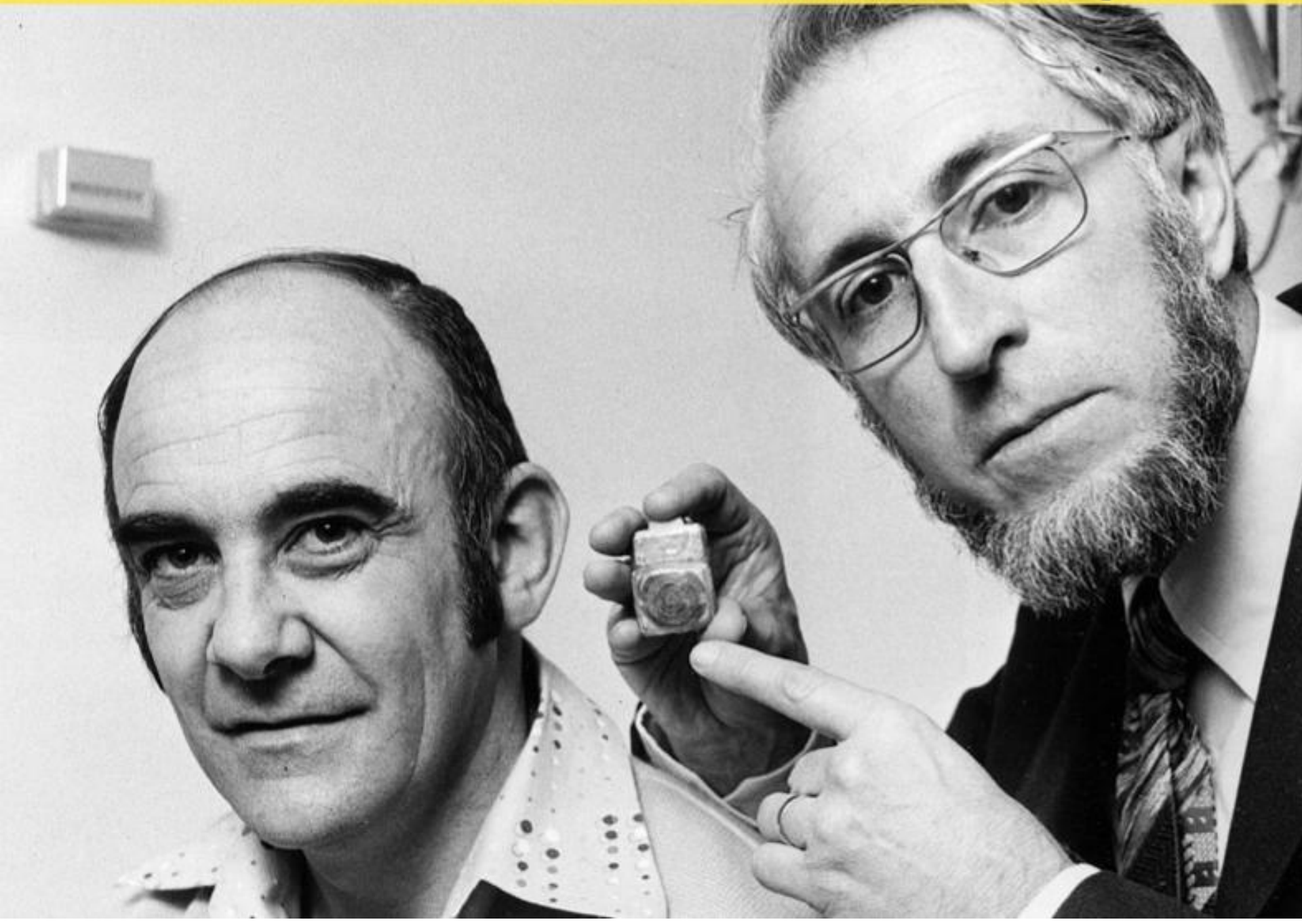
“The Golden Circle – Why How What”

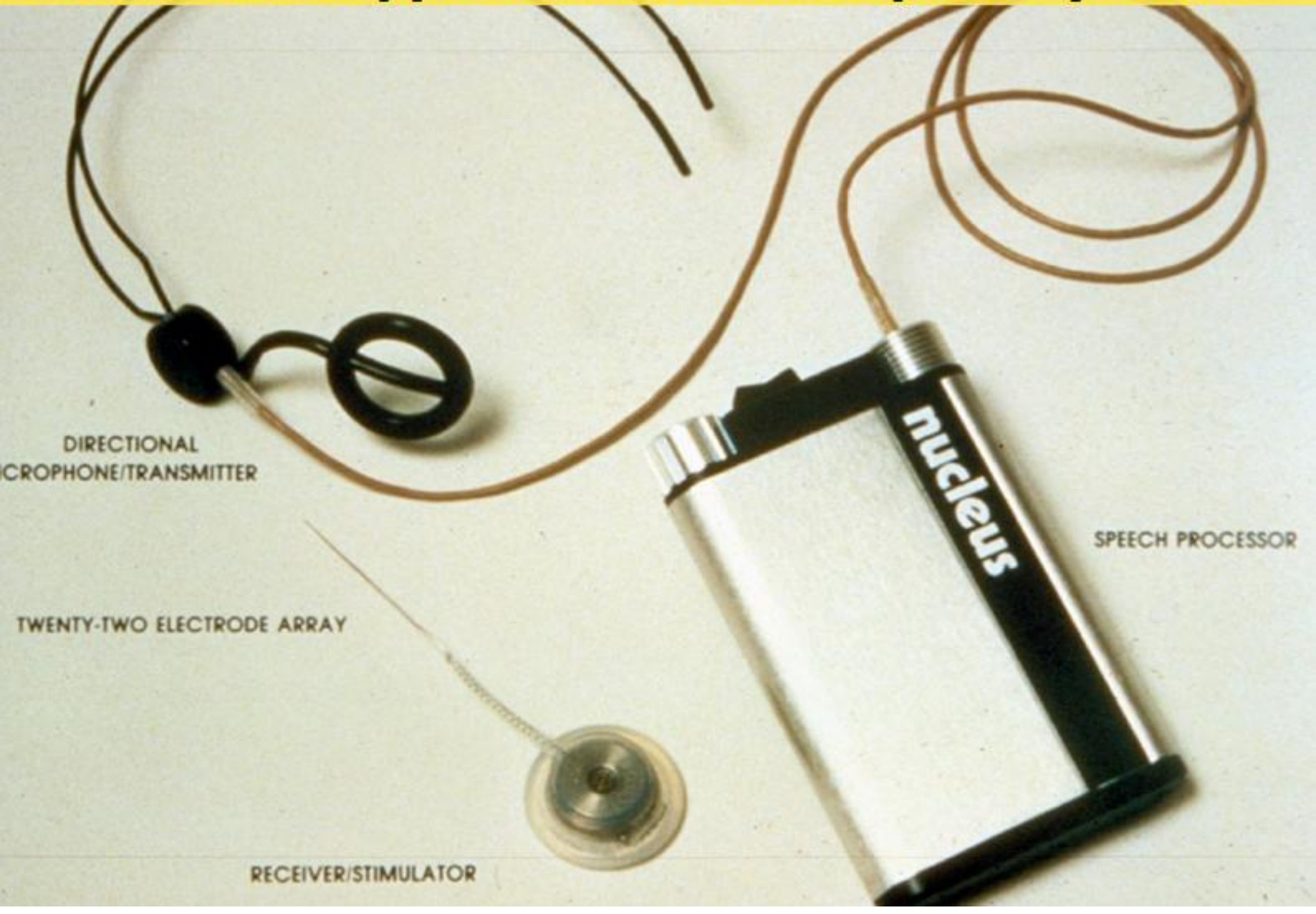
Jean Tabaka, Rally Software

1978 - Rod Saunders, First Cochlear Recipient



1981 - Paul Trainor, developer Nucleus implant

1985 - FDA approves Nucleus implant system



1994 - 10,000 Recipient Mark

2005-Cochlear acquires Bone Anchored Implant

2009 - Nucleus 5 System launched

So what?

Victor Rodrigues
Riaan Rottier

Victor Rodrigues

Simon Sinek

TALKS | TEDX

Simon Sinek: How great leaders inspire action

TEDxPuget Sound , **Filmed** Sep 2009; **Posted** May 2010

00:46 | 18:05 Share Rate

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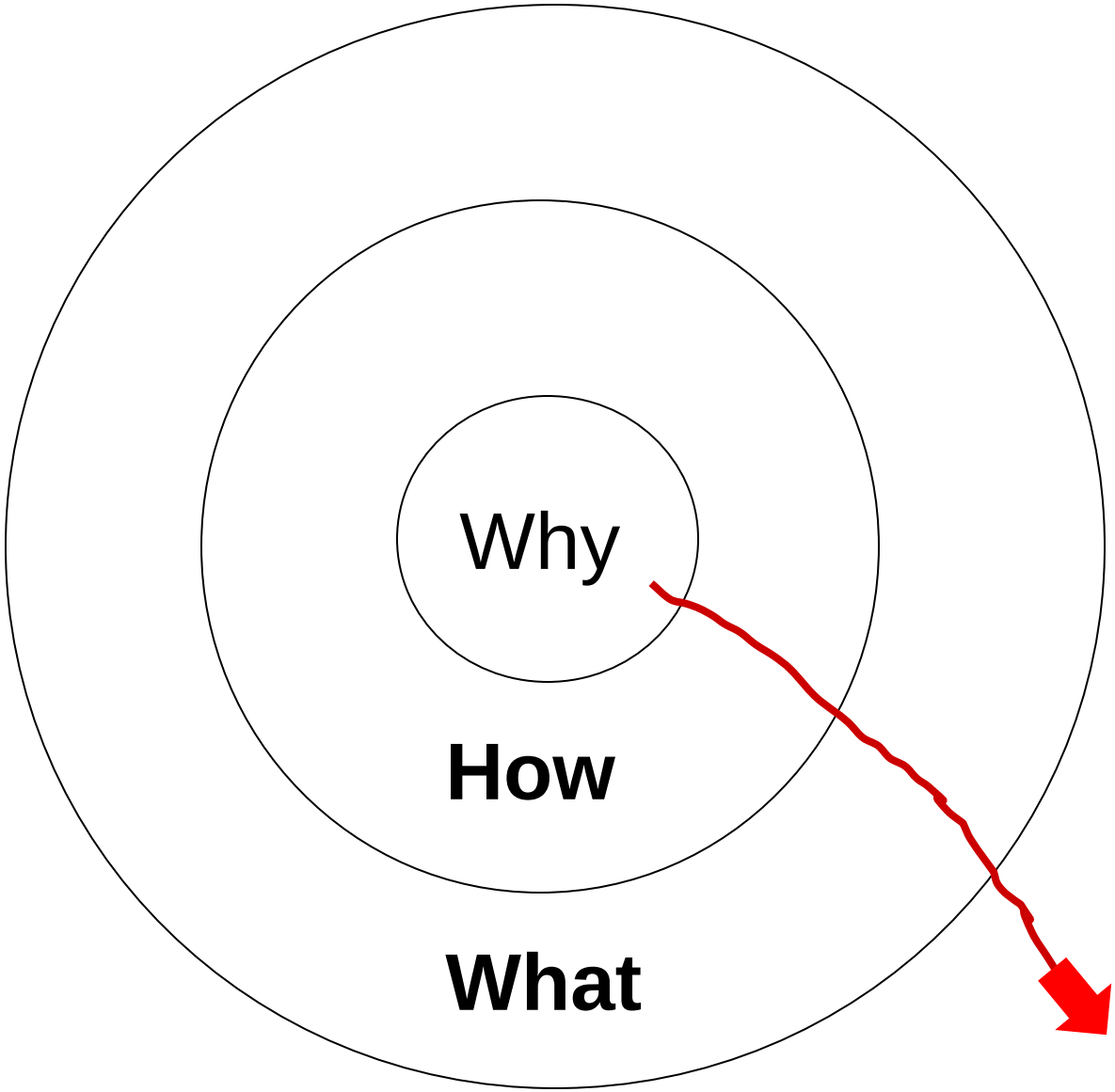
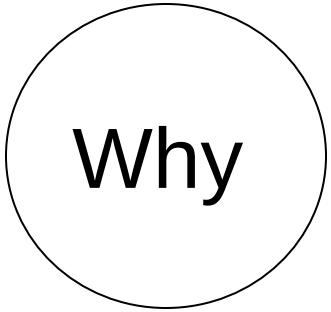
The Golden Circle


