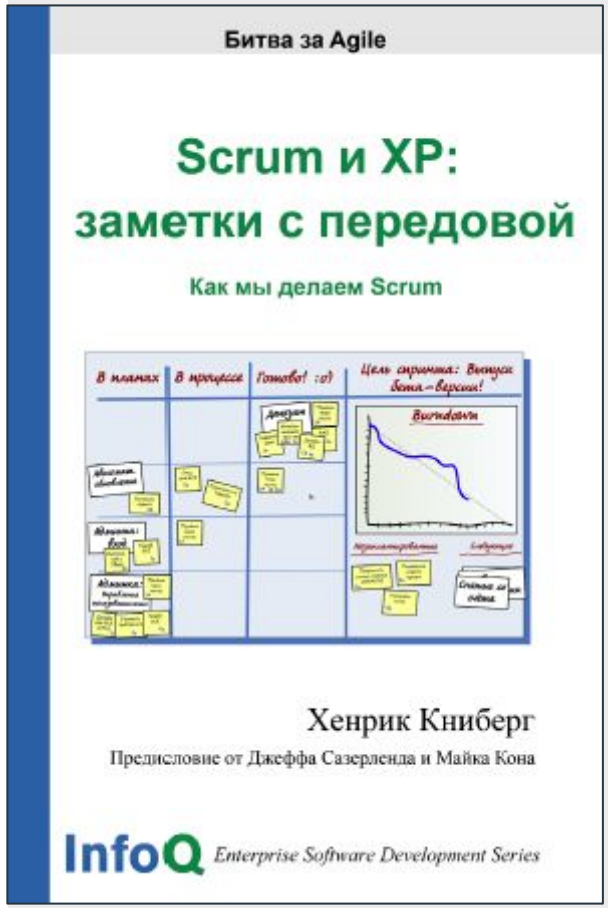
Everyone wants Change, but nobody likes to Be Changed

AgileDays Keynote, Moscow
2011-03-04



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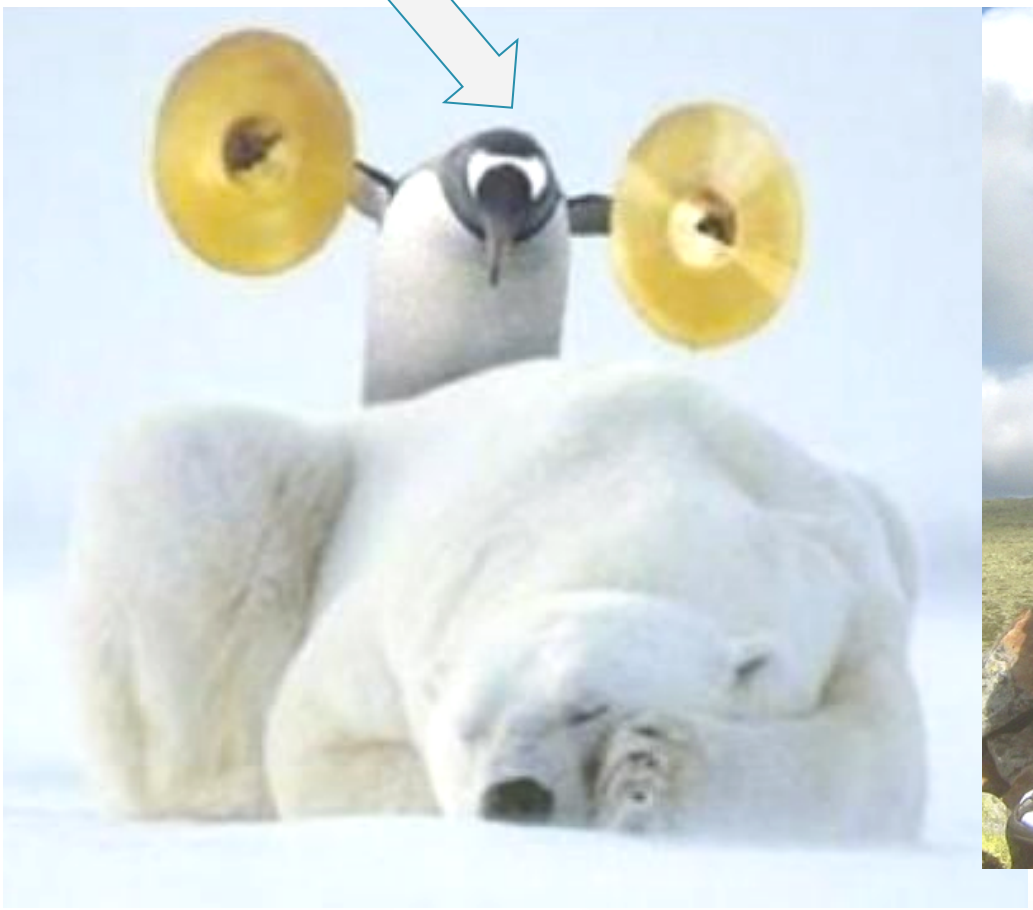
Agile coach



Father

Both jobs involve Change

Have you ever felt that:

Yes, I understand Agile.

But how do I convince my manager/customer/team/etc?

Purpose of this presentation

Help you understand
what YOU can do
to trigger organizational change
and help your company become more agile.

Yes, I understand Agile.

But how do I convince my manager/customer/team/etc?

Short answer:

DON'T!

How do you like being ”convinced” by a salesperson?

Change starts with YOU

The only person you can control is YOU

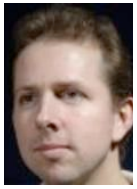
(but barely)

If you can't change yourself, how can you expect to change anyone else?

Your change

- **Write down one thing that you want to change about yourself**
- **Why?**

Spend less time doing Email



So I can go on a 6 month round-the-world trip with my family, without having to be online

Get more exercise

Treat other people better

Get a better job

?

Spend more time with your kids

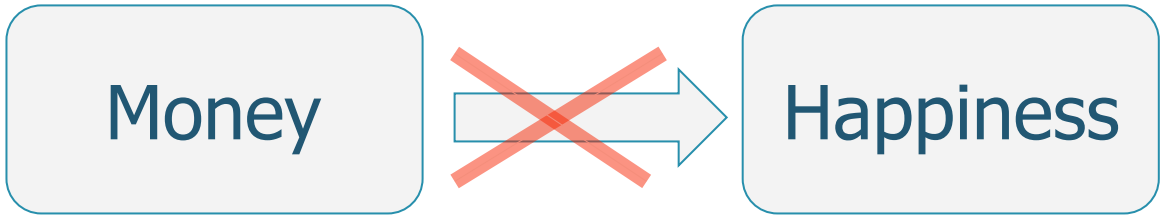
?

Earn more money

Be happier

Learn how to fly

Beware of false assumptions



Most research shows little or no connection between Money and Happiness!

Key elements of change

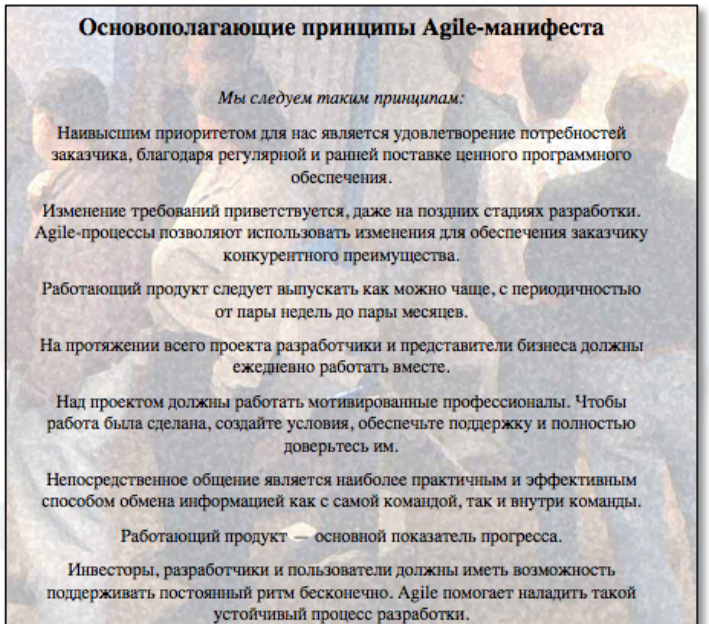
CURRENT LOCATION
Where am I right now?

NEXT STEP
What is the next step towards this destination?

DESTINATION
What is the destination?

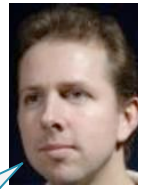
MOTIVE
Why do I want to go there?

PROGRESS METER
How will I know if I am moving in the right direction?



Your change

By October I only need to do email once per week for max 2hrs, and I still don't feel behind on anything. And there's no big pile of email waiting for me when I get home



- **Describe the "destination" of your change. What does success look like? Feel like?**
- **What is your current situation?**

I usually check many times per day, and total time is 10+ hrs per week. If two days pass without checking email, I have over 100 emails waiting for me & I feel behind on things.

Example: cleaning up room

How do you get a 6-year old to clean his room?

Bad strategies

I'll give you ice-cream if you clean your room

You have to clean up your room now! Or else...

Look, I cleaned your room for you!

Goal / destination:

Clean room? ... well, not really.

My son takes responsibility for his room, and enjoys keeping it clean by himself without me having to remind him.

... so that I save time, and he learns a valuable skill for life.

Why it worked

First step: change myself

”Coach”-mode instead of ”Father”-mode
=> Don’t force him to do anything
=> Don’t do any of his work

CURRENT SITUATION
Stuff everywhere
No clear space

NEXT STEP
Pick up any single item,
decide where it lives,
put it there now (GTD)

PROGRESS METER
”Look how clean THIS part of the room is now!”

DESTINATION
Clean room

MOTIVE
Won’t lose toys
Won’t step on things
More space to play & create

Pride of work: ”Look <sister> at how clean my room is! Wouldn’t you like your room to be as clean as mine? I can help you if you like”

Finding the path of least resistance

17

Who else is affected by this change?

And why should they want to change?

