

Free pro tips
included

DOCTOR!

Please fix my Agile!

#TREGA15

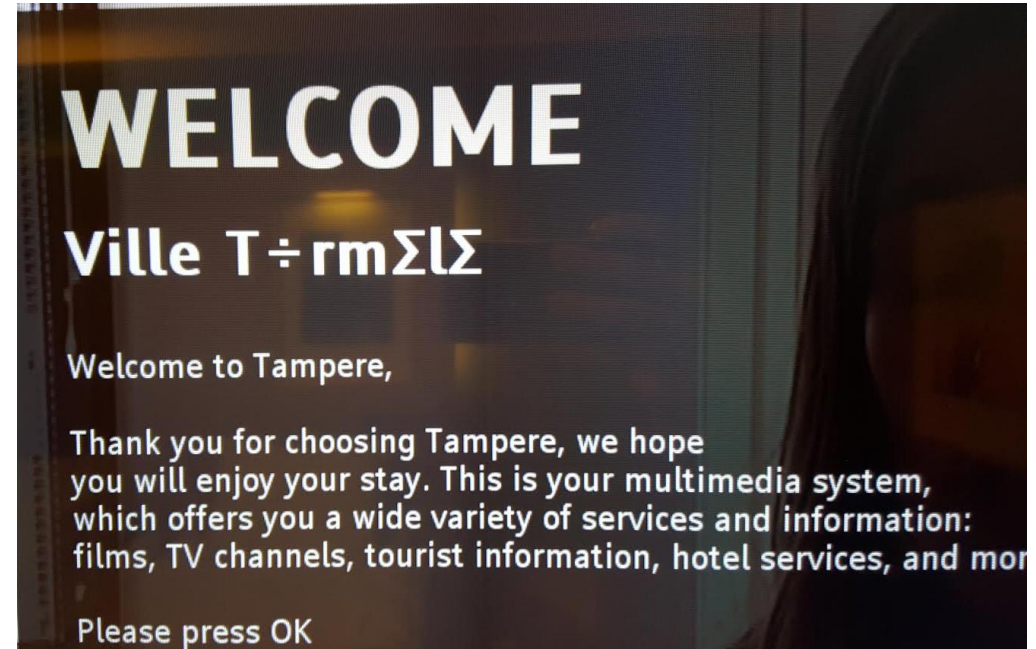
 @VilleTormala

Introduction

31 years of progress in IT systems



SARAJEVO WINTER OLYMPICS 1984



MULTIMEDIA SYSTEM 2015

My definition of /'adʒaɪl/

"Ruth was as agile as a monkey" (That's what Google told me!)

1. Make the work better
2. Make the work work better
3. Make lives better

A BRIEF HISTORY OF AGILE

THE UPDATED
AND EXPANDED
TENTH
ANNIVERSARY
EDITION



STEPHEN HAWKING

- 2006 Basics of Agile
- 2007 How to do Agile
- 2008 How to be Agile
- 2009 We have crossed the Agile chasm!
- 2010 Beyond Agile
- 2011 Basics of Agile
- 2012 How to do Agile
- 2013 How to be Agile
- 2014 We have crossed the Agile chasm!
- 2015 Beyond Agile
- 2016 Basics of Agile
- 2017 How to be Agile

Agile Problems

What I learned from the Internet

- "Lack of test automation infrastructure"
- "Lack of skilled product owners"
- "People/behavioral change"
- "Lack of Agile testing skills"
- "Project complexity"
- "Confidence in agility to scale"
- "Budget constraints"
- "General resistance to change"

JUST EXAMPLES

These are not the **true facts!**

Successful business cases: "The Agile RUP"

Everybody wants to be agile!
And there is a market for it.

Any extra points for using
Star Trek font here?

