Managing for Happiness

Why Agile Works?

Today's Presenter

Carlos L. Codina Jr.

Agile Coach

Trains & coaches teams and companies

in Agile processes

- 9+ years practicing Lean & Agile
- Certified Scrum Master
- 8+ years mentoring, coaching & training
- 22+ years software design and development experience
- Under training as ISO Professional

Apartment Building In Shanghai Topples Over

The 13 story apartment building located in Eastern Shanghai, China, collapsed at 5:30AM on June 27, 2009

Agility is not a process...

Culture

/ˈkəlCHər/   (n)   *The attitudes and behavior of a particular social group.*

Collaboration   **Embrace Failure**

Transparency   **Commitment**

Adaption   **Respect**

Courage   *Trust*

Openness   *Safety*

Agile is a light weight and adaptive way of quickly delivering value to business.

Value is delivered through:
- **adaptive planning,**
- **collaboration,**
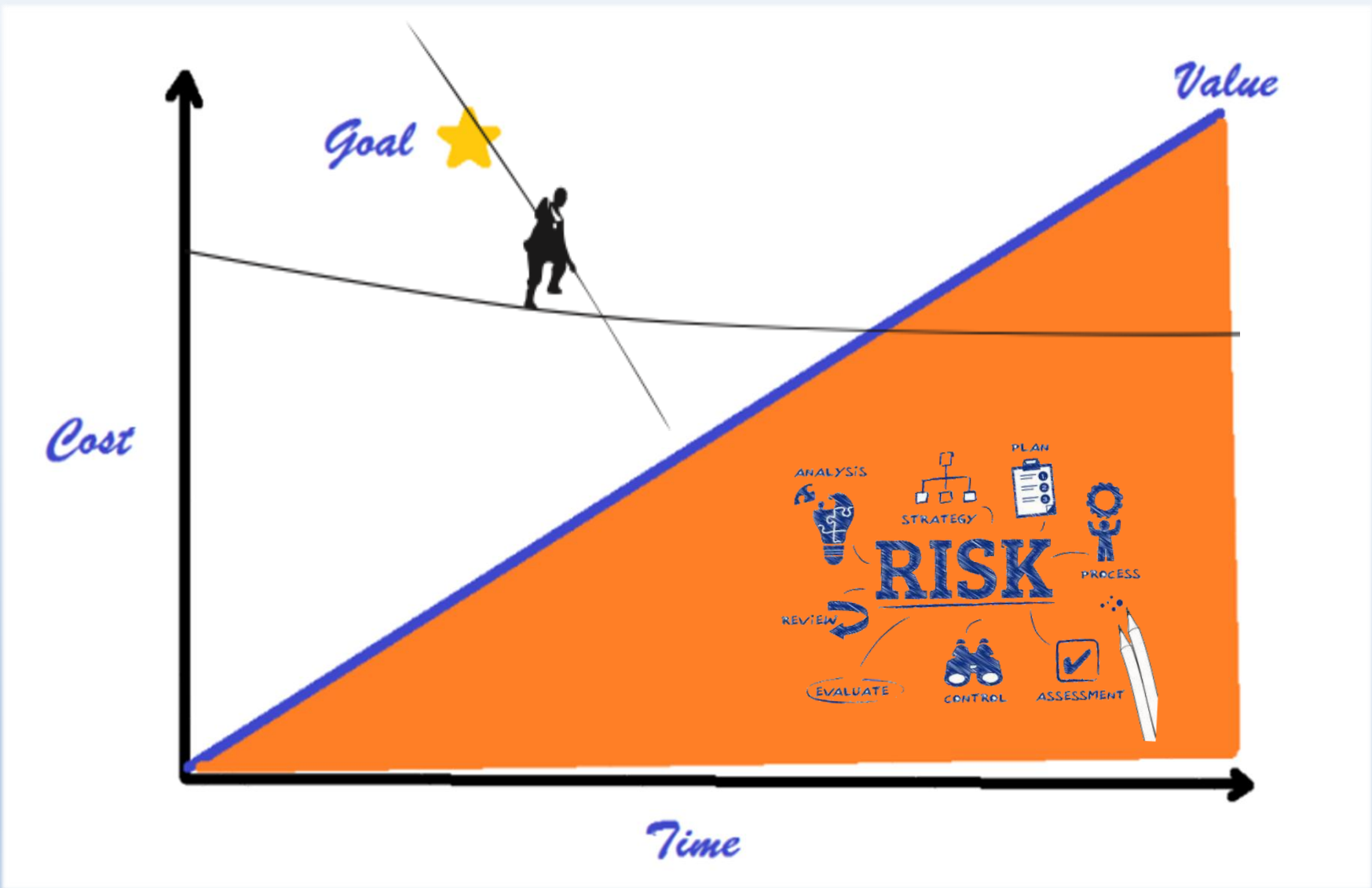- **quickly responding to change**
- **continuous improvement**

by **self-organizing, multi-disciplin**ary and **cross-functional teams**.

