

Agile Fundamentals

Version 8.1 – Workbook

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SOFT
ED

Expectations

What are your expectations for the course?

Review

How well were your expectations met?

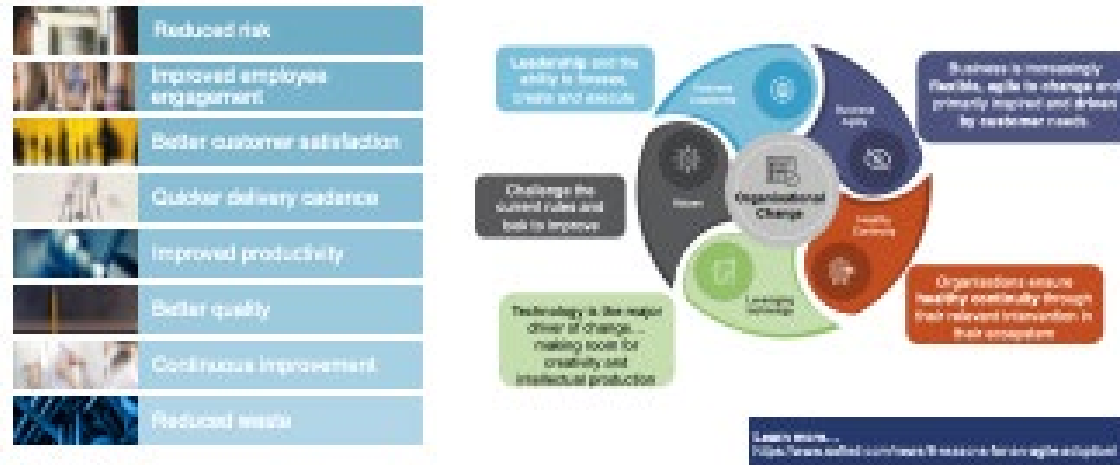
Note up to three things you will change or start doing as a result of this course:

Benefits of Working in Agile

What does the manifesto mean in terms of the work that you do?

Eight Drivers for Change

Companies adopt agile for any number of reasons, usually stemming from a dissatisfaction with how things are currently working and a desire to improve.



The Agile Manifesto – Values

What does the manifesto mean in terms of the work that you do?

The Agile Manifesto – Values

Solutions
We are uncovering better ways of developing ~~software~~ **Solutions** 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 we value the items on the right, we value the items on the left more.

[Learn more...
agilemanifesto.org](http://agilemanifesto.org)

The Agile Manifesto – Principles

What do the Agile Principles mean in practical terms? What are your feelings about it?

The Agile Manifesto – Principles

1. Our highest priority is to **satisfy the customer** through early and continuous delivery of valuable software.
2. **Welcome changing requirements**, even late in development. Agile processes harness change for the customer's competitive advantage.
3. **Deliver** working software **frequently**, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must **work together daily** throughout the project.
5. Build projects around **motivated individuals**. Give them the environment and support they need and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is **face-to-face conversation**.
7. **Working software is the primary measure of progress**.
8. Agile processes promote **sustainable development**. The sponsors, developers and users should be able to maintain a constant pace indefinitely.
9. **Continuous attention to technical excellence** and good design enhances agility.
10. **Simplicity**—the art of maximizing the amount of work not done—is essential.
11. The best architectures, requirements and designs emerge from **self-organising teams**.
12. At regular intervals, the team **reflects** on how to become more effective, then tunes and adjusts its behaviour accordingly.

Learn more...
agilemanifesto.org

The Seven Lean Principles...

1. **Eliminate waste** – Lean philosophy regards everything not adding value to the customer as waste (muda).
2. **Amplify learning** – Development is a continuous learning process based on iterations.
3. **Decide as late as possible** – The more complex a system is, the more capacity for change should be built into it, thus enabling the delay of important and crucial commitments.
4. **Deliver as fast as possible** – The sooner the end product is delivered without major defects, the sooner feedback can be received, and incorporated into the next iteration.
5. **Empower the team** – People need motivation and a higher purpose to work for – purpose within the reachable reality, with the assurance that the team might choose its own commitments. Respecting people and acknowledging their work is one way to empower the team.
6. **Build integrity in** – The customer needs to have an overall experience of the system. This is the so-called perceived integrity: how it is being advertised, delivered, deployed, accessed, how intuitive its use is, its price and how well it solves problems.
7. **Optimize the whole** – Modern software systems are not simply the sum of their parts, but also the product of their interactions.

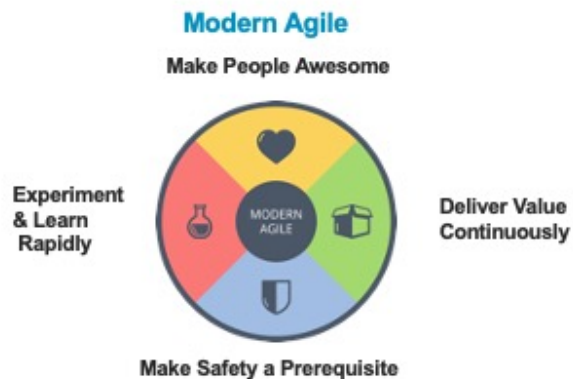
Learn more...

https://en.wikipedia.org/wiki/Lean_software_development

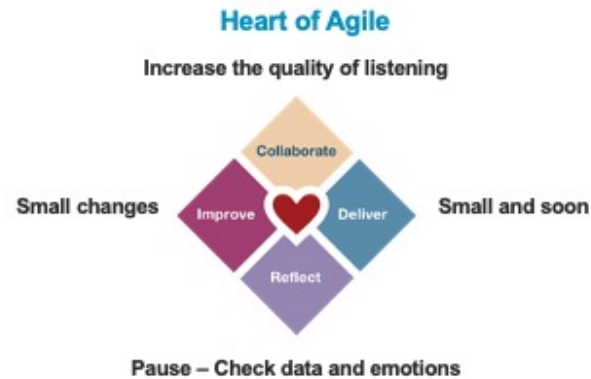
The Heart of Modern Agile

What does this mean to you?

The Heart of Modern Agile



Modern Agile has no roles, responsibilities or anointed practices. Instead, it is defined by four guiding principles



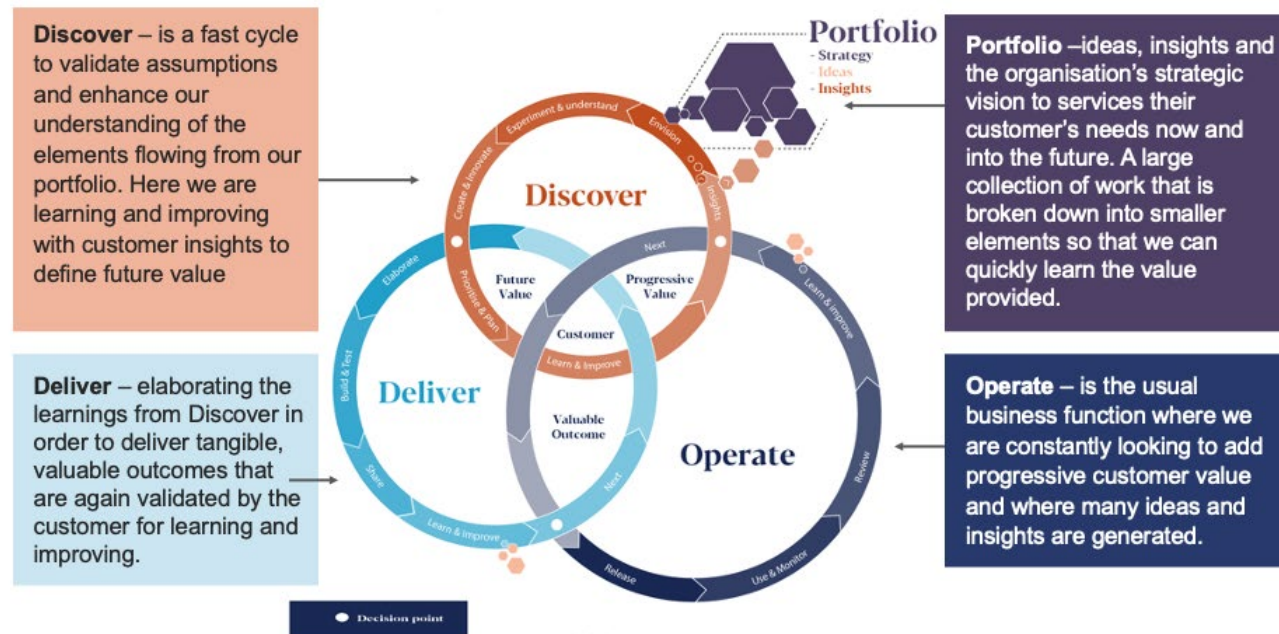
1. How do we improve collaboration and shorten the distance ideas need to travel?
2. How do we deliver more frequently?
3. How do we ensure we take the time to reflect?
4. How do we embed continuous improvement into our culture?

Learn more...
modernagile.org / heartofagile.com

The Agile Lifecycle

What does the Agile lifecycle mean in terms of the work that you do?

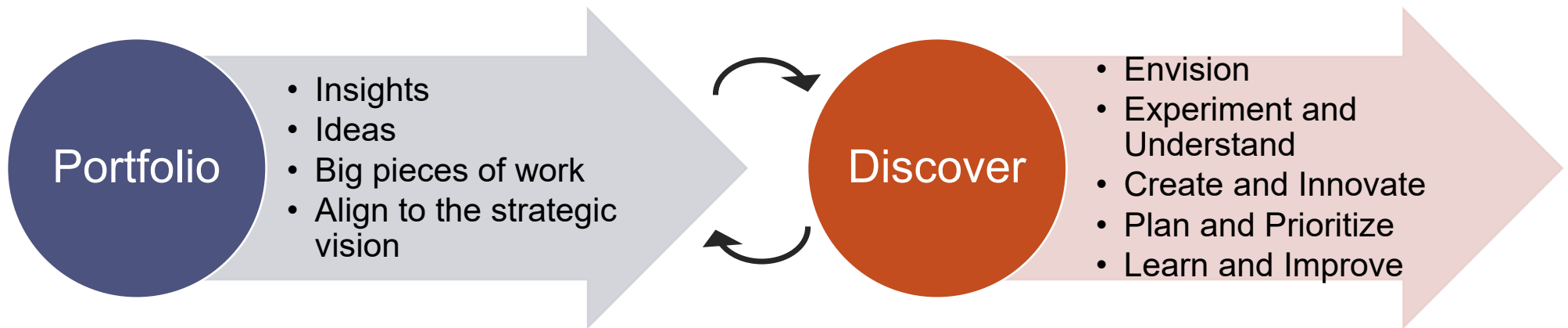
Agile With SoftEd – The Value Life Cycle



Portfolio and Discover

Portfolio – ideas, insights and the organizations strategic vision to service their customers needs now and into the future. A large collection of work that is broken down into smaller elements so that we can quickly learn the value provided.

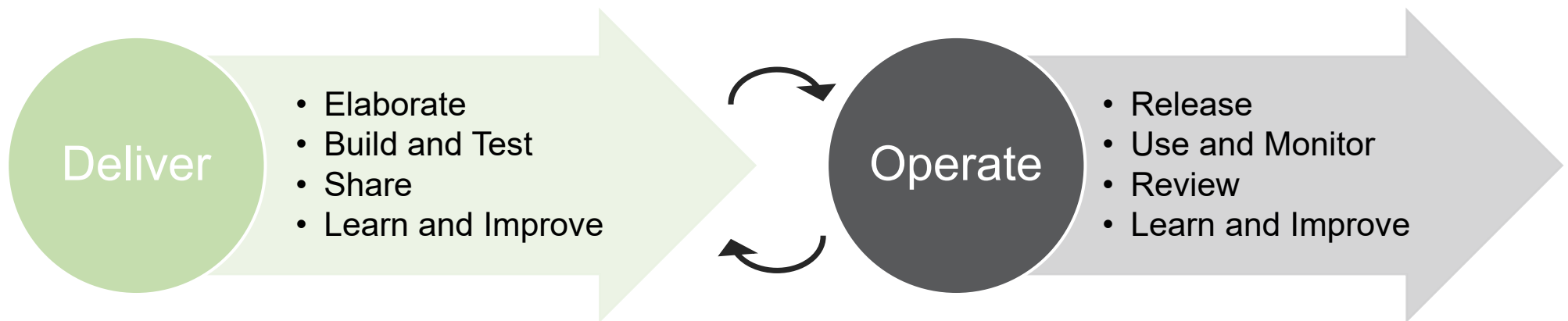
Discover – is a fast cycle to validate assumptions and enhance our understanding of the elements flowing from our portfolio. Here we are learning and improving with customer insights to define future value.



Deliver and Operate

Deliver – elaborating the learnings from Discover in order to deliver tangible, valuable outcomes that are again validated by the customer for learning and improving.

Operate – is the usual business function where we are constantly looking to add progressive customer value and where many ideas and insights are generated.

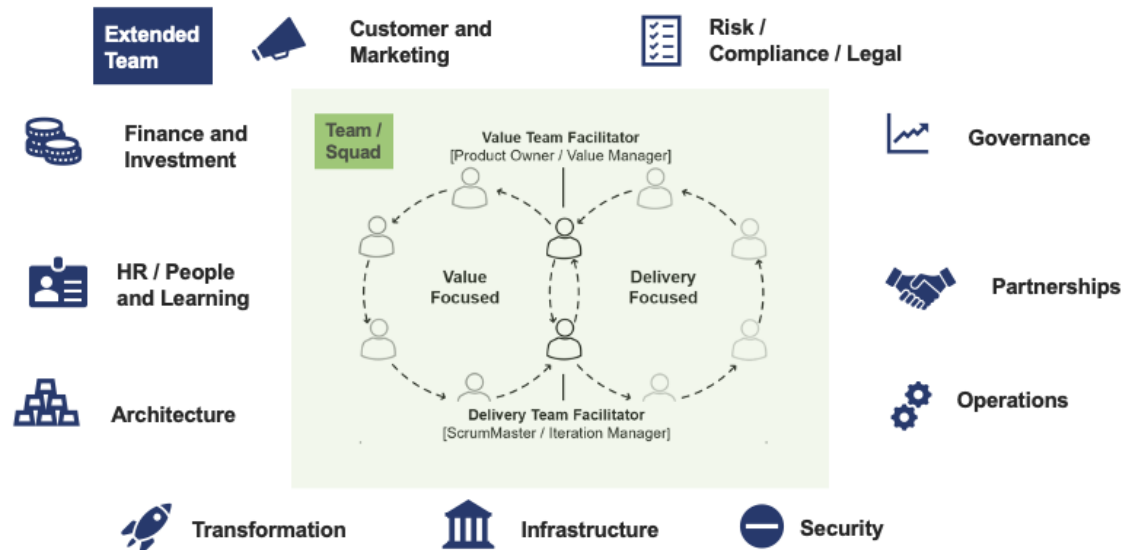


One Team

What does a team structure similar to this mean in your context?

