

GeePawHill Presents...



***Being Followed:
How Individuals Help
Teams Become***

GeePawHill@GeePawHill.org

© 2011, Michael D. Hill
Licensed Under
Creative Commons Attribution-NoDerivs 3.0 Unported License

The Three Blobby Things

Business Value

where are we going?

Geek Joy

how will we get there?

Courageous Curiosity

where are we now?

Software Development Excellence

(Suspect All Systems)

The Basics

Something Right!

over-rewarding isn't the answer

Like People

even when they don't do what you want

accept the whole person

Take Deep Breaths

person-by-person, step-by-step

technique-by-technique

long-term wins are real

More Basics

Prof fluence Is Key

we are part of something
we are getting somewhere

Using Standups Well

lose the three questions
do not solve anything > 1 sentence
fast and furious
bring desired behavior into the reports

Ask For Help

make asking safe
make mistaking safe

The Pillars

Inviting

Sorting

Modeling

Releasing

Situating

(Suspect All Systems)

Inspiration

Pillars Are Blobbies, Too

sources of ideas & extensions
ways to guess their value

As Sources

got a situation?
pick a random pillar
find a way to get to it

As Predictors

got an idea?
evaluate it by seeing which pillars it touches

Releasing

Helping a team gain freedom to move:
...experimenting with ideas,
...ending pro forma gestures,
...removing legacy rules,
...making retrospectives real.



Releasing moves
responsibility from you
to the team.

The Releasing Mantra

*"I don't know, what do **you** think?"*

Ask for help every day.

People who help you
make a decision also
help you & each
other to follow it.



Take Care!

Once released, you can't call a team back.

You have to mean it.



There's a reason
this pillar isn't
called
"empowering",
yo.

Sorting

Sorting means choosing a most important story and acting on it.

It's one of the most important techniques a coach demonstrates.

But you have to sort more than just production stories!

Sorting

For a coach, any of these can be a source
for most important story:

...production

...technique

...environment

...team

The list of possible stories is infinite, and
coaches have to sort their work, too.

Sorting: Urgency Principle

Coaches need a better grasp of the urgency principle than their teams do!

Most resources on most important story,
less resources on less important stories,
no resources on unimportant stories.

You Are Human. Focus Your Efforts!

Inviting

Inviting Is Two Things

Throwing a Party
Finding a Place for Everyone

Throwing Great Parties

For geeks, a great party means:

...having food & drink

...lots of chatter

...cool (or soft) toys

...no interruptions

...secret geek cultural references

*A successful agile transition is one
continuous party.*

A Place For Everyone

Throwing parties is a blast, but the unplaced teammate is a serious issue.

Everyone doesn't have to be good at everything. Find something – something genuinely useful – for an isolated person.

Do it fast.

Modeling



Supermodel



Role Model

Be the change you wish to see

Obvious Modeling

Think of how you could model:
...choosing the most important story,
...testing before coding,
...story-slicing,
...observing meeting discipline.

If your practice is healthy, modeling will
be everywhere

Subtle Modeling

There is no real end to modeling:

