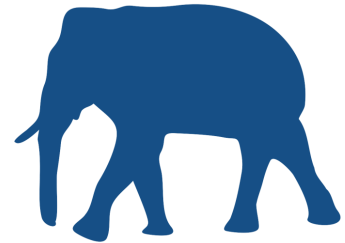


Overcoming Resistance - How to Engage Developers in Agile Adoption

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Agile 2017
Orlando, FL



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What do you hope to get
out of this presentation?

Can you “do” agile or do
you have to “be” agile?

engagement

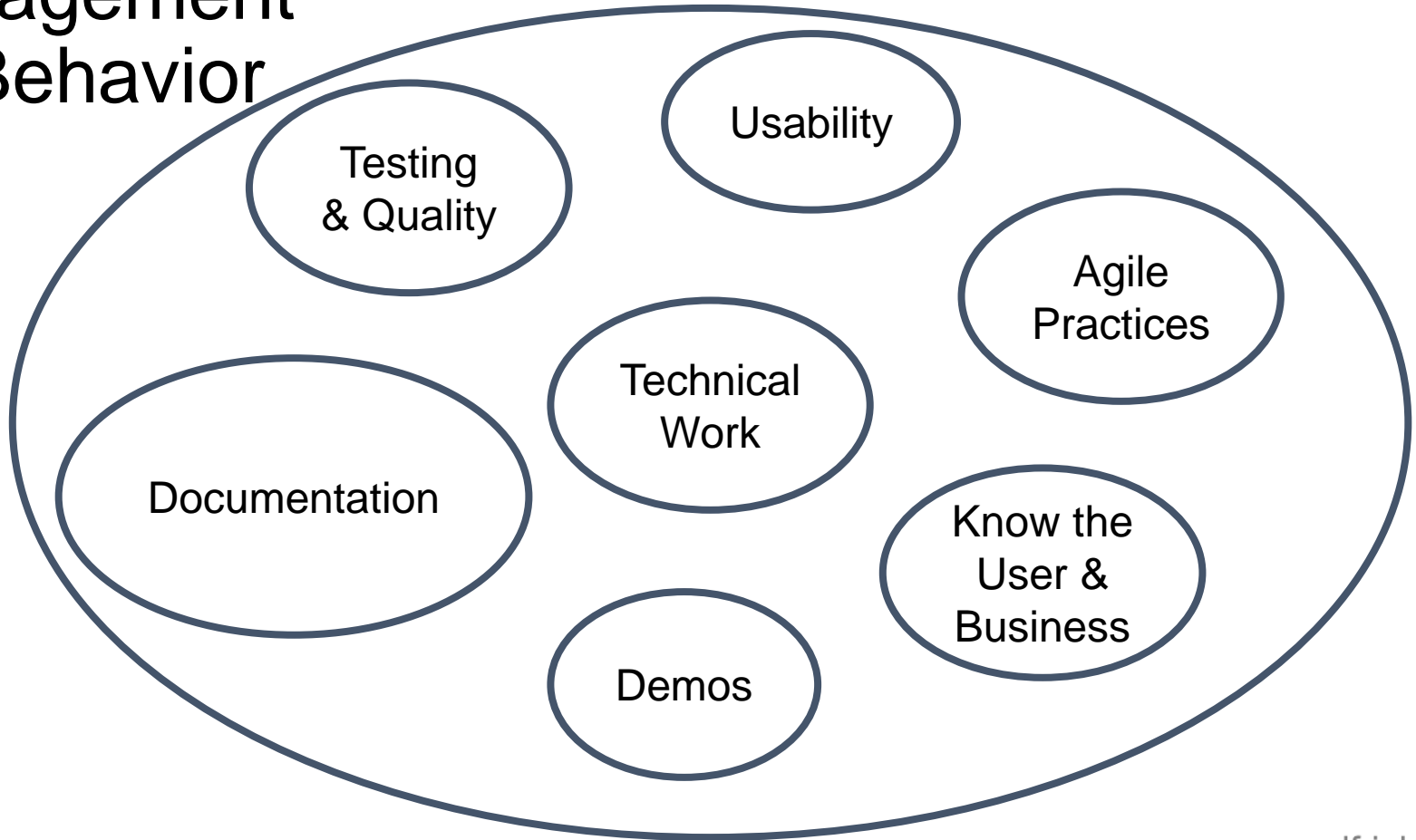
Can you “do” ~~agile~~ or do
you have to “be” ~~agile~~?

