



# How Ted Lasso Helps Us Make Agile & DevOps Savings at Lockheed Martin

## A Tale of Servant Leadership

DevOps Enterprise Summit 2023

Jordan Stoner & Dr. Anthony Earl

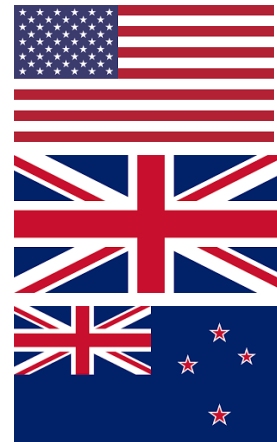


# Who Are We?

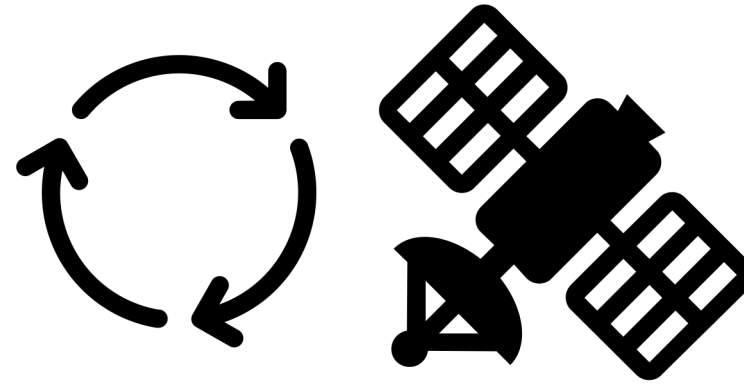
- Jordan Stoner
  - Agile Coach at Lockheed Martin Space's Software Factory
- Anthony Earl
  - Agile Coach at Lockheed Martin Space's Software Factory

We both speak “English”

- From the US (50 states)
- From the UK (4 countries)
- From NZ (2 Islands)



# Problems We Face



1. Cost effective solutions
2. High quality
3. Delivery at the speed of relevance
4. Practical support and maintenance in unusual environments



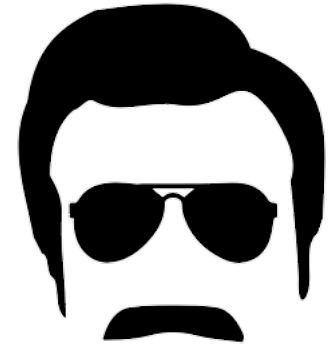
# Let's Discuss an Effective Agile Coaching approach with DevSecOps Tool Support

- We are part of a Lean Agile Center of Excellence (LACE) serving LM Space and beyond;
- We service requests for help from teams of 5 people up to Solution Trains of 500 people;
- We cannot use a 1 size fits all Agile transformation (or refurbishment) approach in hugely differing contexts and scales, but ...
  - We can take a coaching approach that starts by **believing** that it's people who are going to make the difference.
- After we give you the (Ted Lasso) examples of situations ...
  - We'll also give you **some numbers that express the value** we've delivered from our LACE and DevSecOps Teams



# What Does Ted Lasso Have To Do With This?

What is the show about?

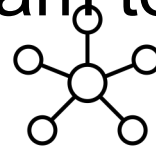


# What Does Ted Lasso Have To Do With This?



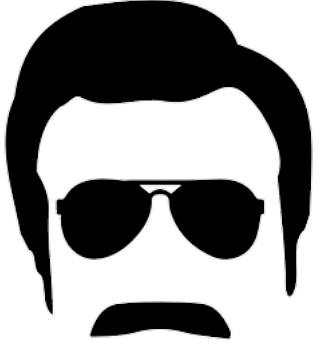
What is the show about?

1. Implementing a new system
2. Staying positive
3. Learning new terminology & overcoming a language barrier
4. Building relationships & encouraging a team to do so as well



# Credit for Graphic Character Images

Ted Lasso



Coach Beard



Rebecca



Keeley



Thank you  
Risa Wilmeth at Scaled Agile Inc.





“I think one of the neatest things about being a coach is the connection you get to make with your players. That’s a loss that hits me a lot harder and is gonna stay with me a lot longer than anything that happens while playing a game on a patch of grass.”

■









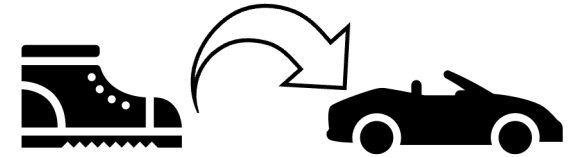
# We Are Not the First to Notice This ...

