



SPA2013

23<sup>rd</sup> – 26<sup>th</sup> June 2013

## Where Do I Start?

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# Agenda

00:00 – 00:15	Objectives and process
00:15 - 00:20	Sort into suitable groups
00:20 - 00:35	Initial brainstorm
00:35 - 00:45	Gallery
00:45 - 01:00	Second brainstorm and prioritization
01:00 - 01:15	Top ranked tips and reflections



# Presenters

- **Andy Longshaw**
  - Leading the technology function at Quantiv
  - Lives the People, Processes, Practices, Technology dream!
- **Eoin Woods**
  - Lead Software Architect at UBS Investment Bank
  - Securities architect for Operations IT
- **Nick Rozanski**
  - Rates Architect at Barclays Investment Bank
  - Leads the architecture function for this front-office department

# Introduction

- Whatever level you work at in an organization, it is challenging to become effective quickly when you first arrive
- You need a degree of context to be able to make effective decisions:
  - understanding the business
  - understanding the codebase
  - understanding the organization's power structures
- Different aspects of context will be more important in different roles
- There is a continuum of knowledge that is useful in most situations

# Goals of Today's Session

- We are looking to gather a mixture of technical and non-technical practices, for example:
  - from a **technical perspective**, if there is no system architecture diagram it might make it easier to understand the new system you are working with if you try to draw one, asking questions as you go
  - from a **non-technical perspective**, you might want to make a map of how the different managers in the hierarchy fit together and what their responsibilities are
  - from the **user perspective**, you might want to draw up some use cases or functional models to understand how the business works

# Scenarios

- We are interested to know whether there are techniques that could be applied in more than one scenario, for example:
  - Joining an organization as a fulltime employee
  - Being promoted to a new role in your current organization
  - Moving to another part of your current organization
  - Arriving in an organization as a contractor or consultant
  - *etc.*

# Roles

- We would also like to explore which techniques can be applied more than one role, and which ones are less useful in one role than another, for example:
  - Developer
  - Team leader
  - Analyst
  - Tester
  - Coach or mentor
  - Architect
  - Project manager
  - *etc.*

# Organisation Size

- Finally, we would like to explore whether these practices change according to the size of organisation that you are joining:
  - a small organization, where there is a good chance you will meet and work with many, if not all, of the staff, right up to the CEO
  - a medium-sized organisation, where you will still probably be able to meet most of the key influencers / decision makers, but will need to work hard to do this
  - a large organisation, where you are likely to work with people in only one department or location



# Example Practice

<b>Name</b>	<b>Organization Map</b>				
<b>Brief Description</b>	Draw an organisation chart which shows the key roles, people and reporting lines (solid and dotted)				
<b>Top 2 Benefits</b>	Know who the decision makers are; know who can answer questions				
<b>Top 2 Challenges</b>	Finding a reliable source of information if there is no official organisation chart; determining the dotted organisational lines				
<b>Applicability</b>		<b>Joining New</b>	<b>Promotion</b>	<b>Job Move</b>	<b>Contractor / Consultant</b>
	Developer				X
	Team Leader	X		X	X
	Analyst	X	X		X
	Coach / mentor	X		X	X
	Architect	X	X	X	X
	Project manager	X	X	X	X



## **PART 2 – EXERCISES**



17:15 – 17:20

# Getting into Groups

- We are going to work in groups of about 4 people
- Being agile, we're going to rely on self-organisation
  - unless that goes wrong and we'll tell you what to do!
- Group yourself with others with a similar role on their badges

# Exercise 1 – Finding Practices

Objective	Find and share practices that have worked for you previously
Description	<ul style="list-style-type: none"><li>• Introduce yourselves</li><li>• Agree a <u>specific</u> situation to consider (role, scenario, org.)</li><li>• Brainstorm a list of practices that you think would be helpful</li><li>• As a group, refine the list into a coherent set with rationale</li></ul>
Outputs	A display presenting the practices with applicability and rationale

# Gallery

- Share, learn from and improve each set of practices
- 10 minutes to circulate and read the other displays
  - what do you agree with?
  - what do you disagree with?
  - what is missing?
  - what have you missed in your display?
  - share your suggestions with the group at each display
- Leave someone with your display to answer questions and record suggestions

## Exercise 2 – Producing Advice

Objective	Refine the list into concrete advice
Description	<ul style="list-style-type: none"><li>• Consider the suggestions you have received during the Gallery</li><li>• What did you learn during the Gallery?</li><li>• Work as a group to refine your initial set of practices into a final set of advice for the scenario</li></ul>
Outputs	A presentation of the final set of practices (perhaps in a different form)



## **PART 3 – PRESENTATIONS**



17:00 – 17:15

# Presentations

- We now want to understand the advice for each scenario that you have produced
- 5 minutes to present your advice and rationale to the wider group





## **PART 4 – CONCLUSION**



# Conclusion

- Any job move is complicated by the difficulty of becoming effective quickly
- This is caused by missing knowledge that is usually specific to the organisation and role
- We hypothesised that there are proven practices that people use to overcome these difficulties
- The question is, based on the last couple of hours, were we correct?



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