Scrum Breakfast
Introducing Change

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You are in a medium to large company.

You've discovered a new idea -- 'a better mousetrap' -- and you think everyone in the company should use it.

You could be about anybody in the company, most likely a developer or tester, but maybe a team leader or even a top manager. You are intrigued by this new idea and want to build support for that idea.

Ever tried to convince someone of an idea and felt like you were talking to a brick wall?
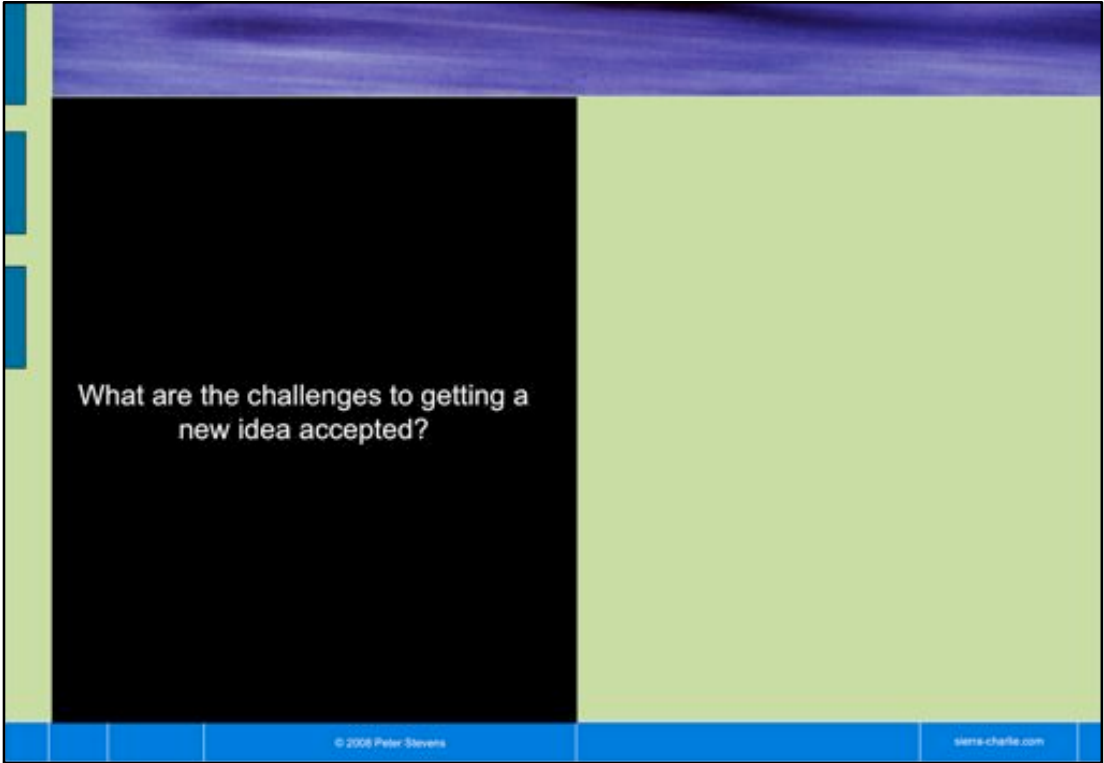
You want to get your ideas accepted!

How can you move forward?

As in SW development, use patterns to understand the problem and find the solution

- What are the challenges to getting a new idea accepted?
- Who plays a role in getting your idea accepted?
- What are some patterns for getting started?

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What are the challenges to getting a new idea accepted?

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Will people change just because you have a better idea?
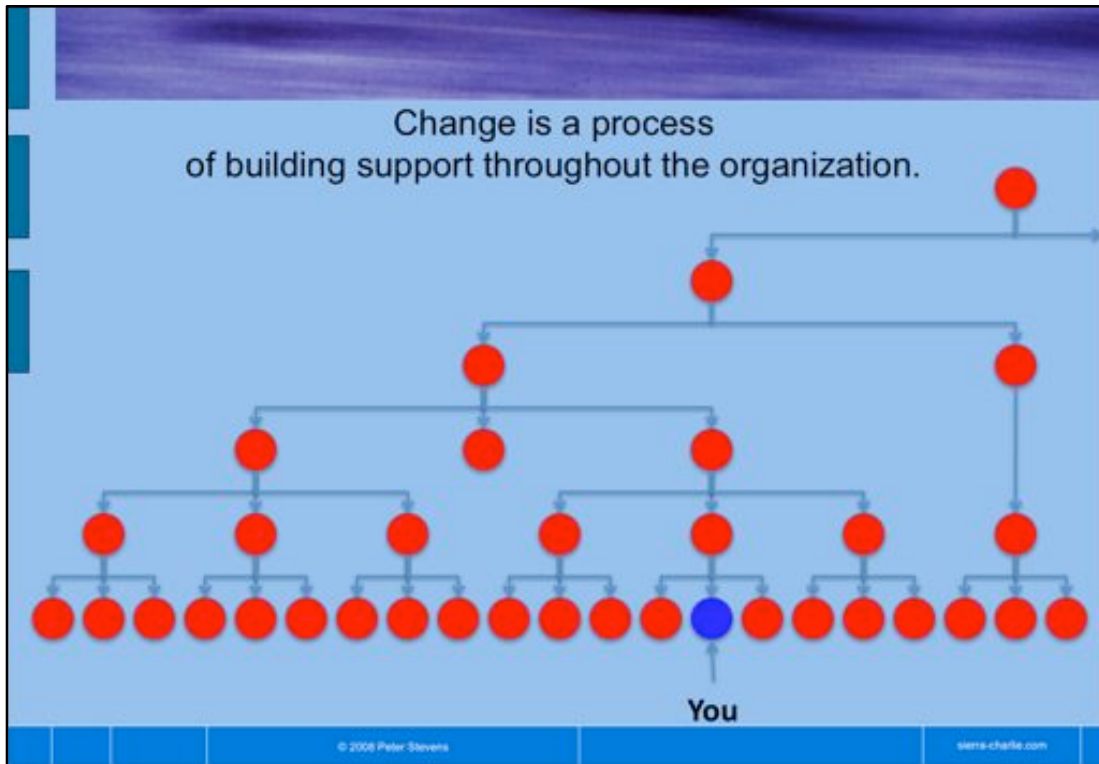
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Resistance to change is normal.

