



## DISCIPLINED AGILE

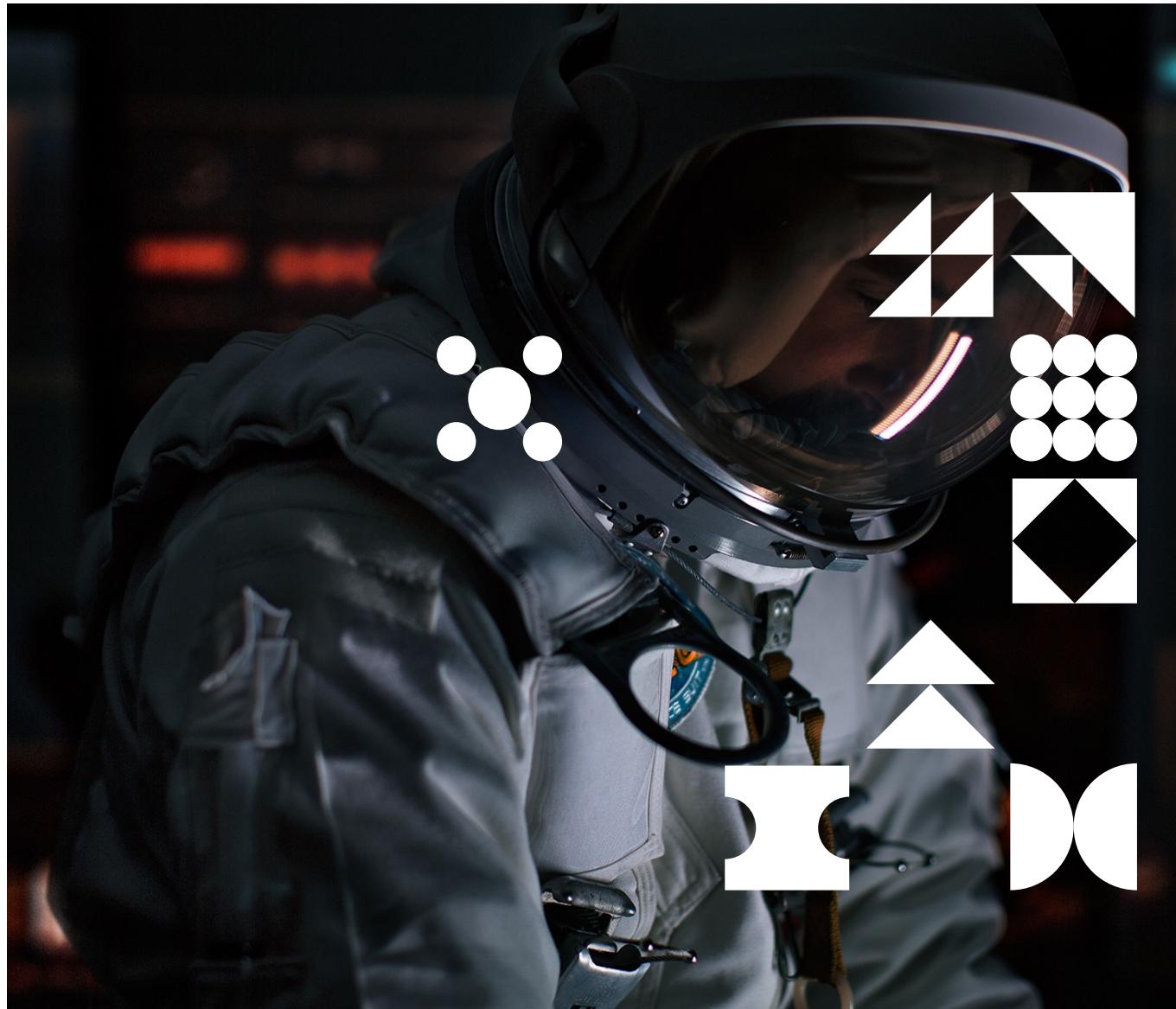
Maximizing Business Agility by Choosing  
your Way of Working (WoW)

Mark Lines

Vice President, Disciplined Agile  
Project Management Institute

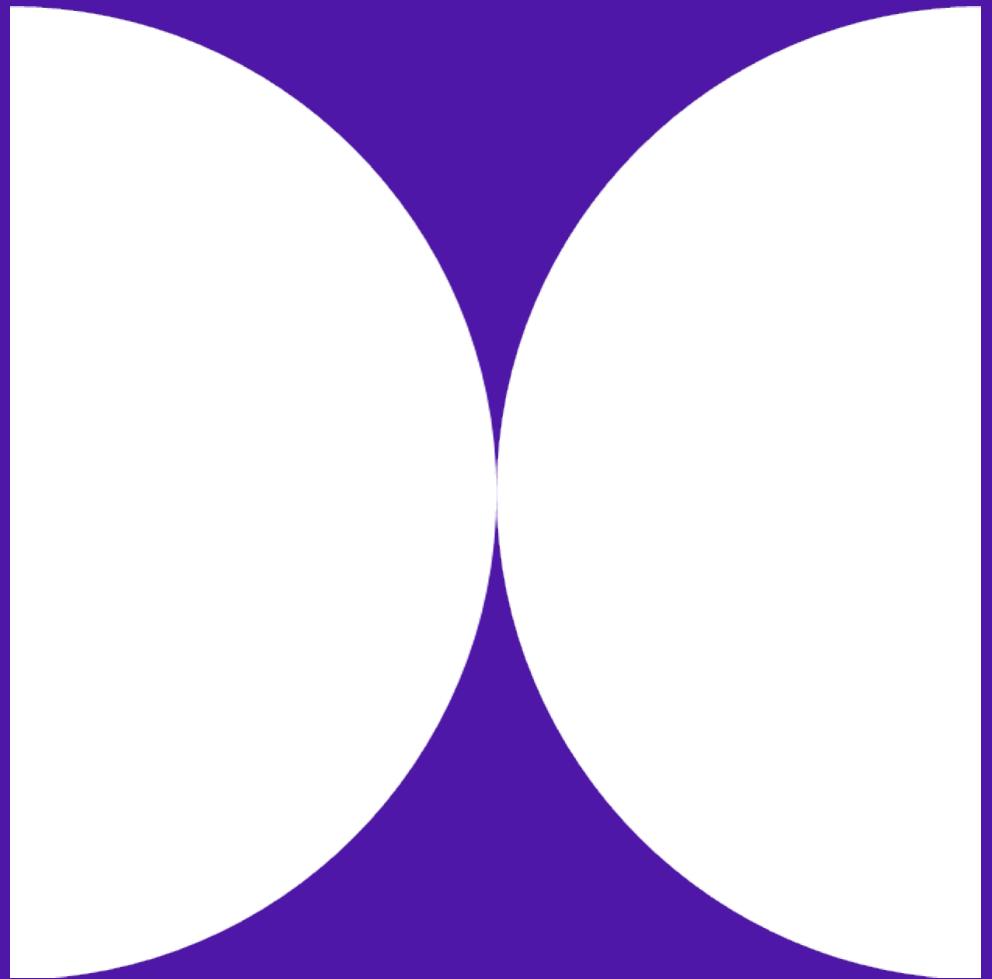
 Twitter @mark\_lines

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# AGENDA

1. What is Disciplined Agile?
2. How can Disciplined Agile help?
3. Disciplined Agile Delivery
4. Producing Business Value
5. Moving Forward

