Developing the Agile Mindset for Organizational Agility

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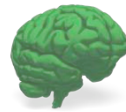
@ShannonEwan, @ICAgile

Who is here today?

...And Why?

To kick things off…

What

is

Agile?

Agile is a mindset

[that in software world is]

Established through 4 values

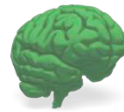Grounded by 12 principles, &

Manifested through many many different practices

A mindset is the established set of attitudes held by someone

- Welcoming Change
- Failing Early
- Value-Driven Delivery
- Small increments and Feedback loops
- Learning through Discovery
- Continuous Improvement

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Agile is a mindset
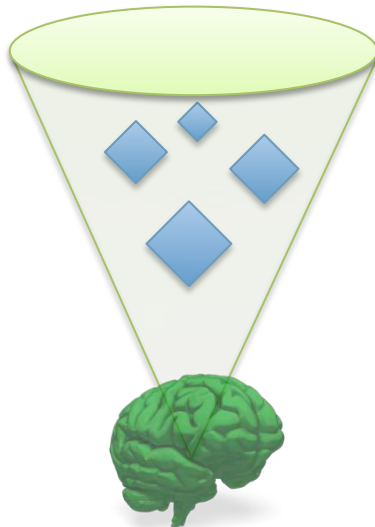
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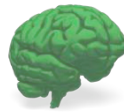Established through 4 values

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many different practices

A Value is an established ideal that
individuals or the members of a given
group regard as desirable