Causes of resistance

CURRENT SITUATION
Doesn't see the current situation

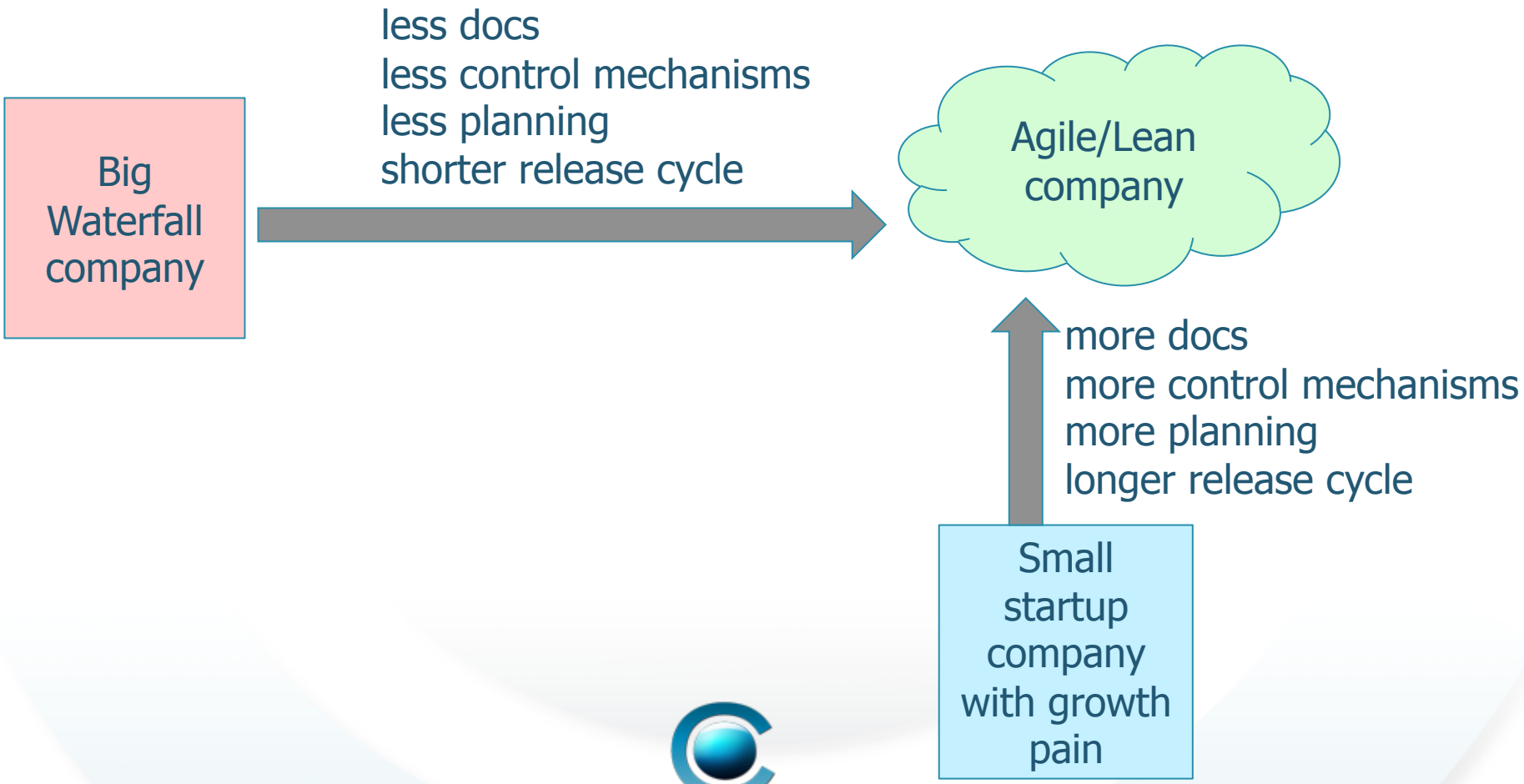
NEXT STEP
Doesn't see any path

PROGRESS METER
Don't see that we are making progress

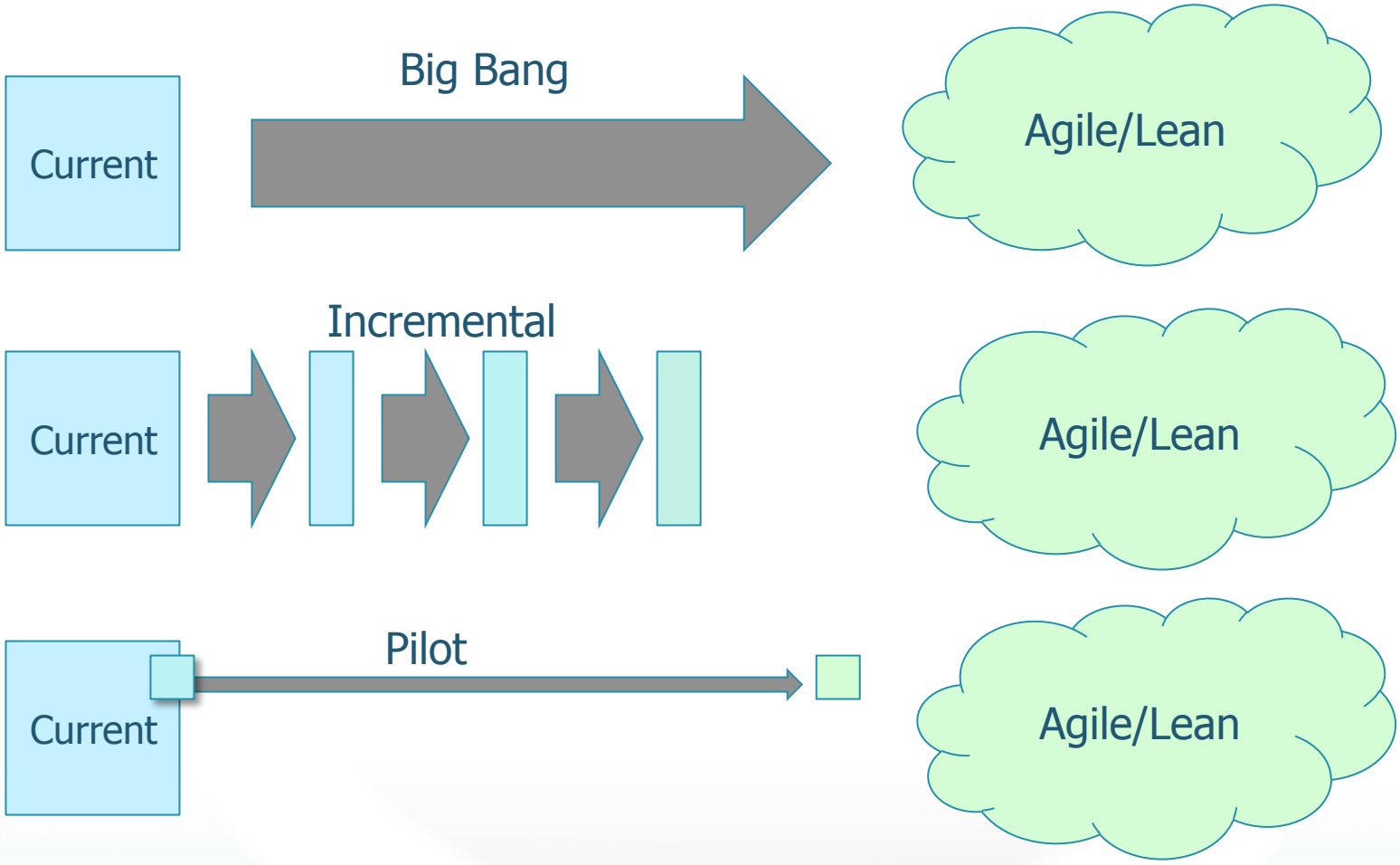
DESTINATION
Doesn't understand the destination

MOTIVE
Doesn't want to go there

The path differs depending on where you come from



Choose the length & width of your path



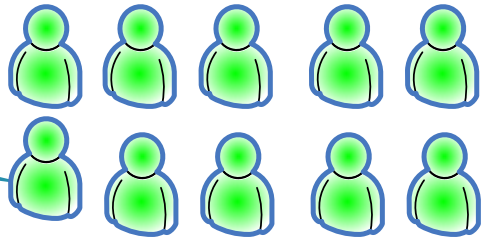
Strategy: Avoiding the "Not Invented Here" syndrome

22

Not Invented Here syndrome

Do you want to go Agile?

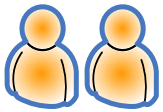
Of course we do. But our managers will never let us.



Developers

Do you want to go Agile?

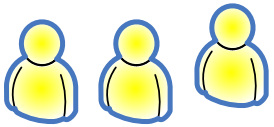
Of course we do. But our customers will never let us.



Managers

Do you want to go Agile?

Of course we do. But the developers will never manage it.

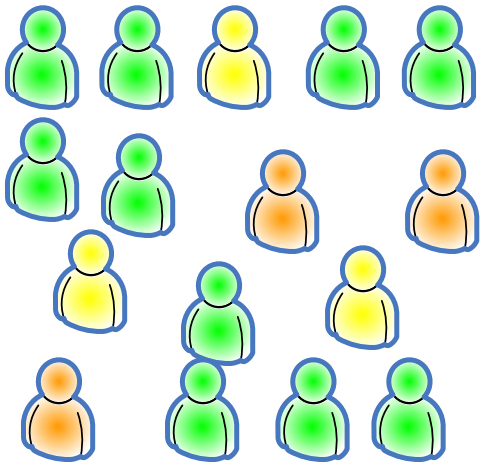


Customers

Let me tell you about Agile.
I'm not telling you that you must work this way. I'm showing you what it is, so that you can decide for yourself

So what do you think?
Are you interested in moving in this direction?
Never mind How for the moment.

Developers + Managers + Customers
All at once!

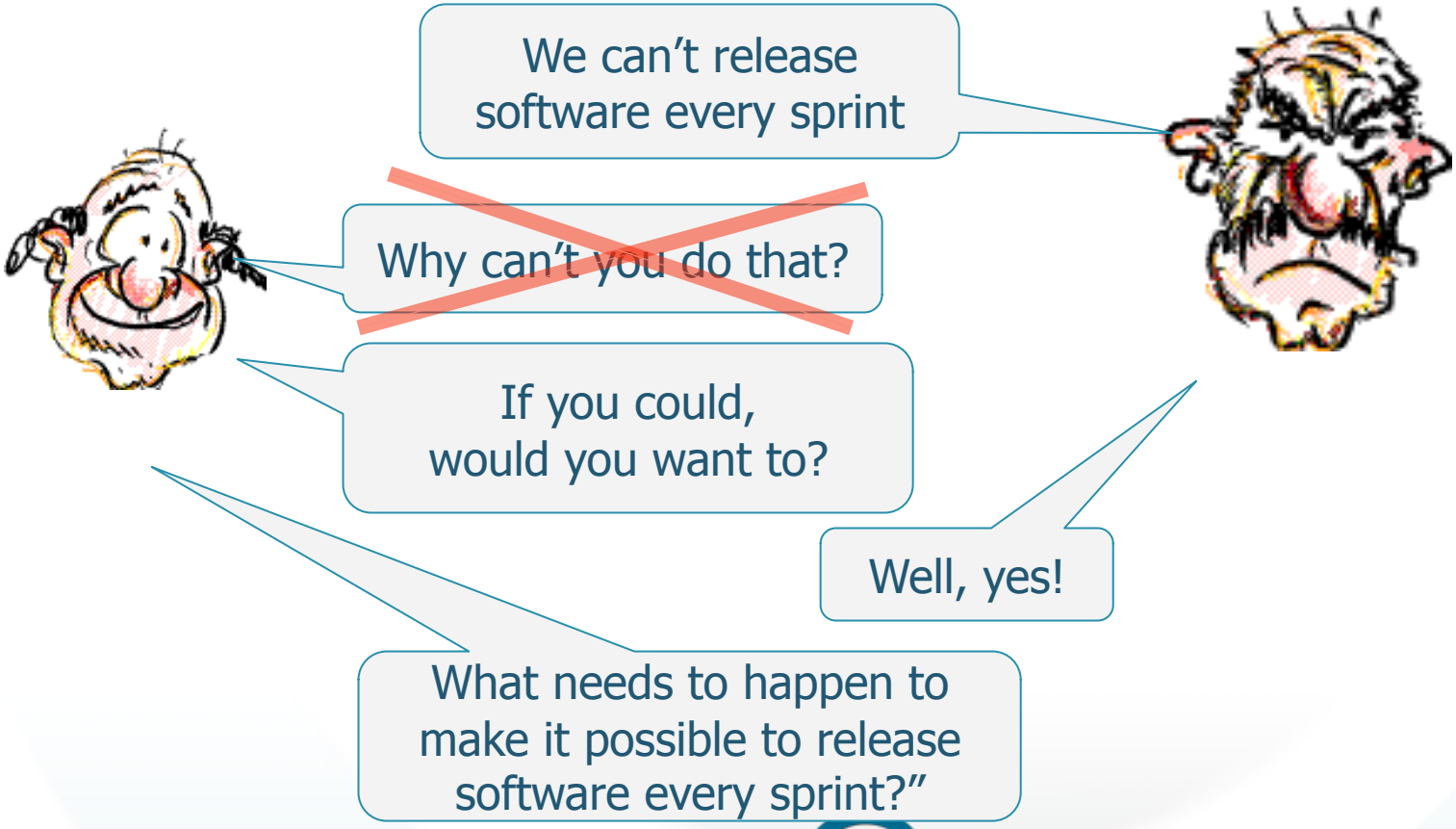


Yes!

OK what would be the first steps?
Let's brainstorm some options.

Ask the right question

”Why can’t you” => ”How can you?”



”Wildfire method” / guerilla change

- Find combustible material in your local work area
- Set it on fire
- Once you see flame, pour gasoline on them
- Encourage multiple small fires to merge.
- The large fire will begin to spread itself

Strategy: Make the current situation painfully visible

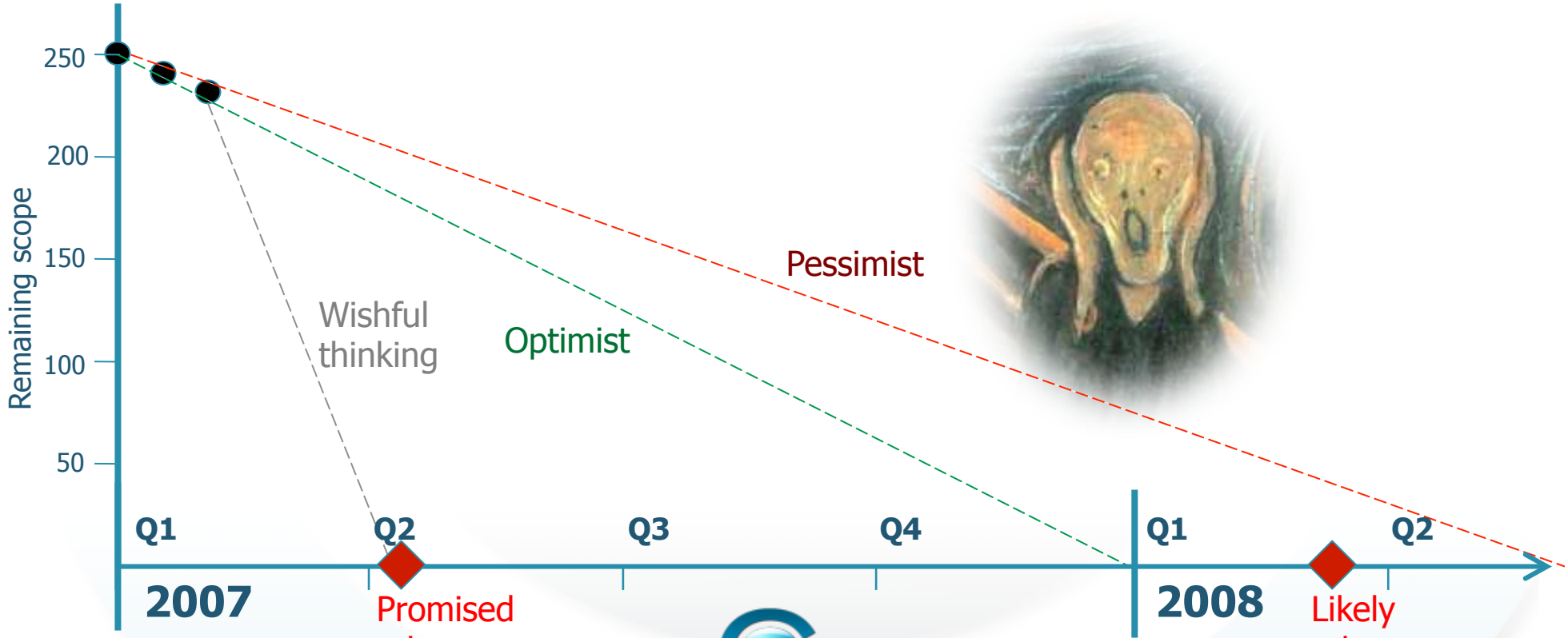
During the last few years, a new understanding of the process of organizational change has emerged. It is not top-down or bottom-up, but participative at all levels, aligned through a common understanding of a system.

Peter Senge
Author of ”The fifth discipline”

Example: Late project

Backlog = 250 points
Velocity = 10 points/sprint

25 sprints > 1 year until release!



