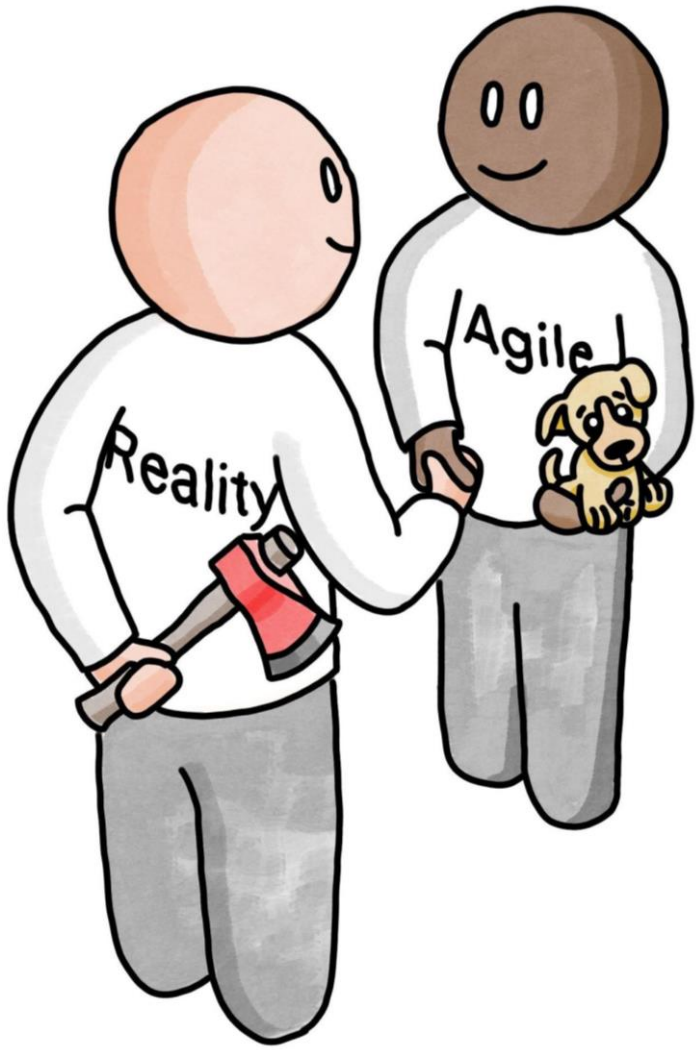
goto;

GOTO
AARHUS 2022

#GOTOaar

A Developer, a Comic Strip and Agile Went into a Bar…

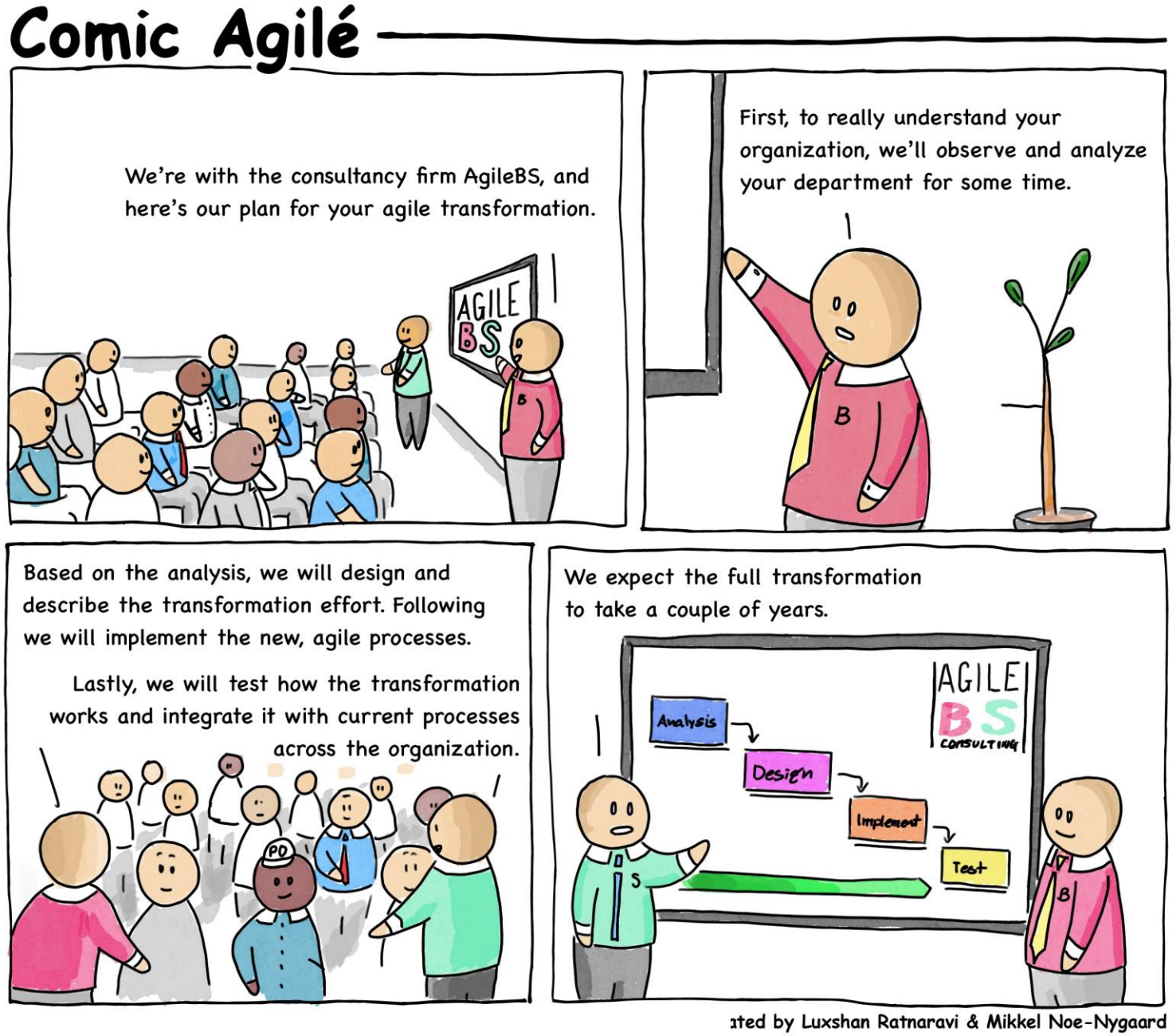


GOTO Aarhus

June 15th, 2022

Mikkel Noe-Nygaard & Luxshan Ratnaravi

First, you hire some external consultants…



Who are we

Luxshan Ratnaravi

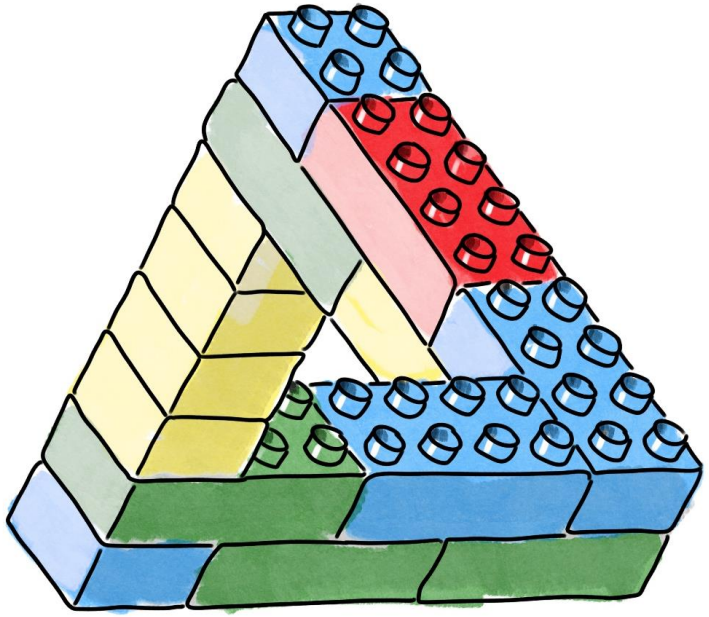
- Writer @ Comic Agilé
- Agile Coach @ Bankdata (~850 employees, ~117 agile teams)
- Has had different agile roles in different types of companies, latest Vestas
- M.Sc. in Software Engineering from AAU, 2010
- Luxshans professional mission in life: **agile >< reality**

Who are we

Mikkel Noe-Nygaard

- Cartoonist @ Comic Agilé
- User Experience Specialist @ Vestas
- M.A. in Architecture from Aarhus School of Architecture, 2001
- Enjoyed doing user experiences for 20+ years
- Mikkels professional mission in life: **Cut the BS**

Something is clearly not working!



Let’s articulate our mistakes, so we can learn from them

Our Approach:

LAUGH REFLECT IMPROVE

LAUGH

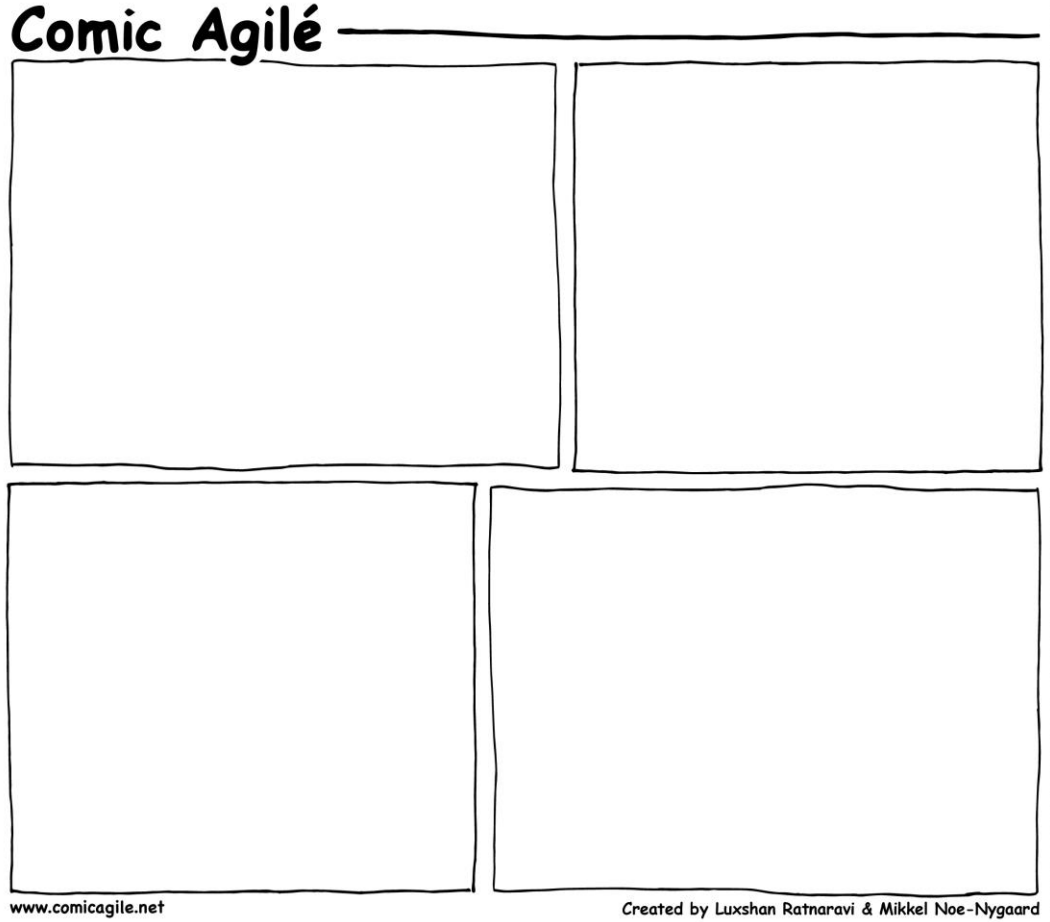
- Laughter is a social glue that breaks down barries
- Laughing connects us through shared experiences and strengthens Psychological Safety
- Laughter boosts learning and builds confidence in ourselves
- Teams that laugh together HAVE higher performance

The functional anatomy of humor, Goel, V. Dolan, R. (2001), Nature Neuroscience
When sharing a Laught Means Sharing More, Laura E. Kurtz, Sara B. Algoe, (1/2017) Journal of Nonverbial Behaviour
How fun are your meetings?... Lehmann-Willenbrock, N., & Allen, J. A. (2014), Applied Phsycology
The Impact of Leader Humor on Subordinate Job Satisfaction, C. Robert, T. Dunne, J. Iun (2015), Group & Orgaization Management

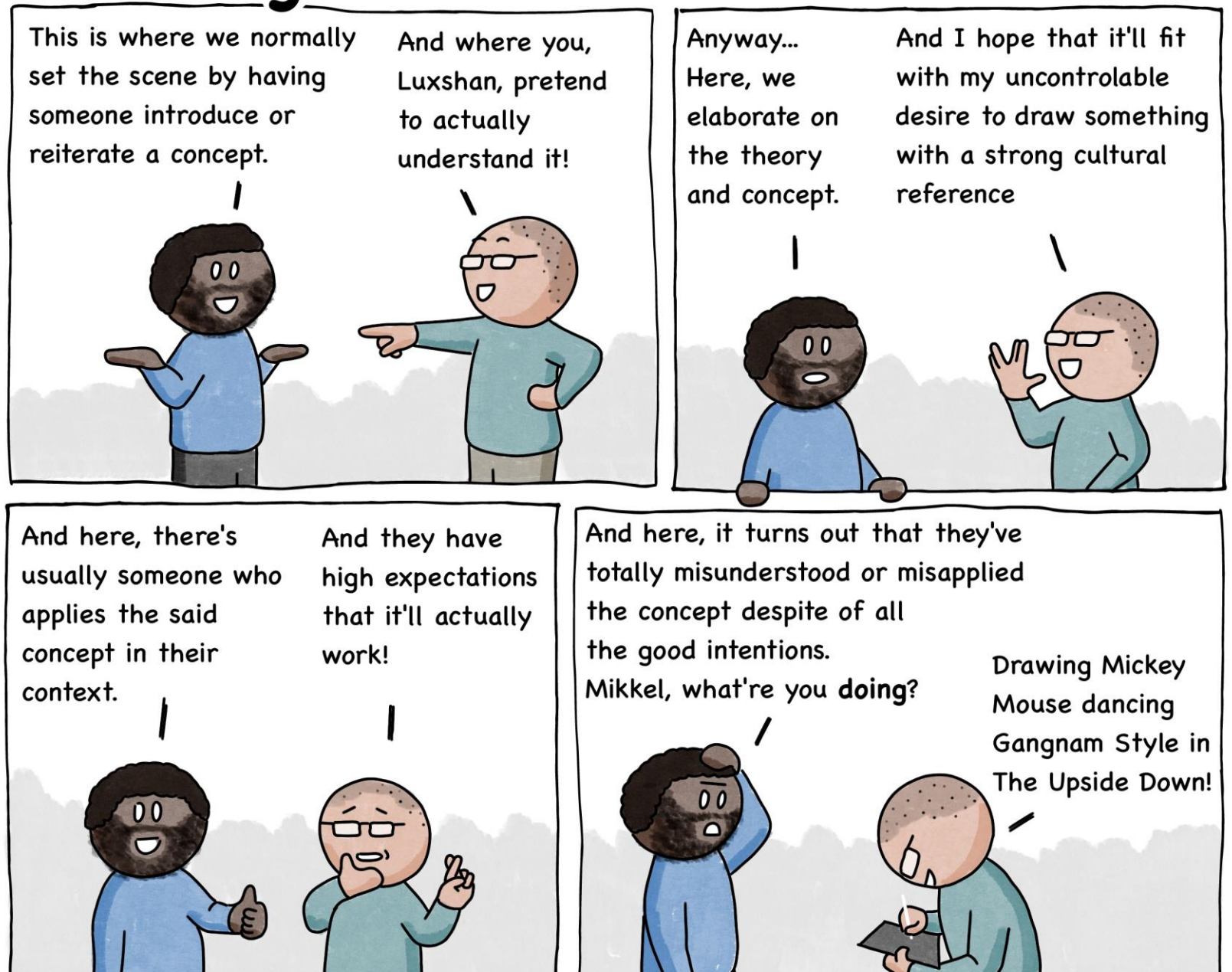
REFLECT & IMPROVE

- Our readers laugh (and cry) because they can relate
- In a complex and busy life, reflection helps us focus and prioritize
- Continuous Improvement increases value-add and happiness
- Inspecting and adapting – and empiricism – is an inherent part of being agile

