

# A Taste of Agile



# Introductions

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# A shared understanding of Agile

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What

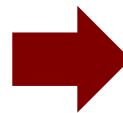
When

Why

Where

How

# Agenda



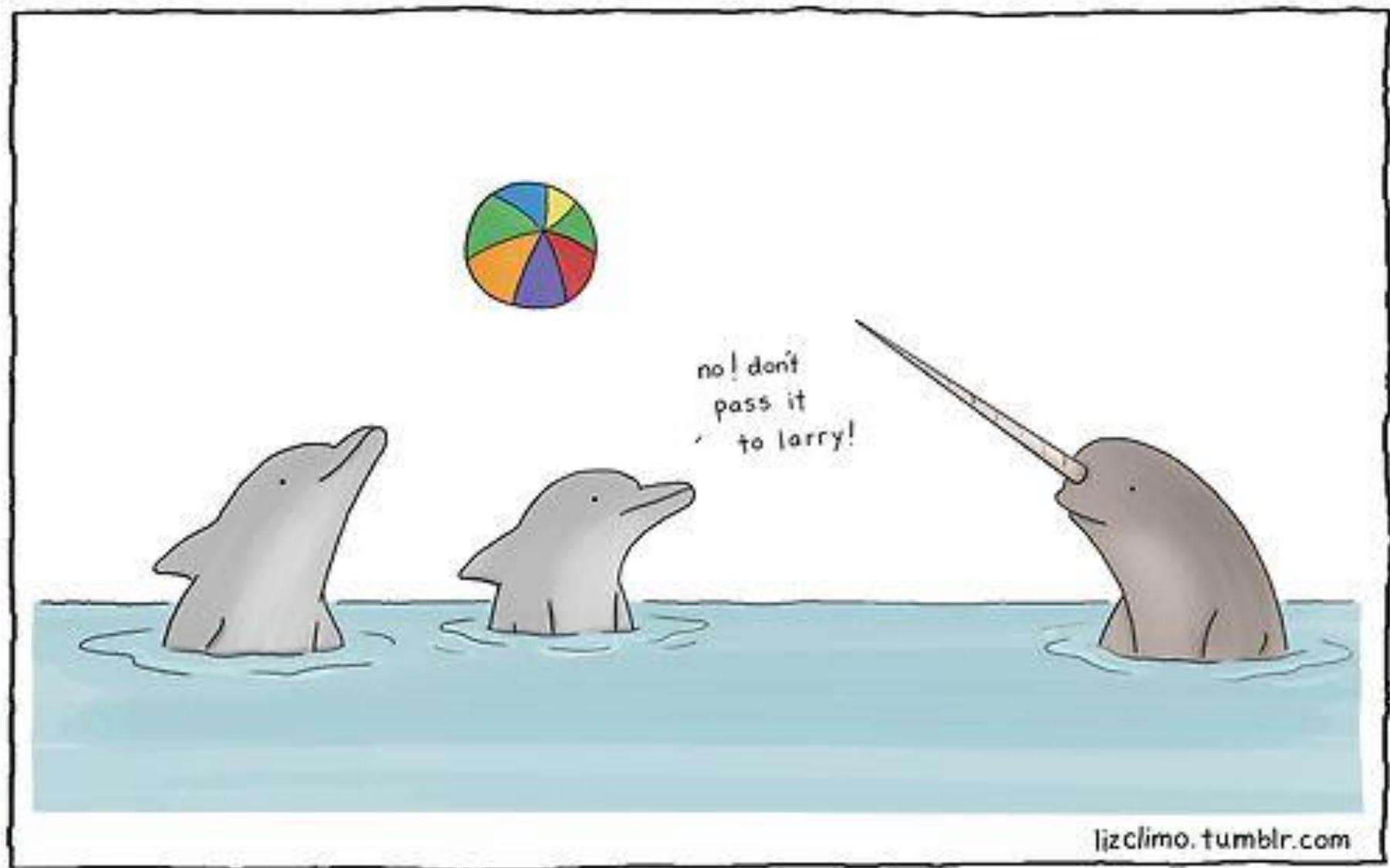
- Introduction
- What is Agile!
- Agile for Leaders

<Break>

A shared  
understanding  
of Agile

- Agile – Where, When, hoW and Why!
- The Transformation Journey
- Summary and Q&A

# What is Agile?



# Agile Principles

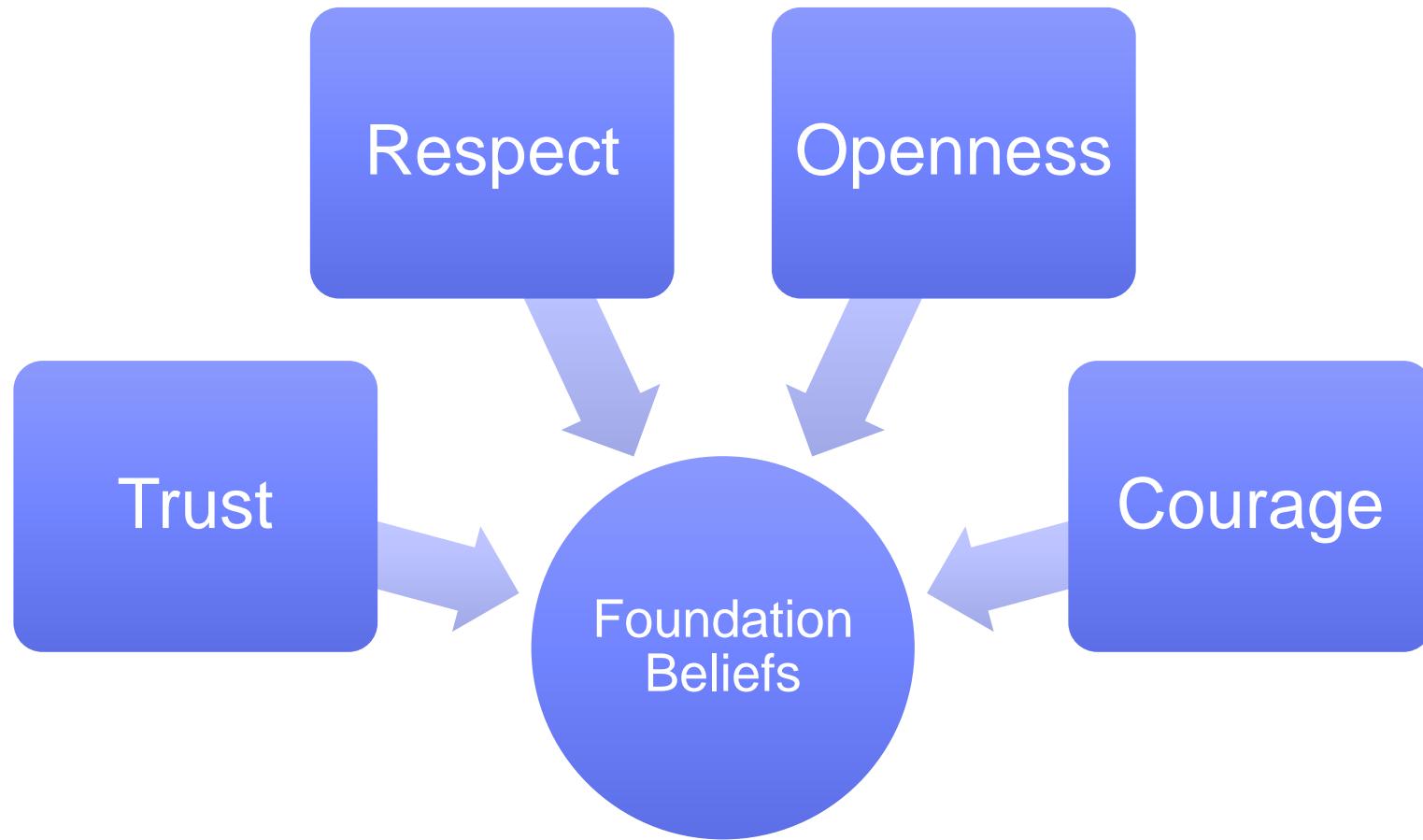
1. Begin with clarity about the outcome, and let it guide every step along the way.

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

# Foundational values and beliefs of Agile



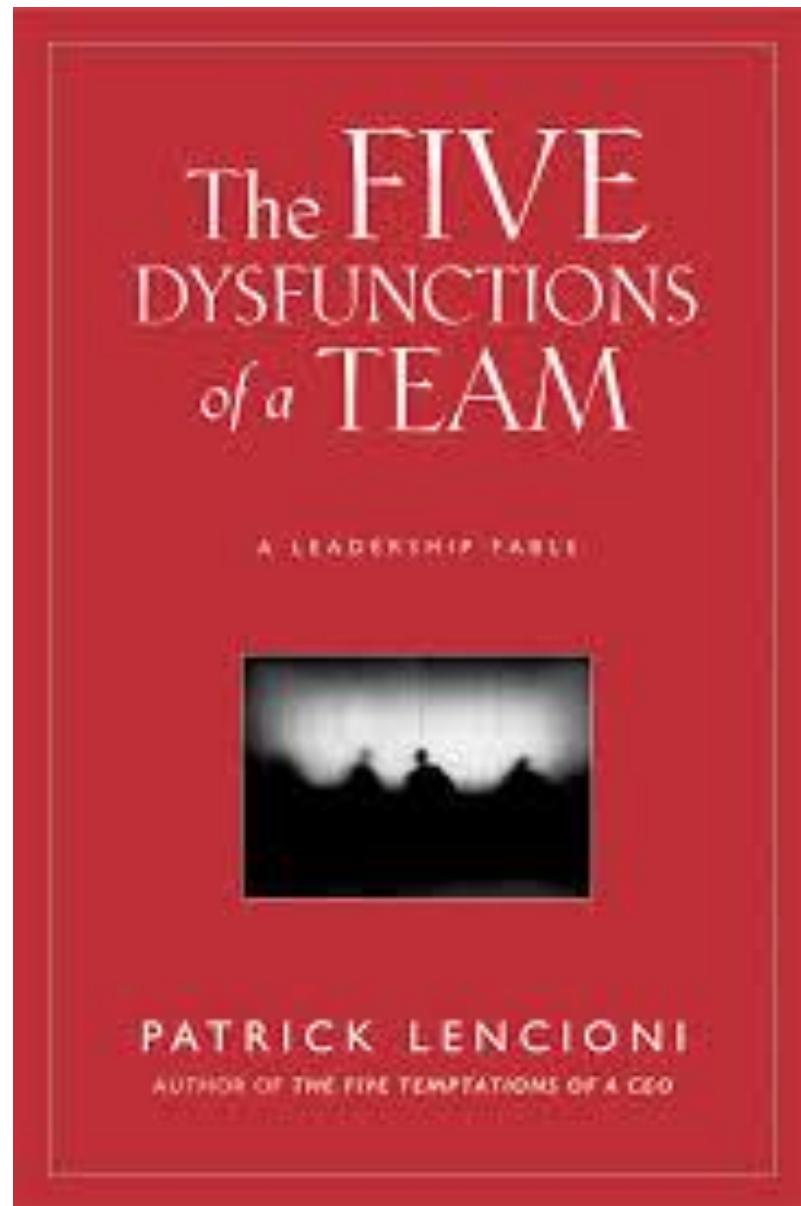
## What are your values?

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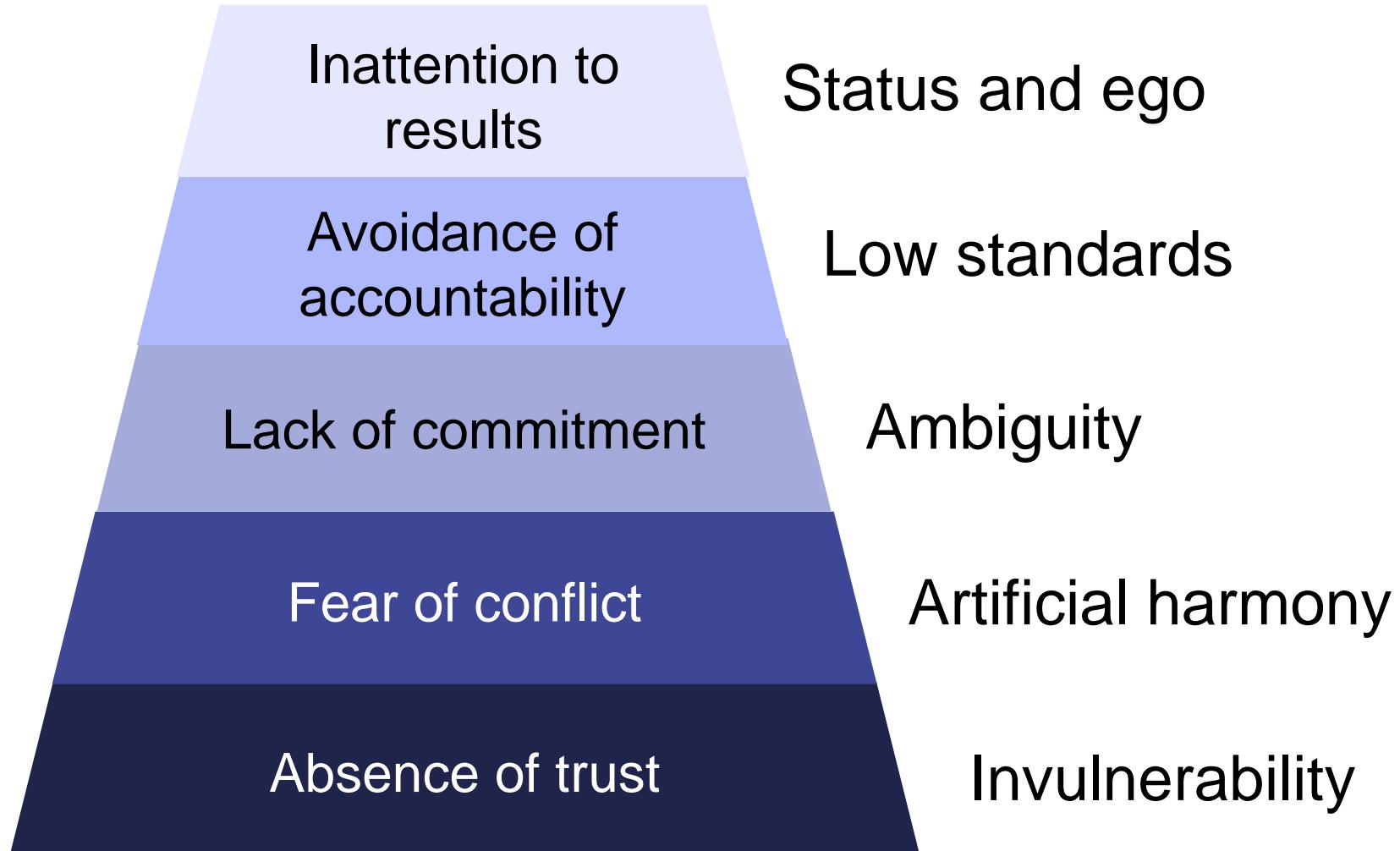
“Your values are not just the values you practice but  
the values you walk past”

~ Australian General

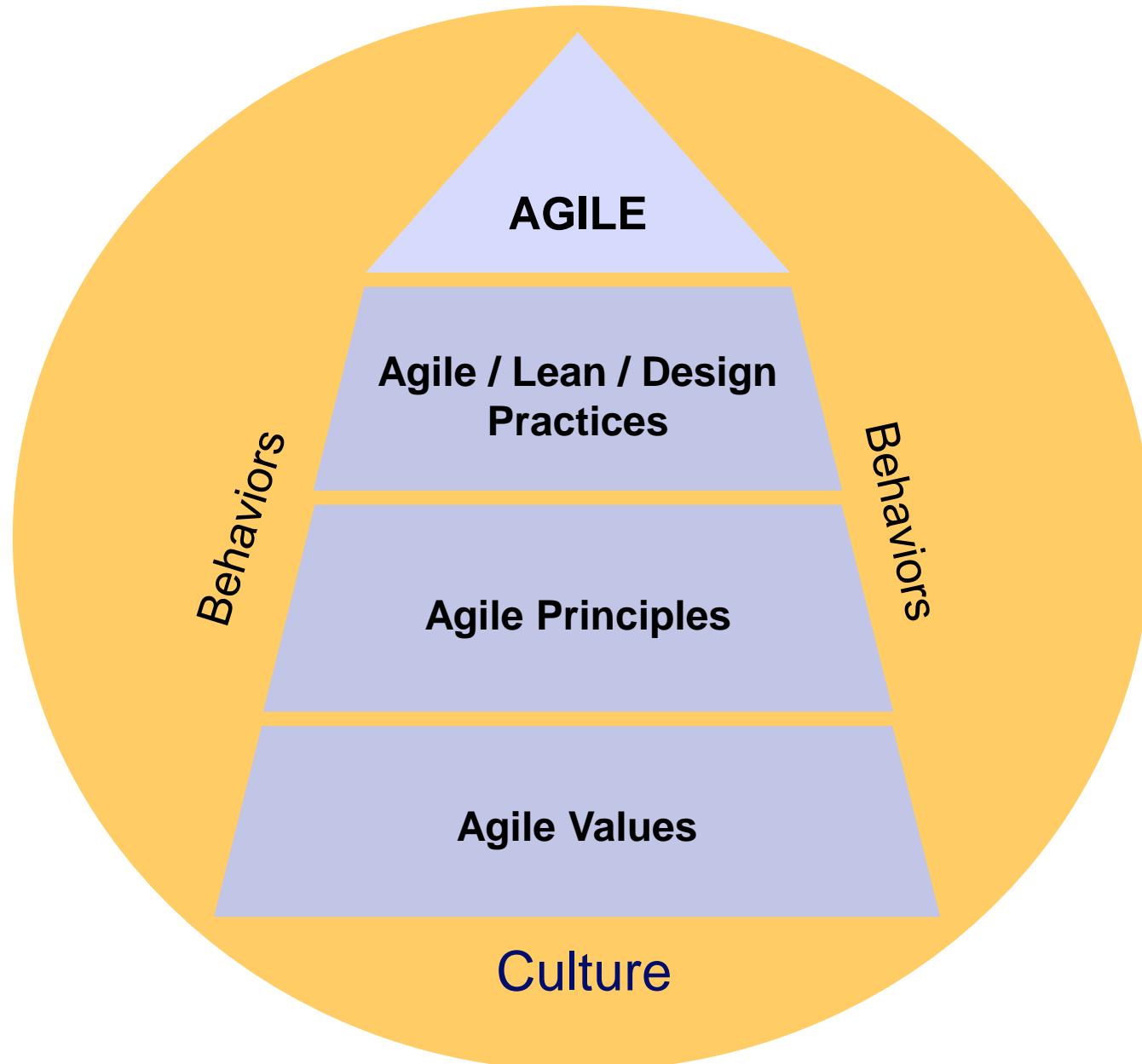
## 5 Dysfunctions of a team



## 5 Dysfunctions of a team



# What is Agile?



# Sample of Agile Practices

## Values

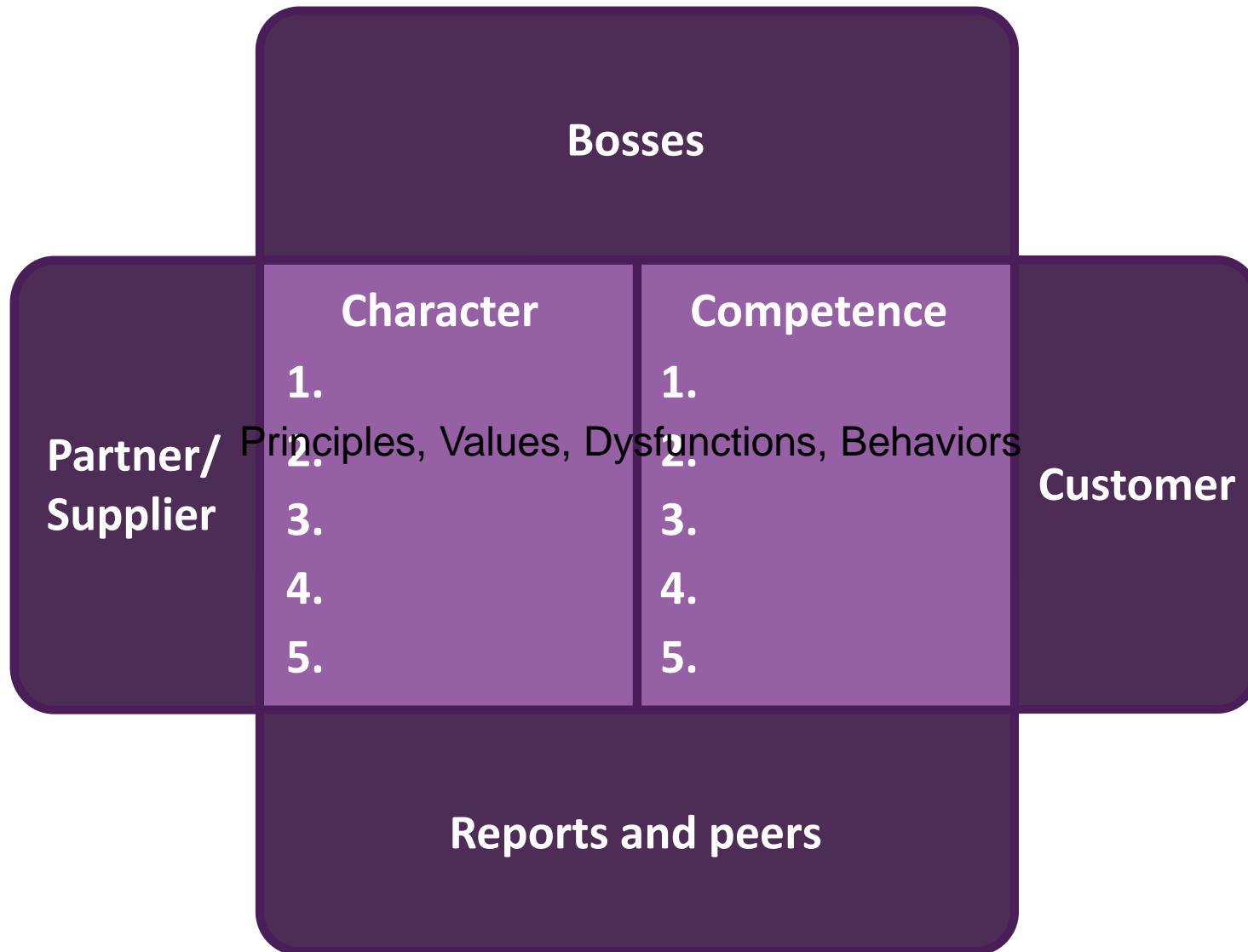
Trust  
Respect  
Openness  
Courage



## Principles

Begin with clarity about outcomes  
Listen, iterate, learn and course correct  
Self directed teams unleash innovation

