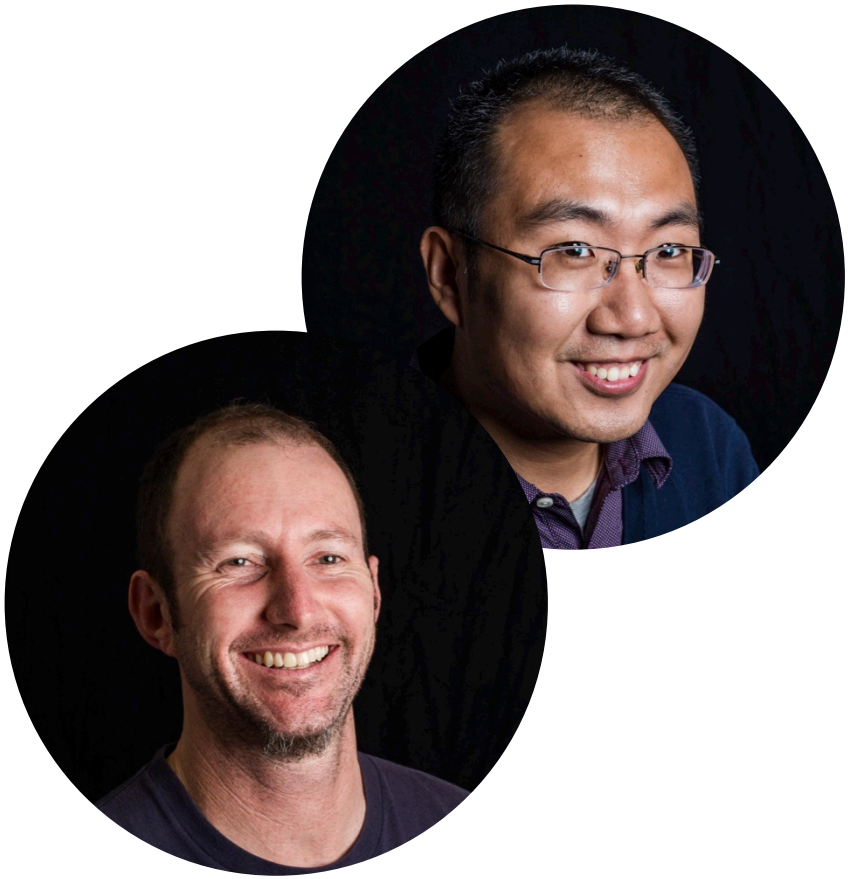
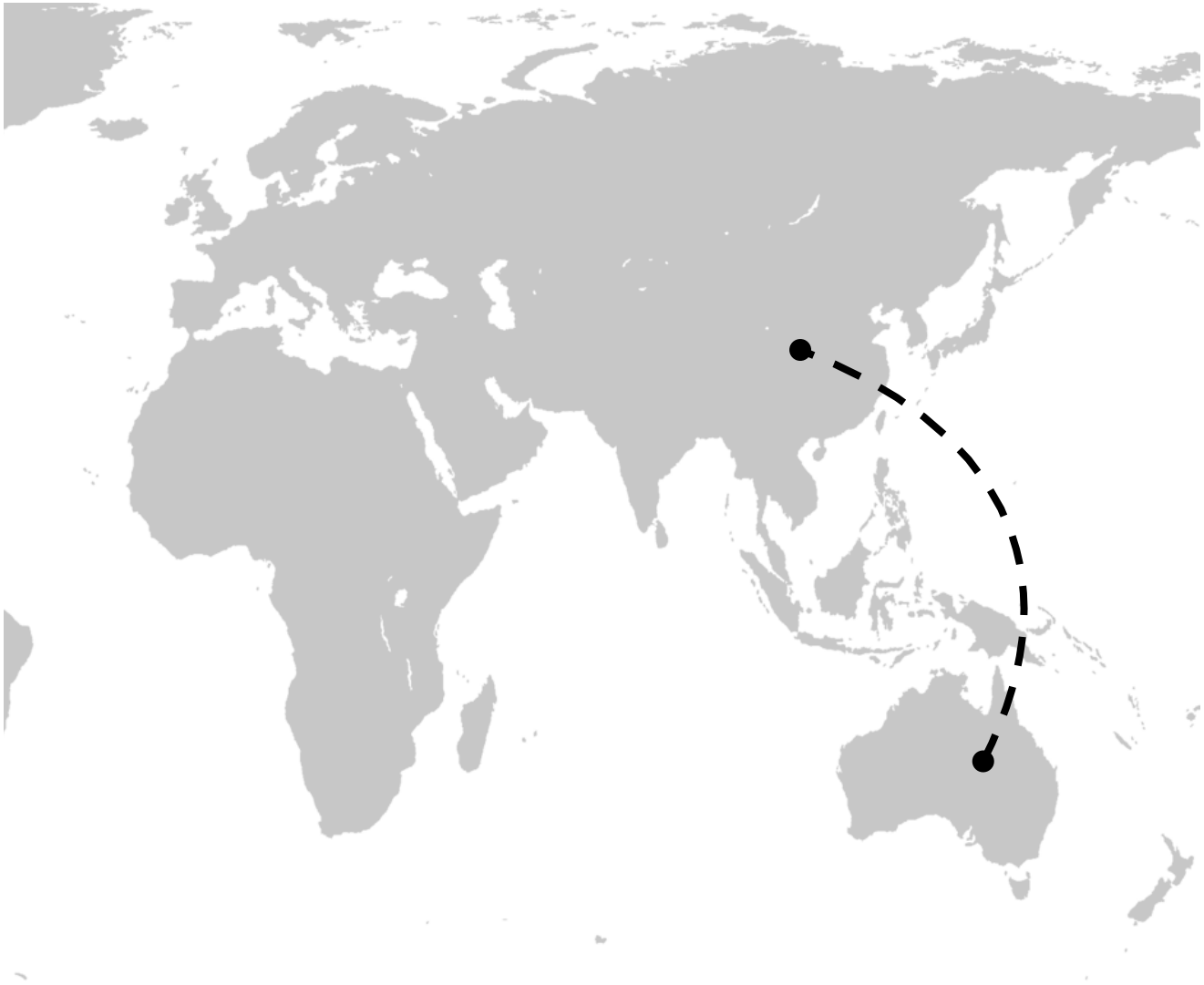
ThoughtWorks®

