I AM NEW TO AGILE

I AM AN AGILE PRACTICTIONER

I AM LEADING AN AGILE TEAM

AGILE FOR EVERYONE
A Fundamental Course on Agile
By: Gourab Nanda

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1

RE-INVENTING MYSELF
BECOMING AGILE – DOING WHAT NEEDS TO BE DONE NOW

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Coaching Agile teams and practicing human transformation techniques. An Agile enthusiast.

Conducted over 400 Agile and Scrum training sessions in North America, providing private Agile and Scrum Programs to organizations such as: Bank of America, Philips, GlaxoSmith, American Express, MITRE, US Senate, PWC, Department of Justice, NCTC (CIA), USPS, SAIC, NATO, Guardian Life, Kaiser Permanente, DnB, Customer Bank, AARP, Booz Allen, Katz Business School and many more

Founded MyBusinessAssistant, in 2007. Founded VendorFit.com (B2B Software Recommendation Platform).

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Successful work experience as an Engineer, Software Programmer, IT Consultant, and IT Manager spanning multiple decades.

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COURSE OBJECTIVES

At the end of the course, learners will understand:

- What Agile is and why it matters

- The most important components of an Agile work environment

- The skills necessary to become a true Agile professional

- The career opportunities associated with Agile

Remember: Fundamentals are not just for Agile beginners. It's for everyone who wants to experience growth in a specific field.

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COURSE AGENDA

1. What and Why of Agile

2. Agile Mindset

3. Value-Based Delivery

4. Systems Thinking

5. Self-Managed Teams

6. Learning and Growth

7. Servant Leadership

8. What's Next? (Career Options)

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What is Your Understanding of Agile?

5

AGILE: DICTIONARY DEFINITION

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Ag·ile

Adjective

- able to move quickly and easily.

"Ruth was as agile as a monkey"

synonyms: nimble, lithe, supple, limber, acrobatic, fleet-footed, light-footed, light on one's feet

antonyms: clumsy, stiff, slow, dull
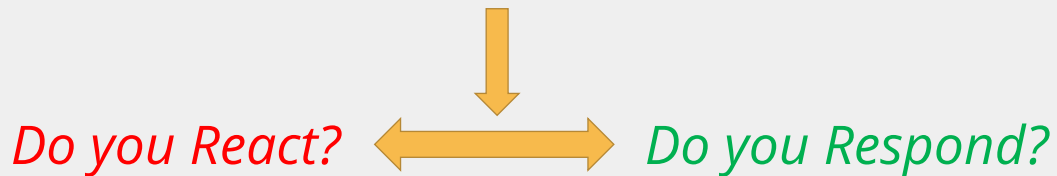
- able to think and understand quickly.

"His vague manner concealed an agile mind"

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BEING AGILE = BEING RESPONSIVE

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In a complex, uncertain situation:

Do you React? *Do you Respond?*

What difference does it make?
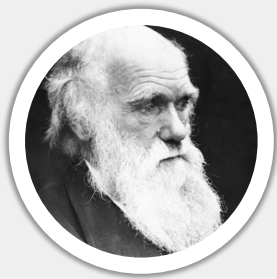
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AGILITY IN BUSINESS

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"Agility is the ability to both create and **respond to change** in order to profit in a turbulent business environment. Agility is the ability to **balance flexibility and stability**."

- Jim Highsmith, 2002

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MY FAVORITE AGILE QUOTE

"It's neither the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change."

- Charles Darwin

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WORKING IN THE MODERN ERA

TOWARDS

From Industrial Work
- Work is visible
- Work is stable (not much variation in output)
- Emphasis on process efficiency
- More structure with centralized decision
- Define the task
- Command and Control
- Strict standards
- Focus on quantity
- Measure performance to defined standards
- Minimize cost of workers for a task

To Knowledge Work
- Work is invisible
- Work is constantly changing
- Emphasis on fast value delivery
- Less structure with decentralized decisions
- Understand your customer
- Give autonomy
- Continuous innovation
- Focus on value
- Inspect and Adapt
- Treat workers as appreciating assets, not costs

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ARE YOU READY TO CHANGE?

Knowledge Work
Environment Requires A
Complete Change In Mindset.

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AN AGILE MIND

Moving away from **Plan and Control**

Moving towards **Sense and Respond**

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Agile was not developed in a single day. Future Agile practitioners across the globe felt the need for adaptive project management because they saw that traditional, predictive Waterfall methods failed to account for the uncertainty involved in software development and innovation was needed.
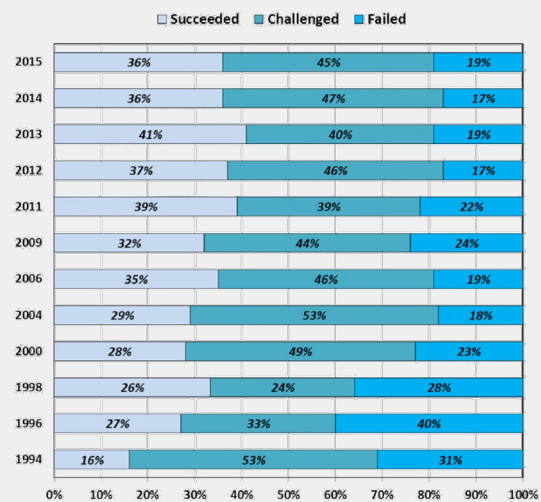
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SOFTWARE PROJECTS WERE FAILING

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Until recently, around 60 - 75% of software projects either failed or were severely challenged across all industries.

Source: Standish Group Chaos Report

	Succeeded	Challenged	Failed
2015	36%	45%	19%
2014	36%	47%	17%
2013	41%	40%	19%
2012	37%	46%	17%
2011	39%	39%	22%
2009	32%	44%	24%
2006	35%	46%	19%
2004	29%	53%	18%
2000	28%	49%	23%
1998	26%	24%	28%
1996	27%	33%	40%
1994	16%	53%	31%

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Agile started as a software product management methodology but slowly became a necessary mindset for overall organizational operation in the current, fast-paced world.
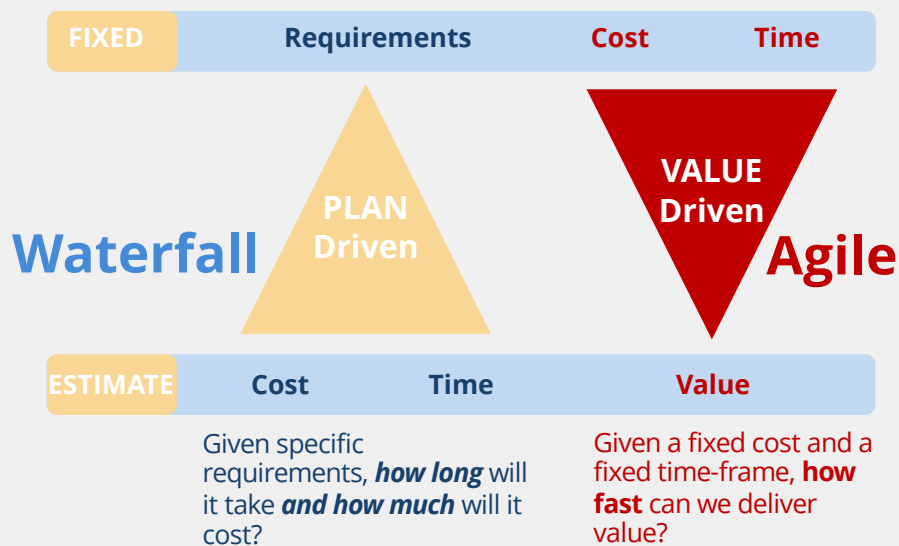
65% of Enterprises use Agile outside Software development.

