

Dealing with Organizational Growing Pains

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Goal

The goal of this session is to equip you not only with a better understanding of people, but with a process for implementing change in your organization and some ideas to use tomorrow.

Agenda

1. Why Change?
2. What do we Need to Know?
3. What do we do Now?

Why Change?

To stay relevant

Quotes from Gartner

In times of transition, executives face a shifting environment economically, strategically and technologically. The decisions they make will open or close strategic options and set their enterprise on a course of action....

Now the global economy is in transition across multiple fronts... The changes implied by each transition will impact every organization differently, but one constant will be the rising value of timely and informed decisions and actions.

This change is taking us...

From

- Efficiency (doing more with less)
 - Cost per unit
 - Consolidate/centralize/standardize
 - Manage demand to fit supply
- Results-based IT
 - Enabler
 - Schedule is resource driven
 - Business + IT

To

- Productivity (work smarter, not harder)
 - Output per unit
 - Concentrate/differentiate/focus
 - Schedule 1st things 1st and faster
- Resource-based IT
 - Contributor
 - Schedule is priority driven
 - Business 1st, 2nd, always

What do we Need to Know?

People can be illogical
It all starts with Personal Motivation



Brafman and Brafman, 2008
Sway: The Irresistible Pull of Irrational
Behavior

What's going on here?

Logic vs. Commitment and Value Attribution

But aren't we smarter than this??



Is this **YOUR** company?

- “We want to be Lean, whatever that means...” (2008, major leasing and shipping company)
- “Our organization doesn’t allow us to hang things on the wall” (2008, major Canadian telecom)
- “We have queues of support work that will last us for 3 years” (2004, major insurance company)
- “Our team can’t be fully dedicated to our top 100 priorities at the same time!” (2010, major research firm)
- “Our architects dictate the tools and functionality we implement, not our customers” (2010, major insurance company)

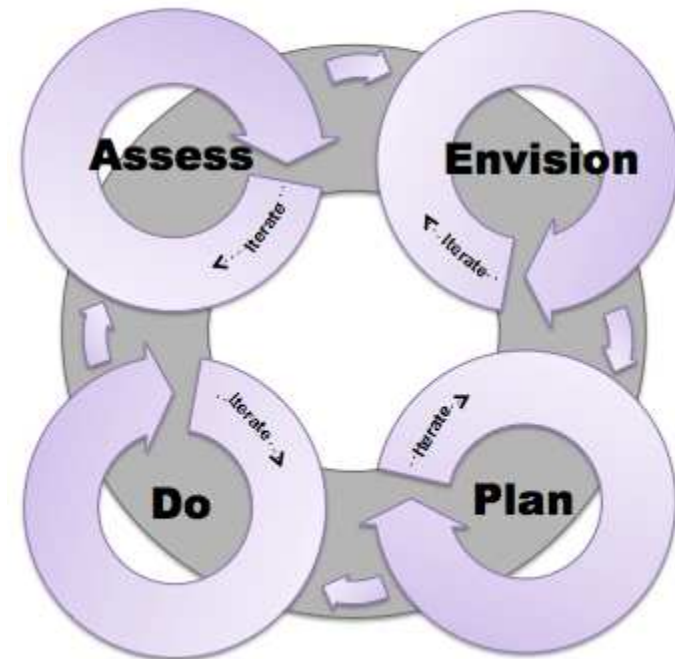
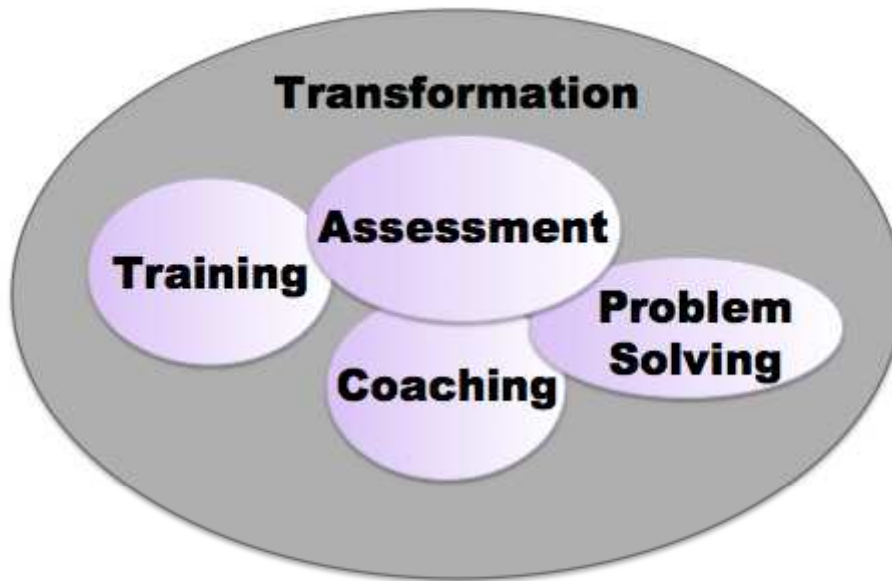
Personal Motivation drives Decision-making



