Between Fluffy Bunnies and Command & Control Agile Adoption in Practice

5493

Benjamin Mitchell
Independent Consultant
@benjaminm

Mixed Messages & Confusing, Abstract Advice

“Managers can impose rules on the team, just not too many” Mike Cohn

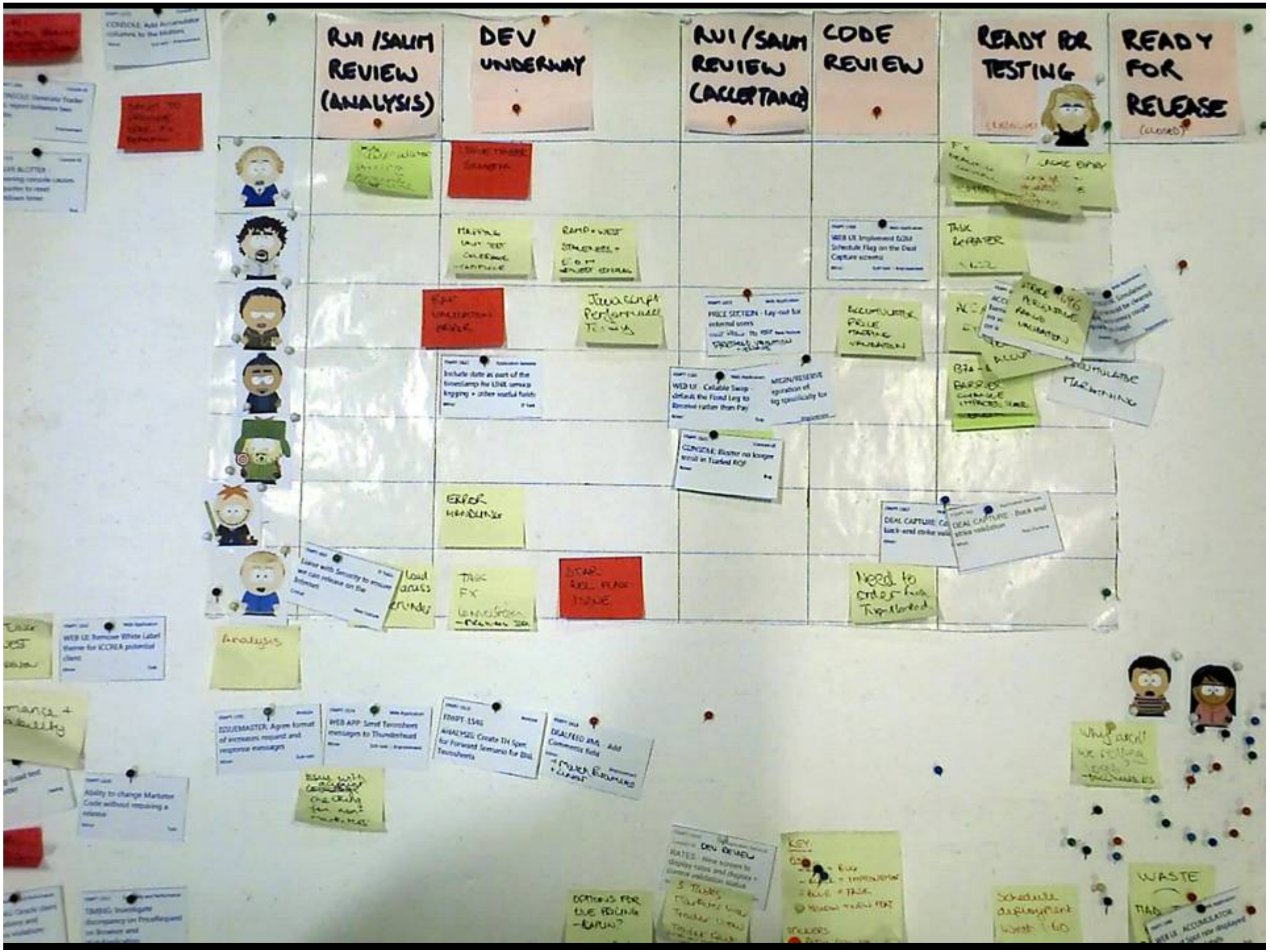
“Changing the self-image and social group fabric is the means to insure institutionalization of changes” David J Anderson

“Exercise control, just do it in a way that’s subtle and indirect” Mike Cohn

Unactionable Advice

"If Scrum feature teams are in place, and the Product Owner and teams are applying Scrum with skill, then even with multiple teams SP1 [Sprint Planning 1] should be simple, quick, and without many questions"

Larman, C., & Vodde, B. (2010). *Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum*. Addison-Wesley Professional.


RUI /SALIM REVIEW (ANALYSIS)
DEV UNDERWAY
RUI / SALIM REVIEW (ACCEPTANCE)
CODE REVIEW
READY FOR TESTING
READY FOR RELEASE
(closed)
Analysis

The Role of Leaders on a Self-Organising Team

"You've noticed that one team member, Jeff, is domineering and no one is willing to stand up to him.

This team has self-organized—it has chosen to let Jeff make all key decisions.

As the ScrumMaster for this team, though, you recognize that if Jeff continues to make all the decisions on his own it will impede the team's efforts to improve

http://www.mountaingoatsoftware.com/blog/the-role-of-leaders-on-a-self-organizing-team

