



J-Spring

16 april 2008 Spant! - Bussum



People vs Process

Cultural Patterns of Software Organizations

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Piecemeal Growth

Cultural patterns - benefits

- Make sense of what's happening
- Understand (sub)cultures - predict conflicts
- Agile in perspective
- Situational change strategy
- Communication tool

It all depends...

...on your context

customers



...on your context



problem domain



solution domain

About Me

Origins

6 Cultural Patterns & Choreographies

Summary

Marc Evers



Independent

(Agile) software development coach

Trainer

Facilitator

Consultant

blog.piecemealgrowth.net



www.agile2008.org



www.agileopen.net

What we do

Increase business value from software development

and

helping others do it

through



Coaching & mentoring

Training

Facilitation

Organizing conferences

Origins

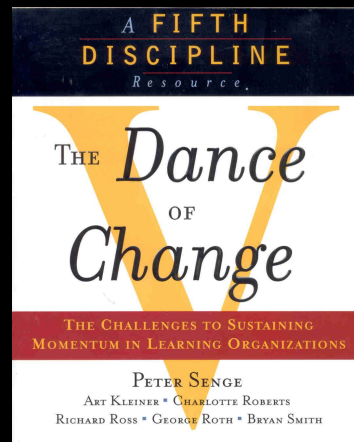
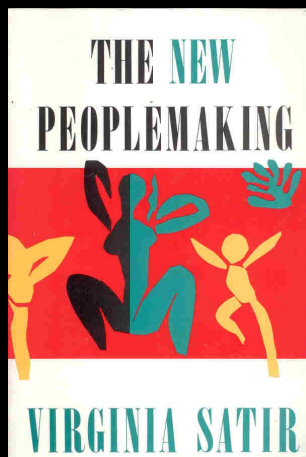
Jerry Weinberg - *Quality Software Management*

