

Culture eats Principles for breakfast

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In the beginning some people had a
great idea

In the beginning some people had a
great idea

And the customers were delighted

In the beginning some people had a
great idea

The founders decided to expand
and the Small Company became
a Large Company

In the beginning some people had a
great idea

And then Frederick Winslow Taylor came along
and said “let there be Scientific Management”

and so there was

and there was

and there was

and there was

and there still is

In the beginning some people had a
great idea

And then someone made a mistake and
a Manager said “let there be standards”

and so there was Governance and Standards
and a culture of Control > Trust

In the beginning some people had a
great idea

And then the Audit department said
“here are some audit points”

and then there were more Standards
and more Standards
and more Standards
and more Standards

In the beginning some people had a
great idea

And then a Manager said
“let’s adopt ITIL”

Change Advisory Board
once every 2 weeks
‘advising’?

In the beginning some people had a
great idea

And then central PMO said “we need consistent
standards to keep the Regulators happy”

change lifecycle, 7 gates
100 question questionnaire x 7
change ~~prevention~~ control process
more PMO & Control staff

In the beginning some people had a
great idea

And then a Manager said
“move part (not all) of the Value Chain to a
cheaper location”

and it was done

and then the firm hired more BAs and PMs

In the beginning some people had a
great idea

And then someone said

“this is not working, I want you to spend more
money on better plans and more detailed up
front analysis, and the date had better not move
or else”

And so they did

In the beginning some people had a
great idea

And a Project Manager said

“the releases are too troublesome, so we will
release less frequently”

And so they moved from monthly releases to
quarterly releases

In the beginning some people had a
great idea

And then someone asked “Why are we all
working like this?”, everyone answered

<shrug>

“because it’s how we do things around here”

</shrug>

Sound familiar?

The most
dangerous phrase
in the language is "we've
always done it this way."

Rear Admiral Grace Hopper

CULTURE

is huge

Aiki

is to pull when you are pushed
to push when you are pulled

It is the spirit of slowness and speed
of harmonizing your movement
with your opponent

合氣

Blending not clashing

Leading the assailant

Use of Internal Strength

One Size Does Not Fit All

Scaling

Don't scale agile : Descale the work first

Breadth, Diversity, Complexity

Shu Ha Ri

Product : Team 1:1 1:M M:M M:1

Team, Initiative, Dept, Group, Firm, Organisation

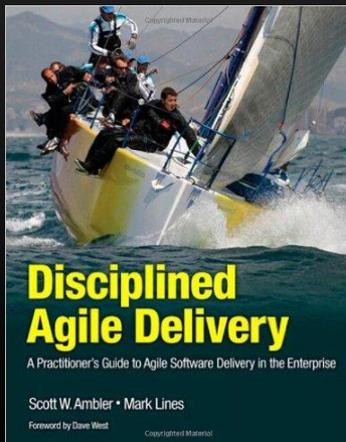
Practices = Principles (
Organisational Context,
Team Context,
Culture,
Shu Ha Ri,
Customer);

