



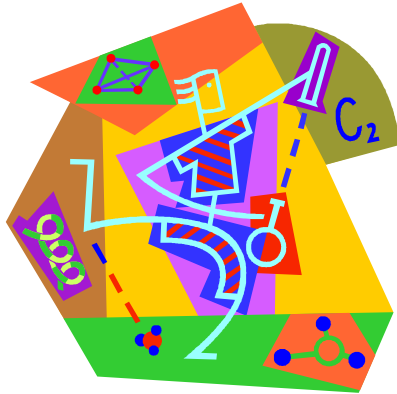
Agility – It's Advanced Citizenship

Nature arms each person with some faculty which enables them to do easily some feat impossible to any other.

-- Ralph Waldo Emerson

Robbie Mac Iver, PMP, CSP
Principal Consultant

Practice with Scenarios



- ◆ Form Smaller Discussion Groups
- ◆ Read Through Scenario
 - What is the problem?
 - Whose problem is it?
 - What would you do?
- ◆ Discuss Alternative Approaches
- ◆ Review for Everyone

Along The Way...

- ◆ What Agile Leadership Guidelines Can You Draw From the Discussions?



Fearless George

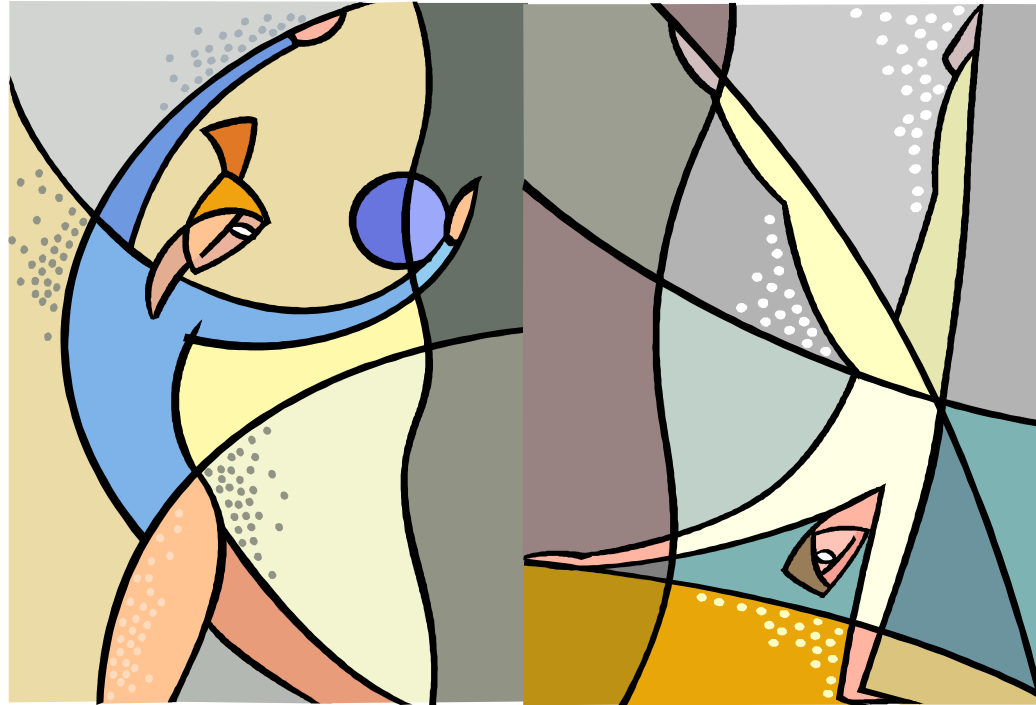


Fearless George is one of the developers on your Scrum team. While he is not formally the technical lead (no one is), he is by far the most talented and technically competent developers on the team. George feels a significant ownership of the software product the team is developing and has the most domain knowledge of anyone on the team.

