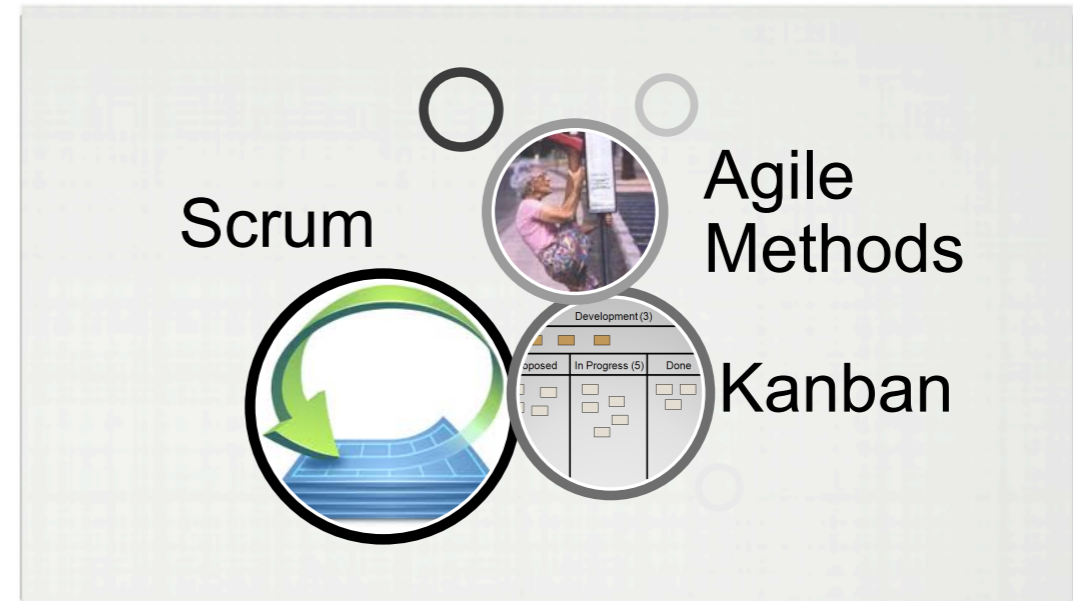


USING TAI-CHI TO DEAL WITH THE AGILE PENDULAR

ALEX KEMPKENS - AGILE COACH AT HOLIDAY CHECK AG

GOTO ZURICH 2013

PLEASE ENGAGE USING THE GOTO GUIDE APP
ASK QUESTIONS WHEN THEY CROSS YOUR MIND!



BRINGING HOLIDAY CHECK TOGETHER WITH AGILE & TAI-CHI



WE ENABLE CUSTOMERS TO BE HAPPY

AS THEY KNOW ABOUT THEIR VACATION BEFORE THEY TRAVEL

THE ENVIRONMENT WE ARE IN

- REQUIRES CONTINUOUS IMPROVEMENT OF OUR PRODUCTS
- INCLUDES THE COMPLEXITY OF DIFFERENT MARKETS
- IS BUILD ON SHARED INFORMATION FROM US AND 3RD PARTIES
- LEGAL AND FINANCIAL CONSTRAINTS
- INCLUDES A POWERFUL SHAREHOLDER AND INTERNATIONAL GROUP

SOME HISTORY

- FOUNDED BECAUSE OF PERSONAL DEMAND
- GROWN BASED ON HOTEL REVIEWS
- BECAME E-COMMERCE PLATFORM FOR TRAVEL
- NEW SHAREHOLDER & MANAGEMENT
- EXPANSION TO NEW MARKETS
- NEED FOR FASTER PRODUCTION CYCLES
- NEED FOR MORE PREDICTABLE PRODUCT DEVELOPMENT
- NEED FOR THE CAPABILITY TO MANAGE BIGGER EFFORTS

SOME FACTS

- PRODUCT AND TECHNOLOGY FOCUSED TEAMS
- DISTRIBUTED TEAMS
- MARKET CENTRIC ORGANIZATION
- AGILE STARTED IN 2010/2011





AGILITY IS A PATH WITH A GOAL ...



... BUT SOMETIMES YOUR WAY IS BLOCKED.



THE PENDULAR MOVES

MOVE 1 - JUST GET IT DONE

- A STARTUP WITH A LOT OF FREEDOM
- A SMALL GROUP OF DECISION MAKERS
- GIVING DEVELOPERS THE FREEDOM TO WORK BASED ON THEIR KNOWLEDGE AND EXPERIENCE
- TRY VARIOS THINGS AND VERIFY THE SUCCESS
- WE PRODUCE CUSTOMER VALUE



WHAT HAPPEND?

