being agile®

Being agile in Policing

CIPFA
Lancashire Constabulary

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June 2021

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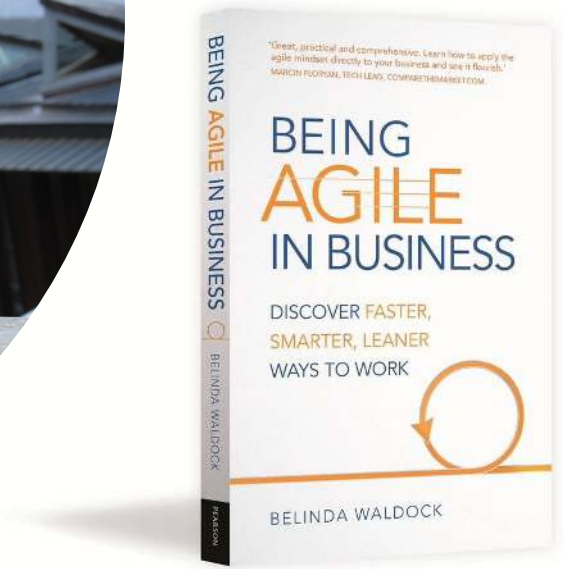

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Agile Working

- New ways of working
- New approach
- Better service
- Cope with change

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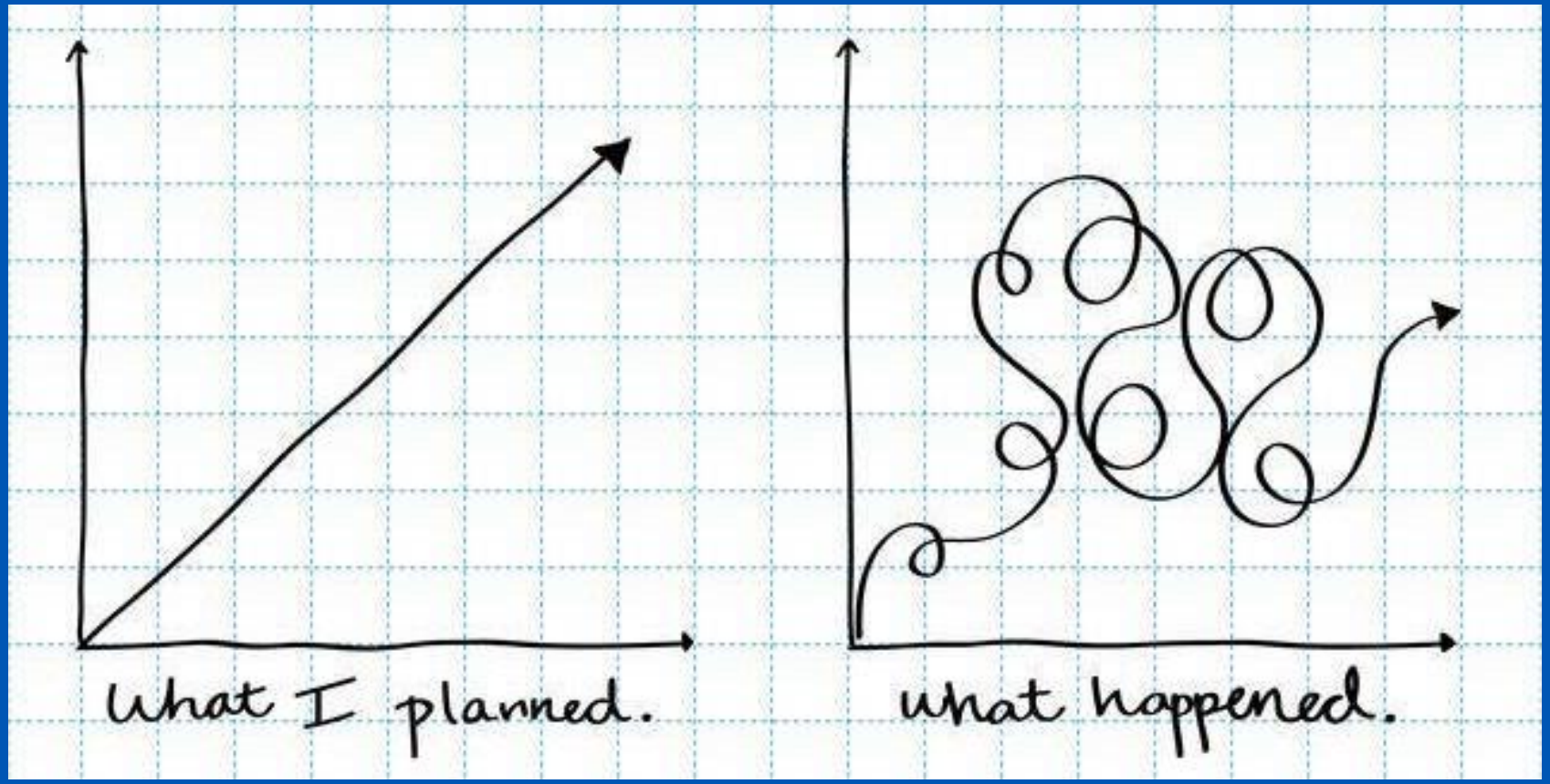

