

Building & Sustaining Agile Distributed Teams

Reflect early, reflect often.
Don't be afraid to learn.
Kindergarten skills over technical skills.
Make it visible.
No head works alone.



3back.com



Douglas Shimp
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About Us



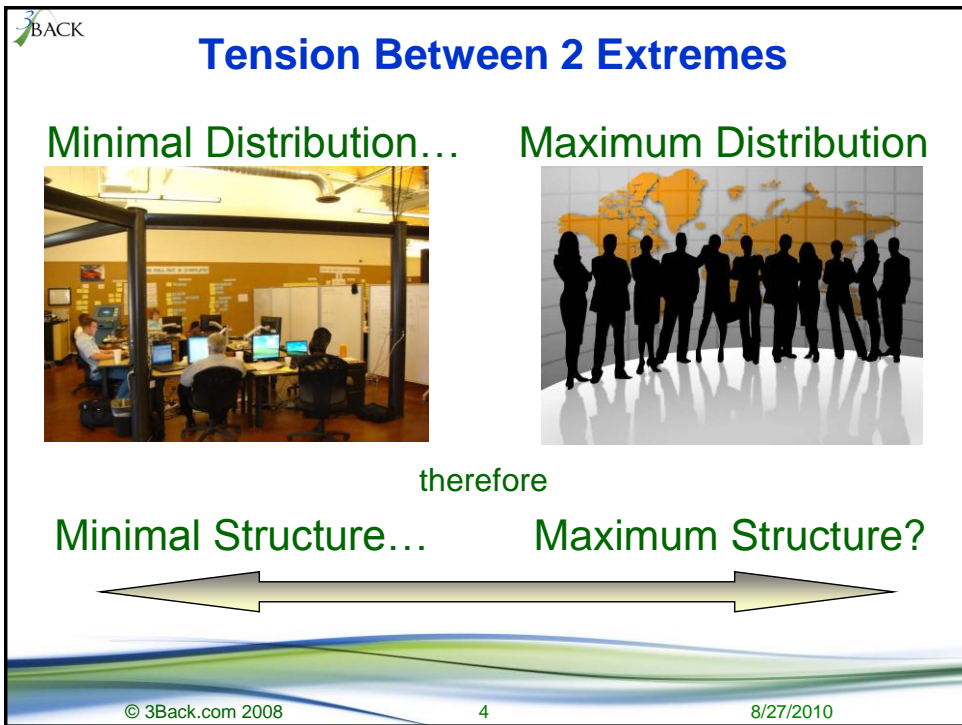
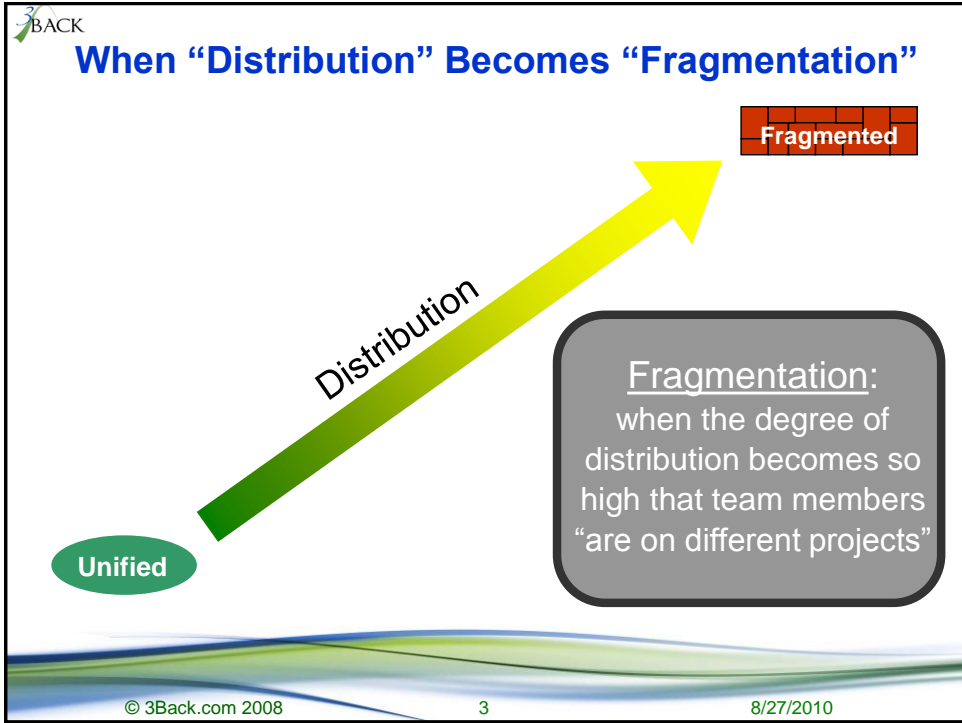
The arena of product development presents a great place for organizations to develop talented, thinking, and enthusiastic people.. Our goal is to help organizations develop groups of those people into "well formed teams".

