Housekeeping rules

1. This session is being recorded. The video will be uploaded on our SharePoint page after the live.

2. If you have any question/comment place it in the chat. Our speakers will answer them at the end of the session. Most liked questions will be answered first.

3. Please don't leave without answering the short survey at the end.

4. Check out the upcoming sessions on our agenda page. Link will be provided in the chat!

The World of Agile is Changing
What the Future Looks Like for Agilists

Brian Link

Amadeus WAAW

Apr 2024

PRACTICAL AGILIST

Agile Coaching Experience

The Industry Seems to be at a Pivot Point

- In the US, there are been layoffs at large companies like Capital One

- Companies are assessing their agile investments. Was it Agile Paint?

- It's a VUCA world. In 1958, S&P 500 co's lasted 61 years. In 2016, only 18

- Certifications. There are over 270 certification providers. Agile 101?

- Agile is dead...! Long live agile...!

Capital One Layoffs 2023: What to Know About the Latest COF Job Cuts

Capital One is cutting 1,100 jobs

By **William White, InvestorPlace Writer**   Jan 20, 2023, 11:27 am EDT

- **Capital One** (**COF**) layoffs will see the company cut 1,100 jobs.
- This news comes as the company folds its Agile unit into its core business.
- The layoffs will mostly affect the company's tech workers.

Capital One (NYSE:**COF**) layoffs are a hot topic among traders today as the banking company prepares to cut jobs.

According to inside sources, the financial company is going to reduce its headcount by 1,100 jobs. Specifically, reports claim that Capital One is focusing on tech-related jobs with these layoffs. The company is targeting its Agile job department in particular, folding Agile into its into "existing engineering and product manager roles."

A statement from the company highlights the maturation of Captial One's digital transformation as a reason behind the job cuts. With that maturation, Capital One wants to make "agile delivery processes" part of its core offerings.

Agile in Review: 2023

Matt Dominici
Agile Consultant, Scrum & Kanban Trainer

December 8, 2023

Agility has become the Norm

When Capital One laid off over 1000 agile-focused roles, they released the following statement:

> "The Agile role in our Tech organization was critical to our earlier transformation phases but as our organization matured, the natural next step is to integrate agile delivery processes directly into our core engineering practices,"

While the tightening of corporate budgets has accelerated the trend, the recent widespread firing of Agile Coaches and Scrum Masters is part of a larger shift that has been taking place over the past few years. Companies expect a certain level of agility to be table stakes at this point.

In a world where many staff have never actually worked on a "waterfall" project, it probably doesn't make a ton of sense for many companies to pay and retain Full-Time employees whose only job is to make the company *more agile*. Personally, I believe this will lead to an increased need for timely, targeted and *temporary* help when it comes to improving how companies operate.

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Volatility

Uncertainty

Complexity

Ambiguity

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I think a fundamental contributor is that we (the agile community, consultants, coaches, etc.) have not explained what agile coaching is, what it is not, and what "good" looks like.

Bob Galen, author of "Extraordinarily Badass Agile Coaching"
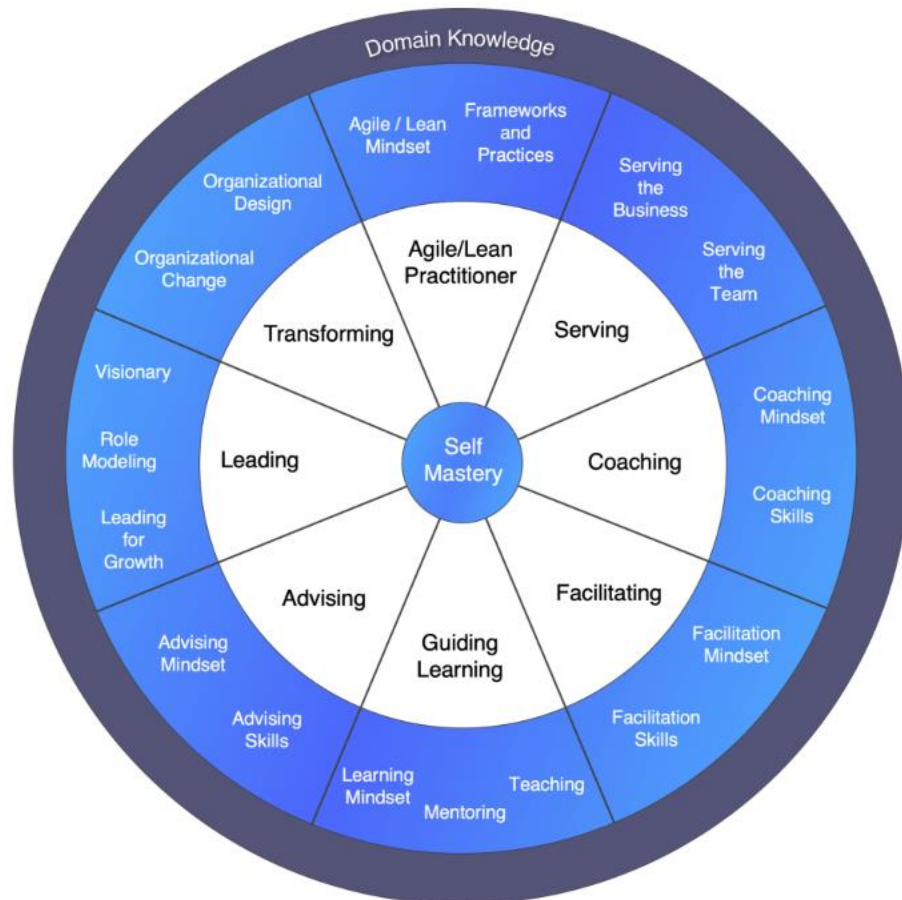
I am driven by your goals. Your success is my success.

