

Agile + DevOps **EAST**

A TECHWELL EVENT

AT6

Agile Leadership

Thursday, November 8th, 2018 11:30 AM

Make Agile Work for Any Team

Presented by:

Laura Burke

IHS Markit

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Laura Burke

Laura Burke is an agile coach at IHS Markit, a financial technology firm. She recently moved into an organizational effectiveness role in partnership with the HR. Laura came to IHS Markit from Ipreo, where her past roles included release train engineer for two highly distributed programs, agile coach for kicking off new programs, and ScrumMaster of the mobile development teams. She also played a key role in Ipreo's agile adoption, which grew from two agile teams to more than seventy in two years. Before joining Ipreo, she was a ScrumMaster at Appia in Durham, North Carolina, and an internal facilitator at Rally Software in Boulder, Colorado. She continues to teach people about facilitation, collaboration, and visioning in her current role and in the community and is a regular speaker at local Meetups and national conferences. She lives in Raleigh and loves hiking in Umstead, visiting the NCMA, and eating baked goods with her family on the weekends.



Make Agile Work for Any Team

Laura Burke Olson

Agile + Dev Ops East 2018

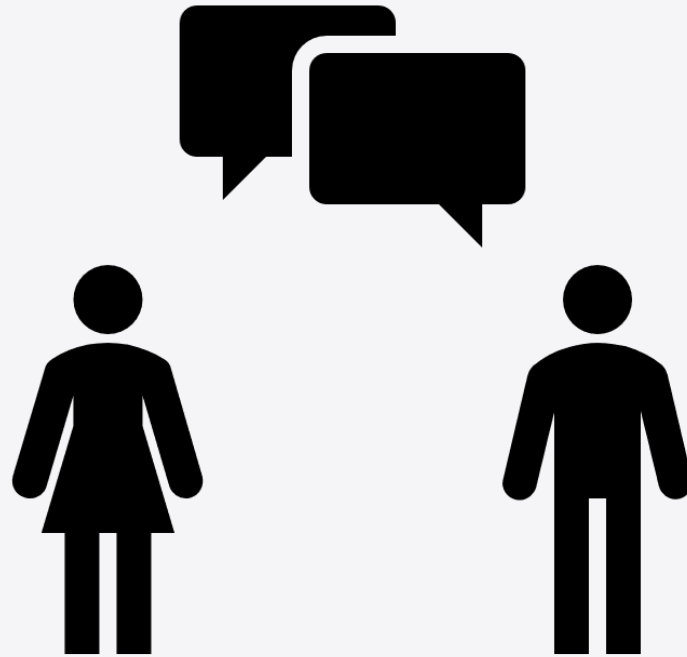
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About me



- Corporate facilitator
- Trainer: *A Culture of Great Meetings, Great Teams*
- Agile roles: coach/RTE/Scrum Master/team member
- Rally, Appia, Ipreo (now IHS Markit)
- In HR since February
- Lots of kids, startup wife, no pets
- Live in Raleigh, NC



Tell a partner about the best and worst teams that you've experienced. 4 min total for the discussion.