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

Agile is a mindset
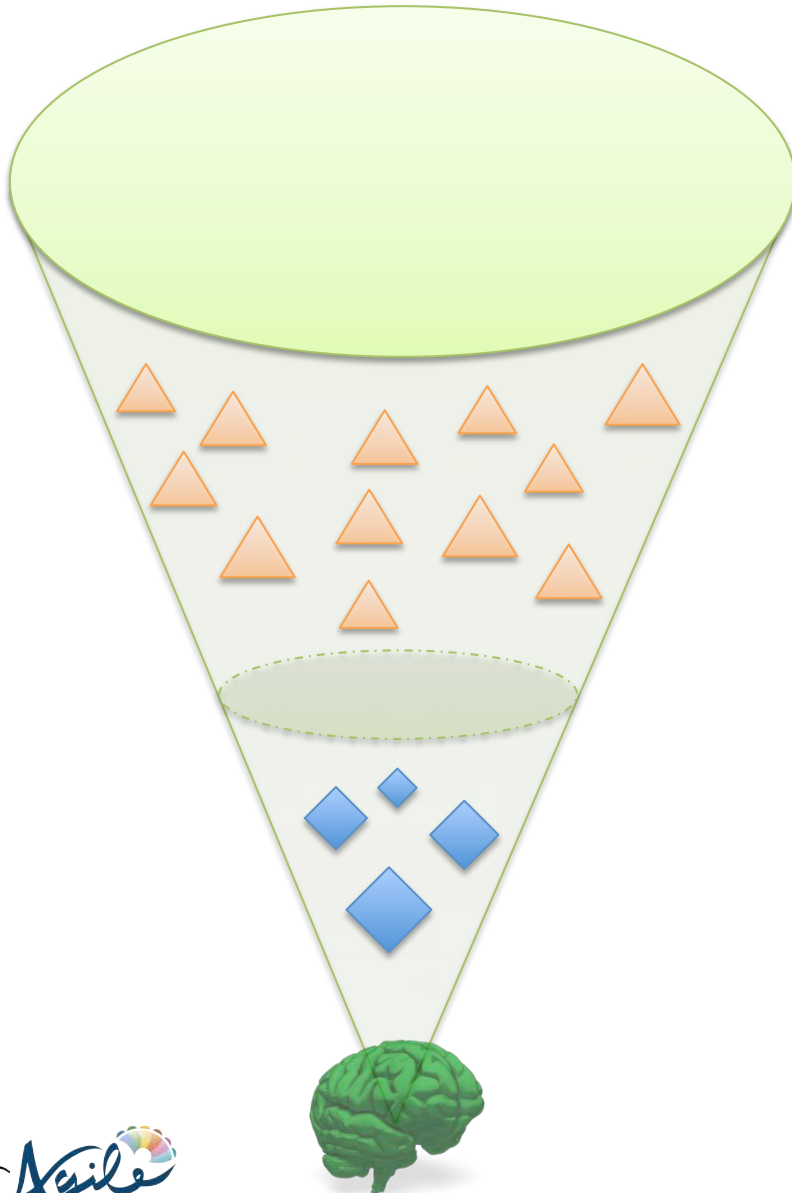
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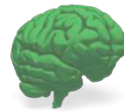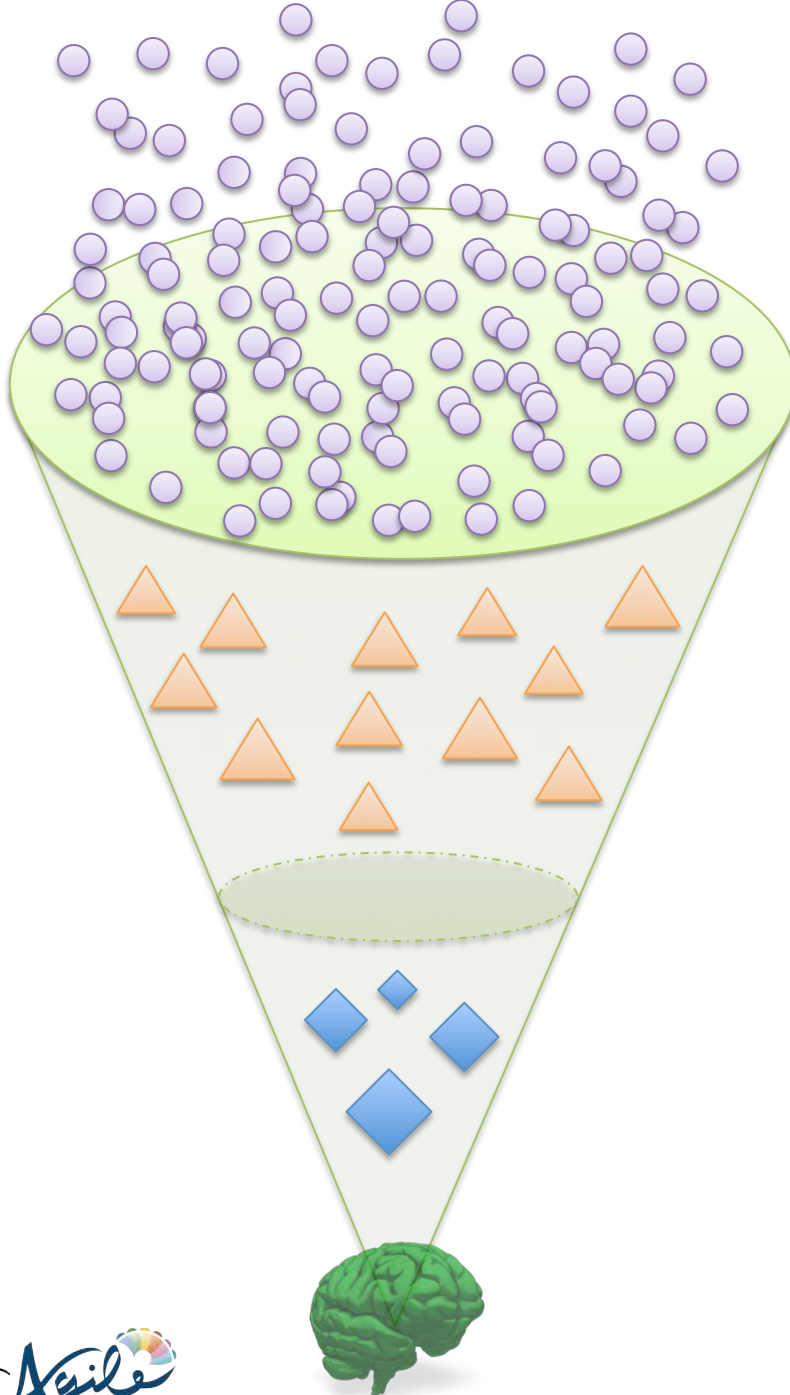
◆ Established through 4 values

▲ Grounded by 12 principles, &

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1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

