Agile at Chick-fil-A

Agile Playbook

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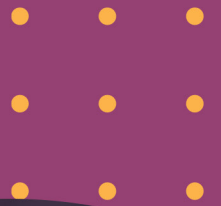
Introduction

Transforming how an organization delivers work is not for the faint of heart. Personal change and organizational change are extremely difficult. Agile Transformation isn't simply about learning a new process, or a new way of working, it involves changing how we group teams, how we coordinate work, and how we measure value. It's about how we align people to deliver against Chick-fil-A's highest priority initiatives. It's about making tradeoffs in the face of scarce resources. Transformation is about deciding when the problem is sufficiently solved and it's time to move on.

Making the switch to an Agile delivery model requires a bit of intentionality, and a lot of support for the organization making the change. The Agile Center of Excellence (Agile CoE) is the organization chartered with making sure that Chick-fil-A has the necessary guidance for how to design, implement, and sustain the changes necessary to deliver with greater business Agility. The Agile CoE will develop the necessary workshops and training, work with the teams to coordinate and manage change, and report out to the enterprise how Agile is positively impacting the company and its ability to deliver.

The goal of the Agile CoE, regarding the Agile Transformation, is to create the conditions where each part of the organization can request support, begin their Transformation, and have access to the necessary guidance to move toward this new Chick-fil-A Agile Way of Working in a way that is safe, efficient, and pragmatic. It's about creating a custom, tailored implementation for each group that works within that team's constraints and business objectives, while ensuring some degree of consistency across the broader organization.

This playbook is a guide to help you understand how to request support from the Agile CoE and what to expect during the change process. It outlines the critical plays from the Agile CoE, the Transforming Organization, and support from outside service providers and consultants. It will also clarify the services that the Agile CoE will have to build, over time, to become fully self-sufficient on its Agile journey.

The playbook is built in three sections:

> **The overview section defines who should use the playbook, how to use the playbook, a high-level introduction to the different delivery models, and a bit about how to get started.**
>
> **The second section outlines the key plays necessary to manage the Transformation, install the System of Delivery, and how to support the organization along the way. It will cover structure plays, governance plays, and metrics plays, in addition to value, craftsmanship, meeting, and management plays.**
>
> **The third section is an appendix where you will find some principles and philosophies that guide the overall playbook.**

AGILE TRANSFORMATION ISN'T SIMPLY ABOUT LEARNING A NEW PROCESS, OR A NEW WAY OF WORKING, IT INVOLVES CHANGING HOW WE GROUP TEAMS, HOW WE COORDINATE WORK, AND HOW WE MEASURE VALUE.

Overview

- **Who Should Use the Playbook**
- **How to Use the Playbook**
- **Transformation Models at Scale**
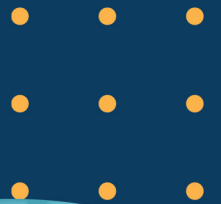
Overview

Who Should Use The Playbook?

There are three main audiences for this playbook. Each audience is unique and will play a critical role in the overall Transformation. The audiences are the Agile CoE, the Transforming Organization, and external organizations supporting the Agile CoE. Over time, this playbook can serve as a guide for building the capabilities internally, such that the Agile CoE can support the organization, in a self-sufficient manner, as the organization develops and matures.

THE AGILE CENTER OF EXCELLENCE

This group has historically provided project management support and process training for the larger organization. The Agile CoE is the part of Chick-fil-A that is responsible for initiating, coordinating, and supporting the overall Transformation effort.

TRANSFORMING ORGANIZATION

The Transforming Organization is the group or set of teams requesting services and support from the Agile CoE. This group is either doing no formal process, or maybe a traditional waterfall, sequential delivery process, and wants to operate in a more Agile way of working.

EXTERNAL SUPPORT

These can be external vendors or service providers that provide training, workshops, coaching, and other services to the Chick-fil-A organization. Over time, the expectation is that Chick-fil-A will become less dependent

OVER TIME, THIS PLAYBOOK CAN SERVE AS A GUIDE FOR BUILDING THE CAPABILITIES INTERNALLY, SUCH THAT THE AGILE COE CAN SUPPORT THE ORGANIZATION, IN A SELF-SUFFICIENT MANNER, AS THE ORGANIZATION DEVELOPS AND MATURES.

on external service providers and build internal capabilities to guide Transformation within the Agile CoE.

How To Use the Playbook

Each audience will use the playbook in a slightly different way depending on their unique needs. The Agile CoE is primarily responsible for onboarding, supporting, and orchestrating change for the Transforming Organizations. The Transforming Organization is responsible for doing the work to develop the new operating model, making the necessary changes to governance, structure, and metrics and demonstrating competence in the new model. The external support groups are primarily responsible for training, facilitating workshops, and assessing progress.

AGILE COE

For the Agile CoE, the playbook describes the key attributes of a Transformation Office, how to determine organizational readiness to Transform, how to build management and coordination

structures for supporting the Transformation, and how to assess progress toward expected business outcomes. The playbook includes the necessary guidance and scripts to lead and manage a Transformation and coordinate necessary support services.

TRANSFORMING ORGANIZATION

Because Chick-fil-A is not running a top-down Transformation, many parts of the enterprise will self-select into the process and request help from the Agile CoE. The Agile CoE will guide how to evaluate readiness, set the expectations on timelines and level of effort, and measure how well the Transformation is progressing. The Transforming Organization will understand what the principle teaming strategies are, how to coordinate work, and how to measure delivery progress. The playbook also guides how to manage cadences and the role of leaders during and after the Transformation.

EXTERNAL SUPPORT

The playbook guides vendors on the necessary services to provide, and the Agile CoE on what services must be built to become self-sufficient and sustain organizational Agility over time. It outlines the key plays necessary to support Chick-fil-A in increasing self-sufficiency and sustainability.

Transformation Models at Scale

An integrated Transformation model consists of three primary areas of focus, with each area primarily supported by one of the three audiences for the playbook. The Agile CoE is responsible for the System of Transformation. The Transforming Organization is responsible for the System of Delivery. The External Support groups are responsible for the System of Continuous Improvement.
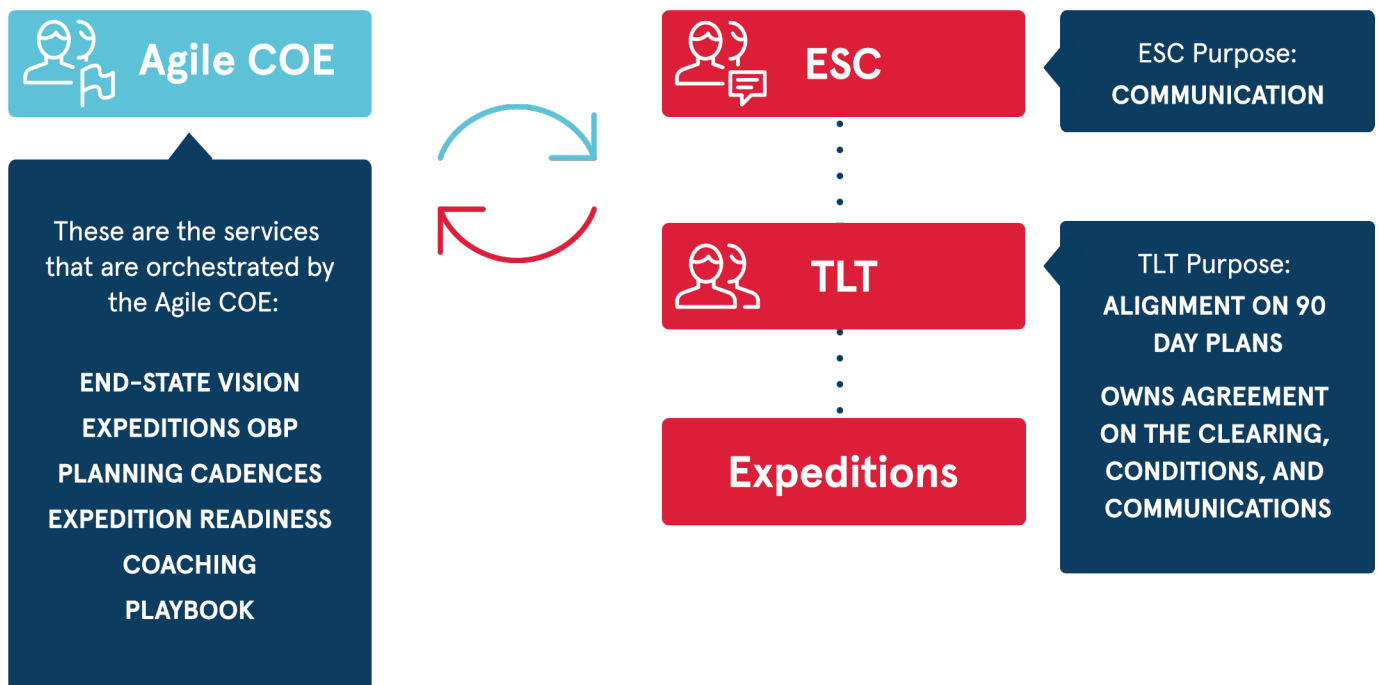
These three focus areas, or process groups, work together to create the context for a safe, predictable, and scalable Transformation ecosystem.