3 Common Scaling Frameworks

Disciplined Agile

SAFe

LeSS



DA is our overarching approach as a goal based framework

Not mutually exclusive

Blending not Clashing

One Size Does Fit All

Why
Principles
Change Lifecycle
Roles
Measures

Blending not clashing

Leading the assailant

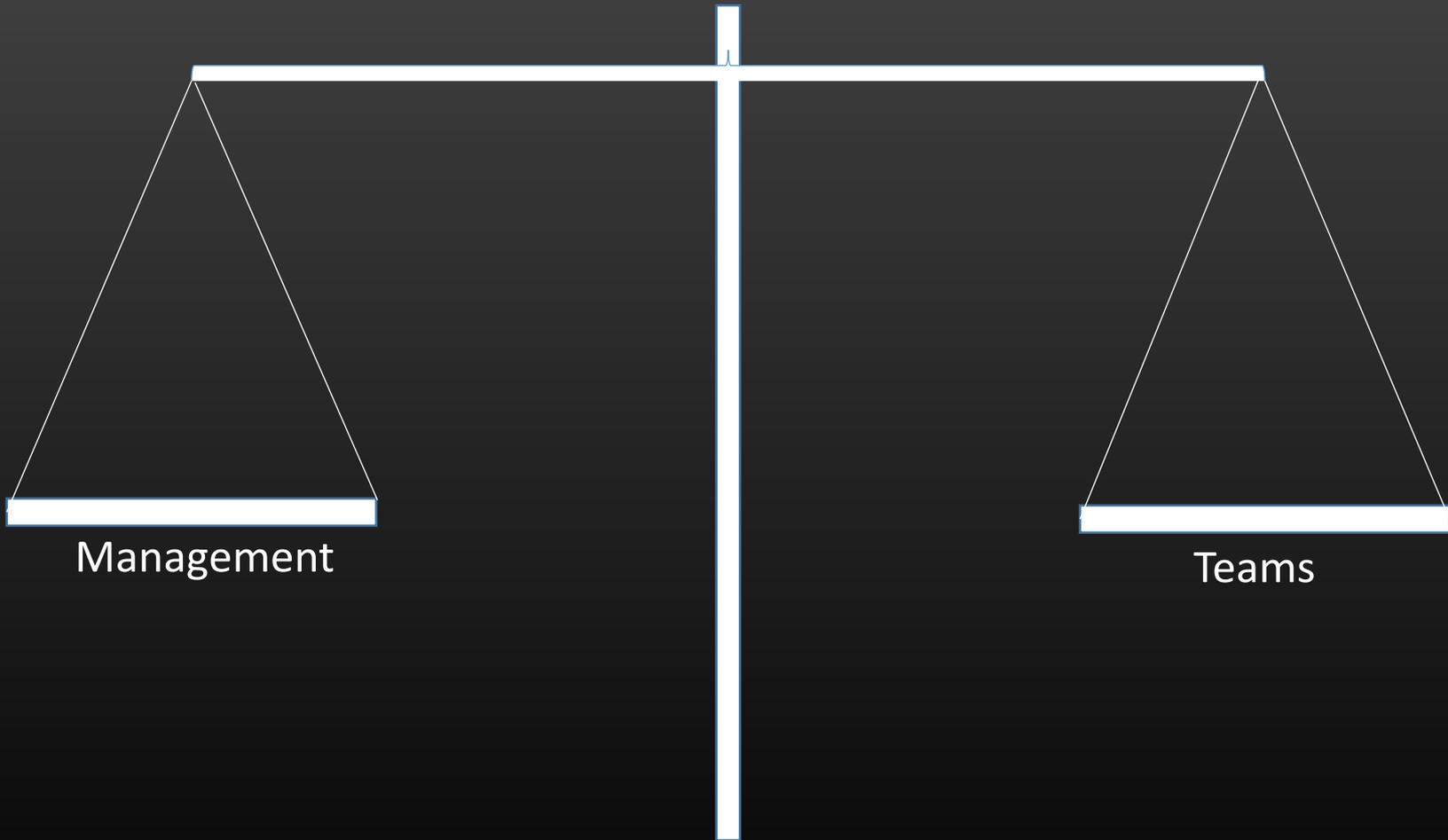
Use of Internal Strength

Lead the business

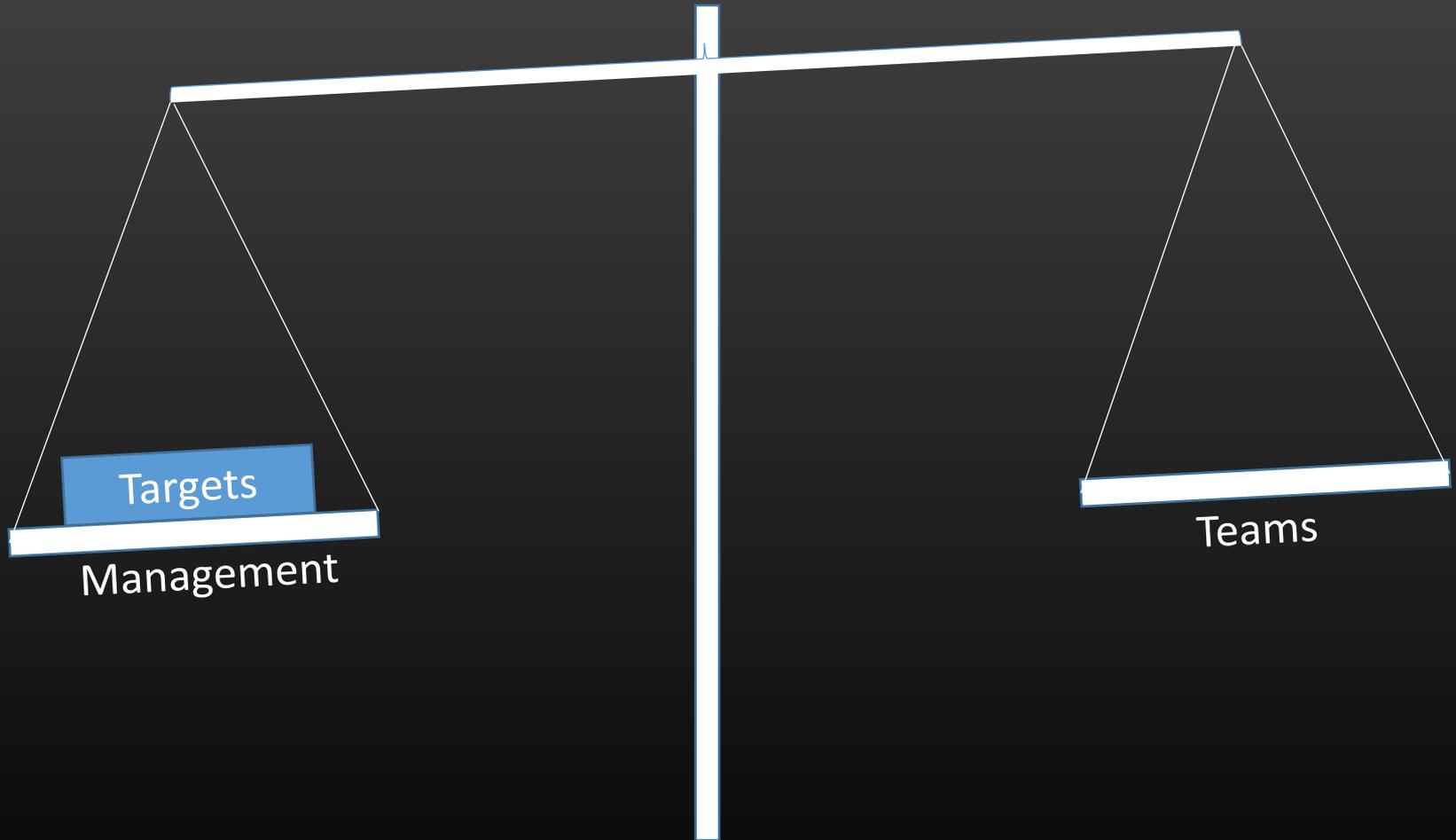
Lead management
Management love targets
But targets are bad for teams, right?

