

DISCIPLINED AGILE – A NEW WAY OF WORKING

FIND THE VALUE FOR YOU --

CAN YOU DISCOVER YOUR WOW?

Beth Ouellette, PMP, PgMP, PBA, CDA, DALSM, CDIA, CDAC
August 2020

Meet Beth



Beth Ouellette, The Ouellette Group, PMP, PgMP, PBA, CDA, DASLM, CDAI, CDAC, PMI Fellow

Successfully assisting executive teams across the globe with organizational strategy, alignment of programs to strategy, and outlining processes, procedures, and new ways of working to successfully deliver those strategies.

Embracing the Disciplined Agile Way of Working, Beth is a Certified DA Instructor and the 36th person to achieve the Certified Disciplined Agile Coach designation.

PMI member since 2000, Global since 2005: Certification, Requirements Management CoP, PMI-NYC President, CMAG, & Disciplined Agile Chapter Champion Program Advisor

- PMI Fellow 2018
- Component Leader of the Year Award -2010 for work with NYC Chapter
- Distinguished Contributor of the Year Award –2009, Content Integration Analyst for the Standards' 25th edition

Beth@OuelletteGroup.com



Focused skillset of Disciplined Agile can make you a true standout and just plain AWESOME!



The Disciplined Agile certifications shows employers that you have the education, proven knowledge, and validated experience to effectively contribute to continuous improvement and your project team success.



Today's Agenda

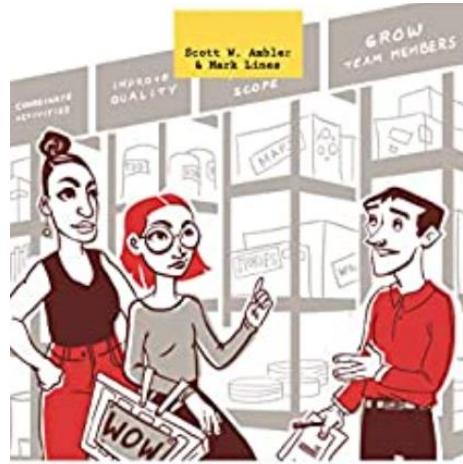
- ✓ Why PMI added Disciplined Agile
- ✓ How to Approach the DA Journey
- ✓ What is Disciplined Agile
- ✓ What is the Disciplined Agile Value
- ✓ How can Disciplined Agile Benefit Chapters
- ✓ Ways in which You have Already applied DA
- ✓ What is next; How do I get started



WHY DISCIPLINED AGILE WAS ADDED TO THE PMI PORTFOLIO



PMI's Focus on Enabling Individuals Continues to Evolve

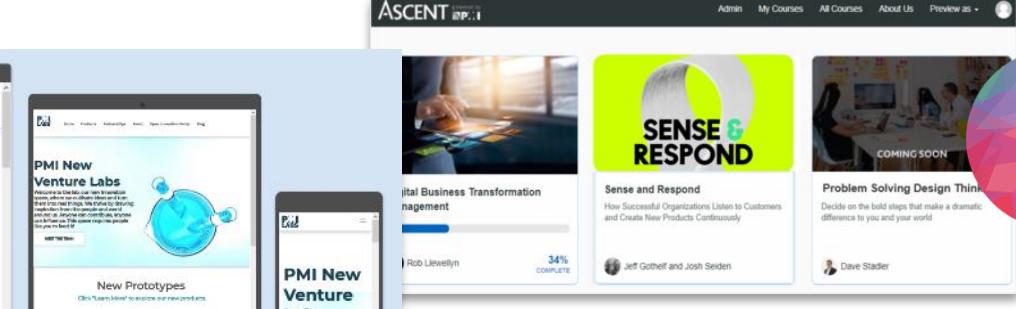
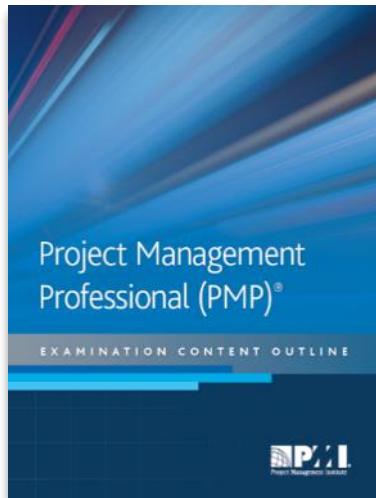


Choose Your WoW!

A Disciplined Agile Delivery Handbook for Optimizing Your Way of Working

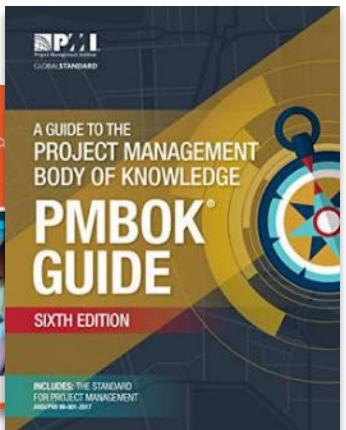
Foreword by Jonathan Smart

DISCIPLINED
AGILE



NEW REPORT
Blockchain and The Project Management Office

Distributed Platform for Strategy Delivery and Organizational Transformation





2019 Disciplined Agile becomes part of the PMI Portfolio

Choose Your WoW!
A Disciplined Agile Delivery Handbook
for Optimizing Your Way of Working

PM Disciplined Agile

Scott W. Ambler and Mark Lines
Foreword by Jonathan Smart

A large image of a team working on a wall of sticky notes.



PMI EDGE™ by PMI®

BRIGHTLINE INITIATIVE

MOVE YOUR CAREER FORWARD

PMI New Venture Labs

Sense and Respond

Problem Solving Design Thinking

Blockchain and The Project Management Office

PMI Guide to the Project Management Body of Knowledge



HOW TO APPROACH YOUR DISCIPLINED AGILE JOURNEY

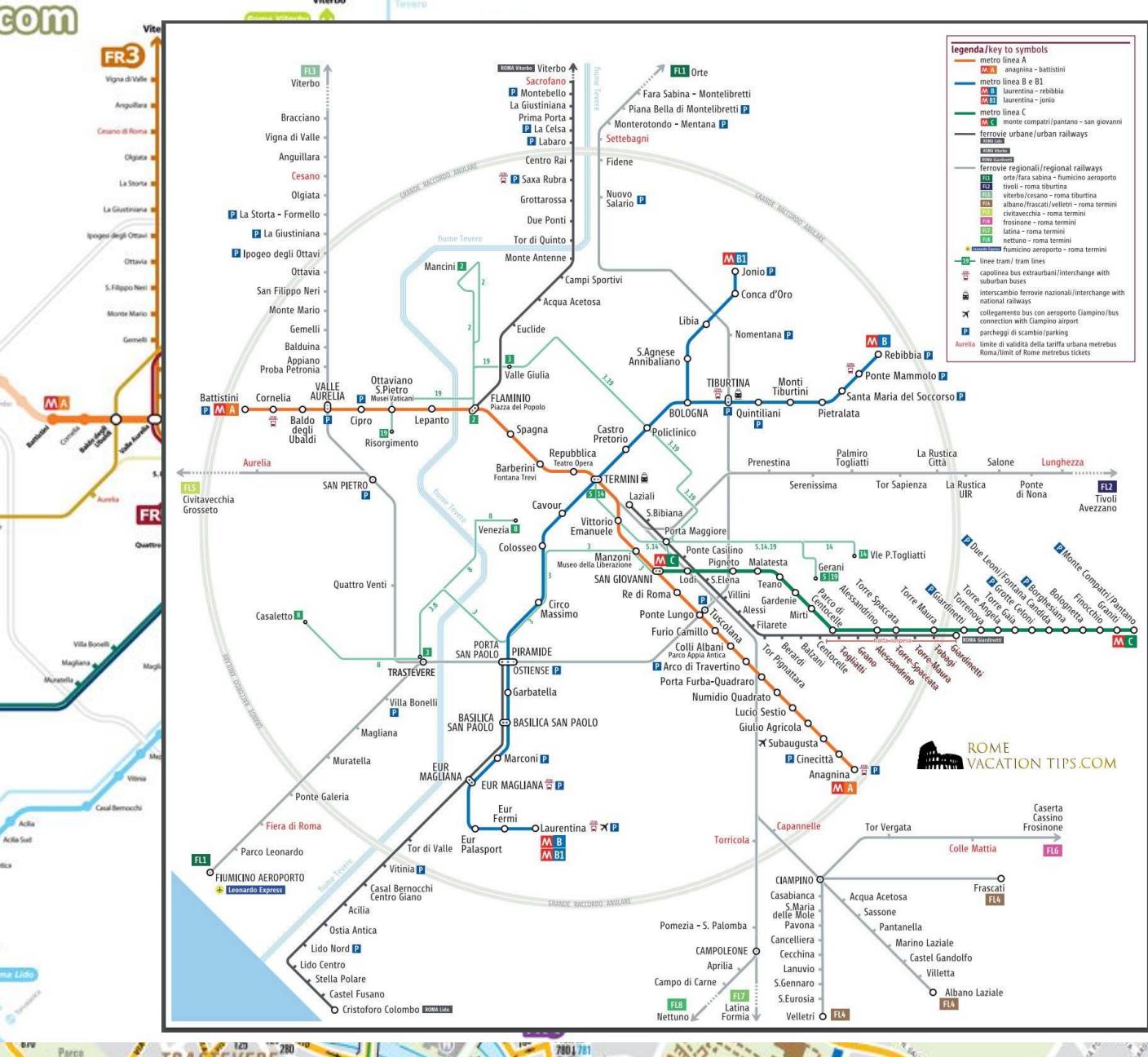
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|--------------------|-------------------------------|----------------------------------|--------------------------|
| Regression testing | Generalizing specialists | Automated tests | MVPs |
| GQM | Taskboards | Active stakeholder participation | |
| | Onsite customer | Mob programming | Acceptance Tests |
| User stories | Guilds | | Static analysis |
| Dashboards | Scrum | User Experience | Daily standups |
| Squads | Continuous Integration | Backlogs | |
| | Split testing | Dynamic analysis | Net Promoter Score (NPS) |
| BDD | MBIs | Demos | |
| | Pair programming | | Database refactoring |
| | Test driven development (TDD) | | |
| Technical Debt | Exploratory testing | DevOps | OKRs |
| Epics | Burndowns | Continuous Deployment | Canary testing |
| | | | Shift left |
| | Shift right | | Tribes |
| Product Owners | | Open space | |
| | | Design | Release Planning |
| | Program Increments (PIs) | | |
| ATDD | Architecture Owners | Refactoring | Business canvas |
| | Burnups | | Spikes |

