

**MBA
USP
ESALQ**

AGILE METHODOLOGIES

Prof. Gino Terentim

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Law No. 9610/98

TODAY



TOMORROW

PROJECTS PROMOTE
CHANGES

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BUT WHAT DO WE
DEFINE
AS CHANGE?

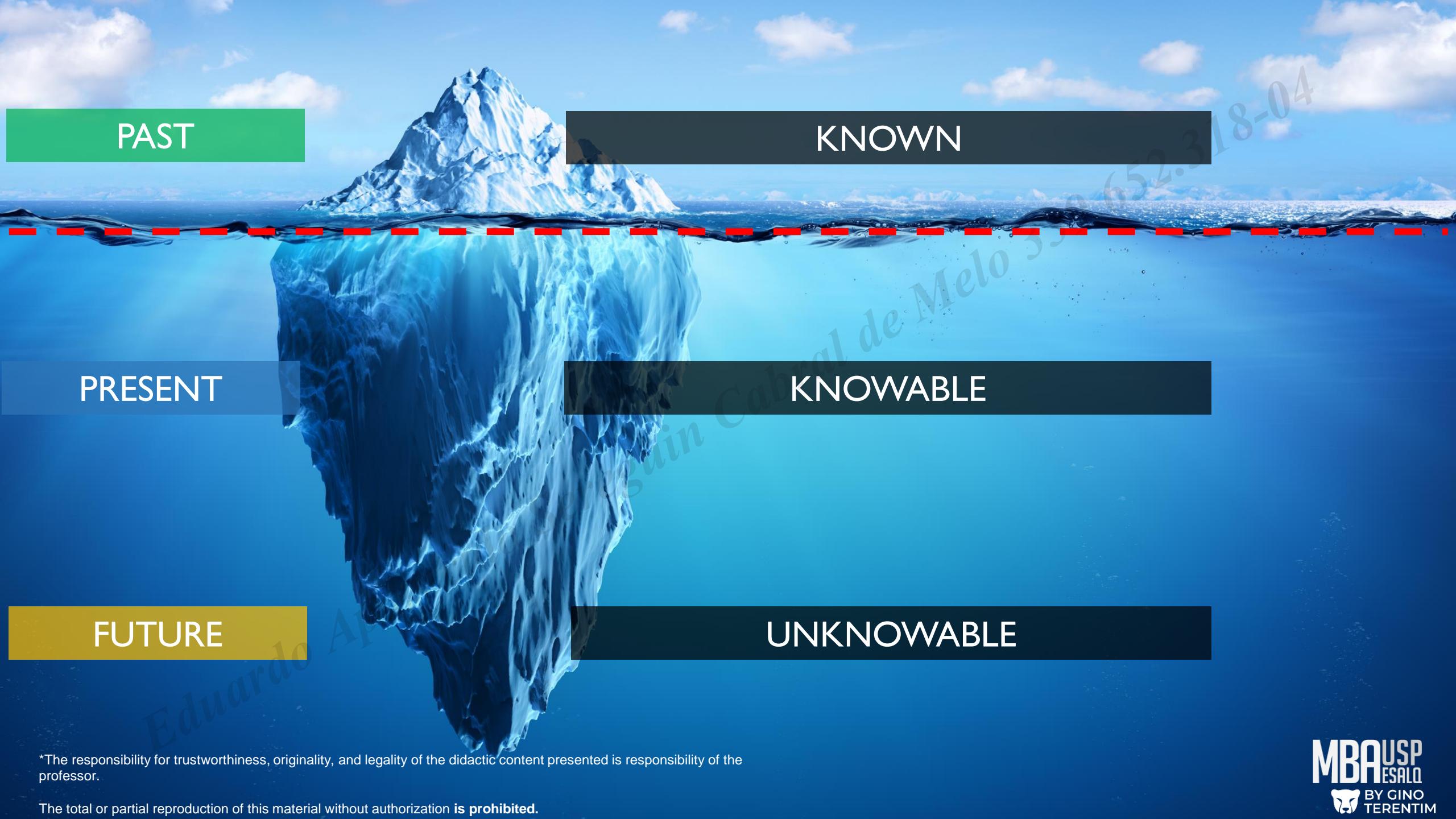
PROBLEMS AND SOLUTIONS

318-04



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PAST

KNOWN

PRESENT

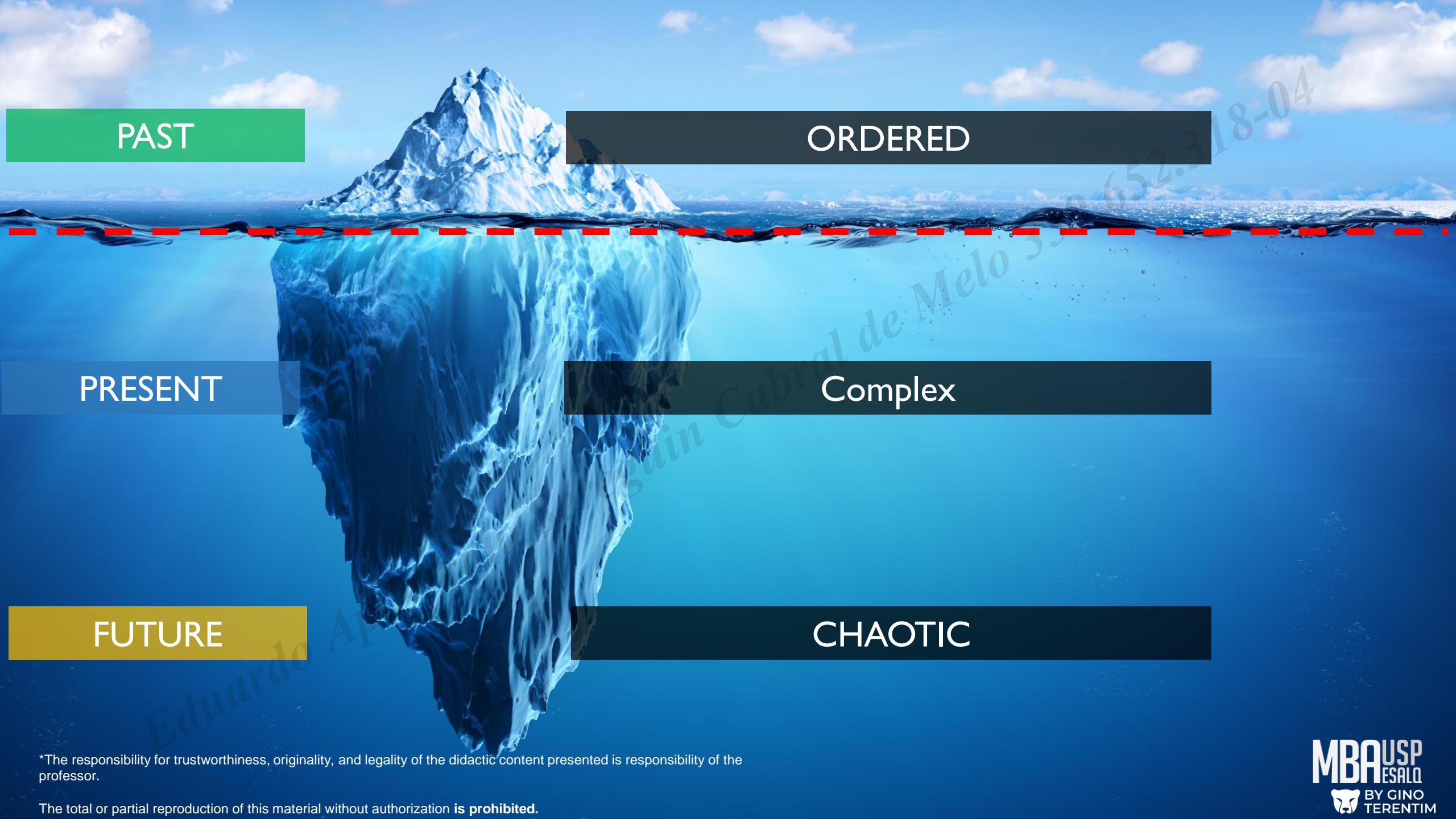
KNOWABLE

FUTURE

UNKNOWNABLE

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PAST

ORDERED

PRESENT

Complex

FUTURE

CHAOTIC

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...BUT HOW TO OBTAIN KNOWLEDGE TO SOLVE A PROBLEM?



Knowledge

A priori

A posteriori
or empirical

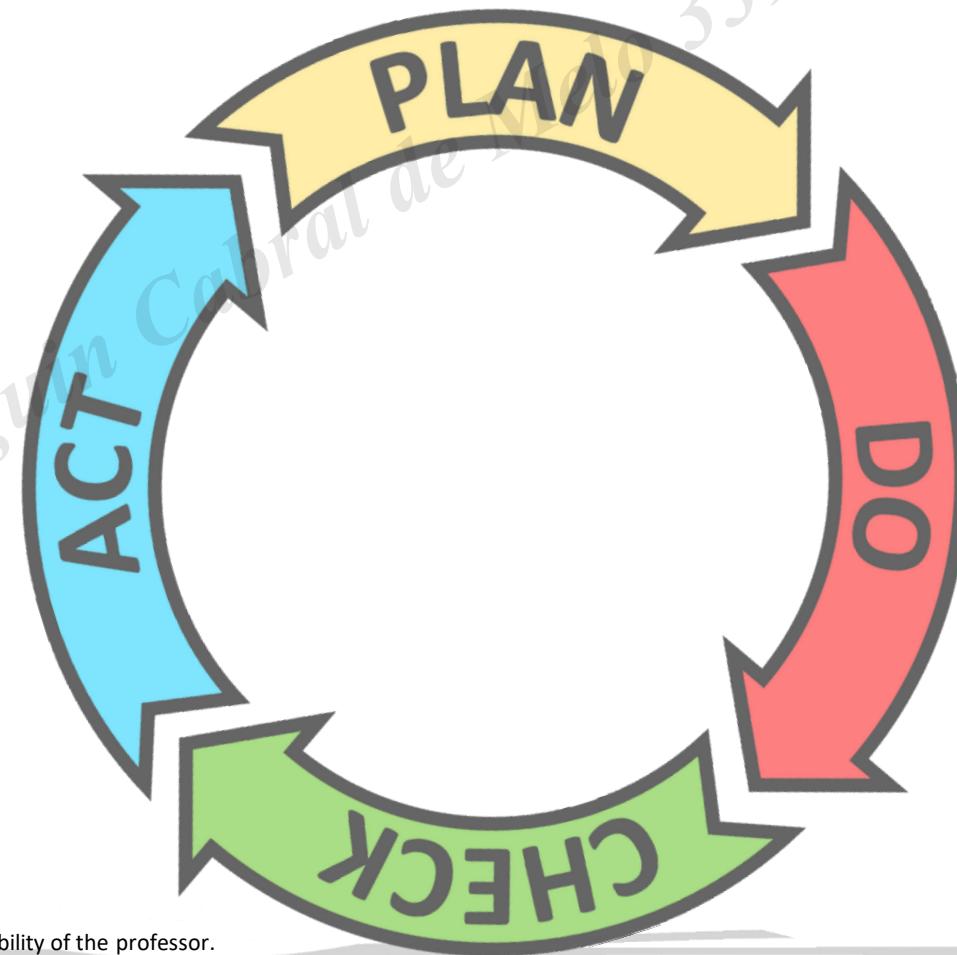


Something is known *a priori* when it is known regardless of experience and through thought, reason, deduction and reminiscence.

Something is known *a posteriori* when it is known through experience (sensory or introspective).



PDCA AND DCAP!

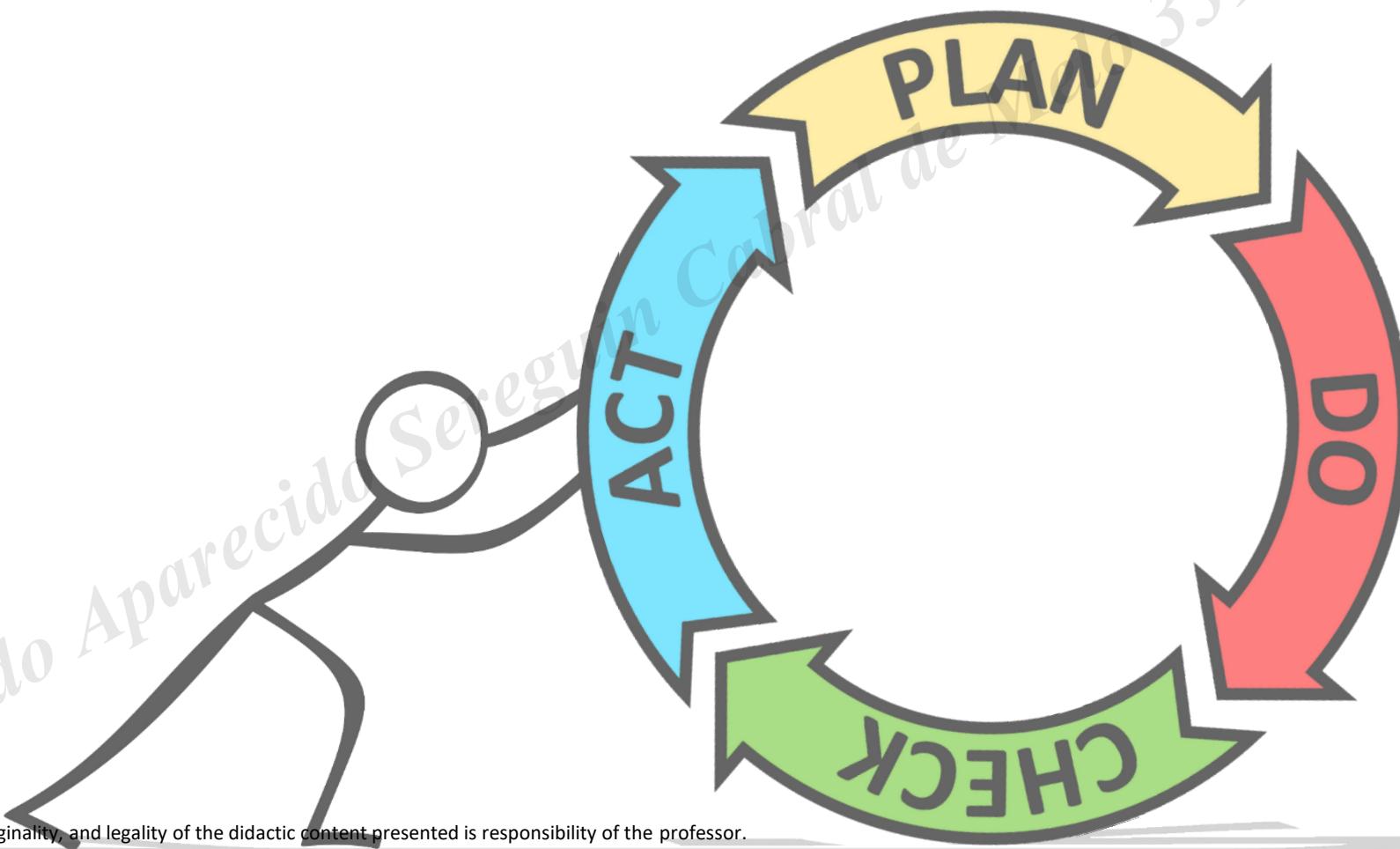


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PDCA AND DCAP!

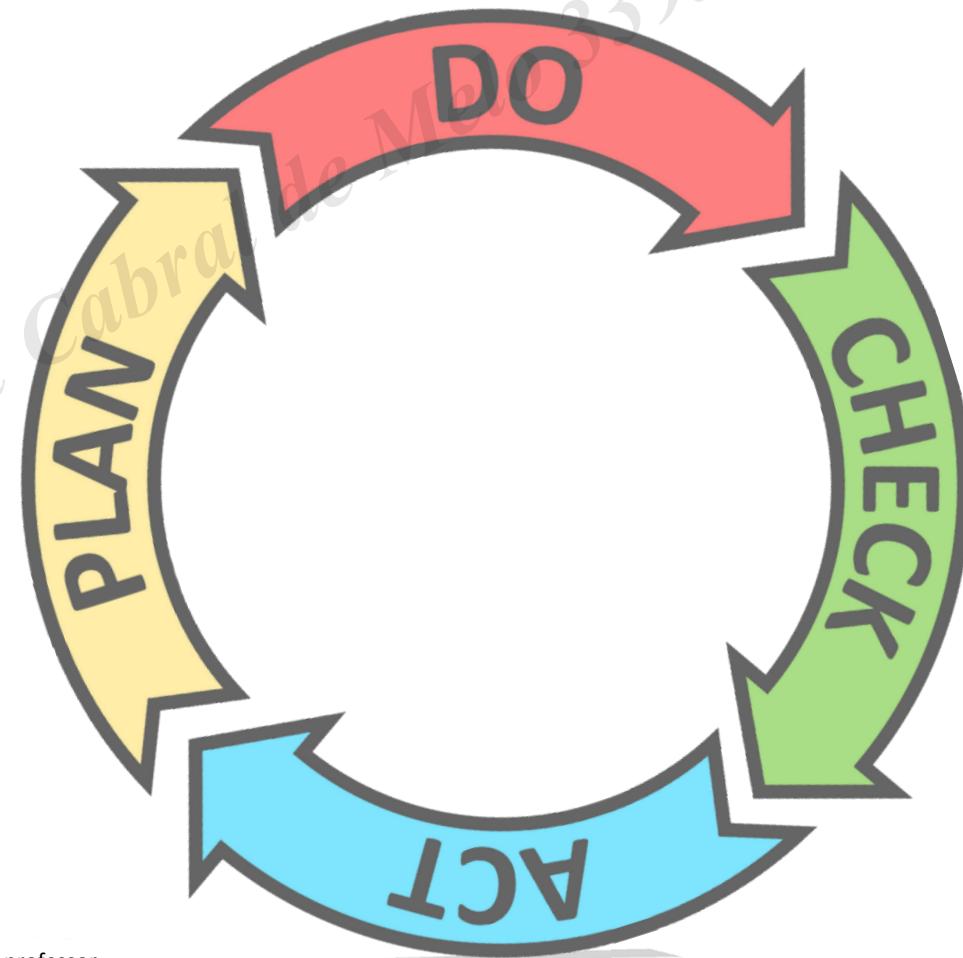


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PDCA AND DCAP!

