



Collaboration, Continuousness & Consequence

Agile Mammoth Games 2016

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Introduction



- Over 10 years contracting and freelancing in a variety of roles within the IT and Media industries
- Coach, PM, Delivery Improvement Specialist, DBA, Web Admin etc etc
- Specialise working with really "troubled" projects, where simplistic solutions don't quite cut it
- Tribal upbringing
 - Different perspective

Agenda



CHALLENGE

CAUSE

RESPONSE

EFFECT

NEXT BIG THING

RISK



Our challenge

Agile / Lean



- It's great
- Add it in
- BOOM! It's all AMAZING

RIGHT???

RIGHT????????

15yrs of this movement



.....there's still a problem



PEOPLE



CHALLENGE: "People"

CAUSE?

Technology change in last 25 yrs



<re/code>

NEWS | REVIEWS | VIDEO | PODCASTS | VOICES | WRITERS



By **Walt Mossberg** | [@waltmossberg](#) | [f](#) | EMAIL | ETHICS

April 29, 2014, 4:01 AM PDT

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*This month, **Re/code** partner CNBC is celebrating its 25th anniversary. To help commemorate the occasion, the network asked Walt Mossberg to pen this essay on how personal technology has evolved over the past quarter century.*

No industry has seen more dramatic change, and had a bigger impact on consumers and businesses over the last 25 years, than the technology business. When you compare the nature of tech products, and their roles in our lives, in 1989, with their design and impact today, it seems like 250 years have passed, not just 25.

To say the change has been dramatic understates it. Personal digital technology was a nascent infant a quarter century ago — a niche, techie add-on to the lives of people and the operations of companies. Today, it stands at the center of most people's lives and most companies' businesses. Back then, you could still do pretty well without a computer.

“No industry has seen more dramatic change...over last 25 years, than technology business...”

“...it seems like 250 years have passed, not just 25...”



CHANGE

Rough guess.... Increasing market demand?



	Delivery cadence
1980	Every 10 years
1990	Every 5 years
2000	Every 1-2 years
2010	Every 1-6 months
Now (2016)	7 times per day?

How I see it: 3 Characteristics of Existence



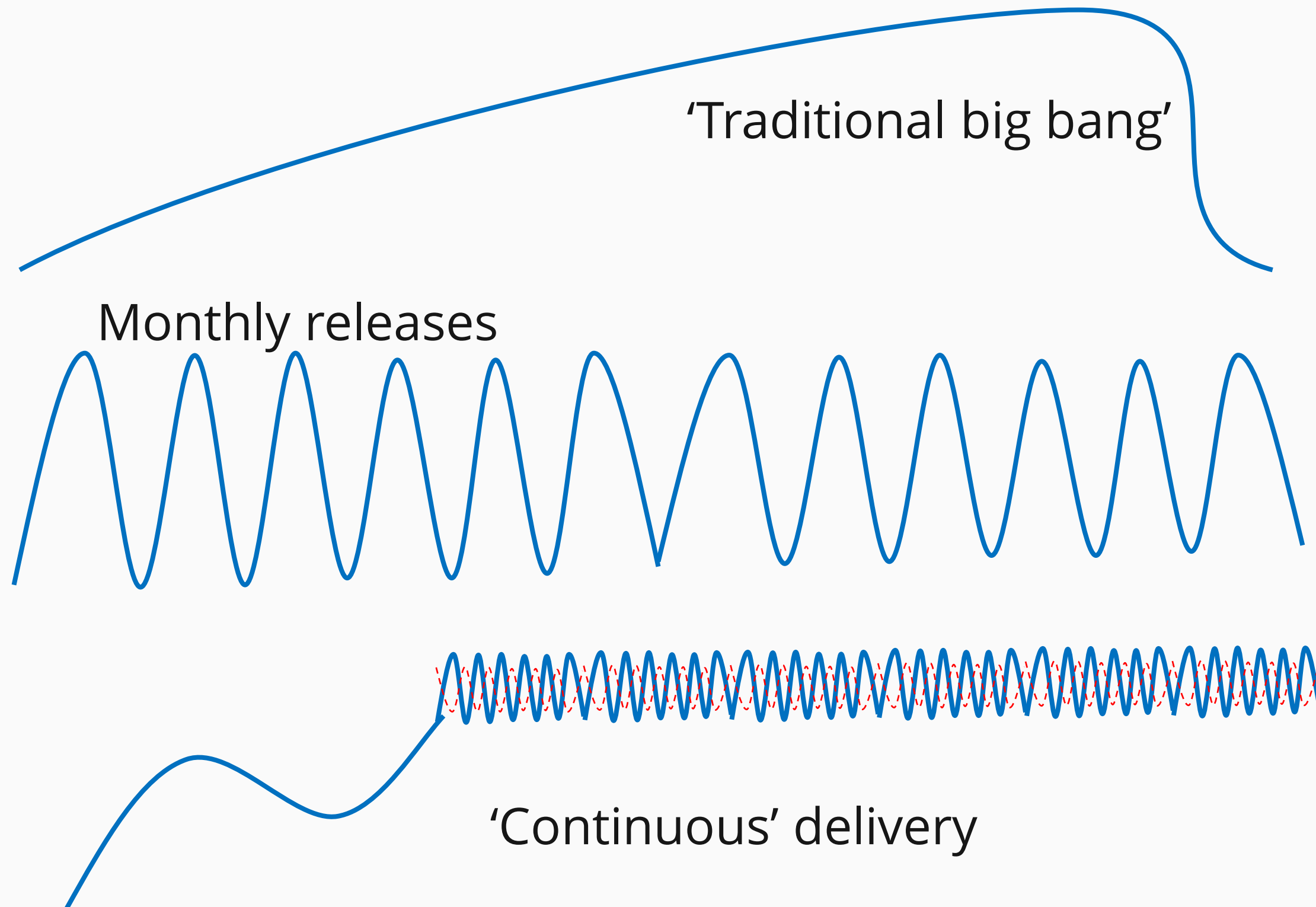
- Everything is in a constant state of change
- We need to collaborate
(Its not about "the me")
- We will always battle dissatisfaction