However, They Are All Part of One Team...

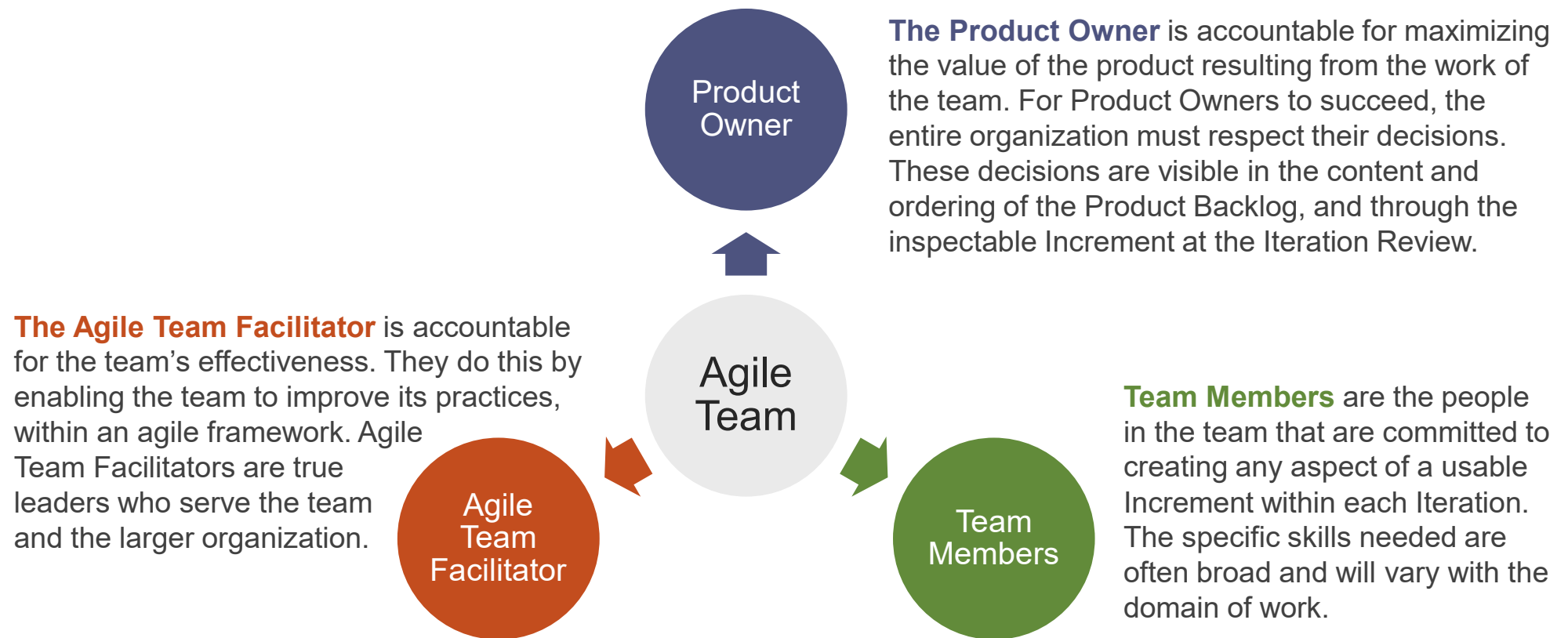
Within an agile team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal. The team works with the broader extended team.



[illegible]

An Agile Team May Have These Roles...

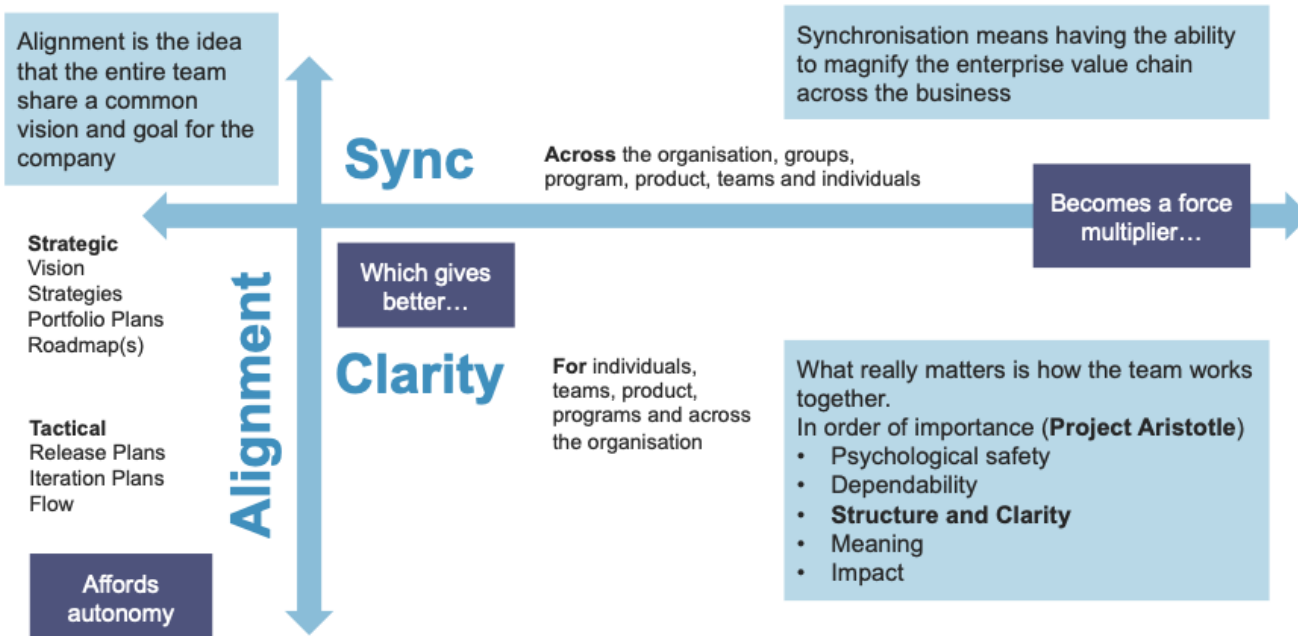
Agile teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how.



The Value of Alignment...

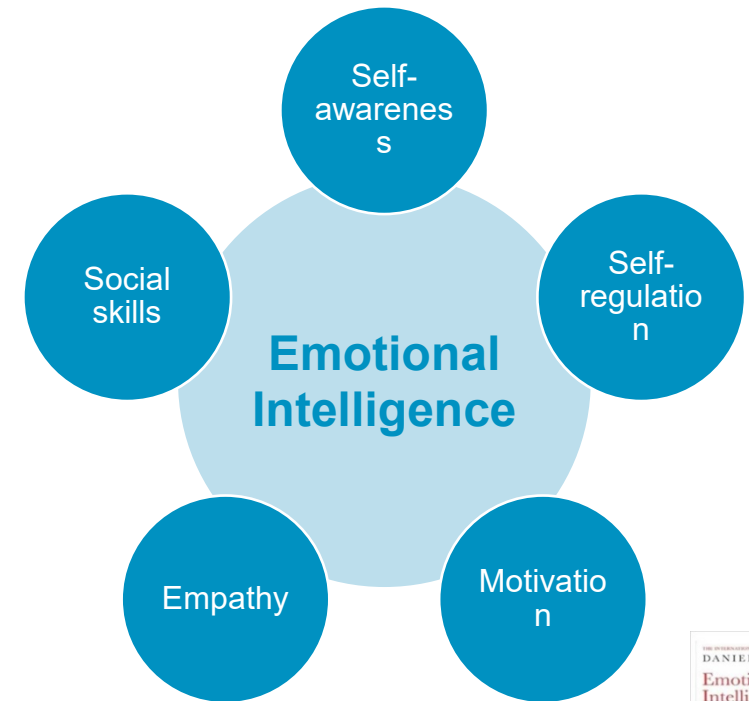
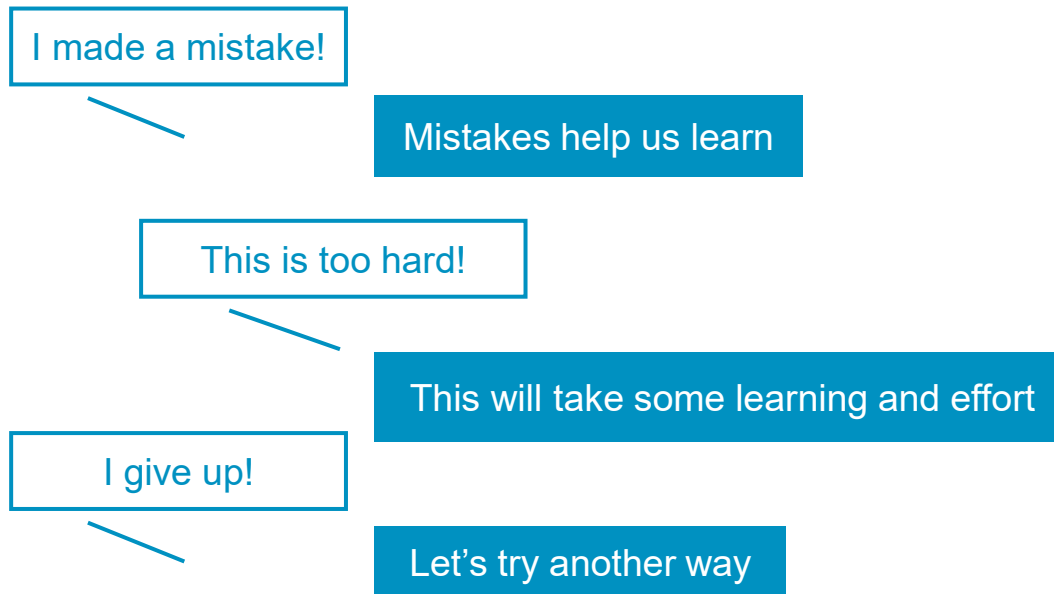
Why would this be important?

The Value of Alignment and Synchronisation...

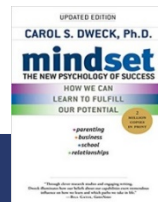


The Importance of a Growth Mindset

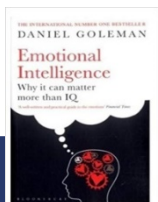
A growth mindset is the belief that abilities and intelligence can be developed – and that **failure is an opportunity to grow**. This requires individuals to practice emotional intelligence.



Learn more...
Carol S. Dweck, *Mindset: The New Psychology of Success*

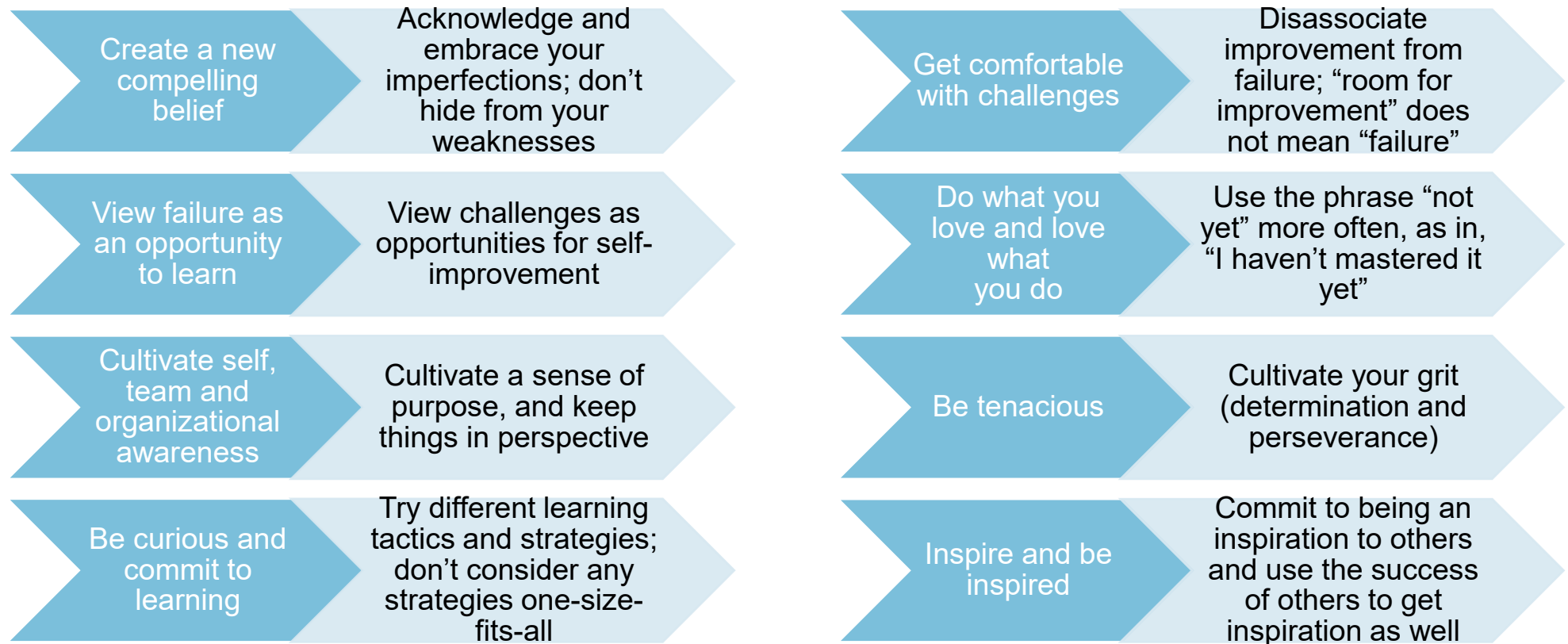


Learn more...
Daniel Goleman, *Emotional Intelligence*



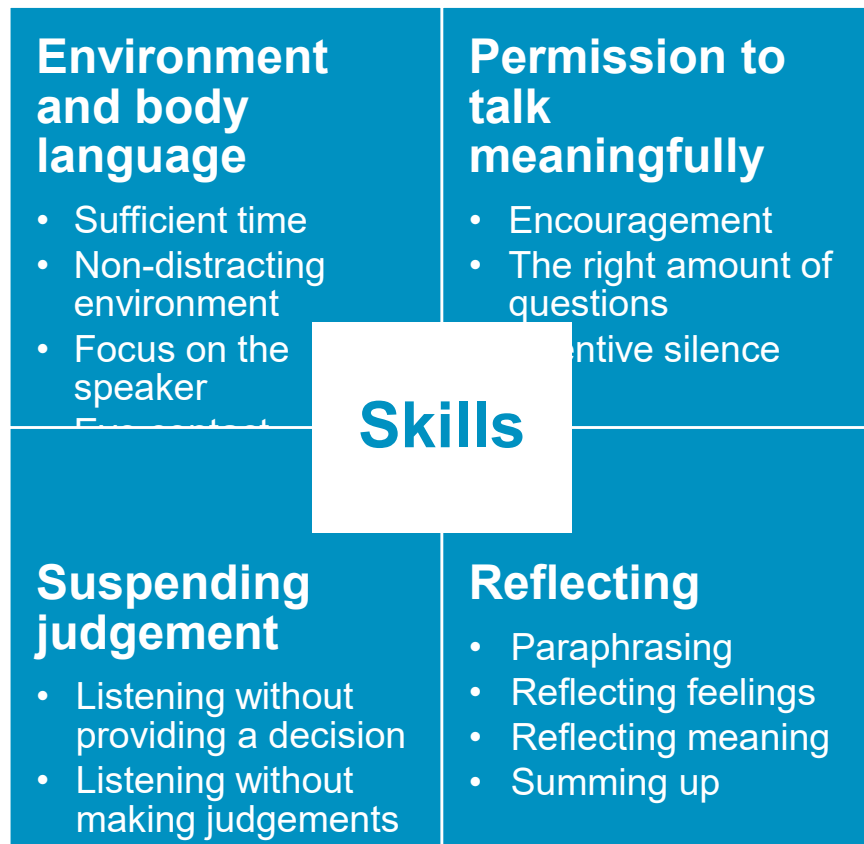
Building a Growth Mindset

“With a growth mindset, **individuals (and teams)** may achieve more than others because they are worrying less about seeming smart or talented and **putting more of their energy into learning**” (Dweck, 2016).



