

Think Fast, Act Faster Management and Leadership in the Agile World

Business moves fast, and change is accelerating. Management techniques that were fast enough in the nineteen-hundreds can be too slow in a competitive 21st century where someone somewhere is inventing the next new thing. All areas of the business can learn techniques from the software development world where speed counts, and agility in meeting customer needs is critical. Early in the twenty-first century, a group of software developers published the *Agile Manifesto* (Beck, Beedle, van Bennekum, Cockburn, et al., 2000). This time driven, more flexible project management method is replacing traditional processes that were slower and more rigid. The purpose of this paper is to describe the Agile Manifesto, and discuss how it can be applied to managerial leadership in areas beyond software development.

The Case for Speed and Flexibility

Consider the London black cab. In the days before Google Maps, the most efficient way to find a building location in London was to jump into a black cab. Drivers knew their way around this city with streets that go every which way. Drivers could not learn this skill overnight. Often it would take several years of study and practice to pass the test. On average it took twelve times to actually pass the test. In 2015 the cabby school, Knowledge Point, shut its doors (Jacobs, 2015). GPS and Uber cab changed the game. Uber is faster. Faster wins.

In the mid-20th century, the average length of time a company was on the Standard and Poor 500 was 61 years (Regalado, 2013). This was longer than most careers. An employee could work for one company and might actually retire from that company. In the second decade of the 21st century, the average time a company survived on the S&P 500 is 18 years. This, of course, is shorter than most careers and a person's chance of retiring from a particular company is very low. Today, careers must be agile.

In 1999, James Gleick published the book, *Faster, the Acceleration of Just About Everything*. History proved him right about the acceleration. The fast paced 1990s, when the World Wide Web arrived, seems slow paced by 21st century standards. It is fun to look back and wish for a slower pace. Gleick looked back to the 19th century to see how people adapted to the acceleration of just about everything. He quoted Henry David Thoreau for his thoughts on faster in the eighteen-hundreds. "Have not men improved somewhat in Punctuality since the railroad was invented? Do they not talk and think somewhat faster in the depot than in the stage office? There is something electrifying in the atmosphere of the former place." (Gleick p. 45).

Another interesting book on this subject is, *Age of Speed, Learning to Thrive in a More-Faster-Now World*, by Vince Posente (2007). It is a simple issue of supply and demand. There is an increased demand for time, but a virtually static supply of it. The solution to this is speed. Posente suggested that as we gain wealth and want to do more, time becomes a limiting factor. To do more we have to do everything faster, squeezing more into the same amount of time.

Consider the life of a fruit fly that has just 10 to 18 days to live (Creneti 2008). If they want to get anything done, they had better do it quickly, starting with the need to reproduce.

Geneticists like studying fruit flies because they can watch multiple generations of these creatures adapt to their environment. Clayton Christensen (2013), in *The Innovator's Dilemma, When New Technologies Cause Great Firms to Fail*, saw disk drive manufacturers as his fruit flies to study. Each time the outside environment changed in disk drive demand, the dominant manufacturer was displaced by an upstart that paved the way for smaller, less expensive disk drives. Christensen wanted to see if there were reasons the leading suppliers did not make it to the next generation.

Software development is the fruit fly of the business world. Technologists are always chasing the next new thing. Yesterday's solutions no longer apply to today's opportunities. People who have spent their careers in the world of computer application development have had to learn, unlearn, and relearn everything they knew about software development every time they started a new project. Management techniques like agile software development have caught on because survival depends on them. These techniques can apply to just about every business and career.