Agile has Devolved into Chaos

- Hundreds of Practices
- Significant overlap
- Significant gaps
- Conflicting advice
- Niche Certifications



com



Rome Chaos

So many things to
see

So many things to do

So many places to eat

The Bus is best,

Take the train

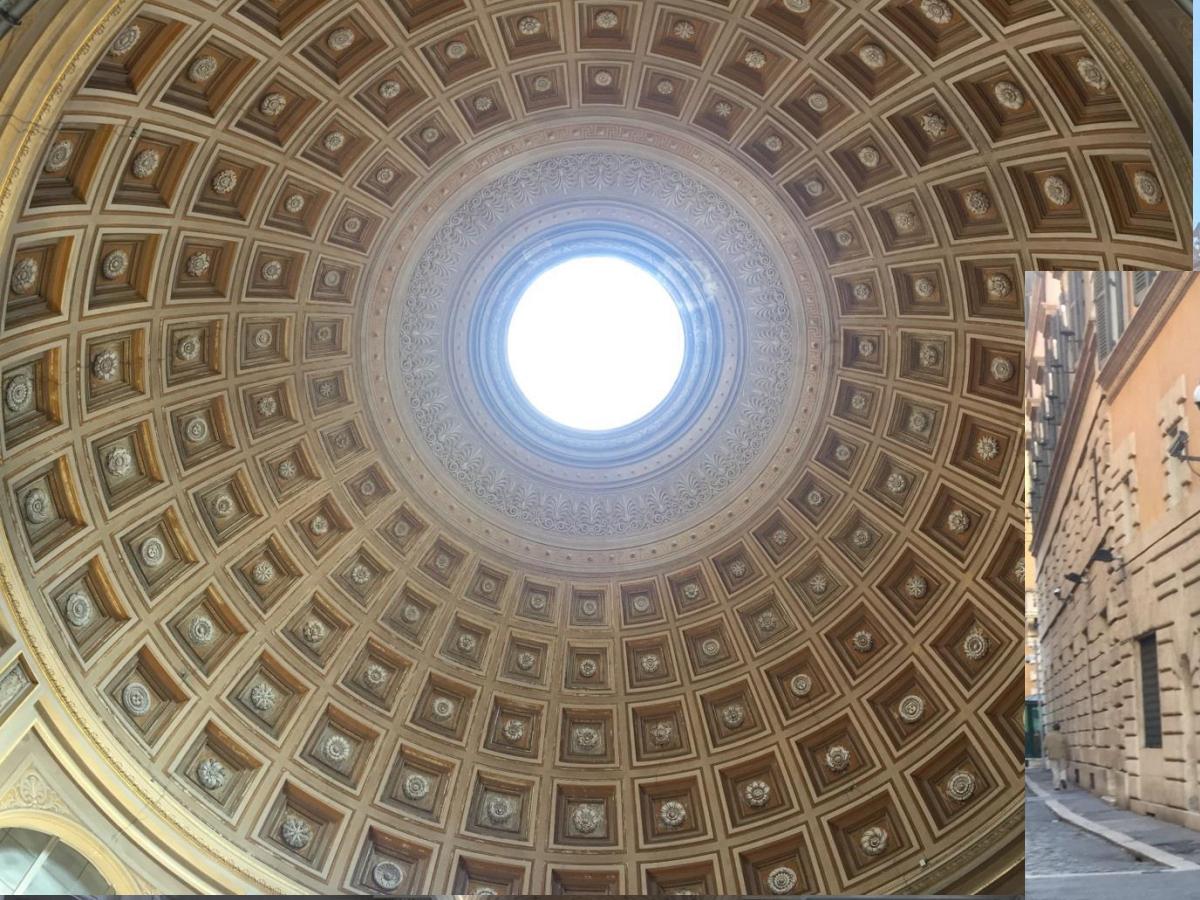
Just Walk

Use a combination

Ask an expert.

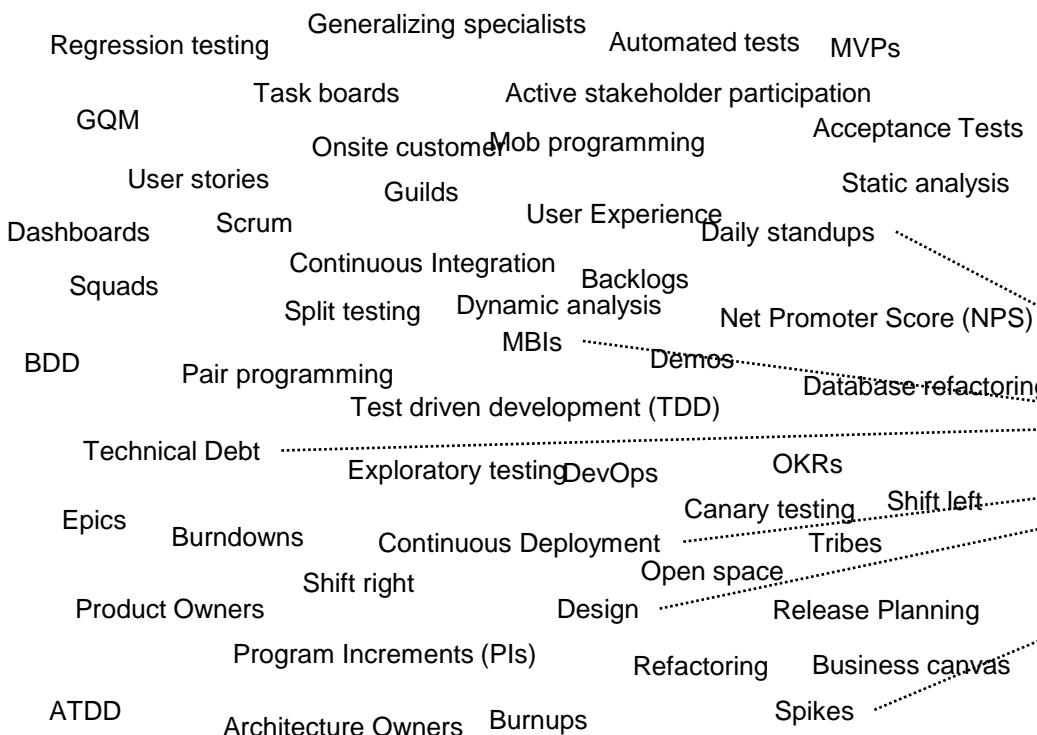
Walter was my expert



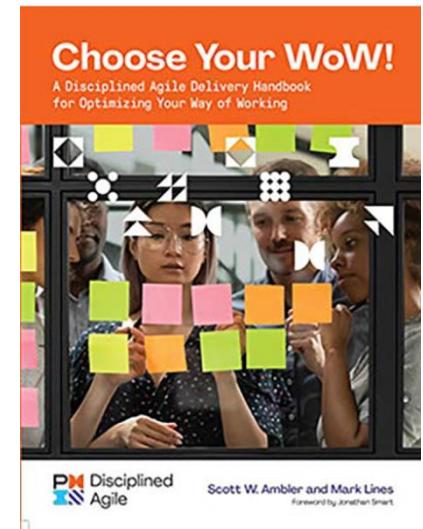




DISCIPLINED AGILE



An umbrella over all of agile,
DA makes the Agile
landscape - and “when to use
what” - clear



Enables teams to choose their
Way of Working (WoW)TM

WHAT IS DISCIPLINED AGILE: KEY COMPONENTS

What is Disciplined Agile?

Product definition

What do we offer and how does it help customers?

Key benefits

What about our offer matters most to customers?

Target customer

Who do we prioritize selling to?

