Transformation Superpowers

LPPDE (Lean Product & Process Development Exchange) Virtual Summit

Feb 1, 2024

Mirette Kangas

elisa

A SUSTAINABLE FUTURE THROUGH DIGITALISATION

”Moving horse is easier to steer”.
Outcomes based management models meets agile

Co-founder of Yle Areena

Watch Yle Agile Demo at Yle Areena

Yle Lean Culture Toolkit 2.0 in finnish
and Toolkit 1.0 also in english
Watch Lean Culture Keynotes at Yle Areena

Sibelius-Seura
Sibelius-Samfundet
Sibelius Society of Finland

LAPIN YLIOPISTO
UNIVERSITY OF LAPLAND

”Scale-up is a real issue”, blog at Planet Lean

sanoma

Think big, act small (lean-agile operating model)

KONE Open Space

KONE

Mirette Kangas

Business agility, change leader, lean&agile methods, design thinking, facilitator, speaker, influencer.

Embedding culture of experimentation, future-orientated and strategic thinking, change management, and lean-agile ways of working together. A musician at heart.

elisa

[Mirette Kangas]

From October 2023 Director of Business Excellence IT Business Unit management team, Corporate Customers at Elisa

My role focuses on improving outstanding business excellence, successful business outcomes, and cultural change through lean-agile adaptation. It means

- lean-agile methodologies, tools, ways of working, culture, and mindsets
- culture of experimentation and continuous improvement and learning in collaboration
- cross-functional process development, great customer experience
- inspiring and helping people shine! ☀️

This work takes place through prioritized projects and also more generally in the unit by developing a culture of continuous improvement, learning and experimentation.

- **Finnish market leader in telecommunications and digital services.**
- We provide digital solutions which bring value for people and the sustainable development of society.
- Elisa’s mission is a sustainable future through digitalisation.
- We are a pioneer in telecommunications and digital services, and in 5G.
- We provide sustainable solutions for over 2.8 million consumer, corporate and public administration customers in our core markets of Finland and Estonia, as well as in over 100 countries internationally.
- We have about 5 600 employees in 20 different countries.

#1 Transformation Superpower:

Modern Lean and Agile is all about the Cultural Change

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Lean and Agile today

- In the digitalizing environment, companies are leveraging and **adapting "lean-agile" methodologies for both leadership and knowledge work**, and in most cases lean and agile are used as synonyms. Design thinking and service design are part of this.

- The goal of making company and business more lean-agile is not only to focus on tools, frameworks and processes. It´s also about **people, and a change in leadership, thinking and behavior. We need both! See example illustration here right side:**

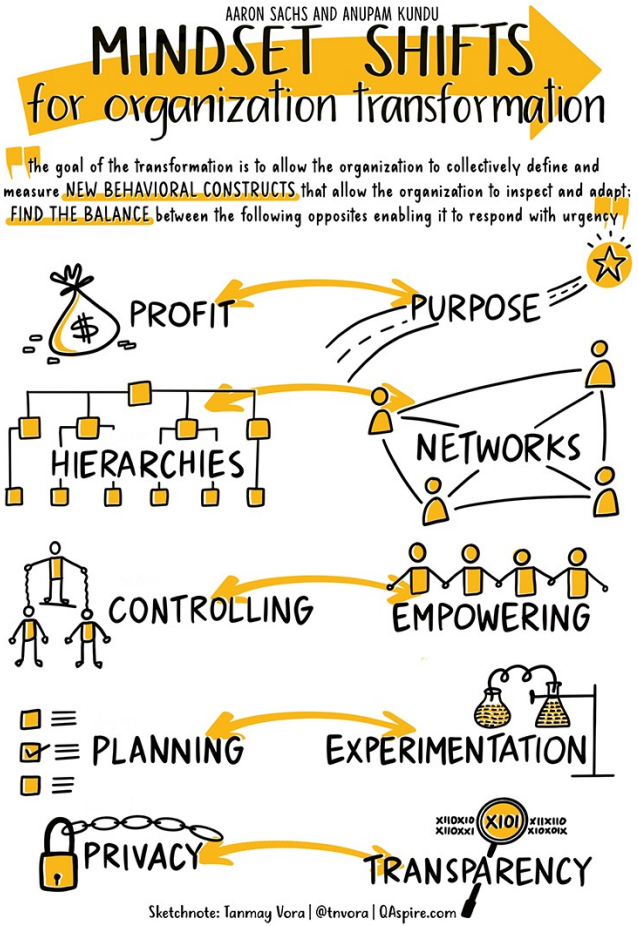

Photo source https://qaspire.com/mindset-shifts-for-organizational-transformation/

#2 Transformation Superpower:

What is it for me?
“What does agile mean to me?”