engaged

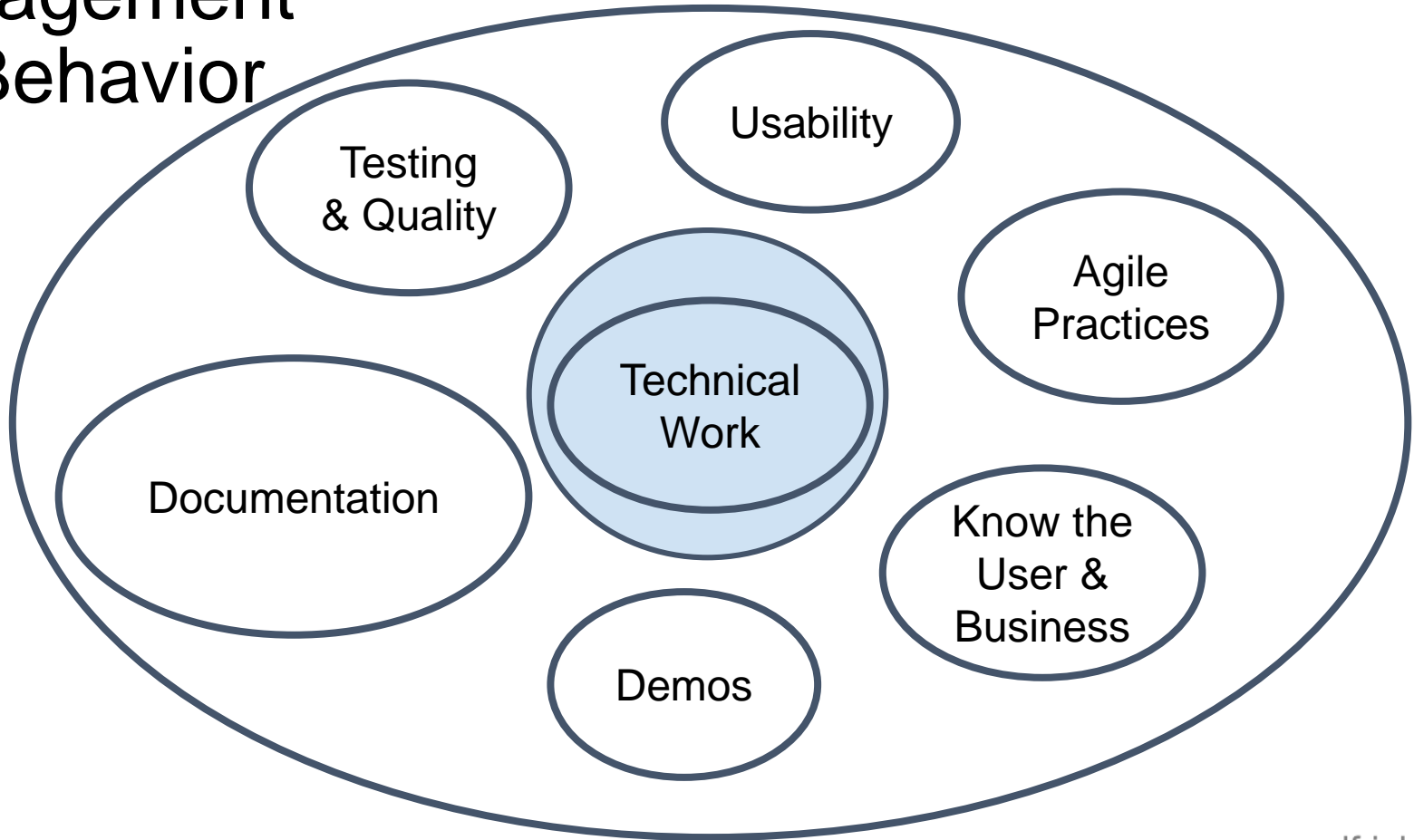
Agenda

- Two types of engagement
- Where motivation comes from
- Non-engagement and the developer's mind
- Ways to encourage engagement as attitude
- Ways to encourage engagement as behavior
- Conclusion