A toolkit that harnesses a world of Agile practices to guide you to the best way of working for your team or organization

- Freedom to leave framework prison and try a different approach
- Tailored guidance to better understand your options and choose the best approach for your situation
- Continuously improve your way of working to increase productivity
- Organizations using any Agile framework
- Individuals using any Agile framework
- PMI-certified professionals

Our key benefits lead us to three messages to communicate (individually or together)

Freedom to choose

Tailored guidance

Continuous improvement



“When you pair **freedom to choose from the best of Agile** with **guidance to understand and narrow your options**, you get Disciplined Agile—a toolkit that **harnesses hundreds of Agile practices to guide you** to the **optimal way of working for your team or organization**.”

Or we can use all three simultaneously (even metaphorically)

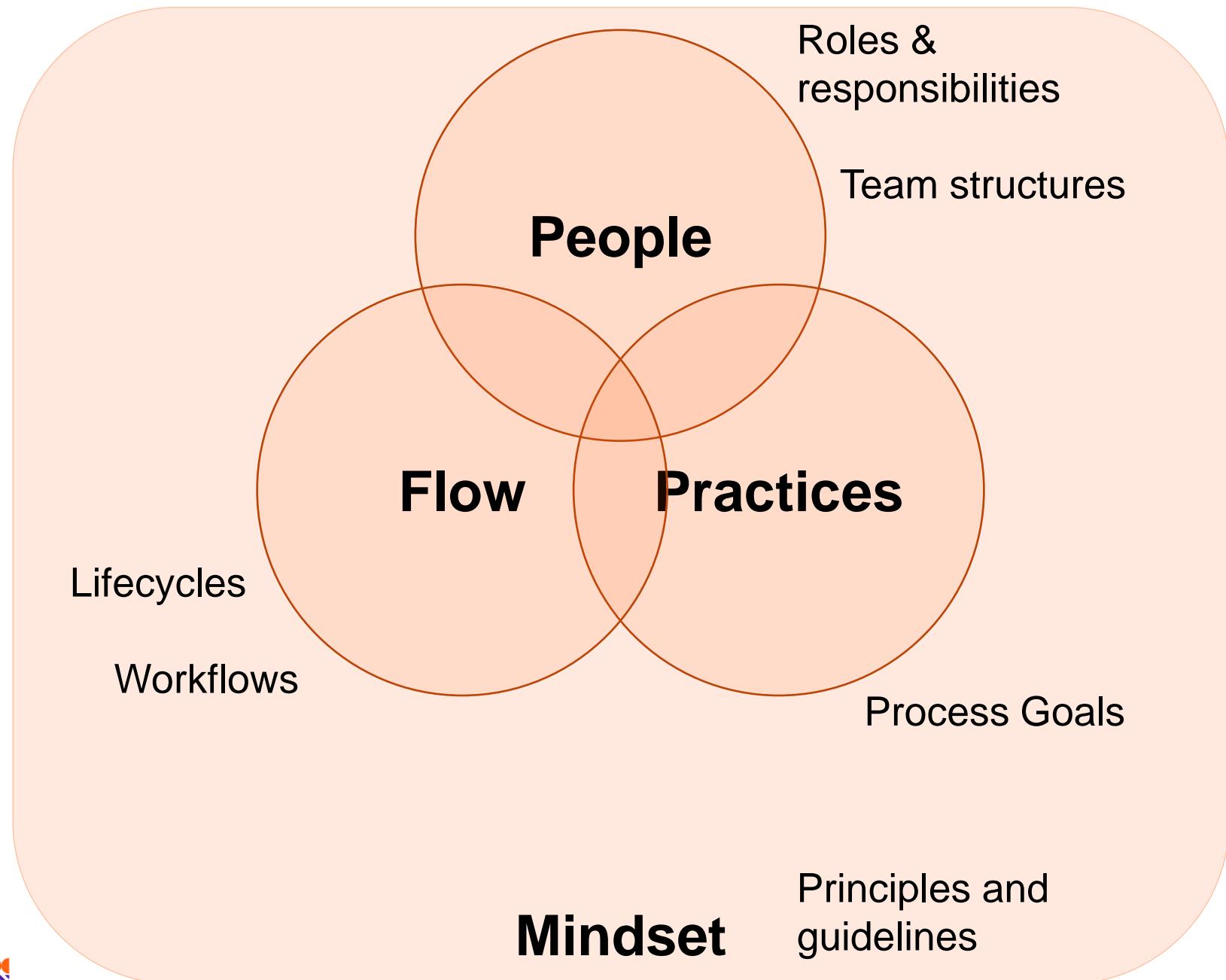
Freedom to choose

Tailored guidance

Continuous improvement



"When you use a recipe, do you follow it exactly? Probably not. You likely **add something different** to **make it work for you**. It's the same with Agile frameworks, and why so many organizations following them don't **see the results they expect**. Disciplined Agile is like having **all the best ingredients** and a **personal cooking coach guiding you** to **delicious dishes, no matter what you're craving**."



Disciplined Agile (DA) is described in four views



The Disciplined Agile Mindset

Principles

We believe in these principles:

- Delight customers
- Be awesome
- Context counts
- Be pragmatic
- Choice is good
- Optimize flow
- Organize around products/services
- Enterprise awareness

Promises

So we promise to:

- Create psychological safety and embrace diversity
- Accelerate value realization
- Collaborate proactively
- Make all work and workflow visible
- Improve predictability
- Keep workloads within capacity
- Improve continuously

Let's embrace this mindset together

Guidelines

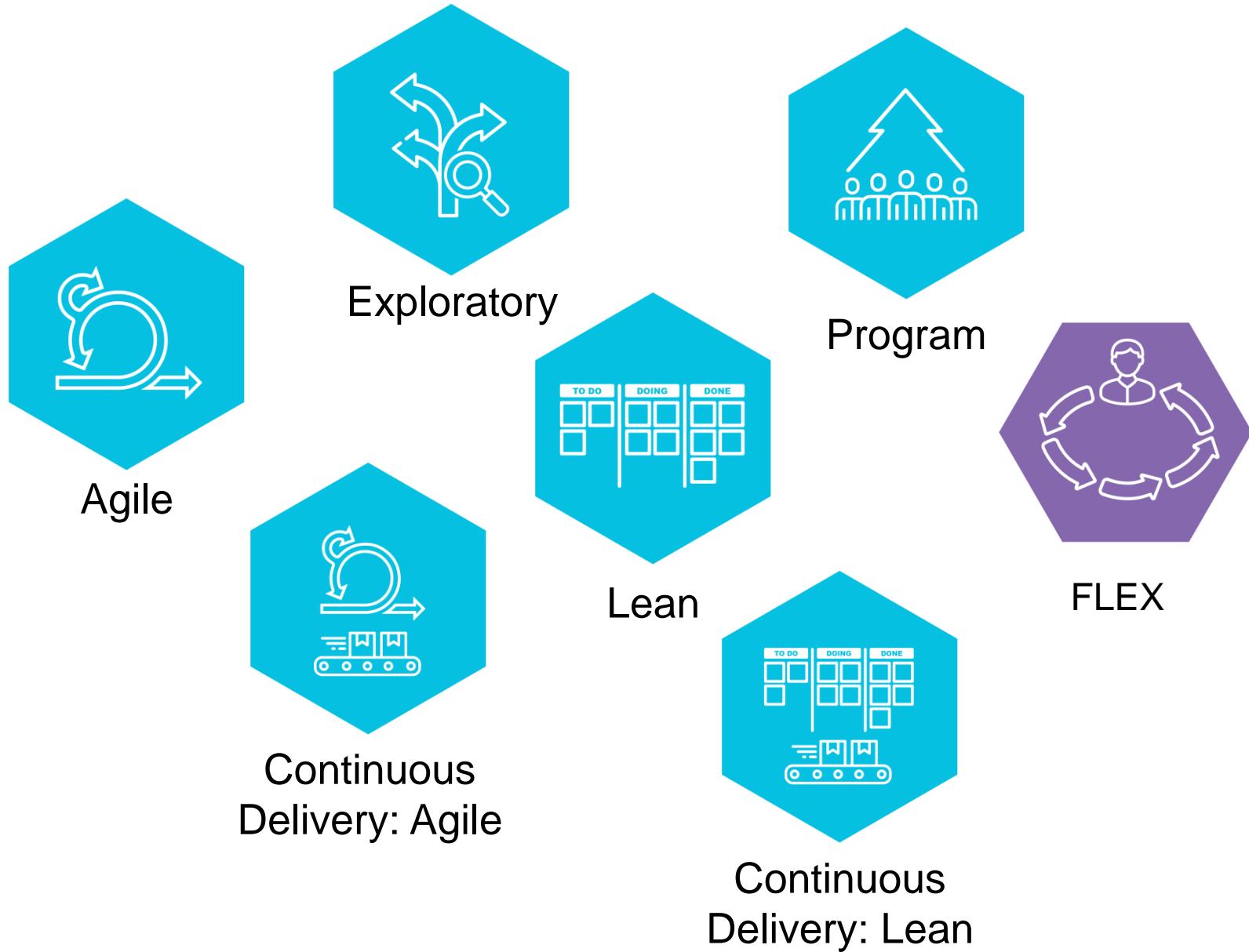
And follow these guidelines:

- Validate our learnings
- Apply design thinking
- Attend to relationships through the value stream
- Create effective environments that foster joy
- Change culture by improving the system
- Create semi-autonomous self-organizing teams
- Adopt measures to improve outcomes
- Leverage and enhance organizational assets

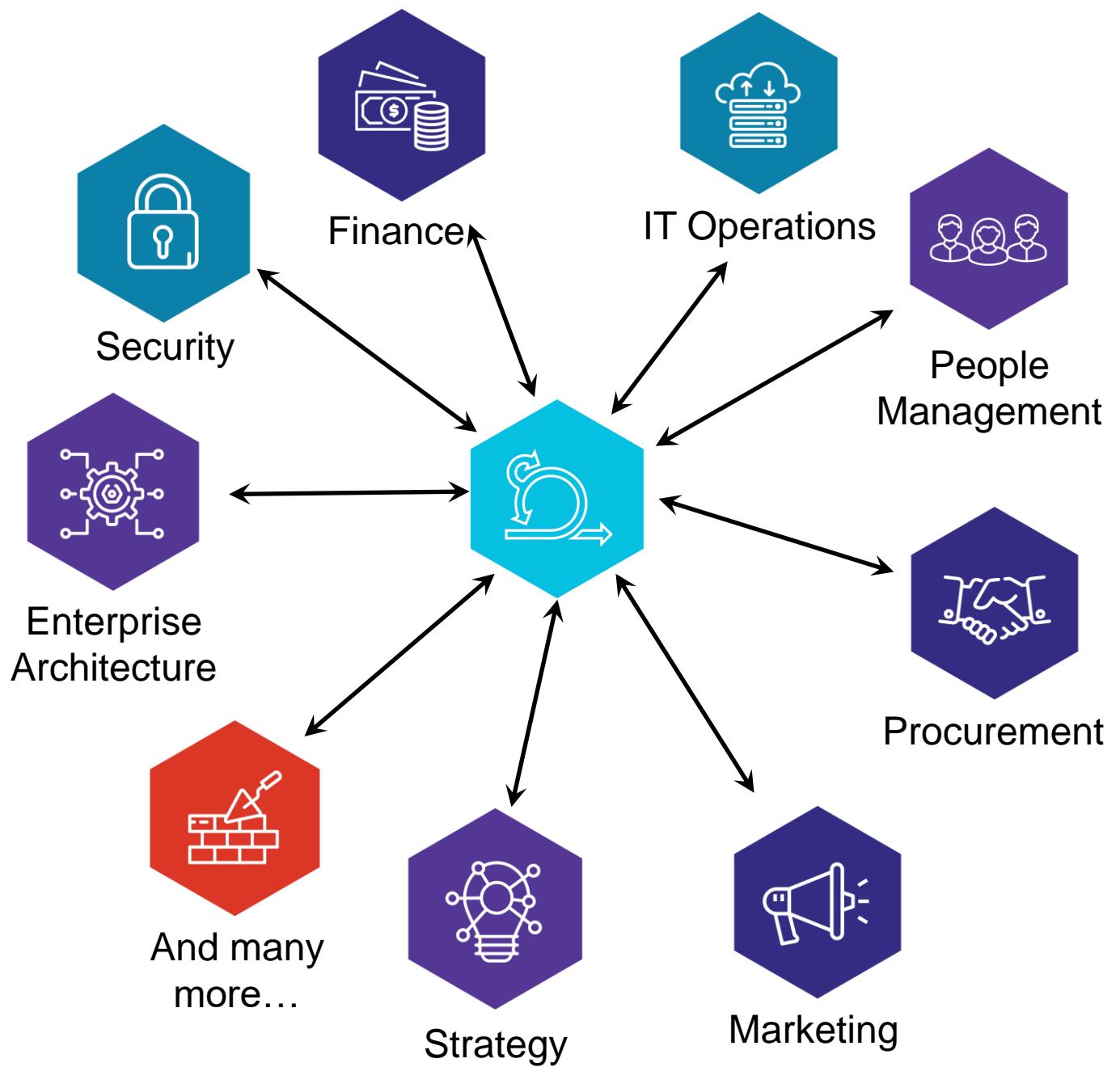


Eight Principles of Disciplined Agile

| | | | |
|--|--|---|--|
| <h3>Delight Customers</h3>  <p>We go beyond satisfying our customers' needs, beyond meeting their expectations, so as to truly delight them.</p> <p><small>Disciplined Agile pm.org/discrimined-agile Object Management Institute, All rights reserved</small></p> | <h3>Be Awesome</h3>  <p>We always strive to be the best that we can, and to always get better.</p> <p><small>Disciplined Agile pm.org/discrimined-agile Object Management Institute, All rights reserved</small></p> | <h3>Choice is Good</h3>  <p>We have the freedom to select the best-fit technique given our situation.</p> <p><small>Disciplined Agile pm.org/discrimined-agile Object Management Institute, All rights reserved</small></p> | <h3>Optimize Flow</h3>  <p>We optimize flow across the entire value stream as we focus on shortening time to market.</p> <p><small>Disciplined Agile pm.org/discrimined-agile Object Management Institute, All rights reserved</small></p> |
| <h3>Context Counts</h3>  <p>We must choose our way of working (WoW) to reflect the context that we face, and then evolve our WoW as the situation evolves.</p> <p><small>Disciplined Agile pm.org/discrimined-agile Object Management Institute, All rights reserved</small></p> | <h3>Be Pragmatic</h3>  <p>We aim to be as effective as we can be and to improve from there.</p> <p><small>Disciplined Agile pm.org/discrimined-agile Object Management Institute, All rights reserved</small></p> | <h3>Organize around products/services</h3>  <p>We organize ourselves so our teams are aligned with our products/services.</p> <p><small>Disciplined Agile pm.org/discrimined-agile Object Management Institute, All rights reserved</small></p> | <h3>Enterprise Awareness</h3>  <p>We recognize we are a small part of a larger organization that our work fits into.</p> <p><small>Disciplined Agile pm.org/discrimined-agile Object Management Institute, All rights reserved</small></p> |



Teams should choose an appropriate lifecycle



Your team interacts with others, and they need to become agile too!



