

Adopting Agile



Learning Objectives

By the end of this lesson, you will be able to:

- Explain various approaches of Agile adoption for enhancing team efficiency and project success
- Outline the essentials of Agile adoption for achieving smooth and effective Agile transformations
- Identify challenges during the transition to Scrum for effective adoption of the framework
- Analyze different levels of the maturity model to assess the team's effectiveness





Introduction to Agile Adoption

What Is Agile Adoption?

It is the process where an organization shifts from traditional project management practices to Agile methodologies.



Approaches for Agile Adoption

Start small (Pilot)

It involves applying Agile methods to a single team or a small project.

All in

In this approach, the entire organization embraces Agile practices at once.

Approaches for Agile Adoption

There is no single right path to Agile adoption; choose between the start small or all in approaches

Start small (Pilot)

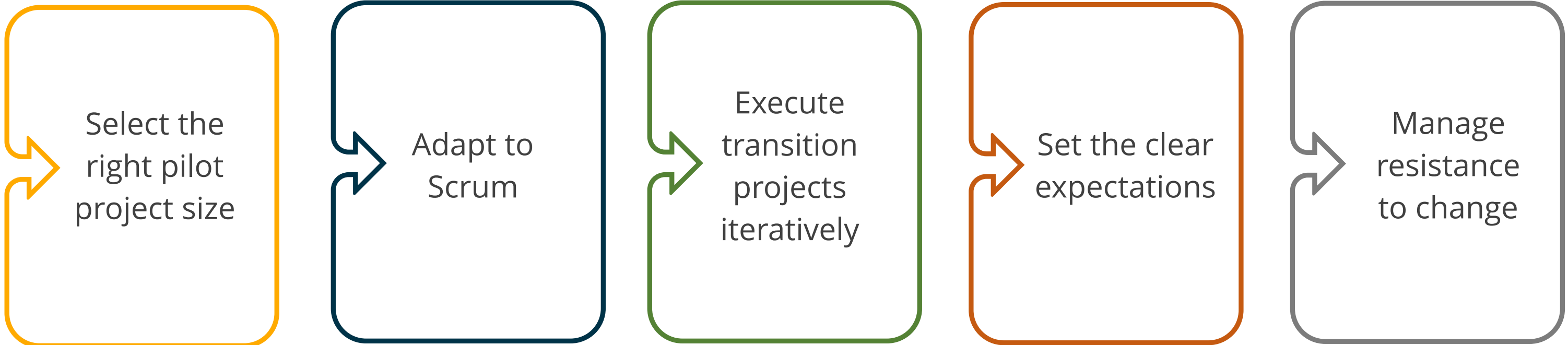
- Less risky
- Chance to pick suitable teams
- Almost guarantees early success
- Initial resistance reduction
- Radical change can defer



All in

- Quicker transition
- Lower cost of transition
- Opportunity to learn from each other
- Requirement for strong top-down buy-in and change management