# Box of trust



# Scale of expectations

Practice Name: **Scale of expectations** Date: \_\_\_\_\_ Team: \_\_\_\_\_

**Less Of**

Blame worthy

**More Of**

Praise worthy



## Deviance

Deliberate violation or selfish purpose

## Inattention

Inadvertent deviation

## Process inadequacy

Faulty process

## Uncertainty

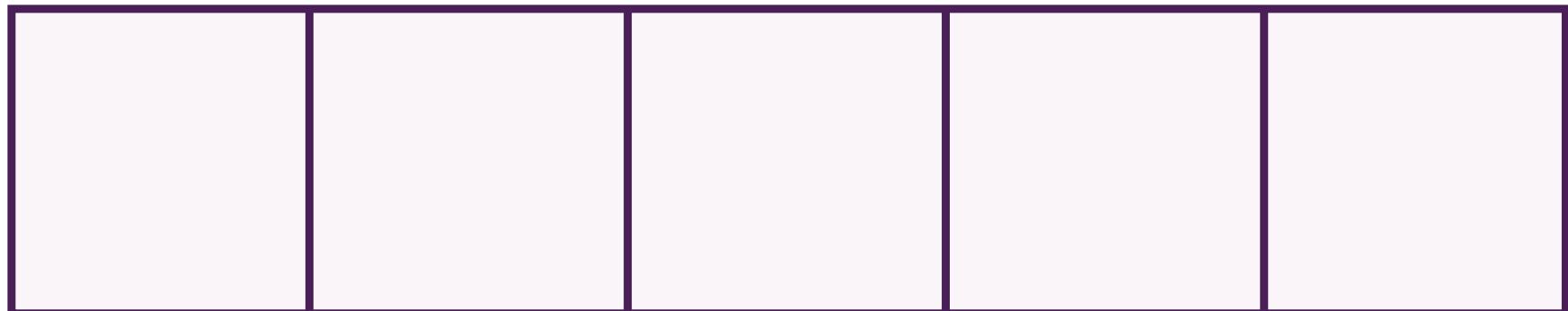
Lack of clarity

## Hypothesis testing

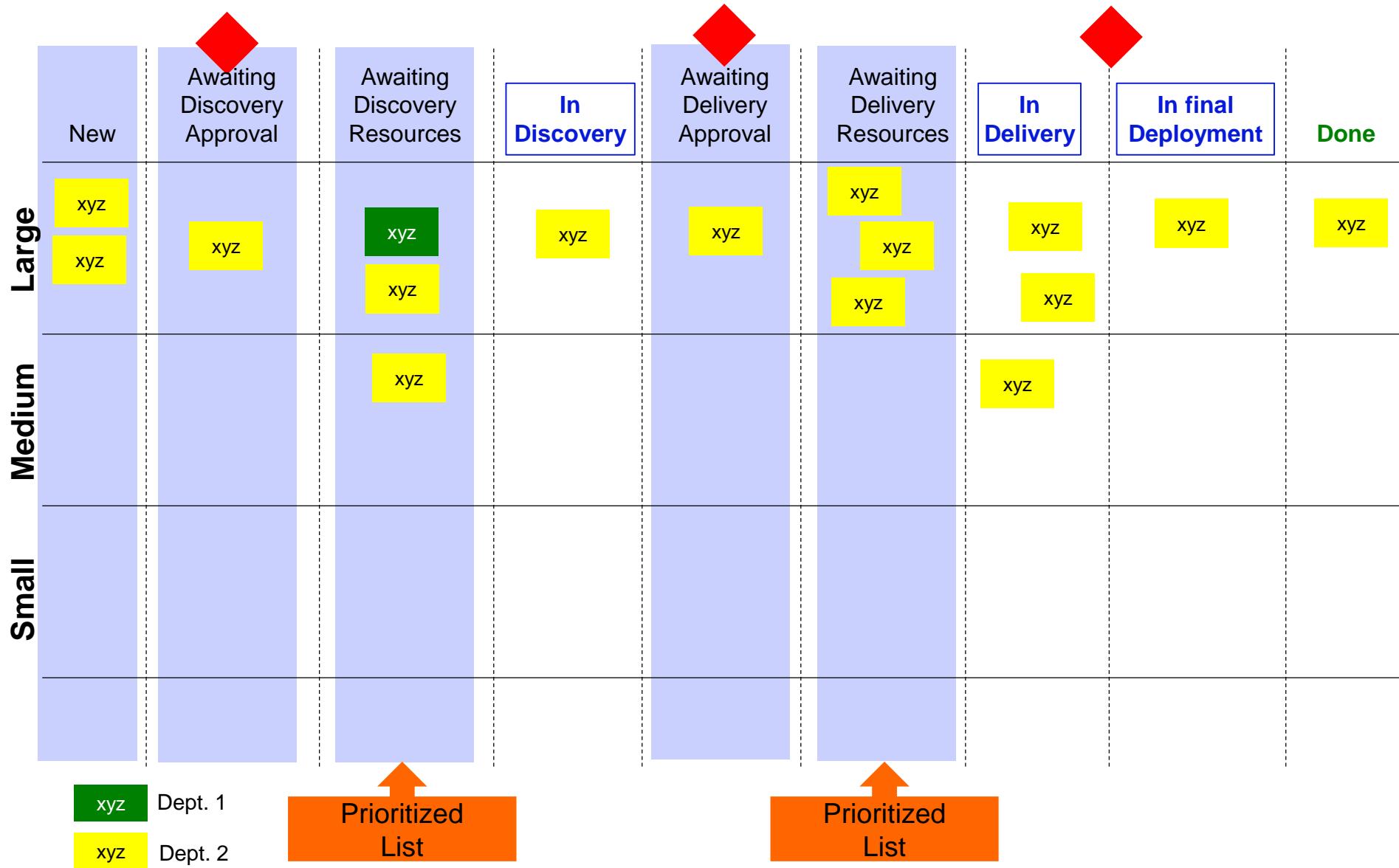
Experimentation for the good of the company

Sanctions

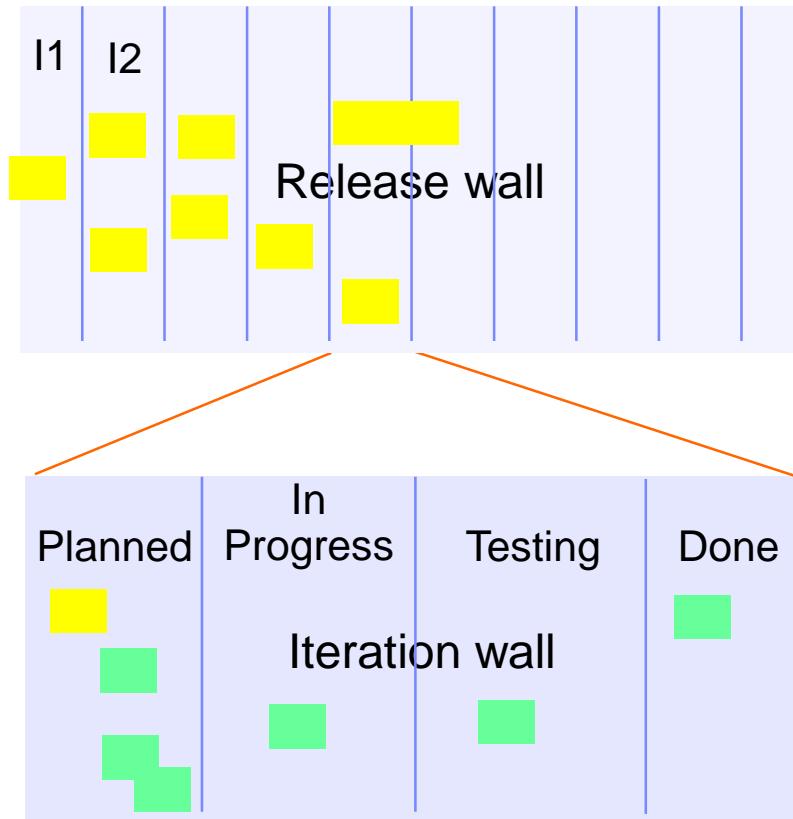
Rewards



# Portfolio Wall

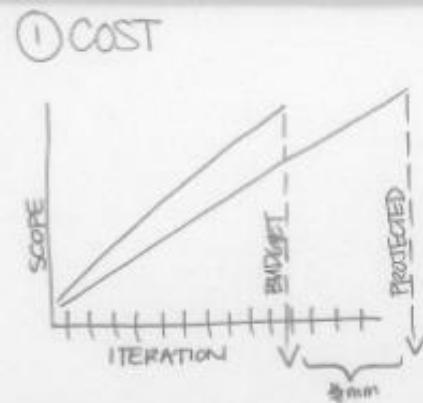


# Release plan



# Walls – Visualize the work

- ① COST
- ② TIME
- ③ SCOPE
- ④ PEOPLE
- ⑤ RISKS & ISSUES
- ⑥ QUALITY
- ⑦ CUSTOMER SATISFACTION
- ⑧ DEPENDENCIES



- ④ PEOPLE  
(TEAM SATISFACTION)

STREAM 1 → DT1 IM: JOHN  
↳ PM: JANE DOE → DT2 IM: MARY  
STREAM 2 → DT3 IM: ....

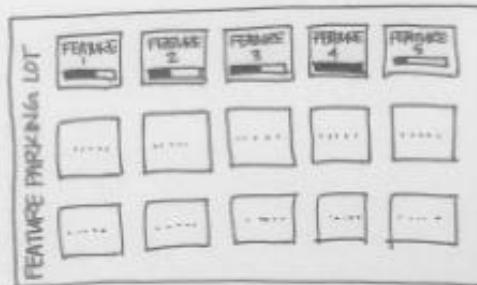
STREAM 3

STREAM 4

(+ LEAVE CALENDAR)

User	Name	Time	Work	Plan	Perf.

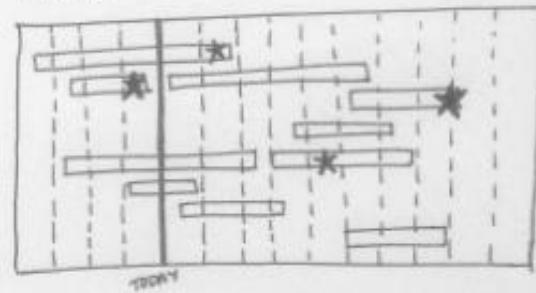
- ③ SCOPE



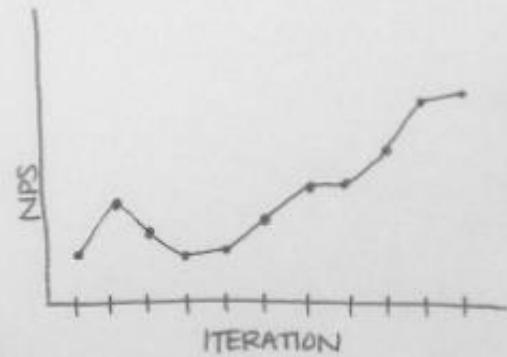
- ⑤ RISKS & ISSUES

RISK MATRIX	Risk 1	Risk 2	Risk 3

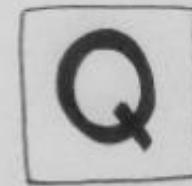
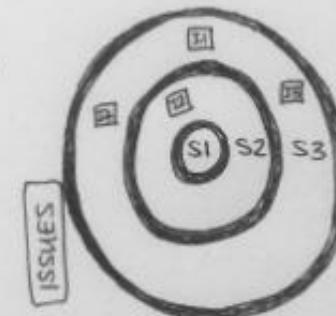
- ② TIME



- ⑦ CUSTOMER SATISFACTION



- ⑥ QUALITY



# A buffet of Practices - Agile / Lean and Design Thinking

**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	Problem Solving Practices	Technology Practices
<ul style="list-style-type: none"><li>• Retrospectives</li><li>• Stand-ups</li><li>• Showcases</li><li>• Poker estimation</li><li>• Visual management walls</li><li>• Social contract</li><li>• Burn-up Charts</li><li>• Velocity</li></ul>	<ul style="list-style-type: none"><li>• Value stream mapping</li><li>• Design thinking</li><li>• Stop the line</li><li>• Kanban</li><li>• Five Why's</li><li>• Struggle street</li></ul>	<ul style="list-style-type: none"><li>• Dev. Ops</li><li>• TDD</li><li>• Pair programming</li><li>• Story writing</li><li>• MoSCoW prioritisation</li><li>• Value sliders</li></ul>

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We don't use documentation to achieve shared understanding.

We document shared understanding.

# Curry?

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

# Shu Ha Ri - Japanese Learning System

守

**Shu**

**follow**

Avoid

破

**Ha**

**break**

Hybrid

離

**Ri**

**transcend**

Agile!

# History of Agile



# THE building



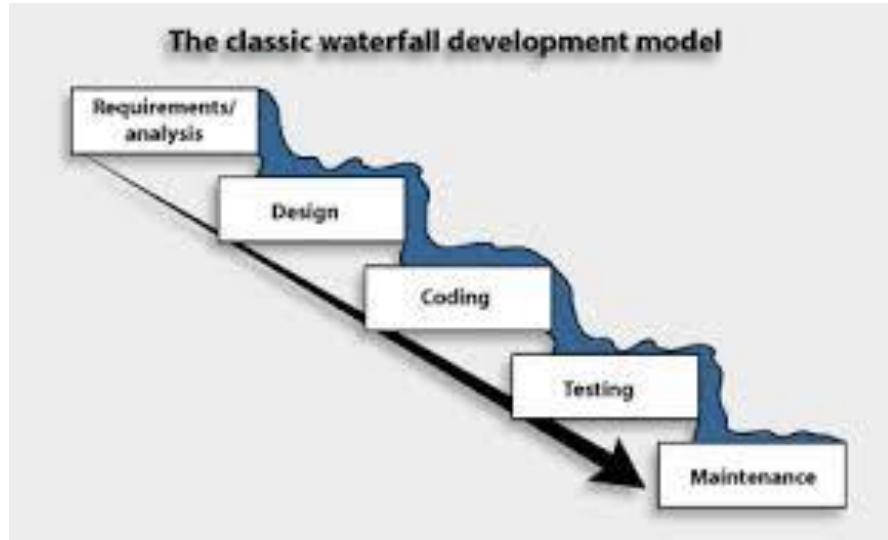
Completed in 1931

102 floors

73 elevators

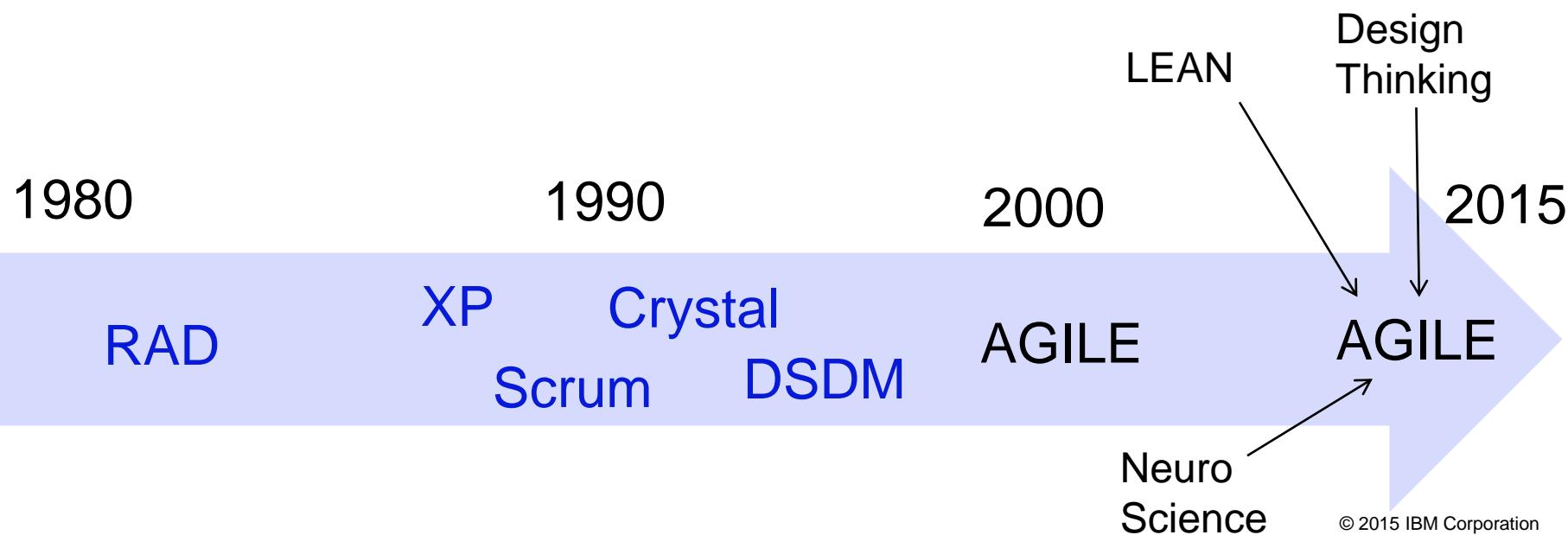
2 acres of land

# History of Agile



Herbert Bennington - 1956

Dr. Winston Royce - 1970



## Quiz 1

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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.

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A shared  
understanding  
of Agile

# Agile for Leaders

## Doing the Right Work!



# Challenges of today

**Too much work**

**Pressure to deliver**

**Stressed and/or  
disengaged teams**

**Missed targets**

**Sub optimal results**



## Resource constraints

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

Dr. Liebig

## Theory of constraints

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**

# Heijunka

Increase throughput by demand and production leveling

## Little's Law

$$\frac{\text{Work in progress}}{\text{Avg completion rate}} = \text{Total cycle time}$$

Reduce work in progress

Managing the on-ramp

Increase completion rate

Removing constraints  
Don't overburden

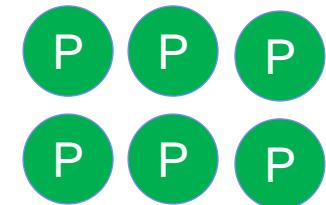
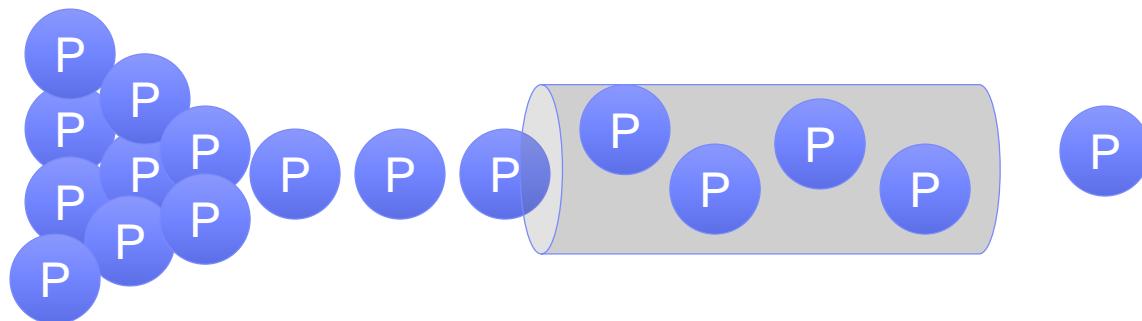
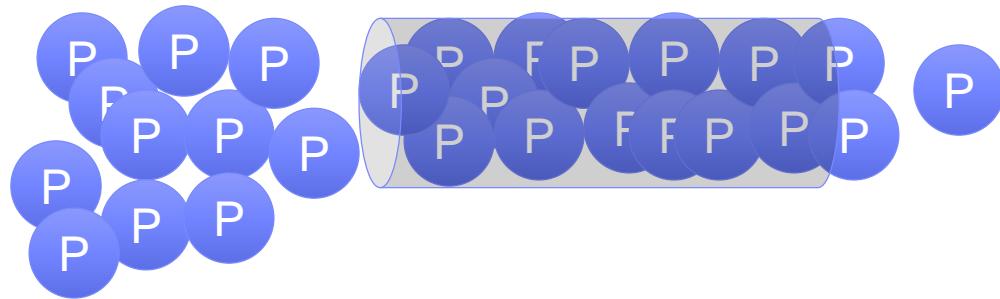
Slow down to do more!