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Business Excellence and Continuous Improvement at Elisa IT Business

“What does agile mean to me?”

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#3 Transformation Superpower:

Growth mindset as an enabler

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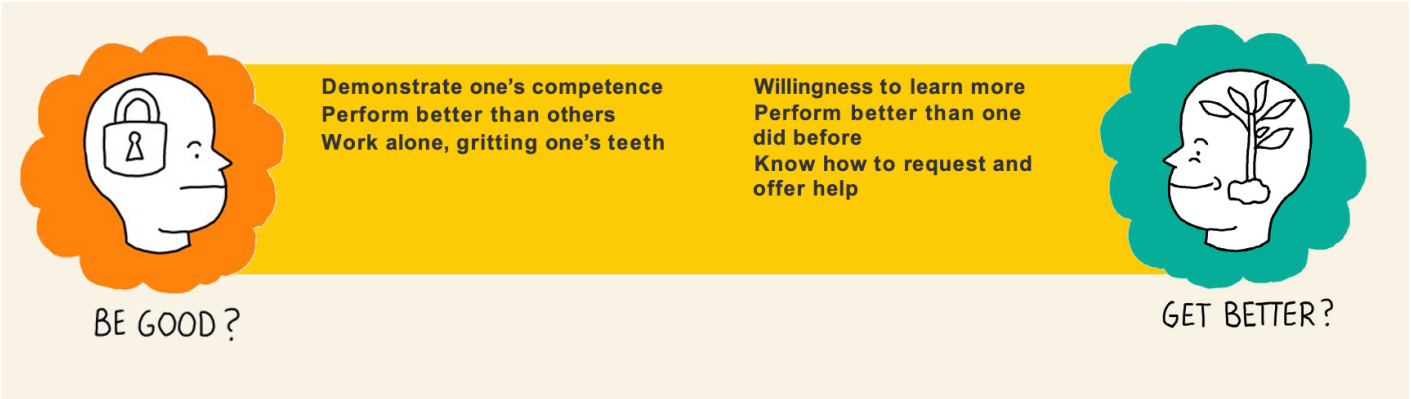
Growth mindset enables agile ways of working and culture of experimentation



LÄHDE:
NEUROLEADERSHIP INSTITUTE FINLAND AND YLE LEAN CULTURE TOOLKIT
KUVITUS: VIRPI OINONEN, BUSINESSILLUSTRATOR
Yle Lean Culture Toolkit 2

At the organisational level, it is essential to steer towards the growth mindset by focusing on continuous learning and emphasising persistent effort-making.

In addition to the traditional monitoring of results, learning and progress should also be monitored together over time. In an ideal situation, this is also visible in the assessment and rewarding of the organisation's performance.

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#4 Transformation Superpower:

Creating the vision together

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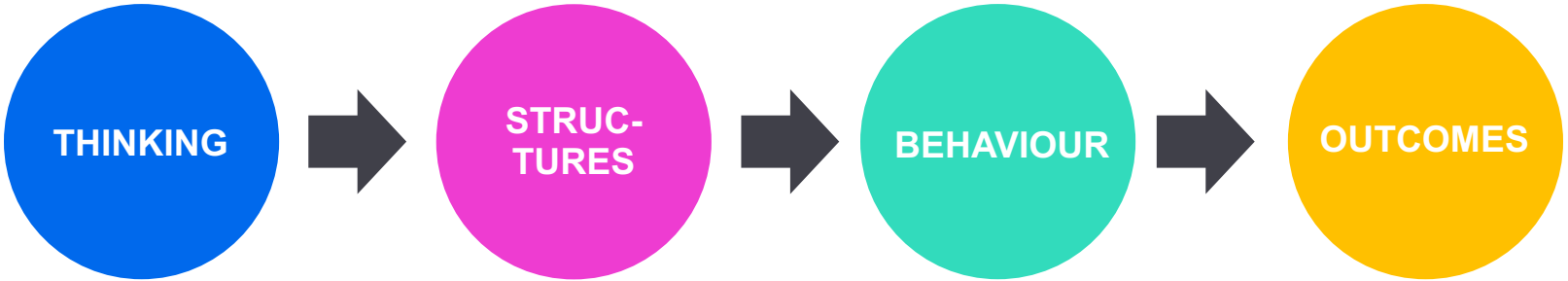
The Bright Future: Creating the vision together



Shared culture and language.
Aligned practices.
Shared mindset.

