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Agile at scale

Sustaining and managing the transformation to Agile at Scale

December 2022

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EDITORIAL

Agile at Scale – what? why? how?

Everyone has an opinion as to the how, what, and even why behind the term "Agile at Scale".

In my view, the "why" of Agile at Scale is that it is a way for companies to be resilient in the face of changes to its market and environment. This explains why tens of thousands of companies have adopted it.

As for the "what", this report is about bringing the focus back to customers and employees while improving efficiency through a set of practices and principles applied throughout the company. These practices and principles, as well as sharing how they are applied, are the subject of our working group.

On the "how", our working group focused on new practices from the Cigref document "*Agile at scale*: Implementing agility on a company-wide scale", released in December 2018, such as value chains and Lean Budgeting as well as complex culture-change topics such as continuous improvement and the culture of measurement, to assess how sustainable are the gains obtained through Agile at Scale.

The group was very lively, which allowed for great encounters and rich discussions. Thank you to all the participants!

Nathalie Barbier,
Director of the Agile unit at Renault Digital and leader of the "Agile at Scale" working group

OVERVIEW

Businesses and public administrations are spreading agility throughout their organisations in order to **adapt more quickly** to market needs, to **identify new reserves of performance**, to **deliver more value more quickly** to their customers as well as **attract and retain talent**. This agile transformation is scaling up to **smooth out the delivery of value from end-to-end**, from strategy to execution. This is why companies and public administrations are **reorganising themselves into value chains**[1] associated with their activity or products and are setting up a transversal operational organisation and networks. The links in these value chains all work towards common goals that are defined in the strategy and essential to generating value throughout the company.

Lean Portfolio Management uses Lean Budgeting to **allocate budgets to value chains** while putting in place safeguards to set spending policies and practices. Support from management is a prerequisite for implementing Lean Budgeting in the company since all levels are involved. Each manager identifies the criteria to be used to respond to the company's strategic choices and participates in their implementation. Each level is responsible for its own decisions, according to its scope of expertise. By monitoring the business value of the products, services and projects they manage and being responsible for their financing, the defined organisations[2] can react quickly to market developments. The Lean Budgeting funding model, when combined with appropriate governance, allows them to quickly stop or modify work that is not delivering the expected value. OKRs (Objectives and Key Results) are also put in place to help teams on their way to aligning their operations with the business or public administration strategy.

After several years of the Agile at Scale transformation, there is still a resistance to change that often arises from fear – fear of the unknown, fear of losing one's job, fear of changes to one's assignments, etc. To remedy this, this report suggests several best practices identified by "Agile at Scale" working group participants, including communicating, defining roles and responsibilities, regularly taking the temperature with the teams in order to make any necessary adjustments to the transformation, and training teams. This learning takes place via external training or during long-term, on-the-job support from coaches, either from Lean Agile Centres of Excellence (LACE) or coaches trained and monitored internally in order to spread Agile in their own ecosystem.

Once the Agile transformation is well underway, a **learning organisation** must be put in place that can **continuously improve** to ensure it can be sustained over the long term and avoid the well identified risks of backsliding. Measuring the spread of Agile at Scale allows you to track and steer this transformation by analysing the gains made compared to the targets that were set. Finally, companies and public administrations are pushing teams to increasingly rely on indicators, measurements, and tangible data to make decisions. The aim is to develop a culture of data-driven management.

[1] A value chain represents the sequence of activities required to deliver a product or service to a customer or group of customers.

[2] The chosen delivery and governance model for a value chain can be virtual or hierarchical.

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1 INTRODUCTION

All business activities are being revolutionised by digital technology. There is an increasing number of innovative breakthroughs, and they are appearing and disappearing at a faster rate. In this context, companies and public administrations 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 and users at the heart of all their developments. **Agile is a way** to **adapt** more quickly to market needs, **identify** new sources of performance, **deliver more value faster to customers,** and **attract** and **retain talent**. Agile often allows for a finer control over budgets, which are often falling, while providing users with features that provide more value.

Cigref reports on Agile were published in 2003 and 2015, where Agile first concerned projects and then IT. In December 2018, the report "Agile at scale: Implementing agility on a company-wide scale" was published, expanding the thinking on Agile to the enterprise level. It offers **concrete keys to unlock** or implement **Agile at the enterprise** level and **shares best practices and ideas** from the feedback of more than thirty companies contributing to the working group.

The present report builds on the previous ones and studies new challenges and concerns that are emerging following several years of implementing Agile at Scale. These can be divided into three areas: **the organisation** needed to successfully and sustainably implement Agile at Scale throughout the company or administration, **measurement** in order to track the Agile transformation and drive continuous improvement, and Lean Portfolio Management & Lean Budgeting to allocate budgets to value streams and therefore organise work according to the value provided.

2 ORGANISATION

The process of spreading Agile in businesses and public administrations is a long-term one. This transformation scales up to an **end-to-end approach**, allowing for **smoother delivery of value,** from strategy to execution. It requires a decision and sustained support from senior management, but the field sponsor is also essential. In this sense, the best practices proposed in the 2018 report "Agile at scale: Implementing agility on a company-wide scale" to organise companies and public administrations according to the Agile methodology is still relevant.

After several years, even if the Agile transformation is done or well under way, we can see that there is still some **resistance to change** that poses an obstacle to rolling it out. The companies and public administrations that have invested in this approach need to ensure that the **gains made are sustainable** over the long term. This chapter expands on these two topics after reiterating what the value chain organisation is.

2.1 VALUE CHAINS

The companies and public administrations that are deploying Agile at Scale are reorganising themselves along the value chains associated with their business or products and are building a **transversal and networked operational organisation** that breaks down silos. Value is generated at each level: at the portfolio level (a portfolio is a set of financial practices, governance and descriptions of documents for a set of solutions), at the solution or programme (Train) level, consisting of one or more Agile Release Trains (ARTs), and at the team level. These different Agile levels work towards a common goal, which is essential for generating value throughout the company. At every level, these long-term, multi-disciplinary teams are dedicated to creating value in a value stream or set of value streams. Executive management, including business and technical unit directors, communicates on the company's strategy and delegates the portfolio strategy to business and technical department managers, who are responsible for managing budgets to create value. Each level decides where to invest in order to find new value or improve existing value. The results and problems are shared transparently.

Remember, in the SAFe® framework, an Agile Release Train (ART) is a group of Agile teams set up over the long term which, together with other stakeholders, progressively develop, deliver and, where appropriate, operate one or more solutions in a value chain. These teams work together on Programme Incrementals, usually lasting between 8 and 12 weeks, at the end of which the ART commits to delivering added value to the whole organisation. In SAFe®, value comes in the form of tested software and functional systems.

