

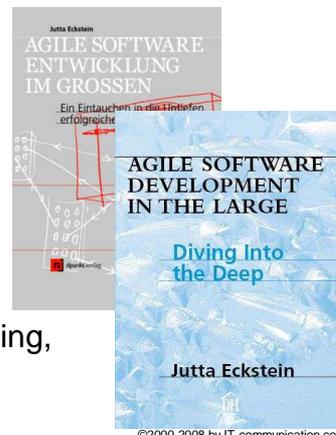
How to become Agile

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Jutta Eckstein

- **Independent coach and consultant**
- **Bachelor of education and teaching**
 - In „former life“
- **As engineer**
 - C++, Smalltalk, Java
 - Design, Patterns
 - Agile Processes
- **Project / process coach, project manager**
 - Finance, automobile, manufacturing, telecommunication



Disclaimer

- **This talk is not about**
 - Introducing / explaining agile development
- **This talk is about**
 - Introducing agility to a project or to an organization

Two Typical Approaches

- **Guerilla tactic**
 - Self-organization
 - Establishing agile development practices
- **Supreme command**
 - Roles and responsibilities
 - E.g. steering and feedback by customer
 - Incorporation of whole organization
 - E.g. infrastructure, quality assurance

Successful Transition Impossible without Management

Guerilla tactic difficult to succeed

- **Customer involvement**
 - Steering through product owner
 - Highest business value first
- **Frequent delivery**
 - Small releases
 - Frequent valuable feedback

Command and Control Transitioning Unfeasible

Supreme command tactic difficult to succeed

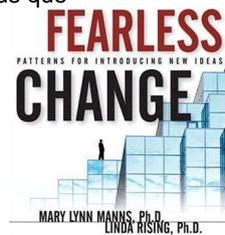
- **Contradicts agility**
 - Trust is already lost right from the beginning
 - Self organizing team?
 - Development practices can hardly be dictated
 - E.g. pair programming, even unit testing

Commitment from Everyone Necessary

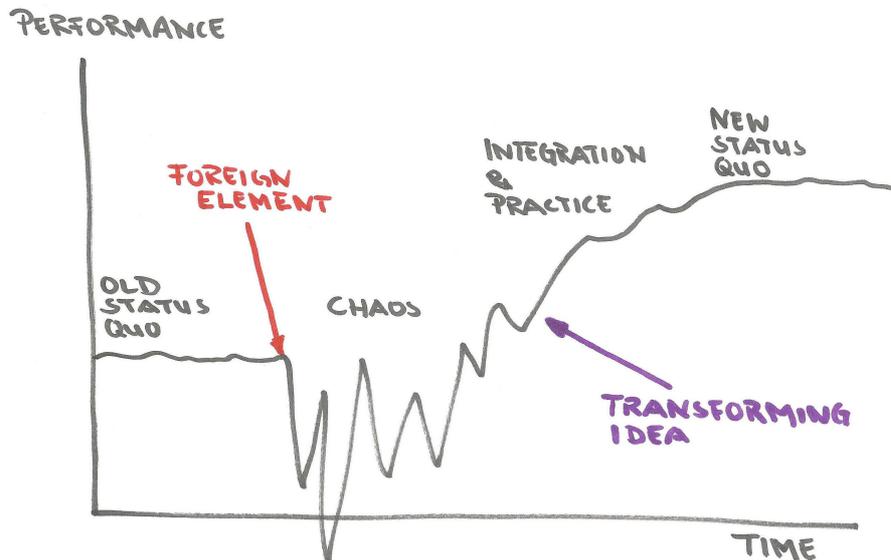
- **Management and customer awareness, by:**
 - Project situation, such as
 - Market demand, new domain, failure, frequent changes, ...
 - Reports, such as
 - Forrester research, Standish report, ...
 - Articles, talks
- **Developer awareness, by:**
 - Conferences, trainings
 - Cutting-edge
- **Everyone, by:**
 - Retrospective

Transitioning to Agility implies Change

- **Understanding change**
 - Elisabeth Kübler-Ross:
 - Denial
 - Anger
 - Bargaining
 - Depression
 - Acceptance
 - Virginia Satir:
 - Old status quo
 - Foreign element
 - Chaos
 - Transforming idea
 - Practice and integration
 - New status quo
- **In general**
 - Recommended reading:
 - Linda Rising, Mary Lynn Manns: Fearless Change



