AGILE AT SCALE

Implementing agility on a company-wide scale

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Agile at scale

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Cigref is a network of major French companies and public administrations set up in order to develop its members' ability to acquire and master digital technology. It is a key player and federating body in the digital society, thanks to its high-quality thinking and the extent to which it represents its members.

Created in 1970, Cigref is a not-for-profit body in accordance with the French 1901 Law of Associations. It counts among its members some 150 major French corporations and public administrations across all business sectors. It is overseen by 15 board members who are elected by the General Assembly. Its day-to-day work is carried out by a team of ten permanent members of staff.

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OVERVIEW

The world has changed. Globalisation is progressing rapidly whilst digital technologies revolutionise all company activities. More and more disruptions appear at an ever increasing rate, then disappear just as quickly. In this context, companies must take on challenges that **vary greatly depending on their business sector**. Typical approaches to management are reaching their limits. This context, combined with a high level of uncertainty, is pushing businesses and public administrations towards agile organisations that put clients at the heart of their development. These agile organisations help them respond to market challenges: **survive when faced with new competitors**, **identify new reservoirs of performance**, **bringing ever more value to clients** and, **finally, attract and keep talent**. **Agility is a way to improve performance by better using production capacity within a company**.

This Cigref report is intended for all employees in businesses and public administrations. Its goal is to offer the **keys to implementing and/or developing agility at a company-wide scale** through feedback from around thirty companies that participated in this working group.

Agility driven at a company-wide scale shakes up our working habits, our company culture and creates a state of mind that fosters the digital transformation. By focusing on people, it encourages creativity and "happiness at work". It implies a change of mindset in all employees as well as new stance for the community of managers who become "servant leaders". The latter encourage skills to develop and focus on the vision, the "what" and the "why" and delegate the "how" to their teams. For its part, the team accepts collective responsibility. There is no more "*command and control*" or micromanagement; both are replaced by an environment that encourages employees to self-motivate. Agility offers employees greater autonomy even though they are still subject to rules. These rules ensure consistency and alignment among teams.

Agility is spread throughout the company by:
* Developing the right mindset,
* Mobilising early adopters,
* Training and coaching,
* Having a cross-functional leadership team,
* Communication,
* Emerging diffusion with sponsorship from executives,
* Implementing agility everywhere at the same time,
* Adapting the organisation,
* Changing the manager's stance into one of a "servant leader",
* Measuring progress towards agility at a company-wide scale,
* A structured approach to achieve a systemic, company-wide transformation.

ACKNOWLEDGEMENTS

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Introduction

Businesses founded in the past few years are working with new tools that allow them to grow at a fast pace. Removing middle-men, personalised services, instant global communication, real-time data control, the digitisation and automation of many processes: all of this has made new companies faster and more agile than those who have existed for a long time. Often, they arrive unannounced as soon as they launch their products or services and have direct access to the global market to challenge local businesses. They adapt their products and services continuously so that they are always innovating by relying on customer interaction data.

This paradigm shift leads major corporations and public administrations to rethink how they operate. They are conscious of the need to focus on clients. They also place just as much importance on the customer experience as on the product. They leverage data to foster business innovation and personalise services. Finally, they transform themselves into something more agile and innovative to meet upcoming market challenges. Agility is a resource that serves the company's purpose, becoming an end in itself through the increased performance that it brings. For the past several years, teams within companies have been working using agile methods.

The adjective "agile" is on everyone's mind, but few people know the real meaning. "Agile" is commonly believed to be synonymous with complete flexibility, a lack of management and an absence of methodology. This poor understanding leads to chaos or immobility. Agility is very ritualised and cadenced; it uses established, organised and regular techniques. It requires a strong commitment and motivating work environment to maintain this momentum. The employees lead this transformation and generate performance; managers are in a support stance towards their teams in accordance with the "*servant leadership*" model.

The company design sketch for 2020 led by the Cigref Foundation and the Cigref working groups has led us to look at the digital transformation through [nine stakes and challenges for businesses](#)[1]. One of these nine stakes is derived directly from agility: "**rethinking organisation to improve innovation**".

Cigref drafted two reports on agility in [2003](#) and in [2015](#) in which agility concerned projects and, later, the information system. In 2018, we took our study of agility to the company level. This report is intended for all employees in businesses and public administrations.

The working group's purpose was to identify best practices in expanding agility company-wide through feedback from thirty participating companies. This feedback was used to study successes and the obstacles to overcome. This report offers **keys to improve or implement agility within companies and shares best practices and ideas for moving forward.**

In this report, we start by recalling the stakes of agility-at-scale and its characteristics and benefits, then we identify the prerequisites to applying it within the company. Finally, we present best practices to foster take-up within the company.

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[1] "The 2020 enterprise in the digital age: the Stakes and Challenges", published by Cigref.

1. Agility-at-scale

1.1. Stakes

Today, companies are faced with a variety of stakes depending on their business sector, and classical approaches such as the "V-model" have reached their limits. The current environment is complex given the increasing number of interactions between the components of a system, a market or a business sector. Situations change quickly and unpredictably. **Decisions constantly need to be adjusted according to changes and circumstances.** There can be many ambiguities since it is not easy to distinguish between situations and cause-and-effect relationships without potentially getting it wrong. New challenges combined with a high level of uncertainty is pushing businesses and public administrations towards agile-at-scale organisations that put clients at the core of how they develop. This is a question of survival. The first thing at stake in agile-at-scale is indeed **the company's survival**.

