



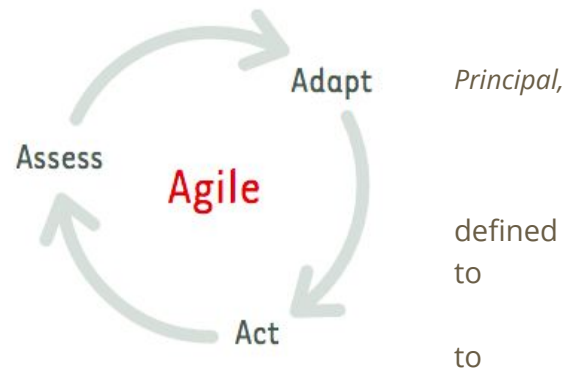
How does Agile add Value to *ANY* business?

Results-driven examples and proven strategies

Achieve six fold increase in performance

Author: Ari Edlin, Certified Scrummaster by Scrum Alliance 2017,
Grafting Legacy LLC (www.graftinglegacy.com)

Agile is a mindset that improves team performance. First in 2001, Agile allows a business to select the right framework deliver a solution to a complex problem. Agile's rules were engineered to overcome more than a dozen common barriers successful innovation.



Agile's success started within software development and grew to businesses in all industries. Within these organizations, a "Scrummaster" facilitates an Interdisciplinary team responsible for continuous improvement. In tens of thousands of projects, Agile methods boost average success rates by 39%, a more than threefold improvement. In large, "complex projects", Agile's success rate jumps to six times than that of conventional methods.

Agile requires team members to adopt new practices and policies. Organizations typically struggle to implement Agile because it requires a complete change in mindset from the top-down. The good news is that success is virtually guaranteed when all accept the Agile mindset: focus on promoting a transparent environment where there is consistent attention to sustainable growth.

Proven Results



100 MPG car developed in only three months¹ by focusing on defining and prioritizing components



JOHN DEERE

Identified new market opportunities 75% faster



New programming process improved ability to execute and completeness of vision

¹ Team had to re-evaluate each part of the car and re-invent the next highest priority aspects every week



Goal Oriented Agile Techniques

1. Increase Market Share

Agile teams claim high customer satisfaction and grow their revenue 8% faster. 72% of surveyed senior executives attribute market share increase to Agile.² Businesses use Agile to focus on customer engagement and positive customer satisfaction. The Agile structure requires a mutual commitment, between business operators and customers, to maintain ongoing flexibility to change course. Organize the stream of work with set prioritization work sessions and up-to-date visual aids. Remove dependencies and noise on undefined features and deliverables by requiring regular adjustments based on today's needs and realities.

2. Faster Service Delivery

Digitize business processes and automate customer acquisition by defining the ideal user experience and developing custom solutions. Agile's method for measuring on-time delivery reduces production time by 37%³ on average. The method is simply to define a short period of time, "Sprint". During this time, improvements are attempted, and then the result is measured, repeated ad-infinitum: Sprint 2, Sprint 3, etc...

3. Increase Return on Assets.

Reduce the number of defect or issue rates by 70% and reduce costs by 25%⁴ through transparent continuous improvement with regular iteration reviews. Increase equipment longevity and maximize yield on inventory by utilizing resources more efficiently.

4. Mitigate Risks.

Continuous testing and delivery provides an opportunity to mitigate risks early. Additionally, transparency at all levels of the organization is key in swatting issues before they become problems. Regular assessments through daily meetings and iteration reviews provide visibility throughout a project's timeline. As a result, risk is reduced and precision is maintained through the "Assess – Adapt – Act" cycles of Agile development.

5. Improve Quality.

Execute 30-100% better⁵ by breaking down the project into manageable, workable units. Produce and test with short iterations to improve KPIs over time. 91% of those surveyed indicate Agile either "improved" or "significantly improved" ability to manage changing priorities⁶.

² Forbes 2007

³ Dr. Dobb's: The World of Software Development. Version One.

⁴ HBR

⁵ HBR

⁶ Dr. Dobb's: The World of Software Development. Version One.



Agile creates an environment that empowers small teams to come together to meet enterprise goals.

I. “Higher team morale”

More than 90% of Agile projects are successful. Taking Agile beyond software development starts with a planning meeting with a customer, a facilitator, and a cross-functional team. Transparency across stakeholders prevents issues from boiling over because they are talked about as soon as they arise. Start Agile with a growth mindset rather than a fixed mindset. Dynamic growth behavior leads to developments which will likely help you reach higher levels of achievement.