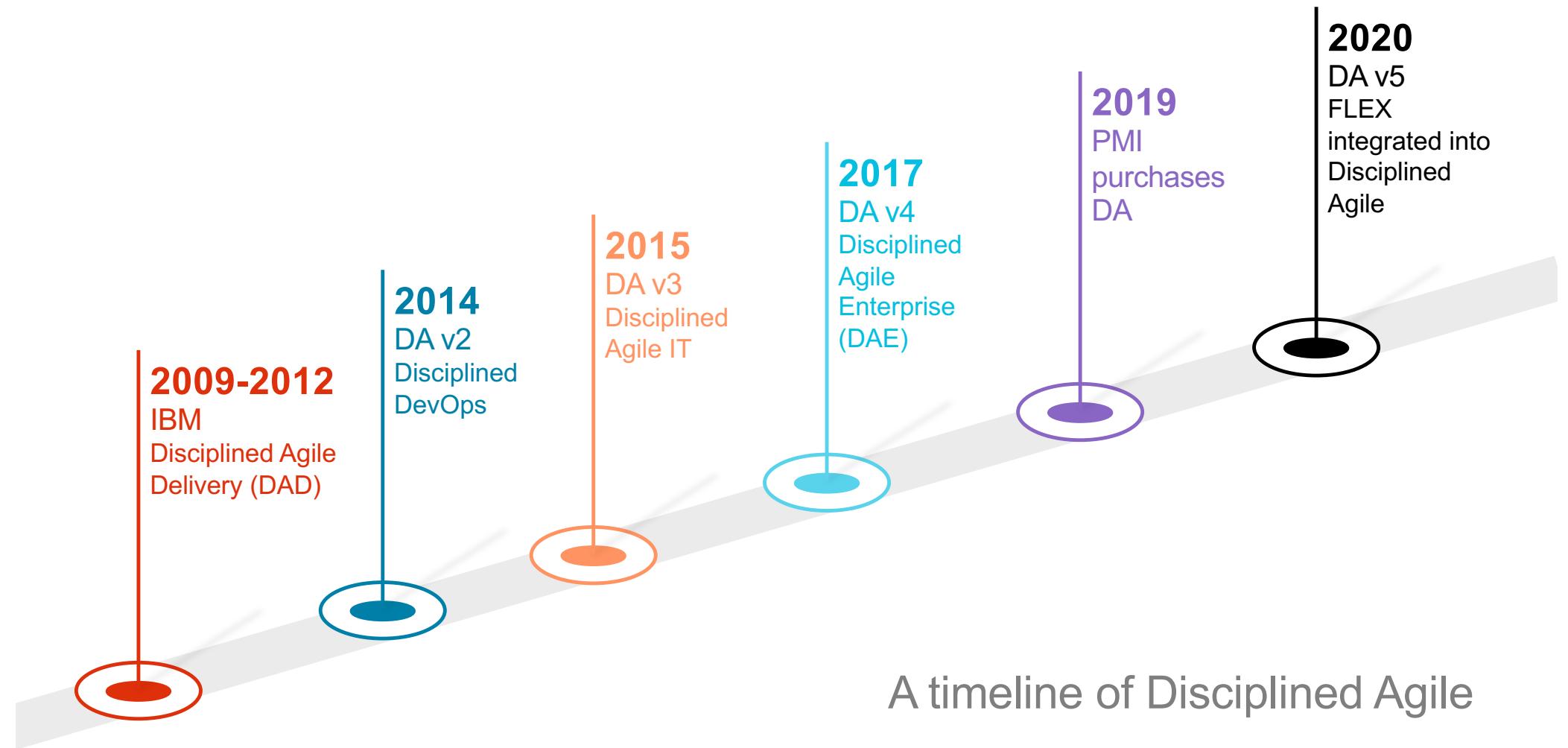


# What is



Disciplined  
Agile

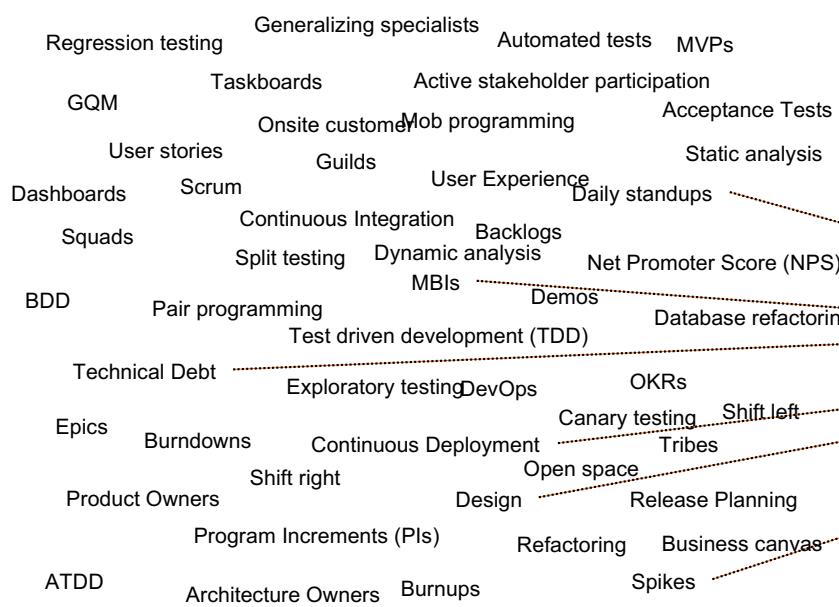




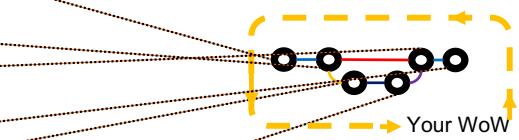
# Disciplined Agile (DA)

DA is a **tool kit** that provides straightforward guidance that enables us to make better decisions inside our organizations about our Way of Working (WoW).

# DISCIPLINED AGILE



DA is an **umbrella** over all of agile,  
It makes the Agile landscape clear.  
It helps you choose when to use  
what.



DA enables teams to choose  
their Way of Working (WoW)<sup>TM</sup>

# DA Mindset

## Principles

### We believe in these principles:

- Delight customers
- Be awesome
- Context counts
- Be pragmatic
- Choice is good
- Optimize flow
- Organize around products/services
- Enterprise awareness

## Promises

### So we promise to:

- Create psychological safety and embrace diversity
- Accelerate value realization
- Collaborate proactively
- Make all work and workflow visible
- Improve predictability
- Keep workloads within capacity
- Improve continuously

## Guidelines

### And follow these guidelines:

- Validate our learnings
- Apply design thinking
- Attend to relationships through the value stream
- Create effective environments that foster joy
- Change culture by improving the system
- Create semi-autonomous self-organizing teams
- Adopt measures to improve outcomes
- Leverage and enhance organizational assets

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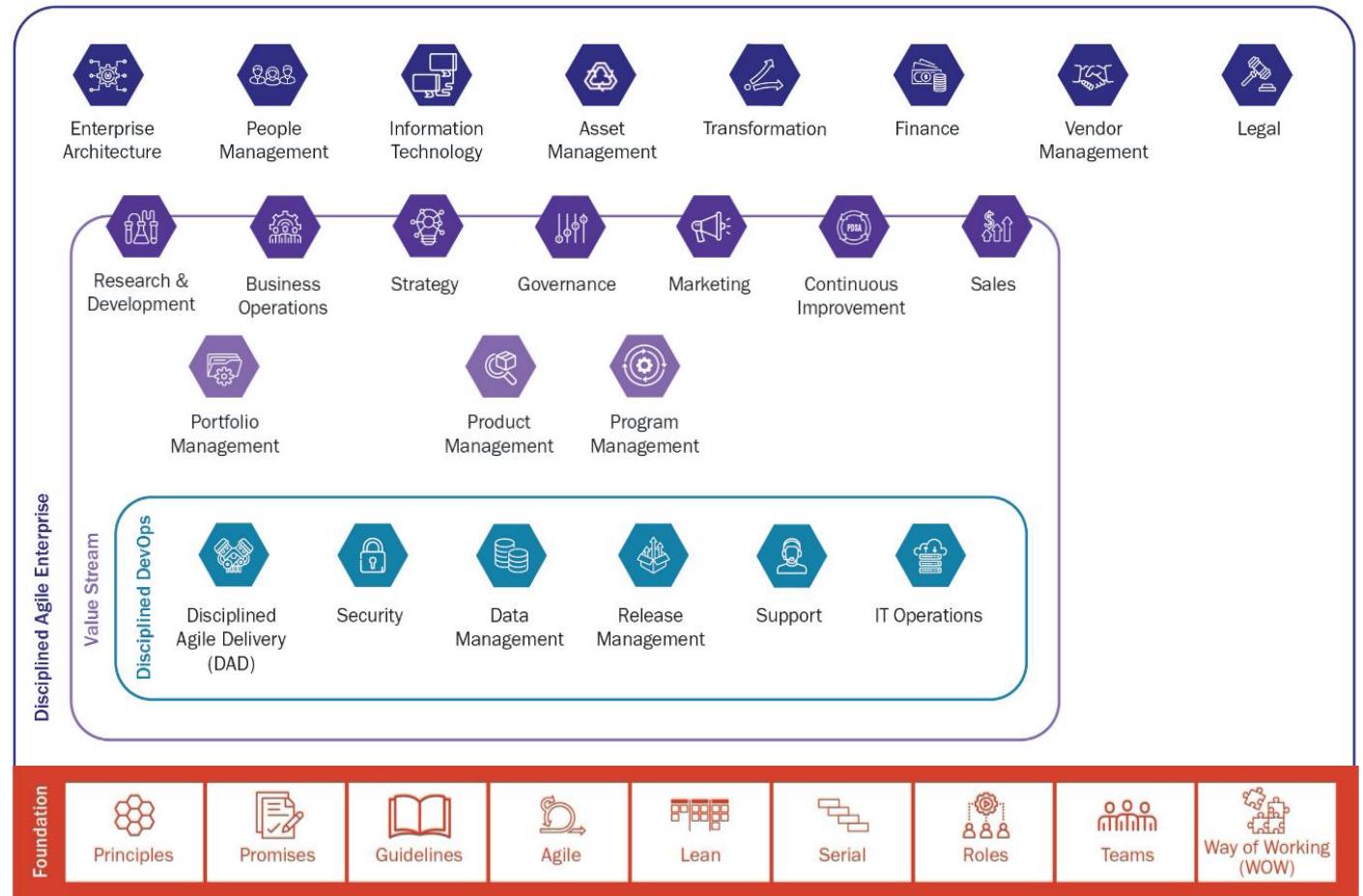
- Create psychological safety and embrace diversity
- Accelerate value realization
- Collaborate proactively
- Make all work and work-life better
- Improve predictability
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## Guidelines

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# The Scope of Disciplined Agile

