Agile ORLANDO
JULY 24-28 2023
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#AGILE2023
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Dane Weber

The Undercover Scrum Master Returns

THE UNDERCOVER SCRUM MASTER RETURNS

INTRO & ASSUMPTIONS

DANE'S UNDERCOVER MISSION

PREVIOUS EXPERIENCE

- Philosophy & Clinical Psychology
- Business Analysis, Support, Account Ownership
- Product Owner & Scrum Master
- Agile Coach

THE MISSION

🟥E-Verify⬜

🐋 Big Sillies 🦊 Faux Pas 👾 Bits, Please!

THE RETURN

- Technical Agile Coach
- Engineering Manager
- Software Developer (again)

BASELINE ASSUMPTIONS

AGILE MANIFESTO

Agility > ~~Efficiency~~

HUMANITY AND BEING HUMANE

SUSTAINABLE PACE

CROSSING THE TECHNICAL DIVIDE

You don't need to spend two years programming.

KEYS

Collegiality -> Empathy -> Curiosity -> Advocacy -> Challenge

COLLEGIALITY

collegiality

1. working with colleagues in an effective and cooperative manner
2. power and authority that is shared among peers

Muggles vs Wizards (Technical Mysticism)

Programmers are architects, not crane operators

Naming is hard, but words matter

Equality & Mutual Respect

Caring about the same thing: racing team

ACTIVITY:

write out one thing you can change that you've done in the past to reinforce the technical divide.

Leave it for me at the end of the talk.

EMPATHY

empathy

1. Identification with or understanding of the thoughts, feelings, or emotional state of another person.
2. Capacity to understand another person's point of view or the result of such understanding.

Understanding the programmers

Cognitive load and all the tech required

• Macintosh • VPN • GitHub • Bash • Git

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- Make • Rake

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Application logic

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Application logic
Business needs

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Application logic
Business needs
Partner systems

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Application logic
Business needs
Partner systems
Personas

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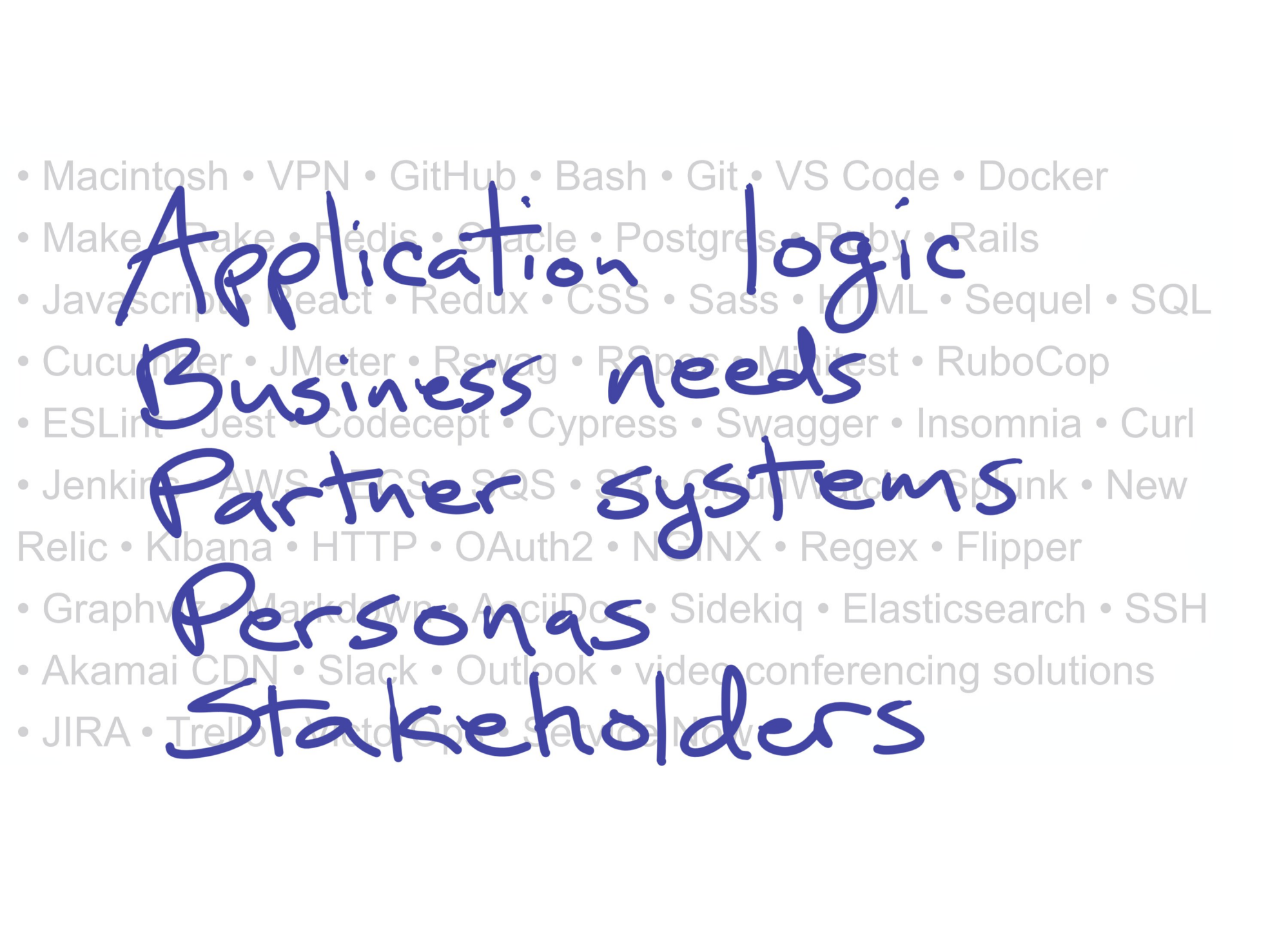
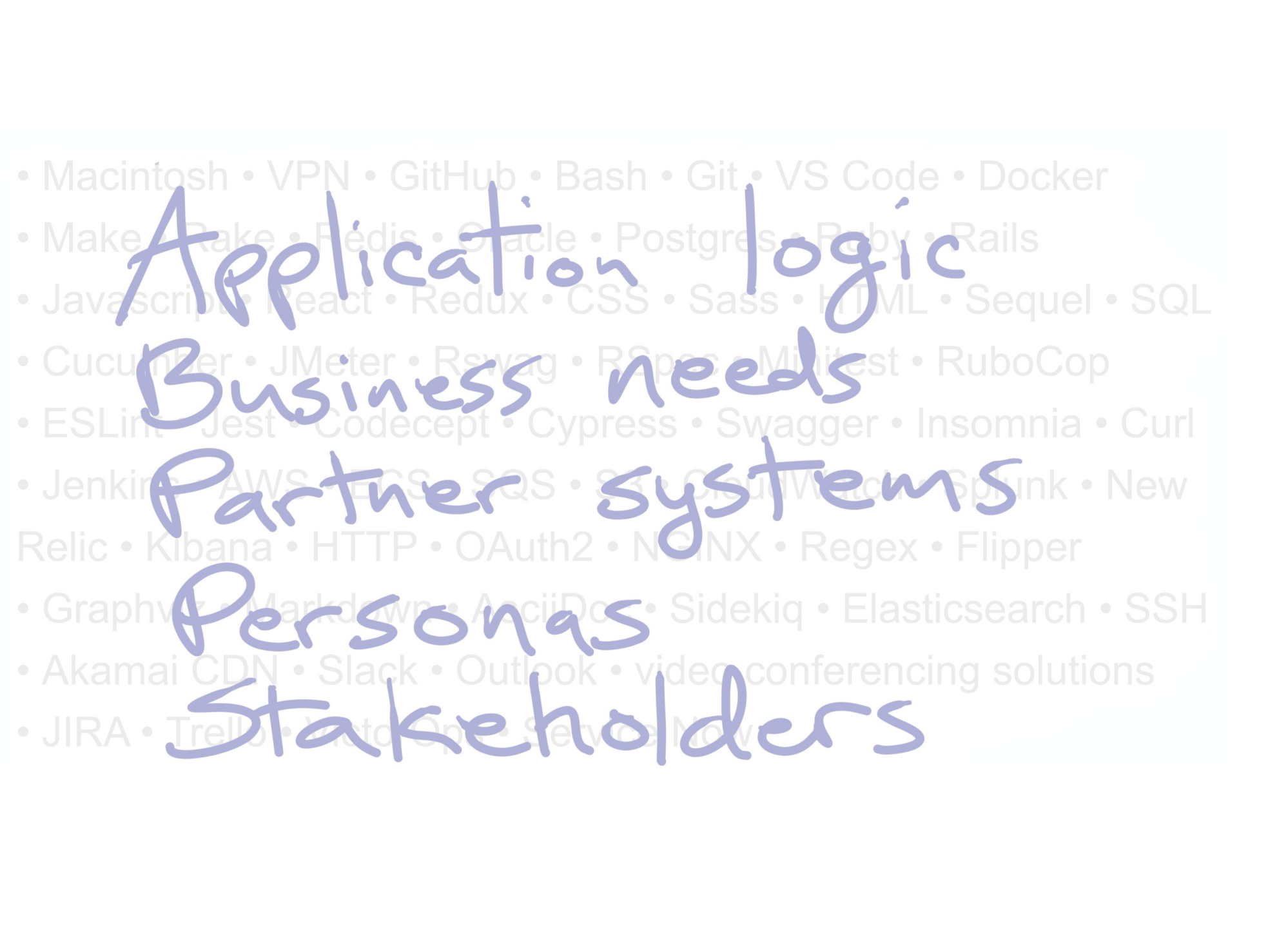
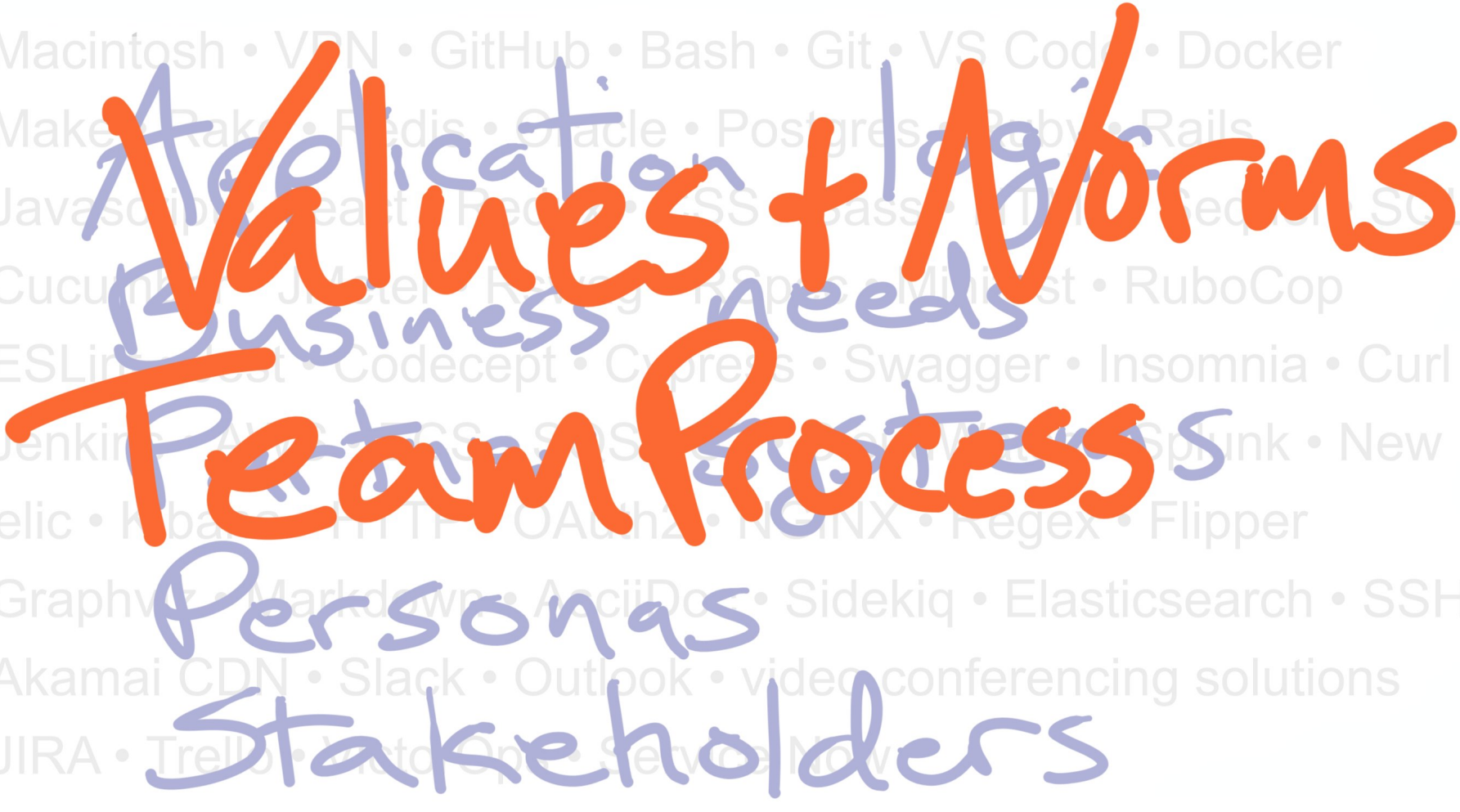
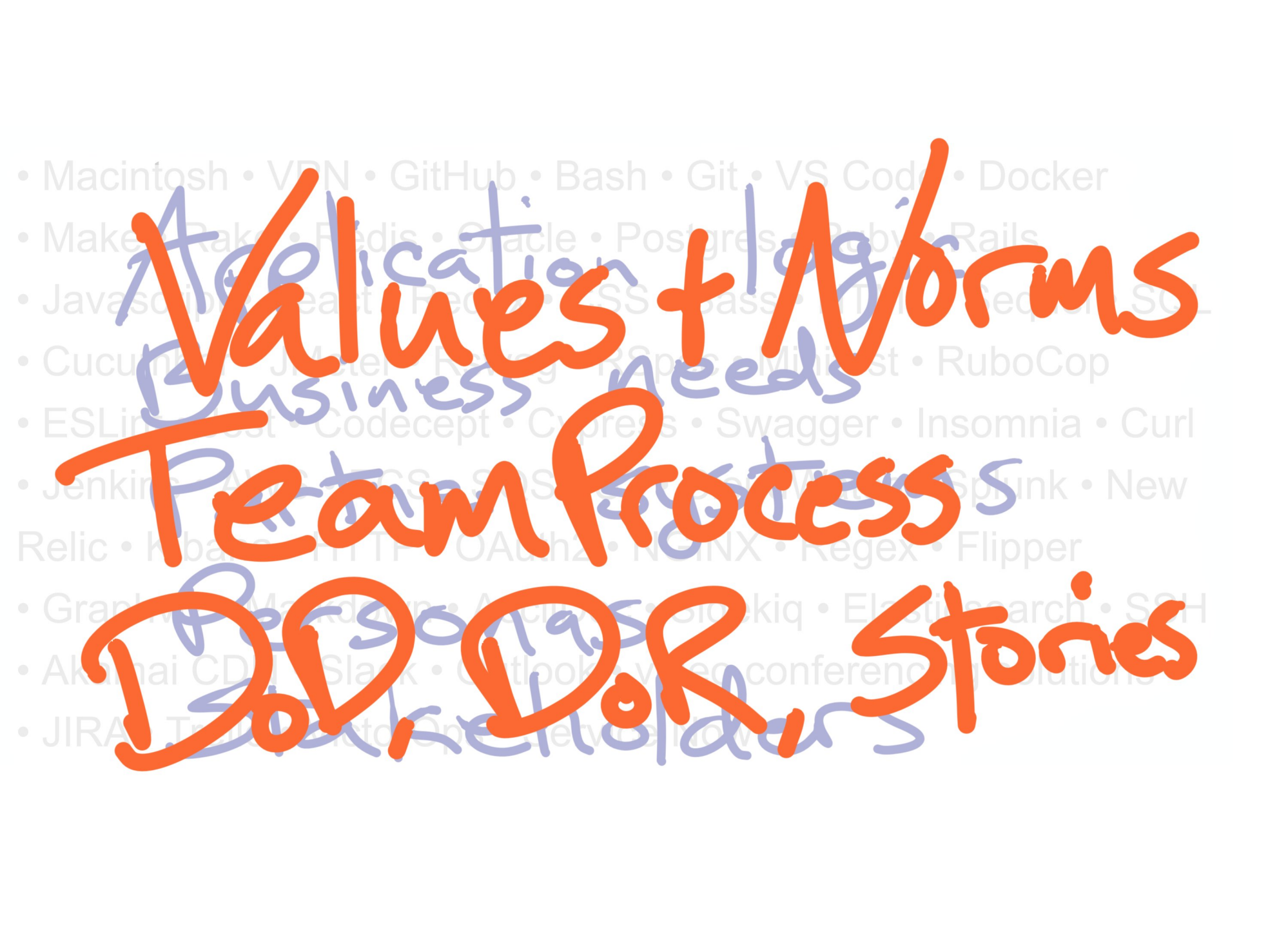

Application logic
Business needs
Partner systems
Personas
Stakeholders


Application logic
Business needs
Partner systems
Personas
Stakeholders

Values + Norms
Application logic
Business needs
Partner systems
Personas
Stakeholders


Values + Norms
Team Process
Application Logic
Business Needs
Personas
Stakeholders


Values + Norms
Team Process
DoD, DoR, Stories

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The joy of code

ACTIVITY:

Create the longest word you can, such that you can repeatedly remove a single letter and still have an English word.

