

Accelerating Agile Transformation – Reusable Patterns and Solutions

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The Org Whisperer
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About The Presenter



- 10+ years experience, enterprise apps
 - Software Engineer to Director of Engineering
 - Cisco, Avaya, HP, Siemens
- Most recently - Program Manager in Cisco IPCBU
 - Scrum roll-out in a global, hybrid environment
- Previously - Technical Manager at Avaya
 - Agile Transformation of a global engineering team
- B.E. in CS, Certificates in OD, Entrepreneurship
- CSM, PSM 1, MBTI, TKI, Leading Bold Change



Audience

- Typical attendee
 - Familiar with Agile
 - Participating in / thinking about Agile
 - Facing / anticipating challenges
- Also available:
 - Free Webinar: Intro to Scrum

Agenda

1. Framework for Accelerating Transformation
2. Three Pillars-
 - One tip
 - One challenge
3. Tying it all together
4. Q&A
5. Free DART
 - Diagnostic on Agile Readiness and Transformation

Chickens and Pigs

- The Classic Story of the Pig and Chicken, Michael Vizdos- (<http://www.implementingscrum.com/2006/09/11/the-classic-story-of-the-pig-and-chicken/>)



By Clark & Vizdos

© 2006 implementingscrum.com

- Pigs: Scrum team members
- Chickens: Everyone else

Organizational Transformation

- Triggers:
 - Economy
 - Competition
 - Investors
 - Revenue
- Response:
 - Merger / Acquisition
 - Re-org
 - New Technology
 - New Process
- Transformation often runs into impediments

Common Impediments

- Common Agile Impediments

Me as a **skeptic**...

- Fad of the day
- Yet another meeting?
- What's wrong with pain?
- Fluid release content
- They just don't get it!

Me as a **believer**...

- Misconception
- Global teams
- Inaccessible customer proxy
- Freedom w/o accountability
- They just don't get it!

- Unique impediments?

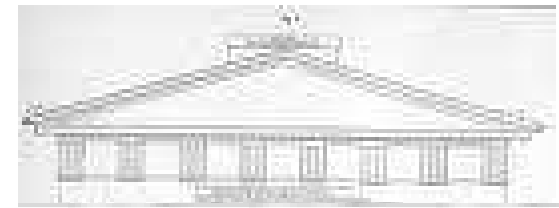
OR

- Common patterns and reusable solutions?



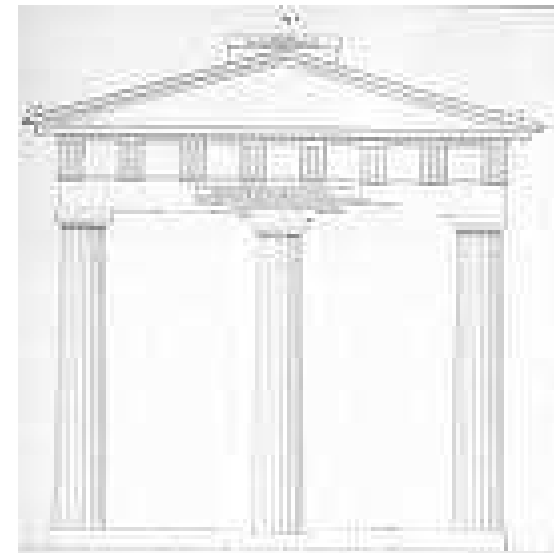
The Framework

- Accelerating Organizational Transformation
- Three pillars
 - Pillar 1: Patterns in Change
 - Pillar 2: Patterns in Personality
 - Pillar 3: Patterns in Conflict



The Framework

- Accelerating **Agile** Transformation
- Three pillars
 - Pillar 1: Patterns in Change
 - Pillar 2: Patterns in Personality
 - Pillar 3: Patterns in Conflict



Pillar 1 – Patterns in Change

“Change is the only constant.”

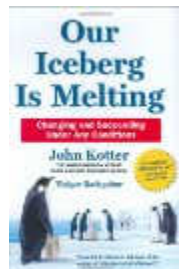
-Heraclitus (**535 BC - 475 BC**)

- Research by Harvard Business School Professor - John Kotter...
 - Over 70% of all change efforts do not meet their objectives
 - Only 10% of all change efforts exceed expectations
- Common patterns in all successful change efforts
 - A reusable 8 Step Process based on patterns of success



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Pillar 1 – Patterns in Change

Phase 1: Set the Stage

1. Create a sense of urgency.
2. Pull together the guiding team.

Phase 2: Decide What to Do

3. Develop the change vision and strategy.

Phase 3: Make it Happen

4. Communicate for understanding and buy in.
5. Empower others to act.
6. Produce short term wins.
7. Don't let up.

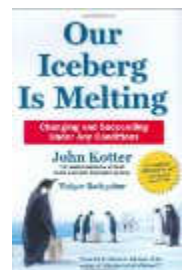
Phase 4: Make It Stick

8. Create a new culture.

Where we should start

Bridge
this
gap!

Where we often start



Pillar 1 – Patterns in Change

Complacency

- Relive past success
- Problems in the other department
- Let's just wait it out

False Urgency

- Fear, anxiety, anger
- Frenzied activity
- Death by IM, E-mail, PowerPoint, Meeting
- Cannot pause and reflect on key issues

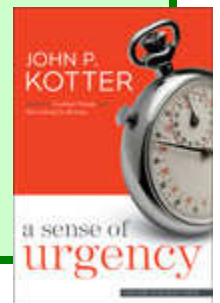
True Urgency

- Clear understanding of opportunities and hazards
- Purge useless activities
- Focus on key issues
- Gut-level determination to move and **win now!**



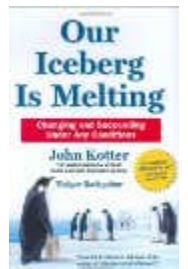
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Pillar 1 – Patterns in Change

- Create a sense of urgency
 - The most important step
- Answer the questions
 - Why are we introducing Agile? Why now?
 - What is not working well?
 - What if we preserve the status quo?
 - Effect on stake holders?
 - Impact on business metrics?
 - What stories / facts support this?



