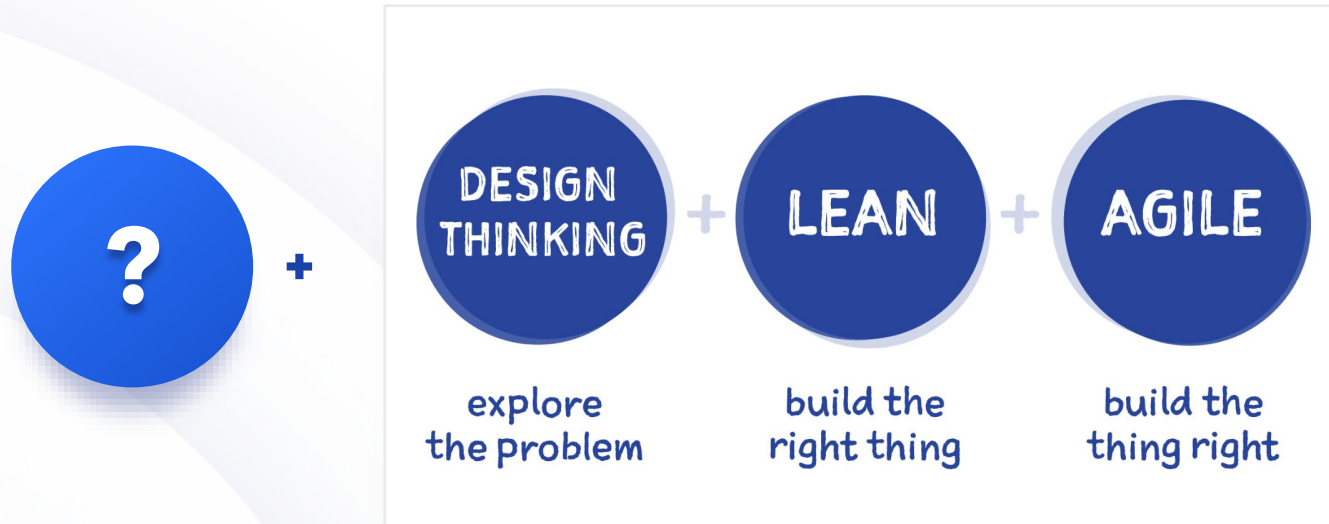




Become Resilient by Building Adaptive Learning Teams

Raheel Rajabali

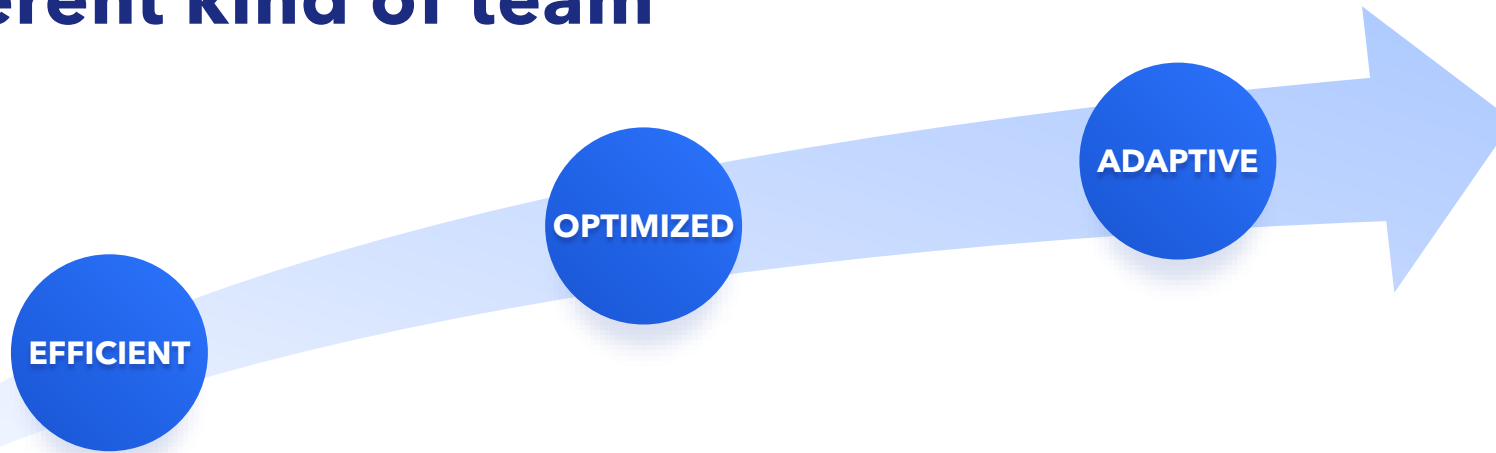
We have evolved processes to drive efficiency in digital transformation, but these processes are no longer sufficient



