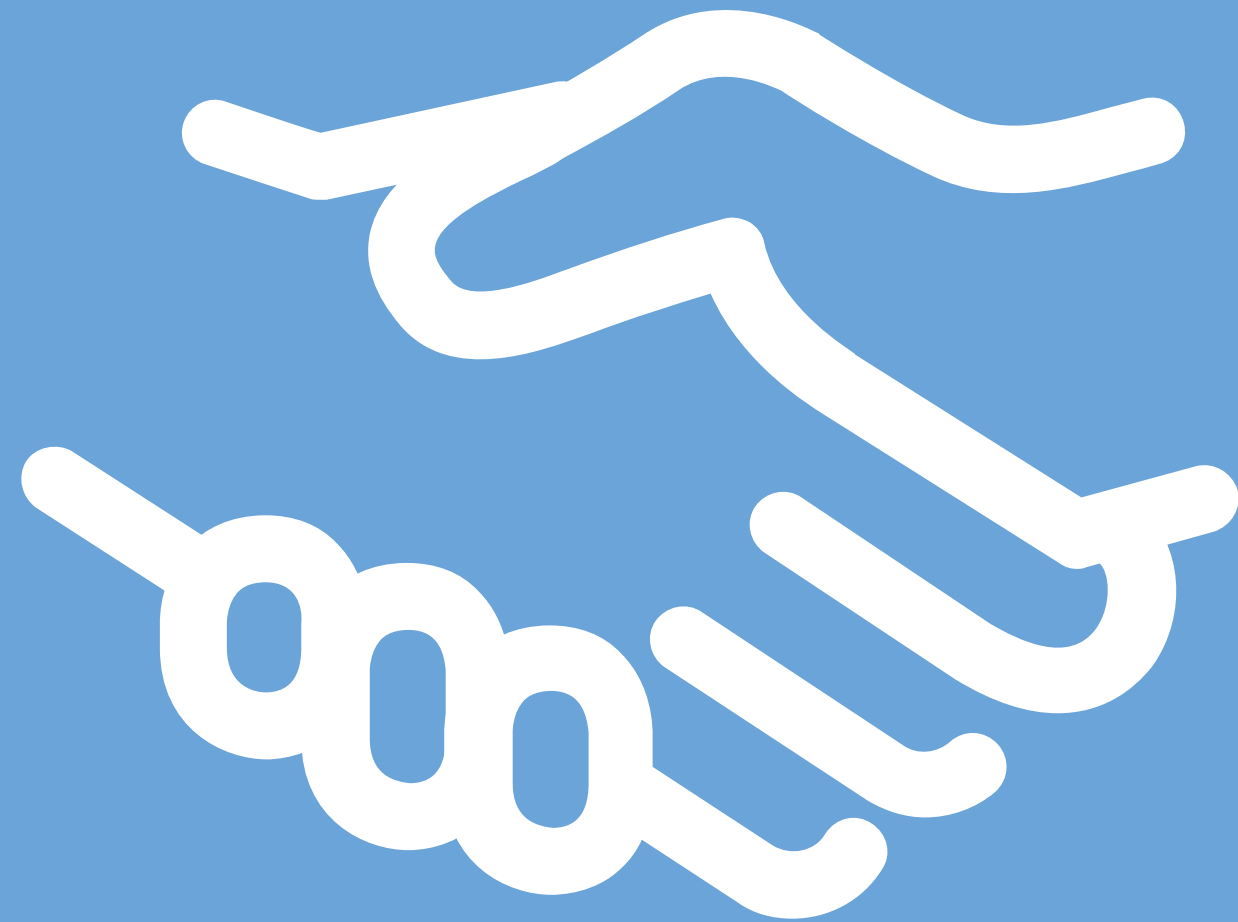
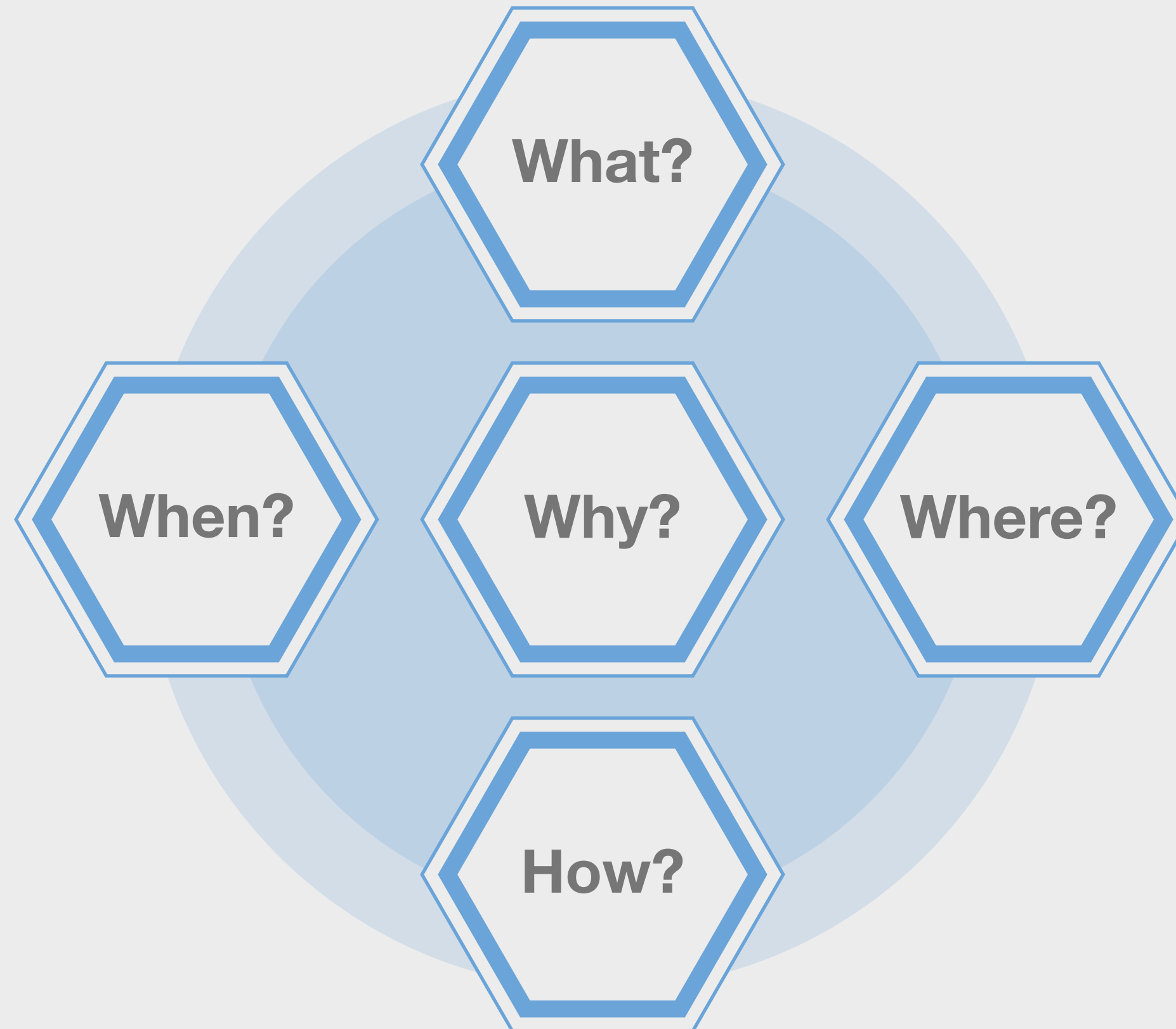




A Taste of Agile

Introduction to Agile





► Introduction

What is Agile!

Agile for Leaders

– Break –

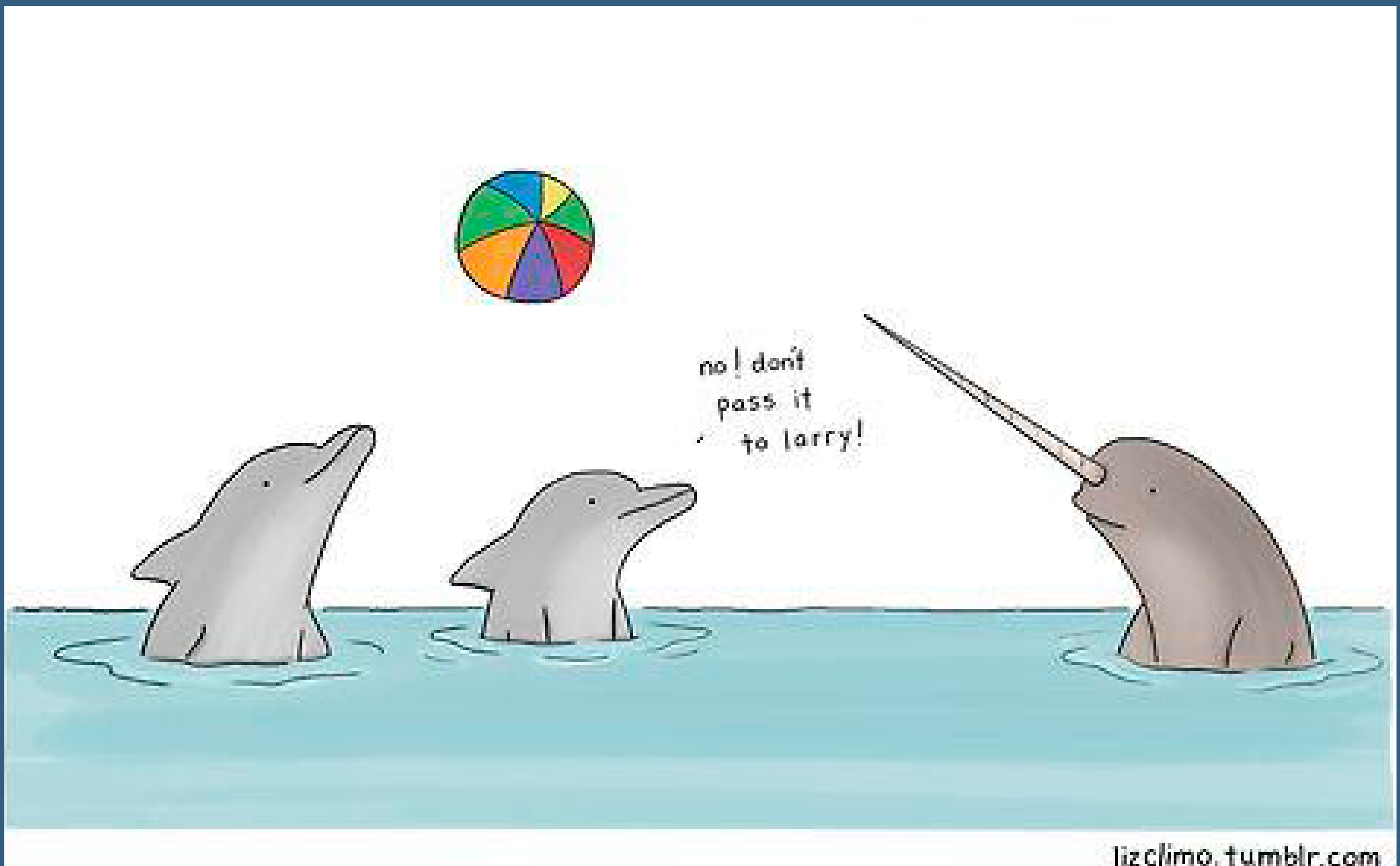
Agile – Where, When, hoW and Why!

The Transformation Journey

Summary and Q&A



**A shared
understanding
of Agile**

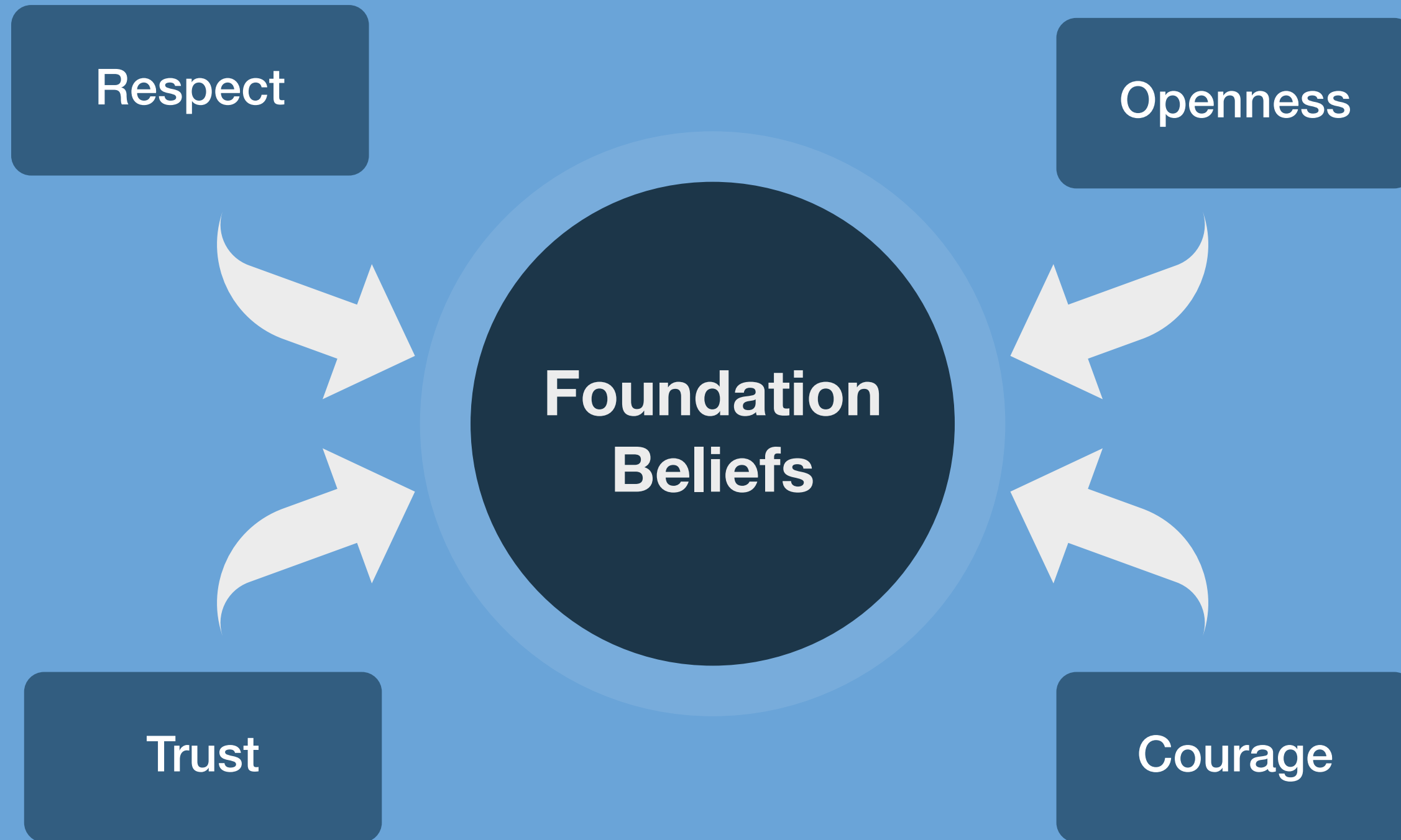


1. Begin with clarity about the outcome, and let it guide every step along the way.

2. Listen, iterate, learn and course correct rather than wait until it's perfect.

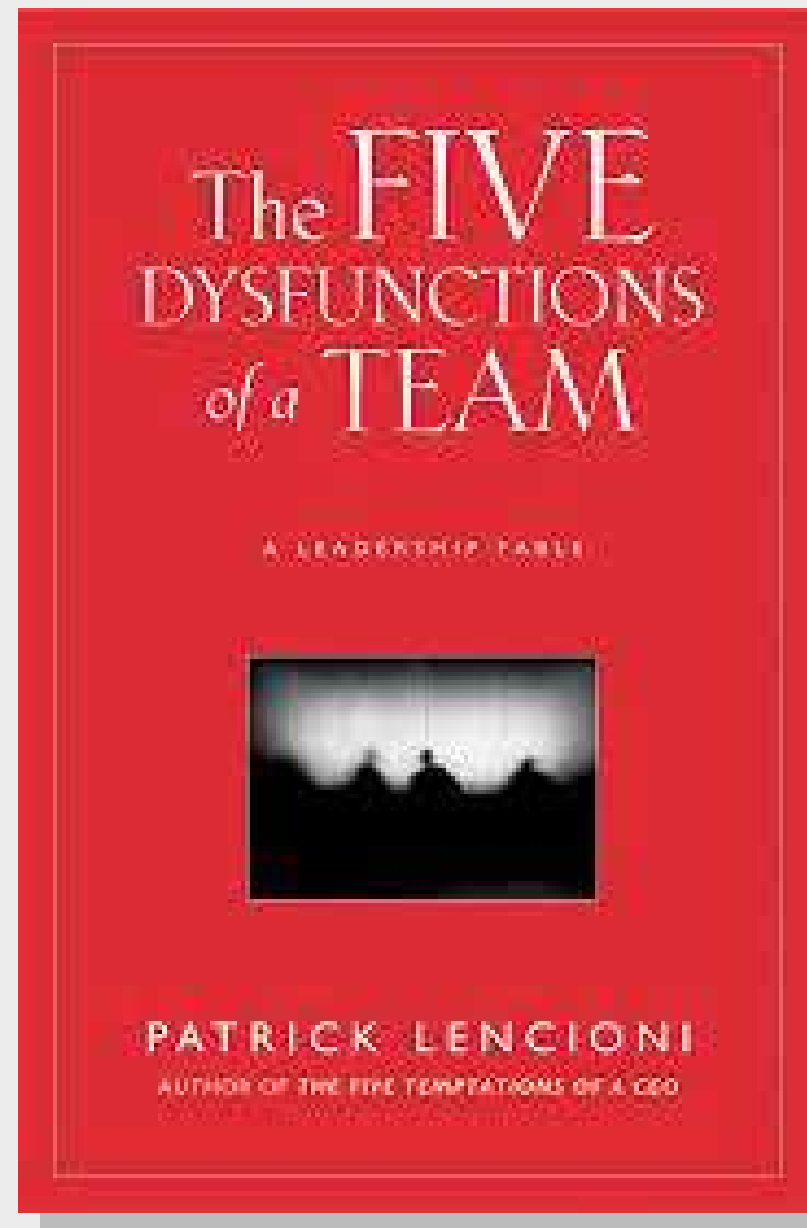
3. Encourage self-direction for teams to unleash innovation, instead of concentrating leadership in the hands of a select few.