3 Characteristics of **Industry**



- Everything is in a constant state of change
- We need to collaborate
(Its not about “the me”)
- We will always battle dissatisfaction

Delivery – across a year





Why do we have to change so much?

Why do we have to deliver so often?

Market demand: faster delivery = more profits



- More options to
 - capitalise against competition in the market
 - adapt our product to keep/delight our current users
 - change quickly if market has unexpected developments – e.g. Nokia & iPhone



CHALLENGE: "People"

CAUSE: Change from market demand

RESPONSE?



AGILE / LEAN

Increasing market demand...



	Delivery cadence
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Why Agile/Lean evolved

- Ordinary people
 - Used common sense
 - ordinary practices
 - In a way which helped deliver software
 - The way market demanded
- And that became Agile and Lean
 - Cadences, ceremonies, practices
 - Bringing a big heavy hierarchy
 - Into line to deliver in a way it wasn't used to
 - Collaborative
 - Quick
 - And focussed on the users

What they did....



“COMMON SENSE”

Responding to demand

SHORT review



- We value responding to market demand
- Kanban / Scrum is taking over the market
- Executives WANT IT

But...



....there is **STILL** more

.... MORE market demand!!!



theguardian

Apple

Apple chief Tim Cook is under pressure to prove innovative flair is still there

Becoming the world's biggest company was a milestone for the iPhone maker, but can it stay on top?

Charles Arthur, Technology editor

@charlesarthur

Friday 30 May 2014 19.34 BST



This article is 1 year old

Shares

352

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The mutterings are growing louder for Tim Cook and his executives that Apple isn't innovating any more.

iPhone 5s: has Apple given up on innovation?

Aditya Chakraborty



Once a company renowned for breaking new ground, Apple is turning into a typical American corporation

per 2013 20.00 BST



Comments





CHALLENGE: "People"

CAUSE: Change from market demand

RESPONSE: Agile / Lean

EFFECT?

