AGILE MARKETING

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“He who asks a question might look like a fool for a minute; he who does not might be one forever”

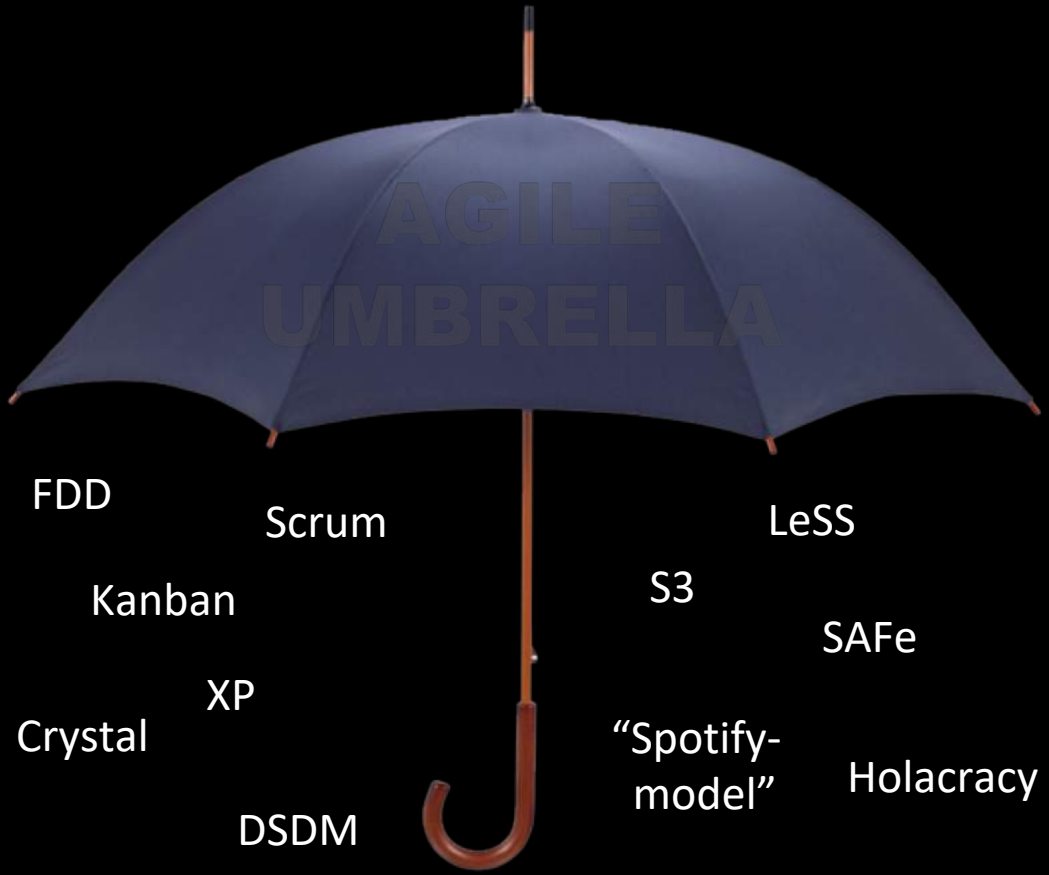
Jean-Paul Sartre

IT’S LIKE DANCING

TANGO

DISCO

?



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CROSS-FUNCTIONAL TEAMS

SELF ORGANIZED – HIGH AUTONOMY

ITERATIVE & CONTINOUS DELIVERY

FAST FEEDBACK – RESPONDING TO CHANGE

CONTINOUS LEARNING – FAIL FAST

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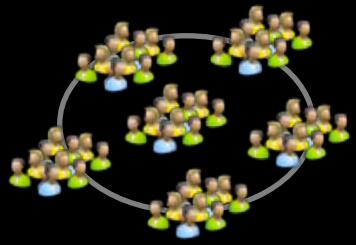
Agile for….

