITIL certified practitioner (IPAD, SS, SD, SCTlg, CSI), Balanced Scorecard advocate, Agile Certified Practitioner (PMI-ACP), Certified Scrum Professional (CSP), IT-CMF Instructor, and Project Management Professional. Matt enjoys using an integrated set of perspectives and tools to define and improve organizational value, from individual contributors, teams, processes, practices, businesses and the enterprise.

An Aussie living in Pittsburgh for the last 17 years, Matt lives in Hampton with his wife, three children, and an Australian Cattle Dog. While not working Matt enjoys spending time outside with his family engaged in almost any activity, in particular biking, hiking, and photography. Matt also serves as immediate Past President on the Board of Directors for the Pittsburgh chapter of the Project Management Institute.



"I expect to pass through this world but once. If therefore, there be any kindness I can do to any fellow being, let me do it now, let me not defer nor neglect it, for I will not pass this way again."

Today we will explore

- The Agile Certified Practitioner Credential
 - What it is, what it means, and how it may be helpful to you
- Aspects of Stakeholder Engagement
- A Mental Model for Value Driven Delivery
- Perspectives on Leading Change
 - It doesn't just happen

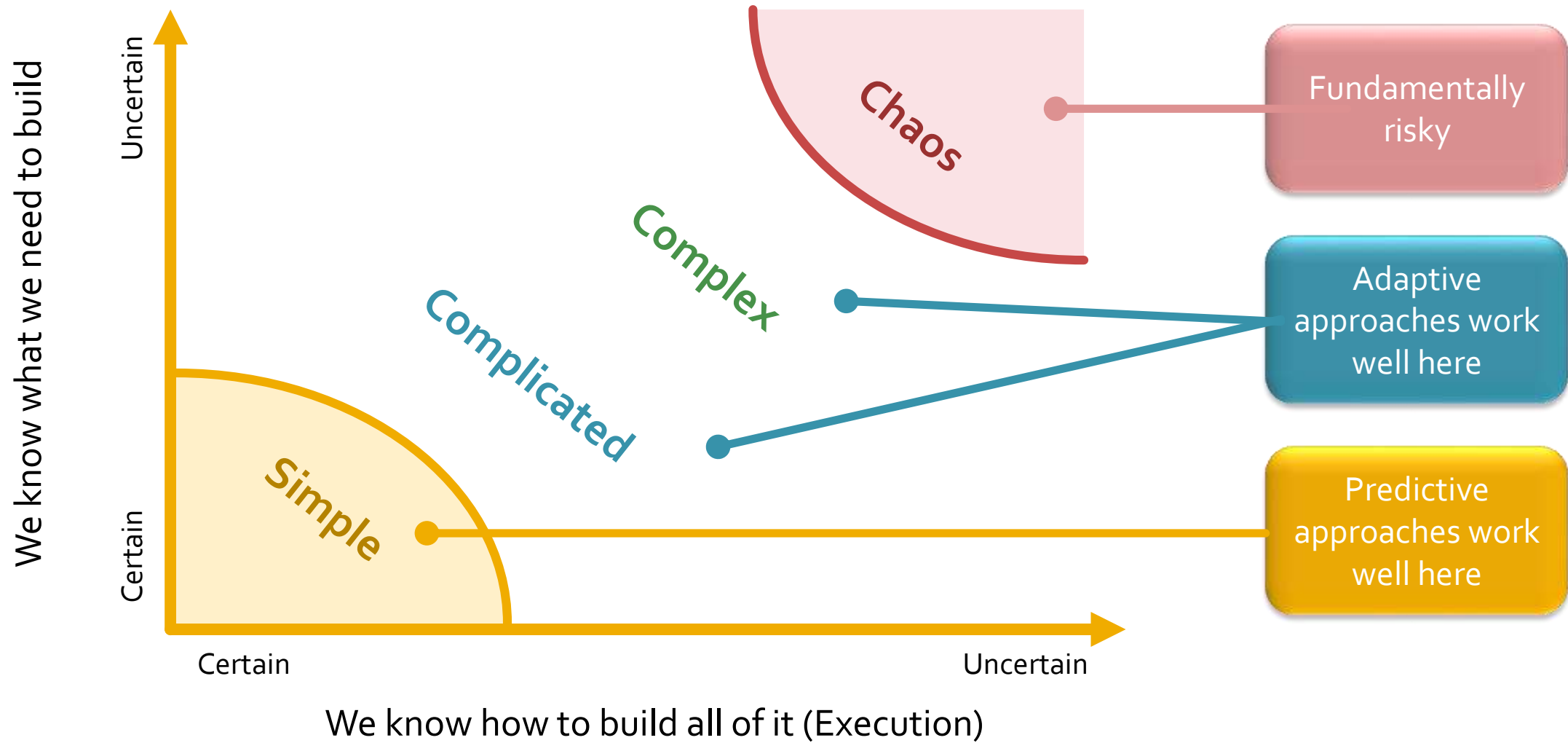
My Journey on the Agile Path, so far...