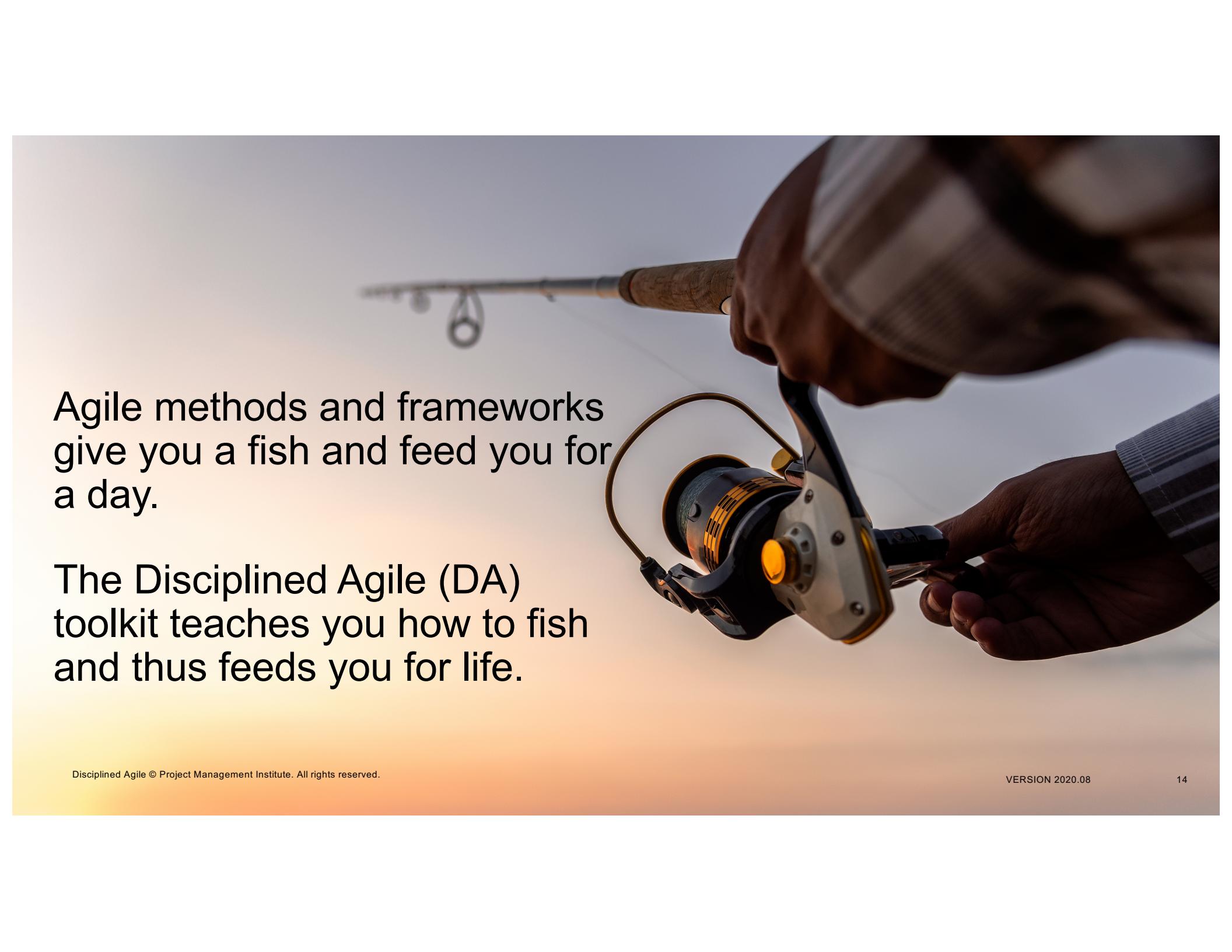


# How can Disciplined Agile help me?



#1 With the DA toolkit,  
you can better optimize  
your agile teams

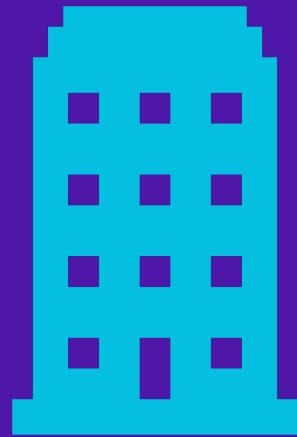


A close-up, low-angle shot of a person's hands holding a fishing rod and reel. The rod is angled upwards, with the reel in the foreground showing a spool of dark line. The background is a soft-focus sunset or sunrise sky with warm orange and yellow hues.

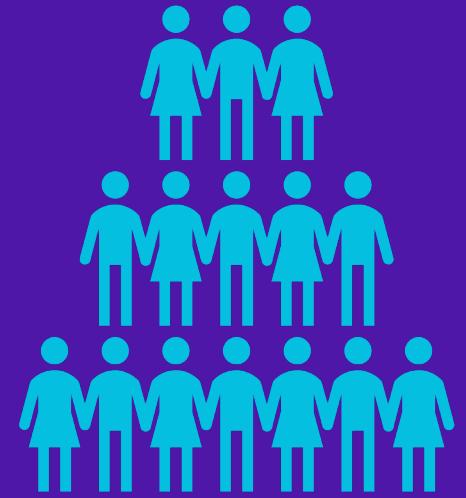
Agile methods and frameworks  
give you a fish and feed you for  
a day.

The Disciplined Agile (DA)  
toolkit teaches you how to fish  
and thus feeds you for life.

#2 The DA toolkit also enables you to extend agility beyond teams to the entire organization



# #3 Finally, the DA toolkit lets you accelerate value delivery in scaled agile situations



# *“It’s not just a technology thing.”*

## Barclays Banks on Disciplined Agile

After considering agile scaling frameworks including SAFe and LeSS, Barclays enlisted **Disciplined Agile** to help scale its agile transformation across thousands of teams, multiple business lines, and many different combinations of product.



Barclays plc is a 325-year old global bank and financial services company with over 83,000 employees and £21.7B in revenue (2019).

## Results



### *Throughput*

300% increase in avg. stories per month per app.



### *Code Complexity*

50% drop in code complexity on average across 80+ applications



### *Test Code Coverage*

50% increase in test code coverage, leading to lower levels of production incidents per app

# What is Disciplined Agile Delivery



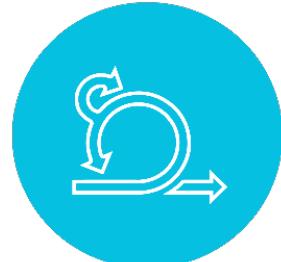
# Disciplined Agile Delivery (DAD)

## DAD teams:

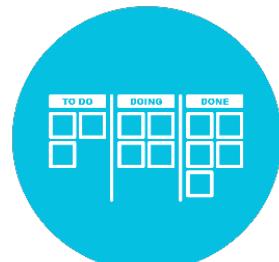
- Build consumable solutions, not just working software
  - Consumable = working + usable + desirable
  - Solution = Software + hardware + documentation + updated workflow + updated organization
- Choose their way of working (WoW) – Every team is unique
- Are a key aspect of your overall DevOps strategy



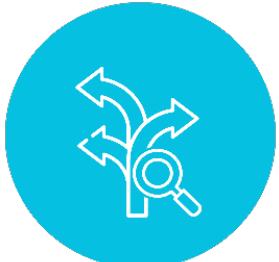
Teams should choose a life cycle appropriate for the context.



