



GOSEI

Making Agile Adoption Agile

- Organize for people-oriented learning

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Gosei



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Ari Tikka

- 20 + years in software business
- Agile Adoptions
- Management coaching
- Customers in Telecom, Medical, Game, Heavy metal, Financial, Sales&Marketing, Public sectors
- LeSS coaching company
- www.gosei.fi

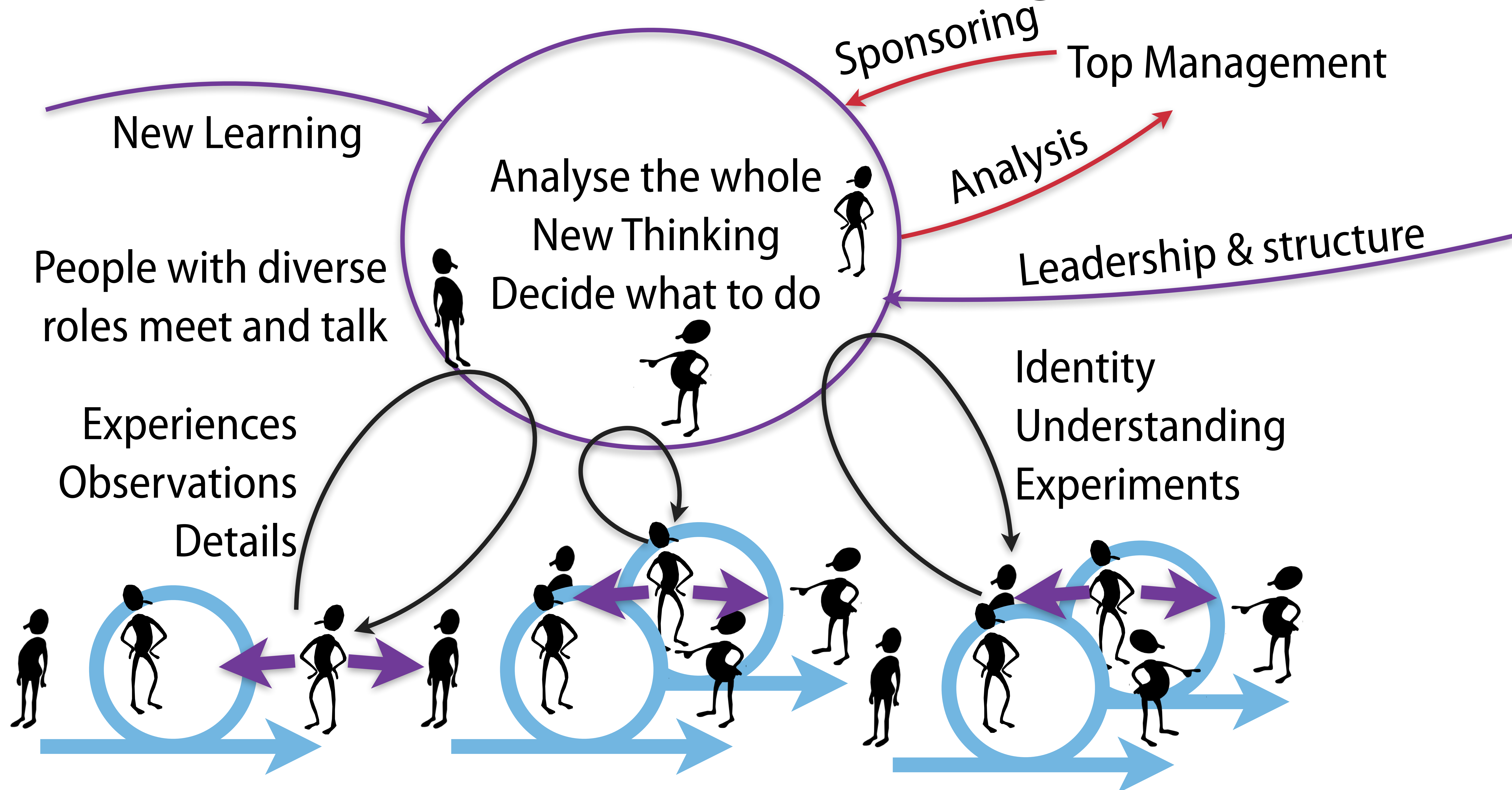


Four patterns

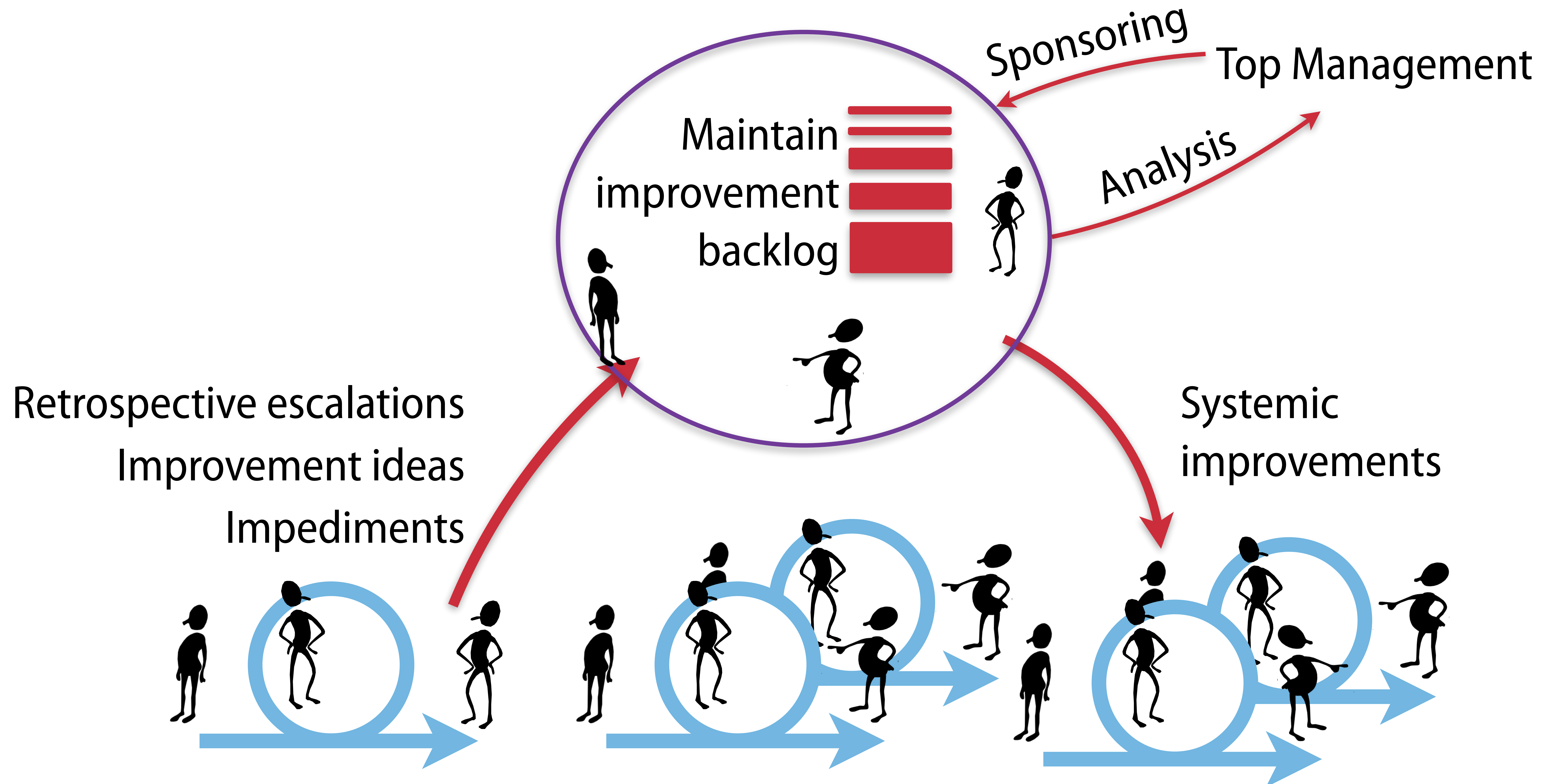
- (1) Ba - Adoption community
- (2) Improvement service
- (3) Competence mountain of Agile Coaching
- (4) Deliberate learning by a learning program

