Agile for Anything:
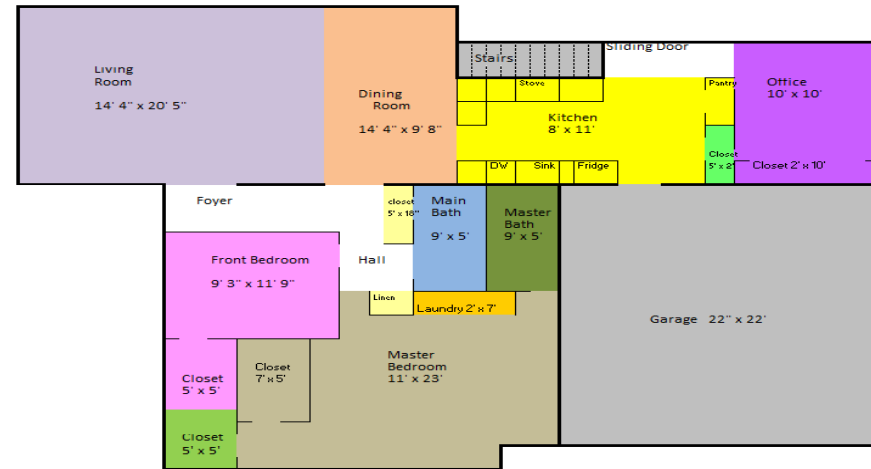
Using examples and analogies from everyday life when coaching an Agile Transformation

Susan K. Strain
SPC5, CSP, PMI-ACP, PMP

Agile Manifesto & Principles
(Released in 2001)

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.

- Our highest priority is to satisfy the customer through **early and continuous delivery** of **valuable** software.
- **Welcome changing requirements**, harness change for the customer's competitive advantage.
- Deliver working software frequently, 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 support and** <u>trust</u> them to get the job done.
- The most efficient and effective methods of conveying information is **face-to-face conversation**.
- **Working software is the primary measure of progress**.
- 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 **adjusts** its behavior accordingly.

Scrum

Events
- Sprint Planning
- Daily Standup
- Sprint Review
- Retrospective

Values
- Focus
- Courage
- Openness
- Commitment
- Respect

Lean Principles

- Optimize the whole
- Eliminate waste
- Build quality in
- Deliver fast
- Create knowledge
- Defer commitment
- Respect people

Kanban

- Start where you are now
- Visualize the work
- Limit work in progress (WIP)
- Agree on Policies
- Observe and measure
- Experiment to improve

SAFe Principles

#1-Take an economic view

#2-Apply systems thinking

#3-Assume variability; preserve options

#4-Build incrementally with fast, integrated learning cycles

#5-Base milestones on objective evaluation of working systems

#6-Visualize and limit WIP, reduce batch sizes, and manage queue lengths

#7-Apply cadence, synchronize with cross-domain planning

#8-Unlock the intrinsic motivation of knowledge workers

#9-Decentralize decision-making

#10-Organize Around Value

Agile Marketing Manifesto
(6/11/2012)

We are discovering better ways of creating value for our customers and for our organizations through new approaches to marketing. Through this work, we have come to value:

Validated learning over opinions and conventions
Customer focused collaboration over silos and hierarchy
Adaptive and iterative campaigns over Big-Bang campaigns
The process of customer discovery over static prediction
Flexible vs. rigid planning
Responding to change over following a plan
Many small experiments over a few large bets

- Our highest priority is to satisfy the customer through early and continuous delivery of marketing that solves problems
- We welcome and plan for change. We believe that our ability to quickly respond to change is a source of competitive advantage
- Deliver marketing programs frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale
- Great marketing requires close alignment with the business people, sales and development
- Build marketing programs around motivated individuals. Give them the environment and support they need, and trust them to get the job done
- Learning, through the build-measure-learn feedback loop, is the primary measure of progress
- Sustainable marketing requires you to keep a constant pace and pipeline
- Don't be afraid to fail; just don't fail the same way twice
- Continuous attention to marketing fundamentals and good design enhances agility
- Simplicity is essential

http://agilemarketingmanifesto.org

Manifesto for Agile HR Development

We are uncovering better ways of developing
an engaging workplace culture by doing it and helping others do it.
Through this work we have come to value:

Collaborative networks over hierarchical structures
Transparency over secrecy
Adaptability over prescriptiveness
Inspiration and engagement over management and retention
Intrinsic motivation over extrinsic rewards
Ambition over obligation

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

We follow these principles:

- Support people to engage, grow, and be happy in their workplace.