-Gartner Report 2019

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WATERFALL VS. AGILE

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| FIXED | Requirements | Cost | Time |

Waterfall

PLAN Driven

VALUE Driven

Agile

| ESTIMATE | Cost | Time | Value |

Given specific requirements, *how long* will it take *and how much* will it cost?

Given a fixed cost and a fixed time-frame, **how fast** can we deliver value?

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AGILE PROJECT MANAGEMENT

Achieve the highest **Economic Value** in the shortest time possible.

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DO YOU KNOW?

The most important thing to know about Agile methods and processes is that they simply do not exist. **There are only Agile people**.

The processes that we describe as "Agile" are designed to create environments for **people to develop Agile mindsets**.

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LEAN AND AGILE FRAMEWORKS

Outdated Methodologies Crystal, DSDM, FDD

Popular Methodologies Scrum, Kanban, Xtreme Program

Scaled Methodologies SAFe, LeSS, DaD, Nexus

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ASSESS YOUR AGILE CULTURE

On a scale of 1 - 10, 1 being strongly disagree and 10 strongly agree, how do you rate your company on the following statement.

In our company, we do whatever it takes to support the dynamic needs of our business and customers and do not focus on completing pre-defined or outdated plans.

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THE HOUSE OF ORGANIZATIONAL AGILITY

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AGILE CULTURE

4 COMMITMENTS

VALUE BASED DELIVERY

SYSTEMS THINKING

SELF MANAGED TEAMS

LEARNING AND GROWTH

SERVANT LEADERSHIP
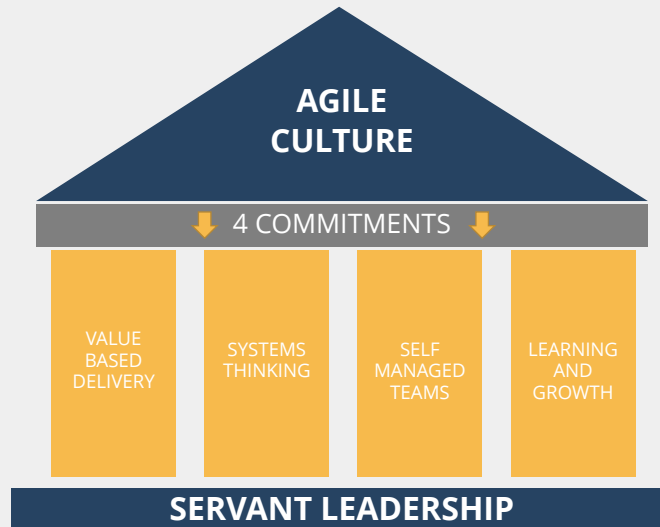
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COMMITMENT 1:

VALUE-BASED DELIVERY

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THE HOUSE OF ORGANIZATIONAL AGILITY

AGILE CULTURE

4 COMMITMENTS

| VALUE BASED DELIVERY | SYSTEMS THINKING | SELF MANAGED TEAMS | LEARNING AND GROWTH |

SERVANT LEADERSHIP
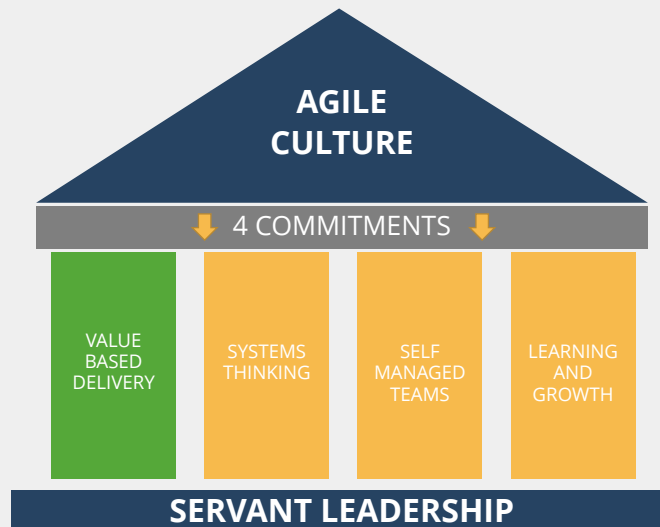
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VALUE-BASED DELIVERY

- Every organization exists to deliver value to their customers
- Customers are willing to pay for what is personally valuable and not what is given to them
- A product, feature, or service is only valuable in a specific time and context
- The value delivered should make economic sense to both the customers and producers

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ARE WE DELIVERING THE RIGHT THINGS?

Standish Group Survey

| Always | Often | Sometimes | Rarely | Never |
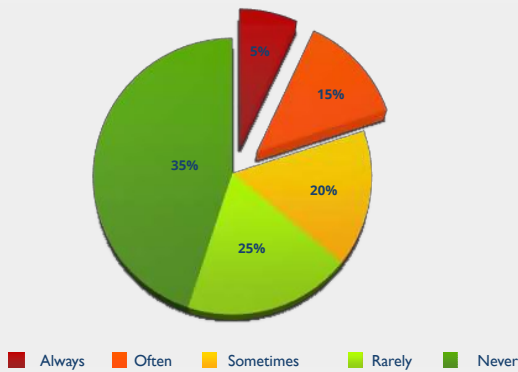
In software applications, when asked about the actual features used:
Most value is contained within only **20%** of the delivered solution.

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FACTORS DRIVING VALUE

WHO	WHAT	WHEN
Your customers	**What would help your customers? What price they are willing to pay?**	**The timing and context of delivery**
How well do you know the people you are serving?	What exactly will help them now that you can provide?	Is timing of the delivery important? Is there a "Cost of Delay"?

Remember: Value is always a function of time and context.

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ACTIVITY - 1

5 Minutes
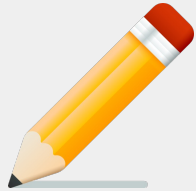
In the Google Spreadsheet, you'll find a list of different scenarios. For each one, assign one of the following for each category:

Example:
Right Product, Wrong Product
Right Customer, Wrong Customer
Right Time, Wrong Time

Scenario			
You prepared a very nice three-course meal for a group of people, but they are not hungry at all.	Right Product	Right Customer	Wrong Time
You prepared a nice sandwich meal, but the people who are going to eat prefer pizza.			

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AGILE PRODUCT DELIVERY

Delivering the **Right Solution**
to the **Right Customer**
at the **Right Time.**

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UNDERSTANDING YOUR CUSTOMERS

- The more you understand your customers and their needs, the more effectively you can serve them

- Understand their work environment, buying habits, fears, likes, dislikes, etc.

- Customers could be internal or external to the organization

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TOOLS TO HELP DEFINE CUSTOMERS

Customer Persona

Customer Journey Map

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FROM PROJECT TO PRODUCT

What is a Product?

"A Product is a vehicle to deliver value. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a service, a physical product, or something more abstract."