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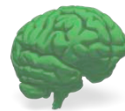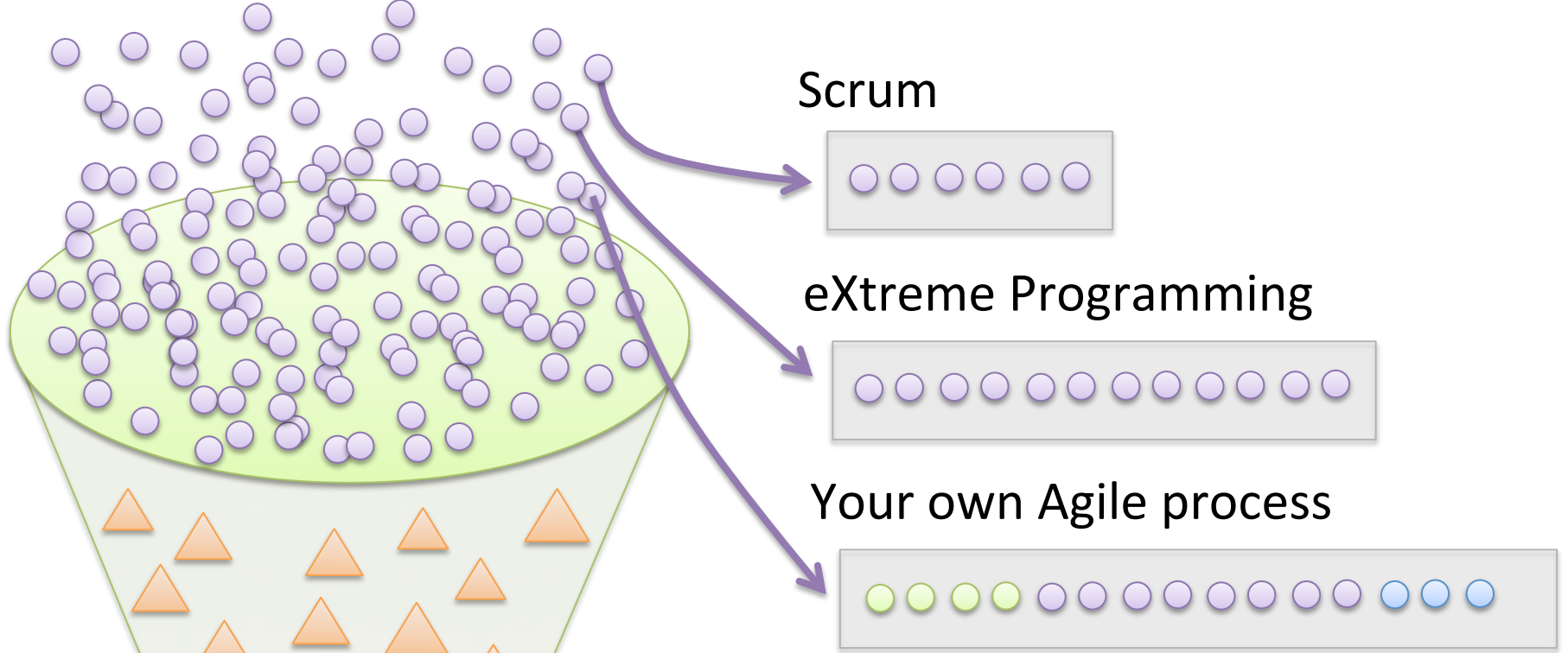
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Product visioning
Project chartering
Affinity (relative) estimation
Size-based (point) estimation
Planning poker
Group estimation
Value-based documentation
Prioritized product backlog
User stories
Progressive elaboration
Personas
Story maps / MMF
Story slicing
Acceptance tests as requirements
Short iterations
WIP Limits
Early and frequent releases
Roadmapping
Velocity-based planning and commitment
Iteration planning / Iteration backlog
Release planning / Release backlog
Time boxed iterations
Adaptive (multi-level) planning
Risk backlog
Team structure of VT / DT
Pull-based systems
Slack
Sustainable pace

Frequent face-to-face
Team chartering
Cross-silo collaborative teams
Self-organizing teams
Cross-functional teams
Servant leadership
Task volunteering
Generalizing specialist
Tracking progress via velocity
Burn-up/burn-down charts
Refactoring
Automated unit tests
Coding standards
Incremental/evolutionary design
Automated builds
Ten-minute build
Monitoring technical debt
Version control
Configuration management
Test driven development
Pair programming
Spike solutions
Continuous integration
Incremental deployment
Simple design
End-of-iteration hands-on UAT
Automated functional tests
Automated developer tests (unit tests)
Exploratory testing
Software metrics

