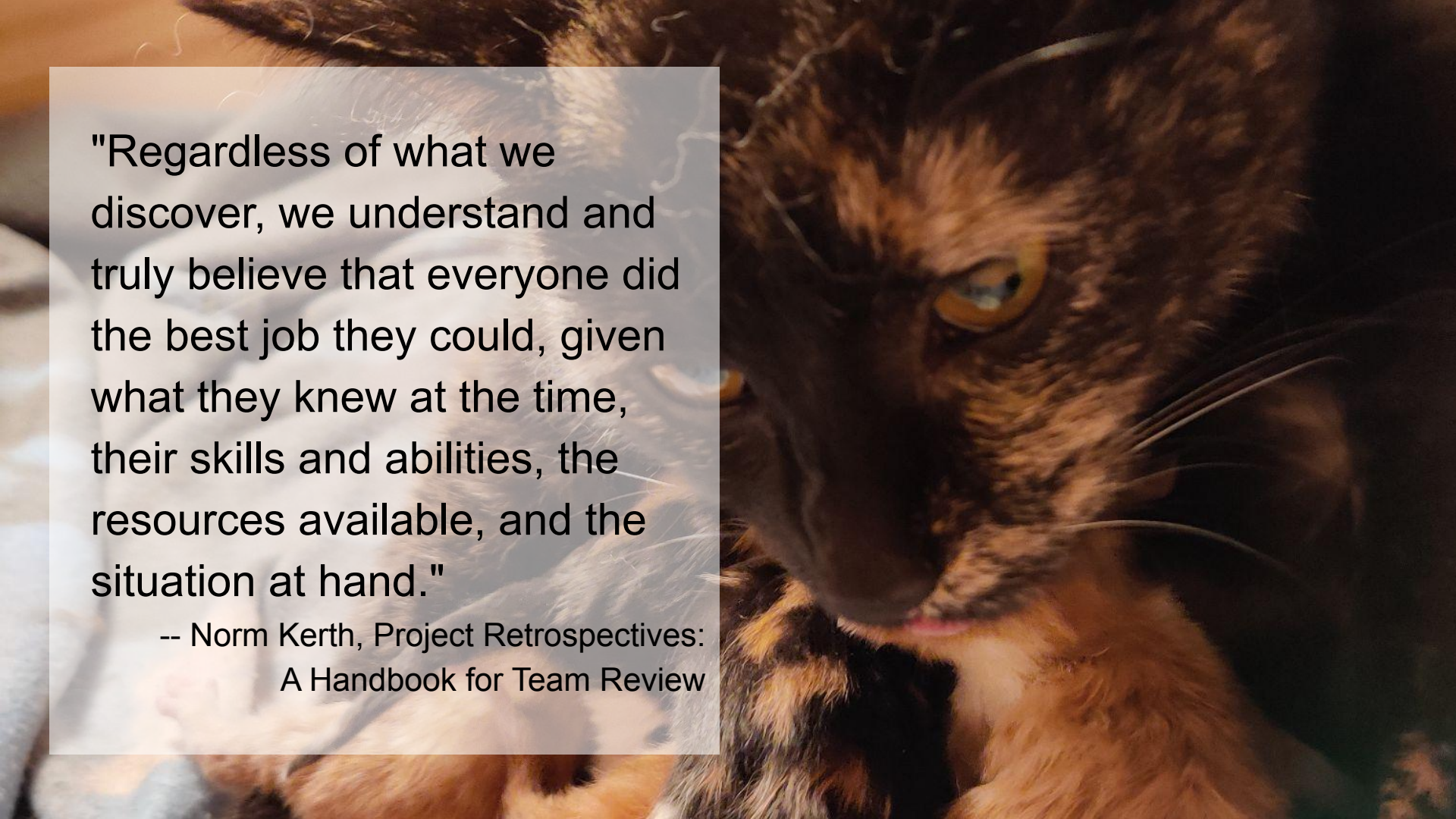


Paved with good intentions

Wouter Lagerweij

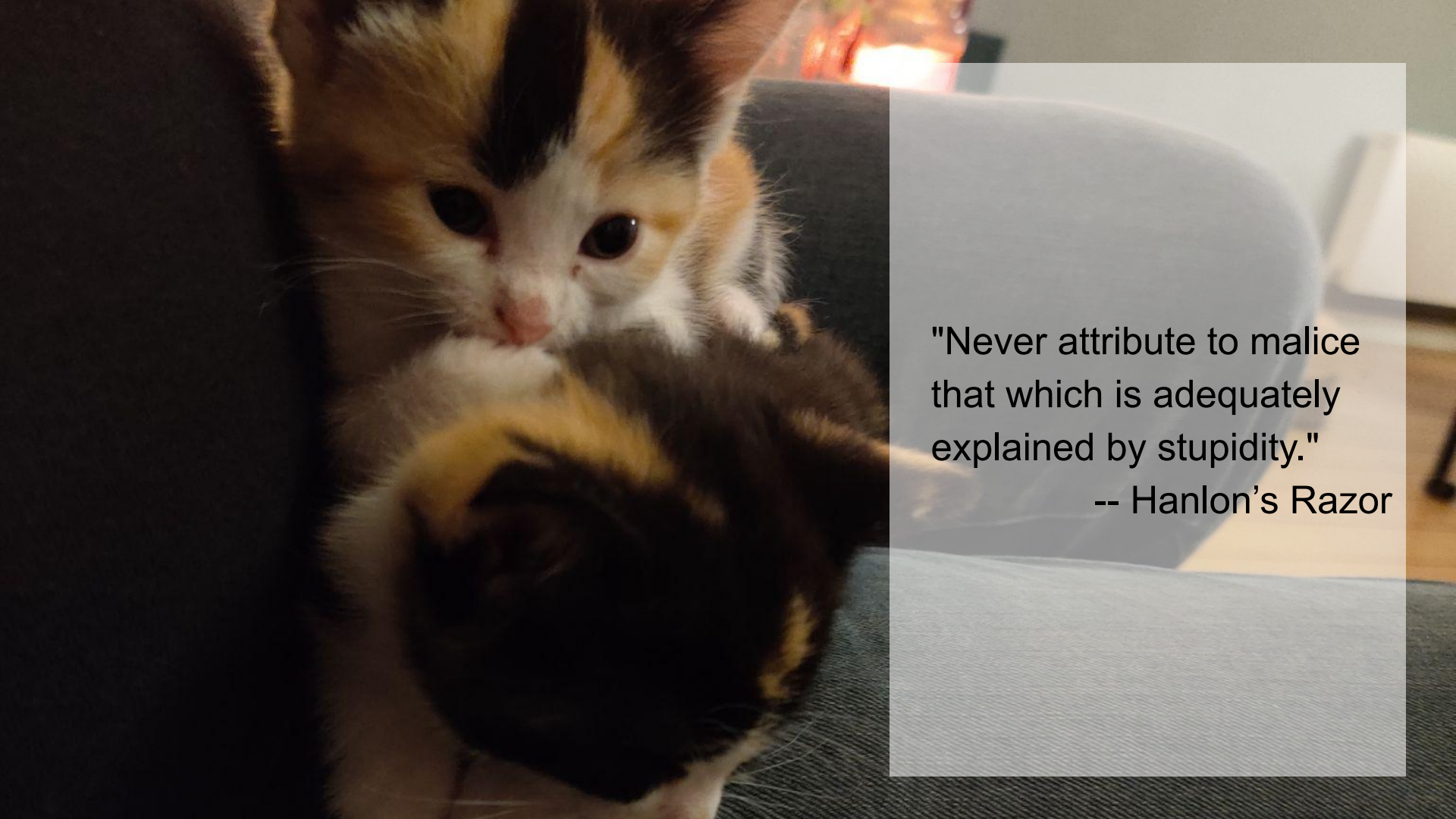
@wouterla





"Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand."

-- Norm Kerth, Project Retrospectives:
A Handbook for Team Review



"Never attribute to malice
that which is adequately
explained by stupidity."

-- Hanlon's Razor

“The road to hell is paved with good intentions”





r/agile · Posted by u/onlyTeaThanks 1 day ago

6

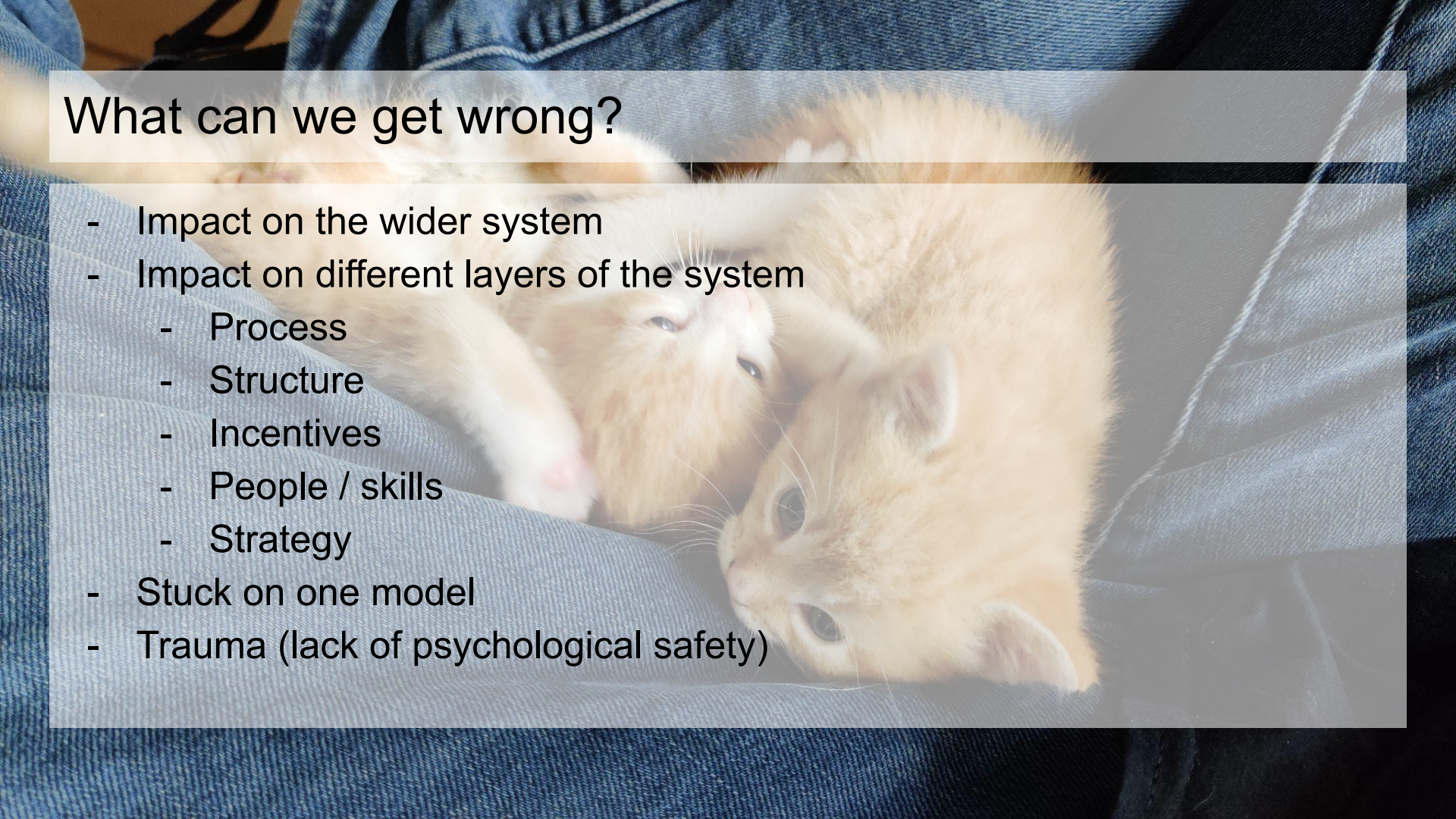


Point for scheduled training

We are doing some training coming up and since we're a Scrum team we make a story for everything including sending emails (no joke) but now we have stories for blocks of training, like 4 hours per day for 4 days. When I was asked for my estimate in planning poker, I just put "?" And thought "wtf?". Some people put 13 and some put 3 which to me indicates that something stinks. To just get through planning I said "I don't understand why we're estimating this but I also don't care, so I'm good with whatever".