- The Scrum Guide

(Scrumguides.org)

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TYPES OF PRODUCTS AND SERVICES

Simple

We know What and How. Say we need to prepare a meal for an event, or manufacture a dining table set, or a bed we know how it works. These products can be completely planned and delivered.

Complicated

We know What we want but need expert skills on How. For instance, designing a complicated machine, servicing an iPhone's technical issue, or building a new laptop, etc. It's complicated, but if we can gather the right expertise, we should be able to deliver.
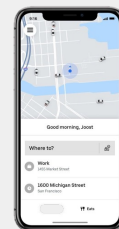
Complex

We don't know What or How. We know Why. The company wants to innovate and launch a completely new product line or service. For example, a new service like Uber, new AI-based teaching platform, or a mobile shared ride service

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THE COMPLEXITY MATRIX
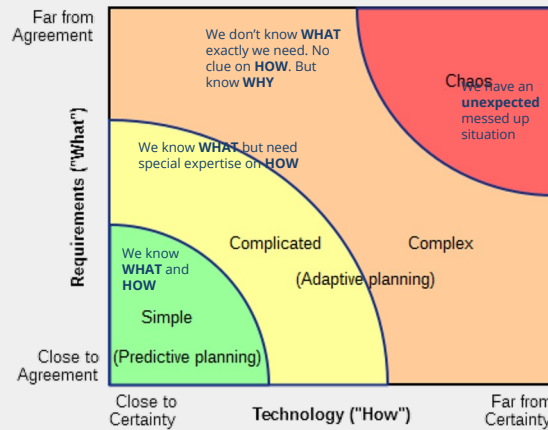
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CONE OF UNCERTAINITY

Remember:

The more complex the product, greater amounts of variability, unknowns and uncertainties exist.
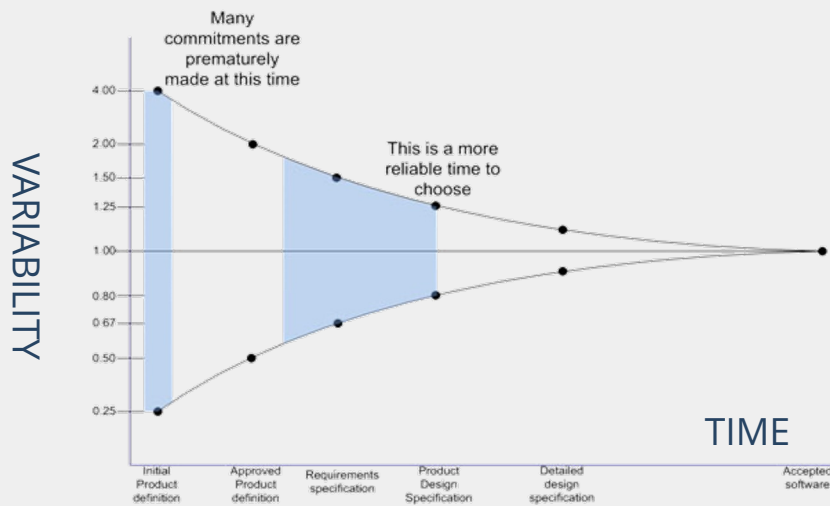
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POWER OF INCREMENTAL DELIVERY

https://www.youtube.com/watch?v=H0_yKBitO8M

As we move from simple to more complex, we need to deliver incrementally.

Get continuous feedback to know if what you are delivering makes economic sense to the users.

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INCREMENTAL DELIVERY

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ACTIVITY - 2

7 Minutes
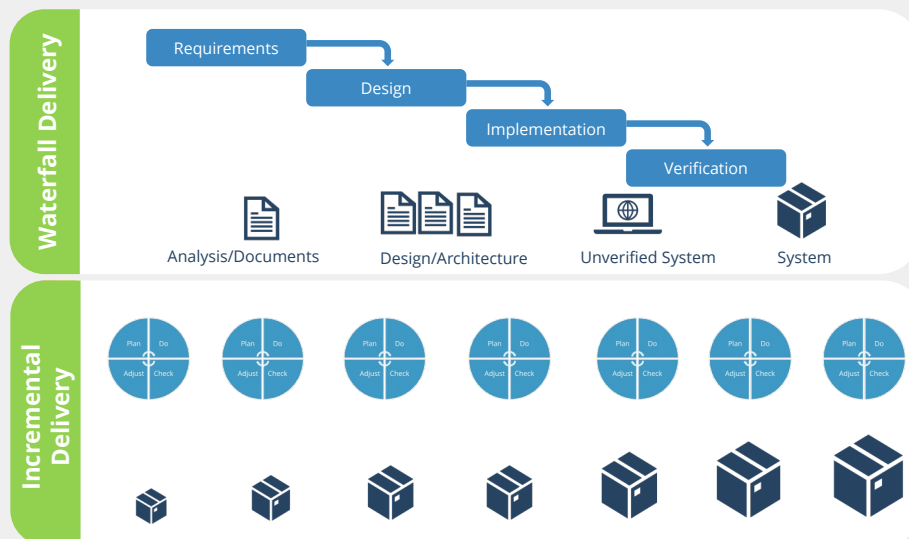
In your group, discuss different examples of simple products, complicated products, and complex products.

Discuss and assign which execution model you would utilize for the scenarios given in the Google spreadsheet.

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DEFINE VALUE AT ALL LEVELS

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In Agile organizations, value is clearly defined and communicated at all levels.

Vision
The future state of the solutions or services that we offer to our customers and **WHY** that state is right for our customers. Many companies define projects and Epics at this level.

Strategy
What's our game plan to achieve the vision above? A product Roadmap with specific business objectives (goals) is a good way to define strategy. The **HOW** part of the delivery.

Execution
WHAT will be done to achieve the goal? Detail scope and technical steps discussed. User Story and Acceptance Criteria of features are defined.

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VISION OF A PRODUCT

👁 Vision: Show a clear direction as to why the Product is developed.

👥 Target group	❤ Needs	📦 Product	$ Business Value
Who are the target users and customers? Defining the Market Segment	What problem does the Product solve? What benefits does it provide to the users?	What's the name and type of Product? What makes it desirable and special? Where are its key differentiators?	How is the Product going to benefit the company? What are the business outcomes / goals? What is the business model? What are the leading indicators?

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PRODUCT VISION EXAMPLE

👁 Vision: Building an independent online app for easy grocery shopping.

👥 Target group	❤ Needs	📦 Product	$ Value
Major grocery chains and online grocery buyers	Shoppers' pain of going to stores and spending time on g*rocery shopping* Ease and convenience of g*rocery shopping* from one or multiple stores with home delivery	Fastgrocery App Is a website and mobile app	Multiple revenue streams. A percentage of the shopping costs will be charged to both grocery company and users. Partner with UberEATS for delivery 1000 orders within first 6 months with a 20% monthly increase

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STRATEGY IN A ROADMAP

NOW ⟶ **NEXT** ⟶ **LATER**

Proof of Concept

One grocery chain in one zip code
Run a pilot for one grocery chain in one ZIP code with up to 1000 SKUs and selected shoppers with free service.

Revenue	Wider Selection Product

Generate revenue with wider product selection
Start generating revenue from the pilot store. Offer wider selection of products

Scalability

Try 5 chains in 2 cities
Scale to multiple store chains at various locations

Usability	Engagement

Check Usability and Engagement
Feedback on user usability and engagement (percentage of time on site)

Engagement	Usability

Improve usability and engagement
Based on the usability and engagement issues from pilot, improve.