The second challenge is to generate **performance gains**, i.e. doing better with less. Designing an offer/service with the V-model or "*waterfall model*" is no longer adapted to the speed of transformations. Drafting precise and fixed specifications before launching an offer or a service does not allow us to accurately respond to clients' needs, which are refined throughout development. The company must avoid the tunnel effect. Designing an offer in agile mode is a better at responding to the reality of the need in an optimal timespan since this **mode takes account of any changes, requirements and customer experience by confronting the needs with results.** The client is at the heart of decisions. An agile organisation promptly adapts to the needs of in-house or outside clients and offers solutions that give them **more value faster.** This value is analysed to prioritise the responses to these needs. Agility's goal is to "delight" the client while remaining efficient.

The other challenge is to encourage **innovation** to find new business models and to personalise services. Companies open their innovation approach up to all ecosystems, internal or external to the company, concerned to stimulate the approach.

The last major challenge is to **attract and keep talent**. Companies want to improve their employees' wellbeing so that they can thrive in a stimulating environment. They also respond to their employees' desire to belong to a shared human project that is legitimate and benevolent in a motivating, empowering work environment. Agility-at-scale responds to this by giving employees freedom, autonomy, and responsibility. These characteristics of agility are well-loved by employees and help to attract and keep talent.

1.2. Characteristics and benefits of agility

1.2.1. Fundamentals

Several actions make up agility's fundamentals: **collaborate** to **deliver what the client expects**, not just in the tangible elements (concrete things) but in intangible elements (ideas, actions); **conduct regular self-assessments** (what worked or not, and adapt as a result) and **continuously improve**.

Agility has many benefits: an improved "**time-to-market**"[2], **reducing or removing the tunnel effect**, focusing on the **end client**, **creating more value for the company and providing more creativity and innovation.**

Agility fosters **internal collaboration** between the various participants within the company, which helps to **bring about a shared language**. It also brings consistency, for example between business units and IT: working together leads to getting to know each other, communicating better and overcoming points of pain or blockage. It also strengthens employee cohesion and productivity. Agility lightens companies' traditional operating practices but requires a fast and regular cadence in the new working method. Agility is not chaotic but structured by simple processes that give birth to a new mindset. Over time, this changes the company's culture.

1.2.2. Collective intelligence

In an agile organisation, employees **participate in decision-making** at their own level. Thus, **decisions are taken closer to where the action is**. Employees' mindsets change since they become **participants** in their own business. Shared decision-making that can lead to taking risks builds team spirit and plays a uniting role. This **collective intelligence becomes the response best adapted to the growing complexity of situations.**

1.2.3. Self-organisation

Agility-at-scale implies a real change of culture. Teams organise themselves to meet their objectives. Each team **shares responsibility**. Armed with the principle of subsidiarity and the company's strategic vision, the team solves problems together and takes responsibility for the consequences. **Transparency** becomes imperative to have all of the information needed to make enlightened decisions. Therefore, **trust is key**.

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[2] This expression is used to express the time needed to develop and refine a project or product before it can be launched on the market. Keeping the time-to-market under control allows you to choose the right time for launch. Source: emarketing.fr.

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1.3. Prerequisites for scaling up

Certain teams, particularly in the IT field, have already been working in agile mode for the past several years. Most are convinced of the soundness of this mode of organisation. Scaling agility up to the company level is like shifting gears and entails convincing all employees to take part. A certain number of prerequisites identified in the workshop participants' feedback make it easier to scale agility to the whole company.

1.3.1. Choose an initial digital project guaranteed to succeed

Teams are not necessarily "against", but they do not always see the benefit in switching to an agile-at-scale mode. **Therefore, the first project you choose is essential.** Beforehand, **make sure that bringing a team into agility adds value.** Choosing a digital project increases the chance of success because it is a field where agility's validity is already clearly recognised. There is nothing like a first success with their "*business*", meaning with their internal or external clients, to spark teams' enthusiasm: once convinced, they will spread agility in turn.

1.3.2. Mobilise early adopters

Within the company, certain teams are already convinced of the benefits of agility-at-scale; they volunteer and pitch in deliberately. Relying on these early adopters is a big help and is a significant lever of growth. They help agility to emerge and **spread in a bottom-up manner**, **accelerating take-up**.

1.3.3. Training, coaching and the work environment

Teams that want to work using agile methods must be **supported** and **trained to understand the change in stance and mindset and to implement it correctly.** This way, they get to know the tools available to them and the key performance indicators. At the start, an agile coach is provided to accompany teams in progressing. He or she explains the various possibilities and helps to choose the appropriate tools, for example. They help to implement new organisations when the teams go from a project-centric to a product-centric logic with product owners[3].

