Agile is eating the World
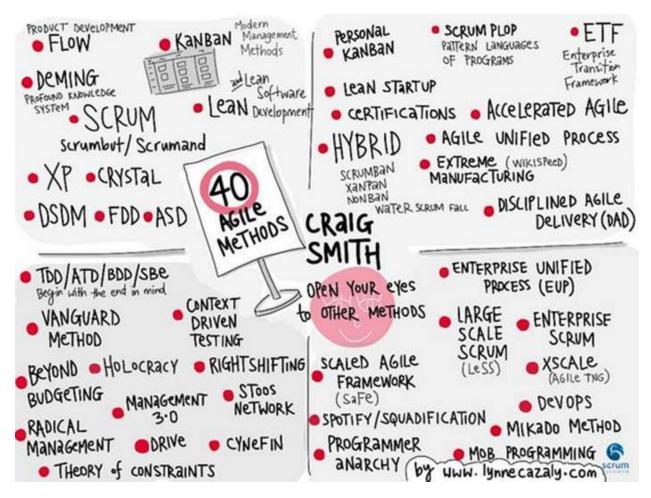
Why and What does it Even Mean ?

Forbes magazine

Jan 2, 2018, 07:35am EST

Why Agile Is Eating The World

Steve Denning Senior Contributor ⓘ
Leadership Strategy

I write about 21st century leadership, Agile, innovation & narrative.

The Wall Street Journal

Why Software Is Eating The World

By Marc Andreessen
August 20, 2011

The meaning has got confused…

70 different Agile practices

Mob programming

DevSecOps

Fast Agile

ShapeUp!

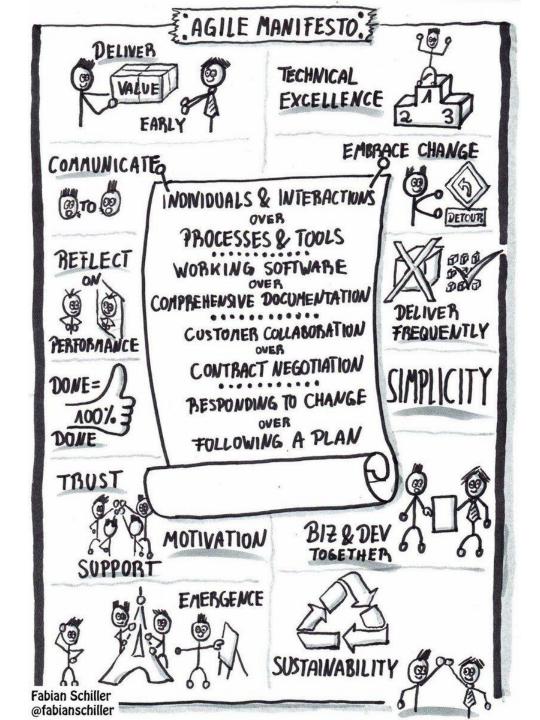https://craigsmith.id.au/2015/12/03/yow-2015-40-agile-methods-in-40-minutes/

