



# AGILE WORKING AT NIKHEF

J. TEMPLON

*We all know what  
is going on.*

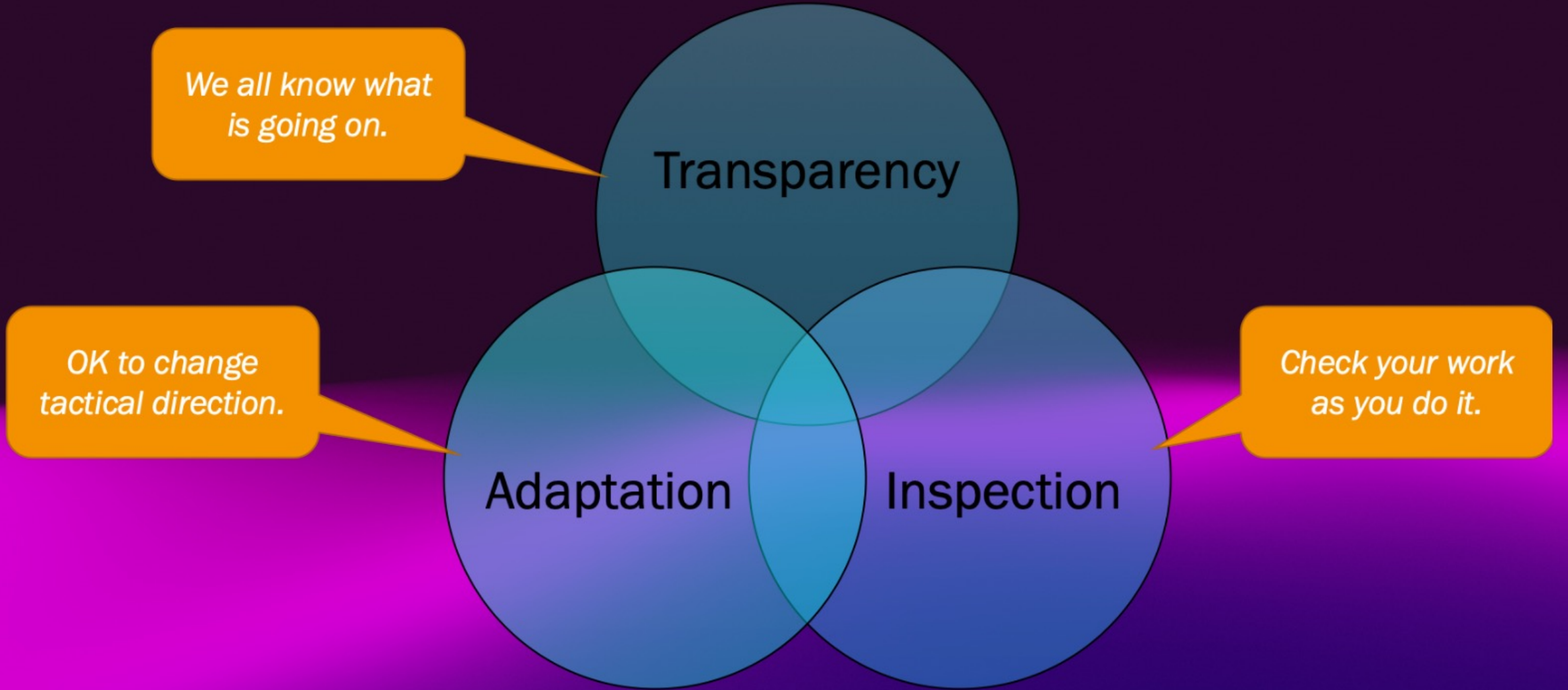
Transparency

*OK to change  
tactical direction.*

Adaptation

*Check your work  
as you do it.*

Inspection



# WHERE ARE WE NOW?

Teams:

6 (4) teams (none of them ICT!)