Some Key Benefits of Agile

- Predictable cost, schedule & delivery
- Greater project visibility
- Improved team morale
- Responsive to changing priorities
- Improved speed-to-market
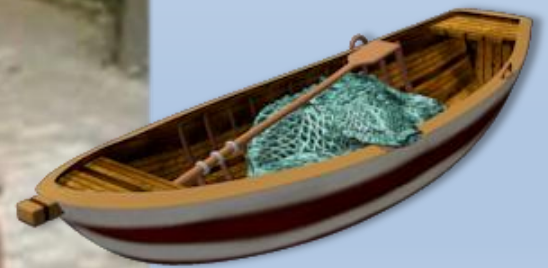- Focus on users & business value
- Improved quality

I ♥ AGILE
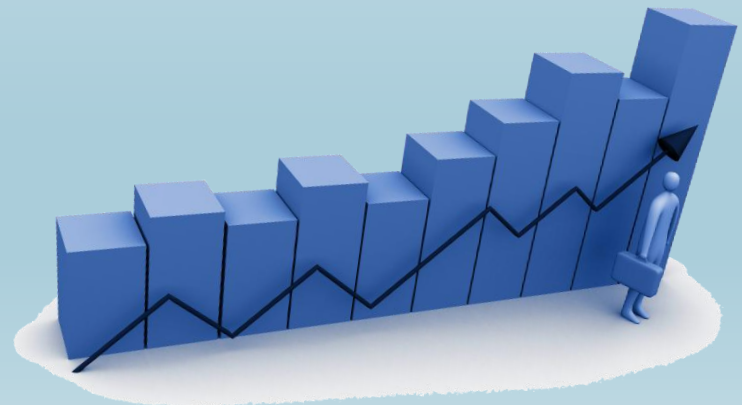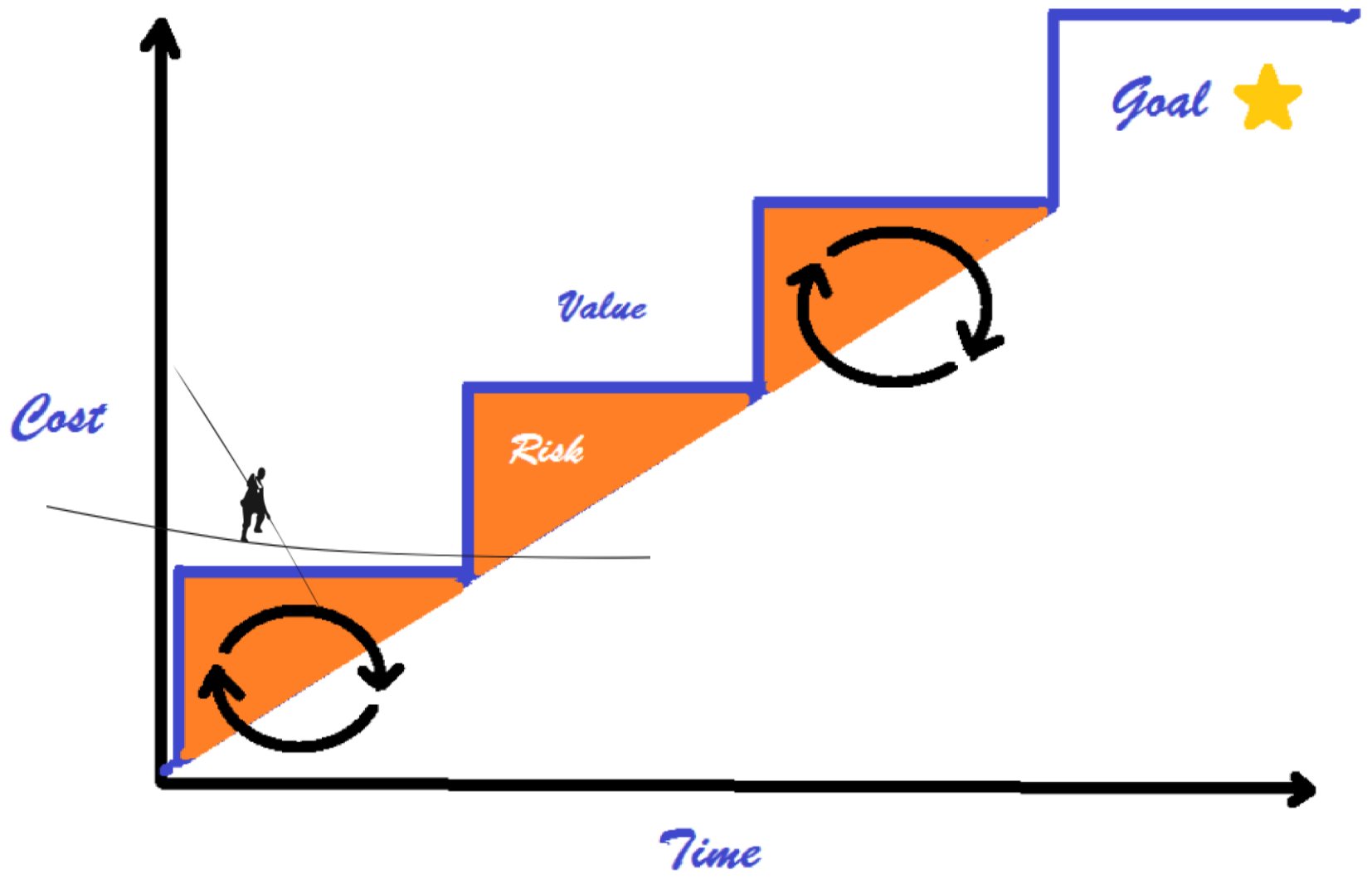
Software Projects

What Client expected.

Software Projects

What was delivered.

Based on a study on human behavior by Dr. David McClelland backed by 5 decades of data, teams who are self-organizing are more driven to perform.