George is frequently doing work that is not on the iteration backlog, and generally reviews every line of code checked-in by any other developer, simply changing things he does not like without telling the other developer. He works mostly behind closed doors, does not interact easily with the team, often misses team meetings, including the daily stand-ups, and often takes days to respond to questions from other members of the team.

You have been coaching George in an attempt to improve his team skills, but have had little effect. What do you do next?

What Do You Think of When You Hear “Agile”?



Process Versus Culture

Process

- ◆ Practices
- ◆ Controls
- ◆ Tools
- ◆ *Left Brain*



Culture

- ◆ Values
- ◆ Behavior
- ◆ People
- ◆ *Right Brain*

Agility Changes the Balance

Agile Manifesto

◆ *Individuals and Interactions*

◆ *Working Software*

◆ *Customer Collaboration*

◆ *Responding to Change*

O
V
E
R

◆ Processes and Tools

◆ Comprehensive Documentation

◆ Contract Negotiation

◆ Following a Plan

Source: AgileAlliance.org

*While there is value in the things on the right,
we value the things on the left more*

Agile Leadership Guidelines

- ◆ Address Culture and Values First
 - Practices will generally follow

How Would You Deal With...



Fearless George



Bouncing Barbara *



Timid Timmy *



Errant Ernie *



Regressing Rita



Bullying Bill



Reluctant Rachel



Flip-Flop Frankie

Teams



Team One – The Beasts



Team Two – The Players



Team Three – The Rowers



Forming an Agile Team

- ◆ As You Grow, Your Personality Changes
- ◆ You Will Grow the Most in Your Areas of Greatest Weakness
- ◆ A Good Team Member Does Whatever it Takes to Help the Team

Are These True?

Forming an Agile Team

- ◆ As You Grow, You Become More of Who You Already Are
- ◆ You Will Grow the Most in Your Areas of Greatest Strength
- ◆ A Good Team Member Deliberately Volunteers His Strengths to the Team Most of the Time

Source: Marcus Buckingham - [Go Put Your Strengths to Work](#)

Does This Affect How We Form Teams?

Beliefs of High Performance Teams

- ◆ Clear and Public Accountability
- ◆ Trusted Competency
- ◆ Give and Take
- ◆ Total Transparency
- ◆ Shared Glory
- ◆ Meaningful Mission Value
- ◆ Outcome Optimism

Source: Ken Thompson- [Bioteams](#)

Agile Leadership Guidelines

- ◆ Address Culture and Values First
 - Practices will generally follow
- ◆ Create Teams of Advanced Citizens
 - Team dynamics trump everything

How Would You Deal With...