## Minimize WIP

BACKLOG

IN PROGRESS

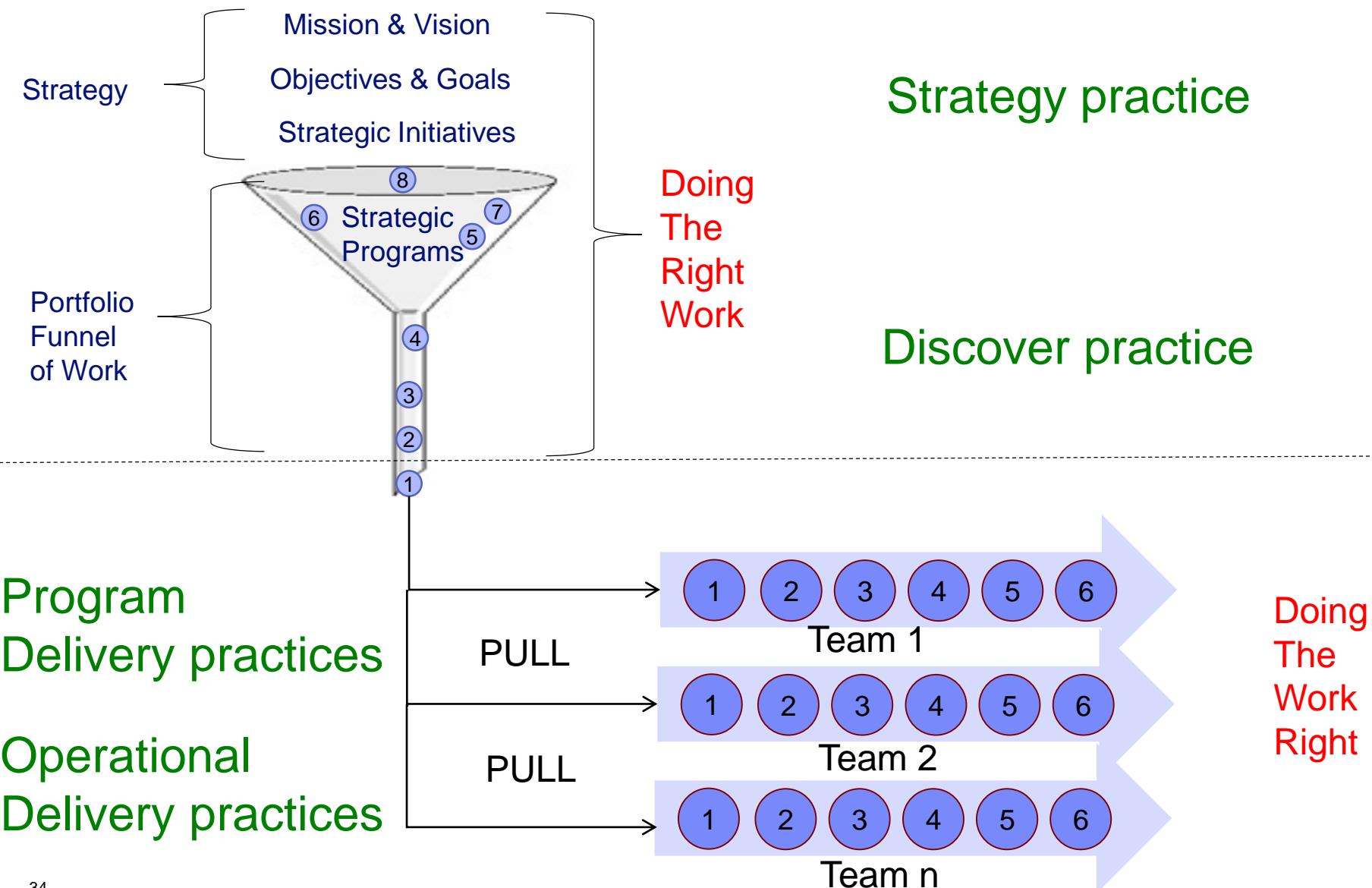
DONE



# Doing the Right Work



# Doing the Work Right



## Doing the work

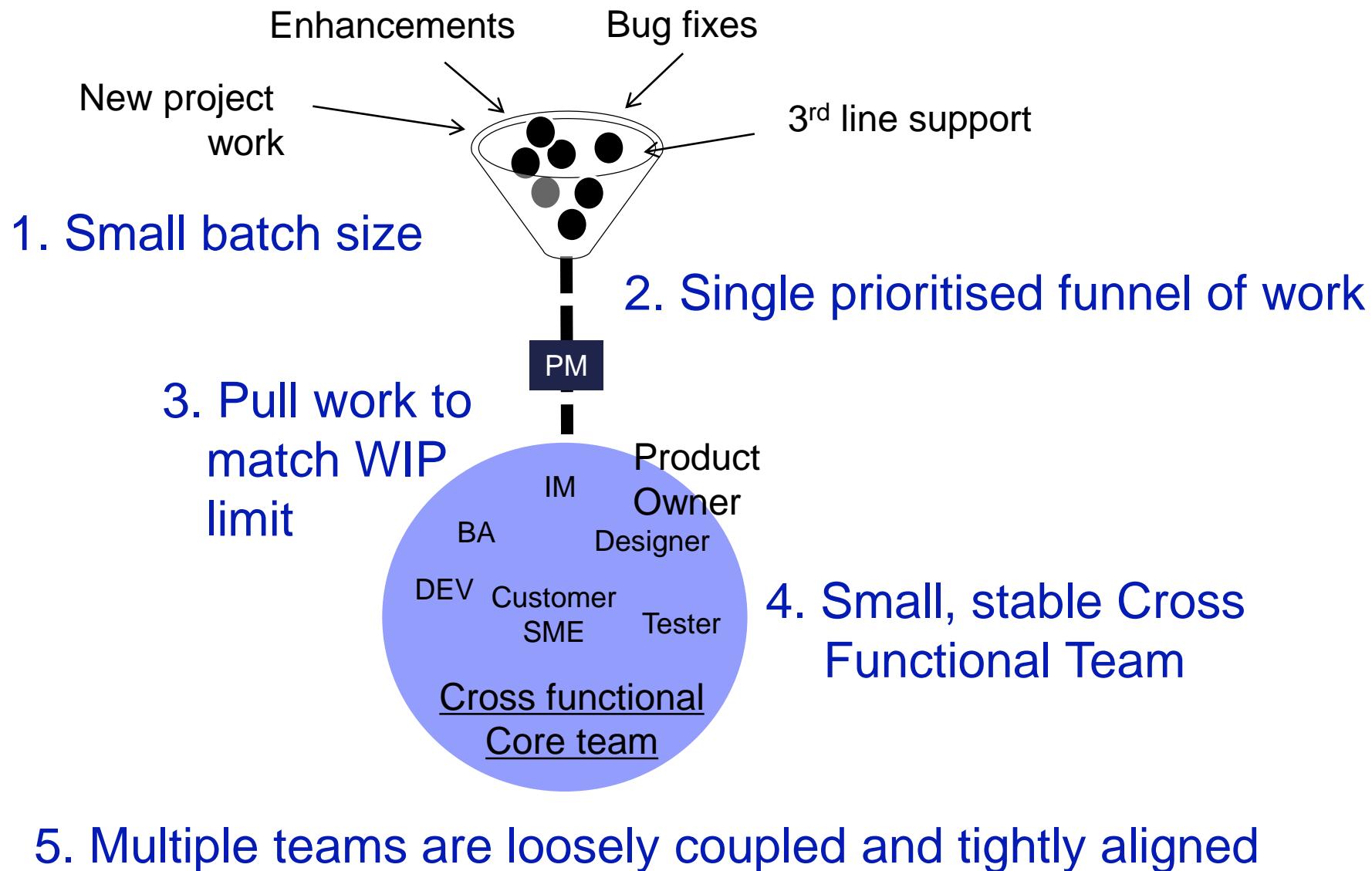
Doing  
the  
right  
work

# Organization Portfolio

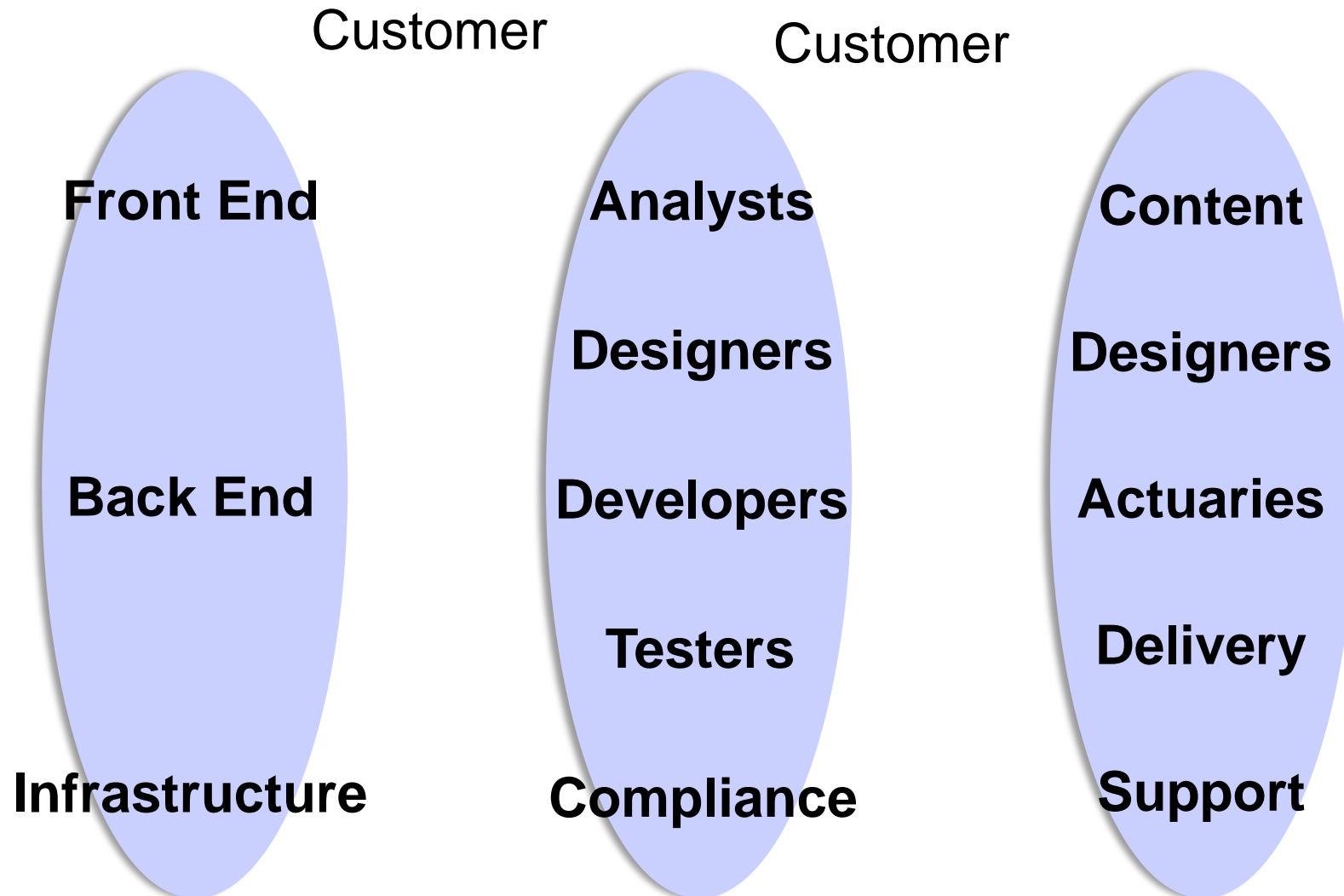
# Program Project

Doing  
the  
work  
right

# Work and team structure fundamentals



Customer-facing, end-to-end teams...as far as possible



Loosely Coupled, Tightly Aligned

# Agile for Executives and Managers

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

Definition of leadership ~ Wikipedia

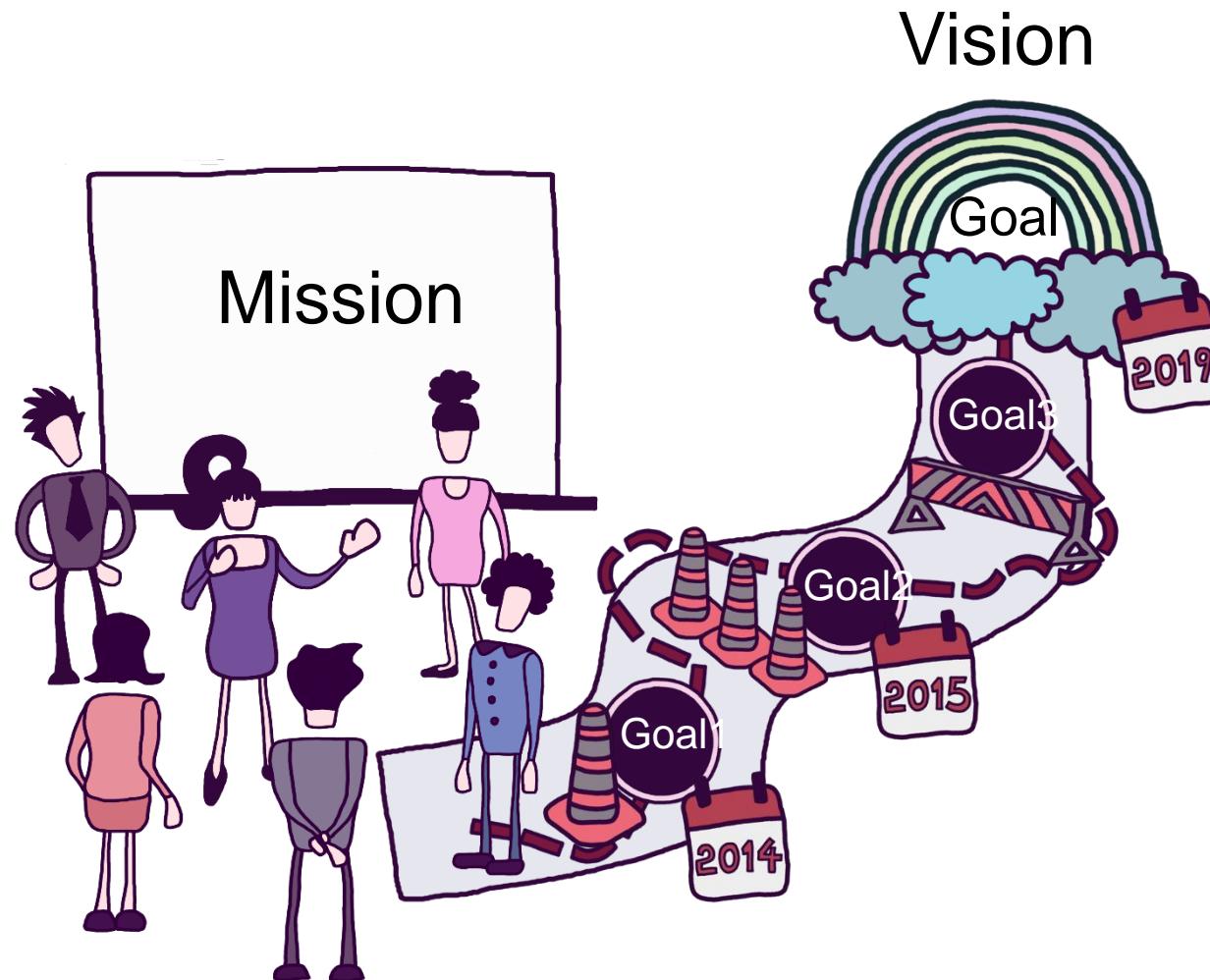
# Clarity of Purpose

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We do have a strategy!



# Common goal



# Using Agile practices to “cascade” strategy

Group level



Business Unit/  
Profit centre level



Support functions  
HR/Fin/IT/Legal/etc

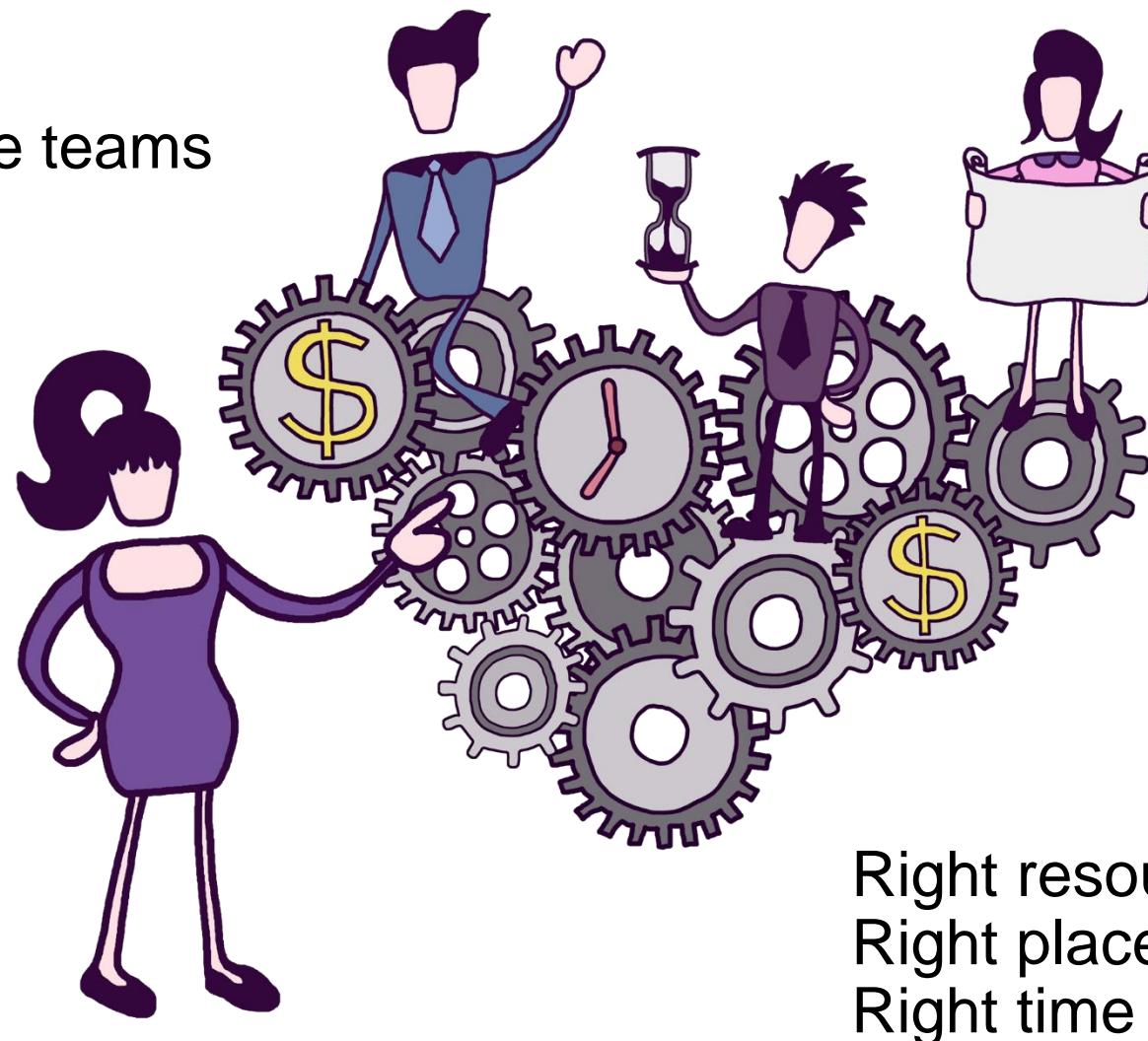


Operational  
Team level



# Organize a group of people

Structure teams



Right resources  
Right place  
Right time

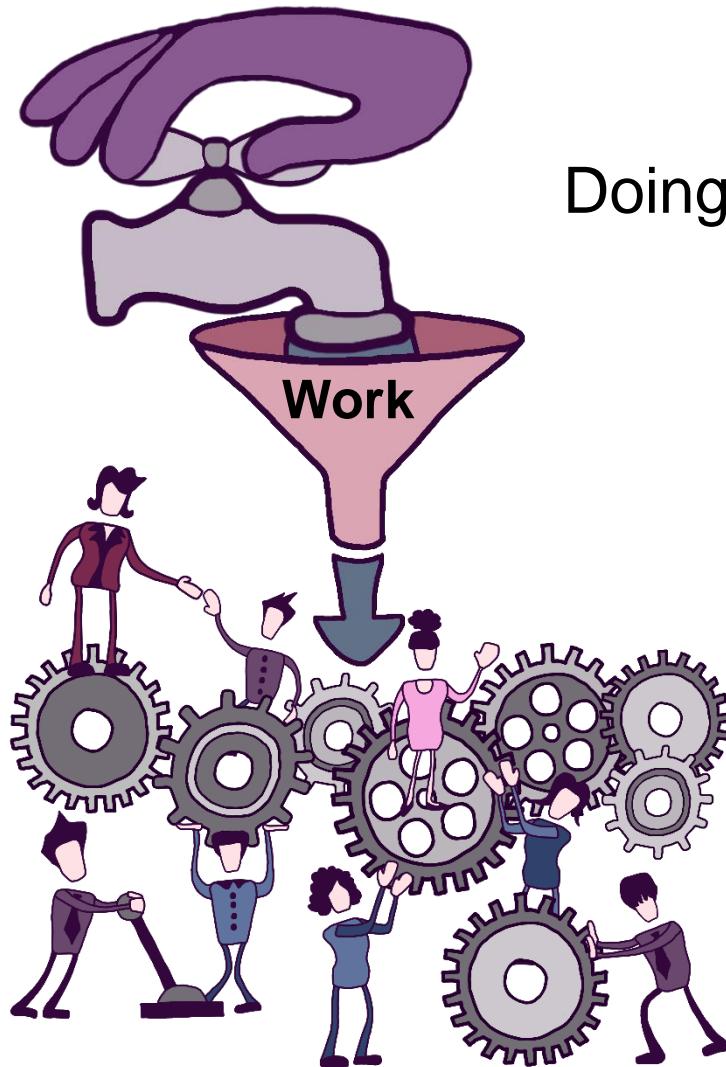
## Optimize value flow

‘Gembutsu’



