# AGILE:

"Are we there yet?"

**Stephen Gristock**
**March 2024**

NOTE: A copy of these slides will be made available post event

# Today's Topic

This session will focus on the evolution of the Agile movement so far, and what the future may look like. We will briefly explore:

- Agile Origins
- Codifying Agility (standards & models)
- Framework Proliferation (why and what)
- Where does Project Management fit?
- What Next?
- Key Takeaways



Please drop questions in chat as we go along, and we will tackle them towards the end

# Agile Experience Poll

Before we start let's quickly determine how familiar you are with Agile

**Only when instructed**, using chat, please self-rate your current Agile knowledge and experience, by entering a number ranging 1-5 using this as a guide:

**1** (I'm a total newbie, with no significant knowledge)

**2** (I'm vaguely familiar with concepts, but with no direct experience)

**3** (I've experience in Agile role, with a working knowledge of methods)

**4** (I'm a veteran Agile adept, credentialed with deep experience )

**5** (I'm an expert, a recognized industry thought leader)

# Drivers for Change: Why Agile?



Why do we continually plan and execute our technology projects as if there is no uncertainty?

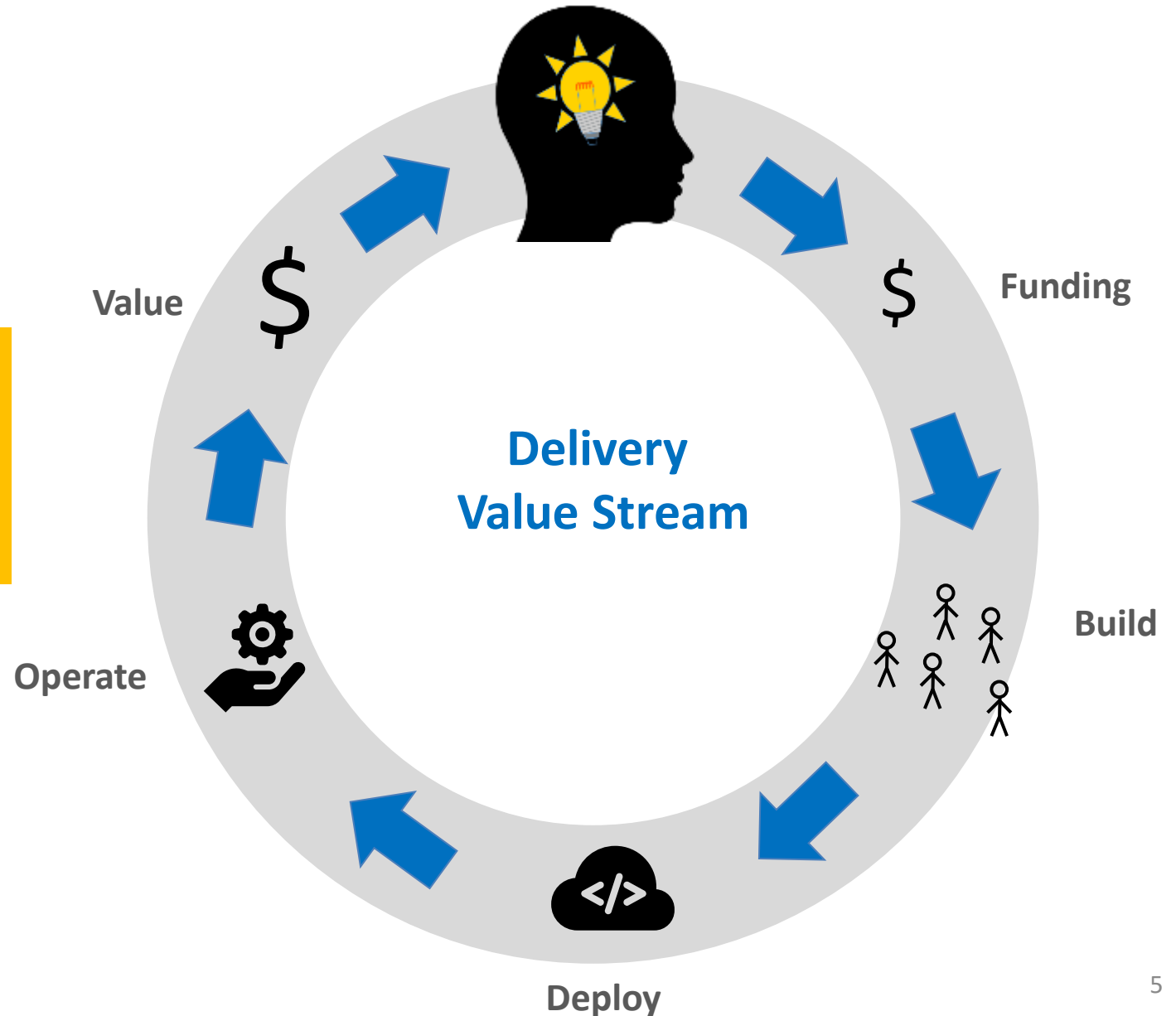|  | Successful | Challenged | Failed |
|---|---|---|---|
| Agile | 42% | 49% | 9% |
| Traditional | 14% | 57% | 29% |
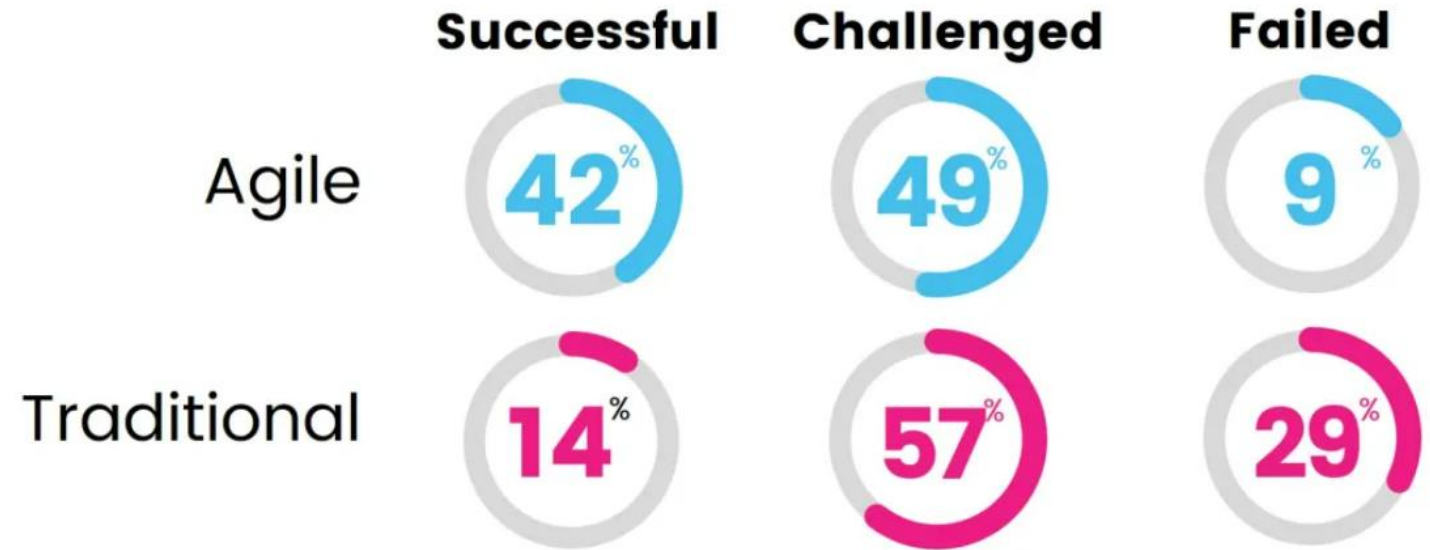
Source: Standish (2020) CHAOS Report