Agile



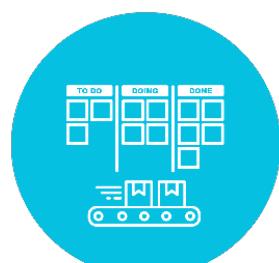
Lean



Exploratory



Continuous  
Delivery: Agile



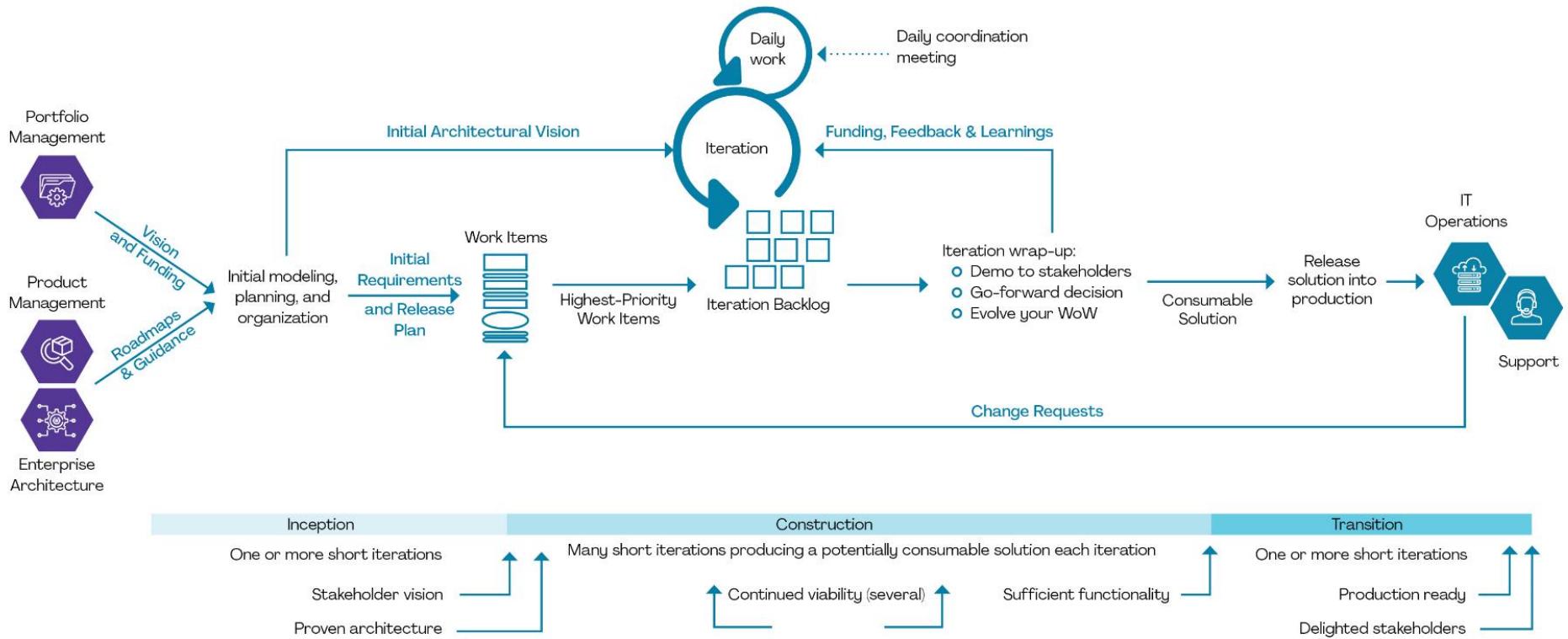
Continuous  
Delivery: Lean



Program

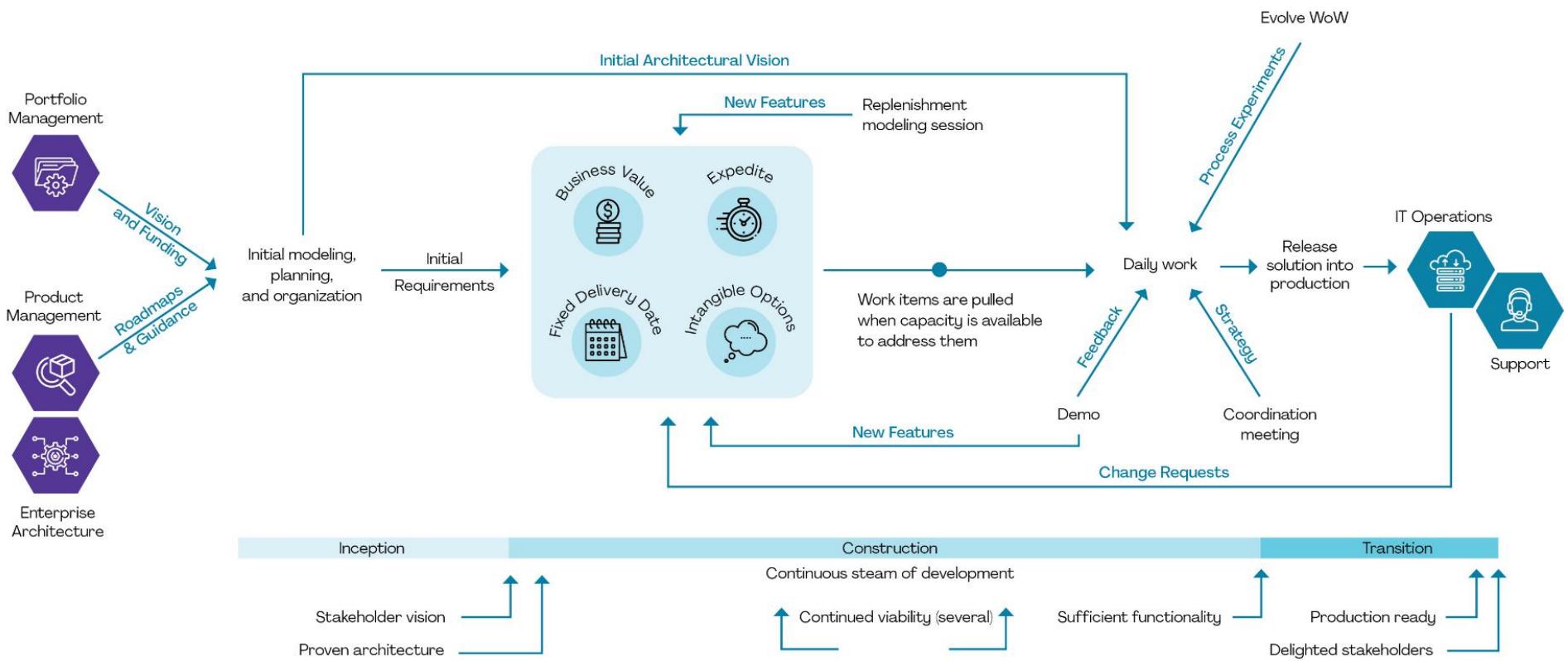
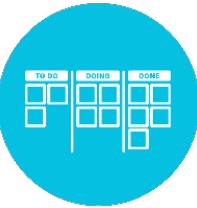
# Agile life cycle