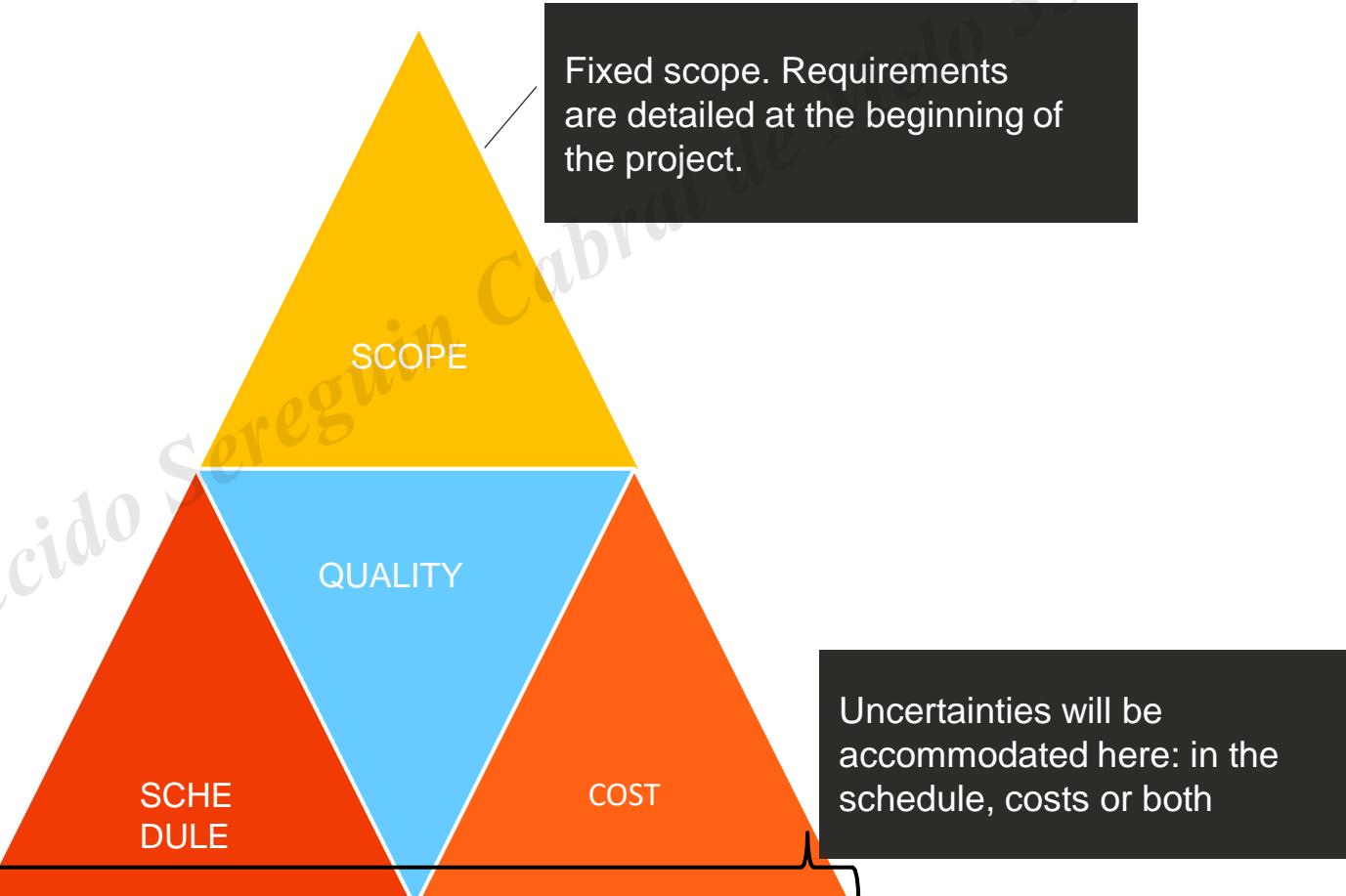


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Empirical x Adaptive

PREDICTION

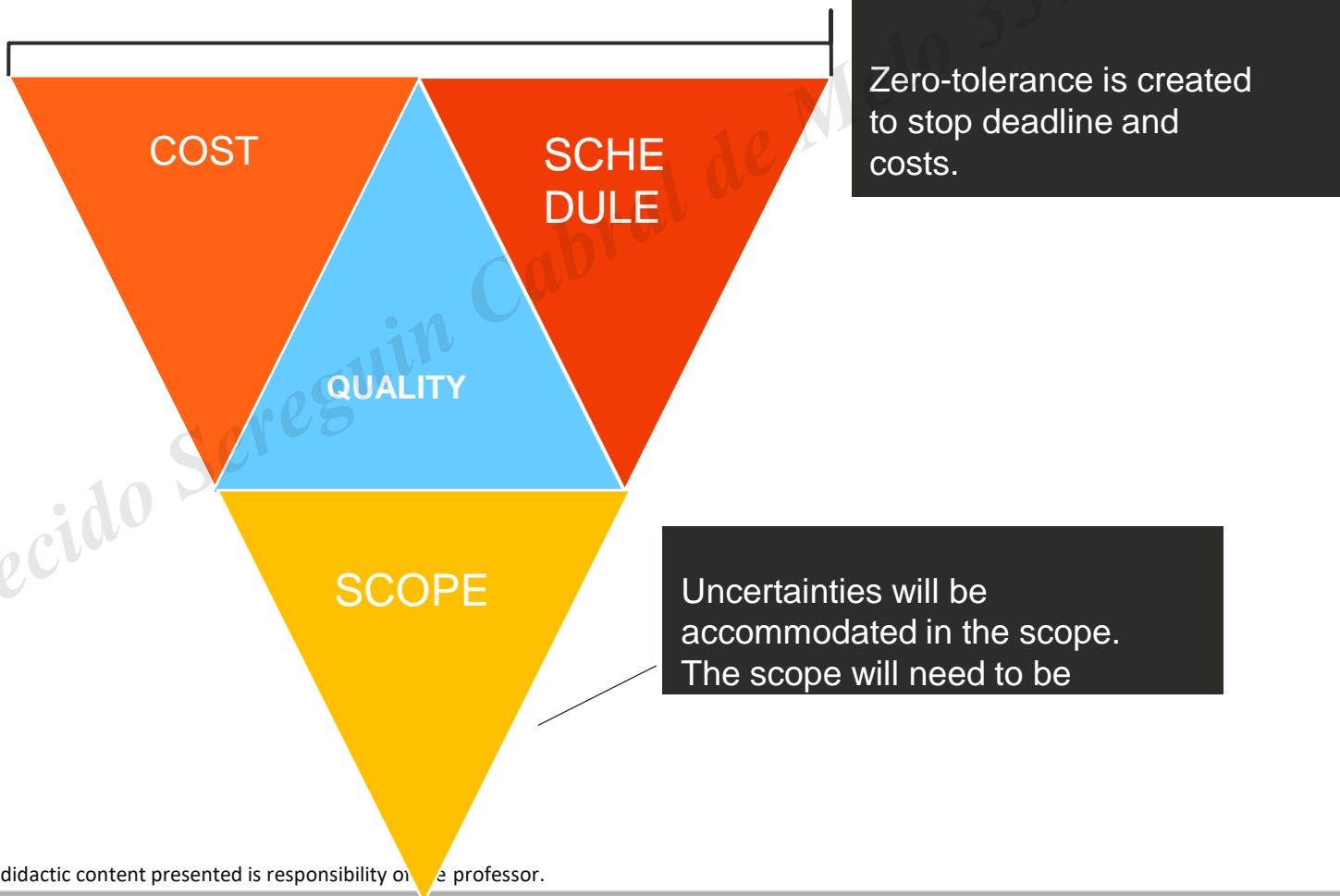


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Empirical x Adaptive

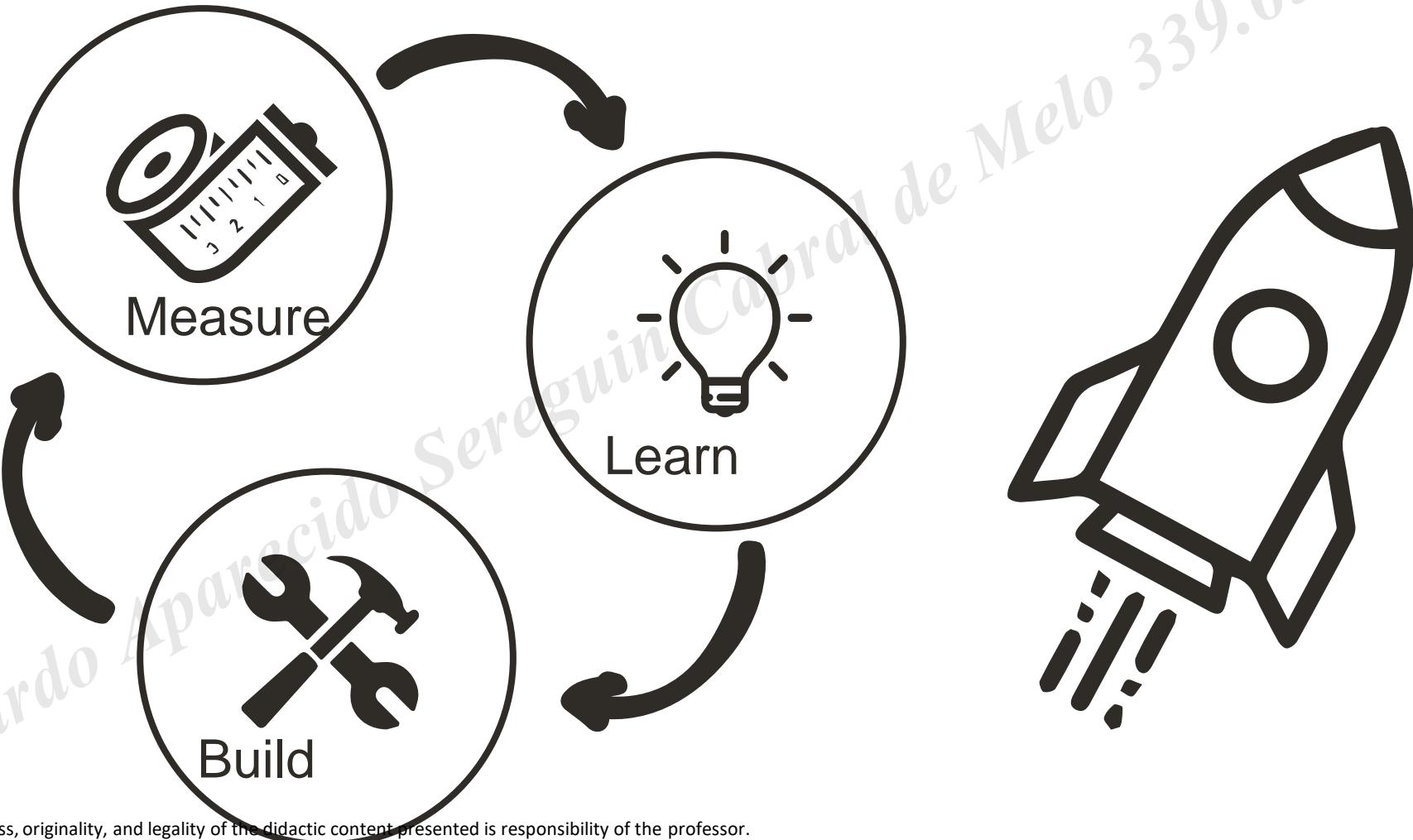
ADAPTIVE OR EMPIRICAL



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Lean startup



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Problem Canvas



Problem



CONTEXTO DO PROBLEMA

Context



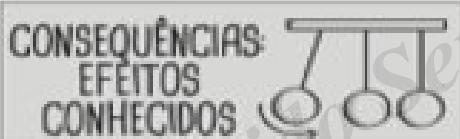
CAUSAS IDENTIFICADAS

Identified causes



PESSOAS IMPACTADAS OU ENVOLVIDAS
(DIRETA E INDIRETAMENTE)

People involved or impacted
(directly or indirectly)



CONSEQUÊNCIAS: EFEITOS CONHECIDOS

Consequences:
Known effects



IMPORTÂNCIA PARA A ÁREA

Relevance for the area



REALIDADE X IDEAL

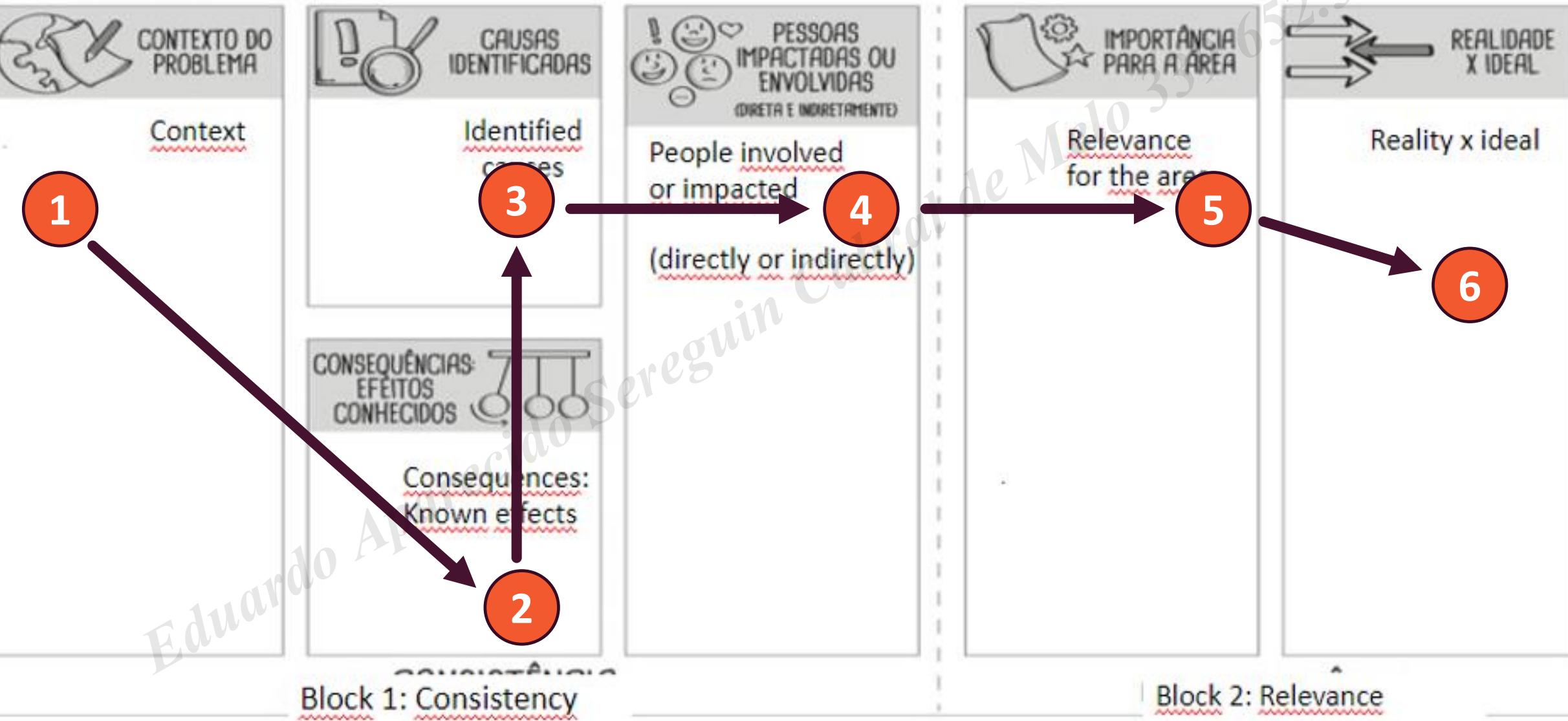
Reality x ideal

Block 1: Consistency

Block 2: Relevance

MAPA DO PROBLEMA

? Problem



Problem Canvas



Problem



CONTEXTO DO PROBLEMA

Context

1



CAUSAS IDENTIFICADAS

Identified causes



PESSOAS IMPACTADAS OU ENVOLVIDAS (DIRETA E INDIRETAMENTE)

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IMPORTÂNCIA PARA A ÁREA

Relevance for the area



REALIDADE X IDEAL

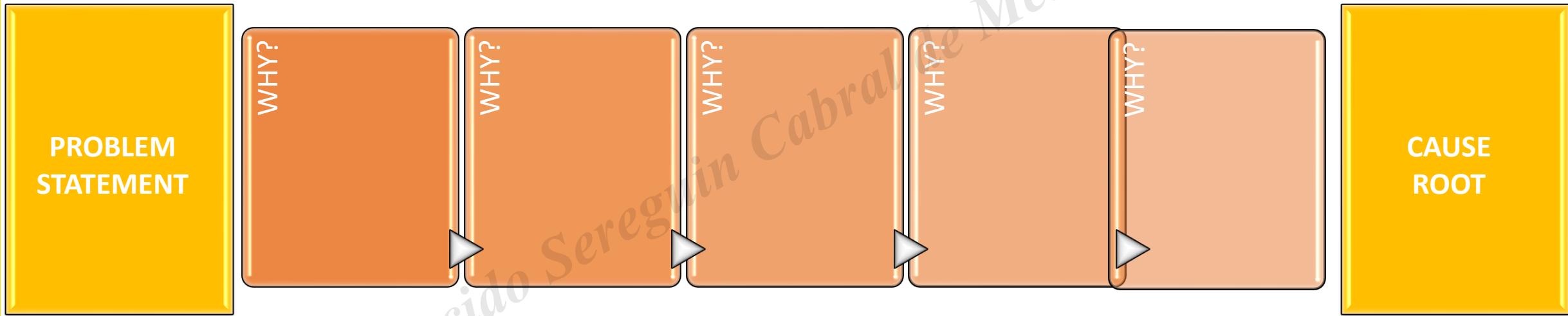
Reality x ideal

Block 1: Consistency

Block 2: Relevance

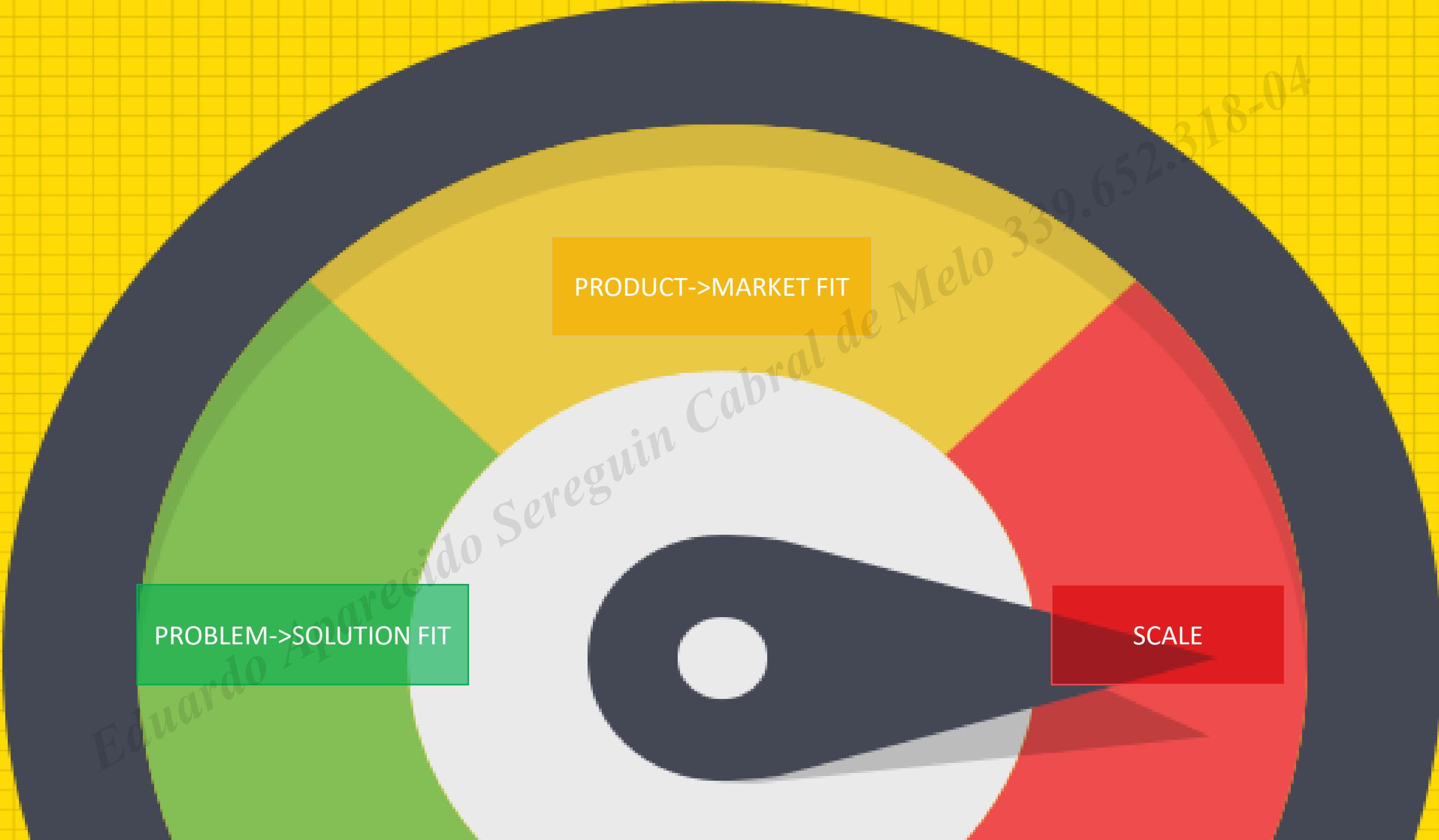


5 WHYS



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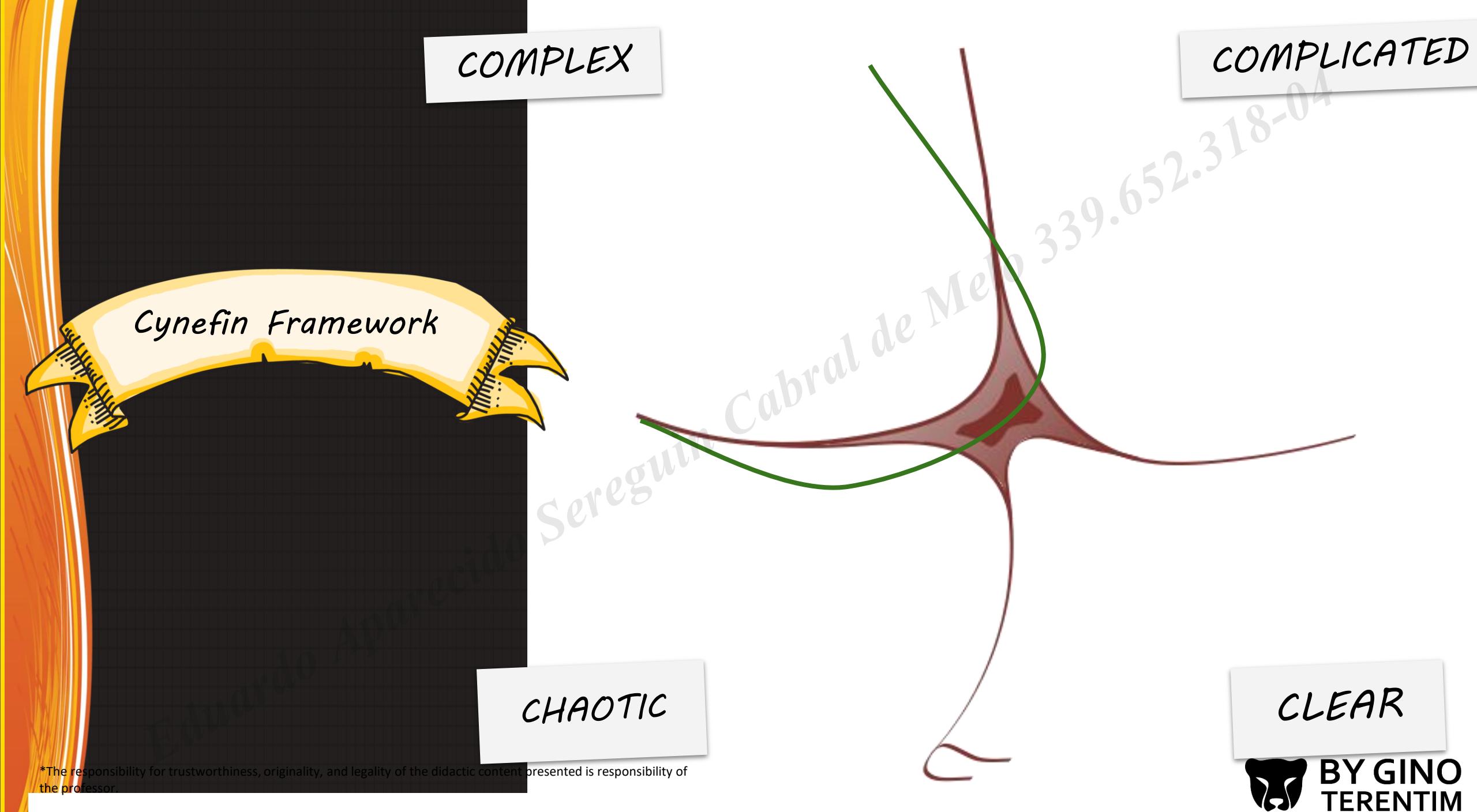




CYNEFIN

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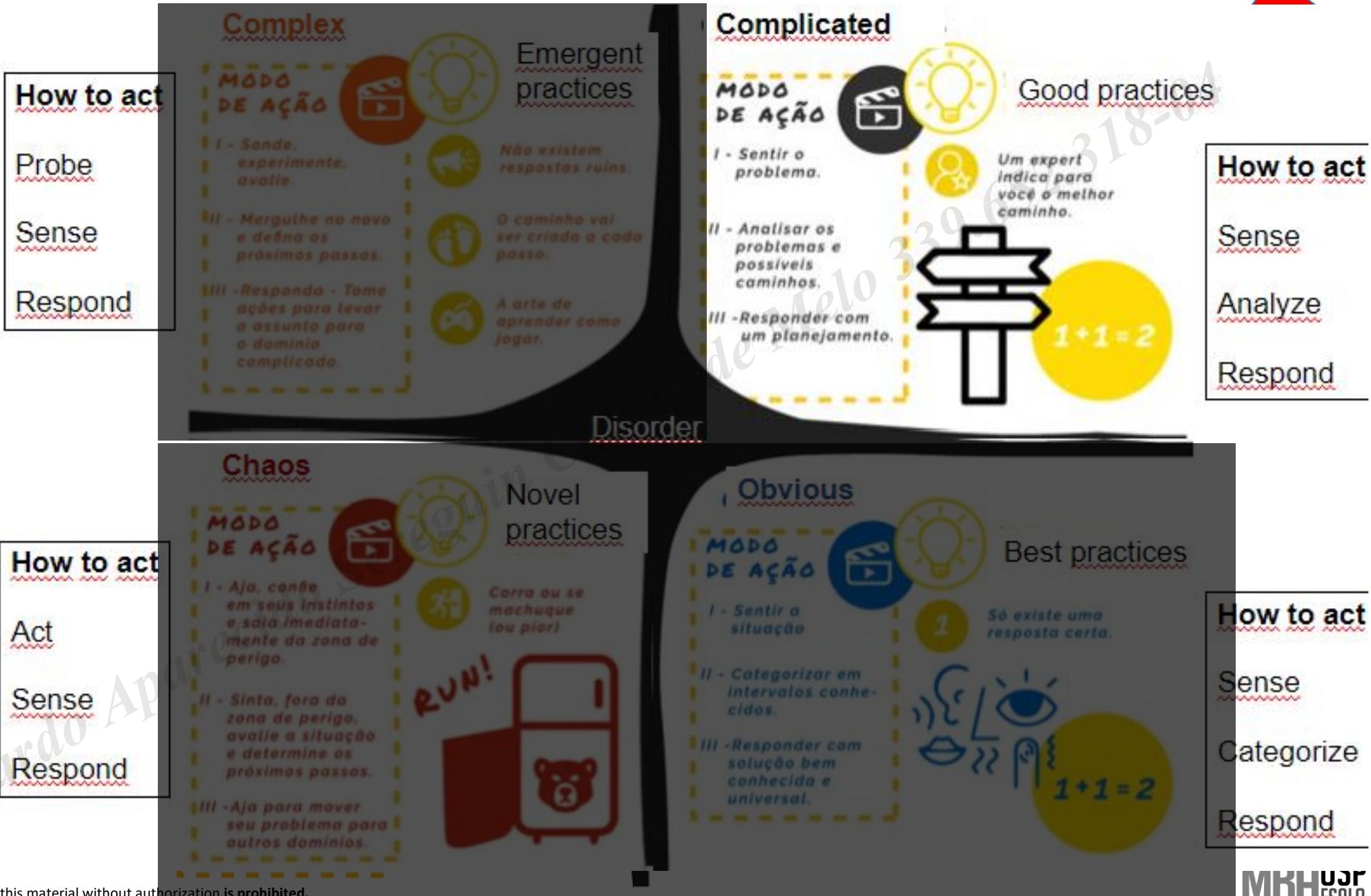
CYNEFIN FRAMEWORK



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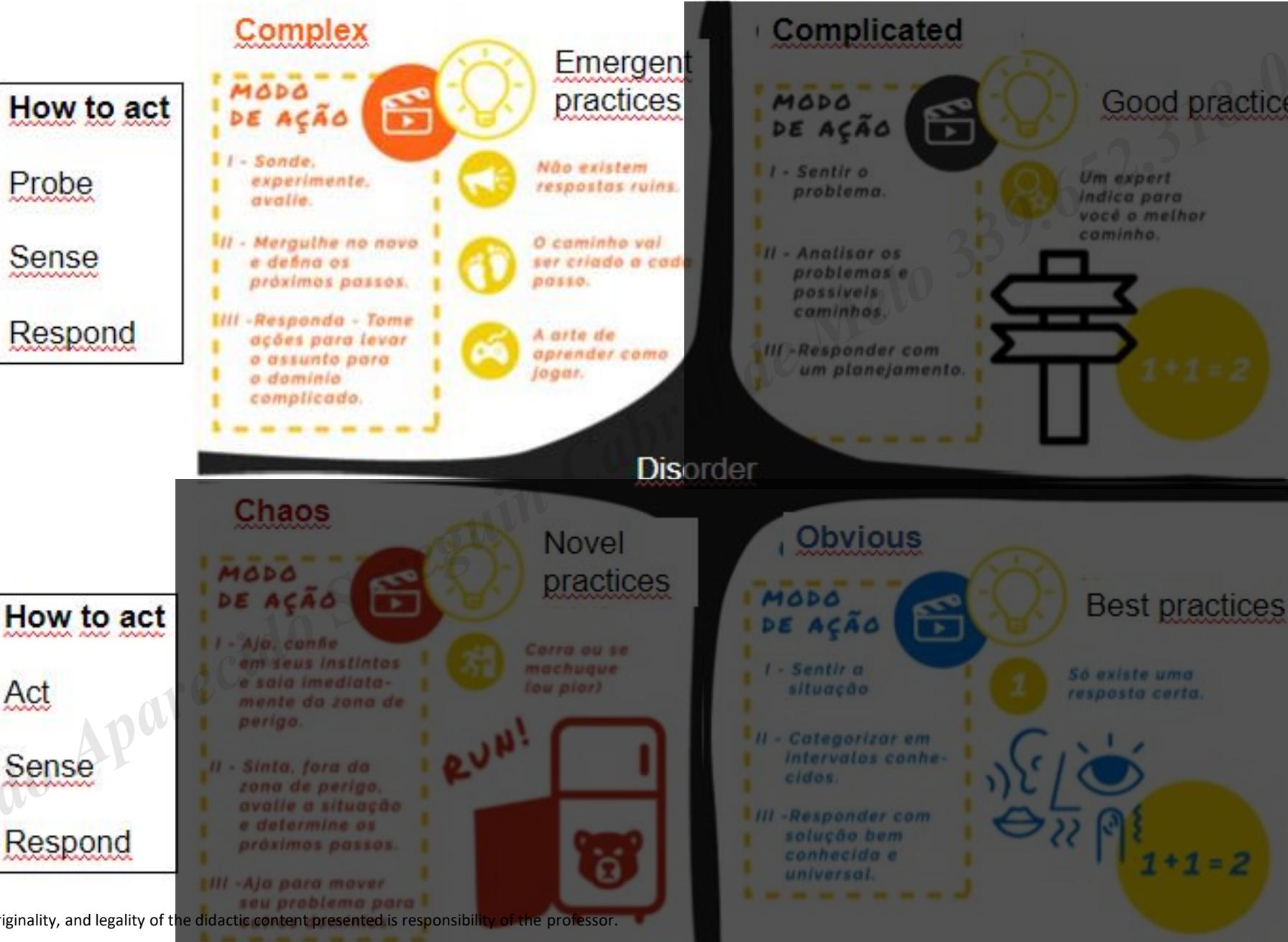
CYNEFIN FRAME WORK



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CYNEFIN FRAME WORK



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CYNEFIN FRAME WORK

How to act

Probe

Sense

Respond

Complex

MODO DE AÇÃO

- I - Sonde, experimente, avalie.
- II - Mergulhe no novo e defina os próximos passos.
- III - Responda - Tome ações para levar o assunto para o domínio complicado.



Emergent practices

Não existem respostas ruins.



O caminho vai ser criado a cada passo.



A arte de aprender como jogar.

Complicated

MODO DE AÇÃO

- I - Sentir o problema.