PMI Agile Certified Practitioner Certification

- Agile is a topic of growing importance in project management.
- The marketplace reflects this importance, as project management practitioners increasingly embrace agile as a technique for managing successful projects.
- The PMI-ACP certification recognizes an individual's expertise in using agile practices in their projects, while demonstrating their increased professional versatility through agile tools and techniques.
- The PMI-ACP certification carries a higher level of professional credibility as it requires a combination of agile training, experience working on agile projects, and examination on agile principles, practices, tools, and techniques.
- This global certification also supports individuals in meeting the needs of organizations that rely on project practitioners to apply a diversity of methods to their project management.

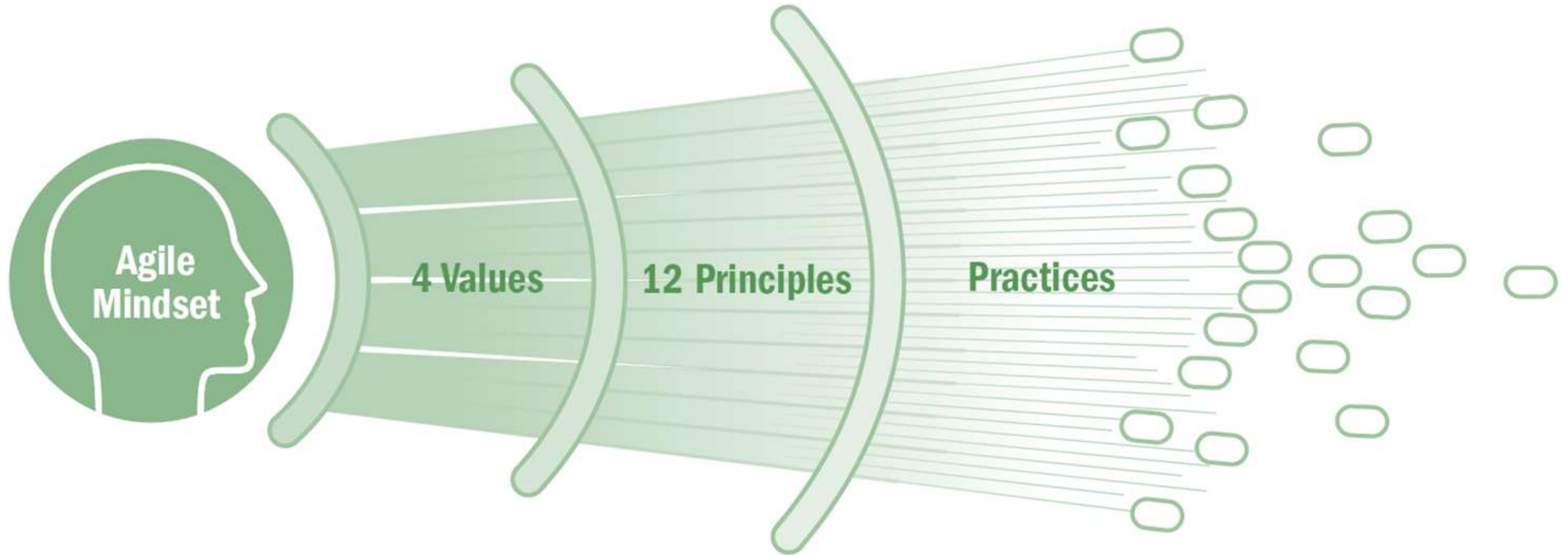
Adapting to a Complex and Complicated World