Random and Sequential Timeframes

Many people struggle with time driven agile processes due to personal preferences. Anthony Gregorc (1982) noticed differences in how we perceive time and show preferences in how we achieve our goals. In *An Adult's Guide to Style*, he identifies common differences that create competing approaches to working on a project. Some people see time as sequential, moving in one direction, forward. A clock ticks 24 hours a day, seven days a week, 365 days a year. The clock never stops or runs backward. People with a *sequential style* like to break work down into tasks and plan the work in a logical, linear way. They plan the work and work the plan. In contrast to this, some people view time from the perspective of a stop watch. You get to restart the clock and try again. The style of these people is *random*. Every day is a new day for these people. They see time as now, which is the total of the past and present, with a seed for the future. Rather than seeing a linear progress of activities they see patterns that are random and three dimensional. Planning the work and working the plan is a struggle for them because it inhibits their ability to work in the moment on the things that matter most now. They see a future with unlimited possibility. They prepare for the future rather planning the future.

People who prefer the sequential style prefer a linear progression of activities. They are convinced that best practices will work for everyone. In their world, people should do things the right way. Needless to say, they are suspicious of the people who exhibit randomness. Random style people are notorious for not reading directions or following instructions. They believe there are many ways to achieve a goal and like to explore alternatives (Gregorc, 1982).

Based on the ideas presented by Gregorc, a prediction can be made as to who will like the agile method described in this paper and who will not. Random style people live in a flexible world. It is predictable that they will have a strong preference for the agile processes described in this paper. Sequential style people would probably prefer what is called the waterfall method. Water flows downhill and when a set of work is done, there is a waterfall into a pool where there is another set of work to be done. By enforcing the waterfall method, work is supposed to get

done right the first time. Any changes later in the process are an indication of poor planning or poor execution.

For an example of getting work done in sequential and random ways, consider alternate ways for writing a paper and preparing a presentation. The sequential style people will do things in a predictable and controlled order. They might pick a topic, do research, write notes, create an outline, write a paper, and finally, create slides for a presentation. If this paper were a waterfall project, there would be a set number of steps executed and approved in a specific order. Random style people might pick a topic, create a few interesting slides on the topic, do some research, and then show the slides to others for further input. They would repeat the process multiple times, each time adding more interesting slides to the presentation. Eventually an outline would emerge so the slides could be presented in an appropriate order. After this they might write the paper that supports the presentation. Both sequential, waterfall and random, agile methods can deliver an interesting presentation. The authors of this paper worked in a random, agile way to produce it. A general topic was picked and slides were created over a period of time. After the slides evolved, text was added to each slide, and the notes for each slide were then copied to the written paper that you are now reading.

If there is a sequential culture in an organization, with sequential managers, then management is going to have a very difficult time pursuing an agile approach to business projects, even when it is necessary. If time and flexibility are important the agile method might be more appropriate than the waterfall method. Fortunately, there is a strong likelihood that a significant number of people on the project team will finally be happy if the agile method is adopted, because they prefer the more random, agile approach. Looked at in a different way, whether the choice is an agile or waterfall approach to a particular project, it is predictable that some people will like it, and some people will not, based on their style for doing work.

Before examining agile practices that have become popular in software development, a short case study will be presented based on conversations with a real person who will be called Fred. He used agile techniques at five large corporations for over 30 years. The recognition of agile as acceptable software development practice did not happen until the 21st century. This means Fred was using the agile strategy before it was cool.

At each of the corporations where Fred worked, he was highly successfully by every reasonable measure. He had many significant project successes and rose to levels of influence. He also had some career downturn and collected some very generous severance packages when it was time to leave the companies. In the 1980s, Fred worked for a large national insurance company in Philadelphia. The company was in the midst of a major investment in computer technology, installing 3rd party insurance software on IBM mainframe computers. Fred preferred personal computers connected to UNIX servers. In one 90-day project, he eliminated a five-year backlog of requested reports, proving there was a better way to approach information processing. Fred was promoted to officer level. His budget and staff increased and life was good (Fred Stevens, personal conversation, April 1, 2016).

After a big merger there was a management change and Fred had to fly across the country to meet the new division president. The first words out of the new president's mouth were, "I hear

you do all the right things the wrong way.” The president went on to say Fred would be assigned to work under the guidance of the data processing establishment and learn the right way to do things. Fred asked, “What’s the other choice?” Due to Fred’s standing in the company, he was not terminated, but his influence diminished and he found a new job. In four more companies he experienced similar situations. Life was good, and then it was not (Fred Stevens, personal conversation, April 1, 2016).