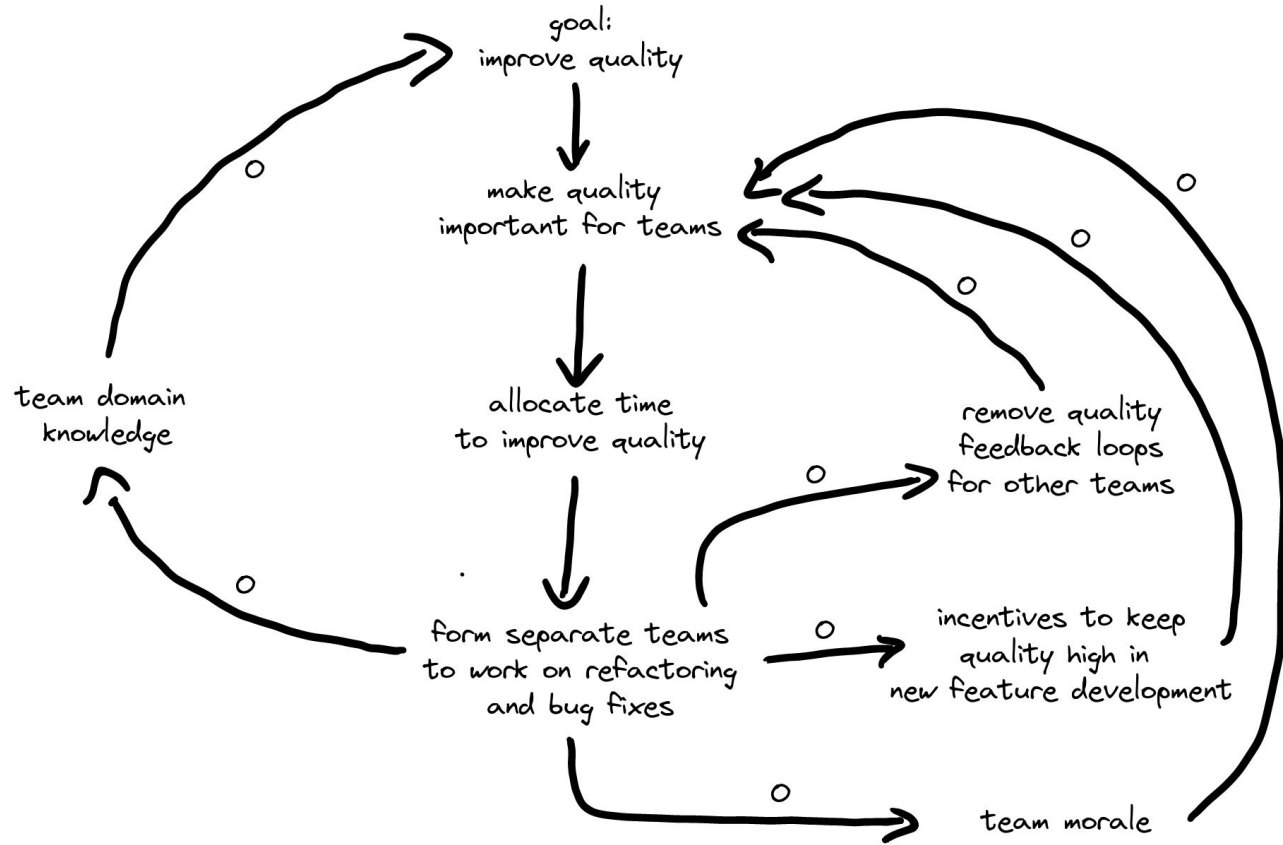
What can we get wrong?

- Impact on the wider system
 - Impact on different layers of the system
 - Process
 - Structure
 - Incentives
 - People / skills
 - Strategy
 - Stuck on one model
 - Trauma (lack of psychological safety)
- 
- The background of the slide is a photograph of two fluffy orange kittens. They are huddled together on a blue denim surface, possibly a person's lap. One kitten is looking towards the camera, while the other is partially obscured behind it. The lighting is soft, highlighting the texture of their fur and the denim.

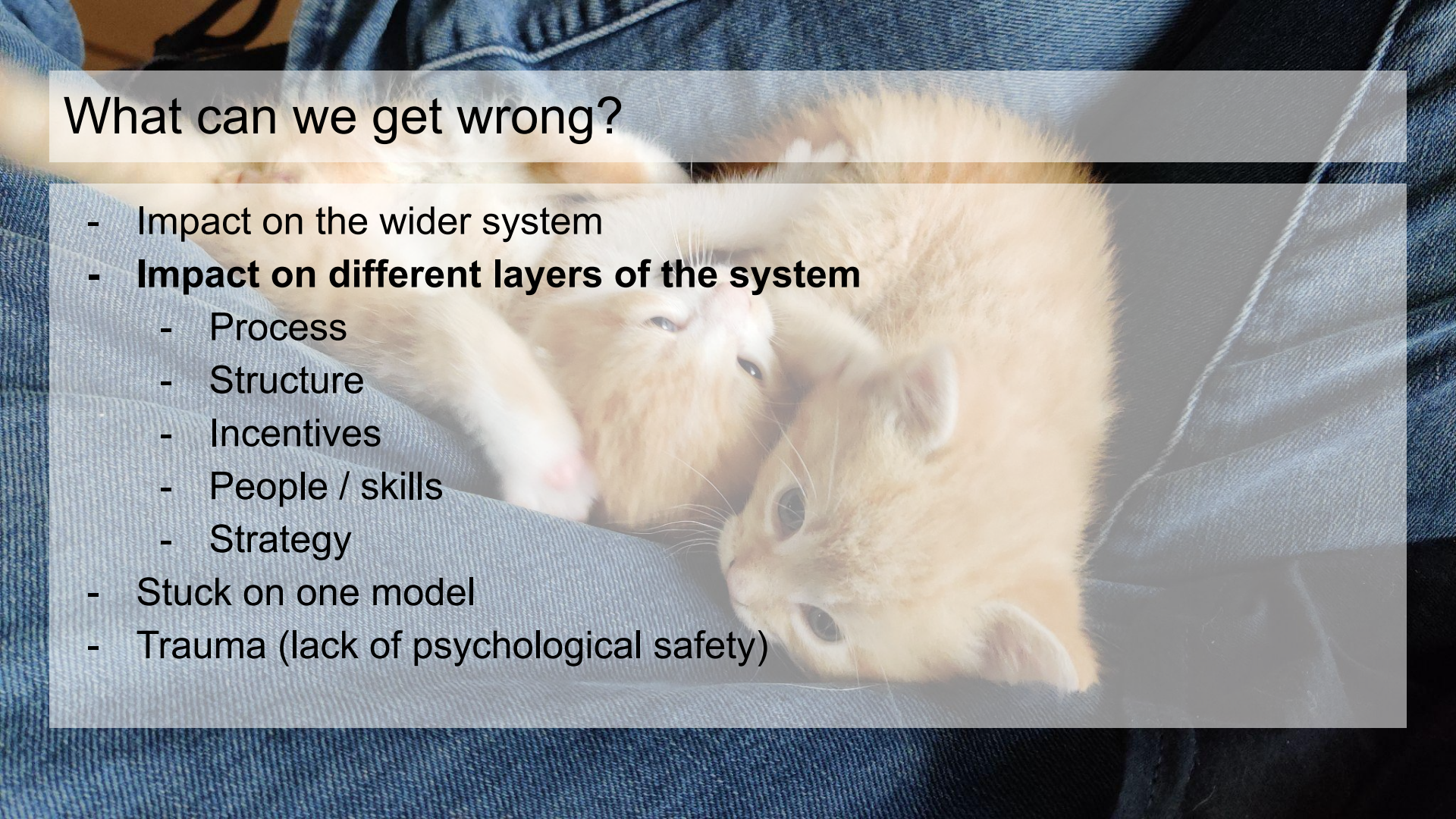
What can we get wrong?