PUTTING PEOPLE FIRST

Building and sustaining awesome distributed teams at scale

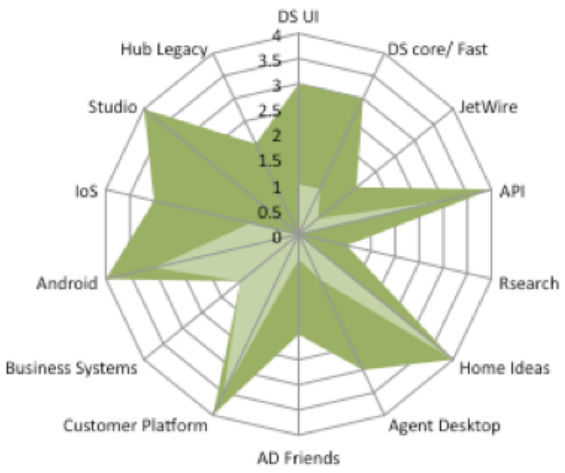




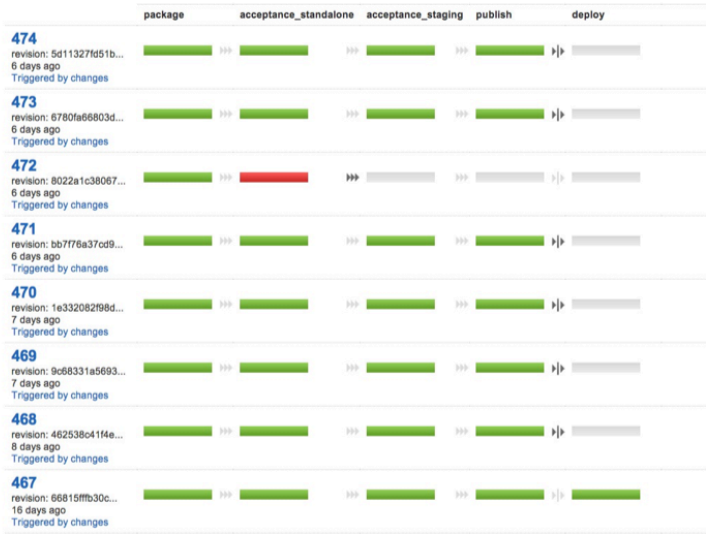
EIJING KICKOFF
December2010
January - March 2011
ANDROID KICKOFF
Marriage Arranged between
REA Group and ThoughtWorks China
REPORTING KICKOFF
Hu Kai
Wang Xia
HOMEIDEA KICKOFF
Xiong Jie

BASIC PRACTICES - TECHNOLOGY

Capability Tracking



CI and CD



TRAVEL & CULTURE

THEN WHAT ELSE ?

How do we grow and improve on this, at scale

AVOID THE DARK SIDE OF AGILE

- rituals without value
- technical excellence without business focus
- isolated teams without ecosystem

RITUALS WITHOUT VALUE

On the Dark Side

STANDUP
Energise
Improve
Focus
Team
Status

STANDUP
Co-located
“What value did I bring?”
“What help do I need?”
“What’s blocking me?”

KEEP
CALM
AND
ON
94
TECH
DEBT
Energise
Improve
Focus
Team
Status

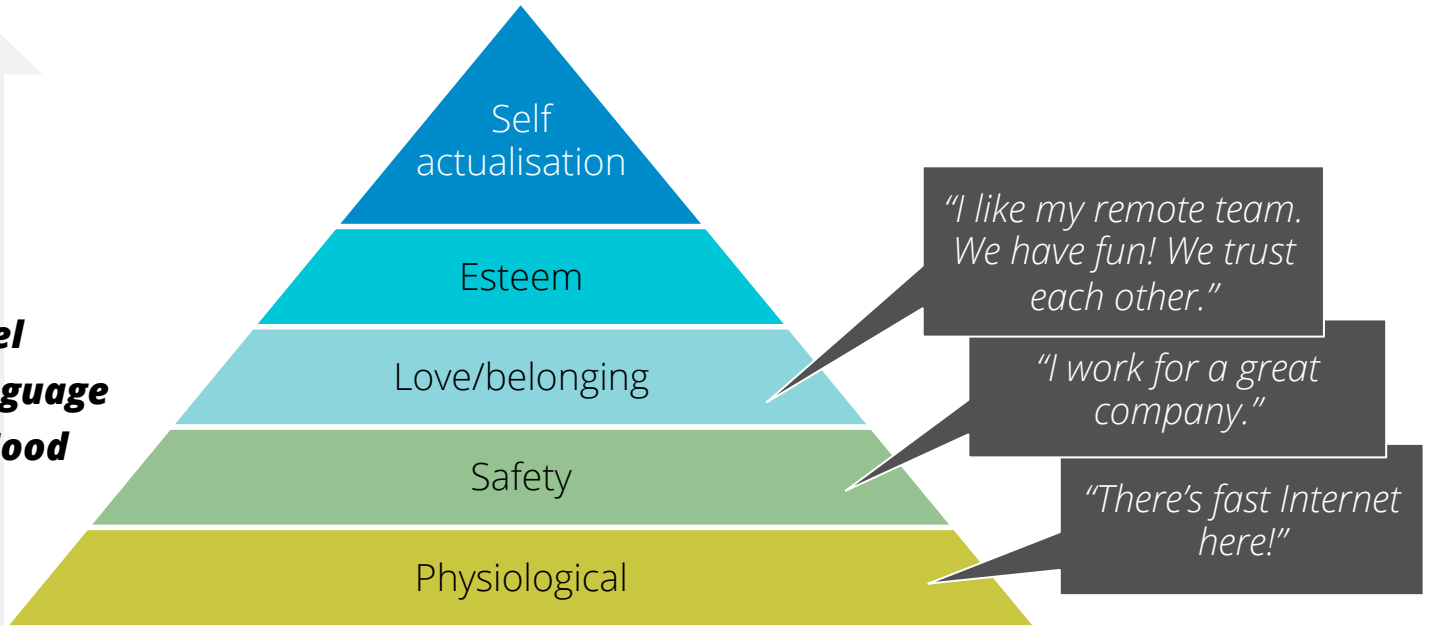
STANDUP
Distributed
Break the ice
Build trust
Co-located
"What value did I bring?"
"What help do I need?"
"What's blocking me?"

HAPPY, MOTIVATED PEOPLE & TEAMS

with Maslow's Hierarchy of (Distributed Team) needs...

