



Agile Solutions
Agile Results

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KT1

Keynote

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"The Agile Mindset: Principles for Collaborating and Innovating with Agility"

Presented by:

Adrian Cho
IBM

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340 Corporate Way, Suite 300, Orange Park, FL 32073
888-268-8770 · 904-278-0524 · sqeinfo@sqe.com · www.sqe.com



Adrian Cho

IBM

With twenty-three years in consulting, research and development, finance, and intellectual property, **Adrian Cho** helps teams deliver innovative solutions on time.

As the development manager for IBM's Collaborative Lifecycle Management project, he manages the global development of multiple products. As a jazz musician, bandleader, and conductor, he has been described by press as "a cool guide to hot jazz" and "a musical missionary." His book, *The Jazz Process: Collaboration, Innovation and Agility*, has been endorsed by a diverse collection of thought leaders while reviewers have praised the book as "a deep exploration of collaborative know-how" and "a concept of leadership and teamwork that's well suited for the Google-age workplace."

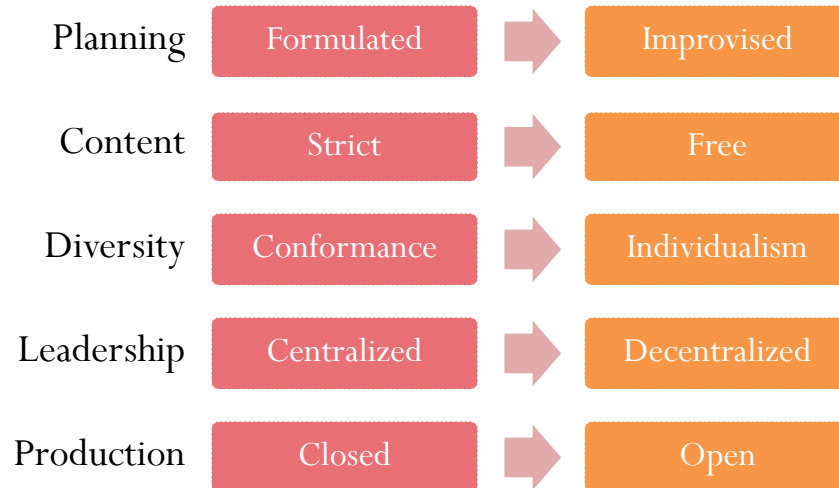


The First Jazz Age (Early 20th Century)

Change	Innovation
<ul style="list-style-type: none">• The Great War• The Great Depression• Cultural and Social Changes<ul style="list-style-type: none">○ Immigration○ Urbanization○ Race○ Gender○ Alcohol○ Morality	<ul style="list-style-type: none">• Technological Innovation<ul style="list-style-type: none">○ Transportation<ul style="list-style-type: none">✦ Automobile✦ Airplane○ Media<ul style="list-style-type: none">✦ Radio✦ Movies with sound• Artistic Innovation<ul style="list-style-type: none">○ Jazz○ Swing dance

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Artistic Innovation – From Classical to Jazz



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The Second Jazz Age (Early 21st Century)

Change

- Global conflict continues
- Global Financial Crisis
- Cultural and social changes
- Change is ever-present
 - Increased rate of change
 - Increase volatility
 - Aberrational events
 - Sudden shifts
 - Rapid emergence

Innovation

- Technological Innovation
 - Transportation (Internet)
 - ✦ Virtual interactions
 - Media (Internet)
 - ✦ Social media and networking
 - ✦ Empowered consumers
 - ✦ Everyone's a unique performer
- Work Innovation
 - Jazz in other disciplines