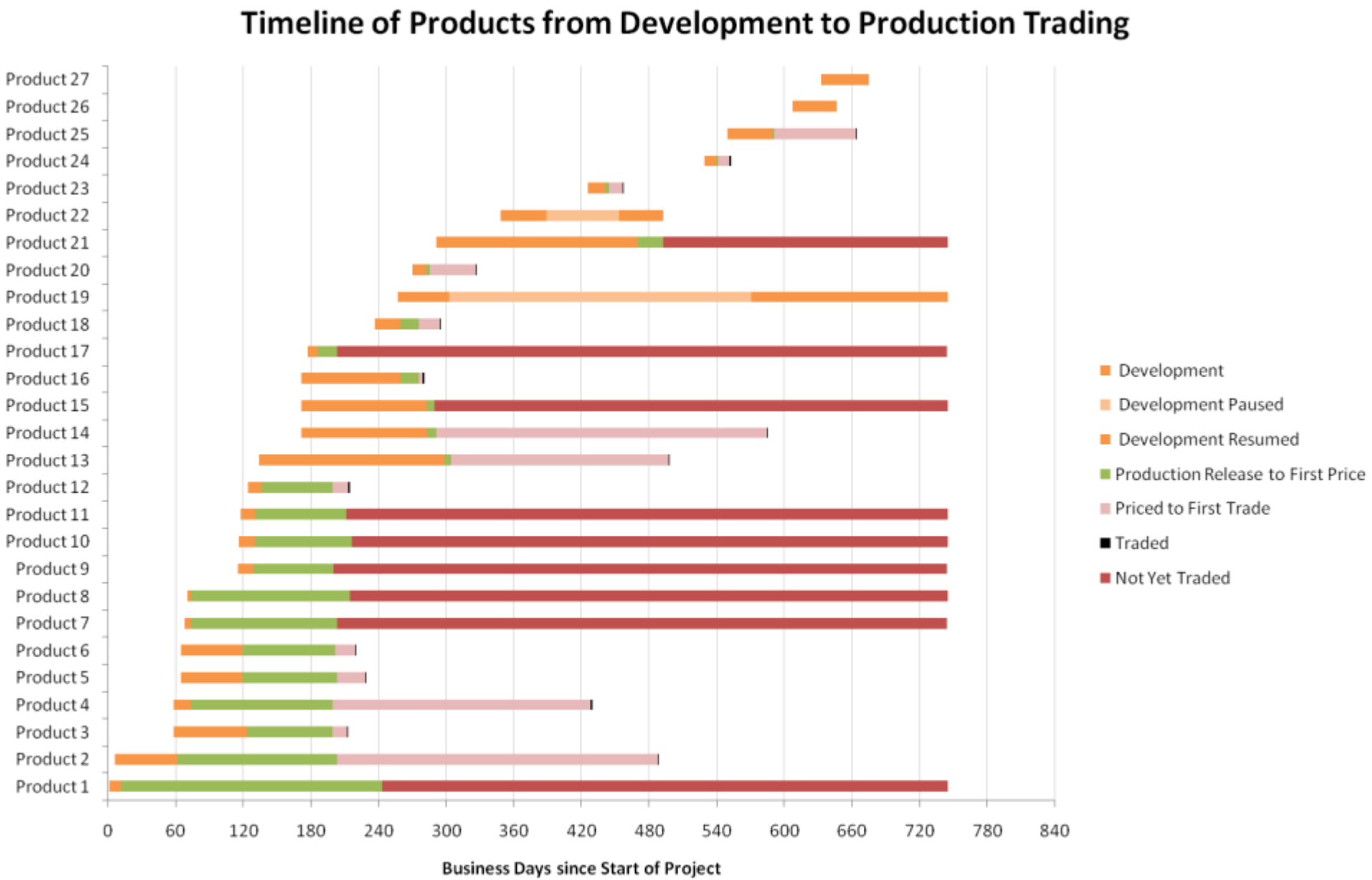
You consider having a private conversation with Jeff, but that is unlikely to change much.

You contemplate stepping in and overruling some decisions he makes, but if you do it once the team will expect you to continue to do so, which won't be good

You begin thinking about the agile principles of subtle control and influence

You decide to change the team's dynamics by asking management to add someone new to the agile team, someone who is likely to stand up to Jeff

If you see that the team has self-organized in a way that impedes it, it is your responsibility to find a way to agitate, stir up, or otherwise disturb the status quo, so that the team adjusts, hopefully reorganizing in a more productive way”


Timeline of Products from Development to Production Trading
Product 27
Product 26
Product 25
Product 24
Product 23
Product 22
Product 21
Product 20
Product 19
Product 18
Product 17
Product 16
Product 15
Product 14
Product 13
Product 12
Product 11
Product 10
Product 9
Product 8
Product 7
Product 6
Product 5
Product 4
Product 3
Product 2
Product 1
0
60
120
180
240
300
360
420
480
540
600
660
720
780
840
Business Days since Start of Project
Development
Development Paused
Development Resumed
Production Release to First Price
Priced to First Trade
Traded
Not Yet Traded

@benjaminm

TOXIC POLITICAL ENVIRONMENT

PEOPLE BLAME OTHERS AND THE SYSTEM,
DENYING PERSONAL RESPONSIBILITY
AND DENY THEY ARE DENYING

CHRIS ARGYRIS

Left Hand Right Hand Case Study

What I thought but did not say

What we are doing is crazy!

Use humour so I don't offend them

Uh oh, they feel criticised. Better stop.

It looks like we'll never really address this point now …

What was said

Me: (Joking) I think this may be the best graph I ever done [explain detail]. I thought it might be interesting to review here.

Sponsor: This graph shows how well the technical team has done and how badly we have made business decisions.

[all laugh]

“PEOPLE ARE ALL FOR THE TRUTH, AS LONG AS THE TRUTH IS NOT EMBARRASSING OR THREATENING”

CHRIS ARGYRIS

Does my arse look big in this?

Logic of the Kanban Method

"It is the Work In Progress limit that ultimately stimulates conversations about process problems

The team has the option to:

- break the limit,
- ignore the problem and carry on,
- or to face up to the issue, discuss it and suggest a change."

http://agilemanagement.net/index.php/Blog/the_principles_of_the_kanban_method/

twitter.com/#!/pledgerwood/status/137297470756630528

Search Home Profile Messages Who To Follow benjan

@pledgerwood
pledgerwood

The "Working" column's limit was 2. We had 3 items in it. I raised the limit to 3. There are now 4 items in it. #kanban

17 Nov via MetroTwit ★ Unfavorite ↻ Retweet ↩ Reply Buffer

Retweeted by asplake and 6 others

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Theory of Action

How we think we act

How we tell others we act

≠

How we actually act

No, no, don’t say it like that!

Feedback

“Your feedback to the team member was poor because:

It did not focus on any positive actions and it didn’t use any examples”

Demonstrates:

Skilled Incompetence

Skilled Unwareness

Measuring Transparency

A team of Transformation Consultants secretly scored how transparently each member of the team was acting

https://vimeo.com/43256388

“KANBAN TRIES TO AVOID EMOTIONAL RESISTANCE”

http://agilemanagement.net/index.php/site/kanban_-_lack_of_roles_is_a_strength/

Kanban Method: Respect Current Roles

"We must … drive out fear in order to facilitate future change.