When we say **self-organizing** we mean that they have:
- **Autonomy**
- **Mastery**
- **Purpose**

A Gallup study in 2016 shows that people with a defined **meaning and purpose at work results** in the following:

- **3x** **likely to stay in the company**
- **1.4x more engaged at work**
- **1.7x higher job satisfaction**

WHAT
What do we do

HOW
How we do it

WHY
Why we do it

Product

Process

Purpose
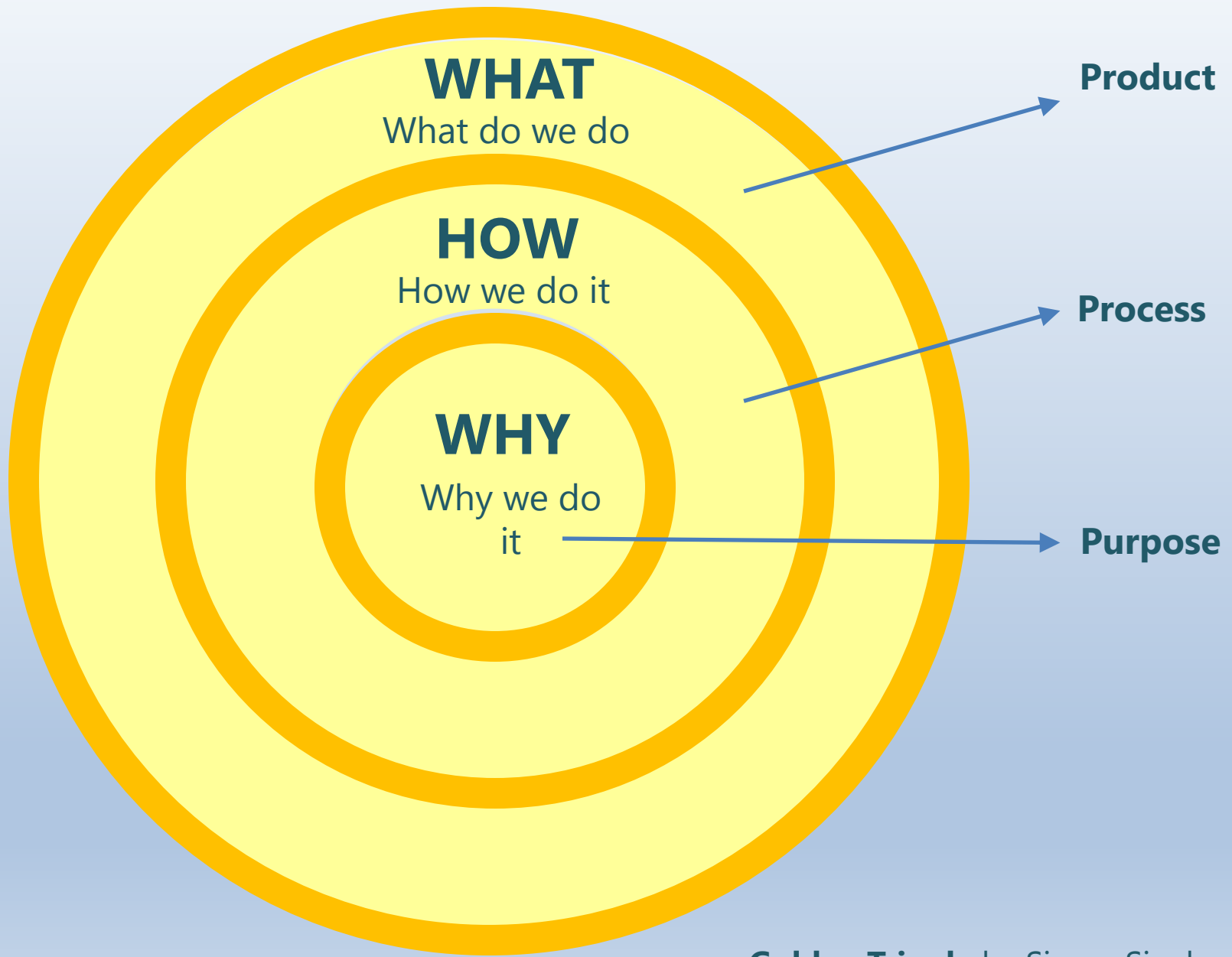
Golden Tringle by Simon Sinek

Scrum Principles & Values

- Transparency
- Inspection
- Adaption

- Courage
- Openness
- Respect
- Focus
- Commitment

Vulnerability is <u>bed rock </u>of shame, fear but also **<u>joy</u>** , **<u>belonging</u>** ,**<u>creativity</u>** and **<u>love</u>**.