ONE TEAM

Working Framework for an Agile team (Scrum, Kanban, etc)

MANY TEAMS



Scaled Agile Framework – Agile Operating Model (LeSS, SAFe, ”Spotify-model etc)

SCRUM

THE AGILE SCRUM TEAM

Product Owner

Stakeholder mgmnt
Manage backlog
Decide priorities

Scrum Master

Scrum ceremonies
Continuous improvements
Remove impediments

Team Members

Multiskilled team that
Build, Create, Operate &
Deliver/Launch

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AGILE TEAM PREREQUISITES

AUTONOMOUS

”END-TO-END” RESPONSIBILITY

RIGHT COMPETENCIES (CROSS DISCIPLINE)

PURPOSE-DRIVEN

CO-LOCATED

FEEDBACK-DRIVEN

MINIMAL DEPENDENCIES

COLLABORATIVE WITH A “T-SHAPE” MINDSET

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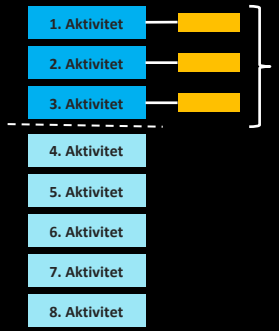
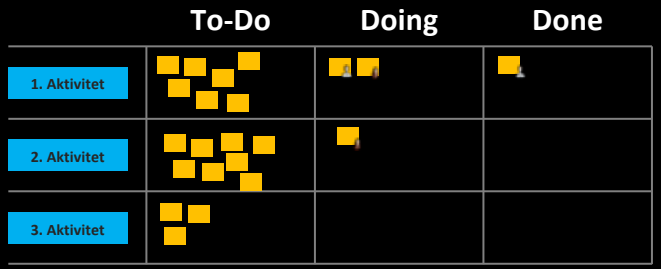
SCRUM SPRINT OVERVIEW

PRIORITIZATION



TRANSPARENCY



FEEDBACK

IMPROVEMENT

What did we do good?

What is less good?

Improvement ideas?

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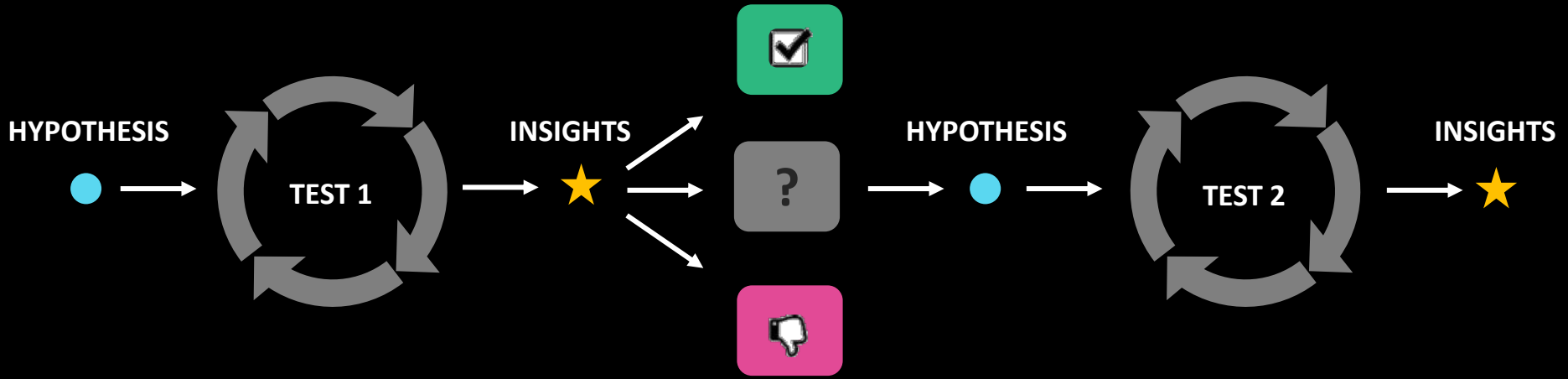
AGILE MARKETING…