For example:

- chat
- cat
- at
- a

Thinking vs. typing

Feedback loops

CURIOSITY

curiosity

1. the tendency to ask and learn about things by asking questions, investigating, or exploring.

Don't be afraid

Look at the code and ask about it

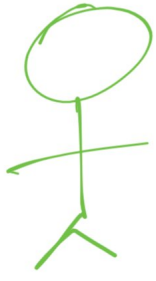
ACTIVITY:

Read some code.

Growth mindset and the cross-bar of the T

Layers of an onion: you don't have to be an expert to appreciate and learn about - another layer

Learn to draw the architecture



SPA

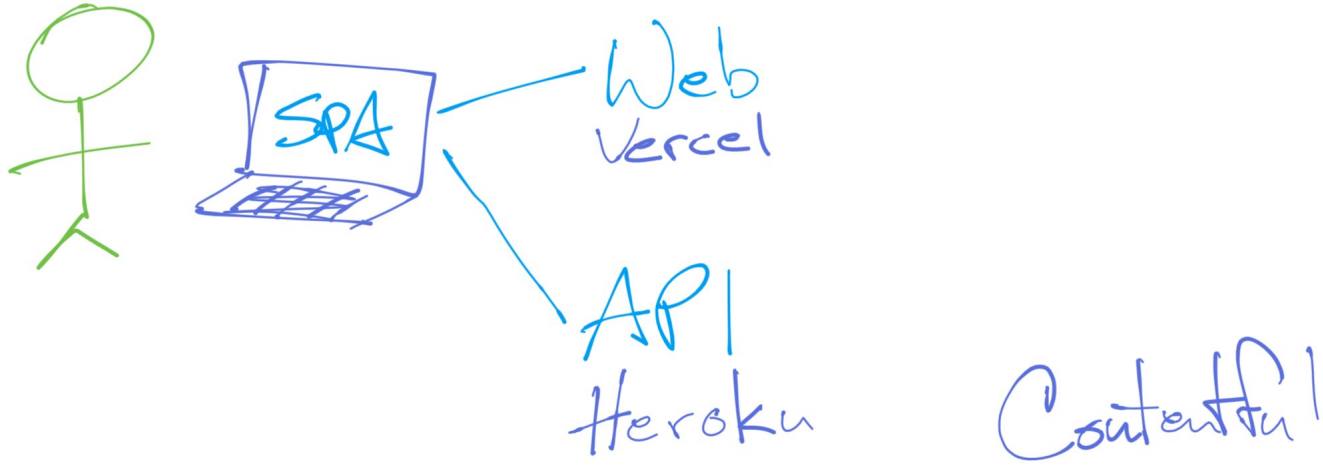
SPA
Web

Heroku

Contentful

API
Heroku

Contentful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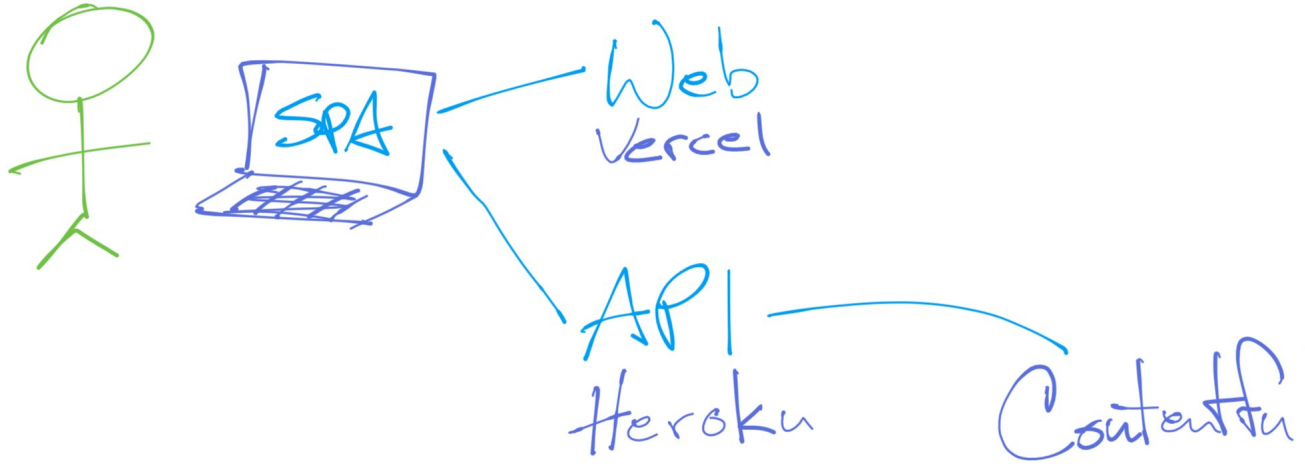
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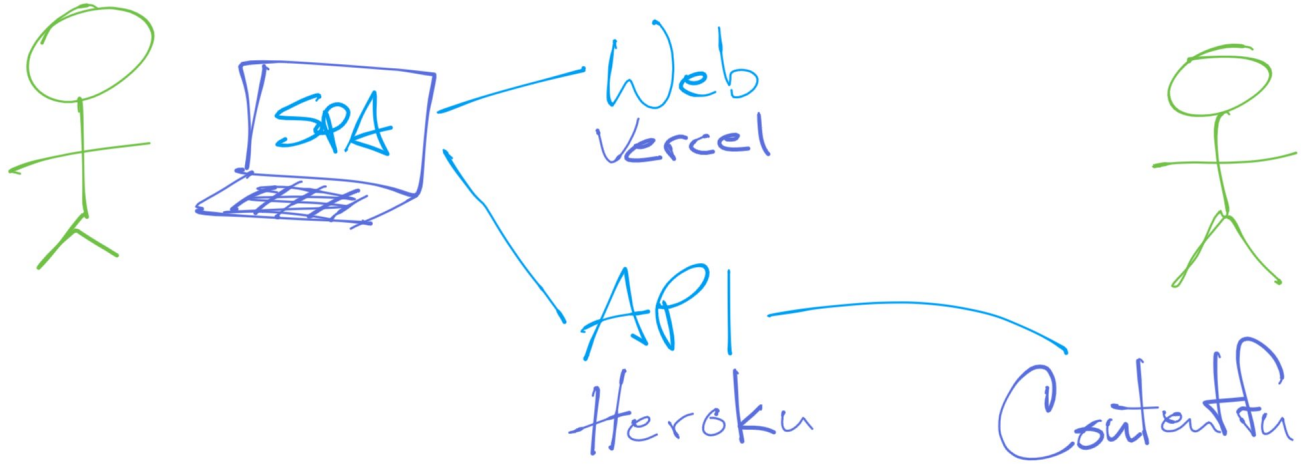
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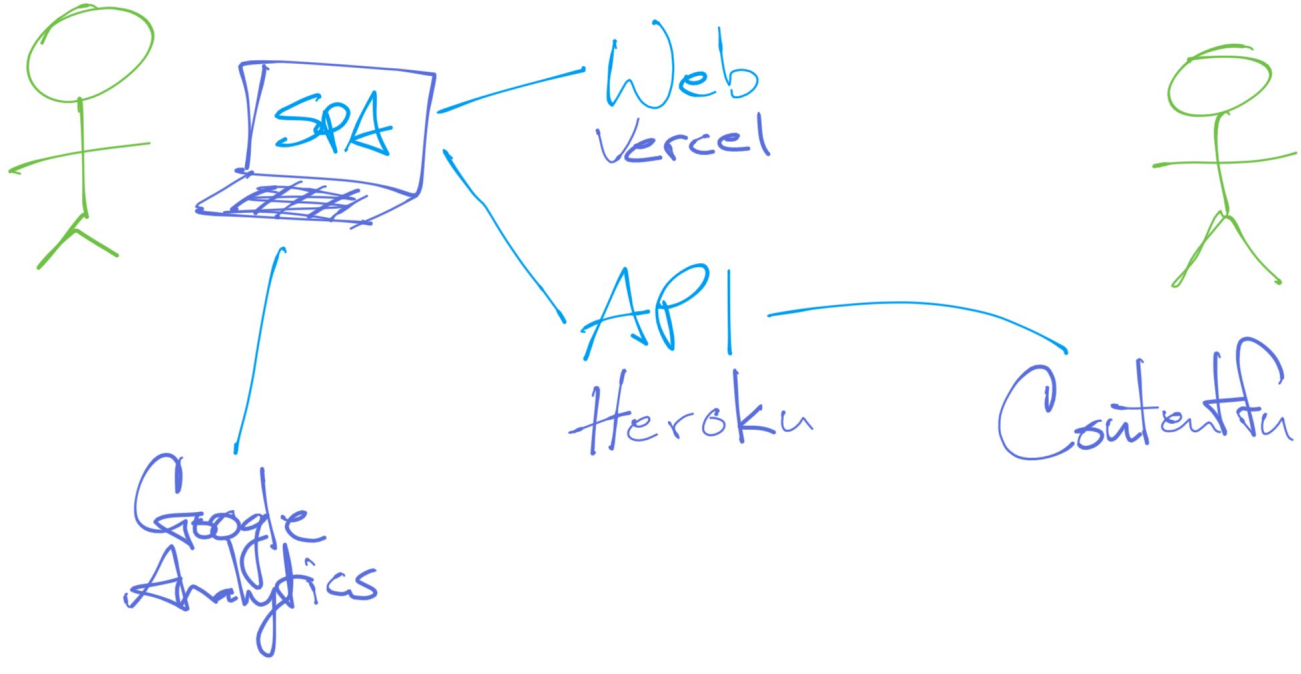
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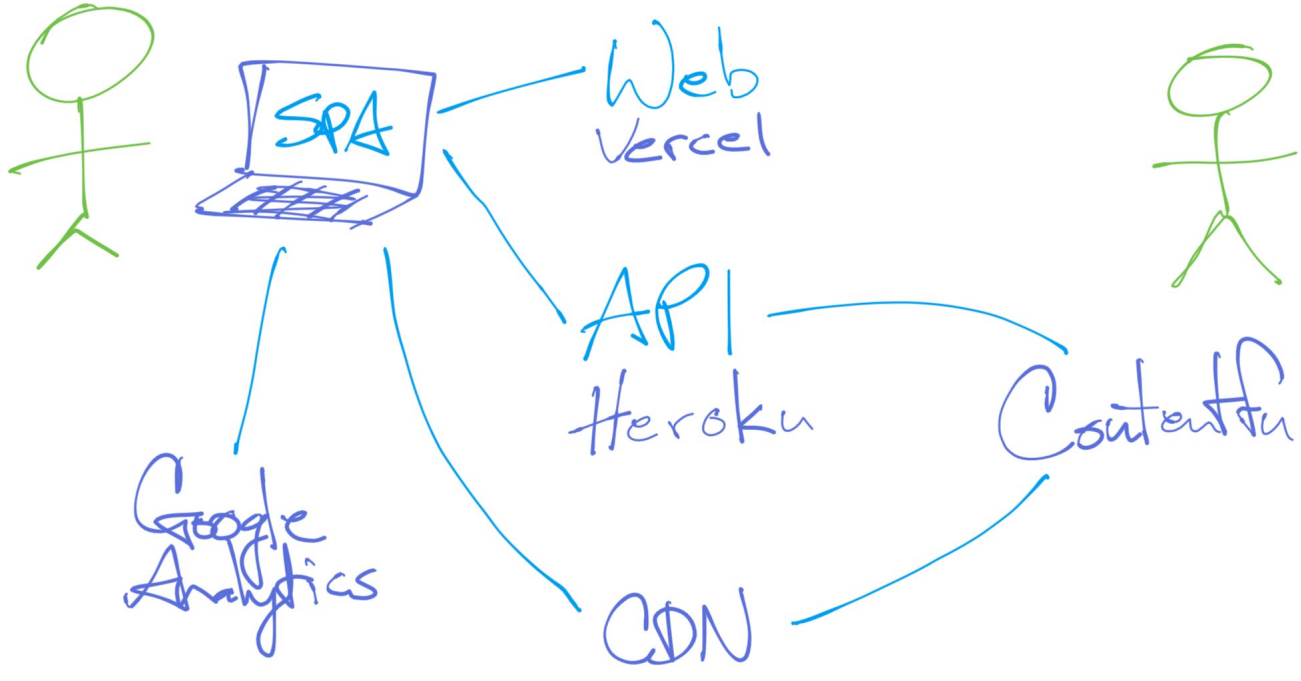
Analytics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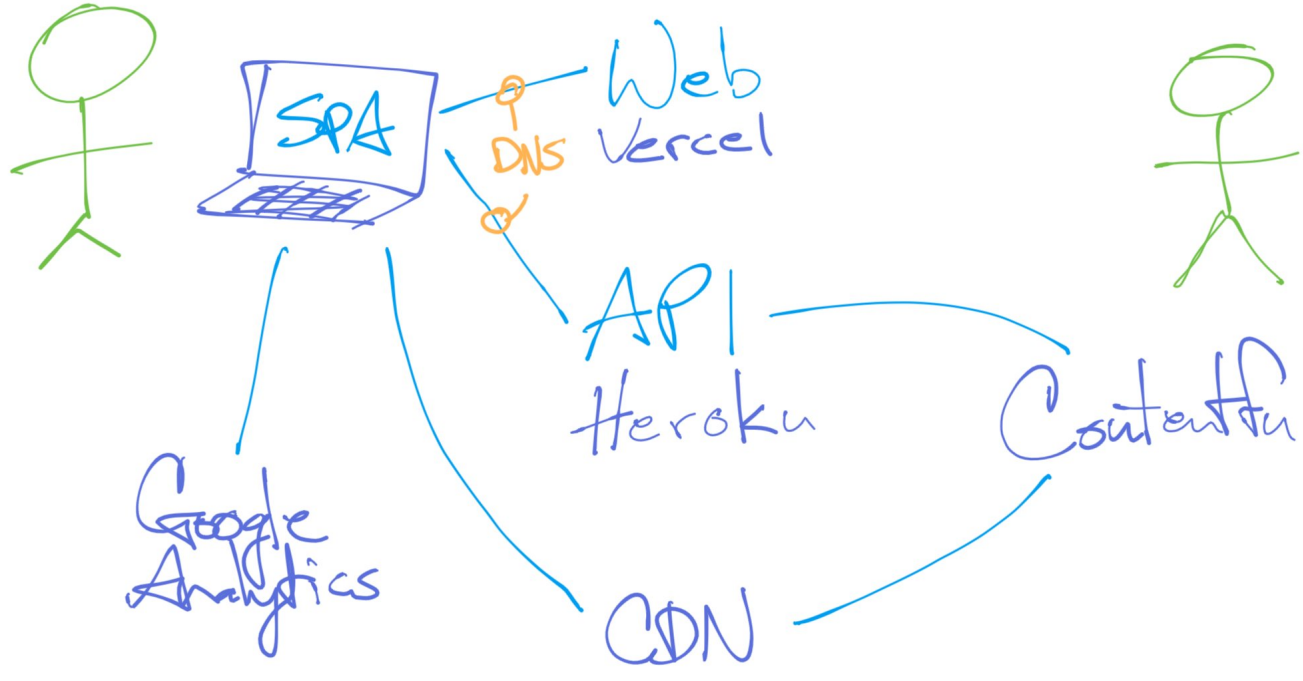
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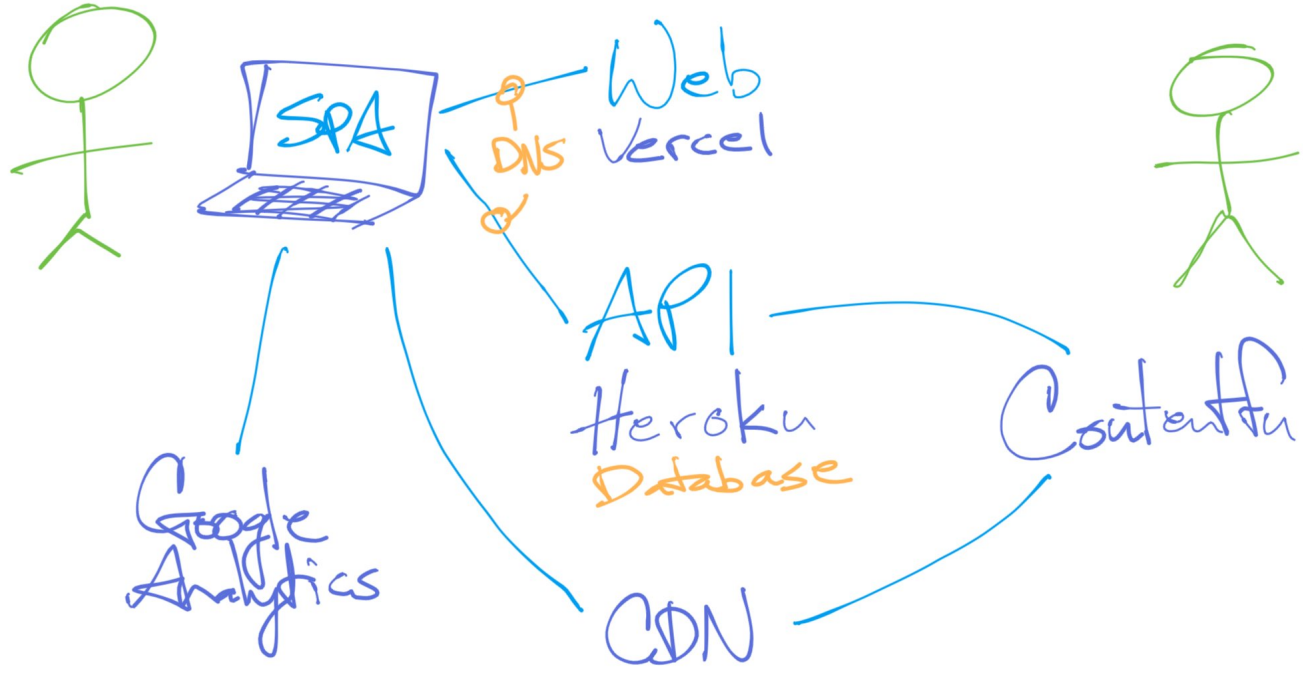
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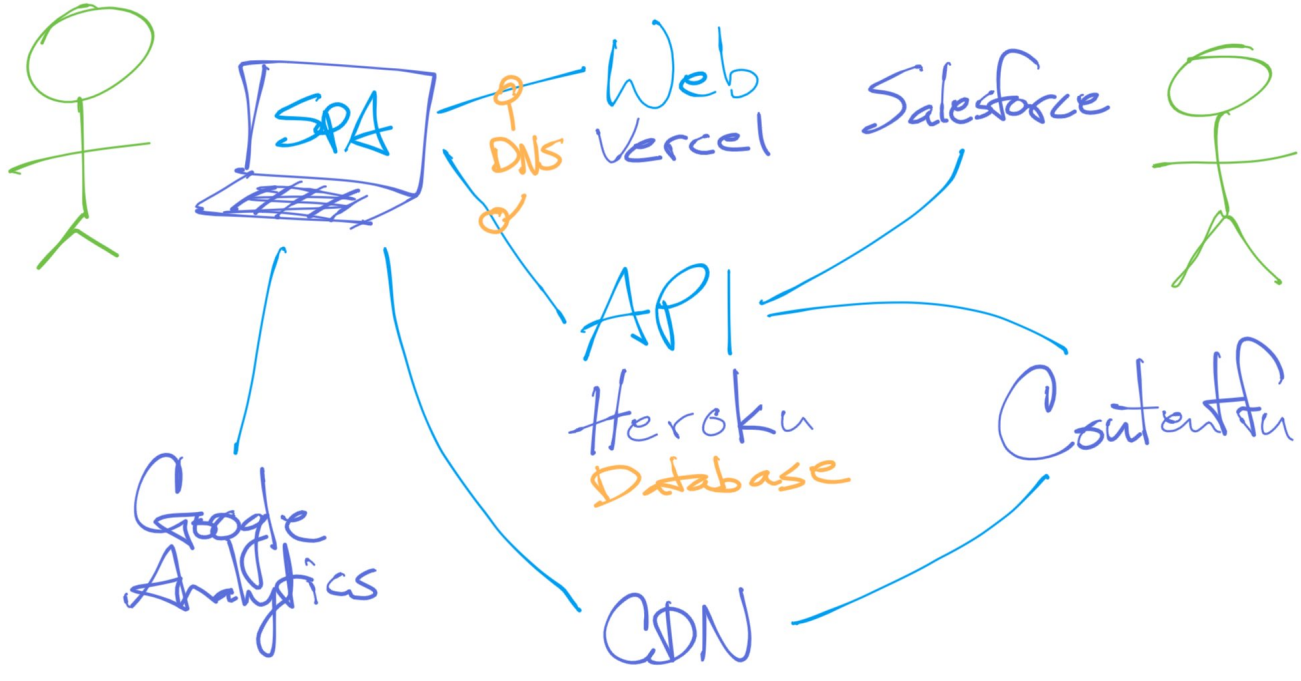
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DNS
Web
Vercel
Salesforce
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Database
Contentful
Google
Analytics
CDN

