Date: Saturday, 01-24-2009

Session Title: Toyota's Chief Engineer as a Model for Agile Prod Dev Leadership

Presenter: Dave Scott Bellware

What should I take away from the session? (Summary):

Notes (key points, book suggestions, website suggestions, etc)

Agile failure model: large software upgrade, moving from one database to a new one.

- Got company buy in, project begins
- 9 mos later – still not a single usable feature had been delivered
- 3 mos later – project cancelled after $1m expenditure

Agile manifesto

- Individuals and interaction first, processes and tools next

Chief Engineer Responsibilities

- Voice of the customer
- Customer-defined value
- Product concept, numerous responsibilities
- Can do all of the jobs of the people who work for him

Chief Engineer Qualities

- Visceral feel for what the customer wants
- Servant leader yet disciplinarian –
- maestro
    - flow is critical
    - start-stop introduces chaos
    - only 1 can wear this hat

- Lean principles
  - Eliminate waste/add value
    - Make decisions faster
    - Need <u>fewer</u> decision makers with deeper and broader skills – need "towering technical competence"
    - Question our current organizations as we adopt agile – are we structured to succeed in Agile?
    - Multiple authorities need share accountability for every single decision they make.
      - Keep directional conflict away from the project team
      - Flow is damaged by distraction and turning self-organization to self-determination to self-entitlement
        - Leads to unmanageability.
    - Where do you find these leaders?
      - Build them
        - Follow toyota's lead
        - 10 years to build this
    - People who fail on Toyota's model fail because they miss the point that Lean means evolving into a learning organization…often the "processes" are adopted while missing that larger picture.
      - A learning organization should always question what it does
    - What personality type works best for Agile?
      - Agile works best when personality types on the team are similar
      - Authority and deep skills of a senior person make agile work