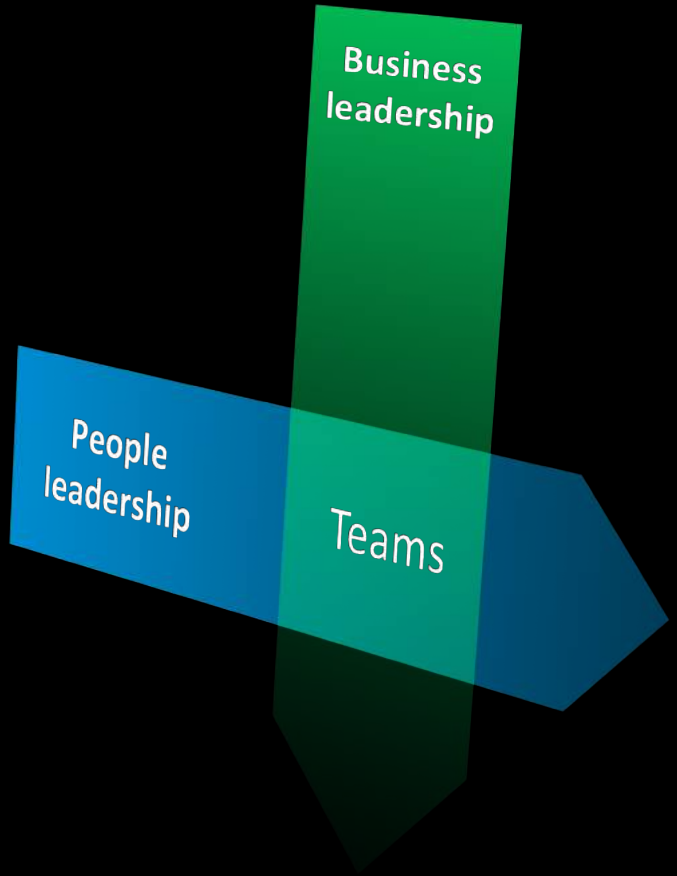


”SPOTIFY MODEL”

A large scale multi-team agile framework

MATRIX DRIVE of BUSINESS & PEOPLE

- **Each responsibility is driven with full focus** and independently of each other
- Employees belong to centers of excellence – called **chapters** but their daily work is carried out in a scrum teams (“Squads”)
- The chapter setup help to **develop competences and be in the forefront** in each competence area



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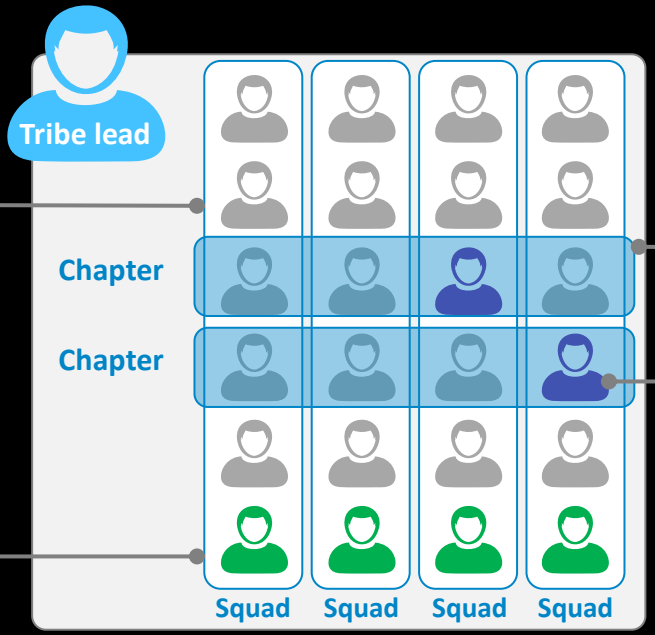
THE TRIBE