Why
How
What

“Start with Why”

Why

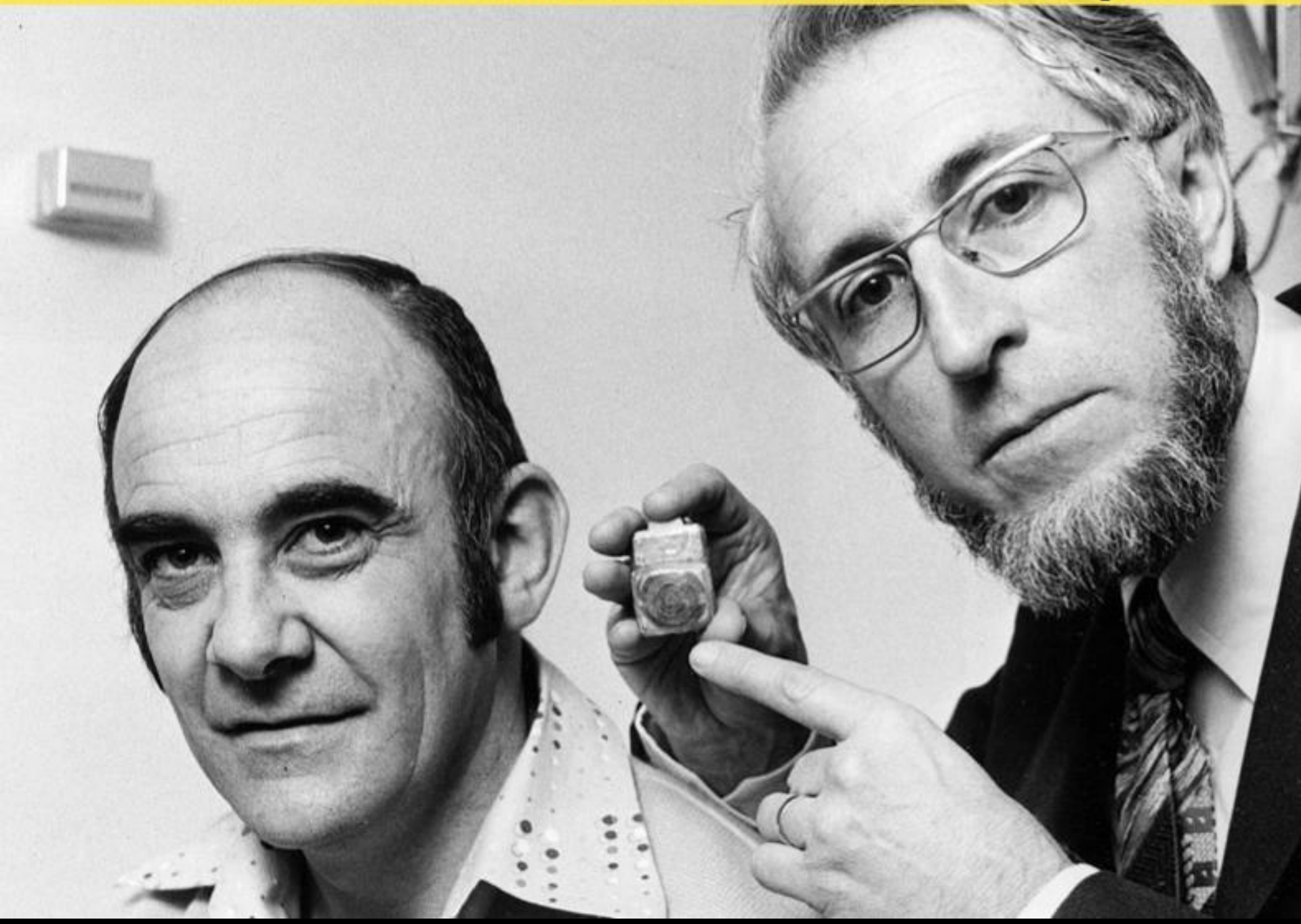

Why

Why = Vision

Why is our gut

Why has emotion and heart

1978 - Rod Saunders, First Cochlear Recipient



Why gives us purpose,
cause, belief

Step back and challenge your compelling Why

Victor Rodrigues

Why creates commitment to something bigger than ourselves

Agile transformations must start with a visionary

Why

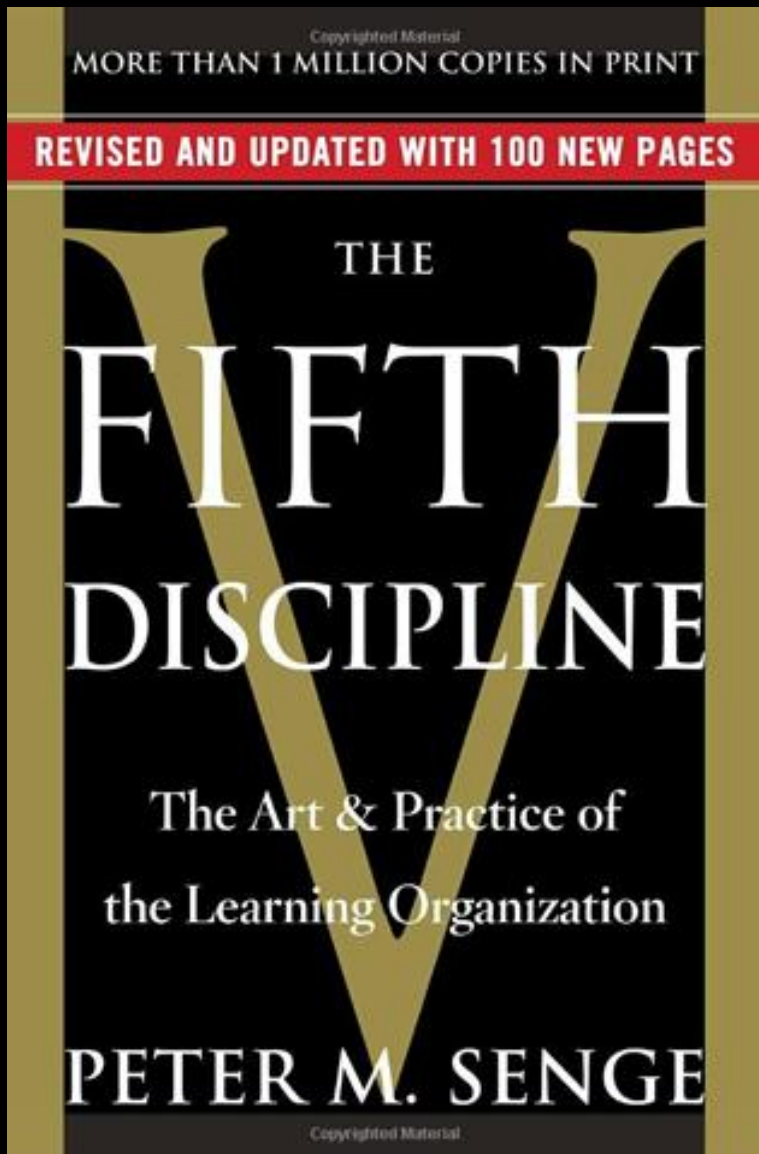
Intentional Agile
Persistent, sustainable Transformation
Create something bigger than yourself

Why can be expressed a number of ways

…but it is always…

1

Aspiration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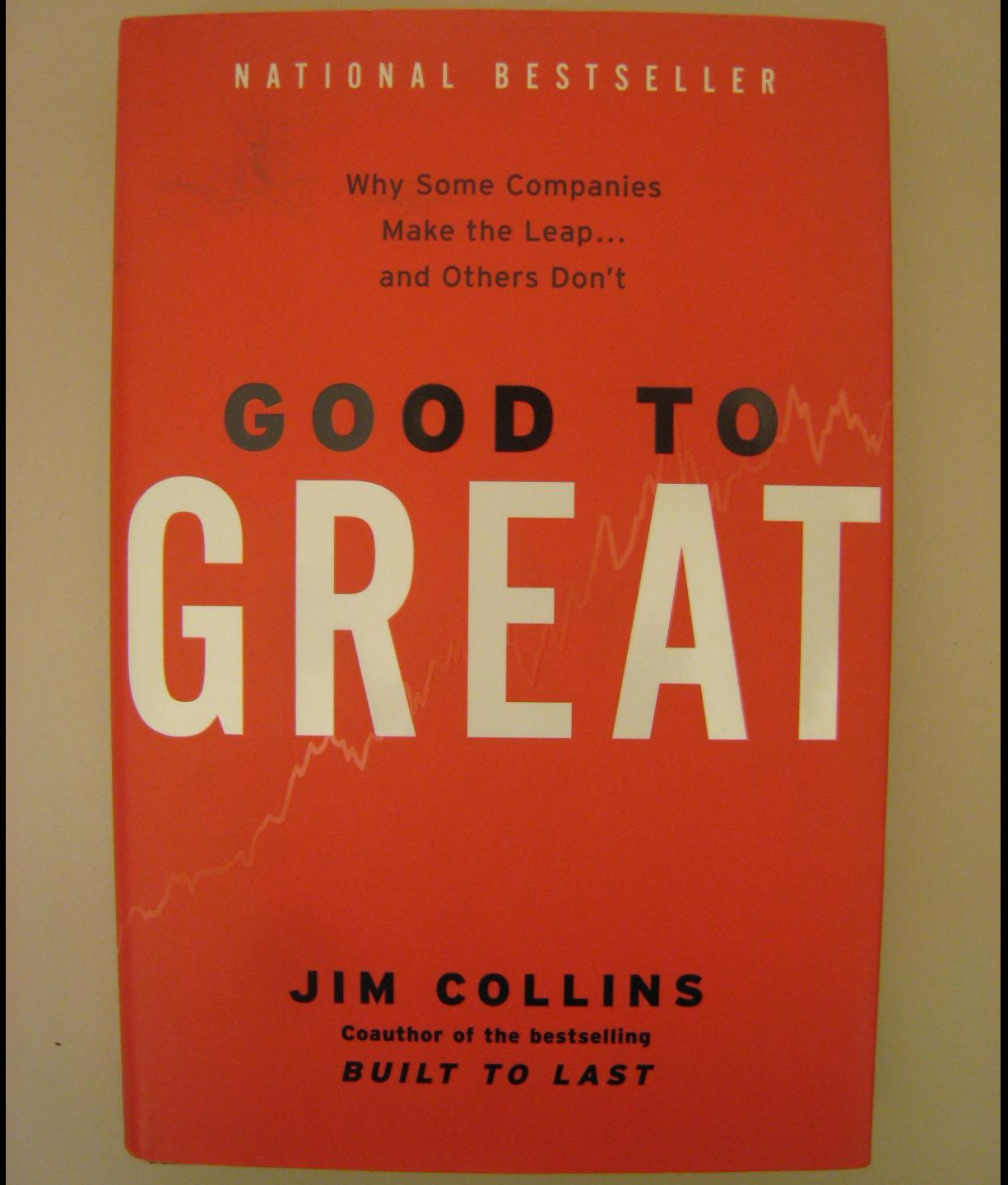