The background of the slide features two fluffy orange kittens huddled together on a blue denim surface. The kittens are positioned on the right side of the frame, with one slightly behind the other. The denim fabric is visible in the background, providing a textured backdrop for the scene.

- **Impact on the wider system**
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- The background of the slide is a photograph of two ginger kittens. One kitten is in the foreground, looking towards the right, while the other is slightly behind it, looking towards the left. They are resting on a blue denim fabric, likely a pair of jeans. The lighting is soft, highlighting the texture of the kittens' fur and the denim.

Direction

What are your strategic goals? How do they drive the business model?

Skills/mindset

What kinds of people with what skills does your business model require?
What type of mindset is needed?

Power

What type of organizational structure does your business model require?

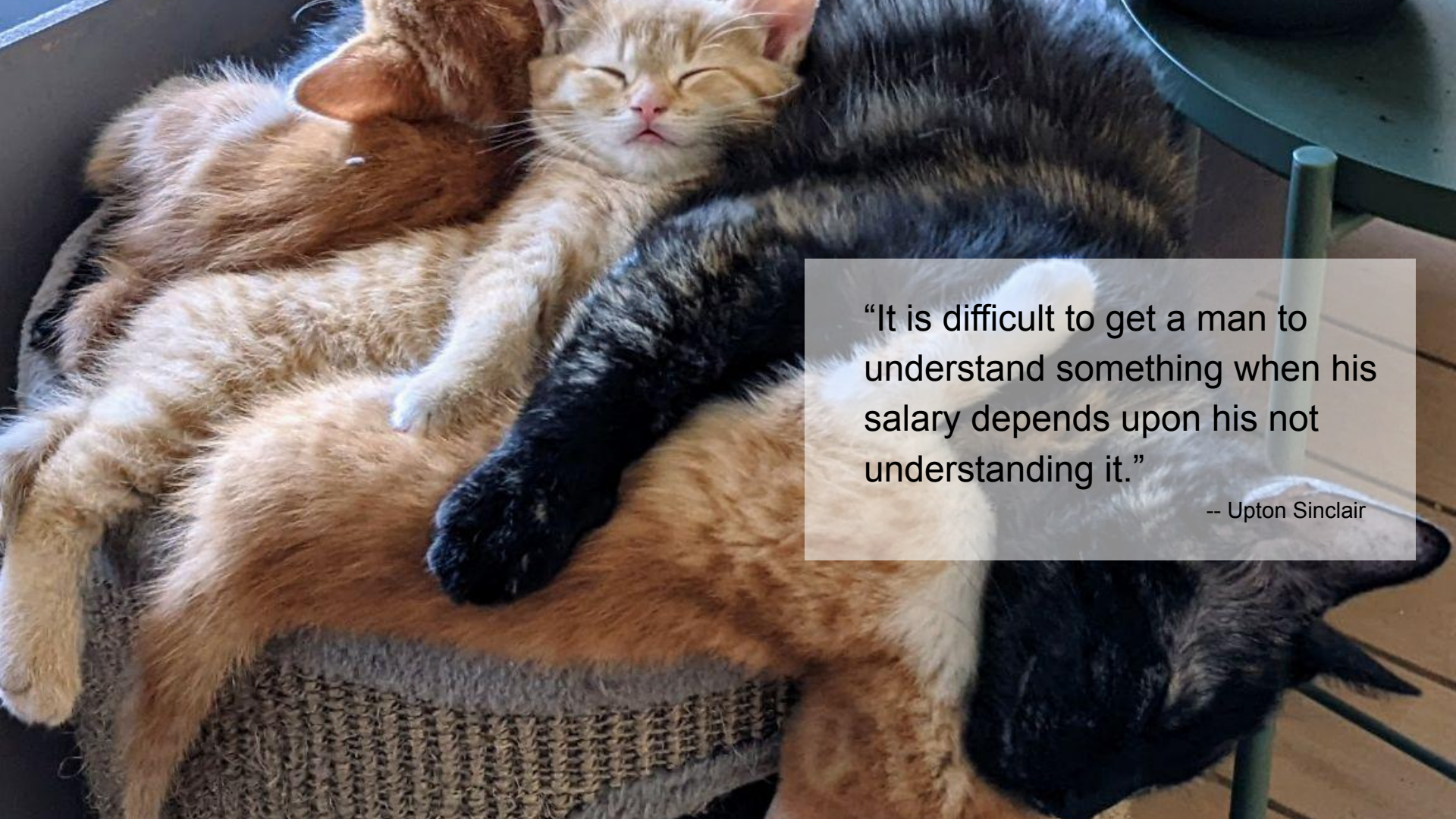


Motivation

What reward system does your business model require? How can you motivate your people?

