# A Menu of Elements for an Agile Transition Strategy Map

## Goal: Organization is successfully delivering with lean/agile principles

### Critical Success Factors –CSF (also could be Necessary Conditions – NC)

- Clear & visible portfolio / roadmap priorities
- Alignment & support across the organization
- Sustainable culture changes
- Short-term successes
- Short delivery cycles (reduced time-to-market)
- High(er) quality product releases
- Top management support & action
- Grass-roots support
- Stakeholder participation & buy-in

### Necessary Conditions – NC (also could be CSFs)

- Authoritative Product Owner
- Consistently communicate transition vision & strategy
- Committed agile transition team
- Concrete agile transition actions
- Organizational impediments removed
- Lean mindset change
- System thinking mindset
- Internal Coaches & trainers
- Ongoing shared learning
- Communities of Practice (Practitioners within a domain/role sharing learning)
- Strategically organized cross-functional teams
- Pilot projects
- Agile development practices (e.g. TDD, CI, refactoring)
- Empowered teams
- Training & coaching
- Agile architecture practices
- Hands-on experience with Scrum
- Training and coaching on technical practices
- Coaching for Product Owners and Scrum Masters
- Rewarding work environment
- Clear career paths
- Metrics or KPIs to measure progress toward goals
- Balance operational needs with market needs
- Stakeholder education on agile process
- Supplier education on agile process
- Customer value orientation
- More test automation
- Management team uses Scrum/kanban for its own work
- Practices tailored to meet regulatory requirements
- Success stories shared with everyone
- Predictable release date
- Predictable release scope
- Self-organizing teams
- Compelling reason why change is needed
- Employee evaluation system based on lean/agile values & principles

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## Group exercise part 1: Critical Success Factors  (10 minutes)
1) Self-organize into teams of 8-9 people
2) As a team choose your Critical Success Factors (< 8). Select from the handout and/or invent your own!

Suggestion: use "dot voting": each person chooses his/her top 2-3 CSFs with a dot for each vote.


## Group exercise part 2: Necessary Conditions  (15 minutes)
1) Split teams into pairs (one trio if an odd number).
2) Each pair/trio chooses a few CSFs and identifies the Necessary Conditions for them. Select from the handout and/or invent your own!
3) Draw arrows to represent the necessity relationships. (You may want to do this last...)


## Group exercise part 3: John Kotter's 8 steps (12 minutes)
1) Work in pairs/trios again
2) Each pair/trio chooses TWO of the Kotter steps, e.g.:
    a. Pair A: steps 1-2
    b. Pair B: steps 3-4
    c. Trio C: steps 5-6
    d. Pair D: steps 7-8
3) Associate your two Kotter steps to the strategy elements.
4) Can you identify additional elements needed fulfill any of the 8 steps?


## John Kotter's 8 steps for leading change:
1) Increase urgency
2) Build the guiding team
3) Get the vision right
4) Communicate for buy-in
5) Empower action
6) Create short-term wins
7) Don't let up
8) Make Change Stick

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