

goto;

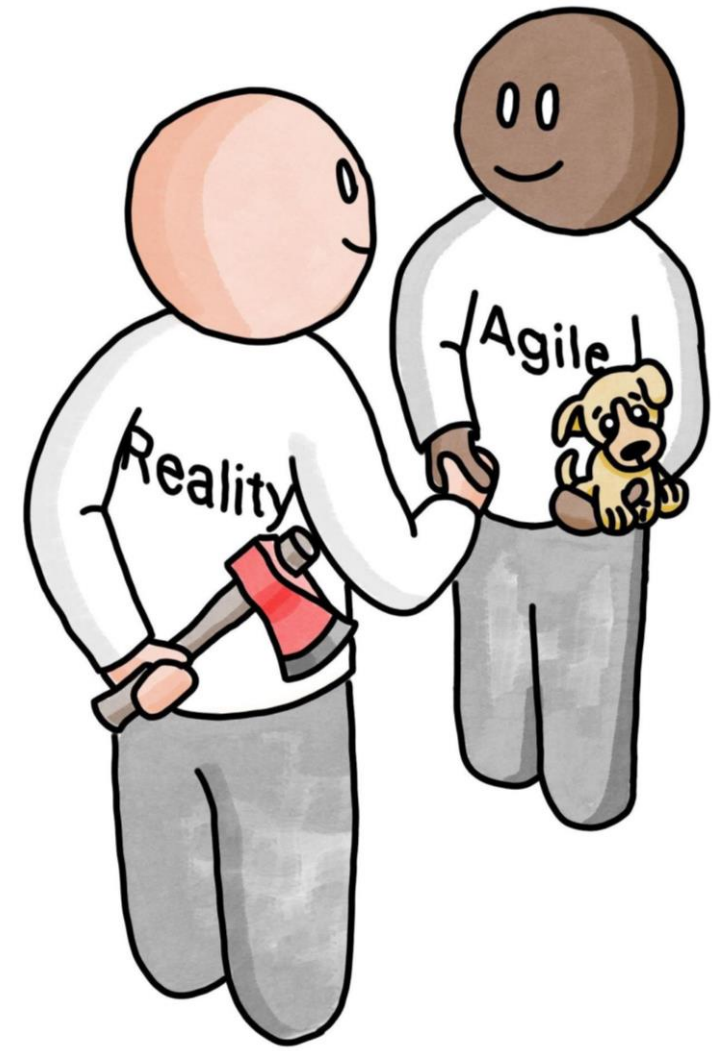
GOTO AARHUS 2022

#GOTOaar



Comic Agilé

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



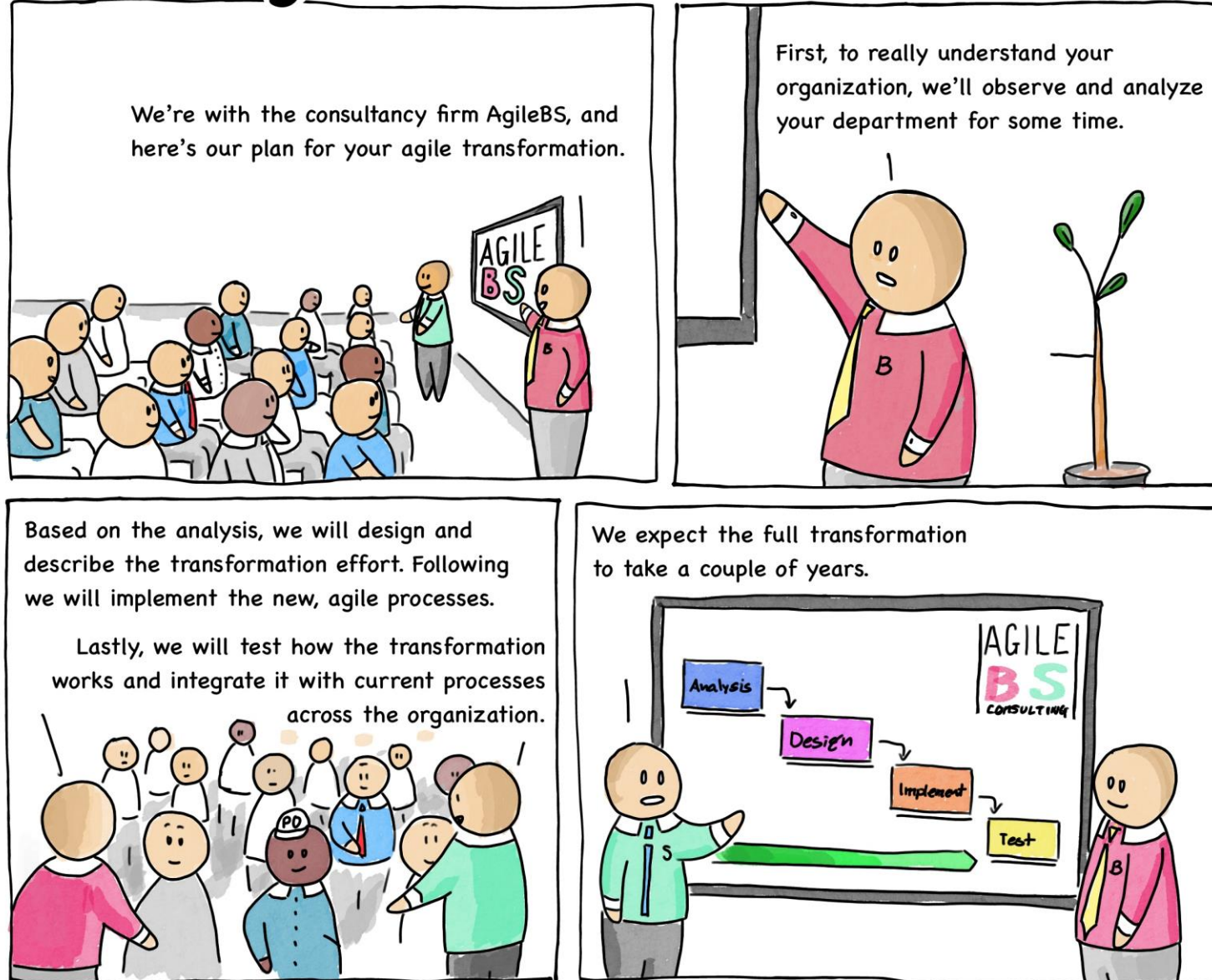
GOTO Aarhus

June 15th, 2022

Mikkel Noe-Nygaard & Luxshan Ratnaravi

First, you hire some external consultants...

Comic Agilé



Comic Agilé

Who are we



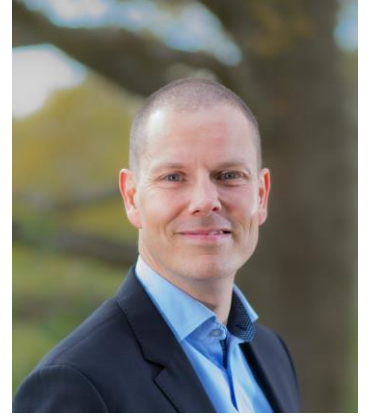
Luxshan Ratnaravi

- 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**

Comic Agilé

Who are we

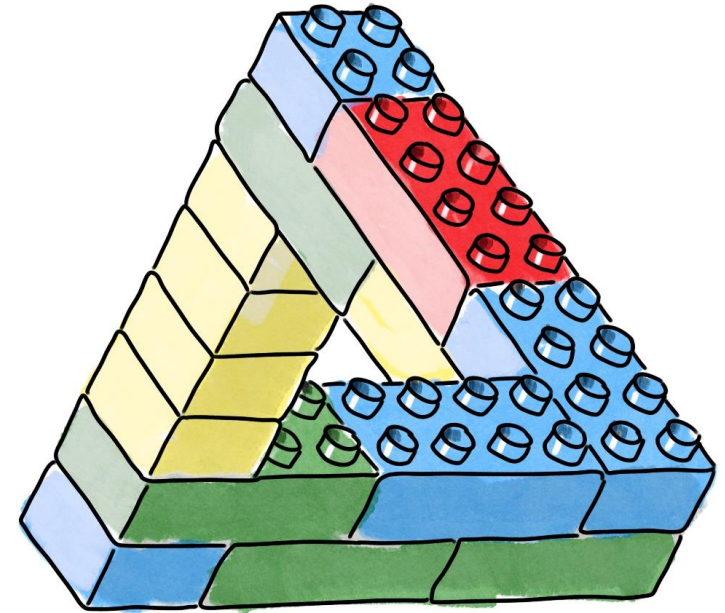
- Cartoonist @ Comic Agilé
- User Experience Specialist @ Vestas
- M.A. in Architecture from Aarhus School of Architecture, 2001
- Enjoyed doing user experiences for 20+ years
- Mikkels professional mission in life: **Cut the BS**



Mikkel Noe-Nygaard

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Something is
clearly not
working!



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

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Our Approach:

LAUGH

REFLECT

IMPROVE

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LAUGH

- Laughter is a social glue that breaks down barriers
- 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

