

Philips [Scaled] Agile Transformation

Leadership Engagement

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Profile – Sundaresan Jagadeesan

MS in SW Systems from BITS –Pilani

Interests : Trekking , Cricket and Blogging

20+ years of IT industry experience.

Development, Verification, CM & QA

Core : Telecom &

Mobile Switching

Papers & Presentations

Code Reuse in platforms -2003

Building it Right -2004

EURO SPI Conference -2006

Data Based Decisions – 2009

India Agile Award -2015 &16

Agile India Conference -2016

Philips SAFe Case study in SAI portal



SPC 4.0

Certified Scrum Master

Certified Supplier Management LA

Experienced Professional in EFQM model

ICC-ACP Certified Agile coach

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Global Enterprise Agile Transformation – Sr. Program
Manager
Enterprise Coach and Trainer

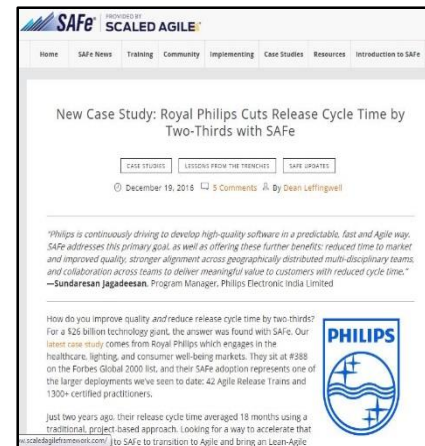
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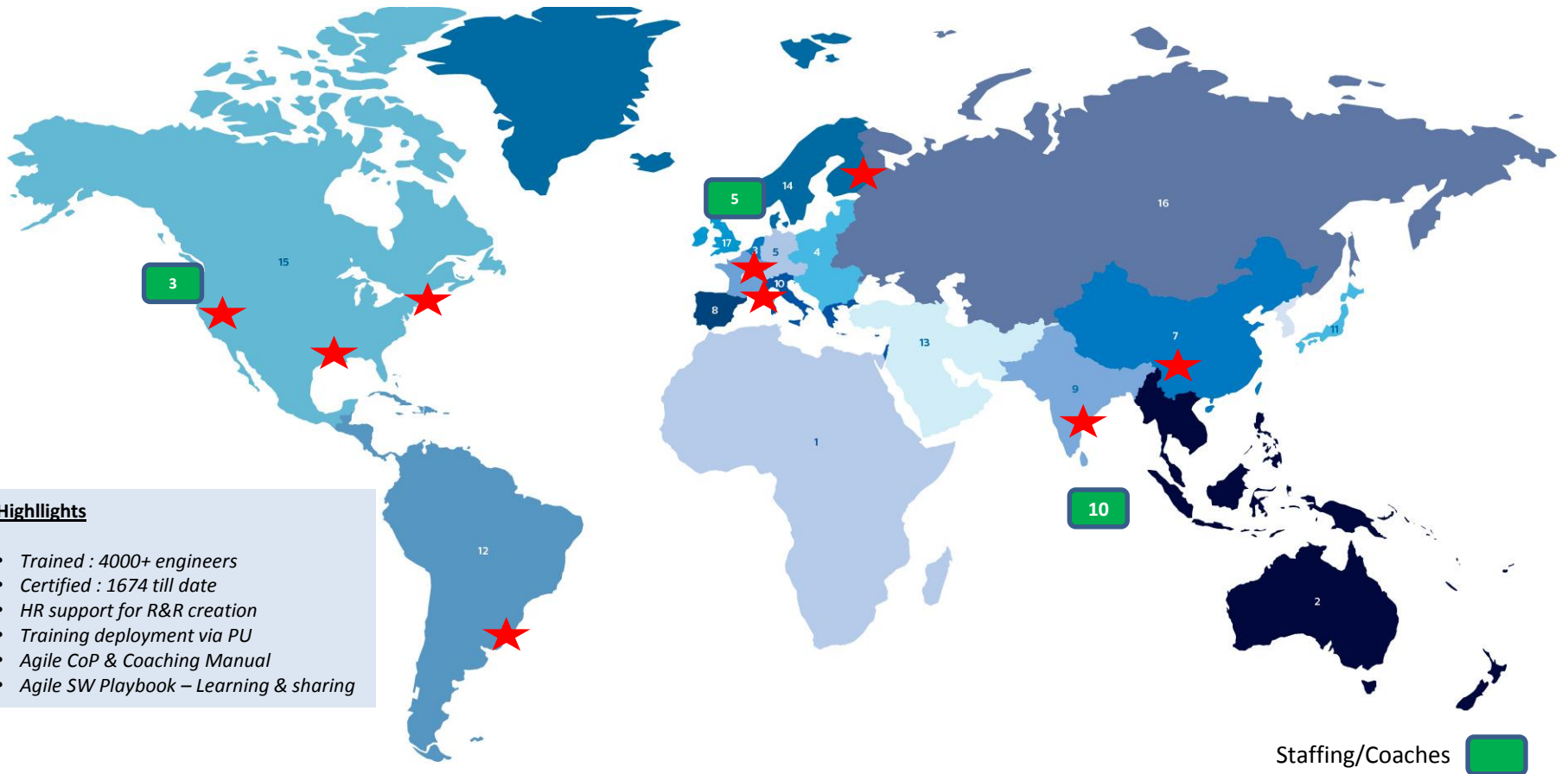
SW Program: Deployment highlights