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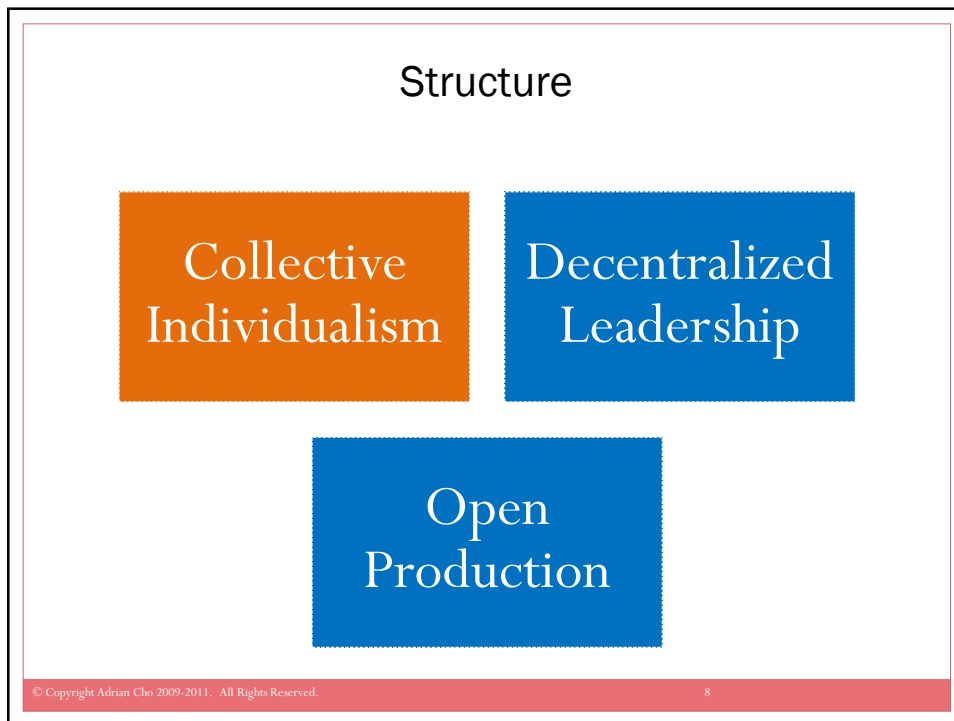
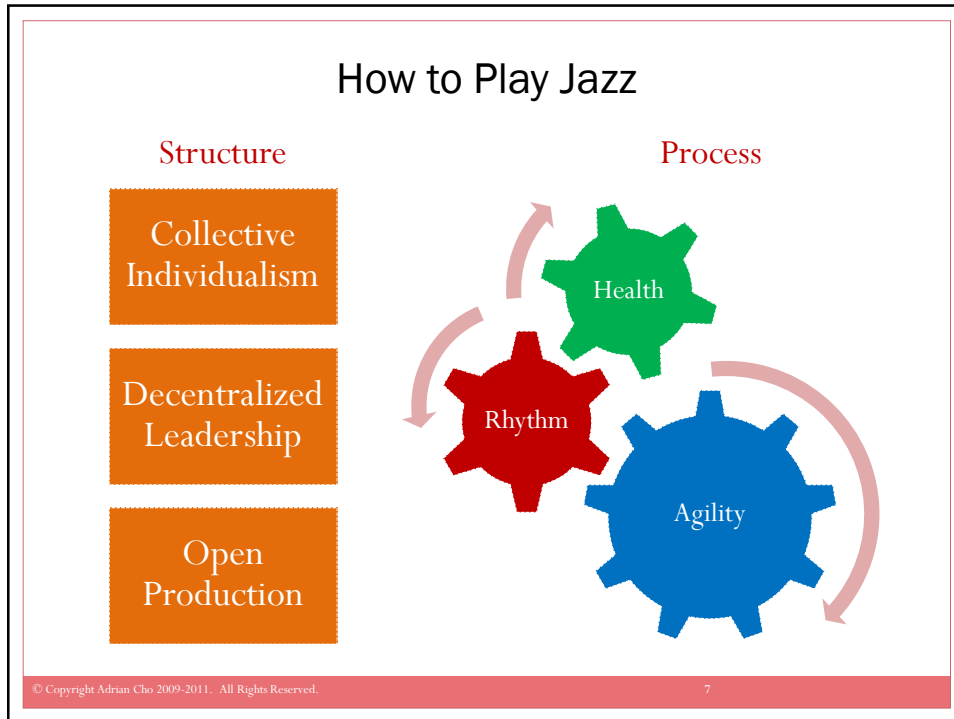
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Characteristics of Artistic Performances

- Continuous integration of individual, unique contributions
- Passion and commitment
- Obvious synergy
- On-time delivery
- Close to zero defects
- Real-time delivery under scrutiny
- Attracting and retaining customers

The Problem

- Many teams and organizations have classical structures and processes
- They need to think and act more like jazz musicians
 - Act with agility
 - Create with collaboration
 - Turn invention into innovation



Collective Individualism – People First

“We know that the best equipment in the world without the right person operating it will not accomplish the mission. On the other hand, the right person will find a way to succeed with almost any equipment available.”

Gen. Wayne A. Downing, Commander, U.S. Special Operations Command

“People, ideas, hardware – in that order”

Col. John Boyd, fighter pilot, instructor, strategist and aircraft designer

The Special Operations Forces Truths

1. Humans are more important than Hardware.
2. Quality is better than Quantity.
3. Special Operations Forces cannot be mass produced.
4. Competent Special Operations Forces cannot be created after emergencies occur.

