



Agile nowadays. Need for a higher gear

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Agile is mainstream.

- ★ Adopted as a mix of Agile methodologies
- ★ Scrum, Kanban as management methods
- ★ Technical practices, mostly from Extreme Programming
(Continuous Integration, TDD, Refactoring, Continuous Delivery, etc.)
- ★ But ...

Developers deliver

- ★ Working software
- ★ Features they are asked for

but often don't know
what value they create

- ★ Rely on product managers to know business value
- ★ **What if business value prediction fails?**

Need for a higher gear

How to create valuable software?

The Agile Fluency Model



James Shore



Diana Larsen

Agile Fluency zones

Focusing



Delivering



Optimizing



Strengthening



Focusing



See progress from business perspective
Redirect teams when needed

-
- ★ Team plans in terms of customer benefits rather than technology
 - ★ Methods: Scrum, Kanban
 - ★ Benefits: Transparency into team's work, ability to redirect

Delivering



Ship on market cadence
Capture value frequently
Reveal obstructions early

-
- ★ Team consistently and predictably delivers value
 - ★ Methods: Extreme Programming, often complemented with Scrum or Kanban
 - ★ Benefits: Low defects, high productivity

Optimizing



Make excellent product decisions
Eliminate handoffs
Innovation and disruption

-
- ★ Company delegates business decisions to the team
 - ★ Methods: Lean Startup, Design Thinking, Beyond Budgeting
 - ★ Benefits: Higher value deliveries and better product decisions
 - ★ Core metric: Team provides concrete business metrics

Strengthening



Cross-pollinate perspectives

Stimulate innovation

Optimize value stream

★ Methods: None

Agile Fluency Model

	Time to achieve	Achievement rate
Focusing ★	2-6 months	45%
Delivering ★★	3-24 months	35%
Optimizing ★★★	1-5 years	5%
Strengthening ★★★★	unknown	unknown

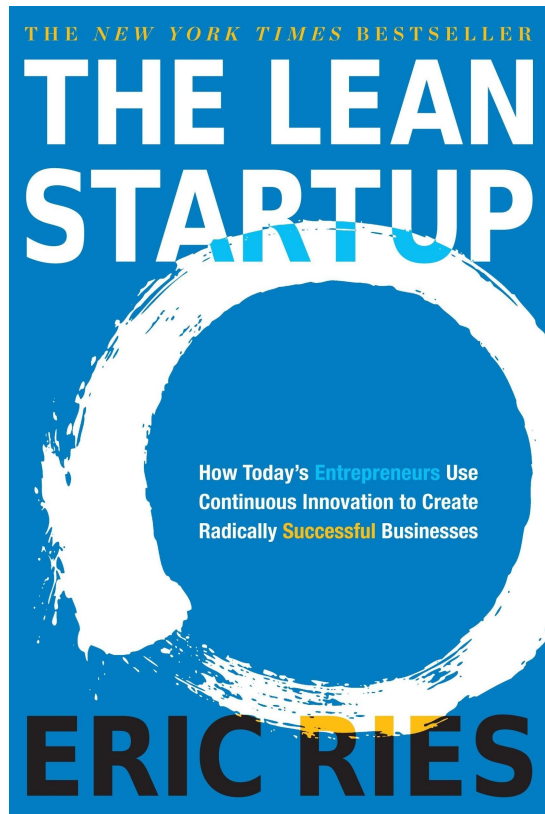
Optimizing



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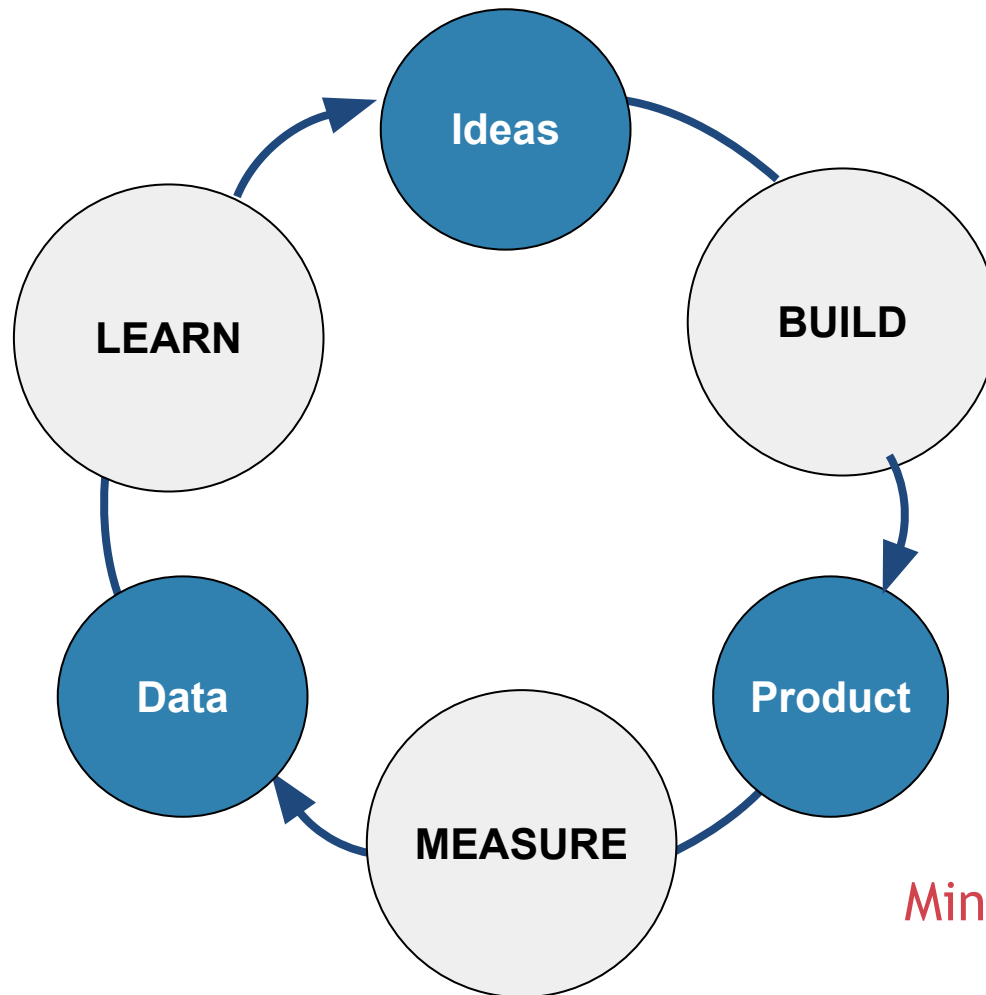
Scientific approach for
successful startup