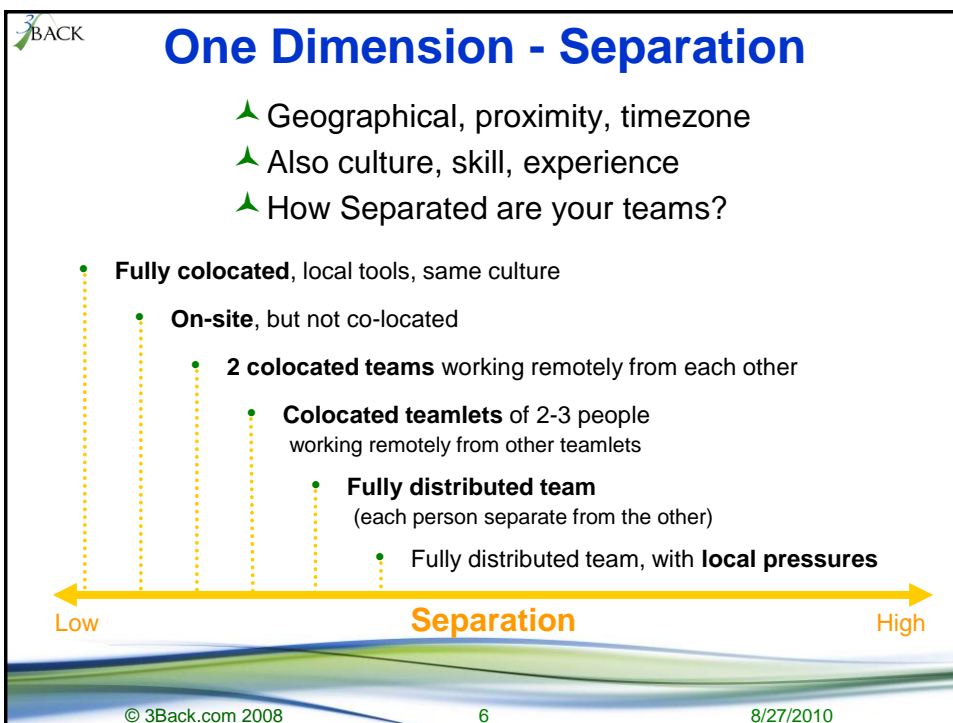
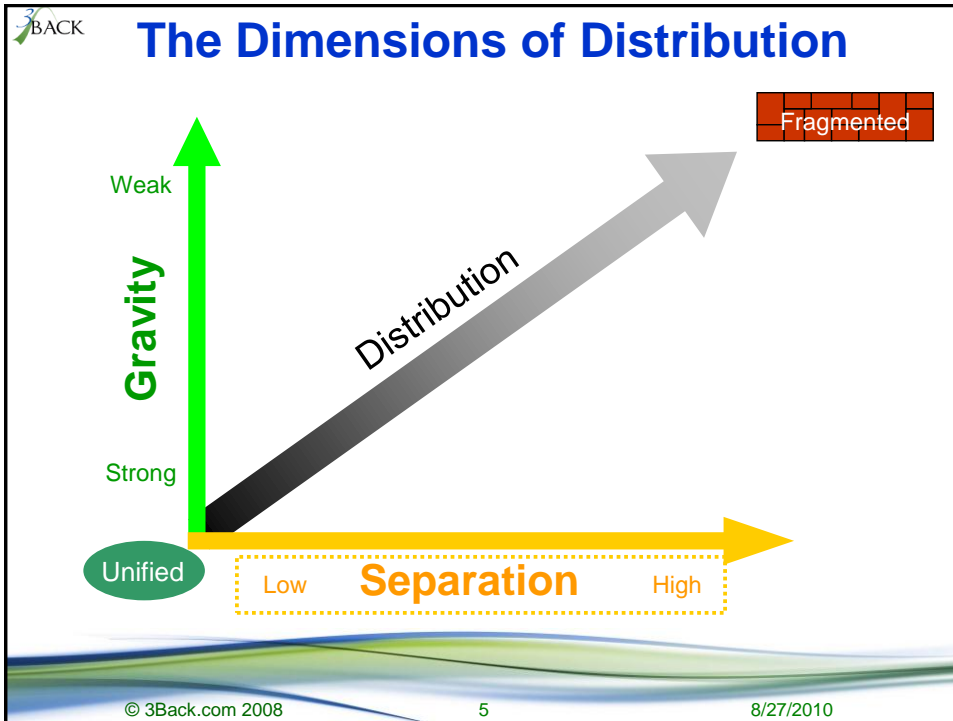
Our Services:

- ▲ **Transitioning at Scale for Product Development**
- ▲ **Adaptive Strategies for Management**
- ▲ **Certified Scrum Training (CSM CSPO CSD)**
 - ▲ And more
- ▲ **Innovation Games™ for Ideation**
- ▲ **Agile Pathways™ for Organizational and Professional Development**

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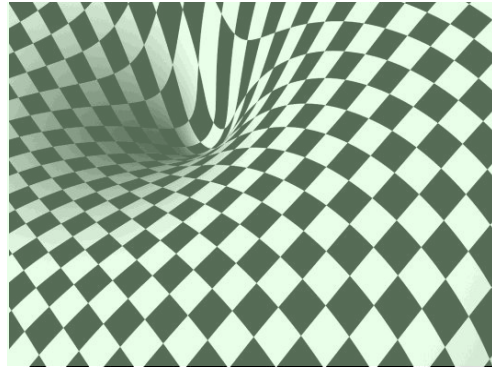




The Other Dimension: Gravity

Gravity: aspects of the **Product** which increase the focus of the team.