WHY NO LONGER SUFFICIENT?

1. Digital Transformation Needs a Different kind of team
2. Agile Lacks Adaptability
3. Need to balance Learning and Delivery

Successful digital transformations require a different kind of team

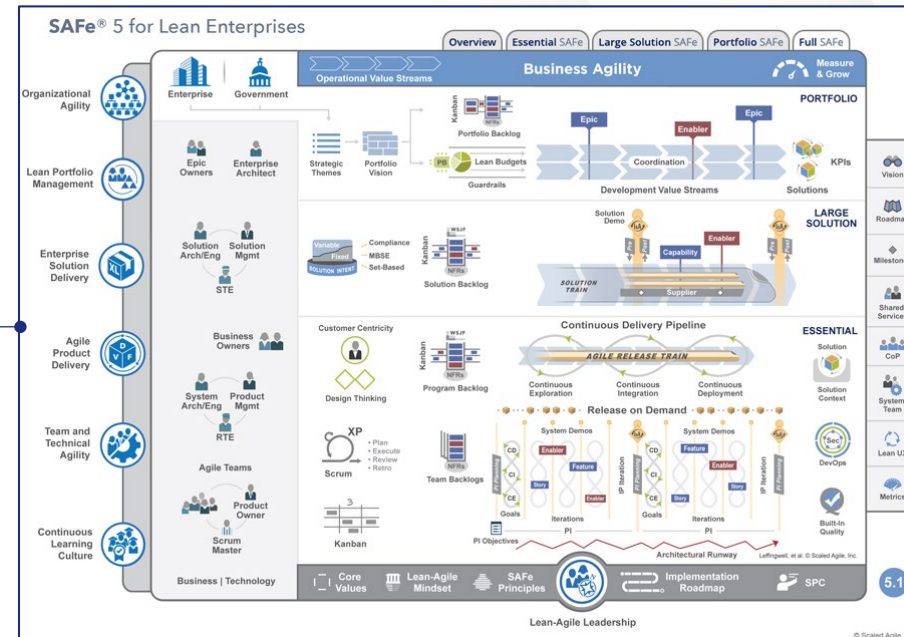
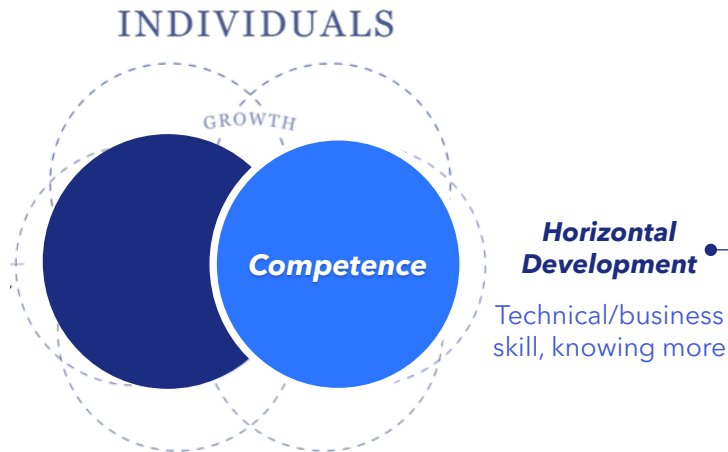


	Digitization	Digitalization	Digital Transformation
Goal	Change analog to digital format	Automated existing business operations and processes	Re-think the way organization works and thinks
Team Focus	Teams are focused on taking legacy systems and making them efficient by digitizing them.	Teams are focused on digitalizing processes to optimize how work gets done.	Teams are focused on building adaptiveness into processes to increase resiliency of the organization.
Example	Scanning paper-based registration forms	Completely electronic registration process	Everything electronic, from registration to content delivery

"Executives that believe that there is nothing more to Digital Transformation than Digitization or Digitalization are making a profound strategic mistake."