Pillar 1 – Patterns in Change



Without compelling answers...

STOP AGILE TRANSFORMATION NOW!

- Risks
 - Setting teams up for failure
 - Constantly on the defensive
 - Getting lost in the weeds
 - Death of a thousand paper cuts

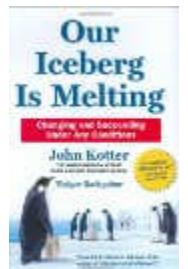
Pillar 1 – Patterns in Change

- Tip 1: Create a sense of urgency
- Challenge 1: How have you created a sense of urgency for your Agile Transformation?



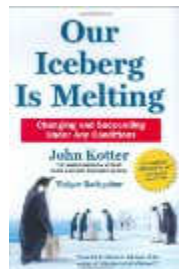
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Pillar 1 – Patterns in Change

- Poll: Biggest challenge to urgency...
 1. Set the stage
 2. Decide what to do
 3. Make it happen
 4. Make it stick
 5. Other



Pillar 2 – Patterns in Personality

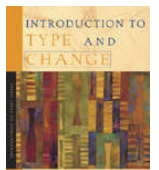
- Personality type influences our needs during change
 - **How** we want to be informed
 - What **kind** of information we want
 - What **criteria** we use to support or resist
 - How we want to be **involved** in the change
 - How we want the change plan to be **structured**
- If you **understand** this criteria...
- You can **influence** the decision

(Introduction to Type and Change – by Nancy J. Barger and Linda K. Kirby, Publisher – CPP, Inc. 2004)



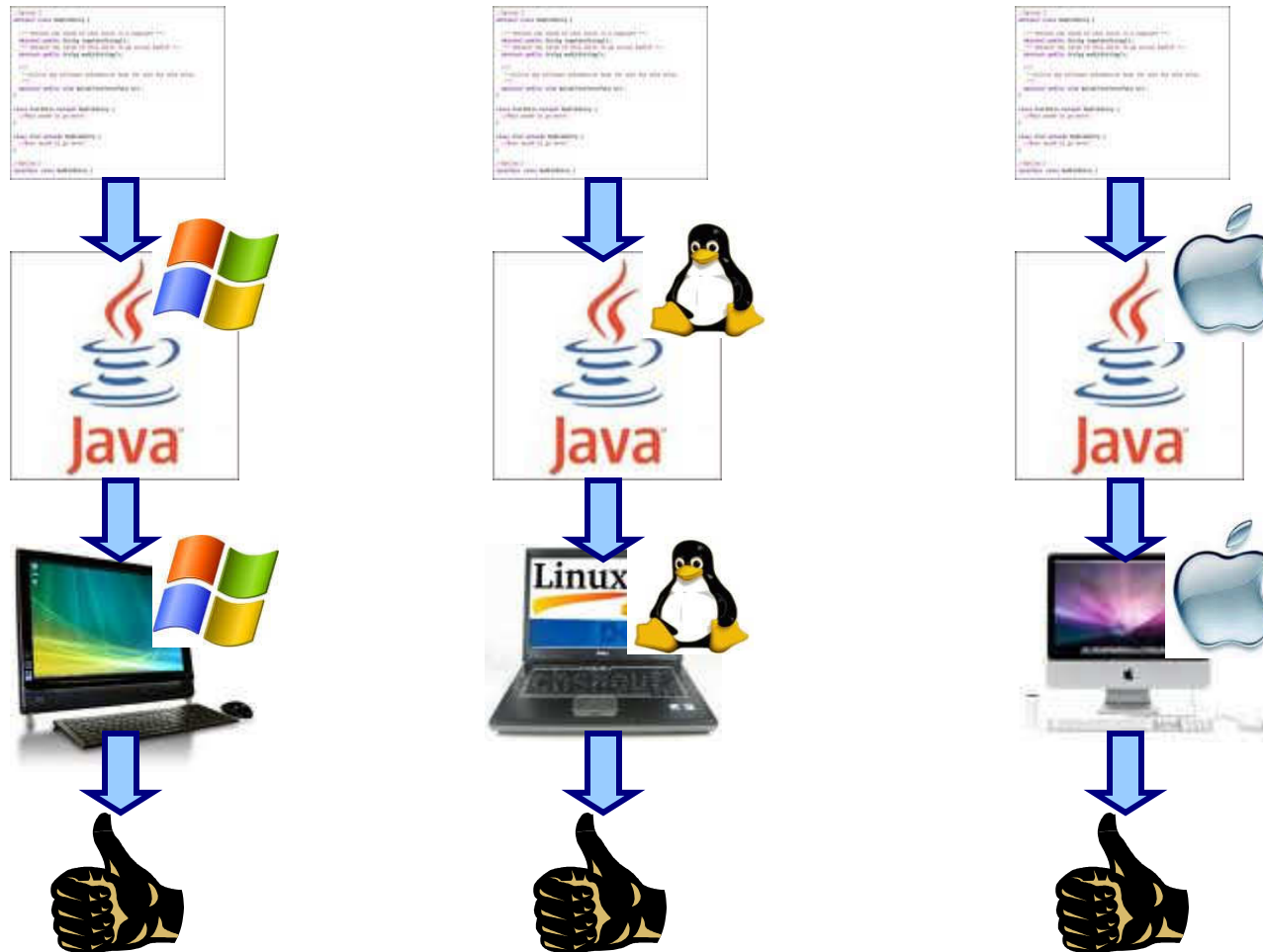
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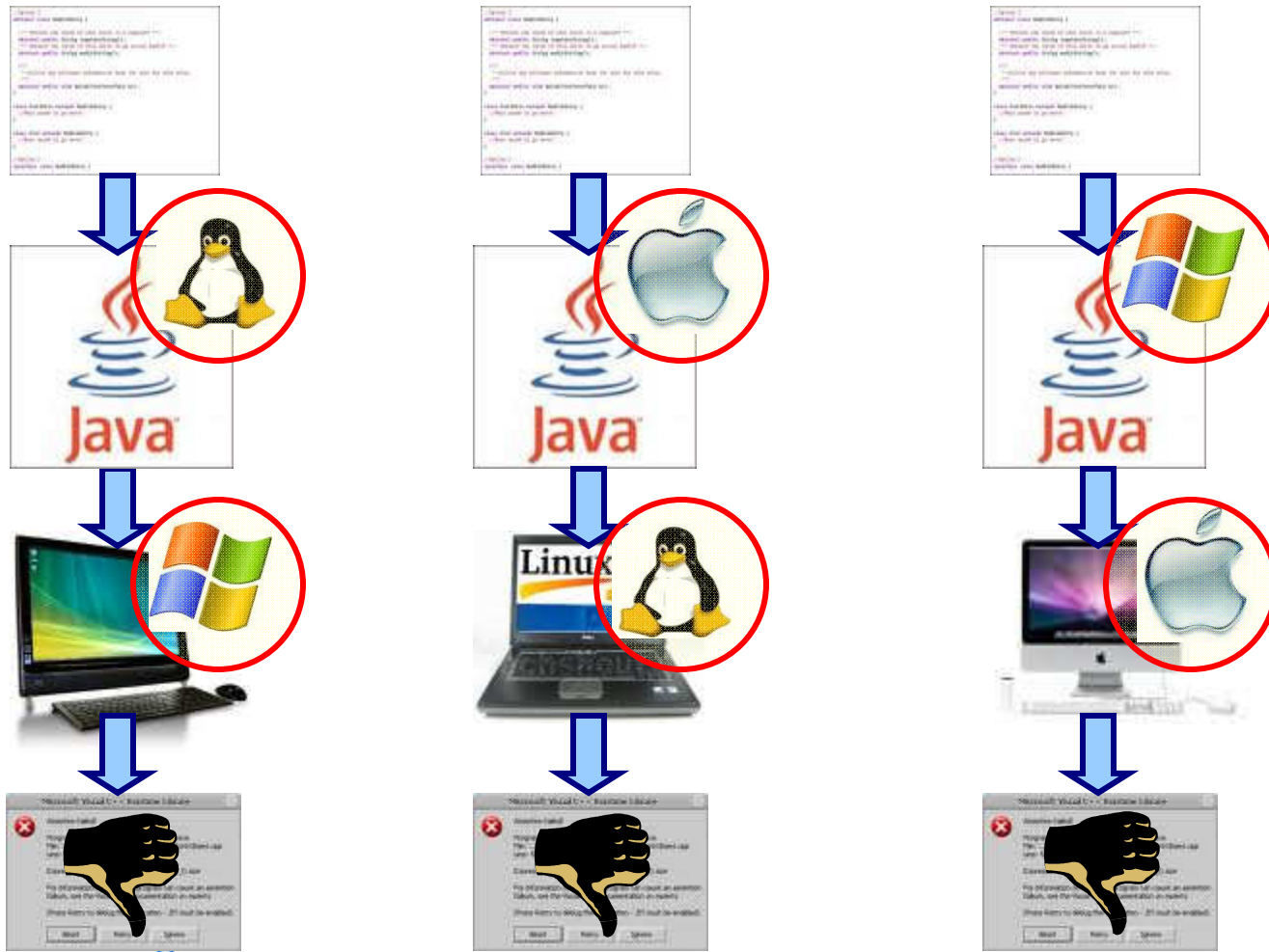
Pillar 2 – Patterns in Personality