People do the things they do for a reason. You've discovered a new idea -- 'a better mousetrap.' But is anybody asking for a better mousetrap?

The purpose of middle management is to ensure stability. Better the devil you know than the one you don't – Right?

Change is a process of building support throughout the organization.

You

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At the beginning of the process, you are the only believer in 'blue'

For 100% adoption, you may need to convince 75% of the people to support blue.

Can the guy at the top convince everyone to be blue?

Is the company really this 'black and white?'

Middle management holds the company together despite the forces pulling it in different directions
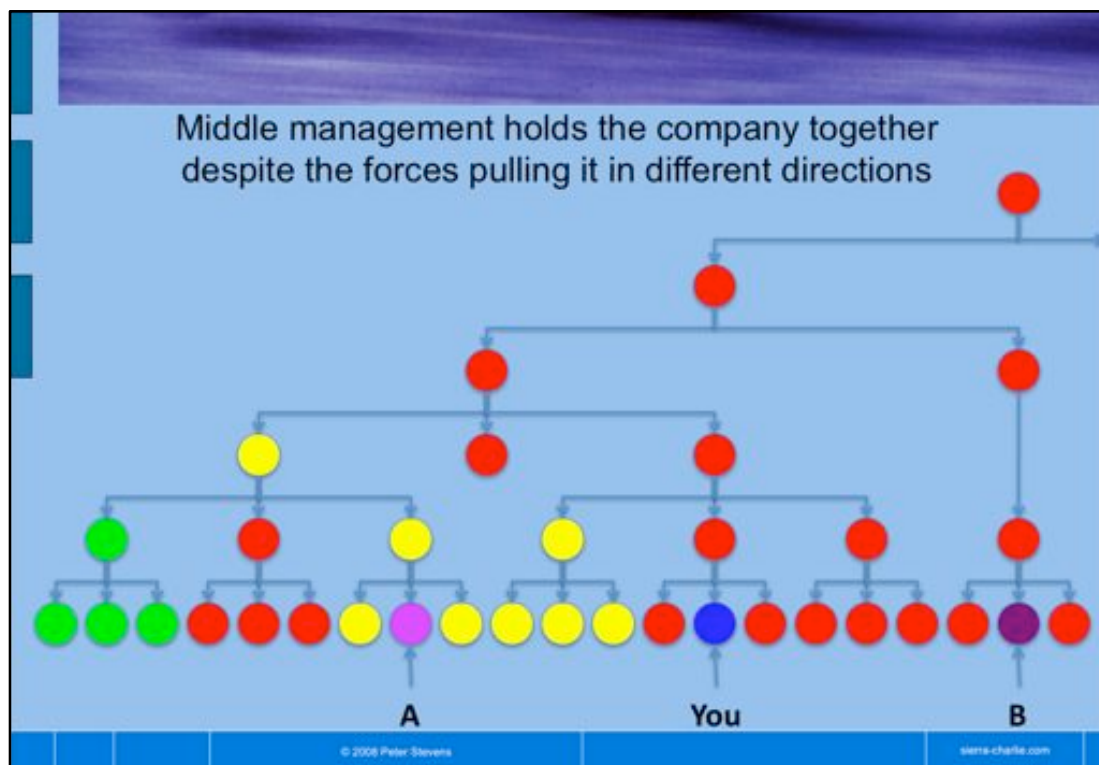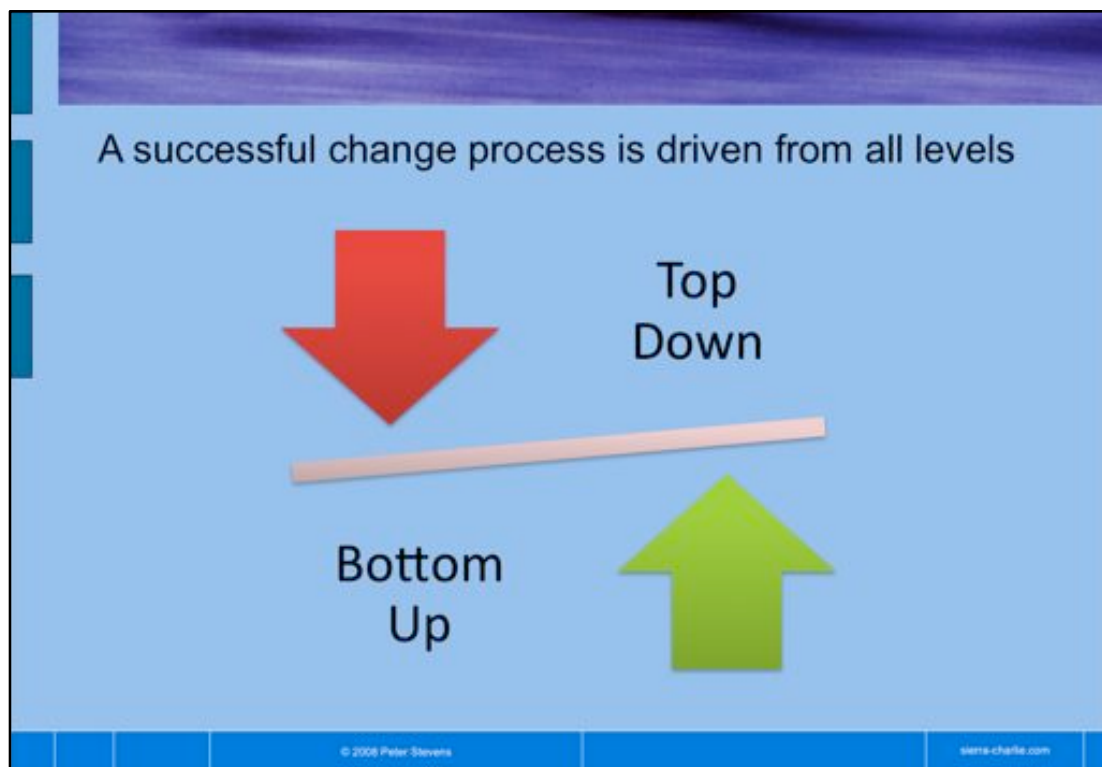
Organizations can be remarkably heterogeneous. Even though the company is officially red, there are factions in favor of yellow and green. Somewhere you could well find "Mr. A" and "Ms B", who would like to convince everyone that some shade of purple is the way to go!

Each manager needs to decide which changes and how much change to support.