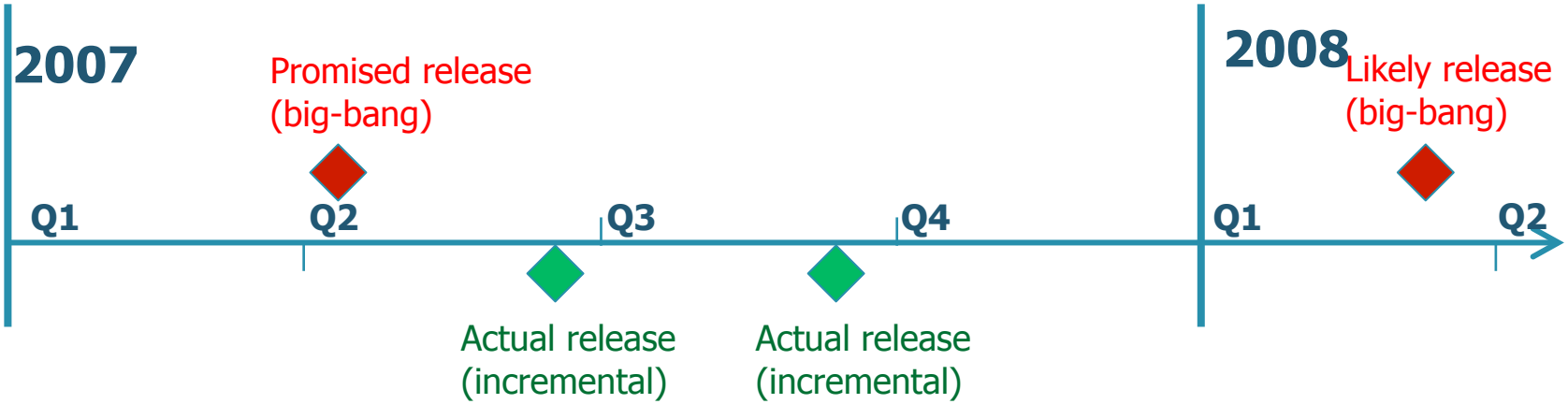
Death March

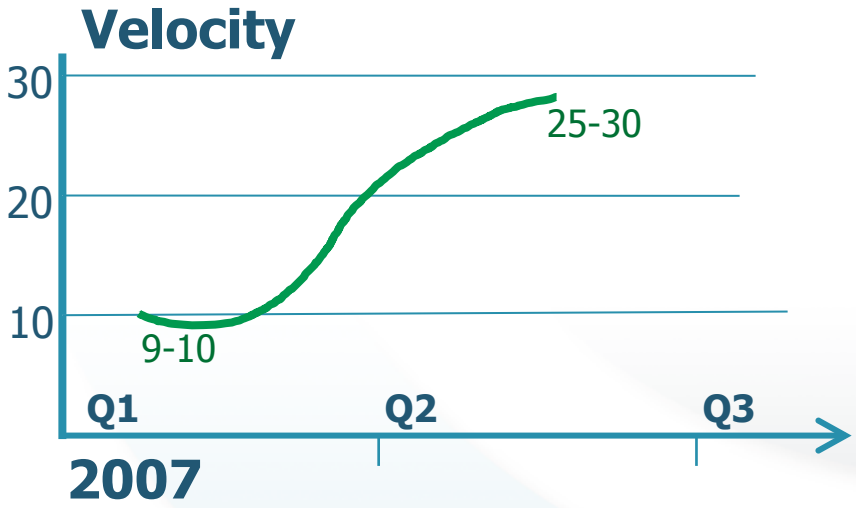
Backlog = 250 points

Velocity = 10 points/sp

Reduce by cutting scope

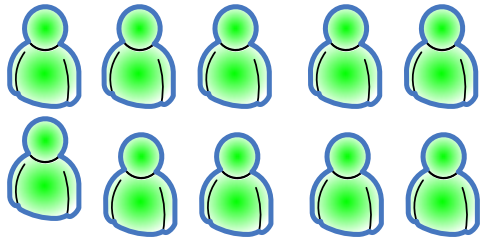
Increase by removing impediments



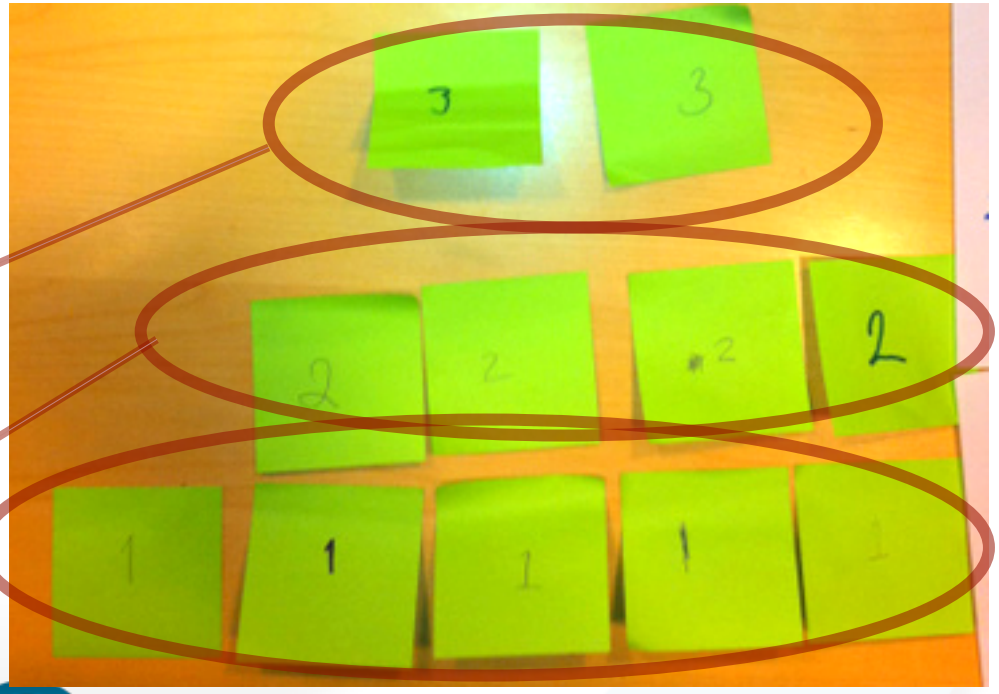


Sometimes subjective data is enough to detect a death march

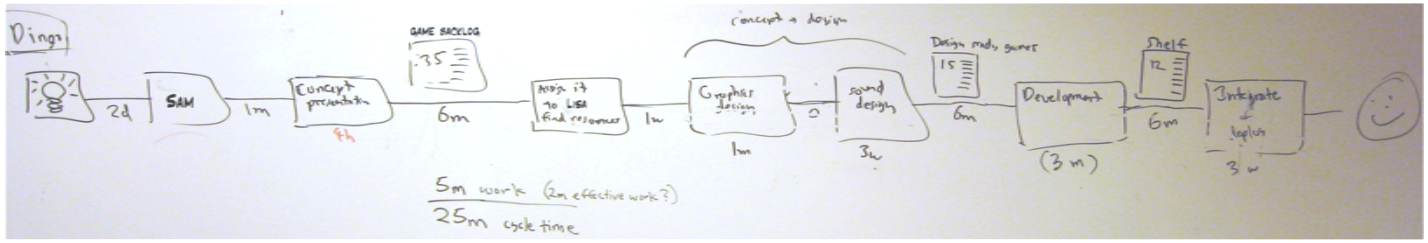
Do you believe the current goal is achievable?



5 = certainly
4 = probably
3 = barely
2 = probably not
1 = forget it



Before



Game backlog: 8 games

Design-ready games: 15 games

Production-ready games: 12 games

Sam	Concept pres.	Lisa assigns resources	Graphics design	Sound design	Dev	Integr. & deploy
2d	1m	6m	1w	6m	6m	
2h	4h	1d	1m	3w	3m (1m+2m)	3w

3 m value added time / 25 m cycle time = 12% Process cycle efficiency

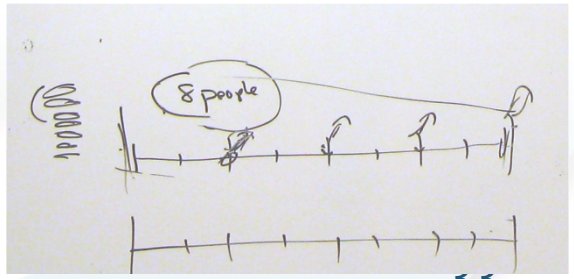
After

Cross-functional game team

3-4 m cycle time = 6-8x faster

Game team (graphics, sound, dev, integrate)

3-4 months



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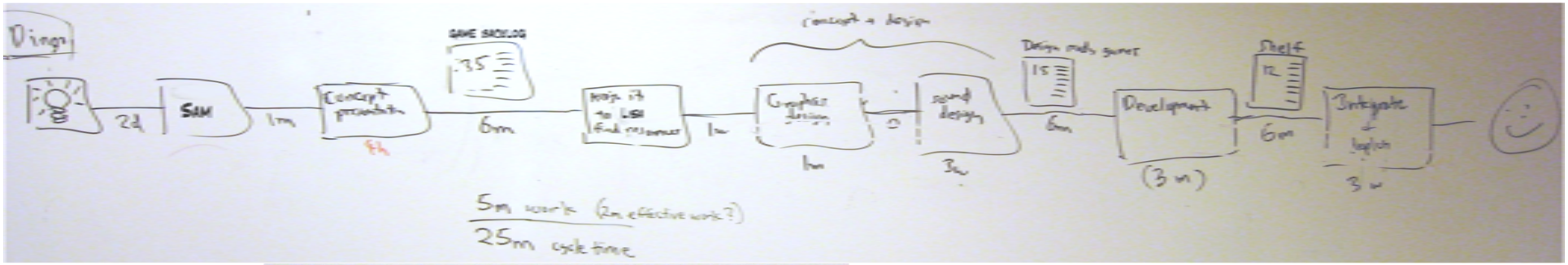
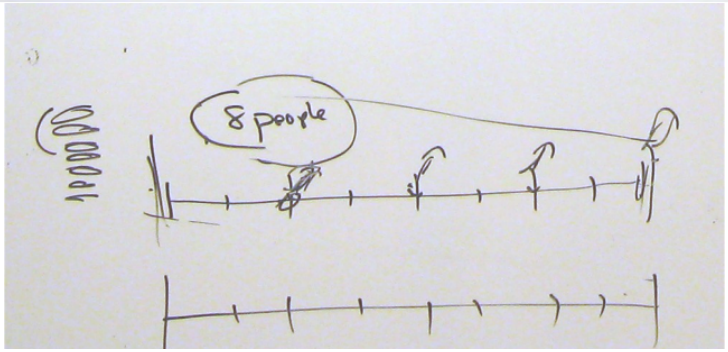




This value stream was career-changing for me.

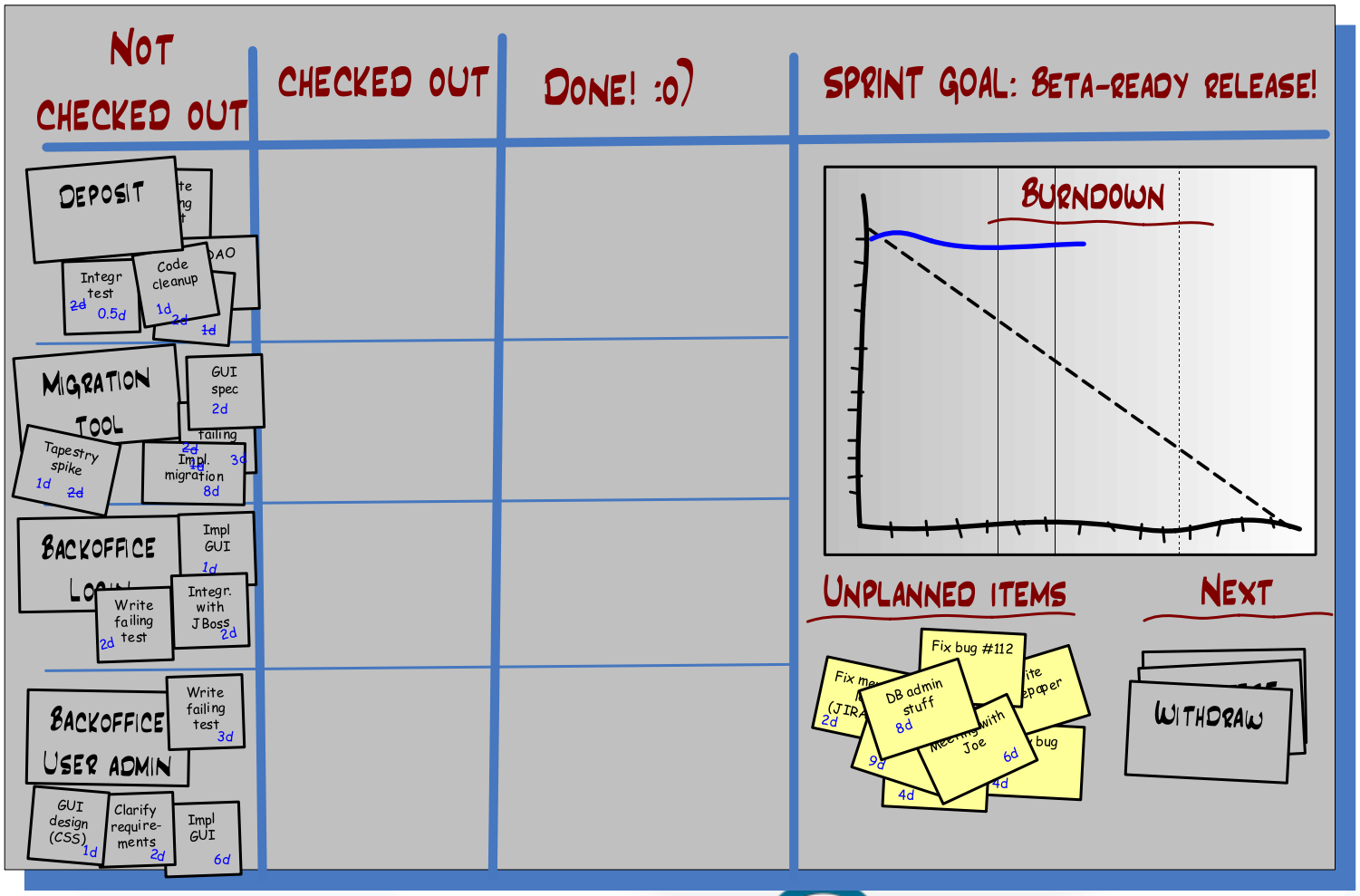
In the end, a two-hour exercise and some meetings had more impact than our two-year project