Brene Brown, Research professor at the University of Houston

Supervisor

Engineer

Senior Officer

Specialist

Executive

Operation Manager

HOD

MD

CEO

COO

Worker

Hiring so many managers will not resolve your problems. It will just slow things down and confuse the only one person that is really doing the job.
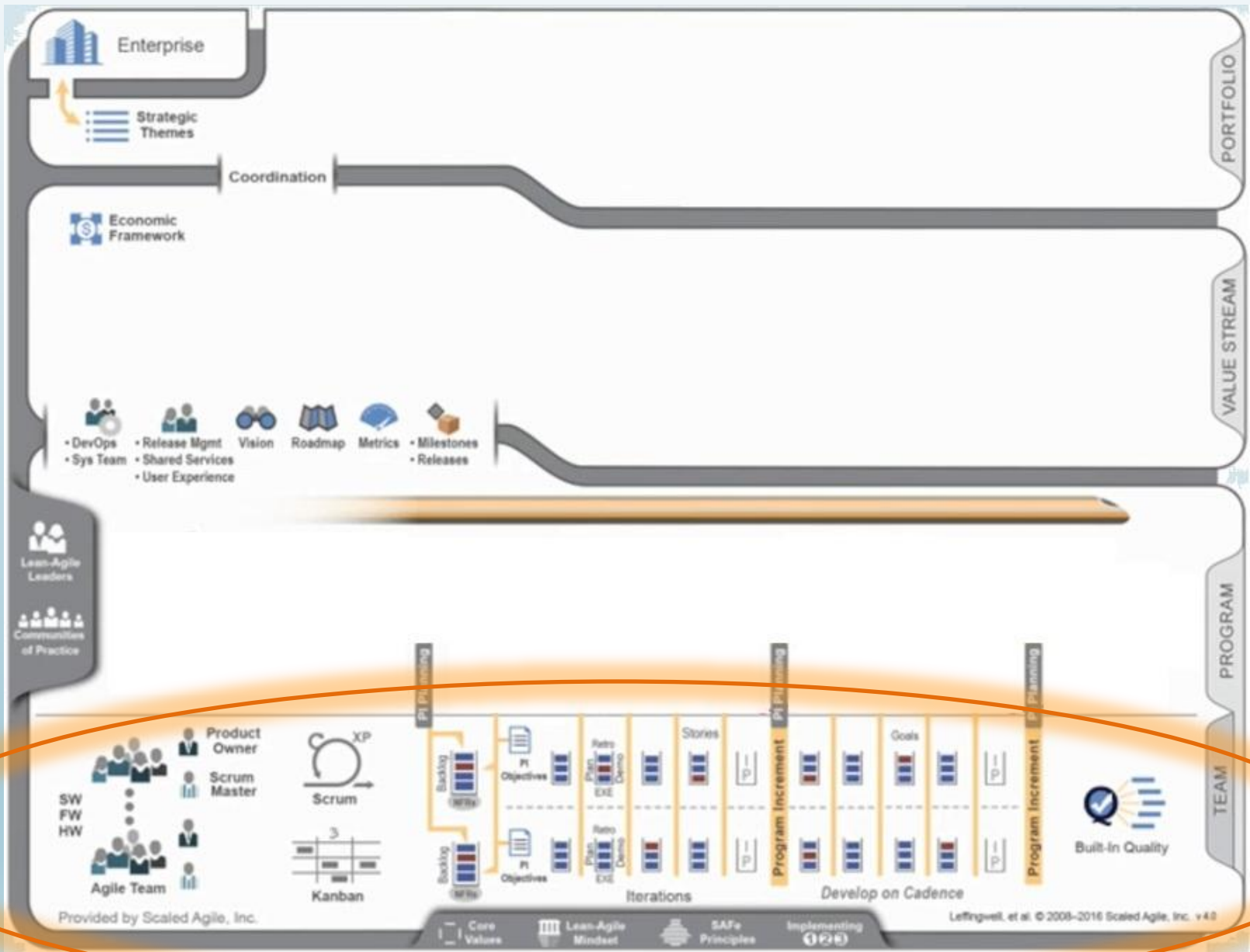
… **it is so easy to confuse motion for value if we're all busy … we feel good about that…**

John Shook

A Former Toyota Manager

"COMING TOGETHER IS A BEGINNING. KEEPING TOGETHER IS PROGRESS. WORKING TOGETHER IS SUCCESS."

HENRY FORD
FORD MOTOR COMPANY

"The world is changing very fast. Big will not beat small anymore. It will be the fast beating the slow."

VUCA
(volatility, uncertainty, complexity & ambiguity)

Rupert Murdoch
Business Tycoon and CEO of News Corporation

"Problems can be raised and assumptions can be challenged without fear of blame, retribution, or being judged."

"Build a trusting and safe environment where problems can be raised and assumptions can be challenged without fear of blame, retribution, or being judged, with an emphasis of healing and problem solving."

