

# Twelve Steps to Agility



# Twelve Steps to Agility

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# Twelve Steps to Agility

- **Genesis and Development**
- **Overview**
- **Details on the Steps**
- **Sources of More Information**

# Twelve Steps to Agility

- Comes from experience coaching
- Comes from watching/observing
- Scrum is non-trivial to implement
- What can we do NOW to move towards an Agile state of being?
  - 12 Steps

# Twelve Steps to Agility

- Scrum encourages you to do the 12 Steps
- Kanban encourages you to do the 12 Steps
- Full-blown Lean also encourages you
  - To DO THE TWELVE

# Twelve Steps to Agility- Notes

- Each STEP is in alignment with the rest
  - There is some overlap
- You can pick and choose whichever are easiest
- If you can do 4 or 5 well, you are on your way



# Twelve Steps to Agility

- Be Punctual
- Get Coached
- Play Games
- Announce Your Intentions
- Manage Visually
- Structure Your Interactions
- Conduct Frequent, Cheap Experiments
- Examine Your Norms
- Promote Specific Books
- Inspect Frequently
- Pay Explicit Attention
- Manage Your Boundaries

# Twelve Steps to Agility

Step	Scrum	Kanban	Lean
Be Punctual	Daily Scrum	??	supports
Get Coached	often	recommended	Usually required
Play Games			
Announce Your Intentions	PB, Daily Scrum	Classes of service	14 explicit principles
Manage Visually	Burndown Chart	Kanban means 'visual sign'	Use visual controls so no problems are hidden #7
Structure Your Interactions	3 ceremonies	Kanban policies	Allow creative and individual expression #6
Conduct Frequent (cheap) Experiments	Retrospective	Every board is custom	\$6 Develop standardized tasks
Examine Your Norms	Retrospective	Create norms for policies, depicting work	Base your decisions on long-term #1
Promote Specific Books	Various Agile books	Kanban Method	Become a learning organization #14
Inspect Frequently	Iterations	Board is a frequently inspected 'control panel'	Go see for yourself #12
Pay Explicit Attention	3 ceremonies	Explicit Focus on Flow	Go see for yourself #12
Manage Your Boundaries	Roles and Iterations	Flow of Work	Develop people with shared culture #14



# Twelve Steps to Agility- Matrix Notes

- So long as a practice DOES NOT interfere with doing one of the 12, you are OK
- The 12 provides a cross-check on what you are doing with Agile, Scrum, Kanban, Lean
- All of these can be mixed and matched

# Be Punctual

- Associates with 3 of 5 Scrum values: Commitment, Respect, Focus
- The fundamental agreement is the appointment
- Agreements can be 1-to-1, 1-to-Many, Many-to-Many
- Punctuality means starting on time
- It also means ending on time
- Links to #12 'Manage Boundaries'

# Be Punctual

- Implementing is similar to implementing Agile-it is hard at first
- Requires policy changes
  - Example: reducing meeting time
  - Example; Defining 'late'
  - Example: Defining 'obligated to attend'
- It is harder than it looks
- Implementing 'Agile in the small'
- Example: Actual FAQ Document

## Be Punctual: Guidance

- Reduce meetings to max 45 minutes
- Define 'late'
- Define protocols for inviting people to meetings
  - Rules for Accept, Decline, Tentative
- Opt in

# Ask



# Get Coached

- Coaching thwarts 'Inattentional Blindness' and filtering
- Coaches are not 'in it' or 'of it'
  - If they are, they too can become 'blind'
- Coaching encourages examination of norms, paying explicit attention, etc
- If you are not coached, you cannot know what you are doing well and badly
- Multiple coaching perspectives are best



## Get Coached: Guidance

- Find a coach willing to STAY EXTERNAL and not embed as an authority in your organization
- Realize the best organizations are actively using coaching as a tool for effectiveness.
- External view

# Coaching Questions



# Play Games

- Senge talks about 'practice fields' in the book THE FIFTH DISCIPLINE
- Games allow practice and experimentation in a safe setting
- Games are something you PLAY
- In the Agile world, games are primarily useful as simulations of reality
- Coaching can encourage gaming, since often people require 'permission' to play

# Let's Play a Simulation Game: The Outsider

- A game on group culture: 'who is in and who is out'
- Self-organize into groups of 5 to 7
- Designate 1 person to play 'outsider' role
  - Send the Outsider outside
- Now develop 4 gestures like looking left, clapping, pulling your ear, tapping foot etc
- Now designate 1 person to be Leader. Leader does the gestures in specific order, everyone else follows. Practice
- Now the Outsider comes back in