Agile Manifesto

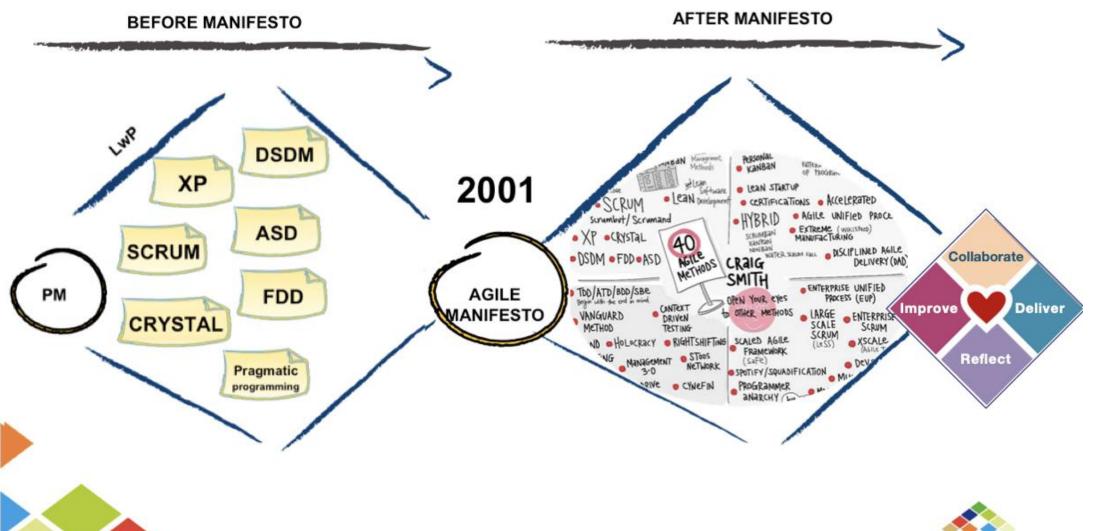This describes a set of values, beliefs and principles

A Mindset….
That guides how to behave, interact and
design processes to do work

Focus on Software Development Work

Pierre Hervouet's recap of history:
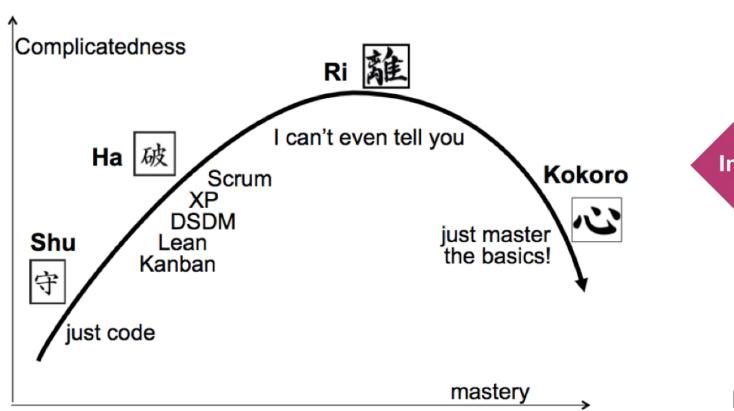
Let's simplify it....the heart of Agile

Figure 1. The Shu-Ha-Ri-Kokoro progression.

https://alistair.cockburn.us/wp-content/uploads/2018/02/The-Heart-of-Agile-Technical-Report.pdf
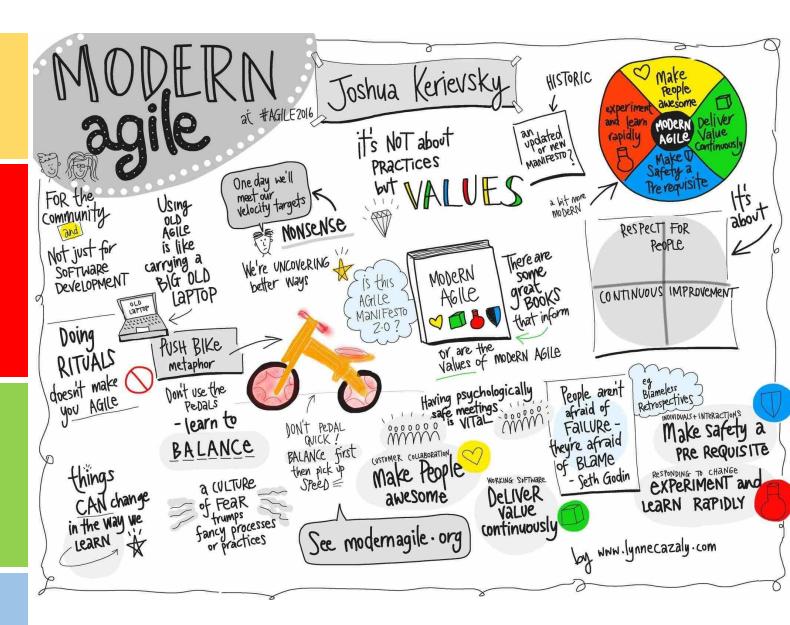
https://heartofagile.com

We learn their context and pain points, what holds them back and what they aspire to achieve. How can we make them awesome?

