

Agile Misconceptions

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Why this presentation?

- Agile is a common term nowadays.
- Agile ideas are misinterpreted.
- Agile is confused with some practices.
- Many practices are misunderstood and, therefore, misimplemented.





Agenda





Who am I?

Omar Acuache

IT Project/Delivery Manager | IT Service & Operations Manager | IT Consultant



Experience (15+ years)




Education & Certifications

- Bachelor in Information Systems Engineering
- Graduate Diploma in Project Management
- Project Management Professional – PMP
- Certified Scrum Master – CSM
- ITIL Foundation Certificate in IT Service Management
- Master of Information Technology (Cybersecurity)
- Master of Information Technology Management





Framework vs Methodology

The image features four hexagonal shapes on a dark blue background. A large orange hexagon is positioned on the left side. To its upper right is a smaller light blue hexagon. Below the large orange hexagon, there is a small orange hexagon and a white outline of a hexagon that overlaps the bottom-left corner of the large orange hexagon.

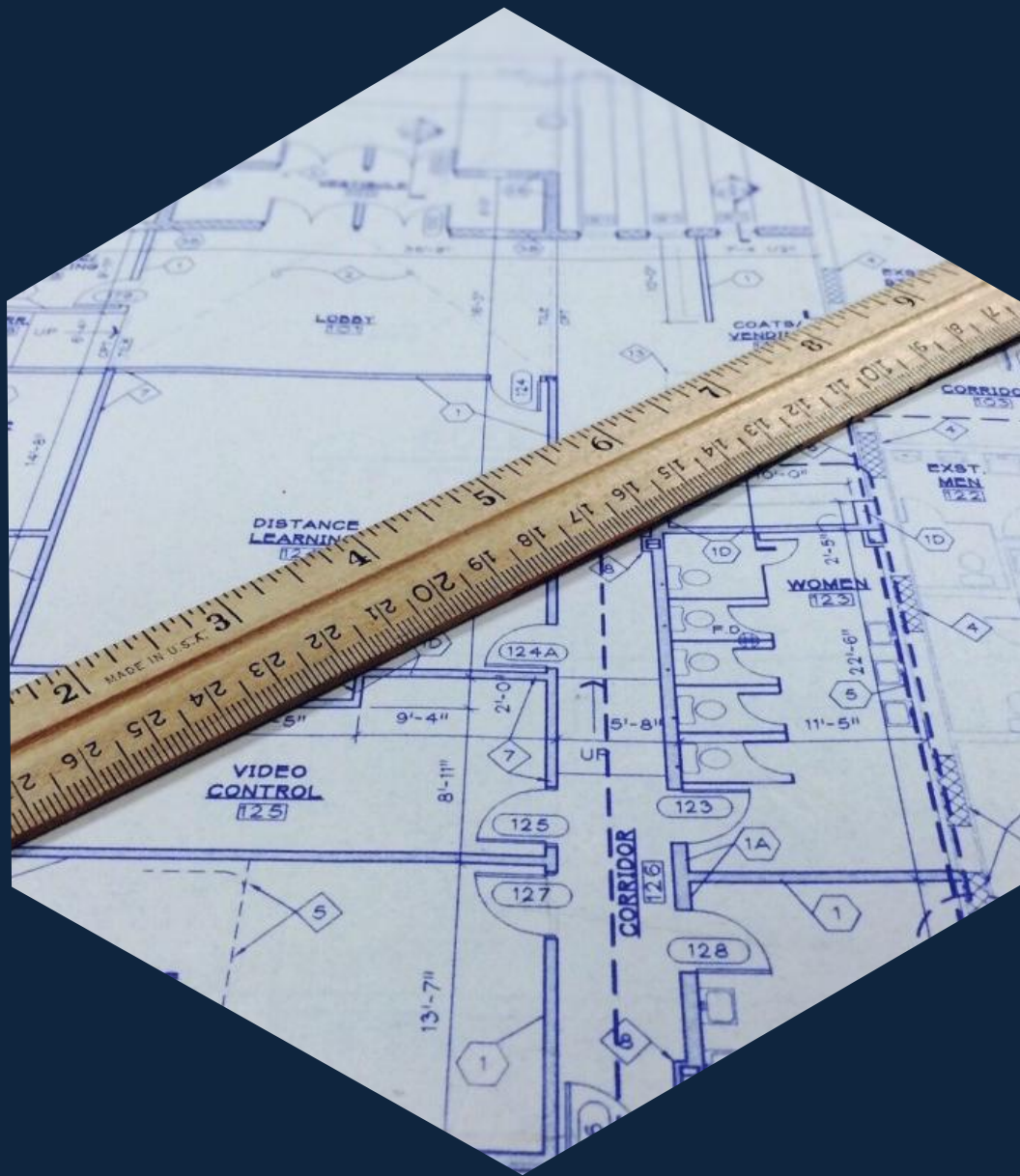
Frameworks are by definition a little loose. They exist to provide structure and direction on a preferred way to do something without being too detailed or rigid. In essence, frameworks provide guidelines. They are powerful because they provide guidance while being flexible enough to adapt to changing conditions or to be customized for your company while utilizing vetted approaches.