Motivation
Empowerment
Engagement
Happiness ☺

Travel
Share language
Share Food



SHARE FOOD

- Eat together
- Celebrate together
- Grow relationships

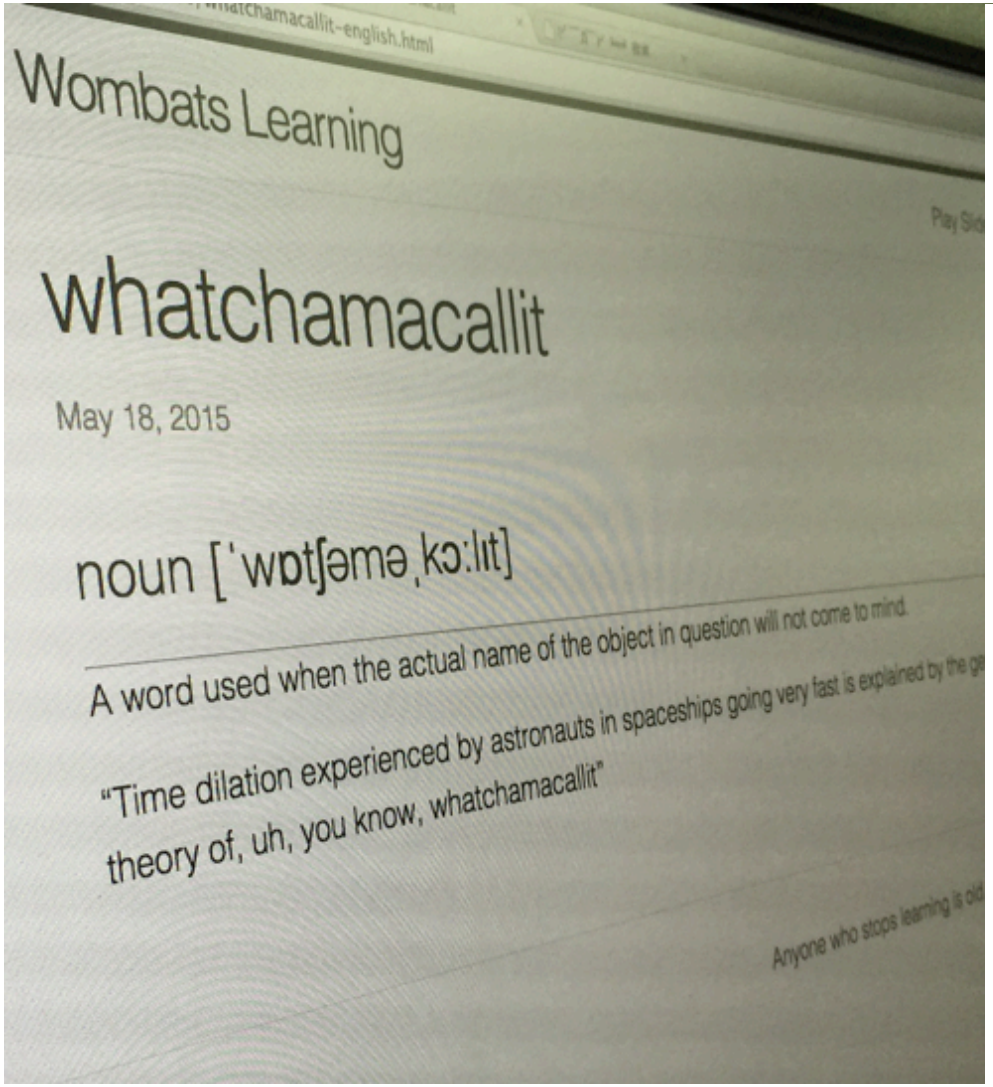
Distributed Bake-Less Snacks

Ingredients

- 1 packet Arnotts “Marie” biscuits
- 2-3 tablespoons cocoa
- 2 cups desiccated coconut
- 1 tin condensed milk
- hundreds and thousands
- 2 bowls, 1 spoon
- distributed team

Method

- crush biscuits into small pieces in bowl
- mix in cocoa and coconut
- stir in the condensed milk to create a thick mixture
- using hands, roll into small balls and dip into hundreds and thousands
- refrigerate for 15 minutes
- share and eat together!

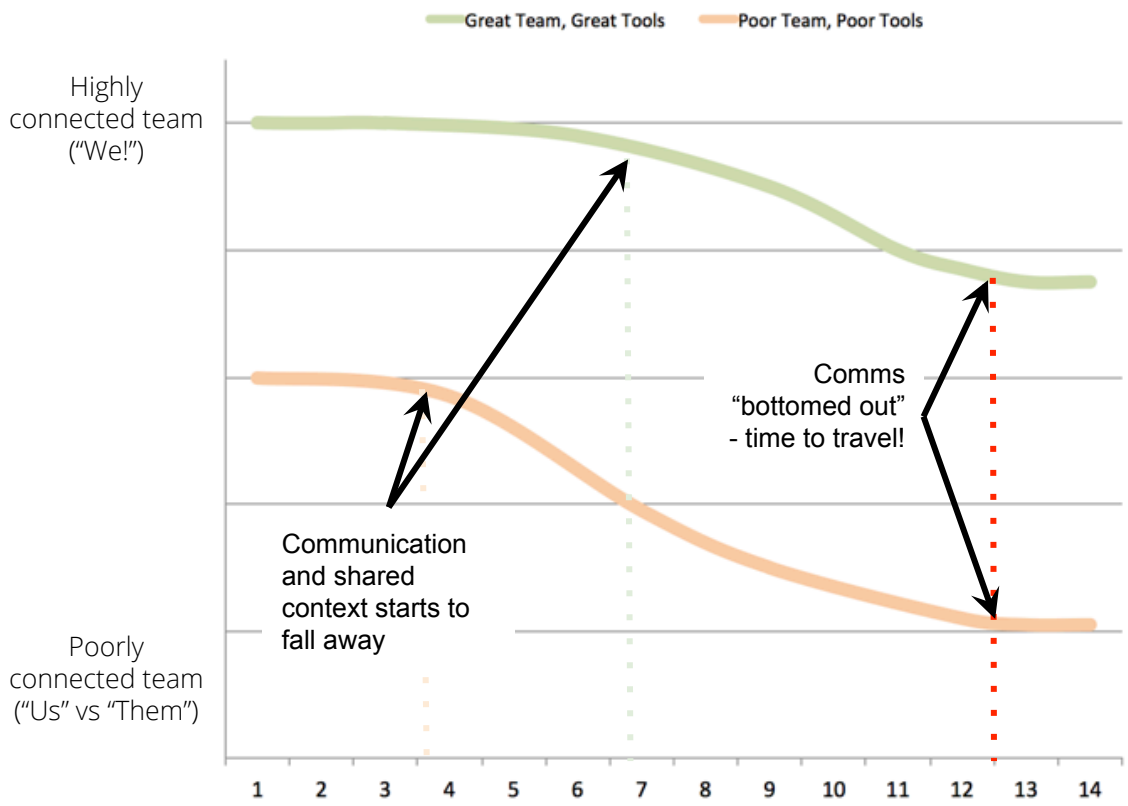


SHARE LANGUAGE

- Team building opportunity
- Ice breaker

SHARE LANGUAGE

- Team building opportunity
- Ice breaker
- Share both ways!



