Meet your hosts

BALANCED AGILITY

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Balanced Agility

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Our agenda for today

Challenges of delivering more with less

Learning organization principles and practices

Making it real!

What are your frustrations? What can't you do?

[This was an interactive exercise]

2023 Business challenges

- Tech sector layoffs in about ~1186 tech companies
  - Talent challenges- Employee morale and layoffs
  - Innovation
  - Competition
  - Financial performance
- Immersive customer experiences
- Inflation and economic challenges. Higher interest rates
- Data, device, and supply chain security
- Energy prices
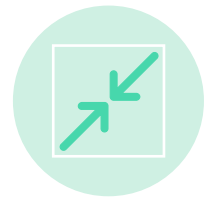- Accelerated digital transformation

Business gaps

- Reskilling and up-skilling
- Optimizing operations
- Skills gaps in data science, AI, and other tech areas
- Skills that can't be automated
  - Creativity
  - Critical thinking
  - Interpersonal communication
  - Leadership
  - Applying human qualities like caring and compassion

Challenges of delivering more with less

Scarce resources – overburdened teams lowering productivity

Employee burnout, retention and engagement – decreased morale, reduced creativity, physical and mental health issues. the great resignation and silent quitting.

Innovation dilemma – lack time or tools to explore new ideas

Quality vs quantity tradeoff – higher productivity can stifle quality of the deliverable and customer satisfaction

Strained collaboration – competing for limited resources rather than working toward shared goals

Short term focus – hindering strategic planning and growth

Opportunities to address these challenges

- **Every organization is a product of how its employees think and interact**

- **Advocate for growing skills within teams and investing in employee development**
  - Shifting the focus inward

- **Prioritize efficient processes – optimizing flow and promoting cross-functional collaboration**
  - Redesigning formal structures and the hard to see patterns of interaction between people and processes

- **Lean into closing these gaps**
  - Beginning to develop capacities to think and interact differently allows the organization to change for the better. And those changes to ripple out around you.

Balanced Agility

... We eventually run out of things to cut or streamline. [...] Instead of trying desperately to get more efficient, they realize they have to get more effective. They seek out fundamental change. They question core assumptions: how and why they pursue every activity, who their customers are, even why they exist as a company in the first place. They treat planning efforts as creative opportunities for real improvement. They put lean, focused teams on each project, involving only the most necessary people. They urge these teams to make bold decisions, and move forward. They behave, in other words, like innovators.

Sohrab Vossoughi

The Silver Lining to Scarcity:
It Drives Innovation

Our prevailing system of management has destroyed our people. People are born with intrinsic motivation, self-respect, dignity, curiosity to learn, joy in learning.

The forces of destruction begin with toddlers—a prize for the best Halloween costume, grades in school, gold stars—and on up through the university.

"

On the job, people, teams, and divisions are ranked, reward for the top, punishment for the bottom. Management by Objectives, quotas, incentive pay, business plans, put together separately, division by division, cause further loss, unknown and unknowable.

Dr. W. Edwards Deming
1990

"

"

*Team learning is vital because <u>teams</u>, not individuals, <u>**are the fundamental learning unit in modern organizations**</u>. This is where the rubber meets the road; unless teams can learn, the organization cannot learn.*

Peter Senge

The fifth discipline

"

The Fifth Discipline: The Five Disciplines

1. Personal mastery is a discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively."

2. Mental models are deeply ingrained assumptions, generalizations, or even pictures of images that influence how we understand the world and how we take action.

3. Building shared vision is a practice of unearthing shared pictures of the future that foster genuine commitment and enrollment rather than compliance.

4. Team learning starts with dialogue, the capacity of members of a team to suspend assumptions and enter into genuine 'thinking together'.