In each team, the Product Owner prepares and manages the team's backlog,[3] assigns priorities to items in the backlog such as user stories and ensures that the development team can handle them. The

[3] In Agile project management, a product backlog refers to a prioritised list of features that a product should contain. It is sometimes called a task list.

Scrum Master **leads** the team, **monitors** processes, **manages obstacles** and ensures that the development team can focus on its tasks.

Feedback from Orange:
Organising to optimise value chains

The Agile transformation of the company concerns projects in their entirety, from strategy to execution with business and technical teams, including internal or external users, from decision makers to the teams that execute. There is a regular back and forth between all these stakeholders.

The global Agile transformation at Orange BtoB[4] is limited to those employees and processes that are involved in software product improvement and creation, such as marketing management, national business, technical, HR, and finance.

The aim is to **reduce the time to market for products** with real added value. To achieve this, Orange is working on several aspects:

- Lean Portfolio Management[5] to align execution with business strategy,
- Objectives and Key Results (OKRs) to improve decision-making processes in relation to the strategy,
- Minimum Viable Project (MVP) and Minimum Marketable Product (MMP) to seek value at the earliest possible stage. Remember, the MVP is an artefact (not necessarily a "product") that is used to confirm a hypothesis that the team has made about the expectations of future users,
- Trains support the smooth running of teams and create value.

Orange has 12 portfolios which are groups of individuals from different teams. These groups decide where to invest to increase value. The multidisciplinary teams are self-sufficient and responsible for their budget and have switched from project mode to product mode to deliver a turnkey product and continuously increase the value created. The project roadmap is drawn up within the portfolio with all the OBS and Orange France entities concerned, taking into account the teams' bandwidth. This ensures good synchronisation between teams and prioritisation within the same portfolio. Each portfolio creates a group that learns to work together and move forward in the execution. Orange is careful to avoid dual governance.

Orange has measured that **switching a project from V-model to Agile management brings an average gain in value of about 15% while saving time:** an Agile product requires about **6 times less time** to be ready for production deployment. Technical and business risks decrease by about 4%. More than 80% of employees are satisfied with this way of working, and none of

[4] *Business to Business*

[5] See Chapter 4

> them want to return to the V-model. Project profitability is significantly higher and with a better predictability of gains and benefits.
>
> **Koen Vermeulen**, Group CIO & Senior Vice President Orange Innovation IT & Services, *Orange*

> **Feedback from Orange:**
> **Bringing business units on board by meeting their needs**
>
> To get business units on board with the Agile transformation, Orange began with its business ambitions and stakes and studied the impact on its clients from a company strategy standpoint. The group identified the major value chains at the macroscopic level as well as the decision makers. Business units could see the benefits and advantages of switching to Agile organisation.
>
> **Pol Gouriou**, Project Assurance Expert, *Orange*

2.2 AGILE CULTURE: OVERCOMING RESISTANCE TO CHANGE

The resistance to change encountered is very diverse. A common pitfall occurs when **the teams do not understand the issues and the target audience** involved in the transformation. This leads to a loss of confidence in the teams and fuels a fear of the unknown. Some even fear losing their jobs. Employees have questions about their place in the new organisation, the quality of their new role and the changes involved in the transition to Agile. It should be added that the Covid pandemic has not made it easy to have the conversations needed for the Agile transformation because of the increased distance and lost bearings.

The contributors to the Agile at Scale WG share the following best practices for overcoming resistance to a company-wide Agile transformation.

2.2.1 COMMUNICATE

One key to success is to share the goal of Agile at Scale and **give it meaning.** It is important to explain to employees the "why" behind the Agile transformation, the stakes for the company or public administration and the pathway for reaching the target. Communicating on these issues gives visibility and meaning.

Sharing examples of transformations, either internally or with feedback from other companies and with their successes and challenges, is a good way to show what the company or public administration can gain. Some employees are enthusiastic about the Agile transformation and can prove to be real ambassadors. They are important for spreading Agile at Scale.

2.2.2 TRAINING & IDENTIFYING ROLES AND RESPONSIBILITIES

Involving **all** levels of the hierarchy in the Agile transformation is essential since they are all bound to become stakeholders. It is important to identify roles that will need to disappear or evolve and define new roles by sharing expectations and responsibilities, including for the roles that will evolve. The participants recommend being transparent with employees and managers, paying particular attention to the proper understanding of the processes and addressing the issues of training, support and recognition. Employees are supported so that they have clear answers to their questions about how they can benefit in this transformation and what their place will be in the company. This is especially true for management, since their stance must change to align with Agile values and principles to ensure their teams are committed and can take responsibility. Managers whose roles evolve with Agile have to find a balance between leading a self-organising system that is continuously improving, driving a shared vision, and facilitating the life of their teams by stimulating and energising members, developing skills, and fostering decision making.

Bringing Human Resources (HR) on board with Agile as early as possible ensures that all HR aspects can be considered. This way, elements of the Agile culture can be integrated into HR evaluations, such as interpersonal and behavioural skills, using a defined grid of expected skills.

Feedback from Groupement des Mousquetaires:
Support for managers and middle managers

Groupement des Mousquetaires has a few departments that use Agile methods for their projects, but most of them continue to rely mainly on V-model methodologies. With this in mind, the company chose to focus on Agile's cultural aspects with managers. The challenge was to develop commitment, taking initiative and collaboration to improve the projects' time to market.

In addition to their training in Agile culture, a process with managers is proposed, starting with a discovery interview with the manager and a self-evaluation about key management themes to assess where they stand in several aspects.

"**Motivating and engaging**", with an assessment of the following statements:

- I know what motivates my employees individually,
- I know what I can do to motivate my employees individually,
- I am aware of my employees' individual obstacles,
- I know how to manage these obstacles to keep …,
- I take time to celebrate successes with the team.

"**Facilitate**":

- I guarantee the freedom of expression of everyone in the team, I make sure that speaking time is distributed fairly,
- I can identify obstacles in my team,
- I remove obstacles from my team,
- I attach as much importance to group time as to individual time with my team.

"**Measuring correctly & allowing for error**":

- I put in place the necessary measures to regularly assess the effectiveness of the actions implemented,
- I am sure that the KPIs (Key Performance Indicators) used meet a real need,
- I give myself the right to make mistakes with my team,
- I give my team members the right to make mistakes.

In turn, the team to which the manager belongs must fill in an equivalent assessment that evaluates the team. The results of the team assessment are then shared in order to visualise and discuss any differences in perception between team members.

These manager/team analyses lead to actions to move the team forward. Thematic workshops such as cross-team retrospectives or functional roadmaps are then proposed.

These workshops between transversal teams can be organised and help to break down silos and bring out solutions, if only by sharing good practice. Finally, the coaches conducted retrospective exercises within the teams without talking about Agile in order to avoid misinterpretations. The dynamic worked well and allows Agile to spread smoothly.