TRAVEL IS CRITICAL

- Kick off projects
- Grow relationships
- Drive productivity

TECHNICAL EXCELLENCE WITHOUT BUSINESS FOCUS

On the Dark Side

<geek>technique</geek>

```
<business>
    <geek>technique</geek>
</business>
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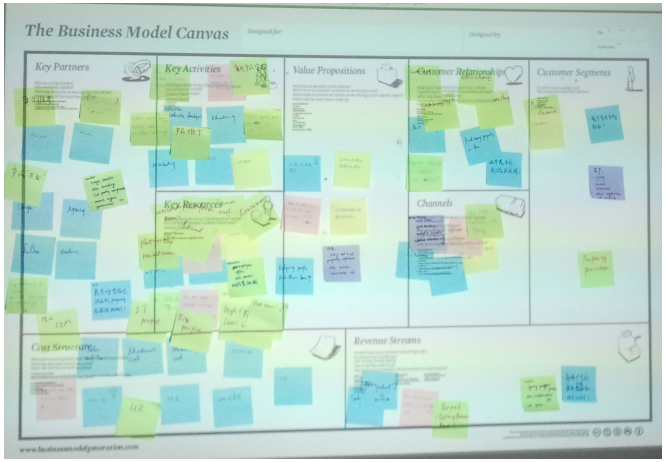
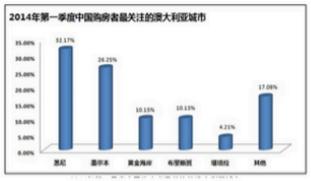
BUSINESS FOCUS

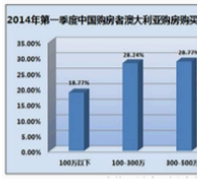
BUSINESS FOCUS

Financial Year Business Analysis and Plan from technical team.





传统移民城市楼市依旧受青睐，度假城市开始兴起



价值500万以下房产较热，与英国、
澳大利亚房产市场发展较为均衡，房
亚房产的购房者以自住居多，这类房
资、购房留学、旅游度假方面的多种

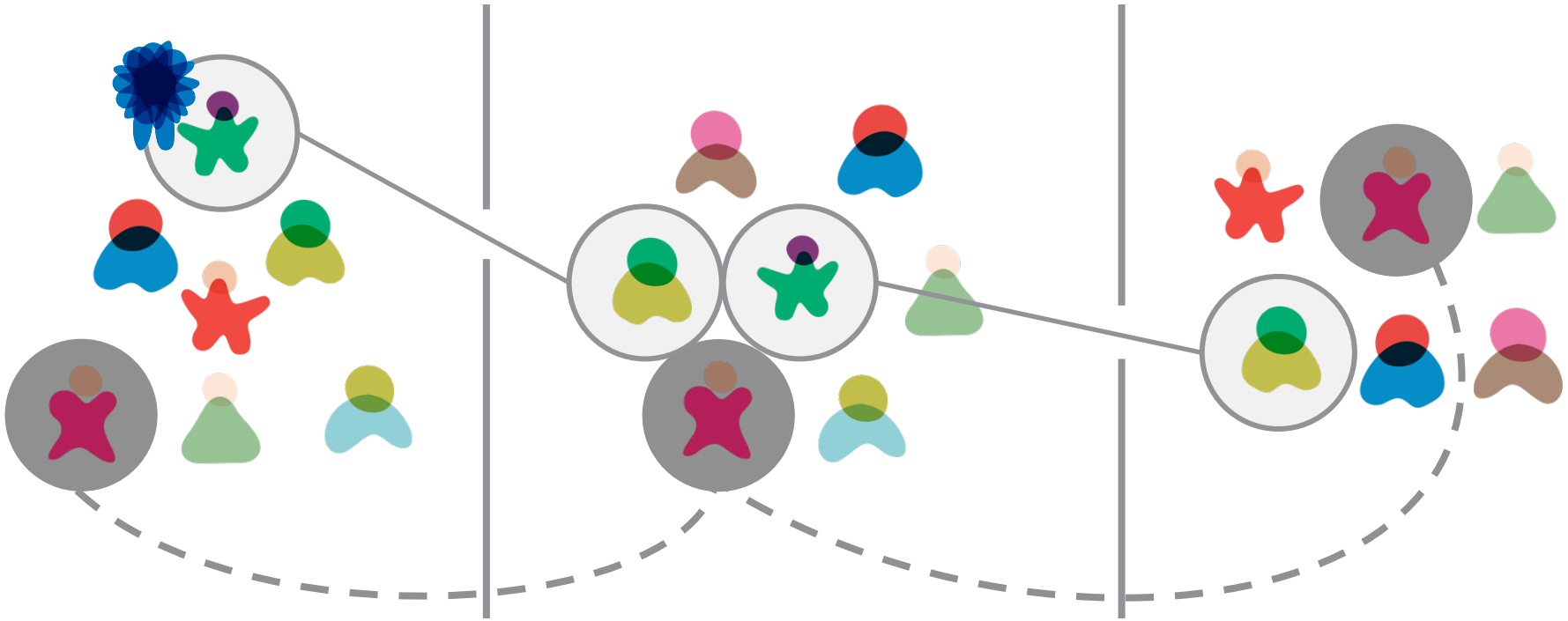
别墅类产品占半壁江山 农场受青睐

