



**COLLECTIVE EDGE COACHING**  
Leading Agile Transformations For The Enterprise

# Blueprint for an Agile Enterprise AgileNYC – October 20, 2010

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[www.CollectiveEdgeCoaching.com](http://www.CollectiveEdgeCoaching.com)



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**Michael K. Spayd**



**Enterprise Transformations – 9 years**  
**Teams Coached / Trained – 40+**  
**Execs/Mgrs Trained / Coached – 90+**  
**Lived to tell about it – priceless**

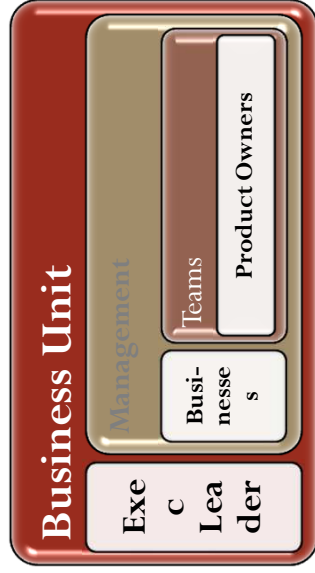
# Agile Enterprise Model

## Seven Dimensions

Level	Key Question	Primary Discipline
ORGANIZATION	What is trying to happen?	<i>Systems Change Model</i>
	What type of Culture do we have? Does Agile focus or diffuse it?	<i>Core Culture Alignment</i>
LEADERSHIP	Does my leadership expand or contract others?	<i>Leadership Agility</i>
BUSINESS (Strategic)	How can we optimize our business?	<i>Lean-Agile Business</i>
PROGRAM (Process)	What consistency do we need in process and products?	<i>The Principled PMO</i>
MANAGEMENT	How can management add value to self-organized teams?	<i>Agile Manager Competencies</i>
TEAM	Will this group become a performing team?	<i>Conscious Teaming</i>
INDIVIDUAL	Will I be responsible for, or a victim of, my work world?	<i>Self-Leadership / Self Responsibility</i>

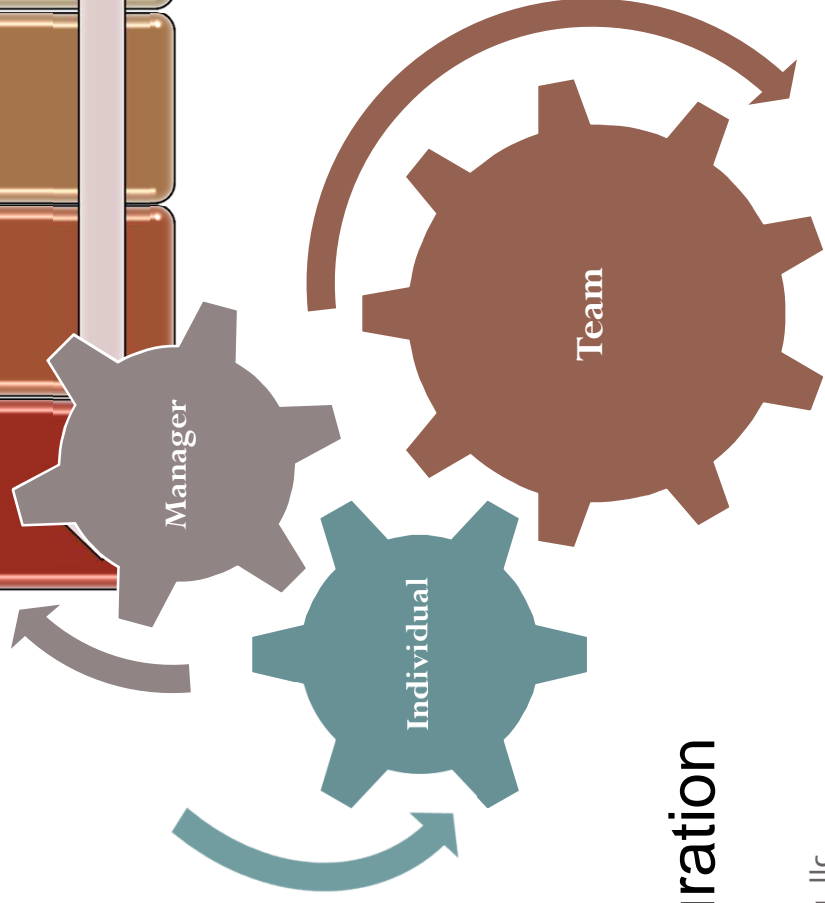
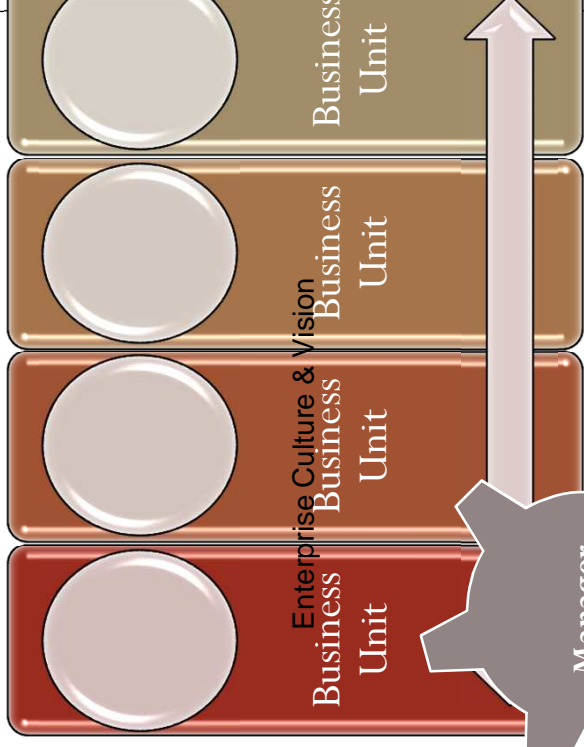
# Agile Enterprise Model

