

Welcome and thank you for joining us today.

Agile Development, as a value system and as a collection of behavioral patterns, is designed around the idea of accommodating change. Migrating to Agile Development is a considerable change in itself. Responding to that change is often difficult and painful.

Successful adoption and adaption requires that team members as individuals step up to take *ownership* of the outcome; not just participate in the activities. We can all get better at being explicit about what we want, finding clarity in what is asked of us, ensuring that the *in-between* work between us gets *picked-up*, and tactfully confronting ourselves and others when something does not work.

Fundamentally we must learn to recognize the patterns of our own behavior in order to elevate our abilities to the next level. We call this self-awareness and a collection of related skills *Personal Agility*, and we believe it is the difference between mediocre and high performance results in Agile Development.

Teams that are successful at tuning and adjusting behavior do so at an *individual* level. Team members who take personal responsibility and ownership to a professional level excel in business in general and get the most out of Agile Development in particular. Successful Agile Development begins with the individual!

In this workshop we will provide you with critical insight into individual human behavioral patterns and an appreciation for the accelerating effect of what we call Personal Agility. We're glad that you are here today, and we hope and trust that you will acquire some powerful tools along the way.

Sincerely,

The Gemba Systems Team

## Who is Gemba Systems?

Gemba Systems is a services firm that delivers immediate and lasting results for clients needing to build software systems better, faster, and more reliably.

We work effectively with both small collocated teams and multi-site round the clock development organizations. Our clients value our systematic managed adoption programs that go beyond learning a methodology – to create ownership and passion in pursuit of business results. We deliver on the promise of lean and agile software development in the chaos of the real world.

Are you getting the gains promised by agile proponents? Are you getting the results you need? When you can't wait any longer, ask us how fast we can help you deliver results.

## Why the funny name?

"Gemba" (pronounced gēm-bā) is a Japanese term that roughly translates into "the place where the truth can be seen", "the place where the work is done" or the "workshop floor". In context of the Lean Manufacturing culture established by Toyota, the meaning is this: "If you want to know what's happening in your business, you have to go to the Gemba (i.e. the workshop floor) where the value is produced and the truth can be seen".

In other words, the place where the work is done holds truths and nuances that cannot be seen from a spreadsheet, portfolio dashboard or other abstraction. In order to improve upon the value chain and the flow of value - one must actually go to where value is produced.

We're not in the manufacturing business, but we are avid students and practitioners of lean business practices. We believe the key to increasing value is by working directly with those who produce that value. Everything we do is intended for the shop floor and those who work there. As the "systems" half of our name implies: we have repeatable techniques, tools & systems to accelerate the creation of value in your organization.

For more information, contact [info@gembasystems.com](mailto:info@gembasystems.com).

# Scaling Up by Scaling Down

*“For things to change, you’ve got to change. For things to get better, you’ve got to get better.”*

*– Jeff Olson*



## Our Task:

- Examine the critical role of learning in software development.
- Understand what impedes learning and how to avoid it.
- Learn to use problems and upsets to accelerate our effectiveness.

## A Thought Experiment

1. Project name / brief description:

2. Project length / size:

3. What if....?

4. What percentage?

5. To what do you attribute that improvement?

## The Learning Curve

### **Exercise: Can You Break the Learning Cycle?**

## **Impediments to Learning**

The absence of the following will impede learning:

1. C\_\_\_\_\_ of the Goal.
2. In teams, Sh\_\_\_\_\_ Clarity of the Goal.
3. L\_\_\_\_\_ of the Cycle.
4. Ability to C\_\_\_\_\_ Failure.
- 5.
- 6.
- 7.
  
- ...

## Non-obvious Impediments

When these are absent, they are impediments to learning:

- S\_\_\_\_\_ and W\_\_\_\_\_ of B\_\_\_\_\_.
- See others as P\_\_\_\_\_, not O\_\_\_\_\_.
- O\_\_\_\_\_ and individual R\_\_\_\_\_.
- Building T\_\_\_\_\_.
- Making and managing A\_\_\_\_\_.
- Peer A\_\_\_\_\_.

## **Exercise: Remember Three Upsets**

1. At Work

2. At Home

3. Current

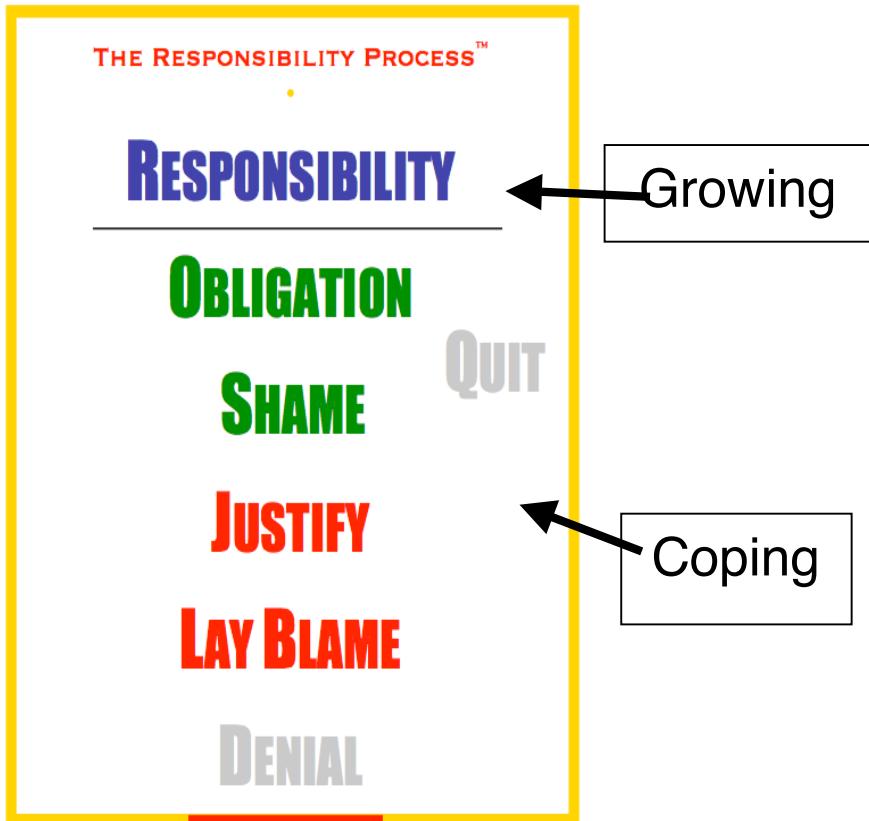
## **Communication Happens at a Level Deeper than Actions and Words**

## **Exercise: Recall Your Way of Being During Upsets**

1. What was your way of being towards others during the upset?
  2. Did the other party react towards your words or your way of being?
  3. How do their actions look in light of this new information?

## **Exercise: How Does Way of Being Affect Learning?**

## Ownership and Learning



### Exercise: How Does Responsibility Affect Learning?

## Turning Lead into Gold

Every upset, every problem, is an opportunity for failing fast and learning:

1. S\_\_\_\_\_
2. C\_\_\_\_\_
3. A\_\_\_\_\_
4. A\_\_\_\_\_
5. C\_\_\_\_\_

**Exercise: How does the order you address problems affect learning?**

## What Can You Do About It?

## **What Will You Do?**

## Notes

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## Additional Resources

1. “Agile Adoption Patterns: A Roadmap to Organizational Success”, Amr Elssamadisy
2. “Teamwork is an Individual Skill”, Christopher Avery
3. “The Anatomy of Peace: Resolving the Heart of Conflict”, The Arbinger Institute.