Based on descriptions of the managers who had difficulty working with Fred, the authors of this paper suspect that these managers had strong preferences for sequential rather than random techniques. Fred had a strong preference for random methods. The authors suspect that half of all people prefer sequential and half prefer random, and half are fine either way. Said differently, perhaps twenty-five percent have such strong sequential/random preferences that they are challenged to the point that they cannot tolerate the other method. Both paths lead to success in different situations but human limitations get in the way of seeing that. This means that if you have a strong preference for sequential you are going to have a strong dislike for the more random agile methods. Furthermore, if agile is forced on you, you will find ways to make it sequential and might kill the very advantages of flexibility and speed.

The Agile Manifesto, Agile Principles, and Agile Practices

Now that the need for speed in management has been established, and people have different preferences in work style, the discussion turns to the Agile Manifesto. The paper continues with how agile practices are needed for organizations to survive in the 21st century, when to use agile, and who is going to like it, or not.

In February 2001, seventeen software developers met at the Snowbird resort in Utah to discuss lightweight development methods. They published the *Manifesto for Agile Software Development*, in which they said,

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

1. Individuals and interactions over processes and tools
2. Working software over comprehensive documentation
3. Customer collaboration over contract negotiation
4. Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more (Beck, K., & others, 2001).

In the years since the Agile Manifesto was published, many organizations shifted their software development techniques towards the agile direction and many agile processes have evolved. Similar processes are needed in general management to achieve speed and flexibility to create more agile organizations.

Colorful Leadership

Before jumping into the agile processes, it is important to gain a deeper understanding of the agile model. This paper will use the Colorful Leadership model to take a closer look at the components of the Agile Manifesto (Wille, Kuen & Nelson, 2008).

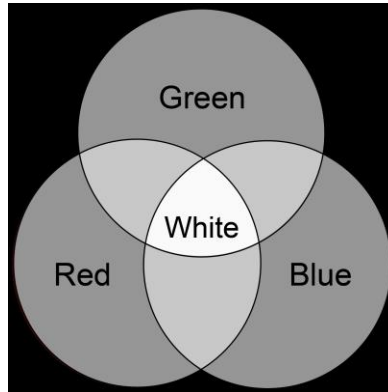


Figure 1: Red, green, and blue lights create white light.

Digital cameras and televisions create full color pictures from red, green, and blue images coming together (Wille, Kuen & Nelson, 2008). These three colors make white light, along with every other color in the picture. If you turn off one of the lights, the picture goes off color. This is the analogy for how three independent variables can come together to create a whole picture, but take away one color and the picture becomes incomplete.

Many management models use two dimensions, creating a feeling of opposites. For example the Managerial Grid Model focuses on the two dimensions of people vs. production (Blake & Mouton, 1964). In the two dimensional grid, *high production* and *low people* creates an uncaring environment requiring the worker to produce or perish. *High people* and *low production* creates an environment where the needs of employees become more important than producing a product or service. When both people and production are high, there is a potential for a highly productive environment with highly satisfied employees.

Most two dimensional models can be improved by adding a third dimension. A highly productive organization with high employee engagement, can slowly go out of business if that is all there is. While back in the 20th century, the two dimensional model was often sufficient, the point of this paper is that in the rapidly changing world of the 21st century, these organizations can rapidly become obsolete. Somebody, somewhere in the world, is working hard on the next new thing that ends the value created by existing organizations that fail to invent or quickly adopt the next new thing. The Colorful Leadership model extends the Managerial Grid with the third dimension of human ingenuity, creating more agile organizations. Using lights rather than numbers on a graph illustrates the mutual dependence on all three dimensions to create a more complete picture together (Wille, Kuen & Nelson, 2008).