Source: Standish Group, Chaos Report, 2020

# What is the Ultimate Goal of Agile?

Optimized delivery of <u>value</u> in
the face of
uncertainty, risk and change.



**Delivery
Value Stream**

Value

Funding

Build

Deploy

Operate

# Agile Origins & Influences

**Manufacturing**



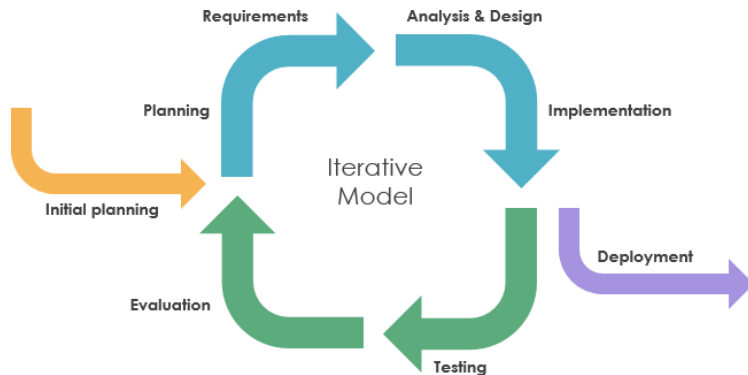**Manifesto/Methods**



**Lean Thinking**



**Team Adoption**



**Science & Iterative Development**



**Tech Boom**



**Evolutionary Planning & Teamwork**

# Frameworks: What & Why



All models are **wrong**, but some are useful.

- George Box
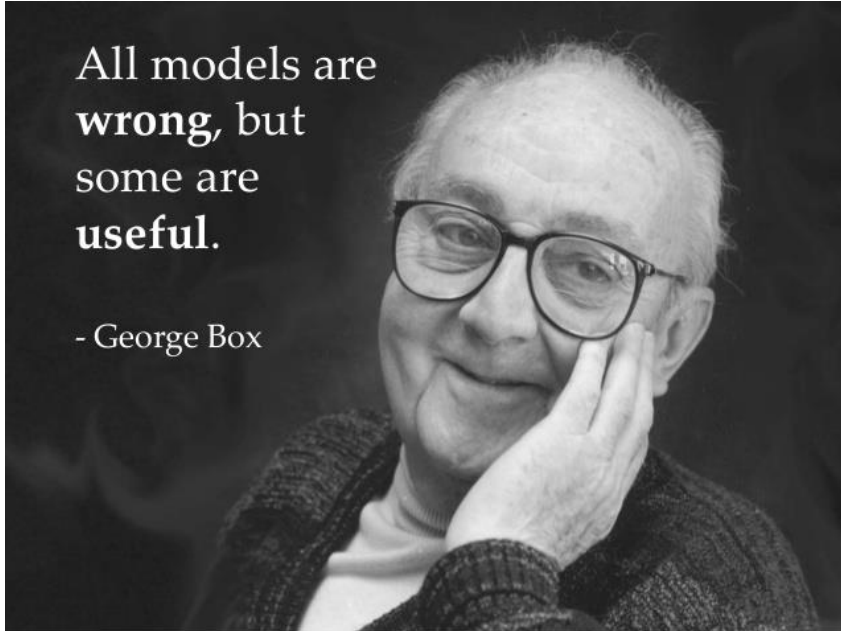
- Alignment (teams & stakeholders)