Michael R. Wood




A methodology is an approach to 'doing something' with a defined set of rules, methods, test activities, deliverables, and processes which typically serve to solve a specific problem. Methodologies demonstrate a well-thought-out, defined, repeatable approach.

Michael R. Wood



Standard vs Best Practice

The slide features a dark blue background with several hexagonal shapes. A large orange hexagon is positioned on the left side. To its upper right is a smaller light blue hexagon. Below the large orange hexagon, there is a small orange hexagon and a white outline of a hexagon. The text is located on the right side of the slide.

A standard is an agreed upon set of guidelines that defines metrics for a desired outcome and identifies how tasks should be completed. Standards provide steps to be followed and requirements for documentation. They contain controls that help enforce and support the implementation of specific processes and procedures.

Lezli Engelking



A best practice describes the method believed to be more effective at delivering the desired outcome than other methods. Best practices specify what ought to be done without regard to whether or not it is actually done.

Lezli Engelking




Project vs Product



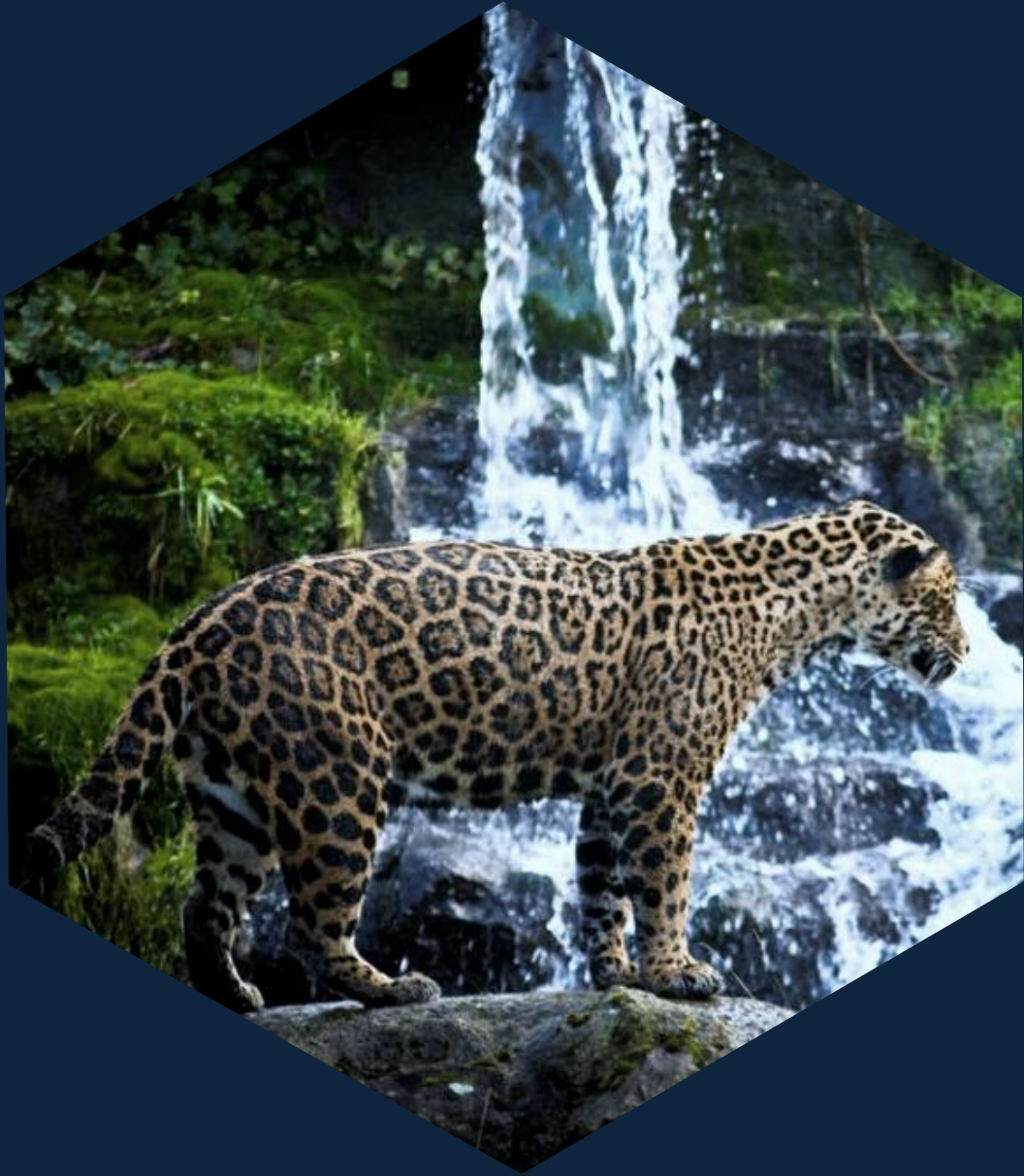
**A temporary endeavor
undertaken to create a
unique product, service or
result.**