Advanced Usage

User experience in Complex orders Management
Observe users usage with multiple stores in one order

Think Incremental Delivery. The Story Map tool can be used to build your roadmap.

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LEAN PRODUCT FLOW

Pivot / Revise Hypothesis

Business Hypothesis → Build Minimum Viable Product (MVP) → Evaluate MVP → Stop Work

Not desired outcome

Desired outcome

Implement additional Features

Prioritize based on Feedback and next economic value
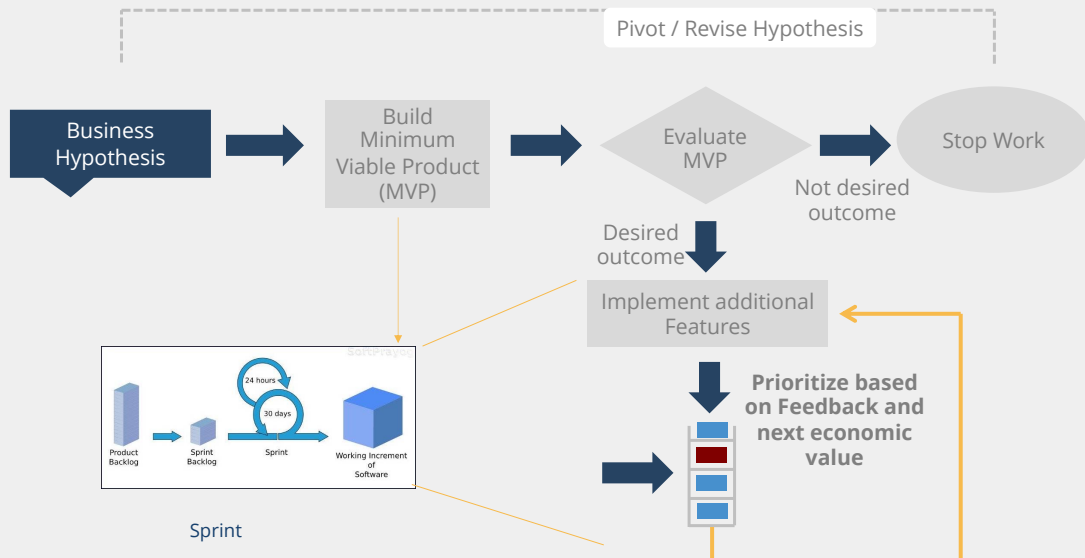
Sprint

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AN ITERATION

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One cycle of a small delivery or experiment in a fixed timebox.

- Create goal
- Scope effort
- Form team

- Discover
- Design, test, implement

Plan | **Do**

Adjust | **Check**

- Adjust process as needed
- Continuously improve

- Monitor process performance
- Conduct regular process audits

PRIORITIZED BACKLOG

Plan Do Adjust Check

KEYS
- Ready backlog items
- Completed items
- To be done

PRIOROTIZE
Prioritize Backlog items based on maximum value (WHY) with minimum Effort (HOW)

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SPRINT: AN ITERATION IN SCRUM

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SCRUM FRAMEWORK

Inspired by the Product Vision

Product Backlog

Sprint Planning

Sprint Backlog

Daily Scrum

Sprint Retrospective

One Scrum Team

Sprint Review

Product Increment
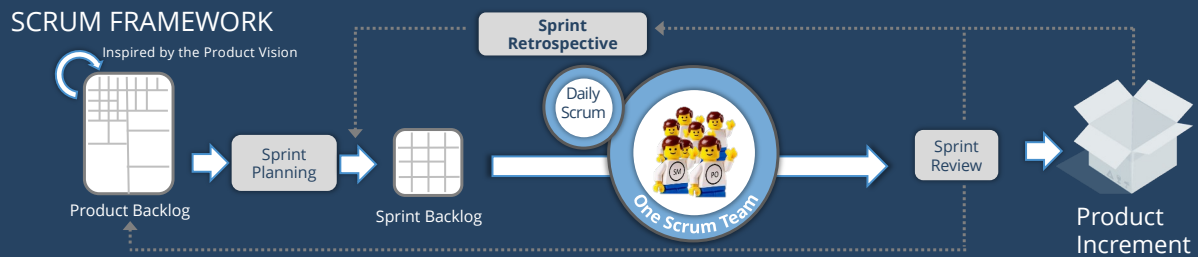
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REQUIREMENTS AT EXECUTION

User Story	Conversation	Acceptance Criteria
User Story is a great template to communicate the intent of the user	The details are in a conversation with the user	Acceptance criteria tells us what scope is needed to deliver value (for a specific goal)

User Story:

As a <**who**> I need <**what**> so that <**why**>.

As an **online shopper**, I need to **save my items in a holding cart** for **future purchases**.

Conversation:

How long do you want to hold? How many items?

May be for 3 - 4 weeks. Not sure how many.

Acceptance Criteria:

- Provide "Save" option for all items
- Notify customers every month on their saved items
- Allow moving from holding cart into shopping cart

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RIGHT ENVIRONMENT FOR VALUE

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- An organization should always work on building the right environment for delivering value.
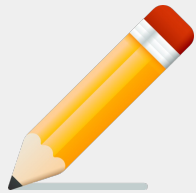
- Because we keep changing what we deliver as value, the environment should be conducive for creating and delivering the right value.

- In technology product development the two most important factors for the environment are the engineering infrastructure and the skillset of the people.

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ACTIVITY - 3

In the E-3 section of the Google Spreadsheet, you'll find a list of different task items. Discuss with your group as to how you would prioritize those tasks.

Remember: Tasks that generate higher value with lower effort should be prioritized first.

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LEAN VS. AGILE

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High

V a r i a b i l i t y

| AGILE | |
| LEAN |

Low   **Efficiency in Flow**   **High**
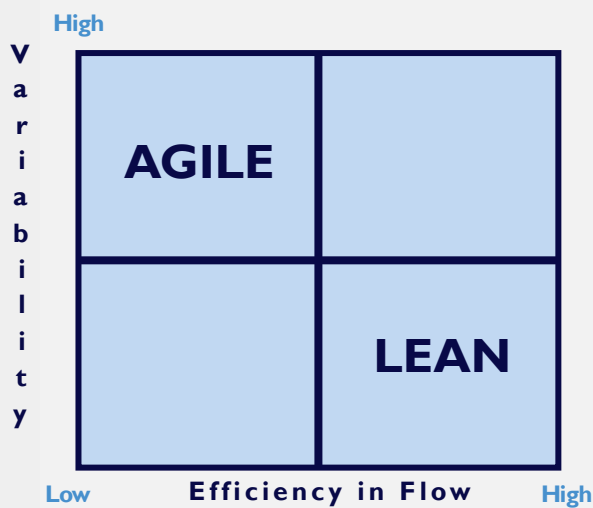
Agile focuses on managing variability. Lean-Thinking focuses on minimizing waste and increasing speed by tracking every step of the flow of Value delivery.

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AN EXAMPLE OF LEAN FLOW

Large Batch causing substantial Delay with long wait time.

