



**David J Anderson & Associates**  
Management Consulting for Knowledge Workers

## **Shift-ALT-CTRL: Management Success with Common Sense Application of Agile and Lean**

This 1-day seminar will help managers intelligently leverage agile and lean concepts to positively affect desired business outcomes.

Participants in the seminar will hear in plain language how to understand the values and principles and economic model underlying agile and lean. They will learn how to use common sense to apply these ideas when they most make sense, and approaches for successfully introducing change. These new change management ideas will teach you how to strike different agreements between IT and business customers and make promises you can keep.

### **WHAT YOU WILL LEARN**

#### **How to make promises you can keep**

Get on the path to organizational maturity, the path to reliability and predictability, business agility and better cost control.

#### **How to better manage risk**

Understand how to optimize the economic tradeoffs in your process and policies.

#### **How to make process and policy decisions aligned with business goals**

Understand how process and policy choices affect predictability, business agility and governance.

#### **How to shift the culture in your organization**

Shift your corporate culture in the right direction using the Agile Decision Filter to assess decision making against cultural values.

#### **How to evolve processes tailored to unique situations**

Pursue tailored process solutions that consider your domain, its market risk, your project and its risk profile. Your situation is unique!

#### **How to empower people without loss of control**

How to empower individuals to make good quality decisions and react to emerging business conditions without introducing undue risk or uncertainty.



## SEMINAR PROGRAM

### **How to make promises you can keep**

*Get on the path to organizational maturity, the path to reliability and predictability, business agility and better cost control.*

Find out how to re-frame problems so that they are answerable. Don't be bullied into answering questions where the answer is unknowable. Learn to re-frame the problem to address the real concerns and goals of the stakeholder. Learn to make commitments around knowable (though uncertain) parameters. Learn how to use psychology to make promises that leverage uncertainty to your advantage.

### **How to better manage risk**

*Understand how to optimize the economic tradeoffs in your process and policies.*

Traditional project management treats all requirements as if they are homogenous from a risk perspective. By learning techniques that differentiate requirements by risk profile, we enable choices. Elements of a project or product can be separated by their uncertainty. By utilizing techniques that make uncertainty visible, we can improve predictability. Learn techniques to classify and stratify uncertainty and leverage that knowledge to your benefit.

### **How to make process and policy decisions aligned with business goals**

*Understand how process and policy choices affect predictability, business agility and governance.*

Understand the economic model controlling the forces of risk, uncertainty, business value, quality, cost and schedule that affect decision-making and process policy setting. It is economically more effective to adjust when new information arrives. Understand the economic assumptions built into agile thinking, such as whether it is cheaper to make progress with imperfect information rather than wait for greater certainty. Lean thinking assumes it is economically better to build a culture of trust in an organization of empowered individuals to accelerate decision-making and shorten lead times than to mitigate risk with bureaucracy and delayed delivery. Learn about these alternatives and develop the judgment to make the proper choices; apply agile or lean concepts when they make sense.

### **How to shift the culture in your organization**

*Shift your corporate culture in the right direction using the Agile Decision Filter to assess decision making against cultural values.*

Large change initiatives are risky for both the organization and the individual leading the change. They often cost money and require their own business case and justification, increasing the personal risk of introducing changes. Learn how to catalyze cultural change and evolutionary process improvements without the overhead or personal risk of a formal change initiative.

### **How to evolve processes tailored to unique situations**

*Pursue tailored process solutions that consider your domain, its market risk, your project and its risk profile. Your situation is unique!*



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When you properly understand the risk in different levels of policy making and how policy changes affect different levels of economic performance, it enables you to more effectively tailor processes to optimize the performance of different lines of business. Learn how to allocate projects, resources and project portfolios according to the organization's tolerance for risk.

### **How to empower people without loss of control**

*How to empower individuals to make good quality decisions and react to emerging business conditions without introducing undue risk or uncertainty.*

Understand your process and workflow as a set of policies. Understanding how those policies affect the economic performance of an organization and correctly aligning the economic impact of a policy change with risk will allow you to then align decision-making authority over policies with the risks inherent in those policies. Senior people should control decisions over policies associated with high levels of risk and less senior people should control policies with lower levels of risk.

### ABOUT THE PRESENTER

**David J. Anderson** leads a management consulting firm focused on improving performance of technology companies. He has 27 years experience in the technology field and has been managing teams since the late 1980s. His management experience includes periods at Sprint, Motorola and Corbis. David introduced kanban pull systems for software development in 2005 - a simple idea that is revolutionizing productivity and culture in technology organizations. He was a founder of the agile movement through his involvement in Feature Driven Development. He was a founder of the APLN (Agile Project Leadership Network), a signatory of the Declaration of Interdependence, and a founder of the Lean Software and Systems Consortium. He moderates several online communities for lean/agile development. He is the author of the book "Agile Management for Software Engineering - Applying the Theory of Constraints for Business Results". He was a co-author of the SEI Technical note, "CMMI and Agile: Why not embrace both!" David's focus is on pragmatic actionable guidance that delivers real results. He is based in Seattle, Washington, USA, and consults throughout the world.

### WHO SHOULD ATTEND

If you are a function manager in a technology organization, director, vice president, head of department or senior executive seeking to understand where to leverage more from your technology investment then this seminar is for you. If you are mystified by Lean and Agile jargon but wonder that there might be value to be found if only you could unlock it then this seminar is also for you.

### **For pricing and scheduling contact:**

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