I am your guest. I will only offer my coaching services by invitation.

I share knowledge. I will gladly share my knowledge for those who are to follow me.

I respect learnings. I will respect the prior learnings of those who came before me, as well as the learnings that will come after me.

I don't know everything. I will not be ashamed to say "I have no idea", and I will offer "let me find out more or find someone else to help you."

I offer compassion. I will enter environments, vow to heal them where I may, and offer compassion where it is the most needed.

I seek a balance between hand-holding and letting go. I will apply all measures which are required to help those in need, avoiding the double traps of over-nurturing and giving up.

I value discretion. I will respect the privacy of the organizations that I help, the teams, and the individuals on the teams.

I help people. I do not help a burndown chart improve, or the team velocity spike. Instead, I help a suffering team and/or organization whose current state may affect a person's family and economic stability.

I prevent dysfunction. I seek out root causes wherever possible.

I serve others. I am a Servant Leader. My obligations are to serve individuals, teams, organizations, and the community.

Shall I not violate this oath, may I long experience the joy of coaching those who seek my help.

SKILLS IN THE NEW WORLD OF WORK

"Which Agile Skills are Most In-Demand in Today's Workforce?"

ScrumAlliance

BUSINESS AGILITY INSTITUTE

Top 5 Takeaways

1 — **Human skills are just as important, if not more important, than functional skills in the new world of work.** This includes skills such as communication, collaboration, problem-solving, and creativity. Overall, the demand for human skills is 34% higher than functional skills.

2 — **Organizations are expecting individuals to have multiple deep skill capabilities, not just one.** For example, a Scrum Master with deep agile AND technical expertise or a Manager with deep financial management AND coaching skills. However, organizations are finding it difficult to recruit individuals with the right combination of skills.

SKILLS IN THE NEW WORLD OF WORK

"Which Agile Skills are Most In-Demand in Today's Workforce?"

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3 **Agile acumen (practical knowledge and experience) is seen as a crucial skill** within most roles and is the 2nd most demanded functional skill. For example, a sales representative with agile acumen can apply agile principles and practices to their work on closing deals.

4 The need for agile coaching (as both a role and skill) is evolving. **As a dedicated role, demand for agile coaches is low** (18% of organizations). However, the skill of coaching is sought after within other roles. For example, organizations are seeking managers with coaching skills.

5 **Education pathways need to move towards skill-based learning over role-based learning.** People should be trained in the skills that they need to perform across a variety of roles, rather than being trained for a specific role.

T-shaped Professional
Moderate ability in a broad set of skills & deep ability in a core competency

Conventional Advice

Pi-shaped Professional
Moderate ability in a broad set of skills & deep ability in two (2) or more core competencies