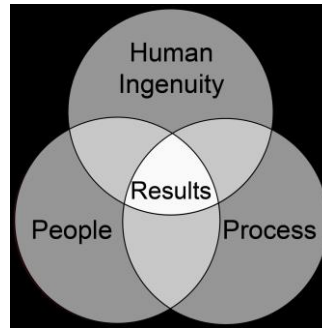


Figure 2: Colorful Leadership Model

The Colorful Leadership model focuses on people, process, and human ingenuity, stating that all three are essential to create results represented by the white light. All three colors, in equal intensity, must come together. It is like the Managerial Grid *high/high* position, plus a third high dimension. All three need to be *high/high/high*, which is hard to achieve. Take away the intensity in any of three dimensions and the organization is on the path to becoming irrelevant as we have seen with a large number of highly successful 20th century organizations. Getting to a *high/high/high* requires a new management discipline to grow an agile organization (Wille, Kuen & Nelson, 2008).

If the Agile Manifesto is examined under the light of the Colorful Leadership model, the same values become three dimensional rather than two dimensional.

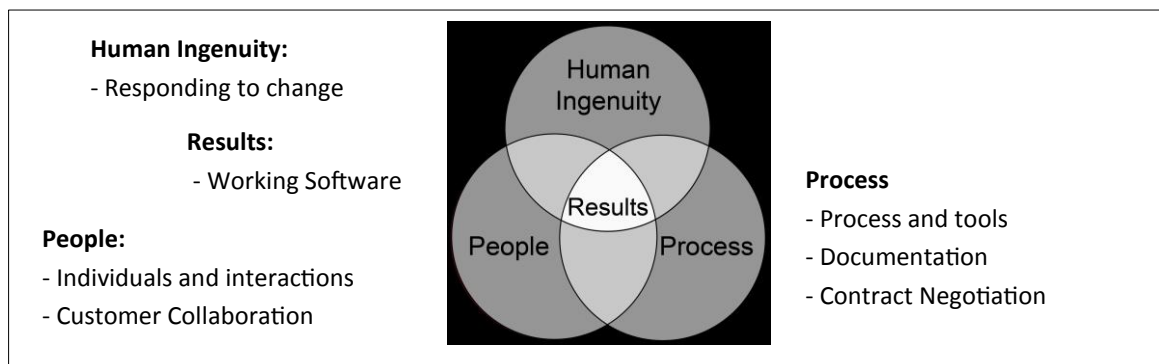


Figure 3. Agile values as seen under the Colorful Leadership lights.

The *process light* represents processes and tools, comprehensive documentation, contract negotiation, and following a plan. The *people light* represents things that are people oriented, including, individuals and interactions and customer collaboration. The *human ingenuity light* represents the value of responding to change. Results are represented by the white light. This model suggests that all three colors are of equal importance. The value of the model identifying three equal components is you can examine each individually on its own merits and seek to maximize the value of that dimension (Rairdon & Wille, 2015).

Process, People, and Human Ingenuity

Managers manage process. The goal is to build a well-oiled machine where a repeatable process is followed by everyone to achieve predictable results. Without a strong focus on process a business is not sustainable over time. With a process focus, efficiencies can be achieved. This is why agile processes have evolved to support agile software development. With the process defined managers can send people to training to understand the theory and practice process skills.

People are a bit more challenging than processes. Managers cannot manage people. They are living, independent, social beings who come to work with their own attitudes and capabilities. The role of a leader is to set up an environment where people can succeed and meet stated objectives.

Human ingenuity, represented by the top light in this model, is outside the realm of direct control. The *butterfly effect* (Gleick, 1987) is very much at play when it comes to results. Small changes make differences so we can never predict exactly what will happen. To increase the likelihood that we might get an environment of human ingenuity we must employ effective management and leadership techniques. When all three come together we get results that we hope are equal to or better than what we expected.

General Stanley McChrystal was commander of Joint Special Operations Command in Iraq from 2003-2008. The Al Qaeda in Iraq that the Task Force faced in 2004 looked like a traditional insurgency, but it was not. As a dispersed network, it was more successful than the best army in the world. The fast moving, innovative enemy operated between the spaces created by the military processes. McChrystal took action to create a more agile organization, thereby making the Task Force more effective, operating in real time McChrystal (2015).

