



# Shanghai

September 14-16, 2015



Sekhar Burra

Coaching Anti-Patterns and Common Smells  
Enterprise Agile Transformation Coach

*Shanghai*  
September 14-16, 2015



## More about myself

- Is a transformation coach and led three large scale agile transformations so far.
- One of the respected mentor coach in the Agile community in India.
- An Engineering graduate and an MBA.
- Speaker across various agile conferences.
- An editorial Board Member of <http://www.transition2agile.com/>
- A reviewer and contributor of the book titled- “The Human Side of Agile”, and the “The Agile Mind-Set” authored by Gil Broza.
- **Prior Roles:** Executive Agile Coach, Scrum Master, Product Owner, Engineering Manager, Product Development Consultant



# Understand this Scenario



*Coach:* May I give you some feedback on your stand-ups?

*Client:* Sure. That would be great.



*Coach:* I've noticed you don't address the three questions in your stand-ups. I think you'd find stand-up to be of higher value if you did.

*Client:* Oh. We tried that. It felt really disconnected. This way feels more like a team.



*Coach:* Well, I don't know if you've read the book on Scrum, but the stand-up serves a very specific and important purpose. It's important, in order to maximize the benefit and not waste people's time, that we cover what was done, what will be done, and any impediments. Let's tell the team we're improving the format and start with the three questions on Monday. Sounds good?

rk



# Short Exercise

- What do you think of this conversation ?
- Discuss with your team for 5 min and lets summarize after.



# What are PATTERNS ?

A pattern describes a problem which occurs over and over again in our environment, and then describes the core of the solution to that problem, in such a way that you can use this solution a million times over, without ever doing it the same way twice.

C. Alexander, “The Timeless Way of Building”, 1979



# Anti-Patterns

- Anti-Pattern Name : Waste in Process
- Type : Behavioral pattern
- Context :

**Developers often want to work independently to avoid stepping on each other's code, a symptom of a dysfunctional team with poor process and engineering practices.**

- Problem :

**Working on many things at once gives the illusion that things are going faster and plays on management desire for efficiency of the individual worker. Yet this increases the number of defects which must be fixed and tested later, escalates development costs and slips release dates. Working on too many things at once leads to radical reduction in the effectiveness of an individual, in the velocity of a team, or a company. It can cut velocity by 50% and sometimes reduce it to zero. Focus maximum team effort on one item in the Sprint Backlog; and get it done as soon as possible.**

**At Google it was solved by implementing a daily meeting and swarming to get things done.**



# Common smells

The term 'smell' refers to occasional negative characteristics of a process or practice that could adversely impact the quality of outcome.

Examples:

- No retrospective for this sprint.
- Yesterday planning meeting was dominated by one “expert” team member.
- Only 2 team members showed up late to today’s standup.



Watch this video

Scrum Master at work



# Exercise

WORKING WITH YOUR TEAM, DO THE FOLLOWING:

- Keeping the Scrum Master's Responsibilities in mind while watching the video, and identify the anti-patterns or common smells.
- Review your answers and create one list containing all of the situations that contain anti-patterns and common smells.
- For each of the situation you identify, determine the opposite behavior of an anti-pattern or common smells you have observed.
- Using the flip chart paper, create two columns: Normal Scrum Master, Great Scrum Master. Put the items from #1 under Bad Scrum Master and items form #2 under Good Scrum Master.
- Determine who will speak for the team to share with the group.



Watch this video

# Agile Coach at work



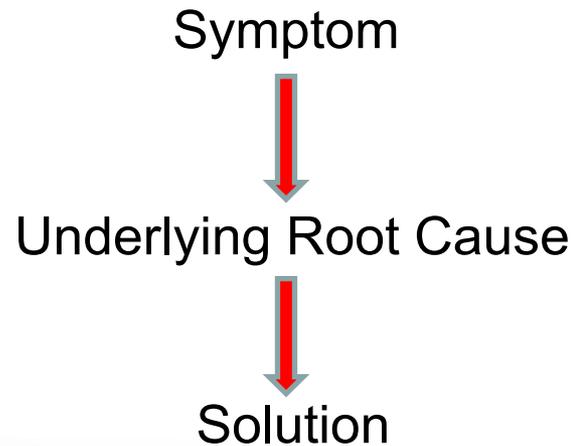
# Exercise

WORKING WITH YOUR TEAM, DO THE FOLLOWING:

- Identify the organizational anti-patterns and common smells from the video.
- Review your answers and create one list containing all of the situations that contain anti-patterns and common smells.
- Your instructor will give you an handout of 12 Agile Principles to each of you.
- Using the flip chart paper, create two columns: Anti-Pattern and Agile Principle Violated
- Determine who will speak for the team to share with the group.