Brig. Gen. David J. Baratto, Commander, JFK Special Warfare Center

Collective Individualism – Get The Best People

These Domains Place a Premium on Talent

Sports

Literature

Dance

Military

Music

Theatre

How Highly Do You Value Talent?

Collective Individualism – Build Diverse Teams

Ideals

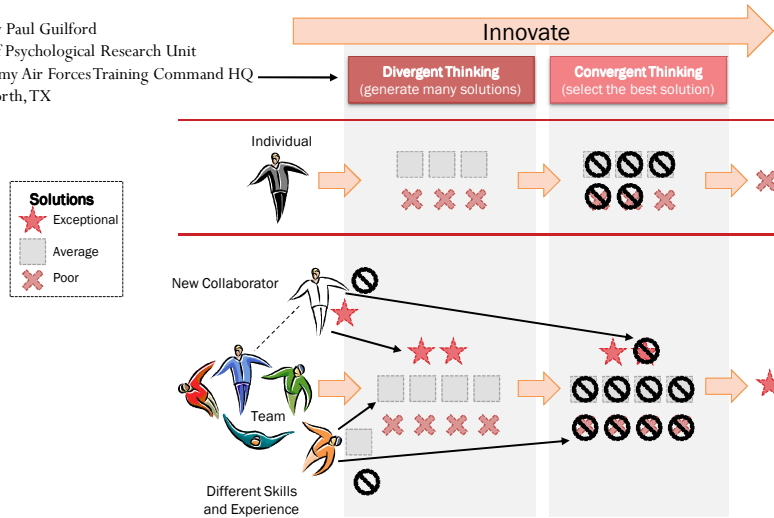
- Value individuality
- Diversity over uniformity
- Meritocracies over “mirrortocracies”
- Synergy is more likely to be present when there are complementary skills
- Seek out the outliers!

Staffing Goals

- Starters... and those who are good at finishing
- Risk-takers... and those who are risk-averse
- Rushers... and those who tend to hold back
- Initiators of change... and those who favor the status quo
- Prolific contributors... and those who say more with less

Collective Individualism – Cognitive Diversity

Col. Joy Paul Guilford
 Chief of Psychological Research Unit
 U.S. Army Air Forces Training Command HQ
 Fort Worth, TX



2009 - Jasjit Singh of INSEAD and Lee Fleming of Harvard Business School studied more than half a million patented inventions

Collective Individualism – Play Together

“The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime.”

Babe Ruth, baseball legend

“It's the group sound that's important, even when you're playing a solo. You not only have to know your own instrument, you must know the others and how to back them up at all times. That's jazz.”

Oscar Peterson

“Good teams become great ones when the members trust each other enough to surrender the 'me' for the 'we.'”

Phil Jackson, coach of eleven NBA championships

Balance individual virtuosity with group stability

Structure

Collective
Individualism

Decentralized
Leadership

Open
Production

Decentralized Leadership – Lead on Demand

- In an agile organization everyone must lead (take initiative)
- Improved agility and innovation comes from giving up control
- Decentralized leadership builds robustness (*The Starfish and the Spider*)
- Everyone must be good at both leading and following
- People must have autonomy to lead