- Convergence of roles & practices

- Shared concepts

- Common reference & terminology



## Agile

Crystal AUP Crystal Clear
Agile DAD DSDM
Extreme Programming XP
Lean software development
Lean Iterative SAFe Scrum-ban
FDD Kanban Scrum
Agile Modeling Agile Unified Process
Adaptive Software Development Disciplined Agile Delivery Scaled Agile
Dynamic Systems Development Method
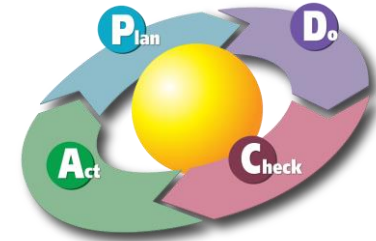Feature Driven Development
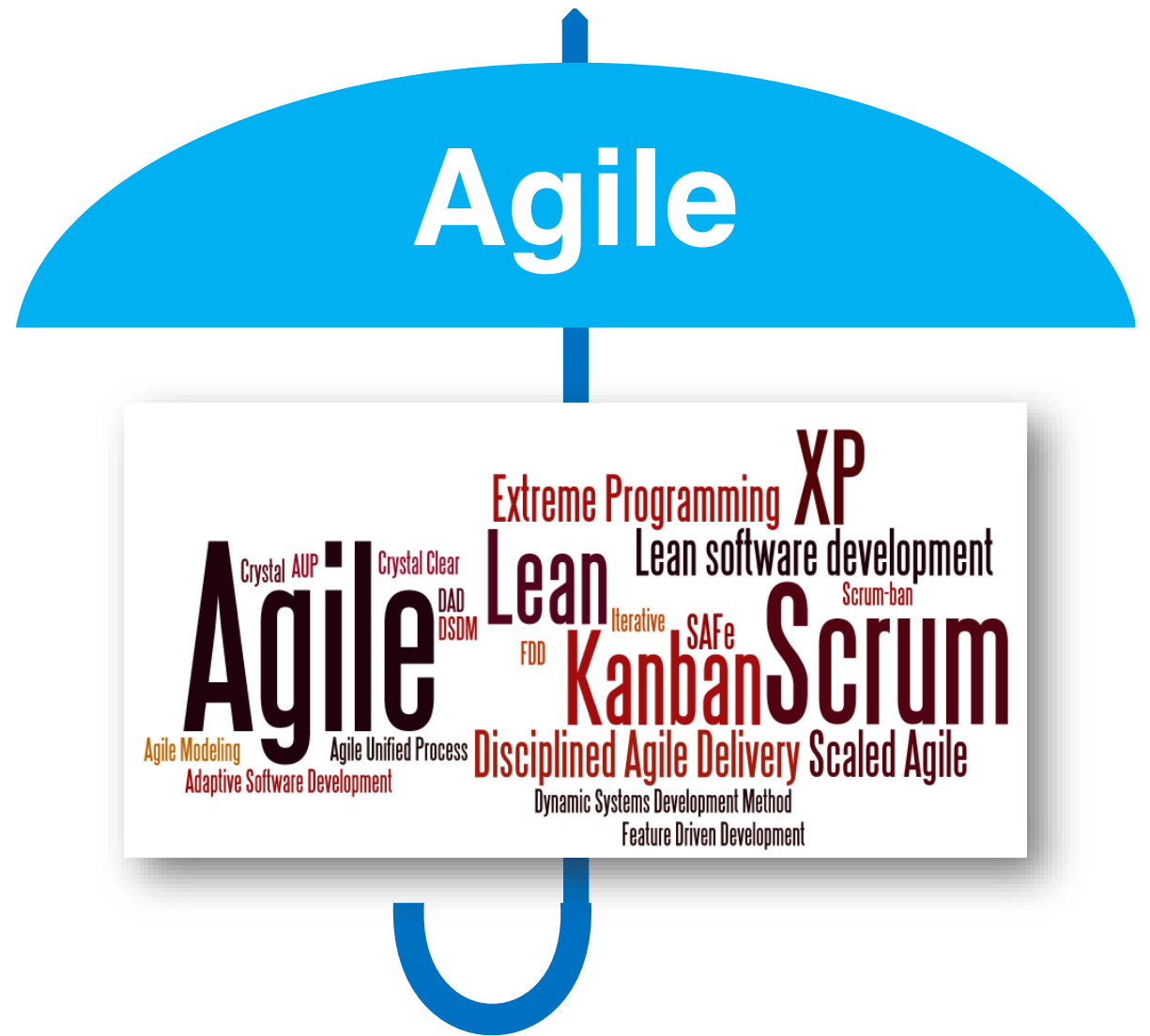
**WHAT ABOUT DISCIPLINED AGILE (DA)?**
It's an agnostic, hybrid tool kit that guides the selection and harnessing hundreds of Agile, Lean, and traditional strategies
**DA IS A TOOLKIT - NOT A FRAMEWORK**