THE SYSTEM OF TRANSFORMATION

Includes the structures, governance, and metrics necessary to orchestrate the Transformation and ensure the Transformation yields the expected business outcomes. This process group includes the formation of an Executive Steering Committee, a Transformation Leadership Team, and the ability to deploy coaching. It involves road mapping, the 90-day and 30-day planning cadences, as well as bi-weekly progress reporting and Transformation metrics.

System of Transformation

Agile COE

These are the services that are orchestrated by the Agile COE:

**END-STATE VISION
EXPEDITIONS OBP
PLANNING CADENCES
EXPEDITION READINESS
COACHING
PLAYBOOK**

ESC

ESC Purpose:
COMMUNICATION

TLT

TLT Purpose:
ALIGNMENT ON 90 DAY PLANS

OWNS AGREEMENT ON THE CLEARING, CONDITIONS, AND COMMUNICATIONS

Expeditions
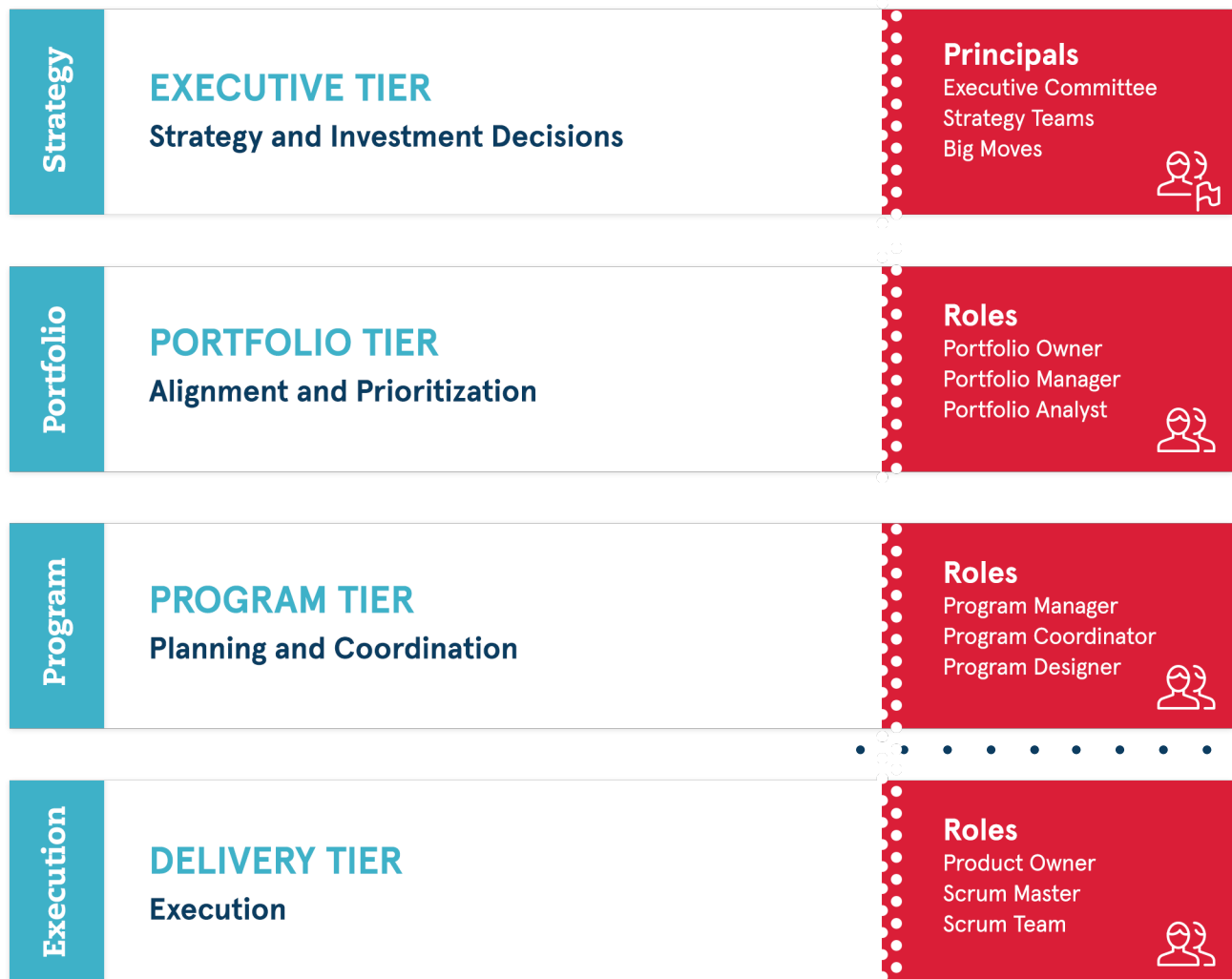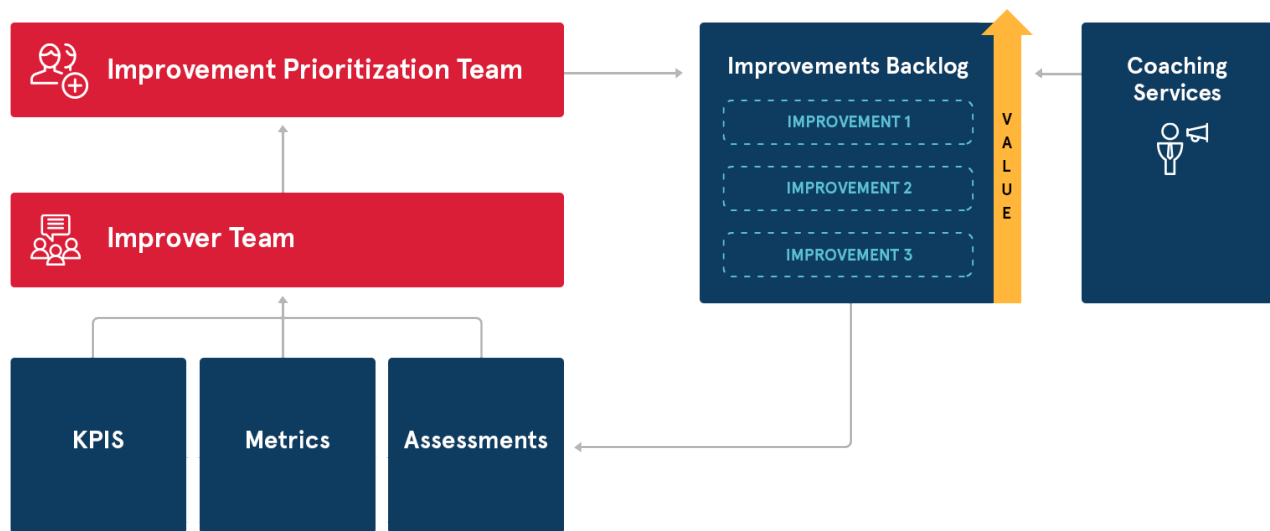
THE SYSTEM OF DELIVERY

Includes the structures, governance, and metrics necessary to deliver products in the new Agile operating model and ensures that we are improving our ability to deliver the right products to market on a quicker time horizon. This process group includes the formation of a portfolio governance team, a program governance team, and one or more Agile/Scrum delivery teams. It includes cadences and ceremonies to manage the flow of value at the portfolio, program, and delivery team levels.

System of Delivery

Strategy	**EXECUTIVE TIER** **Strategy and Investment Decisions**	**Principals** Executive Committee Strategy Teams Big Moves
Portfolio	**PORTFOLIO TIER** **Alignment and Prioritization**	**Roles** Portfolio Owner Portfolio Manager Portfolio Analyst
Program	**PROGRAM TIER** **Planning and Coordination**	**Roles** Program Manager Program Coordinator Program Designer
Execution	**DELIVERY TIER** **Execution**	**Roles** Product Owner Scrum Master Scrum Team

THE SYSTEM OF CONTINUOUS IMPROVEMENT

Includes the structures, governance, and metrics necessary to make sure that the organization has the capability to evaluate readiness, install a tailored Agile operating model for each different part of the organization, and assess progress over time and identify, evaluate, and prioritize improvement opportunities over time. This process group includes guidance for what improvement services could be built, how to coordinate Improver Teams, and how to evaluate and prioritize improvement opportunities across Chick-fil-A.