Scrum

eXtreme Programming

Your own Agile process

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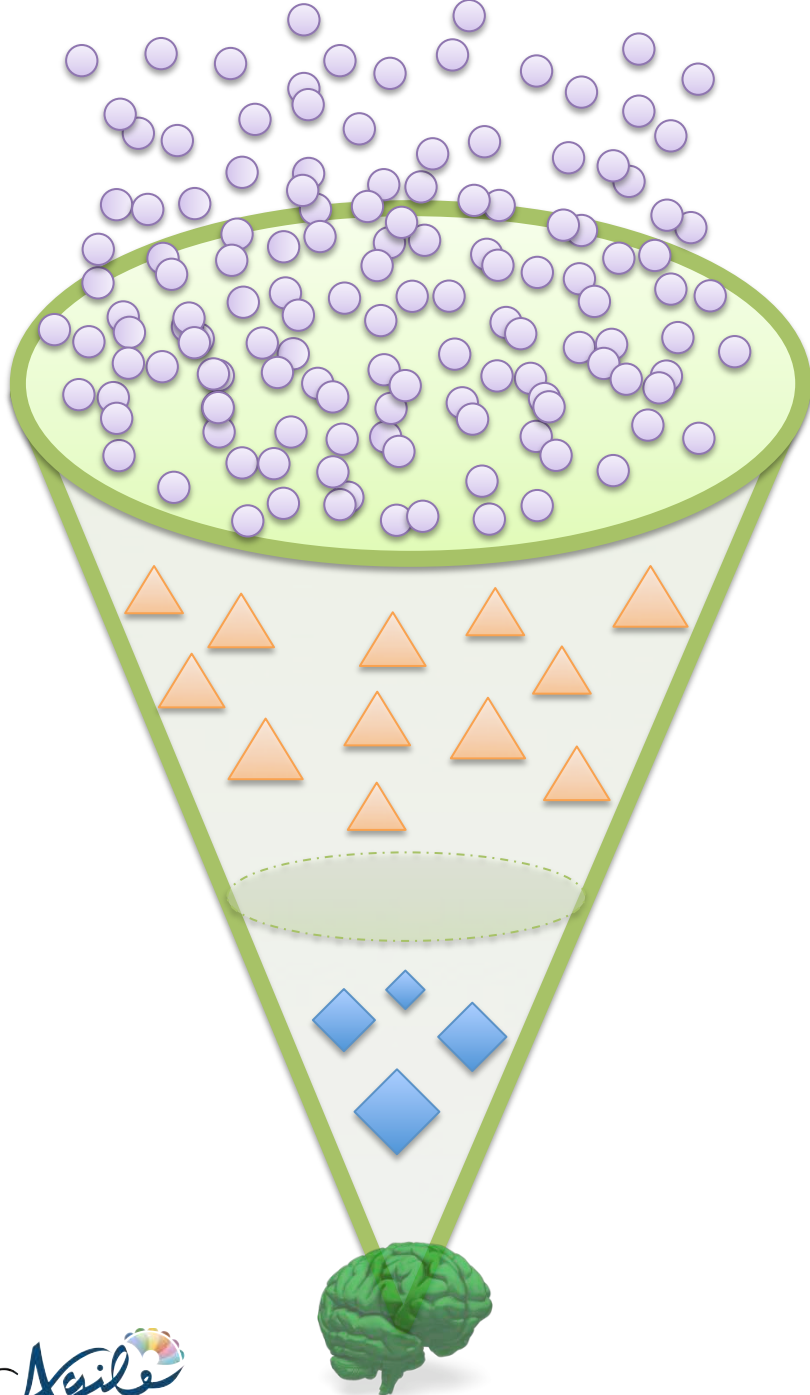
Implementation of Agile Practices

Doing Agile
Learning the practices and applying them without know the mindset and principles to know when to tailor and how to select the appropriate practices

Being Agile
Internalizing the Mindset, values, and principles then applying the right practices and tailoring them to different situations as they arise

Agile as a Mindset and Culture

A view of the Doing of Agile vs. the Being of Agile

	9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5
Day 1								
Day 2								
Day 3								
Day 4								
Day 5			**Being Agile**					
Day 6								
Day 7								
Day 8								
Day 9								
Day 10					**Doing Agile**			
Other								

78%

22%

WHAT DOES IT MEAN TO BE AGILE?

There is the plan...

Then there's...

What happens on the field

What problems are we trying to solve by being Agile?

Delivering the Wrong Product or System!

What else are we trying to solve?

Highly Empirical Processes

© Joselin Ramos

Require us to Inspect and Adapt

If not...

What is our

established set of beliefs and approaches

to enable success when there is
Uncertainty?

Focusing on Value

Learning through Discovery

Failing early

Collaborating

BE AGILE YOU MUST

AND SUCCEED YOU WILL

Inspecting and Adapting

How does

understanding that agile is a mindset

relate and contribute to

Organizational Agility?

First, what benefits to we get from organizational agility?

To Transform or Not To Transform

Organization	**Agile is a "nice to have," and a buzzword, but we can survive without it**	**Agile is viewed as a necessity for the survival / success of the organization**
Team	Executive Exploration Cautious Commitment Highly Constrained "Green Light"	High Level Executive Commitment No Proof Needed for Agile Unconstrained "Green Light"
Individual	Lower energy among individual contributors about Agile due to lack of buy-in or perceived increase in workload	Very high energy among individual contributors about Agile and what it will do for their work environment / satisfaction