This is how WE articulate mistakes

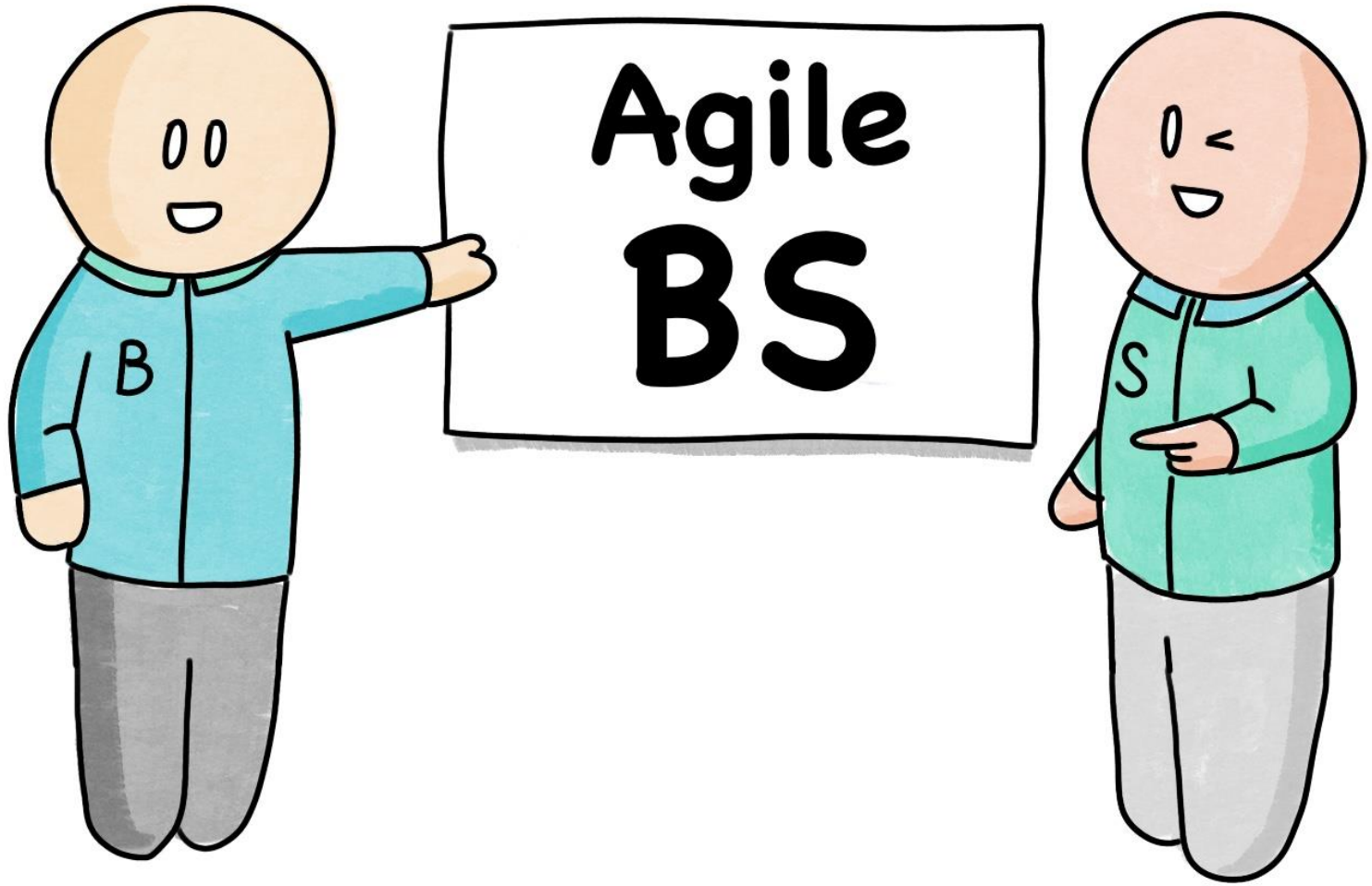


Comic Agilé

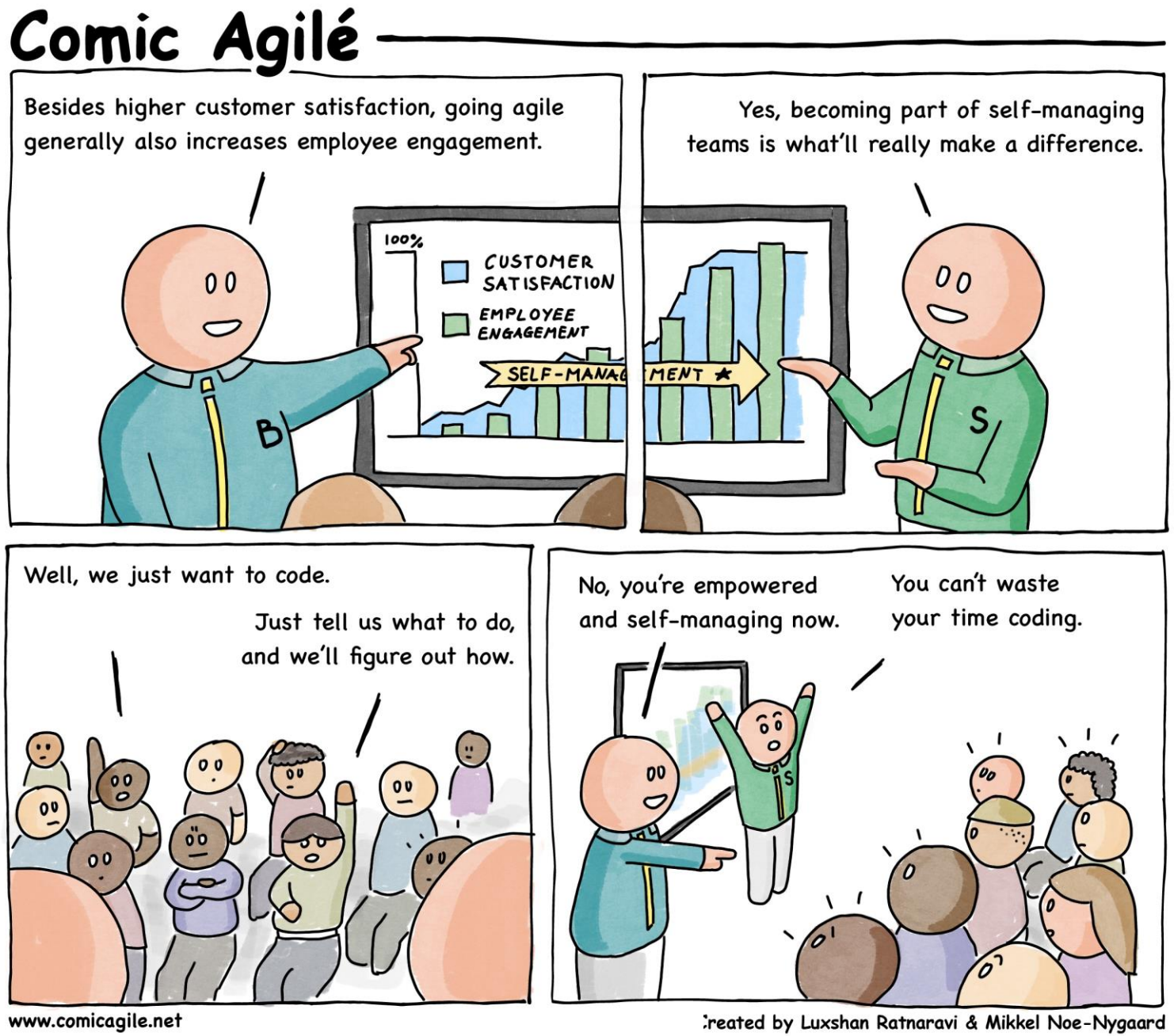


Created by Luxshan Ratnaravi & Mikkel Noe-Nygaard

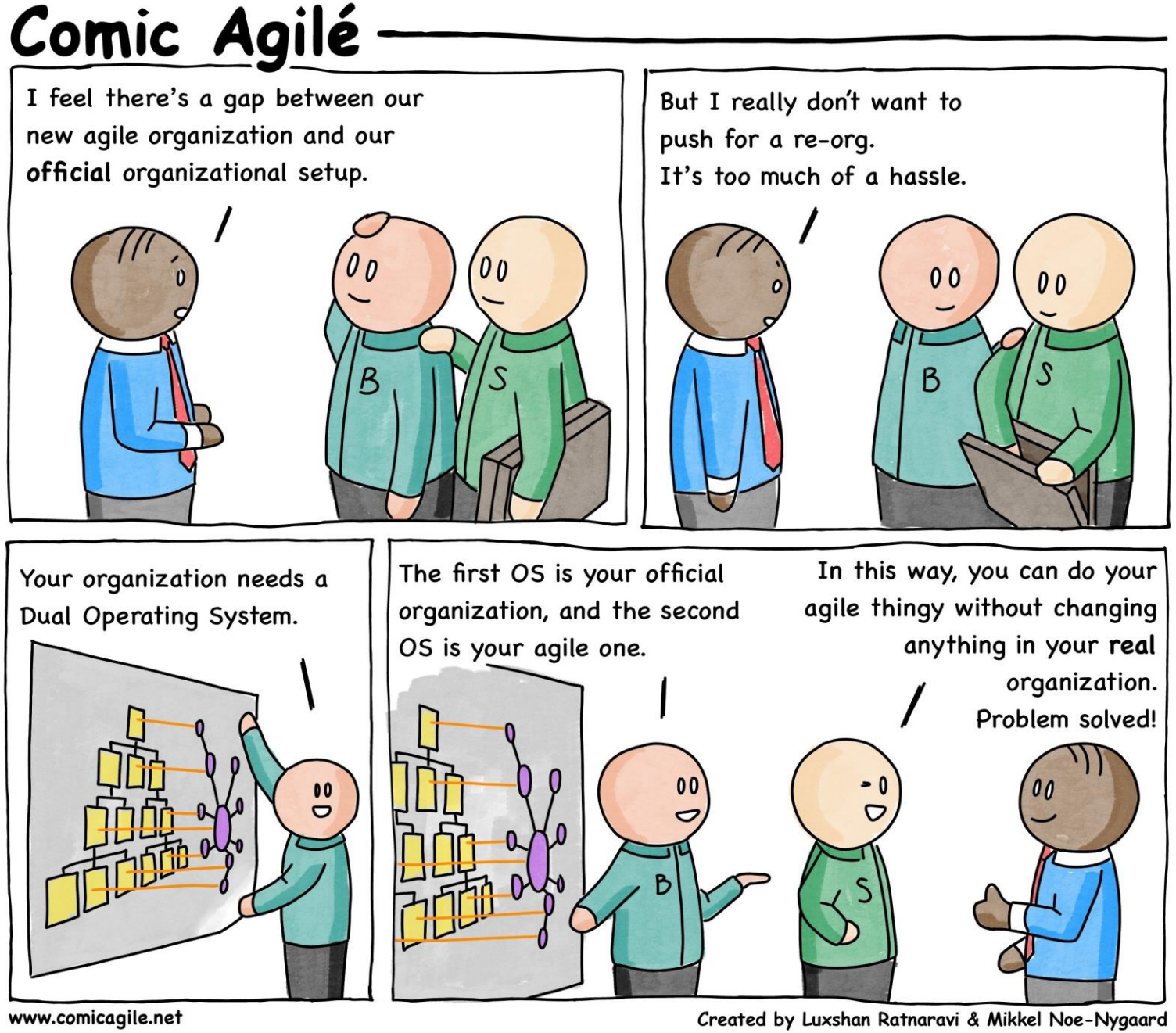
Comic Agilé



You're now self-managing teams…

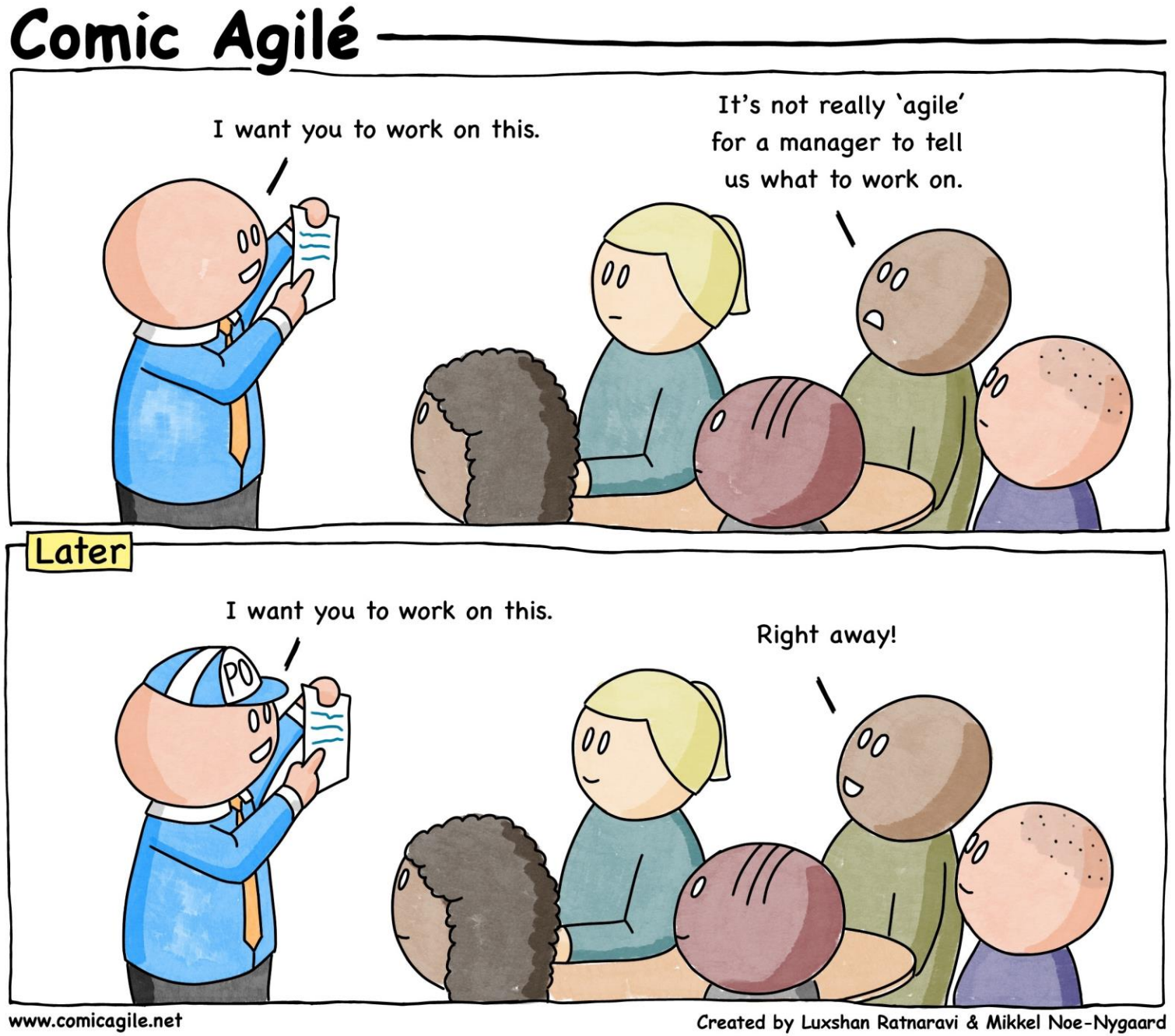


Dual Operating System

