



CREATE THE SELF DIRECTED TEAM OF

---

# YOUR DREAMS

@NOSREDNAHSOJ

**GROWTH IS A  
REQUIREMENT**



---

## WHO IS THE DUDE?

- ▶ Founded in 1999
- ▶ Over 10,000 customers
- ▶ **NOT half-SaaS'd**
- ▶ Suite of products centered on work & assets
- ▶ 5 primary verticals
  - ▶ Education, Government, Healthcare, Manufacturing, & Membership



**\$100,000,000.00**





**LIGHTSPEED IS TOO SLOW. WE'LL HAVE  
TO GO RIGHT TO LUDICROUS SPEED.**



DEFINING

---

**SOFTWARE ENGINEERING SUCCESS**



**WHAT SUCCESS  
LOOKS LIKE**

0\*



  
35 People

  
1 Process

  
5 Products

< 1 Year



# 3 KEY FACTORS TO BUILDING SUCCESS

MINIMUM

VIABLE

~~DEBATE~~ MORE



SAY IT **7** TIMES

# SHU, HA, & RI

3



Shu (Learn)



Ha (Detach)



Ri (Transcend)

**APPLYING TO  
“PEOPLE”**

PEOPLE = CULTURE

# WTF IS CULTURE?!?





# ARCHITECTING CULTURE

## 1. BE INTENTIONAL

PROVIDE FRAMEWORKS

UNDERSTAND THE DIVERSITY OF PATHS

# BEING INTENTIONAL

1. USE EVERY CEREMONY

TREAT IT LIKE A PRODUCT

NEVER STOP (YOU KNOW, THAT 7 TIME THING...)

**PROVIDE FRAMEWORKS**



O'REILLY

"The field has needed a book like this for a long time."  
—Peter Norvig, Google

# Debugging Teams

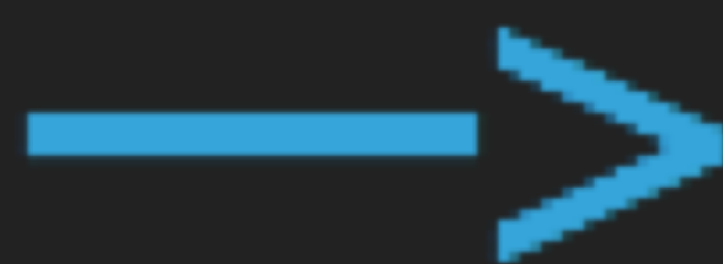
Better Productivity  
Through Collaboration