## Extending Scrum to the enterprise

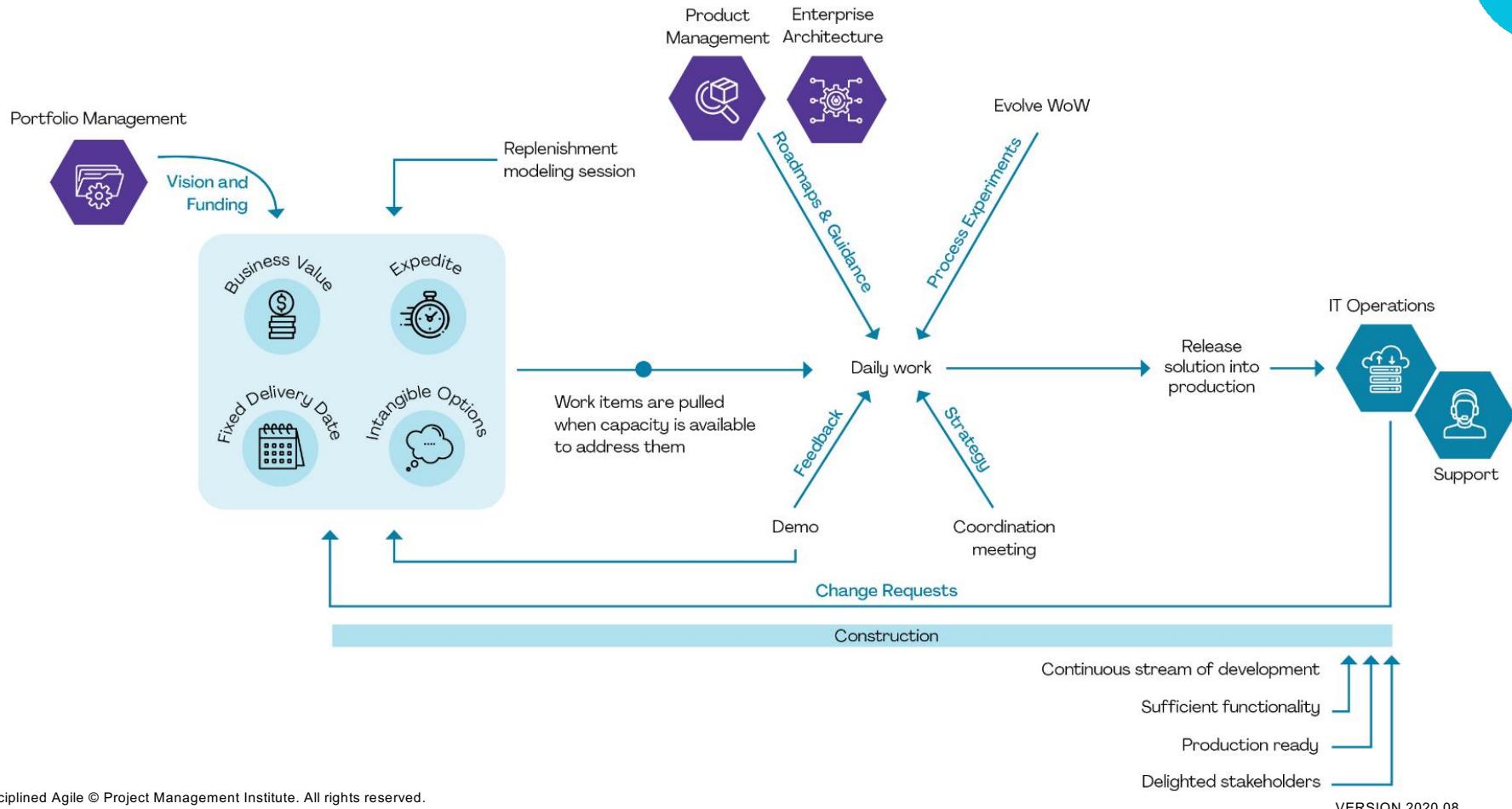


# Lean life cycle

## Extending Kanban to the enterprise

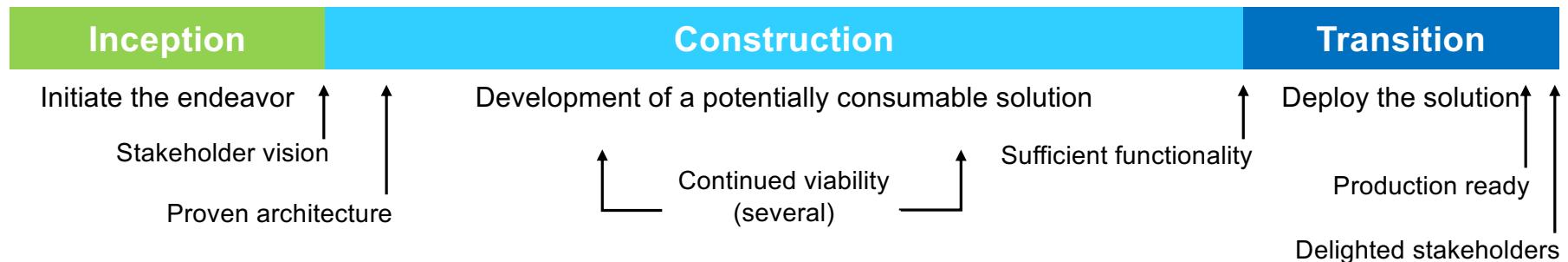


# Continuous Delivery: Lean life cycle



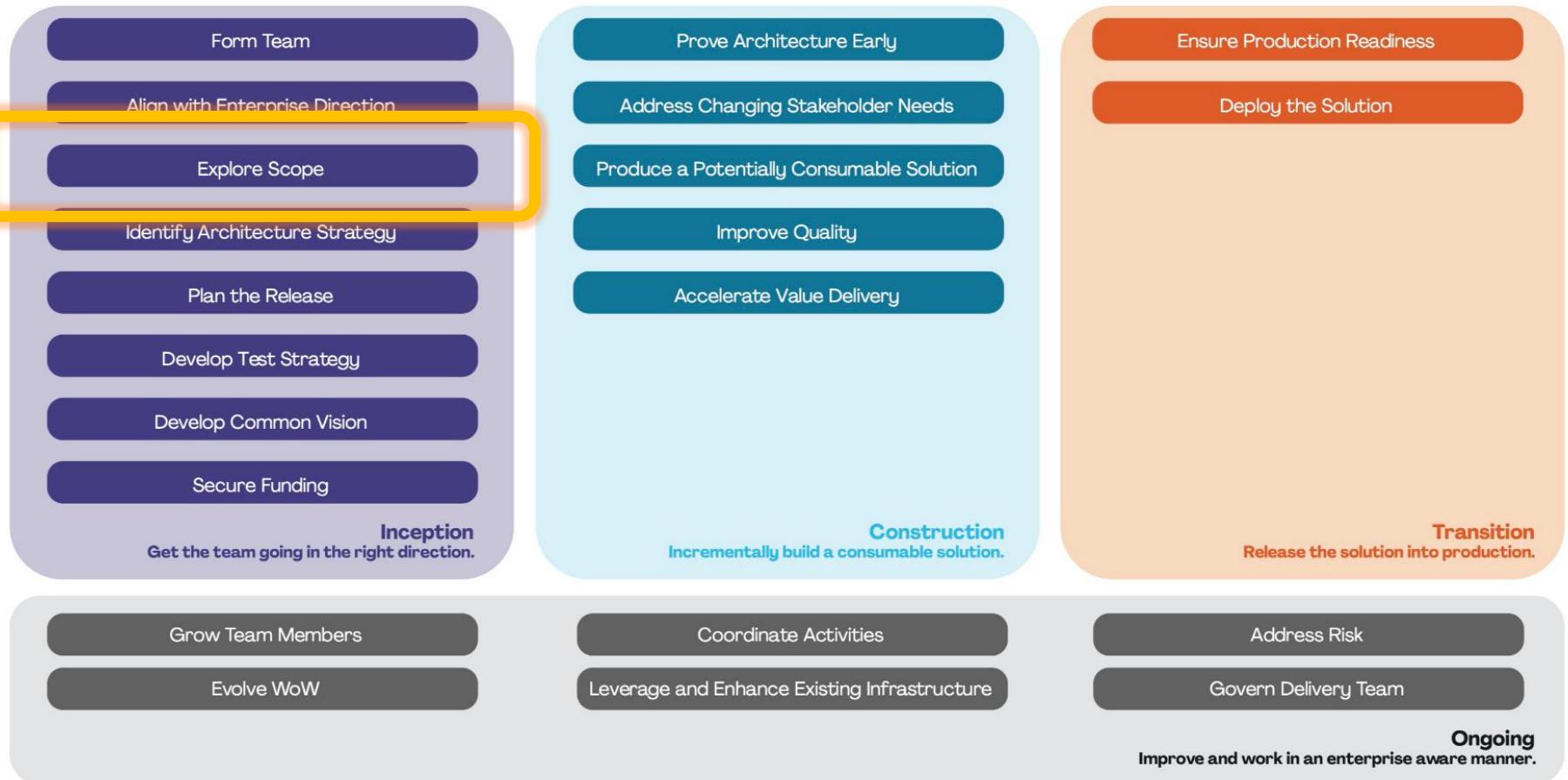
# Lean Governance

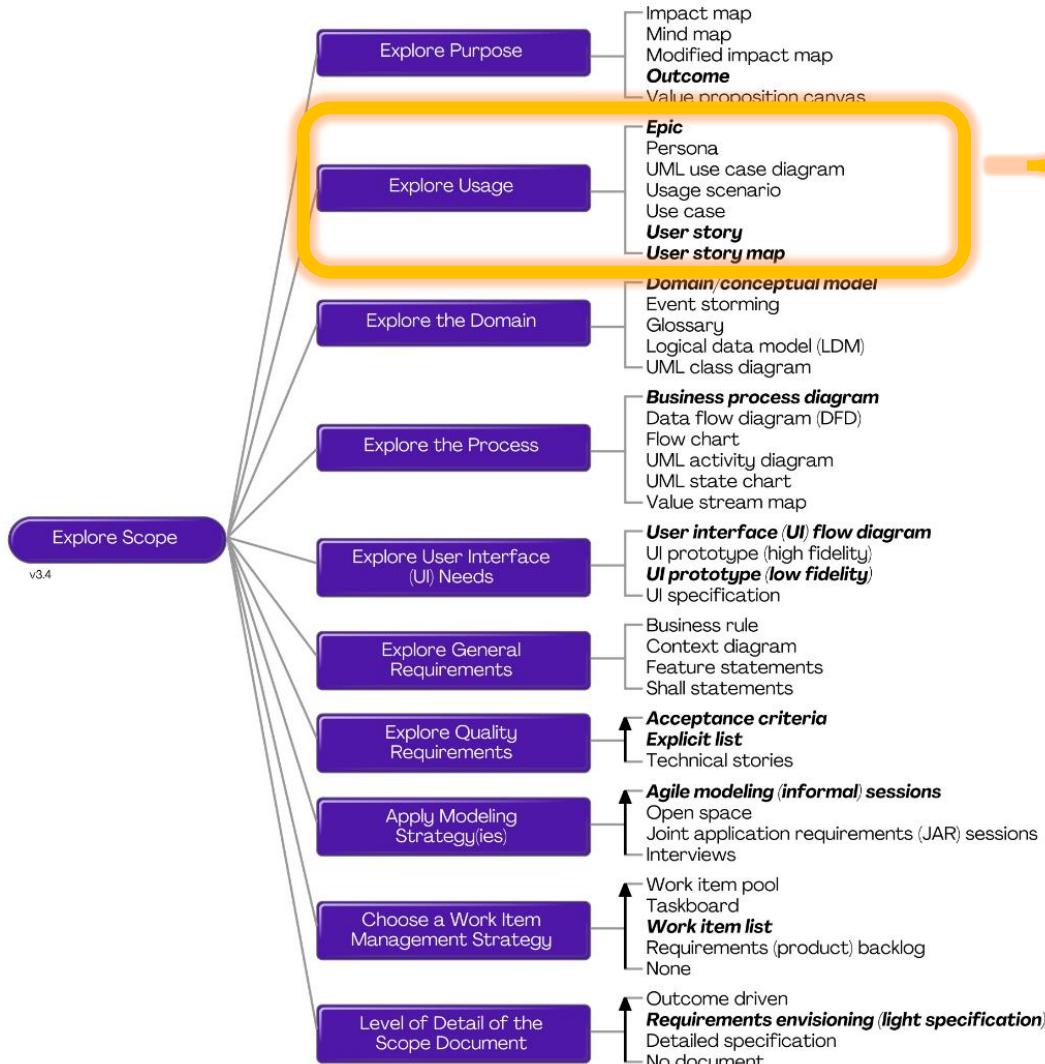
## Baked into Disciplined Agile



Milestone	Fundamental Question Asked
Stakeholder vision	Do stakeholders agree with your strategy?
Proven architecture	Can you actually build this?
Continued viability	Does the effort still make sense?
Sufficient functionality	Does it make sense to release the current solution?
Production ready	Will the solution work in production?
Delighted stakeholders	Are stakeholders happy with the deployed solution?

# The process goals for team agility





## Explore Usage

There are many ways to explore how people will work with our solution. Although there is significant focus within the Agile community on user stories and epics, these aren't our only choices. Disciplined Agilists prefer to use the best technique for the situation they face, and as you can see in the table below there are several options available to us.

Options (Not Ordered)	Trade-Offs
<b>Epic.</b> Large stories that take a lot of effort, often multiple iterations, to complete. Epics are typically organized into a collection of smaller user stories [W]. Sometimes Epics are referred to as Features or User Activities.	<ul style="list-style-type: none"> <li>Useful for high-level program planning.</li> <li>Appropriate level of detail for low priority work since the details are likely not well understood yet and are likely to change anyway.</li> </ul>
<b>Outcome.</b> An outcome describes a desired, measurable result that is pertinent to our stakeholders.	<ul style="list-style-type: none"> <li>Outcomes describe what stakeholders would like to achieve and why they would like to achieve that, but not how to do so.</li> <li>Provides teams flexibility in how to achieve the desired outcome.</li> <li>Useful to capture high-level stakeholder needs.</li> </ul>
<b>Persona.</b> Detailed descriptions of fictional people who fill roles as stakeholders of the solution being developed [W].	<ul style="list-style-type: none"> <li>Used as a technique to build empathy for users as real people, and to understand the optimal user experiences for each.</li> <li>Useful when we don't have access to actual end users, or potential end users.</li> <li>Can be used as an excuse not to work with actual users.</li> </ul>
(UML) use case diagram. Diagrammatic notation for a textual use case [W, ObjectPrimer].	<ul style="list-style-type: none"> <li>and epics if we're flexible, into context.</li> <li>Can promote requirements reuse via &lt;&lt;include&gt;&gt; and &lt;&lt;extend&gt;&gt; relationships.</li> <li>Can motivate unnecessary complexity via &lt;&lt;include&gt;&gt; and &lt;&lt;extend&gt;&gt; relationships.</li> </ul>
Usage scenario. Describes the step-by-step interaction between a user/actor and the solution. Similar to acceptance criteria, although tends to cross the equivalent of several stories. Also known as a use-case	<ul style="list-style-type: none"> <li>Useful to flush out all the different ways that a solution can be used, often putting granular requirements such as stories or features into context.</li> <li>Danger of becoming a set of detailed requirements.</li> <li>Scenarios are typically less structured than</li> </ul>

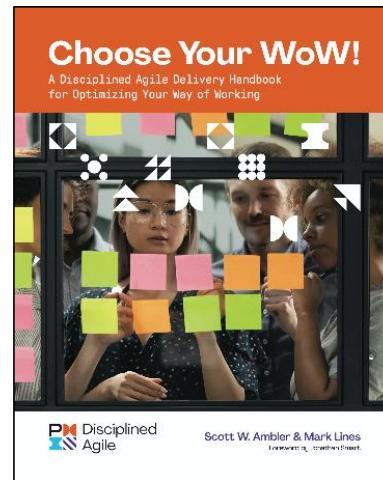




Producing  
Business  
Value

Success doesn't come from adopting a prescriptive framework or methodology such as Scrum or SAFe® although it may be a good start!