Scrum teams for day-to-day work

- Work on a specific customer journey or support task
- Priorities set every quarter (Supersprint) and 3 weeks (Sprint)

Product Owner role

- Business lead for scrum team
- Prioritizes team activities
- Manage backlog



Up to 150 people

Chapter (competence groups)

- Groups of functional competences that exchange and share best practices, standardization

Chapter lead role

- Additional role for a member of a competence group
- Responsible for people development and chapter competence development

THE PULSE

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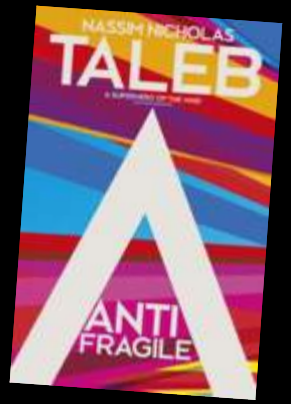
WHAT IS THE OPPOSITE OF

FRAGILE?

Volatility
Disruption
Pressure



Fragile

ROBUST

Antifragile

Adoptable companies that gain from disorder & disruption

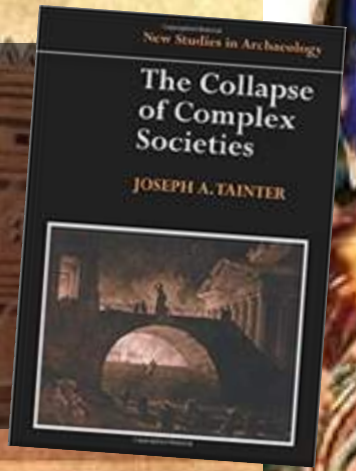
52%

of Fortune 500 companies are

GONE

since 2002

The Collapse of Complex Societies



Roman

Chaco

Maya

DISRUPTIVE CHANGE

3x

slower
than
expected

3x

more powerful
than ever
imagined

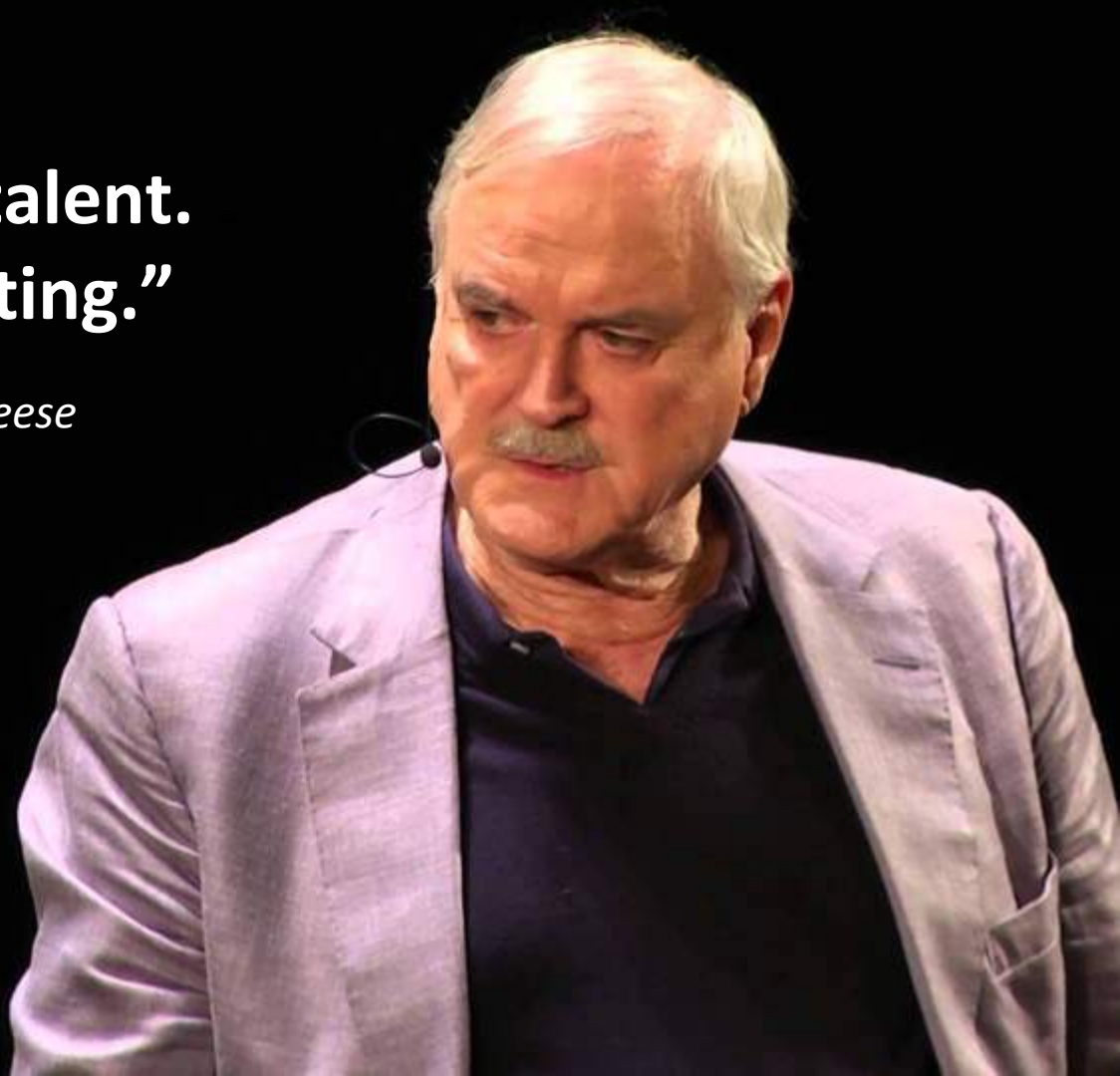
“If you're not embarrassed
when you launch,
you launched too late”
Reid Hoffman, LinkedIn