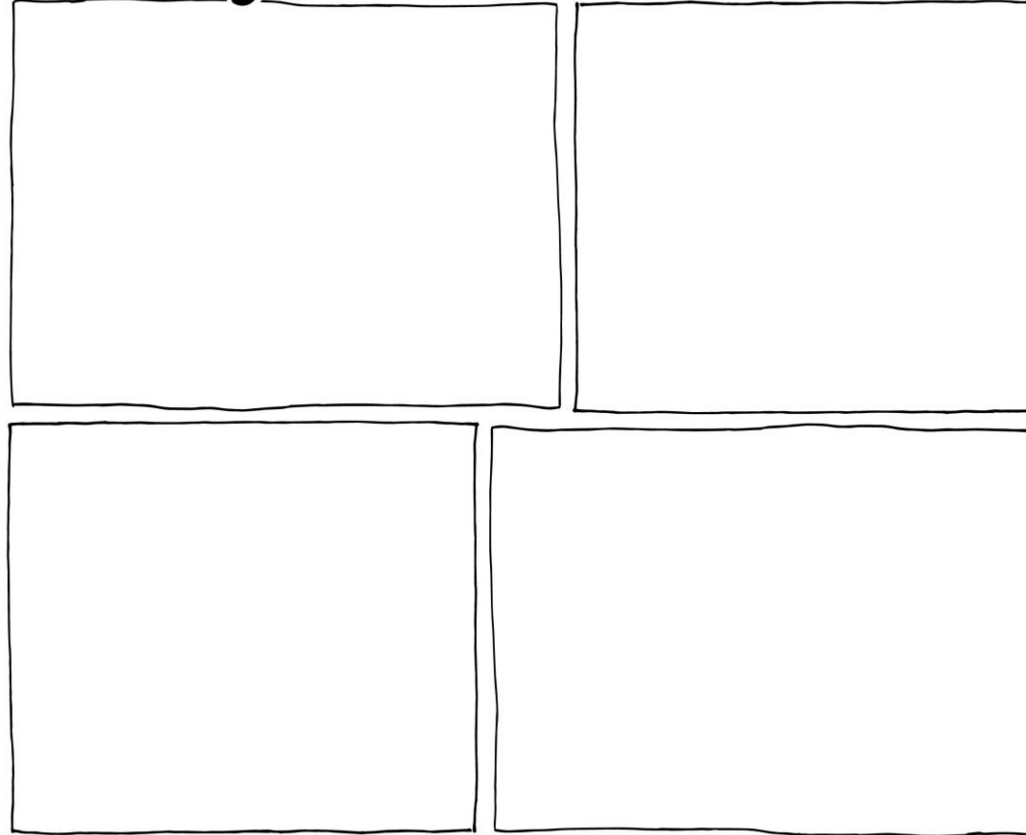
REFLECT & IMPROVE

- 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

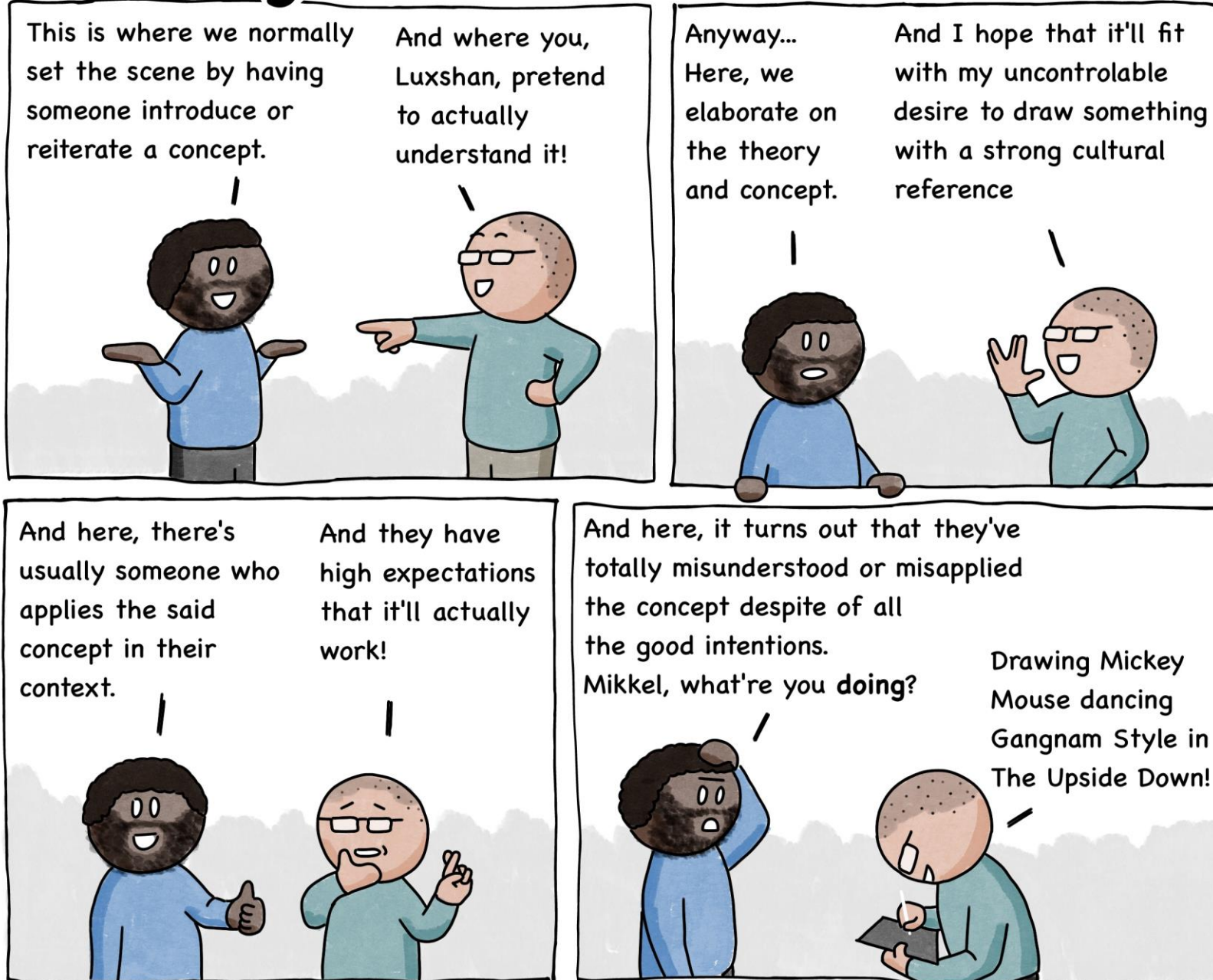
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This is how WE articulate mistakes

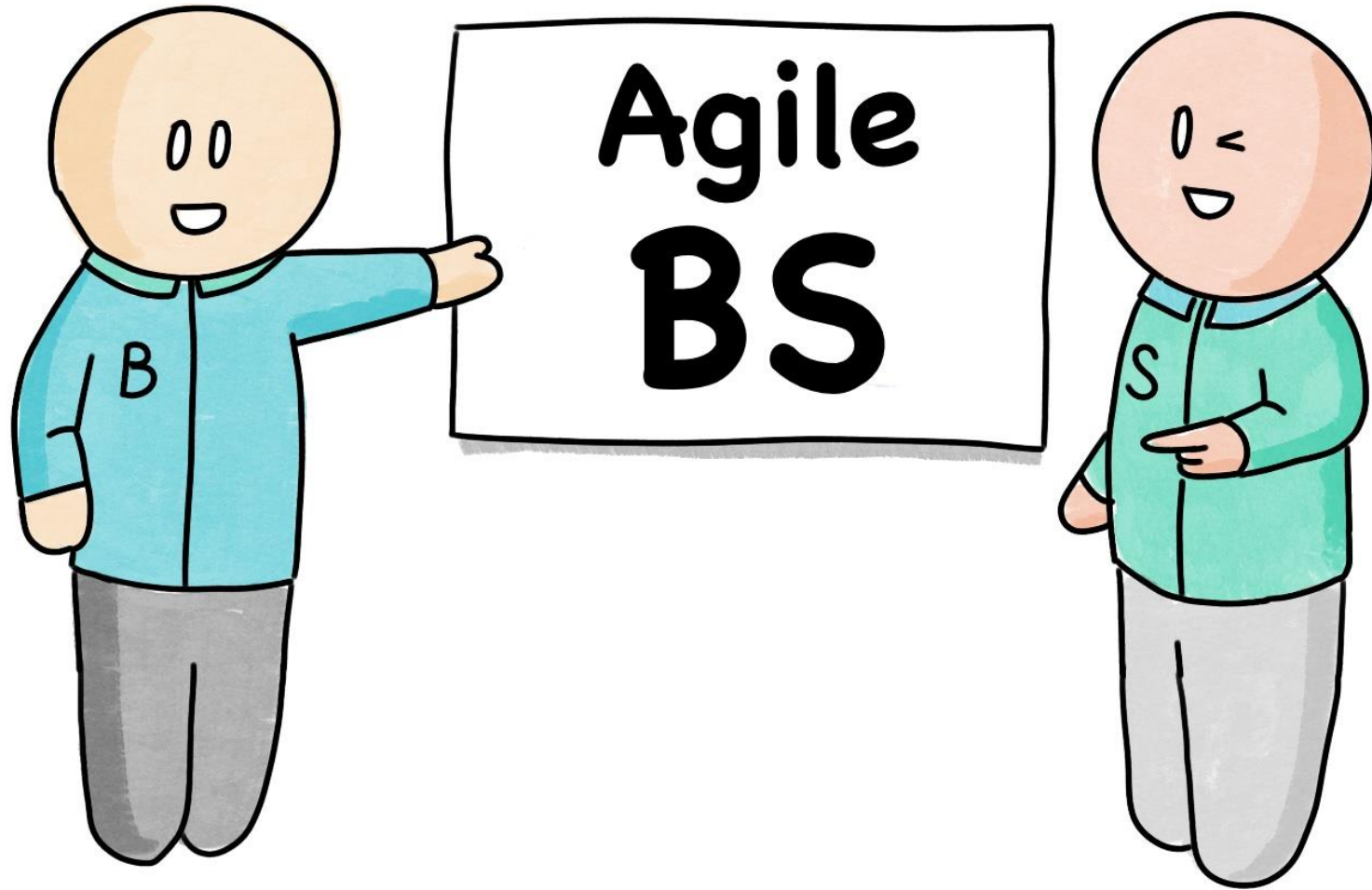
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Comic Agilé



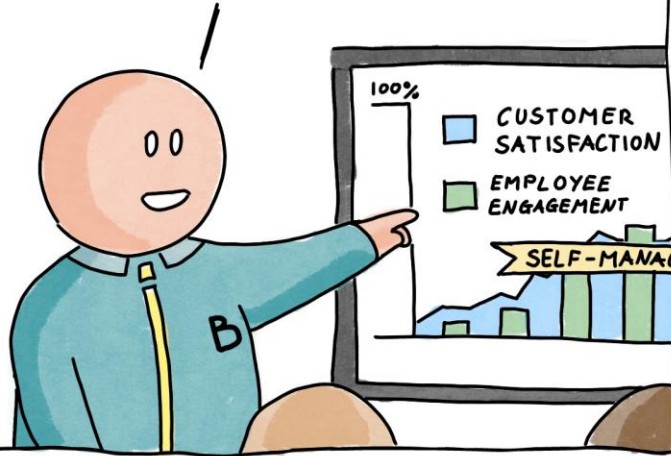
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You're now self-managing teams...

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Besides higher customer satisfaction, going agile generally also increases employee engagement.

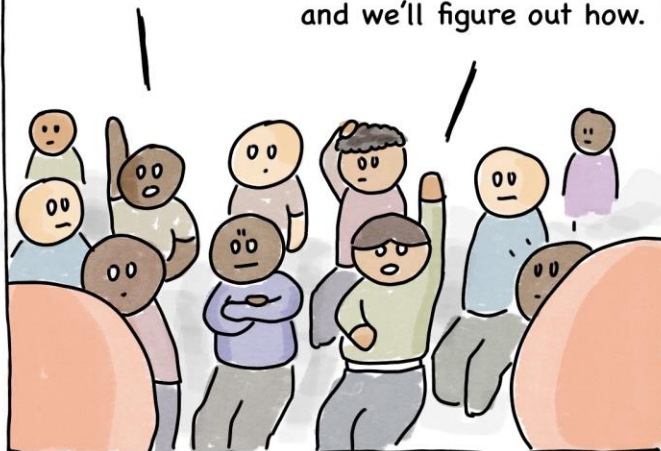


Yes, becoming part of self-managing teams is what'll really make a difference.



Well, we just want to code.

Just tell us what to do,
and we'll figure out how.



No, you're empowered
and self-managing now.

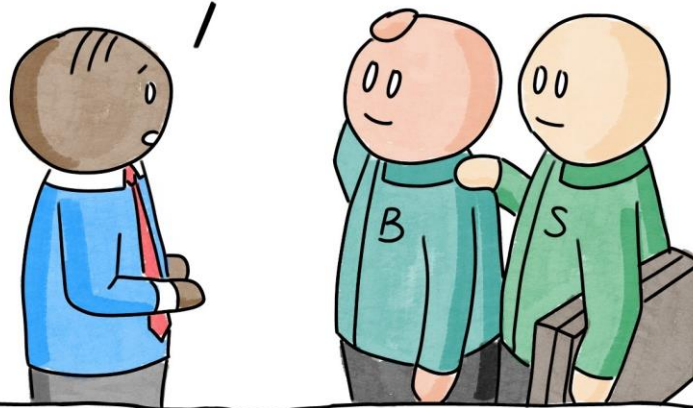
You can't waste
your time coding.



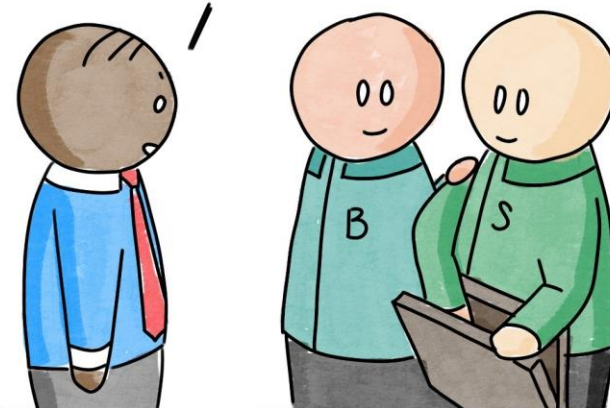
Dual Operating System

Comic Agilé

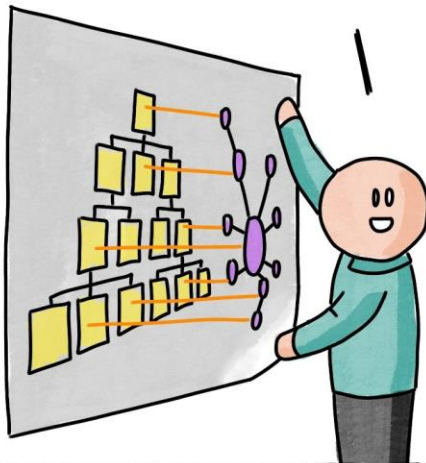
I feel there's a gap between our new agile organization and our **official** organizational setup.



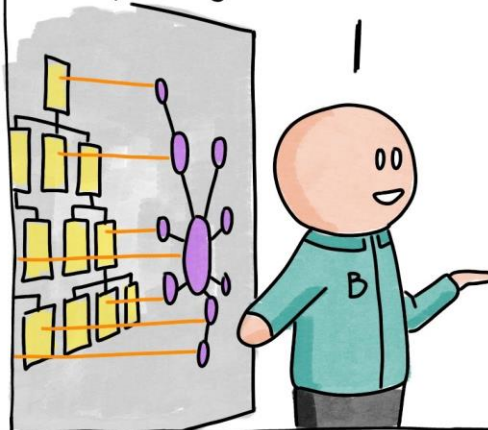
But I really don't want to push for a re-org.
It's too much of a hassle.



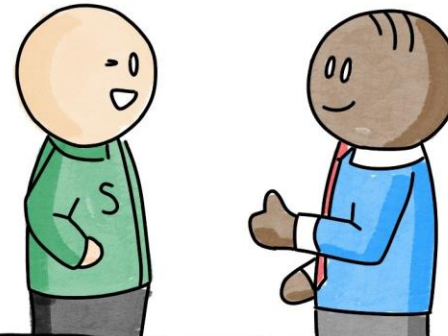
Your organization needs a Dual Operating System.



