Sustainable Pace

How can we help our teams achieve it?

http://www.bigvisible.com

Facilitator

- ## Bob Sarni

  - 25 years focused on team development, leadership mentoring and coaching, project management, program management, portfolio management, product development, organizational change

  - Certified Scrum Coach (CSC) and Trainer (CST)

  - Project Management Professional (PMP)

  - Principal Coach at BigVisible Solutions

  - Email: bsarni@bigvisible.com

  - Twitter: bobsarni

  - Follow BigVisible on Twitter - @bigvisible

About BigVisible – www.bigvisible.com

Our Vision

BigVisible Solutions believes that Agile principles and values will transform the business world. We're training people to lead the revolution. Individuals and teams from well-respected, large-scale organizations come to us for help pulling off profound—seemingly impossible—change efforts.

Our practices are responsible and designed to yield sustainable results. Helping companies become more flexible, customer-centric, and innovative isn't easy. But we love what we do.

Our Team

We are one of the largest networks of Agile coaches in the world. Anchored by teams in New England and California, our presence continues to expand across the country and the world.

Our coaches' expertise spans most major industries, covering a broad range of technical and business perspectives. BigVisible is capable of supporting your large-scale organization's needs with precision.

What is the session all about?

- Not a session focused on metrics and detailed studies about impacts
  - It is about awareness
  - It is about common sense

- We do not need studies and research to tell us that having a healthy work/life balance is a good thing
  - Although it is certainly a choice
  - Although an individual choice – it impacts the team

- **How can we as a team promote and support a sustainable pace?**

Stressed out my ASS!
I am going to KILL the next Son of a
Bitch who says I look STRESSED!

Or Happy and Enjoying Life and Work?
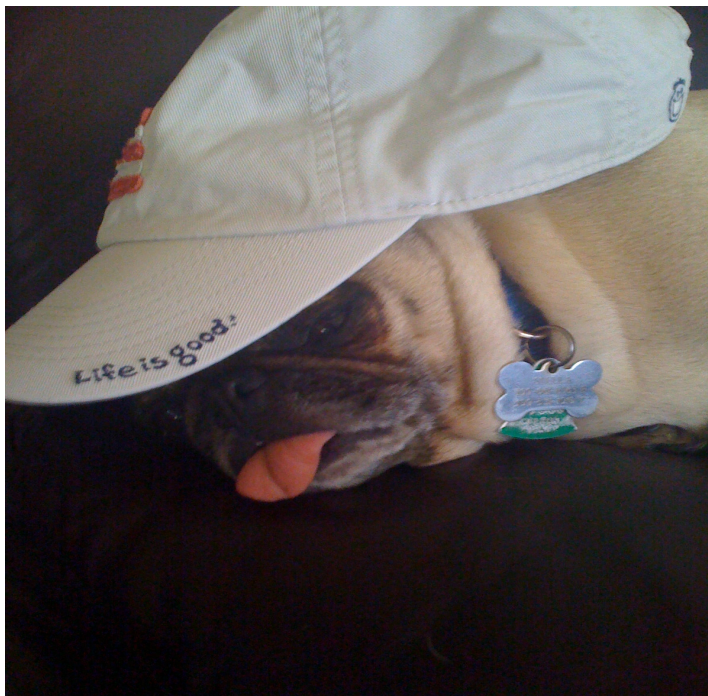
Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

http://agilemanifesto.org/

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Principles Behind the Agile Manifesto

1   Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

2   Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

3   Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

4   Business people and developers must work
together daily throughout the project.

5   Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

6   The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

7   Working software is the primary measure of progress.

8   Agile processes promote sustainable development.
The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9   Continuous attention to technical excellence and good design enhances agility.