- Focus on the customer and business value
- Iterative and fast
- Flexible, adaptive and continuously improving
- Collaboration and teamwork
- Empowered and self directed teams



“Your values are not just the values you practice but the values you walk past”

- Australian General



Inattention to results

Status and ego

Avoidance of accountability

Low standards

Lack of commitment

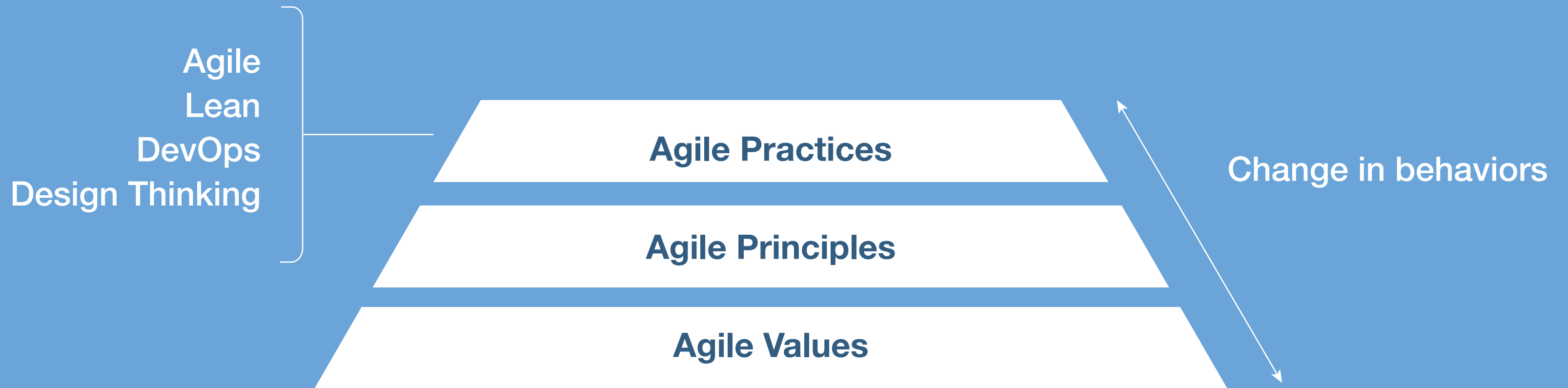
Ambiguity

Fear of conflict

Artificial harmony

Absence of trust

Invulnerability



Values

Trust

Respect

Openness

Courage

**Social
Contract**

**Scale of
Expectations**

**Mood
Marbles**

**Retros-
pective**

**Discovery
+VSM**

**Story
Cards**

Wall of Work

**Show
case**

**Burn-up
Chart**

**Issue Bulls
Eye**

Stand-up

**Risk
Matrix**

Principles

Begin with
clarity about
outcomes

Listen, iterate,
learn and
course correct

Self directed
teams unleash
innovation



Practice Name: Scale of expectations

Date: _____

Time: _____

More Blame-worthy

More Praise-worthy

DevianceDeliberate
violation or
selfish
purpose**Inattention**Inadvertent
deviation**Process
inadequacy**Faulty
process**Uncertainty**Lack of
clarity**Hypothesis
testing**Experimentation
for the good
of the
company

Sanctions

Rewards

	NEW	AWAITING DISCOVERY APPROVAL	AWAITING DISCOVERY RESOURCES	IN DISCOVERY	AWAITING DISCOVERY APPROVAL	AWAITING DISCOVERY RESOURCES	IN DELIVERY	IN FINAL DEPLOYMENT	DONE
LARGE	XYZ XYZ	XYZ	XYZ XYZ	XYZ	XYZ	XYZ XYZ XYZ	XYZ XYZ	XYZ	XYZ
MEDIUM			XYZ				XYZ		
SMALL									

XYZ

DEPARTMENT 1

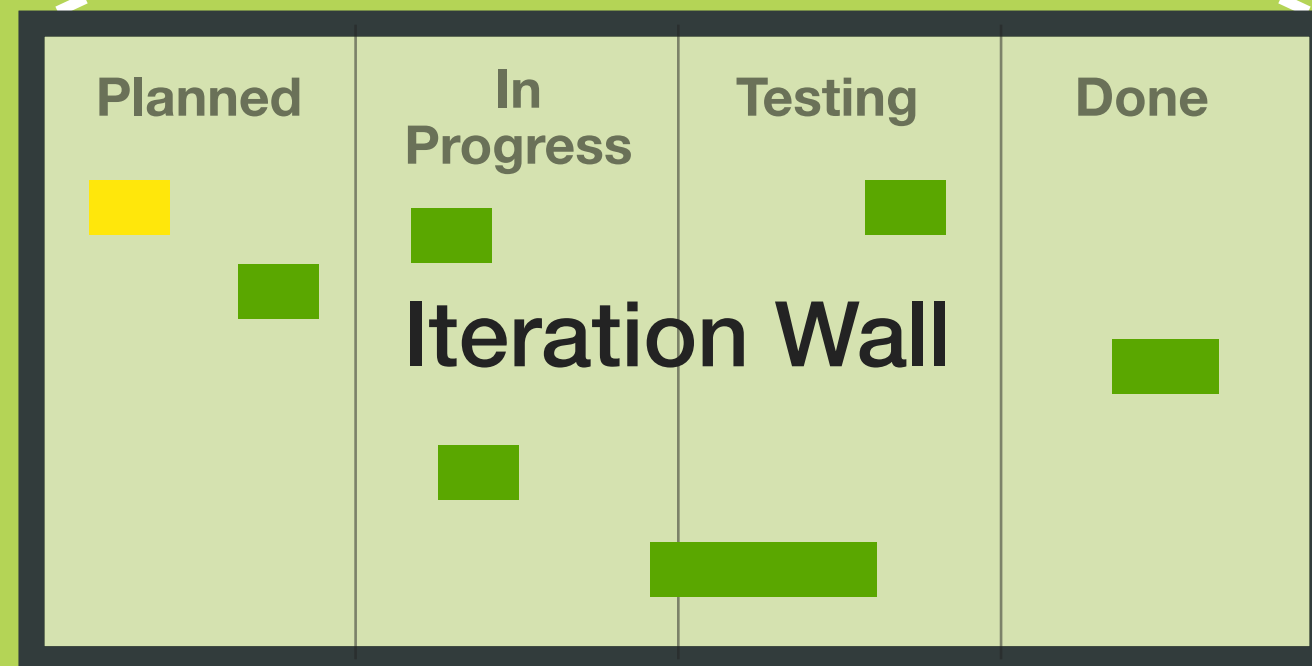
XYZ

DEPARTMENT 2

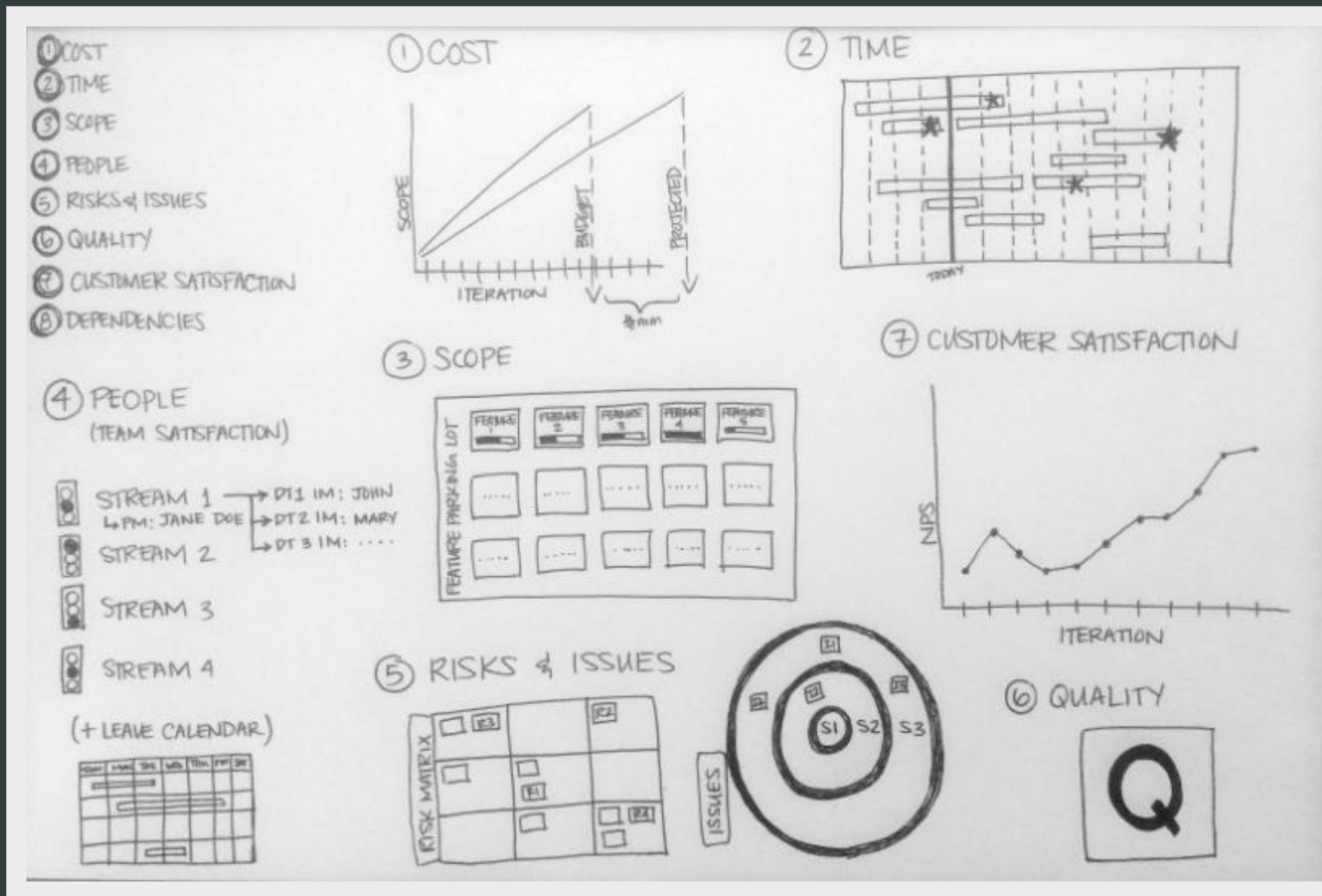
PRIORITIZED LIST

PRIORITIZED LIST

WAITING STAGES1



Visualize the work!



The practices are like a buffet – laid out to allow people to pick what suits them.
These practices ensure behavior is aligned to the values and principles

Leadership Practices

- Visual walls
- Backlog prioritization (business value)
- Team structuring and management
- Managing the funnel
- Role rotations
- Strategy pattern

Collaboration Practices

- Work assignment and distribution
- Retrospectives
- Stand-ups
- Showcases
- Poker estimation
- Design Thinking practices
- Embedding new practices

Delivery Practices

- Automated Test-Driven Development (ATDD)
- Continuous integration
- Continuous delivery
- Build and deployment management
- Story writing
- MoSCoW prioritisation
- Value stream mapping
- Velocity tracking

We don't use documentation to
achieve shared understanding.

**We document shared
understanding.**

In you can make a curry, but can't make French pastry and someone asks you to make French pastry, what do you do?

You find the recipe, buy the ingredients and follow the recipe.
You don't decide, without understanding the recipe, to boil the pastry instead of baking it in the oven as instructed.

It's the same with Agile or any new way of working. In order to learn we must follow the process as described. Then once we have practiced it a couple of times we can adapt the recipe to make it better and finally when we are well practiced and experienced, we can write our own recipe.

Shu — Ha — Ri

守

Shu

follow

破

Ha

break

離

Ri

transcend





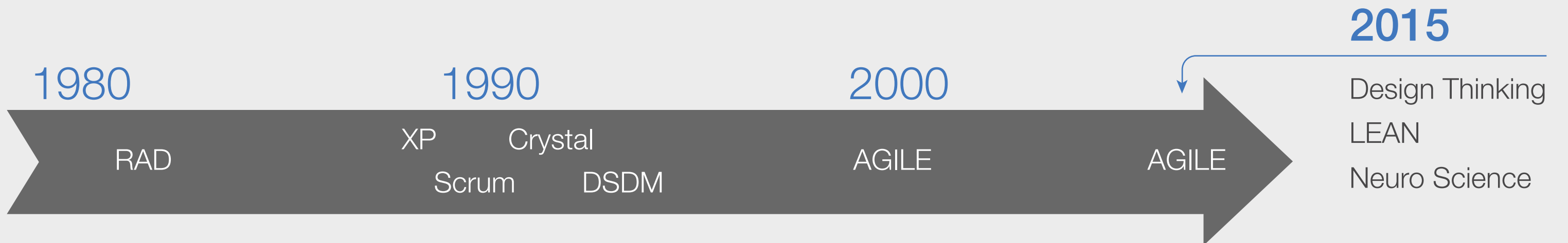
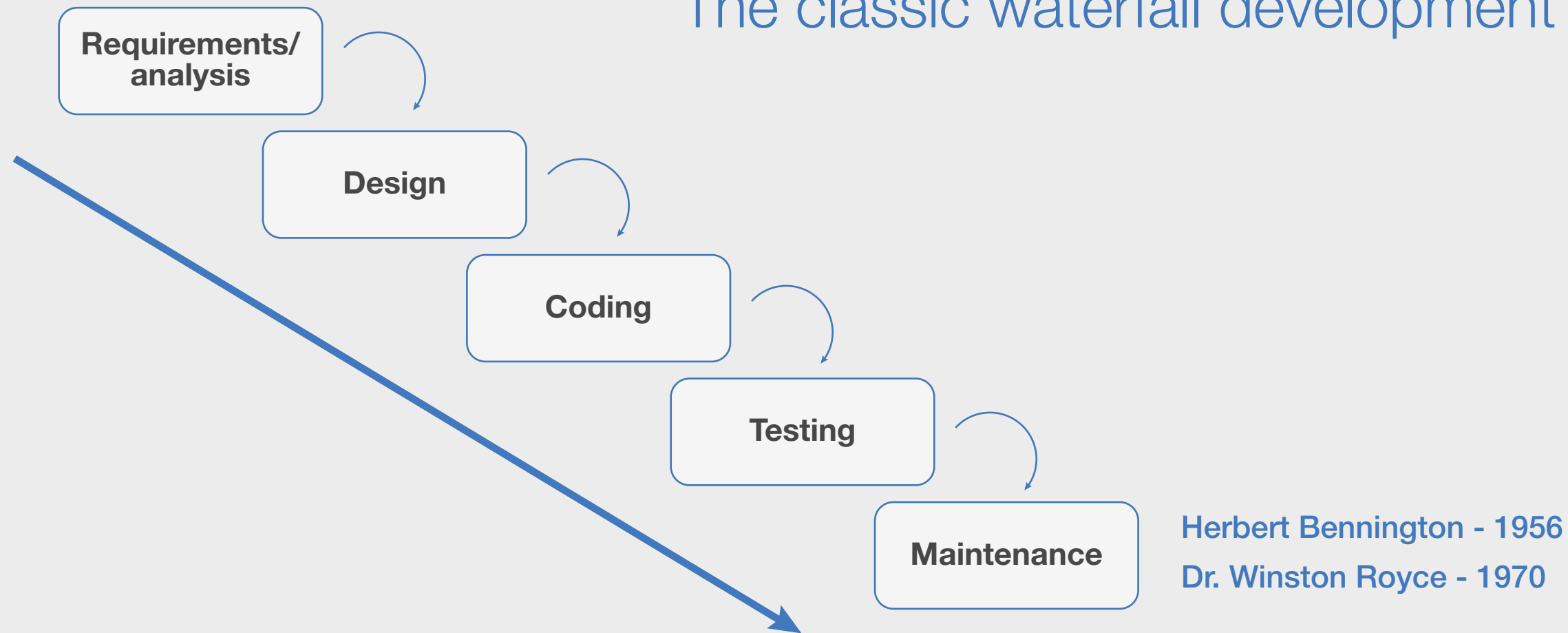
Completed in 1931

102 floors

73 elevators

2 acres of land

The classic waterfall development model



1. Agile is a way of working based on a set of _____ and _____
2. Name three of the key Agile Values
3. The first principle is to begin with clarity of the _____ and let it guide every step along the way.
4. Listen, _____, learn and course _____ are the basics of principle two.
5. Self directing teams unleash _____.
6. The practices of Agile make the _____ and _____ come alive by changing _____.
7. Name any 3 Agile practices

Introduction

What is Agile!