By agreeing to respect current roles, responsibilities and job titles we eliminate initial fears.

This should enable us to gain broader support for our Kanban initiative"

http://agilemanagement.net/index.php/Blog/the_principles_of_the_kanban_method/

The Frame Experiment

Existing Frame

Self

- I understand the situation and know the right answer

Other person

- Is uninformed or ill-intentioned
- May have questionable motives if they disagree

Task

- Get them to see things my way

Altered Frame

Self

- I have some information but I may not see or understand everything

Other person

- May see things that I don't see which could help
- Is acting with integrity given their situation

Task

- Combine our knowledge to make the best choice

Source: Based on the work of Martin, Schwarz, Argyris & Schon, and Action Design Partners

Mutual Learning Model

Core Values

Publicly testable information

Free and informed choice

Internal commitment

Strategies

Test assumptions & inferences

Share all relevant information

Explain reasoning & intent

Combine advocacy & inquiry

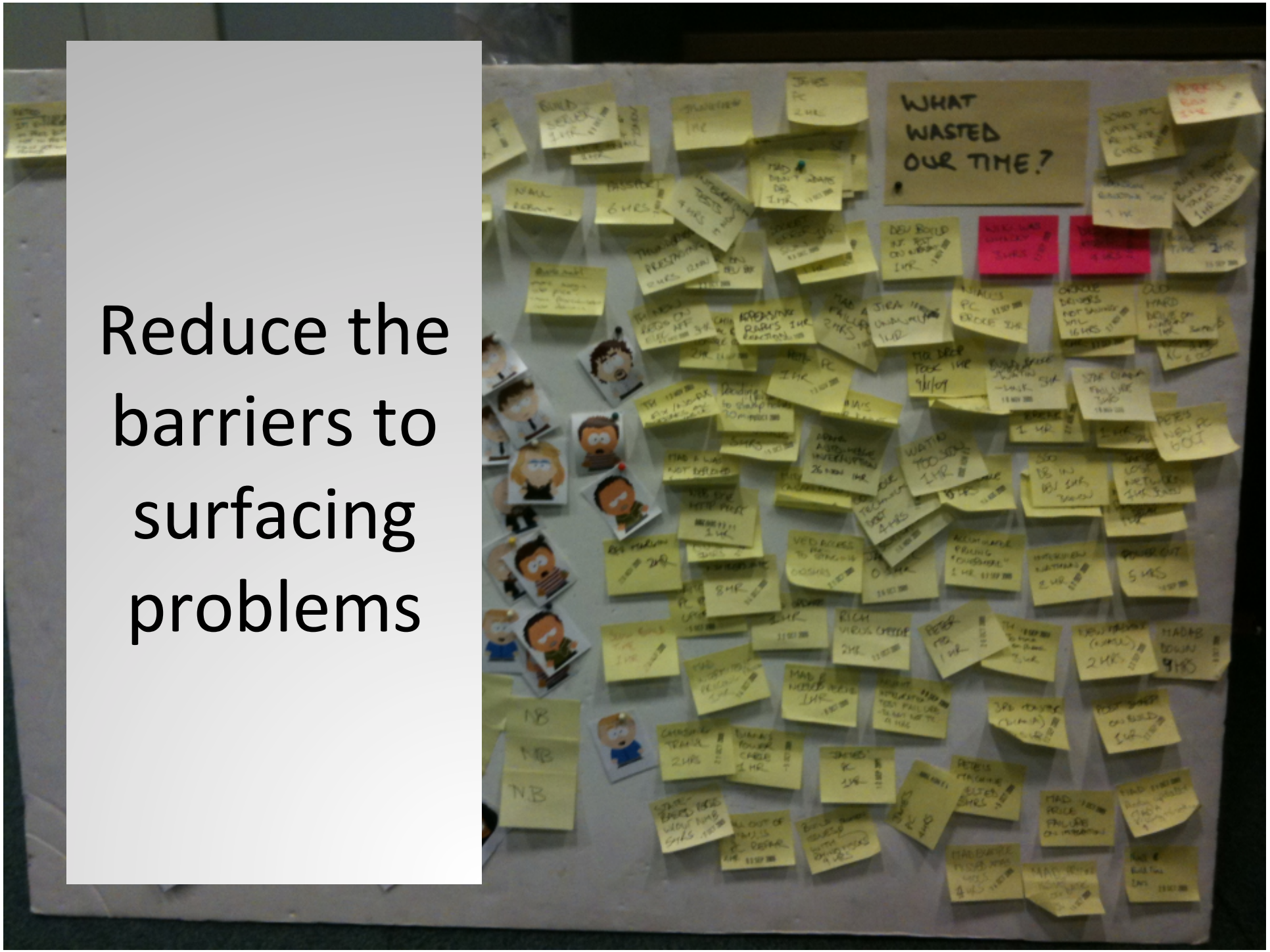
Source: Based on the work of Schwarz, Argyris & Schön, and Action Design Partners

