Journey of the LACE

Evolving with your transformation
Evolve with your org

LACE

LACE

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Where did this come from?

Expert
- Environment of expertise
- Learner / teacher
- “Aura of influence” as expectation

Coach
- “in the transformation trenches”
- Low visibility to overall goals

LACE Leader
- Discovered “the rest of the job”
- Engaged in significant cross-cutting initiatives

Competency Lead
- No authority
- Motivated change
- Operated via individual opt in
- Influenced via hiring process

Transformation Consultant
- Scoping activities and sequence of change
- Much more aware of overall goals

Executive Advisor
- Seeing many examples in rapid succession
- Experimenting alongside clients
- Validating patterns
Today

• Model for the larger change
• Defining your product
• Building your platform
Beyond the implementation roadmap
We know this part well
Later trains aren’t the same
#1 – Exploring Agility

- Agile is still an “exception”
- Requires focused attention to launch
- Value proposition isn’t fully accepted
- Adoption requires many workarounds
#2 - Let’s do it everywhere!

- Agile demonstrated good results
- Desire to duplicate everywhere
- Push for fast, mechanical rollout
- Stresses and breaks organizational systems and processes
- Programs start failing
Let’s look again

• Value of agility is demonstrated
• Energy is available for expanding
• Money is available for expanding
#2 – Exercising Agility

- Focus on critical impediments
- Choose programs* carefully
- Exercise new muscles with each program
- Intentionally stress and support enterprise functions

* Program, value stream, train, project, investment, whatever
#3 – Scaling Agility

- Trigger is when trains are boring and don’t cause concern
- Mechanical, mostly self-serve adoption
- Expands rapidly along the flow of value
#4 – Expecting Agility

- Non-agile is now the exception
- Each remaining area is unique, requiring special treatment
- Most functions assume agile as default, are surprised when it’s not
#5 – Optimizing Agility

- Agile is embedded in culture
- Growth isn’t “more agile”, it’s “what’s next”
- Majority of relevant enterprise functions are organized to support agile operation
Designing a transformation “product” offering
What’s your job to be done?

Help products*
deliver better results

* Products, services, programs, projects, or however else a group thinks about its identity
Achieving Agility

Achieve direct business impact

Focused on business outcomes and capabilities of a specific area

Generate vision for change, assemble change leadership, prioritize improvement, and steer adoption activities
Think globally, act locally. Learn locally, extend globally

Focused on supporting functional groups in improving their policies and offerings to support agility.

Join or lead enterprise initiatives to infuse agility in things like real estate, HR job architecture, portfolio metrics, and funding approaches.
Invest in people

**Plant seeds for the future**

Focused on generating awareness and knowledge to trigger self-replicating agility and seed an agile culture of improvement.

Sponsor education and exploration opportunities across the company, independent of the current value stream focus, creating the permission and opportunity for people to apply and practice agility outside the “official” transformation.
Invest in people

Remove crosscutting barriers

Improve value Streams

Plant seeds for the future

Think globally, act locally. Learn locally, extend globally.

Achieve direct business impact
LACE “stance” evolves over time

1. Sell agile and prove it can work
2. Create wins while removing enterprise blockers
3. Scale fast and smoothly
4. Steer exceptions
5. Optimize and extend
LACE Funding and Effort Distribution*

*Not to scale

- Plant Seeds
- Remove Cross-cutting Friction
- Value Streams
Managing your agility product

• Expose and broadcast your vision, charter, and a multi-scale roadmap
• Define and execute experiments to improve your offerings
• Create and champion self-serve capabilities
• Routinely engage your internal customers to gain empathy
• Collect testimonials, impact metrics, and customer champions
Building the platform for excellence
Your product vs. your platform

• What you offer to the company isn’t always based on your org shape
• Act as an agility integrator, aggregating capabilities across the organization
• Partner with other siloes and functions, don’t compete
• Operate with exemplary agility
• Define and sponsor a distinct sustaining capability
1 – Sell Agile & prove it can work

**In-house**
- Small, high-skill team
- Often gathered from internal champions
- Possibly hire presumptive transform leader externally
- Grows over time as energy increases

**Vendor**
- Provides art of the possible
- Inspires and supports leadership change journey
- Focus on a person, not a company
- Unlikely to need full time at first
2 – Create wins & remove blockers

In-house

• Grow slowly with experienced talent
• People need high tolerance for ambiguity
• Only people that can “launch trains without supervision”
• Invest into operations for later, begin building “the system”
• Reserve capacity for company initiatives

Vendor

• Invest in vendors learning your company
• May have multiple cooperating vendors
• Use vendors to support train launches and value stream work
• Vendors should help educate and improving internal talent
• Be cautious with long term contracts, keep budget flexible
3 – Scale fast and smoothly

**In-house**
- Service-based, highly-elastic, repeatable releases
- Build hub-and-spoke model, growing talent close to trains
- Maintain small core for sharing & impediment removal
- Continue developing sustaining capabilities
- Move funding expectation to groups under transform

**Vendor**
- Multi-vendor strategy acting as high-skill staff augmentation
- Simplify and standardize coach contracting and onboarding
- Frequent launches encourages re-use of individuals across trains
- Minimize growth investment into individual consultants
4 – Steer through exceptions

**In-house**
- Begin career development transitions to leadership roles
- Transition core to sustaining and education support role
- Focus on individual support of final programs
- Decrease funding to sustaining levels

**Vendor**
- Phase out transformation vendors
- Identify key training partners
- Identify key thought leadership partners
5 – Optimize and extend

In-house

• Core team focused on CoP support, sharing of learnings, and event coordination
• Optimized for operations, especially routine training operations, likely partnered closely with L&D

Vendor

• Single training provider for sustaining training w/ approved trainer list
• Source of disrupting thought leaders and keynotes
• Periodic targeted learning on specific topics
What happens next?
What else would I talk about?

Federating the LACE

Knowledge and Learning system

Globalizing the LACE

Assets for acceleration

Governance and policy

Communications Strategy

Assets for acceleration

Knowledge and Learning system

Communications Strategy
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