

Question to Answer

Break out Rooms 1 and 2

#1 – Agile Mandated, not Organically Grown

Agile is a mindset, not fixed set of rules, tools or processes. It requires top down and bottom-up support and 3 to 5 years for the culture to change

Question: Discuss methods leadership can deploy to encourage Agile adoption

Susan: Speaker, Tim: Timekeeper, David: Scribe

- 1) Methods leadership can deploy:
 - a) Collaboration and knowledge sharing
 - i) Transparency encouragement – pushing together
 - ii) Methods – set up monthly or quarterly knowledge sharing, presenting on a topic. Push the teams to share and communicate to the organization – not just within the organization.
 - iii) For example, must understand compliance requirements by teams outside of the compliance team
 - b) Clinical, scientific space
 - c) Working constantly with each other
 - d) Information radiators
 - e) Lack of Agile education
 - i) Especially an issue for Product Owners
 - ii) Teams are used to be told what to do, used to PM and PO telling them what to do
- 2) Make sure the right people are there
- 3) Provide education, familiarity with agile
- 4) Encourage transparency
- 5) Examine what is working or not working from other perspectives – different people see things differently
 - a) Hard to get a common direction unless the team is together
- 6) Trust is important – how do you do this?
 - a) Comes from the top – ex: one mistake and you are out will prevent moving forward
 - b) Must be ok to fail without punishment
 - c) Reward experimentation / Recognition for new ideas: Product owner shared user story template (got to put his name on it)
 - d) Change the nature of performance reviews
- 7) Base rewards on outcome and focus with the end in mind
- 8) Expect change and include turnover in your plan – work through it and build on it
 - a) Cross-training, overlap, and collaboration
- 9) Successful leadership buy-in into Agile
 - a) Metrics going to leadership – how does this
- 10) Have people practiced?

Participants (6)



David Morgen (Me)



Allison Smith Terrey



Carol Gingold



Timothy Brandon



Michael Lauer



Susan Irvin

- a) Yes. It's how much time spent in the trenches
 - b) It has been out there for 20-40 years
- 11) With COVID, difficult to grow anything – does it hinder or help adoption? It is hard to do, especially with cross-functional groups. Developers have a hard time. If we were together more, some of the issues would not have occurred.
- a) Proximity was how we built relationships years ago, but over the past few years we have moved more remotely, especially under COVID. Can happen with timezone flexibility.
 - b) May be maturity related.