Targets can be good
If they fit your culture
If they are used *carefully!*

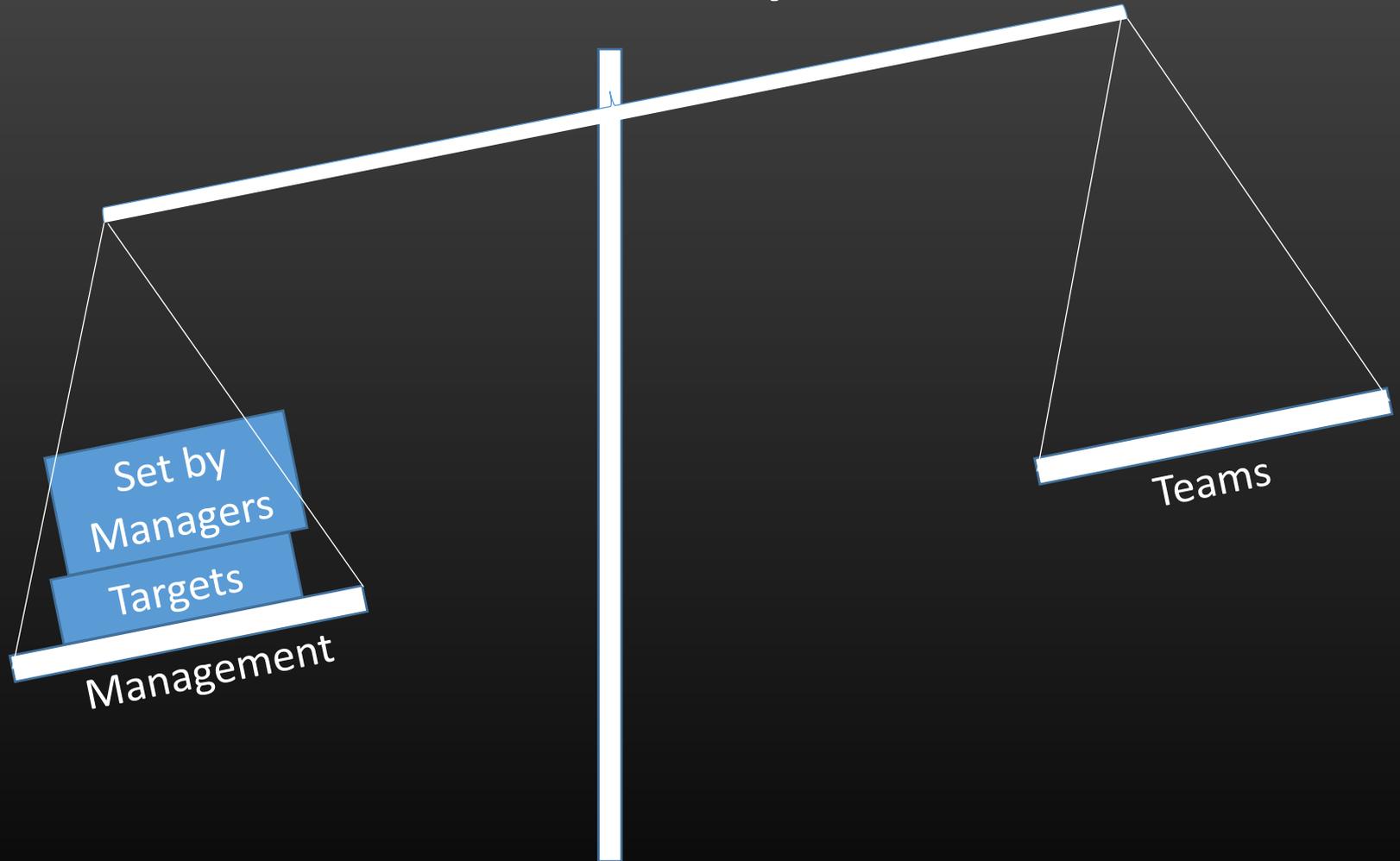
