So you do some Agile training – then what? This is what we asked our 216 colleagues from across the campus who had taken part in one of our three Lean Six Sigma training courses between March 2016 and April 2017.

216 colleagues – 10 no longer work in UCD or on extended leave, 18 were out of the office and of the 188 that were available we got 49 responses, enough to give a reasonable impression of what is happening. We thank all of those who were able to take part.

Highlights
- 75% are using their training
- 77% are receiving encouragement
- Variety of use/encouragement patterns – some are using their training even though note encourages, some are not using it even though encouraged
- The most significant 'encouragement' is an established process improvement ethos
- The biggest obstacle to using the training is lack of opportunities locally, and within this workload/lack of time are the blockers.
- 60% are involved in collaborative working
- Of those who answered the 'What more from Agile' question, 44% are looking for direct Agile involvement in what they are doing locally, 30% are looking for more training from Agile.

We take these to be very positive indicators of how individuals have taken the opportunities training provided and made use of them in their work. There is a lot of useful detail which will shape how we develop our services and supports.
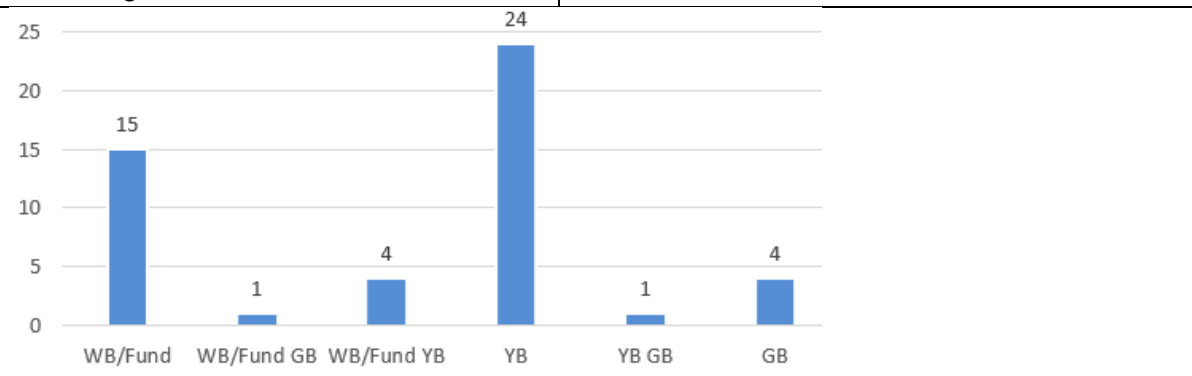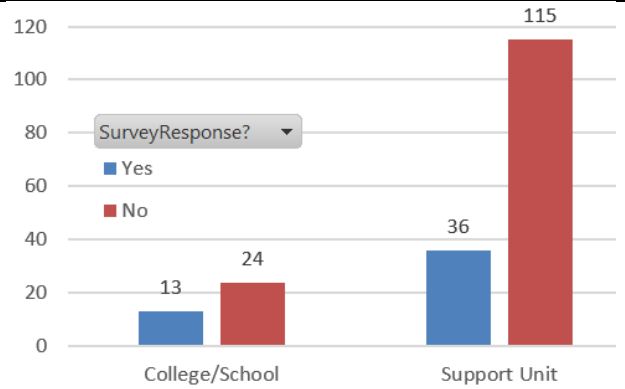
However, when you look at the broader picture painted by the categorised comments below, and inspired by some of the full comments we do not present here, there is a sense that there are few signs of systematic, top down, use being made of Agile training and, indeed, of those trained. Activity is drive by local team, sometimes individual, enthusiasm and that kind of enthusiasm, in the longer term, is not sustainable – it needs systematic encouragement and support, as well as an intelligent appreciation of the value what is being gained.

In short, we take the results to be a good indication that training is being used and the skills gained are valued by those who gain them but that, woven into the responses, is a real challenge to get a more systematic, supportive top down engagement.

Where did those who took the survey come from and what training did they take? 36 respondents from central support units, 13 from the Colleges and Schools. 29 of the 49 had done the one day training ('yellow belt'), 20 had done the half training ('while belt'/'Lean Fundamentals'), and 6 had done the six day training ('green belt'), with some people having taken more than one kind of training.