ISOLATED TEAMS WITHOUT ECOSYSTEM

On the Dark Side

FEATURE TEAMS - THE DARK SIDE

FEATURE TEAMS - THE OTHER SIDE



ECOSYSTEM: TEAM LEVEL

- Stretch leaders
- Share practices
- Drive peer pressure

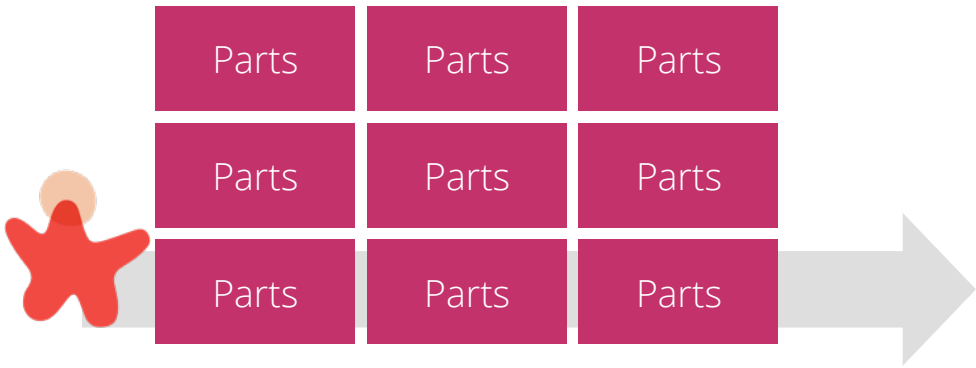
FIXING YOUR DARK SIDE

- rituals with values
- technical excellence with business focus
- ecosystem of teams

PULL BASED LEARNING

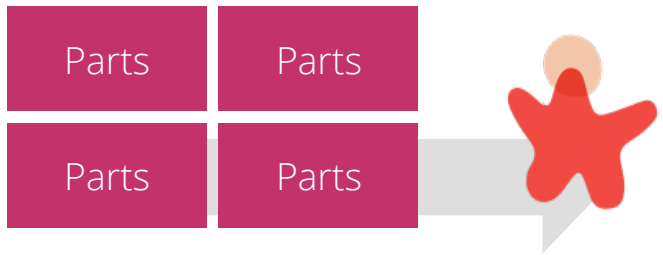
Push

Make all we can just in case



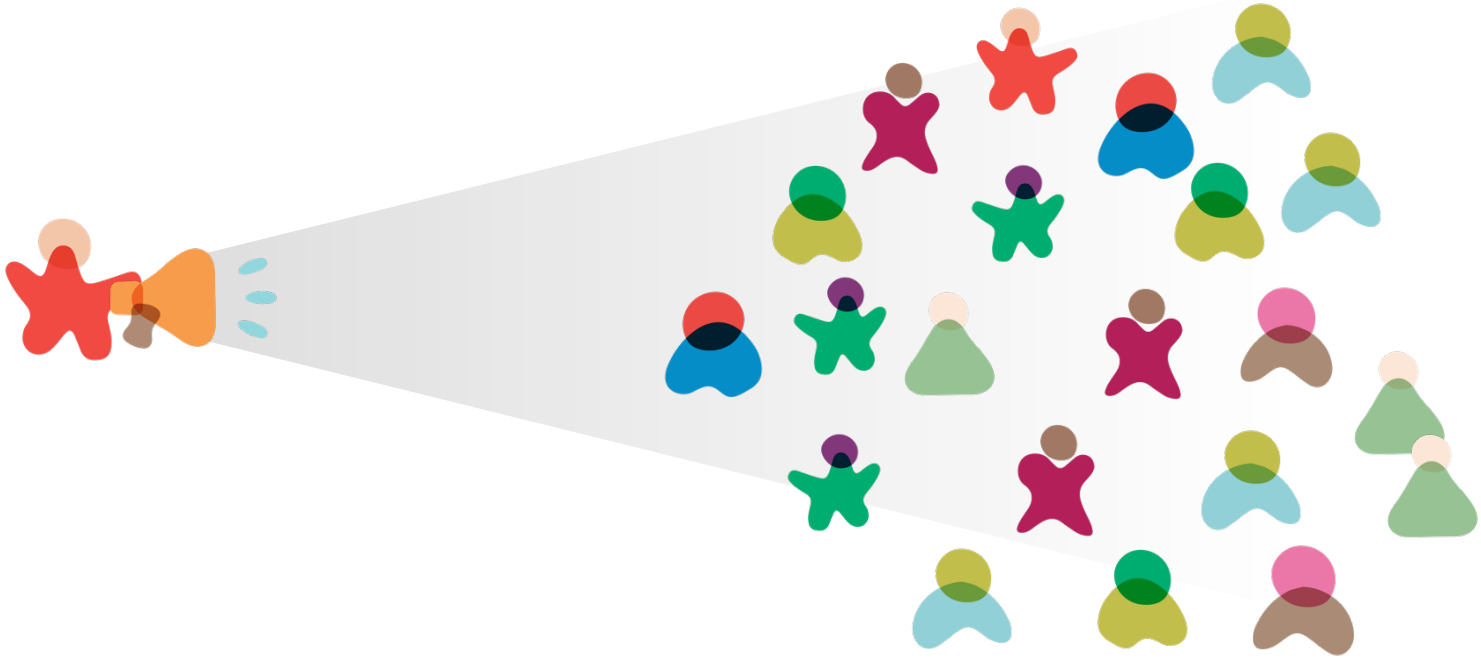
Pull

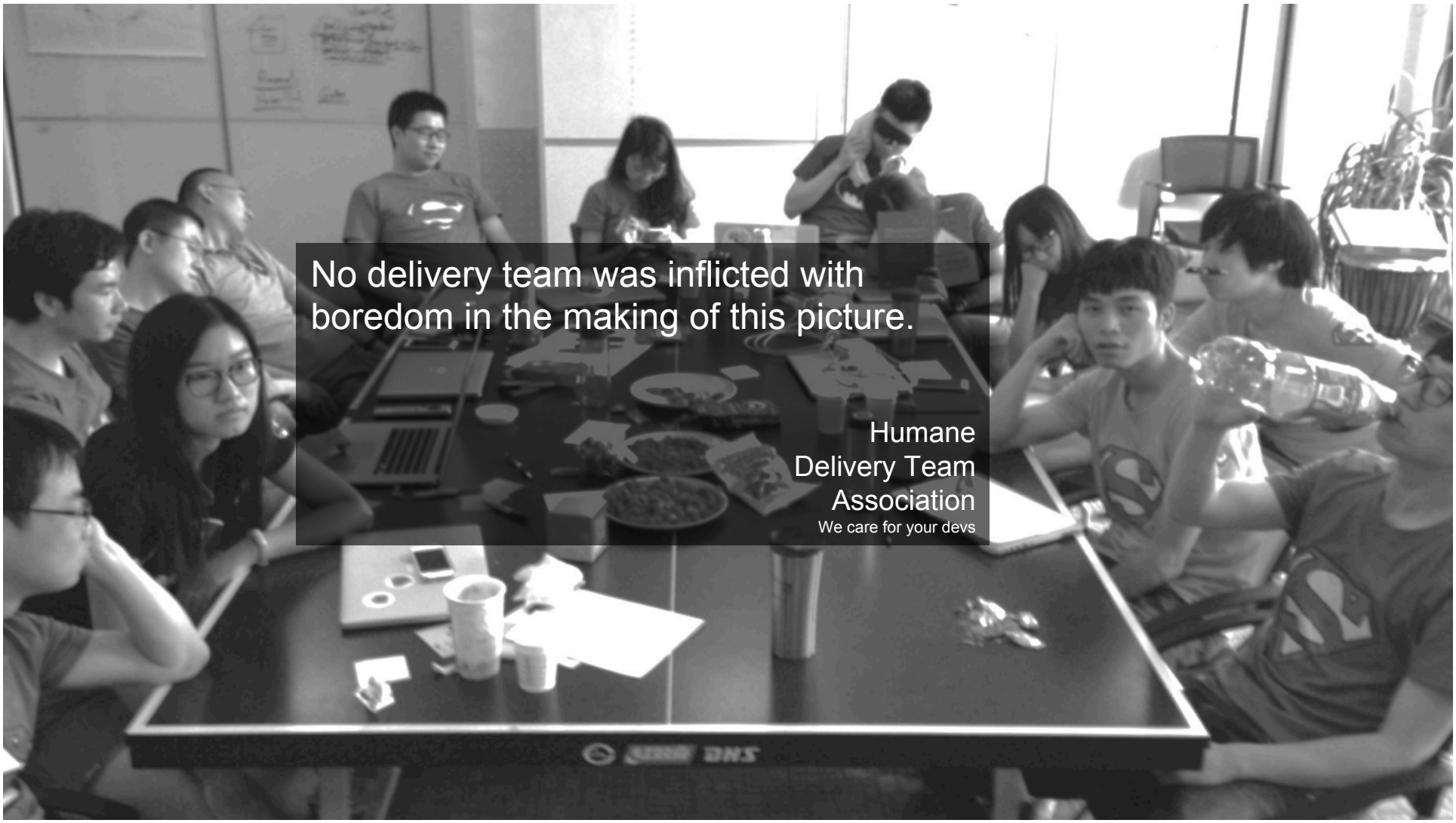
Make what we need when we need it



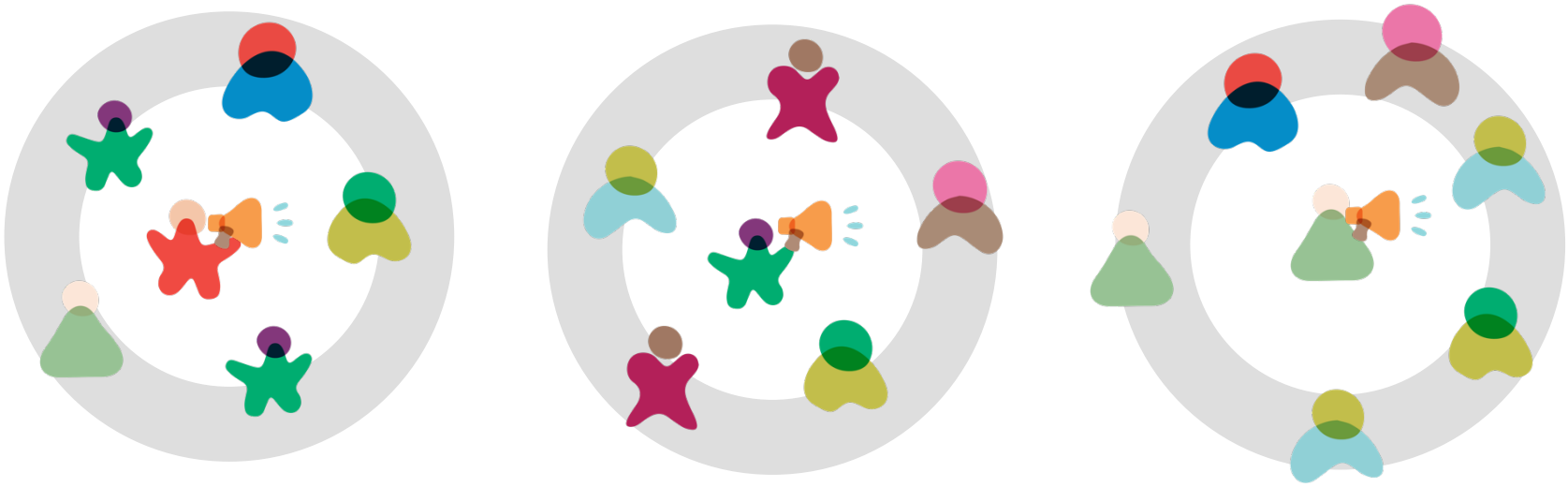
ANTI PATTERN