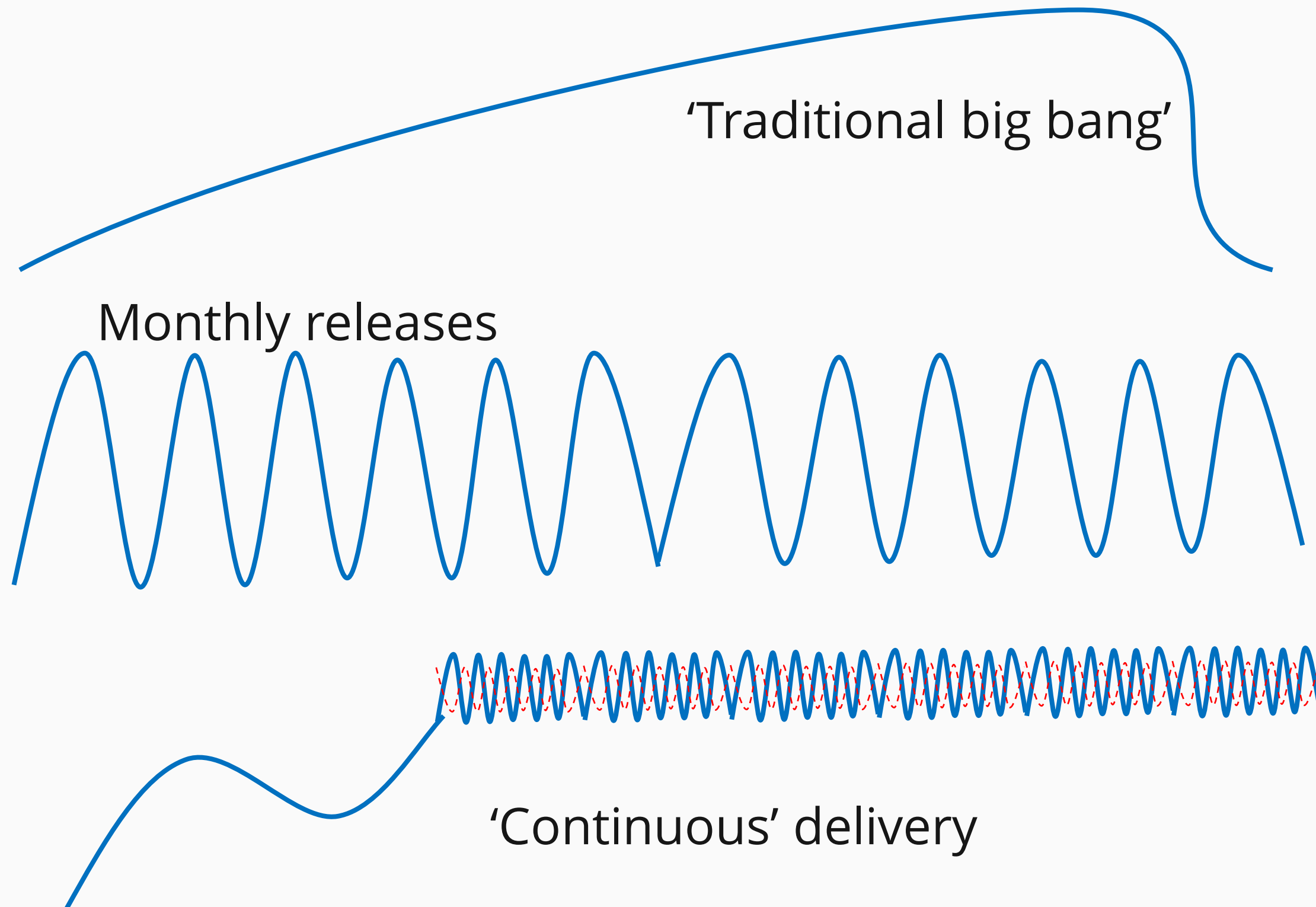


COLLABORATION
CONTINUOUSNESS
CONSEQUENCE



Lets take this step by step...

Delivery – across a year

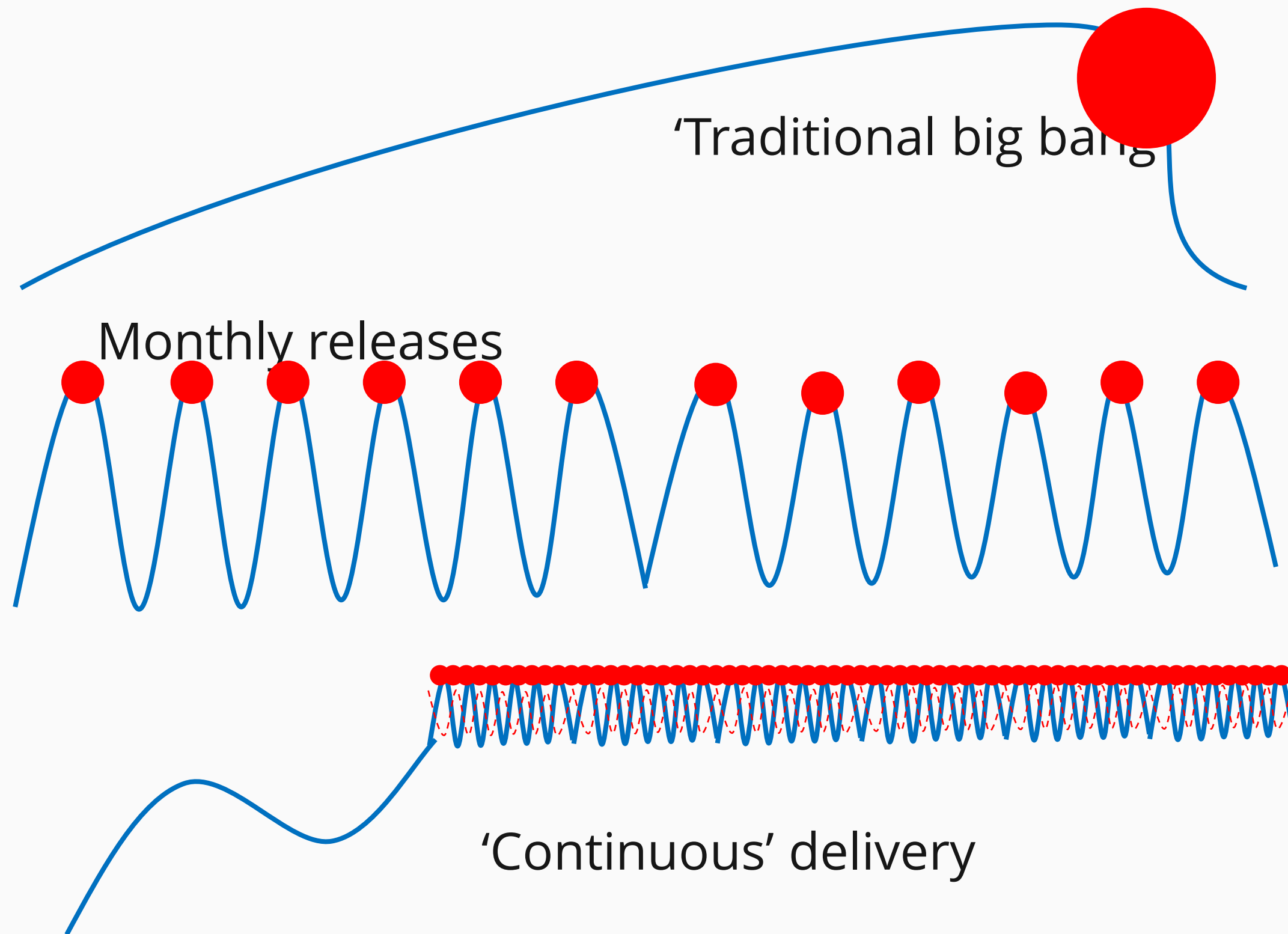




Each delivery has an impact: Consequence

- Consequence we have to deal with
- Impact can be things like
 - Feedback
 - Strategy adjustment
 - Profit / loss
 - Team's reaction

