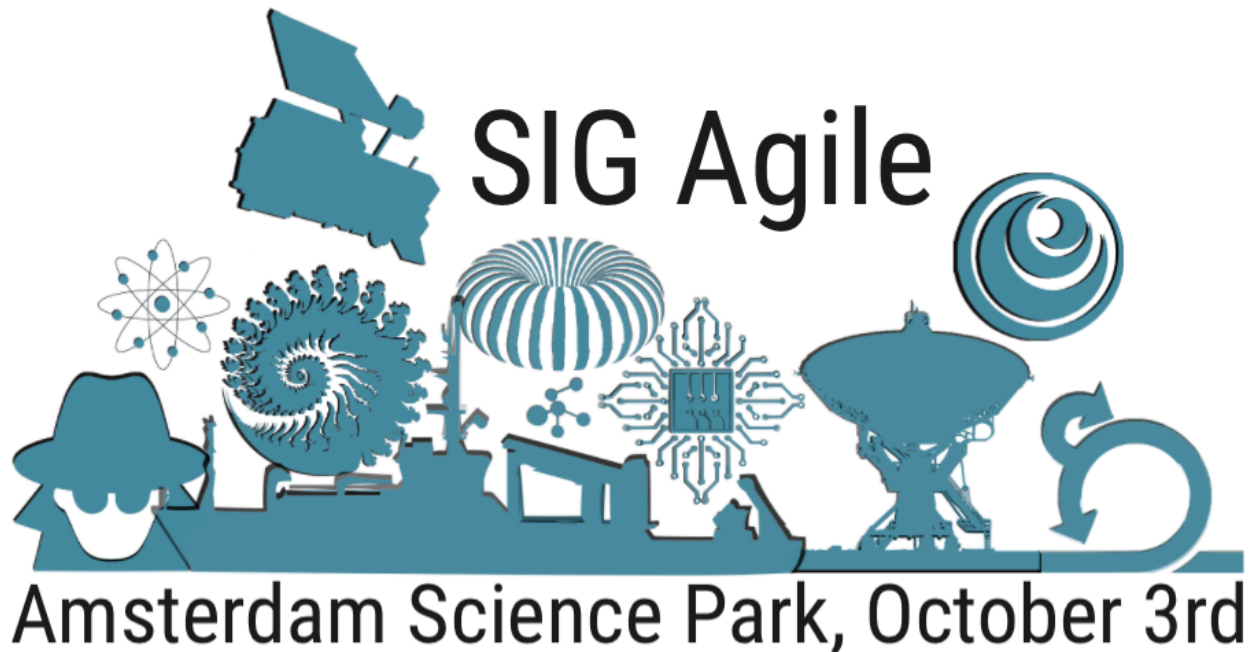


SIG Agile



On Thursday October 3, 2024 we've held the Special Interest Group Agile at Nikhef in Amsterdam. It was an opportunity to exchange knowledge and experience in the area of Agile within NWO-I. With Agile we mean working in a way that makes it possible to quickly adapt to changes in our environment, taking the organization's, its people's and our customers' well-being in account. By iteratively making changes and improvements, it is possible to do the right thing and do the things right. Resulting in higher quality and happier people.

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Program

SIG Agile Day Programme

9:30 - 10:00	Arrival	
10:05 - 10:30	Icebreaker	
10:30 - 11:00	Keynote - Jeff Templon	
11:15 - 12:00	Workshop Lego® Serious play® Scrum Simulation	Workshop iterative and empirical development
12:00 - 13:00	Lunch	
13:00 - 13:15	Energizer by facilitators	
13:15 - 14:45	Use Scientific Insights To Improve Agile In Your Organization - Barry Overeem	
15:00 - 16:30	unFIX workshop - Jan-Paul Ouwerkerk	
16:30 - 17:00	Drinks	

Icebreaker

The icebreaker we used is based on the liberating structure Impromptu Networking. The idea is to have people who do not know each other that well connect in a very short period of time. A literal warm up for the rest to come.

Step 1 Walk around the room and look for someone you haven't met before

Step 2 Ask each other the following questions and answer them within 2 minutes each:

1. Why did you choose to come to today's event?
2. What do you hope to get from and give this group?

Step 3 After 4-5 minutes look for somebody else and repeat the questions from step 2.