## Team Configuration



B-Configuration

E-Configuration

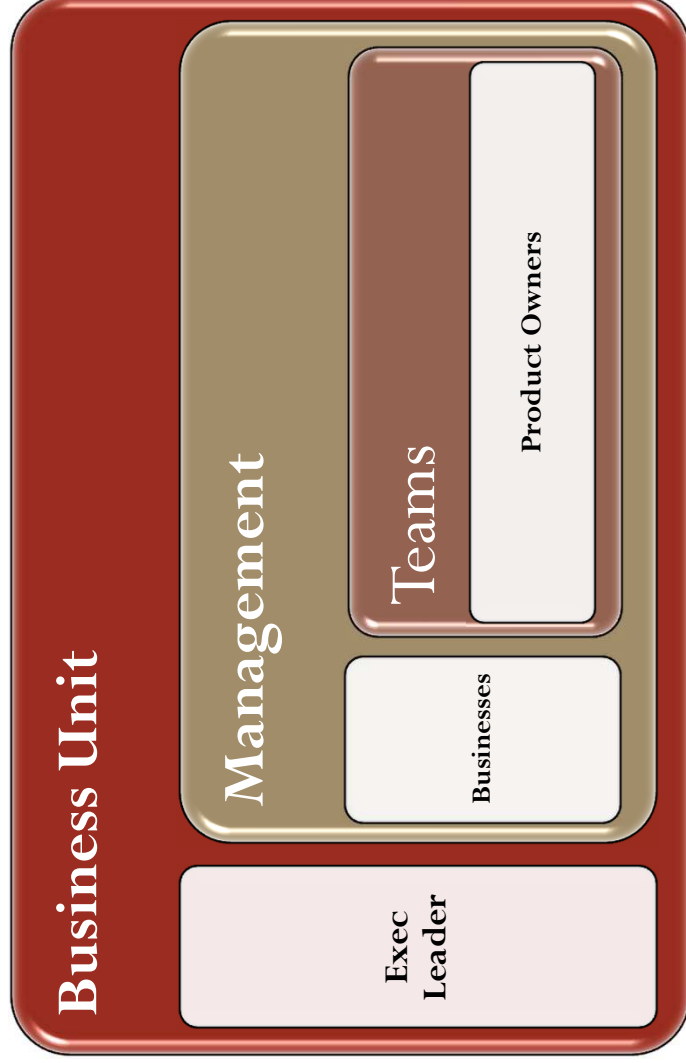
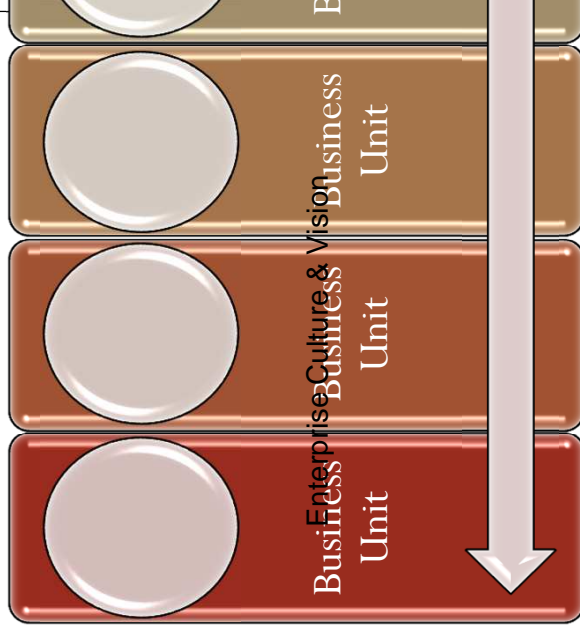