- Good results in Businesses and releases hitting markets in defined frequency
- **Philips case study published in Scaled Agile Academy public website and blogged by Dean Leffingwell.** Receiving good responses.
- **Capability: 72 (Scaled) Agile deployments** closed till date;
- **44 ART's with 220+ Program Increments** completed
- Around 4500+ people touched in business
- **50+ SPC's on board**
- **Certifications 1674/3000** (56% of Cross function Engineers certified)
- **Philips I2M SW Transformation - Visibility/Sharing**
 - Unicorn Awards 2016 – Won the 'Best Transformation Program' & 'Best Agile coach' awards
 - Philips SAFe Case study Presentation selected in Agile Asia-Pacific conference-2017
 - Won the 'SPEED Award' in Innovation Drive-2015
 - Leadership visits and Webinars to: Huawei, Unisys, Allstate, Scaled Agile Inc, ASML-NL
 - [Many accolades from senior LT](#)



Program Global – Organization



Highlights

- Trained : 4000+ engineers
- Certified : 1674 till date
- HR support for R&R creation
- Training deployment via PU
- Agile CoP & Coaching Manual
- Agile SW Playbook – Learning & sharing

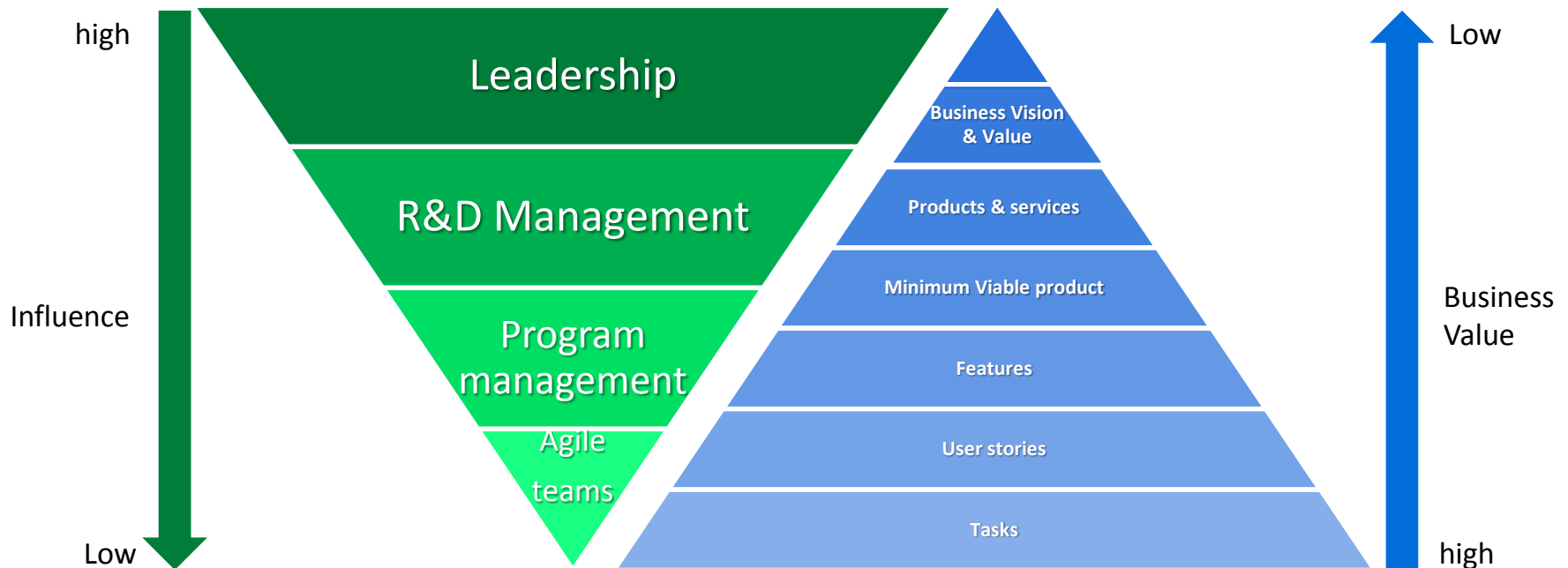
Leadership Engagement

Leadership Engagement

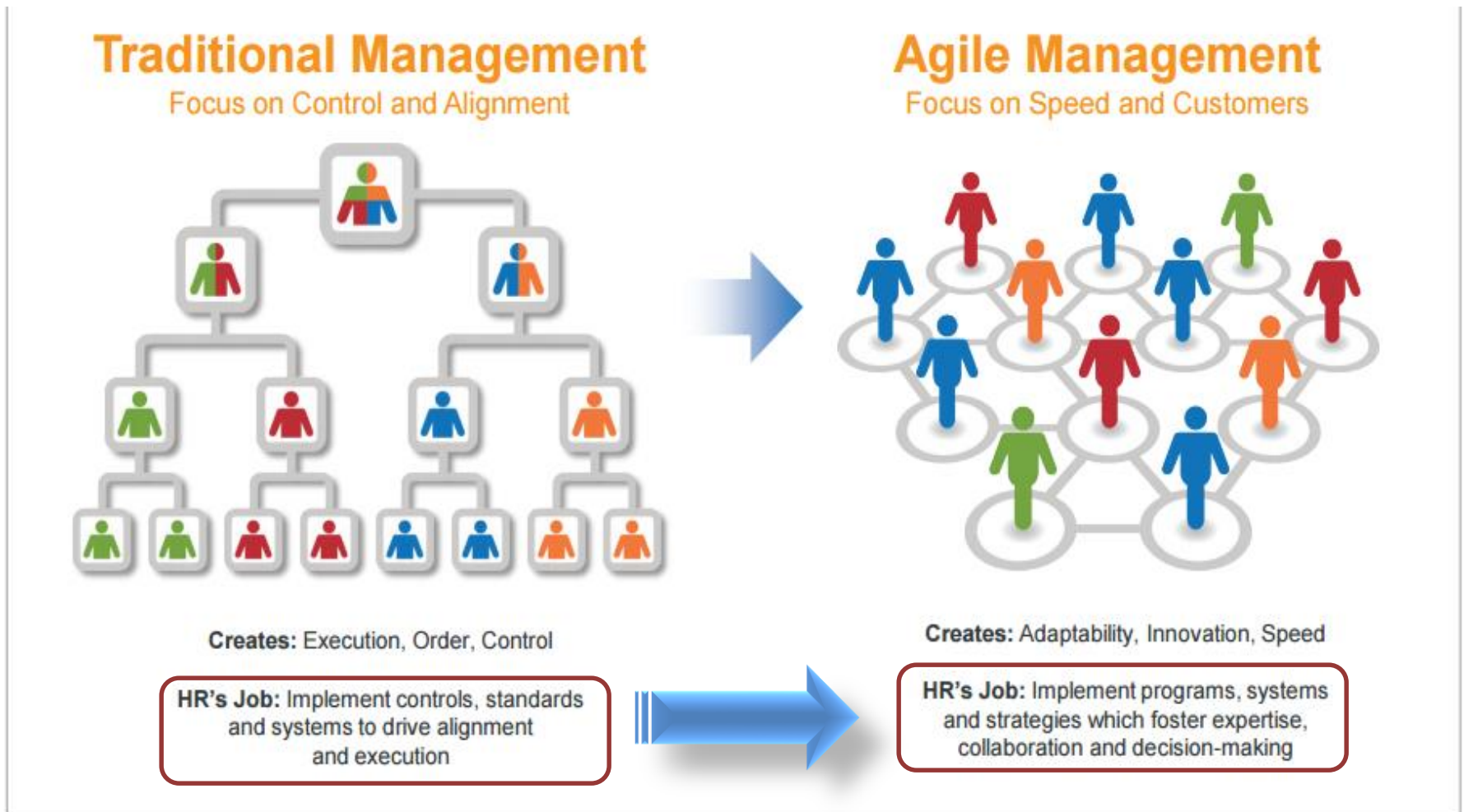


Always start with executive level training

- When the message is not coming from the top, Engagement is considered optional
- Encourages Agile Enterprise thinking



Shift in Organizational Model and WoW



Source: Bersin by Deloitte, 2013.