> Orange Labs Services chose to take the agile coach role in-house by setting up a training and professionalisation course to better understand and support the change in culture and, in the end, more efficiently spread this new mindset.
>
> **Orange Labs Services, Antoine Lecoutteux**

Organising in agile mode requires adapting workspaces to function well despite units that are sometimes spread across the world in the case of major corporations, or nationally for

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[3] The *product owner* (PO) is responsible for the *Product Backlog* (list of actions to implement). He or she makes sure the business orientation decided is the best, that priorities are respected according to their business values, and that the quality of deliverables in each agile cycle meets business expectations. Source: Cigref HR nomenclature.

public administrations. Human Resources and the IT department set up collaboration spaces that meet new needs. This also implies offering a wide range of collaborative tools that make it easier to work remotely.

1.3.4. Transversal teams

Once agility begins to be put in place, businesses foresee having a dedicated transversal team. This team structures and leads the transformation. It tracks progress using a variety of specific points of contact in various departments (HR, Finance, Business units, etc.). It helps communicates on successes and spread agility-at-scale at its level.

> A self-organised, multi-functional and cross-division team of around twenty people (*Agile Global Squad*) helps to spread agility within the company with the desire to harmonise without homogenising.
>
> **Airbus, Laurent Fradin**

2. Spreading agility company-wide

2.1. Developing the agile mindset

Undertaking a change in mindset is needed to pollinate agility throughout the company. For this, start by **getting rid of false preconceived notions** that an organisation's staff may have of agility. Furthermore, certain companies' history may not encourage agility. This is the case when zero-risk is part of a company's culture, or when the traditional system relies on "command and control".

Agility changes the organisation within a company. **The manager gives the meaning and vision and makes themselves fully available to their teams**. With a sufficient level of information and vision, **the teams self-organise to carry out their mission, for which they take responsibility over time**. They feel **co-responsible for results** and **accept the consequences**. The decisions that lead to results are taken close to the action by teams within the scope of autonomy given to them. Teams solve the problems when they appear, where they appear. **Transparency** and **trust** make it easier to track and share results and achievements. They are needed to finish the project as well as to continuously improve how the team works. This **benevolent environment** encourages risk taking and "test and learn". The right to fail exists to learn to get back up in a learning environment. This way, employees have the resources to innovate.

Therefore, it is essential to **understand** what agility is. This comes from **support** and **training** for teams once they switch to agile methodology. It **helps to develop the related mindset and culture**. With this basis, the teams organise themselves, get started, and practice. Over time, the mindset transforms and builds itself. The teams take on a new attitude accepted and recognised as more effective. This work takes **conviction** and cannot be an obligation.

Practicing agility implies continuous improvement by creating your own practices and adapting them to the context. Little by little, agility is seen in every action and becomes an operating method that feeds on gains in creativity and performance in a virtuous cycle. This brings about **profound changes in mindset and makes agility-at-scale sustainable**.

Today, agility requires switching from a project culture to a product culture. Agile organisations mobilise feature teams that work on a product, service, or offer **throughout its lifespan**. Thus, the objective is no longer the application delivered at a given moment, but a product, service, or offering **that mobilises the feature team throughout the product/service's cycle,** from its development through to its release and maintenance.

This is the principle developed in 2006 by Werner Vogels, Amazon CTO: "You build it, you run it". All of the application's flows are managed by the feature team (and no longer by the project team then the "services" teams as before). Building the feature team allows you to implement new features autonomously for the product and be able to have ongoing developments on the same product. This contributes to the offer's sustainability.

2.2. The importance of communicating objectives

As a first step, participants recommend implementing a **visual signature** and defining a **shared ambition** regarding agility at a company-wide scale.

> At Air France KLM, the business units and IT began by defining a shared ambition together ("Definition of Awesome") and set four orientations:
> 1. Create more value for customers
> 2. Become an agile business whose cornerstones are the product teams
> 3. Turn our managers into agile leaders
> 4. Create an environment that fulfils and engages people
>
> **Air France KLM, Didier Lavielle**

Communication is important to support the company in becoming agile and convincing teams to take part in the adventure. Understanding the "why" of agility and what it brings encourages employees' take-up and adhesion and makes the organisation sustainable. For this, it is important to work on **conviction**.

> "Why switch to agility-at-scale?" is answered in Société Générale's "Agility@Scale transformation programme". The objectives are:
> - Growing the value delivered to the business: increase delivery frequency, allow for continuous prioritisation based on the value generated for the business function;
> - Increase engagement and attractiveness among new talent;
> - Innovate and deliver cutting-edge solutions to our clients and business partners;
> - Be more efficient:
>   - o in the business function (less discrepancy between the needs and the delivered product, fewer bugs, etc.)
>   - o within the organisation (continuous delivery, reducing manager workload, relations with support roles, etc.)
>
> **Société Générale, Patricia Dubosc-Myara**

Communication takes place through sharing and feedback. There are many formats: agile cafés, event days, working groups, etc. Sharing achievements and results, presenting project tools or agile organisation feedback internally, or working in groups on chosen topics are all ways to spread agility to other teams. "Event days" are also used to get back to agility's basics and make sure teams are on the same page in both practices and results. Communication brings communities together.

The in-house social network is one medium that is very heavily used. Communities are built over time as agility is adopted within various units. Since agility is adopted on a voluntary basis, the approach is decentralised, and the transformation adheres closely to each team's specificities and needs. It is not a "one size fits all" network with a uniform approach. However, companies are looking for a model to lead these company-scaled networks, since these various networks in the different units throughout the world still rarely communicate with each other.