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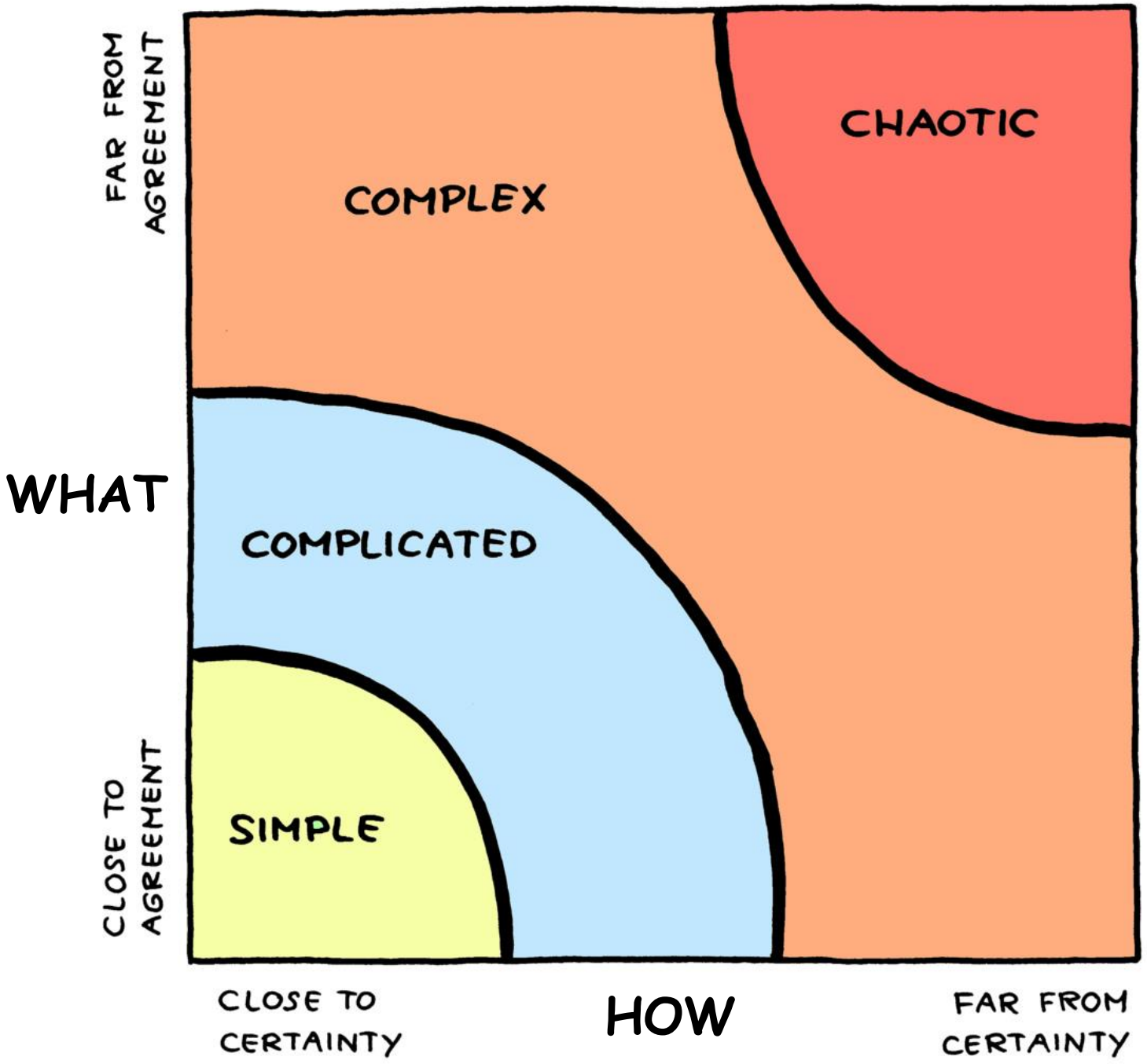
Adaptive approach

Complicated, Complex, Chaotic

- Variable
- Evolving
- Changing
- Unknown unknowns
- Uncertain
- Unpredictable
- Complex
- Ambiguous
- Volatile
- Innovative/Novel
- Emergent practice



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Being agile

Mindset & Culture

Values & Beliefs

Attitudes

Behaviour

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Doing agile

Methodology

Practices

Tools

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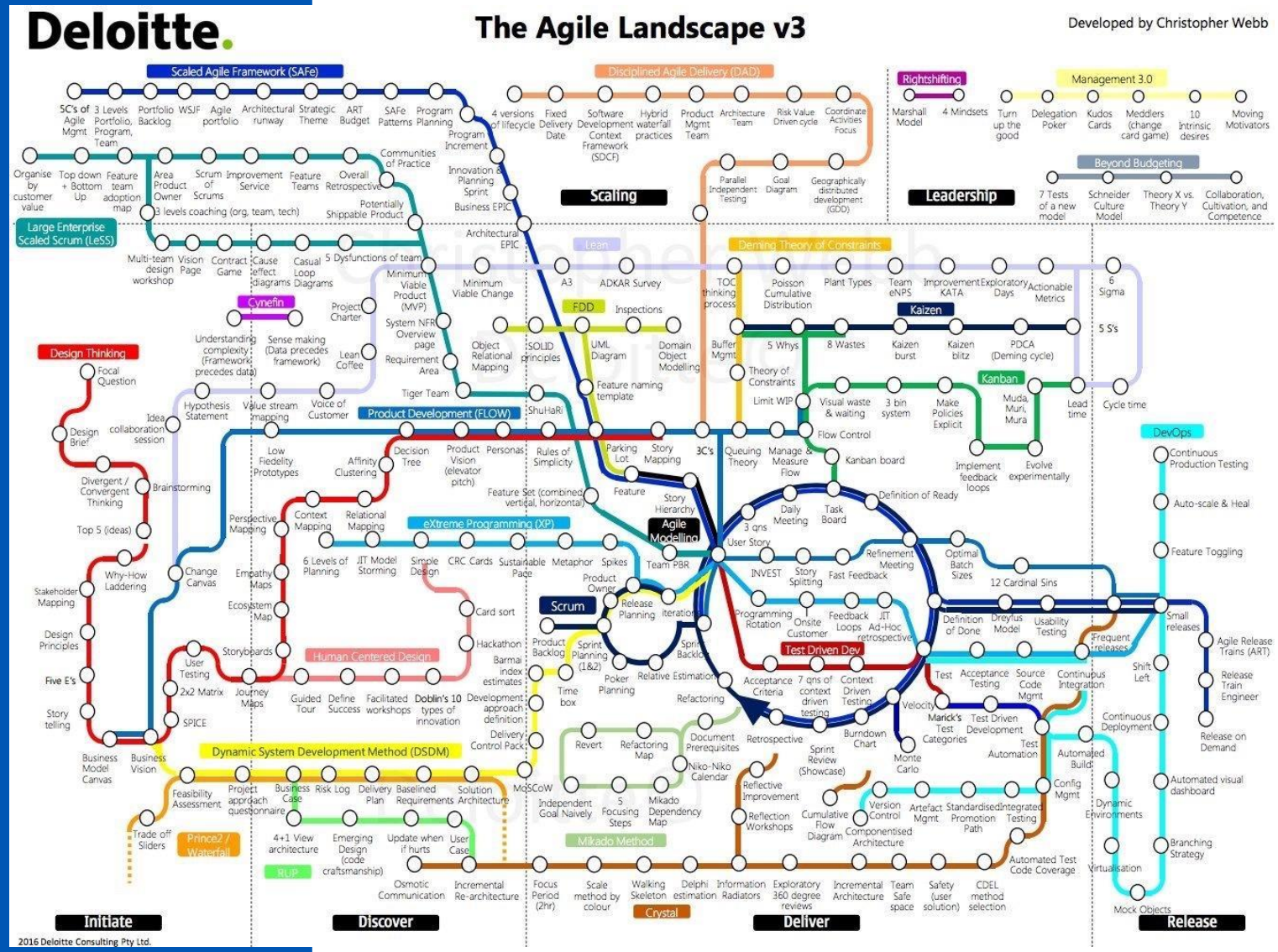
Agile Working