- Consider some Java Code...



Pillar 2 – Patterns in Personality

- Consider some Java Code...



Pillar 2 – Patterns in Personality

- As with Java Code and target platforms,
So with Agile Transformation and target individuals...
 - The same JVM does not work on all platforms
 - The same message does not work on all people
- We have to 'interpret' our message through the 'right JVM' to reach our target

Pillar 2 – Patterns in Personality

- The Myers Briggs Type Indicator, or MBTI – developed by Katherine Briggs and Isabel Myers based on the theory of Carl Jung
- Sorts people into groups based on type preferences
- Type preferences are similar to hand preference-
 - Most of us are capable of using both our hands
 - We prefer to use one hand over another
 - When needed, we switch

Pillar 2 – Patterns in Personality

- The MBTI indicates our preferences in four areas...

Area / Scale	Preference Pair	
Directing energy, attention	Extraversion (E)	Intraversion (I)
Taking in information	Sensing (S)	Intuition (N)
Making decisions	Thinking (T)	Feeling (F)
Completing tasks	Judging (J)	Perceiving (P)

- 4 letter personality type from 16 possibilities
- Type ***IS NOT*** stereotype or justification for misery
- We constantly mature and “FLEX” type as needed

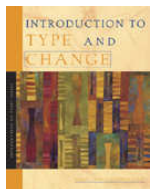
Pillar 2 – Patterns in Personality

- Apply personality type in Agile Transformation
 1. Take charge of your own needs
 2. Attend to the needs of others
 3. Take action as a group

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Pillar 2 – Patterns in Personality

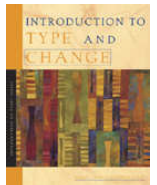
- Step 2: Applying MBTI to address the needs of others

Preference Pairs	
Extraversion (E) <ul style="list-style-type: none"> – Discuss and develop ideas <ul style="list-style-type: none"> • All Hands 	Intraversion (I) <ul style="list-style-type: none"> – Read, reflect and decide <ul style="list-style-type: none"> • 1x1's, small groups
Sensing (S) <ul style="list-style-type: none"> – Real data, specifics on how <ul style="list-style-type: none"> • Long release cycle / time-boxes 	Intuition (N) <ul style="list-style-type: none"> – Big picture <ul style="list-style-type: none"> • Tie to org. vision, mission, goals
Thinking (T) <ul style="list-style-type: none"> – Logic, chance to ask why <ul style="list-style-type: none"> • Dead code 	Feeling (F) <ul style="list-style-type: none"> – Impact on people <ul style="list-style-type: none"> • Sustainable pace, lower stress
Judging (J) <ul style="list-style-type: none"> – Clear goals, schedules, time-lines <ul style="list-style-type: none"> • Regular sprints, time-boxes 	Perceiving (P) <ul style="list-style-type: none"> – Spontaneity and flexibility <ul style="list-style-type: none"> • Adjusting the backlog

(Introduction to Type and Change – by Nancy J. Barger and Linda K. Kirby, Publisher – CPP, Inc. 2004)



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Pillar 2 – Patterns in Personality

- Tip 2: Attend to the needs of others
- Challenge 2: How have you tailored your Agile Transformation for personality types?

