LEADING EXPONENTIAL CHANGE

Preparing the transformation team

- 3 stages for the change
  - Feasibility, purpose and context of the initiative
  - Liftoff of the initiative
  - Planning, estimation, prioritization and implementation
- Budget should be based on the results of short work iterations, not for the entire initiative
  - Let's go ahead, not move forward on more info or short experiment need to be run first
  - Integrate customer in every step, transparency regarding obstacles and limitations
  - Don't invest in a project but in a value stream
  - Clear process to refine the budget acknowledged by the team
  - Prioritize work or experiments collaboratively
  - Use budget to create better products
- Short experiments and feedbacks then started
- Transformation team
  - Core members
  - Transformation team must evaluate level of motivation, and suggest the appropriate strategies to use. Disappear once the change is done.
- Hierarchy free, with different areas of expertise, passion, reframe, ability to work as a team, clear goals and comfortable working in pairs
- Measuring and evaluating scrum: in-progress vs completed vs documents downloaded
- Must be setup weeks before the start of the change plan
- Executive leader must be part or express support
- 3 to 5 persons 100% available every 100 persons
- External people, like coach, should focus on sharing knowledge with the team rather than taking charge of the change
- Once The transformation team is ready invite everyone including the team in a meeting to find and share the assumptions, scope of the change.
  - Self organized
  - Use reciprocity
  - Impact mapping: why? Who? How? When? p.212
    - Chaos OR TOPS can be done also, team sort when transformation become too
    - Chairs in circle in the middle of the room
    - Why are we doing this (change)?
    - Who will be affected to achieve the goal?
    - How should behaviors change?
    - What experiment or simple tests could be performed to confirm whether they would impact in reality?
- Interactions map
  - Actor
  - Action
  - Artefact
  - Event
  - Certain
  - Uncertain
- Use values and working agreements: values that need to be shared and respected by the team p.228
  - Brainstorm meeting to define them
  - For each meeting you plan, make clear the outcomes, participants,...

AS Canvas

- Current situation
- Expected behavior
- Risk/Assumption
- Metric and deadline
- AS canvas for each work cycle (2/5 days)

Change/Product vision

- Roadmap
- Objectives
- Missions
- Mission
  - Project
  - Project
  - Project