Remove bottlenecks  
Eliminate waste

# Govern for greatness

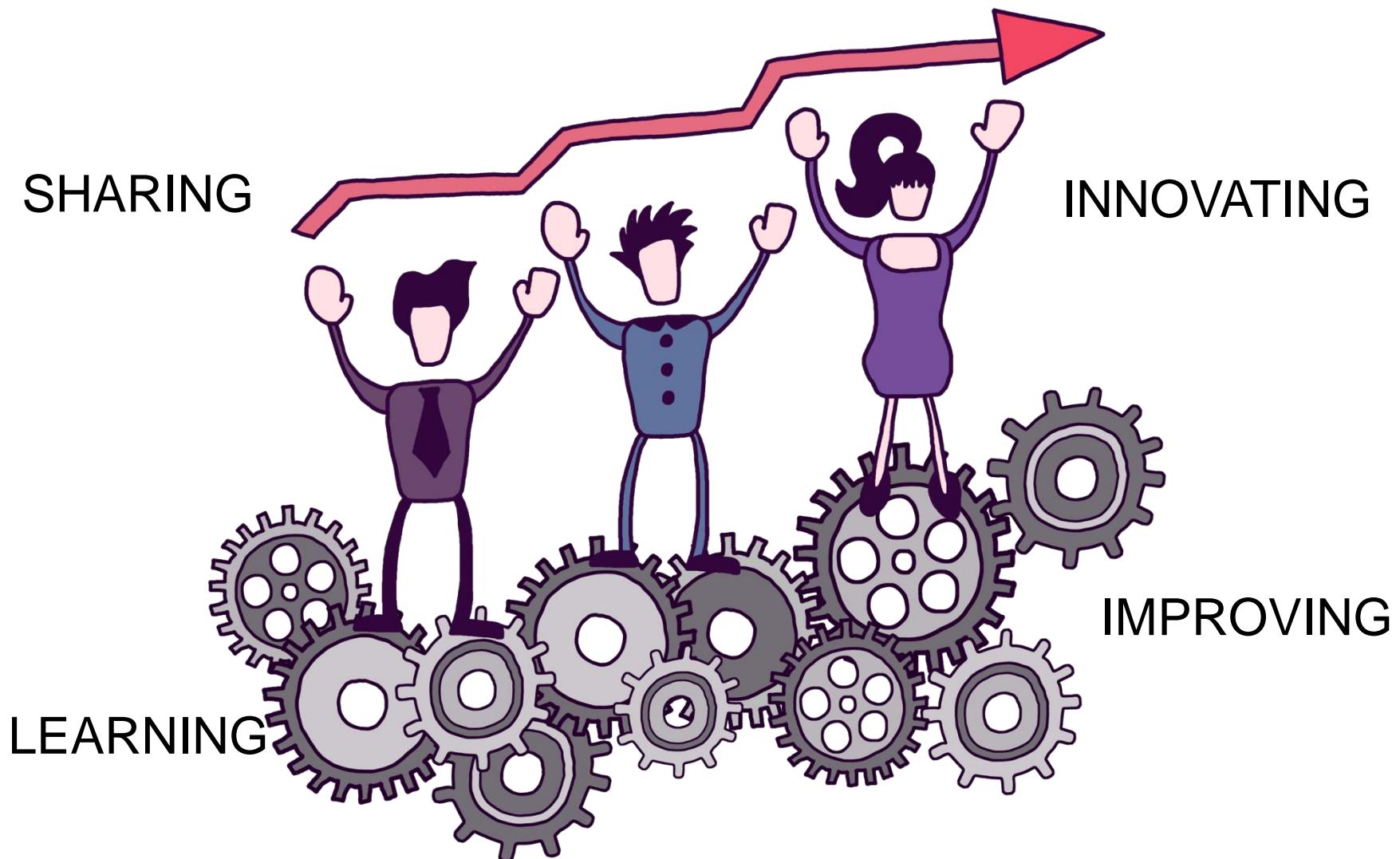


Doing the right work

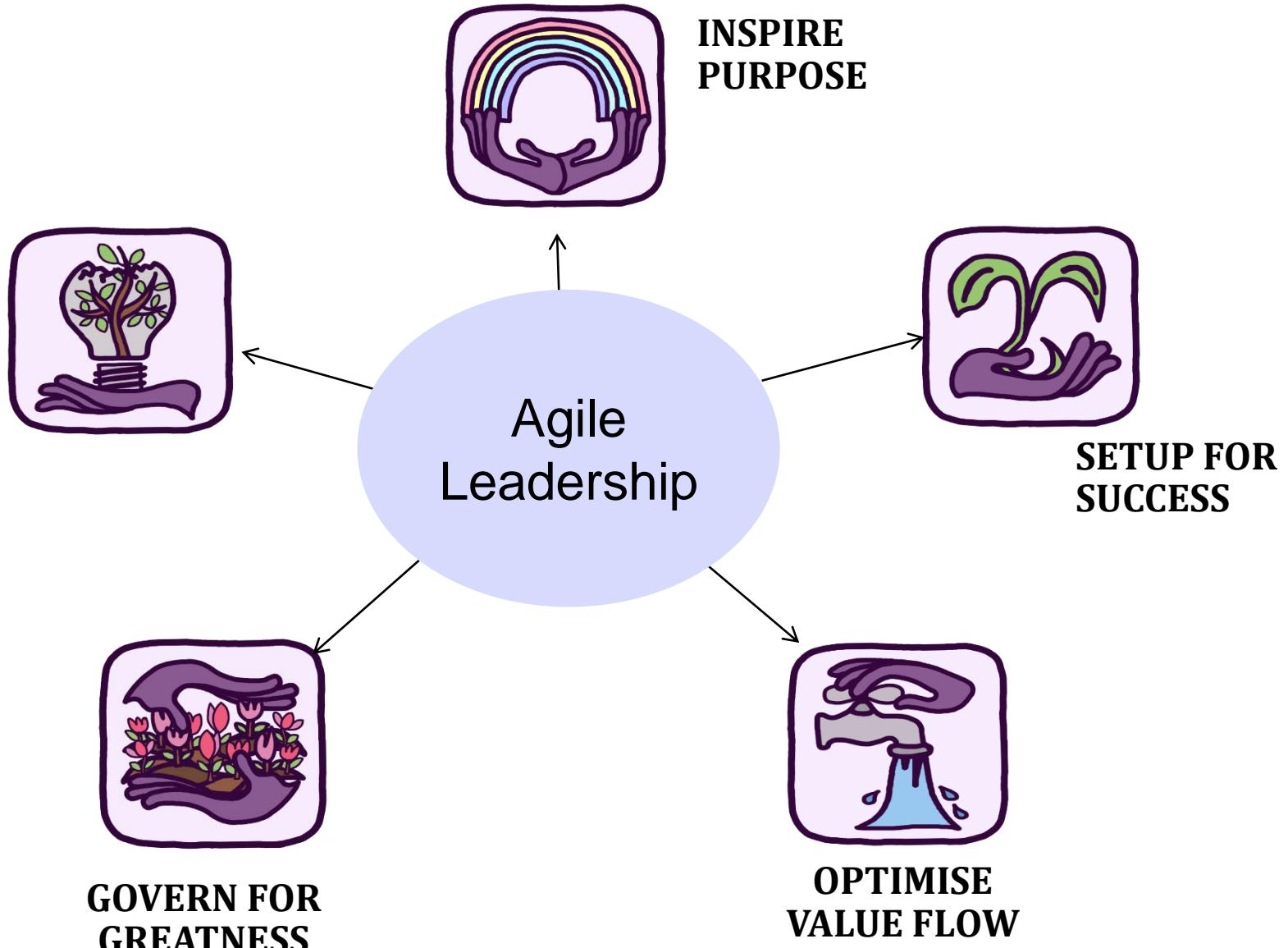
Govern  
and steer

Doing the work right

# Innovation



# Agile leadership



## Quiz 2

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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.

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understanding  
of Agile



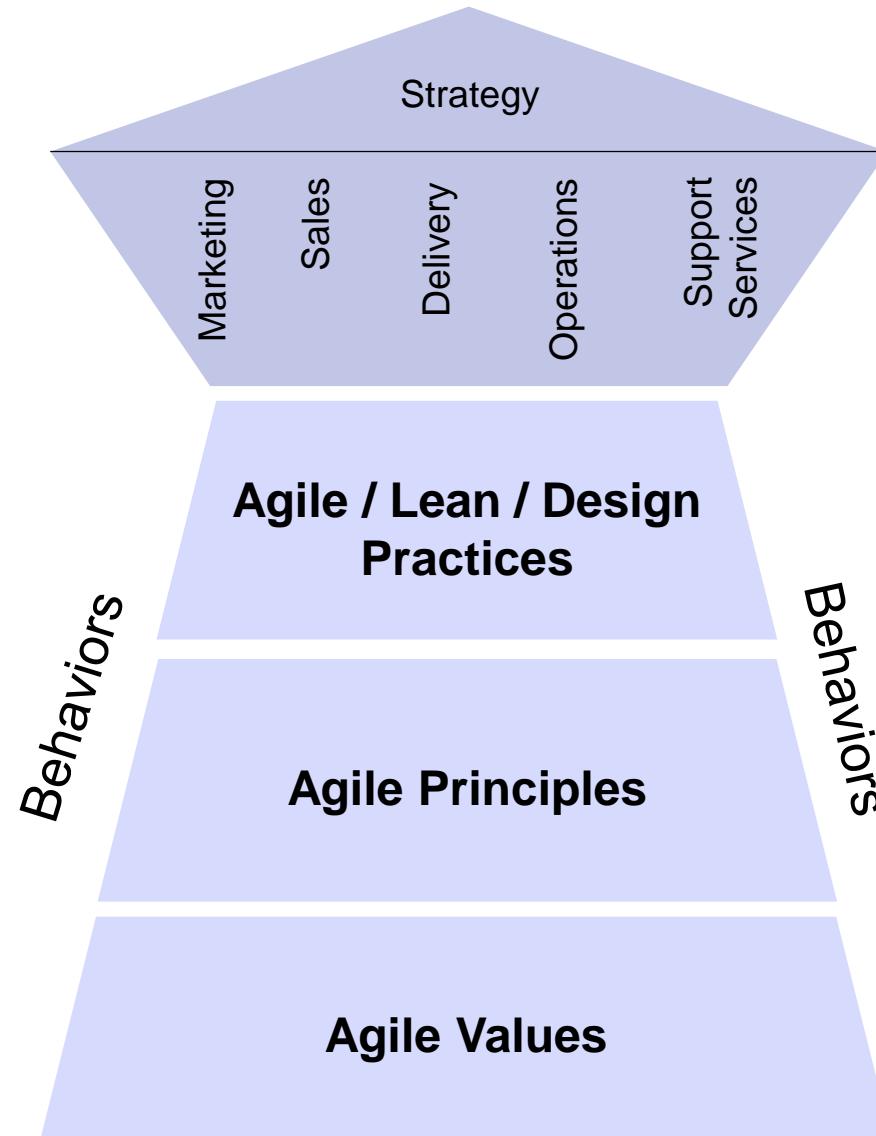
- Agile – Where, When, hoW and Why!
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# Where, When, How and Why to use Agile



# Agile as a way of working can be used everywhere...



.....across any business process

Core Processes

Marketing      Sales      Distribution      Delivery      Operations

Opportunity → Order

Order → Cash

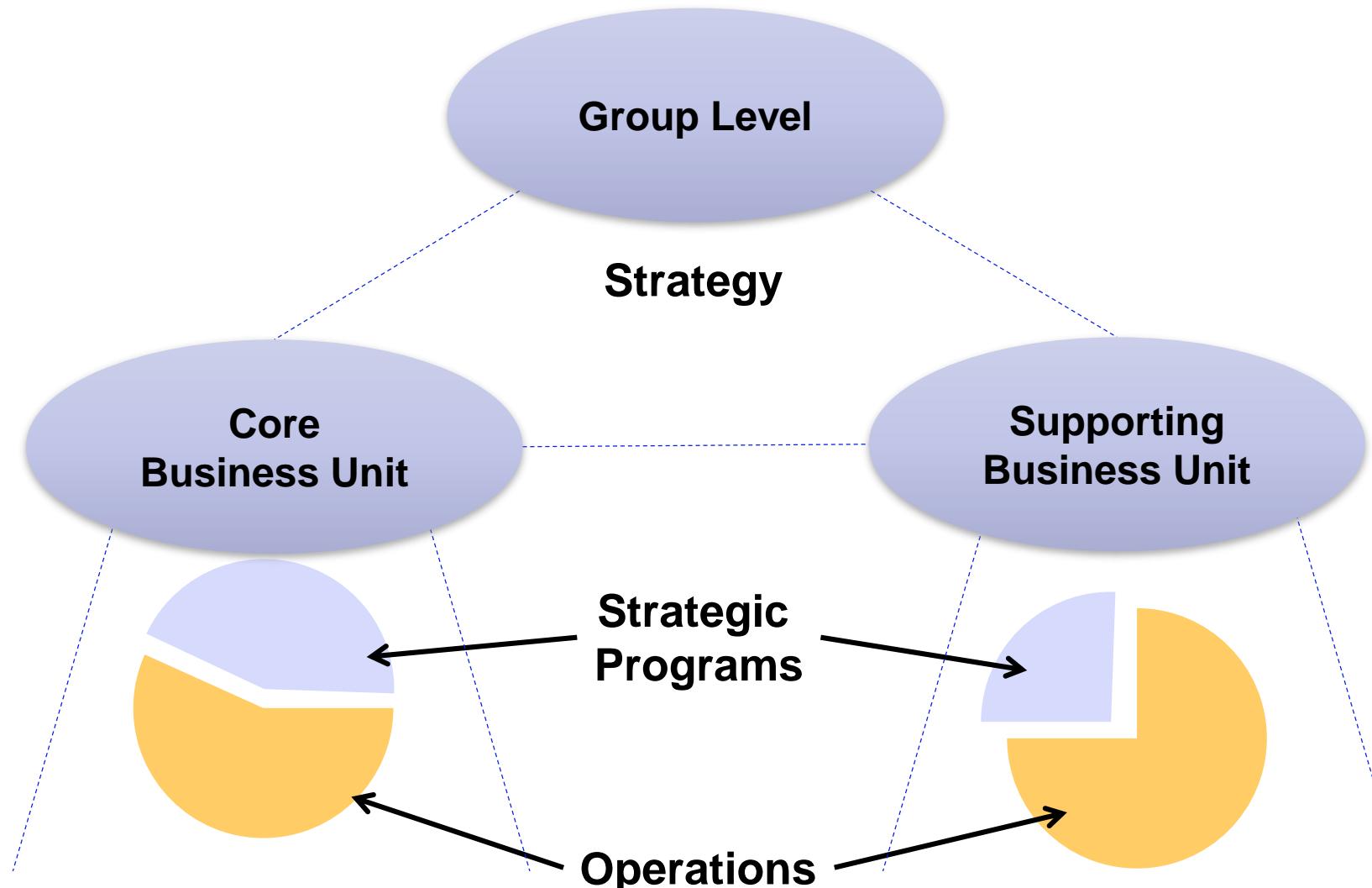
Cash → Care → Close

Product Strategy → Design → Development → Delivery

Support

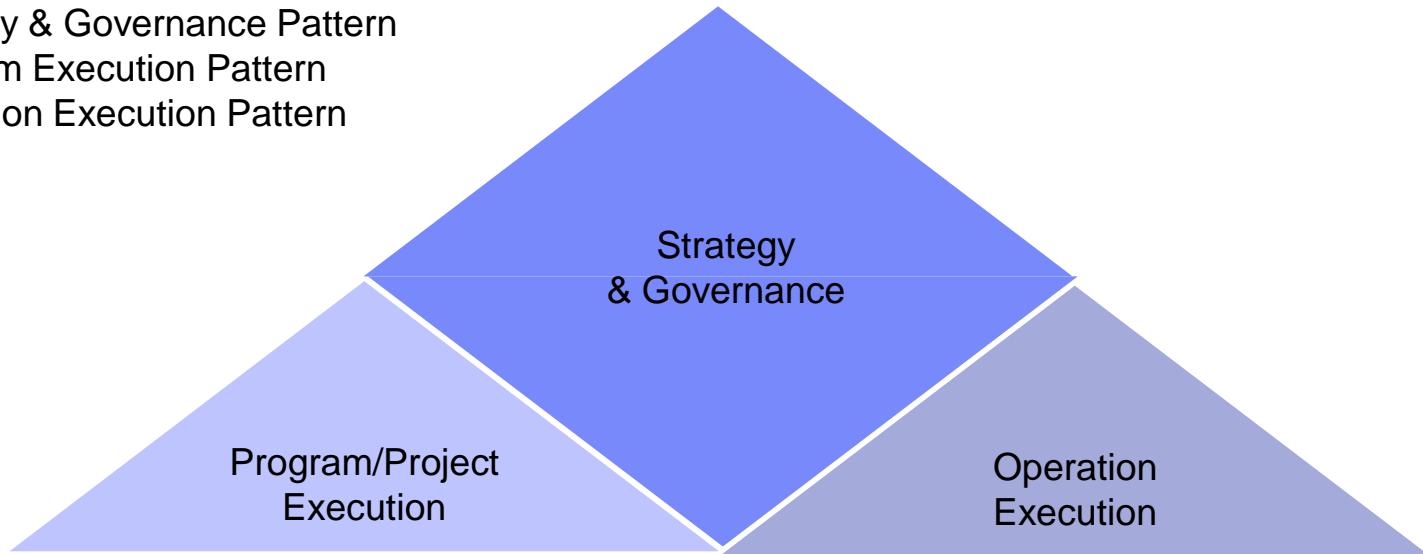
Support Service Processes (HR / FINANCE / PROCUREMENT / REAL ESTATE / etc)

# Applying Agile as a way of working at all levels

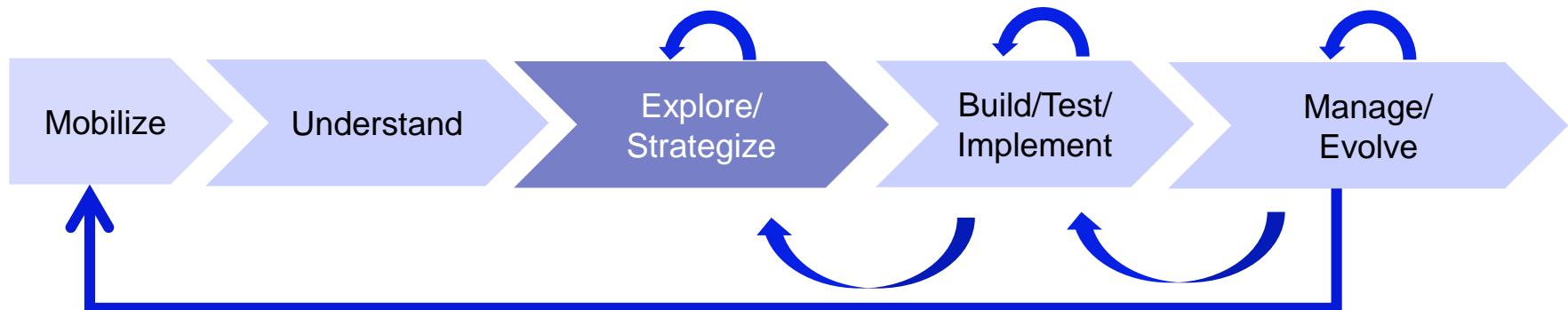


# The three Agile patterns that cover all work!

- Strategy & Governance Pattern
- Program Execution Pattern
- Operation Execution Pattern

