



GOSEI

# Are Teams the main problem?

*Wolfgang Steffens, LeSS Conference 2019, Munich*

*[wolfgang.steffens@gosei.fi](mailto:wolfgang.steffens@gosei.fi)*

*+358 50 3535393*



## Exercise:

Form \_\_\_\_ equally sized groups based on

- ☒ same firm, industry
- ☒ Different roles Developer/PO/SM (coach)/other

## Discuss in your groups:

How did your organization attempt to change towards an “agile” culture and how did it work out?

# Wolfgang Steffens

Trainer, Coach, Consultant at Gosei Ltd

- Programmed in Turbo Pascal and Visual Basic ;)
- Systems Engineer
- Program Manager
- Coach & Consultant for Program Managers
- Lean & Agile Coach, Scrum Master
- Globetrotter
- Certified LeSS Trainer



## **Integrating non-development functions**

Other functions unwilling to change

Incremental delivery pace

Product launch activities

Rewarding model not teamwork centric

## **Agile difficult to implement**

Misunderstandings concepts

Lack of guidance from literature

Agile customized poorly

Reverting to the old way of working

Excessive enthusiasm

## **Change resistance**

General resistance

Skepticism

Top down mandate

Management unwilling to change

## **Requirement engineering**

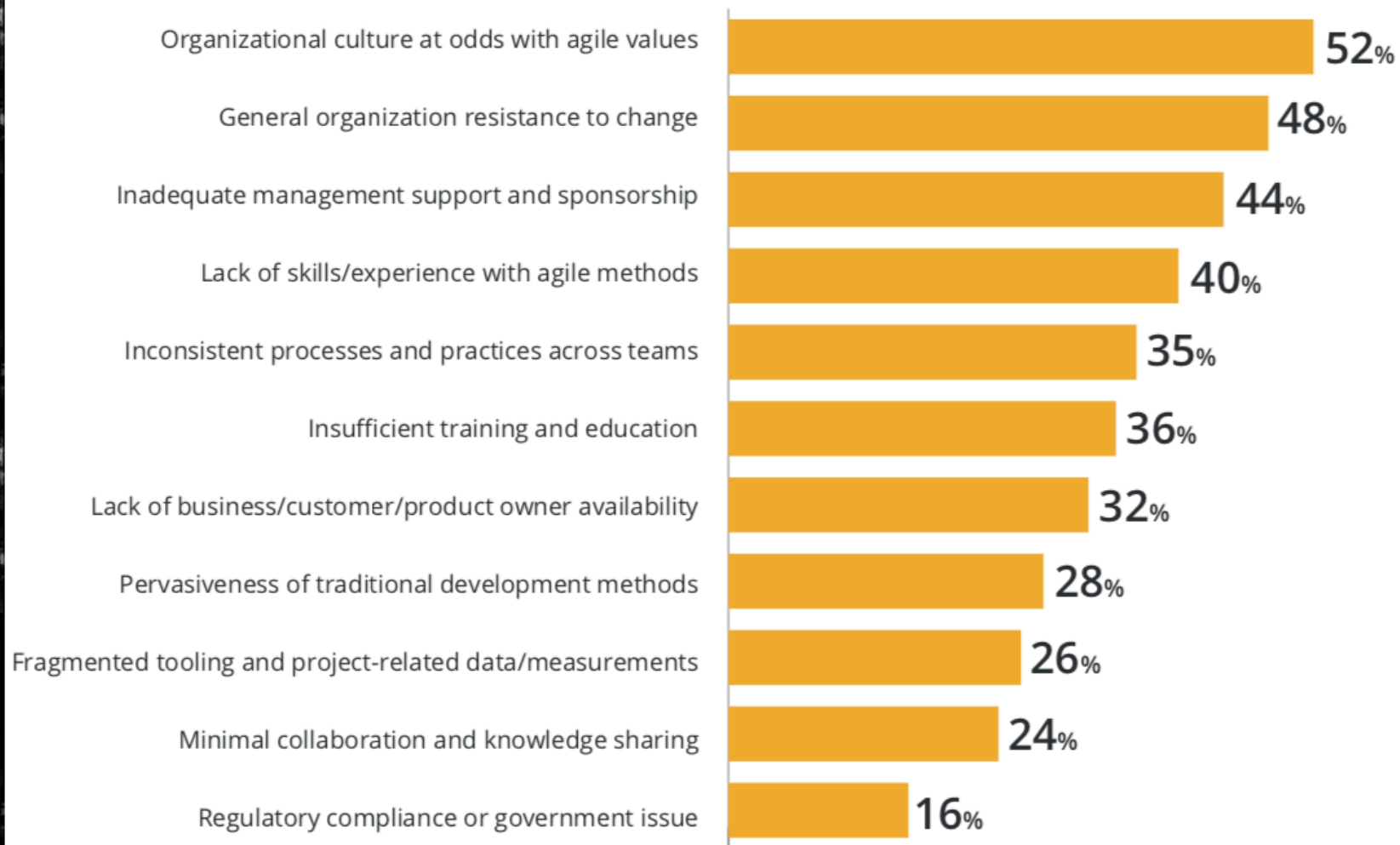
High-level reqs mgmt missing

Refinement

Creating and estimating US

Gap between long and short term planning





**Drive**

The SURPRISING Truth about what MOTIVATES us.

Are you ruling your eyes?  
PREDIVINATION  
What does SCIENCE say?

We are all KNOWLEDGEABLE about MOTIVATION.  
But I don't know what I know!  
IT'S at the BLOODSTREAM level!

Reward = MORE  
Punish = LESS  
Well... Sometimes

Bonus - Works with Mechanical Tasks VS LARGER REWARD → POORER PERFORMANCE Rudimentary Tasks

"IF... THEN..."  
rewards for ROUTINE (not CREATIVITY)  
BUT we use them for EVERYTHING (Duh!)

MONEY IS a MOTIVATOR  
UNITS OF BLISS?? No.