Step A   **Step B**   **Step C**

10 Minutes → 10 Minutes → 10 Minutes →
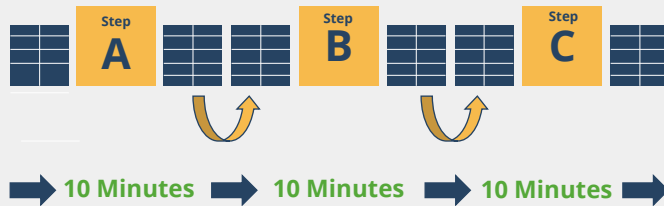
First Piece = 21 Minutes
Entire Batch of 10 Pieces = 30 Minutes

Each Job ▬ takes 1 minute for each step

Small Batch flow reduces waste of wait time

Step A - **Step B** - **Step C** -

1 Minute   **1 Minute**   **1 Minute**
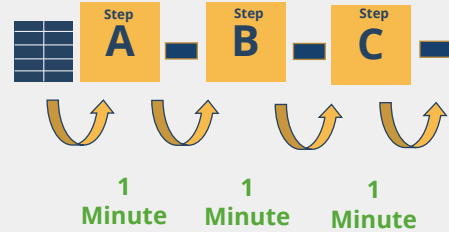
First Piece = 3 Minutes
Entire Batch of 10 pieces = 12 Minutes

Each Job ▬ takes 1 minute for each step

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KANBAN – A WAY TO CONTROL WIP

Kanban is primarily about controlling Work-in-Process (WIP) to optimize the flow of a system by reducing any wait time

	3	5	WIP LIMIT	3	5
Backlog	Analysis	Development		Test	Deploy
	Doing / Done	Doing / Done			

BOTTLENECK

STOP STARTING. START FINISHING.

1.50

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ACTIVITY - 4

⏱ 5 Minutes

SERIAL DELIVERY vs. PARALLEL DELIVERY

- Your project has three jobs and ONE team. Job A, B, and C. Each job will take the entire team 1 month to complete and delivers one unit of value.
- If your goal is to deliver the maximum value in the shortest time period, which of these two delivery methods would you recommend?
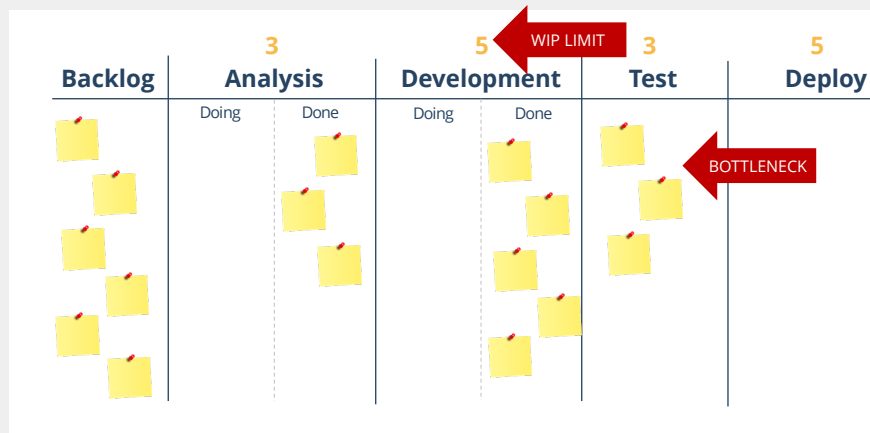
Scenario 1 – Serial delivery

| JOB A | JOB B | JOB C |

← Time →

Scenario 2 – Parallel delivery

JOB A

JOB B

JOB C

← Time →

(Assume 20% task switching overhead for each team member in Scenario 2)
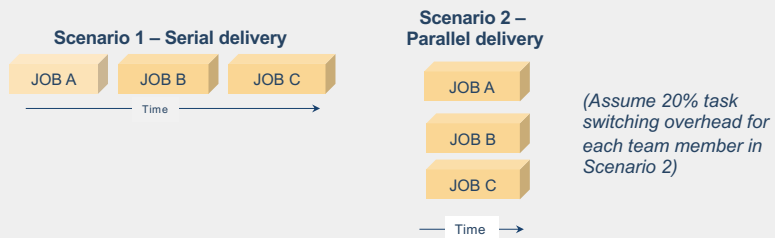
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DELIVER VALUE INCREMENTALLY

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Fast Feedback

Incremental

Waterfall

Value Delivery

3 v — C | C
2 v — B | B | B
1 v — A | A | A | A

1 m   2 m   3 m   3.6 m

Time
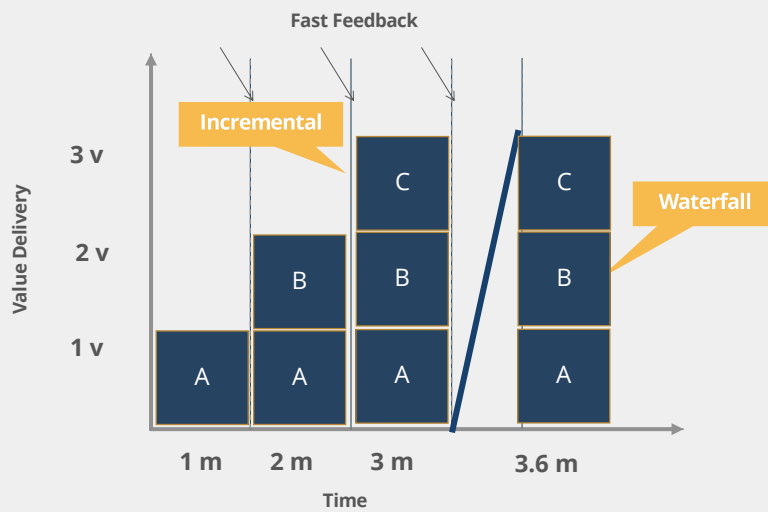
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ASSESS YOUR AGILE CULTURE

On a scale of 1 - 10, 1 being strongly disagree and 10 strongly agree, how do you rate your company on the following statement.

In our company, we always strive to understand and deliver the highest possible **value** to our users / customers and not just produce products and services that are technologically, politically, or contractually nice to have.

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COMMITMENT 2:
SYSTEMS THINKING

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THE HOUSE OF ORGANIZATIONAL AGILITY

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AGILE CULTURE

⬇ 4 COMMITMENTS ⬇

| VALUE BASED DELIVERY | SYSTEMS THINKING | SELF MANAGED TEAMS | LEARNING AND GROWTH |

SERVANT LEADERSHIP
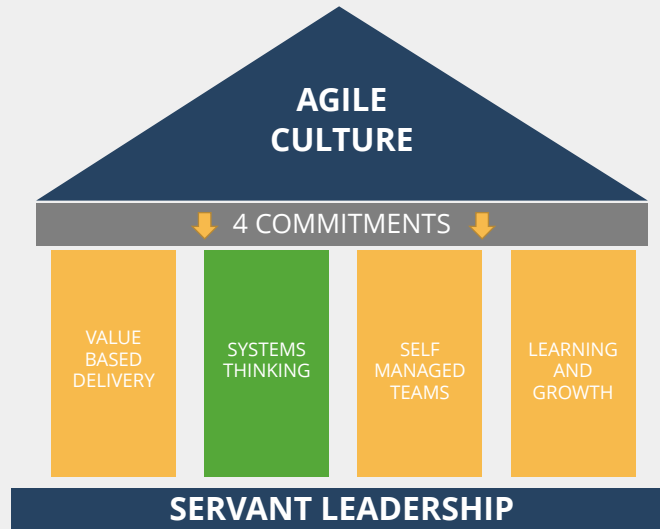
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WHAT IS A SYSTEM?