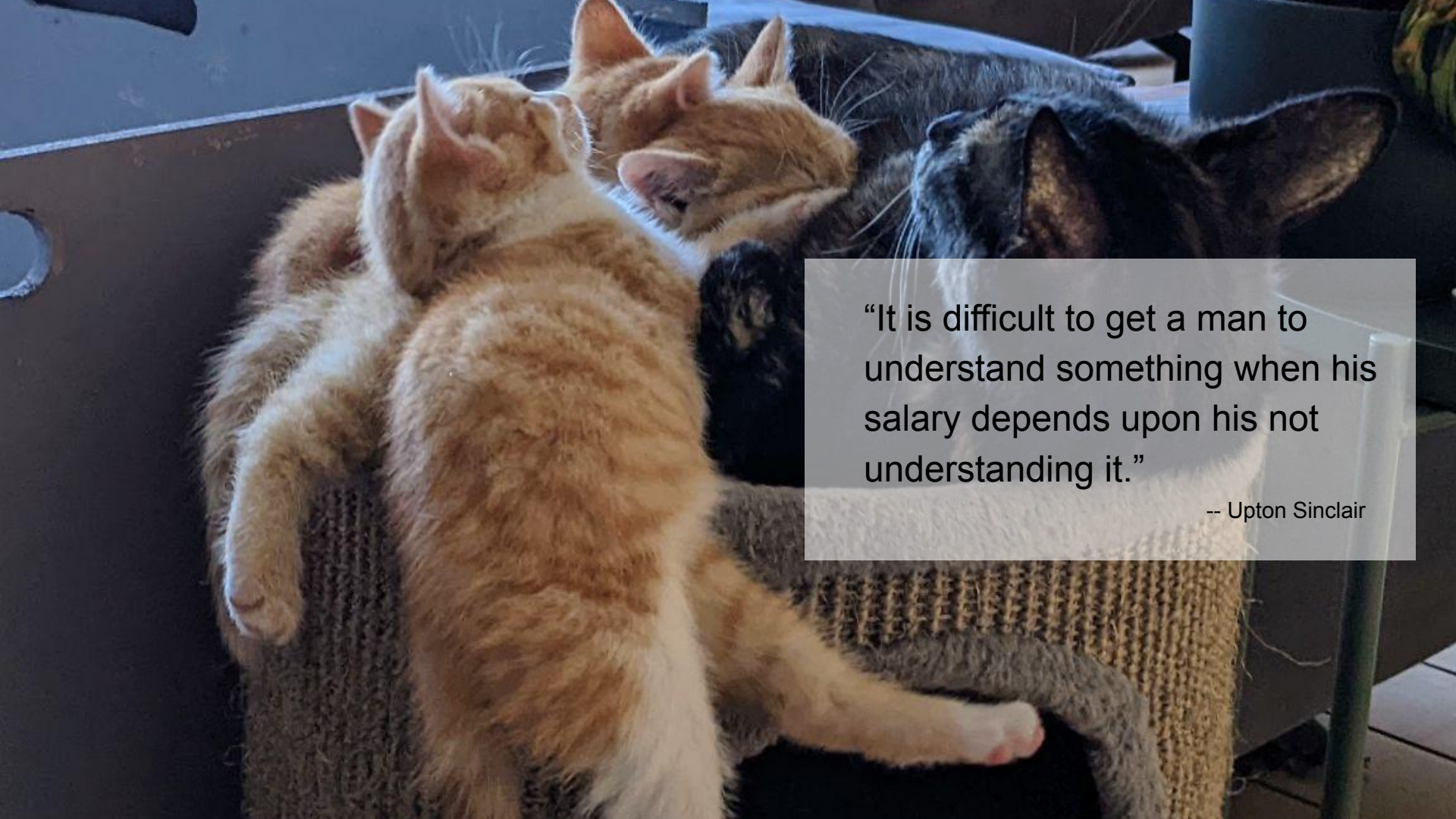
Information

What information flows, processes, and workflows does your business model require?



“It is difficult to get a man to understand something when his salary depends upon his not understanding it.”

