THE AGILE MINDSET

Why do we need Agile?

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Why do we need Agile?

Feature vs Benefit vs Value

Features:

- 5" HD display
- 20MP main and 15MP front camera
- 64GB expandable memory
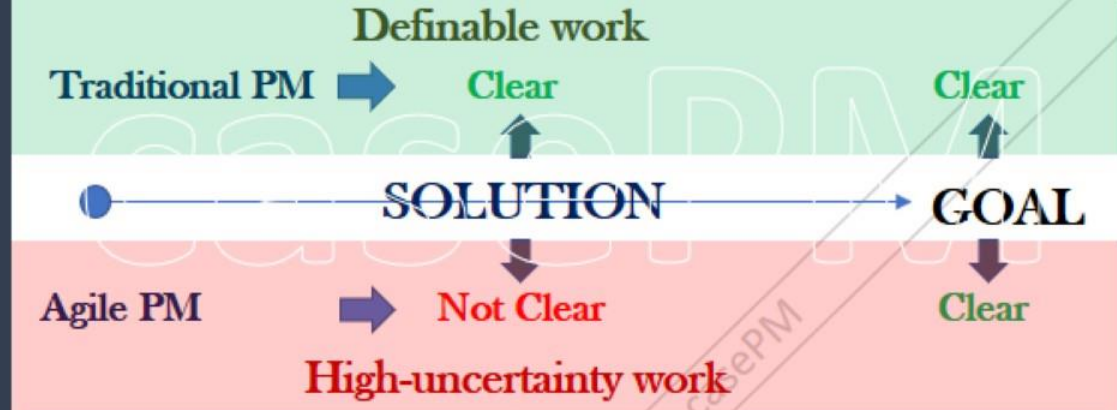- 1.8GHz quad-core processor
- Etc.

Benefits:
- You can make phone calls
- You can send and receive instant messages
- You can take pictures
- You can connect to internet
- Etc.

Value:
- I like taking pictures a lot, so I use my high-megapixel phone to take pictures instantly

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Why do we need Agile?

Definable work

Traditional PM ➡ Clear   Clear

SOLUTION ⟶ GOAL

Agile PM ➡ Not Clear   Clear

High-uncertainty work

AGILE MANIFESTO

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

More Important		Important
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."
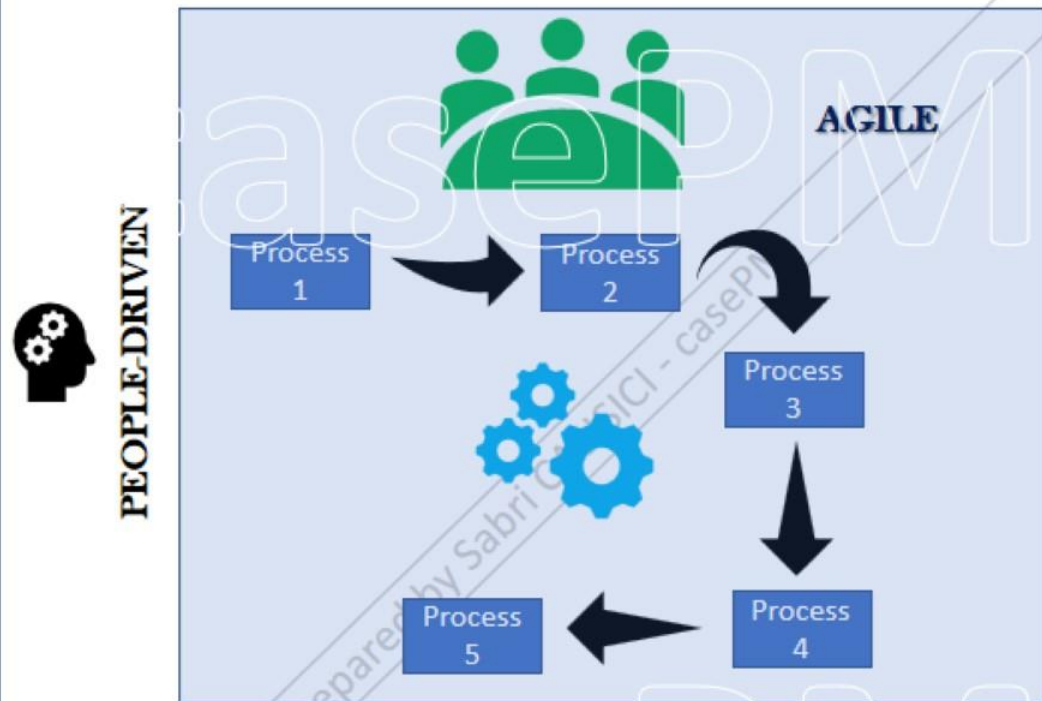
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Individuals and Interactions over Processes and Tools