- Forbes

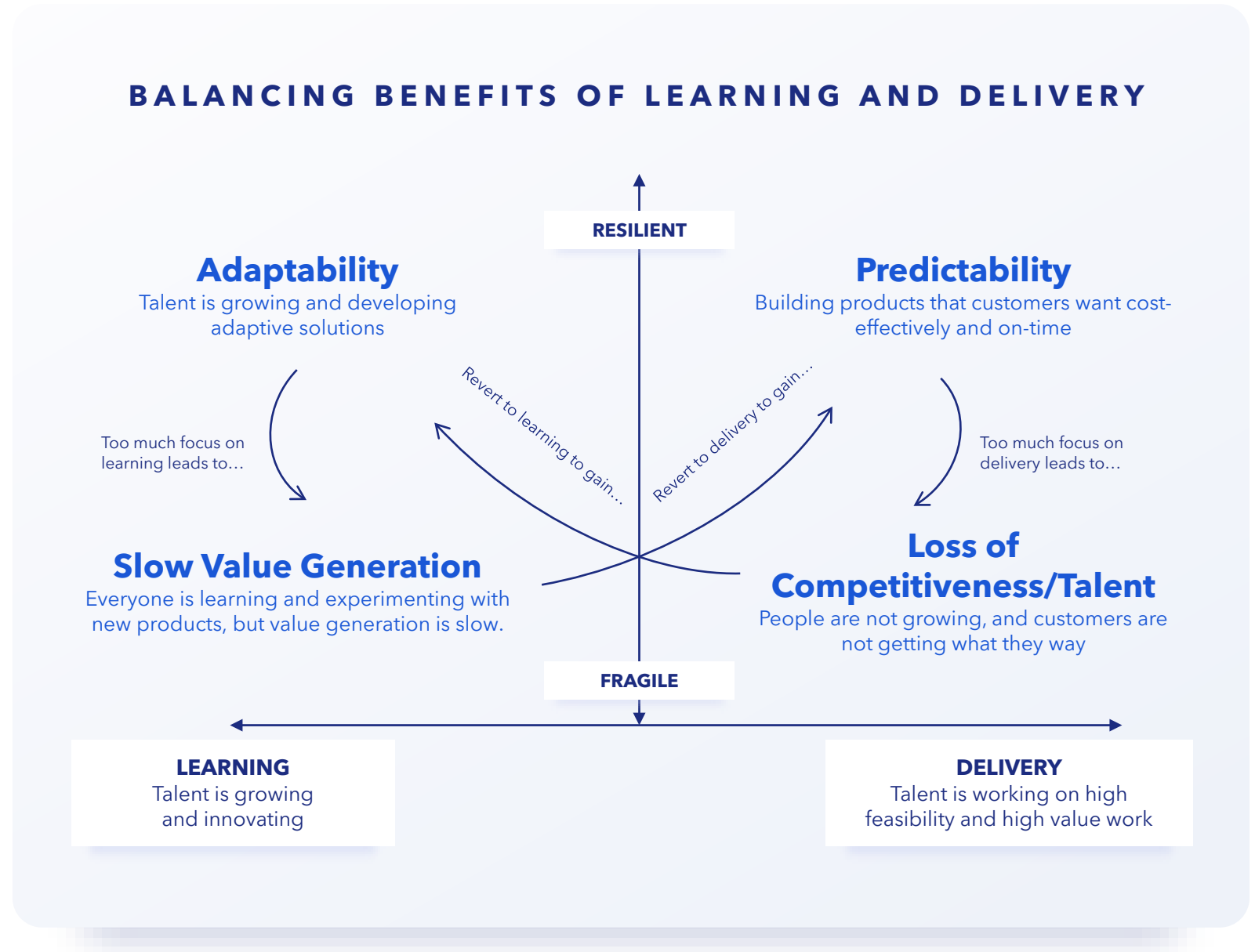
Most digital transformations are done using Agile, but Agile lacks adaptability