Good practices

- II - Analisar os problemas e possíveis caminhos.

III - Responder com um planejamento.



How to act

Sense

Analyze

Respond

Disorder

Chaos

How to act

Act

Sense

Respond

MODO DE AÇÃO

- I - Aja, confie em seus instintos e saia imediatamente da zona de perigo.
- II - Sinta, fora da zona de perigo, avalie a situação e determine os próximos passos.
- III - Aja para mover seu problema para



Novel practices

Corra ou se machuque (ou pior)



Obvious

MODO DE AÇÃO

- I - Sentir a situação



Best practices

- II - Categorizar em intervalos conhecidos.

III - Responder com solução bem conhecida e universal.



How to act

Sense

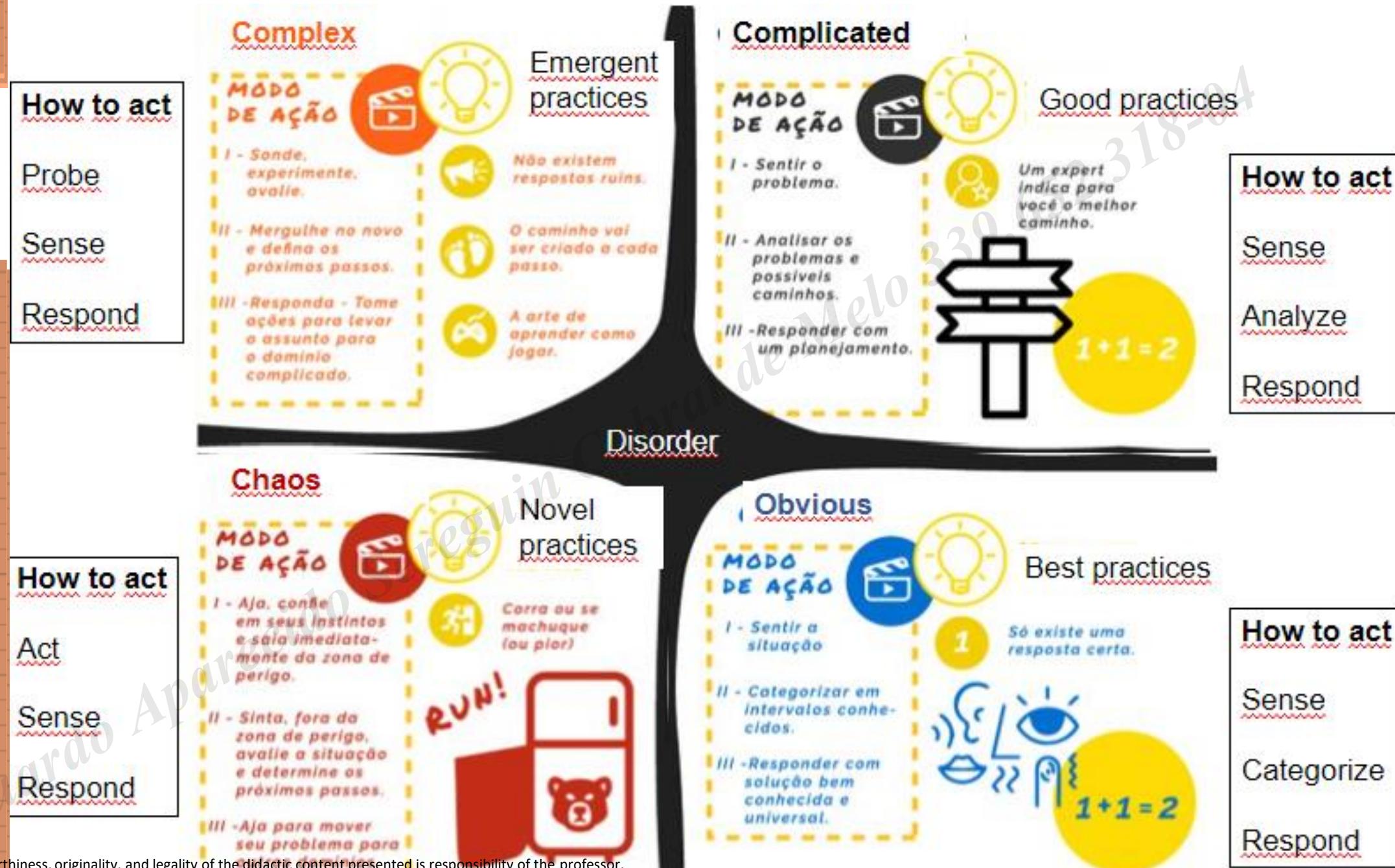
Categorize

Respond

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CYNEFIN FRAMEWORK



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... BUT HOW TO OBTAIN KNOWLEDGE TO MAKE A DECISION?



Knowledge

A posteriori
or empirical

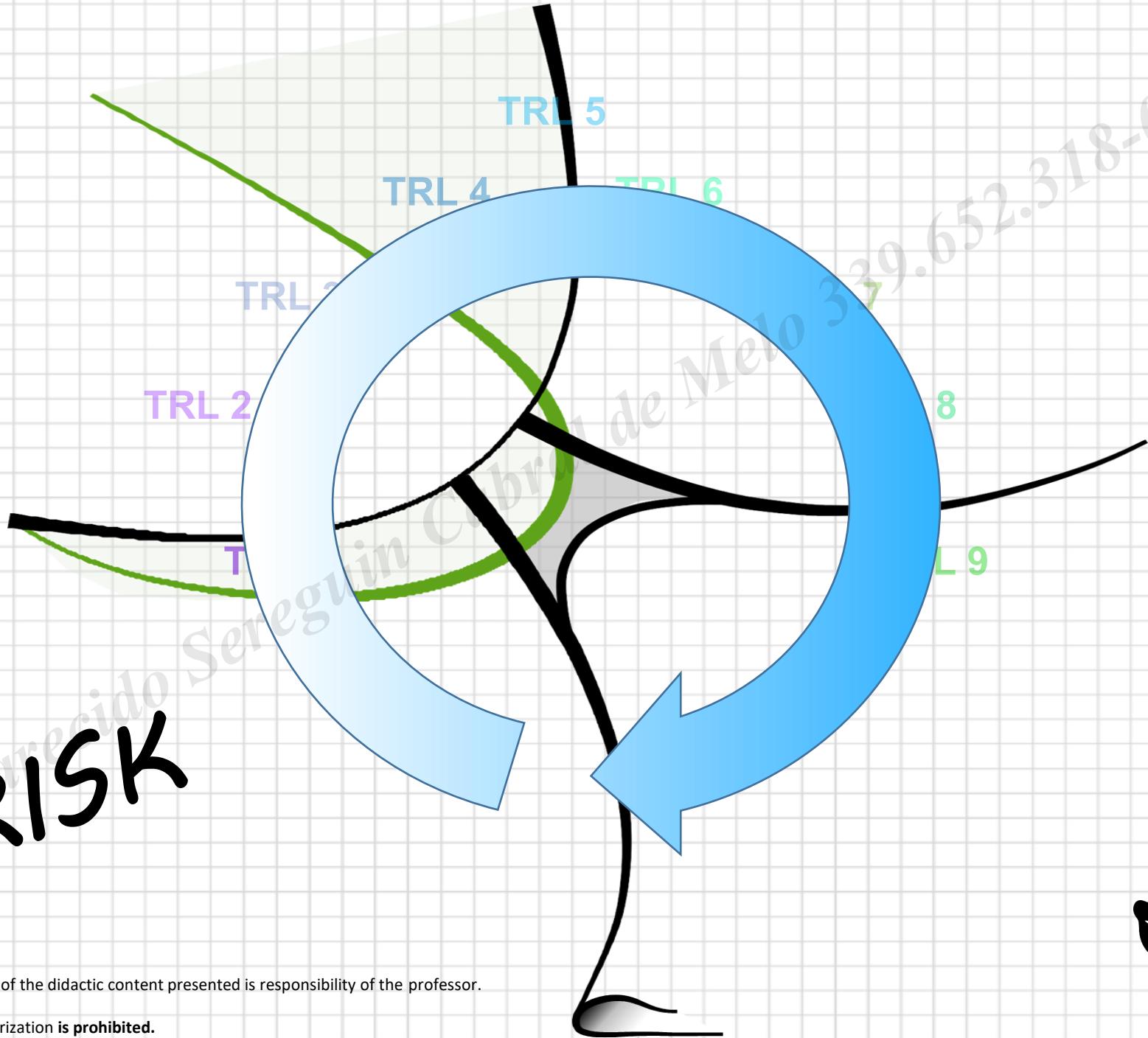
A priori

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CYNEFIN FRAME WORK

RISK

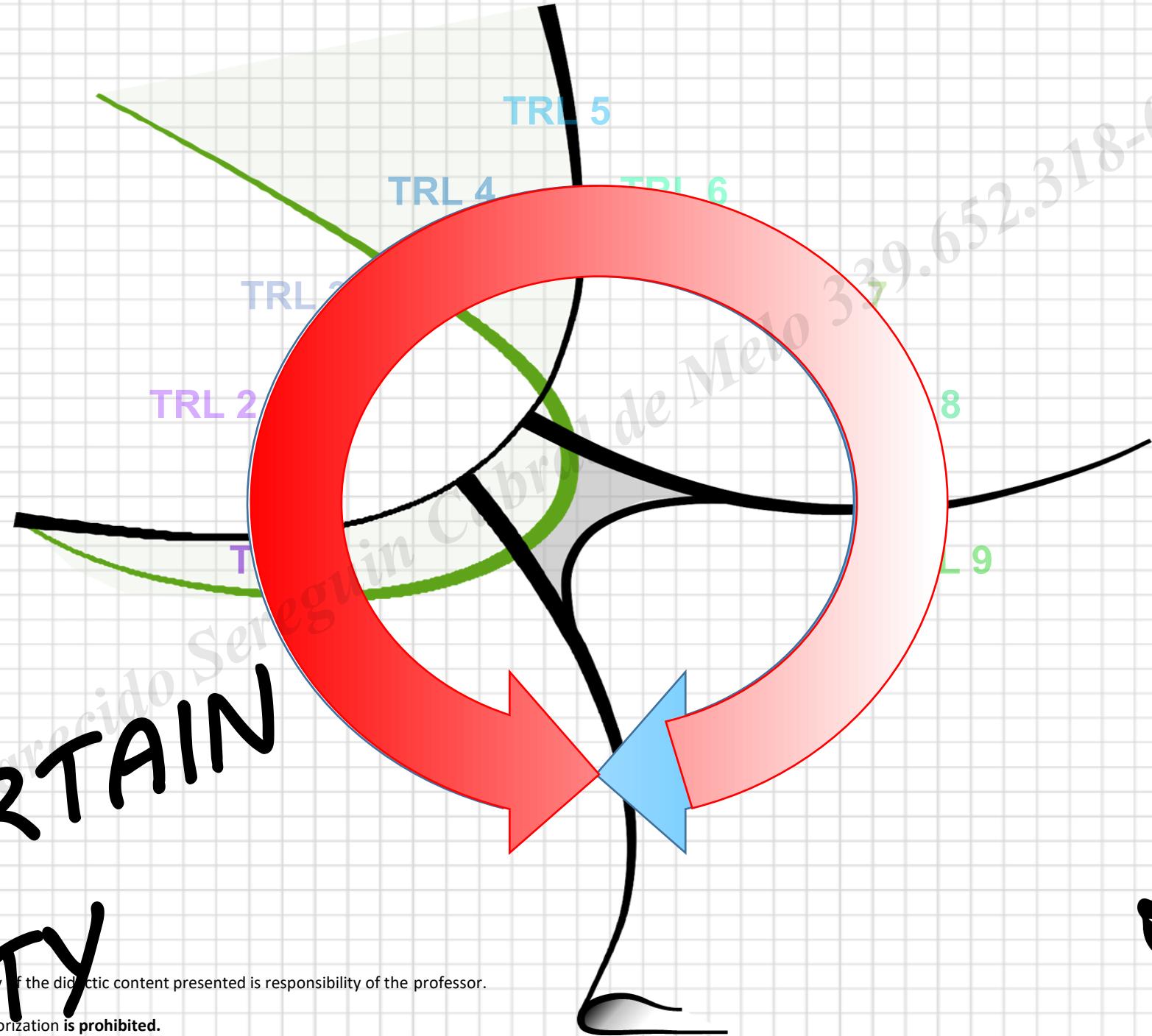


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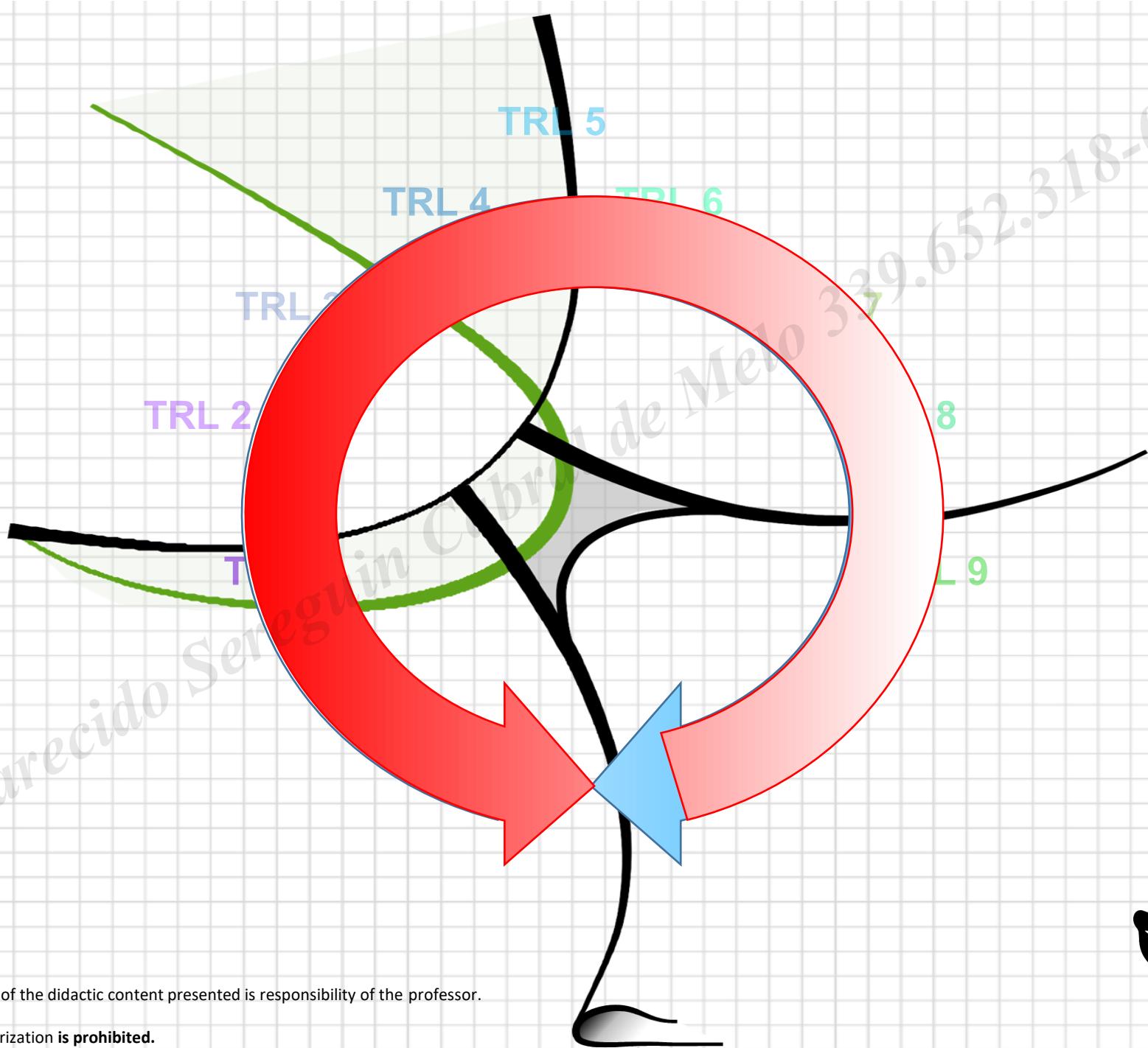
UNCERTAIN
TY



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CYNEFIN FRAME WORK



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CYNEFIN FRAME WORK

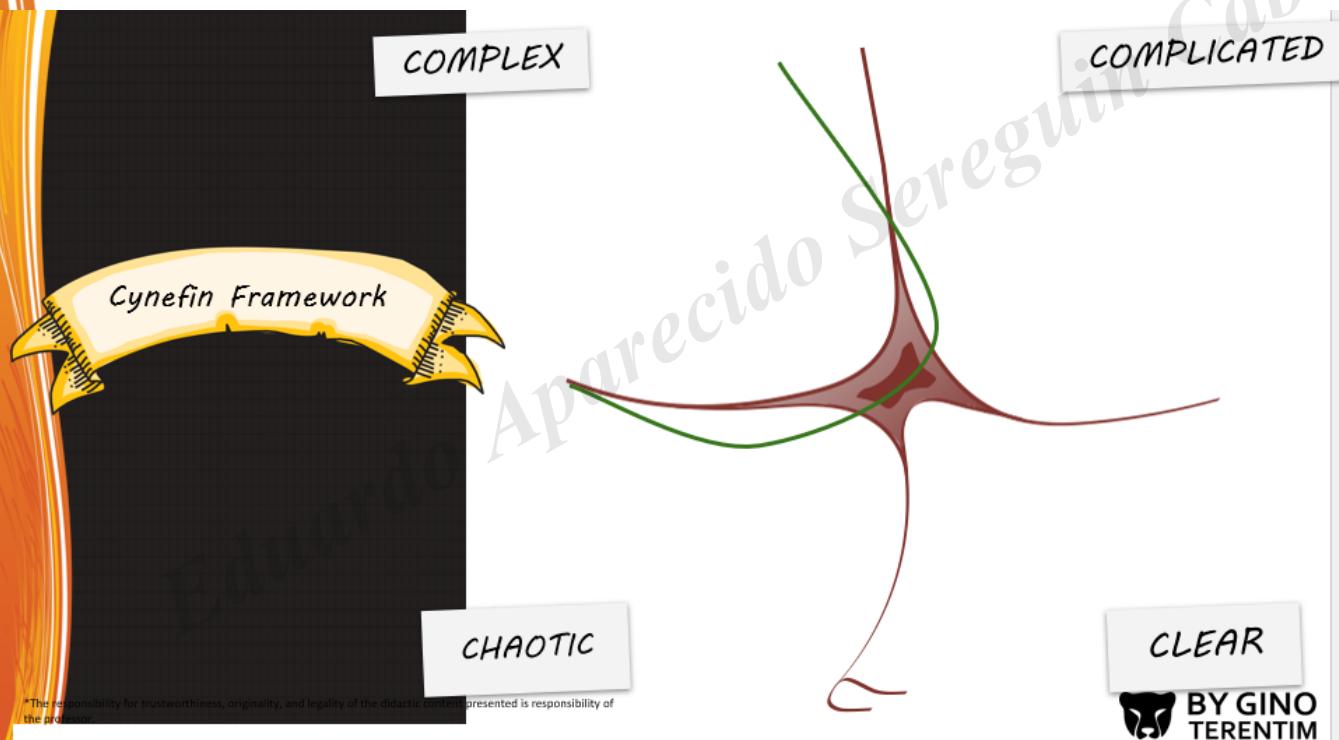


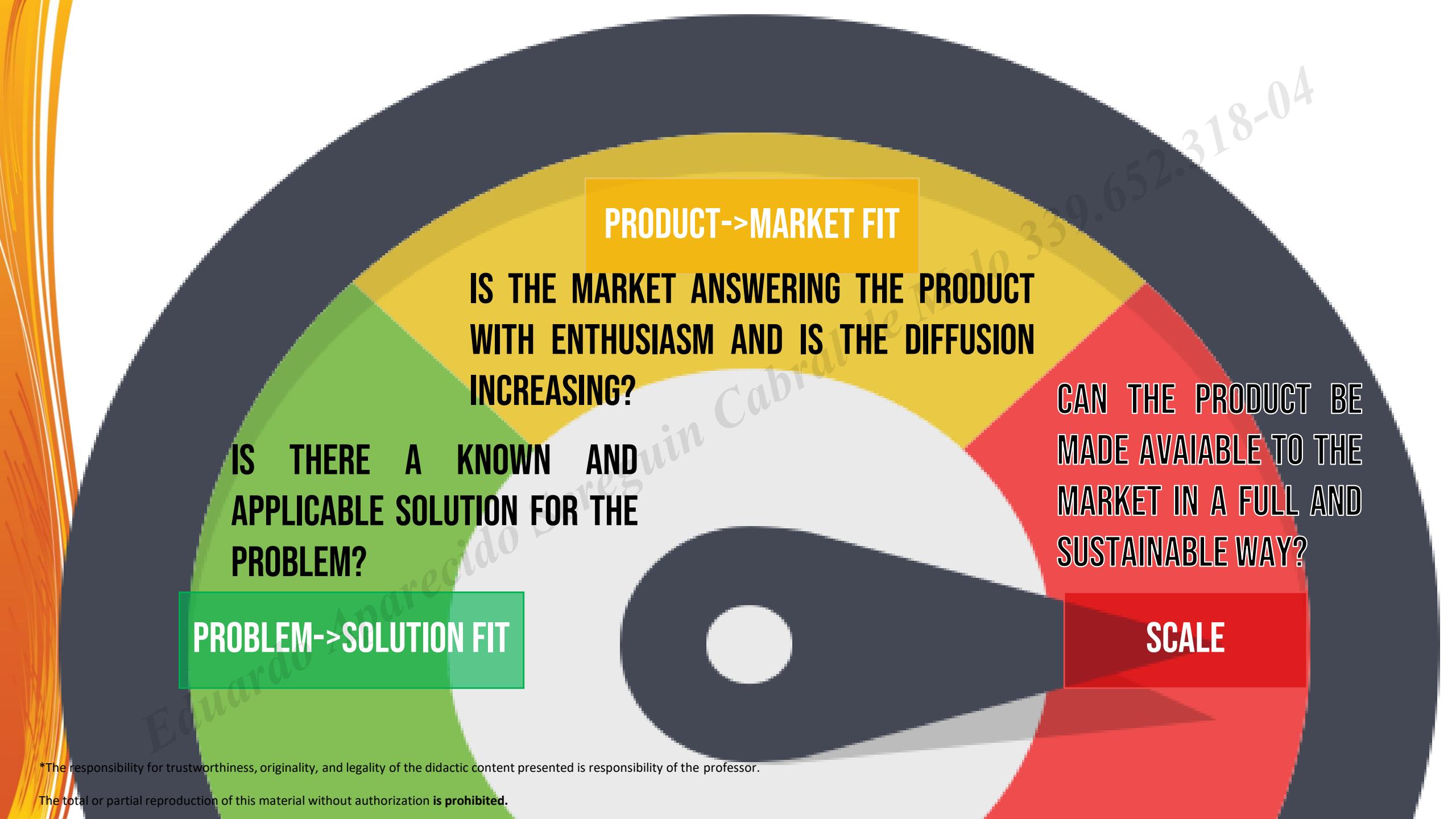
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SUGGESTION OF ACTIVITY

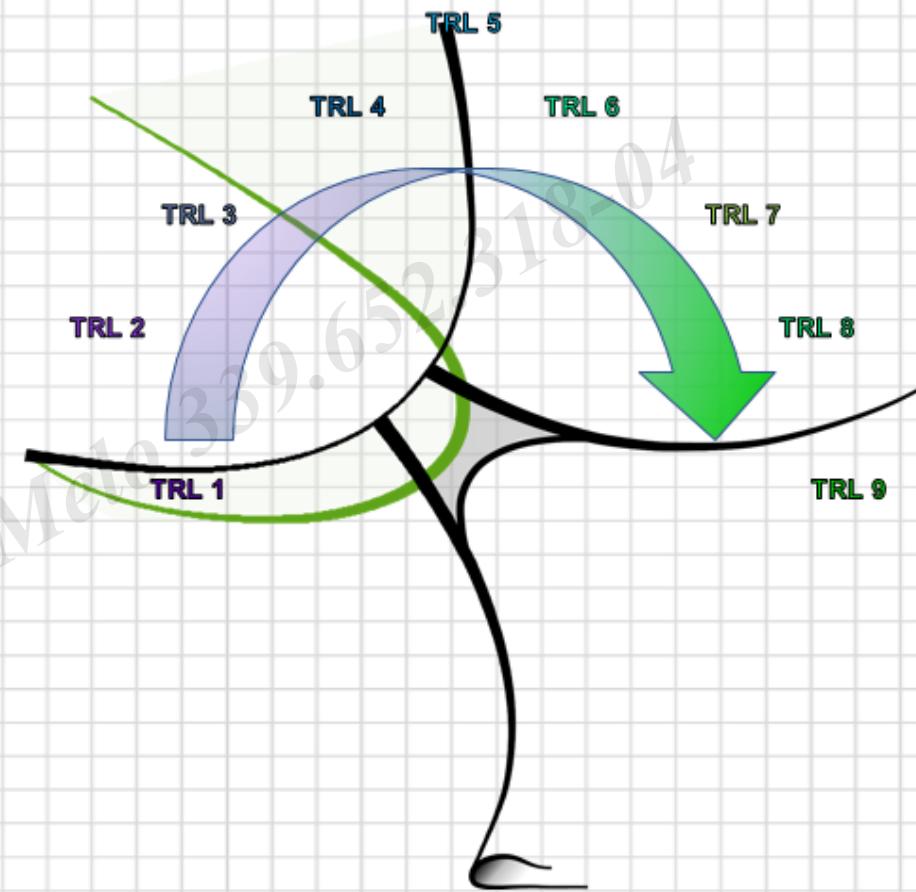
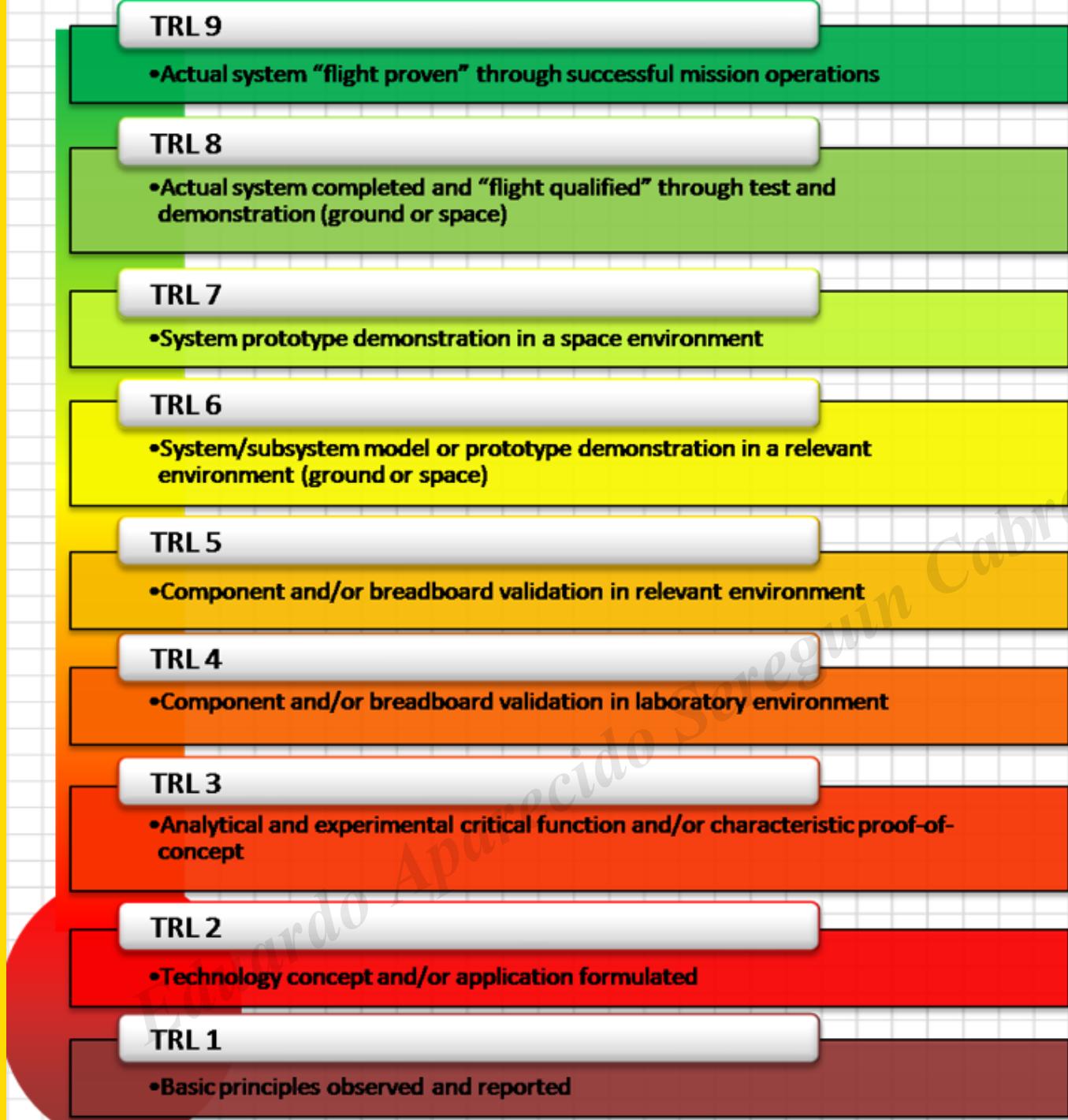
CHOOSE ONE OF THE PROBLEMS PRESENTED. THEN, USE THE CAF METHOD (CONSIDER ALL FACTORS) TO GENERATE DECISIONS.