The first OS is your official organization, and the second OS is your agile one.



In this way, you can do your agile thingy without changing anything in your **real** organization.
Problem solved!



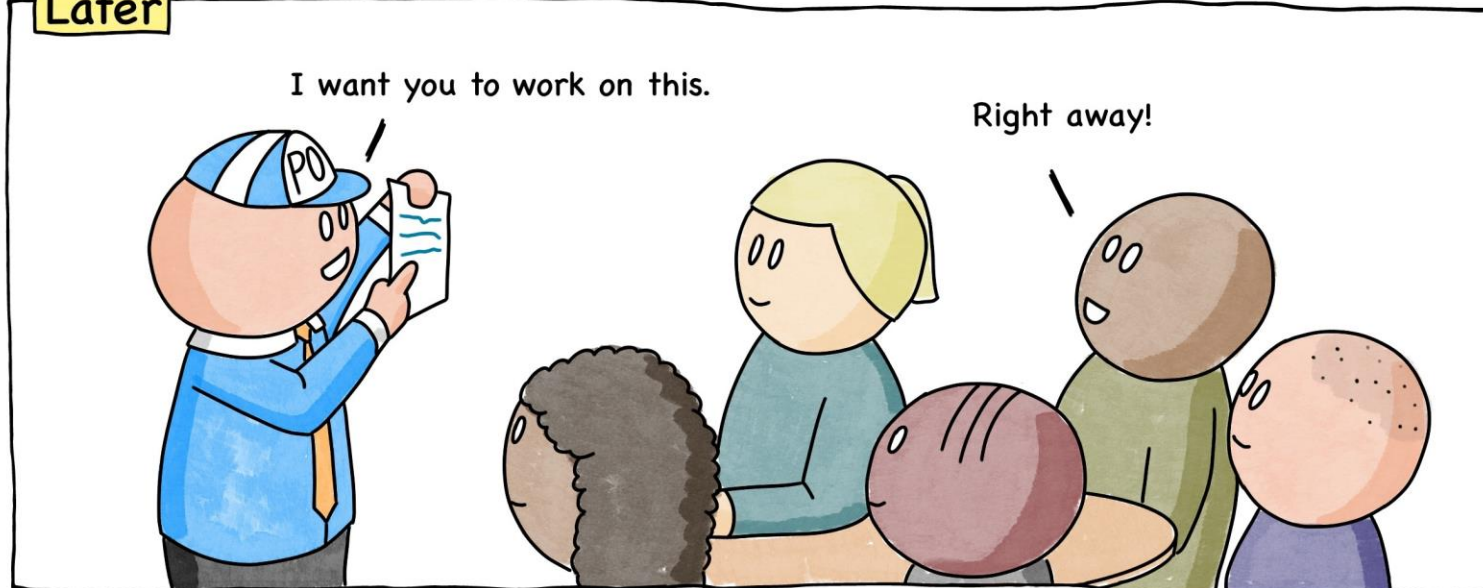
Comic Agilé



Comic Agilé

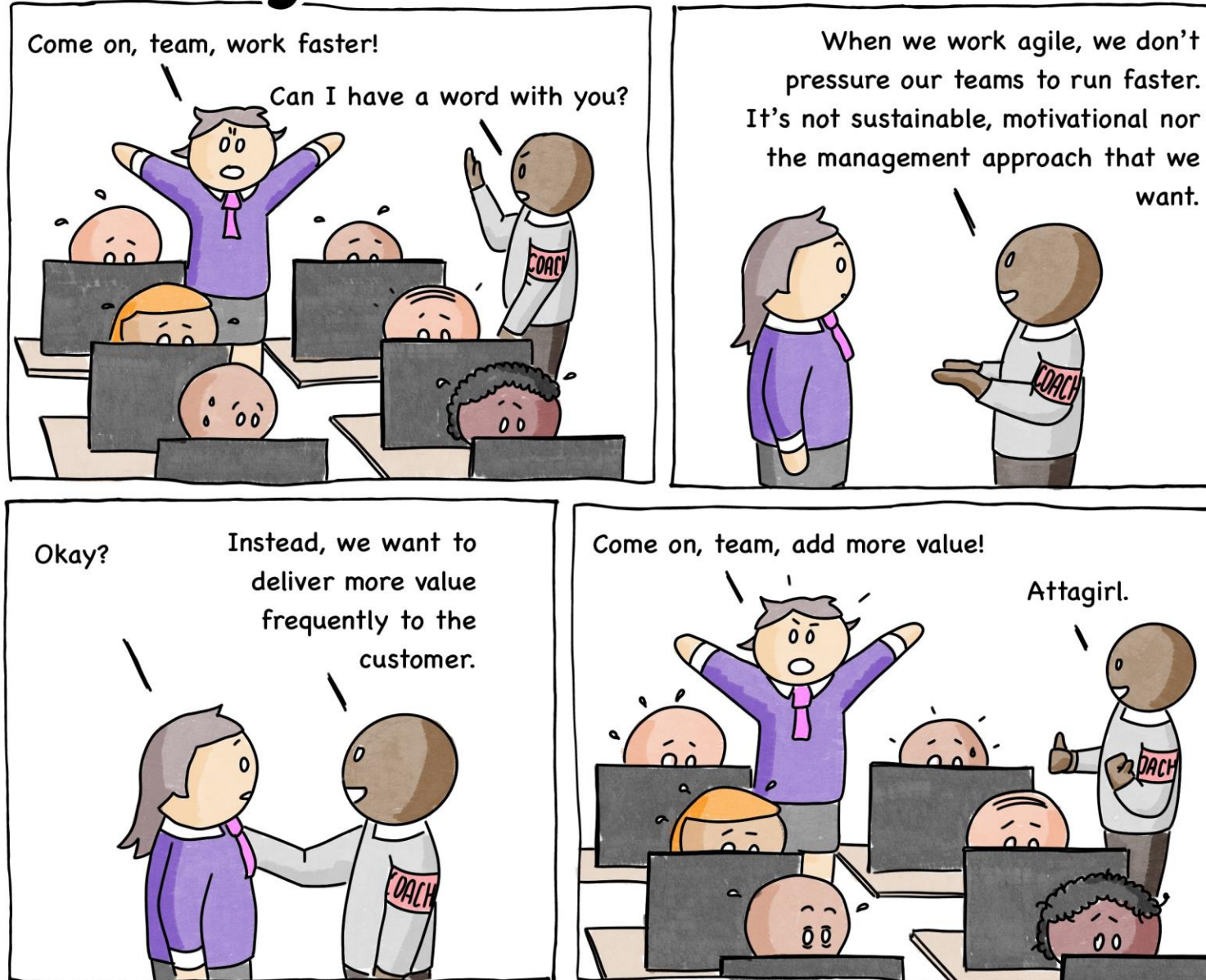


Later



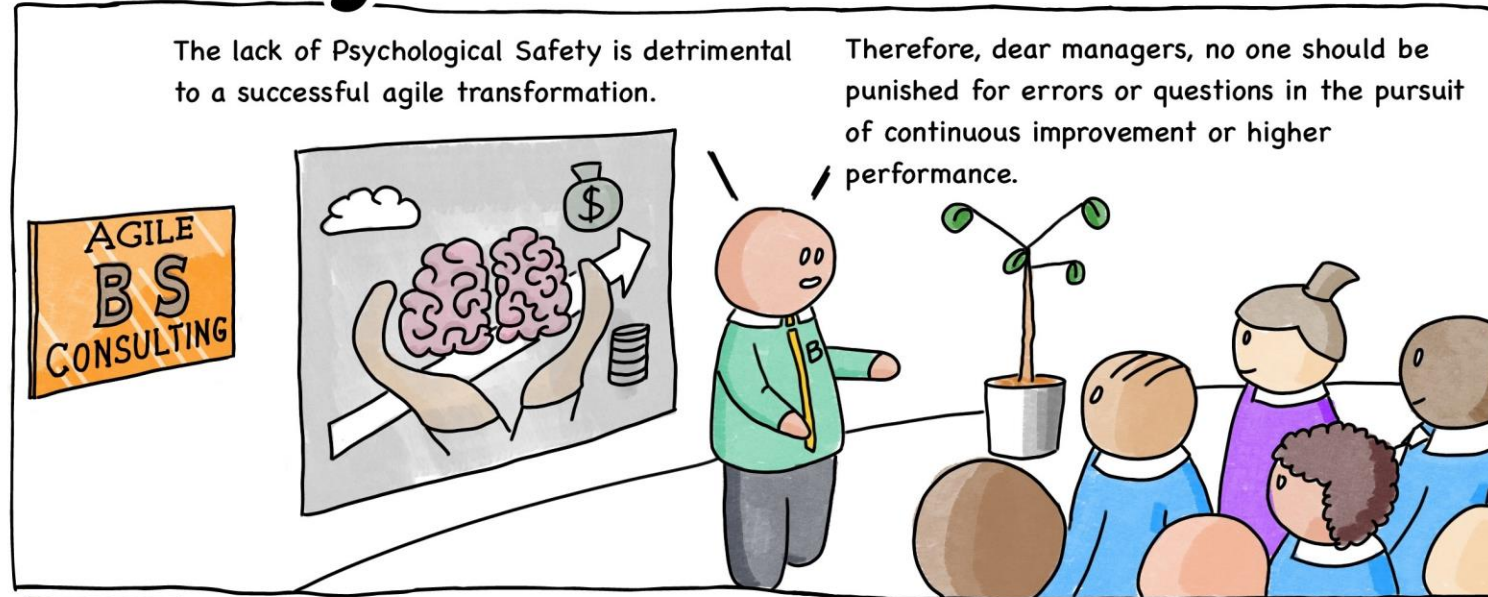
How to manage the team

Comic Agilé

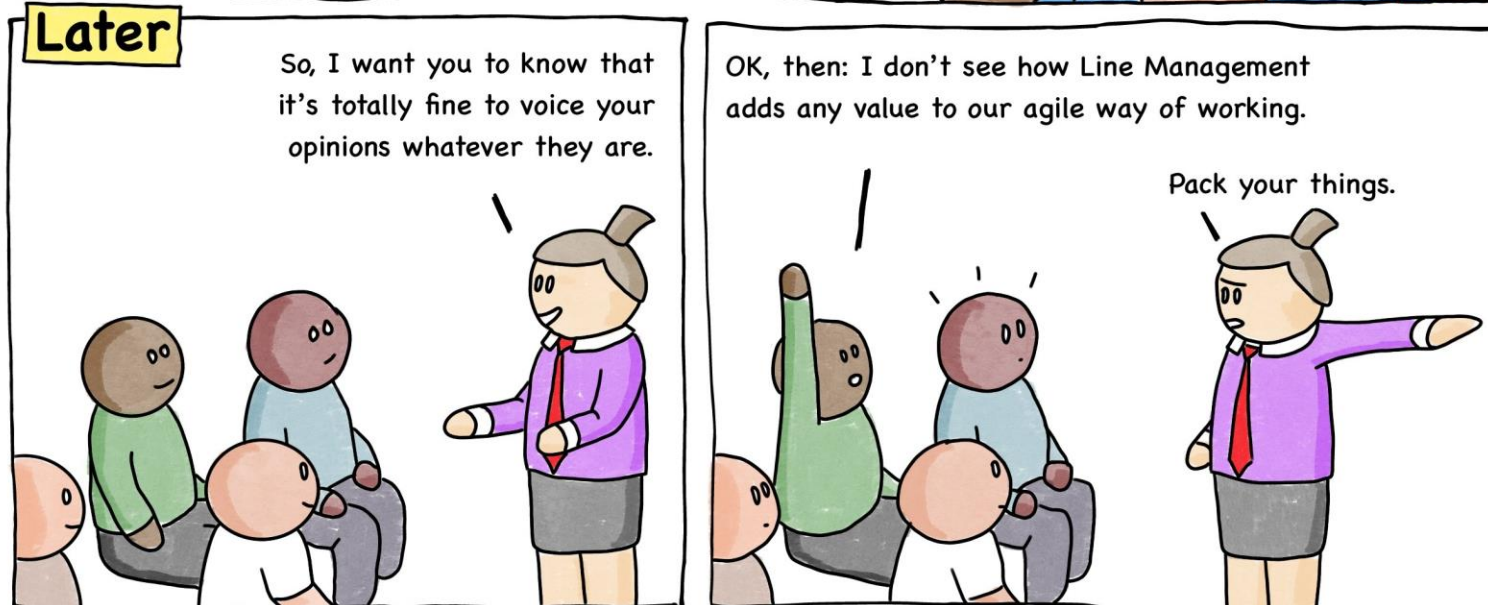


Psychological Safety

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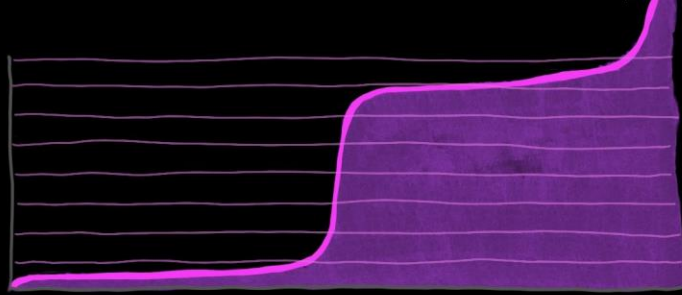
Later



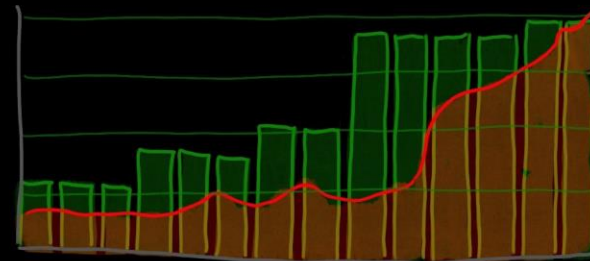
Indicators of a Successful Agile Transformation?