► Agile for Leaders

– Break –

Agile – Where, When, hoW and Why!

The Transformation Journey

Summary and Q&A



**A shared
understanding
of Agile**

Agile for Leaders

Doing the Right Work!

Too much work

Pressure to deliver

**Stressed and/or
disengaged teams**

Missed targets

Sub optimal results



“Growth is controlled not by the total of resources available, but by the scarcest resource”

- Dr. Liebig



“Every organization has at any given point in time at least one constraint which limits the system's performance relative to its goal”

- Dr. Eliyahu M. Goldratt



You can only deliver as fast as the slowest part of your process

Little's Law

Increase throughput by demand and production leveling

Reduce work
in progress

Managing
the on-ramp

Work in progress

Total cycle time

Avg completion rate

=

Increase
Completion
Time

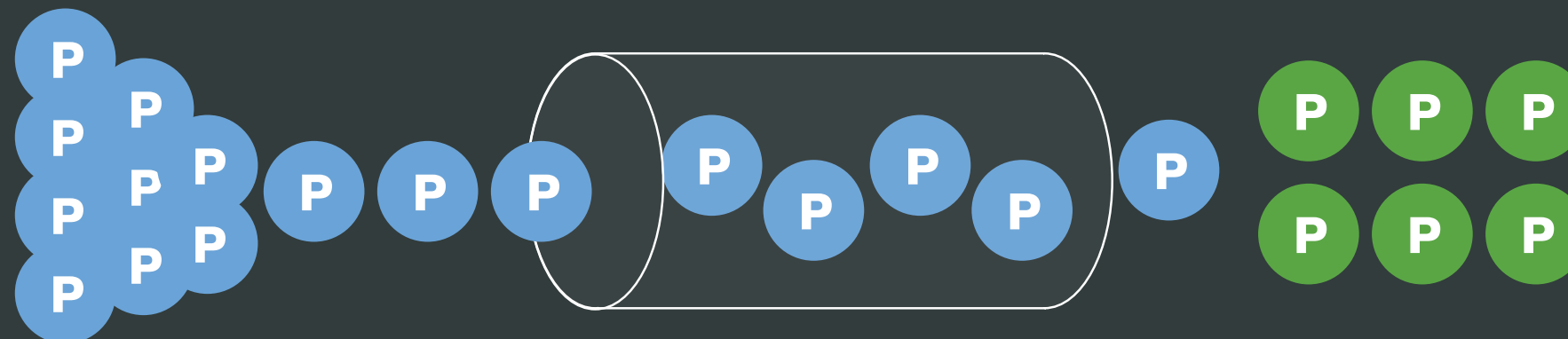
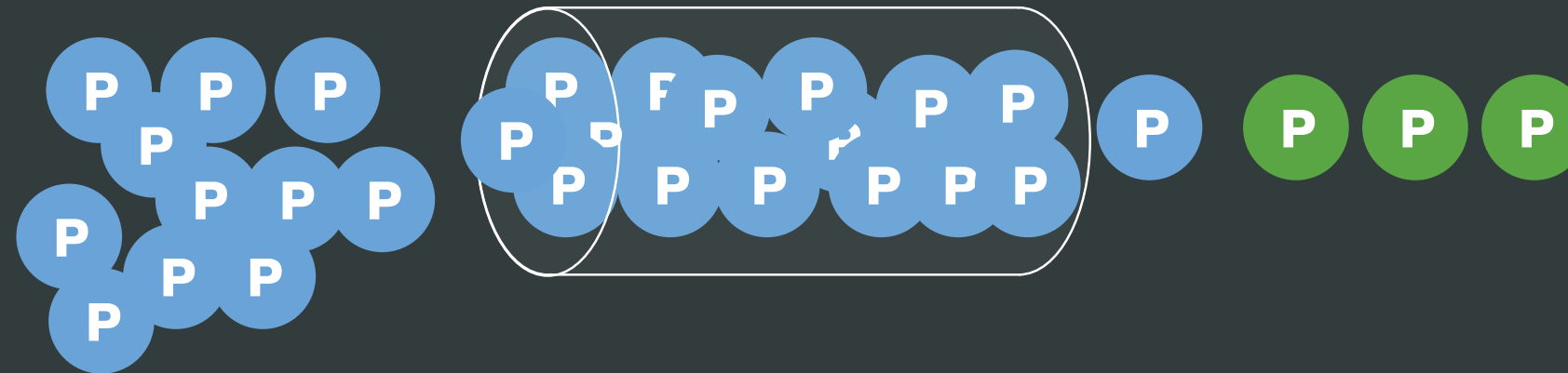
Removing
Constraints
Don't overburden

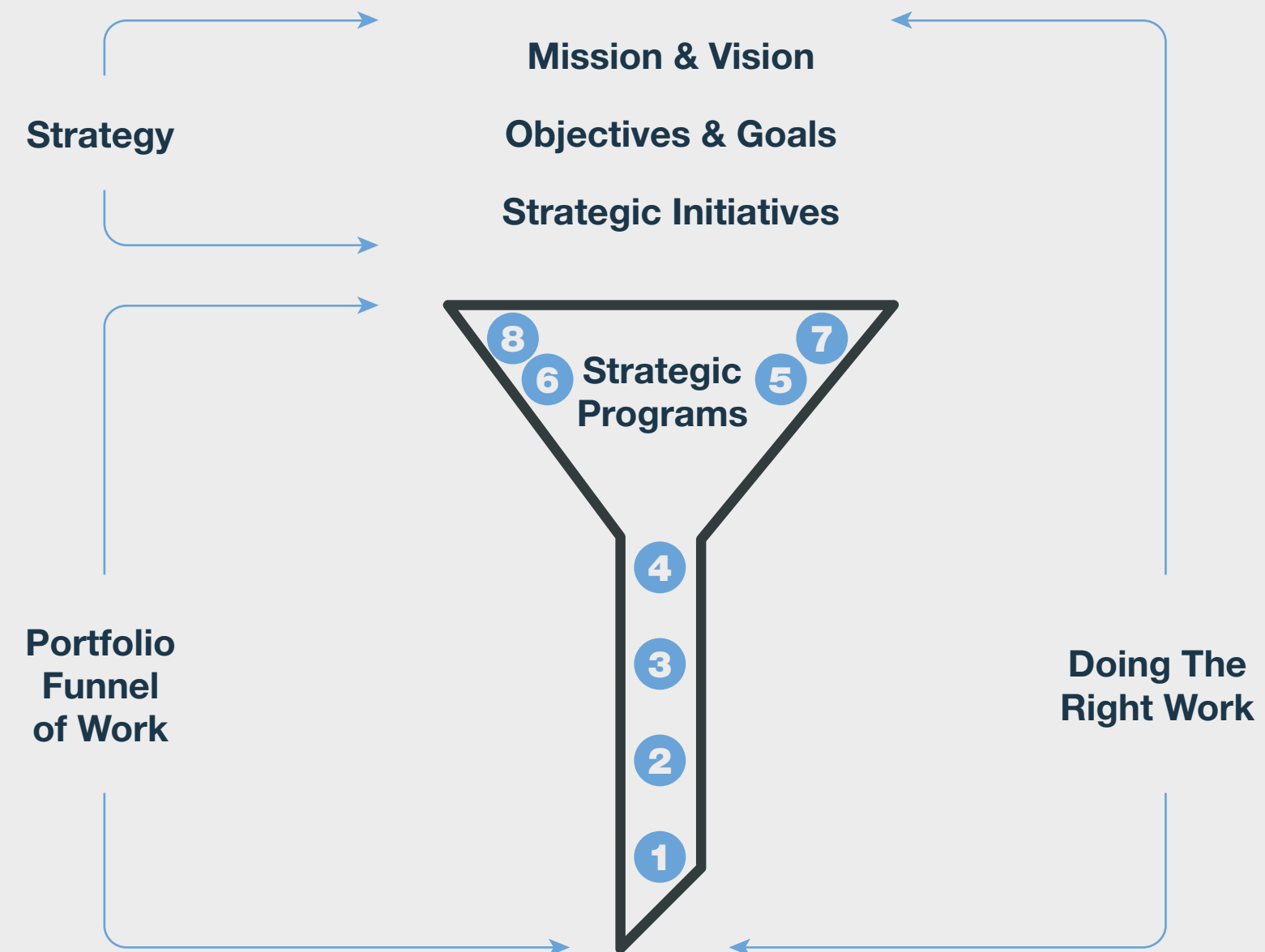
Minimize WIP

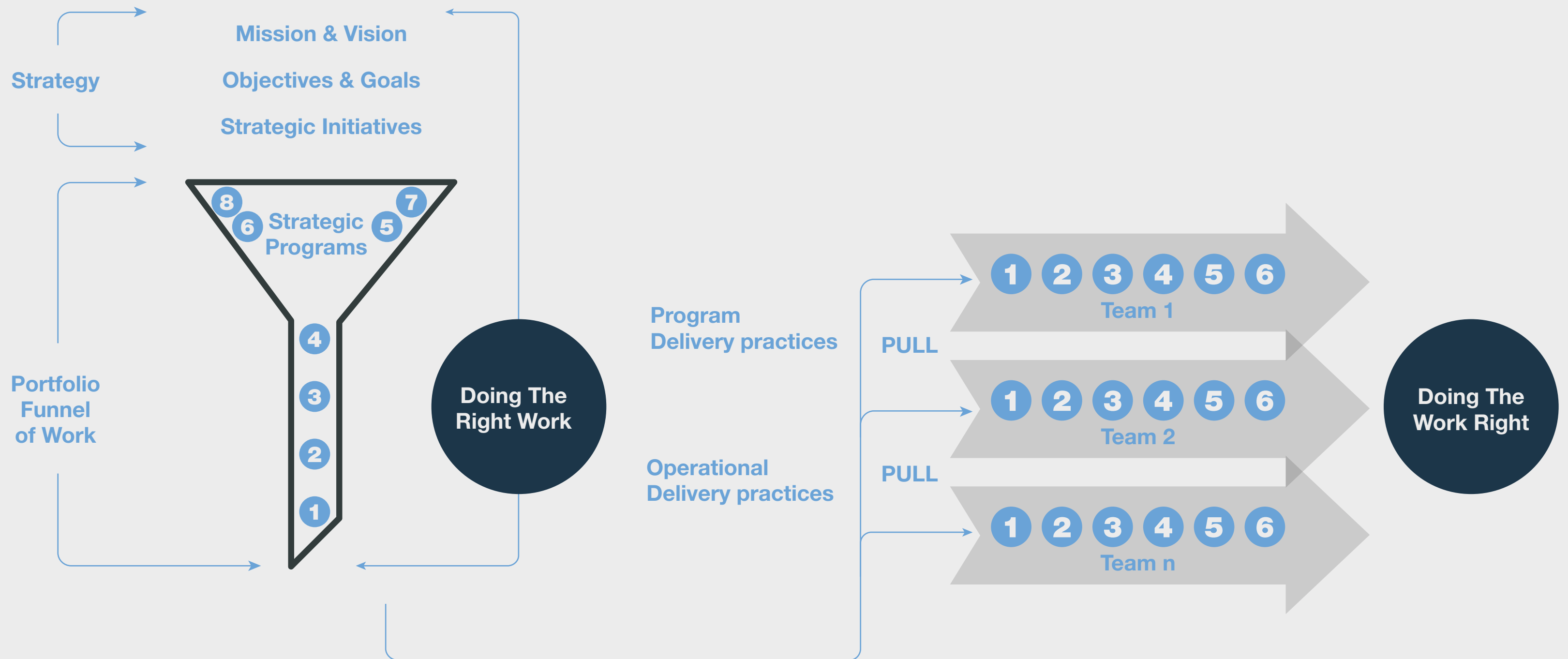
BACKLOG

IN PROGRESS

DONE





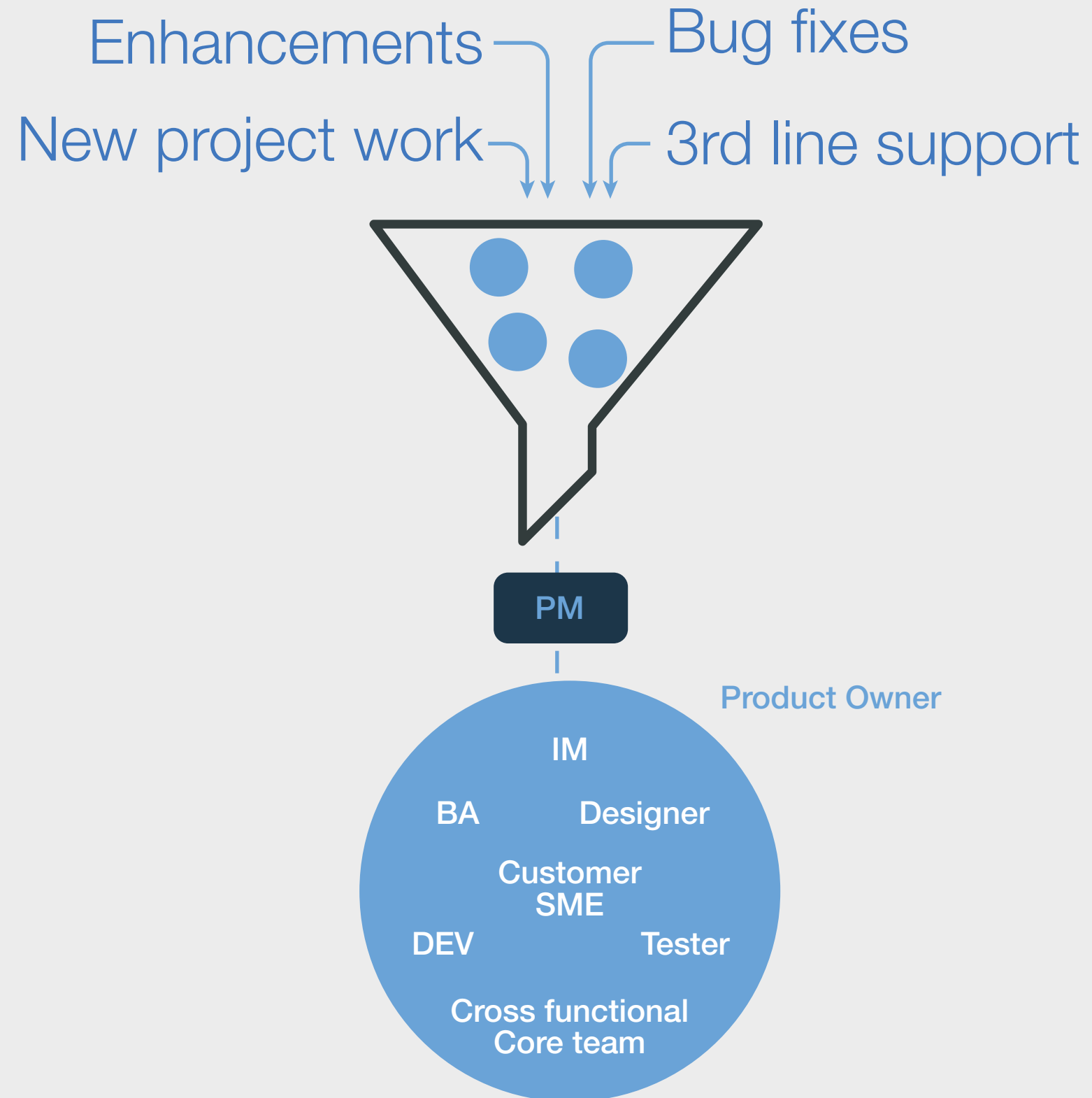


**Doing The
Right Work**

**Organization
Portfolio**

**Program
Project**

**Doing The
Work Right**



1. Small batch size
2. Single prioritized funnel of work
3. Pull work to match WIP limit
4. Small, stable Cross Functional Team
5. Multiple teams are loosely coupled and tightly aligned

Customer

Customer

**Front End
Back End
Infrastructure**

**Analysts
Designers
Developers
Testers
Compliance**

**Content
Designers
Actuaries
Delivery
Support**

Loosely Coupled, Tightly Aligned

**“Organizing a group
of people to achieve
a common goal”**

Definition of leadership
- Wikipedia





WE DO HAVE A STRATEGY!