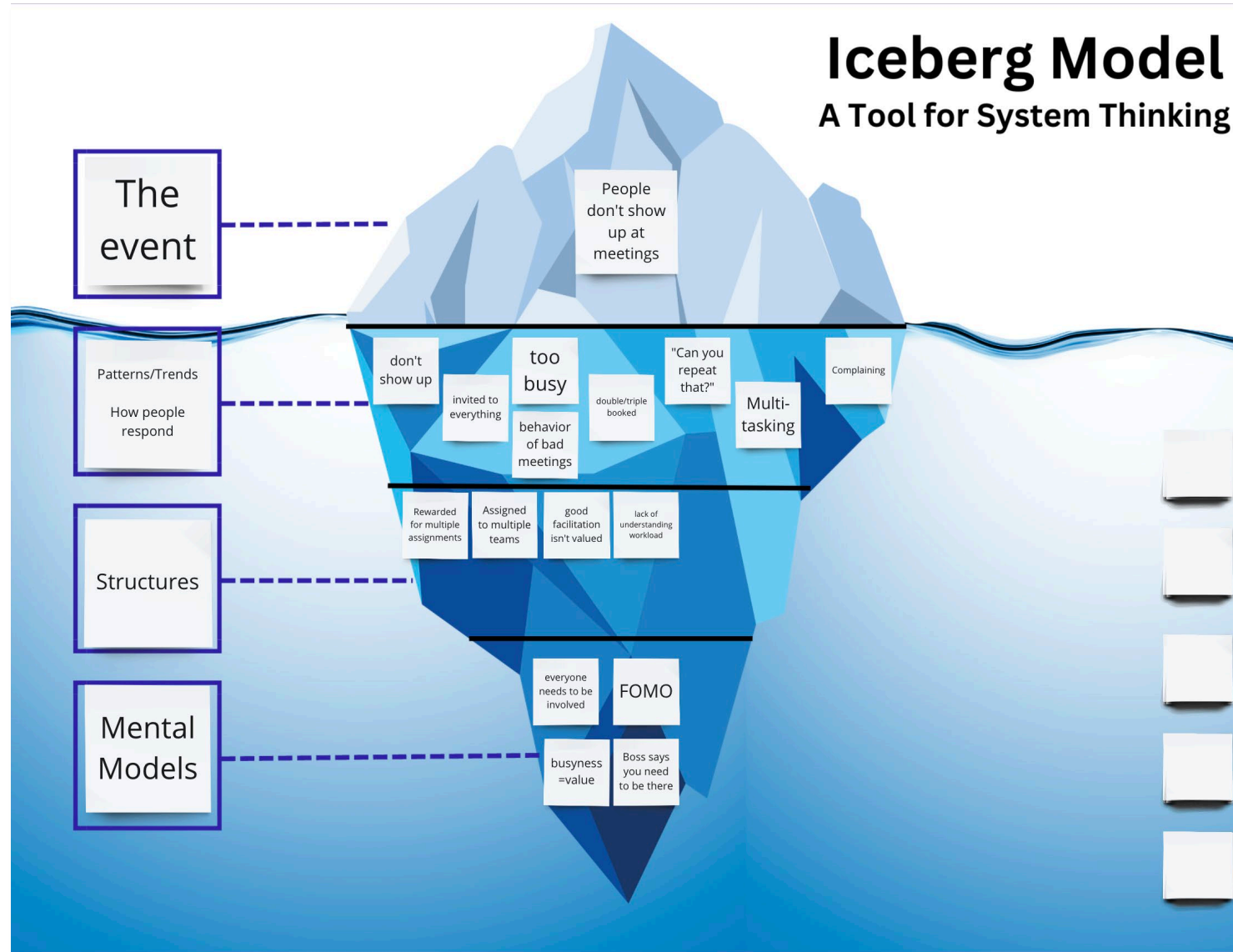5. Systems thinking - The Fifth Discipline that integrates the other four.

11 Laws of Systems Thinking

The Fifth Discipline

1. Today's problems come from yesterday's solutions.
2. The harder you push, the harder the system pushes back.
3. Behavior grows better before it grows worse.
4. The easy way out usually leads back in.
5. The cure can be worse than the disease.
6. Faster is slower.
7. Cause and effect are not closely related in time and space.
8. Small changes can produce big results – but the areas of highest leverage are often the least obvious.
9. You can have your cake and eat it too – but not at once.
10. Dividing an elephant in half does not produce two small elephants.
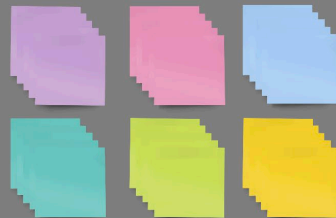11. There is no blame.