- WE GROW UP
- BECAME SUCCESSFUL
- HIRED MORE DEVELOPERS
- GOT MORE TEAMS
- GOT MORE ORGANIZATIONAL STRUCTURE
- GOT MORE PROCESS REQUIREMENTS





MOVE 2 - SWING BACK

WE TRIED - YOU NAME IT

- PRODUCT MANAGEMENT
- THE A-TEAM
- POOL OF DEVELOPERS
- INTERNATIONALIZATION OF DEVELOPMENT
- PERSONAL GOALS
- INCREASED COMPLEXITY
- INCREASED PROCESSES
- INTRODUCED NEW CULTURES
- BUILD DISTRIBUTED TEAMS

MOVE 3 - BECOME AGILE

- IF A COMPANY THINK'S ABOUT AGILITY THERE IS A REASON
- YOU HAVE A GOAL
- YOU HAVE SOME EXPERIENCE
- SOME PEOPLE WANT TO CHANGE SOMETHING

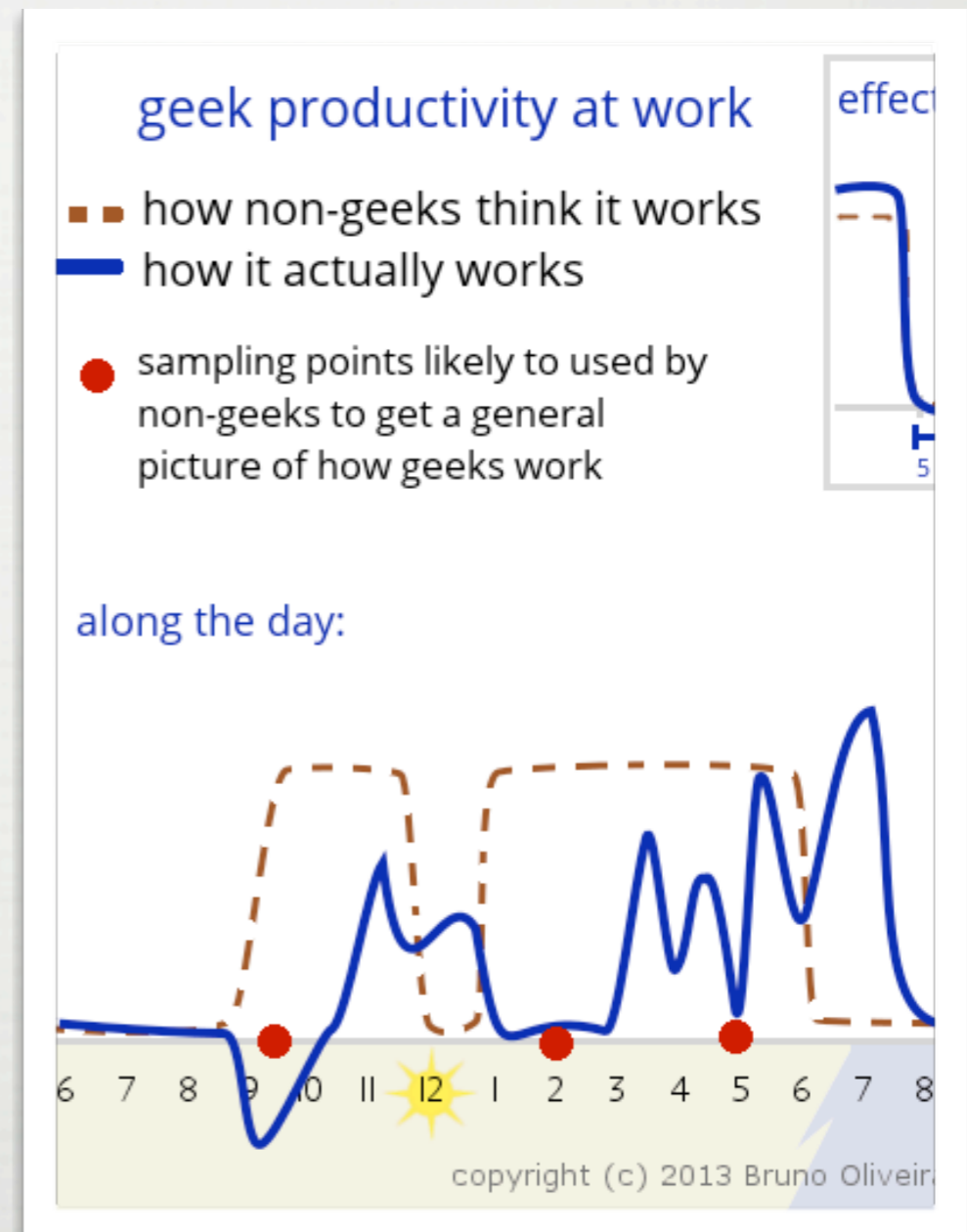


INTRODUCTION OF AGILE @ HC

- THE IT DEPARTMENT SUGGESTED AGILE
- CERTAIN ASSUMPTIONS HAD BEEN MADE BY MANAGEMENT
- A CONSULTANT WAS HIRED TO SUPPORT
- SCRUM MASTERS ARE BEING HIRED
- VARIOUS TEAMS BEING CREATED
- AGILITY = SCRUM
- TEAMS BEING TRANSFORMED
- PO'S BEING DEFINED AND TRAINED
- MOST OF IT - WITHIN 6 MONTH!

MOVE 4 - BECOME MORE PREDICTABLE

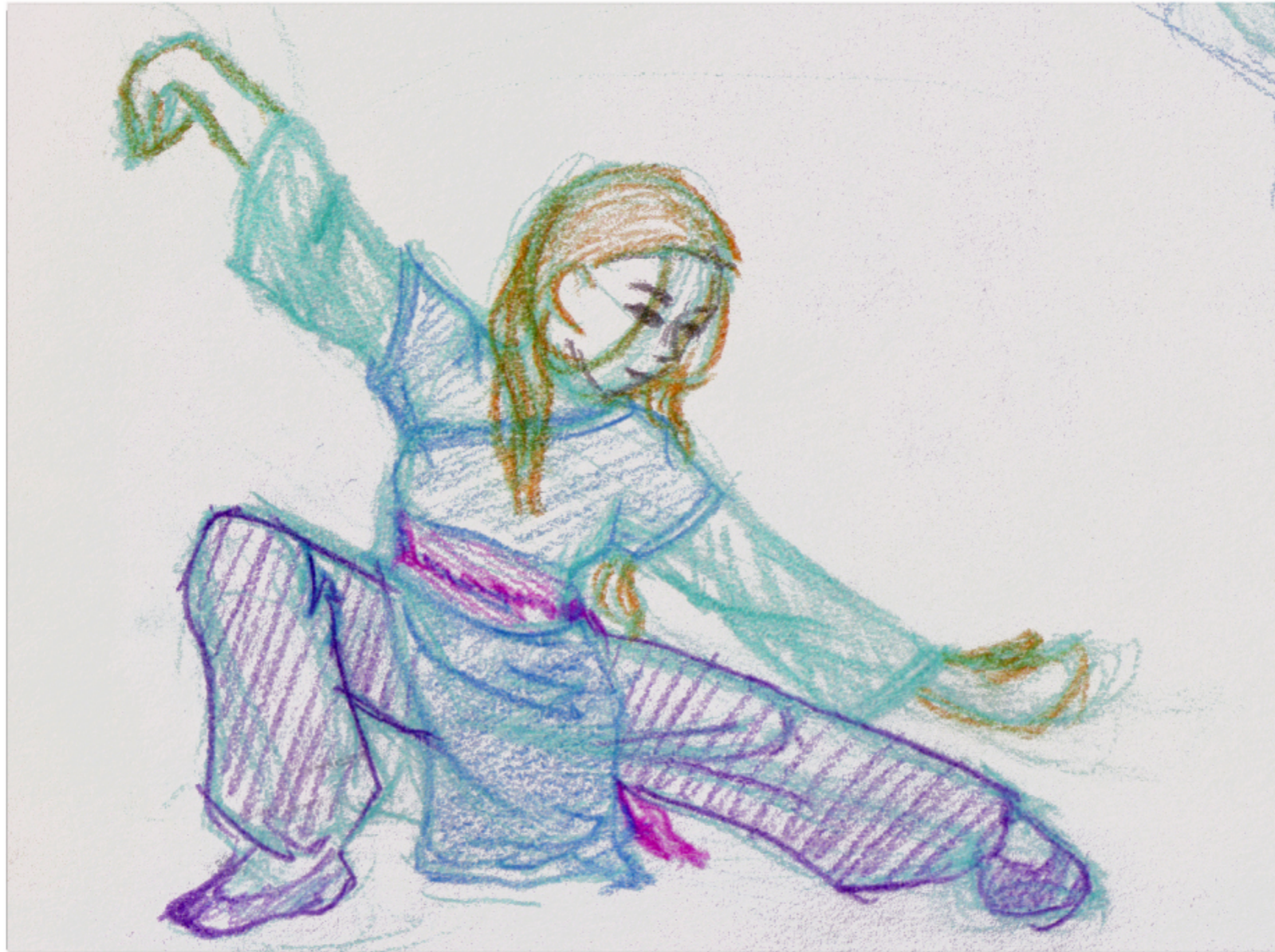
- ROADMAP PLANNING
- FORECASTS
- PROGRAM MANAGEMENT
- PORTFOLIO MANAGEMENT
- REPORTING / KPI'S