- “5 times Ted Lasso reminded us what great leadership looks like” by Gwen Moran in Fast Company (08/27/21)
- “Servant Leadership: The Ted Lasso Way” by Matt Kelly on LinkedIn (05/08/21)
- “Why Real Coaches Want to Be Ted Lasso” by Ben Cohen in The Wall Street Journal (07/14/21)

And many more!

# Language Problems – They Are Not a Joke

-  : If I were to get fired from my job where I'm puttin' cleats in the  
 trunk of my car ...  
 : You got the boot from puttin' boots in the boot.  
 : I love that!



# Language Problems – They Are Not a Joke

A: So Jordan, you've done Scrum right?

J: Yes, of course

A: So you know all the Agile terms?

J: Like "Sprint"?

A: No! It's "Iteration!" -- Look in the Agile Alliance glossary!

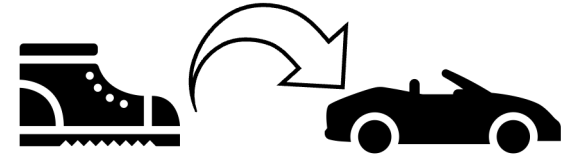
J: How about "Scrum?"

A: Yes, I've played rugby and scrummed down.

J: No! It's a "Daily Standup"

A: Is that the same as a Daily Meeting in the Agile Alliance Glossary?!

A: Actually, how many terms are there in that glossary?



# Language Problems – They Are Not a Joke

J: There are around 75 Terms in the Agile Alliance Glossary

A: There are over 100 in the SAFe Glossary

J: There are around 30 in the Scrum.org Glossary

That's quite a collection of concepts to digest if you are new to Agile



# Overcoming the Language Barriers



1. Recognize the barriers and explain clearly to teams new to Agile that they will have some new ideas and terms to adopt
2. Encourage Training
  - a) Formal &
  - b) Informal
3. As coaches, learn about the technology, designs and terminology that your teams are using ... it's not all Latin and Greek – it's fun technology



# One Small Step at a Time





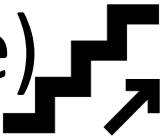
: So, how was your first day?



: I'm not exactly sure what y'all's smallest unit of measurement is over here, but that's about how much headway I made.

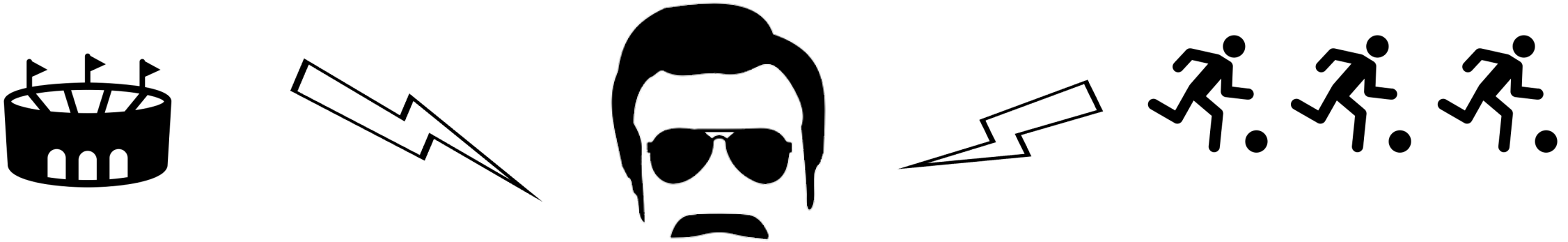


# One Small Step at a Time

- Using an Agile Tool allows you to measure progress 
- Offers earlier predictors cheaply 
- Tracks real progress (stories and features actually Done) 
- Allows coaches to see if teams have learned to plan within capacity 😊

 “How is that offside? No really! I want to know.”

# Listen for Feedback



“I want you to know, I value each of your opinions, even when you’re wrong.”





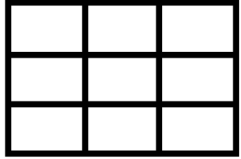
# Regular & Consistent Reporting and Feedback



“Back where I’m from, you try to end a game in a tie; well, that might as well be the first sign of the apocalypse.”



# Regular & Consistent Reporting and Feedback



- Football teams “report” their progress at least once a week
  - Official Wins/losses/ties plus goals for & goals against
  - Unofficial pass-completions, assists, tackles etc.



