



BITS Pilani presentation

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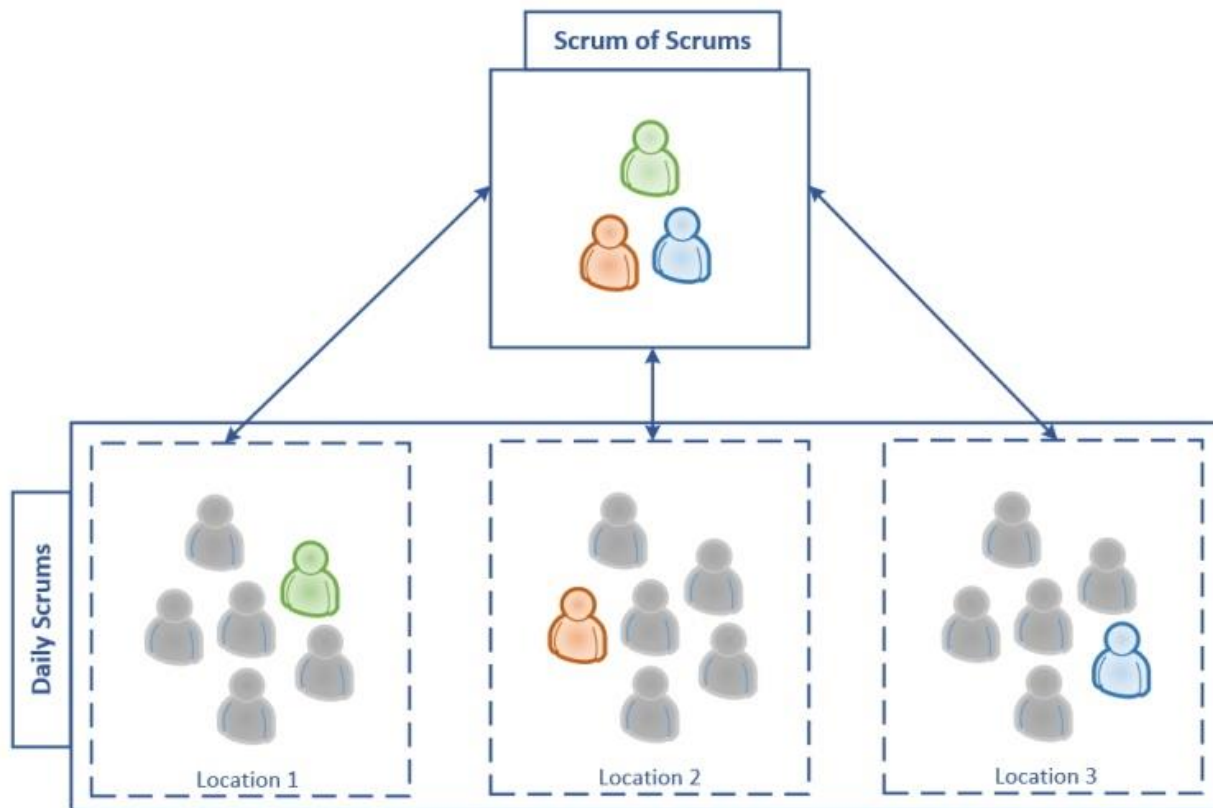
Module 11&12 - Agile Myths and Pitfalls, Ensuring Agile Success

Agile Myths/Misconceptions



- Myth #1) Agile is a Methodology
 - Agile is a mindset, a philosophy that describes a set of values and principles coined in the Agile Manifesto. Not a step by step process or methodology.
- Myth#2) Agile =Scrum
 - Not true, Kanban, XP, Lean, Crystal ...
- Myth#4) Agile is Anti Documentation
 - Not true, Minimum documents needs to product for support and maintenance
- Myth#4) Agile Means no planning
 - Not true. Daily, Iteration, Release
- Myth#5 Work must fit into sprint
 - Not true, Kanban dose not require sprinting

