



The 12 Step Program to Becoming Agile

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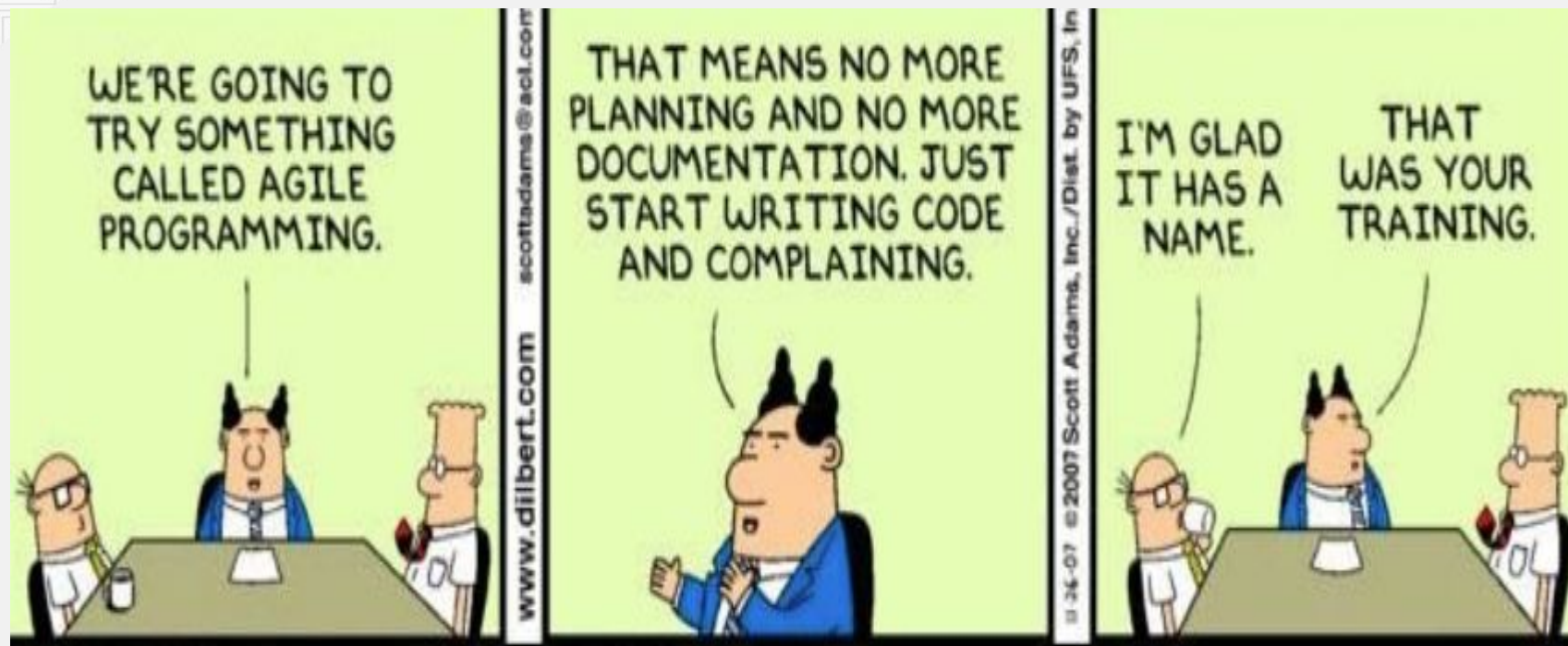
**WATERFORD
TECH MEETUP**



Agile Conversions: The Paths to Failure

Nobody is really trained

- There is a level of knowledge needed
- There is a level of coaching needed
- It's an experienced based learning Vs a 'read a book' learning
- Bottom line is it costs \$\$\$



Agile Conversions: The Paths to Failure

Mandated to go Agile

- Somebody thought it would be a good idea
- Let's train 1 single person and trust them with the overall strategy
- Someone picked a flavour and sent someone on a 2 day training course