Phases of Disciplined Agile Delivery

Inception –

Get the team going in
the right direction

Construction –

Incrementally build a
consumable solution

Transition –

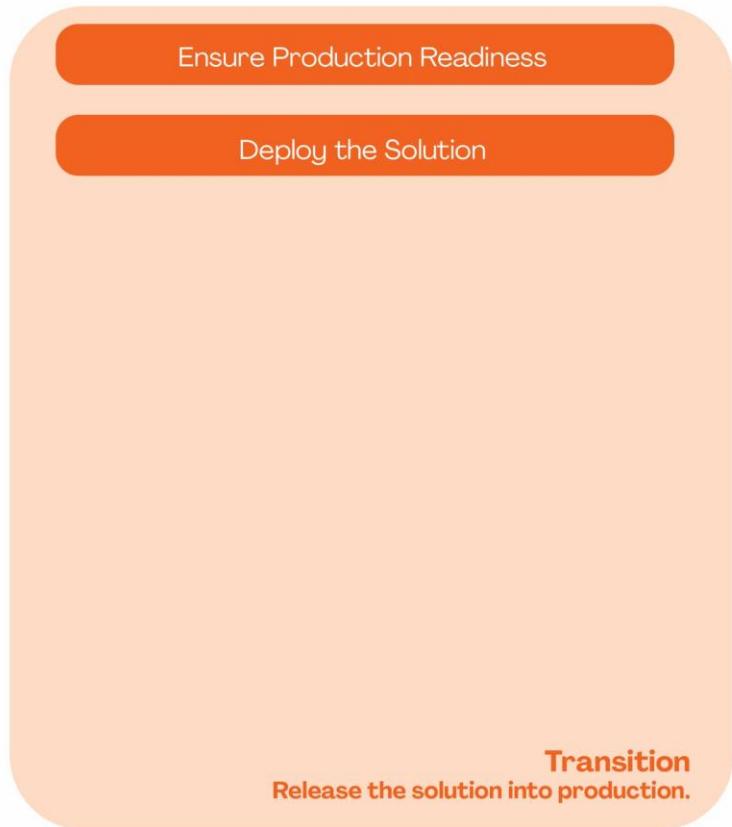
Release the solution
into production

Ongoing –

Improve and work in an enterprise aware manner

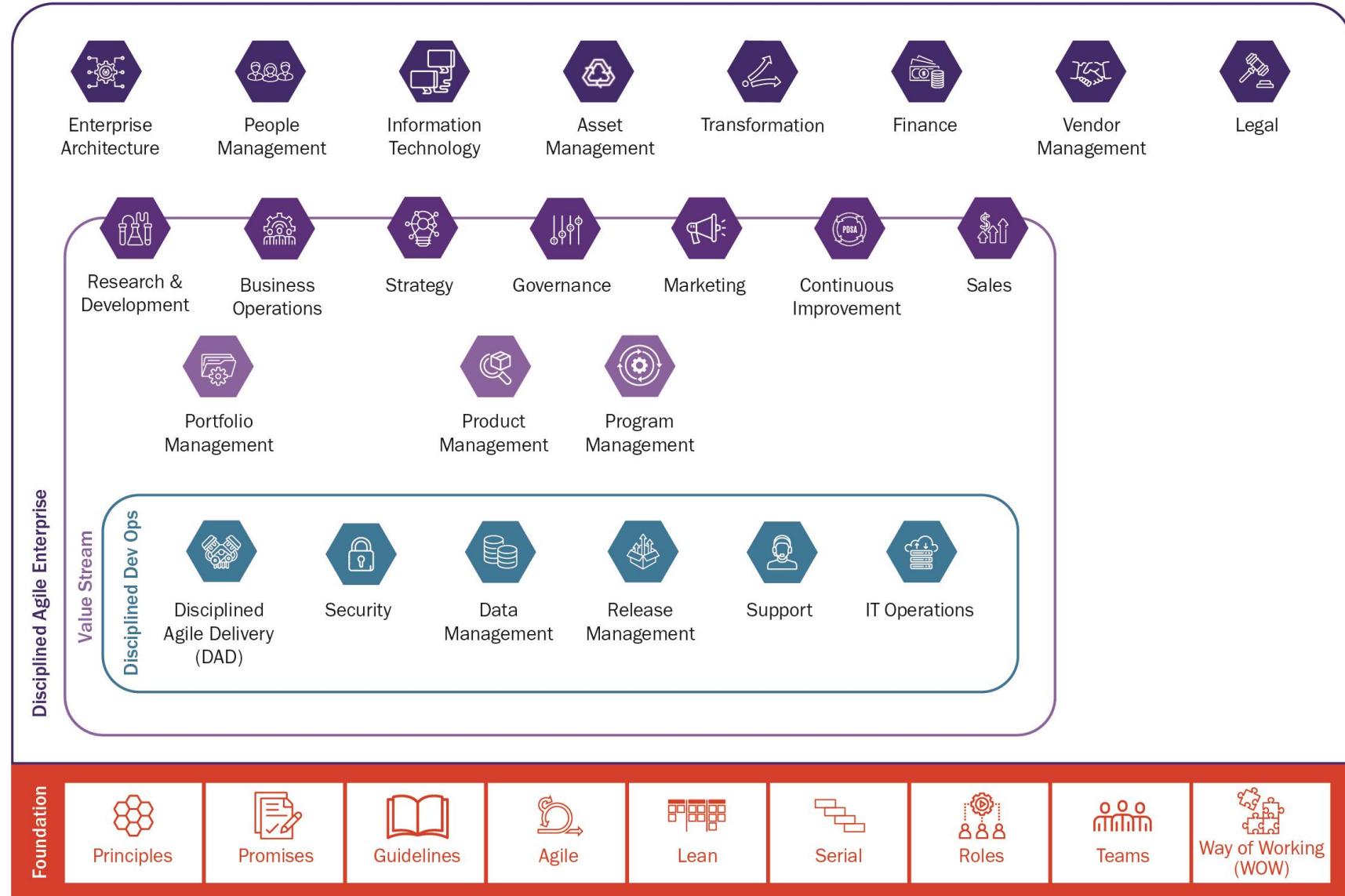


Process Goals of Disciplined Agile Delivery



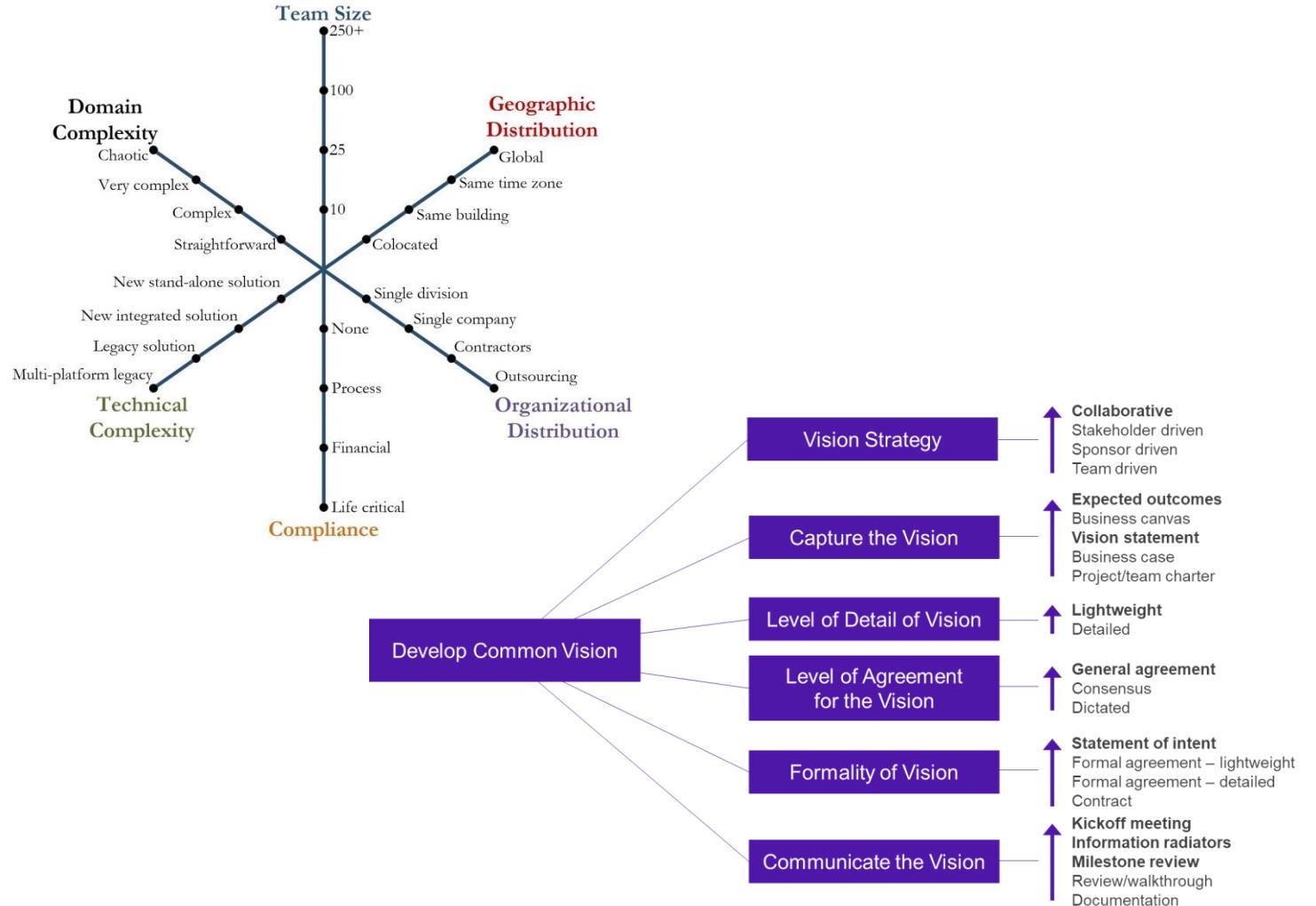


Business Agility: Process Blades (the Square Onion)





Many tools available in the DA Toolkit



Communicate the Vision
An important part of developing a **common vision** is to ensure that it's been effectively shared with, or communicated to, everyone involved. Our goal is to ensure that our stakeholders are aligned with the strategy that we intend to follow.

| Options (Ordered) | Trade-Offs |
|---|--|
| Kickoff meeting. The team, often with key stakeholders in attendance, meets and publicly summarizes their strategy for how they intend to proceed. Kickoff meetings are often held at the beginning of Inception to initially align people and may also be held at the end of Inception to signal the start of Construction [W]. | <ul style="list-style-type: none"> Effective way for people to meet one another if the team is recently formed or if a lot of people are added all at once. Often seen as an official start for a new team. Public way to communicate the overall vision. |
| Information Radiators. Capture the vision on whiteboards or on sheets of flip chart paper. Posting this information on walls "radiates" the vision to anyone interested [CockburnAgile]. | <ul style="list-style-type: none"> Very easy to do and stresses a desired low-formality agile approach to up-front planning and modeling. Digital snapshots of the radiator can be taken to persist a static version of the radiator, which is useful for archiving. Less useful if the vision is created by and for distributed teams; needs to be reviewed formally with stakeholders, or needs to be persisted for later editing. Not easily viewable outside the team's work area. People need to know where the information radiators are and that they're allowed to look at them. It isn't always clear what information is being "radiated," requiring discussion with people who understand the context of what's being shared. |
| Milestone review. Gather critical stakeholders together to review the vision, accept it, and decide whether to continue with the effort. We want to keep the review as straightforward as possible (see <i>Govern Delivery Team</i> in Chapter 27). | <ul style="list-style-type: none"> Motivates stakeholders to either support the team or make it clear what their concerns are. Often requires communication with the key decision makers beforehand so that they know what they're being asked to decide on. Often adds time to the length of the Inception phase, particularly if the review results are negative and the team is asked to rework the vision. |
| Review/walkthrough. The vision is reviewed with key stakeholders, often as a prelude to a milestone review (see above) [W]. | <ul style="list-style-type: none"> Communicates the direction the team believes it is going in. Good way to get feedback from stakeholders who aren't actively involved with the development of the vision. Likely need supporting documentation, although it is possible to do a wall walk (a walkthrough) of our information radiators if we've been developing the vision in an Agile Modeling/planning room. |
| Documentation. The vision is captured in a document, or via a browser-based strategy such as a wiki, and made available to interested stakeholders. | <ul style="list-style-type: none"> Having a documented vision gives the team something to refer back to during Construction, which is useful to determine if we're staying on track. Supports geographically distributed stakeholders. According to Media Richness Theory (MRT), detailed documentation is the |



