# Agile Government Transformation

# LICENSING INFORMATION

The work in this document was facilitated by the International Consortium for Agile (ICAgile) and done by the contribution of various Agile Experts and Practitioners. These Learning Outcomes are intended to help the growing Agile community worldwide.

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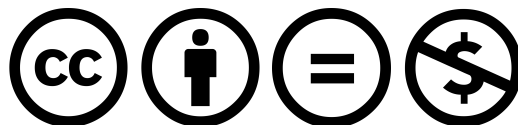
# SPECIAL THANKS

ICAgile would like to thank the contributors to the Agile Government Transformation Learning Outcomes:

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# HOW TO READ THIS DOCUMENT

This document outlines the Learning Outcomes that must be addressed by accredited training organizations intending to offer ICAgile's ICP-FAI certification.

Each LO follows a particular pattern, described below.

### 0.0.0. Learning Outcome Name

*Additional Context, describing why this Learning Outcome is important or what it is intended to impart.*

The Learning Outcome purpose, further describing what is expected to be imparted on the learner (e.g. a key point, framework, model, approach, technique, or skill).

# LEARNING OUTCOMES

## 1. PURPOSE AND OVERVIEW OF AGILE GOVERNMENT

### 1.1. CONCEPTUAL UNDERPINNINGS OF AGILE GOVERNMENT

#### 1.1.1. Origins of the Agile Movement

*The history of the Agile movement helps us understand the how the original agile values and principles are applicable to Agile Government.*

Introduce the Agile Manifesto as the origin of the agile movement. Convey the agile values and principles. Emphasize that while the original context of the Manifesto was around software development, the values and principles have been adopted beyond software and technology, including Agile Government.

#### 1.1.2. Laws of Agile

*The "three laws of agile" posited by Denning in The Age of Agile in 2018 helps us understand the key underpinnings of Agile Government principles and practices.*

Provide an overview of the three laws of Agile: The Law of the Small Team, The Law of the Customer, and the Law of the Network. Relate these three laws to the government context.

#### 1.1.3. Problems Agile Government Seeks to Address

*The problems that Agile Government seeks to address and how agile concepts are applied to the unique government context.*

Explain the problems Agile Government seeks to solve: (1) Increasing trust in government through competence, reliability, and responsiveness and (2) Improving outcomes while promoting public values of integrity, transparency, inclusion, diversity, equity, and individual freedom.

### 1.2. CORE CONCEPTS OF AGILE GOVERNMENT

#### 1.2.1. Agile Government Principles

*The Agile Government principles are from the Future of Agile Government report. While evolving, they provide a basis for thinking about Agile in government.*

Convey the 10 Principles of Agile Government. Present relevant examples of principles applied within government. Discuss the relevance of principles to challenges within the government organization participants represent.

#### 1.2.2. Integrated Agile Framework for Action

*Understanding the framework helps leaders translate the Agile Government principles into actionable guidance.*

Provide an overview of the Integrated Agile Framework for Action. Discuss the importance of Strategy, Organization, and Implementation working in alignment to address the objectives of Agile Government (outlined in 1.1.3)

### 1.2.3.Agile Government Practices

*Examples of practices derived from the Agile Government principles and Integrated Agile Framework for Action provide actionable guidance for leaders.*

Present a sampling of agile practices for internal management, decision-making, and stakeholder engagement. Discuss which of these or other practices have been used to achieve successful results in a government context.

## 2. PUBLIC SERVICE MOTIVATION

### 2.1. UNDERSTANDING PUBLIC SERVICE MOTIVATION

#### 2.1.1. Definition of Motivation

*Definitions and theories of individual motivation to help leaders implement Agile Government Principles to their own goals and those of their organization.*

Review different definitions of motivation and emphasize the following definition: ' the process whereby goal-directed activities are instigated and sustained.' Use this definition to reflect on the learners' own motivations.