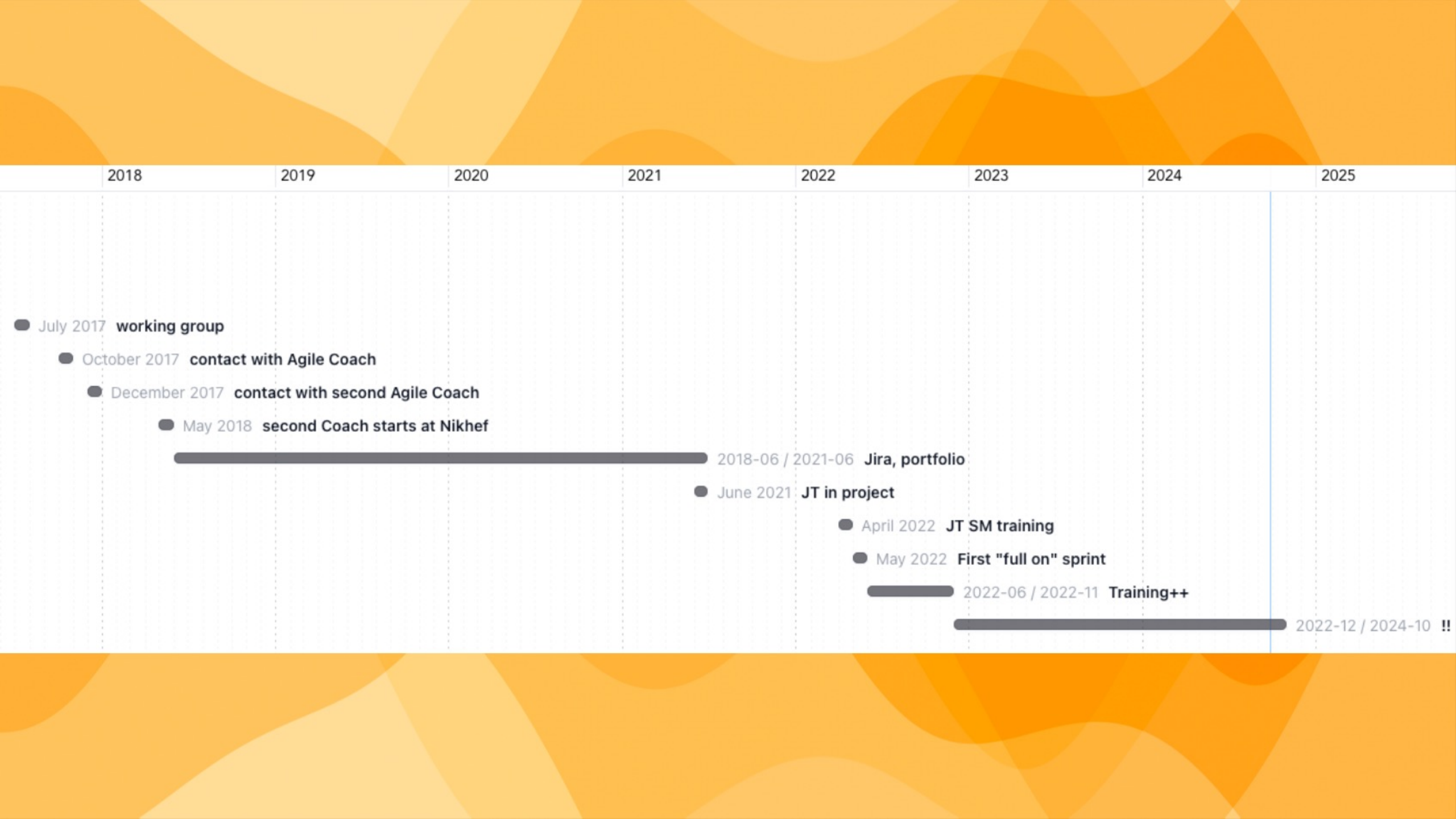
Elements of Agile show up in other places

1 of the 3 tech departments full in transition

Scientific departments: so far, event facilitation

Highest level: (tech) portfolio meeting seriously revamped along Agile lines

# HOW WE GOT HERE



2018

2019

2020

2021

2022

2023

2024

2025

● July 2017 working group

● October 2017 contact with Agile Coach

● December 2017 contact with second Agile Coach

● May 2018 second Coach starts at Nikhef

2018-06 / 2021-06 Jira, portfolio

● June 2021 JT in project

● April 2022 JT SM training

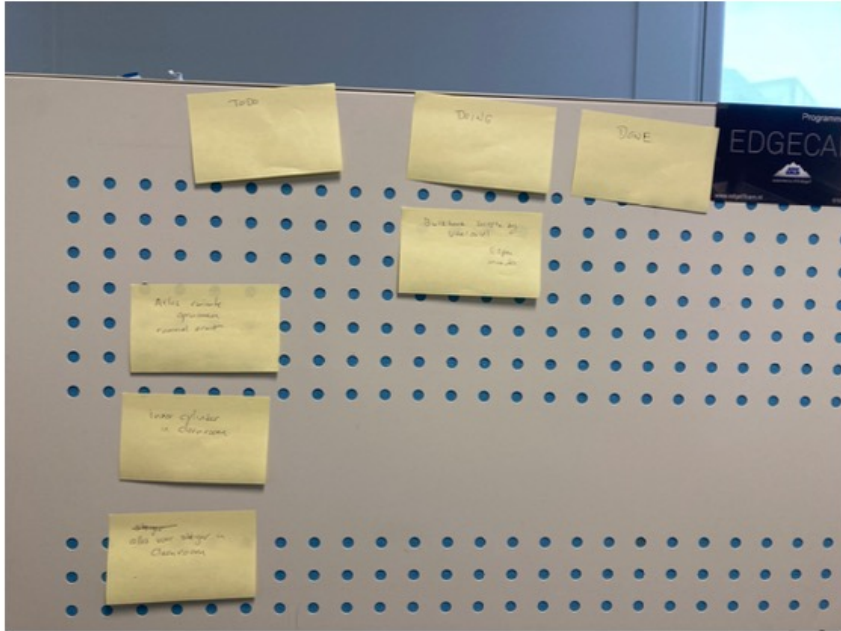
● May 2022 First "full on" sprint

2022-06 / 2022-11 Training++

2022-12 / 2024-10 !!