Consequence – across a year

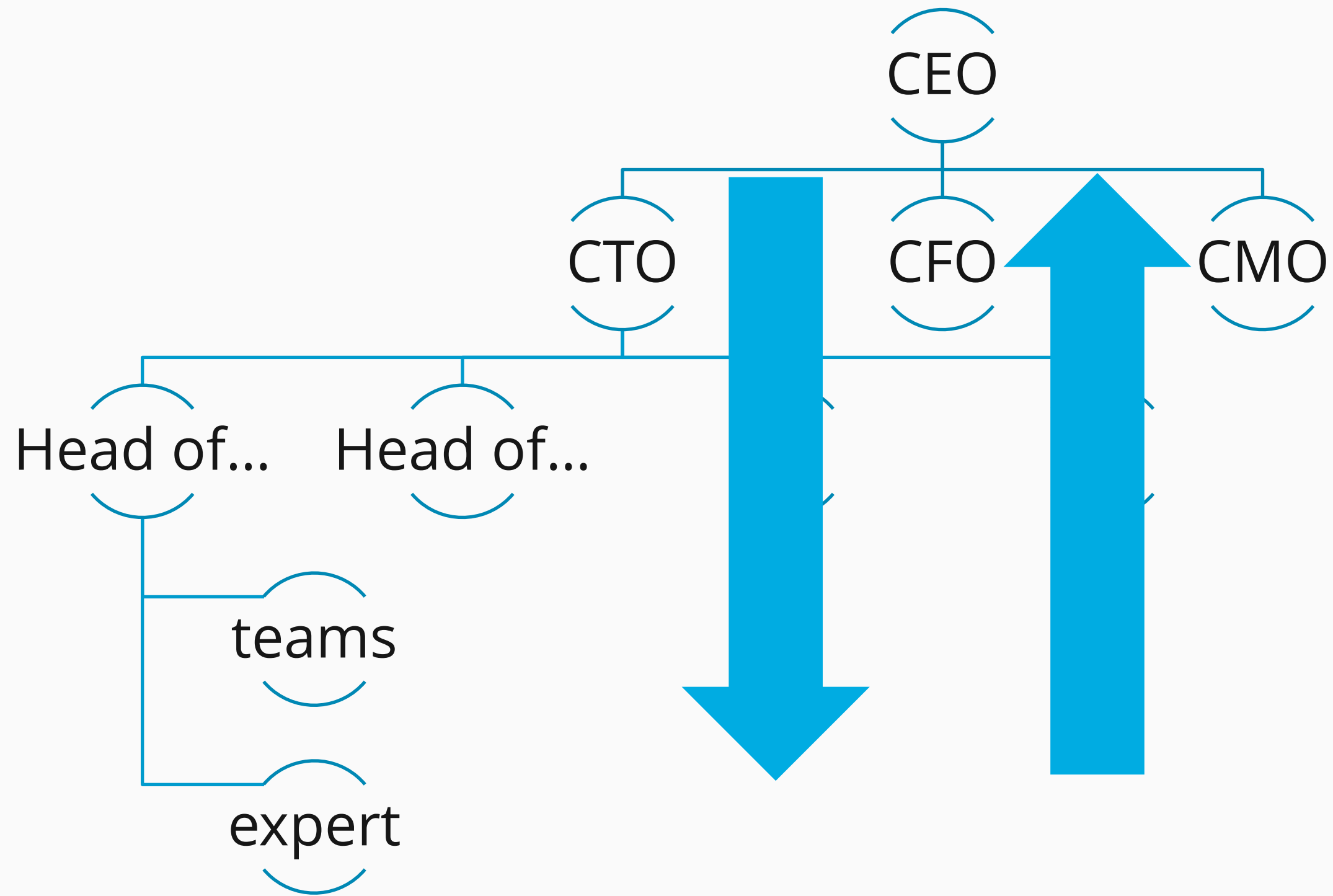


But... here's an issue...



Data flows down AND up the 'hierarchy' now!

Everyone needs to know everything ...





- We need to share information – and be collaborative
 - Delivery software is complex
 - Takes a lot of experts in different areas
 - One person doesn't know everything

