Beyond Methodology

Welcome...

I am....

Before we begin

Content

Goodbye

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Presentation style...

Check-in

Mind map

Jump about!

Welcome
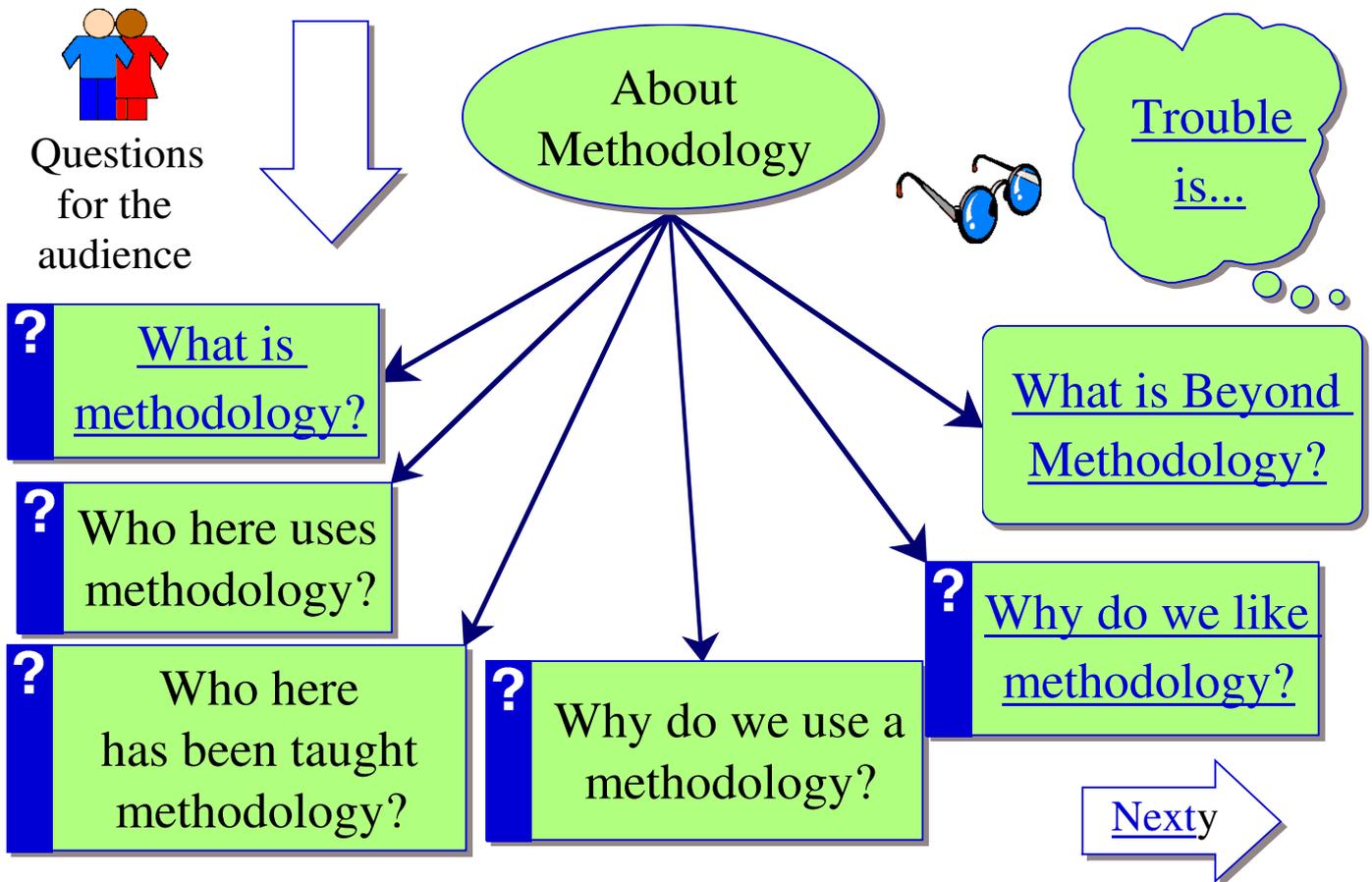
I am Allan Kelly

Presentation with a difference

It is audience directed

Please ask questions, please guide me where you want to go

No power point, instead I'd like to introduce you to Mind Maps as produced by Inspiration software
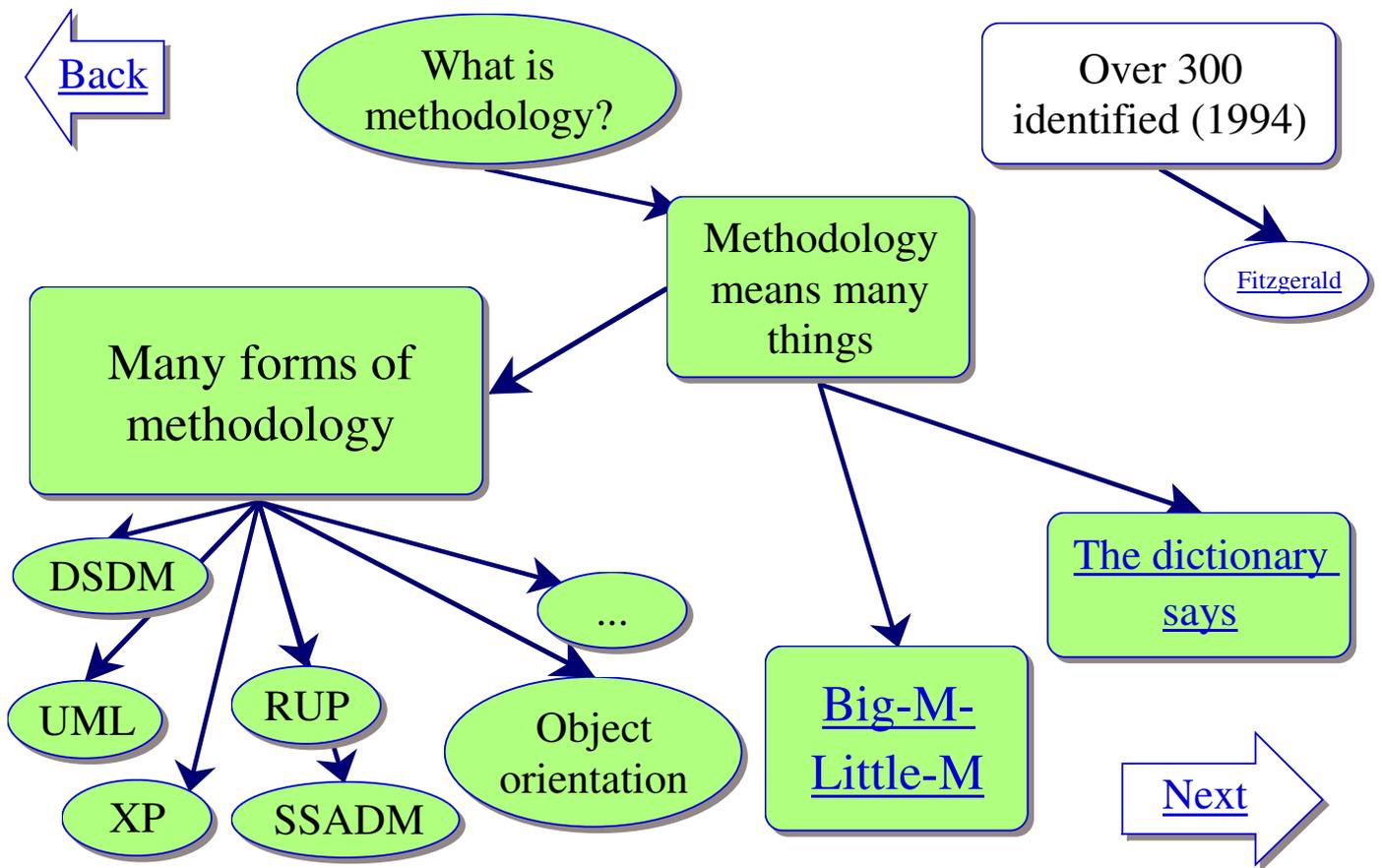
Who are you? - How many people do we have?

Checkin?

Questions for the audience

About Methodology

Trouble is...

What is methodology?

Who here uses methodology?

Who here has been taught methodology?

Why do we use a methodology?

What is Beyond Methodology?

Why do we like methodology?

Nexty

So what is Beyond Methodology?

How do we define methodology? - Methodology is actually quiet an ambiguous term because it cover so many things

Who actually uses a methodology in their work?

What is methodology?

Over 300 identified (1994)

Methodology means many things

Fitzgerald

Many forms of methodology

The dictionary says

DSDM

...

UML

RUP

Object orientation
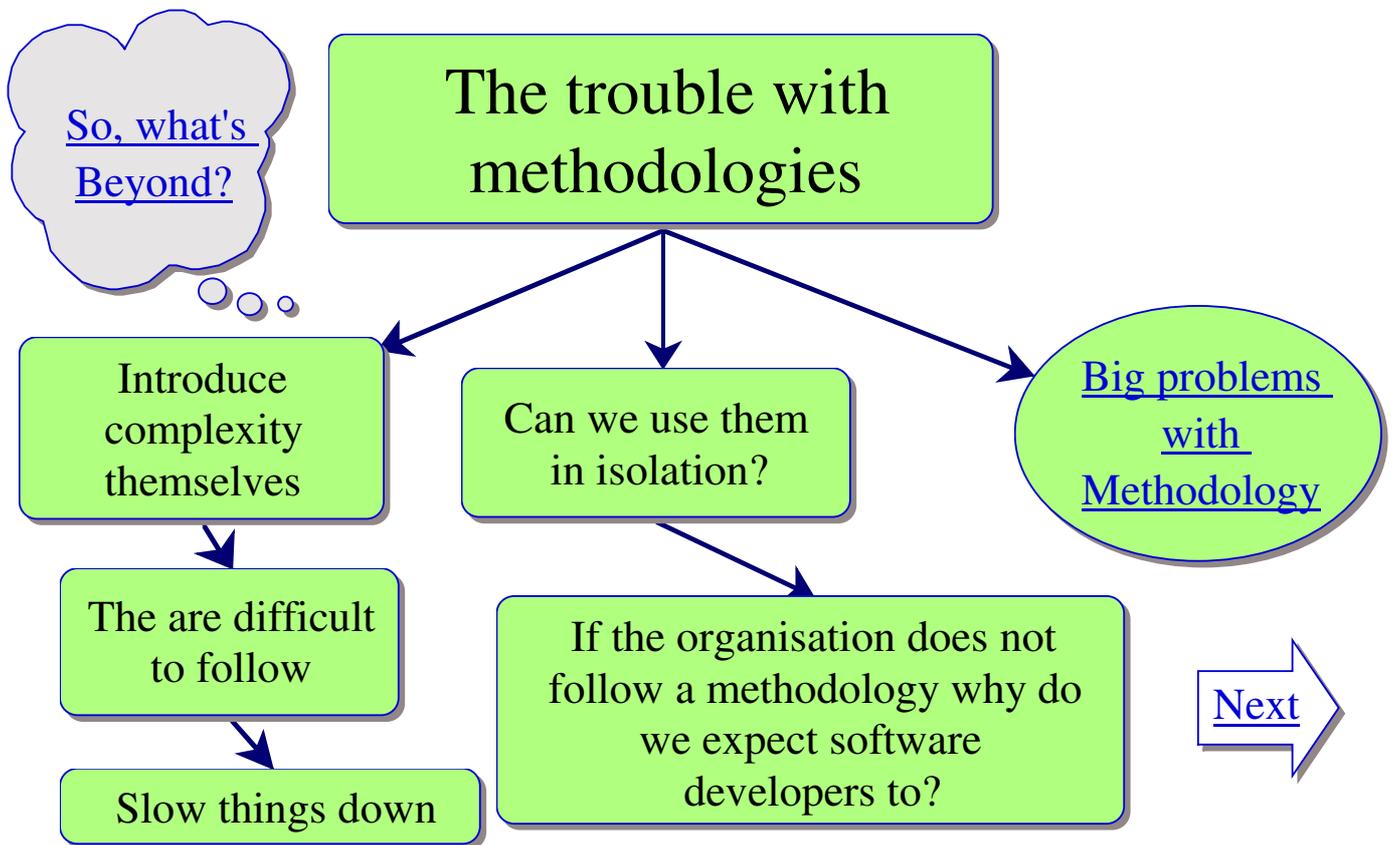
Big-M-Little-M

XP

SSADM

Tom DeMarco and Tim Lister make a distinction:

- **Small m** methodology - is the basic approach one takes to doing a job
- **Big M** Methodology - is an attempt to centralise things

I like to think of the different as Brand name (Big-M) vs. roll your own (Small-m)

Question: shall we talk about what is Methodology and what its faults or shall we go straight to what is beyond?

