

Agile & DevOps: Handling Resistance

KATY SAULPAUGH, AGILE PRACTICE LEAD



Katy Saulpaugh

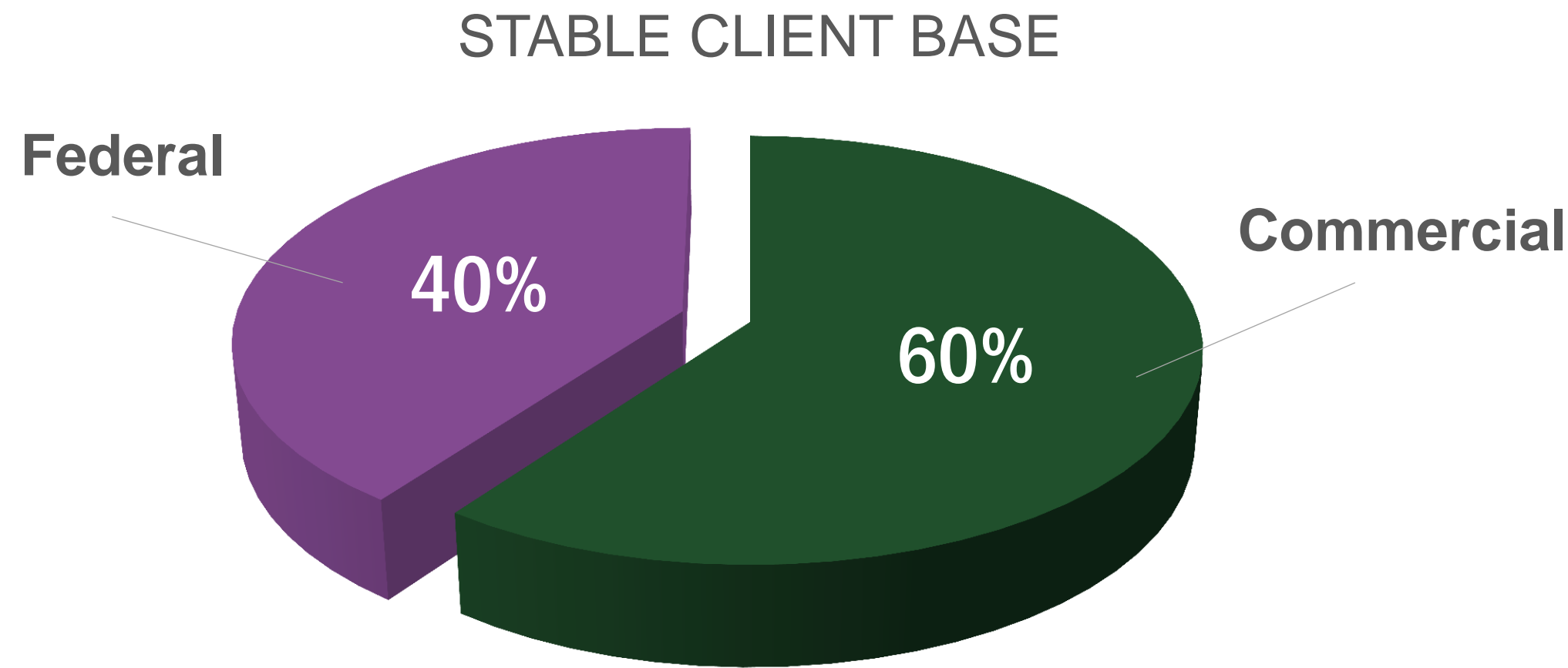
**ENTERPRISE AGILE COACH
& CHANGE LEADER**

Katy Saulpaugh is an expert agile practitioner who has implemented culture and technology **change strategies** at all scales for private, public and nonprofit clients in the US and Europe. She specializes in **agile coaching and facilitation**, and has enabled clients to become more agile at the team and organization level. She has also developed solutions to drive adoption for IT and knowledge management projects using online communications, instruction design, and employee engagement approaches. Outside of her professional work, Katy is a founding member of the Washington, D.C. chapter of the Association of Change Management Professionals.

