

"Explorations in Leading an Agile Journey"

"Okay - close your eyes and imagine that we begin our agile journey to a distant galaxy. No matter where we begin the journey, it is an eternal quest for knowledge - as it should be.

"A leader on this journey will need a few things:

- The Mission
- The Ship
- The Crew
- Navigation
- Communication
- Open Space

"Let's join together on an Epic Journey into an Agile Future..."

KEYNOTE: The Mission

Title		Speaker
It Starts with an Invitation		Doc Norton
Track	Room	Timeslot
The Mission	206	Keynote

Abstract:

Who among us has not been invited into the homes and hearts of others? Who among us has not invited others into our homes and hearts? Every deep relationship begins with an invitation. Indeed, every great, beautiful, and even tragic endeavor shared by humans throughout history was begun with an invitation. An invitation to believe. An invitation to act. An invitation to achieve. An invitation to become.

As a leader, this is your role - To invite others in to share in your passion and dreams. To invite others to contribute in their own unique way to that which you hope to create. To invite others to share in achieving your goals and resulting success. You become the host for the event. You craft the environment, you propose a purpose, you establish boundaries, and you invite others to participate.

With each invitation, you create a new opportunity. And with each invitation, you take a risk. As host, try as you might, you cannot control all aspects of the event. And you must choose; choose when to intervene and when to allow the unexpected to become the new course. You are both actor and observer, simultaneously in charge and subjugated. And whether it is a success or failure may still be a debate long after the event is over, but no matter how it comes to a close, it starts with an invitation.

Learning Objectives:

1. Where Servant Leadership falls short
2. The Host Leadership Model
3. The six roles of leadership
4. We are all leaders

TRACK 1: The Ship

Title		Speaker
Cultivate Organizational Agility - Make the Hidden Visible		Chad Beier
Track	Room	Timeslot
The Ship	206	Session 1

Abstract:

See waste, work on less, deliver more. Knowledge work is invisible. It is hard to know when we hit our capacity but we feel the pain. We start multitasking (or task switching) to keep up. We introduce errors, create waste, and ultimately burnout. Information technology delivery organizations live in an intangible world but they need to start making the hidden visible. In the manufacturing world, to optimize the production line we walk through the building to look for high levels of WIP, waste, bottlenecks, and constraints.

What if we could bring the same visibility to our knowledge work?

This talk explains how we can make the hidden visible by changing our delivery organization's structure, behaviors, and processes.

Learning Objectives:

1. Focus Strategy
2. Disciplined Prioritization
3. Limit WIP
4. What to Measure

Title		Speaker
Simplicity - Maximizing the work not done -- The DevOps investment		Randy Spiess
Track	Room	Timeslot
The Ship	209	Session 2

Abstract:

This presentation will address the importance of investing in a structured and repeatable development environment and how it facilitates the delivery of working software and the Agile approach.

Topics will include; Agile and DevOps overview; SCM and continuous integration; Quality & SDLC; and DevOps Infrastructure.

Learning Objectives:

1. Agile and DevOps overview. Discuss key characteristics of a successful DevOps environment. Agile principles and practices, SCM practices, and build tools
2. Quality and SDLC. Practices that provide a structured and repeatable development environment,
3. Quality payout achieved from the investment in tools, skills and test automation
4. Today's DevOps Infrastructure. Bringing process, tools and plans together to deliver working software. Intro to Docker, key characteristics and how it is helping developers today

TRACK 2: The Crew

Title		Speaker
Agile CoPs and Robbers: How do you prevent status quo protectors from robbing you of the benefits of change and improvement? Become a CoP.		Jordon Job
Track	Room	Timeslot
The Ship	209	Session 3

Abstract:

Changing an organization can be hard. There are some people who seem to not care, some who are waiting to see what others will do first, and some who actively work to keep the status quo in place. A CoP (community of practice) is a naturally occurring pattern for group behavior that will enable you to influence change in those around you and promote a culture of continuous improvement.

Come learn why CoPs are needed, how you can put them into practice, and what problems you might run into along the way.

Learning Objectives:

1. Learn what a community of practice is
2. Learn what a healthy community of practice should look like and how to build one
3. Learn about common community of practice patterns

Title		Speaker
The BA Working in Agile		Joanna Drapala
Track	Room	Timeslot
The Crew	209	Session 1

Abstract:

In traditional waterfall development, the end users and the developers rarely interact. The Business Analysts fills the void by capturing requirements in detailed specifications (e.g. BRD) which developers use to estimate the time and effort required to complete the analysis phase.

Moving from a traditional to an agile framework impacts the role of the BA. In the Agile world, requirements are not all defined up-front but rather defined in smaller increments and “just-in-time”. The BRD is no longer just written by BAs and then handed over to the development team. BA’s often struggle to determine how their role maps to this new agile approach and how it has changed. They often ask: “If there is a Product Owner what is my role?”