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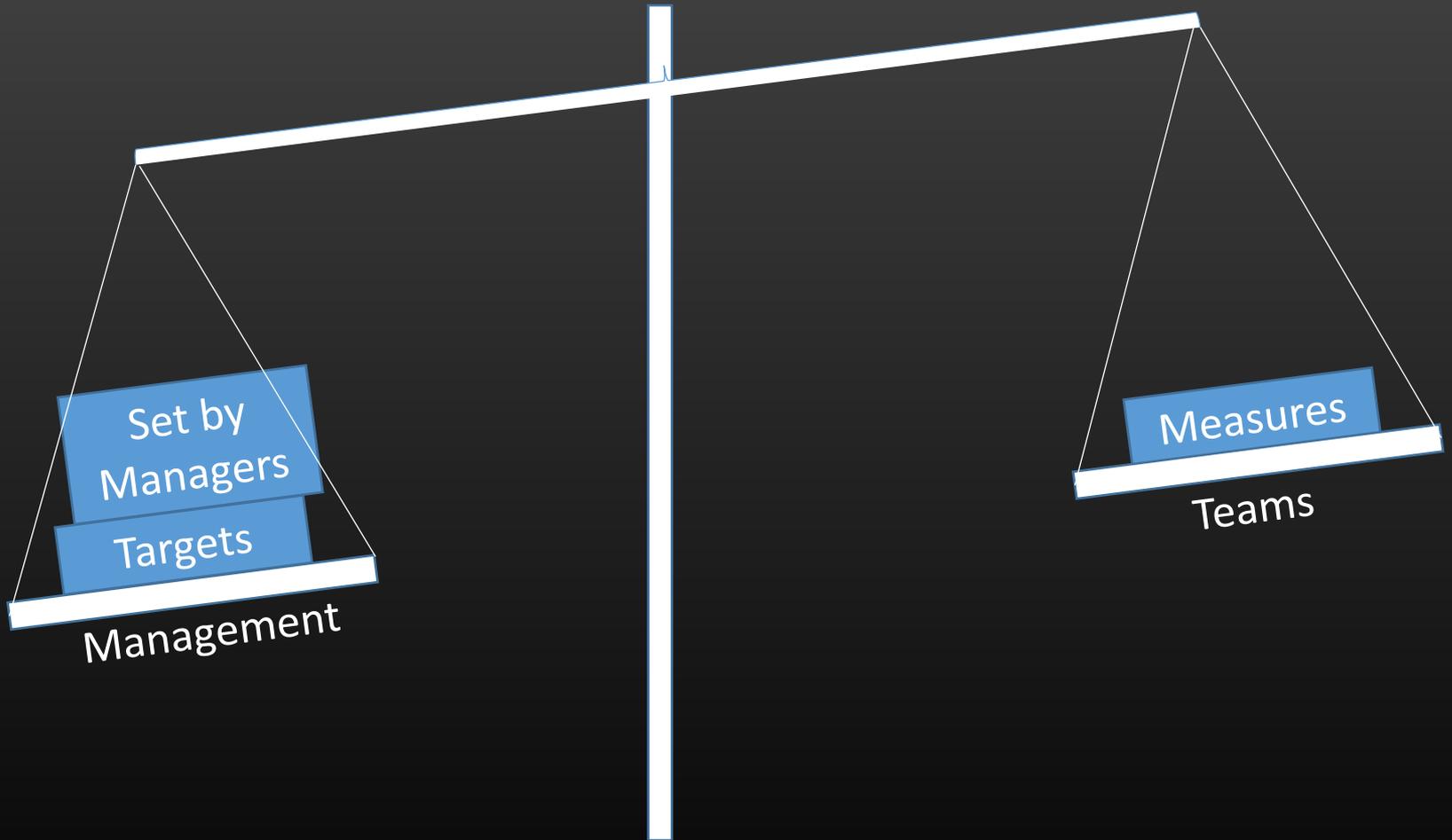
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