

People versus Process

Cultural Patterns of Software Organizations

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Piecemeal Growth



Living Software B.V.

Learning Hazard:

This session contains exercises

Session has been produced in
a facility that also produces
eXPeriential sessions





What we use cultural patterns for
About Us
Six Cultural Patterns
with exercises
Summary

Who we are

- Willem van den Ende
- Puzzling on
 - Effective software development
 - Effective teams
- Independent (Living Software B.V.)
 - All-hands person
 - Software development coach
 - Trainer
 - Consultant
- Blog: me.andering.com



Who we are

- Marc Evers
- Independent
 - Software development coach
 - Trainer
 - Consultant
- Blog: blog.piecemealgrowth.net



What we do

Increase business value from software development

and

helping others do it

through



Coaching & mentoring

Training

Facilitation

Organizing conferences

Cultural patterns

- Purpose
 - Understand your context
 - Bring appropriate, effective change
- It is about fit, not about maturity

Culture

- Conservative & invisible
- Governs interactions
- What is said vs. what is done
- What is valued gets measured

Origins

- Jerry Weinberg - *Quality Software Management*
 - Based on Philip Crosby, *Quality is Free*
- Systems thinking & systems dynamics
- Virginia Satir





Exercise 1 (in pairs)

Pick a project, team, client, ...

Describe culture in a few keywords

what do people say?

what do you see?



What are the strong points of the culture?

What are the weak points?