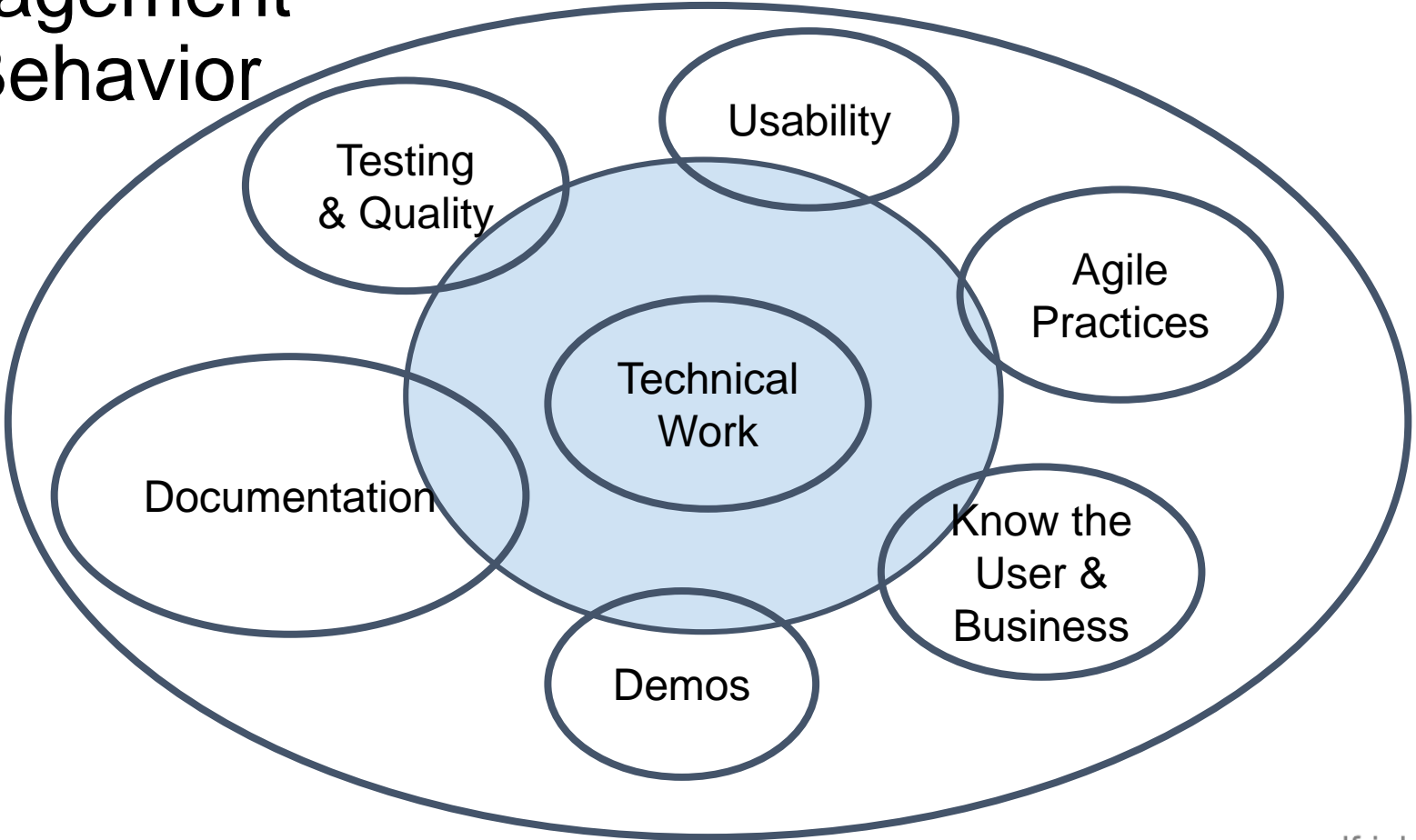
Engagement as Behavior

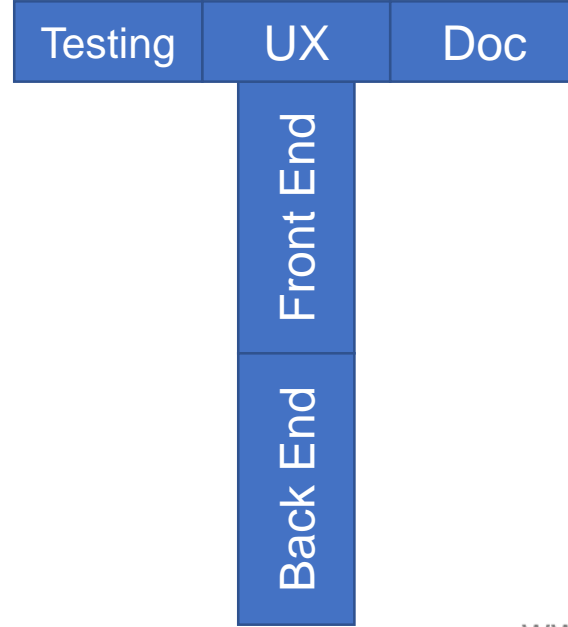