Agile Principles

There is more detail behind agile values. Here are the twelve principles.

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.

10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly (Beck, K., & others, 2001).

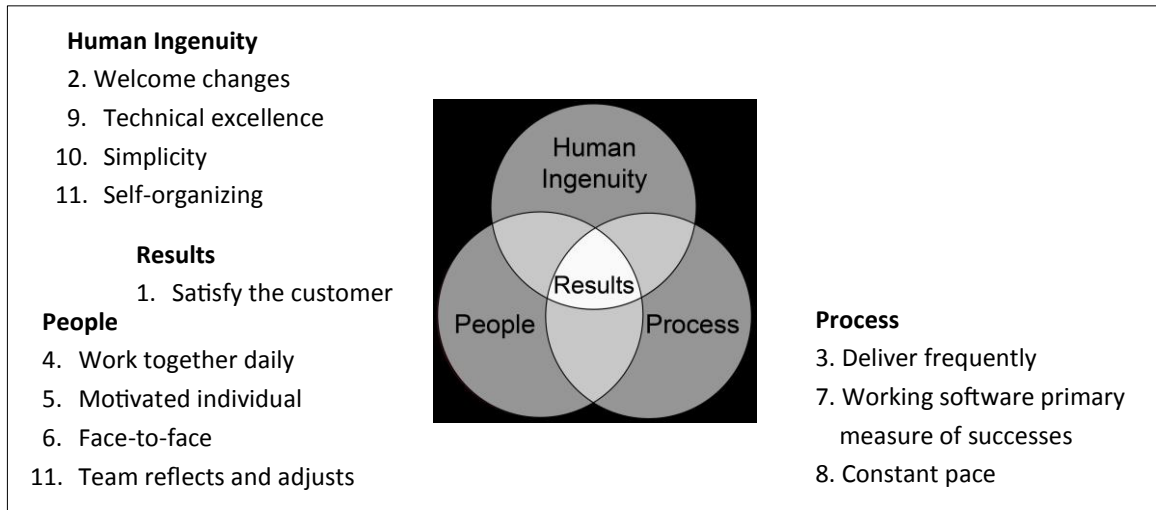


Figure 4. Principles organized by Process, People and Human Ingenuity

The 12 principles will now be examined from the perspectives of people, process and human ingenuity, beginning with people.

People Oriented Agile Principles

Business people and developers must work together daily throughout the project (principle 4). At a Bank of America call center some teams were more productive than others. Call centers have extensive records to measure efficiency, and they have a large enough population of workers to see meaningful patterns regarding worker efficiency. At first, they looked to see if there were differences in the people among the different work groups, but they found no meaningful differences in qualifications, experience, or training. Failing to find an obvious reason for the differences in team productivity, they watched interaction patterns and discovered that teams that took breaks together were 15 to 20 percent more productive than those with staggered breaks. It was not known what people talked about on their breaks, just that they took break time together (Piore, 2014). It seems to be a human trait that when people spend time together, they are more productive than if they were apart. By creating one team of business people and developers there is a predictable gain in effectiveness.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done (principle 5). When people show a high degree of trust they work faster according to Stephen M. R. Covey (2006), author of *The Speed of Trust*. There is no need to cover their back-sides with unnecessary documentation, just in case something goes wrong. Trust is not something you give and receive. It is something that happens as people work