System of Continuous Improvement

Change Management

GETTING STARTED

Each of the three audiences addressed in this document will have a unique role in getting the Transforming Organization up and running. The following sections outline, at a high level, what it will take to request help and get approval to start, what to expect during the Kickoff Workshop, the definition phase, and the rollout of the Chick-fil-A Agile Way of Working. The guidance in this section is high-level for the sake of managing expectations. Each stage of engagement will add clarity and allow the team to further refine plans and gain agreement on the best path forward.

REQUESTING HELP

When leadership within a Transforming Organization is ready to begin adopting the Chick-fil-A Agile Way of Working, they will contact the Agile CoE to initiate the adoption process. The Agile CoE will partner with the Transforming Organization to mutually ensure the organization is prepared and ready to move forward.

ASSESSING READINESS

This period of alignment is critical to the ultimate adoption success for the Transforming Organization. Adopting the Chick-fil-A Agile Way of Working is a disruptive and challenging endeavor, and it's essential that the right conditions are in place (or created) before the adoption process begins. In assessing readiness, the Transforming Organization and the Agile CoE will work together to agree on the necessary conditions and establish leadership alignment on the path forward.

To create shared understanding and alignment, and to determine readiness, the Transforming Organization will participate in a two-day Kickoff Workshop designed to establish a solid understanding of the Transforming Organization's business goals and objectives, explore various methods and approaches to help achieve those goals, and build consensus around a vision for the future, and a plan to get started. This prepares leadership to evaluate the Transforming Organization's readiness to proceed.

ACCEPTANCE CRITERIA

Following the Kickoff Workshop, the Transforming Organization and the Agile CoE will evaluate the readiness to proceed based on the following criteria.

1. **Business objectives and reasons for adopting the Chick-fil-A Agile Way of Working are documented and agreed upon**
2. **Scope of the Transforming Organization, or the parts of that organization to undergo adoption, are documented and understood**
3. **The high-level adoption plan is documented, and leadership is aligned and supportive**
4. **The high-level coaching strategy is understood, and the associated coach staffing plan is agreed upon**
5. **Teaming roles and responsibilities are agreed upon, and there is a plan for staffing**
6. **There is a plan to collocate team members (or alternative collaboration approaches have been agreed to)**
7. **A team space optimized for Agile collaboration has been secured (or alternative collaboration approaches have been agreed to)**
8. **Funding required to support the adoption has been secured**

KICKOFF WORKSHOP

The desired outcomes of the workshop are to establish a solid understanding of the Transforming Organization's goals and objectives, explore various methods and approaches that will help improve their business outcomes, and build consensus around a vision for the future as well as a plan to get started.

During the two-day session, the intent is to accomplish the following goals in collaboration with the Transforming Organization:

1. **Business Goals**
2. **Organizational Impediments**
3. **Identify Transformation Starting Point**
4. **Identify Transformation Destination**
5. **Organize Teams**
6. **Coordinate Work**
7. **Decide What to Measure**
8. **Select Pilot Team(s)**
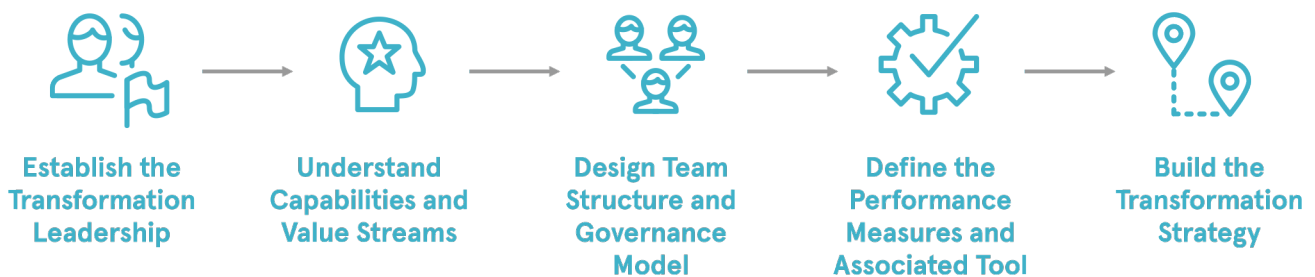9. **Transformation Hypothesis**

Typical Detailed Agenda

DAY ONE

9:00AM–10:00AM	Understand your organization, challenges, opportunities, and get alignment on why Chick-fil-A is considering engaging LeadingAgile specifically and maturing your practices in general. Identify your business problems and objectives.
10:00AM–12:00PM	Explore some of the basic success patterns with agile, some of the common failure modes, organizational impediments, dependencies and what patterns exist for helping your company get better at delivering products.
12:00PM–1:00PM	Working Lunch, Open Format, Q&A.
1:00PM –5:00PM	Explore patterns and possibilities for forming teams, coordinating work, and validating progress. Sometimes we describe these as teams, backlogs, and working tested software. At scale we call them structure, governance, and metrics.

By the end of day one, our goal will be to form a hypothesis for how we might progress, or the chnages we might make to help you improve. |

DAY TWO

9:00AM–11:00AM	Make specific structural recommendations around how you might form teams organizationally at all levels.
11:00AM–2:00PM	Working lunch, focus on how we will coordinate work across the organization, and make some specific governance decisions.
2:00PM–4:00PM	Explore specific metrics, how you might gather them, baseline them, improve them, and what success would look like.
4:00PM–5:00PM	Retrospective and next steps.

DEFINE THE END-STATE

Typically, Define the End-State follows the completion of a Kickoff Workshop. This phase builds on the work from the Kickoff Workshop to obtain executive alignment, define a Transformation Leadership Team, and together, jointly develop more specific details about each of the Expeditions that will enable the teams in the organization to realize the End-State Vision.

Establish the Transformation Leadership → Understand Capabilities and Value Streams → Design Team Structure and Governance Model → Define the Performance Measures and Associated Tool → Build the Transformation Strategy

Establish Transformation Leadership

The Agile CoE will work with the Transforming Organization's Executive Steering Committee and Transformation Leadership Team to manage stakeholder expectations, communicate progress, and guide the journey toward a successful and sustainable Transformation. Preparing for, managing, and sustaining the change is a key success factor.

Understand Capabilities and Value Stream

The Agile CoE will ensure that there is understanding of and alignment within the Transforming Organization on architecture, capabilities, products, dependencies, and stakeholders. Capabilities enable value streams and value delivery, and this focus also provides a context for strategic planning, stakeholder engagement, product planning, as well as business process governance. Investments in initiatives can be focused on a combination of

capabilities and value streams, ensuring that there is a direct tie to stakeholder value delivery so new products can be launched quicker and more successfully.

Design Team and Governance Model

Based on the identified and aligned capabilities and value streams, the Agile CoE will design the organizational team structure and workflow to help the Transforming Organization achieve its strategic objectives. The team structure will include stable, dedicated teams and the value-based structure of the organization that minimizes dependencies. The governance model creates the accountability for decision making, issue resolution, strategic planning, as well as coordinating and tracking of requirements as they flow through the various tier levels in the team structure.

Define the Performance Measures and Associated Tools

The Agile CoE will work with the Transforming Organization's leadership team to agree on how performance and progress towards objectives will be measured, collected, and reported. Developing metrics and utilizing a toolset to capture them are necessary to evaluate progress—including the ability to pinpoint opportunities for improvement—and guide the organization toward the strategic objectives.

Build the Transformation Strategy

The Agile CoE will align with leadership on the Transformation strategy that will enable the Transforming Organization to achieve its breakthroughs and realize its strategic objectives, including the Transformation Roadmap, Vision, and Change Plan.

DEVELOP AN OUTCOMES BASED PLAN

To ensure that teams are successful, the Transforming Organization will partner with the Agile CoE to execute an outcomes-based plan that leads the way through their Agile adoption.

The baseline outcomes-based plan is illustrated in the following diagram and described below.

Define the Performance Measures

In many Transformations, we see activity-based plans used to track and show progress. But the number of training classes performed, or the number of people migrated to an Agile tool doesn't result in business benefit. We also see Transformation led on a self-organizing, ad hoc basis that starts with loose mandates from leadership or grassroots efforts initiated by the teams themselves. This inevitably ends with thrashing organizations and fragmented strategies due to a lack of alignment and competing priorities of stakeholders and customers alike. The thrashing organizations are unable to make and meet their commitments for a multitude of reasons and the business ultimately suffers.

Chick-fil-A will use a more effective approach—an outcomes-based plan. An outcomes-based plan highlights specific observable outcomes that will get accomplished during the Transformation. Having this type of plan alleviates much of the problems with activity based or ad hoc change initiatives. An outcomes-based plan provides alignment, clarity, purpose, and vision for how you're going to move slices of your organization through the various steps of becoming Agile. And a plan that displays such characteristics will ensure that executed activities tie directly to what's most important to Chick-fil-A, and results in greater performance of the people who are taking part in the Transformation, the Transformation Teams, the Transforming Organization, and ultimately the entirety of Chick-fil-A .