# FAST



## 1 DAY



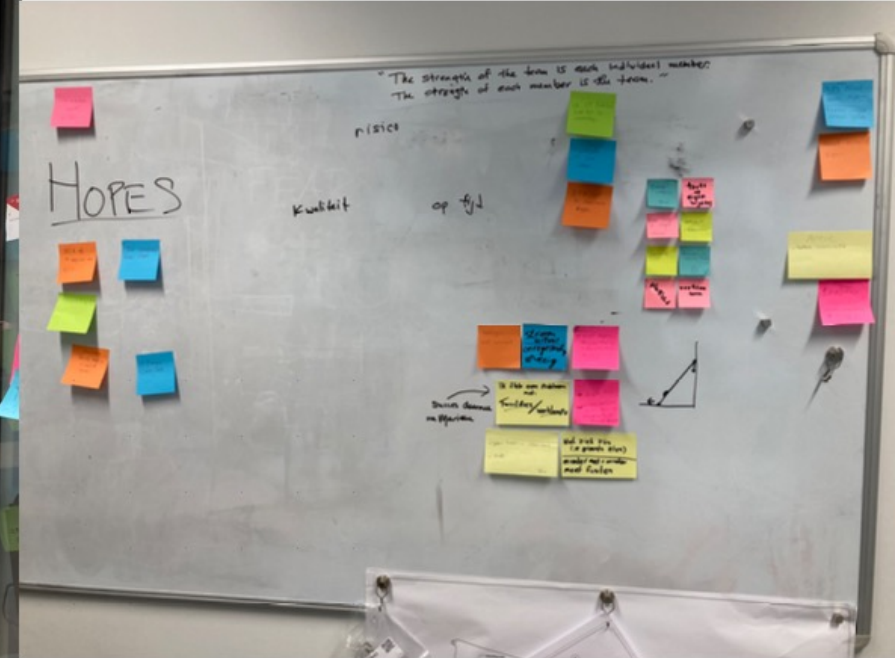
## 2 WEEKS



## 1 MONTH

# FAST

# 6 MONTHS





