



10 Failure Modes of Agile Adoption

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change

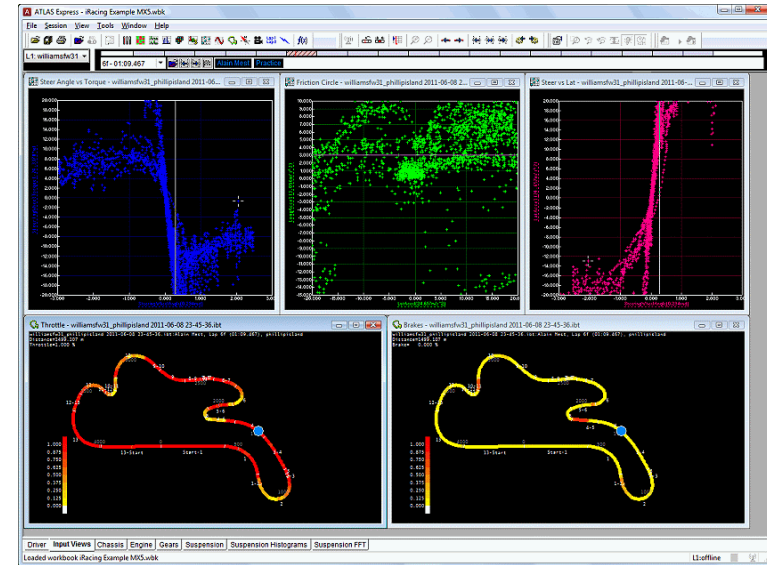




Highly innovative & competitive



Infrastructure in place



High performance teams





It's an **electric car** on two wheels

Control everything by software

It's an **electric car**
on two wheels

Control everything by software



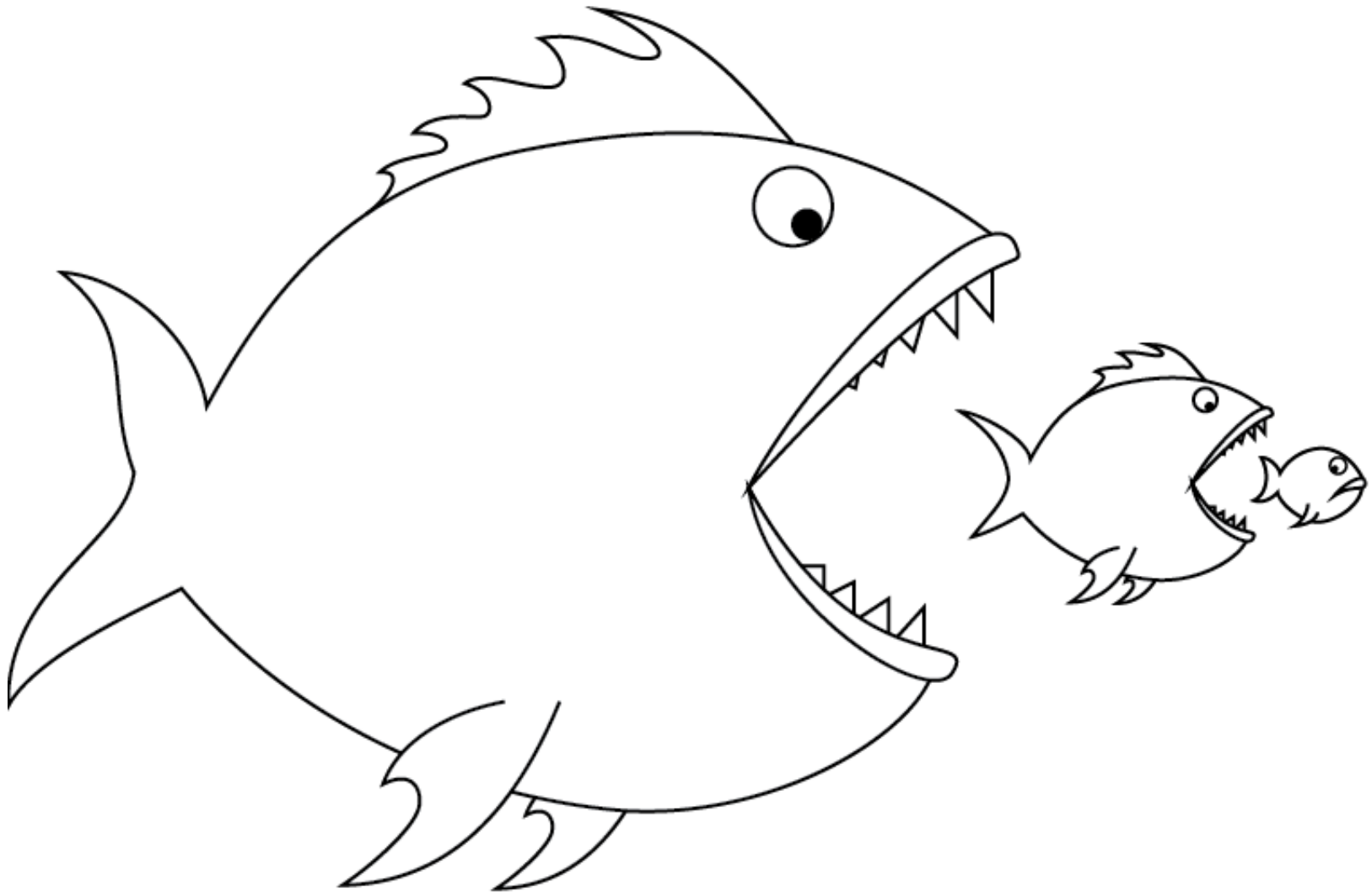




