Deep Agile: Creating a Culture of Quality

November 23 - 24, 2013 Cambridge, MA

Deliver All the Right Things (and Only Those Things)

Lisa Crispin
www.lisacripin.com

Ellen Gottesdiener
www.ebgconsulting.com
www.DiscoverToDeliver.com

© EBG Consulting, 2013

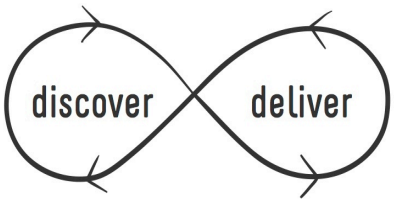
You have permission to use these handouts for your personal, non-commercial use. Please retain attribution.

tweet

@lisacrispin
@ellengott
#DeepAgile

value tools

© EBG Consulting, 2013. All rights reserved.

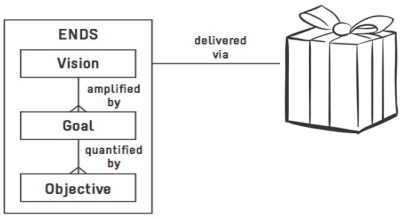


© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener 4

product

© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener 5

ends and means



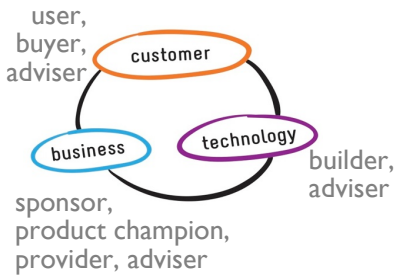
© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener 6

© EBG Consulting, 2013. All rights reserved.

collaboration

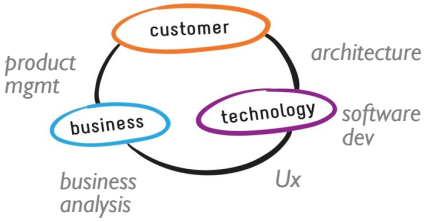
© EBG Consulting, 2013

partnership



© EBG Consulting, 2013

cross-discipline team

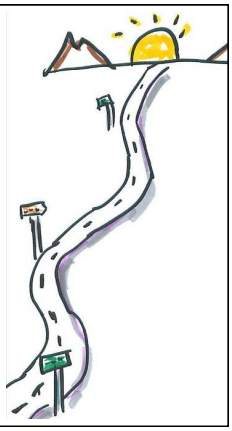


© EBG Consulting, 2013

© EBG Consulting, 2013. All rights reserved.

Agile2014 portal

A world-class site that provides a broad array of resources to serve all conference participants



© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener

together…

partners

© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener

Agile2014 partners

customer	business	technology

© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener

© EBG Consulting, 2013. All rights reserved.
Deep Agile 2013 | Crispin | Gottesdiener

defining value

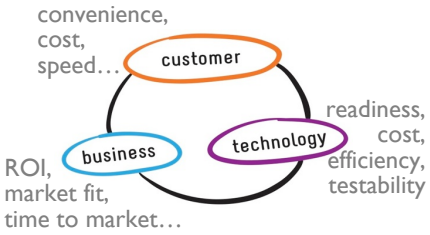
value

"fair return or equivalent in goods, services, or money for something exchanged."*

*Value Standard and Body of Knowledge, 2007

© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener
13

value considerations



© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener
14

your turn… value considerations

© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener
15

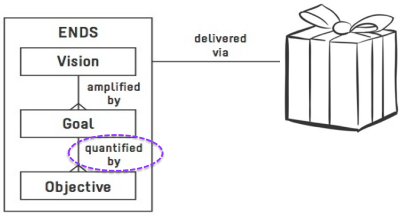
© EBG Consulting, 2013. All rights reserved.

Agile2014 value considerations

Partner	Value Considerations
conference volunteer	
conference sponsor	
conference chair	
conference IT	

© EBG Consulting, 2013

ends and means



© EBG Consulting, 2013

value

planguage* to quantify value

Goal	Desired outcome
Partner	Unique identifier
Objective	A specific measure that quantifies the goal
Scale	Unit of measure used to quantify the statement
Meter	Process or device used to establish location of scale
Benchmark	Point of reference; standard used to measure results
Minimum	Lowest possible level that must be achieved
Plan	Level at which good success can be claimed
Wish	Desirable level, may not be attainable through available means

*Adapted from: Tom Gilb

© EBG Consulting, 2013

© EBG Consulting, 2013. All rights reserved.