- Project Management
- Technology Development
- Remote Working
- Remote Teams



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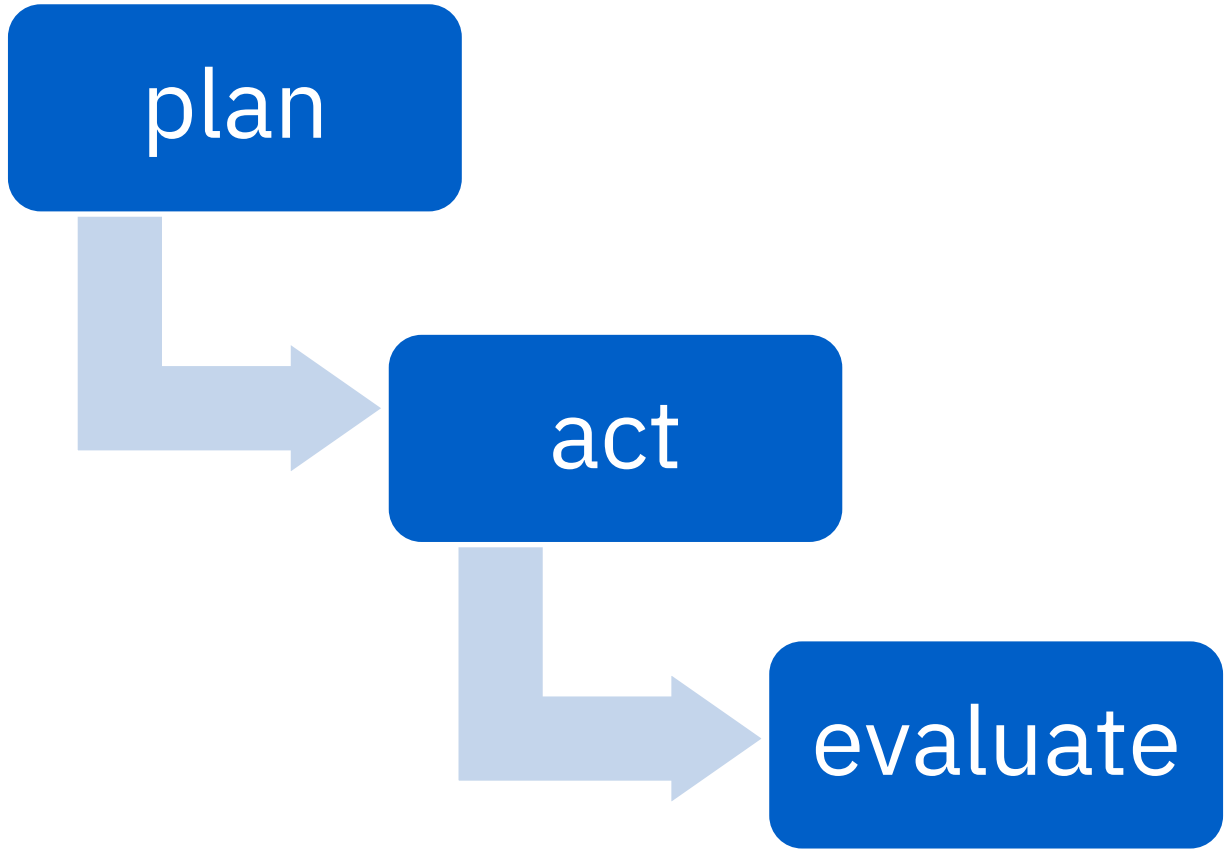
Predictive approach

Waterfall model



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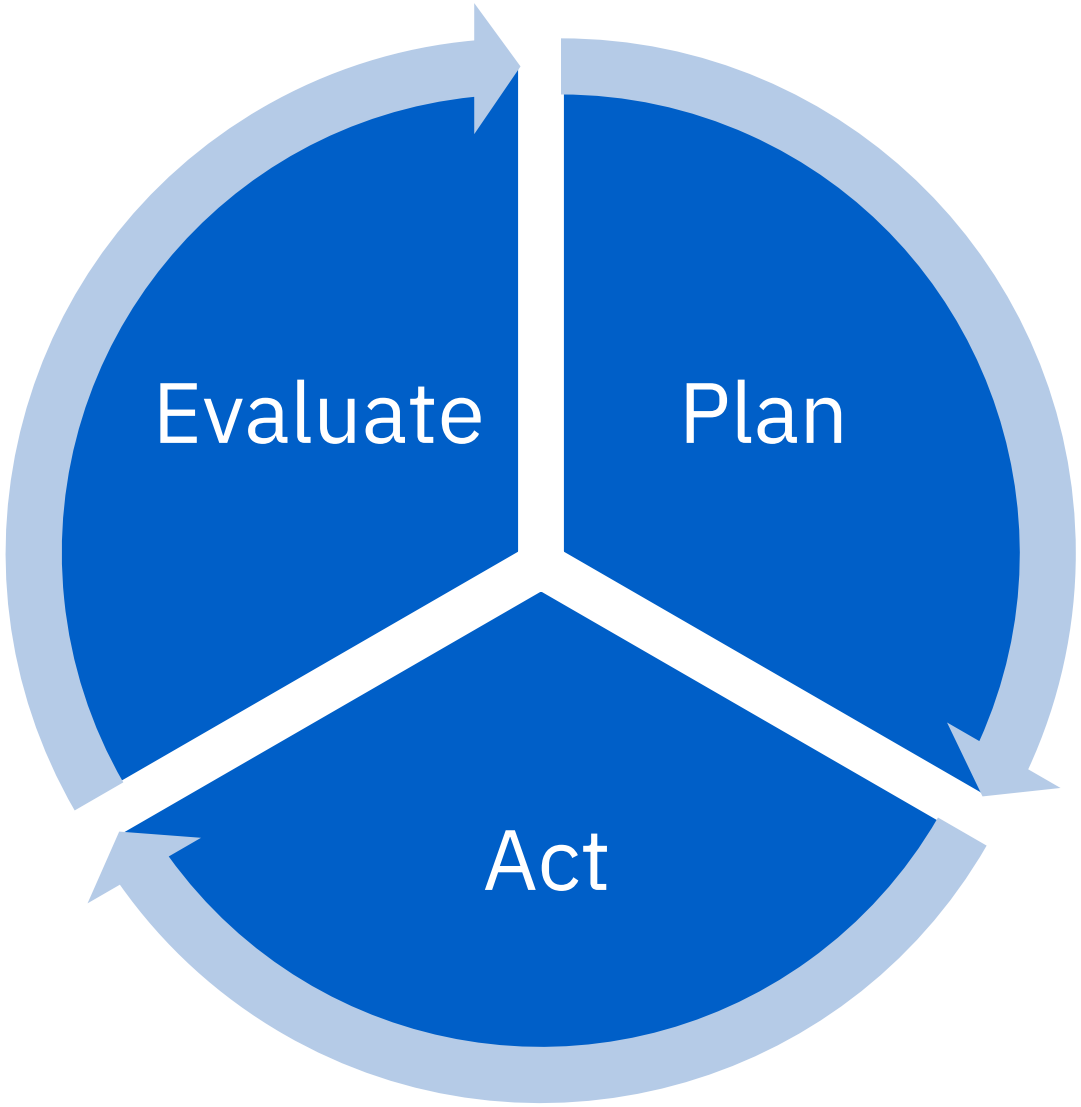
Adaptive Approach
Working in “Sprint” cycles