NATIONAL BESTSELLER
Why Some Companies
Make the Leap...
and Others Don't
GOOD TO
GREAT
JIM COLLINS
Coauthor of the bestselling
BUILT TO LAST

1

True North

Foreword by Jim Womack

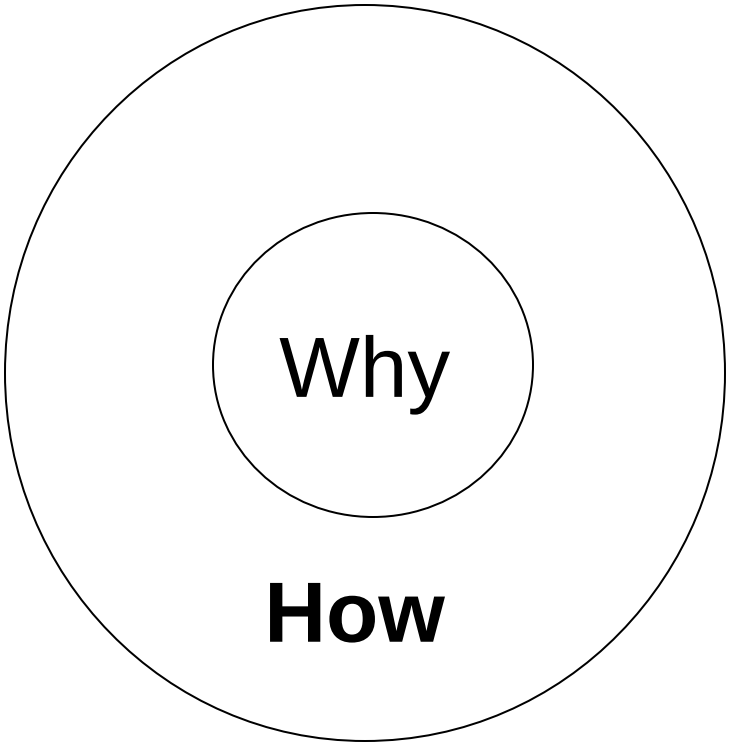
Getting the Right Things Done

A leader's guide to planning and execution

by Pascal Dennis

Can you articulate your “Why” for your Agile transformation?

Skip Why at your own peril!


Why
How

How = Mission

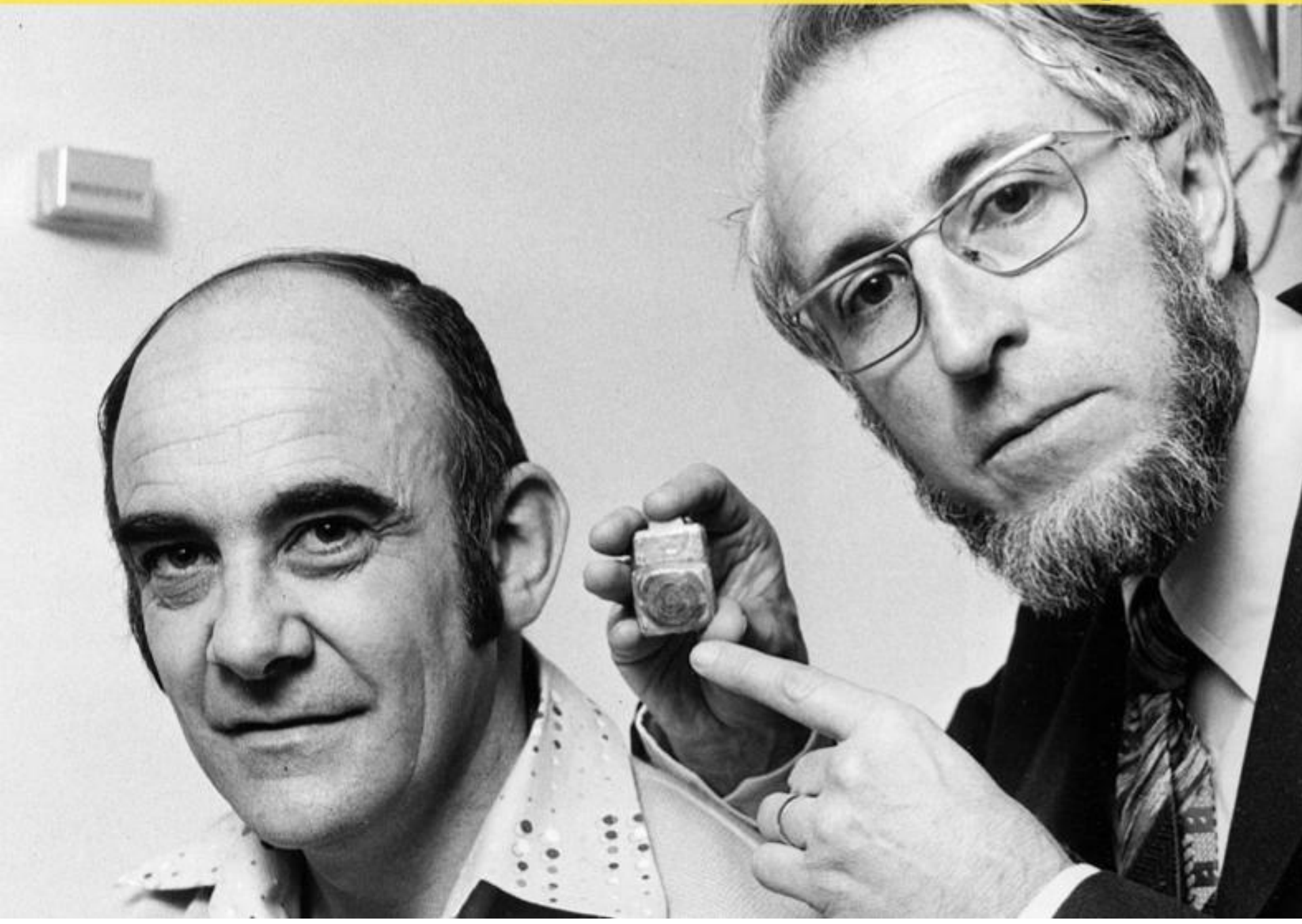
How brings us guiding principles

How has logic and a bias toward action

How provides the infrastructure of intention

A Why needs a How

1978 - Rod Saunders, First Cochlear Recipient



2000

20

70%

180,000 recipients
in
100 countries

Victor Rodrigues

2000

18%*
of recalls are
software related

* John Murray (FDA) Dec 2007

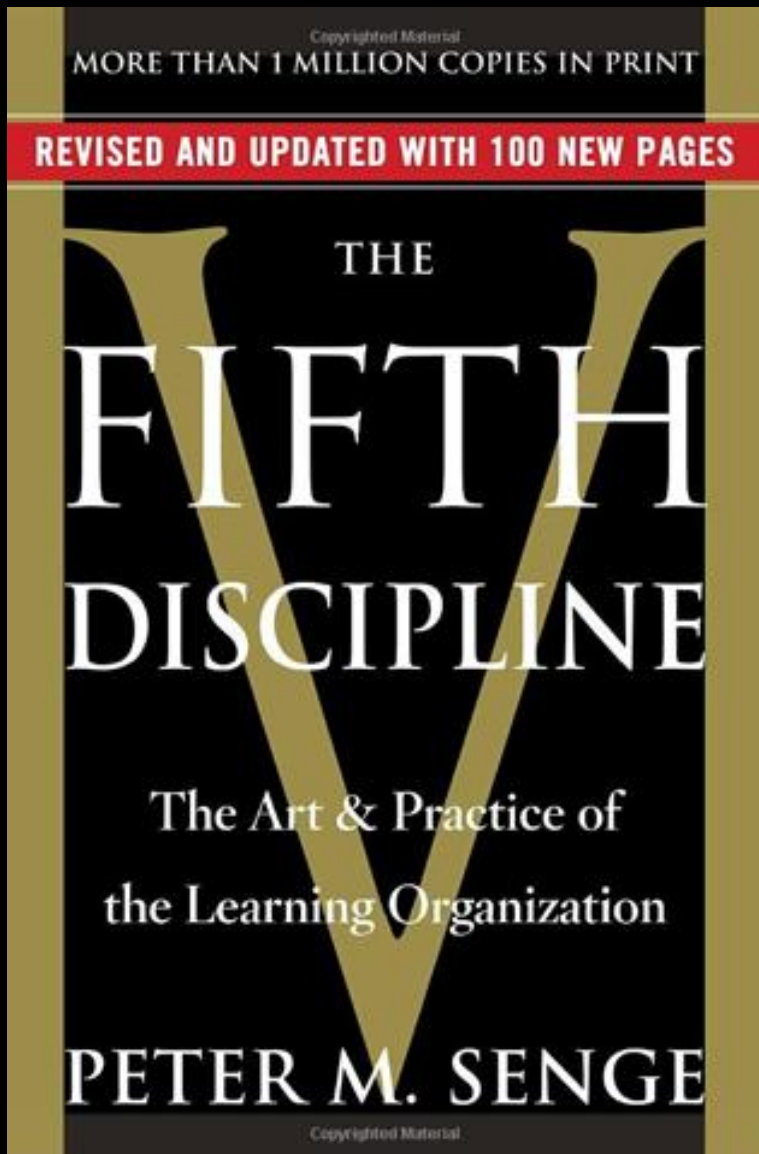
13%
are
life threatening

How = guidance on safety, efficacy, process*

*in a regulated environment

How can be derived a number of ways

Systems Thinking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Archetypes, scenarios, recognition, leverage