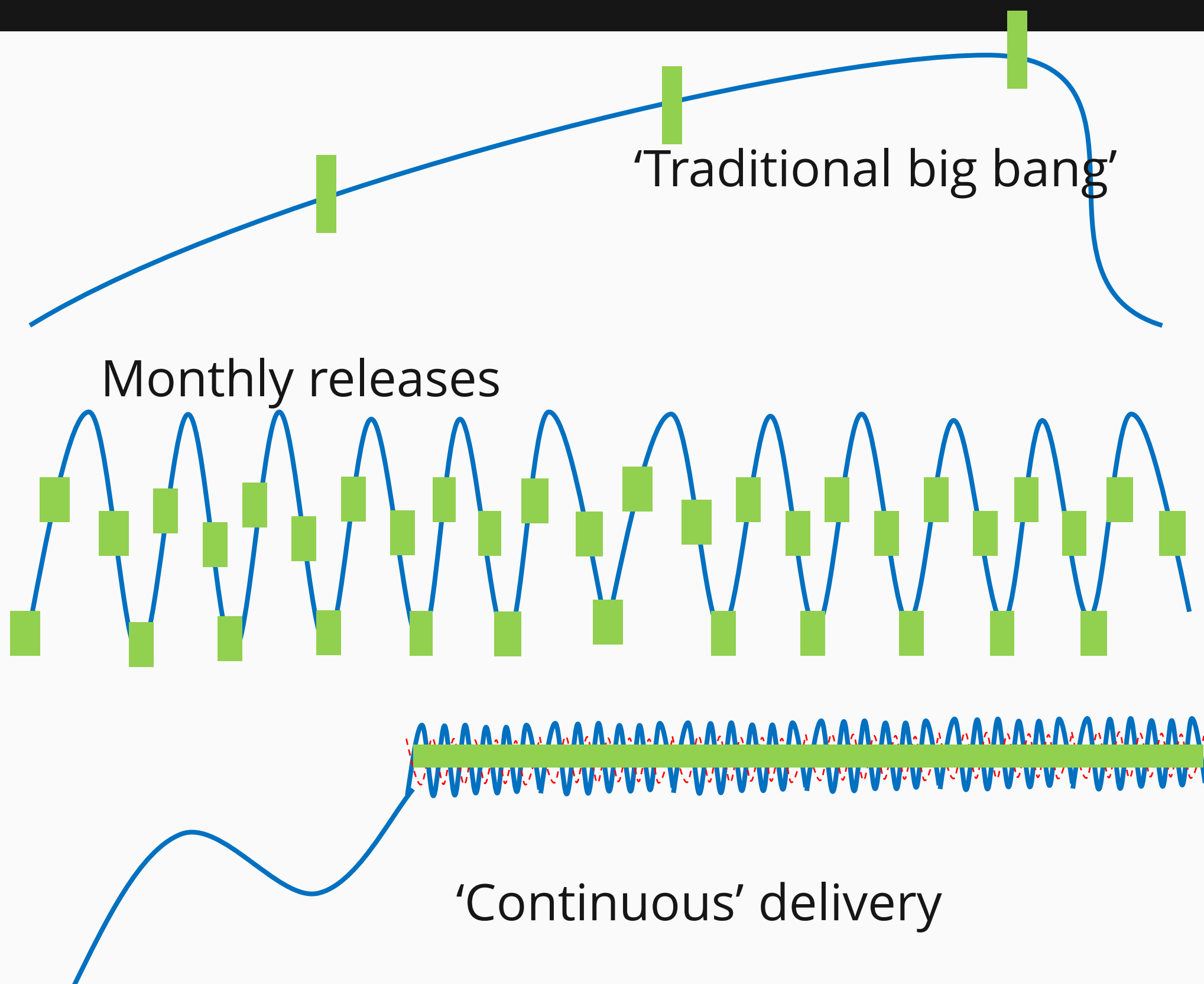
Continuous Delivery

Continuous Interaction: Collaboration!!!



	No. of deliveries / year	No. of interactions
Yearly	1	3 (min 1 BA, 1 Dev, 1 Tester)
Monthly	12	36
Fortnightly	24	72
Daily	192 (4 days p/w x 48 wks)	576
7 times per day	1,344	4,032
Future	???? +++++	???? +++++

Collaboration – across a year





Impact of meeting market demand

- Consequence of meeting market demand
 - continuousness
 - collaboration
- Biggest consequence of meeting market demand
 - continuous collaboration

Continuousness + Collaboration + Consequence: Needs Decisions!



Per year	No. of deliveries	No. of interactions	No of decisions
		For every delivery: minimum 3 collaboration (BA, Dev, Tester)	For every collaboration: 2 minimum decisions (what next, due when)
Yearly	1	3 (min 1 BA, 1 Dev, 1 Tester)	6
Monthly	12	36	72
Fortnightly	24	72	576
Daily	192 (4 days p/w x 48 wks)	576	1,156
7 times per day	1,344	4,032	8064
Future	???? +++++	???? +++++	???? +++++

Now we have to make more decisions than ever!



