
SORT 2014

Cory Brown

~~AGILE~~ NIMBLE PRODUCTS.

The word “agile” has been subverted to the point where it is effectively meaningless, and what passes for an agile community seems to be largely an arena for consultants and vendors to hawk services and products.

So I think it is time to retire the word “Agile.”

-Dave Thomas (Agile Manifesto co-author)

[<http://pragdave.me/blog/2014/03/04/time-to-kill-agile/>]

HOW DO I EXHIBIT AGILITY IN MY ROLE AS...

Product/Business Approver

Product Owner

Project Manager

UI/UX/Design Engineer

Developer

QA Engineer

ASE

BACK TO BASICS

Individuals and Interactions over Processes and Tools

Working Software over Comprehensive Documentation

Customer Collaboration over Contract Negotiation

Responding to Change over Following a Plan

FOCUS & AGILITY

No product, no matter how much agility is exhibited, can be successful without a clear long-term vision for that product.

HOWEVER

No product, no matter how much vision it has initially, can long be successful without the ability to adjust to present circumstances.

HOW TO HERE IS HOW TO DO SOMETHING WITH AGILITY:

1. Find out where you are right now.
2. Take a
[descrete\[http://dictionary.reference.com/browse/discrete\]](http://dictionary.reference.com/browse/discrete)
step toward your goal
3. Adjust your approach AND goal based on what you learned
4. Repeat

IF AGILITY WERE A SHAPE...

It would be a

fractal[<http://dictionary.reference.com/browse/fractal>]



Animation by: Cyriak Harris[<http://cyriak.co.uk/blog/?p=161>] used with permission[<http://www.cyriak.co.uk/contact.html>].

AGILITY IS DEMONSTRATED IN

EVERY PARTICIPANT MATTERS

From project green-lighting to deployment, every stakeholder is a team member and every team member needs to participate with agility.

PRODUCT OWNERS

FIND OUT WHERE YOU ARE RIGHT NOW.

Own the product direction, have a vision for the product

[The] product owner is typically a project's key stakeholder. Part of the product owner responsibilities is to have a vision of what he or she wishes to build, and convey that vision to the ... team. This is key to successfully starting any agile software development project. The agile product owner does this in part through the product backlog, which is a prioritized features list for the product...

-Mike

Cohn[<http://www.mountangoatsoftware.com/agile/scrum/product-owner>]

PRODUCT OWNERS

FIND OUT WHERE YOU ARE RIGHT NOW.

Constantly validate direction decisions at every step of development

Always understand your clear pathway to achieving your product goals.

PRODUCT OWNERS

TAKE A DISCRETE STEP TOWARD YOUR GOAL

Work closely and often with **project managers** and **team leads** to identify features and prioritize tasks lists.

The best product owners show commitment by doing whatever is necessary to build the best product possible – and that means being actively engaged with their teams.

PRODUCT OWNERS

TAKE A DISCRETE STEP TOWARD YOUR GOAL

Help identify the smallest self-functional features that carry the product closer to the goal.

In return for the Scrum team's commitment to completing the selected user stories from the top of the product backlog, the product owner makes a reciprocal commitment to not throw new requirements at the team during the sprint. Requirements are allowed to change (and change is encouraged) but only outside the sprint. Once the team starts on a sprint, it remains maniacally focused on the goal of that sprint.

-Mike

Cohn[<http://www.mountangoatsoftware.com/agile/scrum/product-owner>]

PRODUCT OWNERS

ADJUST YOUR APPROACH AND GOAL BASED ON WHAT YOU LEARNED

Constantly measure*. You can't make adjustments if you don't have the information.

The accuracy of your plans falls precipitously the farther out it predicts. (2 weeks is common)

Your short **and** long-term project goals **should** change with more and newer information.

* Don't measure in a way that creates barriers to productive work.

PRODUCT OWNERS

THE COST OF FAILURE.

No one likes to fail.

Everyone fails. ALOT!

Failure is cheap when it's early

Fail Often. But fail early.

PRODUCT OWNERS

THE COST OF FAILURE.