(1) Adoption Community

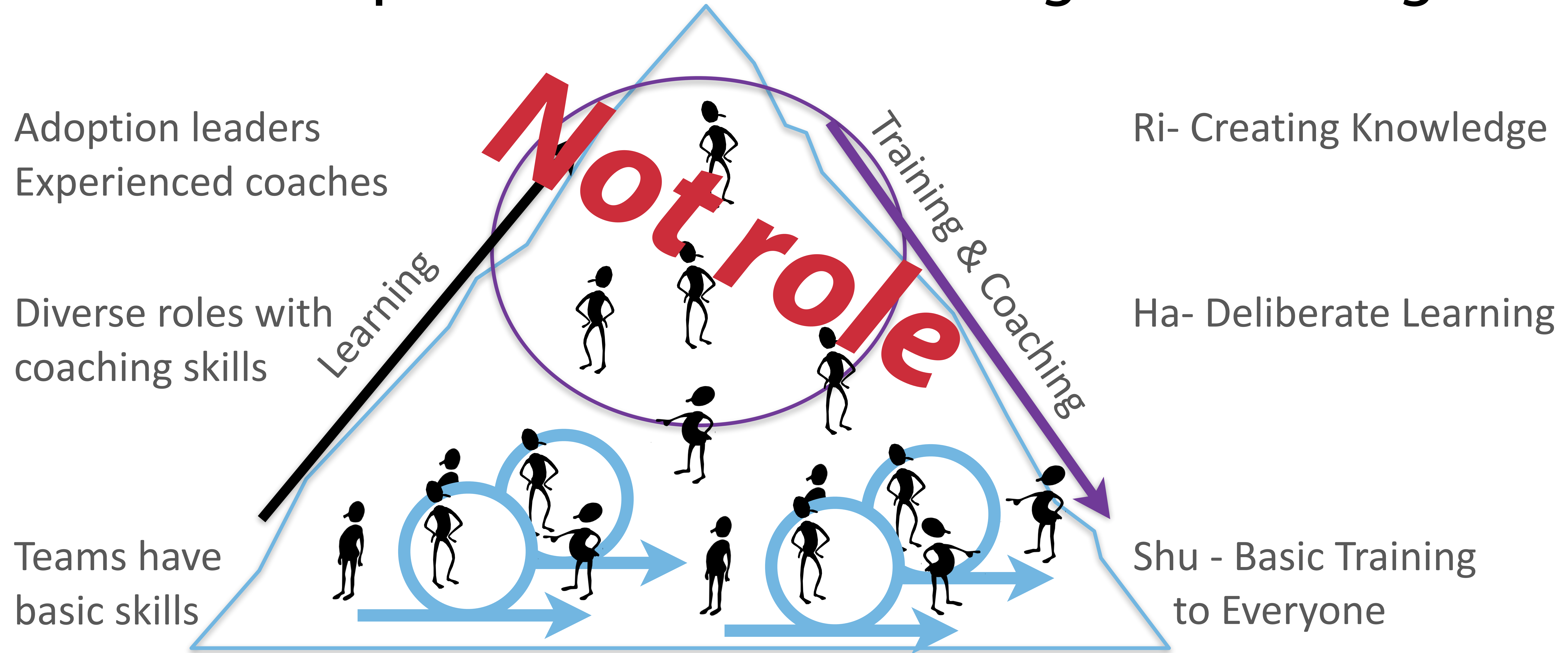
"Ba" - place where knowledge is created



(2) Improvement service

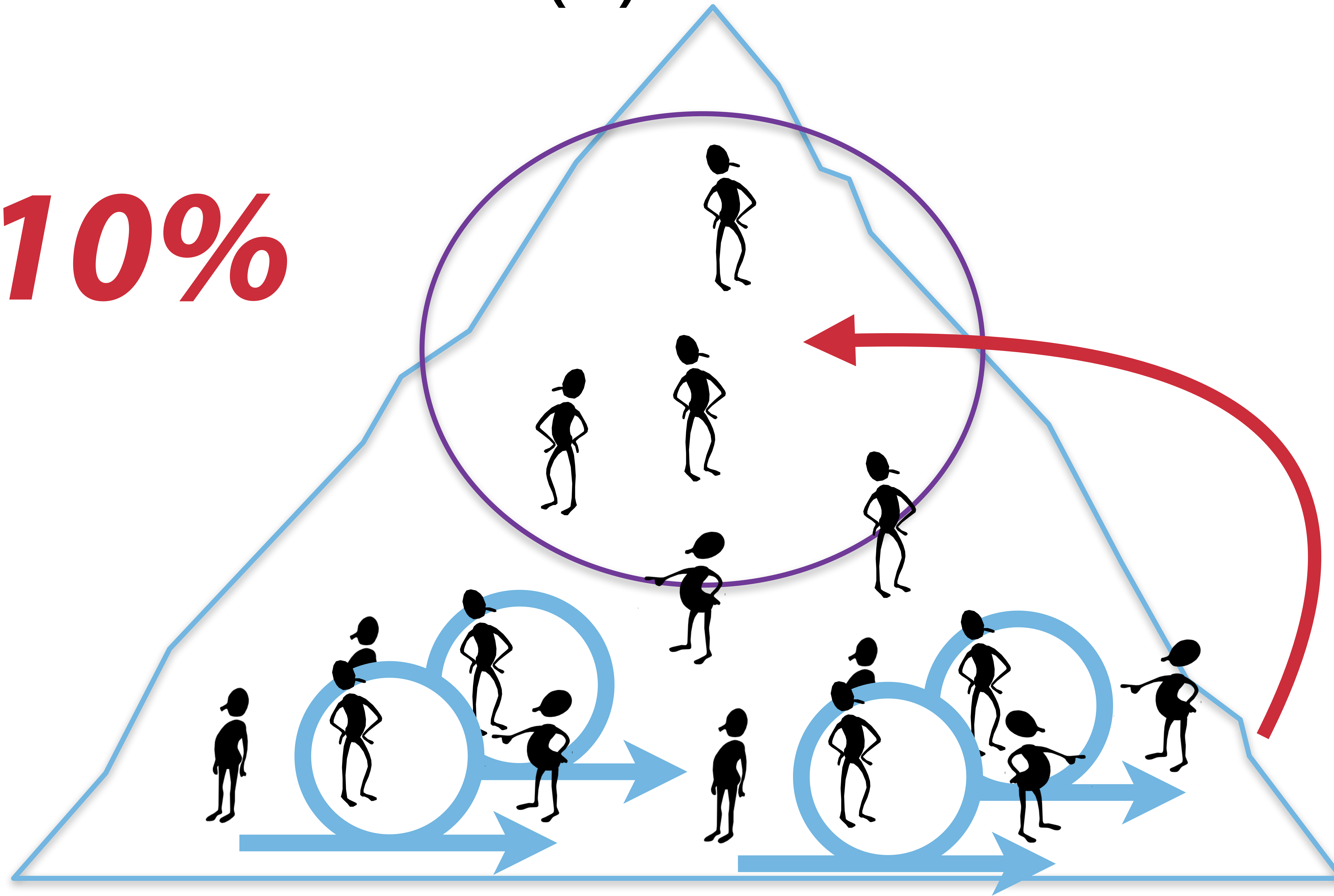


(3) Competence mountain of Agile Coaching



(4) Deliberate learning

10%



***5-10 days
intensive
to start***

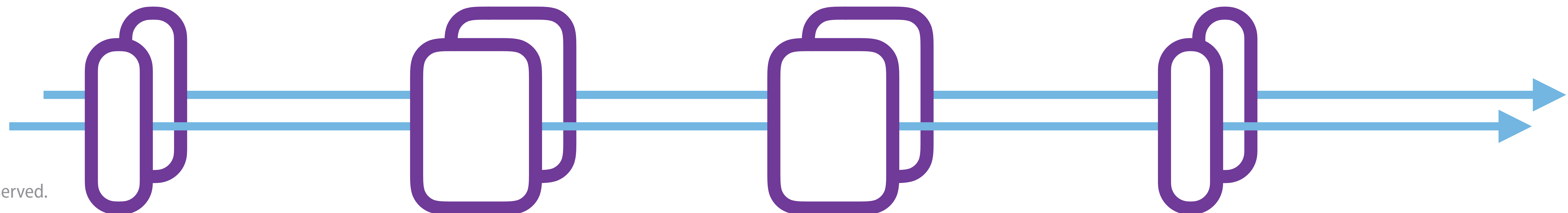
(4) Ha - Deliberate learning

Training Learning program

- **Initiation** to coach and participate in Ri-work
- 5-10 days off-site in 6-15 weeks
- 10 % of people
- Diverse voluntary participants continue in their basic work role

Content

- Learning by reflecting self, the training group and the organization
- Understanding Lean and Agile in own context
- Leading people in change