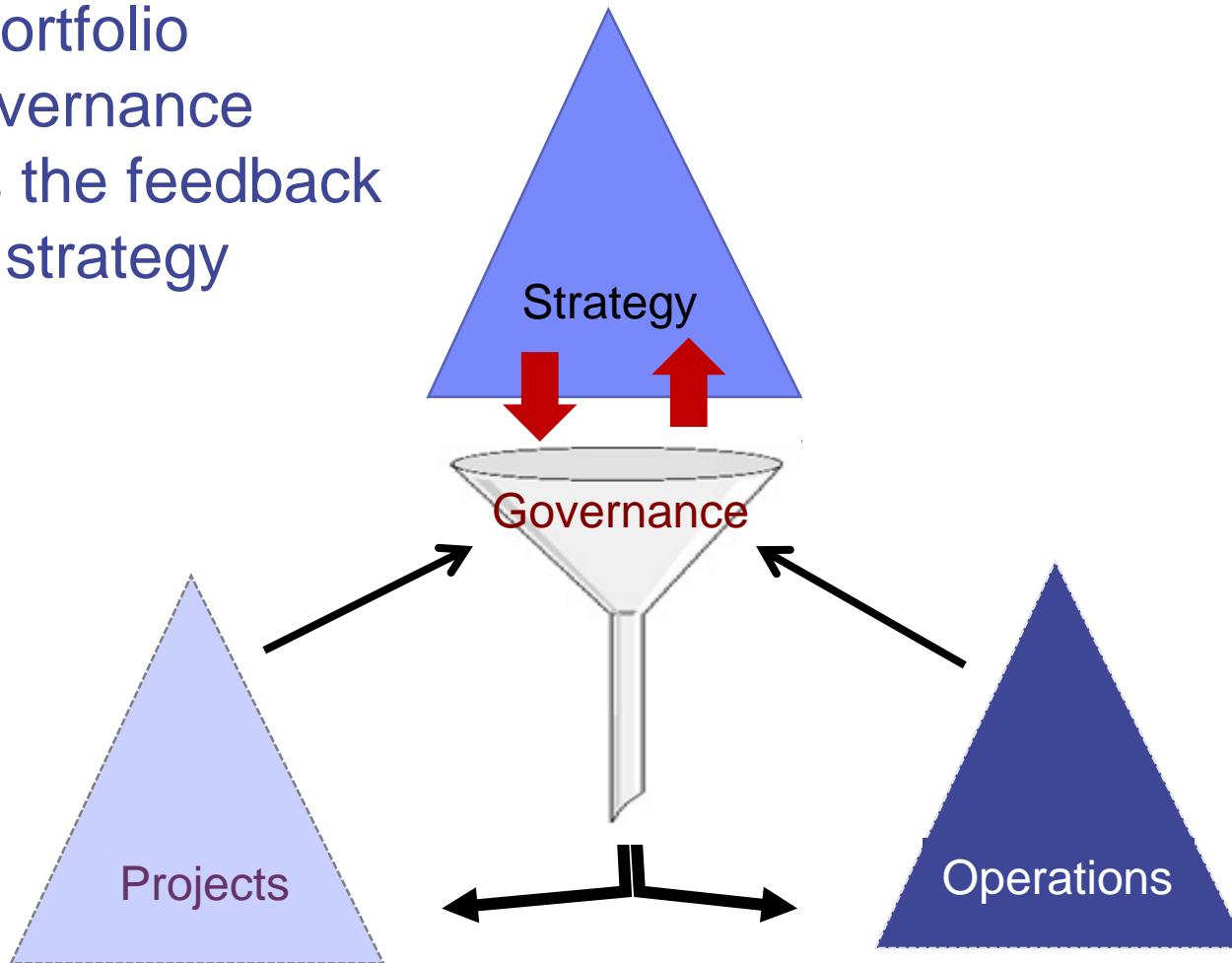


Each patterns follow 5 phases

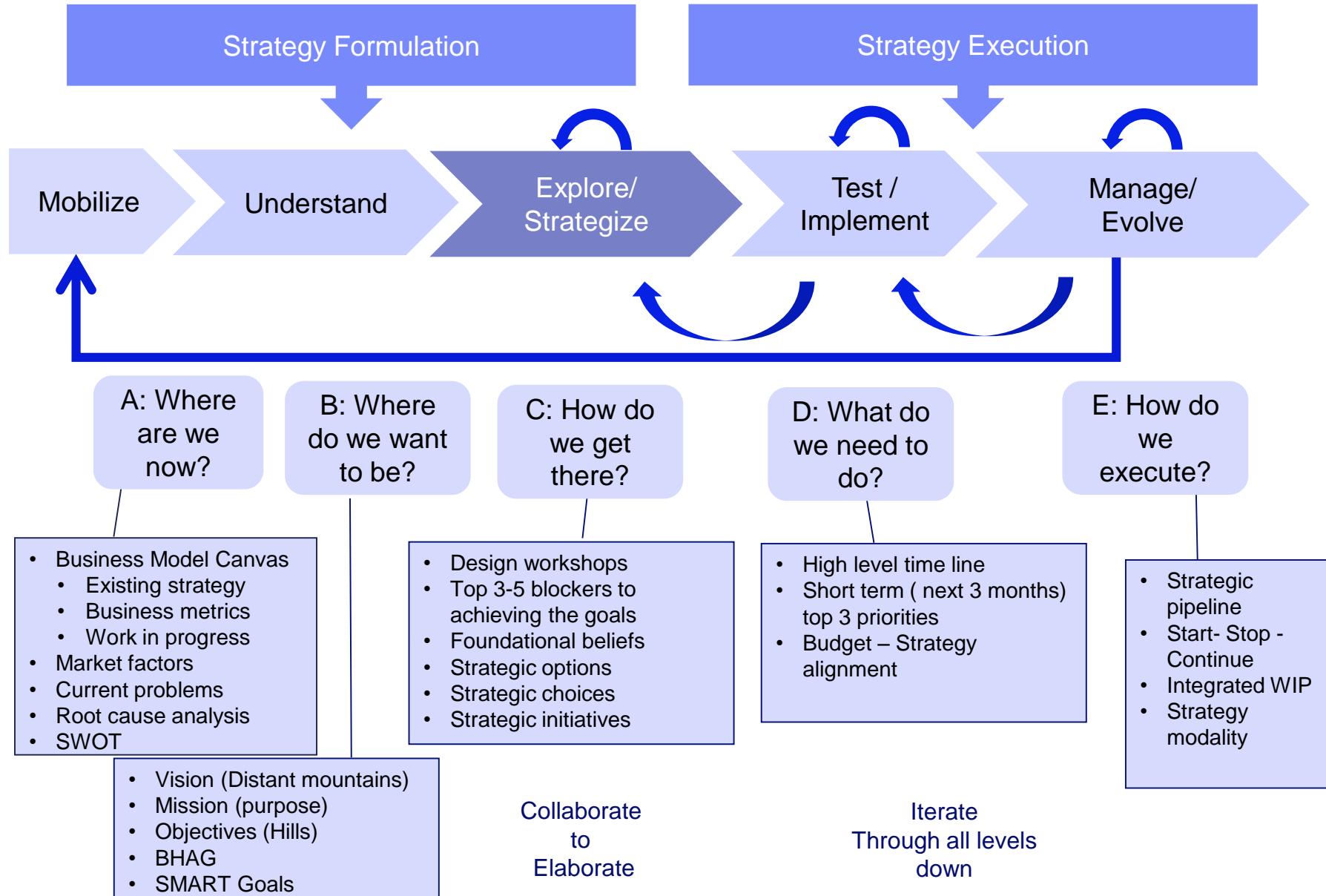


# Managing the funnel helps tune strategy

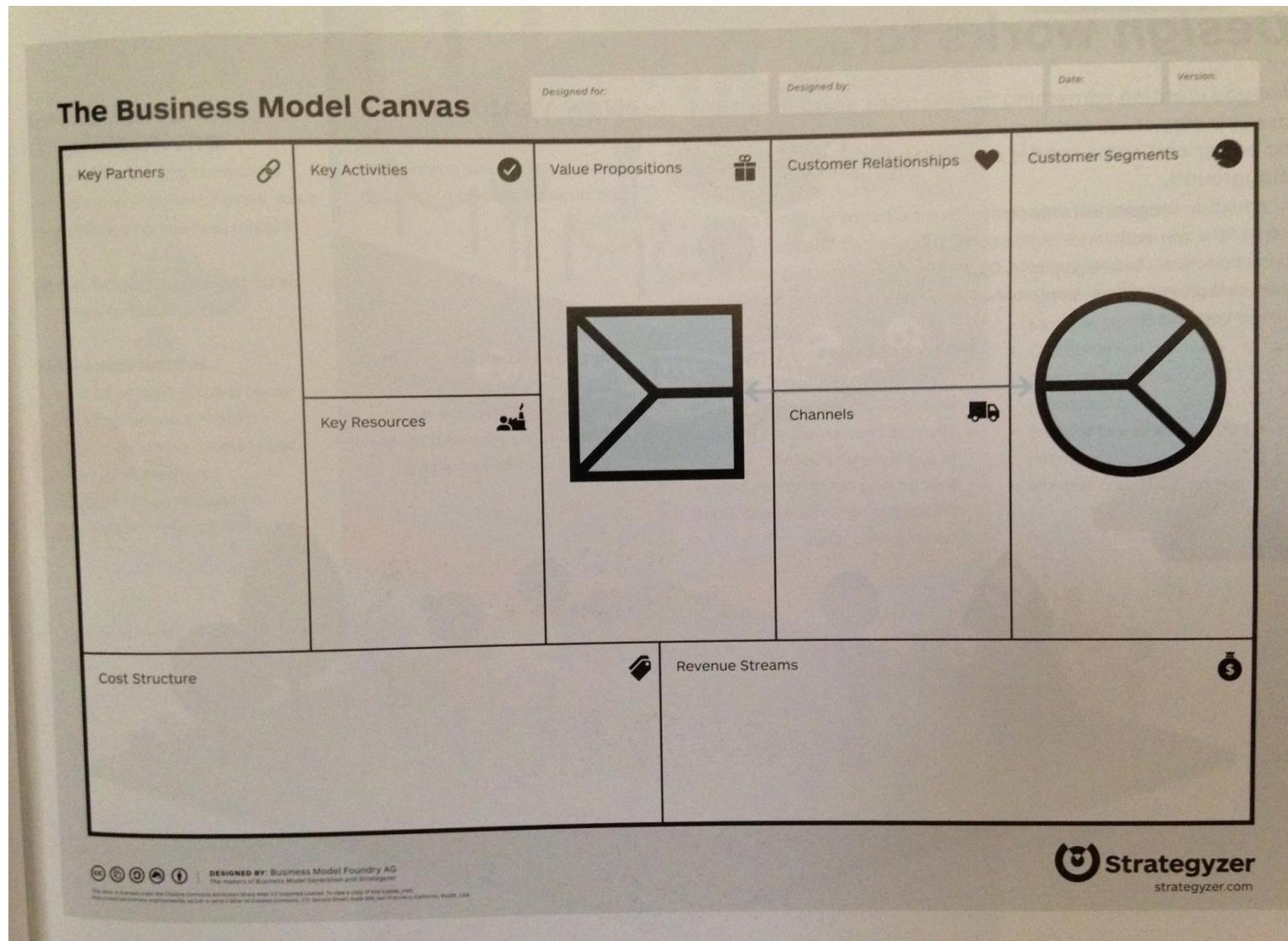
Portfolio  
Governance  
provides the feedback  
to strategy



## Used to craft and execute organizational strategy



# Business Canvas



Dr. Alex Osterwalder & Dr. Yves Pigneur  
Created by 470 practitioners from 45 countries

# Using Agile practices to “cascade” strategy

Group level



Business Unit/  
Profit centre level



Support functions  
HR/Fin/IT/Legal/etc



Operational  
Team level



# The Program Pattern... used to launch and execute programs and projects

IBM

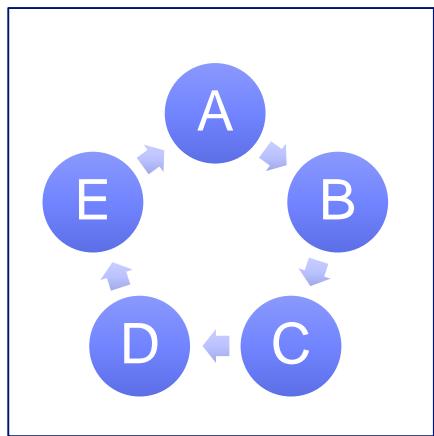


## Strategy

Idea

Discover

Deliver



- Idea
- Strategic Initiative
- New Requirement
- Enhancement
- Problem
- Opportunity