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Individuals and Interactions over Processes and Tools

Individuals and interactions over Processes and tools

PEOPLE-DRIVEN

AGILE

Process 1 → Process 2 → Process 3 → Process 4 → Process 5

- We need processes and tools
- Individuals and interactions are more important than processes and tools
- It is the individuals who complete the projects

PEOPLE FIRST →
- Manage
- Negotiate
- Do the project work
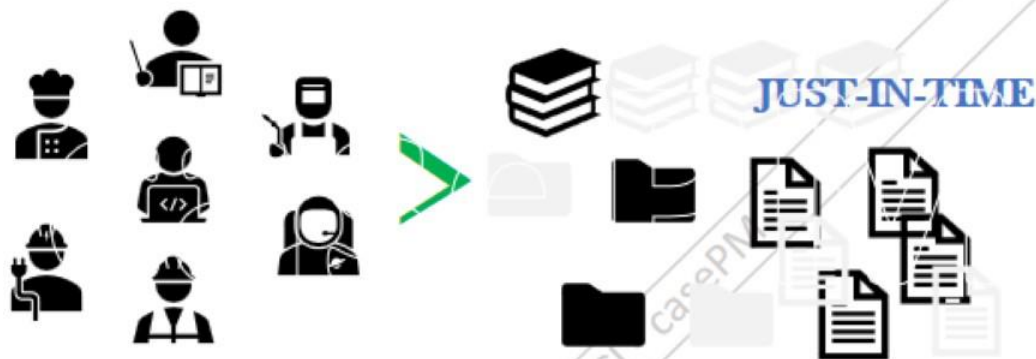- Use the processes and tools

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Working Software over Comprehensive Documentation

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Working Software over Comprehensive Documentation

Working Software over Comprehensive Documentation

JUST-IN-TIME

- We document only if it provides **value**

  Anything that contributes to the business need is a value

- We desire the documentation to be "almost" sufficient
- We may still need detailed documentation:
  → Industry needs
  → Contractual needs
  → Governmental requirements
  → Organizational requirements
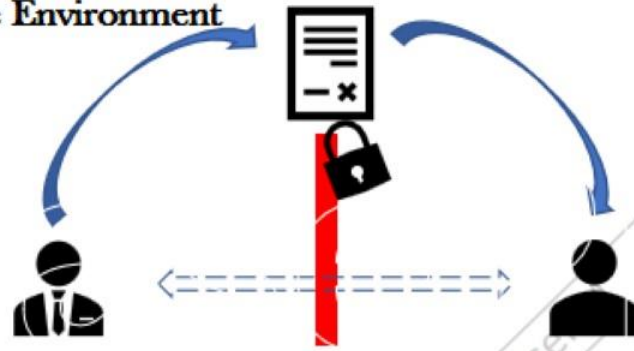 → etc

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Customer Collaboration over Contract Negotiation

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Customer Collaboration over Contract Negotiation
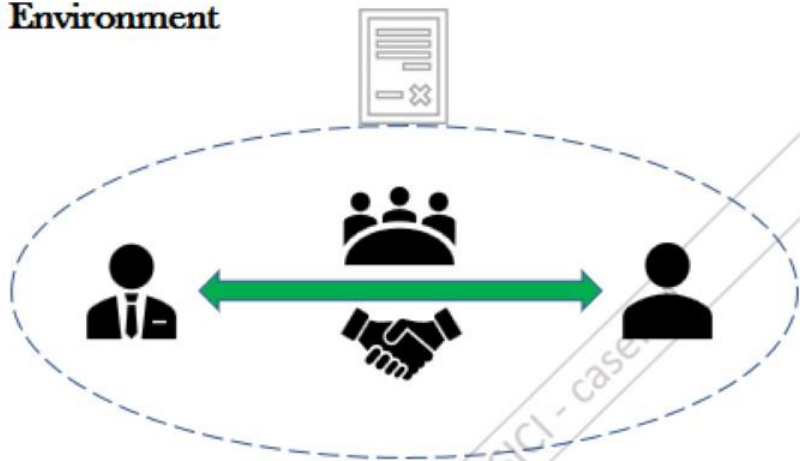
Predictive Environment