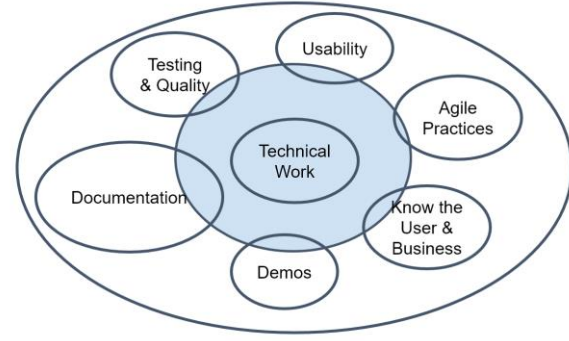
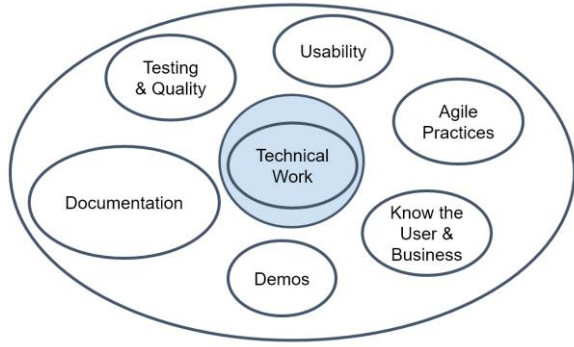