...geek joy,

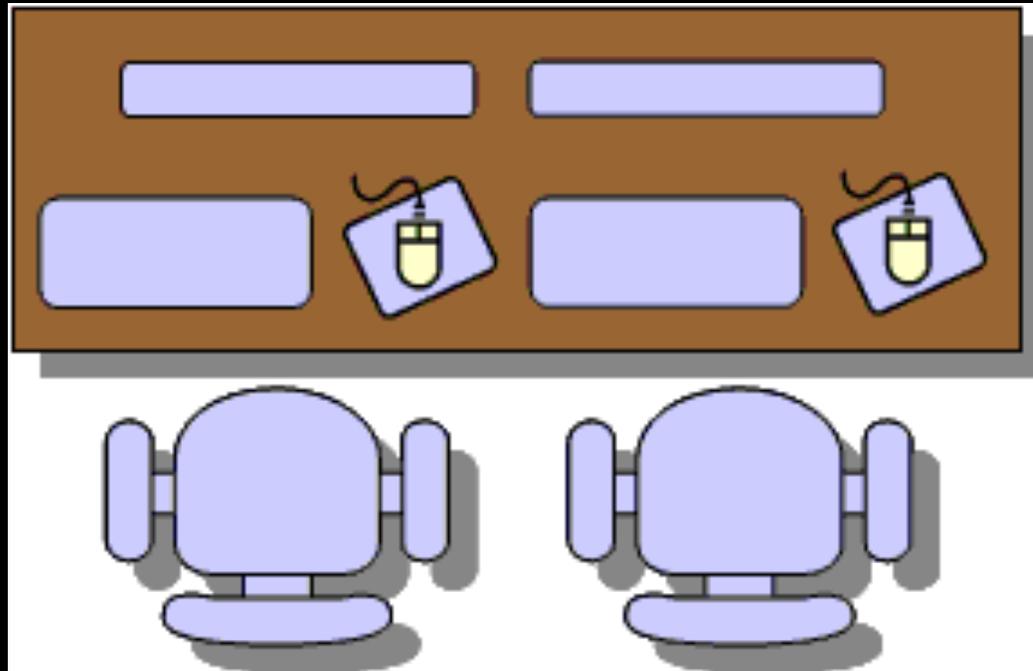
...making mistakes,

...missing a deadline,

...working with other teams.

Modeling is *much* stronger than
teaching.

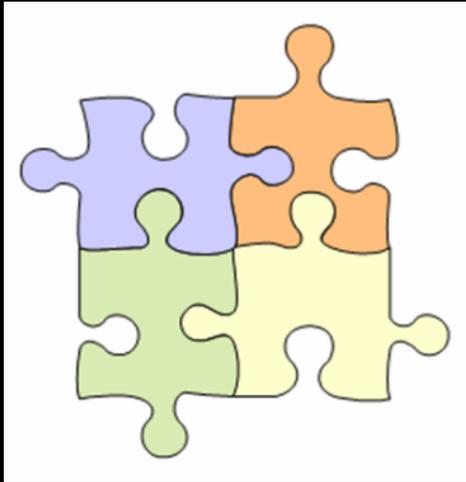
One Good Pairing Station



Even if your team doesn't
pair!

Situating

Bringing a team to a better fit with:



...its company,
...its market,
...its biology,
...its psychology,
...any context at all.

Many teams fail through misunderstanding
the contexts in which they live & work.

Situating: Obvious Cases

A team builds the wrong product.

A team holds engineering value
over business value.

A team thinks e-mail is communication.

A team works constant overtime.

Situating: Subtle Cases

The Block-Of-Coding Fallacy

The Comment Smell

The Number Seven Plus or Minus Two

Body Language For Pairing

The Nature of the Blind Spot

Anything you can use to help your team to a better stance or grip.

Two Major Traps

Rational Actor Theory

classic spencerian tragedy

the wall street collapse

plausibility is more important than logic

bump & run tactics

Moralizing

*shaming *might* work, for a few days*

good citizenship

craftsmanship movement not moving me

Minor But Real Snares

Giving Orders

doesn't get followers

doesn't work with agile approaches anyway

live on the floor

The Jelly Rule

*shaming *might* work, rarely, and a little*

good citizenship

craftsmanship movement not moving me

Learning Modes

Accept Each Mode

verbal, visual, proprioceptive, kinetic, aural, oral

encourage others to find their mode

live on the floor

The Jelly Rule

*shaming *might* work, for a few days*

good citizenship

craftsmanship movement not moving me

The Jelly Rule

Lottery Learning

Help Your Team
Lead Themselves
To Excellence

The Need

Effective Standards Needed

*not just rules or a house coding standard
a genuine shared vision*

Skills Transfer

*style
technique
approaches
solutions*

Geek Joy Transfer

what better than spending time?

Mechanics

A Gathering Of Code-Changers

*call in lunch, use *best* projector room
only allow vault-committers*

With No Prep Time, Choose A Winner

*name out of a hat
or rig the game in the beginning*

Winner Chooses Any Code

*talk, argue, laugh, explain, help, consider,
defend, concede, laugh, blush, critique, laugh*

Outcomes

Massive Creation Of Energy

*energy to consider
juice for change
(random is important, here)*

The Incredible Ever-Rising Standard

*you simply won't believe it
they'll make a standard
they'll improve it every meeting
all you have to do is watch and play*

King Stays vs. Jack Stays

When rotating, pairs split up, while the task is still a whole. Who stays on the task?

King Stays

senior geek keeps the task

best when the silos are few and tall

Jack Stays

junior geek keeps the task

best when seniors are “all round” skilled

Outcomes

Fastest Possible Knowledge Transfer

*if seniors get their targets straight
juniors will be inhaling skill*

Great Way To Learn Coaching

got would-be coaches?

“hand-sit pairing” is a fount of practice

Validated Team Assessments

learn exactly where juniors are

discover FAQ's and answer them

Three Blobby Things ***Redux***

Business Value

where are we going?

Geek Joy

how will we get there?

Courageous Curiosity

where are we now?

Software Development Excellence

(Suspect All Systems)