

People Keep Telling Me I'm Doing Agile Wrong, Am I?

Jake Calabrese



Wrong? Right?

What does Right mean?

What does Wrong mean?

Who decides the rules? Why?

How can you tell?

- Phones
- Masks
- Listening
- Leaving
- Roaming
 - Fun
- Purple

- ❖ **Who has been told they were doing agile wrong?**
- ❖ **Who has told others How many have told others they are doing agile wrong?**
- ❖ **Who has been told they were doing agile wrong in a way that kind of sucked?**
- ❖ **Who has told others they were doing agile wrong in a way that kind of sucked (for them – and maybe you)?**

- ❖ **Who has always told people they were doing agile wrong in the best possible way?**
- ❖ **Who has struggled at times to find better ways at telling people about things that they are doing wrong?**
- ❖ **Who has struggled at how to respond when you are being told you are doing agile wrong?**
- ❖ **Who feels they have improved at either responding to others or telling others over time?**

Who still has room to
improve at how they
respond or tell?

A satellite view of the Earth, centered on the African continent. The image shows the blue oceans, white clouds, and the brown and green landmasses of Africa and Europe. The text is overlaid in a bold, red, sans-serif font.

**Welcome.
Humans -
We Can Always
Get Better.**



What does it mean to do agile wrong?



A) Instructions

1. Think of an example of something you have been told you were doing wrong with agile (or not good enough). It may have been yesterday or years ago.
2. Write down one or two examples on your worksheet.
3. Then in 2s or 3's, share what you wrote. Avoid negative comments or solutioning on what others wrote.





B) Instructions

1. Think of an example of when you have told someone they were doing things wrong with agile.
2. *Write down one or two examples on your worksheet.*
3. *Then in 2's or 3's, share what you wrote. Avoid negative comments or solutioning on what others wrote.*





**Wrong to some might not be
right to others?**

1. Having a new super important feature set and knowing the teams can't focus enough to get it done. So . . .

- You pick the “best” people for a tiger team.
- You give the tiger team extra privileges, above and beyond allowing them to focus on ONE thing.
- You celebrate the tiger team and how much better they are than the other teams.



- ## 2. Knowing that teams estimate differently, have different contexts,
- have different knowledge and experience,
 - have different humans. . .
 - then comparing teams' velocity to
“encourage” one team to improve.



3. Taking a collaborative event like the daily scrum or daily standup and

- turning it into a status reporting meeting (not what it is),
- having people report how they spent their time yesterday and today (not the intent),
- having other people other than developers talking (not the point)
- and then wondering why no one wants to attend.

Why are these “wrong”?

A few of the reasons these are wrong (or me):

- It encourages the opposite behaviors & principles
- It causes needless long-term confusion
- It avoids dealing with the important issues
- There are simpler ways to achieve the same goal, with better value



What about doing agile “right”?