ADVOCACY

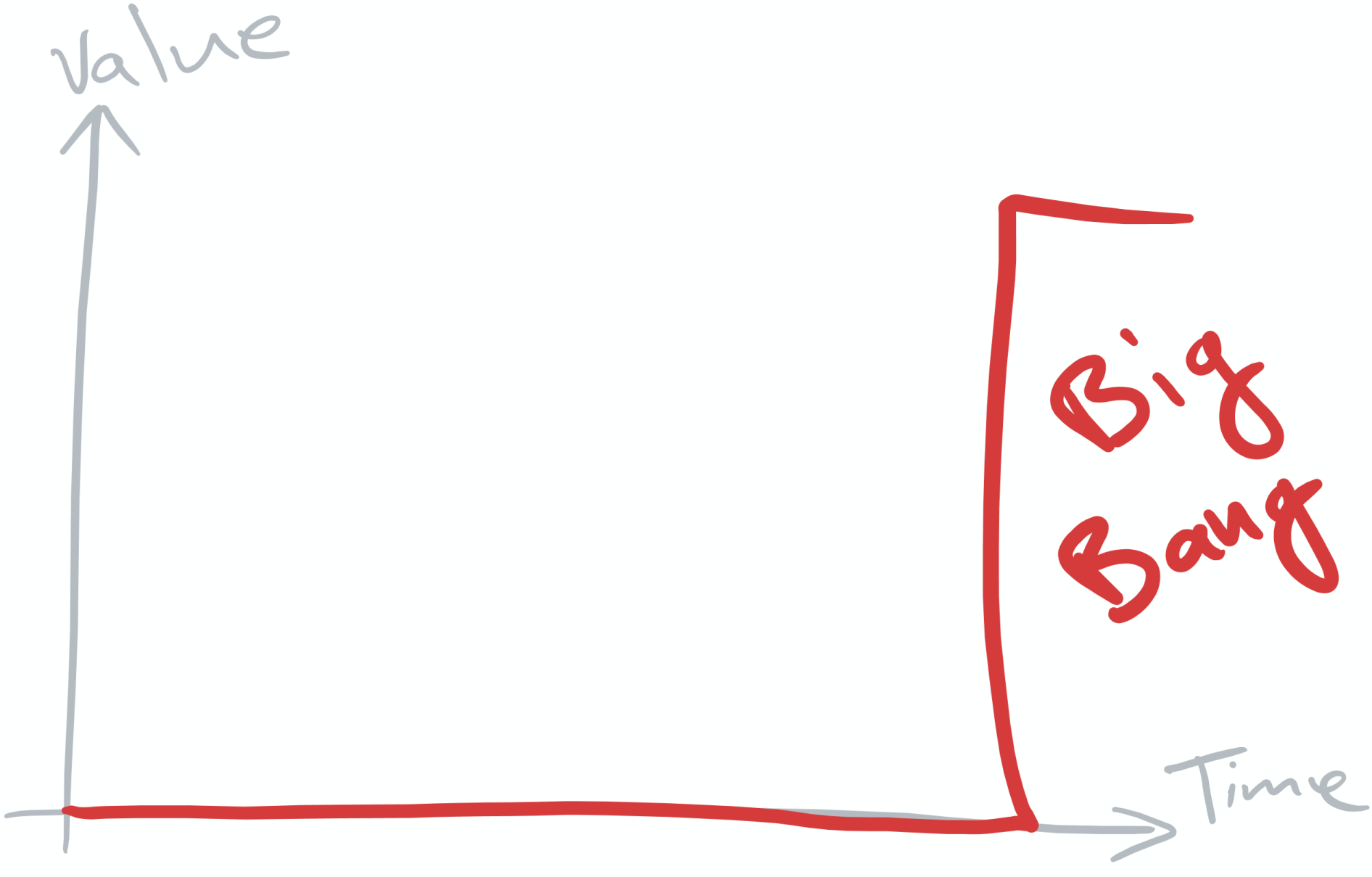
advocacy

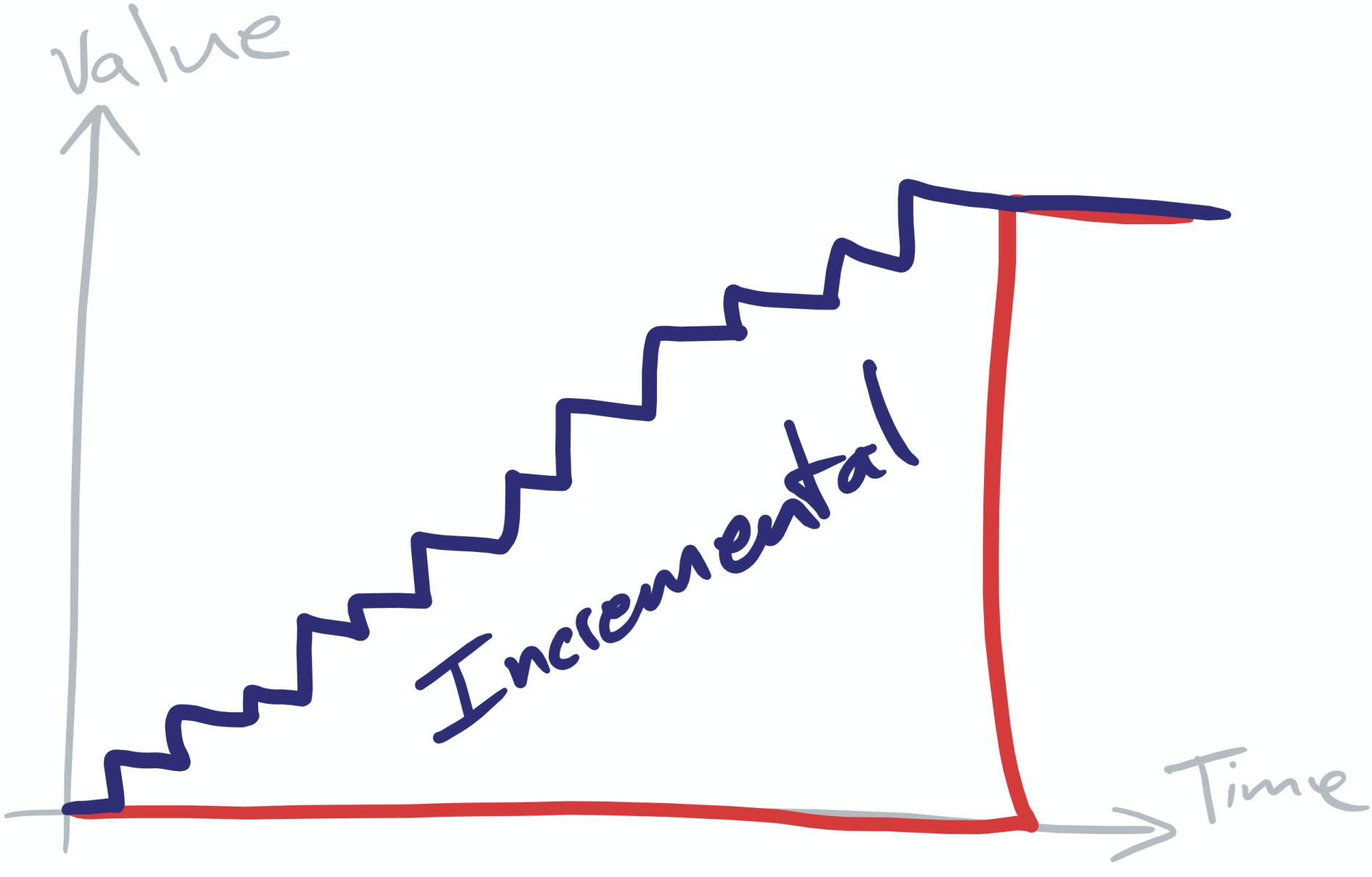
1. The act of arguing in favour of, or supporting someone or something.
2. The practice of supporting someone to make their voice heard.

