The Past & Future of Agility

Lean and Agile Trends and Prognostication

www.lithespeed.com
A Bit About your Speaker

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- Co-Founder of LitheSpeed, LLC
- User experience & product development background
- 16 years of Agile experience
- Certified Scrum Trainer, Lean Six Sigma Master Black Belt
- Entrepreneur, trainer and consultant
Prepare for:

- A Brief Timeline of Agility
- But...
- The Future of Agility
A Brief **Timeline**

of Agility
The **RAD 80s**

1981  Rapid Application Development – James Martin

1984  *The Goal* – Eliyahu Goldratt

1986  *The New New Product Development Game* – Nonaka & Takeuchi

1986  *Spiral Model of Software Development and Enhancement* – Barry Boehm

1986  *No Silver Bullet* – Fred Brooks
The Extreme 90s

1991  *Lean Thinking* – Womack & Jones

Jeff Sutherland introduces *Scrum* at Easel Corp

1993  *Dynamic Systems Development*

Method created

1995  *Extreme Programming Explained* – Kent Beck

1999  *Adaptive Software Development* – Jim Highsmith

The Mainstream Millenium

2001  *The Agile Manifesto* is written

2005  Agile Alliance 20xx conferences begin

2005  *Declaration of Interdependence* is written

2010  *Kanban: Successful Evolutionary Change for your Business* – David Anderson
“The Government intends to use agile in information and communications technology (ICT) procurement and delivery to reduce the risk of project failure.

[Agile is not] solely a method for improving software development. It is also a technique for successful ICT-enabled business change. “

*United Kingdom National Audit Office (NAO)*

The past decade has seen a big rise in agile certifications.

Leading certifications:
- Scrum Alliance Certified ScrumMaster, Product Owner, Developer & Professional
- SAFe Program Consultant
- Lean-Kanban University
- PMI Agile Certified Practitioner
- Scrum.org
- IC Agile

Source: The Scrum Alliance
Commercial Success of Agile Methods

87% of respondents said implementing agile improved their ability to manage changing priorities.

53% said that the majority, if not all, of their agile projects have been successful.

- Accelerate product delivery: 59%
- Enhance ability to manage changing priorities: 56%
- Increase productivity: 53%
- Enhance software quality: 48%
- Enhance delivery predictability: 44%
- Improve business/IT alignment: 40%
- Improve project visibility: 40%
- Reduce project risk: 38%
- Improve team morale: 26%
- Improve engineering discipline: 25%
- Reduce project cost: 23%
- Increase software maintainability: 22%
- Better manage distributed teams: 20%

Thanks to VersionOne, 2015 9th Annual State of Agile Development Survey
Today: Agile is Widespread and Commonplace...

- Large and small companies across industries
- Public and private sectors
- Life- and mission-critical projects
- Collocated and distributed teams
- IT departments, product companies, consultancies
- Software and non-software projects

Who’s Adopted Agile?

Companies large & small, across industries.

- Blizzard
- BMC Software
- Boeing
- British Telecom
- Business Week
- Capital One
- CCP Games
- CDC
- CSC
- DTE Energy
- EPA
- General Dynamics
- Google
- Marriott
- Microsoft
- National Geographic
- Nationwide
- OPower
- Primavera
- Shell
- Siemens
- USAA
- USCIS
- US PTO
- US Veterans Affairs
- Yahoo!
... but often shallow.

34% Had teams that are in the early adoption phase with agile
42% Had teams ranging from very early to mature adoption
18% Had teams with mature adoption

42% Company philosophy or culture at odds with core agile values
37% External pressure to follow traditional waterfall processes
33% A broader organizational or communications problem
30% Insufficient training
44% Lack of experience with agile methods
38% Lack of management support
36% Lack of support for cultural transition
33% Unwillingness of team to follow agile
6% Not applicable/Don’t know

Thanks to VersionOne, 2015 9th Annual State of Agile Development Survey
But...
The Not-All-Wine-and-Roses Disclaimer
The Bad News

1. **Only 13% of all employees** are “highly engaged.” 26% are “actively disengaged.”

2. **Only 54% of employees** recommend their company.

3. In hi-tech, **two-thirds of all workers believe they could find a better job in less than 60 days.**

4. **80% believe their employees** are overwhelmed with information and activity at work.

5. **More than 70% of Millennials** expect their employers to focus on societal or mission-driven problems.


Depression, Complaints & Disillusionment

- 85% Would leave tomorrow or actively looking
- 79% Old-Fashioned Management Styles
- 75% Working Environment
- 70% Feeling Disengaged
- 50% Uninspiring Work
An Age of Creative Destruction...

At this rate, 75% of the S&P 500 should be replaced by 2027.

The Future of Agility
Organizational Agility
Agile Software Development **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:

<table>
<thead>
<tr>
<th>Individuals &amp; interactions</th>
<th>over</th>
<th>Processes &amp; tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working software</td>
<td>over</td>
<td>Comprehensive documentation</td>
</tr>
<tr>
<td>Customer collaboration</td>
<td>over</td>
<td>Contract negotiation</td>
</tr>
<tr>
<td>Responding to change</td>
<td>over</td>
<td>Following a plan</td>
</tr>
</tbody>
</table>

That is, while there is value in the items on the right, we value the items on the left more.

