

Lessons for Lean and Agile Software Management
Embrace Change, Sustainable Pace, Visualize Flow, People over Process ...

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Agenda

Ten Point Plan for Transitioning to Agile
Embrace Change
People over Process
Sustainable Pace
Visualize Flow

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Top 10 List for Leading a Large Transition

1. Do **Assessment** to establish a baseline
2. Establish **Realistic Expectations** for **Predictability, Quality and Productivity**
3. Plan for **Systemic Change** over **18-36 months**
4. Establish a **Change Management Plan** – Governance, Careers, Communications, Facilities, Transition Team ...

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Top 10 List for a Large Transition

- 5. **Streamline** Portfolio Management
- 6. Implement **CI** and **Automated Measurement Infrastructure**
- 7. Invest in an inventory of **automated tests**

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Top 10 List for a Large Transition

- 8. Implement **Lean Organization Structure** with a **real Technical Ladder**
- 9. Resource **Feature** and **Component Teams**
- 10. Ensure you **learn** and **adapt** from **experience**, both **yours** and **coaches**

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Key Changes in a Typical Transition

Separate Technical and Coaching Career Ladders

Coaches valued for **people skills**; **Technical leaders** valued for **technical skills**

Implement **Real Peer Evaluation**

Mandatory and **timely constructive** reviews



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Embrace Change

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The Human Side of Change

Change is easy if you are not doing it!
Change is hard if you want to, impossible if you don't!



A Natural-Born "Leader" Emerges... apparently self organization needed his leadership

Change Model

Will be great
I'm not sure

This sucks?

aha

It Works!

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Agile Commitments

Successful development requires trust and transparency between customer/management and supplier/development
Need to foster a "work with" instead of "works for" relationship

Relationship between Development Team and Management

Management Vision Communication Coordination Coaching Managing Scope	Working With	Development Predictability Quality Visibility Discipline
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Key Changes in a Typical Transition

Accept that there is a "software physics"

- Validate risks so they can be understood and managed
- You can't build what you don't understand or can't test
- You can't do new design/feature in a release time box
- You can't build components and dependent applications in the same time box

The only hard decision is what you are NOT going to do
Done means acceptance tested!

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Key Changes in a Typical Transition

Directing and Managing => Leadership and Coaching

- Work With versus Work For – Coaching versus Directing
- Increased self discipline for teams and individuals who own deliverables, quality and schedule
- Increased individual ownership with associated responsibility and accountability
- Leadership owns and manages risk
- Executive and Management Coaching

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Key Changes in a Typical Lean & Agile Transition

My Way => The Best Same Wrong Way

- Common vocabulary, practices applied sensibly and metrics aligned with practices
- Make sure everyone knows one way before fixing it
- Improve process each release of the company i.e. triage process/practice/tools defects like other defects
- Encourage teams to have their way which is still consistent with the best wrong way selected

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Leadership Matters...

- Has integrity and stands by values
- Has the wisdom of experience
- Articulates the vision
- Executes with transparency
- Leads by example
- Delegates authority
- Coaches versus directs
- Makes timely consistent decisions
- Has a good sense of humour
- Says when they are wrong
- Positively motivates and educates
- Judges fairly, promotes trust

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Agile Leadership is Fragile*

Being a leader means that some people don't like you!

Sustaining Agile discipline is challenging in organizations where there is a lack of shared values and leadership

Who are your coaches?

Your number one job is to sell your job to new leaders you have helped create

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People over Process
It is About Values

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What Motivates People?