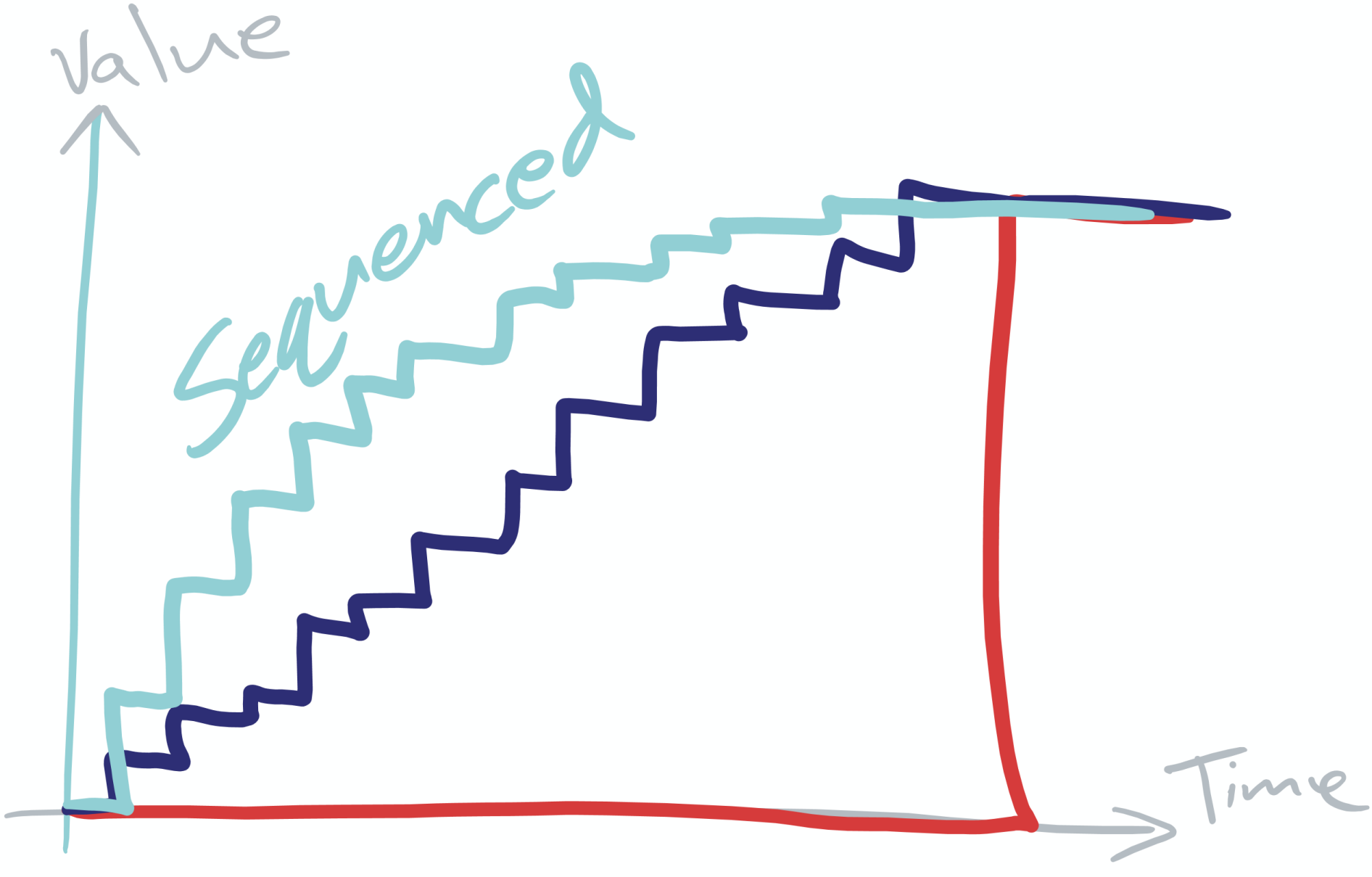
DO MORE, FASTER

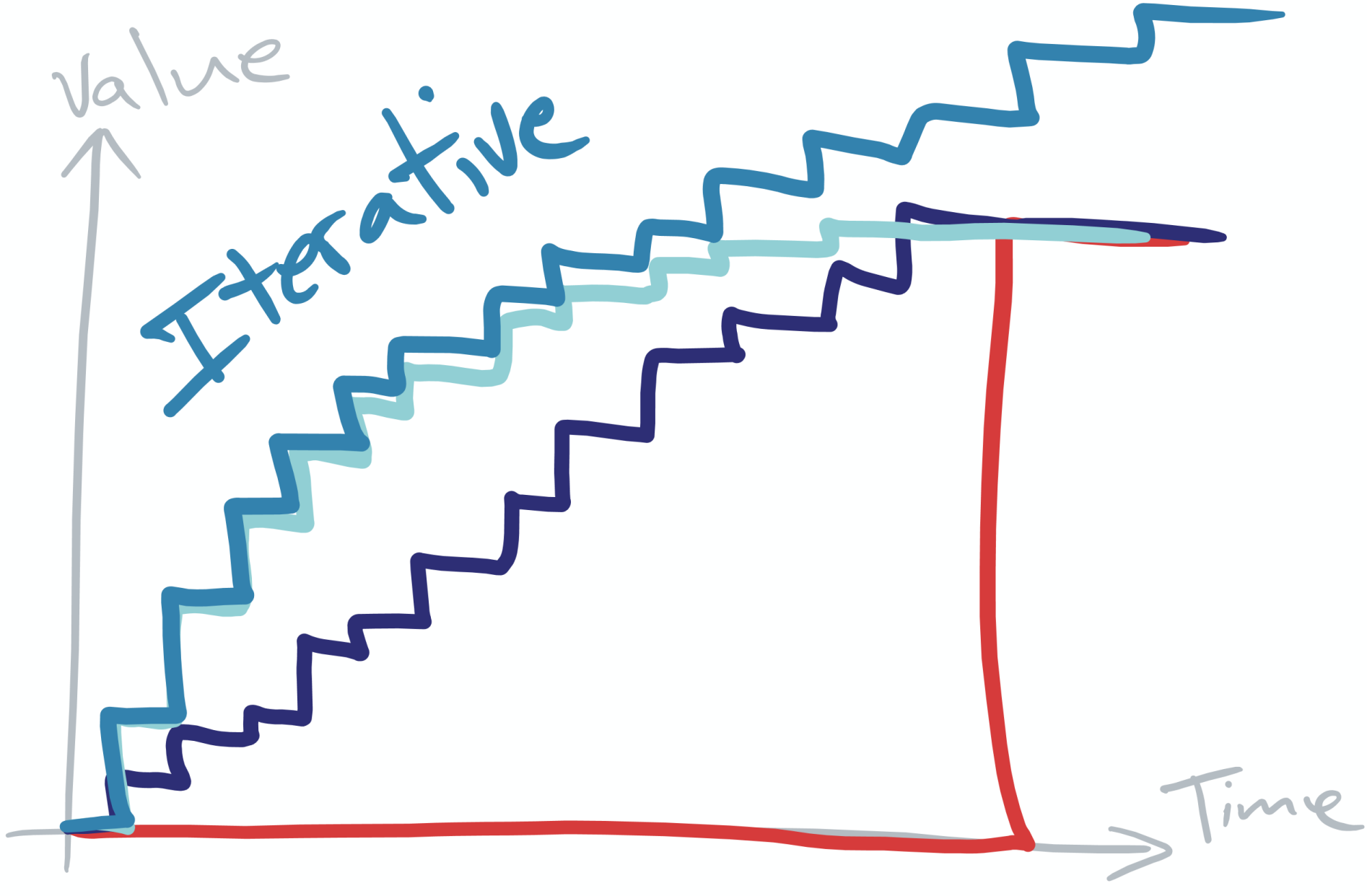
THE MODERNIZATION STORY

Value
Time

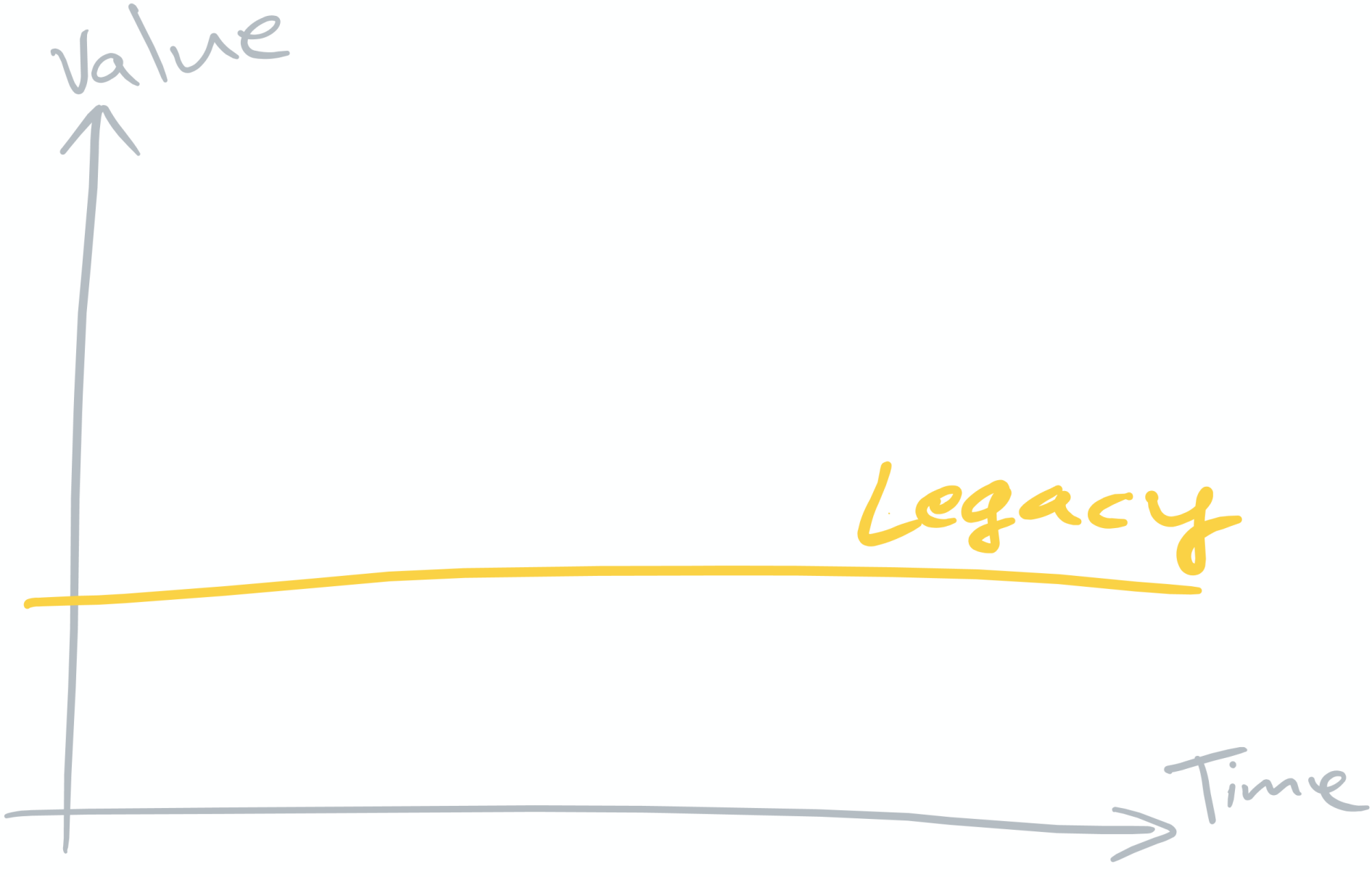

Value
Big Bang
Time

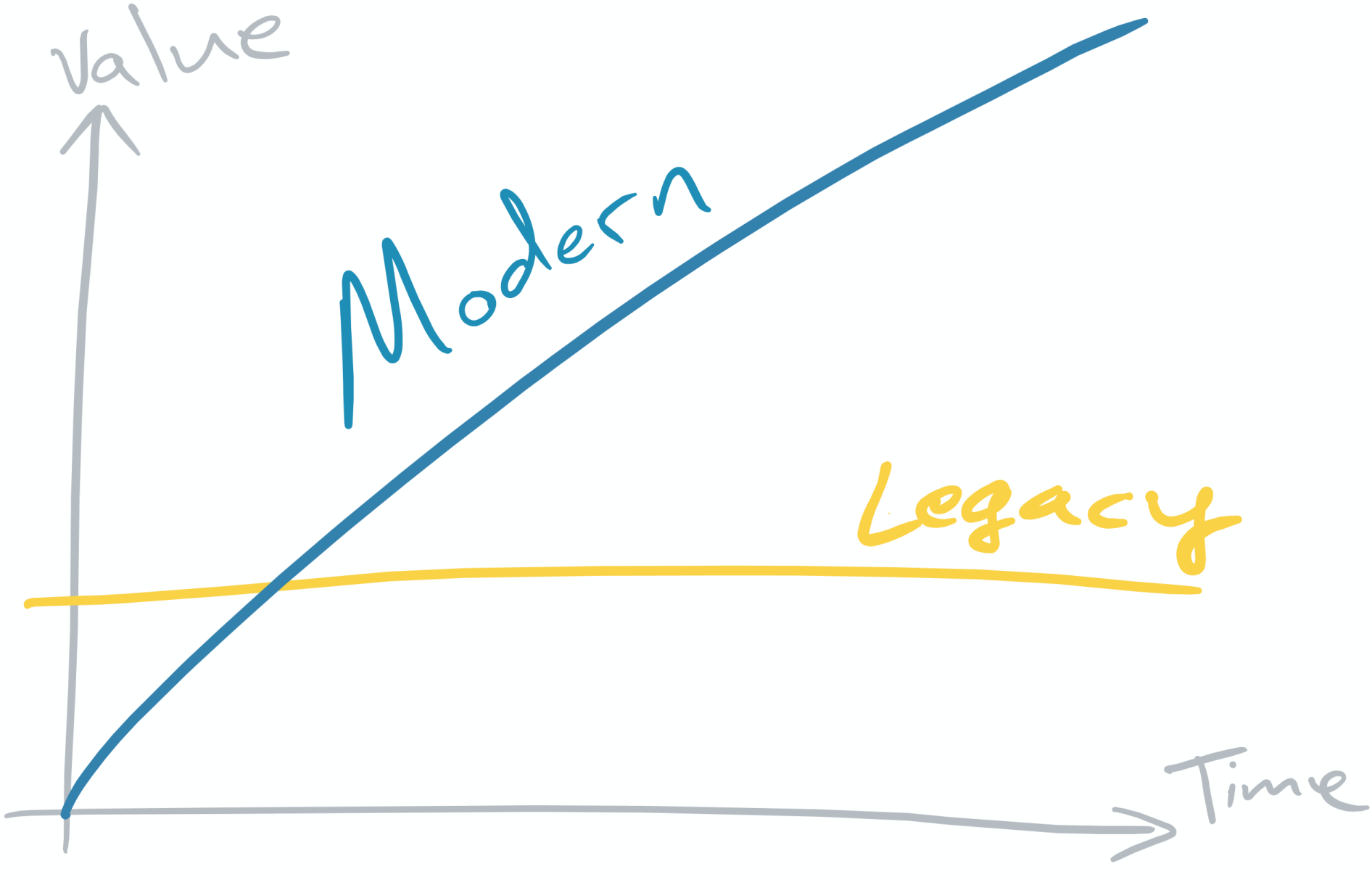

Value
Incremental
Time

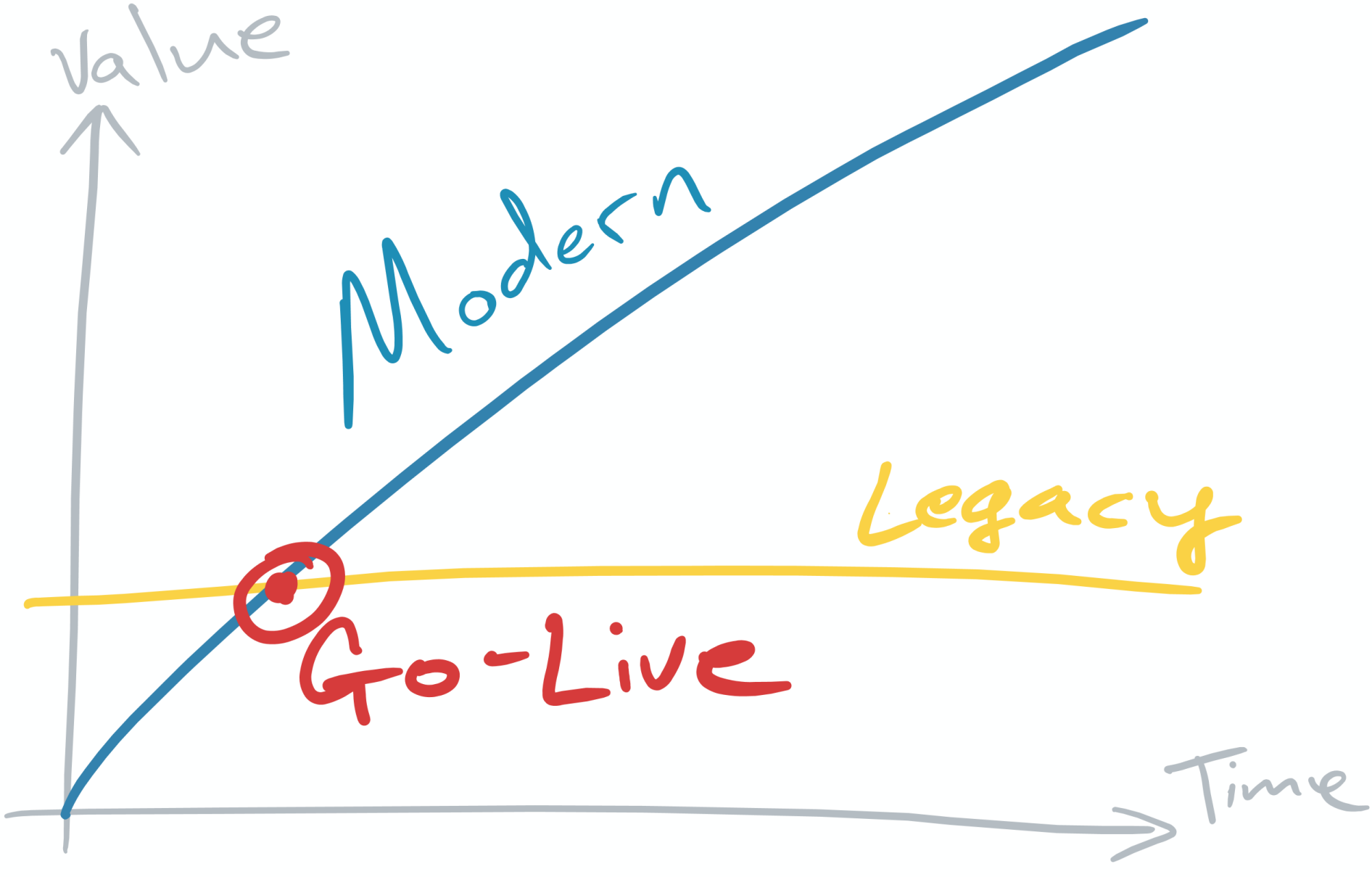

Value
Sequenced
Time

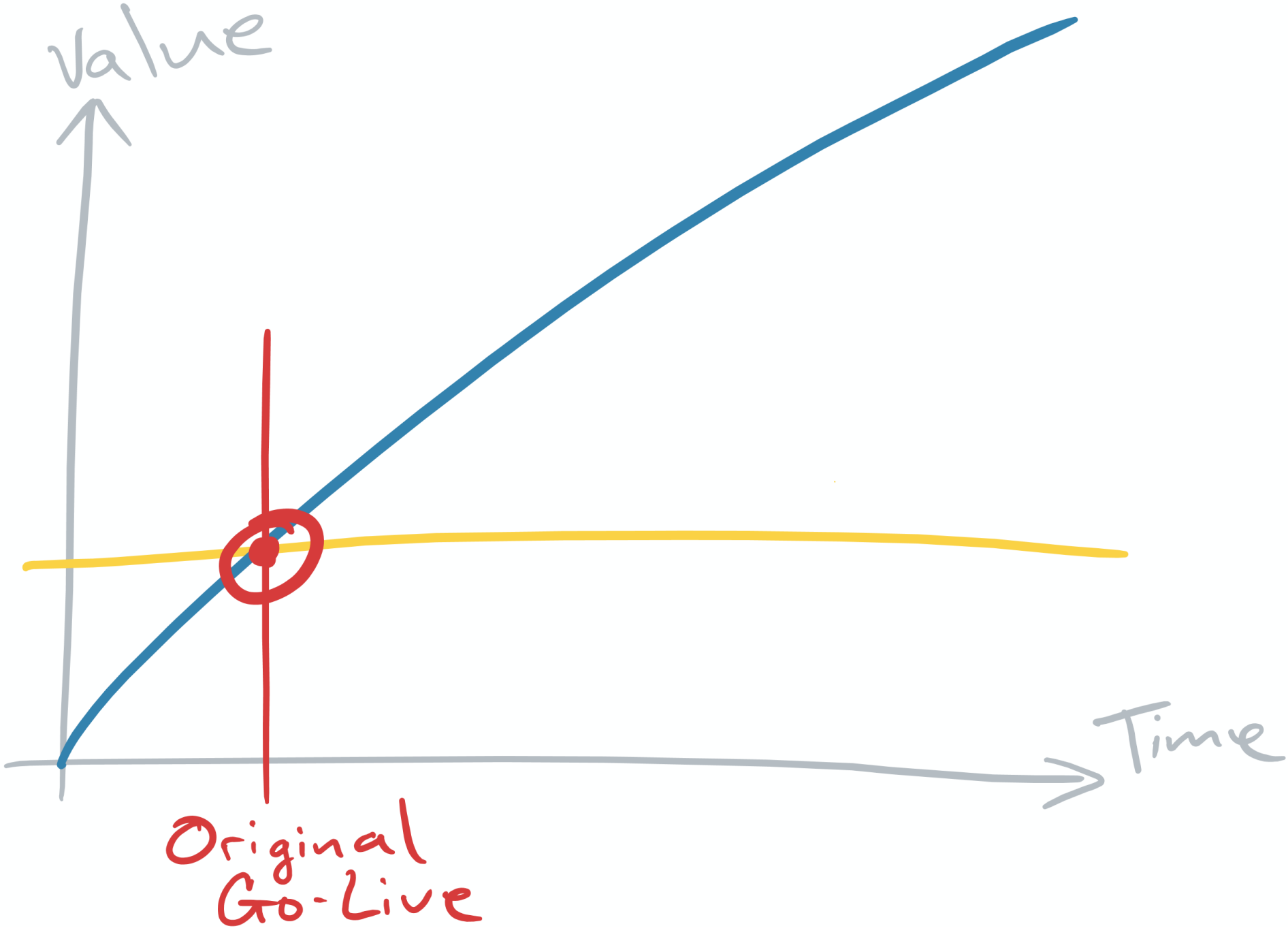

value