Moving from Hierarchical to Network organization leading to **De-centralized decision making**.

Leadership competencies & mindset in SAFe Agile

Leadership Competencies	
From	To
<ul style="list-style-type: none">• Driving Execution• Performance 'Management'• People Leadership• Manager• Delegator	<ul style="list-style-type: none">• Leading without Authority• Performance 'Coaching'• Organizational Leadership• Facilitator• Impediment remover

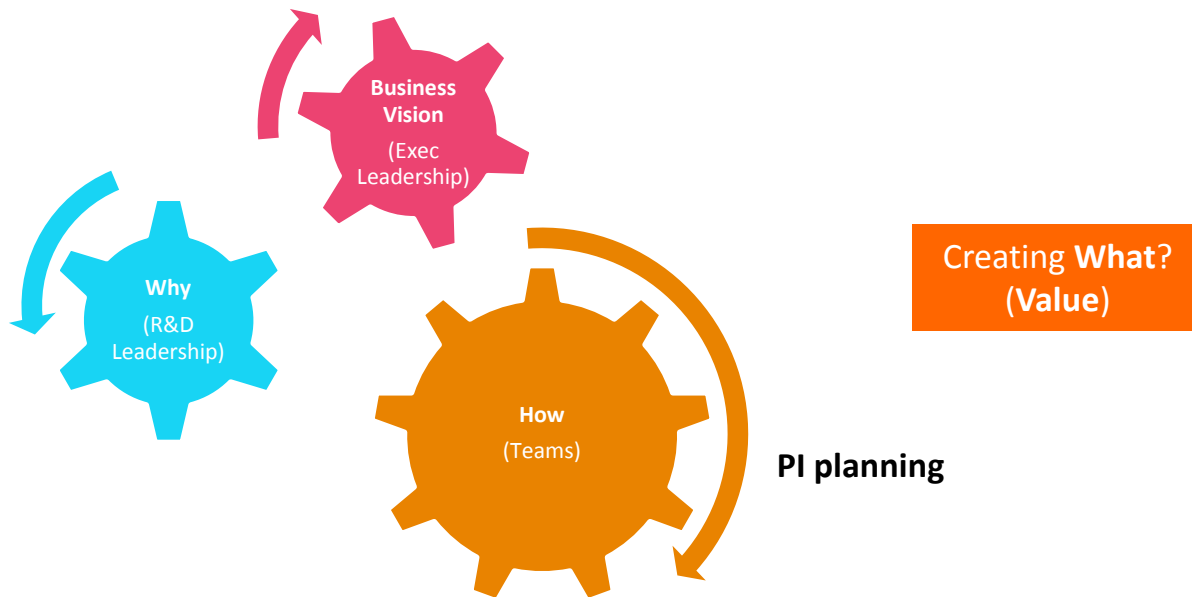
Mindsets	
From	To
<ul style="list-style-type: none">• Being the 'expert'• Command & Control• First Time Right• Single Owner	<ul style="list-style-type: none">• Servant Leadership• Adaptive Leadership• Incremental Development & Entrepreneurial• Joint Ownership