Estimated vs actual velocity

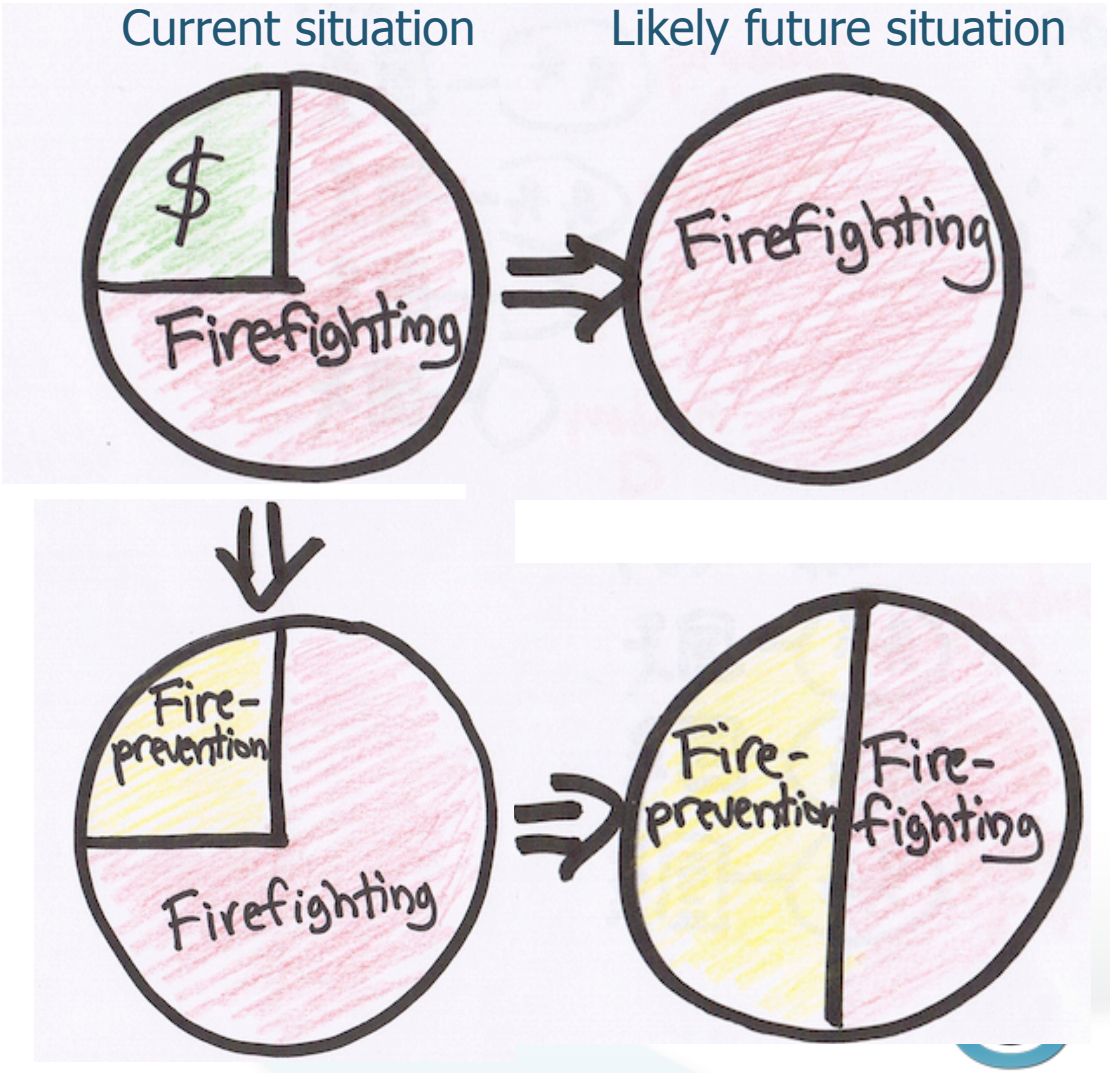
Estimated	Actual
40	30
40	30
40	30

Estimated	Actual
40	30
50	30
60	30

Dead Sprint Detection



How do we spend our time?



Compare options
(including the No Change option)

No, I don't want to try kanban

No way!
Too painful!

No way!
Too difficult!

OK, let's try kanban.

Option:
Keep doing "broken Scrum"
- Sprints that don't end
- Features that can't be completed by any single team
- ...etc...

Option:
Do Scrum properly
- Features broken down small enough to fit in a sprint
- Feature teams that can start and finish a whole feature within 1 sprint
- Running, tested software after every sprint

Option:
Use Kanban to gradually improve the current process
- Big shared taskboard showing end-to-end progress
- Limit work in progress

ANALYZE
UAT
YELLOW
BLUE
GRAY
CMS 6

Identify top 3 impediments (problems/blockers)

No clear Definition of Done

Increasing technical debt

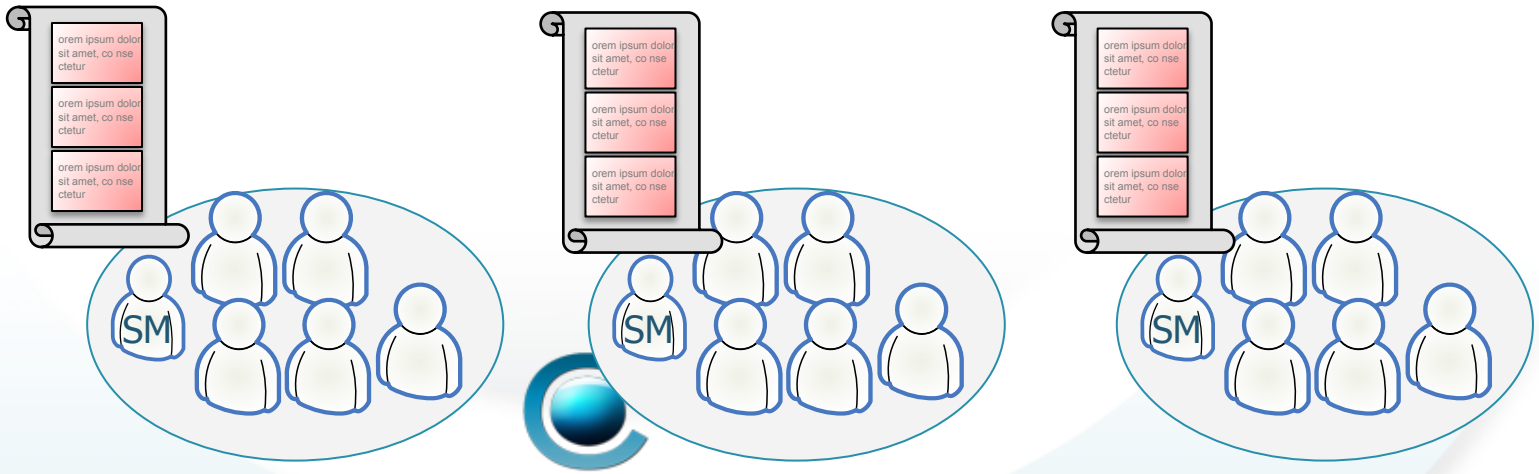
Slow computers

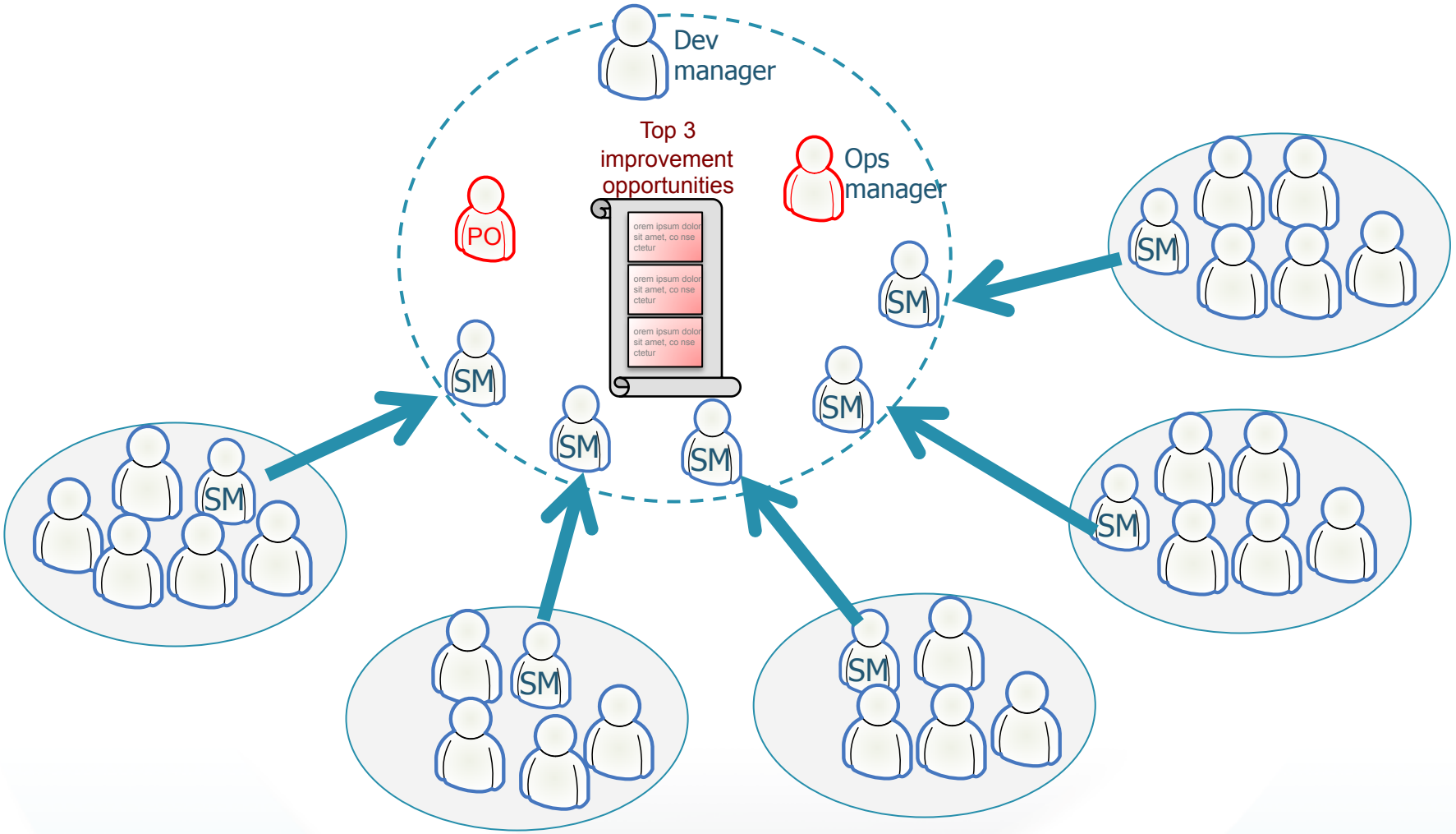
Manager

Top 3 impediments

Top 3 impediments

Top 3 impediments




Dev manager
Top 3 improvement opportunities
Ops manager
PO
SM
SM
SM
SM
SM
SM
SM
SM
SM
SM

Happiness Index

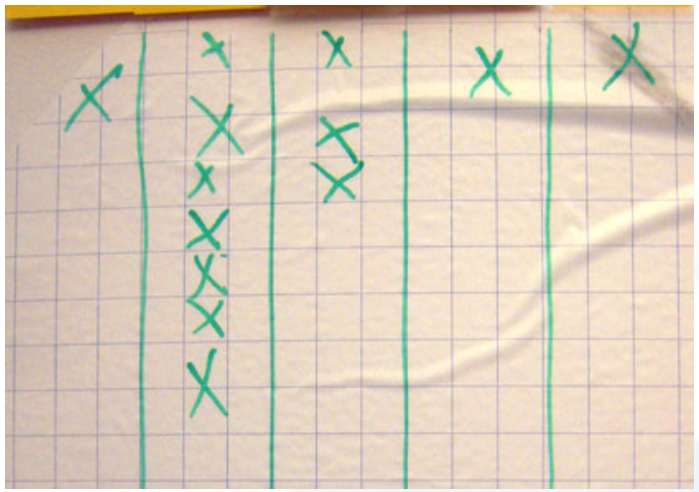
Lack of motivation

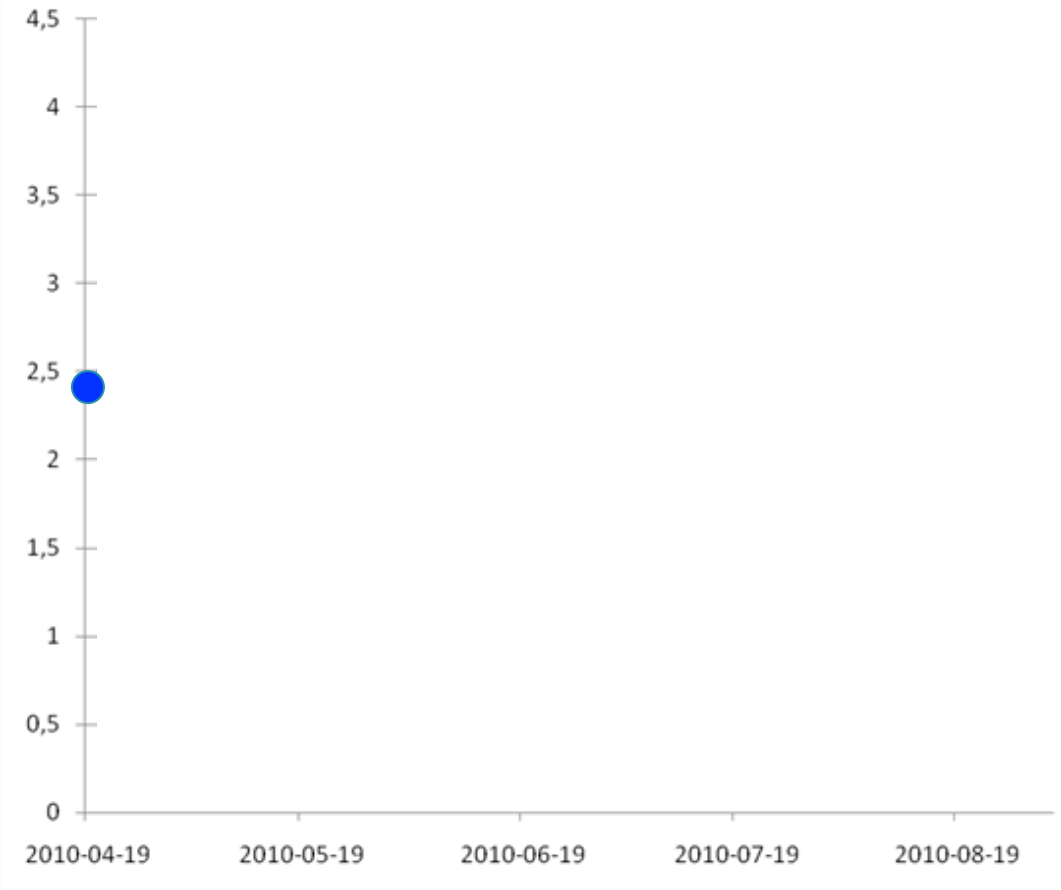
.....