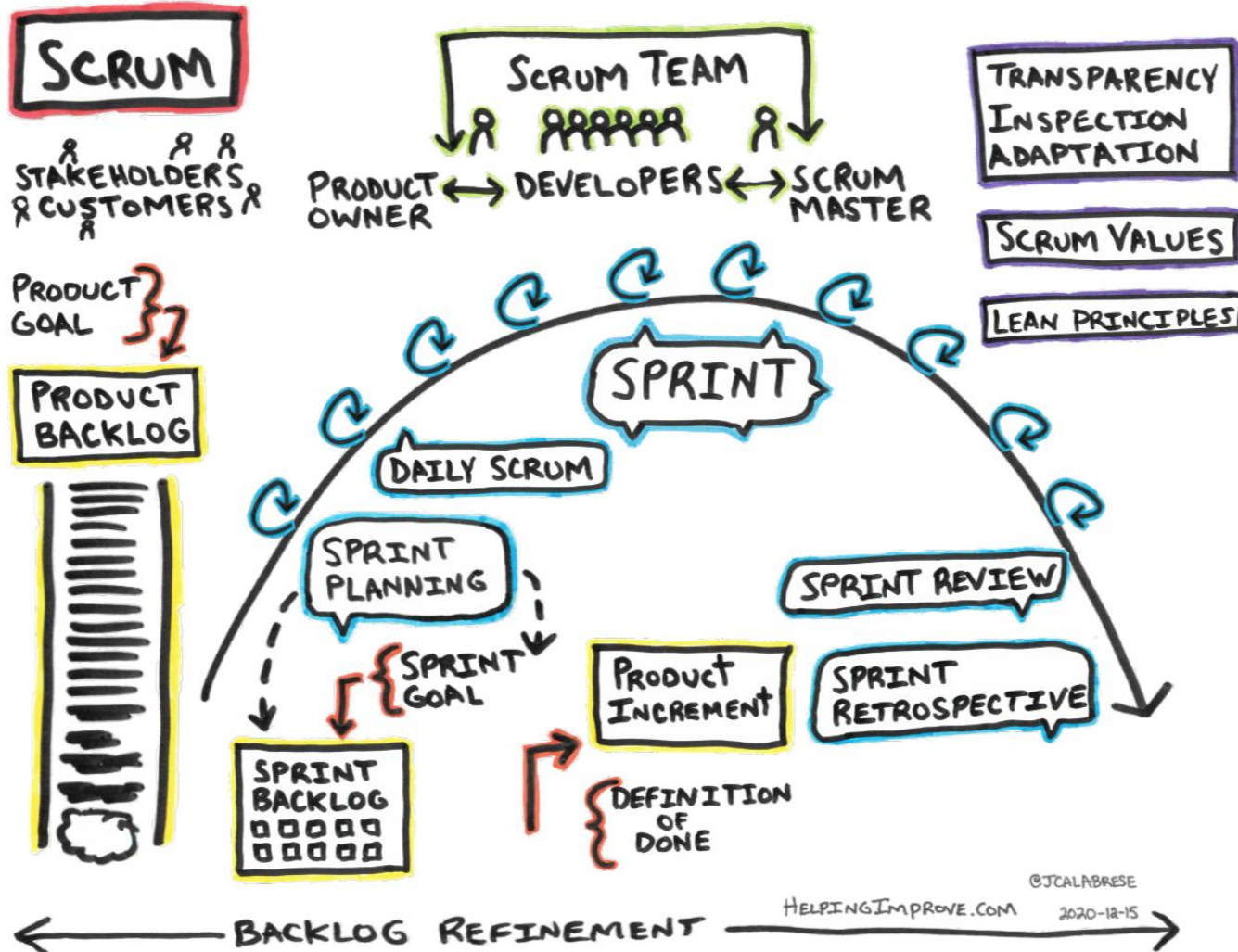
C) Instructions

- In groups of 2 or 3 (the same group is fine), discuss **what it means to “do agile right”?**
- Make notes on your worksheet as needed.





Where do agile rules come from?



Where do agile rules come from?

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- [1] **Individuals and interactions** over processes and tools
- [2] **Working software** over comprehensive documentation
- [3] **Customer collaboration** over contract negotiation
- [4] **Responding to change** over following a plan

That is, while there is value in the items on the right,
we value the items **on the left** more.

Kent Beck
Mike Beedle
Arie van Bennekum
Alistair Cockburn
Ward Cunningham
Martin Fowler

James Grenning
Jim Highsmith
Andrew Hunt
Ron Jeffries
Jon Kern
Brian Marick

Robert C. Martin
Steve Mellor
Ken Schwaber
Jeff Sutherland
Dave Thomas

-agilemanifesto.org

Where do agile rules come from?

LEAN PRINCIPLES

- ◆ EMPOWER TEAMS
- ◆ OPTIMIZE THE WHOLE
- ◆ DEFER COMMITMENT
- ◆ ELIMINATE WASTE
- ◆ CONTINUOUSLY IMPROVE
- ◆ BUILD QUALITY IN
- ◆ FOCUS ON CUSTOMER VALUE



Where do agile rules come from?