II. “29% higher earnings per share”

Agile brings shareholders, employees, and customer voices into the same room with the goal of deciding what is best for the business. Interdisciplinary teams focused on (1) software development, (2) marketing, (3) product development, and (4) project management run in parallel and coordinate during the period of time in which the team executes tasks to arrive at the goal.

III. “20% greater net margins”

Measure project visibility and maintain consistent, disciplined, and continuous iteration. The “Sprint” process including Sprint Planning, Prioritization, and Retrospective meetings require addressing all roadblocks and fail-safe that urgent and important goals never fall through the cracks.

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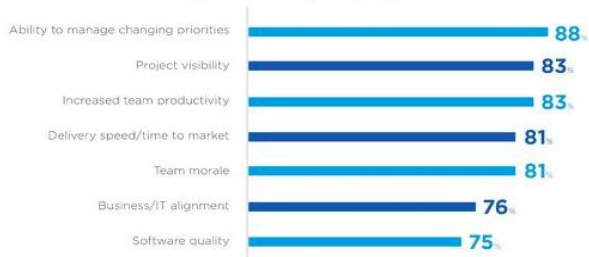
We would love to see you succeed in your succession plan!

守破離

Shu Ha Ri

Infographics

Benefits of Adopting Agile



PROJECT SUCCESS RATES - AGILE VS WATERFALL

METHOD	SUCCESSFUL	CHALLENGED	FAILED
AGILE	39%	52%	9%
WATERFALL	11%	60%	29%

Greater stakeholder satisfaction

78% of adopters report greater satisfaction with agile approach...

...and 66% report better alignment between business and IT

Shorter time-to-market

Adopters report an 88% improvement in productivity...

...and a 37% reduction in time-to-market

Reduced development costs

40% of adopters report lower costs...

...with a 26% median cost reduction

Higher quality and fewer defects

Adopters report a 63% quality increase...

...and a 70% lower defect rate

How Success Is Measured... with Agile Initiatives?

Business value as a measure of an agile initiative's success went from fourth in 2015 to second in 2016. On-time delivery of projects and customer/user satisfaction remained in the top three measures of agile initiative's success as they have in the past few years.



*Respondents were able to make multiple selections.

Taking Agile Beyond Software Development

Though Agile's roots are in software development organizations, changes in the business environment (e.g., growing power of customer, rapid pace of technology, and shorter business cycles) are driving organizations to look at additional ways to apply Agile. Components of Agile's methodology (e.g., customer collaboration, rapid production, and flexibility) allow organizations to address many of the changes in the business environment. This infographic explores some of the key characteristics of Agile that can be applied to other functions like project management or marketing.

3 Basic Roles



Customer

Represents the project stakeholders and provides the voice of the customer. Typically responsible for communications with stakeholders and provides customer feedback and requirements to the team. Can also act as a project manager and is responsible for the project's scope, schedule, and funding.



Facilitator

Coordinates the project and is responsible for gathering the team, acting as a buffer for the team, removing any impediments, and re-emphasizing the Agile mindset and rules.



Cross-functional Team

Conducts the tasks for the project. Typically a cross-functional team of people to whom individuals responsible for analysis, development, testing, and documentation.

4 Sprint Process Steps



Planning Meeting

At the onset of a sprint, the project team meets to brainstorm which features will be developed during the sprint. The team lists and prioritizes the tasks necessary to accomplish the features, estimates the time needed for each task, and documents this information in a sprint backlog.



Development

During the development stage, the project team works on the tasks listed in the sprint backlog. To provide transparency and unblock any roadblocks the team conducts daily "stand up" meetings to discuss the following: what did you do yesterday, what are you doing today, and are there any roadblocks.



Retrospectives

After the development and testing are complete, the team discusses the work that was accomplished, reflects on the sprint, and identifies any best practices or lessons learned for future sprints.



Testing

Another key characteristic of Agile and Scrum is a focus on quality. One way to accomplish this is by having testing into sprints. In some cases the testing happens when the development stage is complete. While other teams will test the features during the development stage.

6 Key Mindsets

Introducing a new process and initiating buy-in is not enough to drive long-term change; organizations have to change employees' mindset to match the principles of Agile before full adoption will occur.