“Scale the Training” or, De-scale the organization!

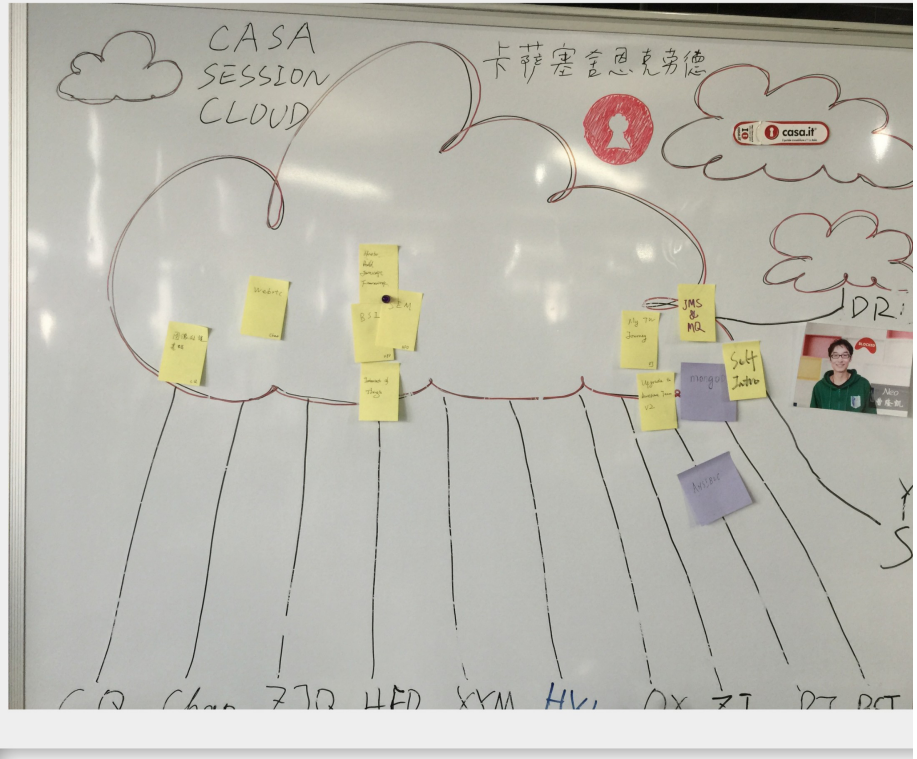



No delivery team was inflicted with boredom in the making of this picture.
Humane Delivery Team Association
We care for your devs

PULL BASED LEARNING – DE-SCALE



Aussie
Caroline Adams
Hi, how can I help?
Send
#16 - MAY 8/9

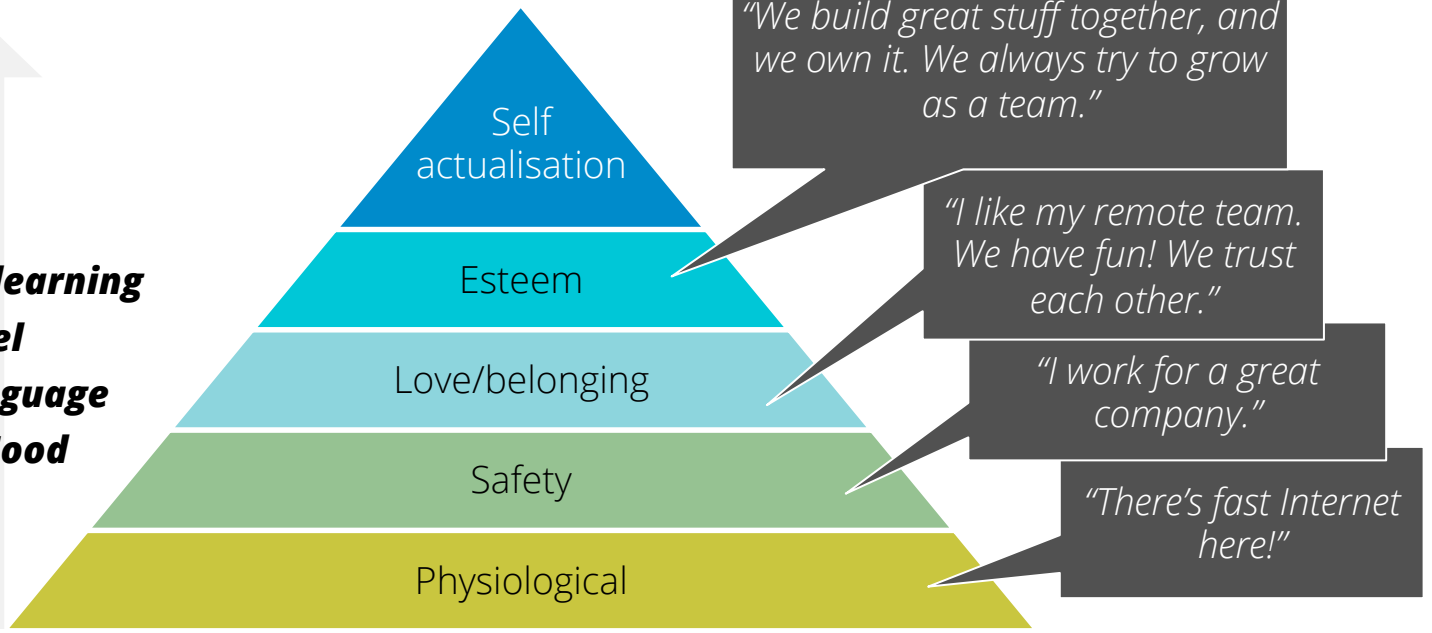

CASA
SESSION
CLOUD
casa.it
JMS
&
MQ
Self
Jetty

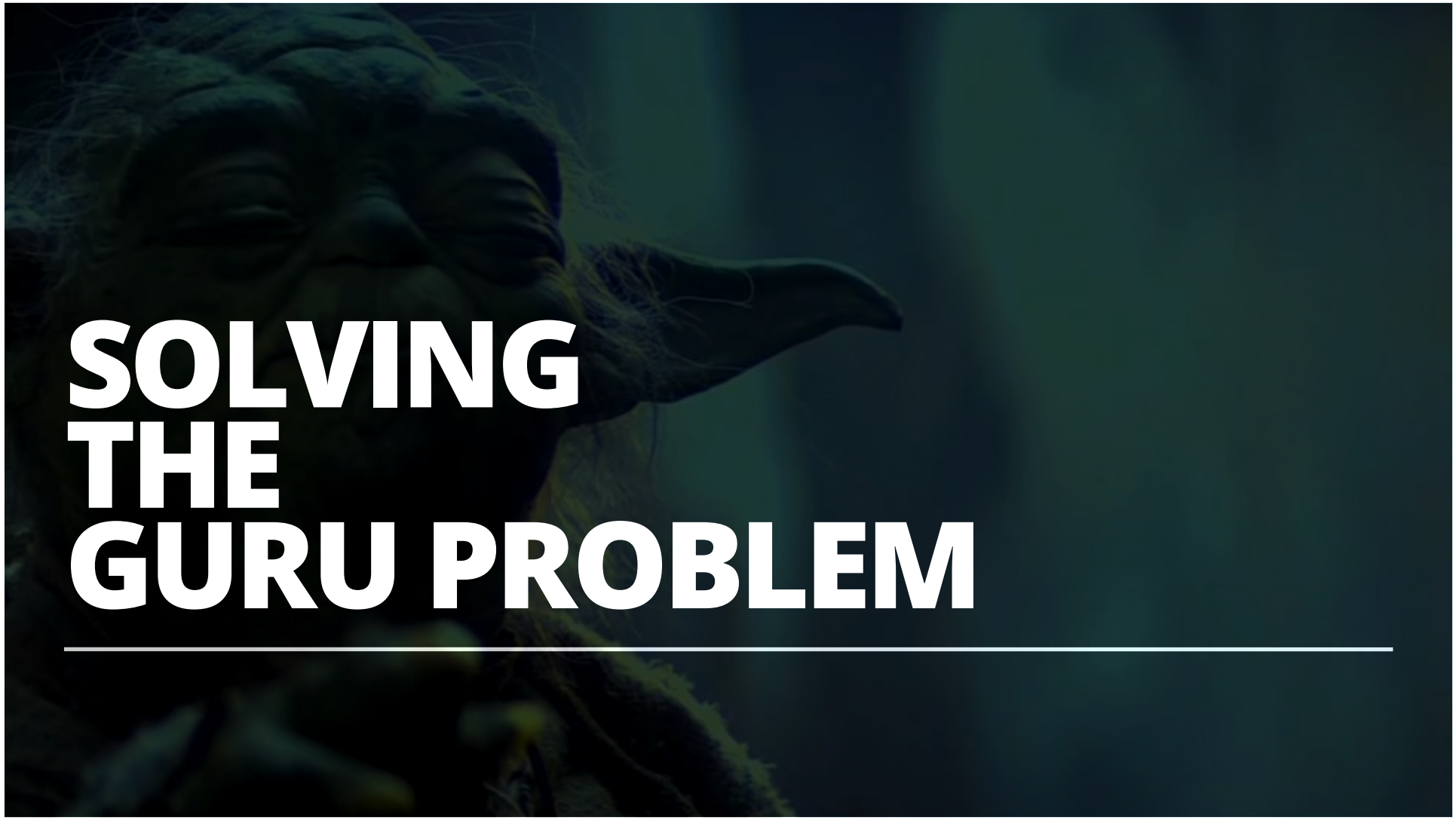
HAPPY, MOTIVATED PEOPLE & TEAMS

with Maslow's Hierarchy of (Distributed Team) needs...

Motivation
Empowerment
Engagement
Happiness ☺

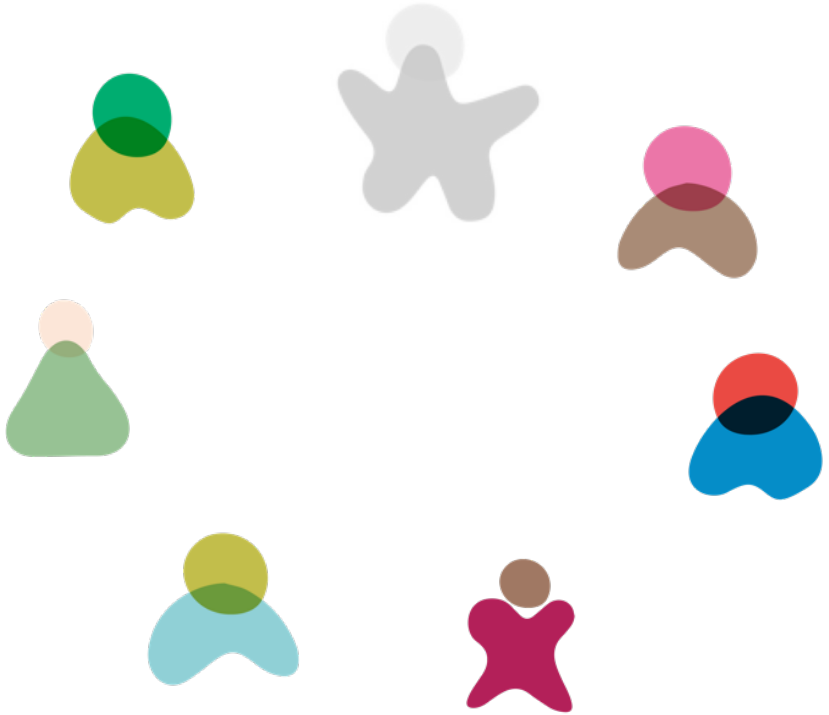
Pull based learning
Travel
Share language