> The *Agile Global Squad* has created a point of entry that is shared by all existing agile networks to connect and regroup the elements shared by all these communities. The elements that are specific to each community are preserved, of course. By keeping their specificities, the idea is to bring agile teams together around shared values, aggregate shared needs, and work together while staying aligned with the company's objectives.
>
> **Airbus, Laurent Fradin**

> At ENGIE, an "Agile Day" brings together all agile communities from around the world to share and cross-pollinate ideas. Afterwards, discussions continue on an in-house social network with virtual meetings and videos of feedback on the techniques implemented.
>
> **ENGIE, Serge Baeyens**

2.3. Emergent diffusion with the key sponsorship of top management

Agility can't be implemented by decree; it cannot be forced. It is based on **motivation** and spreads through **conviction**. It has to **emerge naturally** given its characteristics of autonomy, transparency, and team responsibility. From this point of view, the early adopter teams are a showcase for the other teams with which they are in contact through their relationships and discussions. Thanks to these "showcase" teams, others discover this type of organisation and see how it works first-hand. Interested employees (the agile mindset responds to the requests of a certain number of people) want to find out more, volunteer to take the initial training and progressively conduct experiments in agility. Take-up is progressive and often goes through an experimental stage or a POC that will trigger the team's desire to adopt agility. Employee adhesion is key if we want them to bring the other teams around to enterprise agility. Fostering and supporting the emergence of agility makes it sustainable.

> At Société Générale, the chosen approach relies on a structured programmed that revolves around an operating model that adapts to its environment. It is based on six main principles in line with 40 agile practices. The transformation goes through four distinct stages:
> 1. Assessing the team's starting level of agility (two weeks);
> 2. Team design (two to three months): the business function and IT teams, with help from a "scale" coach, determine their objective - and thus the expected value - in line with the team's future organisation;
> 3. Implementation (six to nine months): the team adopts new practices with help from coaches (leadership, craftsmanship, agile) and training and changes its organisation to move toward the target design;
> 4. Continuous improvement: the team continues to progress autonomously.
>
> **Société Générale, Patricia Dubosc-Myara**

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At Air France KLM, the chosen approach relies on agile values and is inspired by agility-at-scale principles that are applied in change management via the programme "New Ways of Working#agile".

This approach is decentralised to allow them to be adopted in different ways according to the context. Adoption is iterative and incremental, punctuated by day-long quarterly "PI Events" (Program Increment Events) that bring together change leaders and participants from the business units and IT with support from top management.

The goal is to stimulate feedback and co-building around transversal projects that impact all business units (like HR or financing processes), to regularly share everyone's progress, and to set the next transformation steps incrementally for the next 3-month cycle.

Air France KLM, Didier Lavielle

Engie has proposed the five-step "Agile Factory" concept to implement agility:
1. The first step is key, and consists of **setting the objective**. What do we want to be in one year's time? There are several ways to do this, such as an ambition tree, Toyota Kata, etc.
2. The **acquisition phase** consists of convincing teams to "switch to agile". Communication is essential to reaching this goal. The greatest difficulty is convincing a sufficiently large part of the team to bring around the others.
3. Then, we discuss **activation** with the training modules, tools, Kanban, Scrum, the definition, the roles of each person and key performance indicators.
4. The team then begins the **run**.
5. Finally, the fifth step's goal is to adapt the organisation to each team's needs.
 The **coach** must be there to help the IT or business unit participants to progress.

In the first mode, called the "concierge mode", the team is supported in its transformation by external coaches. After this initial stage, employees from IT and the business units who are convinced get up to progress in this transformation. The agile community grows naturally with everyone's successes and feedback. The outside agile coach disappears, and we are in the second mode; the organisation is now sustainable, and the community is self-sufficient in acquiring new people internally.

ENGIE, Serge Baeyens

To amplify the agile transformation, Michelin recommends teams implement a process called the "wave" in four stages. The wave system allows for a **systematic release** approach to enable teams to adopt Lean Management and agility. The wave brings along teams in the same unit with the various levels of management, IT, and business unit. This process is supported by top management.
1. The first stage is a three-week preparatory stage during which the wave's objectives are set. We also work on understanding what the wave is.
2. The second stage lasts four weeks and establishes a diagnostic of current conditions and identifies potential improvements.

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> 3. The third stage, implementation, lasts 12 weeks and uses lean management tools to work on team members' mindset to improve how they work.
> 4. The last step, refinement, lasts 12 months and is used to adopt the improvements in daily work.
>
> **Michelin, Thierry Fraudet**

When agility spreads on a volunteer basis, we reach around 30% of teams through virality and pollination. If there is no sponsorship from top management, the "glass ceiling" syndrome appears and slows the agile transformation's progress. Only **strong support from top management guarantees an agile transformation at a company-wide scale**. This means including agility in the priority objectives. Then, the agile transformation spreads more quickly in all fields in the company.

Certain companies have set up a link with general management (GM) from the start. Initially, this provides the momentum required for this approach. The GM is kept informed of results, progress, and challenges. Implicating and involving him or her also allows them to experience the transformation themselves and to give their support to the team.

> Two members of Airbus's Executive Committee wrote a memo to all managers to support the Agile Global Squad and to make its mission to spread agility-at-scale official.
>
> **Airbus, Laurent Fradin**

A business unit that has shifted into agility may face the appointment of a non-agile manager. In this case, teams very quickly go back to how they were working before agility.