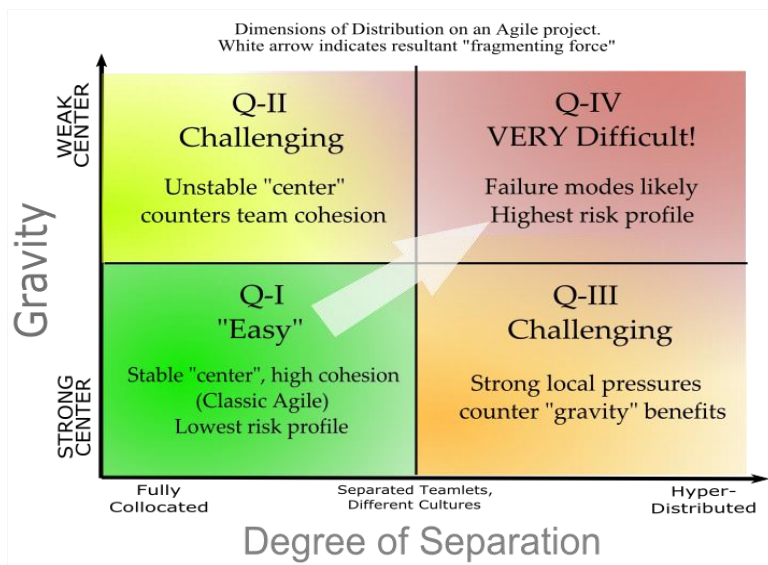
- ▲ How strong is the Product Owner?
- ▲ How clear is the mission? (Are there "secret missions?")
- ▲ How stable is the technology platform?
- ▲ How visible is the Product Backlog?
- ▲ How unified is the team's Vision?



Smells...

- ▲ How often does the Team talk?
- ▲ Are they in tune with each other?
- ▲ Is their effort visible?
- ▲ Do they **learn**?

Use the Dimensions!



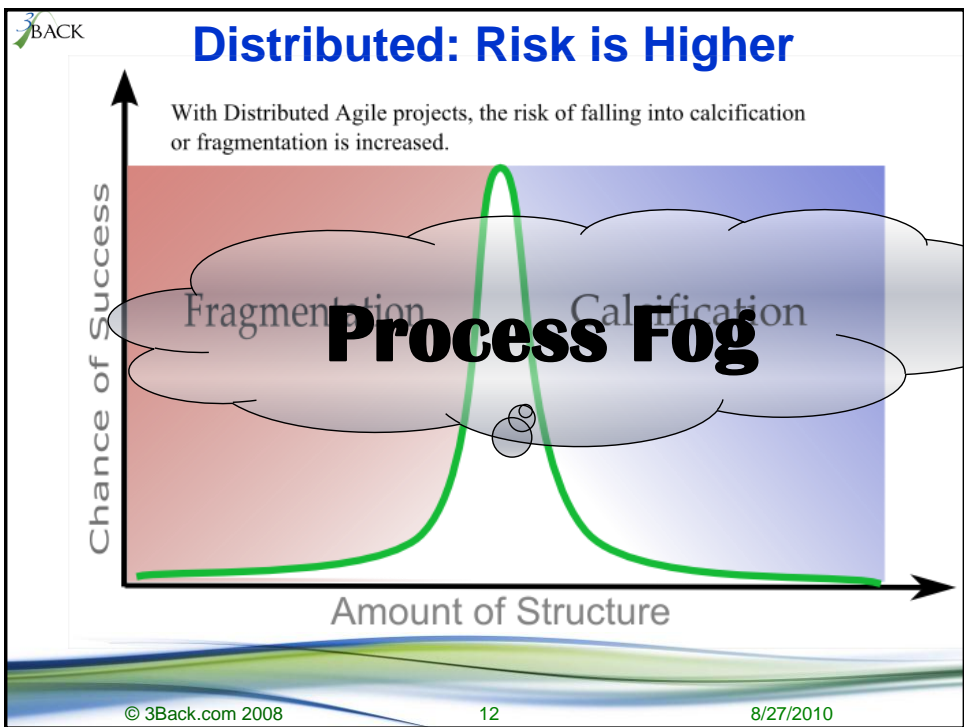
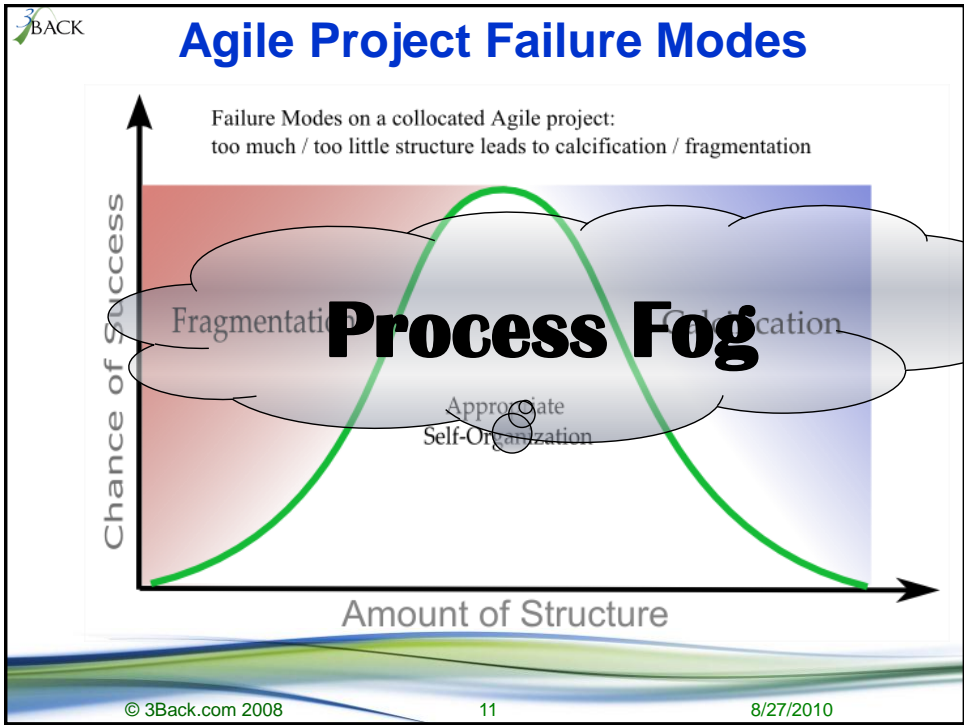
20-30m

