

AGILE FOR LEADERS AND EXECUTIVES: HOW DOES AGILE ENABLE COMMANDER'S INTENT?

DAFITC 2023

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Montgomery Room 5

Craeg Strong
CTO of Ariel Partners
www.arielpartners.com
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Aspects of Great Leaders

Leadership

- Ability to Inspire Others with a Vision
- Aligning and Catalyzing Efforts
- Driving strategy

Management

- Organizing Efforts; making efficient use of resources and processes
- Resolving Conflict
- Providing for career advice and advancement for direct reports

Command

- Ability to make decisions given imperfect knowledge
- Power to commit scarce resources that have alternative uses

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CTO, Ariel Partners
FLC/FLG AKC/AKT/KCP,
CSM/CSP/CSPO,
ITILv3, PMI-ACP, PMP, CLP, SPC, CEH
ICP-ACC, ICP-ATF, PSM-II, PSK

✉ cstrong@arielpartners.com

🌐 <https://www.linkedin.com/in/cstrong>

🐦 @ckstrong1

- ▶ Software Development since 1988
- ▶ Large Commercial & Government Projects
- ▶ Leadership Coaching & Training
- ▶ Organizational Agility Coach
- ▶ DevSecOps Architect
- ▶ Certified Ethical Hacker



FannieMae.

Agility for Operational Teams

People

- Team Topologies
- Generalizing Specialists
- Cross-Functional Teams

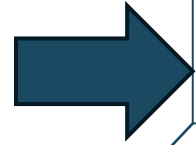
Process

- Kanban / Scrum
- Value Stream Management / Coordination
- Lean Product Management

Technology

- Kanban Boards
- DevOps Tools

Adopting Agile Leadership



Ability to Inspire Others with an **Agile Vision**
Aligning and Catalyzing **Agile Efforts**
Driving strategy with Agility

- ▶ What does this mean?
- ▶ Why is it difficult? What are the barriers?
- ▶ What processes and tools can we apply?
- ▶ What mindsets and behaviors should we adopt?

DAF Strategic Objectives

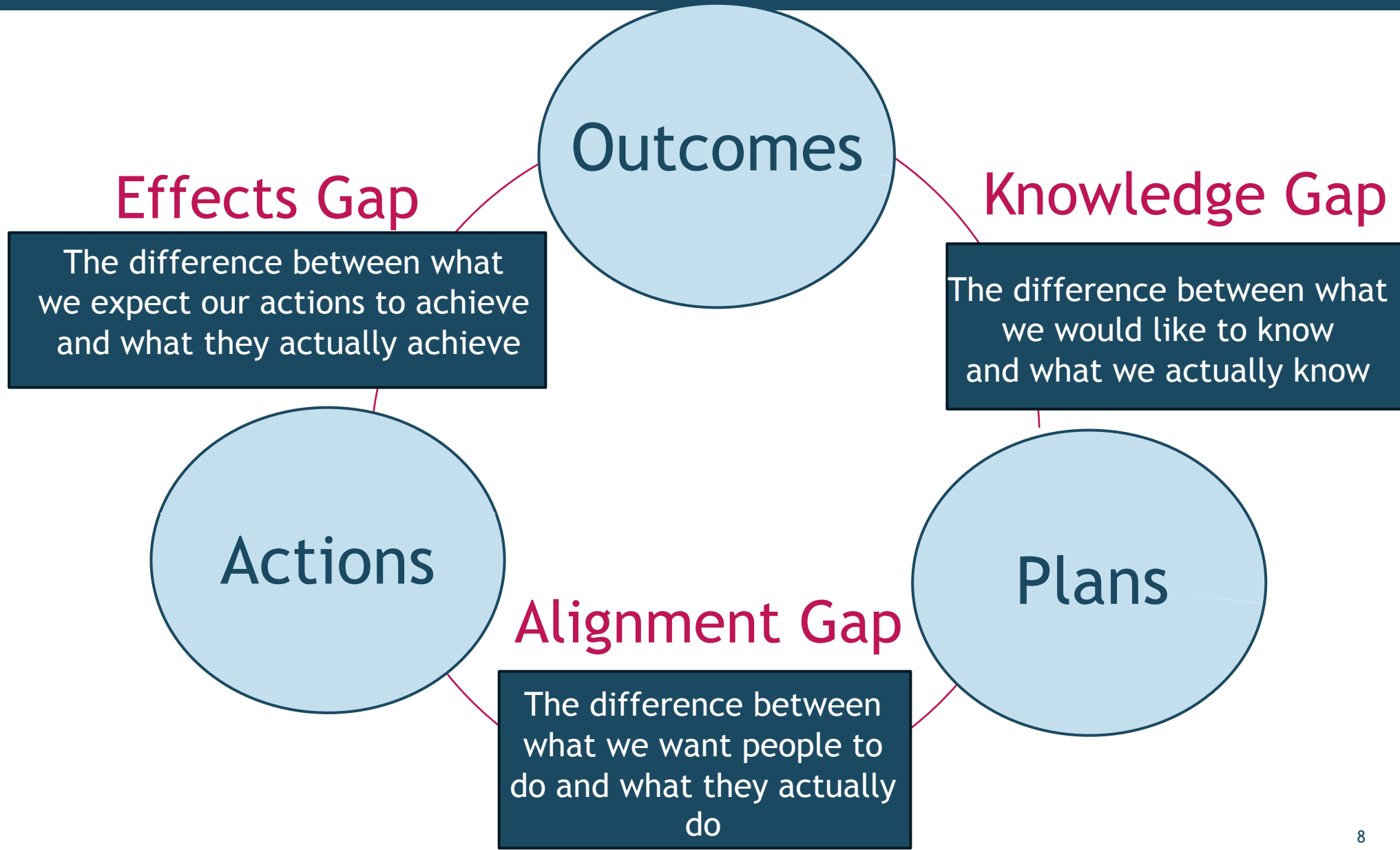
Modernize In Theater Communications
Infrastructure

