



# Sketchnoter's Guide to

# AGILE 2017

ORLANDO  
FLORIDA  
AUGUST 7-11



KEYNOTE SPEAKER



David Marquet

CREATING LEADERSHIP

& engagement at every LEVEL



people trapped in RED WORK

REDWORK doing WORK

embrace VARIABILITY

BLUEWORK

thinking work

embrace different thinking



Adding stress can overcome our ability to think!

What does that button do? - I don't know...

LEADERS need to be able to admit when they don't know something your team will respect you more...

It's not who's on the team... it's HOW the team REACTS

injecting BLUE work into everything we do...

my entire career was about GIVING ORDERS

I needed to "lean back" and stop giving orders

"I'm trying this NEW thing where I don't give orders"

LET people own it!

INTENT unless you stop me, this is going to happen...

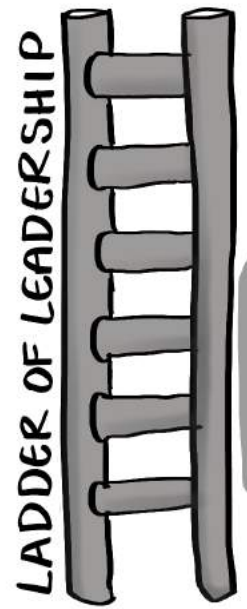
It propels people forward



It's about giving up

control

Competence & Clarity



PREPARE To WIN

CREATE a team that can execute their jobs without being TOLD what to do...

TOLD what to do...

Sketch by: Sketching Scrum Master @SketchingSM

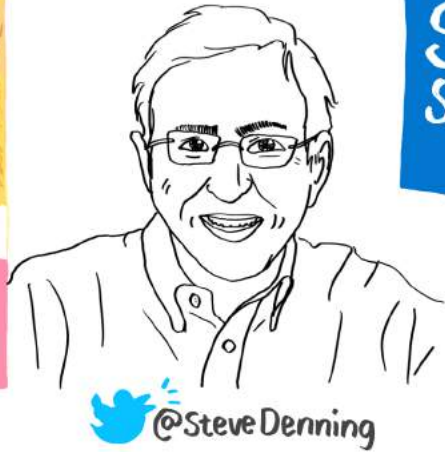
you need to create a team  
that will execute a job  
without you telling them  
what to do.



**#AGILE2017**  
**#AGILE17**



Thanks @hugodazevedo for the tweet...



# STALWART: Stephen Denning



frameworks aren't going to create CHANGE... people are

- Agile is about
- 1 Deliver customer value
  - 2 Work in small teams
  - 3 the whole organisation needs to be Agile

HOW DO WE REACH MIDDLE MANAGERS?

the problem is higher up. Middle Managers are caught between a rock & a hard place

Companies need an open line of communication with their customers

Product Owners can sometimes be a crutch

STRATEGIC agility

building new products, industries & customers go beyond existing customers

it's all about mindsets...

there are large ORGANISATIONS which have signs of life

it's irresponsible for us to just say "let them die"

STORY TELLING

most stories don't change minds... but some do!

focus on 20% of people who WANT to change

SPEAK TO EXECS about their problems (preferably at the pub)

Buy a bullet-proof vest

Sketch by: @sketchingSM Sketching Scrum Master

it's all about mindsets  
FRAMEWORKS AREN'T  
GOING TO CREATE CHANGE,  
PEOPLE ARE.



Steve Denning

 @SteveDenning

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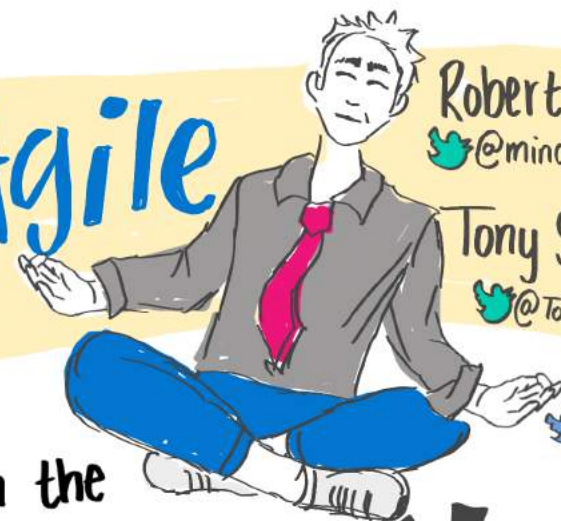