For true business agility, we need to choose our agile WoW™, bespoke agile, optimizing for our unique situations.

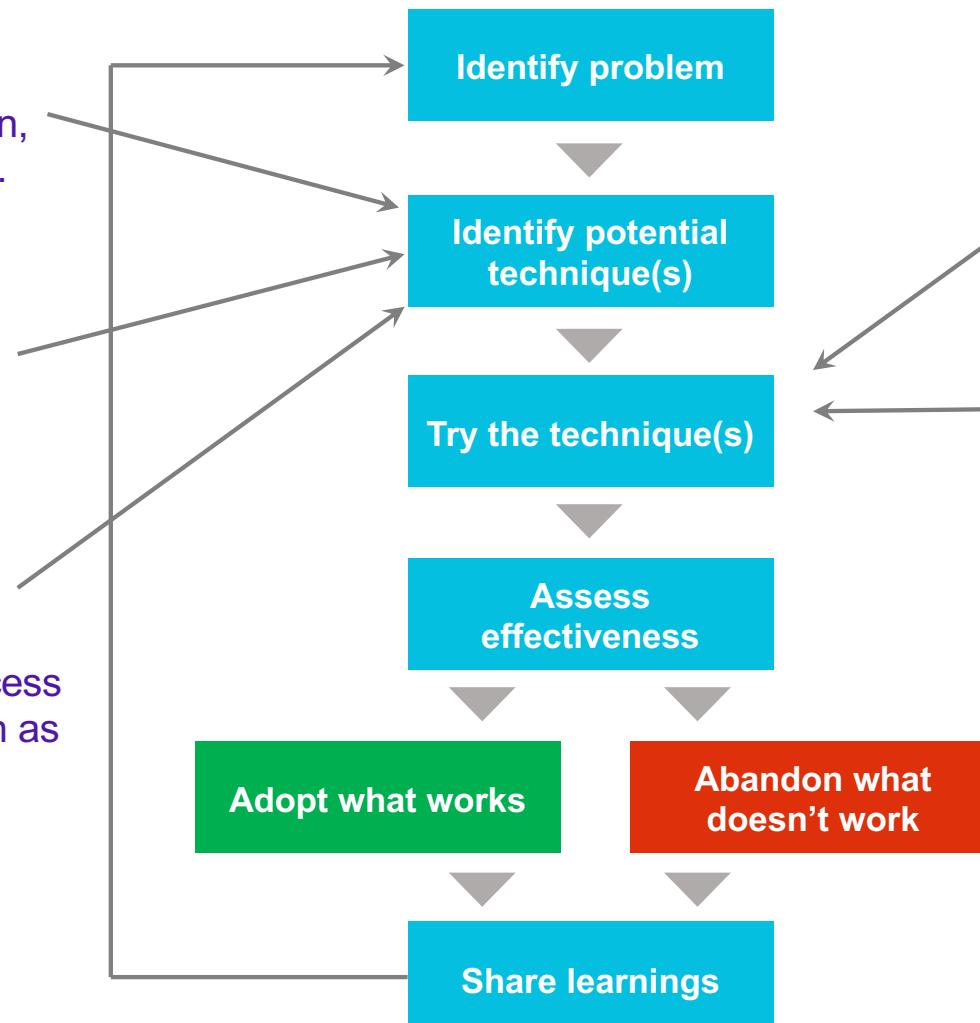


Successful agile organizations take responsibility for evolving their own agility.

If we get better at this, we succeed more often, and we improve faster.

We can do this if we have access to an experienced agile coach; but they can be expensive and hard to find.

We can do this if we have access to a process knowledge base, such as the **Disciplined Agile tool kit**.

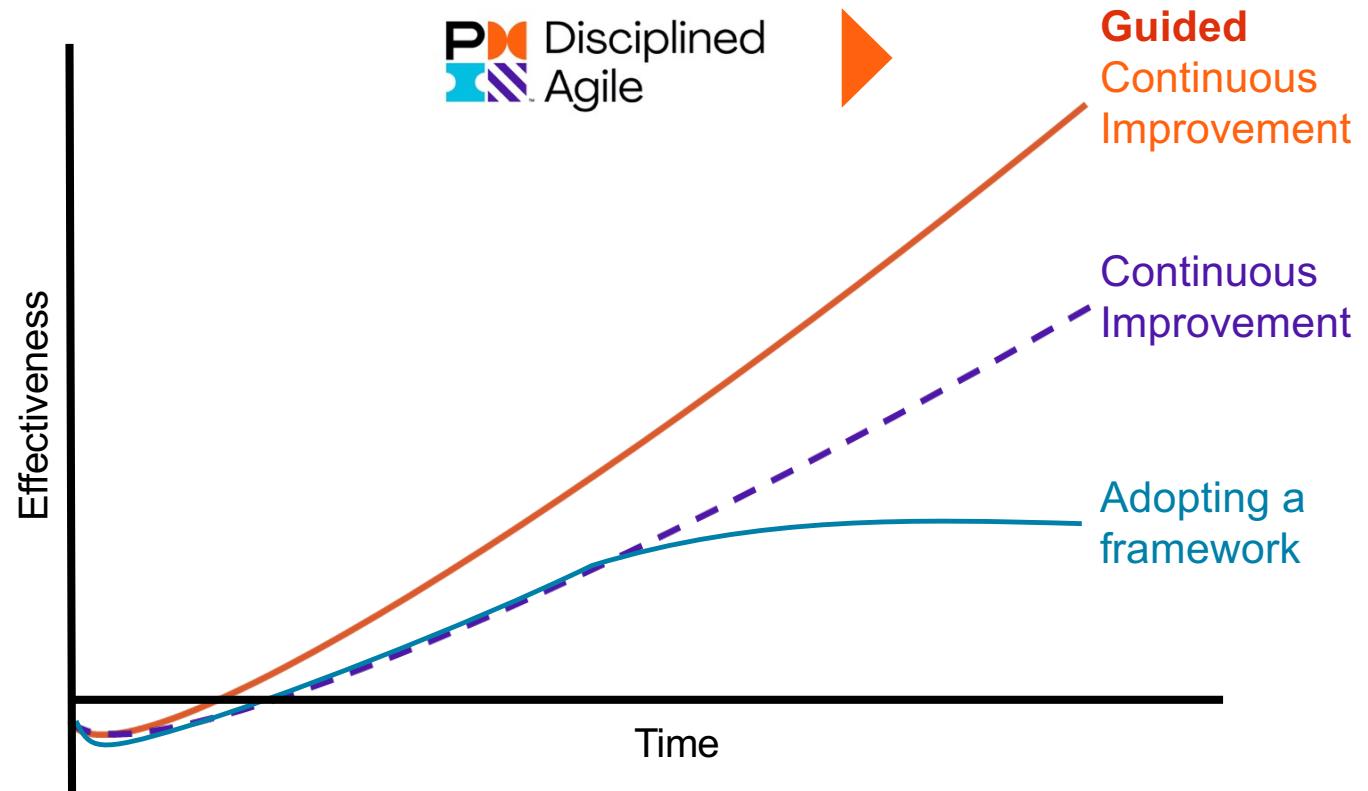


Some experiments fail. You learn something, but it doesn't get you closer to your goal.

Failing fast is fine, but how can we **succeed earlier**?