DEVOPS AGILE

***ENTERPRISE AGILE
THE NEXT GENERATION***

TACTICAL AGILITY

Strategic
Agile IT

DISCIPLINED AGILITY

An Inconvenient Truth

There is a waterfall way of doing everything

(including all the new and shiny agile things waiting around the corner)



SCRUM -> A PIECE OF CAKE



KANBAN -> A CUP OF COFFEE



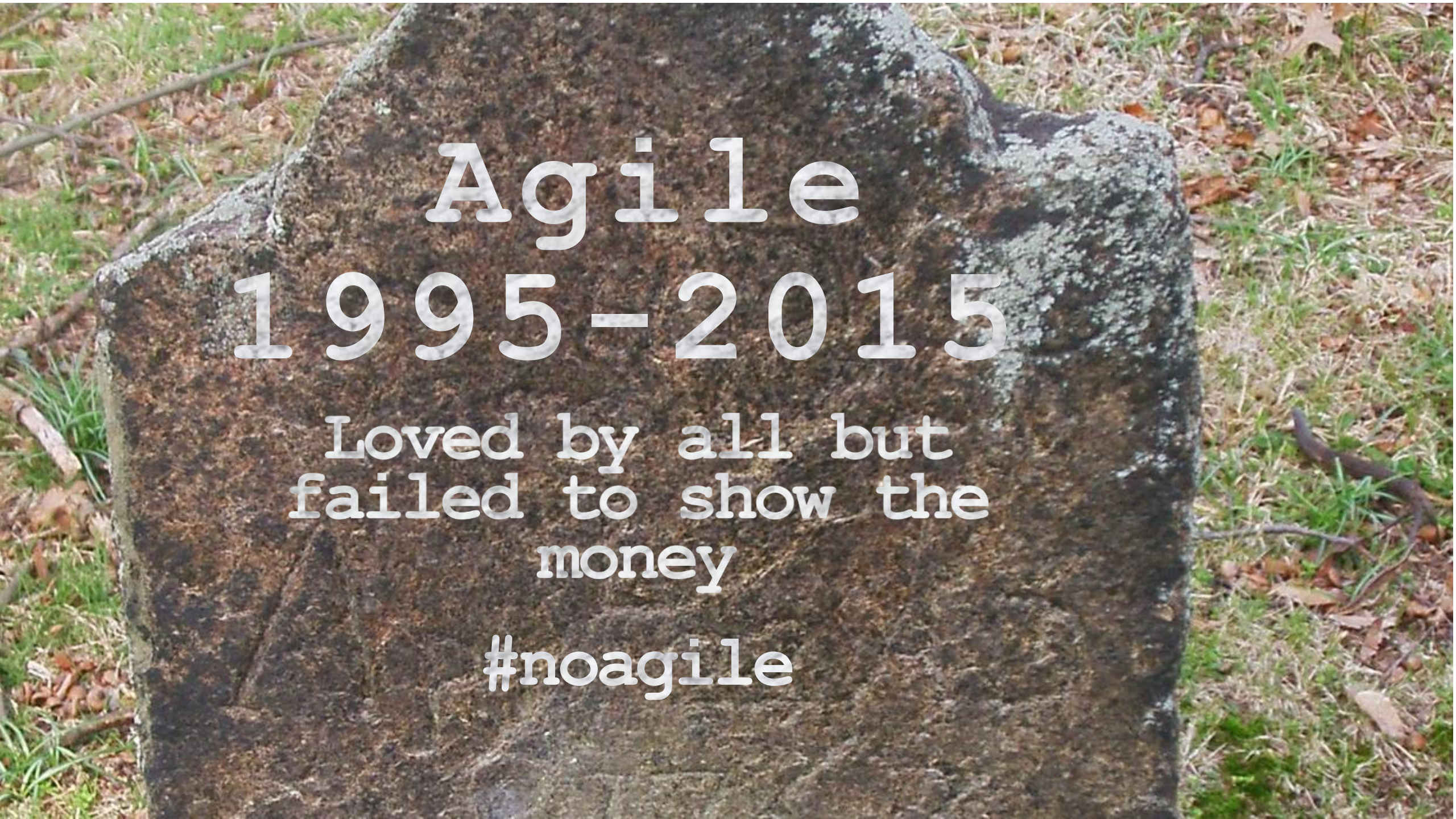
LEAN STARTUP -> OM NOM NOM

Culture eats process for breakfast
– Henrik Kniberg (and others ...)