So, what's Beyond?

The trouble with methodologies

Introduce complexity themselves

Can we use them in isolation?

Big problems with Methodology

The are difficult to follow

If the organisation does not follow a methodology why do we expect software developers to?
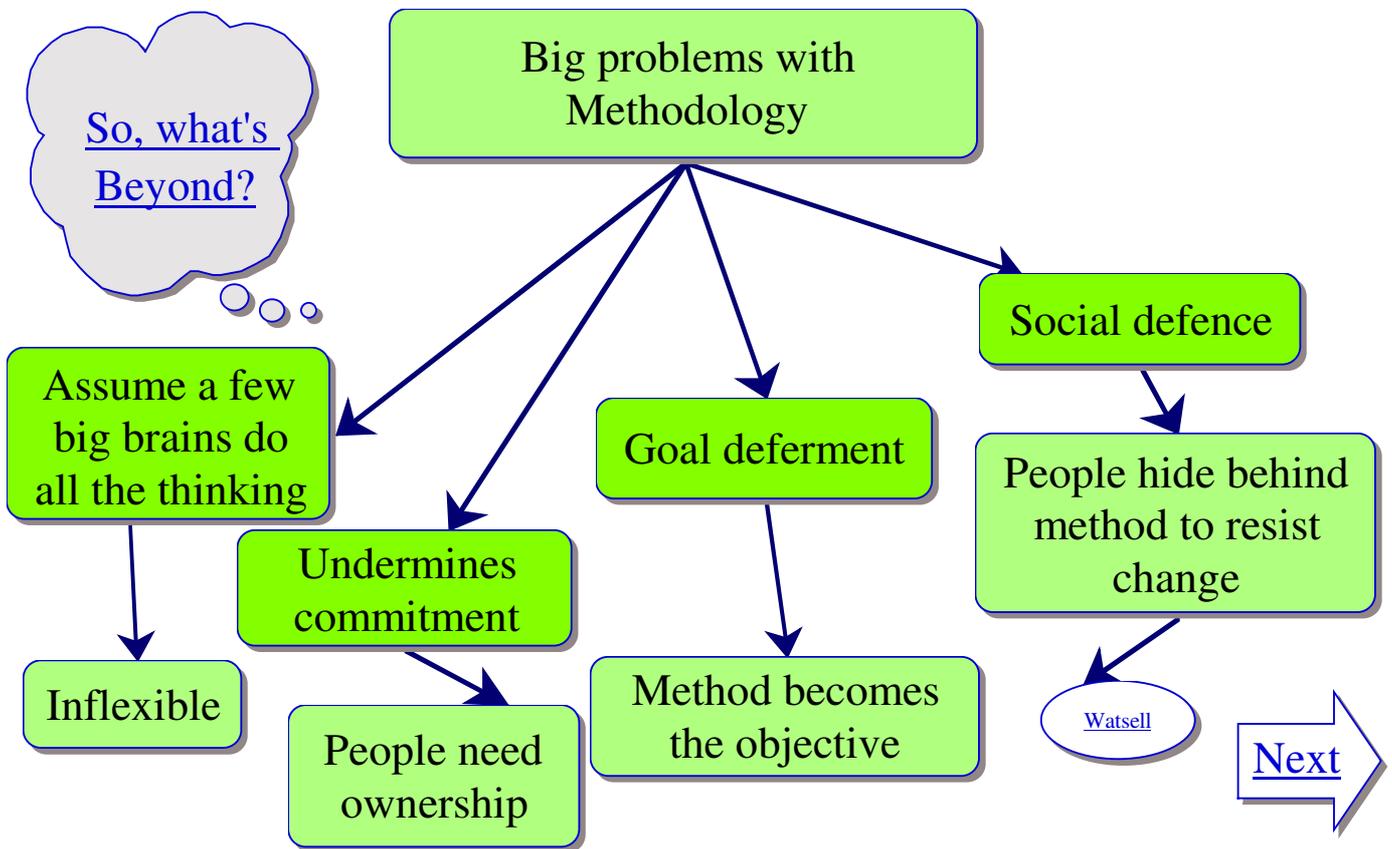
Next

Slow things down

The trouble with methodology is...

The introduce more complexity, one has to follow the methodology, so one needs to be trained in the methodology.

This means they slow things down.

I'm not sure we can use them in Isolation.

And then there are the big problems....

Big problems with Methodology

So, what's Beyond?

Assume a few big brains do all the thinking

Undermines commitment

Inflexible

People need ownership

Goal deferment

Method becomes the objective

Social defence

People hide behind method to resist change

Watsell

Next

Big problems with Methodology

They assume we have a few **big brains** who can decide what we should do.

(Of course the biggest brains actually wrote the methodology.)

This means the methodologies are **inflexible** - they are plans, and plans by their very nature reduce flexibility.

The methodology becomes the objective - this is known as **Goal deferment**.

People find ways of meeting the objectives without producing the planned result. (Targetitis in the popular press.)

People may **Satisfice** - meet the plans and no more

Methodologies and plans don't stretch people.

People can use methodology to hide behind: **Social defence** where the methodology becomes a reason not to do something, particularly **resist change.**

People

What is
Beyond
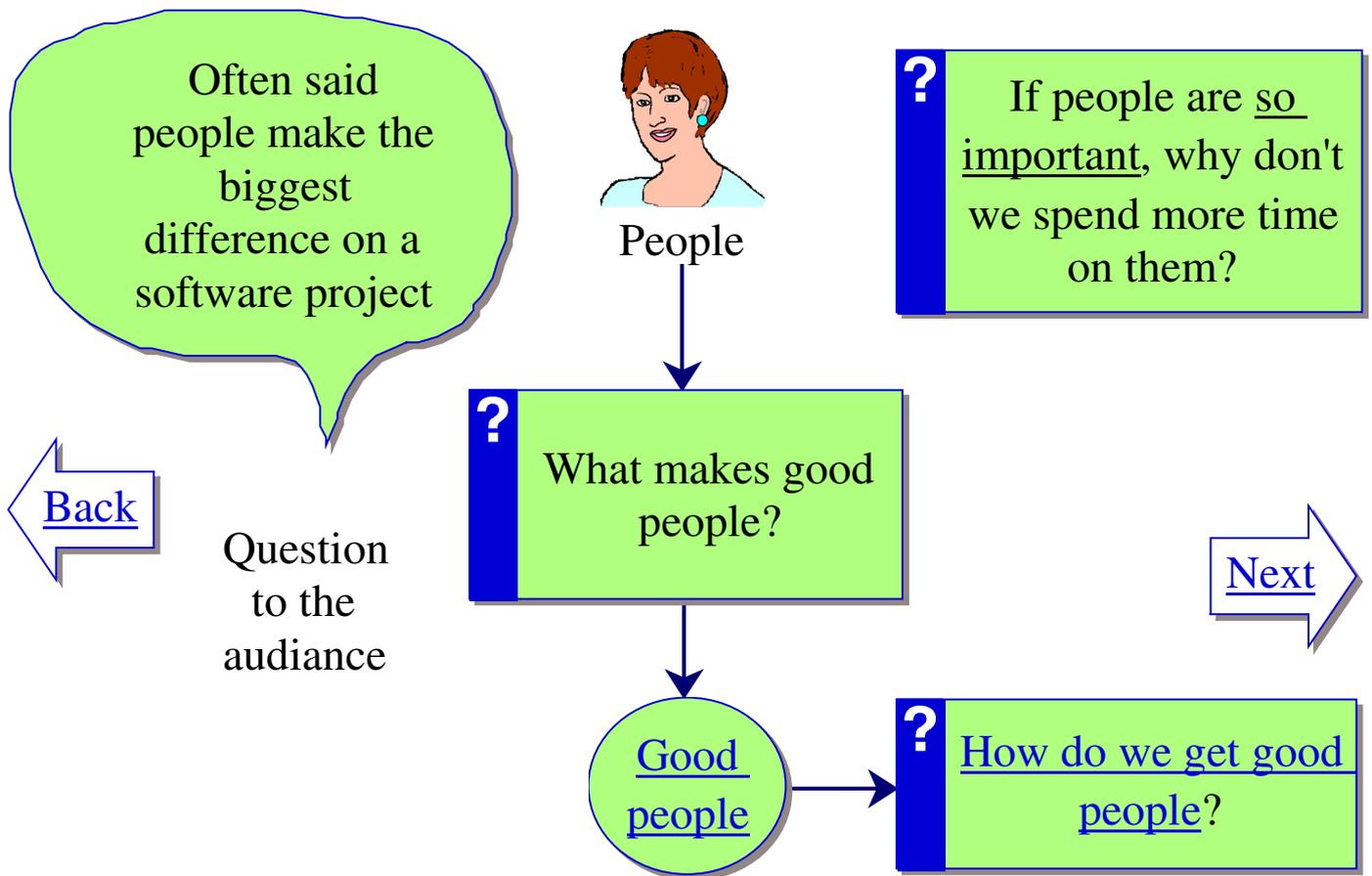Methodology?