Congratulations you are now a Certified Agile Practitioner



Agile Conversions: The Paths to Failure

The right wrong person drives it

- Fully understands what Agile actually is (and is not)
- Passionate about it
- Strong communicator
 - strong listening skills
- Empathy for the team
- A defender of the team and the process

Anarchist

Career focused

Not there for the team

Self-organization anarchy

Impediments unresolved

Team interrupted

TEAM CAN'T DELIVER





BE-AGILE-ZEBUB

ScrumMaster+PO+Manager

Undercover command & control

Lack of transparency

Over commitment

Long hours

Agile Conversions: The Paths to Failure

Mandated to follow someone else's way of doing it

- Those guys over there are doing it right
- It works for them it must work for us.....
- Let's follow them

Their way works for them and only them



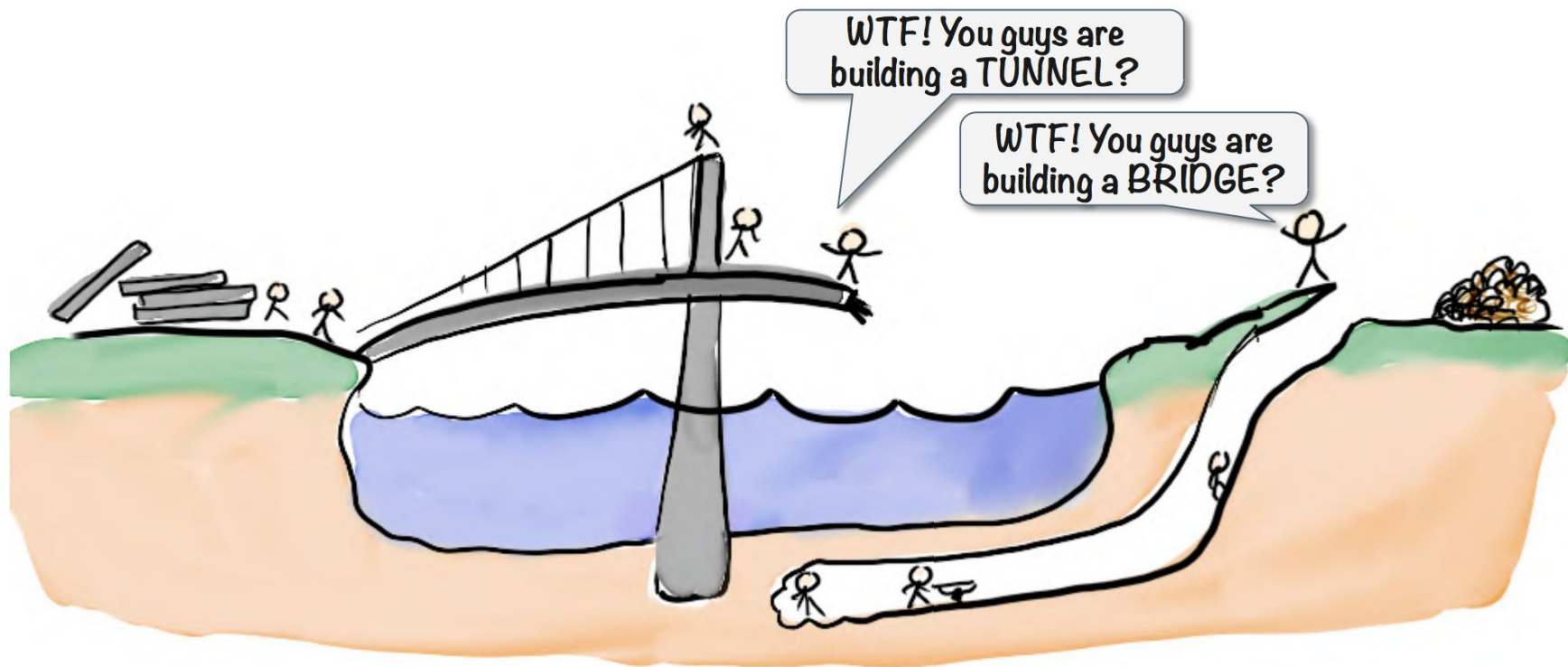
Do **not** do what works for another team. **Do what is right for your team.**