your turn…

quantify value

© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener

19

value

planguage* example

Goal	Reduce operational expenses
Partner	Business (ConferenceOfficeMgr)
Objective	Reduce calls about registration or travel by 80% during Early Bird period
Scale	
Meter	
Benchmark	
Minimum	
Plan	
Wish	

*Adapted from: Tom Gilb

© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener

20

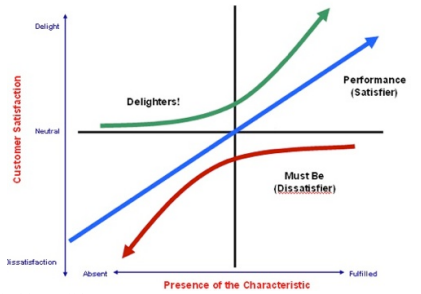
value tools

© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener

21

© EBG Consulting, 2013. All rights reserved.

Kano model
"voice of the customer"



© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener
22

Kano model
conference attendee

delight

delighters
attractive, unexpected features, go beyond expectations; won't be missed if not provided, often unspoken

satisfiers
specific features wanted by customer; higher fulfillment leads to higher customer satisfaction

neutral

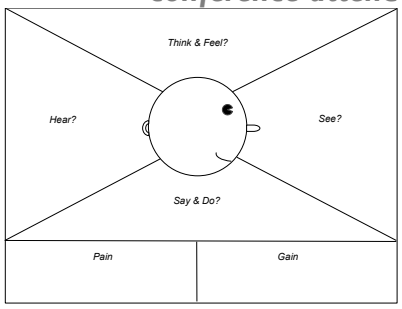
must-be
basic qualities must exist in product; implied, often not expressed"

dissatisfaction

absent — fulfilled

© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener
23

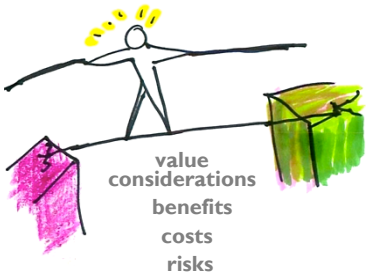
empathy map
conference attendee



© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener
24

© EBG Consulting, 2013. All rights reserved.

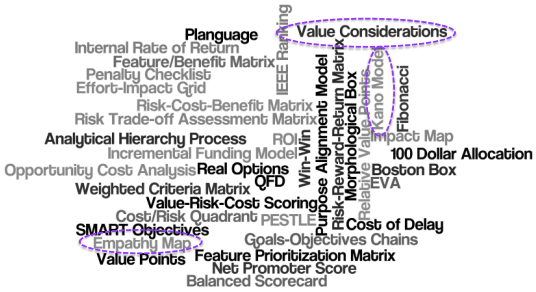
value decisions



value considerations
benefits
costs
risks
dependencies

© EBG Consulting, 2013

value tools



© EBG Consulting, 2013

together…
retrospective

© EBG Consulting, 2013

© EBG Consulting, 2013. All rights reserved.

addendum…

impact mapping

(see Lisa at lunch to discuss more!)

© EBG Consulting, 2013

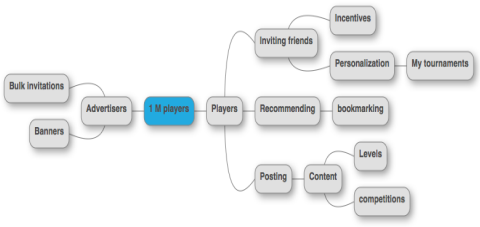
Impact Mapping

- Why are we doing this?
- Who can help? Hinder? Who is impacted?
- How can they help or hinder? Impacts
- What can we do to support impacts?