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A system is a group of interconnected components that work together to achieve a purpose.

Examples of Systems

Examples of Heaps

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THE POWER OF EMERGENCE

The emergent properties of the whole (the system) is more than the sum of its parts and is understood better by understanding the INTERACTIONS between the parts

and **NOT**

by separately understanding the behaviors or ACTIONS of individual parts.

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A SIMPLE PROJECT SYSTEM

Focus on the Delays!

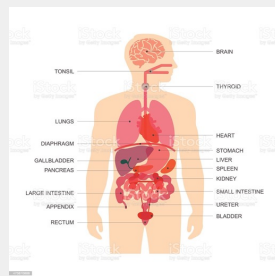| Request	Email Supervisor	Approve	Email tech lead	Technical Assessment	Assign developer	Code & Test	To verification	Verify	To operations	Deploy

Value:	1 hour	1 hour	1 hour	1 hour	1 hour	1 hour **6 hours**
Wait:	1 week	2 week	2 week	1 week	1 week	1 week **7 weeks**
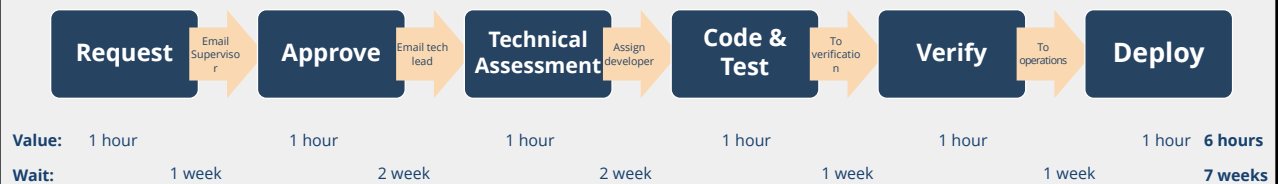
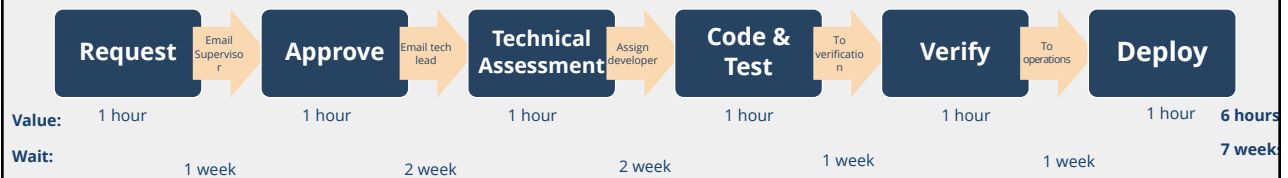Each component is optimized properly, but the system is failing. Why?

Who is responsible for optimizing the System?

1.58

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KEY POINT TO KNOW IN A SYSTEM

In a System, how well each component FITS into the system is more important than how well each component ACTS separately.

Request		Approve		Technical Assessment		Code & Test		Verify		Deploy
	Email Supervisor		Email tech lead		Assign developer		To verification		To operations	

Value: 1 hour   1 hour   1 hour   1 hour   1 hour   1 hour   **6 hours**

Wait: 1 week   2 week   2 week   1 week   1 week   **7 week**

1.59

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SYSTEMS IN BUSINESS

Every organization has one or more systems.

To become and remain Agile, we need to define systems based on how value flows and is managed and delivered.

To Become Agile, Organize Systems Around Value Delivery:

- A line of business
- Value-Stream
- A Product
- A Team
- A Program (Team of Teams)
- Portfolio

An organization must identify all its systems, ownership and accountabilities.

97% of all organizational problems are attributable to System processes and methods.

Only 3% are attributable to people.

-Edwards Deming.

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ORGANIZE AROUND VALUE

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Large Agile companies organize Teams, Programs, and Portfolio around value delivery while ensuring all are aligned.

Portfolio
Create Portfolio of Products and Services where the common strategy of Value Delivery can be applied

Programs
Create Programs around teams who need to collaborate towards one value delivery.

Teams
Form Teams that can create and deliver value as independently as possible.

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APPLY SYSTEMS THINKING:

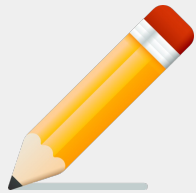© AgileTraining.Co

Remember:

1. *Changing the System will change what People do. But changing what people do WILL NOT change the System.*
                                        -Peter Scholtes

2. *A System well designed self-organizes and auto-corrects itself through feedback loops.*

3. *In complex systems, the objectives of lower systems should align with the objectives of its higher system(s).*

1.62

62

ACTIVITY - 5

You are the manager of a restaurant responsible for its effective operation.

Considering the restaurant as a system, discuss in your group what possible components and interactions contribute to the efficient operation of this system.

1.63

63

ASSESS YOUR AGILE CULTURE

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On a scale of 1-10, 1 being strongly disagree and 10 strongly agree, how do you rate your company on the following statement:

In our company, we try to look and evaluate holistically the end-to-end business processes and consider the interdependencies between different entities to solve major business problems.
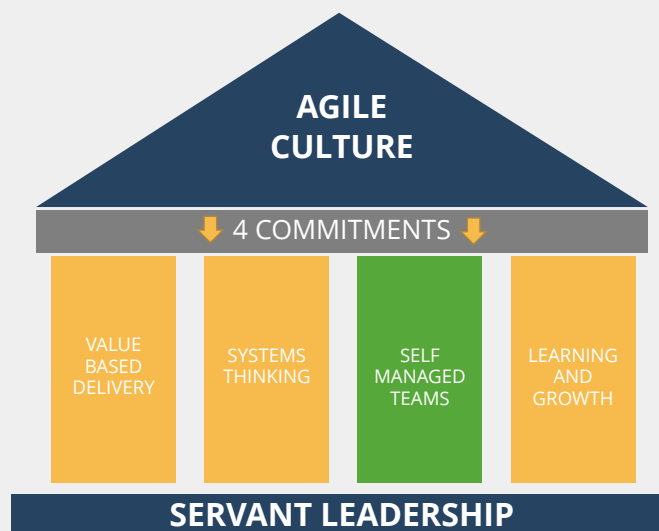
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COMMITMENT 3:
SELF-MANAGED TEAMS

1.65

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AGILE CULTURE

⬇ 4 COMMITMENTS ⬇

| VALUE BASED DELIVERY | SYSTEMS THINKING | SELF MANAGED TEAMS | LEARNING AND GROWTH |

SERVANT LEADERSHIP

1.66

SELF-MANAGED TEAM

Managed Vs. Self-Managed Team:

- **Managed Team:** A group of individuals working for a supervisor/manager. The manager is responsible for the output of the team's work. The manager is the control center, the primary decision maker, and takes responsibility for the quality of the output.

