

An Agile Convert in a Traditional World THE HUMAN FACETS OF AGILITY





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Personal Back-story



Evolved with Land Rover

- Significant change e.g.
 - Size of organisation
 - Stability of environment
 - Rate of technological change
 - Number of projects
 - Task force leader to agile advocate



Outline

Jaguar Land Rover Vehicle Refinement Group's agile transformation

Pragmatic application of academic research

- Zero to agility at scale within a year
- Improved delivery and wellbeing











If it makes a noise Or doesn't !



This team tuned it

Discovery Turning point



(Donaldson, 1987)



- Size of organisation
- Number of projects
- Stability of environment
- Rate of technological change

"rganizational effectiveness is form fitting characteristics is formation, such as to contingencies that reflect the situation of the organisation"

(Syed 2015)

Engrained organisational culture

#AgileBizConf19

A challenge to the command and control model

- Common Sense is Nothing New
 - Verordnungen für die höheren Truppenführer
 - Not commanding more than is strictly necessary
 - Not planning beyond the foreseeable circumstances
 - Impart all, but only, what subordinates cannot determine for themselves
 - Maximise the benefit for the entirety of the operation

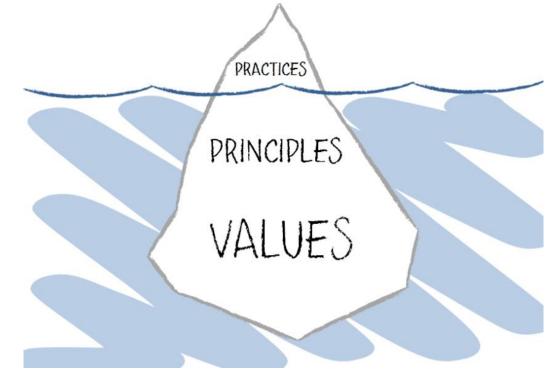








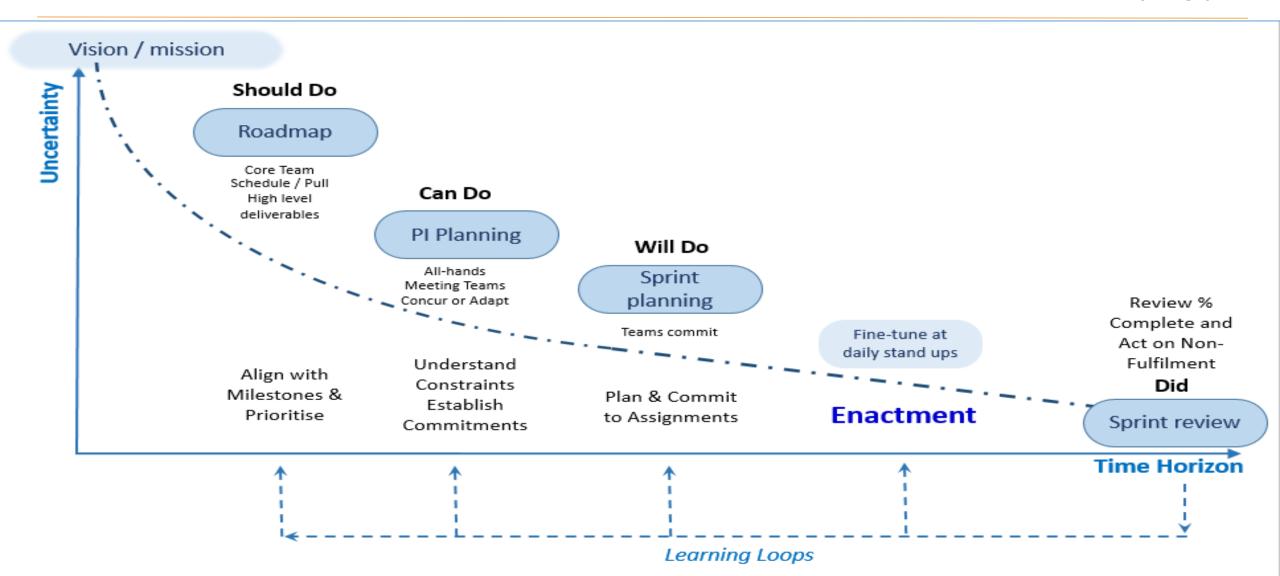
- The engineers owned the solution
- Focus on the underlying Lean/Agile values and principles not frameworks
- Use these to address the primary issues in the particular context
- Respect the organisational constraints and iterate to an improved state



High Level Process

s give rise to **complex** and intelligent behavior. **Complex**





Heterogeneous Approaches - Emergent Culture





Prioritisation & Alignment



Throughput = Bottleneck utilisation x bottleneck rate

(Hopp and Spearmann, 2011)

Theory of Constraints

(Goldratt, 1990)

- Support others not local 'pet' projects
 - X Team collaboration
- Strategic actions (enablers)
- Continuously review

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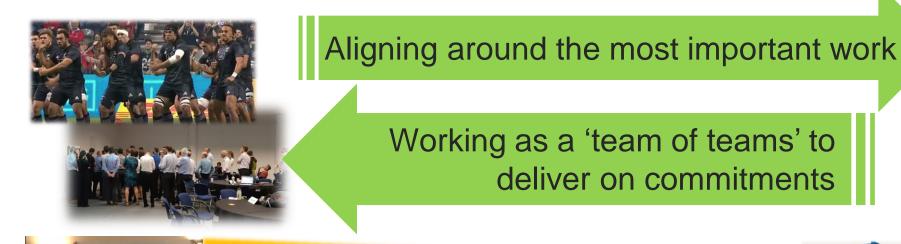
Importance of Collaboration Events





Headline Achievements







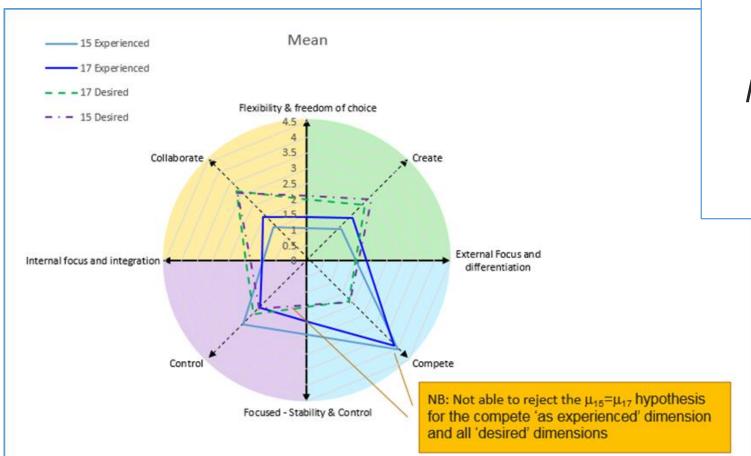
Getting better at balancing capacity and demand



Delivering >20% more valuable outcomes >20% improvement in timely delivery

Headline Achievements cont'd





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"Moved the NVH team more in the last 12 months than anyone else in the last 3/5 years"

No stress related Absence

Headline Achievements cont'd



..... & not forgetting

For thesis see: http://wrap.warwick.ac.uk/114061/



Remaining Challenges



- Full team engagement
- Maintaining process discipline
- Continued recognition investment in time is worth it

The Sequel



Expect great results when your way of working is aligned with the environment *and* our natural behaviour



Thank you

What questions and observations do you have? – I look forward to exploring them in the Q&A session.

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