Agile Certified Practitioner Domains

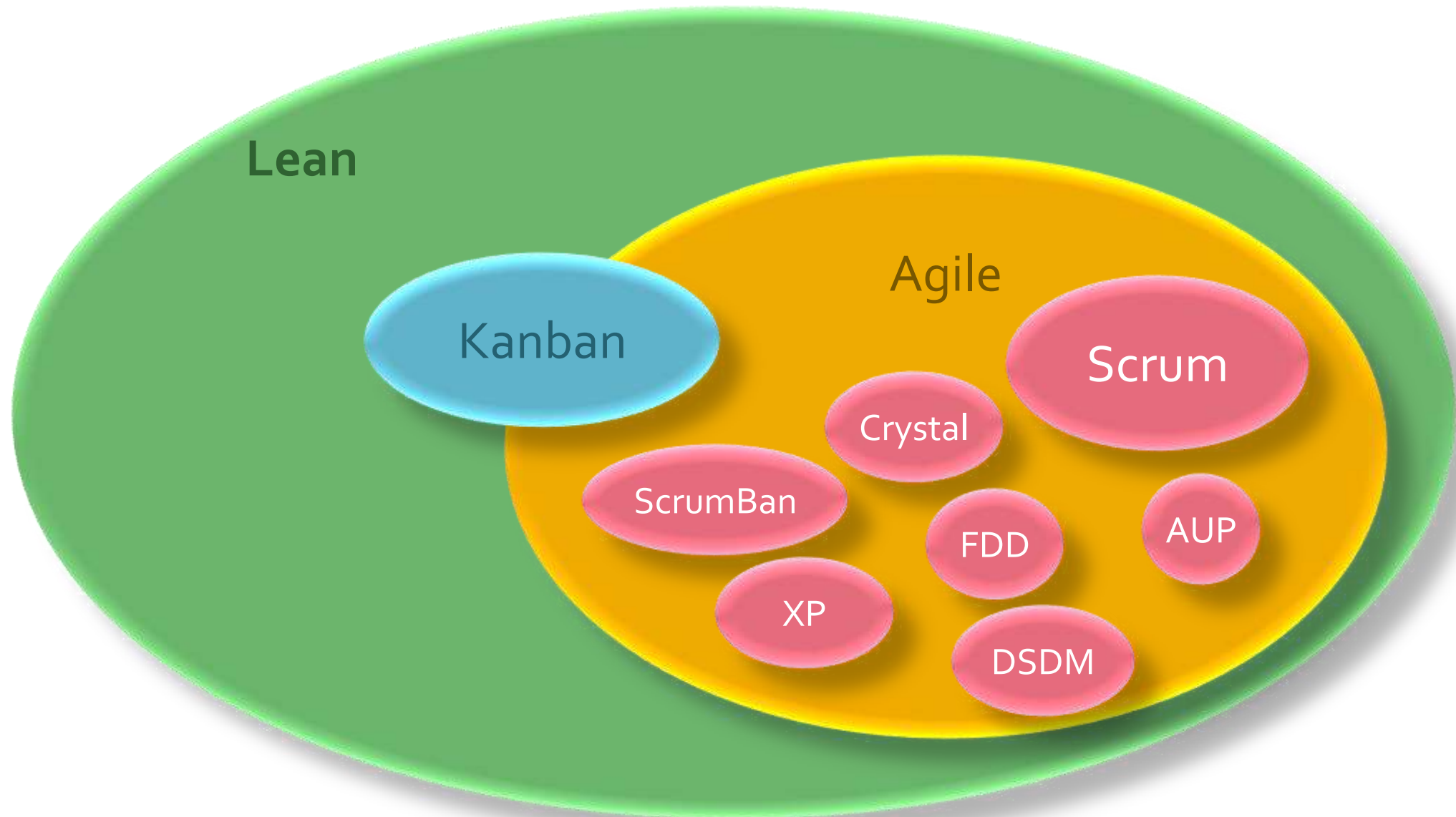


Agile guided by mindset, values, and principles

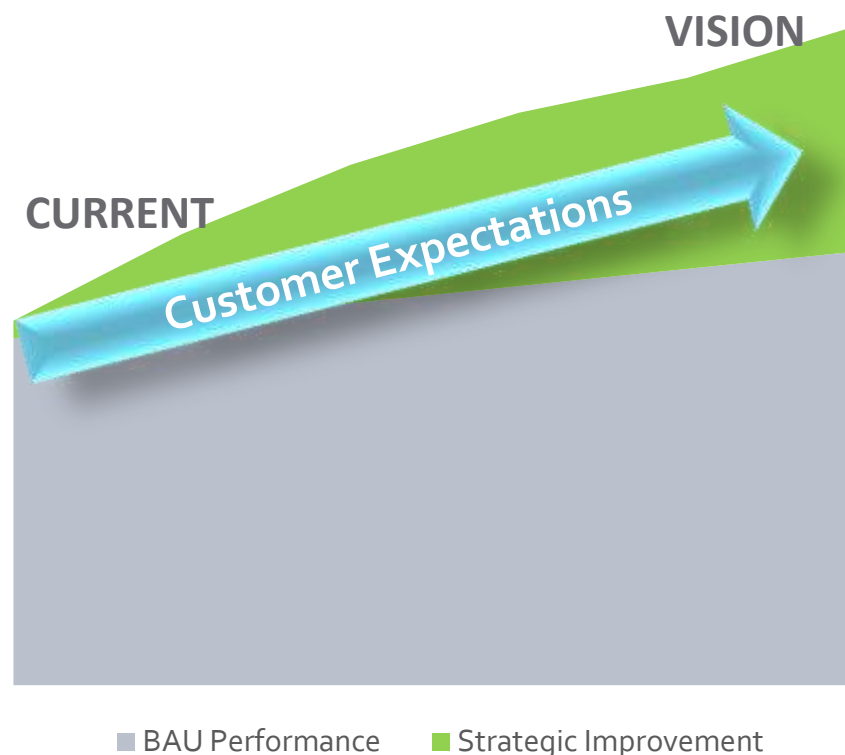


Agile is a mindset defined by values, guided by principles, and manifested through many different practices. Agile practitioners select practices based on their needs.

Agile Methods are based on Lean Principles



Customer expectations continue to increase



Strategy is only effective if it is used to move beyond “business as usual”

- What changes to the organization does the strategy require?
 - ✓ Do new things
 - ✓ Do things better
 - ✓ Stop doing things
- What do I, individually, have to do differently?