T-Configuration

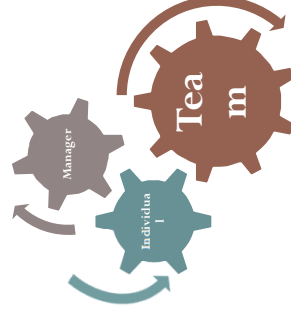
# Agile Enterprise Model

## Business Unit Configuration

E-Configuration



**B-Configuration**



**T-Configuration**

# ORGANIZATION CULTURE

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How important is it?

What kinds are there?

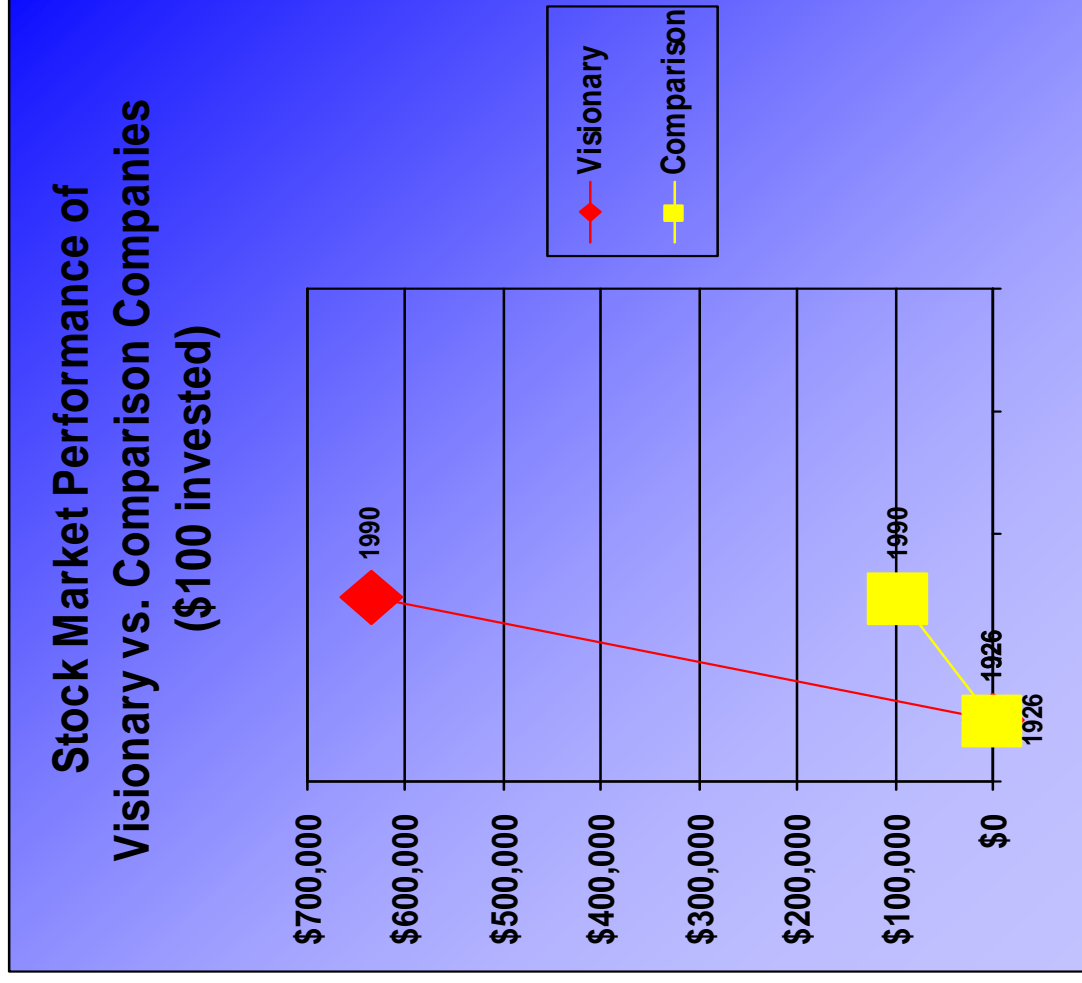
Which is mine?