- Respond to change
- Continuous Improvement
- Small changes quickly
- Quick shifts in priorities
- Adjust approaches as go
- Manage scope creep
- Pivot/Persevere



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Minimum Viable Product

Pareto Principle 80:20
80% value from 20% effort

Think Big, act small

Take an agile approach to being agile

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Being agile

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Doing agile

Project Management

Remote Working

Remote Teams

Technology

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- Delay delivery until completely ready
- Insist on perfection
- Haggle over precise wordings
- Insist on written orders
- Prioritise unimportant tasks
- Insist on doing everything through channels
- Refer all matters to committee
- Make teams as large as possible, +5

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Sabotaging Productivity

https://www.cia.gov/news-information/featured-story-archive/2012-featured-story-archive/CleanedUOSSSimpleSabotage_sm.pdf

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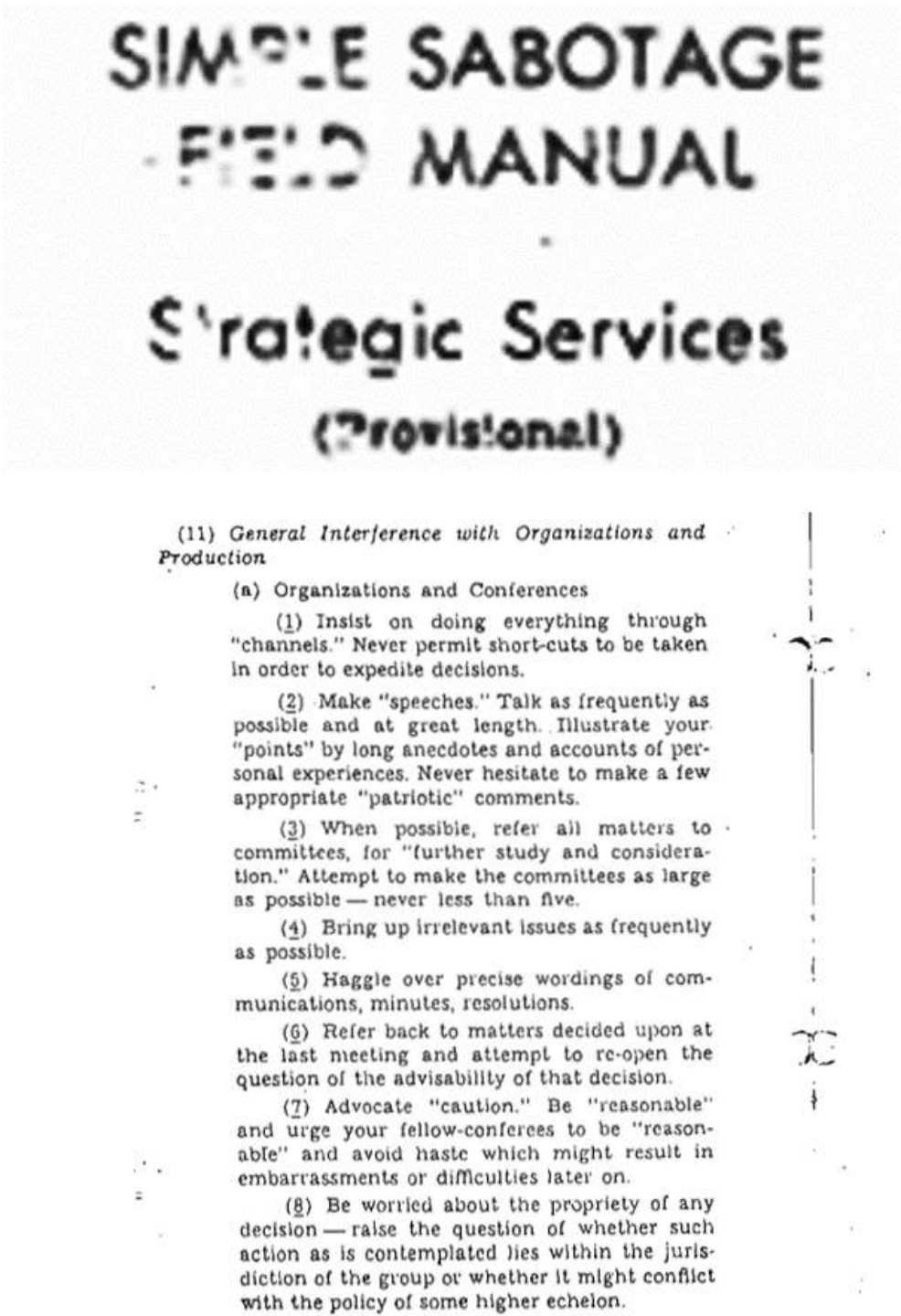

SIMPLE SABOTAGE FIELD MANUAL

Strategic Services

(Provisional)

(11) *General Interference with Organizations and Production*

(a) Organizations and Conferences

(1) Insist on doing everything through "channels." Never permit short-cuts to be taken in order to expedite decisions.