Global

Taking the time to understand cultural or national differences and checking with the local employees to ensure there will be no misunderstandings or missed requirements in their region or markets.



Flexibility

Enable quick responses to inputs and leverage a continuous improvement mindset. Agile removes the onus of intense upfront planning and provides the flexibility to meet changing needs and project refinement by using short iterative phases and tangible results that clients can interact with and react to.



Empowerment

One of Agile's principles is to use self-organized, motivated, cross-functional teams. To accomplish their work, the teams have to be trusted and empowered to make decisions without excessive oversight or tedious approval processes.



Good Enough

Timing is everything. 80 percent completion of a project at the right time is better than 100 percent completion at the wrong time. The business world moves quickly. If we wait too long perfecting something they will miss the window of opportunity.



Transparency

Effective collaboration requires open honesty among team members. This includes transparency on the negative as well as the positive. Open honesty on limitations and mistakes help the team identify what went wrong, learn from it, and move on.



Fail Fast

The idea is to do it quickly, make a decision, and move on. Mistakes are going to happen, but if the environment focuses on the efforts and learning aspect of failure employees will feel comfortable with experimentation and by again.

4 Applications



Software Development

Agile was originally developed as an alternative to waterfall software development.



Marketing

Agile's strong customer and quality focus are a natural fit with marketing's priorities. The iterative nature of Agile can facilitate managing the ever-changing needs of the external environment.



Product Development

Agile's iterative nature and customer collaboration make it ideal for organization's looking to get products to market faster and ensure products are solutions to customer needs.

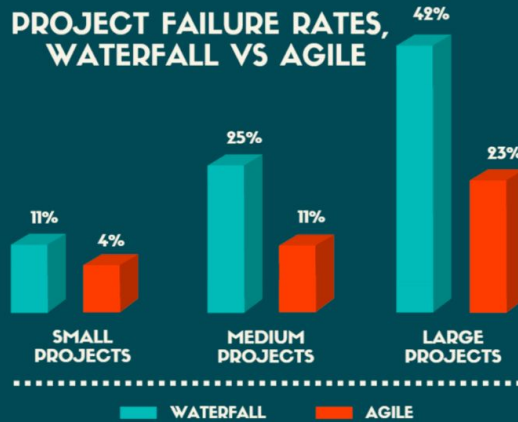


Project Management

Agile's principles ensure collaboration and transparency which helps generate buy-in and keep projects on target. Additionally, Agile's retrospectives take knowledge capture and continuous improvement into the project management process.

Source: Introducing Agile to the Organization (Collection)

PROJECT FAILURE RATES, WATERFALL VS AGILE



Conditions favorable to Agile vs. traditional methods

Conditions	Favorable to Agile	Favorable to traditional
Market environment	<ul style="list-style-type: none"> Customer preferences and solution options change frequently 	<ul style="list-style-type: none"> Market conditions are stable and predictable
Customer involvement	<ul style="list-style-type: none"> Close collaboration with customers; rapid feedback from customers is feasible; customers learn more about what they want as the process progresses 	<ul style="list-style-type: none"> Customer requirements are clear at the outset and will remain stable throughout the process; customers are not available for constant collaboration
Innovation type	<ul style="list-style-type: none"> Problems are complex, and solutions are unknown; scope is not clearly defined; product specifications may change; creative breakthroughs and time to market are important; interactive, cross-functional collaboration is vital 	<ul style="list-style-type: none"> Similar activities have been done before; innovators believe solutions are clear; detailed product specifications and work plans can be forecast with confidence; conformance to specifications is important; problems can be solved sequentially in functional silos
Modularity of work	<ul style="list-style-type: none"> Incremental developments have value and can be used by customers; work can be modularized and conducted in rapid, iterative cycles; late changes are manageable 	<ul style="list-style-type: none"> Late changes are expensive or impossible; customers cannot start testing parts of the product until everything is complete; the minimum viable product is the fully completed product
Impact of interim mistakes	<ul style="list-style-type: none"> Interim mistakes provide valuable learning opportunities 	<ul style="list-style-type: none"> Interim mistakes can be catastrophic
Corporate culture	<ul style="list-style-type: none"> The culture is team-oriented, collaborative, innovative and eager to delegate; employee turnover is relatively low 	<ul style="list-style-type: none"> The culture relies on top-down direction and functional specialization; employee turnover is high, and mutual trust is low

Source: Bain & Company