# SPREADING



7 MONTHS

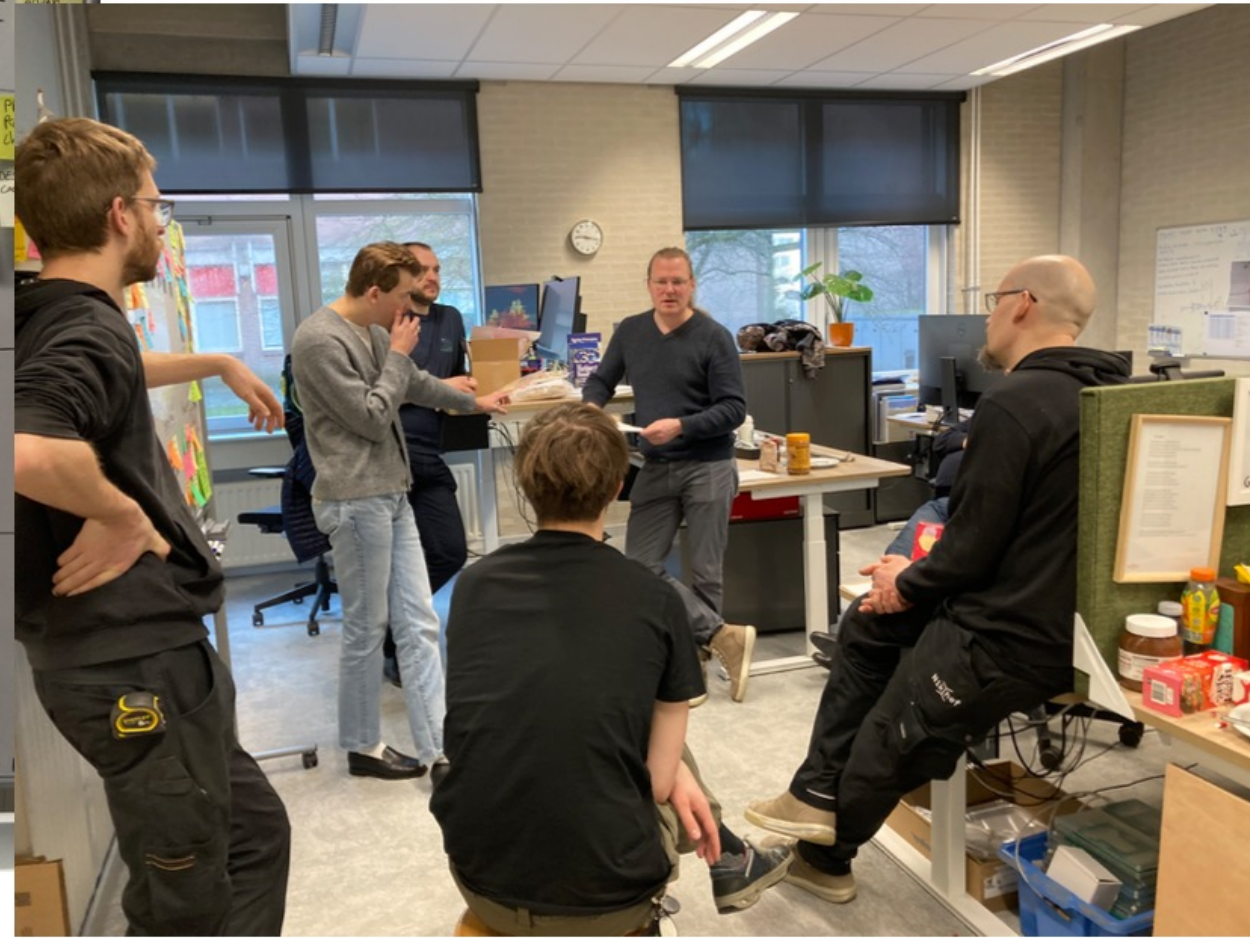
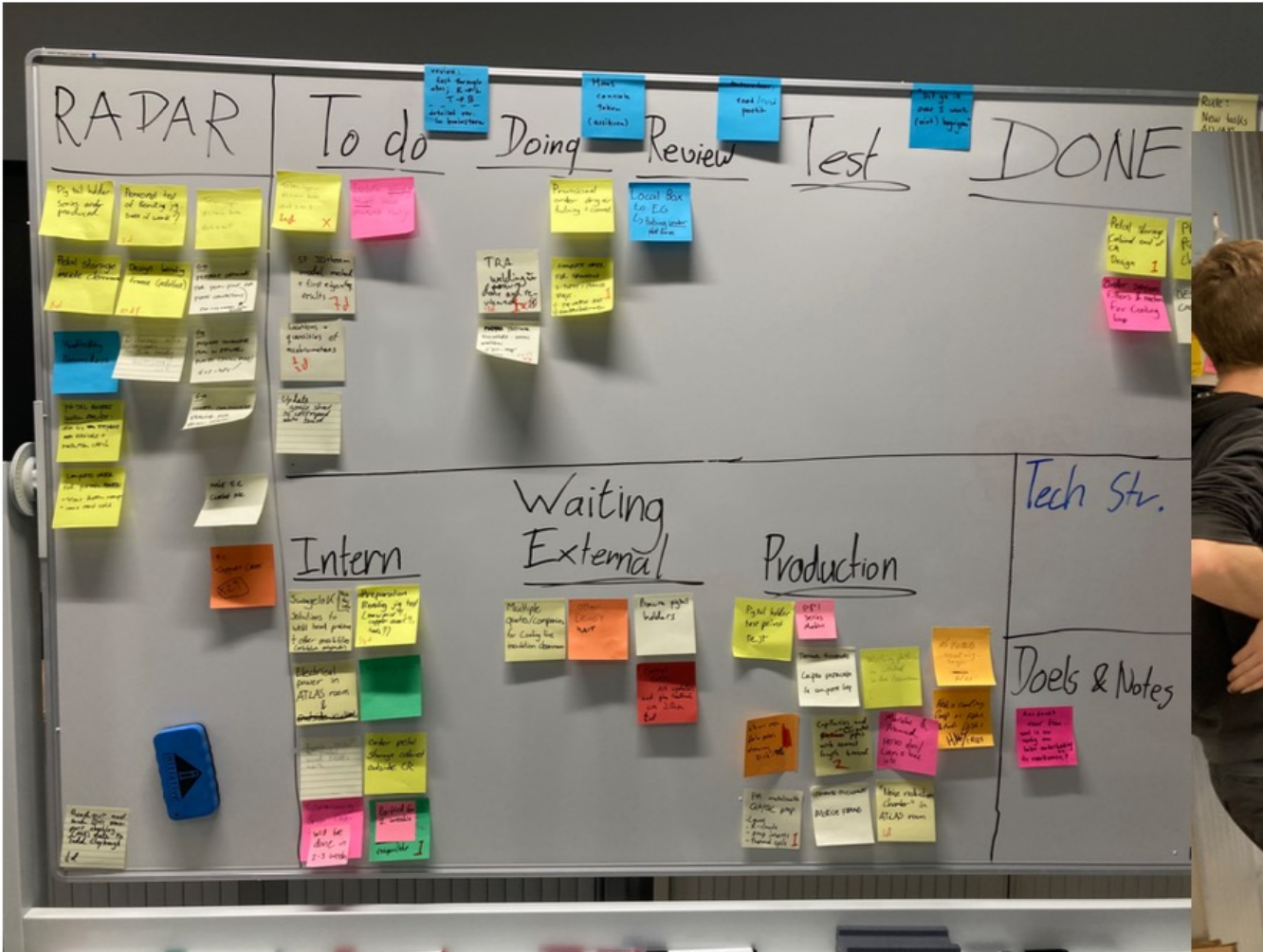