(2) Make "speeches." Talk as frequently as possible and at great length. Illustrate your "points" by long anecdotes and accounts of personal experiences. Never hesitate to make a few appropriate "patriotic" comments.

(3) When possible, refer all matters to committees, for "further study and consideration." Attempt to make the committees as large as possible — never less than five.

(4) Bring up irrelevant issues as frequently as possible.

(5) Haggle over precise wordings of communications, minutes, resolutions.

(6) Refer back to matters decided upon at the last meeting and attempt to re-open the question of the advisability of that decision.

(7) Advocate "caution." Be "reasonable" and urge your fellow-conferees to be "reasonable" and avoid haste which might result in embarrassments or difficulties later on.

(8) Be worried about the propriety of any decision — raise the question of whether such action as is contemplated lies within the jurisdiction of the group or whether it might conflict with the policy of some higher echelon.

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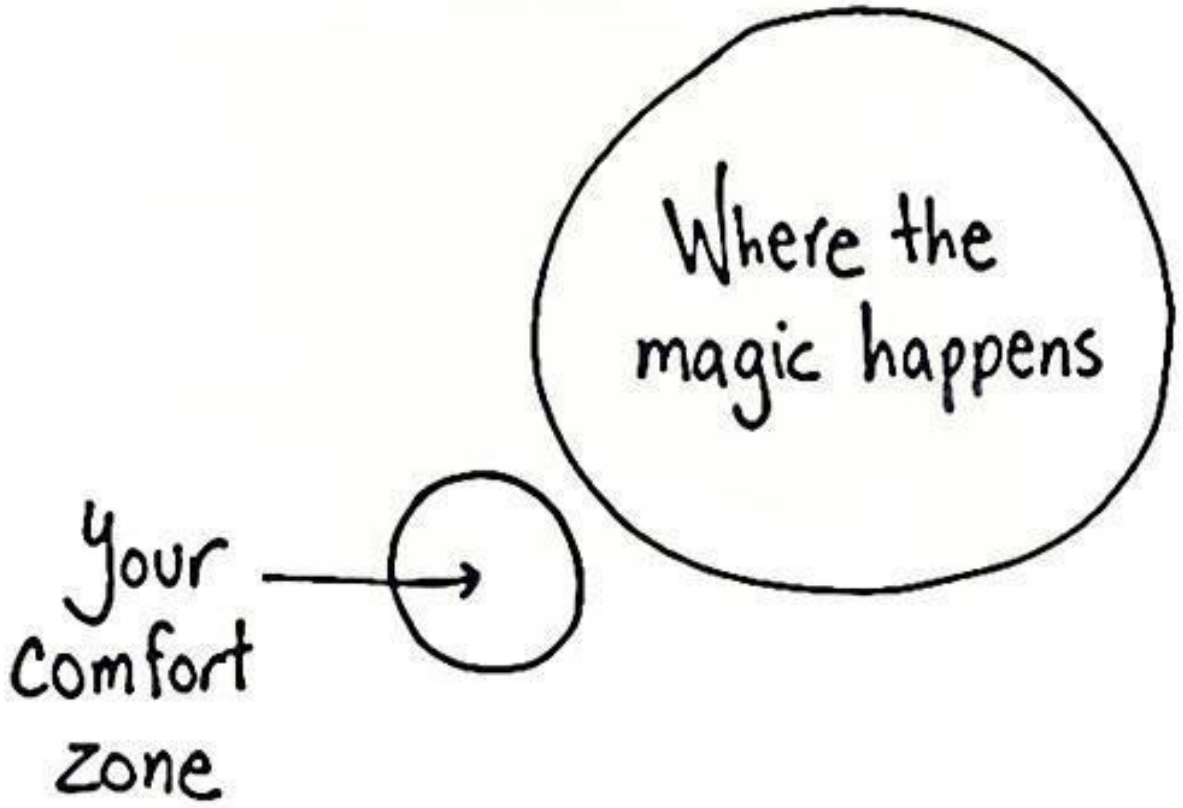
We are in the process of finding our new normal

- Safety & Trust
- Open by default
- Safe to challenge
- Safe to fail
- Experiential learning
- Self-managing
- Shared purpose



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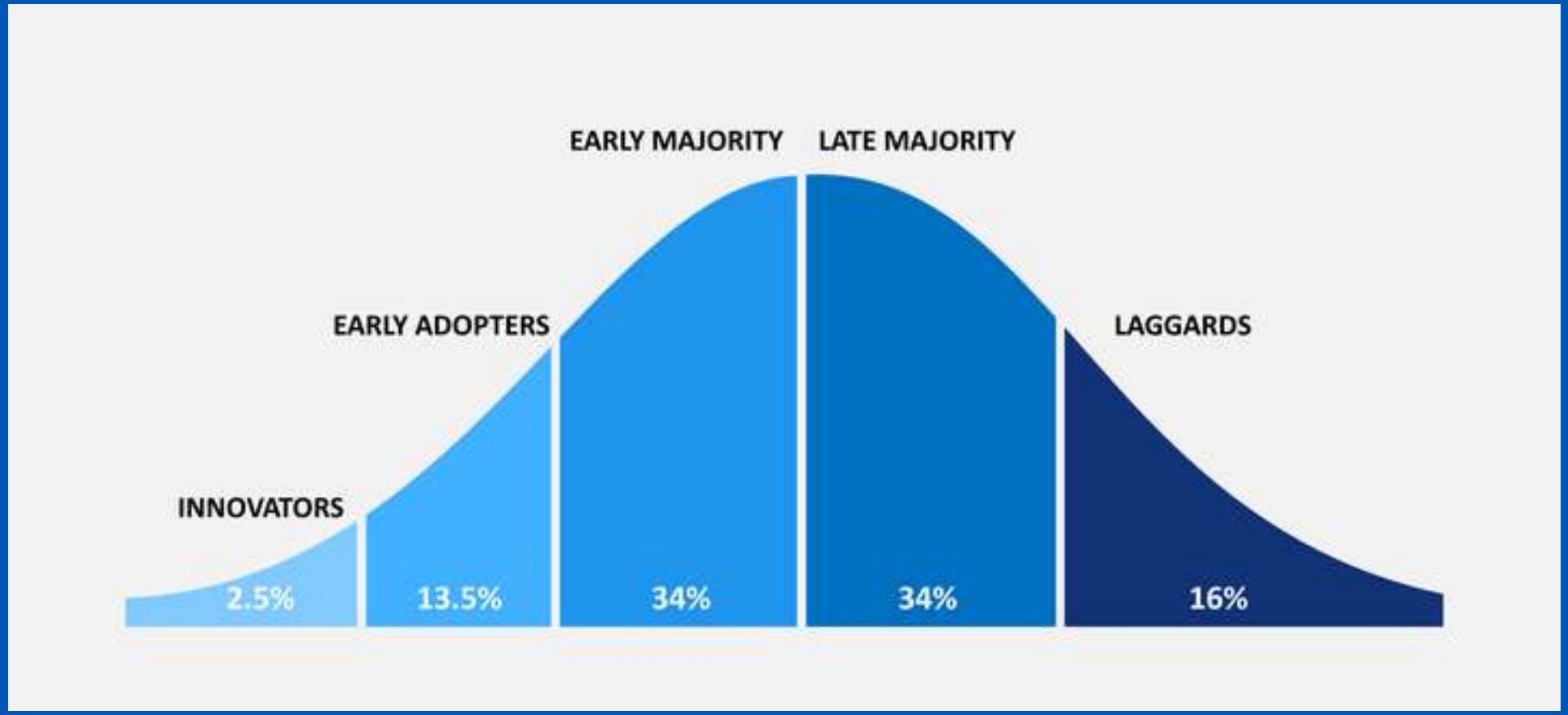
Change Adoption Curve