Fearless George



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Reluctant Rachel

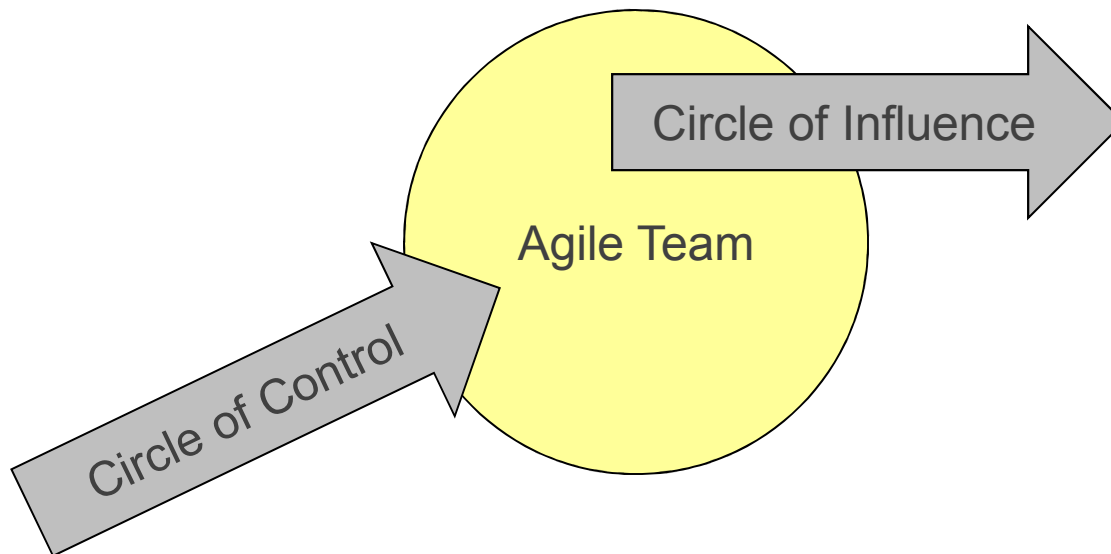


Flip-Flop Frankie

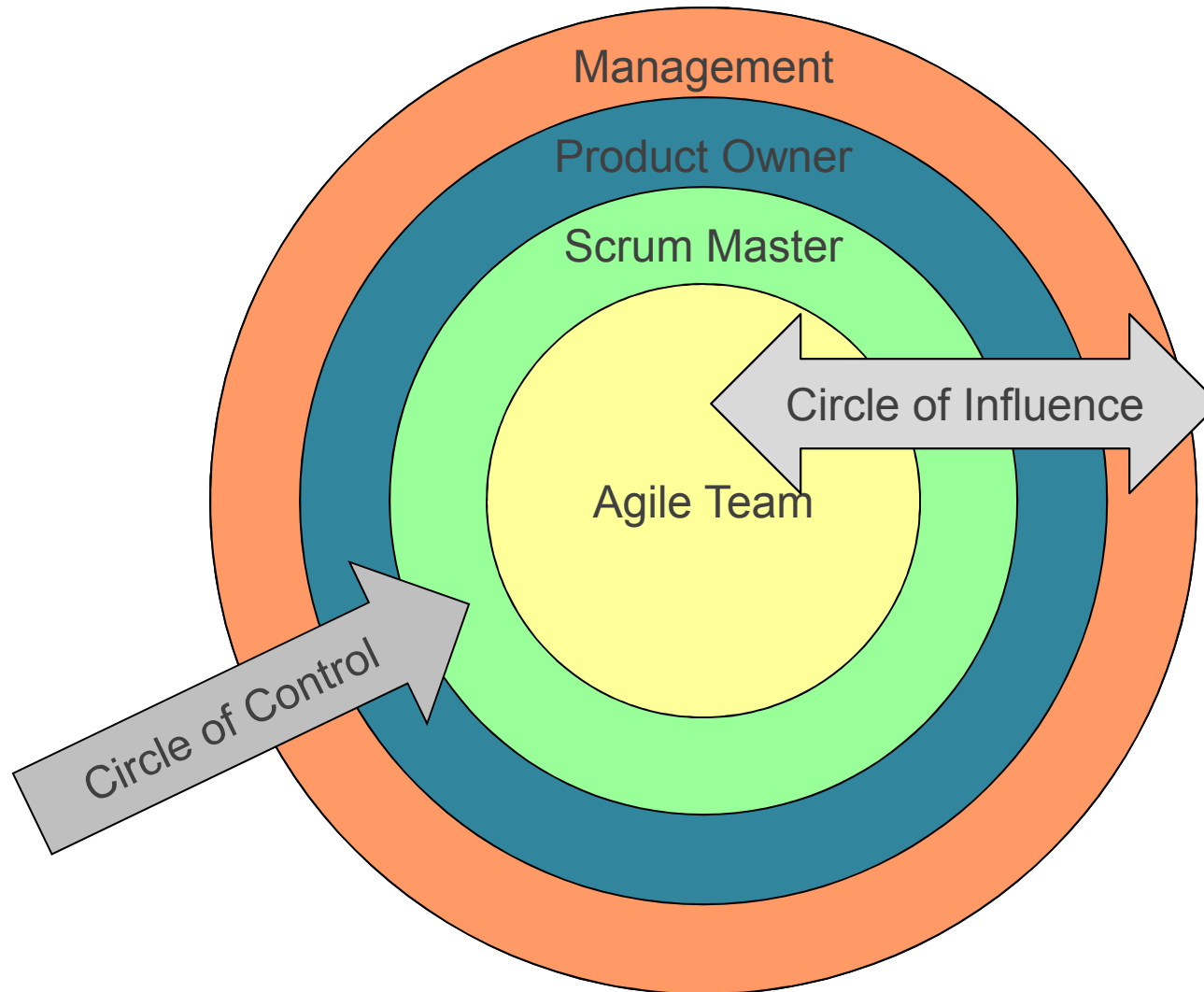
Decision Making



Rings of Decision Making



Rings of Decision Making



Agile Leadership Guidelines

- ◆ Address Culture and Values First
 - Practices will generally follow