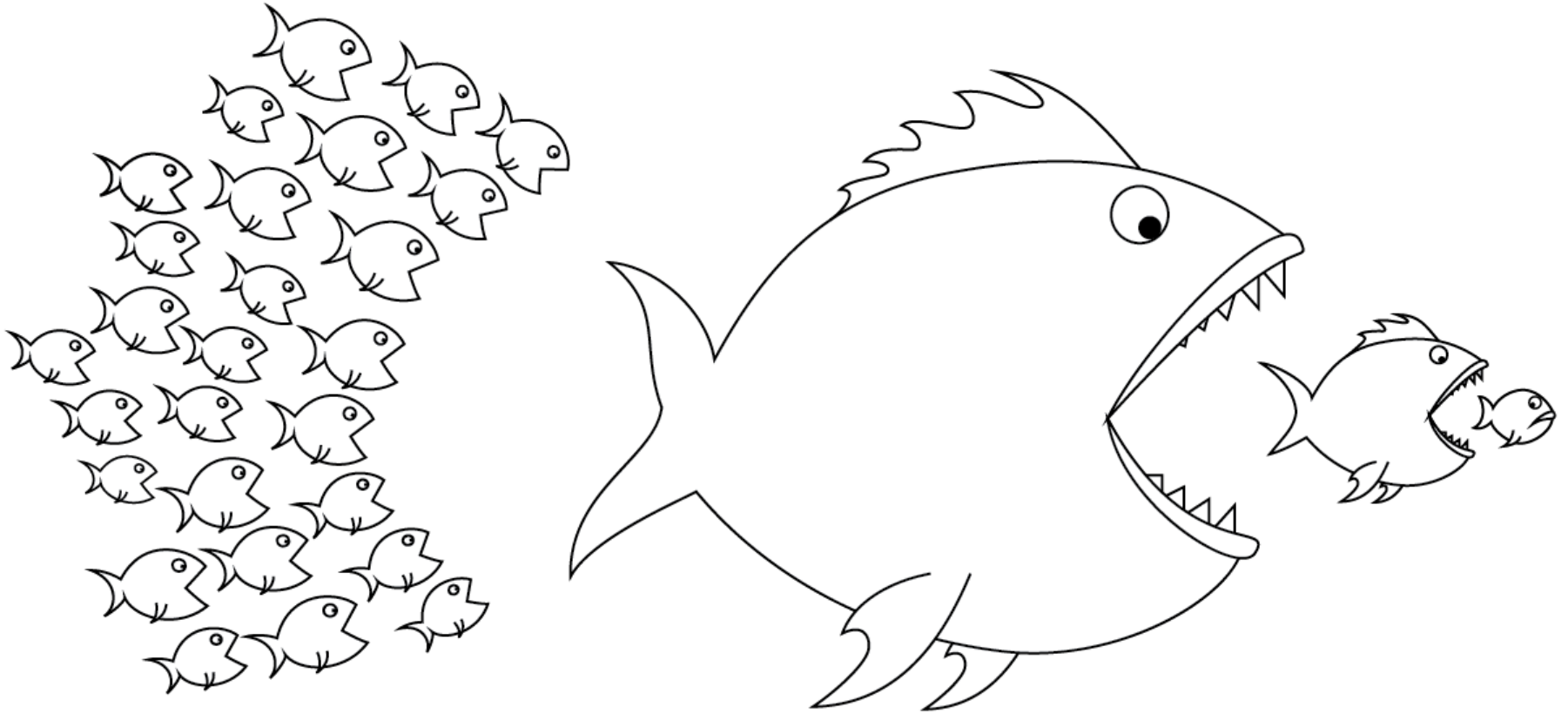
A blurred photograph of a city street scene. In the foreground, a person is walking away from the camera, their figure slightly out of focus. The background shows modern buildings and streetlights, all blurred to convey a sense of motion and speed. The overall color palette is warm, with yellows and oranges from the lights, and blues and greys from the buildings and the person's clothing.