- **Self-Managed Team:** When team members are knowledge workers (know at least as much about the job than the manager) and collectively know the best choices to make in order to achieve a goal. The team should be left to decide the What, How, and Who aspects of the job they undertake.
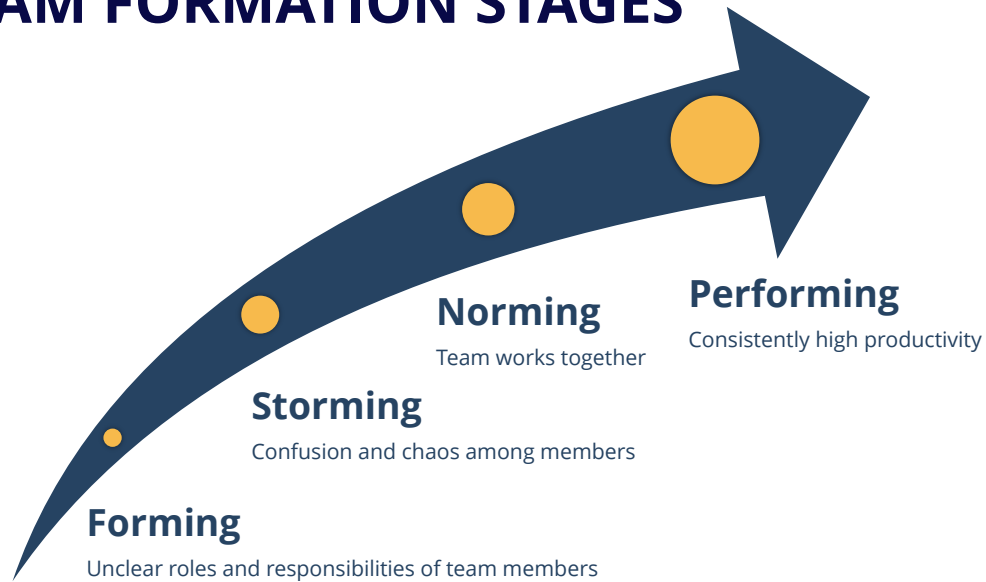
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ADVANTAGES OF SELF-MANAGED TEAM

- A self-managed team makes fast decisions, learns quickly, and takes corrective actions rapidly

- A self-managed team is <u>accountable</u> for all decisions taken by them

- The collective intelligence that emerges from a self-managed team is much higher than the sum of their individual knowledge

- The work structure of a self–managed team mirrors their communication structure

- The team motivation level is generally high once team achieve a certain level of maturity

1.68

68

TEAM FORMATION STAGES

Performing
Consistently high productivity

Norming
Team works together

Storming
Confusion and chaos among members

Forming
Unclear roles and responsibilities of team members

1.69

69

STRUCTURE OF A SELF-MANAGED TEAM

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A Self-Managed Team has:

- **Team Goal:** The team should have a shared goal that they are committed to achieve.

- **Roles with a Purpose (Accountabilities):** A self-managed team should have roles with a clearly-defined purpose. The role has all the authority to make all decisions to achieve the purpose as long as it does not break any of the governing rules mentioned.

- **Governing Rules:** If there are any governing rules that the roles must follow, they should be defined clearly. There should be as few rules as possible while remaining true to organizational desired outcomes.

1.70

70

EMOTIONAL INTELLIGENCE (EQ)

FINDING GOOD PLAYERS IS EASY.

GETTING THEM TO PLAY AS A TEAM IS ANOTHER STORY.

-Casey Stengel

	SELF	**OTHER**
AWARENESS	**Self-Awareness** What are you feeling? How did these feelings arise? What information do they carry?	**Social Awareness** What are they feeling? How did those feelings arise?
ACTIONS	**Self-Management** How do you want to feel? What do you need to do in order to feel that way?	**Relationship Management** How do you want them to feel? What do you need to do for them to feel that way?

IQ MAY GET YOUR FOOT IN THE DOOR.

EQ WILL DECIDE HOW FAR YOU GO.

- KeyTalent

1.71

71

COACHING A SELF-MANAGED TEAM

- The right coach can make a disorganized team into a high-performing self-managed team.
- The coach pays close attention to the behavior of all the members. The coach appreciates and rewards behaviors that help the team perform and grow.
- The coach guides the team to a solution rather than providing a direct solution.
- The coach creates an environment that is conducive to team productivity and output.
- The coach can help a team develop the proper working agreements to avoid conflicts.

1.72

72

SCRUM TEAM: THREE CORE ROLES

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Scrum Master (One per team)	**Product Owner** (One per team)	**Developers** (3 – 8 people)
• Facilitates and protects the process • Removes team impediments	• Represents the business interests • Sets priorities • Owns the product backlog	• Does the work • Self-organizes • Owns Sprint Backlog • All skill-sets included

1.73

73

ASSESS YOUR AGILE CULTURE

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On a scale of 1-10, 1 being strongly disagree and 10 strongly agree, how do you rate your company on the following statement:

In our company, we always encourage cross-functional collaboration and information exchange with aims of coming up with the right solution rather than needing to be directed by a manager or an expert.
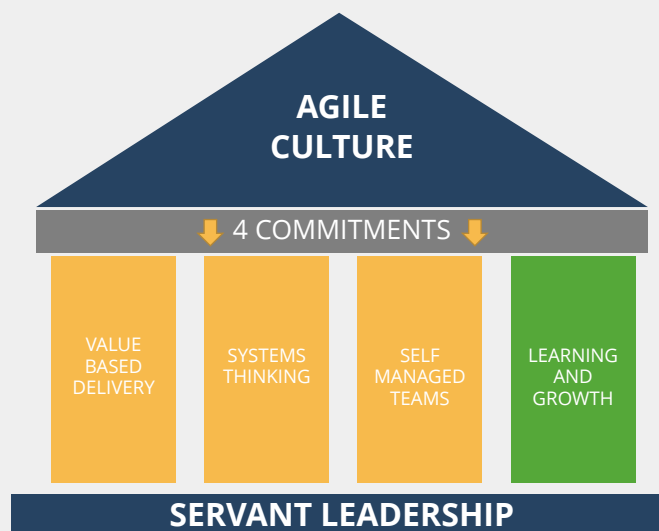
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COMMITMENT 4:
LEARNING AND GROWTH

1.75

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AGILE CULTURE

⬇ 4 COMMITMENTS ⬇

VALUE BASED DELIVERY

SYSTEMS THINKING

SELF MANAGED TEAMS

LEARNING AND GROWTH

SERVANT LEADERSHIP

1.76

77

INDIVIDUAL LEARNING

"We may know enough about a subject to know when we are right, but not enough to know when we are wrong."

- Every individual wants to learn and grow in their own way.
- In today's fast-paced world, our ability to learn quickly and reinvent ourselves all the time is critical for success.
- Learning at work by inspecting and adapting our job is a big part of learning.
- Learning by experimenting and collaborating with others in a complex working environment can be huge.
- Sufficient time and space are needed for learning.

1.78

78

LEARNING ORGANIZATIONS

- Learning organizations take advantage of the fast-changing environment to build a learning culture.

- They leverage collective knowledge of the workforce, the creativity of people, and collaboration with customers and suppliers to build a learning culture.

- They foster curiosity, exploration, invention, and safe-to-fail risk undertakings, which replace commitment to the status quo and pre-defined plans.