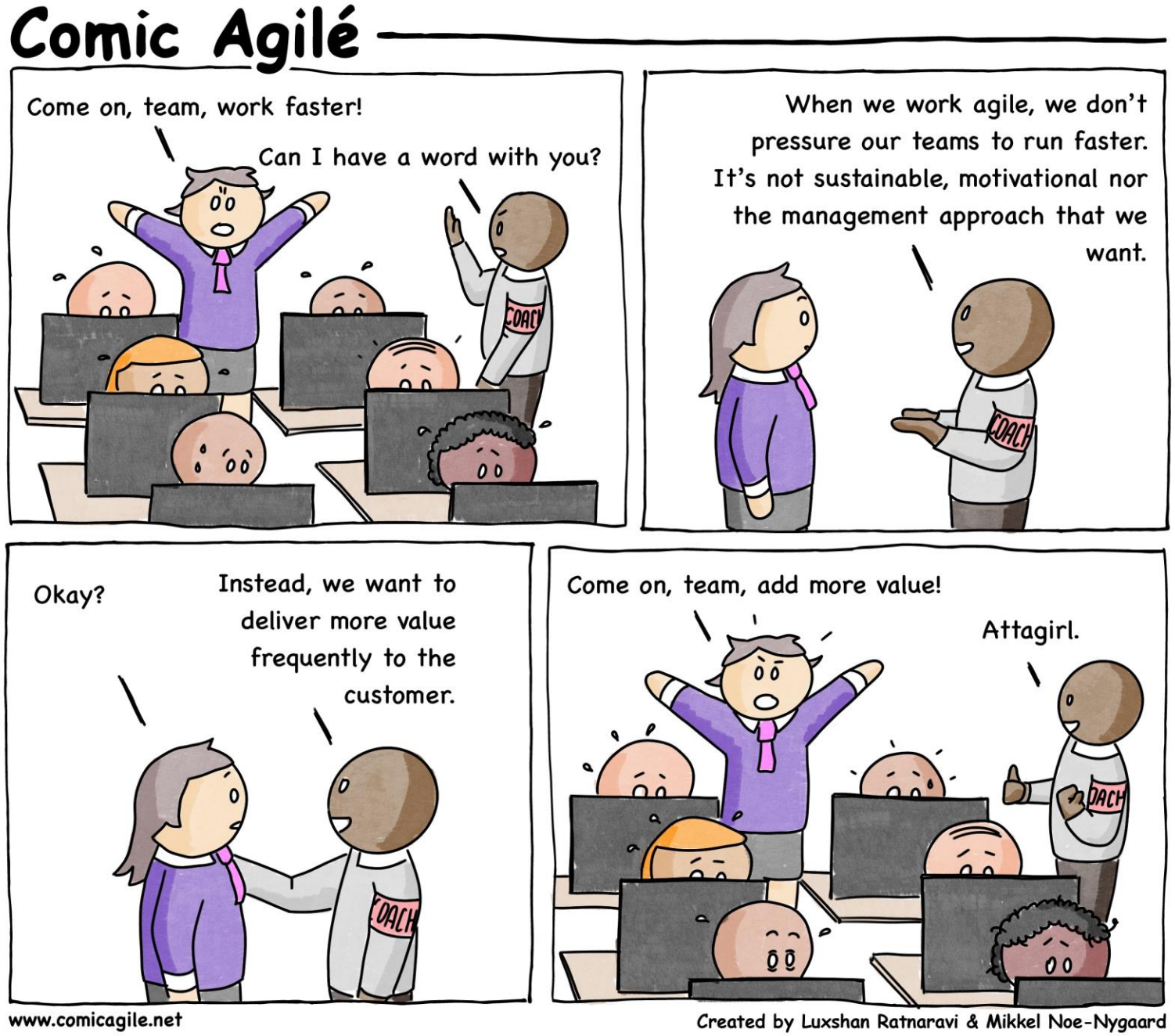


Comic Agilé

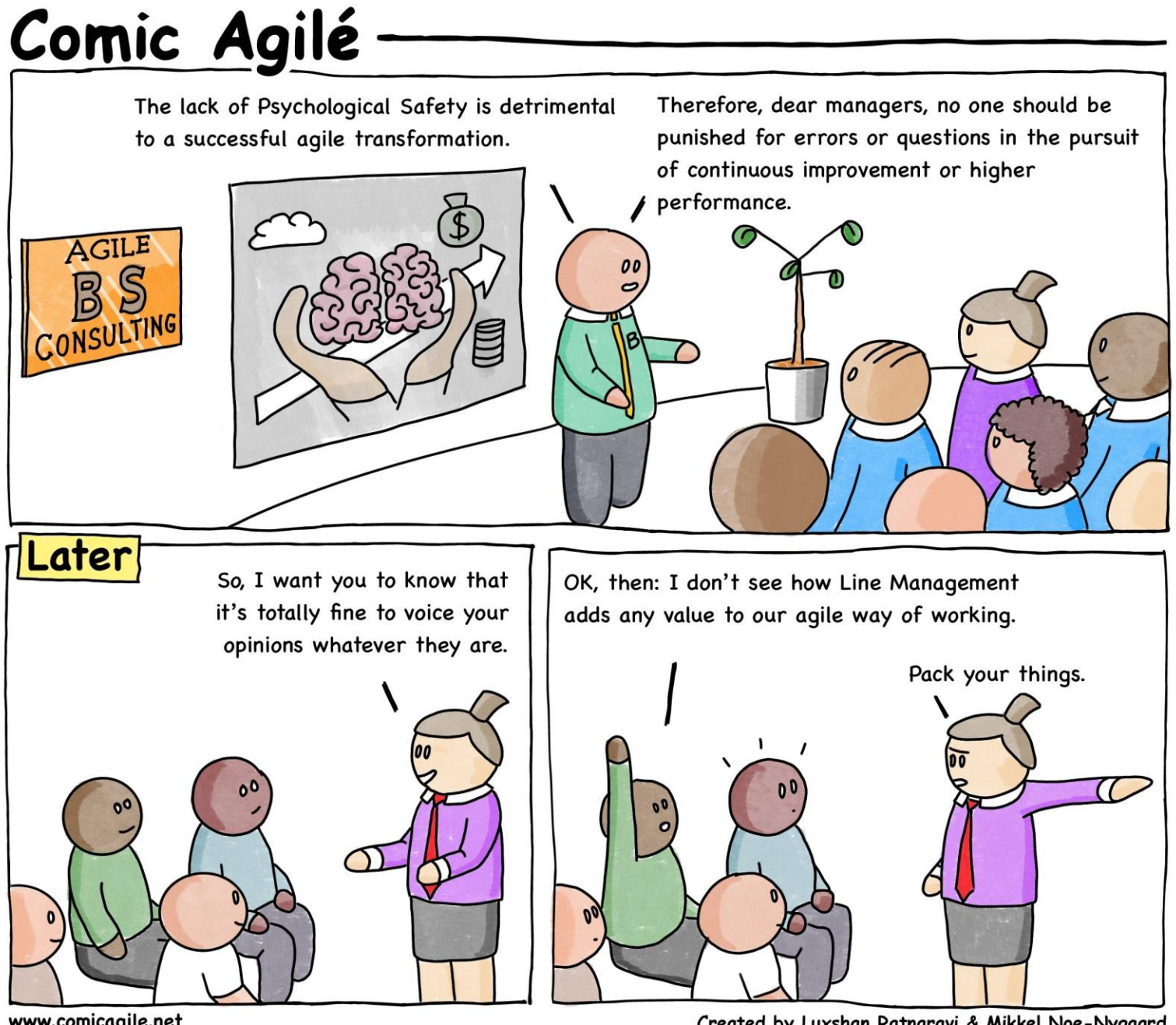
Work on this


Comic Agilé
I want you to work on this.
It's not really 'agile' for a manager to tell us what to work on.
Later
I want you to work on this.
PO
Right away!
www.comicagile.net
Created by Luxshan Ratnaravi & Mikkel Noe-Nygaard