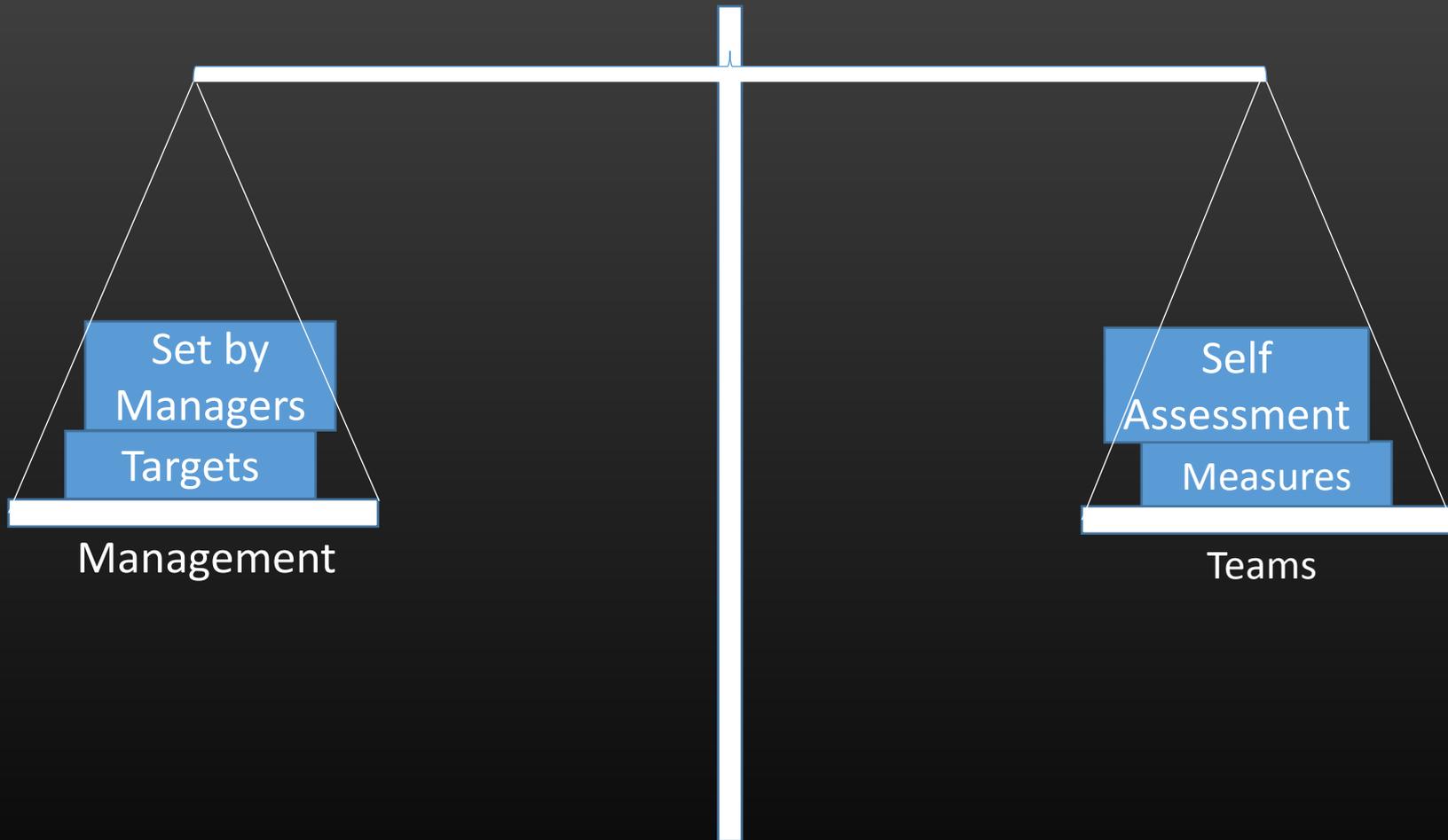
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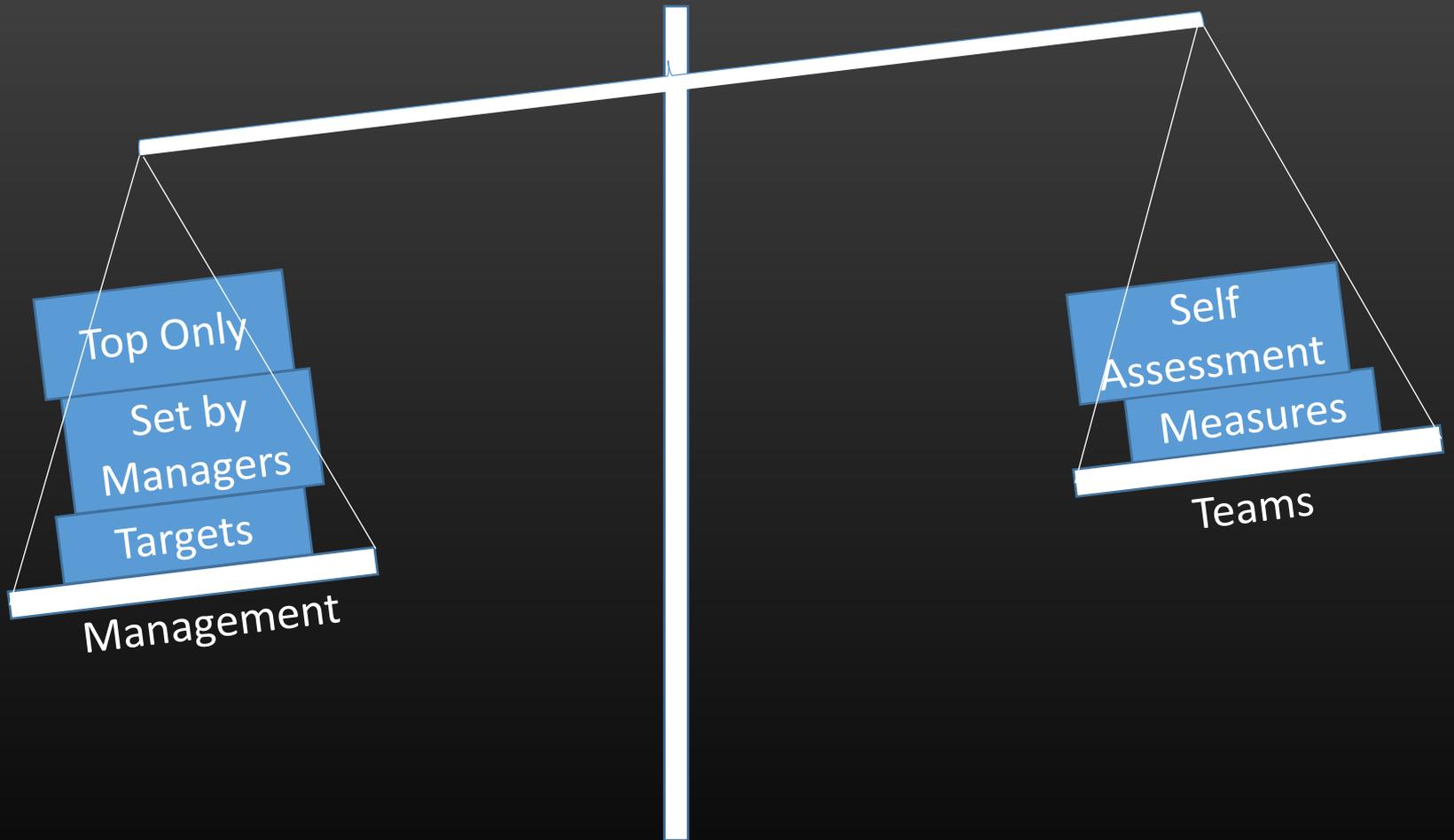