→ Philip Crosby, *Quality is Free*

Systems thinking - Peter Senge

Virginia Satir

Experience



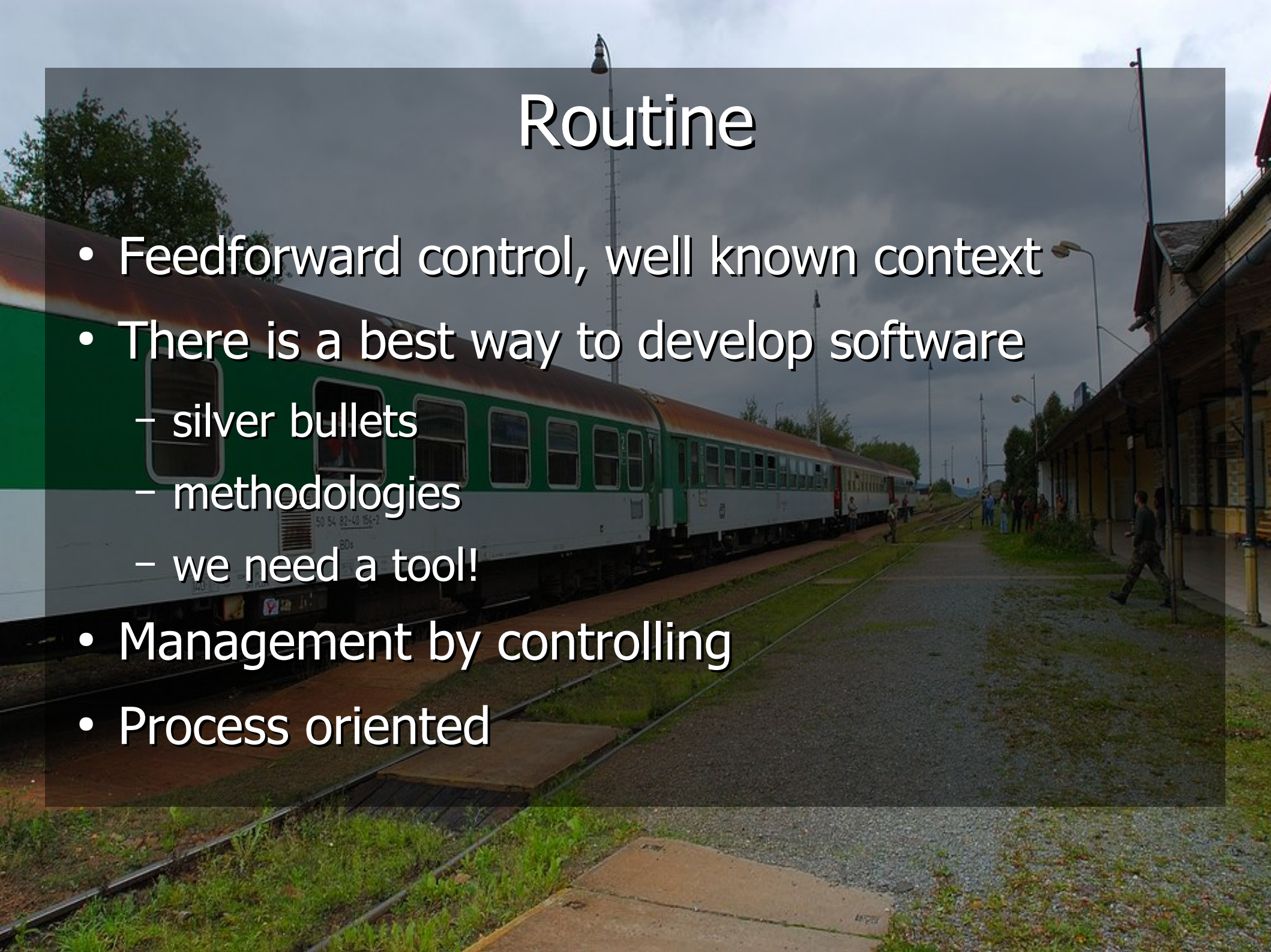
Routine



we follow our standard procedures
(except when we panic)

Routine

- Feedforward control, well known context
- There is a best way to develop software
 - silver bullets
 - methodologies
 - we need a tool!
- Management by controlling
- Process oriented




Variable

we do whatever we feel like at the moment



Variable

- Close cooperation between customers and developers
 - Craftsmanship
 - Hands off management
 - Performance and quality totally dependent on individuals
 - Heroes
- 