SPEED MATTERS

ex Swedbank nya Internetbank i beta

“Creativity is not a talent.
It is a way of operating.”

John Cleese



CREATIVITY MATTERS

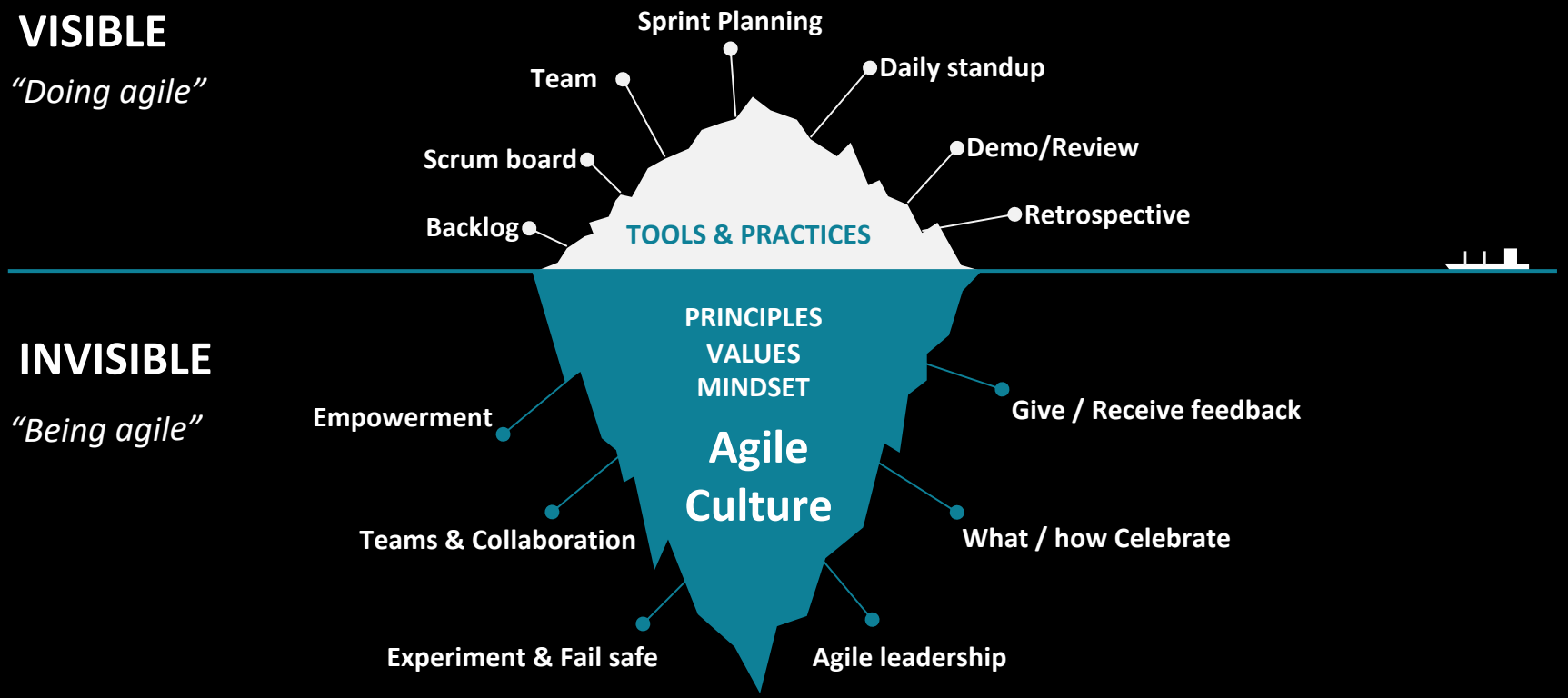
(but sustainable creativity is a way of operating - it requires a structure & system)

“Relying on a handful of technocrats isn’t enough – We’re mobilizing every ounce of intelligence & brain power in our organization ... ”

Kōnosuke Matsushita,
Matsushita Electric Industrial (Panasonic)

COLLABORATION MATTERS

AGILE ICEBERG



AGILE

The secret sauce to
Speed, Creativity & Collaboration

(and a customer centric culture)

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CULTURE EATS STRATEGY FOR BREAKFAST