Current Market Demand

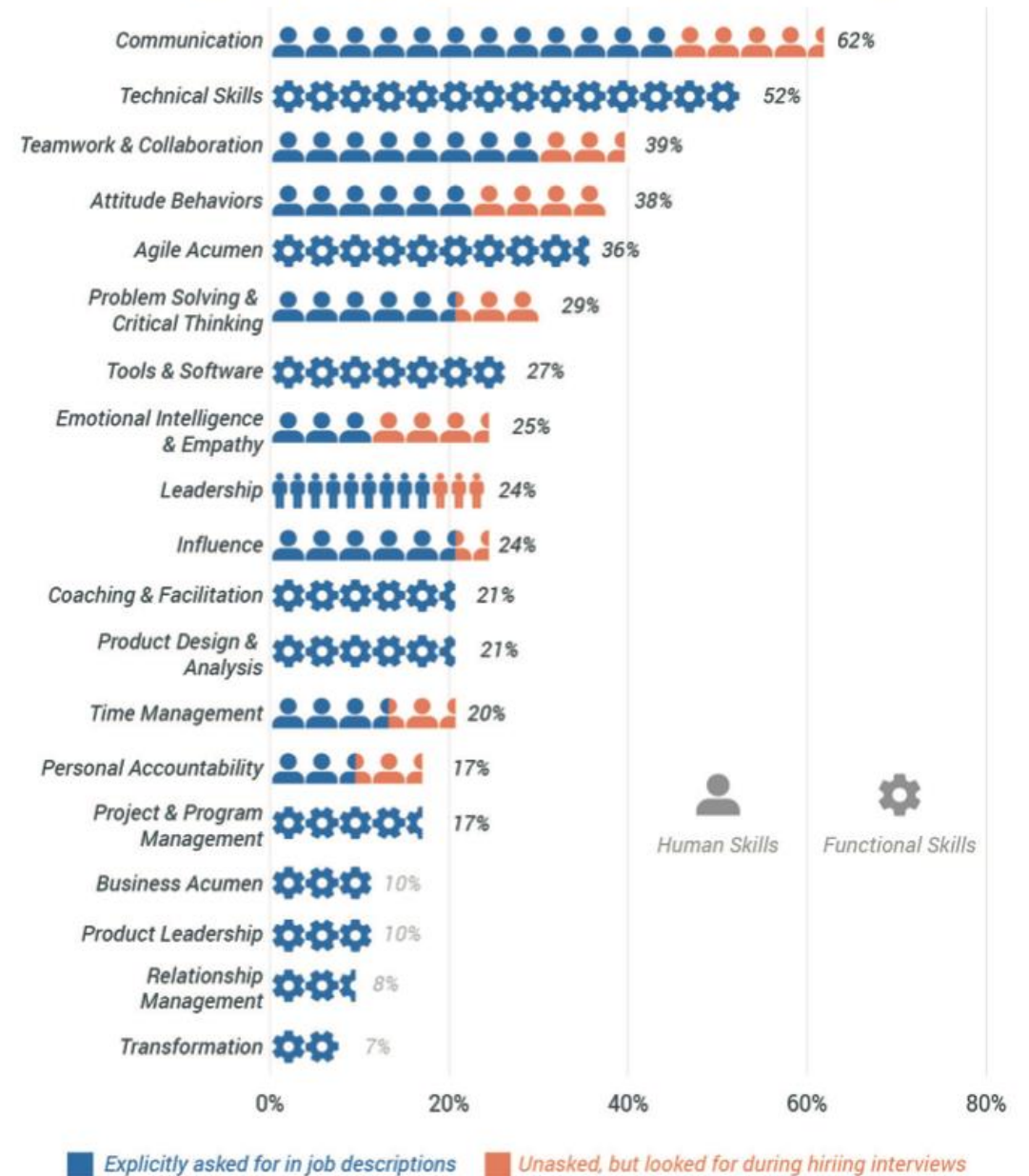**Paint Drip People**

KENT BECK
JUL 06, 2023

♡ 80   💬 10   ⟳ 3   Share   •••

Originally published August 2016

% of participating organizations looking for each skill

Skill	%
Communication	62%
Technical Skills	52%
Teamwork & Collaboration	39%
Attitude Behaviors	38%
Agile Acumen	36%
Problem Solving & Critical Thinking	29%
Tools & Software	27%
Emotional Intelligence & Empathy	25%
Leadership	24%
Influence	24%
Coaching & Facilitation	21%
Product Design & Analysis	21%
Time Management	20%
Personal Accountability	17%
Project & Program Management	17%
Business Acumen	10%
Product Leadership	10%
Relationship Management	8%
Transformation	7%

Human Skills   Functional Skills

0%   20%   40%   60%   80%

■ *Explicitly asked for in job descriptions*   ■ *Unasked, but looked for during hiriing interviews*

Agile Has Won! Meet the Market Where It Is

- Pay attention to how the word "agile" is perceived. Not for executives.

- Agile was never the destination. Lean into the Agile Mindset.

- The language of business. Outcomes, value, revenue, customers.

- Jonathan Smart. Better Products Faster?