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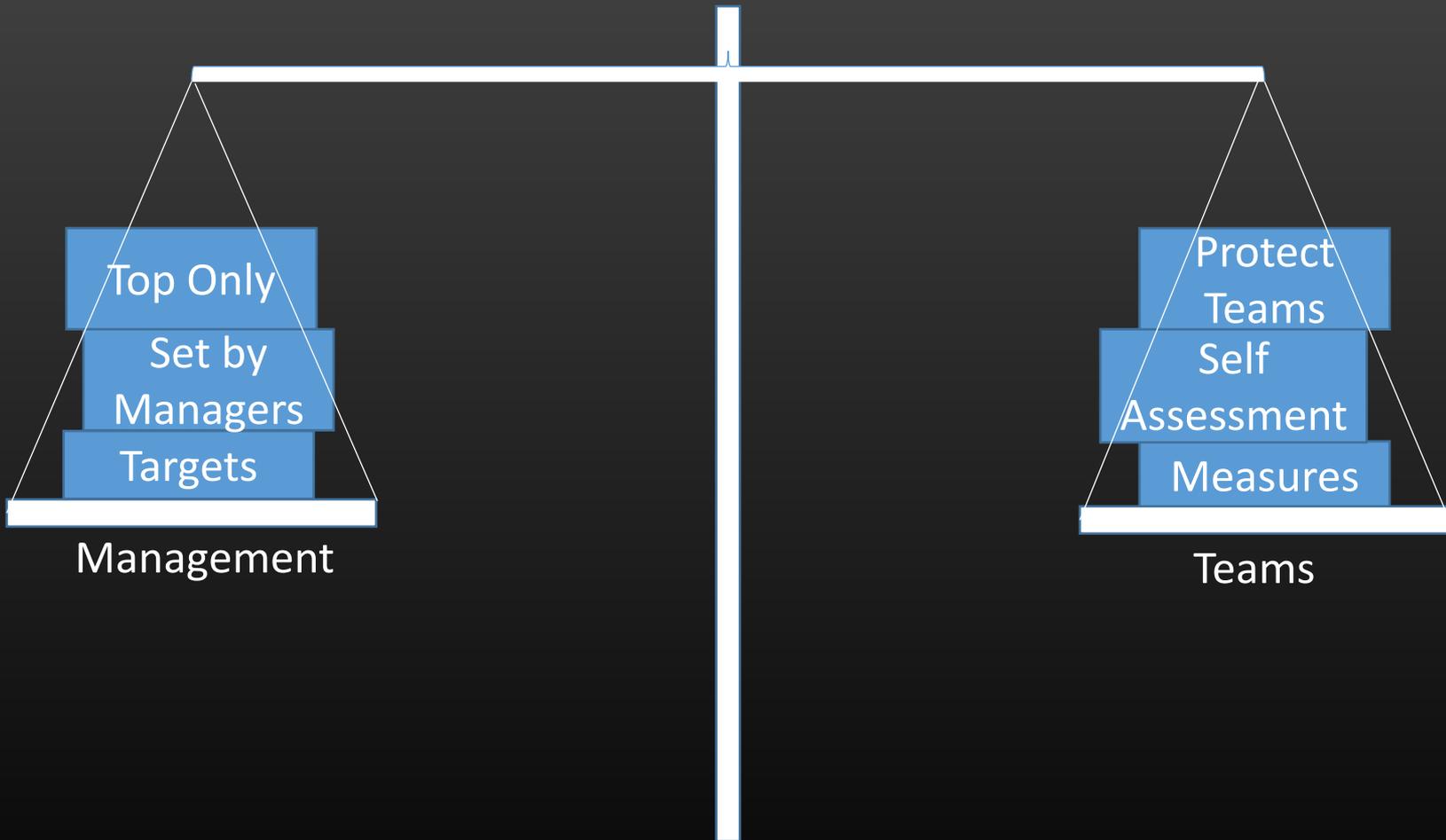
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