



# Map Your Agile Transition Strategy

Using Kotter's Eight Step Model and Theory of Constraints

By Brad Swanson

[brad@ProperoSolutions.com](mailto:brad@ProperoSolutions.com)

[@bradswanson](#)

# About me – Brad Swanson

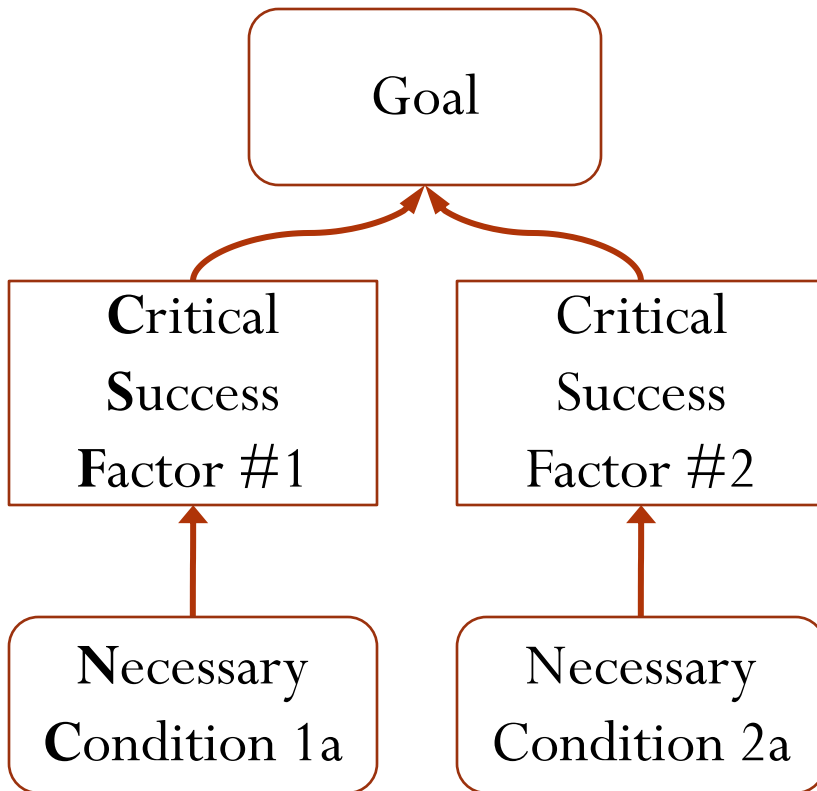


# Kotter's 8 steps for leading change

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

John P. Kotter: *The Heart of Change*

# Theory of Constraints: Intermediate Objectives (IO) Map



“In order to achieve the goal, I **must** have CSF #1 and #2.”

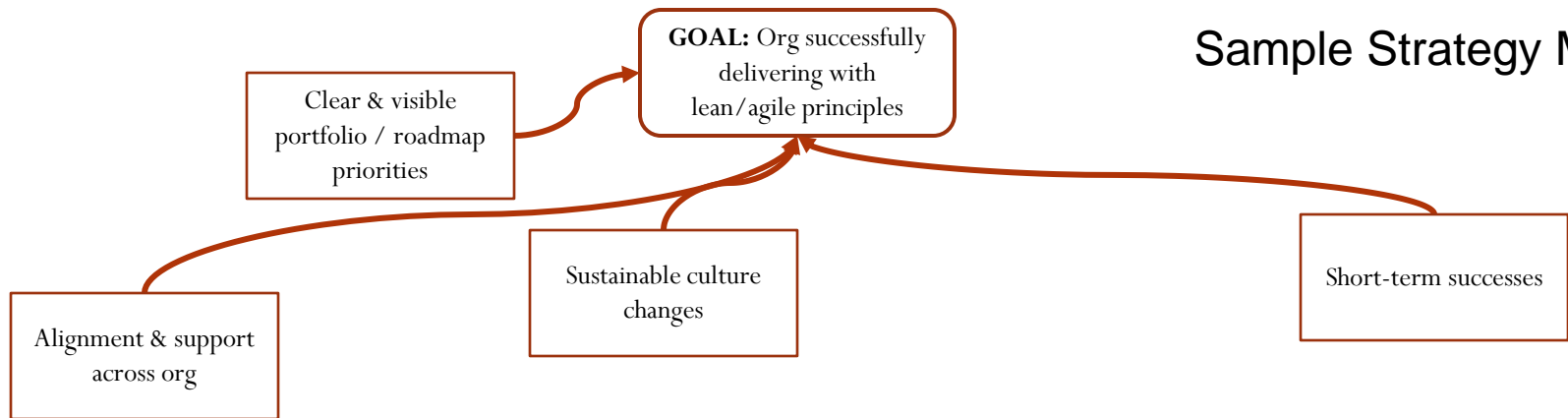
“I **must** have NC 2a in order to achieve CSF #2.”