Give the problem to the team

Use simple structures

Agree on protocols to make ‘negative’ views discussable

Reduce the barriers to surfacing problems



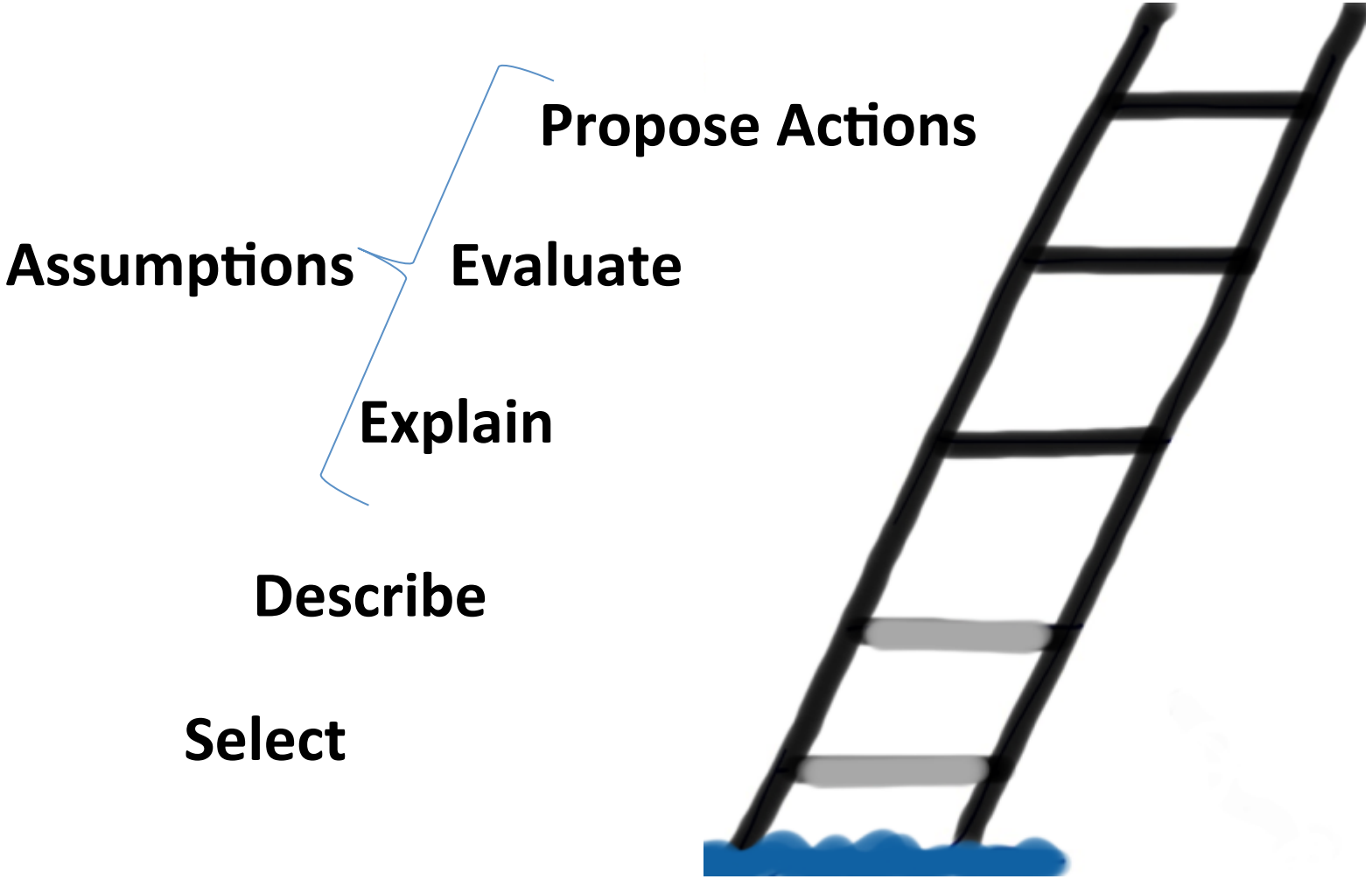
Wasted Time Sources

Wasted Time Area	Sum of Team Time Wasted
Internal	**457**
Desktop PC	98
Development Technology	82
Builds	72
Process Issue	51
Technical Debt	36
Merging	25
Team Technology	15
Specifications	15
External Team	**420**
Pricing Engine A	145
Document Generation Team	81
Pricing Engine B	41
Single Sign On	39
Pricing Engine C	33
Oracle Database	24
XML Data Architecture	17
Pricing Engine D	10
Common Environment	**56**
Jira	18
Wiki	16
Grand Total	**935**

Understand different views

MON
TUE
WED
THU
FRI
MON
TUE
WED
THU

The Ladder of Inference



Source: Based on the work of Schwarz, Argyris & Schon, Noonan and Action Design Partners

@benjaminm

COMMITMENT
PENDING ASSIGNMENT
BLUE CARDS UNDERWAY
DETAILED DESIGN
DEV
CODE REVIEW
PENDING BLUE CARD COMPLETION
QUEUED 4 TESTING
TESTING
DONE
FAULTS + DEFECTS
[ASSIGNED]
[RESOLVED]
[Closed
SPRINT 5
18034 IMPORT PATIENT HISTORY
18019 EXTRACT PATIENT REFERRALS
18036 PATIENT DOCS
18069 EXT. + POPULATE PATIENT REFERRALS STRUCTURE
18070 CREATE PATIENT REFERRAL XML
18049 CREATE MIME PART FOR PATIENT DOC
18093 IMP PATIENT HIST. ENRIQUED MT STATEMENT
18094 IMP PATIENT HIST 3RD PARTY STATEMENT
18079 EXT. + POPULATE PATIENT DOC STRUCTURE
18048 CREATE PATIENT DOC
GENERATE EHR EXTR. XML.
LOAD PATIENT HIST INTO DATA STRUCT
EHR EXTR. W. PATIENT HIST.
EHR EXTR. CONSULTATION XML
EXCL. SELECT MODULES FROM EHR EXTRACT
17918 CLINICIANS
17919 MAP DATA TO ACT TYPES
17920 LOAD AGENT
17921 GENERATE EHR EXTR AGENT DAT XML
17996 FRAMEWORK
17997 VALIDATE EHR EXTRACT
TASKS