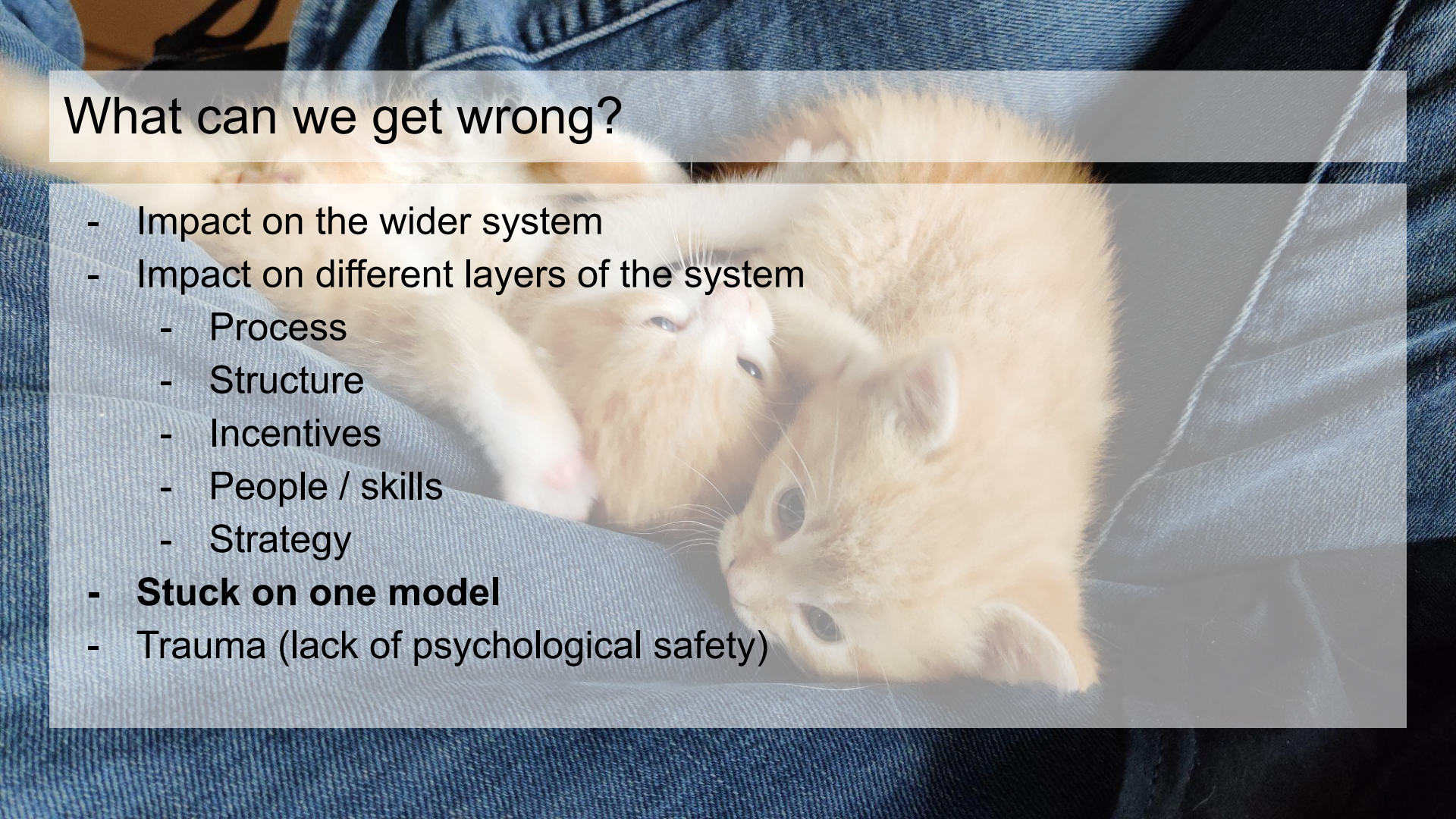
-- Upton Sinclair



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“You must learn to delegate”