- ◆ Create Teams of Advanced Citizens
 - Team dynamics trump everything
- ◆ Influence Team Decisions
 - Set movable boundaries

How Would You Deal With...



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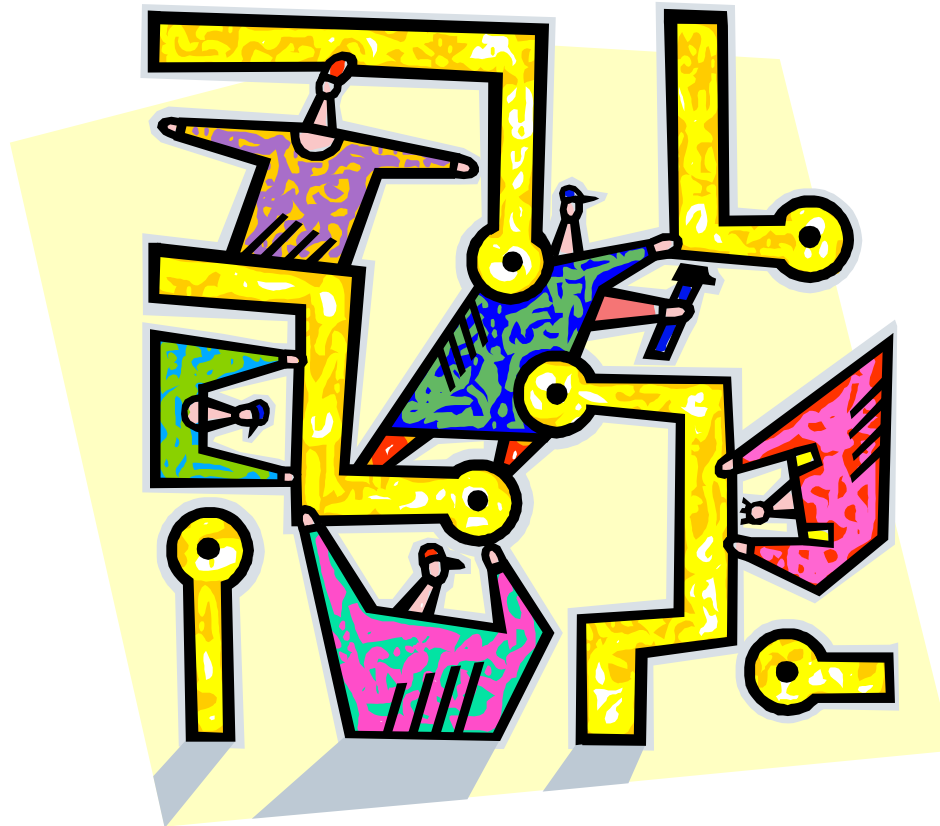


Reluctant Rachel *



Flip-Flop Frankie *

Projects



Project - House



- ◆ What would your approach be to complete this project?