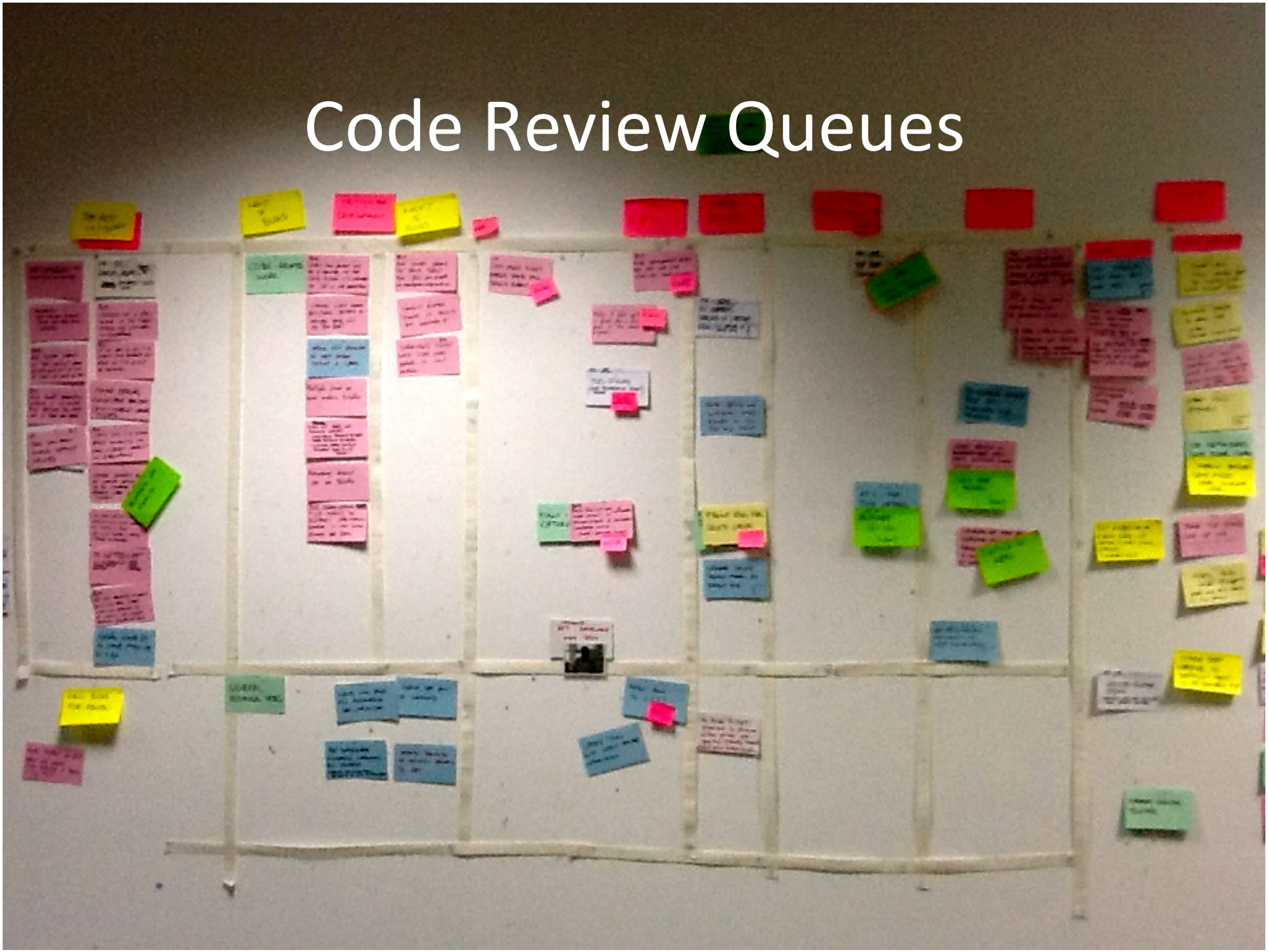
Practising with the Ladder of Inference

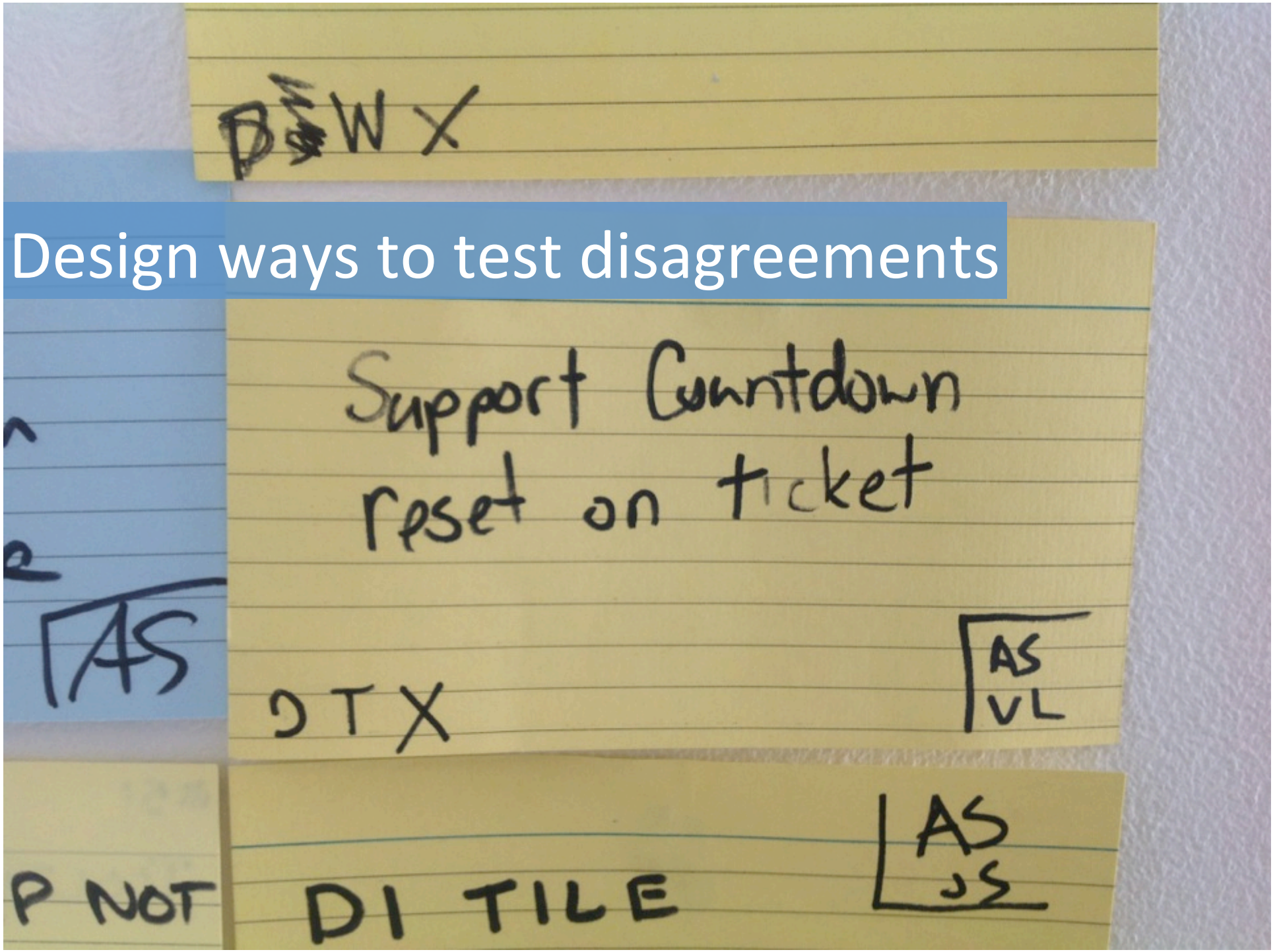
Say what you see.
[*Check if the other person sees it differently]*

Say what you think it means.