-- Everyone, all the time



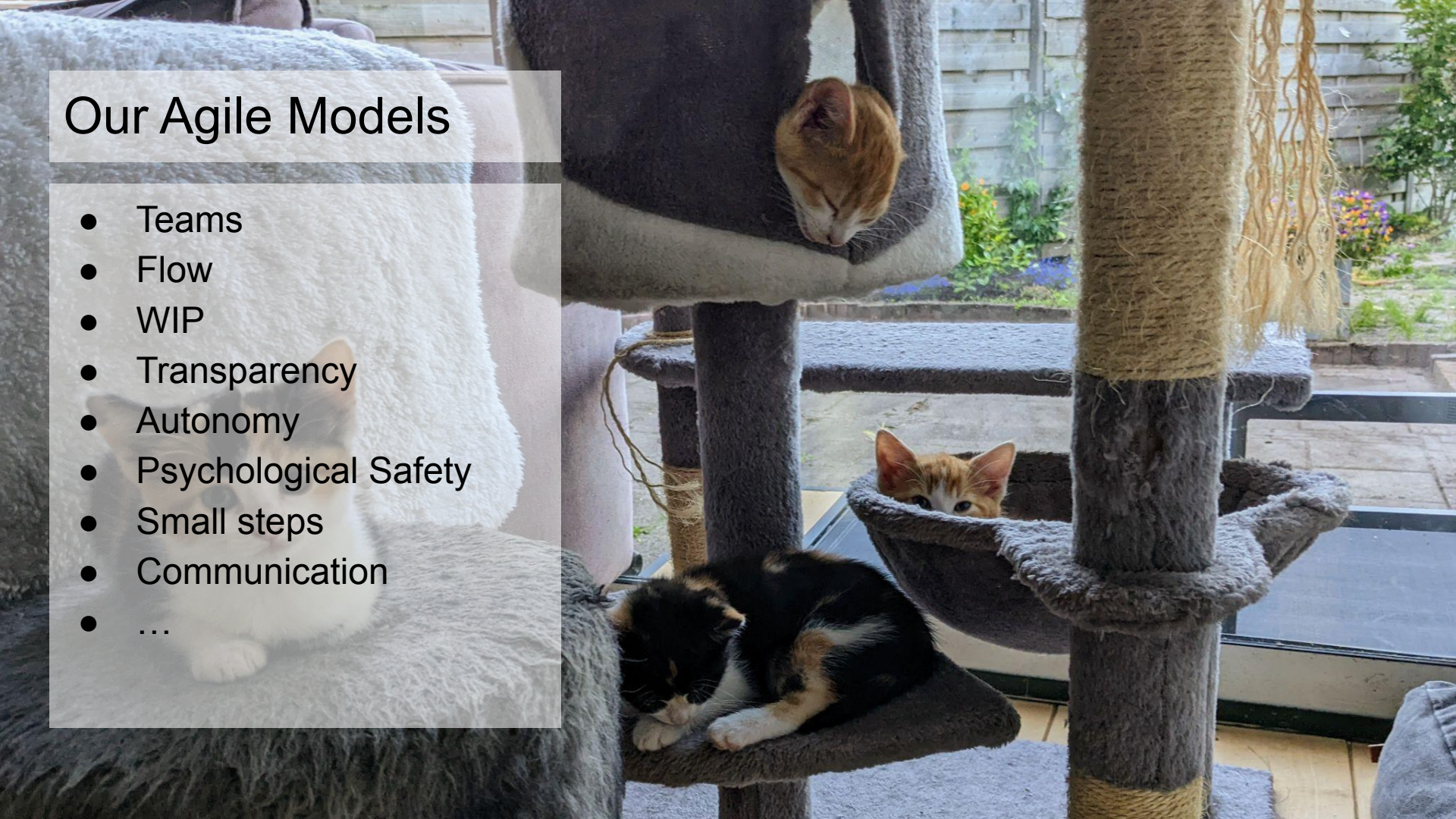


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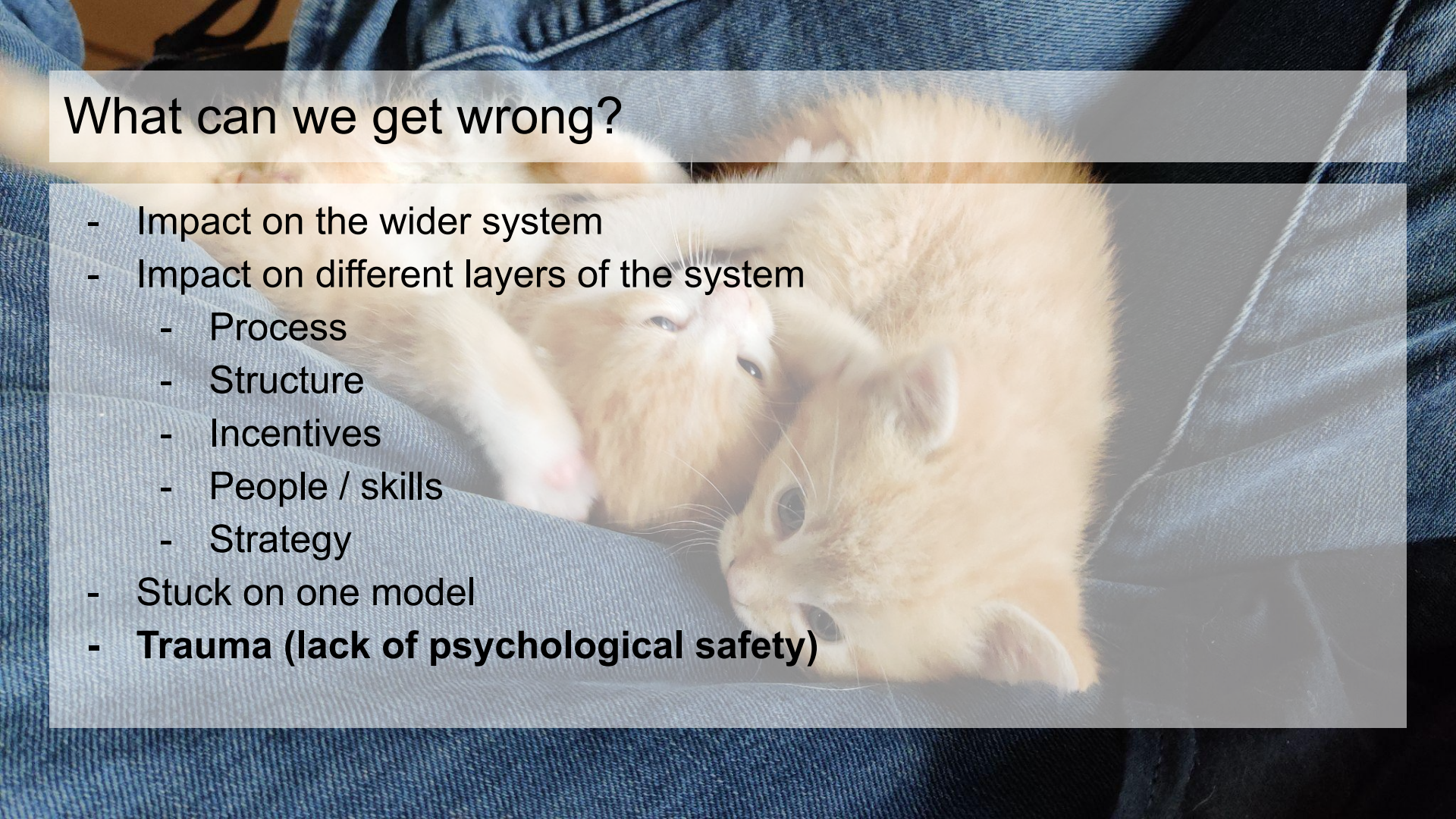
Our Agile Models

- Teams
- Flow
- WIP
- Transparency
- Autonomy
- Psychological Safety
- Small steps
- Communication
- ...



What can we get wrong?

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A Checklist

- Go **wider**: explore the system
- Go **deeper**: what aspect are impacted?
 - Process
 - Structure
 - Incentives
 - People / skills
 - Strategy
- **Diversify** your models
 - Lean? Add Agile?
 - Technical Practices? Add teaming
 - Autonomy? Add Psychological safety