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Agile Principles

- Work collaboratively
- Provide the environment and support needed
- Trust the team to get the job done
- Conversation is key to effective communication
- Working Solutions are the primary measure of progress
- Create a sustainable pace to maximise performance
- The best solutions emerge from self-organising teams
- Regularly reflect and tune

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Traffic Light

Round about

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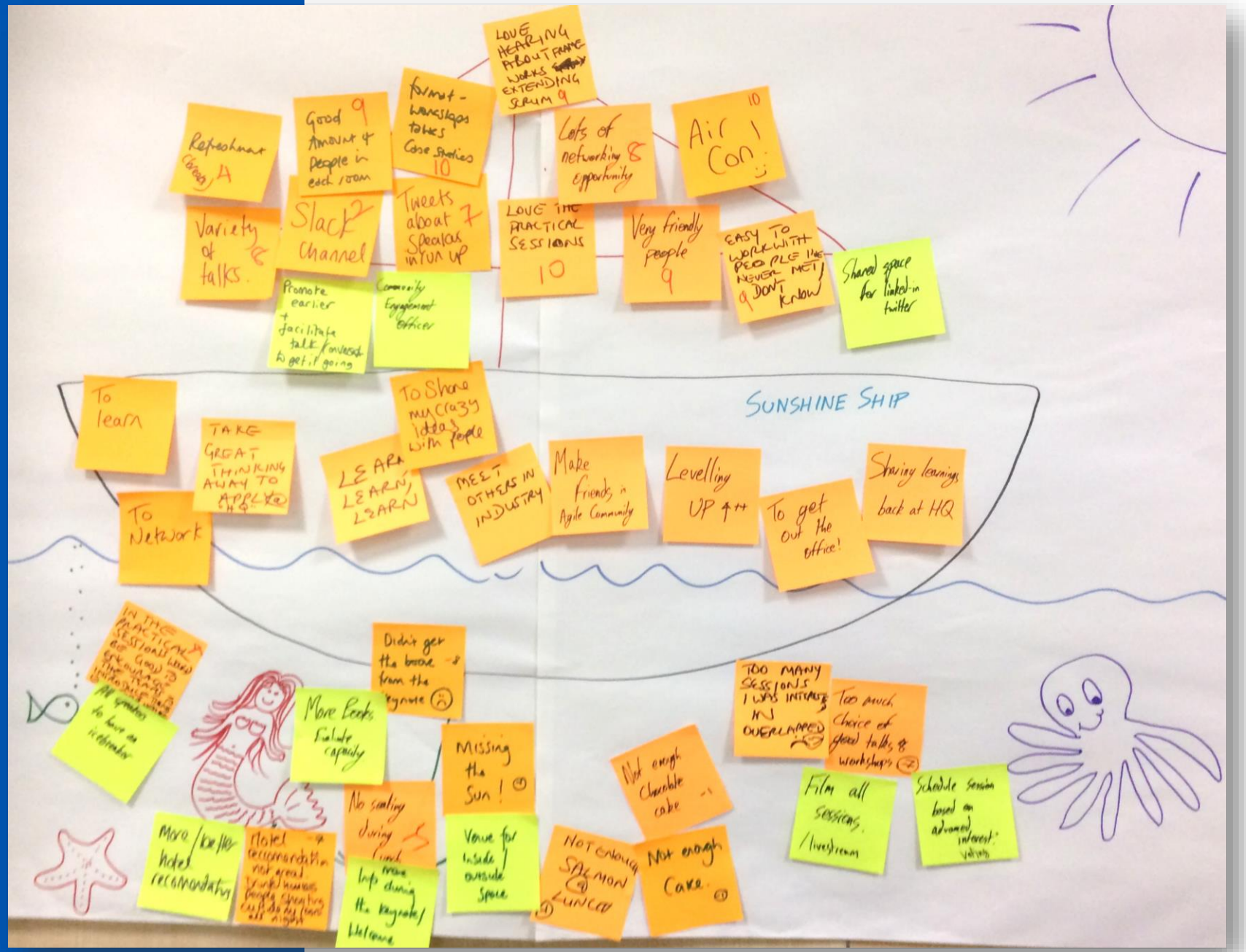
Retrospective Sailing



