Can a simple room cause leadership transformation?

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Please vote now! What is your current role?

A. Teammember 1.9%
B. Scrum Master / Coach 23.1%
C. Leader 69.2%
D. Other 5.8%
Agenda

Introduction 10 mins

Why change? 10 mins

Cases 45 mins

Closure 10 mins
Who is Peter?
Who is Ruben?
Who is ING Bank?

Empowering people to stay a step ahead in life and in business.

52,000 employees in over 40 countries.

Wholesale Banking Services: Over 160 DevOps teams around the world
We need to change
The Agile Journey of ING so far
Transformation of Leadership most important for Success or Failure
Let's take a look around the room.
Case: Conflict in our team
Case: Conflict in our team

Situation
○ You are the manager of the team consisting of managers-of-managers
○ You notice attendance to the team events is lowering
○ Some are working on their laptops during the weekly team event
○ Lots of individual tasks on the scrumboard

Dilemma
○ You know there are some really important features going live and some leadership team members are busy in their own departments
○ Synergy effect of collaboration and mutual support drops

What will you do now? Discuss per table and send your suggestions
What will you do now?

- Have a team agreement on do and don’t's and remind team about it.
- Team come up with shared sprint goal. Create team norms.
- Approach the team and simply ask why and listen.
- Repurpose meeting
- Ask why, what do you need from this meeting?
- Ask the group if they are not getting value out of it?
- Create a shared Backlog across departments to optimize the whole across the entire company
- Ask: what do you need for this to be productive? What is your goal for the sprint
- Get feedback on if the meeting is valuable, what would make it valuable Find out what tasks are actually getting prioritized
- Have a conversation about why they are not able to come.
- is there a product owner
- Redefine purpose of meeting to make it explicitly about cross team needs.
- align the tasks with the impacts to their teams
Case: Conflict in our team

So what did we do?
- Re-discuss purpose of the team in monthly meeting
- Agree on behaviors
  - when it’s okay not to attend
  - always send a replacement
  - group is always mandated to take decisions
  - only stories related to our purpose are shown in our room
  - introduce personal top-1 board
- Increase focus on management behavior during retros
Leadership teams characteristics

- Members have purposes and goals outside the team as well
- Everybody in at least two teams
- Don’t work together full-time
- Member represent interests

Team: Common purpose and mutual dependency for success
Case: Our teams don’t agree with us...
Case: Our teams don’t agree with us

- **Situation**
  - You are in the weekly meeting with the same leadership team now
  - You are convinced Continuous Delivery is a fundamental part of strategy. It’s essential in becoming agile. We need to be faster!
  - You and your colleagues notice the vast majority of teams is not enthusiastic about Continuous Delivery and is not improving

- **Dilemma**
  - You want to respect the autonomy of teams but also believe that Continuous Delivery is an essential part of the strategy of the company

- **Stakeholders**
  - Some Product Owners supportive some not, but mostly no big resistance
  - DevOps teams are very busy in their sprints (with quite some manual work)

**What will you do now? Discuss per table and send your suggestions**
What will you do now?

- Retell the case for CD in terms of reducing waste and creating frequent learning.
- Find champions from teams who are doing it to help promote it with other teams.
- Do a pilot to pave the way for the other teams to follow.
- Investigate what impediments are making the team resistant. Find why don't they think we can succeed at CD.
- Find evangelists in the company.
- Talk with teams to discover what the impediments are.
- Do a show and tell at another organization using CI (they need to visualize it).
- Understand the reluctance might be due to time commitment and current workload. Take baby steps and provide resources.
- Conduct Pilot to find difficulties in doing CD.
- Bring in a group of peers to demonstrate the benefit. Explain the importance of why it's essential.
- Pilot continuous delivery with enthusiastic teams first and show results.
- Discuss job security and career path. Evangelize the benefits. Continuous appreciation and reward for adoption.
- Promote the value and benefit (align incentives) to the teams, get feedback on resistance/roadblocks, pilot continuous delivery with one (enthusiastic) team. Evaluate and ensure we have the skills to implement.
- Get buy-in from product owners by identifying the issues/problems without continuous delivery.
- Education on benefits of continuous delivery.
- Ensure teams understand value of continuous delivery.
- Enable teams to leverage tools and best practices to get them to CD.
Case: Our teams don’t agree with us

So, what did we do?
- Identify Engineers that want to advance CD
- Dialogue sessions between leadership and engineers
- CD Award with visit to Google
- Several Hackathons
- Department wide monthly CD events
- Visualize CD in leadership room and weekly dialogue

Key in our approach: change by intrinsic motivation
Case: Oops, we just spend a quarter on .. what actually?
Case: Oops, we just worked a quarter very hard on .. what actually?

So, you refined your backlog well and planned your sprints.

Now:
- It’s the end of the quarter
- You’re looking back
- Realize that you did lot’s of work
- But not closer to your goal.

What happened? Why did this go wrong? (Per table)
What we saw

A leadership group runs the risk of being a lonely place

You don't know the road to the goal most of the time
• Situation is complicated
• Actions are based on assumptions

Balancing long term goals and today's actions can be hard

Strategies get misunderstood

Our next step: Explorer Maps
Map Elements
How do we map our journey's?

Today
What is happening at this moment?

Obstacle

Facts Feelings

Action
We think this will help reaching our next goal

Next goal
We want to be here in about 6 weeks

Big Goal
This gives us direction
We want to be here in within a year

What Why

Q2
Q3
Q4
Future
Example: Roadmapping
You can create your own Explorer Maps

We open sourced it. You can find the materials at ryxz.nl

Checklist and Steps Explorer Maps

Checklist

- Is it clear that this topic is super important!?
- Does the map make you feel energized? Is it fun?
- Is it visualized with drawings and color?
- Easy to understand? Maximum 7-9 items?
- Is the path through actions and goals clear?
- Can we measure our progress?
- Goals compelling and SMART?
- Actions have hypothesis?

Order

First appoint facilitator

Iterate a few times through these steps:

1. Big goal
2. Today & Obstacles
3. Next Goal(s)
4. Actions
5. Path

The facilitator helps the group to follow the steps and pay attention to all items on the checklist.
So, can a simple room cause leadership transformation?
Thank you!

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