



Connection. Collaboration. Community.

Emerging Technologies for the Enterprise

Philadelphia, Pennsylvania April 8-9, 2010

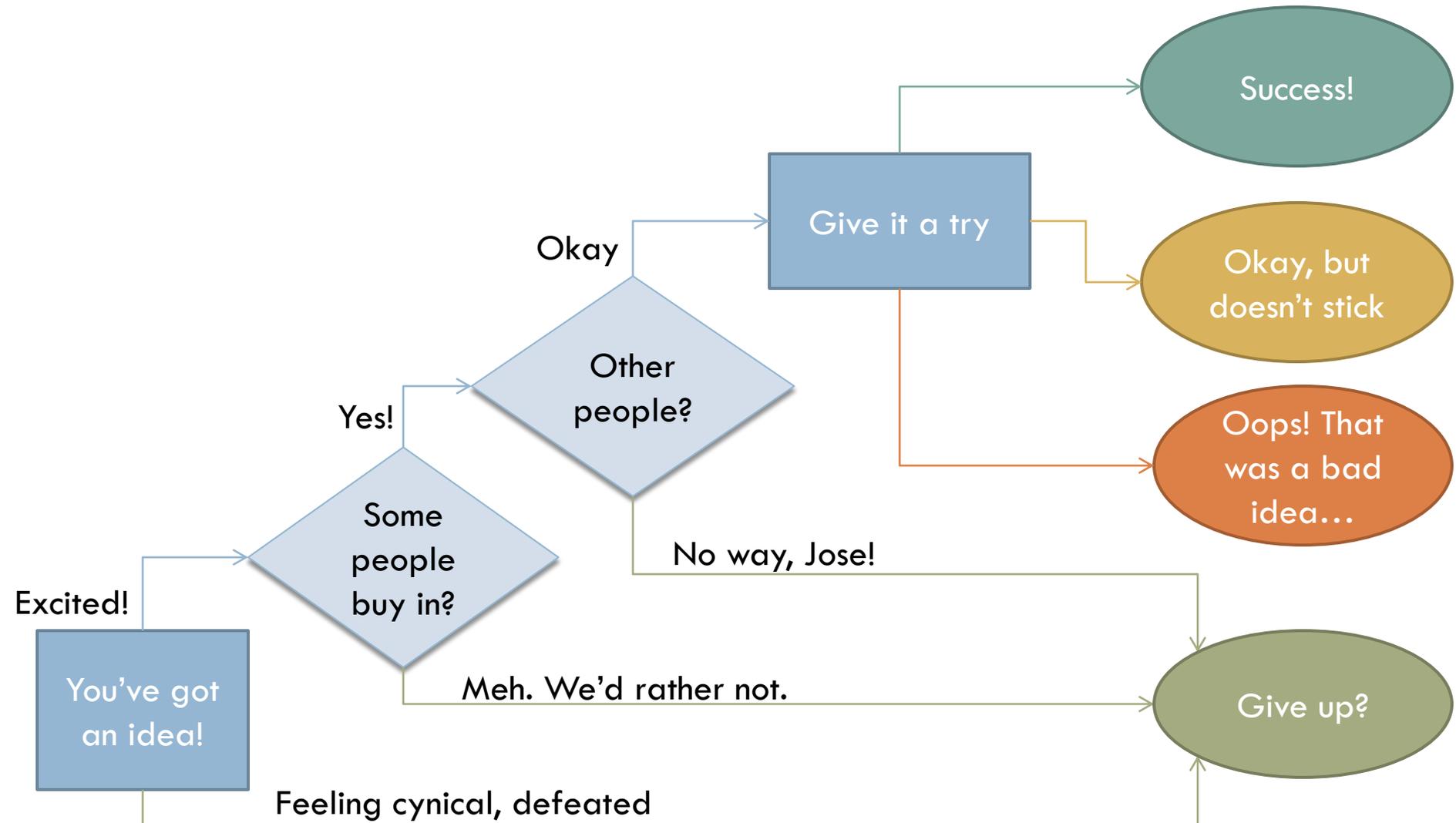
Influencing your way to Agile

Audrey Troutt, Software Engineer
the Math Forum @ Drexel



The Math Forum
@ Drexel University

So you've got an idea



Like "being agile"

- You need influence to make change happen
- If you embrace continuous improvement then change should always be happening