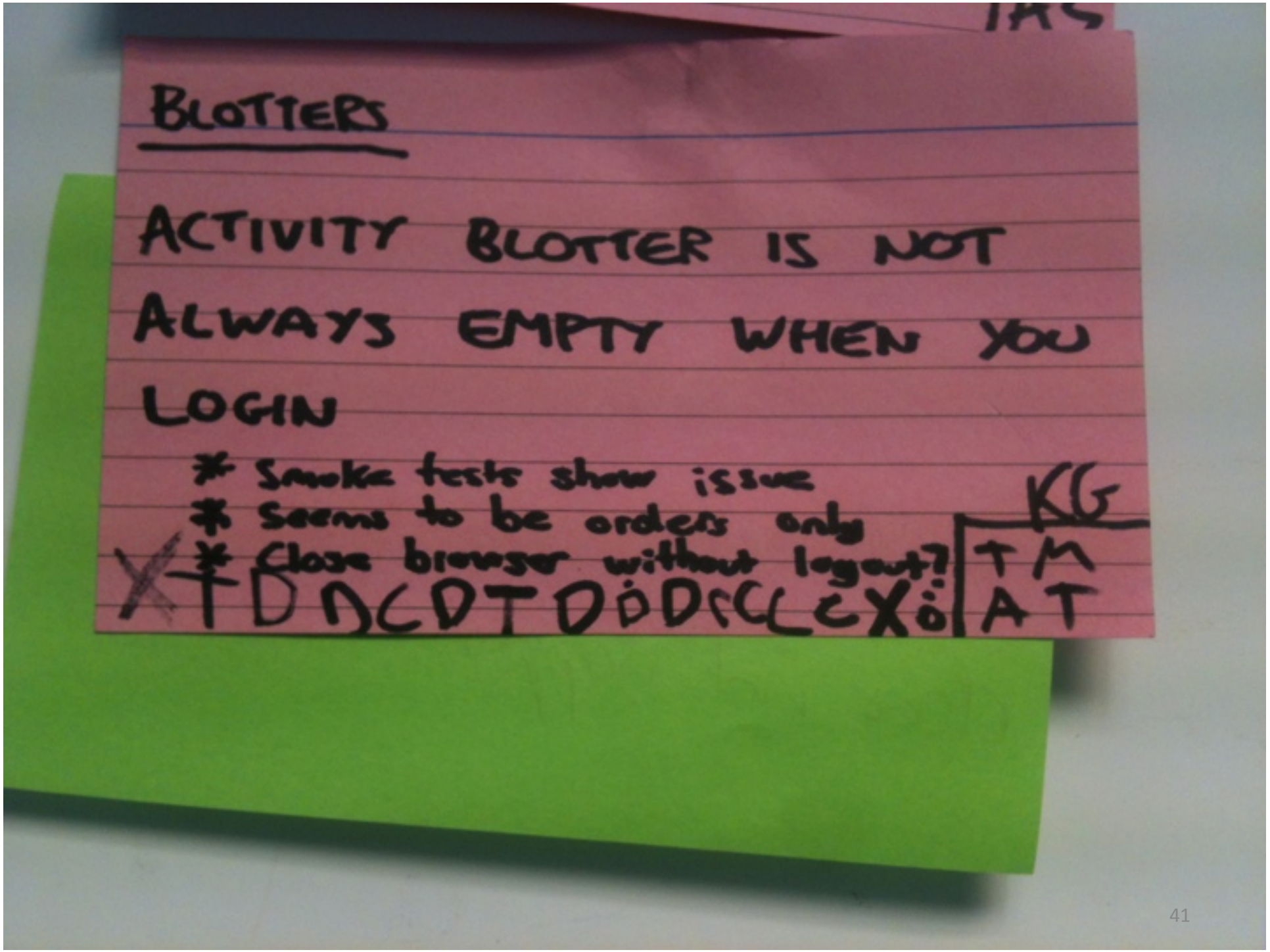
[Check for differences]