11 MONTHS



# SPREADING

# TWO YEARS



# CHALLENGES



# DON'T SAY THE A-WORD

“Post-Agile Stress Syndrome”

“All meetings and no work”

“Management Hype”

“Yet Another System that will fall into disuse”

Agile is the ability to create and respond to change. It is a way of dealing with, and ultimately succeeding in, an uncertain and turbulent environment. The authors of the [Agile Manifesto](#) chose “Agile” as the label for this whole idea because that word **represented the adaptiveness and response to change which was so important to their approach.**

It's really about thinking through how you can understand what's going on in the environment that you're in today, identify what uncertainty you're facing, and figure out how you can adapt to that as you go along.



# WHICH WORD?

**empirical** /ɛm-pîr-î-kəl/ 

adjective

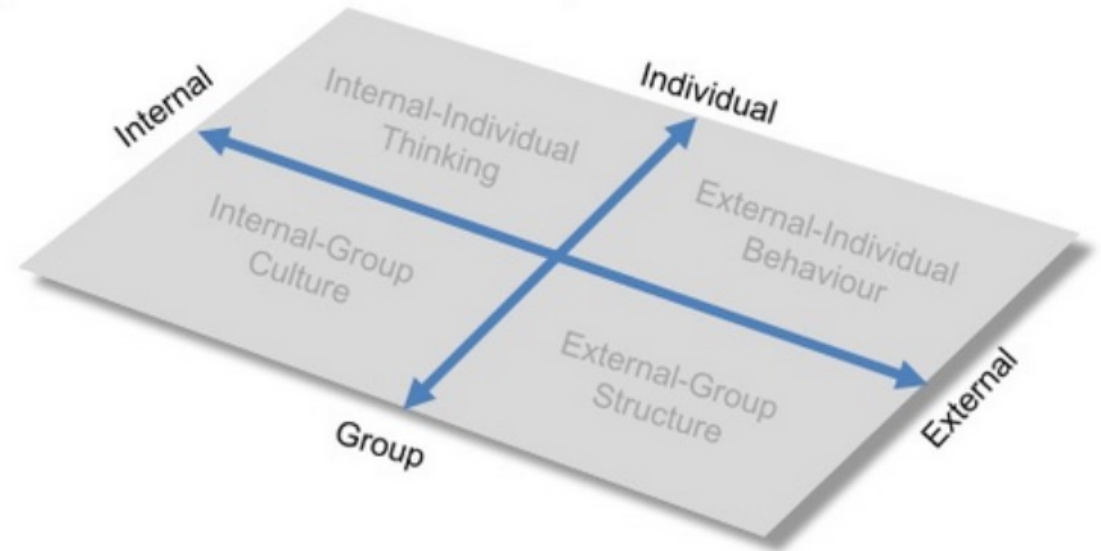
1. Relying on or derived from observation or experiment.  
*"empirical results that supported the hypothesis."*
2. Verifiable or provable by means of observation or experiment.  
*"empirical laws."*
3. Guided by practical experience and not theory, especially in medicine.

## Emergent organization

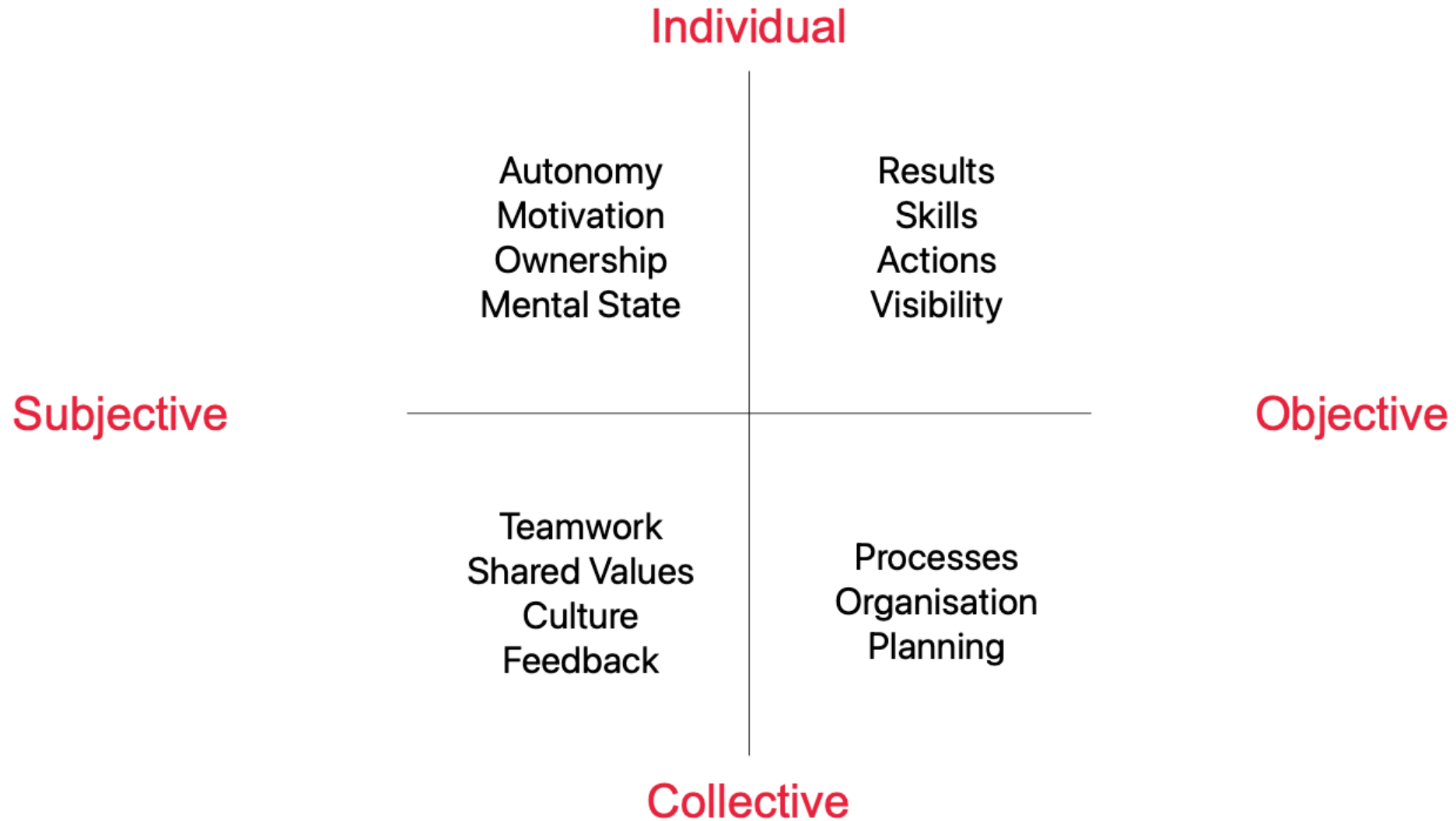
An emergent organization is an organization that spontaneously emerges from and exists in a complex dynamic environment or market place, rather than being a construct or copy of something that already exists. [Wikipedia](#)

## Integral – All Quadrants

Integral's All Quadrant views provides four perspectives of any given occurrence. The **Internal-Individual** quadrant is the perspective of what a person is thinking. We can't see their thinking but can infer it from their behaviour and physical appearance in the **External-Individual** quadrant.