What do we do Now?

Look for simple, broad-sweeping ideas
Methodically put specific changes in place

2 ThoughtWorks Change Process Models



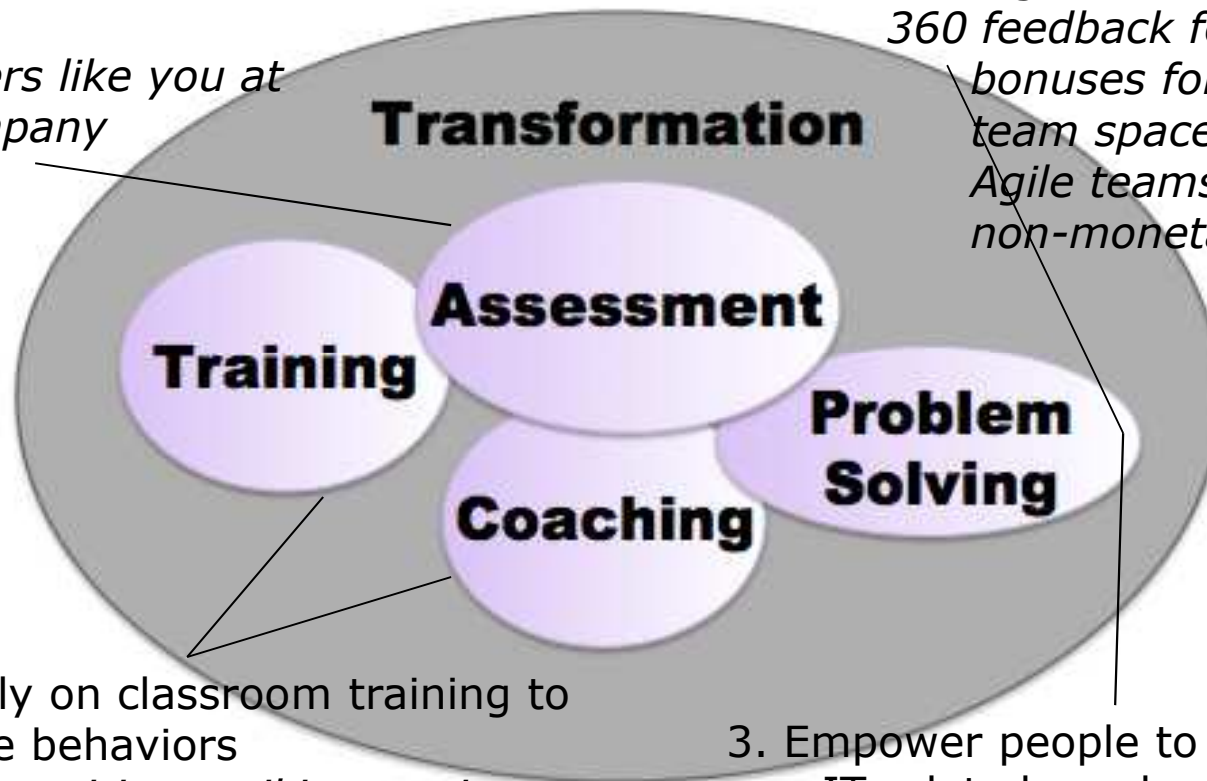
Change Process Model + Smarter IT

1. Target people who like change

Look for others like you at your company

4. Provide incentives for the right behavior.

360 feedback for reviews, bonuses for innovations, team space and budget for Agile teams, incentives of non-monetary value