# Techniques to coach Team level anti patterns



## Example:

Changes in code in one part of the system breaks code in other parts

↓

Technical dependencies and code debt

↓

**Learn emergent design, TDD and design patterns.**

**Use mocks when developing new code.**

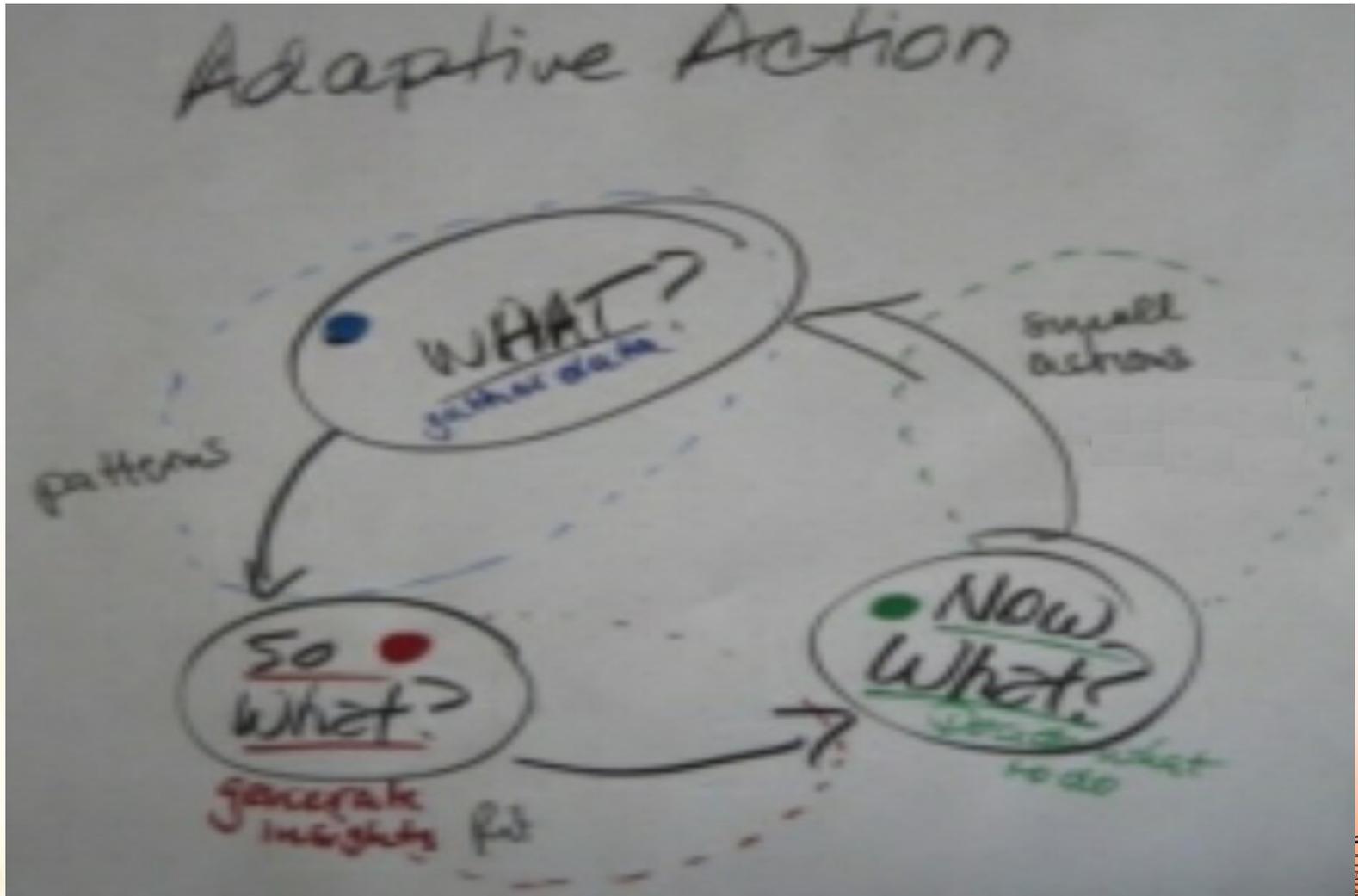


# Jutta Eckstein's techniques to coach organizational anti-patterns

- **Teaching/ Coaching from Different Perspectives**
- **Applying various feedback patterns.**
- **Creating space for experimental learning.**
- **Open space Retrospectives to address Anti-patterns**



# What ? – So What ? – Now What ?



# Coaching Cards Technique



Question?



# Quick Retrospective



**Thank you!**

And Remember...

