LEADING AGILE CHANGE (FOR EXECS)

TUNE YOUR SYSTEM TO THRIVE UNDER CONDITIONS OF CHANGE, COMPLEXITY & UNCERTAINTY

#AustinAgile @ChristopherAver #LeadershipGift

Change

Complexity

Uncertainty

DYNAMICS BEFORE MECHANICS

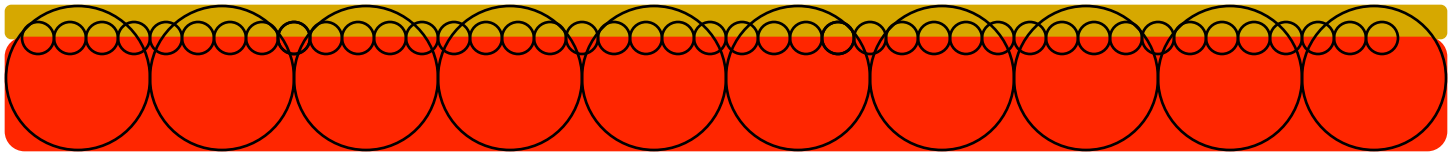
(SCALABLE BEHAVIORS, NOT SCALABLE PROCESSES)

LINEAR

- ✓ Analysis
- ✓ Getting It Right
- ✓ Efficiency

aka, Plan Driven or Waterfall

Change as a Noun



ITERATIVE

- ✓ Empiricism
- ✓ Learning
- ✓ Effectiveness

aka, Value Driven or Adaptive

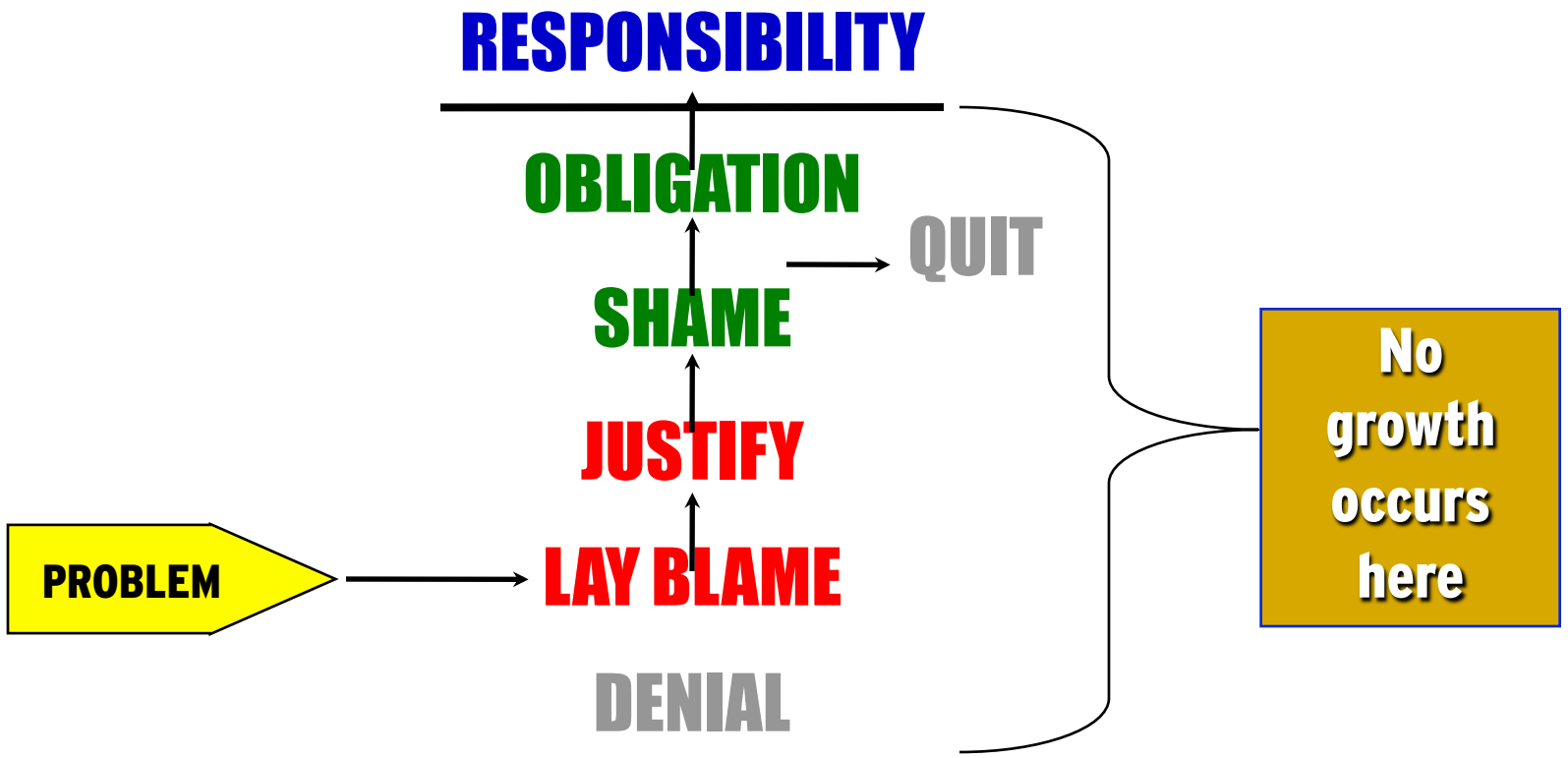
Change as a Verb

accountability

≠

responsibility

how you respond to a problem



The Responsibility Process™

RESPONSIBILITY

OBLIGATION

QUIT

SHAME

JUSTIFY

LAY BLAME

DENIAL

Judith Mills, Vice President
Product Engineering Operations,
CDC Software, Atlanta, Georgia

"Over the last year 350 people in 9 countries have become way more productive than we ever imagined they could be.

Our agile processes are successful primarily because everyone takes ownership by understanding and practicing the Responsibility Process.

Today we produce twice the software with half the headcount."

CDC Software

Take the case of

DTE Energy®

#289 – FORTUNE 500
Detroit

PROBLEM Pending break up of 800-person IT organization, massive layoffs, ship jobs offshore

SOLUTION SVP/CIO asked top 40 managers to work with her to study and adopt the Responsibility Process

RESULTS Culture of Responsibility developed rapidly
Doubled productivity each year for three years
CIO saved every job