COMMUNICATION

RESPECT

GOALS

No learning from mistakes
☹️

respectful



Open communication

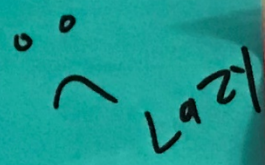
MEANT MAXIMIZING TEAM CAPABILITIES

lack of communication between nodes

KNOW TEAMS STRENGTHS & WEAKNESSES

People just do their

Bad



• shared responsibility

COMMUNICATION

RESPECT

GOALS

Blame instead of solutions

Someone else's problem

Individuals not working together

Supportive Team

Bad Blame plan

collaborative

TEAM WAS OK THEN TOXIC DUE TO

DONT MICROMANAGING & QUESTIONING

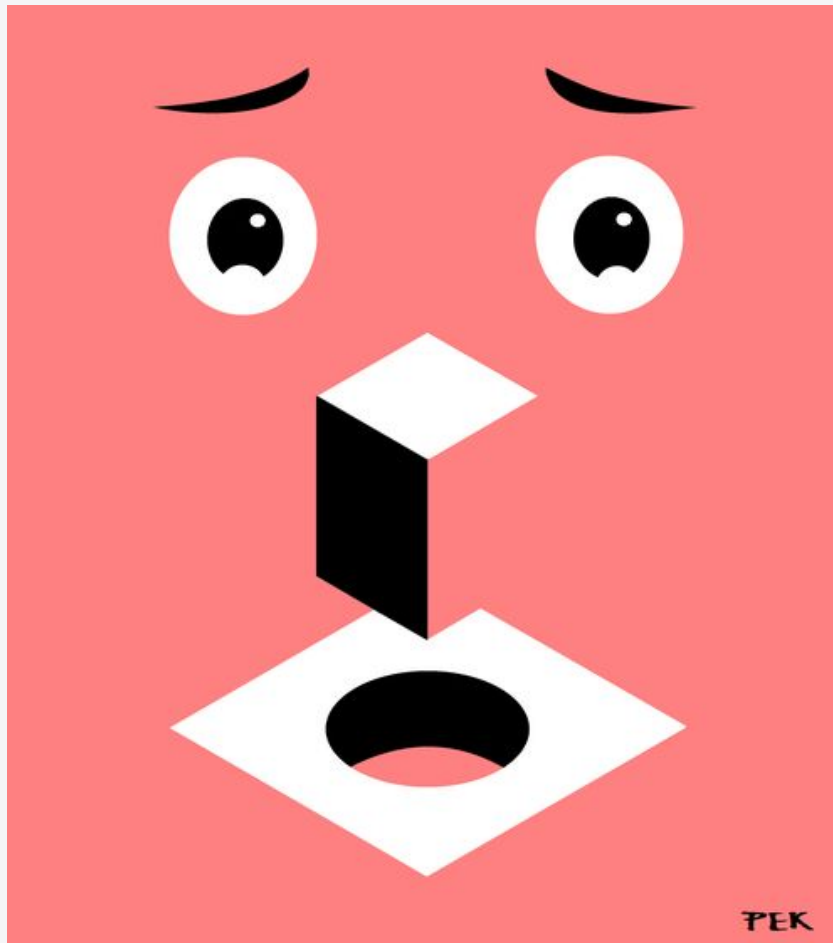


Get stuff done, fast →

Encourage growth
Create a sense of **connection**
Recognize one another
Celebrate **accomplishments**
Work towards the **vision**



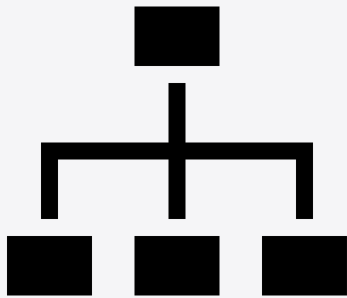
We want our employees to say –
*The team I'm on is the best I've experienced
in my career*



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Intention was NOT
to make teams
“Agile”

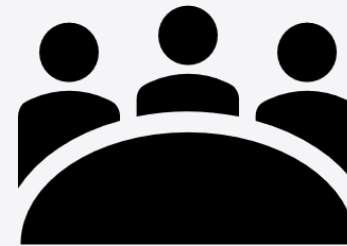
It was to discover
concepts that
enabled them to
be more effective
and motivated