So why do we spend so much time on strategy, but so little on culture?

CULTURE

PRINCIPLES

CEREMONIES

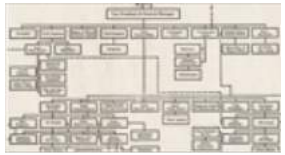
COLLABORATE
COMMUNICATE
PRIORITIZE
DEVELOP

METHODS

VALUES

Traditional company

VISION
STRATEGY
GOALS

PEOPLE	PROCESSES	TECHNOLOGIES
		
Line-organizations with clear responsibilities & reporting lines	Business processes and Project models to ensure controlled execution	Ever-evolving tools & technologies, managed by IT to support the business

Drives a culture that focuses on controlled execution according to plan
(Change & innovation is driven from the top)

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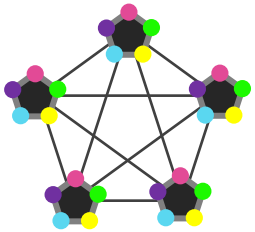
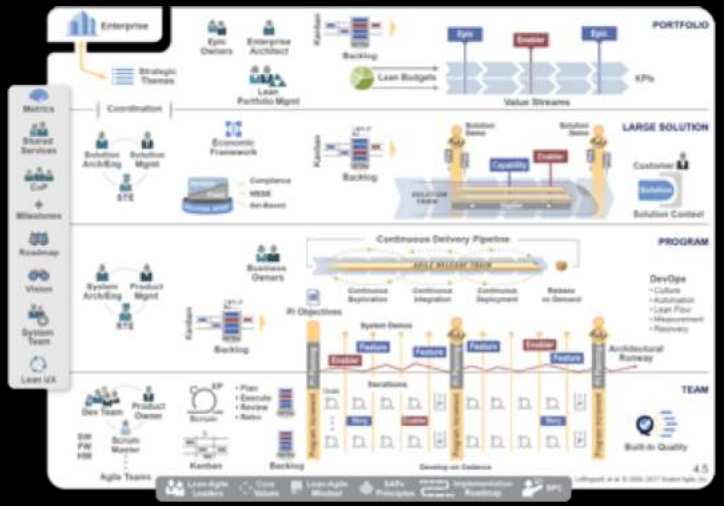
Agile company

