



Beyond Agile

Cultural Patterns of Software Organizations

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12 March 2008, QCon, London, UK

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Piecemeal Growth



Living Software B.V.



Benefits

- Make sense of what's happening
- Understand (sub)cultures
 - predict conflicts
- Agile in perspective
- Situational change strategy
- Communication tool



About Us

6 Cultural Patterns & Choreographies

Summary

Who we are

- Willem van den Ende
- Puzzling on
 - Effective software development
 - Effective teams
- Independent (Living Software B.V.)
 - All-hands person
 - Software development coach
 - Trainer
 - Consultant
- Blog: me.andering.com



Who we are

- Marc Evers
- Independent
 - Software development coach
 - Trainer
 - Consultant
- Blog: blog.piecemealgrowth.net



www.agileopen.net

What we do

Increase business value from software development

and

helping others do it

through



Coaching & mentoring

Training

Facilitation

Organizing conferences

Origins

- Jerry Weinberg - *Quality Software Management*
 - Based on Philip Crosby, *Quality is Free*
- Systems thinking & systems dynamics
- Virginia Satir



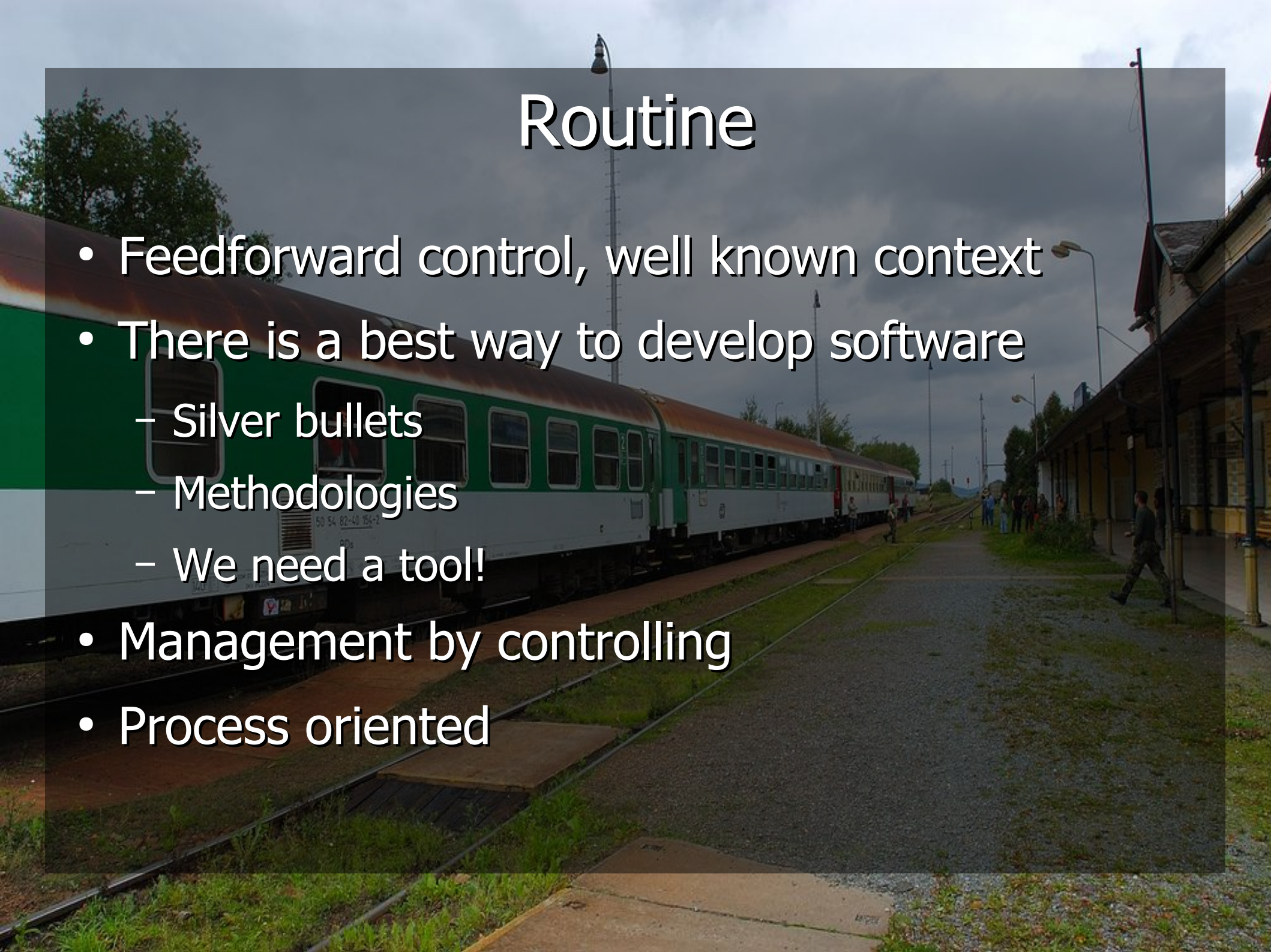
Routine



we follow our standard procedures
(except when we panic)

Routine

- Feedforward control, well known context
- There is a best way to develop software
 - Silver bullets
 - Methodologies
 - We need a tool!
- Management by controlling
- Process oriented





Variable

we do whatever we feel like at the moment



Variable

- Close cooperation between customers and developers
- Craftsmanship
- Hands off management
- Performance and quality totally dependent on individuals
- Heroes





Individuals and interactions over processes and tools

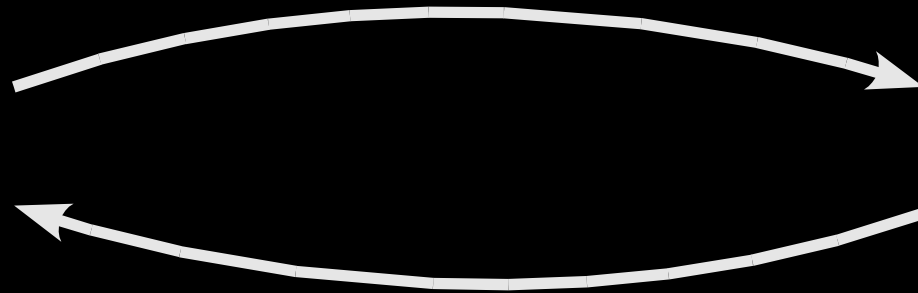
Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan



Variable



Routine

Steering



we choose among our routines by the result they produce

Steering

- Feedback control
- Results oriented
- Trust based
- Testing and feedback
- Act early, act small
- XP, Scrum

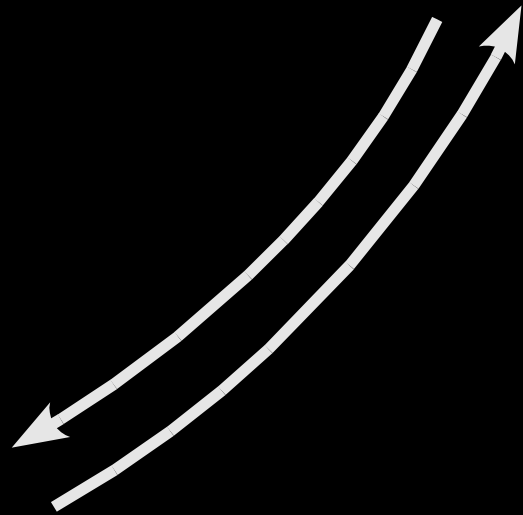
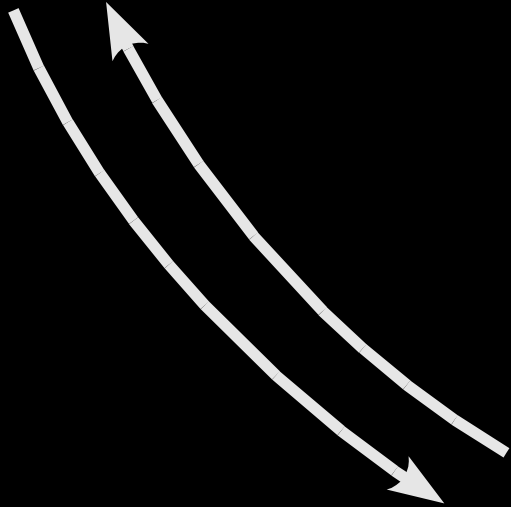