Iterative
Time

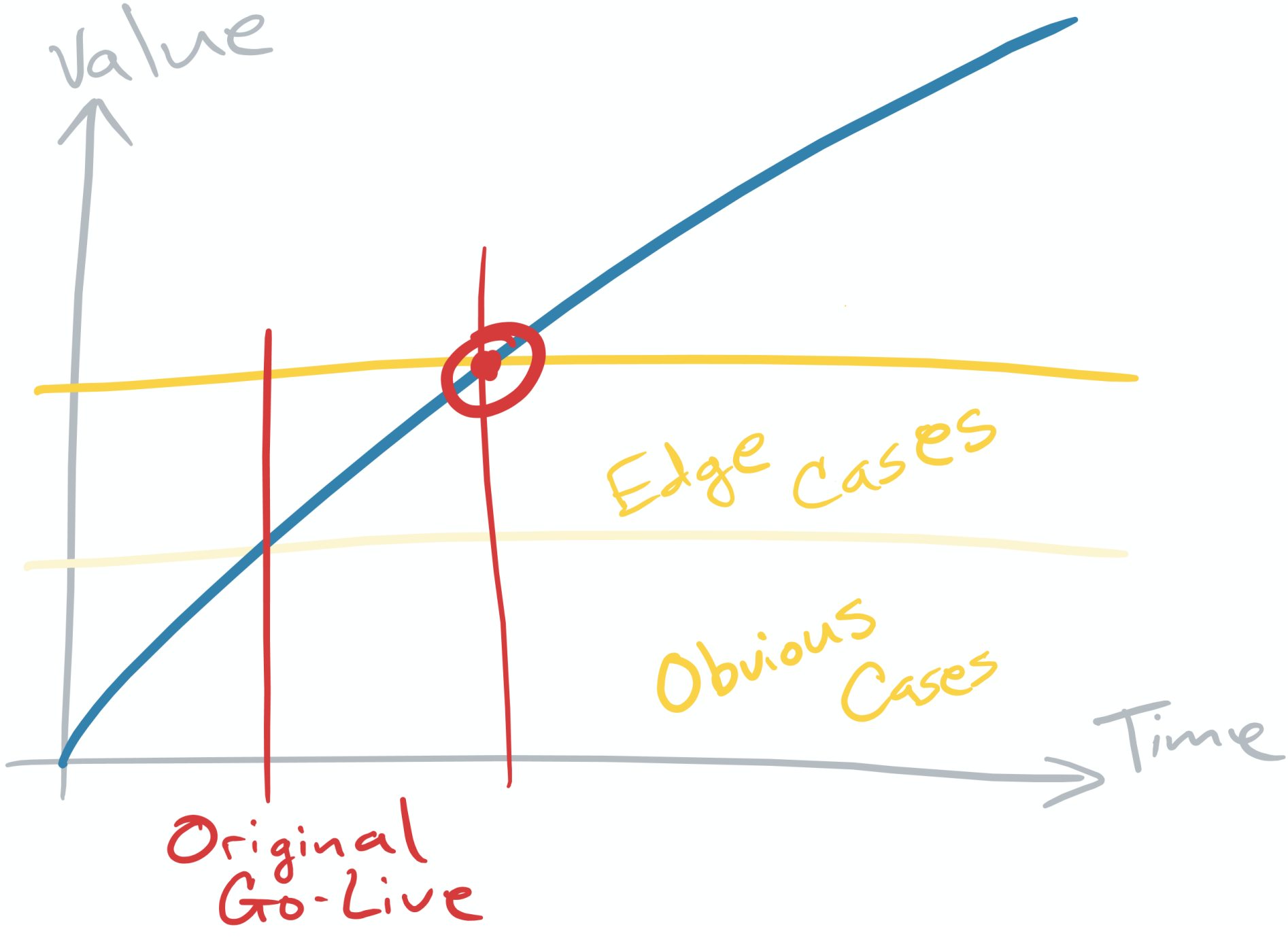
Value
Time

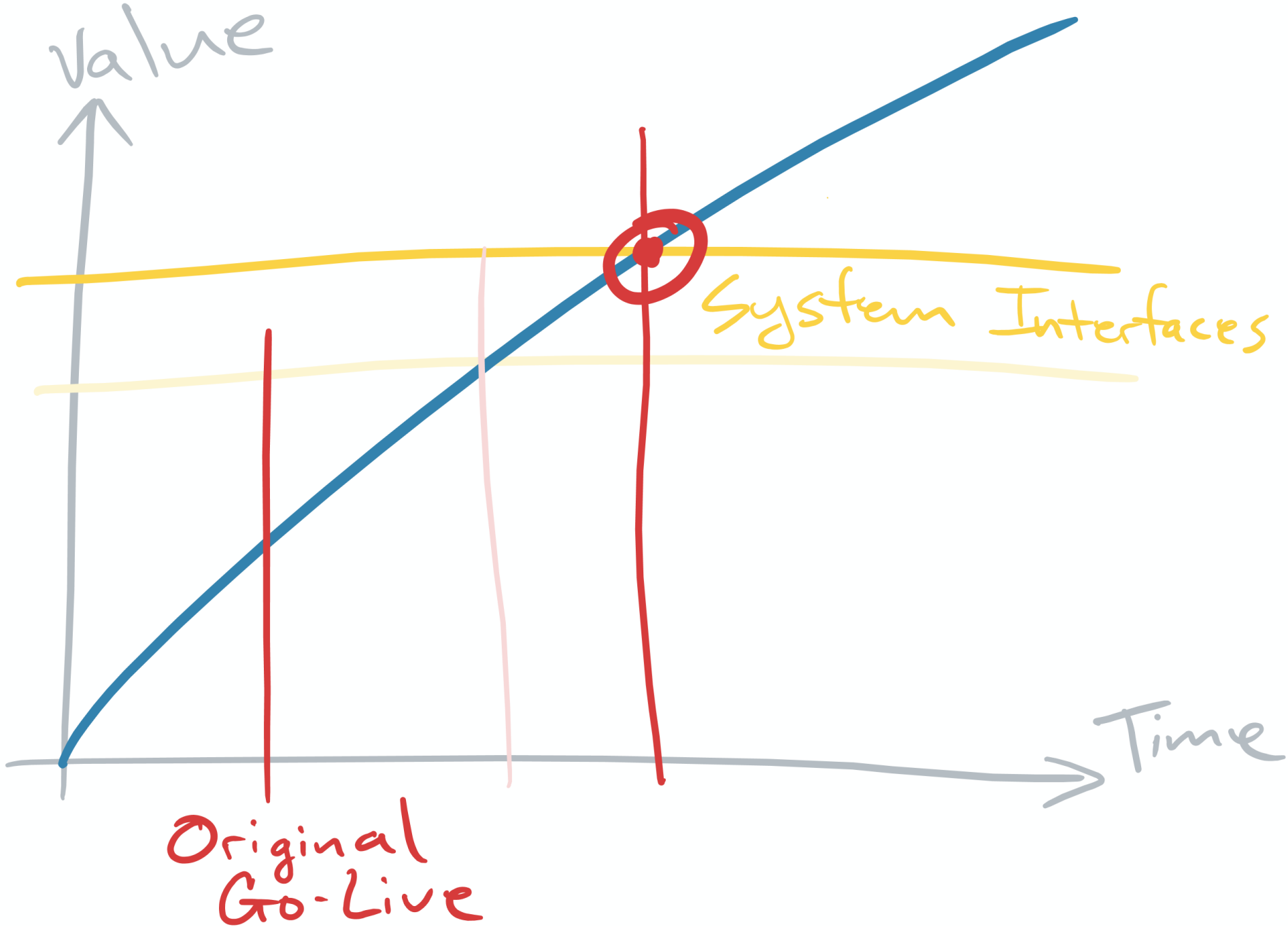

Value
Legacy
Time

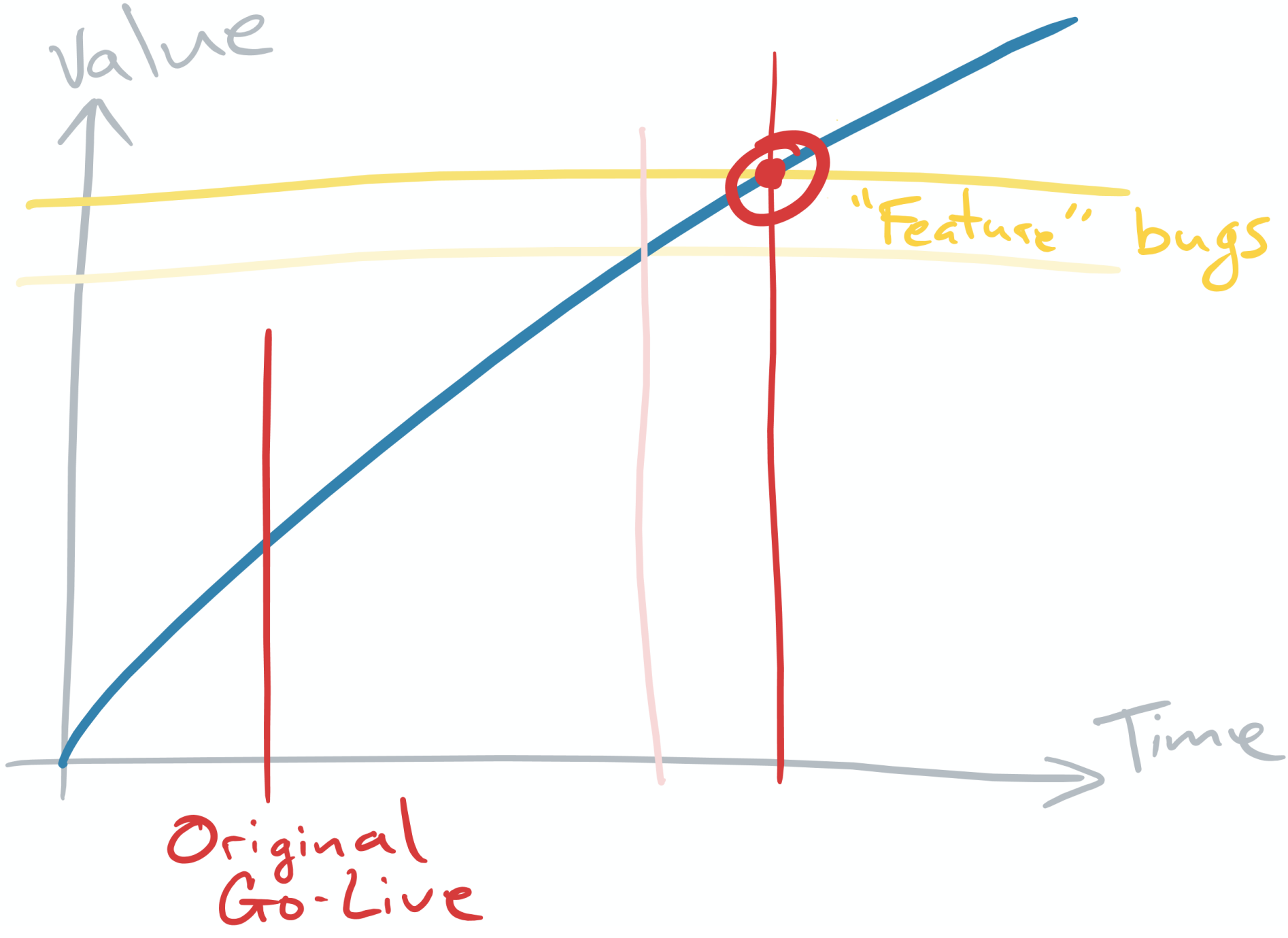

value
Modern
Legacy
Time

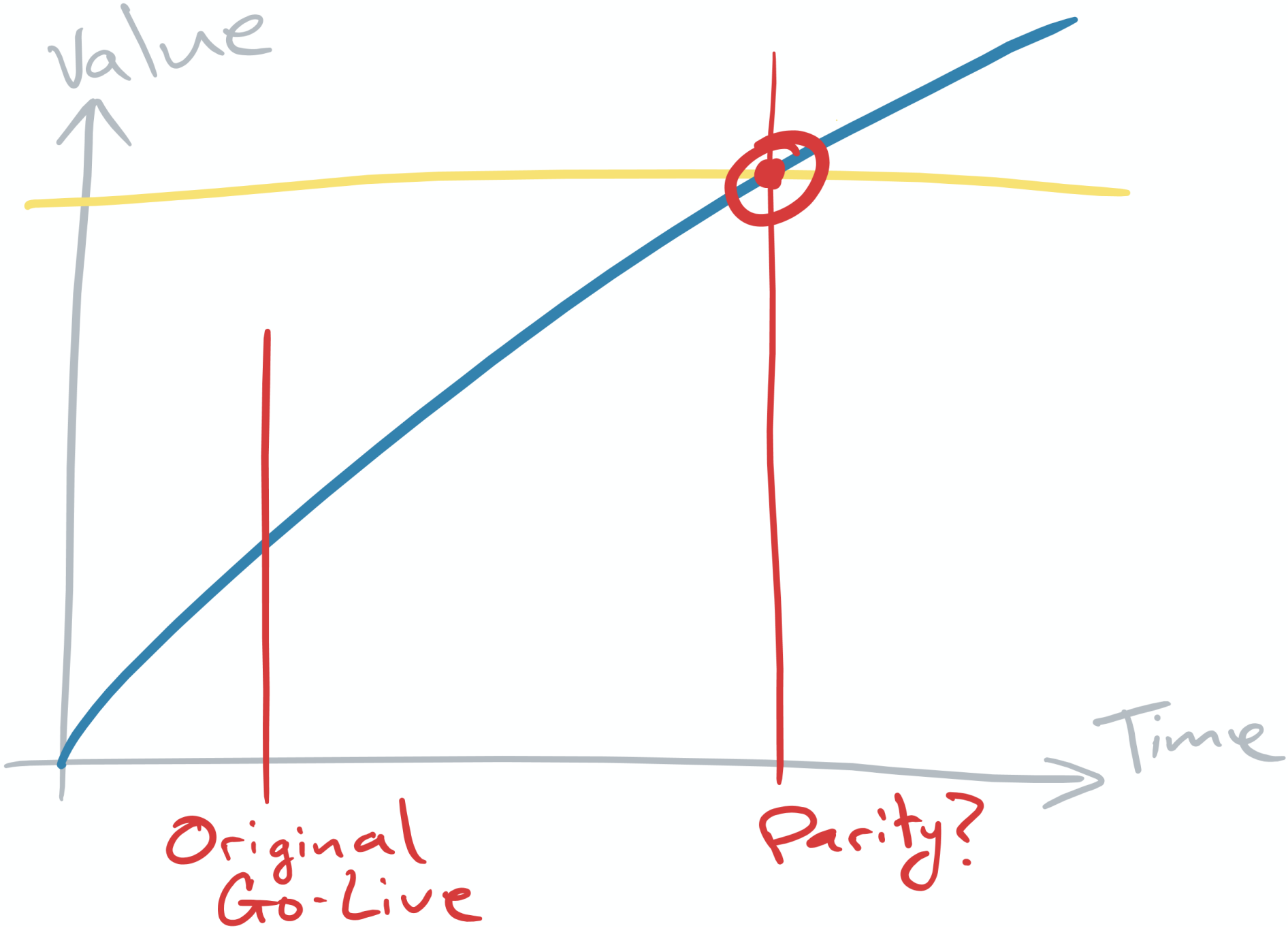

Value
Modern
Legacy
Go-Live
Time

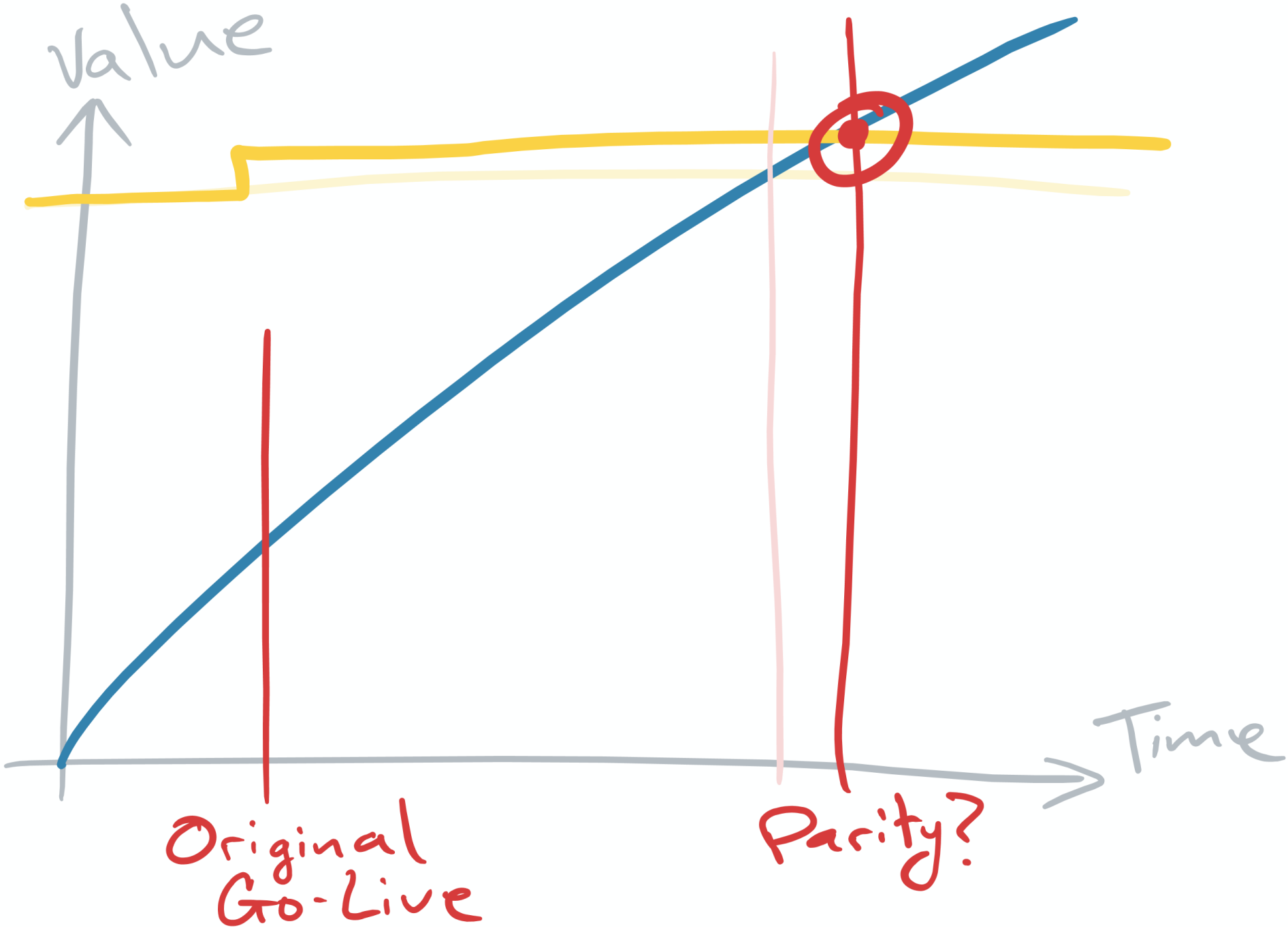

Value
Time
Original
Go-Live

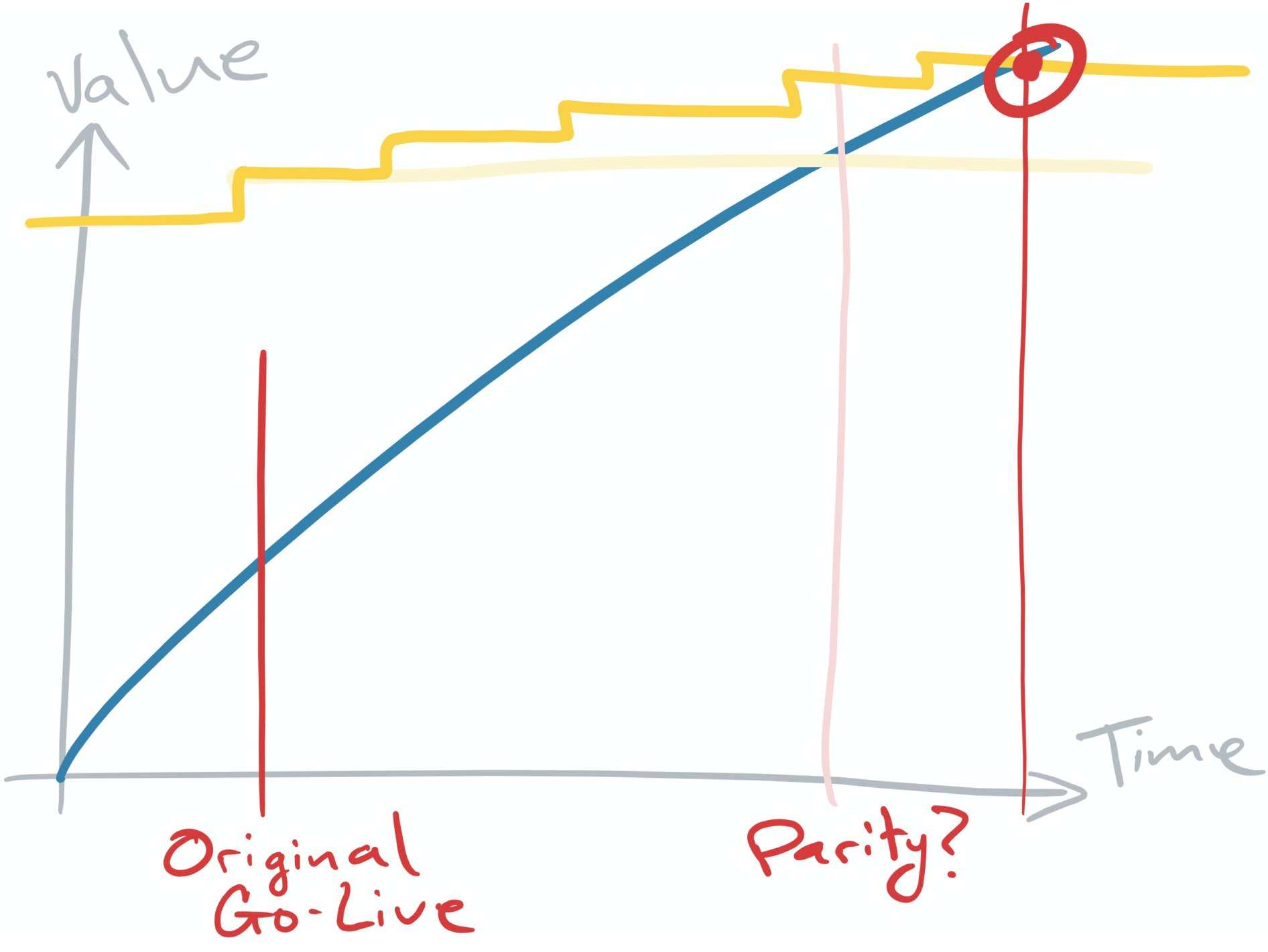