We learn rapidly by experimenting frequently. We make our experiments "safe to fail" so we are not afraid to conduct more experiments. When we get stuck or aren't learning enough, we take it as a sign that we need to learn more by running more experiments.

In modern agile we ask ourselves, "How could valuable work be delivered faster?" Delivering value continuously requires us to divide larger amounts of value into smaller pieces that may be delivered safely now rather than later.

We protect people's time, information, reputation, money, health and relationships. And we endeavor to make our collaborations, resilient and safe.

The goal of Agile mindset, values, principles, practices

"Making money" is not the goal
"Being agile" is not the goal.
"Working software" is not the goal.

Agile & Scrum & working software are means to achieving the goal.

Everyone must focus on the goal

What are your values related to why and how you work and interact and collaborate? What is the GOAL?

To create product or service that delights your customers

It's of value to your clients

What will make it delight them?

What is the value?

The product or service

…makes the world your client lives in and the way they work and interact easier/faster/competitive
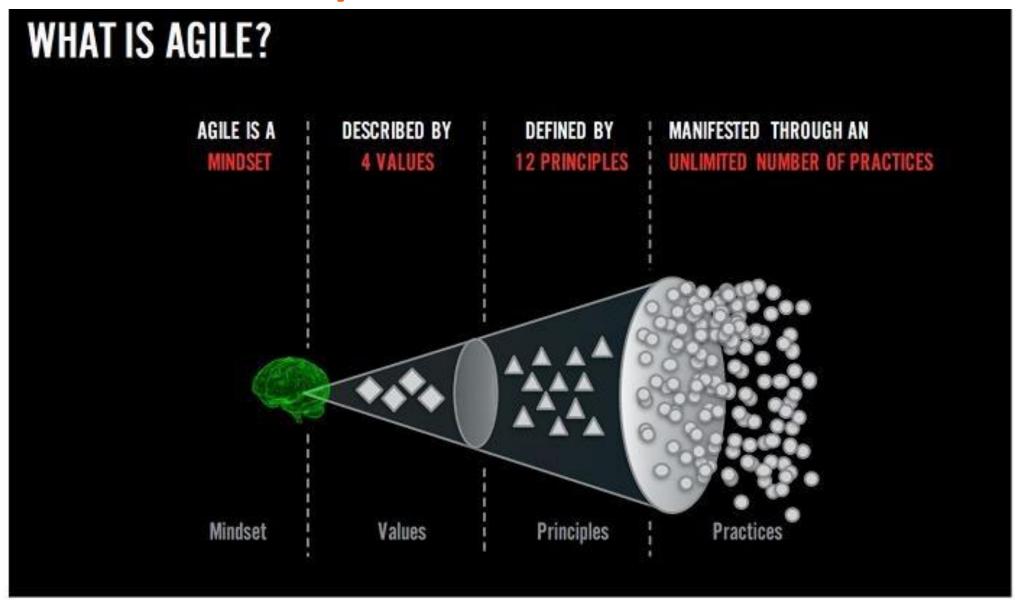
Delight a customer = "Providing a continuous stream of additional value to customers and delivering it sooner"

(Denning)

What is the value you create for your customers and do you care?

From mind set to process

Scrum Values

There is a focus on understanding and making progress towards goals

Product Goal -> **Sprint Goals that are about customer value/needs**

Agile values lead to an empirical process control control system – Scrum is such a system

Risks! Responsibility!

Inspection

Adaptation

Transparency

Why the need to be Agile?

