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September 13-14, 2022

# Doing Agile Right

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# What Does Doing Agile Right Mean?



*"If you and your team are not having fun with agile, you're not doing it right"*

Rigby, Elk, and Berez – Doing Agile Right

# The Ambition: Build a business that will thrive in a world of unpredictable and accelerating change



Source: Image courtesy of Animal Ark, Reno, Nevada

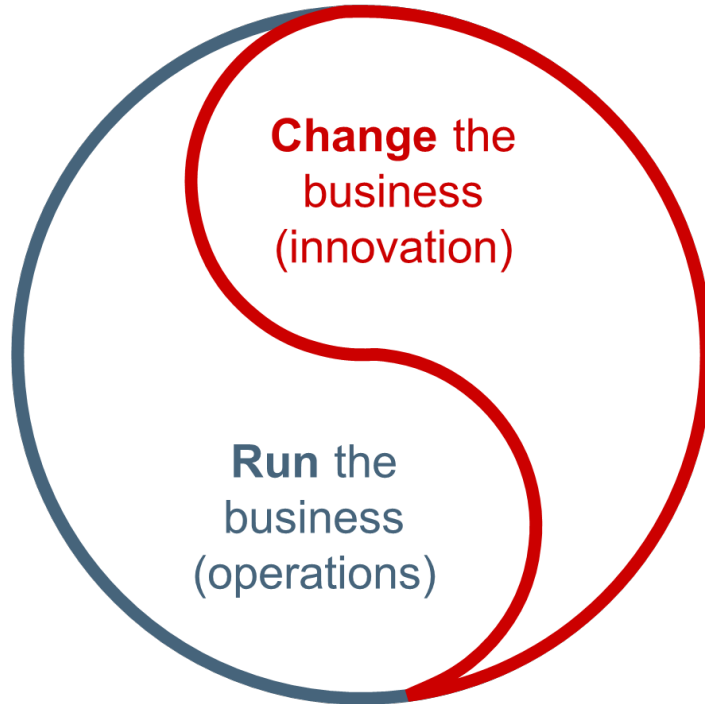
Create an organization **obsessed** with learning, innovating, and growing

Deliver superior results

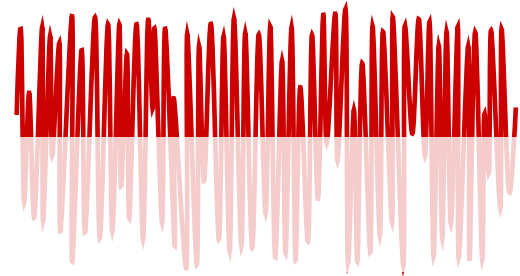
- Customers
- Employees  
(all levels and roles)
- Shareholders
- Communities

Operations and innovations are complementary, mutually beneficial capabilities. Both must be healthy and harmonized

Make proven  
successes  
repeatable  
Eliminate waste  
Develop stable and  
predictable  
processes



Fight stagnation  
Limit losses from  
ineffective  
variations  
Grow gains from  
successful  
variations



