Agile
Beyond
The
Team...
We're going to try something called Agile programming.

That means no more planning and no more documentation. Just start writing code and complaining.

I'm glad it has a name. That was your training.

* Dilbert by Scott Adams
What Does Your Organization Value?

- Projects over Teams?
  - Do new teams spool up for new projects?
- On-Time/On-Budget Delivery over Zero Maintenance Products
  - Deliver now and we will fix it later?
- Plans or Planning?
  - Can teams dance with inevitable change?
- Project Managers or Autonomous Teams?
- Continuous Improvement?
- Innovation/Craftsmanship?
  - By dedicating time to it
Agile Changes Business Priorities

- Organize Around Teams Rather Than Projects
- Organize Around Quality And TCO
  - Working Software - primary measure of progress
- Organize Around Collaboration
  - Co-Locate
  - Cross-Functional
- Organize for Team Autonomy
  - Self Organizing
  - Self Deterministic
  - Self Referential
Agile Changes Business Priorities

• Create Clearings for Autonomous Teams
  ◦ Stop Needing Control
  ◦ Stop Enforcing Hierarchy
  ◦ Stop Telling Teams “How” to Deliver
    • Teams Choose Practices

• Create Clearings for Building Trusted Teams
  ◦ Hire Great People and Trust Them to Deliver

• Continuous Improvement
  ◦ Retro’s Everyone/Everywhere
  ◦ Innovation/Craftsmanship
    • By dedicating time to it
# Agile Principles and Values

<table>
<thead>
<tr>
<th>Individuals and Interactions over Processes and Tools</th>
<th>Working Product over Comprehensive Documentation</th>
<th>Customer Collaboration over Contract Negotiation</th>
<th>Responding to Change over Following a Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collective Autonomy &amp; Minimal Oversight</td>
<td>Working Software as the primary measure of progress</td>
<td>Bring the Work To The Team</td>
<td>Emergent Design</td>
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<td></td>
<td></td>
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<td>Fail Fast &amp; Cheap</td>
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<td></td>
<td></td>
<td></td>
<td>&amp; Learn</td>
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<tr>
<td>Ambient Knowledge</td>
<td>Confidence in the codebase</td>
<td>Trust Us</td>
<td>Courage</td>
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<td></td>
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<td>Speak Truth to Power</td>
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<tr>
<td>Systemic Discipline</td>
<td>Continuous Improvement</td>
<td>Accountability</td>
<td>Self-Organization</td>
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<tr>
<td>Hire Great People – Need People Who Have “Been There, Done That”</td>
<td>Defect Prevention over Defect Detection – Team Ownership of Quality</td>
<td>Product Owners – And They are in the Team Room</td>
<td>Emergent Architecture – Emergent Design</td>
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</table>
Organizational Culture

CULTURE = "How we do things around here to succeed."

- Affiliation
- Partnership
- Interaction
- Teams
- Diversity
- Trust
- Egalitarian

REALITY (ACTUALITY)

POWER
- Predictability
- Process

COMPANY (IMPERS)

PEOPLE (PERSONAL)

"We succeed by working together."

Synergy

"We succeed by getting and keeping control."

Control
- Standardization
- Hierarchical
- Stability
- Order

COMPETENCE
- Efficiency
- Meritocracy
- Expertise
- Creativity
- Achievement
- Be the Best

CULTIVATION
- Purpose/Faith
- Dedication
- Subjectivity
- Creativity
- Let things evolve

POSSIBILITY (IMPERS)

GROW
- Creativity

"We succeed by growing people who fulfil our vision."

"We succeed by being the best."

cc Agilitrix 2011
I Want You

To Change!
Business people and developers must work together daily throughout the project.

The test architectures, requirements and designs emerge from self-organizing teams.

Agile processes promote sustainable development.

Welcome changing requirements, even late in development.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly.

The most efficient and effective method of conveying information ... is face-to-face conversation.

Continuous attention to technical excellence and good design enhances agility.

CC Agilitix 2011
...and this is where the Magic happens
Agile Changes Business Practices

- **PMO**
  - Stop requesting detailed estimates

- **Finance**
  - Fund Discovery/Ideation Phase
    - No we don’t have a guarantee of payback or ROI

- **Marketing**
  - Stop Promising Product/Functionality by dates

- **HR**
  - Start Hiring Culture Fit, Not Just Skillset
  - Stop Incentivizing Individual Performance – Think Team

- **Executives**
  - Stop Controlling
The Fly in the Agile Ointment

People don't resist change. They resist being changed.

Peter M. Senge

meetville.com
Why would the business buy into this stuff?

It sounds to them like we are asking...no demanding...them to change.
We Must Change Our Approach
Speak To Business Concerns

- Increasing Revenue
  - New Products/Sales
  - Produce Assets Whenever Possible

- Decreasing Expenses
  - Faster
  - Leaner
  - Lower Cost

- Producing a Competitive Advantage
  - Innovations

- Producing a Strategic Asset
  - Platforms
In Business Terms: Assets & Liabilities

- What is necessary to produce an asset?
  - Liabilities!