We looked at all the free text answers, split some of them out if more than one point was being made, and then iteratively put them into categories etc. both to allow a more condensed reading and to ensure the comments were anonymised.

We are using your input to learn and to shape how we amend end extend what UCD Agile does for you in support of Strategic Initiative 6.

Survey analysis

Given we split out the comments which covered more than one topic, that is how 49 people can provide 56 answers to 'are you involved in collaborating', for instance.

Question	
Q1 - Using training?	**49**
Yes - *Using the tools*	
Day to day	8
Enhancing processes	7
On projects	3
… in scoping	2
Standardising processes	2
At meetings	1

Solving problems	1
Reviewing processes	
Specific project(s)	5
Process enhancement	1
	5
Using Lean thinking	
Shaping change	1
Implementing new system	
Project tracking	1
No	
(No details)	11
Not using	
Because of role constraints	1
Q2 - Not used/obstacles	**40**
Opportunities were limited	
Constrained by time/workload	8
Constrained by local politics	2
No project opportunity	2
Constrained by project resourcing	1
Management change	1
Change blocked by centre	1
Getting necessary support	1
Rate of change - incremental/annual cycle	1
… by the imagination of the trainee (self-identified)	1
Isolation of the practitioner	1
The annual cycle constrains time	1
Fundamental challenge to getting best effect	
The challenge of change itself	2
Need broader awareness of purpose and Agile/Lean in those you work with	2
Issue - Agile approach can be seen as a 'nice to have'	1
Embedding Lean thinking in all we do	1
The full breadth of the methodology has not been needed	
Not a large data volume area	1
No project opportunity	1
Currently well standardised	1
Scale - applied to tasks	1
General comments:	
Catch 22 - not having the time to make things better	1
Not specific to Agile/Lean - coping with variety in UCD	1
Not specific to Agile/Lean - Improve InfoHub	1

Need for support for the person	1
Applying training to specific challenges	2
Recent role change	1
No 'not ables/obstacles'	2
The full breadth of the methodology has not been possible	1
Constrained by time/workload	1
No actions attempted	1
Q3 - Were you encouraged?	**50**
Yes	
Established process improvement ethos creates support/encouragement	
(No details)	10
Resistance to change can arise	1
Challenges with process improvement ethos outside local environment	1
Time/workload challenges	1
(No details)	11
Current project activity creates encouragement/support	
(No details)	5
Supported - but not especially	
Intrinsic to my job	1
Somewhat	1
Passive management - neither supportive nor an obstacle	1
Management team support and encourage	2
Staff meetings create encouragement/support	1
Challenge - intention/commitment gap	1
By Agile project itself - a catalyst	1
Collaboration established and working	1
I provide support for others	1
No	
(No details)	9
Lack of management support	1
There has been no activity	1
Q4 - What more from Agile?	**41**
Provide training	
More would be good	4
… beyond the from the basics	2
… to a more specialised level	2
More would be good - tailored	1
(No details)	1
Short CPD courses	1
.. that is more locally focused	1

… focusing on Six Sigma	1
Broaden and deepen understanding of Agile	
… local to me - whole office training/mind-set	2
… by using Agile as a general catalyst for change	1
… by using more stories and profiles	1
… by catalysing change in senior administrators	1
Provide support / mentoring	
… to the project people	1
On-going	1
… to projects / project development	1
… for initial exploration / scoping	1
… to the individual	1
Provide workshops locally	
… by deepening Agile discussions / catalyse action and change	1
… in process mapping etc.	1
Teams and sponsors	1
… for initial exploration / scoping	1
General comment	
Not specific to Agile/Lean - general training of administrative staff	2
Not specific to Agile/Lean - data access and reporting	1
Not specific to Agile/Lean - future participation in WST	1
Continue to give us what we now get from Agile!	3
Provide workshops broadly	
… by deepening Agile discussions / catalyse action and change	1
… for initial exploration / scoping	1
Provide on-site help	
… Agile support for projects	1
… Agile's advice and guidance	1
Provide project selection support	
…. In forming our annual work programme	1
Support project delivery	
… Agile support for projects	1
Provide access to resources	
Training slides	1
Q5 - Are you involved in collaborating?	**56**
Yes	
Collaborating in the day to day	
In the local environment	3
(No details)	3
… but isolated	1
(No details)	6