Form Teams → Establish the Flow of Work → Make and Meet Commitments → Improve the System → Stabilize Throughput → Initial Roadmap → Develop Release Plans → Rolling Backlog

Form Teams

Forming teams is critical to establish a consistent base that is trained, dedicated, and improving. It is the structure that maintains accountability and allows culture and practices to emerge.

Teams include everything and everyone necessary to deliver results tied to strategy. They are responsible for creating solutions that meet customer needs and are held accountable for delivery. Local decision making at the team level gives the team a sense of ownership and control over their work.

Establish the Flow of Work

Teams must understand how work will flow through the system based on the governance model. Each level within the model has a role in breaking work down and prioritizing as it flows through the system, all solutions are created.

Breaking the work down helps provide clarity in the backlog and ultimately allows the Delivery Team the ability to have a refined, manageable backlog to use, along with capacity and velocity, to plan sprints. All teams will track work through an ALM tool.

Make and Meet Commitments

To successfully deliver to the customer, teams must have a viable plan to make and meet commitments for an iteration (e.g. sprint, release).

Improve the System

Continuous improvement must become a standard for all teams as they evolve in their Agile practices.

Identifying continuous improvement items, building coaching plans to alleviate gaps, and removing impediments to flow will improve the teams and flow of work

Stabilize Throughput

The Portfolio, Program, and Delivery Teams know how to stabilize demand so that the overall System of Delivery can make and meet commitments.

The Delivery Teams are sprinting and continuing to improve. Releases are planned with capacity as input with higher confidence in the ability to make and meet commitments.

Teams are focused on balancing capacity and demand, scheduling work to completion, and getting discipline around flow.
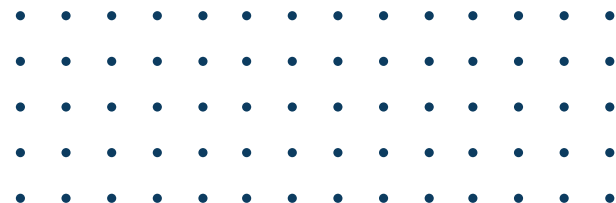
Initial Roadmap

Having an initial roadmap created by the Program Team that aligns with the strategic priorities set by the Portfolio Team provides alignment in the organization and rallies teams around a cause and prevents unnecessary work from occurring.

Develop Release Plans

Release plans assure intent and desired outcomes are accurate throughout the System of Delivery. Teams must be able to plan for a release about a quarter long that provides high value and is reasonable and attainable. Inputs taken into account during release planning include, dependencies, sequencing and capacity.

Rolling Backlog

Rolling backlogs provide just enough horizon for the consuming team to perform well at a predictable level without wasting too much time planning up front or too much time reacting at the last minute.

Planning will be a sustainable process that is embedded in the teams by establishing an end-to-end cadence of progressive elaboration of Epics and Features to Stories.
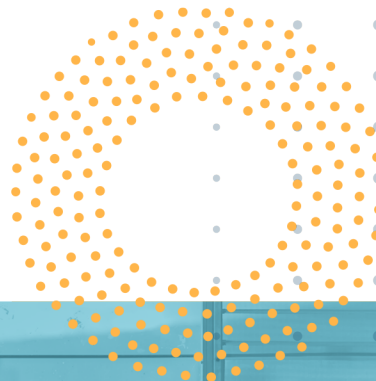
DEFINING DONE

As teams in the Transforming Organization progress through the outcomes, they will learn to evaluate and measure their maturity. Their coaches will tailor the maturity assessment and help the teams to apply it in constructive ways that lead to valuable insights. Those insights help to focus and prioritize coaching efforts that support the teams as they progress in their adoption of the Chick-fil-A Agile Way of Working – and satisfy the business objectives they identified at the outset of their adoption.

NEXT STEPS

While the initial journey is complete, and the teams have successfully adopted the Chick-fil-A Agile Way of Working, they will continue to identify improvement opportunities and embrace a spirit of continuous improvement. The initial adoption established the standard ability to leverage metrics, assessments, and retrospectives to identify the next best opportunities to improve performance and deliver even greater impact.

WHILE THE INITIAL JOURNEY IS COMPLETE, AND THE TEAMS HAVE SUCCESSFULLY ADOPTED THE CHICK-FIL-A AGILE WAY OF WORKING, THEY WILL CONTINUE TO IDENTIFY IMPROVEMENT OPPORTUNITIES AND EMBRACE A SPIRIT OF CONTINUOUS IMPROVEMENT.

The Plays

- **System of Transformation**
- **System of Delivery**
- **System of Continuous Improvement**

The Plays

System of Transformation

This section highlights the key plays that must take place in order to establish a System of Transformation that will enable the Agile CoE to guide, support, and measure the effectiveness of the Transformation processes.

STRUCTURE PLAYS

Structure plays in the System of Transformation involve establishing the teams that will lead the Transformation.

Stand up and Facilitate an Executive Steering Committee (ESC)

This team is responsible for the strategic guidance of the overall Agile Transformation. The changes needed to achieve Chick-fil-A's goals require support at high levels of the organization. There will be one ESC for all of Chick-fil-A. The team is comprised of the Executive Leaders of Chick-fil-A to provide executive support for the transformation – including the COO, Product Leadership, and PMO leadership. This team will empower the Agile CoE and the Transformation Leadership Teams. They will serve as an escalation point for organizational obstacles and will provide clear organizational communications as necessary. The Agile CoE will help stand up this team and will provide the agenda for and facilitate the ESC meetings

Stand up and Facilitate a Transformation Leadership Team (TLT)

The TLT leads the change. These teams are made up of managers in the impacted areas around the Delivery Teams. Management must be involved in leading the change and in removing barriers as necessary for the change to be sustainable. They are responsible for leading the end-to-end Transformation and for ensuring the Delivery Teams are executing on the changes that are required to meet the Transformation goals. This team will escalate to the ESC any impediments that they can't resolve. The Agile CoE will provide the charter and facilitate the TLT meetings.

Stand up and Facilitate a Coaching Team

A Coaching Team provides the coaching and expertise to tailor and implement the Agile model as each Delivery Team is Transforming. It is made up of internal and external resources targeted at supporting the Agile Transformation. Teams should not have to be inventing or recreating the patterns and principles. And there needs to be consistency in applying the patterns and principles to Transformation. This team will deliver tailoring, coaching, and support to the Transforming Organization according to the service catalog. The Agile CoE will orchestrate the coaching and ensure consistency in application.
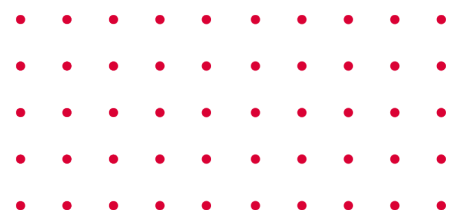
GOVERNANCE PLAYS

Governance plays for the Agile CoE involve managing the work of the Transformation.

Establish 90-Day Plans

A 90-Day Plan breaks the End-State Vision down into specific targets for each Expedition in the Transforming Organization over the next 90 days. It is articulated by the TLTs and reported to the ESC and should demonstrate the progress that has been made in Transforming the organization and the anticipated progress over the next 90 days. Any impediments to progress are reported as well. This plan is updated monthly, based on actual progress and cast forward based on anticipated progress. The 90-Day Plan is used to demonstrate progress and control as well as to inform executive communications, such as organizational changes, that would go out to clear the path for Transformation activities.

Establish 30-Day Plans

A 30-Day Plan breaks down each Expedition into the specific outcomes that will be accomplished over the next 30 days. It also shows progress for that Expedition against the outcomes-based plan. It is developed by each TLT. The 30-day plan is used to orchestrate coaching and Expedition personnel, plan communication and change activities that are scheduled to occur.

Establish Weekly Plans

The Weekly Plan shows Transformation progress that has occurred over the last several weeks and the activities that are planned for the next two weeks. It is used to ensure alignment on the learning that is taking place and to ensure coaching capacity and Expedition schedules are aligned and that everyone has clarity on the logistics for the upcoming weeks.

METRICS PLAYS

Metrics plays for the Agile CoE involve capturing information that plays an important role in understanding how well our efforts are proceeding during a Transformation. They also provide insights into where to improve our efforts and where to target additional personnel if enough progress isn't made.

Track Transformation Metrics

The Agile CoE will capture System of Transformation metrics to track the progress and effectiveness of the Transformation activities. The first set of metrics that are captured are progress metrics. Leveraging the outcomes from the 30-Day Plan and the activities in the Weekly Plan we can show how far down a planned coaching and development path an Expedition has progressed.