Better Listening

Listening is the ability to accurately receive and interpret messages in the communication process.



- **Level 1:** The listener creates a safe environment in which difficult, complex, or emotional issues can be discussed.
- **Level 2:** The listener clears away distractions like phones and laptops, focusing attention on the other
- **Level 3:** The listener seeks to understand the substance of what the other person is saying.
- **Level 4:** The listener observes non-verbal cues, such as facial expressions, perspiration, respiration rates, gestures, posture, and numerous other subtle body language signals.
- **Level 5:** The listener increasingly understands the other person's emotions and feelings about the topic at hand and identifies and acknowledges them. The listener empathizes with and validates those feelings in a supportive, non-judgmental way.
- **Level 6:** The listener asks questions that clarify assumptions the other person holds and helps the other person to see the issue in a new light.

Informal Feedback

Two types of informal feedback that could be useful:

Reinforcing

- Showing appreciation for what someone has done, noting the positive impact on the team
- Encouraging someone to continue practicing a habit

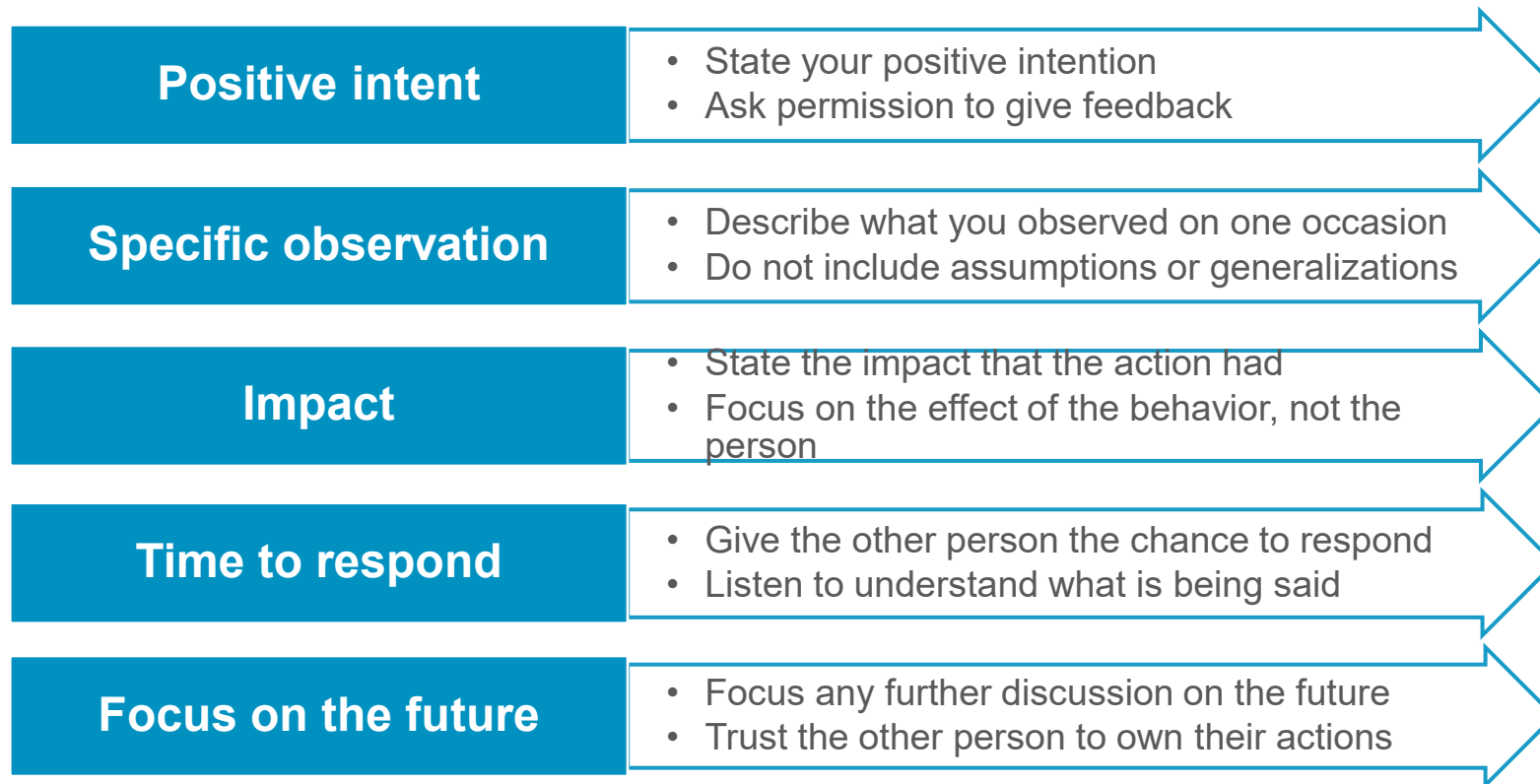
Re-directive

- Seeking respectful permission for feedback
- Pointing out the negative impact of specific behaviors
- Exploring ways to do things differently

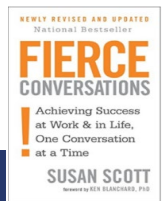
INSTEAD OF	TRY
Can I give you some feedback?	Here's my reaction.
Here's what you should do.	Here's what I would do.
Here's where you need to improve.	Here's what worked best for me, and here's why.
That didn't really work.	When you did x, I felt y or I didn't get that.
You need to improve your communication skills.	Here's exactly where you started to lose me.
You need to be more responsive.	When I don't hear from you, I worry that we're not on the same page.
You lack strategic thinking.	I'm struggling to understand your plan.
You should do x [in response to a request for advice].	What do you feel you're struggling with, and what have you done in the past that's worked in a similar situation?

A Constructive Model for Re-Directive Feedback

Re-directive feedback can be misunderstood, uncomfortable or emotive. A simple format can make it more effective.



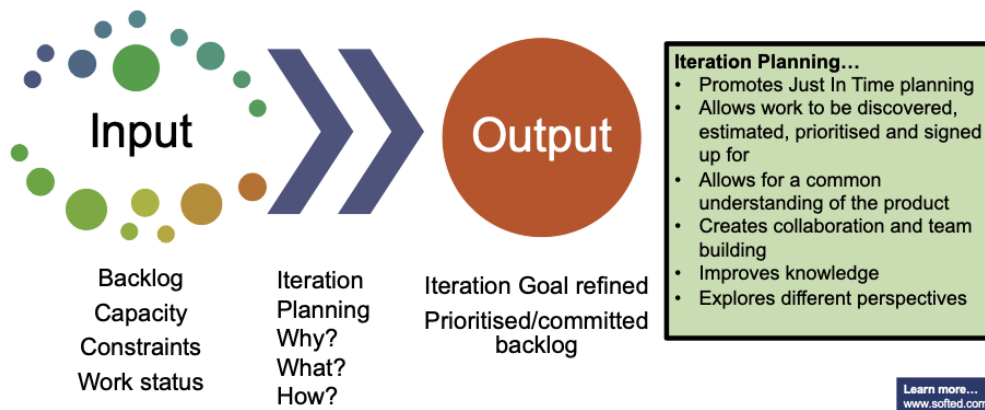
Learn more...
Susan Scott, *Fierce Conversations*



Tools To Help Create Agility – Part 1

Tools – Iteration Planning

The purpose of the iteration planning meeting is for the team to commit to the completion prioritised items based on the team's capacity and the length of the iteration timebox.

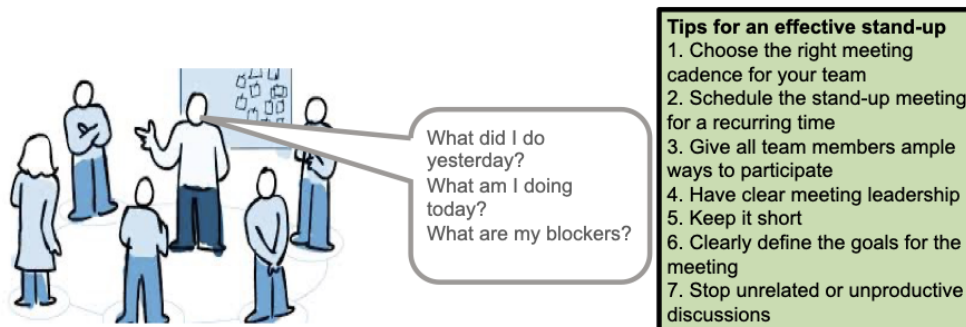


How do these practices help us become more efficient?

Tools – Daily Stand-Ups

The problem that I frequently see crop up is that people tend to treat the Daily Stand-up as simply individual reporting... The more optimum approach is closer to a football huddle.

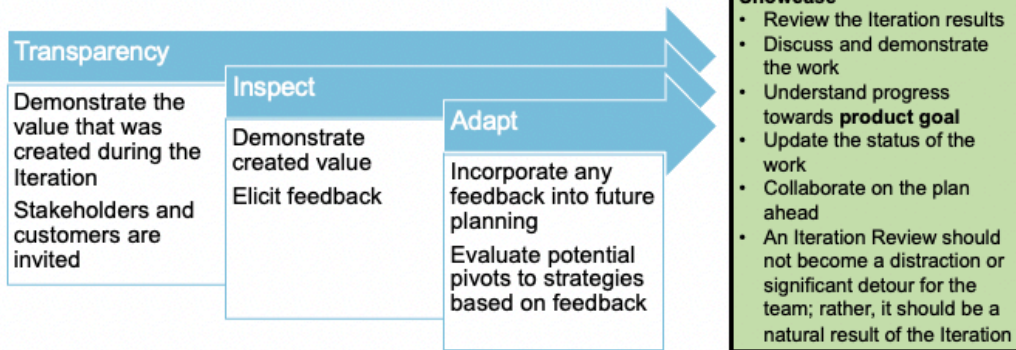
Jeff Sutherland, *The Origin of The Daily Stand-up*



Tools To Help Create Agility - Part 2

Tools – Showcase

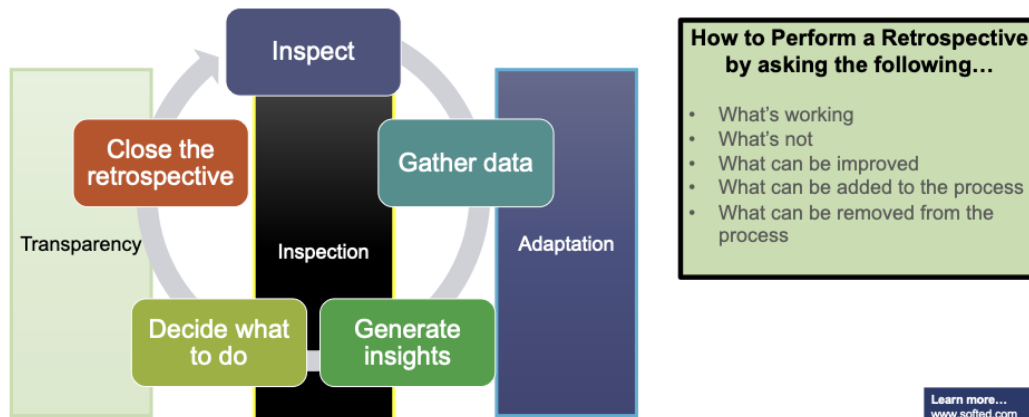
The **purpose** of a showcase is to **inspect the outcome** of the Iteration and determine future adaptations. The team presents the results and progress of their work.



Learn more...
www.softed.com

Tools – Retrospectives

The **12th agile principle** states: *At regular intervals, the **team reflects on how to become more effective**, then tunes and adjusts its behaviour accordingly.*



Learn more...
www.softed.com

How do these practices help us become more efficient?

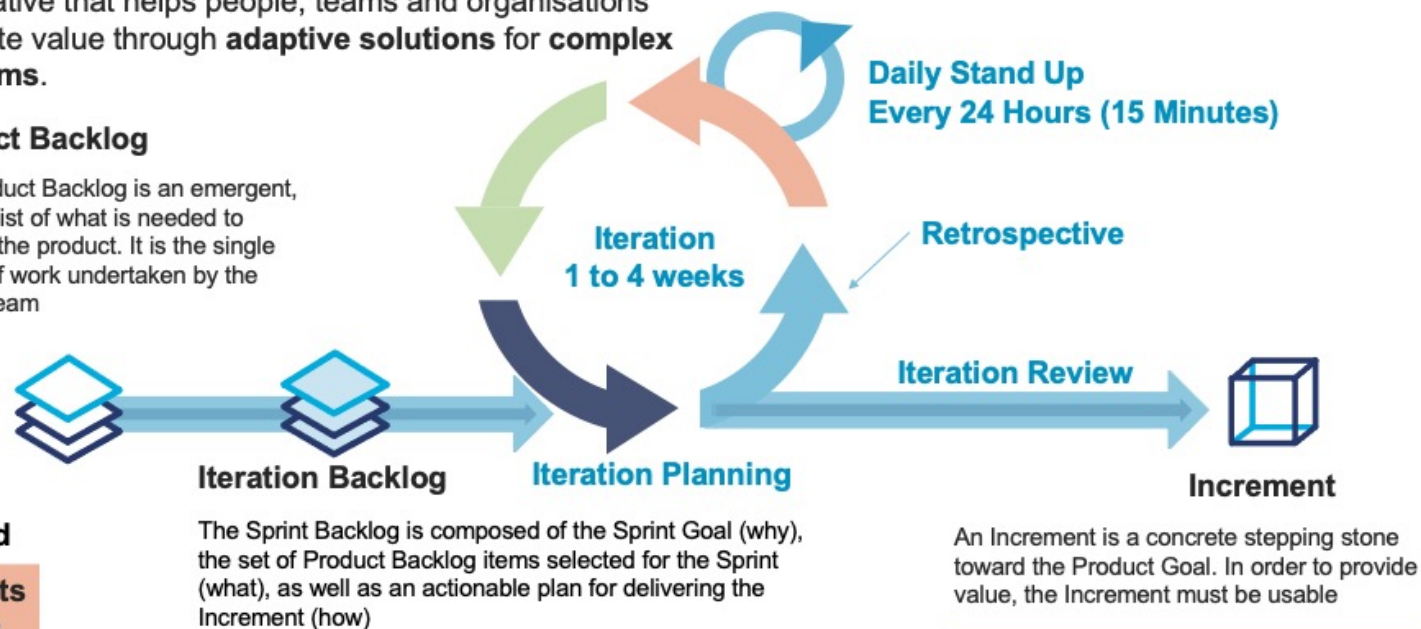
An Iterative Workflow

An Iterative Workflow...