Pillar 2 – Patterns in Personality

- Poll: Biggest challenge in understanding personality differences...
 1. How they need to be informed
 2. What kind of information they need
 3. What criteria they use to support or resist
 4. How they want to be involved
 5. How they want the plan to be structured

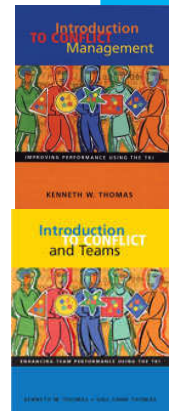
Pillar 3: Patterns in Conflict

- One guarantee – Conflict
- Conflict is...
any situation
in which your
expectations, concerns or desires
differ from those of
another person
- Conflict itself is neutral
- **Managing** conflict generates good or bad outcomes

(Introduction to Conflict Management – Kenneth W. Thomas, Publisher – CPP, Inc. 2002
Introduction to Conflict and Teams – Kenneth W. Thomas and Gail Fann Thomas, Publisher – CPP, Inc. 2004)

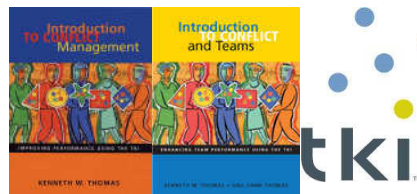


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Pillar 3: Patterns in Conflict

- Mismatched conflict:
 - Damaged relationships
 - Poor decisions
 - Deadlocks
 - Disengagement
 - Project failure!
 - Well managed conflict:
 - Understanding others
 - Innovations
 - Self managing teams
 - Higher engagement
 - Project Success!
-
- Leadership challenge – model / coach



(Introduction to Conflict Management – Kenneth W. Thomas, Publisher – CPP, Inc. 2002

Introduction to Conflict and Teams – Kenneth W. Thomas and Gail Fann Thomas, Publisher – CPP, Inc. 2004)

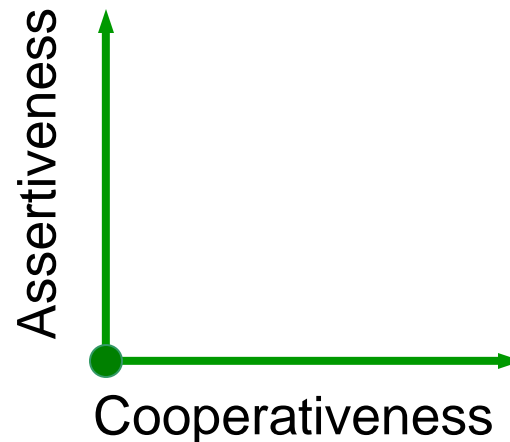


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Pillar 3: Patterns in Conflict

- Thomas Kilmann Conflict Mode Instrument, or TKI–
 - Ken Thomas and Ralph Kilmann developed an approach to manage conflicts in a safe, pragmatic, situation based way.
- Two basic, independent dimensions:
 - Assertiveness: Satisfying your concerns
 - Cooperativeness: Satisfying the other person’s concerns