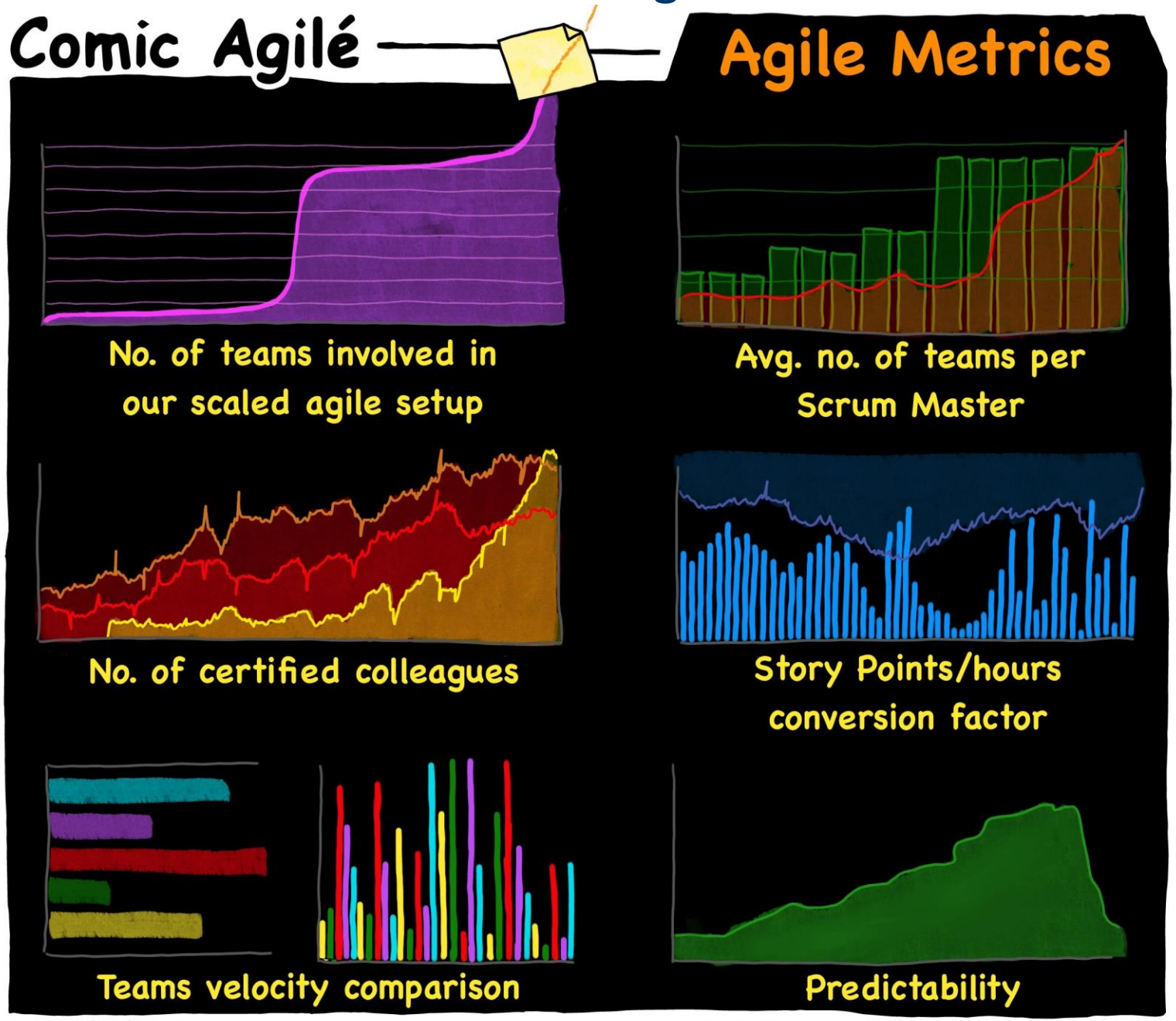
How to manage the team



Psychological Safety

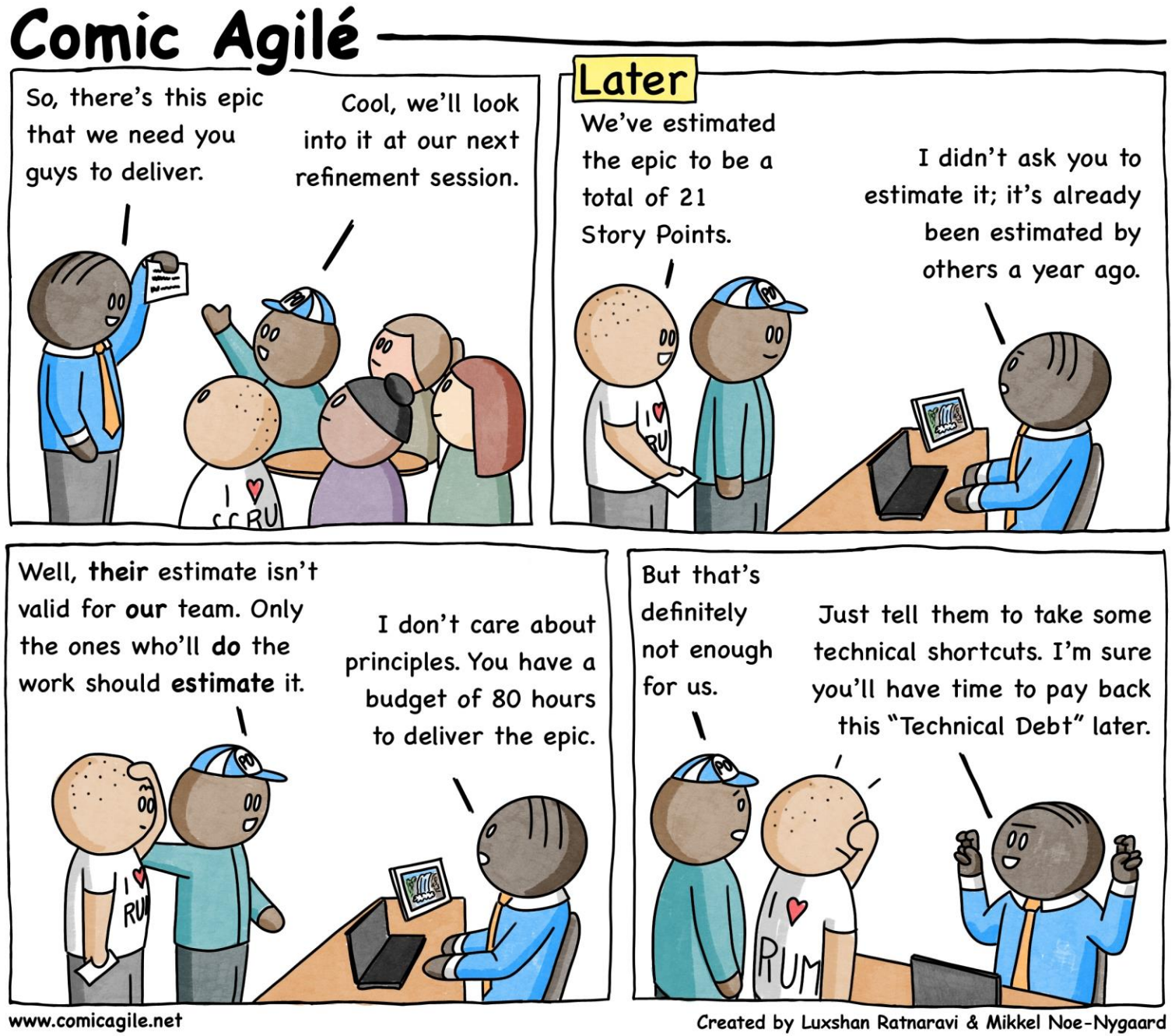


Indicators of a Successful Agile Transformation?

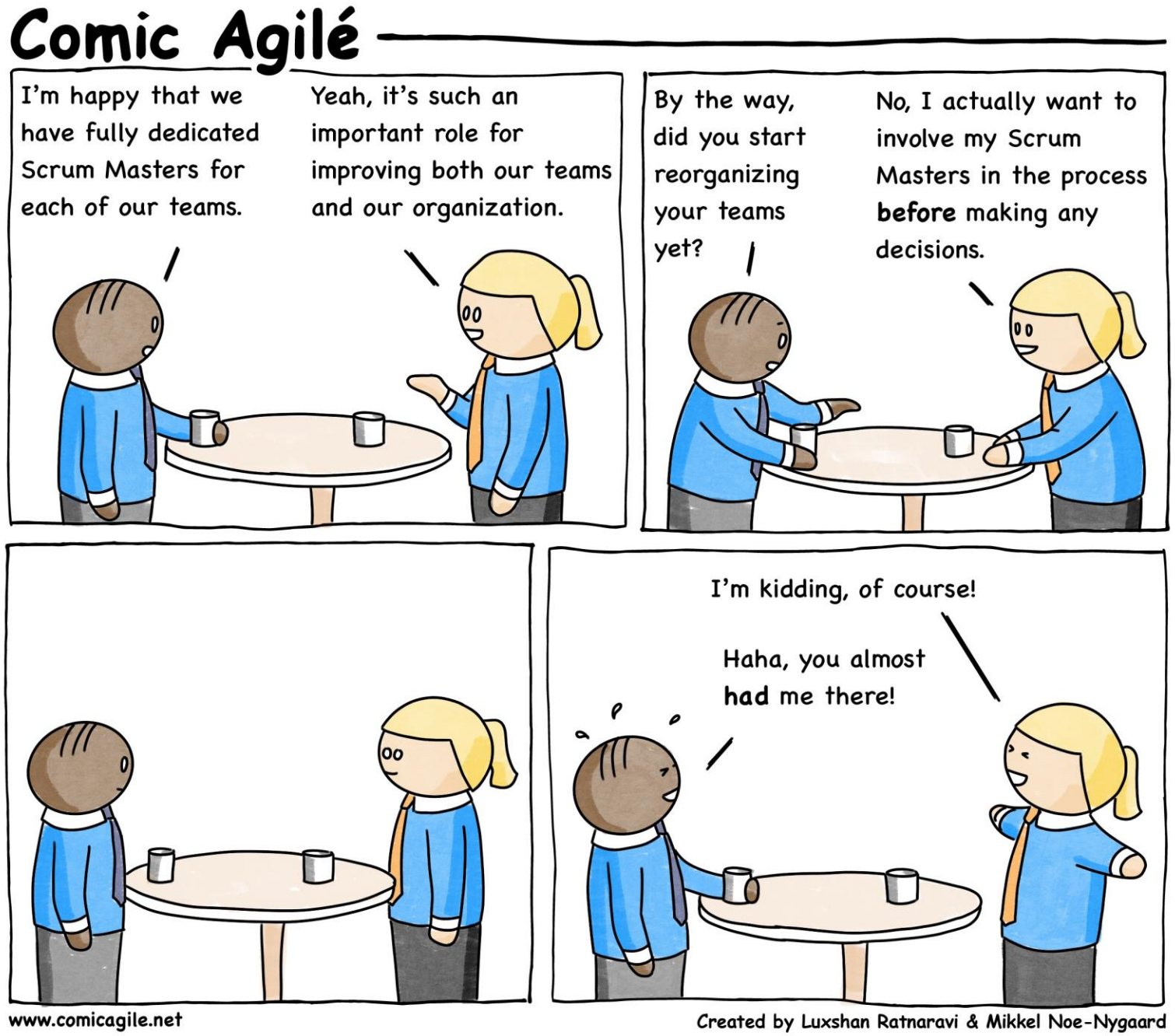


Comic Agilé

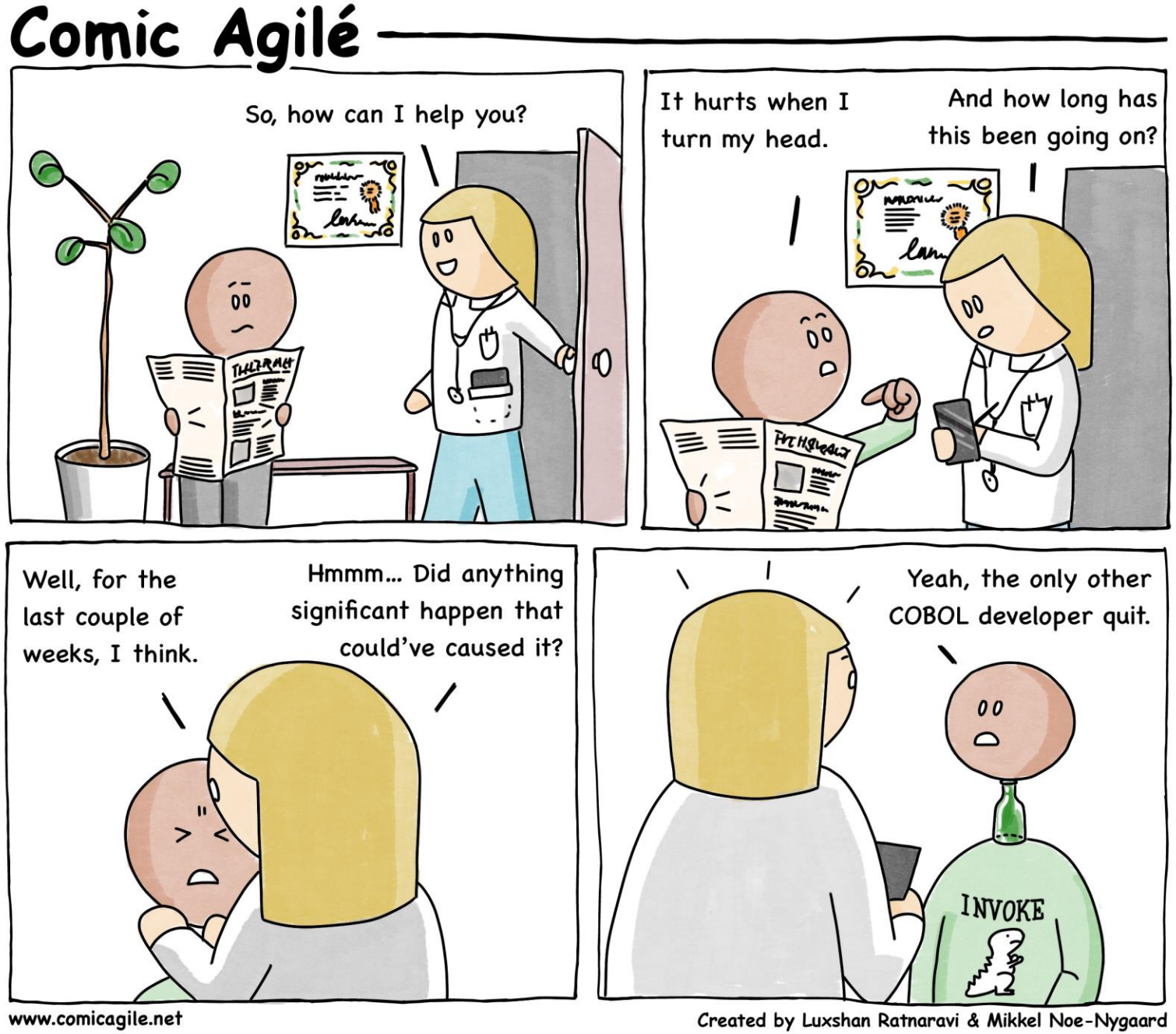
Others' Estimate



Involvement



Neck pain


Comic Agilé
So, how can I help you?
It hurts when I turn my head.
And how long has this been going on?
Well, for the last couple of weeks, I think.
Hmmm... Did anything significant happen that could've caused it?
Yeah, the only other COBOL developer quit.
INVOKE
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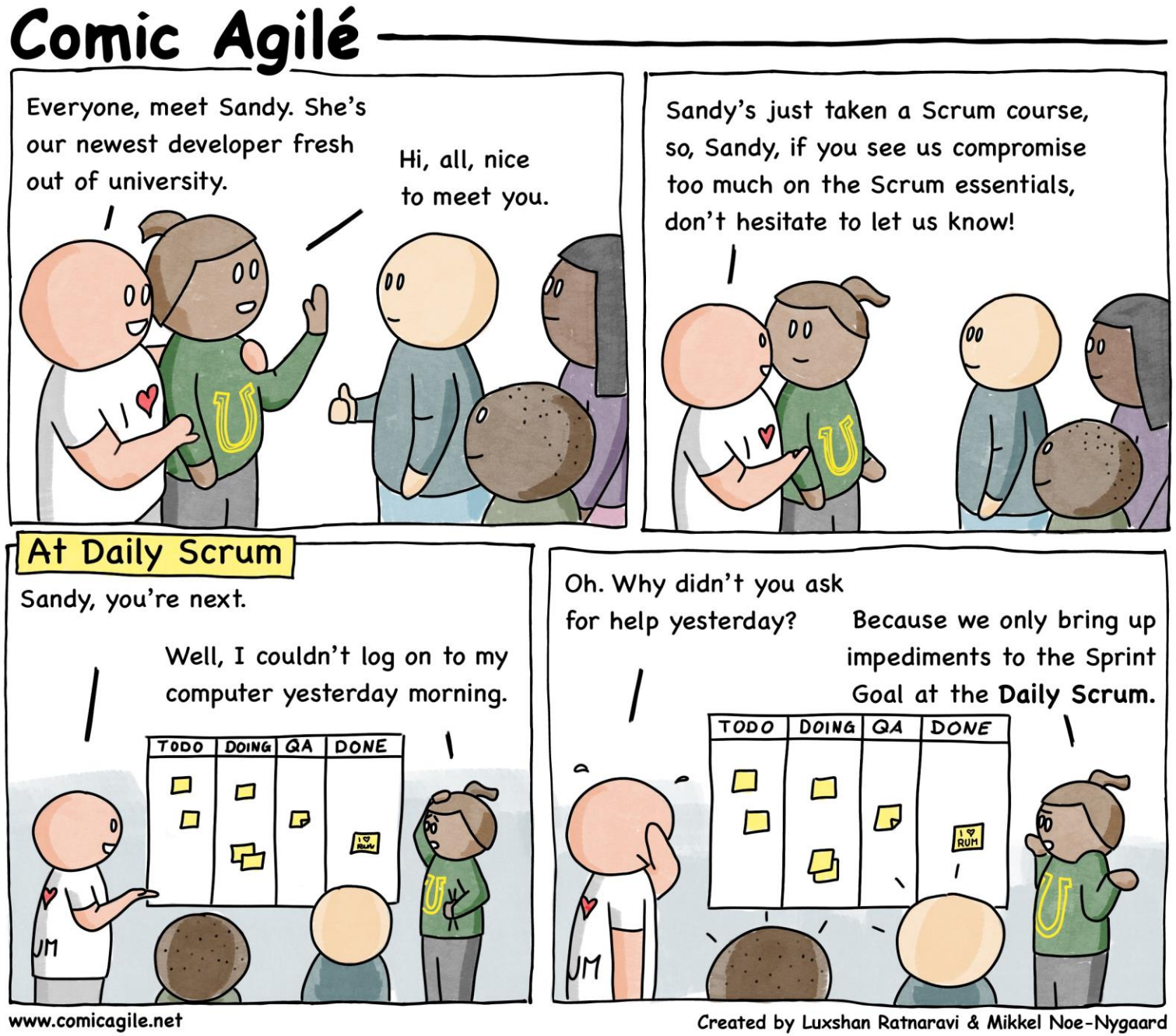
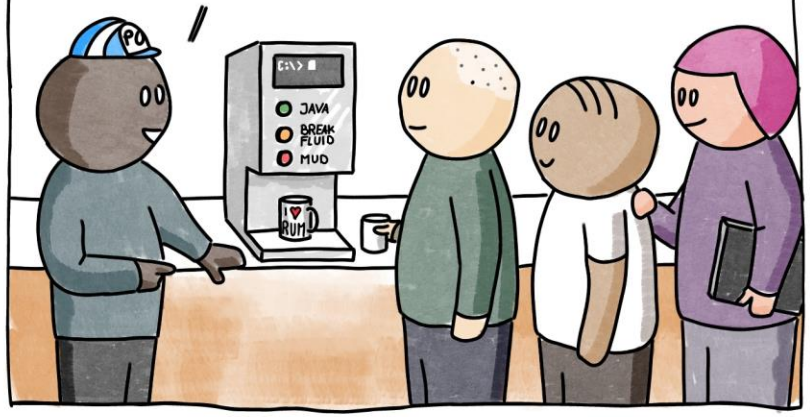
Impediments



