The Agile Manifesto (2001)

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.
# Case Introduction

<table>
<thead>
<tr>
<th><strong>Project Goal</strong></th>
<th>Regression test throughput time reduction from 4 to 1 week</th>
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</thead>
<tbody>
<tr>
<td><strong>Project scope</strong></td>
<td>Multiple existing widgets</td>
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<td></td>
<td>8 different browser/OS combinations</td>
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<td></td>
<td>Exact functional test coverage to be defined</td>
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<tr>
<td><strong>Team setup</strong></td>
<td>3 teams with 5 team members with similar responsibilities</td>
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<td></td>
<td>1 Scrum Master</td>
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<td></td>
<td>Rotating PO</td>
</tr>
<tr>
<td><strong>Used tooling</strong></td>
<td>Selenium/Twist</td>
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<td>SVN</td>
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<td>Redmine</td>
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Test Automation in Dispersed Teams

20% of team members
Scrum Master, Product Owner & Stakeholders

80% of team members
Agility Challenges
Individuals and Interactions - Challenges

**Individuals and Interactions** over Processes and Tools

How do we keep Scrum Events effective?
How do we keep Scrum events effective?

- Simulate a co-located situation
- Request flexible approach in daily work schedule
- Team building by use of creative collaboration tools
- Video conferencing hardware & software
- Daily Scrum: 1UP
- Retrospective: Scrumblr.ca
Individuals and Interactions – Scrumblr

- **GAD**
  - Achieved Sprint goal
  - Learning curve of new member John Doe
  - Sprint Review presented well from India

- **MAD**
  - Video connection down (AGAIN)
  - No Windows 10 Machine available yet in India

- **SAD**
  - Poor code quality in story ABC-123
  - Stakeholder changed scope of widget x
Responding to Change - Challenges

Responding to Change over Following a Plan

Due to cultural differences, team members could respond differently to change. How do we create one team response towards change?
Due to cultural differences, team members could respond differently to change. How do we create one team response towards change?

- Effectively use Scrum Events
- Encourage intercultural learning
- Important role for Scrum Master
- Frequent travel
Working Software – Challenges

Working Software over Comprehensive Documentation

How to make sure everyone follows the same coding standards?
How to make sure everyone follows the same coding standards?

Introduce code review meeting

Document agreements
Organized by team itself

Peer reviews
Location independent
Customer Collaboration - Challenges

Customer Collaboration over Contract Negotiation

How do we organize a Sprint Review with our stakeholders?
Customer Collaboration – My Approach

How do we organize a Sprint Review with our stakeholders?

- Simulate co-located situation
  - Video conferencing hardware & software
  - Location independent
    - Explicitly explain presentation choices
  - Shared responsibility for presentation

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Conclusion
To be dispersed, or not to be dispersed?

If you wish to form high performing teams, delivering products with high customer value and with a short time to market, an approach with dispersed teams is suboptimal.
Thank you!

Questions?

Nienke Alma
Agile Coach

nienke.alma@capgemini.com

@NienkeAlma
About Capgemini

With more than 145,000 people in over 40 countries, Capgemini is one of the world’s foremost providers of consulting, technology and outsourcing services. The Group reported 2014 global revenues of EUR 10.573 billion. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.
Accelerated Learning: How Can Agile Help You?

Artur Margonari
Agile Transformation Agent
Some importante ideas from agile
Vision, agreement, alignment...

PB prioritized, MVP, ...

Split into small chunks

Remove impediments

Working software, hands on
Accelerated learning technique
5 steps
1. DECIDE WHAT YOU WANT
2. DECONSTRUCT THE SKILL
3. RESEARCH THE SKILL JUST ENOUGH
4. REMOVE BARRIERS
5. PRECOMMIT TO PRACTICE AT LEAST 20 HOURS
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DECEIDE WHAT YOU WANT

DECONSTRUCT THE SKILL

RESEARCH THE SKILL JUST ENOUGH

REMOVE BARRIERS

PRECOMMIT TO PRACTICE AT LEAST 20 HOURS
VISION

SMALL CHUNKS

PRIORITIZATION

REMOVE BARRIERS

HANDS ON ASAP
WE ALREADY SAW AGILE:

• IT
• HR, MARKETING, SALES...
• EDUCATION
• BUILD A CAR
• ...

And now:

AGILE TO **LEARN** A **NEW SKILL**!
WHAT’S NEXT?
LA WAR-ROOM DU PROJET WEMANITY

THANK YOU!

Artur Margonari
CSP, CSM, CSPO, SMC, SAFe, LeSS, Lean-Kanban, M3.0
amargonari@wemanity.com
+32 483 71 87 64
Questions?
Please remember to rate this session. Thank you!
• Actually, looking back to the past, all the things I learned very quick were based on practicing a lot, from the beginning.

• “Success”: Drums, harmonica, ukulele*, ski, baston juggling, archery, Kung fu/Aikido, (football doesn’t count, I’m Brazilian. I was kicking inside my mom’s belly thinking that I was playing football.)

• “Failures”: English, French,

• Note: it’s a technique to learn something new and keep improving. If you play football for 10 years and you are still playing, let’s say... terribly, sorry...
**Rapid Skill Acquisition**

1. Choose a lovable project. 
2. Focus your energy on 1 skill at a time. 
3. Define your target performance level. 
4. Deconstruct the skill into subskills. 
5. Obtain critical tools. 
6. Eliminate barriers to practice. 
7. Make dedicated time for practice. 
   - Keep a time log
8. Create fast feedback loops. 
9. Practice by the clock in short bursts. 
10. Emphasize quantity and speed. 