Variable

Routine

Steering

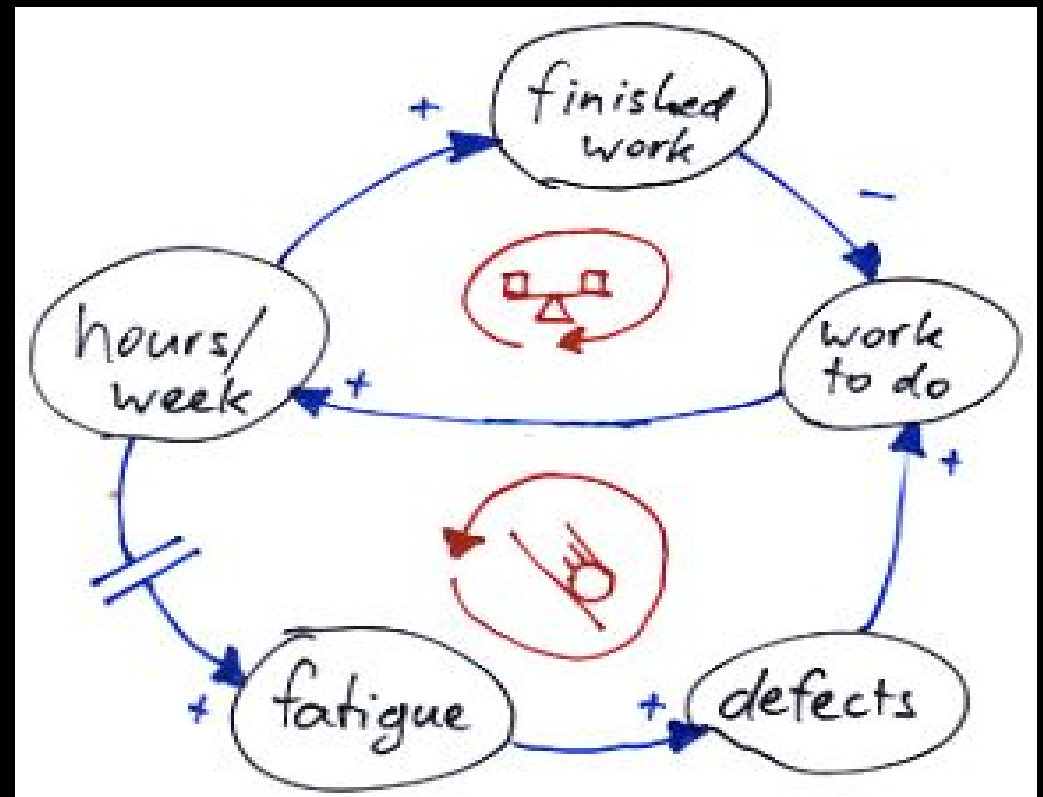


Towards Steering

Mental models

Visibility

Stability

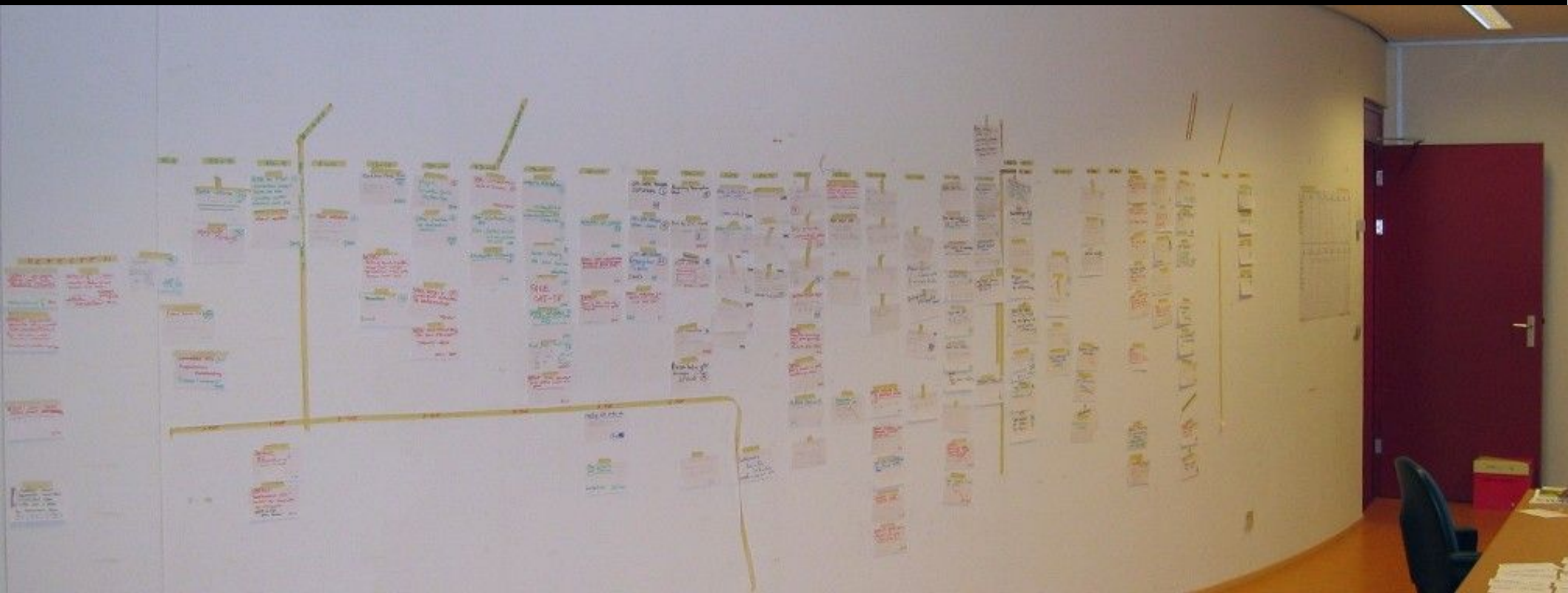


Towards Steering

Mental models

Visibility

