

Scaling the Social Fabric of Agility: Perspectives, Principles, and Practices

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An organization has integrity – is healthy – when it is whole, consistent, and complete, that is, when its management, operations, strategy, and culture fit together and make sense.

- Patrick Lencioni

Who does your
process serve?

“People times process”

- An amplifier for good people
- Designed for people
- Behavioral scaffolding for excellence
- Rich in mechanisms for empathy and trust

“People times process” – credit Don Reinertsen



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One goal

It's all about alignment



VISION & PURPOSE



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When it comes to reinforcing clarity, there is no such thing as too much communication.

- Patrick Lencioni

Clarity of purpose and direction

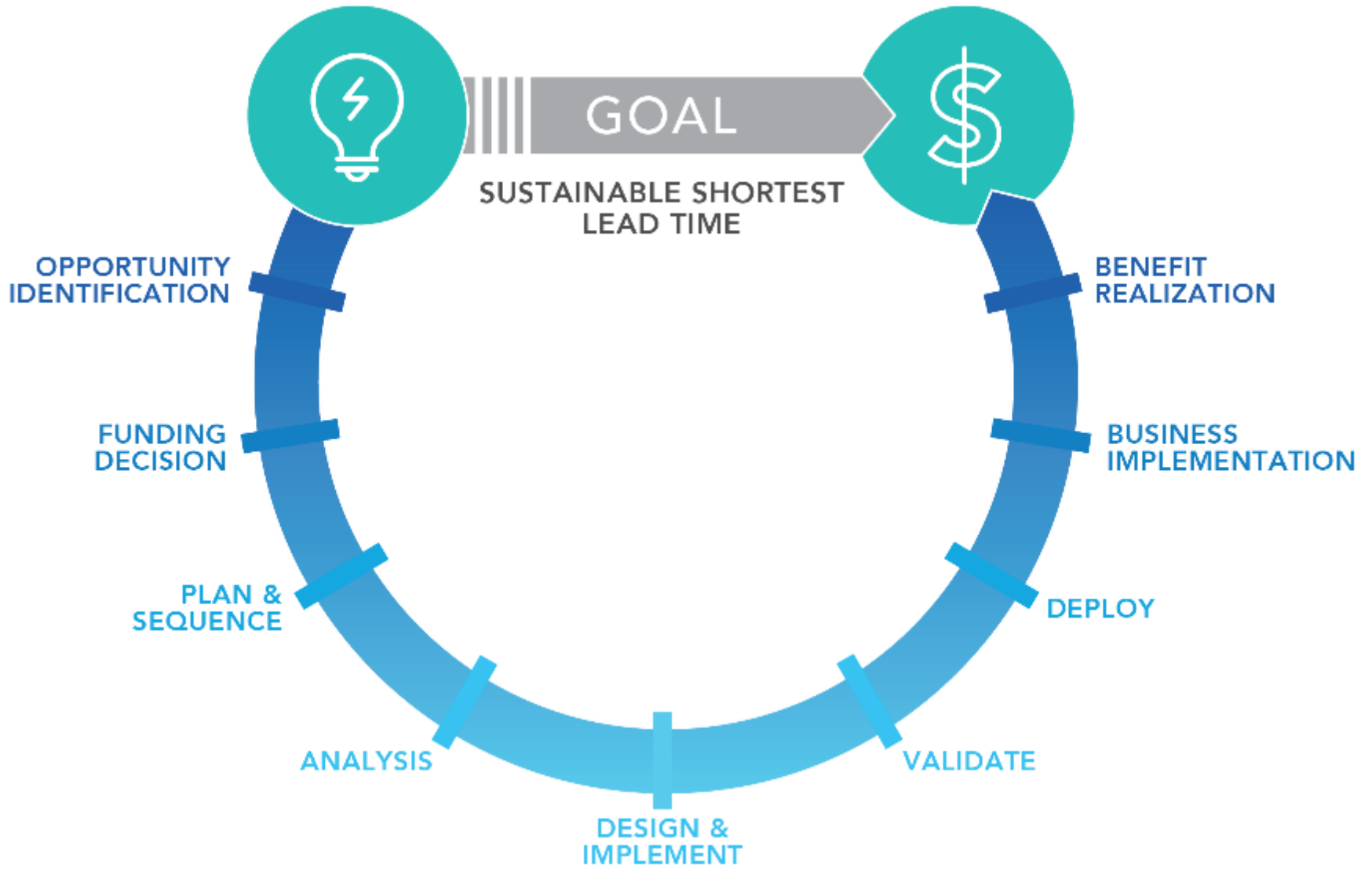
- Pervasive understanding of “why”
- Align maximum energy against the fewest, most important things
- Maximize decentralization of decisions