Then, we assess the development of competencies by observing behaviors that demonstrate the efficacy of the Transformation activities. These metrics can be used by the TLT and coaches to tailor coaching efforts, they can be used by the TLT and ESC to identify impediments that need to be removed, and they can be used the Agile CoE to demonstrate the value delivered through the Agile Transformation efforts.

VALUE PLAYS

Value plays for the Agile CoE involve being able to always demonstrate progress and control of the Transformation as well as the business benefits and financial benefits of the work the Agile CoE is leading.

Demonstrate Adoption

In many organizations, the performance of activities or changes in titles is used to show progress – but these don't demonstrate that value is being delivered. Using the Competency Adoption Transformation Metrics, the Agile CoE can demonstrate the Transforming Organization has greater ability to operate in an Agile way. Demonstrating value in this way provides incentive to the people undergoing the change and can also be used to gain support and momentum from management and executives for the Transformation efforts.

Demonstrate Benefits

The anticipated benefits of the Chick-fil-A Agile Way of Working include increased predictability, improved quality, reduced time to value, the ability to innovate, improved product fit and adoption by your consumers, and improved engagement from team members. All of these can be measured through surveys, assessments of the workflow, and analysis of the products. The Agile CoE will gather this performance information to provide focus to the organization (ensure that what is measured is what is focused on). It is also used to demonstrate the benefits of the work the Agile CoE is doing. Planning for the collection of this information up front is a key part of being able to demonstrate the benefits that the Agile CoE is helping deliver to the organization.

Demonstrate ROI

Demonstrating ROI can be difficult of many efforts, but it's a reality in business that most decisions are economic in nature. The Agile CoE uses improved throughput, an uptick in the performance of products in the market, or improved engagement from teams undergoing Transformation to tie financial gains from the Transformation. Failing to connect the company's financial gains to the costs associated with the Transformation almost always results in a reduction of investment into the Transformation program.

CRAFTSMANSHIP PLAYS

The Craftmanship Plays for the Agile CoE involve being able to improve the health of the Transformation and decrease the risk to the business during the Transformation.

Understand Business Risk/ Transformation Health

Leading change isn't only about following a checklist or presenting metrics on a plan. The "craft" of leading Transformation is about using the information gathered in the metrics, feedback from the coaches, and personal observation to develop a point of view on the tension between moving toward the benefits of the Transformation and the risk to the business of executing the change. The Agile CoE maintaining an explicit and clear point of view regarding this tension becomes a critical element of the Transformation because it ensures that the Transformation has the leadership it requires to make the necessary changes and that the Agile CoE doesn't become merely a status reporting service.

MEETING PLAYS

The Meeting plays for the Agile CoE involve ensuring alignment across the System of Transformation to minimize the conflict and noise associated with change while maximizing the rate of Transformation.

ESC – Executive Review

The ESC Executive Review is a formal session to communicate and ensure understanding of updates to the End-State Vision in the Roadmap. The purpose of these meetings is to make sure everyone is in close alignment around what we are going to accomplish, determine who needs to be involved and what it is going to take to get there. It is designed to clearly set expectations through a collaborative elaboration of the Roadmap with outcomes and activities necessary to meet the vision over the next 90 days.

The 90-Day Plan, which mirrors release planning in the System of Delivery, sets clear expectations and builds trust between the ESC and executives. The ESC will meet with the TLT to elaborate on the goals and objectives and define supporting activities to guide the Transformation. This meeting happens at the beginning of the engagement and every 30 days thereafter.

TLT – 30-Day Checkpoint

The 30-Day Checkpoint is a formal session held by each TLT to review progress on engagement outcomes on the 90-Day Plan and address impediments to ensure ongoing progress. The objective is to build trust through a demonstration of integrity, competence, and results. Roadmap progress, funding, and financials are reviewed, validated, and summarized in preparation for the Executive Review.

Coaching Standups

Coaching standups happen weekly to ensure that all the activities are aligned with the 30-Day Plan and that everyone is aligned around the patterns and principles being applied that week. Every coach should be familiar with the activities they are performing that week and how any tailoring done impacts their work. The Agile CoE must ensure alignment across the board to maintain trust with the Transforming Organization. The use of an outcomes-based plan provides the context for alignment and focus for the coaching team.

MANAGEMENT PLAYS

Management Plays for the Agile CoE are how it can educate management on how to best support transitioning to the new Chick-fil-A Agile Way of Working.

Organizational Change Management

Organizations are difficult to change. The change has to be managed on two levels. The first is that of Organizational Change Management. This involves designing changes in a way that ensures the structure, governance, and metrics all stay in alignment and are intentionally aligned to the behaviors and beliefs necessary for those changes to make sense. Also, the changes must be sequenced to minimize conflict and the required support orchestrated to enable the change.

Effective Organizational Change Management reduces the risk that a new system or other change will be rejected by the enterprise. The Agile CoE has established patterns of adoption that address the issues of Organizational Change Management.

Personal Change Management

Even with a solid Organizational Change Management plan, individuals that operate within the organization all have different patterns of change. Personal Change Management means ensuring individuals receive the awareness, leadership, coaching, and training they need in order to change successfully. This involves ensuring everyone is aware of how the change impacts them and instilling a sense of trust that the coaching and support the individuals need to be successful is provided. The Agile CoE,

through coaching and management training, will help create the conditions for successful personal change in the organizational transition to the new Chick-fil-A Agile Way of Working.

System Principles and Leadership.

A key management play for the Agile CoE is aligning leadership and management to ensure that they understand the new system, are able to recognize when it is not operating to the goals and that they are responsible for leveraging organizational and personal management to lead the change.

This doesn't mean that management has to be an expert in every job, but they do have to help create the conditions where teams can collaborate, decision making can be delegated, and everyone is focused on creating the value the organization intends to create. Managing the organization as a system, rather than by moving personnel from crisis to crisis is a significant shift in mindset for most managers and the Agile CoE must leverage their leadership capabilities to guide and coach managers through this adjustment.
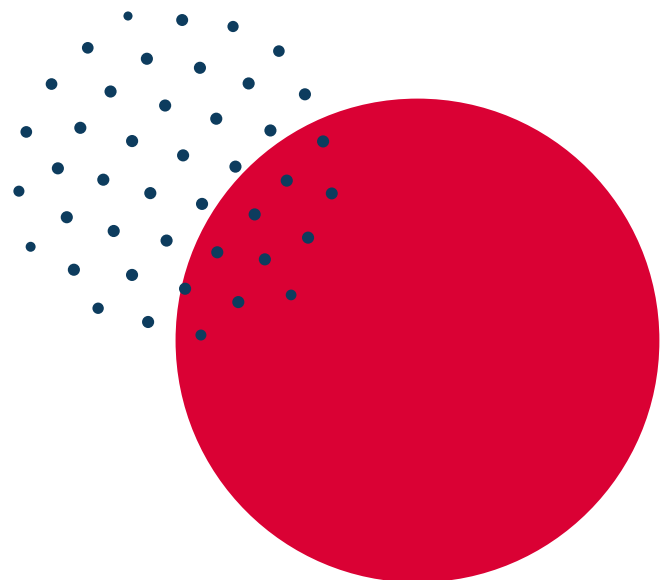
System of Delivery

This section highlights the key plays that must take place in order to establish a System of Delivery that will enable the Transforming Organization to guide, support, and measure the effectiveness of the new Chick-fil-A Agile Way of Working.

STRUCTURE PLAYS

Structure plays in the System of Delivery involve establishing the teams that deliver value within the new Chick-fil-A Agile Way of Working.

Standup a Portfolio Team

Portfolio Teams are responsible for budgets and investment planning. They take the work coming down from the Executive Tier strategy and investment decisions and apply selection criteria that enables prioritization and movement of the work through the system. Such criteria might include: ROI, level of investment (personnel and capital), Work in Process (WIP) limits, or delivery date requirements.

The Portfolio Teams also determine priority, staffing and enables movement of projects through the system. A typical Portfolio Team consists of a business owner, a portfolio manager, and a lead analyst.

The instantiation of a Portfolio Team creates intentionality around designing the delivery so that Chick-fil-A can shift from controlling handoffs and accountability for artifacts to getting the Transforming Organization to focus on the flow of value so that they can get the most return out of the system.

Standup a Program Team

Program Teams are responsible for orchestrating dependencies, testing hypotheses, and providing the information needed for decisions. They take the work coming from the Portfolio tier and clarify requirements, set technical direction if applicable, and provide context and coordination. They facilitate planning and coordination of the flow of work across Delivery Teams.