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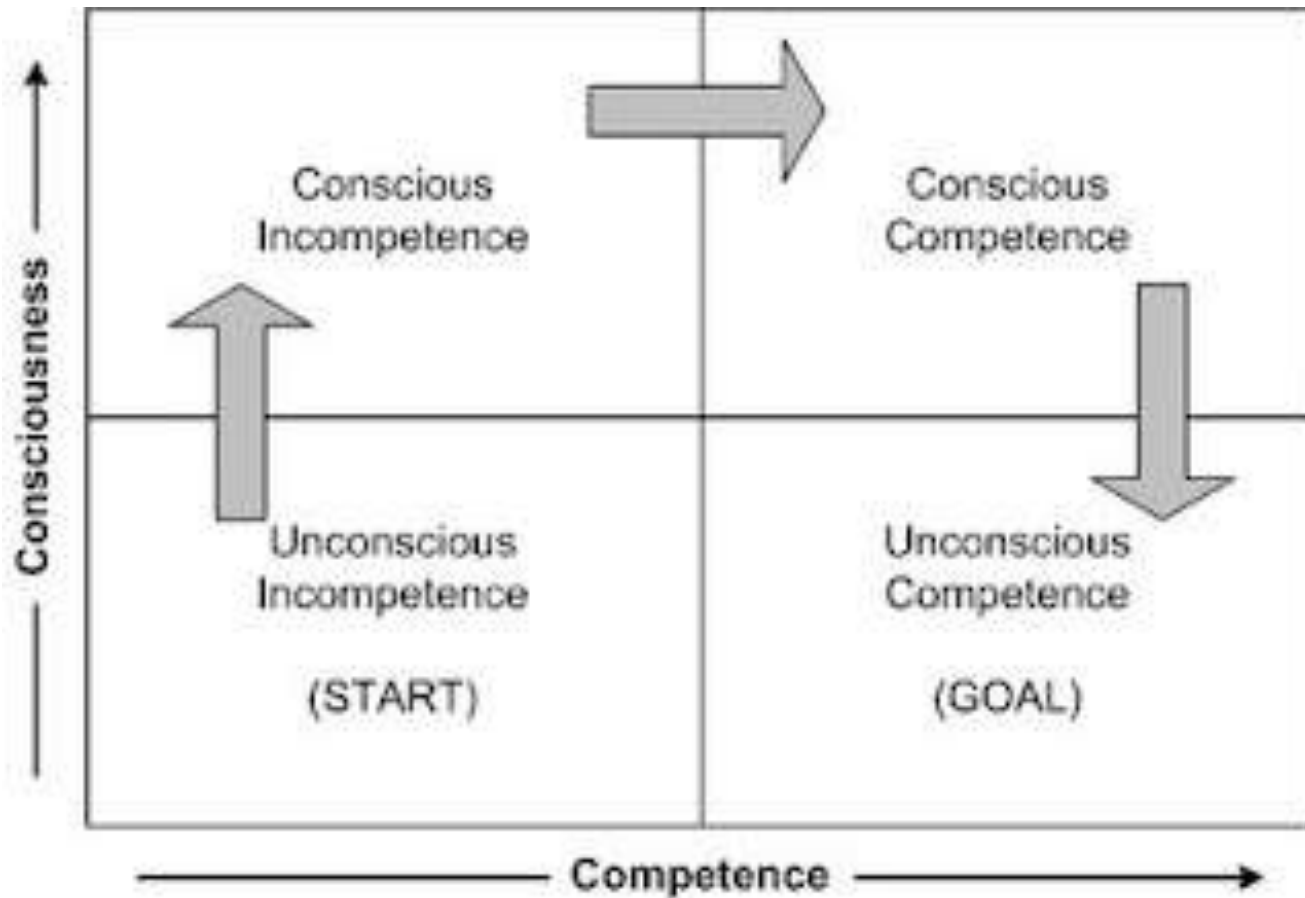International Consortium for Agile

Now, how do we get there?

How do we get anywhere...

we have never been before?