# INTEGRAL PERSPECTIVE



# CULTURE OF FREEDOM

## WHAT IS FREEDOM?



**Freedom** is the absence of necessity, coercion, or constraint in choice or action. **Freedom** is understood as either having the ability to act or change without constraint or to possess the power and resources to fulfill one's purposes unhindered.

The most common **freedoms** guaranteed by the US Constitution are: *freedom of press, freedom of assembly, freedom of expression, freedom of speech and freedom of religion.*



# CULTURE OF AUTONOMY OUT OF ALIGNMENT

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Glossary of terms | © www.WorksheetsPlanet.com | All rights reserved



Chaotic



Ideal



Bureaucratic

# THE BOSS REFLEX

Becomes harder to resist above team level.

One of our Agile Objectives right now:

- O1: Op Nikhef is er een uniform manier van samenwerken
- O2: De communicatie en transparantie is op orde
- O3: De verantwoordelijkheden zijn voor ieder duidelijk



I think this is boss thinking. What we really want (the *objective*) is for it to be easy for techs to move from one project to the other. What's written down is a "boss solution" for that.

# SCRUM MASTERS

Not a Nikhef job title?

Need to have people with “other jobs” that have the right interests and skill set

Also true for Agile Coaches



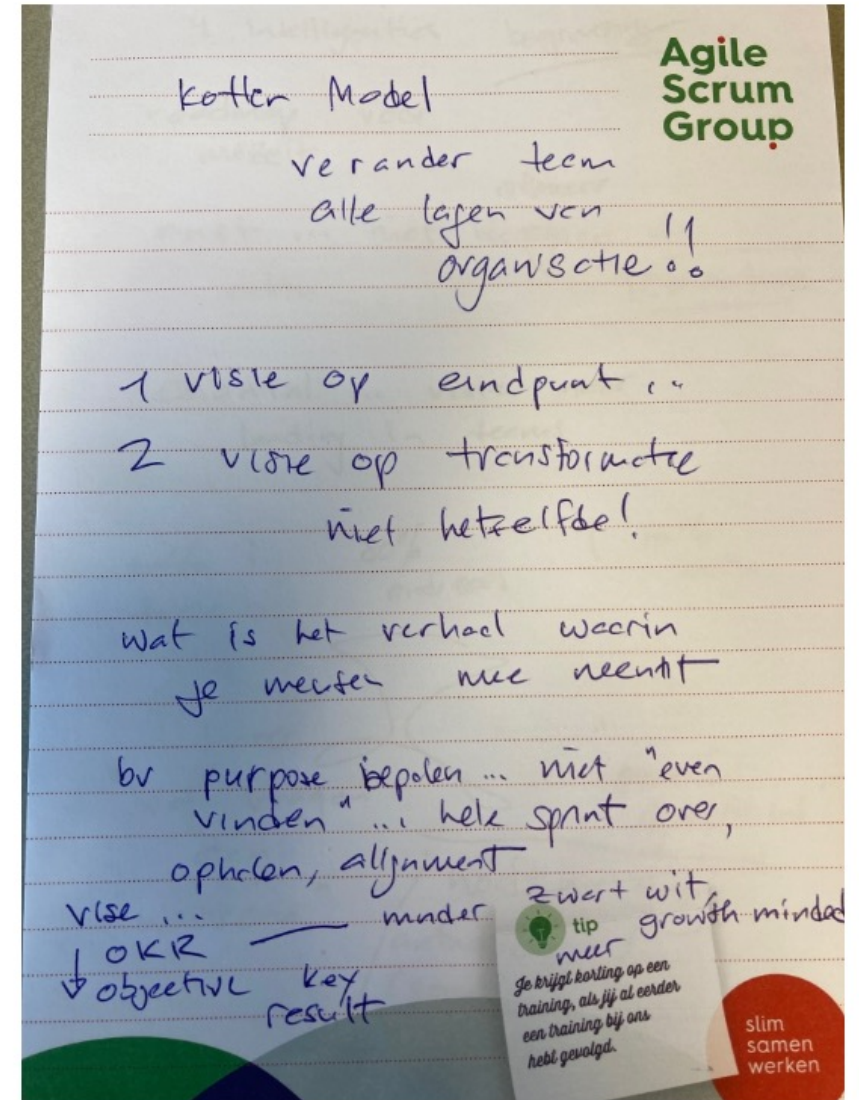
20%

What to do  
for colleagues working 20%  
on several projects?