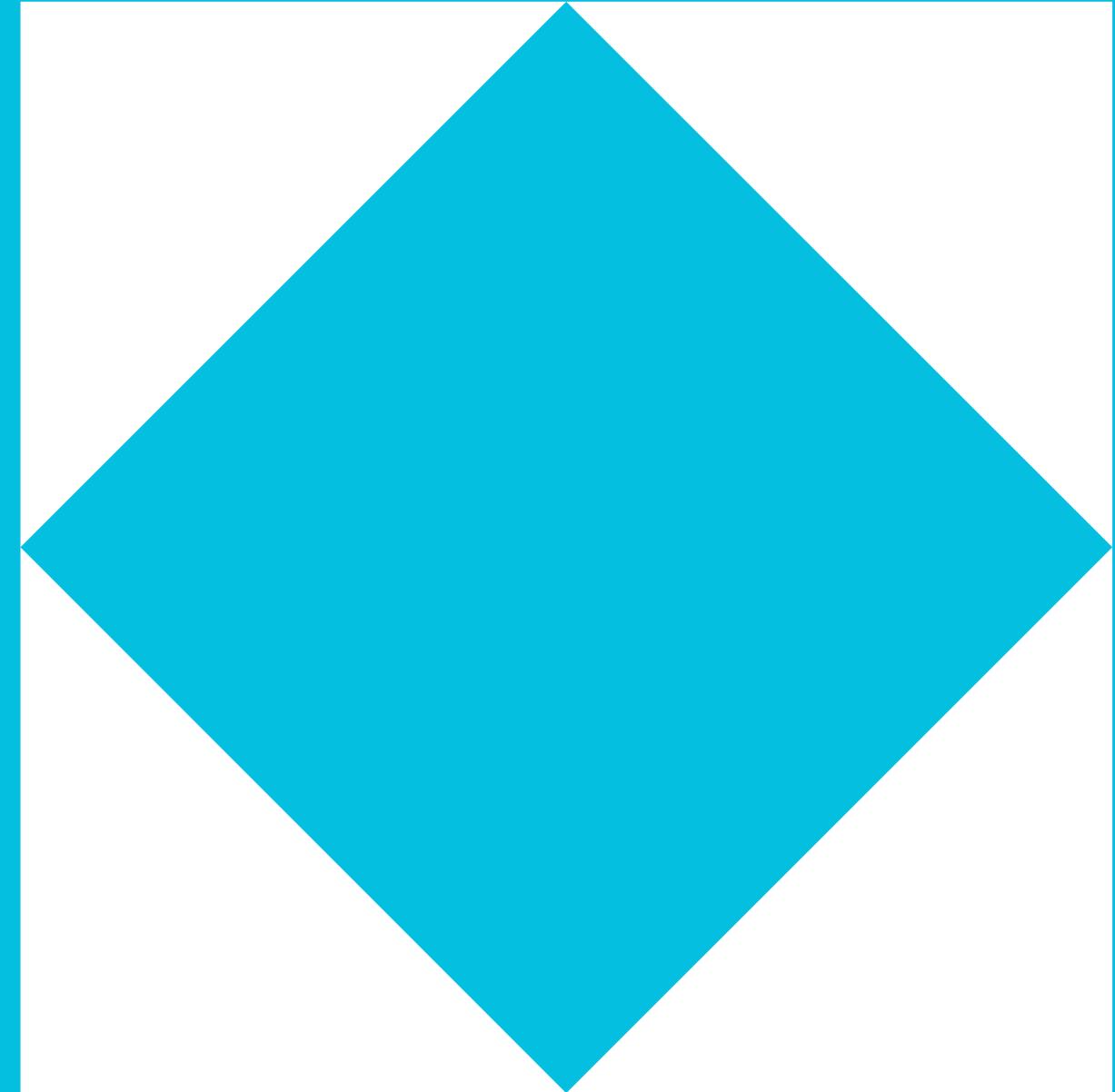
DA in a nutshell

- Disciplined Agile is a rich, comprehensive and well-organized toolkit to help you be more successful with Agile
- DA brings a disciplined, agnostic, professional, enterprise approach to agile
- Understanding what your options are, and which ones work in different contexts leads to better decisions and positions you for more success

“Better Decisions Lead to Better Outcomes”



DISCIPLINED AGILE: VALUE TO YOU

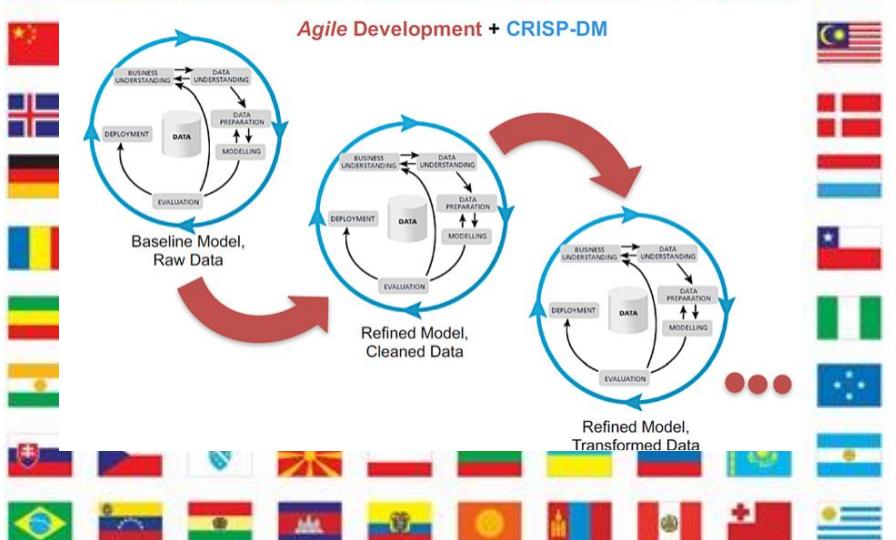




#1: Applicable Across Industries across Countries



BARCLAYS



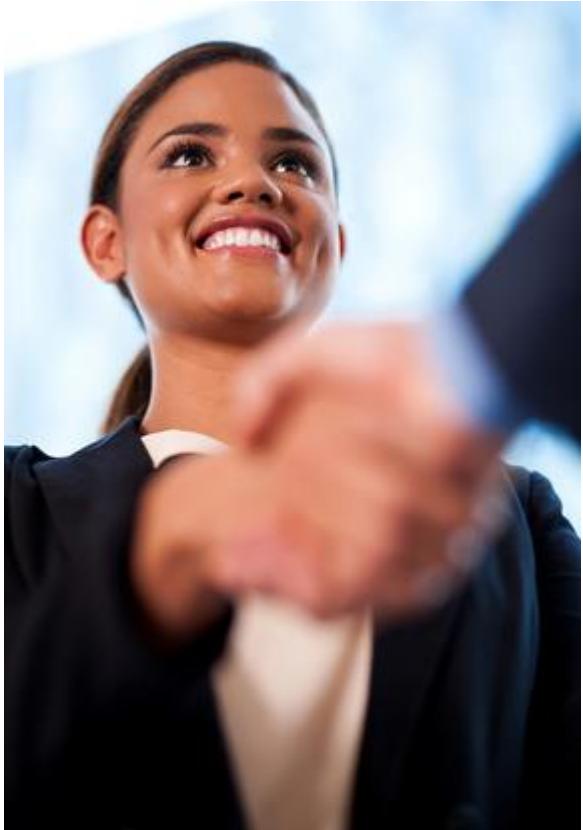
#2: Globally Recognized



Disciplined Agilists in over 200
Chapters representing over 55
Countries



#3: “Street Cred” – Valuable Skillset



- ✓ Use the lingo
- ✓ Know the content
- ✓ Be confident
- ✓ Walk the walk
- ✓ Make a difference
- ✓ Be Awesome