Competence Learning Model

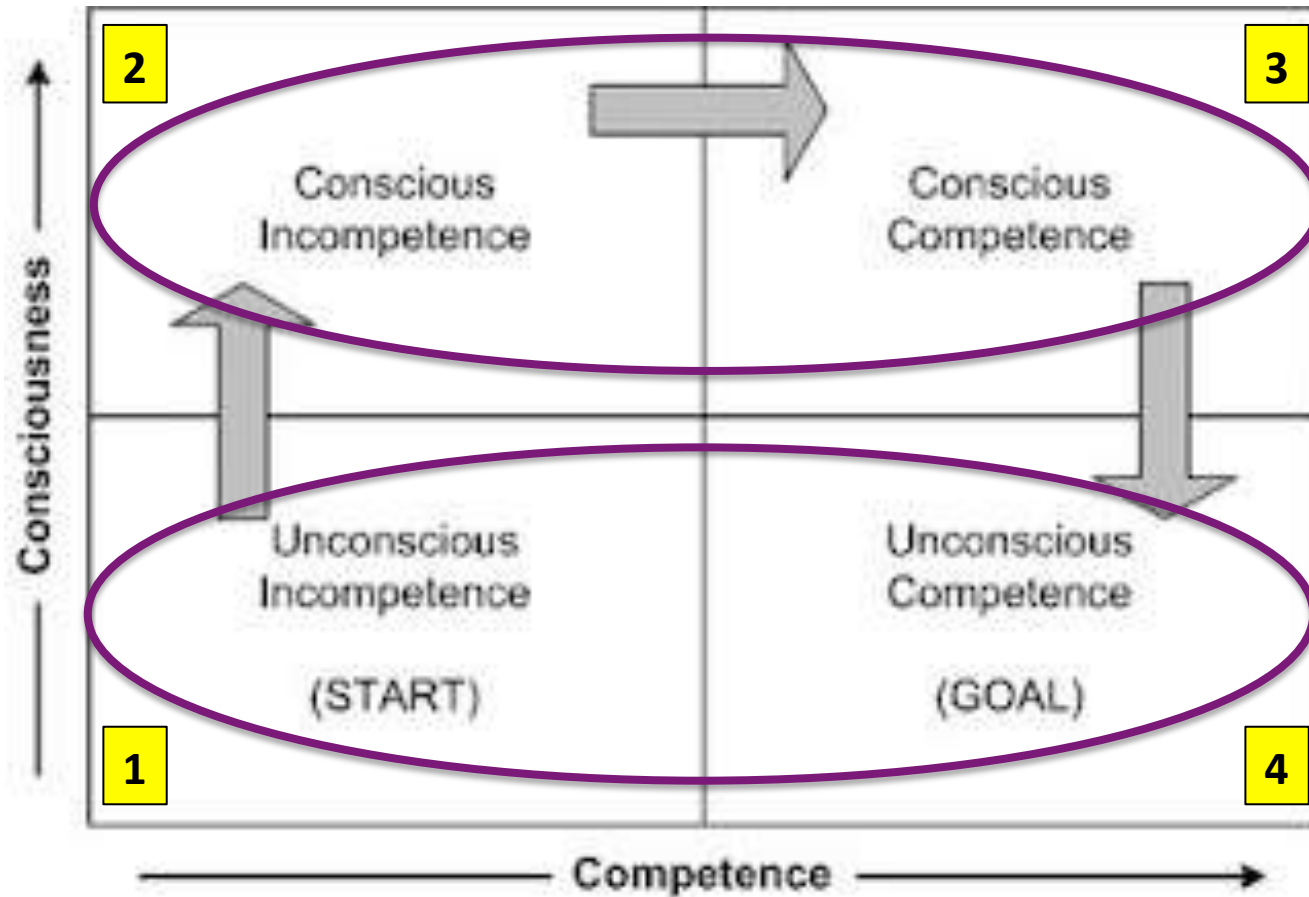Model credited to Noel Burch of Gordon Training International
Picture from: http://examinedexistence.com/the-four-states-of-competence-explained/

The Four Stages Explained

1. **Unconsciously Incompetent** – *"I don't know what I don't know"*