Deliver Value Faster

Traditional Disruption



Digital Disruption



**Stop the
shame and
blame**

**Take
advantage
of new
approaches**

**See real
time data
not just
projections**

**Benefit for
larger
insight
pools**

**Deliver
Customer
Value**

“MOST Organizations
have what appear to be
suicidal tendencies”



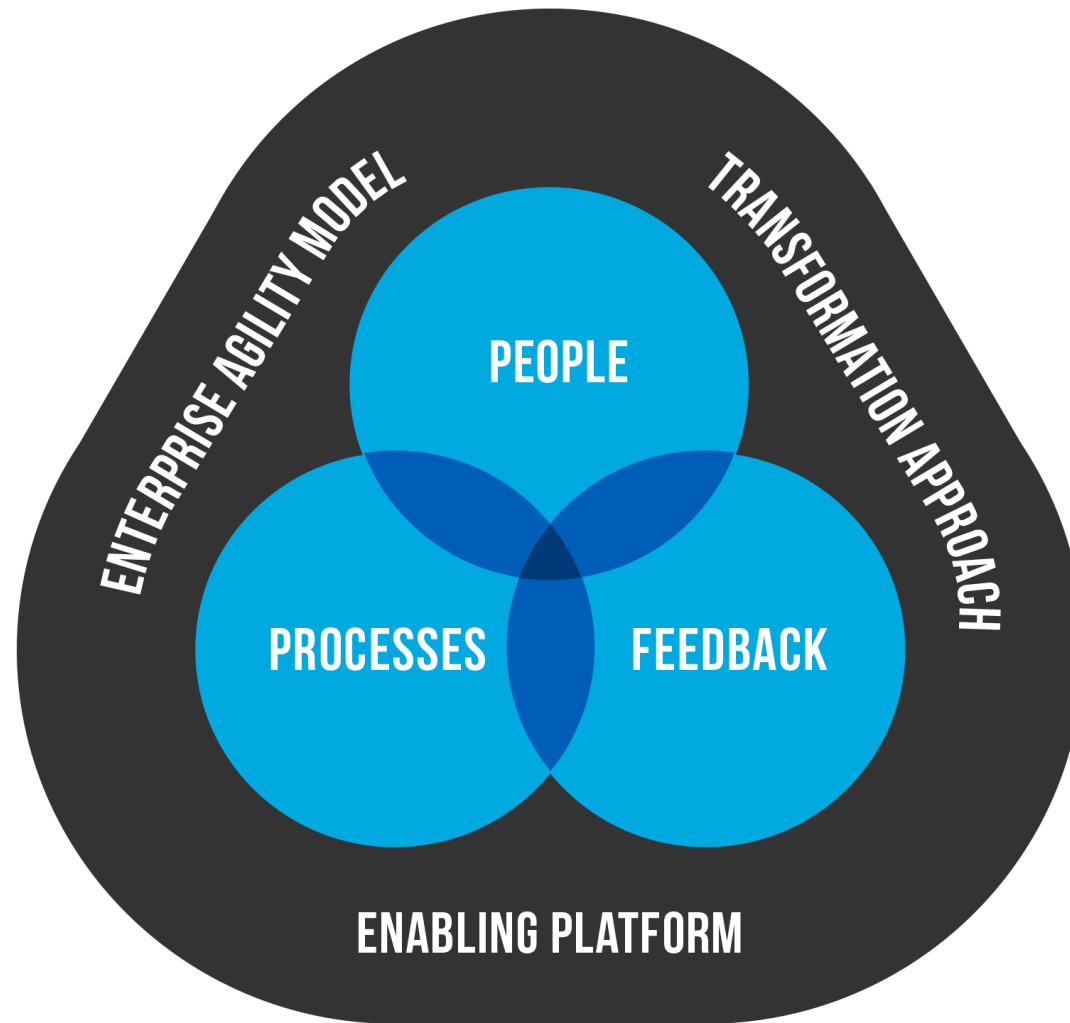
OVER not INSTEAD

Individuals and interactions **over** processes and tools
Working software **over** comprehensive documentation
Customer collaboration **over** contract negotiation
Responding to change **over** following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Agile doesn't fail.
HOW we adopt Agile is
what fails.