Agile Conversions: The Paths to Failure

Only one team moves to Agile

- Splendid isolation
- The rest of the org might be a Waterfall or another Agile Process
- Boundaries and interactions need to be well defined

Misaligned Expectations

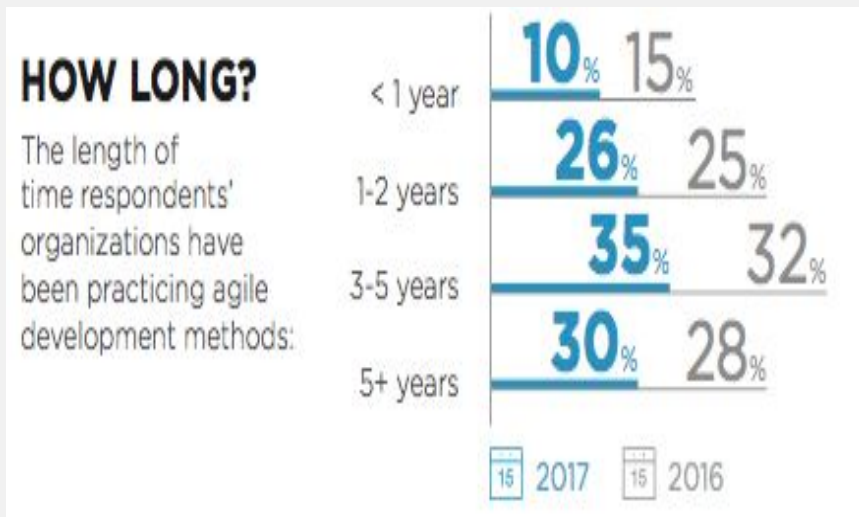


Agile Conversions: The Paths to Failure

Scaling and rolling out to all parts of the org on Day 0

- Begin at Scale, not with Scale in mind
 - Lets move the entire company as one
- Assumes everybody is mentally Agile, not just mechanically Agile
 - Mechanically == the ceremonies
 - Mentally == self organising
- Depends highly on a huge team of coaches and consultants available to guide it

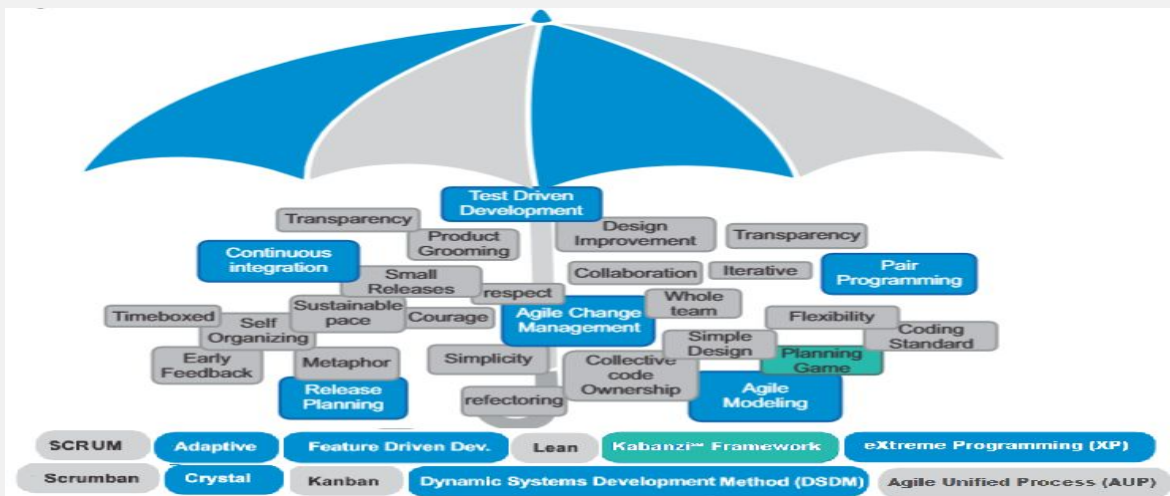
Get the basics right, take your time, then Scale