# HOLISTIC Agile

Robert Woods  
@mindoverprocess

Tony Shawver  
@TonyWShawver

@MATRIXResources



## FOCUS on the PRINCIPLES

finding CREATIVE ways of overcoming lack of business engagement

proxy PO

PO from IT

We need to work **BROADER** than IT. Don't push frameworks & tools on people...

## HOLISTIC Agile Principles

Agile is (not) an IT thing.



how can we come in through the **FRONT DOOR**

& make agility more applicable in other industries...



culture of learning

Customer-Centricity



people are already practicing Agile...

- 1 Culture of decentralised decision-making
- 2 Learning is who we are
- 3 Transparency
- 4 Innovation is a survival tool
- 5 Commitment to continuous improvement
- 6 Our people are our greatest assets
- 7 Embrace a dynamic body of work
- 8 Small, cross-functional teams
- 9 Focus on value delivered
- 10 Pragmatic approach to processes, practices & tools
- 11 Continuous inspection
- 12 High-fidelity, bi-directional communication

Great ideas can't be delivered a year later...



# Deliberate Practice at the *fluent* edge

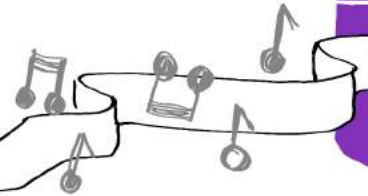
Adam Light @KnowledgeLean  
Diana Larsen @DianaOfPortland



SOFTWARE is learning work...



DELIBERATE practice people like the RESULTS of practice

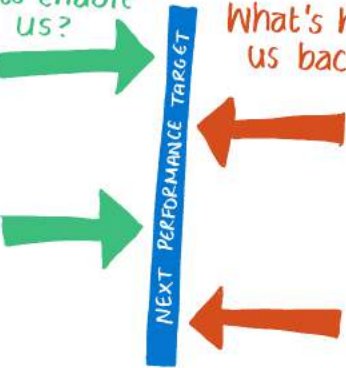


## AGILE fluency MODEL

Techniques for Retrospectives

What's available to enable us?

What's holding us back?

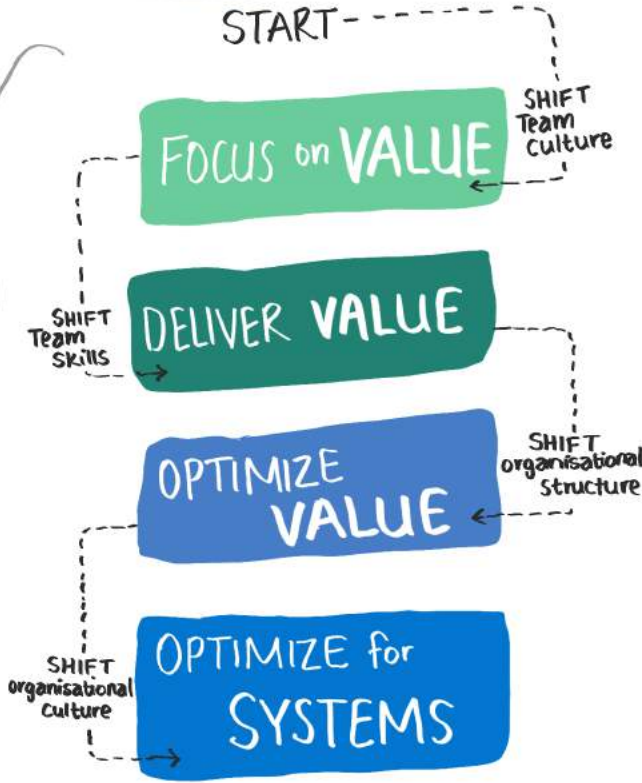
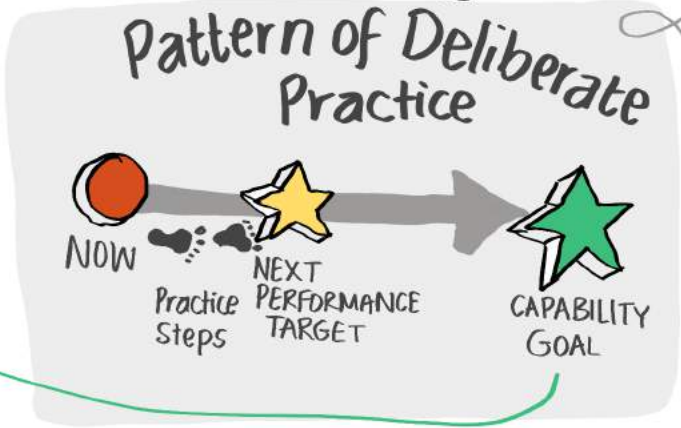