Miro exercise
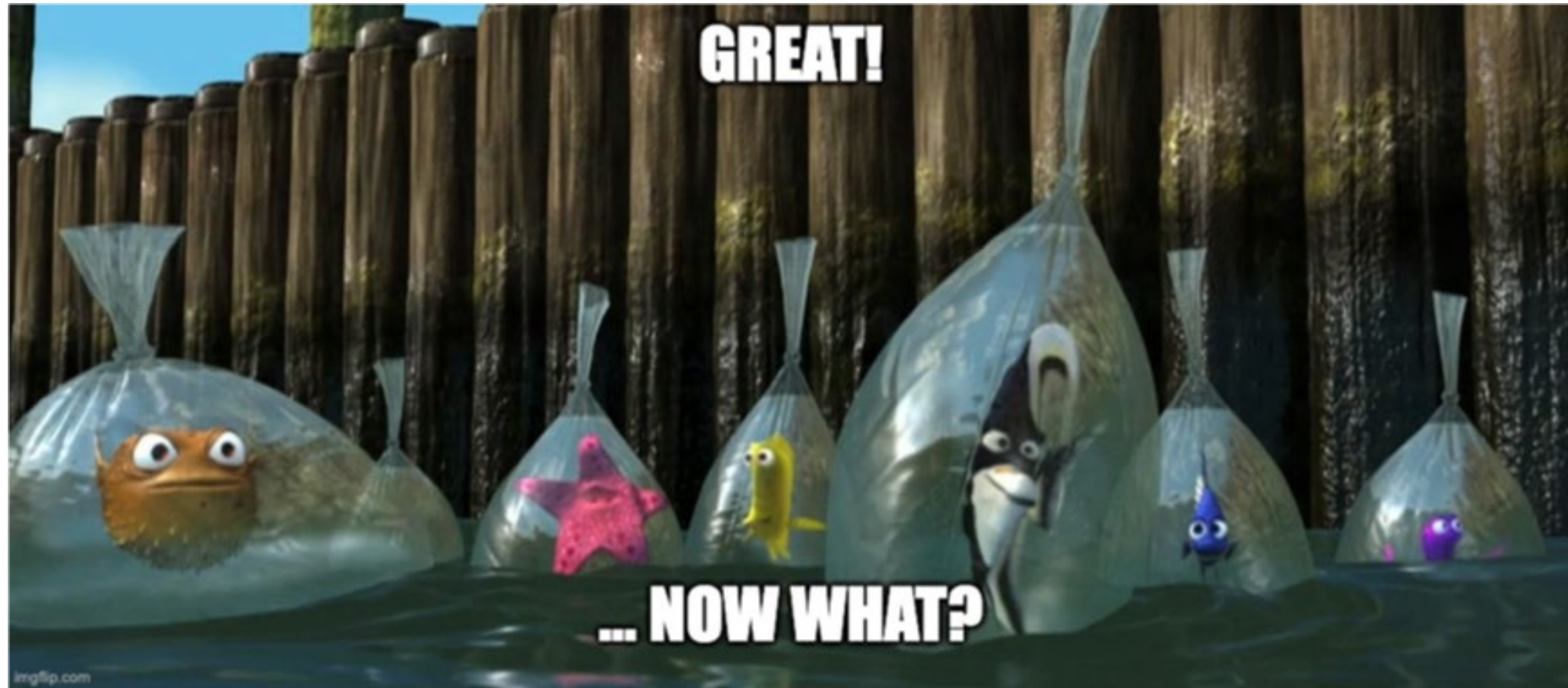
[This was an interactive exercise]

4 Reasons many learning programs don't work

Wrong focus: Too much time is spent delivering content and not enough on the practice of developing the capabilities.

Poor connectivity: The content may be very interesting, however often disconnected from their work. When the learner returns to the "real" world, it is too hard to convert what was learned into actions that address real problems.