EK AT A GLANCE



20+ EXPERT CONSULTANTS
BASED IN DC

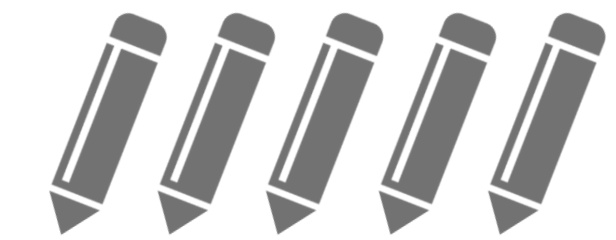


5 AREAS OF EXPERTISE

- AGILE TRANSFORMATION
- CHANGE MANAGEMENT
- CONTENT & BRAND STRATEGY
- SOFTWARE DEVELOPMENT
- STRATEGY & DESIGN



12+ GLOBAL REACH
WITH CLIENTS IN
COUNTRIES



100+
PUBLISHED
CONTENT
BY EK CONSULTANTS

= 10 pieces of
thought leadership

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You go ahead and do DevOps, I'll keep using my process that works for me

I need to know what we're delivering because I have to plan next year's budget



Agile doesn't work for the kind of creative work I do, which takes time

Can you show me how to matrix someone across 20 projects?

You buy this **DEVOPS** tool
and all your problems go away



<http://stylisincorpse.files.wordpress.com/2009/04/calvin-transmog.jpg>

Managers

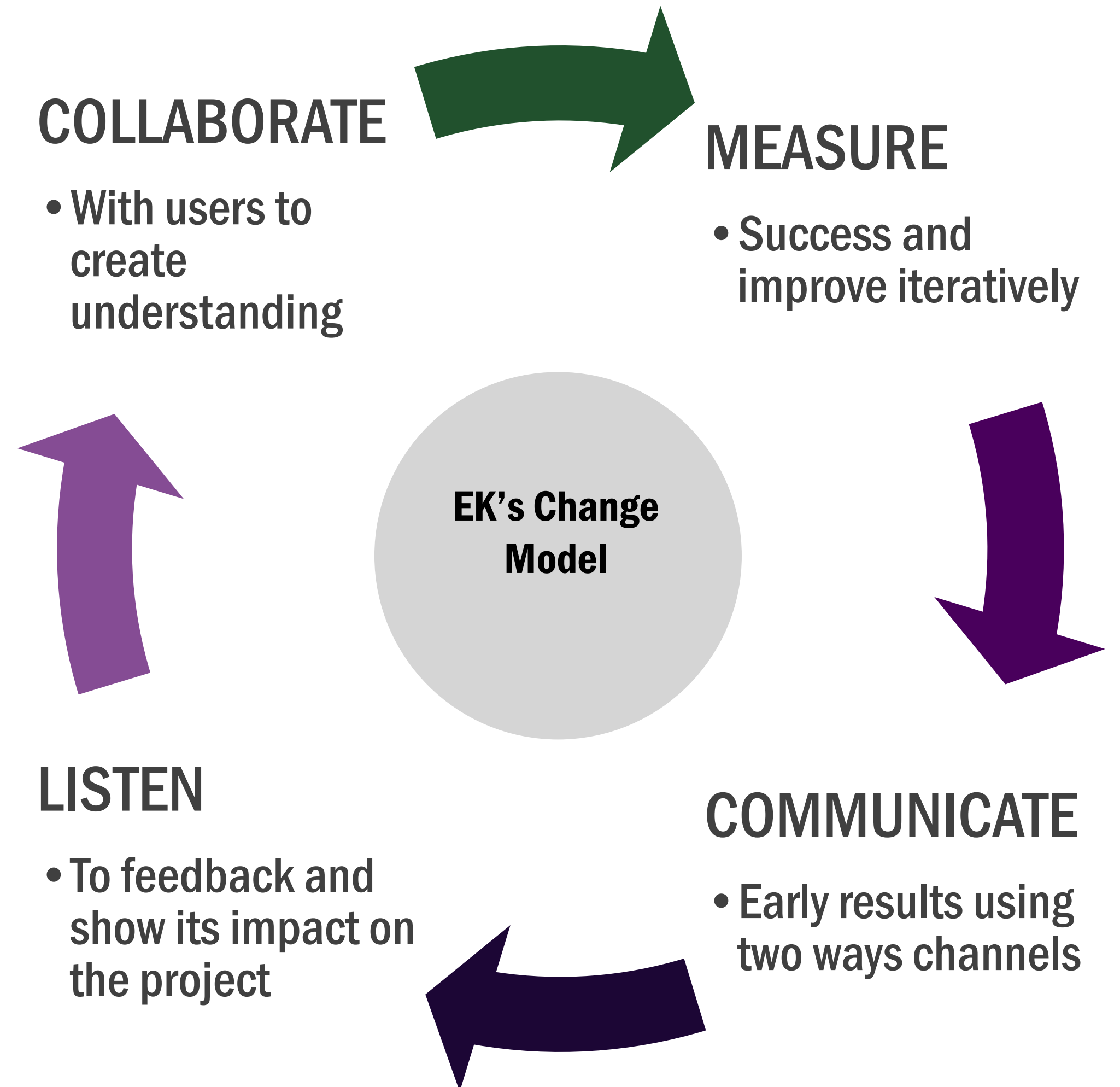
- Don't want to make decisions quickly.
- Afraid of teams losing accountability.
- Don't want ownership without control.