Agile coaches, in-house or external, support teams in the **change of attitude** that results from the agile transformation and in implementing it. Generally, companies suggest a pool of coaches. A coach is chosen in accordance with the teams' requests. Some companies have chosen to hire agile coaches in-house. For external agile coaching, participants highlight the importance of defining the coach's scope of intervention. He or she will respond to the objective of the team they coach with a body that oversees its progress. Suppliers must include agility in their practices and services. However, the working group did not discuss how to become agile with partner service providers.

> Michelin offers Lean & Agile coach assignments or positions lasting from 1 to 5 years to workers with a variety of backgrounds that represent the diversity of operating skills. This assignment attracts talented employees because it offers great opportunities for personal development and training as well as a springboard for future endeavours. After their assignment, agile coaches return to an operational role where they implement agility, which is proof of a **sustainable transformation**.
>
> **Michelin, Thierry Fraudet**

2.4. Implementing agility with business units

It would be wrong to think that we can go agile without involving internal clients. For example, it would be like if the IT department implemented agile methods without including the business units. Furthermore, the business units are involved at a variety of levels: strategic objectives, value analysis, governance, appointing a product owner with the right level of expertise and availability, changing the organisation and procedures, delegating and subsidiarity. It is important to make sure that **it is spread everywhere at the same time in the various units and teams** that work together. This reduces the risk of a bottleneck somewhere within the organisation.

2.5. Adapting the organisation

Spreading agility-at-scale inevitably leads to adapting **the organisation of product/service production within the company as a result**. **It prioritises the customer relation and puts the customer at the core**. For certain companies, this means going from a "builder" philosophy to a "service" philosophy. Implementing agility requires reviewing job descriptions, the skills repository, the interview process, etc.

2.5.1. The organisation within the feature team

In an agile organisation, the *modus operandi* is based on self-sufficient agile teams called "**squads**[4]", "**product teams**" or "**feature teams**" that are stable and linked to a business product. The feature team is at the heart of the system whereas, before, everything was organised around projects. Each team is made up of around 7 people +/-2, a product owner, a team leader, a DevOps engineer, a developer analyst (whose scope is to analyse and explore the need until the production release and application maintenance). Production roles (test, release, support) are found within the feature team. This is in line with the "you build it, you run it" principle we saw previously. Often, the product owner who comes from the business unit spends 30% to 50% of his or her time within the feature team. This team is **self-organised**, **multidisciplinary** and **shares the same space as much as possible**. Furthermore, it is responsible for its transformation as close to its specificities and needs as possible. The team self-organises to carry out their mission, for which they take responsibility over time. This is possible because the vision, the meaning and the scope of autonomy have been shared with the team. The scope of autonomy is the field of trust, predictability and security. Thus, decisions are taken close to where the action is. Risks are taken together in a learning environment where high standards and the right to fail both exist.

The feature team has a long-term assignment and resources while dependency on other product teams is kept to a minimum. Teams' budgets are set each year. There are regular budget meetings (every three to six months, for example).

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[4] *Squad* is a name that comes from the Spotify model.

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2.5.2. Organising the company

The organisation must be adjusted to allow agility to scale. In certain companies, the department (more than one hundred people, at least) that wants to switch to agile takes specific training or coaching modules. They are also supported by coaches in identifying their organisational model and changing their mindset.

The feature team is the smallest autonomous unit and is attached to other feature teams who are gathered into tribes managed by tribe managers. Coordination systems are set up to provide transversal expertise and share resources: chapters and guilds.

- **Chapters** bring together people who share expertise or an identical role within a tribe. They are led by a coach whose goal is to manage and develop these persons' skills so that they can easily change feature teams without changing managers;
- **Guilds** create communities of interest around specific topics. Participation is free and open to all. People participate on a volunteer basis.

Skills, functions, or communities of interest are identified and aligned with the company's strategy.

In its transformation to agility-at-scale, Société Générale reorganised itself **to align with the business value chain**, thus breaking the application-centred perspective that was in place. The business function defined its vision, important elements and business values. The new organisation was built to meet these needs. This new organisation, called "Agility@Scale transformation programme" required us to review the roles and skills for the IT and business unit teams:
- Twelve new jobs (Software Engineer, Technical Leader, Chapter Manager, Agile Master, Tribe Manager, Production Practice Leader, etc.);
- Seven new roles (Guild Leader, Product Management, Site Reliability Engineer, etc.);
- Five existing jobs modified (Business Analyst, Project Director, Program Director, etc.).

Société Générale, Patricia Dubosc-Myara

2.5.3. HR Issues

As seen in the prerequisites, everyone must be involved in the transformation to agility-at-scale. Therefore, central roles must be stakeholders and embody this change in DNA. That's why teams must work on implementing new skills grids. They seek to go from individual objectives to shared objectives in a way that guarantees equitable treatment of all teams, agile or not. New human resources and finance processes are implemented.

Certain points are being studied. Resource management is an aspect that is not necessarily easy to define, as is steering resource allocation. How can we see that a team needs fewer resources so that we can make some of them available to another team? "Product" roadmaps are managed with application obsolescence as its only deadline. Or, before this day comes, the team's workload has already been reduced. That's why businesses want to review how they manage feature teams' capacity/bandwidth by developing tracking indicators. They also want to look at how they manage business units' demand by changing the existing

resource allocation management. They seek to set tracking criteria or indicators by looking at allocation criteria based on value.