# Summary of Some Agile Attributes & Traits

**Small Increments**

**Self Organized x-functional Teams**

**Time-box Work**

**Relentless Improvement**

**Culture & Mindset**

**Client Focus**

**Make Work Visible**

**Drive Value**
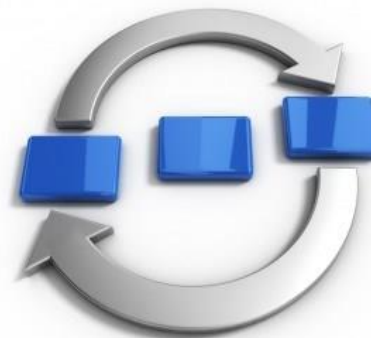
**Adaptive: Fast Feed-back Loop**
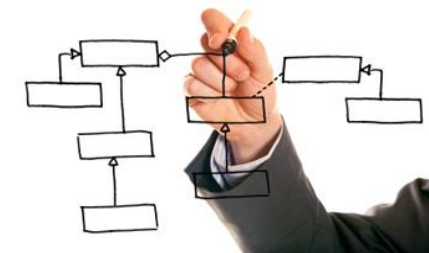
**Optimized Workflow**

# Team Agile: Scrum

# Compare: Waterfall vs. Team Agile

## Waterfall

- Large batch delivery
- Delayed feedback
- People working in silos
- Managing to milestones

**Linear Delivery**

Requirements → Design → Development → Test

Artifacts · Artifacts · Untested System · System

## Agile

- Small Team
- Mini batches
- Continuous feedback
- Teaming/transparency

Agile Teams
Product Owner
Scrum Master

**Incremental delivery**

# Growing Up – Here Comes Scaled Agility!

- Early Agile methods focused almost exclusively on software development in the product life cycle

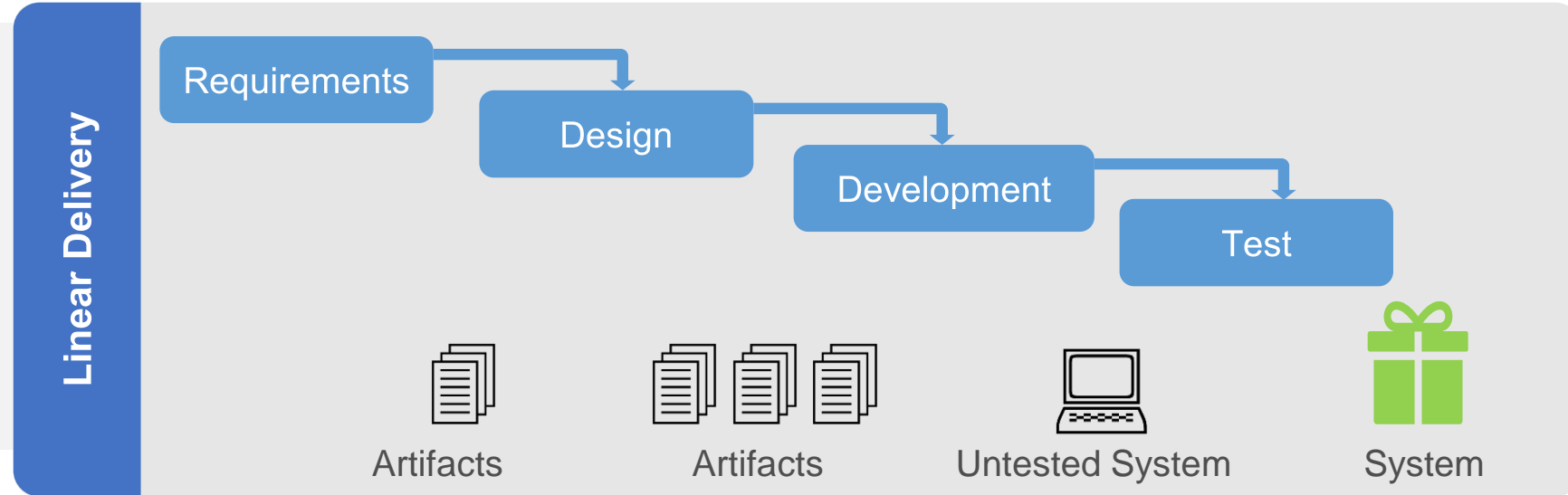- Slowly organizations recognized that their gains were limited by upstream/downstream legacy activities

- Over time, the Agile focus expanded to other technical/I.T. groups and more recently beyond (marketing, ops, sales, HR)