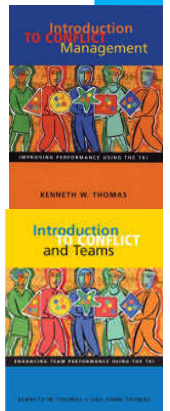
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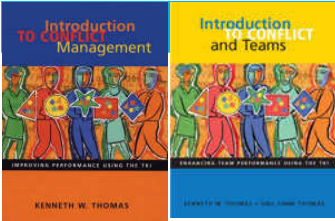
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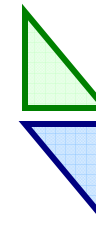
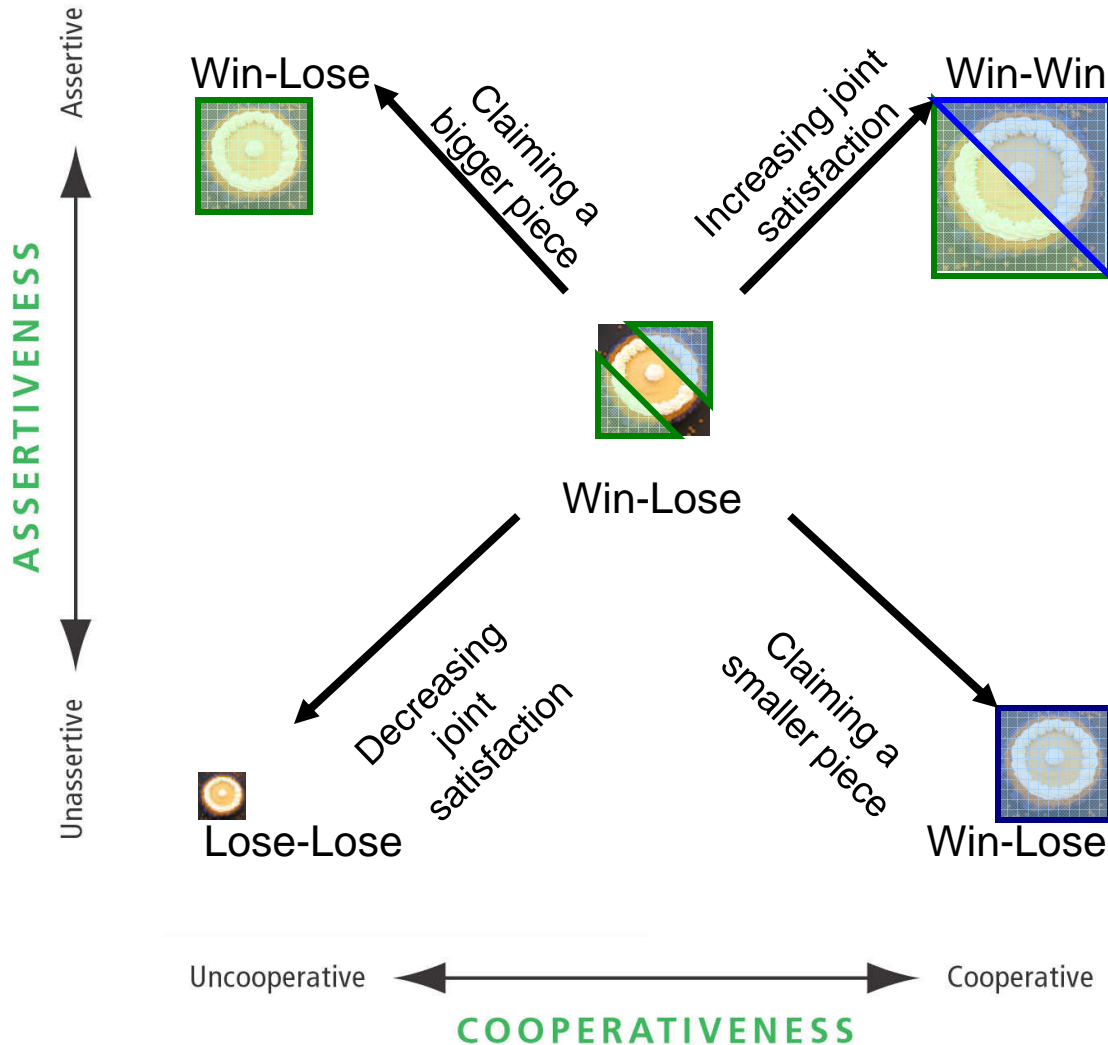
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Pillar 3: Patterns in Conflict



My Satisfaction

Your Satisfaction

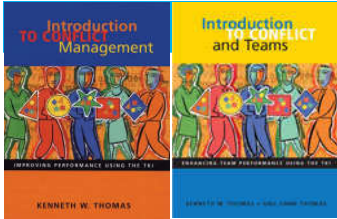
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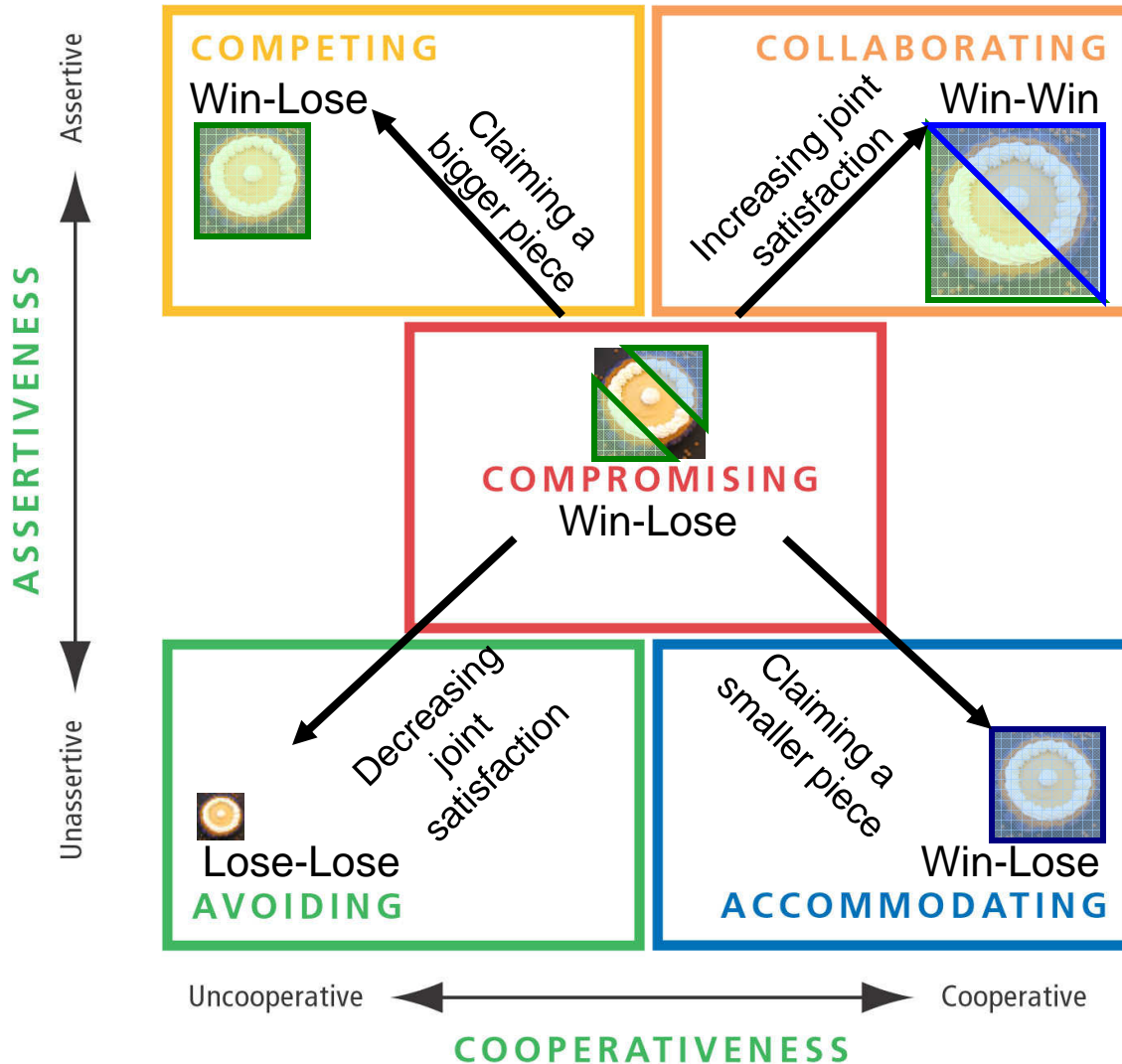