Deploy OCONUS Cloud Computing Under
Enterprise Construct

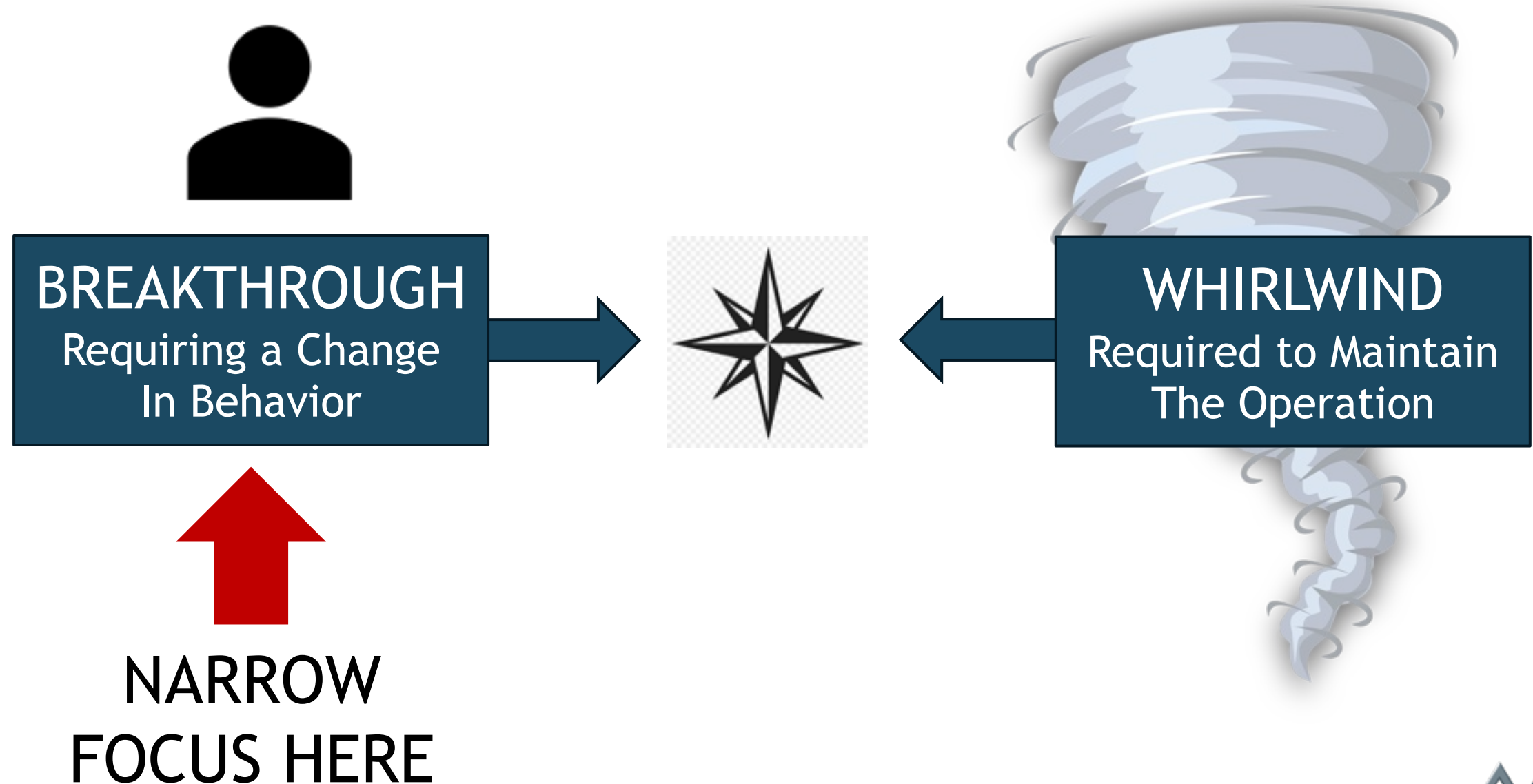
Protect Data in the Cloud While Enabling
Information Sharing

Become a Data-Centric Organization that uses
data at speed and scale for operational
advantage and increased efficiency.