Isolated Learner: Most programs fail to create support and accountability from colleagues and key stakeholders. And are more likely to experience resistance from those that are disrupted by changes learners make in their way of being.
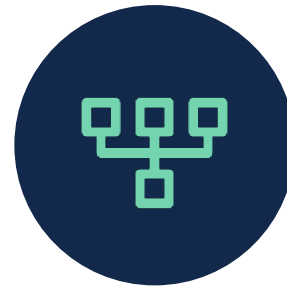
Short-lived: The programs are designed as events rather than as processes over time. Programs give learners a short-term boost but not the ongoing follow-up to solidify new mindsets and behaviors into new habits.

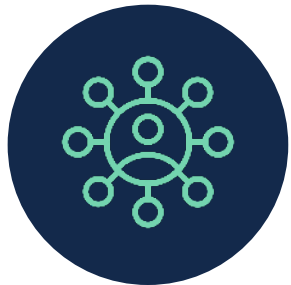BALANCED AGILITY

Designing a program to resolves the issues

by

Focusing more on development, less on content.

Making the development and the work **inseparable**.

Creating strong **developmental networks** at work.

Making learning a **process**, not an event.

# Horizontal & vertical development frameworks

- **Horizontal development focuses on expertise, whereas vertical development helps people put that knowledge into practice.**

  - Employees will always need the basic skills to meet the demands of their position. However highly developed human skills are now critical in today's volatile business world, where agile, effective problem-solving is key.

- **We leverage vertical development to grow the "mind" of the learners to enable transformational capabilities.**

  - become more adaptable, more self-aware, more collaborative and able to span boundaries.

- **Vertical development does not replace Horizontal development.**

  - By focusing on both approaches, we can develop leaders who have the wisdom to choose the right strategies (vertical development) as well as the skills and experience to implement them (horizontal development).

How vertical complements horizontal

Horizontal development = adding more knowledge, skills and competencies.
(Filling the glass with more content)

Petrie. N Vertical Leadership Development Part 1 Developing Leaders for a Complex World. Center for Creative Leadership
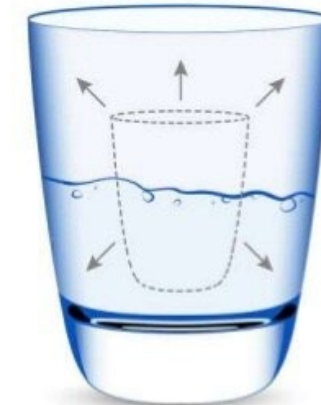
Vertical approaches = grows the internal capacities to think in more complex, systemic, strategic and interdependent ways.