- Now Lean Thinking, Scaled Agile, Business Agility and DevOps all seek to address these constraints in a more holistic fashion
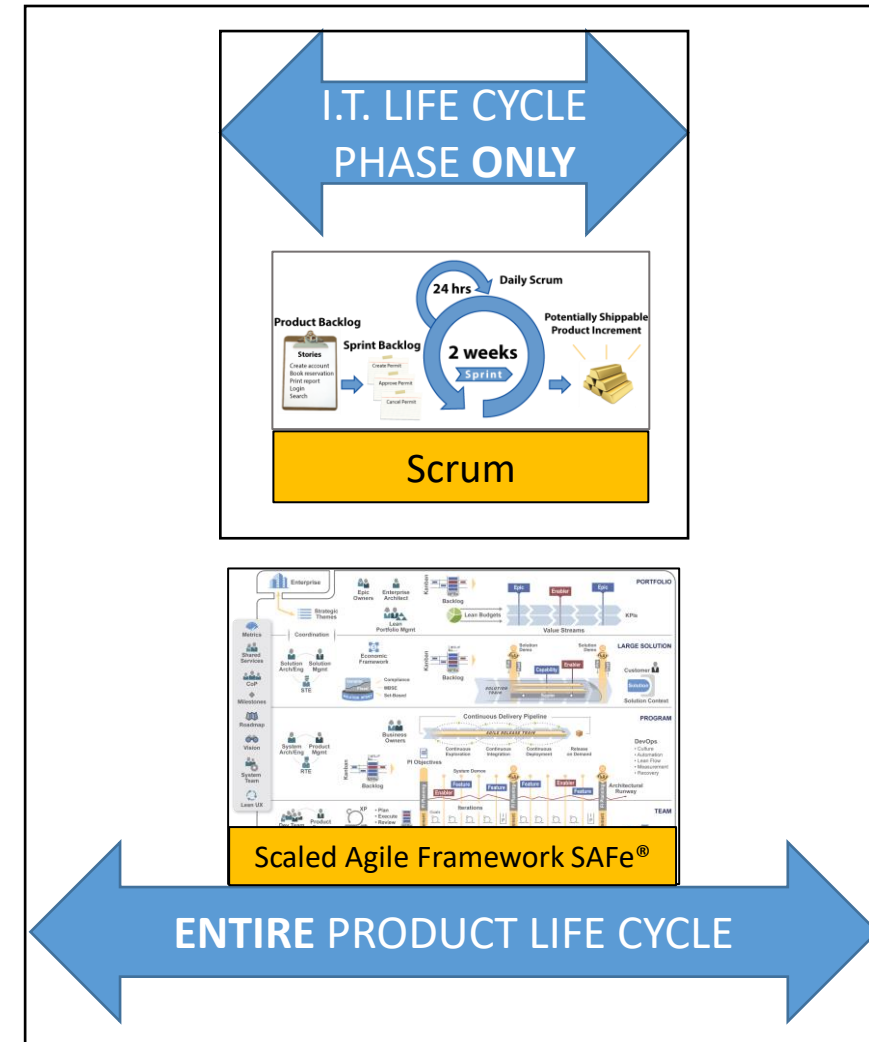
# Scaled Framework Example – Assembled from Teams

TO TEAM OF TEAMS

12
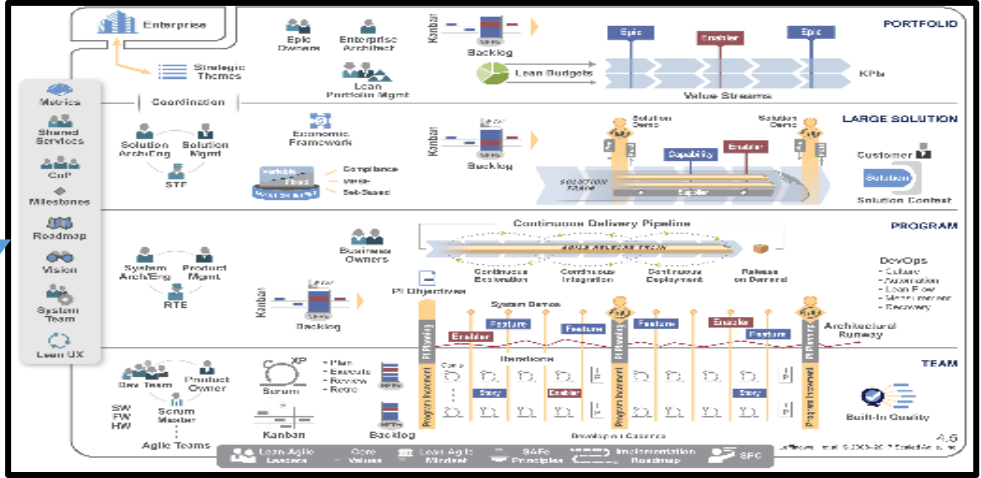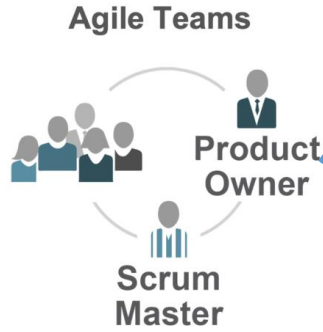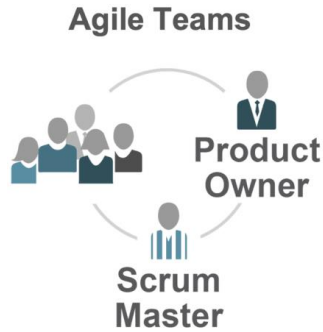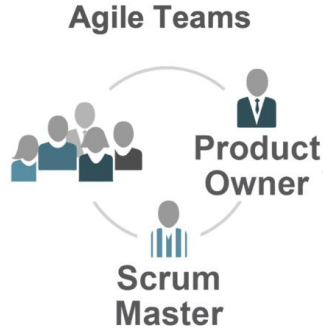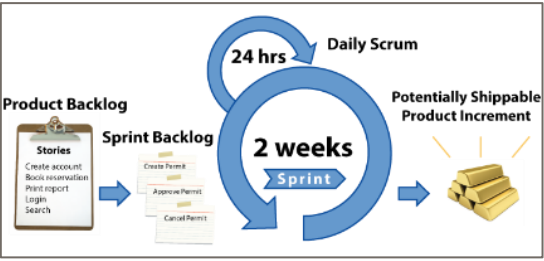
# Scaled Agile Landscape: Model Popularity