Iterating is a great COGNITIVE SKILL  
a few CONSTRAINTS are OK

It's ABOUT FAIRNESS  
Pay people enough to take money OFF the TABLE

PURPOSE WHY  
Spend LESS time on the HOW more time on WHY

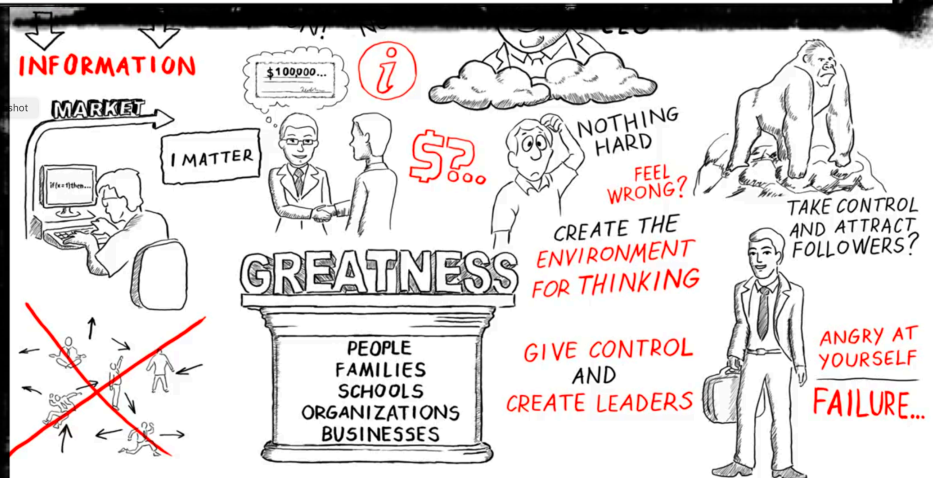
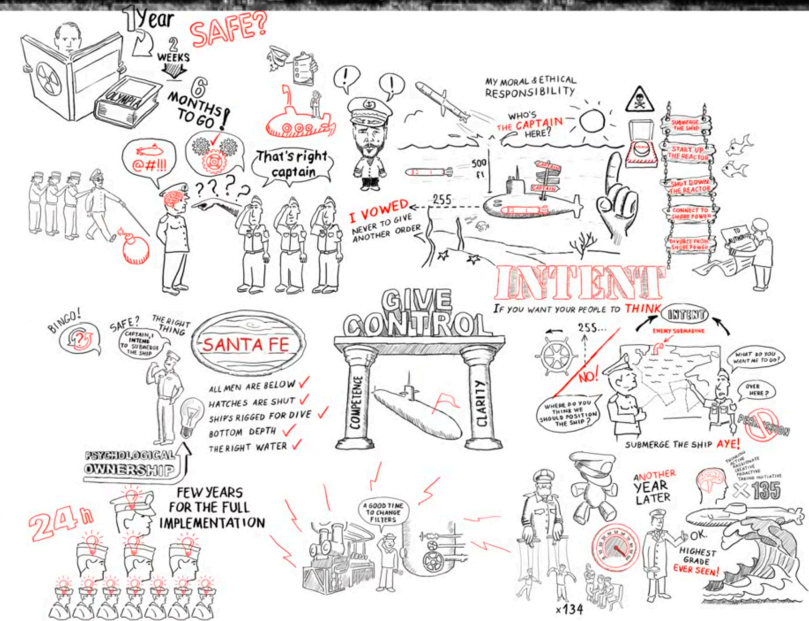
AUTONOMY  
Management is a TECHNOLOGY to get COMPLIANCE  
FedEx SHIP DAYS  
SHIP DAYS  
AUTONOMY over TEAM  
Carve OUT NON COMMISSIONED WORK TIME  
The ROAD is going to

MASTERY  
How was your DAY? DIARY ENTRIES  
REGULAR RICH ROBUST  
Feedback

Self DIRECTION  
Management didn't spring from nature  
Small wins PILE UP  
MAKING PROGRESS  
Celebrate it See it  
Kabuki Theatre Performance Reviews  
Can I do 1 thing in my realm to make a DIFFERENCE?