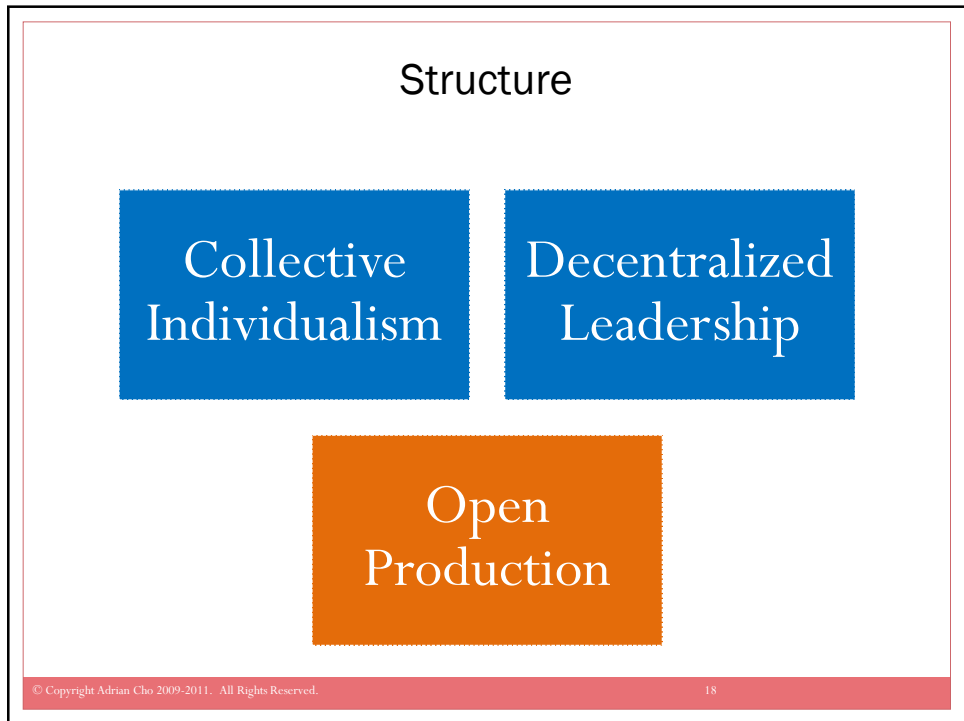
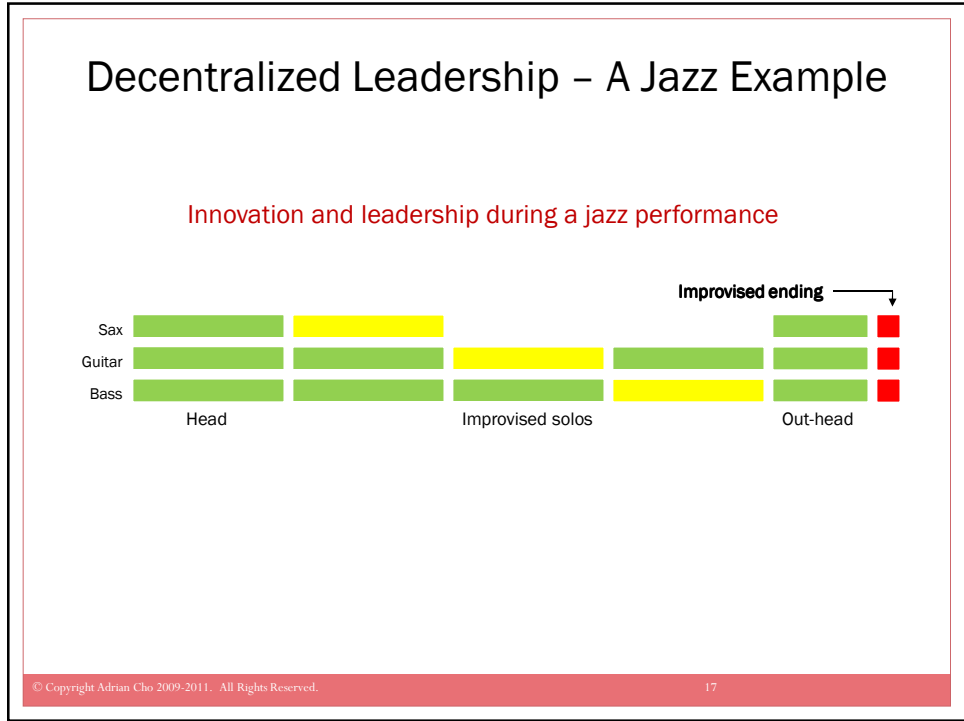
Decentralized Leadership – A Jazz Example

Miles Davis' bands (1955 – 1964)

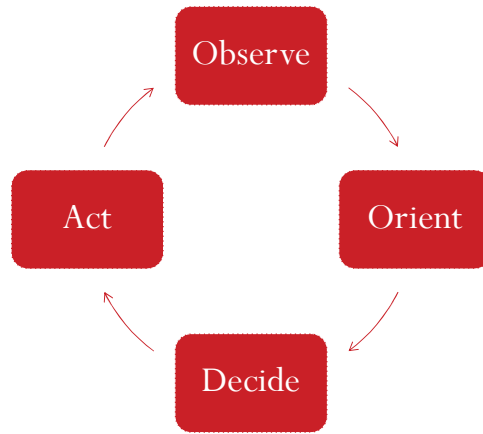
- Miles Davis (trumpet), John Coltrane (tenor sax), Red Garland (piano), Paul Chambers (double bass), “Philly” Joe Jones (drums)
 - *Relaxin’, Steamin’, Workin’, Cookin’* (1956)
- Cannonball Adderley joins (1958)
 - *Milestones*
- Red Garland replaced with Bill Evans
 - *’58 Sessions*
- Philly Joe replaced by Jimmy Cobb
 - *Porgy & Bess* (1958)
- Evans replaced by Wynton Kelly
 - *Kind of Blue* (1959)
- Coltrane leaves (1960) and is replaced by Sonny Stitt and then Hank Mobley
- Kelly, P.C. and Cobb leave (1963)
- Transition to the “Second Great Quintet”