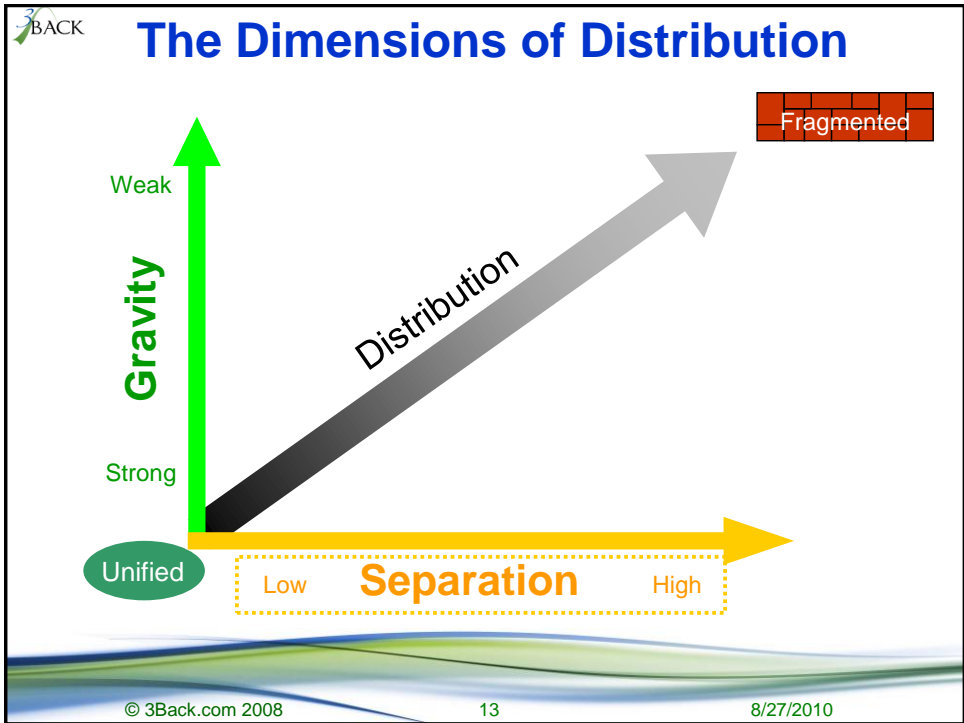
What Do You Pay Attention To?

Achieving our goal depends on...



- ▲ What gravity our **process** creates
- ▲ The **people** we work with
- ▲ Our **environments**
(distance, distributed, co-located?)
- ▲ Our **tools**
- ▲ Which **Stakeholders** you pay attention to
 - ▲ Ultimate users -- validate if the product is useful
 - ▲ Maintenance -- have to live with your Bright Idea
 - ▲ Business owner -- they are spending the money





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"Agile Attractors" to Improve Separation and Gravity

Let the Product Lead

Make it Visible

Work One Bite at a Time

Get to "Done"

Pay Attention and Adapt

Leverage Social Intelligence

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Fight Fragmentation With Controls?

“Controls contribute nothing of positive value; their singular purpose lies in helping us to avoid waste. To the extent that they do what they are supposed to do, they can generate substantial savings. But it must be recognized that controls are themselves very costly.”



-- Fred Thompson,
The Handbook of Public Administration
1998, Marcel Dekker Inc.

Drivers of Process Calcification

- ▲ Taylorism
 - ▲ “Command and Control”
 - ▲ “(Defensive) Compliance”
- ▲ “Waterfall”
 - ▲ Separation of the problem/solution
 - ▲ Specification up-front to reduce risk



Implications for Distributed:

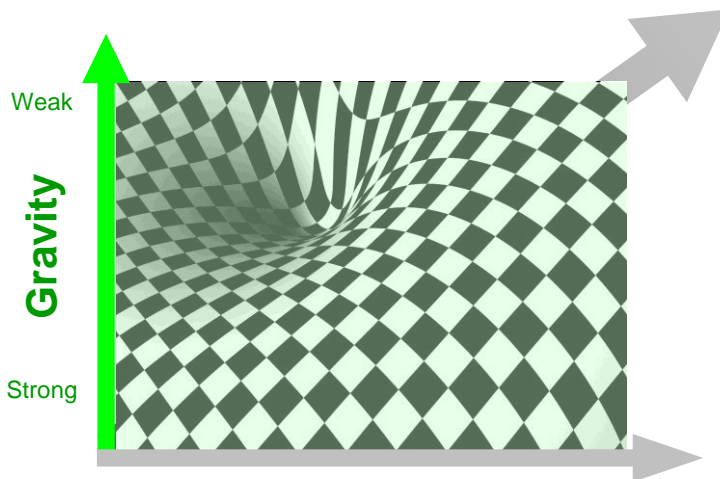
“less control, more risk
so, more of...”

Discussion: Your Experience

- ▲ What has caused teams to fragment (individuals separate, team loses focus)?
- ▲ What was management's reaction?
- ▲ What happened to the Team?

Increasing Gravity

(focus provided to the Team by the Product)



Attractor: “Let the Product Lead”

Product Owner *must* enable this!