MVP

Comic Agilé

Since we have a hard deadline, it's important that we don't gold-plate our stories. We're going for the MVP here.

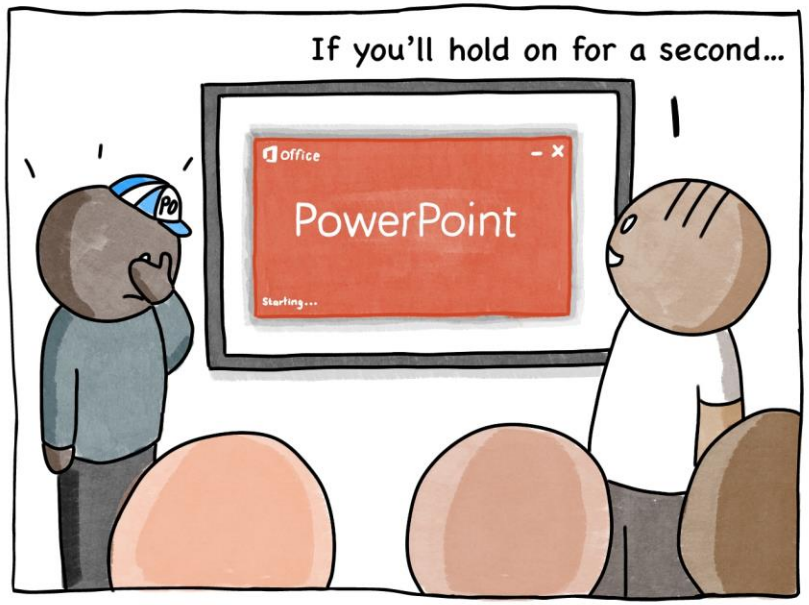


Later

Welcome to our Sprint Review where we would like to get feedback on our latest Product Increment.

So, as agreed with our PO, we took an MVP approach and made only the absolutely necessary this sprint.

If you'll hold on for a second...



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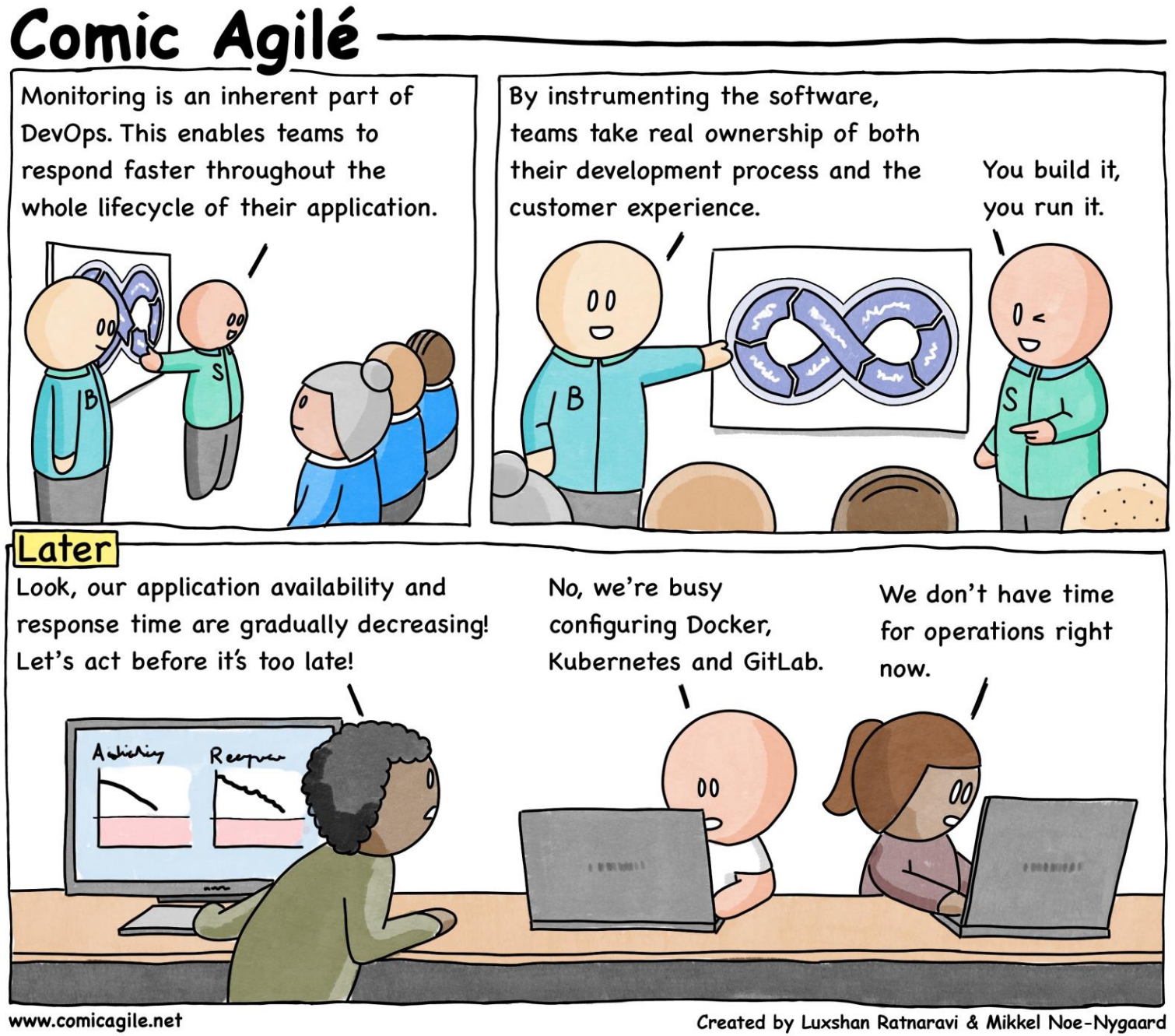
DevOps


Comic Agilé
Monitoring is an inherent part of DevOps. This enables teams to respond faster throughout the whole lifecycle of their application.
B
S
By instrumenting the software, teams take real ownership of both their development process and the customer experience.
You build it, you run it.
B
S
Later
Look, our application availability and response time are gradually decreasing! Let's act before it's too late!
No, we're busy configuring Docker, Kubernetes and GitLab.
We don't have time for operations right now.
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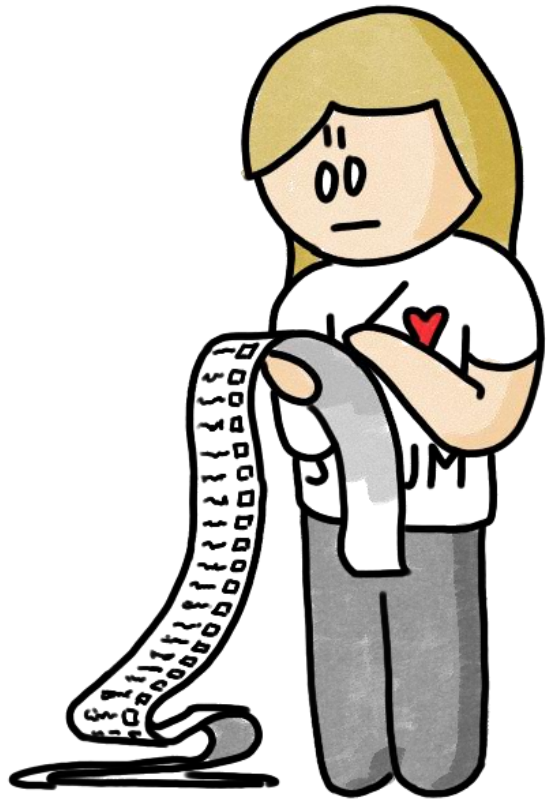
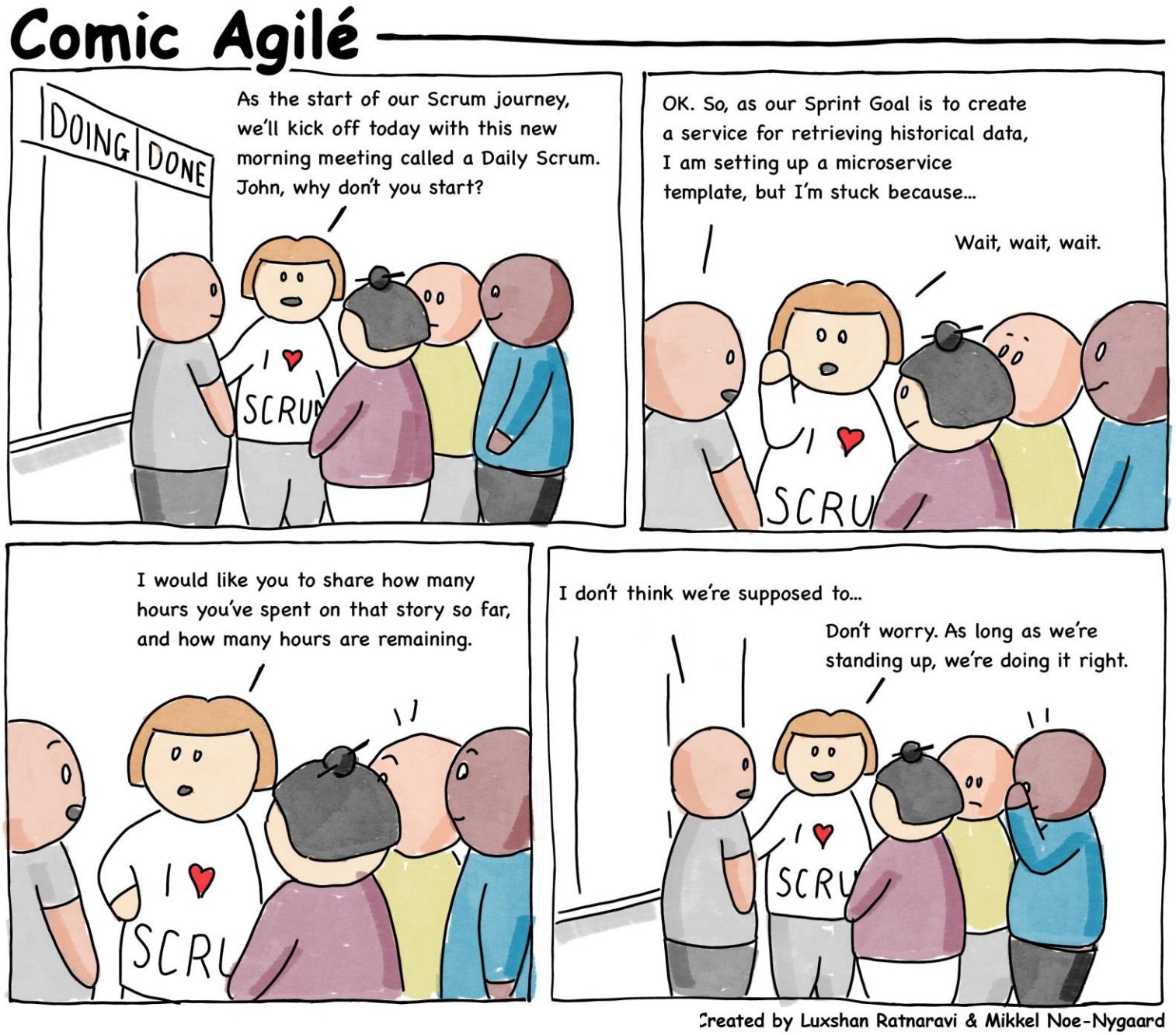
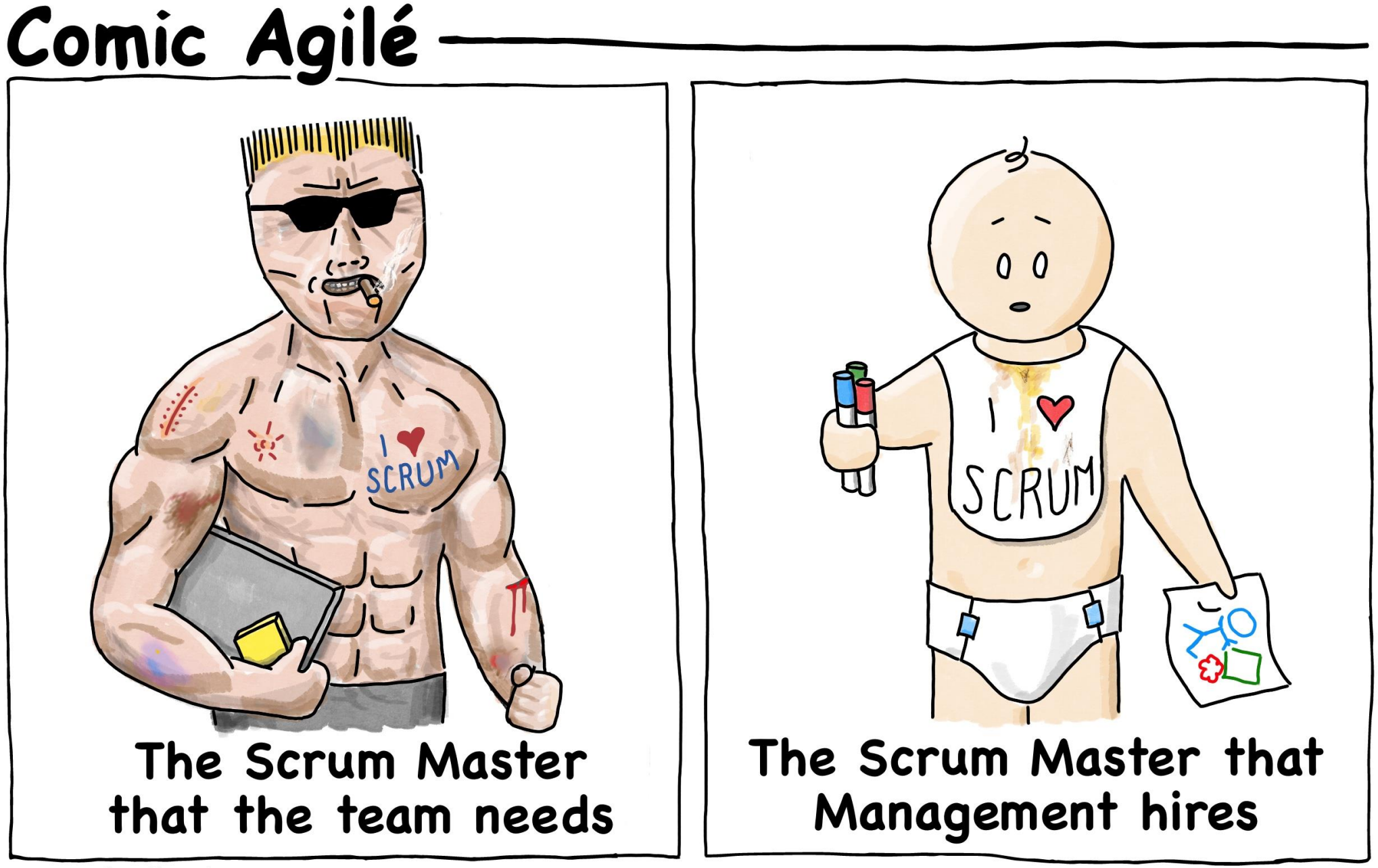
Comic Agilé