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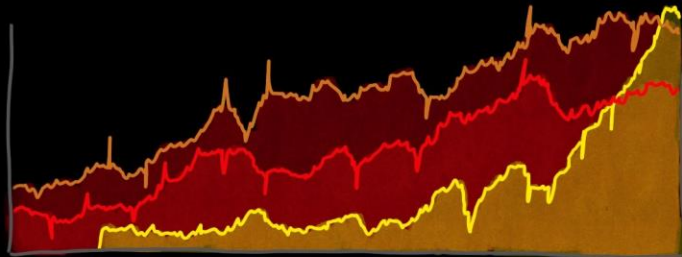
Agile Metrics



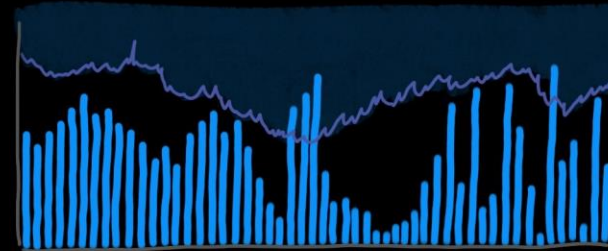
No. of teams involved in
our scaled agile setup



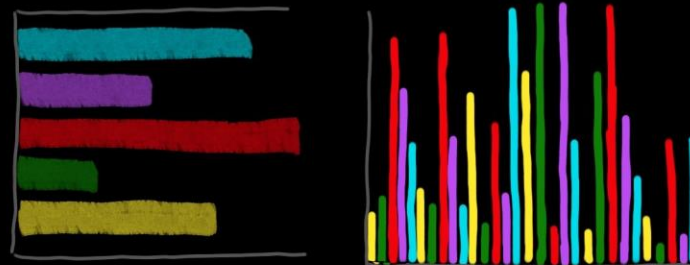
Avg. no. of teams per
Scrum Master



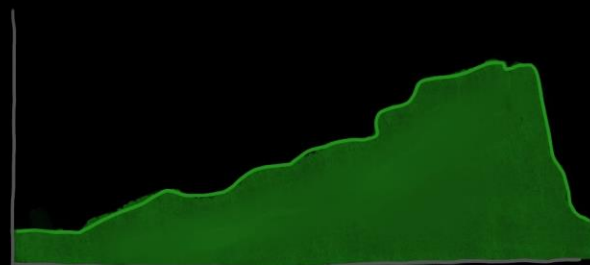
No. of certified colleagues



Story Points/hours
conversion factor



Teams velocity comparison



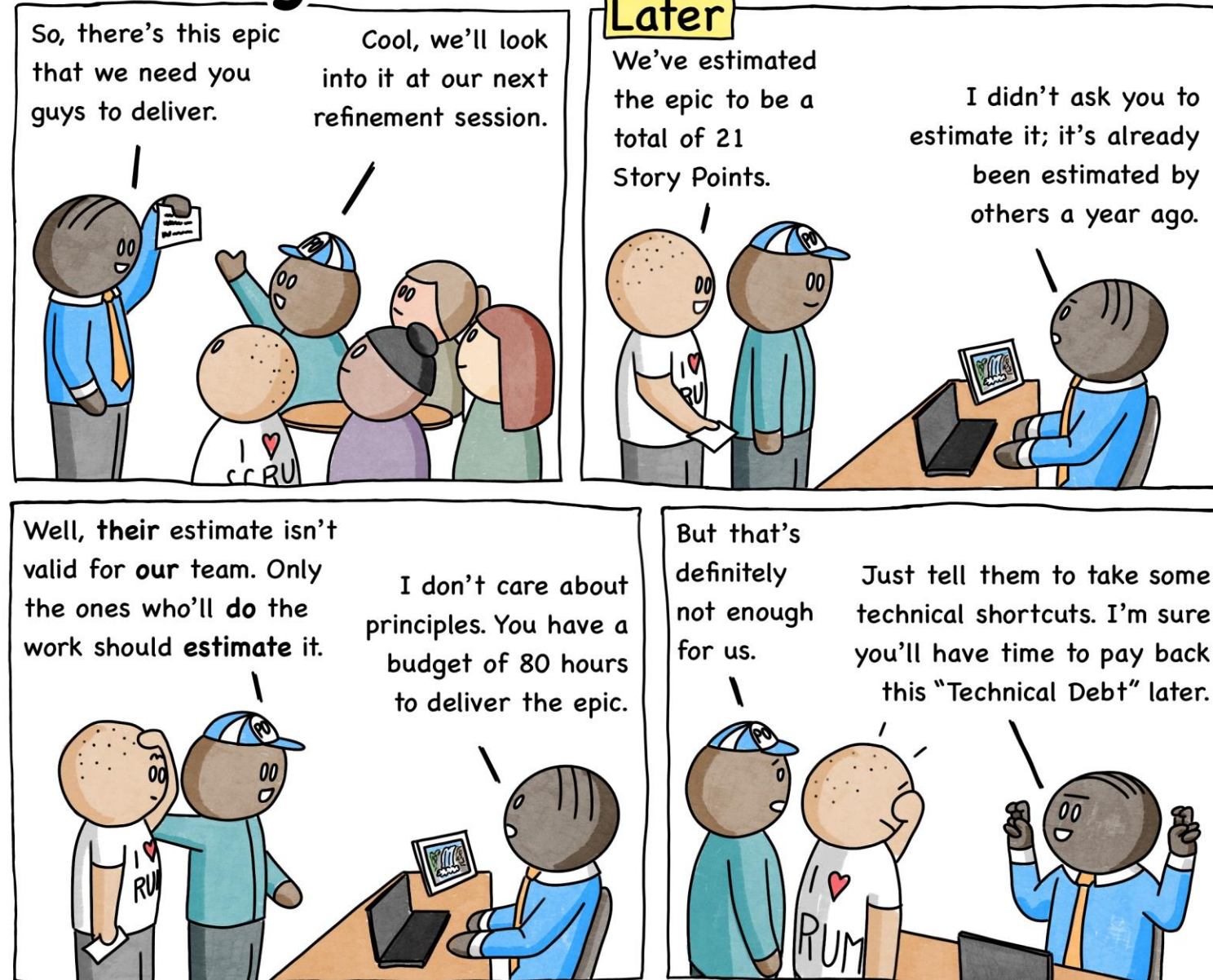
Predictability

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Others' Estimate

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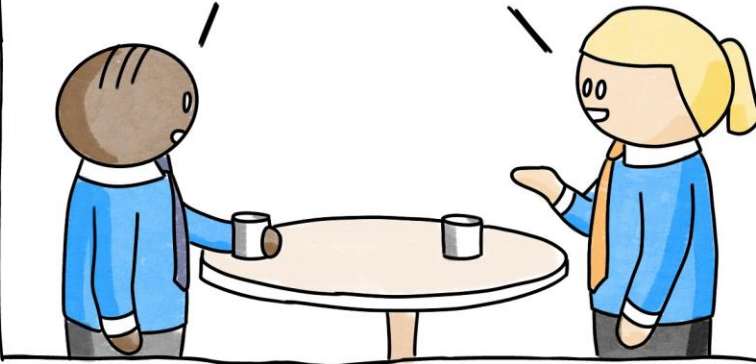


Involvement

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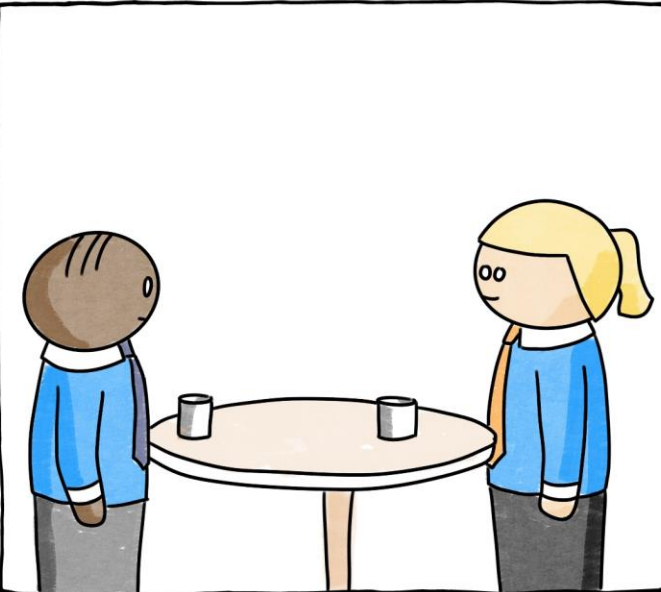
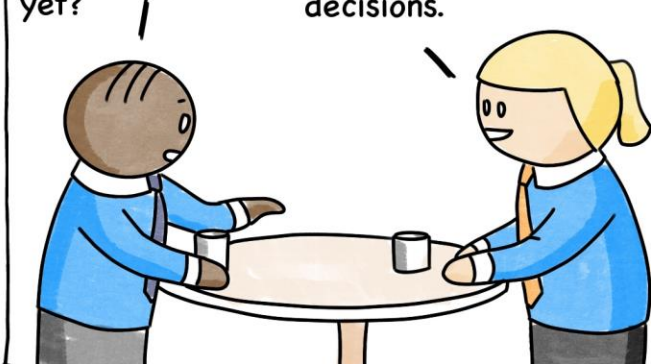
I'm happy that we have fully dedicated Scrum Masters for each of our teams.

Yeah, it's such an important role for improving both our teams and our organization.



By the way, did you start reorganizing your teams yet?

No, I actually want to involve my Scrum Masters in the process **before** making any decisions.