Some prevalent Scaling models:

- SAFe – Scaled Agile Framework
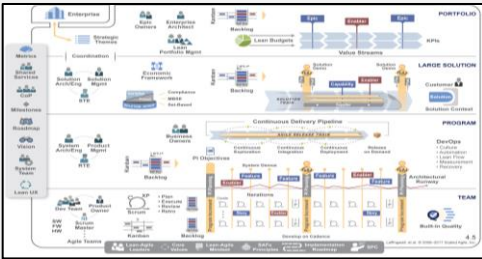


- LeSS – Large Scale Scrum
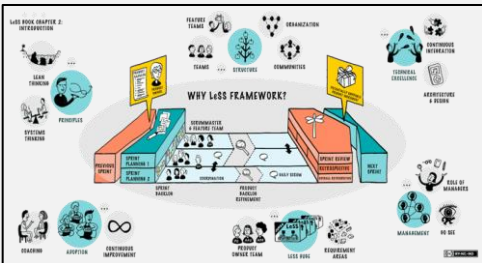


- S@S – Scrum at Scale
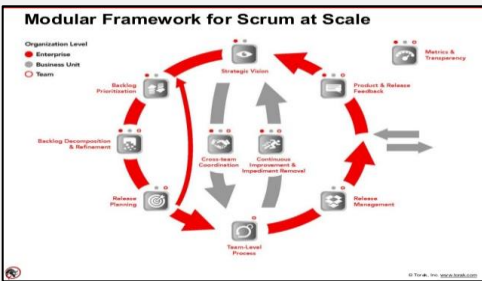


Over half of respondents say the Enterprise Agile framework they are currently leveraging is SAFe while over one-quarter are leveraging Scrum@Scale/Scrum of Scrums



| Framework | Percent |
|---|---|
| Scaled Agile Framework (SAFe) | 53% |
| Scrum@Scale/Scrum of Scrums | 28% |
| Lean Management | 8% |
| Agile Portfolio Management (APM) | 7% |
| Spotify Model | 7% |
| Enterprise Scrum | 6% |
| Large Scale Scrum (LeSS) | 6% |
| Disciplined Agile (DA) | 3% |
| Nexus | 3% |
| Recipes for Agile Governance in the Enterprise (RAGE) | 1% |
| Some other framework | 8% |
| Not at all sure | 15% |
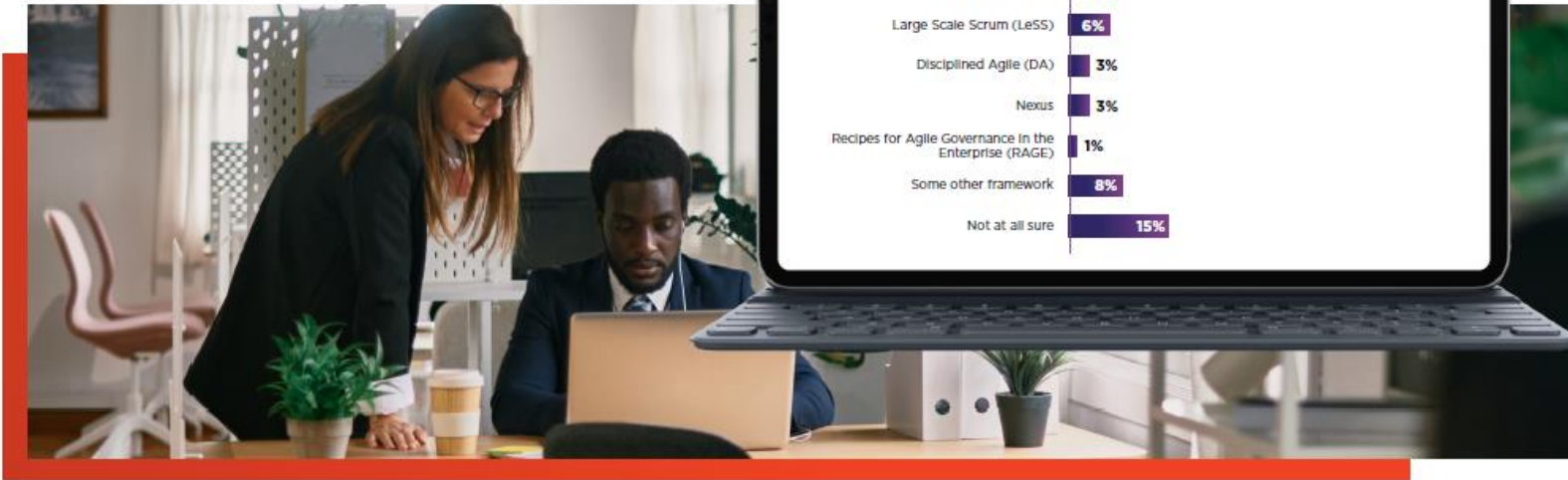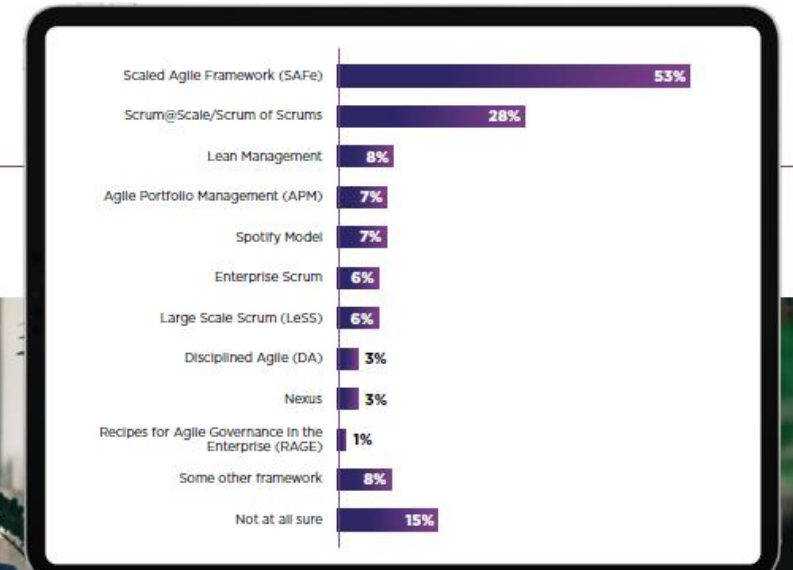
Courtesy of 16th State of Agile Report