ARE THESE MOVES EVIL?

NO! YOU NEED TO BE ABLE TO UNDERSTAND THEM



PHILOSOPHY OF TAI-CHI

(ONLY PARTS AND INTERPRETATION)

SOFTNESS WINS OVER FORCE

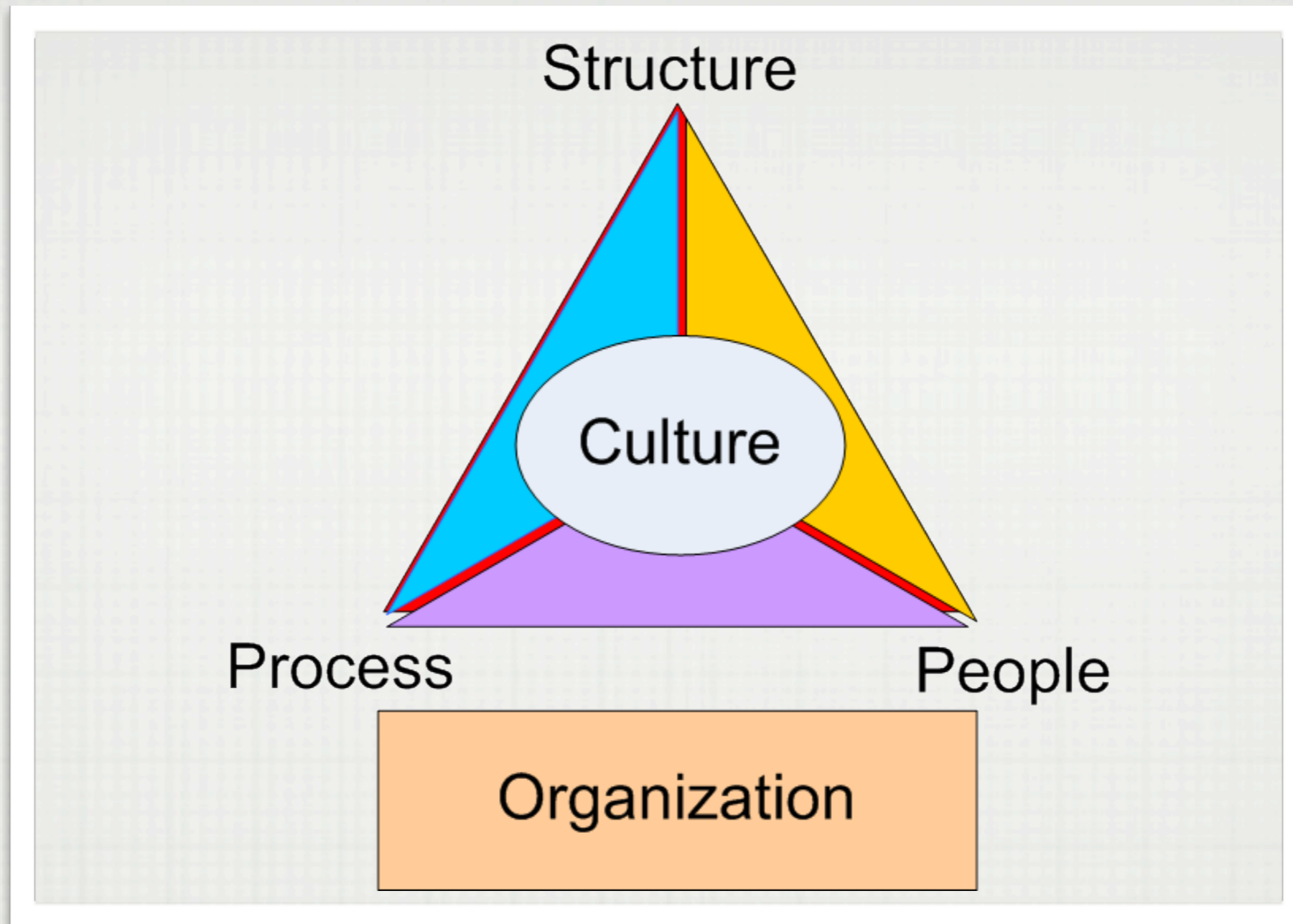
- EVEN SO YOU MIGHT NOT BE FAST - YOU ARE STRONG
- YOU NEED TO ADAPT TO YOUR OPPONENT - HE IS PART OF THE ENVIRONMENT
- MOVING BACK DOES NOT MEAN YOU GIVE UP