Clarity of improvement objectives

- Directed improvement
- Sustainable shortest lead time
- ... of the whole system



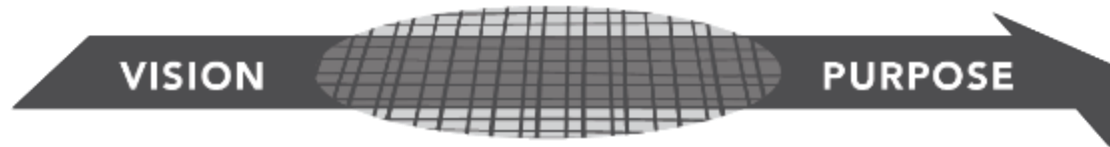


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Two axes of engagement

Who do I sit with?



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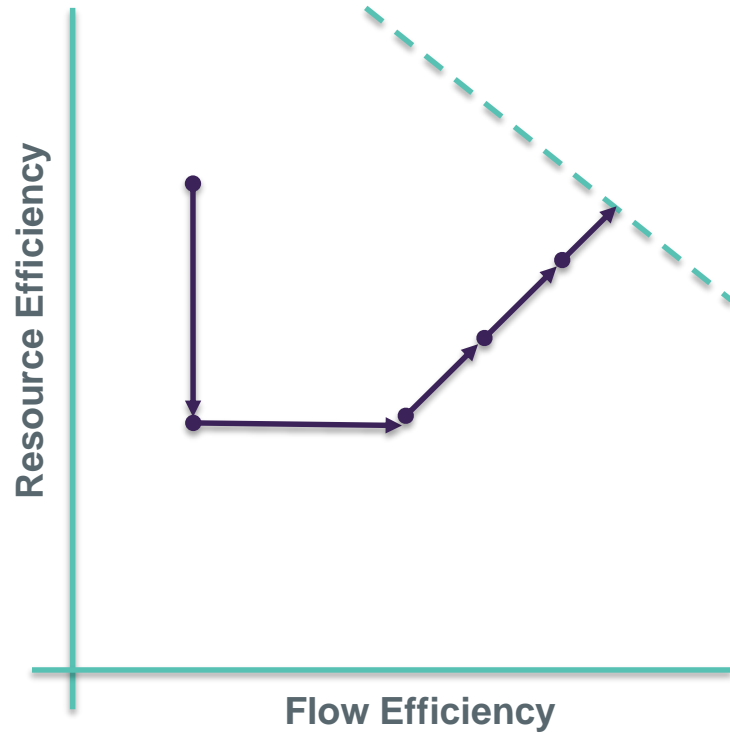
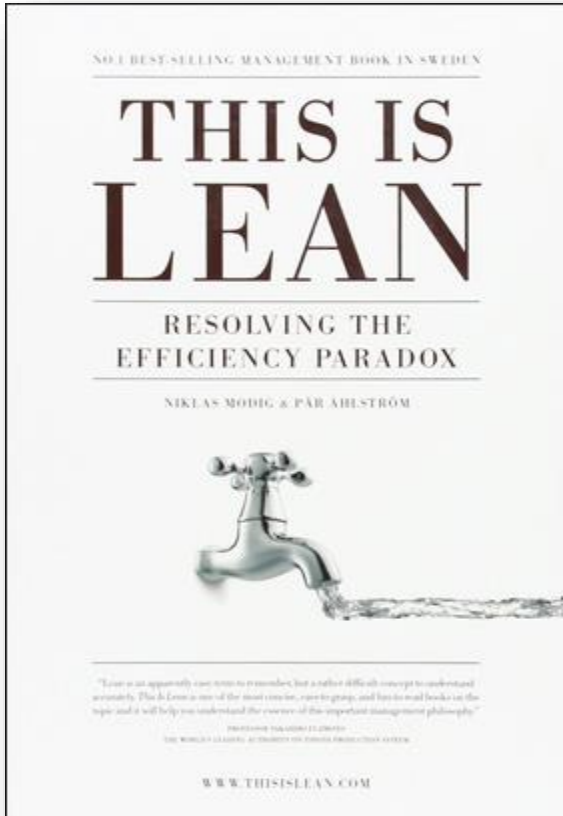
Two choices