Code Review Queues

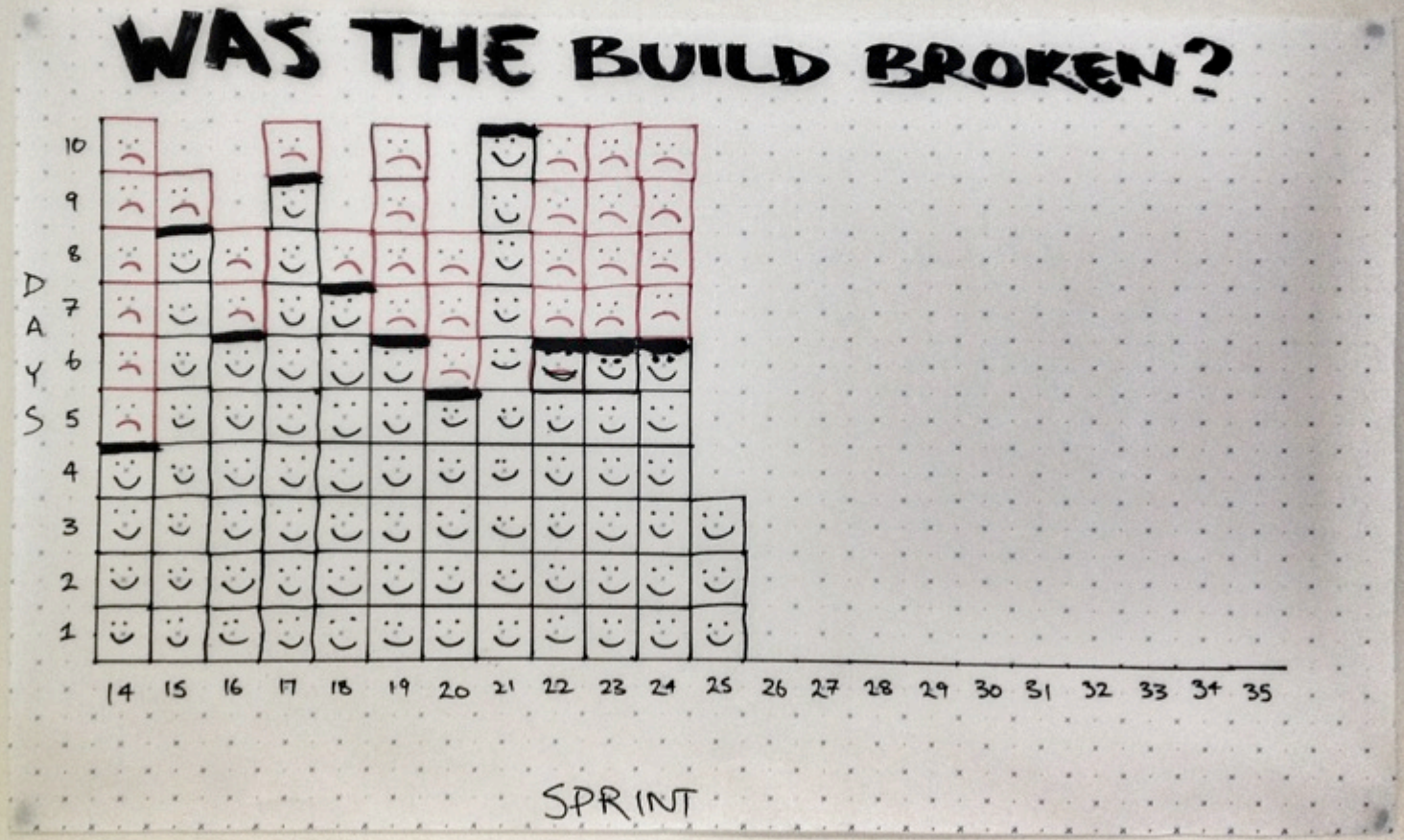



Design ways to test disagreements
Support Countdown
reset on ticket
AS
VL
AS
AS
JS

WRITE ONE SMOKE TEST TO COVER THE DEAL MANAGEMENT TICKET
JP
Initial Smoke Test
FIX ALIGNMENT IN IE7
SPEAK TO ADAM SHOME ABOUT DISCARD TIMEOUT FOR LEN
Grid Header Bar needs to handle delete Pending differently to deleted
JS
BIGGER TICKETS 24 DEV DAYS
CODE REVIEW IS RARELY TAKING MORE THAN ONE DAY
DEALER BACKEND MOCKS
INVESTIGATE WHY WORKBENCH WON'T LOAD ON IE
VMs running out of Disk Space
DELETE ORDERS WHEN 'AWAITING ATTENTION'
CREATE CHART OF WHICH COMPONENTS CAN GO DOWN AND WHAT THE EFFECT IS
DEVELOP WORKBENCH MOCKS
→ ADD DATA FOR TRADE DESCRIPTION
CAN'T REPRO APP IN IE RECONNECTS EVERY 10 MINS AFTER NOOP TIMEOUT
CONTROL WHO CAN SEE NEW FEATURES WHEN CODE DEPLOYS TO PRODUCTION
FIX DISCARD ISSUE IN RET DATASOURCE
DISPLAY PREVIOUS TRADES DESCRIPTION
Prepare Test Features for Acceptance Tests
Review CSS for Deal Management Ticket
LIBERATOR SORTING ISSUE
AS
WRITE AT LEAST ONE JASMINE TEST FOR DEAL MANAGEMENT
Display Progress bar when trade is first sent to Server
DEALER INTERVENTION TICKETS VISUALS
IF Done 000 does not work on SEKOA
Delete order bug
Set up user that always goes to dealer Intervention
SETTING UP LESS CSS WORKFLOW
Perform review with Johan about Permission datasource
Ticket should display Error Message
MAKE IT EASY TO TEST OWNERSHIP
UPDATE MOCK DS TO ADD DATA FOR TRADE DESCRIPTION
INVESTIGATE DEALER INTERVENTION STATES & TRADE MODEL
ENSURE ALL INPUT CONTROLS ARE ENABLED (INCLUDING DATE PICKER)
UPDATE TICKET MOCKUPS BASED ON SKEGON
Setup a Deal Management Workbench
Delete order
1 DAY
2 DAYS
3 DAYS
4 DAYS
5 DAYS
6 DAYS
7 DAYS

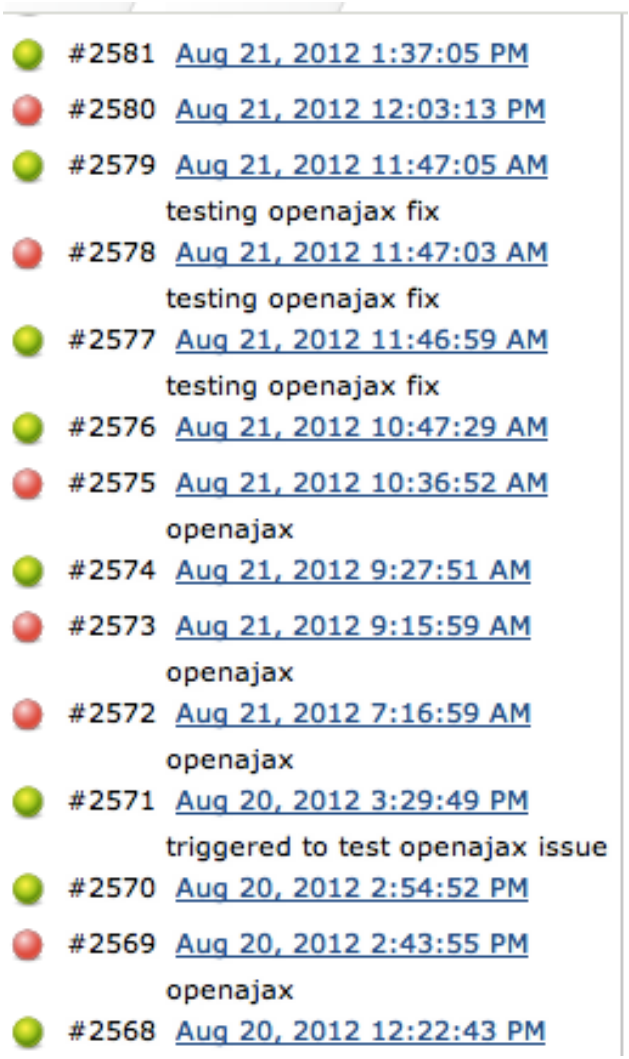

BLOTTERS
ACTIVITY BLOTTER IS NOT ALWAYS EMPTY WHEN YOU LOGIN
* Smoke tests show issue
* Seems to be orders only
* Close browser without logout?
KG
T M
A T