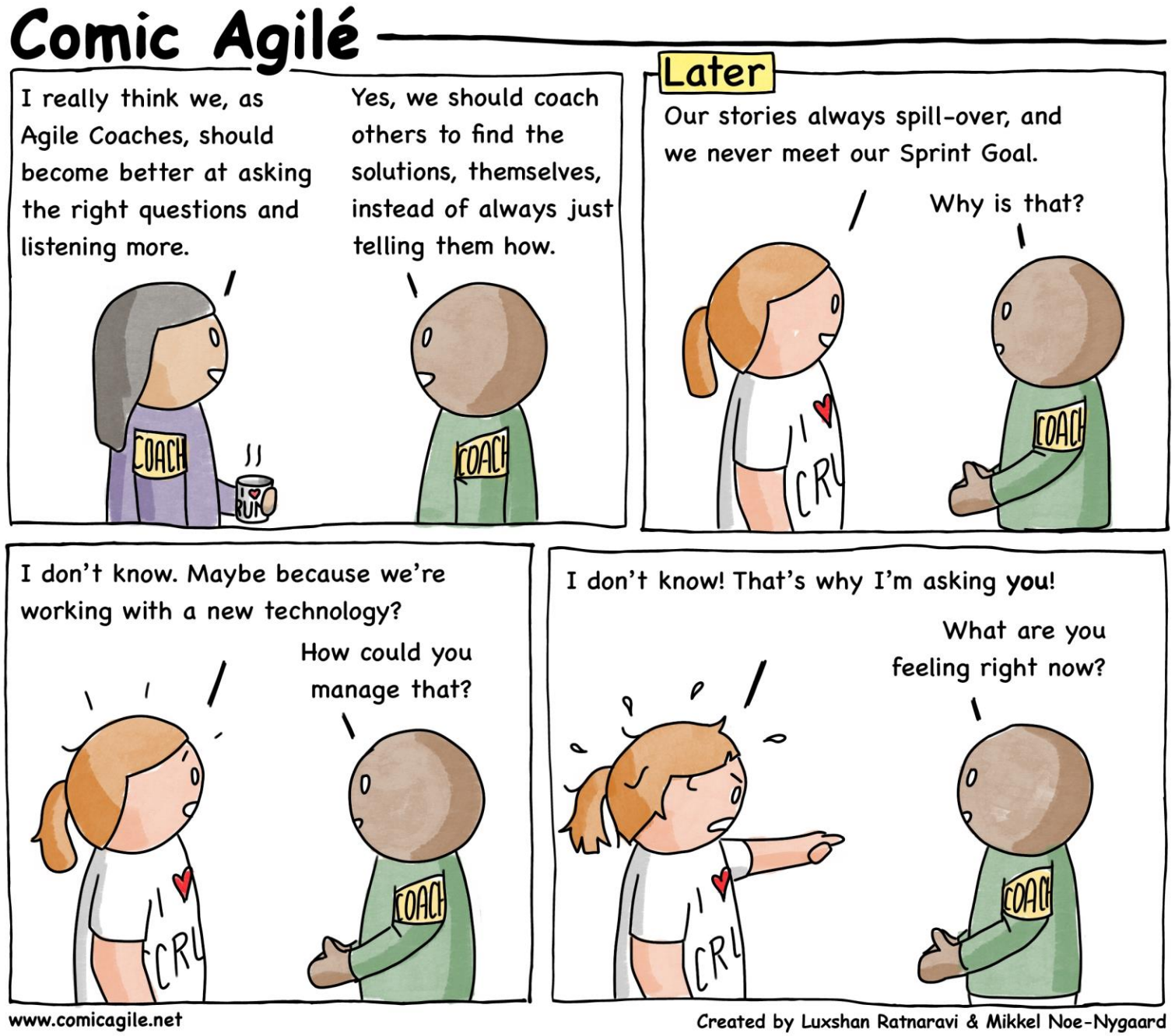
The first agile thing we do…



What does the team need?



Coaching


Comic Agilé
I really think we, as Agile Coaches, should become better at asking the right questions and listening more.
Yes, we should coach others to find the solutions, themselves, instead of always just telling them how.
Later
Our stories always spill-over, and we never meet our Sprint Goal.
Why is that?
I don't know. Maybe because we're working with a new technology?
How could you manage that?
I don't know! That's why I'm asking you!
What are you feeling right now?
COACH
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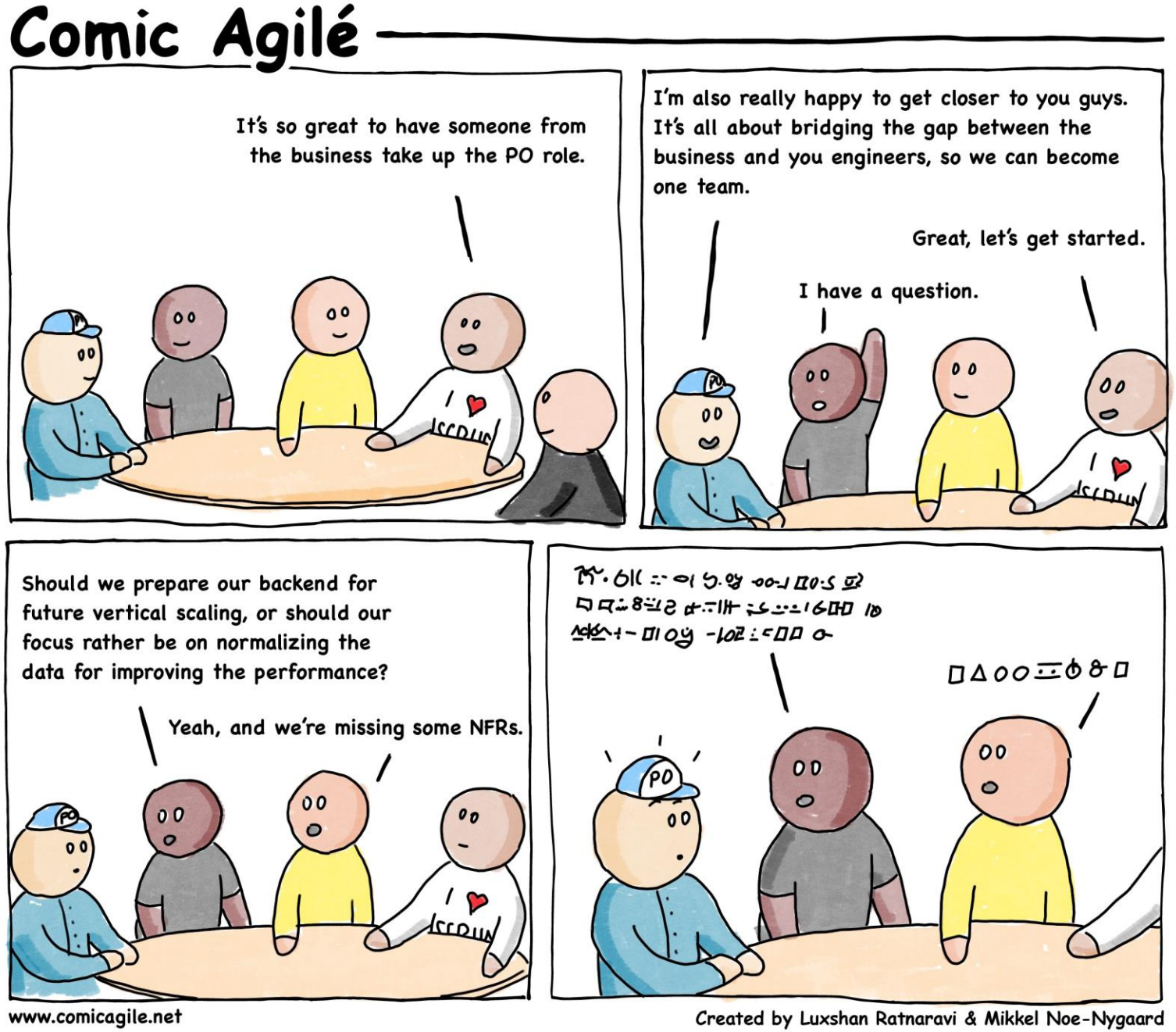
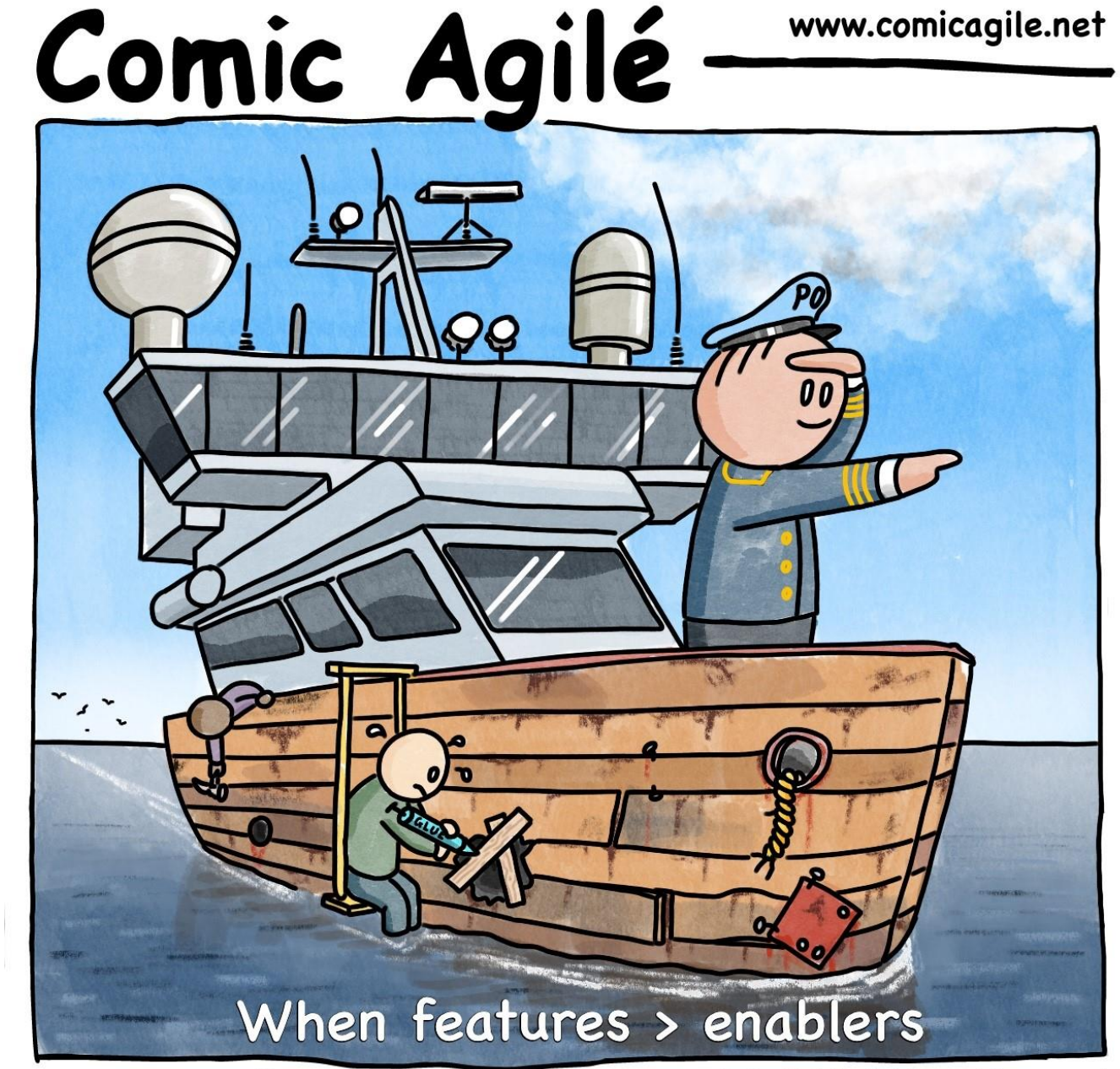
PO