Change in Vocabulary : “Command and control” to “Intent based”

I want → Can we do,

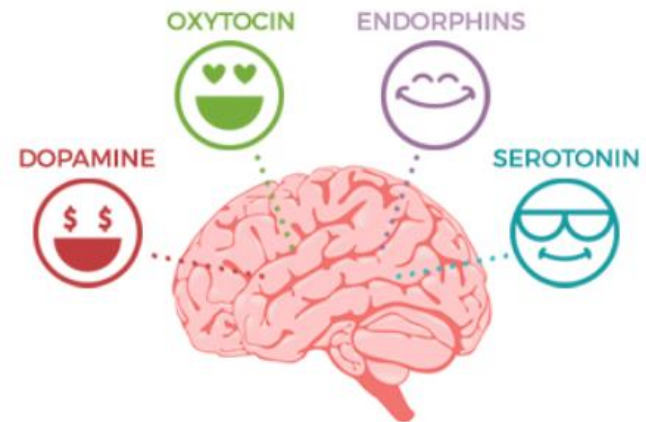
I think → what do you feel ?

“Why” meets “How” to create “What” (Value)



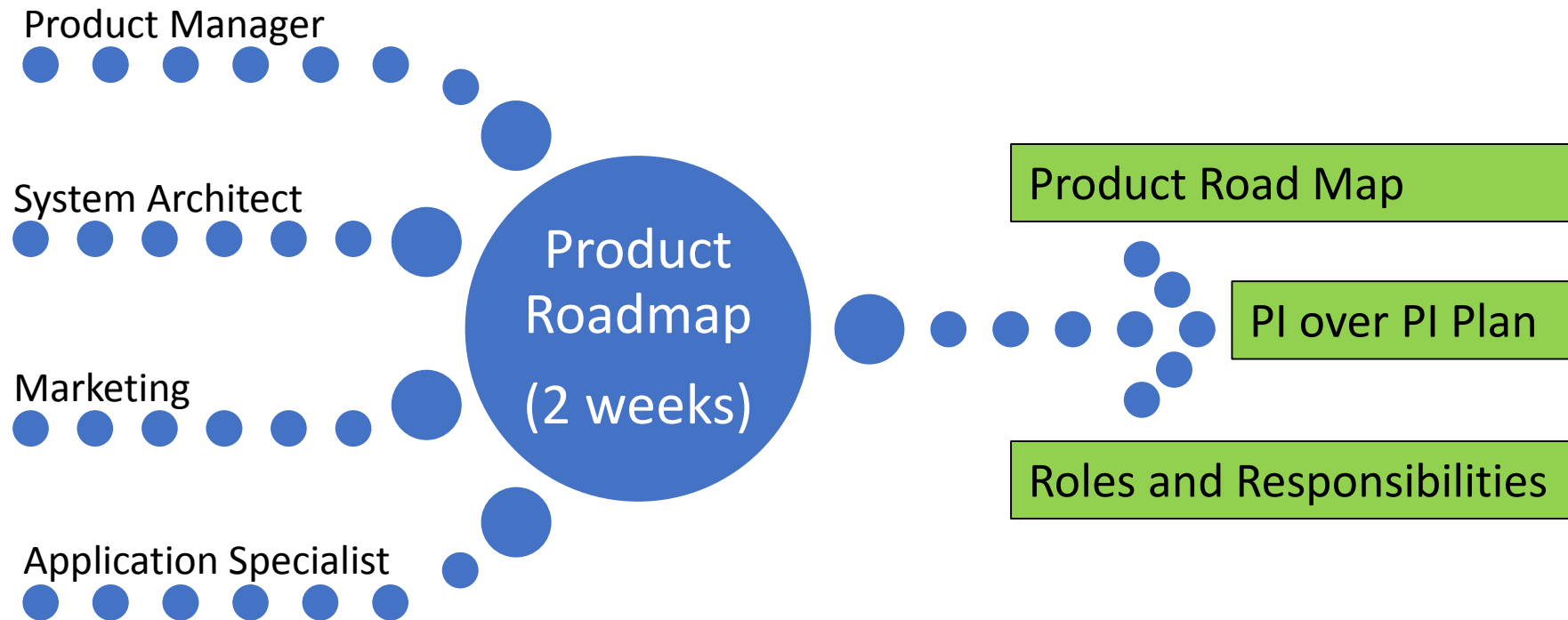
The Right ‘DOSE’