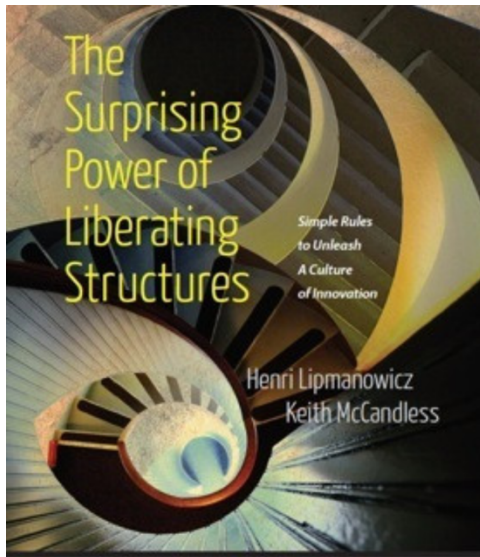
Step 4 After 4-5 minutes look for somebody else once more and repeat the questions from step 2.

Impromptu Networking does the following:

- Initiate participation immediately for everyone provided the questions are engaging
- Attract deeper engagement around challenges
- Invite stories to deepen as they are repeated
- Help shy people warm up
- Affirm individual contributions to solutions
- Emphasize the power of loose and new connections
- Suggest that little things can make a big difference

Karol took his girlfriend's pan flute to signal the start of the next round. The result of this exercise is also that you have a better idea of why you're here yourself in the first place.





 www.liberatingstructures.com

Liberating Structures - Introduction

liberating structures, social invention.net, microstructures, disruptive innovation, behavior change, collaboration, social invention, diffusion of innovation, strategy, transformation, heuristics, complexity science, emergence



Below, Impromptu Networking in progress. 150 members of the IT unit of a Colorado hospital system jumpstarted an immersion workshop with three rounds of Impromptu Networking. This activity was scheduled as the first agenda item. Everyone expected a formal introduction from the CEO or CIO to clarify the meeting objectives. Rather, everyone was invited to define the workshop in their own terms. With a new partner each time, everyone had three chances to answer: "What is a big challenge you bring to this workshop? What do you hope to get from and give to this group?"

Starting this way brought the meeting into the sunshine and sunshine into the meeting. Participants were surprised by the incredible energy released. Part of the surprise was being included in framing goals for the workshop. More freedom and more responsibility are part of experimenting with Liberating Structures.



www.liberatingstructures.com

Liberating Structures - 2. Impromptu Networking

liberating structures, social invention.net, microstructures, disruptive innovation, behavior change, collaboration, social invention, diffusion of innovation, strategy, transformation, heuristics, complexity science, emergence

Keynote: ~~Agile~~ Working at Nikhef

by Jeff Templon

Jeff's keynote was about how the agile transition within Nikhef started and still is continuing. The word Agile has been crossed out deliberately. The word agile has a lot of negative associations with it and therefore Jeff prefers not to use it when talking about improving the way of working. In his talk he uses a few different words that describe the way of working in a more proper way, however they all do not have the weight of what it actually entails. Jeff also was talking about the problem Nikhef wanted to be solved, and the literal description of agile is not doing that. He also mentioned that when you're doing Scrum by the book, you're doing Scrum wrong.

Nikhef had issues with the traditional project management and they were searching for something that could help them with bringing projects back on track, reduce risk and increase predictability. Scrum seemed to have the elements in it to do just that. The pillars that carry Scrum are Transparency, Inspection and Adaption. By making the work visible, by having conversations on what needs to be done and by continuously improve on gathering requirements, testing results and checking in with stakeholders, the technical engineering teams moved forward in the direction that was intended.

The biggest takeaway was to not think you're agile because you're doing Scrum, but to be agile by doing what needs to be done and especially keep the conversation going between stakeholder and engineers.



