

# **TWELVE Agile Adoption Failure Modes**

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About Me



<http://bit.ly/12-failure-modes>

A Better Approach  
**WAY**



**REDUCE  
WASTE**

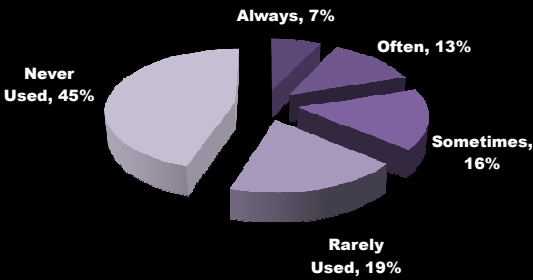


**WAITING  
FOR THE  
NEXT  
PROCESSING STEP**



**ELIMINATE  
UNNECESSARY  
PRODUCTION**

**64% of Product  
Features Never or  
Rarely Used**



Standish Group Study, reported by CEO Jim Johnson, XP2002

**ATTACK  
POOR**

**QUALITY**



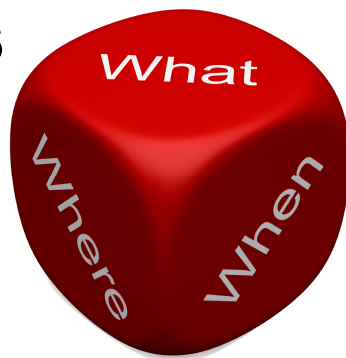
**AVOID  
CONTEXT  
SWITCHING**



**DELIVER  
HIGHEST VALUE FIRST**



**ERADICATE  
PROJECT  
RISKS**



**RELEASE  
EARLY AND OFTEN**



**MEASURE  
OUTCOMES  
NOT OUTPUTS**



Benefits  
you'll  
derive

Stop the  
denial

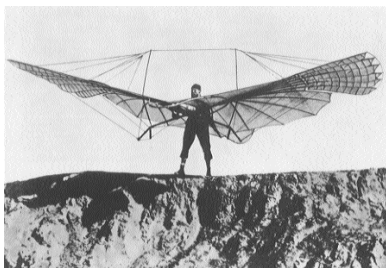
Wear reality  
goggles

Seek out  
insight  
pools

Create your  
own reality

Deliver  
Customer  
Value

**FAIL  
FAST**



**Failure Mode  
#1**



checkbook  
**commitments**



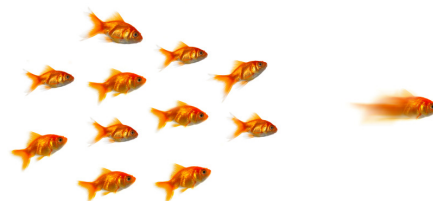
**immediate  
RESULTS**



**unengaged**



Organizational  
**Change**





same  
**metrics**

Culture that doesn't  
**Support CHANGE**



**Failure Mode  
#2**

**FOLLOW**  
the **PLAN**



## Standard of Work **ENFORCED**

Governance = Conformance

Standard of Work is static

Cross-organizational uniform

Detailed documentation

PMO as enforcers



## **Failure Mode #3**



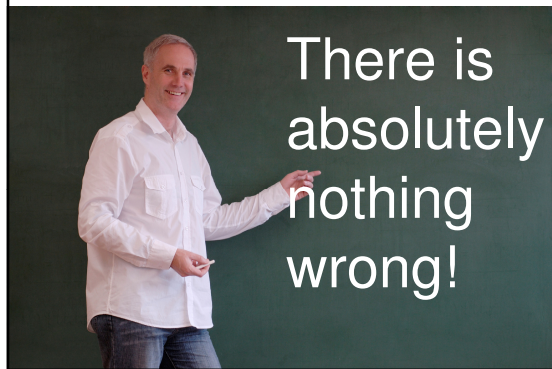
## **Ineffective** use of **Retrospectives**



what we mean by  
**Retrospectives**



**Ignored**



**NONE**



**NO  
Action**



**Failure Mode  
#4**



**Stable  
Environment?**







## Failure Mode #5

why?