**Strategic initiatives must be fully “realized”
for future vision to be achieved**

The Importance of Customer Delight

- Decades of research validates that mere satisfaction is not enough.
- A [famous study in the 1990s](#) revealed that customers of Xerox, a company in a highly competitive marketplace, were **six times** more likely to repurchase Xerox products if they were *totally satisfied* customers (5 on a 5-point scale) compared to those who were merely satisfied (4 on a 5-point scale)
- *Except in a few rare instances, complete customer satisfaction is the key to securing customer loyalty and generating superior long-term financial performance.*



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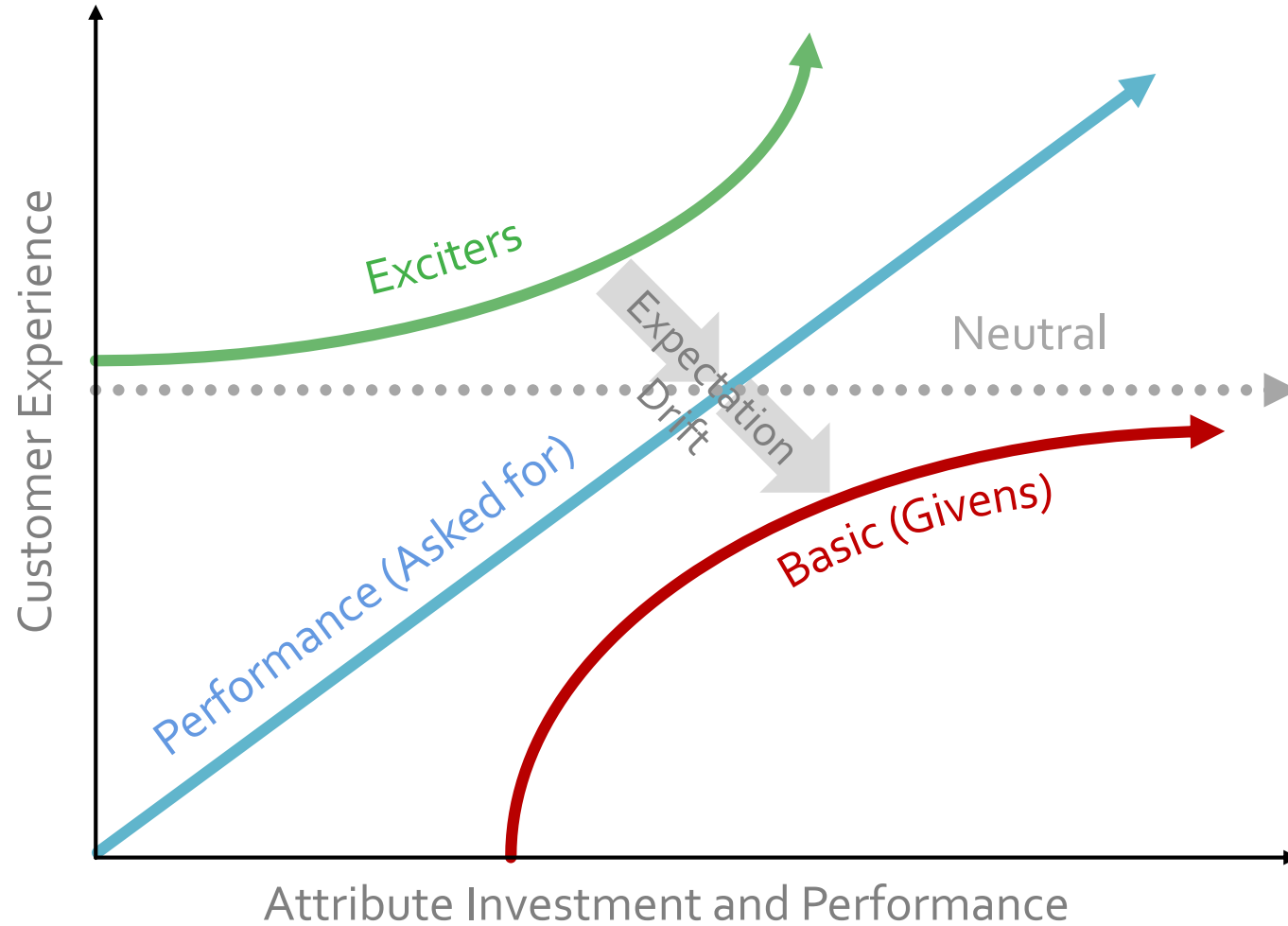
Harvard
Business
Review