Cultural Patterns

Oblivious

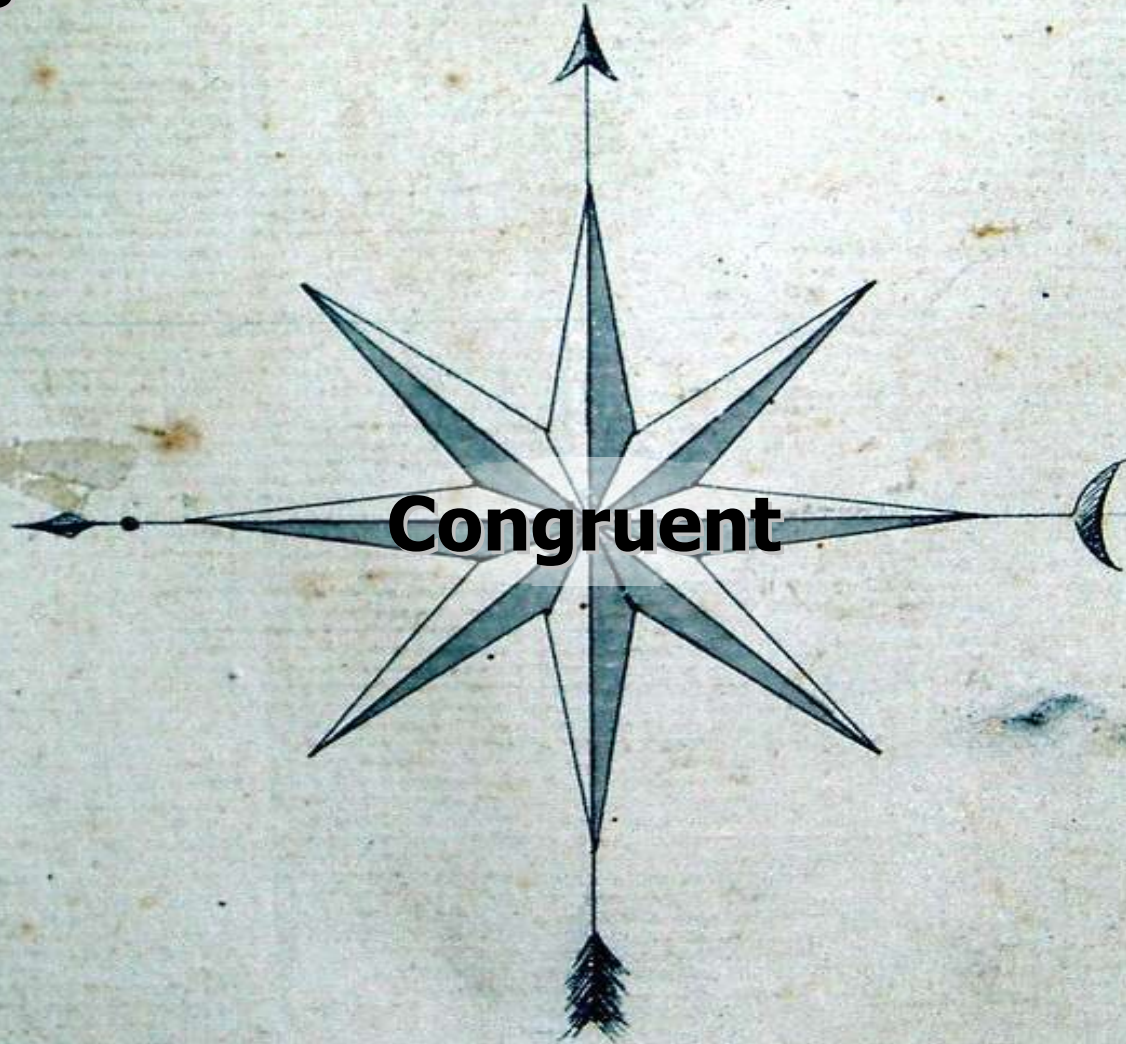
Variable

Routine

Congruent

Anticipating

Steering



A photograph of a mallard duck standing on a grey concrete ledge. Water is flowing over the ledge, creating a small waterfall. The duck is looking to the left, and its reflection is visible in the water on the ledge. 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.