.....

”How does it feel to come to work?” (scale 1-5)

1 2 3 4 5





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Product owner moves closer to developers

Managers & developers talk about motivation

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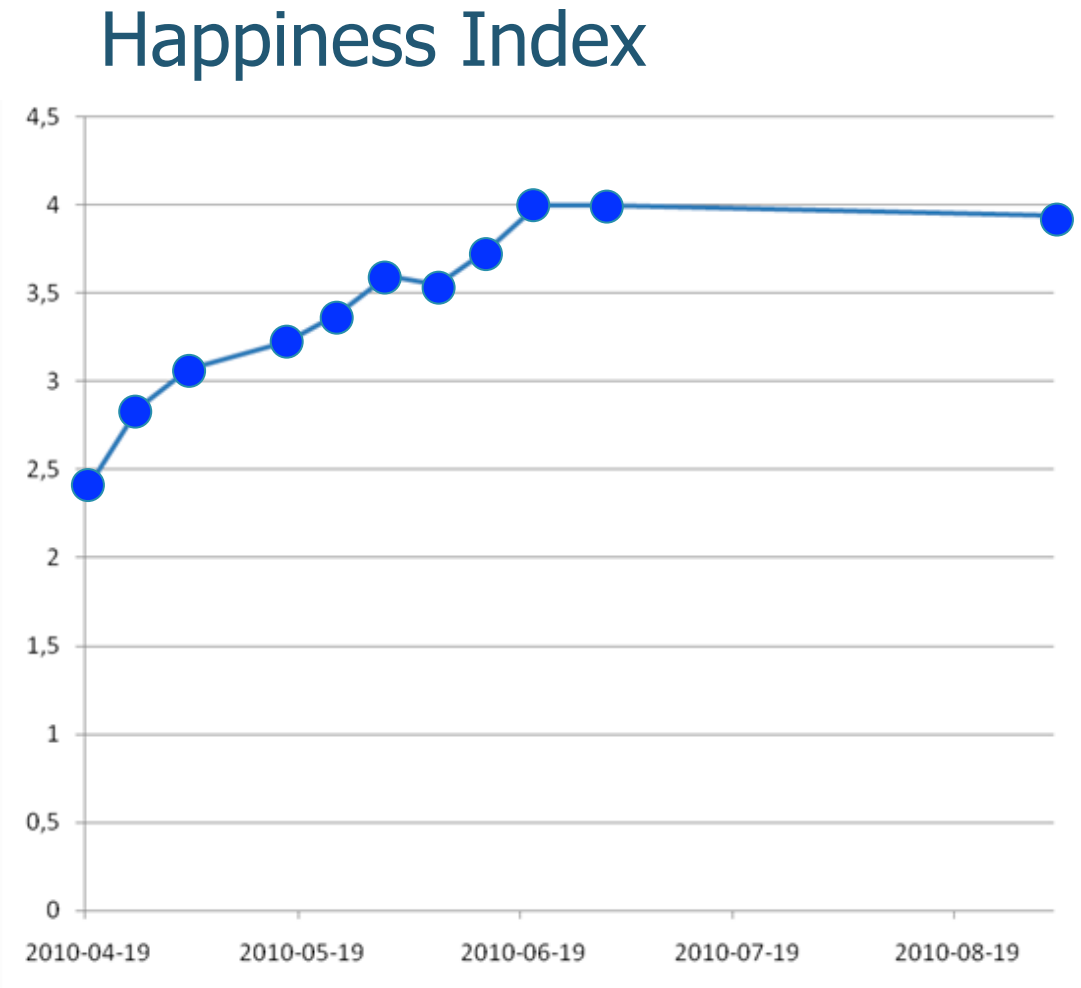
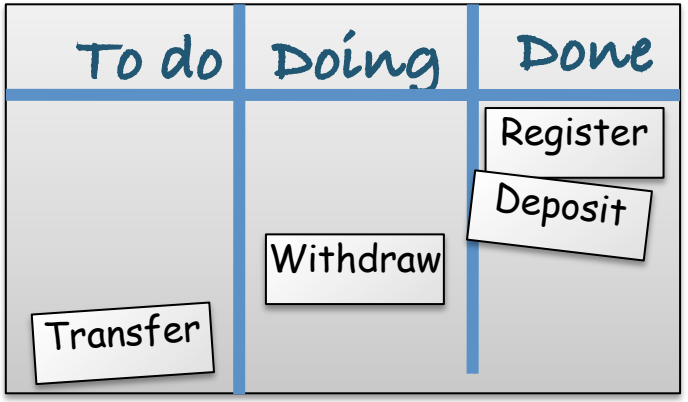
Reorganization in management team

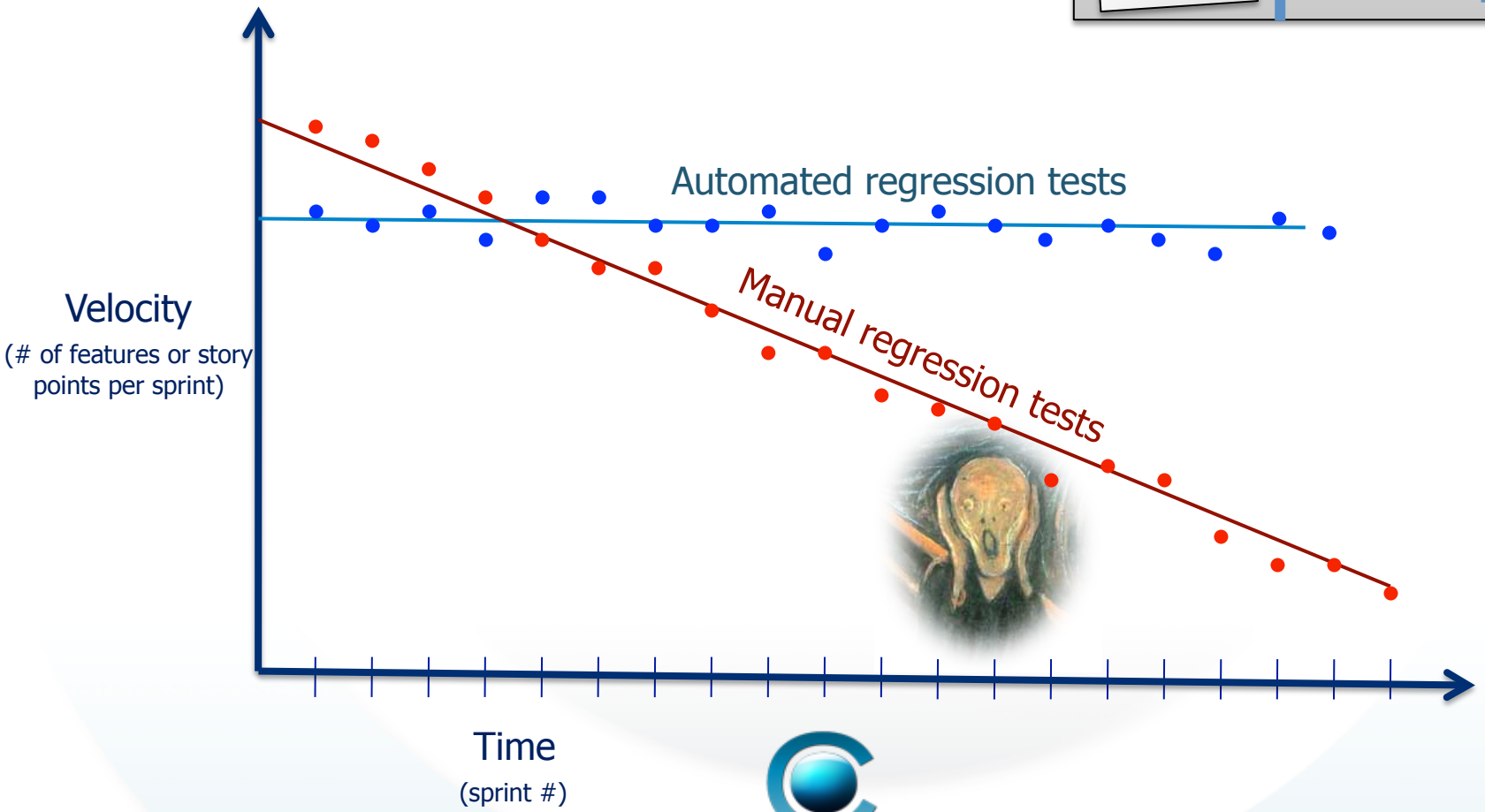
Bug Bash tuesdays

.....

Result


Happiness Index
4,5
4
3,5
3
2,5
2
1,5
1
0,5
0
2010-04-19
2010-05-19
2010-06-19
2010-07-19
2010-08-19


To do
Doing
Done
Register
Deposit
Withdraw
Transfer


Automated regression tests
Manual regression tests
Velocity
(# of features or story points per sprint)
Time
(sprint #)

Strategy: Small, clear steps

Step 1: Decide what needs to be tested

- Change skin
- Security alert
- Transaction history
- Block account
- Add new user
- Sort query results
- Deposit cash
- Validate transfer

Step 2: Classify each test

Pay every time

Pay once

Test case	Risk	Manual Test Cost	Automation Cost
Change skin	low	0.5 hrs	20 sp
Security alert	high	1 hrs	13 sp
Transaction history	med	3 hrs	1 sp
Block account	high	5 hrs	0.5 sp
Add new user	low	0.5 hrs	3 sp
Sort query results	med	2 hrs	8 sp
Deposit cash	high	1.5 hrs	1 sp
Validate transfer	high	3 hrs	5 sp

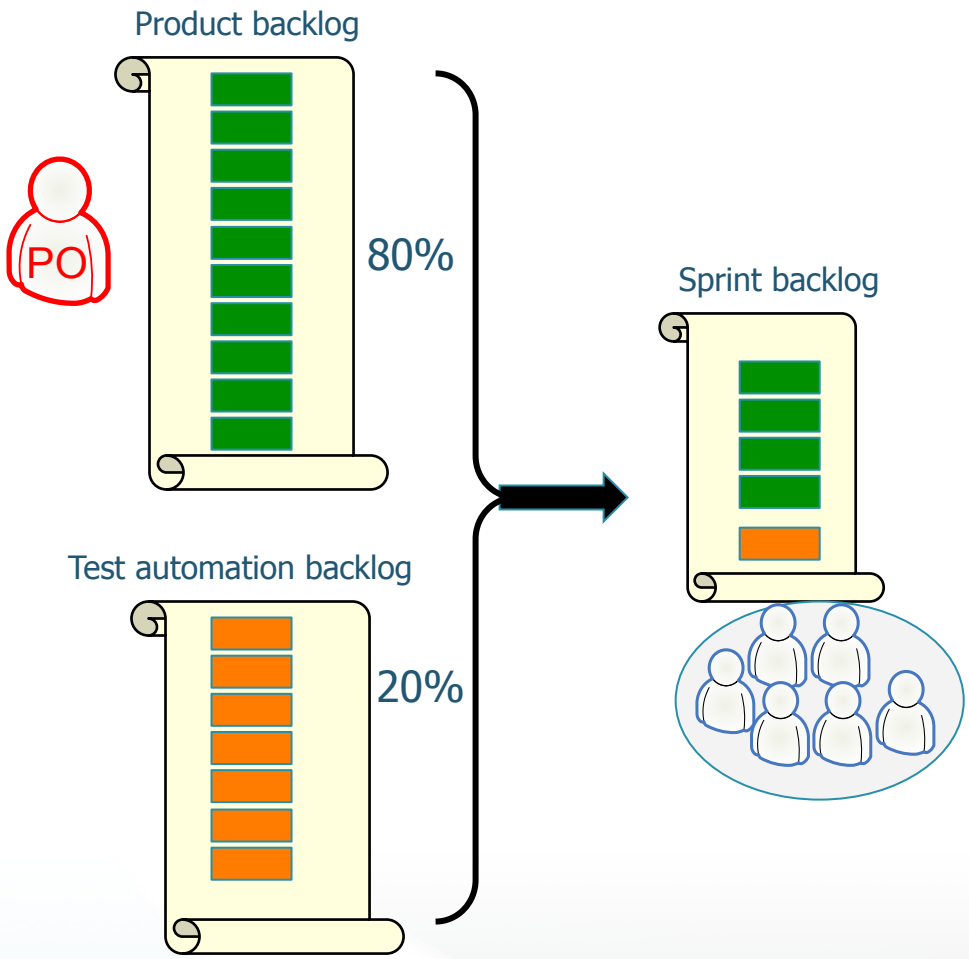
Step 3: Sort the list

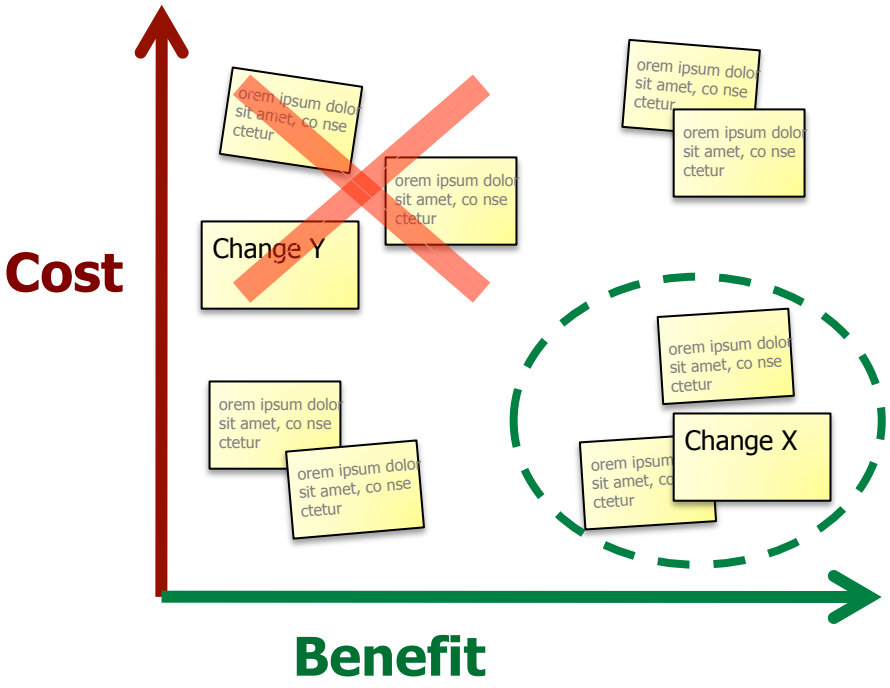
Test case	Risk	Manual Test Cost	Automation Cost
Block account	high	5 hrs	0.5 sp
Validate transfer	high	3 hrs	5 sp
Transaction history	med	3 hrs	1 sp
Sort query results	med	2 hrs	8 sp
Deposit cash	high	1.5 hrs	1 sp
Security alert	high	1 hr	13 sp
Add new user	low	0.5 hrs	3 sp
Change skin	low	0.5 hrs	20 sp

Automate first!