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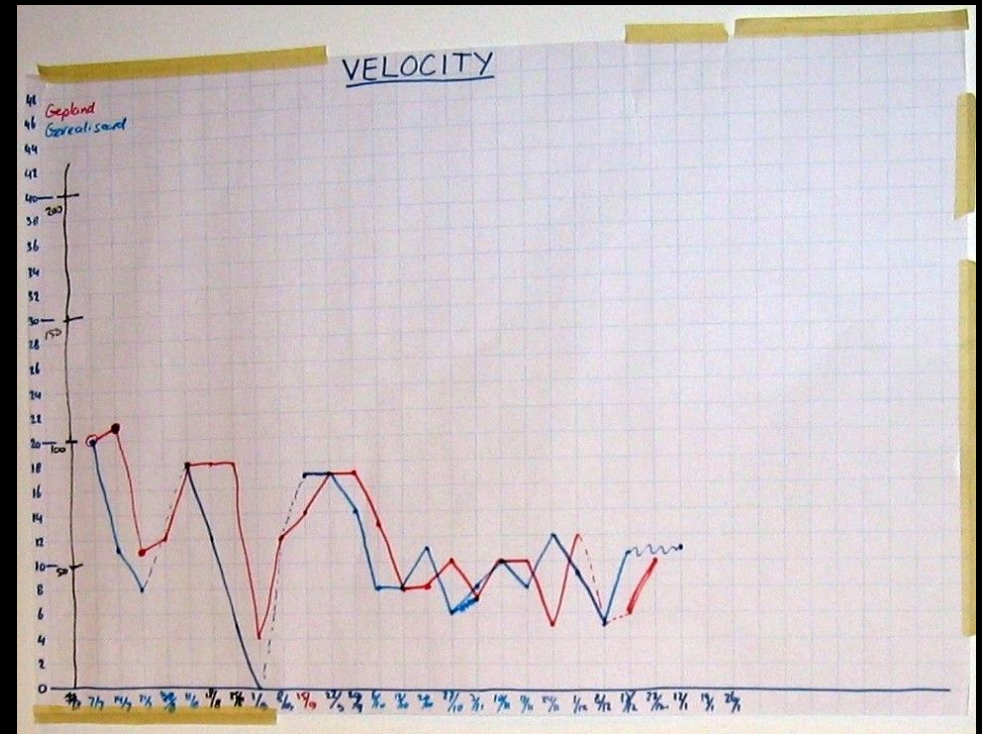


Towards Steering

Mental models

Visibility

Stability



Too much deviation: *remove special causes of trouble*
But: need deviations for improvement!