- Liabilities take 4 forms:
  - Time
  - Energy
  - Capital
  - Lost Opportunity

- Depreciating Assets
  - One off product, old technologies, High maintenance - buggy codebase

- Appreciating Assets
  - Platform that serves many new customers
Business Speak: Strategic Asset

- Have you ever cloned code from a successful project to serve a new customer?
  - Multiple Times?
    - How challenging was it to then transition those products to a platform?

- Platforms can be an asset or a liability
  - Highly automated test suite – asset
  - No Test Suites – High Maintenance – liability

- The business can buy into an agile developed platform if the story about it includes:
  - Lower TCO,
  - Higher customer responsiveness and
  - Multiple opportunities for additional revenue
We’ve All Seen the Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

• **Individuals** and **interactions** over processes and tools
• **Working software** over comprehensive documentation
• **Customer collaboration** over contract negotiation
• **Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.
We follow these principles:

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer’s competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity—the art of maximizing the amount of work not done—is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.
How do we sell these Values, Principles & Practices to the business?
What Is The Business Benefit of Each Agile Practice?

- Pair Programming
- Big & Visible Charts
- Lean Estimation
- Refactoring
- Small Release Cycles
- Coding Standards
- Collective Ownership
- System Metaphor
- Whole Team
- Emergent Design
- Definition Of Done
- Co-Location
- Cross-Functional

- Planning Game
- Scrum Daily Standups
- Test Driven Design
- Behavior Driven Development
- Continuous Integration
- Code and Design Reviews
- Active Stakeholders
- Design Patterns
- CLEAN Code
- Continuous Value Delivery
- Test Automation
- Release Automation
- Team Backlog
What Is Your Story???

What story can you articulate around how any one or all of these practices leads to:

• Increased Revenue
• Decreased Expenses
• Competitive Advantage
• Strategic Asset
Align With Business Goals & Objectives:

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<tr>
<th>Goal</th>
<th>Innovation</th>
<th>Lean-ification</th>
<th>Craftsmanship</th>
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<tr>
<td>Objectives</td>
<td>Produce Competitive Differentiation</td>
<td>Produce New Revenue Streams</td>
<td>Improve Throughput</td>
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Increase Revenue
Reduce Expense
Improved Strategic Capacity
Align Goals & Objectives With Strategies:

**Increase Revenue**
- **Goal**: Innovation
  - **Objectives**:
    - Produce Competitive Differentiation
    - Produce New Revenue Streams
- **Strategies**:
  - Establish Innovation Initiatives
  - Establish Prioritized Backlog for Products & Initiatives
  - Establish Continuous Improvement Practices
  - Measure Quality & Value Through Customer Feedback Loops
  - Establish regular IT status cadence and report outs
  - Establish excellence or best practices skill growth strategy
  - Establish World Class Customer Service & Practices
  - Establish World Class Infrastructure & Practices
  - Establish World Class Customer Service & Practices
  - Establish Service Level Agreements

**Reduce Expense**
- **Goal**: Lean-ification
  - **Objectives**:
    - Improve Throughput
    - Remove Waste
- **Strategies**:
  - Establish Prioritized Backlog for Products & Initiatives
  - Establish Continuous Improvement Practices
  - Measure Quality & Value Through Customer Feedback Loops
  - Establish regular IT status cadence and report outs
  - Establish excellence or best practices skill growth strategy
  - Establish World Class Customer Service & Practices
  - Establish World Class Infrastructure & Practices
  - Establish & Meet Quality Standards from Customer Perspective

**Improved Strategic Capacity**
- **Goal**: Craftsmanship
  - **Objectives**:
    - New Competitive Practice Adoption
    - Deliver Value From Customer Perspective
- **Strategies**:
  - Establish Prioritized Backlog for Products & Initiatives
  - Establish Continuous Improvement Practices
  - Measure Quality & Value Through Customer Feedback Loops
  - Establish regular IT status cadence and report outs
  - Establish excellence or best practices skill growth strategy
  - Establish World Class Customer Service & Practices
  - Establish World Class Infrastructure & Practices
  - Establish & Meet Quality Standards from Customer Perspective
  - Establish Service Level Agreements
Connect the Dots with Practices:

IT & Business Agile Transformation Goal Model

Connect the Dots with Practices:

IT & Business Agile Transformation Goal Model

Goal

Strategies

Objectives

Practices

Must Have Practice

Highly Recommended Practice

Highly Innovative Practice

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<td>Increase Revenue</td>
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<td>Produce Competitive Differentiation</td>
<td>Practices &amp; Skills Surveys &amp; Assessments</td>
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<td>Reduce Expense</td>
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<td>Cross-Functional Teams, Daily Standups</td>
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<td>Improved Strategic Capacity</td>
<td>Establish &amp; Meet Quality Standards from Customer Perspective</td>
<td>Establish regular IT status cadence and report outs</td>
<td>Retrospectives, Continuous Integration</td>
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Examples of Practices:

- Daily Standups
- Cross-Functional Teams
- Plans & Estimation
- Practices & Skills Surveys & Assessments
- Continuous Integration
What About Agile Beyond Software

We all know that a lot of the processes and practices we bring to Agile Software Development are borrowed from the other aspects such as the Lean Manufacturing and Start-Up Movements.

What can we take from our new processes and practices and loan to other industries, organizations or groups to better them?

Any thoughts?