

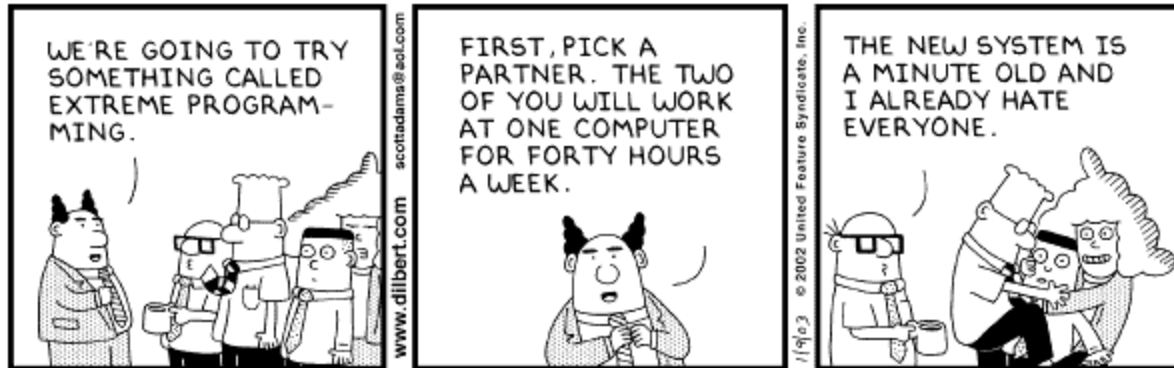
There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things. Because the innovator has for enemies all those who have done well under the old conditions, and lukewarm defenders in those who may do well under the new.

Niccolo Machiavelli



How to Get Management on Board with Agile, and Keep Them There

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Discussion Topics

Background

- Who do we mean by “management”
- Why they matter to us
- What matters to them

Action

- Tools / techniques to get them on our side
- What we need to do to keep them there

(Organizational change management)

***Background
(Set the Stage)***

Who are “Management?” (1st Group)

Critical to success

- CIO / CTO
- Business Executive
- CFO
- PMO
- QA
 - ❖ Testing
 - ❖ Process
- ...

Who are “Management?” (2nd Group)

Other Stakeholders

- Facilities
- Human Resources
- Operations
- ...

Others (product focus)

- Sales
- Marketing
- Training
- Documentation
- ...

First they ignore you, then they laugh at you, then they fight you, then you win.

Mahatma Gandhi

Why They Matter to Us

\$

Staff

Top-down support

Leverage across the organization

(Sponsor / Champion)

How Do We Get Them on Board?

Address two things:

- Give them what they need
 - ❖ Subset of what they want
- Address their concerns

It's individuals and interactions
over processes and tools.
It really is.

Ron Jeffries

What If We Don't Succeed?

Power to derail transformation

- Loss of funding
- Loss of required staff
- Limited cooperation
- Loss of executive leverage

Passive resistance

Politics trumps methodology every time.

Jim Highsmith

Wants / Concerns

We'll walk through the 1st group to set the stage, but the same approach should also be used for the 2nd group.

- The lists are starting points for discussion

What do they want?

- More efficiently support business
- Measurable ROI
- Happy staff (maybe)
- CMMI compliance (maybe)
- ...

What concerns them?

- Missed commitments
- ...

Business Executive

What do they want?

- Results!
- On-time delivery
 - ❖ Faster delivery / time to market
- High quality
- Low cost
- ...

What concerns them?

- Missed commitments
- ...

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Agile Manifesto

What do they want?

- Strong ROI

- ...

What concerns them?

- Badly used funds

- ...

What do they want?

- Manage the portfolio
- Standard reporting
 - ❖ Consistent metrics
- Control
- ...

What concerns them?

- Change
- Non-standard projects
- ...

Planning to deliver in the future exactly what the stakeholders say they want today is like throwing the football to where the receiver used to be.

“Waltzing with Bears”
Tom DeMarco & Timothy Lister

QA – Testing

What do they want?

- Independent testing
- Use current tools and processes
- ...

What concerns them?

- Loss of control
- ...

Testing quality into a program is
like spinning straw into gold.

George Cameron

What do they want?

- Repeatability
- Documented process
- ...

What concerns them?

- Process conflicts
- ...

Now What?
(Given the Background, what do we do?)

Stop starting, start finishing.

Lean Systems Thinking

Recommended role

- Needed to maximize transformation effectiveness
- Only needed during transformation
 - ❖ Particularly with large transformation efforts
- Allows the individual agile teams to focus on their own success
- Can be filled by existing staff who understands
 - ❖ Organizational change
 - ❖ Agile impacts

The Plan

Key Points:

- Communication is key
- Activities need to be planned
 - ❖ Stories

Key Activities:

- Identify specific individuals / groups
- Validate wants / concerns
- Determine stakeholder commitment levels
- Develop communication strategy
- Perform risk analysis

Whether you believe you can or believe you can't,
you're probably right.

Henry Ford

Note on Tools / Techniques

Examples use six sigma terms / formats

- Neither is truly important
- Key is to accomplish the objective, regardless of the tool used

If the only tool you have is a hammer,
you tend to see every problem as a nail.

Abraham H. Maslow

Stakeholder Validation

As an agile transformation leader, I want to understand what's important to my key stakeholders so that I can ensure their needs are addressed.