Challenges experienced in collaborating	
Constrained by availability of resources	1
Constrained by lack of IT resources to enable change	1
'Collaboration' between technical platforms	1
How 'the centre' connects with and works with Schools	1
Collaborating unit to unit	
(No details)	1
With IT Services	1
IT Services with Research	1
IT Services with Registry	1
Collaborating in a project context	
(No details)	2
Scholarships project	1
… and using Agile as a general catalyst for change	1
Yes… but help our collaborating	
Support from Agile - broad collaboration	1
Support from Agile for local collaboration	1
Support from Agile for broader collaboration	1
Agile training/projects act as a catalyst	
… providing ideas that help collaboration and change	2
Collaborating widely	
Fostering and highlighting innovation, supporting colleagues	1
No	
(No details)	14
Collaboration planned	3
The capacity exists	1
Not now	1
CoP	**6**
Grand Total	**236**

1.1 Have you been using some of what you were introduced to during training?

Yes	36	*75%*
No	12	*25%*
	48	

1.2 Have you been encouraged/supported locally to work on projects or process improvements?

Yes	37	*77%*
No	11	*23%*
	48	

1.3 Collaborating: Are you working with any colleagues, in your own team or outside it, addressing issues, 'making things better' - work in which the Agile training can help?

Yes	29	60%
No	19	40%
	48	

2   Response overview including categorised comments

Question Number	Y/N	Category	College / School	Support Unit	Grand Total
Q1 - Using training	**Yes**	Using the tools	7	16	24
	75%	Reviewing processes	1	5	6
		(No details)	2	3	5
		Implementing new system		1	1
		Using Lean thinking	1		1
	No	(No details)	1	10	11
	25%	Not using	1		1
Q1 - Using training Total			**14**	**35**	**49**
Q2 - Not used/obstacles		Opportunities were limited	3	17	20
		Fundamental challenge to getting best effect	4	2	6
		The full breadth of the methodology has not been needed	2	2	4
		General comment	2	1	3
		Need for support for the person	2	1	3
		No 'not ables/obstacles'		2	2
		The full breadth of the methodology has not been possible	1		1
		No actions attempted		1	1
Q2 - Not used/obstacles Total			**14**	**26**	**40**
Q3 - Were you encouraged?	**Yes**	Established process improvement ethos creates support/encouragement	7	6	13
	77%	(No details)	1	9	11
		Current project activity creates encouragement/support	1	4	5
		Supported - but not especially	1	2	3

Question Number	Y/N	Category	College / School	Support Unit	Grand Total
		Management team supports and encourages		2	2
		Challenge - intention/commitment gap		1	1
		Collaboration established and working		1	1
		Staff meetings create encouragement/support		1	1
		By Agile project itself - a catalyst		1	1
		I provide support for others		1	1
	No	*(No details)*	3	6	9
	23%	Lack of management support		1	1
		There has been no activity		1	1
Q3 - Were you encouraged? Total			**13**	**37**	**50**
Q4 - What more from Agile?		Provide training	3	10	13
		Broaden and deepen understanding of Agile	2	3	5
		Provide support / mentoring	1	4	5
		Provide workshops locally	2	2	4
		General comment	2	2	4
		Continue to give us what we now get from Agile!	1	2	3
		Provide workshops broadly		2	2
		Provide on-site help	1	1	2
		Provide project selection support		1	1
		Support project delivery		1	1
		Provide access to resources		1	1
Q4 - What more from Agile? Total			**12**	**29**	**41**
Q5 - Are you involved in collaborating?	**Yes**	Collaborating in the day to day	3	4	7
	60%	*(No details)*	1	5	6
		Challenges experienced in collaborating	3	1	4

Question Number	Y/N	Category	College / School	Support Unit	Grand Total
		Collaborating unit to unit	1	3	4
		Collaborating in a project context		4	4
		Yes… but help our collaborating	2	1	3
		Agile training/projects act as a catalyst		2	2
		Collaborating widely		1	1
	No	*(No details)*	3	11	14
	40%	Collaboration planned	1	2	3
		The capacity exists		1	1
		Not now		1	1
Q5 - Are you involved in collaborating? Total			**14**	**36**	**50**
Grand Total			**69**	**167**	**236**