2. **Consciously Incompetent** – *"I know what I don't know"*

3. **Consciously Competent** – *"I grow and know and it starts to show"*

4. **Unconsciously Competent** – *"I simply go because of what I know"*

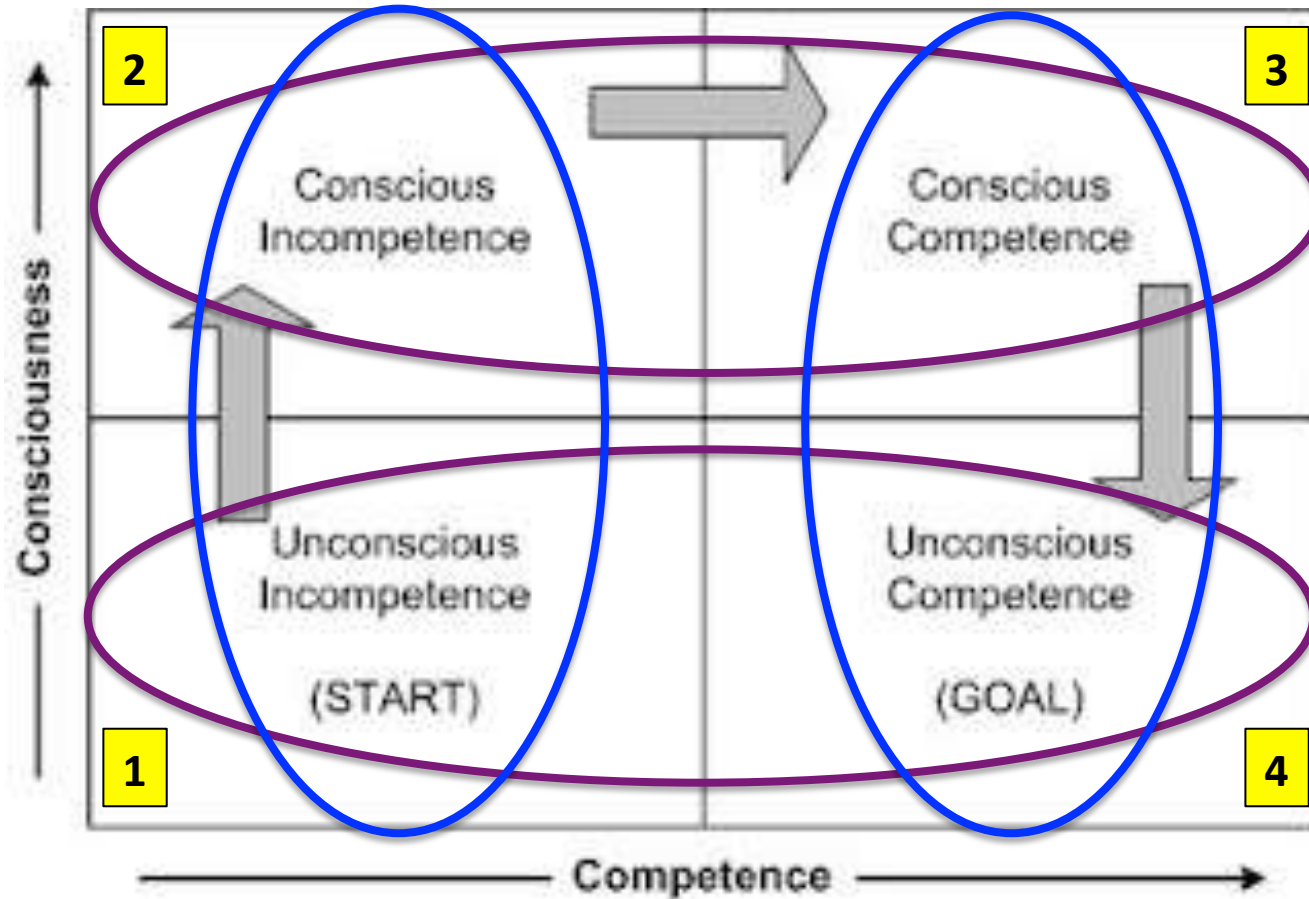http://examinedexistence.com/the-four-states-of-competence-explained/

