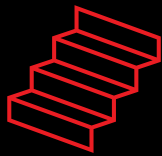emergn

Enterprise Change Lead Pathway

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At Emergn, we believe that people and companies can improve the way they work and achieve better outcomes by following three guiding principles:

DELIVER **VALUE**
EARLY AND OFTEN

OPTIMIZE THE **FLOW**
OF WORK END-TO-END

DISCOVER **QUALITY**
WITH FAST FEEDBACK

Together, these principles reflect a pragmatic philosophy of the world of work that you can apply to transform your business or to grow professionally. To help you along the journey, we developed and continue to refine a trusted set of models, techniques and tools, along with unique guidance on concepts, frameworks and methods. We call it VFQ.

At Emergn, we believe that learning should be a life-long activity. More importantly, in the world of work, it should be a central part of an employee's journey from being a new joiner through the rest of their career.

70 20 10

IN WORK LEARNING   **COACHING**   **EDUCATION**

VFQ

Enterprise Change Lead

Change is best sustained if there are people in your organization who have a deep understanding of the principles and practices, and have the skills to work with others to adopt new ways of working. Using the Enterprise Change Lead (ECL) Pathway, you will develop a group of people who will be able to help and guide others in the way that they work by applying the VFQ principles. The ultimate goal is to have people who can lead and facilitate continuous and lasting change in your organization that meets your needs.

Why the ECL Pathway works

- The pathway is supported by the latest Emergn learning content – it's designed so you learn by doing

- The pathway and context-specific assignments allow participants to discover their own solutions to the unique challenges and constraints of their organization

- The discipline of the regular work-based study groups maintains momentum and engagement with the learning

- The pathway requires participants to design experiments, testing ideas and assumptions, which are then reviewed in the study groups

- The pathway necessitates a deep understanding of the principles and practices beyond application and into the realm of being able to teach others to understand and apply them too

- Both the journey and the participants are supported throughout by Emergn

The growth in skills and sustainability will be validated as participants undertake the pathway. Each participant will submit assignments based on the change narrative within the organization over the duration of the pathway.

Benefits of the ECL Pathway

- The ECL Pathway develops a pool of coaching and change talent within the organization, reducing the dependency on external coaches and consultants

- The assignments built into the pathway can be used to verify the growth in skills and capabilities during the pathway

- The organization benefits from the very start of the ECL Pathway, where participants are required to practically apply their learning. Throughout this pathway, participants begin to help coach and support the change for the wider organization, assisted by Emergn, before finally becoming self-sufficient

- The ECL Pathway drives the development of skills so that participants are able to effectively and confidently support others within the organization to make improvements in the way they work

- Developing this culture and pool of knowledge and education capability is key to sustaining and rolling out wider change and improvements through the rest of the organization

Pathway objectives

On completion of this ECL Pathway, participants will be able to confidently:

- Judge problems within the wider organization and design solutions that (i) enable you to improve your ways of working and (ii) increase value, improve flow and enhance the quality of your products and services

- Apply a thorough understanding of the VFQ guiding principles and essential practices that go beyond specific agile frameworks such as Scrum and Kanban

- Select the most appropriate way to improve results for a specific circumstance or need, and help projects and teams adopt the new ways of working

- Judge and craft appropriate adaptations to existing practices or processes depending upon analysis of typical problems

- Train, coach and support teams at all levels within the surrounding organization

- Work with senior leaders on developing the capability and supporting culture for product and software delivery

- Guide, shape and run change initiatives that improve the overall performance of the product and software development organization

Cohort size

Because we are optimizing for learning, we limit each cohort to a maximum of 12 people, with a minimum of 8. We've found that doing this gives everyone a chance to ask questions, discuss and share ideas for changing the way teams work.

Who is this pathway for?

The ECL Pathway is designed for people who are potential change agents in your organization. They may be up-and-coming future leaders or well-respected members of the organization who others listen to. Equally it might be someone who loves to help others excel. It isn't always seniority we're looking for – people who influence at all levels of the organization are essential.