- A photograph of a group of people in canoes on a river. In the foreground, a man is smiling, wearing a red life vest, a tan bucket hat, and a grey t-shirt. He is holding a paddle. In the background, several other canoes with people are visible on the river. The river is surrounded by lush green trees and hills.

Variable = agile?

Individuals and interactions over processes and tools

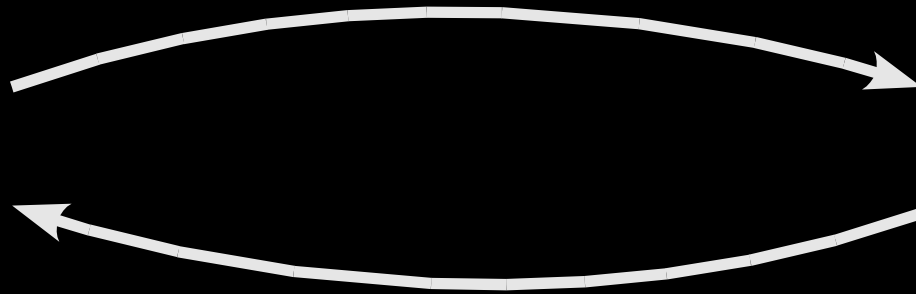
Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

Variable

Routine



Steering



we choose among our routines by the result they produce

Steering

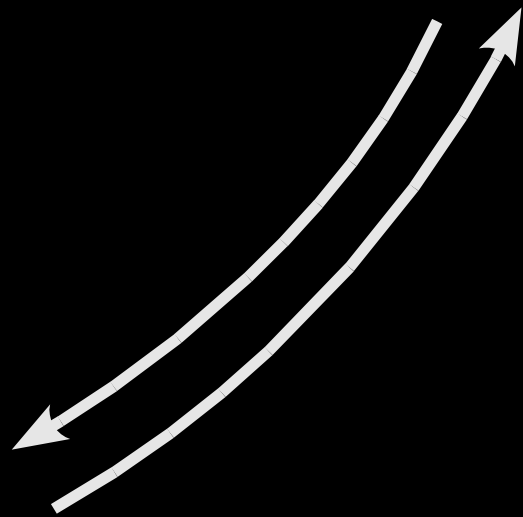
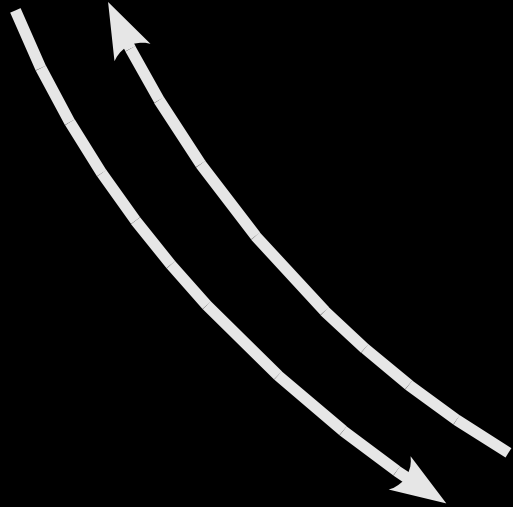
- Feedback control
- Results oriented
- Trust based
- Testing and feedback
- Act early, act small
- XP, Scrum



