

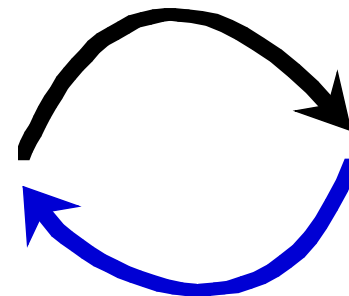
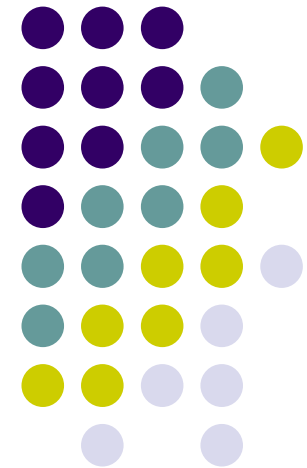
Exposing Problems / Creating Awareness

Allan Kelly

ACCU Conference 2007

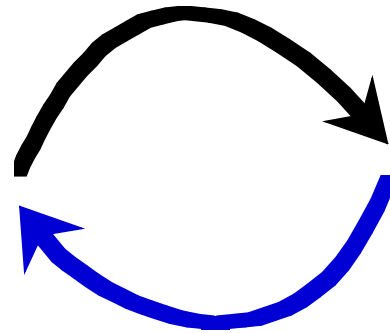
<http://www.allankelly.net>

<http://blog.allankelly.net>

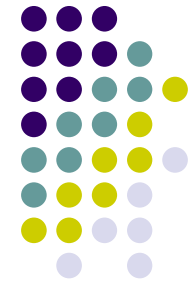


**software
strategy**

Who am I?



**software
strategy**



- Allan Kelly, BSc, MBA
- Application development consultant

<http://www.softwarestrategy.co.uk>

- ACCU regular
 - 1997-2003 Overload writer
 - 2003-2007 ACCU committee
 - 2003-2007 ACCU conference committee

*Helping improve
application
development*





Note to reader

This presentation was an interactive session.

- Not all of the slides contained in this file were delivered at the conference.
- Audience comments were noted and will be made available on the web soon at <http://www.allankelly.net/Presentations/ACCU2007>



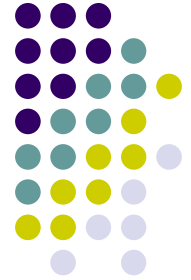
Why this session?

- Continuation from
 - 2005 Software Viewing Development as Learning
 - 2006 Changing Your Organization
- Because of a question last year...
 - How do I get my manager to see this?
- Because
 - Creating awareness is the first step to change
 - For you, for others, for your organization



Session objective

- Learn some ways of creating awareness of opportunities
- Audience to educate Allan
- Audience to educate audience
- Allan to educate the audience



Approach to change

- We all want a better life
- Most people want to improve
 - Themselves
 - Their team
 - Their organization
- Change requires effort
 - Extra effort stops us from changing



To the promised land...



Here we are

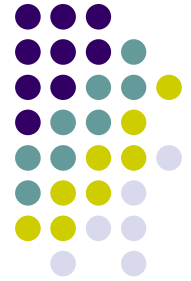
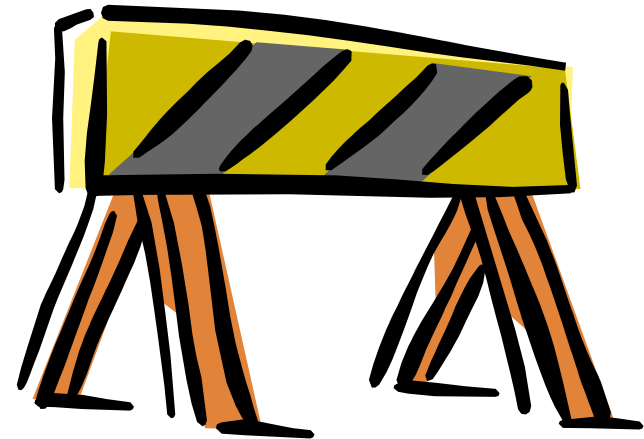


... we want to go here

(c) Allan Kelly 2007

Blocks to changing

- Many are in your head
 - Look first to change yourself
 - Nothing is stopping you
- Other are:
 - Immediate team
 - Wider organizations
- To changes beyond yourself you need...
 - Other people





Changing other people #1

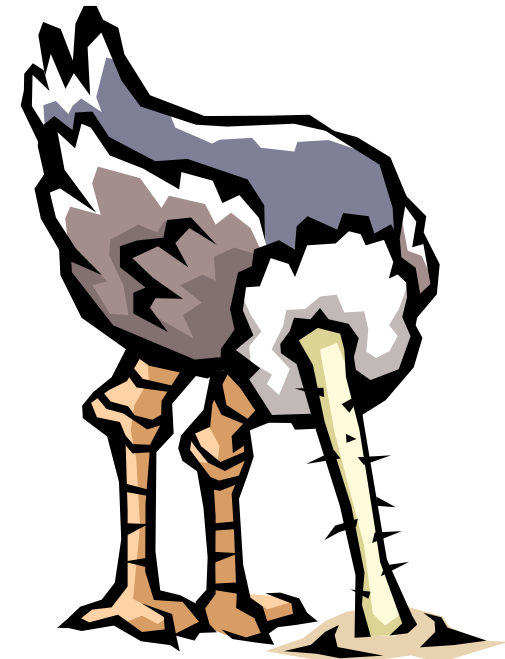
- Option 1: Tell them to Change
 - Do you know enough to tell them?
 - Do you have authority?
 - Will they do what you say?
 - Do you need to check on them?
 - What about motivation?
- Not a very good idea