▪ Encourage people to welcome change and adapt when needed.

▪ Help to build and support networks of empowered, self-organizing and collaborative teams.

▪ Nourish and support the people's and team's motivation and capabilities, help them build the environment they need, and trust them to get the job done.

▪ Facilitate and nurture personal growth, to harness employee's different strengths and talents.

https://www.agilehrmanifesto.org/

Project Constraints

Projects usually expand time and budget to deliver the scope
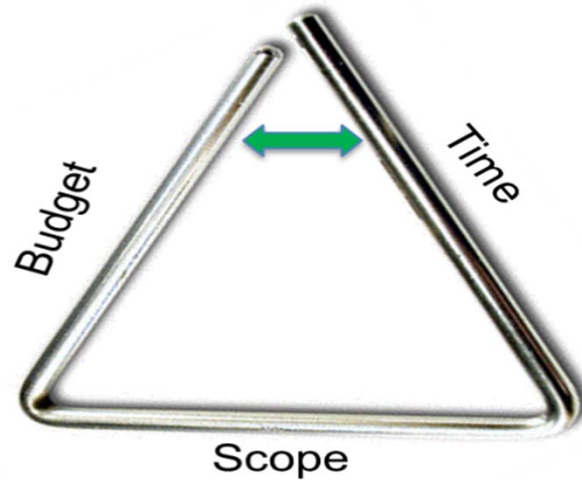
Budget

Time

Scope

Agile fixes the time and budget, scope is variable

Scope

Budget

Time

A Backlog Is Not A Queue
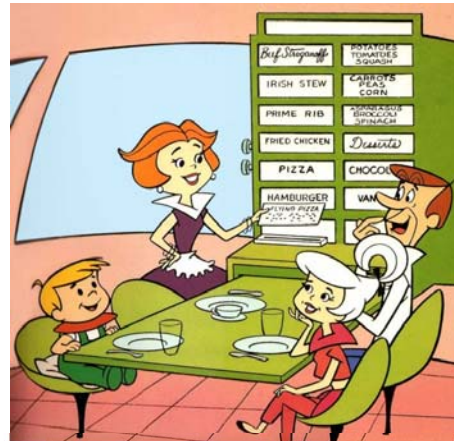
Remodel the kitchen

3/1992

Date	Job
3/22/2010	Roof
3/15/2010	Water Heater
3/9/2010	Attic light wiring
3/8/2010	Kitchen Disposal Electrical
3/4/2010	Fireplace Refractory Brick
3/2/2010	Washing Machine Hoses
2/7/2010	Hall Bathroom
8/10/2009	Master Bath
8/7/2009	Kitchen Sink Faucet
10/7/2008	Patio Tree
9/17/2008	Basement Faucets
4/15/2008	Hall Bathroom
4/15/2008	Office Ceiling Light
9/28/2007	Backyard Trees - 2
7/20/2007	Patio
5/19/2007	Lilac Bushes - 8
5/1/2006	Alarm System
3/8/2006	Basement Electrical - east
3/8/2006	Basement Gas Line
3/2/2006	Entry Doors
6/17/2005	Katsura Tree
5/31/2005	Roof Vents
6/21/2004	Master Bath Shower Rod
11/20/2003	White Fringe Tree
10/21/2003	Kitchen Sink Pipe
2/20/2003	Basement Electrical - west
9/18/2002	Light in Closet Under Stairs
8/2/2002	Crape Myrtle Bushes
3/21/2002	Chimney Repair
3/19/2002	Family Room Lighting
12/28/2001	East Side Drainage
6/18/2001	Disposal
4/21/2000	Water Heater
10/25/1999	Backyard Trees - 8
8/10/1999	Windows, Gutters, Trim
8/9/1999	Vertical Blind Sliding Door
8/2/1999	Outside Lighting
6/30/1998	Air Conditioner
8/11/1997	Back Yard Swale
2/27/1997	Living and Dining Room Floor
10/5/1996	Furnace with Zones
7/4/1996	Jenn-Air Stove
11/7/1993	Fireplace
9/3/1993	Garage Door
8/19/1993	Basement Flooring
7/23/1993	Basement Painting

7

Make The Work Visible:
Saturday Chores

Build a Road – Iterative & Incremental

- When do we see value?
- When will we discover additional needs?

Decorating a Church Using Scrum

Does having a task board mean you are doing Kanban?

The driver of the tractor-trailer said he followed his GPS

Having a tool is not enough, you
need to have explicit policies...