together over a period of time.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation (principle 6). Wayne Baker (2007) in, *Achieving Success Through Social Capital*, says that simple human interaction builds what he calls social capital, much like economic capital. When money is deposited in the bank, it can be withdrawn when needed. The key is to build social capital before it is needed. Baker defines a *human moment* as a face-to-face interaction where neither party has anything to gain. This is very different from a salesperson or politician being nice to make a sale or get votes. When there is nothing to gain, the human moment becomes genuine and helps build relationship. General McChrystal (2015) in *Team of Teams* noted that collective intelligence of groups and communities has little to do with the intelligence of their individual members, and much more to do with the connections between them.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly (principle 12). In the agile community, this reflection is often called a retrospective. A periodic retrospective is fundamentally different from a traditional lessons learned meeting at the end of a project when too late to change anything. The lessons learned document goes into the project documentation and is promptly buried because it is of little value. Lessons learned is a sequential activity, favored by logical people who are looking for a logical path to success. They seek out best practices and critical success factors. These are quite useful to an organization for governing business projects. Reflection is more random and checks out how people feel now. By dealing with feelings and looking for ways to accommodate everyone in the group, changes can be made now. Your choice is often based on what makes you comfortable. You do not need to follow the agile method to do periodic retrospectives. You simply need to do them at regular intervals and let the team own them (Mike Wille, Personal Communication, December 2015).

Process Oriented Agile Principles

While the Agile Manifesto emphasizes the items on the left over items on the right, the items on the right are still important. The items on the right are process oriented. It is interesting to note that when we think of agile project management, we often think of the agile processes, even though processes are considered less important in the Agile Manifesto.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale (principle 3). Frequent delivery of something that works is at the core of the agile method. You don't have to do it all at once. What you need is a *minimum viable product*. This is something that works when it is delivered and more can be added later. Think of the Monopoly game. First you buy the properties, then you build houses, as time goes by, when you can afford it, you buy hotels. Is it possible to break your business project into a series of short term deliverables that will add value? All the while, everything you deliver works (Mike Wille, Personal Communication, December 2015).

In a prior section it was noted that this paper was created following the random method rather than the sequential method. At all times there was a minimum viable product in the form of a usable digital slide presentation. As time went by, the presentation grew. There was constant

rearranging of slides prior to an outline emerging. The paper evolved along with the presentation.

To achieve a minimum viable product, agile requirements are typically written in the form of user stories rather than a long list of detailed specifications. User stories focus on a particular person's role and what this person needs to do to get a task completed. Here is an example of a user story. "As a writer, I need to see what my final printed version will look like so I can see it through the eyes of my reader." This story does not say how the objective will be achieved. The development team might create a print preview on the monitor or might print it on paper. The ambiguous user story permits multiple methods of accomplishing an objective. When this user story is delivered and accepted, a new user story might emerge with an additional need. In the meantime, the underlying objective has been met. Often, detailed specifications lead to expensive solutions when simpler alternatives can be found. The agile formula for a user story is, *As a [role] I need [...] so that [...]*. The *so that* is important because it gives guidance to the development team on whether a particular solution might meet the stated need (Mike Wille, Personal Communication, December 2015).

Working software is the primary measure of progress (principle 7). Agile development looks to the team to set its own measurements and compete with itself. User story points mean everything to the team but nothing to the outside world. They are not like hours, which are specific and measurable. Instead, the team looks at a user story and gives it a relative score for effort, complexity, and doubt. Often planning poker is used where the entire team works anonymously to give a user story a point score, and then the team seeks agreement on what it means. This is helpful for setting a goal for what can be done in the next sprint. The goal is to understand how much can be delivered by the team in a set period of time. Over time, the team may become more efficient and deliver more story points within the same amount of time. Because this does not relate to hours or dollars, and is a bit ambiguous, you avoid turning it into a measurable goal until itself. Instead, you focus on how much can be delivered (Mike Wille, Personal Communication, December 2015).

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely (principle 8). One of the challenges of a project is to keep a constant pace. Often, as project deadlines approach, people have to work longer and harder, thereby burning out the very people who will take the project to the next level. Waterfall development tries to achieve the goal of constant work, but because it is sequential in nature, there is often a lot of hurry up and wait. The agile approach is to have a backlog of user stories or requirements, and work the current priority during the next time period. Because the scope is variable and the time is constant, business people and developers must collaborate on setting priorities and working on things that can be achieved during the next time box. There is no such thing as a big bang when it all has to come together. Even if there is a formal release for a final product, all the pieces have already been delivered and testing long before the big bang date (Mike Wille, Personal Communication, December 2015).

