

EFFECTIVE AGILITY - STARTING SMALL AND SCALING UP WITH MICRO-LEARNING & HANDS-ON TOOLING



CONTEXT

At the USAF Research Labs, LSA Digital aimed to alleviate the burden of extensive training and new tool implementation for Scientists & Engineers (S&Es). According to the AFRL CIO, Alexis Bonnell:

“... new trainings have been added... our brains are tired, we’re taking shortcuts, we’re simplifying complicated tasks”

Recognizing the natural resistance to change and the overwhelming nature of additional training, LSA Digital introduced a solution combining micro-learning with practical, hands-on coaching.

CLIENT CHALLENGE

AFRL sought to balance employee feedback about training & overhead while also helping to do more value-adding research. Some of the pain points included:

- **Agile Awareness but Hesitation:** While the concept of agile is familiar and its benefits are acknowledged, implementing a heavy-handed agile approach often fails. Teams need a supportive, start-small approach.
- **Tools & Training Overload:** Teams are asked to take training that is too lengthy, without practical guidance on how to leverage the (too many) tools to deliver value.
- **Lack of Capacity:** Teams struggle with lengthy hiring processes, numerous open positions and too many meetings that lead to poor synchronization.

SNAPSHOT



Agility, Business Process Mgmt, Frictionless BizOps



US Dept of Defense



Scaled Agile Framework, Jira, ARIS

PAIN POINTS

- Tools & training overload
- Slow agile adoption
- People are over-capacity
- Too many meetings & poor synchronization

RESULTS

- On demand targeted micro-learning
- Improved business operations
- Better collaboration and sync among SME's
- Time savings
- Effective tool adoption

WHAT WE DID

LSA Digital used a “1-2 Punch Combo” to combine relevant, timely training with practical hands-on coaching and tool use.

- **Micro-Learning:** Short, targeted lessons to address these pain points focused on basic agile principles and foundational Scaled Agile competencies that fit into busy schedules, ensuring minimal disruption to daily responsibilities. These self-paced learnings can be incorporated into core onboarding and are available on demand.
- **Practical Hands-On Coaching & Tool Use:** This method involves the immediate application of training through the hands-on use of tools like Jira and ARIS process modeling, with expert guidance to reinforce learning and enhance tool adoption.

RESULTS & BENEFITS

Enhanced Agility, Continuous Improvement & Tool Adoption: Working side-by-side “in the trenches” with Scientists & Engineers (S&Es) and business operations teams contributed towards a culture of continuous improvement and effective teamwork. This incremental adoption of agile practices was reinforced with additional “as-needed” coaching sessions or micro-learning intended to address specific team needs and challenges - for example, specific refreshers on Jira features that teams were having trouble using.

Time Savings, Better Sync & Digitally-Enhanced Collaboration: In addition to Jira, LSA Digital also helped teams leverage the enterprise ARIS solution for enhanced digital collaboration with Solution Intent process modeling (see our [ARIS case study](#)). This became an important “solution design toolchain” addition to help improve web-based process modeling, improving cross-domain synchronization ([SAFE principle #7](#)). For example, teams could consider UX research-informed S&E pain points as part of their solution designs (see our case study - [UX-Driven Process Intelligence to Collaborative Process Improvement](#)).

WORDS OF ADVICE

When implementing new training and tools, it’s crucial to start small and scale up. Investing in effective toolsets up-front (“laying the runway...”) has to be matched with micro-learning, coaching, and constantly tailoring the approach to fit the specific needs and schedules of the team. This can lead to more effective understanding, culture change, and better overall results. Continuous, hands-on support is essential for reinforcing learning and ensuring the successful application of new practices and tools.