

Topic 1

What is Agile and
Why it matters



Meet Your Tutor

Professional Scrum Master and Agile Coach with technical background in IT infrastructure and datacenter with more than 10 experiences in higher education, telecommunication, and banking industry. A kanban and DevOps practitioner who also enthusiast in IoT and unmanned system.

A portrait of a man with dark hair and glasses, wearing a blue blazer over a grey turtleneck. He is smiling and standing in front of a blurred city skyline. A large yellow circle is partially visible behind him on the left side.

Harindra W Pradhana

Agile Coach & Scrum Master

bank
btpn A MEMBER OF
SMBC Group

Outline

1

Introduction to
VUCA



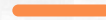
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the Agile Manifesto



3

4 Agile Values



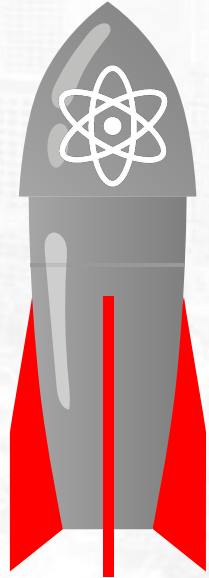
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12 Agile Principles

Introduction to VUCA

History behind VUCA

- First used in 1987
- Based on leadership theories of Warren Bennis and Burt Nanus
- As response of the collapse of the USSR by the end of cold war





Volatility
Uncertainty
Complexity
Ambiguity

Volatility

Behavior

- Unstable and constantly changing
- Not necessarily hard to understand
- Knowledge often available

Response

- Prepare, reserve, threshold



Uncertainty

Behavior

- Unexpected events
- Difficult to anticipate or predict
- Historical forecasts & past experiences losing relevance

Response

- Collect information, interpret & share



Complexity

Behavior

- Multiple changes and events happened simultaneously
- Certain cause trigger interconnected multi layered reaction, parts and variables
- Overwhelming to process

Response

- Inspect & Adapt



Ambiguity

Behavior

- Right or wrong completely unclear
- Whole new unknown environment & definition

Response

- Experimenting





VUCA simply happen around us
Most likely we are unable to change the situation
What we can do is to adapt our behavior accordingly

Further Readings

- <https://hbr.org/2014/01/what-vuca-really-means-for-you>
- <https://www.vuca-world.org/>

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The Agile Manifesto

History Behind The Agile Manifesto

- 17 software development practitioner gather at a ski resort in 2001
- Shares common obstacles in delivering valuable software
- First called as lightweight process / framework for more effective software development