Build A House That Meets the Homeowner's Needs

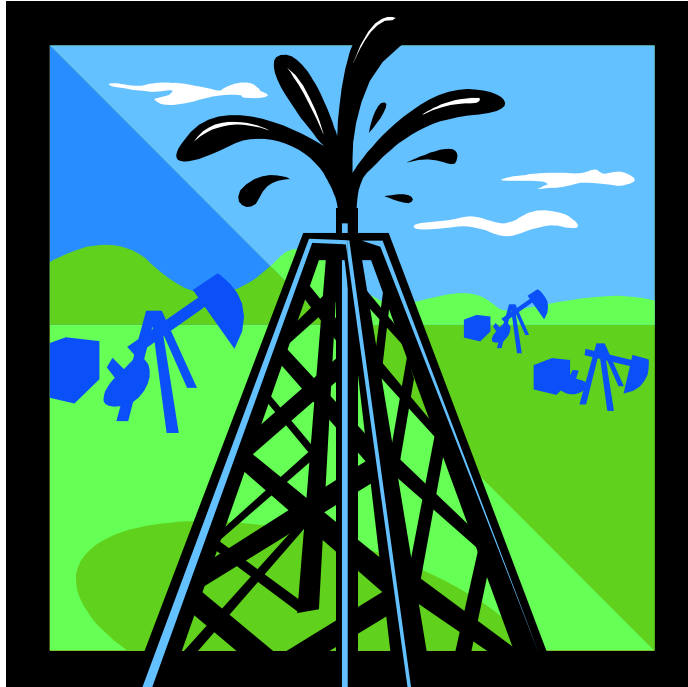
Project – First Flight



- ◆ What would your approach be to complete this project?

Build the World's First Successful Airplane

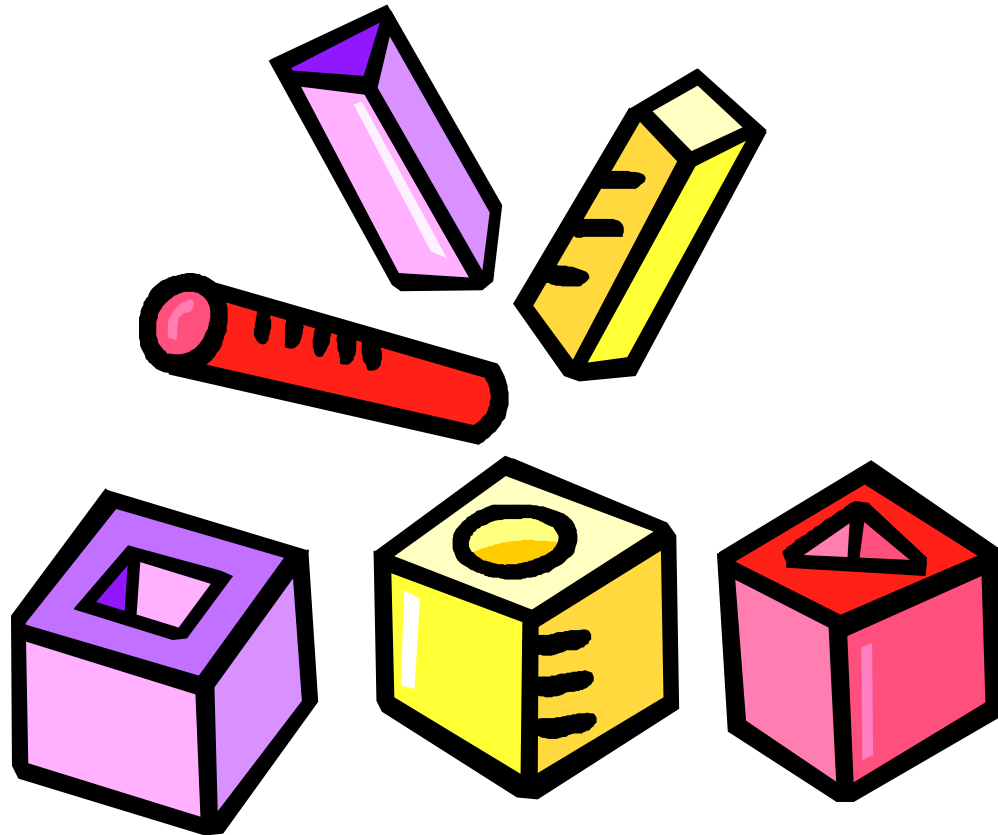
Project - Gusher



- ◆ What would your approach be to complete this project?