Parralel Workshops

Lego® Serious Play® Scrum Simulation

by Rene Lourens

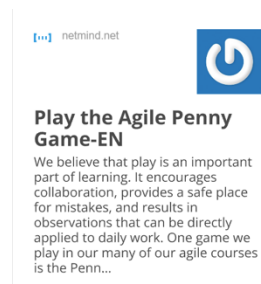
During a 45 minute workshop, the attendees experienced what Scrum is and how it works by creating a city with Lego®. First Rene explained what Scrum is and how the framework looks like. Pure the basics, it is an iterative and empirical process that has transparency, inspection and adaption in its foundation. Every iteration we go through Sprint Planning, The Sprint itself with its Daily Scrums and at the end the Sprint Review and the Sprint Retrospective. The product backlog contains the elements that form the city, like a road, a river, houses, big buildings and a park. It is up to the to teams to come with a Sprint Backlog for each sprint.

Every Sprint they learn and adapt their planning. With two totally different city's as a result.



Workshop iterative and empirical development, pass the coin

by Karol Poplawski



Due to smaller group and 1 type of coins we did it slightly differently:

- Everyone was a “worker” with the volunteer checking the overall time
- There were 2 groups of 4 people - 50 coins each group
- The suggestions were not imposed by me, but rather each round I've asked “what would you like to change?” and (dis)agreed to these changes
- Initially they had 1 minute to plan the flipping, and 30seconds between rounds to adjust the process

It went like:

Round 1: everyone flipping the coins one by one with different people or coins arrangement

Round 2: Dividing coins into portions to be flipped simultaneously by different people (sizes of the portions varied: faster worker received more coins)

Rule changed: both groups can request process changes from facilitator. They asked me: “could we have more time e.g. 1min in between the rounds to recap”. Teams agreed to change.

Round 3: Both teams changed positions of people and coins to optimize transition of flipped coins to other people.

Rule changed: Questions from participants "Could we flip the coins in groups and not individually?" , “Could we use tools?”. Teams agreed to change.

Round 4: Went faster when coins flipped in groups. One team used the box to flip them all 50 at once and then passed it to next person.

“Does the final product count? If so we can just pass it to you as it is without flipping 4 times - the heads will still be heads and tails tails.”

Here we ended and talked about connection to Agile.

Observations gained:

- Introduction to longer planning vs doing & adapting (initial 1min was observed to not be as efficient as 2x30s “retro”)
- Times of full set flips changed for better or worse, but people draw conclusions from their previous/current process mistakes
- Participants wanted to talk more on how they will work.
- Participants saw the gain in quick adaptations
- Questioning of the process and what they should actually deliver started.
- Fast adapting to changes
- Initially competing groups, started to ask other groups on how others work

Energizer

We've planned the energizer to prevent the manifestation of the after lunch dip. We took this one from play14, a community for serious play. It's called Follow the leader.

Find out who is leading change in the circle

1. Form a circle
2. We'll need one volunteer
3. We'll need one leader
4. Mimic the leader's current physical posture
5. The leader starts making small changes in her/his posture
6. Follow the leader changes
7. The volunteer is to find out who is the leader

Debriefing

1. Ask the guessers what quality was needed to be able to find the leader
2. Ask about what they felt while in the middle
3. Ask the people how it felt to be the leader
4. Ask them how it felt to become the guesser
5. Ask the people around the circle about their empathy towards the one in the middle

Take aways

1. You need to have a good sense of observation to spot who the leader is
2. The circle becomes a system that is frequently changing and adapting, in a subtle manner
3. It's hard to see everything at once when you stand in the middle of the circle
4. In a system, it's a good thing to take some distance to observe how the system works



 play14.org

Follow the leader

Find out who is leading change in the circle.

Workshop: Use Scientific Insights To Improve Agile In Your Organization

by Barry Overeem

Barry started with reorganizing the room. Instead of us sitting next to each other faced towards the stage where a presentation was about to begin, we were asked to create small circles of three to four people. This way Barry wanted to ignite conversation, and that is exactly what happened. Guided by the questions that Barry asked, the 90 minutes session was an energizing one. Without showing the tool the presentation was about we were taken on a journey in discovering what the tool is, what it's for and what the benefits of it are.