Essentials to Start Agile Adoption



Select the
right pilot
project size

Adapt to
Scrum

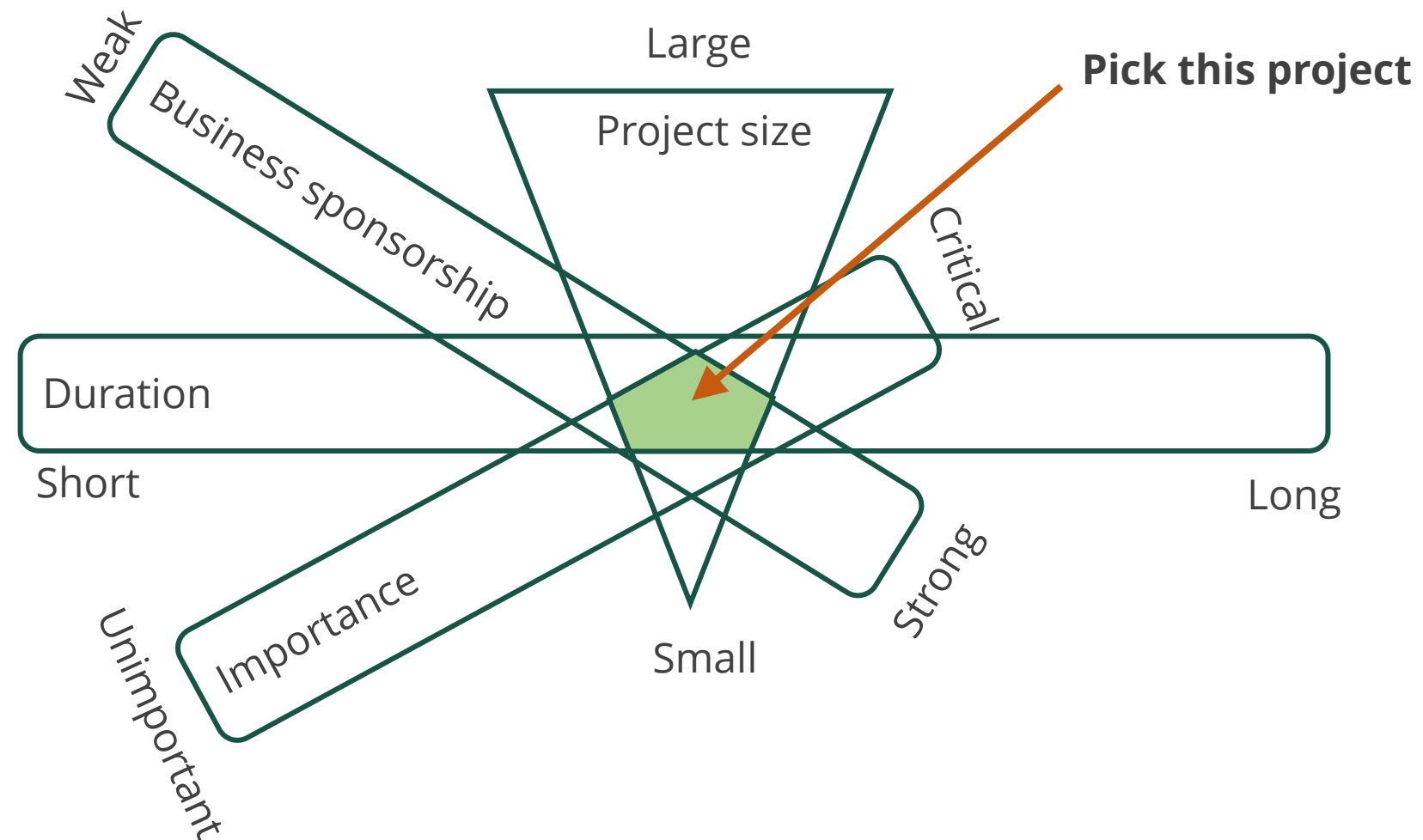
Execute
transition
projects
iteratively

Set the clear
expectations

Manage
resistance
to change

Select the Right Pilot Project Size

It is important to select the right pilot project size for the success of the Agile project.



Adapt to Scrum

It includes:

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graph TD; A[Choosing an Agile framework] --- B[Adopting Scrum practices]; B --- C[Setting up Scrum roles]; C --- D[Establishing Scrum rituals];
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Choosing
an Agile
framework

Adopting
Scrum
practices

Setting up
Scrum roles

Establishing
Scrum rituals

Execute Transition Projects Iteratively

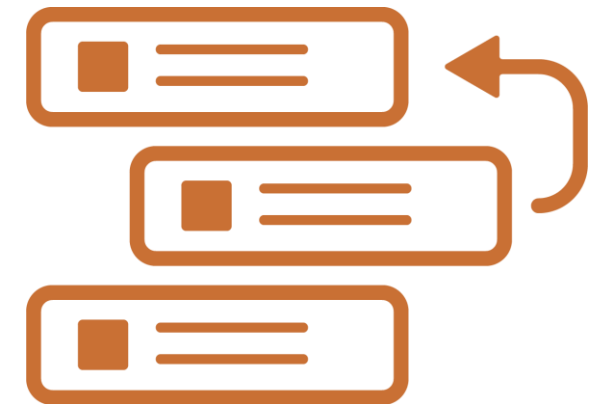
This involves using Agile methodologies to manage the transition, allowing the organization to learn and adapt its approach with each iteration or sprint. It includes:



Seeking an influential sponsor who is committed to the project



Building an Enterprise Transition Committee (ETC)



Creating a backlog for transitioning and executing iteratively

ETC should lead the product backlog process and identify specific milestones.