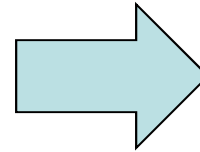
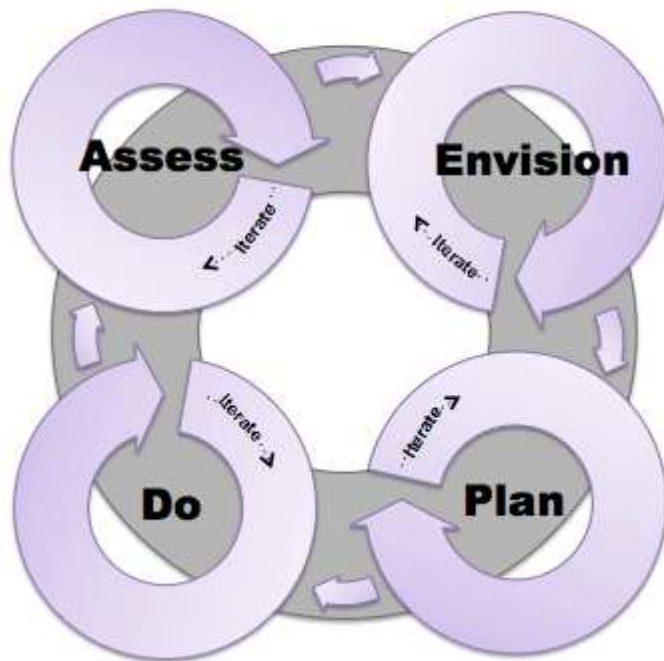
2. Don't rely on classroom training to change behaviors

Shadowing, pairing, spiking: train real-time, on real things to make training meaningful

3. Empower people to fulfill their IT-related needs on their own.
Put control of the teams' tools in the teams' hands (servers, builds)

Blog, Harvard Business Review: Susan Cramm, Founder and President of Valuedance, [4 Steps to Smarter IT: How to Encourage Smarter IT](#)

Broad-sweeping Changes



Personal Motivation is Key



Some Common Starting Points

People

- **Find a “win” for each person**
 - Have a brainstorming activity focusing on the motivation of each individual and look for patterns to emerge
 - Collocate for short periods of time
- Personal motivation is tightly coupled with emotion