Drive: The Surprising Truth About What Motivates Us by Daniel Pink

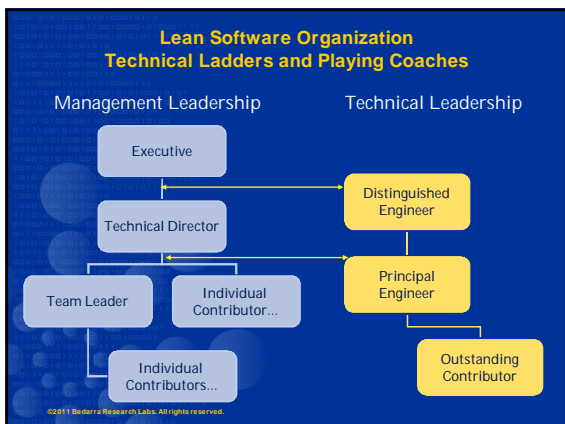
- Purpose
- Autonomy
- Mastery

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Simple Values Matter

- Us versus Me
- Us versus Them

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Align Compensation with Goals

Compensate for:

- Timely reviews and relevant constructive feedback matter.
- Predictability, Quality, Value delivered, Agility
- Early Identification of Failure
- Teamwork inside and across teams
- Provide team, individuals a coach/mentor

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Our Job – Find the Best Wrong Answer

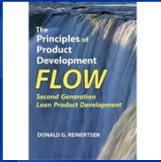
Warning – Picking Winners means condemning Losers!

Techniques to reduce/resolve conflict

- use external experts
- use an external facilitator
- change the viewpoint
- decide early and move on quickly
- improve accepted approach using good features of rejected approach
- embrace an external standard

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Sustainable Pace
It is all about Flow and What Constrains It



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It is all about Flow and What Constrains It

- Use Common Language
- Use a Common Tool Chain
- Leverage Whole Teams
- Ensure Transparency
- Ensure Tangibility

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It is all about Flow and What Constrains It

- Automate Everything
- Manage to your Capacity
- Identify and Remove Bottlenecks
- Decide Fast, Decide Consistently
- Learn from your mistakes

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A Lean Manager – Reduces Waste!

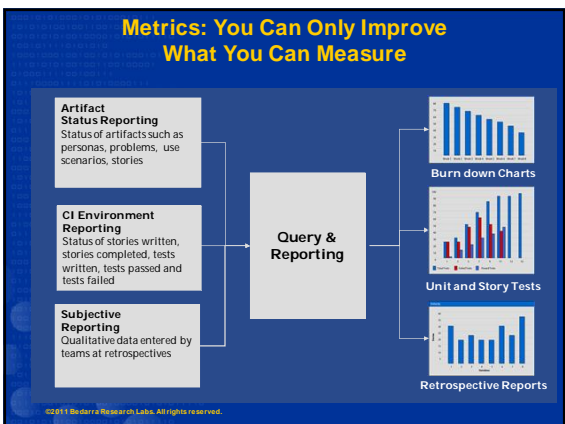
Why are we doing this?
Isn't there an easier way?
Do we really need Joe when Susan could do it?
Can we get someone else to do that
Let me take reduce your backlog to what is really needed
Can't we automate that reporting or delegate it
What is blocking you?
Do we need an expert, training?

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Visualize Flow Put It On The Wall!

Transparency Increases Trust and Improves Flow!

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Effective Metrics Need to be Visible to the Enterprise

Respect the Organization API

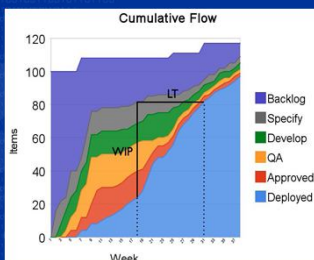
- Portfolio Process
- Program/Project Process
- Financial Reporting
- HR Processes
- Infrastructure and Deployment Process
- LDAP...

Treat them as customer requirements and ensure the work to support them is visible

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Optimize the Flow* (Cycle Time)

Cumulative Flow Diagram(CFD)



* Aslak Hellesøy - Cumulative Flow Diagrams with Google Spreadsheets

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Successful Software Development is about a Winning Culture

Software is a team sport, and like all team sports practice, constructive peer feedback, and coaching are essential.

Winning teams need to implicitly know the moves of each player, as well as the movements of the team as whole.

The ultimate expression of process is a culture where building software is more like playing jazz. People Just Do It!



Thanks!

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