VISION
STRATEGY
GOALS

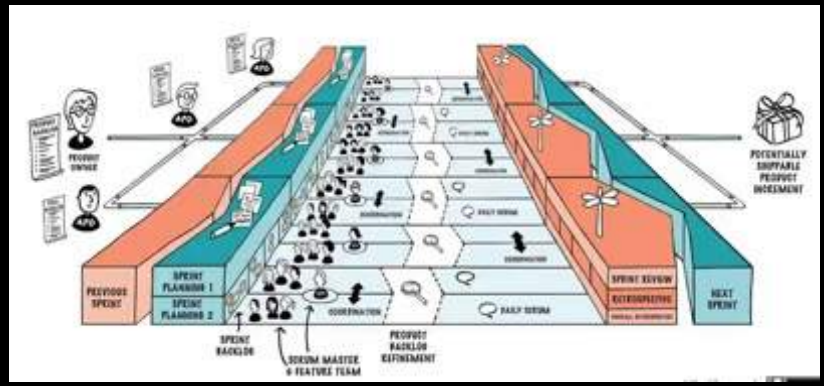
PEOPLE	PROCESSES	TECHNOLOGIES
		
Cross-functional teams organized according to value-streams	Agile practices with iterative continuous delivery focusing on value and learning	Ever-evolving tools & technologies managed by the cross-functional teams

Drives a culture that focus on purpose, customer value, experimentation & learning
(Change and innovation is driven everywhere)

Agile operating models



SAFe
(Scaled Agile Framework)



LeSS
(Large scale scrum)

("Spotify model", Holacracy, Responsive, and many of more….)

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“But Agile is only for Software development and IT”

BUURTZORG

BUURTZORG

- Most satisfied customers
- Lowest prices
- Awarded ”Best place to work” 5 years in a row (all industries)
- 10.000 employees, no bosses, no hierarchies (”Teal organization”)
- Autonomous teams of 10-12 nurses per team
- 50 people in back-office + 20 agile coaches (<1% overhead)
- No strategies – Just clear Purpose & clear goals

“But Agile is only for new companies & start-ups – we’re an old company”

est. 2008

Born
Agile

est. 1976

Transformed
into Agile

est. 1909

Transformation
into Agile ongoing

est. 1743

Transformed
into Agile

“By taking people out of their functional silos and putting them in self-managed and customer-focused multidisciplinary teams, the agile approach is not only accelerating profitable growth but also helping to create a new generation of leaders.”

