continuous improvement. continuous advantage.

are we agile yet?

Tomek Włodarek
stam·pede
/stamˈpiːd/

1. Sudden frenzied rush of (panic–stricken) animals.

2. To flee in a headlong rush.

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is your job a complex one?
(unknown unknowns)
in your decision making – do you prefer facts over other people’s opinions?
agility
1. state or quality of being agile
   An enterprise’s ability to take advantage of opportunities, respond to challenges, and to do so while controlling risk.
2. to be quick and nimble

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Organisational agility is a core differentiator in today's rapidly changing business environment. Nearly 90% of executives surveyed by the Economist Intelligence Unit believe that organisational agility is critical for business success. One-half of all chief executive officers (CEOs) and chief information officers (CIOs) polled agree that rapid decision-making and execution are not only important, but essential to a company's competitive standing.

Organisational agility: How business can survive and thrive in turbulent times. The Economist Intelligence Unit, 2009
who’s responsible for creating more agility?
methodologies? consultants (me)? developers? managers and executives (you)?
where are you on your path to agility?
already agile
becoming agile, almost there
becoming agile, half-way through
becoming agile, starting
failed or not interested
how do you know how agile are you?
We look for an agile methodology aligned with existing SDLC, tools and organizational culture.
A story point must be aligned across all the teams and must be 8 person-hours equivalent.
All teams must have sprints of the same length. It's imperative to start same day, same time.
prisoner of beliefs

Our agile methodology defines 12 roles, 19 processes grouped in 5 phases.
scrum·pede

/skrʌmpəd/

1. Sudden frenzied rush of (panic–stricken) companies to do Scrum because others are doing it.

2. To flee in a headlong rush back to prescriptive ways of doing things because Scrum is hard work.

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The reality of Agile adoption has diverged from the original ideas described in the Agile Manifesto, with many adoptions resembling what Forrester labels water-Scrum-fall. This model is not necessarily bad, but if application development professionals do not carefully consider and make the right decisions about where the lines fall between water-Scrum and Scrum-fall, they are unlikely to realize Agile's benefits.

Water-Scrum-Fall Is The Reality Of Agile For Most Organizations Today, Forrester, 7/2011
We saw that everything was falling down and we fixed it.

–Cecilia Gimenez

http://www.bbc.co.uk/news/world/europe-19349921
Without knowledge, action is useless and knowledge without action is futile.

–Abu Bakr

Advisor, friend and father-in-law of the Islamic prophet Muhammad (573–634)
I wish I could turn back clock.
—Cecilia Gimenez
(amicur art restorer)
retrospective coherence

- In complex world best practices get noticed only in retrospection.
- Growing complexity turns best practices to good practices, to a bunch of practices, to a bunch of hunches (read: you don't know what will happen and I don't know either).

See also http://en.wikipedia.org/wiki/Illusion_of_validity
agility is a complex problem

“
You can’t eliminate complexity. If you try to eliminate it you reduce the range of what you scan so you get caught by a strategic suprise.

—D. Snowden

”
Scrum will only help you to fail in 30 days or less. It’s a framework within which people can address complex problems.

—K. Schwaber
Value-based discovery and decision-making framework [...] that will identify everything in an organization that gets in the way of optimally building software.

–K. Schwaber, J. Sutherland

Software in 30 Days: How Agile Managers Beat the Odds, Delight Their Customers, And Leave Competitors In the Dust

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Scrum.org

Scrum

MARKET FEEDBACK

Product Owner

Scrum Master

Dev Team

PRODUCT BACKLOG

EVALUATE

RELEASES
Scrum requires action, evaluation, learning, elimination of impediments, and more action in order to create things of value.

—K. Schwaber, J. Sutherland

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One of Scrum’s best features is the information it provides. Even in the worst case, where the team doesn’t deliver anything, they have delivered valuable information about what is and isn’t possible. Management can use this information to maximize value and control risk.

—K. Schwaber, J. Sutherland

Software in 30 Days: How Agile Managers Beat the Odds, Delight Their Customers, And Leave Competitors In the Dust
Scrum for the Enterprise

EVALUATION

PRACTICE BACKLOG

ADAPTATION

Enterprise, Quality, Value, Process, Productivity

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**Productivity domain**

= how fast you produce stuff and what the costs are?

time to get a small change to a customer
delivery times distribution
frequency of releases
# of production ready features
per sprint
# features accepted per sprint
acceleration index
focus factor/efficiency (V/C)
planning accuracy
cost per PBI/story point
cost per sprint
...

**Do teams know these metrics? What's within their control to optimize them?**

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**Quality Domain**

= how good your stuff is?

- # of defects per PBIs delivered
- Ratio of development budget to revenue
- # of defects found to solved defect density
- Maintenance as % of product development budget
- Stabilization time per release
- Ratio of development to stabilization time
- Total cost of ownership
- Technical debt
- Code crappiness/toxicity/maintainability*

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* http://googletesting.blogspot.com/2011/02/this-code-is-crap.html

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**Value Domain**

= How valuable your stuff is?

Customer satisfaction
Customer retention
Revenue per story point (per sprint)
Development budget to revenue
% of product used by <20% of users
% of product used <20% of time
Feature usage/cost of development
# or % of initiatives dropped
Last month/quarter
# or % of functionalities removed last release
# of users
% of users on current release
time to recoup 100k investment

...
**Enterprise domain** = everything else that matters

Investment in agility per person (hopefully it wasn’t all spent just to make things “feel better” or “feel right”)

Employee satisfaction*

Employee retention/turnover

Recruitment rate/selection ratio

Revenue per employee

...
are we agile yet?

what now!?
Productivity

Quality

Value

Happiness

Are we agile yet?

What now!?
Scrum for the Enterprise
scientific experimentation

“Developing these experimentation systems is the responsibility of senior management; they have to be put in by the leadership.

–Scott D. Cook
Co-founder of Intuit. #297 on Forbes's The 400 Richest Americans

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suddenly everyone is making money. complexity at its best. who would have guessed?

 [...] hordes of people – 35,000 from August to December – coming to the town just to see the painting [...] the church began levying a 4 euro entrance fee on visitors, earning 2,000 euros in the first four days. [...] merchandise flying off the shelves [...] 

Several international companies have shown interest in using the infamous image.

Lawyers acting for Mrs Gimenez now insist she should be entitled to a cut of the profits, which she wants to go towards a charity of her choice. Under a deal being signed Wednesday, Gimenez gets 49 percent of the profit from marketing of the image with the rest going to the foundation.

http://artdaily.com/index.asp?int_sec=11&int_new=64519#.UhsqTBswpNg

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... so she was just recently hired to improve Leonardo da Vinci’s „Last Supper”
thank you!

Software in 30 Days. Ken Schwaber, Jeff Sutherland, 2012


Accelerate! How the most innovative companies capitalize on today’s rapid-fire strategic challenges and still make their numbers. John P. Kotter, HBR 2012

Thinking, Fast and Slow. Daniel Kahneman, 2011


Antifragile: Things That Gain from Disorder, Nassim N. Taleb, 2012


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