# Bureaucracies tend to overextend their strengths, creating dangerously unbalanced systems

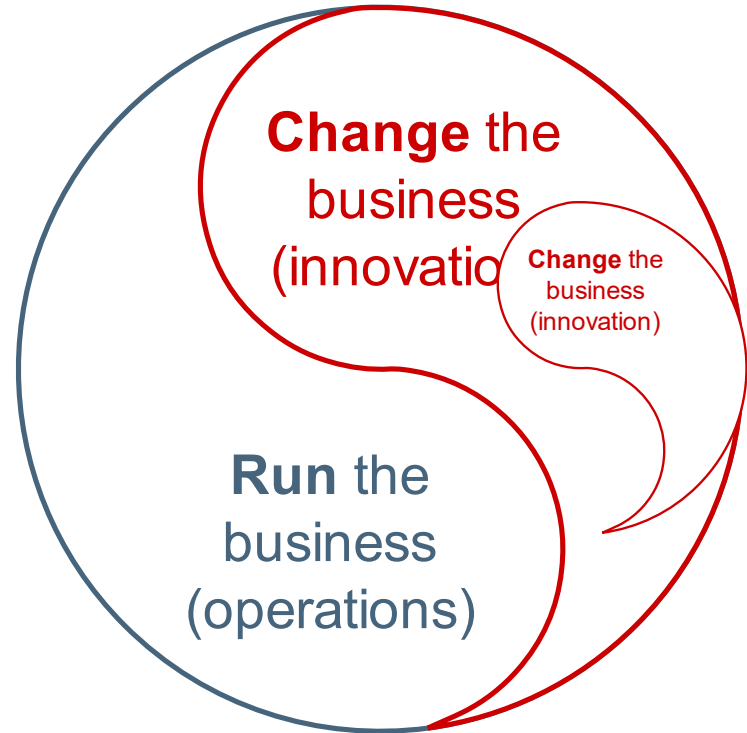
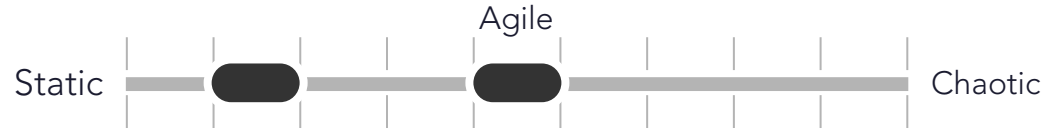
Predict-command-and-control mindsets dominate all activities

Bureaucratic managers plan, workers execute

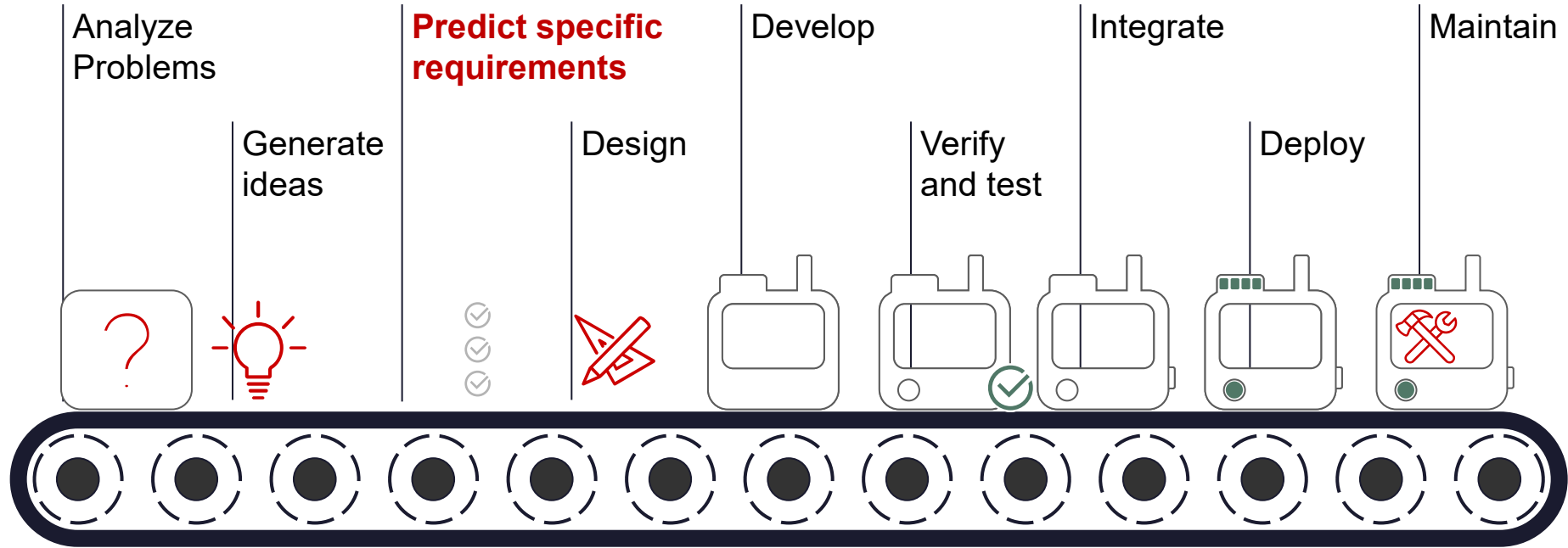
Managers rigorously supervise workers' conformance to plans