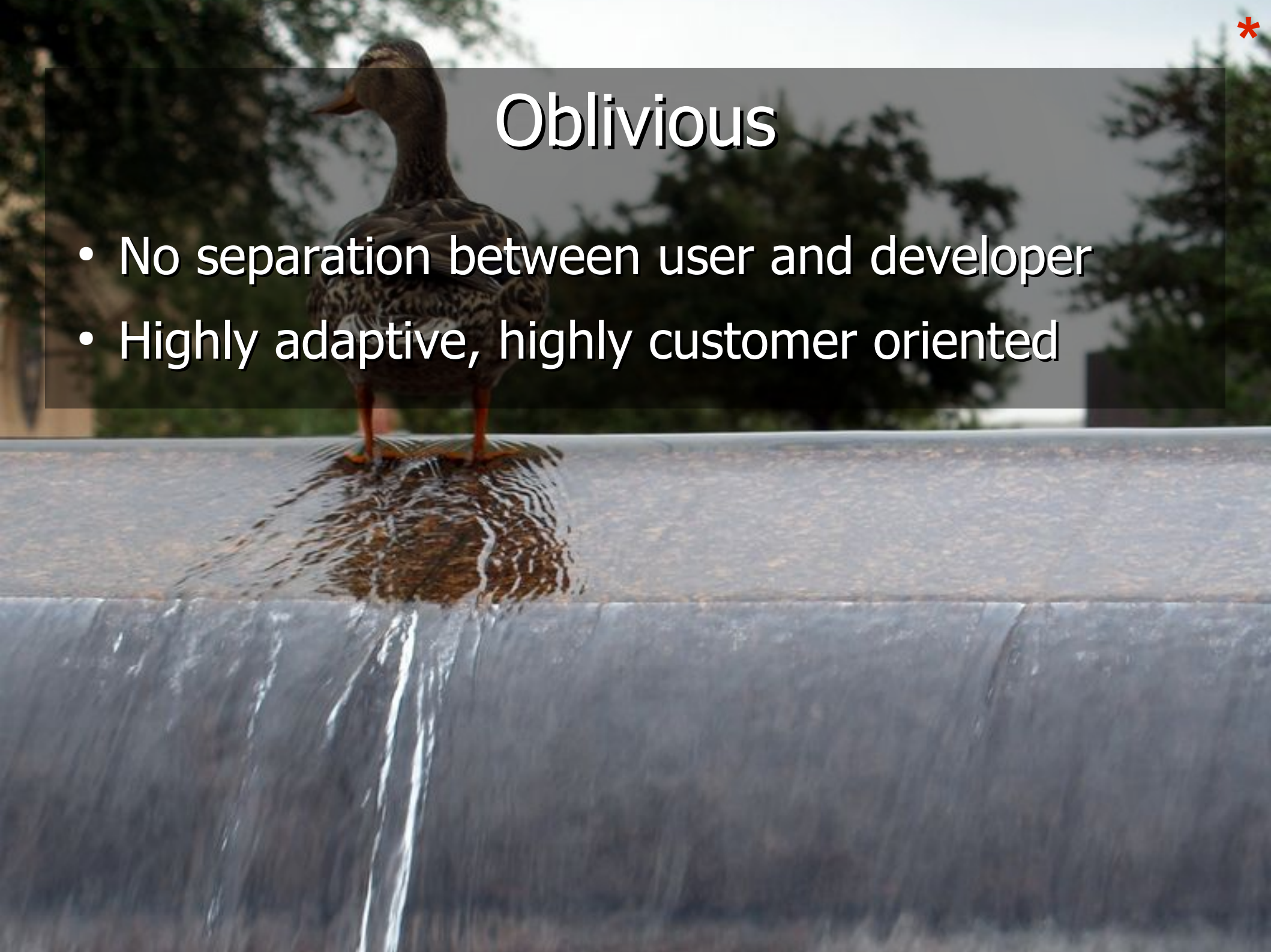
Oblivious

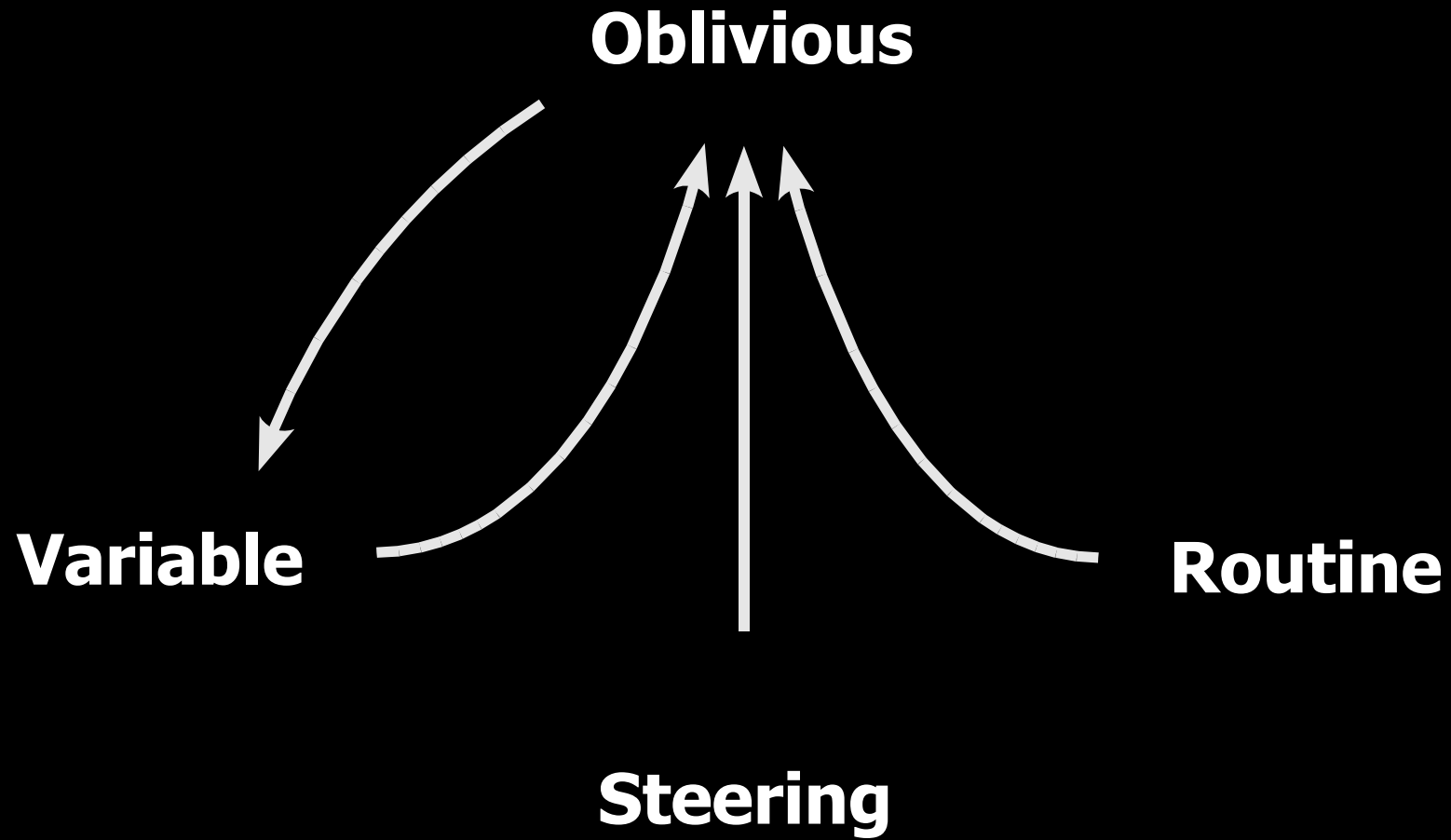
we're not aware that we're developing software



Oblivious

- No separation between user and developer
- Highly adaptive, highly customer oriented





A black cat is sitting in a field of tall, green grass. The cat is looking directly at the camera with its mouth slightly open, showing its teeth. The background is a soft-focus field of similar grass. The word "Anticipating" is written in white, bold, sans-serif font in the upper right corner of the image.

Anticipating

we establish routines based on our past
experience with them

Anticipating

- Consciously managing change
- Process oriented
- Always improving your processes
 - If it ain't broke, fix it
- Practices
 - Retrospectives, scenario planning, risk management
- Lean Software Development