H. William Dettmer: *The Logical Thinking Process: A Systems Approach to Complex Problem Solving*

© 2011 Propero Solutions LLC



# Sample Strategy Map

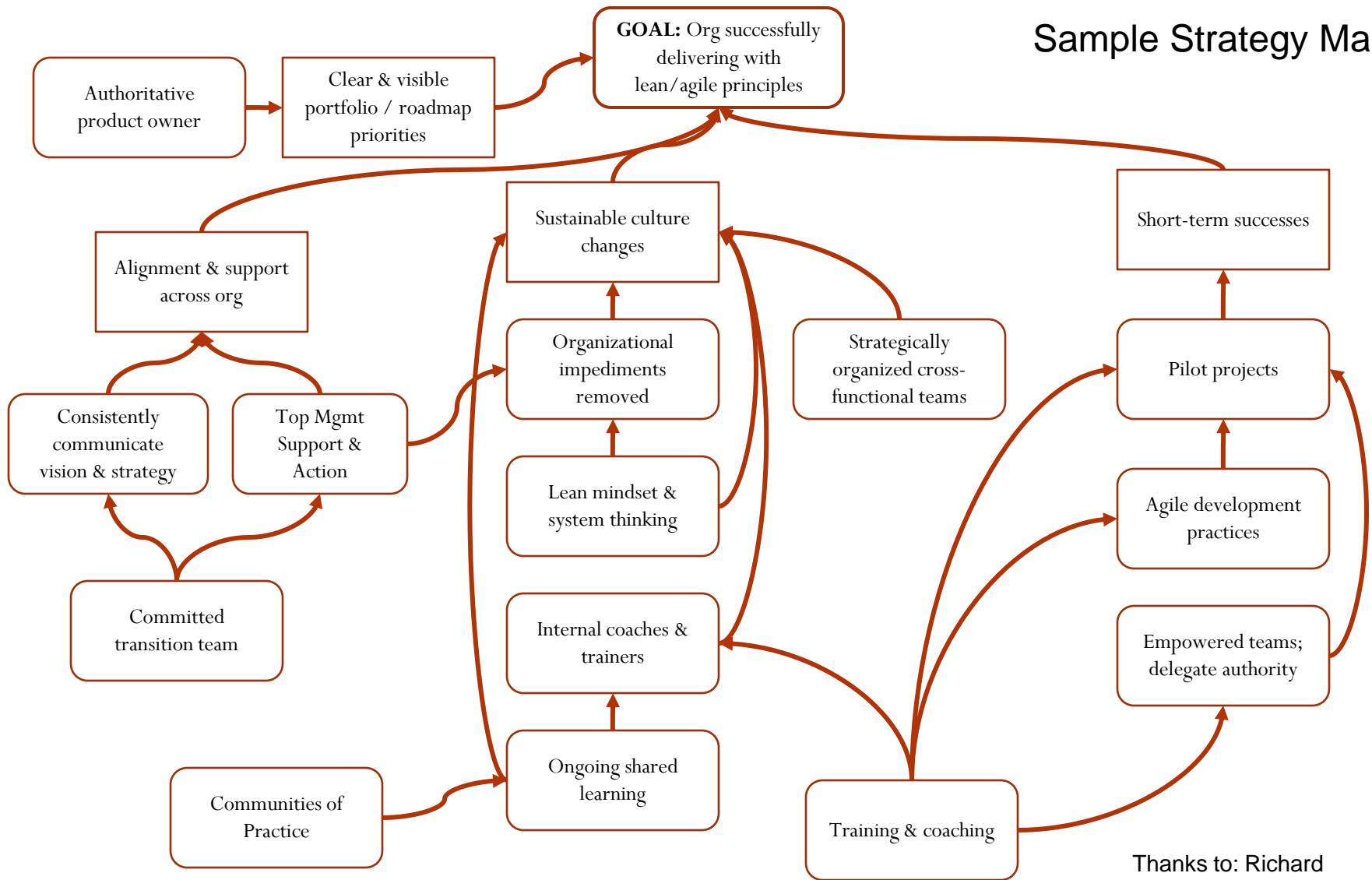


## Group exercise #1: Critical Success Factors (10 minutes)

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

Suggestion: use “dot voting”: each person chooses top 2-3 CSFs with a dot for each vote.