Share Food



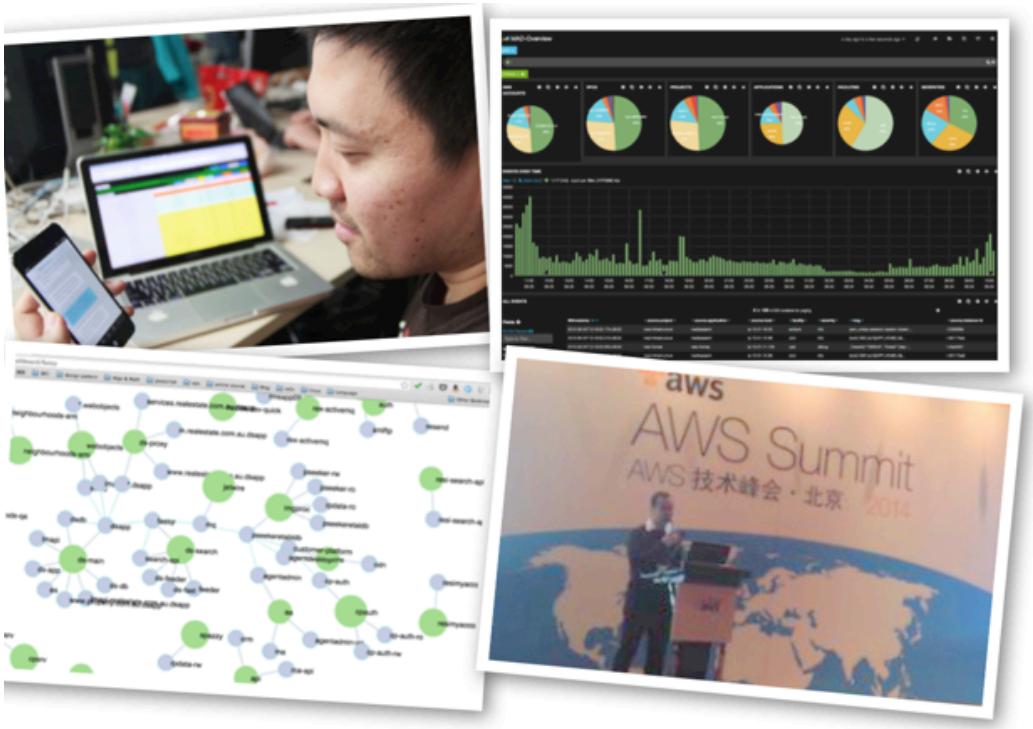

SOLVING
THE
GURU PROBLEM

SOLVING THE GURU PROBLEM

SOLVING THE GURU PROBLEM



- Share responsibility early
- Share leadership early
- Fail and learn early



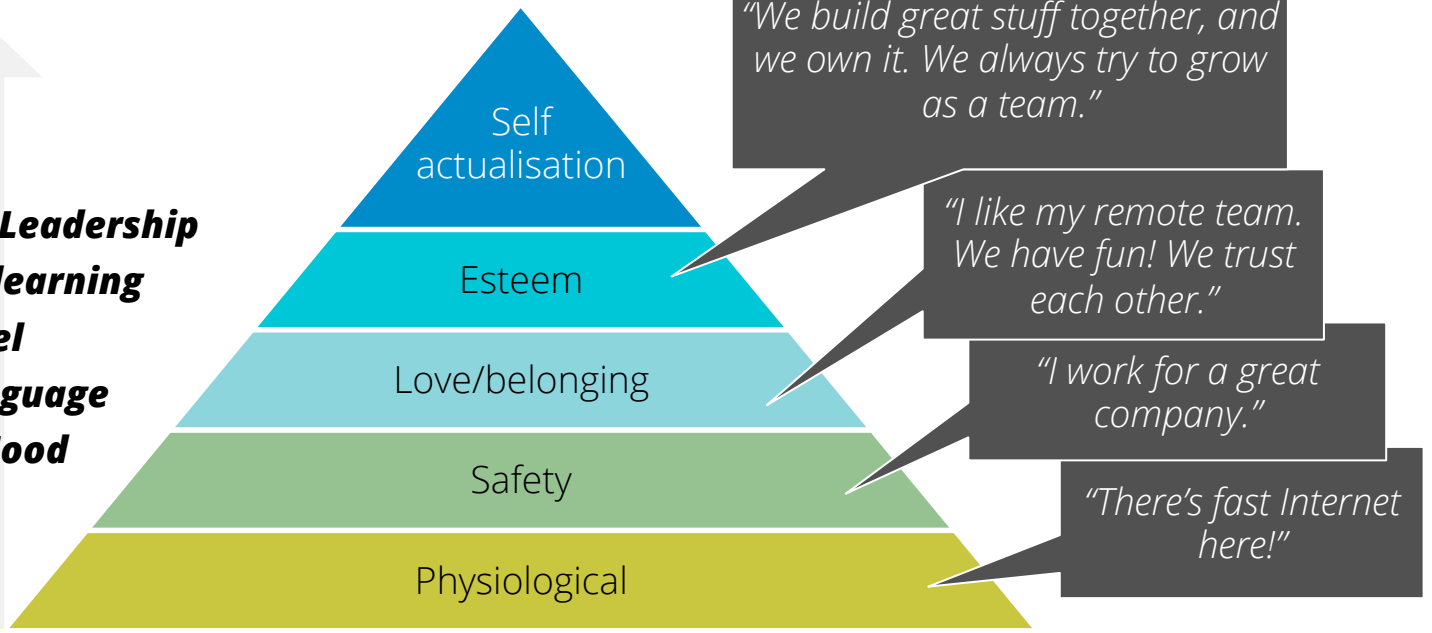
- Share ownership
- Better software
- Drive innovation

HAPPY, MOTIVATED PEOPLE & TEAMS

with Maslow's Hierarchy of (Distributed Team) needs...

Motivation
Empowerment
Engagement
Happiness ☺

DevOps & Ops Leadership
Pull based learning
Travel
Share language
Share Food



HACKDAYS

- Build culture of innovation
- Open new relationships
- Have fun together☺

INNOVATION BEYOND HACKDAY