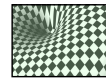


Create more gravity by:

- ▲ Strengthening Product Owner’s leadership on the Product: more often, more clear
- ▲ Normalizing gravity from team-members
 - ▲ Beware of powerful personalities
 - ▲ “There are no leaders on this team!”
 - ▲ Chickens & pigs – get all pigs all *on the team*



Increasing Gravity With Visions



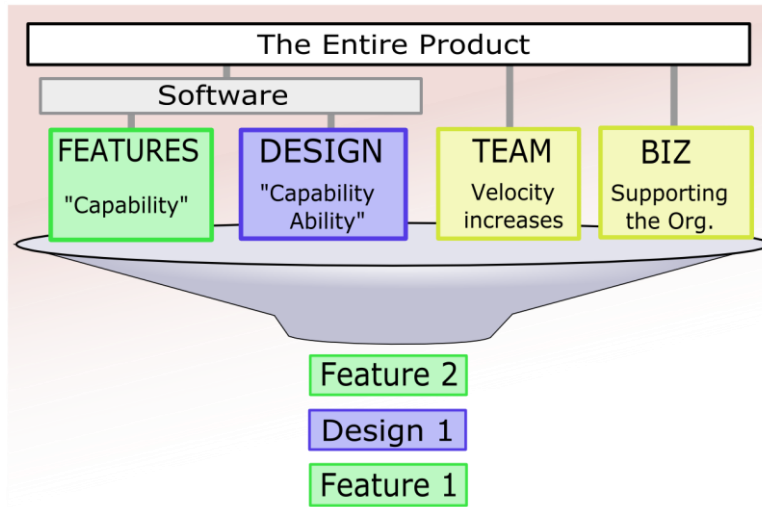
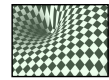
- ▲ Vision answers 3 questions:
 - ▲ What is the problem?
 - ▲ What is the solution?
 - ▲ Why is it the right solution?



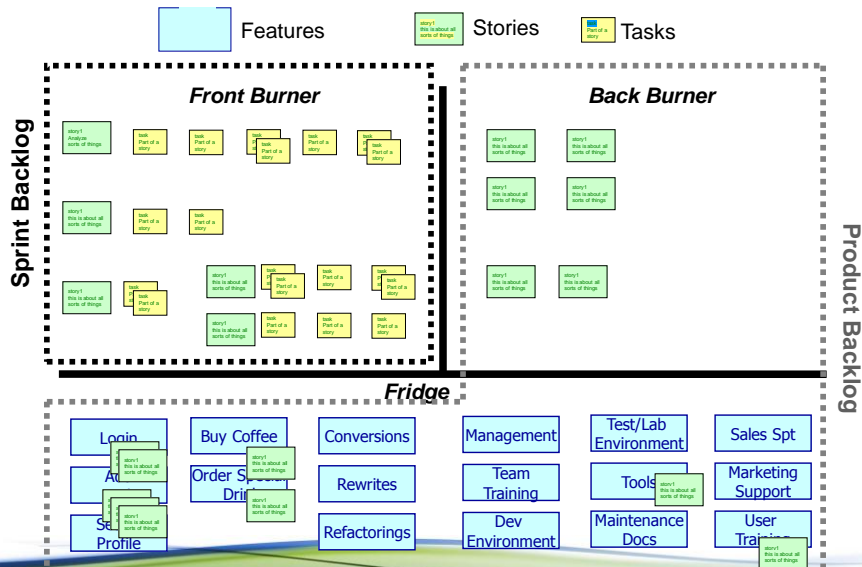
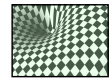
Example:

“A new dataset creation system which produces all our current data products, to the same level of quality, but with modularity and maintainability so that new product creation time is less than 30 days.”

The (Entire) Product Backlog



The Visible Backlog



Visible Backlog Spreadsheet



K17										Hours Remaining				* At day's
										Day 1	Day 2	Day 3	Day 4	
Story	Task Detail	Owner	Done Status	Story Estimate (Hours)	Task Estimate (Hours)	4/25/20	4/26/20	4/27/20	4/30/20					
Example story "As a <some role> I can <do something > so that I can <motivating reason why you want to do something>."			Done	8										
	task 1	Charlie	Done		4	4	0	0	0					
	task 2	Gus	Done		4	4	2	0	0					
Example story "As a <some role> I can <do something > so that I can <motivating reason why you want to do something>."				12										
	task 1	Bob			4	4	4	4	4					
	task 2	Bob			8	8	8	8	8					
Example story "As a <some role> I can <do something > so that I can <motivating reason why you want to do something>."				17										
	task 1	Charlie	Done		6	6	4	0	0					
	task 2	Gus	Done		4	4	3	2	0					
	task 3	Charlie	Done		3	3	3	0	0					
	task 4	Gus	Done		4	4	4	0	0					
Example story "As a <some role> I can <do something > so that I can <motivating reason why you want to do something>."				18										
	task 1	Doug			18	18	18	18	18					
Example story "As a <some role> I can <do something > so that I can <motivating reason why you want to do something>."				16										
	task 1	Henry	Done		16	16	16	0	0					

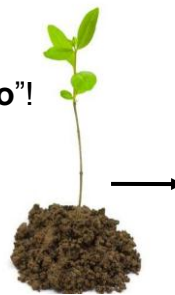
Distributed: Google Docs, Sharepoint, Excel "sharing"

Attractor: Get to "Done"



- ▲ Deliver complete "slices" of the system
- ▲ Iterate over robustness
- ▲ Use solid engineering practices
- ▲ Working infrastructure as needed
- ▲ XP practices

"Done" has more gravity than "to do"!