Engagement as Behavior



Engagement as Behavior

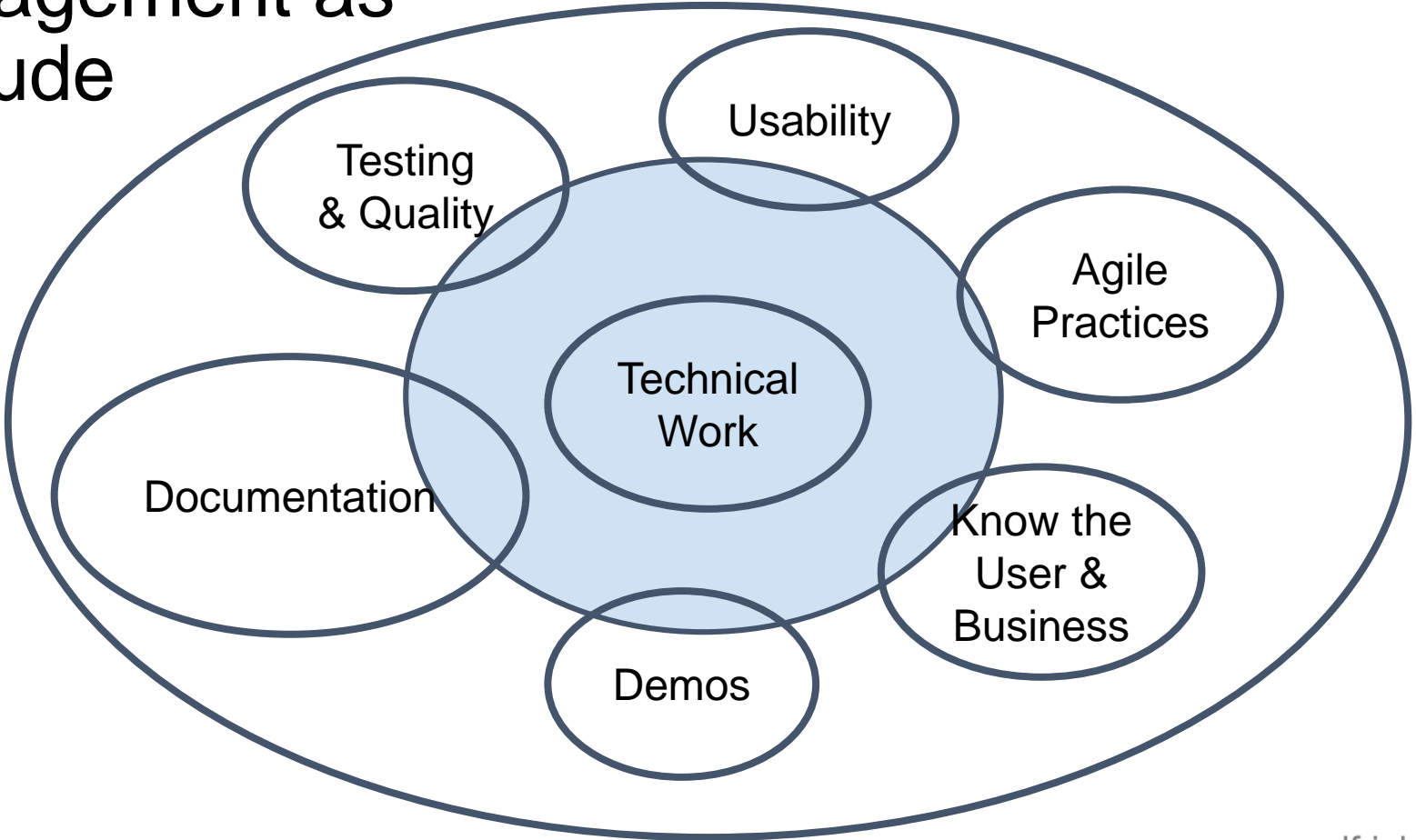




Engagement as Attitude

- To see this in action, look outside of work
- Hobbies
- Volunteer work
- You bring the energy and motivation
- How do we help this arise within our teams?

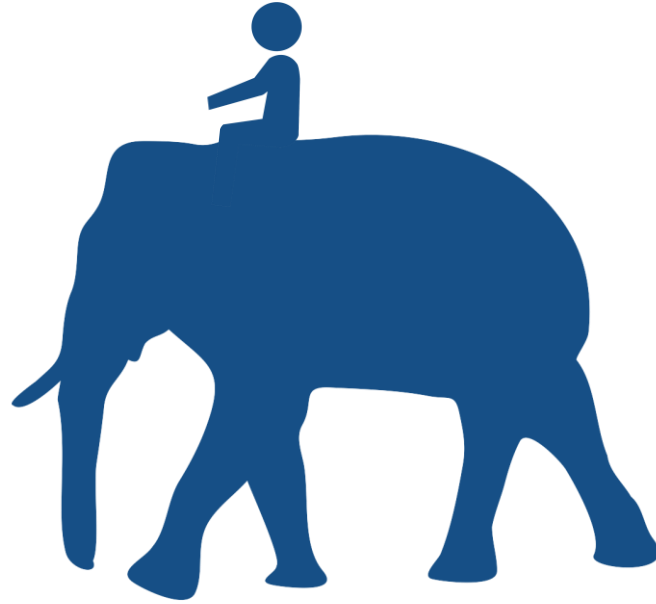
Engagement as Attitude



Two Types of Engagement

- Behaviors (participating, swarming, helping to test, etc.)
 - Attitude/intrinsic motivation (drives behavior)
 - Gallup Engagement Survey
-
- Where does motivation for change come from?

