

Topic 4: Agile and new ways of working

17th May 2022 - 7th June 2022

Welcome to the Digitalisation for international trade course!

This is the fourth topic of the programme: “**Agile and new ways of working**”, which aims to develop the concepts associated with the third domain of digital transformation: Innovation. Here you will begin to understand how your company can work in a more efficient manner to make the changes to the business model that will generate greater value to the customer networks.

Contents: Innovation, thinking profiles, new ways of working

The **objective** of this document is to present the main relevant concepts that will serve as a guide to enhance the inner organization of your business in order to innovate and disrupt in the digital age.

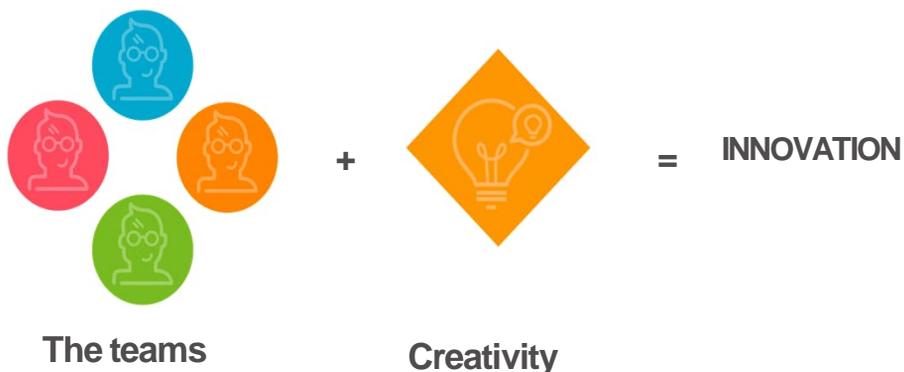
Take up the challenge! Let's keep learning together

Innovation

It is a process by which a product, service or experience is renewed and updated through the application of new processes, introducing new techniques or establishing successful ideas to create new value.

In short, innovation is **something new that generates impact.**

But innovation does not happen by itself; it depends on people who are willing to **think and work differently.**



Keep in mind the PIXAR principles to innovate:

1 If we are not a bit **scared**, we are not really innovating.

2 If you want to be original, you must **accept criticism** and **uncertainty** and that's uncomfortable.

3 We don't have to know it all. Opportunity to **learn and explore.**



How are innovation teams set up?

Diversity of ideas, backgrounds, careers, and values is fundamental to team building. Each of the following thinking profiles respond to key activities in the innovation process of a project.

Information about each profile can be found in the class presentation.



Clarifier



Ideator



Developer



Implementer



Integrator



Culture
manager

In the following video Rocío Lorenzo will tell you about the relationship between diversity and innovation.

https://www.youtube.com/watch?time_continue=2&v=IPtPG2IAmm4&feature=emb_logo



Note: the video is in English, but you can activate the Spanish and Portuguese subtitles directly on YouTube.

How do innovation teams communicate?

Profile	What they like	Tips for better communication	What they want to know
Clarifier	Facts, context, referenced data, evidence, logical information	Give them a clear, sequential and linear explanation of the facts. Give them the opportunity to acquire more information. Bold text, timelines, highlights, graphs, charts and tables are used.	What is the real problem to be solved?
Ideator	The big picture, good humour, stories, a good hook, visual elements.	Emphasise the big picture, show them big ideas or compelling stories. Avoid getting bogged down in facts and details.	What are the possibilities?
Developer	Time, accuracy, impartiality, high level of execution	Have structured arguments. Be impartial and practical. Identify areas that need to be distinguished. Close the presentation with a final summary. Do not rush them to make a decision.	How do we take this from good to excellent?

How do innovation teams communicate?

Profile	What they like	Tips for better communication	What they want to know
Implementer	Decisions, direction, speed, testing, results	Be concrete and clear. Explain the objective. Present the essential facts. Highlight the actions to be taken. Show how to implement the idea.	What is the result?
Integrator	Commitment, following a process, collaboration.	Stick to the purpose. Be sufficiently detailed. Be clear on deadlines.	Have we taken everyone's ideas into account?
Culture manager	Team work, mobilising innovation, sharing knowledge and tools	Understand the prospects for innovation in the organisation.	Are we assertively mobilising innovation?