Automate last (or never)!

Step 4: Allocate capacity

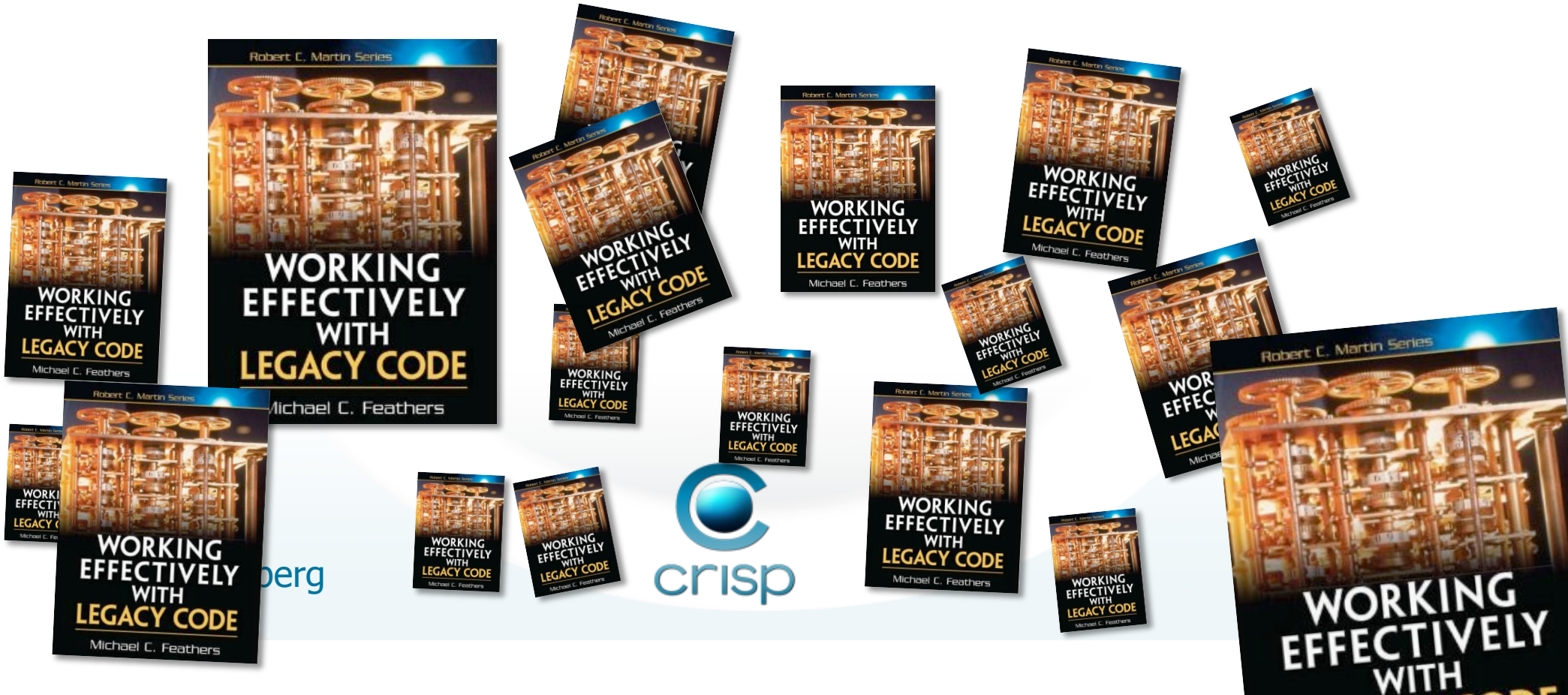



Cost
Benefit
Change Y
Change X
orem ipsum dolor sit amet, co nse ctetur

Strategy: External "expert" validation

External ”expert” validation

- Inform people about upcoming events/conferences
- Invite an inspirational speaker to come in
- ”Drop” articles and books at strategic locations



Strategy:
Set an example

How about if we install a CI server?

Nah, don't have time.

Don't think we have a place to install it

A few days later...

Um, Joe, you just broke the build. Again.

Ooops. Thanks. How do you keep detecting that so fast?

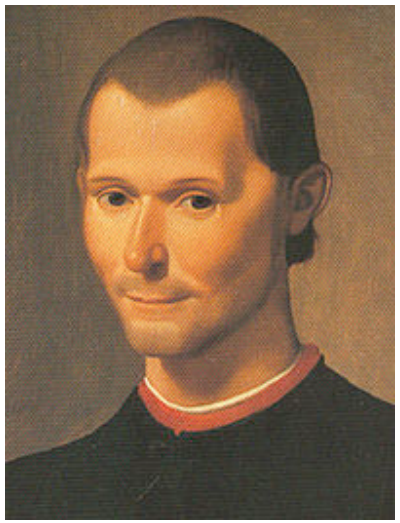
I got a CI server running on my machine

Cool! Can you make it test my branch too?

Let's install the CI on a shared server, so it works even when you aren't here.

Strategy: Reversible "experiments"

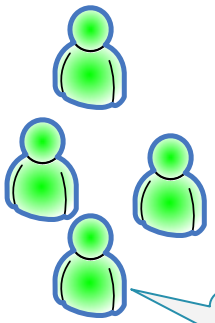
People do not truly believe in new things unless they have actually had personal experience of them



Nicollo Machiavelli

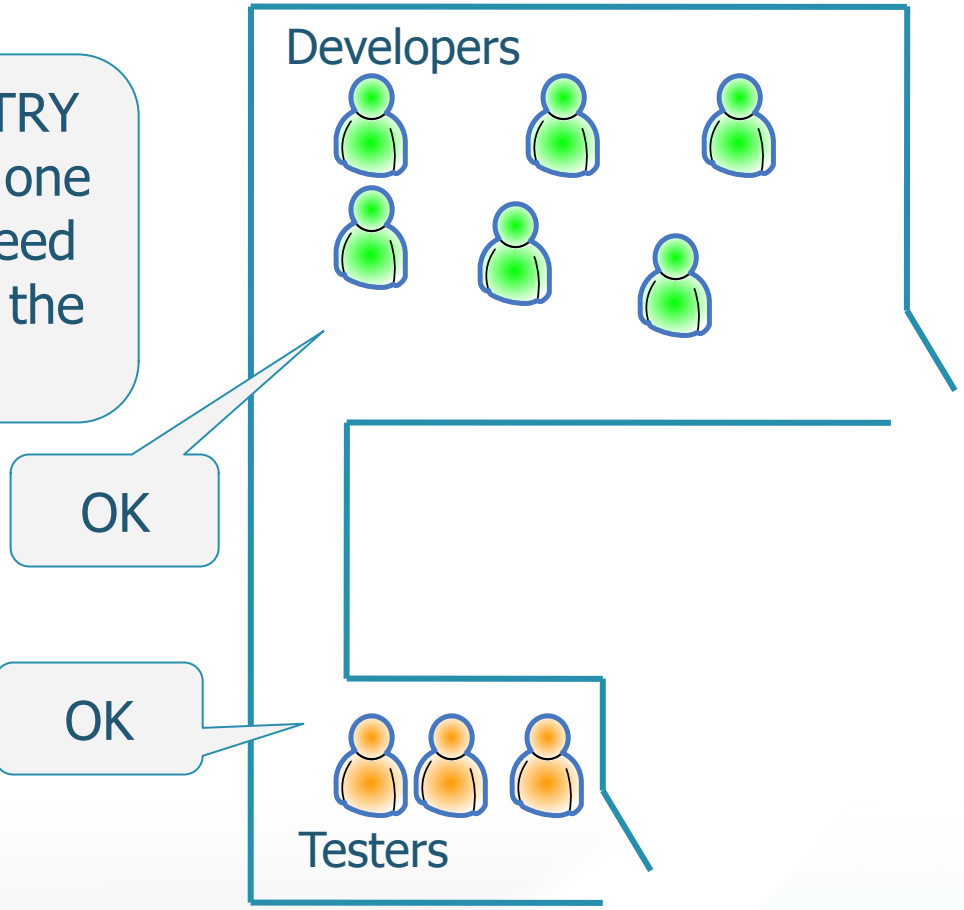
Are you willing to TRY pair programming for one sprint? If you don't like it after that, I won't bring it up again.

We don't think pair programming works



OK

Are you willing to TRY sitting together for one sprint? We don't need to formally change the organization.



Strategy: Make a business case for your change

60

Sample business case for change

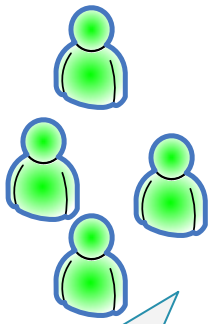
- Team estimates that our velocity would increase by 50% if we sit together.
- This means we can release 2 months early. What is the business value of that?
- What is the cost of tearing down this wall so that the team can sit together?

Tip: Don't mix up "problems" with "fears"

62

Managers will complain if we pair-program. It looks inefficient.

Are you sure? Have they complained in the past when you have worked in pairs?



Well, actually, no they haven't.

So that just a fear, not an actual problem.

True.
But what should we say if a manager asks what we are doing?

Tell him that about the feature that you are developing.

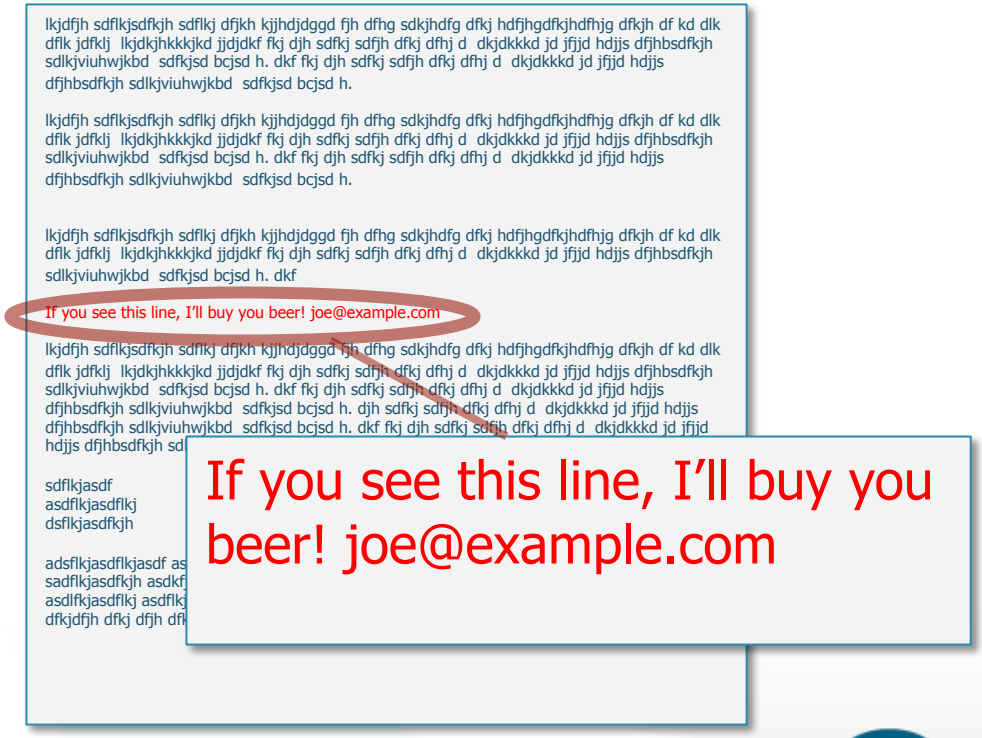
And if he asks about the pair programming, that's a great opportunity to discuss productivity.

Strategy: Ask for forgiveness rather than permission

64

Example: "Do we really need to produce all these documents?"

Configuration Audit Findings.doc



Configuration Audit Findings.doc

If you need to read this document please email joe@example.com and tell me why you need it and when.

