SUPPORTING TEAMS
WHEN THE TECH IS UNKNOWN

@emmajanehw

www.gitforteams.com
AGENDA

• Define the underlying purpose
• Scope out the challenge you’re facing
• Plan (and pace) sprints
• Maintain focus and motivation
Yeah... but why?
FRAMING
THE CHANGE
Organisational change

Change management is a business approach to transitioning individuals, teams, and organisations to a desired future state.
8-STEP PROCESS FOR LEADING CHANGE

Urgency
Assemble
Vision
Enlist
Enable
Corp. Culture
Sustain
Generate Wins

http://www.kotterinternational.com/the-8-step-process-for-leading-change/
8-STEP PROCESS FOR LEADING CHANGE

http://www.kotterinternational.com/the-8-step-process-for-leading-change/
"Average companies give their people something to work on.

"In contrast, the most innovative organisations give their people something to work toward."

Simon Sinek
PLAN TO DEAL WITH EMOTIONS

Denial
Anger
Bargaining
Depression
Acceptance

Kubler-Ross's five stages of grief
"People who come to work with a clear sense of WHY are less prone to giving up after a few failures because they understand the higher cause."

Simon Sinek
Define Your Why.

REWARDS & RISKS

Expose fears and hesitations with the change.

Allows team to uncover motivators that will keep people engaged throughout the project.

Name, and explicitly plan for the biggest risk factors in the project.

If not managed, can surface differences between team members that are difficult to recover from.
ENSURING SUCCESS

1. Define scope.
2. Plan (and pace) sprints.
3. Maintain focus and motivation.
What are we going to do?

DEFINING THE SCOPE OF WORK
Define Scope

REWARDS & RISKS

Allows you to identify and name project gremlins.

Allows you to get a read on how / when stakeholders want to be involved in the project.

Allows you to start the idea of a “won’t build” list.

Can cause tensions if stakeholder thinks you’re trying to avoid work with the “won’t build” list.
RADICALLY TRANSPARENT PLANNING ARTEFACTS

• Inception Deck.

• User Story Map.

• Project Approach Document.

• Epics / Backlog

• The “Won’t Build” List.
## Trade-off sliders

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<thead>
<tr>
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<th>ON</th>
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<td>-</td>
<td>OFF</td>
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<tr>
<td>Quality</td>
<td>ON</td>
<td>-</td>
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<td>OFF</td>
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<tr>
<td>Simple simple simple</td>
<td>ON</td>
<td>-</td>
<td>-</td>
<td>OFF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Detailed audits</td>
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<td>-</td>
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</table>
### Why are we here?

- Better road access?
- Logistics tracking?
- Regulatory compliance?
- Efficiency?

**Safety #1**

### off sliders

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### Sliders

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Regulatory compliance?  Efficiency?

Safety #1

The Elevator Pitch

- For [individual construction teams]
- who [need track road access on the construction site],
- the [Road Closure System (RCS)]
- is a [safety communication tool],
- that [informs crews when roads will be closed].
- Unlike [the current paper-based system]
- our product [is web based and can be accessed by all contractors anywhere anytime].
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**Technical architecture**

- **Requestors** → **External DMZ** → **IIS** → **REST** → **Web application**
- **Web application**:
  - C#, MVC.NET
  - SQL Server
  - NUnit, NAnt, Moq, TeamCity
  - ArcGIS (images may be out of date)

---

**Time**

**Quality**

**Ease of use**

**Simple simple simple**

**Detailed audits**

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Efficiency?

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Technical architecture

Requestors

External DMZ

IIS

REST

Web application

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IN SCOPE

- Administer road closure requests
- Display road closures by date
- Email distribution lists
- Basic admin
- Basic search
- Reporting

OUT OF SCOPE

- Material tracking
- Delivery scheduling
- Automated traffic routing

UNRESOLVED

- Level of map precision
- Mapping technology to be used
- Source of satellite imagery

INTEGRATION WITH LEGACY CONSTRUCTION WORK PERMIT SYSTEM

Source: http://winnipegagilist.blogspot.co.uk/2012/03/how-to-create-user-story-map.html

More: http://agileproductdesign.com/

<table>
<thead>
<tr>
<th>Week</th>
<th>Beginning Date</th>
<th>Introduction of What New Tasks</th>
<th>Demo Week?</th>
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<tbody>
<tr>
<td>1</td>
<td>August 25</td>
<td>Kickoff</td>
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<tr>
<td>2</td>
<td>September 1</td>
<td>Discovery review; begin design</td>
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</tr>
<tr>
<td>3</td>
<td>September 8</td>
<td>Server configuration, site building / configuration tasks</td>
<td>no</td>
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<tr>
<td>4</td>
<td>September 15</td>
<td>Front end development + theme</td>
<td>no</td>
</tr>
<tr>
<td>5</td>
<td>September 22</td>
<td>Migration begins</td>
<td>yes</td>
</tr>
<tr>
<td>6</td>
<td>September 29</td>
<td>Document storage and access</td>
<td>no</td>
</tr>
<tr>
<td>7</td>
<td>October 6</td>
<td>User management and directories</td>
<td>yes</td>
</tr>
<tr>
<td>8</td>
<td>October 13</td>
<td>Configuring events for meetings</td>
<td>no</td>
</tr>
<tr>
<td>9</td>
<td>October 20</td>
<td>Notifications</td>
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<tr>
<td>10</td>
<td>October 27</td>
<td>User acceptance testing from core stakeholders</td>
<td>TBD</td>
</tr>
<tr>
<td>11</td>
<td>November 3</td>
<td>Content editor training</td>
<td>n/a</td>
</tr>
<tr>
<td>12</td>
<td>November 10</td>
<td>Soft launch</td>
<td>n/a</td>
</tr>
<tr>
<td>13</td>
<td>November 17</td>
<td>Feedback from wider stakeholder community</td>
<td>n/a</td>
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<tr>
<td>14</td>
<td>November 24</td>
<td>Feedback from wider stakeholder community</td>
<td>n/a</td>
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</tbody>
</table>
When are we going to do it?