**who can commit?**



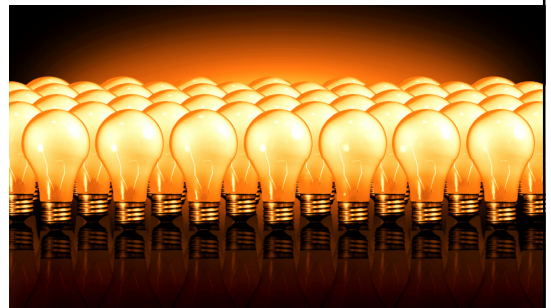
**conversation**



**waiting for decisions =  
WASTE**



**more INSIGHTS**



**commitment**



unavailable  
**product owner**



**Failure Mode  
#6**

too many  
**product owners**



**AGILE asks  
A LOT of**



**Product Owners**

**AGREEMENT  
on Priorities**



too busy for all the  
**communicating**



**commitment  
with team**



**Failure Mode  
#7**

**COMMAND** and  
**CONTROL**



bad  
**scrum masters**



low morale and  
**Lower IQs**



serve and  
**facilitate**



Clean ~~up~~  
**messes**



remove  
**impediments**



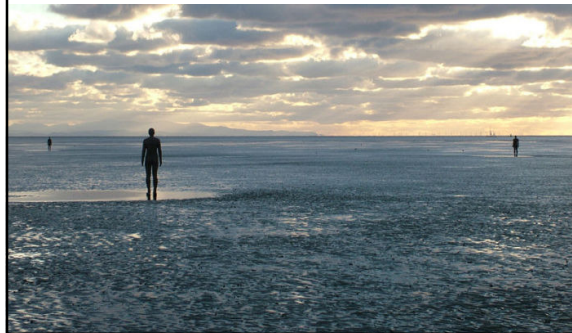
**Failure Mode  
#8**



not having an  
**onsite evangelist**



who  
**listens?**



who  
**cares?**



remote  
**roadkill?**





advise, motivate  
**protect and serve**



**team lacking**  
**authority**



**Failure Mode**  
**#9**

**red tape**  
**decisions**



No forming,  
storming, norming,  
**performing**



inspect and adapt  
**deliver**



empowered teams  
amplify **learning**



**high performing**



**Failure Mode  
#10**

push &  
**deliver**



**testing**  
not pulled  
**FORWARD**



**INCREASED  
DEFECTS**



piled   
**debt**



**Failure Mode  
#11**

**STOP  
the  
LINE**



traditional  
**performance  
appraisals**



manager's yearly  
**evaluation**



frequent team  
**evaluation**



individual  
**heroics**  
**rewarded**



team contribution  
**rewarded**



**Failure Mode  
#12**

**CHANGE**  
is **HARD**



**REVERTING  
to form**



**What now?**





## CALL TO ACTION

Think about the **12 Agile Adoption Failure Modes**

What **ONE** failure mode are you **PREPARED** to **ATTACK**?

Create an **ACTION PLAN**


Hold a **SELF-RETROSPECTIVE** 30 days from now

Put the date in your Blackberry **RIGHT NOW!**



### 12 Adoption Failure Modes

- “Checkbook commitments” from executive management
- A culture that does not support learning
- Ineffective use of the retrospective
- Failure to pay attention to the infrastructure required
- Inability to get everyone in the planning meetings
- Unavailable product owner, or too many product owners who can’t agree



- Bad ScrumMasters
- Not having an onsite evangelist for remote locations
- Teams lacking authority and decision-making ability
- Not pulling Testing forward into Definition of “Done”
- Continuing to rely on a performance appraisal system
- Reverting to form, embracing the evil we know

**Benefits  
you’ll  
derive**

**Stop the  
denial**

**Wear reality  
goggles**

**Seek out  
insight  
pools**

**Create your  
own reality**

**Deliver  
Customer  
Value**