PMI

An abstract geometric design on a dark blue background. It features a large orange hexagon in the center-left. To its upper right is a light blue hexagon. To its lower left is a white-outlined hexagon. Below the large orange hexagon is a small orange hexagon. The text is positioned to the right of these shapes.

A product is a vehicle to deliver value. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a service, a physical product, or something more abstract.

ScrumGuides



Waterfall vs Agile

Waterfall (Predictive approach)

- Sequential development process.
- Flows like a “waterfall” through all phases of a project, i.e.:
 - Plan
 - Analysis
 - Design
 - Development
 - Testing
- Each complete phase is finished before the next phase begins.
- From the beginning (planning), you know every step that will be followed.



Some popular Waterfall practices



PMBok



PRINCE2

Agile (Adaptative approach)

- Agile is a mindset that influences how we think and act.
- Based on 4 values and 12 principles expressed in the Agile Manifesto
- It can be an umbrella term for a set of frameworks and practices that follow the values and principles.
- The authors of the Agile Manifesto chose “Agile” as it represented the adaptiveness and response to change.
- Main goal: the ability to create and respond to change to ultimately succeed in an uncertain and turbulent environment to deliver value faster.



Agile values



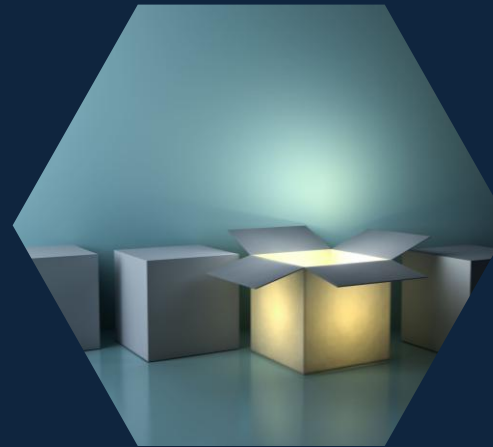
Individuals & Interactions

over processes and tools



Customer Collaboration

over contract negotiation



Working solutions

over comprehensive documentation



Responding to change

over following a plan

Agile principles

- Transparency
- Inspection
- Adaption
- Empiricism
- Trust
- Eliminate waste
- Deliver for fast-feedback
- Build in quality
- Build organizational knowledge
- Optimize for the whole

Principles behind the Agile Manifesto

We follow these principles:

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

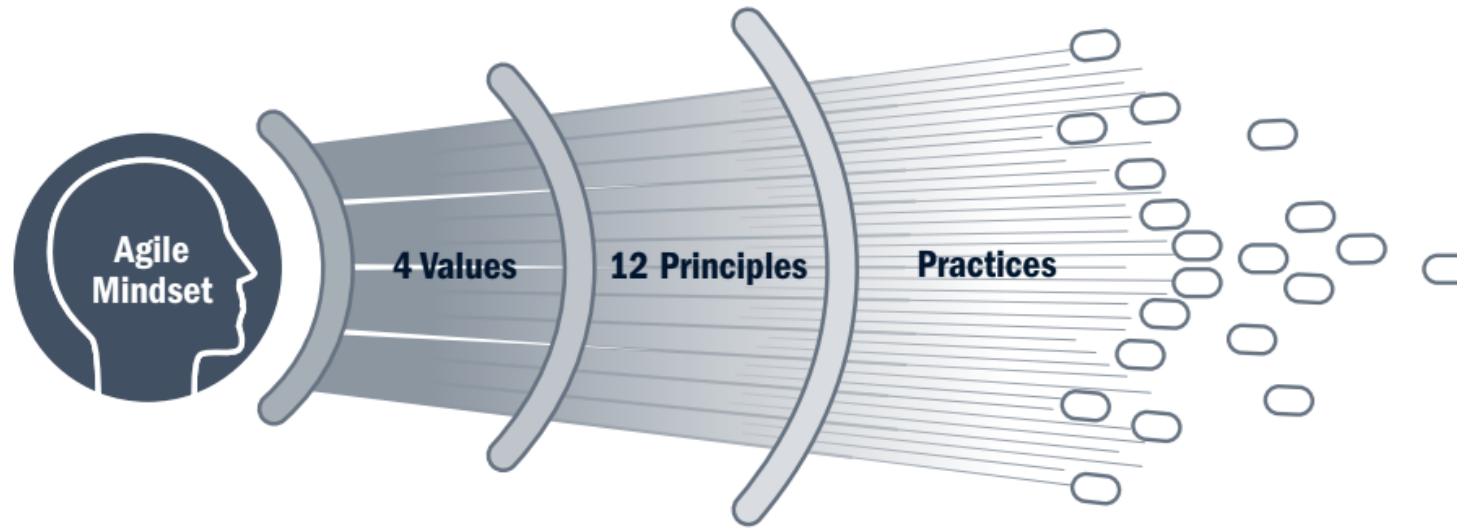
Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximizing the amount of work not done--is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

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

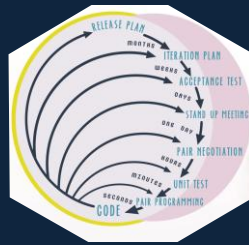
Agile



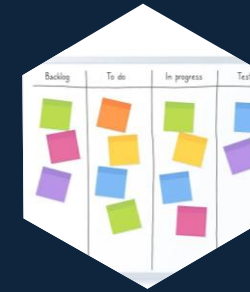
Agile is a mindset defined by values, guided by principles, and manifested through many different practices. Agile practitioners select practices based on their needs.



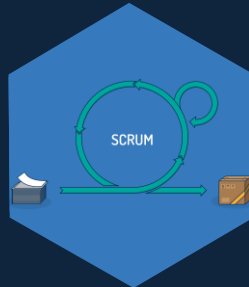
Some popular Agile practices



XP – Extreme Programming



Kanban



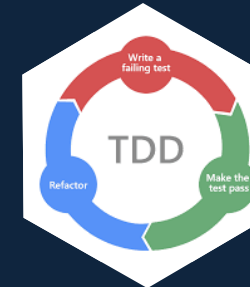
SCRUM



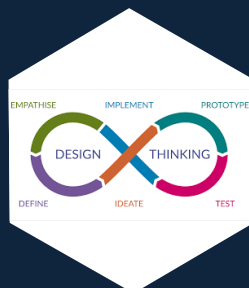
DevOps



SAFe



TDD - Test Driven Development



Design Thinking



Scrum
@Scale



15 Agile Myths

Agile is new

- Kanban - 1940s
- SCRUM developed 1993, published 1995.
- XP – 1995
- Agile Manifesto - 2001



Agile is a Methodology

- Agile is a philosophy, mindset.
- Describes a set of values and principles coined in the Agile Manifesto.
- The authors don't mention anywhere in the Manifesto that it is a methodology; they describe 4 core values and 12 principles that they follow.