10% TIME

www.lynnecazaly.com



## The Results Pyramid



Organizational Chart

Change the  
culture  
Change the  
game

Roger Connors and Tom Smith



**Culture  
change  
is free**

**John Seddon**

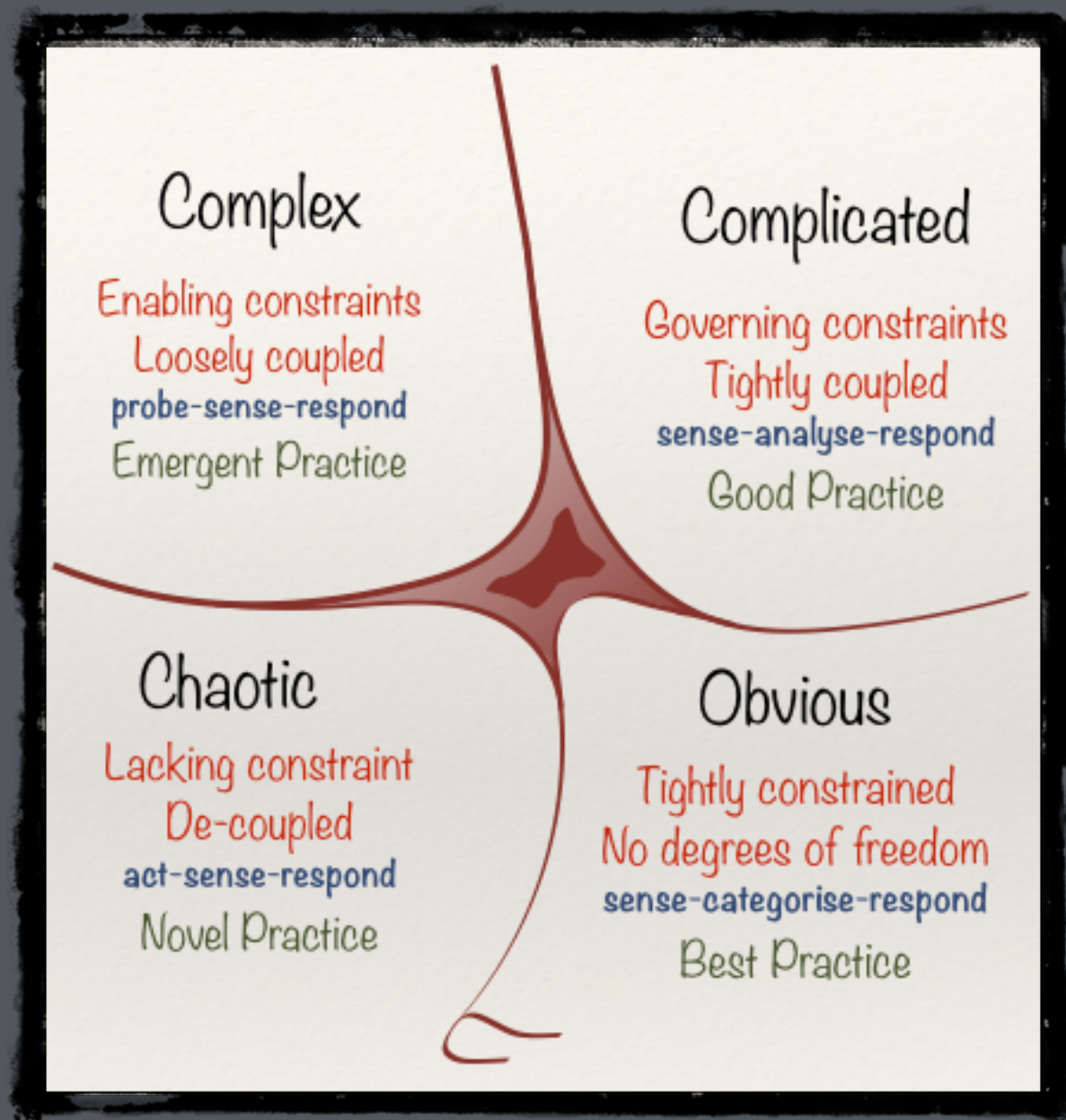
“As a problem gets worse,  
managers apply even more  
aggressively the very policies  
that are causing the problem”

Source: Forrester, System Dynamics and the Lessons of 35 Years



Management is optional





# Teams are not your main problem

*(1) Organizational set-up & Self-Management*

*(2) Engineering Practices*

*(3) Product & Customer Collaboration (together with PO)*

*(4) HR/F&C: incentives, budgeting process, job profiles*





**Exercise:**

**Each group pick one topic**

**Discuss in your groups**

**1. Describe the ideal state**



## **Discuss in your groups**

1. Describe the ideal state
- 2. Describe the actual state**



## Discuss in your groups

1. Describe the ideal state
2. Describe the actual state
- 3. Identify potential solutions which might lead to the ideal state**