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Attractor: One Bite at a Time

Sprint → Sprint → Sprint → Sprint

Each Sprint should yield a potentially-shippable product increment.

Product Product Product Product

With Sharp definitions of Done!

We gain confidence and can ship it!!

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Incomplete Bites - When Done is Fuzzy

Sprint → Sprint → Sprint → Sprint

Not Done

Product Product Product Product

Security Load Testing Good Naming Technical Debt Use Documentation

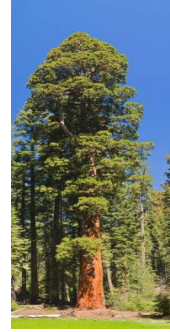
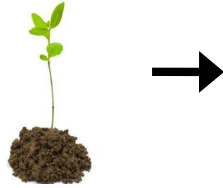
Can we ship this Product?

We need sharp edges, to build our product.

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Discussion: What Does “Done” Mean?

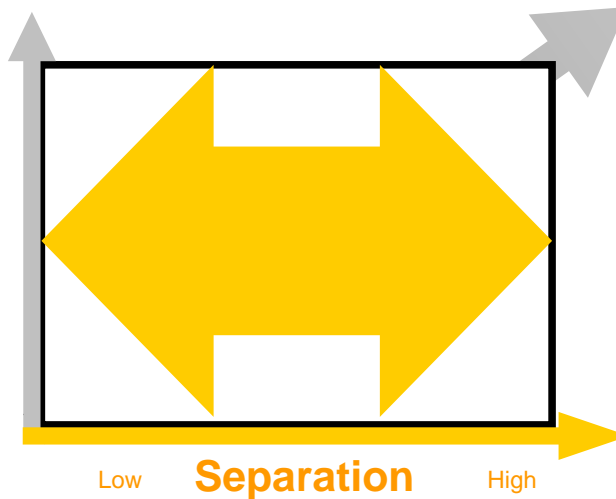
- ▲ ...to you?
- ▲ ...currently, in your project or organization
- ▲ Does “fidelity” or “robustness” help?
- ▲ What are barriers to understanding this concept?



- ▲ When has lack of “done” hurt?
- ▲ When has it helped?

Decreasing Separation

(perceived physical, cultural, time distance between team members)



Attractor: Make It Visible



Enable self-organization and emergence by Making the product and the process visible to everyone working on it

Visibility via Collaboration Space



War Room Welcome Page

The Team

Derek Wade
ScrumMaster

John Puopolo
Architect

Homer Simpson
Marketing

Sprint Status

Planning Board

Sprint Goal: use latest architecture and report feature trials to make recommendations for distributed team server deployment.

Story 1: Speed Runs
Done: Trial runs collected for 10 reports

Discussions

Beowulf

I am creating this page to talk about how we might successfully connect all our laptops together in order to emulate the new topological we have not yet received. There seem to be 3 ways to go about this: -- commercial networking gear -- we all run GNU/Linux and use OSI -- talk our own

Anyone have any thoughts? --JP

Why not just use VMMWall? The latest patch should run on our 486s. Here's the block diagram. --DW

Planning

Story 1: Speed Runs
Size: XL (7)
Done: Trial runs collected for 10 reports

Who	Task Description	Work Remaining
JP, DW	Frimfram on the <u>digital</u>	10
JHS	Create slick 4-color poster	10
DW	Dumts for Team	4
SB, JP	UML diagram for review by Arch.	12

Story 2: Two-server config test
Size: M (7)
Done: 2 foobars can send XML across servers

Who	Task Description	Work Remaining
JP	<u>Beowulf</u> all our laptops together	10
JHS, SB	Test round-trip domain engineering	15
DF	Unit tests for Frimfram complete	8

BACK **Example: Virtual "War Rooms"**

Home Jump:

Bp4p Edit Attach Printable Bp4p:TheBP4pWarRoom r1.7 - 30 Jan 2005 - 17:31 - topic end

Bp4p Web Links
 BP4P Home
 War Room
 Daily
 Active
 Big B
 Bright
 Notes
 Chan
 Fast
 Search
 Web

Other
 Bp4p
 Sand
 System
 Main

My li
 BP4P
 My Te
 My Ne
 Admi
 edit

About Us and This Room

- Blocks
 - work providing annoying distraction / time sink
 - Wrists have been really bad over last 2 wks -- tentatively getting better
 - Haven't been keeping in touch w/ my partner enough; easier to let the days slide 1 at a time
- Insights
 - Team inertia (good or bad) is a very real thing. Keeping a team's positive momentum is as important (maybe more important!) than the typical project-management tasks.

TheBigBoard

ActiveProjects

Project	Description	Who
	our 1st attempt at time boxing ourselves with some milestones	

Edit this table

Complete

Project	Description	Who	Detail
TheBP4pWarRoom	Layout for our wiki war room and howto use it		
WebDriveV1Tasks	Create V1 of a secure, version controlled Web Drive to replace WebDriveWorkingDocs. See SubversionWebDriveNetObj for notes from Doug. This will help us avoid duplication of effort.		

BrightIdeas

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BACK **Example: Wiki Backlog**

Sprint Backlog "Scrum Board" (Full View)

Below are the current goals from the Product Backlog, the stories which have been selected for the current sprint to help make progress against the goals, and tasks which need to be continuously unfolded / completed to complete the stories.