Mother Strategies

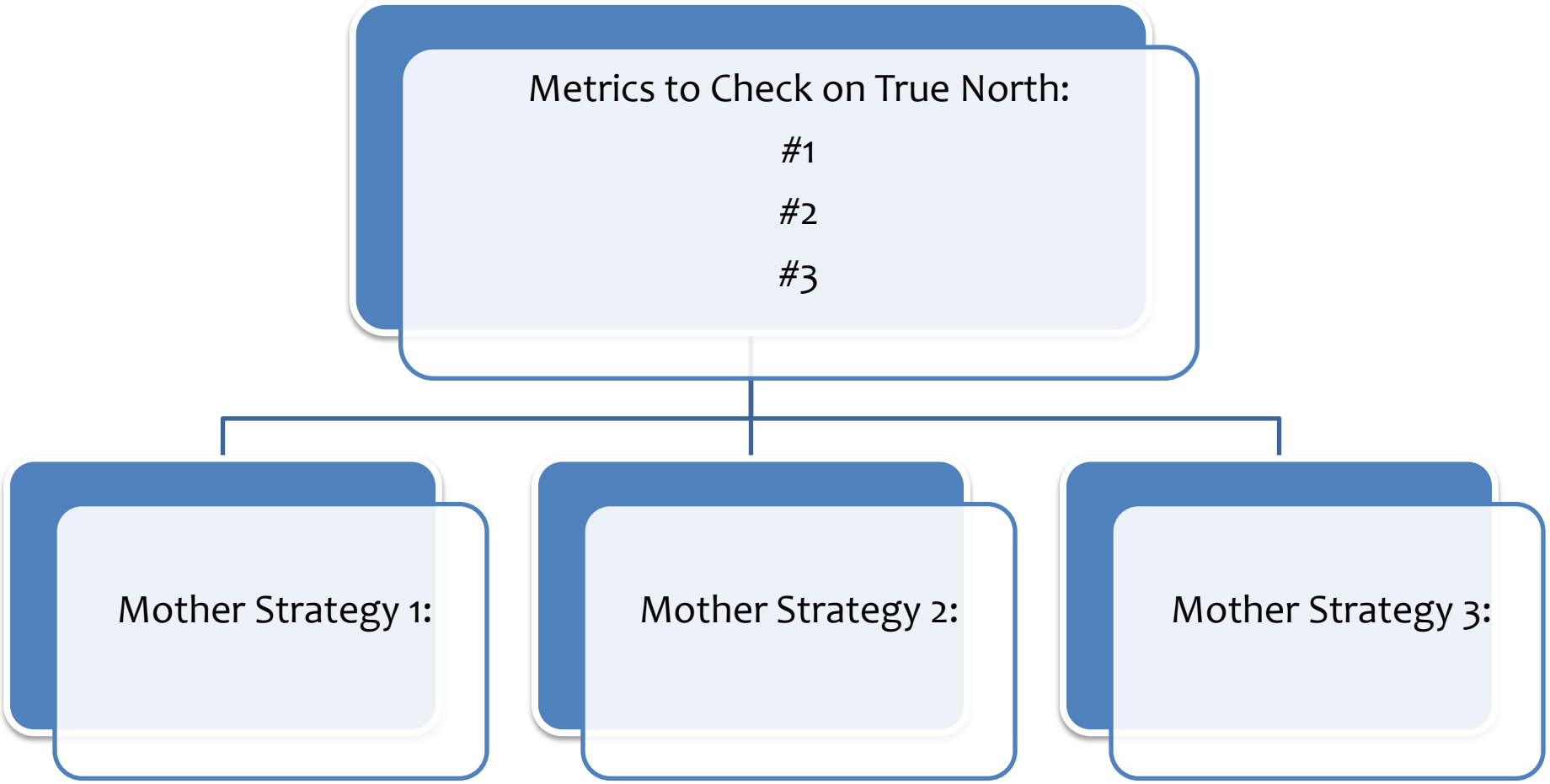
Foreword by Jim Womack

Getting the Right Things Done

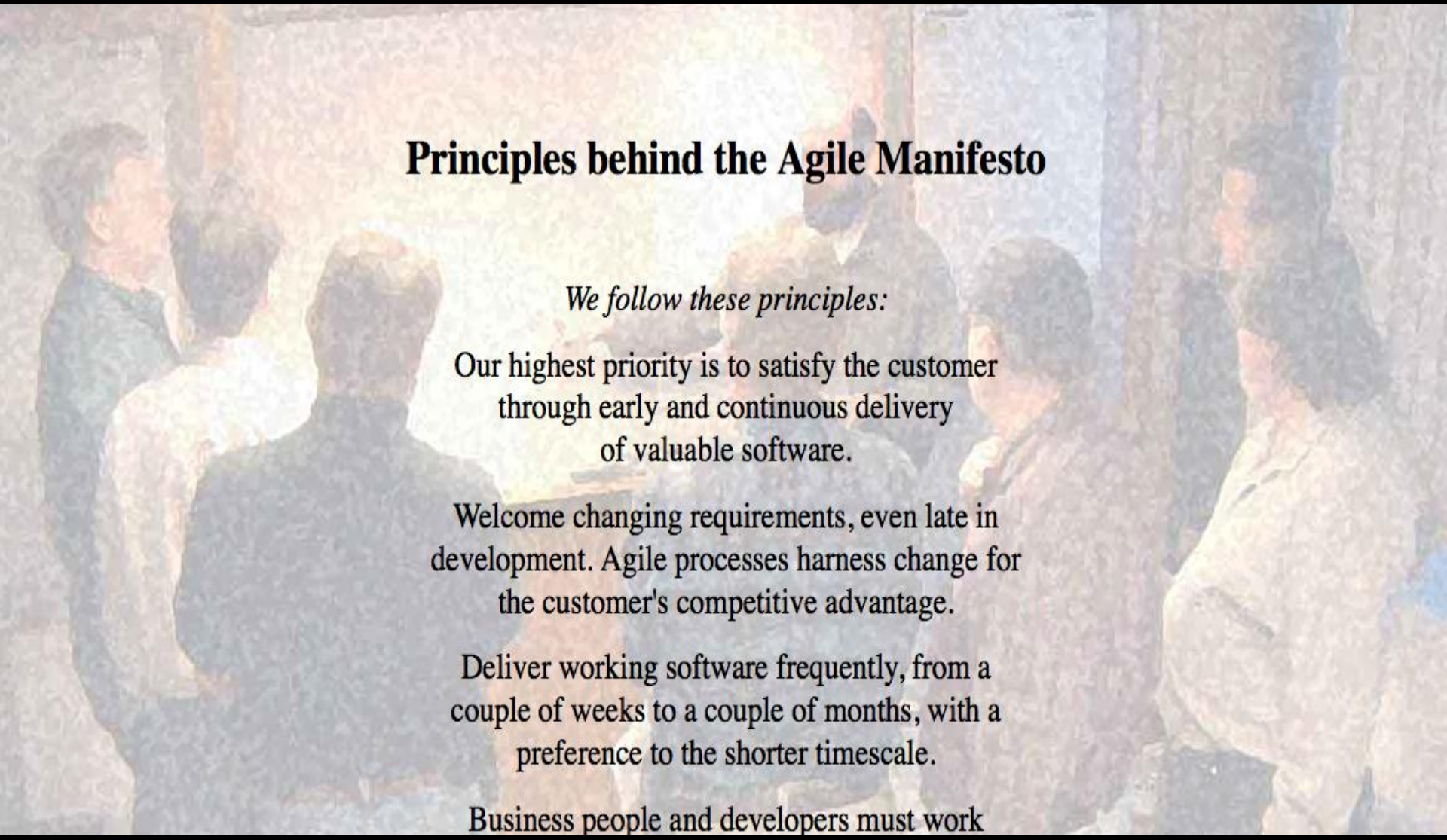
A leader's guide to planning and execution

by Pascal Dennis

True North:


Metrics to Check on True North:
#1
#2
#3
Mother Strategy 1:
Mother Strategy 2:
Mother Strategy 3:

12



Principles behind the Agile Manifesto

We follow these principles:

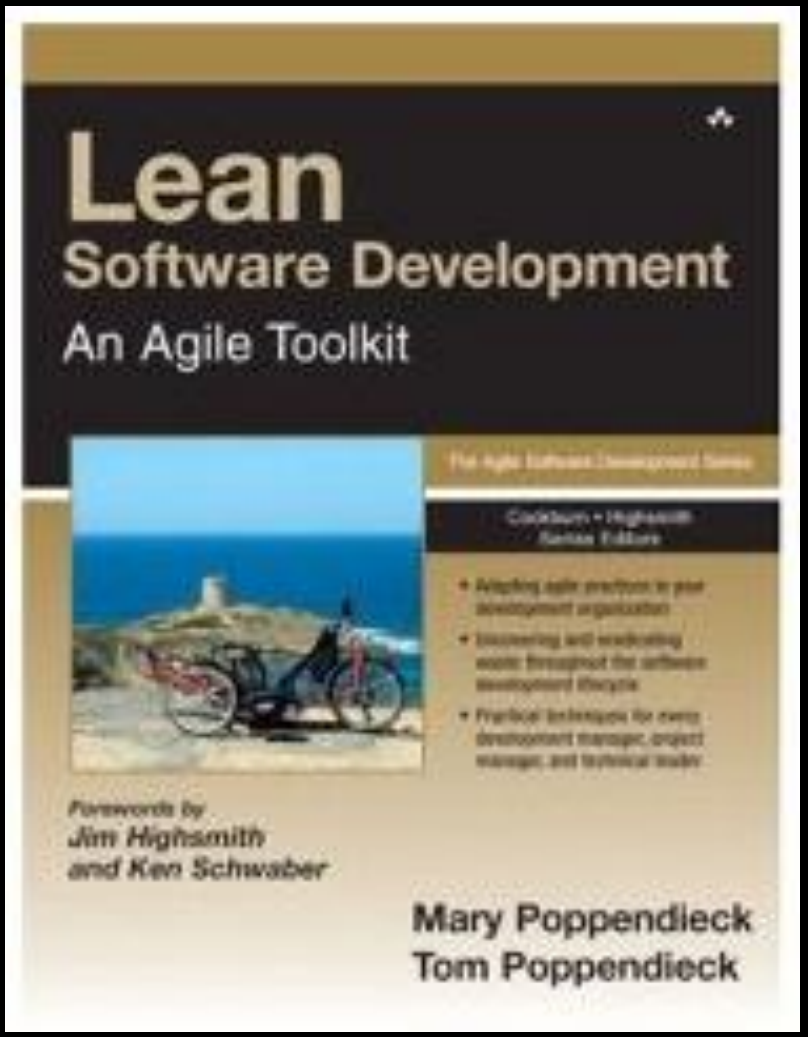
Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

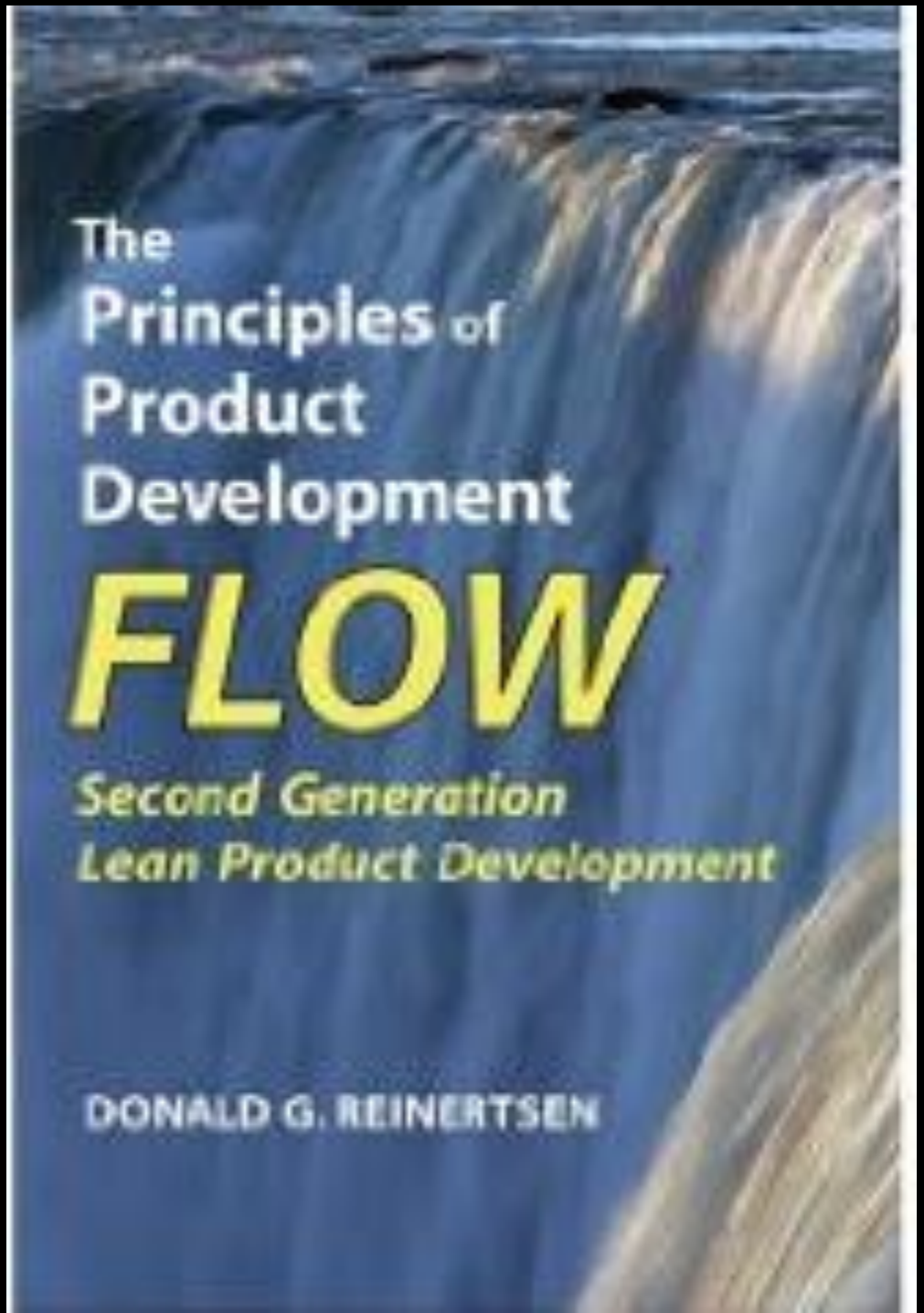
Business people and developers must work