Change
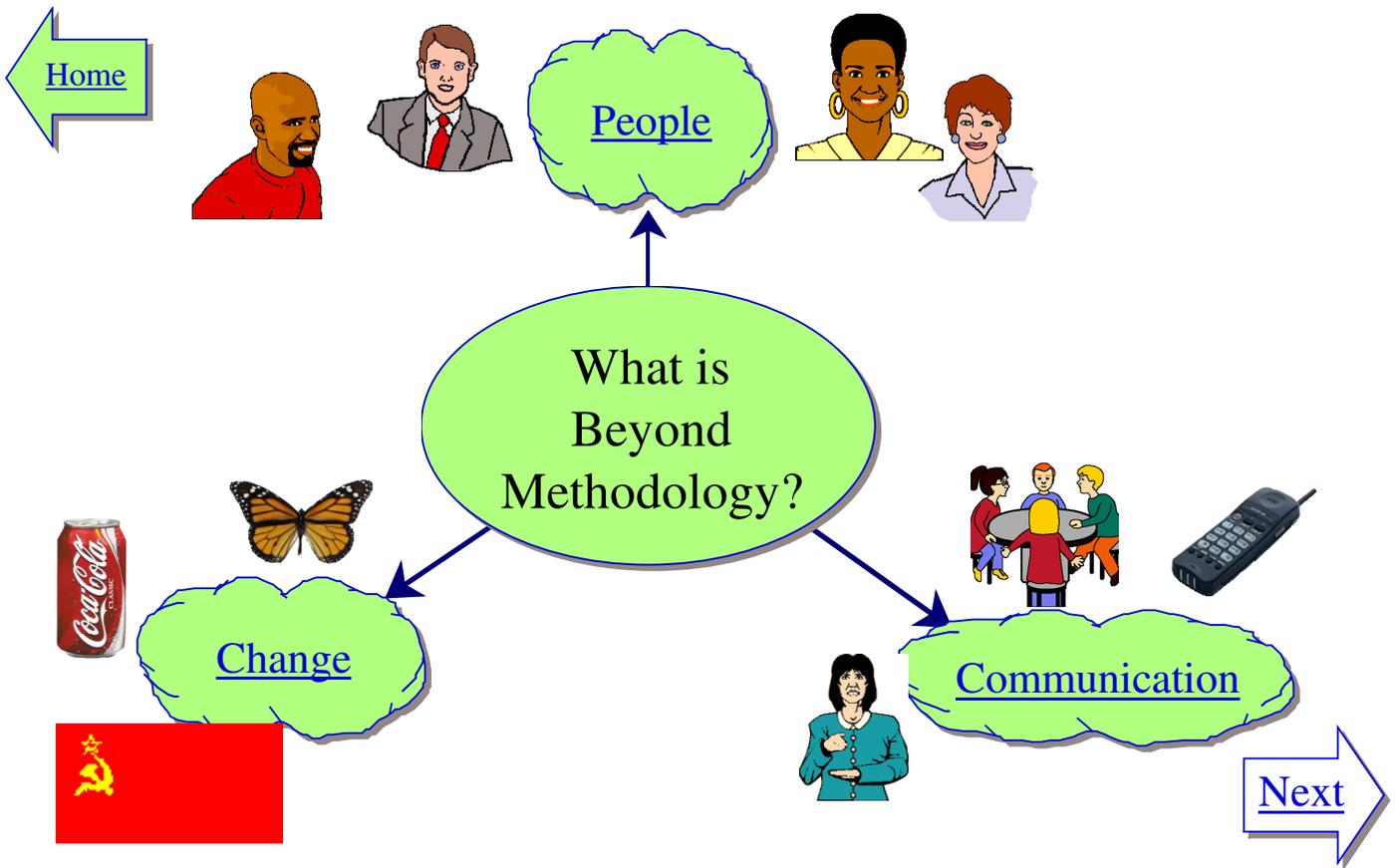
Communication

So, What is Beyond Methodology?

I suggest we stop thinking about the details of how we do things.

Instead concentrate on principals behind what we do.

- **People** - Everyone says people make or break a project

- **Communication** - To me this is key for any project, although IT people are not brilliant at it and we are use technology to avoid it

- **Change** - everything we do in IT is about change, the change we inflict on others and the change we face ourselves

Often said people make the biggest difference on a software project

People

If people are <u>so important</u>, why don't we spend more time on them?

Question to the audiance

? What makes good people?
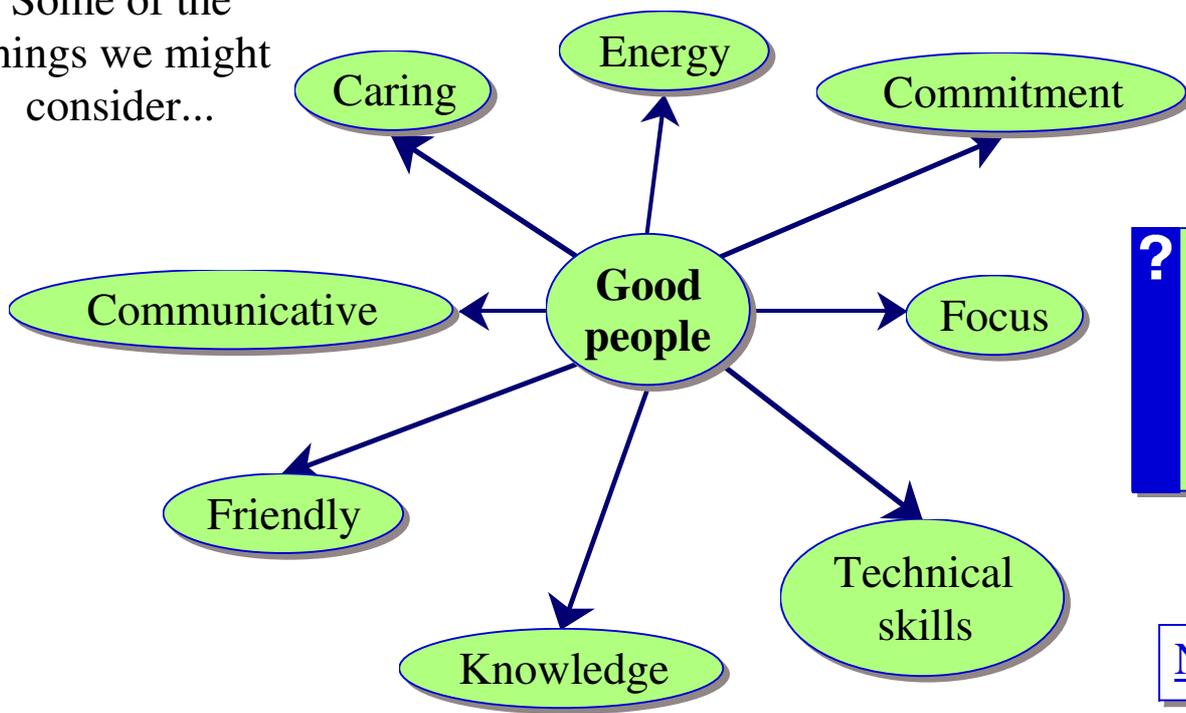
Good people

? How do we get good people?

1   People

If people are so important for IT projects, why do we spend so little time considering them in the process?

All our literature is technology based - not people based

Question: What makes for good people?
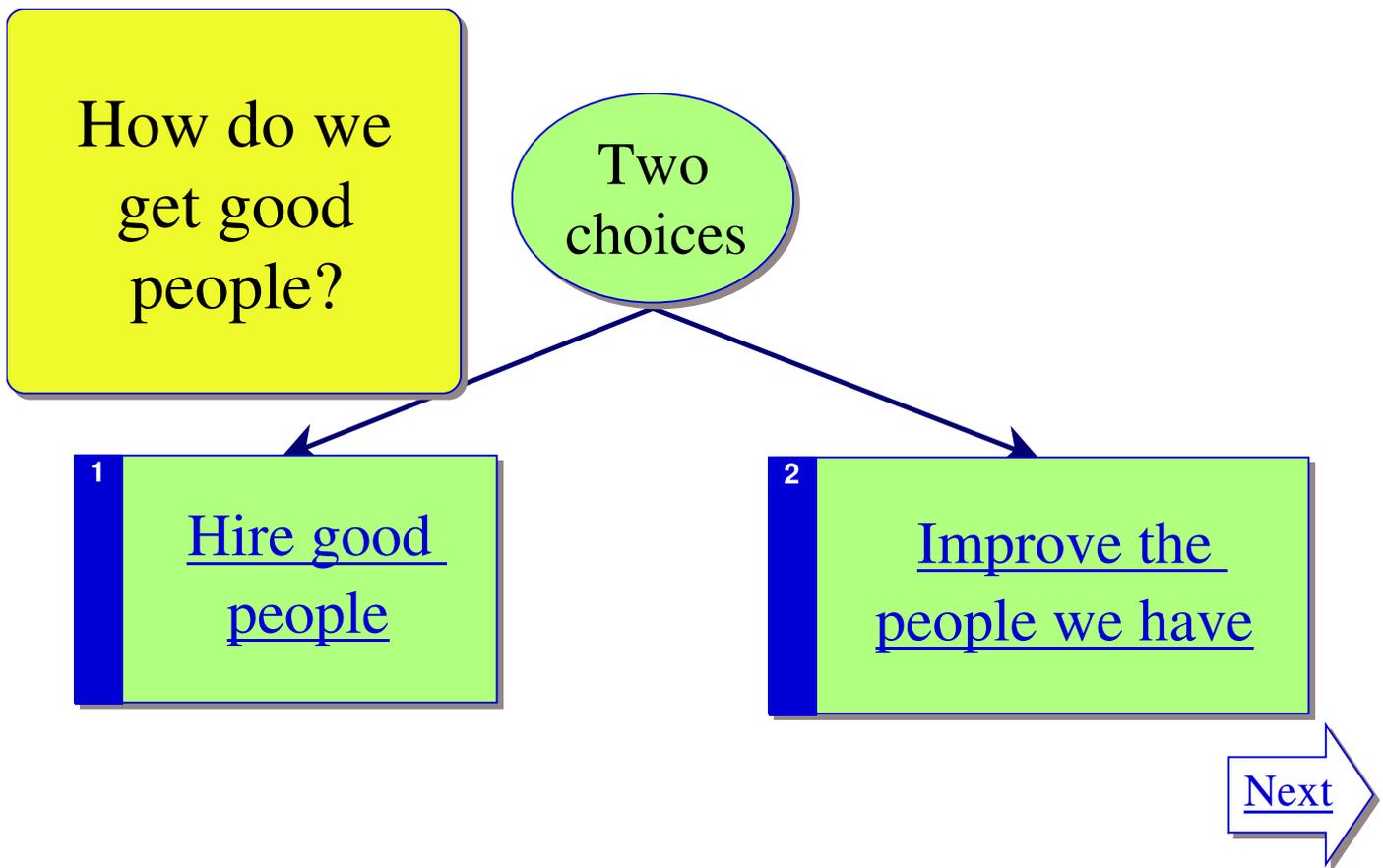
Some of the things we might consider...

Caring

Energy

Commitment

Communicative

Good people

Focus

Friendly

Knowledge

Technical skills

Good people

Some of the things we want to think about

How do we get good people?

Two choices

1 Hire good people

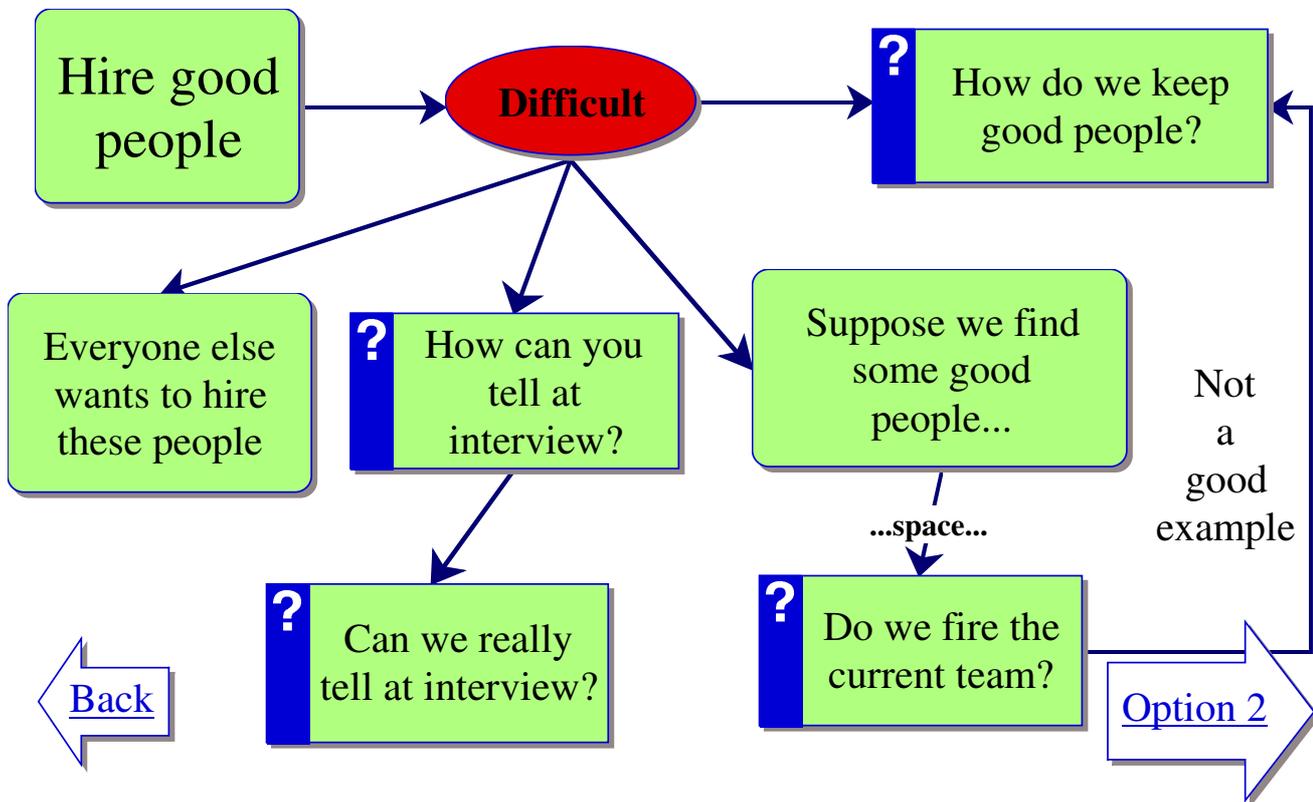**2** Improve the people we have

Next ➡

Good people

Some of the things we want to think about

How do we get good people on our team?