Simultaneously...the Sidemen Lead

- Red Garland records with P.C. & Art Taylor
 - *Groovy* (1956-57)
- Cannonball records with Jimmy Cobb
 - *Sophisticated Swing* (1956)
- Bill Evans records with Philly Joe & Sam Jones
 - *Everybody Digs Bill Evans* (1958)
- Wynton Kelly records with P.C. & Philly Joe
 - *Piano* (1958)
- Cannonball records with Miles
 - *Somethin’ Else* (1958)
- Coltrane records with P.C., Taylor and Tommy Flanagan
 - *Giant Steps* (1959)
- P.C. records over ten albums as a leader (1956-59) usually with Philly Joe or Art Taylor

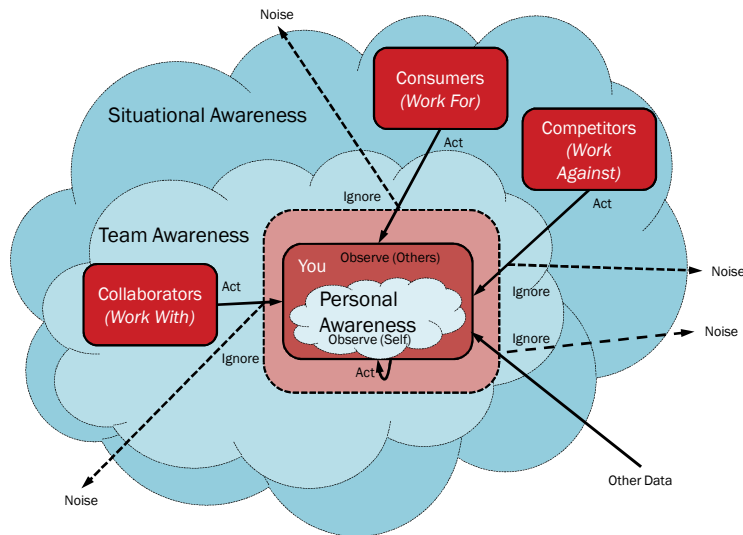


Open Production – OODA Execution Loop



Col. John Boyd

Open Production – Observation



Open Production – Awareness

“Being aware is more important than being smart.”

Phil Jackson, coach of 11 NBA championships

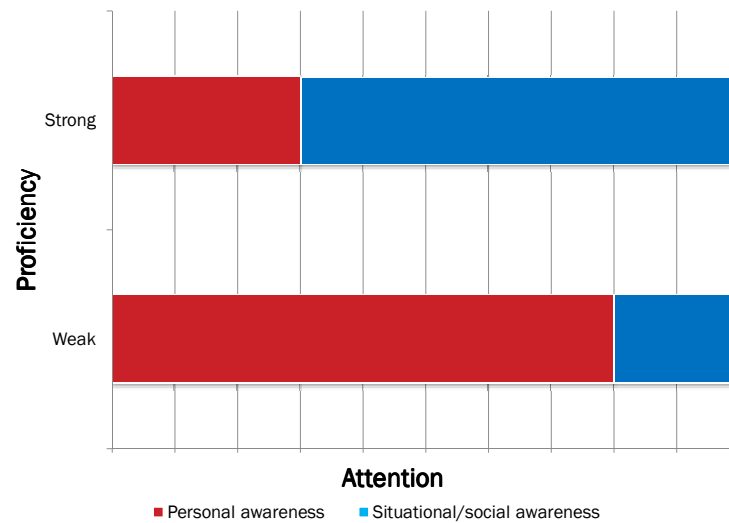
“awareness is everything”

Red Holzman, coach of 2 NBA championships

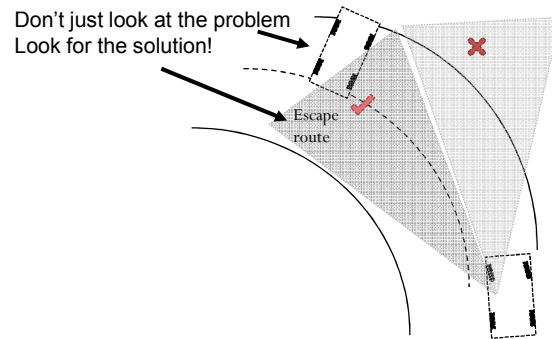
“The most important thing I look for in a musician is whether he knows how to listen.”