The shift here is from tracking work to prioritizing, sequencing, and validating decisions as a cross-functional, collaborative team. Decisions are informed and constrained by the top-level plan and feedback loops link the various levels of planning to provide feedback against Portfolio objectives.

GOVERNANCE PLAYS

Backlogs

Like teams, backlogs are also a very specific construct in Agile. Backlogs are made up of stories. Stories are independent, negotiable, valuable, estimable, small, and testable (this can be remembered using the common Agile acronym INVEST). They're small enough that a team can deliver a handful of them in a single sprint. They're not prescriptive and are open to negotiation, but clear enough that the team can estimate them and complete them within a time box. Ideally, the teams have established a clearly defined definition of done, so that when they finish an item, they can call it complete with certainty. Each story should have meaning to the customer, such that the customer can sign-off once the story is completed. Stories can be exchanged for one another if new information becomes available and priorities shift.

METRICS PLAYS

Portfolio Team Metrics

Portfolio Team metrics focus on ensuring that the Transforming Organization is delivering product features and capabilities with the best ability to achieve early return on investment. Below is a sample list of the types of questions the Portfolio Team should seek the answers to and the corresponding metrics they should be tracking so that they can report back to the organization when necessary.

Question	Metric
Is the tiered team system delivering consistently?	Due Date Performance
Are we investing in the right type of work?	Portfolio Investment Mix
Are we starting on too many things?	Abandoned Work
Are we focusing on the most important things?	Value Stream WIP
How long does it take to move from an idea to done?	Epic Lead Time
Are we spending too much just to keep the lights on?	Capital Expenditure vs Operating Expenditure Ratio
Are we meeting our targeted spend rates?	Variance to Spend Target
Are we hitting our targeted value and maintenance blend?	Variance to Value / Maintenance Target
Are we getting the right return on our investments?	Value to Cost Ratio
Are we getting the expected results from this portfolio?	Variance to Results ($ or % Market Share)

Program Team Metrics

Program Team metrics focus on making delivery/execution commitments, managing incoming requests successfully, locating bottlenecks, discouraging context-switching, and getting work flowing through the system. Below is a sample list of questions the Program Teams should be asking themselves and the corresponding metrics they'll need to measure to ensure that the Transformation remains on track.

Is the roadmap of features sufficient to effectively maintain a ready backlog?	**Feature Roadmap Visibility**
Is the ready backlog groomed sufficiently to be predictably consumed by the execution team?	**Ready Backlog Depth**
Is there committed functionality in each release?	**Feature Completion Ratio**
Is the focus on delivering value?	**Percentage Value in Sprint**
How long does it take to move an idea into delivery?	**Feature Lead Time**
Are orchestration and dependency mitigation tactics effective?	**Percentage Ready Backlog** **User Stories with Open Dependencies**

Delivery Team Metrics

Delivery team metrics focus primarily on whether the teams can plan, coordinate, and deliver predictably enough to meet a release-level or service-level commitment in a way that meets the high-quality standards of Chick-fil-A. Below, is a sample list of questions that the Delivery Teams should be asking themselves as they work their way through the backlog and the corresponding metrics they will look toward to determine whether or not they are on pace to make and meet their commitments.

Question	Metric
Can the team deliver the committed functionality in each sprint?	**Story Point Completion Percentage** **Story Completion Percentage**
Has the team established a stable velocity?	**Velocity Variance**
Are the right resources available for the team to be successful?	**Staff Availability**
Is there anything preventing teams from delivering on commitments?	**Blockers**
Does the team deliver throughout the sprint or at the last minute?	**Cumulative Flow**
To what degree is the team encapsulated to make and to meet commitments on its own?	**Percentage of User Stories with Outside Dependencies**
Does the team deliver the committed changes within an agreed upon or SLA timeframe?	**Lead Time (average)**

Delivery Team Metrics cont.

Question	Metric
Has the team established a stable throughput rate?	**Throughput Rate (Average)** **Throughput Rate (Variance)**
What is preventing the team from delivering on its commitments?	**Number of Days that Items are Blocked (Average)**
Does the team focus on too much at any given time?	**Number of WIP Violations**
To what degree can the team make and meet commitments on its own?	**Percentage Queue of Items or Issues with Outside Dependencies**
Is the quality of the product being shipped verifiable?	**Open Defects**
Are problems getting past quality checks?	**Escaped Defects**
Are teams able to address problems in a timely manner?	**Defect Aging**
Are problems being discovered in production?	**Latent Defects**
Is the team able to maintain the overall health of the product?	**Debt**

Use Objective and Key Result Performance

When the Transforming Organization is heavily focused on activities completed by the Delivery Teams and the output they create, it requires a heavy dose of explicit direction to be injected into the Delivery Team(s) from the upper tiers of the governance model. This removes the Delivery Teams' need to understand the "why" behind the work their doing, turns them into order takers, and leaves them incapable of critically assessing their ability to make and meet their commitments and optimizing their contributions to the system to achieve the agreed upon outcomes.

Instead, using Objectives and Key Results (OKRs), the Transforming Organization can make a stronger value play. The OKR framework connects objectives to their outcomes through measurable results which increases the Delivery Teams' ability to understand the "why" behind their work and enables the Transforming Organization to leverage the expertise of the team to determine the best way to meet the organization's objectives. OKRs also create clarity in the system, tighten feedback loops for shorter cycles, and connect the execution of the delivery team to the strategy laid out by the Portfolio Teams and Chick-fil-A leadership.
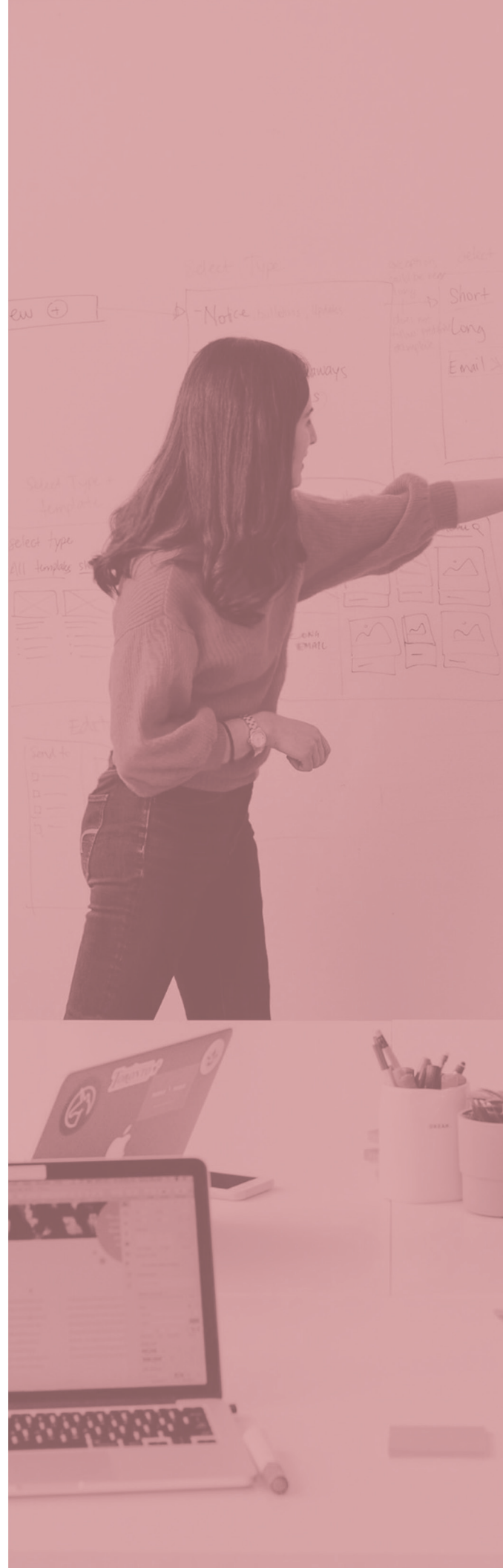
CRAFTSMANSHIP PLAYS

Business Risk/Health

Business Risk is all about managing value and making sure that you're building the right thing, for the right person, at the right time. This requires the Transforming Organization to balance three key factors: Product Vision, Market Need, and the Emerging Solution. Successfully balancing these three factors will always result in better business outcomes for Chick-fil-A.

- **Do we have reason to believe the features scheduled for the upcoming release will deliver the value we have planned?**
- **Do we have reason to believe the team can deliver that value within the time and cost constraints we have established?**
- **What about our customers, have they weighed in that we are building the right product?**
- **Is everyone on the team organized around a clearly articulated product vision?**
- **Are we clear on the Minimum Marketable Product?**

To ensure that the Transforming Organization maintains this balance they will need to shift their mindset from project-driven delivery to product-driven delivery—which will require a high-level architectural approach, centered around the product(s), for estimating and planning.