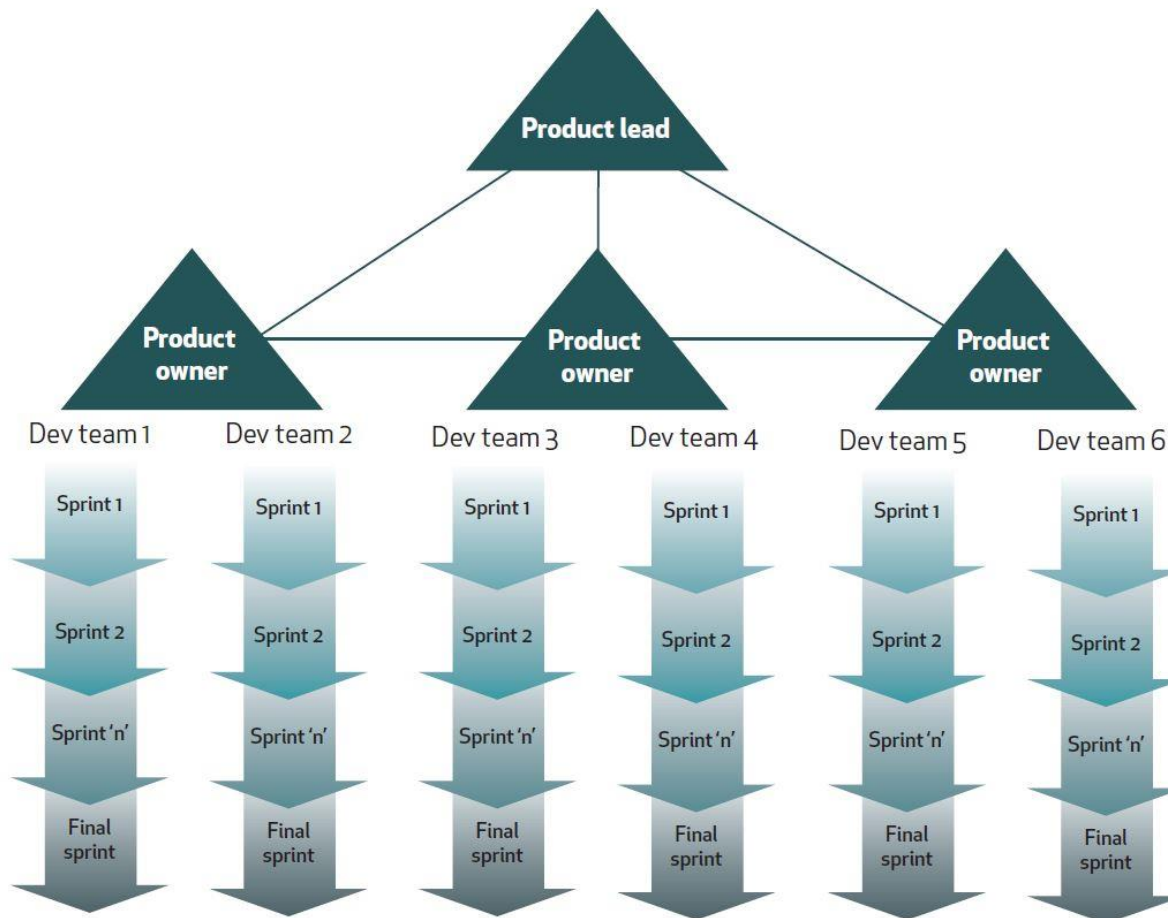
Scaling Scrum: Scrum of Scrums



- What work has your team completed since the last Scrum of Scrums?
- What work is your team planning to do before the next Scrum of Scrums?
- What current or predicted blockers does your team have?
- What blockers could you cause another Scrum team?

Source: Product Management Journal Vol.7.

Scaling Scrum/ Scrum of Scrum/ SAgFe



- Scrum is great for standalone development projects where goals are changing and the scale can be handled by a single team.
- Challenges for large projects, multiple teams, different locations.
- Drive hybrid development as shown in the diagram such Scaled Agile Framework (SAFe).

Source: Product Management Journal Vol.7.