Version One State of Agile 2018 Report

Agile Conversions: The Paths to Failure

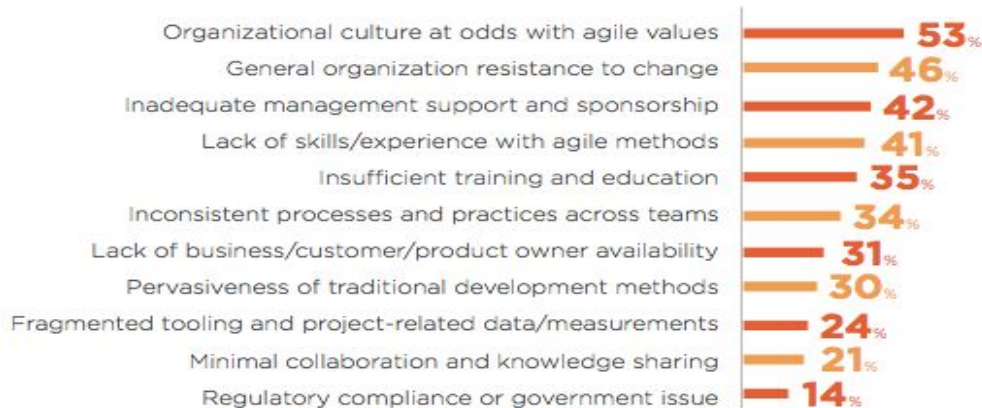
- No management buy in, the dev teams moved silently
- No time to allow processes bed in
- Excuses about the org structure, we are matrixed we can't do it
- Too narrow a view on what Agile is, they don't see the Umbrella



It's not just me saying this.....

Challenges Experienced Adopting & Scaling Agile

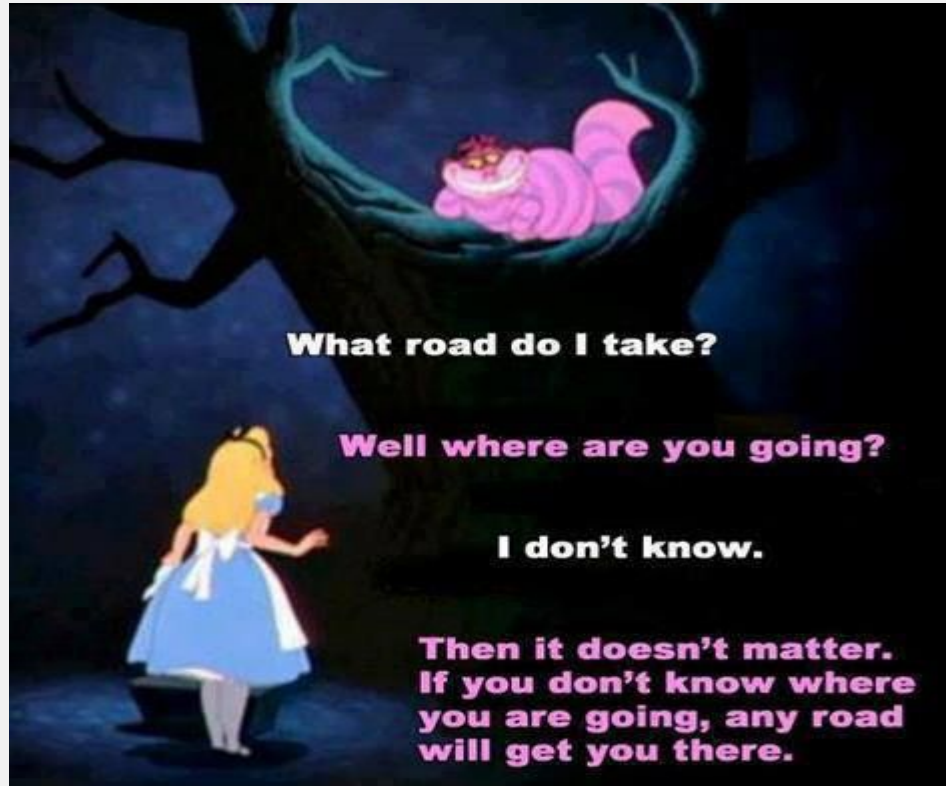
From last year to this year we saw a decrease in respondents citing "organizational culture at odds with agile values" and "lack of business/customer/product owner availability" as challenges for adopting and scaling agile. Barriers that were cited more this year include "fragmented tooling", "inconsistent processes across teams" and "general resistance to change".