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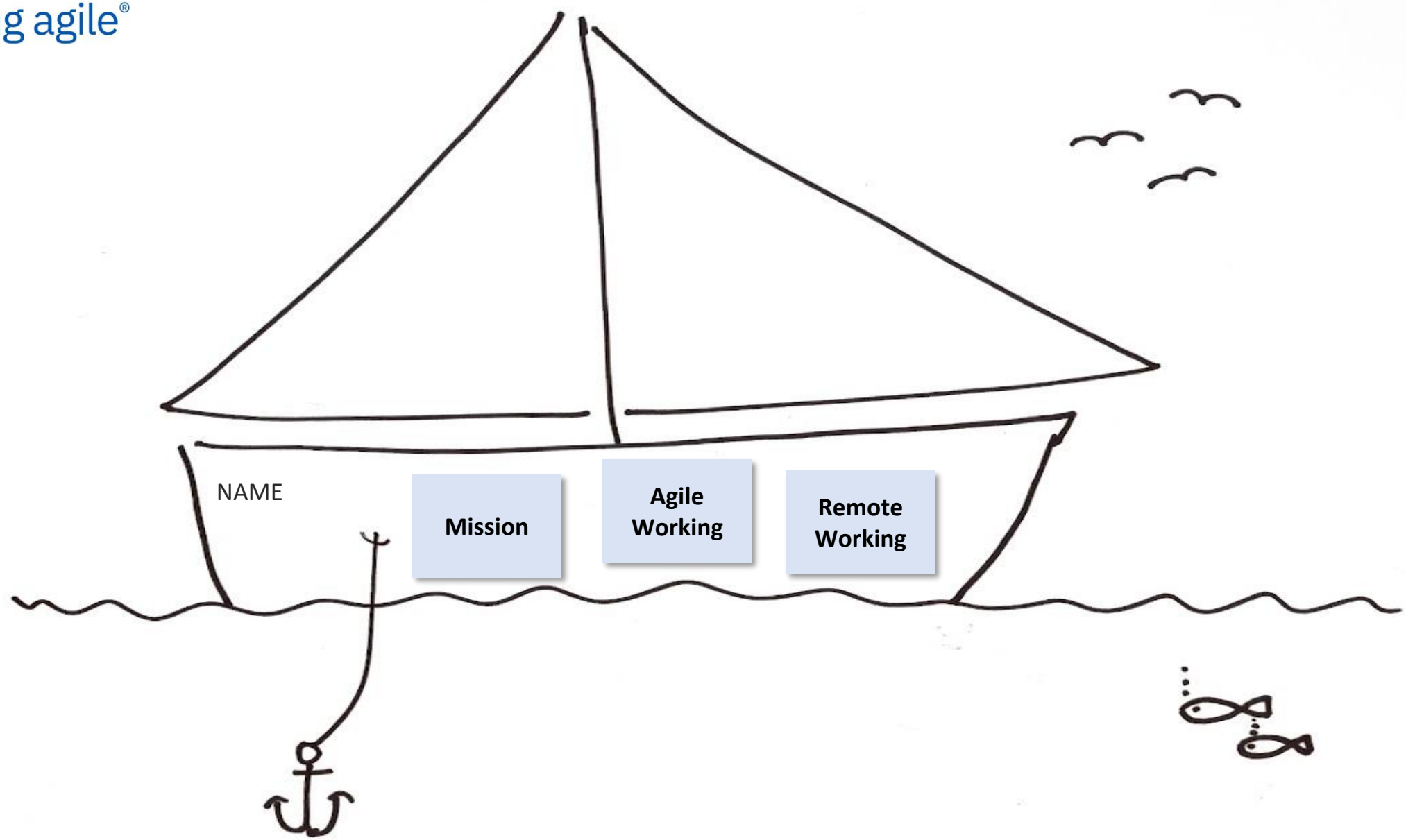

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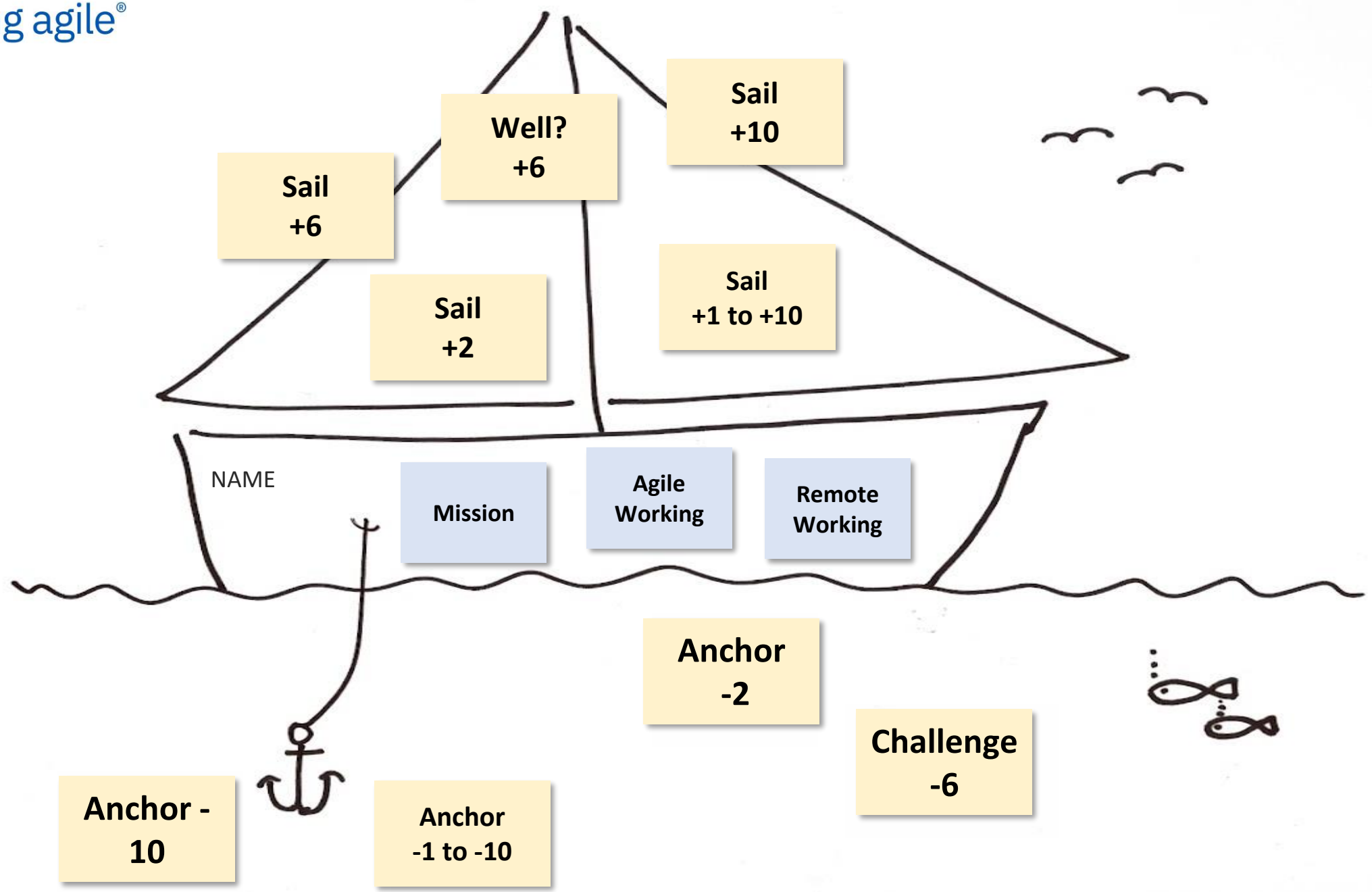
Sail
+10
Well?
+6
Sail
+6
Sail
+2
Sail
+1 to +10
NAME
Mission
Agile
Working
Remote
Working
Anchor
-2
Challenge
-6
Anchor -
10
Anchor
-1 to -10