Duke Ellington

Open Production – Strong Practitioners



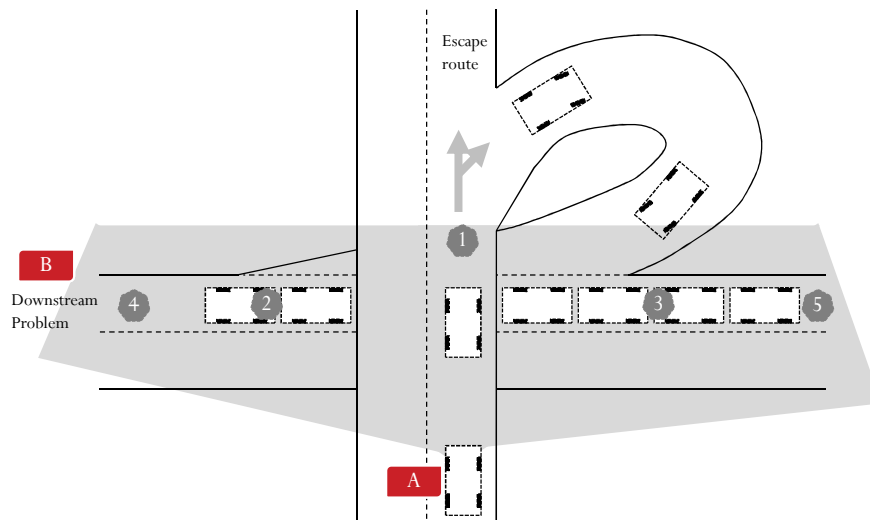
Open Production – A Driving Example



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Open Production – A Driving Example



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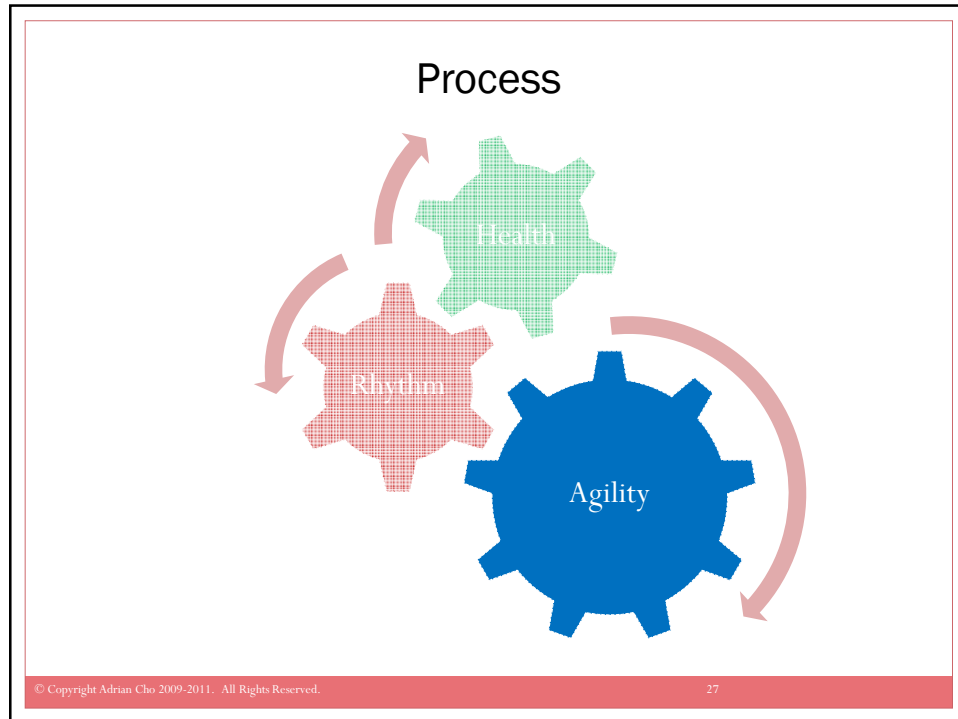
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Open Production – Transparency

- Transparency improves execution
- Transparency attracts collaborators and consumers
- Act authentically, openly, clearly, timely