Three Critical Gaps



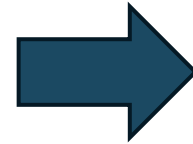
Primary Barrier: The Whirlwind



Frameworks Versus Thinking Models

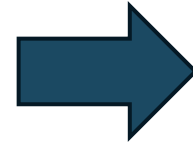


Comprehensive frameworks



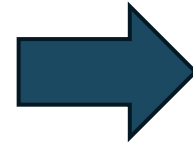
Thinking models

Step by Step Recipes



Heuristics, Guidelines

Practices and roles

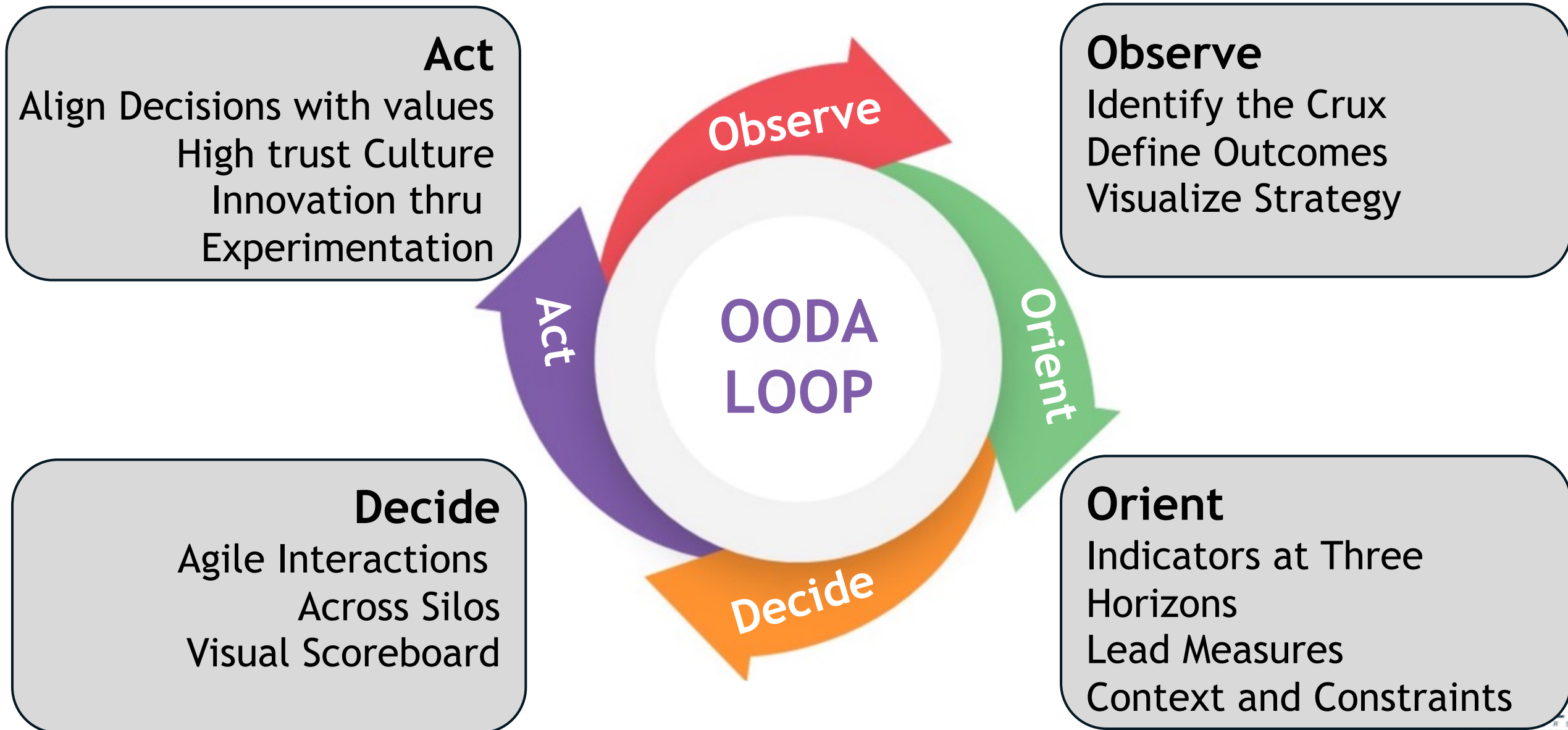


Rich, actionable visualization

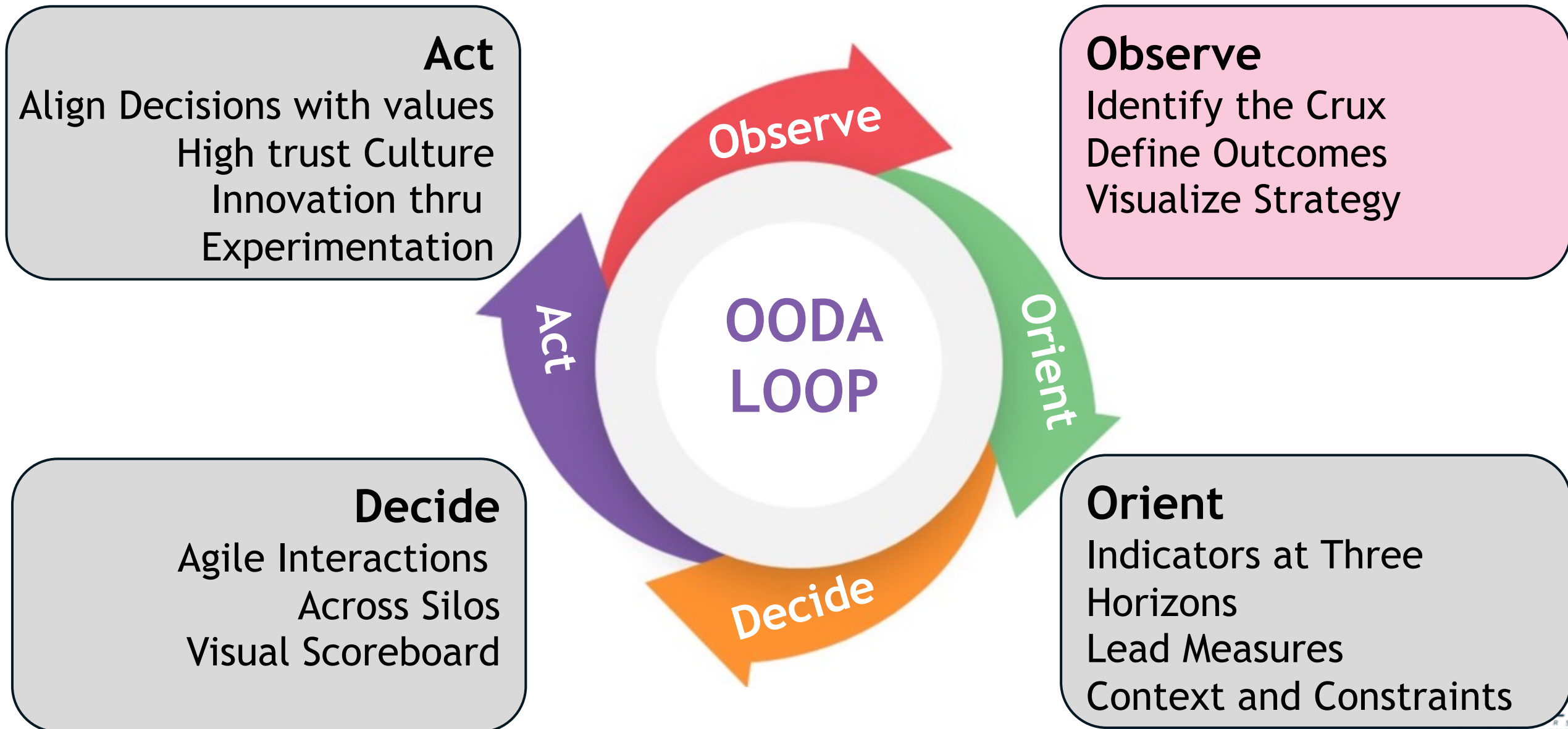


**FLIGHT
LEVELS**

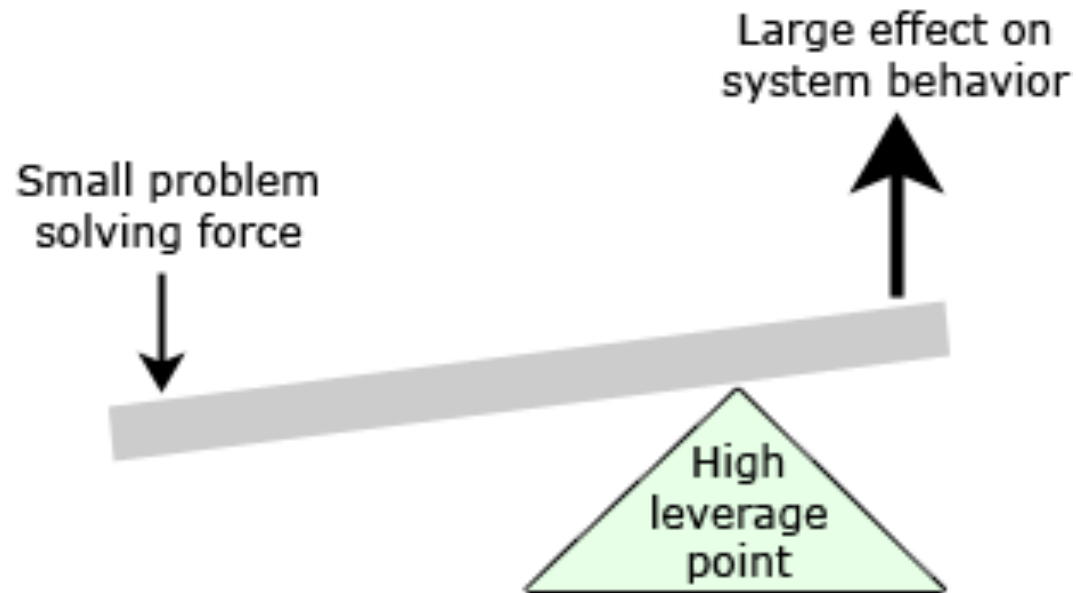
Solution Elements: OODA Loop



Solution Elements: OODA Loop



Clarifying Strategy: Identify the Crux



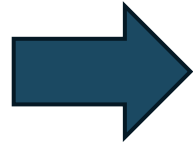
CRUX

- ▶ We cannot achieve every goal simultaneously
- ▶ Some goals conflict
- ▶ Understand the key challenges / barriers
- ▶ Identify the “crux” or key leverage point
- ▶ Solves a big problem
- ▶ Achievable given time, resources

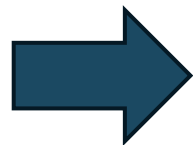
Measuring Success: Outputs Versus Outcomes

Outputs

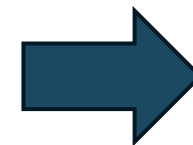
Complete all RMF documentation for Snowflake