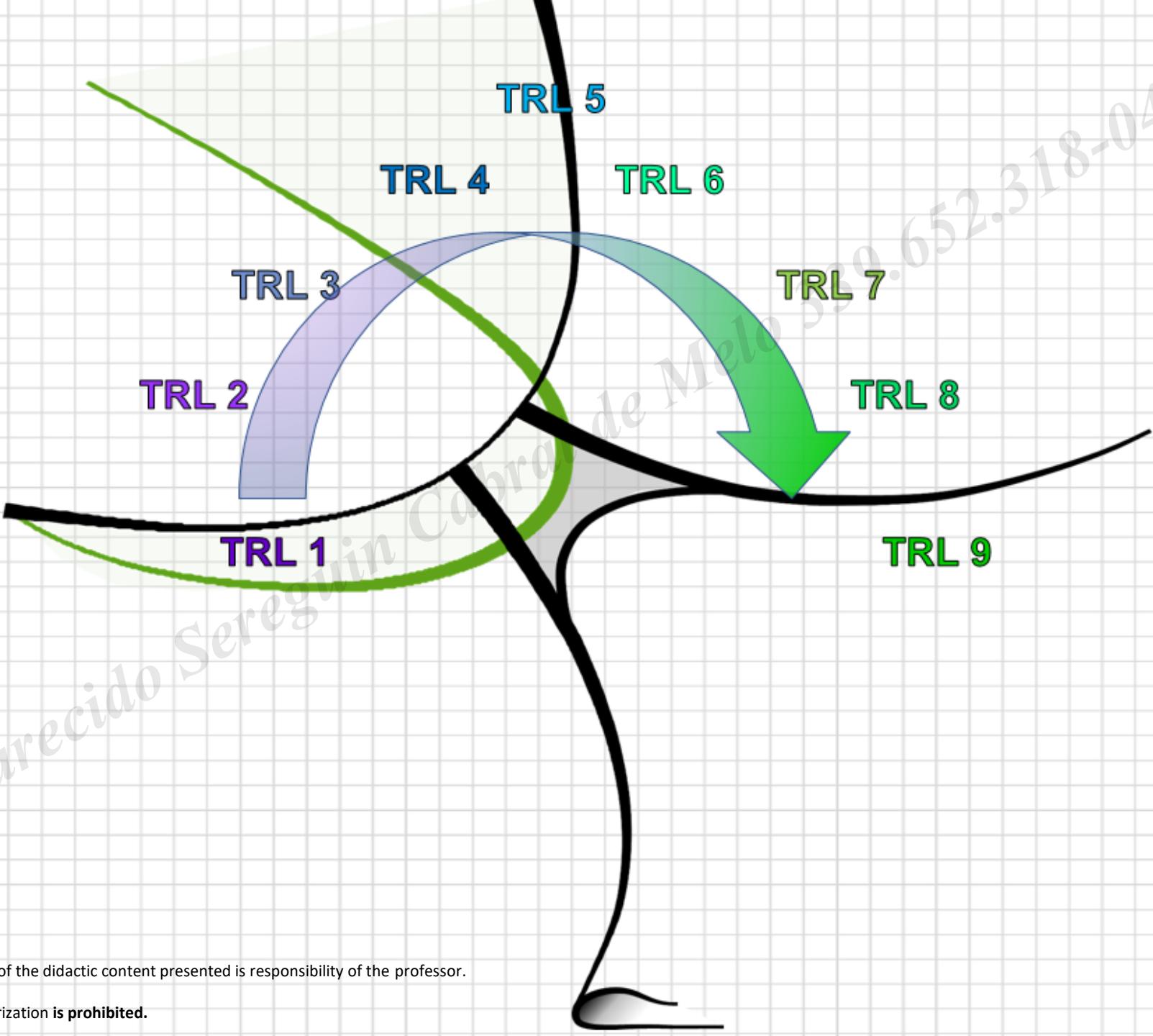


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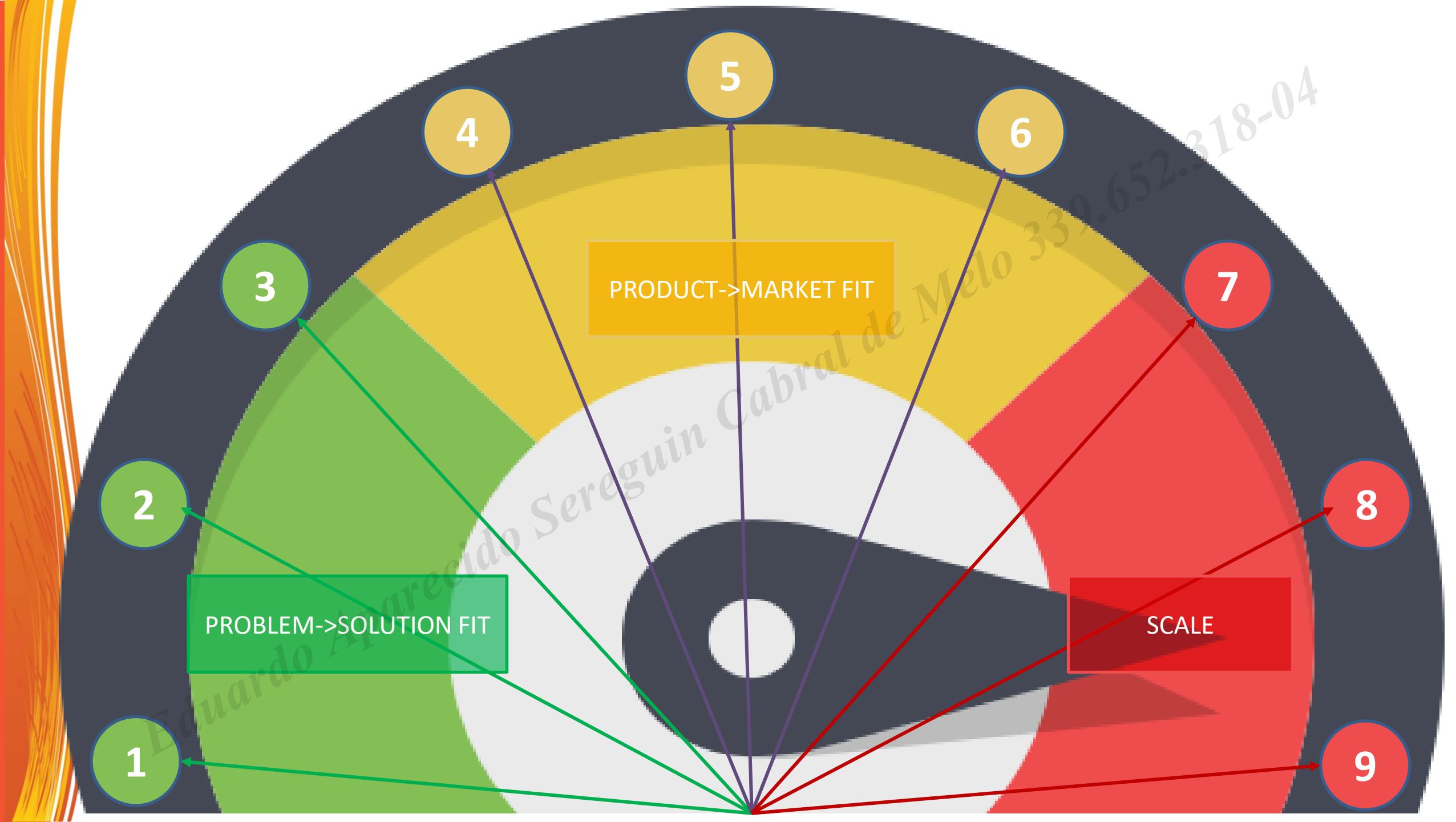


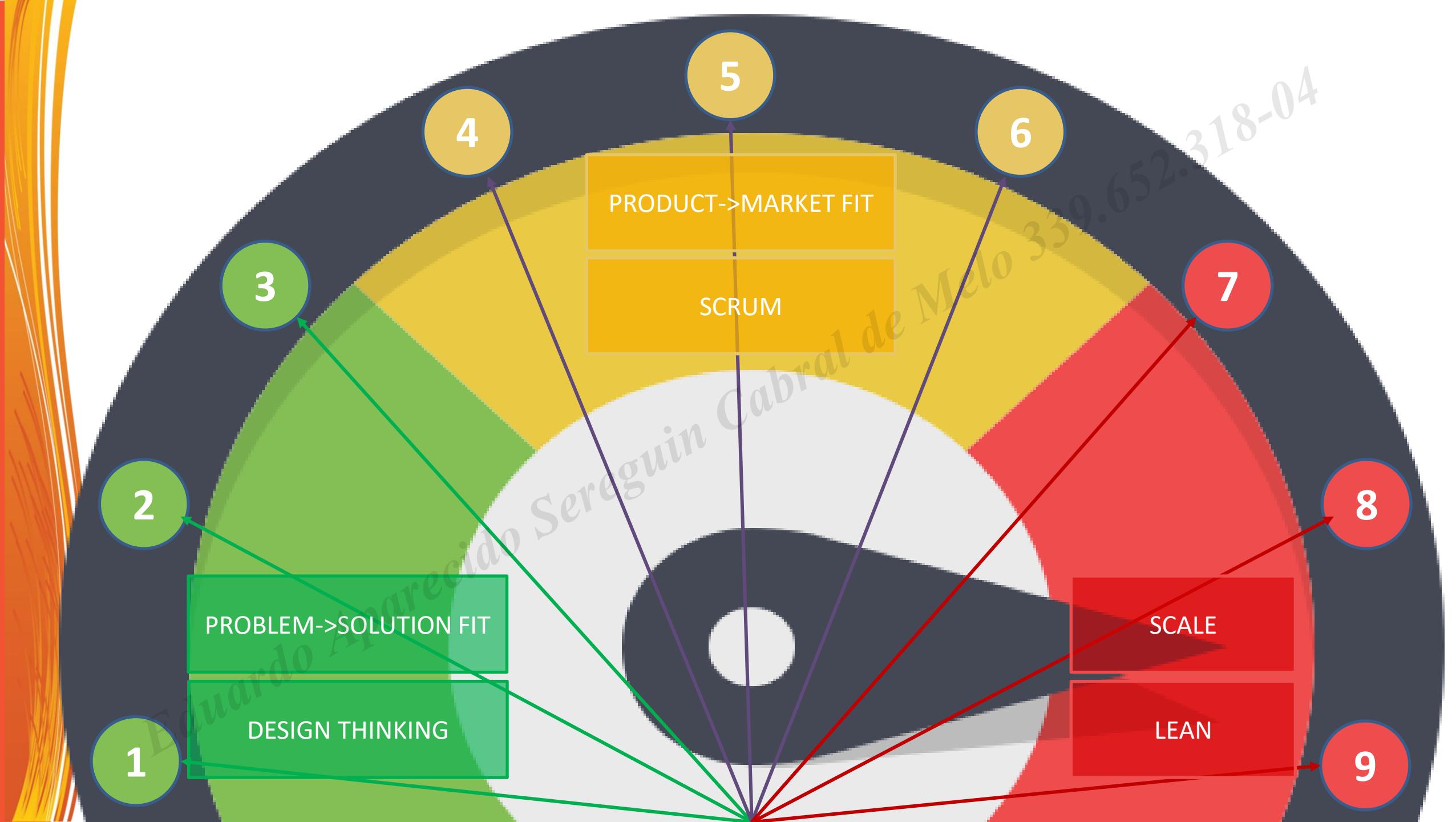
CYNEFIN FRAME WORK



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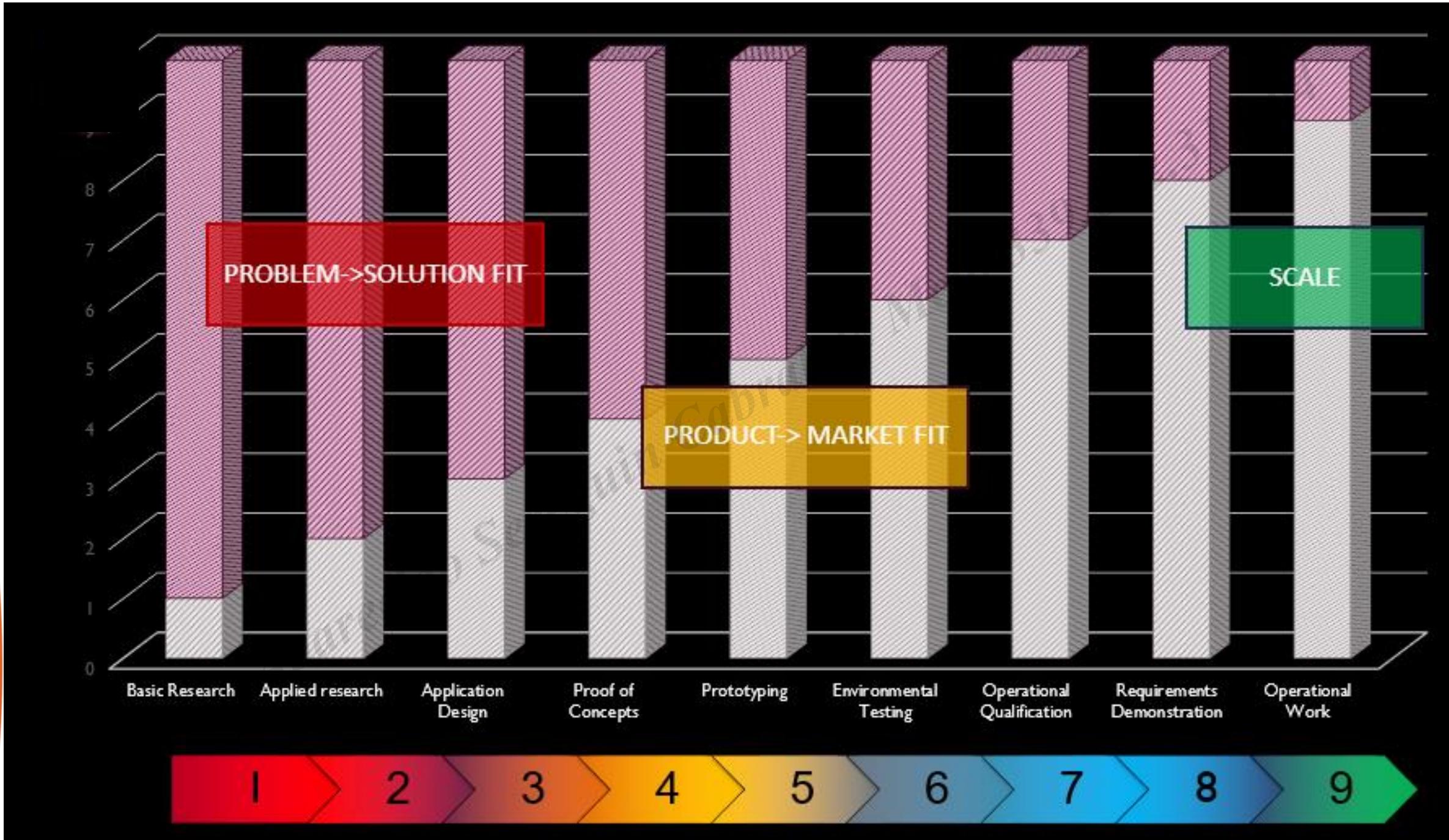




PROJECT MANAGEMENT READINESS LEVEL



- FIRST ABYSS: VALIDATE THE PRODUCT ACCORDING TO THE MARKET
THEY FAIL WHEN DOING PRODUCTS TECHNICALLY EFFICIENT, BUT THEY ARE NOT RECEIVED WELL BY THE MARKET
- SECOND ABYSS: VALIDATE THE PRODUCT ACCORDING TO THE PROCESS
THEY FAIL WHEN SCALING BAD PROCESSES