An iterative that helps people, teams and organisations generate value through **adaptive solutions** for **complex problems**.

Product Backlog

The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team

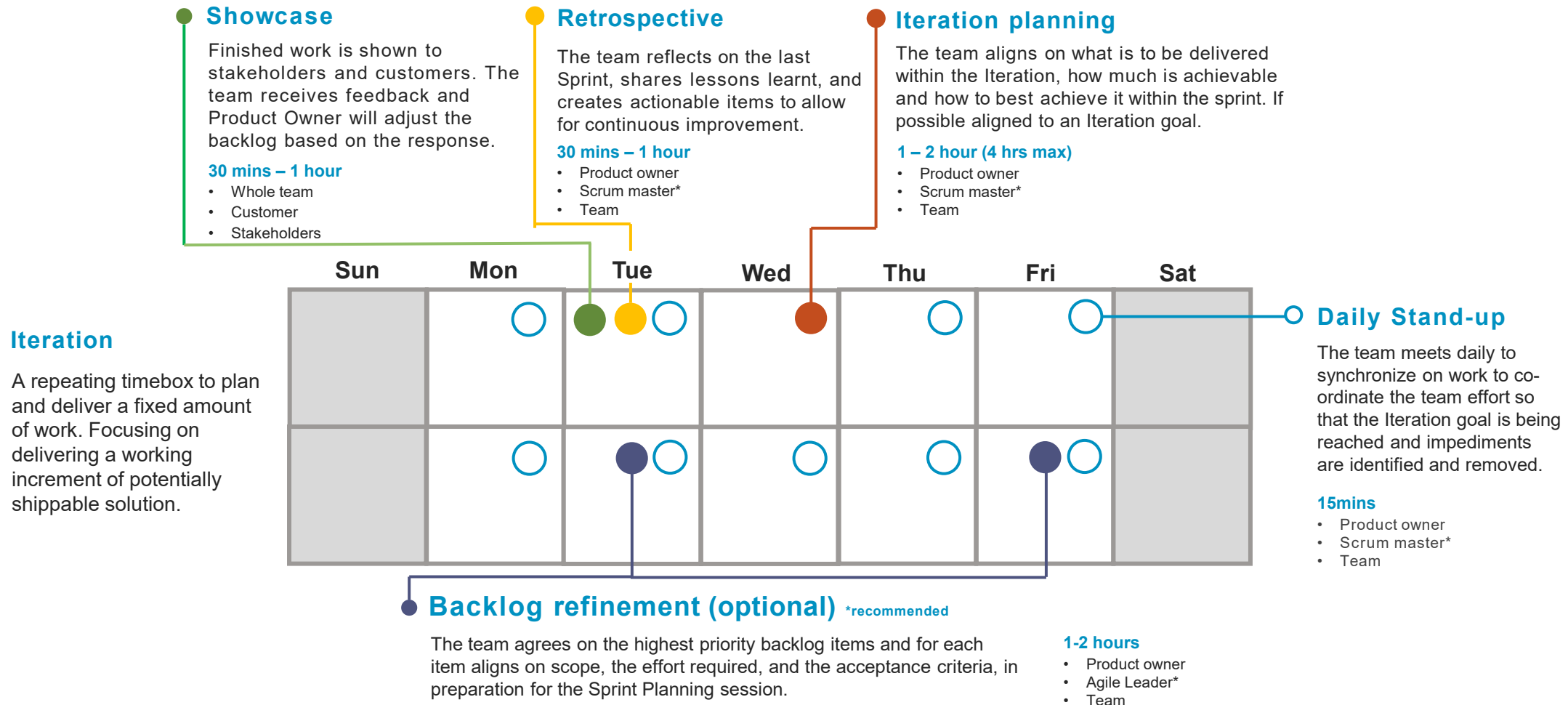


Legend

Artifacts
Events

Learn more...
<https://www.scrumguides.org/scrum-guide.html#purpose/>

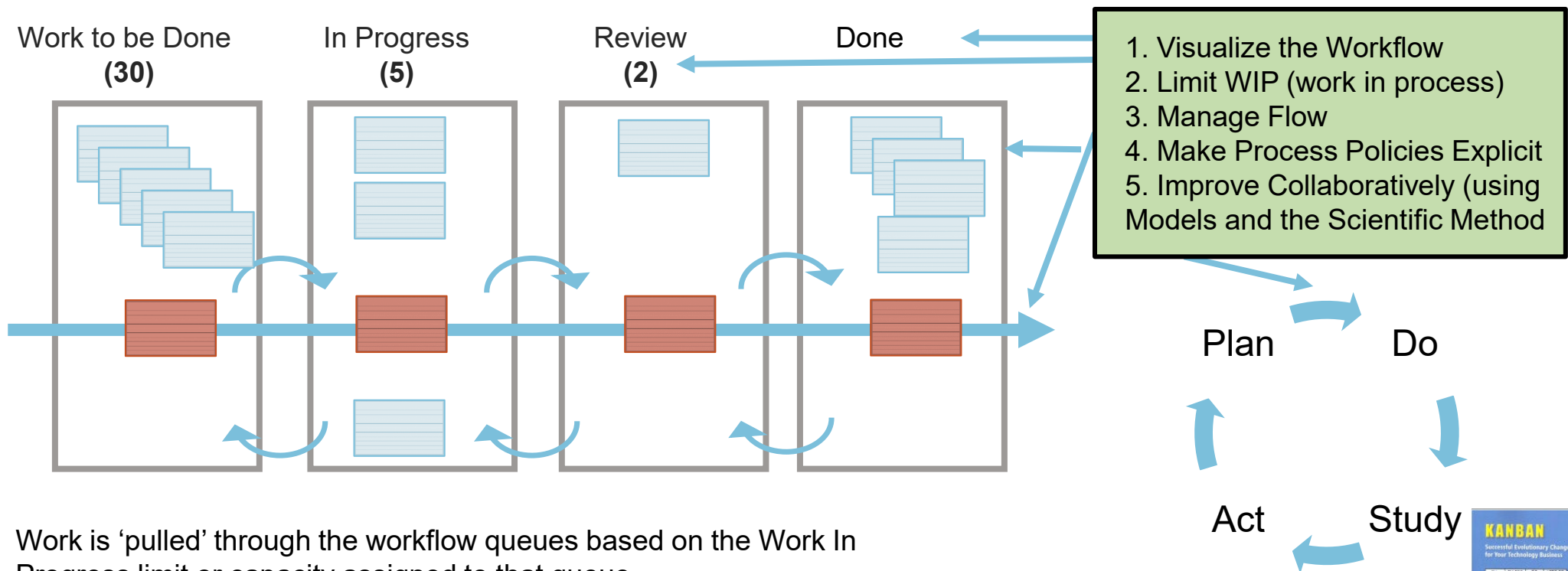
Agile Team Events Overview



Continuous Workflow

Work items are visualized to give participants a view of progress and process, from start to finish.

Kanban is the mechanism to make **Kaizen** (Continuous Improvement) work.

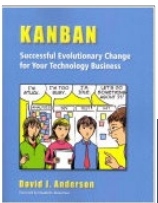


Work is 'pulled' through the workflow queues based on the Work In Progress limit or capacity assigned to that queue

Feedback occurs all the way through – this may not be a linear flow

Learn More...

David J. Anderson, *Kanban: Successful Evolutionary Change for Your Technology Business*

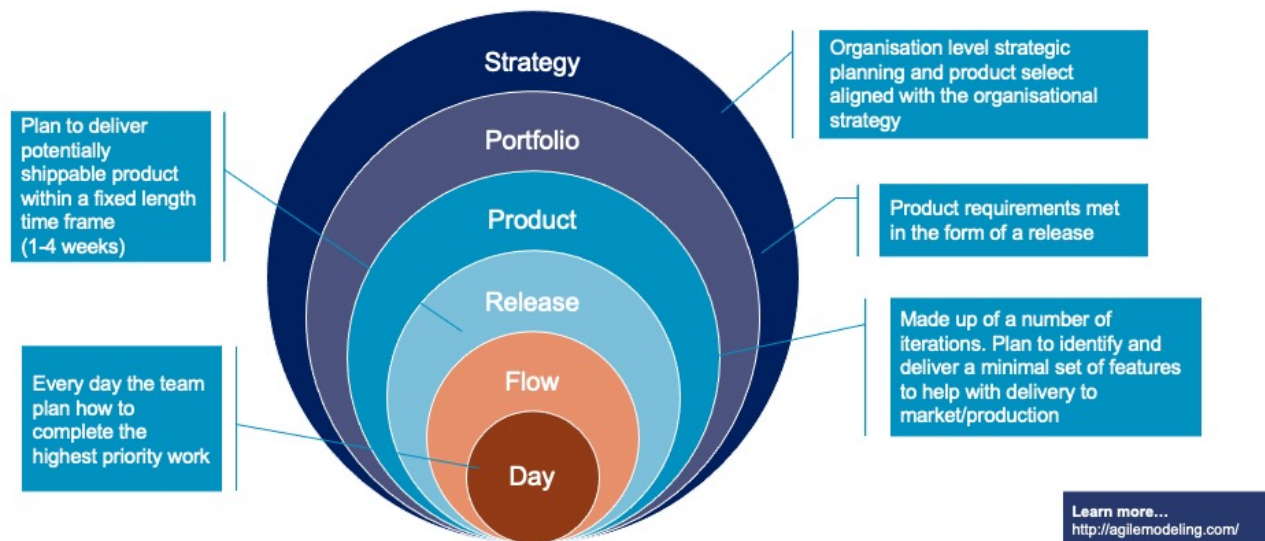


Planning

Why do we need multiple layers of planning?

Aligning Idea Through to Strategy Through to Work

Agile strategic planning and execution methods drive organisational agility by aligning effort and resources, bringing value to activity, reducing churn, and producing strategic and operational results.



Planning

Starting With Why...

Why is it important to understand 'the why'?

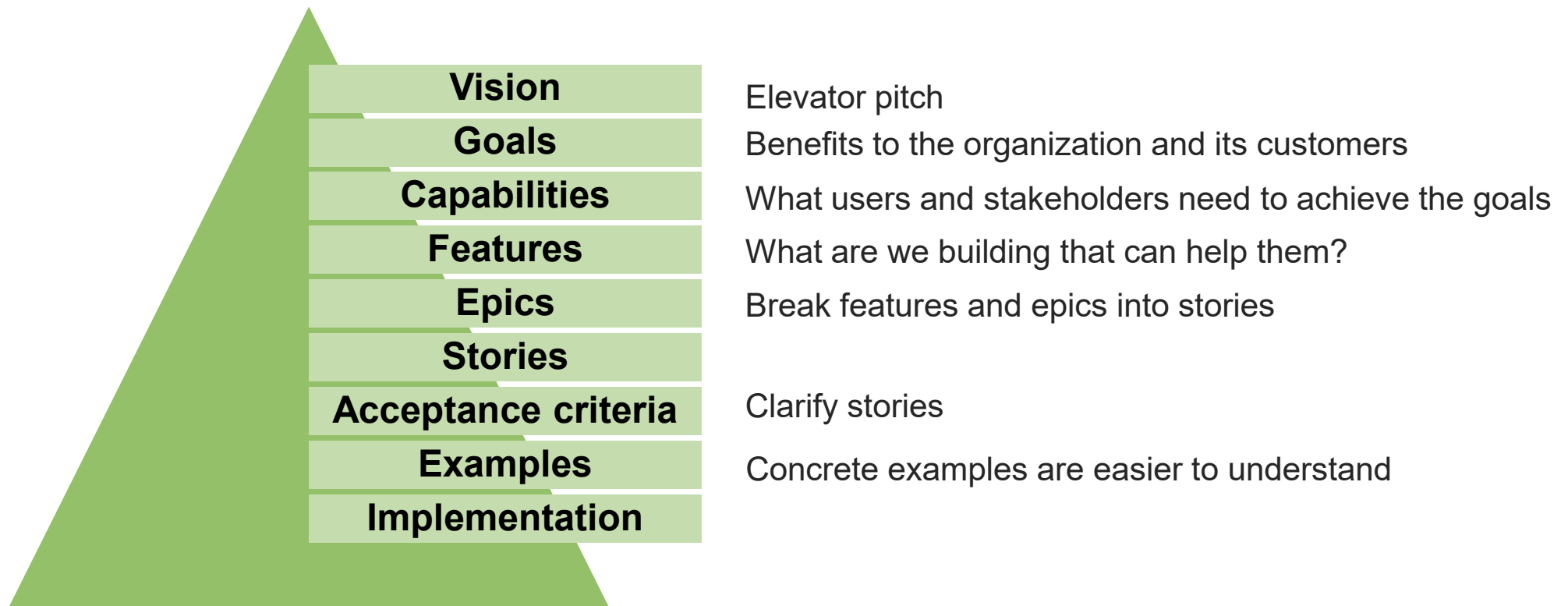
Starting With the Why to Guide Direction and Planning...

The **vision** creates the **why** or the purpose or the reason for being – the north star. The **strategy** onwards is the means for achieving the why (the **'How'**). The Vision remains constant, and the strategy allows us to **pivot**.



What Are Our Levels of Alignment?