For example, the logistics teams that have been supported throughout the year with this approach have themselves identified solutions to resolve their dead stock problems, [6] reducing them significantly.

Human resources are interested in Agile practices for several reasons, for example to move from "command & control" management stances to "facilitating manager" stances. Support within Agile comes mainly from team-oriented management that complements the support activities offered by HR centred around individual and professional coaching and training.

Régis de Grandmaison, Agile Coach, Stime IT, *Groupement des Mousquetaires*

2.2.2.1 Setting up Lean-Agile Centres of Excellence (LACE)

Agile implies a profound change. This requires practice and long-term support to change habits. Companies that are well advanced in spreading Agile at Scale throughout the company have decided

[6] Dead stock is product stock with little or no turnover. These products are slow moving or may never be sold. This type of stock takes up space in storage areas or warehouses and represents a cost for the company.

to set up a large team of coaches and/or a Lean-Agile Center of Excellence, to give Agile more weight, support the increase in teams' expertise and foster the spread of Agile within the company. LACE is a small team of people dedicated to implementing the working method. It is made up of Agile experts, employees from the HR and Finance teams and technical experts, such as in DevOps, for example. We note that most participants have chosen the SAFe® method for Agile at Scale, which relies on Agile teams that use Scrum and Kanban. SAFe®, like other "Agile at Scale" methodological frameworks, identifies a set of proven principles, approaches and processes that are used by LACE coaches to roll out large-scale deployments of Lean, Agile and DevOps approaches and get multiple Agile teams working together.

The LACE team illustrates that sponsorship at the highest level of the company or administration is key to implementing Agility at Scale.

2.2.2.2 Setting up Agile local and field relays

Several participants in the "Agile at Scale" working group felt that it was important to provide local and field coaching in addition to acculturation and training. Renault has chosen to train employees in coaching within its teams so that they can become Agile relays and spread the methodology at all levels.

Feedback from Renault:
Agile relays to spread Agile at Scale

Renault has carried out major projects to spread Agile in 2019-2020, but this did not have the desired effect. Renault's customer/supplier culture has very strong roots! Renault has about thirty coaches who cannot reach the 140,000 employees to spread Agile. This is why, at the end of 2020, Renault created "Agile relays" with the aim of spreading the practices and mindset throughout the company. These points of contact go through a three-level certification programme comprised of training, mentoring and role play. They support Agile and take part in its implementation. To become an Agile Relay, employees must be sponsored by top management.

Agile Relays provide support in five ways:

1. Spreading Agile at the team level using existing Agile frameworks,
2. Switching to Agile at Scale with Product Portfolio Management,
3. Using facilitation techniques to foster collective intelligence,
4. Using Agile in product development, designed from the customer's or user's needs,
5. Participating in communities for sharing best practice between relays.

The certification to become an Agile relay takes 6 to 12 months. Selection criteria are strict to make sure that the applicant will follow through with the plan. These criteria consist of a quiz with a follow-up interview with a Scrum Master. At the end of each stage of the

> programme to become an Agile relay, the employee receives a certification that is valid outside Renault.
>
> Renault received many more applications than there were places. Those who were admitted into the programme spread Agile internally and then go on to spread it elsewhere when they leave the company. The demand for this training is not running out of steam. This programme has impacted all functions of the company except the brands.
>
> Each stage of the certification process combines training and practice with field observations and ends with a presentation of the experience or learning to a jury.
>
> The certification begins with a training course that uses a practical case study to learn how to explain and spread Agile. This "practice" stage ends with feedback on a case study and a presentation of what was learned to a jury.
>
> The implementation of the three-level certification took 16 months for the first three employees.
>
> **Nathalie Barbier**, Director of the Agile Centre, Renault Digital, *Renault*

2.2.3 TOUCH BASE WITH YOUR STAKEHOLDERS REGULARLY

When working towards their target, companies and public administrations should regularly share progress and intermediate objectives with employees.

To make sure management keeps in touch with employees, one working group participant suggested a survey every six months to assess employees' perceptions and views on the progress made in the various aspects of the Agile transformation. This survey helps it make adjustments to its course by identifying what actions need to be taken, such as mitigation or risk reduction actions.

2.3 KEEPING THE GAINS OF THE AGILE TRANSFORMATION IN THE LONG TERM

How can we continue to move forward in the long term? We have seen that even companies who have been undergoing their transformation for years can have varying levels of maturity internally. Some companies are even backtracking, with the scope of Agile projects decreasing after a company-wide deployment of Agile. This can sometimes be connected to the arrival of new managers who are less convinced of the benefits of the Agile methodology. Once the major steps have passed, the aim of a company making its transition to Agile at Scale is to **apply continuous improvement principles** to identify what needs to be done or stepped up.

Acceptance of change follows a curve that can vary from welcome, acceptance, denial, anxiety, shock, or even crisis. Many practices are easily accepted and no longer an issue for employees. For example, once they have been learned, teams apply Agile product development practices without debate. Other practices, even though they may be necessary, are more difficult to establish and require compromises in order to get into the business. For example, looking back on what has been achieved is not always embedded in teams' DNA. The reasons mentioned include a lack of time and not using the retrospective to track tasks. To avoid backtracking, **it is therefore important to get past the adoption stage for these new practices** in IT and business roles and positions and to support employees throughout the Trains and Agile Train Releases.

2.3.1 TOOLS FOR IMPLEMENTING A LEARNING ORGANISATION

To allow Agile at Scale and the chosen framework to be successfully implemented – in the companies that participated in the "Agile at Scale" working group, SAFe® and SAFe®-inspired frameworks make up the vast majority of these frameworks – organisations need to support stakeholders, improve teams' skills, encourage feedback, onboard transversal roles, and identify and train workers on the field. The LACE (Agile skill centres) coaches are there to train them to become self-sufficient with support, if necessary. Keeping the gains of the Agile transformation requires transversal improvement actions. Some companies choose to **continue to support management** as a stakeholder in the transformation in order to strengthen the leadership style and allow for in-depth change management. The aim is to make managers aware of their new tasks in Agile at Scale, for example in identifying value chains. This programme includes training on SAFe®, on the role of the manager in launching Trains and in spreading Agile, on the importance of retrospection to improve the organisation, etc.

Developing stronger connections within the company can change mindsets and ensure a systemic transformation that works at all levels. To promote collaboration, some LACE coaches are responsible for setting up **communities of practice** that connect and monitor the different roles together. There are communities of practice for scrum masters, for product owners, for product managers, for release train engineers, for system architects, and for managers, among others.