**Effective Learning**

1. Research the skill and related topics. 
2. Jump in over your head. 
3. Identify mental models and mental hooks. 
4. Imagine the opposite of what you want. 
5. Talk to practitioners to set expectations. 
6. Eliminate distractions in your environment. 
7. Use spaced repetition and reinforcement for memorization. 
8. Create scaffolds and checklists. 
9. Make and test predictions. 

**Practical examples:**
- Go programming
- Typing
- Ukulele
- Yoga
- Surfing
- first20hours.com
**Good Life Project**

With Jonathan Fields

**Josh Kaufman**

How to Get Good at Anything in 20 Hours

But I thought it took 10,000 hours?

Only in ultra-competitive fields (like golf)

And only to beat people like Tiger Woods

For personal satisfaction you don’t need all 10,000

→ Just 20 →

**The Process**

1. Decide what it is you want, set a target performance level

   → Get specific

   Deconstruct the skill

2. Which of these do you need to reach your target performance level?

3. Find resources that help you do that deconstruction

   → Skim these and the two or three subskills that keep coming up are the ones to start with
GET OUT OF RESEARCH AND INTO PRACTICE AS QUICKLY AS YOU CAN.

TIP: FOR MOTOR SKILLS, PRACTICE WITHIN A FEW HOURS OF GOING TO SLEEP.

HELP CONSERVES CONSOLIDATION.

REMOVE BARRIERS TO PRACTICE:
- TURN OFF THE TV
- SHUT DOWN THE INTERNET
- KEEP YOUR LEARNING EQUIPMENT AT HAND
- VISUAL CUES HELP

PRE-COMMIT TO PRACTICING AT LEAST 20 HOURS.

HELPS YOU GET OVER THE INITIAL BARRIER OF FRUSTRATION.

YOU MIGHT BE SURPRISED AT HOW GOOD YOU GET AFTER THOSE FIRST 20 HOURS.

THE BARRIER TO SITTING DOWN AND LEARNING SOMETHING NEW IS NOT INTELLECTUAL, IT IS EMOTIONAL.

SKETCHNOTES BY DOUG NEILL
thesketchnoter.com
@TheGraphicRecordr
SOMETHING AGILE
COLLABORATIVE AGILE ASSESSMENT

Jan Gentsch
smidig.de (learnical.de)
Agile: Backlogs, Boards and Barbecues?

Smart (Product) Development Strategies

Collaboration within the team and across stakeholders

Attitude towards failing, learning, experimenting
Where are we? What to do next?

Ask the team!
Where are we? What to do next?

Ask the team!
Agile change lies beyond individuals teams.
Ask everyone!
Attempts in Asking ... (old school)

Self Organization / Servant Leadership

On a scale from 1 to 5:
• Are you satisfied with your ability to self organize?
• Are you regularly involved in architectural decisions?
• Does your Product Owner consult you in refining and ordering the product backlog?

Simple scale questions abstract too much meaning and context information.
so instead ...

(based on the Cognitive Edge Method*)
we ask about

specific stories, anecdotes, experiences
and about (agile) qualities within that story
Imagine you are sitting in a cafe and a friend comes in and tells you she would love to work in a proper agile Team for once. What recent experience would you share with her, to give an example of how it is working within your company?

We've just spent a lot of time discussing this one feature. When we finally got it figured out, the PO stashed it right back somewhere into the backlog.
Example: The outcome of the situation was influenced by

we've just spent a lot of time discussing this one feature.
when we finally got it figured out the PO stashed right back somewhere into the backlog.

Input and contribution from the team

Individual (expert) opinions

set standards and agreements
Types of signifier questions

abductive
development
of hypotheses

inductive
test
of hypotheses

filtering
Understanding the data & crafting experiments
**Umfrage zur Architekturarbeit**

**CSV**
Dataset hinterladen

**Ausgewählte Stories**

**Retro**

**Agile Freiheit**
Wir haben mehrere Teams im Projekt und hatten initial das Problem, dass gemeinsame Module unabhängig auf die eigenen Bedürfnisse umgestaltet wurden und andere Anforderungen häufig kollidierten. Wir haben dann pro Team wieder ein Architekturunterscheidung eingeführt und jetzt dauert es ganz gut.

**Fehlentscheidung aus Ungenauigkeit**

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**Basis Zeit**

**Bestimmung**

**Ergebnisse Art**
In short

- Collaborative self assessment and learning: „objective“ statistics backed by real life stories

- Truly something agile, it
  - allows for emergence
  - connects people
  - action oriented
  - supports empirical sensemaking and learning
Applications

Collaborative Self Assessment

• Organizational Agility
• Servant Leadership
• Agile Architecture
• Retrospectives

Collaborative Foresight

• Requirements and Market Development
• Technology Trends
Jan Gentsch

Jan Gentsch is an expert for agile management and software development. He has led many large IT projects and helped organizations of all sizes to implement agile.

His experiences stems from the maritime and logistics sector, from diverse tech and IT companies as well as the aviation industry.

Jan is Head of Agile Research at Learnical.

Kontakt
E-Mail: jan@learnical.com
Telefon: +49 40 790 12 415
Twitter: @JanG_ac93
Webseite: www.smidig.de