Source Yle Lean Culture toolkit 2

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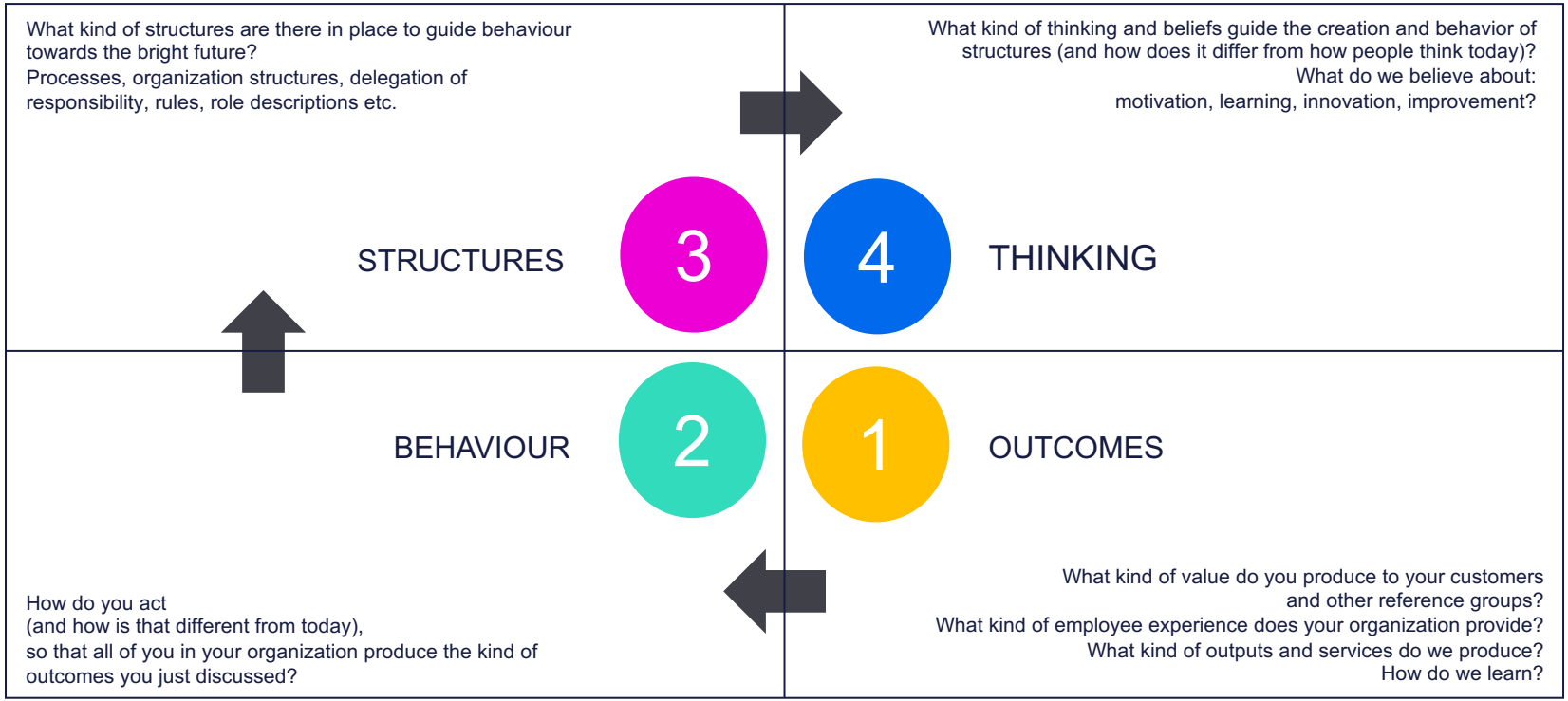
Bright future!