Two choices....

Hire good people

Hiring good people is difficult

Everyone else wants to hire them!
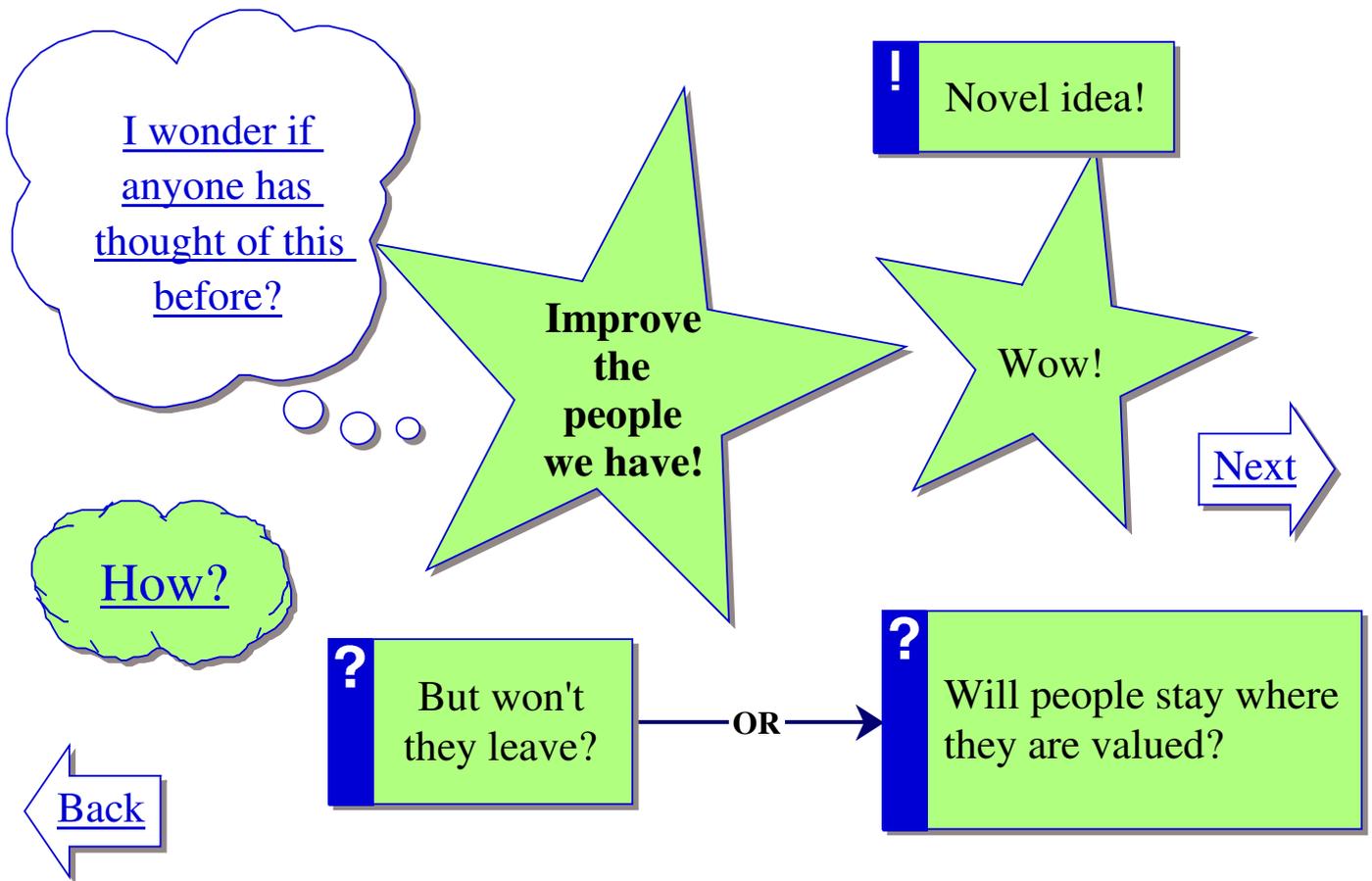
How can you tell they are good people?

How do we keep good people?

And if we find some people better than our current people....

Do we get rid of the current lot?

This isn't a way to keep good people

So its difficult

I wonder if anyone has thought of this before?

! Novel idea!

Improve the people we have!

Wow!

Next

How?

Back

? But won't they leave?

OR

? Will people stay where they are valued?

Improve the people we have!

Wow - this is a pretty surprising idea!

But if we improve our people, won't they leave?

Or possibly.... people will stay where they are valued?
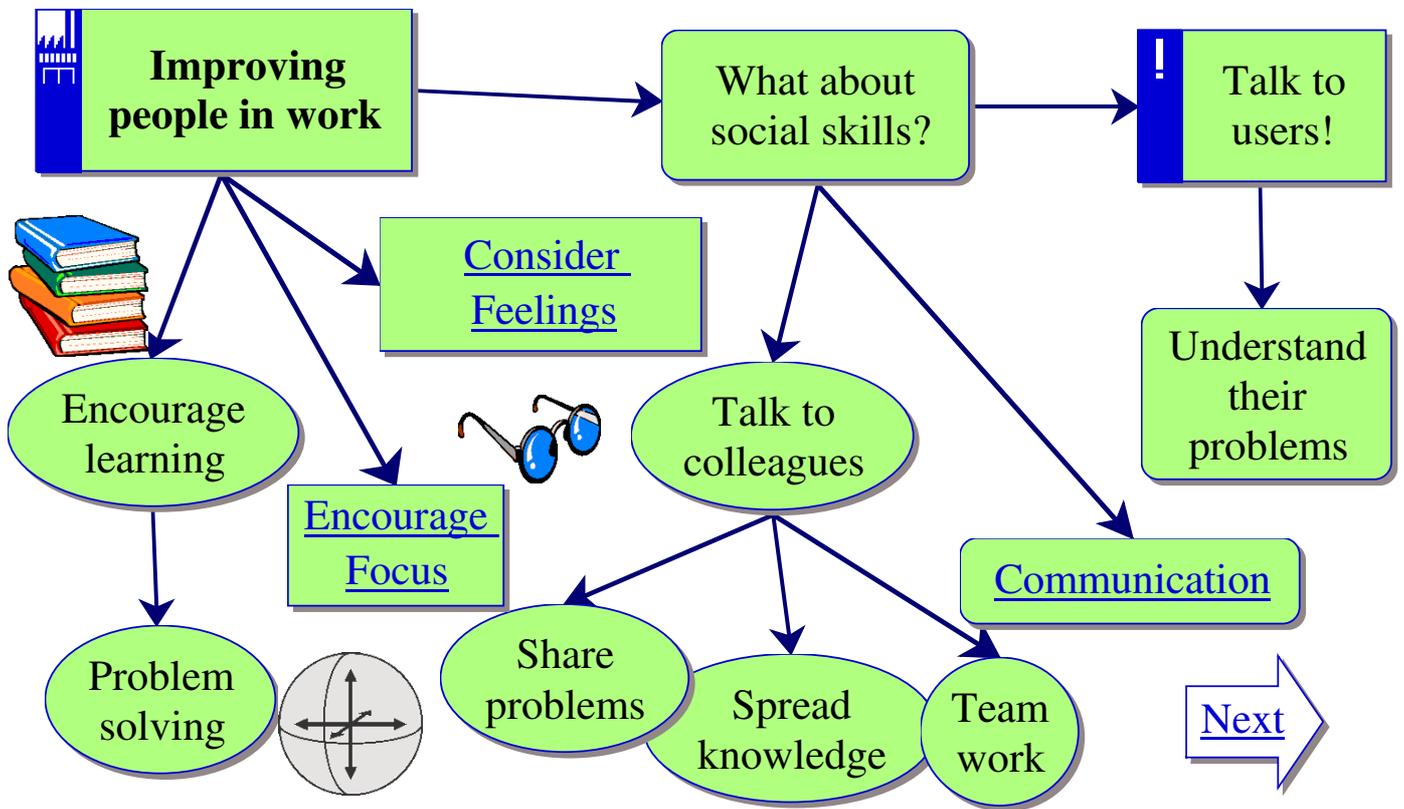
How do we do this?

How do we improve our people?

- Technically...
  - Books
  - Courses
  - User groups
  - Speakers
  - Study groups
  - Conferences
- Non-technical ways...

Next

How do we improve people?

Technically there are plenty of ways

.... High Church C++....

But Non-technically improvement may be more important....
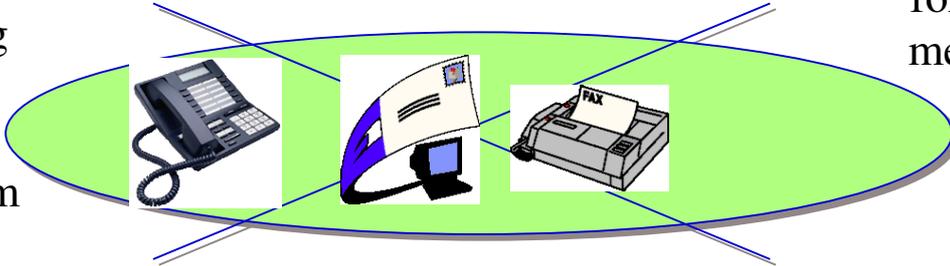
Non-Technical improvement

We can encourage learning

This will improve problem solving

Encourage people to focus

Consider people feelings

Encourage talking....

...Sharing problems...

...Spreading knowledge...

...Teamwork!

Even talk to users!