Distributed Agile Models



Location-Independent Agile Model	Local	Minimally Distributed	Significantly Distributed	Fully Distributed
	Model 1	Model 2	Model 3	Model 4
Business Knowledge at Distributed Location	Not Applicable	Medium to High	High	High
Nature/Criticality of Effort	Regulatory/ Urgent/ Volatile	All Except Regulatory/ Urgent/Volatile	All Except Regulatory/ Urgent/Volatile	All Except Regulatory/ Urgent/Volatile
Organization's Experience in Agile Way of Working	Nil to Low	Low to Medium	Medium to High	High

Source: <https://www.tcs.com/perspectives/articles/how-to-make-location-independent-agile-work>

Key issues with Distributed Model



- Communication
- Team Issues & Trust
- Release planning & Execution
- Lack of visibility

Distributed Agile team best practices



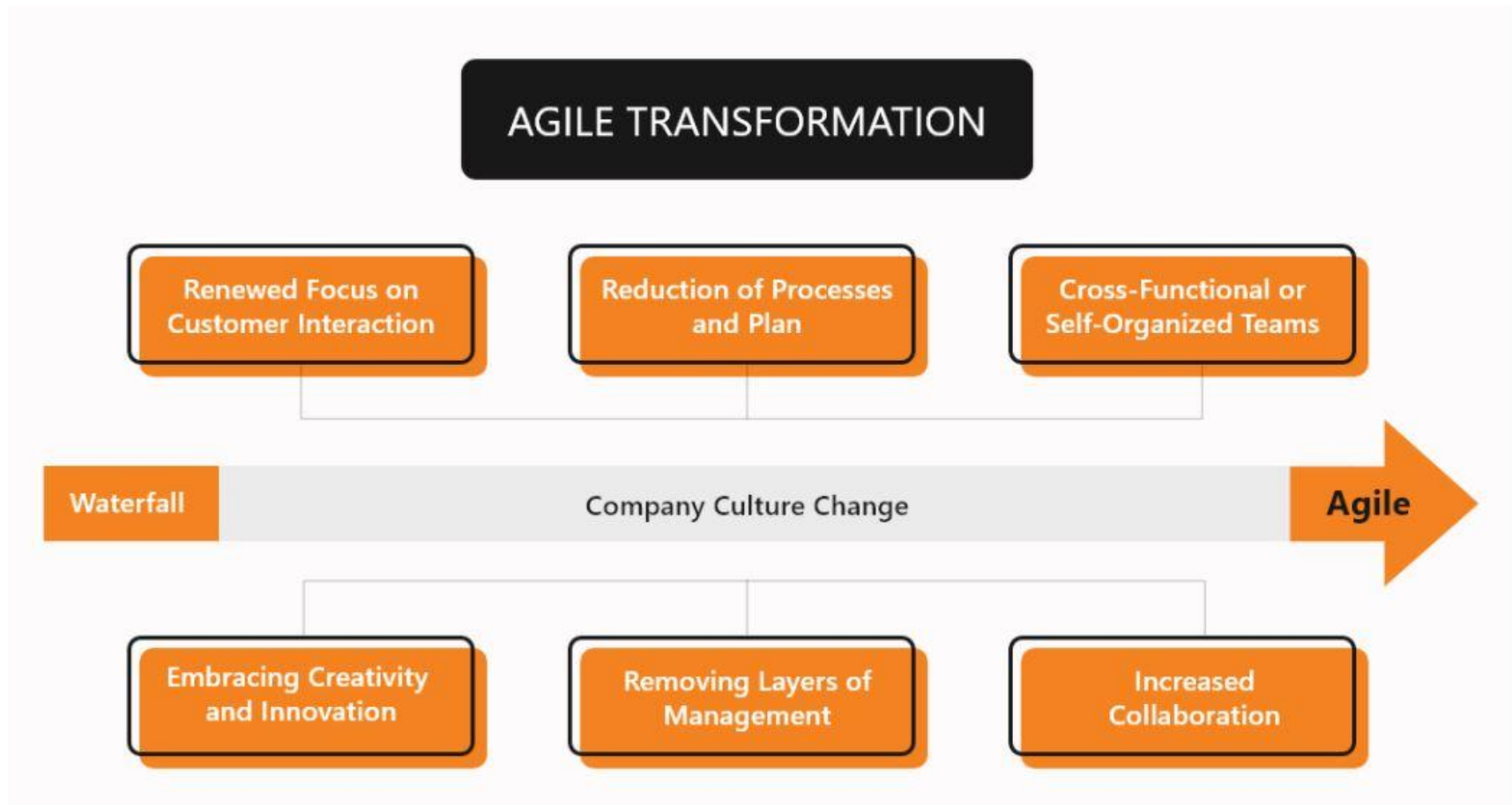
Best practices reinforce each other to mitigate risks

