

# 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



## 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





# Vehicle Refinement Group



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If it makes a noise ..... *Or doesn't !*



This team tuned it



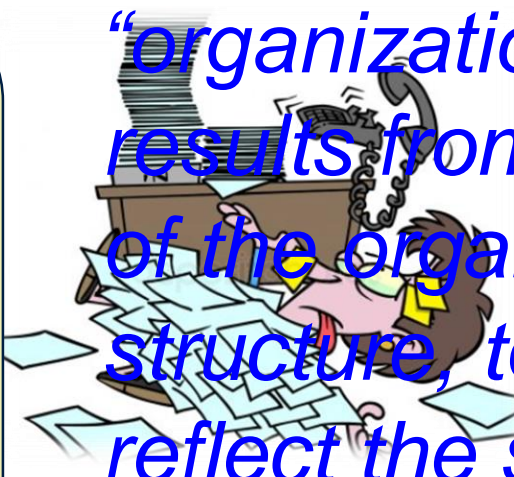
# Discovery

## Turning point

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

(Syed 2015)

- Engrained organisational culture



*“organizational effectiveness results from fitting characteristics of the organisation, such as structure, to contingencies that reflect the situation of the organisation”*



(Donaldson, 1987)

# A challenge to the command and control model

- Common Sense is Nothing New

## Verordnungen für die höheren Truppenführer

Von Moltke, **1869**

- 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

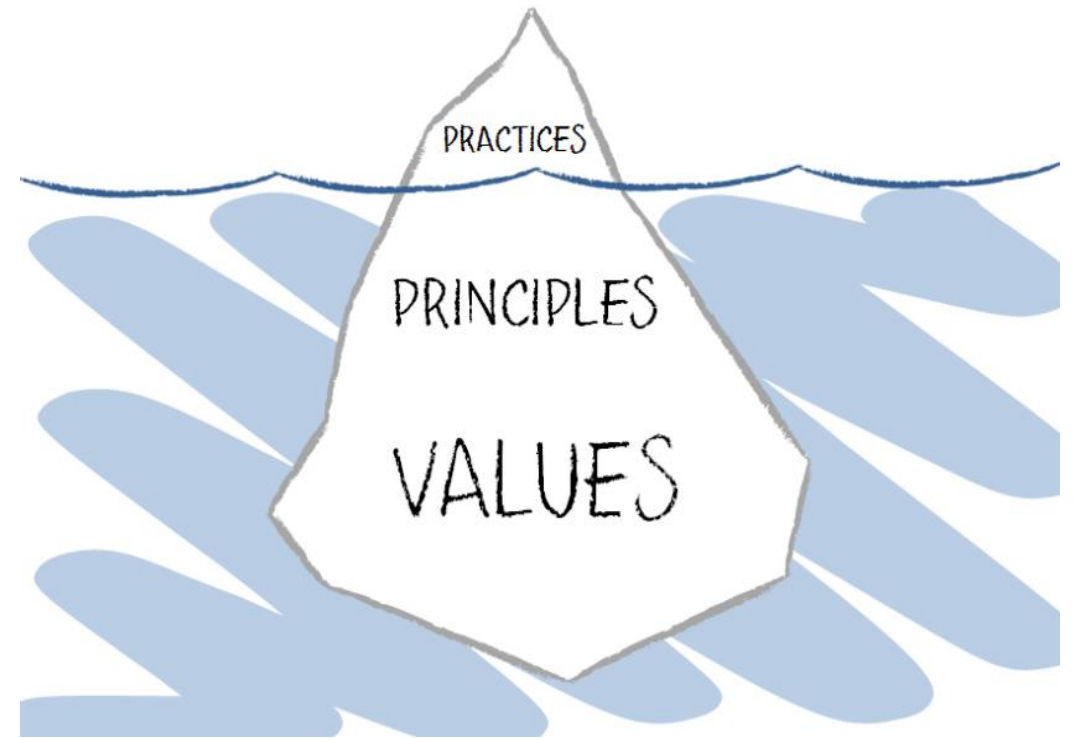


# How

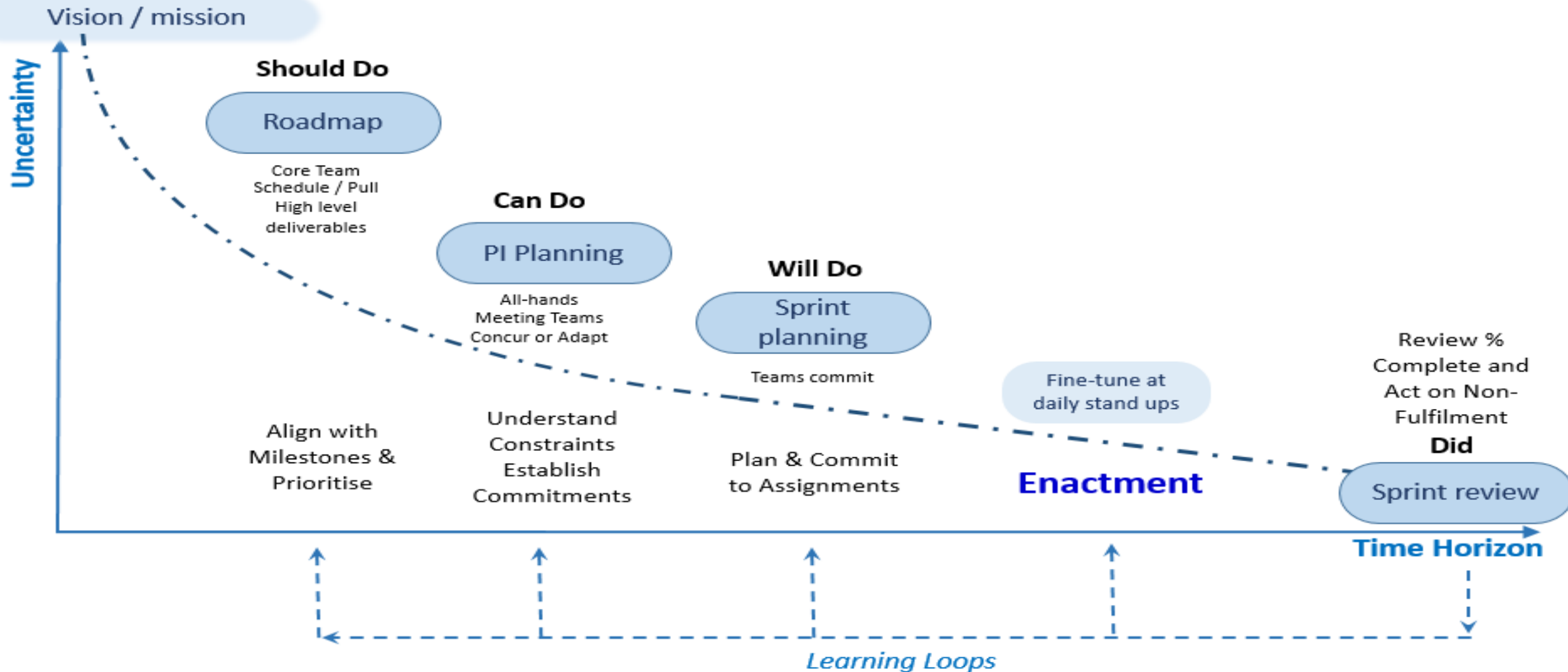


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- The engineers owned the solution
- Focus on the underlying Lean/Agile values and principles not frameworks
- Use these to address the **primary** issues in the **particular** context
- Respect the organisational constraints and iterate to an improved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