People operate as predictably as machines

Cultures become boss-centric rather than customer-centric

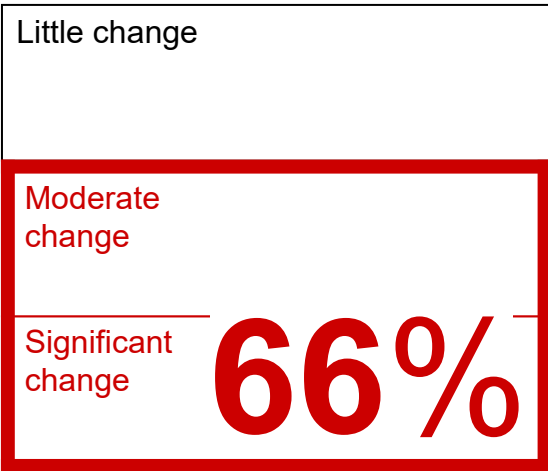


Bureaucracies manage innovation programs just as they would manage any **routine operation: Predict, command and control**



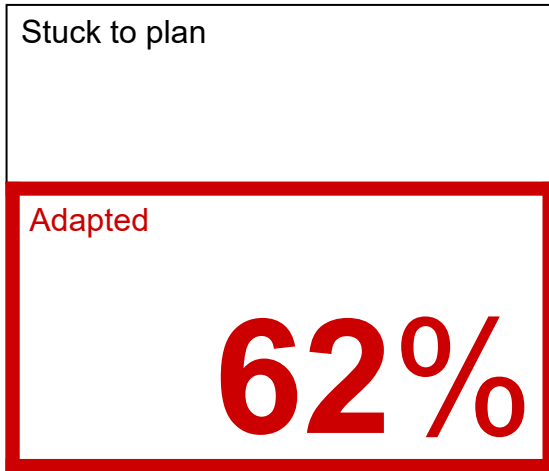
70-90% of business innovations fail. Of those that succeed, **two-thirds pivot** significantly from their original plans

## INC 500



**Successes**

## VENTURE CAPITAL



**Successes**

## HISTORY

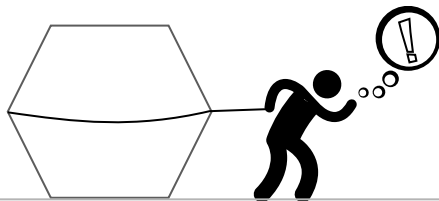


—————→ **Plan to adapt or plan to fail**

# Agile teams adapt rapidly and effectively to dynamic customer needs in a world of unpredictable and accelerating change

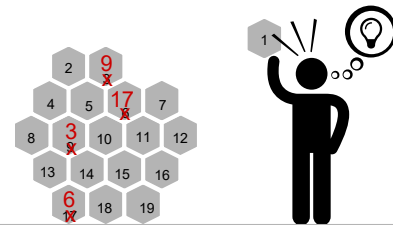
## From

### Traditional approach



## To

### Agile approach



Perfect predictions and plans



Rapid learning and adaptation

Bosses as customer proxies



True customer co-creation

Infrequent big-bang releases



Faster releases and value

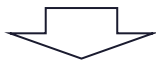


# Agile leaders focus on real results, not big-bang restructurings

## Structure-based approach

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Start with a radical restructuring



That should force changes in the ways people work



Theoretically, that should change the results

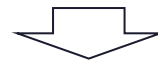


But it mostly creates chaos, and tangible business results never seem to materialize

## Results-based approach

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Identify the initiatives that could have a major impact on the results of the enterprise



Change the ways people work on them



Determine all levers that could improve the ways we work and test them in real, dynamic systems

