

Contents

Preface	xxiii
1 How Did We Get Here?	1
A Culture of Extremes	2
Divided and Branded	5
Controlled by Dogma	7
The Introvert vs. Extrovert Problem	11
Coaches Should Not Assume	15
Now What?	18
Notes	19
2 Specific Problems	21
Leadership Is Complex, Nuanced, Multifaceted, and Necessary	21
The Scale Problem	25
Today ' s Tech Platform Is As Strategic As the Business Model . . .	27
Tech Cannot Be an "Order Taker"	30
Transformation Is a Journey, Not a Rollout	32
The Individual Matters As Much As the Team	35
Culture: Individual vs. the Collective	36
People Don't All Work the Same	38
Communication Is a Process, Not an Event	39
The Importance of Focus	41
Data Is Strategic	44
Notes	47
3 Leadership: The Core Issue	49
Authority Is Sometimes Necessary	50
The Path-Goal Leadership Model	52

Collective Governance Does Not Solve the Problem 53

Dimensions, Modes, Forms, and Directions of Leadership 56

Soft Forms of Leadership. 57

Applicability and Trade-Offs 59

Socratic Leadership. 60

Servant Leadership. 61

Theory X, Theory Y, and Mission Command 62

Knowing When to Intervene 64

Notes. 66

4 Ingredients That Are Needed. 69

 Elements to Keep or Adjust. 69

 Collaboration vs. Handoffs 70

 Empowerment 74

 Experimentation. 76

 Feedback Loops 78

 Incremental Delivery Is Powerful 80

 A Sustainable Pace Needs to Include Uncommitted Time. 81

 Elements to Add, Add Back, or Change. 82

 Leadership Is Essential and Is a Multifaceted Issue 83

 Include the Customer 87

 Outcomes Matter More Than Outputs 89

 There Needs to Be a Product Value Vision. 91

 There Needs to Be a Technical Vision 92

 There Needs to Be a Delivery Process Vision. 94

 Proactiveness—Gemba 95

 Organizations Need Structure 97

 The Individual Matters Too. 100

 Trade-Offs Between Realizing Value Today and
 Maximizing the Ability to Produce Value Tomorrow 101

 Individuals Need to Develop 102

 Teams Should Decide How to Work 105

 Experts and Generalists Are Both Important. 108

 Not All People Work or Communicate the Same. 110

Focus Is as Important as Collaboration	111
Planning Is Important	113
Do Not Fully Commit Capacity	117
Notes	119
5 Kinds of Leadership Needed.	121
Which Leadership Styles Are Appropriate	122
Leadership at Each Level	125
Common Types of Product Leadership That Are Needed.	128
Leadership About Product Value	129
How Visionary Is the Leader?	131
Vision Cannot Be Handed Off	131
How Competitive Is the Product Space?	133
Leadership About Product Implementation	135
Leadership About the Product's Technical Design.	136
Leadership About Product Development Workflow	136
Leadership About Technical Product Development Practices	138
Individual Leadership	139
High-Risk Products	140
Research and Innovation Leadership	143
Operational Leadership	145
Leadership and Accountability	147
Any Leader	150
An Outside Person: A Sketch	151
An Inside Person: A Sketch	152
A Person of Action: A Sketch	153
A Thought Leader	154
Notes	155
6 What Effective Collaboration Looks Like.	157
A Collaborative Approach	160
Respect How Others Work	162
Team Leads Need to Facilitate Effective Collaboration	164