OUR AGILE CHI FORMS

- KEY IS THE DEFINITION OF UNDERSTANDABLE VALUES
- DO NOT OVERREACT IF SOMEONE QUESTIONS
- MOVE WITH THE WAVES NOT AGAINST THEM
- CHANGE NEEDS TIME





GET MORE OF EVERYTHING

LEAD WITH A VISION FOR AGILE

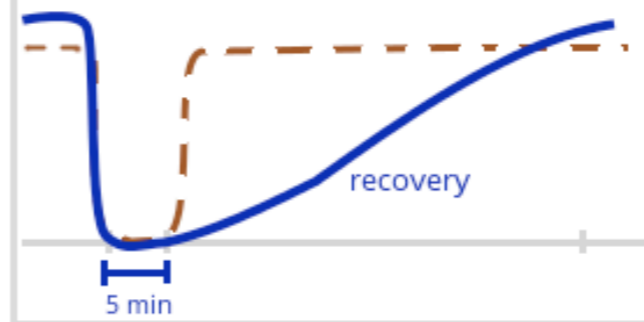
- BUILD AN UNDERSTANDING FOR AN AGILE VISION
- SUPPORT PEOPLE TO COMMUNICATE CORRECT ABOUT AGILE
- TRANSPARENCY



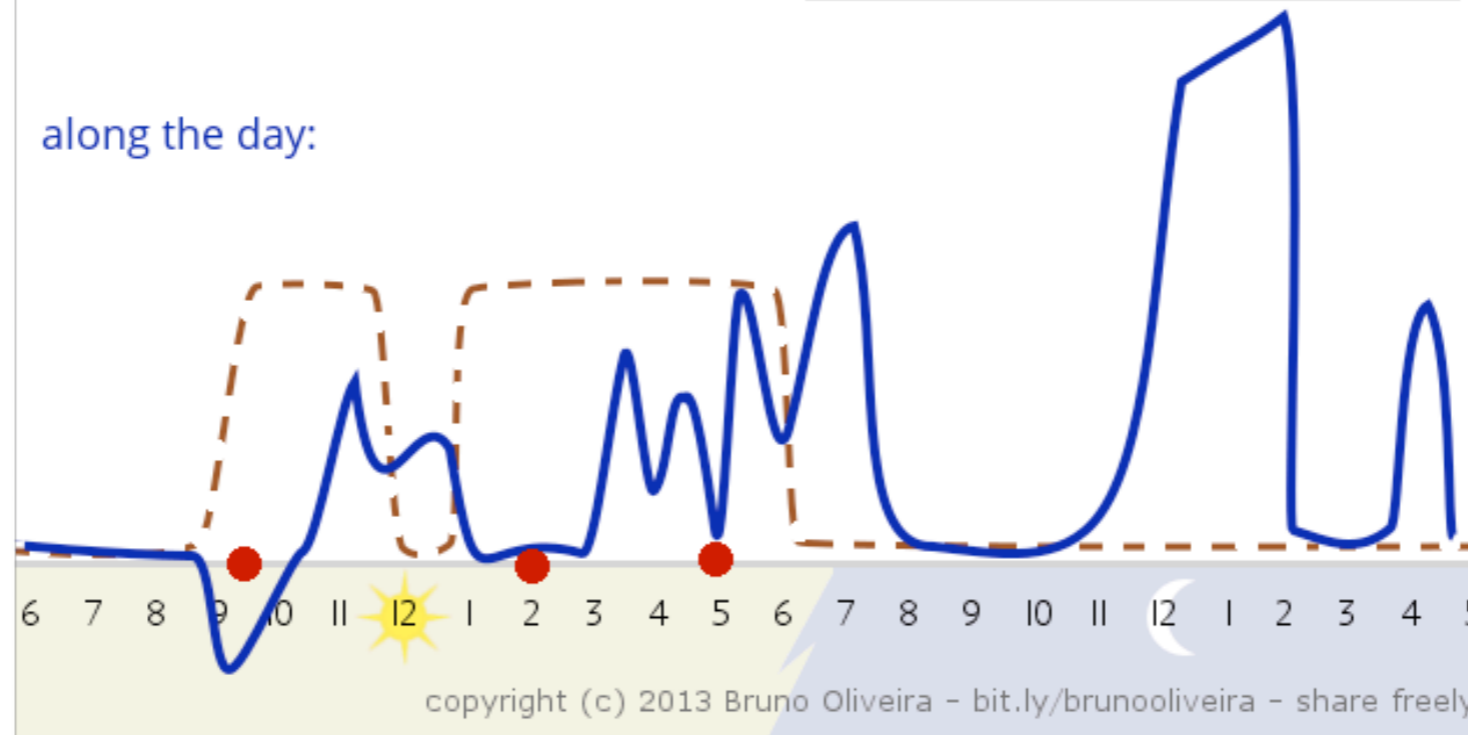
geek productivity at work

- how non-geeks think it works
- how it actually works
- sampling points likely to be used by non-geeks to get a general picture of how geeks work

effect of a 5-min interruption (or a meeting!)



along the day:



WHAT WE LEARNED

THAT DOES NOT WORK

- INTRODUCE SCRUM AND ASSUME PEOPLE UNDERSTAND AGILITY
- PREDICT PERFORMANCE / EFFICIENCY INCREASE
- TECHNICAL DEPT IS EVEN MORE COMPLEX TO MANAGE
- TEACH PEOPLE ONCE AND EXPECT THEM TO CHANGE

- AGILE PEOPLE TEND TO BE TO FAST FOR NON-AGILE PEOPLE - BE PATIENT
- TRYING TO INTRODUCE AGILE AND TRANSFORM THE COMPANY AT THE SAME TIME
- TRYING TO INTRODUCE AGILE AND PMI PROCESSES AT THE SAME TIME