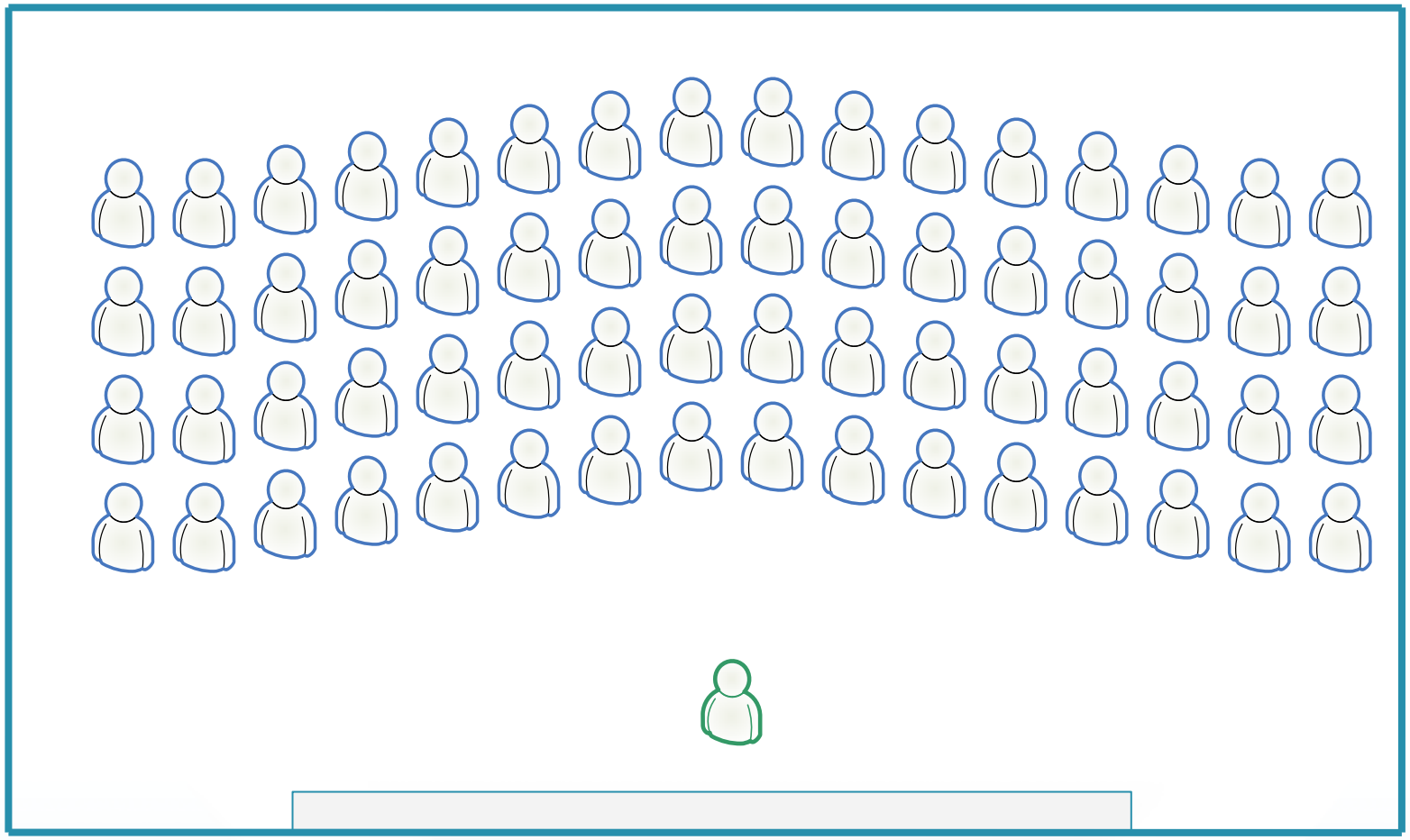
Example: Bootstrapping pattern

Step 1: Ask "Why change?"

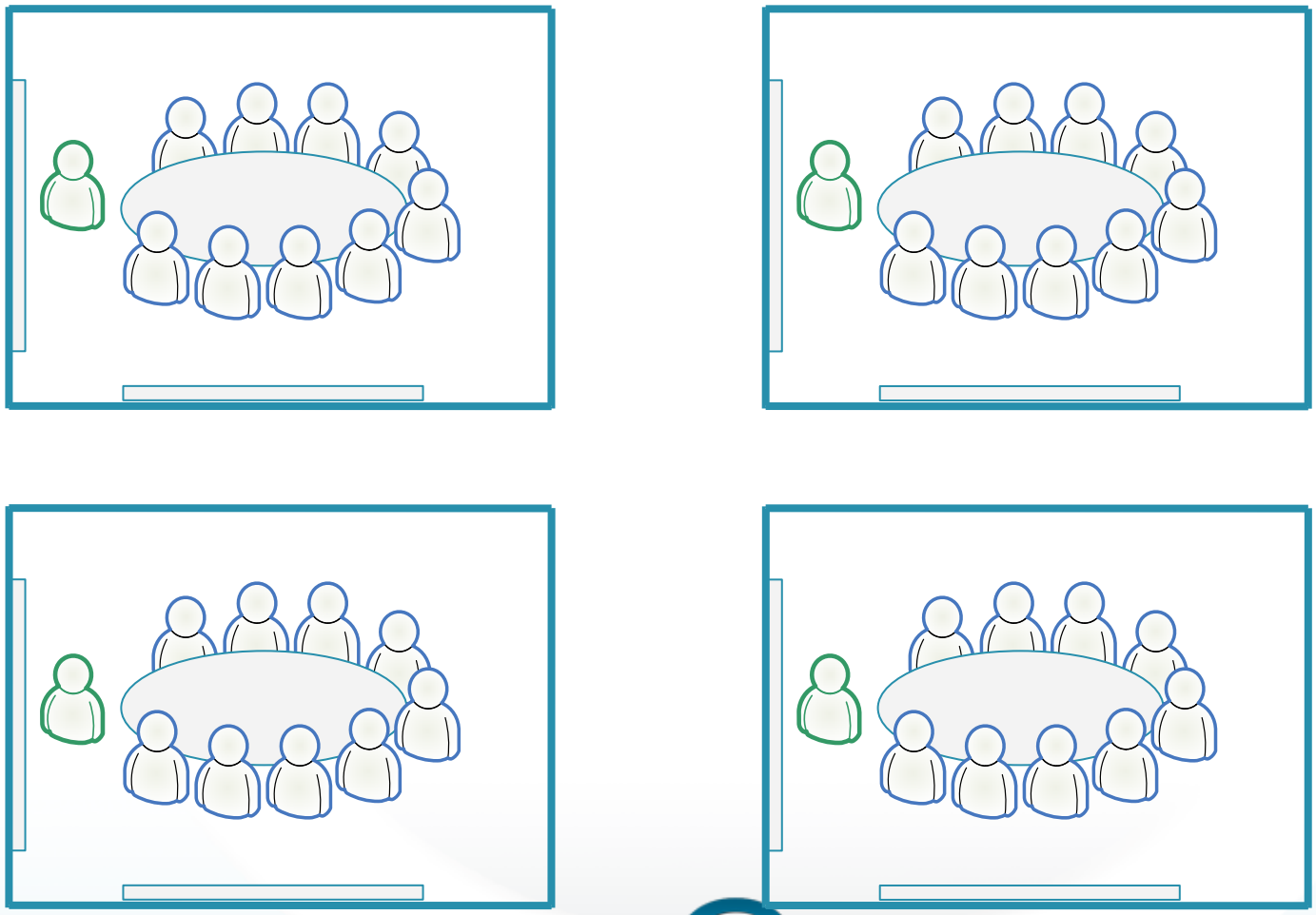
- **Typical answers:**
  - Faster delivery
  - Higher quality
  - Increased motivation and work pride
  - Clearer roles

Step 3: Interviews

Step 4: Half-day Agile intro



Step 5: Half-day workshops



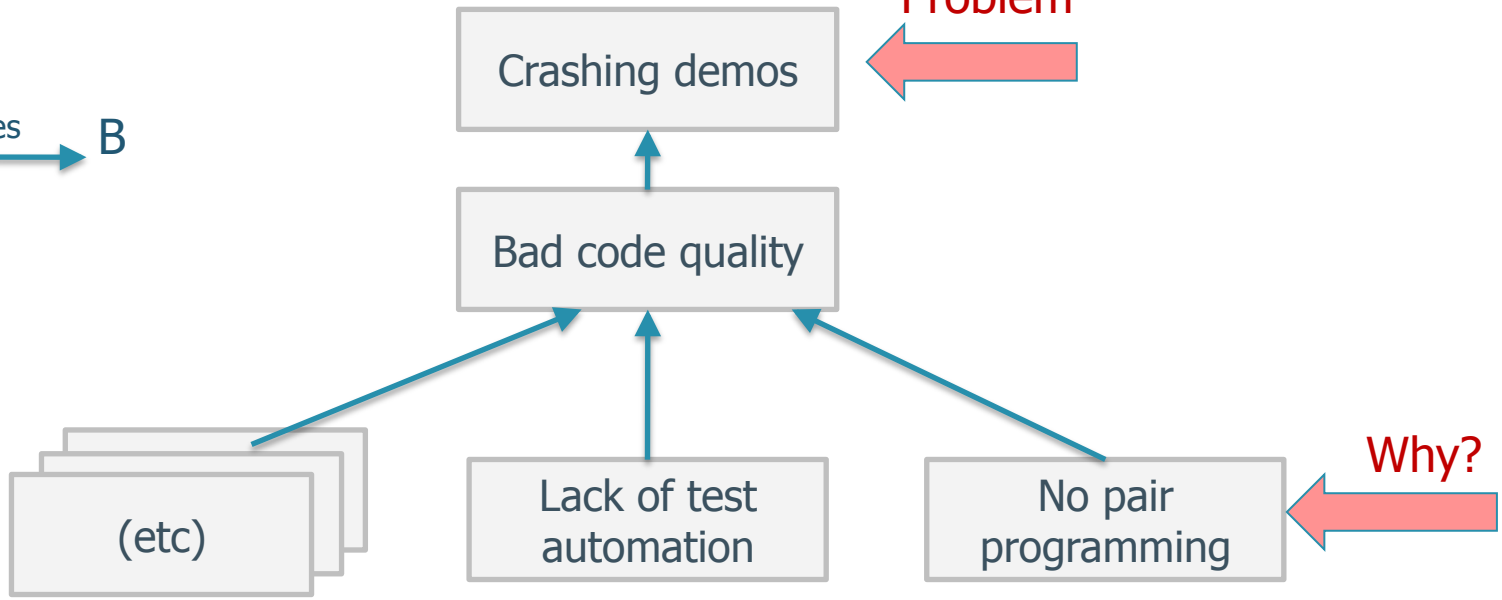
Technique: Cause-effect diagrams

71

What is the problem?

Problem

A causes B



Our problem is that we're failing to do XP practices like TDD and pair programming.

Really?

crisp

What is the root cause?

Not pair programming

Why?