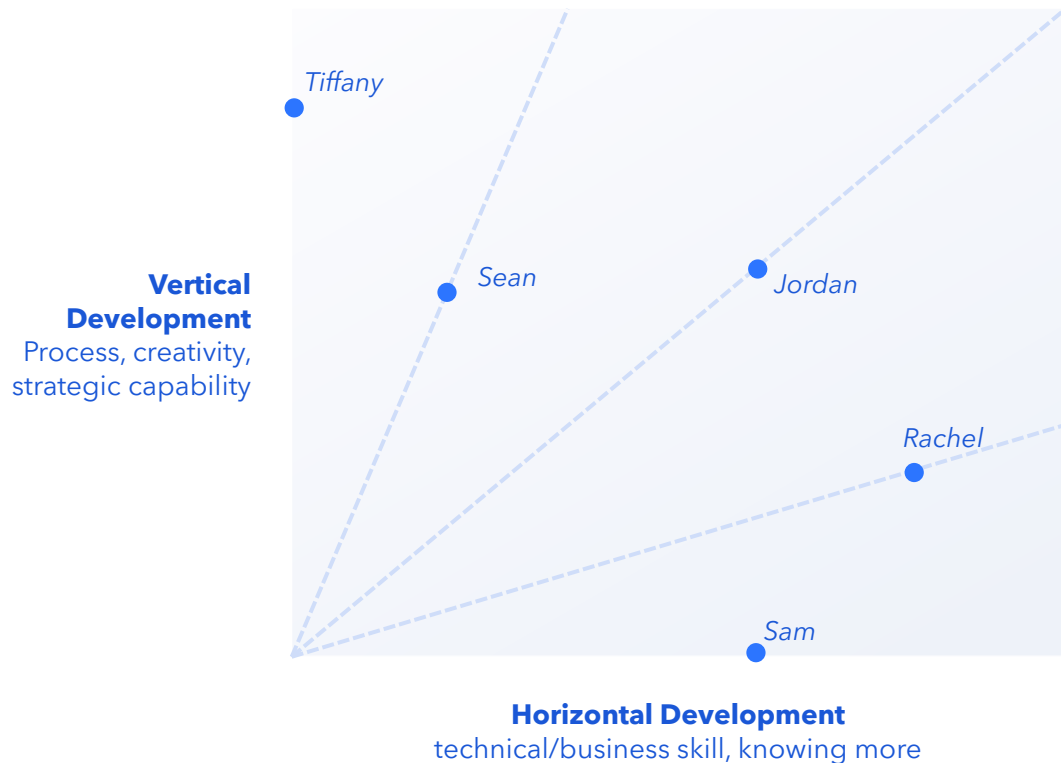
- Agile makes teams **PREDICTABLE** not **ADAPTABLE**
- Agile is designed to improve precision of delivering a product cost-effectively
- Agile is tuned for skills the team already has and developing those
- Scaled Agile Framework (SAFe) has taken people and put them into boxes so they can predictably deliver
- People are not growing because they are only developing horizontally
 - *Horizontal Development*: adding new knowledge, skills, and capabilities to a leader
 - Teams are NOT adaptable because they are not developing soft-skills and strategic capabilities


For organizations to be successful in their digital transformation journey, it is critical that teams must also be adaptable

- Resiliency is the goal of successful digital transformation
- Learning and delivery are both important to building resiliency
- However, both can lead to a fragile organization if not balanced through process, structure and people
- Organizations would need to balance learning and delivery by enabling teams with structure that allows for them to be **PREDICTABLE** and **ADAPTABLE**