Servant Leader

The <u>servant-leader</u> is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.
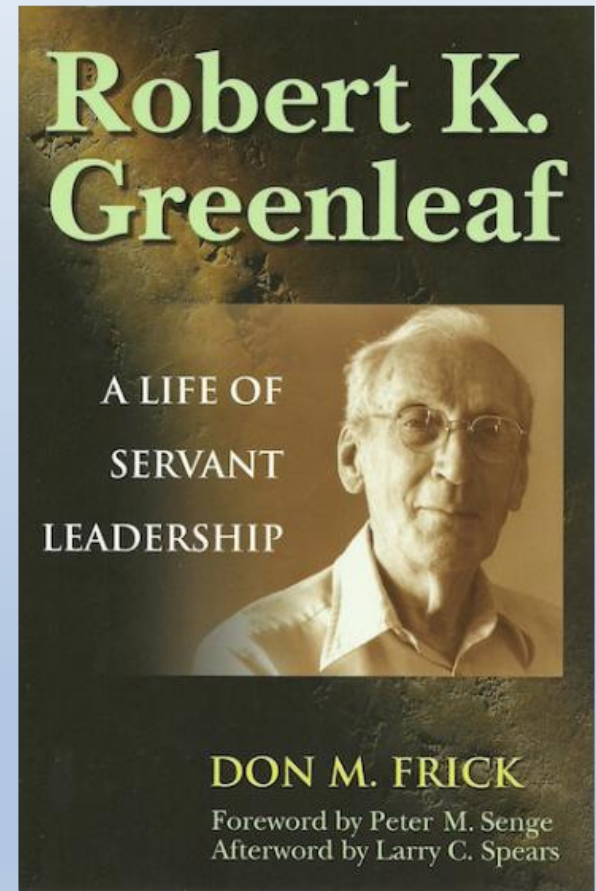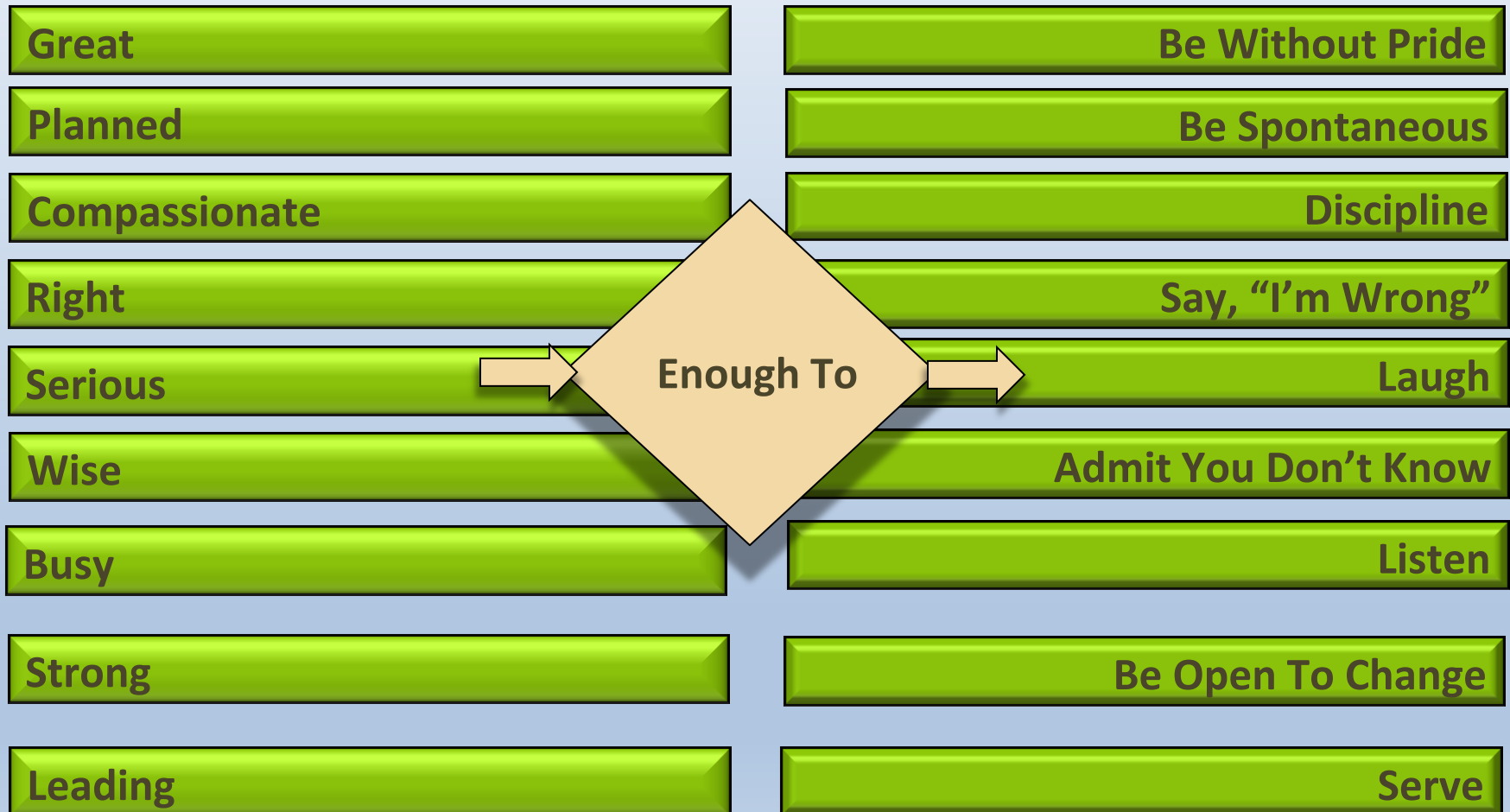
The best test is: do those served to grow as persons: do they, while being served, become **healthier**, **wiser**, **freer**, **more autonomous**, more likely themselves to **become servants**?

(Greenleaf, 1977/2002, p. 27)

Paradoxes

Servant-Leadership, itself a paradox, requires a constant balance…

	Enough To	
Great		Be Without Pride
Planned		Be Spontaneous
Compassionate		Discipline
Right		Say, "I'm Wrong"
Serious		Laugh
Wise		Admit You Don't Know
Busy		Listen
Strong		Be Open To Change
Leading		Serve

Real World Case Study 2012

- 4,000 people
- Across 510 teams and in all locations
- 7 months training
- 7 months implementation
- 17 independent product lines
- 35 sub-product lines