Open Production – Continuous Improvement

- Embrace and utilize feedback
- Eschew Best Practices
- Perform retrospectives



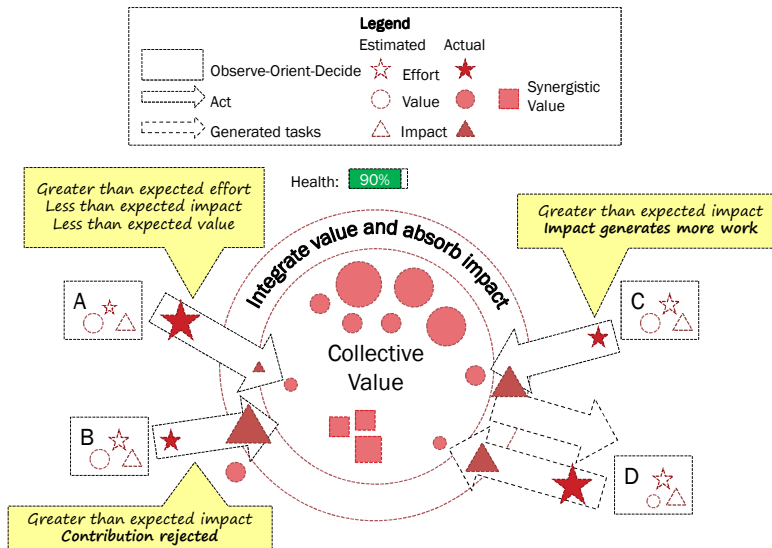
Agility – Respond to Change

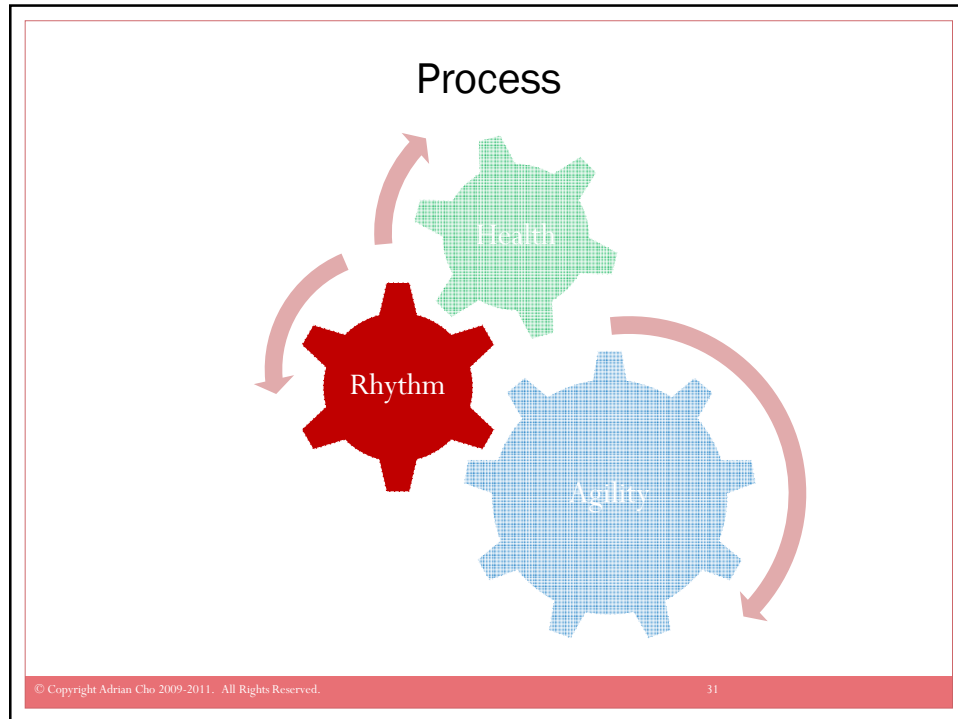
- Successfully navigate change
- Respond to aberrational events
- Being first is often the most important thing
- Some of the best things are created in the moment
- Trying to be agile when you're not can be painful

Agility – Enabling Agile Organizations

- Reduce Friction (Use Just Enough Rules)
- Build Trust and Respect (The Speed of Trust)
- Make Contributions Count (Do Less With More)
- Take Measured Risks (Move Beyond Comfort Zones)

Agility – Make Contributions Count





Rhythm – Execute in Time

- Leverage entrainment
- Build and maintain momentum
- Manage
 - Form (defines sections, often with checkpoints)
 - Tempo (set by the business leaders)
 - Pulse (set by the project leaders)
 - Groove (synchronizes repeating activities)

Rhythm – A Jazz Example

A							
A							
B							
A							

- Form defines 4 sections (A, A, B and A)
- Tempo (beat)
- Pulse (2-feel)
- Groove (swing)

Rhythm – A Project Example

M1			M2			M3			M4			RC1		RC2		RC3	RC4
----	--	--	----	--	--	----	--	--	----	--	--	-----	--	-----	--	-----	-----

- Project form defines milestones for feature delivery and release candidates for stabilization
- Daily tempo
- Weekly pulse
- Groove is comprised of builds, test passes, meetings, etc.