Best Practices	Key Risk Areas			
	Communications	Team & Trust	Release Plan	Visibility
Redundant Roles	X	X	X	X
Customer Proxy	X	X	X	X
Daily Hand-Off	X	X		X
Communication Infrastructure	X	X		X
Reinforce Agile Principles		X		
Cross Pollination	X	X		X
Co-Located Inception and Release Planning	X	X	X	X
Story Tracking Tool / Virtual Card Wall	X	X	X	X
Agile Tracking and Metrics	X	X	X	X

© ThoughtWorks 2008

Source: https://www.slideshare.net/ThoughtWorks/simons-rickmeierdistributedagilev3?from_action=save

Agile Transformation



Source: <https://customerthink.com/how-agile-transformation-is-different-from-digital-transformation/>



Additional Notes

Distributed Agile/Location Independent Agile teams



- Covid-19 sudden disruption and impact
- <https://www.mckinsey.com/business-functions/organization/our-insights/revisiting-agile-teams-after-an-abrupt-shift-to-remote>
- TCS Perspectives:
 - First: Assess the Organization:
- What is the level of business expertise and other skills required, and to what extent do they exist at a specific location?
 - If a location lacks business expertise, it will require more of it to be able to support agile teams there.
- How urgent and volatile is the work?
 - Location-independent agile teams should focus on work that is neither urgent nor volatile. If the work is both, if it has non-negotiable constraints (such as overnight fixes, intra-day scope changes, or regulatory requirements), or if there is a need for constant access to the project owner, it's best to work with teams in the same location, if at all possible.

Source: <https://www.tcs.com/perspectives/articles/how-to-make-location-independent-agile-work>

Distributed Agile/Location Independent Agile teams ...



- How mature is the organization?
 - When teams are relatively new to agile approaches, team members should be co-located. Having a common understanding of agile culture, especially among the leadership, indicates the organization can succeed with location-independent teams.

Source: <https://www.tcs.com/perspectives/articles/how-to-make-location-independent-agile-work>

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Local - Model-1 ; This model is best when the teams are new to the business area, when continuous access to a product owner is paramount, or when regulatory concerns require the project to be executed in a specific geography.

Minimally Distributed (Model 2): The product owner and a few members of a project or program are located together as one team, while the rest of them work together as another inter-related team in a different place. This model requires the teams to understand the underlying business processes for their product.

Significantly Distributed (Model 3): Team has shared understanding of the business processes of a project or program are well positioned to adopt significantly distributed agile work processes.

Fully Distributed (Model 4): The product owner may be at any site, while the rest of the project or program team members are grouped in agile teams across distributed locations. These teams each include product specialists with sufficient business knowledge to drive day-to-day decisions within a framework defined by the product owner.

Source: <https://www.tcs.com/perspectives/articles/how-to-make-location-independent-agile-work>

Agile Transformation



- An agile transformation is an act of transforming an entire organization into an elegant and thrive in a collaborative, flexible, self-organizing, and fast-changing environment based on Agile principles.
- Agile principles can be taught throughout any organization to develop teams to benefit from the rewards of healthy agility. The organizational mindset should change and embrace a culture of self-organization and collaboration.
- Agile transformation allows organizations to be reactive and better serve their clients' interests with less effort, which requires significant support and resources to stick it out when things get bumpy.