- Chris Stone. Continuous Improvement Coach

- The Agile Mindset is the common sense of agile that will persevere

Agile Mindset

An Iterative Mindset

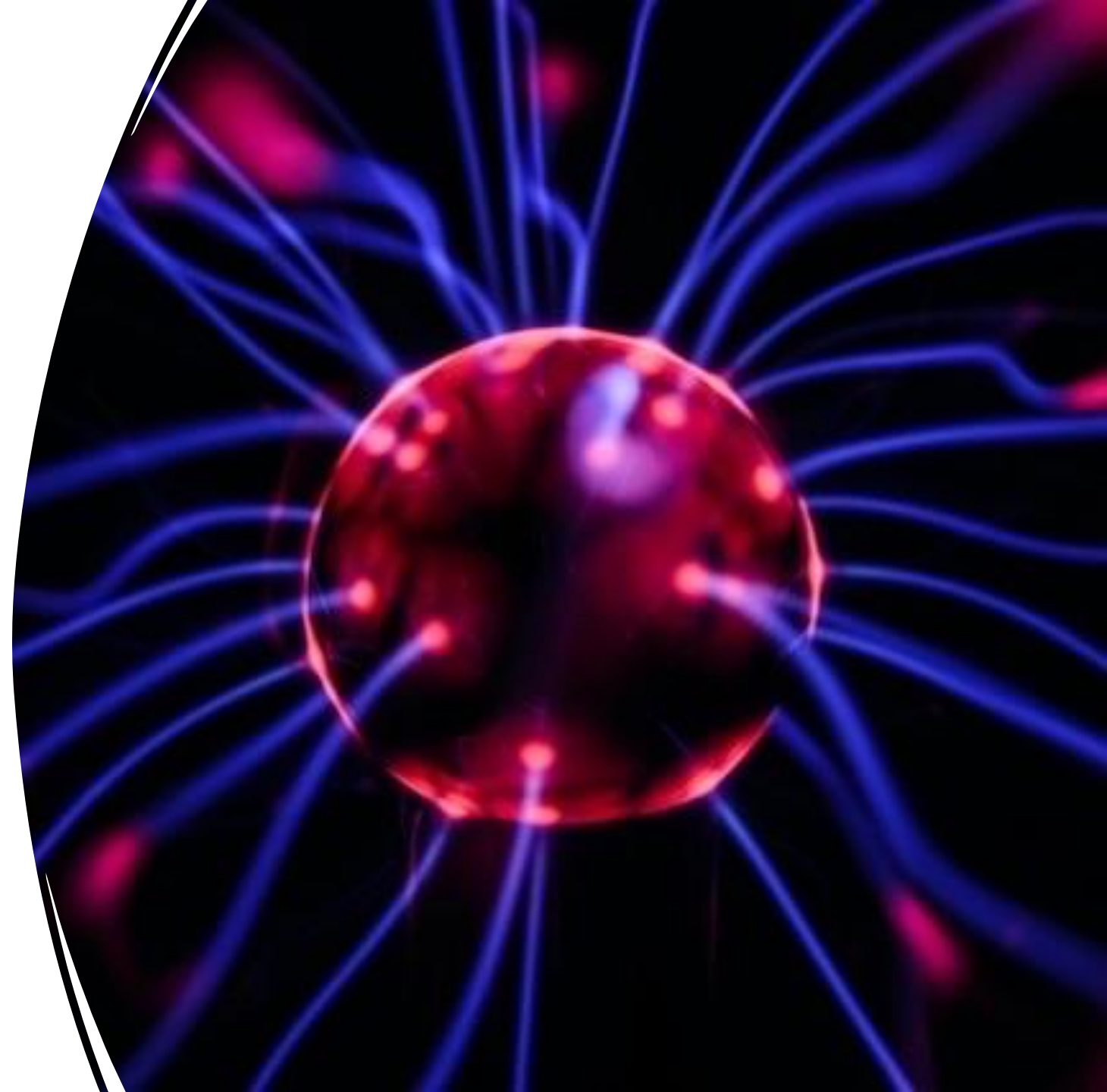A Product Culture

Customer Centric Mindset

Culture of Learning

Culture of Experimentation

Culture of Continuous Improvement

Culture of Psychological Safety

Critical Ingredients to Agile Transformation

- Product orientation. Marty Cagan's Product Operating Model.

- What customer segments do we serve? Customer orientation.

- Focus on a limited number of capabilities to take to market.

- Repeat your vision. Have a strategy. Measure the right results. OKRs.

- Align org structure to market capabilities. Team of teams have OKRs.

Critical Ingredients to Agile Transformation

- Early in agile transformation learning journey? Start with teams

- Success is limited however to highest supporting manager

- Top-down support is also required. With middle mgt support

- We are all one team. Business and technology delivering together

What Can We Do?

- The world still needs us. Agile is not dead.

- Pay attention to how the word "agile" is perceived.

- Educate gently as we coach. Make it OK to ask questions.

- Product Management.

- Think about skills vs roles. What does the client need? Human skills!

- Design Thinking. Product. XP. Lean. DevOps. Tie it all together.

Questions?

Brian Link

brian@practicalagilist.com

PracticalAgilistGuidebook.com (new book)

MeasureTheMindset.com (assessment)

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@blinkdaddy

Complete the survey

How the world of agile is changing and what we can do about it