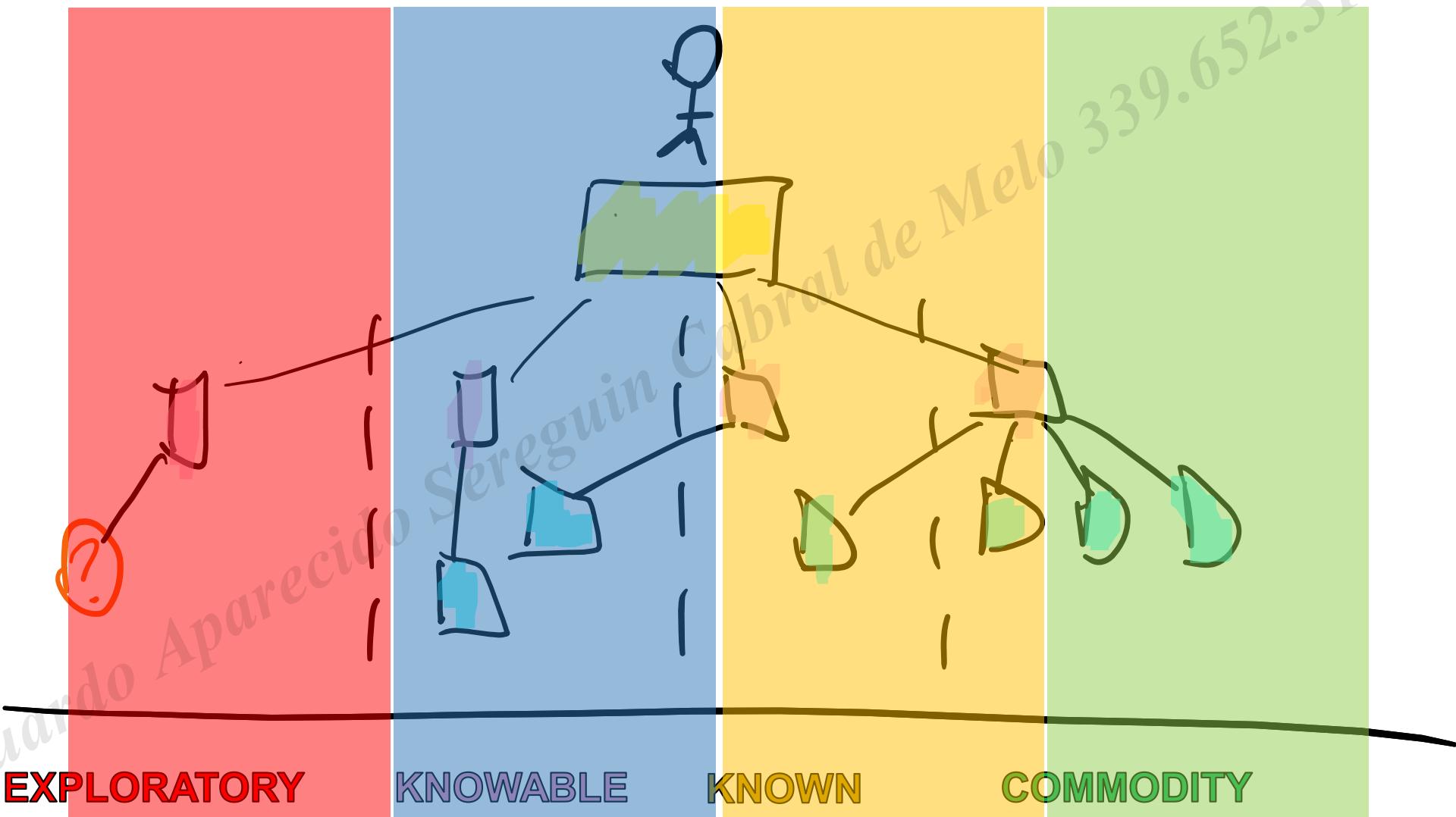


*The re

The to



THE 4 STAGES



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THE **4** STAGES

**DESIGN
THINKING
AND
DISCOVERY
APPROACH.**

**AGILE
APPROACHES
AIMED TO
THE DELIVERY**

**LEAN
PROCESSES,
WITH THE
PURPOSE OF
IMPROVING
THE
EFFICIENCY**

**6 SIGMA AND
RIGOROUS
QUALITY
CONTROL**

EXPLORATORY

KNOWABLE

KNOWN

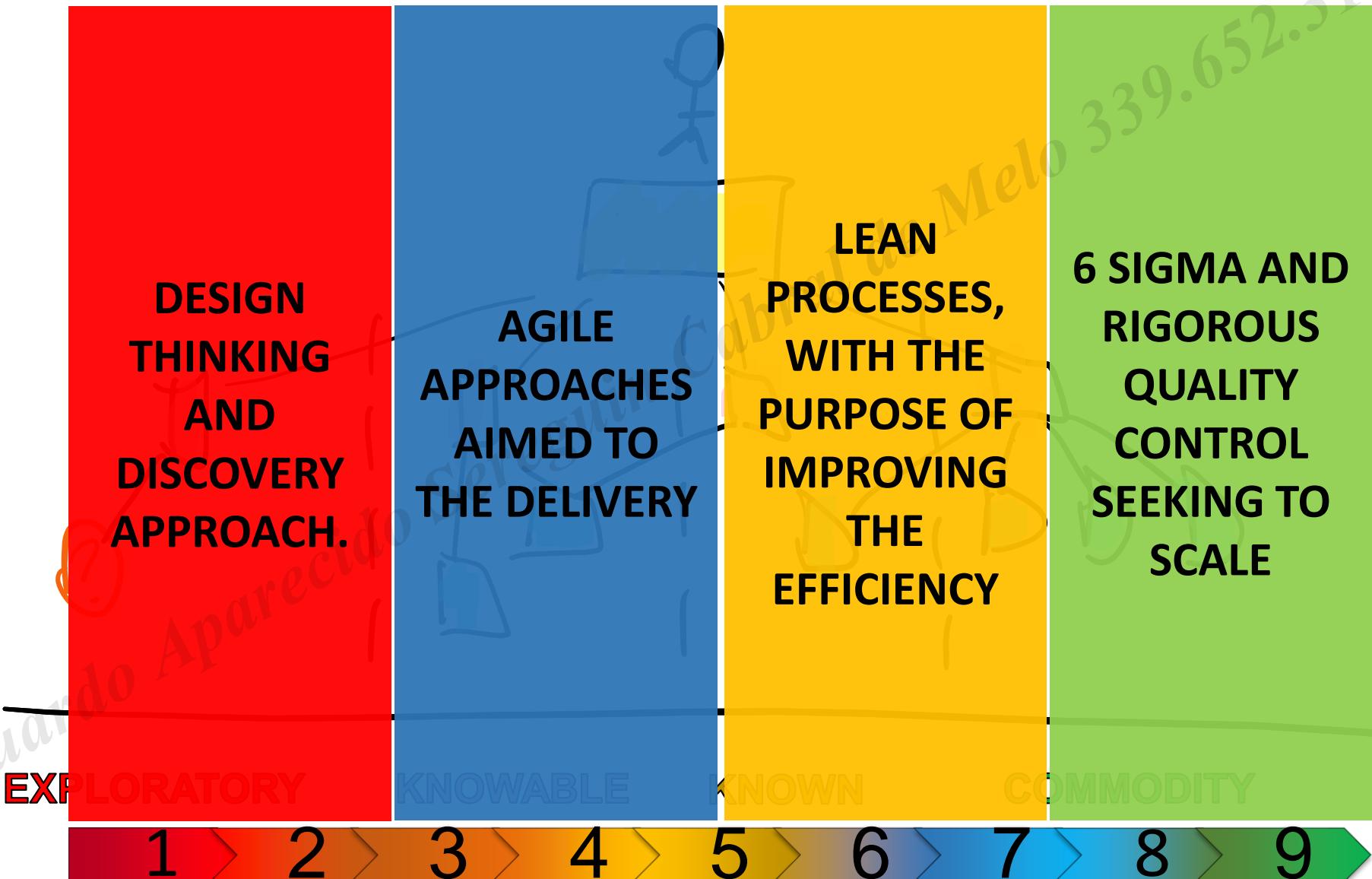
COMMODITY

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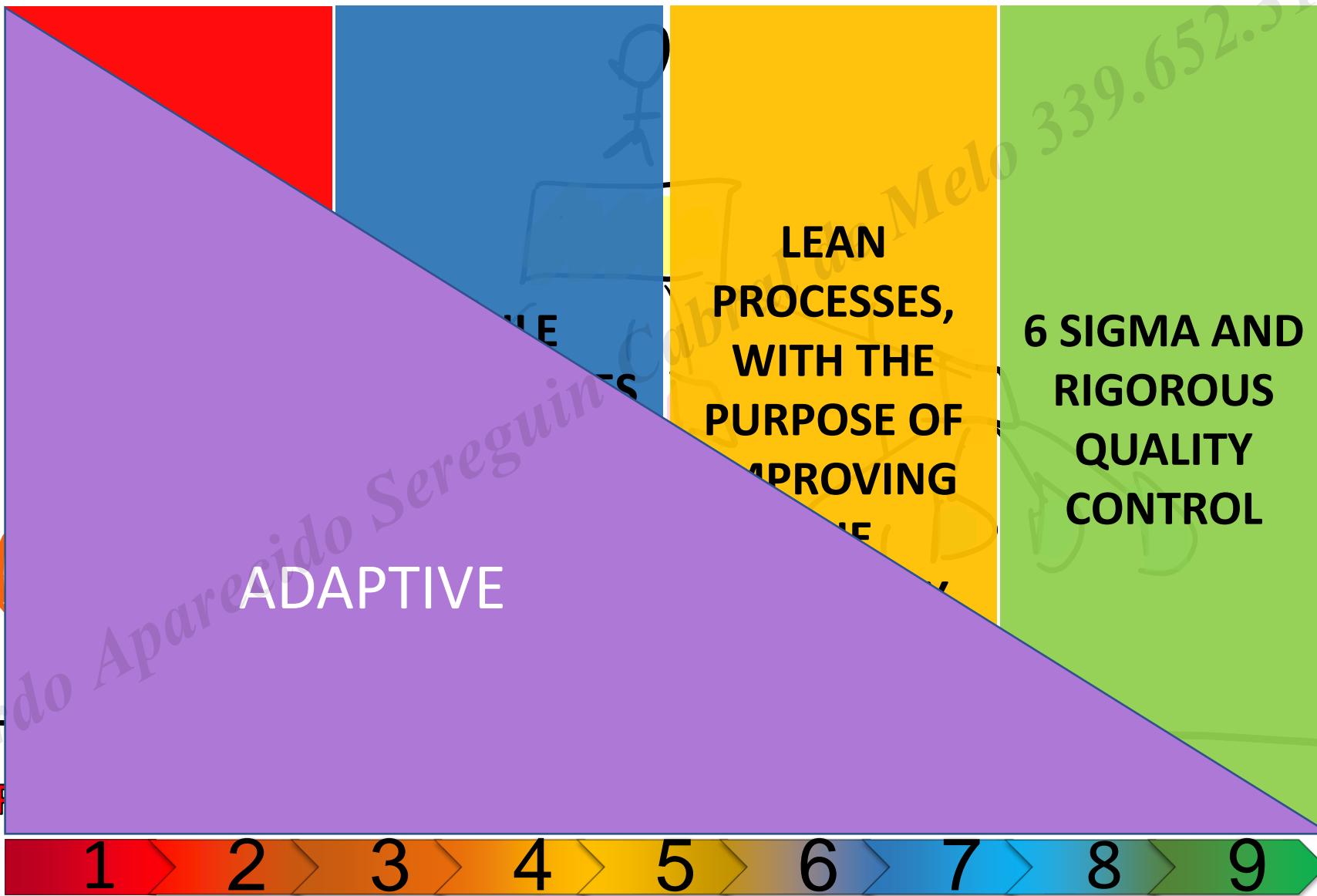


THE **4** STAGES



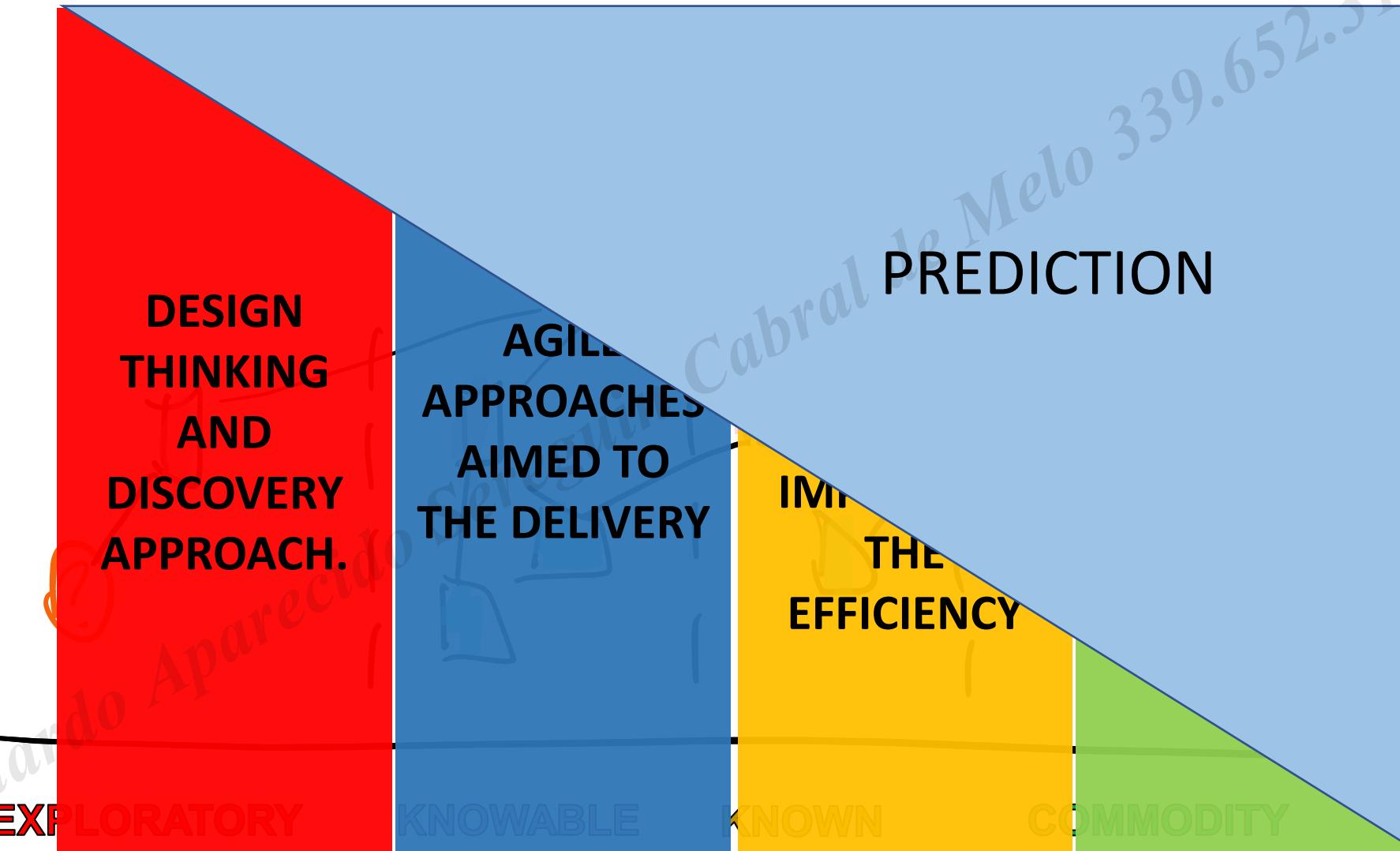


THE 4 STAGES





THE 4 STAGES

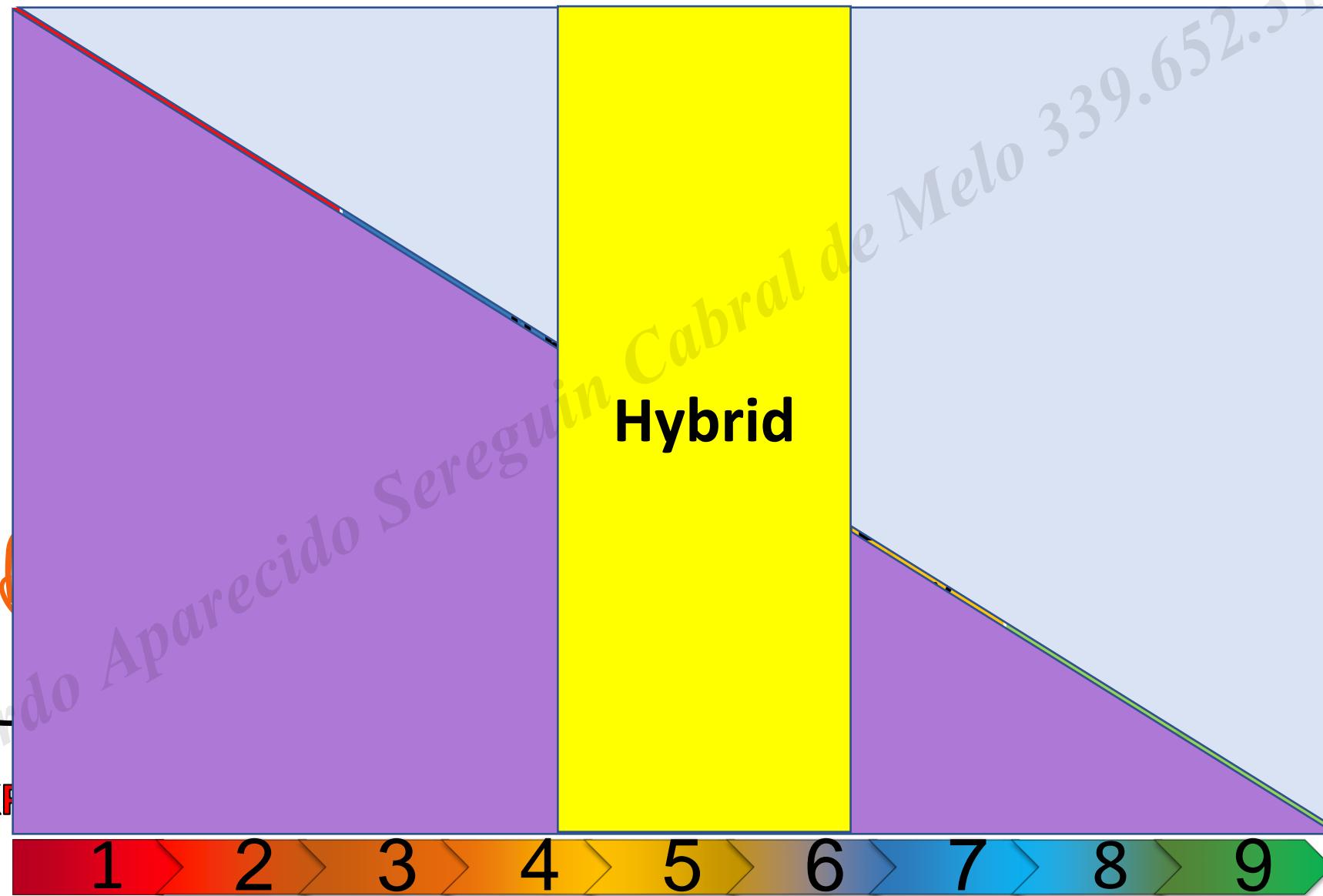


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THE 4 STAGES

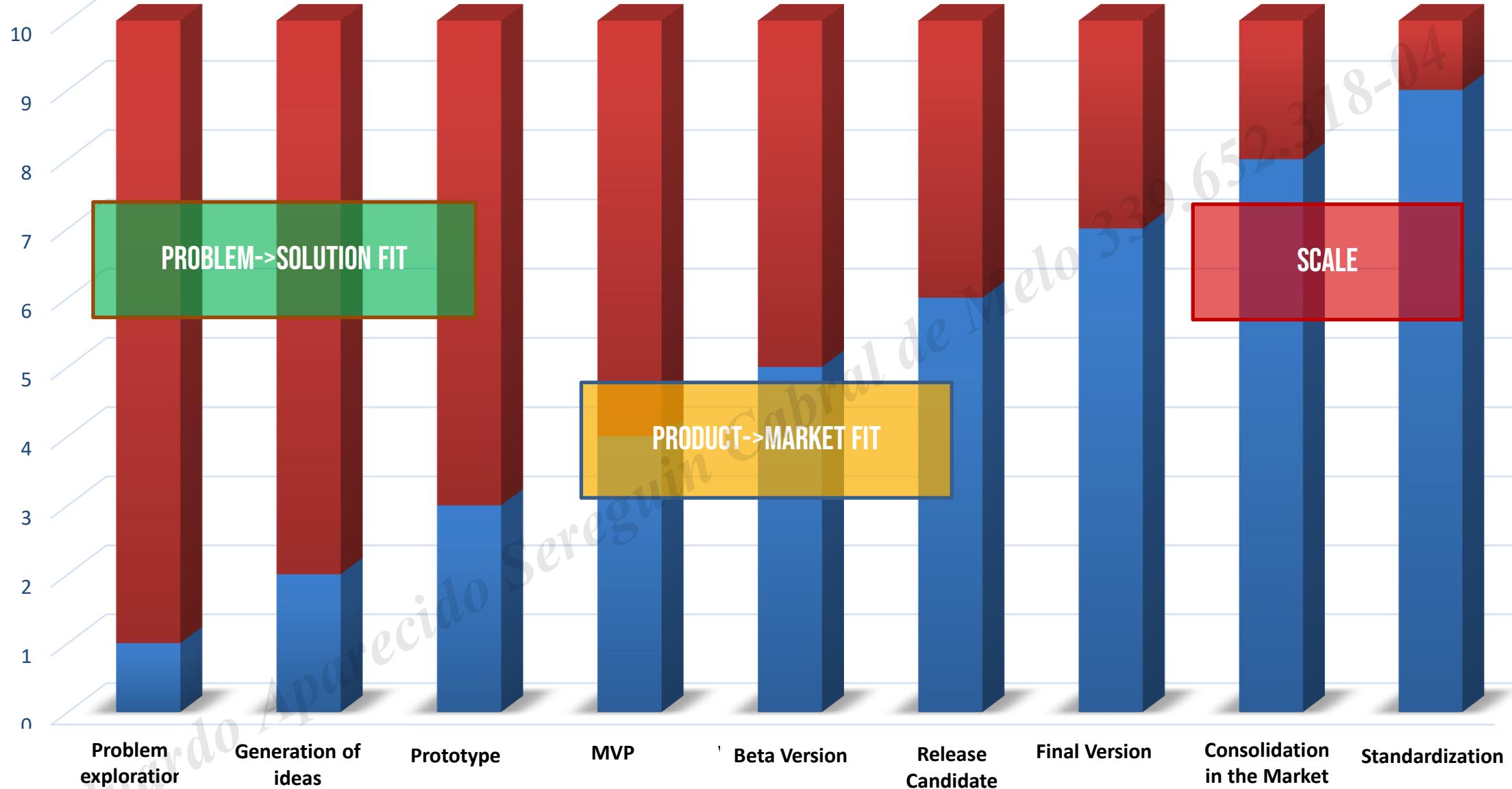


PROJECT MANAGEMENT READINESS LEVEL



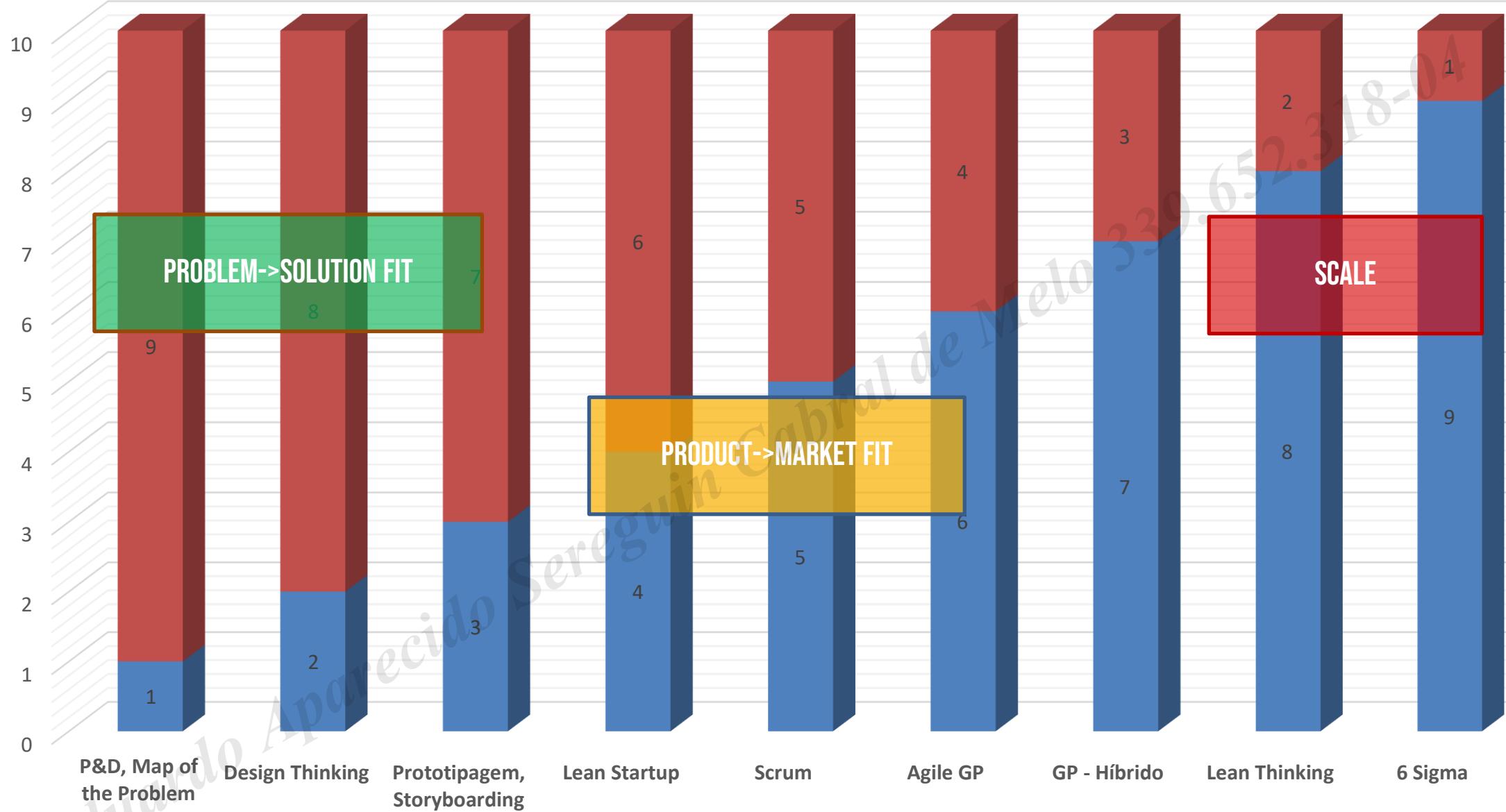
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THEY FAIL WHEN DOING PRODUCTS TECHNICALLY EFFICIENT, BUT THEY ARE NOT RECEIVED WELL
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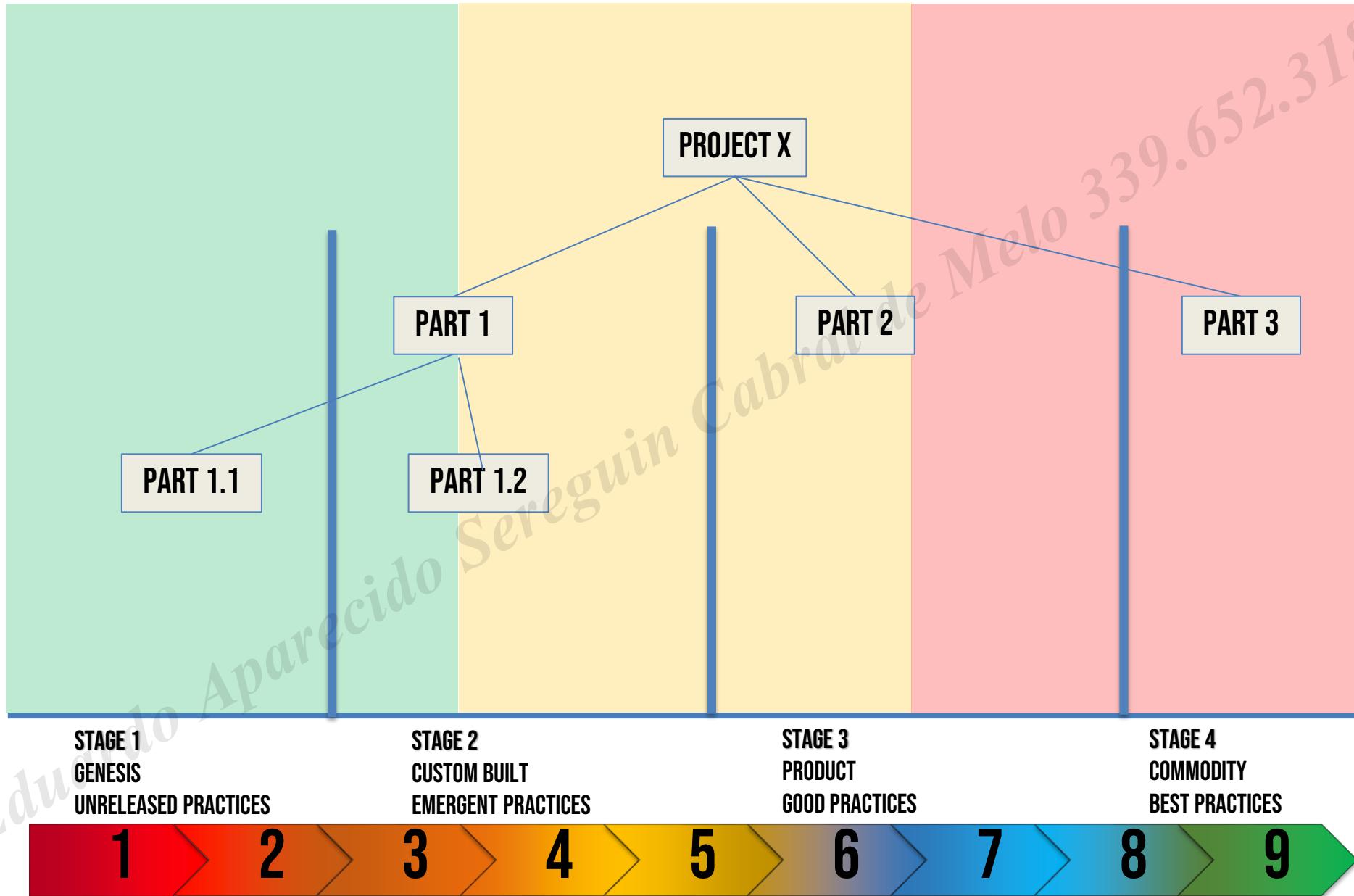
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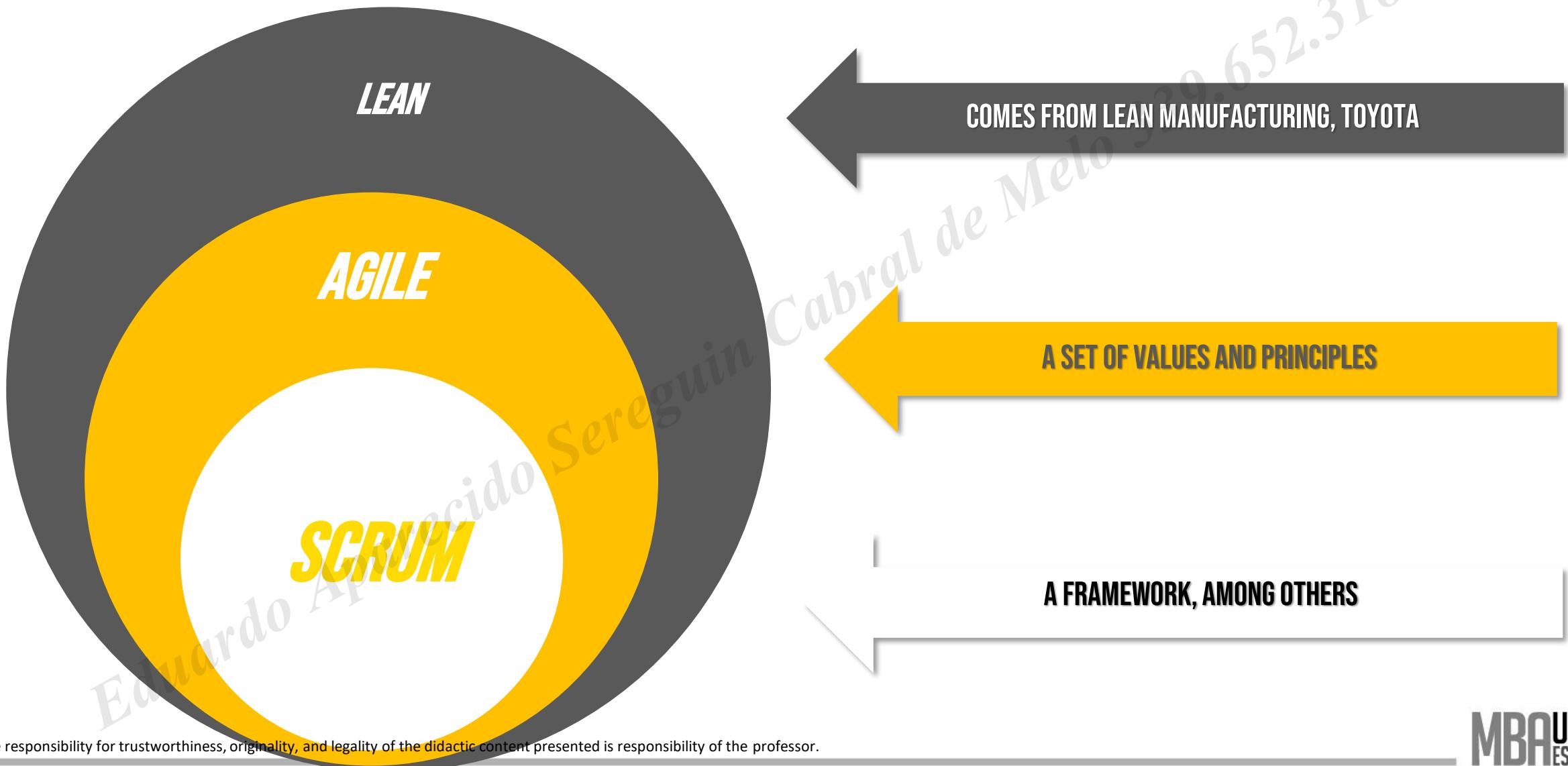
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THE CONTEXT DETERMINES THE APPROACH



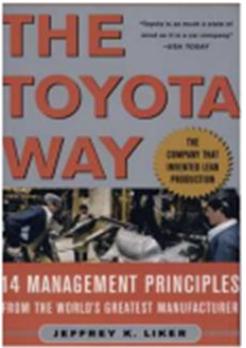
LEAN, AGILE AND SCRUM



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4 P'S "THE TOYOTA WAY"



PROBLEM SOLVING

People and Partners

Process

Philosophy

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A BAD SYSTEM WILL BEAT A GOOD PERSON EVERY TIME.