Expands an individual's ability to handle complexity and 'sense make' in ambiguous and uncertain situations.
(Increases the glass size or leader's mindset)
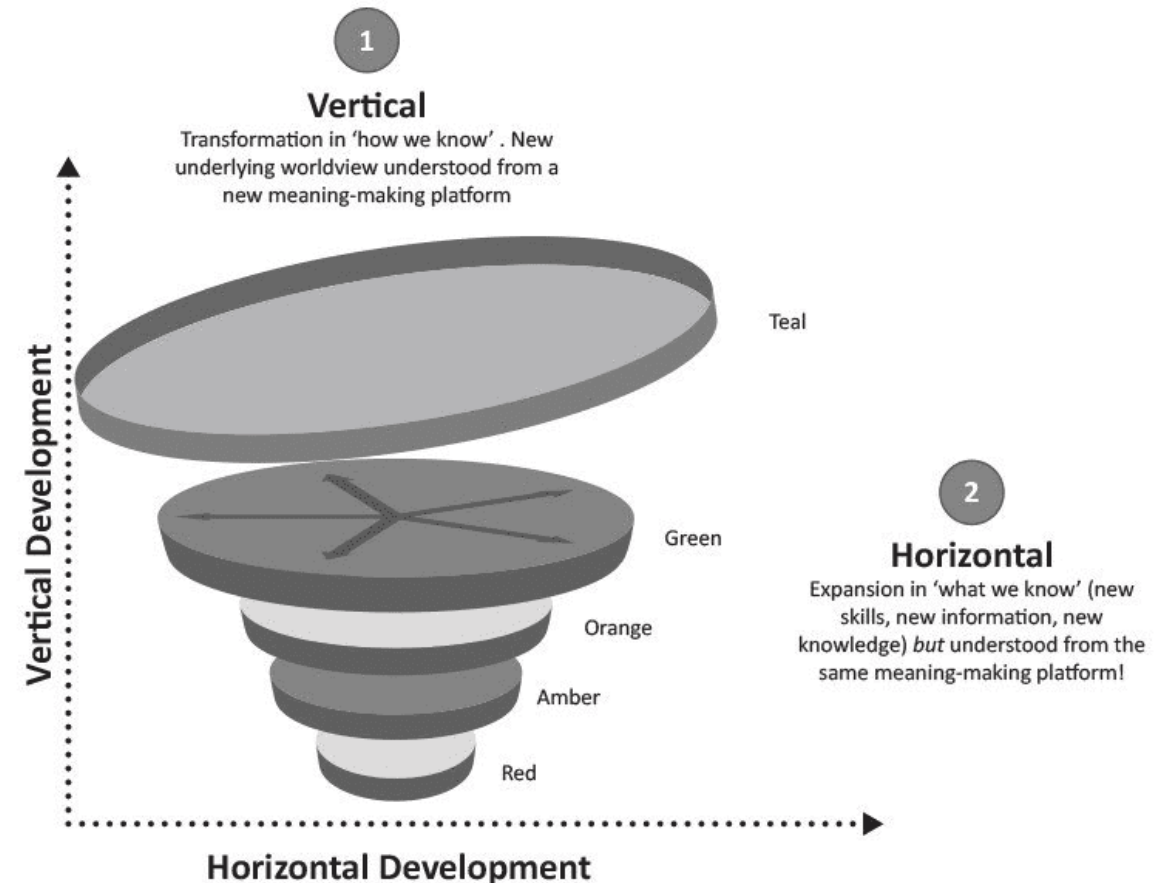
Development Frameworks

By shining a light on mindsets that drive current behavior, learners have access to new choices and possibilities to evolve their conscious practice of leadership.

Horizontal development frameworks *– focus on expertise*

- Learning new skills or techniques.

- Accumulating additional information and knowledge.

- Transferring knowledge from one area to another

- It doesn't necessarily shift your worldview or challenge fundamental assumptions.

Vertical development frameworks *– put that knowledge to practice*

- Moving from one stage of consciousness to another (e.g., from conventional to postconventional).

- Developing a more holistic understanding.

- Shifting your interpretation of experiences.

- Changes how you think and know.

- Reaches a "higher altitude" in your understanding.

1

Vertical
Transformation in 'how we know' . New underlying worldview understood from a new meaning-making platform

Teal

Green

Orange

Amber

Red

Vertical Development

Horizontal Development

2

Horizontal
Expansion in 'what we know' (new skills, new information, new knowledge) *but* understood from the same meaning-making platform!

Learning Organizations

DUPONT

Microsoft

G

a

PIXAR

nVIDIA

Coca-Cola

Meta

For Example

Google's Learning Philosophy: 4 Core Pillars

www.zavvy.io

PILLAR #1	PILLAR #2	PILLAR #3	PILLAR #4

Learning is a **process**

Learning happens **in real life**

Learning is **personal**

Learning is **social**

What are you committing to?

[This was an interactive exercise]

Add to the chat something you can commit to do to **improve learning** within your organization

Questions?

Mastering Value Delivery

with our Product Masterclass

You know what a learning culture looks like, but you don't really know where to start your journey? You don't have the time or support to apply what you have learned in your world? We can help!

Begin your learning journey with our co-branded Product Masterclass:

- Starting April 18, 2024, weekly on Thursdays for 10 sessions
- 12 curated modules
- Guided practice – supplementing the theory, tools, and thinking modules
- Accredited by the International Consortium for Agile ICP-APO and ICP-PDM
- Contact us for $200 off your seat!