7



Mary Poppendieck
Tom Poppendieck

175


The
Principles of
Product
Development
FLOW
Second Generation
Lean Product Development
DONALD G. REINERTSEN

Don Reinertsen

“The economics of FLOW is almost always dominated by the cost of queues.”

“Watch the work product not the worker.”

Queues, variability, batch size, WIP, cadence, feedback, distributed decision making

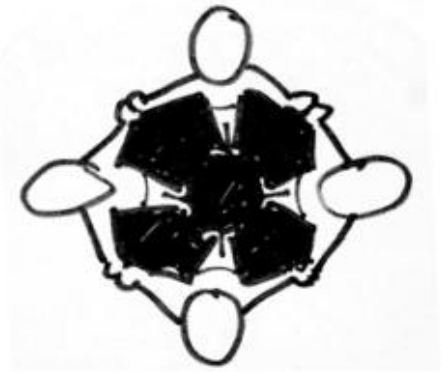
Design Thinking

Start with Empathy

Get Experimental and Experiential

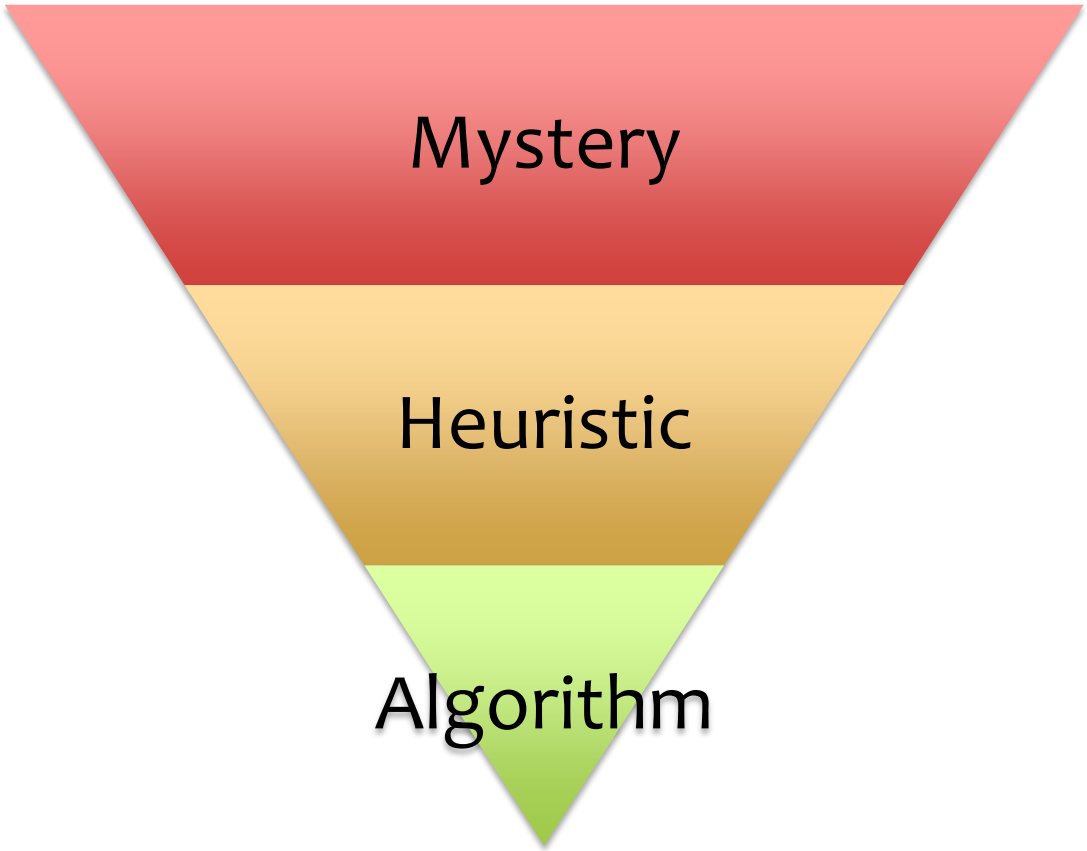
Be Mindful Of Process

Bias Toward Action

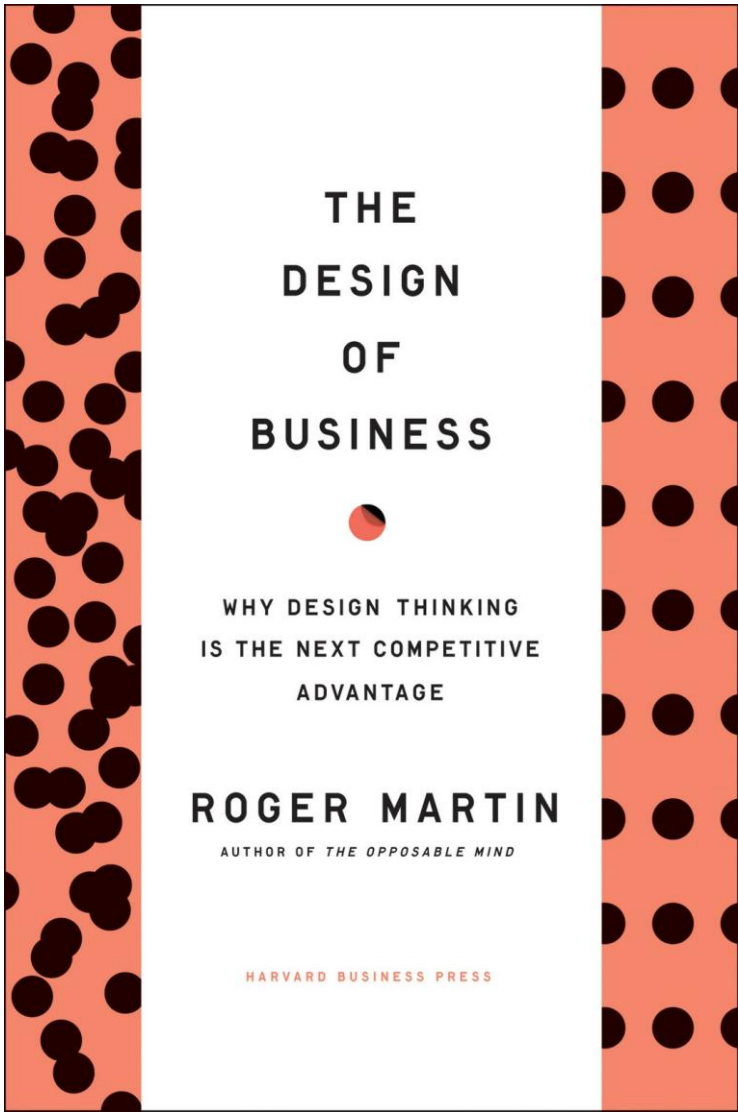


Collaborate Across Boundaries

Exploration



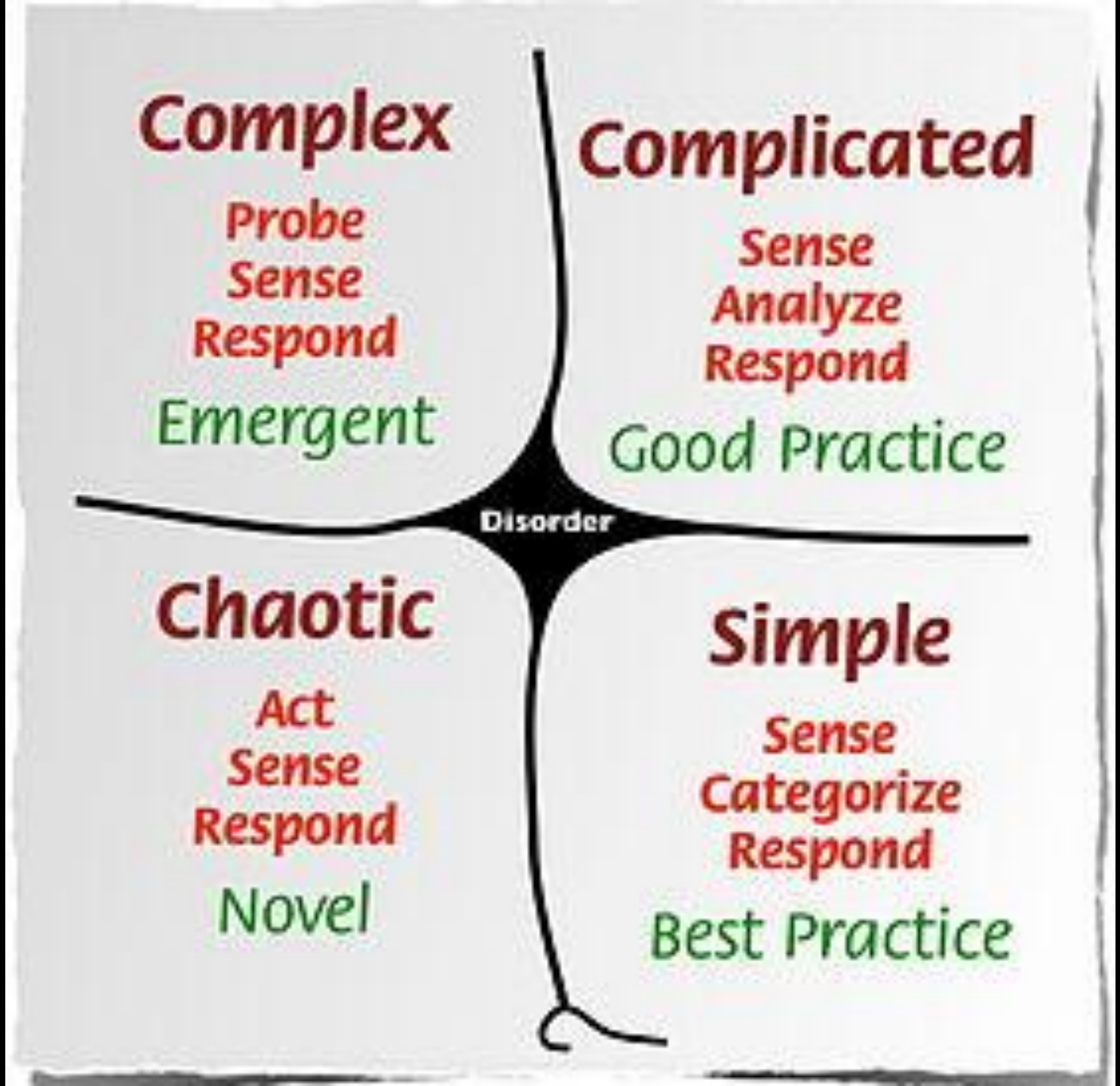
Exploitation



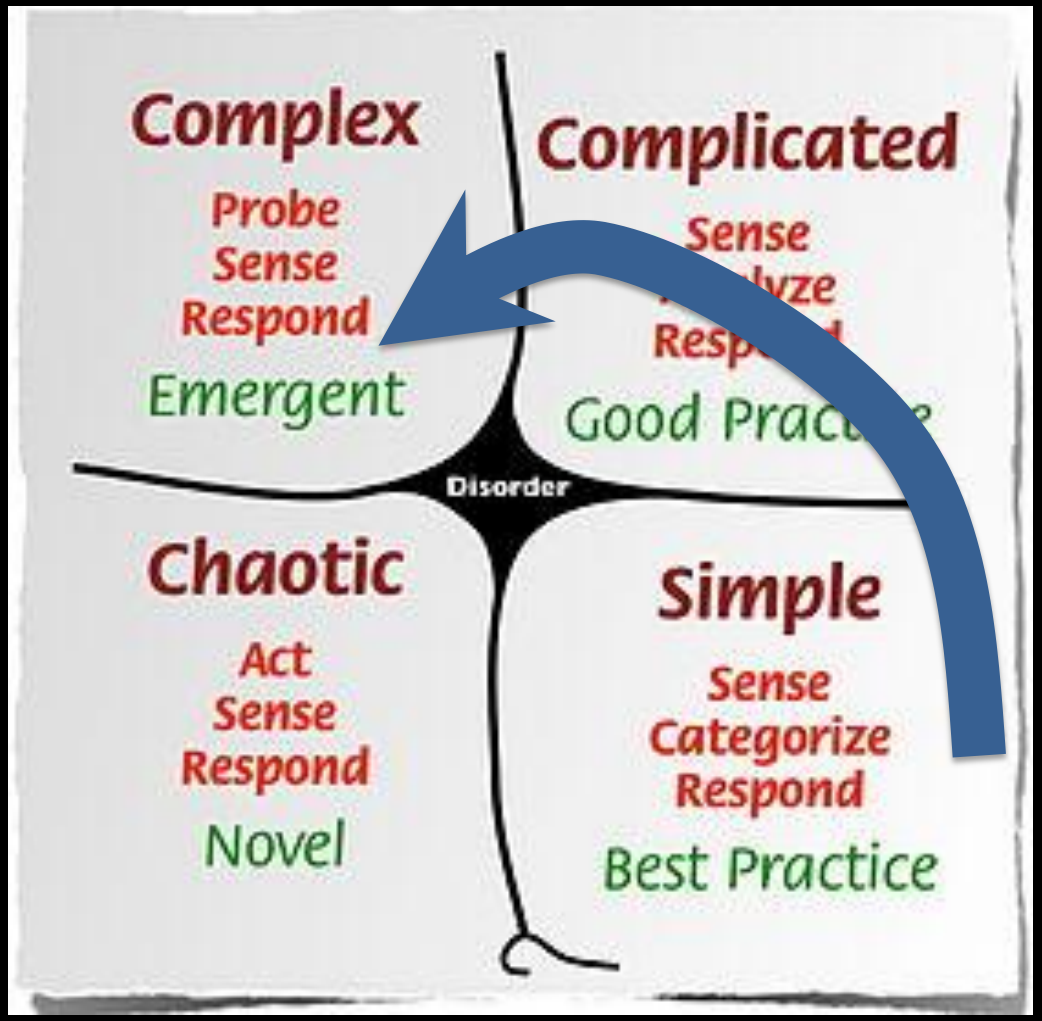
Drupal