- **Before Agile, 3 projects per year**
- **After Agile, 56 projects per year**

http://searchcio.techtarget.com/feature/Four-pillars-of-PayPals-big-bang-Agile-transformation
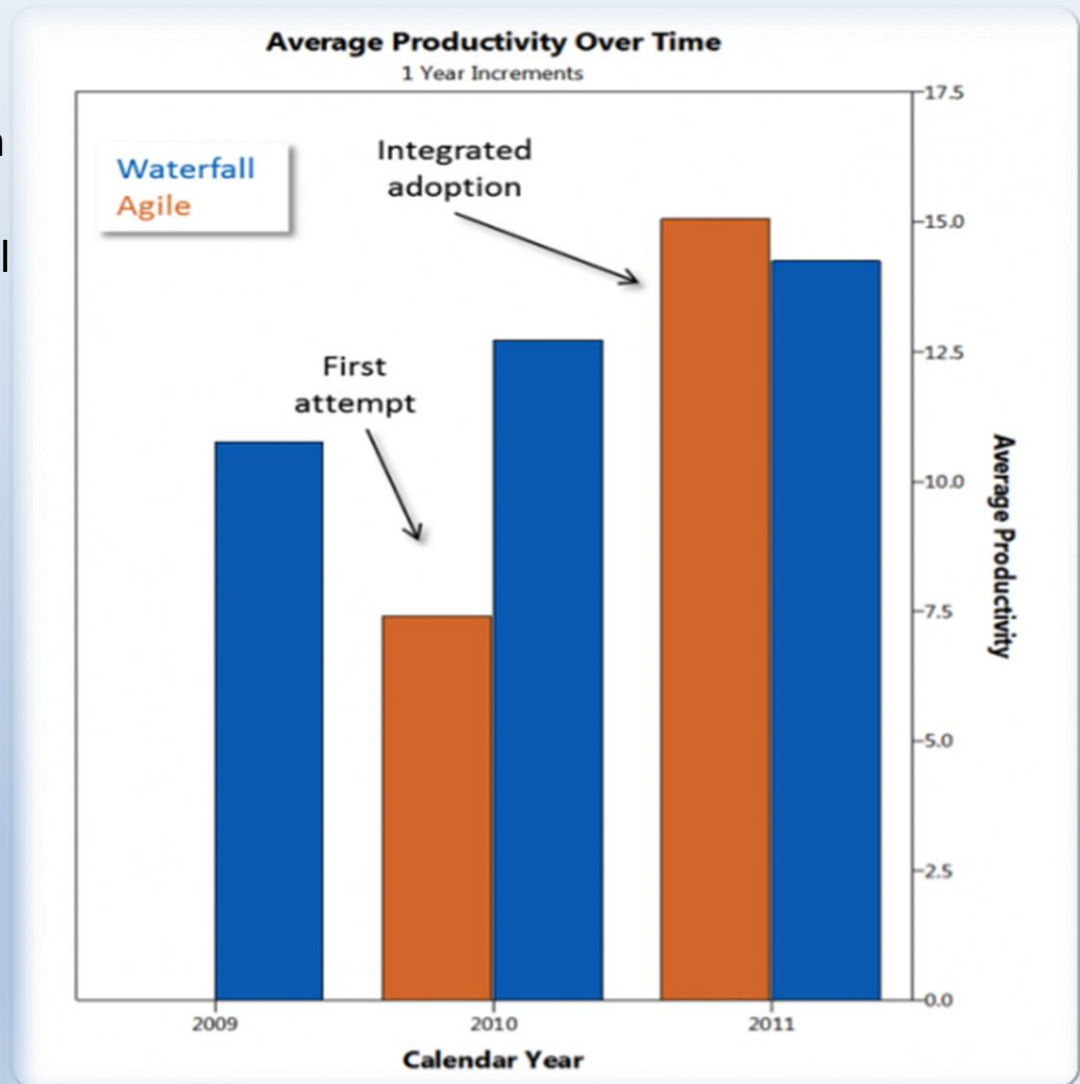
Anonymous