<u>D</u> opamine	The Reward/Motivation/Addictive Hormone
<u>O</u> xytocin	The ‘Bonding/Trust/Safety’ Hormone
<u>S</u> erotonin	The ‘Pride Status/Relationship with groups’ Hormone. The “Leadership chemical”
<u>E</u> ndorphins	The ‘Runners High’ Hormone



Decentralized decision making – PM Workshops

Business and R&D Leadership



Teams identified capability – Features for backlog for 8 Program Increments
ART teams deliberated on features and provided commitment – Product management participated and approved
The system development budget for this business unit is nearly xx M EUR

Decentralized decision making – Agile Trainings

FOUNDATIONAL

- Agile Foundation
- Certified Scrum Master
- Certified Product Owner

ADVANCED

- Scaling Agile / Leading SAFe
- Agile Specialization

TRANSFORMATIONAL

- Agile and SAFe for Executives
- Agile for non-R&D

Externally certified – 1674

Key Certifications

- SAFe Program Consultant
- SAFe Agilist
- Certified Scrum Master
- SAFe Product Manager/Product Owner
- SAFe For Teams
- Professional Scrum Product Owner
- Professional Scrum Master
- Advanced Scrum Master
- Agile coaching W/S
- E-learning created

€ xx M
Savings



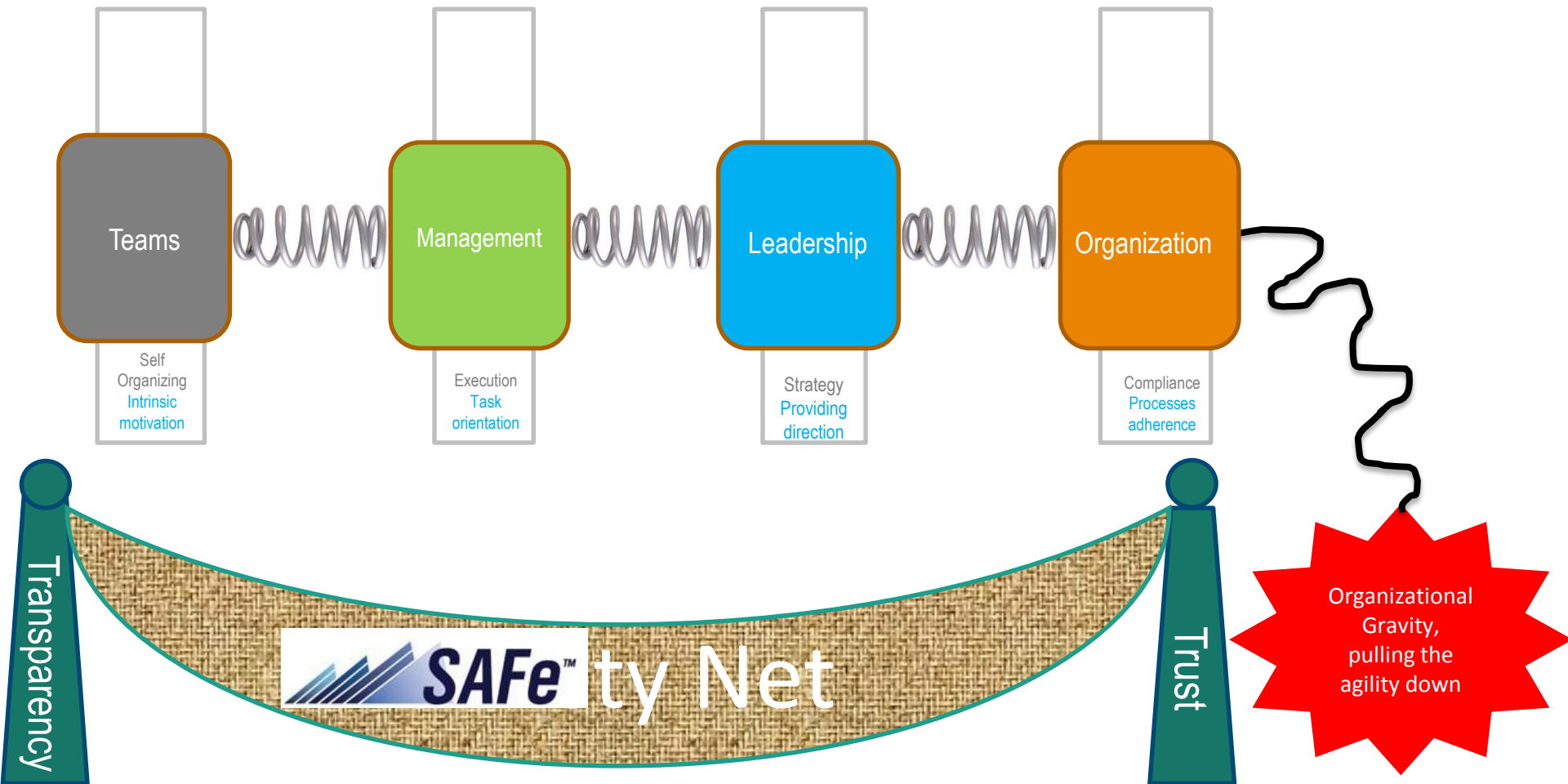
LEARNING
IS
FUN

Learning is FUN!