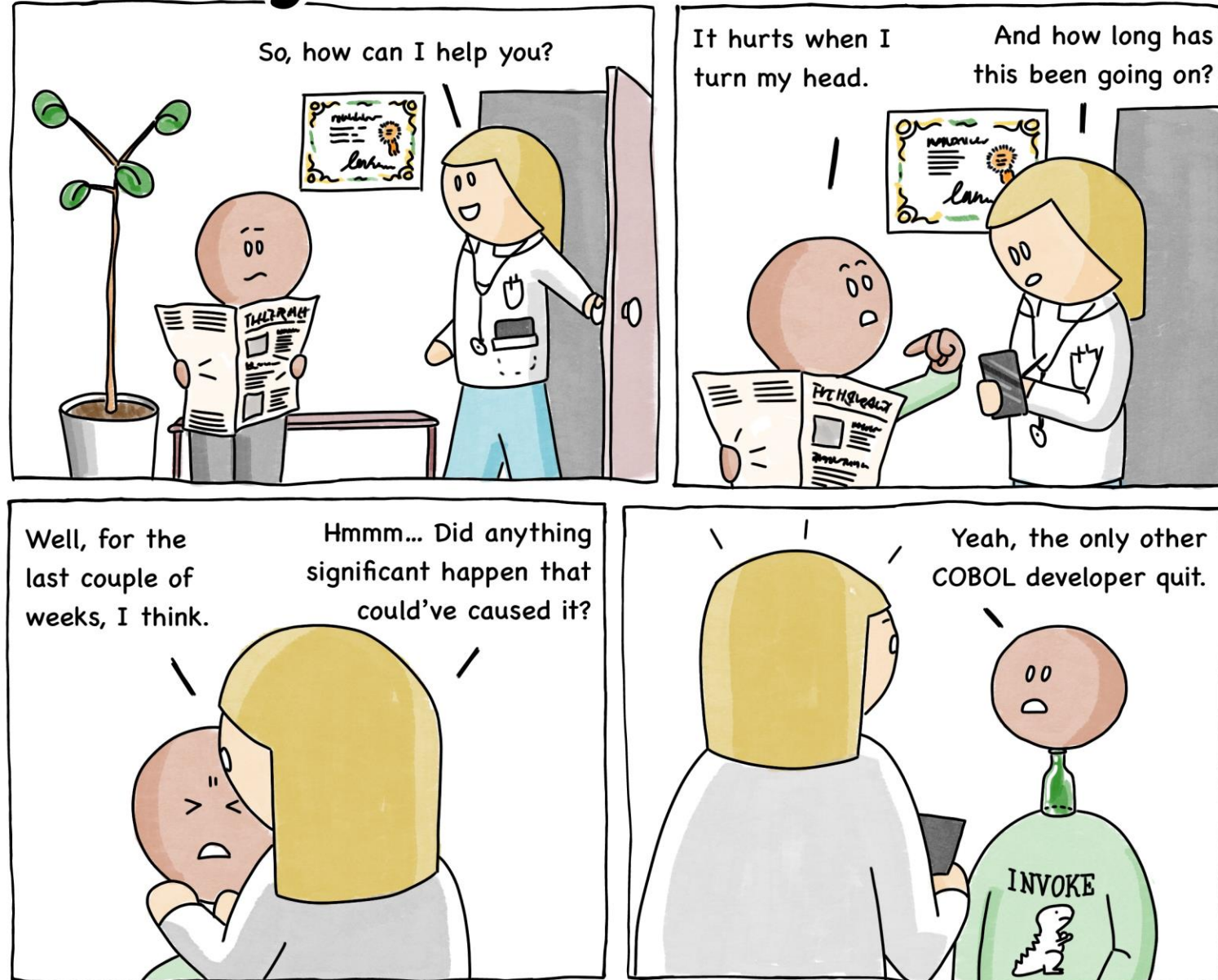
I'm kidding, of course!

Haha, you almost had me there!



Neck pain

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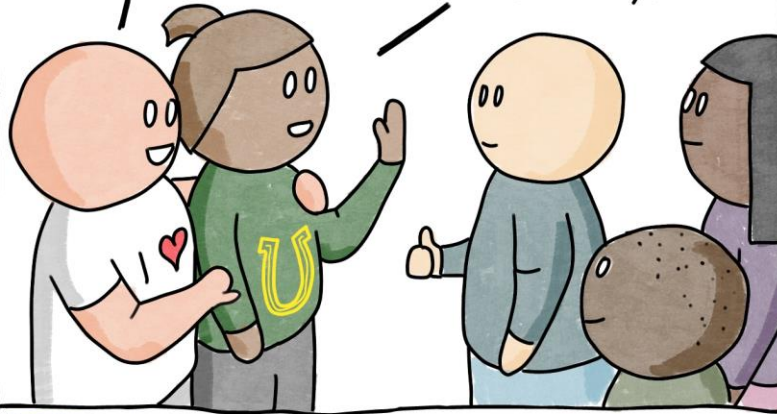


Impediments

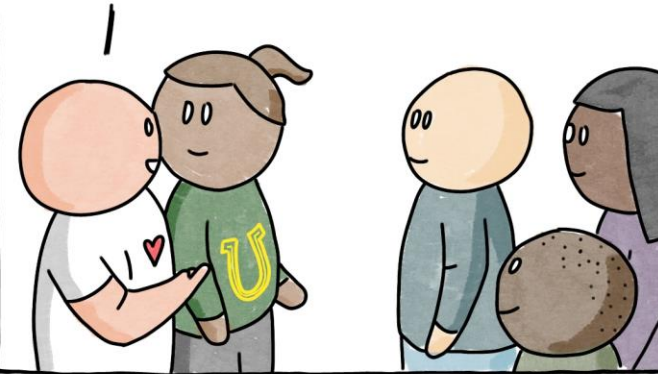
Comic Agilé

Everyone, meet Sandy. She's our newest developer fresh out of university.

Hi, all, nice to meet you.



Sandy's just taken a Scrum course, so, Sandy, if you see us compromise too much on the Scrum essentials, don't hesitate to let us know!



At Daily Scrum

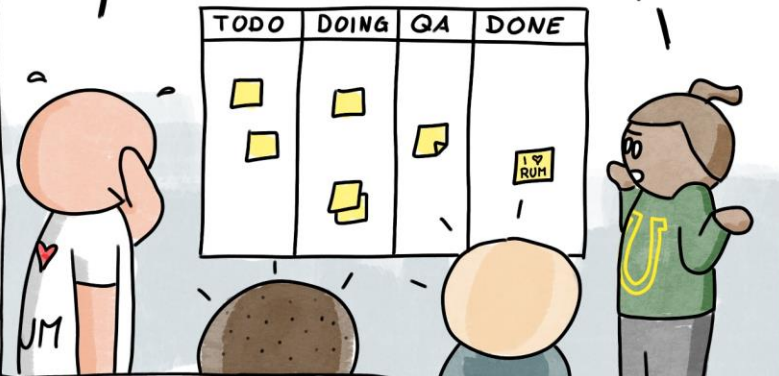
Sandy, you're next.

Well, I couldn't log on to my computer yesterday morning.



Oh. Why didn't you ask for help yesterday?

Because we only bring up impediments to the Sprint Goal at the Daily Scrum.



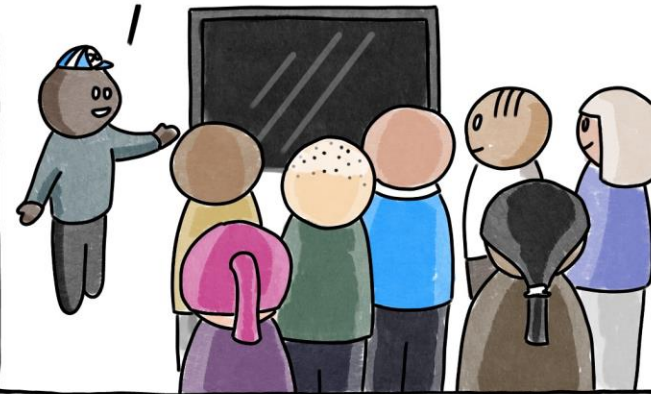
Comic Agilé

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

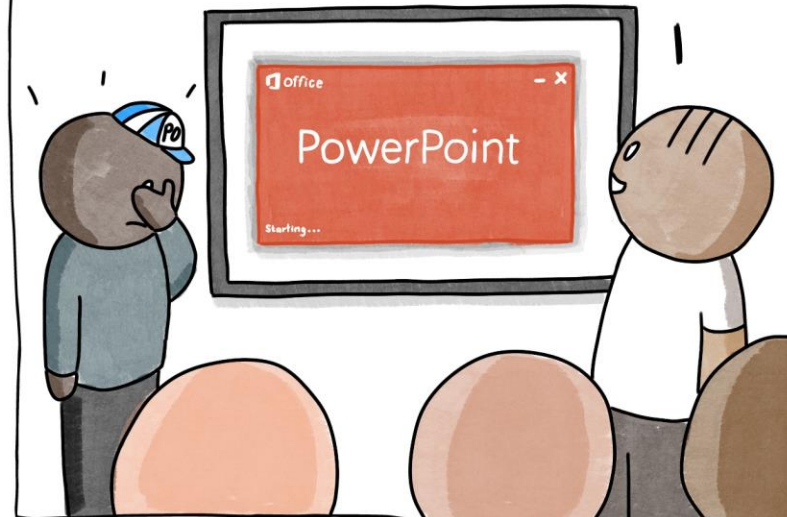
Welcome to our Sprint Review where we would like to get feedback on our latest Product Increment.



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

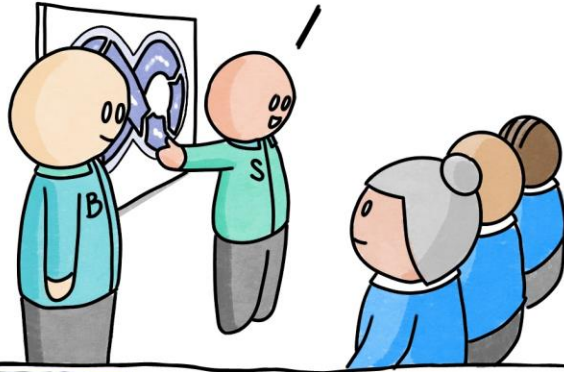


If you'll hold on for a second...



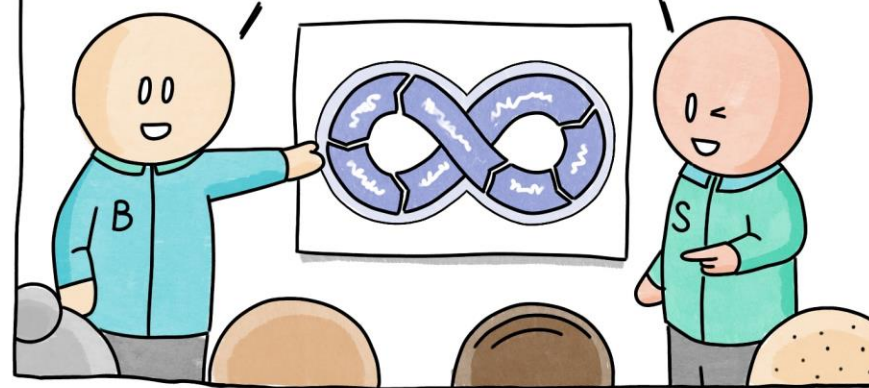
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Monitoring is an inherent part of DevOps. This enables teams to respond faster throughout the whole lifecycle of their application.



By instrumenting the software, teams take real ownership of both their development process and the customer experience.

You build it, you run it.

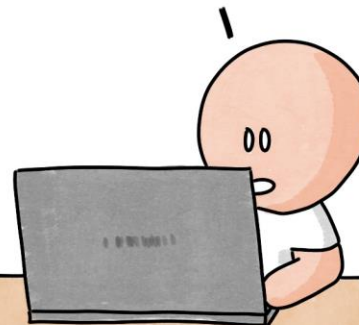


Later

Look, our application availability and response time are gradually decreasing! Let's act before it's too late!



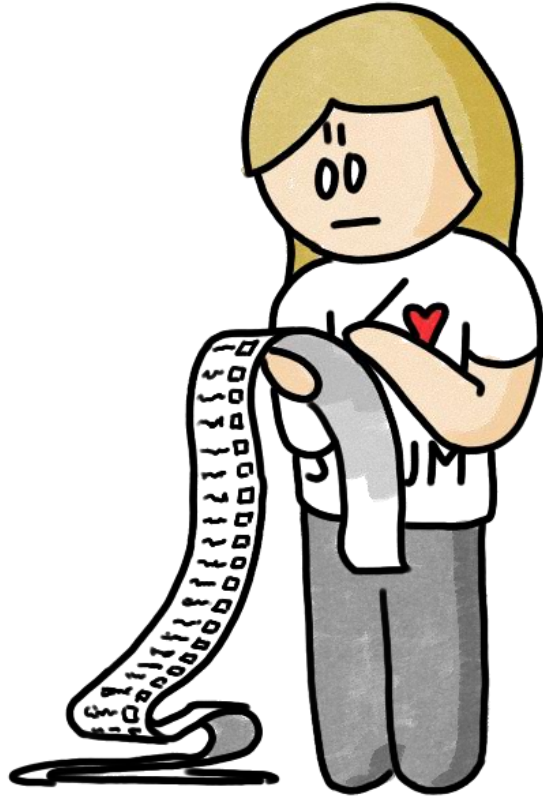
No, we're busy configuring Docker, Kubernetes and GitLab.



We don't have time for operations right now.