xviii Contents

Every Interruption Is Costly 167

Standing Meetings Are Costly 168

Deep Exchanges Are Needed 170

The Whole Remote vs. In-Person Thing 172

How to Make Remote Work *Work* 174

Are Remote Teams a Trend? 177

Notes 178

7 It's All About the Product 181

 What to Prioritize 184

 A Product Should Be Self-Measuring 186

 Development System as Product 187

 Notes 190

8 Product Design and Agile 2 191

 Agile Ignored Design from the Beginning 191

 Technology Teams Need to Be Equal Partners 192

 The Product Owner Silo 193

 The Need for Early and Frequent Feedback 196

 Don't Just Provide Features—Solve Problems 198

 Participatory Design 200

 Single-Track and Dual-Track Approaches 202

 Notes 203

9 Moving Fast Requires Real-Time Risk Management 205

 The Need for Real-Time Feedback Loops 207

 Creating Real-Time Feedback Loops 210

 Metrics as Feedback 211

 People Need to Understand the Metrics—*Really*
 Understand Them 213

 Better Information Radiators 215

 People Need to Read, Write, *and* Converse 217

 Validation and Experimentation as Feedback 220

 Flaws in the Pipeline Model 225

Feedback: Learn from Product Usage	227
Balance Design and Experimentation	229
Responding in Real Time	231
Autonomy Enables Faster Response	232
Establish Rapid Coordination and Integration	234
<i>A Challenge Approach</i>	235
<i>A Leadership Team Approach</i>	235
<i>A Product Lead Approach</i>	236
Dependency Management	237
Reduce Lead Time	238
Anticipate the Skills Needed for Alternative Paths	240
Reserve Capacity to Act Tactically	243
Notes	244
10 A Transformation Is a Journey	245
Agile Is Not a Process Change	245
It's All About the "How"	246
Agile Is Much More Than a Process	247
What Works for One Organization Will Not Work for Another	248
It Is a Learning Journey	250
What a Learning Journey Looks Like	251
Sustained Urgency	251
Skipping Levels	252
Transtheoretical Model	253
Identify Preferred Leadership Models	255
Define Structures	258
Establish Understanding and Vision	259
Identify Target Practices	262
Define the Learning Models	264
Continuous Improvement	269
Organizational Inertia Is Immense	270
You Do Not Need to Build Anything	272
Notes	273

11 DevOps and Agile 2275

- What Is DevOps? And Why Does It Matter? 276
- Isn't DevOps Just for Software? 279
- Gene Kim's Three Ways 280
- Common DevOps Techniques 281
- You Build It, You Support It 281
- Continuous Delivery of Product Increments 283
 - A Flow of Experiments 283
 - Pipelines 284
 - On-Demand Provisioning 285
 - On-Demand Regression Testing 286
 - Shift-Left Integration Testing 287
 - Getting Started 288
- People Know How to Do the Work—Or Do They? 291
- 12-Factor App 292
- Lean Metrics 293
- Retrospective Covering *All* Topics 294
- Data 295
- Notes 297

12 Agile 2 at Scale299

- Issues That Arise at Scale 301
- What Is the Strategy? 303
- Strategy and Capability Alignment 305
- Portfolio and Capability Intersection 306
- Need for Hierarchy 307
- Initiative Structure and Leadership 309
- Coordination at Scale 322
- R&D Insertion 329
- Multiple Stakeholders 330
- Knowledge Gap 332
- Reflection on FamilyLab 333
- Notes 334

13 System Engineering and Agile 2 335

- How Hardware and Software Differ (or Not)..... 336
- Multitier Products and Systems 338
- Our Case Studies 343
- Case Study: SpaceX 344
 - Individuals Matter 344
 - Have a Clear Path to Success 345
 - Establish Cultural Norms 348
 - Aggressively Remove Bottlenecks..... 349
- Case Study: A Major Machinery Manufacturer 351
 - Management Is Out-of-Date 352
 - Management’s Closed Door 353
 - Management Does Not Understand Software 354
 - Management Does Not Apply Systems Thinking 356
 - Quality Managed Mostly Through Field Testing 357
 - Teams Pulled in Multiple Directions 358
 - Each Software Tier Is a Silo..... 359
- Notes..... 360

14 Agile 2 in Service Domains 363

- Define a Target Culture 364
 - Recognizing the Right Leaders 368
 - Create Incentives to Encourage the Desired Behaviors. 370
 - Leaders as Coaches and Mentors 371
- Process Varies with Circumstances and Time..... 372
- The Dysfunction of Staffing Functions..... 373
- Balance Short- and Long-Term Views of People..... 377
- Design an Effective Work Environment..... 378
- Assess Performance Immediately 380
- Notes..... 381

xxii Contents

15 Conclusion383

- A Model for Behavioral Change 384
- No More Tribalism..... 385
- Agile Cannot Be Simplified..... 386
- Agile Is Timeless 386
- Notes..... 389

Index.....391