Human Ingenuity Oriented Agile Principles

The Agile Manifesto makes reference to items on the left and right. Colorful Leadership separates the items on the left into two groups, people oriented, and human ingenuity oriented.

The people oriented principles are about relationship, how individuals relate to one another, and how teams relate to other teams. Human ingenuity is more focused on what humans do to solve problems and take advantage of opportunity.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage (principle 2). With traditional sequential project management, it is essential to nail down detailed requirements at the start, with formal sign-off, and formal change management when any written requirement changes. The agile method is more fluid. Instead of requirements there are user stories, and user stories explain why something is wanted, but they avoid being too specific on exactly what is wanted. This gives flexibility and the ability to deal with changing requirements, even late in development. (Mike Wille, Personal Communication, December 2015).

Continuous attention to technical excellence and good design enhances agility (principle 9). This principle offers people the opportunity go beyond specific requirements and pay attention to more ambiguous goals such as beauty and usability. Nobody likes ugly. Paying attention to design means that formatters as much as substance. Technical excellence makes it possible to maintain and enhance a product into the future, giving agility to the business after the project is complete. Jim Highsmith (2014), one of the signers of the Agile Manifesto, said in a speech that he defines quality in software as the ability to make changes quickly. A perfect piece of work that cannot be changed will not meet tomorrow's needs.

Simplicity--the art of maximizing the amount of work not done--is essential (principle 10). The tenth principle, simplicity, keeps the focus on what is needed, rather than a boatload of features that confuse, clutter, and take a lot of time to develop.

The best architectures, requirements, and designs emerge from self-organizing teams (principle 11). Rod Collins (2013), in *Wiki Management*, states that nobody is faster than everybody and nobody is smarter than everybody. He suggests we get away from 19th century agricultural and 20th century industrial models for organizing work teams. We no longer need a hierarchy to tell us how to do our jobs. We are interconnected globally with smart people everywhere. If you want people to be fully engaged in a project, you need to let them get engaged and then stand back to encourage and support them. In a conversation with one of the writers of this paper, Collins noted that empowerment is a hierarchical idea where authority is delegated from on high. Empowerment was an effective management and leadership tool in the 20th century. Today, he recommends thinking in terms of *enablement*. Give people the tools and support to enable them to do the work, but let the work teams self-organize (Rod Collins, Personal Communication, November 2014).

General McChrystal (2015) in *Team of Teams* noted the traditional picture of leadership is that of a hero leader. One who knows everything and can make decisions that will produce results. This type of leadership is outdated and counterproductive as the volume of information has increased exponentially. What is needed is the gardener leader who plants and tends the crops, but is not passive. That is enabling rather than directing or controlling.

Agile Results

Our highest priority is to satisfy the customer through early and continuous delivery of

valuable software (principle 1). It is nice to know when a project is finished. With the sequential, waterfall method the endpoint is defined early in the project: when the requirements have been met. Business needs may have changed and the customers may not like the product, but that does not matter because the requirements dictate what is a successful completion. Agile is different. It is never really done as long as there is a user story backlog. Management can choose to shut it down at any point and lay claim to the minimum viable product that is in place. Usually there is a budget and schedule, but the scope depends on current priorities when reviewing the backlog. The business can decide at any time when it is good enough and end the project (Mike Wille, Personal Communication, December 2015).

Personal Observations

The Authors of this paper, Steve and Jim, studied the literature on agile methodology, interviewed people, and have used these agile methods themselves. In the final section of the paper they will propose how this applies to any business project or process. We live in an agile world where speed and flexibility are essential for organizational survival. Linear, continuous improvement is a good thing, but when products and services rapidly go obsolete, there is no choice but to move faster in delivering what the market wants today, even when we don't know where the market is going tomorrow. We live in a non-linear world.

