



Nestlé
IT & Digital

Growing Lean-Agile Champions from the Inside Out

UXDX EMEA – 29 May

Raise your hand

If your organization say, "we are Agile."



Keep your hand up only

If your team's daily behavior is Agile.



MODERN WAYS OF WORKING AT SCALE:

Growing Lean-Agile Champions from the Inside Out



DUYGU STUBRYS

Global Lean-Agile WoW Coach

History

The Situation



- Global scale, diverse cultures
- Same language, different behaviors
- Busy teams, slow flow

The Who

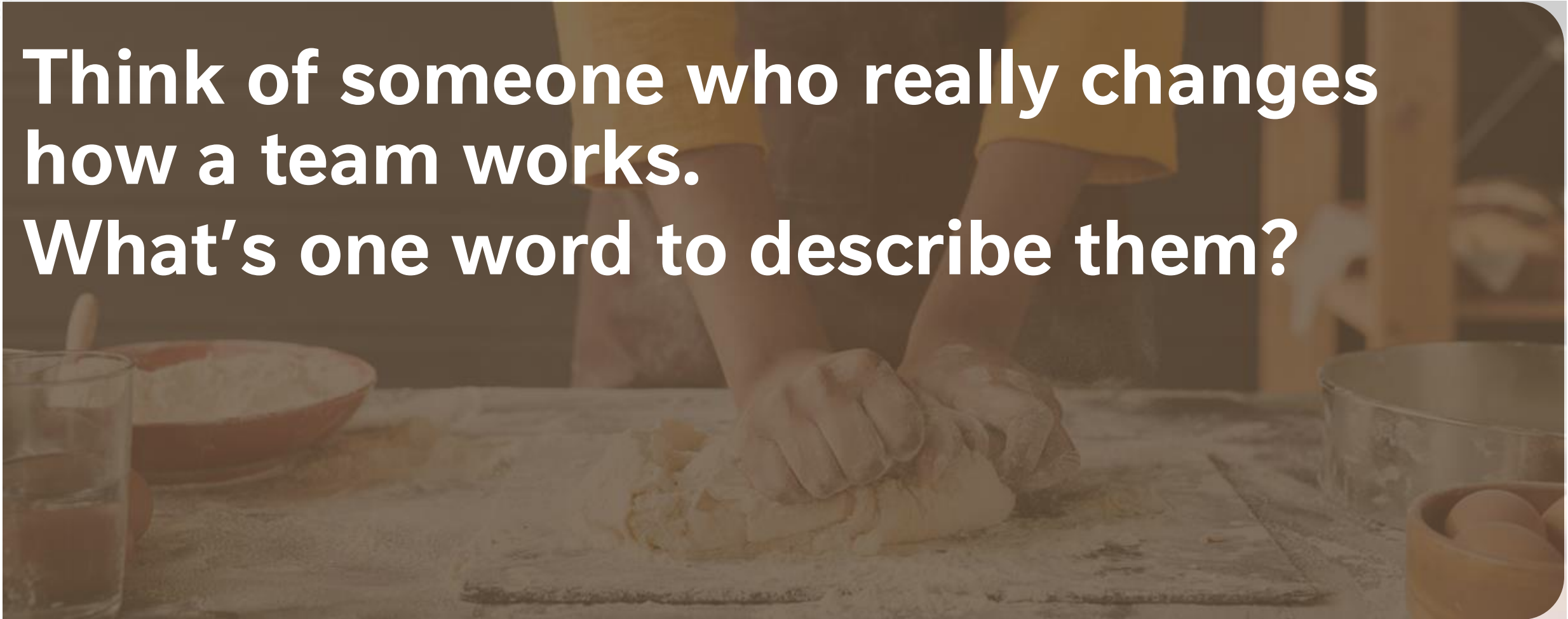
Champions shift habits, not frameworks



- Trusted by peers
- Curious about why
- Willing to experiment publicly
- Supported by their leaders

The Who – shout it out /word cloud

Champions shift habits, not frameworks



**Think of someone who really changes
how a team works.
What's one word to describe them?**

The How

Learning that changes habits



Gamified learning enabled our Champions to teach others!

The How - Games

Learning that changes habits



- **Bad Breath** (MVP, prioritization)
- **Twig Game** (Improving flow, WIP limits)
- **Battleship** (Early & continuous customer feedback)
- **Nestown** (Agile stimulation game)

The Who

Better collaboration and effective support for the team

“The hands-on exercises helped me apply the concepts to real-world scenarios, allowing me to improve and support my team more effectively”

Champion from Europe

The How - Self reflection

Learning that changes habits

What's one habit your team keeps repeating — even after you've explained why it needs to change?

The Result

Incentives create behavior



Even with the right people and learning, change doesn't last if your incentives work against it.

The Result - Poll

Incentives create behavior

Which behaviors do your incentives reward the most?

- Being busy
- Starting more work
- Delivering value
- Improving flow

The Result – Flow metrics that matter

Incentives create behavior



- **WIP** → Focus & finishing
- **Cycle/Lead Time** → Speed & flow
- **Throughput** → Consistent delivery
- **Work Item Age** → Fixing stuck work

The Who

Better collaboration and effective support for the team

“We are focusing more on the outcome rather than the output and measuring flow... to demonstrate the importance and visibility of work in progress.”

Champion from USA

Champions Toolkit

Scan the QR code



Scan the QR Code



**Frameworks don't scale change & mindset!
People do.**

Thank you!





Nestlé
IT & Digital