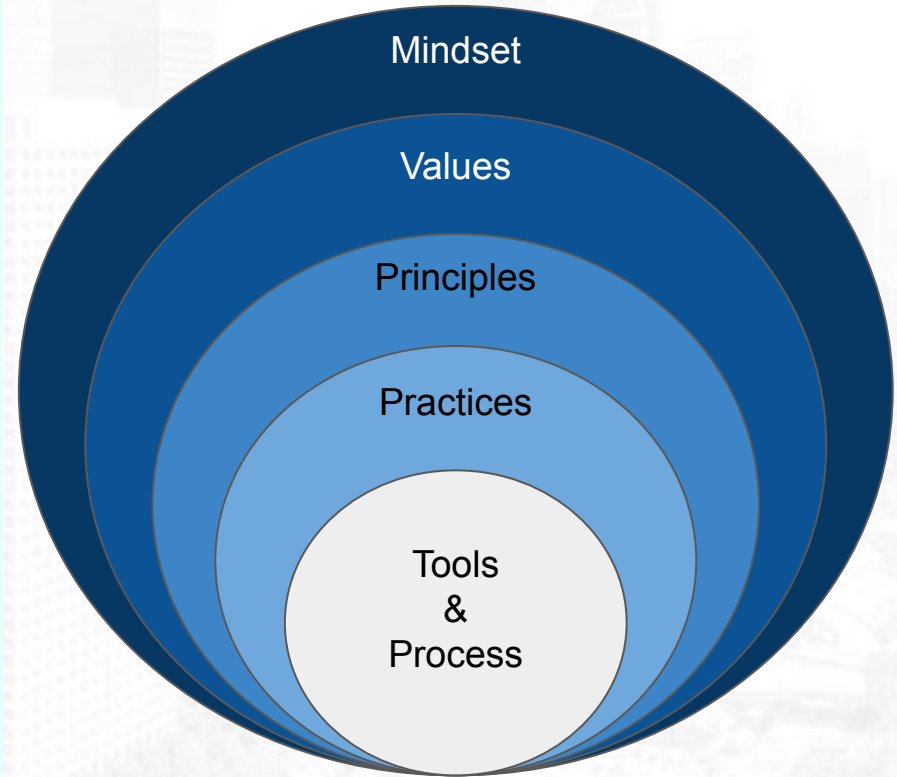
Problematic Background



Common problems of software development back then :

- Overcomplicated workflow and process
- Wasteful documents and meetings
- Unpredictable business demand
- Rigid development process
- Resulting in a manifesto with 4 values and 12 principles.

Agile in a nutshell



Further Readings

- <https://agilemanifesto.org/history.html>
- <https://www.agilealliance.org/agile101/the-agile-manifesto/>

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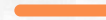
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4 Agile Values

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Individual and Interaction over Processes and Tools

- Value or waste emerge as the result of individual action within the team and their interactions
- Established processes and acquired tools serves as the impact multiplier



Working Software over Comprehensive Documentations



- The most important thing is what value we brings to the customer
- Best way to measure value is to put our product in customer's hand



Customer Collaboration over Contract Negotiation



Healthy relationship between developers and customer helps promote productive feedback
Frequent collaboration helps narrowing the gap between development result and expectation



Responding to Change over Following a Plan

- What make sense back then might not so relevant now, remember VUCA
- Embrace unexpected changes and adjust plan accordingly



Further Readings

- <https://agilemanifesto.org>
- <https://www.agilealliance.org>
- <https://www.scrum.org/resources/blog/how-live-4-values-agile-manifesto>

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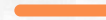
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Principles behind the Agile Manifesto

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.

Customer Centric

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

- Customer first mindset, avoid taking assumption
- Break down work into smallest valuable piece of functionality and deliver value continuously

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

- Deliver small increment frequently
- Establish shorter feedback cycle
- Fail fast and cheap

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

- Validate hypothesis, changes plan accordingly
- Focus on maximizing the value for the customer



Promote Collaboration

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

- Cross-functional team allows development flexibility and independence
- Team alignment is the key to achieve effective product development and faster problem discovery

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

- Nonverbal communication transfer more information compared to verbal communication
- In-person communication help increases trust and collaboration among team

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

- Organization support help maximize team's productivity
- Safe environment promote innovation enabling effective and efficient development



Deliver Value

Working software is the primary measure of progress.

- Measure on outcomes not output, the value not the volume nor velocity
- While other metric might be helpful for the team internal improvement

Continuous attention to technical excellence and good design enhances agility.

- Agile focus on both functionality and usability
- Better quality prevent rework allowing the developers spent more effort on value generating activities



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

- We prefer steady and sustainable development rather than fast but brittle ones
- All stakeholder should have the same vision towards the product goal

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

- Reduce wasteful development, processes, events, meetings, documentations as much as possible
- Do the easiest, simplest, the most straightforward approach as possible

Unleash Team's Maximum Potential

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

- Agile empower people by promoting self-organized team
- Important decision should be made by the person doing it

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

- Periodically do reflection to discover any chances of improvement
- Committed to take improvement action even small ones but continuously



Further Readings

- <https://agilemanifesto.org>
- <https://www.agilealliance.org>

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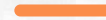
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