<https://hbr.org/1995/11/why-satisfied-customers-defect>

Gartner

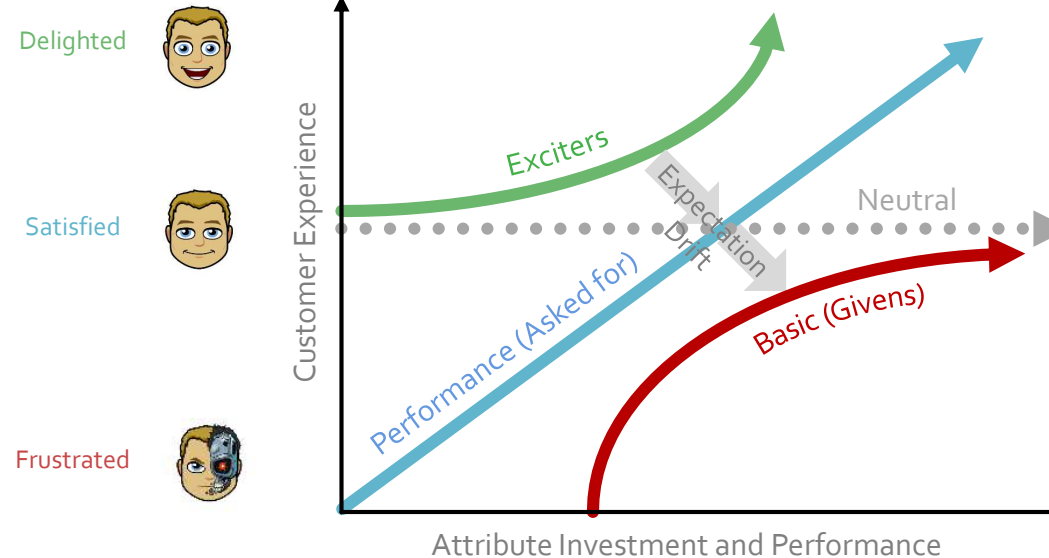
<http://blogs.gartner.com/augie-ray/2016/08/12/introducing-the-buyownadvocate-customer-experience-journey/>

What Outcomes are you Creating?



Kano Model – Summary of Key Elements

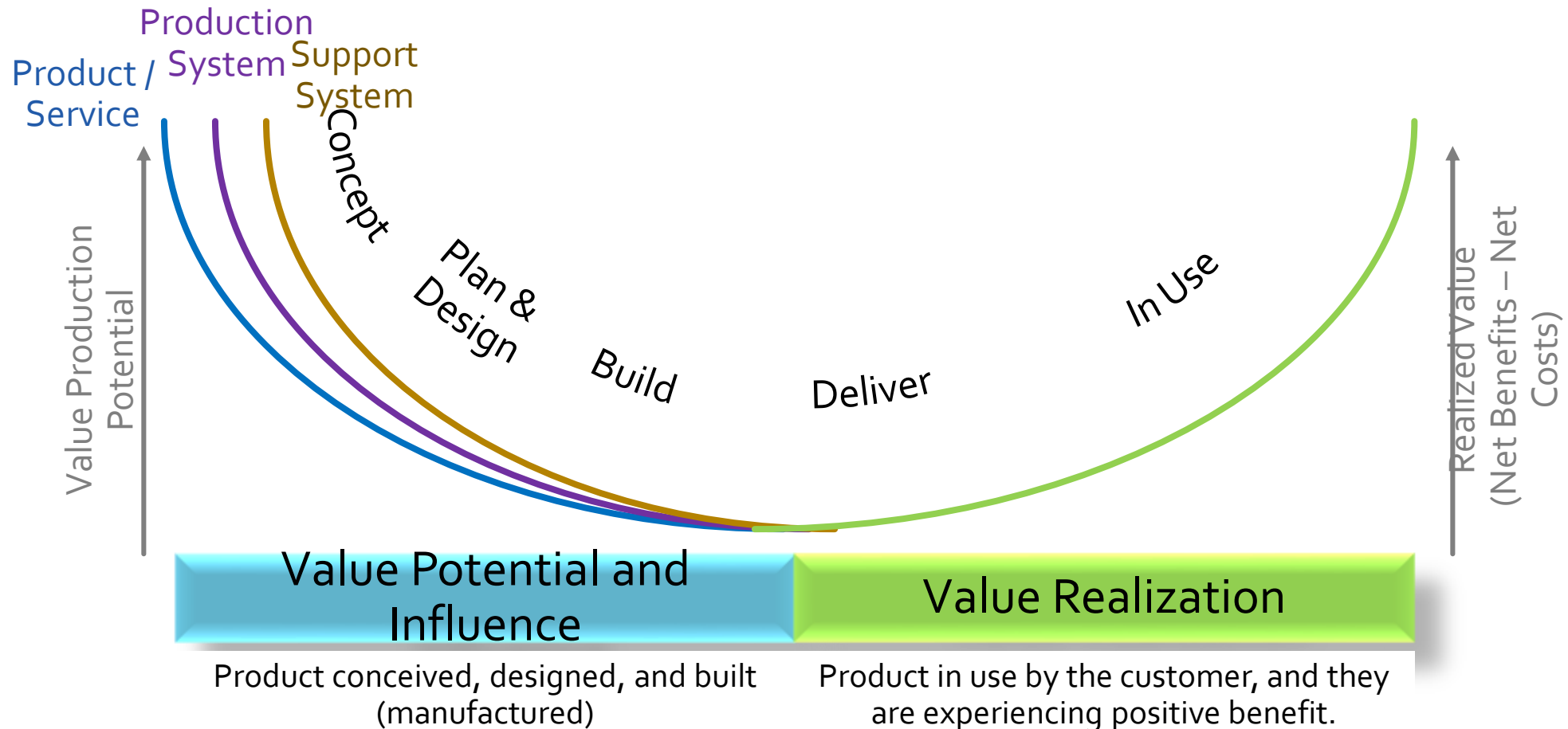
Products and services create customer experiences as a result of the aggregate performance of product attributes. Those attributes can be understood and invested in, to drive increased customer satisfaction and delight.