Mission



- - -



- - -



- - -



- - -



- - -



- - -



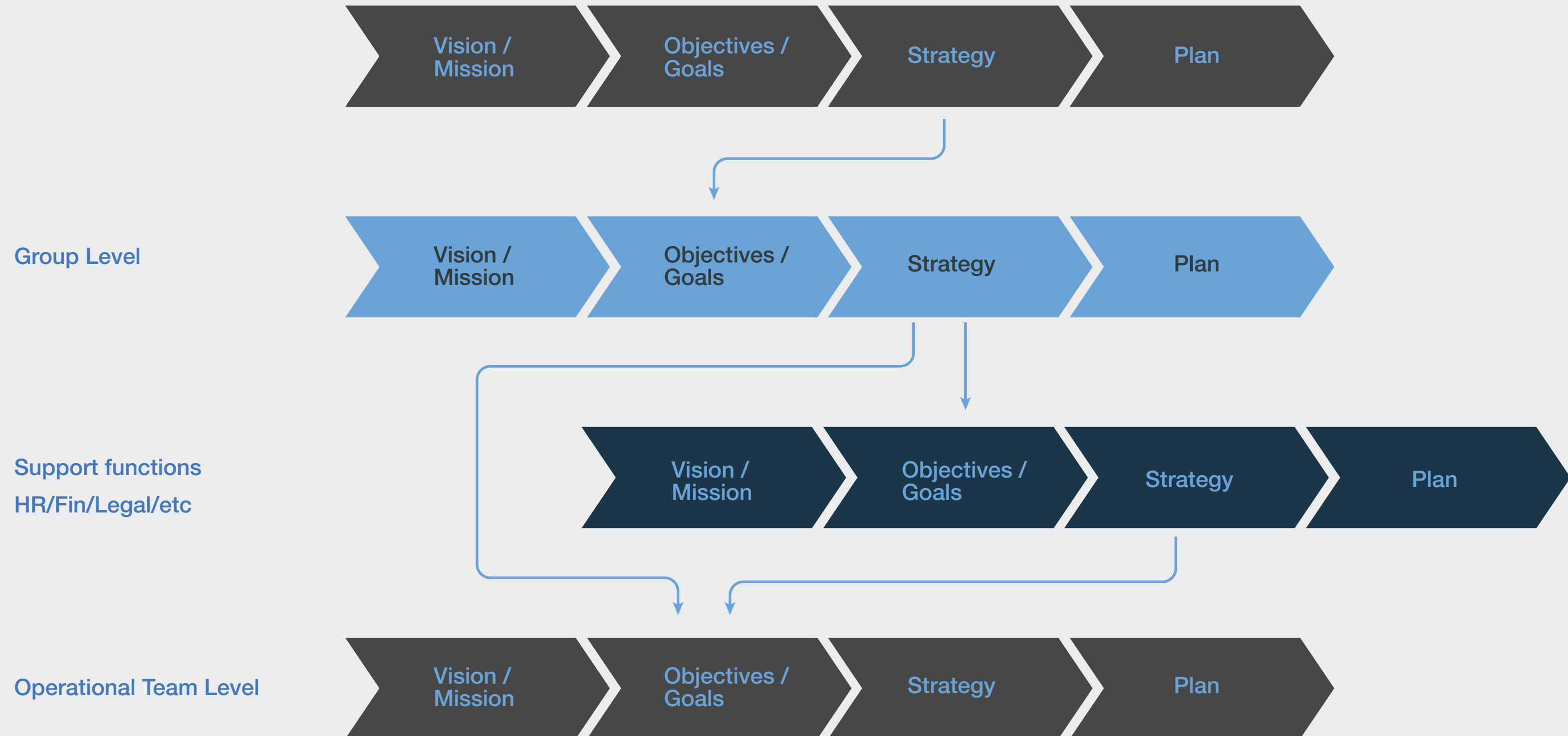
2014

2015

2019

Vision

Goal



Structure Teams



- ✓ Right resources
- ✓ Right place
- ✓ Right time

‘Gembutsu’



- ✓ Remove Bottlenecks
- ✓ Eliminate Waste

‘Gembutsu’



- ✓ Remove Bottlenecks
- ✓ Eliminate Waste

Work



Doing the work right



Govern and steer



Doing the work right

Work



Doing the work right

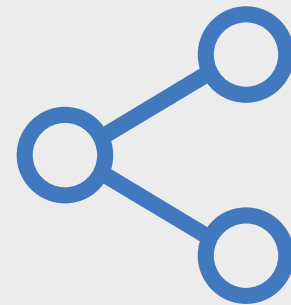


Govern and steer



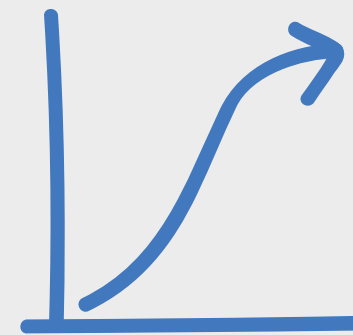
Doing the work right

Sharing

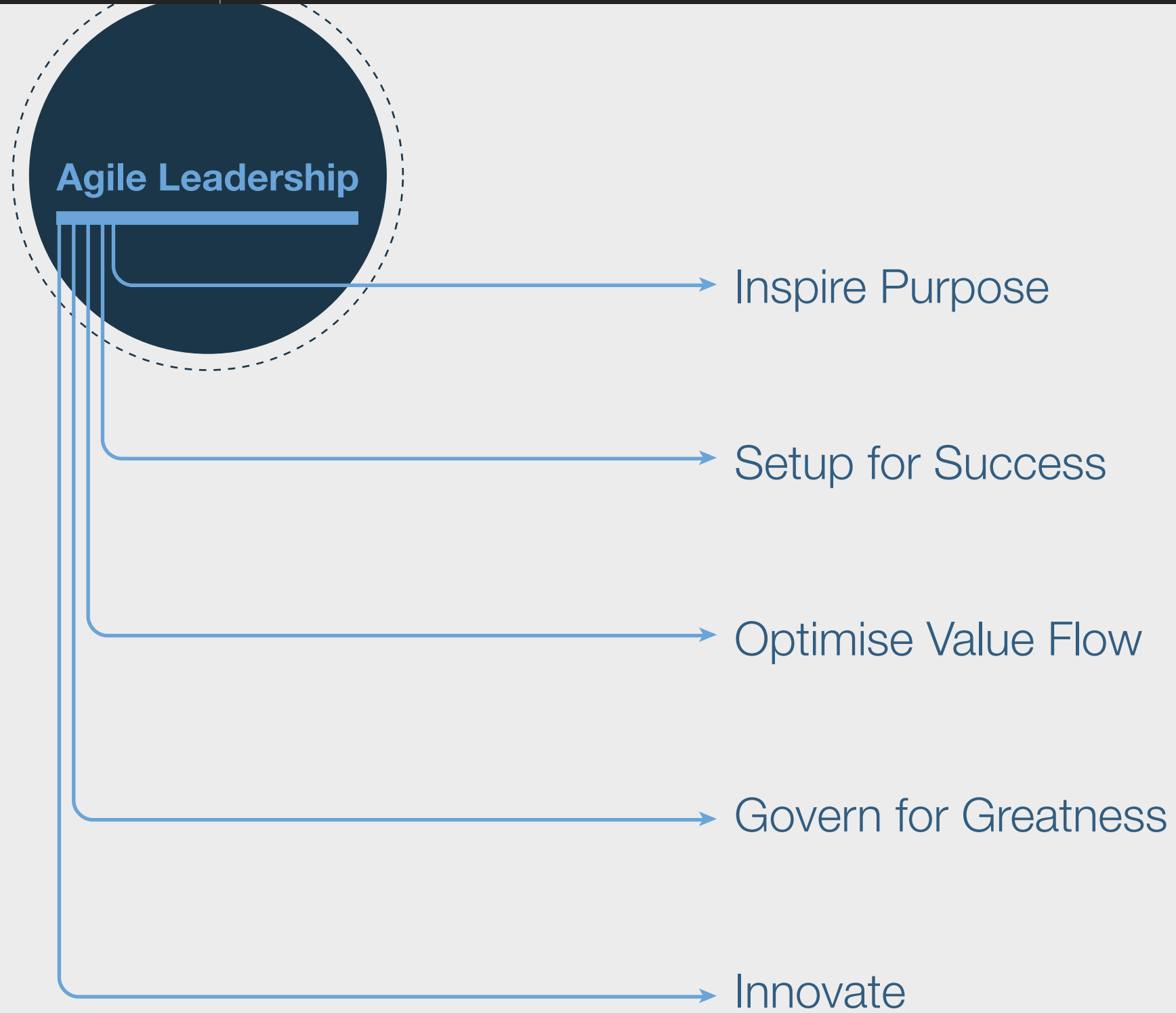


Innovating

Learning



Improving



1. Getting shared understanding of a common _____, is the leaders first task.
2. In order to do more you have to throttle the _____.
3. True or false? Leaders only need to focus on 'Doing the right work!'
4. Total cycle time can be improved if you reduce the _____ in _____.
5. True or false? Appropriate strategies should be devised at all levels of the organisation.
6. Teams should be _____ coupled and _____ aligned.
7. _____, cross functional teams, aligned to _____ value are the best way to structure teams