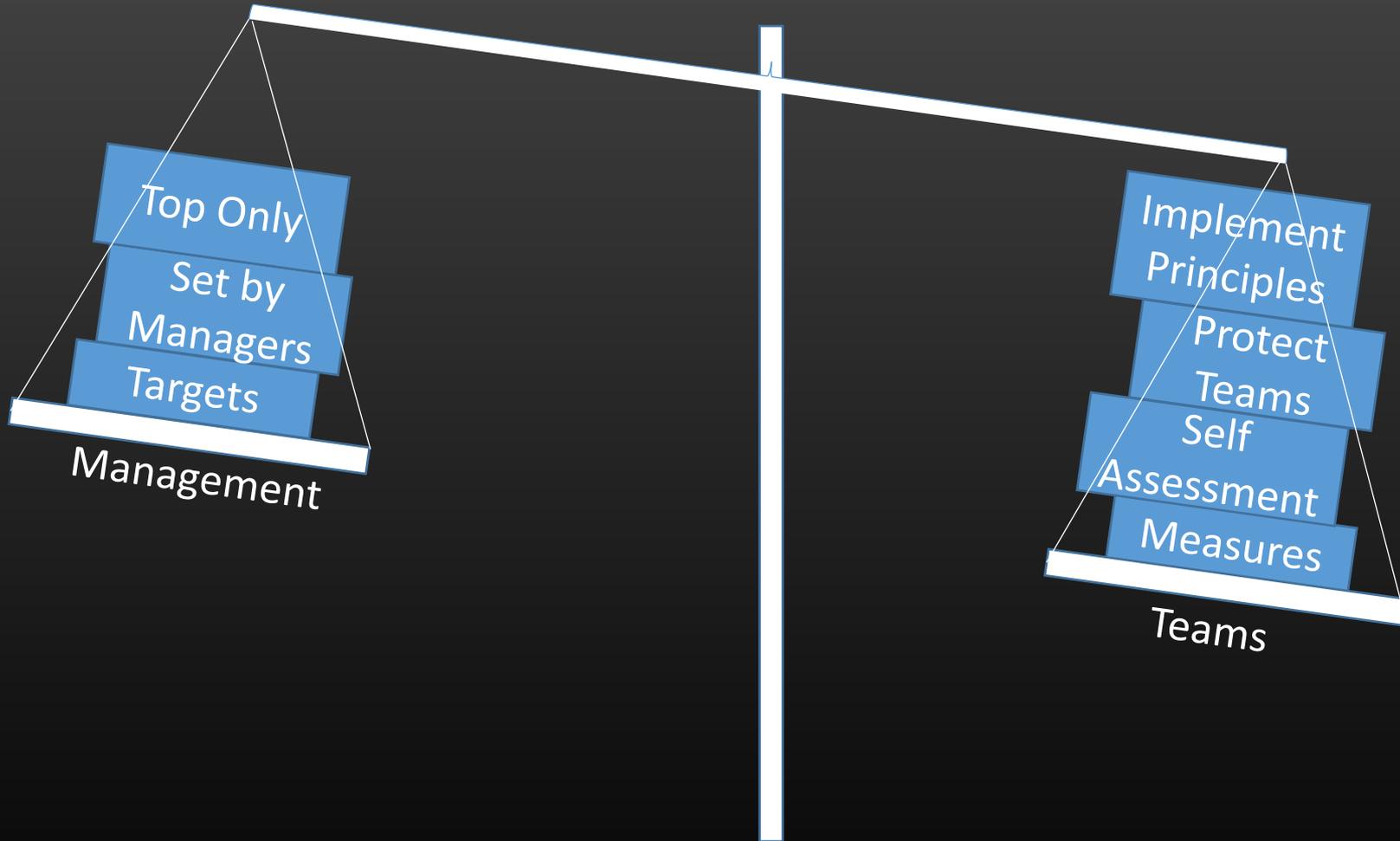
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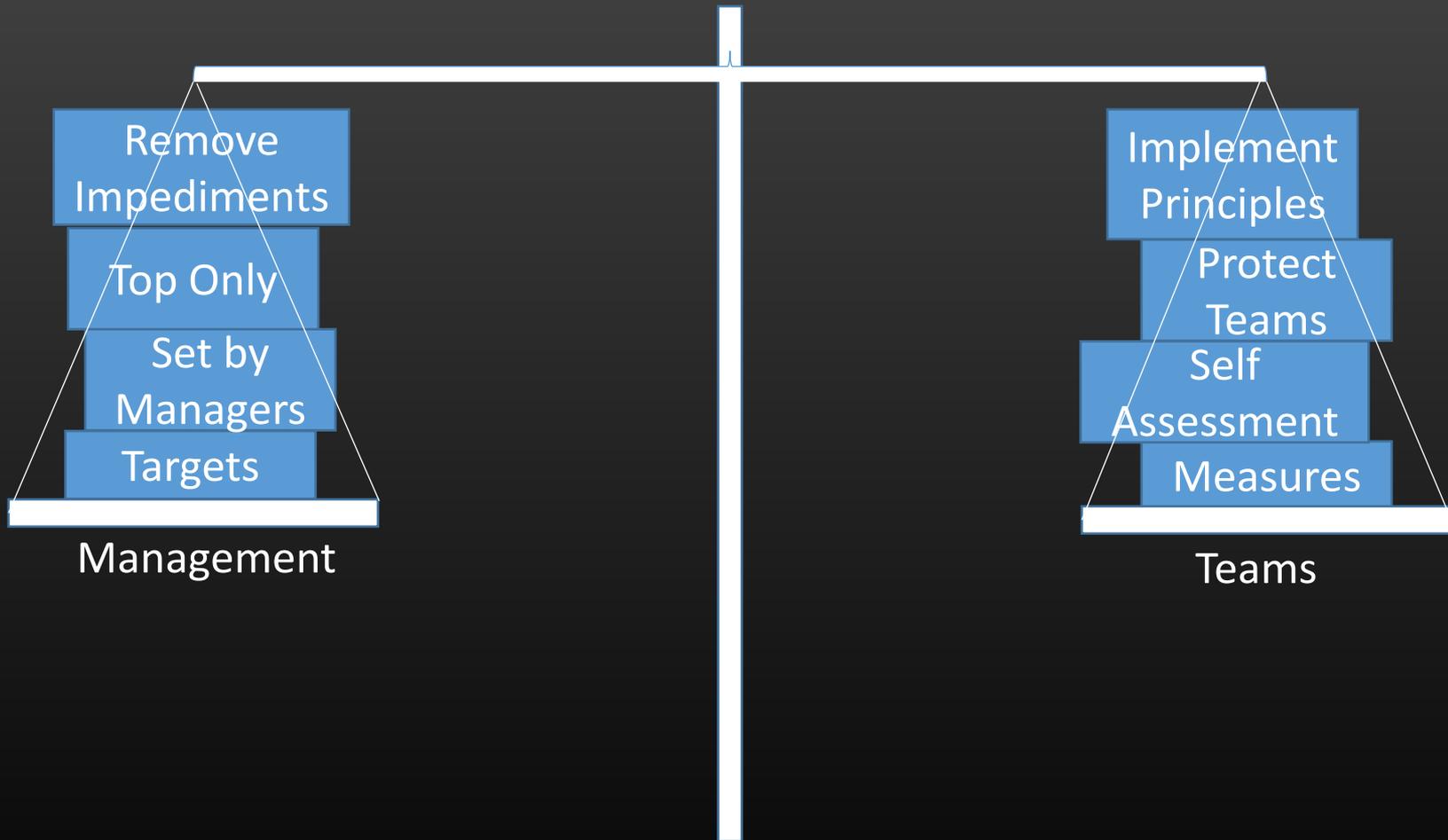
Carefully