New ways of working

To achieve agile ways of working, organisations must actively participate in key ceremonies and activities and embrace the fact that it is not something that is "done" but a mindset.

The following are some activities you can start implementing in your company to start activating the new way of working (Innovation + Agile).

Keep in mind that these are recommendations taken from Agile best practices, but you can (and should) adapt them to the needs of your company.

Ceremony/ Activity	Frequency – Duration	What is it?	Why do we need it?
Stand up (15 minutes)	Daily 15 minutes First activity of the day, allows you to organise yourself for the day and work on your priorities.	It is a short meeting that takes place every day in which each team member shares 1. What they did yesterday 2. What they are focused on today 3. Any obstacles to progress	This ceremony provides transparency and accountability for the task manager and also encourages the team to collaborate and learn from each other.

New ways of working

Ceremony/ Activity	Frequency – Duration	What is it?	Why do we need it?
Sprint Planning (1 hour)	Fortnightly	A non-negotiable activity for all team members, key activities include: <ul style="list-style-type: none"> • Setting sprint objectives • Prioritisation • Creating user stories • Estimating • Clarifying the definition of done (what is a completed job?) 	This ceremony allows you to set a target for the fortnight and plan your ability to deliver within the timeframe. This means that the availability of resources is taken into account when estimating the effort required to achieve the sprint target. The work is prioritised in a logical sequence and the "done definition" is clearly understood by all members.
Sprint Review/ Product Presentation (30 minutes)	Fortnightly	This ceremony, often referred to as the product launch, gives the team the opportunity to present and share with stakeholders what they have achieved over the past few weeks. It is usually presented visually in an open space for attendees to see and touch.	The team is able to celebrate its progress and learning within the team and with its stakeholders. When the product is delivered, it creates synergy for the organisation and a real sense of team.

New ways of working

Ceremony/ Activity	Frequency – Duration	What is it?	Why do we need it?
Retro (30 minutes)	Fortnightly	This is a non-negotiable activity and occurs at the end of a sprint. This ceremony focuses on what has worked well and what can be improved. Open and honest discussion is welcomed, and the conversation is supportive in nature.	The retros allow to continue with what is working well and what can be improved, this mentality will allow teams to improve performance.
Continuous improvement	Ongoing	Continuous improvement items are usually identified during the sprint or retro review. The priority of these elements is agreed by the team.	A team's focus on continuous improvement will improve the speed and quality of work. This has a positive impact on team rapport, trust and collaboration.

New ways of working

Ceremony/ Activity	Frequency – Duration	What is it?	Why do we need it?
Visual management	Ongoing	<p>Work management is visible to the whole team. This can be managed through physical or digital dashboards.</p> <p>Generally, we see:</p> <ul style="list-style-type: none"> • What items are in the backlog. • What is currently being worked on • What needs to be assessed in terms of quality • What needs to be validated 	<p>Visual management promotes transparency and accountability within a team. It helps to highlight where the team is focusing its efforts, what the priorities are and whether there are any blockages.</p> <p>Visual management also brings ideas to life in the form of customer walkthroughs, designs and prototypes.</p>

Recommendations

Book: Innovators DNA Jeff Dyer ([Innovator's DNA, Updated, with a New Preface: Mastering the Five Skills of Disruptive Innovators: Dyer, Jeff, Gregersen, Hal, Christensen, Clayton M.: 9781633697201: Books – Amazon](#))

Article: [The Agile Manifesto And How To Apply It To Your Projects](#) ([thedigitalprojectmanager.com](#))

Guide to design thinking: [dschool bootleg deck 2018 final sm+\(2\).pdf](#) ([squarespace.com](#))

Article: [The 4 Types of Innovation and the Problems They Solve](#) ([hbr.org](#))