Achieving Enterprise Agility



Failure Mode

#1

checkbook **commitments**



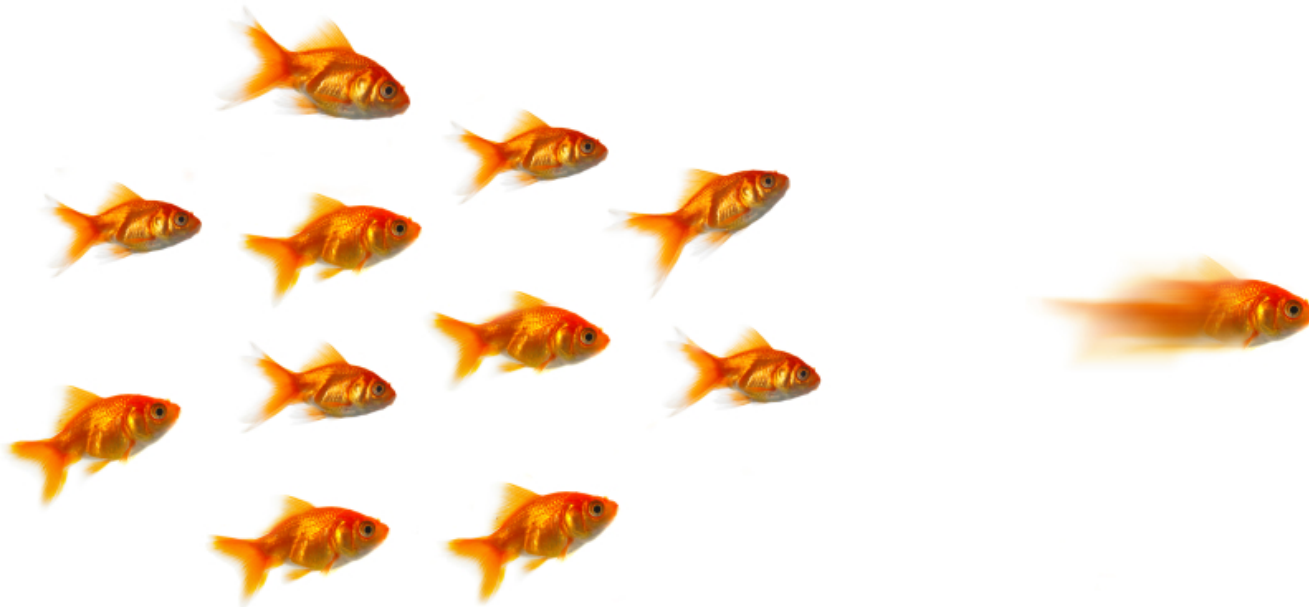
unengaged



immediate **RESULTS**



Organizational ~~Change~~



same metrics



Failure Mode

#2

Culture that doesn't **Support CHANGE**



FOLLOW the **PLAN**



Standard of Work **ENFORCED**

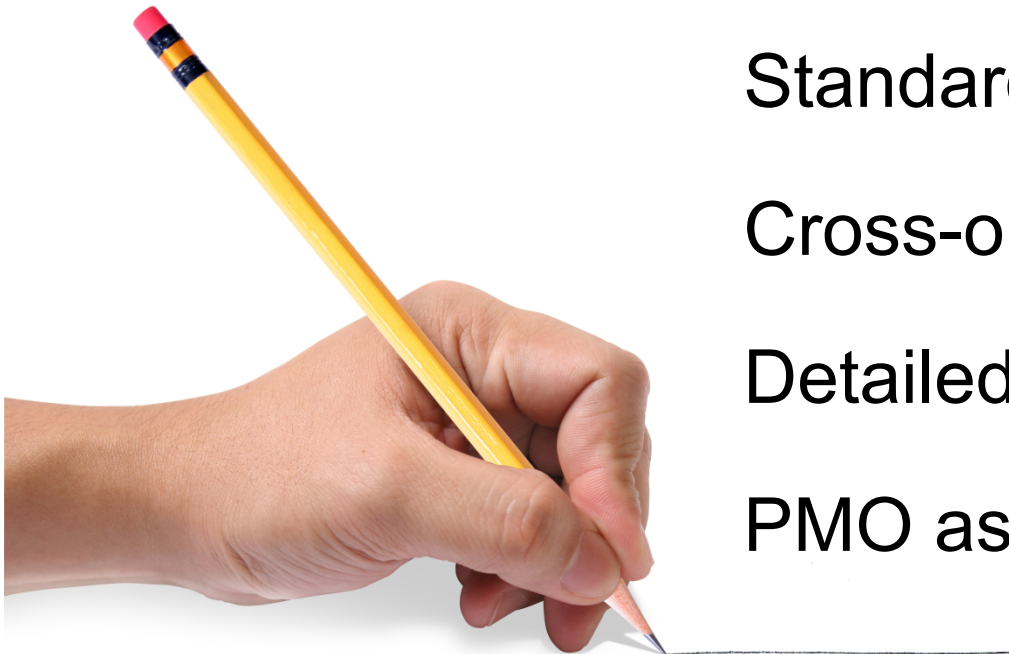
Governance = Conformance

Standard of Work is static

Cross-organizational uniform

Detailed documentation

PMO as enforcers



**We are still valuing
robustness over resilience**



Standard of Work must work **as a GUIDE:**

Governance = Guidance

Standard of Work is dynamic

Cross-organizational learning

Documentation in support of
knowledge flow

PMO as evangelists of
knowledge flow



Failure Mode

#3

Ineffective use of Retrospectives



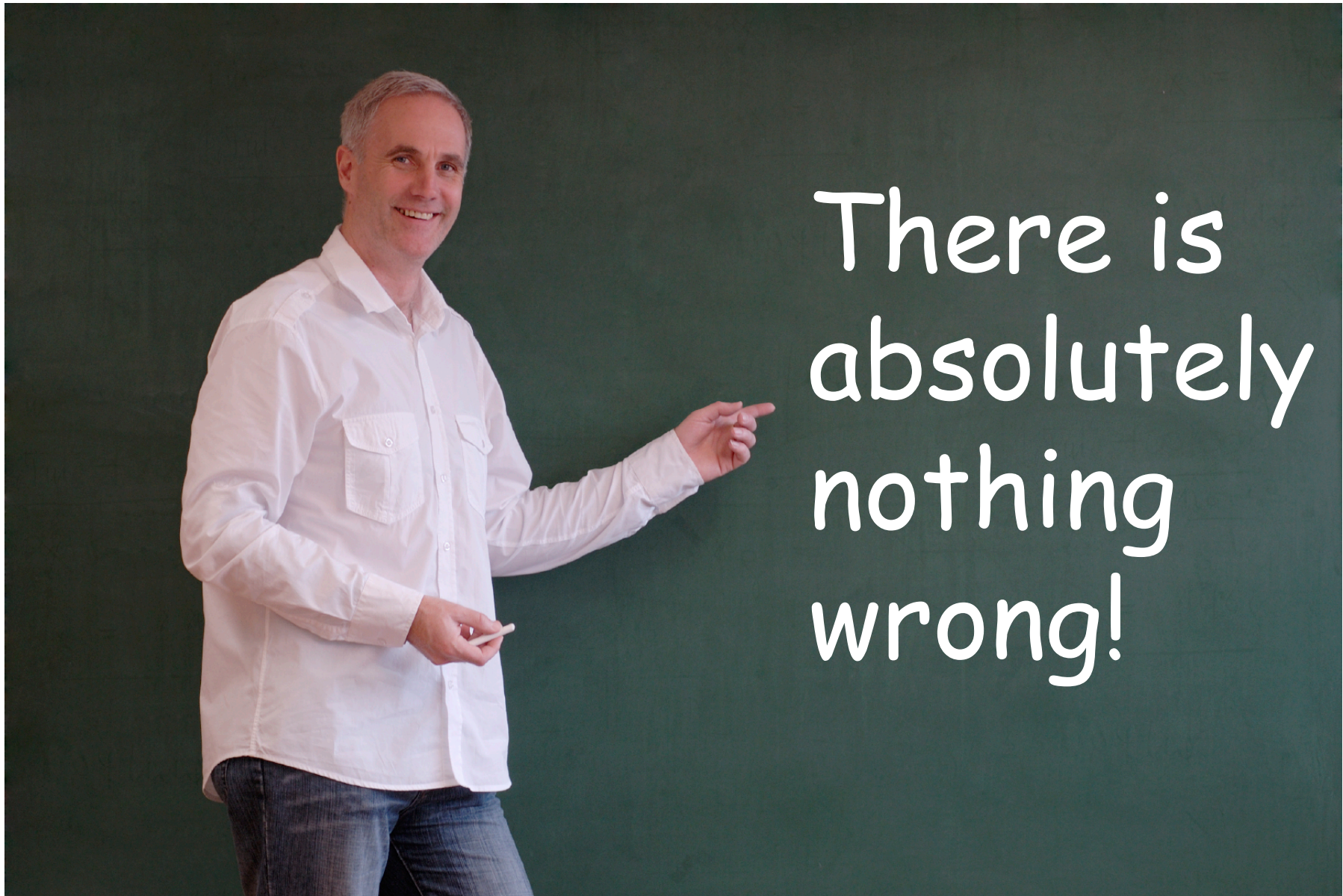