Oblivious

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



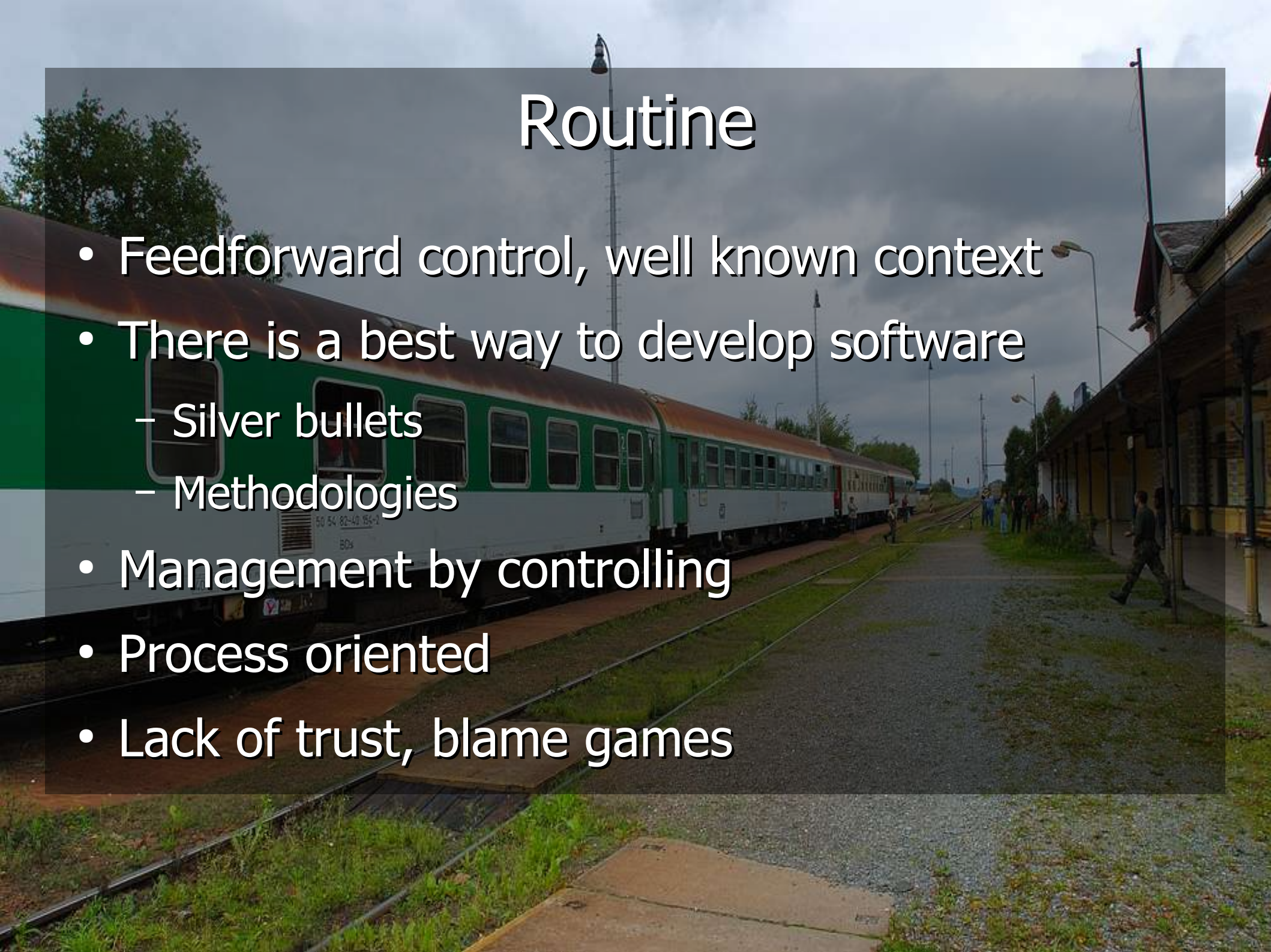
Routine



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
- Management by controlling
- Process oriented
- Lack of trust, blame games



Exercise 2 (pairs)

Classify your stories:

oblivious, variable, routine, unknown

Write down why





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



Towards Steering

Trust

Mental models

Visibility

Stability





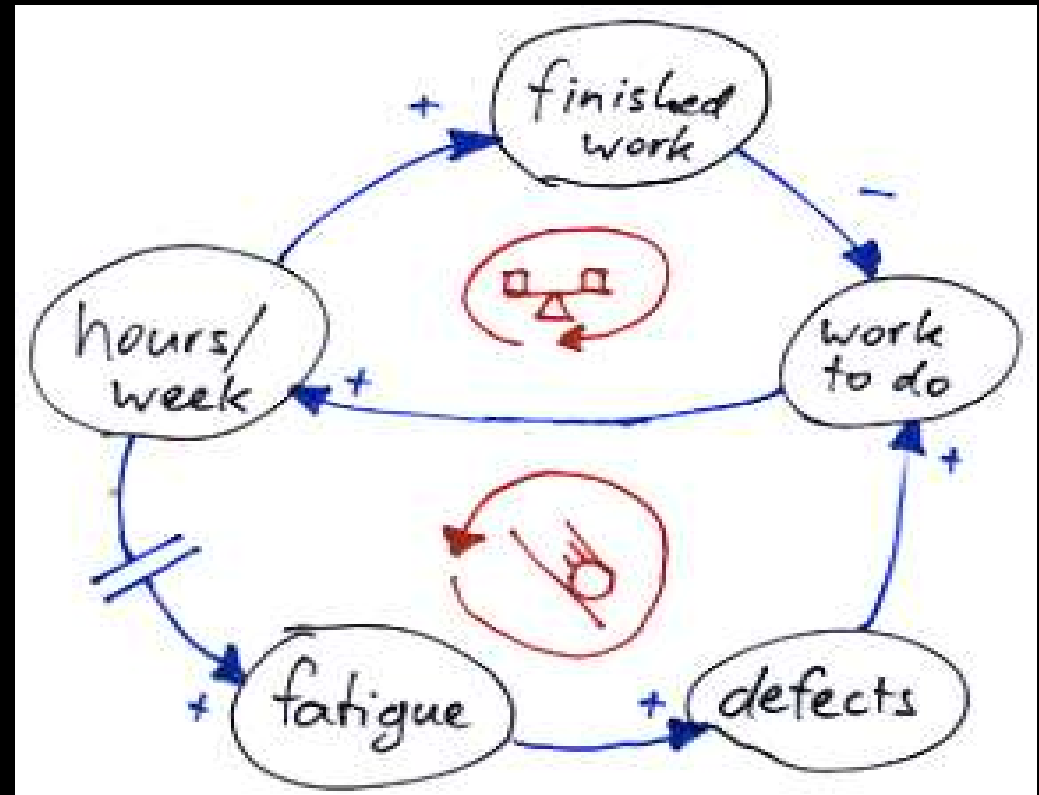
Towards Steering

Trust

Mental models

Visibility

Stability



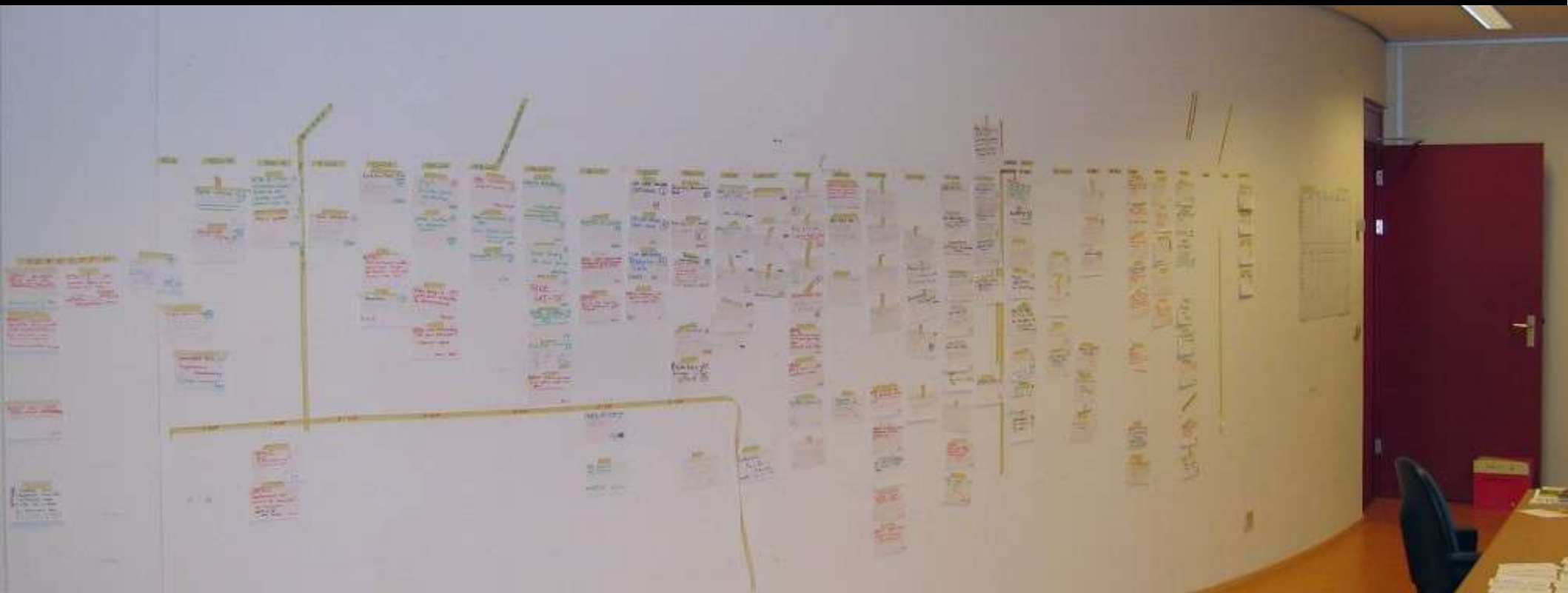
Towards Steering

Trust

Mental models

Visibility

Stability



A black cat is sitting in a field of tall, green grass. The cat is looking directly at the camera with its white chest paws visible. The background is a soft-focus field of similar grass.

Anticipating

we establish routines based on our past
experience with them

Anticipating

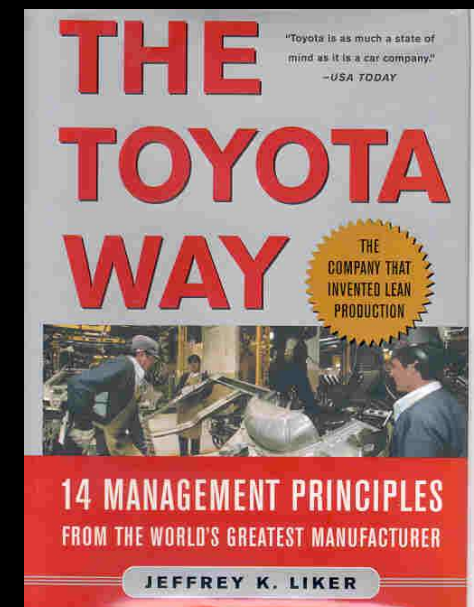
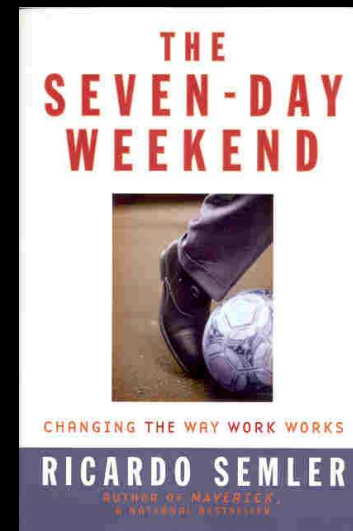
- **Consciously managing change**
 - Everyone is a change artist to some degree
- **Process oriented**
- **Always improving your processes**
 - If it ain't broke, fix it
- **Practices**
 - Retrospectives, scenario planning, risk management
- **Lean Software Development**