Communication

Choose your medium for your message

I'm not talking about the medium

People hide behind technology

Trouble with communication

Communication

Communication is about communicating - not about the medium

Just installing phones doesn't meant we communicate more

Likewise e-mail and instant messenger

In fact.... people can hide behind technology

Take me for example.... Caller ID means I need never answer the phone to someone I don't know

Good communication is difficult

Trouble with communication

Computer people aren't know for their great social skills

People

Missing Women

Not about individuals

Listening

Feedback

Next

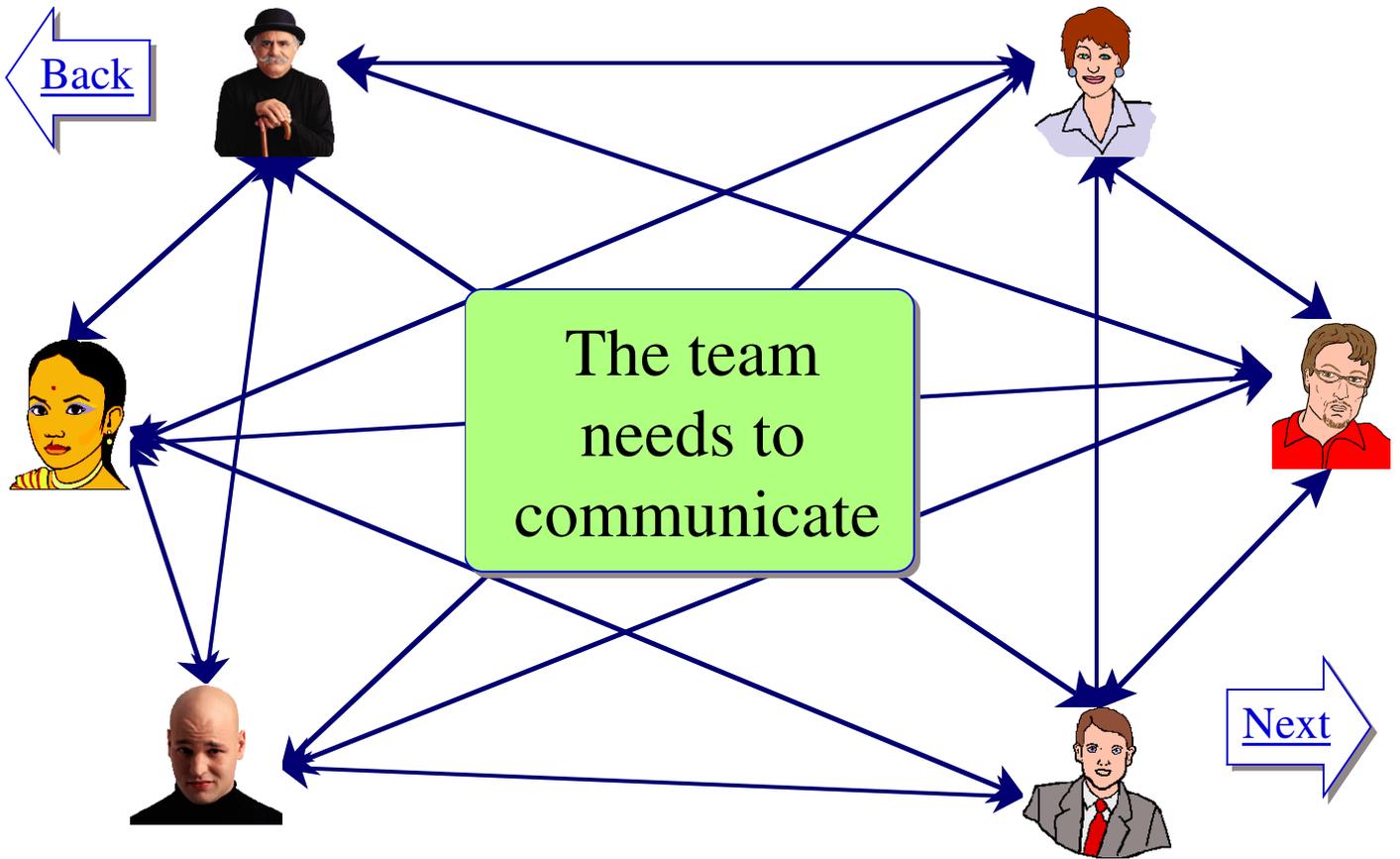**How do we learn to communicate better**

Does this really produce better software?

Need to change
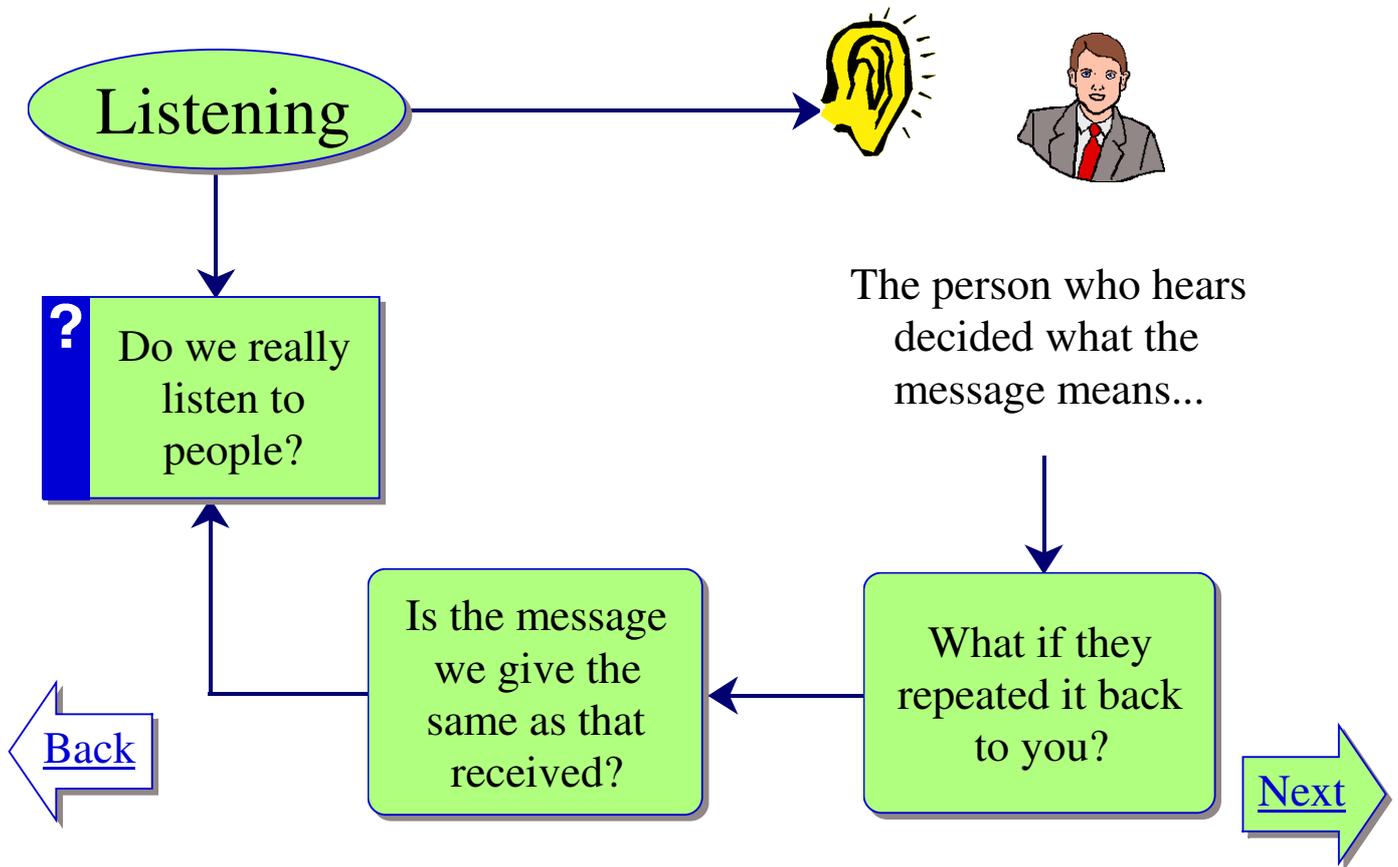
....

The team needs to communicate

Individuals

The whole team needs to communicate

Not top down - person to person

I knew these two guys who shared an office... they e-mailed... people defended the idea... archive ever useful? It was still context sensitive.

Listening

```
Listening  ──────►

        Do we really
  ?     listen to
        people?

                              The person who hears
                              decided what the
                              message means...

              Is the message          What if they
              we give the             repeated it back
              same as that            to you?
              received?

Back                                              Next
```
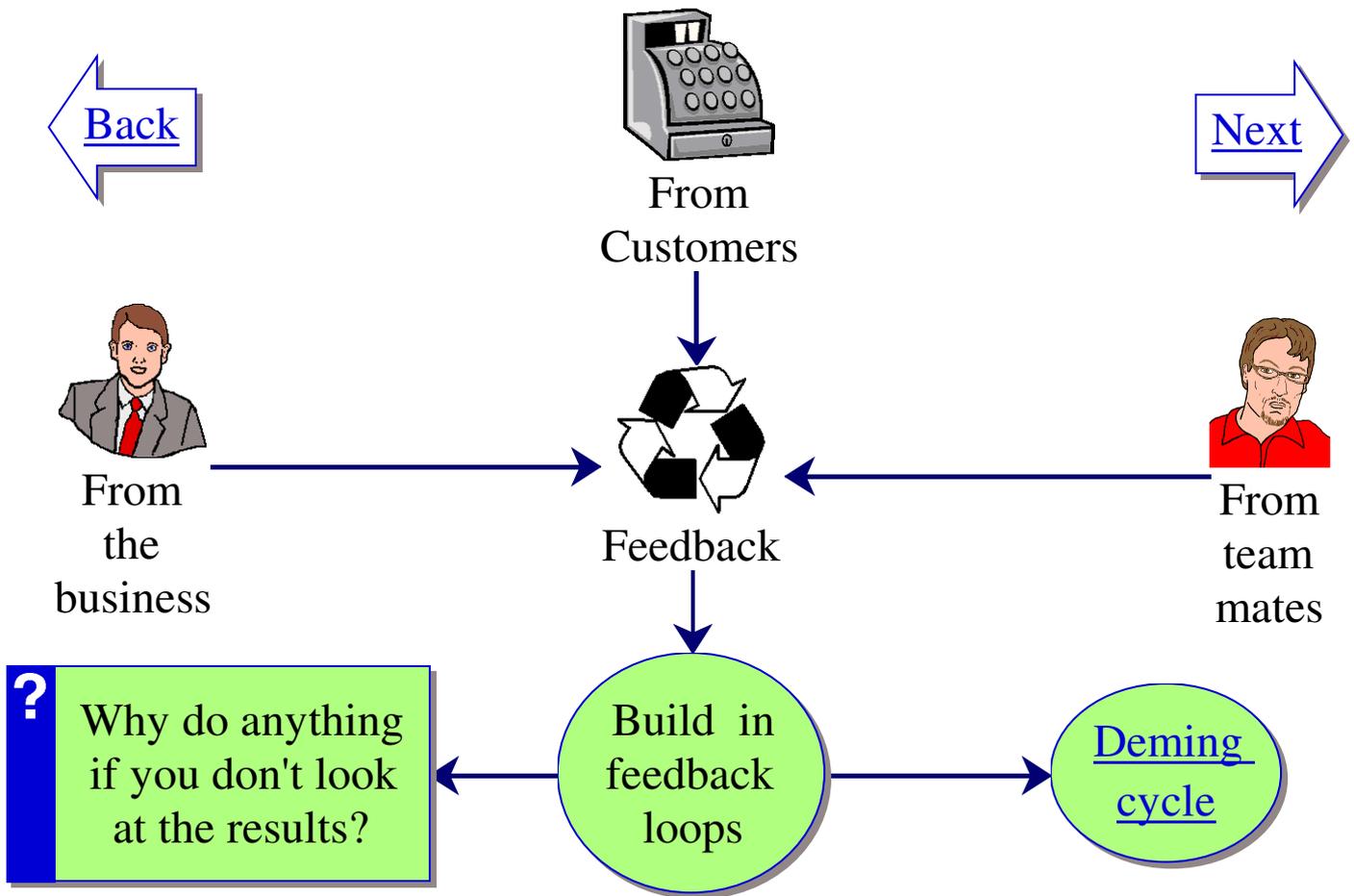
Listening

How good are we at listening? Do we really listen?

The contents of a message... decided by the reciever.

If you ask someone to repeat things back to you....

