



Overcoming Common PITFALLS in Your Agile Transformation

Who Is This Guy?

Bill DeVoe

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Artemis Agile Consulting, Inc.*



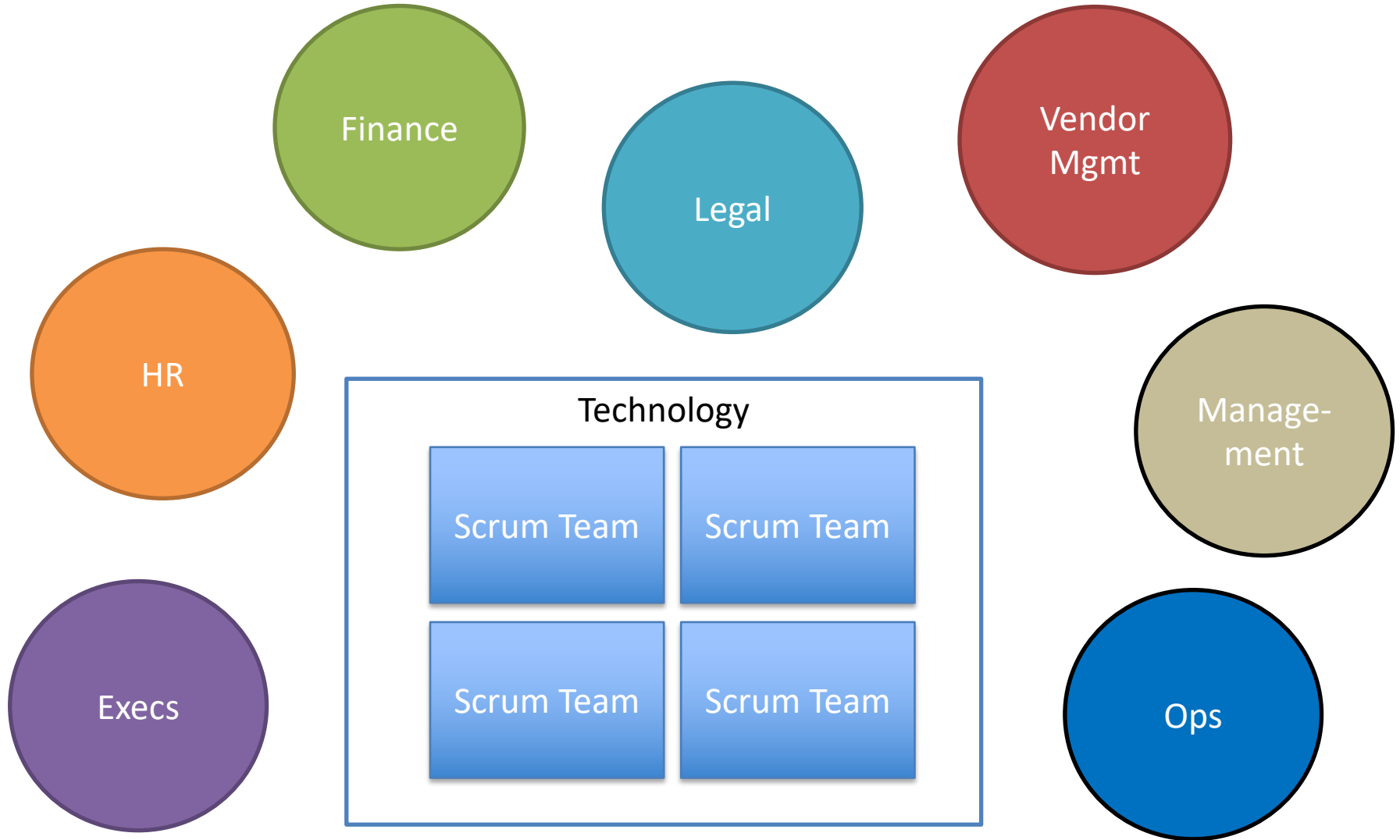
- 25+ years in IT, about 20 years doing agile
- Very experienced in enterprise scaled agile transformations, primarily SAFe
- Experience ranges from small startups to large enterprises
- Variety of industries including broadcasting, access control, finance, travel, and health care
- Work with everything from teams through executives
- Based in Denver, CO