Your ideas are in competition with other ideas. And there is a natural tendency to be skeptical of change. So you must market your ideas to all levels of the company. So you have to win people over.

A successful change process is driven from all levels

Top Down

Bottom Up

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Everyone - even top management - is powerless.

If you introduce something "under the radar" you will be detected as soon as you run into conflict with organization. Management will eventually say 'no'.

Imposing from the top lacks credibility and stimulates resistance. "Last year we did RUP, this year we're doing Lean, what will we do next year?"
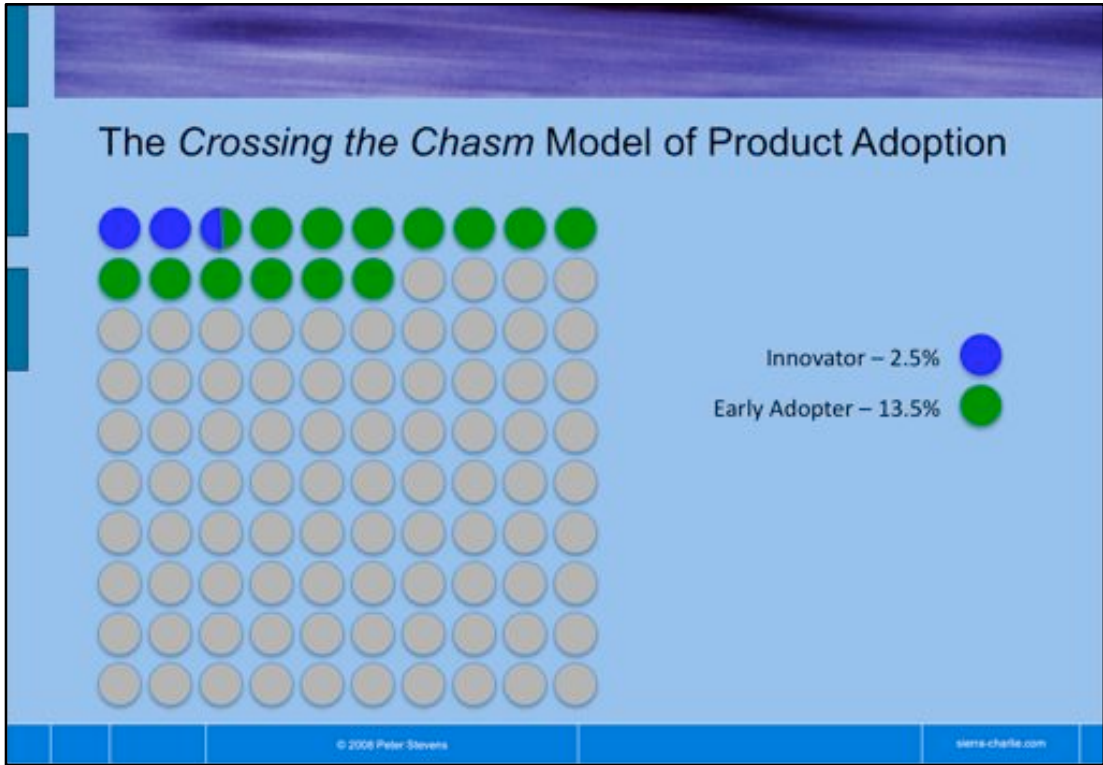
You need both.

Who plays a role in getting your idea accepted

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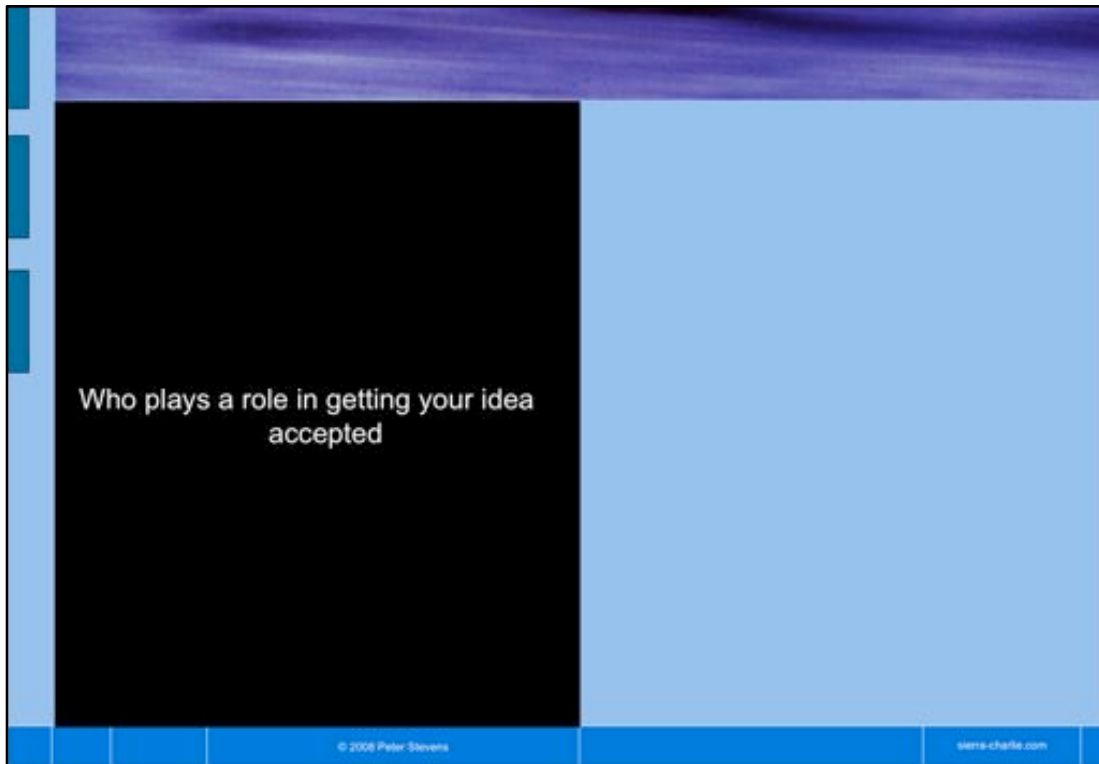
In any company, there are managers and works, testers, developers, architects, and potential of course potential winners and losers.