The balance between autonomy and initiative requires an alignment in practice and results, often covered by transversal teams. An example of alignment in job description changes and assessment models was given. It is handled by a team made up of employees from the HR, finance, and communications departments.

2.5.4. Holacracy

In certain units in large companies, an organisation called holacracy is put in place. A holacracy is a *framework or method* that relies on a **mechanism of service** (each individual performs services) and on **interaction**. It is inspired by holarchies. A holarchy is a hierarchy of self-regulating units that function as both autonomous units and as dependent parts, similar to how the human body functions. The rules are written down in a constitution. This is a way of organising work, not people. First, we focus on what we need: we continuously create and adapt the structure necessary to meet challenges and respond to opportunities. We speak of "governance": a description of roles, actions, and processes required to fulfil the needs. This is not about organising the (hierarchical) relationship between people. We distribute authority. Indeed, it is distributed rather than delegated. The implicit is not allowed. Processes and roles must be clear and transparency assured.

> There were two reasons why holacracy was implemented within the ENGIE Global Energy Management division:
> - Increasing the ability to adapt quickly to the needs of internal or external clients and respond to the time to market. The environment is changing ever faster, thus the need to adapt, to be faster and more flexible. The processes and bureaucracy of a large corporation can be a hindrance.
> - Giving more autonomy and responsibility to employees to re-engage/re-motivate people. The idea is to encourage innovation and an entrepreneurial spirit.
> Holacracy is also a way to attract talent.
>
> **ENGIE, Xavier Boemare**

2.6. Changing posture: from manager to servant leader

When implementing agility-at-scale, the company **switches to a customer-centric philosophy**, and **leadership is central**. This requires supporting teams in changing their organisation, particularly middle management whose job changes profoundly.

However, **supporting managers in this change is not enough**, you must also **work on the managerial model, which changes radically**.

The manager plays a key role in the success of the change of scale: only they can change the system by changing their attitude. Indeed, a feature team's autonomy is **limited by the space their manager gives them**. That's why agility comes with a **new managerial position. The manager is at the team's service.** To put the client back at the heart of concerns, the

manager puts him or herself at their team's service and removes obstacles that their team faces. They no longer decide everything nor solve the problems that arise in their team.

This means that they are removed from the decision-making process for most issues. The manager leads their team who becomes aware of themselves as a team. He or she **progressively delegates his or her decision-making power to the team and supports them so that each team member improves his or her skills**. For decisions with a heavy impact, the team replaces the manager by providing its members with the support needed to take the decision. However, for the team to be able to take the right decisions, the manager must provide meaning and share his or her vision. This way, employees become increasingly self-reliant. **When a problem exceeds the team's responsibility, the manager must quickly alert the unit concerned of the problem.** Only certain decisions may still fall within the manager's scope. It's what we call the reserved domain that must be made explicit between the manager and his or her team. This is true at all levels.

The manager must also **foster** a motivating environment in **an atmosphere where trust and transparency reign**. As a leader, he or she encourages mutual trust and **develops employees' creative abilities** as well as work on **collective intelligence**. He or she allows **fast fails** and always encourages solving problems as a team on a daily basis. Finally, the manager is on the floor in contact with the teams to watch and ask them about why they are doing what they do. The manager plays a support role for his or her teams and is there to help, not to impose.

It is no longer the manager's responsibility to motivate the team; it's the work environment (intrinsic motivators) created by management that fosters motivation. Motivated employees make the organisation more effective.

In summary, **the manager/leader focuses on the "what" and the "why", and delegates the "how" to the team**.

> Michelin offers two tools to encourage managers to start bearing the responsibility for people instead of production. The first tool tracks teams' wellbeing at work as the "team mood". Instead of talking about the productivity indicator, the manager reviews the team's forecast. The second tool is *D/WILO* (*Week In the Life Of*) that allows the manager to see and be aware of the time spent in his or her various roles. They can see the time spent taking care of employees, developing the team, and building the solution or managing performance.
>
> **Michelin, Thierry Fraudet**

Human resources are reworking managers' training programmes to take account of the change to the model borne by the group's initiative and growth in responsibility.

The function of project manager progressively disappears, or the scope changes. The project manager can stay but act as a facilitator. Sometimes, he or she coordinates with several transversal programmes.

2.7. Measure

2.7.1. Measuring the agile transformation

The measurements are proof of the rhythm and maturity of the agile transformation. However, since it is a continuous improvement process, the target to be reached is never clearly defined. We can even state that the transformation will never be finished since it is about adapting to the changes in context.

Various units in the company assess their maturity to situate themselves within the company. This way, teams are self-sufficient in measuring their evolution and have the means to set progress objectives for themselves. Measurement grids are generally available and shared within the company. This is essential to measure the progress of agility's implementation within the group. Agility is measured linearly: a level must be reached completely before moving to the next. The same organisation can have different levels of maturity.