FORCE FIELD analysis

2 design Retro to identify practice steps

1 Pick your capability goal

each level has its own INVESTMENT in LEARNING



@SketchingSM



# KICKSTART

your Agile Transformation using

# videoscribe

Laurens Bonnema  
@laurensbonnema

## WHY

BATTLED TO GET MANAGEMENT BUY-IN



a stick figure is enough to communicate

## UPGRADE

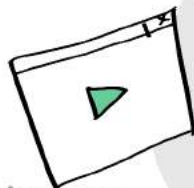
by adding emotion



## TIP



you don't need to be an artist



using videos to get buy-in from people in the organisation - anyone can do it!

## 7 STEPS

1 VOICE OVER  
no more than 2 min



2 SKETCHNOTES  
images + text



## TIP

CAN hand-  
scribe...  
but not alone  
- risk of mistakes  
& light shifting



3 Concept Video  
no animation yet,  
tweak + refine

4 Hand-trace & colour  
Adobe illustrator or other tool



5 Export as SVG  
vector file format,  
trace in the order you want it drawn



6 Import into a tool  
Video Scribe  
Sparkol



7 Final video export out





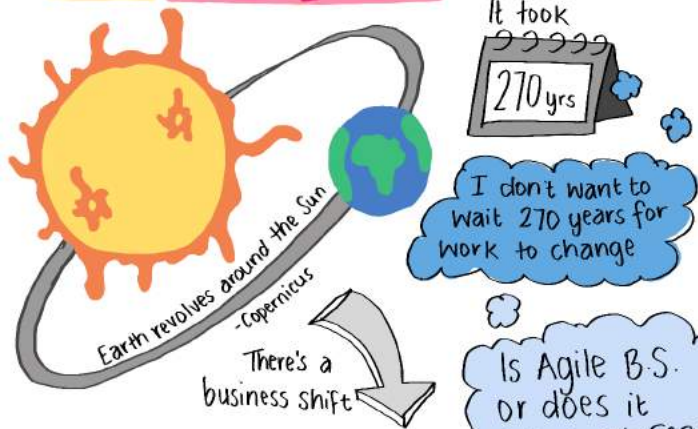


Changing the way of

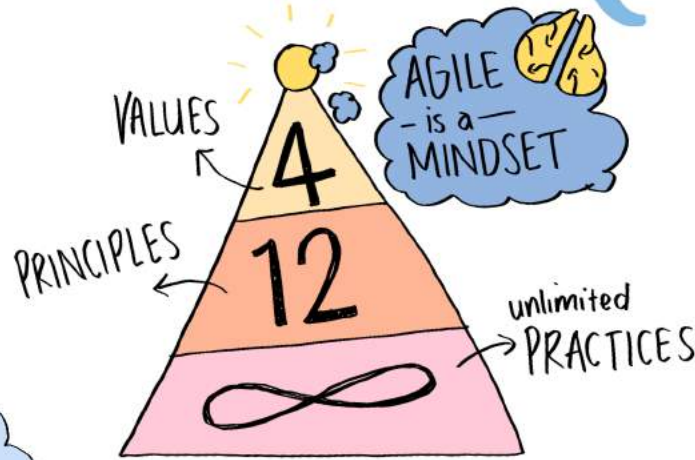
WORK to create BUSINESS

AGILITY

Steve Denning @SteveDenning
Matt Anderson @CernerAgileMatt
Ahmed Sidky @Asidky



It took 270 yrs
I don't want to wait 270 years for work to change



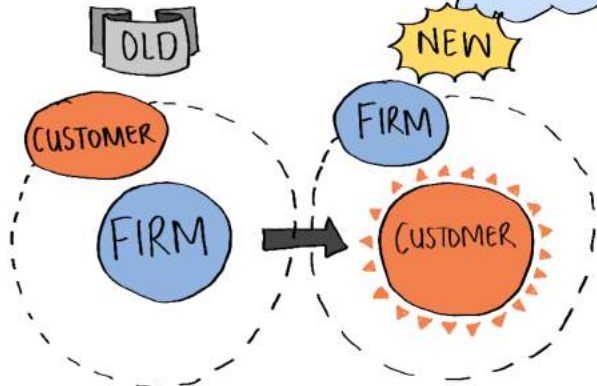
CORE BUSINESS AGILITY PRACTICES

1 DELIGHTING CUSTOMERS

2 DESCALING WORK
from big problems into small ones that teams can manage

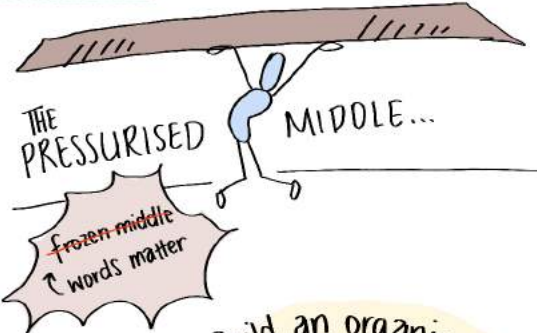
3 NURTURING CULTURE
invest in culture

4 ENTERPRISE-WIDE Agility



Is Agile B.S. or does it work at scale?