## Guided Continuous Improvement

# Improve faster through **Guided Continuous Improvement**

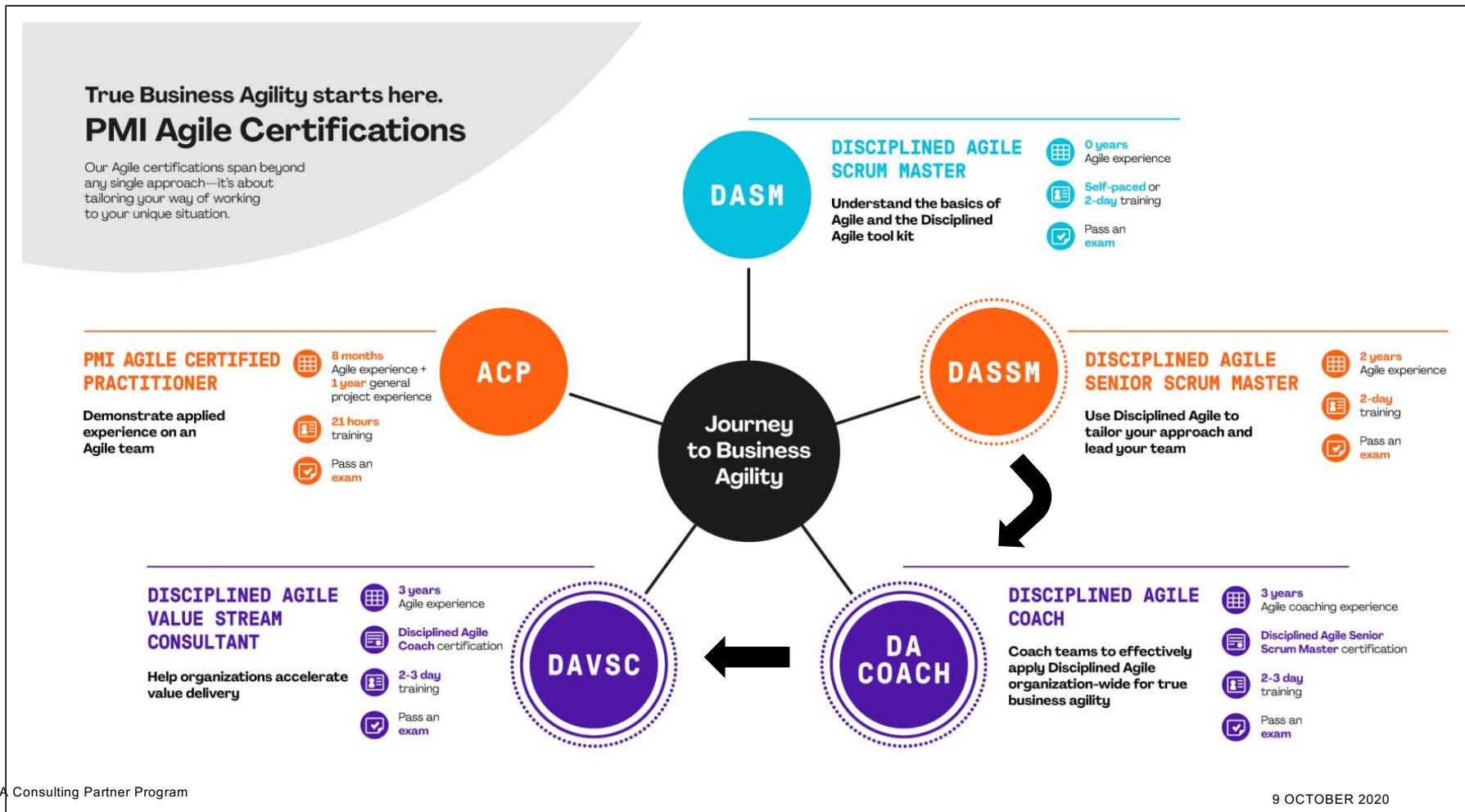


Start where you are.  
Do the best that you can in the situation that you face.  
Always strive to get better.