Elephant & Rider



Rider – Logic, analysis, planning, self-control, long-term thinking
Elephant – Emotion, motivation, passion, fear, loyalty, short-term thinking

What Does Non-engagement Look Like?

Won't attend meetings

Late to meetings

Unprepared for meetings

Silent in meetings

Very vocal in meetings

Won't help test

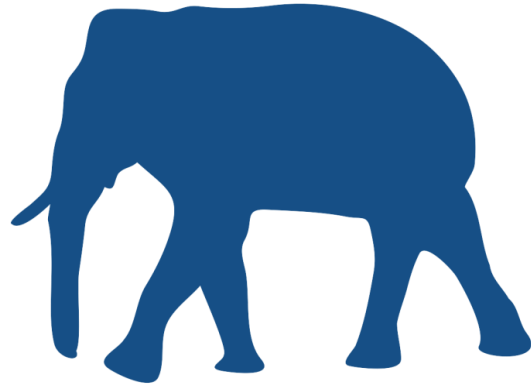
"I'm done with my part"

Won't swarm

Starting work before other work is finished


Superhero complex (only I can save the day!)

Don't care about the users



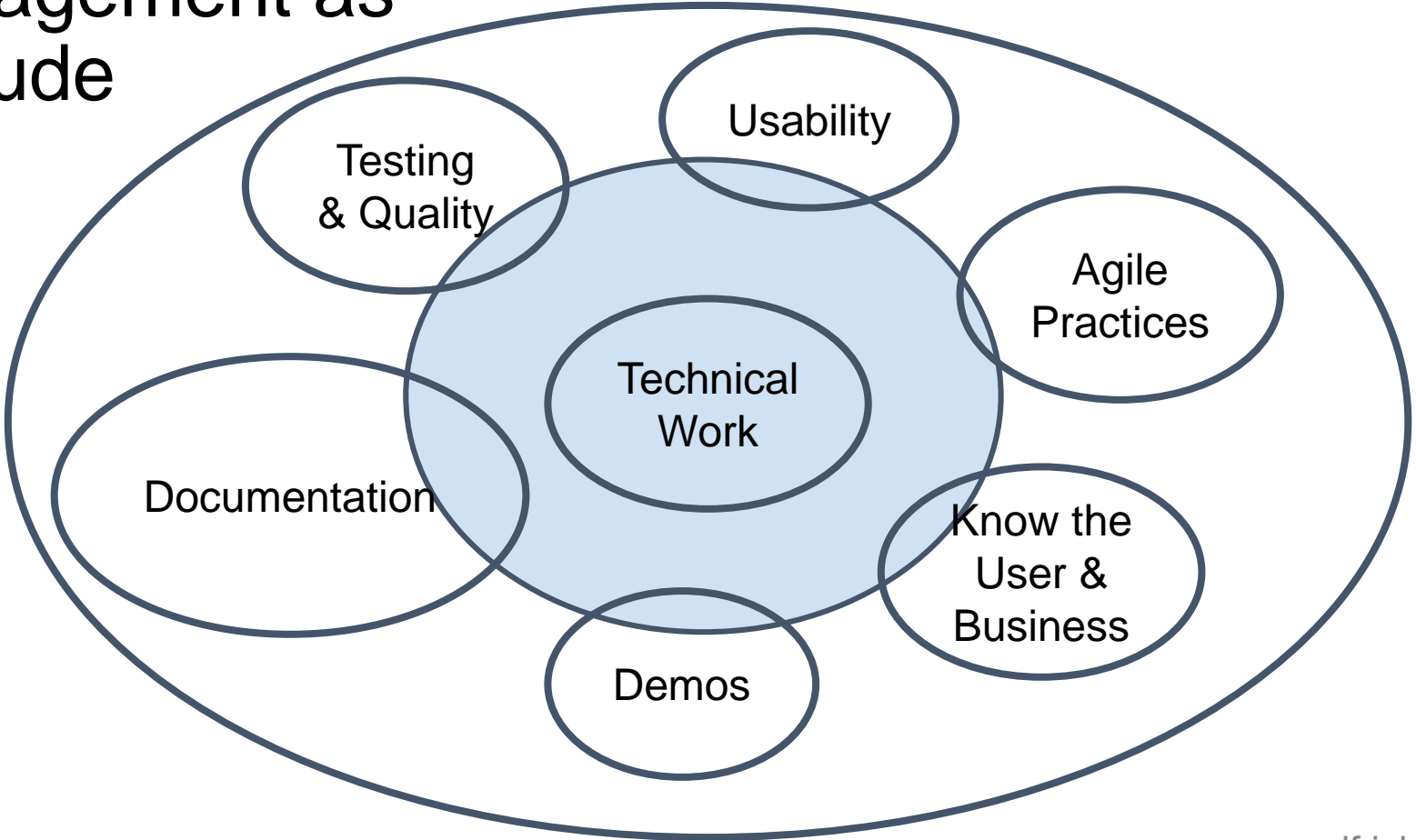
You've got an elephant problem

Developer's Mind (stereotype alert)

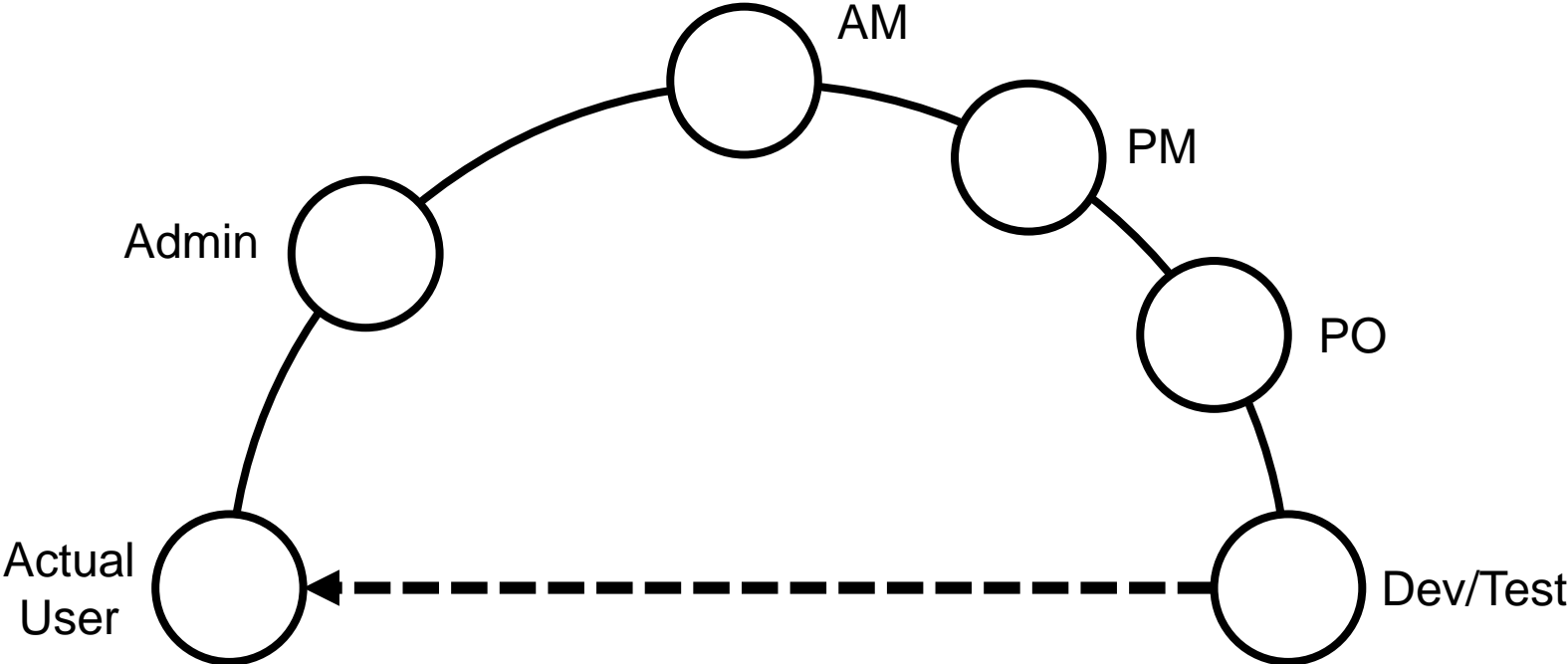
- Strong identity as a developer, driven by degree and years of effort
- Recognized for working independently
- Valued for seeing all the possibilities and coding for them the first time
- Don't like touching things twice
- Waterfall vs scrum 
- Value structure and order, high need for control and predictability
- Problem solvers; like solving puzzles