Discuss in your groups

1. Describe the ideal state

2. Describe the actual

3. Identify potential lead to the ideal

**MEASURE**

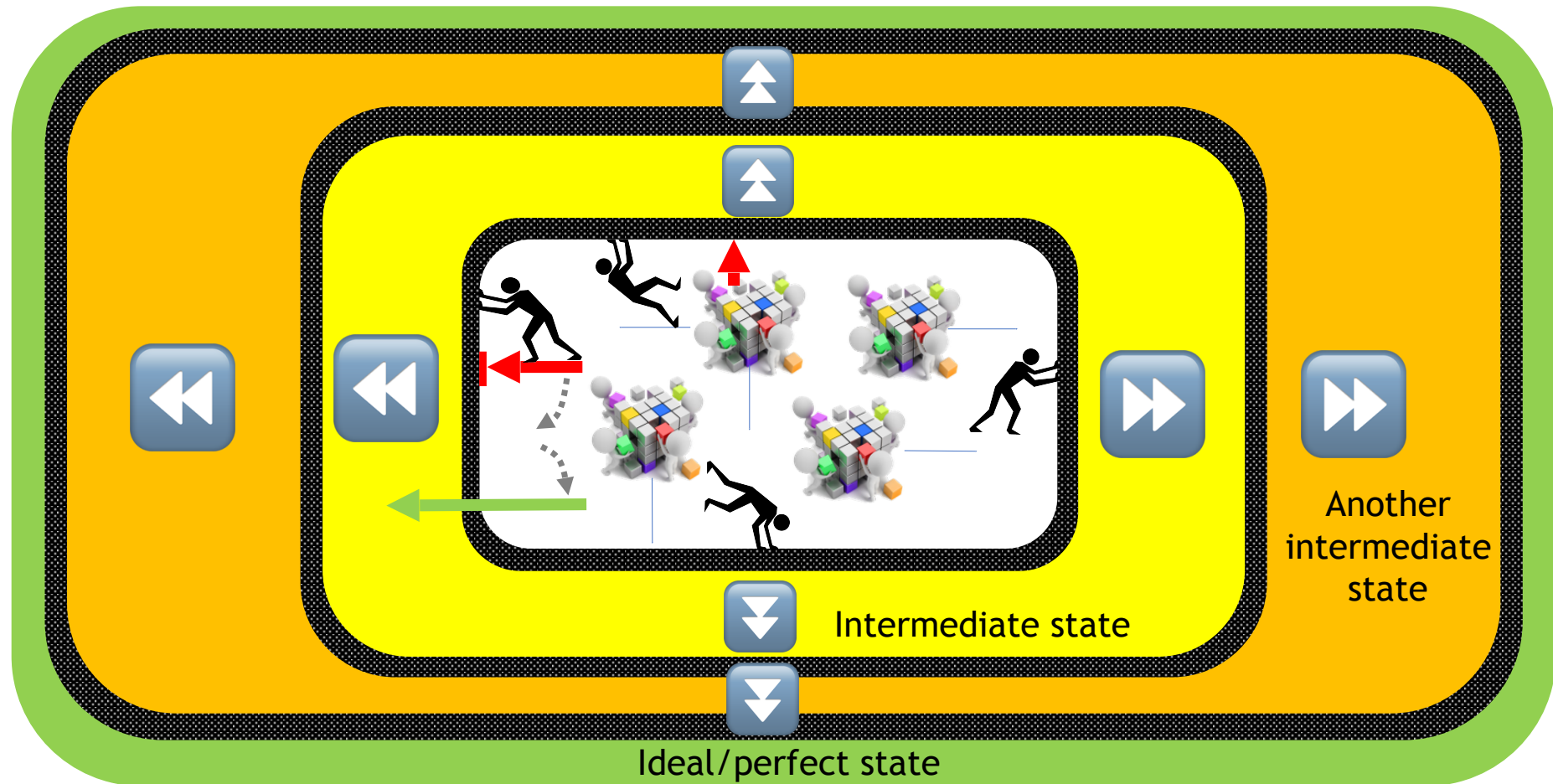
# Teams are not your main problem

Scrum Master (& Managers) in LeSS:

Changing the boundary conditions of the organization

*(4) HR/F&C: incentives, budgeting process, job profiles*

(1) Organizational set-up & Self-Management



(2) Engineering Practices

(3) Product & Customer Collaboration (together with PO)

**Culture change is free**  
**Complex System**  
**Experiments (& Measure)**

**A3**

**Toyota**  
**kata**



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