Import all currently available data sources into Denodo



Achieve passing test report for new cloud-centric data mesh solution



Outcomes

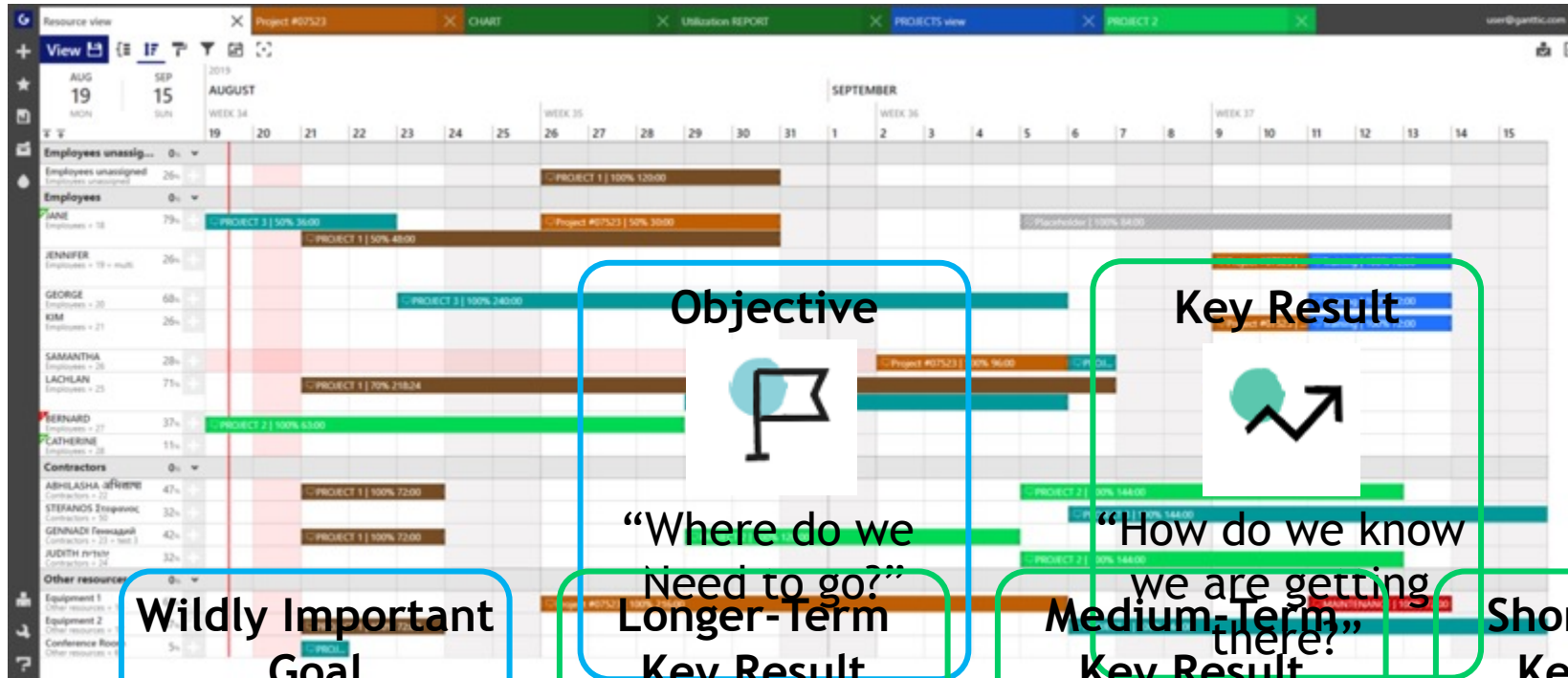
House All F-xx airframe supply chain information in single online EBOM by Q2 2024

Secure five alternative suppliers for at least 90% of airframe fuel tanks by 2027

outcome3

- ▶ Specific, non-binary
- ▶ Measurable
- ▶ Achievable
- ▶ Relevant
- ▶ Time-Bound

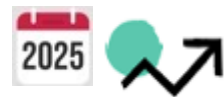
Visualizing Strategy With OKRA



Objective



“Where do we
Need to go?”
**Longer-Term
Key Result**



“How do we know
we are getting
there?”

Key Result



“How do we know
we are getting
there?”
**Medium-Term
Key Result**



“How do we know
we are getting
there?”

Action



“What do we
need to do to
get there?”

Action



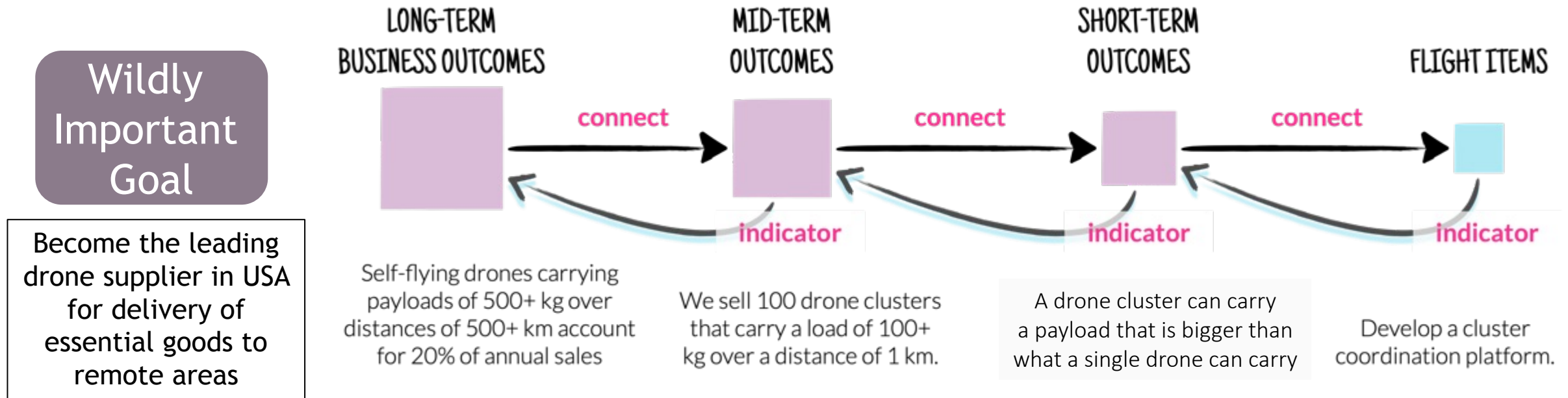
“What do we
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**Wildly Important
Goal**