Team Members

- Don't want ownership of process improvement.
- No longer rewarded for hero syndrome.
- Afraid of being punished if an experiment fails.

Change Management: a discipline focused on increasing adoption of a people, process, or technology change

Tools of the trade: communication, engagement, training, and coaching





**1. Translate to
business terms**



**2. Show Agile +
DevOps can thrive in
other contexts**



**3. Tell the story of
transformation**



TIP #1
TRANSLATE TO BUSINESS TERMS

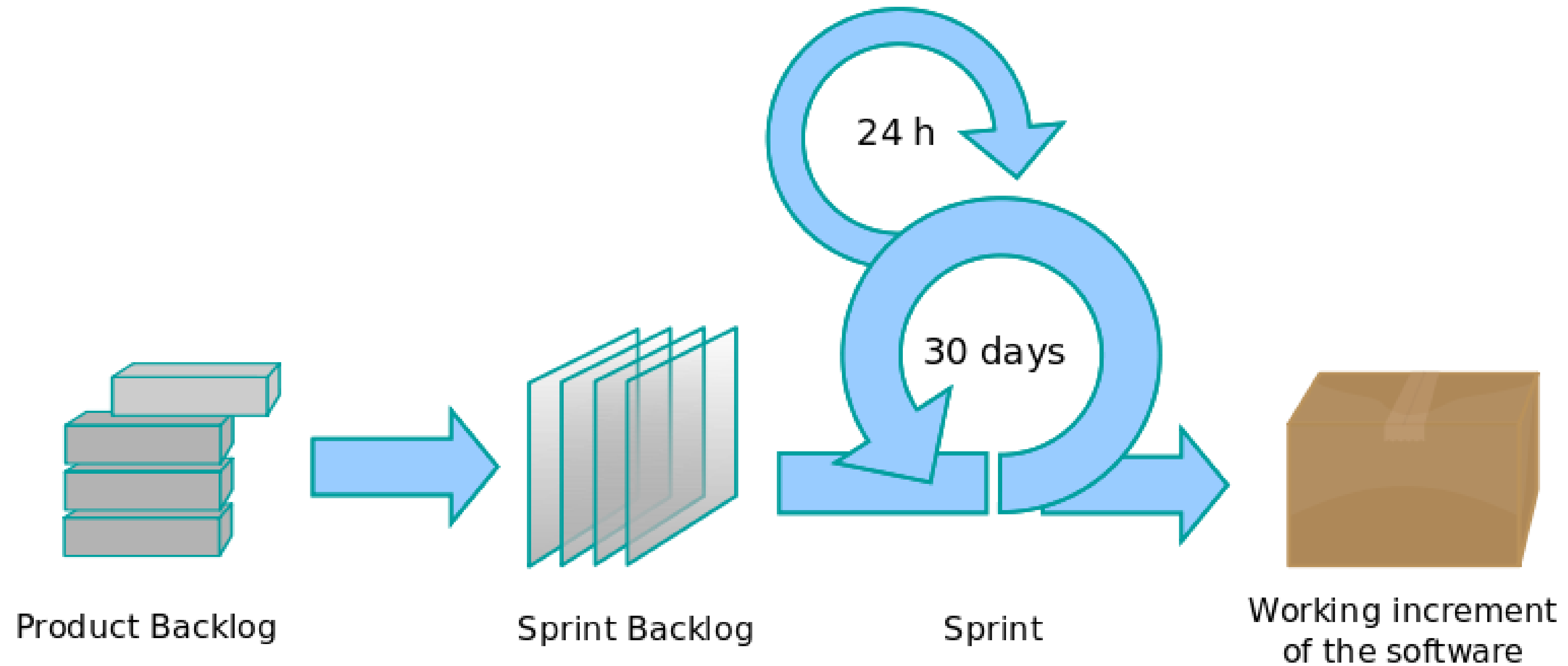
~~PROCESS~~

A process, method or set of tools to run IT projects

MINDSET

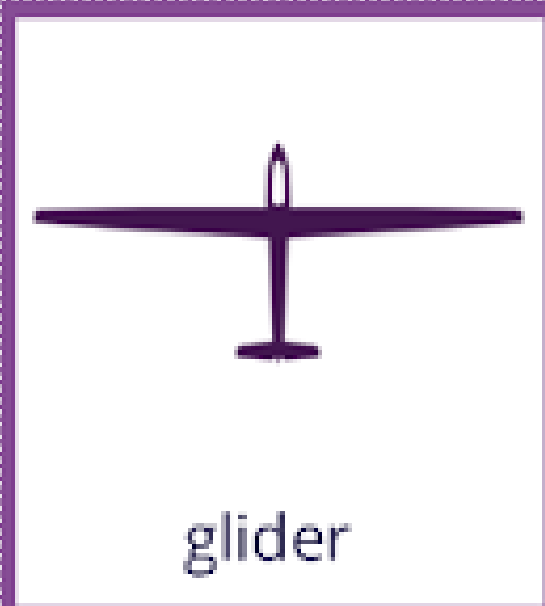
An approach emphasizing learning and adapting with your customers

HOW AGILE IS USUALLY EXPLAINED



A MORE BUSINESS FOCUSED ALTERNATIVE

ITERATIVE & INCREMENTAL

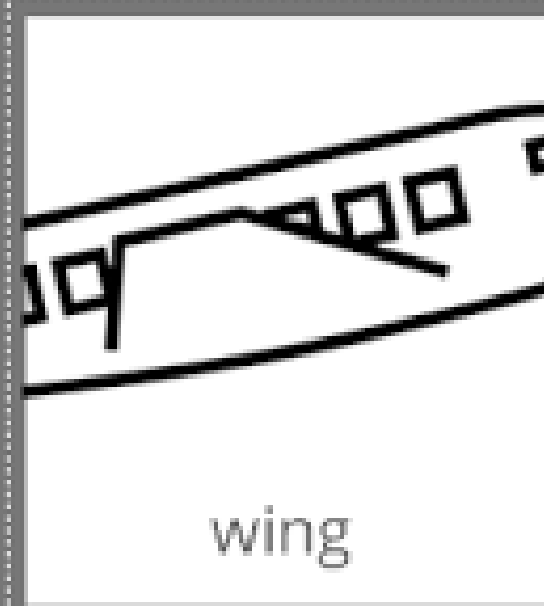
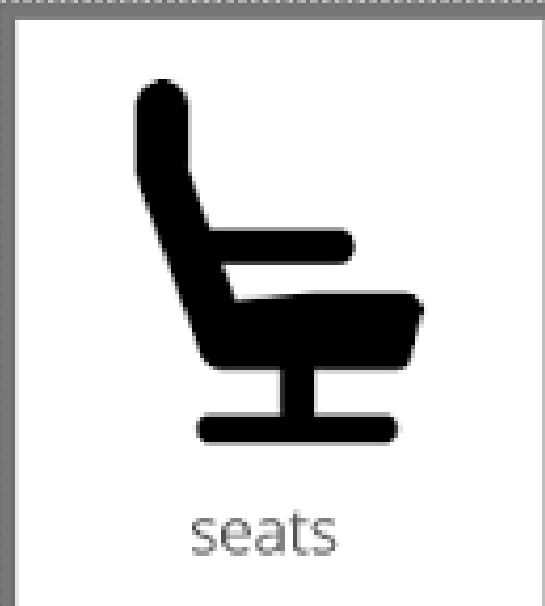
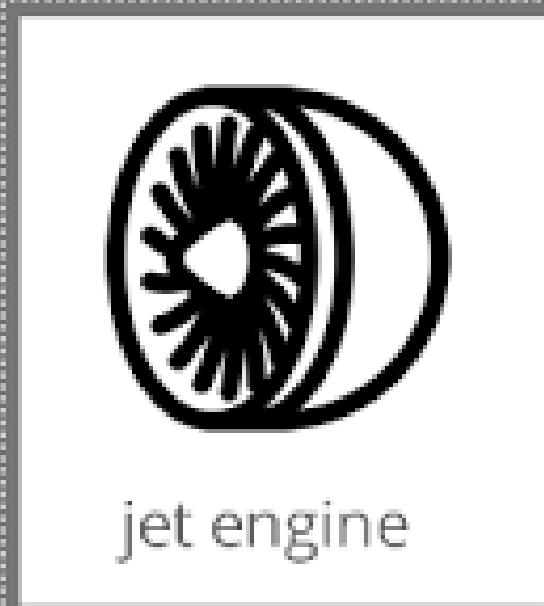