Teams become adaptable by individuals developing horizontally and vertically



- Accelerated growth happens anywhere in the  area
- Tiffany and Sam are growing, but it's a different type of growth
- Sean, Rachel, and Jordan are experiencing accelerated growth because of horizontal and vertical development

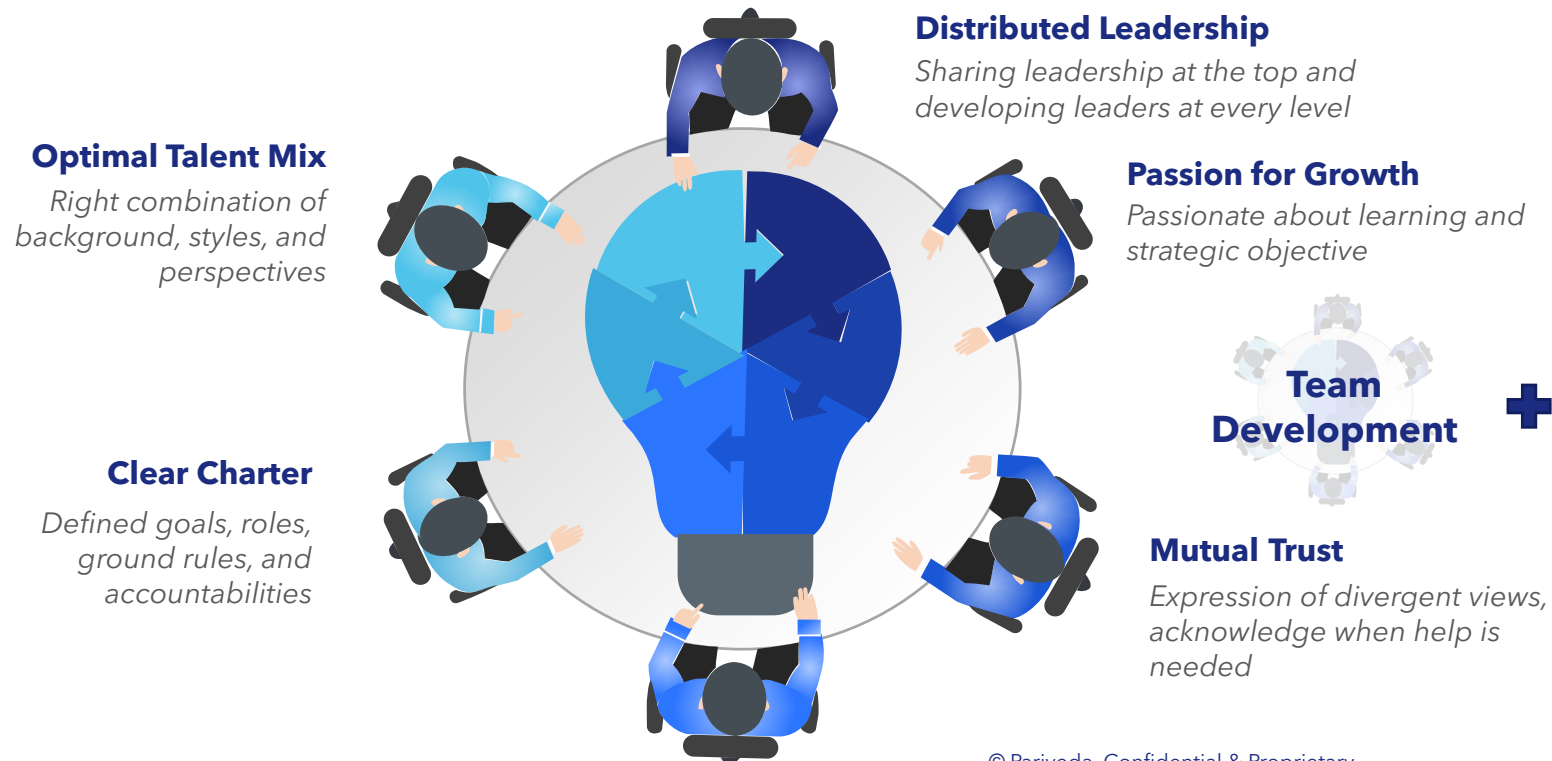
People grow by developing horizontally and vertically

- *Horizontal Development:* Adding new knowledge, skills, and capabilities to a leader. Build competencies in people.
- *Vertical Development:* Enhancing one's ability to make meaning of their world in more cognitively and emotionally sophisticated ways. Building capacity in people.