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Pillar 3: Patterns in Conflict

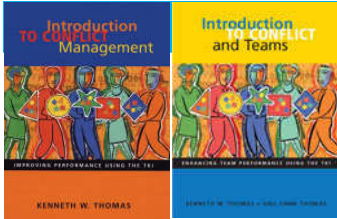


My Satisfaction
Your Satisfaction

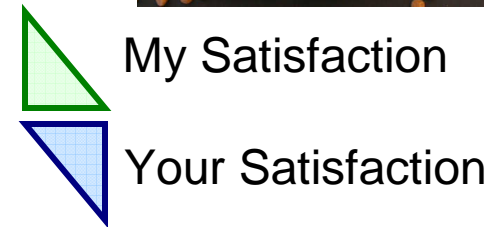
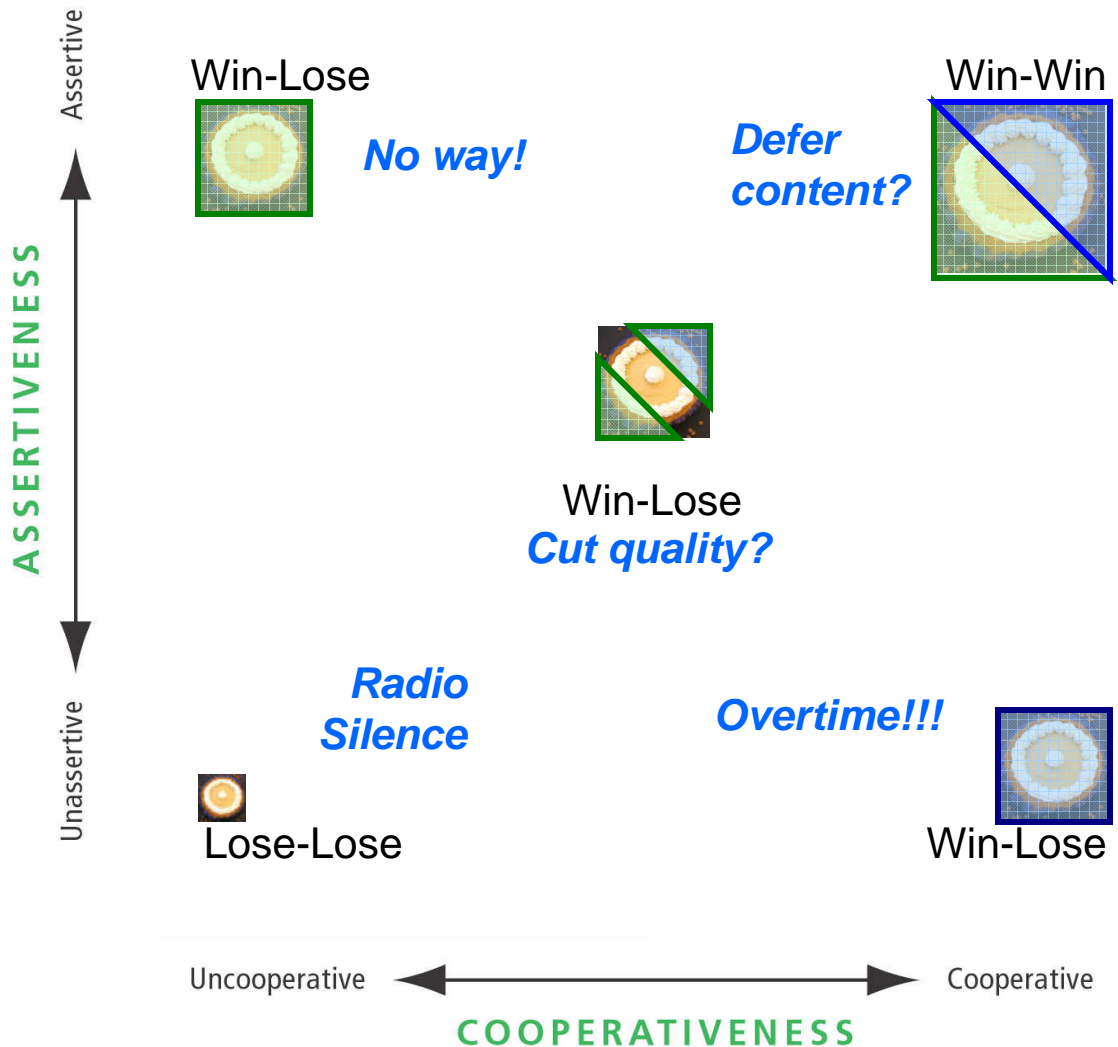
Applying to Agile:
Can you put a face in each box?

(Introduction to Conflict Management – Kenneth W. Thomas, Publisher – CPP, Inc. 2002

Introduction to Conflict and Teams – Kenneth W. Thomas and Gail Fann Thomas, Publisher – CPP, Inc. 2004)



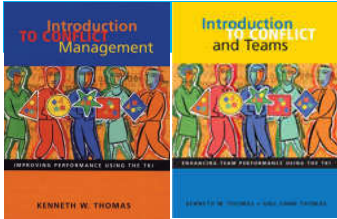
Pillar 3: Patterns in Conflict



Applying to Agile:
Scrum Master and Product Owner-
Meet the dang date!

