Deployment of the Agile Mindset
Sounds like

OUR CEO SAYS HE WANTS TO CHANGE THE DNA OF THIS COMPANY.

WHAT'S THAT MEAN?

I DON'T KNOW. IT SOUNDS MEDICAL. I'M FRIGHTENED.

HOLD ME.

KEEP YOUR STALE DNA AWAY FROM ME.
Chapter 1:
Boss rulez
Management
WHY?

FEAR

KNOWLEDGE

CONTROL
IMAGINE
Mental Model

• Things must go right
• If WE don’t control, the whole thing will fall apart
• It requires me to take action
Agile is a magic pill
Chapter 2
We are the experts
Three changes in one

1. Refresh Scrum
   - Product backlogs and priorities
   - Deep dive Agile valuesystem

2. Product Owner Organization
   - Portfolio and storymaps process
   - Management awareness and understanding

3. Business Readiness (Kanban)
   - Deployment process
   - Architecture, components and QA organization
   - Coach the coach for independence

4. Scrum Best Practices Alignment
   - Scrum/Agile improvement process
   - Storytelling

5. Deployment process

6. Scrum/Agile improvement process

Process

Structure

Culture & Values
Defined stages
**Defined stages**

**Doing:**

Know the Scrum method  
Know how to perform the process  
Go through the motions neatly
Defined stages

Doing:
Know the Scrum method
Know how to perform the process
Go through the motions neatly

Becoming:
Start to make small variations and improvements
Start to understand why things work this way
Able to argue why this is better
Defined stages

Doing:
- Know the Scrum method
- Know how to perform the process
- Go through the motions neatly

Becoming:
- Start to make small variations and improvements
- Start to understand why things work this way
- Able to argue why this is better

Being:
- Unable to think different
- Able to transform opposite ideas to current values and mindset
- Deep knowledge internalization

vrijdag 25 mei 12
## Creating some comfort

<table>
<thead>
<tr>
<th>WHAT</th>
<th>DOING</th>
<th>BECOMING</th>
<th>BEING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Going through the motions</td>
<td>Inspect and adapt, improve and create new best practices</td>
<td>Using the Agile value system to determine what to do in all circumstances, because it is the new way of thinking</td>
<td></td>
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<thead>
<tr>
<th>WHY</th>
<th>DOING</th>
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<tbody>
<tr>
<td>Proving how it works Knowing what it is</td>
<td>Learning why and how it works, and how it can be fit into own situation better</td>
<td>Is there a why? We just are…</td>
<td></td>
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<tr>
<th>HOW</th>
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<tbody>
<tr>
<td>Accepting mistakes, Best practice directly used Train people, coaching</td>
<td>Coaching, master classes, knowledge sharing, coach the coach, start communities of practice</td>
<td>Reflect, Embrace failure, Self organizing teams</td>
<td></td>
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<table>
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<tr>
<th>LEARN</th>
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<th>BEING</th>
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<tr>
<td>Teams initial velocity Common impediments Scrum mechanism Needed Management Style</td>
<td>To vary and try new things, To improve best practices, To understand the why of agile mindset and practices</td>
<td>To work this way together really effective, validated learning is better than value, outcome is better than output</td>
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<th>MAIN METRIC</th>
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<tr>
<td># teams and people doing scrum (degree of adoption) # of impediments raised and solved</td>
<td># of teams becoming Agile # of improved best practices Stability of velocity of the teams</td>
<td># teams being Agile, # of decisions by teams vs management, business value delivered every iteration known and improving</td>
<td></td>
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</table>
In other words:
So what happens?
Chapter 3

Boss out of the closet
Binary Need

• If you would have 400 decisions to take..
• Or actions to take...
• Or actions to check...

WHAT WOULD YOU DO?
Guess what..
They just talk funny..

I have some preliminary results

I don’t see results
Chapter 4: Moving WITH the culture
The culture

- Accountability
- Responsibility
- Trust but verify
- Execute
- Manage HOW
Embrace!
Embrace!

- Sprints are timeboxed
Embrace!

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- Commit to what you think you can do in storypoints
Embrace!

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- Deliver what you have end of timebox
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vrijdag 25 mei 12
Embrace!

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- Deliver what you have end of timebox
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  - Deliver 1 impediment to be resolved
  - Management: Resolve the 1 impediment of each team
- DONE
Does it create hope if:
Does it create hope if:

• Management is actually removing YOUR impediments, one by one
Does it create hope if:

- Management is actually removing YOUR impediments, one by one
- Teams are actually delivering value
Does it create hope if:

- Management is actually removing YOUR impediments, one by one
- Teams are actually delivering value
Pragmatic we are

• TEAM: EVERY SPRINT: ONE impediment
• SCRUMMASTER: GATHER impediments of all teams
• AGILE CONSULTANT: use impediments as a strategy
• PRODUCT OWNER: stick to your role
NO Culture?

• Beliefsystem is a tough nut to crack...

  REJECTED

• Small simple messages
• Failure (Michael Jordan)
• Why (Simon Sinek)
• Motivation/Drive (Dan Pink)
• First Follower principle (Youtube)
~ Passionate thoughts? ~
Extra
Organizing

Leadership

Management

Culture
To:

Leadership  Hierarchy  Management