# The Agile Program Office – a Quick Word

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                    ┌─────────────┐
                    │   Agile     │
                    │   PMO/PO    │
                    └─────────────┘
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| Strategic Planning & Tracking | Continuous Improvement | Project Delivery Support | Governance |
|---|---|---|---|
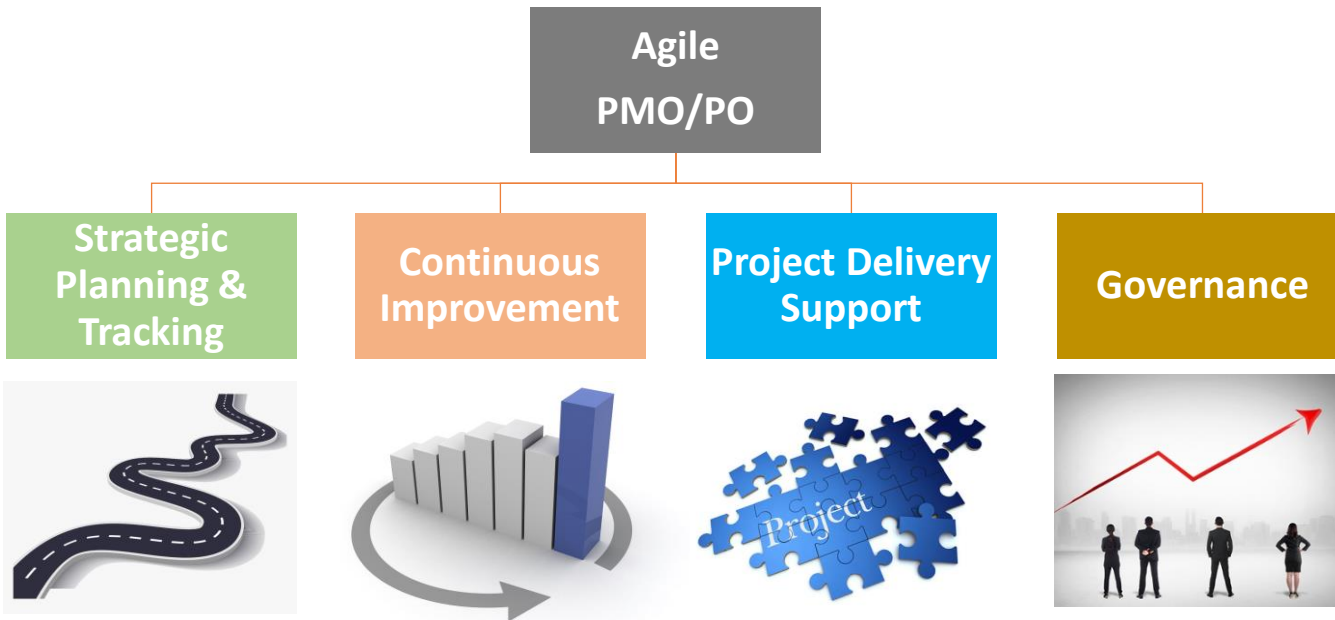
- Lean Portfolio Mgt (Pipeline)

- Drive Improvement & Transformation

- Agile Project Delivery Cadre

- Governance, Metrics & Reporting

14

# Are We There Yet? – Some Concluding Observations

So, have we reached our destination?