Variable

Routine

Steering

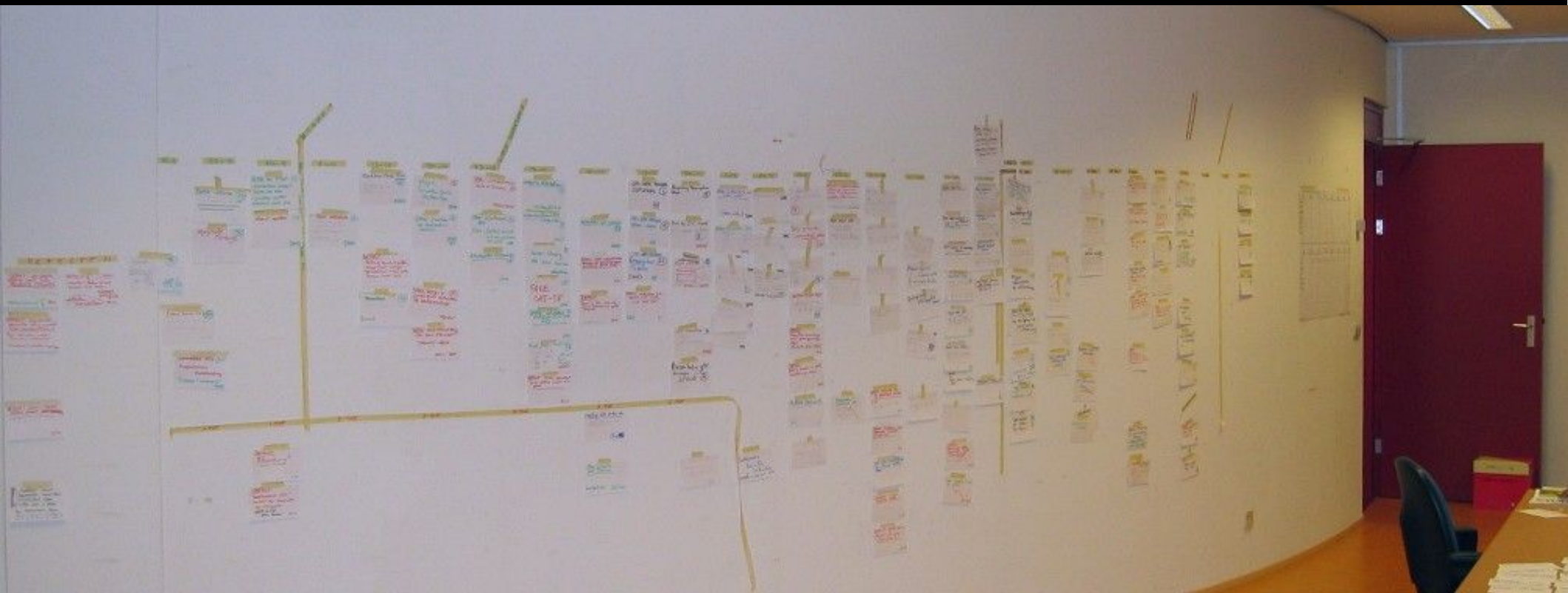


Towards Steering

Visibility

Mental models

Stability

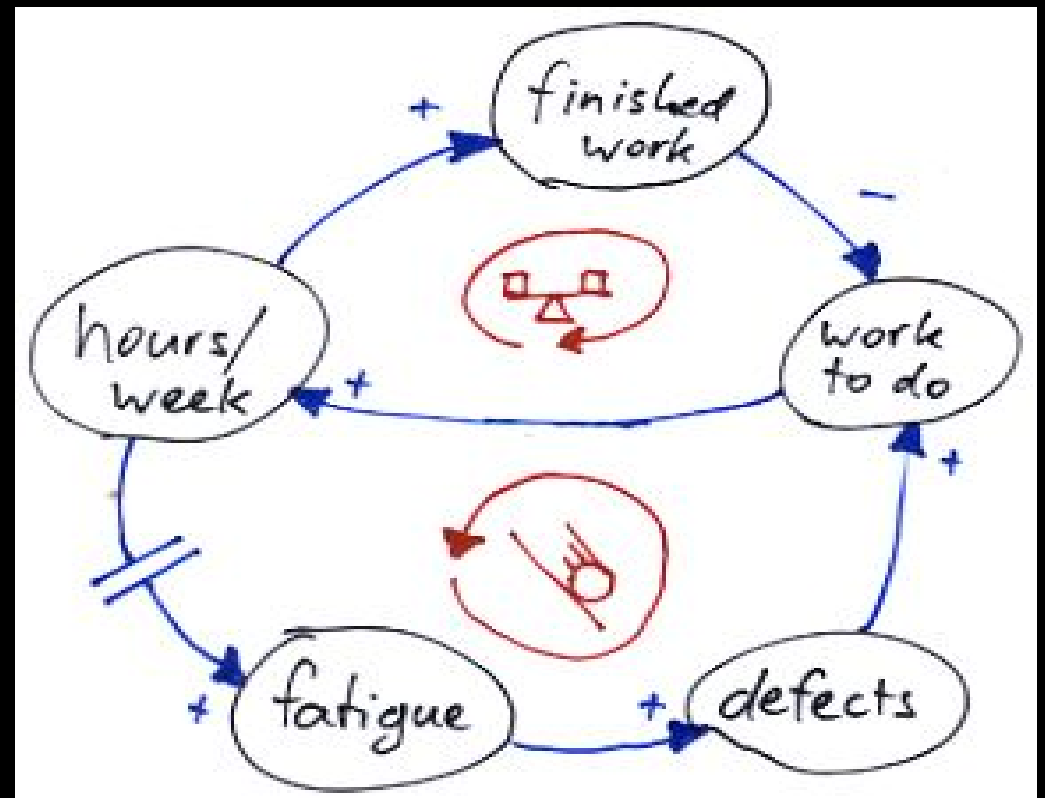


Towards Steering

Visibility

Mental models

Stability

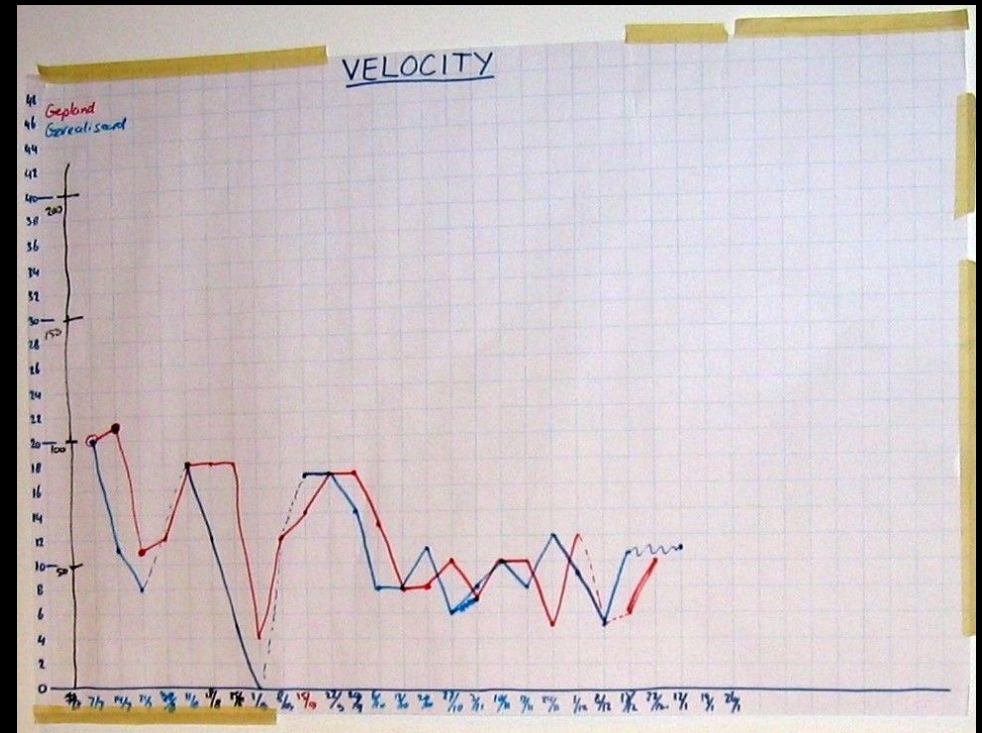


Towards Steering

Visibility

Mental models

Stability



Too much deviation: *remove special causes of trouble*
But: need deviations for improvement!

A photograph of a mallard duck standing on a dark, flat ledge. Water is flowing over the ledge, creating a small waterfall. The duck is looking to the left, seemingly unaware of the water. The background shows green trees and a clear sky.