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jake@helpingimprove.com | [linkedin.com/in/jakecalabrese](https://www.linkedin.com/in/jakecalabrese) | [HelpingImprove.com](https://www.HelpingImprove.com)



YOU MAD BRO?



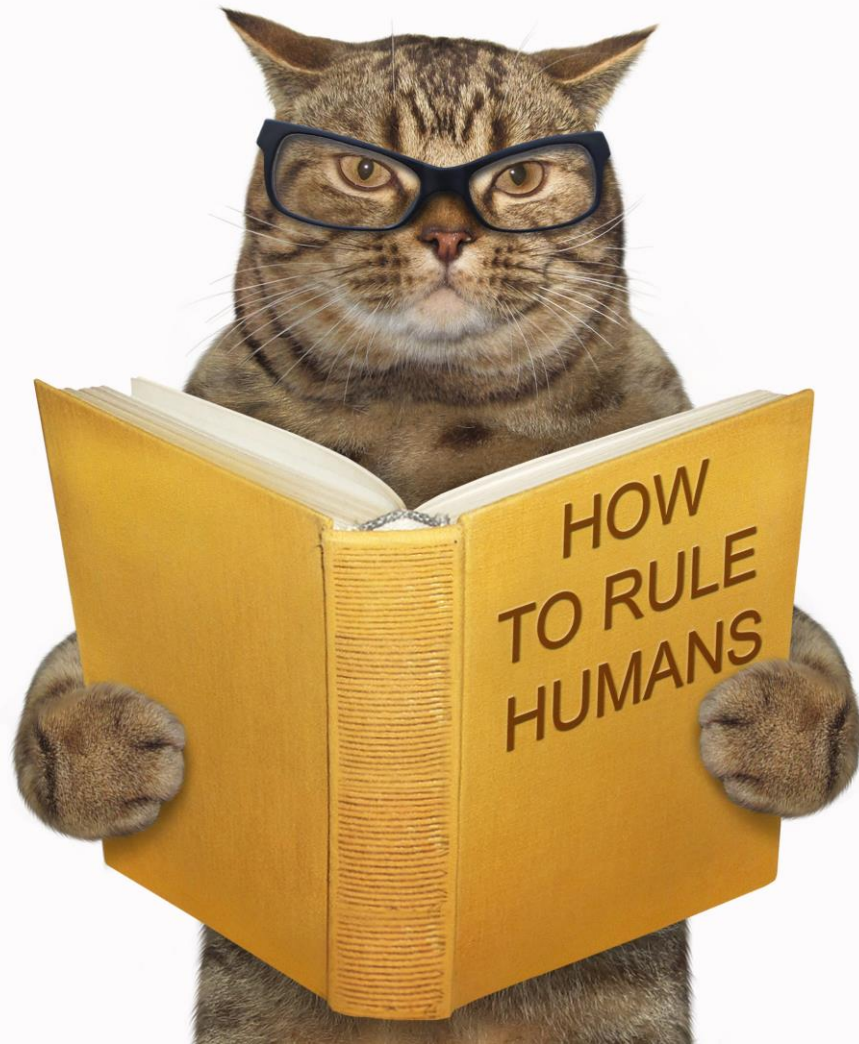
Has anyone heard someone that seems mad about something in agile?

Examples of the “thing”?

- **NO names**
- **NO Critiques or Agreements**

D) Why do people get so mad?