# TRANSFORMATIONAL STUFF

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## Training

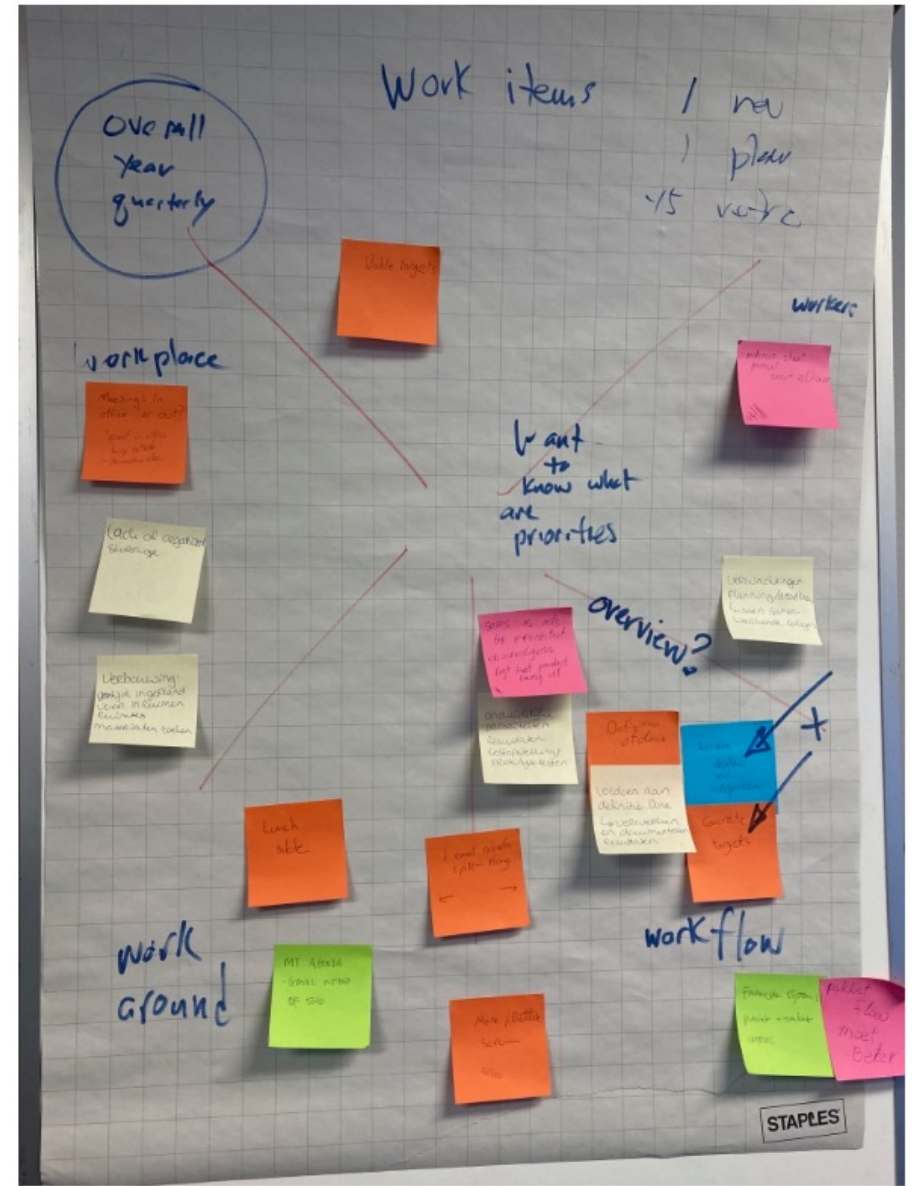




# TRANSFORMATIONAL STUFF

## Retrospectives

"All about the work"