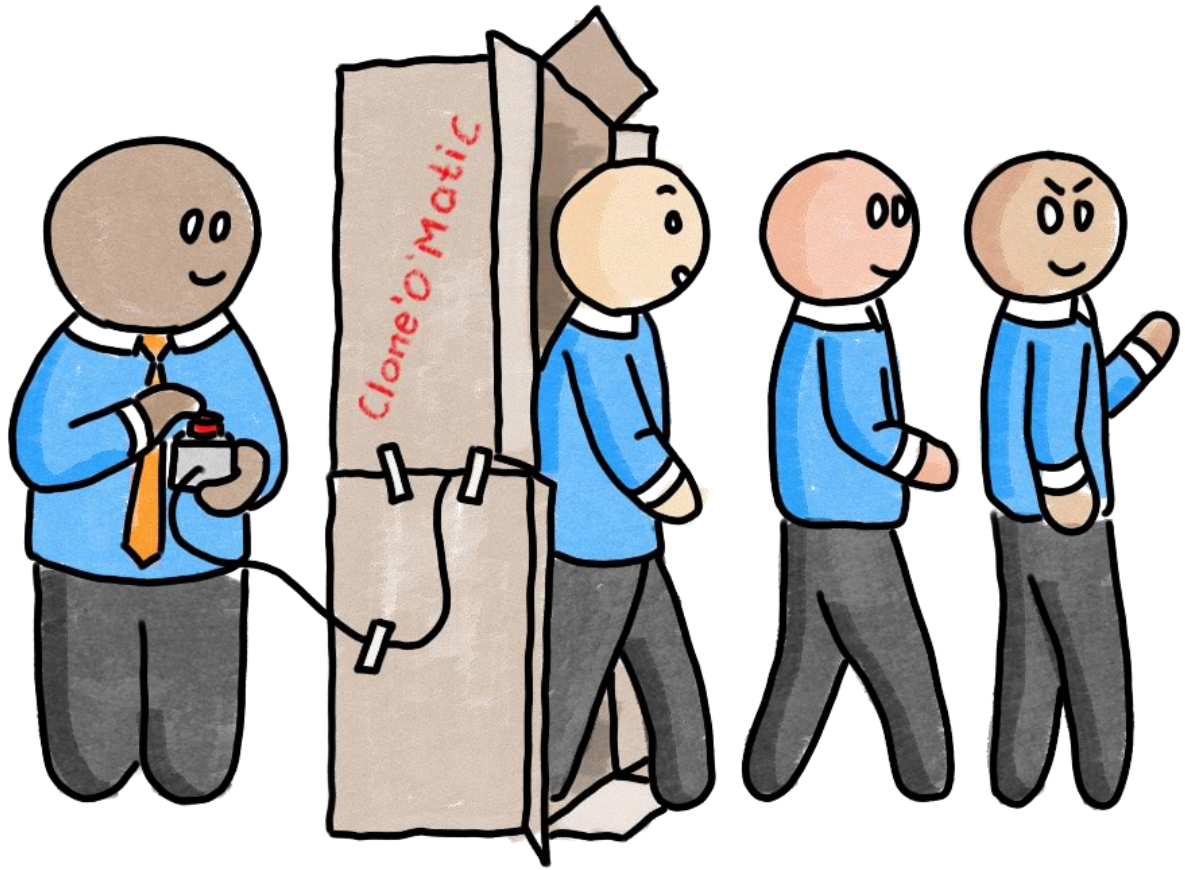
A potential challenge with the PO…



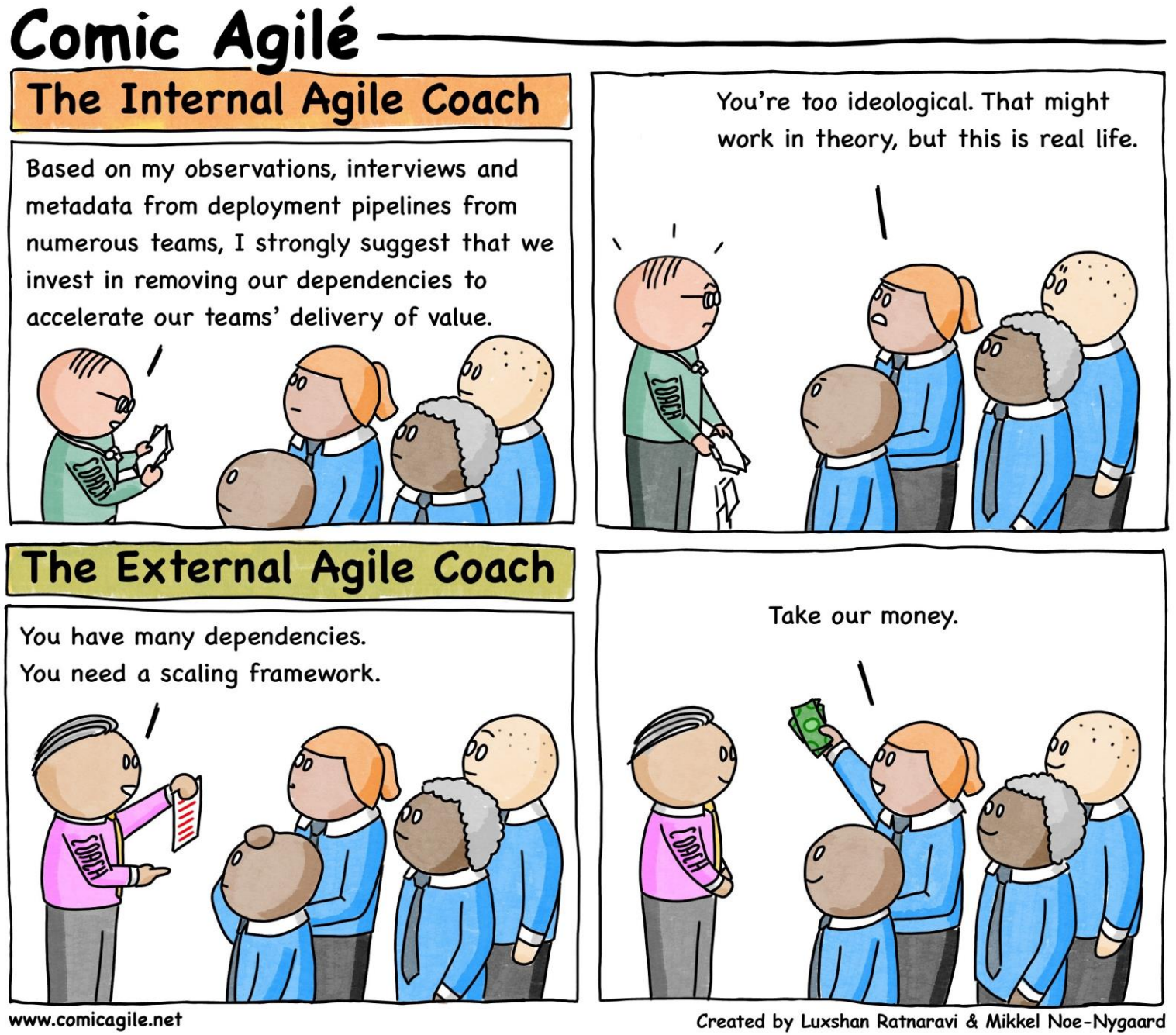
Maybe the actual problem is something else…



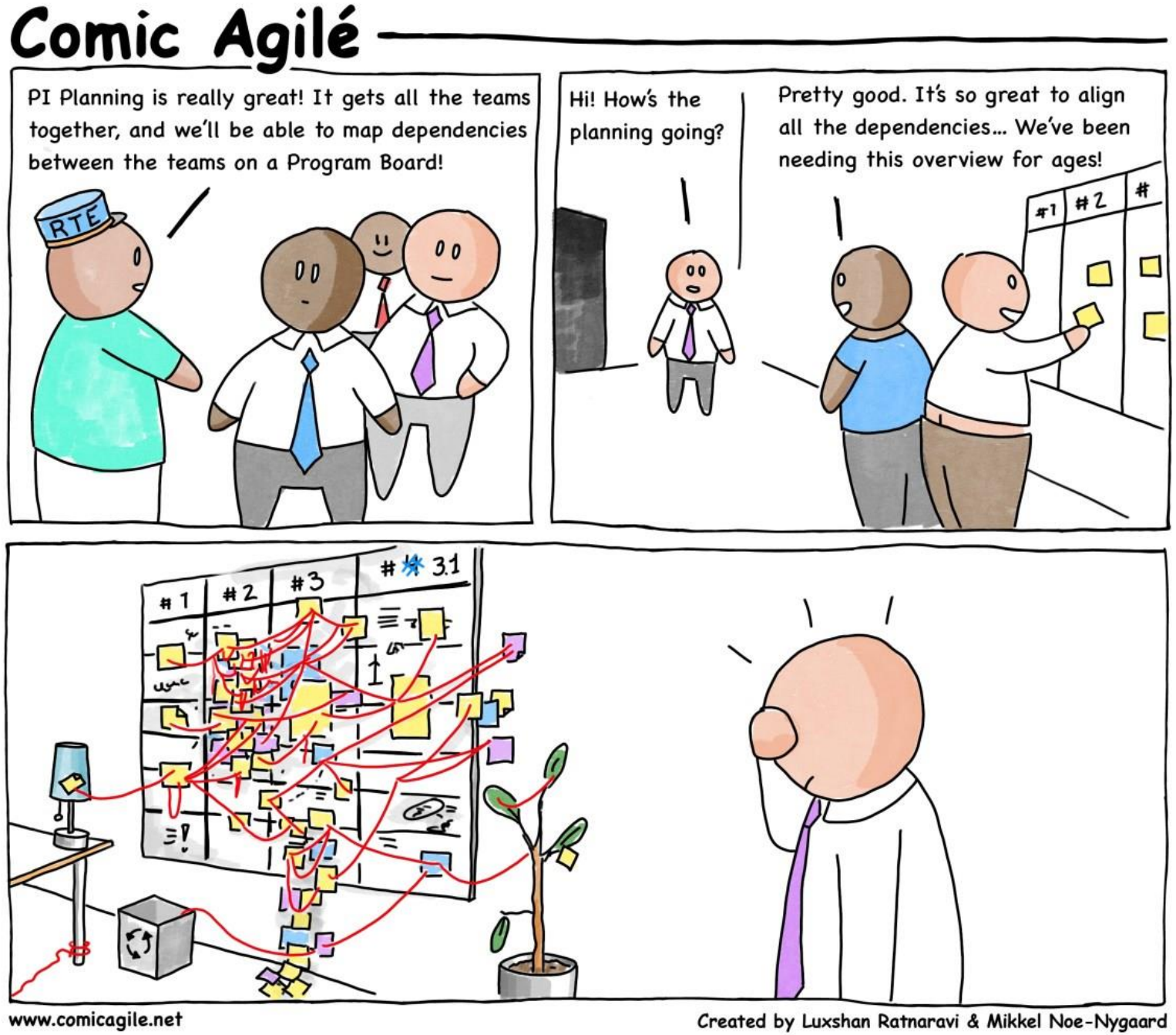
Comic Agilé



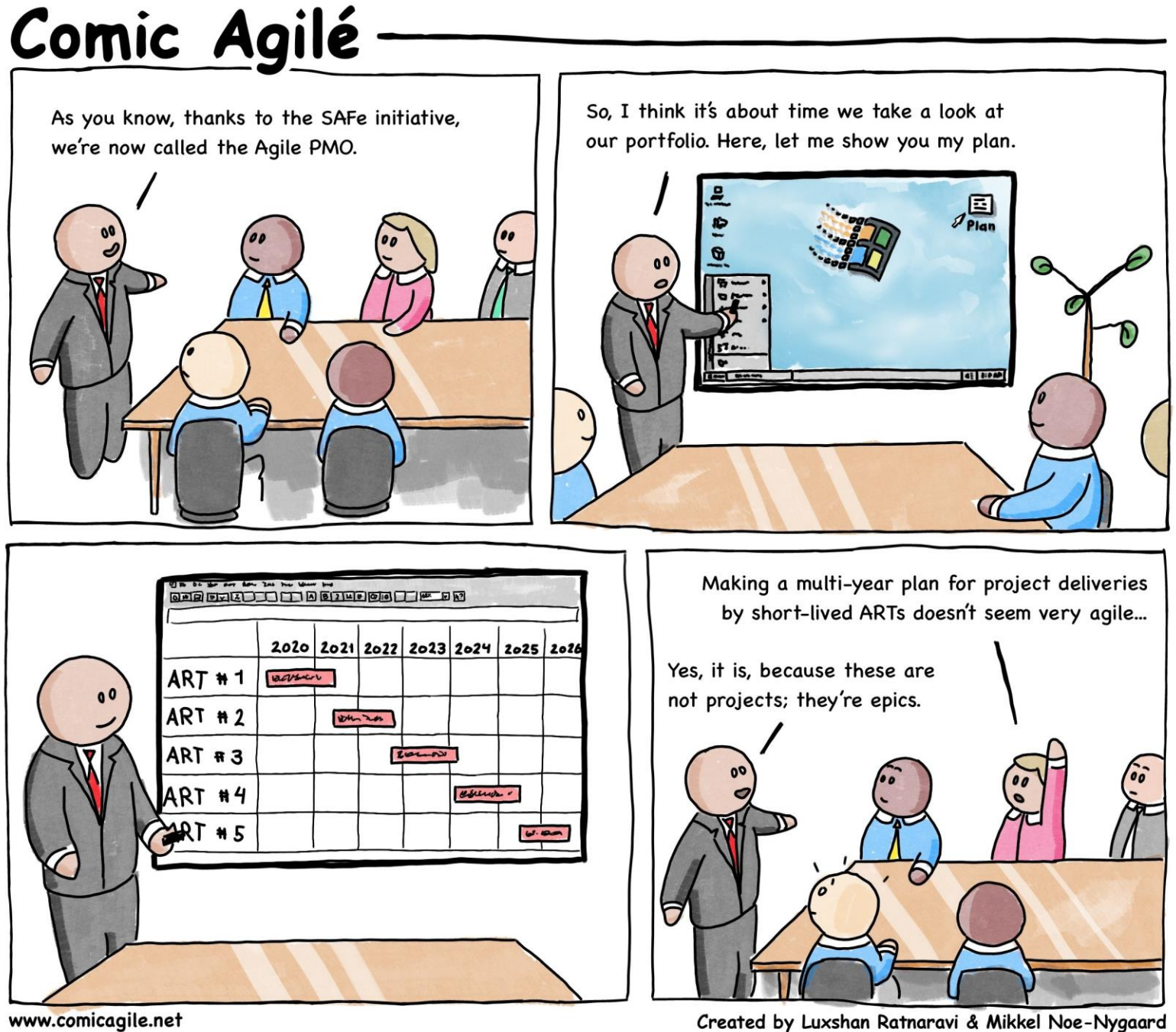
Scaling


Comic Agilé
The Internal Agile Coach
Based on my observations, interviews and metadata from deployment pipelines from numerous teams, I strongly suggest that we invest in removing our dependencies to accelerate our teams' delivery of value.
You're too ideological. That might work in theory, but this is real life.
The External Agile Coach
You have many dependencies.
You need a scaling framework.
Take our money.
www.comicagile.net
Created by Luxshan Ratnaravi & Mikkel Noe-Nygaard