Congruent

everyone is involved in improving everything all the time

culture of ongoing reflection and improvement





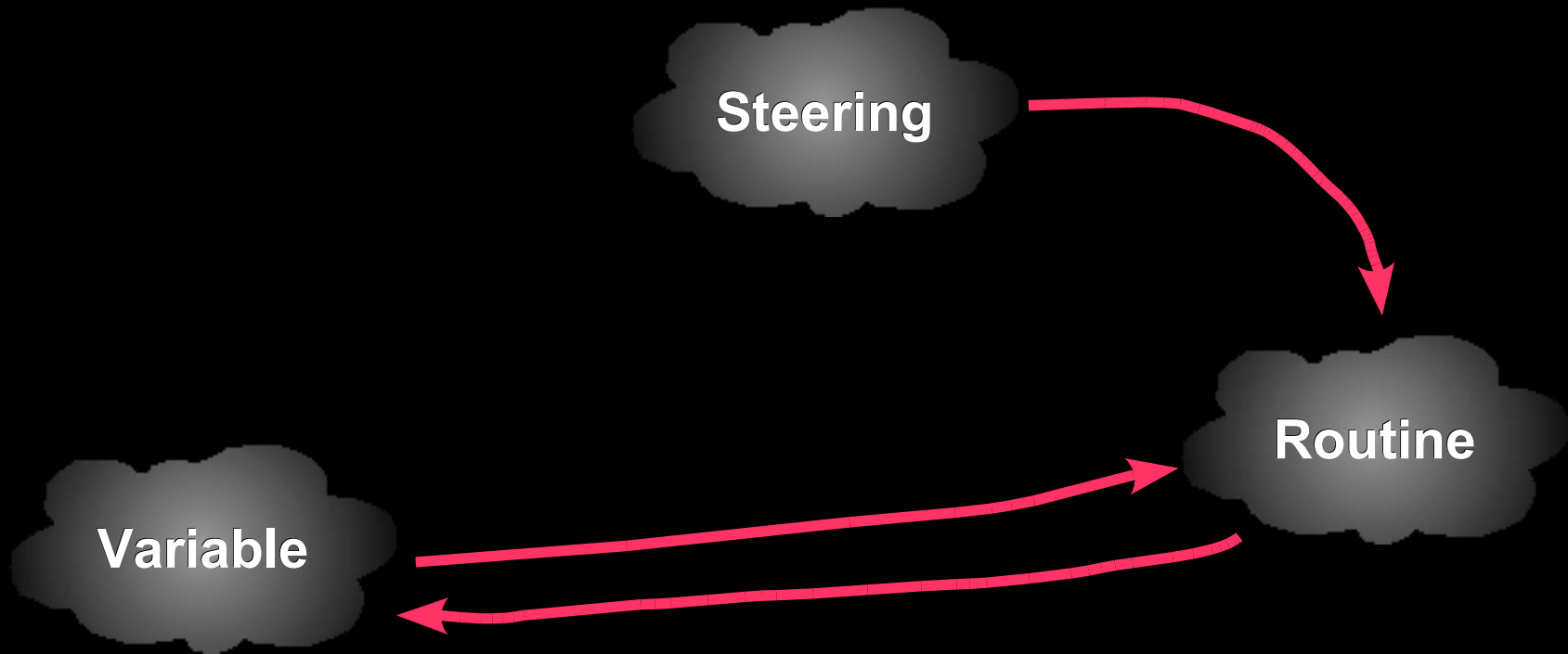
Exercise 3 (pairs)