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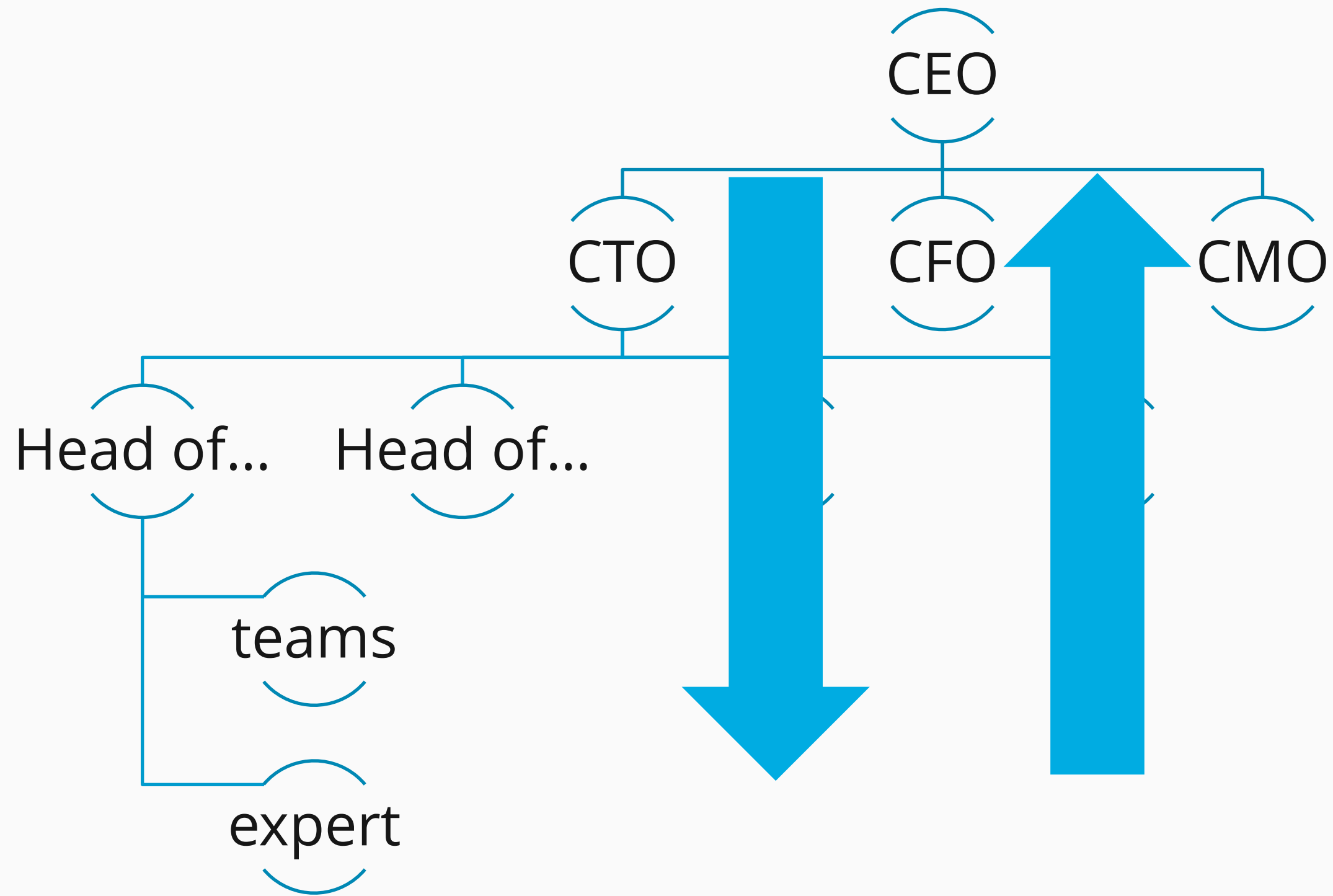
Waiting for 1 person to decide = huge risk of delay

So... here's the other issue...



**Decisions need to be made
down AND up the 'hierarchy' now!**

DECISIONS: involve whole hierarchy





- We can't wait for 1 or 2 people to answer our questions
- We need to be empowered

Consequence of Continuous Collaboration!



- **INTERPRETATION: Impact of constant interaction**
- More delivery == more interactions
- More interactions == more collaboration

- Collaboration = people interacting with people!!!

- Relying on people interaction means...
- Higher risk of politics affecting outcome
 - e.g. Misunderstanding

- **WARNING: High level of interaction not managed effectively**
 - Exhaustion, battle weary etc

Harvard Business Review

- “60% employees now consult with at least 10 colleagues each a day just to get their jobs done... 30% must engage 20 or more...”

Decisions... Decisions...



- The *WAY* we interact now matters more
 - Because its how we make decisions
 - Its how we ensure
 - Executives can make good strategy
 - Experts 'on the ground' feedback VITAL information



CHALLENGE: "People"