But we can also look at these people according to their willingness to accept change.
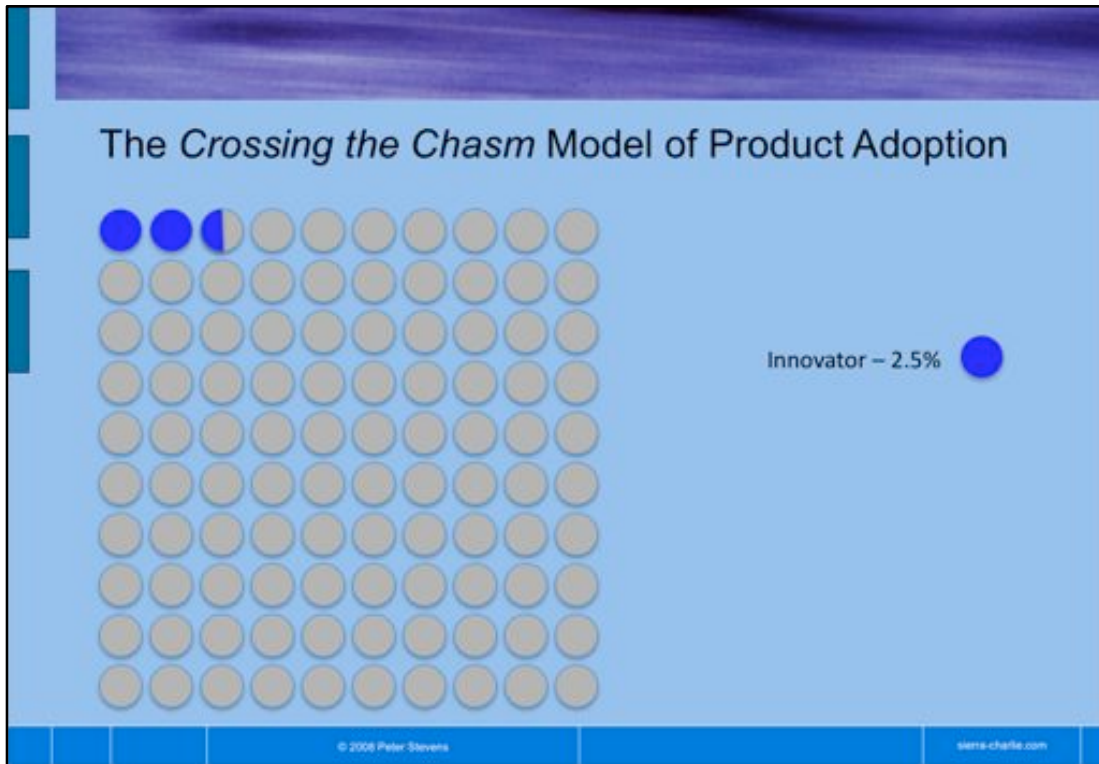
The evangelist – that's you – a tiny percentage of the population.

Innovators are willing to try things out without needing much convincing. Innovators are perhaps not the most influential in the company, but given their willingness to try things out, their example can help you gain interest from other, more conservative people in the company.

The *Crossing the Chasm* Model of Product Adoption

Innovator – 2.5%

Early Adopter – 13.5%

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Early Adopter – open to new ideas after serious consideration. As important thought leaders, these people are influential members of the company whose will decide whether your idea fades away or goes on to wider adoption. 13.5%
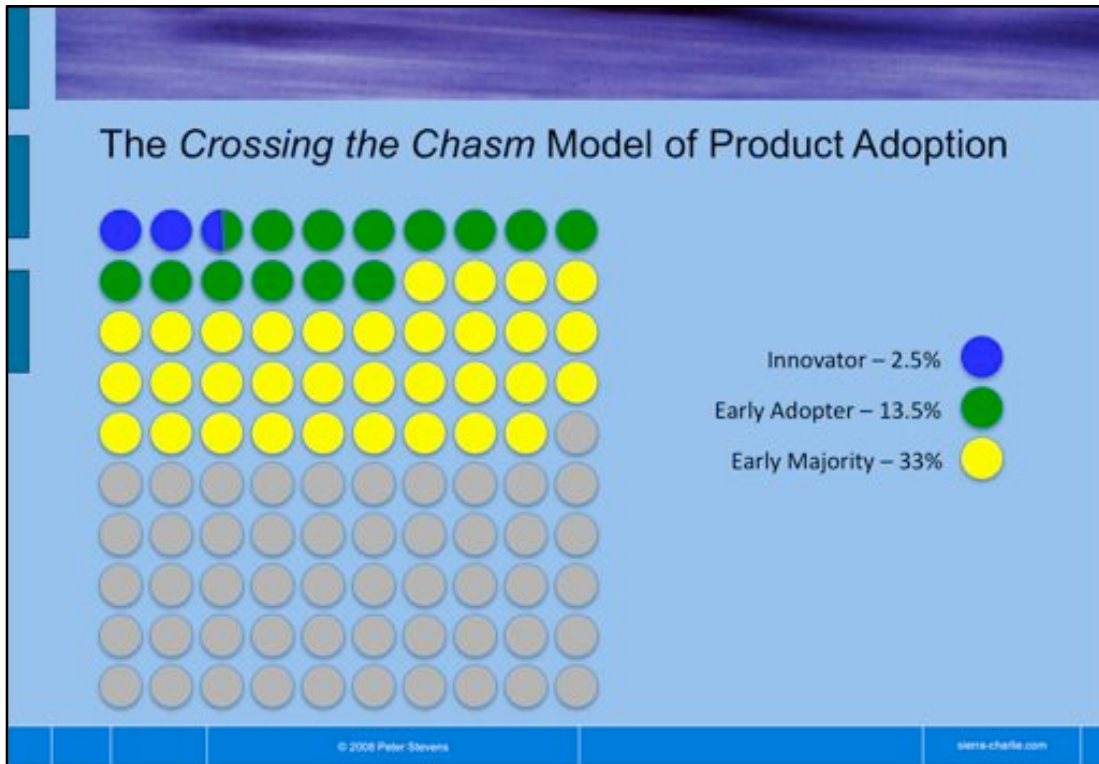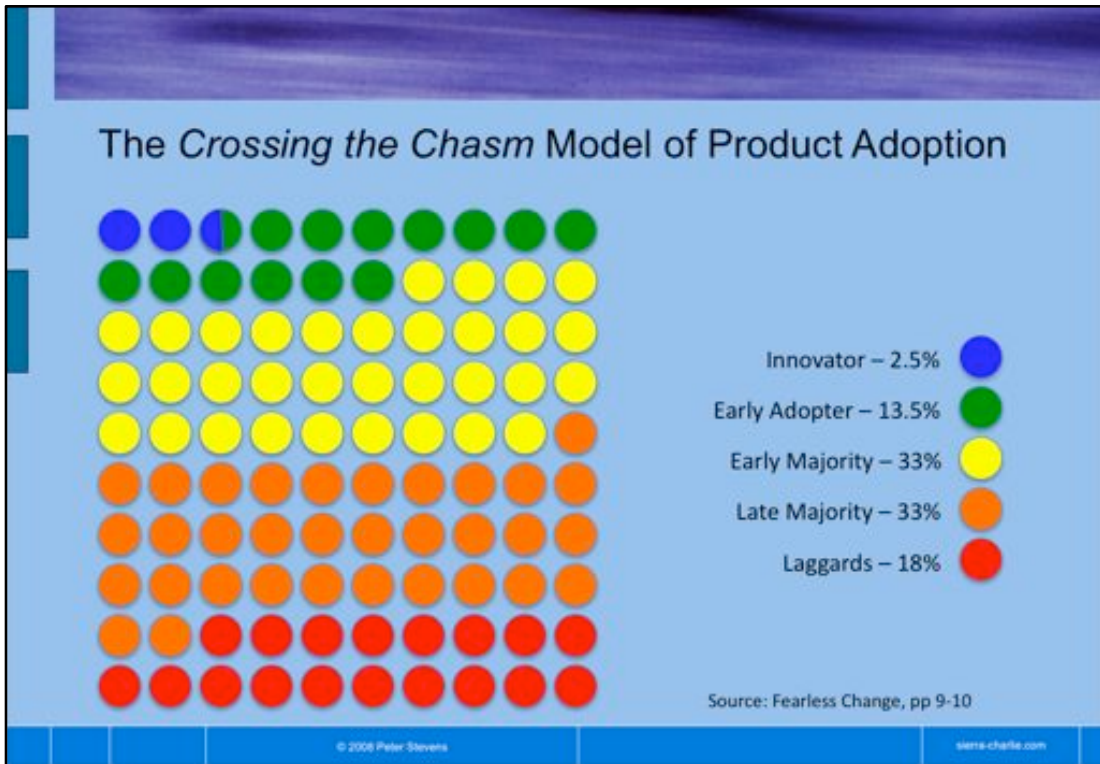
Early Majority – this is the group you eventually have to win! -- pragmatists who see advantage in innovation, but need proof. 33% They will be harder to convince, but the as these people see advantage and what to adapt the idea themselves, they will create momentum which is difficult to stop.