Where, When, How and Why

to use Agile

Strategy

Marketing

Sales

Delivery

Operators

Support Services

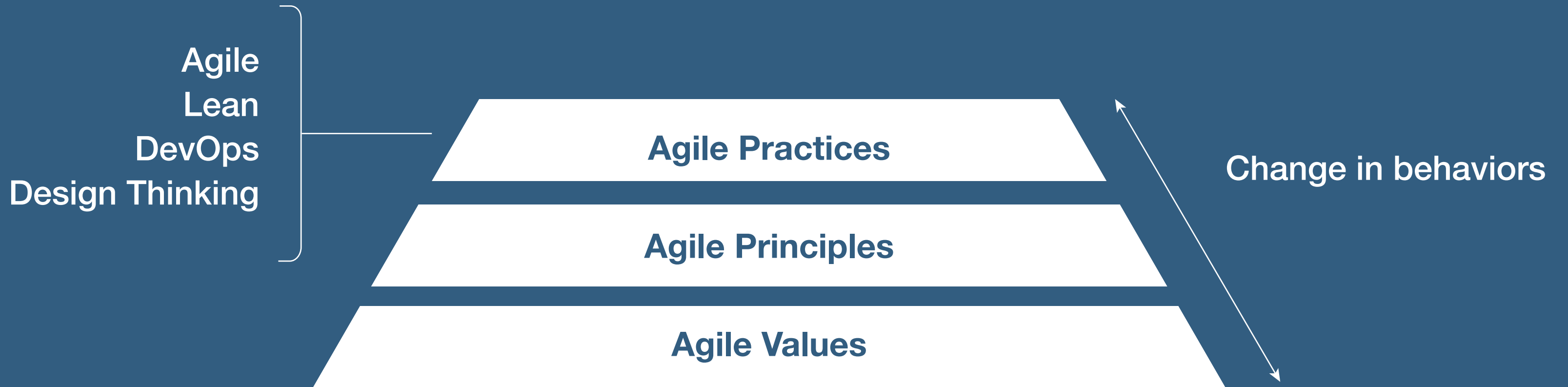
Agile
Lean
DevOps
Design Thinking

Agile Practices

Agile Principles

Agile Values

Change in behaviors



Core Processes

Opportunity → Order

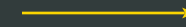
Order → Cash

Cash → Care → Close

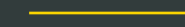
Product Strategy



Design



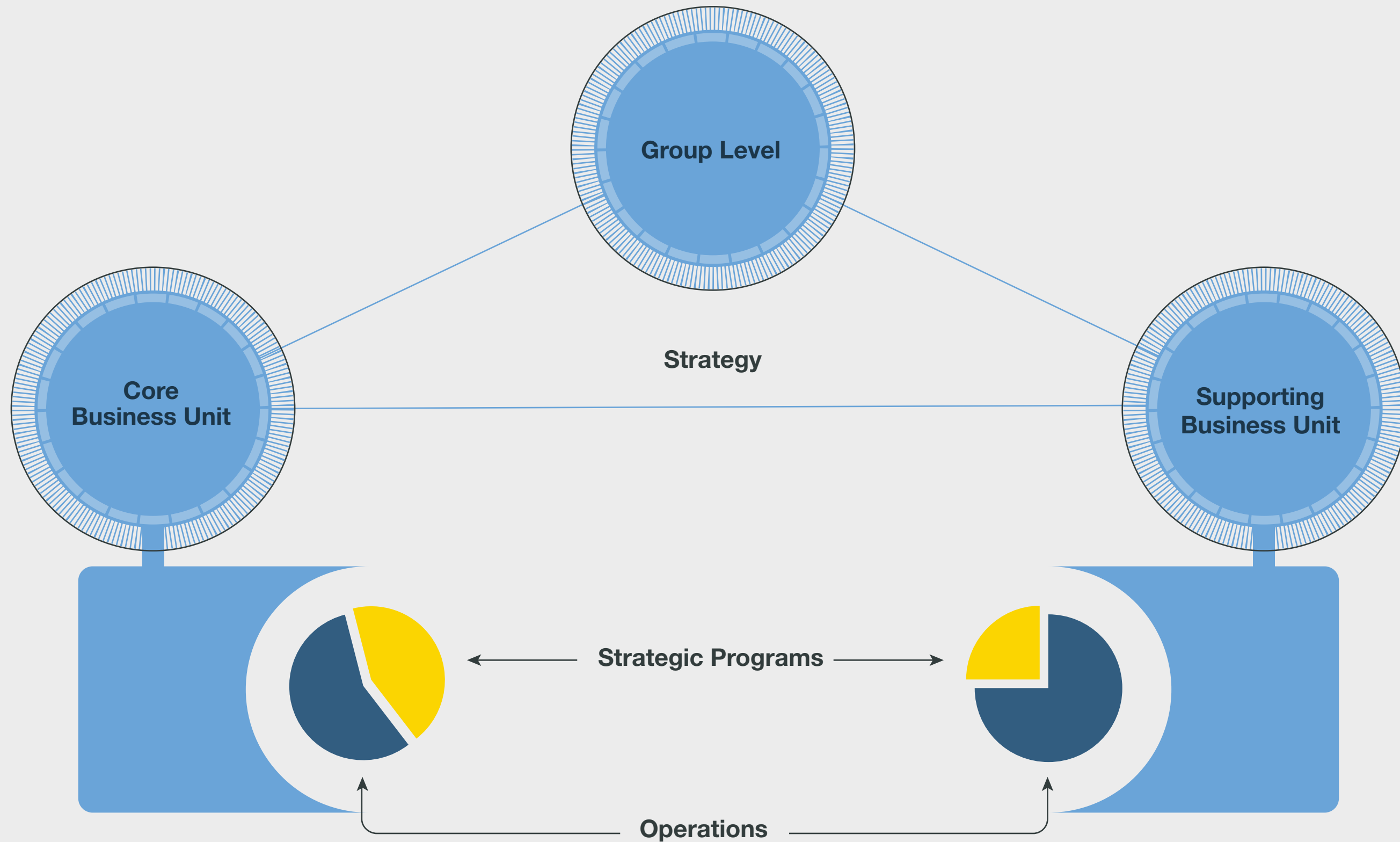
Development



Delivery

Support

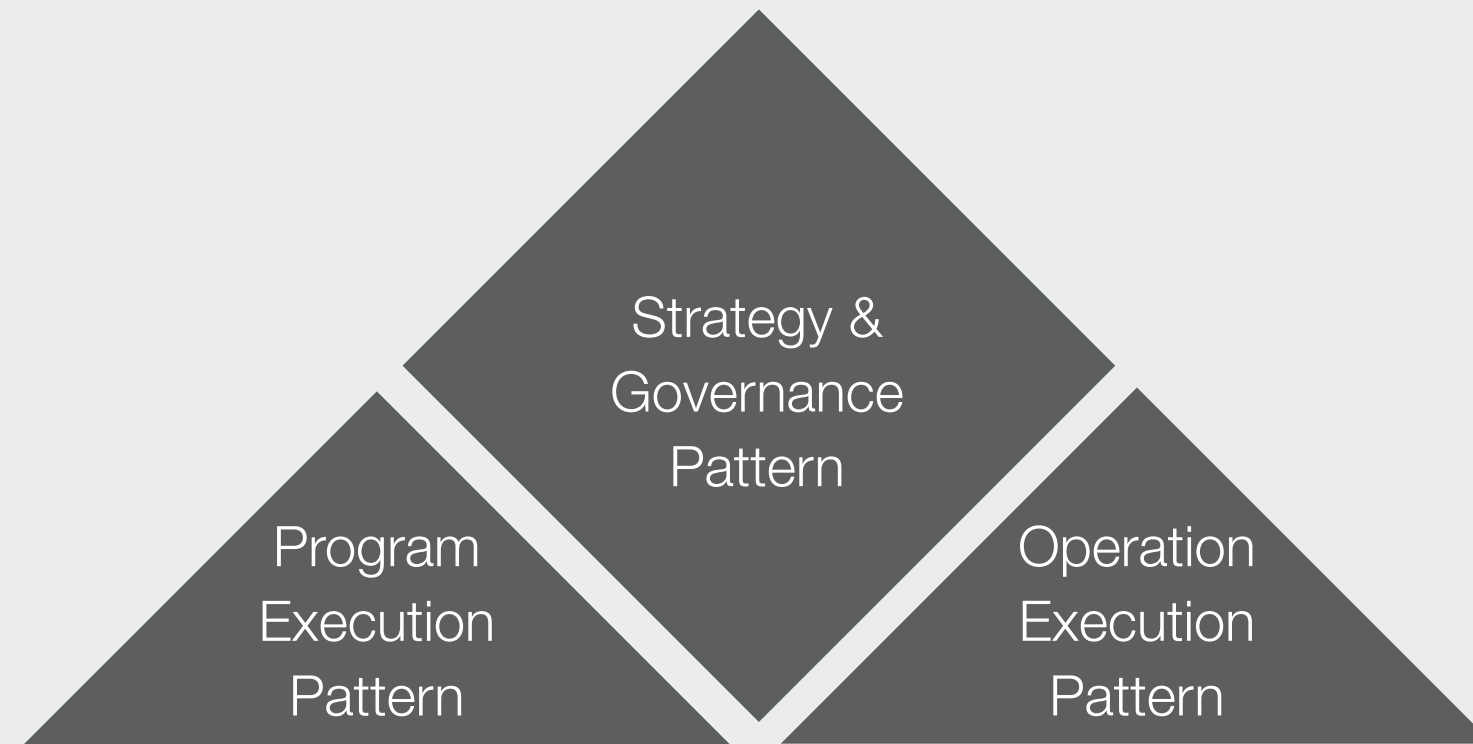
Support Service Processes (HR / FINANCE / PROCUREMENT / REAL ESTATE / etc)



Strategy & Governance Pattern

Program Execution Pattern

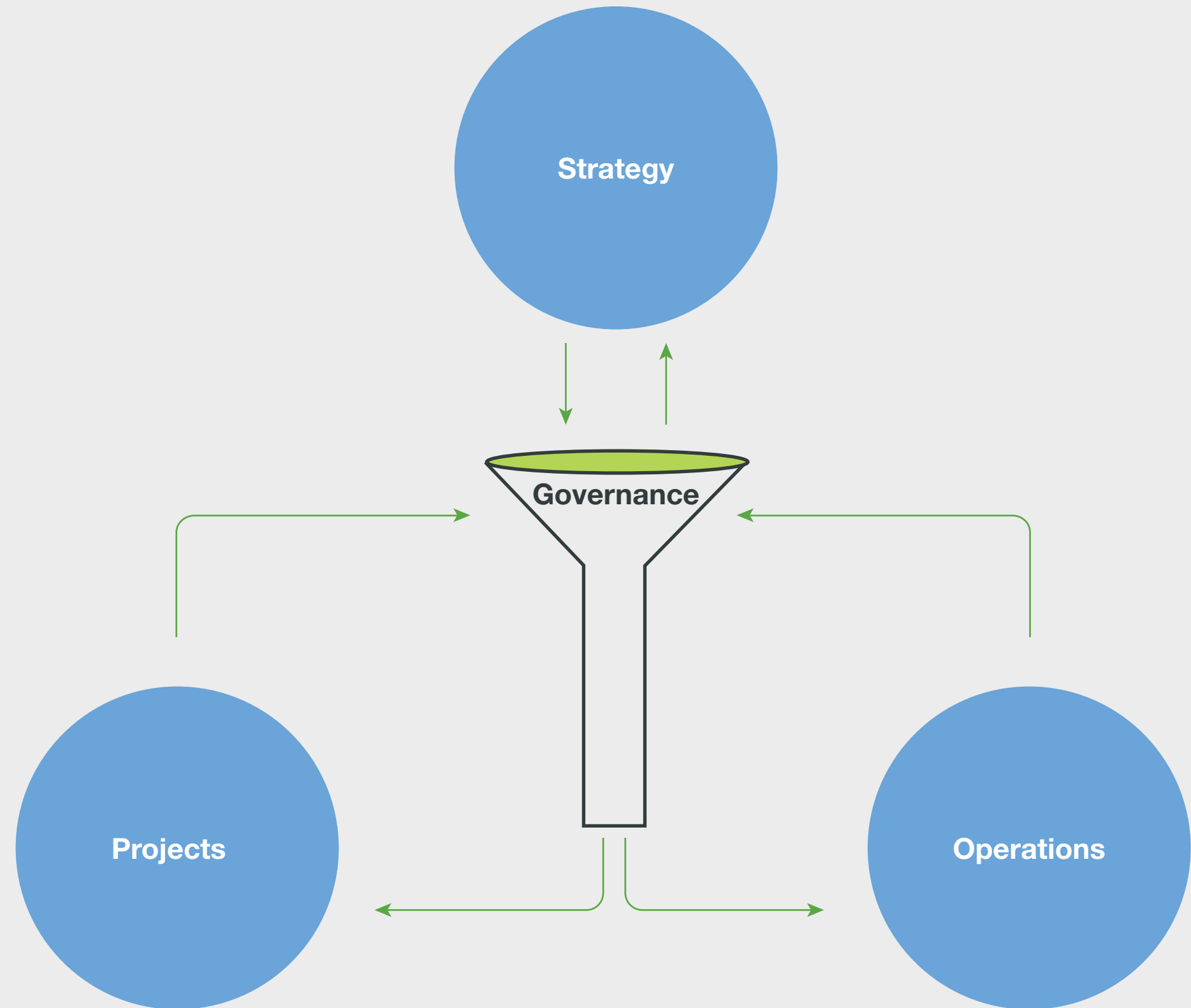
Operation Execution Pattern

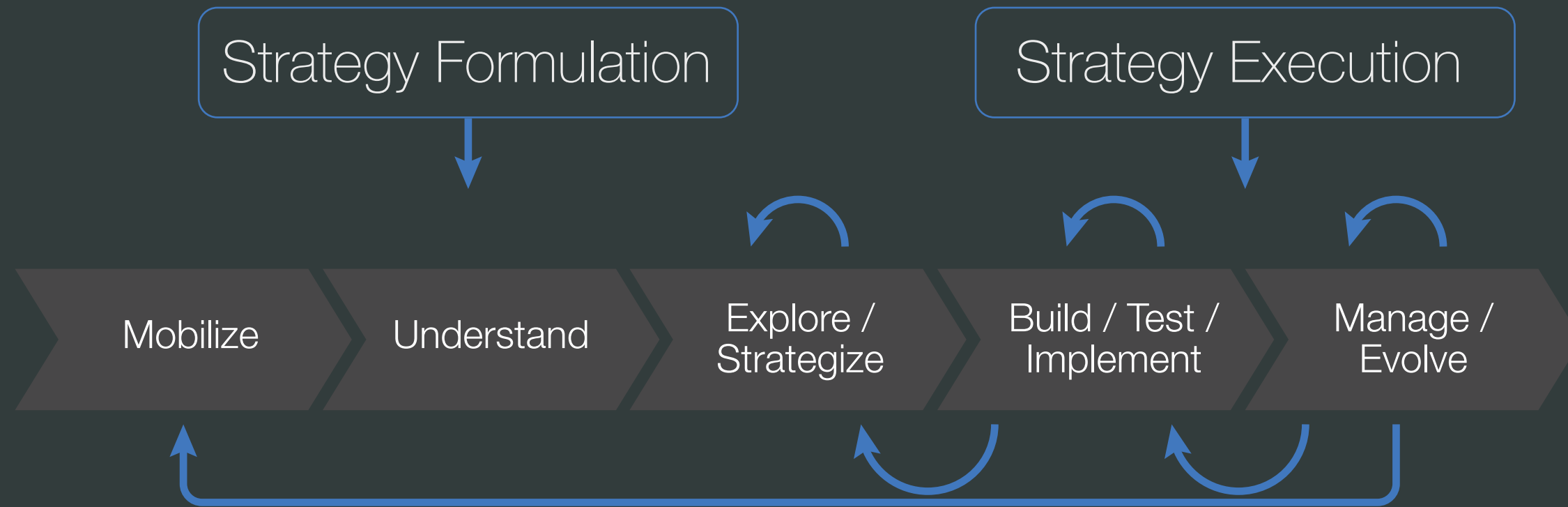


Each Pattern Follows Five Phases



Portfolio Governance provides
the feedback to strategy





Where are we now?

- Business Model Canvas
- Existing strategy
- Business metrics
- Work in progress
- Market factors
- Current problems
- Root cause analysis
- SWOT

Where do we want to be?

- Vision (Distant mountains)
- Mission (purpose)
- Objectives (Hills)
- BHAG
- SMART Goals

How did we get there?

- Design workshops
- Top 3-5 blockers to achieving the goals
- Foundational beliefs
- Strategic options
- Strategic choices
- Strategic initiatives

What do we need to do?

- High level time line
- Short term (next 3 months) top 3 priorities
- Budget – Strategy alignment

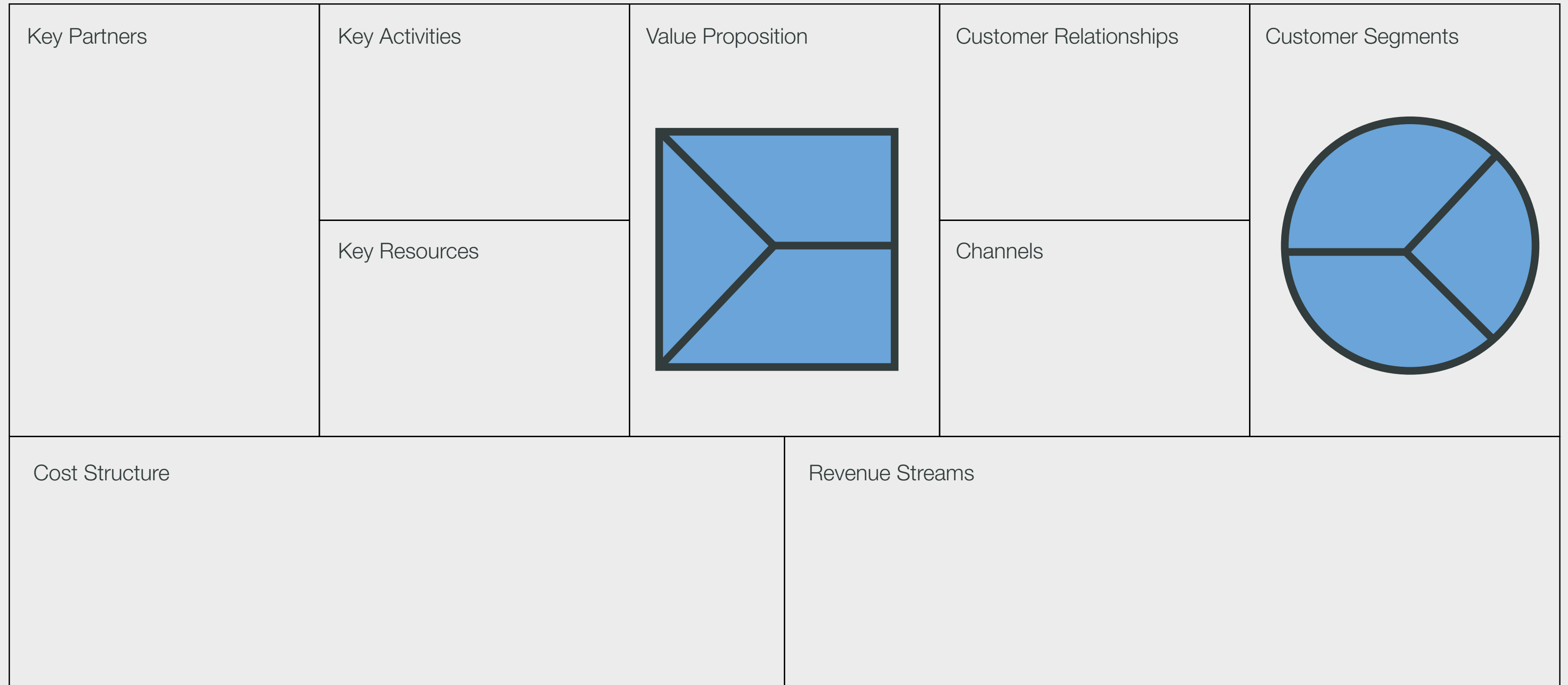
How do we execute?

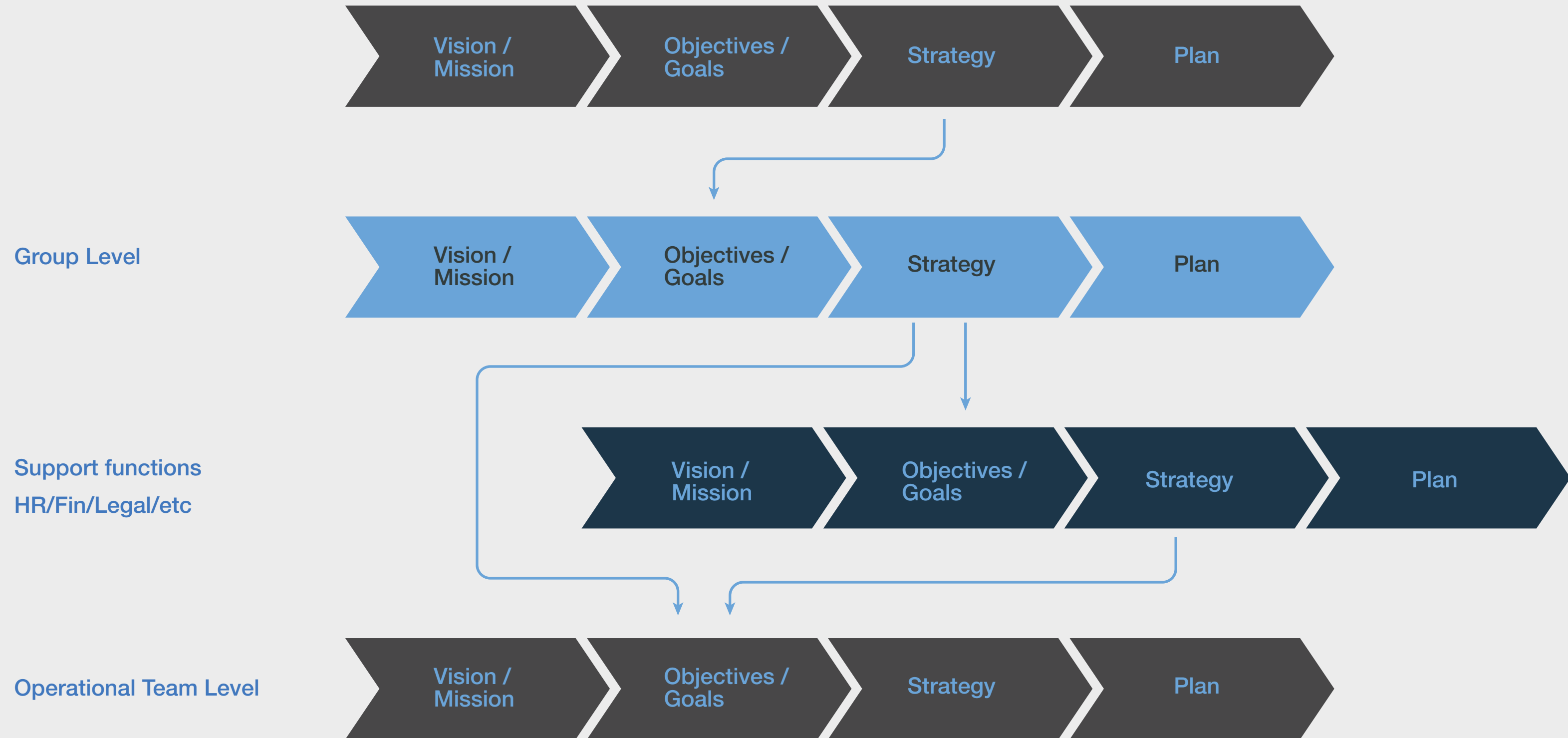
- Strategic pipeline
- Start- Stop - Continue
- Integrated WIP
- Strategy modality