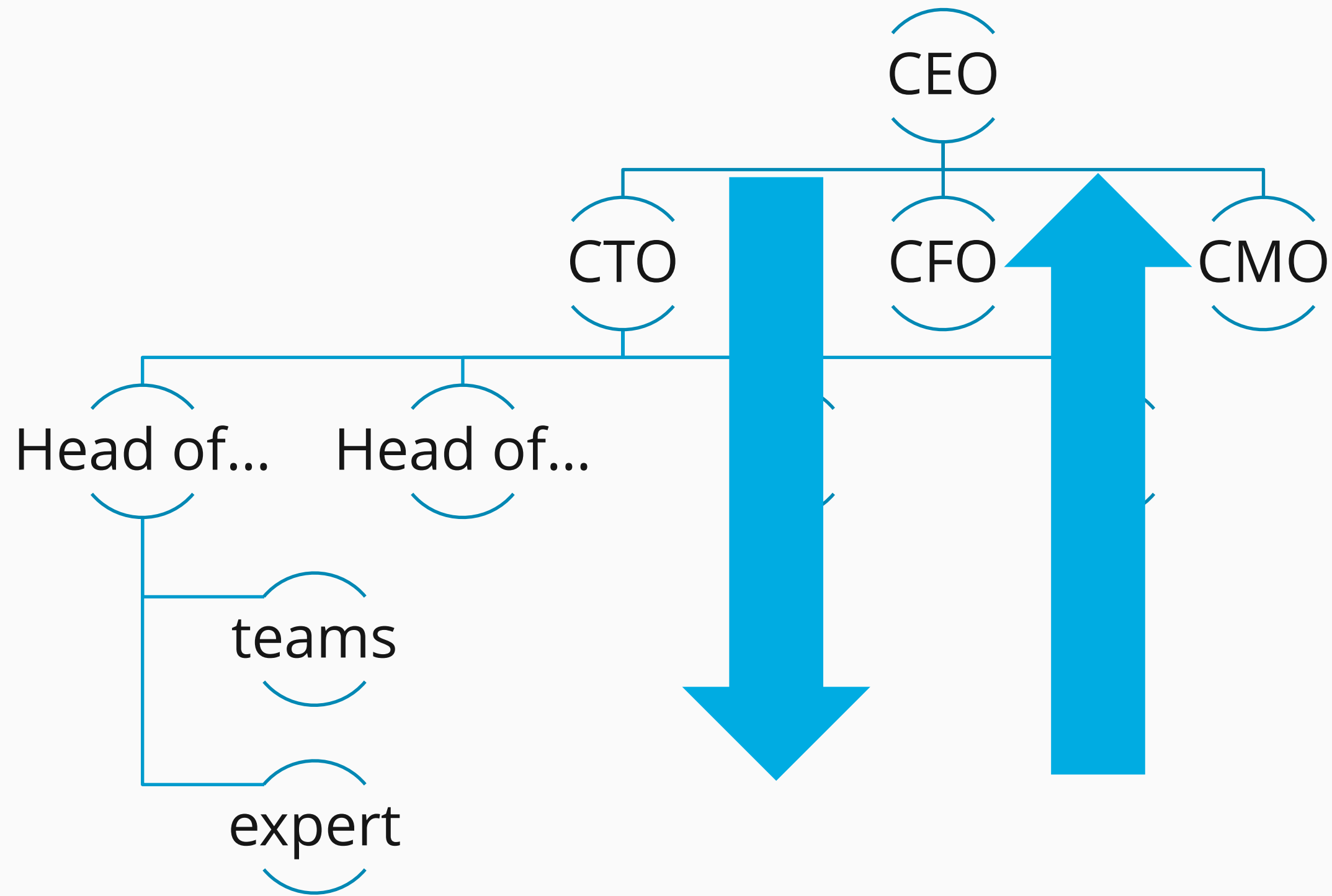
CAUSE: Change from market demand

RESPONSE: Agile / Lean

EFFECT: Collaboration, Continuousness, Consequence

NEXT BIG THING?

How we work involves whole decision chain...



Agile / Lean is just the BEGINNING



- Cadences
- Ceremonies
- Techniques
- Methods

⇒ match interactions to market demand

BUT....

- People aren't used to working this way....
 - History (elite class)

- Introverts & controlling bosses are highly challenged

It's a shock – it's not what we are used to!



- Introverts (there are lots in our industry) are having to
 - Talk to people
 - Collaborate
 - And do it OVER AND OVER

- Bosses who are used to a hierarchy
 - Are having to be told OVER AND OVER
 - You are wrong
 - We should do it this way
 - No we can't listen to you
 - You are not an expert



....Trying to keep everyone agile is like trying to organise family for Christmas

Mum & Dad pick up brother on the way

Sister bring the salad at 9am

Cousin put the meat into the oven

Grandmother bring the cake

What REALLY happens – confusion, sometimes upsets

No matter HOW organised you are!!!

Everyone's asking...



- So, how do we handle the people interaction “problem”??



CHALLENGE: "People"

CAUSE: Change

RESPONSE: Agile / Lean

EFFECT: Collaboration, Continuousness, Consequence

NEXT BIG THING: Involving everyone

RISK?

Warren Buffet & Charlie Munger



Credit Robyn Twomey. <http://fortune.com/2013/10/31/warren-buffett-and-charlie-mungers-best-advice/>