Basic	Performance	Exciters	Neutral	Negative
Must provide. Meet basic needs and expectations. Causes frustration if absent. Often not asked for, but are assumed to be provided. (Table stakes)	Increasing performance creates increasing satisfaction. These attributes are typically asked for by the customer.	Minimal investment may produce disproportionate delight. Pleasant surprise. Usually not asked for or expected.	Increasing performance has little or no impact on customer satisfaction. Often required due to other considerations.	Increasing investment or performance has a negative impact on customer satisfaction. Unusual but be aware this can happen.

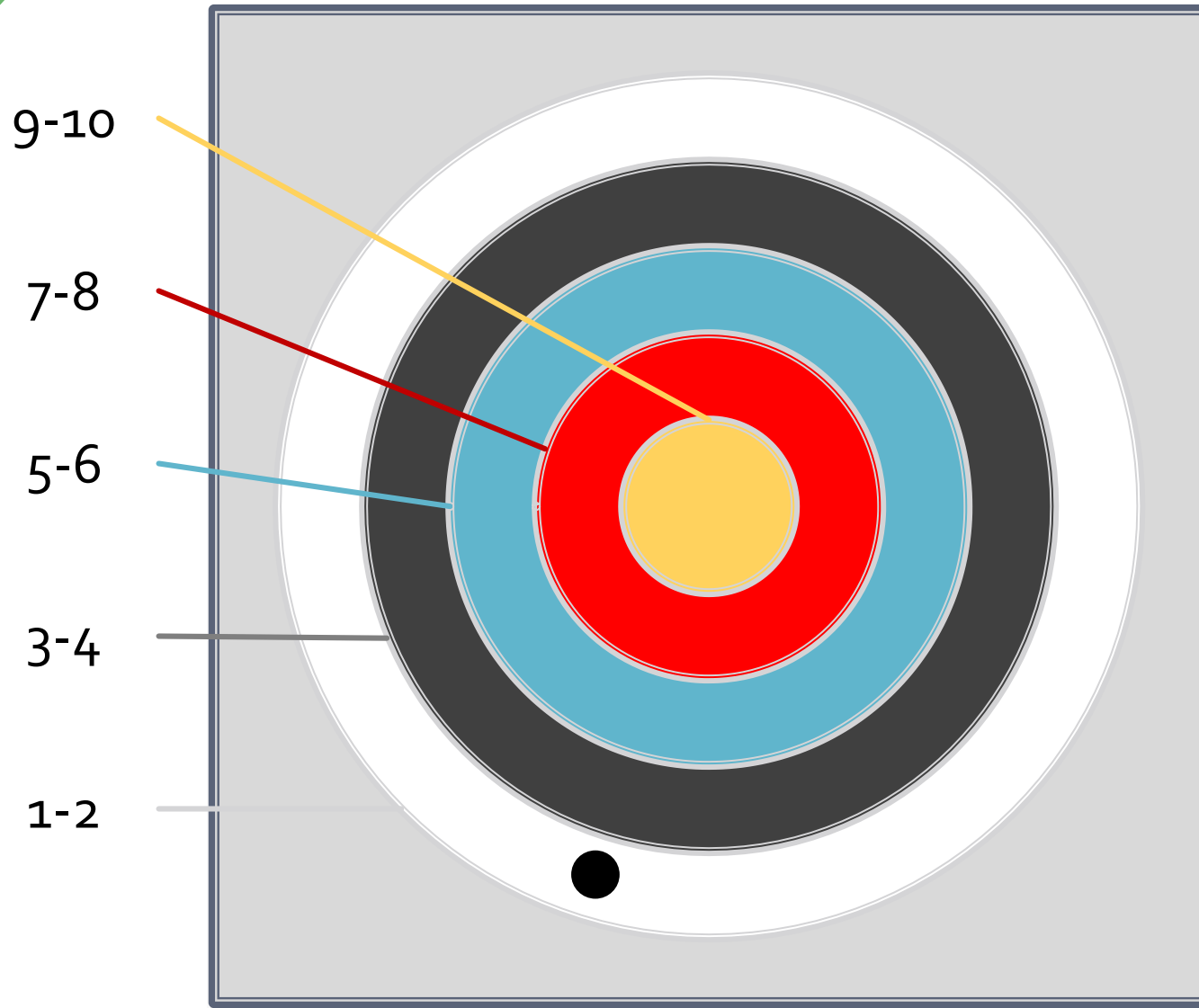
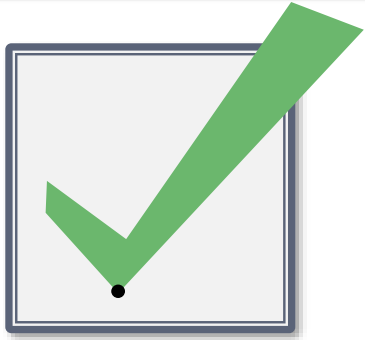
Over time, excitement factors will act as performance factors, and then as basic factors. The organization must continue to evolve its offerings to at least keep pace or ideally outpace evolving customer expectations.