One of the most common pitfalls product-driven delivery systems succumb to is assuming that the original features that made it into the backlog are always the right features to work on to deliver the Product Vision. The recommended approach is to estimate, prioritize, and work on the highest value features first, but always keep an open mind and give the Product Owners the ability to negotiate the scope of their releases as new information becomes available. And if you discover that the new information is leading the organization away from the original Product Vision, engage the system at the highest appropriate level to help leadership decide if the new direction aligns with Chick-fil-A's objectives.

Technical Risk/Health

As soon as the Transforming Organization has dealt with the business risk, it should immediately turn its eye toward the technical risk so that it can expose any faulty or unproven assumptions that were made in the original product design that could wind up impacting the organization's ability to deliver the product.

- **Are we planning to use any unproven technologies to build the solution?**
- **Have we exercised the significant interfaces between systems?**
- **Can we demonstrate a working skeleton?**
- **What about performance? What about performance in-line with other connecting systems (e.g. equipment)?**
- **Have we considered whether decreasing operational/equipment related risks may increase financial or personnel/safety risks?**
- **What about security?**

When the teams are crafting their backlogs, they should be doing so with technical risk in mind. Ideally, the Transforming Organization will frontload features that are most likely to validate or invalidate the architectural assumptions and

stabilize the emerging product design. As the Delivery Teams begin building features, new information will likely become available and the teams will have to re-estimate and prioritize the backlog to make technical tradeoff decisions when necessary.

MEETING PLAYS

The purpose of meetings is not to provide status updates or to encourage micromanagement. The cadence of the meetings and the data and information shared within them is intended to provide transparency across the governance model and supply the teams with actionable next steps that will ensure the work they're doing has clarity, purpose, and value.

PORTFOLIO TEAM MEETINGS

Capability Model Review (Quarterly)
The value and performance of capabilities are assessed.

Portfolio Progress Review (Monthly)
Present progress on existing Initiatives to determine how they are progressing to their goal. Review and Update Portfolio Plan. Review Epic Roadmaps..

Portfolio Planning (Weekly)
Review and move Epics on Kanban. Validate policies met. Plan next steps. Close Completed Epics

Investment Prioritization Review (Two to Four Times a Month)
Review New Epics and order in backlog. Work Epics to meet Epic Policies for Strategic Alignment.

Solution Definition Review (Two to Four Times a Month)
Review Epics and order in backlog. Work Epics to meet Epic Policies for Solution Validation

Review Execution Standards (Quarterly)
Define standards for delivery/execution.

Release Kick-off (Release Cycle)
Review and check confidence for the release plan. Review with the portfolio team.

Portfolio Team Retrospective (Quarterly)
Review the Process and create action items for changes.

Agile Process Retrospective (Quarterly)
Review the Process identify updates for Structure, Governance, Metrics

Benefits Realization Review (Quarterly)
Review the operational performance and KPI results of completed epics / initiatives

Review Release Plans (Release Cycle)
Assess readiness for Release go live.

Risk Management (Every 2 weeks)
Ensure significant risks are reviewed, escalated and mitigated early.

Operations Review (Every 4 to 6 weeks)
Demonstrate control of the solution delivery process

PROGRAM TEAM MEETINGS

Feature Estimation (2 to 3 times per week)
Define features sufficiently for estimating and release targeting; (aka Rapid Estimation)

Feature Definition (2 to 3 times per week)
Define features sufficiently for Story Writing

Story Writing (2 to 3 times per week)
Initiate Stories and Story Map to complete Feature Definition

Program Team Planning (Weekly)
Review and move Features on Kanban. Validate policies met. Plan next steps. Close Completed Features.

Release Planning (Release Cycle)
Develop the Quarterly Release Plans

Retrospective (Monthly)
Review the process and plan improvements

Deployment Readiness (Ahead of Deployment)
Review the release standards and report how this release meets these standards

Feature Validation (Monthly)
Review the achievements of the delivery team with a broader audience

Agile Assessment (Quarterly)
Retrospective technique

DELIVERY TEAM MEETINGS

Sprint Planning (Every Two Weeks)
The team collaborates to plan the critical work for the sprint.

Story Refinement (2–3 Times Per Week)
The team reviews stories and acceptance criteria and gets them ready for sprint planning.

Daily Standup (Every Day)
The team optimizes collaboration and performance by inspecting the work since the last daily standup and removing blockers.

Sprint Demo/Review (Every 2 Weeks)
The team demonstrates work completed during the Sprint to the stakeholders, gives the deliver team status, and adapts the Backlog if needed.

Sprint Retrospective (Every 2 Weeks)
The team inspects itself, assesses how they're doing against set capabilities and metrics, and creates an improvement plan to be enacted next Sprint.
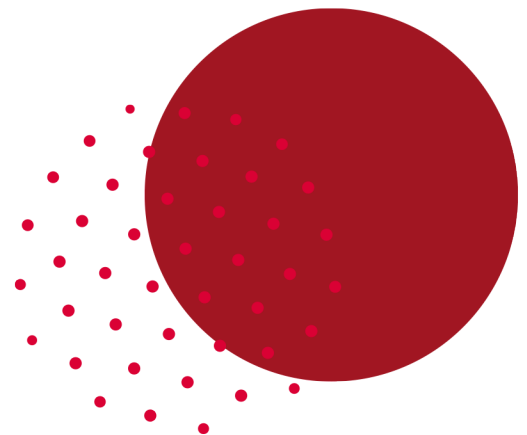
MANAGEMENT PLAYS

The System of Delivery's Management Plays are designed to help collaborative teams operate in a trusted and empowered environment while enabling them to deliver value faster and establish better accountability and feedback from the system.

Visual Management

Visual Management is the practice of using information visualization techniques to manage work. This can come in various forms such as task boards, big visible charts, continuous integration build health indicators, etc.

The benefits of visual management include offering a clear, simple, and effective way to organize and present work as well as to identify waste or non-value-added activities. In addition, it can positively influence the behavior and attitude of the team members by helping build transparency, accountability, and trust.

Visual Management can also entail utilizing an Agile Lifecycle Management (ALM) tool (e.g. Jira), which should reflect the team structure, governance model, and backlog structure implemented by the System of Delivery. Whichever tool the Transforming Organization decides to implement, it should be used to measure and manage the flow of work in the system from epics, to features, to stories, as well as to capture the associated metrics. This will enable the flow of work to be measured and will allow leadership at all layers of the governance model to create, implement, and measure continuous improvement activities utilizing data. This will also enable visibility up and down the tiers which will lead to a more predictable flow with a higher quality product.

Servant Leadership

Servant leadership is characterized by leaders who put the needs of a group over their own. These leaders foster trust among employees by creating a system of accountability, helping others develop, showing appreciation, sharing power, and listening without judging.

While serving and leading seem like conflicting activities, these leaders are effective initiators of action. Servant Leaders recognize the importance of working through others and engaging and empowering others to use as much of their own capabilities as possible.

To employ this type of leadership effectively and efficiently, Servant Leaders must take responsibility for creating the ecosystem that will allow your organization to retain and to expand upon the benefits from the work done to date.

This includes:
- **Creating the conditions for success**
- **Establishing a trustworthy system**
- **Instilling accountability into the flow of work**
- **Ensuring a focus on customer value**
- **Continuously embedding & sustaining the change**

SERVANT LEADERSHIP IS CHARACTERIZED BY LEADERS WHO PUT THE NEEDS OF A GROUP OVER THEIR OWN.

Chick-fil-A | Agile Playbook

By focusing on the levers above, Servant Leaders can operate with commander's intent by focusing on structured partnership through communication and delegation and resolving concerns and impediments by driving continuous improvement and escalation when appropriate. All of these levers are centered around a singular foundational belief about Agile—systems first, and then practices and culture.

Facilitation

The Agile Team Facilitator leads teams to higher levels of performance and maturity towards the desired outcomes, and this requires a skillset that is broader than just the ability to conduct meetings. The facilitator must also guide the teams through the paradigm shifts required and lead them towards collaboration and self-management within the governance model. Foundational facilitation skills include items such as:

- **Defining the purpose and outcomes of meetings**
- **Designing the meeting flow based on the series of outcomes**
- **Creating a collaborative space to foster trust and to welcome differing points of view**
- **Clarifying and/or reinforcing team decision-making authority**
- **Conducting retrospectives to inspect and to adapt processes and behaviors**
- **Coaching for action (issue identification, exploration, action commitment)**
- **Transitioning key team roles (as personnel changes occur)**
- **Identifying and handling resistance to change**
- **Employing a systems view (ecosystem / governance model in entirety)**

System of Continuous Improvement

This section highlights the key plays that must take place in order to establish a System of Continuous Improvement that will enable the supporting people, departments, vendors, etc. to guide, support, and help sustain the initial Transformation processes and to sustain the Transformation over time. This will also become a starting place to describe the capabilities the Agile CoE must develop in order to become self-sufficient in supporting Transformational change going forward.