[A]n epic failure at the end of a long cycle (6, 9, 12 months) is frowned upon... as it should be. Accordingly, this is the dig on the waterfall approach to developing software. At the end of the 12-month project, we may think we got it all right. We may have even worked double-time at the end to get there. But when the day comes to go live, we discover that what we created doesn't work like it should, isn't quite what the customer asked for 12 months ago, or the market has changed — and this thing we spent so much time creating is no longer valuable.

...

If we failed in agile, we failed at the 2-week mark, not at 12 months.

-Mike McLaughlin: The Agile

Coach[\[http://blogs.versionone.com/agile_management/2014/03/24/the-agile-coach-on-failure/\]](http://blogs.versionone.com/agile_management/2014/03/24/the-agile-coach-on-failure/)

PRODUCT OWNERS

REPEAT



Follow this pattern in **microcosm** and **macrocosm**

PROJECT MANAGERS

FIND OUT WHERE YOU ARE RIGHT NOW.

Your job is **not** to:

- Assign tasks
- Ask for etas or status updates
- Manage a backlog
- Owe your allegiance to any stake holder

PROJECT MANAGERS

FIND OUT WHERE YOU ARE RIGHT NOW.

Your job is to:

- Ensure stakeholders are participating with agility
- Clear roadblocks
- Deal with the politics & drama so the of the team doesn't.
- Coordinate project logistics
- Owe your allegiance to the product, not stakeholders

PROJECT MANAGERS

FIND OUT WHERE YOU ARE RIGHT NOW.

- Know the current project timeline
- Know what is needed technically to get there
- Know what blocking issues exist
- Know the priority and complexity of features
- Know the team's velocity
- Be prepared to negotiate to achieve the most valuable wins for the product

PROJECT MANAGERS

TAKE A DISCRETE STEP TOWARD YOUR GOAL

- Remove all obstacles to a team release **EVERY** sprint
- Begin removing roadblocks for upcoming sprints
- Negotiate with stakeholders for the biggest wins given the current velocity

PROJECT MANAGERS

ADJUST YOUR APPROACH AND GOAL BASED ON WHAT YOU LEARNED

- Assess whether sprint goals are still reasonable
- Help identify if feature priorities are still valid given (user/development/QA) feedback from last release
- Provide stakeholders with updated expectations and lessons learned
- Be transparent! Mitigate drama/politics
- Help facilitate periodic retrospectives so team can make adjustments

PRODUCT OWNERS

REPEAT



Follow this pattern in **microcosm** and **macrocosm**

DESIGNERS

YOU'RE IN A UNIQUE POSITION.