Rhythm – A Project Example

	Week 1	Week 2	Milestone Week
Mon	Build Code 90 min PMC Meeting Build	Build Code 90 min PMC Meeting Build	Build Code 90 min PMC Meeting Build
Tue	Build Code 60 min TL Meeting Build	Build Code 60 min TL Meeting Build	Build Code 60 min TL Meeting Build
Wed	Build Test	Build Test	Build 30 min TL Meeting Test
Thu	Build Fix 30 min TL Meeting Build	Build Fix 30 min TL Meeting Build	Build Fix 30 min TL Meeting Build
Fri	Build Fix Optional Build Distribute build	Build Fix Optional Build Distribute build	Build 30 min TL Meeting Fix Optional Build Distribute build Self-host on build

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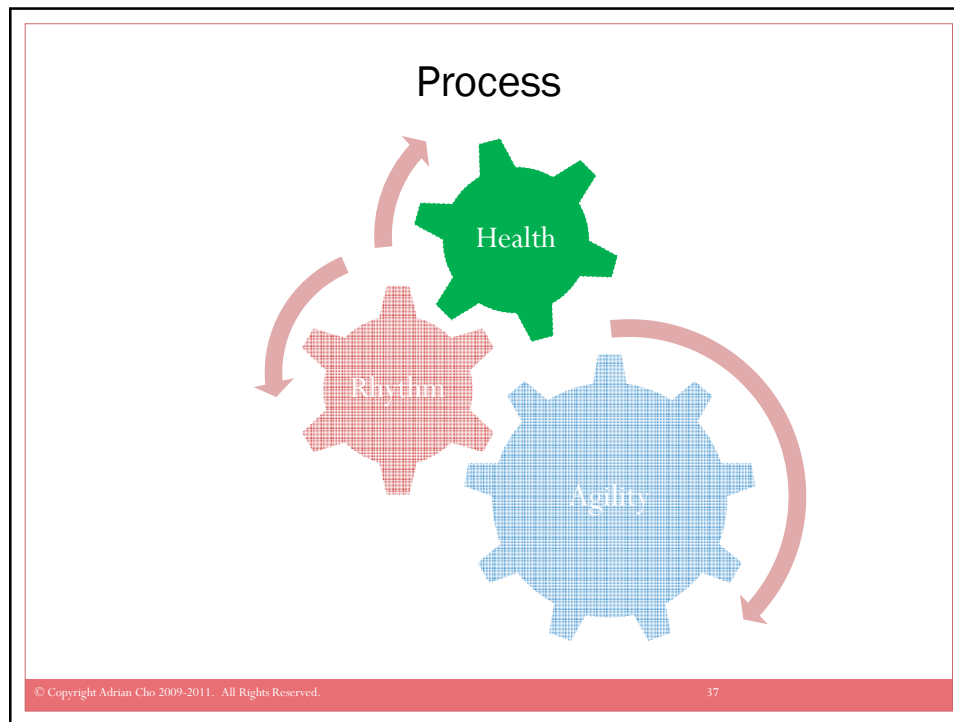
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Rhythm - Release Groove

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
					MAJOR						
								FIX			
											MINOR
		FIX									

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Health – Performance Without Pain

- Projects and teams are both examples of systems with health
- High levels of performance make systems more susceptible to health problems
- Poor health can be restored through recovery, but if left untended, it can degrade to a point at which recovery is impossible
- Poor health is a positive feedback loop
- Prevention is better than cure
- No one wants to work on a sick team or project

Collaboration, Agility, and Innovation

Structure

Collective Individualism

Decentralized Leadership

Open Production

Process

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Learn More

Endorsers

- ❖ **Scott Berkun**, author (innovation, project management)
- ❖ **Jack Chambers**, linguistics professor and author (jazz)
- ❖ **R. Keith Sawyer**, psychology professor and author (creativity, collaboration)
- ❖ **Saul L. Miller**, sports psychologist and author (performance, teamwork)
- ❖ **Mike Milinkovich**, Executive Director, Eclipse Foundation (software)
- ❖ **John Goldsby**, bassist and author (jazz)

Reviews

- ❖ "A top pick for any business collection!" **Midwest Book Review**
- ❖ "a very engaging discussion of innovation and innovation processes" **AllBusiness**
- ❖ "For people who want to improve the performance of a team, this book may be particularly helpful" **IT Knowledge Exchange**
- ❖ "A deep exploration of collaborative know-how... a concept of leadership and teamwork that's well suited for the Google-age workplace" **getAbstract**
- ❖ "I recommend this book to every person involved in software development, especially at the management level" **Software Development Books**
- ❖ "As a management consultant and executive leadership coach, I have been able to expand my tool kit and framework through Cho's fine work" **StickyMinds**

www.jazzprocess.com

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