Understand  
&  
Strategize

Governance/  
Funding  
Gates

Iteratively build, test  
And deliver

Mobilize

Understand

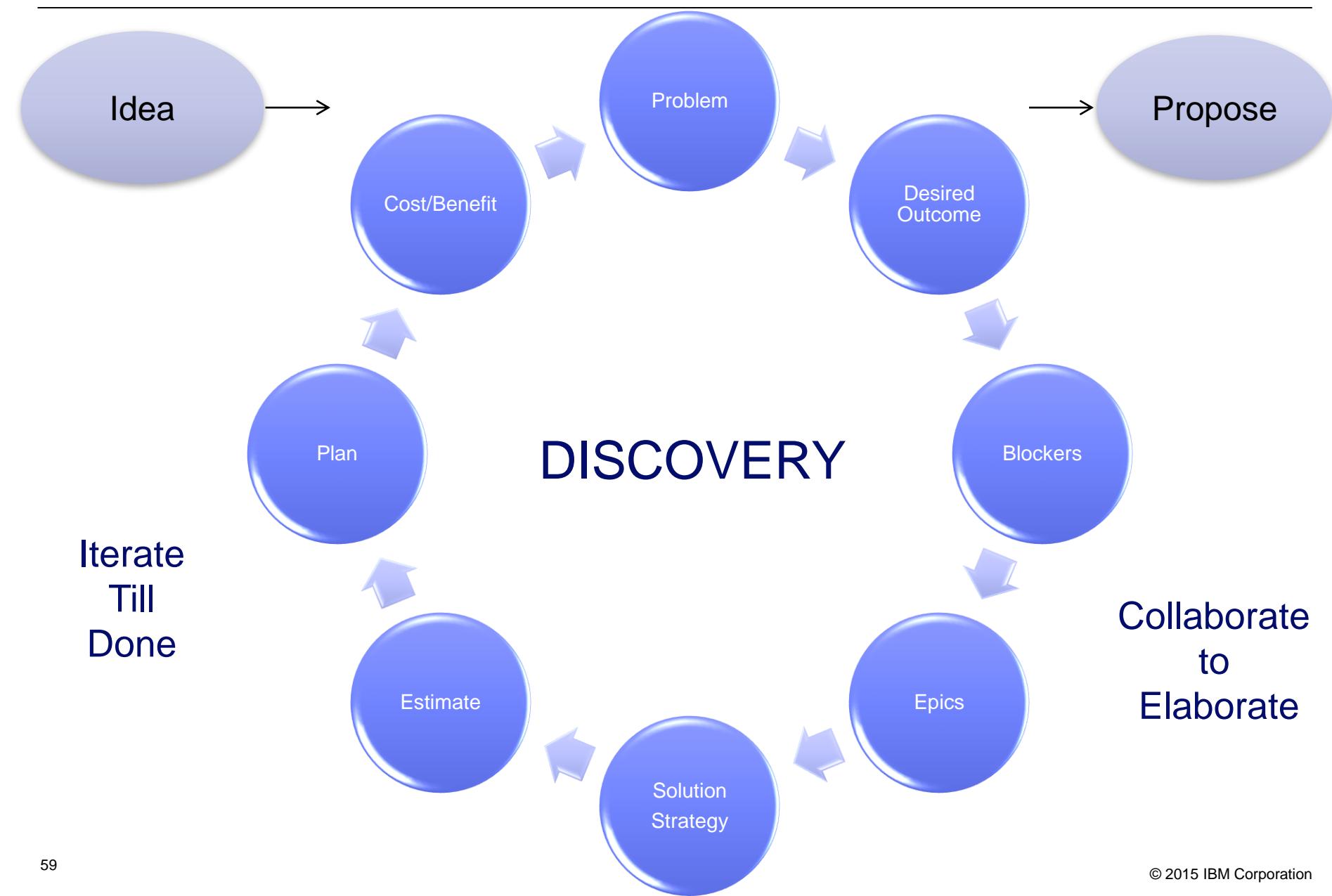
Explore/  
Strategize

Build/Test/  
Implement

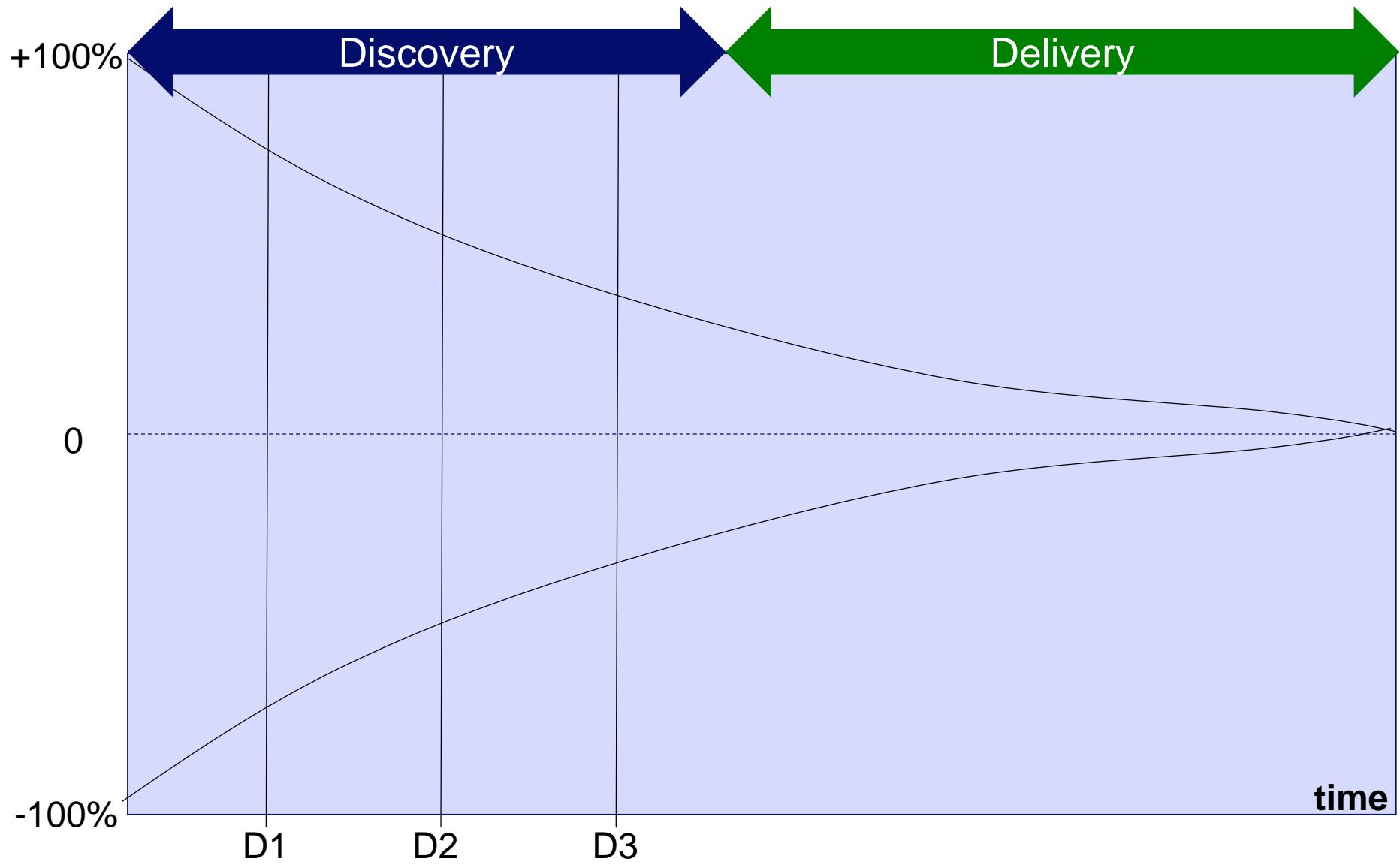
Manage/  
Evolve



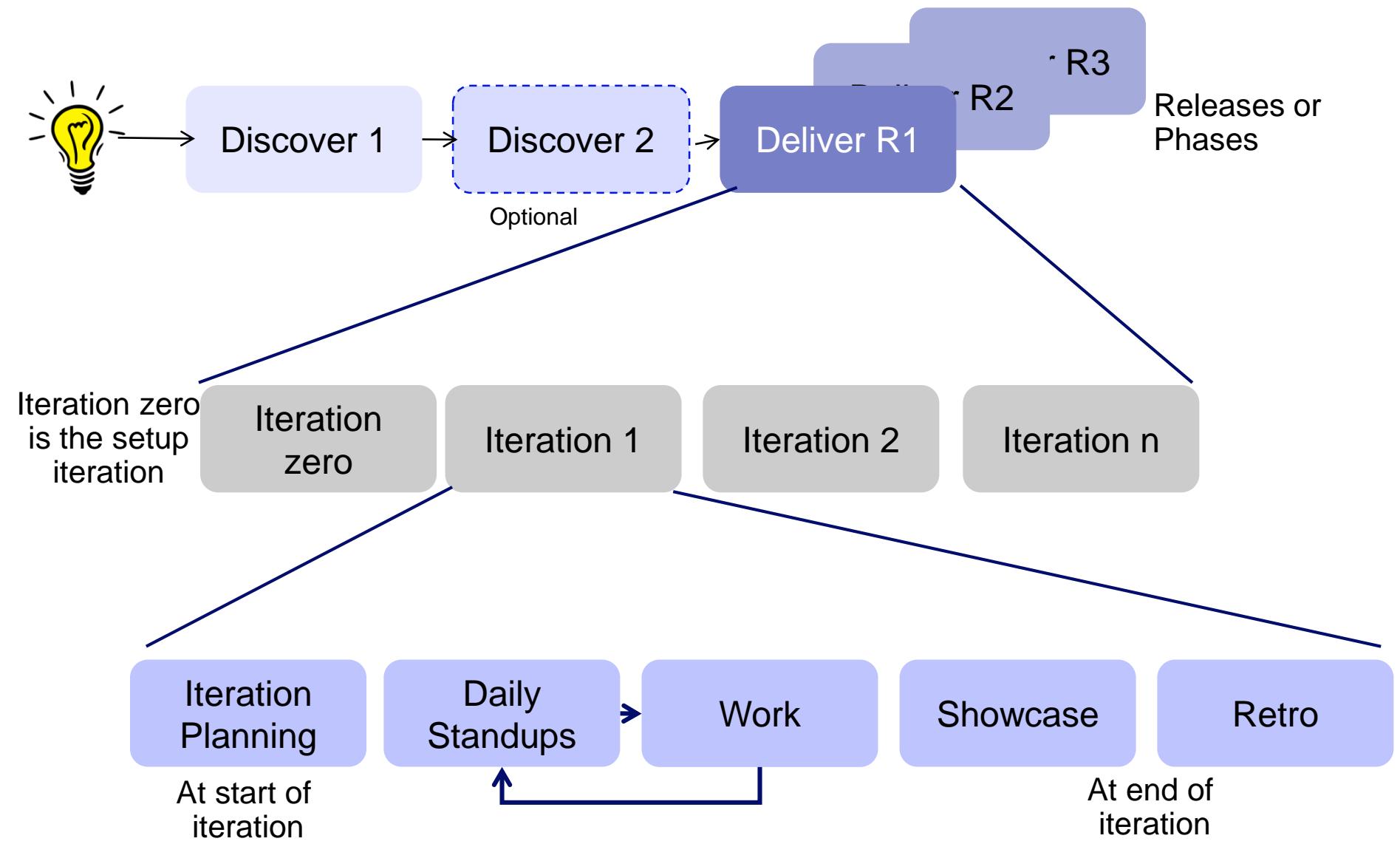
## Discover practice



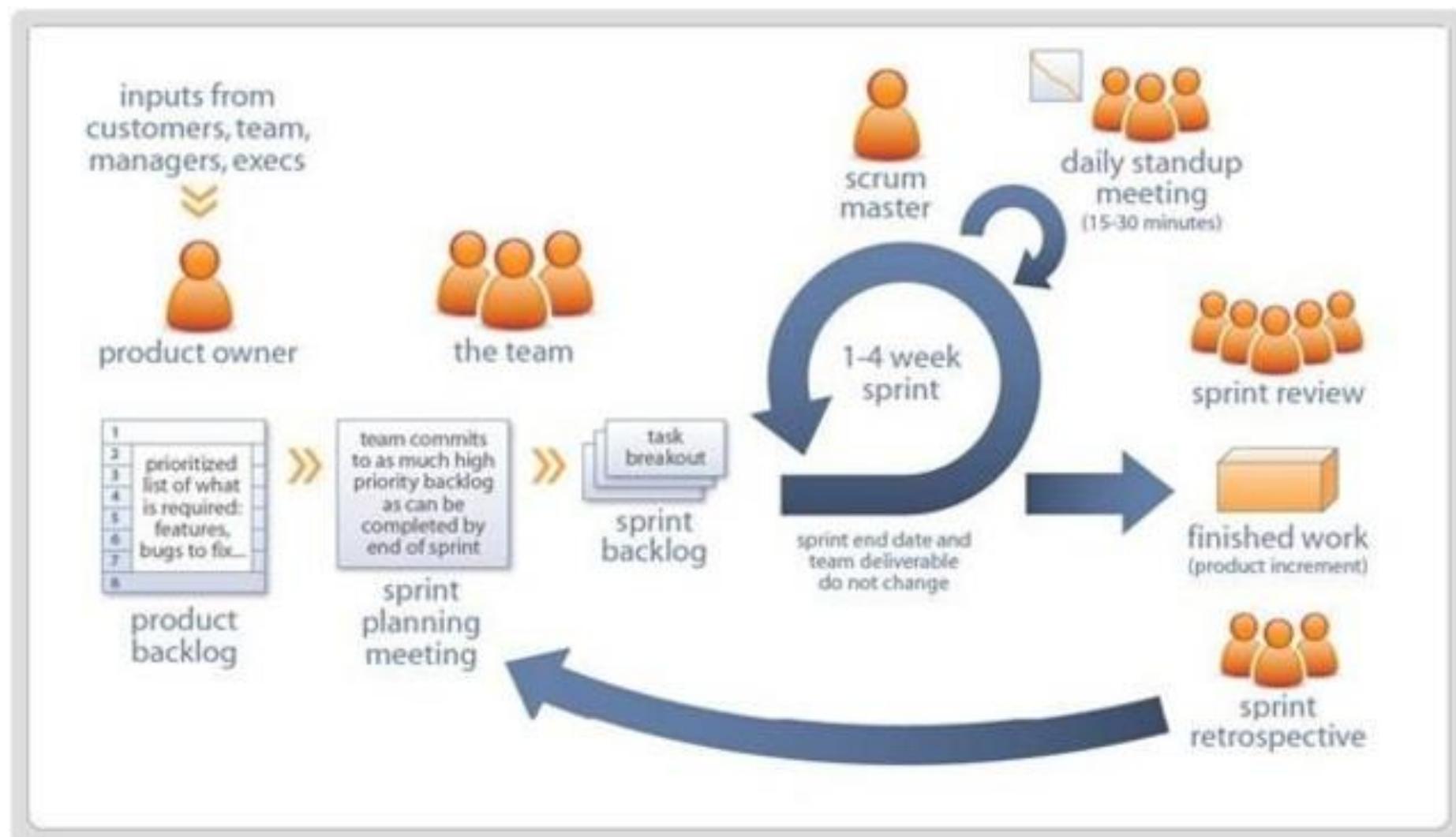
## Cone of uncertainty



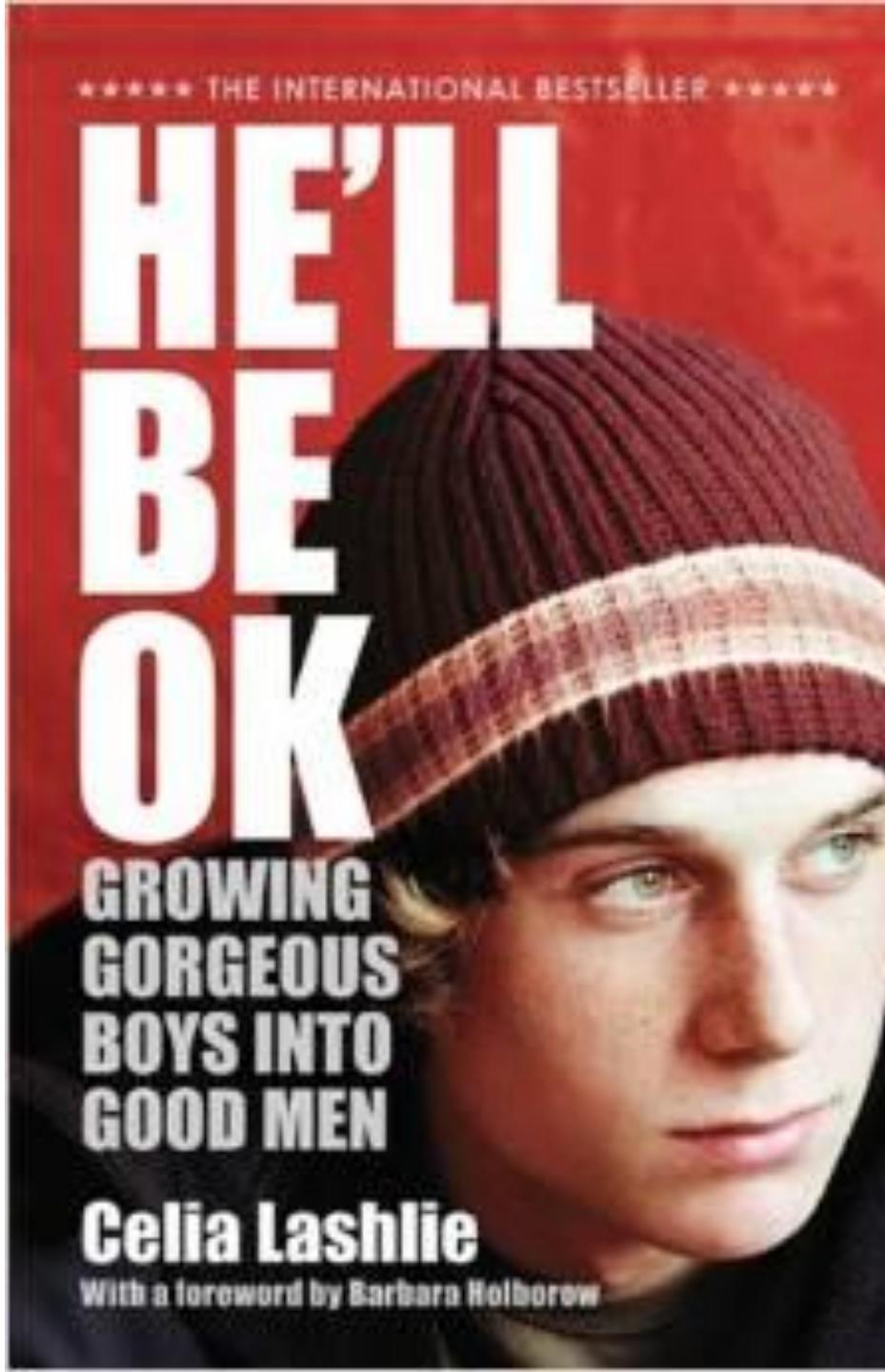
# Agile lifecycle of delivery



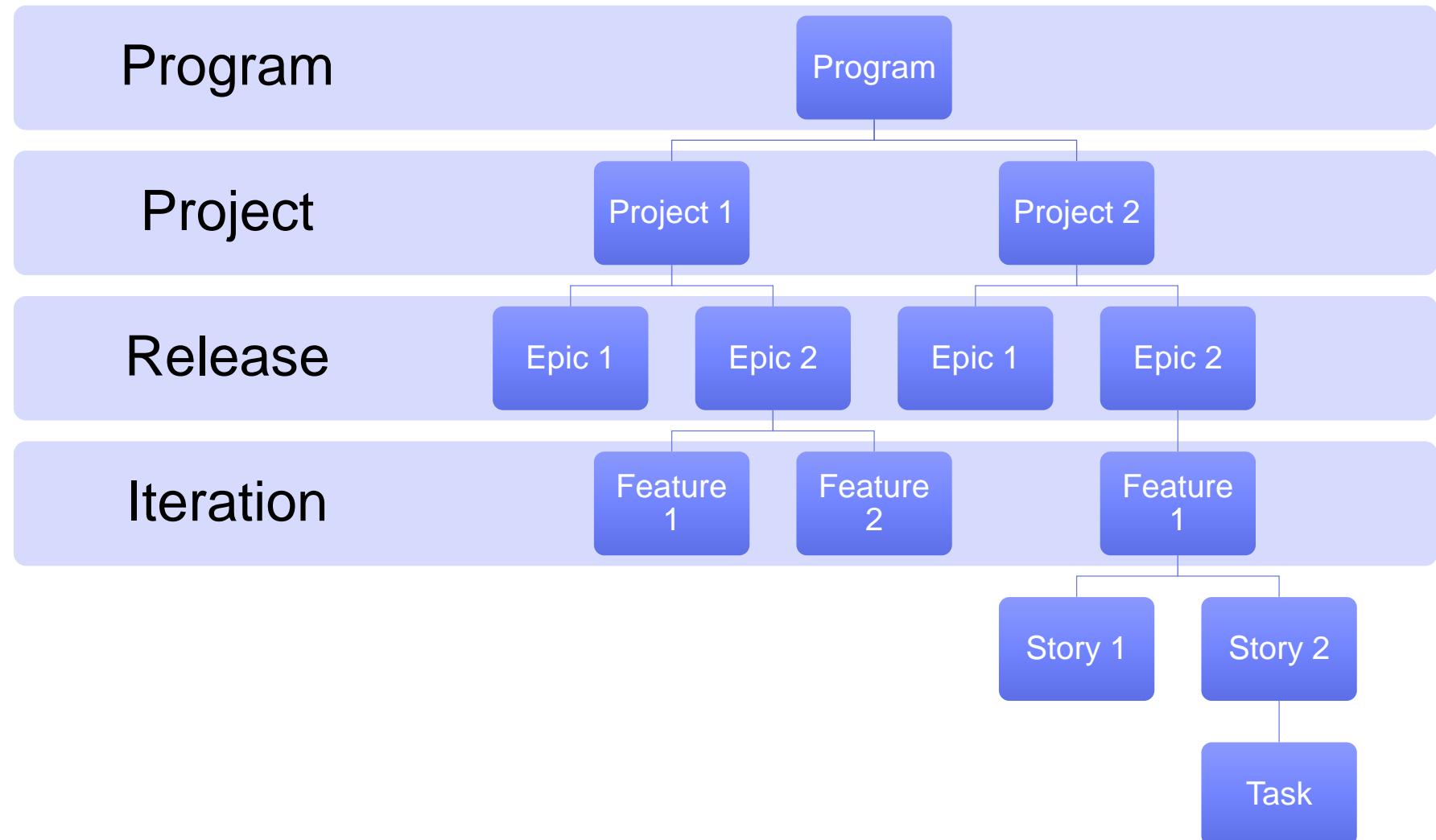
# Scrum



Why do we  
Time-box?



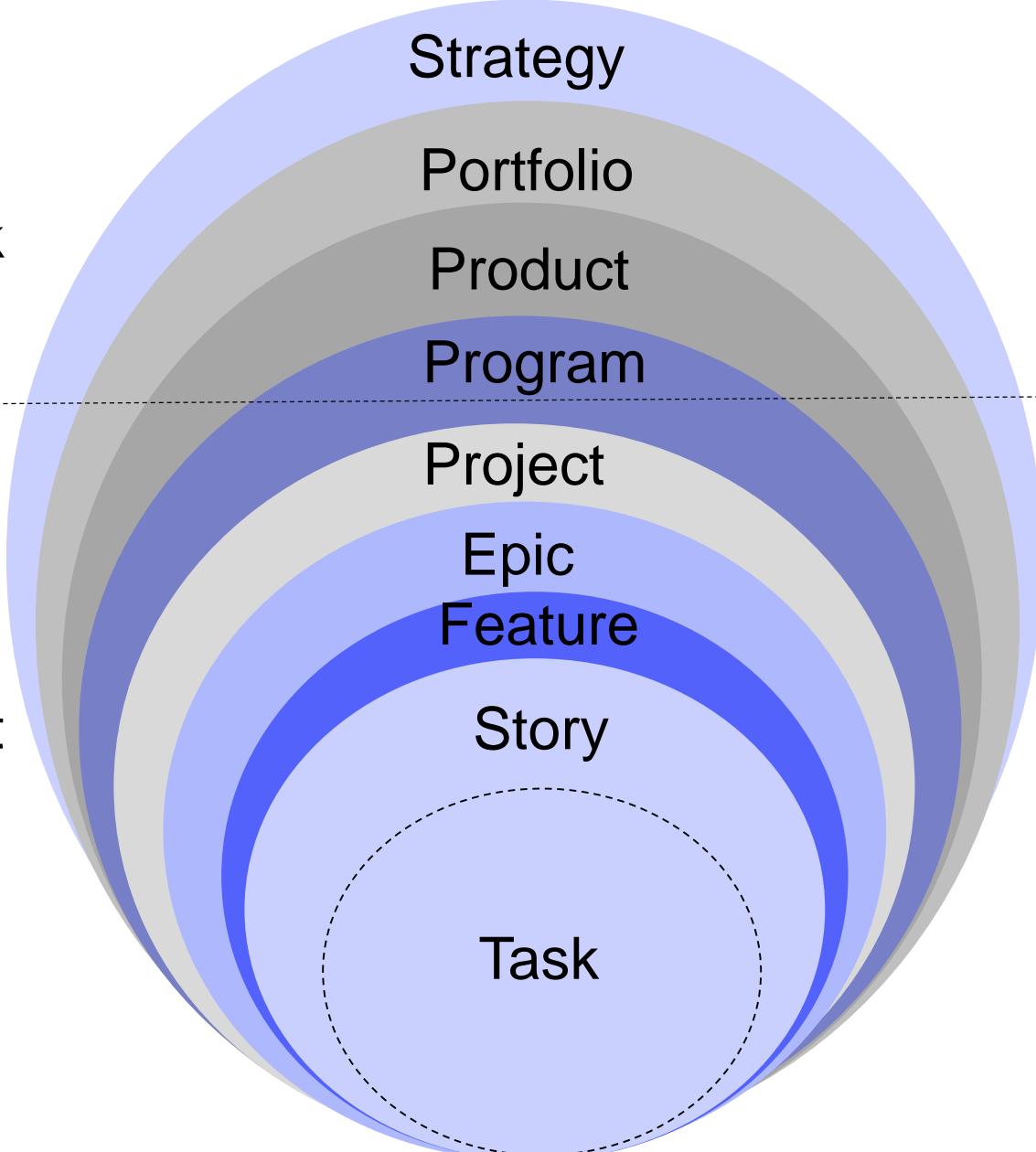
# Agile story hierarchy



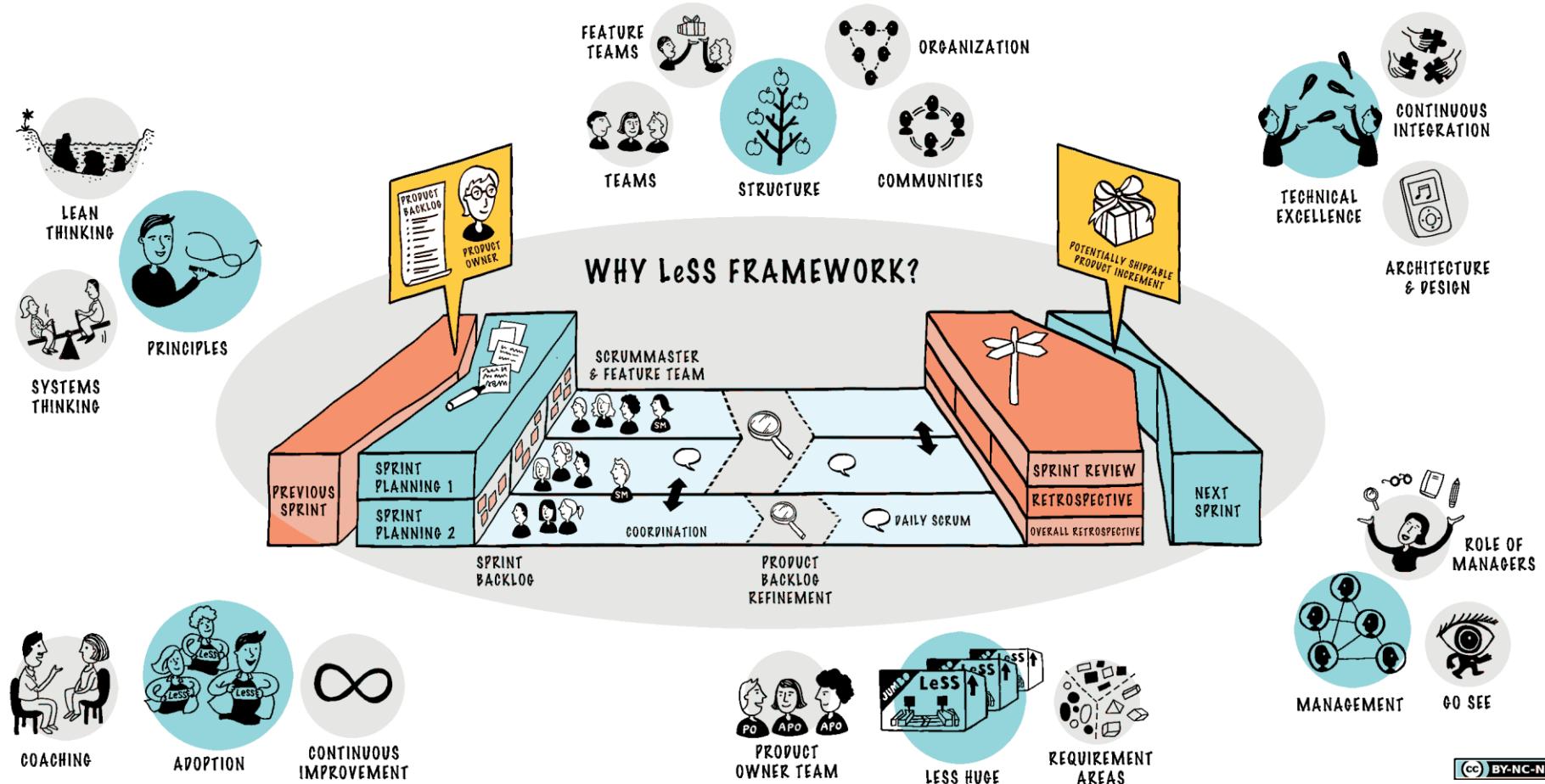
# Strategy to Story: as in the micro – so to in the macro!