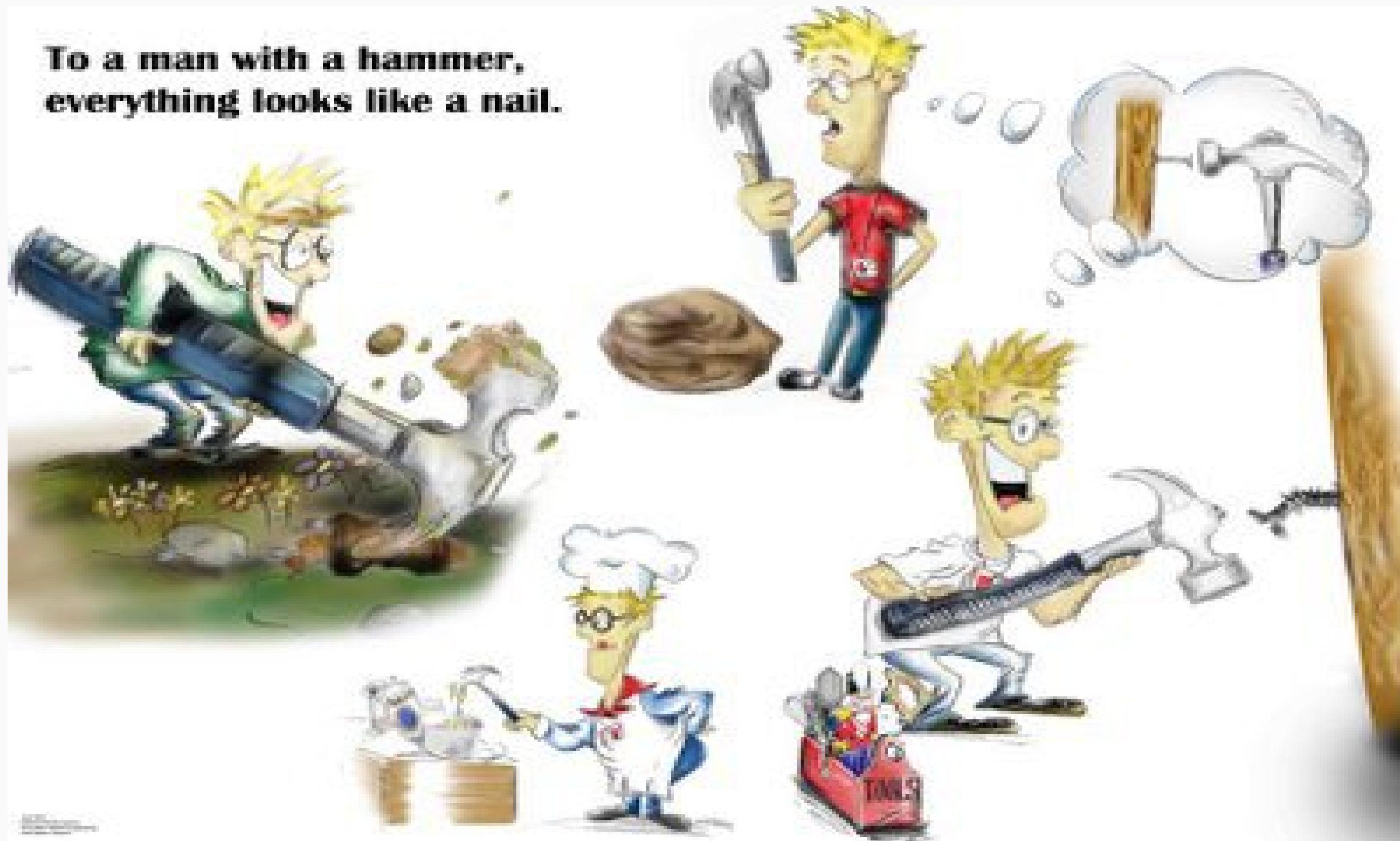


Forbes describes Charlie Munger

- Real Time Net Worth = \$1.21 Billion
- “Charles Munger
 - made a career of avoiding common errors in judgment
 - Assembled a checklist of 25 tendencies that lead to what he called “psychology-based dysfunction.”
 - predictable traps that cause professionals to make bad decisions.”

<http://www.forbes.com/profile/charles-munger/>

**To a man with a hammer,
everything looks like a nail.**



<https://janav.wordpress.com/2013/06/10/man-with-a-hammer-syndrome/>
Charlie Munger talk: <https://www.youtube.com/watch?v=pqzcCfUglws>

What do we do from here?

- Need to innovate and think about this more complex situation
 - Remote teams
 - Faster demands
 - Different cultures
- **Need bigger toolbox of skills**
- So that can respond more effectively
- And can have more options to action in different circumstances



Increase your toolbox!

For example...



- BDD
- Adygrus
- Kanban
- Scrum
- Crystal
- Explore it all!!!!

That why I explore...



- Eastern Philosophy....

3 Characteristics of Existence



- Everything is in a constant state of change
- We need to collaborate
(Its not about “the me”)
- We will always battle dissatisfaction

3 Characteristics of **Industry**



- Everything is in a constant state of change - **continuousness**
- We need to collaborate - **collaboration**
(Its not about “the me”)
- We will always battle dissatisfaction
 - **consequence isn’t always what we want**

What I use...



Whole team Technique



Intention vs outcome

(like a variation of a retrospective)

Intention versus Outcome

Question:



CONTEXT:



Intention:

VS

Outcome:



Causes?:



- Top 3 Causes
1. _____
 2. _____
 3. _____

Intention vs Outcome



- Why
 - Get used to being “wrong”
 - Turn it into learning
 - Stop trying to be perfect
 - Learn to bounce back

Intention vs Outcome



- Identify
 - Assumptions
 - Expectations
 - Judgements

Intention vs Outcome

- Assumption becomes **Investigation**
- Expectation becomes **Aspiration** (want to do, can definitely do)
- Judgement becomes **Judicious** (together, all points of view)



Whole decision chain

Gets used to being wrong together

Learns to bounce back better

Gets used to learning from each other

Be more effective at **continuous collaboration and consequence**



SUMMARY

SUMMARY



CHALLENGE: "People"

CAUSE: Change from market demand

RESPONSE: Agile/Lean evolution

EFFECT: Collaboration, Continuousness, Consequence

NEXT BIG THING: Involving everyone

RISK: Hammer Syndrome

Suggestion – practical thing for tomorrow?



Intention

VS

Outcome



IN CONCLUSION



...Final words....

You are...



At the right place,
At the right time!



LEARN
& keep learning



- Increase your toolbox!



The next innovators in this new era are...



YOU

Let the games begin!



LEARN
& keep learning