From
Customers

From
the
business

Feedback

From
team
mates

? Why do anything
if you don't look
at the results?

Build in
feedback
loops

Deming
cycle

Feedback

Feedback is really important - but it is hard to do
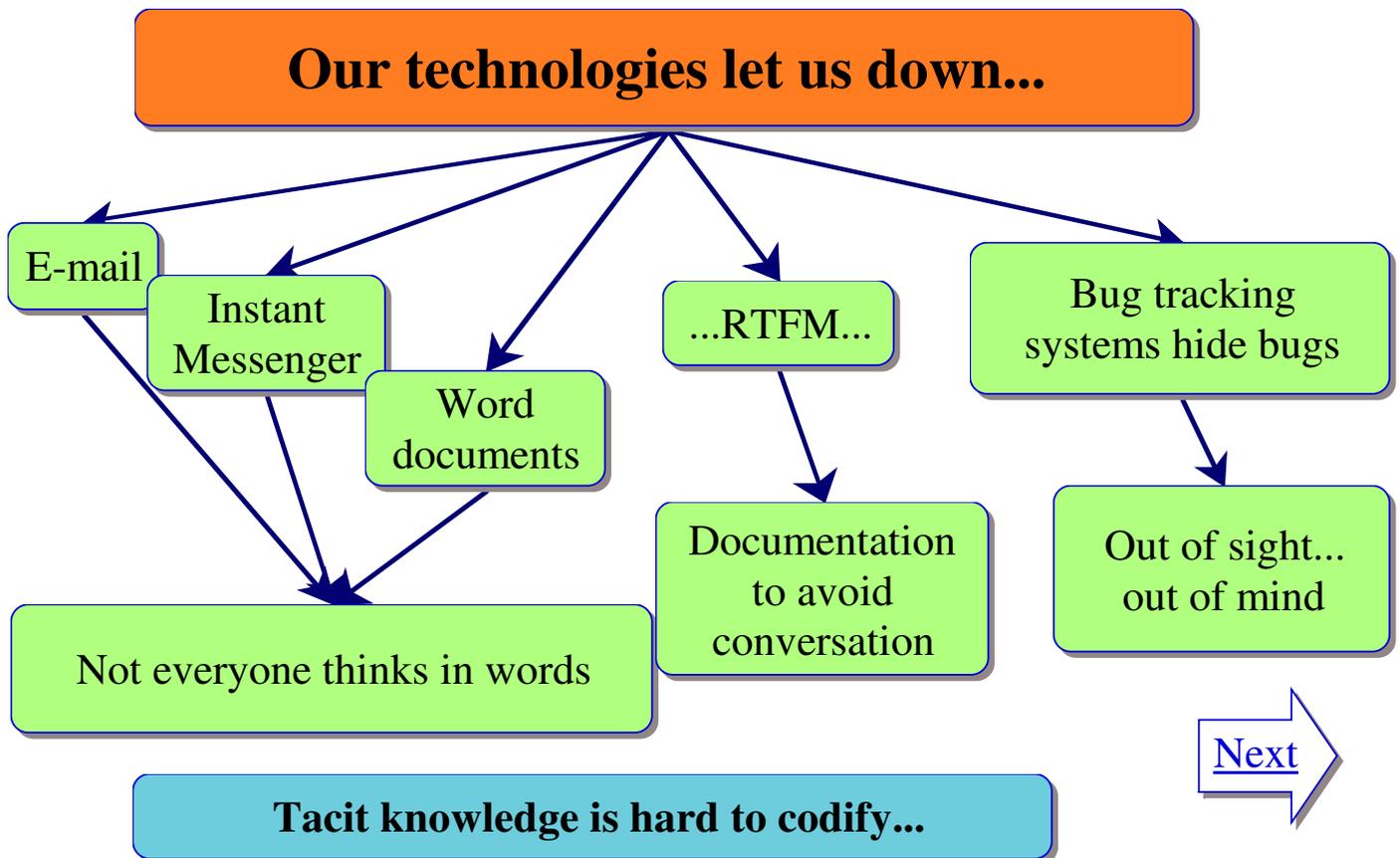
We may hurt peoples feelings

The is where the team really counts, teams can communicate in a way a collection of individuals can't - because they have trust.

Need good feedback mechanisms - build feedback loops

Feedback from the business, our co-workers and our team mates

We need to look at the results of everything we do, learn from our successes and our failures

Our technologies let us down...

E-mail

Instant Messenger

Word documents

...RTFM...

Bug tracking systems hide bugs

Not everyone thinks in words

Documentation to avoid conversation

Out of sight... out of mind

Next

Tacit knowledge is hard to codify...

Technology lets us down

Some people don't think in words - so what use is E-mail, IM and word?

e.g. I think in Pictures

Why is RTFM such a joke? Because it is true

People don't read documentation - and when they do they don't get the same message as the writer wanted to send

Remember - receiver decides the message

Bug tracking systems stop communication: out of sight, out of mind
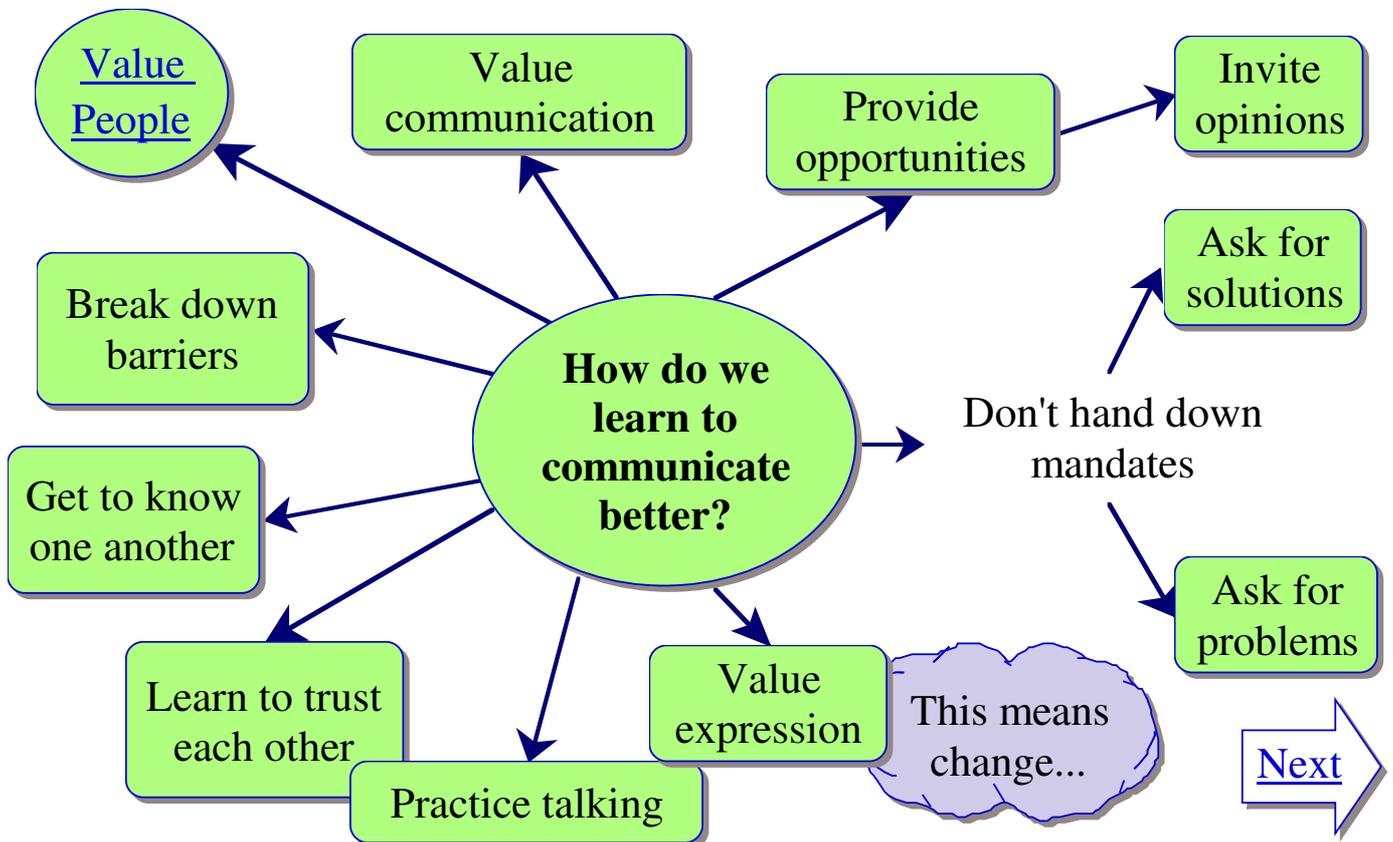
Write them up on the wall

Talk about them

Continue to talk about them

The bug the bugs you will die sooner than the one that hides in a database

And anyway, all this writing assumes we can codify what we know - tacit knowledge is hard to codify

Learning to communicate better

Break down barriers - get to know one another
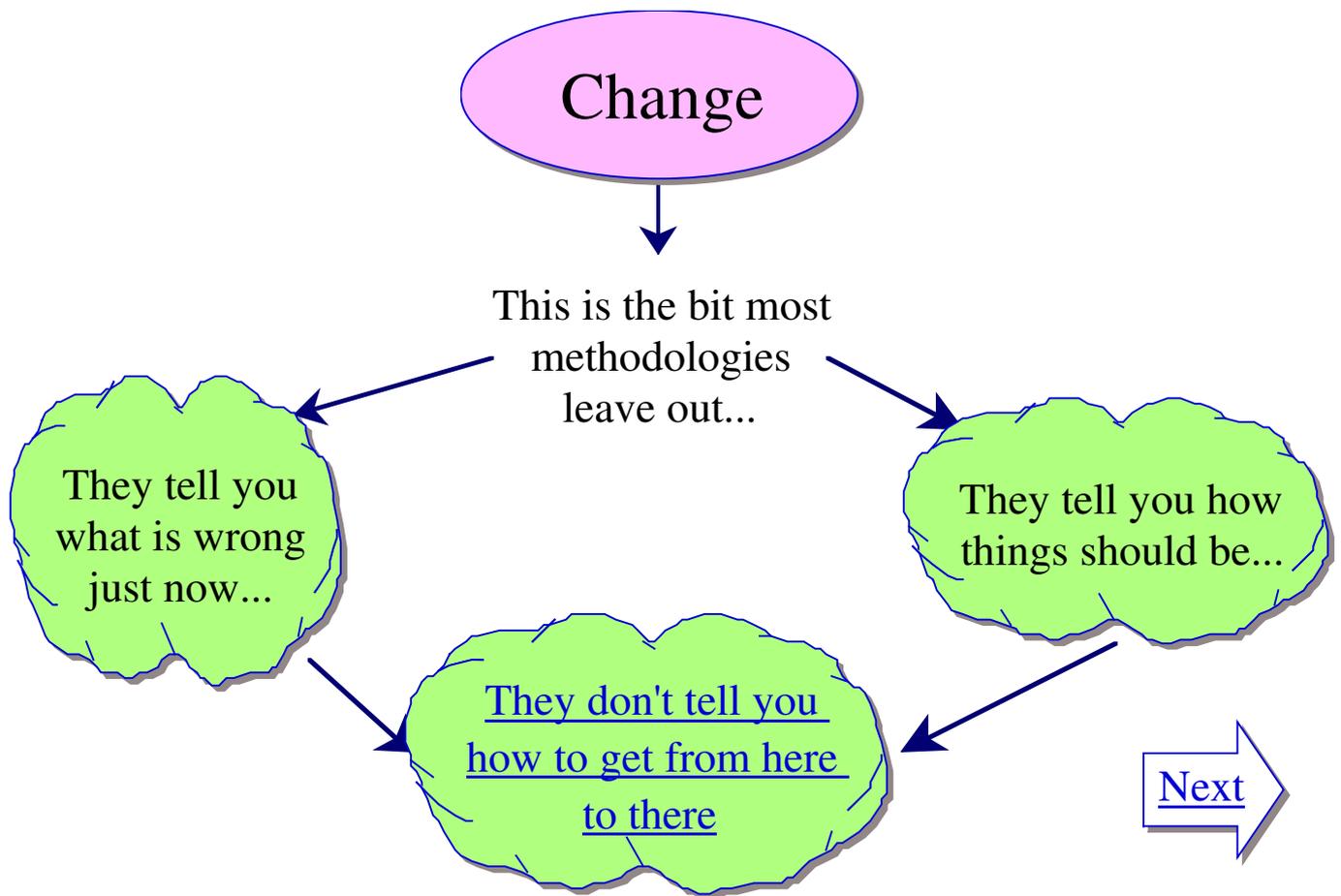
Learn to trust one another

Practise talking! Provide opportunities - group meetings, group discussions, don't just hand down ready made decisions

Value expression

Value communication!