# Let's Play a Simulation Game: The Outsider

- Object of game: Outsider must identify the Leader without being told who it is and only by observing. Try to fake them out !!
  - 1st Round: 30 seconds. See if Observer can ID Leader.
  - 2<sup>nd</sup> Round: 30 seconds. See if Observer can ID Leader.
  - 3<sup>rd</sup> Round: 30 seconds. See if Observer can ID Leader.
- Retrospective Summary
- Ready? I'll keep time

# Play Games: Guidance

- Encourage playing games in your meetings
- Facilitate your meetings
- Play with playing games for simulating situations



# Games Questions?





# Announce Your Intentions

- Announcing intent allows others to follow you
  - Not announcing prevents them from following you
- Announcing intent is a form of asking for help (passive asking)
- Leaders who announce intent are considered 'visionary'
- Example: "...to put a man on the moon and return him safely home before the decade is out"

# Announce Your Intentions

- A leader is anyone who influences others in some way
- We are all leaders if we influence others
- You are influencing others right now- by simply being here
- Everyone has more influence than they imagine or think
- Announcing intent is a powerful act of OPENNESS

# Announce Your Intentions

- Enlisting help requires announcement of intent
- Asking for help is strongly associated with greatness in teams (Jim McCarthy)
- You engage attraction when you announce intent
- Scrum: Daily Scrum, 2<sup>nd</sup> question is an announcement of intent
- Scrum: Product Backlog is an announcement of intent

# Announce Your Intentions: Next Steps

- Notice the PB and the Daily Scrum are both announcements of intent
- Leverage this by:
  - Announcing as soon as you decide something
  - Providing as much detail as possible
  - Invite questions
- Example: Announcing the Agile-Boston April meeting Speaker well in advance

# Announce Your Intentions; Summary

- Announcing helps people align with you
- Announcing gets you help
- Announcing is an act of TRANSPARENCY
- When leaders announce, we call them visionary
- EVERYONE influences others and is a LEADER
- Announce intention to align others with it



# Questions on Announcing Intent?



# Manage Visually

- Managing visually in teams builds a SHARED MODEL
- The model is physical and visual
- The model is shared
- The model builds perception as we pay attention
- Managing visually is powerful

# Manage Visually

- Managing visually is a best practice (Task Board) used in Scrum
- Managing visually is a principle of Lean
- “Managing visually” is what the Kanban board is doing
- Shared mental models are powerful tools for learning

# Manage Visually

- Managing visually is prescribed in Scrum
- Managing visually is a principle of Lean
- Managing visually is what the Kanban board is doing
- Shared mental models are powerful tools for group learning

# Manage Visually: Guidance

- Check out the Book: Visual Meetings
- Realize that VISUAL MANAGEMENT is one of the very best tools for effective teams

# Question on Managing Visually??

*Family Jobs*

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Shower + Out	Make dinner + do dishes	Play with Top	Wash car + fold laundry	Fold Laundry	Art + Play
	Take + Clean up	Play with Top	Fold Laundry	Make dinner + do dishes	Take Laundry	Art + Play
	Wash + get out	Wash	Do the whole house	Play with Top	Deep Clean Kitchen	Make dinner + do dishes
	Feed Top	Wash bath	Do it	Clean up top of the car	Clean up top	Deep Clean room
	Deep fold + laundry	Do it	Clean up top	Feed Top	Fold laundry	Deep clean room



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# Manage Visually: Summary

- Managing visually gets us a SHARED MODEL
- Managing visually gets us DIALOGUE
- Managing visually gets us closer to SHARED VISION
- Shared mental models are powerful tools for group learning

# Structure Your Interactions

- Notice that typical meet-greet follows a protocol !! You use it every day and teach your kids this protocol...
- Facilitate Your Meetings
- Use Protocols
- Use Working Agreements

# Structure Your Interactions

- Interactions that are not structured are actually negotiations
- When there is low heat or conflict, structure is less necessary
- When there is heat, PROTOCOLS (structured interactions) can pave the way to understanding, learning and resolution.

# Structure Your Interactions: Guidance

- Use Facilitation for your meetings
- Use Protocols when there is heat
  - Non Violent Communication
  - Core protocols
- Use Working Agreements in meetings



# Questions on Structured Interactions?



# Conduct Frequent Cheap Experiments

- Experimenting means being playful and sometimes WRONG
- Experimenting means MAKING MISTAKES
- How can being WRONG and MAKING MISTAKES be good?