BTW – "crossing the chasm" refers to the difficulty of moving beyond easily motivated (but fickle) early adopters to the more difficult to convince early majority.

The *Crossing the Chasm* Model of Product Adoption

Innovator – 2.5%
Early Adopter – 13.5%
Early Majority – 33%
Late Majority – 33%
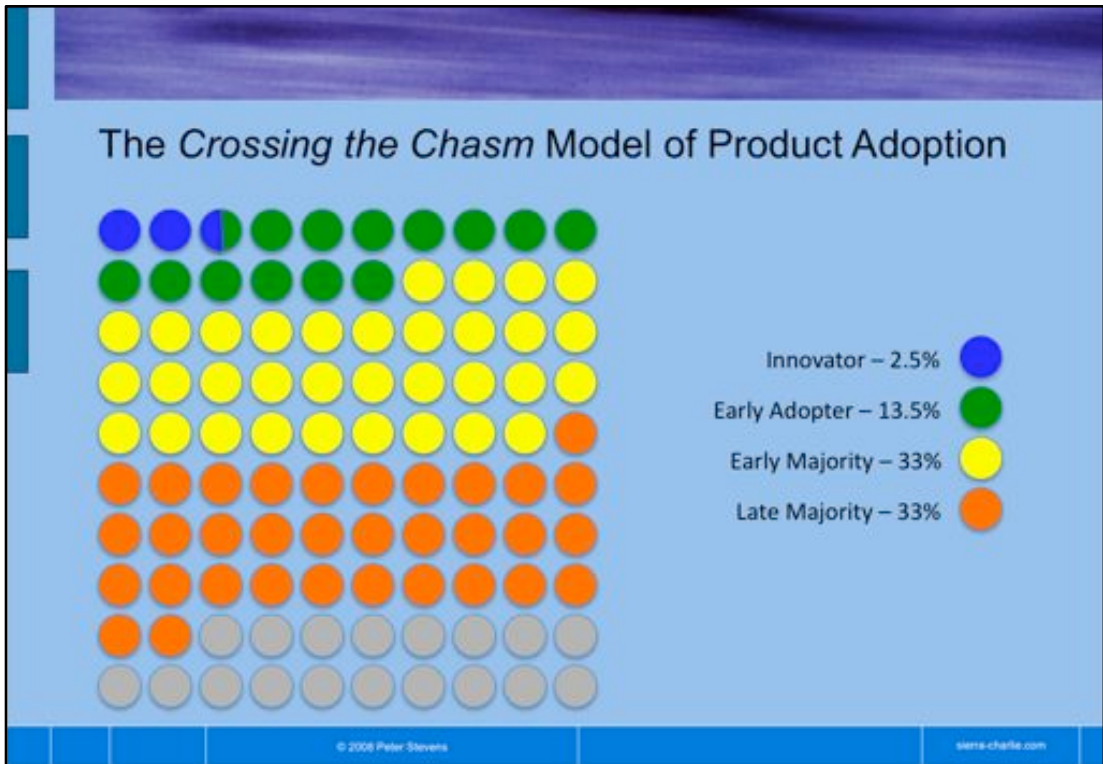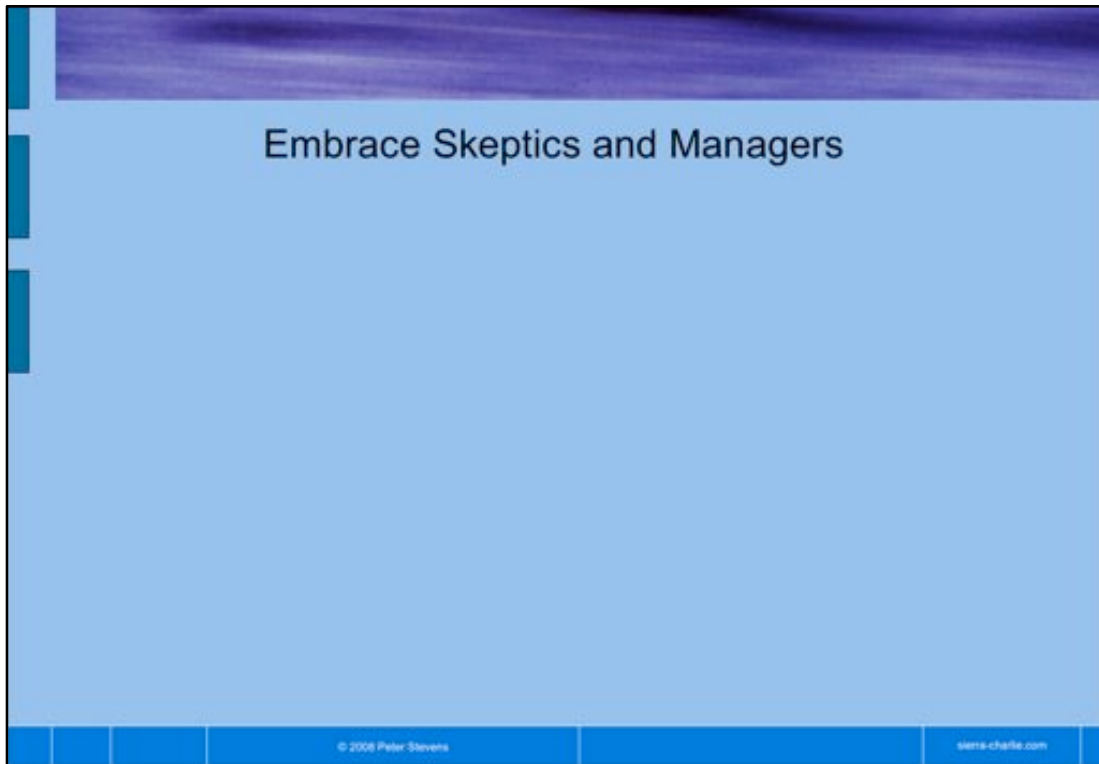
Late Majority – these people approach new ideas with caution. Most uncertainty must be removed before they can adopt your idea. 33%