“EVERYONE IS ALREADY DOING THEIR BEST; THE PROBLEMS ARE WITH THE SYSTEM.

ONLY MANAGEMENT CAN CHANGE THE SYSTEM. W. EDWARDS DEMING

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 BY GINO
TERENTIM

ELIMINATE THE WASTES

MUDA



Waste

MURA



VARIATION

MURI

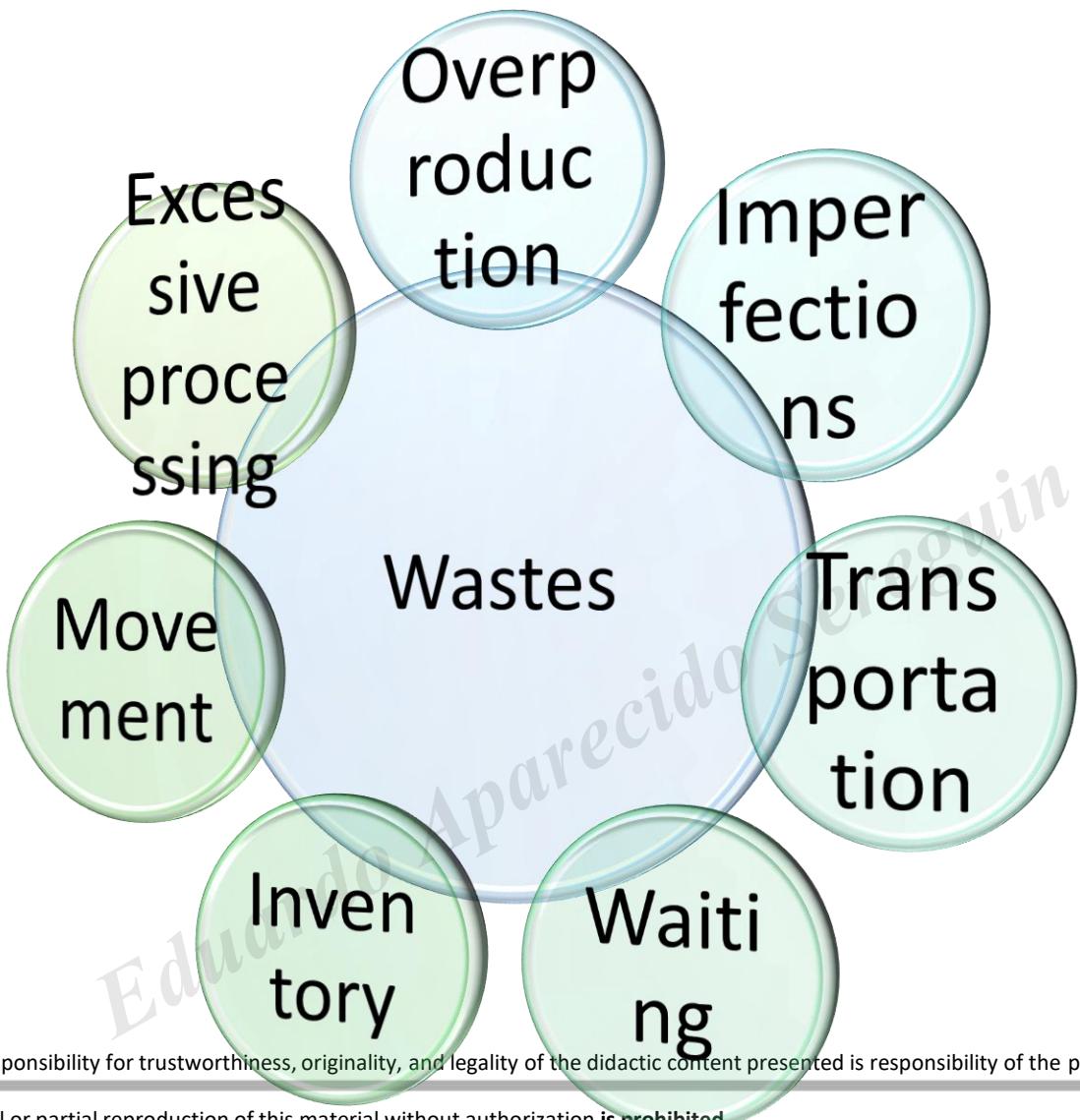


OVERLOAD

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SEVEN WASTES OF LEAN



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WASTES IN ORGANIZATIONAL PROCESSES

- 1. USELESS INFORMATION**
- 2. EXPECT DECISIONS, RESPONSES, SIGNATURES, ETC...**
- 3. PROCESS OF DEFECTIVE OR NON-EXISTENT DELEGATION**
- 4. REDUDANT AND UNNECESSARY CONTROL**
- 5. OVERTIME**
- 6. INDIVIDUAL METRICES GENERATING SUBOPTIMIZATION**
- 7. EVALUATION SYSTEMS BASED ON QUANTITIES**
- 8. DUPLICATED PROJECTS AND PROCESSES**
- 9. REWORK, LACK OF INFORMATION AND AMBIGUOUS INFORMATION**
- 10. LACK OF WORK BALANCE (LONG PERIOD OF IDLENESS AND OF OVERALLOCATION)**
- 11. CONSTANT INTERRUPTIONS**

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LET'S TEST

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MULTITASK DYNAMICS - WAIT SIGN TO START!

HERE WE WRITE MULTIPLES OF 4

CONSONANT LETTERS

WE WILL WORK WITH AN
ALTERNATION (FIRST ABOVE
AND THEN BELOW)

WE WILL 2 MINUTES

MULTITASK DYNAMICS - WAIT SIGN TO START!

HERE WE WRITE MULTIPLES OF 4

CONSONANT LETTERS

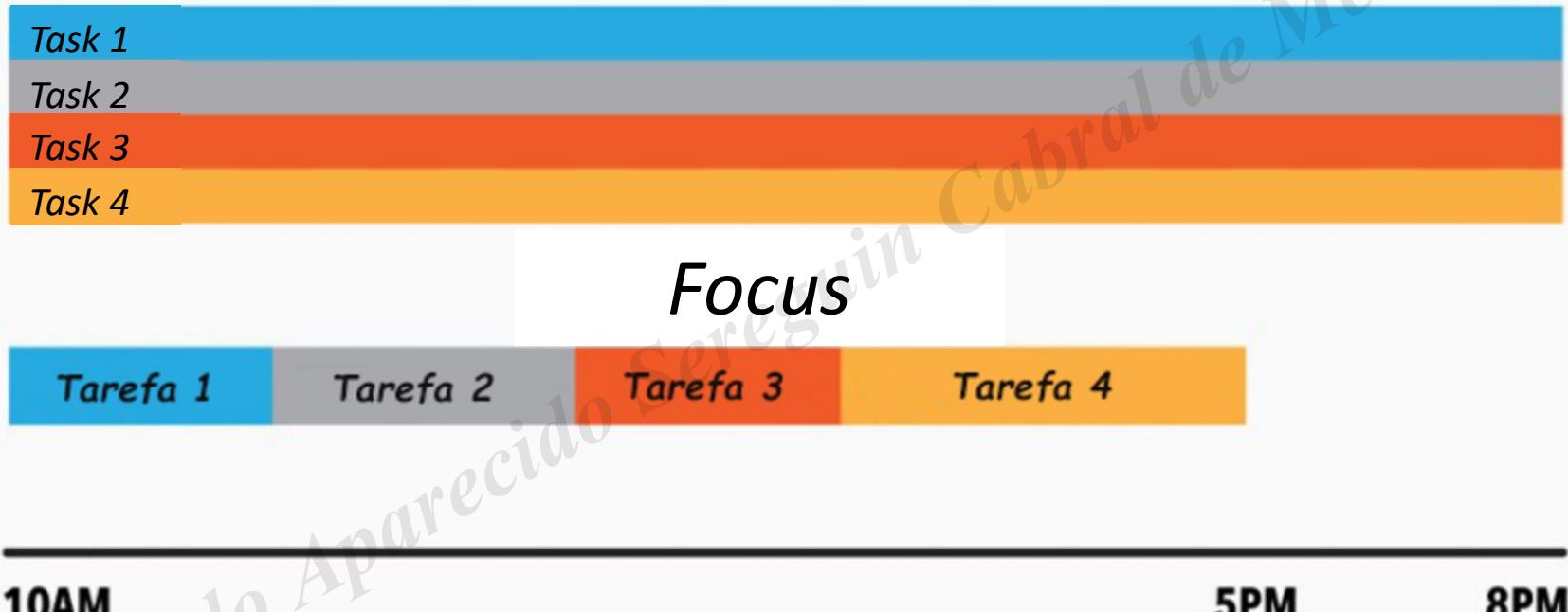


WE WILL WORK IN A SINGLE ACTIVITY AND, WHEN WE FINISH THE TIMEBOX (60 SECONDS), WE START THE OTHER ONE.

WE WILL HAVE 60 SECONDS FOR EACH HALF OF THE SHEET

MULTITASK SCIENCE

MultiTask



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LOSS CAUSED BY MULTITASK

Table 2-1. Waste Caused by Project Switching

Number of Simultaneous Projects	Percent of Working Time Available per Project	Loss to Context Switching
1	100%	0%
2	40%	20%
3	20%	40%
4	10%	60%
5	5%	75%

Weinberg, Gerald M. (1992) Quality Software Management: Systems Thinking. Dorset House, p. 284.

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LEAN AND AGILE



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THEN:

A STORY ABOUT AGILE...



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Desenvolvimento De Produtos

A new game of development of new products

por **THOMAS J. KELLY & JOSEPH M. RONALD**

Data da publicação (Janeiro 1986)

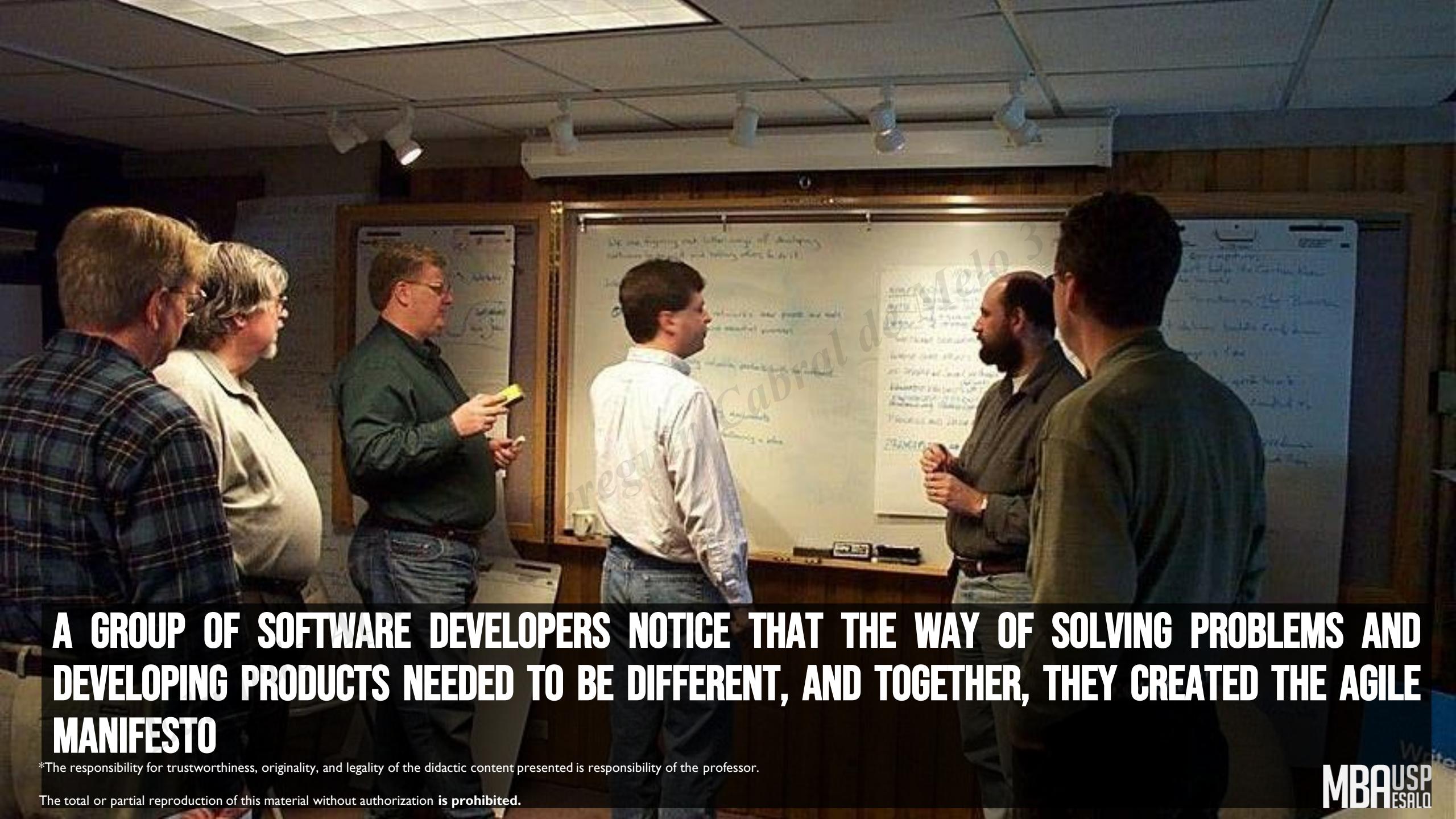
Aviso: este texto foi traduzido com o uso de tradução automática e pode conter erros. Responda a esta [pesquisa](#) para nos enviar seus comentários e obtenha mais informações em nossas perguntas frequentes.

[Read in English](#)

No mundo acelerado e ferozmente competitivo de desenvolvimento de novos produtos comerciais de hoje, velocidade e flexibilidade são essenciais. As empresas estão cada vez mais percebendo que a

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and professor is responsible for the development of new products.

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A GROUP OF SOFTWARE DEVELOPERS NOTICE THAT THE WAY OF SOLVING PROBLEMS AND DEVELOPING PRODUCTS NEEDED TO BE DIFFERENT, AND TOGETHER, THEY CREATED THE AGILE MANIFESTO

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Adaptive Software Development

A COLLABORATIVE APPROACH TO
MANAGING COMPLEX SYSTEMS

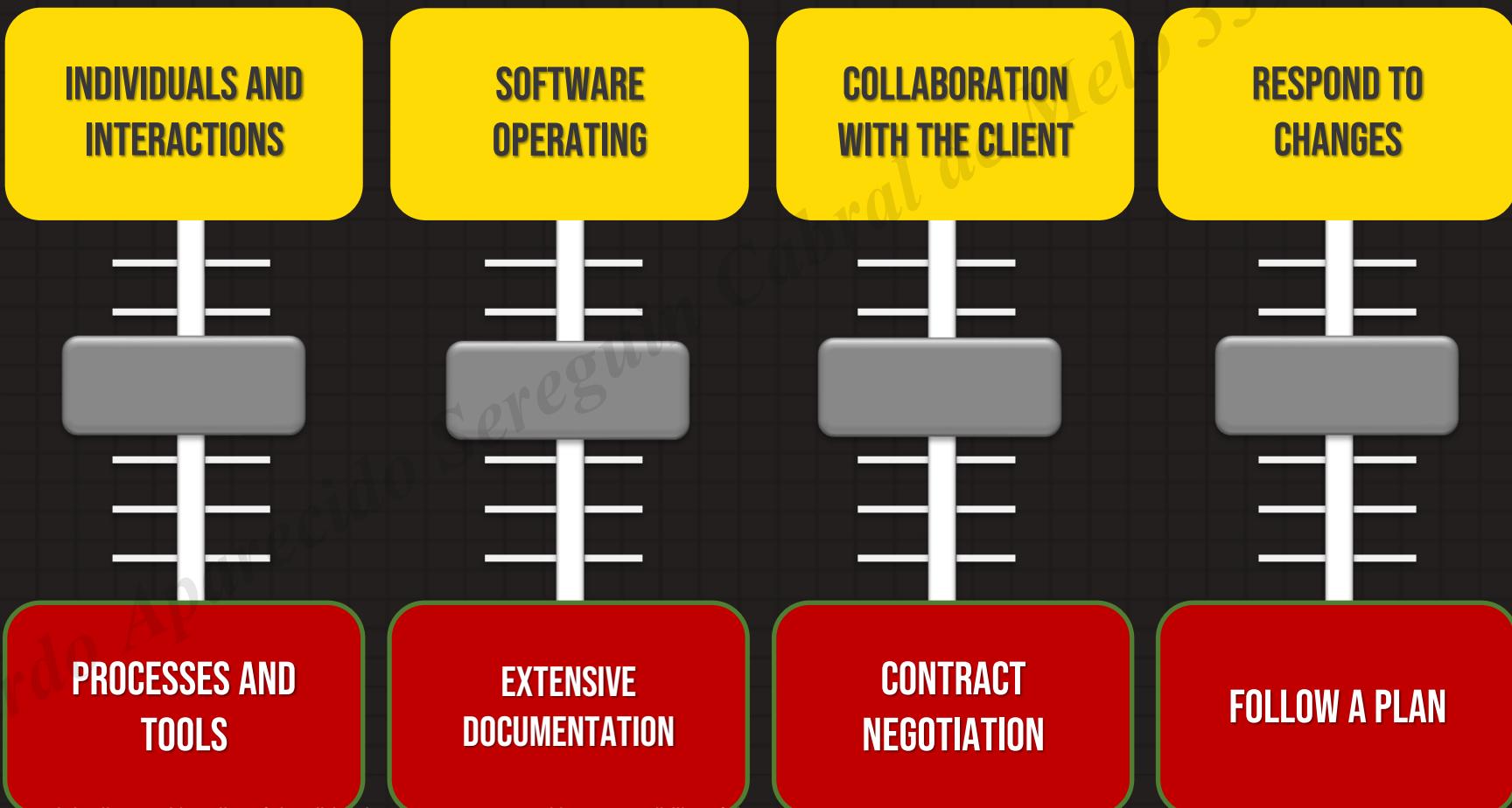
*"Adaptive Software Development gives us...
the vocabulary we need to discuss the truth,
and still create results. Bravo!"*
—Adele Goldberg
founder and CEO, Neometron

