

# The Helix Group

## Your Transformation Experts



### Putting Agile into Practice Without Focusing on an Agile Framework

In past blogs, we've highlighted that focusing solely on an Agile framework like Scrum, Kanban, or SAFe is merely a change, not a true transformation. Today, we'll discuss how our ADAPT Agility Activation Skills learning path fosters genuine Agile practices within organizations.

#### The Agility Activation Skills Learning Path

Our approach utilizes proven concepts, tools, and programs that have effectively broken down silos, empowered employees, engaged the business side, and tackled impediments across various industries. We begin by selecting a willing Product, Line of Business (LOB), or Department for our pilot without worrying about scaling immediately. An interesting result often emerges, which we'll discuss at the end.

#### Step 1: Implement GE's Work-Out Process

The first step is introducing and gaining buy-in for the GE Work-Out change acceleration process. Developed at General Electric during the Jack Welch era, Work-Out is a hybrid problem-confrontation/change-acceleration process that substitutes bureaucratic practices with continuous focus, efficient decision-making, and accelerated implementation. This process breaks down silos, enabling effective problem-solving at the lowest level.

#### Step 2: Use Value Stream Mapping and Theory of Constraints

We task teams with problem-solving, impediment removal, or process improvement using value stream mapping (VSM) and theory of constraints (TOC). As these teams develop future state VSMs, we start implementing their suggestions.

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#### Step 3: Introduce Flashbuilds

To implement the top issues identified in the VSMs, we use Flashbuilds. Originating from Target, Flashbuilds bring together skilled individuals and the process/product owner to work in isolation for 1-3 days, running two sprints a day until improvements are implemented.

#### Step 4: Introduce 30-Day Challenges

For more complex issues, we use 30-Day Challenges, similar to Flashbuilds but over a longer duration. Alternatively, concepts like Tiger teams can be employed.

#### Step 5: Assign a Product Owner

As more VSMs are created and issues resolved, we need a mechanism to prioritize fixes and schedule resources. A Product Owner is assigned to oversee the Work-Out program.

#### Key Points and Benefits

As teams use Flashbuilds and 30-Day Challenges, the business starts to engage proactively. This approach eliminates waste, reduces costs, and frees up resources, making the business eager to get involved. Additionally, this method helps drive down process debt, which is often a larger issue than technical debt in large organizations and provides employees with real Agile experience.

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To learn more about our ADAPT Agility Activation Skills learning path and how The Helix Group can support your transformations, contact us today. You can book a 30 minute session with us to discuss transformations or discuss any challenges you may be facing.

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