"Tag" Agile Stackexchange
- PM
- Programming
- Kanban
- Startup
View:
Scope:
Field
Interval
Summary
Count: 254
Mean: 7.7
Median: 5.5
25%: 3.3
75%: 20.2
90%: 23.4
Other: ??
Custom: ??
Histogram
Scatter
Feb
March
Class of Service
Click
Cumulative Flow
Defects

Cynefin
(Complexity Domains)

David Snowden


Complex
Probe
Sense
Respond
Emergent
Complicated
Sense
Analyze
Respond
Good Practice
Disorder
Chaotic
Act
Sense
Respond
Novel
Simple
Sense
Categorize
Respond
Best Practice

“In a complex system, agents modify the system by their interaction with it and with each other; they co-evolve.”

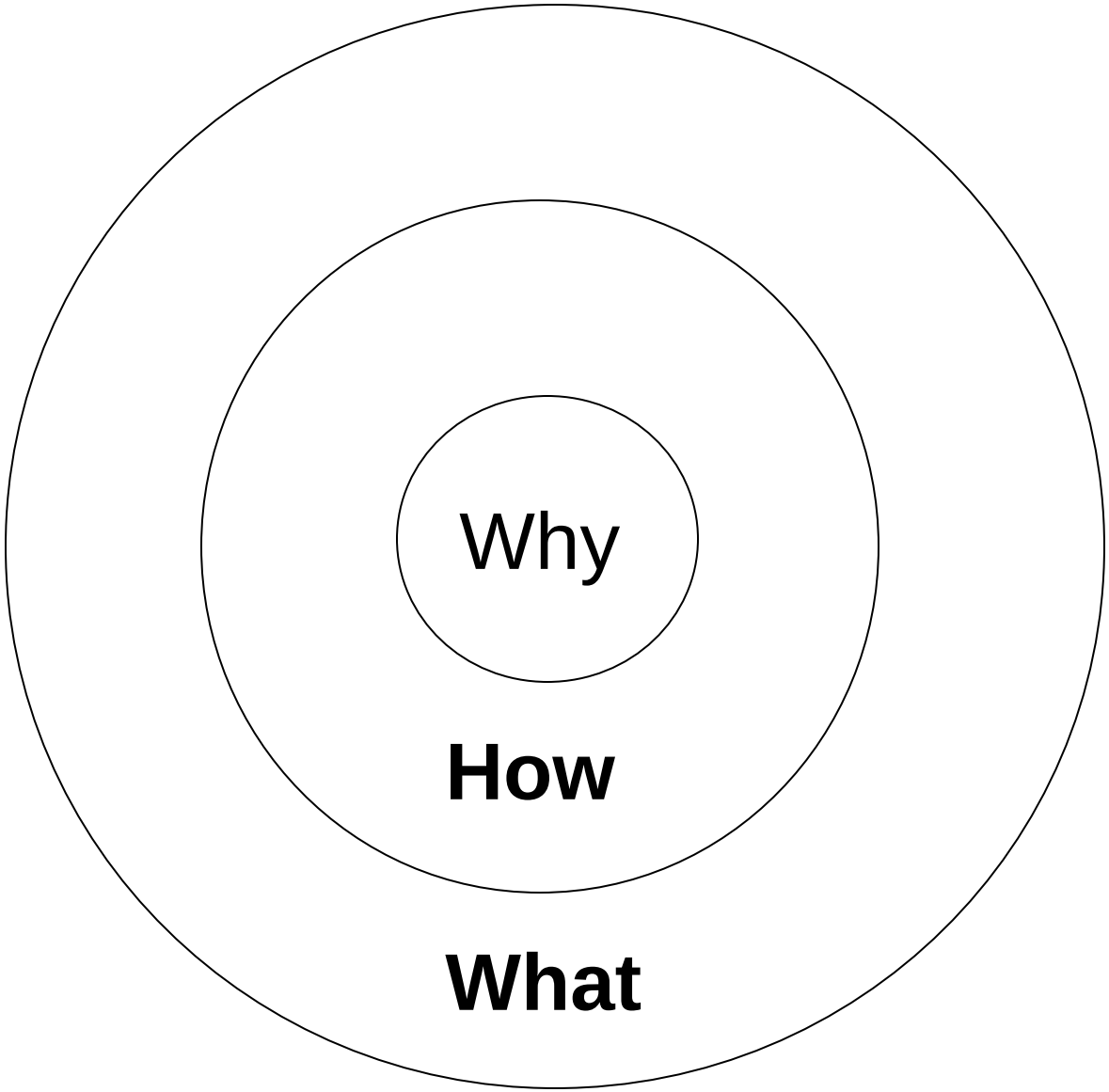


What is your system complexity?

Can you articulate the “How” of your Agile transformation?

Skip How at your own peril!