# Conduct Frequent Cheap Experiments

- Notice how Scrum encourages experiments (Retro)
- Notice how Kanban encourages experiments (policies)
- Notice how Lean encourages experiments (develop standard practices)

# Conduct Frequent Cheap Experiments

- Mistakes are the raw material for LEARNING
- Context and culture regulates what is a 'normal' mistake
- Frequent cheap experiments develop more inquiry and learning

# Conduct Frequent Experiments: Guidance

- Start doing experiments by self-authorizing them
- Inspect your culture. Usually, tolerance for mistakes in low-performing companies is LOW
- Encourage peers and subordinates to experiment



# ?? on Conduct-Frequent-Experiments?



# Examine Your Norms

- Use Working Agreements for meetings
- Duration of meetings and related punctuality norms
- What is normal in your company with respect to meetings?
- How does your Daily Scrum differ from standard Scrum?
- Who is architecting what is normal in your company?

# Examine Your Norms

- When you implement Scrum, Scrum is now 'normal'
- When you implement Kanban, Kanban is now 'normal' for you
- When you implement a 45-minute max meeting time, that encourages punctuality and is the 'new normal'
- People co-create norms implicitly and UNCONSCIOUSLY
- By 'paying explicit attention' to examine norms, you can ALIGN norms with INTENTIONS. (hopefully, announced intentions.)

# Examine Your Norms: Guidance

- Notice your PERSONAL norms:are you PUNCTUAL?
- Pay explicit attention to MEETING norms
  - Lateness
  - Engagement (lack thereof)
    - Cell phones, laptops, sidebar discussions
- Pay explicit attention to “what’s normal” and try new forms of “normal” as an experiment.

# Questions on Examine-Your-Norms?





# Promote Specific Books

- Socializing books develops the “new normal”
- Paying attention to a book tends to develop dialogue about it
- The book list content strongly implies certain values
- If authority makes specific books available, it makes a statement

# Promote Specific Books

- Who opts in (or not) is useful information
- Making books available encourages and VALUES learning
- Making books available can move the culture in a direction
- Making books available can help define the 'new normal'

# Promote Specific Books: Guidance

- Choose books aligned with “new norms”
- Create opportunities to discuss and interact around the reading
- Create a reading course that catches the main aspects of the title
  - Save everyone time
- Realize investing in books is actually free

# Questions on Promote-Books?



# Inspect Frequently

- Inspecting frequently allows learning and adaptation
- For complex endeavors, iteration helps manage complexity
- Low frequency of inspection associates with low response times, low levels of adaptation, and low levels of learning



# Inspect Frequently

- Scrum: inspect at end of Sprint, and Daily
- Kanban: inspect flow continuously
- Lean: Go to the gembu (get firsthand knowledge)

# Inspect Frequently: Guidance

- Realize that iteration is the key to managing complexity
  - Frequent sampling of data and reflection on it
- Examine how frequently you inspect things in your current practices and procedures

# Questions on Inspect-Frequently?



# Pay Explicit Attention

- Connects with [Be Punctual] and [Examine Your Norms]
- What you pay attention to “gates” what you may learn
- There is no perception without attention
- STARTING builds attention, so START

# Manage Your Boundaries

- Social boundaries exist everywhere at work. You experience boundaries on:
  - Time- iteration
  - Task- authority and responsibility
  - Resources- bounded access
  - Role- the container for AUTHORIZED TASKS
- Unbounded situations require lots of negotiation and guessing
  - Clearly bounded situations do not



# Manage Your Boundaries

- Prescribed Boundaries exist in Scrum:
  - Role, Sprint length
- Prescribed Boundaries exist in Kanban
  - Source (entry point) and Sink (exit point) of flows
- Prescribed Boundaries exist in Lean (14 principles)
- Fuzzy boundaries make everything a negotiation

# Manage HEAT with Boundaries

- Boundaries allow creation of well-understood INTERFACES.
- Boundaries on time (meetings) and Role (authorized tasks) are especially important
- Does your culture have fuzzy boundaries on Roles?
- Do you know who is authorized to do what and by when?

# Manage HEAT with Bounded Interactions

- Daily Scrum: Follows a prescribed, bounded protocol
  - Time, and interactions boundaries

# Twelve Steps to Agility: Questions

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# Questions?





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