# Sample Strategy Map



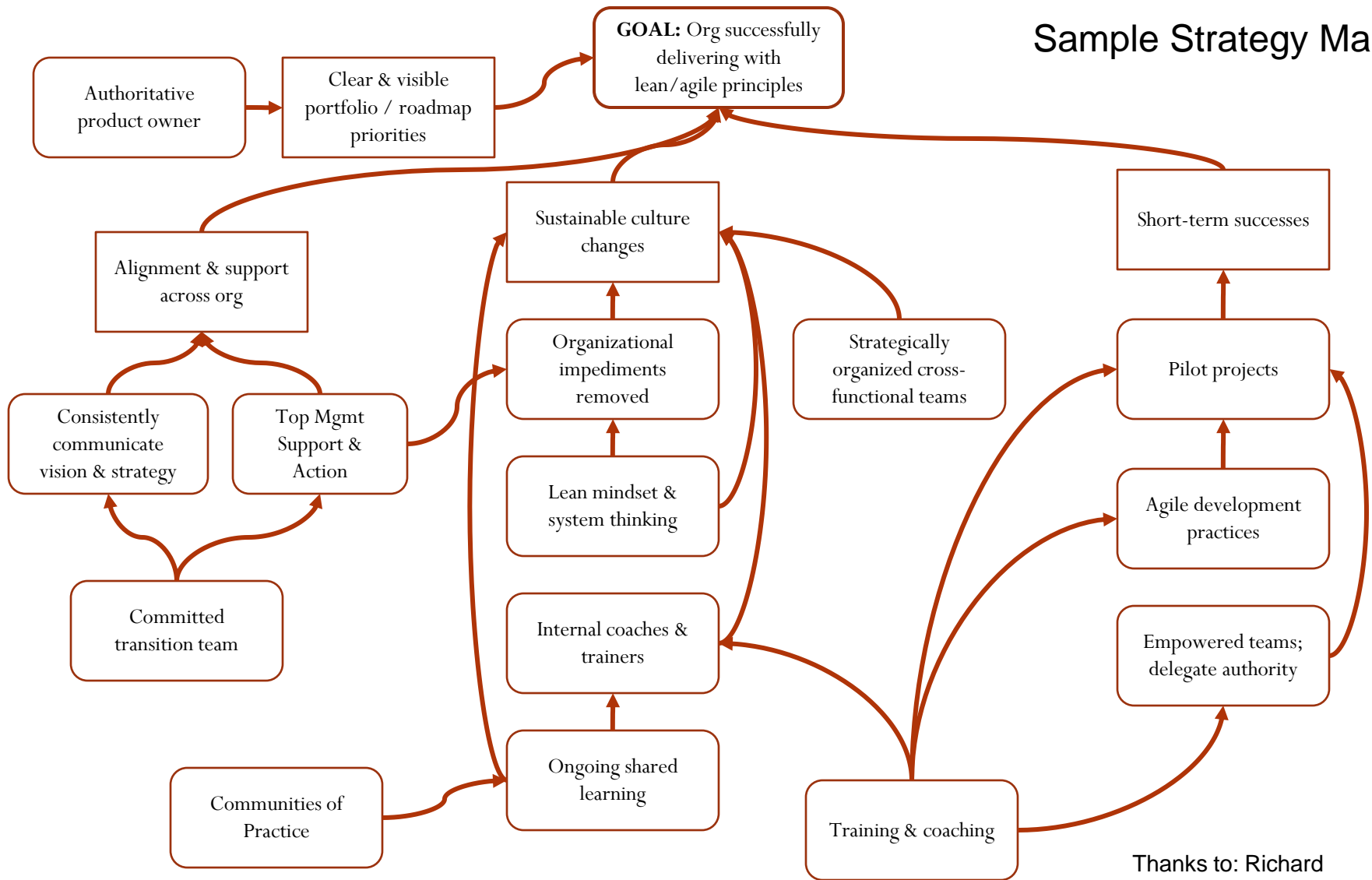
## Group exercise #2: Add the Necessary Conditions (15 minutes)

- Work in pairs/trios, each working on only a few CSFs
- You may want to add the arrows last...