Now we're going to the future. It is 2027.
Our joint development work over the past three years has been successful and beyond all expectations. What do a typical day and week now look like, in this bright future as we have achieved all our objectives and even exceeded them? How does daily life now look like in this bright future?



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Source Yle Lean Culture toolkit 2

#5 Transformation Superpower:

Inspiring targets

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Outcomes, impacts & objectives and how to create inspiring measurable targets

OBJECTIVE AND TARGET

What should we have at the end of the season?
What are the main impacts we want to achieve during the season?

- Giving direction, indicating the direction
- A clear change compared to the current state
- Time dependent (but continues until complete)
- Inspirational!
- Describes the impact or outcome
- The objective is written as a whole sentence.

Objective is the qualitative outcome or impact that we want to achieve.

How do we then estimate weekly that we are moving in the right direction?

Along the way - are we making progress?

At the end of the period, how do we estimate together whether it was achieved?

Which indicators are used to monitor the impact and the achievement of the objective?

Create inspiring measurable target – a quantitative matter that promotes the achievement of the objective.

Please note! Design tasks after objectives or key means.

Source Yle Lean Culture toolkit 2

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#6 Transformation Superpower:

Culture of experimentation

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Culture of experimentation and Leading through uncertainty

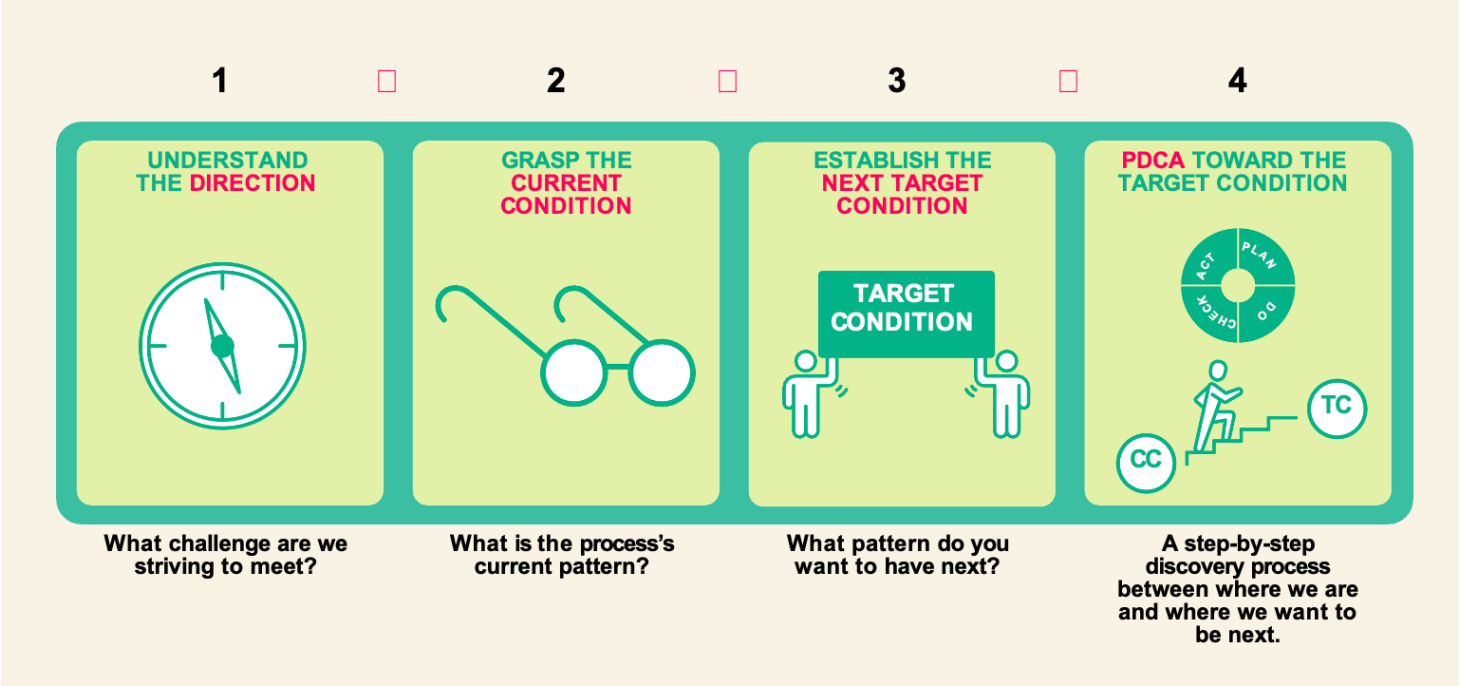

Illustration from [Yle Lean Culture Toolkit 2]