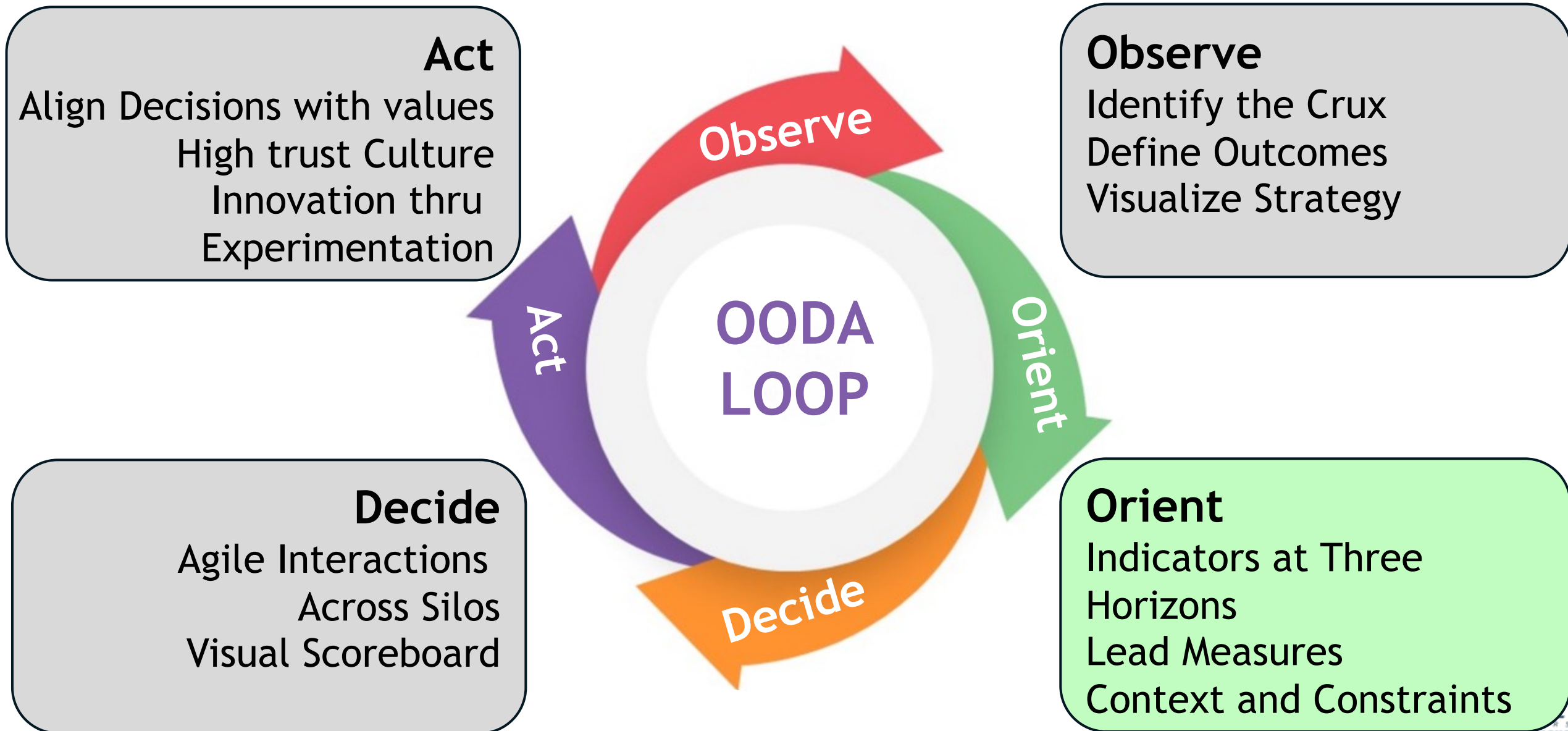
“Where do we
Need to go?”

Summary: Observing Strategy



- ❑ Break down the WIG into measurable outcomes at three horizons
- ❑ Identify specific action(s) that will achieve the short-term outcome
- ❑ Each outcome acts as an indicator that we are making progress on the WIG
- ❑ Review and adjust at least weekly

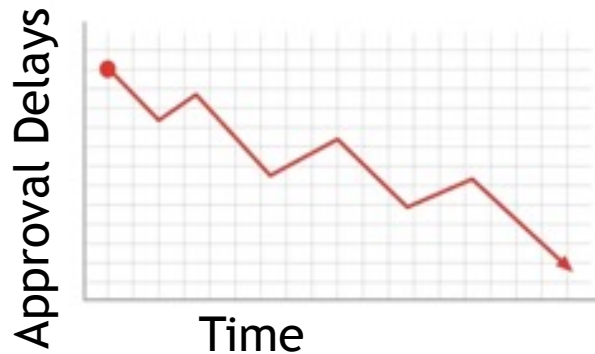
Solution Elements: OODA Loop



Lead Measures

Target Outcome

House All F-xx airframe supply chain information in single online EBOM by Q2 2024



Initiative

Develop New Cloud-Based Integrated EBOM Software Platform

Lead Measure?

Number of times approvals are delayed for supplier parts registrations

What historical barriers exist that we can influence in the short term?

Lead Metric Hypothesis:

- ☐ It will remove barriers that prevent achievement of outcome
- ☐ It is Influenceable
- ☐ Pivot may be necessary

Context and Constraints

Strategy Board

Become a Data-Centric Organization that uses data at speed and scale for operational advantage and increased efficiency

Human Performance Enhancement is able to optimize response time to high stress situation by 15% by Q2 2025

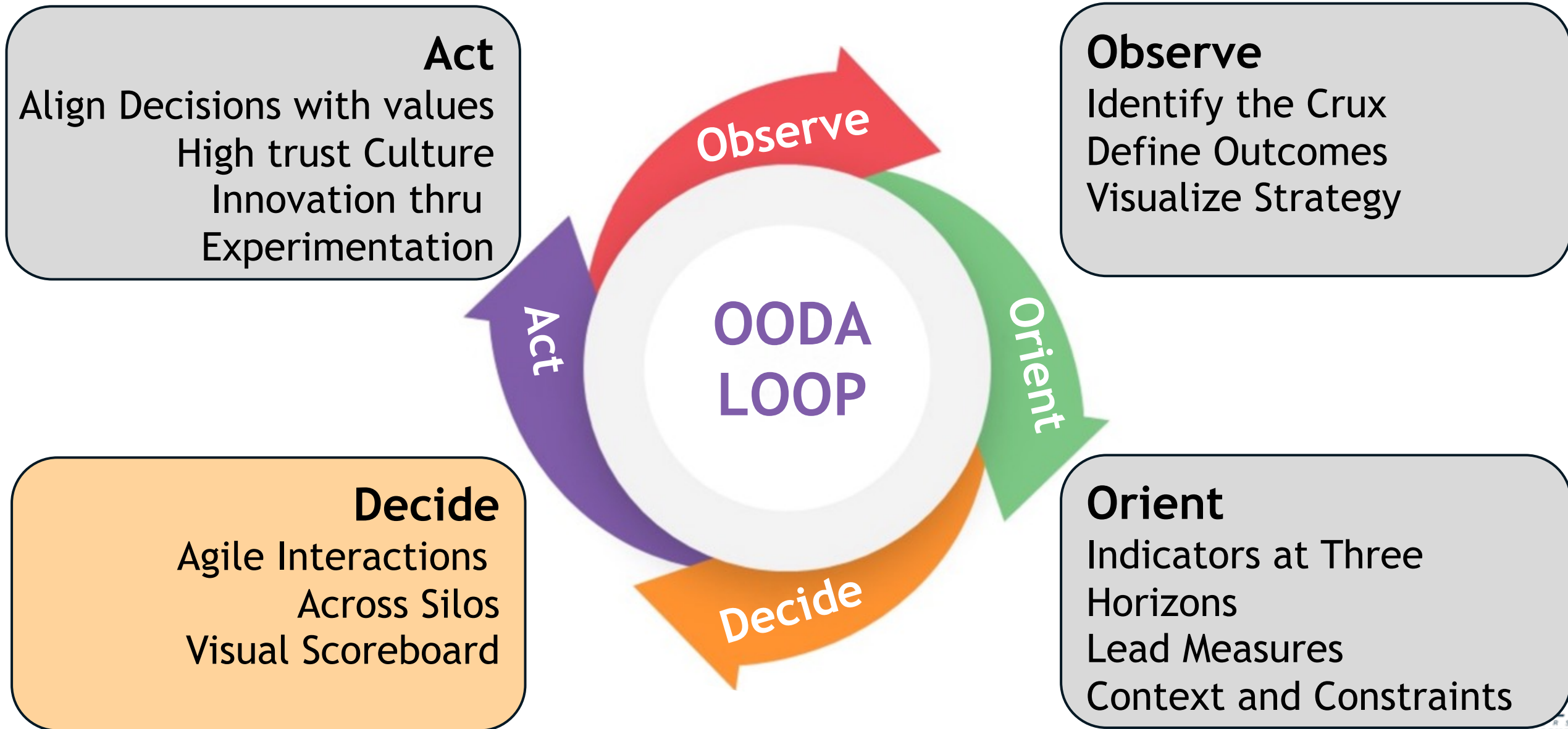
Integrate all medical bioeffects data sources into the 711 HPW data mesh by Q1 2024