You already know something about Steve because he is the real Fred mentioned in this paper. Steve approaches work in a random way. Even though he contributed significant value to the organizations he served over many years, he often ran into brick walls when working for highly sequential people.

Jim is a professor of business management. In his Army days, he completed Ranger training and went into military intelligence. After that he worked in various corporate jobs, and he earned his advanced degrees. He became an adjunct professor, and then a full professor. Jim is strongly sequential in his work and has had challenges when working for more random managers. Although the random process described in this paper is not Jim's style, he finds the topic worth studying.

As Jim and Steve collaborated on this paper they each gained a better respect for people who do things differently. The process for writing this paper was already mentioned in the paper when it covered the random process for creating a presentation. Steve started with a minimum viable product. He built a few slides and showed them to people. Based on feedback from multiple people, he added, deleted, and changed the presentation over a period of months. After he had a fully viable presentation, he added notes to each slide, and copied these notes into a document that would become this paper. All the while, Steve and Jim met to discuss ideas as they evolved, checking facts and looking up sources. Eventually there was a fully viable paper, along with a presentation. After presenting the material to professional conferences, and receiving reviews of the written paper, the product evolved some more. An agile paper or presentation is never done; it just gets ended when the time comes to present it. To Jim, this was done in the wrong way. That is not the way he did his doctoral dissertation and is not the way he

would have chosen to write this paper. To collaborate with a random co-author, Jim had to learn to wait and see before insisting on doing things the right way. Steve learned to respect a rigorous approach evaluating ideas as he was writing.

You might be wondering about Mike. He was the source of much of the practical agile information in this paper. He is certified agile scrum master and has years of practical agile project experience. He is also Steve's son. Steve is a Project Management Professional (PMP) with years of traditional project management experience. In addition, he teaches traditional project management in corporations around the country. Steve is a random style person living in a sequential world, but he has practiced many of the agile principles in sequential organizations.

Managers manage process, leaders lead people, and ingenuity happens if managers and leaders will let it happen by enabling innovative people. Often these three dimensions are in conflict. Too much concern for people's feelings could stifle process improvement progress because some people are uncomfortable with the changes. Too much concern for process can offend people when they need exceptions to the rules. They resent it when you say, "If we do it for you we would have to do it for everyone." Enforcement of a sequential process can quickly halt the random experimentation that goes into human ingenuity. Letting random ingenuity overpower process and procedures can cause an organization to crash and burn from doing too many things and losing focus on the core strategy. In other words, all three dimensions are essential, but no one dimension should be allowed to overpower the other two.

Doing all three is not about bringing these dimensions into balance. Balance can be achieved by backing off on one or two of the dimensions, diminishing their value when they could be organizational strengths. Doing all three dimensions means doing them all the way. It is like turning red, green, and blue lights on full strength to get a bright white light. An organization that is strong in all three will likely outperform competing organizations that are weak in one or two of the dimensions.

It is unlikely that one single person can be highly effective in all three dimensions. It is highly likely that within any given organization there are individuals with high effectiveness for one or two of the dimensions. Our proposal is to nurture a diverse group of skills and perspectives rather than driving out the people who do not fit. It is highly predictable that the agile, random style people will experience conflict with sequential people. Both methods deliver results, but they are fundamentally different. An area worthy of further research is the random/sequential conflict and how to collaborate effectively. Furthermore, both groups must show respect for people's feelings. People are living social beings and not interchangeable resources that get dropped in to boxes in the organization. Each person brings unique skills to an organization.

Agile is not for everyone and everything, just like waterfall is for not everyone and everything. Possibly, within each business project there are agile and waterfall sub-projects. The only big mistake is to approach every project in the same way without looking at the alternatives. Results happen according the rules of the butterfly effect. Results cannot be assured, predicted or controlled. How you lead people and manage process, influences the results that drive the chances of your success.

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Abstract

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Project management, agile project management, waterfall project management, outsourcing, concrete sequential, concrete random, scrum, minimum viable product, user stories, requirements, triple constraints.