Influence vs. Authority



**Almost everyone has more influence
than they have authority**

6 Steps for Exercising Influence

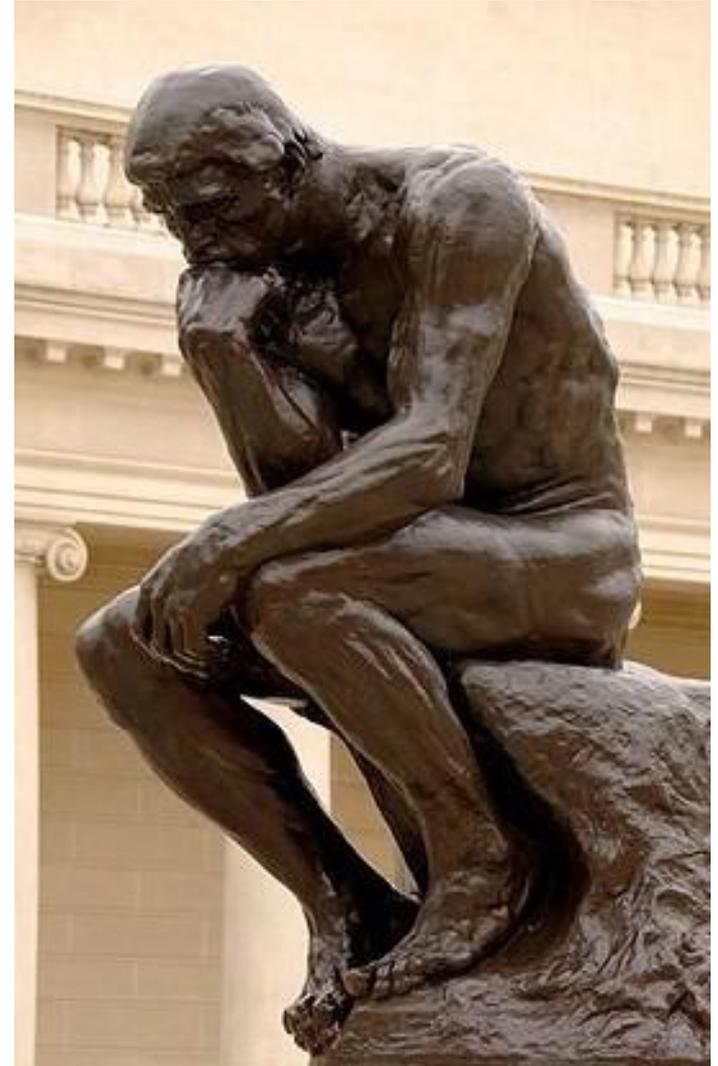
- How to get someone to change their mind or their behavior
- No, it's not really that simple

Step 0: Generate ideas

- Too much firefighting → plan iterations
- Too much buggy code making it to production → Write more tests, try TDD and pairing

Step 1: Pick an idea and examine

- ❑ Good idea ?
- ❑ Benefit the whole organization (not just you or your team) ?
- ❑ Right time ?



Step 2: Find potential allies

- Who can help you make this change ?
- Who has to be involved ?

Step 3: Pick someone and examine

- Relationships
- WII FM
- Communication style



Step 3.5: Pick someone and examine

Imagine they are already an ally

* Skip this step at your own peril

Step 4: Propose your idea

- Ask
- Listen

Step 5: Rinse and repeat



The more successful exchanges you make the stronger your relationships become and the easier it is to get a yes.

Dealing with “NO!”



Systemic problems

- If you swapped jobs/roles how would the dynamic be different?

Caught in the middle



The evil, uncaring tops



Falling in to the us vs. them trap



Seeing the patterns

- Seeing these patterns helps you empathize, so that you can approach your colleague as an ally instead of an enemy

Let's get practical: General guidelines

- Care deeply
- Be positive
- Stay focused

Let's get practical: Ask for help



Let's get practical: Make it visible



Let's get practical: Celebrate victories



Let's get practical: Bringing it home

- Bring it home from the conference
 - Brown bag
 - Find early adopters/allies
 - Provide Food
 - One step at a time
 - Spike on it
 - TOOT / reflect

Let's get practical: Be patient



Change is slow

What is power after all?



"Power is the ability to act as if you can make happen whatever it is you want to make happen, knowing that you cannot, and being willing to work with whatever does happen"

-Barry Oshry

Q & A



What are you currently trying to change in your organization?

How do you influence others?

Further reading:

Fearless Change: Patterns for Introducing New Ideas by Mary Lynn Manns and Linda Rising

Seeing Systems: Unlocking the Mysteries of Organizational Life by Barry Oshry



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Thank you!

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