**July 2, 2015**

**July 13th Agile Leadership Forum (ALF): Breaking Down Silos**

Do you find a Product Owner (PO) has all the expertise and answers to determine what’s valuable and should be delivered as part of a product?  Though the PO is engaged with stakeholders (those who will be impacted by the product delivered) and the development team (those who will be delivering the product), it is challenging for one person to have all the answers, especially on large programs.  Therefore, value teams, structured to include everyone who can help agree on what will be delivered and why, are especially important.  Join the next ALF to explore how value teams are structured and how they can help better serve their programs at USCIS.

In this session, you will:

* Understand how moving away from traditional control-focused management to trust-based management increases productivity and quality.
* Describe high-fidelity communications and how they are impacted by strategic approach
* Have practiced DevOps in its foundational essence, which is breaking barriers between interdependent functions.

The June Agile Leadership Forum will be held on Monday, mmm ddd, from   
ttt p.m. - ttt p.m. (EDT) in the Tomich Center at 111 Massachusetts Ave, NW, in Washington, D.C.  Web and teleconference information is available on the registration page.  Registration is suggested to facilitate distribution of materials to participants.  To register, click[**here**](http://ecn.uscis.dhs.gov/team/mgtoit/Offices/oit/ATD/Training_Registration/Lists/Course%20Calendar/DispForm.aspx?ID=112&ContentTypeId=0x010200032257EF29741B479E3C2ECE72A0BF3D).

Also, mark your calendars now for the July Agile Leadership Forum, *<topic>,*  on <day>, <date>, from hhh p.m. - hhh p.m.

For more information regarding upcoming ATD events, to register for training or simply ask a question, please visit the [Applied Technology Division (ATD) ECN site](http://ecn.uscis.dhs.gov/team/mgtoit/Offices/oit/ATD/Training_Registration/SitePages/default.aspx).

# Agile Leadership Forum: Breaking Down Silos

## Objectives

Participants will:

* Understand how moving away from traditional control-focused management to trust-based management increases productivity and quality.
* Describe high-fidelity communications and how they are impacted by strategic approach (including relying on trust rather fear)
* Have practiced DevOps in its foundational essence, which is breaking barriers between interdependent functions.

## Session Description

**DevOps – The culture, mentality, and impact of busting silos.**

DevOps is more than a combination of tools or technique, foundationally; it is a culture shift augmenting high fidelity communication and collaboration towards building higher quality software more quickly with more reliability.

Most silos are built with process and practices that provide a sense control and oversight rather than trust; this tends to lead towards the “tossing over the wall” effect.  In order to move towards a **REAL** DevOps environment, walls that hinder value-delivery need to be torn down and fundamentally altered to improve flow.  Individuals that work in a high trust environment invite themselves to be truly self-empowered allowing for astonishing results.

In this session, we will explore what is the impact of silo busting, and how an organizations culture and an individual’s mindset enables tearing down these walls.  You will also experience what it looks like to work with and without silos through an in-person activity!

## Outline

### Organizational Culture

* Cultures within teams, functional groups, programs, cross-program, cross functional
  + What culture is (survival mechanism versus style)

### Overview of command-and-control (reference: F.I.R.E., Dan Ward)

* Traditional policy🡪process🡪procedure🡪methodology🡪assignments definitions based on
  + Conventional C&C
  + Tendency to describe a fluid condition as a static process
  + Tendency to create complexity
  + Create silos due to line-of-sight/prejudice
* Traditional C&C often results in an environment of fear and mistrust
* Contributors to this behavior/culture may include
  + Good faith and good intentions
  + Habit
  + Ambition on the part of some
  + Lack of ambition of the part of others
* Fulfilling work (allowing self-actualization) also fosters the highest productivity, quality work, and valuable outcomes. [Pull in Maslow’s hierarchy?}
* Cite examples of organizations/companies exhibiting high-fidelity communication (regardless of org structure)
  + GitHub?
  + Zappos? (may be a stretch for some to comprehend)
  + Dig for correct examples

### High-Fidelity Communications

* Systems thinking
* (Example GitHub)
* “Anyone can talk to anyone”

### Exercise: Two Rounds of Role-Play

Round 1: establish ops and release goals; Dev team, Ops team, with Release Manager as only POC for developers to describe Ops environment

Round 2: new ops environment and release goals, now allow developers to talk directly to operations and set priorities