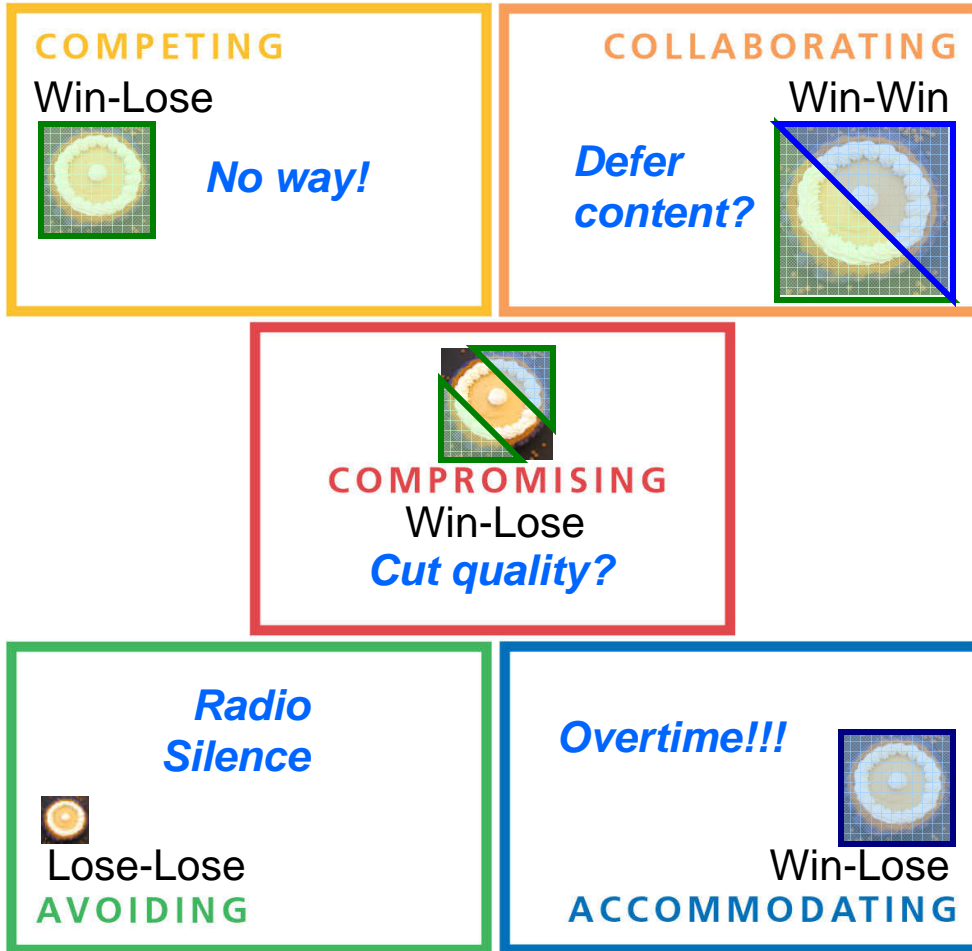
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Pillar 3: Patterns in Conflict

ASSERTIVENESS
 Assertive
 Unassertive



My Satisfaction
 Your Satisfaction

Applying to Agile:
 Costs?
 Benefits?

Uncooperative ← → Cooperative
COOPERATIVENESS

(Introduction to Conflict Management – Kenneth W. Thomas, Publisher – CPP, Inc. 2002

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Pillar 3: Patterns in Conflict

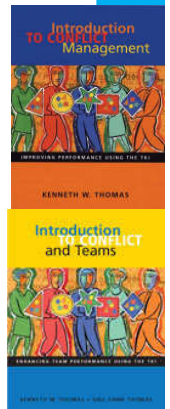
- All five styles *always* available
- No single best way
 - Each has costs and benefits
- Effectiveness:
 - Knowing when
 - Knowing how
- Skills:
 - Maximize benefits
 - Minimize costs



(Introduction to Conflict Management – Kenneth W. Thomas, Publisher – CPP, Inc. 2002
Introduction to Conflict and Teams – Kenneth W. Thomas and Gail Fann Thomas, Publisher – CPP, Inc. 2004)

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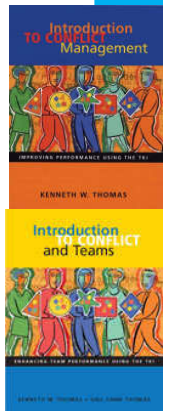
Pillar 3: Patterns in Conflict

- We develop favorites, habits
 - We notice in others
 - Others notice in us
 - Rarely notice in *ourselves*
- TKI shines a light on our blind spots...



