

Leadership Workshop

08/08/2024 10:19 am CDT

Overview

The purpose of this playbook is to enable Agile Coaches to engage Organizational Leadership with Path to Agility.

Leadership, within the context of this playbook, typically includes those in positions hierarchically found in organizations from C-levels/Executive Sponsorship to Directors or Managers (who are positioned above Team members).

Objectives of The Path to Agility Leadership Workshop

- Help leadership understand Path to Agility and how its outcome-based approach will help the entire organization achieve its goals.
- Help leadership to understand their role when implementing Path to Agility and during the agile Transformation journey (hint: Focus on Outcomes, not Outputs).
- Identify the Path to Agility business outcomes that are a priority for the organization
- Identify success measures to show progress towards those business outcomes.
- Facilitate an initial Path to Agility assessment with leaders to identify and prioritize agile outcomes that will help accomplish those business outcomes.
- Identify critical stakeholders (because the transformation will need support, transparency, etc. See Kotter Step 2)
- Understand expectations for visibility of the Team, System, and Org progress with Path to Agility.
- (Optional) Determine preliminary next steps toward achieving prioritized agile outcomes and corresponding agile capabilities. See:
 - [Agile Leadership Team \(ALT\)](#)

Workshop Pre-Work

The following references provide information that could be provided as “Pre-Work” for the Leadership Workshop

- Path to Agility® <https://pathtoagility.com/>
- Path to Agility® Webinar Recording https://youtu.be/PRwkb5WXK_4

- 6-minute overview of Path to Agility® https://www.youtube.com/watch?v=p_PSSw39JC8
- 5 Ways Executive Leadership Can Affect the Success of an Agile Adoption, Agile Velocity, 2015.
- The Elusive Agile Enterprise – How the Right Leadership Mindset, Workforce and Culture Can Transform Your Organization, Forbes (in partnership with Scrum Alliance), 2018.
- The CIO’s role in driving agile transformation, CIO Magazine, 2019.
- Leading Agile Transformation, McKinsey, 2018.
- Agile Metrics That Matter eGuide Download <https://pathtoagility.com/agile-metrics-matter-guide-download/>

Path to Agility for Leadership










Vision and Objectives

Articulating and communicating Vision and Objectives is key to a successful Transformation.

Business Outcomes

Identify the Path to Agility business outcomes that are a priority for the organization (These point to the North Star guiding the transformation. See Kotter Steps 1 & 3.)

For details on using P2ANav’s Polling feature, see [Facilitating a Live Poll](#)

<p>Employee Engagement </p> <p>Employees are more satisfied in their work, willing to go the extra mile, passionate about the purpose of their jobs and committed to the organization.</p> <p><small>Copyright Path to Agility, LLC. All Rights Reserved</small></p>	<p>Speed </p> <p>The time it takes to deliver an idea into the market</p> <p><small>Copyright Path to Agility, LLC. All Rights Reserved</small></p>	<p>Market Responsiveness </p> <p>The ability of the organization to pivot quickly to respond to ever-changing market demands.</p> <p><small>Copyright Path to Agility, LLC. All Rights Reserved</small></p>
<p>Customer Satisfaction </p> <p>Customers are satisfied with the experience, benefits and outcomes when using your product or service.</p> <p><small>Copyright Path to Agility, LLC. All Rights Reserved</small></p>	<p>Predictability </p> <p>Teams maintain a predictable cadence of delivery enabling the business to make informed business decisions.</p> <p><small>Copyright Path to Agility, LLC. All Rights Reserved</small></p>	<p>Productivity </p> <p>Increase the business value realized while maintaining or reducing costs.</p> <p><small>Copyright Path to Agility, LLC. All Rights Reserved</small></p>
<p>Quality </p> <p>The product or service meets the expectations of the market for usability, reliability, etc.</p> <p><small>Copyright Path to Agility, LLC. All Rights Reserved</small></p>	<p>Innovation </p> <p>New ideas, creative thoughts, or novel imaginations providing better solutions to meet new requirements, unarticulated needs, or known market needs.</p> <p><small>Copyright Path to Agility, LLC. All Rights Reserved</small></p>	<p>Continuous Improvement </p> <p>The ability of the organization to relentlessly pursue optimizations in all aspects of business functions.</p> <p><small>Copyright Path to Agility, LLC. All Rights Reserved</small></p>

