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Reveal *Hidden Talent within People-Leader Teams* using *Flow Finder*™

17999 Chesterfield Airport Rd
Chesterfield, MO 63005

636-530-7776 tel

www.IconAgility.COM

Daylon Walton
Daylon.Walton@IconAgility.com

Reveal *Hidden Talent within People-Leader Teams* using *Flow Finder™*

Flow Finder™ helps agile teams of any size – *from 2 pizzas to teams of teams* – reveal their hidden talent dynamics by making communication, collaboration, and trust visible. Once revealed, the teaming dynamics provide people-leaders with team design improvements accompanied by insights clarifying their impact on the affected area.

Before going further, first, let us **Find Our Why**. Ask yourself any of the following questions …
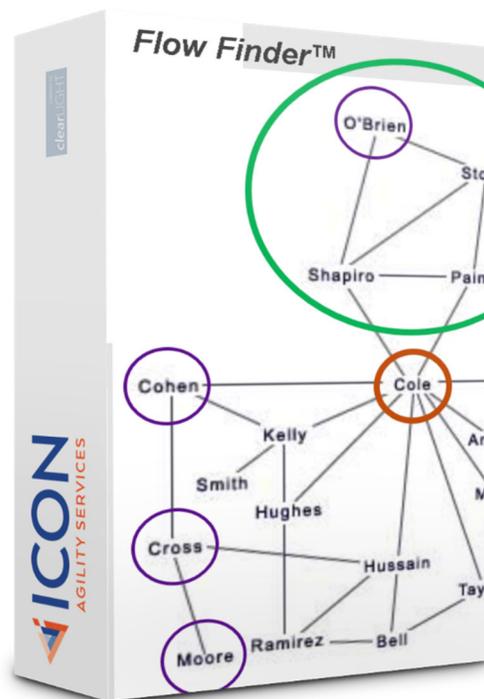
Ever wonder why new hires are not impacting team performance as well as expected?

Do you have high-performing teams, but don't know why?

Can you identify high potentials before they become your high performers?

Is your company heavily investing in leadership development, but unable to resolve ongoing team conflict?

Are your DevOps Teams executing, but sense they could be more effective?

Does your Agile Transformation have a few high-performing delivery teams but others, not so much?

Has your organizational collaboration or change momentum stalled and you need to find a NEW why?

Are your SAFe™ Lean/Agile Leaders challenged balancing their new Agile responsibilities and their 'day job'?

If you responded with yes, maybe, or even hmmm to any of the above questions, then your organization, executives, people-leaders, and delivery teams will benefit from using *Flow Finder™*.

Flow Finder™ is an **ICON™** service that converts team member feedback into actionable insight using Organizational Network Analysis (ONA). This insight drives changes to team design that *results in higher performance and accelerated value delivery*.

VUCA, VUCA, VUCA … Yes, *VUCA* is real. Just look around, we are operating in the most unsure days since *The Great Depression*.

Thought leaders frequently share Business Agility as the best possible **response** to VUCA. So, odds are, your company has started its Agile journey. Meaning, you now intend to **sense customer need**, next **respond with value delivering operations**, then **adapt to continuously improve**. **How's that working?** For your delivery teams, probably great! Agility guidance provided by Scrum, SAFe™, LeSS, et al is very clear for agile delivery teams, but for the people-leaders who *enable* your Agile teams, not so much. **Why?** The cross-functional support (HR, finance, sales, marketing) required by agile delivery teams creates ad-hoc connections and relationships between people-leaders needing to successfully complete the work. These company-wide relationships establish an invisible network central to performance and strategy execution. To understand these networks, we must: make them measurable, look beyond formal org charts, and **focus on informal relationships**.

Flow Finder™ applies Organizational Network Analysis (ONA) to understand people-leader relationships. ONA discovers relationship patterns that provide deep insight into the pros and cons of recalibrating people-leader connections for higher performance.

CENTRAL CONNECT

BOUNDARY SPANNER
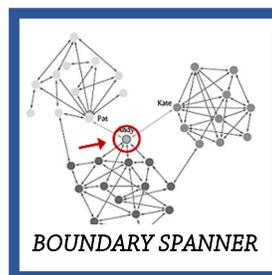

INFO BROKER

PERIPHERAL
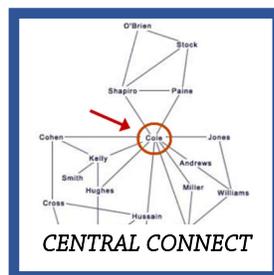
CENTRAL CONNECTOR
Team Member with the most connections to others. Sub-types include:

The Unsung Hero
Engage selflessly and support group often without recognition.