Delivery of value
- or -
Mentoring and growth



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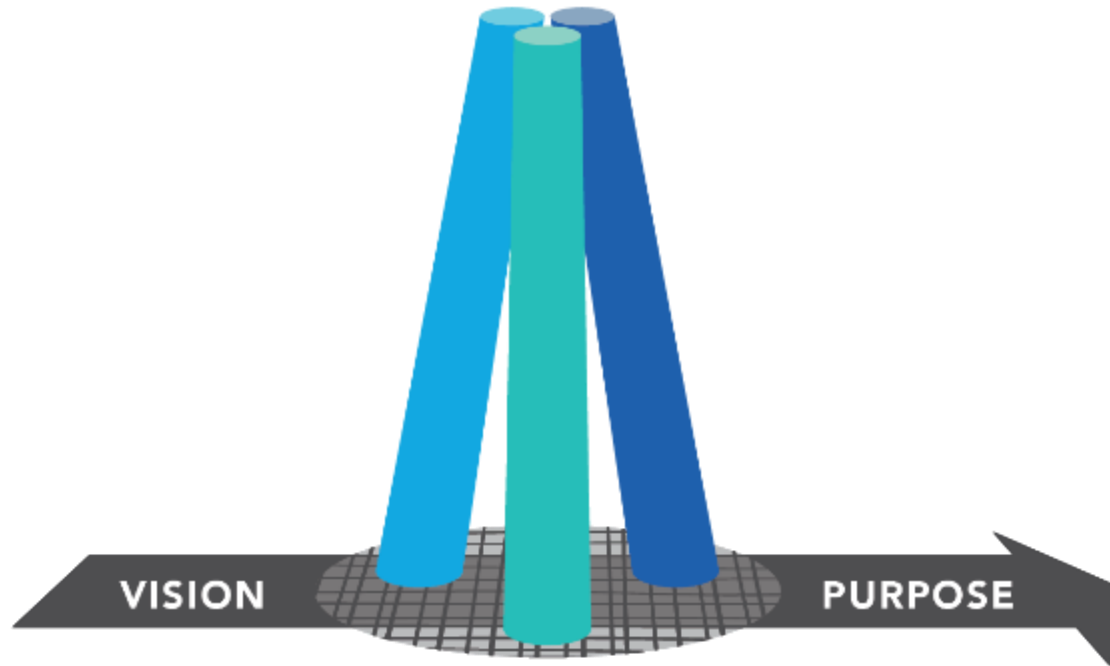
Provide appropriate countermeasures

Guilds, communities of practice, hackathons, code retreats, training days, open space learning forums, internal conferences, external conferences, lunch & learns, webinars, inspirational speakers, training libraries, book exchange programs, book purchase plans, kegs, watercoolers, local meetup sponsorships, training budgets, technical advancement tracks, technical mentorship programs, 20% time, IP sprints, continuous improvement focus, exchange programs, ride-along events, pair programming, group design sessions



Three councils

Shorten the feedback loops



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Product [X] Council

- Clarify vision and direction
- Surface misalignment
- Explore future direction
- Highlight cross-X decision impact
- **“Steer the train”**



Scrum of [X]

- Surface cross-X interaction needs
- Socialize impediments
- Generate trust and relationships
- **“Keep the train on the tracks”**