STRUCTURE PLAYS

The System of Continuous Improvement Structure Plays are about standing up the teams that identify, prioritize, and support improvements in the organization.

Form an Improvement Prioritization Team

One of the aspects of continuous improvement is that there are always more places for improvement then there is capacity to improve. As improvement opportunities arise, a centralized place to prioritize these improvements becomes needed. Early on in a Transformation, the ESC is likely playing this role, but as the organization moves past the initial efforts of Transformation the role of the ESC may shift and the need for an Improvement Prioritization Team will arise.

The Improvement Prioritization Team consists of a cross cutting team of leaders in direct support of the leaders that initially formed the ESC. The Agile CoE will establish a cadence and facilitate the meetings of the Improvement

Prioritization Team.

It should be noted that if the ESC delegates the improvement opportunities too early in the Transformation, before the Transforming Organization fully understands the new Chick-fil-A Agile Way of Working, it may result in unnecessary risk and noise in the system.

Form Improver Teams

Improver Teams are cross-functional teams that consist of coaches or managers who are looking at the organization's performance from a systems perspective and trying to identify high-leverage, point improvements that will increase the organizations ability to achieve its strategy. The Improver Teams will often be pointed at specific strategic outcomes.

However, the Improver Teams are not just process analysts, they have business architecture, change management, and organizational design skills as well. The output from the Improver teams are opportunities to improve the overall performance of the organization. Improver Teams are responsible

for both readiness and acceptance criteria, as well as a well-articulated outcomes-based plan to implement the improvement(s) that addresses the organizational change aspects, the personal change aspects, and the services needed to implement the improvement.

After an Improver Team has identified improvement opportunities, the Improvement Prioritization Team will be responsible for prioritizing them and should plan to meet with the Agile CoE to share their findings.

Form Services Teams

As the organization matures from Transformation to continuous improvement, the coaching, support and expertise necessary to implement improvements will shift. But there is still a need to maintain consistency and scale in many of the processes. Services Teams are chartered and orchestrated by the Agile CoE in support of the most valuable improvements being introduced. They are made up of coaches and experts who can bring the coaching, support, training and guidance to the organization to support improvements in competency or capability.

GOVERNANCE PLAYS

The System of Continuous Improvement Governance Plays are about managing the improvements that are selected and the effectiveness of the execution.

Ensure Readiness

To protect the Transforming Organization from investing in improvements that won't generate the anticipated business benefit, the Agile CoE will act as a concierge to the organization to ensure

that it's entirely ready to begin making the planned improvement. The Agile CoE will evaluate the organization's readiness against a predetermined list of Improvement Opportunity Readiness Criteria to ensure that need for the improvement is balanced against the ability of the organization and the people in it to actually execute on making the change.

Assessments

In support of the Improver Teams goal to continuously lift the performance of the organization, the teams will use assessment models to identify their competency in certain areas, such as the ability to define a market need or the ability to plan and coordinate work. The Agile CoE will provide the framework for these assessments and will gather and manage the information.

Effectiveness

Each improvement opportunity will contain a series of targeted improvements that will need to be evaluated for their effectiveness. The information that's gleaned from the evaluation will then get used for targeted improvement of the Services Teams' ability to make appropriate changes, the Improver Teams' planning and change management efforts, or to target further improvements to the system.

METRICS PLAYS

The System of Continuous Improvement Metrics Plays are about measuring the results from the improvements and the performance of the improvement services

Measure Improvements

Each improvement will have some set of associated acceptance criteria that will need to be measured upon completion of the improvement opportunity. Typically, the acceptance criteria will take the shape of a tangible improvement in the performance of a capability or of the acceptance/ use by the customer. The measure of success is how often the acceptance criteria are achieved within the Transforming Organization.

Track SLAs

The Services teams will have service-level agreements (SLAs) around competency, cost, quality, and capacity associated with the services they offer. There will be a scorecard of how well the Services Teams are performing within their SLAs. This will help create a cadence of accountability around that meaningful change is being delivered and that the Service Teams are delivering value.

Assess Key Performance Indicators (KPIs)

Improver Teams will assess KPI targets against actual performance of strategic Key Performance Indicators to identify variances in performance. These variances will be highlighted as potential targets for improvements. The Agile CoE will be supported by business architecture to capture and analyze this information monthly.

VALUE PLAYS

Strategic Alignment

One of the keys to operating a continuous improvement model is having clarity on where and how the organization must improve to achieve its strategy. There should be a model to map the capabilities of the Transforming Organization to strategic significance, meaningful performance targets, and suitability over time. This model will be used by in the System of Continuous Improvement to identify where to improve and to create clear acceptance criteria for what an improvement looks like. This model will also provide the KPIs for assessing strategic gain from performance efforts.
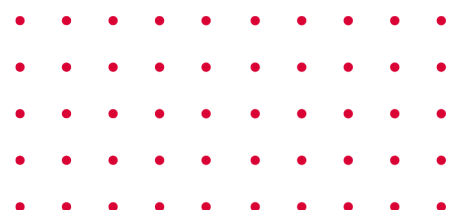
CRAFTSMANSHIP PLAYS

Execution Risk\Health

Historically, one of the biggest failure modes of continuous improvement efforts has been identifying changes for the sake of localized optimization that doesn't result in measurable improvement in the performance of the organization. Change for the sake of change.

Another big failure mode that organizations often fall victim to is taking too narrow a view when it comes to making changes. Often, they will ignore the organizational design, the pressure of personal change, and/or fail to develop an actionable plan to implement the changes.

The Improver Team are responsible balancing the view of high-leverage, point improvements with the organizational and personal change impacts,as well as the management of implementing the improvements.

Improvement Prioritization

Once a month, the backlog of improvement opportunities that have been identified, planned or are in progress from the Improver Teams will be reviewed. The Improvement Prioritization Team will determine if the Improver Teams are on track, identify impediments in need of removal, and plan the next set of improvements to build detailed plans around. This meeting is prepared for and facilitated by the Agile CoE.

Improvement Review

Each Improvement that is in progress will be reviewed by the management of the Transforming Organization being improved. Early on in the Transformation, this will be part of the TLT process. Over time, the Leadership Team, the managers and leaders that were part of the TLT, will review the improvements that are both planned and in flight to provide communications and leadership to support the improvements. These meetings are prepared for and facilitated by the Agile CoE.

Assessment Review

The assessments and performance KPI's for each group will be prepared and reviewed with the TLT (and later on by the Leadership Team) on a monthly basis to seek out areas management would like to seek improvements in and to review the impact of improvements made recently. These assessments will be reviewed on a monthly basis along with performance metrics and business metrics to identify potential areas for improvement.

MANAGEMENT PLAYS

The System of Continuous Improvement Management Plays describe management approaches to apply that will focus improvement efforts on the high-leverage improvement opportunities in the Transforming Organization.

Leverage Business Capabilities

Business capabilities provide a way of understanding what the business has and is capable of from an outcome perspective without diving into the process and other implementation details. Assessing the needed performance of these capabilities against their actual performance helps identify where to focus improvement efforts to maximize the organizations ability to achieve its strategies.

Leverage Value Streams

Value streams are a component of the business ecosystem that describe how a stakeholder, often a customer, receives value from the organization. Value streams can be mapped to enabling business capabilities that describe what an organization must do to deliver value to the customer. Customer outcomes can be strategically prioritized. Using a capability model connected to these strategic priorities provides a cross cutting lenses to identify the critical business capabilities where the business must perform in to achieve the business strategy.

Prioritize and Plan applying Theory of Constraints

The Theory of Constraints is a methodology for identifying the most important limiting factor (i.e. constraint) that stands in the way of achieving a goal and then systematically improving that constraint until it is no longer the limiting factor.

Assessing a Transforming Organization's value streams using the Theory of Constraints will help identify the key leverage points to improve. This helps overcome the problem of investing for local optimization—which sometimes reduces costs or improves performance in one area but increases cost or performance in another area.
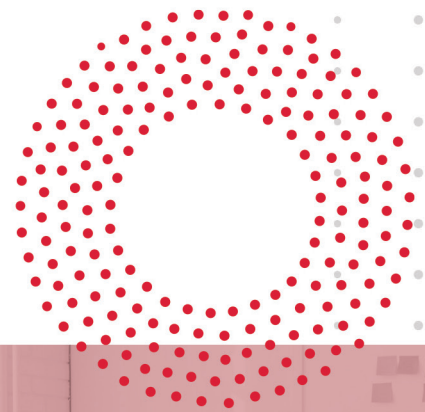
Appendix

- Remaining Playbook Content