Collaborate to Elaborate

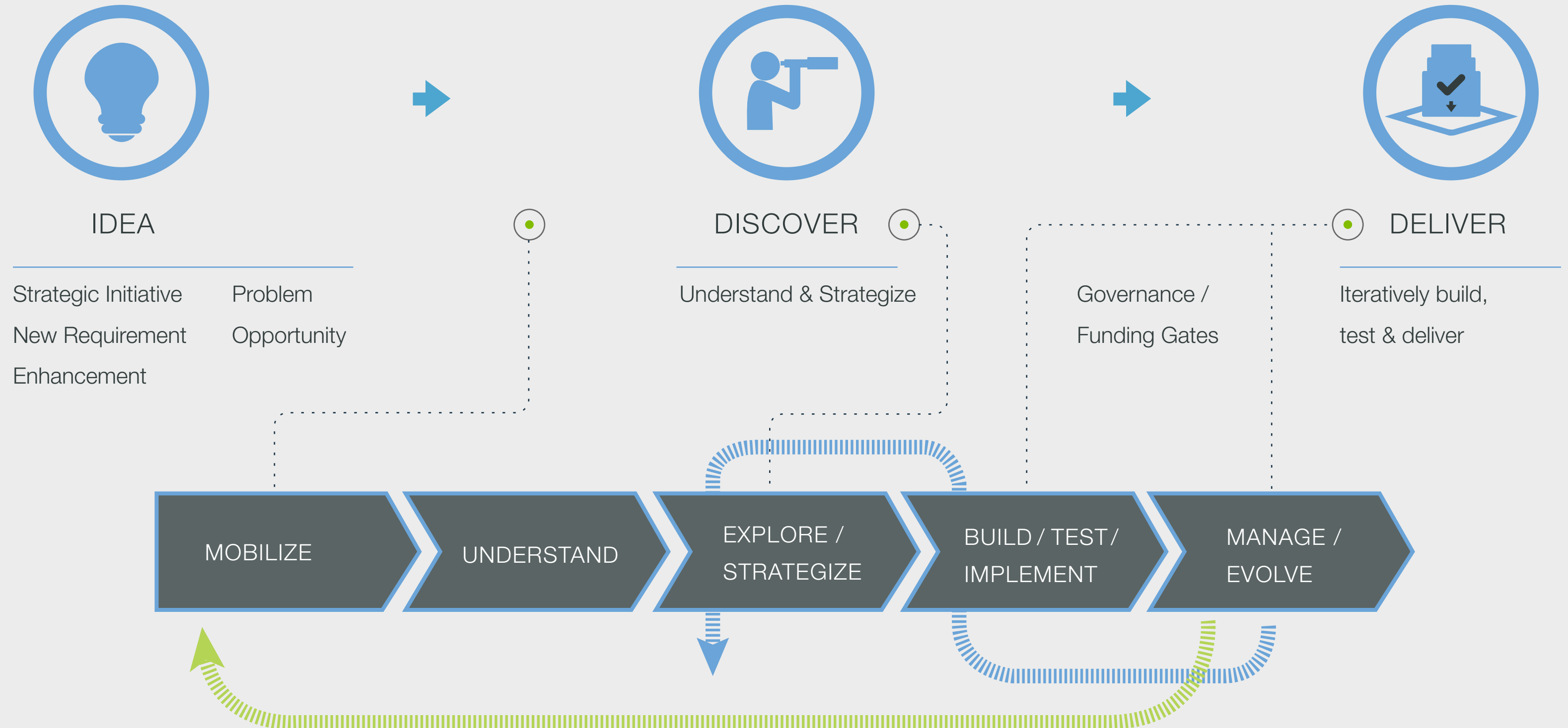
Iterate through all leels down

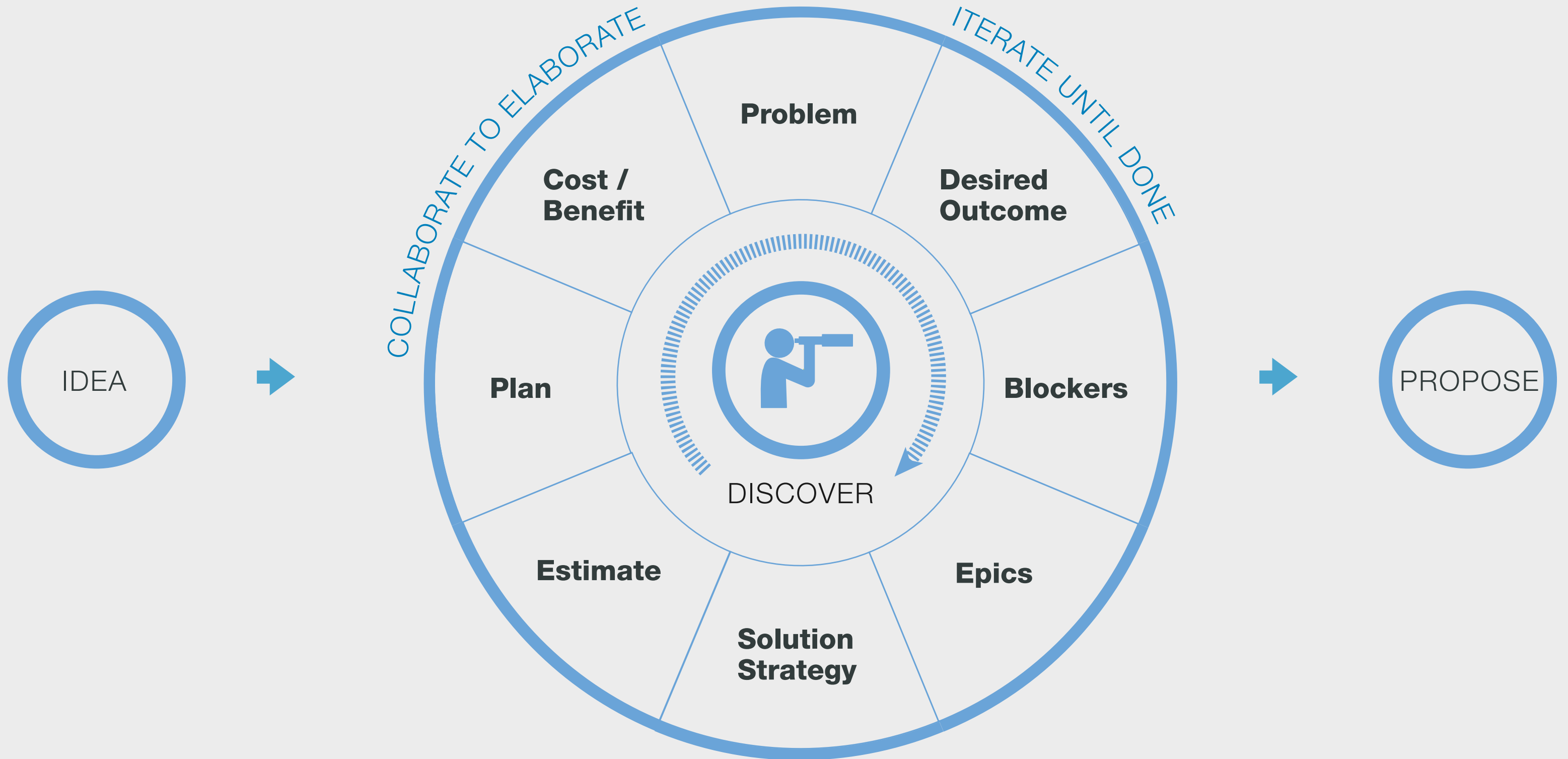
The Business Model Canvas

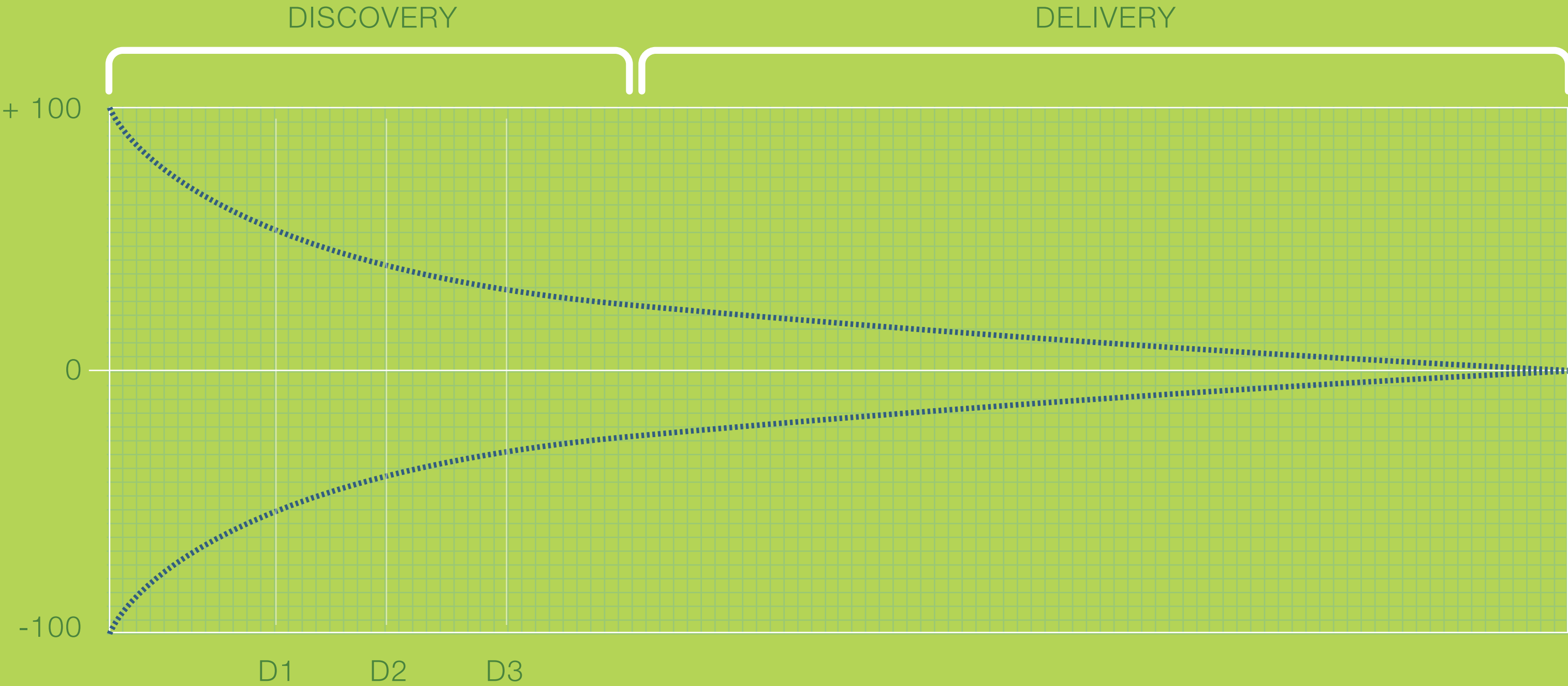


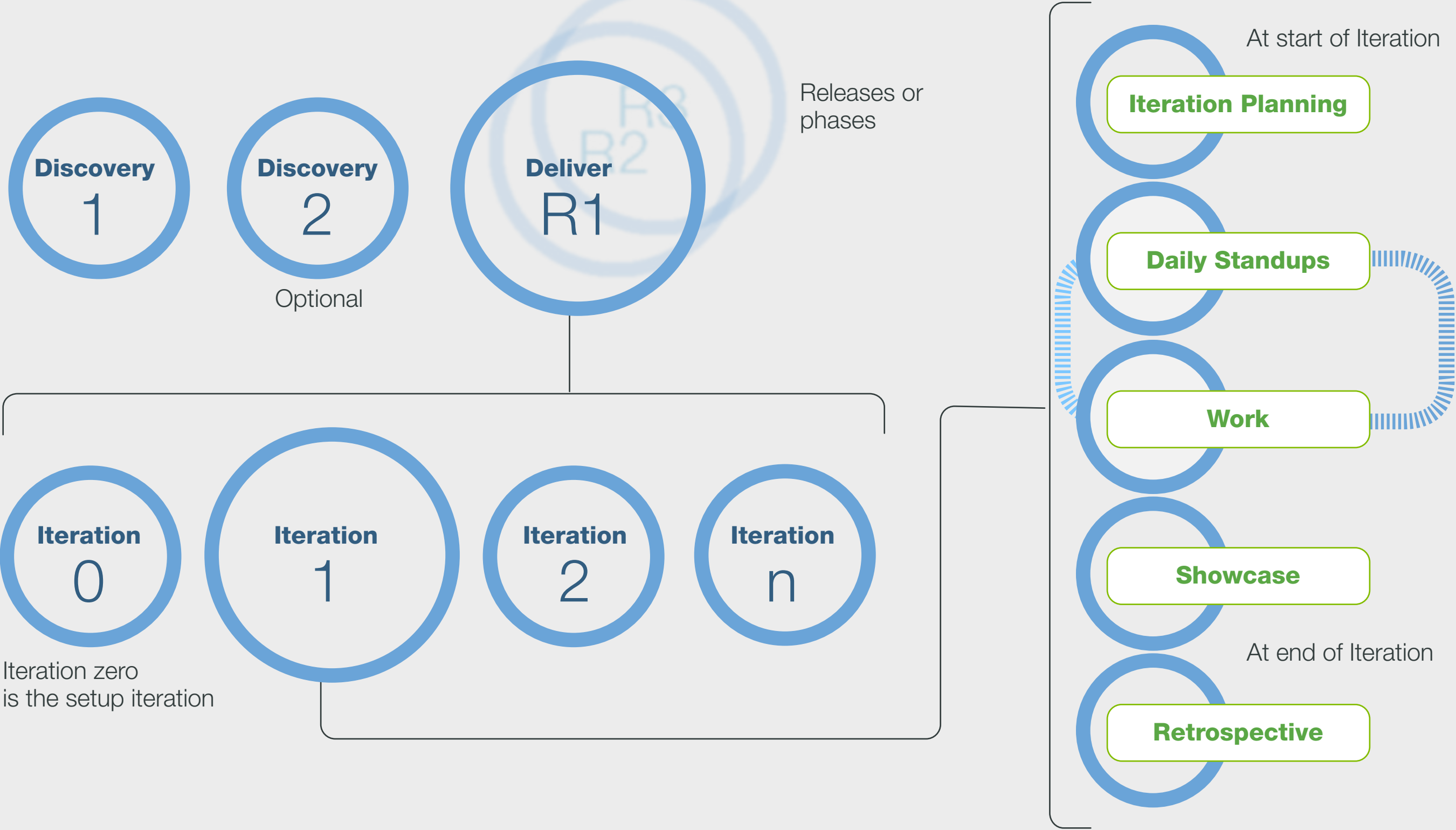


Strategy









Inputs from customers,
team, managers, execs



Product Owner



Product Backlog

A Prioritized List
of what is required:
features, bugs to fix



Team

Sprint Planning Meeting
The team commits to as
much high priority backlog
as can be completed by the
end of the sprint