JAMES A. HIGHSMITH III
FOREWORD BY KEN ORR



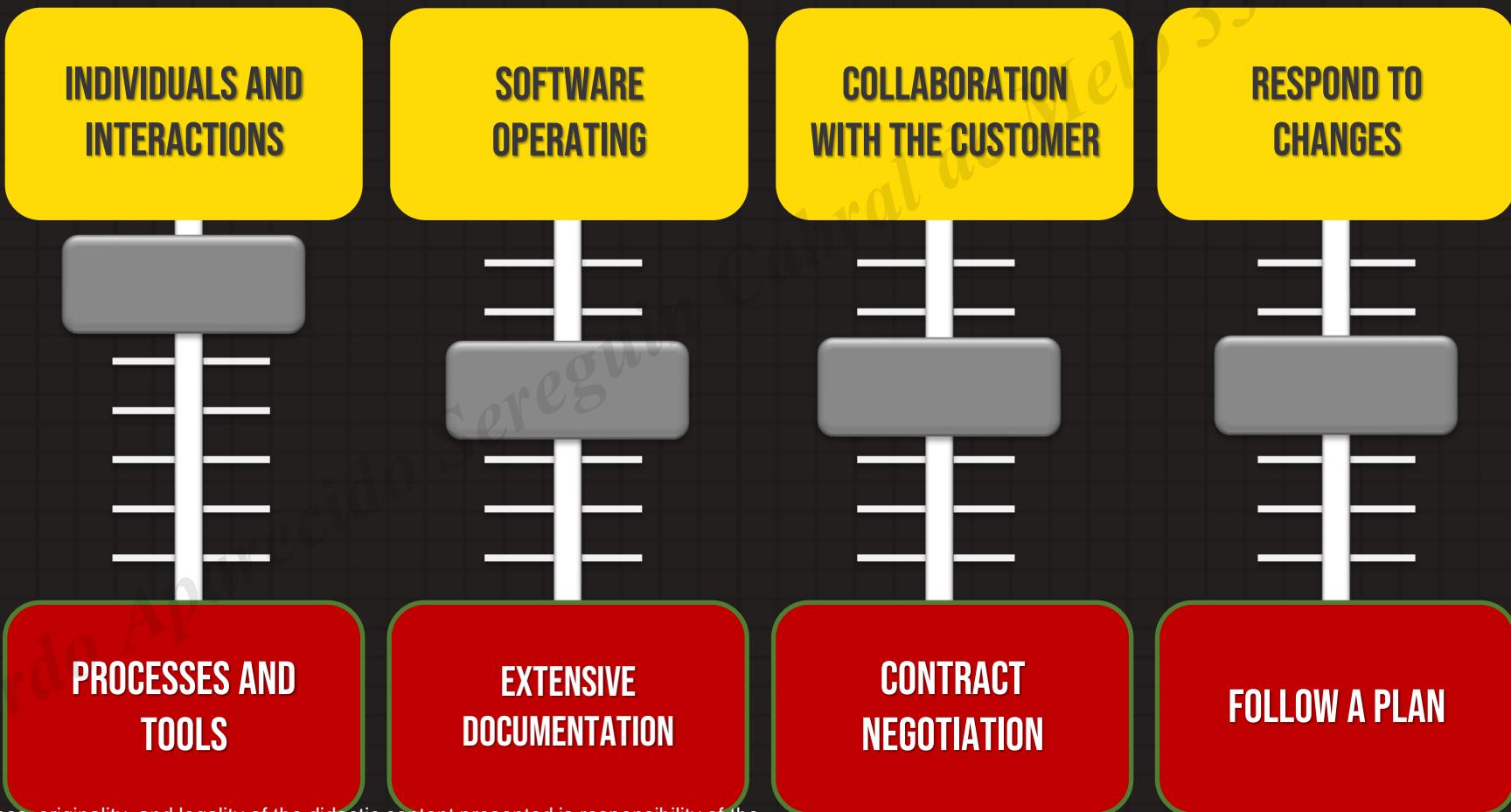
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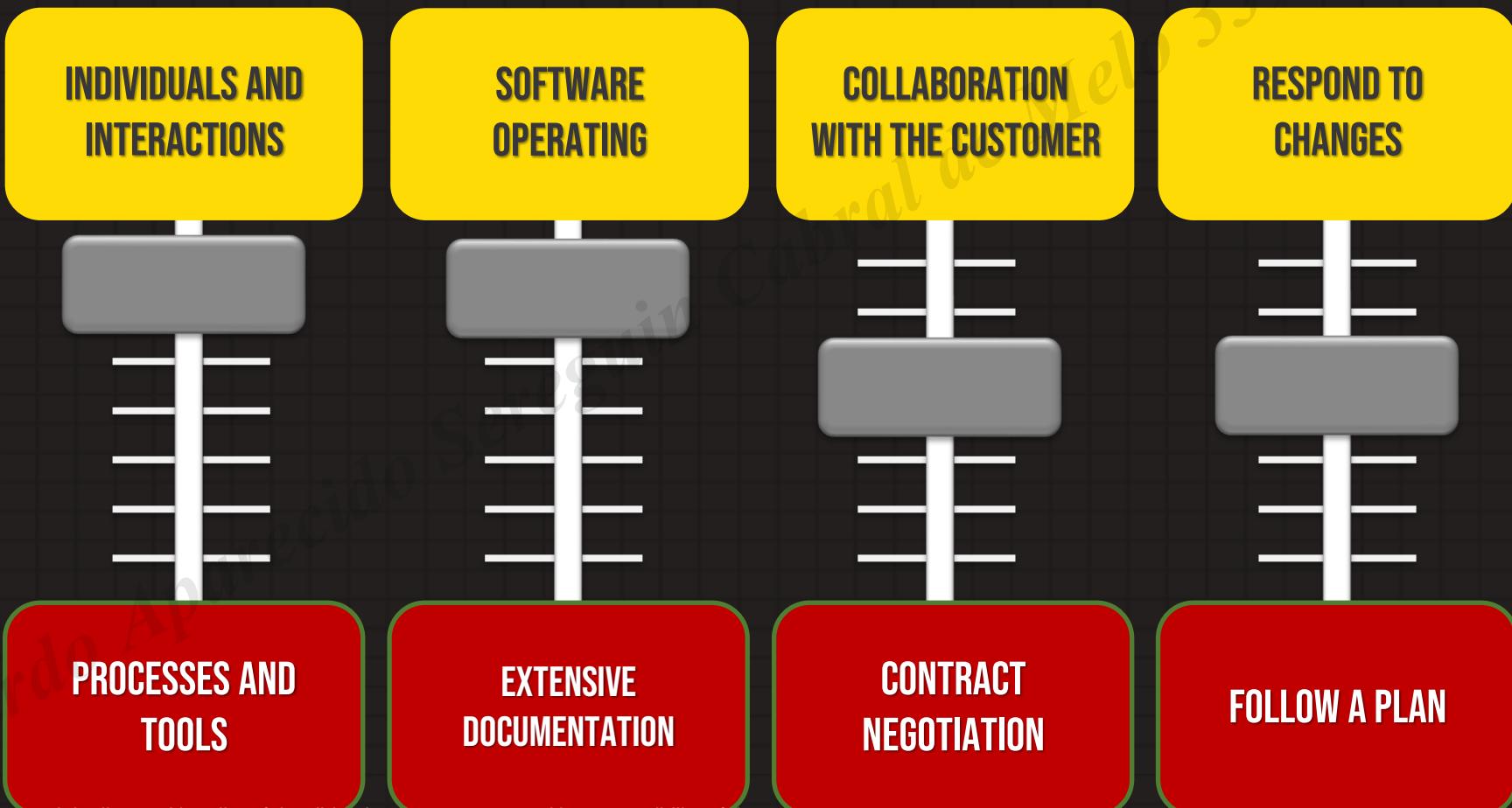
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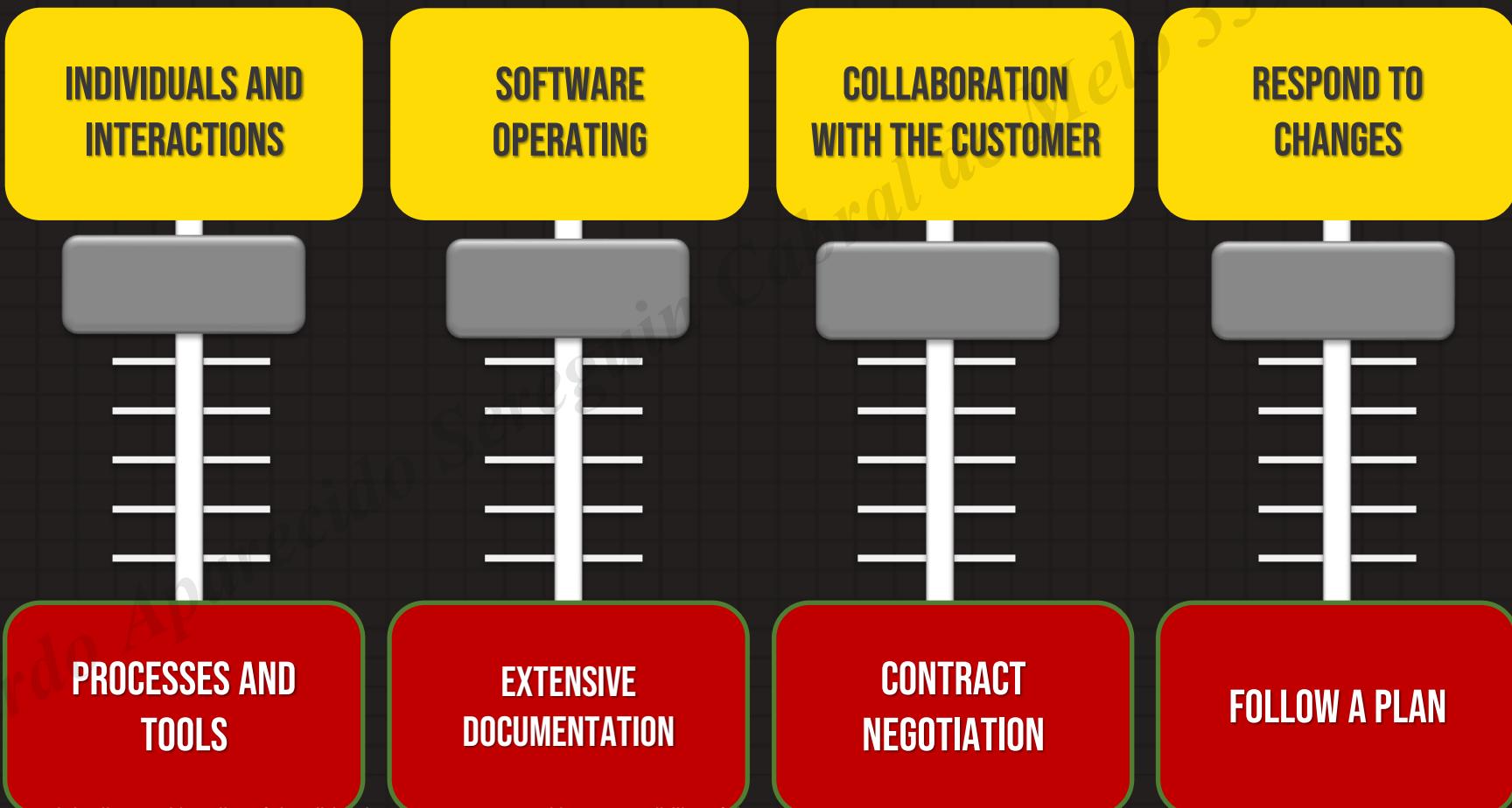
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AGILE = ADAPTIVE



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THE SCRUM



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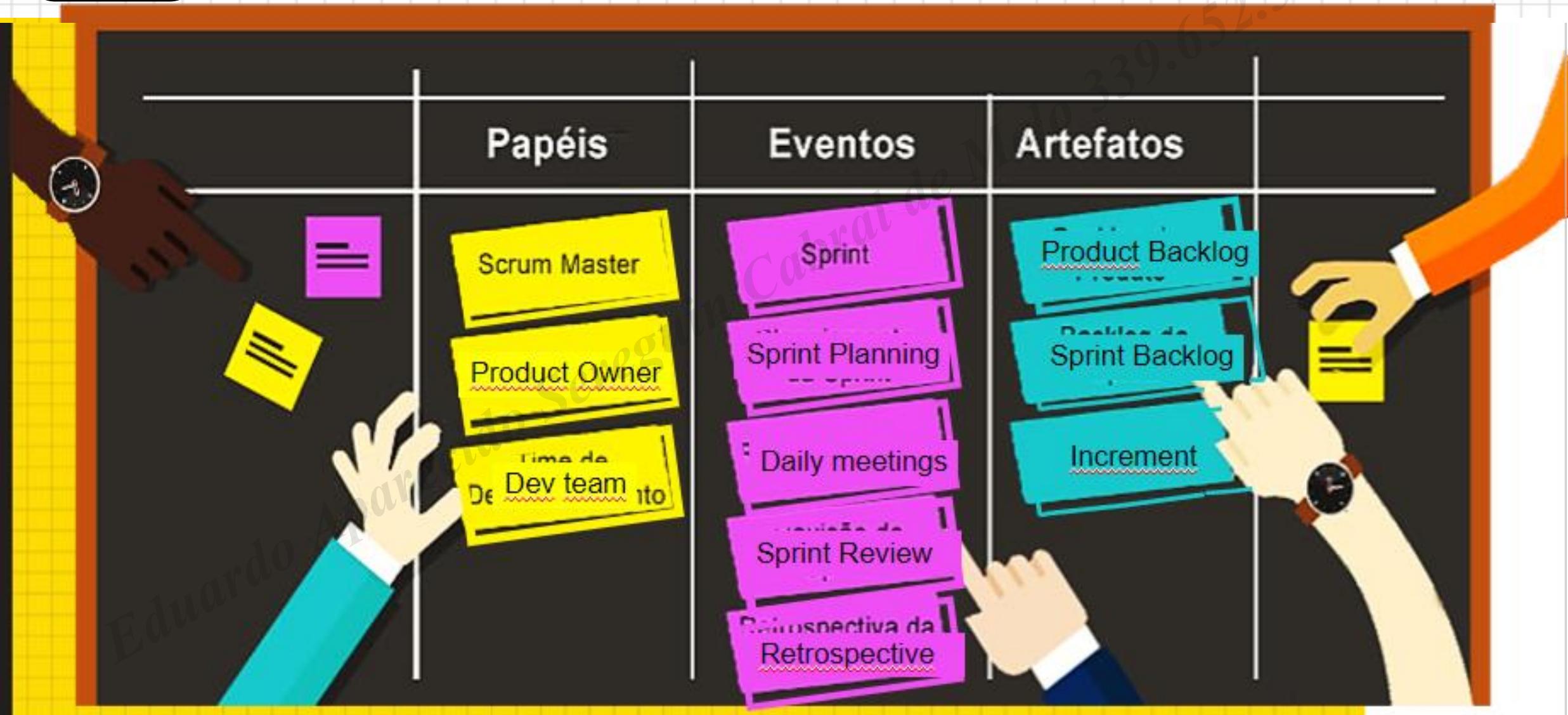
DILARS OF SCRUM



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ROLES, EVENTS AND ARTIFACTS



SCRUM

ROLES



PRODUCT OWNER

FOCUS ON PRIORITIES FOR BUSINESS, ADDITION OF VALUE



SCRUM MASTER

FOCUS ON PROCESSES AND ON PEOPLE DEVELOPMENT



DEVELOPERS

FOCUS ON DELIVERIES, ADDED VALUE AND IN USE

IT REPRESENTS THE INTEREST OF CUSTOMERS, IT ENSURES THAT DELIVERIES ADD VALUE AND THAT THE BACKLOG BE ALWAYS PRIORITIZED, UPDATED, AND IT REPRESENTS WHAT IS MORE IMPORTANT FOR USERS, CUSTOMERS AND FOR THE COMPANY.

- LEADER OF A SELF-MANAGING TEAM.
- THEY HAVE A ROLE OF MENTOR, WHICH REMOVES IMPEDIMENTS AND CONSTANTLY DEVELOPS PEOPLE.
- THEY HAVE QUESTIONS, NOT ANSWERS. THEY PROGRESS WITH THE TEAM IN A CONSTANT PROCESS THAT SEEKS TO IDENTIFY WHAT IS NOT WORKING AND WHAT MUST BE CHANGED.

- SELF-ORGANIZED, SELF-MANAGING, EMPOWERED AND INDEPENDENT TEAM. THEY HAVE AUTHORITY TO MAKE DECISIONS, TO TAKE RISKS AND RESPONSIBILITIES.
- MULTIDISCIPLINARY TEAM AND WITH DEEP KNOWLEDGE ABOUT THEIR OCCUPATION AREA.

SCRUM CONCEPTS

TIMEBOX

TIMEBOX IS A CONCEPT THAT SAYS THAT THE AMOUNT OF TIME (HOURS OR DAYS, WHICH DEPENDS ON THE UNITS BEING USED FOR A GIVEN EVENT) IS IMMUTABLE, THAT IS, THE AMOUNT OF TIME CANNOT INCREASE IF SOME PROBLEM OR NEW REQUIREMENT IS IDENTIFIED.

IT IS THE MAXIMUM DURATION OF AN EVENT.



SCRUM CONCEPTS

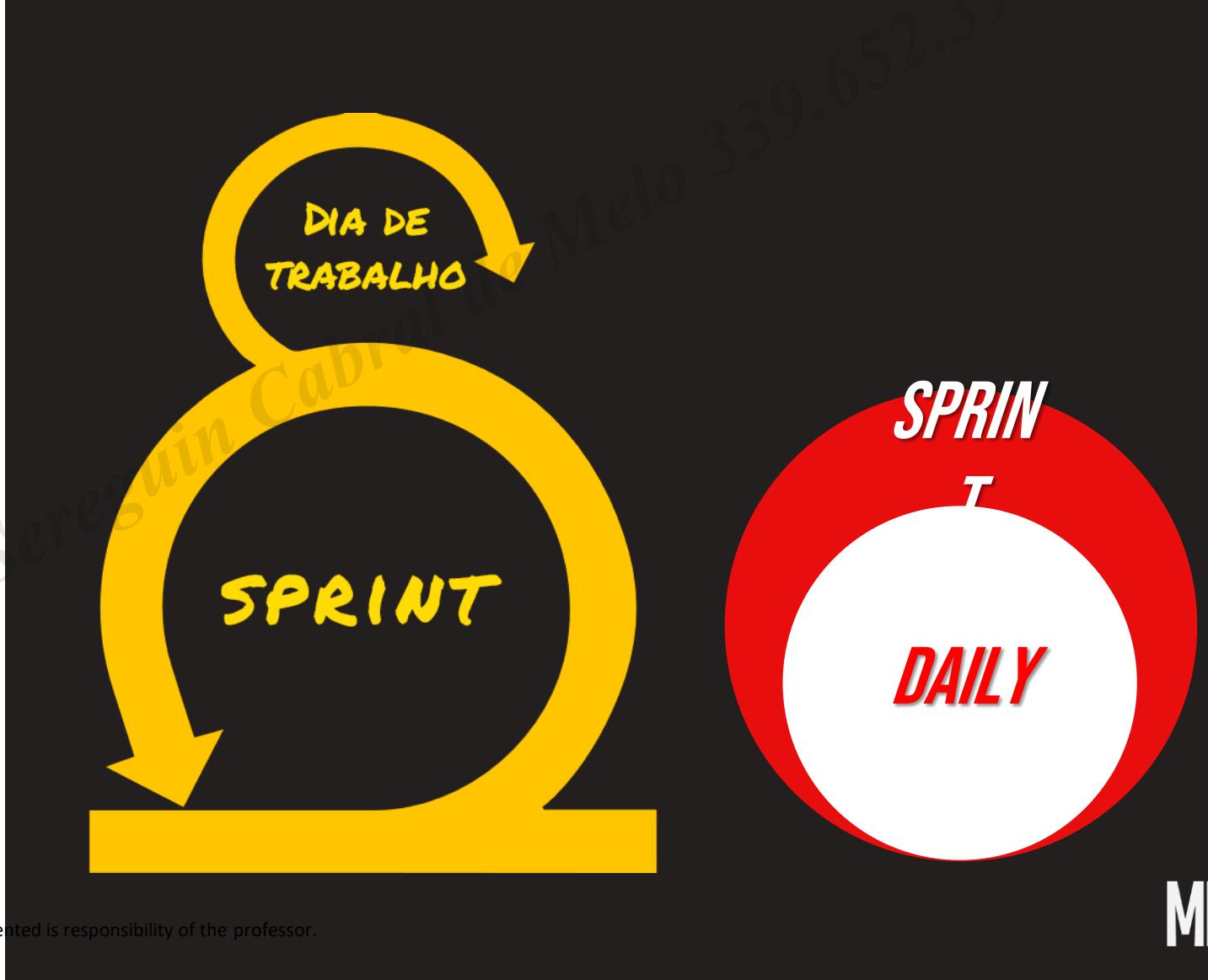
SPRINT

AN EVENT THAT CONTAINS ALL OTHER SCRUM EVENTS. A SPRINT REPRESENTS A PERIOD OF 30 DAYS (OR LESS).

SPRINT CAN BE CONSIDERED THE MAIN EVENT OF THE SCRUM, BECAUSE IT IS IN IT THAT THE OTHER EVENTS WILL BE APPLIED.

IT IS HERE THAT THE PRODUCTION OF A PRODUCT OR PART OF IT OCCURS.

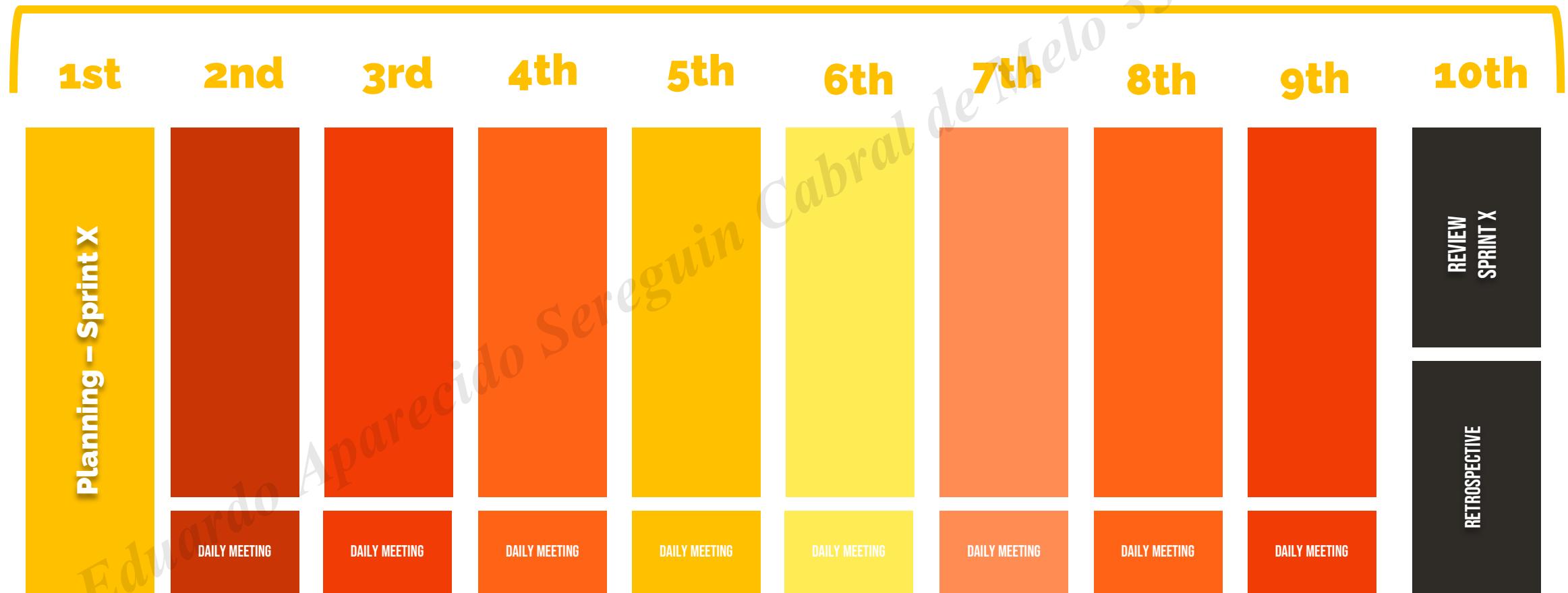
ALL SPRINTS MUST HAVE EXACTLY THE SAME STRUCTURE. THE FUNCTIONALITIES BUILT IN THE SPRINT COME FROM THE SELECTED BLIS (BACKLOG ITEMS)



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SPRINT - X

UP TO 30 DAYS



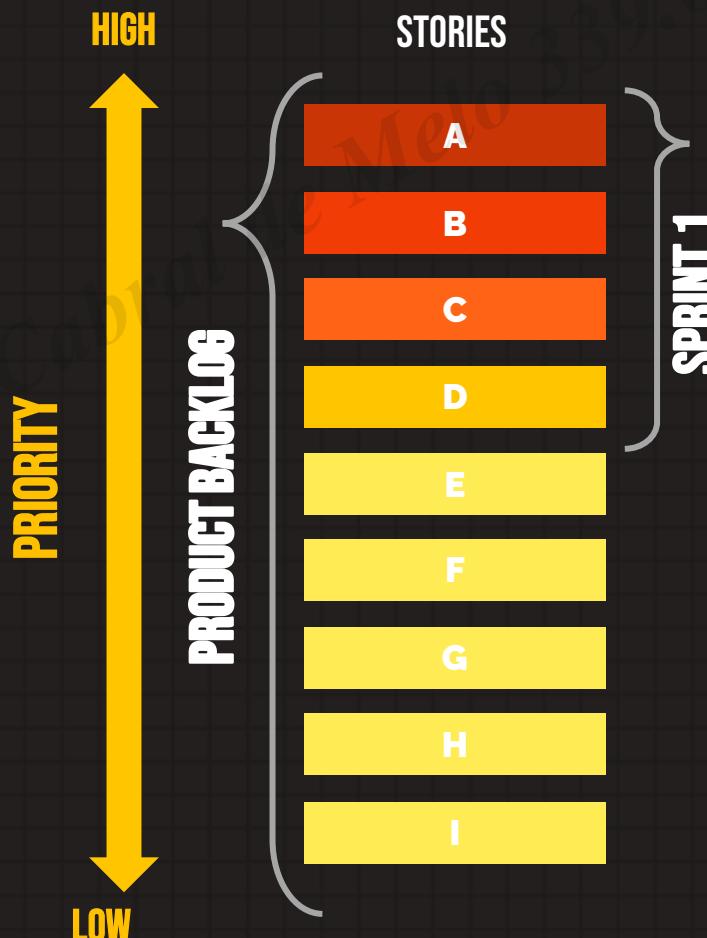
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SCRUM CONCEPTS

PRODUCT BACKLOG

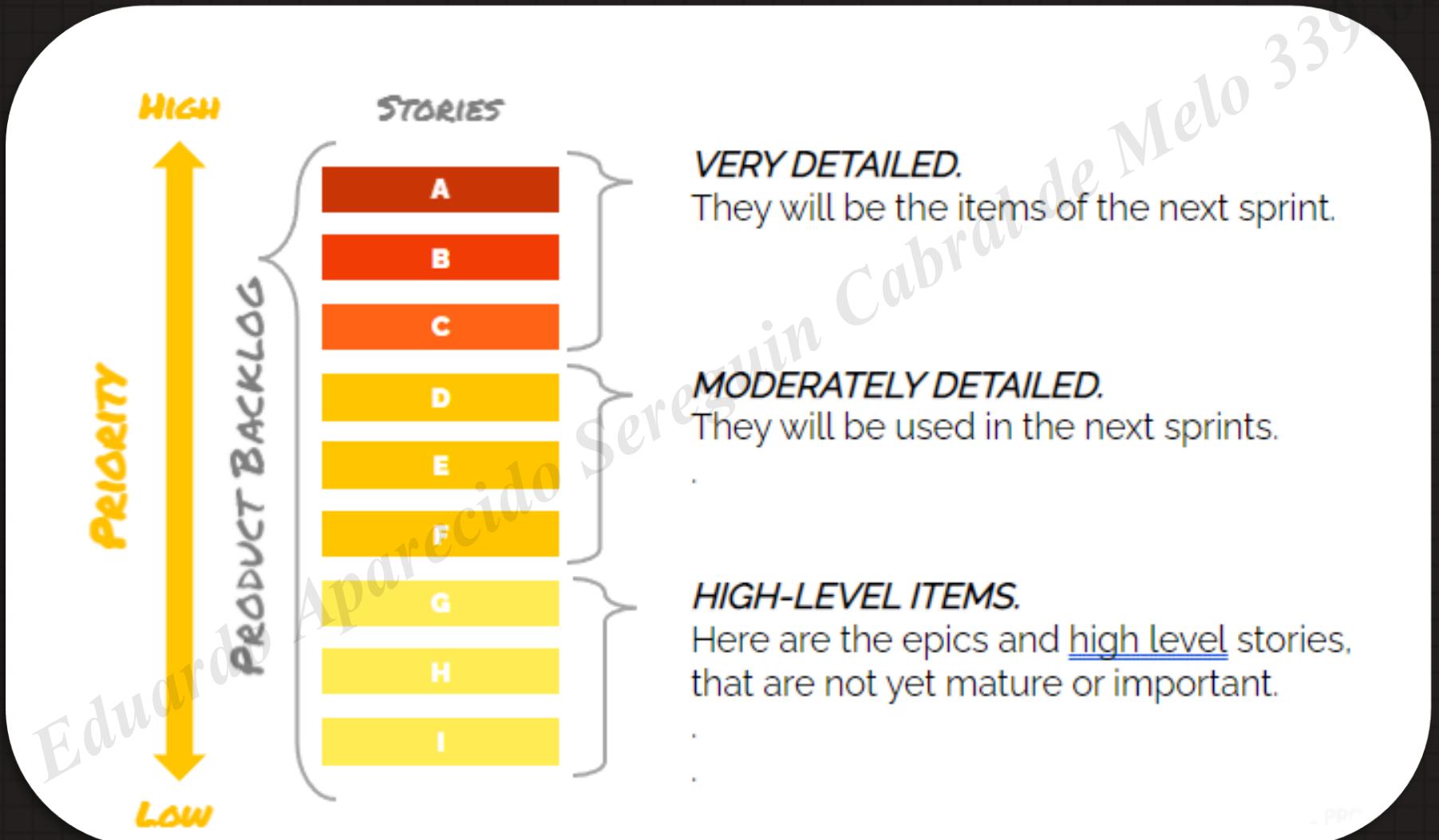
- CREATED FROM THE VISION **OF THE PRODUCT**
- USUALLY COMPOSED OF USER STORIES
- IT IS AN ORDERED LIST OF EVERYTHING THAT IS NECESSARY TO CREATE THE PRODUCT.
- CONSTITUTED AND PRIORITIZED BY PRODUCT OWNER
- WHAT IS OUTSIDE THIS LIST WILL NOT BE DONE.
- THE PRODUCT BACKLOG CONTAINS BUSINESS REQUIREMENTS, NON-FUNCTIONAL, IMPROVEMENTS, CORRECTIONS, ARCHITECTURE TESTS, ETC.