To grow people and deliver value, organizations need Adaptive Learning Teams

- 9 out of 10 organizations believe they need some new types of talent
- 90% of today's workforce is willing to adapt by learning new skills, less than 40% are learning new skills to adapt to changing conditions
- Teams of the organization need to become **Adaptive Learning Teams**
 - **Adaptive:** respond to change quickly
 - **Learning:** acquire new skills

Adaptive Learning Team Traits



Adaptive Team Methodology extends current Agile practices to focus on developing Adaptive Learning Teams

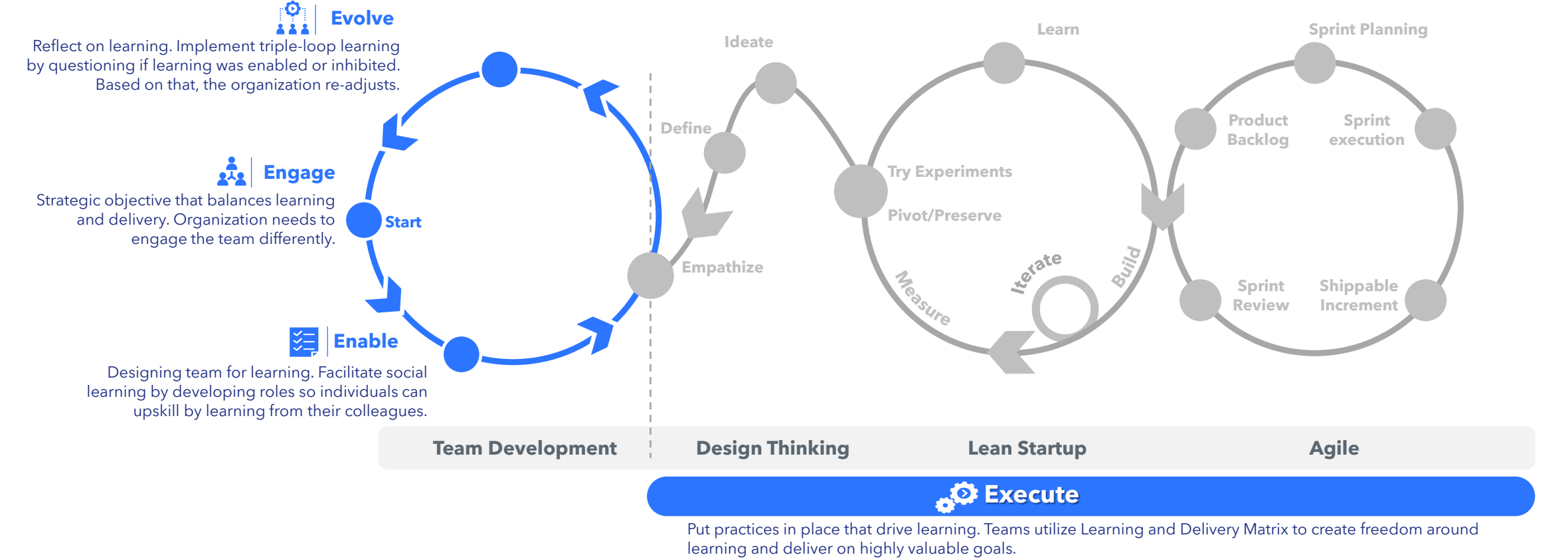
Adaptive Team Methodology



Change how organizations build and work with Adaptive Learning teams



Adaptive Learning Teams will still be using Agile practices to ensure they are delivering value





LEARN MORE

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