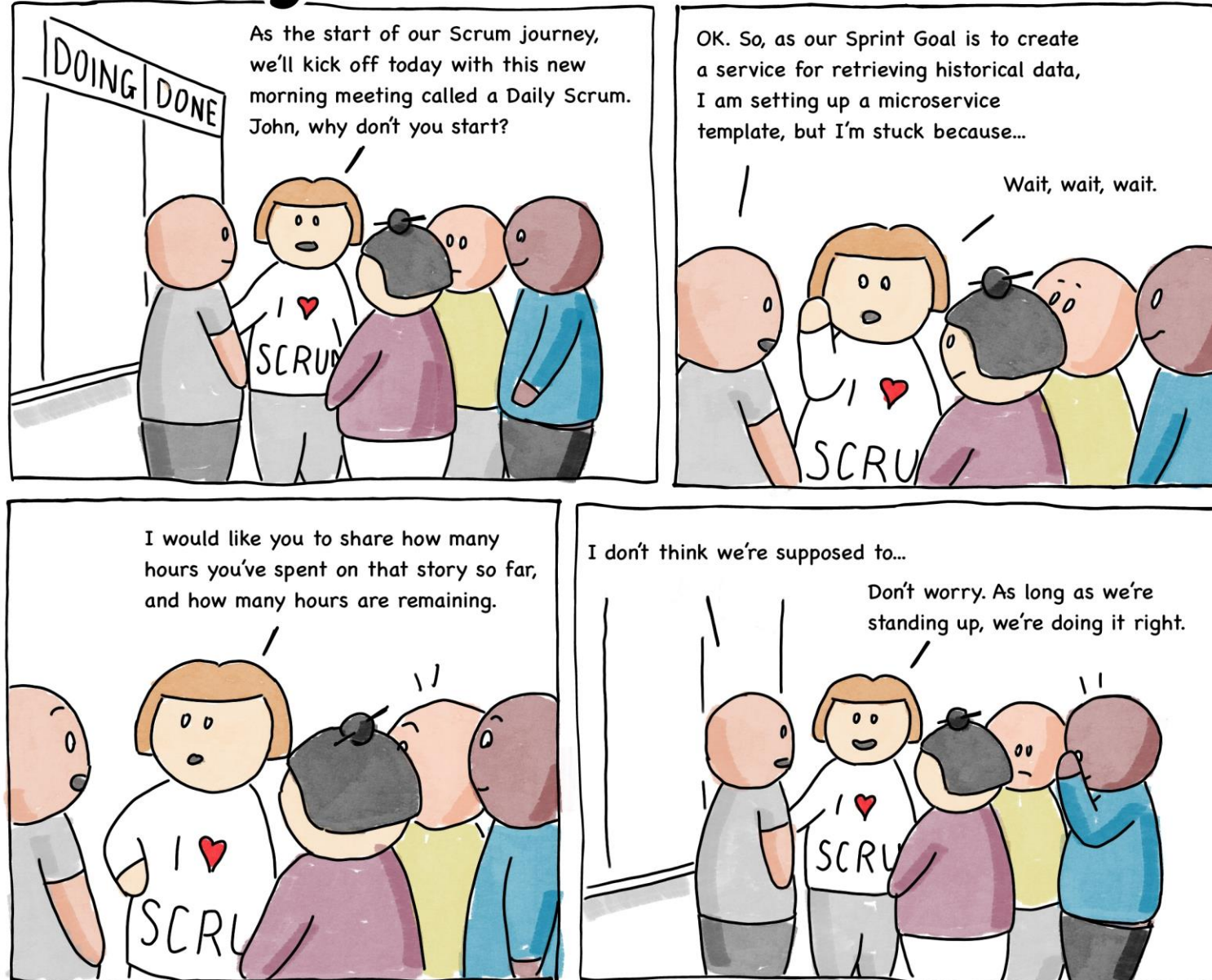


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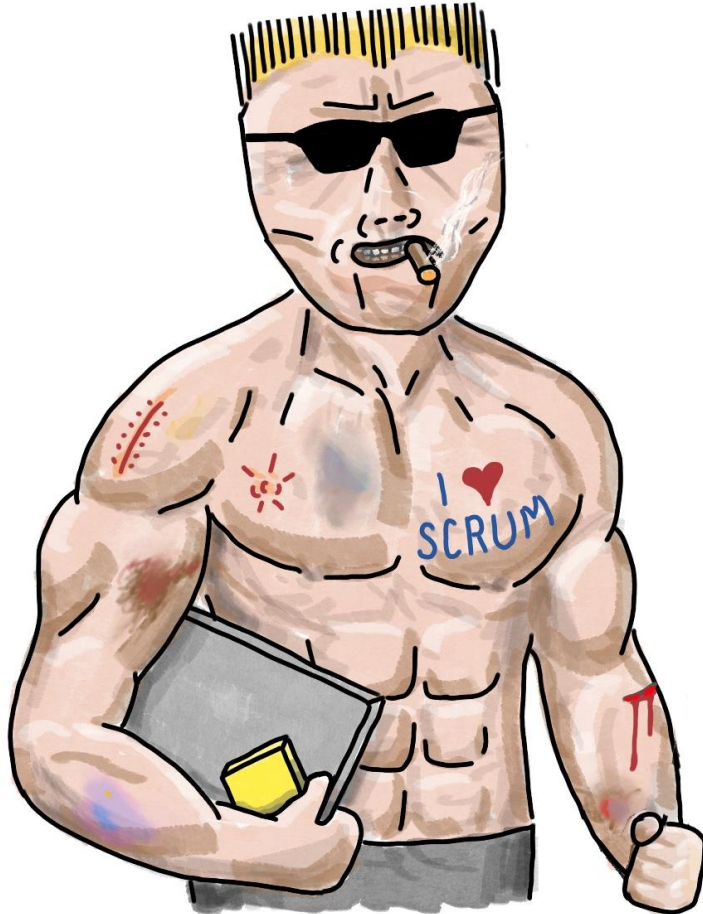
The first agile thing we do...

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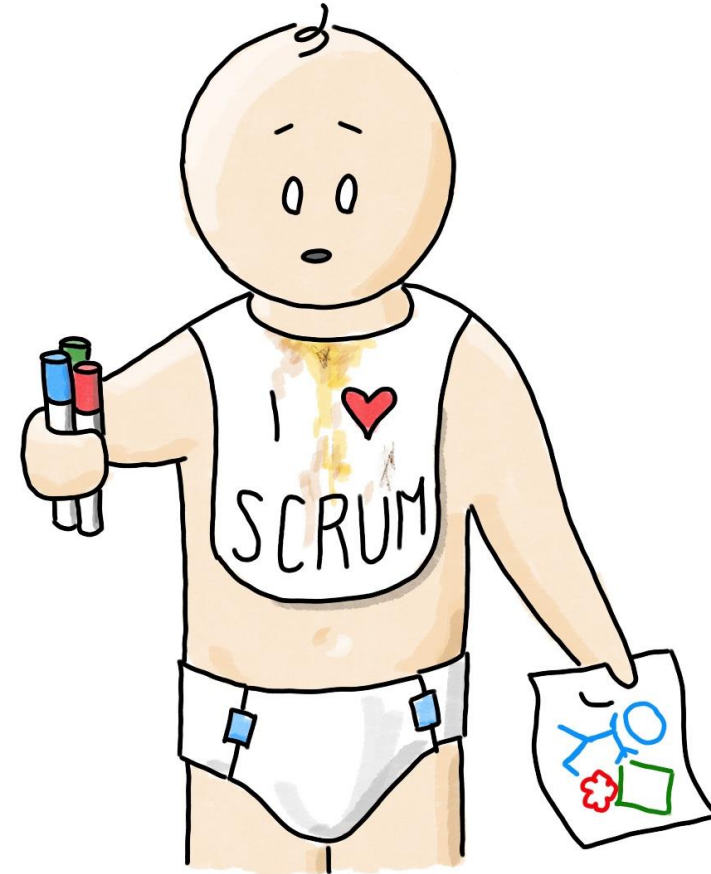


What does the team need?

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**The Scrum Master
that the team needs**



**The Scrum Master that
Management hires**

Coaching

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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?

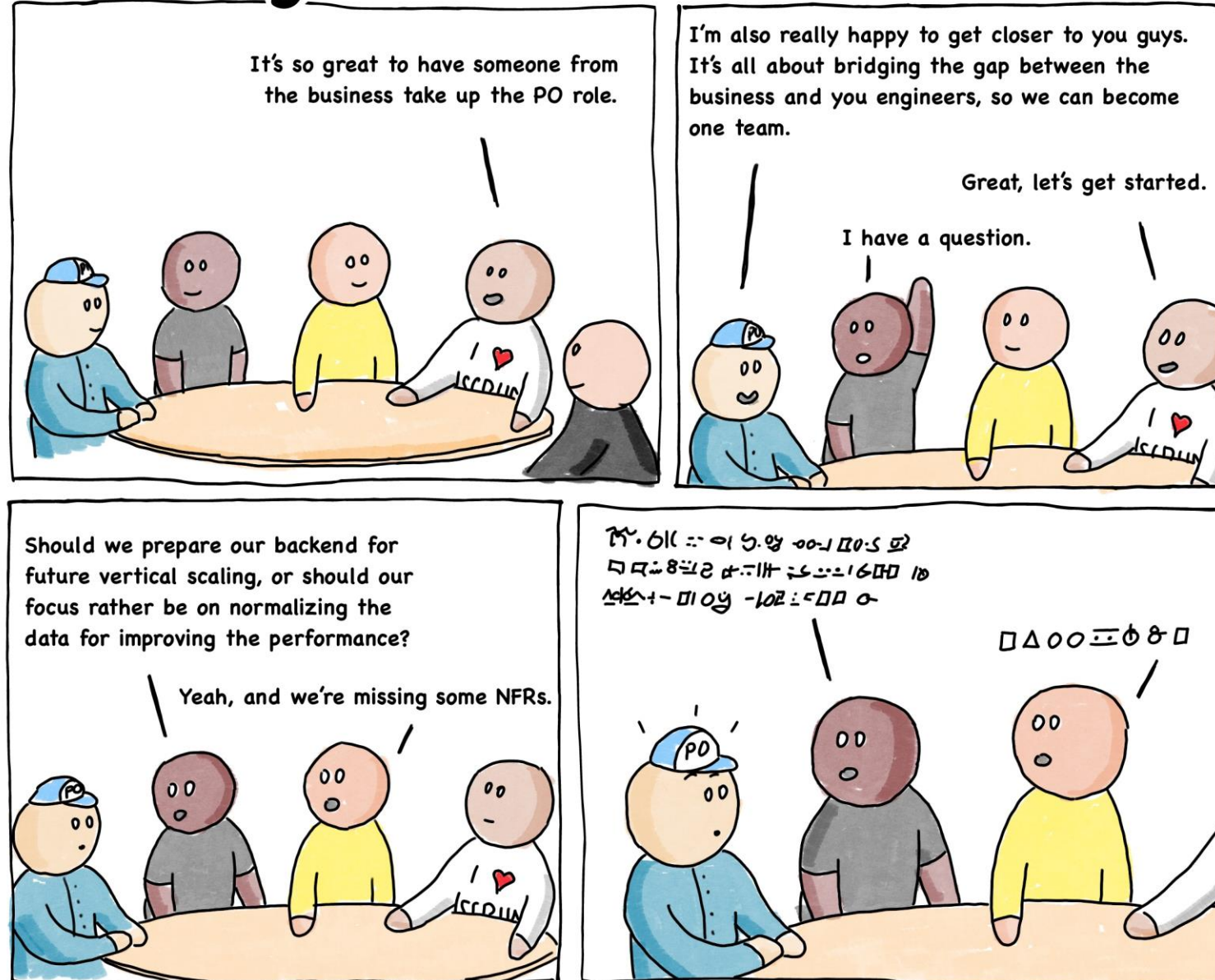


Comic Agilé



A potential challenge with the PO...