# How Important is Culture?

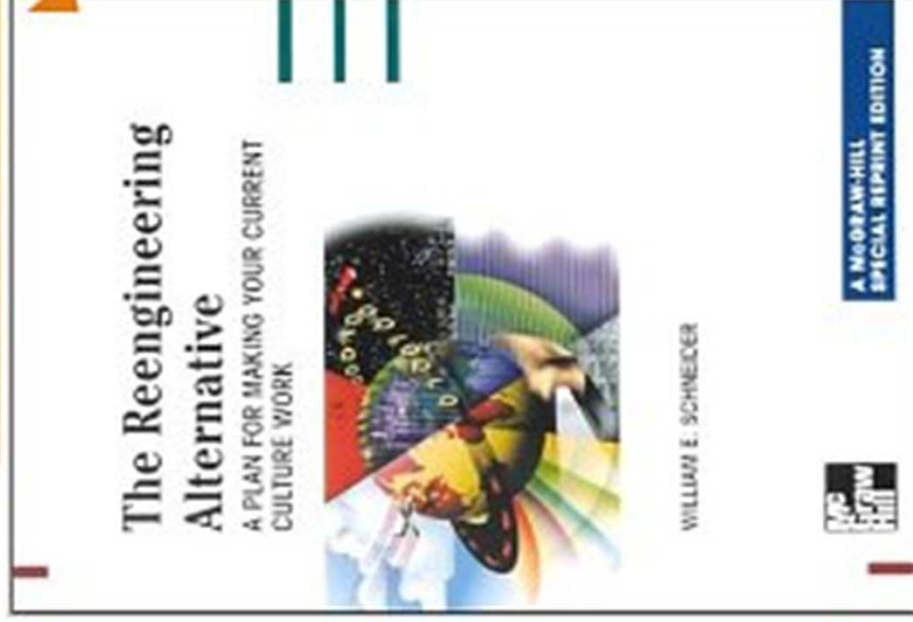
Collins & Porras – *Built to Last*

- “What’s the difference between visionary and comparisons?”
- A **Strong, Integrated and Consistent Culture**
- Most critical factor: **Alignment** – where all elements of the organization work in concert

Adapted from Jim Collins & Jerry Porras,  
*Built to Last*



Click to **LOOK INSIDE!**



What types of Culture  
do organizations have?

# What's your culture. . .

Survey Instructions: “In my **unit\*** at work...”

- Your **project community**
- Your **department**
- Your **business unit / division**
- Company as a **whole**

\*Who influences you / who you want to influence

What kind of Cultures are there?

**Data-driven**



“A”

*Hierarchical*

**Ordered**

Based on William Schneider, *The Reengineering Alternative*

What kind of **Cultures** are there?

**Superiority**

**‘Being the best’**

“B”

**Meritocracy**



Based on William Schneider, *The Reengineering Alternative*

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What kind of **Cultures** are there?