SUPERVISORY



PROJECT



AGILE

Types of teams



Created by Becca from Noun Project

Customer Satisfaction



Created by Ramesh from Noun Project

Welcome Change



Created by Gregor from Noun Project

Deliver Frequently



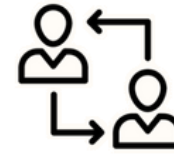
Created by Gregor from Noun Project

Working Together



Created by Gregor from Noun Project

Motivated Team



Created by shashank singh from Noun Project

Face to Face



Created by Delmar Hossain from Noun Project

Working Software



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Constant Pace



Created by Oksana Lityshina from Noun Project

Good design



Simplicity



Created by Andrew Market from Noun Project

Self Organisation

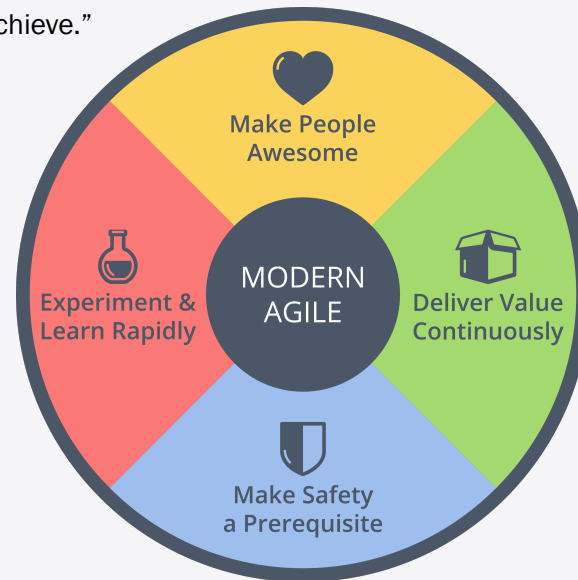


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Reflect and Adjust

Agile principles

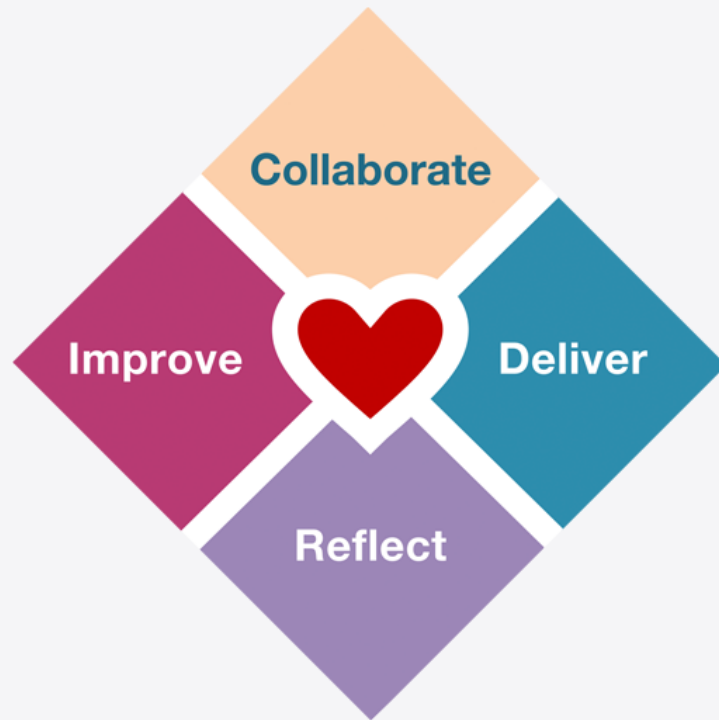
“... how can we make people in our ecosystem awesome. This includes the people who use, make, buy, sell or fund our products or services. We learn their context and pain points, what holds them back and what they aspire to achieve.”



Delivering value continuously requires us to divide larger amounts of value into smaller pieces that may be delivered safely now rather than later.

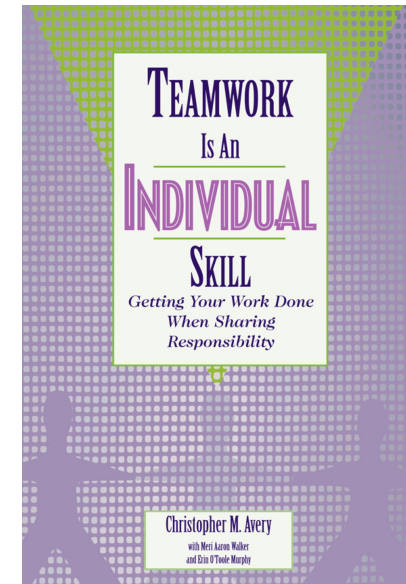
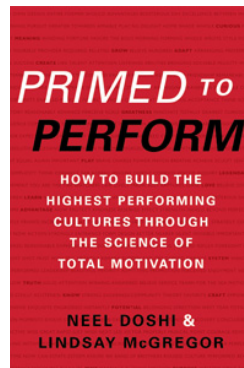
Safety is both a basic human need and a key to unlocking high performance. We actively make safety a prerequisite