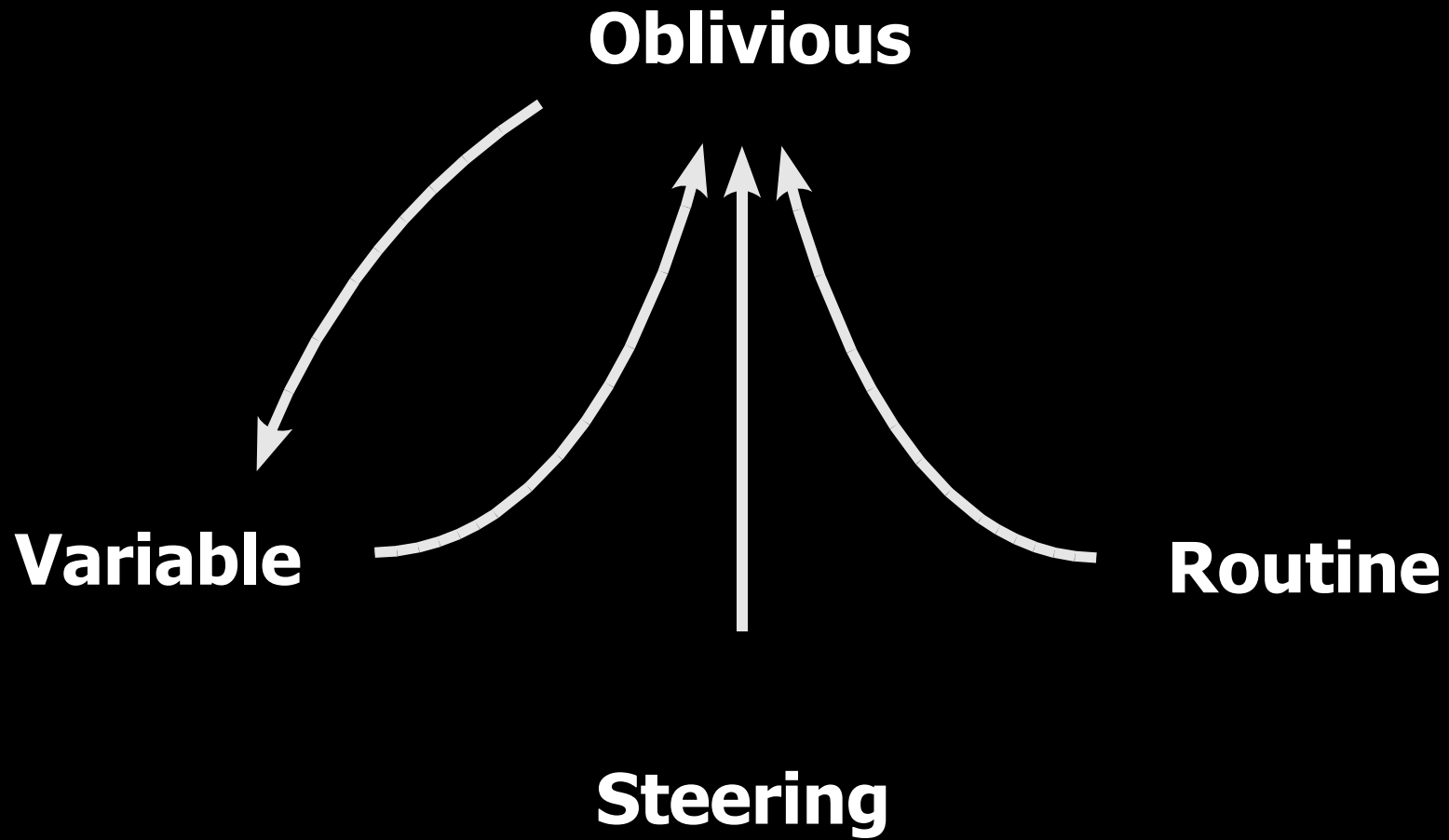
Oblivious

we're not aware that we're developing software

A photograph of a duck standing on a concrete ledge. Water is flowing over the ledge, creating a small waterfall. The duck is looking to the left, seemingly unaware of the water. The background is a blurred outdoor setting with trees and a building.

Oblivious

- No separation between user and developer
- Highly adaptive, highly customer oriented



A black cat is sitting in a field of tall, green grass. The cat is looking directly at the camera with its mouth slightly open, showing its teeth. The background is a soft-focus field of similar grass. The word "Anticipating" is written in white, bold, sans-serif font in the upper right corner of the image.

Anticipating

we establish routines based on our past
experience with them

Anticipating

- Consciously managing change
- Process oriented
- Always improving your processes
 - if it ain't broke, fix it
- Practices
 - retrospectives, scenario planning, risk management
- Lean Software Development

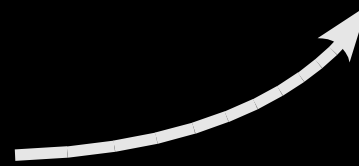
Oblivious

Variable

Routine

Anticipating

Steering



Anticipating

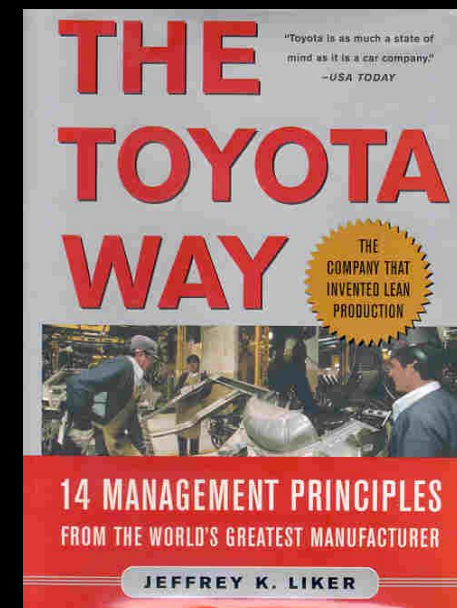
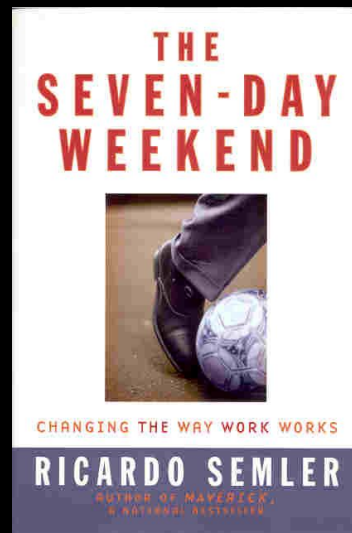
A black cat is crouching in a field of tall, green grass. The cat is looking directly at the camera with a focused expression. The background is slightly blurred, showing more grass and some trees in the distance. The overall scene is natural and somewhat somber due to the dark color of the cat.

being conscious of the different patterns,
knowing when they fit and
when it's time to switch