Drill a New Oil Well that Produces Lots of Oil

Project Methods



Which Tools in Our Tool Belt Best Fit Our Needs?

Agile Leadership Guidelines

- ◆ Address Culture and Values First
 - Practices will generally follow
- ◆ Create Teams of Advanced Citizens
 - Team dynamics trump everything
- ◆ Influence Team Decisions
 - Set movable boundaries
- ◆ Work in Ways That Embrace Change
 - Adjust methods to fit the project

Act in the Best Interests of The Team

What Other Scenarios Do You Have?



Fearless George



Bouncing Barbara



Timid Timmy



Errant Ernie



Regressing Rita



Bullying Bill

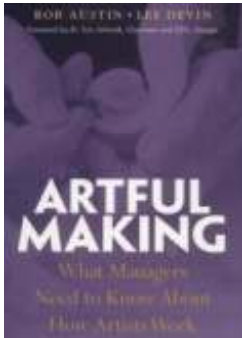


Reluctant Rachel



Flip-Flop Frankie

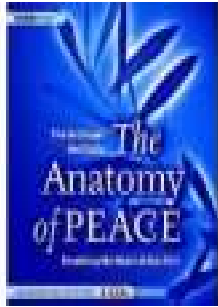
Reading for More Information



Austin & Devin: Artful Making

Harvard Business School professor Rob Austin and Theatre Professor Lee Devin collaborate on a metaphor of making a play to provide an excellent model for leading knowledge workers.

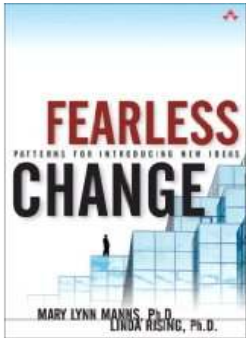
Reading for More Information



Arbinger Institute: [Anatomy of Peace](#)

Does our approach to resolving conflicts actually perpetuate the conflict we are trying to solve? This thought provoking book exams just that question to help us understand that how we view and deal with others -- our “way of being” -- is at the root of our personal and professional success.

Reading for More Information



Manns & Rising: Fearless Change

Mary Lynn Manns and Linda Rising bring their years of research and experience together to provide a common sense set of patterns that give us a great structure in which to shape our change initiatives.

*As an **Evangelist** I want to introduce iterative development by proceeding **Step By Step** to **Test the Waters** while taking **Time for Reflection** and focusing on **Small Successes**.*

Resources on the Web

- ◆ Agile Organizations
 - APLN: www.apln.org
 - APLN Houston: www.aplnhouston.org
 - Agile Alliance: www.agilealliance.com
 - ScrumAlliance: www.scrum.alliance.org
 - Agile Austin: www.agileaustin.org

- ◆ PMI Agile:
 - finance.groups.yahoo.com/group/pmiagile

- ◆ Agile on the Web References at:
 - www.robbiemaciver.com/resources/agile-on-the-web

Robbie Mac Iver

Principal Consultant – The Mac Iver Group, LP

- ◆ Consulting in Project Management & Agile Leadership
- ◆ Agile Training, Coaching, Mentoring
- ◆ Facilitation and Communication
- ◆ Certified Scrum Professional (CSP)
- ◆ Innovation Games® for Agile Teams Facilitator
- ◆ PMP Certified
- ◆ Agile Project Leadership Network (APLN)
 - President National Board of Directors
 - Founder of APLN Houston Chapter
- ◆ Agile Alliance
 - Agile Adoption Stage Producer – Agile2010
 - Business & Project Management Stage Producer – Agile2011

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Bouncing Barbara



You are the agile leader of two big projects “A” and “B”. They are developed by two teams. Project “A” includes a feature that can only be implemented by Barbara, a developer from the Project “B” team. How would you handle this dependency between the projects and the conflicting needs for a specific developer?