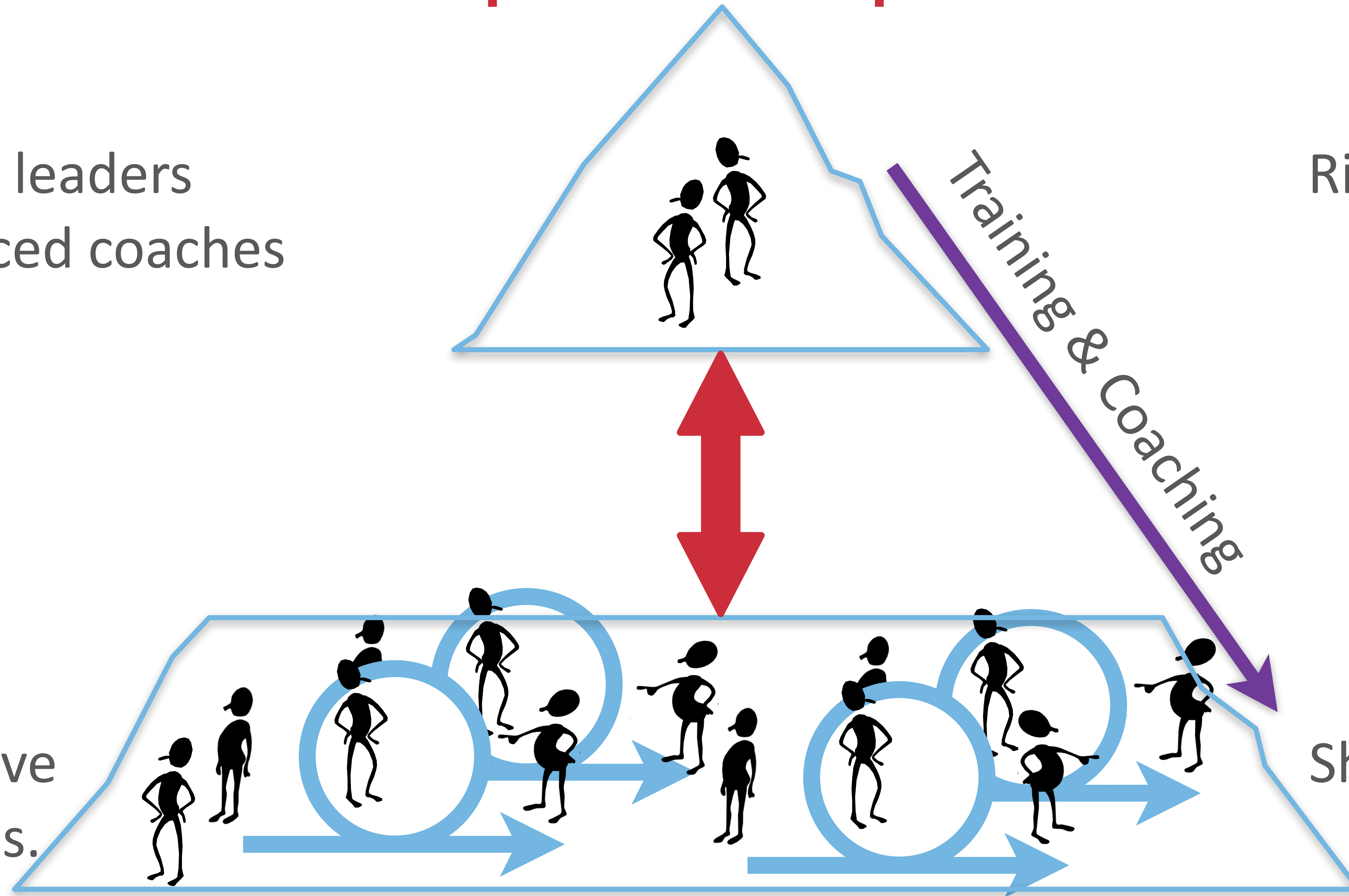
Antipattern: Space shuttle

Adoption leaders
Experienced coaches

Ri- Creating Knowledge

Teams have
basic skills.

Shu - Basic Training
to Everyone



Four patterns

- (1) Ba - Adoption community
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Nokia Networks Switching Platform

1997-2000 (1000 ppl)

5 day training for 14 groups with 12 pax

Lead by one internal talent and one external coach

Agile not known yet

Real change of leadership and culture

<https://gosei.fi/blog/continuous-conscious-work-development/>

Program Manager training "Constructor"

2002-2004 (6000 devs)

10 day training for 14 groups with 12 pax

Helicopter view into how and why big organisations suck

www.coordinationchaos.com

<https://gosei.fi/blog/constructor-training-program-for-program-managers/>

Nokia Networks Agile support team 2006-2010

External consultants used to maximise the support team learning

Sponsored by top management, middle management confused

Basic training ongoing all the time

No deliberate learning program for larger organisation

Some products succeeded well in their Adoption

Final conclusions

Learnings

- Investing in the coaching competence works - people grow and stay
- People skills make difference - requires deep enough dive
- Good talent management - 20 year followup
- Makes "line management" possible
- Creates real cultural change

General observations

- Haste and randomness has increased in 20 years
- Always difficult to get sponsors onboard
- Space Shuttle preferred over Deliberate Learning