Doing the  
Right Work

Doing the  
Work Right

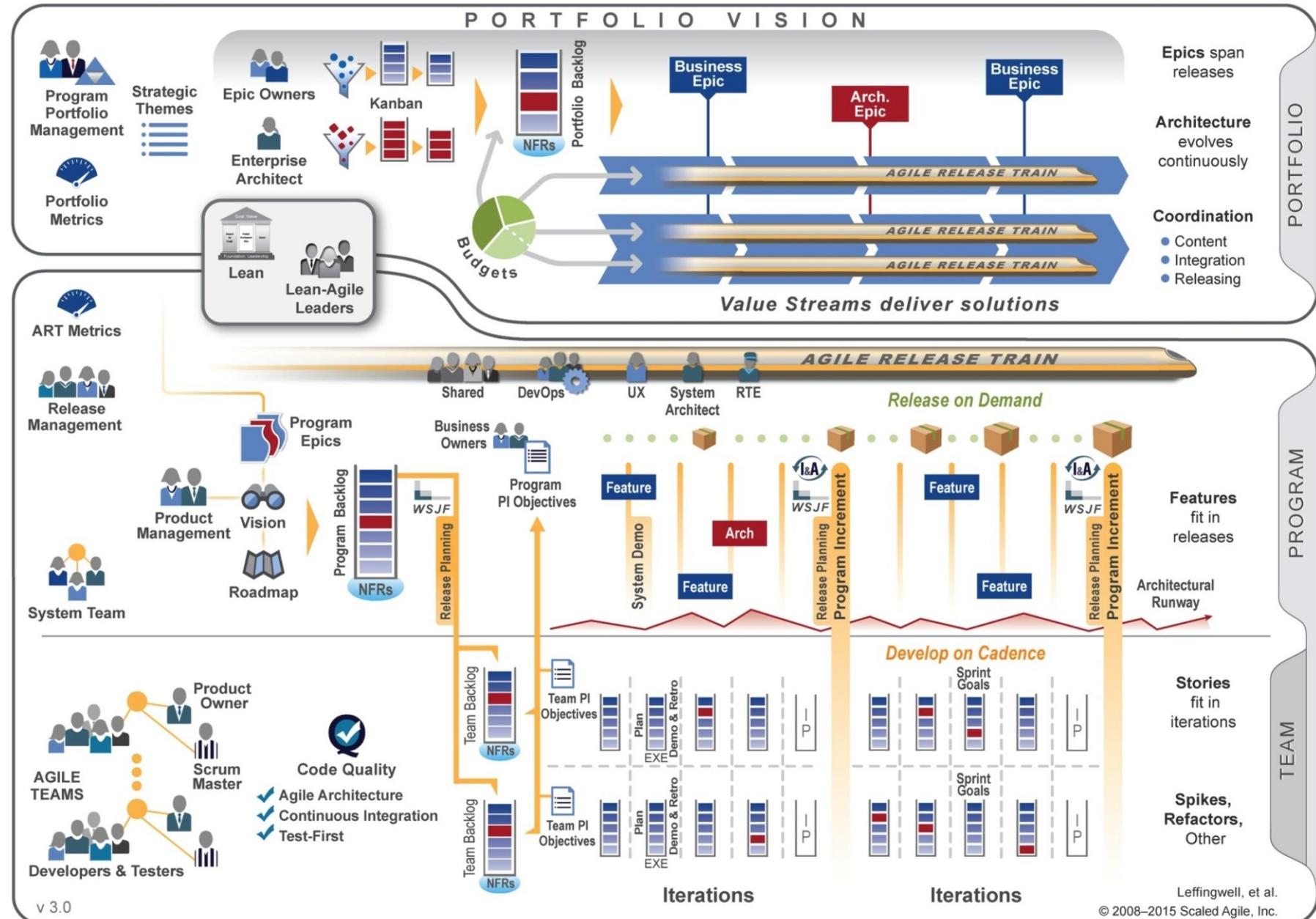


# LeSS – Large Scale Scrum

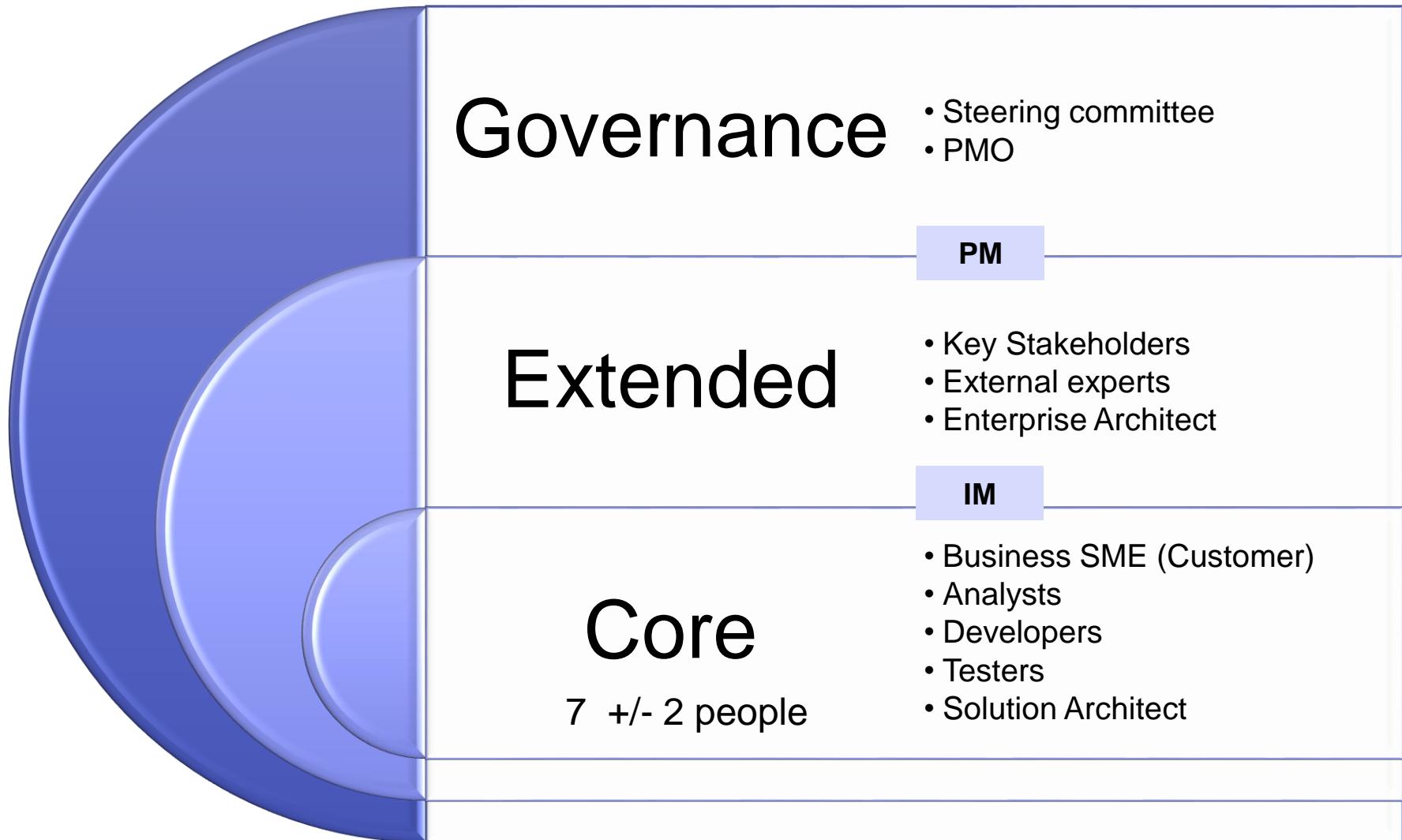


# Scaled Agile Framework®

**SAFE**®



# Cross-functional empowered teams



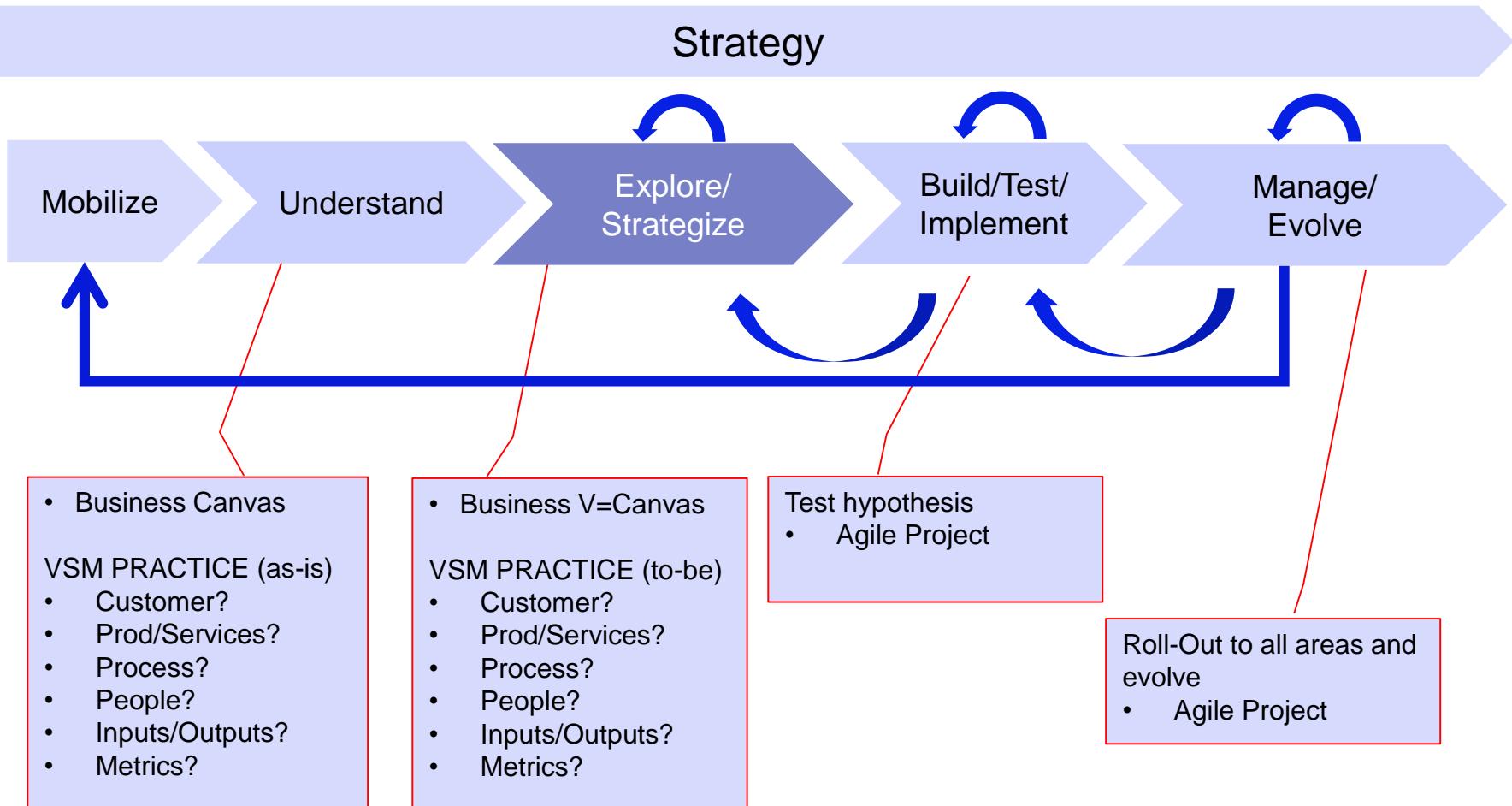
And shared ownership of client / user outcomes by teams



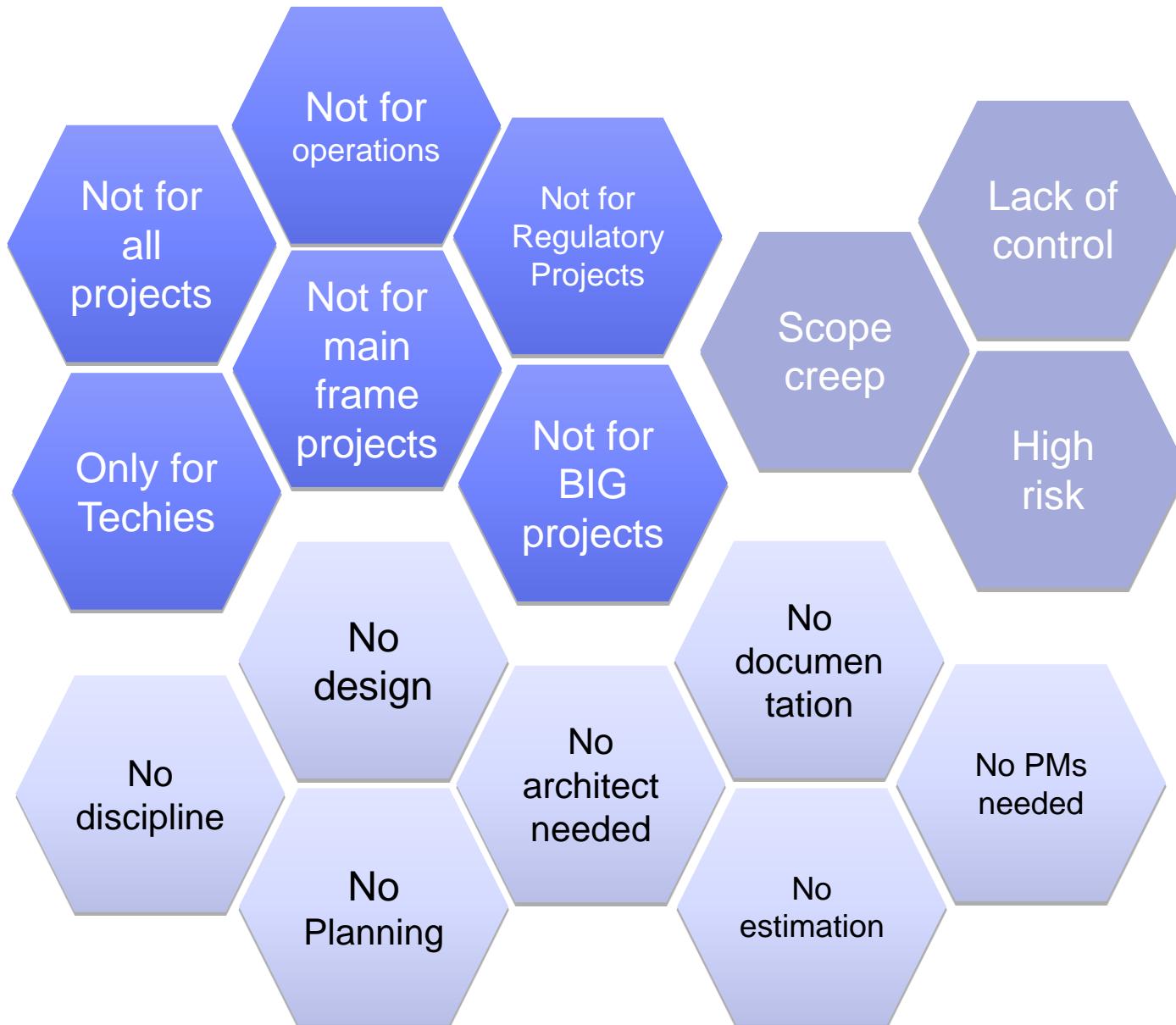
The team and their leaders are responsible for transformation!

# The Operations Pattern

Used to effectively run and optimize any business process.



# Agile myths – all of the below are false!!



# Distributed Agile! How do we do this distributed??



**Agreements**

**Standards**

**Tools**

**Processes**

## 7 rules...of successfully distributed teams

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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