CONTEXT: Based on studies performed in 2019, we believe that focusing on high stress situations is best place to start

CONSTRAINTS:
(1) Not feasible if > \$\$\$
(2) Algorithms cannot train on PII or PHI

Solution Elements: OODA Loop



Pharma Example

Wildly Important Goal

Become leading supplier of anti-cancer drugs in USA

Long-Term Goals 2023 - 2025

New lymphoma drug to market

Doctors prescribe our drugs over Competitor 20%

1 Year Outcomes By 31 Dec 2023

3 lymphoma drugs in human trials

Doctor awareness equals competition

< 3 Months By 30 June 2023

5 lymphoma drugs in animal testing

Doctors have 40% better awareness

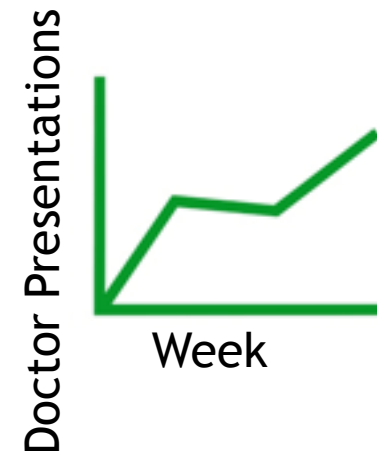
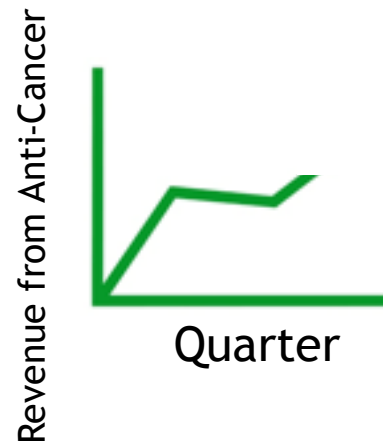
Next In Progress Measure Success