Agile means no documentation

- “Working software over comprehensive documentation.”
- A more accurate way: Agile doesn't do documentation for documentation's sake.
- You can have as much documentation as you need If it provides value to the customer and the development team/organisation.



Agile is no planification

- In Agile, there is less up-front planning.
- Up-front planning will become obsolete due to changing requirements.
- Planning is performed per iteration and continually until the completion of the project.
- Agile planning can consist of:
 - Daily 15 minute stand-up.
 - Bi-weekly iteration planning and retrospective meetings.
 - Release planning where scheduled.



Agile is only used in software development

- Some case studies in:
 - Finance,
 - Marketing & Sales
 - Product Development
 - Aeronautics (Saab)
 - Aerospace (SpaceX)
- Scrum in Hardware Guide - Scrum Inc



Agile and Scrum are synonyms

- Scrum is a framework based on the Agile mindset.
- Scrum is not a framework that is used by all Agile businesses.
- Countless agile practices, not only Scrum.



Agile is undisciplined

- You have to test.
- You have to get feedback.
- You have to regularly ship software.
- You have to change and update the plan.
- You have to deliver bad news early.



Agile means the team can do what they want

- Nothing can be achieved through anarchy.
- There is a high need for good communication.
- A collaborative and iterative process
- Team members should be ready to help their peers whenever they need help.
- Agile needs well-disciplined teams.



Agile is not limited by deadlines

- Confusion comes as there are no deadlines for every task.
- No need to have an exact finish day for each task.
- Clients need to know when the projects will be completed.
- Average cycle time helps predict the deadlines of our initiatives.



Agile do not Focus on Quality

- Confusion as usually there is no specific role for testing and quality check.
- Ignore the fact that testing and quality happen within the team process.
- The quality check is implemented in each team's workflow.
- Providing value to the customer and meeting requirements means quality.



Agile means fast and cheap

- Agile consists of a considerable amount of time in:
 - Iterate planning
 - Story writing
 - Backlog cleaning
 - Retrospective meetings
 - Daily standups.
- Agile optimizes value delivery and customer satisfaction first, not just productivity and efficiency.
- Agile emphasizes on continual refactoring and paying down technical debt. Agile means small and early, not fast and cheap.
- Not all iterations' deliverables are valuable enough to put into production.
- Agile can actually be quite slow in delivering individual features.



Agile doesn't need leaders/managers

- Confusion based as teams are self-manage.
- Teams are usually part of a larger organization. (Business Goals)
- The self-management parameters will depend on the organisation and the team's maturity, which is the responsibility of the manager to assess.
- Managers need to encourage clear and on-time communication.
- Many managers focus on things they shouldn't be doing.
- Managers should be focused on creating the environment and culture a team needs to thrive
 - Set objectives
 - Organize people and work
 - Motivate and communicate
 - Measure
 - Develop people



Agile gives instant benefits

- Agile involves a learning curve.
- It means to change people and organizations mindset.
- Delivery capability may deteriorate before moving upwards and achieving better results.



Agile is the Cure for All Problems

- You can fail with Agile as you can fail by using any other traditional project management approach.
- By using Agile, you will fail faster because of the project visibility and transparency it brings.
- Not a silver bullet or an excuse to stop thinking.



Agile is for everything, no need for Waterfall

Waterfall

- If the requirements are predictable
- You don't see much uncertainty
- If you clearly understand the project outcomes from the beginning,
- When a project must meet strict regulations as it requires deliverables for each phase before proceeding to the next one.
- One big ban delivery.

Agile

- Better suited for teams that plan on moving/switching fast (Flexibility).
- When there is a high uncertainty.
- Don't know how the final product will look before it starts.
- When having a collaborative and self-motivated team.
- Constant feedback from stakeholders. (Partial deliveries)



Q & A



Thank you

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