PLAN THE SPRINTS; SPRINT THE PLAN.
Plan your project

**REWARDS & RISKS**

Allows team to understand the scaffolding they should put in place for features they’ll build.

Place “hard” tasks when team is likely to be most engaged (e.g., consider holidays).

Build in capacity for iteration; plan to replace elements with increasingly more complex code.

If your plan is too rigid, you start getting into waterfall-style promises.
A PROJECT IS A MARATHON
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Pace sprints to be increasingly difficult with periodic rest weeks.
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Pace sprints to be increasingly difficult with periodic rest weeks.
MITIGATE THE LEARNING CURVE
MITIGATE THE LEARNING CURVE

• Plan and review: technical review board.

• Allow fluid scheduling: Kanban-style pull, not push-based Scrum.

• Share learning often: demo -> Q&A.
INCORPORATING LEARNING INTO SPRINT PLANNING

taper as you get ready for initial release
INCORPORATING LEARNING INTO SPRINT PLANNING

taper as you get ready for initial release

easier tasks

easier tasks

difficulty of task (amount of new knowledge required)

time

graph showing difficulty of tasks over time with easier tasks tapering as the team prepares for initial release.
LEAVE ROOM FOR UNEXPECTED DELIGHTS.
Are we almost there yet?

MAINTAINING MOMENTUM
Know your team

**REWARDS & RISKS**

Getting to know your stakeholders means you can mitigate their impact on the developers.

Getting to know your developers allows you to pace the project with more grace.

Seeing today’s capacity might make you hesitant to push the team to do better tomorrow.

It’s time consuming, and if you stop it will be noticed.
MOTIVATE ME: WHISK(E)Y NOT REQUIRED
<table>
<thead>
<tr>
<th>Committed</th>
<th>Bigger (choose ONE to move to Committed)</th>
<th>Smaller (<em>OR</em> choose up to FOUR to move to)</th>
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<tbody>
<tr>
<td>PROJ-347</td>
<td>PROJ-202 Global Groups</td>
<td>PROJ-233 Rename “About” to “Help”</td>
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<tr>
<td>PROJ-652</td>
<td></td>
<td>PROJ-631 Phone form field too narrow</td>
</tr>
<tr>
<td>PROJ-609</td>
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<td>PROJ-641 Allow dates in the past</td>
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<tr>
<td>PROJ-524</td>
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<td>PROJ-651 Add “old browser” notice for IE9</td>
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<tr>
<td>PROJ-356</td>
<td></td>
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<tr>
<td>Joe</td>
<td></td>
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<tr>
<td>PROJ-577</td>
<td>PROJ-541 Archive only the selected profile</td>
<td>PROJ-381 Update 404 page</td>
</tr>
<tr>
<td>PROJ-110</td>
<td></td>
<td>PROJ-637 Orphan filter leaks</td>
</tr>
<tr>
<td>Final deployment</td>
<td></td>
<td>PROJ-483 Change domain name of dev/stage</td>
</tr>
<tr>
<td>Bare bones developer documentation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROJ-442</td>
<td>Recommend not choosing</td>
<td></td>
</tr>
<tr>
<td>PROJ-442</td>
<td>PROJ-583 Organisational pre-filtering by contact list</td>
<td>PROJ-436 Update edit links on the dashboard to include text</td>
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<tr>
<td>PROJ-442</td>
<td>PROJ-542 Sort order: case + accents</td>
<td>PROJ-523 Profile font size increase</td>
</tr>
<tr>
<td>PROJ-442</td>
<td></td>
<td>PROJ-657 Include regions in checkin list</td>
</tr>
<tr>
<td>PROJ-569</td>
<td>Audit + fixup of system notifications</td>
<td>PROJ-644 Easier access to own profile (for easier sharing)</td>
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<tr>
<td>PROJ-527</td>
<td>Add cancel to confirmations</td>
<td>PROJ-516 Hide “send claim” email from non-orphans</td>
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<tr>
<td>PROJ-446</td>
<td>Default values for orphan global profile fields</td>
<td>PROJ-575 Add Magyar, Romanian translations</td>
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<td>PROJ-544</td>
<td>Browser preserves form state (makes un-</td>
<td>PROJ-436 Update edit links on the dashboard to include text</td>
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<tr>
<td>PROJ-655</td>
<td>Ensure API cannot allow duplicate profiles to</td>
<td>PROJ-523 Profile font size increase</td>
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<tr>
<td>PROJ-171</td>
<td>Create vanity URLs for profiles</td>
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<tr>
<td>PROJ-508</td>
<td>Refine BlackMesh health checks for HID apps</td>
<td>PROJ-657 Include regions in checkin list</td>
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<tr>
<td>PROJ-498</td>
<td>Update logstash processing to map HID app</td>
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</tbody>
</table>
MOTIVATE
MOTIVATE

• Ask the team what motivates them.

• Give choice.

• Have high standards which allow for creative solutions.

• Celebrate wins.
RESOURCES

Managing Change
http://gitforteams.com/resources/change-management.html

A Developer’s Primer To Managing Developers

Things I Learned From Managing My First Project
https://drupalize.me/blog/201312/things-i-learned-managing-my-first-project