1.79

79

ASSESS YOUR AGILE CULTURE

On a scale of 1 - 10, 1 being strongly disagree and 10 strongly agree, how do you rate your company on the following statement:

In our company, we strive to build a culture of learning where failure and mistakes create inquiry for the purpose of improvement and not for punishment.
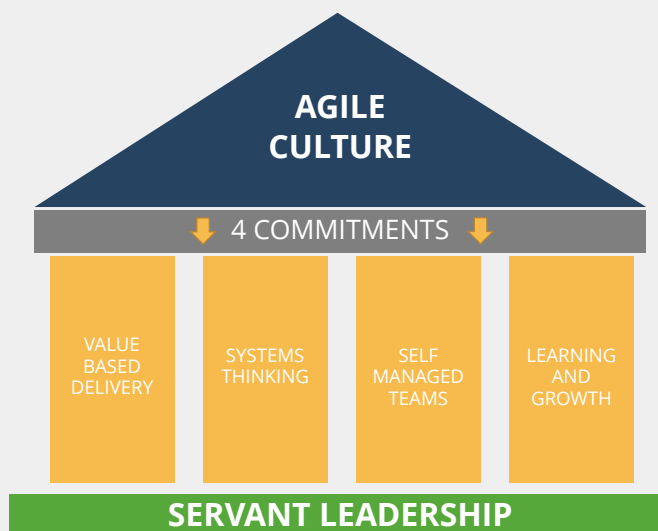
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SUPPORTED BY SERVANT LEADERSHIP
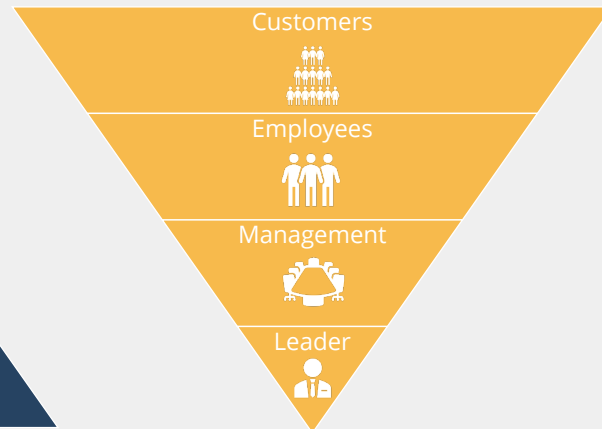
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AGILE CULTURE

⬇ 4 COMMITMENTS ⬇

VALUE BASED DELIVERY

SYSTEMS THINKING

SELF MANAGED TEAMS

LEARNING AND GROWTH

SERVANT LEADERSHIP

1.82

82

SERVANT LEADERSHIP

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Traditional Leadership (Top Down)

Leader
Management
Employees
Customers

Customers
Employees
Management
Leader

Servant Leadership (Bottom Up)

1.83

83

SERVANT LEADERSHIP

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TRADITIONAL LEADERS

- Sees leadership as a rank to obtain
- Uses power and control to drive performance
- Measures success through output
- Speaks more
- Believes it's about him/her

SERVANT LEADERS

- Sees leadership as an opportunity to serve others
- Shares power and control to drive engagement
- Measures success through growth and development
- Listens more
- Understands it's about the team

1.84

84

ASSESS YOUR AGILE CULTURE

On a scale of 1 -1 0, 1 being strongly disagree and 10 strongly agree, how do you rate your company on the following statement:

In our company, leaders spend more time removing bottlenecks for teams in order to maximize their potential and produce greater value rather than managing and directing teams for a certain amount of output.

1.85

85

THE AGILE MANIFESTO

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and Interactions **OVER** Processes and Tools

Working Software **OVER** Comprehensive Documentation

Customer Collaboration **OVER** Contract Negotiation

Responding to Change **OVER** Following a Plan

While there is value in the items on the right, we value the items on the left more.

www.agilemanifesto.org

1.86

86

AGILE PRINCIPLES

01 **Our highest priority** is to satisfy the customer through early and continuous delivery of valuable software.

02 Welcome changing requirements, even late in development. Agile processes **harness change** for the customer's competitive advantage.

03 **Deliver** working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale.

04 Businesspeople and developers must **work together daily** throughout the project.

05 Build projects around motivated individuals. **Give them** the environment and support they need and **trust them** to get the job done.

06 The most **efficient and effective** method of conveying information to and within a development team is face-to-face conversation.

07 Working software is the **primary** measure of progress.

08 Agile processes promote **sustainable development**. The sponsors, developers and users should be able to maintain a constant pace indefinitely.

09 **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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ACTIVITY - 6

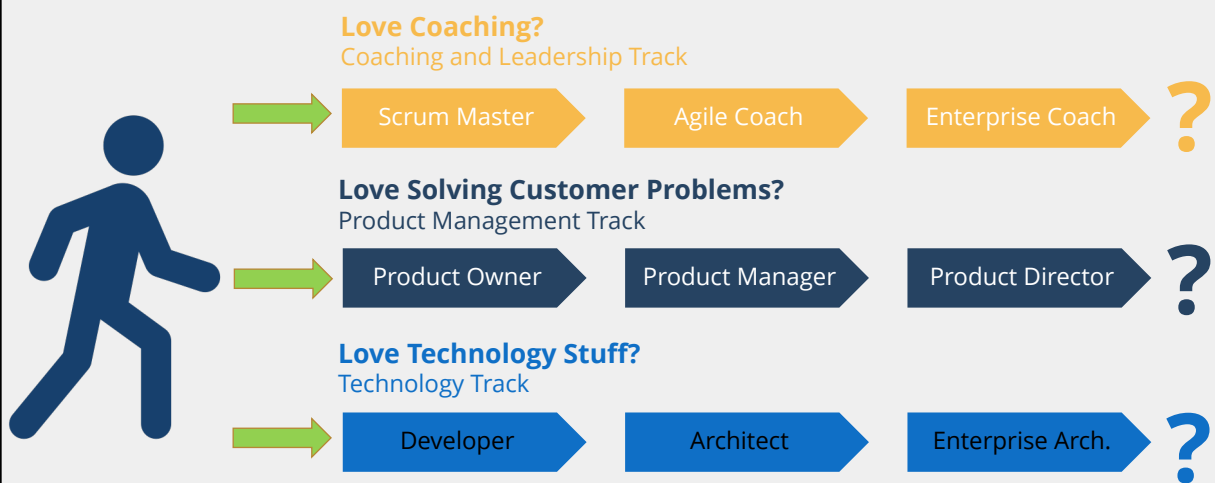15 Minutes

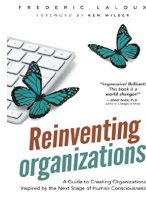Summarize each Agile Principle into a 3-word sentence.
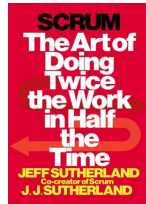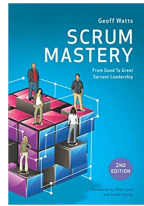
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89

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Book Recommendations

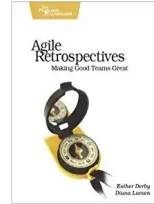**Scrum – A Smart Travel Companion**
Gunther Verheyen

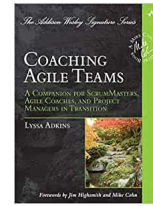**Reinventing organizations**
Frederic Laloux

Scrum – The Art of Doing Twice the Work in Half the Time
Jeff Sutherland

Scrum Mastery
Geoff Watts

Agile Retrospectives
Esther Derby and Diana Larsen

Coaching Agile Teams
Lyssa Adkins

The Lean Startup
Eric Ries

QUESTIONS? FEEDBACK?

1.92

THANK YOU!

1.93

93