Classify the rest of the stories

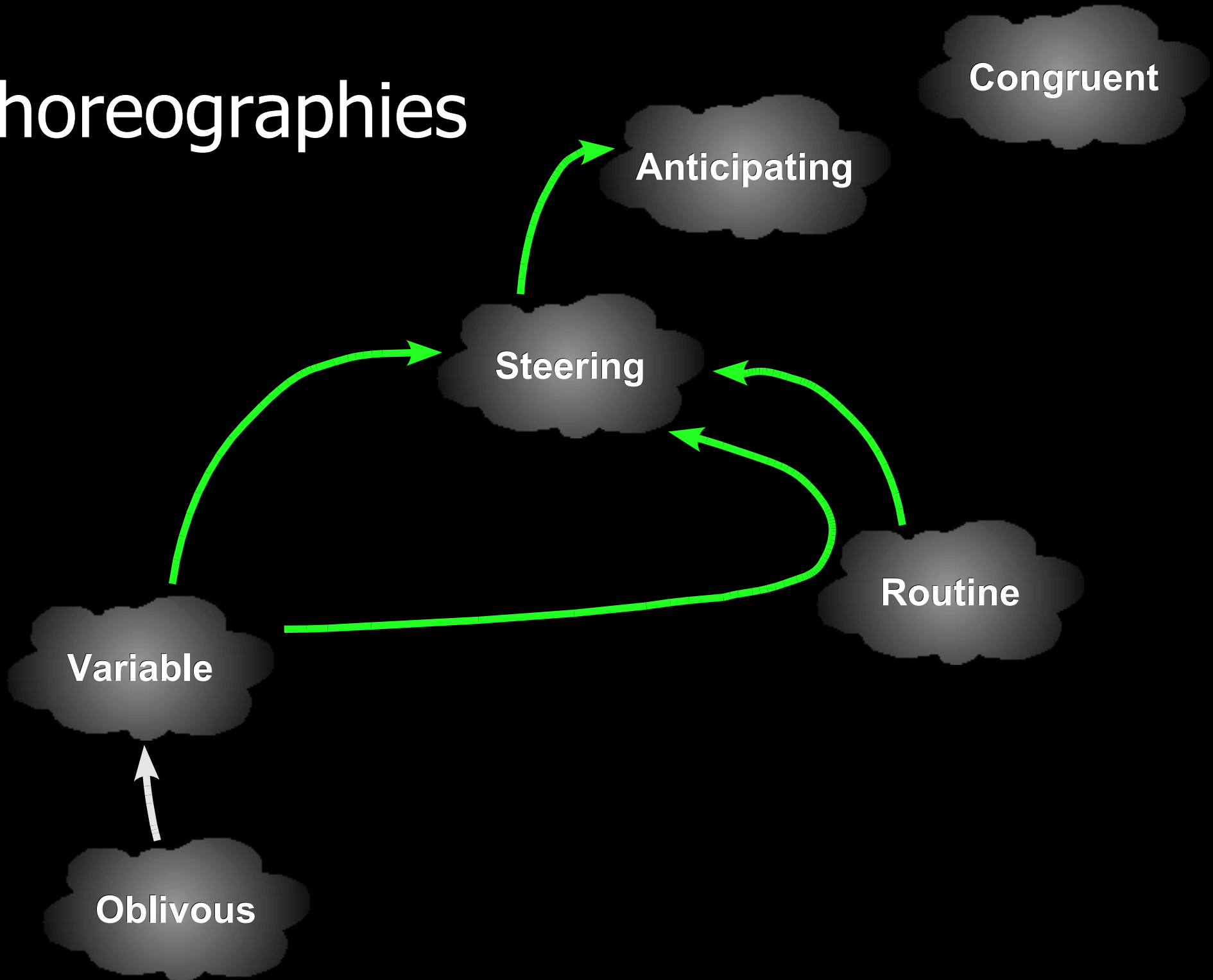
Reconsider the stories already classified



Choreographies



Choreographies





Summary

- Oblivious – no more fear of computers
- Variable – value craftsmanship, foster innovation
- Routine – bring order to disorder
- Steering – make extraordinary things ordinary
- Anticipating – make things more efficient
- Congruent – make good cultural practices transferable

Sources

- Gerald M. Weinberg, *Quality Software Management* (vol. 1-4)
- Gerald M. Weinberg, *Secrets of Consulting*
- Argyris & Schön, *Organizational Learning II*
- Peter M. Senge, *The 5th Discipline*
- Virginia Satir et. al., *The new peoplemaking*
- www.satirworkshops.com

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