Quantitative Software Management Inc. a case study for a large technical business organization (that wishes to remain **anonymous**). A waterfall shop, attempted to adopt agile on a small scale in **2010**.
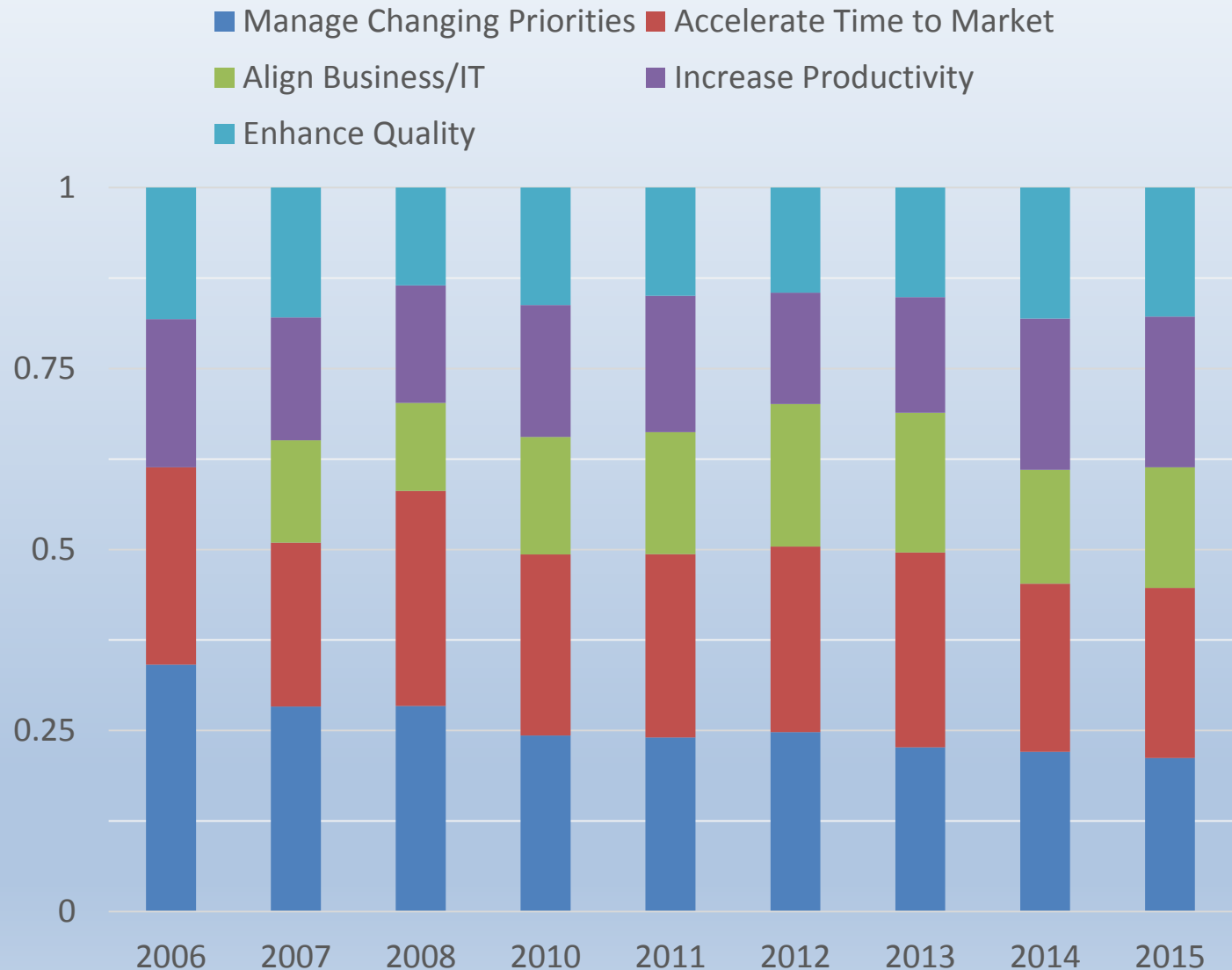
The results were less than optimal due to company's:

- lacked the necessary infrastructure
- lacked organizational mind shift

In **2011** it made a second attempt, this time using a more integrated approach. To start, it had organizational support and buy-in from senior management and key stakeholders.
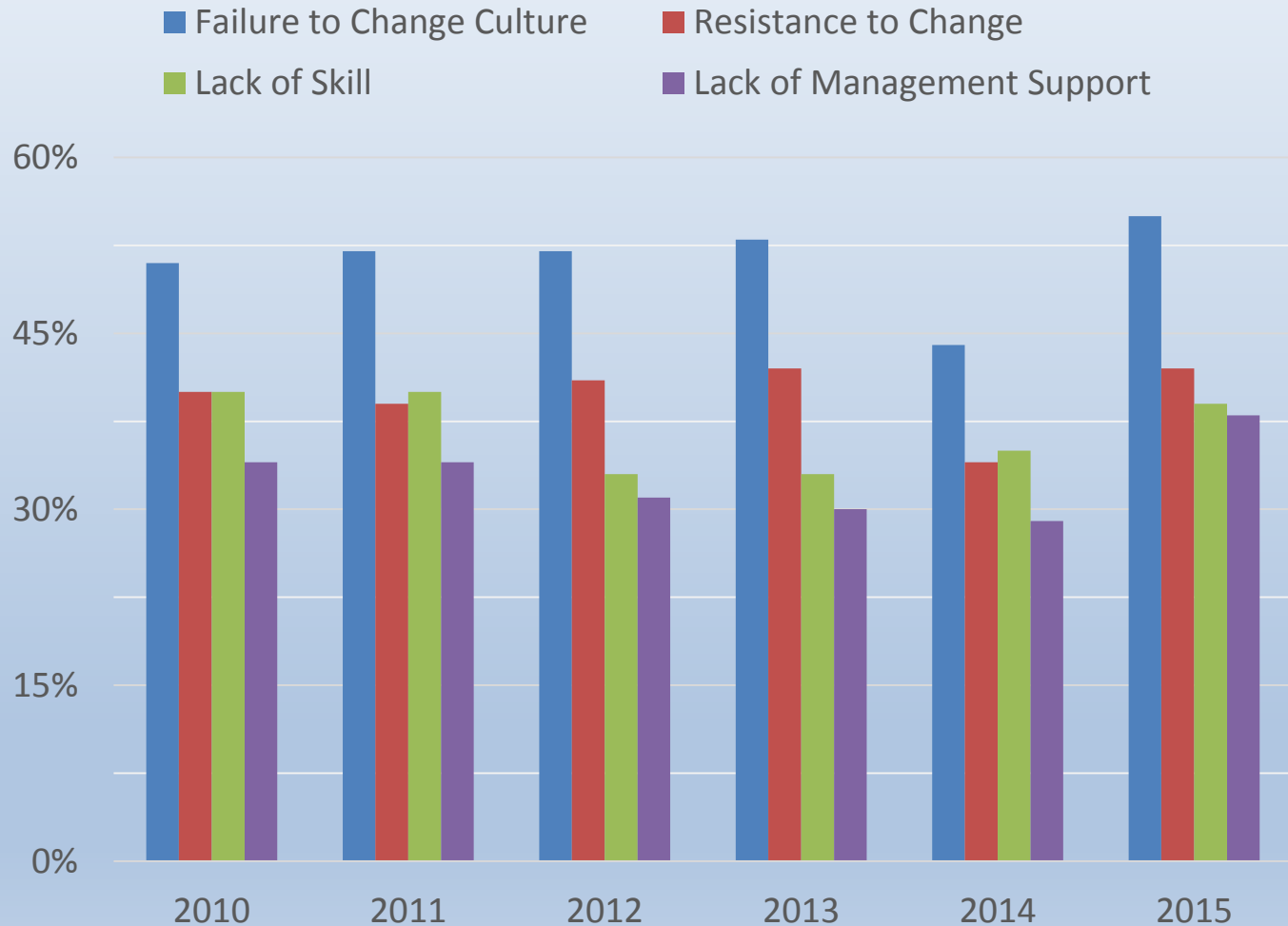
Average Productivity Over Time
1 Year Increments