Register here

Special rate when booked by April 5, 2024

Thank you
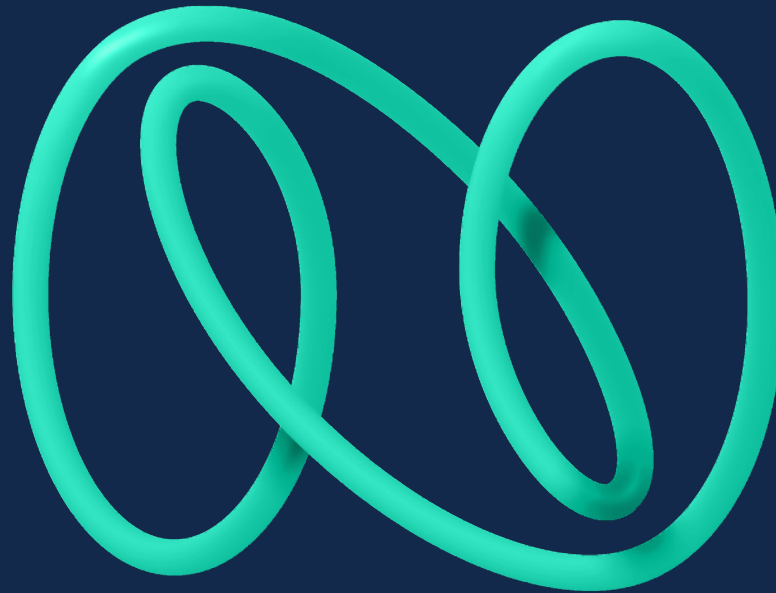
Interested in achieving becoming a learning organization?

Reach out to us:
aqt@nagarro.com

For more about us, visit www.nagarro.com

More about us

Nagarro is a digital global engineering leader

Europe

Asia

Americas

South Africa

Australia

We are many, yet we are one
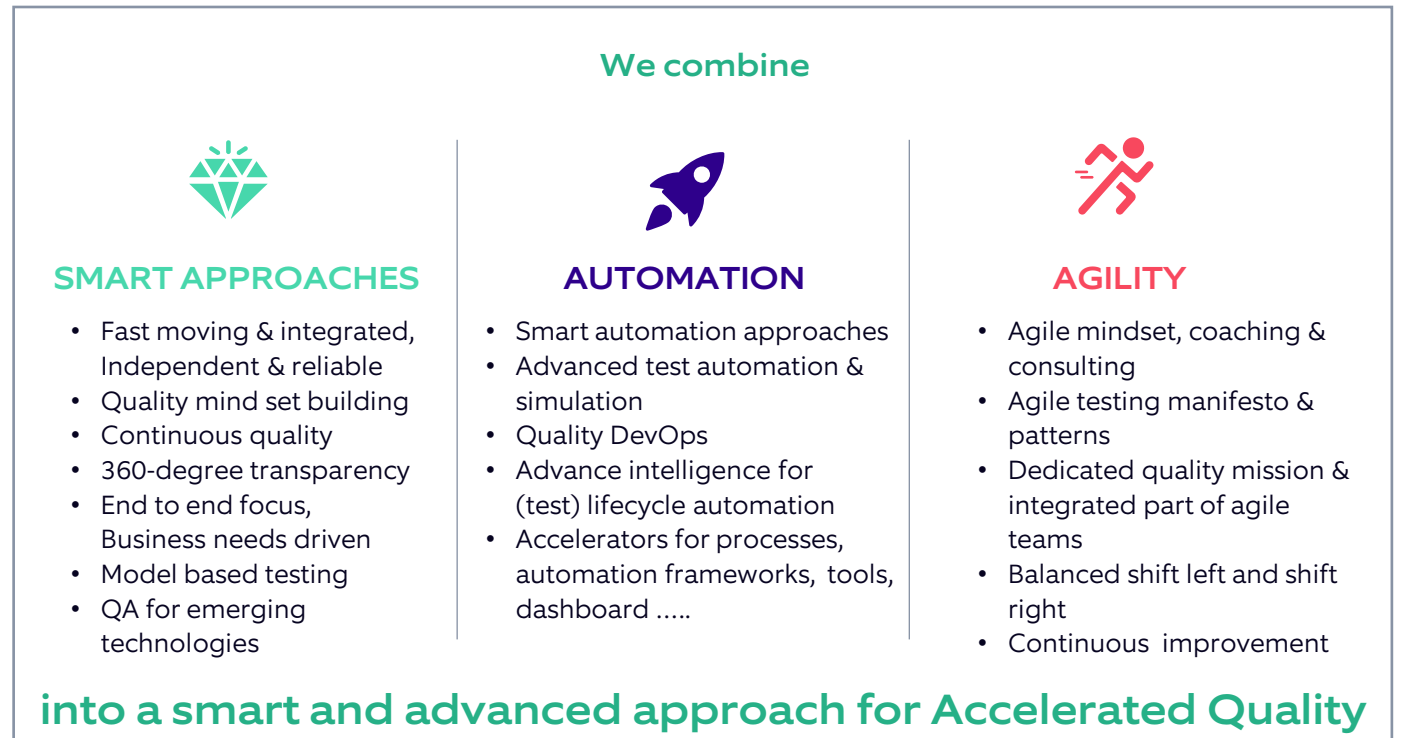
36 countries **18,000** experts
No single HQ · Many nations · Lots of diversity