Sometimes measuring alone is not enough



Investigating build failure reasons showed patterns

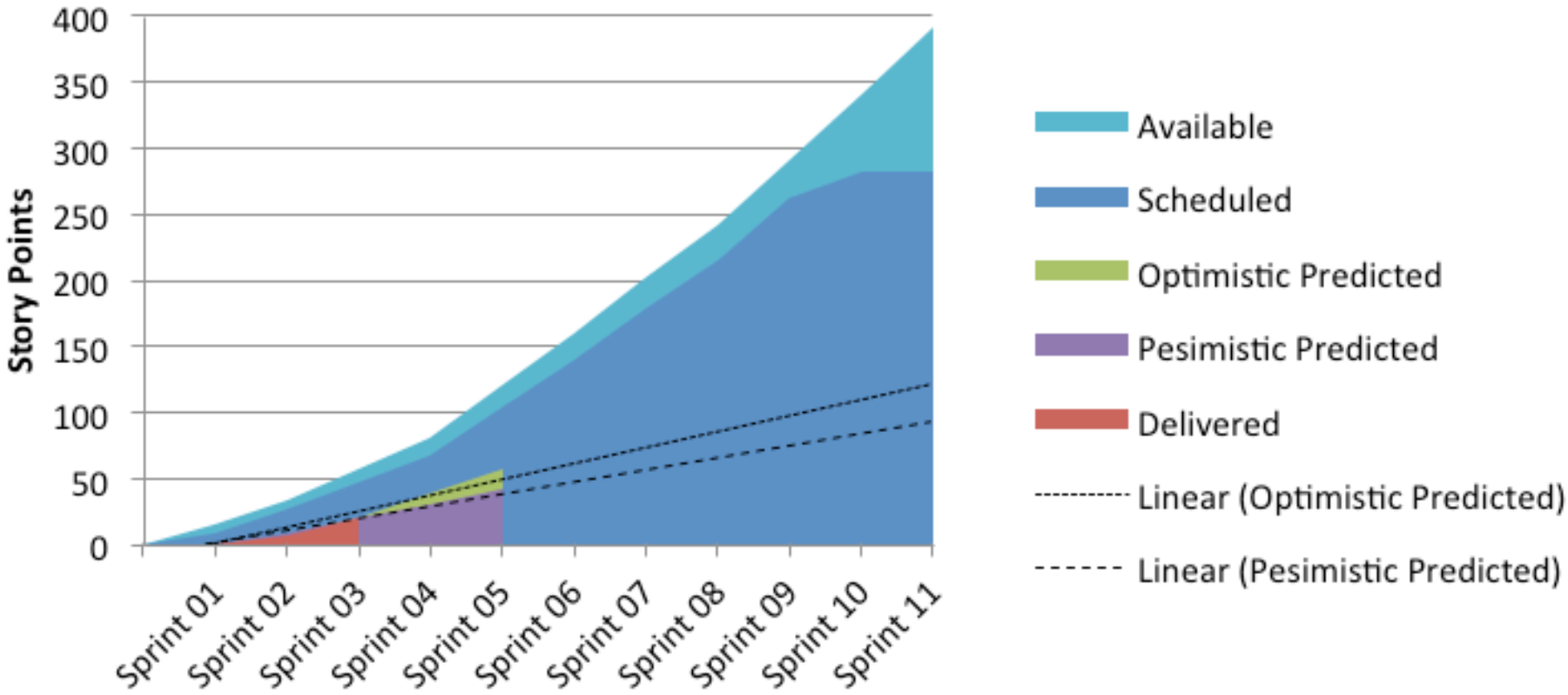
- #2516 Aug 13, 2012 11:33:50 AM
- #2515 Aug 13, 2012 11:22:27 AM
- #2514 Aug 13, 2012 11:14:27 AM
- #2513 Aug 13, 2012 9:32:27 AM
- #2512 Aug 13, 2012 8:24:49 AM
- #2511 Aug 13, 2012 7:56:26 AM
- #2510 Aug 10, 2012 3:45:27 PM
- #2509 Aug 10, 2012 3:27:48 PM
- #2508 Aug 10, 2012 3:15:17 PM
- #2507 Aug 10, 2012 2:57:27 PM
- #2506 Aug 10, 2012 10:58:49 AM
- #2505 Aug 10, 2012 10:34:51 AM
- #2504 Aug 10, 2012 10:17:31 AM
- #2503 Aug 9, 2012 11:00:22 PM
- #2502 Aug 9, 2012 10:35:30 PM
- #2501 Aug 9, 2012 5:12:27 PM
- #2500 Aug 9, 2012 3:43:27 PM



BROKEN
Dieter
PAT VM
le cache
PAT VM
EXT VM
BUILD
EXT + IE8
28
29
30
31
32
33
34
35

Show, don't tell:
Negotiate based on visible data

Released Story Points Burn Up



Summary

- Agile advice is often has abstract or has gaps (how to detect and correct if things go wrong)
- The advice is too abstract to know how to implement it
- The stories of implementations are often inconsistent with the values – transparency, openness and self-organisation
- There's a gap around dealing with situations of embarrassment and threat
- We often create what we're trying to avoid
- Single-loop structural changes can help
- Acknowledging this gap and practicising a new frame and behaviours (Ladder of Inference) has helped

Questions

Session 5493

Feel free to connect:

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E-mail me benjaminm@benjaminm.net