[http://www.agilemanifesto.org](http://www.agilemanifesto.org)
Declaration of Interdependence

• **Increase return on investment** by making continuous flow of value our focus.
• **Deliver reliable results** by engaging customers in frequent interactions and shared ownership.
• **Expect uncertainty and manage for it** through iterations, anticipation and adaptation.
• **Unleash creativity and innovation** by recognizing that individuals are the ultimate source of value, and creating an environment where they can make a difference.
• **Boost performance through group accountability** for results and shared responsibility for team effectiveness.
• **Improve effectiveness and reliability** through situationally specific strategies, processes and practices.

Where Have Lean & Agile Principles Flourished?

- Development
- Infrastructure Operations
- Finance
- HR
- Legal
- Supply Chain
- Marketing
- Sales
- Strategic Leadership

Frequent deliveries
Small batches
Timeboxing
Standups
Retrospectives
Collaborative design
Value stream orientation
Self management
Transparency…
The Manifesto for **Organizational Agility**

**PORTFOLIO MANAGEMENT**
- **Experiments**
  - over
  - **Business Cases**
- **Product & Service Flow**
  - over
  - **Transient Projects**

**PRODUCT DESIGN**
- **Iteration by Observation**
  - over
  - **Iteration by Opinion**
- **Holistic Product Teams**
  - over
  - **Unilateral Product Owners**

**ORGANIZATIONAL DESIGN & LEADERSHIP**
- **Self Management**
  - over
  - **Hierarchy**
- **Wholeness**
  - over
  - **Work Focus Alone**
- **Evolutionary Purpose**
  - over
  - **Static Missions**
<table>
<thead>
<tr>
<th>Model</th>
<th>Key Breakthroughs</th>
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</thead>
<tbody>
<tr>
<td><strong>TEAL</strong></td>
<td>Self Management, Wholeness, Evolutionary Purpose</td>
</tr>
<tr>
<td>Evolutionary</td>
<td></td>
</tr>
<tr>
<td><strong>GREEN</strong></td>
<td>Empowerment, Value Driven Culture, Stakeholder Model</td>
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<tr>
<td>Culture Driven Organizations</td>
<td></td>
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<tr>
<td><strong>ORANGE</strong></td>
<td>Innovation, Accountability, Meritocracy</td>
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<tr>
<td>Large Corporations, Charter Schools</td>
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<tr>
<td><strong>AMBER</strong></td>
<td>Formal Roles, Hierarchies, Processes</td>
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<tr>
<td>Governments, Churches, Public Schools</td>
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<tr>
<td><strong>RED</strong></td>
<td>Division of Labor, Command Authority</td>
</tr>
<tr>
<td>Gangs, Mafias, Mercenaries</td>
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</tr>
</tbody>
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Laloux’s **Organizational Levels**

Laloux Model from *Reinventing Organizations*, Image from Philippe Bailleur
Self Management over Hierarchy

Keep hierarchies as flat as possible, but support meaningful commitments through:
• Clear localized decision-making policies
• Dynamic role allocation
• Pull systems with visible rules

Examples:
• FAVI
• Morning Star
• Holacracy
Wholeness over Work Focus Alone

Support employees’ well being, motivation, growth and value orientation through:

• Organic, human work environments
• Flexible hours, workspaces, tools, approaches
• Connection to a resonating purpose

Examples:
• Patagonia
• Motley Fool
• Nike
Evolutionary Purpose over Static Missions

Let missions and roles evolve organically, from within, based upon demand by:
- Encouraging experimentation
- Enhancing and speeding feedback loops

Examples:
- Whole Foods
- Semco
Experiments over Business Cases

Prototype and test ideas before funding them through:
• Agile portfolio management
• Lean startup, UX approaches, hackathons
• DevOps-style integrated, flexible capabilities

Examples:
• Capital One Digital Labs
• Google Labs
Supporting Experiments through DevOps

Some starting points for adopting DevOps:

• **Culture** – Drive willing collaboration and support between related groups like development and ops

• **Automation** – Free valuable humans from rote testing, deployment, and infrastructure work

• **Lean** – Shrink batch sizes, drive rapid feedback with end users, and improve processes iteratively

• **Measurement** – Illustrate improvements & trends

• **Sharing** – Support transparency and openness between all involved parties
Product Flow over Transient Projects

Establish stable teams and feed them dynamic flows of work via:
• Versatile, standing teams
• Agile portfolio management
• Continuous delivery/deployment

Examples:
• Nationwide ADC
• Facebook
• Etsy
Iteration by Observation rather than Opinion

Get feedback through real-life usage and empirical data, not just internal demos via:

• Continuous delivery
• Lean startup-style techniques
• Lean UX

Examples:

• Amazon
• Netflix
• Spotify
Holistic Product Teams over Unilateral Product Owners

Use the **whole team to drive product design**, with facilitative rather than dictatorial leaders:
- Design thinking
- Collaborative design patterns
- Story mapping

Examples:
- Pixar
- Blizzard
- IDEO
Thanks!

and Good Luck in The Future
Contact LitheSpeed for Further Information

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How we can help:

• **Training** – Agile Leadership Academy, Scrum, SAFe, custom workshops...
• **Coaching** – Team, Program & Portfolio consulting
• **Government Consulting** Create a robust agile delivery & support capability

www.lithespeed.com
Upcoming Events

Lean Enterprise Meetup
LitheSpeed Headquarters, 2nd Thursday of Every Month

PMI Houston Annual Expo
Houston, TX, June 8-10, 2015

Agile Executive Forum
CIT, Herndon VA, August 3, 2015

Agile Alliance’s 2015 Annual Conference
National Harbor, MD August 3-7, 2015

Agile DC
Washington, DC, October 2015

Agile DC Executive Summit
CIT, November 2015