Culture eats everything for breakfast
– Jurgen Appelo

Waterfall mindset eats your Agile culture for breakfast
– Me

THEN WHAT?

A dark, weathered gravestone with a rough, mossy texture. The stone is set in a grassy area with some dry leaves scattered around. Overlaid on the stone is white text in a typewriter-style font.

Agile
1995-2015

Loved by all but
failed to show the
money

#noagile

A new hope!

Dissolving problems

(not applying solution to a problem but to make them disappear completely – redesigning the system)

In practice, we need to completely rethink many things. And definitely, we need to stop doing some things.

“No Kanban will help if you suck at Scrum”

The problem and the solution are outside of the “method” and its details.

- If you fail with one agile “method”, you probably fail with the rest of them.
- It’s a systemic problem. If your organization (system) does not support agile, all of your agile will suck.
- You need to understand what makes it work and why.

My definition of /'adʒaɪl/

"Ruth was as agile as a monkey" (That's what Google told me!)

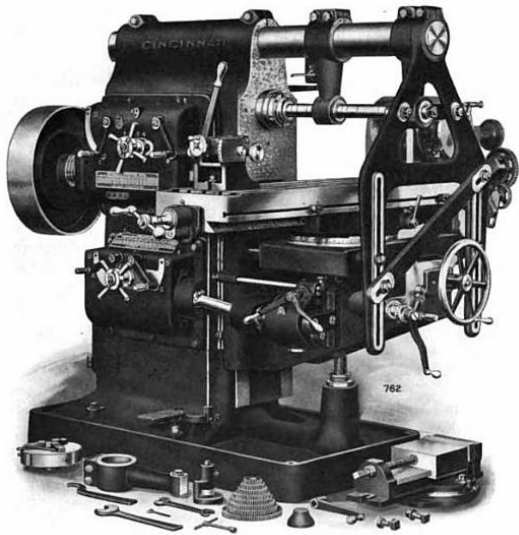
1. Make the work better
2. Make the work work better
3. Make lives better

Agile gives you tools and ideas. But organizations don't become better by "doing agile". They become better by understanding better how work works, how to learn better, how to create value etc.

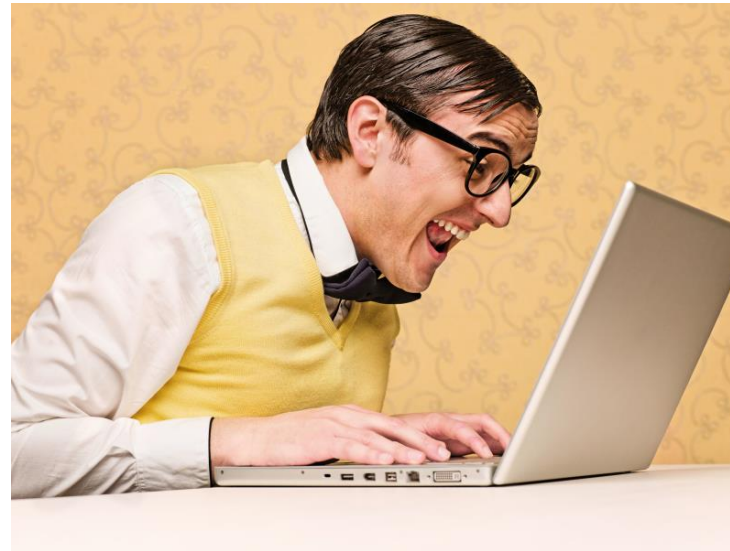
All this is built deep in to the thinking and structures of the organizations. That is the challenge.