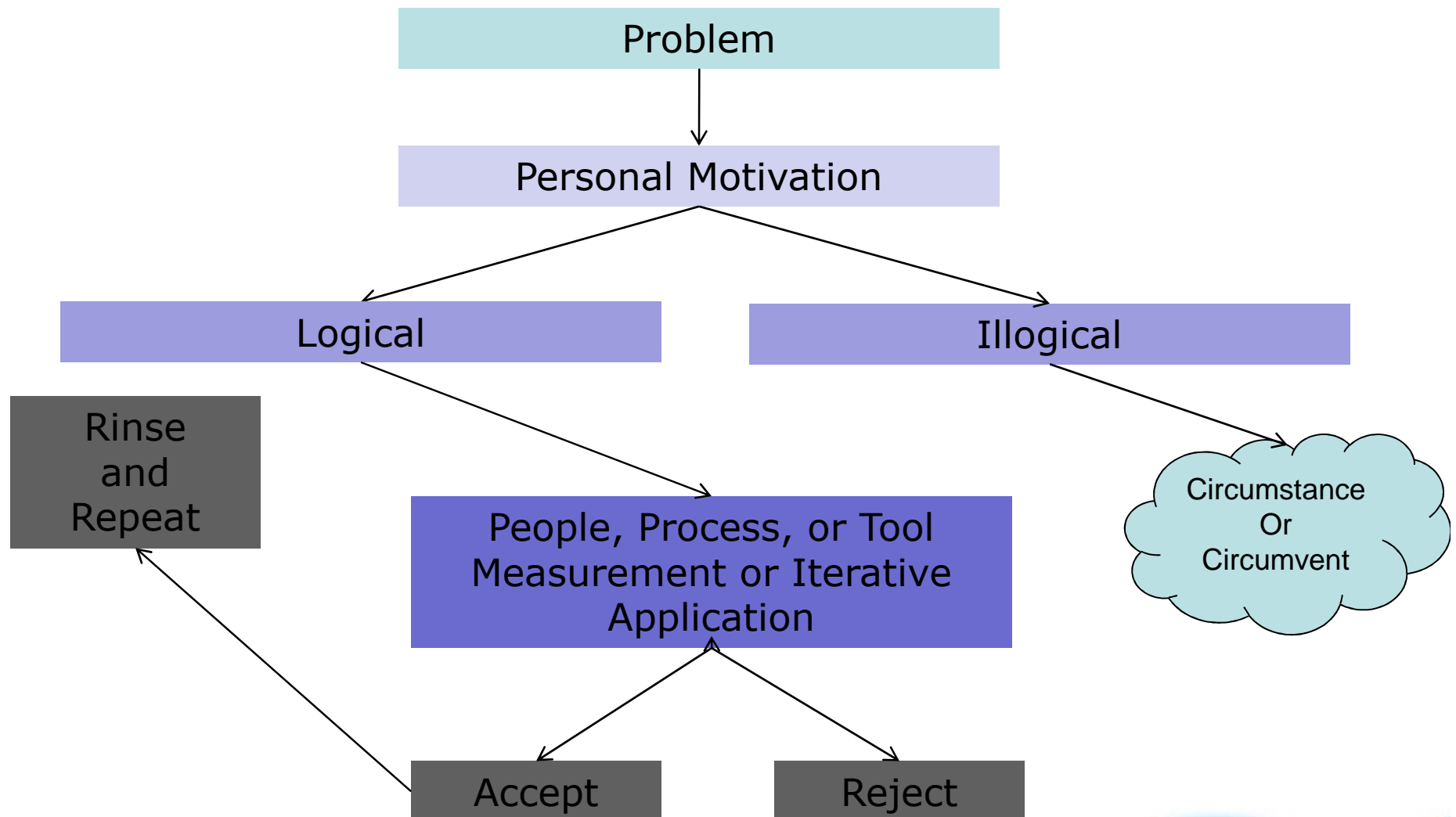
Processes

- **Make. Everything. Visible.**
 - Replace team meetings with stand-ups
- Start simple: task and estimate, define success
 - Prioritize your work and stick to your priorities

Tools

- **Ask the question**
 - Ask for a pilot to sample your ideas on
 - Pick your battles wisely

4-Step Change Process



Example1

Problem

Agile status tools differ from
the PMO required docs

Motivation

Governance for all projects

Logical

"Show me your Agile
governance process"

Illogical

"Fill out the standard
templates"

Rinse
and
Repeat

People,
Process, or
Tool Demo

Process: Expose and Explain
Burn-up, Velocity, and Scope
Management

Circumstance
Or
Circumvent

Accept

Reject

Example2

Problem

We need to control our code quality

Motivation

Highest quality code at lowest cost

Logical

"Download an OSS tool and show me what it does"

Illogical

"Use TFS or nothing, because we have that in-house"

Rinse and Repeat

People, Process, or Tool Demo

Tool: Pilot CC for a defined period of time, measure increase/decrease in amount of time to fix defects