Value
Edge cases
Obvious Cases
Time
Original Go-Live

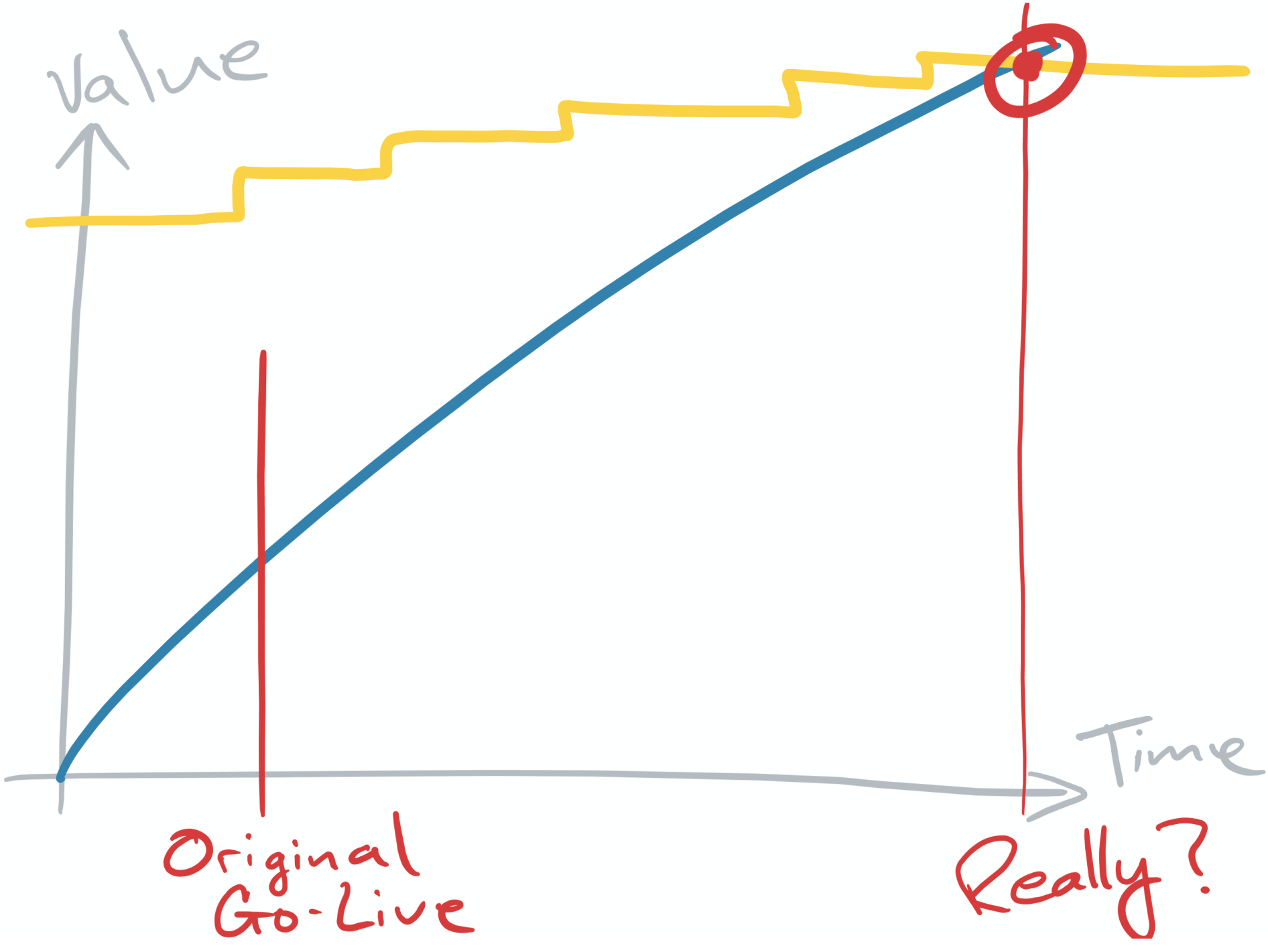

Value
System Interfaces
Time
Original
Go-Live

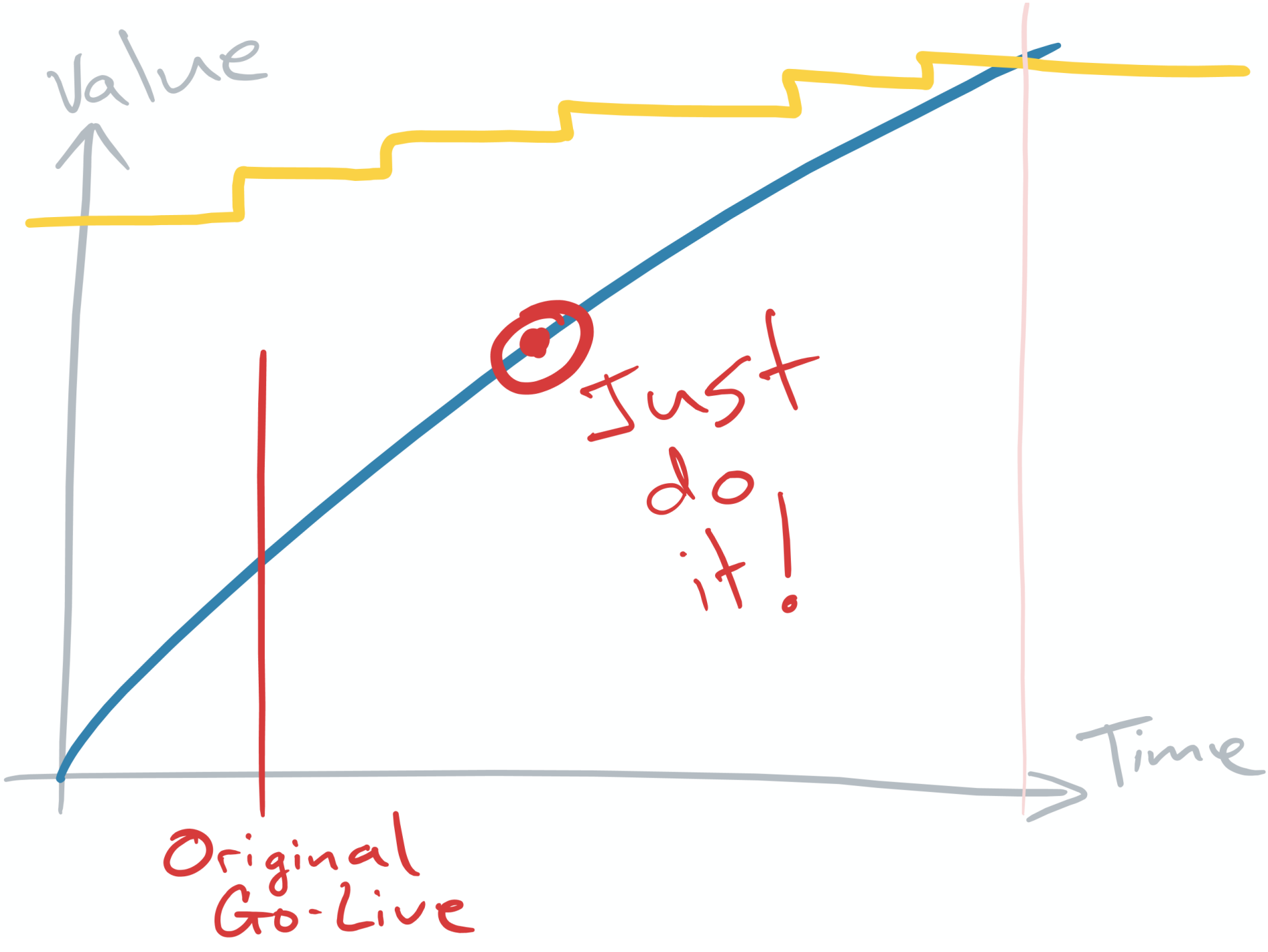

Value
"Feature" bugs
Time
Original
Go-Live

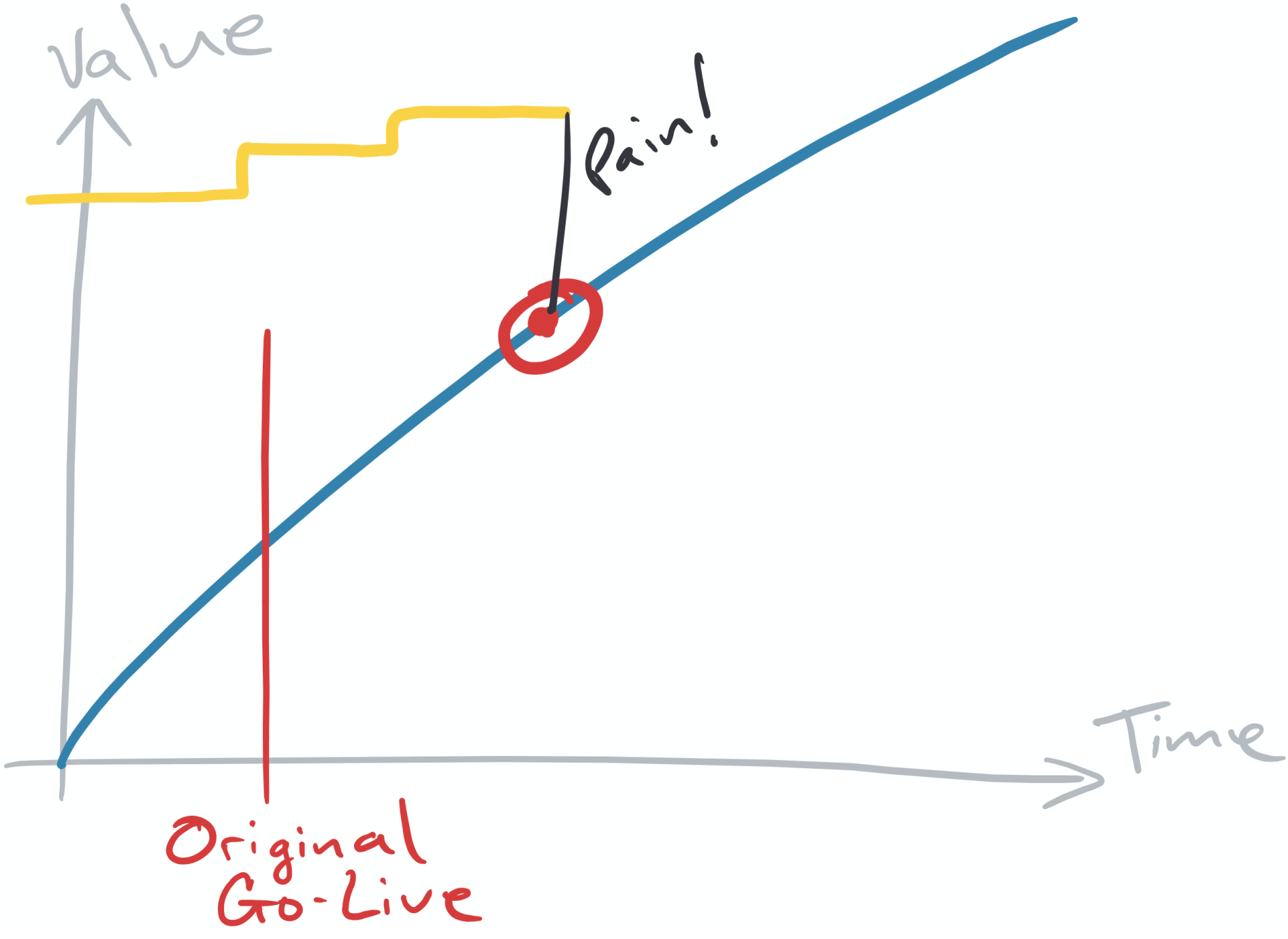

Value
Time
Original Go-Live
Parity?

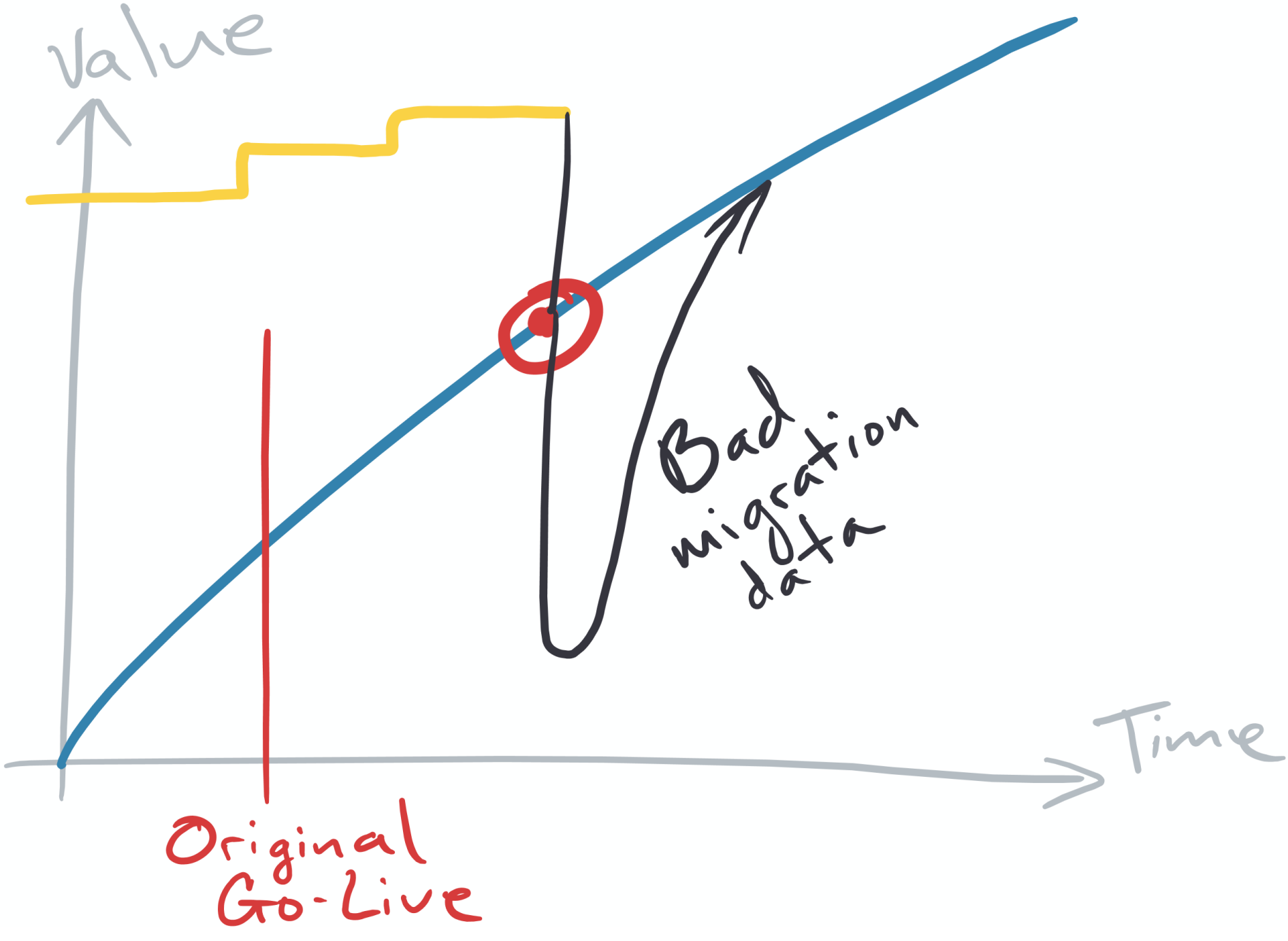

Value
Time
Original Go-Live