#4: Cutting Edge to Leverage Employment Advantage

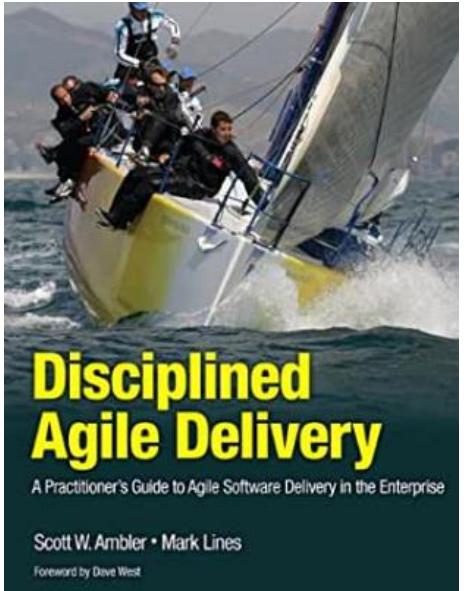


Disciplined Agile Way
of Working is your
Career Steppingstone

#5: Developed by Practitioners for Practitioners



#6: Connected Community for GCI



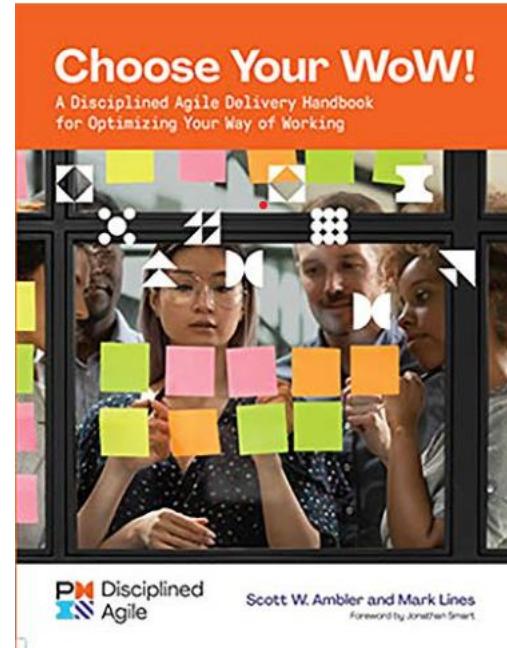
Introduction to
Disciplined Agile Delivery
Second Edition

A Small Agile Team's Journey from Scrum
to Disciplined DevOps



Choose Your WoW!
A Disciplined Agile Delivery Handbook
for Optimizing Your Way of Working

Foreword by Jonathan Saart



PM Disciplined
XA Agile

Scott W. Ambler and Mark Lines
Foreword by Jonathan Saart



#7: Quality Methods to Assess and Validate Competence

Education requirements

Examination/Assessment

Relevant/Related Experience

Expert Interviews/ Panel Review

Ongoing Education for Certification Relevance

Disciplined Agile goes well beyond just testing to assess its certification candidates and to enable ongoing Guided Continuous Improvement



#8: Professional Growth



- ✓ Continually develop your skills
- ✓ Apply DA to your teamwork and projects
- ✓ Stay current as the profession evolves
- ✓ Grow with the DA Community
- ✓ Maintain your certification



#9: Agility is the New Workplace Currency

- ✓ Ensure Enterprise Awareness
- ✓ Context Counts
- ✓ Choice is Good
- ✓ Optimize Flow
- ✓ Be Pragmatic
- ✓ Delight
- ✓ BE Aware



9 Key Values of adding Disciplined Agile to your practice

Applicable Across Industries and Countries



Globally Recognized



“Street Cred” Increased Credibility



Advantage for Employment

Developed by Practitioners for Practitioners



Connected Community for GCI

Quality Methods to Assess and Validate Competence



Professional Growth



Agility is the new workplace currency

HOW CAN DISCIPLINED AGILE BENEFIT CHAPTERS

Value Proposition to PMI Communities – a work in progress

Membership Benefits

Enriched Community and Content for PMI-DA Membership:

On-line Content

Discounted Books

Discounted Conferences & Learning Events

Sign up for

Disciplined Agile Newsletter

www.DisciplinedAgileConsortium.org



Career Growth

Enhanced Certification Program

Enhanced Agile Programs and Certifications for PMI Members

Robust Agile Career Path

New Partner Program and Offerings

Plans for Significant Services Partner Offerings and Support Network:

- Agility Assessments
- Agility Transformations
- Agile Optimizations & Project Recoveries



Shuhari – stages of learning for Disciplined Agile Certifications



- Learn, Follow the Rule
- Build a strong foundation
- Beginner stage of learning



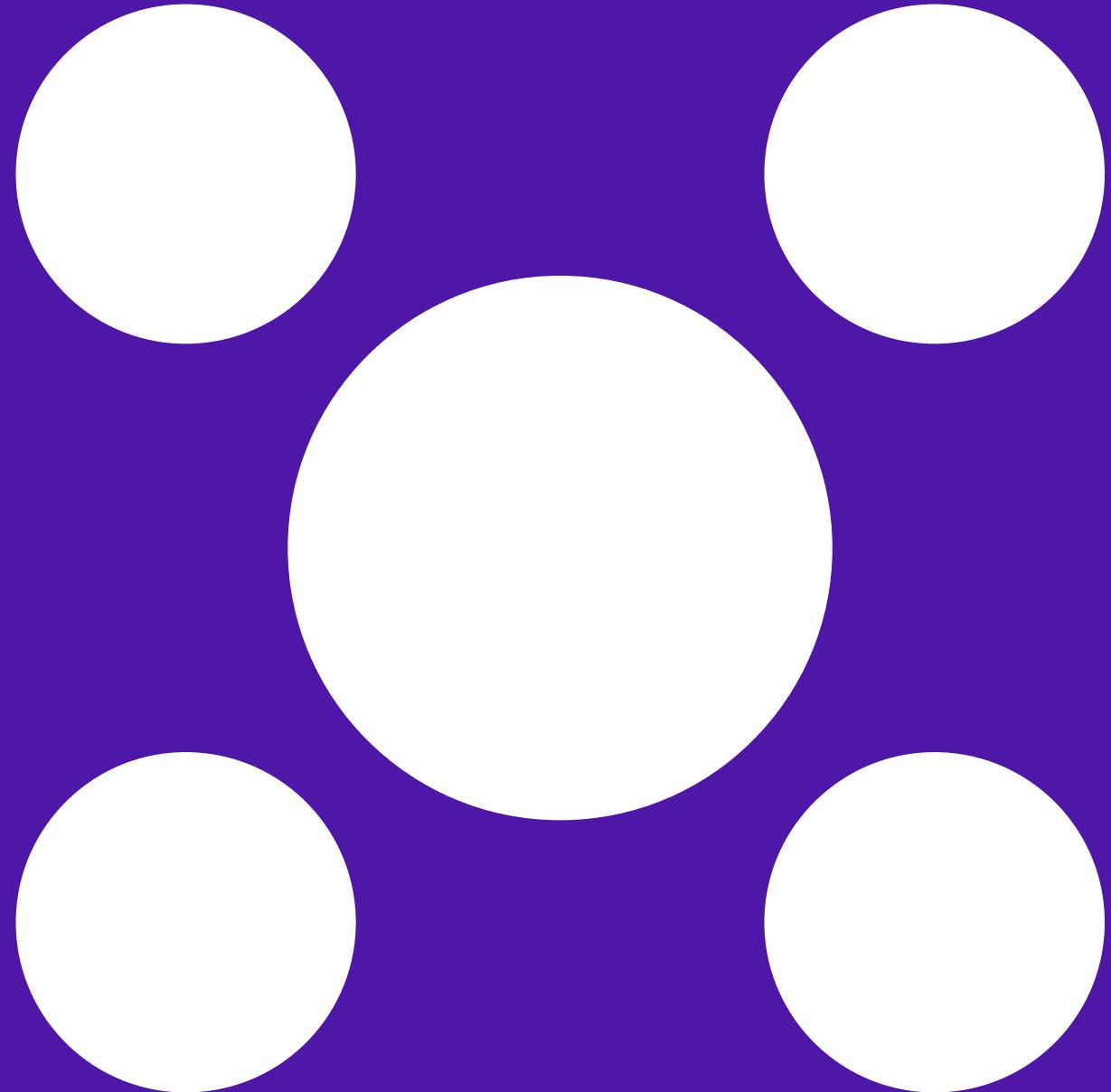
- Detach, Break the Rule
- Reflect and question
- Seek to understand range of strategies available
- Intermediate stage of learning



- Transcend, Be the Rule
- Extend and Improve technique
- Share with others
- Master stage of learning



WAYS YOU HAVE ALREADY APPLIED DISCIPLINED AGILE





Consider the Eight Disciplined Agile Principles...

Delight Customers

We go beyond satisfying our customers' needs, beyond meeting their expectations, so as to truly delight them.

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Be Awesome

We always strive to be the best that we can, and to always get better.

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Choice is Good

We have the freedom to select the best-fit technique given our situation.

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Be Pragmatic

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Organize around products/services

We organize ourselves so our teams are aligned with our products/services.

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Enterprise Awareness

We recognize we are a small part of a larger organization that our work fits into.

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Let's Apply DA Principles to the current global challenges

Did you have new stakeholders with different expectations?

Did you change your commute to work?

Did you change where you work?

Did you change with whom you work? NEW “helpers” at the home office?

Did you improve your home-work environment from week 1 to now?

Have you considered what is going on in the overall company, and in your overall household as you figured out how to do what you need to?

Looking back, from the first week of these changes to now, do you see improvements in your environment, technology, interactions with others, etc.?