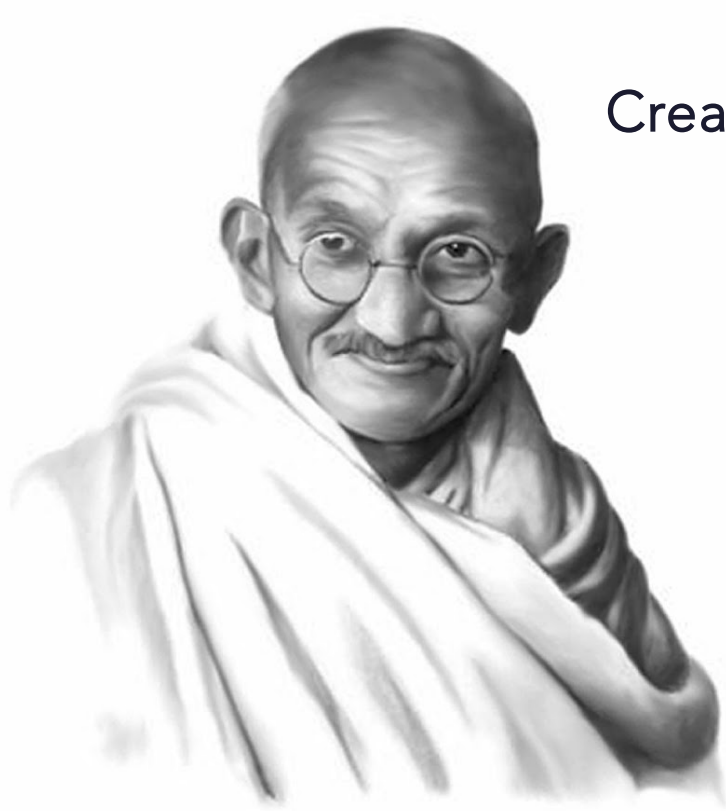


Scale and balance each element of the operating model to continuously improve results

An agile transition to an agile enterprise achieves bold ambitions through step-by-step progress



What can I do if our most influential executives aren't ready to lead in more agile ways?



Create a microcosm of the world you want

*"If we could change ourselves,  
the tendencies in the world  
would also change"*

Gandhi

# Foster an agile culture for everyone, and use effective agile practices in agile innovation teams

## Agile culture










- **Customer obsession**

- Respect for individuals and the power of diversity
- Small-team spirit, trust, and psychological safety

- **Meaningful, impactful work**

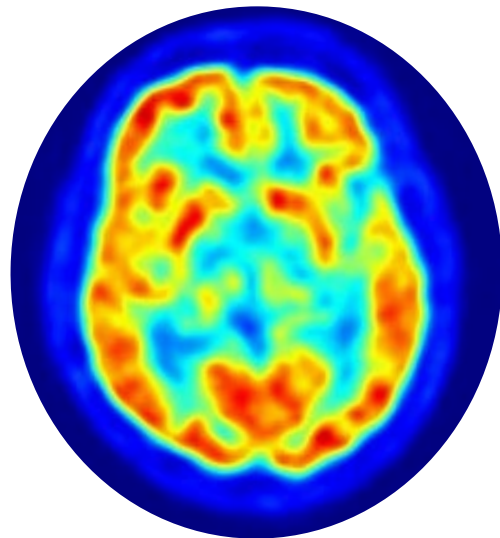
- Ability to contribute innovative ideas and utilize strengths  
Opportunities to learn and grow
- Frequent recognition and appreciation for achievements
- Eliminate headaches and impediments
- Prioritize and sequence work
- Time to reflect on how to be more effective
- Clarity and simplicity

## Agile practices

-  Small, dedicated, multi-disciplinary teams
-  Focused on innovative experiments and prototypes
-  Frequent sprints and sprint planning
-  Followed by sprint reviews and retrospectives
-  Daily standups
-  Release planning
-  Product roadmapping
-  Work estimation and velocity tracking
-  Project management tools (backlogs and tracking)

# Neuroscience explains how agile ways of working make success habit-forming

- +** Achieve a creative goal: **Dopamine** (reward hormone)
- +** Work toward a strong purpose: **Serotonin** (calming confidence neurotransmitter)
- +** Collaborate with others: **Oxytocin** (bonding hormone)
- +** Overcome a challenge: **Endorphins** (anesthetic and euphoria hormones)
- Feel stressed: **Cortisol** (counteracts Serotonin's calming)
  - People unhappy at work aren't just disengaged, they are suffering from a form of neurochemical withdrawal
  - Good agile leaders will learn how to increase achievement by making purposeful innovation fun and rewarding



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Thank you!

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