WHO DECIDES





Wrong

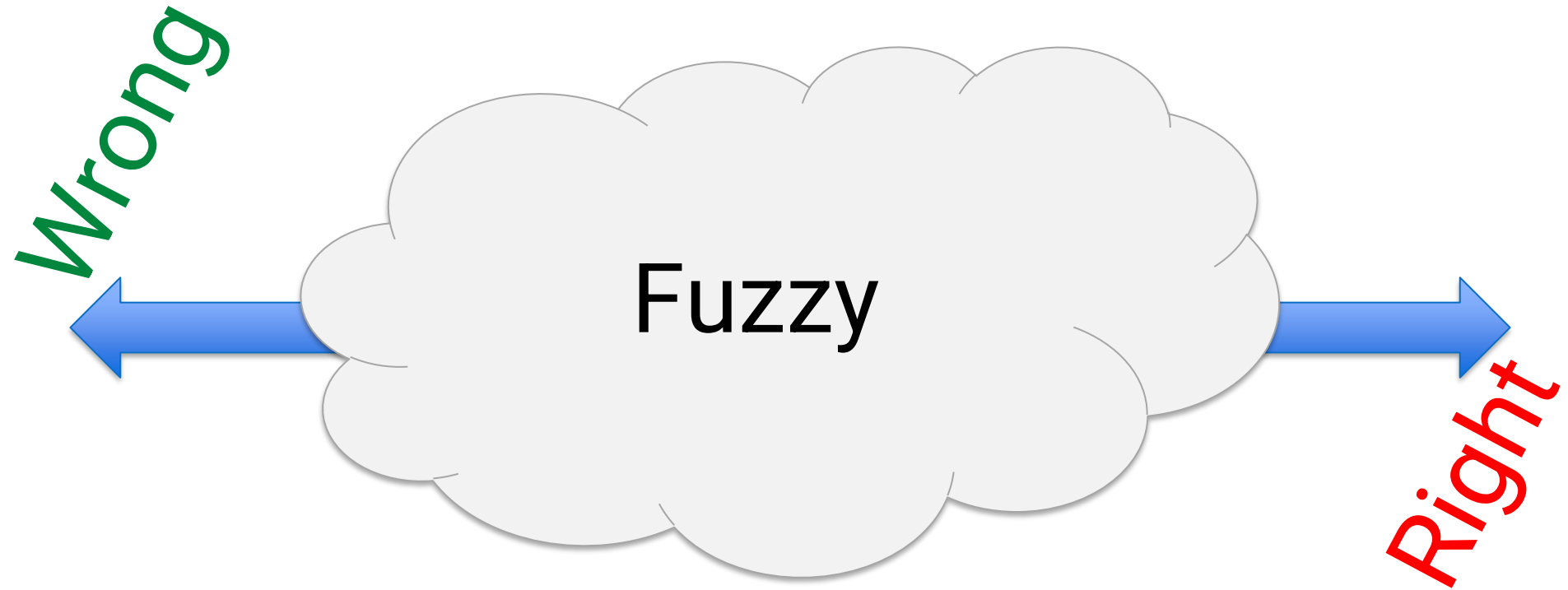


Right

Example 1:

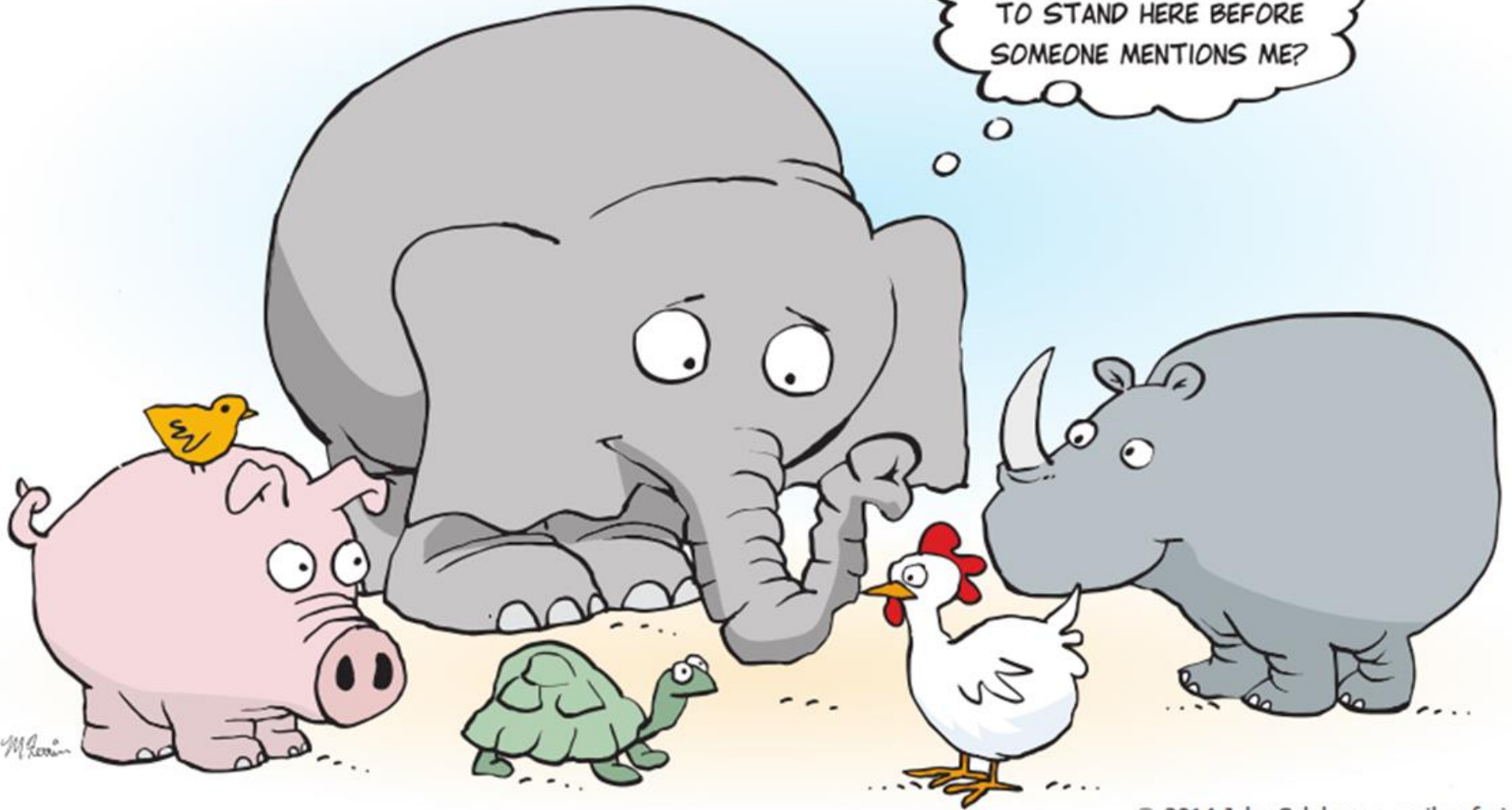
A developer is on 2 teams.

The Real Challenge.



What is the elephant(s) with rules?

Agile Safari



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Rule Breaking Checklist

1. What is the intent & source of the rule, value, or principle?
2. What is the impact of breaking the rule?
3. What is the duration of the decision (experiment, short-term, long-term, unknown)? Can it be shorter?
4. What is the desired outcome (or intent)?
5. What impediment is being addressed?
6. What are the unintended consequences?
7. What other options exist to meet the outcome?
8. Will this be helpful or hurtful over the long-term?
9. Are we making a transparent business decision?
- 10.

Transparent business decision.

More Examples

- 1 Day Sprints
- 2 Daily Standups
- 1 Person as the SM and PO
- No SM
- “We will use agile words, so corporate stops bothering us – we will NOT do agile.”
-
-
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Exploring “Wrongs” and “Rights”

1. Look at what you were told was wrong. How could you use the checklist to learn, understand, or ask questions?
2. Look at what you told others they were wrong about. How could you use this checklist to help you have a cleaner discussion – rather than “this is wrong”?

What do you need to bring to the table to navigate? Ideas - Intentions - Actions - Mindsets



Thank You!

Email: jake@helpingimprove.com

Twitter: [@jcalabrese](https://twitter.com/jcalabrese)

LinkedIn: www.linkedin.com/in/jakecalabrese

Blog: www.helpingimprove.com/blog

Web: www.helpingimprove.com