Sprint Backlog

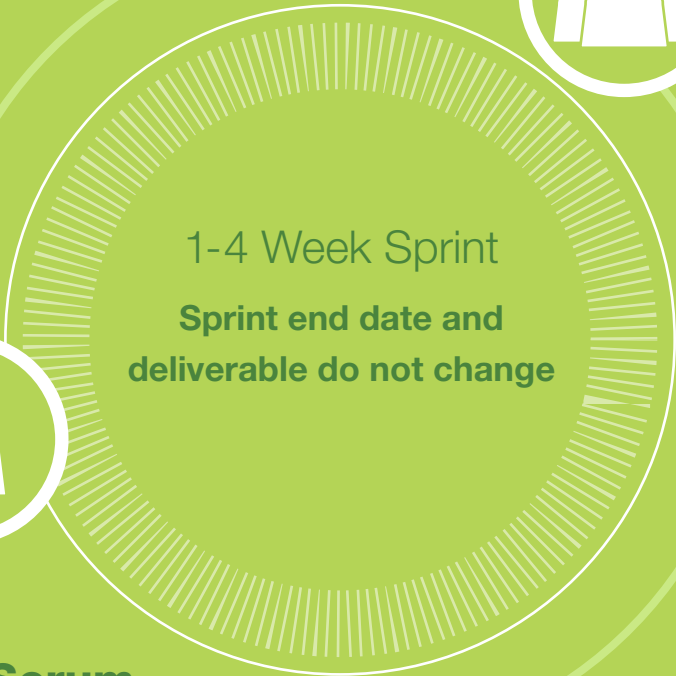
Task Breakout



**Scrum
Master**



Sprint Review



Daily Standup Meeting
15-30 Minutes



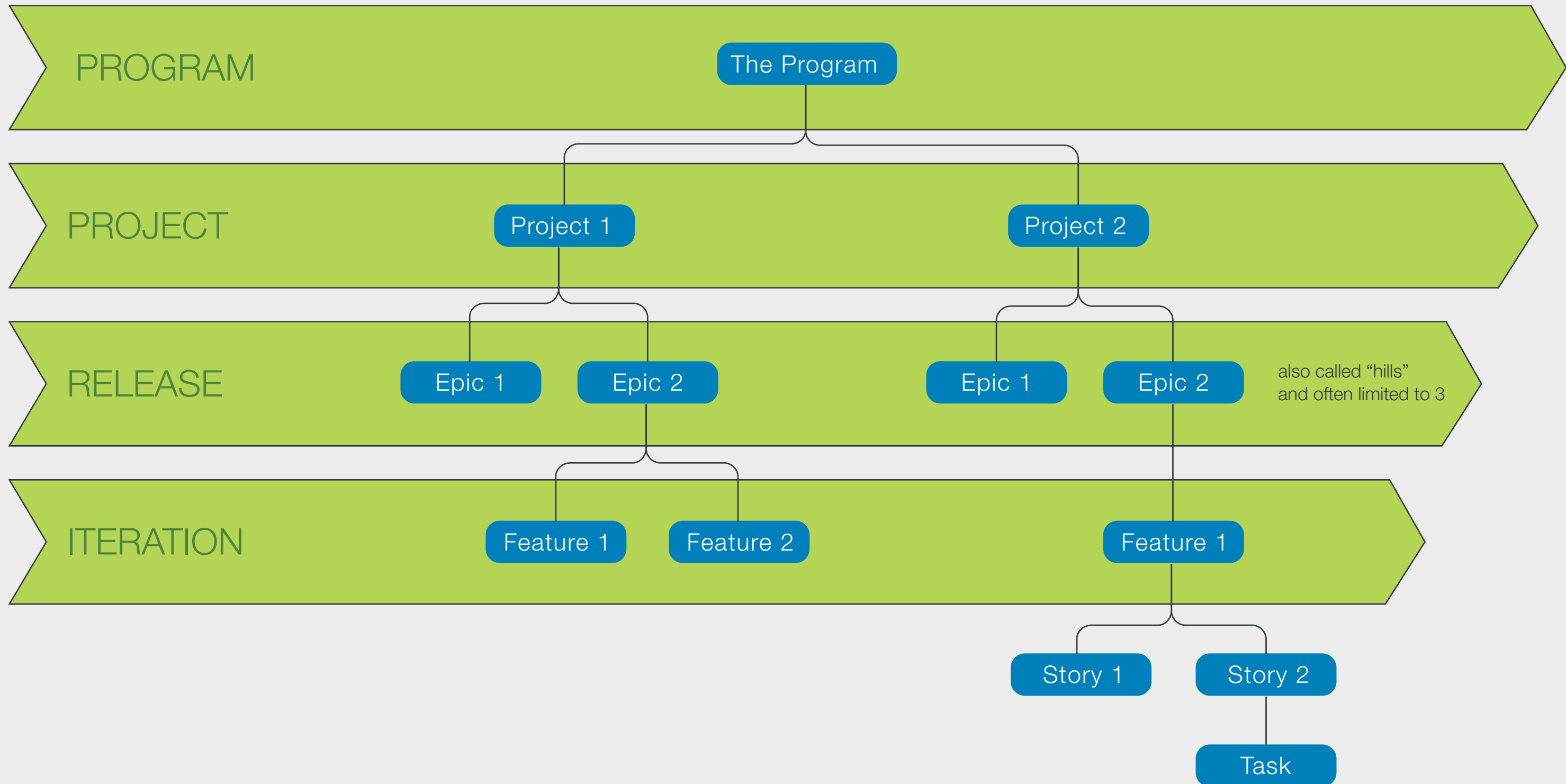
**Sprint
Retrospective**

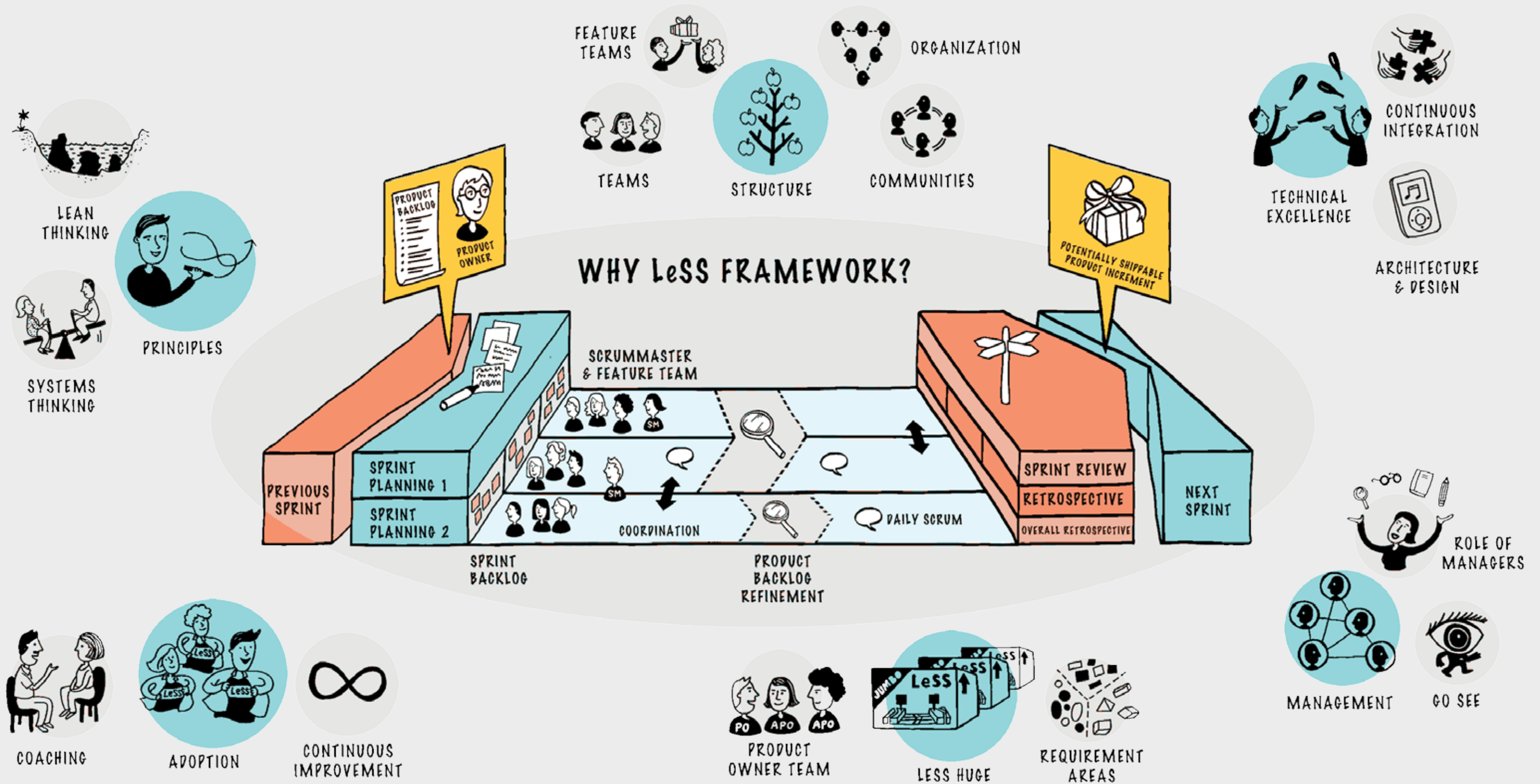


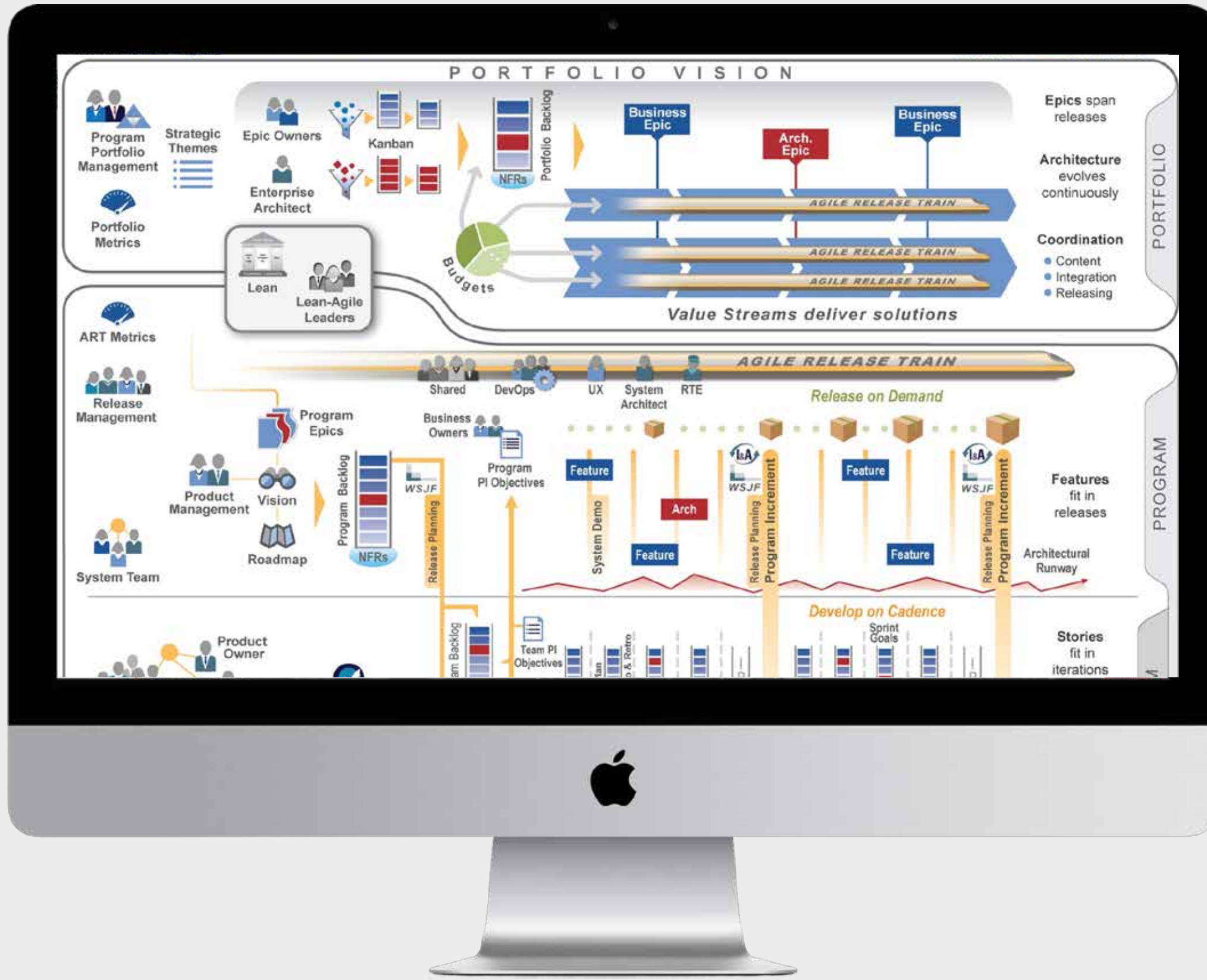
Finished Product
Product Increment



Why do we Time box?