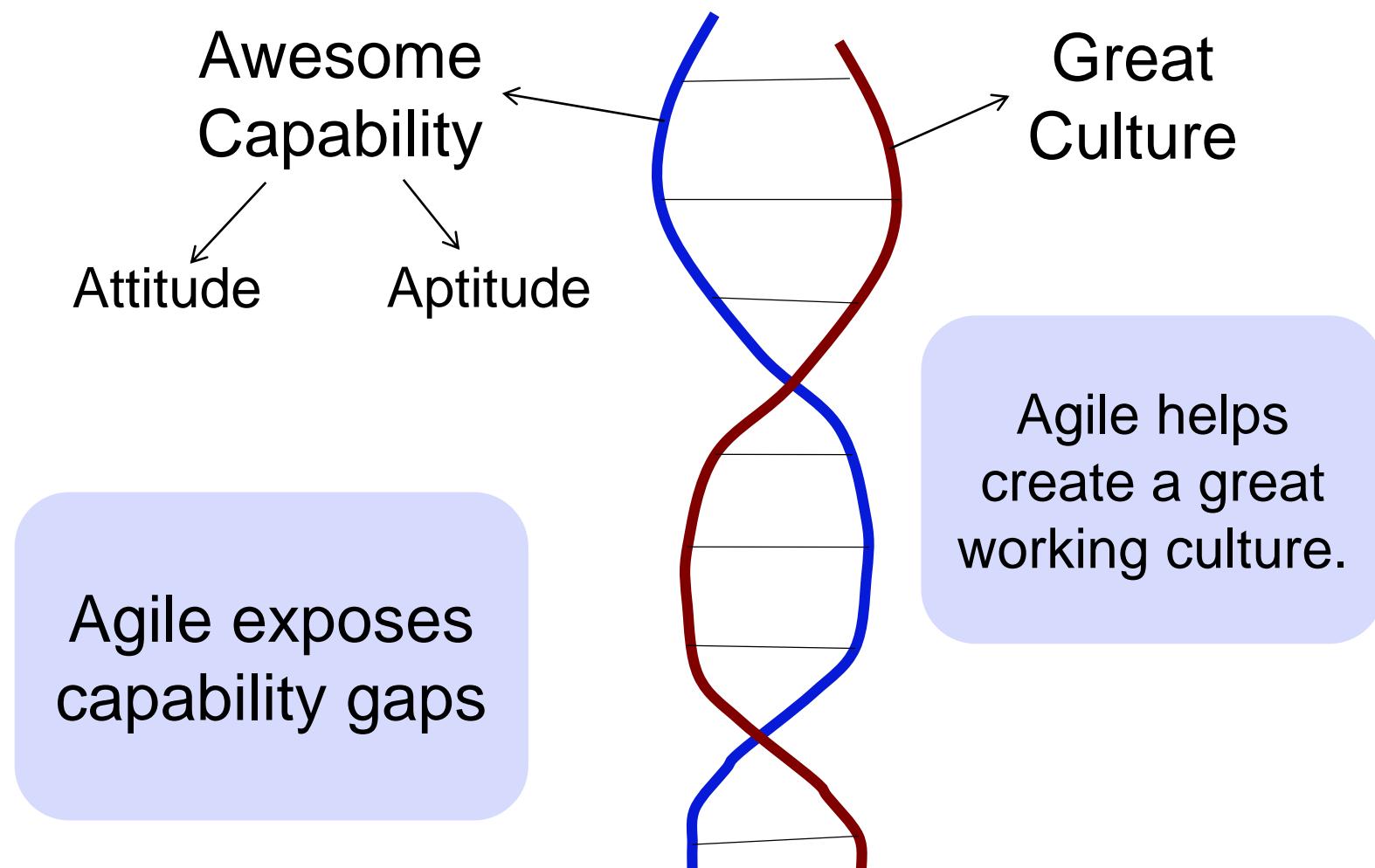


## Monkeys and the bananas

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# The habit virus

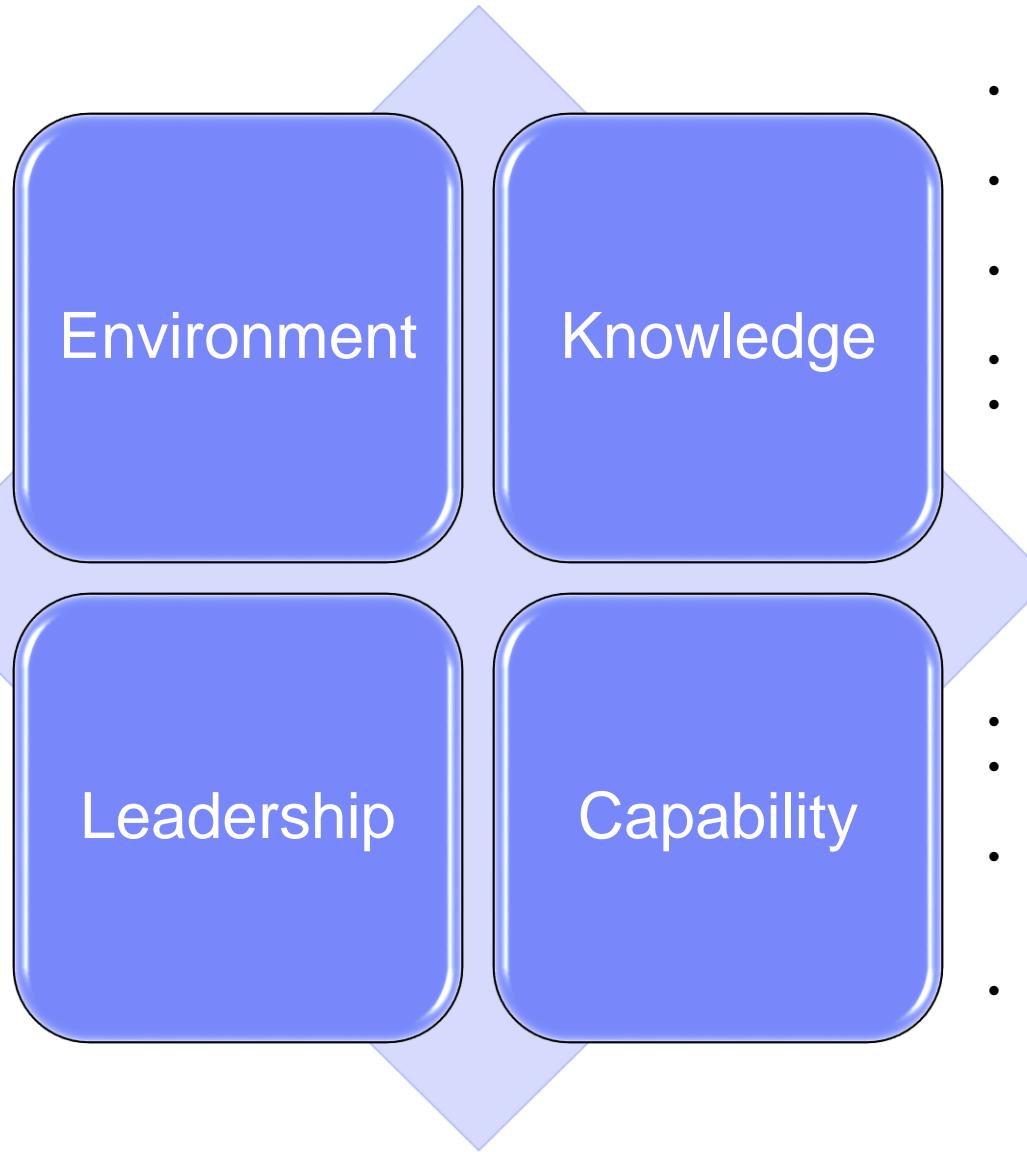
# The DNA of success



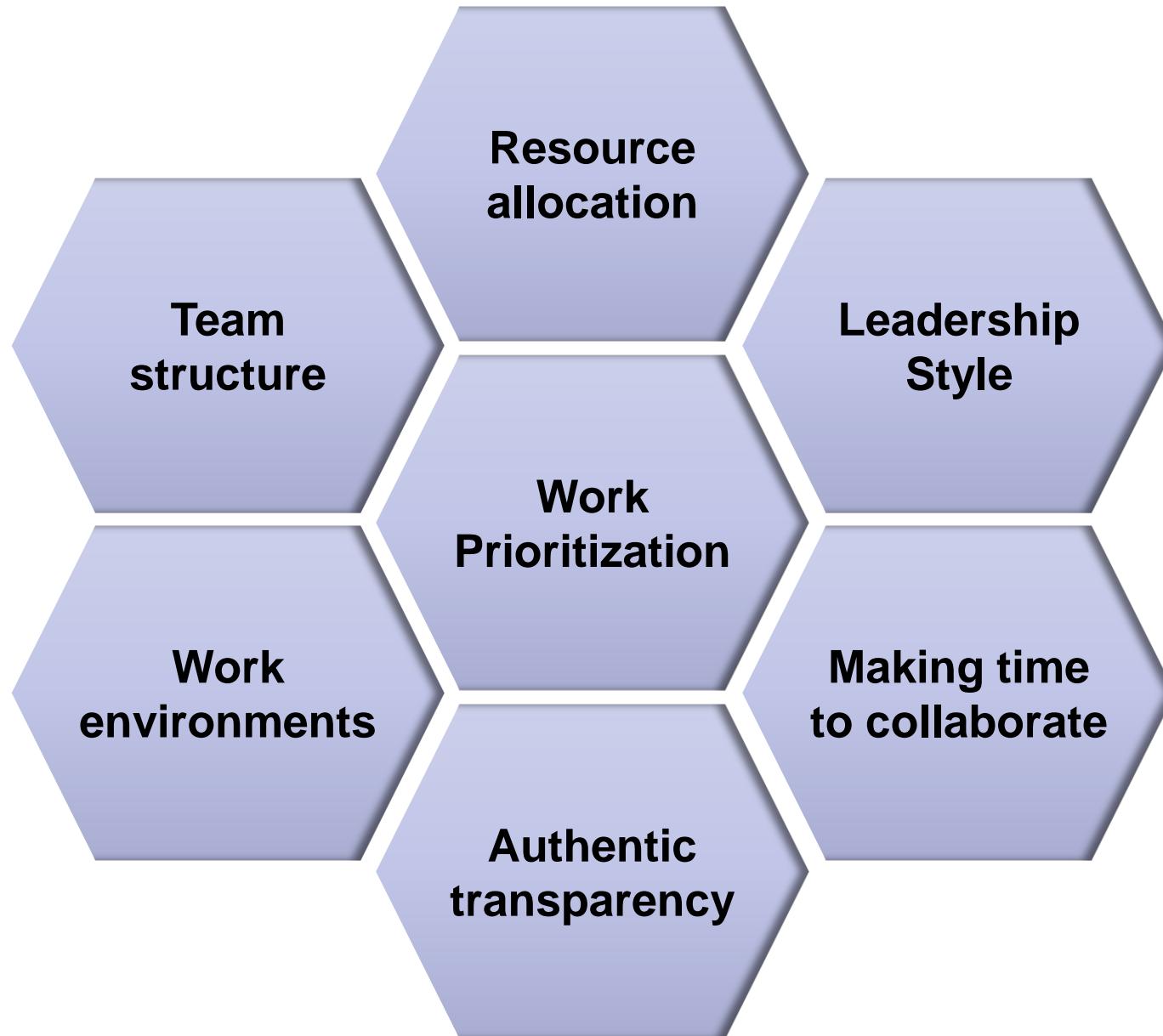
You don't want a toxic brilliant team nor a happy dud one!  
High performing teams are happy and highly capable!

# Agile pitfalls

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



# 7 key impacts of going Agile



# Why change? Why Agile?



## Quiz 3

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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 wont 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 \_\_\_\_\_.

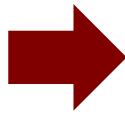
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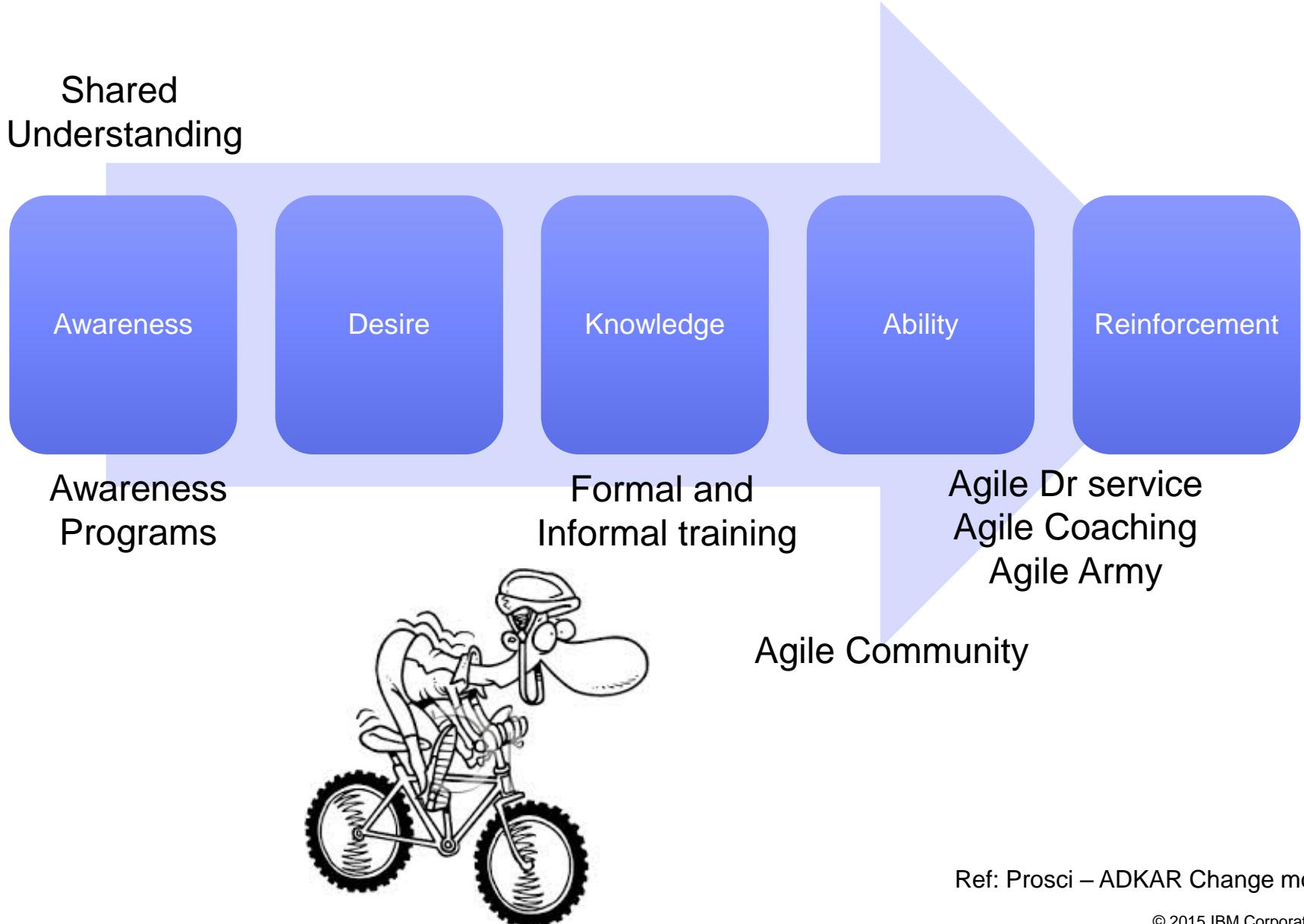
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# IBM's Agile Transformation Journey

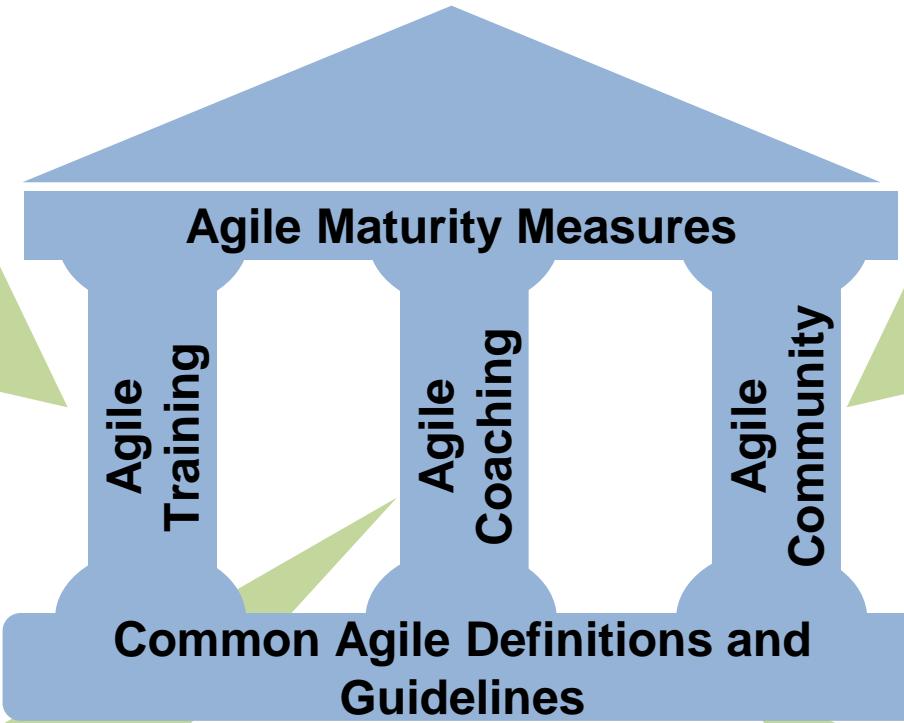
## Overview



# Agile Adoption



# IBM Agile Academy

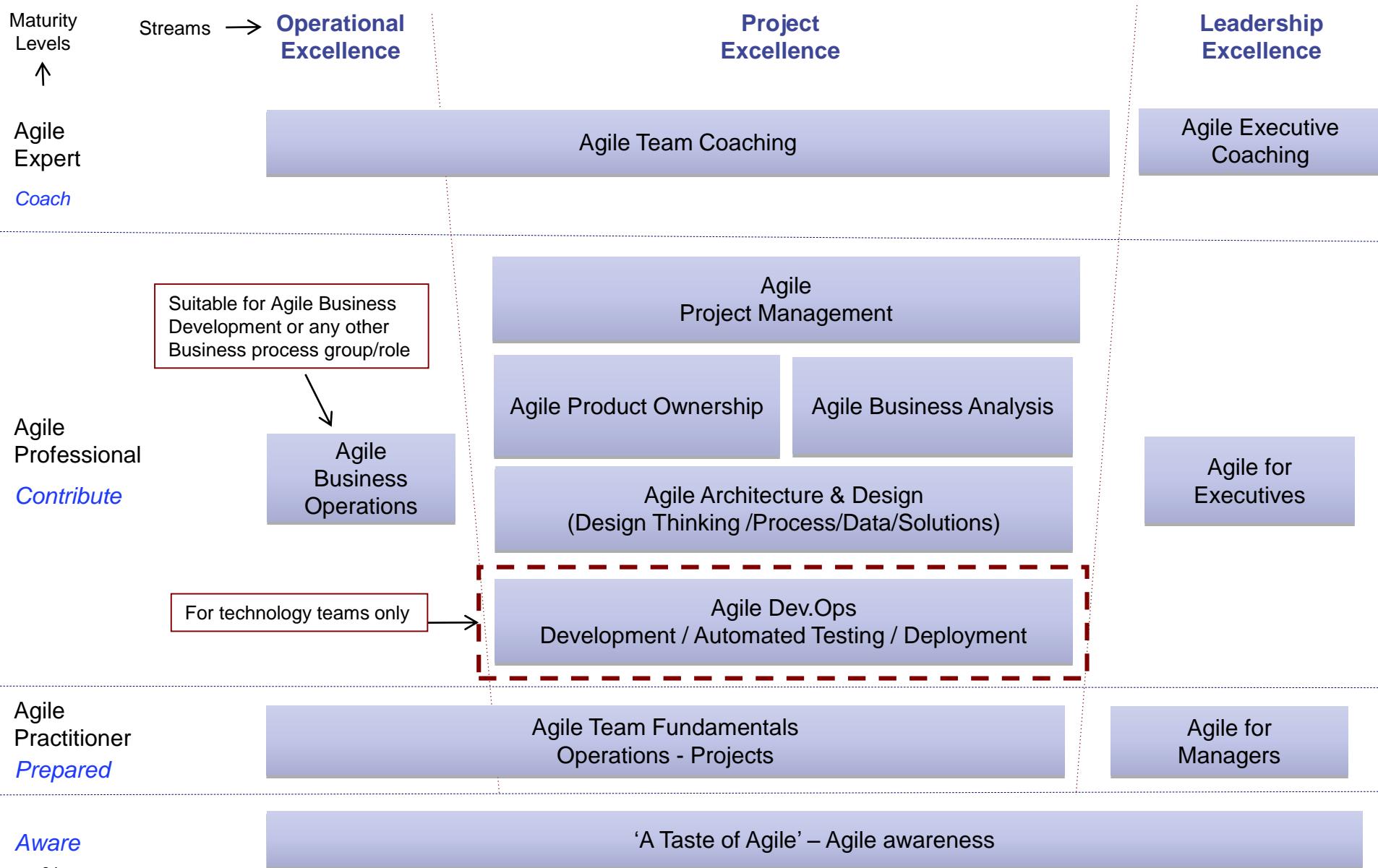


The screenshot shows the "Communities" section of the IBM Connect website. The "IBM Agile Academy" community is selected. The page includes a sidebar with links like Overview, Recent Updates, Status Updates, Members, Forums, Bookmarks, Files, Wiki, Blog, and Mellon Blog. The main content area displays the "agile ACADEMY" logo, a "Community Description" section, and a "Our Agile Principles" section with three bullet points: "Begin with clarity about the outcome, and let it guide every step along the way", "Our Agile Principles", and "Academy is built on three core Agile projects". There are also small images of people at the bottom.

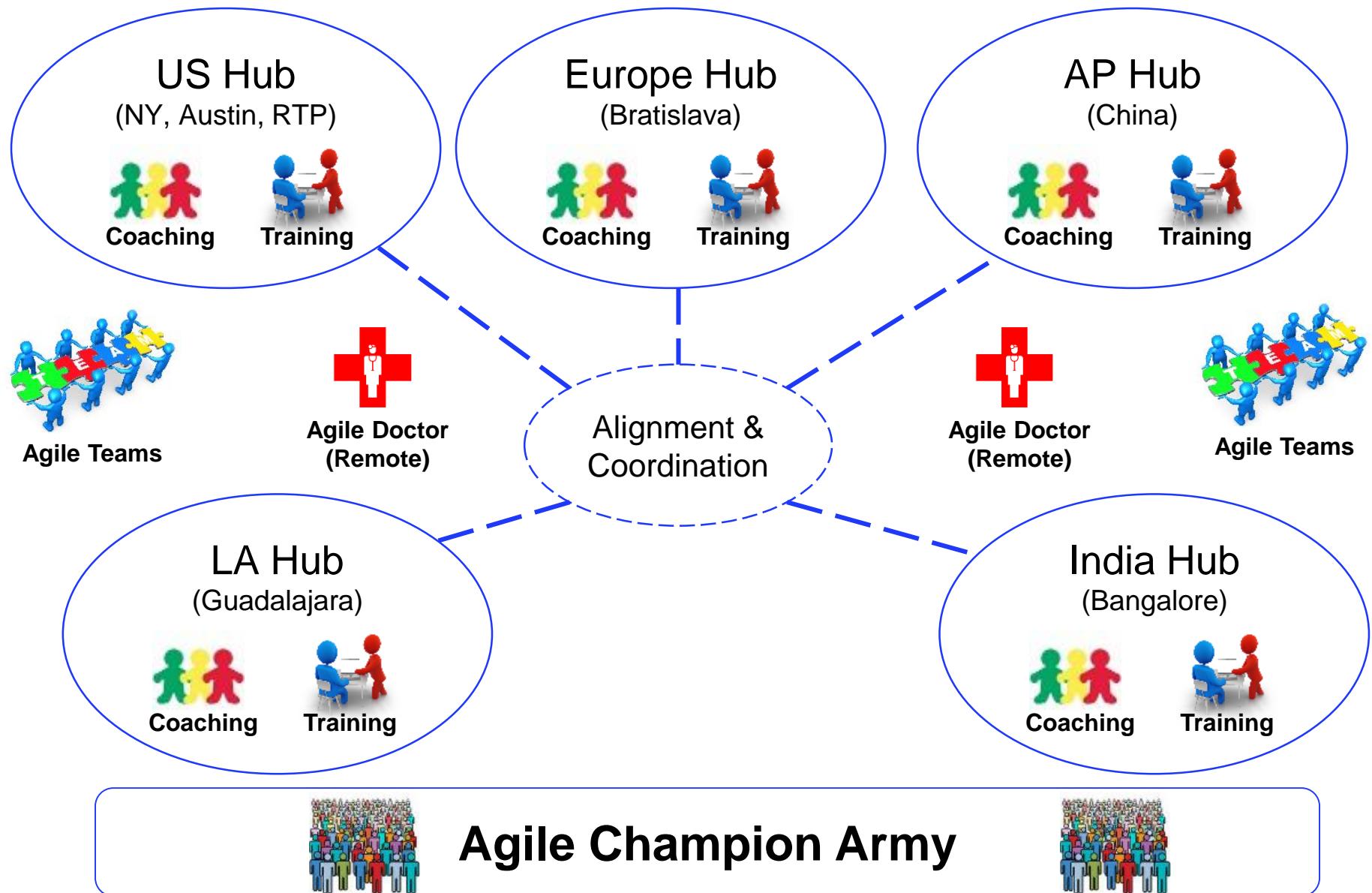


**Cross-IBM, Agile Center of Capability Development and Learning**

# IBM Agile Academy Curriculum



# Coaching Hubs and The Agile Army



## Quiz 4

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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?

# Where do you start!

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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**

# Agenda

- Introduction
- What is Agile!
- Agile for Leaders

<Break>

A shared  
understanding  
of Agile

- Agile – Where, When, hoW and Why!
- The Transformation Journey
- Summary and Q&A



# Go forth. Be Agile!

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Thank You.