Several companies have chosen to select a **team of ambassadors** for each community of practice rather than a single facilitator. It is more effective in instilling a real energy in the community and in ensuring transversal issues are shared. It is possible that a community of practice does not take hold because participants are not interested. This means that there is no need at that time for this community.

Feedback from Amadeus:
Setting up a learning organisation

Amadeus is setting up a learning organisation with "SAFe® champions" in order to increase the number of Agile practices. Trained in the "Implementing SAFe®" course, they propose recommendations and follow up on continuous improvement actions in the context of Lean Portfolio Management or an Agile Release Train. They are active members of the SAFe® pilot community of practice and are the entry point for all Agile related issues in the SAFe®

organisation. Finally, the champions represent the link between the SAFe® organisation and the Lean-Agile Centre of Excellence (LACE).

Every function in the company - business units, IT, transversal roles - is involved in Agile by implementing and incorporating the tools needed to align practices and KPIs (Key Performance Indicators) at the company-wide level. This way, the value chain is managed using the same tools throughout the company.

Including HR in the Agile transformation six years ago has changed some of the ways of doing things. For example, the recognition of the value of an employee can be done by proposing management positions or technical roles with equivalent levels of valuation. The aim is to encourage the development of skills and to avoid allowing management being the sole path for career advancement. Amadeus has put in place measures and indicators to monitor Agile, such as the "employee satisfaction indicator" or "predictability"[7] to monitor the changes to the business impact.

The finance teams have developed automated time reports with KPIs that are tailored to track activities that are aligned with Agile practices. In addition, they are adapting budget planning so that it is done according to the value created and the Agile/SAFe® teams.

Finally, legal teams are starting to revise contracts to introduce Agile principles such as variety of scope, bonuses and penalties, depending on compliance.

The objective of the Lean-Agile Centre of Excellence is to support and train **SAFe® champions** sufficiently to keep them on the journey towards Agile, while remaining available when needed. This is why, after about six months after the launch of an Agile Release Train, the coaches define the areas for improvement to the champions who in turn specify their needs. A plan is then proposed to the champions which includes the departure of the coaches and handing coaching over to SAFe® champions.

Sandra Bellong, Head of the Lean-Agile Centre of Excellence, *Amadeus*

2.3.2 IDENTIFY RISKS TO SUSTAIN THE AGILE AT SCALE TRANSFORMATION

Feedback from Société Générale:
Sustaining the Agile transformation by identifying the risks

The Group Agile Center (GAC), which brings together the Société Générale's Agile skill centres (LACE), has listed the main risks to be avoided at different levels of the company and set the following objectives to be reached for each of them:

[7] The quality of being predictable, i.e., being expected before it happens.

The organisation - The risk would be to react slowly to customer needs, competition and changes. The aim is therefore to be able to react quickly to customer needs and reality.

The value chain - Teams must avoid creating new silos/barriers between business and IT that can lead to a focus on budgeting. Instead, the aim is for business and IT teams to work together as "one team" organised around a goal, with this virtual team being responsible for creating value through "Change" initiatives and managing "Run" operations. This requires strengthening capacity-based approaches (Lean Budgeting[8]) and value-based portfolio prioritisation (Lean Portfolio Management[9]).

The tribe: The risk would be not being sufficiently connected to the business and the customers. The objective is that the leaders of the tribe (of which the business unit is a part), give a clear vision, support the Agile teams, and help them in case of problems to facilitate their work (Management 3.0).

The Agile team: The risk is that the ownership of a product or service does not belong to the team. The goal is for the Product Owner, who represents the voice of the customers, to be the only business unit representative who works with the Agile team and manages the product backlog to prioritise tasks (the "what?"). From the shared and agreed vision, the self-organised team meets expectations (the "how?") to deliver value to customers. It works like a miniature start-up, delivers quickly in iterations or sprints while being aligned with a long-term vision, which implies knowing how to handle pressure over time.

The individual: the individual must be involved in the decisions.

At the value chain level, the GAC has identified the following areas of work:

- **Identify the IT and business leaders who can lead and take ownership of the transformation in order to co-build Agile,**
- **Promote success**, i.e., recognise both successes and failures at all levels of the organisation. Success should be promoted as often as possible and can be done through shared development and giving feedback. For certain scopes or regions, this could entail a real change of culture that requires support.
- **Integrate business units through the role of** Product Owner (PO, also called Product Manager in tribes and Trains**) in the Agile teams.** The PO must always come from the business unit, be available for the Agile team and dedicate 20% to 100% of their time (which can vary depending on the project). Also, increasing the recognition of product ownership positions is a key success factor and can be encouraged through appointment, training, and development in partnership with HR,
- **Acculturate and offer training in the Agile mindset, techniques, professions, soft-skills, etc.**

At the tribe level, the actions taken into account are the following:

[8] See Chapter 4.

[9] See Chapter 4.

- **Agile practices anchored with embedded coaches** who take over from the coaches in charge of the transformation,
- **Have Lean management practices (PDCA[10])** to iterate and inform the plans, actions and results, both positive and negative,
- **Engage the business and the business units in the transformation** so that they are more involved in product ownership positions such as business owner, product manager and product owner, whatever their environment. The GAC notes that this involvement is easier when the business is heavily impacted by the digital transformation. Nevertheless, the Agile transformation must be seen from a cultural and systemic point of view since it is a transversal domain that concerns the whole company. One best practice is to support internal training, mentoring and coaching of tribe leaders with a guiding team consisting of the tribe's manager with a few relays to support the tribe's transformation strategy.

At the level of the Agile team, the GAC has identified the following areas of work:

- **Regular visits to coached teams**. Once the team transformation is complete, the coaches must maintain continuous improvement work with the coaches embedded in the tribes,
- **Transparency, respect, commitment, courage** must be supported by IT leaders,
- Close **cooperation** with customers,
- Monitoring of the team's flow management via KPI measurement, as well as by analysing the results of the retrospectives.

In terms of individual commitment, the following aspects should be worked on:

- Having a mentor/coach for ongoing training,
- Encouraging autonomy,
- Empowering and enabling team members,
- Leveraging existing skills.

Emmanuel Dumont, Head of the Agile Centre, *Société Générale*

[10] The PDCA (Plan-Do-Check-Act) method is an iterative approach to the continuous improvement of products, people and services. It has become an integral part of what is now called *Lean Management*. The method includes testing solutions, analysing results and improving the process.

3 MEASURE - DRIVE CONTINUOUS IMPROVEMENT OF AGILE AT SCALE

Measuring the spread of Agile allows you to track and manage how it evolves by analysing the gains obtained compared to the objectives that were set. By fostering a **culture of learning** and **experimentation**, organisations **continuously improve** what they do and how they do it, thereby reducing costs, improving efficiency and adding value for their customers.

