We once thought we’d be developing like this...

But sometimes it feels more like this:
Originally from Wales (UK), Stephen has an extensive background in model based process improvement acquired as a consultant, practitioner and implementation leader. Specializing in Lean-Agile solutions, he is a CSM, CSPO, SAFe SPC, ISO auditor, S@S, PMI-ACP, PMI-PMP, SEI Lead Appraiser and Trainer. He has also served as a member on both the SEI’s and PMI’s Development Teams. Having managed several corporate agile transformation initiatives, he now leads Eliassen Group’s Agile advisory and training services in NY.
OUR OBJECTIVES FOR THIS SESSION

- The Business Agility imperative
- Conduct a quick tour of the Lean Agile requirements hierarchy, roles and practices
- Stimulate discussion and ideas for follow-up action
AGENDA

1. Agile 101
2. Facets of Business Agility
3. The Journey to Value
4. Practices & Techniques
5. Quick Q&A
1. Agile 101
WHAT IS THE ULTIMATE GOAL OF AGILE?

Value

What a Customer wants or needs (is willing to pay for)

Agile seeks to Optimize delivery of value in the face of uncertainty, risk and change
SOME KEY ATTRIBUTES OF LEAN AGILE

- Small Increments
- Make Work Visible
- Eliminate Waste
- Drive Value
- Time-box Work
- Self Organized x-functional Teams
- Adaptive: Fast Feedback Loop
- Relentless Improvement
- Quality - TDD/Acceptance
TEAM LEVEL: SCRUM BIG PICTURE

Input from Company Goals, Stakeholders, Customers, etc.

Product Vision and Roadmap

Product Owner

Backlog Items

Development Team

Unplanned Requests (e.g. Support)

Scrum Master

Daily

Daily Scrum

2-Week Sprint

Definition of Ready

Definition of Done

Backlog Refinement

Sprint Backlog

Sprint Planning Meeting

Sprint Review

Finished Work

Sprint Retrospective

Unplanned Requests (e.g. Support)

Artifacts

Roles

Events
Early Agile methods focused almost exclusively on software development

Over time the focus expanded to other technical/I.T. groups

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

Now Lean Thinking, Scaled Agile, Business Agility and DevOps all seek to address these constraints
2. Facets of Business Agility
WHICH SCENARIO IS BETTER?

90% of our Deliverables are Complete

All of our Deliverables are 90% Complete

STOP STARTING – START FINISHING!
Low transparency, making inspection and adaptation difficult
INCREMENTAL DELIVERY THROUGH AGILE

Waterfall
• Large batch transfers
• Delayed feedback
• People working in silos
• Managing to milestones

Agile
• Small batches
• Continuous feedback
• Teaming/transparency
• Managing to milestones

Linear Delivery
- Requirements
- Design
- Development
- Test

Artifacts
Untested System
System

Incremental delivery
3. The Journey to Value
Requirements Hierarchy
BREAKING DOWN WORK INTO BUILDABLE UNITS

Vision

Business Stakeholder

Epics/Features (MVP)

Product Manager

Stories

Product Owner

Less Detail

More Detail
A succinct statement that projects intent and value and builds alignment
SUPPORTING EPIC/FEATURES (VACATION EXAMPLE)

Epic: a large chunk of value which typically breaks into smaller pieces

Feature: a more defined component of parent Epic

Set up our vacation preferences

Find a place to go

Arrange our travel

Arrange our lodging

Plan for fun!

Buy helpful travel items
### MINIMAL VIABLE PRODUCT (MVP)

**What the provider thinks is needed for the customer to use a product or service**

- Set up our vacation preferences
- Find a place to go
- Arrange our travel
- Arrange our lodging
- Plan for fun!
- Buy helpful travel items
As a travel agent I would like to issue credit when a customer cancels a refundable flight, so that I can take care of the customer while observing airline refund rules.
4. Practices & Techniques
Quick Tour of Discovery, Refinement, Tracking & Governance
THE PRODUCT BACKLOG

- The Product Backlog is an ordered list of requirements from highest to lowest priority
- Responsibility of the Product Owner
- The teams works in partnership with the Product Owner to refine and size items during the Backlog Refinement sessions
PRODUCT DISCOVERY TECHNIQUE: EXAMPLES

STORY MAPPING

PERSONAS

Mike the Fleet Manager
Age: 36
Location: Reno, Nevada, USA
Manages: 50 vans, 80 part-time and full-time drivers

“I started my own courier van service when I was 18. I did everything – delivery, managing the vehicles and handling customers. During the last recession I had to shut down my company – but that’s OK, because I was getting tired of working alone. I’m now the Fleet Manager for big company. Driver safety is my top priority.

I have an office but I’m in constant motion – my tablet is more useful than my desktop computer.

I used to be a driver and driver safety is a personal priority.

My vans need to be on the road – a van in the shop doesn’t make me any money!

I need to be able to respond quickly to emergencies.

Reno weather is hard on vans. I think my maintenance schedule is better than what TTC recommends.

I learned Spanish and some Vietnamese to better communicate with my drivers.
“However beautiful the strategy, you should occasionally look at the results.”

Winston Churchill
The Agile Team meets daily for 15 minutes to synchronize and plan for the next day.

Longer topics are discussed outside of the Daily Scrum.

The Scrum Board promotes transparency by serving as an information radiator.
SPRINT REVIEW & RETROSPECTIVE

- Did we meet our planned commitment?
- Did we meet the needs of the client?

- Can we improve our process/protocols?
- What do we need to improve product quality?
5. Quick Q&A
RECAP AND FINAL Q&A

So, during this session we covered:

1. Agile 101
2. Facets of Business Agility
3. The Journey to Value
4. Practices & Techniques
5. Quick Q&A