Set the Clear Expectations

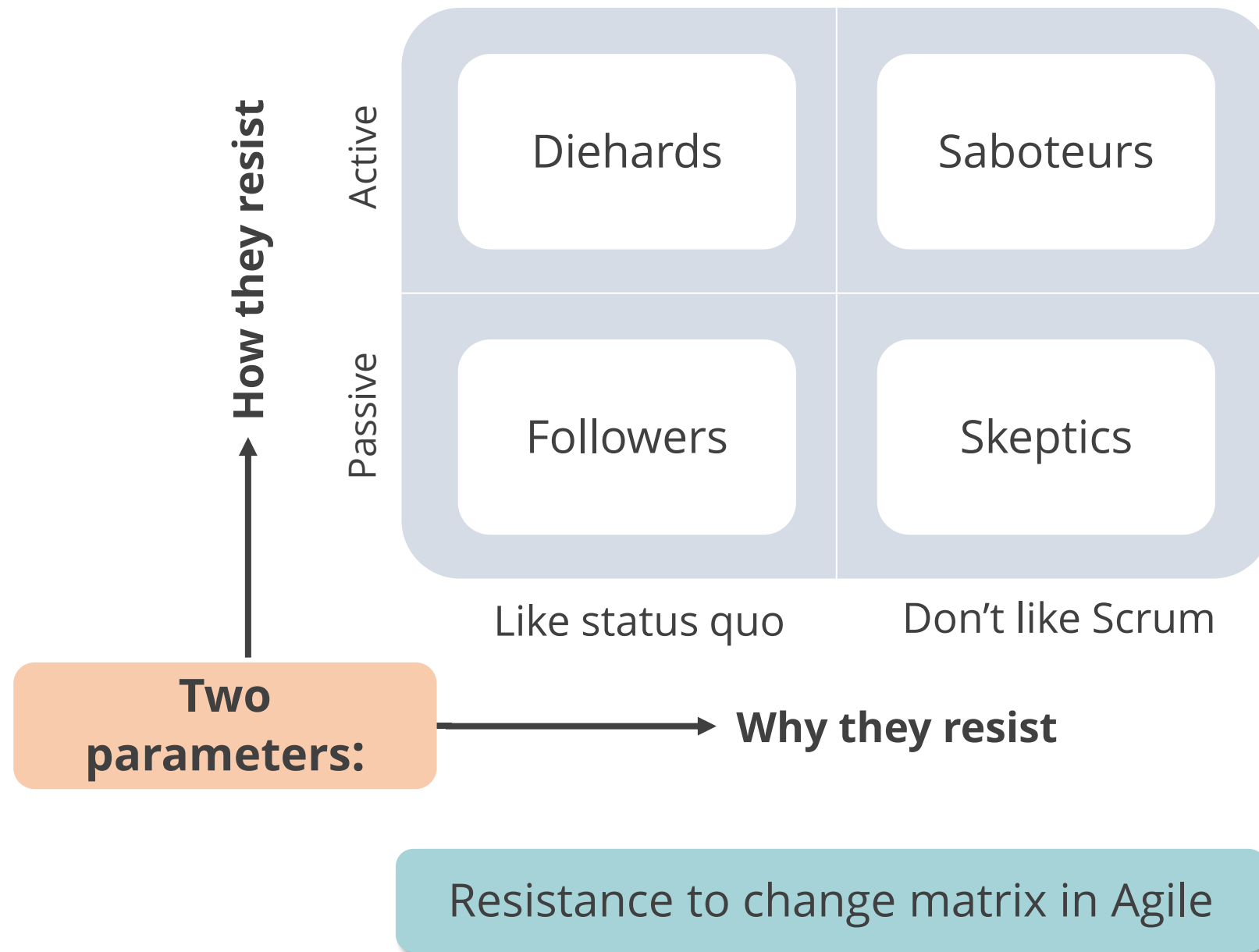
This involves conveying the goals, benefits, and changes related to implementing Agile methodologies in an organization.

The various concerns from different stakeholders that need to be addressed are:



Manage Resistance to Change

Resistance to change can take various forms, and there are multiple approaches to address it.