Dumles, celery, and rice milk


Why
How
What

What = Results

What has practices

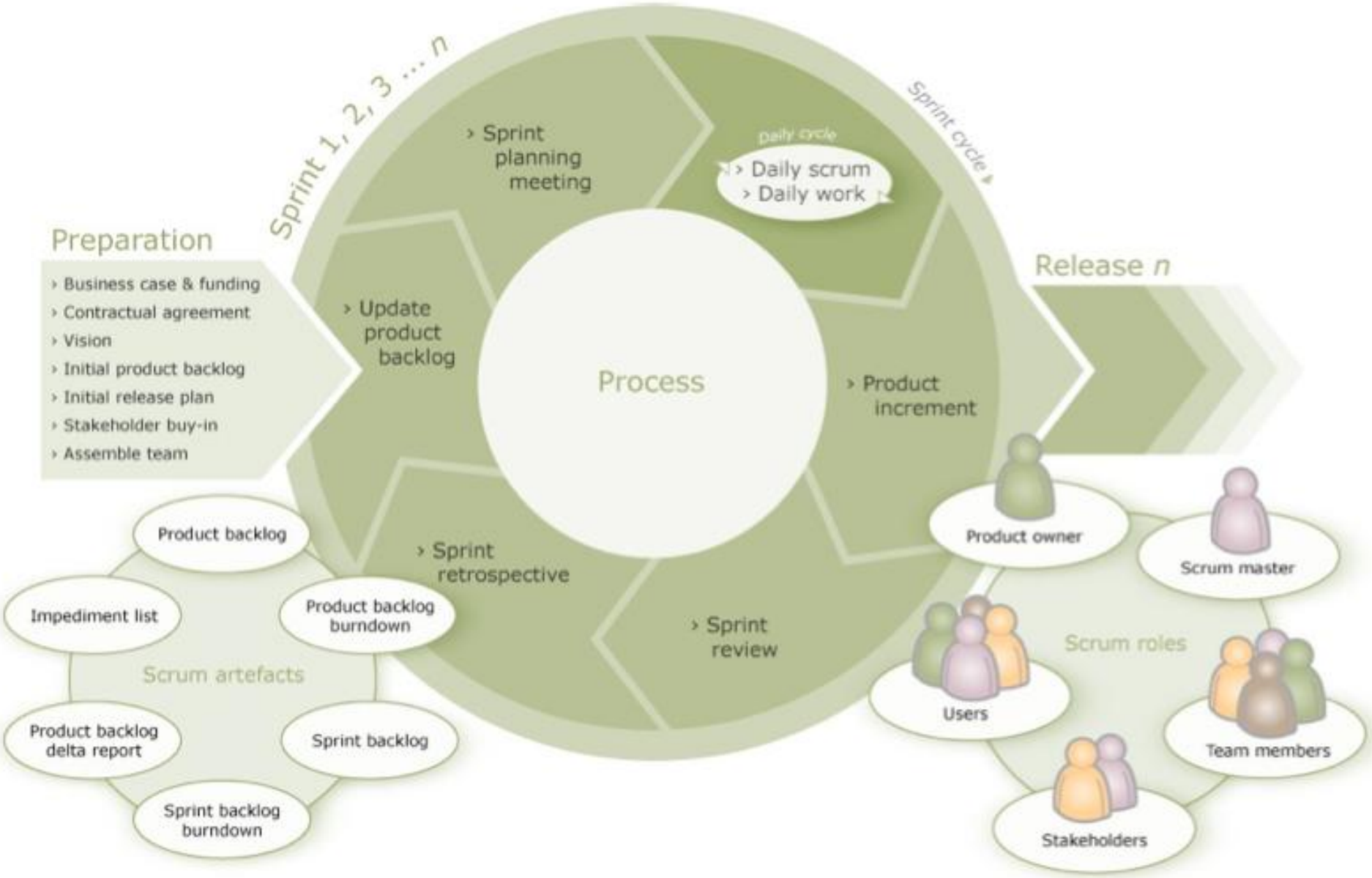
What is dynamic, organic

You can't have a What
without a How and a Why

Dumles, celery, and rice milk are not an Agile shopping list of What

Victor Rodrigues

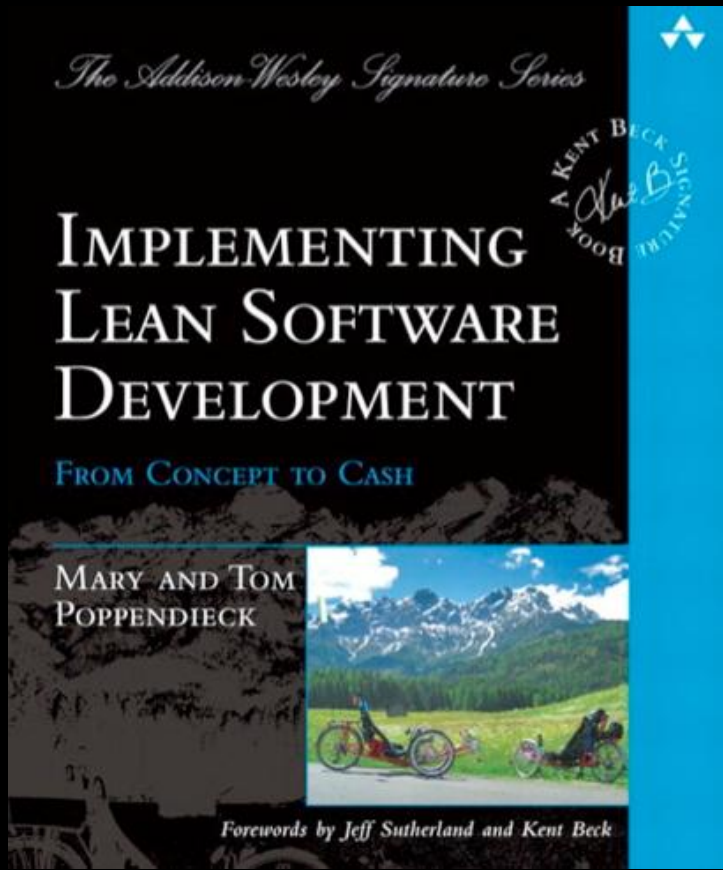
Aug 2006 - First use of Scrum at Cochlear



What can be derived a number of ways

Lean Development

Mary Poppendieck



Scrum

Ken Schwaber

Agile Software Development with Scrum

red
yellow
green
blue
red
blue
yellow
green
blue

Color Test

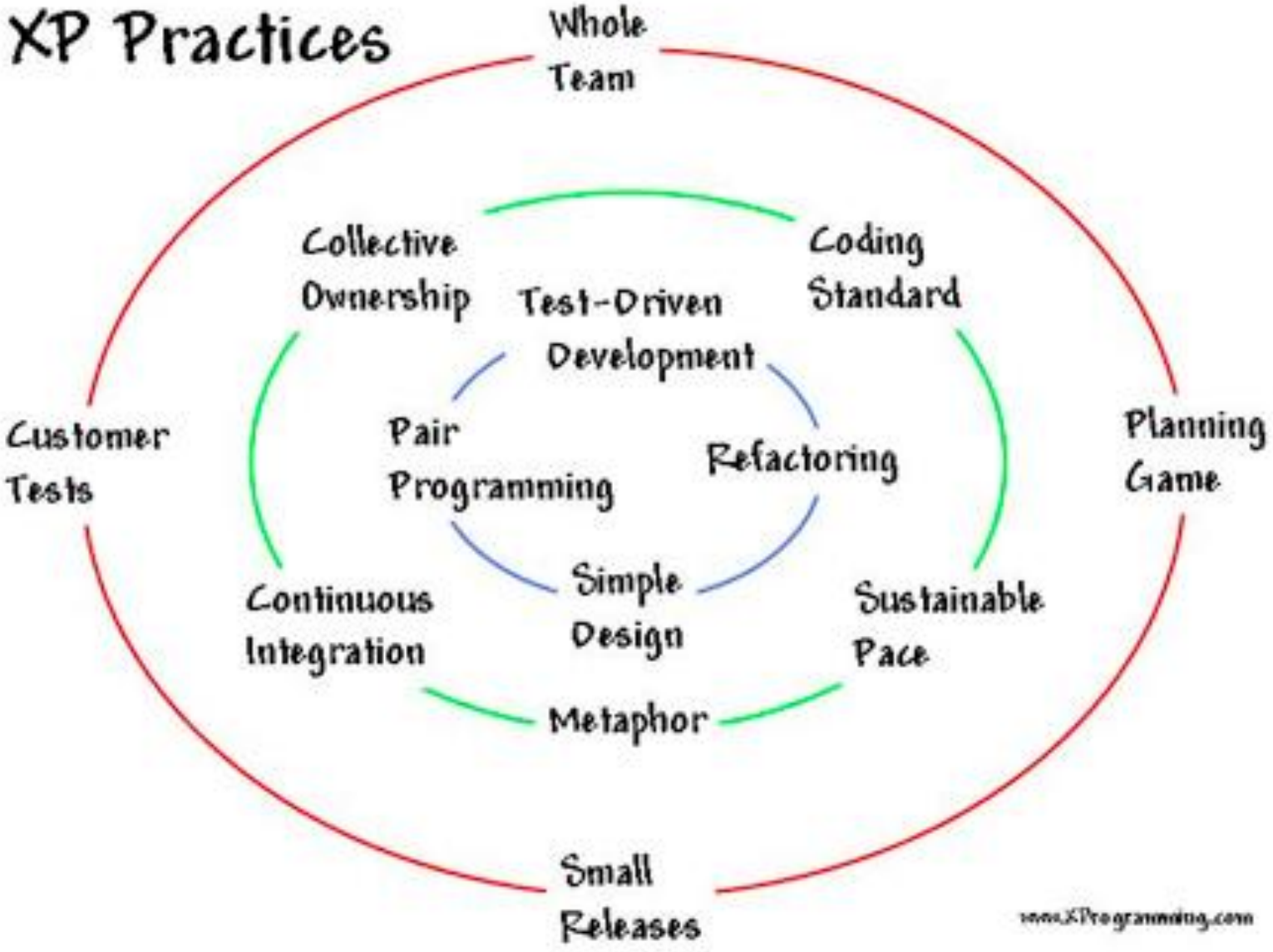
EXIT

XP

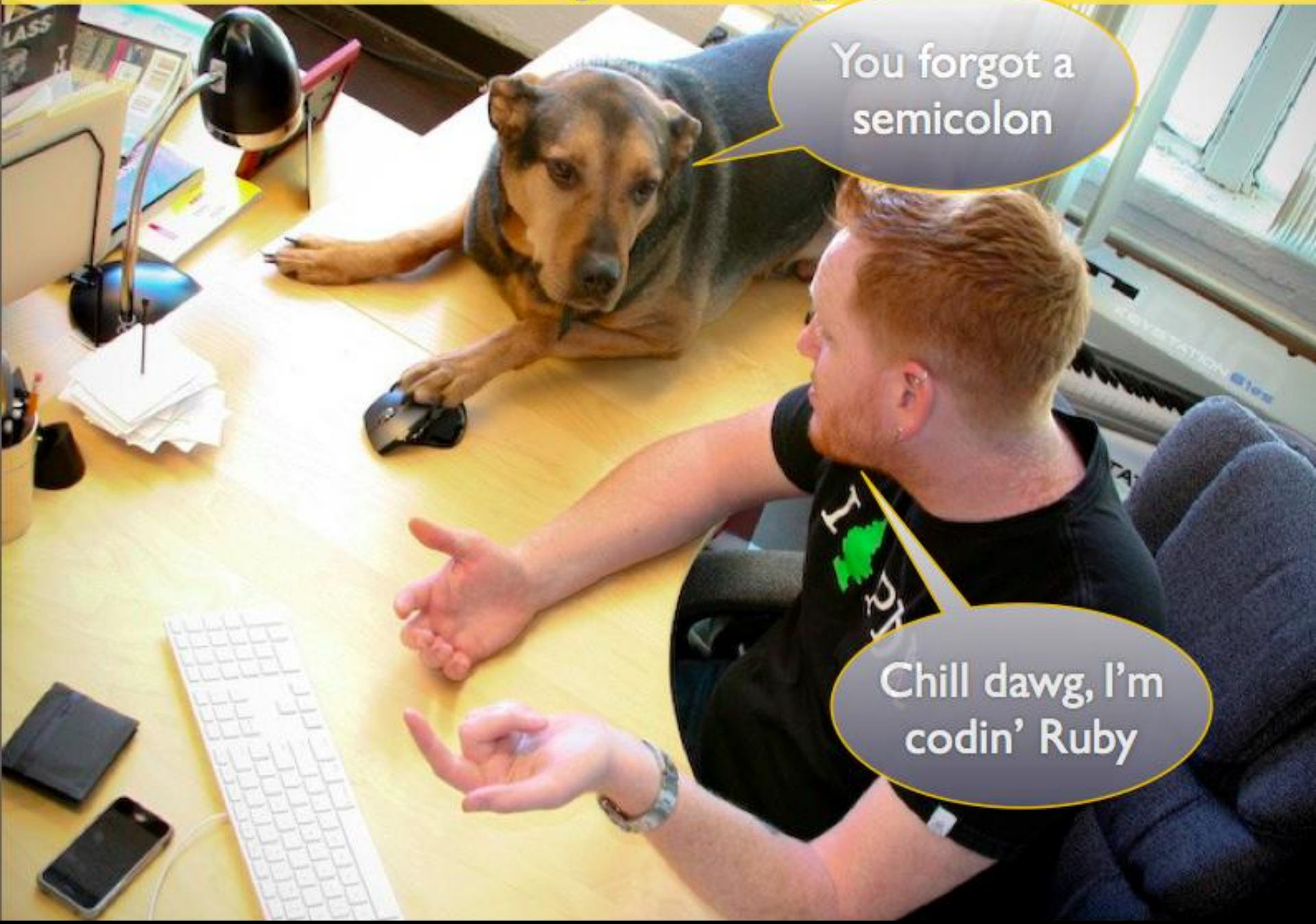
Uncle Bob Martin

Kent Beck

Ron Jeffries


XP Practices
Whole Team
Collective Ownership
Coding Standard
Test-Driven Development
Customer Tests
Pair Programming
Refactoring
Planning Game
Continuous Integration
Simple Design
Sustainable Pace
Metaphor
Small Releases
www.XProgramming.com