The "Being" and "Doing"

The "Being" and "Doing"

Model credited to Noel Burch of Gordon Training International
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How are these stages relevant to Agile transformation?

The Virginia Satir Change Model

Scrum

eXtreme Programming

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Coaching the "Being" and "Doing"

Agile-Lean Practitioner
Applies Agile practices, lives Agile values

Teaching
Instructing others in specific knowledge, skills and perspective

Professional Coaching
Partnering with clients in a creative process that inspires their personal and professional potential (from ICF)

Sharing knowledge, skills & perspectives that foster the personal and professional growth of someone else

A neutral process holder who guides groups through processes that help them come to solutions and make decisions

Mentoring

Facilitating

Technical expertise as a software craftsperson

Expert at business-value-driven innovation and product development

Expertise as an organizational development and change catalyst

Technical Mastery

Business Mastery

Transformation Mastery

From Agile Coaching Institute: http://www.agilecoachinginstitute.com/agile-coaching-resources/

Continuous Multi-directional Learning

Teams

Individuals

Organization

~~Top-down approach~~

~~Bottom-up approach~~
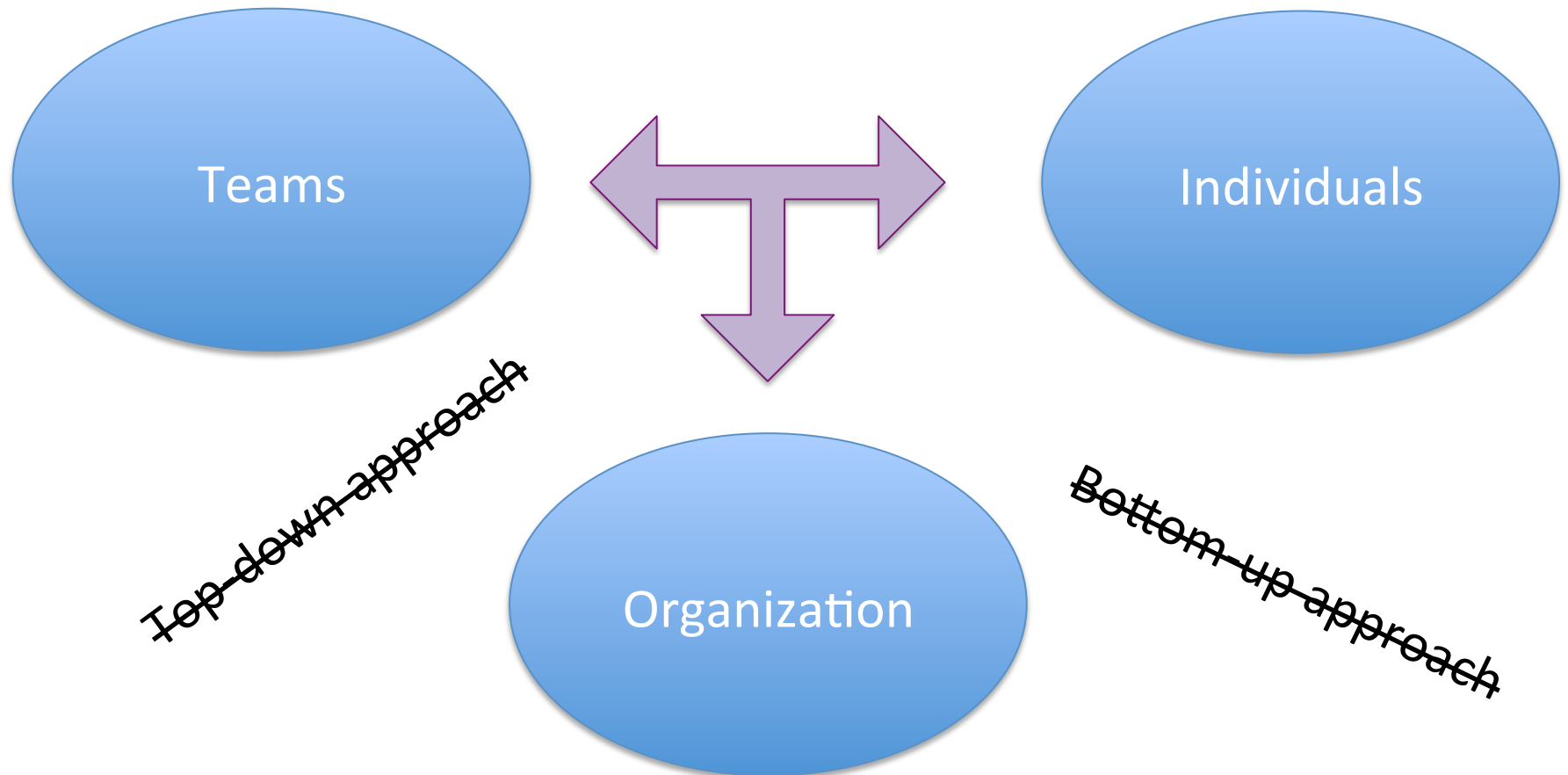
Contextualizing within the Organization

1. What do we need to be at the individual, team, and organizational levels? What do we need to do?

2. Why do these questions matter?
   - "Successful tailored implementation requires situational awareness"
   - Anchor these answers in the benefits of going agile

3. Consider what organizational structures and norms incentivize agile behaviors

Value-based Transformation

1. Aligning on the "beings and doings" AND prioritizing transformation efforts accordingly

2. The "Meta" of Value-based transformation: Balancing the being and doing of Agile in your transformation to Agile

3. Capitalizing on a synergistic approach
   - Ongoing transformation
   - "The whole is greater than the sum of its parts"

Once we have **transformed,**

how do we stay **Agile?**

The Good News Is...

Agile Processes Evolve

Agility is Here to Stay.

Keys to Sustainability

1. Commit to continuous learning and improvement with an awareness of the four stages

2. Internalize the overall vision at all levels - organizational, team, individual

3. Align accountability structures with that vision

4. Focus on becoming and transforming to agile over scaling

5. Take a tailored approach to your agile process implementation and transformation

What are <u>YOU</u> willing to do and to be…

for the sake of sustainable agility?

Experimentation

over

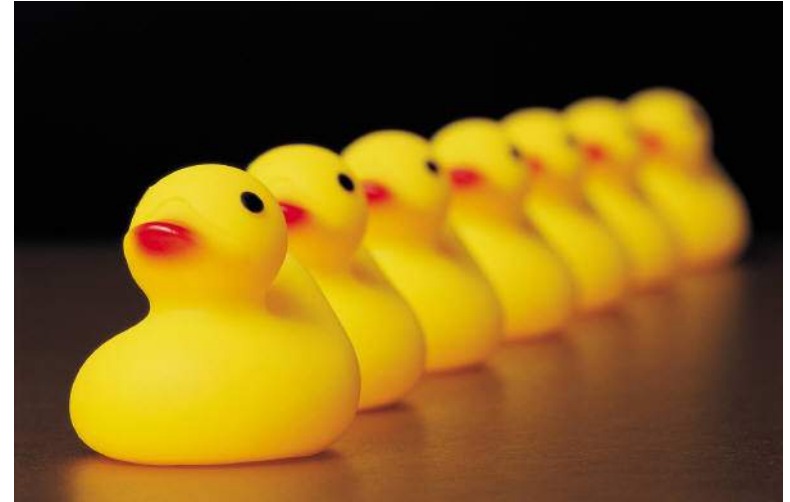# Precision

Asking the right questions

over

Having the right answers

Innovating

over

Imitating

Learning what to learn

over

Knowing what you know

Agility is both a <u>catalyst</u> for and an <u>outcome</u> of Agile process evolution

BE AGILE WHENEVER POSSIBLE
IT IS ALWAYS POSSIBLE...

STAY HUNGRY STAY AGILE

Spaciba @AgileDays!