The Agile Program Pattern
can be applied to small and
large piece of work

CORE

5-9 People
Dedicated
Cross Functional
Empowered

- Business SME (Customer)
- Analysts
- Developers
- Testers
- Solution Architect



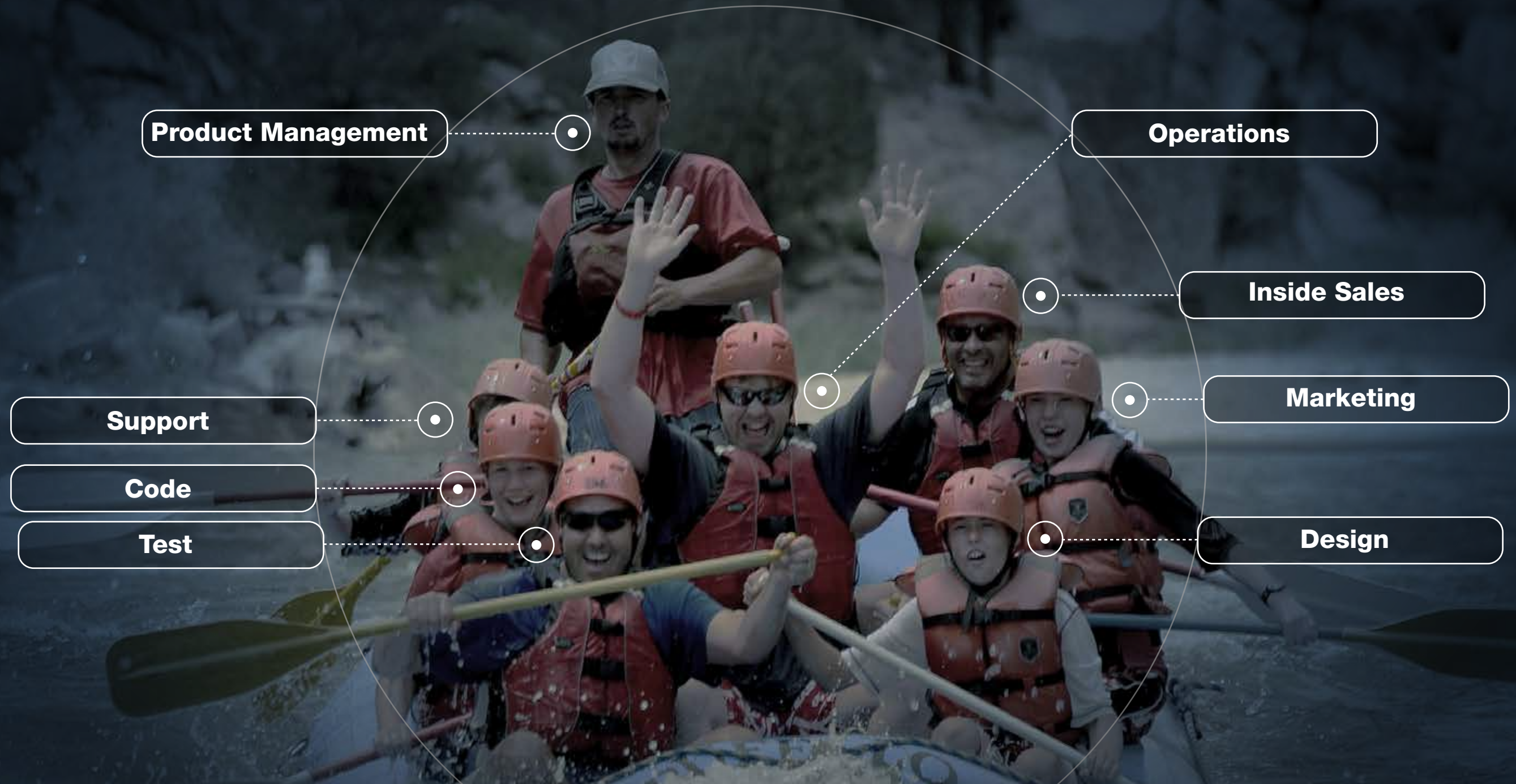
EXTENDED

- Key Stakeholders
- External experts
- Enterprise Architect

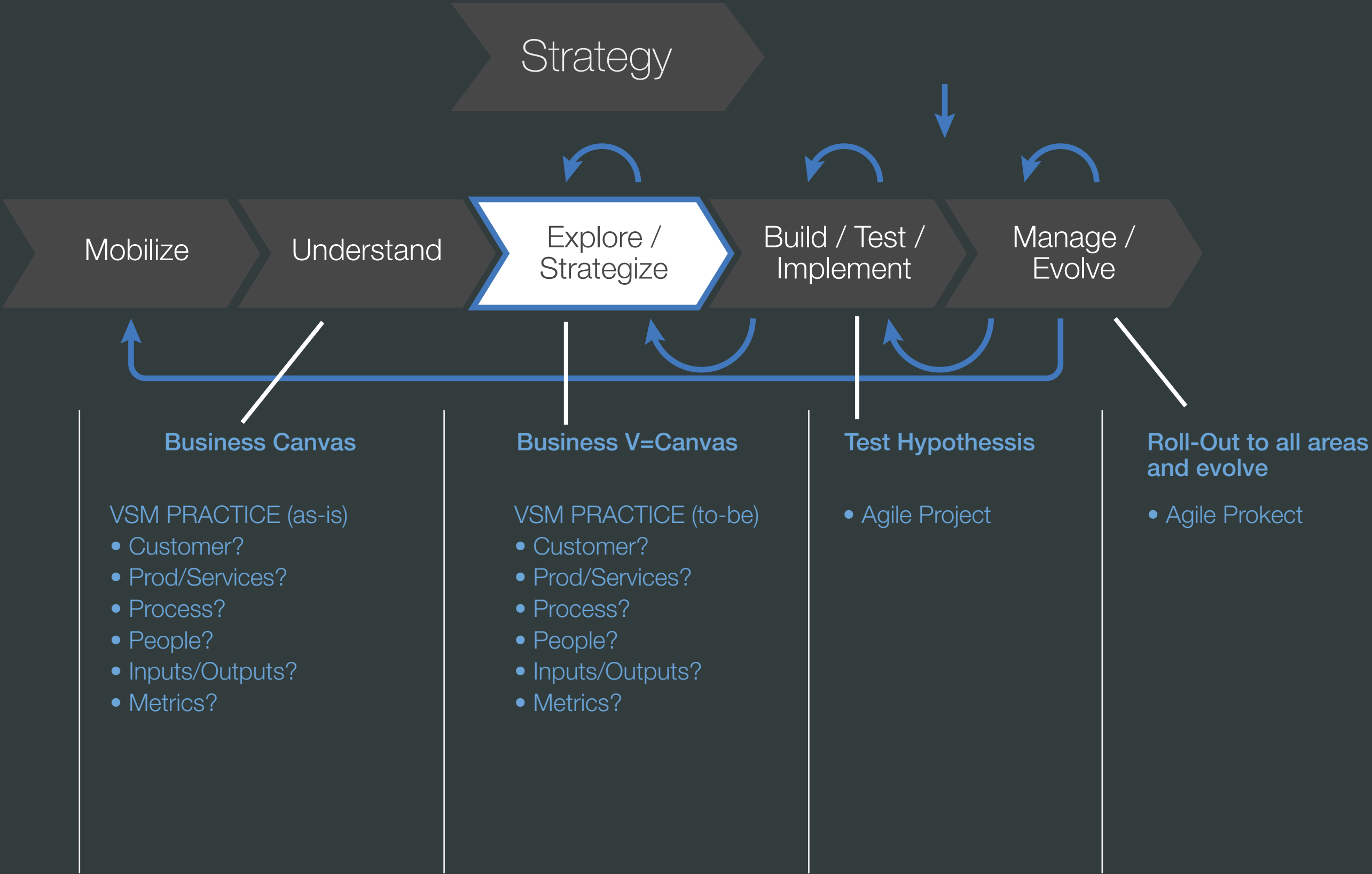


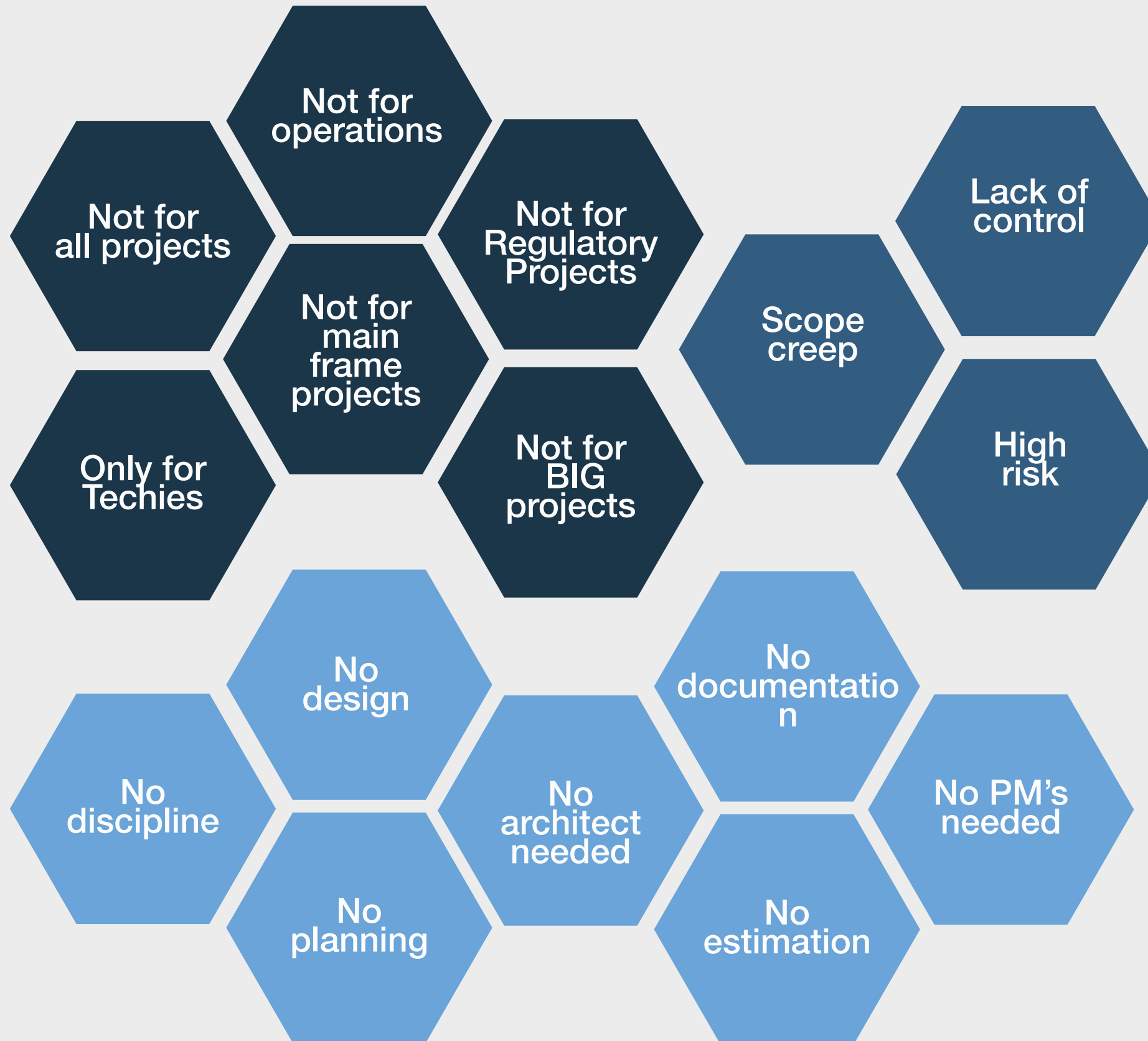
GOVERNANCE

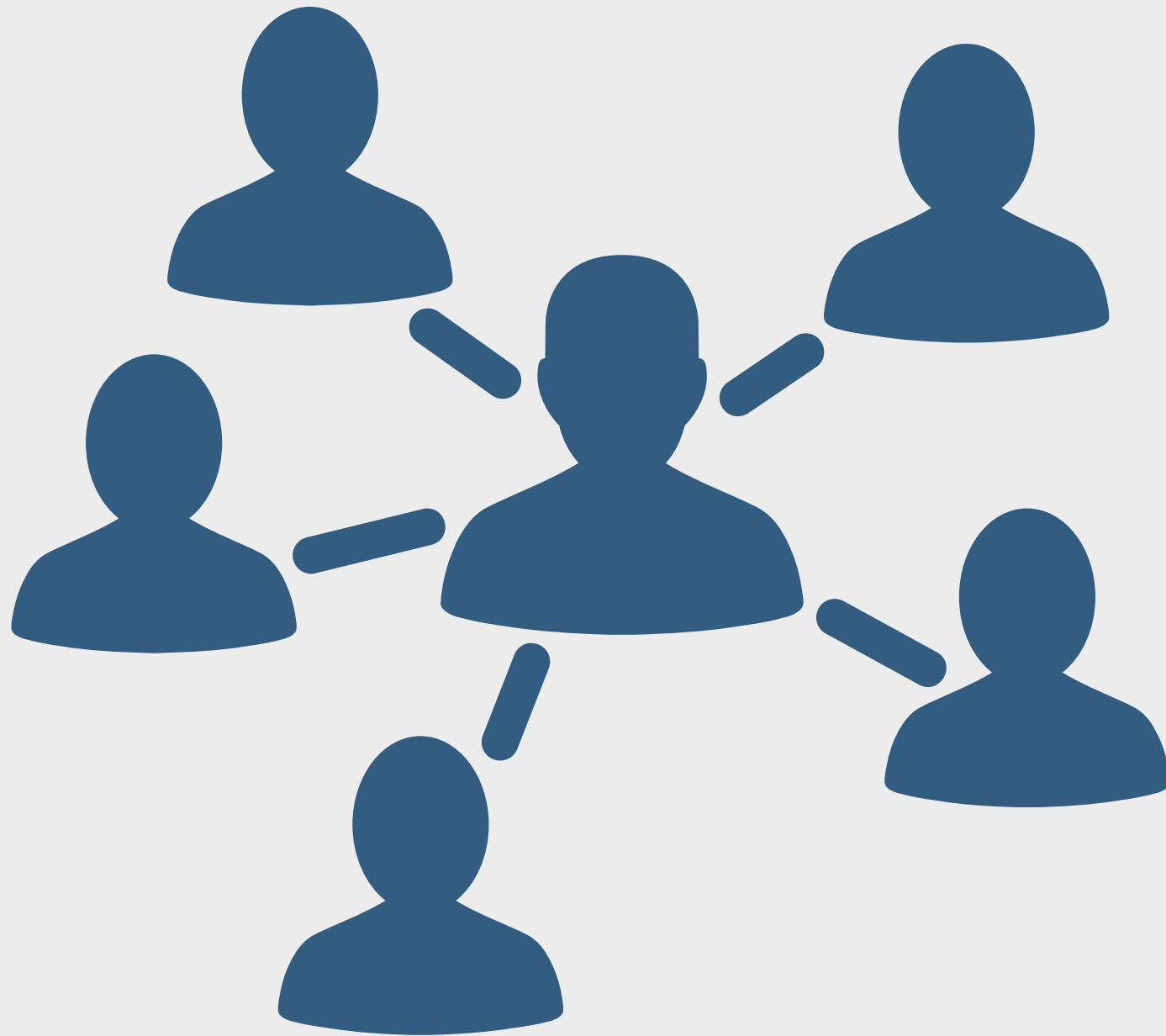
- Steering committee
- PMO



The team and their leaders are responsible for transformation!







Agreements

Standards

Tools

Processes

#1

Don't

#2

Don't treat remotes as if they were locals

#3

Don't treat locals as if they were remote

#4

Latitude hurts, longitude kills

#5

Don't always be remote

#6

Invest in the appropriate tools and environments

#7

Establish standards and agreements

The habit virus



You don't want a toxic brilliant team nor a happy dud one!
High performing teams are happy and highly capable!

- Wrong physical environment
- Lack of proper tools
- Funnel not managed – too much WIP
- Resources splintered and working on multiple projects

Environment

- Lack of training or inaccurate material
- Teams don't know what Agile really is
- Leaders not trained and aware
- Lack of sharing
- No access to coaching

Knowledge

- Leaders don't walk the talk
- Wrong leadership style – Command & control instead of servant leadership
- Lack of a clear shared purpose and strategy
- Lack of trust

Leadership

- Poor core capability
- Lack of capable Agile PMs and IMs
- Lack of critical thinking for problem solving
- Can't do attitude

Capability

Resource
Allocation

Team
Structure

Work
Environment

Work
Prioritization

Leadership
Style

Making Time
to Collaborate

Authentic
Transparency



1. Agile is only suitable for software work. True or False?
2. The three types of work that Agile can be used for are _____, Project and _____ work.
3. Iterations help us _____.
4. While Agile won't necessarily improve _____, it will highlight it.
5. The first step in using Agile for operations is to _____ the work.
6. Agile means little or no documentation. True or False?
7. The two stages of Agile for Project type work are _____ and _____.

Introduction

What is Agile!

Agile for Leaders

– Break –

Agile – Where, When, hoW and Why!

► The Transformation Journey

Summary and Q&A



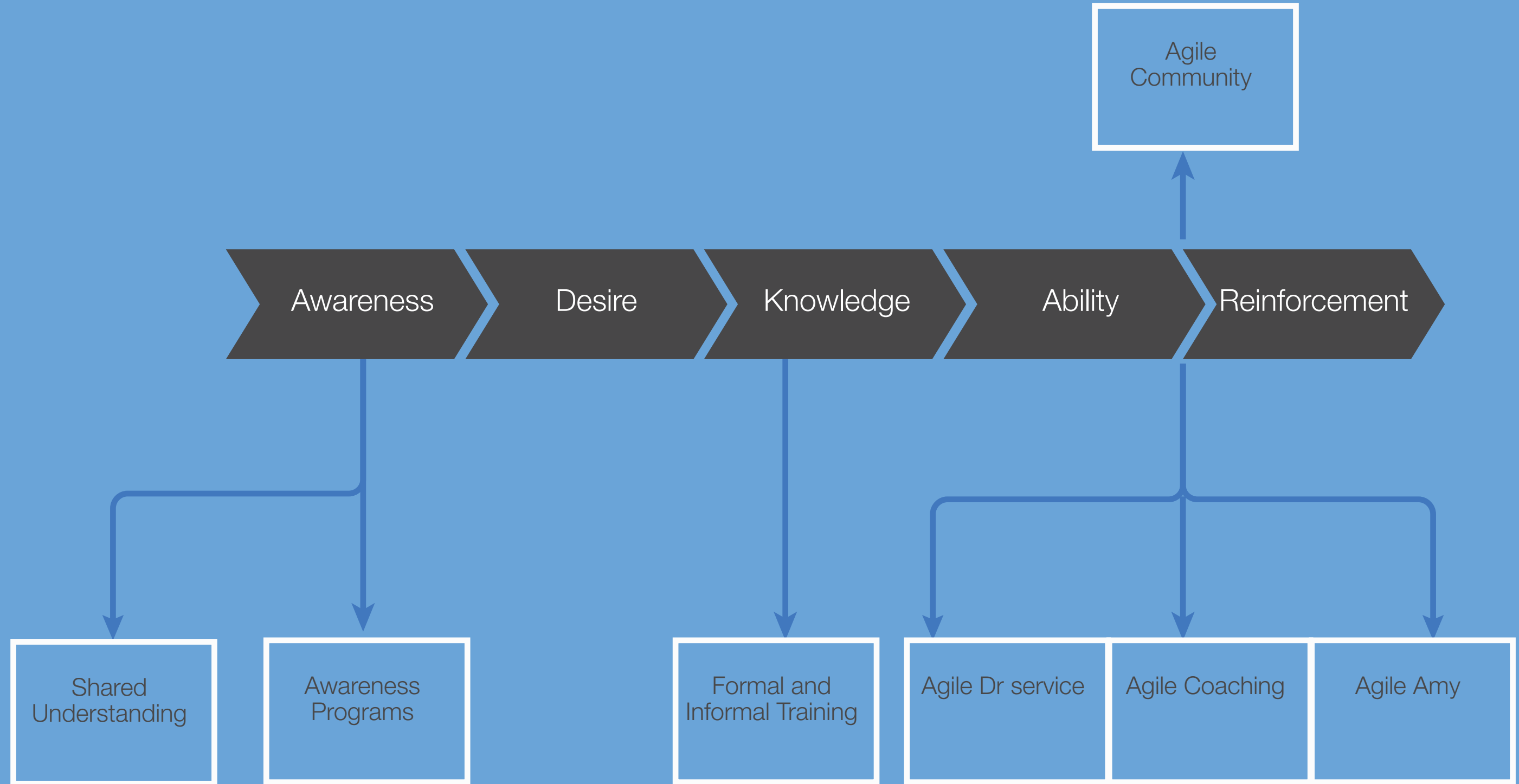
**A shared
understanding
of Agile**



IBM's Agile Transformation Journey

Overview









1. The first step on your Agile journey is to _____ the work.
2. The Agile _____ will soon have all the training material you need on your Agile journey
3. Learning Agile is like learning to _____. Once you get started you will never _____.
4. You will make mistakes! True or False.
5. Its ok to make mistakes but you must _____ from it and course _____.
6. Transformation work must be done _____ the teams and not _____ the teams.
7. The one question you must always ask your self is?

1. **Learn and understand the basics of Agile**
2. **Practice it on projects and/or operations**
3. **Start improving**

Listen, iterate, learn and course correct

Introduction

What is Agile!

Agile for Leaders

– Break –

Agile – Where, When, hoW and Why!

The Transformation Journey

► Summary and Q&A



**A shared
understanding
of Agile**

Thank You