You did all this, We did all this....

| | |
|---|---|
| Delight Customers We go beyond satisfying our customers' needs, beyond meeting their expectations, so as to truly delight them. | Be Awesome We always strive to be the best that we can, and to always get better. |
| Context Counts We must choose our way of working (WOW) to reflect the context that we face, and then evolve our WOW as the situation evolves. | Be Pragmatic We aim to be as effective as we can be and to improve from there. |
| Choice is Good We have the freedom to select the best-fit technique given our situation. | Optimize Flow We optimize flow across the entire value stream as we focus on shortening time to market. |
| Organize around products/services We organize ourselves so our teams are aligned with our products/services. | Enterprise Awareness We recognize we are a small part of a larger organization that our work fits into. |



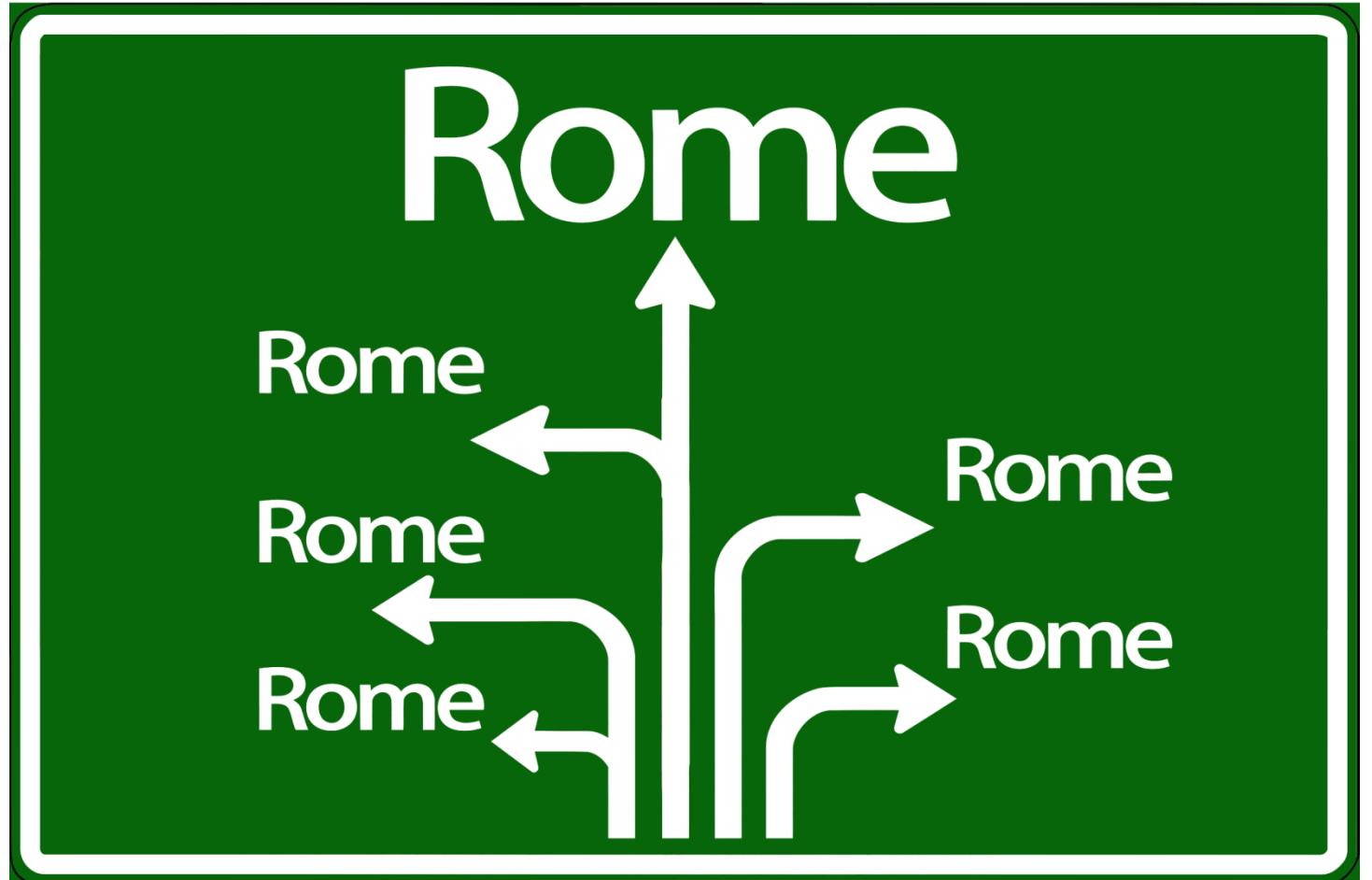
Next Steps -

Ask an Expert: Find your
Walter

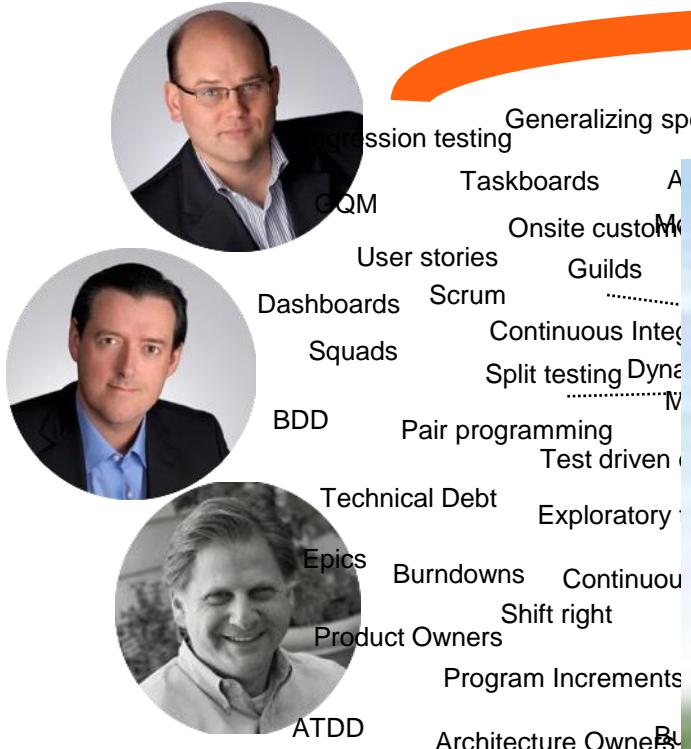
Get your guidebook:
National Geographic
Traveler Rome

Find your Instructor and
Coach: Michael Brouse

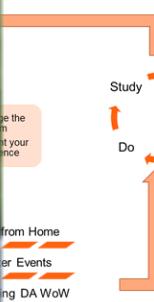
Map out your plan



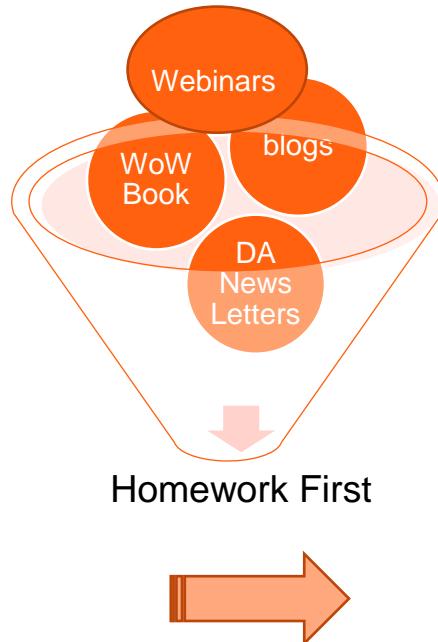
Next Steps for your DA Journey



Ask an Expert: Scott, Mark, AI
Get your guidebook: Choose Your Wow!
Find your Instructor/Coach
Map out your plan



Possible Roadmap for your DA Journey (Individual and Chapters)



“If it's to be, It's up to me.”
Be a “Go Getter”

Study → Act

↑ Do ↓ Plan

Betty's Belief



Apply DA Principles to your Work from Home

Apply DA Lifecycles to your Chapter Events

Get Mentoring advice about applying DA WoW



The Value of Disciplined Agile Awaits Individuals

- ✓ Start today
- ✓ Clarify your goals
- ✓ Create your roadmap
- ✓ Activate your DA Engagement
- ✓ Educate yourself
- ✓ Get Formal Training
- ✓ Go for a DA Certification
- ✓ Be a Go Getter
- ✓ Stand out from the crowd
- ✓ Be Awesome!



Let's rack 'em up and get in this game with me!



The Value of Disciplined Agile Awaits Your Chapter

Start today

Clarify Chapter Goals and Create a roadmap

Encourage DA community Engagement

- DA Consortium
- LinkedIn DA Group

Set up Deeper-dive Webinars

- Principles
- Lifecycles
- Process Goals
- Getting Started with WoW

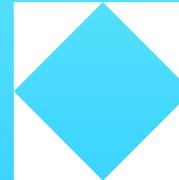
Set up Formal Training

Stand out from the crowd

Be Awesome!



How will your Chapter stand out from the crowd?



FIND DA RESOURCES & CERTIFICATION INFORMATION

<https://www.pmi.org/disciplined-agile>
www.disciplinedagileconsortium.org

More information on DA Coaching and Training – visit

www.MAGI-DA.com

MAGI-DA is the Disciplined Agile Practice of The Ouellette Group
Beth@MAGI-DA.com

Find me on LinkedIn: Beth Ouellette Beth@OuelletteGroup.com



THANK YOU!