Changing other people #2

- Option 2: Scare them into changing
 - “Company is going bust”
 - “Competition is beating us”
 - “Zero tolerance of bugs”
 - Shoot the next guy to write a bug
 - ISO 9000
- Fear can inhibit change
 - People stick with what they know
- Not a good option





Changing other people

- Option 3: Help them to promised land
 - Help them overcome the blocks
 - Recognise the blocks
 - Share the recognition
 - Energise people to overcome
- This sound better





Focus of this presentation

- Recognising the blocks is half the battle
 - Help you recognise the blocks
 - Help other people recognise the blocks
 - Help create a shared understanding
 - It is not enough for you to see the problem, others must share the vision
- Reduce the effort to change
 - Trouble shared is a trouble halved
 - More energy when you all pull together



Keep it simple

- If we all see the same problem
 - We can work together to overcome it
- So,
 - We need to share our understanding
 - Start by recognising the blocks
 - Create awareness of the opportunities and problems



GROW model

- Goal
 - What are you trying to achieve
- Reality
 - What is the current situation?
- Options
 - What options do we have?
- What
 - What will you do?



Awareness of
where we are

From *Performance
Coaching*, Whitemore, 2002



Your ideas please...

- White board
- Marker
- Lights
- Music

Action!





Simple solutions

- Day to day problems can be exposed visually
 - Cards on a whiteboard – work in progress
 - Coloured cards – Red is stop
- Create trip wires
 - Single lock source code control
 - Financial restrictions
 - Timed actions



Code quality

- Has this code been reviewed?
- Or Pair programmed?
 - Source control records who did checking
 - Long winded to read code comments
- So,
 - Add reviewer/pair's initials in the checkin comment
 - Modify the SCCS to take two names?
 - One to check-in, one to approve?

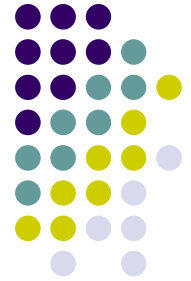


Cards on the board

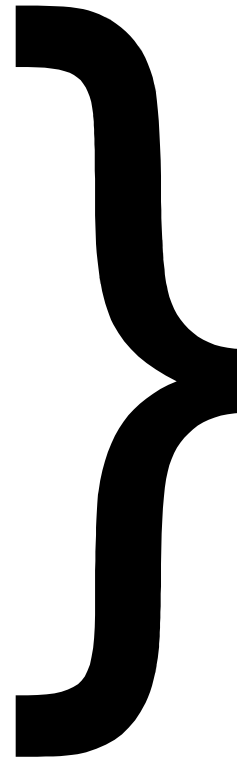
- Colour cards
 - Blue, White, Red
- Initial cards
- Move cards between columns

- Helps you see a problem because:
 - Board turns red
 - Backlogs are visible

Write it **LARGE**



- Target dates
- Priorities
- Objectives
- Agreed actions
- Agreed standards
- Retrospective recommendations



- Make them visible
- Put them where everyone can see
- Keep the focus

Retrospectives

- Shared search for improvements





Conversations

- What are other people trying to achieve?
- Ask them about their problems
 - What are your managers problems?
 - What problems do other developers see?
 - Can you solve their problem and your problem?
- Tell people about the problems you see
 - But do not moan
 - Moaning switches people off

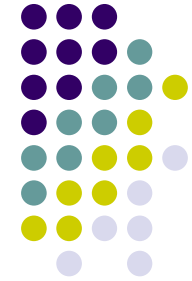


Work through a Proxy

- Other people might be better placed to tell your story
 - Don't say "I told you that"
 - Enjoy other people retelling your stories



Public talks



- Talk about opportunities
- Talk about options
- Describe a better future
- Don't
 - Talk about problems
 - Moan
 - Blame
 - Make people defensive





Talk in private

"Open covenants, yes, but they must be secretly arrived at. Publish every twist and turn and argument of a series of negotiations and you'll see the end of diplomacy itself."

Dag Hammarskjöld

- Keep some conversations private
 - Think the unthinkable
 - Canvase opinions
 - Persuade people
- Change our point of view privately



Public or private?



- Public when you...
 - Want consensus
 - Generate ideas
 - Group needs to think and act as one
 - Want to *Burn your boats*
 - Know what people already think
- Private when you...
 - Need to explore unpalatable options
 - Want to find out what an individual thinks
 - Want to persuade someone
 - Need someone to change their point of view

Ask Why? – why, why, why...



- Keep asking to deepen your understanding
 - The 5 Why's
- Why.....
 - What was the reason you did it this way?
 - What are you trying to achieve?
- Find underlying reasons
- Help others to their own understanding
- Challenge your own thinking

Checklists

- Formulate it but useful
- Ensure things get done
- Triggers for awareness
- Encourage questions



How is our list looking?

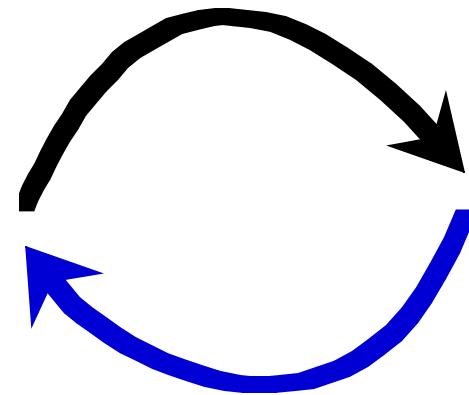


THANK YOU



allan kelly, 2007

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