10 Simplicity--the art of maximizing the amount of work not done--is essential.

11 The best architectures, requirements, and designs emerge from self-organizing teams.

12 At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.
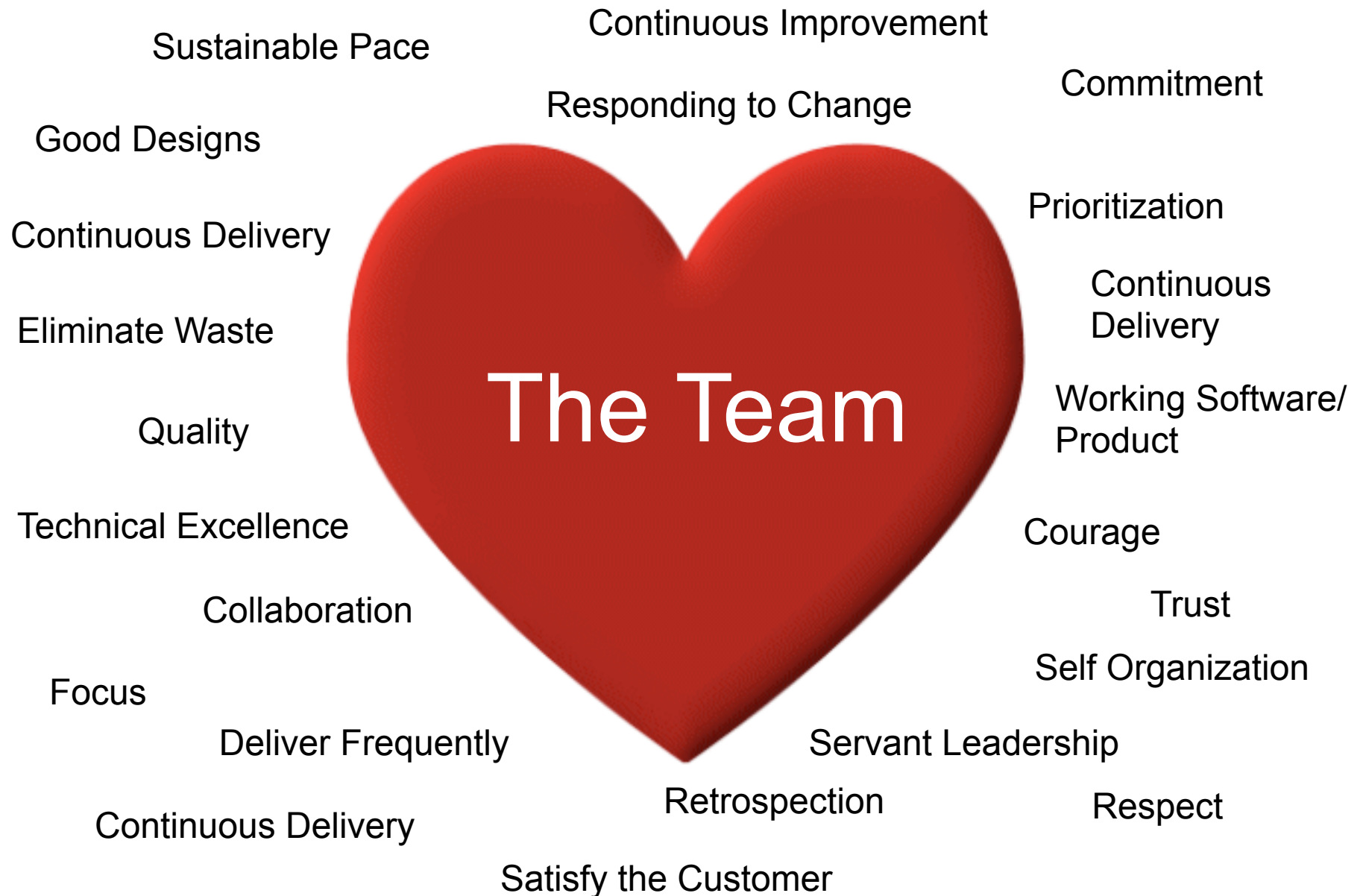
The Agile Adoption Manifesto

We are uncovering better ways of implementing tools and practices that we think are cool by using Agile as a smokescreen.

