Overall Research Program

From “Accelerate: The Science of Lean Software and DevOps”, by Nicole Forsgren, PhD, Jez Humble, and Gene Kim
<table>
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<th>Management Practices</th>
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<td><em>Focus on quality, protect teams to ensure quality</em></td>
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### Culture
- **Foster generative culture**
- **Build quality in, continuously measure and monitor**
- **Focus on promoting organizational learning**
- *Provide teams with time for improvement and innovation*

### Organizational Structure
- Establish small, cross-functional, multi-skilled teams; support bridging structures so teams can easily communicate and collaborate
- Enable and support cross-skilling to reduce expert-dependent bottlenecks, and form communities of expertise
- Establish and support internal coaches and the appropriate infrastructure to scale and sustain them

### Direct Learning and Alignment to Value
- *Engage, learn from, and validate with customers (Gemba)*
- *Understand & visualize customer value, - identify measurable targets for quality*
- *Practice creativity as part of overall work*
- *Visualize Demand, WIP, and "Done" (Kanban)*
- *Engage with and learn from customers and teams (Gemba)*
- *Understand & visualize customer value, - identify measurable targets for quality*
- *Practice creativity as part of overall work, encourage team members to utilize this time to learn and innovate*
- *Budget for and allocate time for creativity (i.e. Google's 20% target)*

### Strategy Deployment
- *Visualize team goals and targets, understand how these targets advance enterprise strategy*
- *Actively monitor and visualize performance to goals/targets*
- Practice strategy deployment, visualize all goals, and near-term targets, communicate this clearly to managers and help them set appropriate targets and initiatives
- *Actively monitor and visualize performance to goals/targets*
- Eliminate unnecessary controls, invest instead in process quality, and team autonomy and capability (*Teams that reported no approval process or used peer review achieved higher software delivery performance)*

### Improve flow through analysis and disciplined problem solving
- Visualize & analyze work flow, identify obstacles to flow, (Process/Value stream mapping & analysis); *understand the connection between the work they do and its positive impact on customers*
- Visualize & analyze work flow, identify obstacles to flow, (Process/Value stream mapping & analysis) help teams understand how they support larger value stream
- Visualize and analyze overall value stream flows (enterprise architecture), identify systemic obstacles to flow, prioritize and support mapping and analysis of lower level supporting flows

### Way-of-Work Rhythm & Routine
- *Visualize, measure and monitor work flow, monitor for deviations, respond to deviations appropriately*
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**Bolded**: Key practices and strategies highlighted for emphasis.

**-** indicating additional details or explanations for each practice or strategy.

**Underline** highlighting of specific words or phrases for clarity.

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**High-Performance Team, Management, and Leadership Behaviors and Practices by Steve Bell and Karen Whitley Bell**

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**Legend**:

- *Foster generative culture*
- *Build quality in, continuously measure and monitor*
- *Focus on promoting organizational learning*
- *Provide teams with time for improvement and innovation*
- *Align, Measure and Manage to Flow (matrixed, cross-functional value stream organization structure)*
- *Focus on quality, protect teams to ensure quality*