A Disciplined Agile Approach to People Management
Scott Ambler

- Helps enterprise-class organizations around the world to improve their processes and organization structures
- Thought leader of:
  - Agile Modeling (AM) method
  - Agile Data (AD) method
- Co-creator of the Disciplined Agile (DA) framework
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THINK OUTSIDE THE BOX
Material Adapted From:

An Executive’s Guide to Disciplined Agile
Winning the Race to Business Agility

Choose Your WoW!
A Disciplined Agile Delivery Handbook for Optimizing Your Way of Working

(Coming October 2018)
Agenda

• Agile for People Management
• Disciplined Agile People Management
• Parting Thoughts
• Q&A
Agile for People Management
Quotes from Agilists

• I would love to be agile, but our HR policies won’t allow it.
  – Too many people to count

• I wish the HR department was open to change. Or at least would get out of our way and allow us to succeed.
  – Agile coach

• In every single organization we’ve worked with the HR department was completely f***ing useless. Every. Single. One.
  – Vice President at one of the top agile consulting companies in the world
Agile HR Manifesto (AgileHRManifesto.org)

We are uncovering better ways of developing an engaged workplace culture by doing it and helping others do it. Through this work, we have come to value:

*Collaborative networks* over hierarchical structures

*Transparency* over secrecy

*Adaptability* over prescriptiveness

*Inspiration and engagement* over management and retention

*Intrinsic motivation* over extrinsic rewards

*Ambition* over obligation

That is, while there is value in the items on the right section of the sentence, we value the items on the left more.
Disciplined Agile Mindset for People Management

1. People aren’t resources
2. Support agile teams
3. Be flexible
4. Energize people
5. Enable people
6. Inspire leadership
7. Reduce cycle time
8. Enable cultural and structural fit
9. Reward for agile behaviors
10. Govern lightly
11. Expect to be disrupted
Disciplined Agile People Management
The Disciplined Agile Framework

Disciplined Agile Enterprise (DAE)
- Business Operations
- Marketing
- Sales
- Finance
- Legal
- Procurement
- Control

Disciplined Agile IT (DAIT)
- Enterprise Architecture
- Continuous Improvement
- People Management
- Portfolio Management
- Product Management
- IT Governance
- Reuse Engineering

Disciplined DevOps
- IT Operations
- Support
- Security
- Data Management
- Release Management

Disciplined Agile Delivery (DAD)
- Agile
- Lean
- Exploratory
- Continuous Delivery: Lean
- Continuous Delivery: Agile
- Program Management

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The Process Goals of Disciplined Agile Delivery

DAD is Goal-Driven, Not Prescriptive

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Disciplined Agilists Take a Goal-Driven Approach

<table>
<thead>
<tr>
<th>Process Goal</th>
<th>Decision Point</th>
<th>Option</th>
<th>Advantages</th>
<th>Disadvantages</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explore the Initial Scope</td>
<td>*</td>
<td>Default Option</td>
<td>Source</td>
<td>Evolution strategy</td>
<td>Size</td>
</tr>
<tr>
<td>Form the Initial Team</td>
<td></td>
<td></td>
<td>Co-located</td>
<td>Partially dispersed</td>
<td>Distributed subteams</td>
</tr>
<tr>
<td>Address Changing Stakeholder Needs</td>
<td></td>
<td></td>
<td>Indicates a preference for the options towards the top</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Warning: Some options aren’t very effective!
Support Teams

- The reports of the death of management are greatly exaggerated (to paraphrase Mark Twain)
- Traditional career management does not go away (although reduced)
- Traditional staffing activities do not go away in an agile world (although reduced)
Evolve Teams

Voluntary membership
Assigned membership
Ad-hoc membership

Holocracy

Form Initial Team

Evolve Teams

Source

Existent product team
Existing team from another product
New

Team evolves itself
Team Lead makes changes
Management makes changes

Size

Small team (2-15 people)
Medium team (10-30 people)
Large team of teams (30+ people)

Single team
Component teams
Feature teams
Internal open source

Member Skills

Generalizing specialists
Specialists
Generalists

Structure

Whole team
Specialized team
Ad-hoc

Completeness

Stable (product) team
Project team
Ad-hoc

Longevity

Co-located
Partially dispersed members
Distributed subteams
Fully dispersed members

Geographic Distribution

Organization Distribution

Single-division FTEs
Multiple-division FTEs
Consultants
Contractors
Outsourcers

Time Zone Distribution

Same time zone
Multiple time zones – 5 or more hours overlap
Multiple time zones – Less than 5 hours overlap
Multiple time zones – No overlap

Support the team

Coaching
Mentoring
Training
Stakeholder access

Availability

Dedicated
Ongoing part-time
As needed/available

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Organize Groups/Teams

From matrix style staffing of projects to long-term stable teams aligned by value stream
Support People

“Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.” – Agile Manifesto

http://www.disciplinedagiledelivery.com/people/

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Enhance Your Culture

It is critical to “be agile.”
Don’t forget we still need to “do agile.”

http://www.disciplinedagiledelivery.com/people/
Support Learning and Improvement

http://www.disciplinedagiledelivery.com/people/communities-of-practice/
Manage Performance

• Team assessment over individual assessments
  – Individuals need to grow, but not at the expense of teamwork
  – Stack ranking being abandoned
• Reward effective teams
  – Collaborative behavior
  – Meeting commitments
  – Leave no Team Member behind
• Transparency of everything means individual assessment becomes easier
  – Teamwork, getting stuff done become visible to all
  – Are Team Members willing to pair and share
Parting Thoughts

• This was a very high-level overview of the Disciplined Agile People Management

• Improvement requires hard work, there are no easy solutions

• Every organization is unique, one size does not fit all – Beware prescriptive methods

• The DA framework looks at the whole picture to address the question of how does it all fit together
QUESTIONS?

Please type your questions into the Q&A window
Thank You!

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DisciplinedAgileConsortium.org
DisciplinedAgileDelivery.com
Please join us for forthcoming sessions with Scott W. Ambler, DA Fellow

Create High Performance Agile and Lean Teams With Disciplined Agile Delivery
Tuesday, Sept 25
12:00-13:00 UTC
(7:00-8:00 am EDT)
There will be Q&A at the end

Membership Webinar: Disciplined Play-
What happens when you play more and work less in Agile Organizations?
Tuesday, October 16
16:00-17:00 UTC
(12:00-1:00 pm EDT)
There will be Q&A at the end
The Disciplined Agile Consortium (DAC) is for practitioners and supporters of the Disciplined Agile process decision framework. It provides information on curriculum, certification, access to certified members, and resources to support Disciplined Agile activities.
Important Reading
Join Today

Sign up at DisciplinedAgileConsortium.org and become a member

Have access to new and upcoming information about Disciplined Agile strategies
The Disciplined Agile Consortium (DAC) supports and evolves the Disciplined Agile process decision framework.

The DAC site, DisciplinedAgileConsortium.org, provides information on curriculum and learning resources for Disciplined Agile practitioners. It is also the home of the Disciplined Agile certification program.

The Disciplined Agile blog, DisciplinedAgileDelivery.com, provides a wealth of articles and blog postings about Disciplined Agile topics.

The Disciplined Agile discussion forum, LinkedIn.com/groups/4685263, is a meeting place for Disciplined Agile practitioners to share their experiences and to get questions answered.