- **Diehards:** Actively resist and prefer the status quo
- **Saboteurs:** Actively resist and dislike Scrum
- **Followers:** Passively resist and prefer the status quo
- **Skeptics:** Passively resist and are unsure about Scrum



**Activity: Creating a
Strategy for Managing
Resistance to Change**

Activity

Hi-Tec Learning is experiencing a lot of resistance to changes brought in through Agile methods. The person leading the transformation program is seeking help to deal with people resisting change. Pick a suitable resistance pattern for the approaches given below:

Instructions:

Approaches:

- Explain what is wrong with the current system
- Reaffirm commitment to Scrum
- Involve in the processes
- Appoint a champion and address issues

Resistance patterns:

- Follower
- Skeptic
- Diehard
- Saboteur



Challenges in Transitioning to Scrum

Challenges in Transitioning to Scrum

Overcoming resistance to change

Misunderstanding the process

Failing to adapt to changing roles



Overcoming Resistance to Change

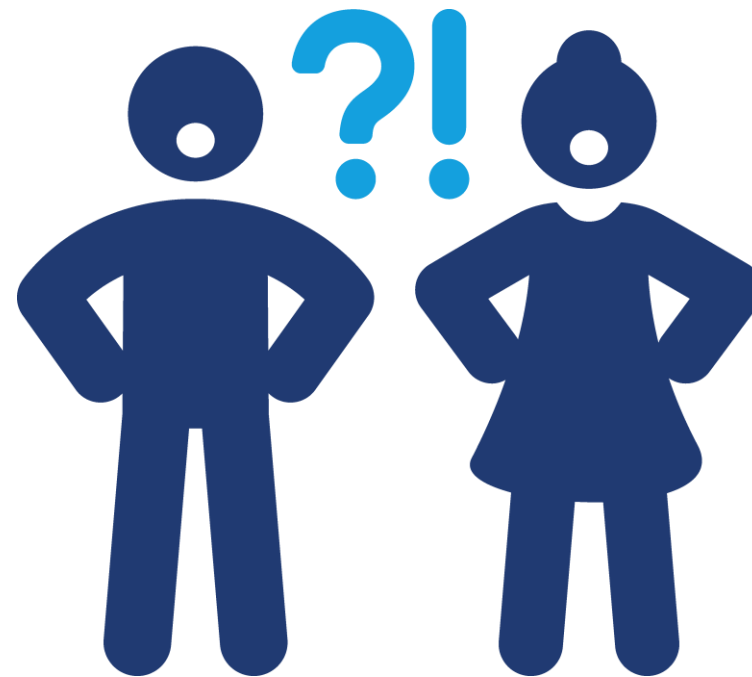
Transitioning to Scrum often faces resistance, especially from those used to traditional management approaches.



Involving employees in the transition process helps ease concerns and builds a sense of ownership.

Misunderstanding the Process

Misconceptions about Scrum practices, such as the purpose of sprints or the role of the product owner, can lead to ineffective implementation.



Ensuring all team members clearly understand their roles and responsibilities builds a unified approach to the Scrum framework.

Failing to Adapt to Changing Roles

The shift to Scrum redefines traditional roles, with managers needing to adopt a more supportive, less directive role and team members taking on greater responsibility.