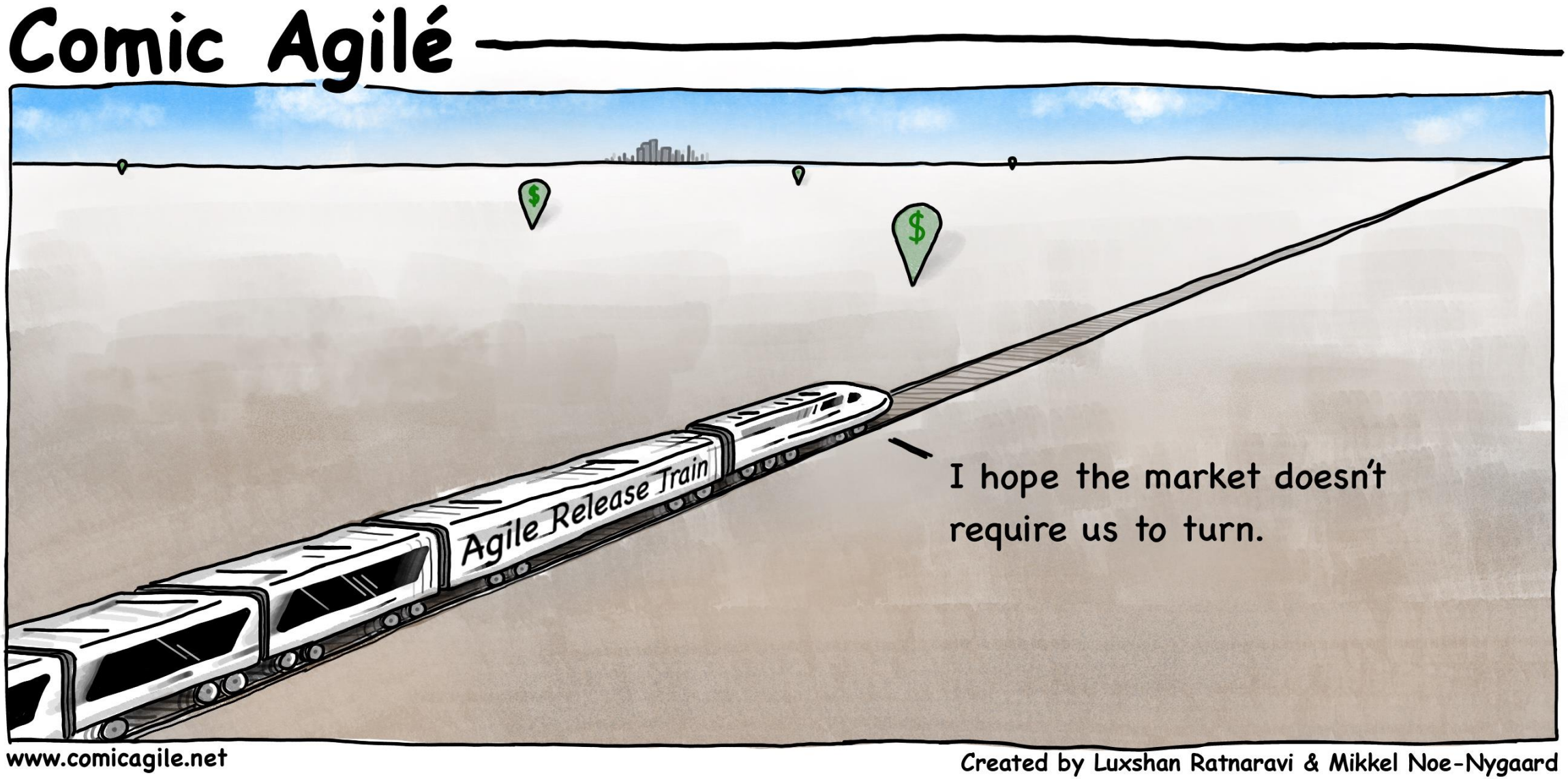
The first PI Planning…



The Agile PMO



The Unagile Release Train



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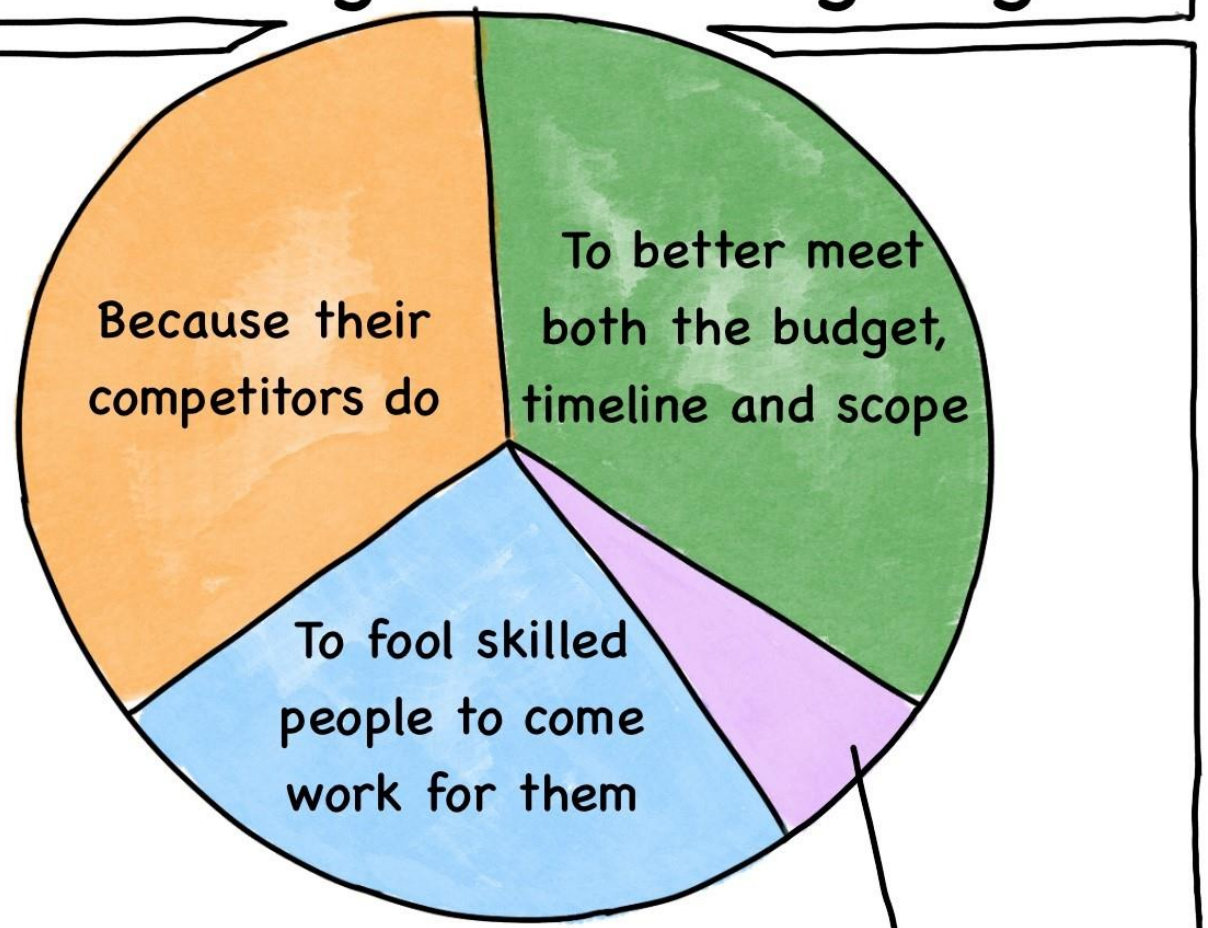
Reasons organizations go agile



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Articulate your mistakes

...and laugh, reflect and improve

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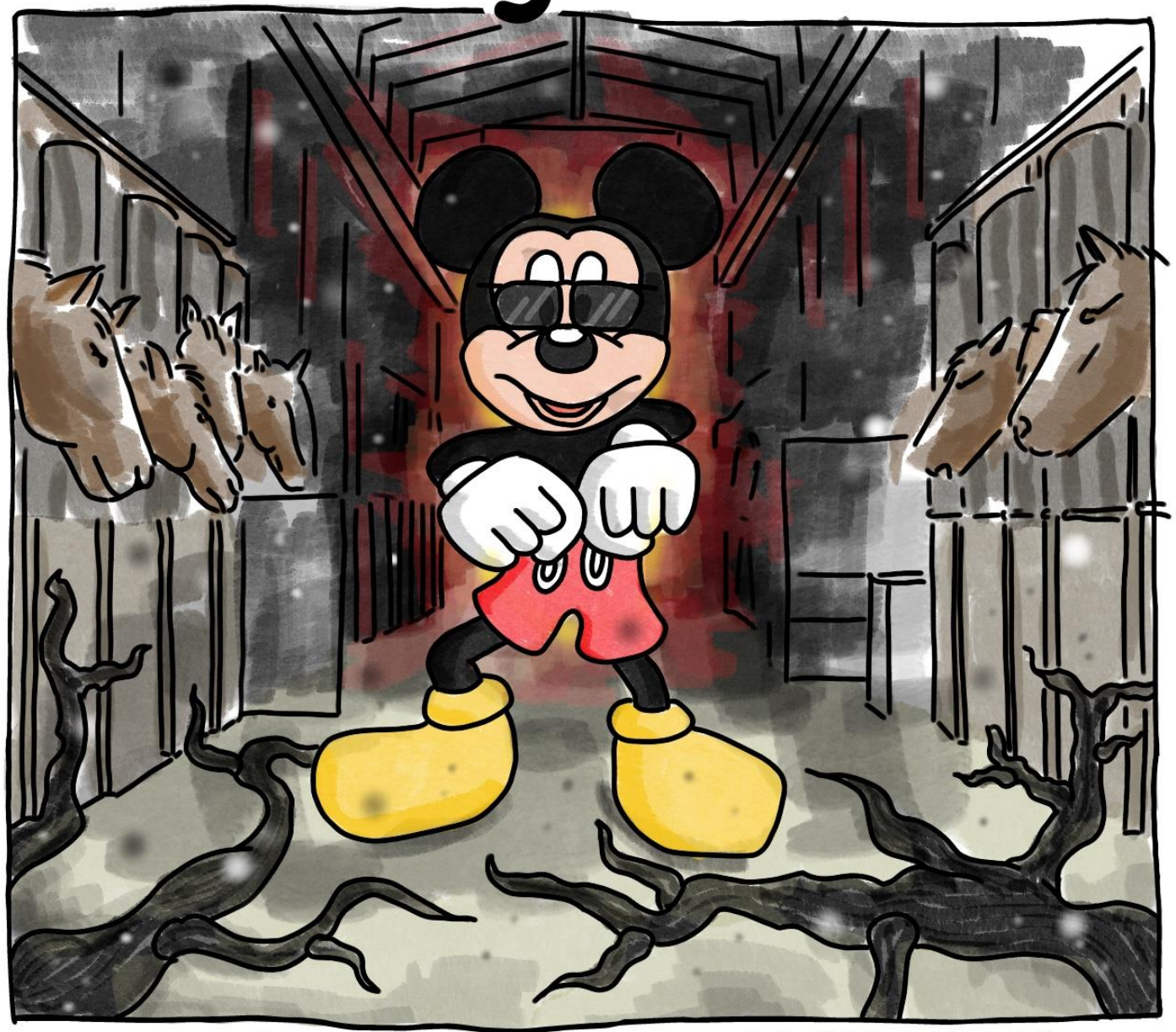

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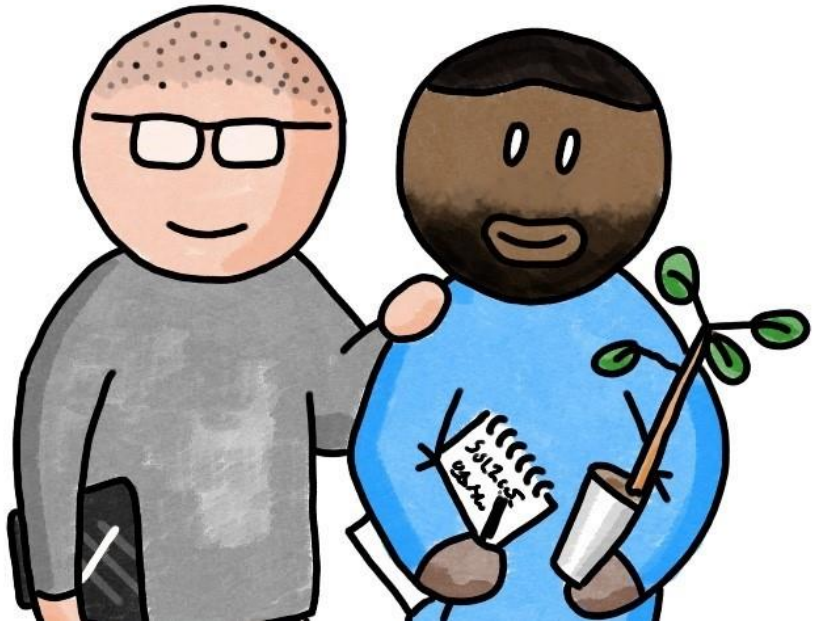
Questions?



Mikkel Noe-Nygaard
Luxshan Ratnaravi
Comic Agilé

@NoeNygaard & @luxshan1

goto;

DON'T FORGET TO **RATE THE SESSIONS**

#GOTOaar

Rate a minimum of **5 sessions** and claim your **reward** at the Registration Desk at the Trifork Hall