A Checklist

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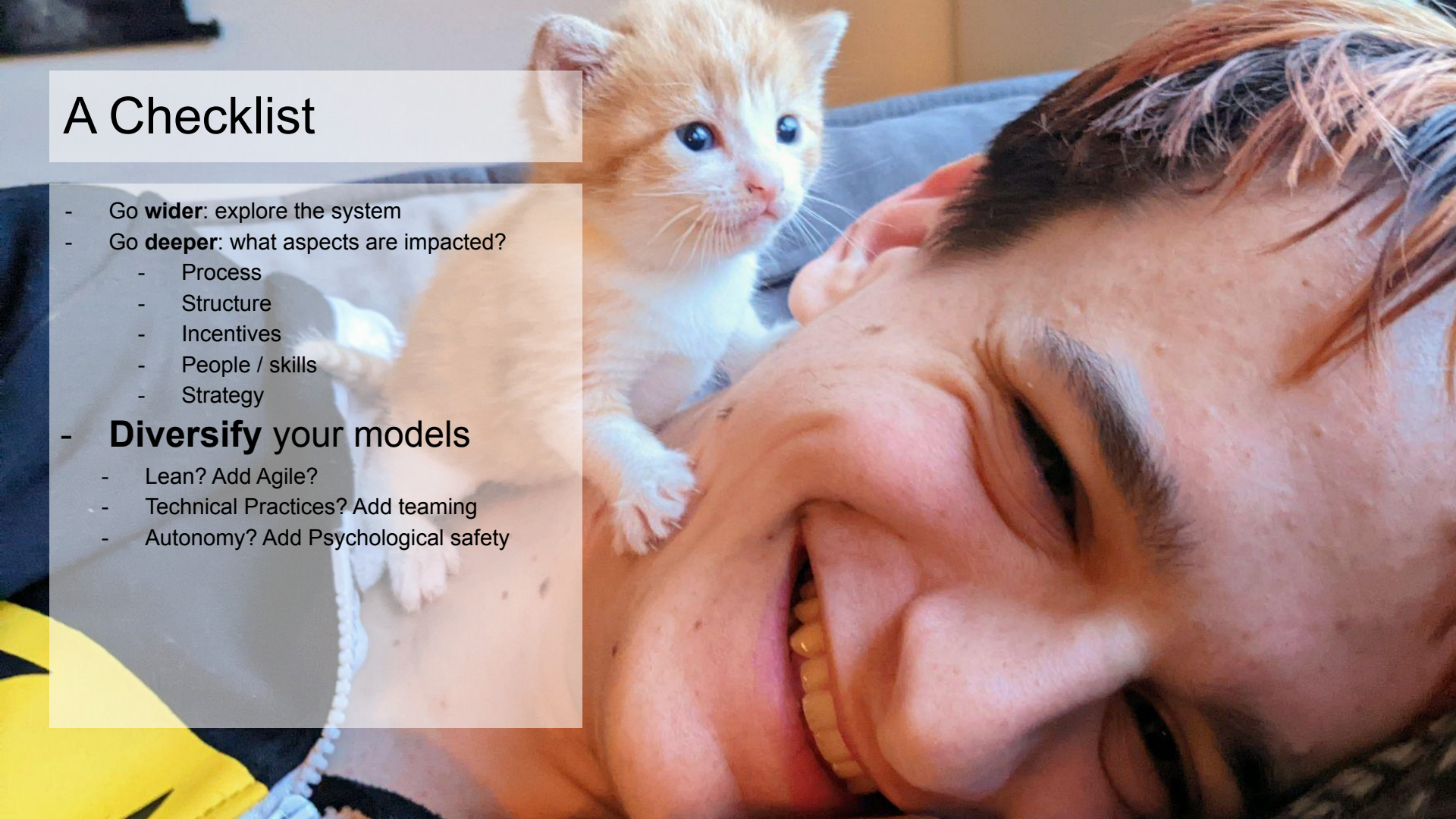


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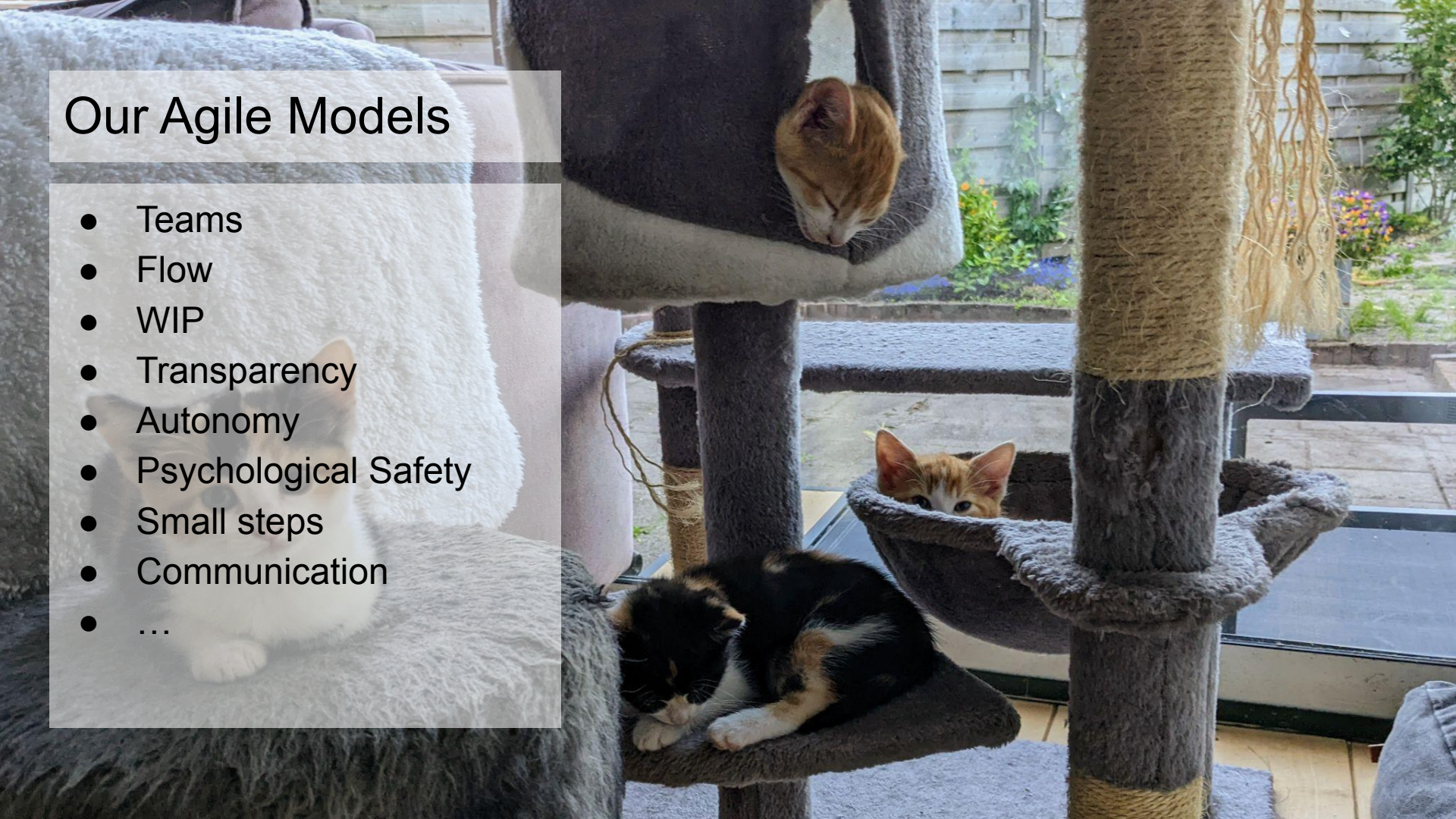
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Our Agile Models

- Teams
- Flow
- WIP
- Transparency
- Autonomy
- Psychological Safety
- Small steps
- Communication
- ...



A Checklist

- ***Diversify*** your models
 - Waterfall?
 - Prince II?
 - Top down management?





Paved with good intentions

Wouter Lagerweij

@wouterla