Startup = extreme uncertainty



- ★ Any product idea is a **HYPOTHESIS** (!!!)
- ★ Hypotheses need to be validated scientifically

Build-Measure-Learn Feedback Loop



- ★ Build MVP
- ★ Run experiment
- ★ Measure customer reaction
- ★ Get validated learning
- ★ Pivot or persevere

Minimize **TOTAL** time through the loop!

Hypothesis

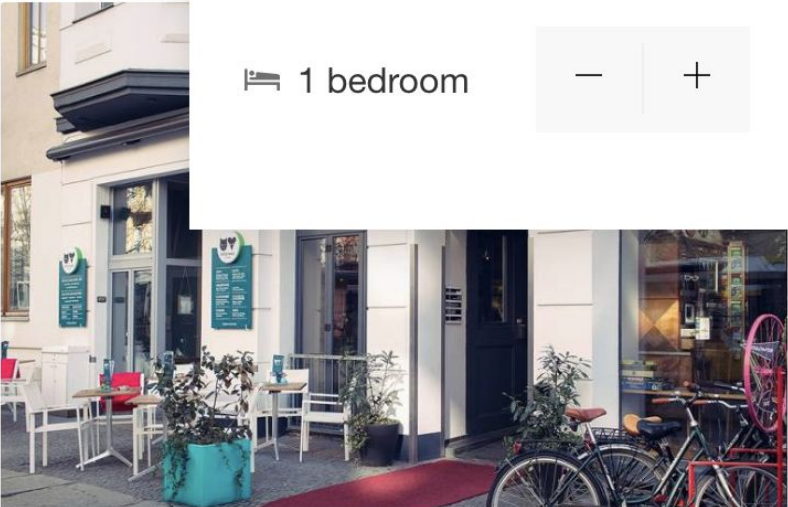
Anytime ▾ 2 guests ▴

city center ▾

GUESTS AND BEDROOMS

2 guests — +

1 bedroom — +



MVP

Anytime ▾ 2 guests ▴

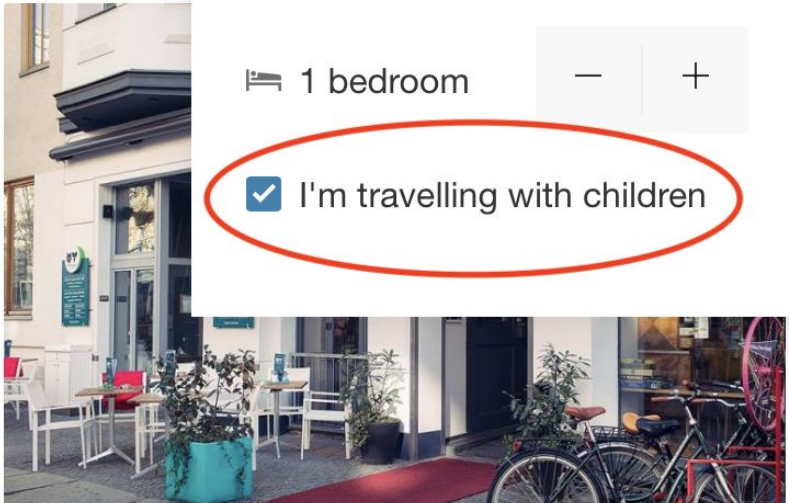
city center ▾

GUESTS AND BEDROOMS

2 guests — +

1 bedroom — +

☒ I'm travelling with children



Developers play a crucial role

Developers can greatly minimize total time through the loop, when they:

- ★ understand product and domain
- ★ ask about expected business impact
- ★ make sure impact can be measured
- ★ choose least effort technical solution
- ★ monitor AB test after launch
- ★ evaluate learnings



DEVELOPERS
are significantly more PRODUCTIVE
when they act as ENTREPRENEURS!

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