- Committed Backlog
 - Goal: Code Quality / TDD
 - Check for SDC1 failures
 - Check for SDC2 failures
 - Link Code Address to Log
 - Goal: Code for Debugging and
 - Address Comments on
 - Document Comments on
 - Goal: Create clean OSGi bundles
 - Test SDC1-UI
 - Generate SDC1 Address
 - Generate Code for SDC1
 - Goal: Review Issues for completion
 - Define SDC1 SDC2 UI
- Uncommitted Backlog
- Impediments

Committed Backlog
 Goal: Code Quality / TDD

Code Inspection Tools / Practices

Code inspection practices/tools

Priority 2

Description Resolve issues uncovered last sprint, and ensure that Code Inspection practices and tools promote visibility of code quality. PC team will do these tasks for any code they touch, new or old. Team will NOT go working through old code that they do not touch this sprint.

Validated when Maven report is running regularly; Javadoc checker is reporting on nightly build; team has been made aware of writeup on tools / practices; team has reviewed during next colo.

Est. Size 1 person-day (6h)

Tasks:

#	Completion Criteria	Notes	Who	Status	Rem Hrs
1	(PLACEHOLDER for tasks not yet discovered)	This task is an initial estimate for the ENTIRE story. Please split into smaller tasks.		REMOVE	0
2	Configure Maven plugin to identify latest release version / latest release notes. Note: Merge existing wiki page which lists each project and its current production release.		DF	DONE	0
3	Put javadoc checker into nightly build		DF	DONE	0
4	Writeup tutorial on how Maven plugin works, practices for fixing accepting javadoc problems, other important points for team to know	Added info to Code Inspection page on CheckAnd reports.	DF	DONE	0
5	Fix (or accept) problems that javadoc checker finds. Document acceptance of any issues on appropriate place on wiki.	This task is a bit scary, I vote to remove it, b/c it has no "done" criteria.	[all, ongoing]	REMOVE	0
6	VERIFY Checkpoint: MNS at end of sprint	SB: Koen makes sure that the code has a checkpoint at the end of each sprint.	[all, ongoing]	DONE	0

[Edit](#)

Back to the full overview: [CurrentSprintBacklogDetail](#)

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Attractor: Pay Attention and Adapt



Keep good rhythms,
retrospect to evaluate

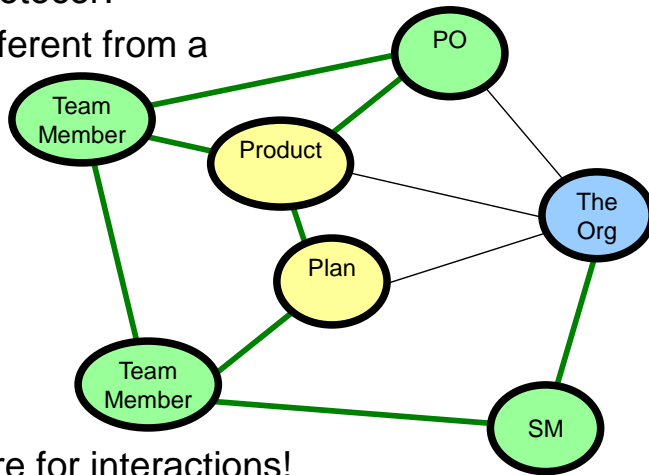


The Team must own
their protocols and
tools to fulfill the
needs of the Product

Adapt Team Protocols



- ▲ What's a Protocol?
- ▲ How is it different from a Process?



- ▲ Protocols are for interactions!

10 min “come”

Exercise: Team Protocols



Evaluate these team protocols:

Response Time

- ▲ Purpose: all team members know what each other is doing
- ▲ Agreement: 1 hr email 4 hrs phonecall

Code Coverage

- ▲ Purpose: to ensure that our product is easily maintainable
- ▲ Agreement: All code shall be covered by Unit Tests at no less than 90%

Status Reports

- ▲ Purpose: org is aware of impediments and can respond
- ▲ Agreement: team will update condition of project “green, red, yellow” daily

▲ ...Others you’ve seen?

Example: TDD & Code Review



Plan



Product Increment



Team

Continuous Integration & TDD

- ▲ “Being truly test-driven makes a positive difference in quality and maintainability”
- ▲ “Tools/practices can help shift focus from individual tasks to team deliverables”

-- a Fully-Distributed Team using Java

Example: Interaction Media



Richness



- Email
- IM / IRC
- Cell Phone
- Videocon
- IM with Whiteboarding
- Good Land Line
- Face Time

Risk



Example: When to Daily Synch?



Pacific	Eastern	London	Frankfurt
5a	8a	1p	2p
6a	9a	2p	3p
7a	10a	3p	4p
8a	11a	4p	5p
9a	12p	5p	6p
10a	1p	6p	7p
11a	2p	7p	8p
12p	3p	8p	9p
1p	4p	9p	10p
2p	5p	10p	11p
3p	6p	11p	midnight

“Supposedly first thing in the morning...”

Example: Planning with IM

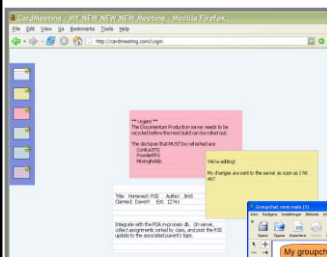


Size for you, size for me...? Who's right?

Tiny	1
Small	2
Medium	3
Large	4
Big	5
Unknown	?