The pathway goes beyond methodologies. It is for people who are looking to improve the way their own organization, products, teams and projects run and function. They will benefit from learning about the VFQ principles and how these elements can be improved through specific practices, techniques and principles. Further to this, by working through coaching, training and change scenarios the pathway will help people develop the necessary skills to drive the organization forward in the desired direction.

Time allowance

This pathway is designed to maximize the outcomes by applying the learning to real work while taking into consideration the demands on people's time. The guided learning time is:

- 4 hours per week to attend work-based study groups

- 3 hours preparation for the session, including reading

- 3-4+ hours of practical application per week (as participants progress this number will increase as a side-effect – this is a good thing!)

In total, we anticipate that participants will spend close to 290 hours on the pathway.

Beyond methodologies

Pathway outline

The pathway is kicked off with a two-day workshop. The weekly sessions are typically 4 hours long, and are a mixture of reviewing and discussion of the work-based assignment, and a discussion and activity concerning the next topic. Participants will have been expected to do the prerequisite reading before the session. Each session will be wrapped up with an explanation of the next assignment, and a discussion on how it might be applied within the participants' context.

1. Developing the core

WEEK 1
VFQ Foundations – 2 day kick-off

Covering the guiding principles and essential practices:

- Why change – getting to grips with the problem space
- Delivering value early and often
- Optimizing the flow of work end-to-end
- Discovering quality with fast feedback
- Experimentation, value definition, visualization

WEEK 2
Value propositions

- Going deeper into value propositions
- Discovering value and delivering early and often
- Building and testing goals

WEEK 3
Feedback and the 3Cs

- The importance of feedback
- Feedback loops in your products/projects/processes
- Making sense of feedback
- Improving communication, collaboration, coordination

WEEK 4
Optimizing flow

- Optimizing the whole
- Designing flow to deliver value
- Identifying dependencies

WEEK 5
Learning checkpoint

- Knowns and unknowns around the guiding principles and essential practices
- Identifying dependencies

WEEK 6

Experimentation

- Going deeper into experimentation
- Understanding variables and metrics
- Analyzing results
- Implementing experimentation into a team's way of working

WEEK 7

Discovering where you are

- Using tools and techniques to understand your context
- Understanding the Adoption Model
- The 12 questions in your context

WEEK 8

Understanding patterns for maturity

- Work in progress and batch sizes
- Overloaded teams
- Valueless ideas

WEEK 9

Assignment kickoff

- Producing a discovery report for a team

WEEK 10

Starting your journey

- Setting goals
- The power of visualization
- Story mapping
- Journey mapping

WEEK 11

Learning checkpoint

2. A practical discovery

WEEK 12

Understanding your customer

- Building personas
- Creating customer empathy

WEEK 13

Assessing agile

- Assessing competing methodologies
- Adapting methodologies for your context

WEEK 14

Implementing tools for agility

- Standups
- Retrospectives
- Planning and tracking

WEEK 15

Discovery report findings

- Playback of your discovery report for assessment

3. Learning to show others

WEEK 16

Improving the way people work forever

- Building high performing teams
- Understanding motivation

WEEK 17

Skills for a change agent

- Training and coaching
- Workshop facilitation and building change skills

WEEK 18

Delivering the VFQ Foundations

- Understanding the VFQ Foundations narrative
- Facilitating activities
- Setup and teardown

WEEK 19

Building and planning your own workshops

- Teaching from the back of the room
- Setting learning objectives
- Selecting activities

WEEKS 20-21

Pathway showcase

Playback of your discovery report for assessment.

At the end of the ECL Pathway we will host a showcase event. We will invite senior stakeholders and sponsors of the work, where the cohort can celebrate the completion of the pathway and share more widely the progress they have made.

Participants will present their ideas and results at the event, ensuring that the success of the pathway is recognized across the organization.

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For more information about the Enterprise Change Lead Pathway, or any of our other pathways and programs, please contact us or visit emergn.com