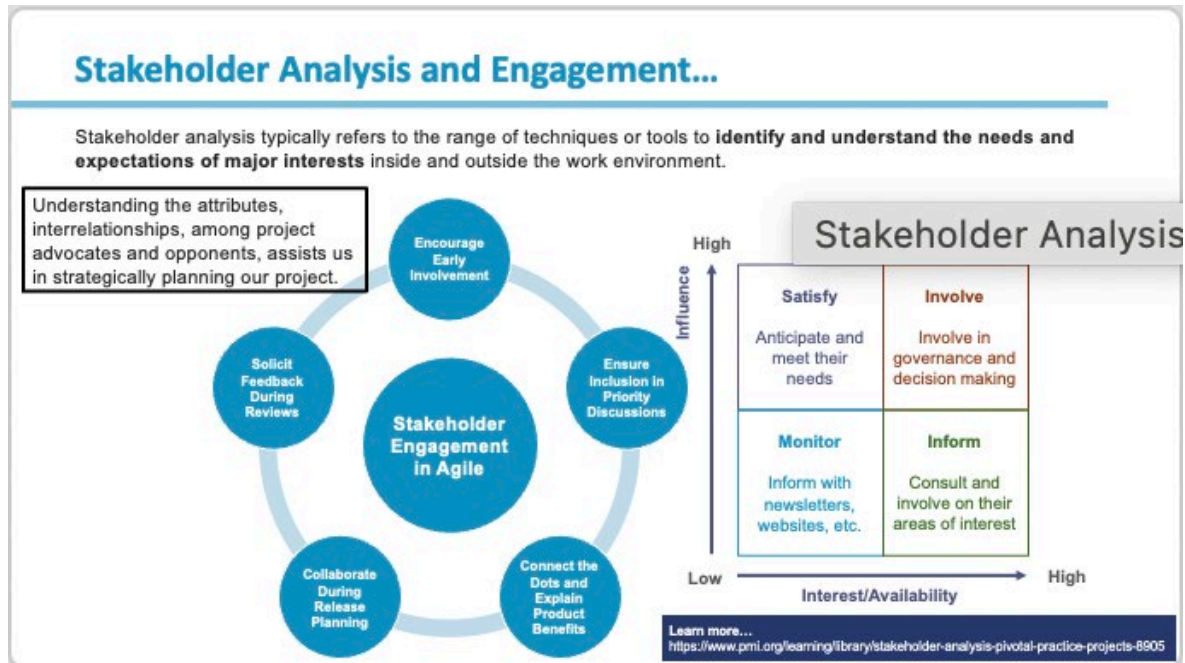
Our alignment begins with the why (high level) and then filters down to the detail which are stories, acceptance criteria, examples and implementation – from strategic down to tactical with built in feedback loops throughout.



Notes

Stakeholder Analysis

Why is it important to understand the needs of our stakeholders?



Persona Matrix

The persona matrix is used to document the different subsets of a target audience – to identify the similarities and differences in our identified audiences.

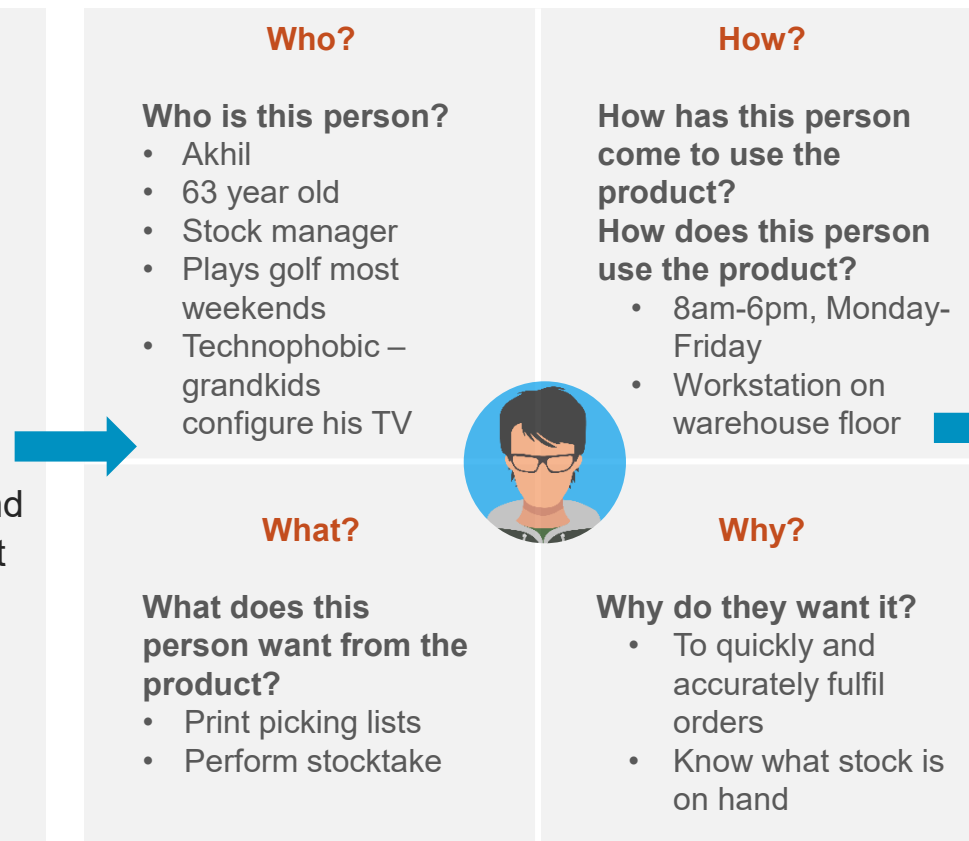
Role	Profile	Goal
 Mary Smith – Barista	Make the right coffees for the right people at the right time	Accurately process orders and changes
 Park Ji-Min – Coffee Lover	Regular customer, always in a hurry due to busy work/family life	Be in and out of the store as fast as possible, getting a high quality coffee
 Moana Sua – Store Manager	Person who uses the software occasionally, recipient of exception and status reports	Ensure SLA's and KPI's are met. Maximize profitability and return business, reduce staff turnover in store(s)

Other stakeholders . . .

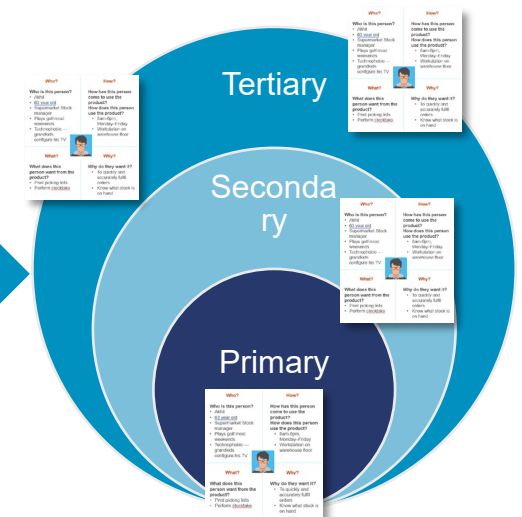
Crafting a Persona

Personas help a product team maintain a constant focus on their target users, ensuring that the designed product conforms to their needs and requirements.

- Give each persona a name and a sketch:
 - Make it easy to relate to in future conversations
- Imagine a background for such a person:
 - Typical habits
 - Demographics
- Identify Who, How, What and Why this person will interact with our product or service
- From this foundation, Agile teams will imagine and explore capabilities and features

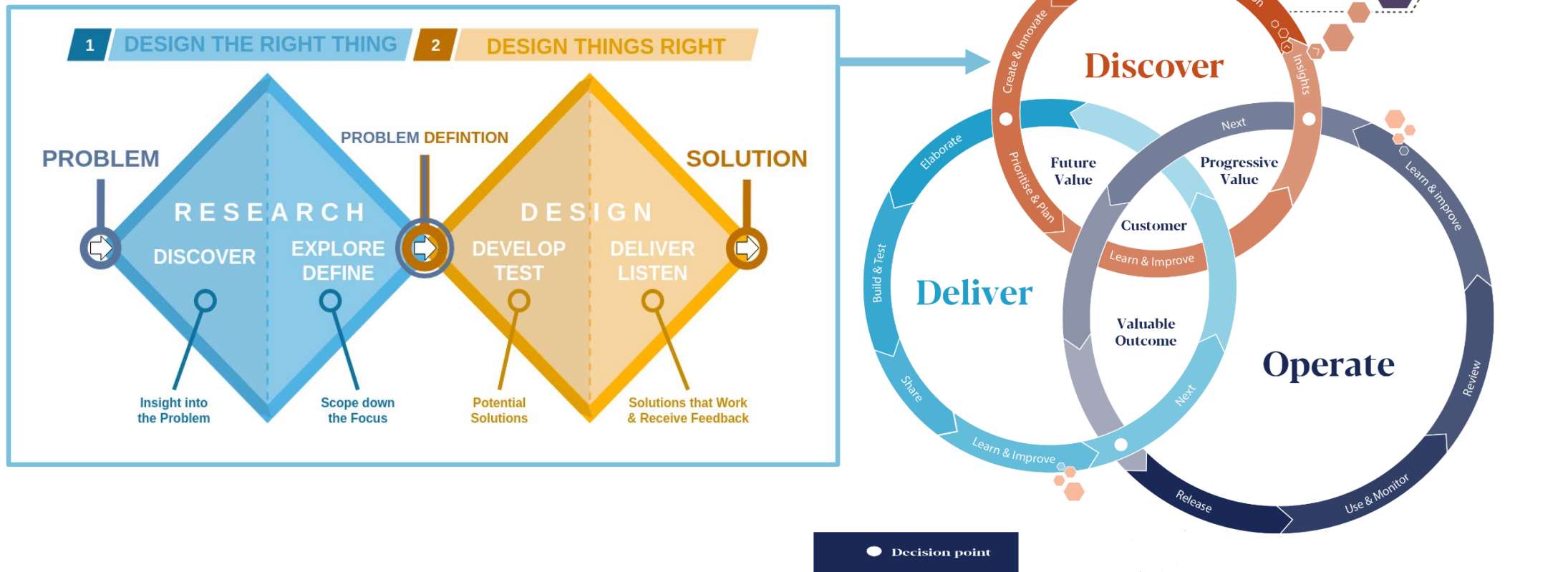


Which allows us to prioritize our crafted Personas



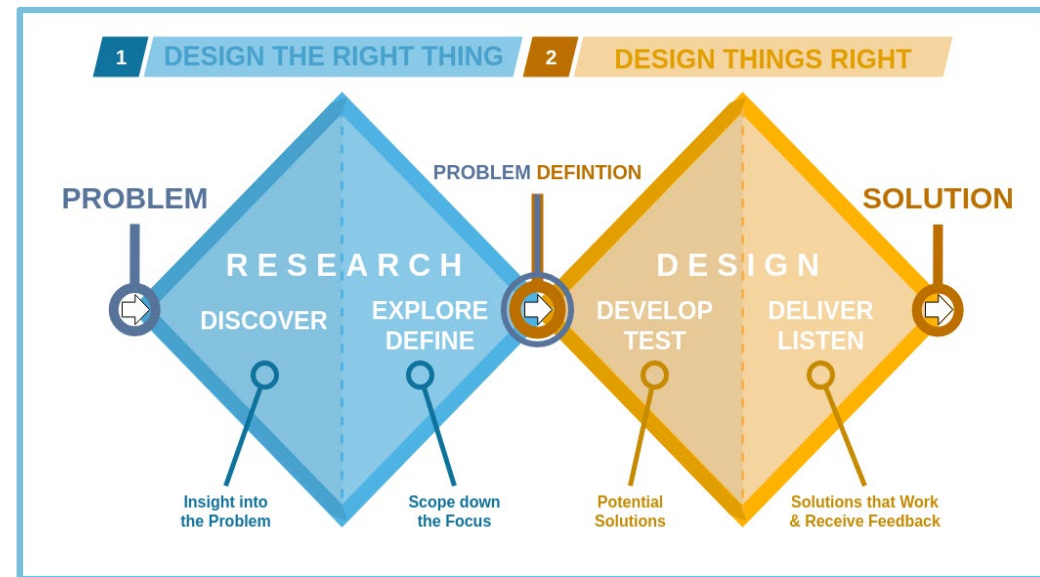
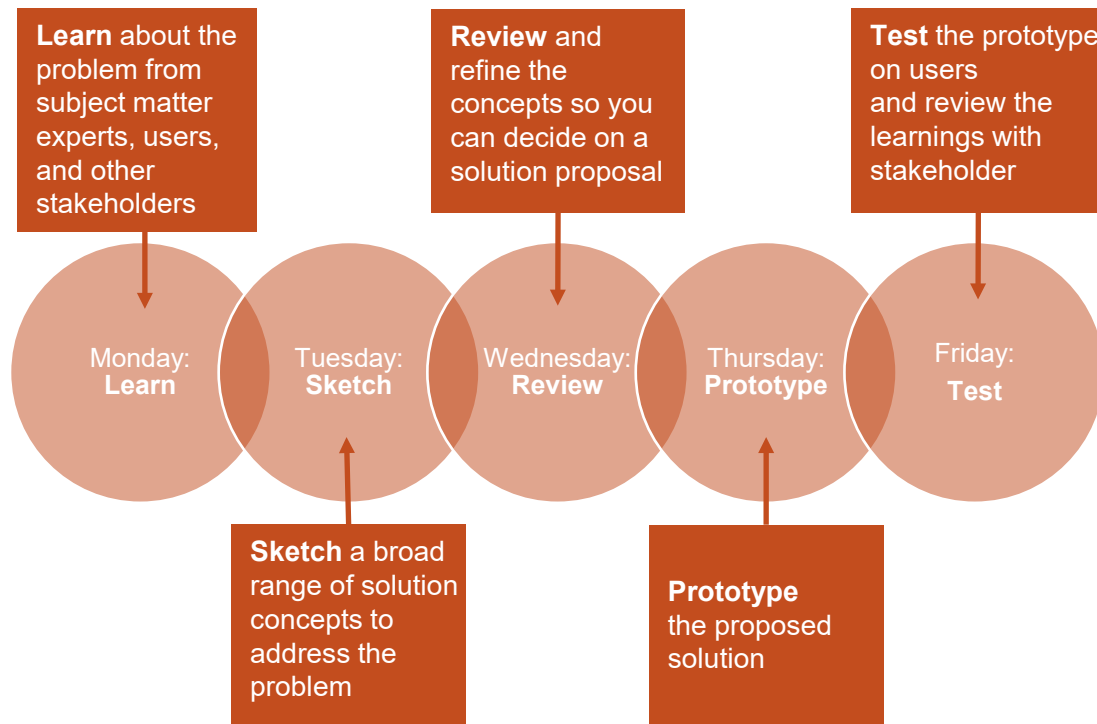
The Value Life Cycle – Looking for Ideas In Discover

Design Thinking is a design approach that puts the users first, resulting in useful and usable products and services. This is about taking the ideas from **Portfolio** into **Discover**.



Design Thinking to Solve Knotty Design Challenges

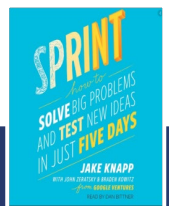
The sprint is a five-day process for **answering critical business questions** through **design, prototyping, and testing ideas with customers**.



Design Sprints are a 5-step framework for powering through challenging design problems, often done as an intensive 5- day workshop

Learn more...