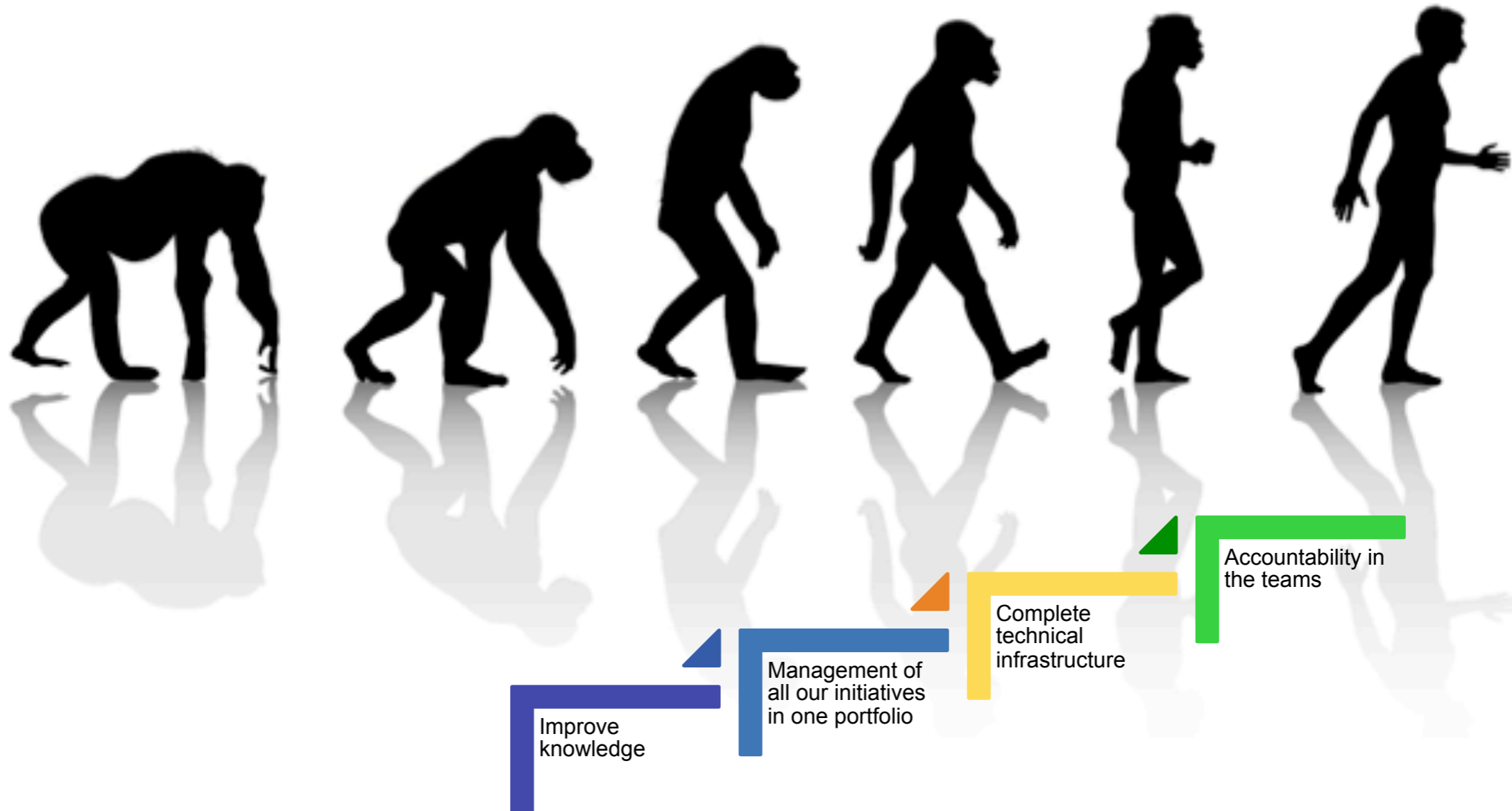


AGILE SUMMIT



WHAT WE LEARNED

THAT DOES WORK



INTRODUCE AGILITY STEP BY STEP - NOT IN A RUSH

STATE OF AGILITY @ HC

- WE SUPPORT EACH OTHER IN THE TOMORROW FOCUS GROUP TO BE MORE AGILE
- WE CONTINUE TO EDUCATE, INSPECT AND ADAPT OUR PROCESSES
- WE ACCEPT NEW REQUIREMENTS AND INTEGRATE THEM STEP BY STEP



STATE OF AGILITY @ HC

- REGULAR SURVEY WITHIN TEAMS AND CUSTOMERS
- BUILD A REGULAR COMMUNICATION TOWARDS MANAGEMENT
- BUILD KNOWLEDGE EXCHANGE
- ACCEPT REGULATIONS AND INTEGRATE THEM IN YOUR AGILITY
- QUESTION THE PROCESS UNTIL YOU UNDERSTAND THE REASON
- INITIATIVES / PROJECTS ARE GROUPED BY COMPLEXITY - NOT SIZE