The *Crossing the Chasm* Model of Product Adoption

Innovator – 2.5%
Early Adopter – 13.5%
Early Majority – 33%
Late Majority – 33%
Laggards – 18%

Source: Fearless Change, pp 9-10

Laggards – 'we've always done it this way', Some may never change. Don't worry about them.

Embrace Skeptics and Managers

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Management support legitimizes things in the workplace. A local sponsor, e.g. your boss can help you get started, turn you into a Dedicated Champion or get the attention of a Corporate Angel.

If you can turn a skeptic into a champion of your cause, you have won a important, believable ally.

Question: How do you tell a potential champion skeptic from a laggard?

Patterns are ingredients, not recipes! Add salt according to taste. You're the cook! And the list I am about to give you is woefully incomplete.

Doing is better than talking. Sometimes is better to ask for forgiveness than to ask for permission. If it's in your competence, just do it.

Patterns for Launching an Idea
Experiment or Trial Run

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Try an Experiment – it is easier to accept a time boxed experiment than it is to decide to change for ever and all eternity.

Unlike a Pilot Project, a Trial Run in not in the spotlight.

In either case, get agreement to try it out for a limited period of time, like two weeks or month. And then do a retrospective and discuss how it worked.

Patterns for Launching an Idea
Tech Talk, Brown Bag

Ask For Help

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Many organizations have a regular forum for exchanging information among staff. You can 'piggy back' on these events by giving a talk on your idea. The idea is to have a stress free environment to discuss and exchange ideas.

If you don't already have such an event, you can start one. A 'Brown Bag' is a Tech Talk that happens at lunch time. People bring their own lunch (in a brown bag).

These are excellent opportunities to Ask for Help, i.e. find people who would like to try out you idea.
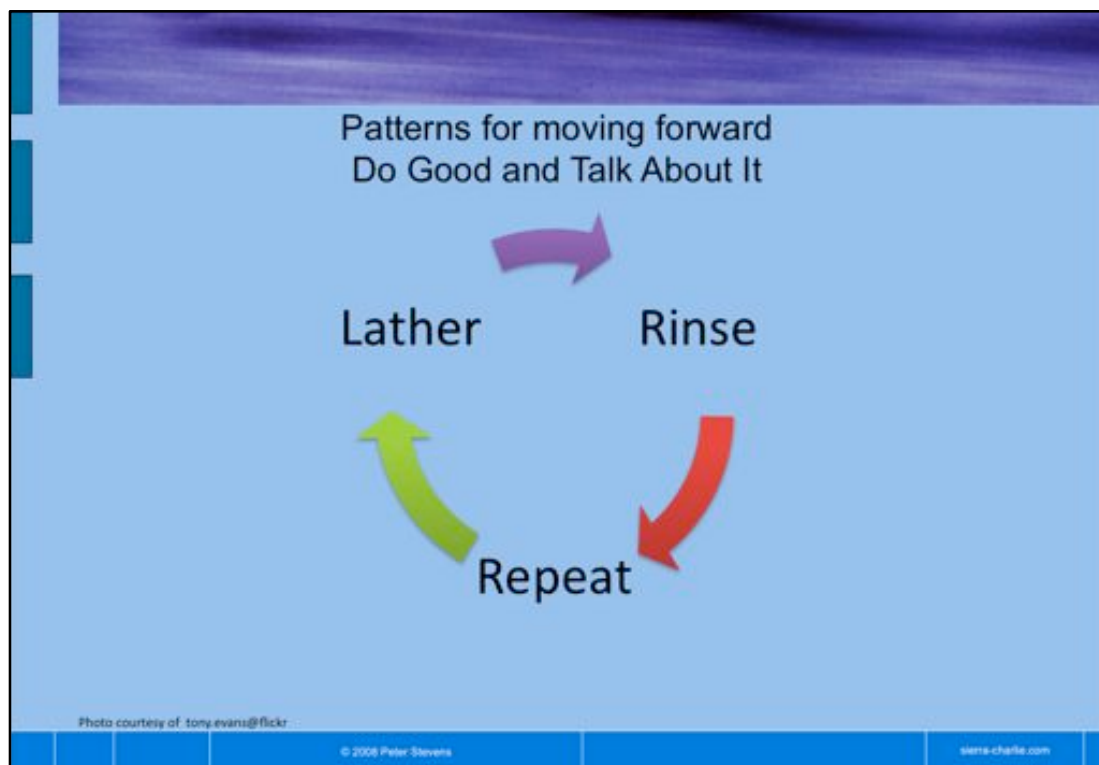
Do Good and Talk About It – Use your tech talks & brown bags to inform others in your company about your progress, successes and challenges. Use the opportunity to build interest and find volunteers for the next project.