Jake Knapp, *Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days*

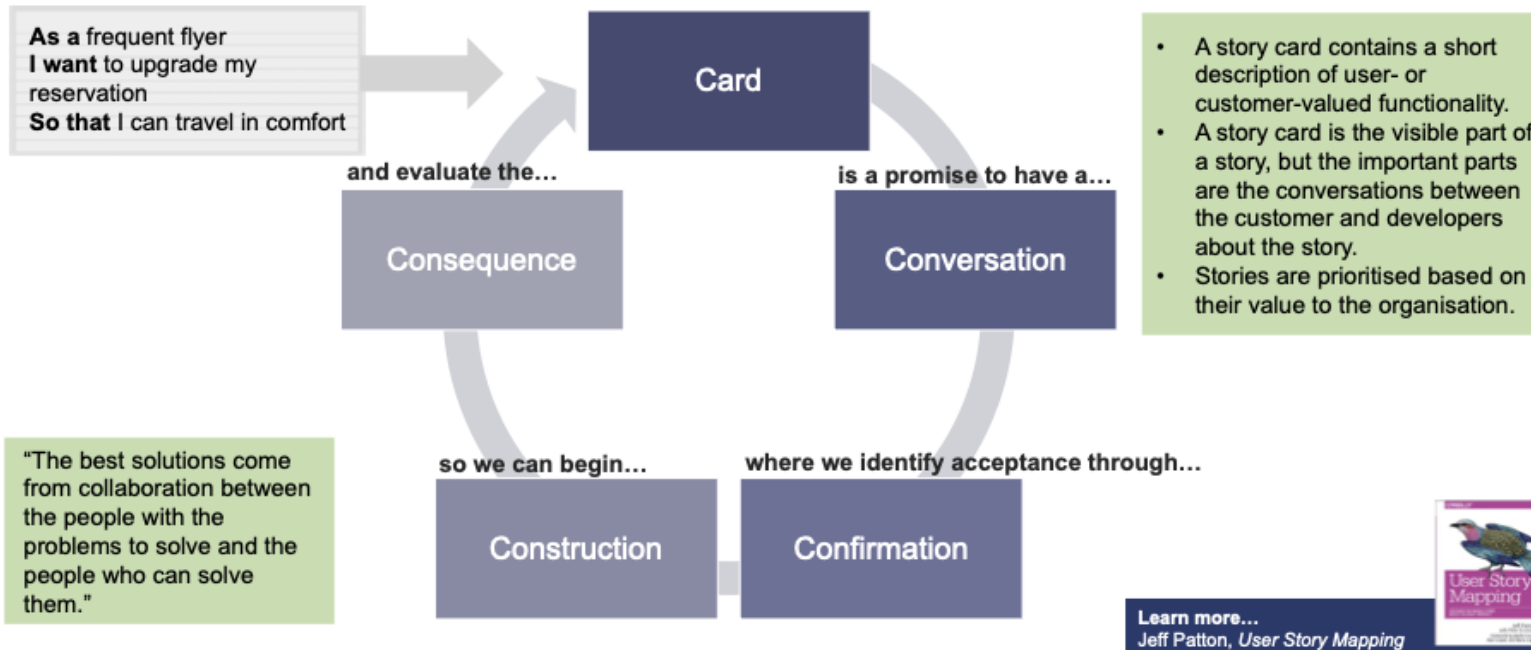


User Stories

What is a user story and why would we use them?

Card – User Stories (or Just Stories)...

A user story describes functionality that will be valuable to either a user or customer of a solution.
A user story “**represents** customer requirements rather than **document** them.”



Card – A User Story Template...

The intent of a user story conveys the idea that it is a starting point for further conversation around the topic of the story.

- Stories describe the functionality that will be delivered by the project
- A story is a promise to have one or more conversations later – deferring the detail closer to the time when we'll act on it, keeping it fresh in mind

As a [role]
I want to [do something]
So that [achieve valuable outcome]

As a frequent flyer
I want to be able to see my points balance
So that it's clear if I can use it to pay for my ticket



Anyone can write user stories. It's the product owner's responsibility to make sure a product backlog of agile user stories exists, but that doesn't mean that the product owner is the one who writes them.

Also, note that who writes a user story is far less important than who is involved in the discussions of it.

Mike Cohn

User Stories – Different Templates...

Card – What if the 'As a...I Want...So That' Format Doesn't Fit?

The best user story is a sentence or two that describes something important to the customer. The shorter the story the better. The story represents a concept and is not a detailed specification.

Putting the Value first

So that [achieve a valuable outcome]
I want to [do something]



So that I can pay for my ticket
I want to be able to see
my points balance total

Non-user related stories

[action] **the** [result] **by|for|of|to|in**
[object] – *Then add success criteria*



Apply updates and patches to Web Server

- Server OS patched to version 1907 and all hotfixes applied.
- Check server is marked as compliant in System Centre

Putting the 'Why' first

In order to [why we doing something]
I want [to do something]
So that [achieve a valuable outcome]



In order to pay for my ticket
I want to be able to see
my points total
So that I can pay for my ticket

INVEST in Good Stories

Why is it important to INVEST in writing good user stories?

Conversation – INVEST In Good Stories

The acronym INVEST helps to remember a widely accepted set of criteria, or checklist, to assess the quality of a user story. If the story fails to meet one of these criteria, the team may want to reword it, or even consider a rewrite.

Conversation – INVEST In Good

I ndependent	Fewer dependencies simplify planning, prioritisation and complexity
N egotiable	The details are worked out in conversation at the appropriate time
V aluable	Must provide clear business value to the customer and/or user
E stimable	Know enough to estimate with good confidence
S mall	Keep it as small and simple as possible
T estable	Know clearly how we'll say that the story is successful or not

**A well crafted, discussed
user story**

Learn more...
Mike Cohn, *User Stories Applied*

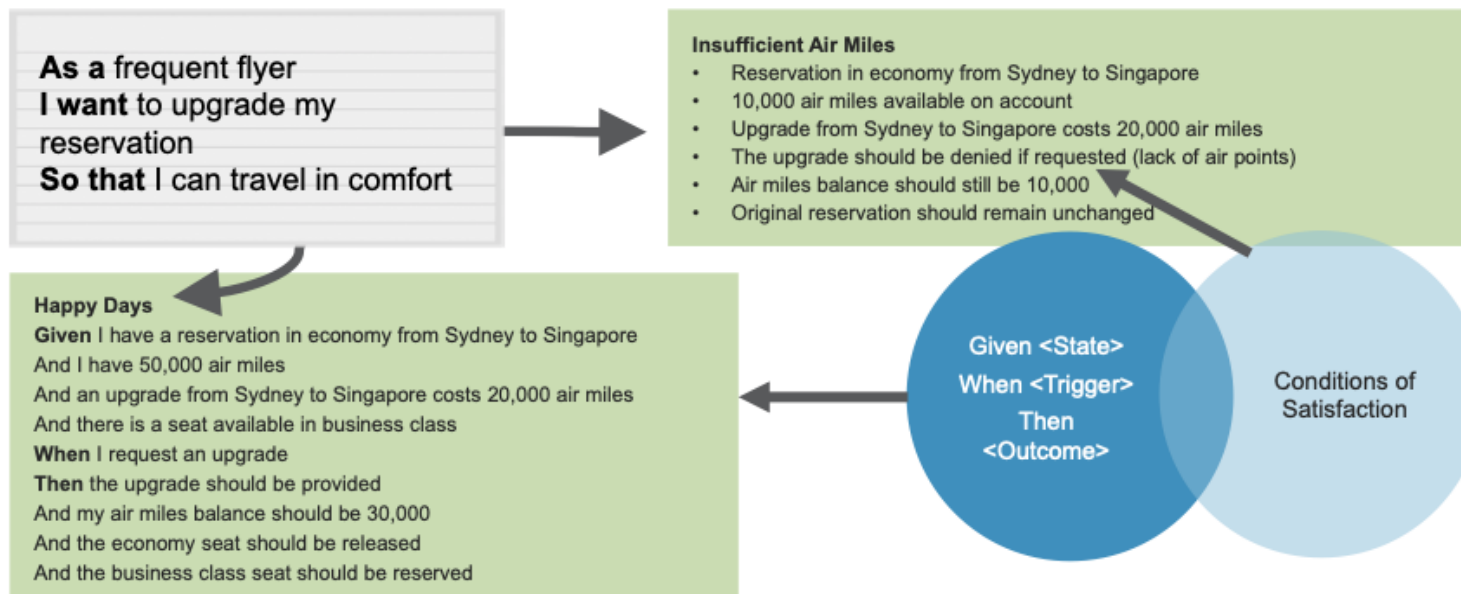


Confirmation – Acceptance Criteria

Why do we need to consider acceptance criteria so that we can prove the story works?

Confirmation – Acceptance Criteria for Stories

Acceptance Criteria (AC) are the conditions that a user story should meet to be accepted by a user, a customer, or other system. They are unique for each user story and define the feature behaviour from the end-user's perspective.

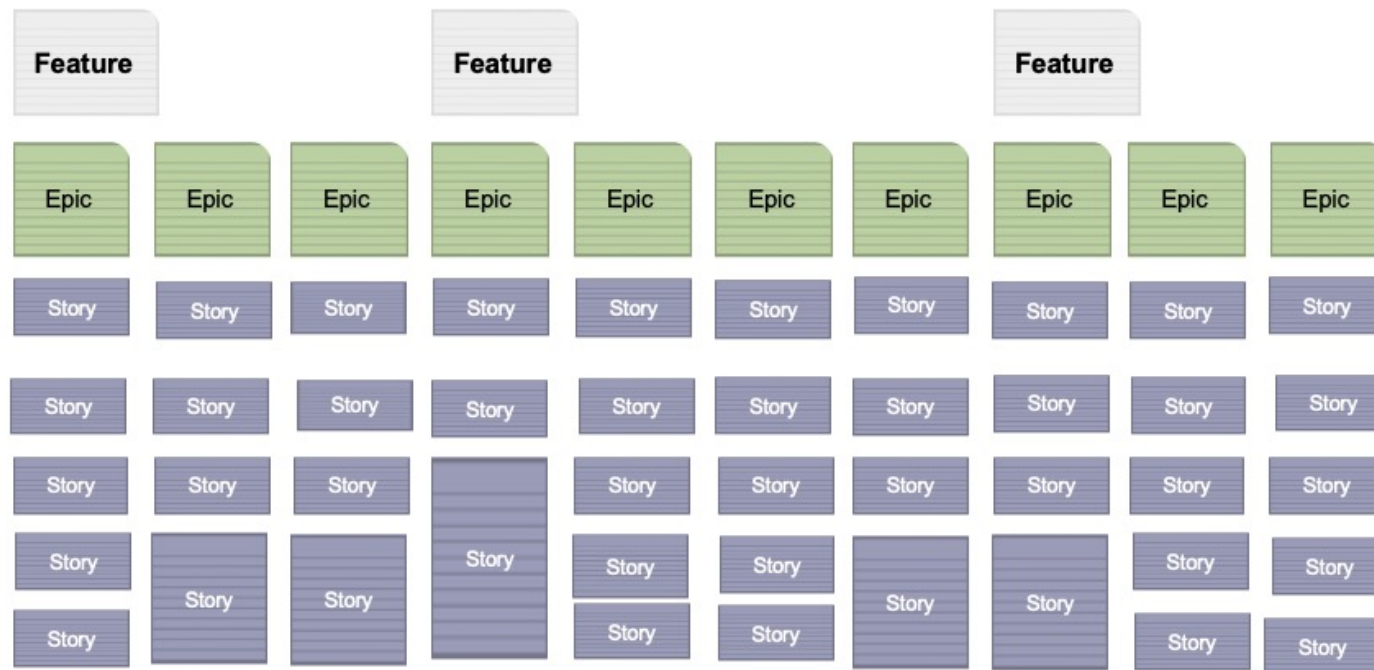


Story Mapping

How can we utilize a story map for the work that we need to do?

Expanding and Visualising our Stories Through Story Mapping

Maps are organised **left-to-right** using a **narrative flow**: the order in which you'd tell the story.



Prioritize – Backlog and Work Items

Why is it important to prioritize our work?

Prioritise – Backlog and Work Items

The MoSCoW method is a prioritisation technique used to reach a common understanding with stakeholders on the importance they place on the delivery of work.

Focusing on specific target outcomes is the secret to prioritising development work.

Must Have

- Minimum Viable Product
- Minimum Usable SubseT (MUST) of user stories

Should Have

- Important but not vital
- May be painful to leave out but the solution is still viable

The MoSCoW method asserts that all requirements are essential, but they should be ordered to deliver the most significant and most immediate business benefits early.

Could Have

- Desirable user stories but less important

Won't Have...Yet

- Agreed that user stories need not be delivered in this timeframe...yet

Learn more...

<https://www.agilebusiness.org/content/moscow-prioritization>

Prioritize – Backlog and Work Items

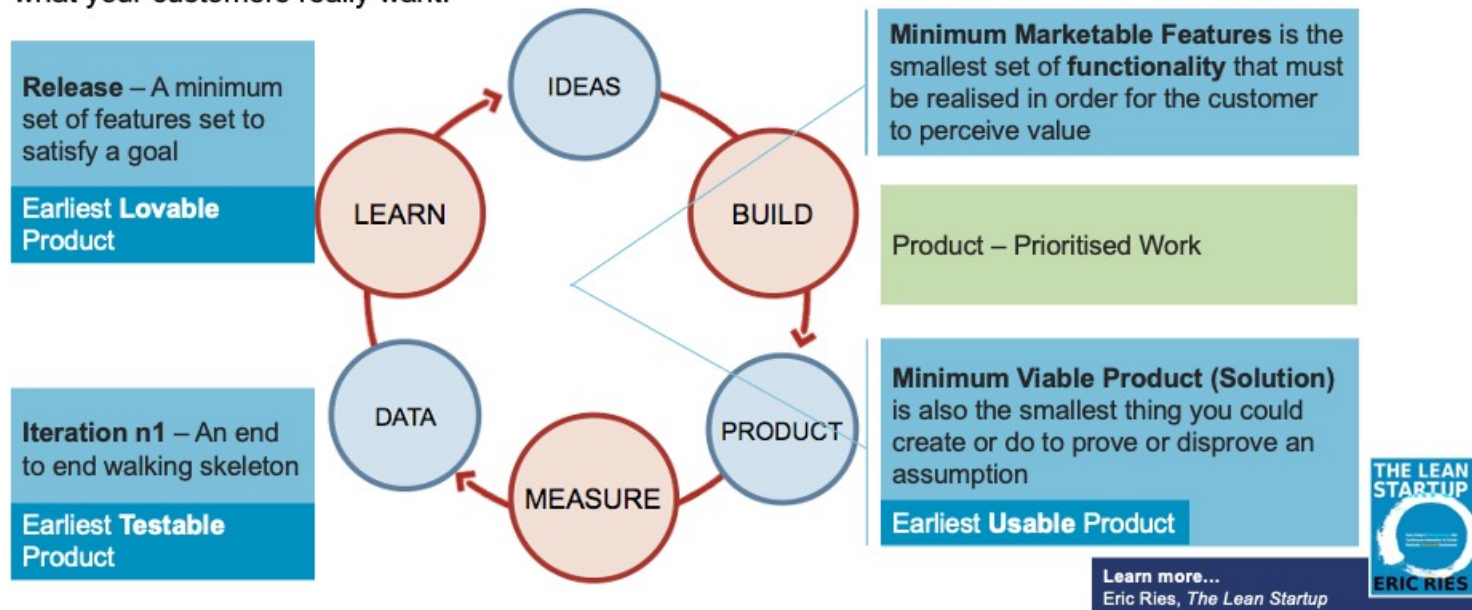
How does work prioritization help us maximize the amount of work not done? Why is that important?