# High Level Process





# Heterogeneous Approaches

- Emergent Culture



- Multiple sub-cultures
- Multiple needs and approaches



# Prioritisation & Alignment

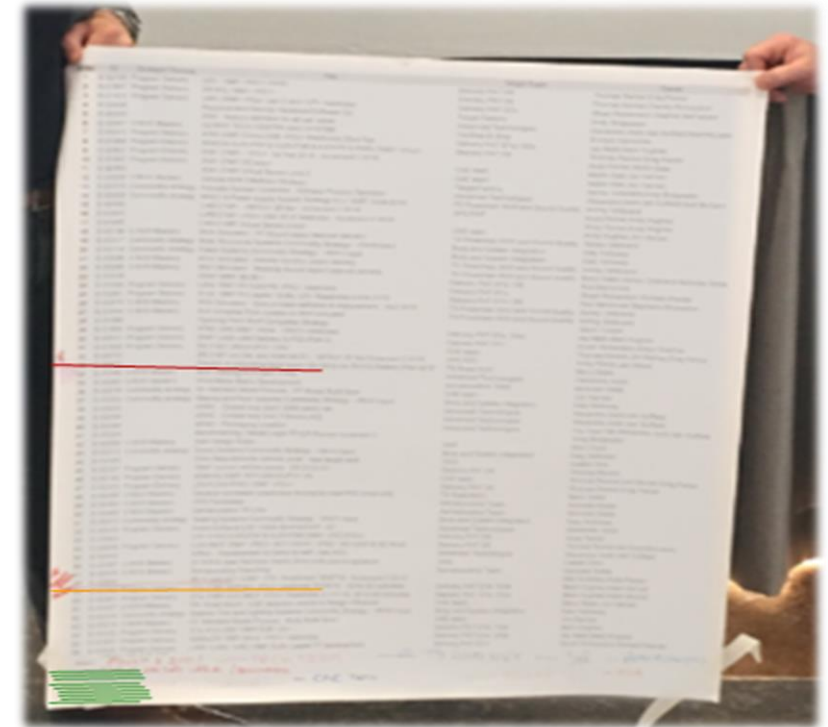
Throughput = Bottleneck utilisation x bottleneck rate

*(Hopp and Spearman, 2011)*

## Theory of Constraints

*(Goldratt, 1990)*

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



# Importance of Collaboration Events

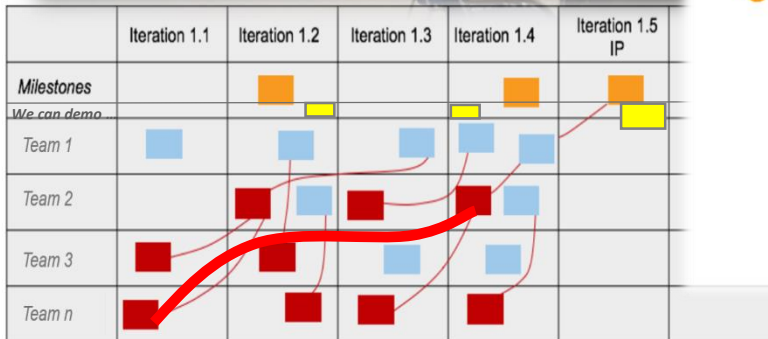
## More than a planning event

Commitment NOT compliance



Conflicting priorities

Neglected work



Blue Capability Red Significant dependency Yellow Milestone / Major event

Red string - A dependency requiring work to be completed by another ART before the capability can be completed