True facts

Efficiency and effectiveness



!=



True facts

Efficiency and effectiveness

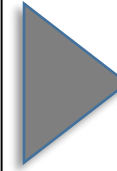
Thinking

- "We are efficient when everyone is 100% utilized."
- Focus on utilizing the existing resources maximally.
- "Doing better what is already being done"
- "Execute things efficiently according to plan."



Structures

- IT Systems where allocation and utilization of people are managed outside of the work.
- Rewarding people based on utilization and billability.
- Metrics based on utilization.



Results

- No time to learn and reflect.
- Technical debt.
- Stress.
- "Just follow the plan and execute"
- Focus on hours, not value etc.

"Every system is perfectly designed to achieve the results it gets"

	"Project thinking"	"Stable Teams thinking"
Staffing	Move people based on project needs.	Work is designed to fit the teams.
Management focus	Available resources, needed resources. Optimize projects (optimize locally)	Value and flow (iterate on value, remove waste...) Optimize products/services (optimize globally, end-to-end)
Unit of production	A single person. Specialised roles. Organizations are built around projects.	Cross-functional stable team. Organizations are built around stable teams.
Efficiency	"Measure how well resources are used to achieve ends"	"What we can do differently?" "How to improve?" Manage flow and waste. Iterate on value.
Assignment	"Executing a plan brings success" "Complete this project as agreed"	"Plan how to deliver a solution to these customers" (Teams work on "strategic level")
Method for improvement	"Doing the work is the work" Improvement projects, improved processes, train people	"Doing the work and improving the work is the work." Improve team capability. Build-in, Front-line experiments and learning
View of nature of the work	Work gets done when each of the needed special roles does their part according to plan.	Daily work involves solving unique problems together. The workers themselves have the best knowledge of the work. Learning and development happens when people work on problems together.

True facts

Improvement and learning

Most organizations

- How to organize trainings?
- Improvement projects?
- How to adopt best practices?
- Learning = becoming better in what we already do
- Progress = Top level decision making what and when to start

Few organizations

- How to do successful experiments?
- How to become faster and better (un)learner?
- How to better question everything we know about software development / knowledge work / everything?
- How to find totally different alternatives?
- Learning = renewal?
- Progress = starting and doing?

True facts

Power and influence

Ver 1.0

- "Do this and you get this"
- "How much money we need invest in soda machines to increase average employee satisfaction?"
- "If only people would think by themselves..."
- "You need to always keep eye on people or they start to slack..."

Ver 2.0

- "We are empowering people"
- "We move people in to project teams"
- "We have flexible working hours"
- "You are free to do things as long as the results are as expected"

Ver 3.0

- "We do our best to create an environment where teams and communities are born"
- "We are liberating people"
- "Work with the best interest of our community and customers in mind"

Instead of KPIs, try KBIs

Key Behaviour Indicators



Free pro
tip!

1. Write down examples of behavior and action you want to see.
2. Think in what kind of environment this type of behavior is possible or could happen.
3. Create the environment. Write down concrete actions.

As an agile boss, I want people to make decisions by themselves.

- Rise the influence of all...
- Provide support and safety...
- Autonomy...
- Clear goals...

- Get mad if people ask permission for trivial things :)
- Write a blog post (talk about it, make it important)
- ...

Round two, fight!

Wait. Actually, don't.

“The supreme art of agile is to subdue the waterfall thinking without fighting.”

— Sun Tzu, The Art of War

- To change something meaningful, you need a good cause. Inherently, agile has a good cause. It speaks for better work - in all of its forms.
- Ideas with good cause will eventually win.

Summary

- We need to look beyond methods and practices.
- Organizations become better by understanding better how work works, how to create value, how to learn better etc.
- Organizations change by changing how they think.
- Work with the system, aim to understand and affect its thinking.

Thank you!

Long live Agile!

Lue lisää -> www.uusijohtaminen.fi

 @VilleTormala