Architecture swarm

- Request advice & perspective
- Share decisions & learning
- Escalate critical needs
- Surface unrecognized risks
- **“Keep the tracks smooth”**

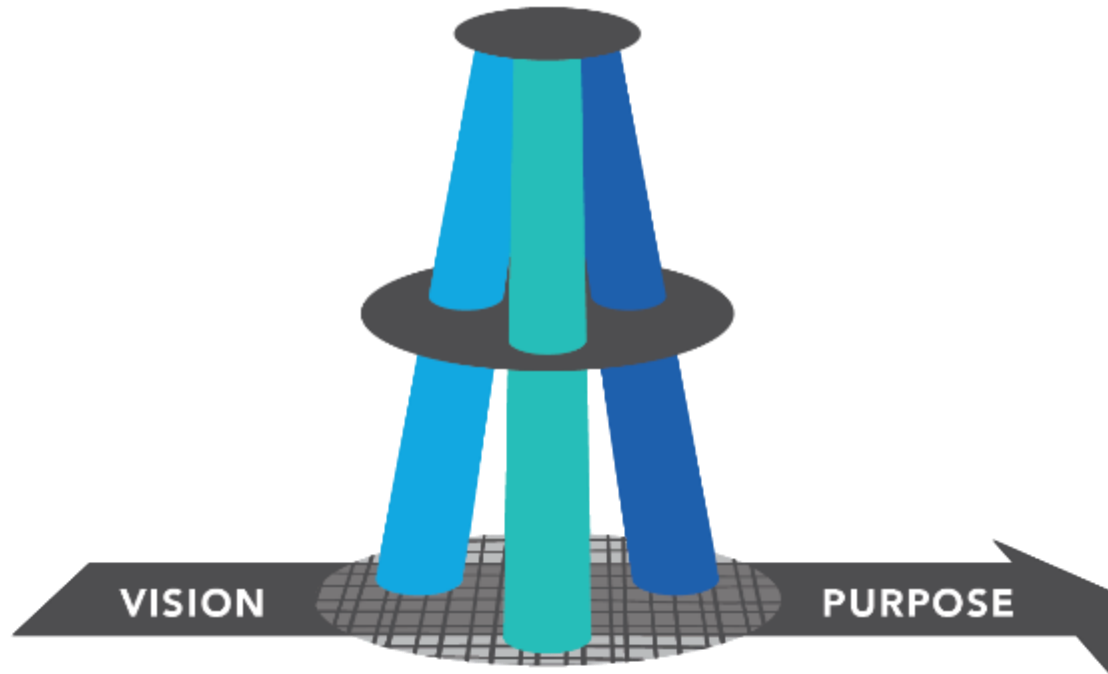


Why three different meetings?

- Everybody

The new gang of four

Leadership is a team sport



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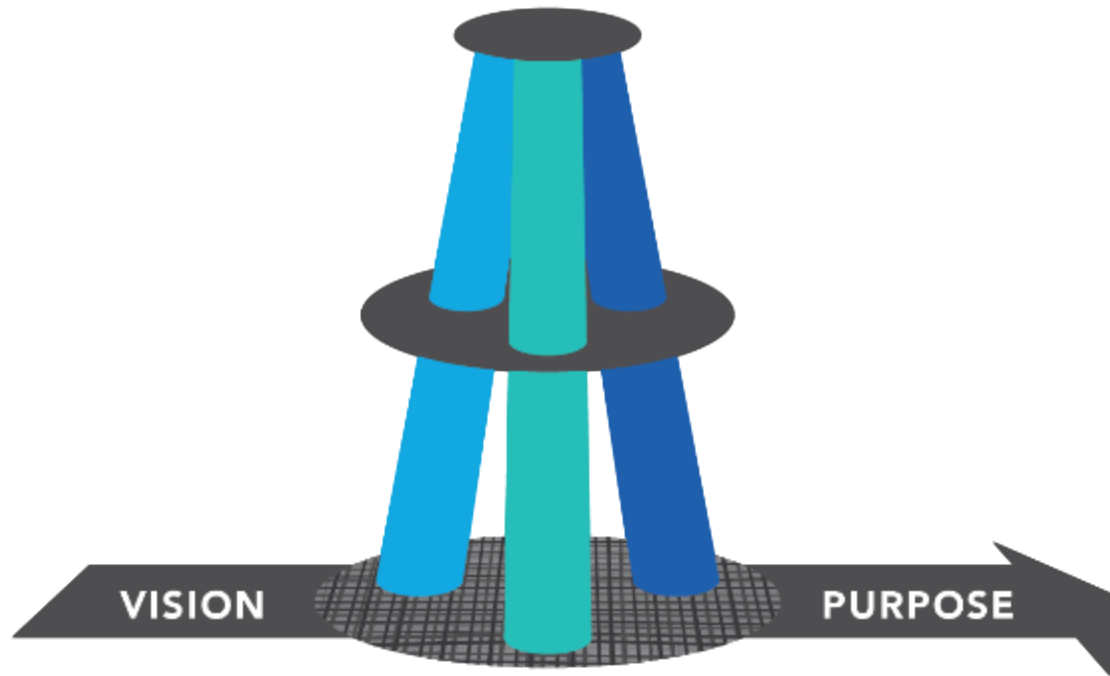
Build a leadership team