Unplanned work



Too much Work In Progress  
~ The ring leader



Unknown dependencies





# Headline Achievements



Aligning around the most important work



Working as a 'team of teams' to deliver on commitments



Getting better at balancing capacity and demand

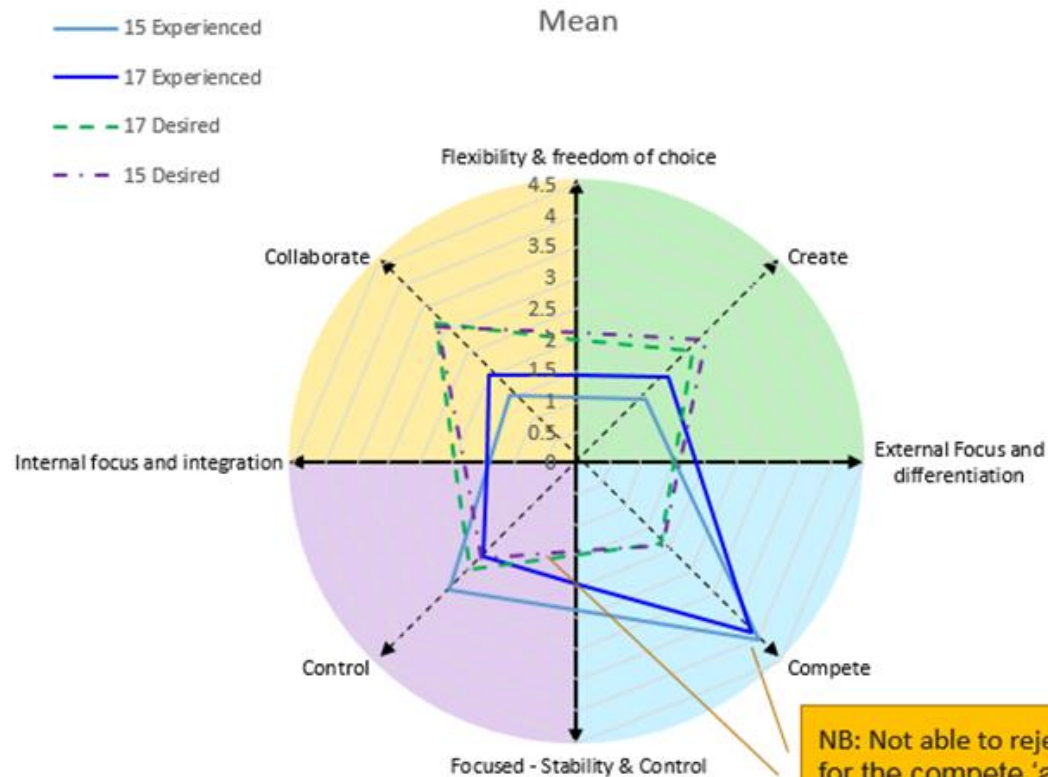


Delivering >20% more valuable outcomes  
>20% improvement in timely delivery

# Headline Achievements cont'd



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NB: Not able to reject the  $\mu_{15}=\mu_{17}$  hypothesis for the compete 'as experienced' dimension and all 'desired' dimensions

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

**No stress related Absence**

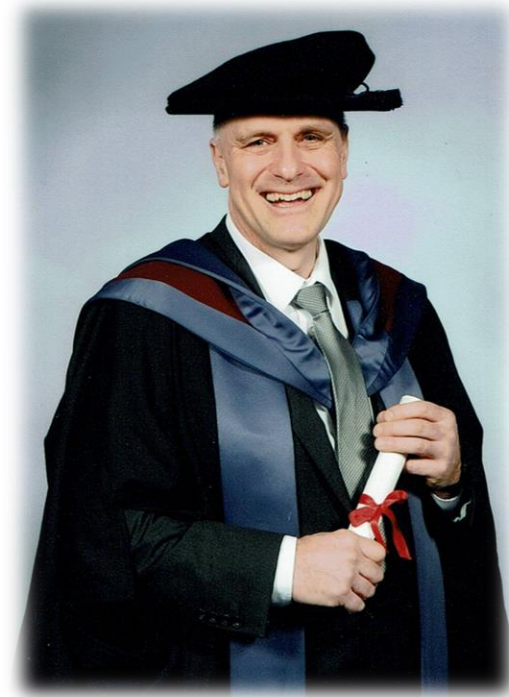


# Headline Achievements cont'd

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*..... & not forgetting*

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



# Remaining Challenges

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

# The Sequel



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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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