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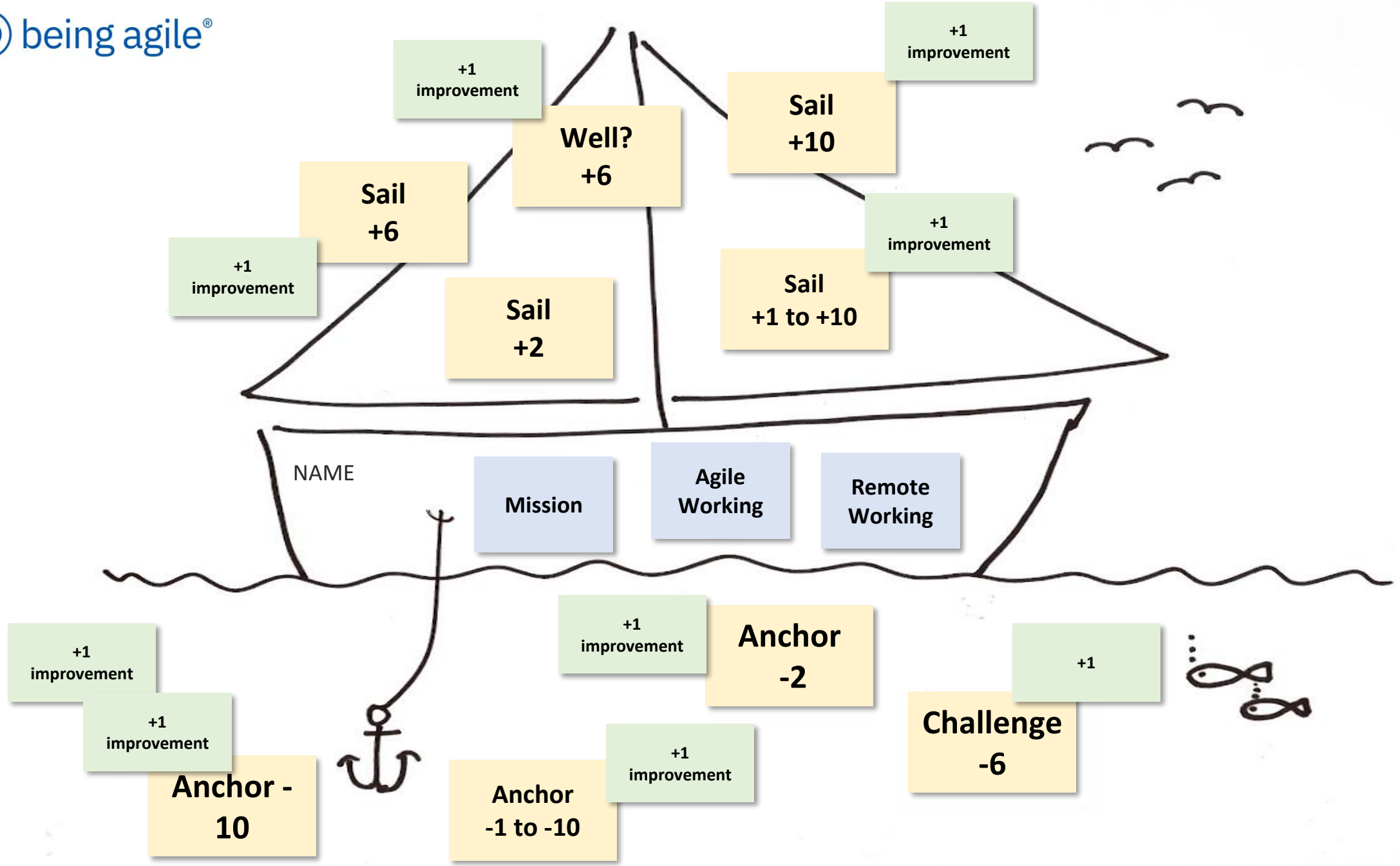
+1 improvement
+1 improvement
Well? +6
Sail +10
Sail +6
+1 improvement
+1 improvement
Sail +2
Sail +1 to +10
NAME
Mission
Agile Working
Remote Working
+1 improvement
+1 improvement
+1 improvement
Anchor -2
+1
Challenge -6
Anchor -10
Anchor -1 to -10
+1 improvement

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Take an agile approach to being agile

Why do I feel compelled to WAVE at the end of Zoom calls? I have literally never walked out of a meeting room WAVING.

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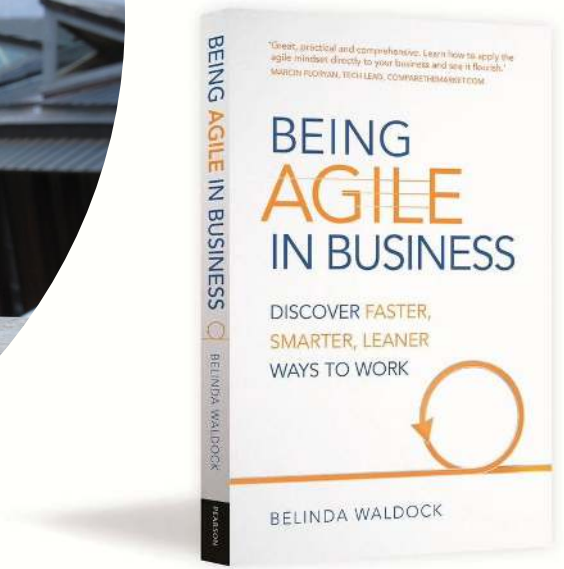

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create an agile culture and environment that promotes performance, growth and well-being.

COURSES & WORKSHOPS

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