



Questions:

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Context Leadership Model described in *Stand Back and Deliver: Accelerating Business Agility* by Pixton, Nickolaisen, Little, and McDonald Addison Wesley 2009

Complexity Attributes

Attribute	Low Complexity (1)	Medium Complexity (3)	High Complexity (9)
Team size	2	15	100
Mission critical	Speculative	Established market	Safety critical or significant monetary expenditure
Team location	Same room	Within same building	Multisite, worldwide
Team maturity	Established team of experts	Mixed team of experts and novices	New team of mostly novices
Domain knowledge gaps	Developers know the domain as well as expert users	Developers require some domain assistance	Developers have no idea about the domain
Dependencies	No dependencies	Some dependencies	Tight integration with several projects

Uncertainty Attributes

Attribute	Low Uncertainty (1)	Medium Uncertainty (3)	High Uncertainty (9)
Market uncertainty	Known deliverable, possibly defined contractual obligation	Initial guess of market target is likely to require steering	New market that is unknown and untested
Technical uncertainty	Enhancements to existing architecture	We're not quite sure if we know how to build it	New technology, new architecture; some research may be required
Number of customers	Internal customer or one well-defined customer	Multiple internal or small number of defined customers	Shrink-wrapped software
Project duration	0-3 months	3-12 months	>12 months
Approach to change	Significant control change	Moderate control over change	Embrace or create change

Addressing Complexity Risk

Attribute	Ways to lower the attribute and reduce risk	Process steps to mitigate
Team size	Split teams into smaller cohesive groups	Make sure teams have shared understanding of their purpose and the overall project success criteria. Bring teams together at regular intervals. Define, communicate, test, and manage project interfaces.
Mission critical	Not easy to reduce	Make critical decisions and overall project status visible to all stakeholders. Ensure that stakeholders understand the consequences of key decisions
Team location	Collocate the team if possible	Bring team members into face-to-face contact often. Invest in high bandwidth communication and collaboration tools.
Team maturity	Keep experienced teams whole, and leverage them from one release to the next. Integrate new members into the team early.	Make sure that time is allocated for mentoring of new team members, and invest in training and improvement for the entire team.
Domain gaps	Staff the team with members who have strong domain knowledge and use them to mentor other team members. Ensure that customer needs are constantly represented.	Educate and expose team members to the domain. Have team members sit with users and experience how they use the product.
Dependencies	Eliminate dependencies of work with static versions of dependencies. Build automated tests to check dependencies	Invest in communication with teams that depend on you. Understand their needs and be clear about your progress.

Addressing Uncertainty Risks

Attribute	Ways to lower the attribute and reduce risk	Process steps to mitigate
Market uncertainty	Target a specific market segment that is better understood.	Deliver iteratively, utilize prototypes, and elicit customer feedback on a regular basis.
Technical uncertainty	Accept proven technologies. Design flexibility into situations to enable decisions to be made in the future.	Delay decisions where the uncertainty will resolve itself. Conduct experiments that will provide information to help resolve the uncertainty.
Number of customers	Target a specific customer segment or group of customers.	Use a product champion to solicit multiple customer voices and move them in a unified direction. Use the Purpose Alignment Model as a filter.
Project duration	Shorten the duration or deliver functionality in incremental releases.	Deliver incrementally and maintain high quality throughout the project.
Change	Exert control over change where it has the biggest impact. Delay decisions so that changes can be made without major impact.	Utilize incremental delivery and feedback to enable change to be absorbed into the project. Avoid committing to too much detail early.