3.1 MEASURES AND INDICATORS USED

An **indicator** is an objectively measurable factor or variable used to reliably assess the changes or progress made by a team or organisation in achieving results and objectives. It is important to ask the question of **objectives** in order to identify the **metric**(s) to meet them. According to Lean, a good indicator is defined as follows:

- It is in line with the company's objectives,
- It fits within the measured scope,
- It is 100% influenced by the people involved,
- It is calculated and monitored by those involved,
- It is combined with corrective or improvement actions.

Indicators of **value** [11] (outcome) and **results** or **production** [12] (output) answer questions such as, "are we achieving our value goals, and can we go further?" Agile at Scale implies (re-)focusing on the interests of the end customer (and even beyond) and delivering results (outputs). However, result/output indicators are not enough, you must also verify that the value (outcome) is actually there.

Means indicators answer the question: "Did I create all the conditions to achieve the results?"

One indicator, to be of service to groups, must match the right level of the organisation: this level can be the company, the value chain, the Train or the Agile team. Finally, the indicators must respond to two issues:

- The transparency issue: to ensure **transparency**, participants recommend **publishing the indicators** gathered and making them accessible to all within the company or public administration.
- The automation issue: it is also important to **automate the indicators as much as possible**. If they have to be managed manually, staff will eventually get tired of the work and abandon them,

[11] Using a technological example as an illustration: on 1 March 2022, we saw that the CES (*Customer Effort Score*) had improved by 30%, and customer feedback shows a clear improvement in performance.

[12] Using the same technology example, a team releases a patch on 1 January 2022 to fix the "slow feeling" on a company's transactional website.

however relevant they may be. This is why finding **metrics that are unarguable and as automated** as possible is a major issue.

The indicators allow us to verify that the priorities actually meet the objectives set. However, analysing a metric's variations and standard deviation can sometimes be more informative than the values themselves.

Attention should also be paid to averages. "When Bill Gates walks into a bar, on average everyone becomes a multimillionaire!" This requires studying the statistical distribution before aggregating the data. Involving those who participate in the measurements or use them to identify actions to take is a key factor in avoiding bad interpretations.

Some companies have enlisted the help of consulting firms to identify the categories and indicators to be used in order to obtain a 360° view of Agile metrics. For some, these metrics are used as benchmarks with other industries. To make this work easier, it is important to homogenise approaches internally at the level of teams, trains, programmes and, then, at the company level.

One company in the working group started by homogenising several indicators in order to share a common set of indicators with the same rules. In this way, the different entities of the company can compare the spread of Agile at Scale within them. Some teams had to change/combine them in order to have comparable, reliable measurements with a well-identified scope.

The various indicators that the participants of the Agile at Scale working group used and the associated metrics are reported in the table below. Following this table, some indicators are specified and explained.

Domain	Measurement category	Indicators
PERFORMANCE	**Levers of transformation**	• Agile maturity of squads, tribes, portfolios • % of people trained • % of people practising Agile • % of portfolio in Agile mode
	Structure	• % of Agile technical positions • % of Agile management positions
	Person	• Seniority level/key expertise profile • Employee satisfaction • Competency grids by Agile role

PERFORMANCE	**Process**	• Predictability %, Backlog forecast • Failure rate of changes[13], Time to change[14] • Average recovery time[15], • Scheduling delays • The different assessments proposed by SAFe®
	Technology	• % of changes made by automatic CI/CD tests (*)
VALUE	**Value**	• Customer satisfaction • Gain following the transition to Agile in millions of € • Cost reduction • Contribution to turnover
	Speed	• Rate or frequency of releases[16] • Delivery time (Lead time)
	Correction and Quality	• Change failure indicator (number of major incidents / 1000 changes) • Average recovery time (% / h) • Automatic source code quality indicators
	Efficiency	• % of budget CTB (Change the Business) versus RTB (Run the Business) • % DevOps • Recruitment time • % of changes, improvements, corrections expressed as backlog stories
	Health	• Team commitment
COMPETENCE	**Stakeholder satisfaction**	• Mood of the Train's stakeholders (which reflects the mood and well-being of the Train's stakeholders and/or the customer) • Maturity of practices such as self-evaluation

[13] Indicates how often changes or patches made by a team result in failures after the code is deployed.

[14] Captures the time between when a code change is registered and when it transitions to a released state.

[15] Measures the time between an interruption due to a release or system failure and full recovery.

[16] the frequency of successful software releases.

	Maturity	• Individual skills • Team skills
	Others	• Code security • Training & certification

Clarification of some of the indicators in the table and the associated metrics.

(*) The main concepts related to **the CI/CD approach** are continuous integration, continuous distribution and continuous deployment. The CI/CD approach allows the application to be continuously monitored and automated throughout their lifecycles, from the testing and integration phase through to distribution and release. According to participants, this approach is both fair and well done.

The customer satisfaction score concerns both internal customers, the business units and employees. Some companies also measure the ExCom's customer satisfaction, which has helped them to find areas for improvement. Tracking the **customer satisfaction** score from one campaign to the next leads to improvement plans from one campaign to the next.

The percentage of stories proposed by the team as a result of retrospectives in the stories in the backlog and prioritised by the Product Owner (PO) allows the teams to ensure that the recommendations from the retrospectives are considered and followed up with the Product Owner's agreement.

Concerning the **SAFe® assessment** suite**,** SAFe® maturity measurements are not easy to keep up over the long term because teams get tired of them. We need to continue to look for ways to maintain the gains of Agile at Scale. Once the transformation has taken place and the level of progress is sufficiently beneficial, one solution is to set up communities of practice: Product Owner, Scrum Master, Train Driver (RTE[17]), and global Agile communities. Communities encourage progress by allowing for the exchange of knowledge and experience.

Coaches can also work with teams who know the methodology but could still use advice on identifying or implementing ways to improve.

Appointing one or two embedded coaches within a tribe of 150 people is one best practice to ensure continuous improvement with the teams and to complement the roles of product manager, product owner, release train engineer, and scrum master. Presentations from outside companies followed by question-and-answer sessions are also a good way to improve the organisation.

Some companies choose to focus more on performance than on continuous improvement. The aim is to **get employees to understand their impact on the final result**.

[17] *Release Train Engineer*

During team reviews, retrospectives or sprint/iteration reviews, the indicators set at the start of development of the product or solution are used to evaluate the results of the work and the fulfilment of the sprint/iteration objectives.

3.2 STEERING CONTINUOUS IMPROVEMENT

The contributors to the working group wanted to measure various aspects that depend on the stage of Agile transformation they have reached. Those who were newer wanted to measure their progress in the transformation to Agile at Scale or how well they matched up with their Agile at Scale reference. Others wanted to evaluate in what ways Agile has benefited them, such as improvements in time to market or customer or team satisfaction, for example. Finally, companies that began their Agile transformation several years ago had already set up OKRs (for Objectives & Key Results) to monitor the results of the strategy with objectives and key results. Establishing the idea of key results when making decisions helps to efficiently sort out what may not be useful or what might just be nice to have but won't increase purchase or take-up rates.