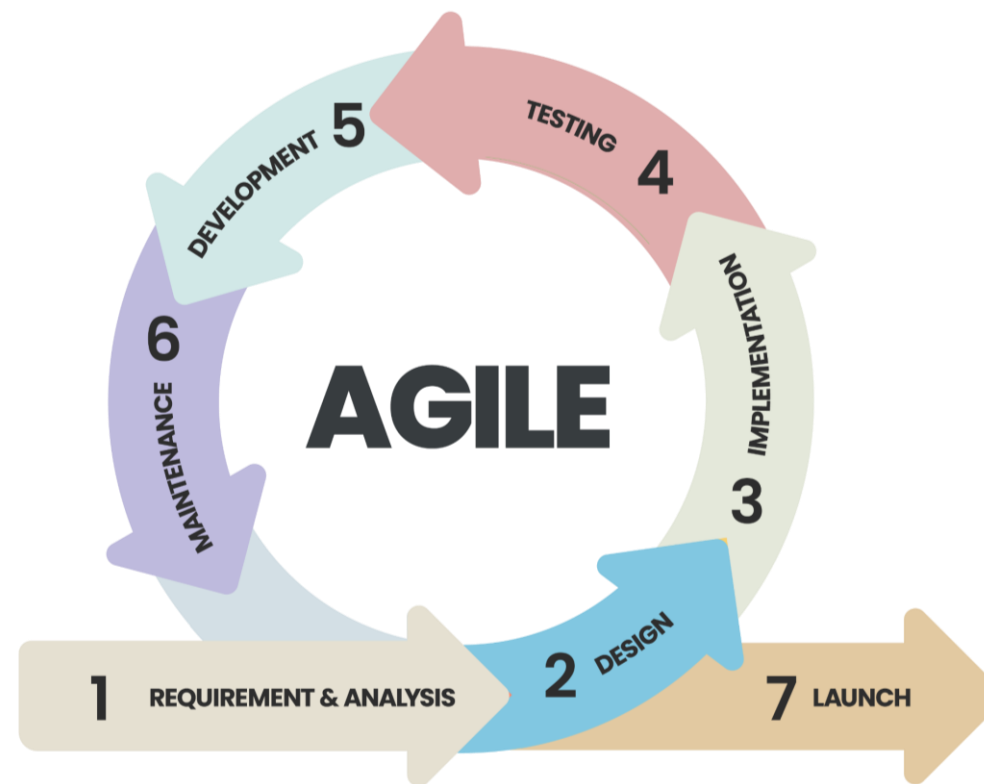
Providing targeted coaching and ongoing support can help teams adjust to their new roles, leading to a more successful adoption of Scrum practices.



Agile Requirements

Introduction to Agile Requirements

This defines the specific needs and conditions a project must meet when following the Agile methodologies.



It ensures that projects stay flexible and concentrate on providing maximum value to stakeholders throughout the development process.



Self-Organization and Cross-Functional Scrum Teams

Self-Organization Teams

The team members collaborate autonomously, adapt to changing requirements, and continuously improve their work processes.

Three ways to guide teams while encouraging self-organization are:

Set up containers

Establish the boundaries within which the team will operate

Manage exchanges

Create forums and mechanisms for the teams to engage with the world outside



Amplify or dampen differences

Distinguish itself so that there is healthy debate but no analysis paralysis

Cross-Functional Scrum Teams

These are teams with members drawn from different functions and having diverse skill sets.

The features of cross-functional Scrum teams are:

The team should be self-sufficient to produce a complete product increment.

Team members should be generalizing specialists.

Feature teams are better than component teams.

Diversity in the team is desirable.