**Values-driven**

“C”

**Fulfillment**



**Inspiration**

Based on William Schneider, *The Reengineering Alternative*

# What kind of Cultures are there?



**Consensus-oriented**

“D”

**Team-based**

**Harmonious**

# Four Core Cultures



**Control**



**Collaboration**

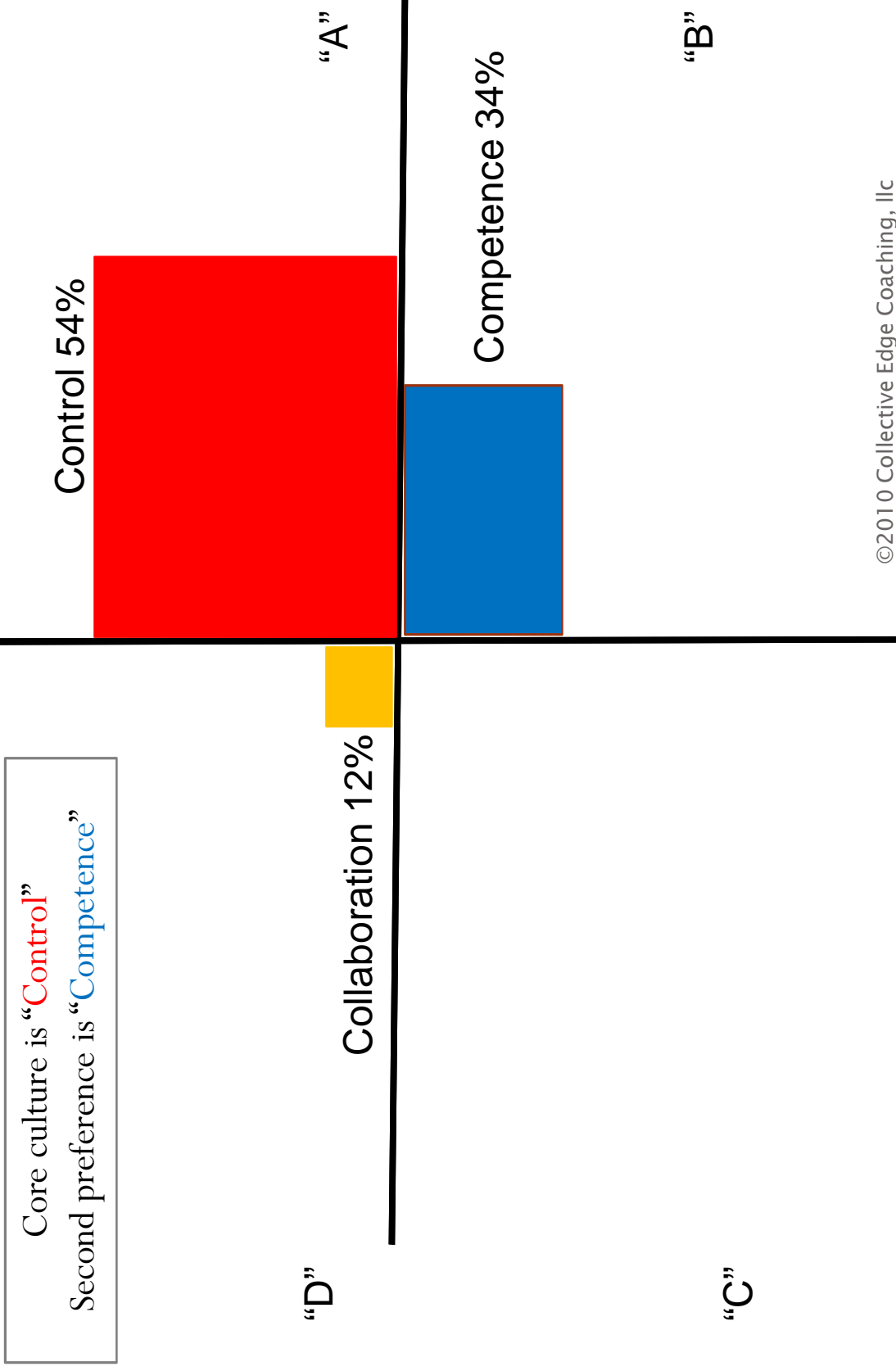
**Cultivation**



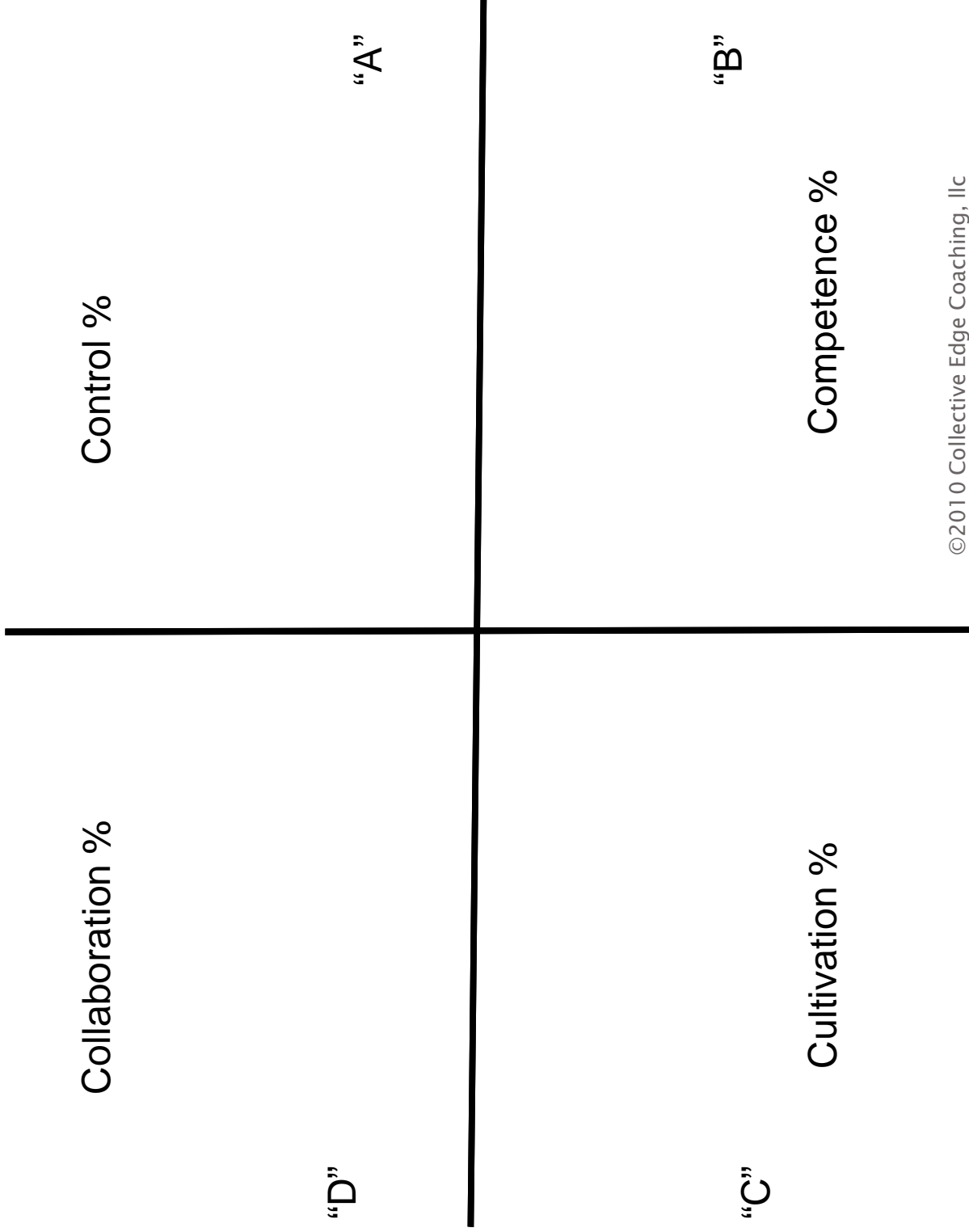
**Competence**



# An example Culture profile

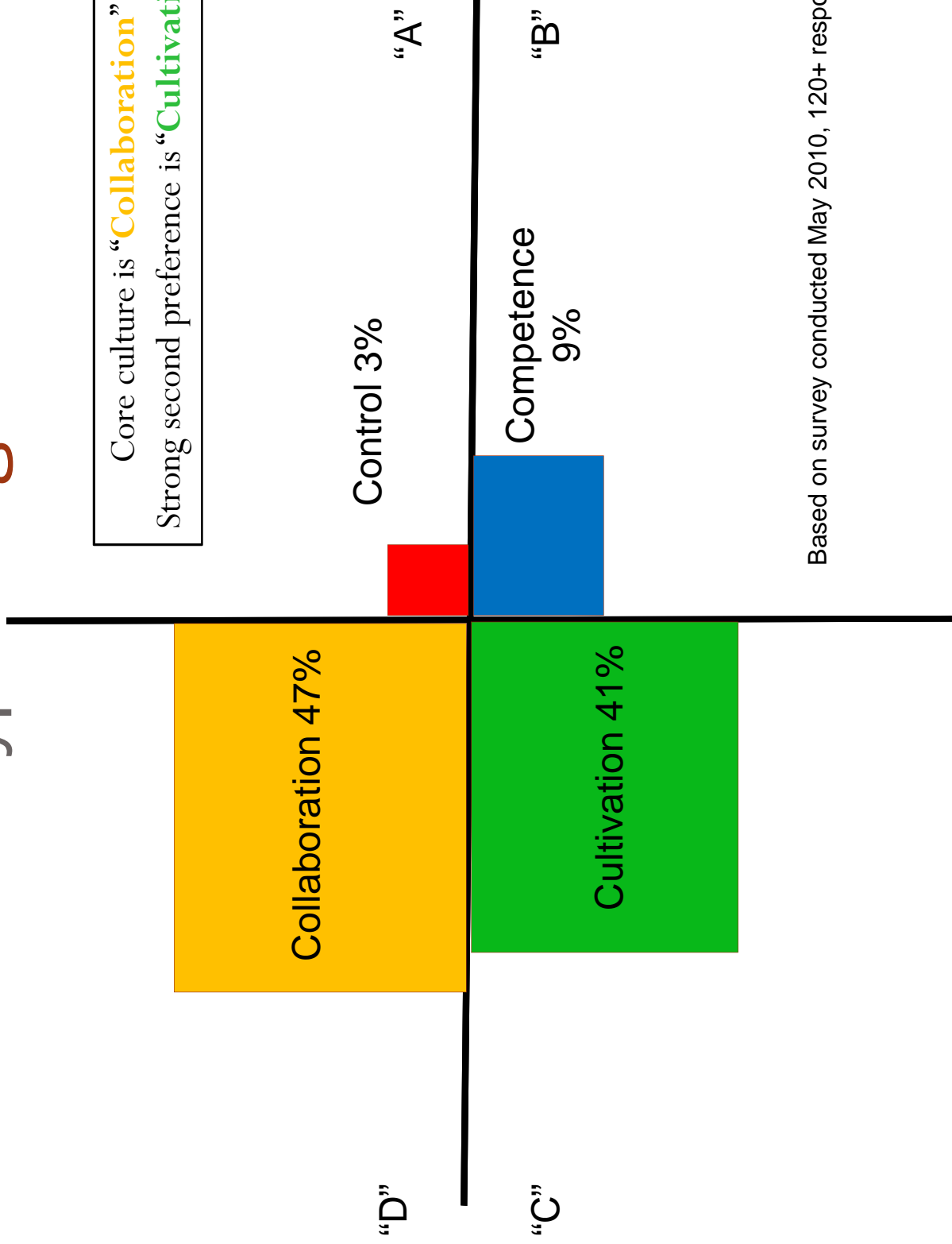


Draw your **Culture** profile here



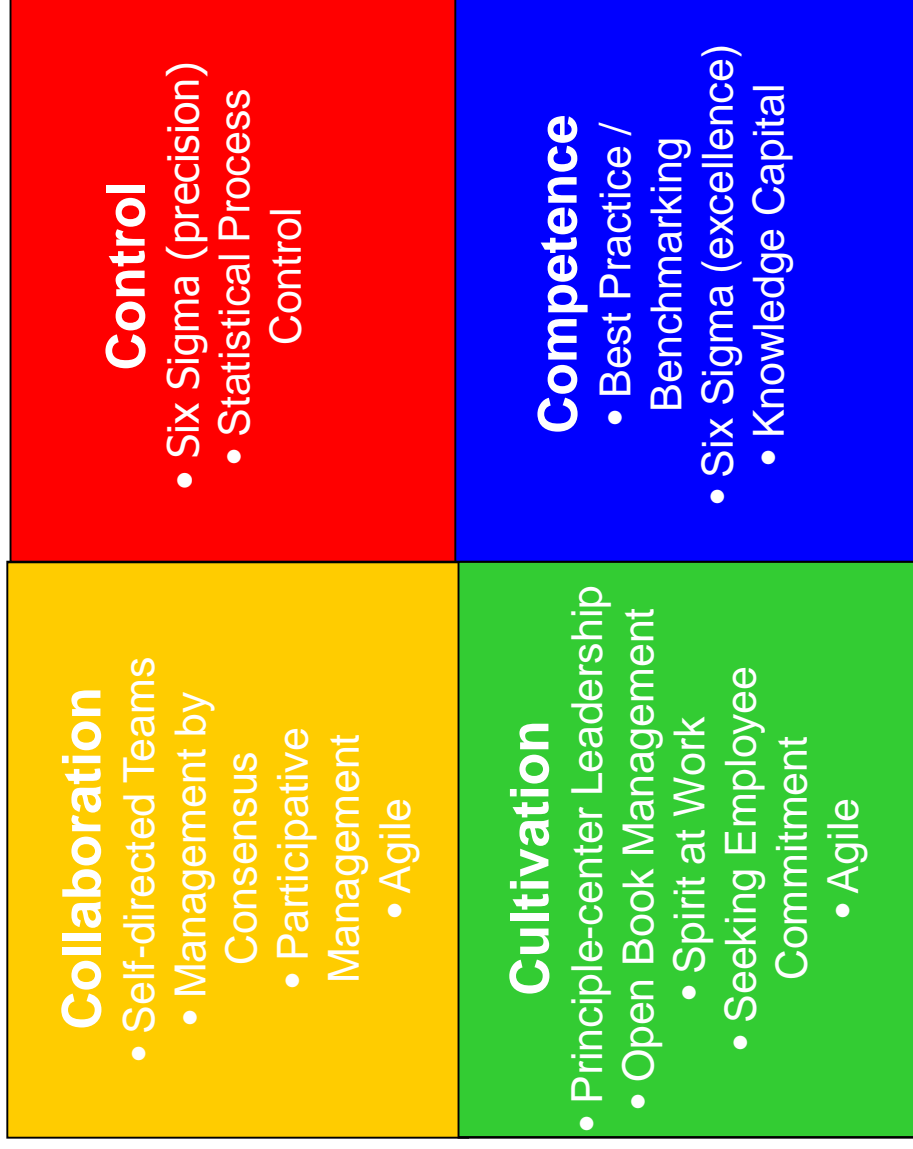
# What Culture Type is Agile?

Core culture is **Collaboration**  