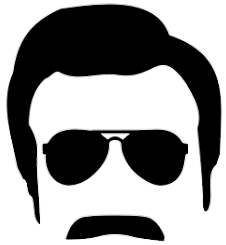
- Government Contractors using SAFe:
  - Track Agile Iteration statistics as usual; **plus**
  - Earned Value Metrics against the Integrated Master Schedule (IMS)



- Regular reporting can lead to benefits:
  - Leadership have said they are engaging in the right conversations at the right time with SAFe
  - Visibility of problems sooner rather than later
    - Teams are deciding that being smaller is better and making self-organizing splits



# Celebrate!

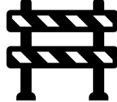


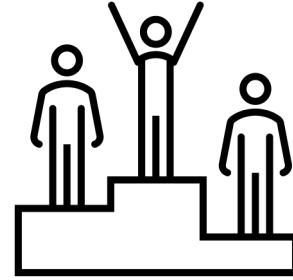
“If you care about someone, and you got a little love in your heart, there ain't nothing you can't get through together.”



# Celebrate!

- Celebrate your wins

- Iteration achievements
- Demos
- Positive customer responses
- Removing Roadblocks 



- Celebrate your people, help them feel welcome

- Birthdays and Special Occasions
- New Team Members



- Welcome them into the fold
- Program, SAFe, & SAFe -Tool Introductory Fortnightly classes



# Building Teams



"A good mentor hopes  
you will move on.  
A great mentor knows  
you will."



# Building Teams



- Leaders emerge through demonstrating skills
  - They can grow into SAFe Roles
    - Current role is no guarantee of success in new role
      - It depends on the person
    - Role transitions evolve over time (Nate & Roy Kent become coaches)
- Use small teams with dedicated members (diamond dogs)
  - Avoid large teams from prior structures
  - Sharing skilled resources is difficult and inefficient
- Allow time for people to settle into roles (The Head Office roles changed)
  - They benefit from experience
  - Let people try new things, fail or succeed and learn



- Coaches with experience enjoy passing on their knowledge

# Resistance to Change



- Change in **What** we do

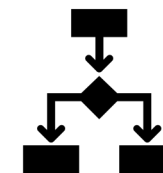
- SAFe ceremonies but people still want their familiar & comforting routines & status updates
- Ted wants the extra pass but Jamie is selfish



- Change in **How** we do it



- People want to write user stories that say how to get there (rather than where to go)
- We want the teams to improve the flow of value creation via a pull system but people still like to have work assigned
- Ted delegated to Beard and Nate to make decisions



# How to Get Past Resistance

“Nudge that ship in the right direction, yeah?”





# How to Get Past Resistance

- Continuous Learning Culture (a SAFe Core Competency) means a coach is better off nudging people to learn and discover better ways to do things rather than telling them how (i.e. not like Led Tasso)
- Teams need some time to explore alternate processes along with safe spaces
- Trust people will do the right thing if they are provided with a positive, safe, environment
  - **Teach them skills** for retrospectives, Inspect & Adapt etc.



# How to Get Past Resistance



“Well, you know the saying? ‘You buy a man a table, he eats once. You teach a man how to get a table and he eats at that restaurant until it becomes a Starbucks.’”

# Plans and Planning Need Feedback Too



“I'm not planning on that. No, my plan is for my plan to work. But you know what they say about the best-laid plans, right?”



# Plans and Planning Need Feedback Too

Teams *strongly* resist planning within capacity. They are always too optimistic even to the point of irrational exuberance.

- Coaches have to give teams honest feedback even if the teams don't like it
- Encourage teams to give each other honest feedback
- SAFe roles who should exemplify, model, and cultivate SAFe:
  - RTEs & STEs
  - Scrum Masters
  - PMs
  - Coaches
- Just like professional athletes, our teams want to win



# Outcomes and Savings

- In our widely-distributed, digital environment we have to incorporate tool support for both the work & the ways we work
- Our Software Factory teams deliver training and expertise that is less expensive than market rates, however ...
- Substantial portions of the resulting savings come from the automation of routine tasks that are now:
  - Far faster;
  - Less susceptible to errors (reducing rework); and
  - Offer very fast feedback on suitability and quality
    - It's far cheaper to address issues when they are detected sooner
- Moreover, we can pass on **value** to our current and potential clients and win more contracts