Waterfall
Agile

Integrated adoption

First attempt

Average Productivity

Calendar Year

Why Organizations Choose Agile
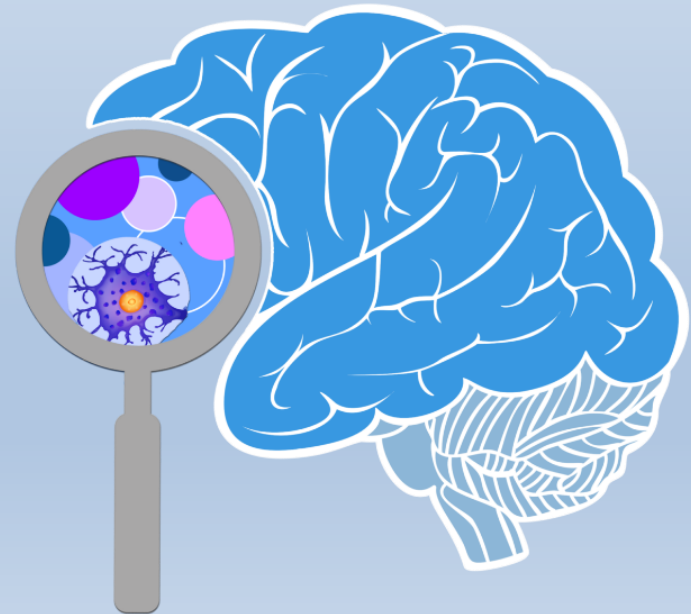

10 years of data from VersionOne

What Is Stopping Agile

Cognitive Dissonance

The mental discomfort experienced by a person who simultaneously holds two or more contradictory beliefs, ideas, or values.

2015 CHAOS report from the Standish Group

SIZE	METHOD	SUCCESSFUL	CHALLENGED*	FAILED
All Size Project	Agile	39%	52%	9%
	Waterfall	11%	60%	29%
Large Size Projects	Agile	18%	59%	23%
	Waterfall	3%	55%	42%
Medium Size Projects	Agile	27%	62%	11%
	Waterfall	7%	68%	25%
Small Size Projects	Agile	58%	38%	4%
	Waterfall	44%	45%	11%

*Challenged projects are defined as projects that were completed, but went over budget, time, or both.

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fundamentals
repetition

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detatch
self recognition
innovation

ri
separate
creative technique
transendence

Cargo Cult

...ritualistic acts such as the building of an airplane runway will result in the appearance of material wealth...

Melanesia (Vanuatu, the Solomon Islands, Fiji, and Papua New Guinea)

Failure is NOT a permanent condition. Giving up is what makes it permanent.

The power of passion and perseverance.
Dr. Angela Lee Duckworth

Life is a marathon not a sprint.
Dr. Angela Lee Duckworth

GRIT

Hard work beats talent

Tips on Agile Value Delivery

1. Start with Purpose
2. Policy dictates culture
3. Lead with Trust, not with Fear
4. Improve by increment (negotiate / experiment) (you can't make everyone agile)
5. Make do with what you have (e.g. tools)
6. Assurance of trust & safety so no one is afraid to challenge assumptions
7. Measure achievement of purpose (collective ownership)
8. Don't be afraid to fail
9. Target fixation (target, fuel & altitude)
10. Situational Awareness (High/Low)

Software Engineering Best Practices and Toolchain

- Test Driven Development (TDD)
- Behavior Driven Development (BDD)
- Continuous Integration (CI)
- Continuous Delivery
- Source Control
- Pair Programming
- Code as infrastructure
- Code Review
- Automated Testing
- Feature Driven Development (FDD)

"The Lighthouse"

Believe it or not...this is the transcript of an actual radio conversation between a US naval ship and Canadian authorities off the coast of Newfoundland in October 1995. The Radio conversation was released by the Chief of Naval Operations on Oct. 10, 1995.

US Ship: Please divert your course 0.5 degrees to the south to avoid a collision.

CND reply: Recommend you divert *your* course 15 degrees to the South to avoid a collision.

US Ship: This is the Captain of a US Navy Ship. I say again, divert *your* course.

CND reply: No. I say again, you divert YOUR course!

US Ship: THIS IS THE *AIRCRAFT CARRIER USS CORAL SEA*, WE ARE A LARGE WARSHIP OF THE US NAVY. DIVERT YOUR COURSE NOW!!

CND reply: This is a lighthouse. Your call.

"Working hard for something we don't care about is called stress; working hard for something we love is called passion."

Simon Sinek