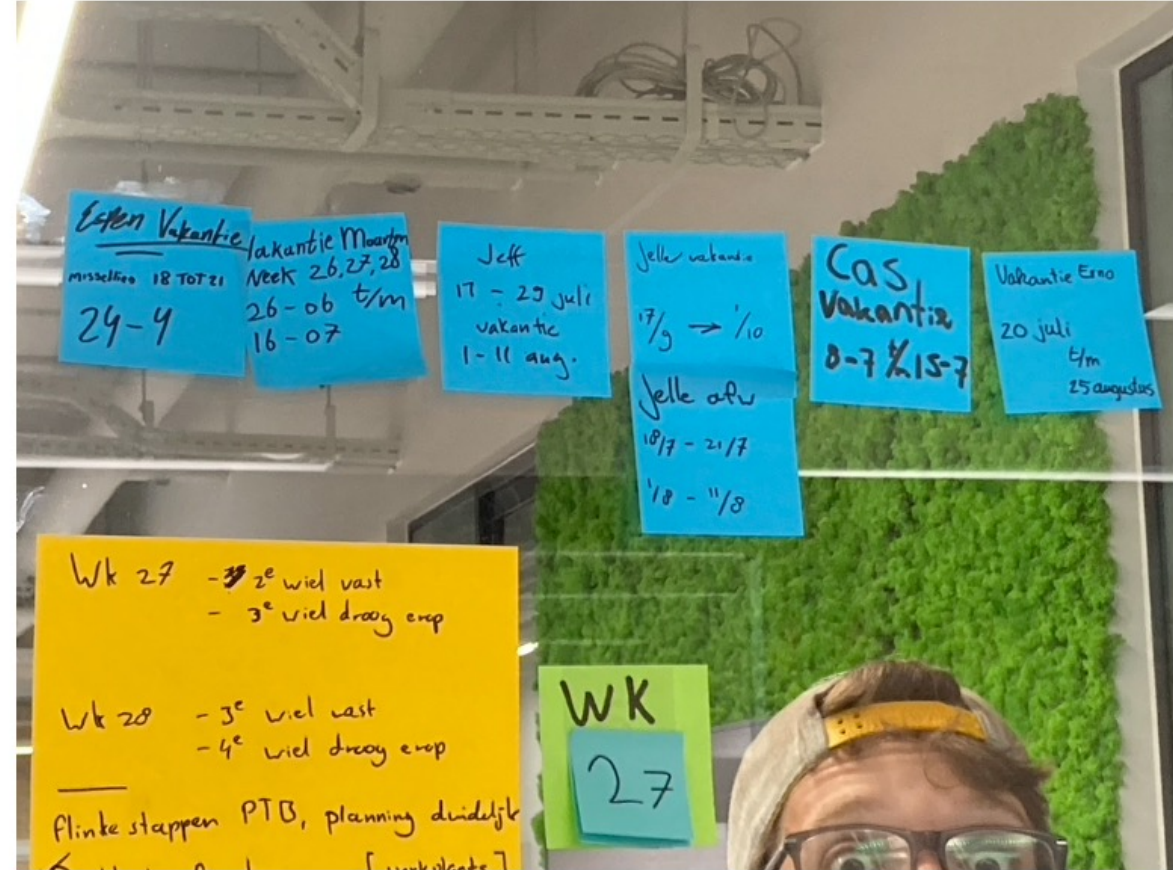
# TRANSFORMATIONAL STUFF

## Retrospectives



# TRANSFORMATIONAL STUFF

## Sprint Goals





# TRANSFORMATIONAL STUFF

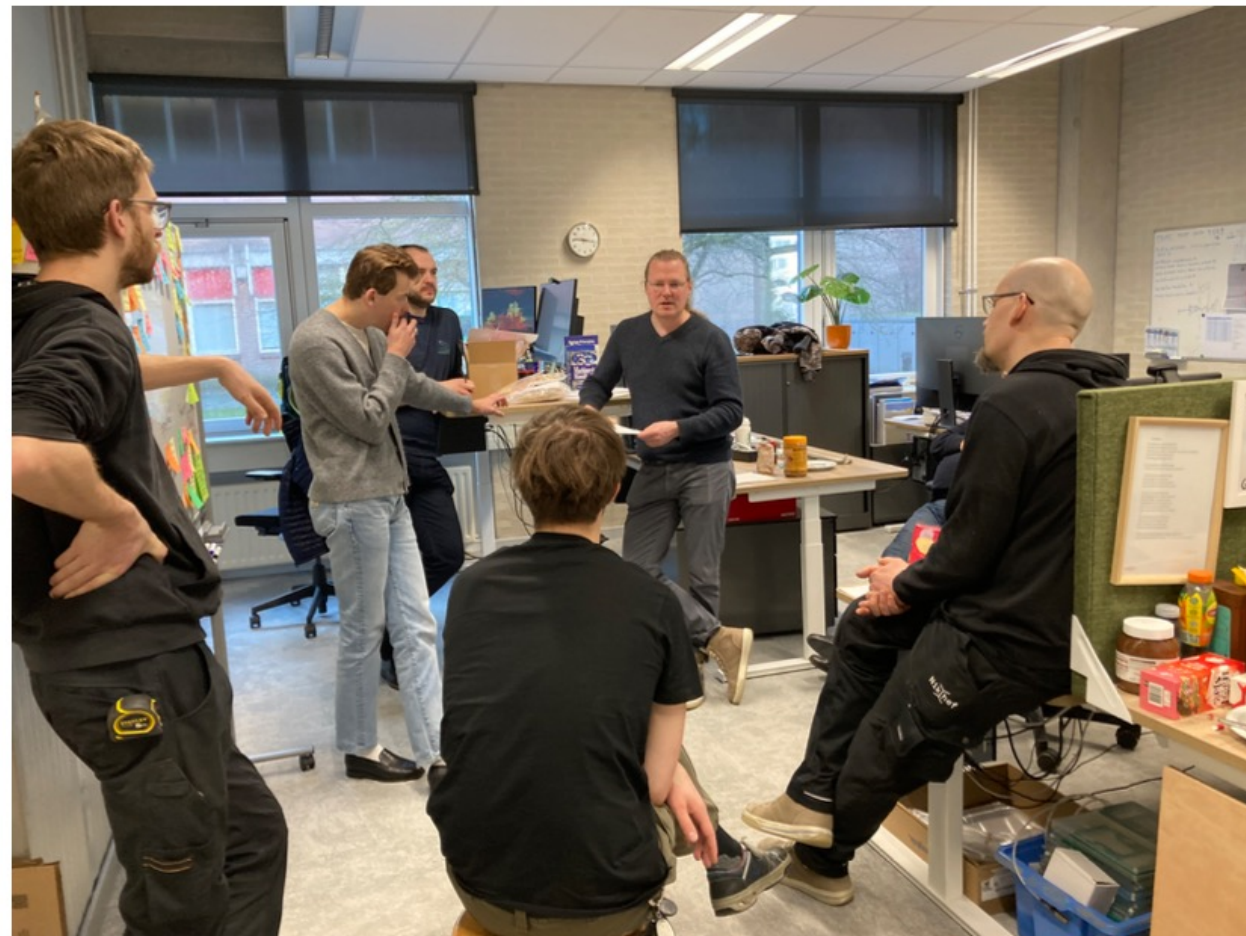
Liberating  
Structures

“Troika Consulting”



# TRANSFORMATIONAL STUFF

The team  
has the  
answers



Feedback Welcome

Questions Welcome

Thanks for your attention