NB Each context is DIFFERENT that's the key!



It's a process of continuous LEARNING & EXPLORATION




if you AREN'T agile as an organisation, you are DEAD.



build a system  
so that the right  
thing is the  
easy thing.



Jez Humble

 @JezHumble

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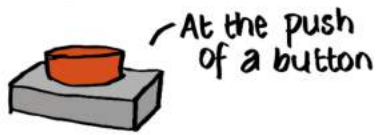
# CONTINUOUS DELIVERY - in - Agile



Jez Humble

@JezHumble

zzzzzz  
Continuous delivery is about making releases boring



WHY CAN'T WE do it?

1 We're regulated



more value in peer reviews!

We've done it for US GOVERNMENT...

What's YOUR excuse?

2 We're not building a website

Only 5% of time used on building features

We need to reduce time spent on non-value add activities

We don't have time



myth  
If you move FAST you'll break things

Build a system so that the RIGHT thing is the easy thing

our people are too STUPID...

it's not the people, it's the system

how to change culture?

change how people behave

managers who help!!

give people doing the work the AUTHORITY & TOOLS they need to build quality in...

3 TOO MUCH LEGACY



Small, incremental improvements over time - like the Strangler fig tree... don't go Big Bang

our architecture

remove external approvals



Common trait of high performance teams: ALWAYS TRYING TO GET BETTER  
Kaizen Incremental improvement



# THE BIG AGILE DRAW

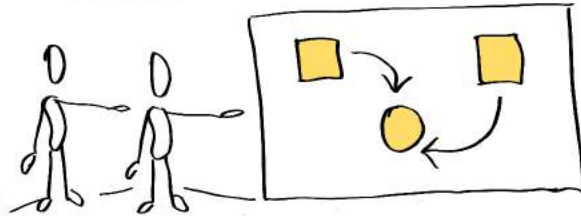
Gary Greenwood  
@GaryGreenwood6  
Mark Lotter  
@MarkeLotter



## Agile BENEFITS

## ACTIVITY Drawing USER STORIES

visual team memory



ILLUSTRATE LIST remember **2x** MORE words...