This session will cover collaborative requirement analysis practices and tools such as user stories, acceptance criteria, requirements prioritization, and backlog grooming. This session will also cover new skills and new ways in which Business Analysts can add value at the team, program, and portfolio level of every organization.

I will also share how my organization adapted agile analysis principles, lessons learned from this transformation, and share my personal experience and journey to becoming more agile.

Learning Objectives:

1. Collaborative, agile requirement practices and tools
2. Ways in which a Business Analyst can add value on an agile project
3. Business Analyst career path
4. Skills needed to be a successful Business Analyst in an agile environment

Title		Speaker
The Five Scrum Masters You’ll Meet in Hell		Dave Saboe
Track	Room	Timeslot
The Crew	206	Session 2

Abstract:

A great Scrum Master can be a valuable member of a Scrum team. There are, however, some Scrum Masters that can bring down team morale, introduce chaos, and otherwise destroy the team. In this interactive session, you’ll be introduced to five types of Scrum Masters that can bring down a Scrum team, understand the impacts of having one of these individuals on the team, and what you can do about it. We’ll see how these Scrum Masters may not be demons, but instead misguided angels. Together we’ll explore how to turn these lost souls back into valuable team members.

Learning Objectives:

1. Discover the five types of Scrum Masters that can destroy a team
2. Understand the motivation behind the negative behaviors of these individuals
3. Get the tools you need to address negative behaviors and turn around failing Scrum Masters

TRACK 3: Navigation

Title		Speaker
I Manage an Agile Team. Am I Obsolete?		Robb Pieper
Track	Room	Timeslot
The Crew	208	Session 3

Abstract:

Managers are responsible for the output of a team of people, people they can't

directly control. People are complex, a team of people is a complex system, not terribly different than the weather or stock market. To get a handle on the complexity of teams, managers need to act differently in how they lead others.

Managers also need to think differently about their role if they wish to get engagement from their team members. Managers need to be different if they're to tap into their team's intrinsic motivation and get their best performance.

Do you want to be that kind of manager? Do you want to be the kind of manager people remember as being one of their best?

If you're a manager, project manager, or want to be a great manager, join us and learn simple yet highly effective techniques to use in growing those around you to get better engagement, cultivate intrinsic motivation, and build amazing teams.

Learning Objectives:

1. You can't manage agile teams the same way you managed traditional SDLC teams
2. To manage agile teams, you must act more like a team gardener, like a coach
3. Intrinsic motivation works best to get people to grow and contribute to the team
4. Using a simple technique, like a Trello board, a manager can partner with their direct reports to grow them into higher performing team members
5. Managers can take an active role in their direct reports career development which grows their team's capabilities and agility
6. Not everyone responds the same way to the development plans and one must adapt their approach for each individual

Title		Speaker
Lies, Damned Lies, and Statistics		Chris Powers
Track	Room	Timeslot
Navigation	208	Session 1

Abstract:

Product managers play many roles, but one often overlooked is "Chief Storyteller". Members in an organization rely on PMs to tell stories about their goals, their accomplishments, their struggles, and ultimately their value. This gives the PM a tremendous amount of power, power that can be used both to the benefit and detriment of the organization overall. Used wisely, this storytelling pulls teams together towards a compelling shared vision. Used poorly, it quickly erodes the critical trust between a PM, their team, and the org at large.

Learning Objectives:

1. During this talk we will reflect on the stories — and the lies — that we tell ourselves, our teams, and the people we report to.
2. We will talk about goals, value props, estimates, iterative development, and we'll even touch on some math and statistics.
3. Come to be challenged and equipped to make the most of your storytelling potential.

Title		Speaker
The Trust Factor: 3 Keys to Unlock the Power of Trust to Build the Perfect Agile Team		Danielle D. Pollard
Track	Room	Timeslot
Navigation	208	Session 2

Abstract:

The global marketplace puts demands on both small and large IT companies by driving them to get more things done in less time and respond quickly to change. In response, there has been a major shift to using self-organizing teams in Agile frameworks.

Self-organizing teams have better communication which allows them to be more effective, creative and innovative in their approach to solving problems.

Agile frameworks promise results such as response to change, increased productivity, more frequent delivery, and faster time to market. Yet only about 50% of Agile projects are successful. With all these highly desired benefits which come from team collaboration, why aren't more organizations seeing these kinds of results?

In 2012, Google's Project Aristotle revealed what good leaders have known for years: team performance boils down to one thing - team culture.

The attitudes, beliefs and behaviors that make up the day-to-day environment of any team is directly related to its overall growth, effectiveness and sustainability. Creating that environment is a Leadership responsibility.