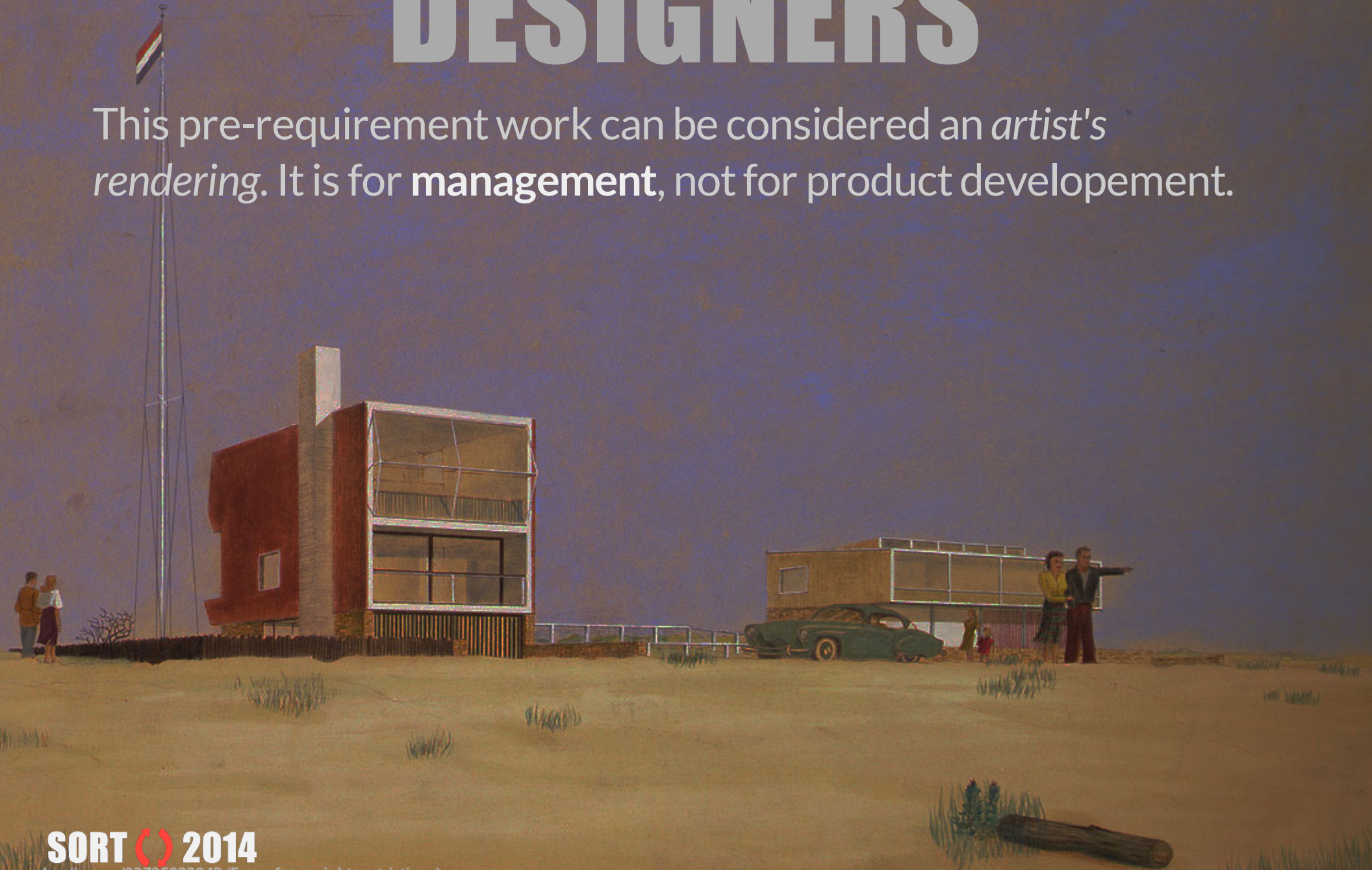
You may be tasked with providing high fidelity designs with

- No functional requirements
- No well defined goals
- No clear direction.

WHAT DO YOU DO?

DESIGNERS

This pre-requirement work can be considered an *artist's rendering*. It is for **management**, not for product development.



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[wnsnd.co/image/93785033948](https://www.wnsnd.co/image/93785033948) (Free of copyright restrictions)

IS AAN ZEE

ARCHITECTEN F.A. EN ALLERT

DESIGNERS

DESIGN COMPONENTS, NOT PAGES

DESIGNERS

DESIGN COMPONENTS, NOT PAGES



DESIGNERS

DESIGN COMPONENTS, NOT PAGES

This benefits design workflow

- Enforces consistency across product
- Ensures variations are intentional
- Reduces unnecessary repetitive work
- Easier to iterate over
- Closer to how the design is implemented
- Empowers Designers to truly own design

DESIGNERS

DESIGN COMPONENTS, NOT PAGES

This benefits the product team

- Allows for paralellization of work
- Keeps design closely involved for duration of product development
- Reduces translation errors from one form to another
- Facilitates better structured, maintainable front-end code

DESIGNERS

FIND OUT WHERE YOU ARE RIGHT NOW.

- Often step back to look at the current product holistically
- What are the unimplemented design components
- What is blocking or presenting design challenges
- What design components are presenting challenges to the devs
- How well is what has been released working from a UX perspective

DESIGNERS

TAKE A DESCRETE STEP TOWARD YOUR GOAL.

- Address issues blocking work moving from design to implementation
- Begin addressing UX feedback from released product
- Address holistic issues one at a time

DESIGNERS

ADJUST YOUR APPROACH AND GOAL BASED ON WHAT YOU LEARNED.

- Update individual component UX methodologies as needed
- Fine tune how components experientially interact with each other
- Assess whether workflow and tools can be improved

DESIGNERS REPEAT.



Follow this pattern in **microcosm** and **macrocosm**

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THE CHURCH OF
JESUS CHRIST
OF LATTER-DAY SAINTS

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