Continuous improvement takes place at every level, the team, the Train and the portfolio, to deliver more value. It also means giving visibility to ongoing actions, **even if they are controversial**. By **fostering a culture of learning and experimentation**, organisations seek to **continuously improve** what they do and how they do it, thereby reducing costs, improving efficiency and adding more value for their customers. Metrics and indicators are tools and means to measure what you want to improve, to understand how employees are progressing and what they need to improve. It is important to automate the measurement processes as much as possible in order to focus only on continuous improvement.

Finally, companies and public administrations are encouraging teams to rely more on indicators and measurements, in other words on data, to make decisions. Modules are sometimes developed after mistaken feedback or perceptions from employees, whereas targeted evaluations (or indicators) could have confirmed or disproven the assumptions that were considered. This is why companies and public administrations are looking to develop a "data-driven" culture. **They help employees to make it a habit to include data-driven information in their decision-making.**

4 LEAN PORTFOLIO MANAGEMENT, LEAN BUDGETING AND BUDGET PROCESSES

Agile helps to fine-tine budgets – which are often falling – by making it easier to identify the features that offer users the most value. In Agile transformations, portfolios are often steered by a group of individuals from different teams, with one of the aims being to **deliver more value faster to their customers.** This value may be "new" or it may be the result of an improvement to what already exists. The idea is to finance value streams instead of organisations. This is why the group's multidisciplinary teams, which are self-sufficient and responsible for their budget, have switched from project mode to product mode to deliver a turnkey product and continuously improve the value provided. The project roadmap is built within the portfolio with all the entities concerned, taking into account the teams' bandwidth. This ensures good synchronisation between team capacity and prioritisation within the same portfolio. This is why a collective is created around each portfolio, which learns to work together and to adjust how they execute.

Lean Portfolio Management aims to **align execution with** the company's **strategy** and **allocate budgets to value chains** through Lean Budgeting and provides safeguards to define spending policies and practices.

By monitoring the work's business value and being in charge of financing, organisations[18] can react quickly to market developments. When combined with appropriate governance, the Lean Budgeting funding model allows organisations to quickly stop or change work that is not delivering the expected value.

This section presents the concept of Lean Portfolios and the path to managing it by value, as well as the OKRs used as governance tools by the organisation to enable it to align its strategy with its portfolio of Agile initiatives.

4.1 IMPLEMENTING LEAN PORTFOLIO MANAGEMENT

Lean Portfolio Management allows you to identify the objectives expected at each level, whether for a company or a business unit, the creation of business value, or at the operational level of a development value chain, the products or services to create or modify to achieve these results, which will then be broken down into the deliverables expected by the Agile Release Trains.

The approach is iterative in order to prioritise investments at each level according to expected and actual results: this is Lean Budgeting's role.

Lean Portfolio Management often starts at an operational level, perhaps one that sits above a few Trains in a business area and aligns budgets between these different projects. This helps to offer a clear alignment of the strategy within this business unit or area and between all the teams contributing to

[18] The organisation is the chosen governance and delivery model for delivering a value chain. The organisation can be virtual or hierarchical.

the Trains, including R&D and, for some companies, sales teams. This is why organisations called Agile Trains are created, combining the roles and skills of the functional organisation with those from other areas such as marketing, R&D and finance. It is important for these cross-disciplinary teams to work hand-in-hand with each other and with steering from the business. This requires having the courage to change. Tensions should not lead to a return to the old ways. Companies have adapted the IT architecture of portfolios in order to create smoothness and ensure better synchronisation with a more global vision.

Feedback from Amadeus:
The five principles of Lean Portfolio Management

Amadeus presented Lean Portfolio Management, which is based on **5 principles**.

1. Management must define its expectations in terms of value and revenue. It focuses on what customers want and are willing to pay for. It seeks to measure success with indicators of success. The aim is to manage expectations without giving orders to the lower operational level.
2. The willingness to have meetings where all issues are put on the table at the same time in order to get the whole picture and make holistic decisions at every level of the organisation, including the development organisation. Amadeus wants to avoid strategic decisions being taken on a topic-by-topic basis, with one meeting per topic.
3. Risk management: Amadeus prefers to manage risks related to results (value) rather than risks related to costs (e.g. development capacity). There is a risk of not getting enough value. It is therefore important to identify the relevant indicators.
4. Regular prioritisation of investments, estimated in relation to the value brought by every level of the organisation, including the development organisation.
5. Cultural change: the contribution to success is collective.

Jérôme Letissier, VP Strategy and Growth - Travel Unit, *Amadeus*

When the organisation allows decisions to be made at each level, it is possible to link strategy with Lean Portfolio Management.

Feedback from Amadeus:
Linking strategy with Lean Portfolio Management

The highest level is the company's executive management, which includes the CEO and the Executive Committee. Then there is the business unit level, which includes the Travel unit and the Hospitality unit, which are each divided into business lines: the Travel unit is divided into Travel Distribution, Airport, Low-Cost Airlines, Full-Service Airlines and Payment lines. At

> each level, the Profit & Loss, i.e., P&L, includes R&D and business. Each level, from business units to business domains, has identified the criteria to be used to navigate and inform the company's strategic choices. For Trains, these criteria are the speed at which teams deliver and how reliable delivery predictions are; for business domains, the ability of teams to deliver, and business unites, the strategic criteria and the OKRs.
>
> **Jérôme Letissier**, VP Strategy and Growth - Travel Unit, *Amadeus*

4.2 THE PATH TO COMPANY-WIDE LEAN BUDGETING

The goal of implementing Lean Budgeting is to manage the company's budget according to the value it creates. The Covid pandemic has shown the value of Lean Budgeting in managing both growth and decline.

Lean Budgeting requires work on two levels:

- The operational level in the business units, business domains and Trains working with an allocated ability to co-steer. This co-steering can, for example, be carried out by R&D and the sales team,
- The strategic level, which assesses value.

4.2.1 WHY COMPANIES CHOOSE LEAN BUDGETING

The objective of Lean Budgeting is to simplify the elements to be taken into account for strategic choices by financing value streams instead of organisations. The aim is also to **talk about the future**, not relive the past. **This is why it is important to work on which indicators should be taken into account**: they should be relevant, **give the teams responsibility** and fuel discussions in meetings. **Time should be spent on the points that require concrete commitments**, whether on the operational level, with business domains (capacity) and rollout of operational Trains, or on the executive part.