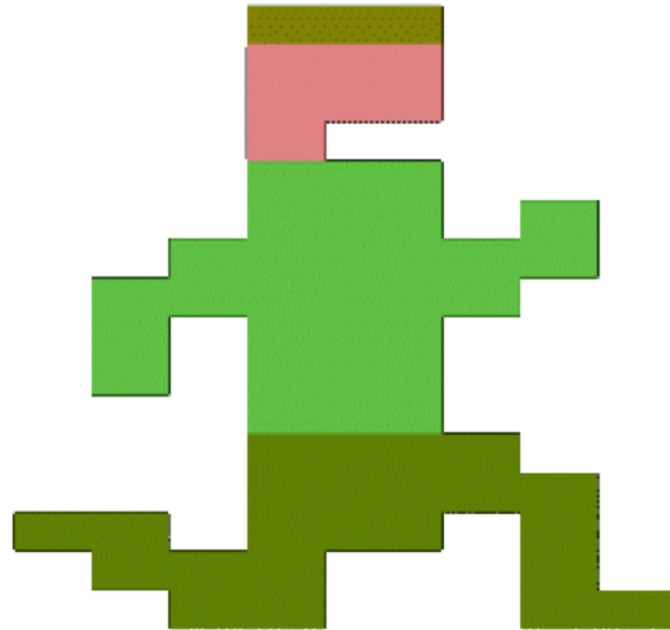
Quick Question

- How many people here are:
 - Scrum Masters?
 - Product Owners?
 - Business Owners?
 - Management?
 - Some other role?

What Is Enterprise Transformation?



Introducing Our Hero

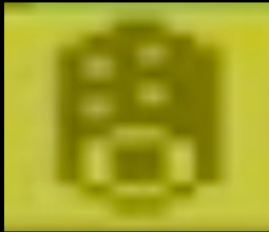


PITFALL Harry

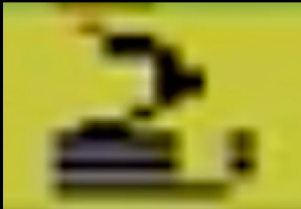
Our Pitfalls



Expectations



Culture



Communication

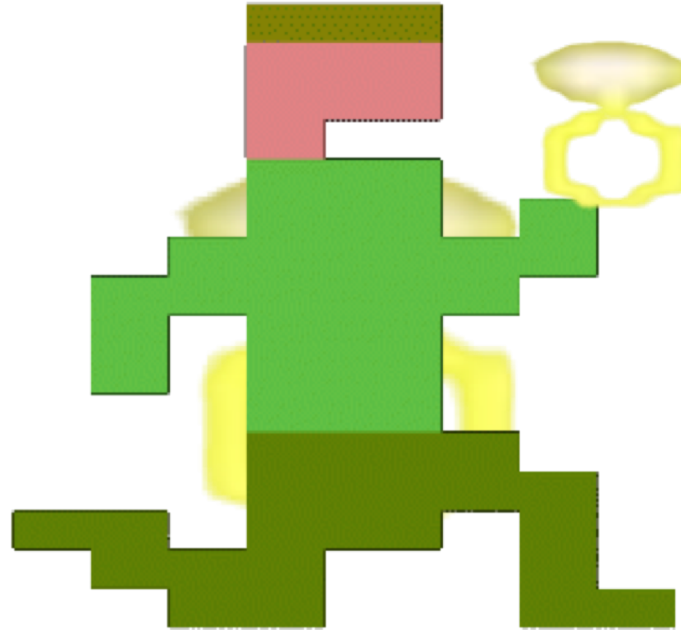


Mindset



Processes and Policies

Our Prize



Sustainable Agile Transformation

Team Pitfalls



Culture



Communication



Processes and Policies

Team Solutions

- Communication
 - Clearly documented working agreements
 - Team working agreements
 - Definition of Done
 - Definition of Ready
 - Consistent meetings/ceremonies
 - Ensure appropriate stakeholders present
 - Validate the product value with customer
 - BVIRs (Big Visible Information Radiators)
 - Distributed team practices where needed



Communication

Team Solutions

- Culture
 - Tribal Knowledge
 - Distributed teams require discipline and rigor
 - Culture of shared and full ownership
 - eXtreme Programming
 - Pairing/collaborative programming
 - Test-first philosophy
 - Behavior-driven development
 - Co-location (or strong distributed team practices)



Culture

Team Solutions

- Processes and Practices
 - Culture is engrained in our processes and practices
 - Test automation where possible, as much as possible
 - Adopt DevOps elements into process
 - Continuous integration
 - Streamline release process
 - “Release versus Deploy”



Processes and Policies

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Team Success!



Finance Pitfalls



Processes and Policies

Finance Solutions

- Processes and Practices
 - Move from project funding to cost-center accounting
 - Fund teams and organizations and drive work to them
 - Create long-lived, sustainable team dynamics
 - Introduce Innovation Options
 - Smaller funding elements with milestones
 - Innovation-Options.com



Processes and Policies

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Finance Success!