QUALITY at the SPEED of digital for your projects & products

SPEED is the key.

Speed needs **QUALITY** to be effective. Quality needs to support **ACCELERATION.**

We combine

SMART APPROACHES

- Fast moving & integrated, Independent & reliable
- Quality mind set building
- Continuous quality
- 360-degree transparency
- End to end focus, Business needs driven
- Model based testing
- QA for emerging technologies

AUTOMATION

- Smart automation approaches
- Advanced test automation & simulation
- Quality DevOps
- Advance intelligence for (test) lifecycle automation
- Accelerators for processes, automation frameworks, tools, dashboard .....

AGILITY

- Agile mindset, coaching & consulting
- Agile testing manifesto & patterns
- Dedicated quality mission & integrated part of agile teams
- Balanced shift left and shift right
- Continuous improvement

into a smart and advanced approach for Accelerated Quality

Transparency > Comfort	Collaboration > Independence	Results > Quantity	Learning > Stability

Our mission and approach

Nagarro's Agile Quality Coaching: Our Capabilities

Business Agility

Earlier Enabling the entire organization to quickly adapt to market changes, maximize value provided to the customer

- Ways of Working beyond IT
- Product Model design & Maturity
- Planning & Performance Management
- Talent Model
- Lean Portfolio Management

Agile Training

High-impact learning offers to take your team to the next level of engagement and productivity

- ICAgile Fundamentals
- ICAgile – Agile Programming
- ICAgile – Agile Project & Delivery MGMT.
- All SAFe 5.1 & 6.0 Trainings
- Tailored Training & Enablement Workshops

Team Agility

Establishing & maturing agile practices, values and mindset to improve collaboration

- Hands-on Coaching
- Propagating Agile culture
- Enhancing Maturity for Team, Program, Portfolio & Product
- Scaling Agile across Team of Teams

Technical Agility

Increasing the technical excellence in agile teams to enable fast innovative delivery while maintaining highest quality

- Mastering Technical Excellence
- Emergent Architecture
- DevSecOps/DataOps practices
- Legacy Transformation
- Test Automation