Achieved vision of a strategic enterprise IT organization

Take the case of

Private - Kerrville, TX

PROBLEM
Bleeding money, bad reputation
Worst employer in town
Turn-around needed
Could not afford my fees

SOLUTION **CEO allowed me to use entire company as a Responsibility laboratory**
Trained every employee including janitors

RESULTS **Culture of Responsibility developed rapidly**
Operating at the top of its industry in every metric
Margins 7x industry average
Company recently sold for a high multiple (good price)

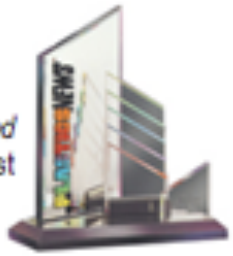
Take the case of

Private - Kerrville, TX

ATEK PLASTICS
An ATEK Company

Tom Houdeshel, CEO

Nationally Recognized
2010 Processor of Year Finalist



Year	Revenue	Number of People	Wages	Net Margins	P/L Result
2001	$4 million	120	$1.6 million	0	1.9 Million
2009	$13 million	55	$2 million	15%	☺
2012	$16.5 million	65	$2.2 million	24.5%	Sold for a 10X multiple

GROW

COPE

THE RESPONSIBILITY PROCESS™
RESPONSIBILITY
OBLIGATION
QUIT
SHAME
JUSTIFY
LAY BLAME
DENIAL

LEARN

DEFEND

CHANGE

RESIST

AGILE

STIFF

THE RESPONSIBILITY PROCESS™
RESPONSIBILITY
OBLIGATION
QUIT
SHAME
JUSTIFY
LAY BLAME
DENIAL

VALUE

WASTE

THE RESPONSIBILITY PROCESS™
RESPONSIBILITY
OBLIGATION
SHAME
JUSTIFY
LAY BLAME
DENIAL
QUIT

ENGAGED

RESIGNED

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“Agile practices efficiently expose problems.

The Leadership Gift gives people tools to address problems.”

Thank you

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