At Air France KLM, the transformation is measured via the "State of Agile" in four aspects:
1. The scope of adoption (number of people on-board, share of IT budget allocated to agile teams)
2. Teams' maturity: each product team assesses and shares its maturity in agile practices via a "Super Hero" model with levels;
3. The agile value delivered according to four axes (*BETTER / SMARTER / FASTER / HAPPIER*);
4. The value created for business units and the client (via business indicators such as customer satisfaction, for example).

Air France KLM, Didier Lavielle

At **ENGIE**, agility has been translated into an ENGIE Agile Manifesto that breaks down into four areas of development: **leadership**, **performance**, **business**, and **happiness culture**. At the group IT division, maturity is measured via a simple measurement grid that is filled in each year by each IT department (the IT department is one of the engines driving the agility-at-scale transformation).
A scale of five levels has been developed to measure the maturity of agility in each unit. It is shared by the entire group.
- Level 0, called interest;
- Level 1, called approach by opportunity: agility is seen as an opportunity in certain isolated projects. The organisation does not change. These are Scrum projects in a project management culture;
- Level 2, called massive transformation: indeed, implementing agility at the level of the company's global organisation calls the organisation into question. This culture shift in the way to work impacts processes, the organisation, and employees' attitudes significantly. Managers must change their mindset and become leaders. Teams are organised by business function or product. Teams are self-organised and multi-

disciplinary. All of the technical skills needed are found within the team. The teams are able to work together transversally on larger projects;

- Level 3, called very large projects: agility is applied to very large projects with over 50 people with great agile experience (Scrum) and use of SAFe®. This level is optional and intended for large units that take on very big projects;

- Level 4, called agile enterprise: agile releases are also made outside the information system.

ENGIE, Serge Baeyens

2.7.2. Measuring performance and efficiency gains

Companies want to evaluate the gains made by switching to agility. Making a comparison between the agile and V models is difficult because they do not result in the same product. Furthermore, the measurements are from the old, V-model world. How can we measure the gain in time-to-market given that the team works on a product or service in an incremental manner, and it will change in response to feedback, and not a final, predetermined product based on specifications?

For the same reason, we cannot measure the impact of the tunnel effect, or lack thereof, and thus estimate precisely the gains from agility. Finally, demonstrating that a failure had value is also a learning experience: quickly learning that we were wrong costs less than waiting several months to fix our mistake. In a V-model system, we would have committed many people and many resources.

Therefore, measuring agility's gains and profit generated is not possible with V-model measurement tools.

At Société Générale, tangible and intangible value indicators are tracked monthly through surveys of business units and IT and indicators that are generated automatically:

- The business units' visibility of IT activities;

- Business units' satisfaction with the improvement of delivered value and increased quality;

- The satisfaction of IT teams after the transformation;

- % of developers in the teams;

- % of applications with a release frequency between two and four weeks;

- Average staff per manager.

Société Générale, Patricia Dubosc-Myara

Certain answers do allow for a comparison. First, teams do not want to go back to how things were before and help spread the desire to transform to other employees: this proves that the result is more positive than negative. Teams are aware of the added value which translates into more efficiency, better communication and shorter completion times. In certain cases, an agile organisation can **resolve a pain point** that had never been resolved and break down glass ceilings. Team diversity **encourages communications** and causes a **shared language** to emerge.

Implementing agility on a company-wide scale

The agile approach grows and evolves thanks to teams who learn continuously and challenge each other by sharing in-house and outside experiences.

Motivation, which is a criterion for the agile transformation's success, seems more difficult to quantify.

2.8. Best practices for reaching a big shared objective

For very large projects or programmes (+/- 100 people), the teams choose an approach that will structure the process. Before anything else, all participating teams must agree with the chosen approach. It must be made known and its benefits demonstrated, then implemented on the programme.

There are several frameworks on the market: *Scaled Agile Framework*® (**SAFe**®), *Large-Scale Scrum* (*LeSS*), DAD, Nexus™, *Scrum @Scale*, etc. SAFe® is currently the most used framework.

SAFe is either used as a global framework that companies seek to implement in its entirety or seen as a toolbox in which practices are drawn and mixed with those from other models, such as the *Spotify* model, for example.

This methodological framework is broken down into three levels, Team, Programme (train), and Portfolio, to which the largest companies can add an intermediate level, the Large Solution (i.e. Value Stream). At the team level, *SAFe*® relies on proven agile methods like Scrum or Kanban. Problems in aligning towards a common target and synchronising teams are mainly dealt with during a ceremony, the PI Planning (Program Increment Planning).

SAFe® also has provisions to deal with issues often neglected in agile mode, such as the long-term vision (roadmap), the architecture or even the requirements repository (*Solution Intent*). *SAFe*® version 4.5 allows for a better integration of user experience and DevOps practices, making this methodological framework a very complete repository.

> Two recent studies, VersionOne's *State of Agile Survey 2018* and *Scrum Alliance's 2017-2018 State of Scrum*, show that *SAFe*® has established itself as "the" agility-at-scale framework.
>
> In both studies, a third of companies choose SAFe®, another third limit themselves to implementing Scrums of Scrum, and the third third is busy with the rest of the existing repositories.
>
> **Pôle emploi, Michel Levaslot**

2.9. Best practices for spreading agility to all of a company's professions

We have seen that agility spreads through pollination, and general management's encouragement and support amplify this spread. To reach **systemic spread** and exceed the threshold of 70% of agile teams within a set period of time, the companies participating in the working group had a **structured approach**, some examples of which are given below.