'Lather, Rinse, Repeat' these are the instructions found on every shampoo in America (to help people use more shampoo ;-)). Marketing is about repetition. Building the brand. You are marketing the idea in your company, so use the forums repeated to build your brand awareness and find people who want to try out your idea.

Do Lots of Food – people are more receptive when they are eating. Example: What do you do on a first date?

Patterns for moving forward
Save a sinking ship

Photo courtesy of tony.evans@flickr

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Piggy backing is using an existing forum to get your message out. So ask to give a talk at your next quarterly sales event.

An extreme form is saving a sinking ship. When disaster strikes, people are happy when rescue arrives (and tend not to ask stupid questions about how & why). So if a ship needs to be saved, seize the moment, and bring it to port.

Case Study:
A Director Wanted To Try Scrum

Group Manager wanted to try out Scrum, but needed to wait until interest came from a Team Leader.

Step 1 information meeting in team to find out about Scrum and ask questions. Invite Team

Step 2 Second meeting in team to get more information, ask questions and decide whether to try out Scrum on a project, and if so, which one. Invite Team and an interested party.

Step 3. Meeting with business and and other interested parties. Wine and cheese afterwards

Step 4. Team Training

Step 5. Start Sprint 1

Closing Thoughts

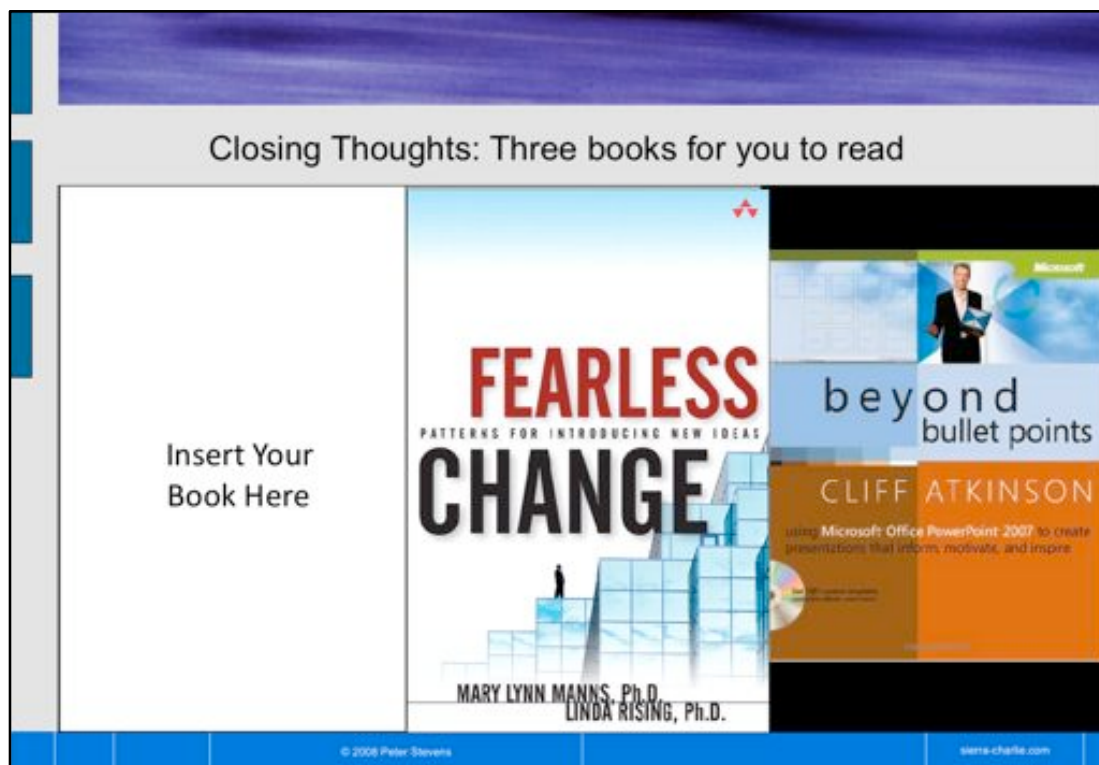Books to Read | Training & Coaching | What patterns do you use?
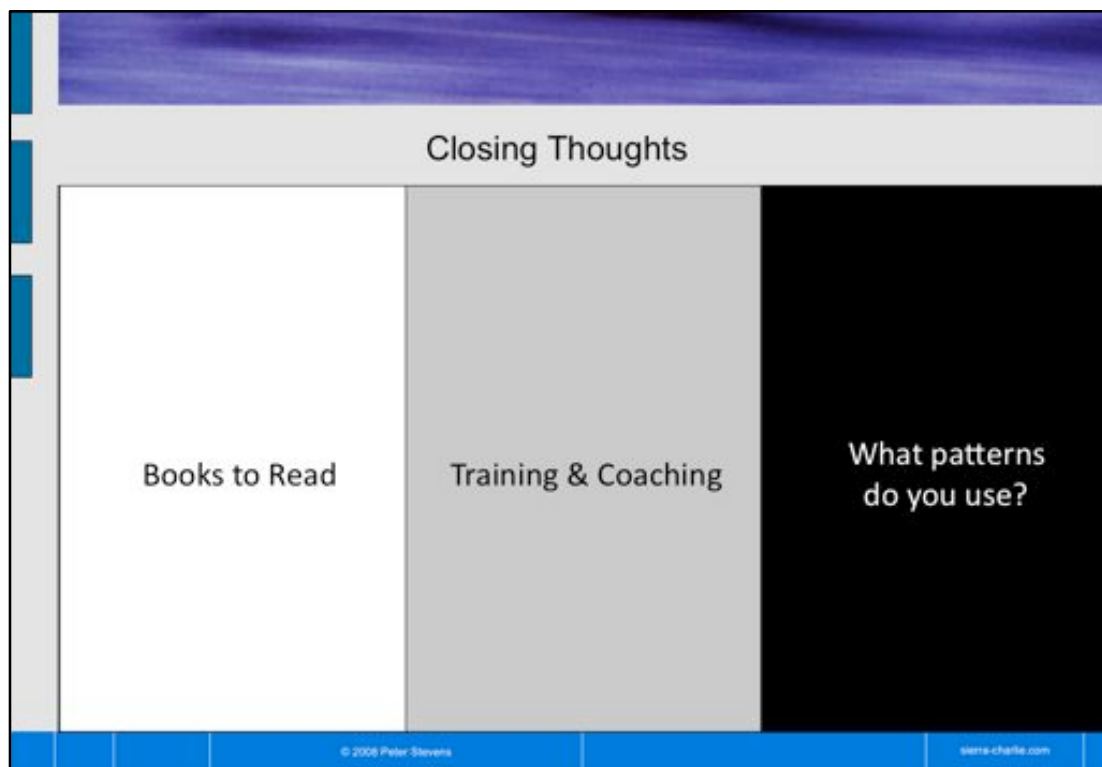
This presentation has been really short and superficial. Timebox.