AGILE LEADERSHIP

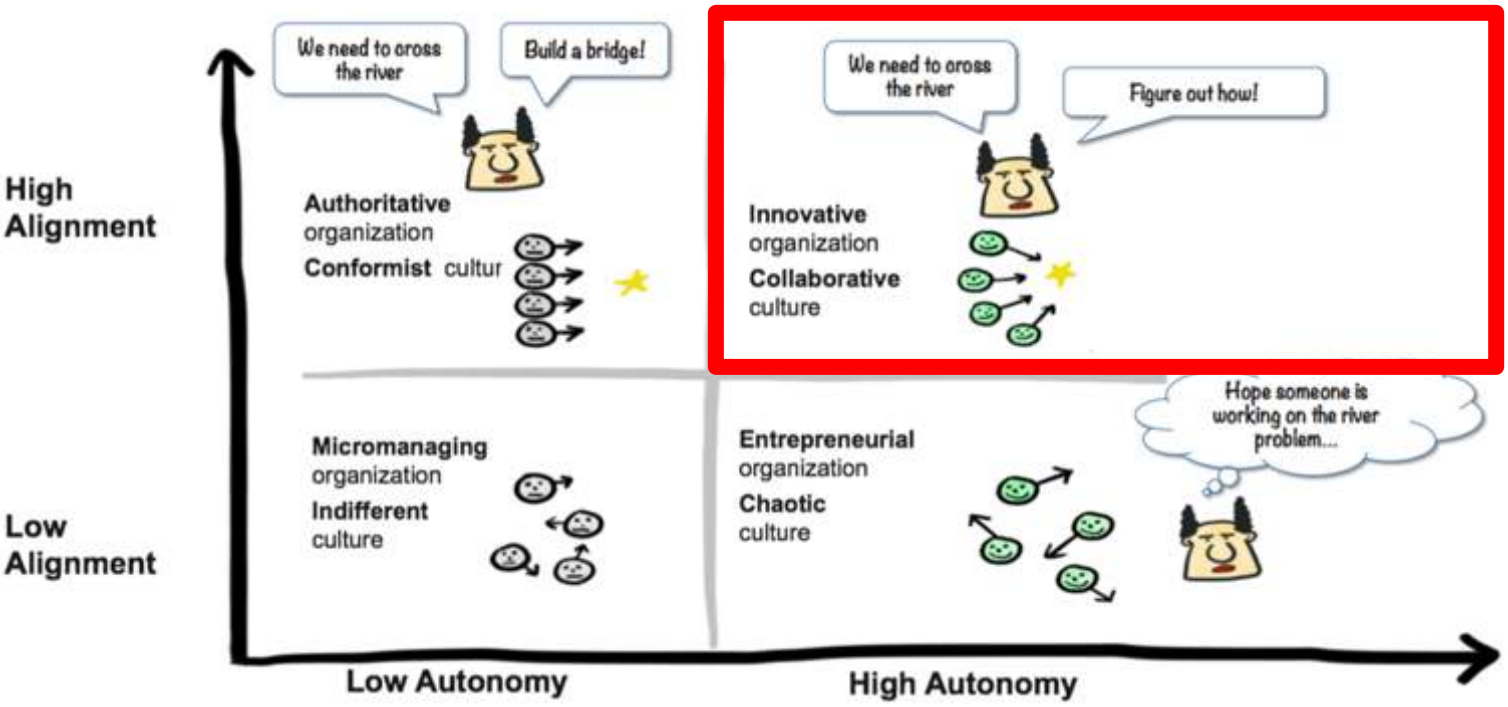
“It doesn’t make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do”

Do Agile organizations need managers?

No.

But they do need Leadership.

Servant Leadership.



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AGILE LEADERSHIP

1. Continuously inspire around Purpose & Why
2. Bring Clarity to the Purpose, Vision, Strategic Direction & Overall Goals
3. Be Present and Actively Collect Feedback in order to Nurture the Culture & the System
4. Provide an environment where it is safe to fail
5. Provide all the information necessary to make appropriate decisions
6. Uphold decisions made by the teams
7. Help knock down impediments escalated from the teams
8. Be active in Mentoring and Coaching
9. Serve-to-lead mindset

Agile leaders

WHAT

Point out the direction
Provide the means
Remove impediments

Agile teams

HOW

Figure out how
Iterative deliveries
Respond to feedback

TYPICAL AGILE LEADERSHIP ANTI-PATTERNS

Micro-management

Trust
Empowerment
Autonomy
. . .

Absenteeism

Engagement
Commitment
Purpose
. . .

(A manager can be seen as absent, even if they are physically in the office, if they do not engage with their teams)

In Agile, control is enhanced by letting go of control.

Agile leaders act more like gardeners than commanders.

Frågor eller funderingar?

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