Barry Overeem and Christiaan Verwijns co founded The Liberators. An organization that aims to liberate individuals, teams, and organizations from de-humanizing and ineffective ways of organizing work by putting them in control of shaping their future. Where Barry is the organizational brain, Christiaan is the scientific one. They found out that there was little research done in the effectivity of agile teams. They also discovered a lot of Scrum teams doing scrum, but not being effective with it. Jokingly they started calling this Zombie Scrum. It made them think of how to turn those teams around and start them working effectively again. They developed a questionnaire to find out how the teams are doing on several subjects or areas. They also gathered all kinds of substantial scientific material to help improve these teams in these areas. The result today is that 15000 teams have used the tool Columinity to diagnose the state of the teams. All this data is being compared to the data being delivered by new teams and held against the benchmark that's been created.

The idea is to have a snapshots every three months and see where the team is going. The tool will identify the areas that need attention and will come with recommendations on how to improve. These recommendations are provided in the form of workshops and questions you can ask yourself.



Use Scientific Insights To Improve Agile In Your Organization

A 90-minute interactive workshop facilitated by Barry Overeem

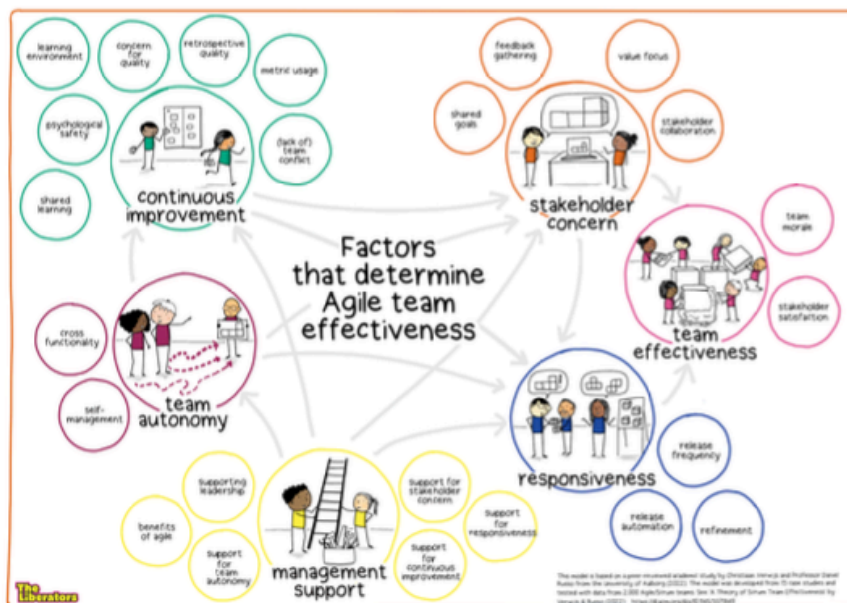
How can you make Agile teams more effective? While opinions are easy to find, evidence-based recommendations are much harder. Scientific research in this area has been limited, so we decided to perform this research ourselves.

For seven years, we ([Barry Overeem](#) - and mostly [Christiaan Verwijs](#) & [Daniel Russo](#)) performed case studies and gathered data from over 5.000 Agile teams to incrementally develop a scientific model for Agile Team Effectiveness.

During this session, we'll explore the following questions:

- What are common causes of why Agile doesn't work?
- What is [the scientific research behind Agile team effectiveness?](#)
- How do we measure the success of Agile teams?
- What factors must YOU change to improve how Agile is used in the organization?

Join the session, and let's unleash Agile in your organization!