Validation – Wants / Concerns

Ask (Voice of the Customer / Business – VOC/VOB)

- *This alone helps get them on board*
- Likely multiple individuals from each executive area
- White board
- Rank – each participant separately
- Focus on the most important

Determine what's important (Critical to Quality – CTQ)

- Specific measurable results

Determine actual metrics to baseline / track

- Challenge – Denominator

VOC / CTQ Example

VOC

- Maximize efficiency and capacity throughout life cycle

CTQs

- Reduce defects
- Decrease effort
- Shorten duration

CTQ Measures

- # defects / unit of functionality
- # developer hours / unit of functionality
- # days / unit of functionality

Consolidated VOC-CTQ Measures

Committed Features

- % stories delivered

Defects

- # total defects / unit of functionality
- # TRs related to requirements mis-match (working as designed)

Costs

- \$ / unit of functionality
- # XP resources – deployment

Duration

- # days duration / unit of functionality

Miscellaneous

- # missed communication plan events
- # manual steps - deployment

We knew we had all the important CTQs covered by these measures, and were ready to establish our baselines.

Establish Baseline

Why?

- If we don't know where we started, we can't tell whether we succeeded
- Improvements help keep management on board
- Allows us to declare victory!

Biggest challenge

- The “denominator”

Not everything that can be counted counts,
and not everything that counts can be counted.

W. Edwards Deming

Stakeholder Analysis

As an agile transformation leader, I want to understand whose support I need and whose I currently have, so that I can get the others on board.

Once we're identified the key stakeholders, we need to determine:

- Their current level of support
- The support level we need to be successful
- The size of the gap

Stakeholder Analysis Example

Level of Commitment	People or Groups					
	CIO	Business	CFO	PMO	QA Test	QA Process
Enthusiastic support <i>Will work hard to make it happen</i>	○					
Help it work <i>Will lend appropriate support</i>	✘	○	○		○	
Hesitant <i>Holds some reservations; won't volunteer</i>		↑	↑	✘	↑	○
Indifferent <i>Won't help; won't hurt</i>		✘	✘		↑	↑
Uncooperative <i>Will have to be prodded</i>					↑	✘
Opposed <i>Will openly act on and state opposition</i>					✘	
Hostile <i>Will block at all costs</i>						

Note: This analysis is not intended for wide distribution!	Key:	○	Commitment level needed for success
		↑	Amount of change needed
		✘	Current commitment level

Communication Plan

As an agile transformation leader, I want to effectively communicate with my stakeholders so they understand our progress.

Once we identified the key stakeholders and completed the stakeholder analysis, we need to determine the methods we'll use to communicate with them:

- Who
- What
- When
- How

Communication Plan Example

Target Audience	What they need to hear	Frequency	Delivery Method
CIO / CTO	Program objectives	Once	Launch meeting
	Project updates	Weekly	Status report
Business	Program objectives	Once	Launch meeting
	Project updates	Weekly	Status report
CFO	Program objectives	Once	Launch meeting
	Unplanned financial impacts	As needed	1:1 meeting
PMO	Program objectives	Once	Launch meeting
	Project updates	Weekly	Status report
QA - Test	Program objectives	Once	Launch meeting
QA - Process	Program objectives	Once	Launch meeting

A man hears what he wants to hear, and disregards the rest.

Paul Simon

Risk Management

As an agile transformation leader, I want to manage the risks so that we'll successfully implement agile.

Like any project, we need to analyze the risks.

- What can go wrong?
- What's the likelihood?
- What would be the impact?

Interactive white board sessions are very effective for this

Failure Modes and Effect Analysis (FMEA)

- Adds a detection component

There are risks and costs to action. But they are far less than the long-range risks of comfortable inaction.

John F. Kennedy

FMEA Example

Failure Modes and Effect Analysis

Item / Process Step	Potential Failure Mode	Effect(s) of Failure	Severity	Potential Cause(s)	Likelihood	Current Controls	Detection	RPN	Recommended Action	Responsibility & Date	Severity	Likelihood	Detection	RPN
"Before" Risk Priority Number =										"After" Risk Priority Number =				

A lot of people approach risk as if it's the enemy when it's really fortune's accomplice.

Sting

During the Project

Include stories that:

- Execute / adjust the communications plan
- Track progress on the FMEA items
- Update and report on CTQ measures

In God we trust.
All others must provide data.

W. Edwards Deming

Change Management
(A few points to consider)

Change Management

Moving from traditional development to agile:

- Not just technology
 - ❖ Entire organization
 - Requires people to change the way they
 - ❖ Work
 - ❖ Think
 - ❖ Act
 - Requires an organization-wide change management plan
- *Full discussion beyond the scope of this presentation*

Why Change Fails

- Leaders don't establish a sense of urgency
- The guiding coalition is not powerful enough
- There is no vision for change
- Obstacles to the vision are not removed
- Too little communication
- Short-term wins are not planned for or created
- Victory is declared too soon
- Changes are not anchored in the company's culture

Source: "Leading Change: Why Transformation Efforts Fail"
John P. Kotter (1995), Harvard Business Review

Insanity: doing the same thing over and over again and expecting different results.

Albert Einstein

Questions?



Make sure you have finished speaking
before your audience has finished listening.

Dorothy Sarnoff