Modern Agile



Heart of Agile

Inspiration and Takeaways

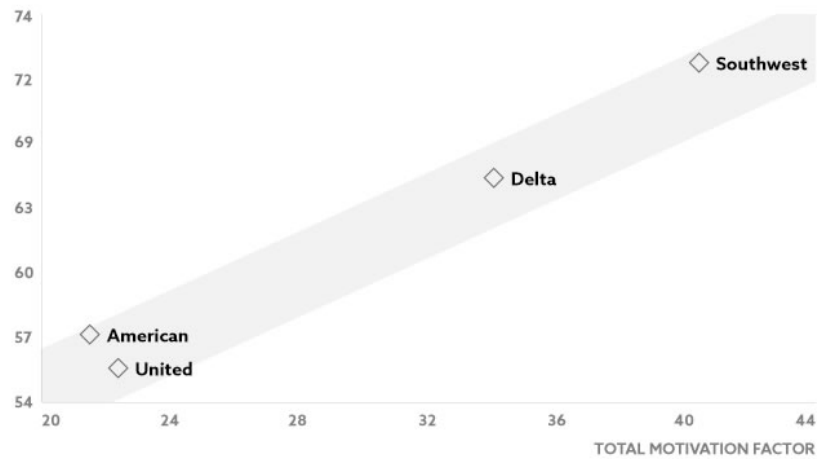
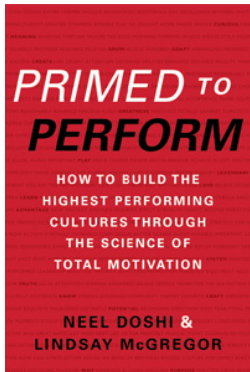




- Original hypothesis invalidated – high performing teams not related to talent
- 3/5 are related to the "people" section
- Psychological safety – first class discipline

VEGA FACTOR

TEMKIN EXPERIENCE RATINGS / AIRLINE INDUSTRY



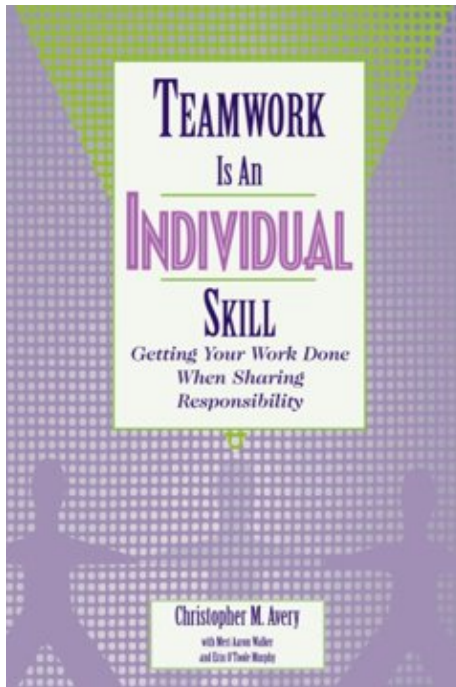
What increases motivation?

- Play, or enjoying the work, is the most important factor in motivation
- Purpose
- Potential

What decreases motivation?

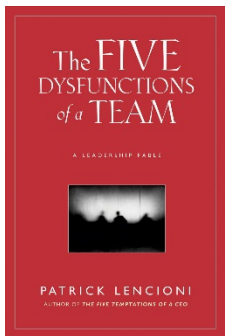
- Inertia is the biggest demotivator
- Economic pressure
- Emotional pressure

Christopher Avery



- Teamwork is everyone's responsibility on the team (not just the team leader's or manager's)
- There needs to be a WIIFM
- Dedication > Skills

Five Dysfunctions of a Team



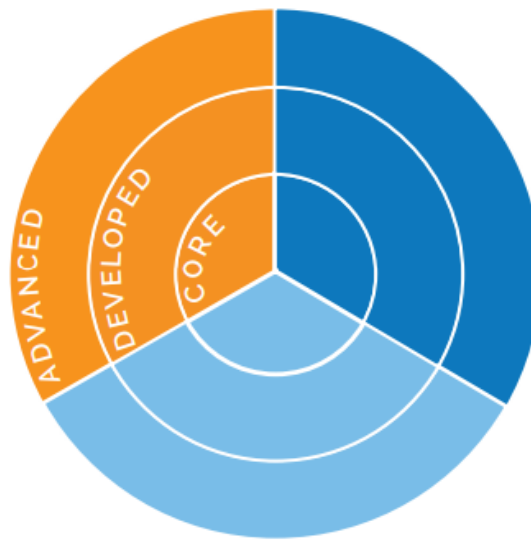
- Without trust, nothing else reaches its full potential
- Conflict is healthy

Military



- Teams can be more effective than the sum of individual team members
- Team cognitive processes play a significant role in performance. "How teams think together"
- The context of the team is critical to team success— inter-team leadership, process, interdependencies
- Improve while immersed in the job