- Four key perspectives required
 - Direction & vision
 - Technical leadership
 - People management
 - Facilitation & improvement
- In a SAFe release train, these are: Product Manager, System Architect, Development Manager, and Release Train Engineer
- **A team of leaders, not a group of leaders**



Fist of five (and friends)

Practices for scaling collaboration



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A few tools

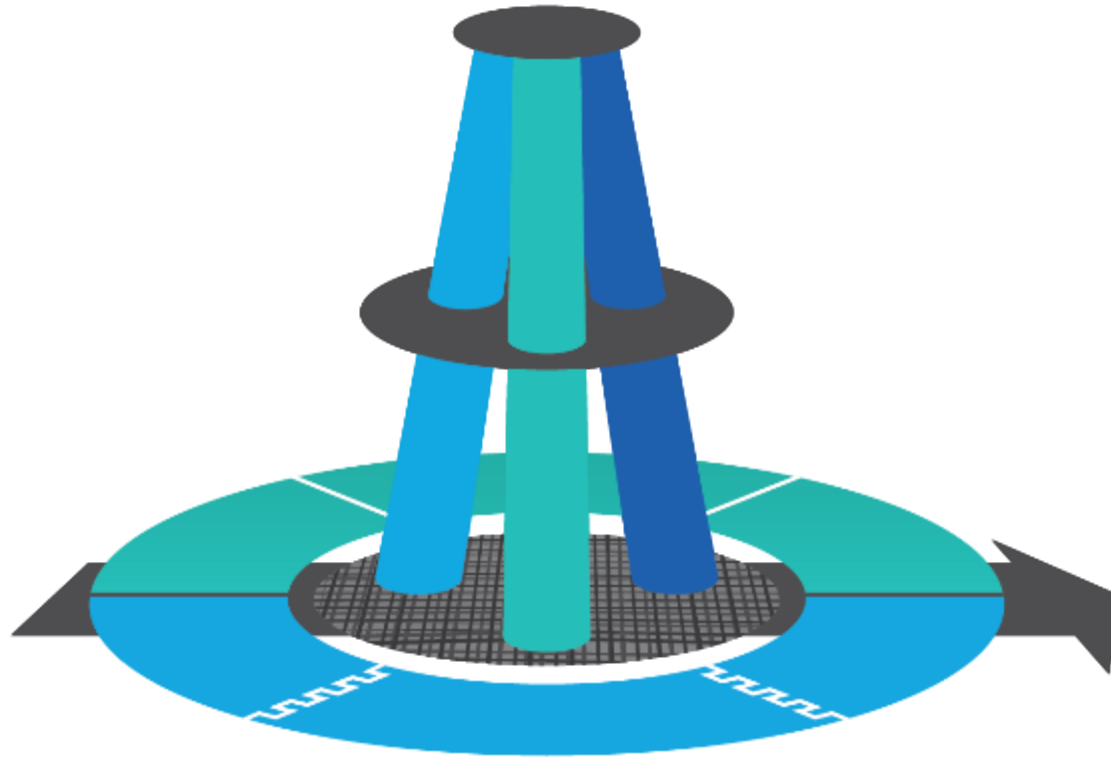
- Collective editing (10ppl)
- Group backchannel (50ppl)
- Private social networks (???ppl)