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Customer Collaboration over Contract Negotiation

Agile Environment

Customer Collaboration over Contract Negotiation

➔ The contracts should be:

- Flexible
- Accommodating
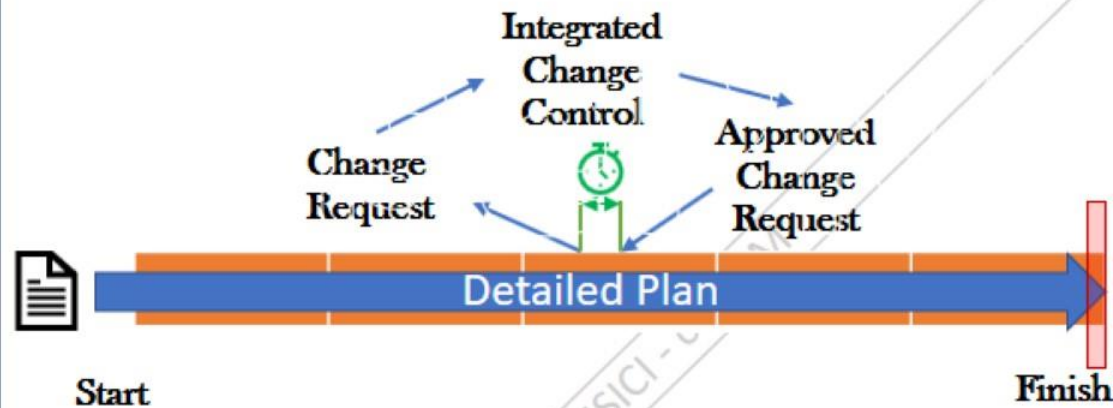- Open to change (excluding some rigid parts!)

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Responding to Change over Following a Plan

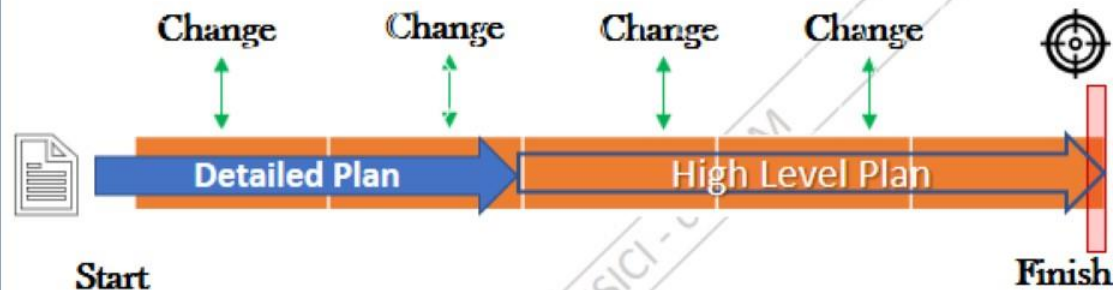# THE AGILE MINDSET

Responding to Change over Following a Plan

Predictive Environment

Integrated Change Control

Change Request

Approved Change Request

Detailed Plan

Start

Finish

THE AGILE MINDSET

Responding to Change over Following a Plan

Agile Environment

Change   Change   Change   Change

Detailed Plan   **High Level Plan**

Start   Finish

Responding to Change over Following a Plan

➔ If any change will provide value to the customer, we are always open to this change!

THE AGILE MINDSET

Twelve Principles

THE AGILE MINDSET

Twelve Principles

4 VALUES

Individuals and interactions over Processes and tools	Working Software over Comprehensive Documentation
Customer Collaboration over Contract Negotiation	Responding to Change over Following a Plan

12 PRINCIPLES

THE AGILE MINDSET

Twelve Principles

12 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-organizing teams.

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