*Respondents were able to make multiple selections.

Version One
State of Agile
2018 Report

The Destination is important: 12 Steps to get you there

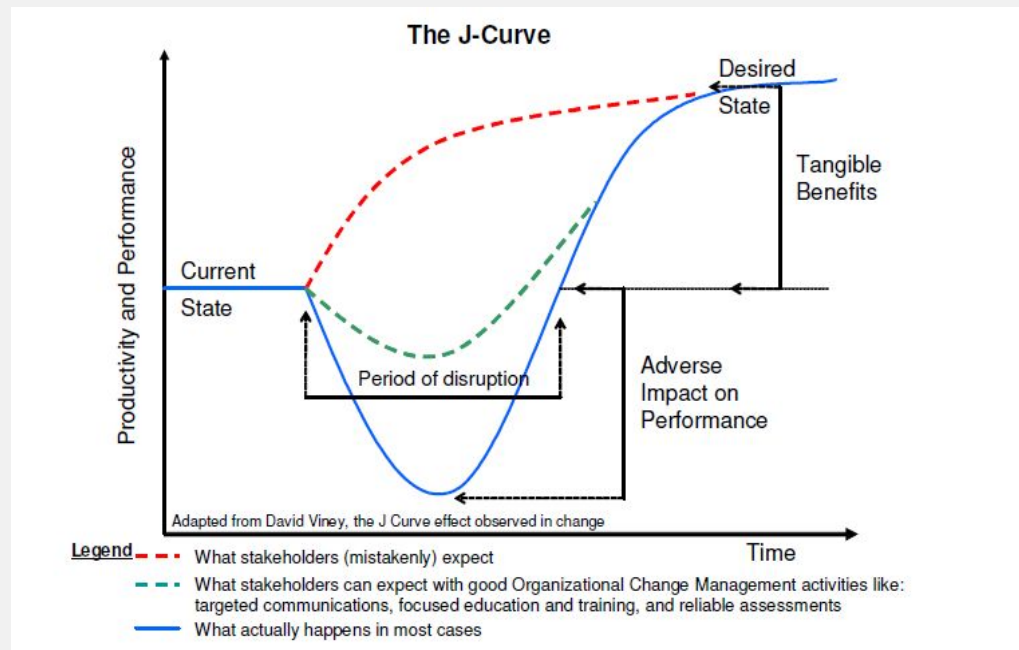


Step 1: Why Agile?