Value your people - you spent a lot of time and money hiring them

But this means change for most of us....

Change

This is the bit most methodologies leave out...

They tell you what is wrong just now...

They tell you how things should be...

They don't tell you how to get from here to there

Next

Change - and so to change....

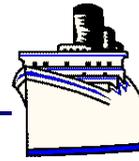Methodologies really fail us here - tell us what to do, what we do wrong, but don't tell us how to get to the promised land

How do we get from **Where we are**, to **Where we want to be?**

How to get...

from here...

... to here

Change will happen...

Irony

? Why change?

Make a case for change

Consider the people

Use communication

Improve our people

? When is the change finished

Next

...

```
                    Change                    ┌─────────────────┐
                     will      ──────────────▶│ But it might not │
                    happen...                 │ be a change you  │
                       │                      │      want        │
                       │                      └─────────────────┘
                       ▼
┌──────────────────┐        ┌────────┐        ┌──────────────────┐
│ Embrace change   │◀───────│ Either │───────▶│ Surrender and let│
│ and work for     │        └────────┘        │ external change  │
│ improvement      │                          │ control things   │
└──────────────────┘                          └──────────────────┘
```
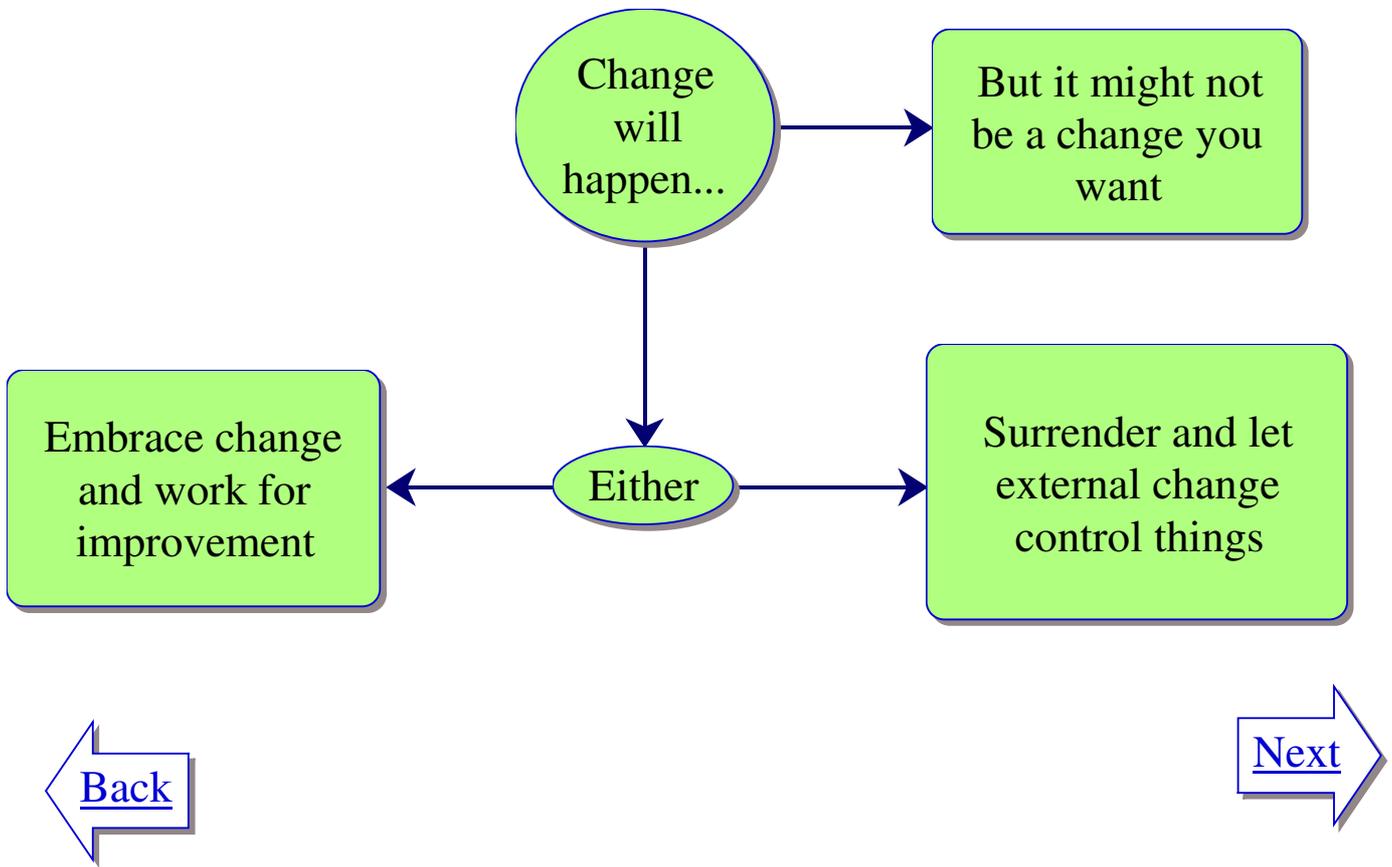
Change will happen

> External events will force change
>
> Status quo become unmaintainable
>
> People get fed up, lazy, complacent
>
> Change always happens!
>
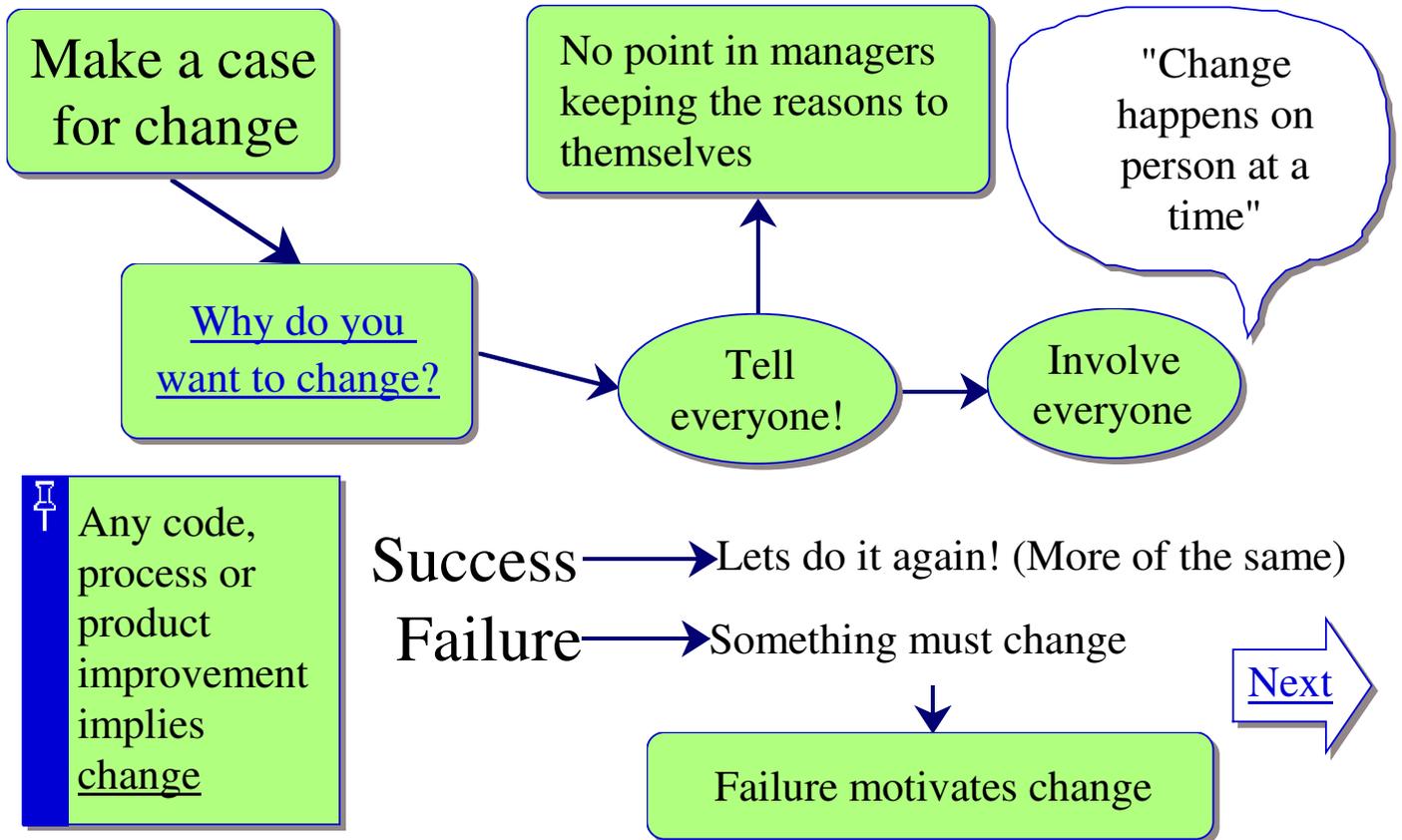> We can embrace it for the better or surrender and let it control us
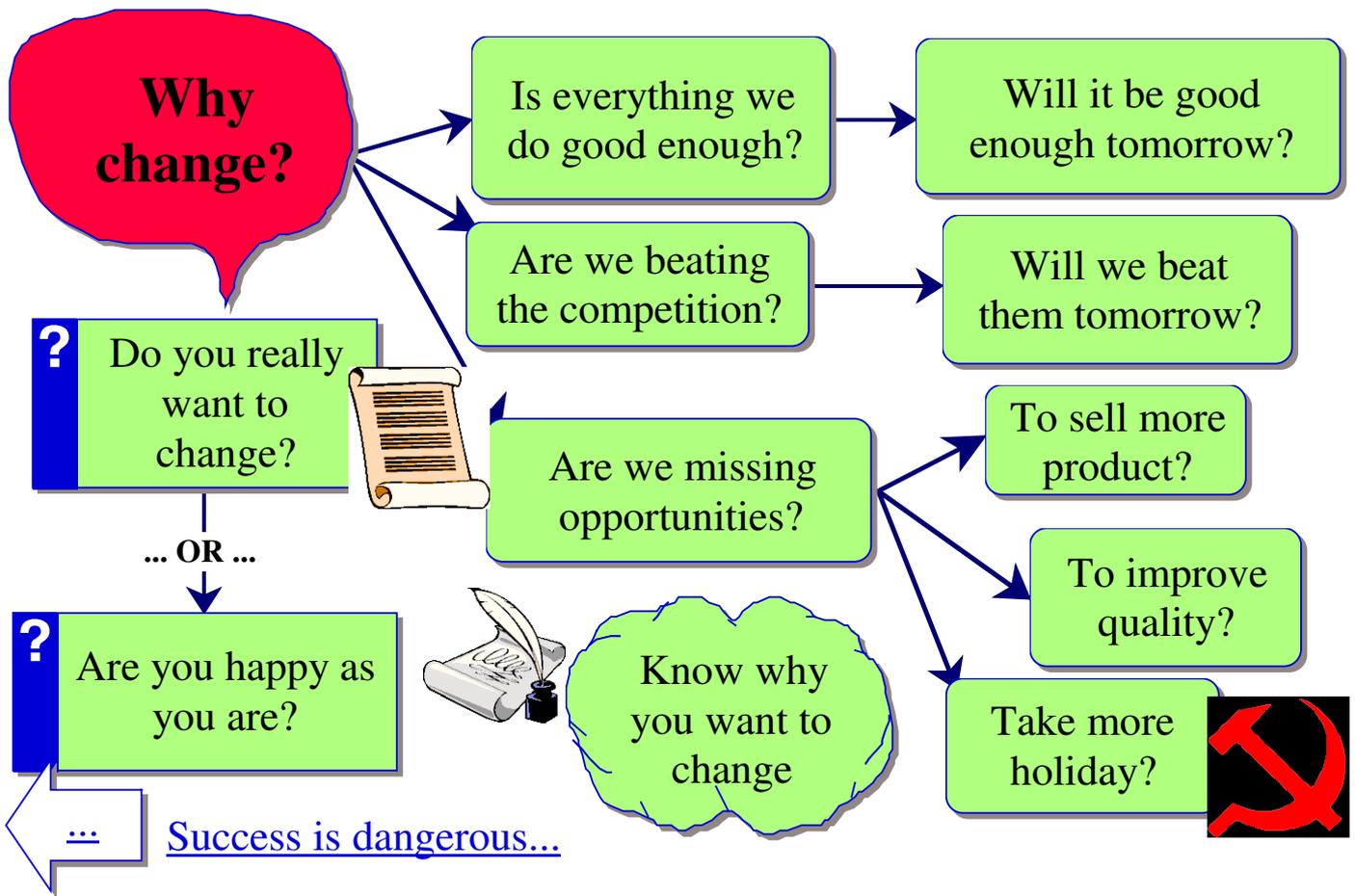
Why change?