QRS Formula

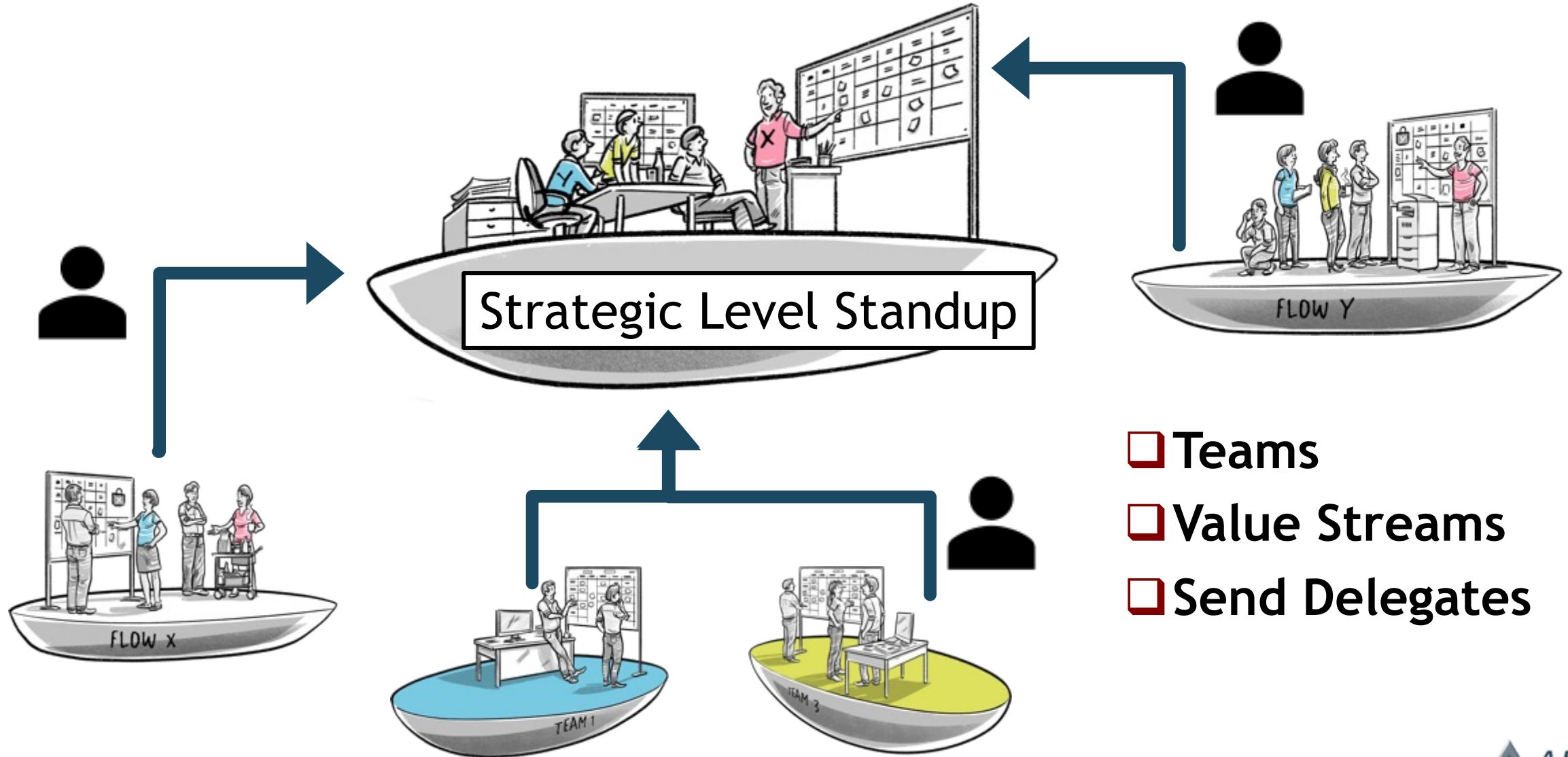
β Mutation Testing

New absorption coating

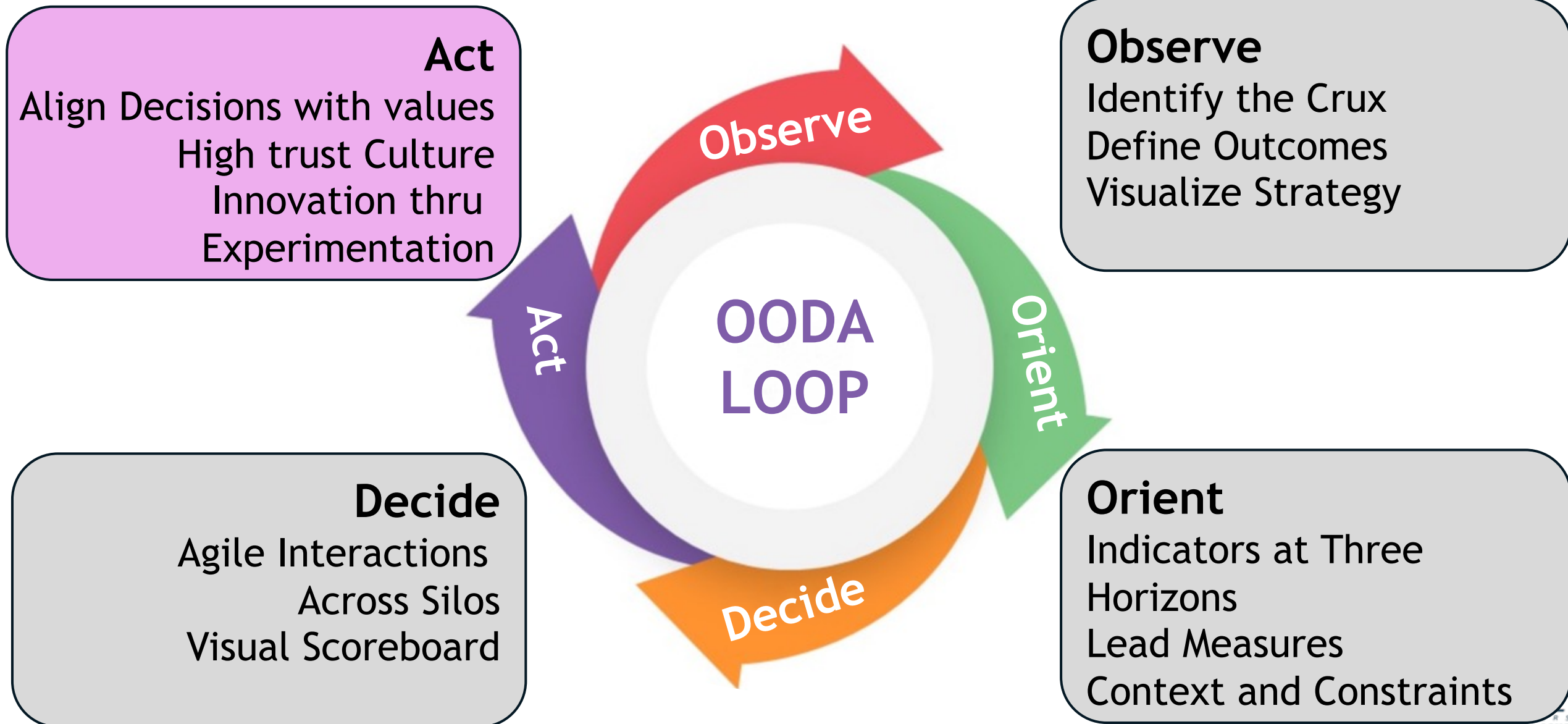
Social Media Campaign



Agile Interactions Across Silos

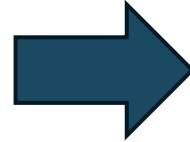


Solution Elements: OODA Loop



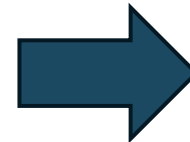
Making Decisions Consistent with Values

Make progress with imperfect information rather than delay waiting for perfect information



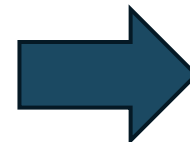
Don't accept lengthy requirements gathering periods or extended studies

We finish things with quality and timeliness



Don't spread your direct reports across many efforts simultaneously

We want a highly collaborative and cooperative environment



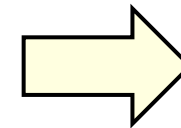
Celebrate examples of cross-functional or cross-vendor collaboration

Cultivating a High Trust Culture: Blameless Postmortems

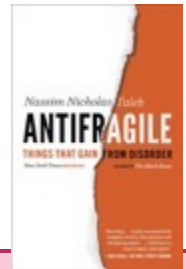
Agile Leaders Encourage Blameless Postmortems

- ▶ Incident is analyzed impartially
- ▶ No punishment or retribution for participating staff
- ▶ Review assumptions and understanding
- ▶ Fix the process

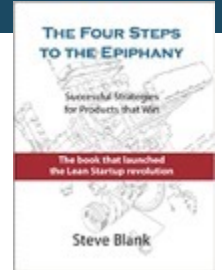
1. Root Cause Analysis
2. Identification of short, medium and long-term solutions
3. Goal: Make this kind of accident impossible in the future



Antifragile
Organization



Encouraging Innovation through Experimentation

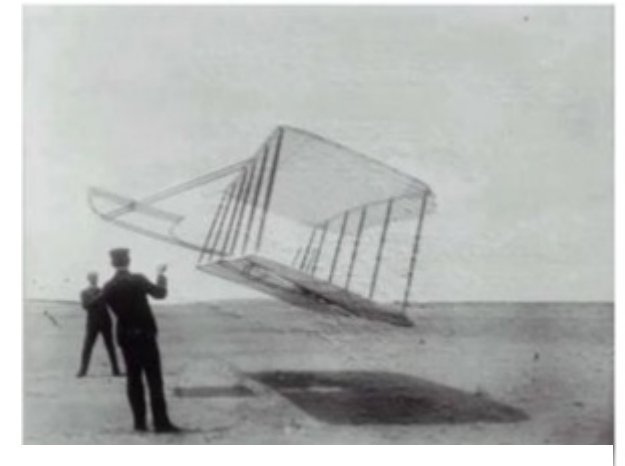


Timeboxed experiments to prove or disprove hypotheses

- ▶ understand whether a new product or service idea is fit for purpose
- ▶ Test out a new user experience branding with users
- ▶ Check if new technology will meet performance or integration expectations
- ▶ See if an existing component can be easily adapted for a new purpose

