

# 3. EXECUTION

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-TIMELINE + EXPI -DELNERABLES -TEAM STRUCTURE -ECONOMY - COCT

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> RESPONSIBILITES

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- PROJECT L 1P - ACCOUNTS. - MARKET DE - CUENT REA ANALY

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Agile maturity assessment

Create new momentum for your agile transformation

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experience expertise



# Spotting and solving problems from within

In emagine we are focused on how we coach real change in partnership with our costumers.

That is why we have developed our own self-assessment tool to help our costumers solve their problems and scale empowerment across their teams and organization

#### What is an Agile Maturity assessment (AMA)

An agile maturity assessment is first and foremost a self-assessment used for engaging the entire organization used across teams much like a group interview. AMA consist of a series of questions that can be rated on scale from 1 to 5. Each team rates and sets its own baseline for continuous improvement. The AMA is effective in balancing two things: empowerment of the team to self-assess and own insight, but also challenging the teams with an outsidein perspective based on industry standards to disrupt the current river of thinking and systemic biases that may be blocking the further development.

*"If an eggs breaks from outside force it means death. If it breaks from the inside it means life"* 

# Is your workforce really empowered?

According to Annual State of Agile 2022 up to **68% of the average workforce report being empowered**; however, in practice an analysis uncovering the biases produced by cognitive dissonance assess that it is **only 17%**. That is critically low and the underlying challenge that we address with an agile maturity assessment. It is critical in terms of the low score, but equally concerning perception gap between what workers are implicitly primed to believe and what is the reality of the situation. \*

#### What is the next chapter of your agile transformation?

Driving agile transformation at scale is complex and human-centered task. We see more and more business who have started the agile transformation but find that they need help realizing some more benefits after the initial honeymoon phase.

As people and organization, we never stop changing and learning, so why should it be any different for an agile transformation. To meet this challenge more and more people setup an agile maturity assessment (AMA) across teams at all levels to support the transformation bottom-up. This approach has tremendous effect, but challenges

and issue on its own that we can help with.





# Our philosophy to nurture empowerment

To overcome the two common pitfall we help you drive bottom-up management by taking a coaching position that combines alignment and autonomy

When executing an agile transformation, the challenge become how do lead self-managing teams to performance without falling prey to our own biases.

The answer is to conduct agile self-assessments from a coaching position to steers you out of two all to common pitfalls that will hurt your transformation. Either by killing local initiative with too much topown management, or by allowing for anarchy or what we call agile in a silo.

## Overcoming benchmark disempowerment:

Still a surprise to some companies, but top-down ordered benchmark do not inspire action or ownership in the teams. In fact, it often kills team initiative. With a self-assessment we overcome this pitfall.

#### Overcoming agile in silo:

Even for the best teams develop biases and thinking patterns. In all types of organizations, the silo effect is a challenge that demands outside-in view from time to time. Here an external facilitator to act as naïve expert and look at things with new and fresh perspective, opens a different conversation.



# Steps in the agile maturity assessment

We can support at any level for in any chapter of your agile journey

We offer a fit for purpose assessment to highlight continuous improvement in areas of the business that you need

#### Organization and teams needs assessment

Agile transformations feels stuck or blocked in some way or capacity. It is unclear what the next step is to yield more benefits from being agile.

#### AMA coach meets with management and sets out parameters for the selfassessment

Agile transformations feels stuck or blocked in some way or capacity. It is Management and coach discuss what elements and aspects are the right fit for the situation. Typically, an AMA contains at least three aspect in regard to a) team dynamics, b) value ownership, and c) sustainable delivery. Based on relevance themes like "build-in quality" or "psychological safety" can be added to the mix. By setting up the relevant parameters, we set up the foundation for coaching with high level impact.

#### AMA coach partners up with Scrum Masters (SM)

AMA Coach meet with relevant scrum master or team leads to align and agree on overall plan for conducing the AMA across multiple teams in a tight partnership

Coach and SM facilitets AMA workshop with team

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Team maps out areas of improvement and local action to improve agility

Coach gathers information and insights based on VoE Coach presents key insights and supports management uncovering the next chapter of their agile journey on a global level

# Agile maturity assessment is implemented on quarterly basis for follow-up improvements

To ensure that costumer owns insight and also adopt AMA as a practice for scaling their agile operations. AMA Coach helps structure and educate local scrum masters in conducing the plan for conducing the AMA across multiple teams in a tight partnership

# Impact of AMA

With an agile self-assessment, assessment we help you reengage and breathe new life into your transformation

There are numerus benefits from setting up an AMA approach with an external coach that can help provide the right leverage and experience for unlocking the next chapter of your agile transformation.

#### Anchor outside-in perspective

From product management we know that the key to success is to think outside-in with the costumer in mind. Why should an agile transformation be any different! All to often we see a need for teams and management to be disrupted in the river of thinking. If the transformation feels stuck, is on a plateau, or maybe just needs some revitalization, organizations need help with an outsideperspective to discover and overcome their systemic biases. The outside-perspective is achieved by our deep knowledge of industry standards and our coaching approach.

## Support team empowerment with coaching position

With the AMA, we take a clear coaching position that helps teams own insights but also helps clarify common challenges across the organization enabling management to support.

With AMA you avoid the common pitfall of top-down management which all too often disempowers the teams and excludes them from defining their own transformation process.

#### Aligns mental maps and sets direction

Working with the AMA also functions like a "Voice of employees" (VoE). Based on commonalities and contrast between teams, it becomes possible to engagement management in a much more nuanced and tangible dialogue around the next chapter of your agile transformation. Perhaps teams are lacking support and coaching and value ownership, perhaps they it is time for process innovation with focus team happiness and engagement.

## Uncovers blind spots and disrupt limiting believes on all level

In our daily work, management hears a lot from a select few challenges with a structured approach to VoE management get to lead on real issues as apposed to the ones based on a systemic bias. In other words, the AMA helps to uncover potential blind spots both in terms of risks but also in terms of opportunities generated by disrupting limiting believes.

#### Drive human-centered change

By coaching and driving change through inclusion and self-assessment. We lead on individuals and interactions over processes and tools. This removes resistance and builds trust-based performance.



# Want to know more?

### Get in touch

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