Circumstance Or Circumvent

Accept

Reject

Common Examples

- "We don't have servers for additional build environments"
- "We can't install OSS"
- "We've already spent a lot of money on these licenses, so we need to use the tools we have"
- "We are partially dedicated to a lot of important things."
- "Collocation is noisy! We can't work in this space together"
- "Our customer isn't available"
- "What was wrong with the way we did things before?"
- "When will we release? I need to schedule this!"
- "We have to pass our tollgates and the documents in Agile aren't done soon enough"
- "We don't have control of that process; it's in another department"
- "Agile is a spirit walk – you know you're done when you're done"
- "We can't break the requirements down that way"
- "Why do we have all these meetings?"
- "Our funding model is based on completed milestones"

"Our CA wants everything done manually; we aren't allowed to automate"
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Tools

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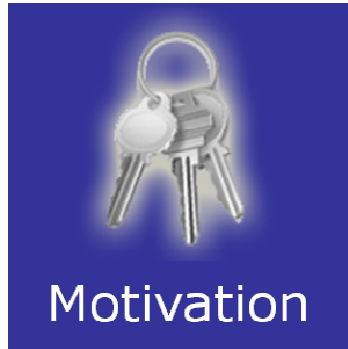
People



Motivation

"We are partially dedicated to a lot of important things."
"Collocation is noisy! We can't work in this space together"
"Things were faster with our old process"
"Our customer isn't available"
"What was wrong with the way we did things before?"
"We are all aligned by organizational manager"

Processes



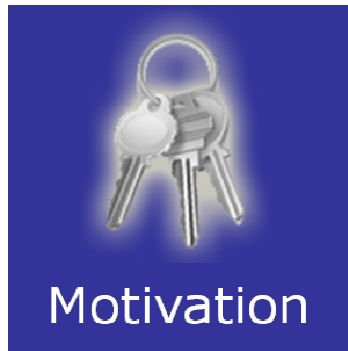
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4. **"Our customer isn't available"**
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Problem

1. Task out, estimate all activities and make transparent to management
2. Baby steps, collocate for small periods of each day, remind the team of the problem this is addressing
3. Ask the question and constantly re-enforce: Is faster better? What problem were we trying to fix? Were we doing the highest quality and highest priority previously?
4. **Make sure this is the right thing to be working on.**
5. Constantly reinforce group decisions
6. Talk to management about piloting 1 team reorganized.

Solution



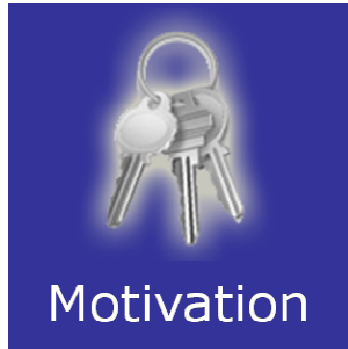
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7. "Our funding model is based on completed milestones"

Problem

1. Use burn-up chart and estimates to predict releases
2. Work with PMO to determine exactly what the needs are, not what the templates are.
- 3. Open communication; Engage the other department in stand-ups and planning meetings.**
4. Use agile metrics to show when the team will be done compared to the current scope.
5. Revisit business priorities; spec out 1 simple solution to test out the system
- 6. Make sure each meeting has a goal and is meeting a need or addressing a pain point expressed by the team. Be creative!**
7. Focus on Business Value delivered. Agile project funding can be based on story points, iterations, or releases. Pilot a different model for one release.

Solution



Tools

1. "Our CA wants everything done manually; we aren't allowed to automate"

- 2. "We don't have servers for additional build environments"
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Problem

1. Call out time spent with manual commits; ask for a pilot or dev environment to test out automated builds.

- 2. Try to use an extra dev machine.
- 3. Find out the needs for reports exclusive of the templates.
- 4. Appeal to the decision-maker for a time-boxed period to experiment with OSS solutions to these problems. Review outputs and recommend a go-forward approach.
- 5. What process are you supporting with these tools? What problem are you solving? Do you have tools in-house that will work?

Solution

Final Thoughts

- Don't give up! Change takes time
- Iterate, iterate, iterate and adjust
- Don't try to fix everything at once, set reasonable goals
- Organizationally, pick your battles
- Don't be discouraged when some people self-select out
- You're in good company!

Questions?

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