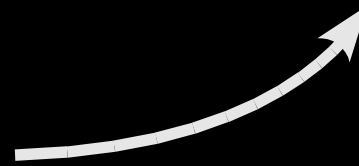
Oblivious

Variable

Routine

Anticipating

Steering

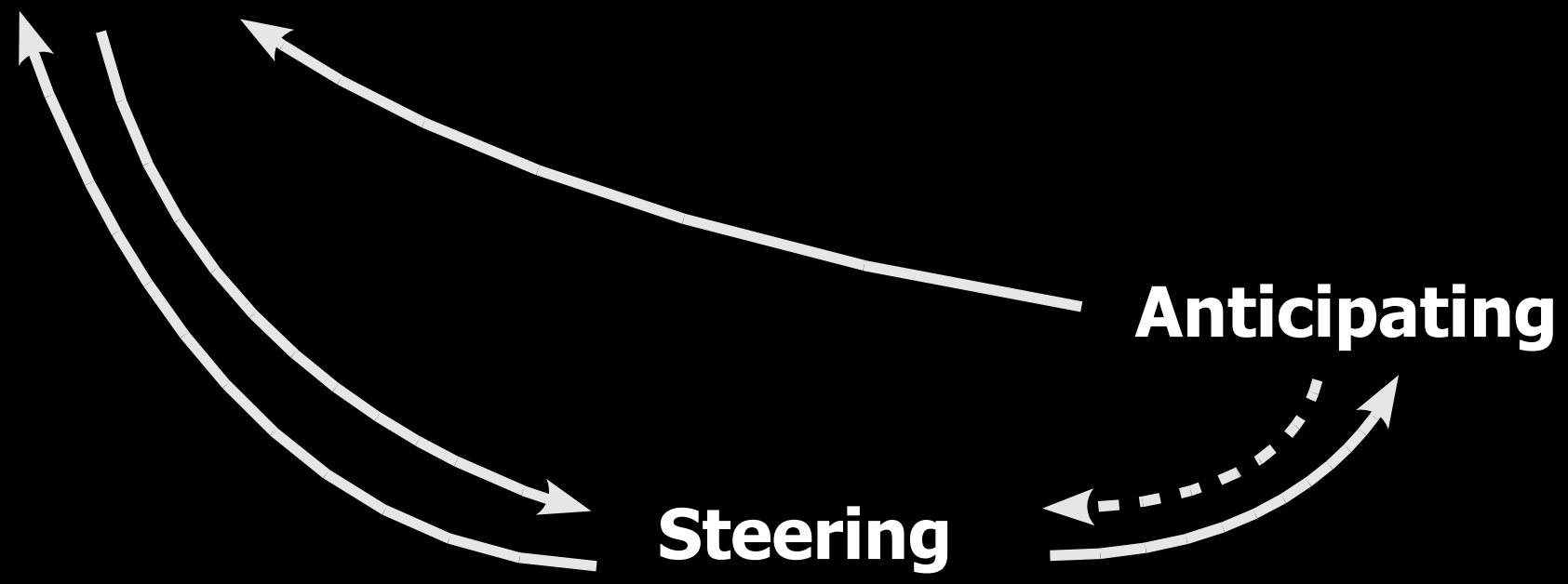




Oblivious

Variable

Routine





Anticipating

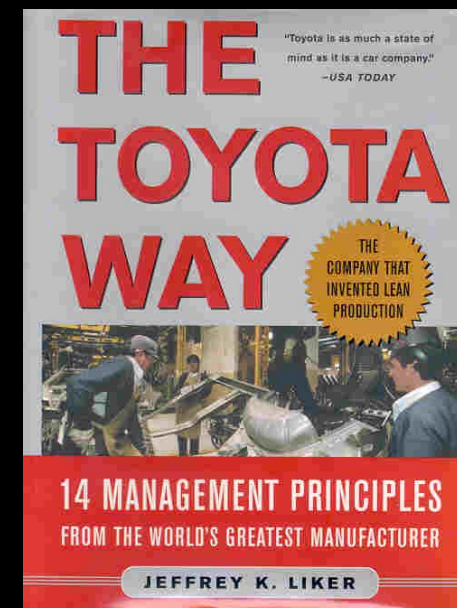
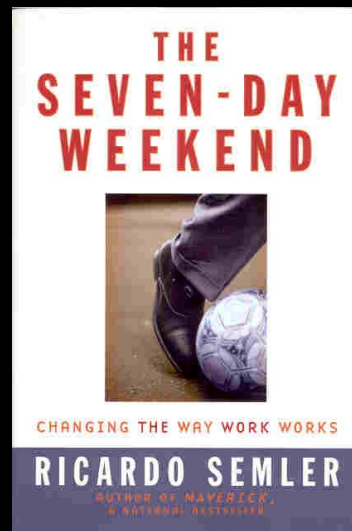
being conscious of the different patterns,
knowing when they fit and
when it's time to switch