HR Pitfalls



Culture



Mindset



Processes and Policies

HR Solutions

- Culture

- Career advancement

- Promotions not the only measure of progress

- CAMP opportunities (Dan Pink)

- Community

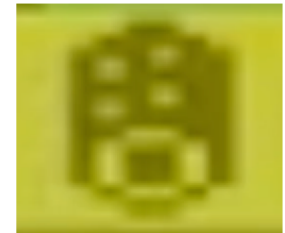
- Autonomy

- Mastery

- Purpose

- Reward structure

- Employee engagement



Culture

HR Solutions

- Mindset
 - Moving from low variability to high variability
 - Reduction of job family concept
 - Increase flexibility of options
 - Vacation
 - Remote work
 - Assignments
 - Move from extrinsic to intrinsic rewards
 - CAMP opportunities



Mindset

HR Solutions

- Processes and Policies
 - Replace annual review process with more frequent, goal-based approach
 - Adobe Check-in process
 - [Adobe.com/check-in.html](https://adobe.com/check-in.html)
 - Hiring practices
 - Look at power dynamic
 - Team-based goals
 - 360° feedback



Processes and Policies

HR Solutions

The evolution of the employee



Source: Jacob Morgan, Author, *The Future of Work*

HR Success!



Management Pitfalls



Expectations



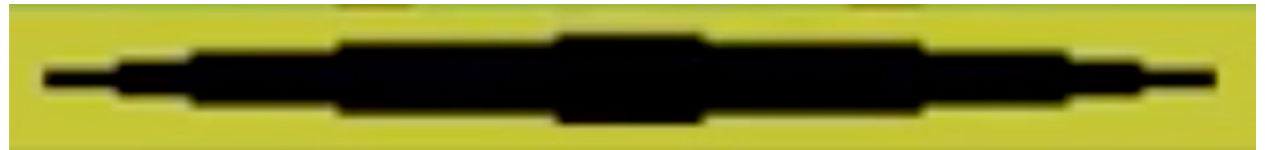
Communication



Mindset

Management Solutions

- Expectations
 - A change from what they expected their job to be
 - Work comes from business, not management
 - Direct reports may be on different teams
 - Work to resolve possible churn on distributed teams (especially on vendor-provided teams)



Expectations

Management Solutions

- Mindset
 - Being flexible to change
 - Support “knowledge worker” autonomy
 - Managers should be “people gardeners”
 - Manage the system, not the people



Mindset

Management Solutions

- Communication
 - Understand how teams are providing information (understanding BVIRs)
 - Delegation Poker (Management 3.0)
 - Establish clear guardrails for employees
 - Moving Motivators (Management 3.0)
 - Understand how employees are motivated
 - Customize reward structure around employee motivations, not pre-defined engagement programs



Communication

Management Success!



The Biggest Pitfall

The most dangerous phrase is
“We’ve always done it that way”.

- *Rear Admiral Grace Hopper*
Computer Science Pioneer
“Grandma COBOL”

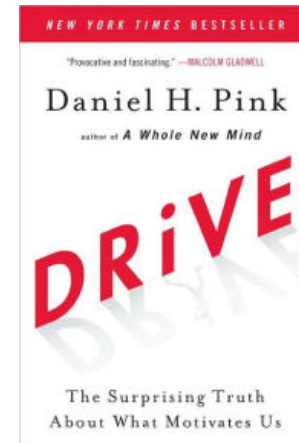
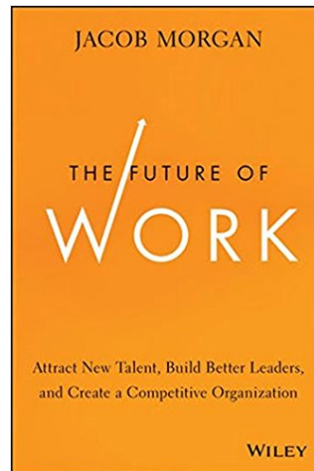
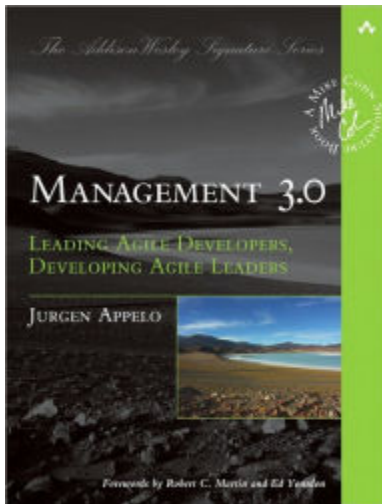


The Prize!



Resources

- Daniel Pink, *Drive*
- Jurgen Appelo, *Management 3.0*
- Jacob Morgan, *The Future of Work*
- Adobe, *Adobe Check-in Model*
- HBR's "How Netflix Reinvented HR" article



Questions?



Contact Information



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Check out Artemis Agile Consulting (courses, workshops, and blog) at

<http://ArtemisAgile.com>

Thanks for attending!