WE ACTIVATE the brain through doodling you remember **25% more!**

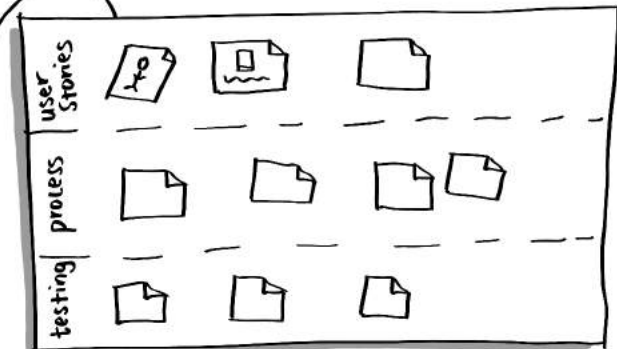
our brains store letters as images it takes longer to convert...

Split user stories

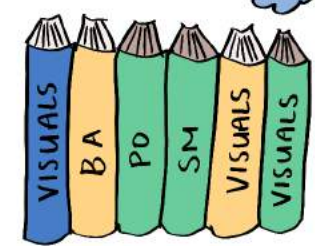
inform test strategy

memory retention

Discovering unknowns



use pictures & words



Build your visual library...

Sketch by: SketchingScrumMaster.com



# PORTFOLIO

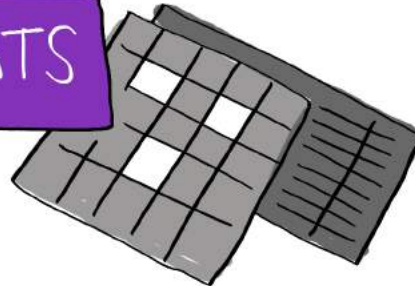
# visualisation

## & PRIORITISATION

Bob Payne  
@AgileToolkit

George Dinwiddie  
@gdinwiddie

### BOARD FORMATS



If we want people to manage their work they need access to info.

Team takes CONTROL of their board

e.g.



Prioritise inward  
LIMIT WORK IN PROGRESS - can only fit one



Starting & Start finishing

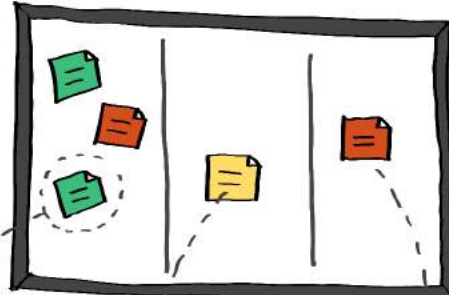
### PROGRAM LEVEL

VISUALISE your project traffic



TOO MANY projects on the go...

### T.I.P



TOKEN

INSCRIPTION

PLACEMENT

PHYSICAL WALLS/BOARDS are great for CONVERSATIONS

VISUAL management SYSTEM

Where is the work?

What do I do?



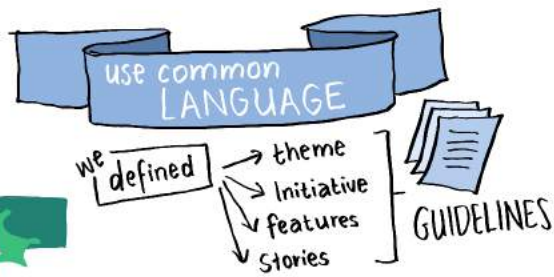
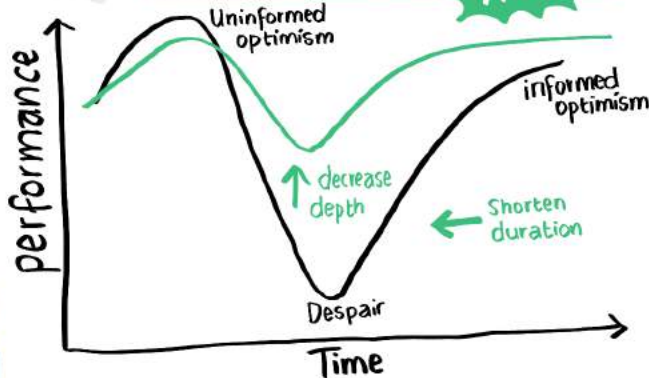
# When WORLDS COLLIDE

Ian Eshelman  
Cindy Hembrock

## The MasterCard journey

# MasterCard

### CHANGE LIFECYCLE AIM



our bill will always be \$x,xx for the team... You decide what to build with that...