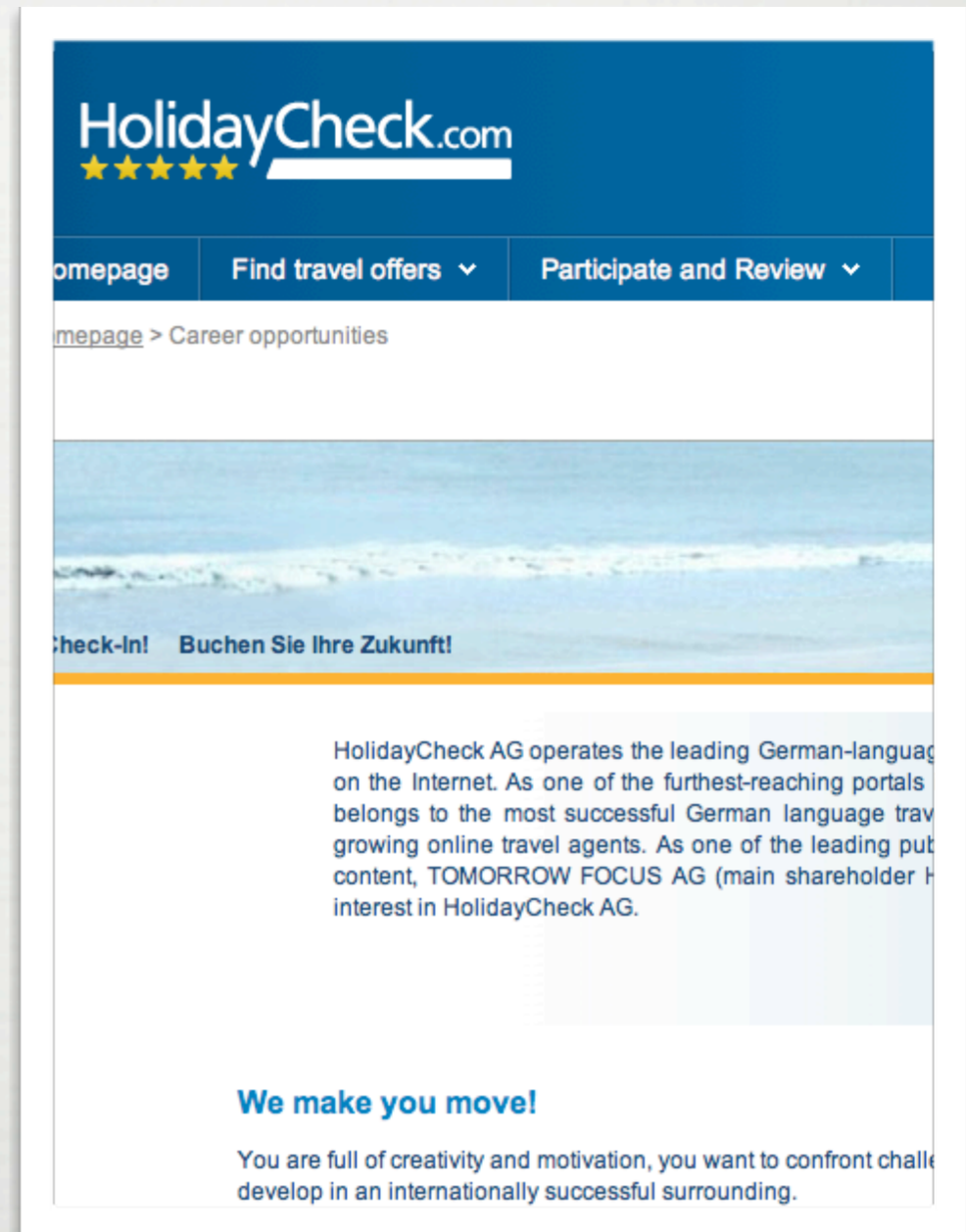
AGILE = CHANGE

- FOR THE INTRODUCTION OF AGILE IT IS NOT IMPORTANT FROM WHERE YOU COME
- THERE ARE VARIOUS WAYS YOU CAN GO
- ALL OF THEM IS A CHANGE TO YOUR ORGANIZATION
- IF YOU LET IT HAPPEN IT WILL AFFECT THE WHOLE ORGANIZATION IN THE END

THANK YOU

ALEX KEMPKENS
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HTTP://CH.LINKEDIN.COM/IN/AKEMPKENS/

YES - WE ARE HIRING!
WWW.HOLIDAYCHECK.COM/JOBS



THANK'S FOR INSPIRATIONS

THE AGILE TEAM @ HC
ENRICO KARG, ROBERT BLESSING,
SASKIA ROCH, LINDA SIERING

FORMER MEMBERS OF
THE HC TEAM
MARKUS WISSEKAL, KOSTANTIN
OBENLAND

THE AGILE EVANGELISTS
JEFF SUTHERLAND, ROMAN
PILCHER, BORIS GLOGER, BAS
VODDE, ...

OUR AGILE COACHES
FELIX RÜSSEL, MARC BLESS,
MISCHA RAMSEYER, JURGEN
APPELO

OUR MANAGEMENT
TEAM

IMAGE REFERENCES

- ADAMLEDERER AIRPORTBER
- AVATAR_KATARA_TAI_CHI_BY_AGATES_LINK
- BENBEENS ORGANIZATION_TRIANGLE
- BRUNO OLIVERIA GEEKPROD
- HEAVY WAVES_ERIK K VELAND
- KORRA_TAI_CHI_WATERBENDING_BY_GBRO910-D424VKF
- MARCO SANSONI „NORDPOL“
- PANDA HIROKI MARUHASHI
- TILL KRECH_BERLIN
ALEXANDERPLATZ_CONSTRUCTION_CRANES
- WAVES_IN_PACIFICA_BROCKEN INAGLORY
- ZEITLOS DORIS_HAUSEN