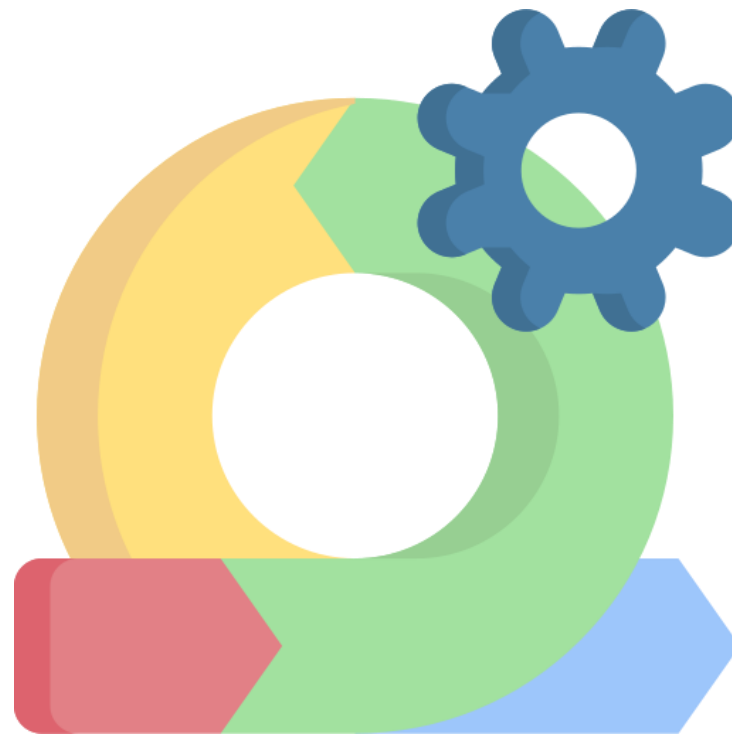




Maturity Model

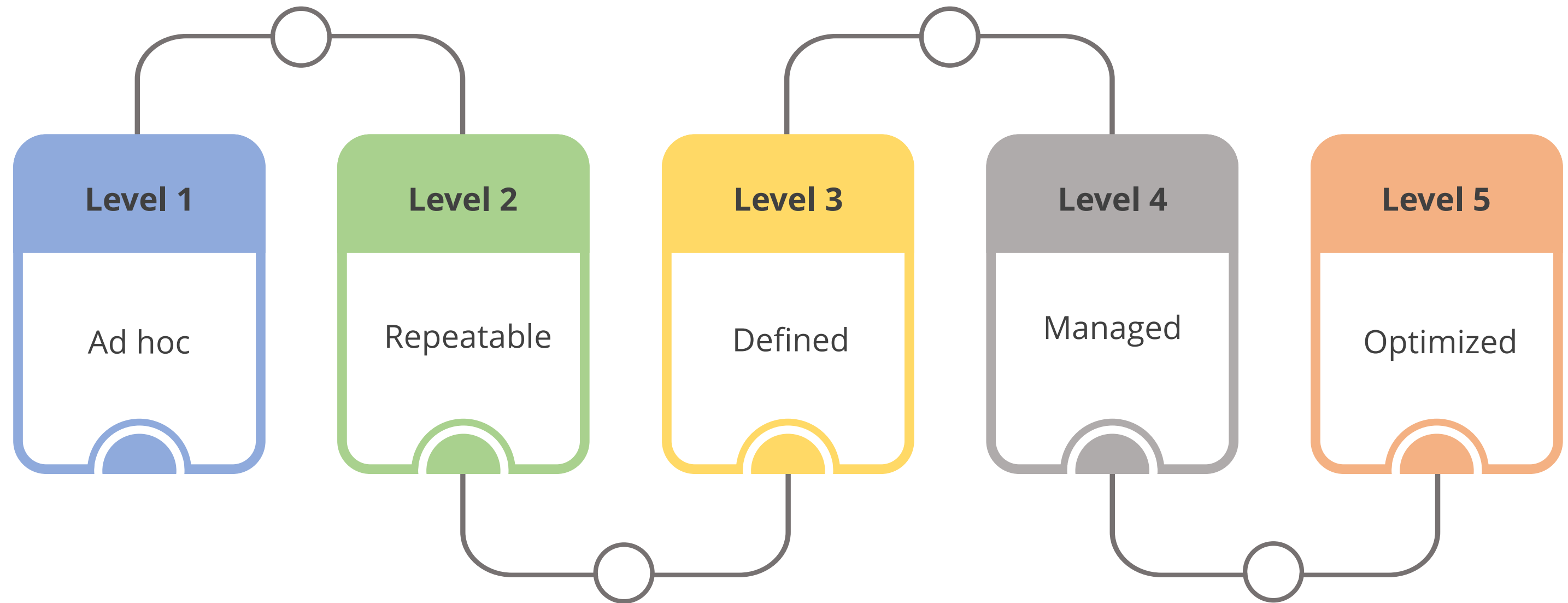
Maturity Model

It helps people assess the effectiveness of a team and identify areas for improvement in terms of Agile practices.



Maturity models typically outline a series of levels that represent the evolution from initial Agile adoption to a fully optimized Agile environment.

Levels of Maturity Model



Why Maturity Model?

It assesses the current state of Agile practices, guides continuous improvement, and ensures alignment across teams for effective scaling.

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

– Agile Manifesto, Principle 12

Choose a model that allows for flexibility in terms of actual practices applied but focuses on the above principle of Agile methods

Use of Maturity Model

It helps assess a team's effectiveness and identify areas for improvement in Agile practices, enabling structured and continuous growth.