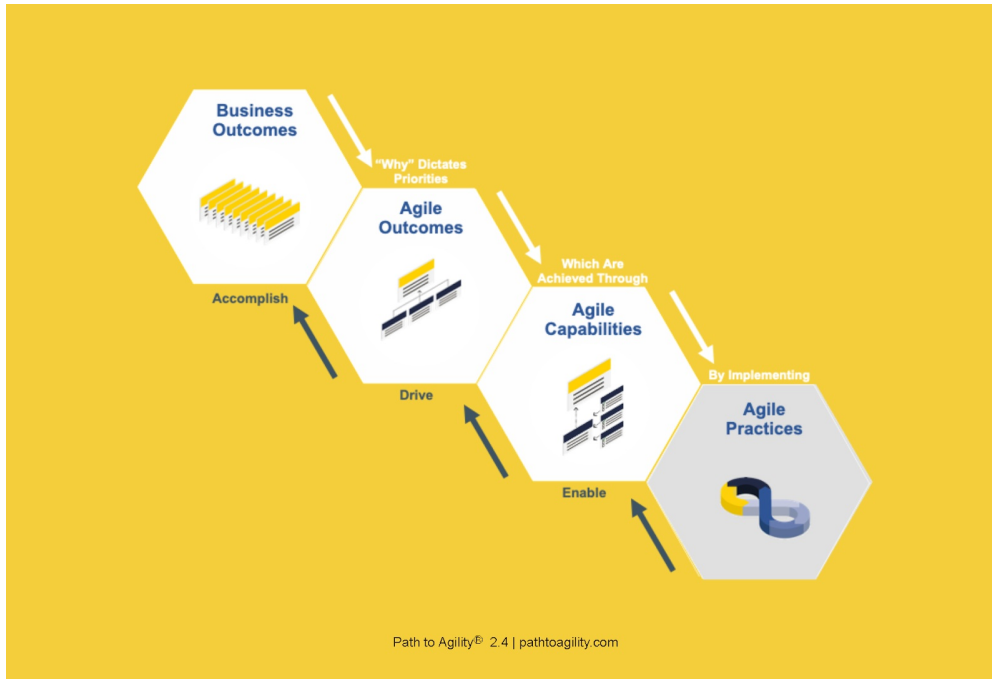
Measurements and Baselines

Discuss at a high level, key measurements for the priority business outcomes, including baseline data capture.

For adding measures, see [Metrics](#)

Agile Outcomes, Capabilities, and Practices

Discuss how agile outcomes, agile capabilities, and agile practices enable, drive and accomplish business outcomes. For more details, see [Overview of Path to Agility \(P2A\)](#)



Path to Agility Stages

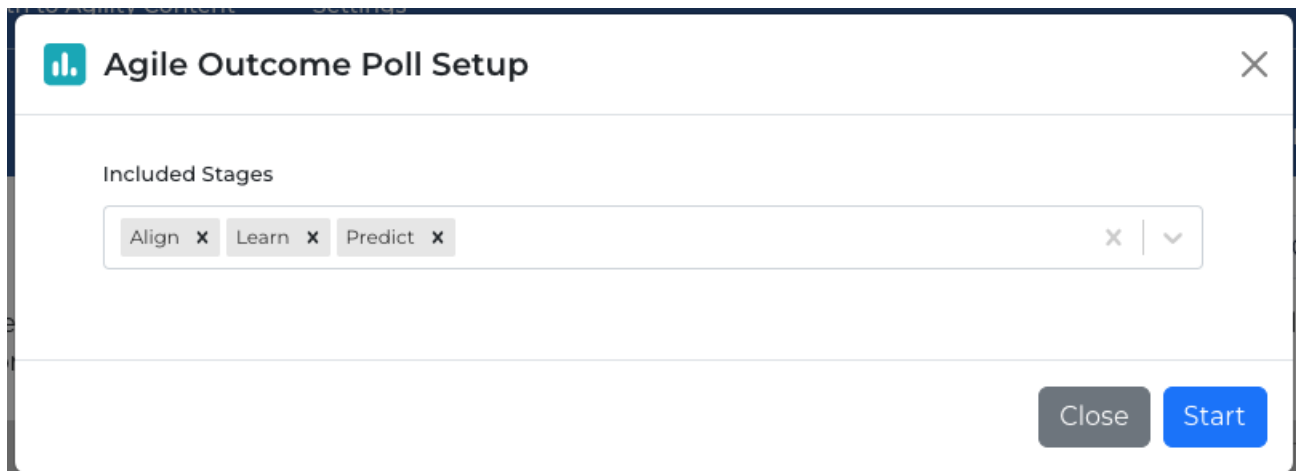
Discuss the stages of transformation and the change curve. For more details, see [Overview of Path to Agility \(P2A\)](#)



Agile Outcomes Polling

From P2ANav's [Map page](#), launch an Agile Outcome poll. For complete details, see [Facilitating a Poll](#)

We suggest including just the Align, Learn and Predict stages.



Agile Capabilities Assessment

An Agile Capabilities Assessment is an optional step for the leadership workshop.

Agile Capabilities Assessment could be a focus for a separate workshop with the [Agile Leadership Team \(ALT\)](#) as well as during individual [Team Path to Agility Assessments](#).

For complete details, see [Assessments](#)

Transformation Roadmap and Backlog

The Agile Outcome and Agile Capabilities [assessments](#) form the basis for the transformation roadmap.

For more details, see:

- [Prioritization](#)
 - [Creating and Maintaining a Team Transformation Backlog](#)
 - [Actions](#)
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