Deliverables →

© EBG Consulting, 2013

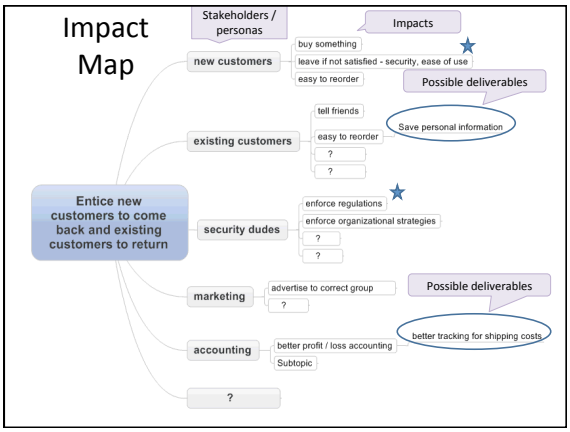
Example Impact Map

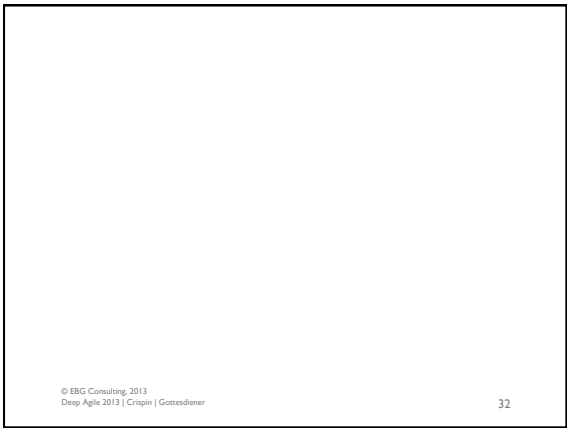


Based on example at http://impactmapping.org, Gojko Adzic
Recommended book: *Impact Mapping*

© EBG Consulting, 2013

© EBG Consulting, 2013. All rights reserved.





© EBG Consulting, 2013. All rights reserved.

- SAMPLE SOLUTIONS

© EBG Consulting, 2013

~ example ~

Agile2014 partners

customer	business	technology
attendee	agile alliance chair	conference IT
media rep	conference chair	integrator IT
speaker	program chair	
sponsor	conference sponsor	
reviewer	venue coordinator	
volunteer	integrator manager	
conference staff		

© EBG Consulting, 2013

~ example ~

Agile2014 value considerations

conference volunteer	Networking, Reduced registration fee
conference sponsor	Networking with decision makers, Qualify leads
conference chair	Recognized as leader in field, Increase attendance
conference IT	Full utilization of resources leads to cost savings and employee satisfaction/ retention (by exploiting existing infrastructure)

© EBG Consulting, 2013

© EBG Consulting, 2013. All rights reserved.

value ~ example ~ **planguage* example**

Goal	Reduce operational expenses
Partner	Business (ConferenceOfficeMgr)
Objective	Reduce calls about registration or travel by 80% during Early Bird period
Scale	Average # of call/week during Early Bird period 06 June 2014 through 07 July 2014
Meter	Count of calls and messages during Early Bird period
Benchmark	[prior year, manual count] average=25/week
Minimum	10/week
Plan	5/week
Wish	2/week

*Adapted from: Tom Gilb

© EBG Consulting, 2013

Not used

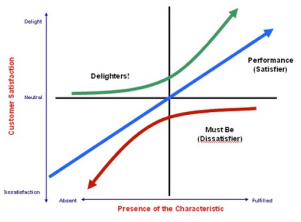
© EBG Consulting, 2013

Kano model
"voice of the customer"

must-be
basic qualities that must exist in product; implied and often not expressed, i.e., "unspoken"

satisfiers
specific features wanted by customer; higher fulfillment leads to higher customer satisfaction and visa versa

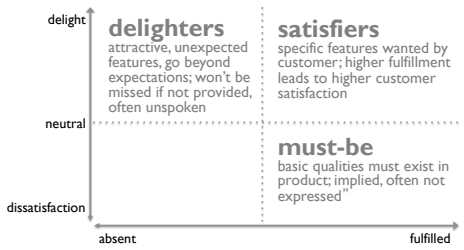
delighters
attractive, unexpected features that go beyond expectations; won't be missed if not provided, often unspoken



© EBG Consulting, 2013

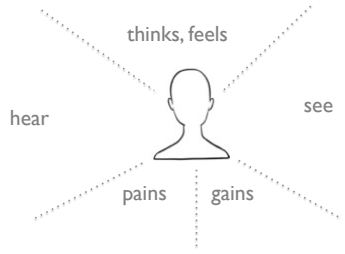
© EBG Consulting, 2013. All rights reserved.

Kano model
conference attendee



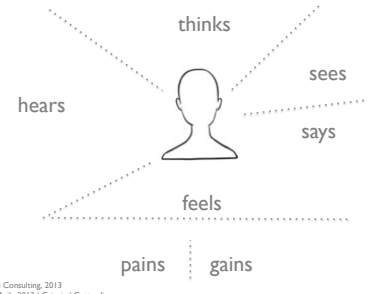
© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener
40

empathy map
conference attendee



© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener
41

empathy map
conference attendee



© EBG Consulting, 2013
Deep Agile 2013 | Crispin | Gottesdiener
42

© EBG Consulting, 2013. All rights reserved.