Work together in a way that aligns with Agile values and principles

Complex work does not have best practice

1 The accelerating pace of change ...

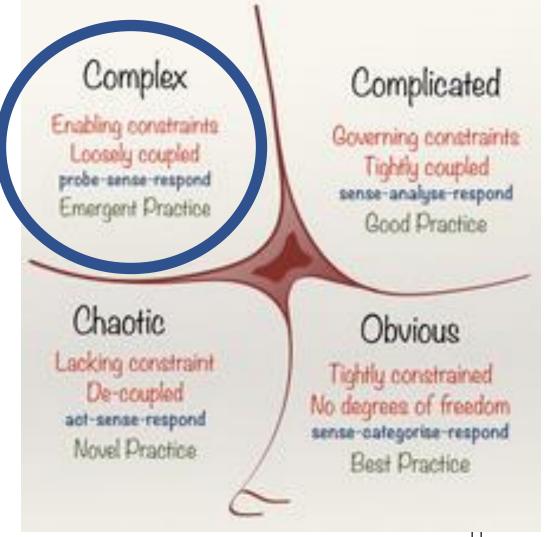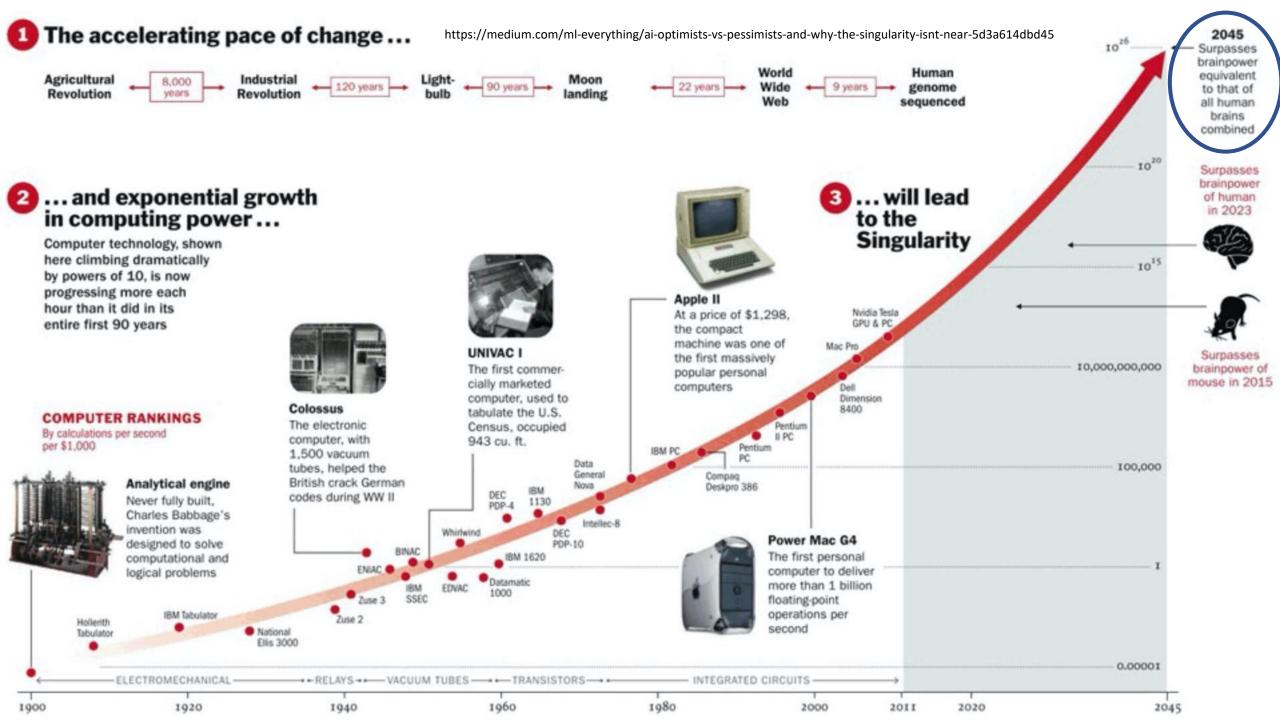Agricultural Revolution ←→ 8,000 years ←→ Industrial Revolution ←→ 120 years ←→ Light-bulb ←→ 90 years ←→ Moon landing ←→ 22 years ←→ World Wide Web ←→ 9 years ←→ Human genome sequenced

10^{26}

2045
Surpasses brainpower equivalent to that of all human brains combined

2 ... and exponential growth in computing power ...