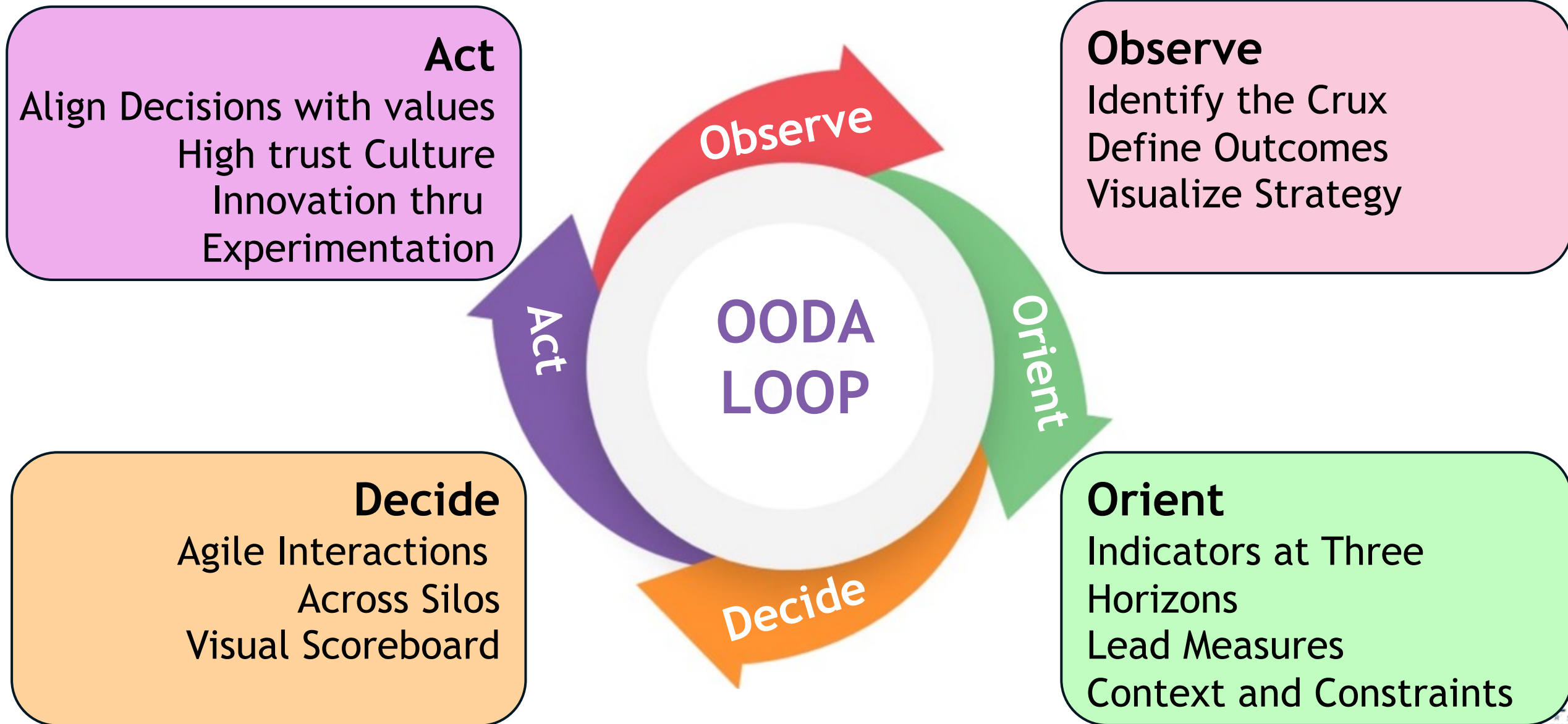
Pivot before wasting efforts

- ▶ Measure number of experiments for all kinds of teams
- ▶ Ensure teams conduct experiments every cycle
- ▶ Encourage lunch and learns about past experiments
- ▶ Celebrate both positive and negative outcomes
in both cases we learn!

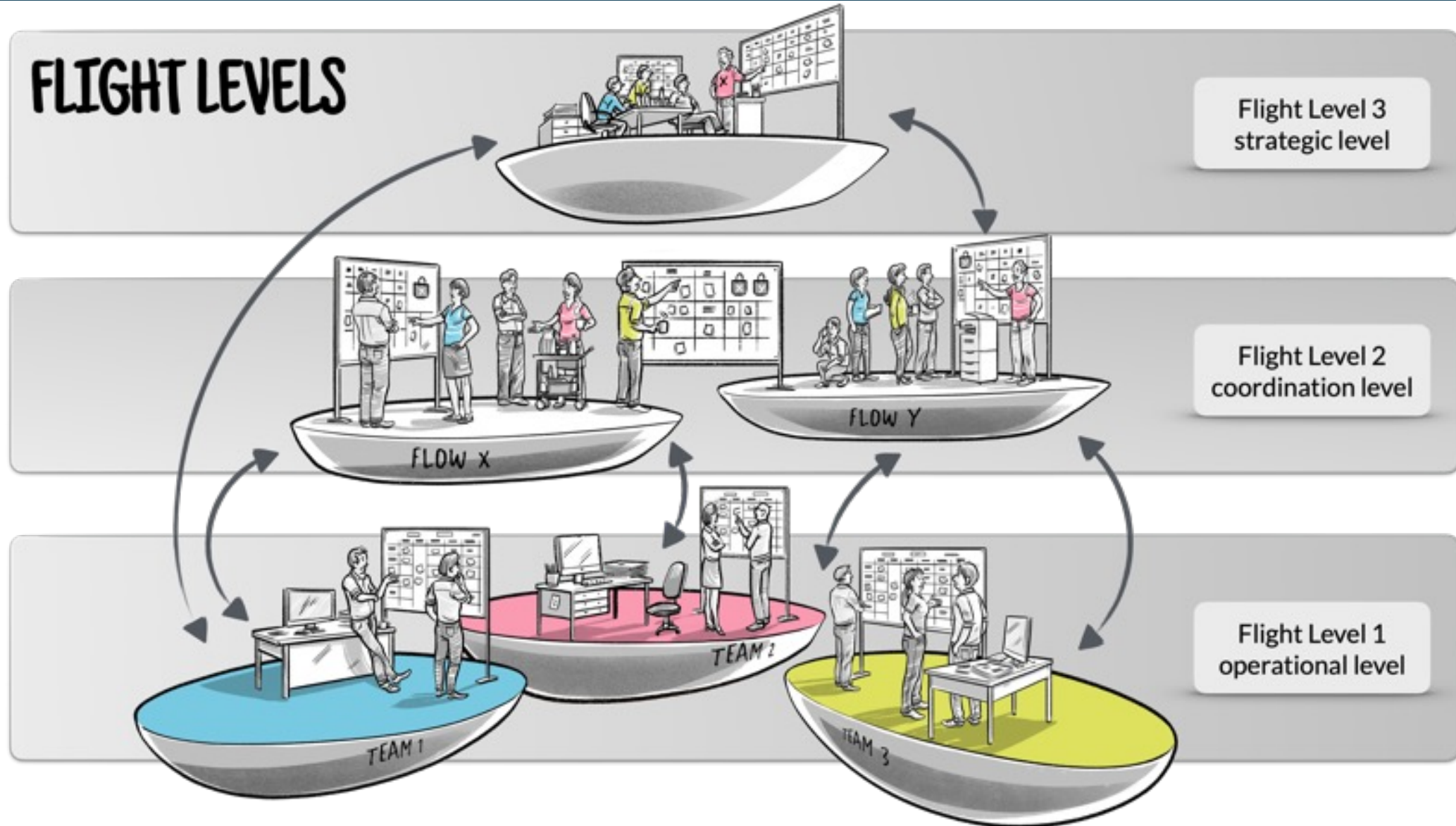


Wright brothers used gliders to experiment with techniques for improving control

Solution Elements: OODA Loop



Leadership Agility with Flight Levels



Summary

- ❑ Leadership Agility Solves Problems Agile teams CANNOT solve alone
 - Knowledge Gap, Alignment Gap, and Effects Gap
 - Whirlwind
- ❑ Leadership Agility Involves a Changes Across all aspects of leadership, management, and command
 - Applying Lean Discipline to identify the Crux of the strategy
 - Act on a Common Strategic Picture
 - Actively participate in Strategy as the evolution of a central idea through continually changing circumstances
 - Cultivating a high trust culture
- ❑ Kanban Flight Levels Is a Useful Thinking Model
 - Effective visualizations across three levels: Strategy, Coordination, Operations
 - Strategic Boards tie objectives to outcomes, and outcomes to tangible, concrete actions
 - Set of heuristics, guidelines, and visualizations, not prescriptive recipes
 - Evolutionary approach to continuous improvement
- ❑ Most Important Elements
 - Codify values, and ensure decisions and actions align
 - Maintain strategy as a living breathing thing; every member of the organization participates

Learn More

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ARIEL



UPCOMING
TRAINING



ENTERPRISE KANBAN FOR
AGILE TRANSFORMATION
& LEADERSHIP



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