Workshop: Versatile Organization Design with the unFIX model

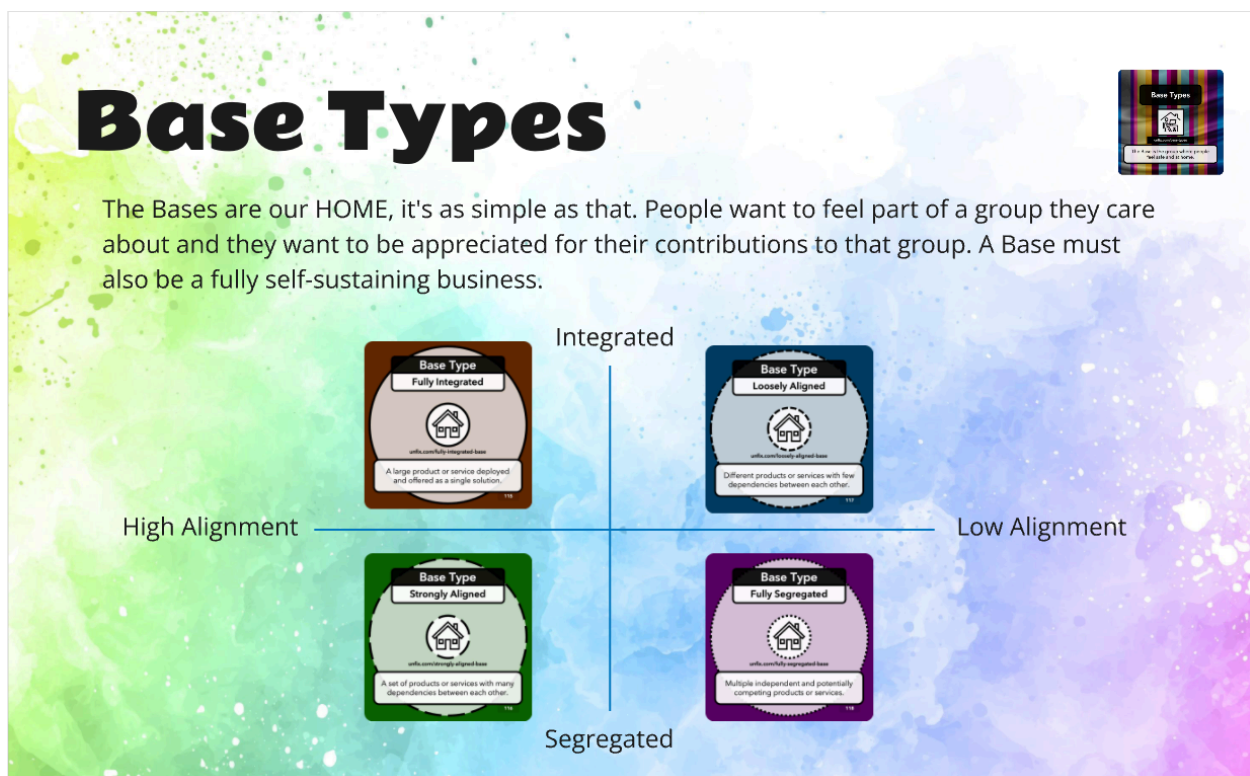
by Jan-Paul Ouwerkerk

The unFIX model is an organizational design pattern language. Jan-Paul Ouwerkerk works for The unFIX company and came to Nikhef for a workshop on versatile organization design with the unFIX model. First he told us what unFIX is and how it works. Next we started off designing the organization for a kids science museum in four small groups using the unFIX design cards.

The unFIX model is a pattern library with a total of 280 patterns and still growing. These patterns are categorised in different areas. Good to know is that unFIX, unlike SAFe, is not a method or framework that is set in stone. It actually is the total opposite of that. When you're doing SAFe different than the framework dictates, you're not doing SAFe. unFIX let's go of moulding your organization to fit into a framework. Instead you're able to mould the framework into your organization.

UnFIX gives your four different base types to start with, no just one, like many other frameworks. You can choose from:

- Fully integrated
- Loosely integrated
- Strongly aligned
- Fully segregated



Next you can choose how you would like your teams to be shaped. And there can also be different kinds of teams next to each other:

- Dynamic team
- Liquid team
- Steady team
- Mission team

Teaming Options



Teaming patterns focus on 4 types depending on the life of the teams over time and the changes in team members.



UnFIX likes to help design the organization using value streams, fora and crews. So for each of these, there are also all kinds of different patterns. There is also a very big part reserved for the experience. the X in unFIX is about experience. Not just user experience, but also employee experience and also employer experience for example. In the end, the end user is not interested in a product itself, but what the product enables the end user to do, to experience.

The end result was four totally different organization designs which all could work. The biggest takeaway is to start small. Start describing your current organization, or a part of it, and then look for the bottle necks and start getting rid of them by redesigning your organization.