Thanks to: Richard Lawrence, Andrea Tomasini, Dave Sharrock, Bjoern Jensen



# Sample Strategy Map



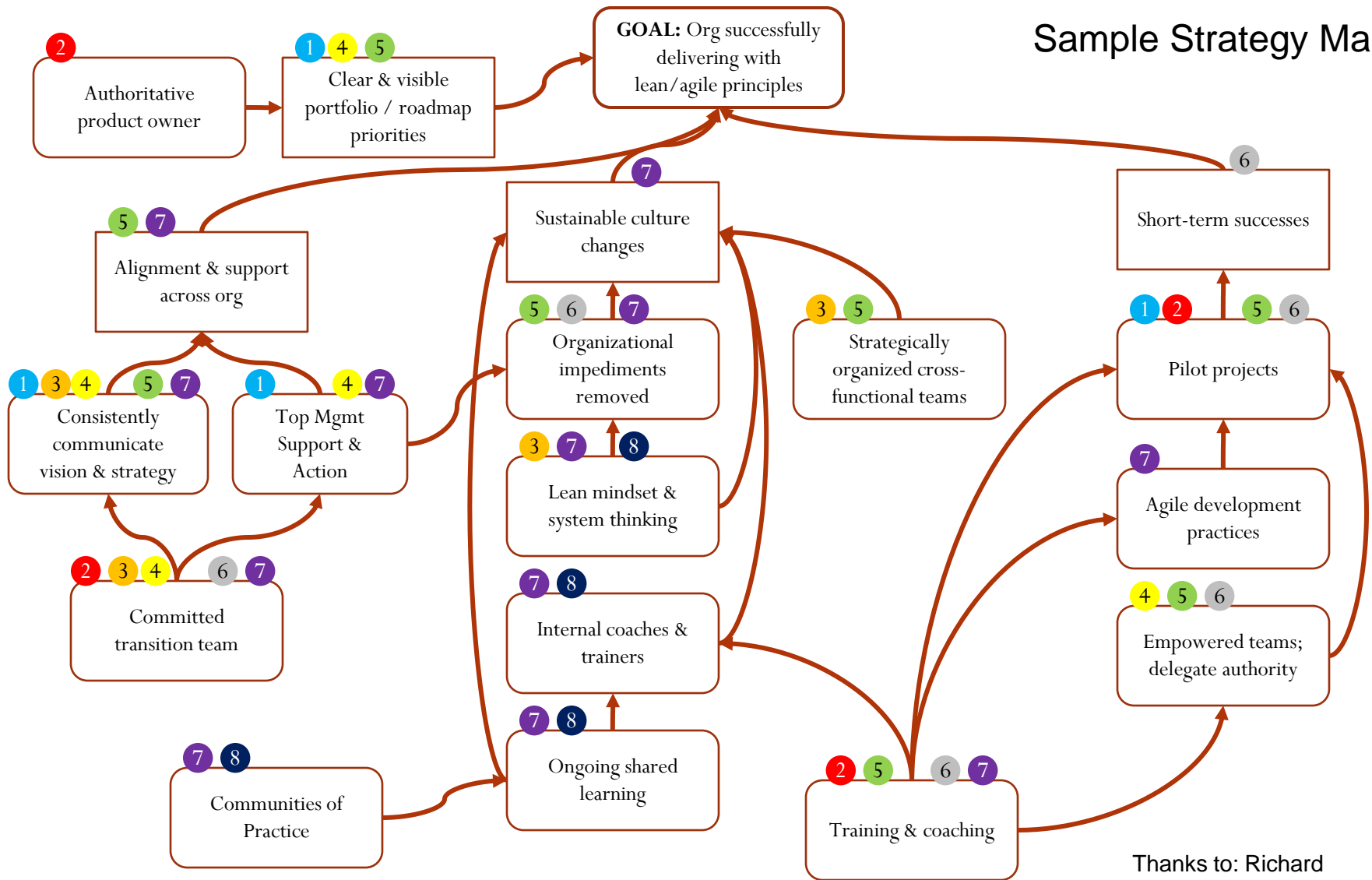
## Group exercise #3: Add Kotter steps

- 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

Thanks to: Richard Lawrence, Andrea Tomasini, Dave Sharrock, Bjoern Jensen



# Sample Strategy Map



## Group exercise #3: Add Kotter steps

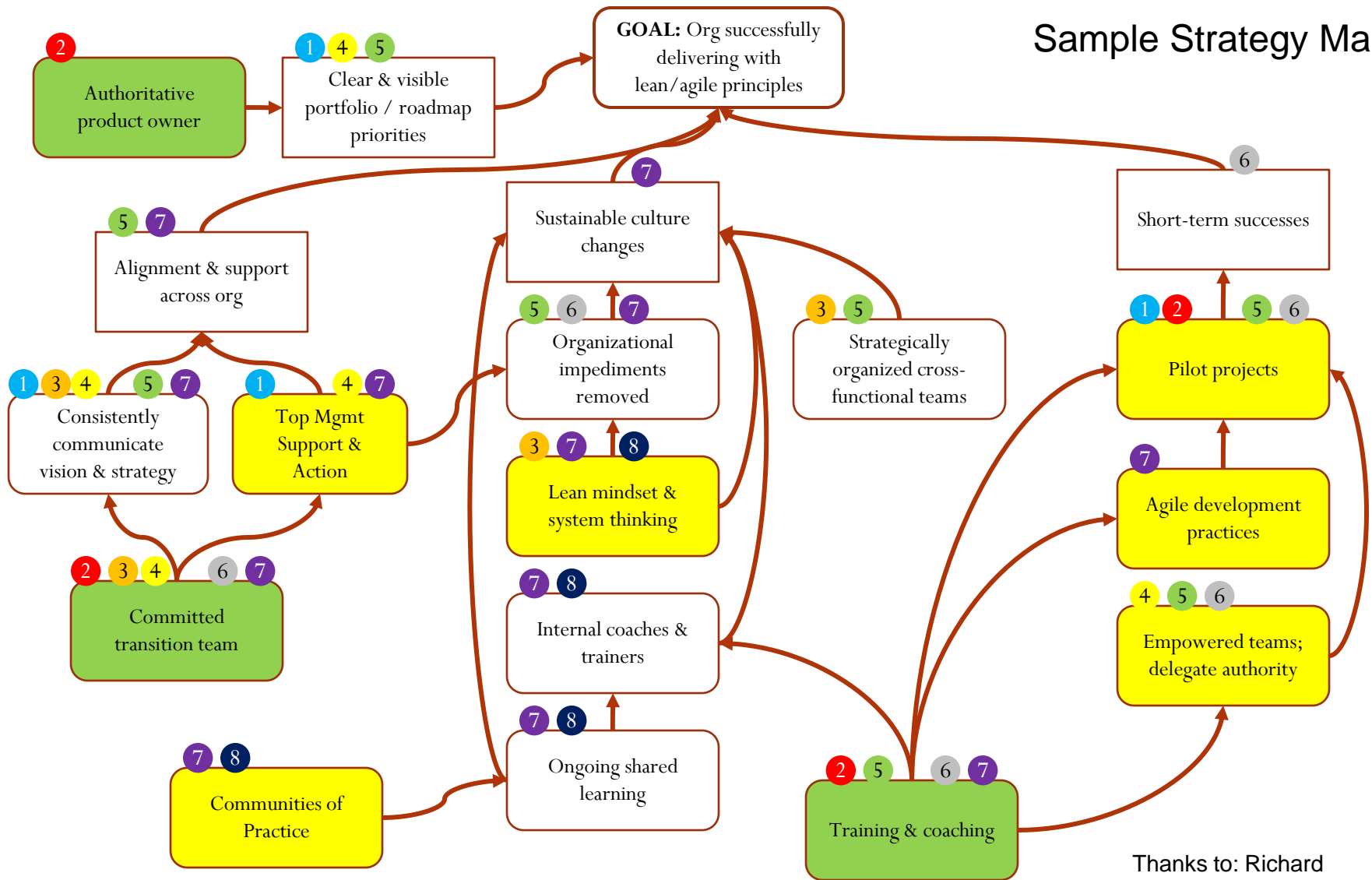
- 1** Increase urgency
- 2** Build the guiding team
- 3** Get the vision right
- 4** Communicate for buy-in
- 5** Empower action
- 6** Create short-term wins
- 7** Don't let up
- 8** Make Change Stick

Thanks to: Richard Lawrence, Andrea Tomasini, Dave Sharrock, Bjoern Jensen





# Sample Strategy Map



Good progress

Some progress

No progress

- 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

Thanks to: Richard Lawrence, Andrea Tomasini, Dave Sharrock, Bjoern Jensen



# What next?

- Make the strategy an information radiator; put it on a big visible wall
- Track progress on achieving the strategy elements
- Generate action steps from the strategy – a backlog
  - Start with Kotter steps, *in order*, and the tail ends of the arrow chains.
- Translate the map to a more linear or hierarchical format?

Presentation materials will be available at  
[www.ProperoSolutions.com/resources/](http://www.ProperoSolutions.com/resources/)