4.2.1.1 Facilitating budget prioritisation

Several contributors mentioned that they needed to review all their needs for services, products and general-interest services as well as technological projects to manage obsolescence. This global vision then allowed for **agreement on priorities while taking into account the teams' bandwidth**. Obsolescence is therefore well addressed. This prioritisation must be done at the right level and on the basis of macro data. This neutral approach avoids "misplaced" competition between projects related to the size of the budget envelope or the project's importance or aura.

The company strategy has been established and understood, leading to the prioritisation of the different projects and products, which reduces the need for coordination in a broad sense. The employees then focus on how to implement the strategy and concern themselves with what generates value.

4.2.1.2 Prioritise by value delivered

The contributors stressed the importance of **looking at project budgets by the real value they bring to users throughout the company,** i.e., the overall project/product portfolio. To make this easier, the recommendation is to **define what "value" is** and to **standardise indicators** so that a measurement can be shared throughout the company. Some companies even report that they have a dashboard of measures in place.

Certain companies determine the financing model based on the value that the product will bring. A funding model that is aligned with business value provided allows organisations to react quickly to market opportunities. It is important to review budgets periodically, one to four times a year depending on the real value provided. Companies and public administrations must be able to quickly and efficiently adjust its priorities to emergencies and current events. However, the frequency of these **reassessments should be appropriate to the product** because **stability** is important to its development.

4.2.1.3 Culture change

Decisions must take into account budgetary constraints, and management needs support in being able to give up a product or service. Introducing new decision-making processes leads to a change in culture. It takes group work to do the preparation needed to identify the important subjects of debate and arrive at choices that will structure the company. Making **Lean Budgeting a success is a collective effort**.

4.2.2 FROM LEAN BUDGETING MANAGEMENT TO PORTFOLIOS OF PORTFOLIOS

Management support is a prerequisite for implementing Lean Budgeting throughout the company, as all levels are involved and participate in implementing the company's or public administration's strategy.

Some companies have chosen to implement a multi-portfolio to ensure alignment at different levels of the company: business units, business domains and business lines. The portfolios were built on the basis of the strategy by mapping them to the different needs. The portfolio of portfolios has helped to align the different paths, taking into account the reality on the ground with appropriate and representative indicators. The domain leaders participated in portfolio-of-portfolios meetings to achieve strategic objectives, which helped to create a strong core of leaders. Thus, decisions were decentralised to each level of the company. Field-level orientations were set according to the value of the various Trains with all the parameters linked to the time period and current events.

The move to portfolio management has led the business units to offer visibility and full transparency with a global view of costs: it is important to **take into account 100% of costs**, from those related to maintenance to those of sales staff. This organisation creates a virtuous loop of trust between the teams and management.

Feedback from Amadeus:
The portfolio of portfolios

The global view used to make executive-level decisions meets the principle of transparency and revolves around four main aspects:

1) The spend profile:

- The spend profile offers a full view of all Amadeus's costs and what incurred them. This requires some digging to get to the **nature of the costs**, not just the numbers.
- Spend profile views no longer show the views by function but by the global envelope given to business users.
- The financial system needed to be adapted accordingly to highlight what was already committed on the one hand and what was to be decided on the other. In other words, Amadeus has separated the minimum needed to run the business (maintenance, customer facing structure, internal IT) from everything else on which choices have to be made. This exercise was carried out in three months and was consolidated in one year.

2) The business outlook: Amadeus has put into perspective the sales figures and all the related costs. To arrive at a single view of revenue, the various players agreed on the data and figures to take into account, located in the same place in the company. This was an opportunity for deep discussions. The figures were correct after three months.

3) Strategic themes and OKR/Horizons: Amadeus has effectively chosen to stop micro-management. The executive committee set about twenty strategic themes and OKRs that cover all horizons (e.g. accelerate sales of current offerings, explore new opportunities, expand sales geographically and the scope of offerings, improve productivity, etc.) over a time scale of three months, one year and five years. Management then translated the expectations for these strategic themes into actions. Teams can then apply them at their level as long as these actions are within their scope, otherwise the responsibility is delegated to the level below. Once the strategic themes were defined, each leader explained how they would contribute to the strategic themes that concern them. This has led to adjustments based on the reality on the ground.

4) Capacity and implementation issues: Every three to six months, Amadeus looks at how it can adjust the scopes for stable teams. These depend on skills and not just the budget. If

one of the managers proposes a large long-term investment, for example, they are asked for their action plan for the first six months to identify which Trains are impacted and whether they have the skills to take on the new priority. The objective is to approve the direction and assumptions.

The strategic portfolio review meeting is held together in a one-day meeting. Everyone arrives having read the documents in advance of the working meeting.

Each business unit and business line leader who manages a P&L has two slides to present:

- The strategic context, the aspects and approaches to manage the situation and the decisions to be taken for the next six months. For example, major business events such as the signing of customer contracts or a geopolitical situation with its consequences on the business.

- What they would do with 5% more capacity, and what they would due with 5% less capacity. Where would they put the money and what would the consequences be?

The participants then take all the data into account and work on it to arrive at a strategy for which they take responsibility with a clear view of the consequences of the decisions taken together. The bosses then work on a clear shared narrative that justifies the choices made and can be explained to employees.

In conclusion, the journey is underway. The business lines are well managed based on value. However, Amadeus wants to work on value drivers. Amadeus is also looking to better define the two or three strategic projects, finance them and manage them as a virtual business line.

Amadeus aims to evolve the budget management system using the technique of participatory budgeting (SAFe) in order to give participants a little more opportunity to express themselves and agree on investment priorities.

With regard to capacity management, Amadeus would like to involve human resources more in adding indicators on skills. This is useful for current projects and will help to plan the skills needed in the future.

Amadeus has implemented Lean Time reporting on the system and data sources, which has already made good progress. The aim is to automate the gathering of costs via the Agile Board monitoring tools to have reliable indicators and refine the decisions.

Change management helped to align the budget with teams' actual capability of implementing it. But even if a budget is allocated, we may lack the qualified staff needed to deliver value – this highlights the importance of skills.

Jérôme Letissier, VP Strategy and Growth - Travel Unit, *Amadeus*

4.3 OBJECTIVES AND KEY RESULTS (OKRS), GOVERNANCE TOOLS FOR ALIGNING AN ORGANISATION'S STRATEGY WITH ITS PORTFOLIO OF AGILE INITIATIVES.

For businesses deploying Agile at Scale, OKRs (for Objectives and Key Results) allow teams to align strategy and execution which translates into development portfolios. They improve decision-making procedures in relation to strategy by enabling the monitoring of results with a commitment to measurable objectives. OKRs are also used to prioritise products within or between portfolios. This is why companies have chosen to work with OKRs, which allow them to monitor the transformation with measurable objectives and which respond to the strategy.