- Admit you have a problem that you are trying to solve
- Share and discuss WHY Agile could solve this problem
 - Choose elements to carefully to fix the problems identified
 - Not because someone told you to
 - Not because you done a 2 day course
 - Not because those guys over there are doing it
- You don't need a full flavour (e.g. Scrum, Kanban, Lean) to answer the WHY
 - It might be part of the story
 - It might never need to happen

Step 2: Setting Expectations

- A proper Agile Conversion is going to take you 9-18 months
- There is a J-Curve Effect
- It needs Management Buy In
 - \$\$\$\$
 - Breathing Space
 - Protection



Step 3: Identify and Clarify Roles

- Identify and establish a distinction for every Agile Role e.g. if you go Scrum
 - ScrumMaster, dedicated, full time
 - Product Owner, dedicated, full time, politically neutral
- When people know what the role is they are willing to embrace it
- Best practices become easier to adopt and follow
- Accountability exists
- This can be flexible to your Orgs roles, modify the legacy roles over time

Step 4: Product Owner Focus

- Focus on the ownership of your Product
 - Have a vision
 - Have an understanding of what is in Scope and out of Scope based on that
- Backlog Item Creation is true product ownership
 - Sets expectations
 - Shows value and ensures focus on value adds for your Product

For: (Our Target Customer)

Who: (Statement of need)

The: (Product/Product name) is a (Product/Product category)

That: (Product/Product key benefit, compelling reason to buy and/or use)

Unlike: (Primary competitive alternative)

Our Product: (Final statement of primary differentiation)

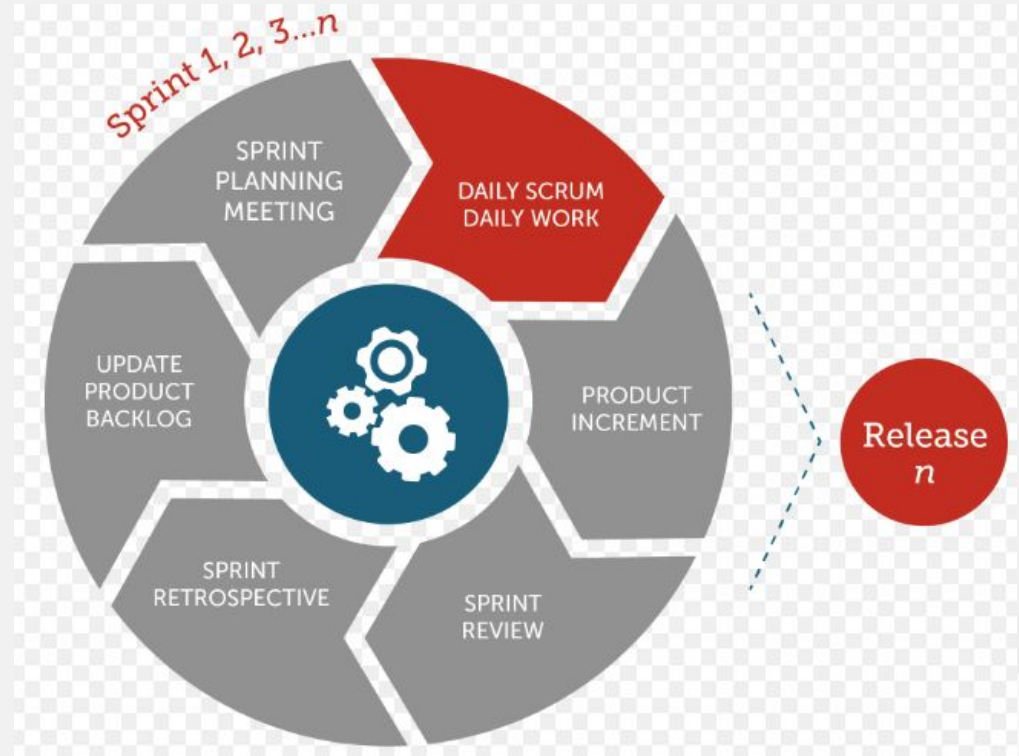
Step 5: Proper Agile Meetings

- Correct Purpose of the Meeting
- Correct Attendees
- Agenda driven, no meetings for the sake of meetings