So I'd like to give your some thoughts for the road.
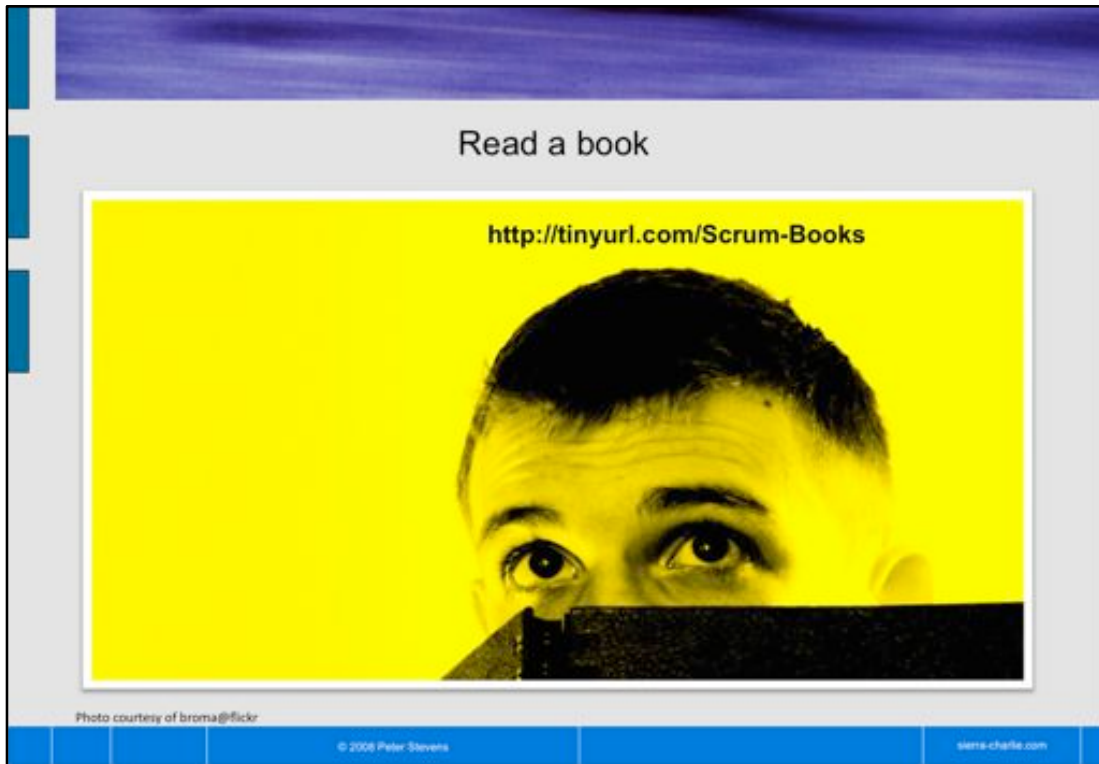
You've heard of books? Big, heavy, with pages that you turn instead of scrolling?

Closing Thoughts: Three books for you to read

I can't tell you what book(s) you need to read to learn enough about chosen change to convince others. In my case, reading (und groking) Agile Project Management with Scrum was enough to get started, although I only got enough understanding to quote and win projects after reading two more.

'*Fearless Change*' is a collection of patterns for enterprise change. A pattern is simply a named, widely understood and accepted solution to common problems, with equally well understood side effects and counter-indications. The beauty of a pattern language is the ease of communicating them only using their names. 'We had no money to really Do Food, so we planned a series of Brown Bags. At the first Brown Bag, we explained XYZ and Asked for Help to get started on a Trial Run. We found some volunteers and also met our most demanding Skeptic. But after learning more, she became our Champion Skeptic; since then her credibility enabled us to advance more quickly then I could believe… We got some budget for a Big Jolt. The Guru came, gave a Royal Audience at lunch with top management, answered their questions and.. It was easy from there!

Beyond Bullet Points is about communication. How to structure your message to get the attention of the right people. How to present the information to get the message across. I adopted the principles to my blog writing and doubled my readership. I used it to structure this talk (and leave the conclusions up to you).

Coaching & Training

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You'll notice I didn't say consulting. At least with Scrum, it's about learning to do things yourself rather than have some uninvolved party tell you what you should be doing. (Although External Validation can be helpful to convince management to move forward).

What about coaching and teaching? Books are like specs. You can learn a lot from a book. But you don't get feedback or experience or judgment from a book. You don't learn when you have misunderstood or misapplied something in the book.

The value of training lies in the opportunity to master important concepts in the sandbox so you can apply them effectively in real life. Coaching is there to help you apply correctly what you have learned.

AFAIK, all name brand Scrum references cited training and coaching as a key factor for their success.

Common mistake: at the first interest in XXX, say let's do a company training. At least with Scrum, this is a fairly expensive proposition. So get your management involved, up to speed & committed (perhaps with some management training in public courses first), then when doing the first project, start with internal training.

BTW - the evangelist might get training to put a certificate on what he already knows, but I think it uncommon that evangelists get their basic training from a course.

Thank you!

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http://tinyrurl.com/Scrum-Courses

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