Satir Change Model



Often: Pain Threshold supports Change

- **Typical quotes that will support the change:**
 - „Everything that we will do differently will be better..“
 - „We can do anything, except the things we’re doing now..“
- **Pain threshold is typically reached jointly**
 - But often expressed / experienced differently:
 - Giving up
 - Cynicism
 - ...
- **But: Not everyone has the power and believe to start over**

Yet: Pain Threshold often Eases Change only Superficial

- **Typical quotes that make it hard:**
 - „*This new idea is just old wine in new skin..*“
 - „*Sounds cool, but nothing will change anyway..*“
- **Generally:**
 - Skepticism is healthy and natural
 - Highly enthusiastic people can be difficult as well
 - **It's important that everyone is getting heard**

Pilot Project

- **Often: Wishful thinking**
- **Moreover: Cream of the Crop often not helpful**
 - Would have been successful anyway
 - No role model
 - No realistic (acceptable) conclusions
- **Start with a regular team**
 - Helpful if they are at least a bit keen on trying it
- **Start with a regular project**

Rough Schedule

- **Preparation**
 - Talk, book reading, ...
- **Retrospective**
- **„Readiness / Enabling“ Workshop**
- **Training**
 - Ideally: Customized for project
 - Result: The team's own process
- **Mentoring / coaching**
- **Sustaining change**

Retrospective

- **Reflect on:**
 - Either past project
 - Or project so far
- **Advantage:**
 - No presentation of solutions the team is not aware of
 - Team is developing their own solutions
 - Taking ownership
 - First step to self-organization
 - Insight about necessary change
 - Awareness of good practices

Readiness / Enabling Workshop

- **Workshop objective**
 - E.g. Basis for decision for introducing agility
- **Applicability in the organization**
 - What's done already?
 - What's easy to apply?
 - What's really difficult to apply?
 - What's impossible to do?
- **Adjustments and process improvements**
 - What makes it difficult?
 - How could we benefit from the solution?
- **Next steps**
 - Precise necessary actions

(Customized) Training

- **Education about agile development**
- **Setting up a concrete process**
 - When and where will the daily synchronization take place?
 - Develop your first product backlog (list of user stories)
 - Agree on roles and responsibilities
 - Estimate and prioritize first set of user stories
 - Agree on iteration length
 - Plan your first iteration
 - ...

Mentoring / Coaching

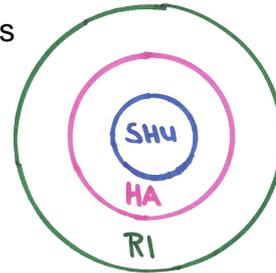
- **Passionate change agent, who**
 - Sees the difficulties
 - States problems
 - Insists on finding solutions
 - Helps implementing solutions
 - Is trustworthy, competent and respected
- **It is helpful to empower someone inside the organization**
 - Someone who has been there, done that
 - You might need some support from outside at first

Supporting Activities

- **Offering**
 - Talks, articles, conferences, ...
- **For all roles**
 - Management
 - Customer
 - Developer
 - QA
 - ...
- **Three key roles:**
 - Project leader
 - Passionate change agent
 - Architect / technical leader

Steps in Learning

- **It is easier to start with a process out-of-the-box**
 - But: it is still important to understand the agile value system
 - Adjustments via regular retrospectives
- **Respect the learning process**
 - Shu
 - Copying techniques without modification
 - Ha
 - Reflection on meaning and purpose
 - Ri
 - Originally thinking and developing from background knowledge



Sustaining Change

- **A few passionate people who care**
 - Till the new status quo is reached
- **Mentoring for newbies**
 - Newbies work with seasoned team members
 - Foster parents support newbies
- **Celebrate achievements**
 - Share experiences
- **Keep on learning**

Lessons Learned

- **Commitment from all sides necessary**
- **Change is never smooth**
 - You will have to go through chaos
- **Retrospective creates awareness**
 - Helps later on to continuously improve
- **Readiness / enabling workshop gives everyone a voice**
- **Customized training provides a jump-start**
- **Change agent provides overall support**

Many Thanks!

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