> At Air France KLM, after a few experiments, a five-step approach (Investigate/Decide/Prepare/Launch/Execute and Improve and Train) was developed to foster scaling up in areas where many interdependent product teams contribute to achieving the same business vision.
>
> Called "How to Launch a Plane", this approach and its toolkit are shared with the community of coaches to help teams and harmonise practices at the group level.
>
> **Air France KLM, Didier Lavielle**

> Airbus relies on three inseparable aspects for its transformation: **people**, **method** and **digital resources**. Airbus's transformation is based on collaboration to promote collective intelligence with agility as the driving force of this collaboration.
>
> This team identified seven objectives to spread agility successfully.
>
> First, capitalise on experience, coaches' expertise and ongoing practices. This allows us to highlight to employees that we can develop platforms in agile while meeting required certifications.
>
> The second objective consists of offering a system where decision-making is decentralised with a shared language.
>
> Coming to an agreement on initiatives between divisions and functions is the next objective.
>
> Another is to better link agile initiatives to the company's business objectives.
>
> Define and promote skills needed for agility and the training to acquire or develop them.
>
> The sixth objective consists of developing a learning course to gain maturity in agility.
>
> Finally, the global agile team wants to create visibility and listen to business needs. This team comes together once a month to synchronise actions/initiatives. It also works on the agile vision and governance.
>
> **Airbus, Laurent Fradin**

> To speed up the adoption of agility-at-scale in the organisation, Michelin uses three levers: the **value approach**, **managerial transformation** and the **scaled operating model**. In the value approach, they highlighted the importance of delivering value and not just software or a product. The **user's perceived value must be positive**. A tool that measures end users' perceived value was implemented to measure the impact and inspire workers. The **discussion on value helped bring business units** into the IT-driven transformation.

Implementing agility on a company-wide scale

> The second lever is the managerial transformation (discussed in chapter 2.6).
>
> The third lever is the scaled operating model based on self-sufficient teams with an end-to-end responsibility. The priority is to deliver value and improve daily. When there are too many dependencies, and if it is worth it, **work is done to limit the product or service's interactions to be able to split it into independent functionalities.** A systemic view of the architecture helps break down the system. Dependencies create many constraints and increase the resulting coordination cost. However, an architectural redesign must be worth it. Sometimes, **the product's agility is just as important as the organisation's.** Finally, the company tries to be truly agile throughout the entire value creation chain. DevOps and Lean Portfolio Management initiatives complement agility's releases which were initially very much centred on development and application maintenance teams. This lever led us to **release features more frequently**.
>
> **Michelin, Thierry Fraudet**

2.10.   Precautions

While switching to agility isn't a question for certain markets, the V-model simply isn't appropriate anymore. It is important to **recognise that certain contexts aren't yet ready for an agile transformation**, but that doesn't make them any less significant or "modern". Given that the working group did not study these contexts, it did not analyse the types of obstacles (cultural, technical, etc.) to adopting agility.

Other employees should not feel undervalued if they were not able to get on board. We shouldn't think that non-agile fields aren't attractive and create a two-speed situation.

Conclusion

In today's globalised world, companies are confronted with many challenges. Agility-at-scale is a mean and an approach to meeting them: surviving when faced with new entrants, finding other performance gains, bringing more value to clients and, finally, attracting and keeping talent.

Agility driven at a company-wide scale shakes up our working habits and our company culture. It creates a state of mind that fosters a digital transformation. It encourages creativity and "happiness at work". All of this leads to performance gains through a better use of the company's capacity for production that traditional management methods no longer allow.

This transformation is **people-centric**. For it to spread to all business units, employees must sign up, believe in its value and pollinate agility everywhere. **Employee satisfaction** has become essential. Agility-at-scale implies a change of mindset in all employees. A variety of training modules are offered to raise awareness, and coaches support teams who are ready to get started. Managers take on their new stance of servant leaders. They encourage developing skills and focus on the vision, the "what" and the "why", and delegate the "how" to their teams. For its part, the team accepts collective responsibility. There is no more "*command and control*" or micromanagement; both are replaced by an environment that encourages employees to self-motivate. True agility offers employees greater freedom while still being subject to rules. These rules ensure consistency and alignment among teams.

Finally, even if the approach is just beginning, **strong sponsorship from top management with a structured approach** appears to be the key to success in achieving a **systemic company-wide transformation** - meaning in the various units and teams at the same time.

Given the expected benefits and the enthusiasm of teams who adopt this innovative way of working, the agile transformation is underway, and there is no going back.

ABOUT CIGREF
KEY PLAYER IN THE DIGITAL SOCIETY

Cigref is a network of major French companies and public administrations set up in order to develop its members ability to acquire and master digital technology.

NETWORK OF MAJOR COMPANIES

Created in 1970, Cigref is a nonprofit organization. Its counts among its members some 150 major French corporations and public administrations across all business sectors, all users of digital services.

DIGITAL PLAYER

It is a key player and federating body in the digital society, thanks to its high-quality thinking and the extent to which it represents its members.

TO SERVE ITS MEMBERS

15 Board members, elected by the General Assembly, ensure its governance. A team of 10 permanent members leads the activities.