Learning Objectives:

In this highly energetic and interactive discussion, participants will learn three proven strategies to create the conditions that ignite collaboration and accelerate team performance including:

1. The #1 leading cause for failed projects and how to overcome it
2. A two-word phrase that can instantly defuse any conflict
3. Three key elements that transform mere cooperation into massive collaboration
4. A simple one question assessment to identify a high performing team
5. How to build instant connections with this simple well known but rarely used strategy

Title		Speaker
Becoming Fluent in Agile		Ahmed Avais
Track	Room	Timeslot
Navigation	206	Session 3

Abstract:

Agile has gone mainstreams, but leaders are quick to point out that they are not getting the benefits they expected. Part of the problem is that many organizations haven't charted their own agile pathway. The Agile Fluency™ Model was designed by leading agile practitioners to chart a course for the team, create alignment, and get buy-in for improvement. On a side note, this is very different from a maturity model or health radars, as those may have undesirable consequences of measurement dysfunction. We'll talk about that and more to make you and your teams find their fluent edge.

Learning Objectives:

1. Learn why fluency is a better approach than maturity
2. Learn about the Agile Fluency™ Model created by Diana Larsen and James Shore over 5 years ago
3. Learn about the Agile Engineering Fluency map created by Arlo Belshee
4. Learn about potential traps and pitfalls that may lead to measurement dysfunction
5. Learn about using the Agile Fluency™ Game to coach teams

Open Space: The Great Beyond

Title		Speaker
Open Space Working Session		Michael Herman
Track	Room	Timeslot
Space	206	OpenSpace

Abstract:

Open Space Technology is one way to enable all kinds of people, in any kind of organization, to create inspired meetings and events. Over the last 30+ years, it has also become clear that opening space, as an intentional leadership practice, can create inspired organizations, where ordinary people work together to create extraordinary results with regularity.

The afternoon's open space session will take us beyond "conference space" into real life working space. We'll work together on a broad but concrete challenge, to introduce and cultivate agility in a traditional organizational setting.

This will give us a chance to learn by working together, to raise and address the full range of agile challenges, to generalize our values and practices beyond our usual technical domains, with the purpose and potential to create real value in the world.

Join us as we work together to take agile where it's never gone before!

Communication: Contact

Title		Speaker
Agile Chicago Style Podcast		Rick Waters
Track	Room	Timeslot
Communication	208	During Breaks

Abstract:

Rick Waters and Matt Beam produce a new episode of this podcast every month or so. Rick will be onsite throughout the day, recording material and interviews for their podcast. Learn more about their show at agilechicagostyle.com



Biographies



Ahmed Avais

Ahmed is an Agile Coach and Scrum Master at Capital One. He traces his fondness and entry into Agile through the Deming, Goldratt, and Lean route over 10 years ago. He has gained conviction and depth through experimentation and practice. He has competed in Lean Startup Machine, is a cohort in Eric Ries' Lean in the enterprise initiatives, and has run over a dozen side projects using Lean + Agile along with his day jobs in large corporations. He works everyday coaching teams and individuals to become more awesome.



Chad Beier

Chad works with all levels of the organization to optimize your business to respond to change. Chad is passionate about moving organizations and people closer to agility. His passion for training led him to the public speaking realm. He is passionate about speaking on any topic that contributes to improvements surrounding organizational structure/behavior/effectiveness, modern management, agility, Scrum, Kanban, team dynamics.



Joanna Drapala

Joanna is a Lead Business Systems Specialist at the Center for Research in Security Prices (CRSP), Booth School of Business, University of Chicago. Joanna has been involved with the project to create a series of transparent and investable indexes that not only provide the foundation for new areas of research, but also serve as benchmarks for investment vehicles, such as ETFs. She also leads the Business Analysis Community of Practice (BACoP) in her organization. She earned her Certified Business Analysis Professional (CBAP®) designation from IIBA in 2016. Joanna has a M.S. in Information Systems with a concentration in Business Analysis and Systems Analysis and a B.S. in Finance, both from De Paul University. She is an Adjunct Faculty member at DePaul University's Department of Management and Loyola University's Department of Information Systems and Operations Management. In 2014 Joanna presented at the Business Analyst World Conference in Chicago. The topic of her presentation was the role of a Business Analyst on an Agile Project.

Joanna is passionate about the business analysis profession and enjoys helping others succeed and successfully navigate through their business analysis journey.

In her role as VP of Education, one of Joanna's responsibilities is to manage the creation and delivery of the IIBA's preparation workshop for the Certified Business Analysis Professional (CBAP®) exam.



Michael Herman

Michael established Michael Herman Associates (MHA), in 1991, to support easier movement of people and information, in corporate and community organizations. He works in partnership with leaders and workgroups, offering insight and resources for organization learning, change and transformation.