Should team “B” (working on project “B”) include that feature from Project “A” in their next Sprint or should team “A” borrow Barbara from team “B” to implement that feature during their Sprint?

If team “A” borrows Barbara from team “B”, should she participate in all meetings including Sprint Planning, Daily Scrum and others even though it will only take her a few days to implement that feature?

Does it make sense for Barbara to spend a lot of time in team “A” meetings?



Timid Timmy



Timmy was recently hired as a developer for your agile team and has been working with the team for 3 iterations. This is his first job out of college. Timmy initially offered his ideas in team discussions around design and implementation, but these were generally either rebuffed or not heard by the rest of the team even though in your opinion they were valid suggestions. As a result he now rarely speaks up in team discussions and waits for the team to make a decision and assign him work for the iteration.

Has Timmy failed the team? Has the team failed Timmy? As the agile leader of this team have you served the team well?

Errant Ernie



Ernie is one of the stronger developers on your agile team and has convinced the team to move forward with his proposal for a particularly complex implementation that in your opinion is both unwarranted and faulty. As you have observed the long discussions about this implementation decision, you have noticed that the rest of the team has not so much agreed with Ernie but just given in to him. In an effort to keep the team from going too far astray, you have stepped in and countered the implementation decision by setting your own direction for the team; i.e. you have made a different implementation decision for the team. Have you acted in the best interests of the team? Why or why not?

Reluctant Rachel



You are the leader of an agile team. Rachel, the product owner has worked with traditional software development teams for several years but has never worked with an agile team. She is uncomfortable with the whole concept of user stories and acceptance criteria. In fact user stories are created by others on the team, and the testers define the acceptance criteria for which they seek Rachel's "approval". Rachel is a domain expert and has written (and continues to write) detailed functional specifications that describe how specific operations and calculations are to be performed. She seems to have little understanding of broader user goals or the user experience that is desired. While she attends the iteration reviews and demos, Rachel will not formally accept the deliverables of iteration preferring to wait until "everything is done" before spending much time exercising the software deliverables from each iteration.

How can you keep this team on the right track?

Regressing Rita



You are the ScrumMaster of a team that has been practicing Scrum for a few months. Your team has just taken on a new highly visible project that was initiated to correct issues raised in the last SOX audit. User stories have not yet been sufficiently defined by the product owner to enable the team to complete its relative estimating exercise using story points. A few stories have been hastily written so the development team can start working.

Rita, the executive manager, has requested an estimate to validate that she has sufficient budget to complete the project. She has directed that you assign a single developer to prepare effort based (tasks with estimated durations) without involving the other developers. Nor does she want the business sponsor (product owner) involved because the sponsor does not really understand user stories.

How should you proceed?



Bullying Bill



You are the agile leader of a software development team that has been using agile techniques for several months and has established a reliable velocity. The team is currently executing iteration 6 and the release burndown shows that the current scope will take 4 more iterations to complete. This is 2 iterations past the completion date that is desired by Bill, the executive sponsor. You have been reviewing the project progress with Bill after each of the last several iterations, suggesting that the team's historical progress would indicate a need to extend the completion date, or to shift some of the lower priority features to the next release. Bill's only response has been "I don't care about that chart, just get it done!"

How would you proceed with the project?

Flip-Flop Frankie



Your team is on day 4 of a 10 day iteration when Frankie, the product manager, announces during the daily stand-up that he has just come from meeting with a customer. As a result he wants to add “just a small feature or two” to the current iteration so he can show them off to this new customer. This is a customer Frankie has been trying to make headway with for several months and he believes that showing them these features quickly will close a big sale, and after all this “agile stuff is suppose to let me make changes whenever I want”.

How should you and your team respond to this request?