what we mean by **Retrospectives**



NONE



Ignored





NO Action

Failure Mode

#4

ignore needed

INFRASTRUCTURE





Stable

Environment?

**Why don't
we invest?**



**The cost of NOT
having the
infrastructure is
greater than the cost
of investing in it.**



Failure Mode

#5

failure to **scale collaboration**



Why?



What is the cost of not having the information?



**We need effective
meetings that
invite insights
through
dialogue**



**Commitment
is strongest
when we
invite all
voices**



Failure Mode

#6

unavailable **product owner**



too many
product owners



or, too busy for “all the
communicating”



**Teams seek the
vision that drives
priorities**



Product owners must commit with team



Failure Mode

#7

bad
scrum masters



COMMAND^{and} CONTROL



low morale^{and}
Lower IQs



serve and
facilitate



remove
impediments



Clean 
messes



Failure Mode

#8

not having an
onsite evangelist



who cares?
who listens?



remote
roadkill?



**Can't reap the
benefits from
our distributed
teams**



on-site scrum master who
protects and serves



Failure Mode

#9

teams lacking empowerment



**Red tape
decisions
get in the
way**



**Waiting
creates
waste.
It is a
bottleneck
to value
delivery.**



empowered teams
amplify **learning**
and **deliver value**
FASTER



Failure Mode
#10



testing
not pulled
FORWARD

push ♀
deliver
more
features



INCREASED DEFECTS



piled 
technical debt
erodes system
sustainability



**Are you
prepared to
STOP
the
LINE?**



**Fixing defects as
they occur and
continuously
clearing debt creates
sustainable value
delivery.**

CHANGE
is HARD



**Agile
transformations take
time, safety, and
direct experience.**





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