# Recent Achievements

Savings

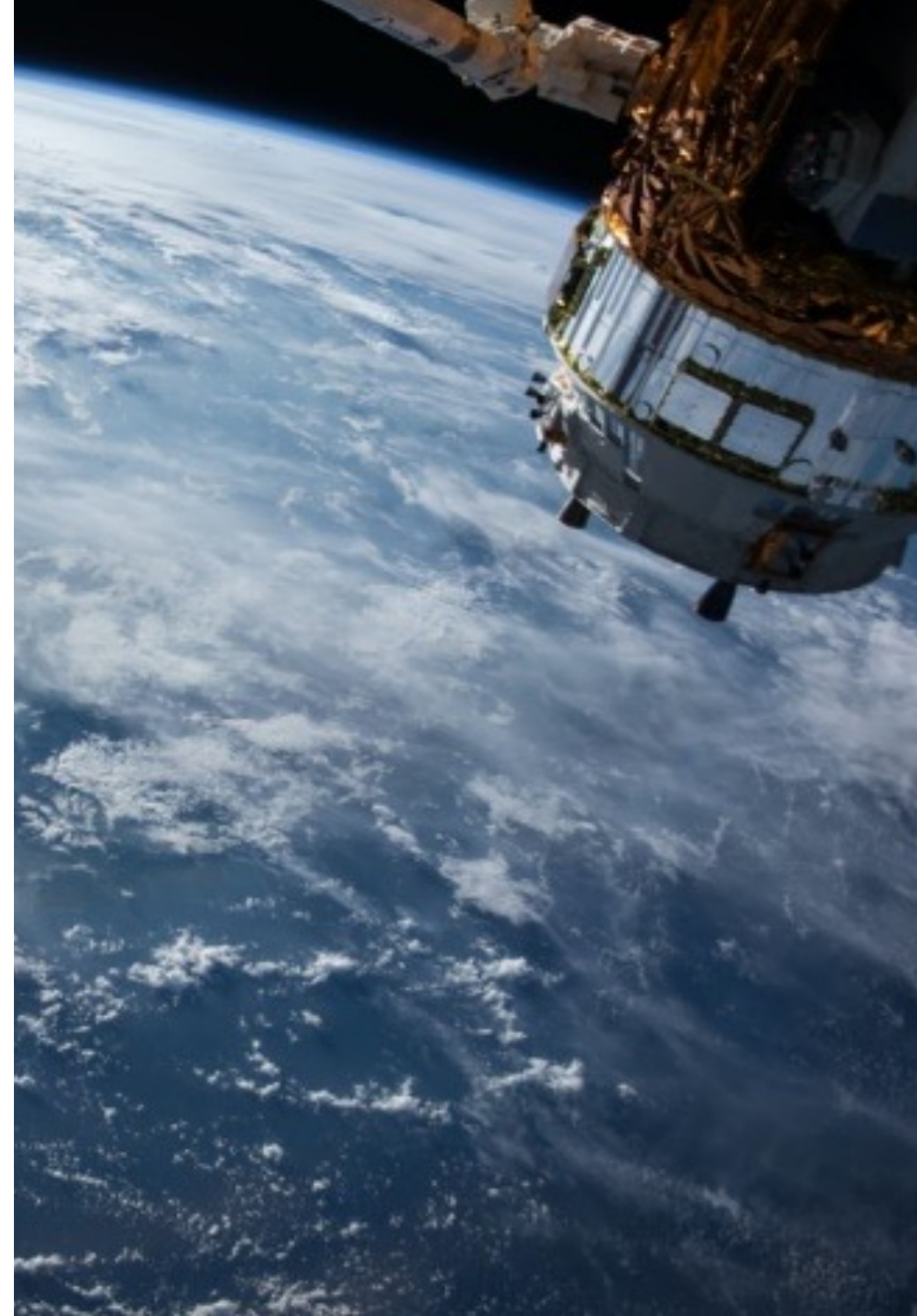
**Significant**

Participants Trained

**300x number of  
trainers students  
were trained**

Days from ATP to First Build

**Significant time  
reduction from  
Authority to  
Proceed to Build**



# THE SOFTWARE FACTORY AT LOCKHEED MARTIN SPACE

A Software Factory utilizes people, process, and tools to move ideas and requirements to secure, high quality products at the speed of relevance.

People are the most valuable resource we have

Self-driven growth of Agile practices with the support of SWF Agile Training and Coaching.

Increase in team's predictability

Delivering software release ahead of schedule

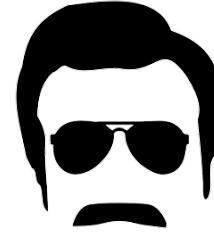
Leveraging automation to deliver more value to the mission

Implementing DevSecOps best practices and Software Factory tooling.



# IN SUMMARY ...

- There will be language barriers
- Take small steps
- Listen to feedback
  - Put your ego to the side and do not get defensive, need to create a safe space for all to be honest
- Regular and consistent reporting
- Expect resistance to change
- Celebrate success *and* the savings you see







BELIEVE

In Applying the  
Principles of  
DevSecOps



# And thank you for coming to our “Ted” talk