Computer technology, shown here climbing dramatically by powers of 10, is now progressing more each hour than it did in its entire first 90 years

Surpasses brainpower of human in 2023

10^{20}

3 ... will lead to the Singularity

10^{15}

COMPUTER RANKINGS
By calculations per second per $1,000

Colossus
The electronic computer, with 1,500 vacuum tubes, helped the British crack German codes during WW II

UNIVAC I
The first commercially marketed computer, used to tabulate the U.S. Census, occupied 943 cu. ft.

Apple II
At a price of $1,298, the compact machine was one of the first massively popular personal computers

Nvidia Tesla GPU & PC

Mac Pro

Surpasses brainpower of mouse in 2015

10,000,000,000

Dell Dimension 8400

Data General Nova

IBM PC

Pentium II PC

Pentium PC

Compaq Deskpro 386

100,000

Analytical engine
Never fully built, Charles Babbage's invention was designed to solve computational and logical problems

DEC PDP-4

IBM 1130

Intellec-8

DEC PDP-10

Power Mac G4
The first personal computer to deliver more than 1 billion floating-point operations per second

Whirlwind

IBM 1620

1

BINAC

Datamatic 1000

ENIAC

IBM SSEC

EDVAC

Zuse 3

Zuse 2

IBM Tabulator

Hollerith Tabulator

National Ellis 3000

0.00001

ELECTROMECHANICAL — RELAYS — VACUUM TUBES — TRANSISTORS — INTEGRATED CIRCUITS

1900   1920   1940   1960   1980   2000   2011   2020   2045

Break free from Method prison

#noprojects – Optimize continuous delivery, flow, improvements and benefits

rather than resources and time

Put effort into delivering benefits rather than meeting triple constraints

When will the software (work) deliver value next rather than when will the project be finished

Stream of value with uncertain stop date rather than a project handover
(projects end - software continues to evolve until retired)

Late requirements accepted rather than considered costly and undesirable

Keep learning from experience and experiments (double loop learning)
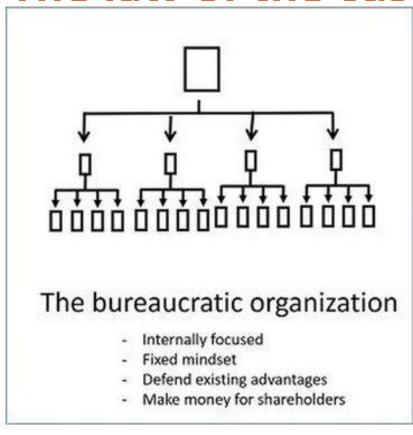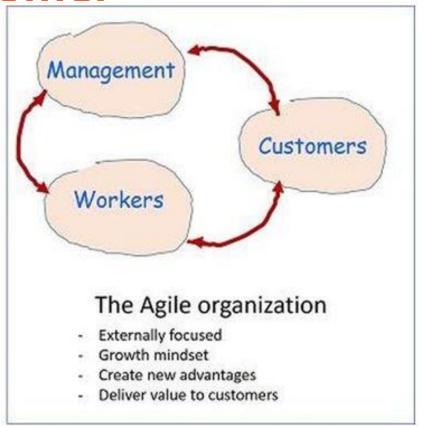
What does it mean to be Agile?