Planning for outcomes that matter



Value realized by the customer is an aggregate function of **product** attributes and influenced by the quality of **production**, **support**, and other systems.

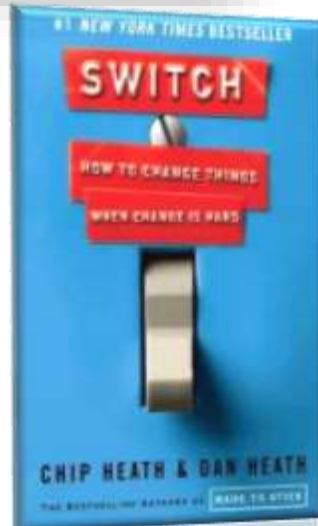
Don't check the box. Refine your focus and your aim



- Understand the relevance, criticality, and value of what you are measuring.
- Test your measurement assumptions
- Calibrate your performance to continuously improve



Change Doesn't Just Happen



Two Parts of the Same Brain



- Rational

- Reflective, conscious, thoughtful, deliberative, analytical, planning

- Emotional

- Instinctive, responsive, wary, hopeful, seeks pleasure, and avoids pain

Rider

Elephant

Environment

How to change things when change is hard



Direct the Rider

- Find the Bright Spots
- Script the Critical Moves
- Point to the Destination

Motivate the Elephant

- Find the Feeling
- Shrink the Change
- Grow your People

Keep the Switch Going

Shape the Path

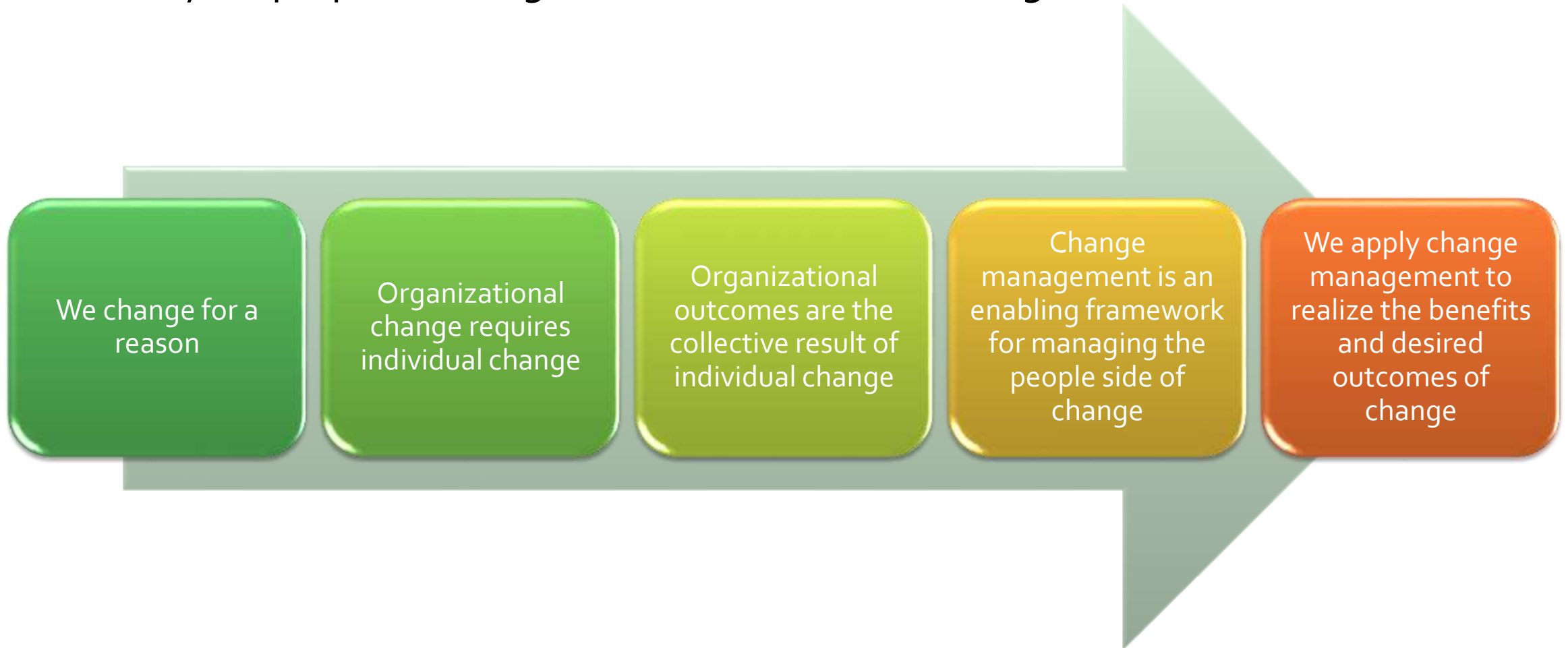
- Tweak the Environment
- Build Habits
- Rally the Herd