Carefully



Carefully



Implement Principles

Practices = Principles(Context)

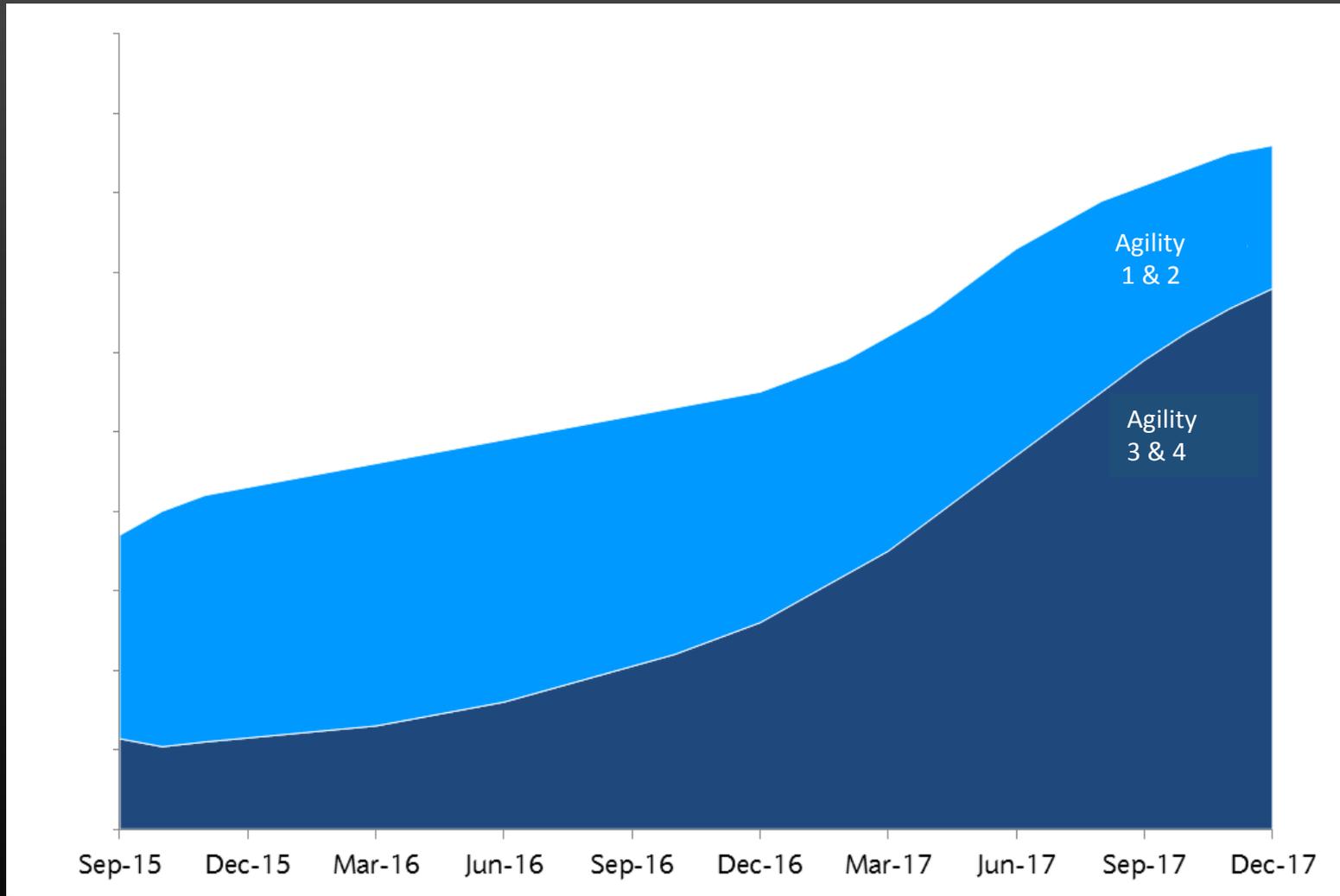


Some practices are
always a good thing

Agility Level

Agility Level	Description	Agility Criteria
Level 1	Mobilising	Largely Cross functional Team ...
Level 2	Transitioning	Daily Coordination Meeting Regular Show and Tell ...
Level 3	Established	WIP limited Lead Time < 8 weeks ...
Level 4	Optimising	Teams optimising their practices Lead Time < 4 weeks ...

...allows us to forecast



To increase agility...

avoid agile islands

ecosystem has to support

To increase agility...

move from annual to rolling wave budgeting

To increase agility...

improve collaboration tools
and working environment

To increase agility...

change governance and controls

To increase agility...

move from Project to Product

To increase agility...

feature teams

To increase agility...

agile architecture

To increase agility...

DevOps-ification

Blending not clashing

Leading the assailant

Use of Internal Strength

Top down and bottom up

Agile Community of Practice

Identify Natural Champions

Training and coaching, at scale

To summarise...

Aiki

Blending not clashing

One size does not fit all

Leading the assailant

Agility Levels

Use of Internal Strength

Champions

合氣

Where are we 1 year into the journey?

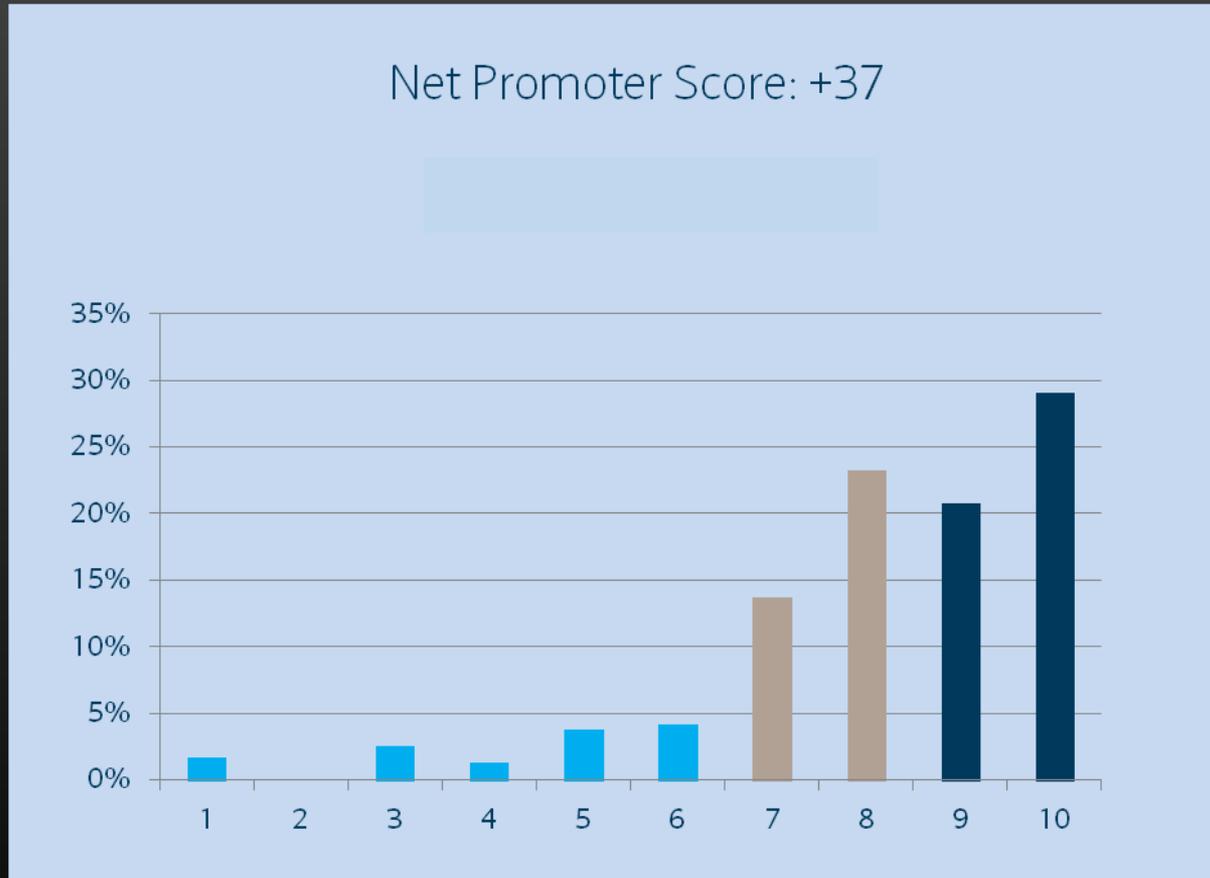
From 4% to over 40% of teams agile

Over 50% of strategic apps adding value
at least monthly

Higher Quality

Agility Level
positively correlated to
fewer Incidents

would you recommend agile to a colleague?



Still lots to do



Thank you