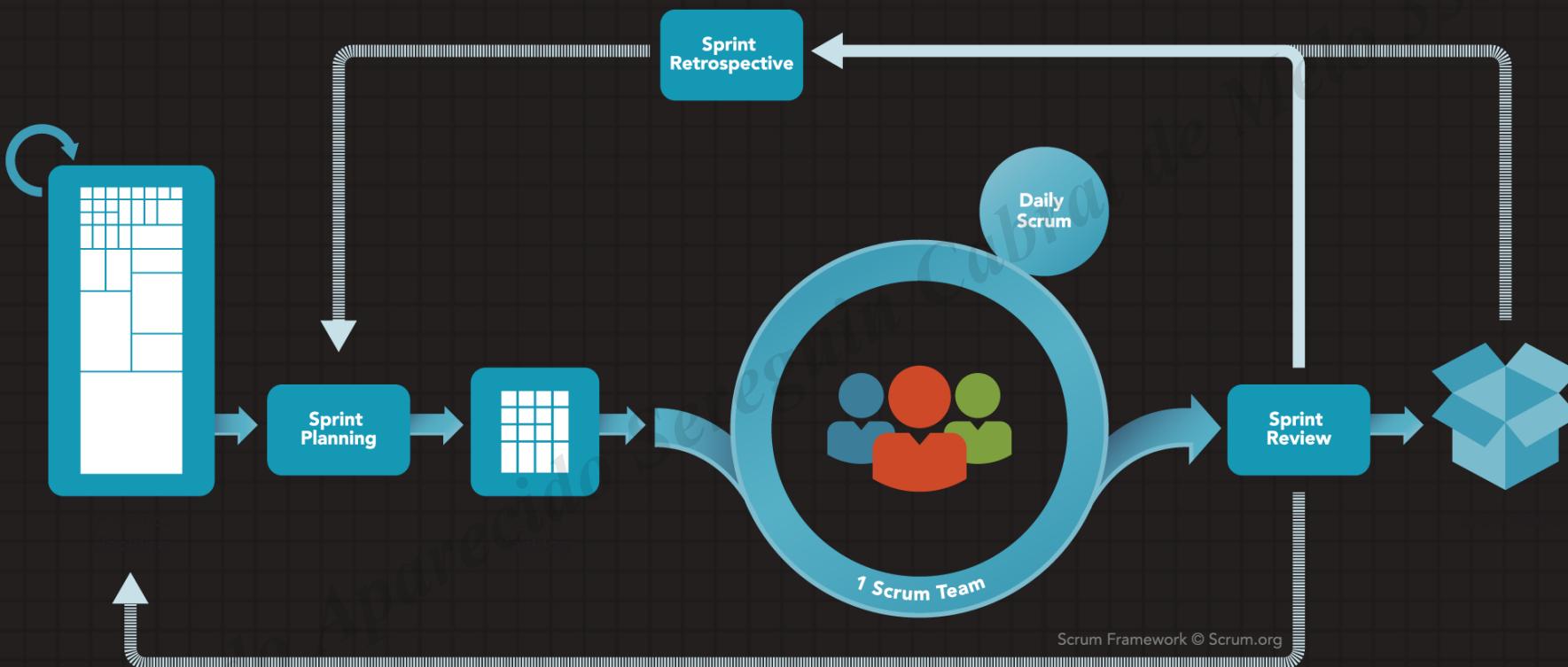
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BACKLOG AND UNDERSTANDING LEVEL



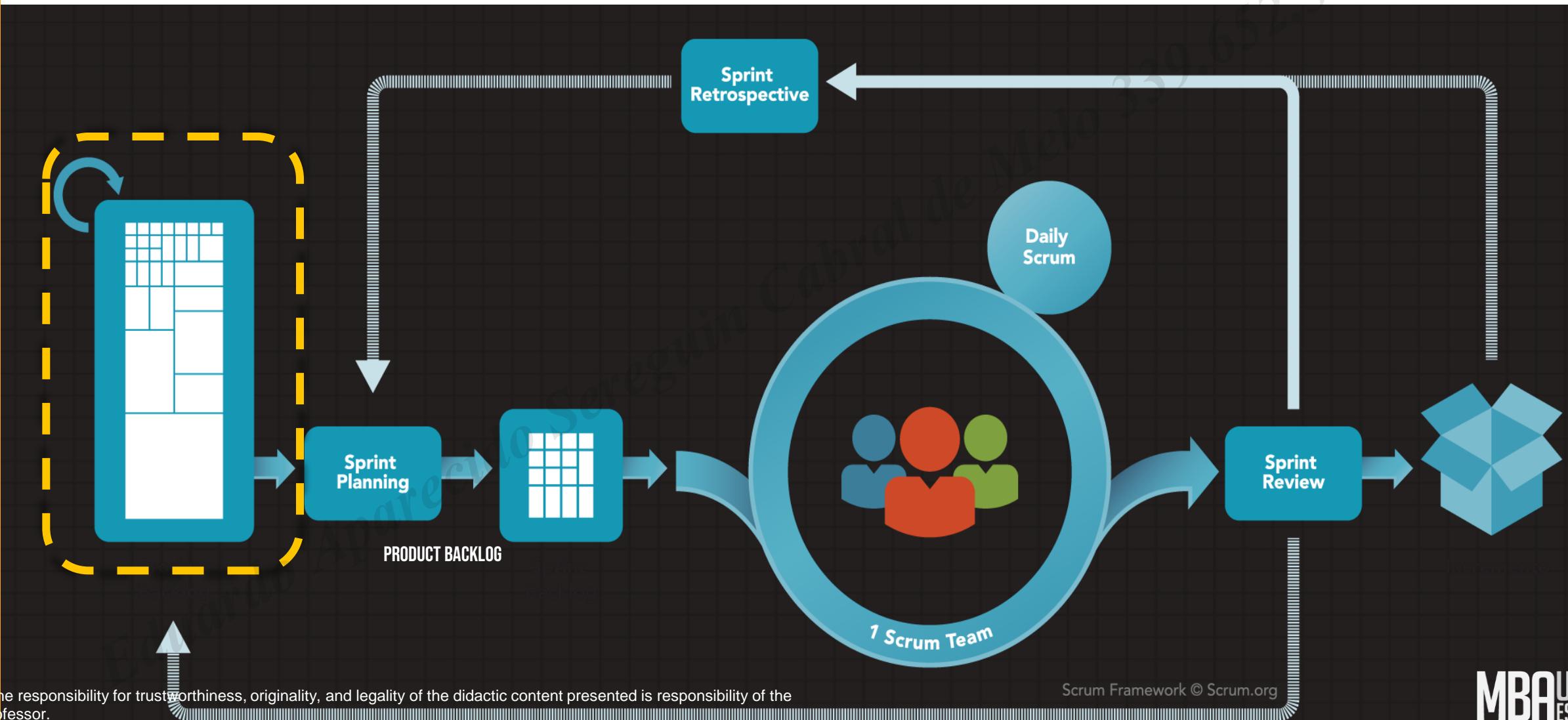
FRAMEWORK SCRUM



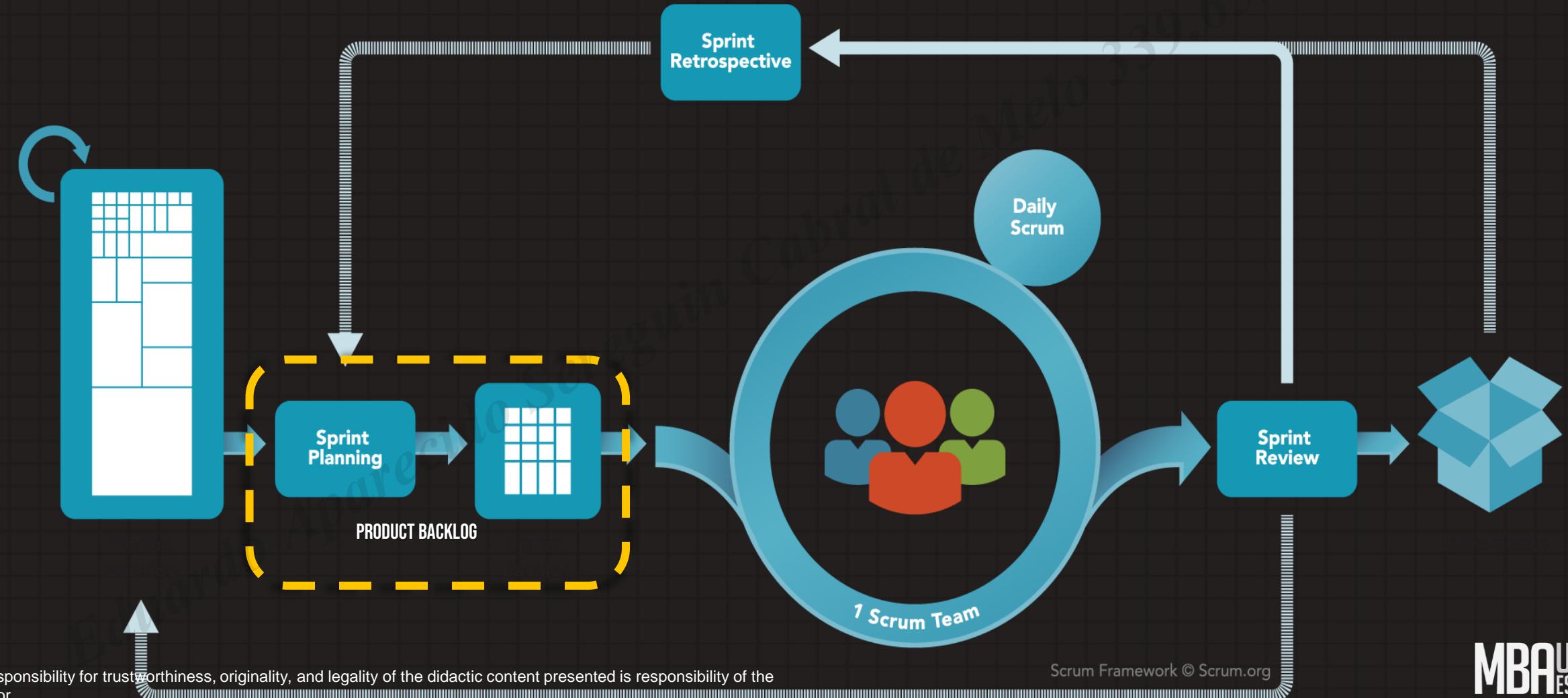
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FRAMEWORK SCRUM



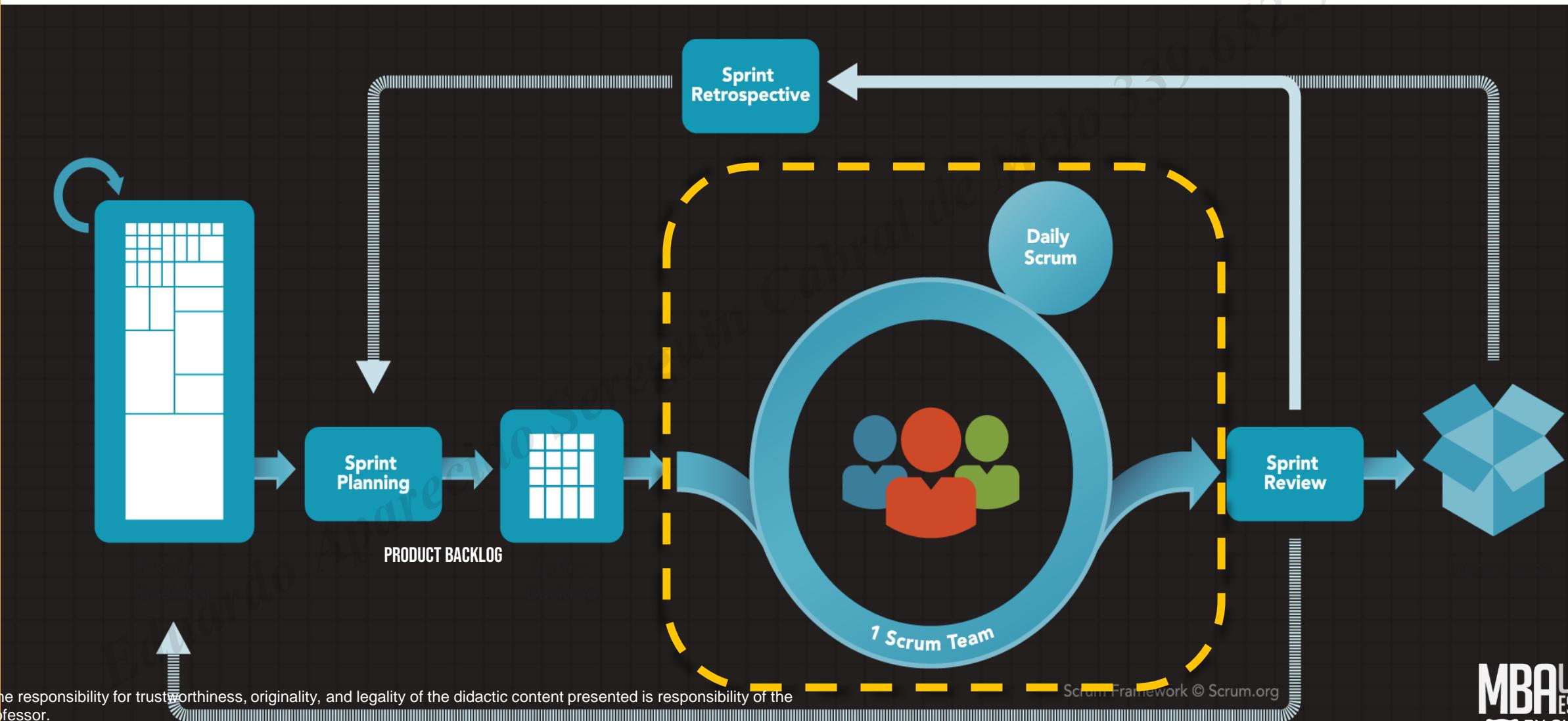
FRAMEWORK SCRUM



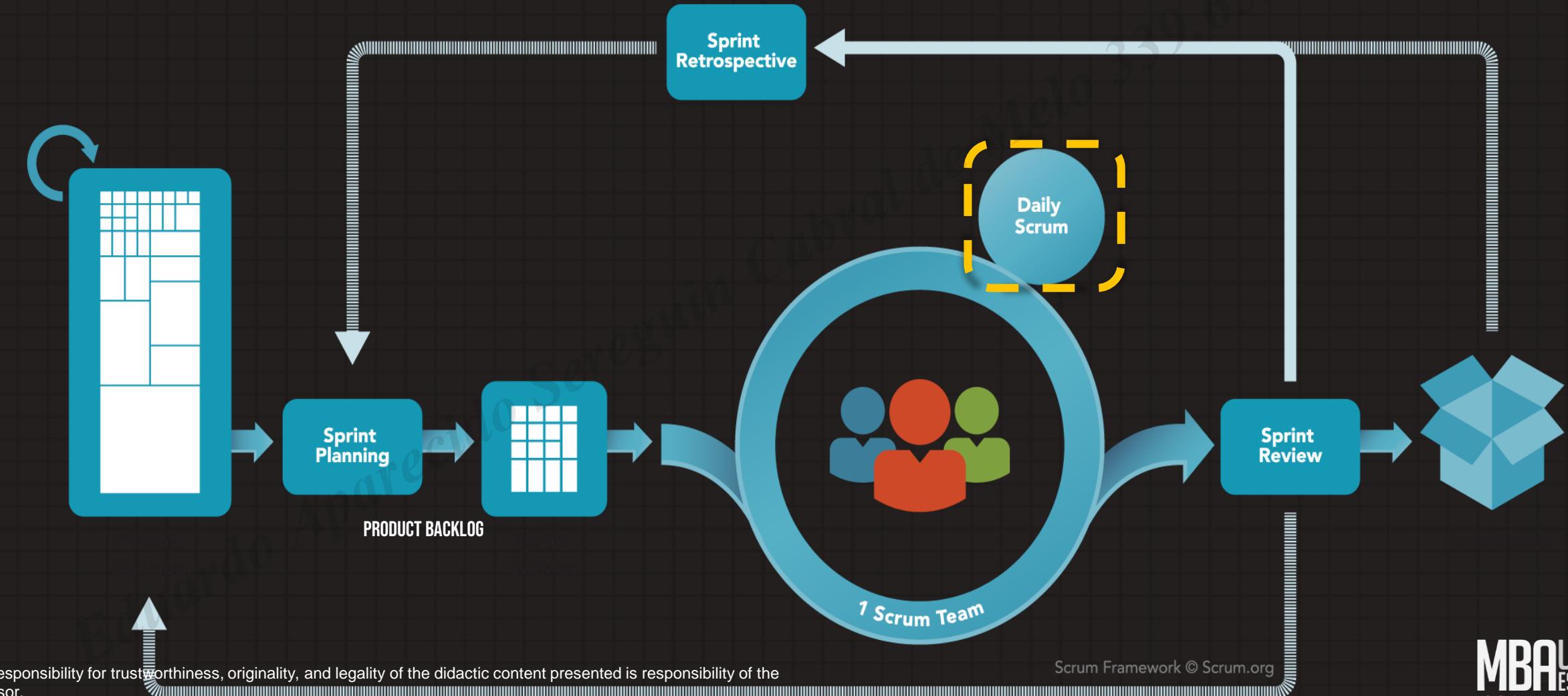
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FRAMEWORK SCRUM



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SCRUM CONCEPTS

DAILY SCRUM

THE DAILY SCRUM OBJECTIVE IS TO INSPECT THE PROGRESS TOWARDS SPRINT GOAL AND ADAPT SPRINT BACKLOG AS NECESSARY, ADJUSTING THE NEXT PLANNED WORK.

DAILY SCRUM IS EVENT OF 15 MINUTES FOR TIME SCRUM DEVELOPERS. TO REDUCE THE COMPLEXITY, IT IS PERFORMED IN THE SAME SCHEDULE AND PLACE ALL THE WORKING DAYS OF SPRINT

DAILY SCRUMS IMPROVE COMMUNICATION, IDENTIFY IMPEDIMENTS, PROMOTE AGILITY IN DECISION-MAKING, AND CONSEQUENTLY, THEY ELIMINATE THE NEED FOR OTHER MEETINGS.



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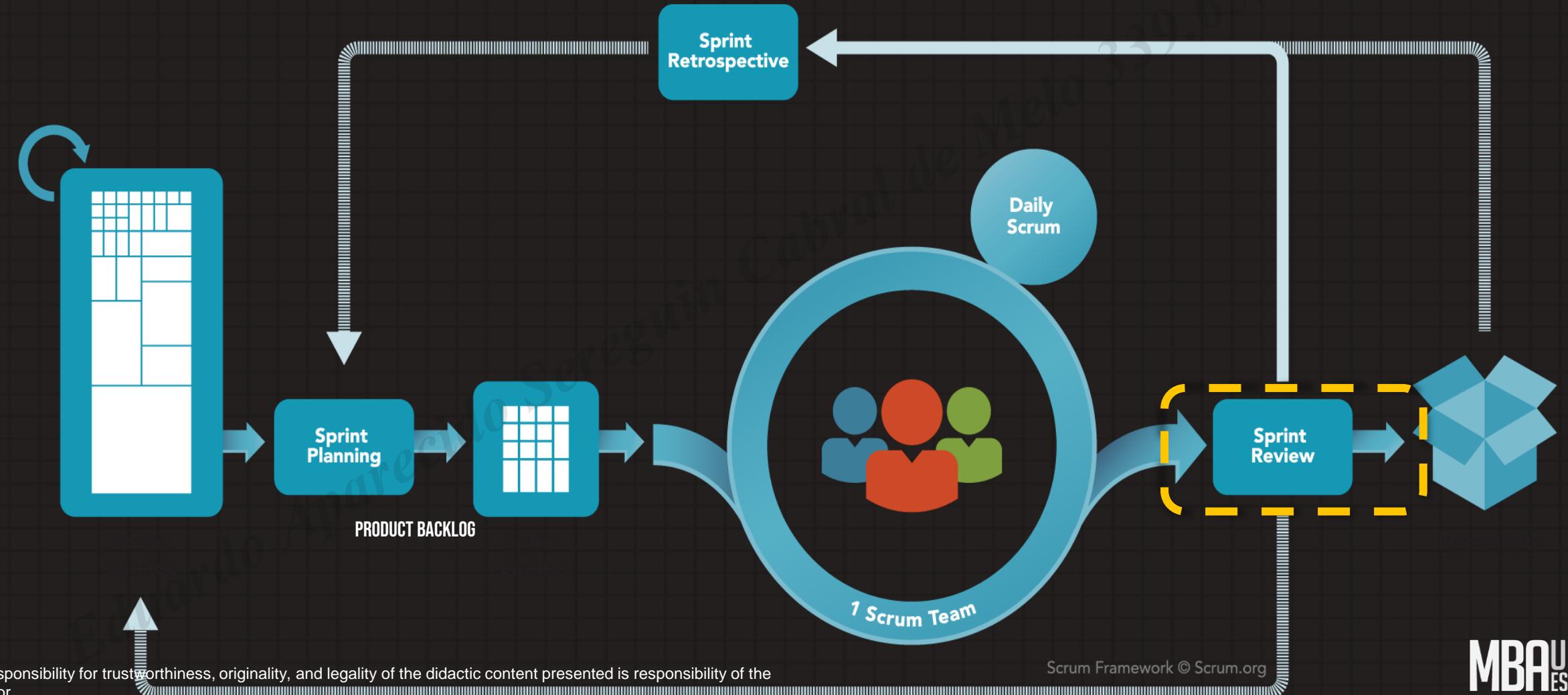
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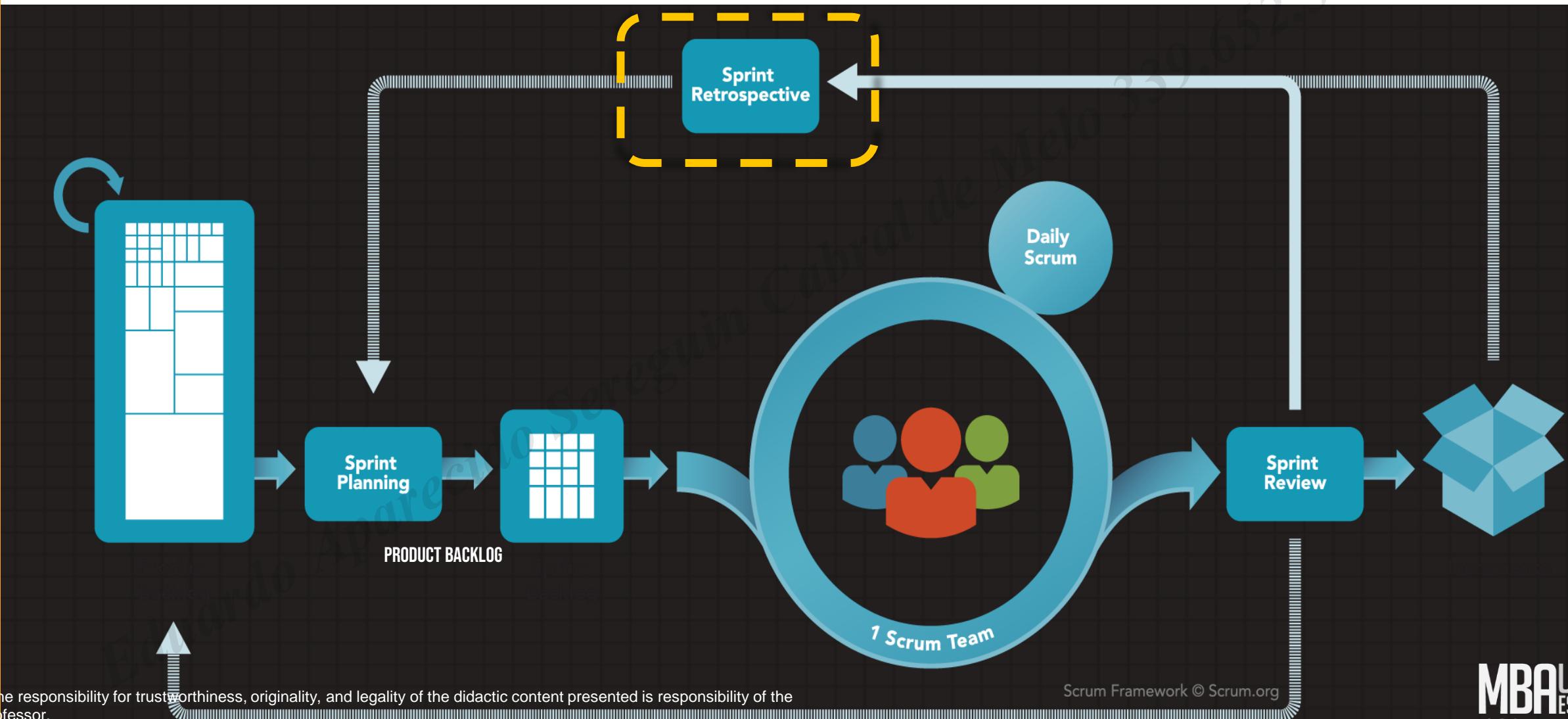


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