Jordan Job

When Jordan Job was a software developer, he quickly realized that almost all the problems he faced in the workplace were not software problems but process, structure, and people problems. Since then Jordan has been passionate about helping people become more satisfied and productive at work by improving the processes, structures, and relationships that surround them.

Jordan is a Managing Consultant at Responsive Advisors where he focuses on agile consulting, training, and coaching. He has coached numerous teams and has trained hundreds of people in Agile, Scrum, and Kanban courses. Through his experience as a Scrum Master as well as an agile consultant, Jordan has started and nurtured several communities of practice.

Jordan holds the following certifications: PSM I, PSM II, PSM III, PSD I. You can learn more about his work at <http://www.jordanjob.me>



Doc Norton

Doc is passionate about working with teams to improve delivery and building great organizations. Once a dedicated code slinger, Doc has turned his energy toward helping teams, departments, and companies work better together in the pursuit of better software. Working with a wide range of companies such as Groupon, Nationwide Insurance, and Belly, Doc has applied tenants of agile, lean, systems thinking, and servant leadership to develop highly effective cultures and drastically improve their ability to deliver valuable software and products.



Robb Pieper

CEO of Chicago-based Responsive Advisors, has taught and coached thousands of people on agile frameworks and methodologies. He's worked at all levels from the team to the C-Suite as a champion of modern management, nimble thinking, and the benefits of business agility.

Robb's developed a strong ability to communicate difficult-to-grasp ideas in his long career in software development and client facing roles. He's a charismatic public speaker inspiring business leaders and knowledge workers with new ideas to improve. He specializes in executive and management training/coaching, but also passionate about building solid relationships and teams, keeping first things first, and mistake-proofing.

Industry experience applying agility includes: Industrial Automation, Web development, Financial Services, Insurance, Print, Big Data, Business Intelligence, Data warehousing, hardware/software products



Danielle D. Pollard

With Industrial and Systems engineering background and more than two decades of training, executive coaching, and real-life, in-the-trenches leadership experience, Danielle believes we are all connected and success only happens with the cooperation of others.

Standing firm with science and experience that trust is hands down the #1 force multiplier for high performance, Danielle has delivered unprecedented bottom-line results as a project management consultant and Lean/Agile transformation coach for companies like UPS, Yellow-Roadway, RR Donnelley, Allstate, Apartments.com, US Foods, several small business within the US as well as the UK.

Author of the upcoming book "The Trust Factor: 3 Keys to Unlock the Power of Trust to Build the Perfect Agile Team", Pollard is passionate about making work fun and cultivating peak performance for teams and companies across the globe.

Driven by a strong sense of community she has gleaned from her past experiences to impact the lives of hundreds of inner city youth and aspiring women entrepreneurs through her nonprofit performing arts and empowerment programs.



Chris Powers

Chris Powers has been developing Web applications for the last eleven years, and he loves sharing his passion for building both software and teams with the audiences nationwide. As a Clean Coders author, Chris is currently producing an educational video series entitled "Clean Code in the Browser". Chris is an engineering manager at Sprout Social and lives in the northern Chicago suburbs with his wife and two children. In his free time, he enjoys drumming, tabletop gaming and homebrewing.



Dave Saboe

Dave is an Enterprise Agile Coach, blogger, and podcaster. He is passionate about helping individuals, teams, and organizations do the best work of their lives. He combines a mix of the Agile mindset, design thinking, and lean startup to help organizations find innovative approaches to achieve better outcomes and delight their customers. As a servant leader, Dave helps Scrum Masters go beyond the basic mechanics of Scrum and create an environment of learning and growth.



Randy Spiess

Randy has a wide breadth of technical and business experience with over 20 years' experience leading software development and projects. Randy started his software career at Motorola as a software engineer and progressed to manage software engineering teams and development projects. Early in his career he led an early DevOps like team (combining SCM and test automation). Motorola invested heavily in test automation providing a powerful tool to perform automation testing. Utilizing strong SCM practices and test automation Randy led agile initiatives to improve the tools and methods used to validate software that resulted in the year over year reduction of escaped defects. In 2010, Randy and the Motorola Messaging Products group were sold from Motorola to Infinite Convergence. At Infinite Convergence, Randy led various agile initiatives and organizational changes that led to the company's transformation from a waterfall approach to an Agile scrum methodology.

Most recently Randy has been working as a contractor to Accenture to help train software engineers and software architects on Agile and DevOp practices.



Rick Waters

Founder and Co-Host of Agile Chicago Style, Agile Coach & Trainer - Rick is an experienced Agile Coach and Trainer with software development experience dating back to 1997. Rick has worked with clients at many levels, to train and coach on Agile Practices, assess teams for existing Agile maturity, and to train and mentor future Agile leaders - but he prefers to work with Scrum Teams and Programs.