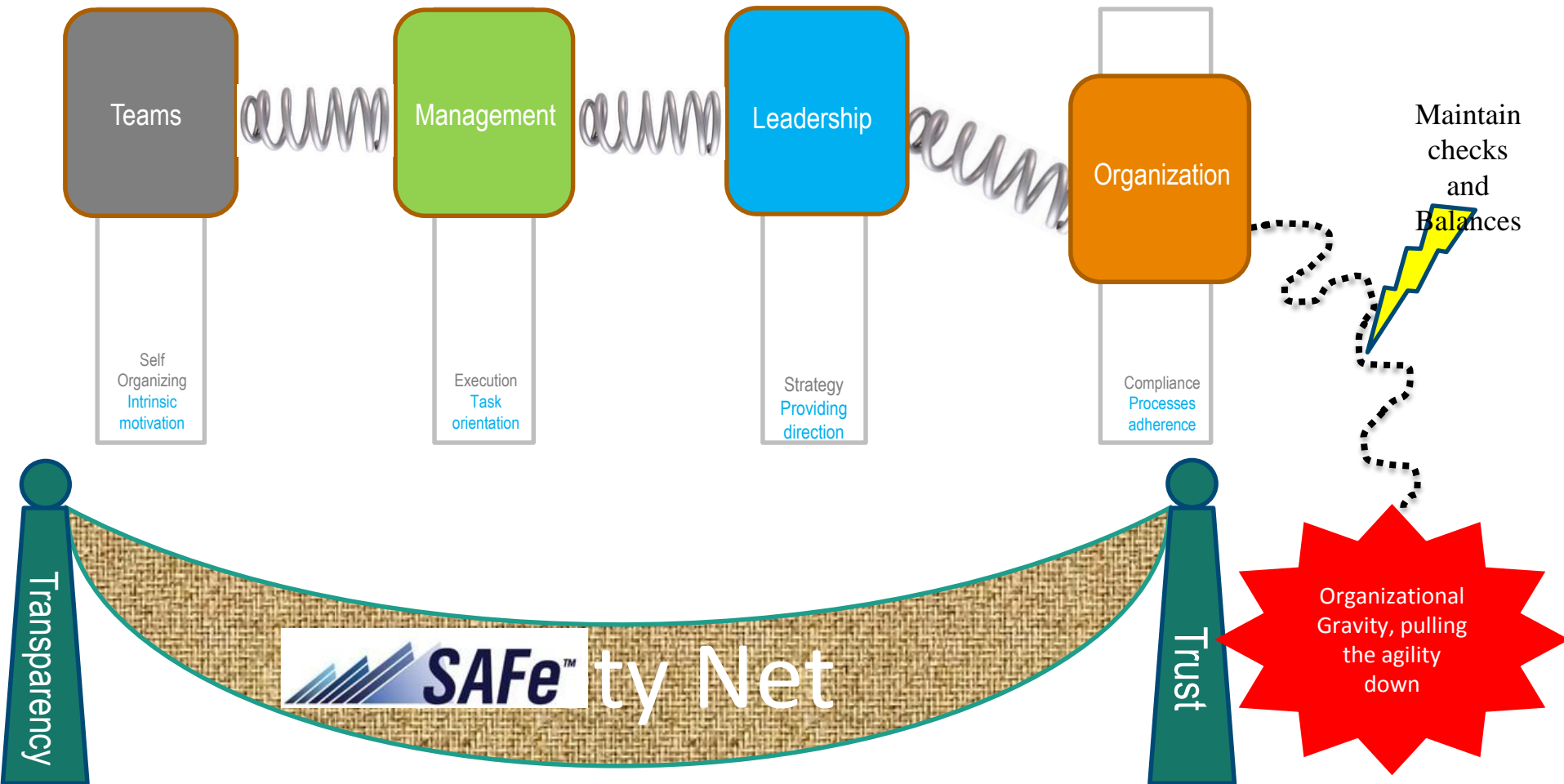
Join the Agile Transformation Journey now...

PHILIPS

Leadership and Organizational Engagement



Leadership and Organizational Engagement



Communication, Sharing & Learning

Enabling 'Changes to Stick' with Leadership support

- SWMM forum: Sharing by senior Leadership on Agile transformation in Business amongst their peers
- Playbook of Agile practices
 - More than 400+ artifacts collated and shared across Philips
- Global Community of Practice forum with business, Agile coaches, SM, PO coming together fortnightly.
- Scrum Master and Product Owner guilds enabled
- Dip stick Agile assessments to check continuous progress



Transformation – Results

Business Results



Enginers commit for their work/deliverables.

Fun @ work

Feature cycle time significantly reduced
Release freq-4-5 times a year in Plf teams – 2 times in Product teams

Value Realized is xx MillionEuro

Lower Regression & Reduction in Defects

Summary and Learnings

Learnings and Challenges



Our journey Continues to realize “*Value Delivery*” with Agile and SAFe...

THANK YOU