Minimum Viable Product...

What does MVP mean in your context?

Minimum Viable Product - Iterate until its Viable

An MVP is a version of a new product that is created with the least effort possible to be used for **validated learning about customers**. MVPs are used to run experiments to explore a hypothesis about what your customers really want.



Definition of Done

Why is Definition of Done useful?

Definition of Done – What is it (and some pitfalls)...

The team agrees on, and displays prominently somewhere in the team room, a list of criteria which must be met before a product increment “often a user story” is considered “done”. Failure to meet these criteria at the end of a sprint normally implies that the work should not be counted toward that sprint’s velocity.

The Definition of Done provides a checklist which usefully guides

- Pre-implementation activities: discussion, estimation, design
- Definition of Done helps limit the cost of rework once a feature has been accepted as “done”
- Having an explicit contract limits the risk of misunderstanding and conflict between the development team and the customer or product owner

Common Pitfalls

Obsessing over the list of criteria can be counter-productive

- The list needs to define the minimum work generally required to get a product increment to the “done” state
- Individual features or user stories may have specific “done” criteria in addition to the ones that apply to work in general
- If the definition of done is merely a shared understanding, rather than spelled out and displayed on a wall, it may lose much of its effectiveness
- A good part of its value lies in being an explicit contract known to all members of the team

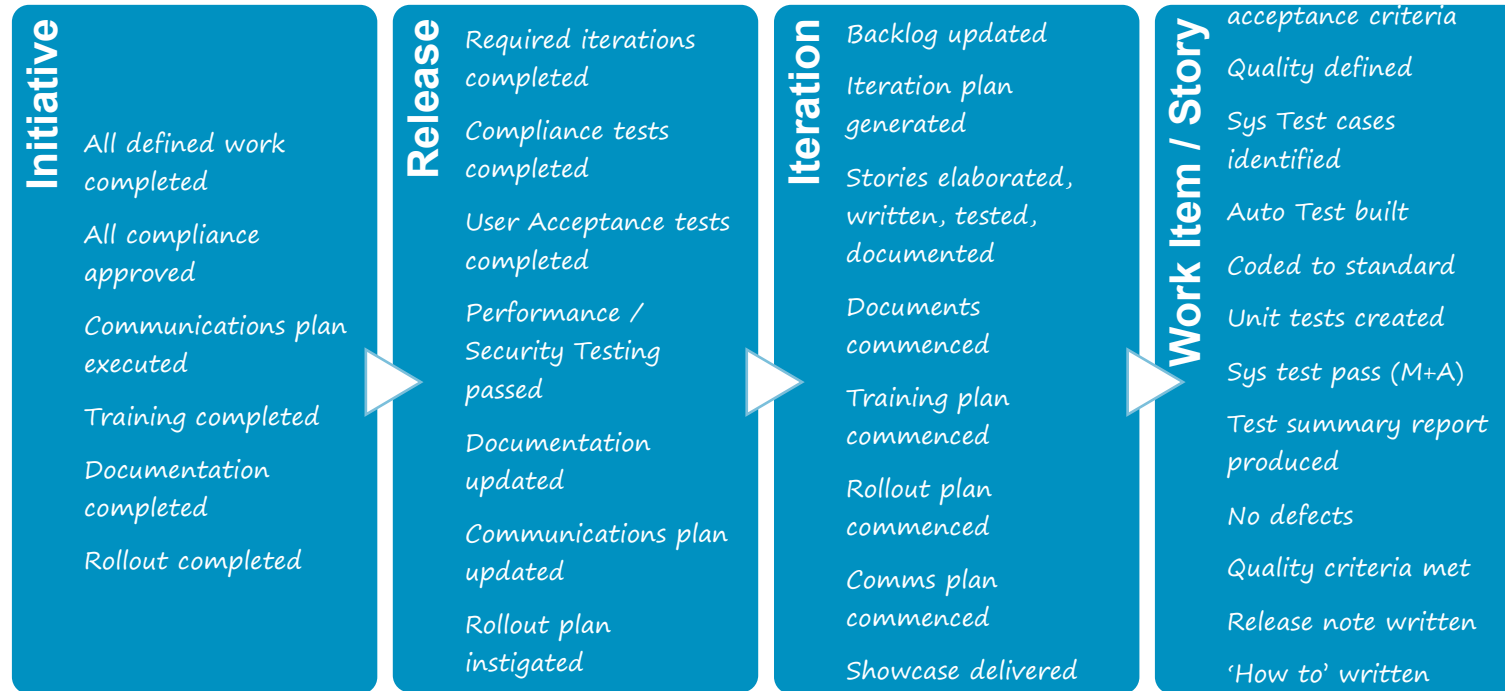
Learn more...

<https://www.agilealliance.org/glossary/definition-of-done/>

Definition of Done – An Example of DoD...

Definition of Done provides a checklist which usefully guides pre-implementation activities: discussion, estimation, design.

on 3+ Levels



The team agrees on, and displays prominently somewhere in the team room, a list of criteria which must be met before a product increment “often a user story” is considered “done”.

Agile Alliance

Definition of Done

Why is it important to understand our delivery cycle?

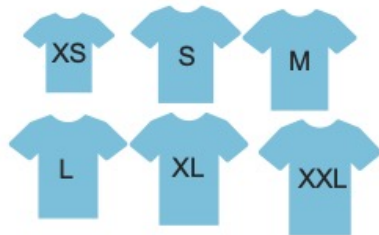
Relative Estimation

Why do we need to estimate?

Estimation – Estimating based on effort and complexity

During **release planning**, the Agile team **estimates the effort** needed to complete the release—this includes estimating **testing effort**.

- **Planning poker** is a common, consensus-based technique used in Agile.
- During **release and iteration planning**, the Agile team estimates (e.g., with the aid of planning poker), the **size of each user story** (often estimated in story points using the Fibonacci sequence).
- **Planning poker** formulates relative estimation size, i.e., where the estimates are related to one another.



Estimation With Planning Poker and T-Shirt Sizing...

Relative estimation is estimating user stories by comparing or by grouping together items of equivalent difficulty.

Each player needs one deck of cards

Numbers 1, 2, 3, 5, 8, 13, 20, ?, break, ∞

Instructions

Choose around 10 stories

Discuss one story

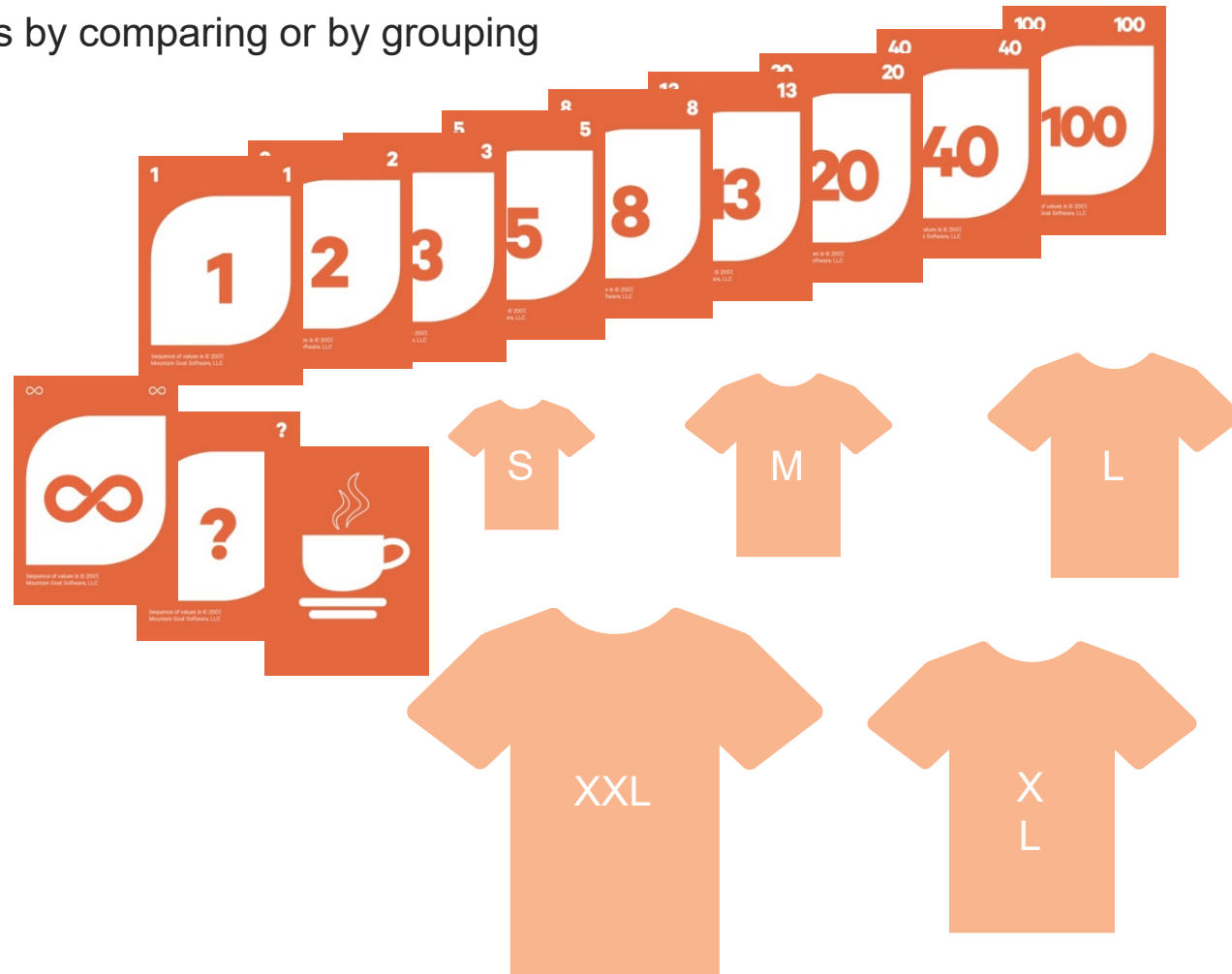
Play your cards to estimate the story

Discuss the greatest differences

Repeat these steps until you converge close enough

After 10 stories, compare your forecasts for consistency

Repeat until you run out of stories or time-box



Estimation – Converting Story Points to Time

$$\text{Conversion Factor} = \frac{\text{Time from task breakdown}}{\text{Size of sample story in points}}$$

$$\text{Total Time} = \text{Conversion factor} * \text{Total story points}$$

$$\text{Estimated Velocity} = \frac{\text{Time in iteration}}{\text{Conversion factor}}$$

- If a 2 point story takes 3 person days then the conversion factor is 1.5
- If there are 800 story points then the build time is 1,200 person days
- If there are 10 people on the team then the build time is 120 team days
- If the iterations are two weeks = 8 build days then the number of iterations is 15 and the total time is 150 team days (30 weeks)
- Since the iterations are two weeks = 8 build days and there are 10 people on the team then the estimated velocity is 53
(8 * 10 / 1.5)

Relative Estimation

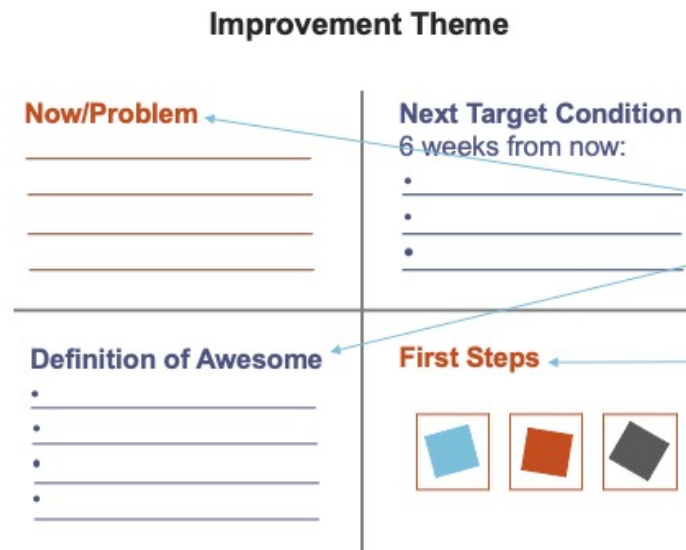
What does this mean for the work that we do?

Agile RI

How would an improvement kata help us become better?

Agile RI

Toyota Kata is a **structured way** to **create a culture** of continuous **learning** and **improvement** at all levels.



The improvement kata is a routine for moving from the current situation to a new situation in a creative, directed, meaningful way.

It is based on a four-part model:

1. In consideration of a vision or direction...
2. Grasp the current condition.
3. Define the next target condition.
4. Move toward that target condition iteratively, which uncovers obstacles that need to be worked on.

Wikipedia

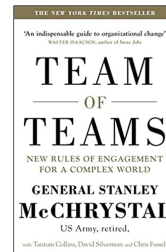
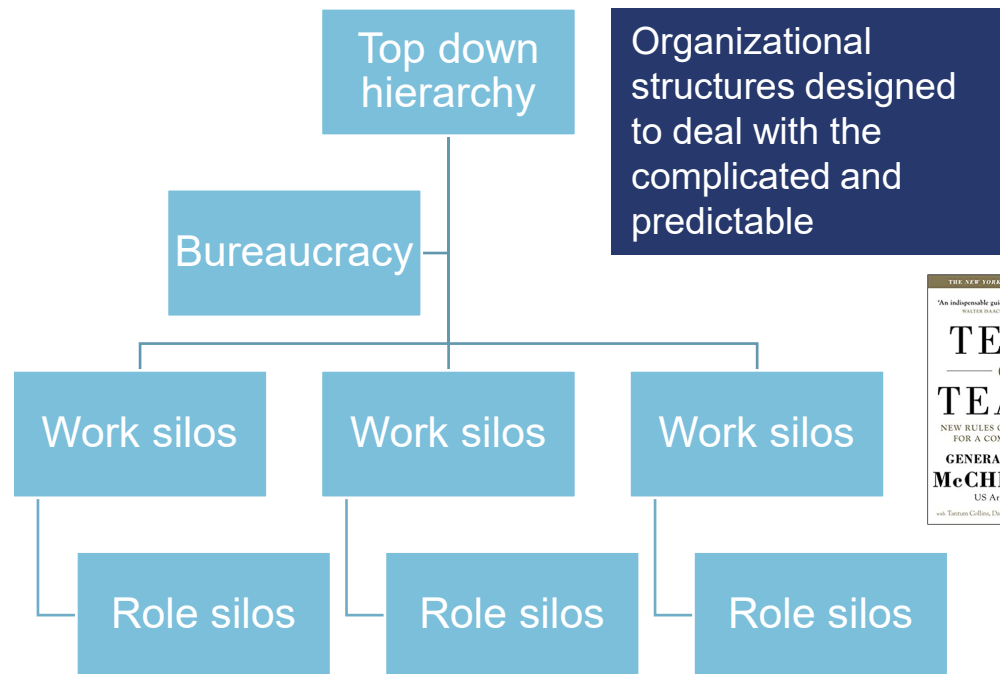
Learn more...
Mike Rother, *Toyota Kata – Managing People for Improvement, Adaptiveness and Superior Results*



Dealing With Complexity...