Use of Maturity Model

The right use of maturity models should:



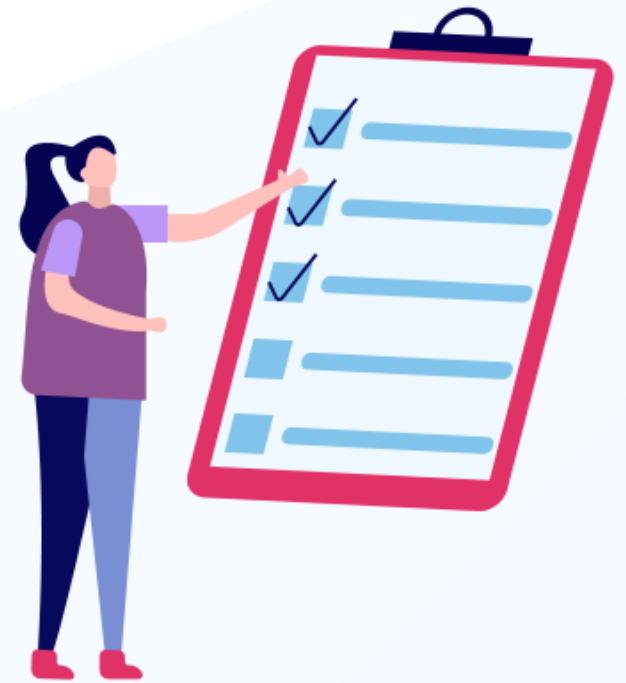
Different Maturity Models

Some examples of maturity models are:

Model	Levels	Key assessment areas
Generic Agile maturity model	L-1: Initial (Ad hoc) L-2: Emerging (Learning) L-3: Defined (Established) L-4: Managed (Measured) L-5: Optimized (Sustained)	<ul style="list-style-type: none">• Agile adoption• Consistency• Measurement• Optimization• Continuous improvement
Scrum maturity model	L-1: Ad hoc L-2: Doing L-3: Being L-4: Thinking L-5: Excel	<ul style="list-style-type: none">• Consistency of Scrum practices• Team collaboration• Process standardization• Continuous improvement
Agile fluency model	L-1: Ad hoc L-2: Doing L-3: Being L-4: Thinking L-5: Excel	<ul style="list-style-type: none">• Fluency in Agile practices• Business value delivery• Alignment with business goals• Continuous improvement

Key Takeaways

- Agile adoption is the process where an organization shifts from traditional project management practices to Agile methodologies.
- Selecting the right pilot project size is important for the success of the Agile project.
- Agile requirements define the specific needs and conditions that a project must meet when following Agile methodologies.
- The maturity model helps people assess the effectiveness of a team and identify areas for improvement in terms of Agile practices.





Knowledge Check

Knowledge Check

1

Which of the following is essential in adopting Agile?

- A. Avoiding stakeholder involvement
- B. Emphasizing comprehensive documentation
- C. Selecting the right pilot project size
- D. Maintaining rigid project timelines



Knowledge Check

1

Which of the following is essential in adopting Agile?

- A. Avoiding stakeholder involvement
- B. Emphasizing comprehensive documentation
- C. Selecting the right pilot project size
- D. Maintaining rigid project timelines



The correct answer is **C**

Choosing the right pilot project size for Agile adoption is important because it allows an organization to test Agile practices on a smaller, manageable scale before expanding them across the organization.

Knowledge Check

2

Which of the following actions is crucial for encouraging self-organization within an Agile team?

- A. Imposing strict control over the team's daily activities
- B. Setting up clear boundaries within which the team can operate autonomously
- C. Limiting communication with external stakeholders to avoid distractions
- D. Assigning specialized roles with no overlap in responsibilities



Knowledge Check

2

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- B. Setting up clear boundaries within which the team can operate autonomously
- C. Limiting communication with external stakeholders to avoid distractions
- D. Assigning specialized roles with no overlap in responsibilities



The correct answer are **B**

Encouraging self-organization within an Agile team involves establishing clear boundaries that guide the team's operations while allowing them the freedom to decide how to achieve their goals.

Knowledge Check

3

What is the primary purpose of using the maturity model in Agile adoption?

- A. To assess and improve an organization's Agile practices over time
- B. To evaluate the financial performance of Agile projects
- C. To provide a detailed project timeline
- D. To establish a fixed project scope



Knowledge Check

3

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- B. To evaluate the financial performance of Agile projects
- C. To provide a detailed project timeline
- D. To establish a fixed project scope



The correct answer are **A**

The primary purpose of using the maturity model in Agile adoption is to assess and improve an organization's Agile practices over time.