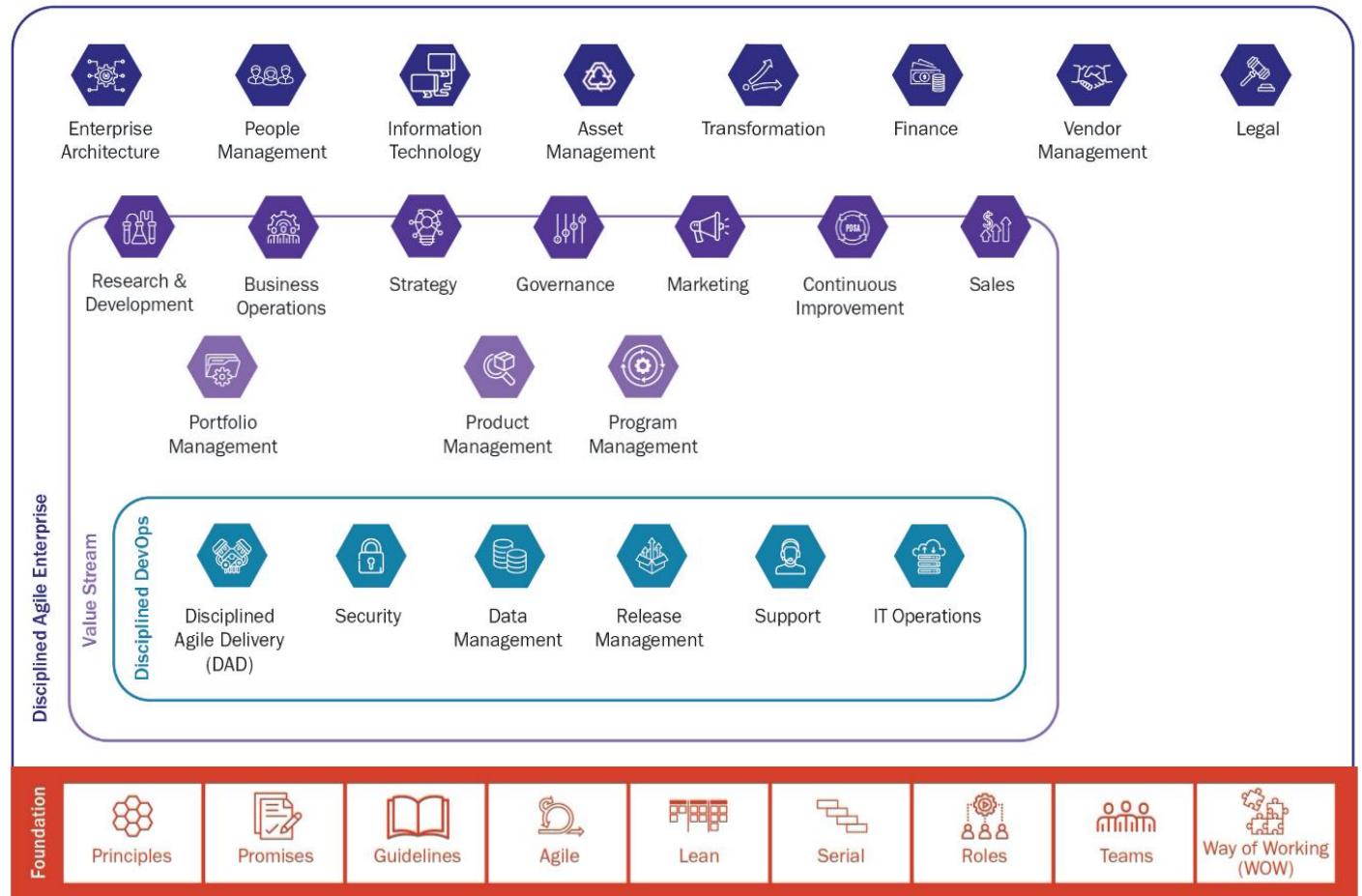
# Moving Forward

# NEW! Updated PMI Agile Certification Journey

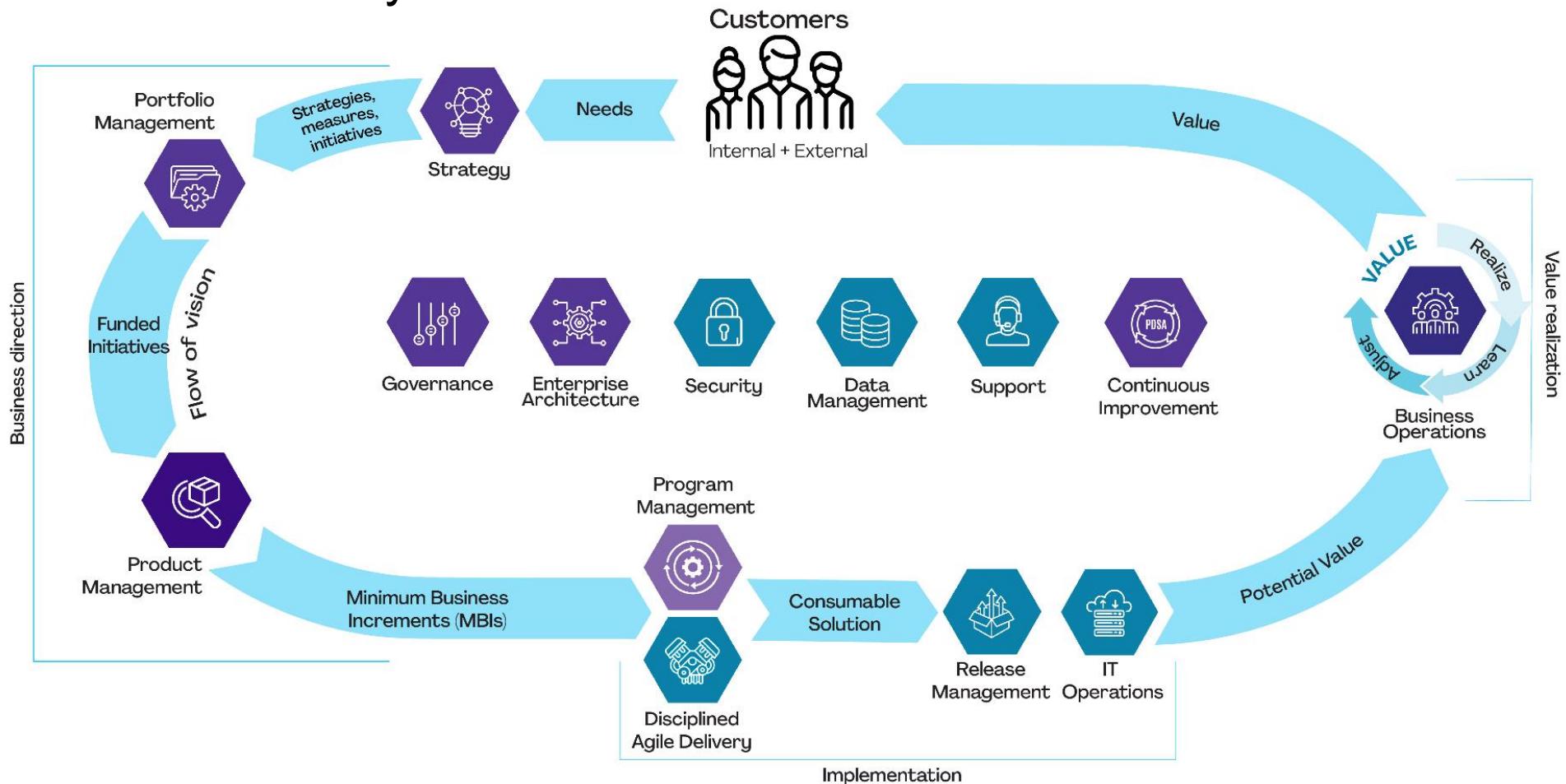


# Business Agility

## Disciplined Agile across the enterprise

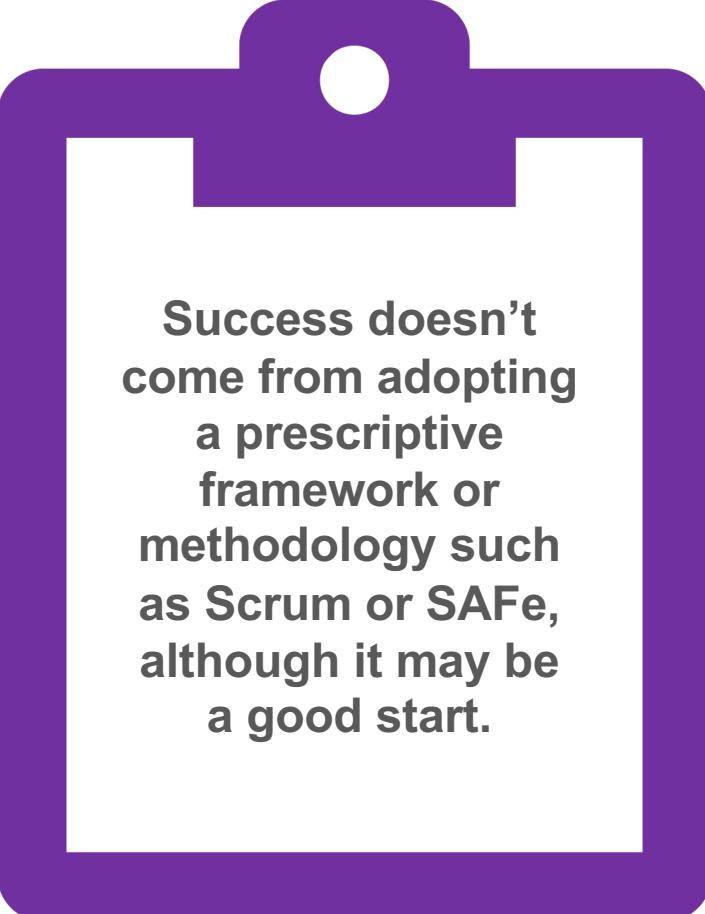


# The DA FLEX life cycle

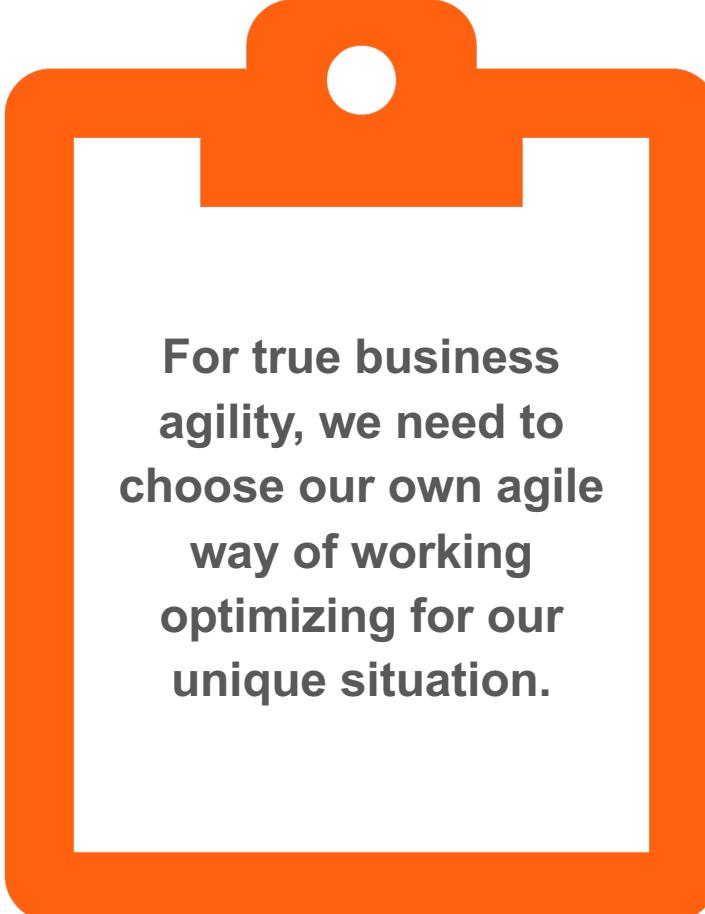




# In summary



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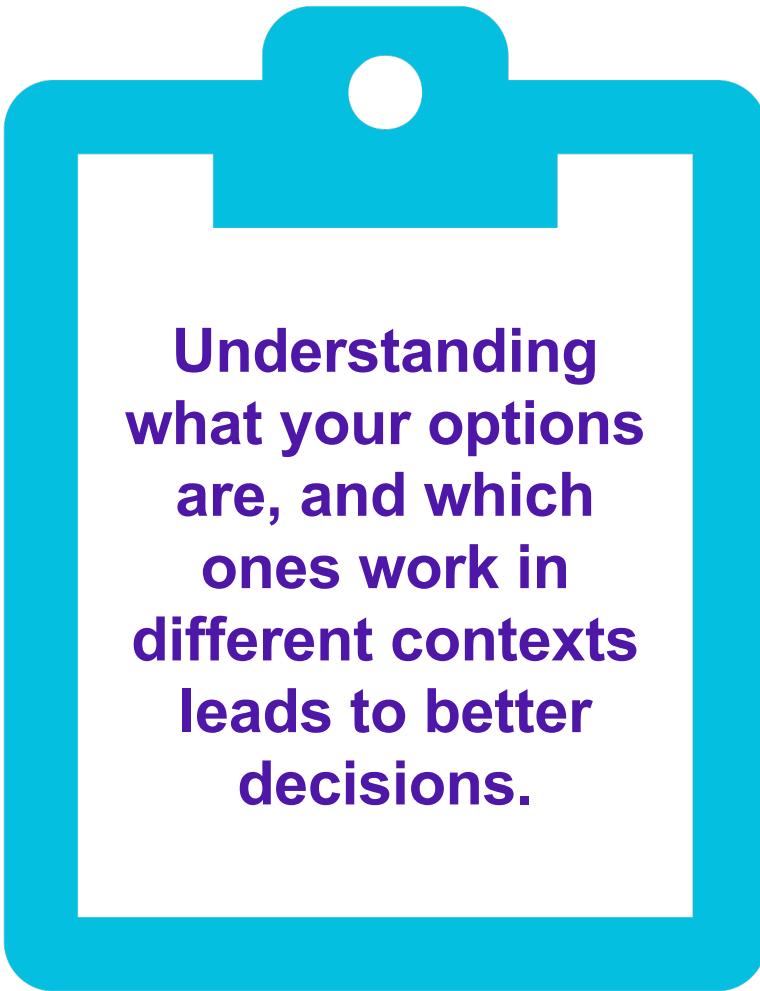
**For true business agility, we need to choose our own agile way of working optimizing for our unique situation.**



**Disciplined Agile**  
is a rich,  
comprehensive  
and well-organized  
toolkit of strategies  
to help your  
organization be  
more successful  
with agile.



**DA brings a  
disciplined,  
agnostic,  
professional,  
enterprise approach  
to agile which is  
what our industry  
has been lacking in  
the past.**



**Understanding  
what your options  
are, and which  
ones work in  
different contexts  
leads to better  
decisions.**

## **Basics of Disciplined Agile online course**

- An eight-module, self-paced and scenario-based introduction to how Disciplined Agile works.
- See [PMI.org/da-basics](https://PMI.org/da-basics).

## **Instructor-led workshops**

- Find them at [DisciplinedAgileConsortium.org/DA-Training](https://DisciplinedAgileConsortium.org/DA-Training).

## **Books**

- PMI members can download the *Choose Your WoW* book from [PMI.org/disciplined-agile/books/dad-handbook](https://PMI.org/disciplined-agile/books/dad-handbook)

## **Websites**

- DA “micro site”: [PMI.org/disciplined-agile](https://PMI.org/disciplined-agile)
- DA blog: [ProjectManagement.com/blogs/611075/Disciplined-Agile](https://ProjectManagement.com/blogs/611075/Disciplined-Agile)
- DA Applied blog: [ProjectManagement.com/blogs/578692/Disciplined-Agile-Applied](https://ProjectManagement.com/blogs/578692/Disciplined-Agile-Applied)
- Manifesting Business Agility blog:  
[ProjectManagement.com/blogs/581099/Manifesting-Business-Agility](https://ProjectManagement.com/blogs/581099/Manifesting-Business-Agility)

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Learning  
more about  
Disciplined  
Agile

VERSION 2020.08

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# THANK YOU

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For more information:

[www.pmi.org/discrimined-agile](http://www.pmi.org/discrimined-agile)



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