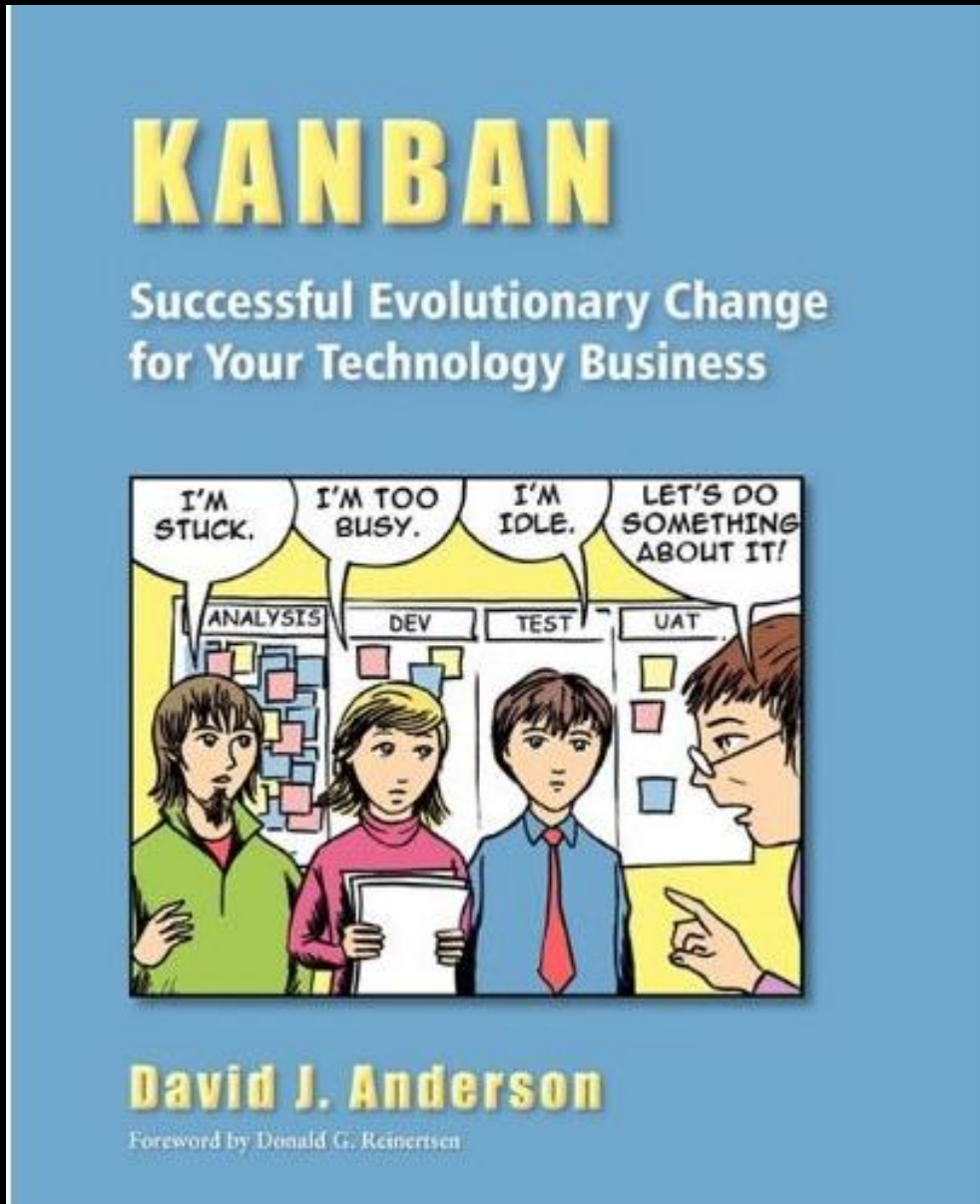
Some more Pair Programming...



DELL

Kanban

David Anderson



Visualize Workflow
Limit WIP
Transparency
Measure and Manage Flow
Continuous Process Inspection

BDD
(Behavior Driven Design)

Dan North

Liz Keogh

Ubiquitous Language
Requirements as “should”
Scenarios as Acceptance Tests

UX
(User Centered Design)

Ethnographic study
Contextual inquiry
Prototype testing
Usability testing

Story Mapping

Jeff Patton

Sequencing backlog stories with workflow information

Can you articulate the “What” of your Agile transformation?

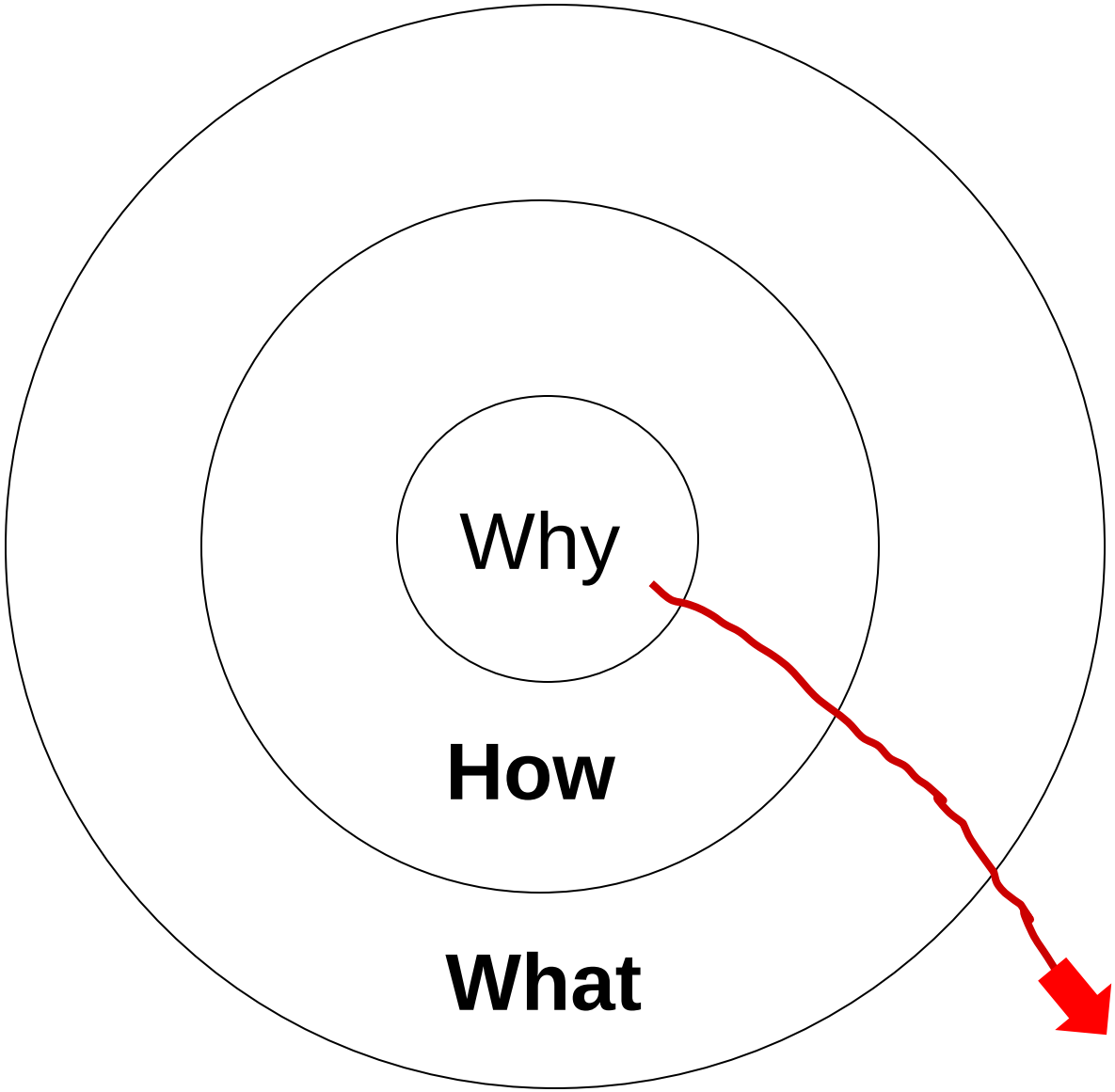
So what?

Sustainable Agile transformations:

Why = Vision

How = Guide

What = Create


Why
How
What

Now what?

Start with your personal

Why

Seek the heart and meaning in your organizational Why

“I am passionate about collaboration.”

Agile 2003 – Salt Lake City

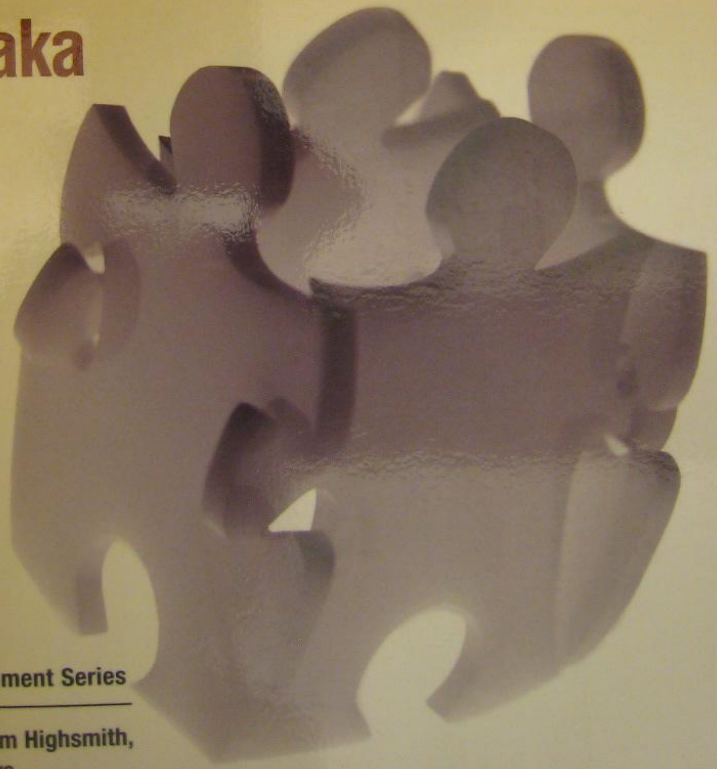
Jim Highsmith

January 1, 2006

Collaboration Explained

Facilitation Skills for Software Project Leaders

Jean Tabaka



Agile Software Development Series

Alistair Cockburn and Jim Highsmith,
Series Editors

“I am passionate about Agile transformations.”

Ryan Martens

August 1, 2004

RALLY SOFTWARE

cc BY NC SA

“I am passionate about starting with WHY.”

October 11, 2011

AARHUS

INTERNATIONAL
SOFTWARE DEVELOPMENT
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Jean Tabaka

Agile Fellow with Rally Software

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“The Golden Circle – Why How What”

Jean Tabaka, Rally Software