...and obey them

11

Estimating

Batch Size

WIP

Sunk Costs

Waste

Simplicity

Lack of Slack is Not Productive

Cost of Task Switching:
Shoeshine

Bug or Feature?

Several years ago, my sister-in-law, who lives in Wisconsin, bought a beautiful purple Chevy Malibu car, in the winter.
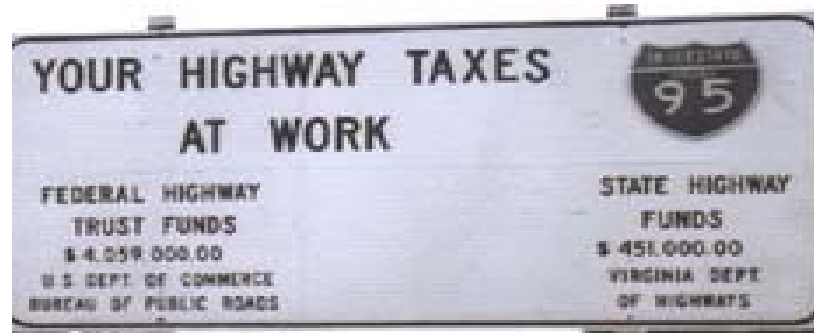
Scenario 1 – New Functionality
When summer came, she realized that the car did not have air conditioning. She was not thinking about this feature in February, it was below freezing when she bought the car. Now it is hot outside and she wants to be cooler. She cannot take the car back to the dealer and ask them to "fix" the air conditioner, because it does not exist, so it cannot be defective.

Options:
- Purchase and after-market air conditioner (new story or feature; imperfect but cost-effective solution)
- Trade the care in on a new model that has an air conditioner (new story or feature; completely reengineer the component, perfect but most expensive solution)
- Roll down the windows and live with it (the car works as is, air conditioning is a "want" not a "need" and the ROI does not justify the cost of the other options)

Scenario 2 - Defect Found Not Related to Current Sprint
She bought the car with factory installed air conditioning, but it was winter when she purchased it, so she did not attempt to use the air conditioner until July. She went out to run errands (the current sprint) ; buy groceries, fill the car with gas, and wash the car. During the course of completing these user stories, she discovered that the air conditioner did not work. Nothing about putting groceries in the trunk, filling the gas tank, or washing the car broke the air conditioner, but while completing these activities she discovered the defect. The defect may have been introduced at the factory when the car was being built, or something may have damaged a hose or wire in the course of using the car that caused the air conditioner to stop working.
Enter a defect in the backlog to be prioritized and planned