Step 6: Define Release Cycles

- You do NOT have to release EVERY time boxed Sprint
 - Your customer might NOT want it
- Define product release cycles that make sense to you
 - NOT what a methodology says
- The release cycle needs to be
 - Realistic
 - Tolerable
 - Sustainable



Step 7: Customer Satisfaction

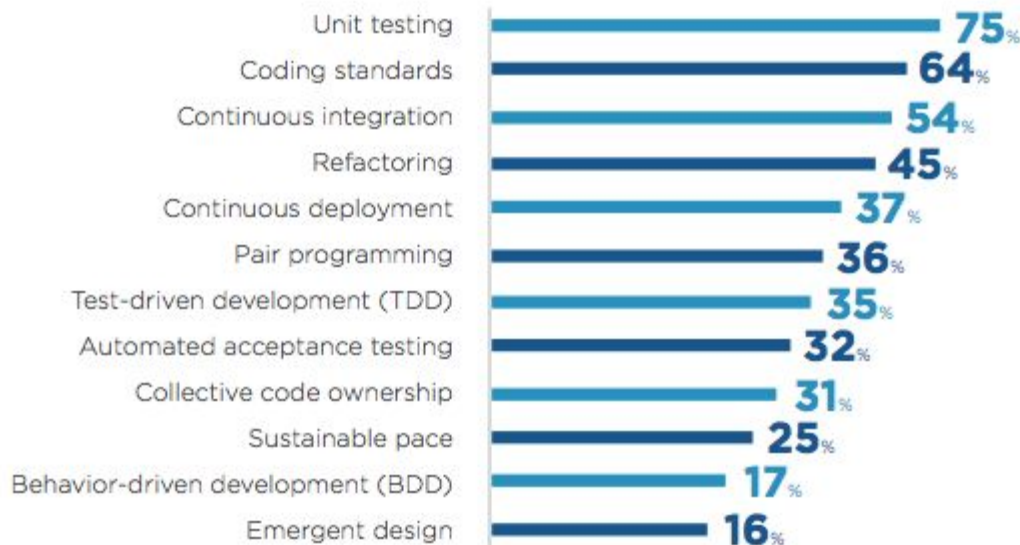
- Drive your work with Acceptance Criteria
- Ensure you get feedback on your releases and on your way of working
 - Is the customer happy?
 - Who is our Customer? Someone paying? The Management? All?
 - Have you made them unhappy?
 - Did they notice a change?
- Frequent demos for the customer or their rep
- Upward and Outward Communication is key

Step 8: Better Programming Practices

- A Definition of Done that makes sense, at a minimum:
 - Unit Tests
 - Docs
- Code Reviews in place
- Technical Debt focus and paydown
- Coding Standards in place and enforced
- If you are not building software pay attention to how your product is built

Engineering Practices Employed

This year's survey demonstrated an increased use of coding standards (64% compared to 56% last year) and the use of continuous integration and refactoring were cited less as practices used.



*Respondents were able to make multiple selections.

Step 9: Better Testing

- Working towards some form of TDD / BDD approach
- Adhering to Acceptance Criteria written ahead of the work
- Strong automated body of integration & end-to-end testing
- Moving towards potentially shippable



Step 10: The Right Agile Tool

- Not viable to just work with post-its on a wall
- Understanding the progress at a team level
- Understanding the progress at an organisational level
- Transparency is key to buy-in
- Chance to gather stats and have a historic context