#### 2.1.2. Public Service Motivation

*Public service motivation is unique and will help leaders relate Agile Government concepts toward improving public trust.*

Provide the definition of public service motivation and explain how applying that understanding leads to a virtuous cycle that leads to improved trust in government organizations.

### 2.2. AGILE APPROACHES TO IMPROVING MOTIVATION

#### 2.2.1. Intrinsic and Extrinsic Motivation

*Agile approaches are focused on unlocking intrinsic motivation rather than extrinsic motivation.*

Explain the difference between intrinsic and extrinsic motivation, and how intrinsic motivation helps yield better results. Describe how agile approaches address intrinsic motivation through nurturing autonomy, cultivating mastery, and providing purpose.

#### 2.2.2. Sustainable Pace

*A key agile principle is to promote a sustainable pace for members of a team, which can improve motivation.*

Describe how agile approaches focus on splitting work into achievable and time-bound tasks as a means of facilitating a sustainable pace for individuals and teams, thereby improving motivation.

#### 2.2.3. Collaboration across Stakeholders and Teams

*Collaborative approaches, such as those used in agile, help enhance shared problem-solving and leverage individual strengths to achieve shared goals.*

Provide examples of agile practices that foster collaboration, such as daily stand-ups, retrospectives, and joint planning and review meetings.

## 3.  AGILE MINDSET

### 3.1. ADOPTING AN AGILE MINDSET

#### 3.1.1. Fixed and Growth Mindsets

*Adopting a growth mindset (the belief that talents and abilities are not static, but can be developed and improved) is paramount for achieving Agility.*

Describe the attributes of a growth mindset in contrast to the limitations of a fixed mindset in the Business Agility context. A growth mindset is important as a foundation for developing resilience and thriving in the face of uncertainty. Also, introduce the concept of reframing failure as an opportunity to learn.

#### 3.1.2. Assessing Your Mindset

*To become an effective agile leader, you must cultivate a growth (or agile) mindset in yourself and be able to cultivate the same mindset in others.*

Emphasize the importance of a leaders' own mindset towards helping the organization adopt agile and provide tools that helps attendees assess their own mindset and identify areas to focus on themselves to help the rest of the organization..

#### 3.1.3. Cultivating an Agile Mindset in Teams

*Leaders of an organization that are adopting Agile Principles should start with assessing and inculcating the right mindset amongst individuals and teams, otherwise policy or process interventions are less likely to be successful.*

Describe techniques for helping leaders assess and intervene to help their teams adopt a more agile mindset. Discuss what are unique challenges and approaches to adopting an agile mindset in a public sector context. l.

### 3.2. ORGANIZATIONAL AGILITY

#### 3.2.1. Agile Culture in the Organization

*The agile mindset at an organizational level requires looking at the entire organizational ecosystem, including leadership, strategy, structure, process, and people.*

Emphasize the importance of organizational culture as an enabler to adopting agile. Convey that "culture" and "resistance to change" are some of the key challenges cited by leaders for agile transformation. Discuss how people and non-people aspects of the organization must work together for sustainable change.

#### 3.2.2. Mitigating Risk in an Agile Organization

*Agile in a government setting requires a way to address risk and policies that are inherent within public sector organizations.*

Introduce the terminology of Guidelines, Guardrails, and Safeguards as a framework for thinking about providing flexibility in addressing policy and other constraints within the organization.

# 4. AGILE PRINCIPLES AND INTEGRATED FRAMEWORK FOR ACTION

## 4.1. STRATEGY

### 4.1.1. Leaders

*Leaders should eliminate roadblocks, aggregate and assume risks, empower teams to make decisions, hold them accountable, and reward them.*

Compare and contrast the role of a leader in an agile environment and a traditional organization. Discuss nuances of agile leadership in a public sector context.

### 4.1.2. Mission and Vision

*The mission and vision of an organization should be clear, focused, and easy to communicate and understand.*

Review characteristics of a strong mission and vision statement. Emphasize how leaders should continually communicate mission and vision at all levels of the organization.