VALIDATE WITH CUSTOMERS

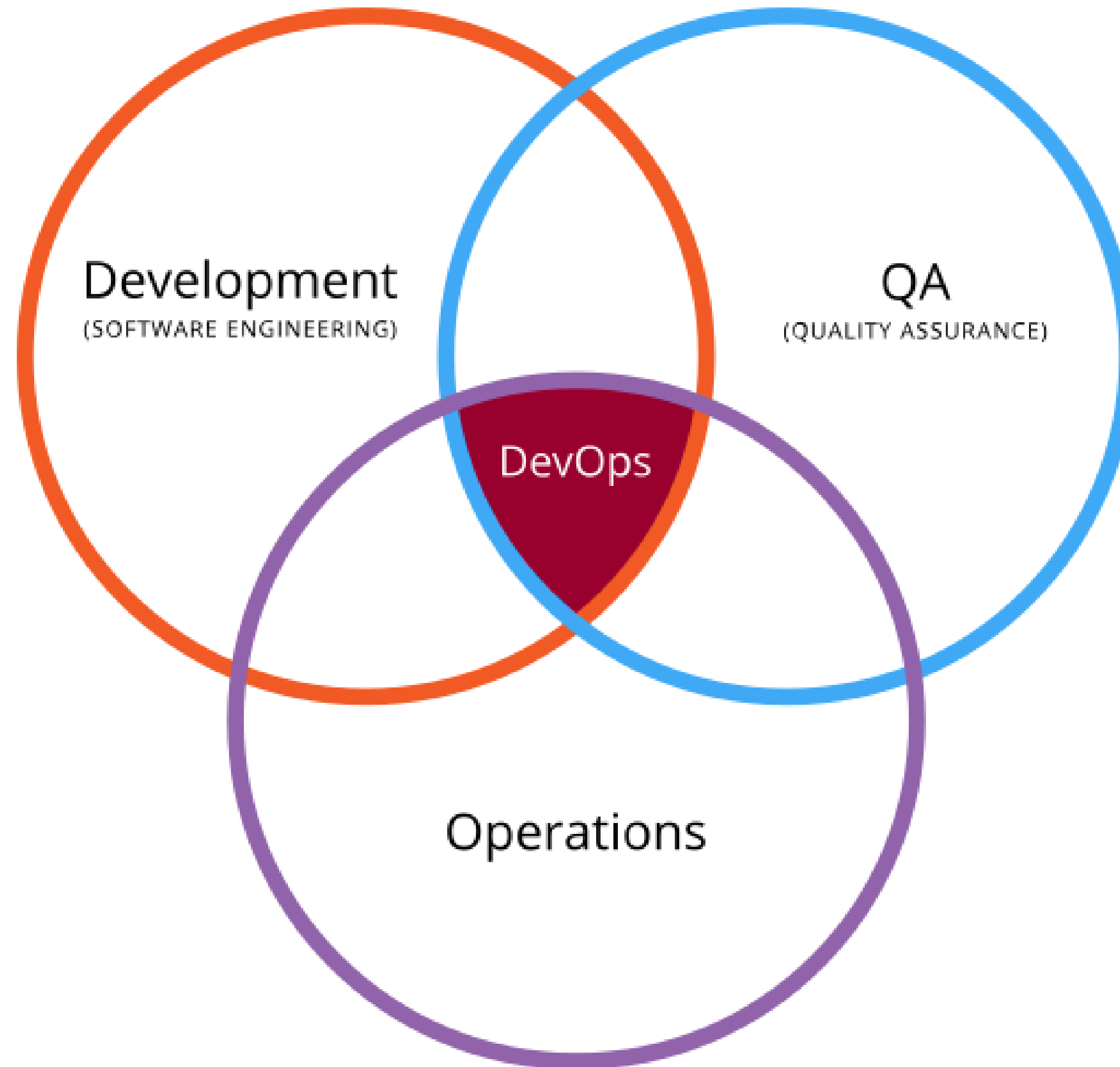
VALIDATE WITH CUSTOMERS

VALIDATE WITH CUSTOMERS

NON-AGILE



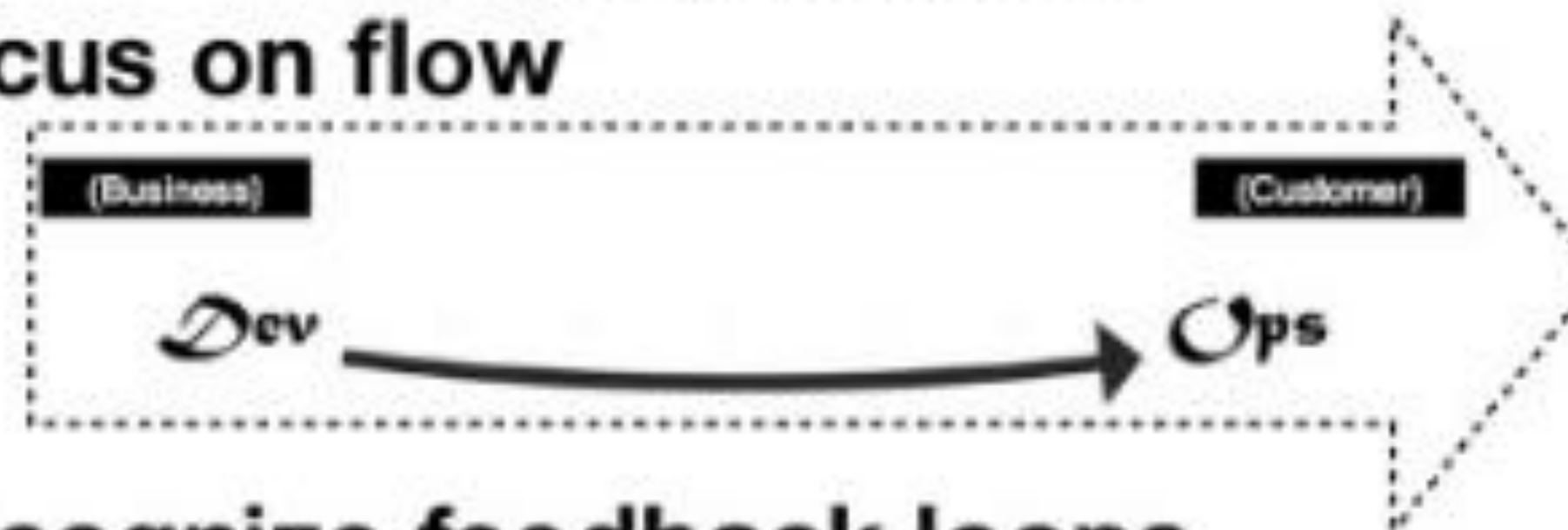
HOW DEVOPS IS USUALLY EXPLAINED