Strong second preference is **Cultivation**



Based on survey conducted May 2010, 120+ respondents

# Management Approach & Culture Fit



Adapted fom Schneider

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# ORGANIZATION CULTURE

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Given your Culture, what should you do?

# Implementation Strategy

Collaboration

- Strategic approach
- “Agile Everywhere”
- Good Culture Virus

Control

- Cautious & Conservative
- Tactical implementation
  - Agile as a ‘Tool’
- Consider slow change approach

Cultivation

- Strategic approach
- Agile spreads Culture values
- Let Agile spread freely

Competence

- Ambitious
- Maximize Technical Prowess & Superiority
- Consider technically-driven change

# Teams

Collaboration

- Maximal self-organization
- Nurturing of people
- People-oriented culture

Control

- Collaboration culture with a more formal feel
- Boundaryed self-organization

Cultivation

- Maximal self-organization
- Development of people
- Values-oriented culture

Competence

- Acknowledge expertise
- Tactical self-organization

# Roles & Jobs

Collaboration

- Maximal Role blurring
- Informal jobs approach

Control

- Don't expect much role blurring
- Respect formal roles

Cultivation

- Aspirational role approach
- Self-designed job creation

Competence

- Emphasize technical challenges
- Measure team performance

# Management Interface

Collaboration

- Informal, personal style
- People-driven reporting

Control

- More formal style
  - Respecting organizational authority
- Data-driven reports

Cultivation

- Informal style
- Inviting management participation
- People & values-driven reporting

Competence

- Data-driven reporting
- Technical/expertise orientation



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Thank you for attending!

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