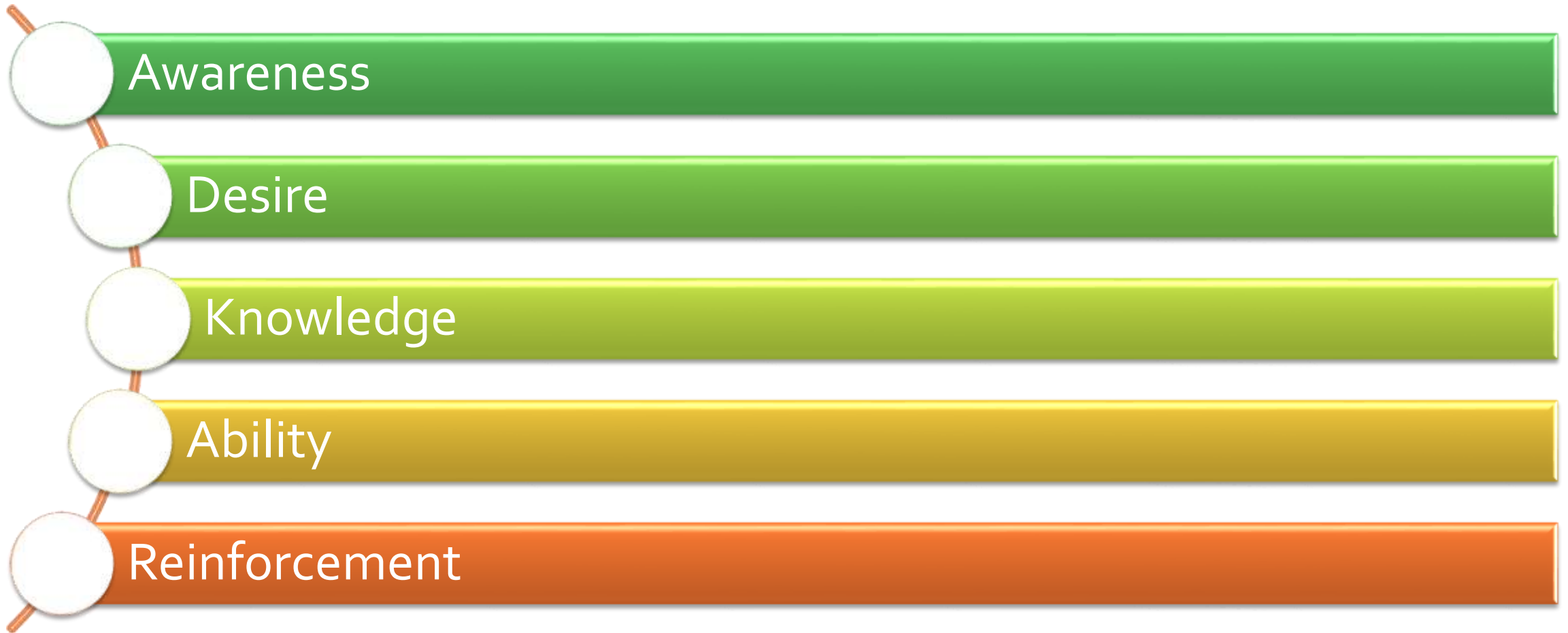
Improvement happens through individuals



Achieve your purpose through collective individual change



Are your people actively engaged to execute on the mission?



Kotter's 8 Steps for Leading Change



- **1 - Create a Sense of Urgency**
 - Craft and use a significant opportunity as a means for exciting people to sign up to change their organization.
- **2 - Build a Guiding Coalition**
 - Assemble a group with the power and energy to lead and support a collaborative change effort.
- **3 - Form a Strategic Vision and Initiatives**
 - Shape a vision to help steer the change effort and develop strategic initiatives to achieve that vision.
- **4 - Enlist a Volunteer Army**
 - Raise a large force of people who are ready, willing and urgent to drive change.
- **5 - Enable Action by Removing Barriers**
 - Remove obstacles to change, change systems or structures that pose threats to the achievement of the vision.
- **6 - Generate Short-Term Wins**
 - Consistently produce, track, evaluate and celebrate volumes of small and large accomplishments – and correlate them to results.
- **7 - Sustain Acceleration**
 - Use increasing credibility to change systems, structures and policies that don't align with the vision; hire, promote and develop employees who can implement the vision; reinvigorate the process with new projects, themes and volunteers.
- **8 - Institute Change**
 - Articulate the connections between the new behaviors and organizational success, and develop the means to ensure leadership development and succession.

Nearly 40 years of research by leadership and change guru Dr. John Kotter have shown that more than 70% of all major transformation efforts fail. Why? Because organizations do not take a consistent, holistic approach to changing themselves, nor do they engage their workforces effectively.

In Closing

- Agile techniques help us adapt in a complex and ever-changing world
- Adopting agile values, principles, and methods can ease your pain
- It is easy to start
- Certification reflects your ongoing dedication to learning and excellence
- Helping your company to adopt agile techniques is not an easy or straightforward task
- Adopting and applying change management techniques can help you
- Pittsburgh PMI is here to help