Parity?


Value
Time
Original Go-Live
Parity?


Value
Time
Original
Go-Live
Really?


Value
Just
do
it!
Time
Original
Go-Live


Value
Pain!
Time
Original
Go-Live


Value
Bad migration data
Time
Original Go-Live

DRAW ATTENTION TO QUALITY, NOT JUST FEATURE DELIVERY

More, faster metrics:

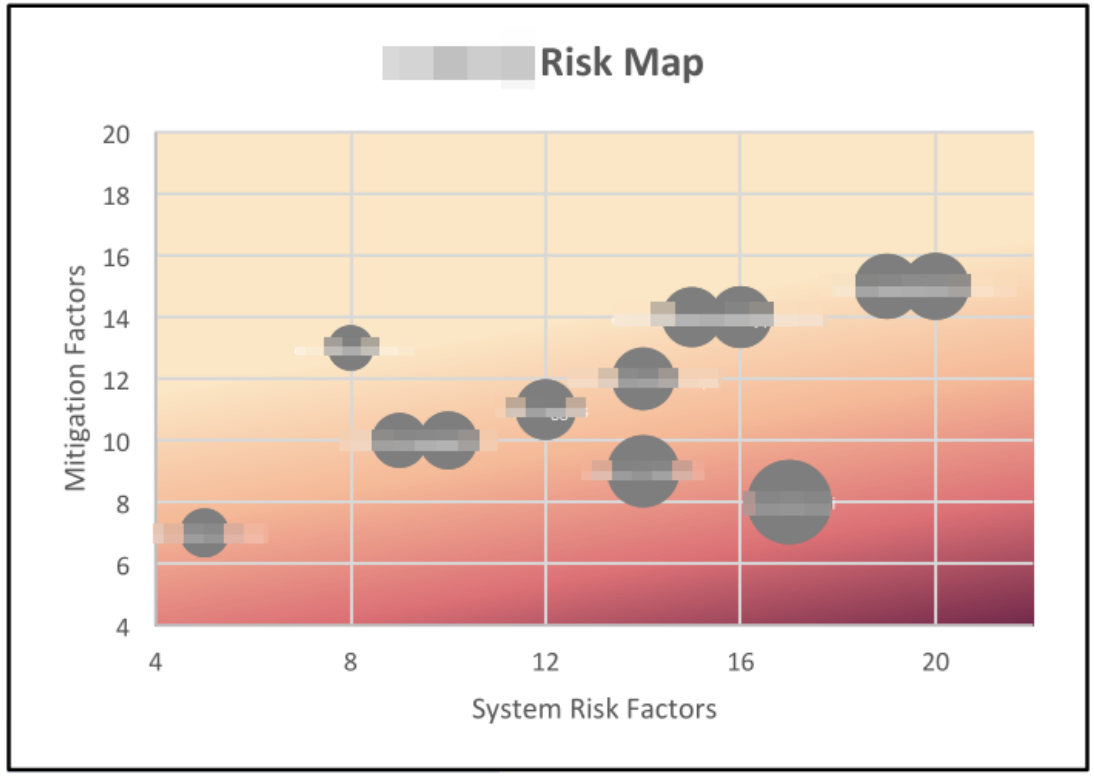
- Velocity
- Cycle Time
- Deadlines

Morale metrics:

- Niko niko
- Employee Net Promoter Score (NPS)
- Engagement and enablement surveys

Code quality metrics:

- Count of TODO comments in the code
- Code smells
- Test coverage



Maximum Risk Score:

10.6

1 week ago	10.6
5 weeks ago	10.6
Report Date:	10/14/18

Microservice	Risk Score	Mitigation	Testing	Monitoring	Logging	Alerting
	10.6	25%	2	2	1	3
	7.8	31%	3	3	2	1
	6.7	69%	4	4	4	3
	6.3	69%	4	4	4	3
	5.8	50%	3	3	3	3
	5.7	63%	4	3	4	3
	5.5	44%	3	3	2	3
	5.4	63%	4	3	4	3
	5.0	38%	2	3	2	3
	4.5	38%	1	3	3	3
	3.6	19%	2	2	2	1
	3.1	56%	4	3	3	3

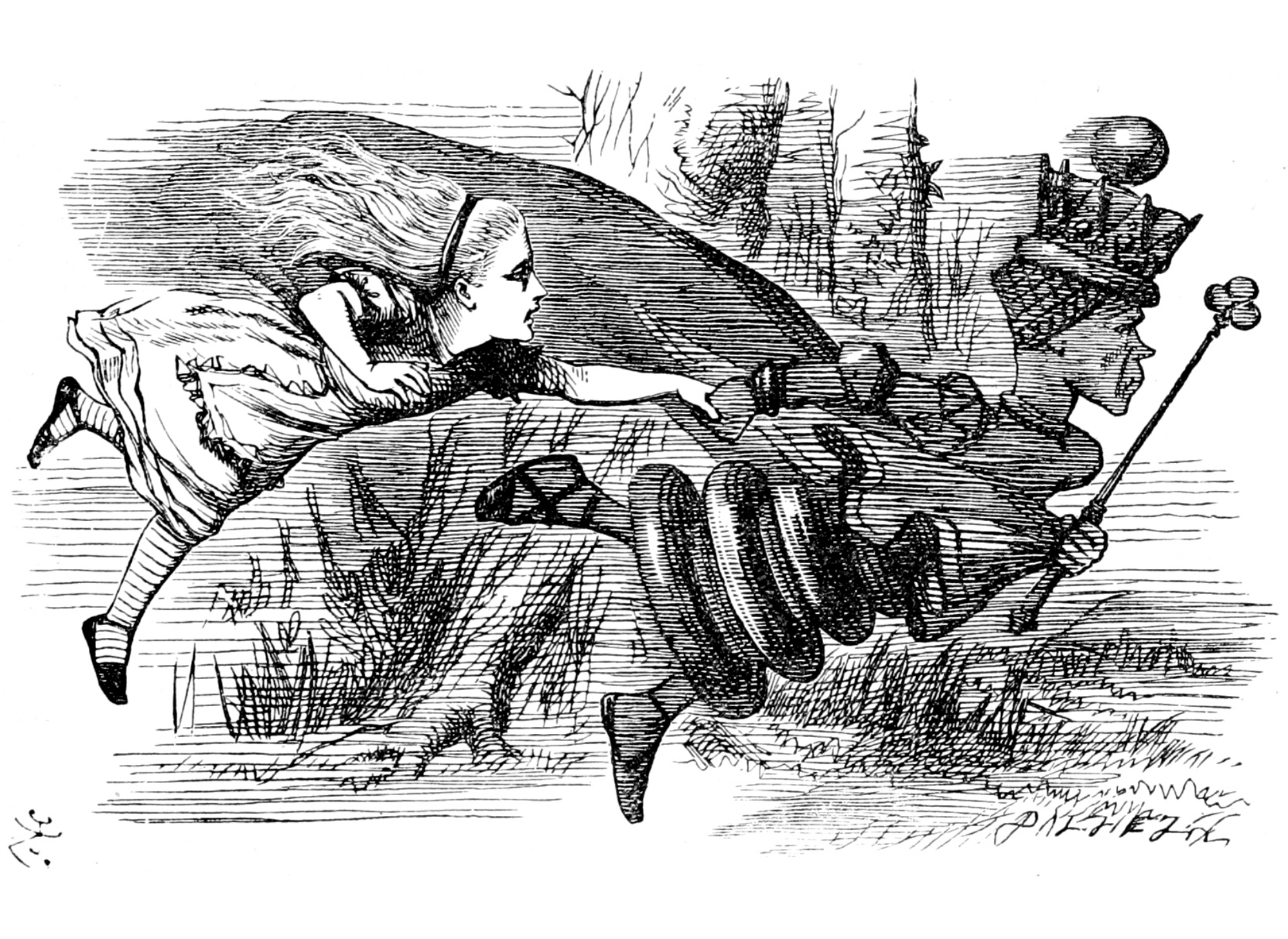
Dane's advice:

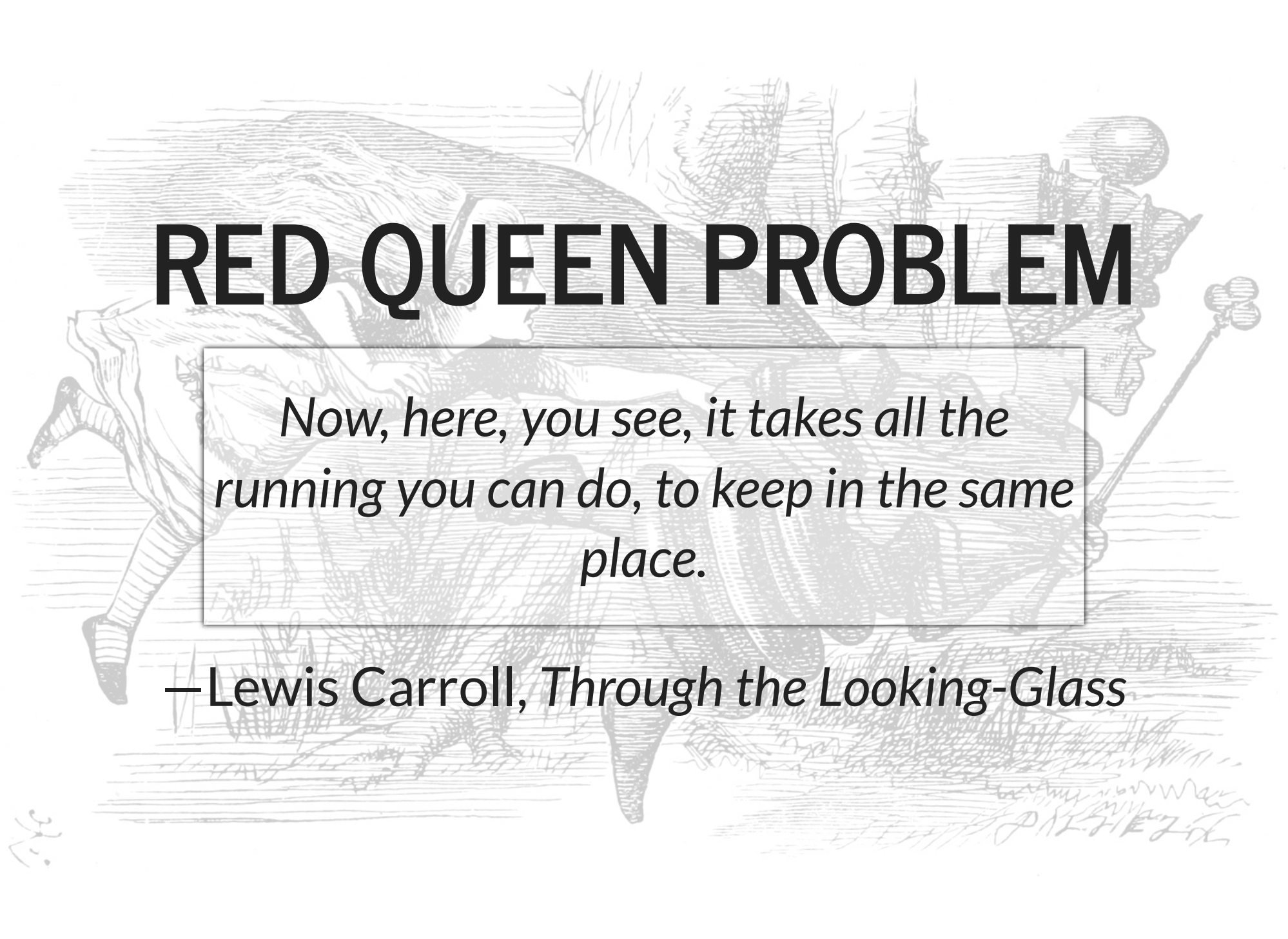
Balance out metrics that focus on "more, faster!" with ones that focus on morale and on code quality.

Software is weird.

1. The code is great.
2. Everything else changes.
3. The code is unchanged.
4. The code is now broken or useless.

Code doesn't rot or wear out like physical objects. So how does this happen?

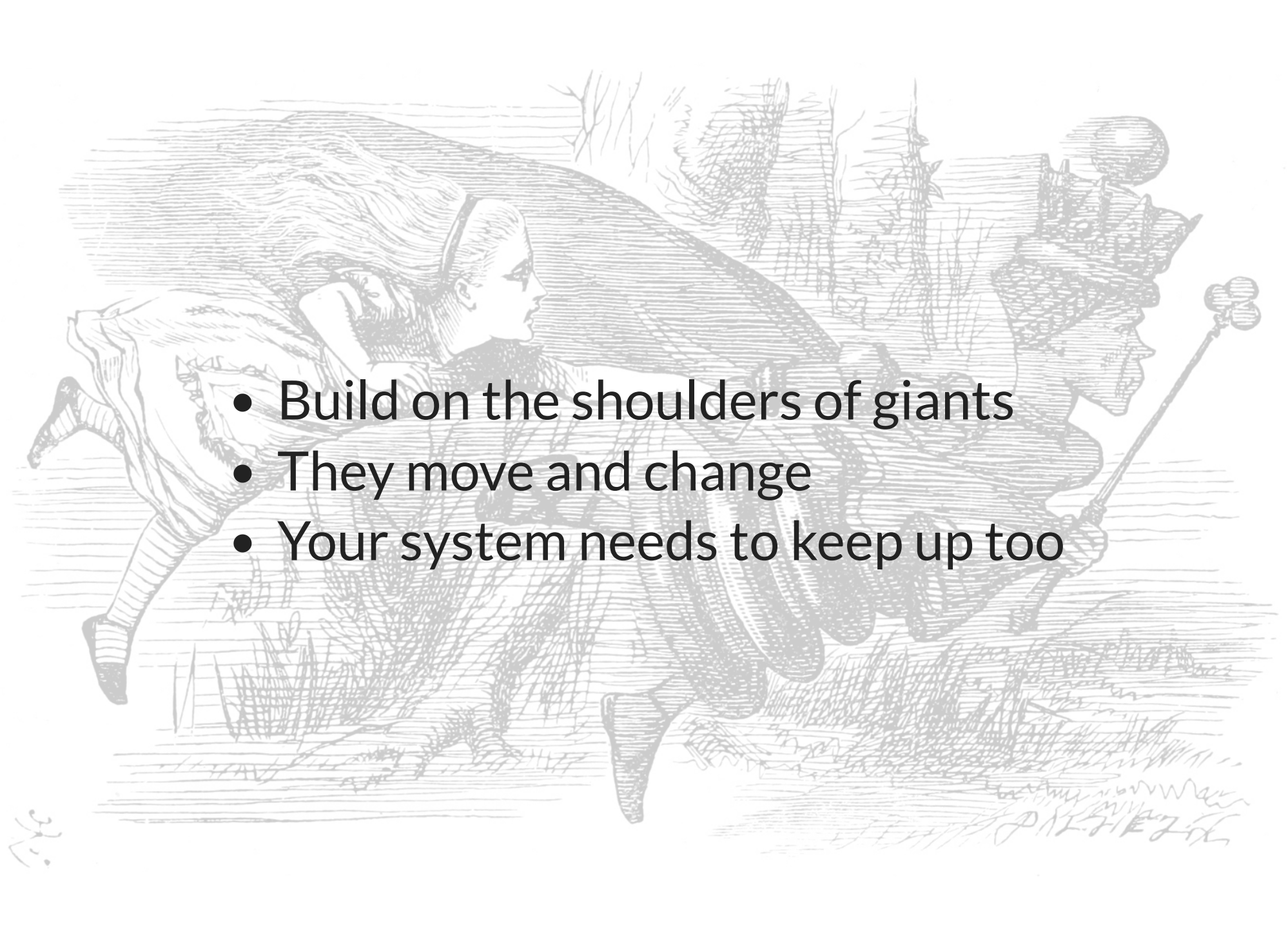




RED QUEEN PROBLEM

Now, here, you see, it takes all the running you can do, to keep in the same place.

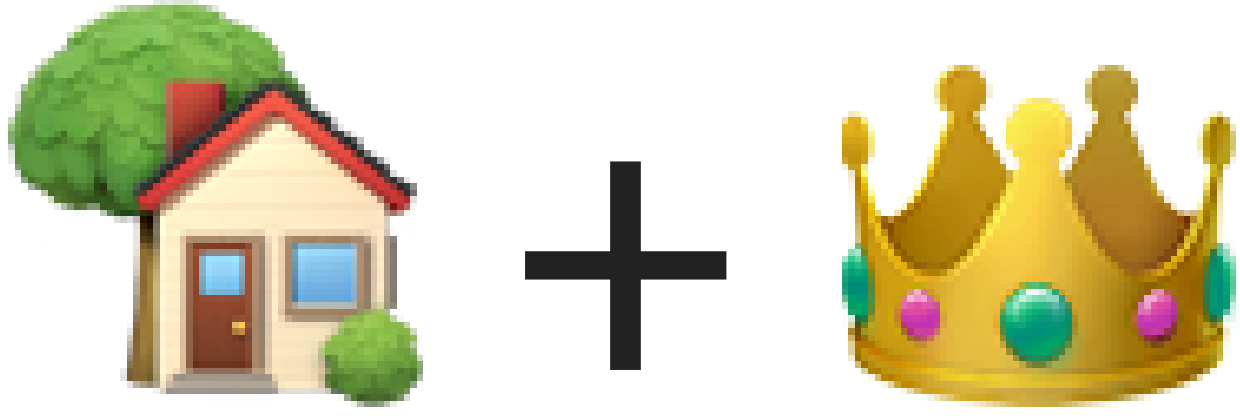
—Lewis Carroll, *Through the Looking-Glass*



- Build on the shoulders of giants
- They move and change
- Your system needs to keep up too

All models are wrong, but some are useful

- Repair
- Maintain
- Remodel



- The power company is changing voltage
- Septic has a new hookup system
- We need ethernet in the walls

Investment in maintenance, remodeling, and more

Testing (so many kinds!)

Automation for team happiness

ACTIVITY: brief discussions in groups of 3 or 4 about who currently advocates - for improving technical practices, quality, and automation on your team.

CHALLENGE

challenge

1. x
2. x

If it hurts, do it more frequently; move toward "continuous"

TDD, even if you don't do TDD

Code is for people; is it readable?

Pair program, regardless of the terms

Buddy System

CAUTION
BUDDY SYSTEM
IS REQUIRED
FOR ENTRY

Take your place in the mob

Social skills are key: software projects are people projects.

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