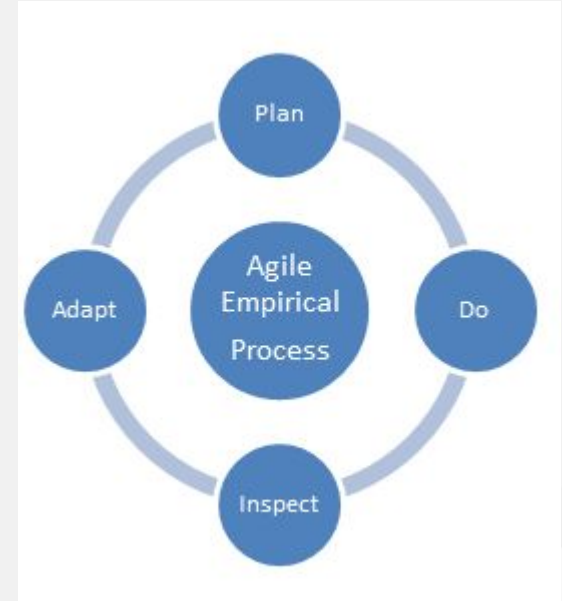
Project

Step 11: Measure Success

- Empirical data is huge to make decisions happen
 - Positive reinforcement in the team
 - Stronger buy in further up the chain
- Identify SLAs for the team internally and externally
 - X% of work committed to completed (as high in the 90s as feasible)
 - X releases in a specific period
- Don't leave the team feel that one sprint can roll into the next Sprint
- Recognise positive accomplishments
 - Build high performing teams

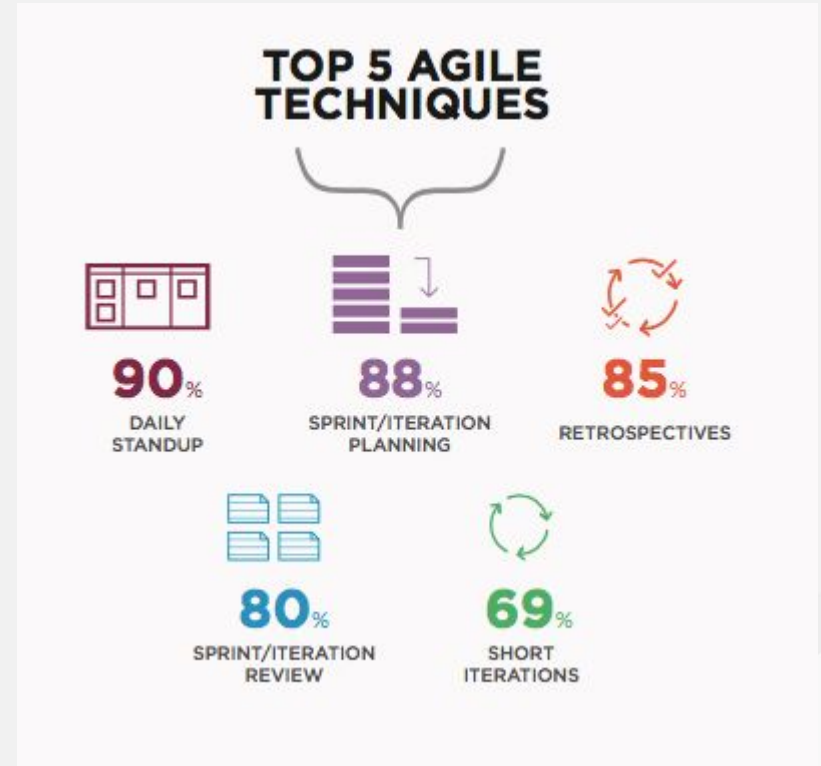
Step 12: Inspect and Adapt

- Run Retrospectives frequently
 - On the team
 - On the process
 - On yourself
- Pick a max of 2 issues to work on and improve for the next iteration
 - Don't flip the table and move too many at once
- Look backwards to look forward
- Celebrate overcoming and dodging a failure



Closing Remarks

- Start small don't jump into a methodology
- Almost too easy to get this wrong
- Agile transformations never truly end
- Identify and invest in an Agile leader within your team
- Employ a Coach to come in
 - Ideally fully time if the skills aren't in house
 - Even part time or remote at Sprint boundaries
 - Huge value in someone looking at your outputs and guide you on the way





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