- Fist of Five (~100ppl)
- Paramount objection (???ppl)
- Big room planning (125ppl)
- Bigger room planning (???ppl)



Six supporting roles

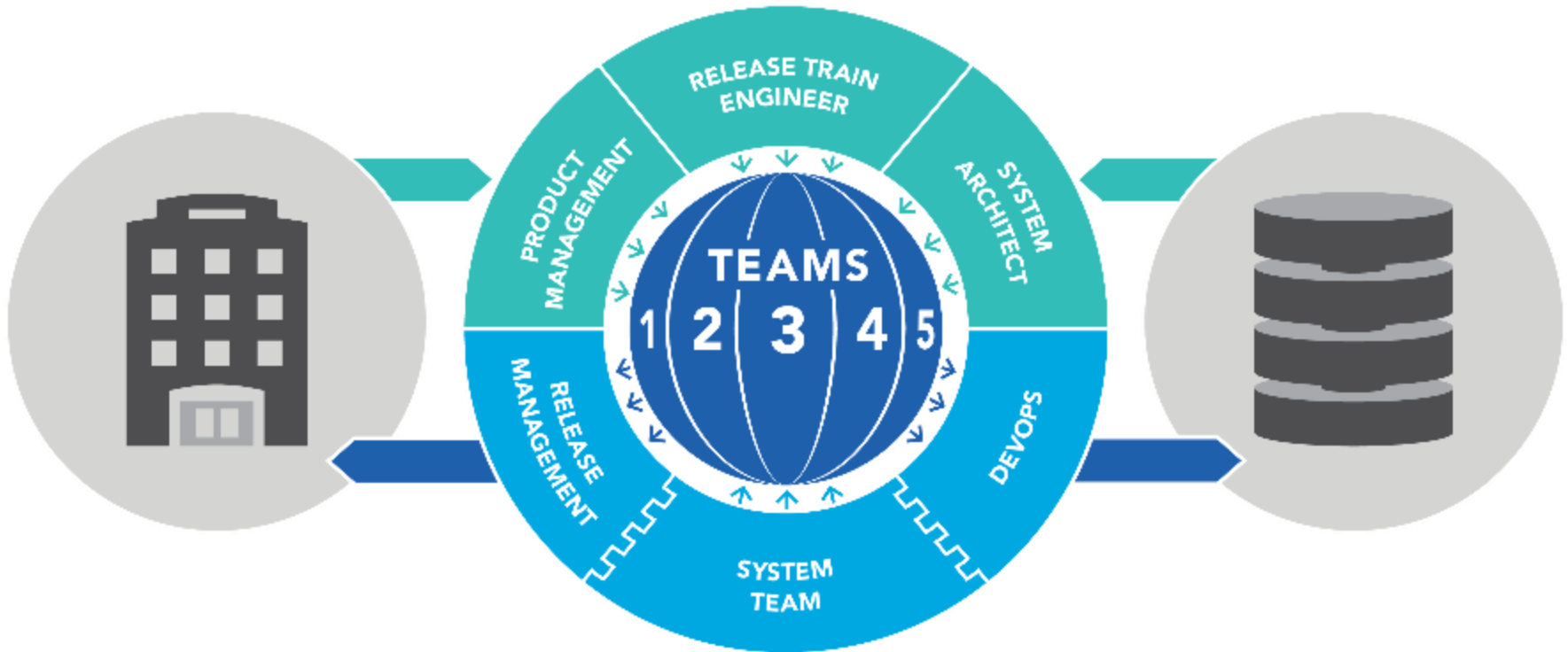
Views on flow at scale



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Unleash human potential

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