Congruent

everyone is involved in improving everything all the time

culture of ongoing reflection and improvement



Oblivious

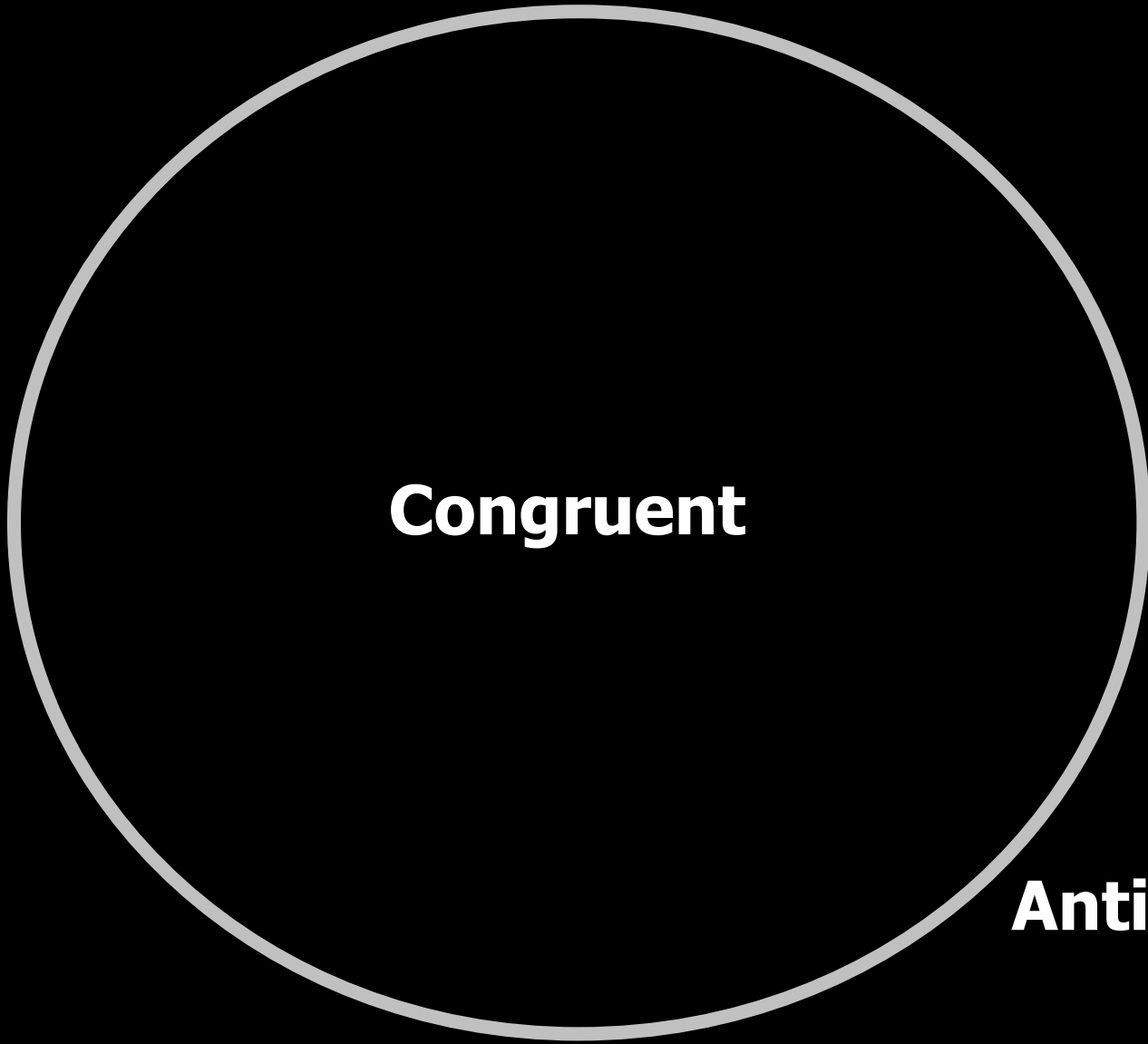
Congruent

Routine

Variable

Anticipating

Steering



Summary

- Routine – bring order to disorder
- Variable – value craftsmanship, foster innovation
- Steering – make extraordinary things ordinary
- Oblivious – DIY
- Anticipating – the art of the long view
- Congruent – transferable cultural practices

Find the pattern(s) that fit your context

Sources & more information

- Gerald M. Weinberg, *Quality Software Management series* (1991-1997)
- Gerald M. Weinberg, *Secrets of Consulting* (1985)
- Argyris & Schön, *Organizational Learning II* (1995)
- Peter M. Senge, *The 5th Discipline* (1994)
- Virginia Satir et. al., *The new peoplemaking* (1988)
- www.satirworkshops.com

check out our forthcoming whitepaper on cultural patterns:

www.systemsthinking.net/publications

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CMM?

Oblivious

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Congruent

Variable

1

Routine

Anticipating

Steering

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