It's really a non-question!

- Increasingly Teams, Organizations and Enterprises continue to aspire to enhance their Agility – there is no end to improvement, it's an intrinsic part of "being Agile"

- Effective Frameworks seek to continuously evolve based upon experiential learning and new ways of thinking

- AI will/is impact(ing) all human endeavors – including the use of Agile – it will aid and reshape the way we design/develop/operate
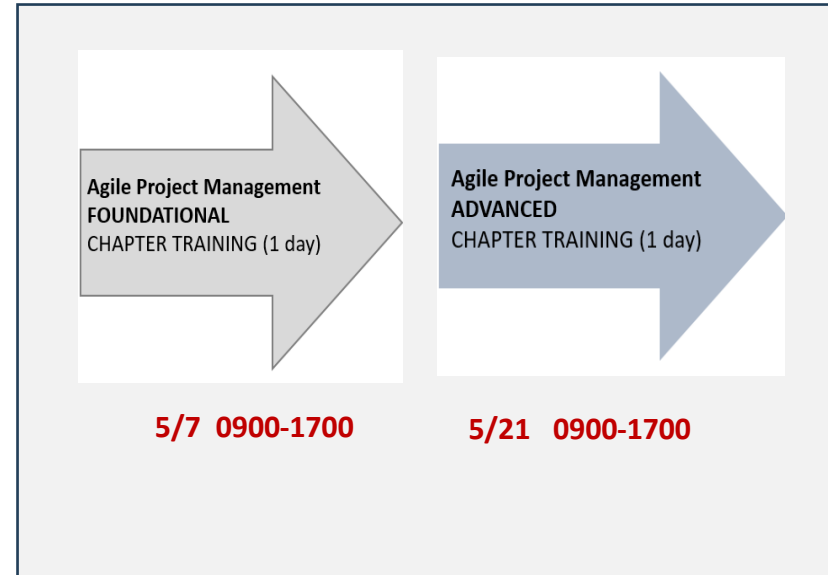
Agile will continue on its evolutionary journey…

# NYC & LI Chapters Joint Agile Training

## Spring'24

Agile Project Management
FOUNDATIONAL
CHAPTER TRAINING (1 day)

Agile Project Management
ADVANCED
CHAPTER TRAINING (1 day)

**5/7   0900-1700**        **5/21   0900-1700**

## Fall '24

Agile Project Management
FOUNDATIONAL
CHAPTER TRAINING (1 day)

Agile Project Management
ADVANCED
CHAPTER TRAINING (1 day)

**9/24   0900-1700**        **10/29   0900-1700**
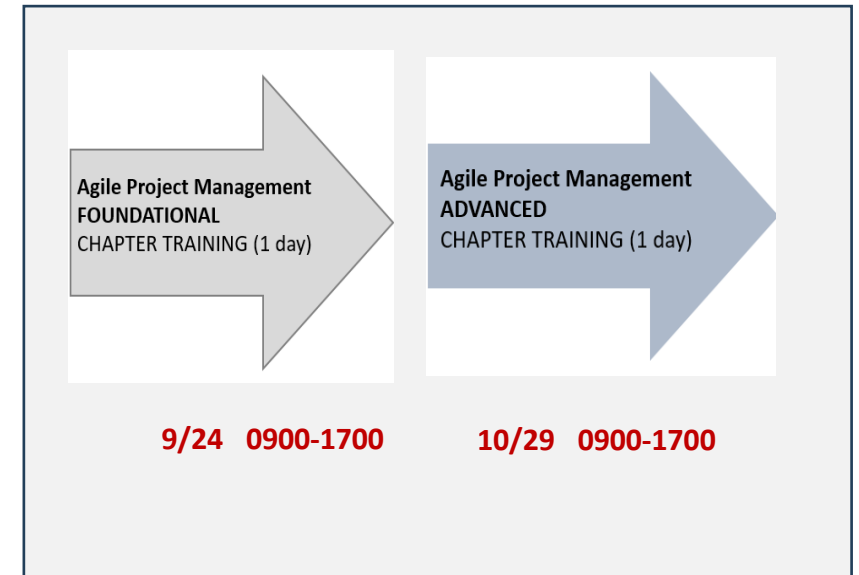
- Discounted custom built courses for chapter members
- Earn PDUs!
- See the event calendar on your chapter's website for details

# Quick Q&A



Let's address any questions in chat

# Your Presenter



**Stephen Gristock – Agile Adoption Specialist**

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Originally from Wales (UK), Stephen has a background in model-based process improvement acquired as a consultant, practitioner and implementation leader.

Specializing in pragmatic Lean-Agile solutions, he has all the usual credentials. He has served as a member on both the SEI's and PMI's Development Teams and ran the Long Island chapter's Agile group for five years.

Having managed several successful Agile transformation initiatives (with the scars to prove it), Stephen firmly believes in the ethos of - "doing it, before you lead/teach/coach it".