“Rock-Paper-Scissors” on IRC

"Interactions (Protocols) and Tools"

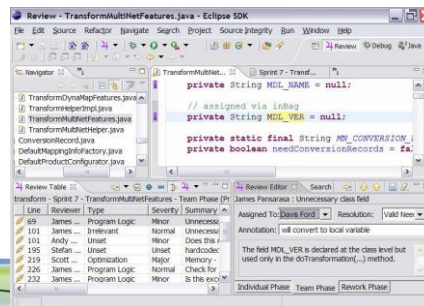


Virtual Co-location:

- ▲ TWiki
- ▲ SharePoint
- ▲ CardMeeting.com (stickynotes!)
- ▲ Jupiter (code reviews)
- ▲ Skype (IM and VOIP)
- ▲ Cocinella (IM and whiteboarding)
- ▲ ...beware email!

Planning

- ▲ TWiki
- ▲ SharePoint
- ▲ Excel (!)
- ▲ Google Docs



Example: Distributed Retrospective

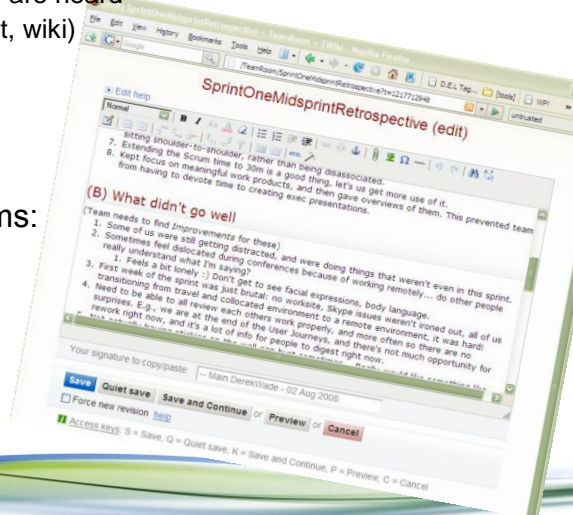


Facilitated Discussion:

- ▲ team should just be able to talk
- ▲ capture these as they are heard
- ▲ make visible (webcast, wiki)

Three Questions

- ▲ "What went well"
- ▲ "Didn't go so well?"
- ▲ For "not so well" items:
 - ▲ Team can improve
 - new Story,
 - change Protocols
 - ▲ Team can't improve
 - Organizational Impediment



Team Protocols & the Team Coach/ScrumMaster

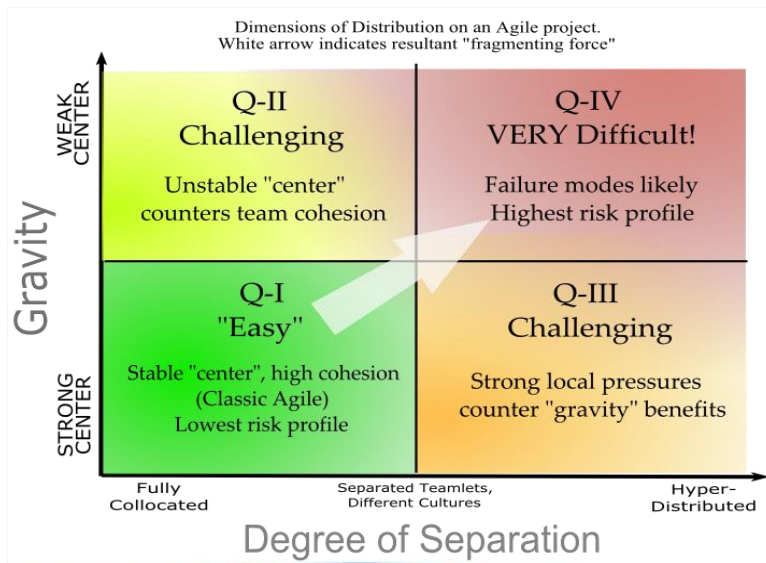


The job of the Coach/ScrumMaster on a distributed team now includes managing Team Protocols:

- ▲ Helping the team select and agree on protocols -- "farming" protocols
- ▲ Ensuring all team members are using the protocols
- ▲ Applying the selective pressures to the team protocols to keep them from calcifying or getting stale



Remember: Use the Dimensions!



Remember: "Test" with "Agile Attractors"

Let the Product Lead



Make it Visible



Leverage Social Intelligence



Work One Bite at a Time

Get to "Done"



Pay Attention and Adapt

Where Will You Go Next?

Remember the "Dimensions of Distribution"

- ▲ Gravity – aspects of product which increase team focus
- ▲ Separation – physical, cultural distance between team members

Be "pulled" by the good Attractors:

1. Let the Product Lead
 2. One Bite at a Time
 3. Make It Visible
 4. Get To Done
 5. Pay Attention & Adapt
- ▲ Leverage Social Intelligence
(Dialogue & Collaboration are "gas and oil")



Now that you've reflected...

- ▲ What 3 things can you **take action on in your position** to begin reaping some Distributed Agile benefit?
- ▲ Can you implement Distributed Agile right away?

Thank You!



The arena of product development presents a great place for organizations to develop talented, thinking, and enthusiastic people. When these same people are encouraged to join a team with open and honest dialog, then organizations see an explosion of innovative talent. Our goal is to help organizations develop those people into "well formed teams" that become innovation engines of extraordinary value.

Our Services:

- ▲ **Starting at Scale:**
Transitioning to Agile Product Development for Large Groups
 - ▲ **Adaptive Strategic Planning And Management**
 - ▲ **Scrum Team Training**
 - ▲ **ScrumMaster Training**
 - ▲ **Agile Requirements Training**
 - ▲ Many of our engagements are "customized efforts" which requires an agile dialog to craft ☺
-

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Contact us: info@3back.com