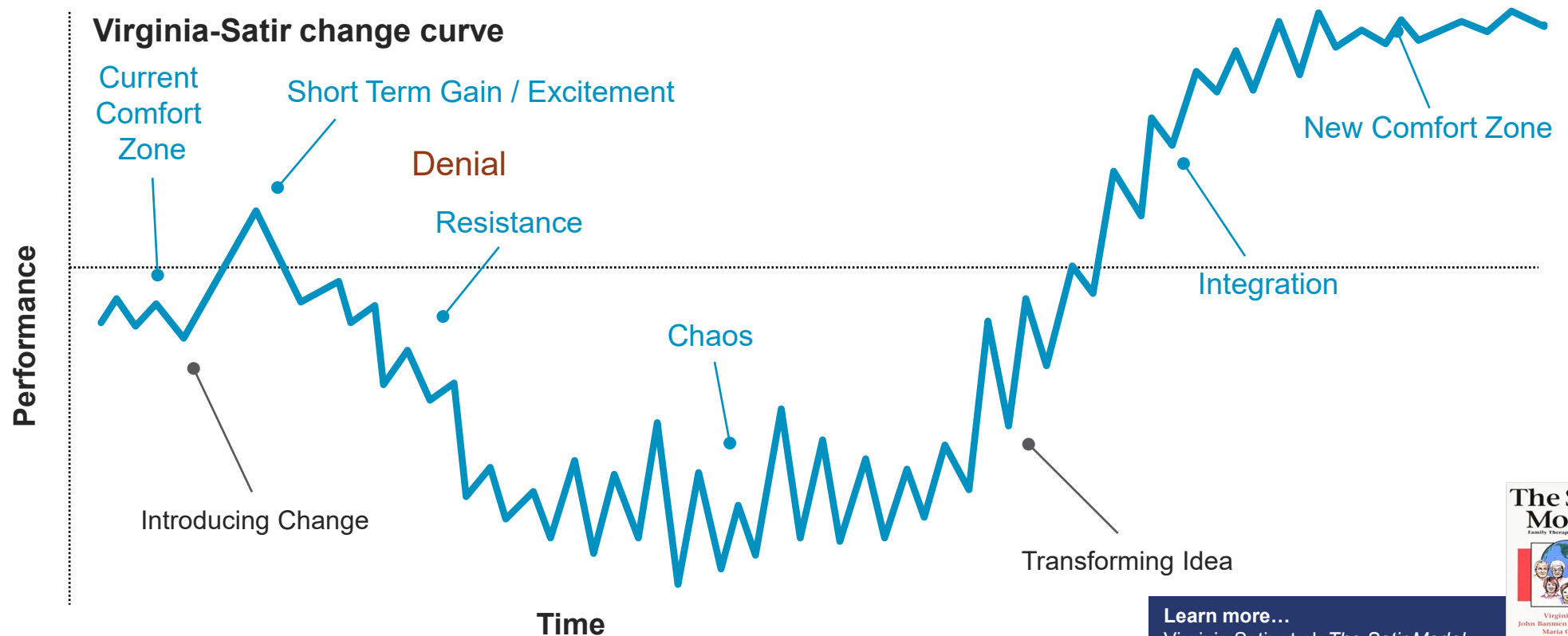
The fact is that **VUCA** (Volatility, Uncertainty, Complexity, Ambiguity) impacts how individuals and organizations make decisions, plan forward, manage risks, foster change and solve problems.

Organizational structures that are 'network designed' to better align and deal with complexity.



Change Takes Time

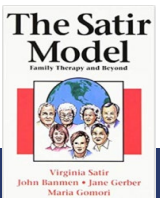
The Virginia Satir change model of how individuals, teams and organizations experience change. The Model says that as we cope with unexpected or significant change, we predictably move through four stages: Late Status Quo, Chaos, Practice and Integration, and New Status Quo.



Actions to Help Facilitate Change...

Stage	Actions
1. Late Status Quo	<ul style="list-style-type: none"> •Encourage people to seek to improve how they do things •Encourage people to remain receptive to improvement ideas •Ask team members to look externally for improved ways of doing things
2. Resistance	<ul style="list-style-type: none"> •Encourage people to open up and express their feelings •Encourage people to talk to others, especially those that are more positive about the change
3. Chaos	<ul style="list-style-type: none"> •Help build a safe environment for people to express how they feel •Encourage team members to chat through their new ideas •Work through magical solutions with your team and help them to conclude that these are not usually the answer
4. Integration	<ul style="list-style-type: none"> •Encourage your team to explore and try out new ideas and ways of working •Offer support •Ensure your team members understand that it's okay to fail or find things difficult at this stage
5. New Status Quo	<ul style="list-style-type: none"> •Promote a safe environment so people feel free to practice and fail •Encourage your team to look for areas which could benefit from incremental improvement •Celebrate success

Learn more...
Virginia Satir et al, *The Satir Model*








Kaizen – Continuous Improvement

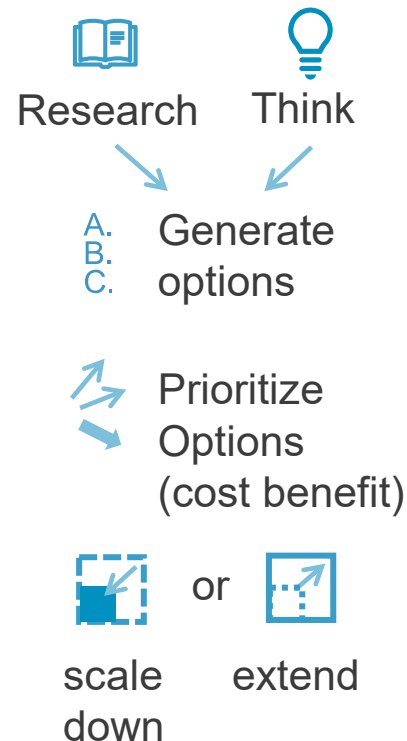
Kaizen...strives toward perfection by eliminating waste (**Muda**) in the workplace (**Gemba**)

Kaizen

Observe

-  Observe edges
-  Gaps
-  Other people
-  Improvements
-  Ideas

Explore






Apply

-  Groundwork
-  Trigger
-  Other people
-  Mindset

 Current focus

Point edges, review
mental walkthrough, quick notes

Adapt

-  Circumstance
-  Review
-  Habit/
process

Learn more...
<https://sachachua.com/blog/>

Ten Principles of Kaizen

The Kaizen method follows ten specific principles, which are described below:

1. **Improve** everything **continuously**
2. **Abolish old**, traditional **concepts**
3. **Accept no excuses** and make things happen.
4. **Say no to the status quo** of implementing new methods and assuming they will work.
5. If something is **wrong**, **correct it**
6. **Empower** everyone to take part in **problem solving**
7. Get **information** and opinions from **multiple people**
8. Before making decisions, **ask “why” five times** to get to the root cause. (5 Why Method)
9. **Be economical**. Save money through small improvements and spend the saved money on further improvements.
10. Remember that improvement has no limits. **Never stop** trying to **improve**

Retrospective

What worked well?

What could be improved?

**What will we commit to
in the next iteration?**

Notes

Appendix

Case Study Overview – Coffee Ordering App

We operate a chain of highly successful coffee shops operating nationally as part of a large retailing chain called GreenMart. We have a large number of loyal customers as well as a not insignificant amount of foot traffic due to a variety of inner-city and suburban locations both standalone and linked to a number of our key stores.

Our coffee shops continue to attract existing and new customers and get great online reviews, however recently our customers have started to demand newer, faster and more efficient service approaches without compromising on quality. We have invested time and effort in conducting a customer survey which has identified that what your customers are really after, amongst other things, is the ability to save time ordering their beverages via their mobile devices before picking them up in the store. With our customer satisfaction at stake, it is now important to act on this newly gained knowledge and give our customers what they want!

Some important considerations to be aware of:

- Coffee has a shelf-life of 3 minutes; the drink must be in the customer's hand within 3 minutes of it being made or we have to waste it and remake the drink.
- Our shops sell a variety of hot and cold beverages (not only coffee!); they may even sell small baked goods and other snacks.
- Don't forget that we also have "drop-in" customers (i.e., non-regulars).
- Do our coffee shops provide seating? If so, how will "sit-down" customers be handled?
- Our coffee shops are part of a larger retailing chain; what other opportunities could this offer, and what are some of the disadvantages?

Project Charter

Description	Mobile ordering for loyal coffee drinkers		
Vision	We offer a frictionless service for regular coffee drinkers to order their drink from a mobile device and avoid waiting in long queues. This results in higher customer satisfaction, greater customer retention, more engaged staff due to shorter queues and higher profits for the group.		
Sponsor	Martyn Jones (MD)		
Organization/division	GreenMart / Coffee Stores Division		
	Primary	Secondary	Tertiary
Increase Revenue		Increase revenue from repeat business customers by 10% within 3 months	
Reduce Cost			Reduce queues and consequent staff turnover, reduce wasted drinks
Improve Service	Increase customer satisfaction as measured by NPS by 20% within 3 months		

Elevator Statement Template

Elevator Statement

“**For** (customer), **who** (statement of need), **the** (product name) **is a** (product category) **that** (key benefit, compelling reason to buy).

Unlike (primary competitor),

Our product (statement of primary differentiation).”

Lean Initiative Canvas Template

LEAN INITIATIVE CANVAS

INITIATIVE

DATE

SOFT
ED

? KEY PROBLEMS

Key problem or opportunity to be solved



SOLUTION / SCOPE

Proposed solution / scope for this initiative



VALUE STATEMENT

Explain the value of this initiative



KEY PARTNERS

Teams / Partners & estimated time required



CUSTOMERS

Core customer groups this addresses



ALTERNATIVES

Current or competitor approaches to this



OUT OF SCOPE

Key items that are not in scope currently



COMPETITIVE ADV.

Explain our point of difference



CHANNELS

Path to attract & serve customers



EARLY ADOPTERS

Sub-group who will jump to this initiative



TECHNOLOGY REQUIREMENTS

Technology required to support this initiative – new or existing



KEY RAIDS

Key Risks, Assumptions, Issues, Dependencies, Constraints



COSTS

Any additional costs required to deliver this initiative



BENEFITS & REVENUE

SMART goals and any key metrics / revenue targets

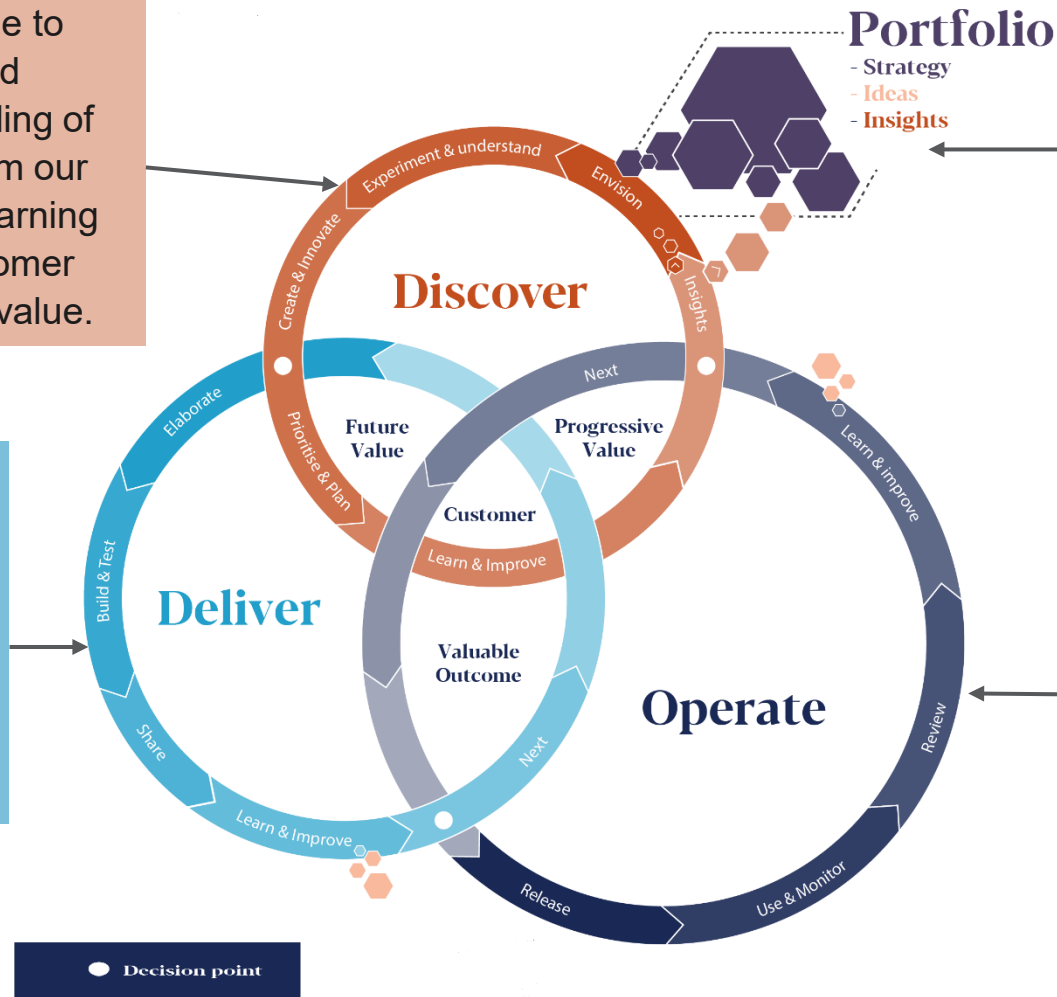
Agile With SoftEd – The Value Life Cycle

Discover – is a fast cycle to validate assumptions and enhance our understanding of the elements flowing from our portfolio. Here we are learning and improving with customer insights to define future value.

Deliver – elaborating the learnings from Discover in order to deliver tangible, valuable outcomes that are again validated by the customer for learning and improving.

Portfolio – ideas, insights and the organization's strategic vision to services their customer's needs now and into the future. A large collection of work that is broken down into smaller elements so that we can quickly learn the value provided.

Operate – is the usual business function where we are constantly looking to add progressive customer value and where many ideas and insights are generated.



Notes