The Bottleneck
Too central; holds the team back.

BOUNDARY SPANNER
Team Member providing critical linkage across different groups.

Focused role for sharing expertise.

Rare role since most lack the expertise, contacts, and personality for cross-group acceptance.
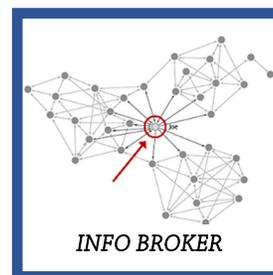
INFORMATON BROKER
Team Member on shortest path between many people.

Important role. If removed, the group's sub-areas becomes sparse and splintered.

Coveted for their expertise and ability to create a more connected group.
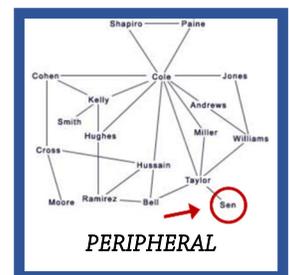
PERIPHERAL PEOPLE
Team Member with one connection, not linked to any others. Reasons include:

Newly Stuck New hires can't navigate off periphery into groups.

Stuck By Choice
Experts disengage to avoid meetings and personal-life conflicts.

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Flow Finder™ Requirements

Flow Finder™ requires an agile adoption to be underway or underway reasonably soon. It is designed to work with agile adoption efforts of any kind: Scrum, SAFe™, LeSS, DevOps, Enterprise Business Agility, etc. However, *Flow Finder™* integrates best within the early stages of **The ICON Agile Experience**.

Flow Finder™ aligns with AGILE TRANSFORMATIONS of any kind, but best with ICON's Agile Experience.

The ICON Agile Experience

Flow Finder™

Assessments
Evaluate development and/or business health and goals. Use a mix of onsite interviews, Gemba Walks, Online Surveys, and AgilityHealth radars to uncover specific pain points.

Workshops
Work with leaders to set transformation goals. Map the Value Streams, determine the best strategy, establish a Transformation Roadmap, and engage all levels of the organization.

Training
Provide industry training for the enterprise, programs, teams and individuals to enhance Agile skills and process needs. Create custom content for continued learning and improvement.

Coaching
Support employee led transformation by developing internal leaders and coaches for long-term sustainability. Create Centers of Excellence and Communities of Practice.

Tooling
Utilize knowledge of Enterprise Agile Tools and tool partnerships to recommend and implement the best tool(s) for the organization.

Early-Stage Integration

Flow Finder™ 5-Steps to Discovering Hidden Talent

STEP 1: IDENTIFY AGILE TRANSFORMATION TEAMS

ICON Consultants, together with your Transformation Sponsorship, engage to 1) understand how work gets done and 2) identify candidate teams at all organizational levels: (executive, people-leader, and delivery).

STEP 2: DISTRIBUTE ONA SURVEYS

ICON Consultants administer an Organizational Network Analysis survey to the identified teams.

STEP 3: UNDERSTAND HIDDEN TALENT FINDINGS

ICON Consultants guide Transformation Sponsorship and Teams through survey findings paired with known *Flow Finder™* benefits:

- Accelerate workflow cycle time
- Discover knowledge-sharing blocks
- Identify sidelined collaborators
- Manage intra-team conflicts
- Explain performant outcomes
- Reveal organizational redundancy
- Visualize trust-based networks

STEP 4: DESIGN/REDESIGN TRANSFORMATION TEAMS

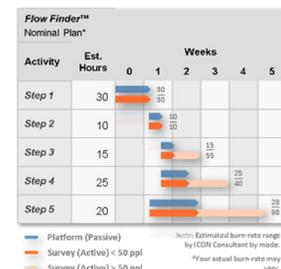ICON Consultants present multiple Team Design alternatives along with impact analysis to Transformation Sponsorship.

STEP 5: CONTINUE TRANSFORMATION …

ICON Consultants provide implementation plan for integrating selected Team Design into new or existing Agile Transformation to ensure receipt of targeted *Flow Finder™* benefits.

GETTING STARTED

Typical *Flow Finder™* engagement:

Flow Finder™ Nominal Plan*							
				Weeks			
Activity	Est. Hours	0	1	2	3	4	5
Step 1	30	30/30					
Step 2	10		10/10				
Step 3	15			15/55			
Step 4	25				25/40		
Step 5	20					20/55	

- Platform (Passive)
- Survey (Active) < 50 ppl
- Survey (Active) > 50 ppl

Note: Estimated burn-rate range by ICON Consultant by mode.
Your actual burn-rate may vary.

Contact your ICON Sales Representative to discuss next steps.