Congruent

everyone is involved in improving everything all the time

culture of ongoing reflection and improvement



Oblivious

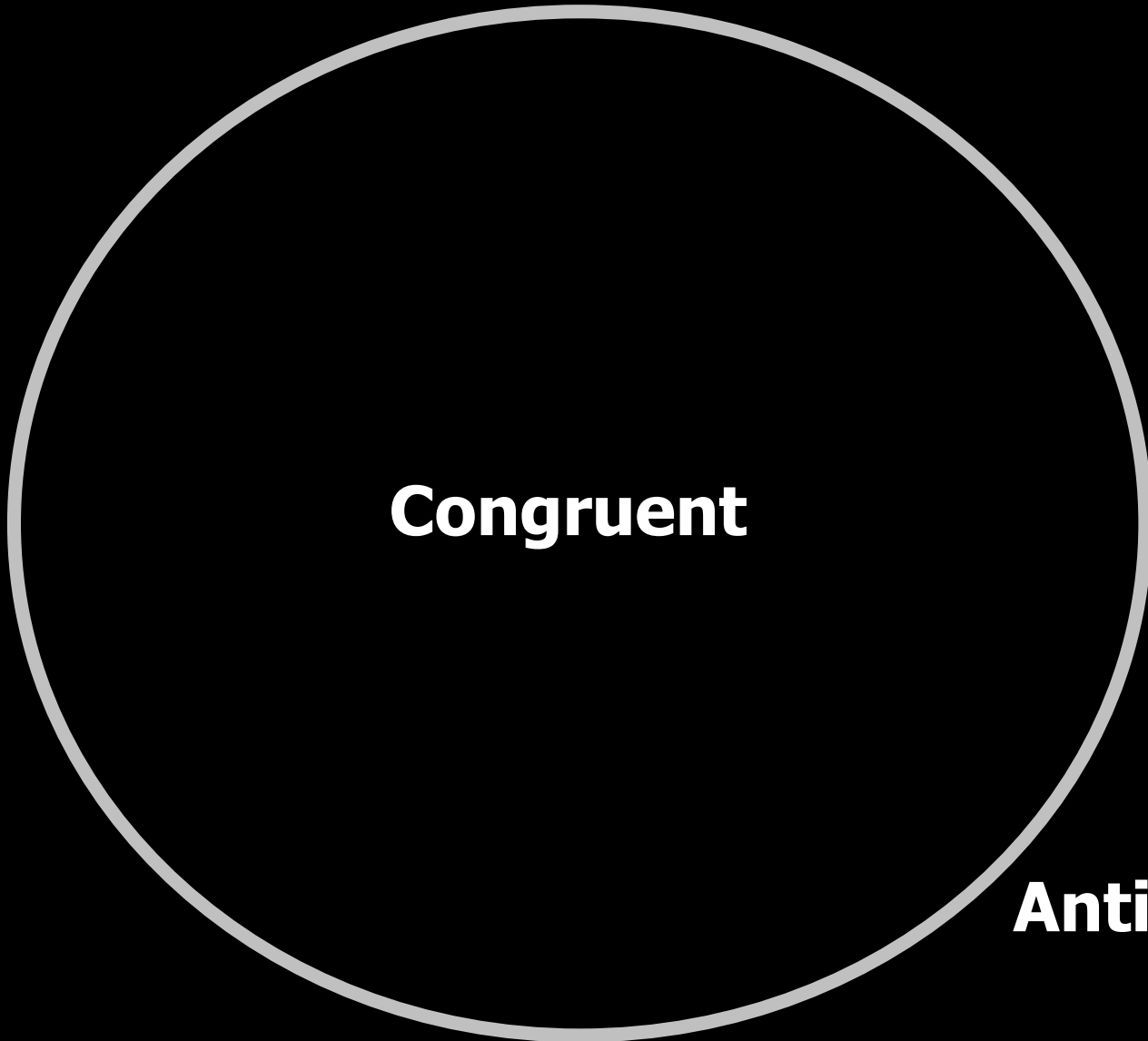
Congruent

Routine

Anticipating

Steering

Variable



Summary

- Routine – bring order to disorder
- Variable – value craftsmanship, foster innovation
- Steering – make extraordinary things ordinary
- Oblivious – DIY
- Anticipating – the art of the long view
- Congruent – transferable cultural practices

Find the pattern(s) that fit your context

Sources & more information

- Gerald M. Weinberg, *Quality Software Management series* (1991-1997)
- Gerald M. Weinberg, *Secrets of Consulting* (1985)
- Argyris & Schön, *Organizational Learning II* (1995)
- Peter M. Senge, *The 5th Discipline* (1994)
- Virginia Satir et. al., *The new peoplemaking* (1988)
- www.satirworkshops.com

check out our forthcoming whitepaper on cultural patterns:

www.systemsthinking.net/publications

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