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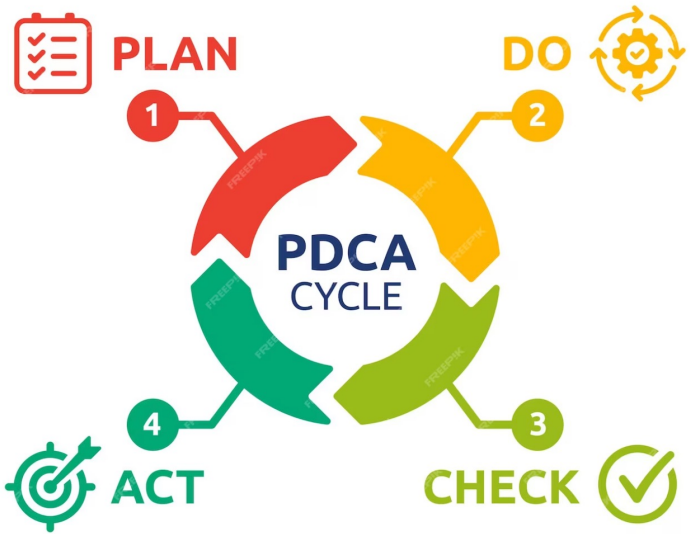
Continuous improvement and learning



PDCA cycle (plan-do-check-act/adjust) is a method for continuous improvement and learning. It is also referred to as the Deming cycle.

Continuous Improvement is a central benefit of working in a Lean and Agile way.

To achieve this, we must be **open to feedback**. Testing, experimentation and learning are at the heart of the process. We have to accept that there is no right or wrong view of the world; rather there are a **multitude of possibilities.**

Through Continuous Improvement we will keep working to find the best way forward at any given time.

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#7 Transformation Superpower:

More feedback-loops

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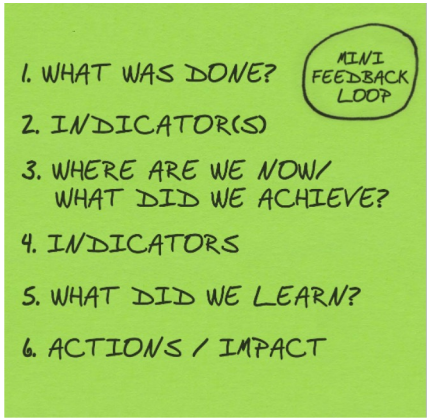
Feedback loop

Problem: Working is considered to be more valuable than learning from work, and not enough time is allocated to learning. There is no development and the same problems are repeated.

Solution: It is agreed where feedback loops are located. Criteria for success are agreed upon beforehand, and they are measured. It is reviewed how the process went (indicators and findings), what we learned and what we will do differently.

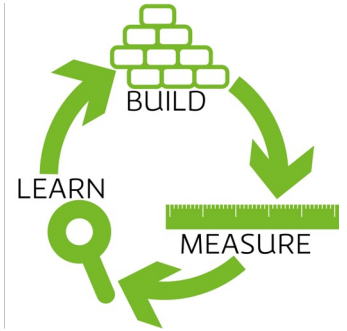
Goal: A systematic way to improve. Faster learning and faster operational development on the basis of feedback.

Feedback loops:
Customer feedback
Results from experiments
Inspection of a finished product
Organisational retrospective
Team-specific retrospective
Team-specific daily meeting



CUSTOMER FEEDBACK LOOP:
What faster and more often we product value to customers, the faster we learn.

- How do we monitor the success of activities?
- What measurable success criteria can be defined beforehand?
- What do we do next on the basis of feedback obtained/measured?
- How can we obtain feedback as quickly as possible?