How to Engage

Engagement as Attitude



6 Degrees of Knowing Your User



Engagement as Attitude

- Customer On-site Visits
- Usability Studies
- Threaten to Put It Into Production
- Give Problems, Not Solutions

Customer On-site Visits

- 5 minutes with a real user is worth a hundred pages of functional spec
- Meeting real people engages the elephant
- Implementation ride-alongs
- Will it work here?
- vs. “How might we?”
- A way to measure

Usability Studies

- Next best thing to meeting a user
- A person, in front of your system with simple instructions, thinking out loud, with the team observing
- Connects to the elephant, gives you insights that won't survive the "6 degrees"
- How your team will object...
- Inexpensive and effective
- How might we...

Threaten to Put It Into Production

- Show screenshots and threaten to put it into production tomorrow
- Will engage the customer's elephant b/c of the threat – get good feedback quickly
- First 4 calls, have the team there
- Resist the urge to summarize to “save the team time”

Give Problems, Not Solutions


- Do your stories have too much detail?
- Am I solving my own problem or just implementing your solution?
- “We don’t want them to be bricklayers”

Engagement as Behavior

- Airplane Mode
- Fist of 5
- Retrospectives
- Clarity of Purpose
- Find the Bright Spots and Give Feedback

Treat them like we treat our
users... what they ask for isn't
what they really need

“Agile has too many meetings”

- It's not about the meetings
- It's about uninterrupted work time (flow)
- To fix this complaint, protect your team's focus
- Airplane mode 
- Without adequate focus, they will be frustrated
- Working agreements, cluster meetings, etc.

Fist of 5



- Generates dialog
- Uncovers resistance
- Creates buy-in

Retrospectives

- Look here first
- Allows for self-healing teams
- Try something you think will fail
- Don't be afraid to have a "meta-retrospective"



Clarity of Purpose

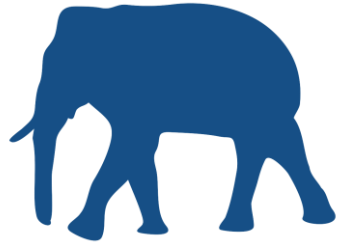
- If you ask, “What is the purpose of this refinement meeting?”, what would your devs say?
- “What is a successful sprint”?
- “How can you help the team be more successful 4 iterations from now?”
- They may be moving, just in the wrong direction

Find the Bright Spots and Give Feedback

- Focus on what works and reinforce it
- Assume they can't tell which behaviors are beneficial
- Assume positive intent
- Assume nobody else is giving them positive feedback
- Situation, Behavior, Impact (SBI)
- 5-1 ratio

Conclusion

- Know your user
- Know your user (by their first name)
 - Onsite, Usability Study, Threaten to put into production
 - Give problems, not solutions
- Motivate the elephant...but don't scare it 
- Engagement behavior
 - Airplane mode 
 - Fist of 5 & effective retrospectives
 - Clarity of purpose
 - Assume positive intent, find bright spots & give feedback



Questions & Thanks!

For additional resources:
www.dfrink.com/resistance

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