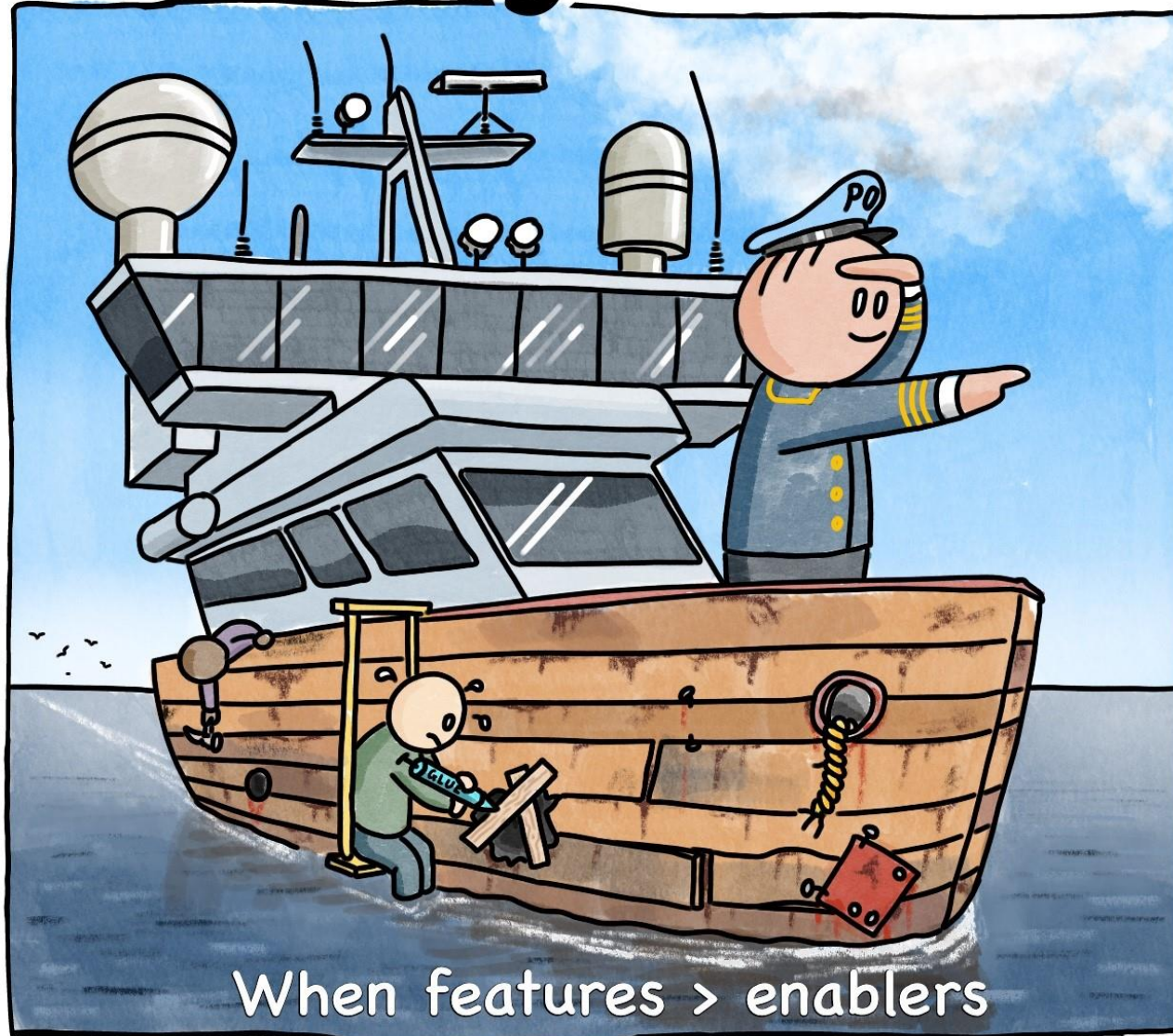
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Maybe the actual problem is something else...

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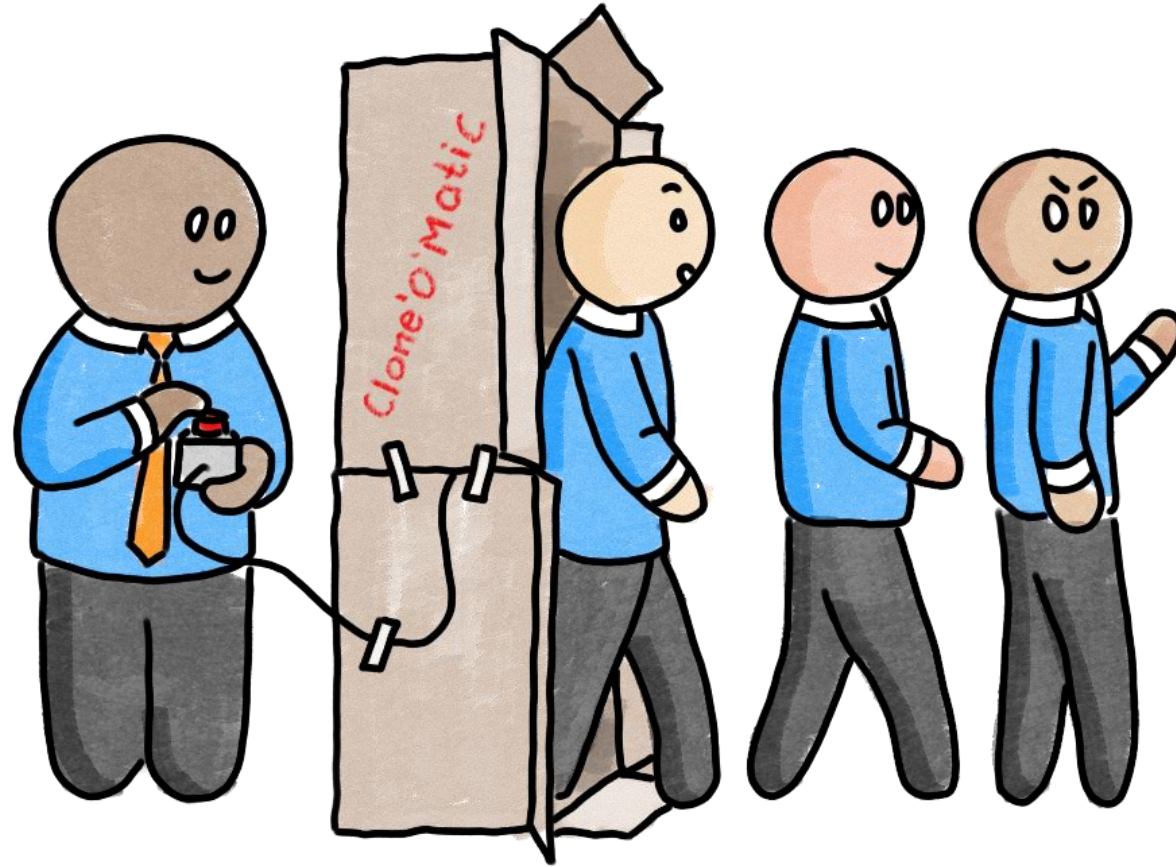
www.comicagile.net



When features > enablers

Created by Luxshan Ratnaravi & Mikkel Noe-Nygaard

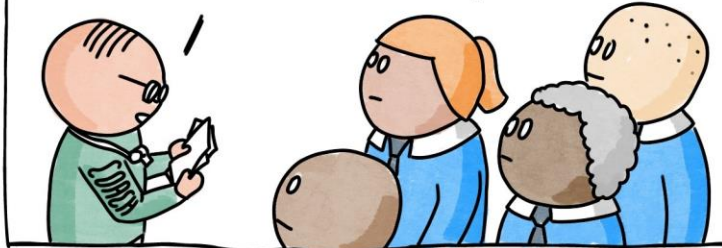
Comic Agilé



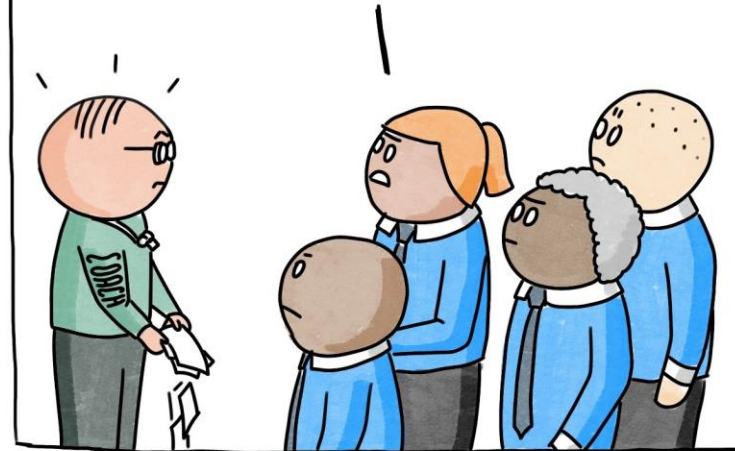
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The Internal Agile Coach

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.

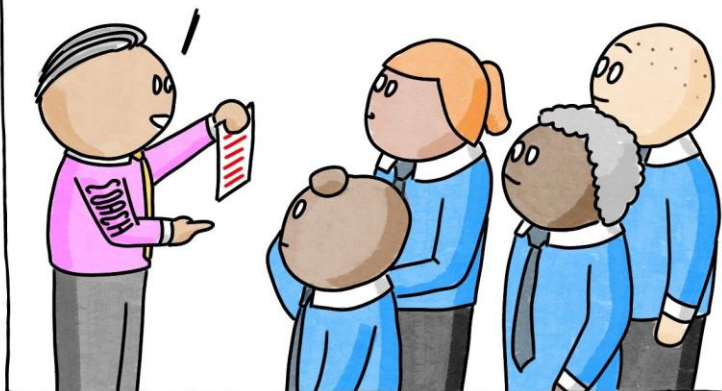


You're too ideological. That might work in theory, but this is real life.



The External Agile Coach

You have many dependencies.
You need a scaling framework.

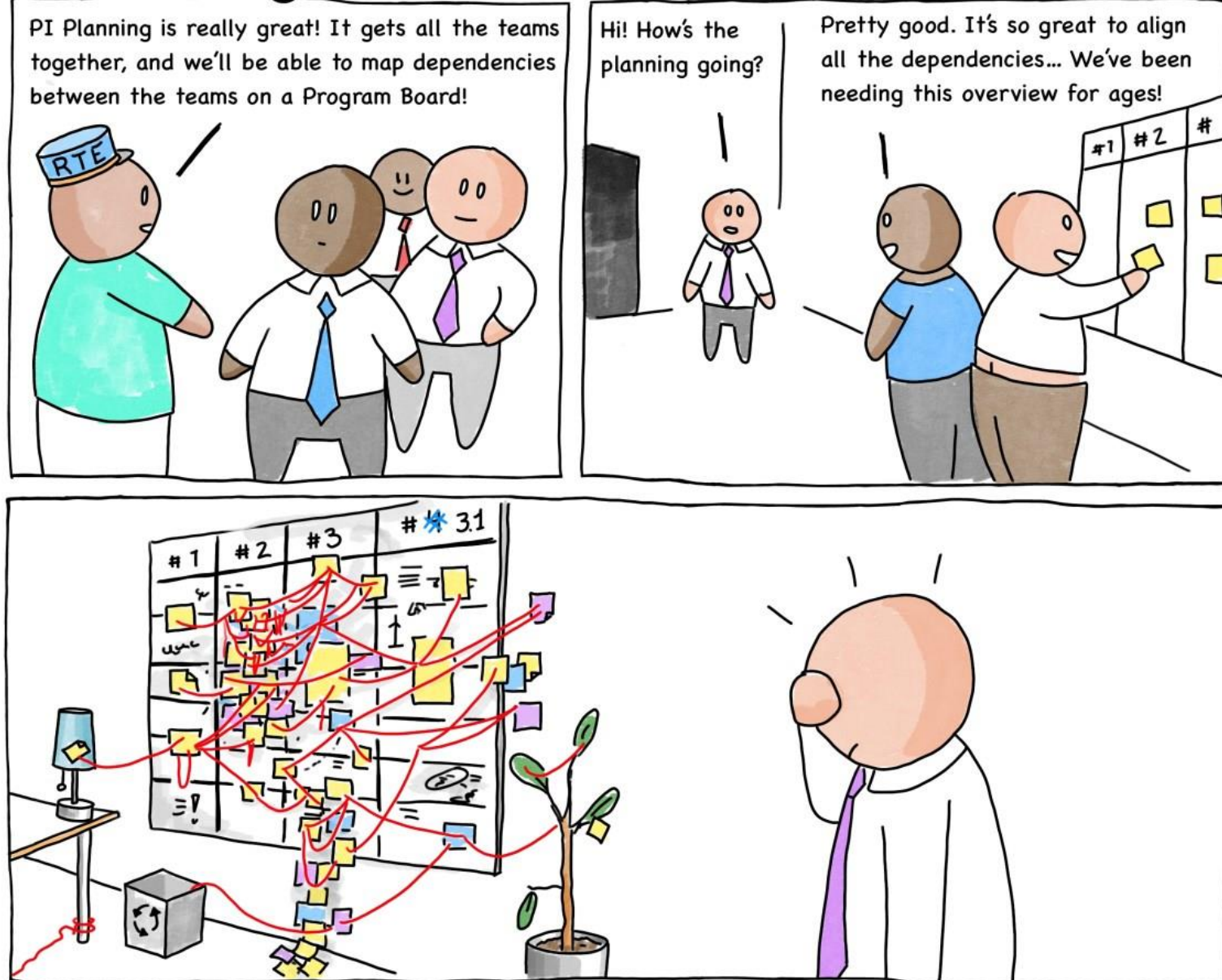


Take our money.



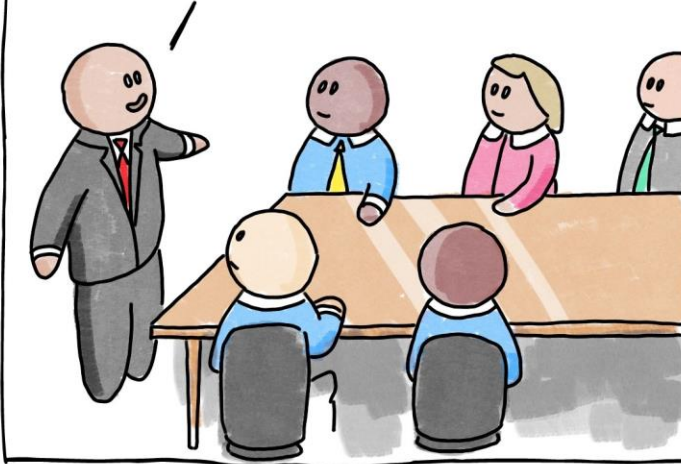
The first PI Planning...