The OKR approach complements the KPI (Key Performance Indicator) approach, even though they differ completely in the way they are managed, in the final results and in their respective philosophies. The link between strategy, OKRs and KPIs is as follows:

- **The "destination" to be** reached **is defined by the strategy** of the company or public administration, which sets the goal or target to be reached,
- **The "GPS steering" used to respond to the strategy is the OKR**: OKRs help you to choose a path. Once the desired results have been identified and defined, teams must be helped to achieve them. OKRs are addressed to **the team** and are at their level. It is a **collective effort** to move forward step by step.
- **The "dashboard" for reaching the target is comprised of the various KPIs**: KPIs allow managers and employees to evaluate the effectiveness of their actions. For example, a KPI allows a brand to properly monitor and measure the effectiveness of a marketing campaign. There are also activity and employee health KPIs.

Employees' remuneration is based on their individual objectives and not on the value of OKRs.

OKRs embrace the objectives in terms of strategic contribution as well as the results achieved. They allow us to know where the teams are and whether the target has been reached or is close.

Feedback from Renault:
OKRs, tools to align execution with strategy

Two years ago, Renault decided to set up OKRs to serve the company's strategy. This is in line with **working on aligning the company around its strategy** and being transparent about the challenges and objectives.

The process of implementing OKRs started in 2021 by first seeking out expertise with a view to correlating this process with the company's strategy. Renault chose to call on an outside consulting firm for support to ensure that management understood and supported the rollout. Renault took care to integrate the approach into the corporate environment and culture with two working meetings with an American firm and another partner in Europe who helped them for six months.

Once the approach had been framed, Renault internalised its ability to support the message and facilitate the rollout of the OKRs by setting up a two-day certification training programme for facilitators, targeting drivers of change in a collective intelligence approach. Five concepts and programmes were chosen to initiate the launch of the OKRs' implementation.

1. **Alignment** - Establish continuous and visible dialogue to align all teams with the strategy, using OKRs as a tool. Employees actively contribute to the strategy,
2. **Priority** - The team prioritises what matters most in its contribution to executing the strategy,
3. **The medium-term perspective** - The idea is to bring strategic objectives in line with medium-term results, i.e., quarterly with key quarterly results, defined as the best possible results,
4. **Transparency -** The notion of transparency ensures that the priorities set by the teams are visible. This was made possible by implementing a digital platform,
5. **Follow-up of actions** - teams choose two, three or four objectives, depending on the case. For each objective, they identify three associated key results to be achieved.

OKRs are defined at each level, starting with executive management and cascading down to the bottom level with a feedback loop at each level. Implementation starts with the teams identifying the target OKRs so that they can be implemented at the operational level. Then, they must be executed and monitored with a regular review of OKRs, either weekly or every 15 days. Finally, Renault has introduced quarterly retrospectives during which teams learn from their achievements as well as the result of measurements in place or any observed failures. The goal is to make adjustments and get back on track as soon as it is needed. **Having these exchanges regularly and even frequently is beneficial**. You do not have to wait until the top level has done the review meeting.

From the outset, Lucas de Méo, Renault's CEO, has said that the value is not so much in the result as in the discussions to arrive at it. This kind of support helps teams persevere for a few quarters in order to arrive at the desired results.

Since the OKR approach was introduced 18 months ago, Renault has learned the following lessons:

- OKRs must be joined to all the other management systems/tools such as KPIs, dashboards, and Total Quality Management
- Exchange meetings, especially retrospectives, should be done quarterly rather than yearly or half-yearly. Every quarter, the teams look back and then identify the OKRs to be achieved in the next quarter.
- There needs to be an operational rhythm and pace to the various OKR meetings to allow for action and to change course if it moves away from the target. This means planning retrospectives at the beginning of the year. The teams that respond best to OKRs are those that follow the regular bi-weekly rhythm for discussing transformation efforts.

> Finally, OKRs should contribute to transparency and **speak in plain language without acronyms**. A lot of support around language and vocabulary has been provided in order to use simple language that is understood in the same way by all.
>
> Facilitators are trained internally to accompany the roll-out and support wider adoption. Currently, 80 certified facilitators support over 200 teams. Early adopters saw the value of OKRs immediately and are helping them to convince neutral or perhaps difficult employees on teams brought on board.
>
> **Alexandra Malak**, VP HR | People and Culture | Agility and Organisational Transformation, *Renault*

5 CONCLUSION

After several years, we can see that embracing Agile as a culture is a long road that requires a change in mindset for all stakeholders for these new practices to be adopted and take deep root in the corporate culture. Organisations that have undertaken this transformation are convinced of its benefits, which include greater responsiveness to customer needs, less waste, improved quality/production, accountability, transparency, and self-organisation. No one wants to go back to how it was before! But it is still important to give these benefits a concrete form as results that impact the business units and customers and to communicate them transparently to convince all employees to undergo the transformation and implement continuous improvement practices.

Using indicators and measurements is slowly spreading, and these are tangible tools for developing a culture of learning and experimentation and facilitating greater effectiveness. Companies and public administrations are looking to steer continuous improvement, and they are organising themselves so that this can be done on a data-driven basis by incorporating data from relevant indicators and measurements into the decision-making process.

Convincing and exemplary leadership remains a key point in making the Agile transformation a success. Managers must not only be strong supporters of Agile by supporting the culture change but also embody the benefits of Agile in order to scale it up.

Finally, companies and public administrations are currently looking for best practices to identify value chains and to manage the company's budget in an iterative and collaborative way based on the value created. The Covid pandemic has increased interest in Lean Budgeting, which helps to manage both growth and decline.

Cigref
SUCCEED WITH DIGITAL

Achieving digital success to help promote the economic growth and competitiveness of its members, who are major French corporations and public administrations, and users of digital solutions and services
Cigref is a network of major French corporations and public administrations set up with a view to developing its members' capability to acquire and master digital technology. It is a unifying player in the digital society, thanks to its high-quality thinking and the extent to which it represents its members. Cigref is a not-for-profit body in accordance with the French law of 1901, created in 1970.
To achieve its mission, Cigref counts on three business units, which make it unique.

Belonging
Cigref speaks with one voice on behalf of major French corporations and public administrations on the subject of digital technology. Its members share their experiences of the use of technology in working groups in order to elicit best practices.

Intelligence
Cigref takes part in group discussions of the economic and societal issues raised by information technologies. Founded nearly 50 years ago, making it one of the oldest digital associations in France, it draws its legitimacy from both its history and its understanding of technical topics, giving it a solid platform of skills and know-how, the foundation stones of digital technology.

Influence
Cigref ensures that its member companies' legitimate interests are known and respected. As an independent forum in which practitioners and actors can discuss and create, it is a benchmark recognised by its whole ecosystem.

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