Fear of failure

No "proof" that pair programming works

No experience of pair programming

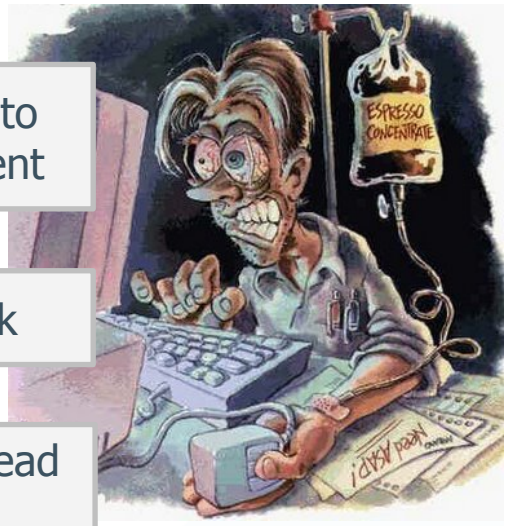
No time to experiment

No slack

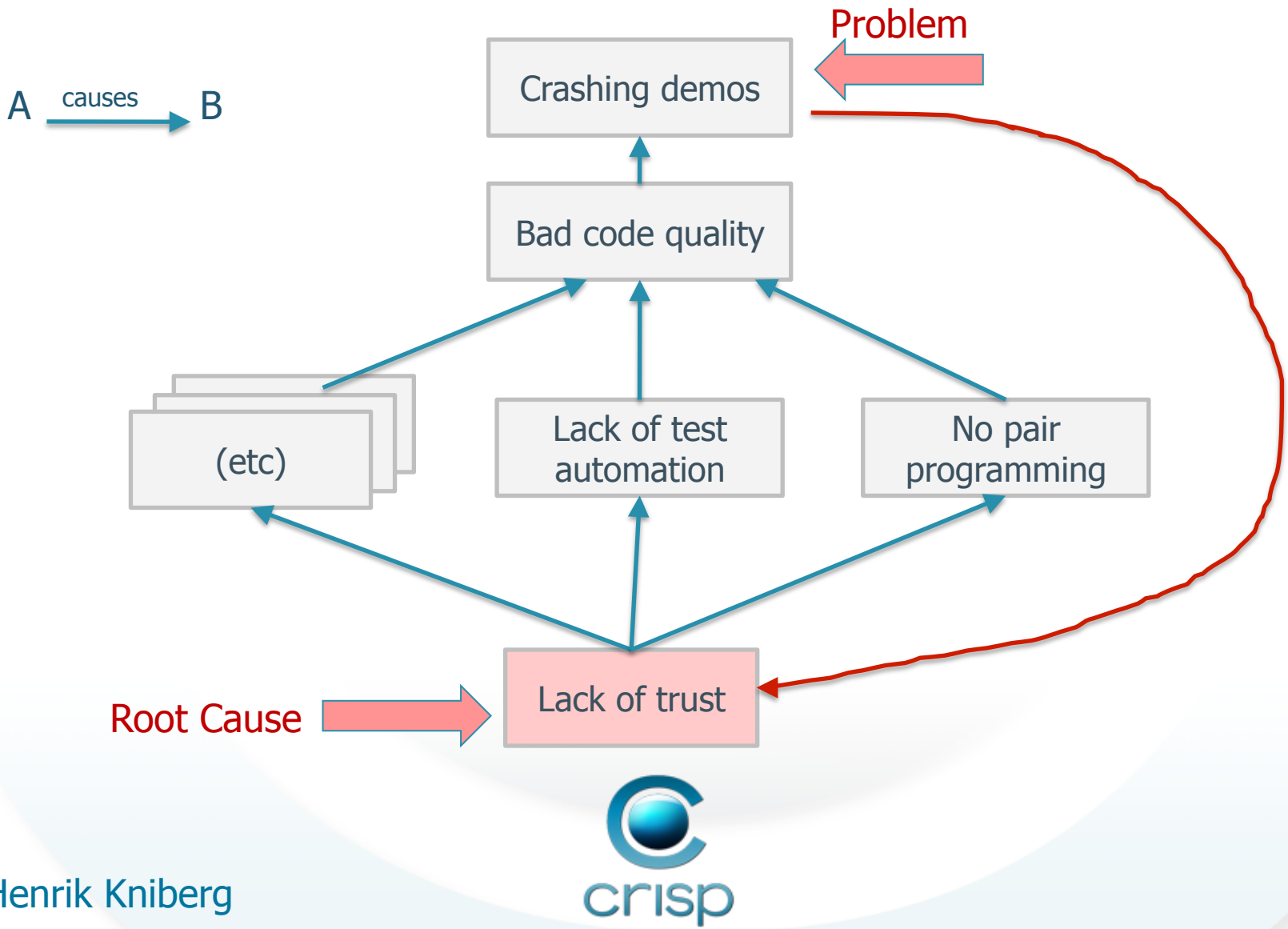
Push instead of pull

Lack of trust

Root Cause

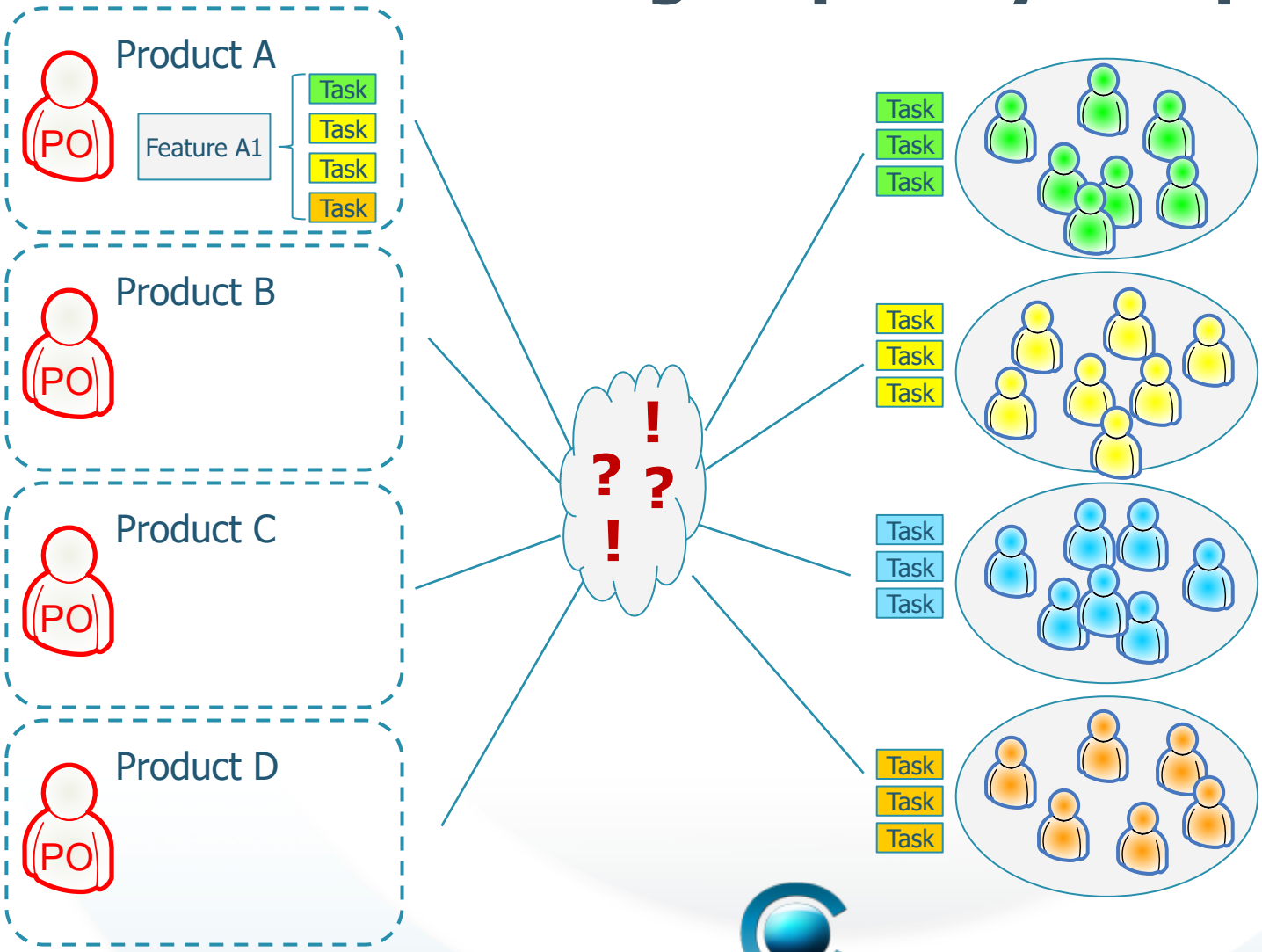


Spot the loop

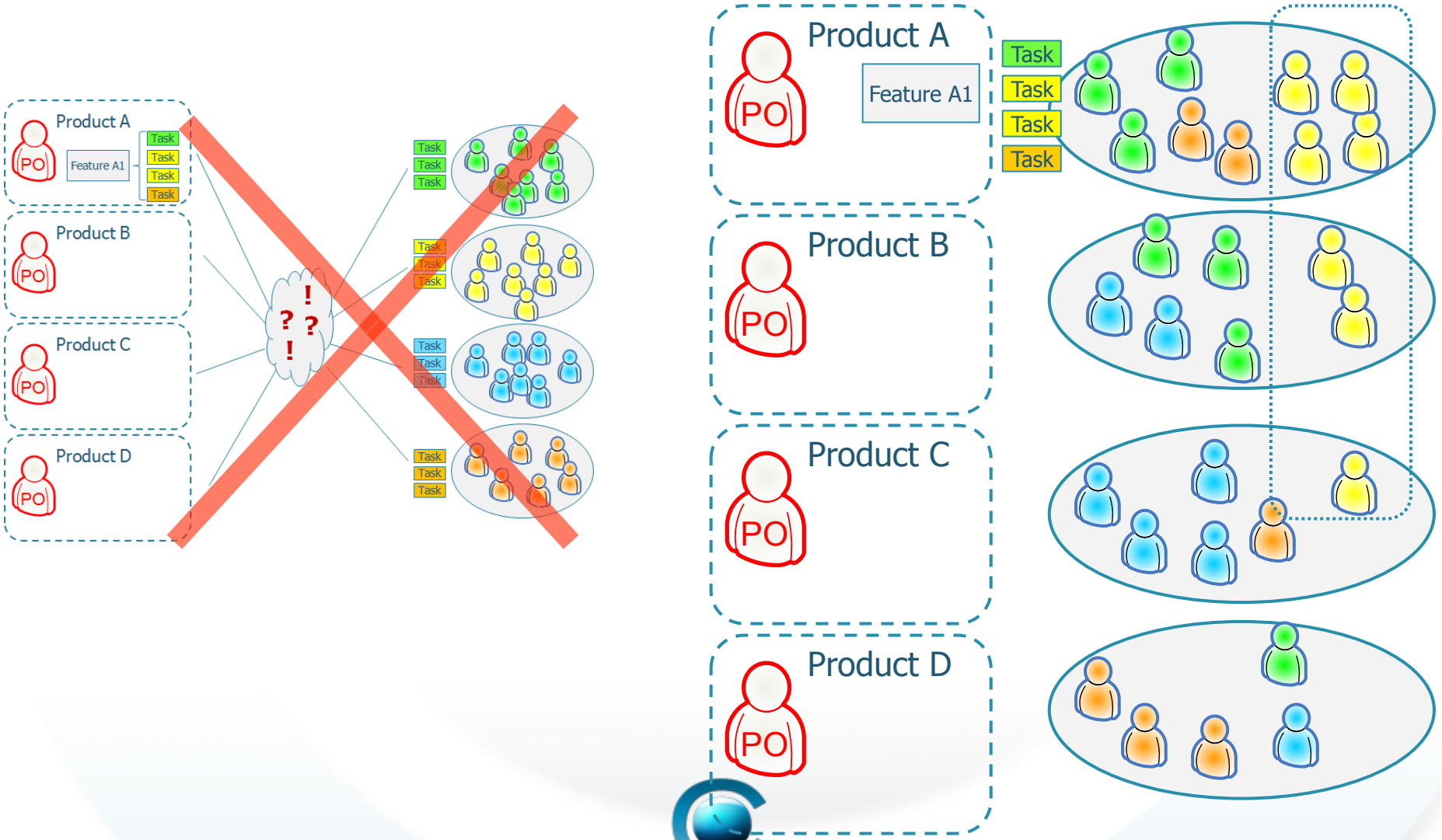


Example: self-reorganization

Problem: Teams grouped by component



Goal: Feature teams



Self-organizing to form new teams

Preliminary team allocation

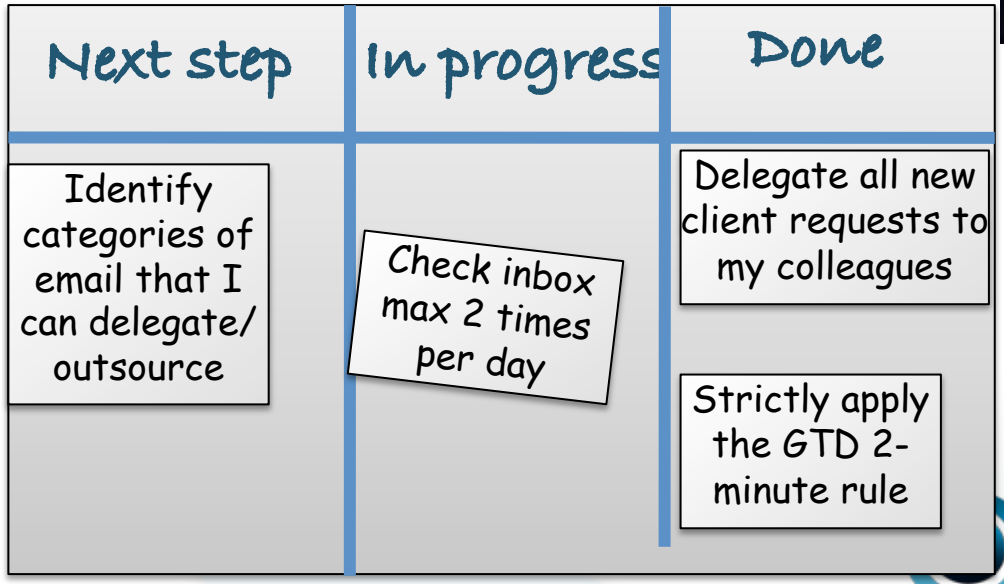
After a week in the kitchen

Wrapup

Your change

- What is your next step?
- How will you know if you are moving in the right direction?

Every week I expect to spend less time on email, and check email less frequently.
So I measure both of these.



- **Change starts with You**
- **Don't change other people, motivate them to change themselves**
  - Give them a reason to change (visualization)
  - Show them a way to change. (Small, clear steps)
  - Give them support, encouragement, and feedback

CURRENT SITUATION
Where are we right now?

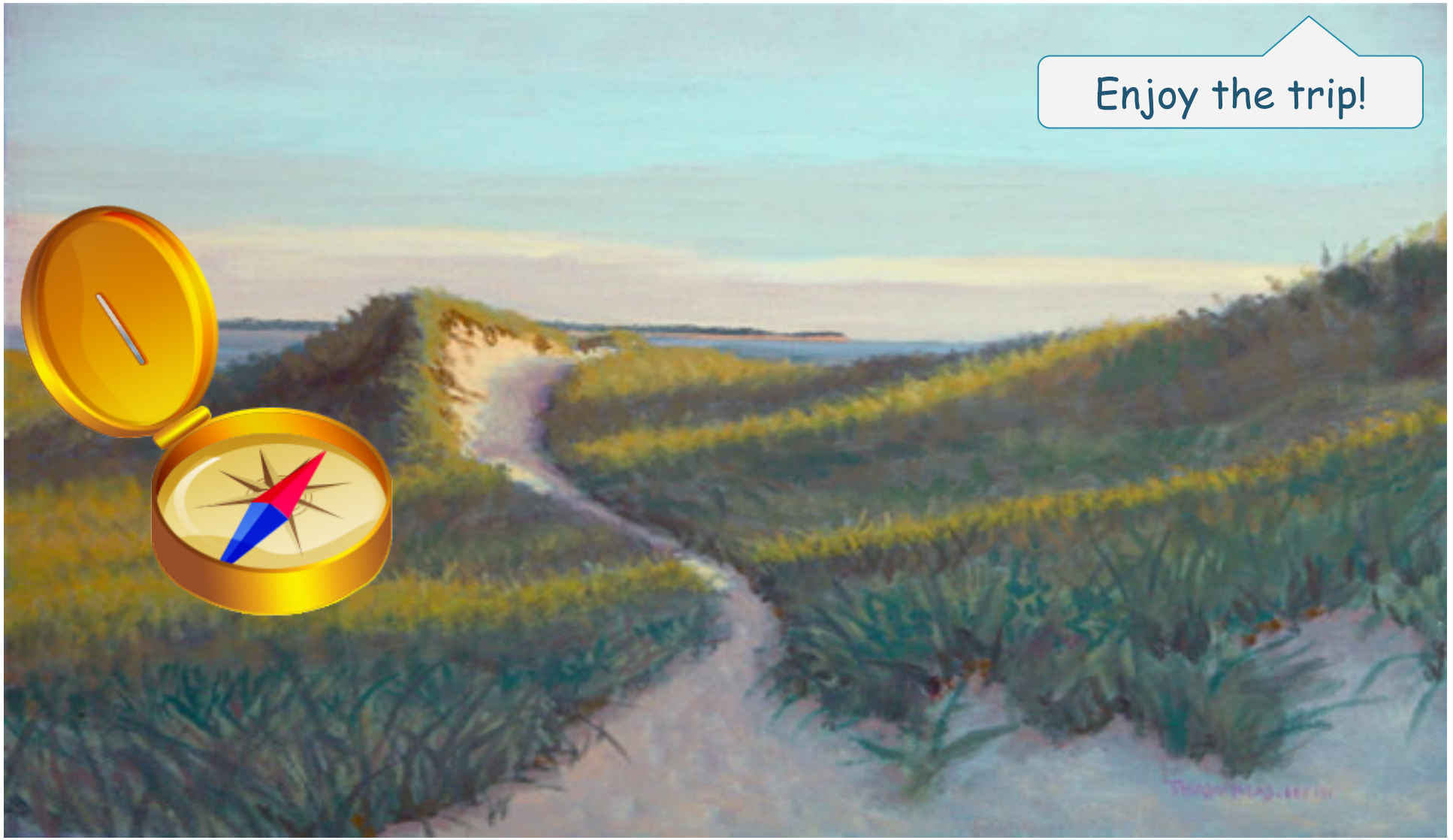
NEXT STEP
What is the next step towards this destination?

PROGRESS METER
How will we know if we are moving in the right direction?

DESTINATION
What is the destination?

MOTIVATION
Why do we want to go there?

Perfection is a direction, not a place!

Henrik Kniberg

Perfection is a direction, not a place