1. See the system



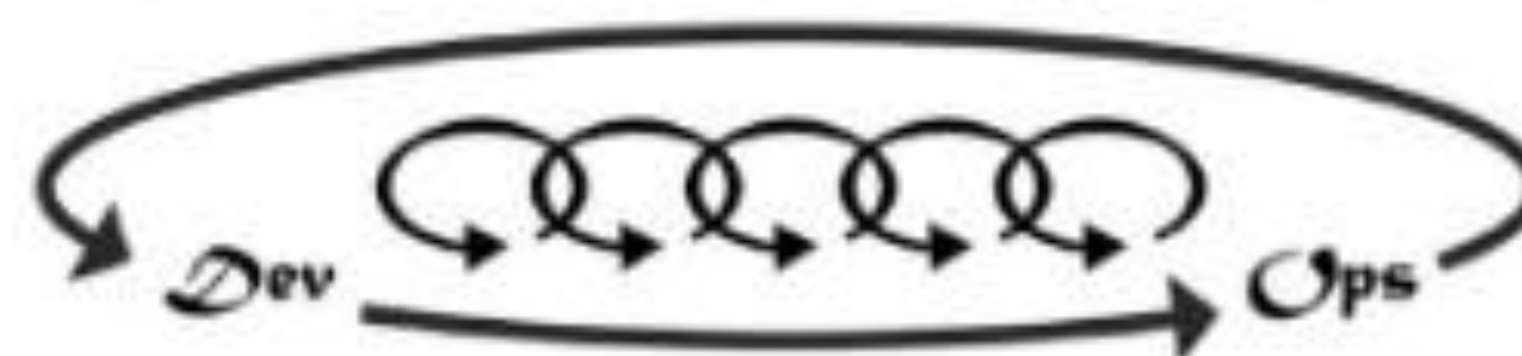
2. Focus on flow



3. Recognize feedback loops



4. Look for continuous improvement opportunities





WE NEED TO CHANGE TO...

