Home Remedies for Allergies to Enterprise Agile and Scrum Masters

Alan Padula
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AgileAlan1@gmail.com
Alan Padula’s Agile Career
My Dirty Dozen
(Agile Resistance Symptoms)
Alignment Babelarius
Everyone has their own definition for the same thing
Agile Perceptions

Agile is **not:**
- Rally
- Sprints
- Standups
- Scrum

Then what is it?
Agile is a...

MINDSET

4 Values and 12 Principles
<table>
<thead>
<tr>
<th>Early Continuous Delivery</th>
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<tbody>
<tr>
<td>Continuous Improvement</td>
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<td>Technical Excellence</td>
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<td>Daily Collaboration</td>
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<td>Welcome Change</td>
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<td>Sustainable Pace</td>
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<td>Working SW Measure</td>
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<td>Self-Organized Teams</td>
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<td>KISS</td>
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<td>Trust and Motivate</td>
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<td>Time-boxed Iterations</td>
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<td>Face to Face</td>
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Managerium Frozenius
Fear of losing traditional, understood manager job
Agile is a mindset
Above: Team or Organization from the start

Below: Yourself

Love It

Hate It

Hopes

Fears
Manager Behavior Game

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<th>Provide input on what features the team should build</th>
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Manager Behavior Game

Is OK with Agile
- Provide input on what features the team should build
- Provide input on how to implement the feature

May not be OK with Agile
- Decide what tasks need to be done
- Provide Weekly Status Updates to Management
- Responsible for team meeting commitment

Facilitate Release Planning and Release Retrospectives
Myopia Suspendus

“We’ve got deadlines to meet and don’t have time to think beyond that”
Evolution or Revolution?
Journey Chart

Now

What working here looks like today

Improvement Areas to get there

Agile Training & Coaching
Process redefinition
Automated Testing/CI

+2-3 years

What working here looks like in the future

Everyone behaves with an Agile Mindset
Continuous, Adaptive planning
Release on Demand

EXAMPLES:
Command & Control Culture
Planning Process is rigid
Testing takes 3 months
Visioning – 2 Techniques

Newspaper Headline

"If everything was working perfectly..."

“What would you be seeing?
What would you be doing?
What would you be hearing?”

“What would people be saying
about your organization?”

“Looking back, what would you say was
‘the difference that made the difference’?”
Analysisus Paralysis
Thrashing on how or where to start to move forward

Udoit Tome
Little or no ownership for the change
**Improvement Roadmapping**

<table>
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<th>The What</th>
<th>State Description</th>
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<td>The How</td>
<td>Training, Activities, Tools</td>
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<td>The Why</td>
<td>Business &amp; Personal Value</td>
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Current State $\rightarrow$ Desired State $\rightarrow$ Future State
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- PEOPLE
- PROCESS
- TECHNOLOGY/TOOLS/INFRASTRUCTURE

ROADMAPPING
People

- Training
- Coaching
- Communications
- Roles & Job Linkage

- Performance Management
- Resistance
- Stakeholder Interaction
- Org Structure
Process

- Program Priorities & Approvals
- Standards – Prioritized backlog, user stories, acceptance criteria
- Guardrails: Done, demos, ceremonies, cadence
- Audit Compliance
- Metrics – Business, Program, Team, Adoption
Technology/Tools

- Environment: Dev, QA, Production, etc
- SCM branching strategy
- Continuous Integration
- Continuous Deployment
- Automated Test
- Defect Tracking
- Agile Program Management
**Disinclindus Todo**
Won’t go as they are simply unwilling

**Teamarius Incompetus**
Team lacking knowledge & experience to execute
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Change Management MATRIX

WILLING

ABLE
Implementing and Sustaining Change

1. Increase urgency
2. Build guiding teams
3. Get the vision right
4. Communicate for buy-in
5. Enable action
6. Create short-term wins
7. Don’t let up
8. Make it stick

Creating a climate for change

Engaging & Enabling the Organization

A Change Model: Kotter’s 8 Steps*

*John Kotter, *Leading Change*
Shifting Gears: Go Fast or Focus In?
Tractionium Absentia
Team members not caring as appears manager doesn’t
Setting the Stage

SM/PO
Team
Readiness

5% Velocity Reduction

Staggered
Team Ceremonies
Engendering Team Ownership

Leader Involvement

Team Demos

Team Pain

How Committed are you?
Coaching Plan Working Agreement

- SM adjusts next sprint meeting times
- Reduce next sprint velocity by 5%

Sprint Planning
Assessment Done; Team Commits to areas to improve

Bi-Weekly Status Check
½ hr

Demo & Review (1 hr)
Team presents results of reassessment & how they did it

Legend:
Mgr = Manager
SM = Scrum Master
Red outlined boxes indicate client involved

Sprint n-1

Kickoff
½ hr

Why, How

Sprint n

Sprint n+1

Awesome coaching happens
Team Heatmap

Industry Benchmarks

Tool-Derived Charts

Retrospectives

Coaching Reports

How will we know if it’s helping?
**Piratius Uprisium**

“We’re different, this won’t work for us”
Loss of identity or counter to current culture
Minimum Viable Agile (MVA)

**Acquiring Company**
- Team 1
- Team 2
- Team 3
- Team 4

**Acquired Startup**
- Team 5
- Team 5

**Antibodies**

**Guardrails**
1. Progress
2. Quality
3. Plan
4. Release
5. Scope
6. Dependencies
7. Regression
8. Efficiency

Velocity Chart
Sprint Burndown
Release Plan
Definition of Done
etc
Scrumasterium Opposium

“I’d rather use my headcount for a developer than a Scrum Master”
Pain

- Unknown Productivity
- Unpredictable Plans/Progress
- Challenging Quality
- Unreliable Data
Scrum Master FINANCIAL Value Argument

- **Savings**
  - 3 Virtual Dev x $250K/Dev
  - $750K

- **20% Productivity Boost x 3 Teams is equivalent to adding 4.5 Devs**

- **1 SM = 4.5 Devs**

*SM covers 3 teams
**Dev - Development Engineer
SCRUM MASTER FINANCIAL VALUE ARGUMENT

SAVINGS
3 Virtual Dev x $250k
$750K

INCOME
3 Virtual Dev x $540k
$1.6M

+ 1 SM*
20% Productivity Boost x 3 Teams is equivalent to adding 4.5 Devs**

1 SM = 4.5 Devs

*SM covers 3 teams
** Dev – Development Engineer

Greater Predictability
Higher Quality
Lower Risk
Happier Employees
Customerium Depletius
Focus is on features; not the customer
Longjourneius Fatigum
Culture changes take a long time and people get bored
SUMMARY
Symptoms & Treatments
THANK YOU AND ENJOY YOUR SAN DIEGO WEEKEND

Alan Padula
AgileAlan1@gmail.com