Scenario 3 - Defect Escaped the Sprint
She bought the car with factory installed air conditioning. While test-driving the car she tried out the accelerator, breaks, lights, horn, radio, electric windows, seat adjustments, mirror adjustments, heater, and air conditioner. The air conditioner did not work properly. The dealer offered to order the necessary parts to fix it, and would do the repair when she brought it in for the first oil change. Since it was February, she did not immediately need the air conditioner but she did need a new car. She agreed to accept the car with the defect. When she scheduled the next maintenance, the defect would be fixed.
Accept the story and enter a defect in the backlog to be prioritized and planned
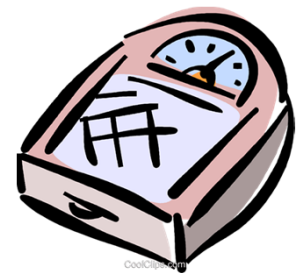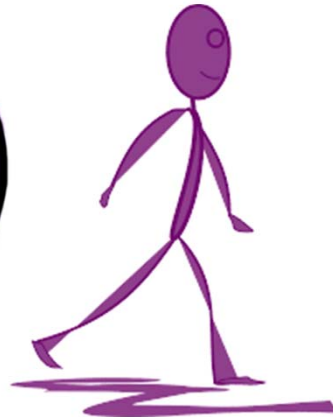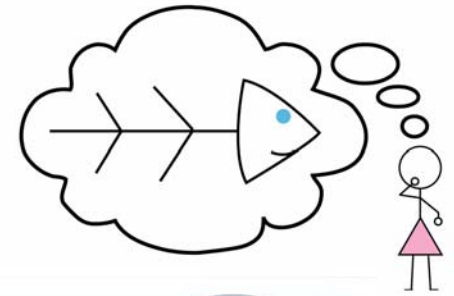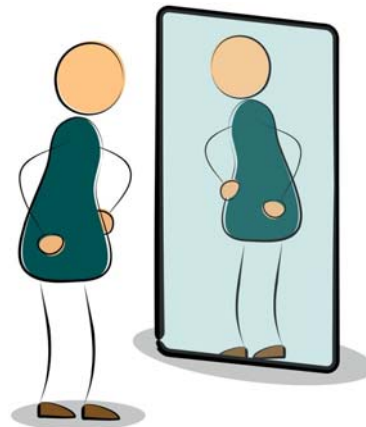
Agile Works for Anything
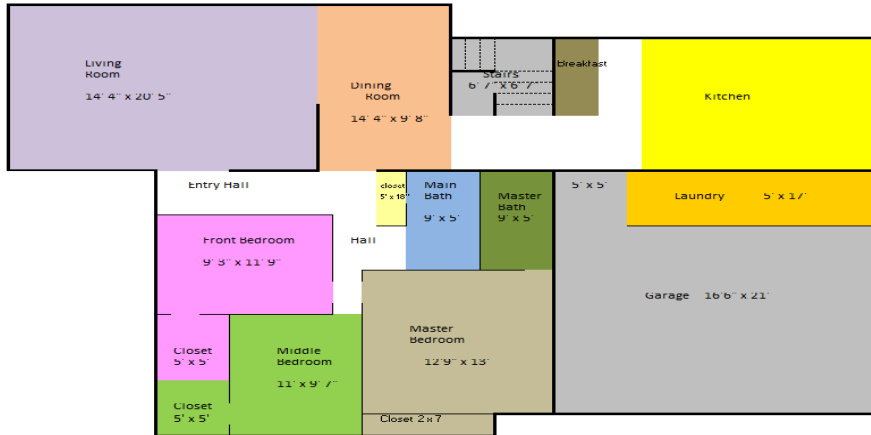
From this
Using this
To this
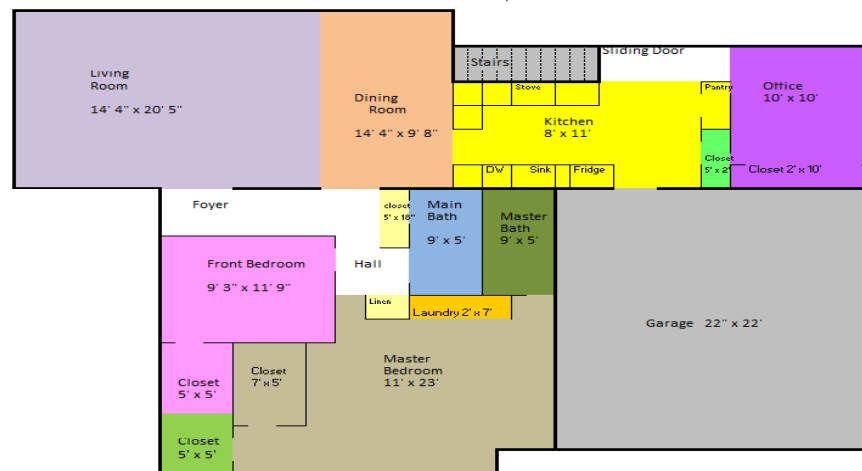
I remodeled my house with a floor plan drawn in Excel and a task board on the kitchen wall.

My contractor initially thought I was crazy, but in the end said it was the least stressful project they had ever done.

Inspect & Adapt

How Long Will You Need Agile Coaching?

Susan K. Strain

Retired Agile Transformation Coach | Home Baker

www.linkedin.com/in/susankstrain

Retired Agile Transformation Coach implemented Agile practices spanning the enterprise; coaching and training on Agile principles and methodologies; including Enterprise Business Agility Strategy, Scrum, Kanban, and the Scaled Agile Framework (SAFe).

Experienced with a wide variety of industries including banking, distribution, financial, government, hospitality, insurance, investments, manufacturing, military, publishing, and retail.

- Cincy Deliver 2021 speaker,
  "Agile for Anything"

- Cincy Deliver 2019 speaker,
  "Why Business Agility? …because the world is moving too fast not to be Agile!"

- Agile Cincinnati 2/2018 lightning talk, **"Degrees of Different"**

- DC Scrum User Group 11/2014 speaker,
  "Agile Transformation: Nine Lessons Learned (So Far…)"

- Agile Alliance – **Agile 2012** speaker,
  "Adopting *CMMI*® into Your Scrum Methodology"

- PMI-Greater New Orleans **Professional Development Day 2011** speaker,
  "Scrum Overview"

- PMI **Agile Item Writing Project for PMI-ACP**
  Certification Examination, 2011