RELEASE PRODUCTS MORE OFTEN

MAKE COLLABORATION WITH CUSTOMERS EASIER

BECOME MORE EFFICIENT IN OUR PROCESSES

EMPOWER TEAMS TO MAKE MORE DECISIONS

IMPROVE AVAILABILITY, RELIABILITY, AND SECURITY



TIP #2
SHOW HOW AGILE + DEVOPS CONCEPTS
WORK OUTSIDE OF IT

- Limited collaboration
- Out of sync with product cycles
- Expectation setting becomes onerous



EDUCATION

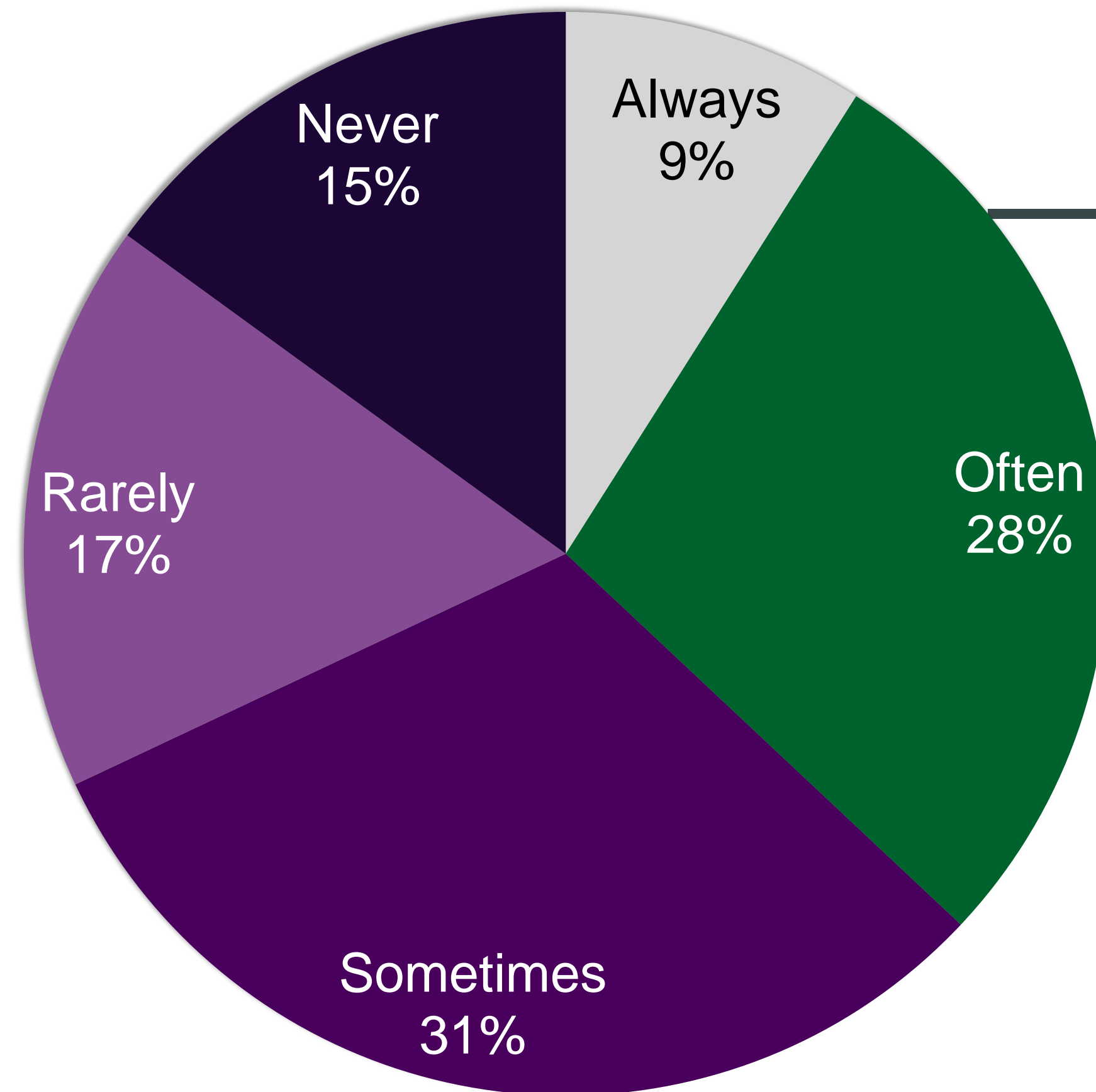
LEGAL

MARKETING

CUSTOMER SUPPORT



TIP #3
TELL THE STORY OF TRANSFORMATION



HOW OFTEN AGILE PROJECT MANAGEMENT IS USED

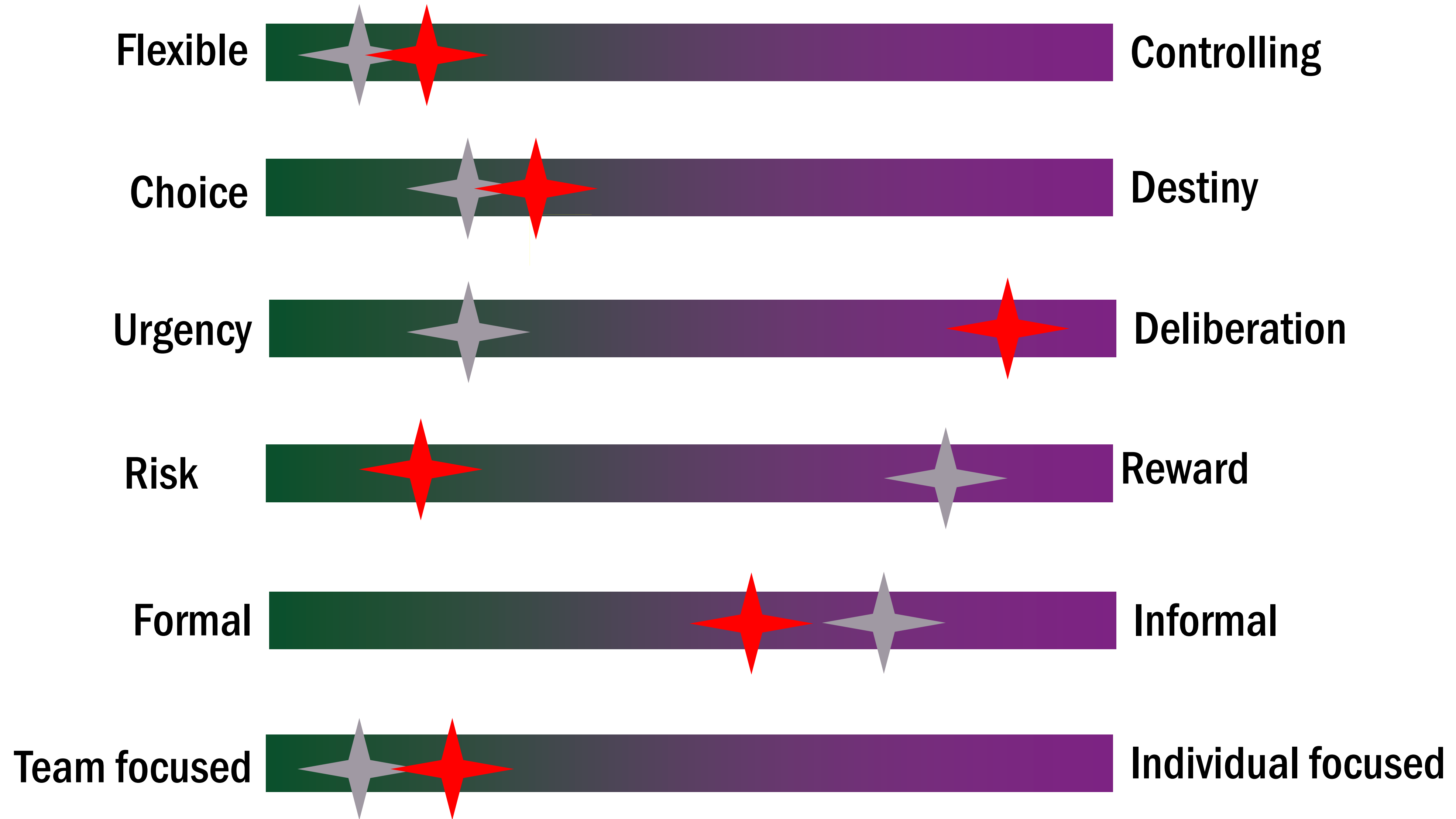
(PMI PULSE OF THE PROFESSION, 2016)

- 2/3 of IT organizations are either fully agile or leaning toward agile
- Scaling agile is increasing: 57% of organizations use Agile for program management; 51% use Agile for portfolio management
- DevOps adoption is at 38% (Gartner, 2016)
- Agile approaches are being used for teams outside of IT such as marketing and HR

HOW TO MEASURE AGILITY



HOW TO MEASURE AGILITY



- Spread awareness of why the change is taking place.
- Helping people understand benefits to them of adopting Agile and DevOps.
- Create feedback loops, fostering trust and transparency.





**1. Translate to
business terms**



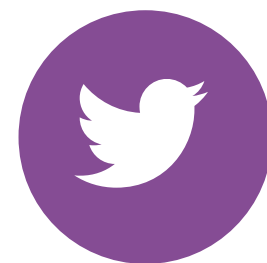
**2. Show Agile +
DevOps can thrive in
other contexts**



**3. Tell the story of
transformation**



THANKS FOR LISTENING
IT'S TIME FOR QUESTIONS!



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