- Drive inceptions
- Product hacks
- Drive ownership

INNOVATE SHIP IT!

- Teams love to ship
- Let them!

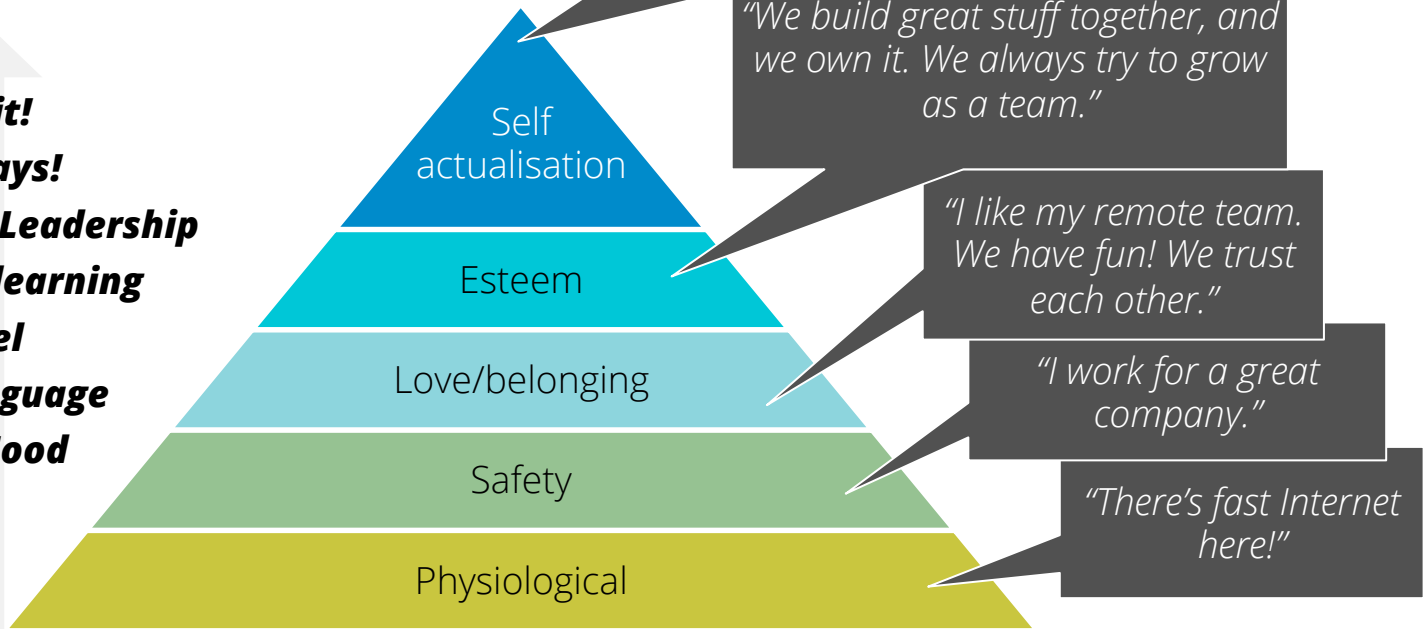
INNOVATION -> HAPPINESS:)
Give your team the freedom to innovate for you.
They will love you for it.

HAPPY, MOTIVATED PEOPLE & TEAMS

with Maslow's Hierarchy of (Distributed Team) needs...

Motivation
Empowerment
Engagement
Happiness ☺

Ship it!
HackDays!
DevOps & Ops Leadership
Pull based learning
Travel
Share language
Share Food



MANAGE COMPLEX (WITH SIMPLE PRACTICES)

MANAGE COMPLEX (WITH SIMPLE PRACTICES)

GREAT PEOPLE – AWESOME TEAMS

Q & A

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