Total cost of OWNERSHIP

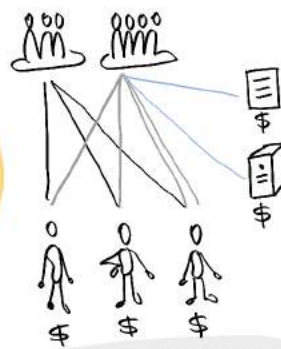
how do we get internal functions to support us?



give teams autonomy to estimate + manage their own work...

Pick 1 Service per team

**funding TEAMS**  
FUND THE TEAMS & FOCUS ON BUILDING HIGH PERFORMANCE TEAMS



R.I.P Time tracking system

now we look at total cost...

We stabilized our teams

Removing the noise for the teams - let them focus on their work...

POINTS don't matter, they differ by team

calculate percentage of initiative

understand the cost of the teams & services

anyone can choose  
any process they  
want. I don't believe  
you can choose any  
process you want  
and call it Agile.



Ron Jeffries

 @RonJeffries

Thanks @lissijean for the tweet

**#AGILE2017**  
**#AGILE17**



# Linda RISING

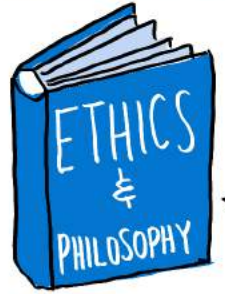
@RisingLinda

## MORAL FOUNDATIONS THEORY to help address conflict

It's not about **WINNING**, it's about **LISTENING**

LISTEN, LISTEN, LISTEN.

Test your bias... is there anything that would change my mind?



How do people decide right & wrong?

how do people make **ETHICAL DECISIONS?**

What to try...

Personal Touch  
different people react to new ideas differently

Fear Less  
Listen with intent to understand, not get your own point across

Work with what is... meet people where they are

Skeptics & Cynics  
ask someone to play the role of skeptic - intelligent questioner

We are trying to **WIN** at conflict...



1 It's about the data  
We believe people are missing information to make the "right" decision

3 Confirmation Bias & Backfire Effect  
use information to confirm our views - making our belief even **STRONGER**

2 Reason  
we are NOT reasonable  
Pre-frontal cortex is new... we make decisions based on emotion & justify why later

4 Cognitive Dissonance  
uncomfortable to change...

If people feel you are listening then they feel you about them...

**CARE**

Focus on OTHER PEOPLES' **VALUES**

## Moral FOUNDATIONS THEORY

- CARE
- LOYALTY
- FAIRNESS
- AUTHORITY
- SANCTITY



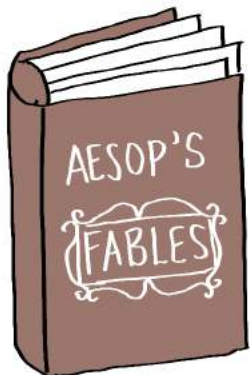
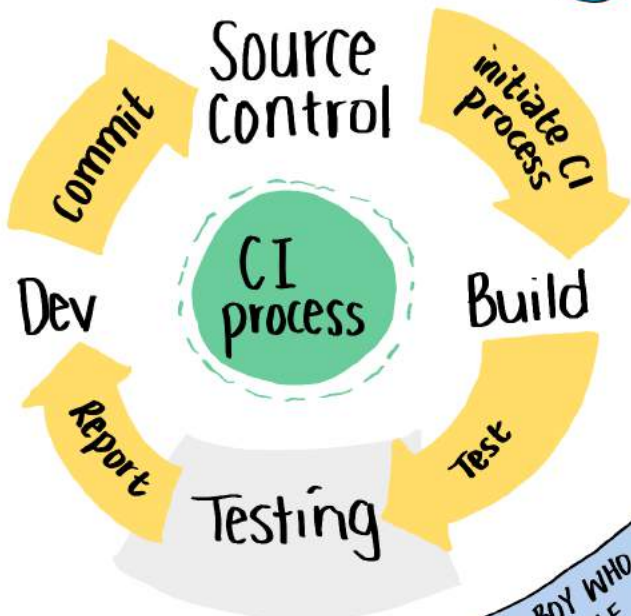