The Law of the Customer

The Law of the Team

The law of the Network

The Age of Agile
Denning

The law of the customer

The bureaucratic organization
- Internally focused
- Fixed mindset
- Defend existing advantages
- Make money for shareholders

The Agile organization
- Externally focused
- Growth mindset
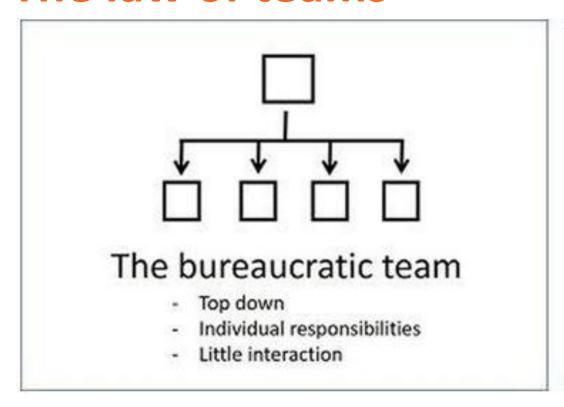- Create new advantages
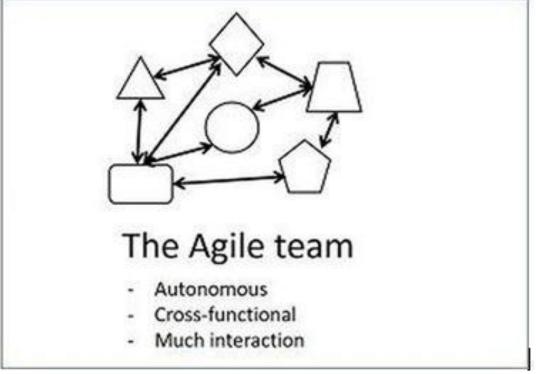- Deliver value to customers

Agile practitioners are obsessed with delivering value to customers.

Everyone in the organization has a clear line of sight to the ultimate customer and can see how their work is adding value to that customer—or not. If their work isn't adding value to any customer or user, then an immediate question arises as to why the work is being done at all. The firm adjusts everything—goals, values, principles, processes, systems, practices, data structures, incentives —to generate continuous new value for customers and ruthlessly eliminate anything that doesn't contribute.
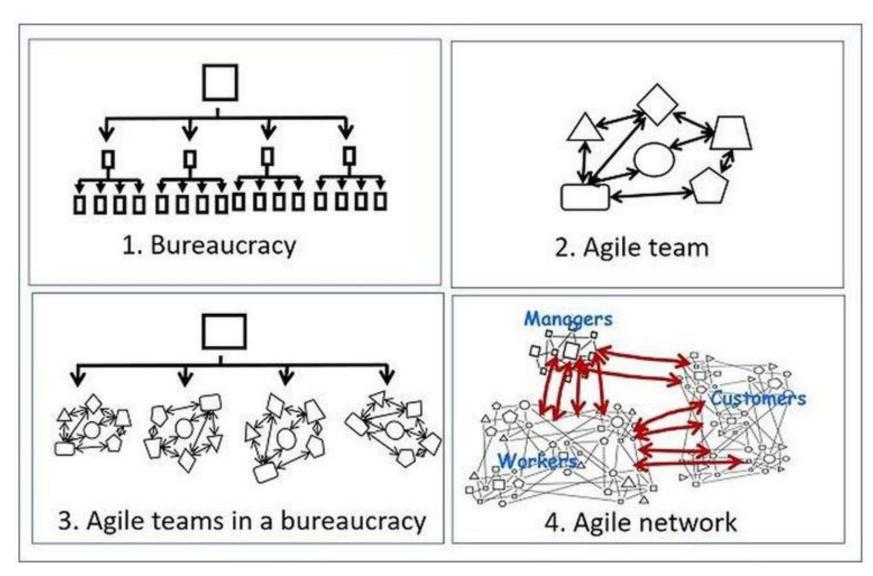
The law of teams

The bureaucratic team
- Top down
- Individual responsibilities
- Little interaction

The Agile team
- Autonomous
- Cross-functional
- Much interaction

Agile practitioners share a mindset that work should in principle be done in small autonomous cross-functional teams working in short cycles on relatively small tasks and getting continuous feedback from the ultimate customer or end user.

The law of networks

1. Bureaucracy

2. Agile team

3. Agile teams in a bureaucracy

4. Agile network

When Agile teams are housed within a bureaucracy, collaboration *between* teams can be just as much a problem as it is between silos in a pure bureaucracy.