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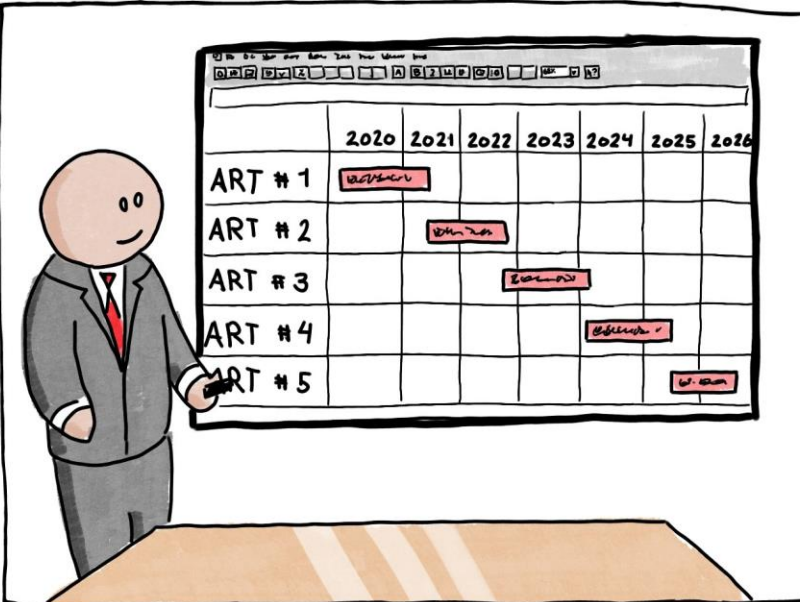
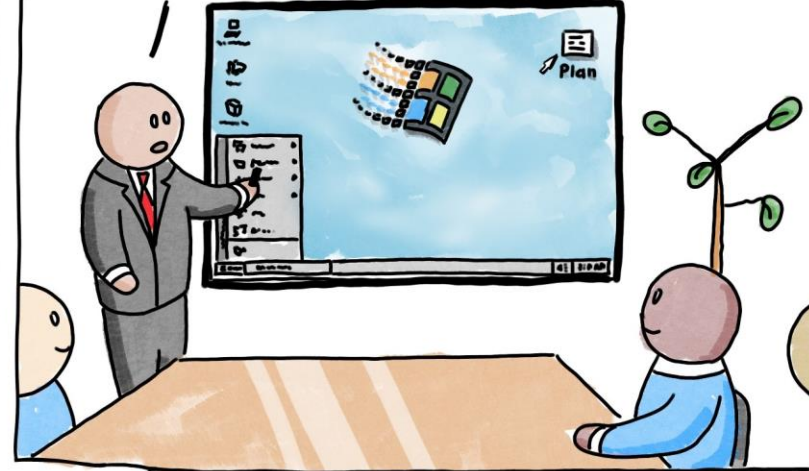


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As you know, thanks to the SAFe initiative, we're now called the Agile PMO.



So, I think it's about time we take a look at our portfolio. Here, let me show you my plan.

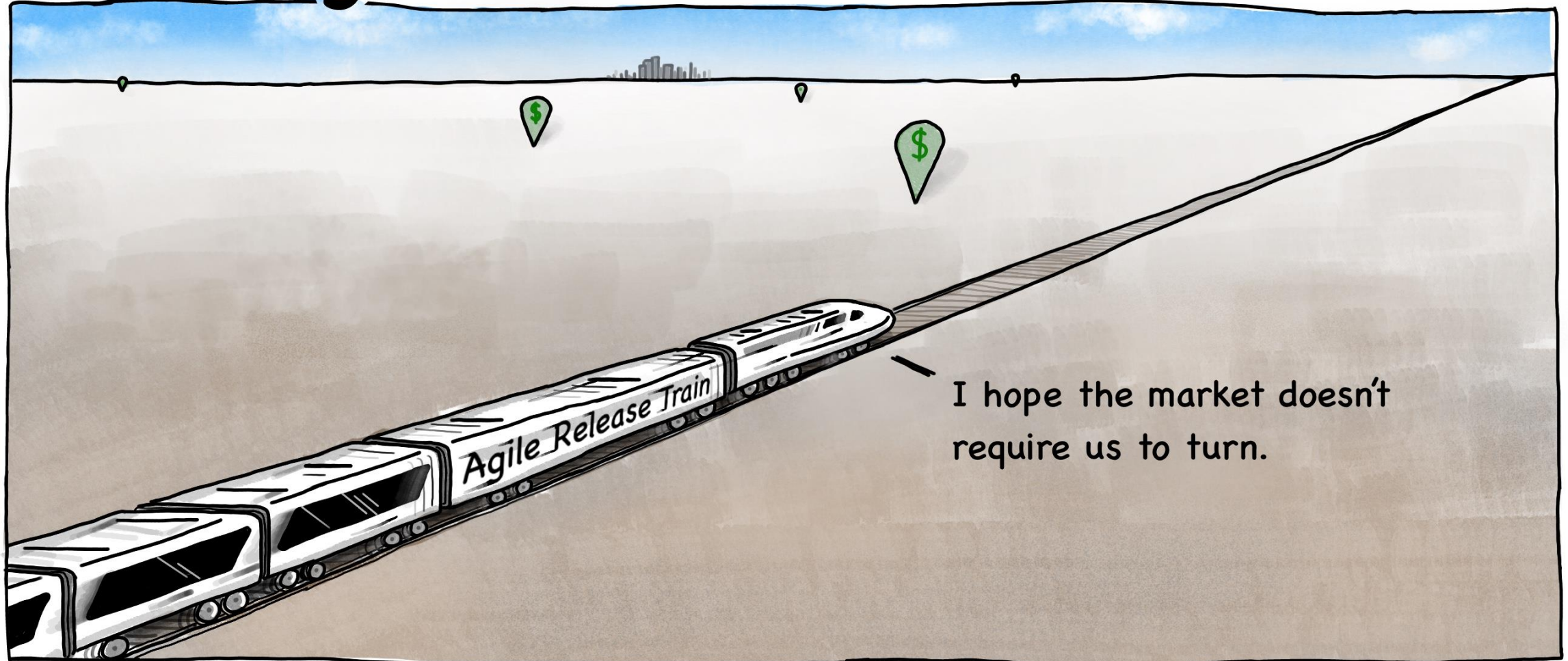


Making a multi-year plan for project deliveries by short-lived ARTs doesn't seem very agile...

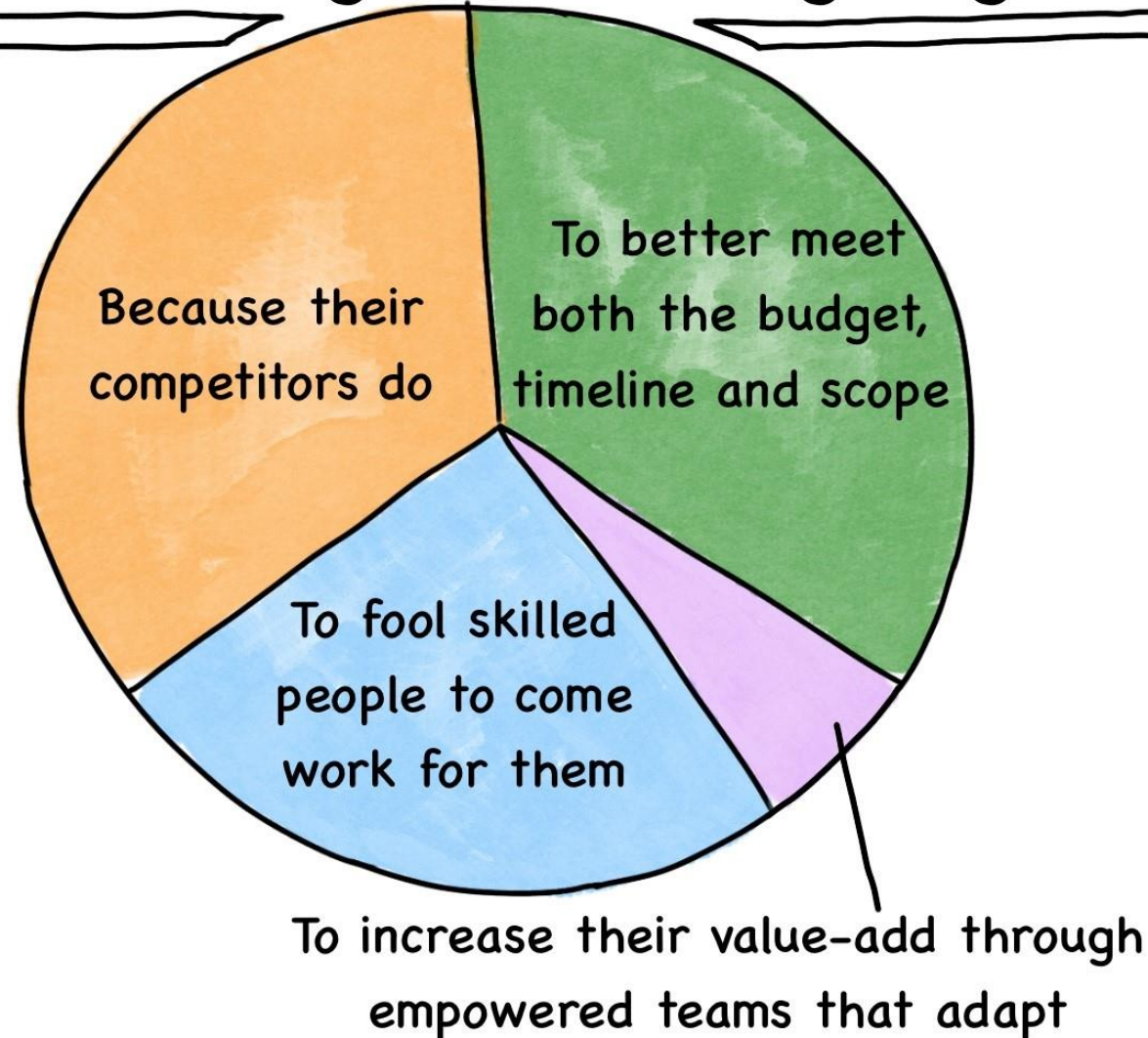
Yes, it is, because these are not projects; they're epics.



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Reasons organizations go agile



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Articulate your mistakes

...and laugh, reflect and improve

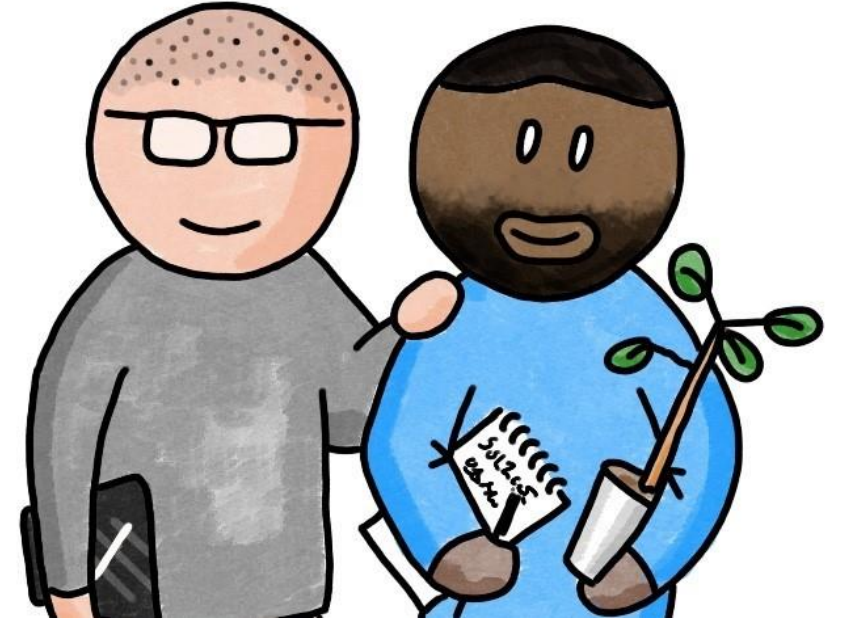
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Created by Luxshan Ratnaravi & Mikkel Noe-Nygaard

Questions?



Mikkel Noe-Nygaard
Luxshan Ratnaravi
Comic Agilé



@NoeNygaard & @luxshan1

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