Continuous shared learning requires data and its interpretation

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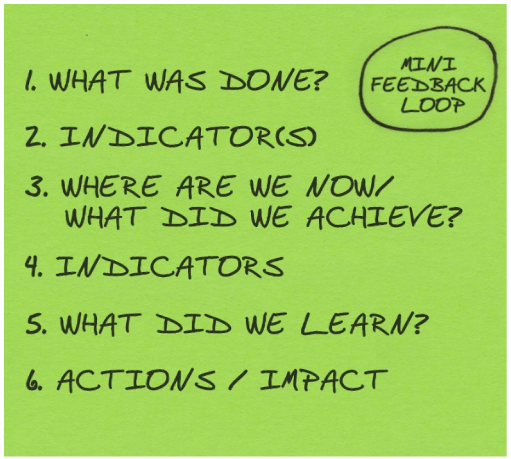
By experimenting we can move towards a bright future



- Small enough: short, cheap, safe to undertake
- What can you do in a week, a day, or an hour?
- Action!
- Feedback loop
- Enables learning
- Leads to changes in behaviour

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Experiment Board

Name(s):
Service/program:
Date:

HYPOTHESIS BEFORE THE EXPERIMENT		FEEDBACK LOOP AFTER THE EXPERIMENT	
Goal of experiment	**Experiment**	**What did I learn?**	**Impact and what shall I do next?**
Goal of experiment	**Experiment**	**What did I learn?**	**Impact and what shall I do next?**

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#8 Transformation Superpower:

Attitude

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How do I practise to keep focus on future?

GROWTH MINDSET

LEARN BY EXPERIMENTS

OPTIMISTIC ATTITUDE

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MY OPTIMISTIC ATTITUDE

Ways to boost optimistic attitude

1. Show respect, say thank you and perform acts of kindness
2. Do things you love every day
3. Practice thinking about the bright future

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#9 Transformation Superpower:

Sustaining the Change

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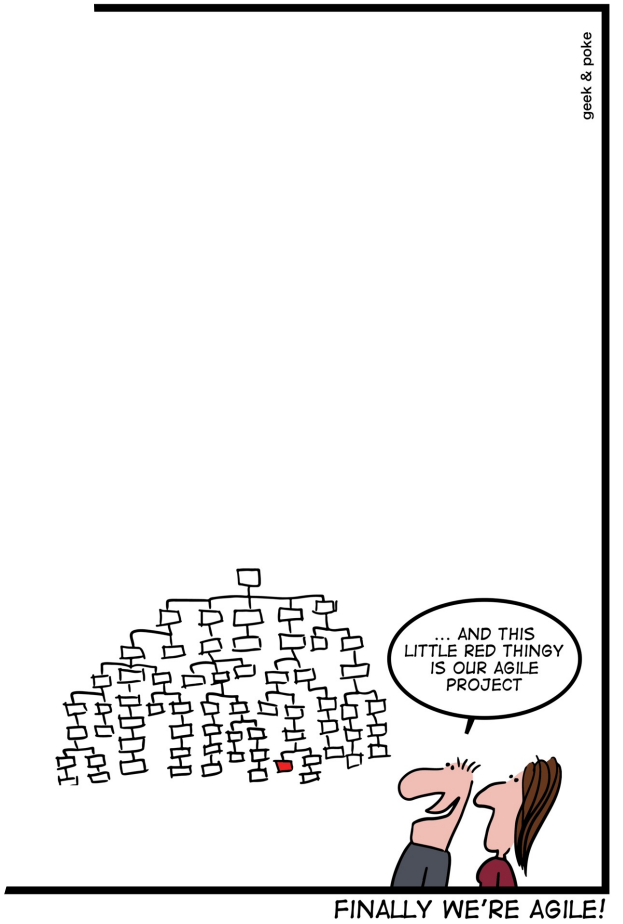
Sustaining agile change is an eternal work.

If it is not taken care of, the **organization goes back to the old style if agile is not a habit.**



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#10 Transformation Superpower:

Curiosity

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7 Business Agile Trends to follow 2024 by Mirette

1. **Agile metrics with continuous feedback loops** to speed up excellent customer-centric outcomes
2. Agile ways of working at **remote work**, including virtual collaboration practices and tools
3. **AI and automation with agile practices** and ways of working for enhancing productivity
4. **Sense of belonging**, purpose and clear goals of the work
5. **Cross-skilling** (vs “old” upskilling) for innovations, improved cross-functional collaboration, productivity, and employee satisfaction
6. A strong tension between **scaled agile frameworks vs “future-proof” agile ways of working** based on values and continuous learning.
7. Managing for excellence means “**post-heroic” leadership**, including intrapreneurship style daily agile procedures, adapting to change, and maintaining the vision simultaneously

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