Do you really, really, really want to change? Or do you just say you do?

Are you happy the way things are? Or do you want things to be better?

Success is very, very, dangerous....

Make a case for change

Why do you want to change?

No point in managers keeping the reasons to themselves

"Change happens on person at a time"

Tell everyone!

Involve everyone

Any code, process or product improvement implies change

Success ⟶ Lets do it again! (More of the same)

Failure ⟶ Something must change

Next

Failure motivates change

The case for change - Success is dangerous

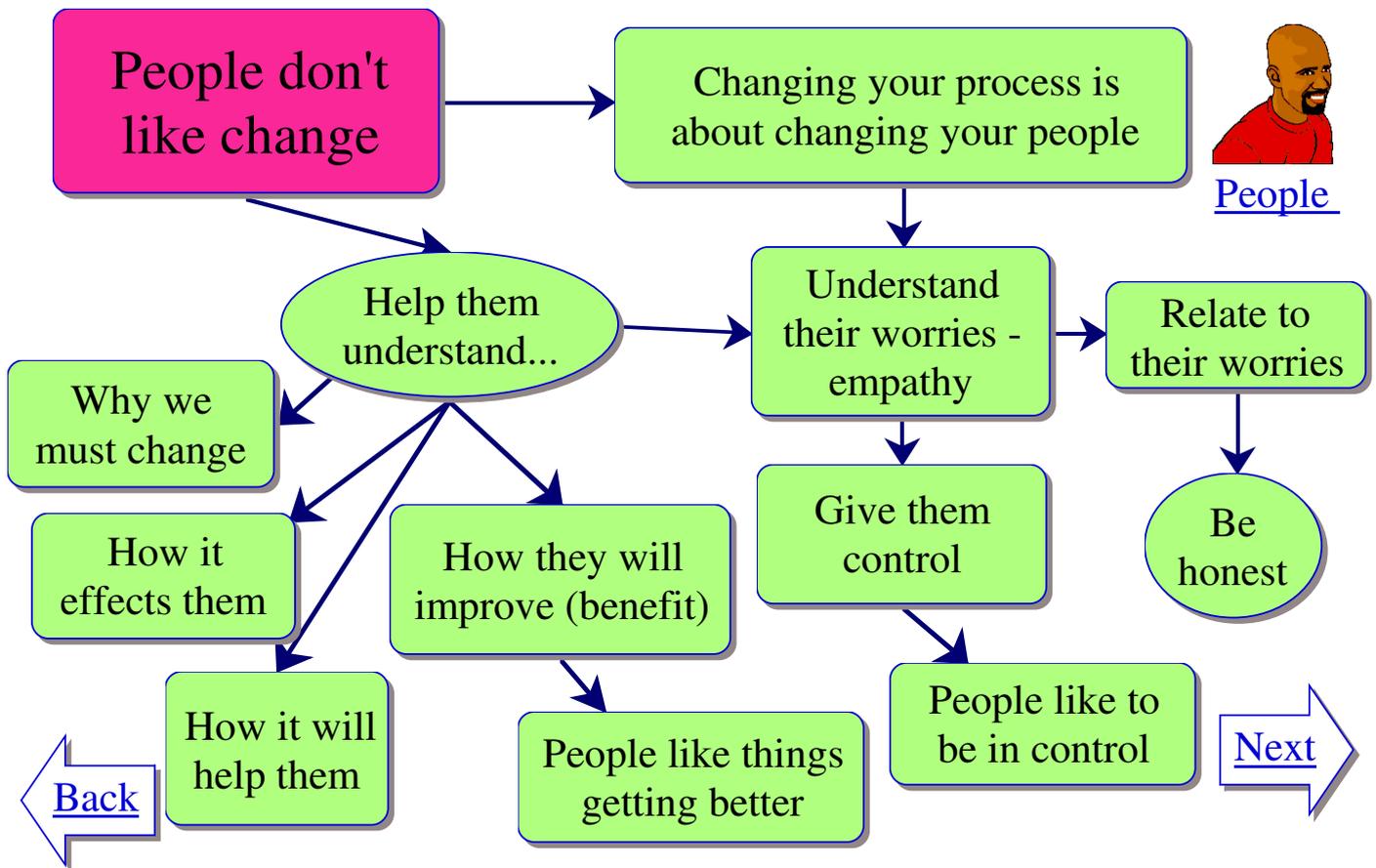Success is dangerous because it doesn't imply change.

We have reason to repeat ourselves: It worked! Lets do it again!

If things fail we need to fix them

If managers want to change they need to tell everyone.

No point in keeping these things to ourselves

Improvement implies change

People don't like change

Changing your process is about changing your people

People

Help them understand...

Understand their worries - empathy

Relate to their worries

Why we must change

How it effects them

How they will improve (benefit)

Give them control

Be honest

How it will help them

People like things getting better

People like to be in control

Back

Next

Consider people

On the whole people don't really like change - they like consistency

Or as someone once said: People don't like **being** changed, but they like being part of change

Any kind of change is about PEOPLE

We can change machines easily - change the config file

But people worry

- so empathis with them,
- understand their worries
- be honest,
- give them control

Help people understand

- Why we must change
- How it will effect them
- How change will help them
- How they will benefit
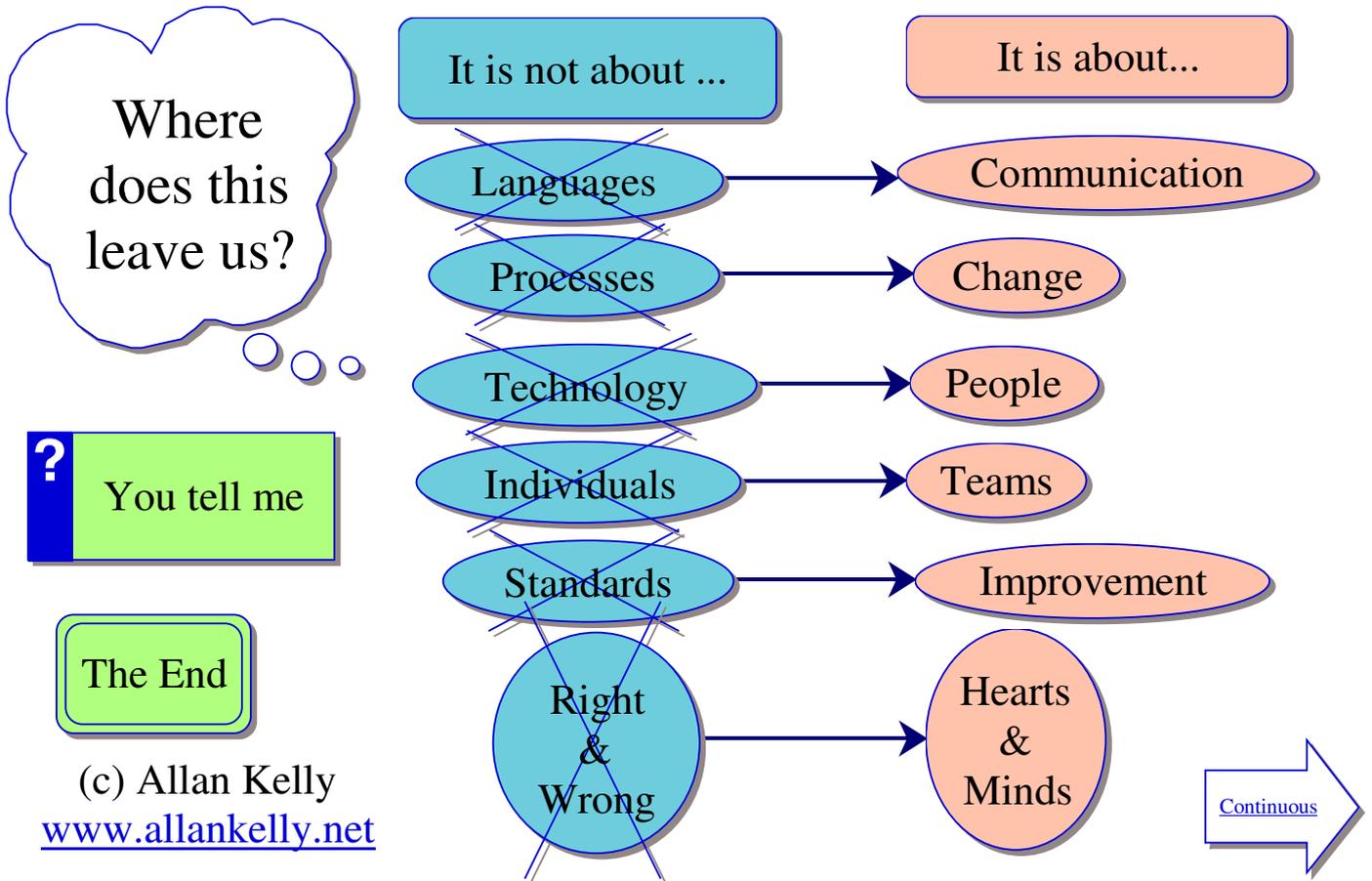
Then people will come to like change

When is change finished?

Change is never finished

The world never stops turning.

This is why Methodologies fail - they imply there is "single best way" of doing things.

If you stop changing, if you stall, you go backwards

Where does this leave us?

It is not about ...	It is about...
~~Languages~~ →	Communication
~~Processes~~ →	Change
~~Technology~~ →	People
~~Individuals~~ →	Teams
~~Standards~~ →	Improvement
~~Right & Wrong~~ →	Hearts & Minds

Continuous →

You tell me

The End

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2 And in the end... where does this leave us?

You tell me.