### 4.1.3. Evidence-Informed Solutions

*Solid evidence should form the basis for designing and implementing policy, regulatory, and program options.*

Convey the importance of leveraging data to drive the development of policy, regulation, and programs. Emphasize that data should be sourced from multiple locations and sources before being relied upon to develop solutions.

### 4.1.4. Metrics

*Metrics should reflect the mission, be outcome-focused, widely agreed upon, evidence-based, and easily tracked.*

Explain the best practices for utilizing metrics. Emphasize the importance of aligning metrics to the strategy.

## 4.2. ORGANIZATION

### 4.2.1. Customers and Public

*Customers should be intimately involved in the design and redesign of programs.*

Convey the relevant definition of "customer" in a public sector context. Introduce customer-centered approaches that leaders can use to ensure their organization's customer-centered approach to delivering its mission.

### 4.2.2. Networks

*Networks are an integral part of leveraging the support of customers and the public in accomplishment of the mission of the organization.*

Emphasize the importance of networks for public sector organizations to fulfill their mission. Introduce principles of network management and how they are applied to agile organizations.

### 4.2.3. Cross-Functional Teams

*Team members should be experts in their roles, diverse in their thinking, engage in continual face-to-face communication, and make well-supported decisions.*

Convey the characteristics of cross-functional teams in an agile context. Provide examples of how cross-functional teams have been used to achieve results in a public sector context.

## 4.3. IMPLEMENTATION

### 4.3.1. Innovation

*Innovation should be rewarded with a preference for new approaches that test rules, regulations, and past practices in order to deliver results.*

Convey a relevant definition of innovation in the public sector context and introduce leaders to relevant innovation frameworks. Discuss examples of innovation in the delivery of mission as well as regulatory and policy reform.

### 4.3.2. Speed

*Speed should be encouraged and enabled by establishing clear deadlines that create a sense of urgency.*

Emphasize the importance of speed to achieve learning and results. Provide examples of public sector missions that require rapid response. Discuss some of the barriers to operating with speed in a public sector environment.

### 4.3.3. Persistent Iteration

*Successful outcomes require continual experimentation, evaluation, and improvement.*

Emphasize the importance of experimentation and iteration to delivering results. Provide examples of agile approaches that teams can use to work iteratively.

## 5. USING AGILE TO INCREASE PUBLIC TRUST IN GOVERNMENT

### 5.1. ASSESSING TRUST IN GOVERNMENT AND THE FACTORS INFLUENCING TRUST

### 5.1.1. Defining Trust in Government

*A consistent understanding of the importance of trust in government helps leaders identify how agile can build trust.*

Frame the importance of trust in government. Introduce trust in government surveys from around the world including OECD, Gallup, Edelman, Pew, and the Partnership for Public Service.

### 5.1.2. Discussing the Factors that Influence Trust

*Factors influencing trust include governance, economic, political, and global challenges.*

Expose learners to the OECD Trust Report to examine the nature of trust in government across 22 countries.

### 5.1.3. How Low Public Trust Impacts Your Agency

*The impact of low public trust in government on an agency's ability to achieve its mission.*

Explain how low public trust impacts an agency's ability to competently achieve its mission.

## 5.2. USING AGILE TO IMPROVE COMPETENCE AND INCREASE PUBLIC TRUST

### 5.2.1. Competence as a Component of Trust in Government

*Government competence, reliability, and responsiveness has a major impact on public trust in government.*

Examine how improving government competence can be achieved using Agile Principles and how increasing competence ultimately increases public trust.

### 5.2.2. Enhancing Public Trust with Agile Principles

*Discuss the government's ability to leverage Agile Principles to develop an innovative and efficient agency that responds to user needs.*

Emphasize how the 10 Principles of Agile Government have been applied in particular cases to increase public trust.

### 5.2.3. Implementing Agile Principles to Enhance Public Trust

*Discuss how customer satisfaction and public involvement improve outcomes and enhance public trust.*

Convey methods to assess public trust. Apply Agile principles to enhance it for learner's own organization.