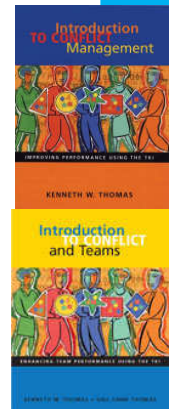
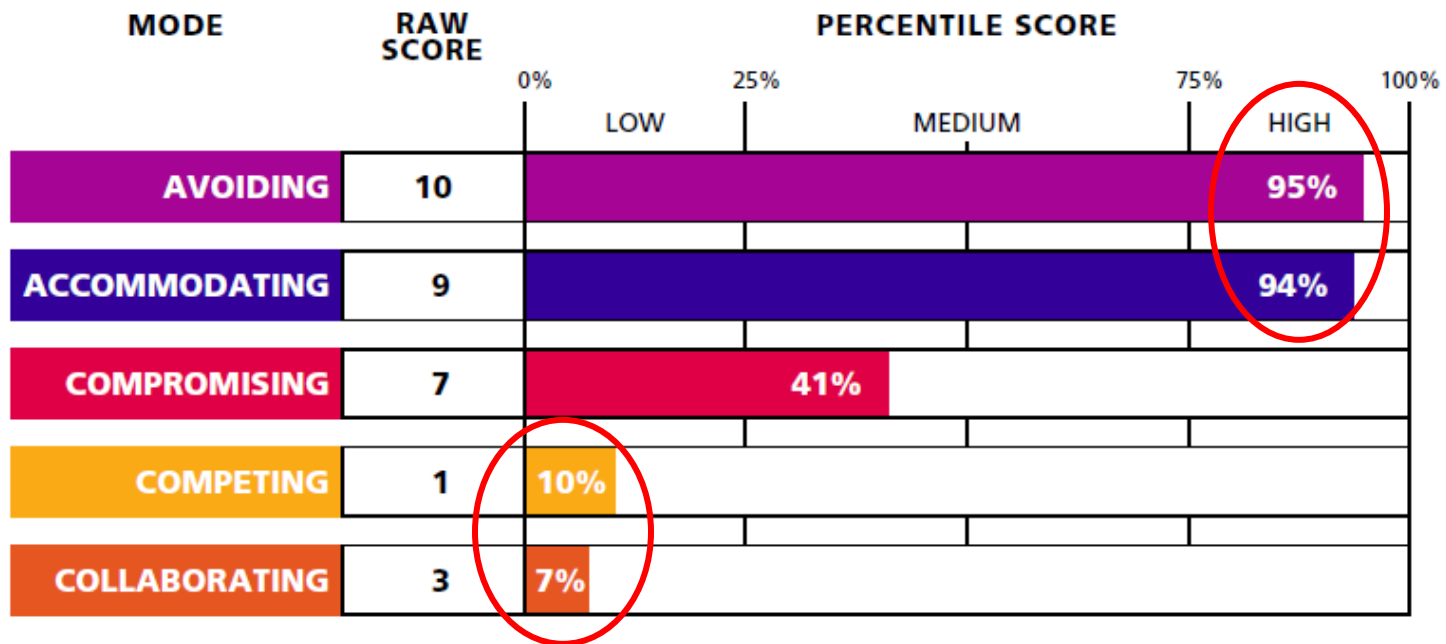
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Pillar 3: Patterns in Conflict

- My A-Ha!!! moment...



Pillar 3: Patterns in Conflict

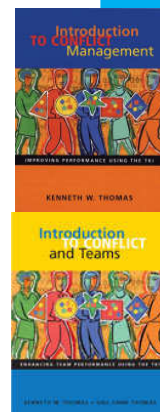
- Disrupt auto response
- Introspect, increase self-awareness:
 - Identify your favorites
 - Understand the costs / benefits
 - Notice and avoid costs of overuse



(Introduction to Conflict Management – Kenneth W. Thomas, Publisher – CPP, Inc. 2002
Introduction to Conflict and Teams – Kenneth W. Thomas and Gail Fann Thomas, Publisher – CPP, Inc. 2004)

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Pillar 3: Patterns in Conflict

- Tip 3: Notice and avoid costs of overuse
- Challenge 3: How does overusing a particular style damage your Agile transformation?

Pillar 3: Patterns in Conflict

- Poll: You find it most challenging to manage a conflict when the other person chooses to....
 1. Accommodate
 2. Avoid
 3. Compromise
 4. Compete
 5. Collaborate

Tying it all Together

- Accelerating Agile Transformation:
 - Pillar 1: Patterns in Change – Container
 - Tip 1: Create a sense of urgency
 - Pillar 2: Patterns in Personality Type – Design & Implement
 - Tip 2: Address the needs of others
 - Pillar 3: Patterns in Conflict – Facilitate Self-management
 - Tip 3: Notice and avoid costs of overuse



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Tying it all Together

- Many options
 - Roll out org-wide
 - Begin with key players
 - Begin with hot-spots
- Need not be
 - All-or-nothing
 - Sequential
- Take baby steps, try *something* different



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Next Steps

- Think about the challenges
- Apply the tips
- Share your feedback
- Register for Free DART
 - Diagnostic on Agile Readiness and Transformation

Next Steps

- Register for other Free Webinars-
 - Intro to Scrum
 - Pillar 1 - Patterns in Change
 - Pillar 2 - Patterns in Personality Type
 - Pillar 3 - Patterns in Conflict

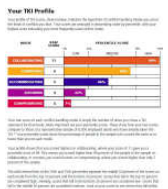
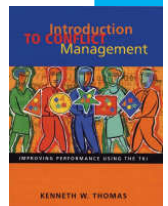
Consulting Package

- Pillar 3 – Harnessing Agile Conflicts
 - 60 Minute Diagnostic Consultation
 - 2 Hour Online Workshop
 - Step by step approach to Harnessing Conflicts
 - TKI Profile and Interpretive Report
 - Introduction to Conflict Management
 - 60 Minute 1x1 Interpretation
 - 60 Minute Follow-up Consultation
 - +15 Days
 - +30 Days
- Total Cost: \$249



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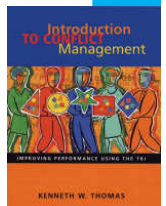
Promotional Offer

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Your TKI Profile

Area	Score	Interpretation
Collaborative	4	High
Competing	2	Low
Accommodating	3	Medium
Compromising	3	Medium
Avoiding	2	Low

The table shows a profile with high collaborative and low competing scores. Below the table is a detailed interpretive report with several paragraphs of text.



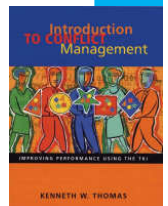
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 - 60 Minute Follow-up Consultation
 - +15 Days
 - +30 Days
- Total Cost: **\$0!!!**
- Available for limited time



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Your TKI Profile

Area	Score	Interpretation
Collaborative	4	High
Competing	2	Low
Accommodating	3	Medium
Compromising	3	Medium
Assertive	3	Medium



About SmoothApps

- Boutique I.T. Management Consulting
 - Organizational Development
 - Outsourcing Advisory
 - Program Management

- Mission

“Help organizations develop and use I.T. innovatively – creating sustainable prosperity, excitement and energy among employees, partners, customers, and communities.”



Q & A



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Thank You!



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