Through this work we have come to value:

Practices and Tools over Values and Principles
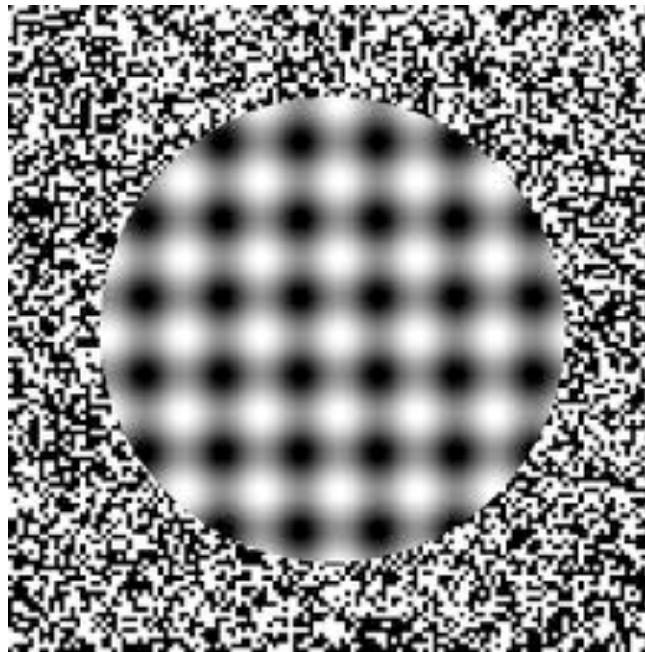
Here is where I would like to focus today

*Agile processes promote sustainable development. The sponsors, **developers**, and users should be able to maintain a **constant pace** indefinitely*

The Team

What is Sustainable/Constant Pace?

- Definition of sustainability:

  "able to be maintained at a certain rate or level over time"

  Oxford Online Dictionary

Extreme Programming – No Overtime

Kent Beck, creator of Extreme Programming

"Every hour at the office that you don't want to be there is overtime"

Extreme Programming

- ## Set a sustainable, measurable, predictable pace
  - To set your pace you need to take your iteration ends seriously
    - Incomplete or buggy software represents an unknown amount of future effort, so you can't measure it
  - Working overtime sucks the spirit and motivation out of your team
  - Becoming over worked today steals development progress from the future
  - A sustainable pace helps you plan your releases and iterations and keeps you from getting into a death march

http://www.extremeprogramming.org/rules/overtime.html

And Now for Something Completely Different….

- More than a century of studies show that long-term useful worker output is maximized near a 5 day, 40 hour work week

  - Productivity drops immediately upon starting overtime and continues to drop until:

    - At approximately eight 60 hour weeks, the total work done is the same as it would have been done in eight 40 hour weeks!

- In the short-term, working over 21 hours continuously is the equivalent of being legally drunk!

http://www.igda.org/why-crunch-modes-doesnt-work-six-lessons

What Motivates Employees?

- ## Recent Mercer's "What's Working" global survey
  - 30,000 people
  - 17 countries
    - Between 28% and 56% of workers are seriously considering leaving their jobs

- ## What motivates employees to stay?
  - Top of the list
    - Being treated with respect
    - Work-life balance
  - Towards the bottom of the list?
    - Base pay and benefits

http://business.financialpost.com/2011/11/08/good-leaders-are-careful-to-not-demotivate-employees/

Some Inputs into Sustainable Pace

- ## Prioritization

  – Work on the most important things first

  – The scope flexes to meet deadlines

  – Eliminate waste

- ## Planning and Estimating

  – Daily, Iteration, Release, Product Roadmap, Product Vision

  – Team capacity

  – Velocity

  – Iterations

  – Visibility

Some Inputs into Sustainable Pace

- **Team**
  - Customer on the team
  - Cross-functional teams
  - Self-organization
  - Collaboration

- **Technical Excellence and Good Design**
  - Working software
  - Definition of done
  - Quality

- **Inspection and Adaption**
  - Continuous improvement

What is Sustainable Pace Exercise

- In your teams, each person (individually) write on post-it notes statements they feel represent sustainable pace

- As you write them, post them up in your idea store

- When everyone is done or when time runs out, go to the idea store and see if as a team you can group the post-its into themes

- 5 Minutes

INSIGHTS FROM DISCUSSIONS ON SUSTAINABLE PACE

What Are Some Considerations?