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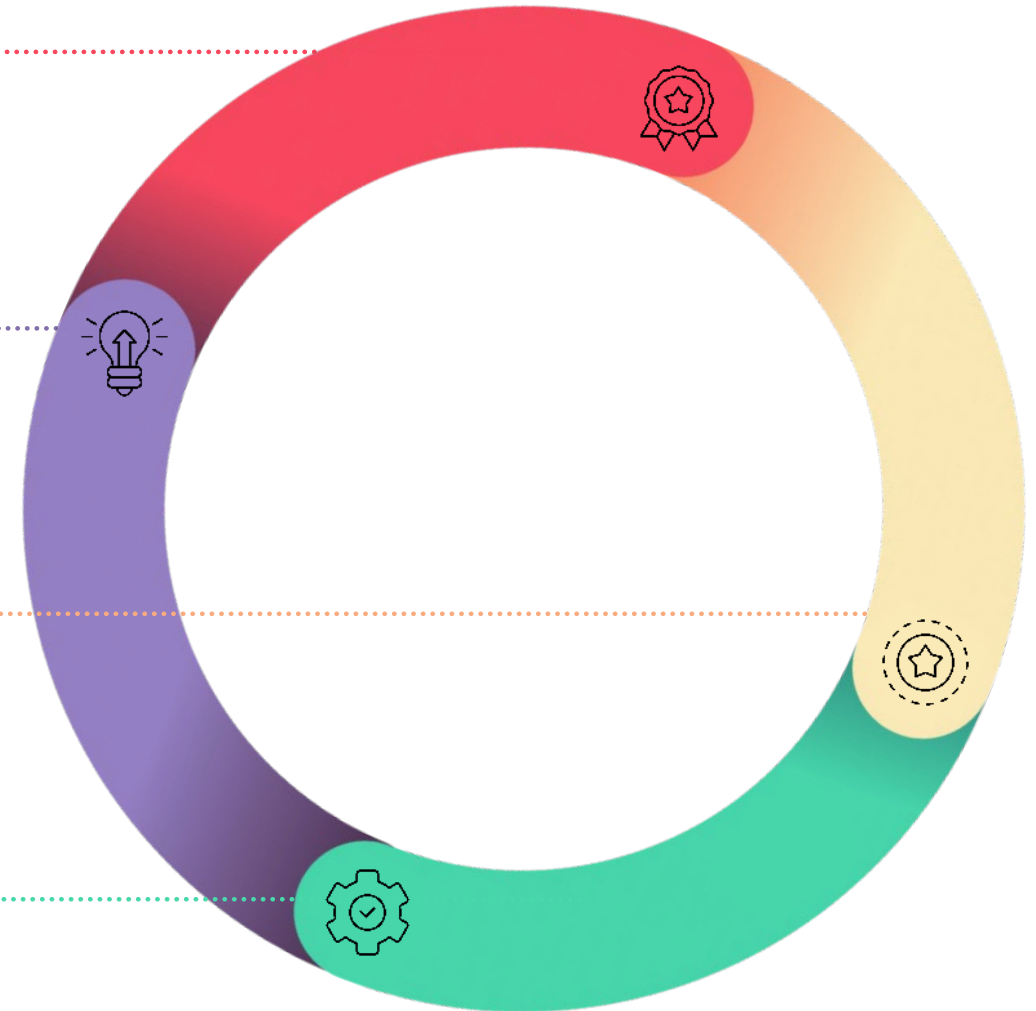
The Balanced Difference

Expert Instructors
Our instructors are world class speakers and instructors with 30+ years of experience. Our instructors work in a variety of fields: healthcare, finance, high-tech, video game industry, and more. Our instructors also rotate through the field to make sure our courses are based on real-world experiences and not purely academic.

Energizing and Engaging Course Materials
Our courses are designed by industry experts who partner with leading-edge instructional designers. We use experiential design and the neuroscience of learning to make sure our students engage with the material and can apply it directly to their daily lives. We utilize ASYNC learning, Highly Interactive Virtual Experience method (HIVE), and reinforcement work to allow you to apply everything you learn to the real world.

Flexible Course Scheduling
We offer our clients the ability to sign up for public classes, schedule their own private courses, and even use a hybrid model where they can schedule courses and have remaining slots filled by other organizations to reduce costs.

Dynamic Course Design
Using our proprietary process, our instructors can redesign the courses as needed in real-time to make sure the learners are getting the most relevant topics to them without costly redesign fees or additional meetings.

Right Sizing Engagements:

Each one of our engagements is sized appropriately to our clients' needs. Instead of checking boxes in complicated SOWs - Balanced Agility designs our engagements collaboratively. We establish goals together and leverage customer assets when possible. This saves our customers time & money. No matter the engagement, our primary goal is to empower our customers and ultimately work ourselves out of a job.

Balanced Agility's core offerings

Growing Teams

Growing Coaches

Growing Leaders

Growing Organizations