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Agile Road Trip, Lessons from a Coach at Toyota
Background

• Agile transformation started in Fall of 2016
• I joined in summer of 2017
• 18 teams in 2 locations (Georgetown KY, Ann Arbor MI)
• Most scrum masters & developers were contractors, product owners were "Team Members"
High Reliability Organizations

- Pre-occupation with failure
- Reluctance to simplify
- Sensitivity to operations
- Commitment to resilience
- Deference to expertise

*Managing the Unexpected, Sustained Performance in a Complex World* by Karl E. Weick & Kathleen M. Sutcliffe
Crew Resource Management

DAMCLAS

- Decision Making
- Assertiveness
- Mission Analysis
- Communications
- Leadership
- Adaptability
- Situational Awareness
Critical Thinking (aka Red Teaming)

- Independent group to challenge plans or organizations
  - Opposing Forces
  - Penetration Testing

Applied Critical Thinking Handbook, University of Foreign Military and Cultural Studies

- Mitigating Groupthink
- 5 Whys
- Circle of Voices
- Premortem Analysis
- Think-Write-Share
- Logic Fallacies
Factors that can lead to loss of situational awareness:

• Task Saturation (aka multi-tasking)
• Distractions
• Stress
• Inexperience/Lack of training
• Fatigue
• Ambiguous information
Red Teaming during Sprint Planning

- Red Team should be experts
- Need to be removed from the day to day work of the team
- Should address assumptions and identify hidden assumptions

Possible Questions
- What could go wrong?
- What if...?
- How will you know if you are successful?
Communications

Circle of Voices

SBAR – situation/background/assessment/recommendation
Better Retrospectives

Think – Write – Share

Debriefs
Hesitant to speak?

- No
- Yes
- Sometimes
Measuring Success

ZONEFIVE™

• AGLX’s ZONEFIVE™ is a teaming behavioral marker system
• Applied against team lifecycle events (Backlog Refinement, Planning, Daily Scrum etc)
• Objectively measure team performance on non-technical behaviors
Before and After

ZoneFive Improvements

- BL Refine
- Planning
- Scrum/SU
- Review
- Retrospective

2017 vs 2018
What I Learned

1. A team coach cannot effectively work with 15+ teams at the same time
2. Team coaching and organizational change coaching requires more than one coach
3. Psychological Safety cannot be addressed at the team level
Questions?

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