Brian Fitzpatrick & Ben Collins-Sussman

←  
**WHAT**

**HOW**



OVER ONE MILLION COPIES SOLD

Foreword by **Stephen R. Covey**

Author of *THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE*

# crucial conversations



Tools  
for talking  
when stakes  
are high



KERRY PATTERSON, JOSEPH GRENNY, RON McMILLAN, AL SWITZLER



**VALUES  
ARE A  
FRAME-  
WORK**





# GREAT CULTURE SCALES

SHU, HA, RI  
YOUR  
VALUES

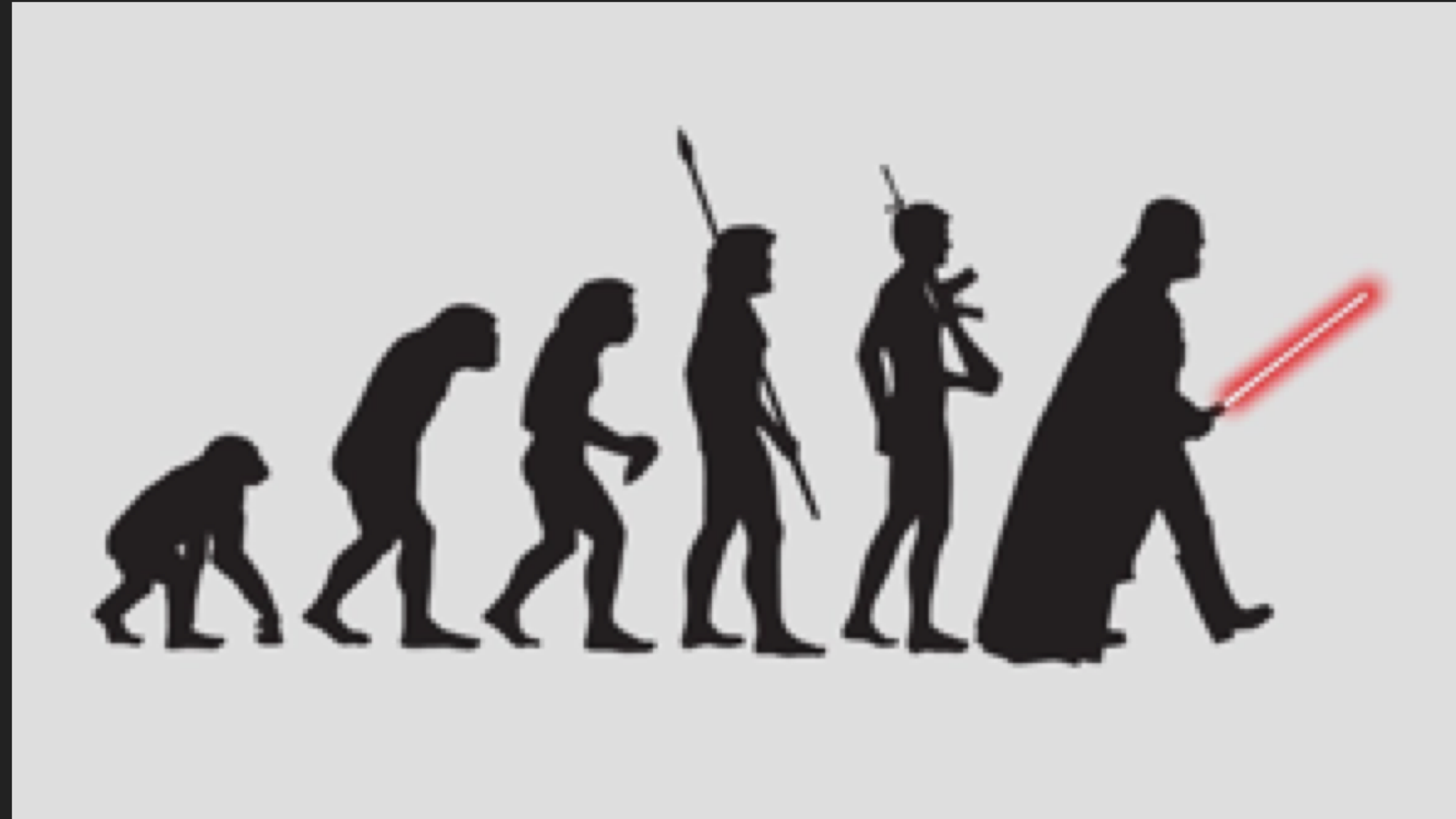


**DIVERSITY OF PATHS**

**EVERY PERSON  
& EVERY TEAM  
STARTS AT SHU**



# UNDERSTAND & RESPECT

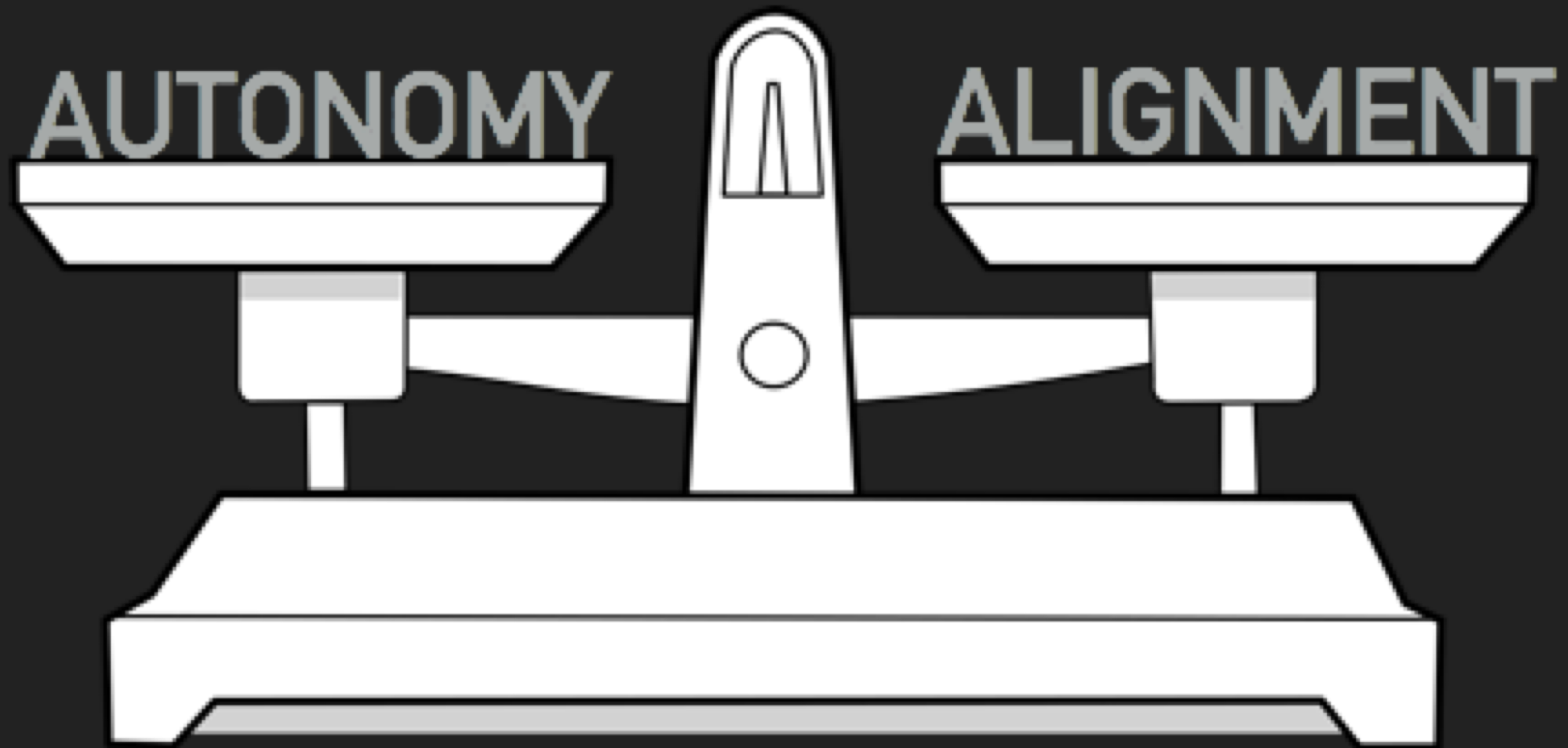


## HABIT EVOLUTION



**APPLYING TO PROCESS**

# MINIMUM VIABLE BUREAUCRACY



PUTTING M. V. EVERYTHING TO THE TEST...

---

**WHAT PROBLEM ARE WE TRYING TO  
SOLVE, AND DO WE HAVE THAT  
PROBLEM RIGHT NOW?**

**You & Your Team. EVERY. DAY.**

# WTF IS SCALED AGILE?!?





# HOW WE DEFINED AGILE SCALE



FRAMEWORKS AREN'T  
SILVER BULLETS