# ANGIE JONES

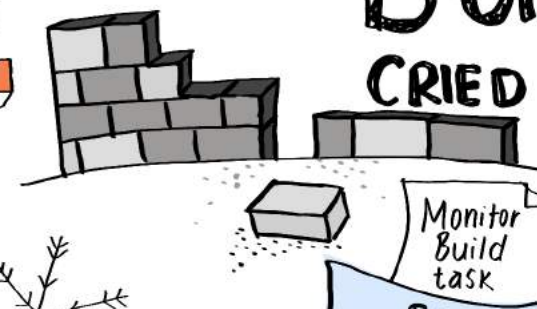
@techgirl1908

# THE BUILD THAT CRIED BROKEN



**THE BOY WHO CRIED WOLF**  
you can become desensitized

**FOX and the WELL**  
Automation is not the end goal.  
WHY are you doing it?



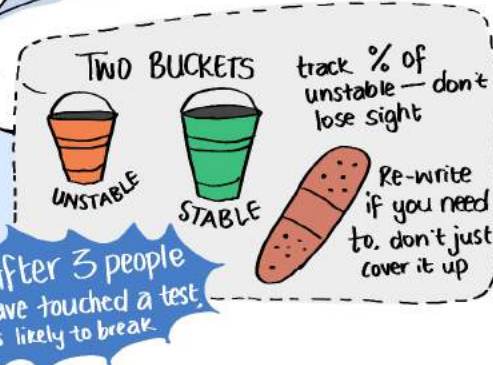
TEST QUALITY TIPS  
MANAGE FLAKY TESTS

- 1 Stable identifiers  
identifiers are the reason many tests fail.
- 2 Intelligent waiting
- 3 Source of truth  
find single source of truth & data
- 4 Shortcuts  
less tests on UI, it's the most fragile

**ASTROLOGER**  
pay attention to where you are...  
don't value new features over existing

**FARMER & STORK**  
**BIRDS OF A FEATHER**  
if some tests aren't **TRUSTWORTHY** then they all aren't

**THE DOG & THE HARE**  
**TRUST**  
make quality & trust part of your culture  
**BUILD TRUST**





ADAM  
HSU



GABE  
ABELLA

# self - FORMING TEAMS

## TRAIN THE FACILITATOR

# WHY

Deep ♥ Empathy

Effortful Practice

Accept that they may not FORM

it's not about you...



We want to create better working environments, now & in the future

Sketch by: SketchingScrumMaster.com @SketchingSM

# Definition of READY

- ✓ Informed -training
- ✓ Co-located
- ✓ Executive Commitment
- ✓ Scope of work -what will the teams be doing?
- ✓ Simulation
- ✓ Participant choice -give people an option to opt out
- ✓ Logistics -room, food, etc.

1 Confirm attendance

2 Executive Kickoff (& then leave...)

3 Review Agenda

4 "Into the wind" video

5 Ice-breaker e.g. 2 Truths & a lie

6 Skills identification

7 Personal Skills Assessment

Focus on Skill, not the role...

Expert - Beginner

where do you fit in, relative to the other people?

BREAK-THROUGH moments...

Invite people to share... you may be surprised!

8 Formation iterations maximize happiness & identify gaps

run multiple iterations



# Talia Lancaster

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## Sketching Scrum Master

Design | Sketchnoting | Graphic Recording



@sketchingSM



@sketchingSM



sketchingscrummaster.com



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