Teamwork Model



PURPOSE
What we do and why

PRACTICES
How we work together

PEOPLE
Know and trust your team

PURPOSE

What we do and why

PRACTICES

How we work together

PEOPLE

Know and trust your team



CORE

- Purpose is written and understood
- Client's painpoints identified

- Working agreements
- Cadence established

- Skills understood
- Motivations clear



DEVELOPED

- Roadmap
- Metrics

- Improving practices
- Adhere to the agreements and commitments
- Prioritization

- Roles and responsibilities defined
- Ideas constructively challenged
- Individuals ask for help



ADVANCED

- Mission revisited on a regular cadence
- Metrics inform decisions

- Meetings are effective
- Stakeholders see progress
- Feedback incorporated into approach
- Easy inter-team collaboration
- Manage risk

- Autonomy
- All feel supported by the team
- Comfort and trust in challenging ideas
- Sense of growth



Created by Beena from Noun Project

Customer Satisfaction



Created by Ramsha from Noun Project

Welcome Change



Created by Deepor from Noun Project

Deliver Frequently



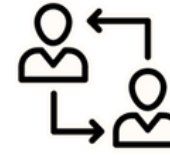
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Self Organization



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Reflect and Adjust



Agile principles

Team Examples



“Missing the Why”

Unclear “why”

Some stakeholders may be left out of consideration or communication

Skillsets don't match team needs

No sense of autonomy



“Doesn't play well with others”

Team practices work for the team, but it's hard to collaborate with others, may be insular.

Purpose feels stale.

Team members looking for opportunities for growth outside of the team.



“No leader? Party!”

Team relies on a leader to be there to continue the practices.

Team feels like it's the leader's process, but they would do it differently if they were in charge.

Team members are more fulfilled working on other projects.

Team Launch

<p>Purpose</p> <ul style="list-style-type: none"> A clear purpose is established It is rooted in a problem statement It is written, communicated and understood 	<p>Practices</p> <ul style="list-style-type: none"> There is a process for determining what work will be done by when Communication is expected on a regular cadence Work is stored in a known place 	<p>People</p> <ul style="list-style-type: none"> Team members know who is responsible for what The skillsets on the team match the work to be done
<p>Purpose</p> <ul style="list-style-type: none"> Roadmap articulates path to achieving goals Meaningful milestones Few, regularly used metrics 	<p>Practices</p> <ul style="list-style-type: none"> A clear decision-making process Make meaningful progress in a short timebox The team continuously improves their practices 	<p>People</p> <ul style="list-style-type: none"> Team member constructively challenge one another Aware and responsive to people's personal motivations Understand the different styles of team members
<p>Purpose</p> <ul style="list-style-type: none"> The purpose is clearly aligned with the organization's goals The purpose is reflected on at a regular cadence to ensure it is relevant to the context 	<p>Practices</p> <ul style="list-style-type: none"> The team feels ownership over their practices The team incorporates more effective ways of working on a regular basis It's easy to collaborate with other people or teams, enhanced by the team's practices 	<p>People</p> <ul style="list-style-type: none"> Everyone feels a sense of growth through their work on this team Team members have autonomy in their work All feel supported by the team



Team Reconnect



<p>Purpose</p> <ul style="list-style-type: none"> A clear purpose is established It is rooted in a problem statement It is written, communicated and understood 	<p>Practices</p> <ul style="list-style-type: none"> There is a process for determining what work will be done by when Communication is expected on a regular cadence Work is stored in a known place 	<p>People</p> <ul style="list-style-type: none"> Team members know who is responsible for what The skillsets on the team match the work to be done
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Try it!

What do we care about?

1. Better meetings
2. Clearer roadmap
3. Get to know each other



Create safety

Let the team decide!

Establish a cadence to revisit



Non-agile agile teams examples

1. Recruiting team
 - Value stream mapped their process
 - Daily standups
 - Swarm
 - NEXT TIME: Would give retrospective items and requisitions equal footing.
2. Ops team
 - Retrospective to create team vision
 - Knowledge sharing
 - Clear priorities
 - NEXT TIME: Would teach someone on the team to facilitate.
3. Advisory team
 - Delivering early
 - Weekly planning
 - Metrics to support discussion



Improve teamwork

Agility will follow



***We are uncovering better way... by doing it
and helping others do it.***

