AGILE

THE INSIGHTS YOU NEED FROM HARVARD BUSINESS REVIEW

BY HARVARD BUSINESS REVIEW PRESS
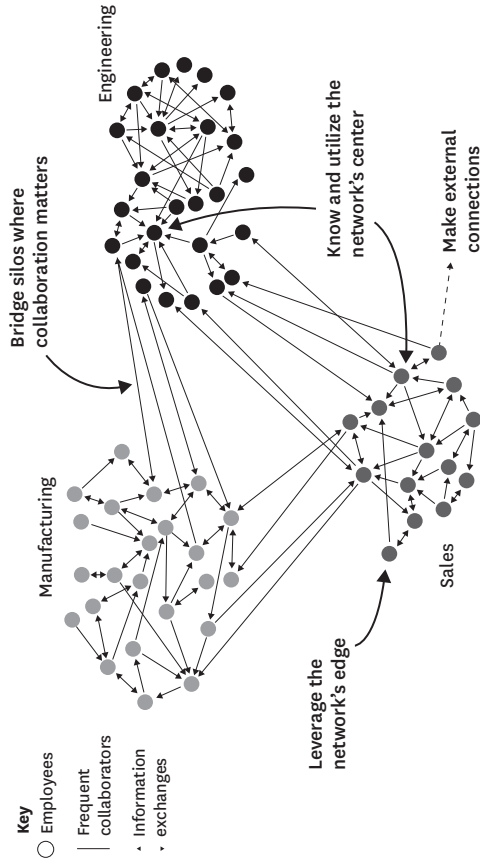
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FIGURE 3-1

To manage collaboration, pay attention to four points of execution

Ask yourself if you're identifying networks' centers, leveraging their edges, bringing silos together, and making external connections.

Key
○ Employees
| Frequent collaborators
‹ Information exchanges

Manufacturing

Engineering

Bridge silos where collaboration matters

Know and utilize the network's center

Make external connections

Leverage the network's edge

Sales

Source: Alia Crocker et al.

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What HR Can Learn from Tech

Top challenges with scaling. . .

Company culture at odds with agile value	63%
Lack of experience with methods	47
Lack of management support	45
Organizational resistance to change	43
Lack of business/culture/product owner	41
Insufficient training	34
Pervasiveness of traditional development	34
Inconsistent agile practices/process	31
Fragmented tooling, data, and measurements	20
Ineffective collaboration	19
Regulatory compliance and governance	15

. . . and elements needed for success

Internal agile coaches	52%
Executive sponsorship	48
Consistent process and practices	41
Implementation of a common tool across teams	36
Agile consultants or trainers	36

Source: VersionOne's 2016 State of Agile survey
Note: Respondents could make multiple selections.