- Individual team member work/life balance
  - Individual versus team sustainable pace
    - What is going on in the individuals life at that moment?
      - School, saving for something, illness, relationships, workaholic, stage in life, etc

- Exciting versus routine projects

- Upcoming releases or deadlines
  - Team may decide to work extra hours

- Short term and long term sustainable pace
  - Is it based on effort or horizon of effort?

- Corporate priorities not supportive of sustainable pace
  - Years of management training on optimizing resources

- Focus on output versus outcome
  - Focus on throughput and not on value to the customer

More considerations

- Individual team members not contributing to the success of the team
- Hero attitude
  - I will save the team on my own
- Culture
  - Different cultures have different thoughts on sustainable pace
- Does sustainable pace encourage learning, innovation and growth?
  - Considerations into our sustainable pace

- Can be used with any value or principle a team wants to implement
  - *Note: Top down tree approach adapted from Rapid Problem Solving with Post-it® Notes – David Straker*
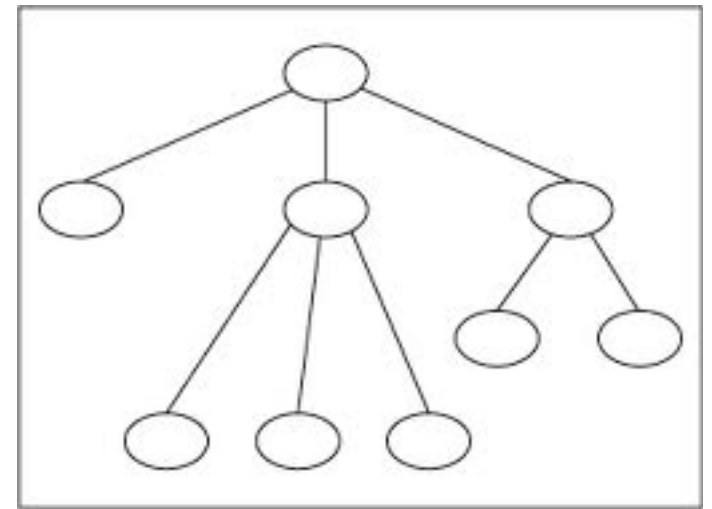
How can we as a team promote sustainable pace?

- ## After an overview of Agile's values and principles and a discussion of sustainable pace

  - Have the team brainstorm with post-it notes high level statements of what they feel contributes to a sustainable pace

  - Add them to the Idea Store

Start Building the Problem Solving Tree

- ## Using ideas from the idea store, start building the problem solving tree

  – You will probably come up with new ideas during this stage

- ## Keep asking the questions

  – How do I do that?

  – Are we done at this level?

  – Should we break it down more?

Team Values and Principles Workshop Help

Help

Objective:

What are specific actions we can do as a team to promote sustainable pace?

Questions:

First layer
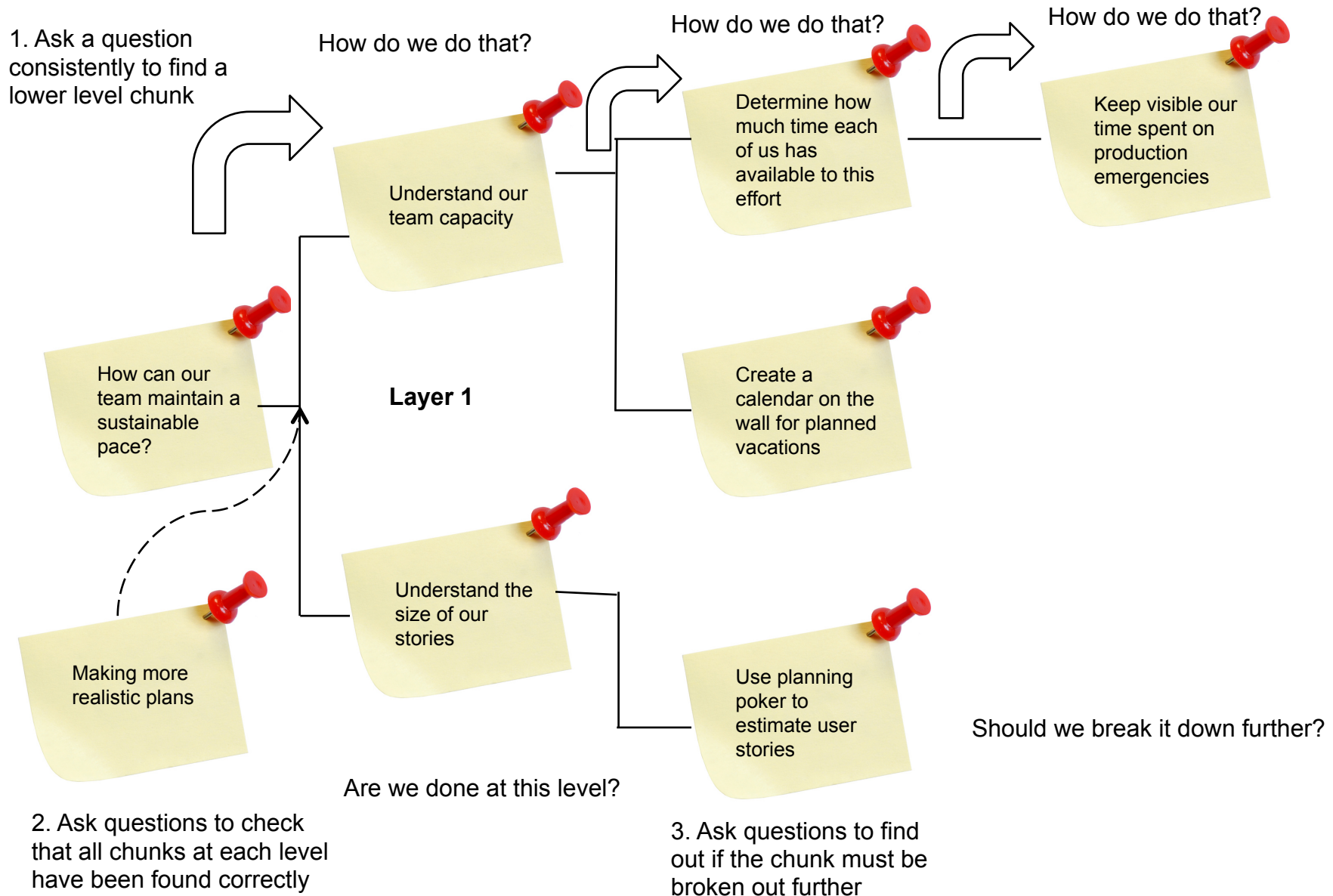
- Identify: High level capabilities that we should have in place to promote sustainable pace.
- Check: Are all capabilities identified?

Subsequent layers

- Identify: Actions we can do to accomplish the high level capabilities.
- Check: Are all actions identified?

Finished when we feel the actions are at a low enough level to prioritize

1. Ask a question consistently to find a lower level chunk

How do we do that?

How do we do that?

How do we do that?

Understand our team capacity

Determine how much time each of us has available to this effort

Keep visible our time spent on production emergencies

How can our team maintain a sustainable pace?

Layer 1

Create a calendar on the wall for planned vacations

Making more realistic plans

Understand the size of our stories

Use planning poker to estimate user stories

Should we break it down further?

Are we done at this level?

2. Ask questions to check that all chunks at each level have been found correctly

3. Ask questions to find out if the chunk must be broken out further

Turn Results into Actions

- Have the team determine what actions are in their control and what actions will need escalation or help from outside of the team

- The team should prioritize actions they have control over and determine how they will implement them
  - Note: these actions take time and effort so it is important that they are planned for

Questions or Discussions?

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