



I AM NEW TO  
AGILE




I AM AN AGILE  
PRACTITIONER



I AM LEADING AN  
AGILE TEAM

# Agile For Katz PDM Students


By: Gourab Nanda




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## RE-INVENTING MYSELF

BECOMING AGILE – DOING WHAT NEEDS TO BE DONE NOW







**Gourab Nanda**  
Chantilly, VA  
Email: [gourab@agiletraining.co](mailto:gourab@agiletraining.co)  
LinkedIn: [linkedin.com/in/gourabnanda](https://www.linkedin.com/in/gourabnanda)




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



Conducted over 400 Agile and Scrum sessions in North America, providing private Agile and Scrum Programs to organizations such as: Bank of America, Phillips, 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



Started my first company, MyBusinessAssistant, in 2007; (sold in 2012). Founded VendorFit.com (B2B Software Recommendation Platform). It failed, but I learned a lot of valuable lessons.



Worked as an Engineer, Software Programmer, IT Consultant, and IT Manager (1995–2006).

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# PROGRAM OBJECTIVES

You will learn:

- Real meaning of Agile and why it matters in business and product management
- Commitments an organization should make for successful NPD as well as Agile transformation
- Common tools & frameworks used to build Agile teams and culture

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## AGENDA

1. Understanding 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?

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## AGILE: DICTIONARY DEFINITION



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.

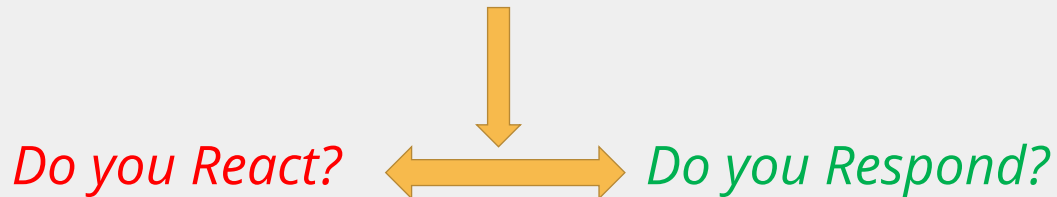
*"His vague manner concealed an agile mind"*

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## BEING AGILE = BEING RESPONSIVE

In a complex, uncertain situation:



What difference does it make?

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## AGILITY IN BUSINESS



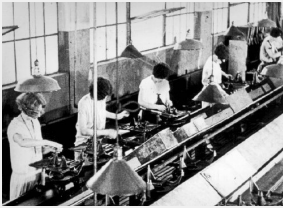
“Agility is the ability to both create and **respond to change** in order to profit in a turbulent business environment. Agility is the ability to **balance flexibility and stability.**”

- Jim Highsmith, 2002

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# THE NEW AGE WORK



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. People across the globe felt the need for adaptive project management because they saw that traditional, predictive Waterfall methods failed to support the uncertainty involved in software development.

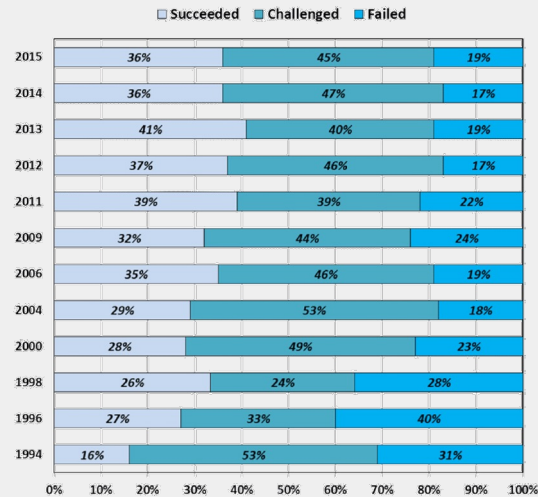
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# SOFTWARE PROJECTS WERE FAILING

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

Source: Standish Group Chaos Report



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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.

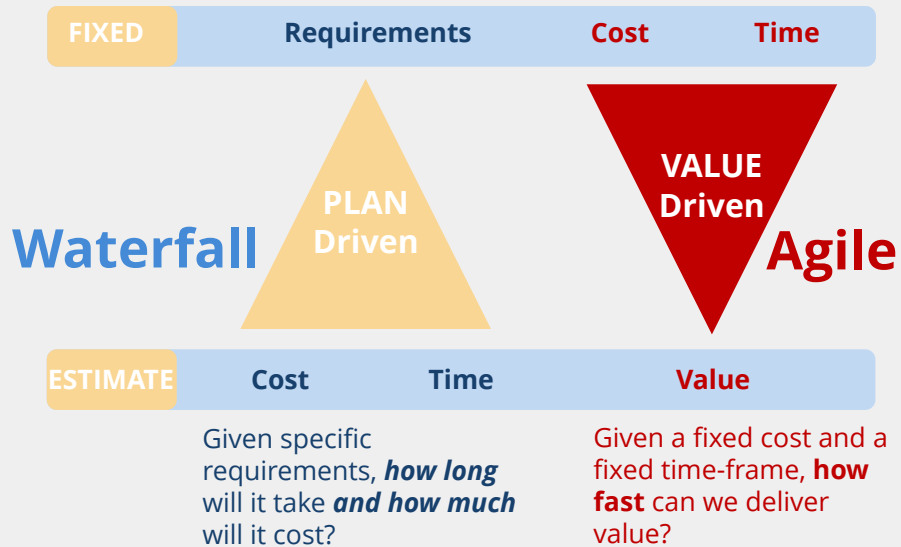
65% of Enterprises use Agile outside Software development.

-Gartner Report 2019

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# WATERFALL VS. AGILE



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# 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 there is no such thing. **There are only Agile people.**

The processes that we describe as “Agile” are designed to create environments for **people to become Agile.**

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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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## DISCUSSION # 1



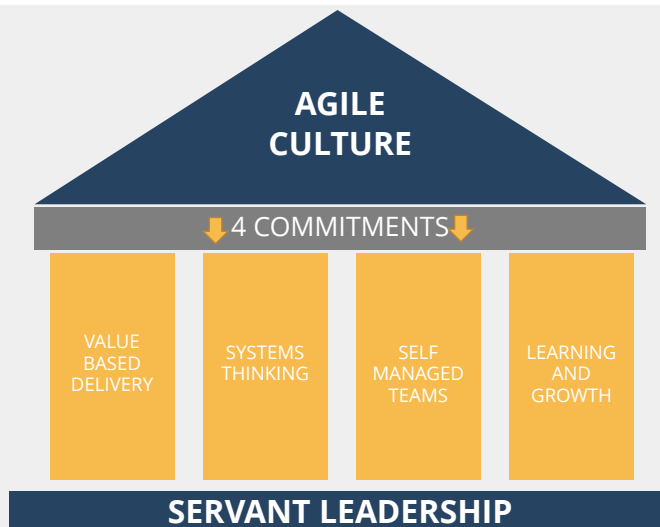
You are hired as a Product Manager of a large banking company. Although you see your team is following Agile Practices, other teams that your team is interfacing with are still following old Waterfall practices. This is causing significant delay in your feature releases.

Discuss one or two ways as to how you can convince other teams to have an Agile Mindset?

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## THE HOUSE OF ORGANIZATIONAL AGILITY



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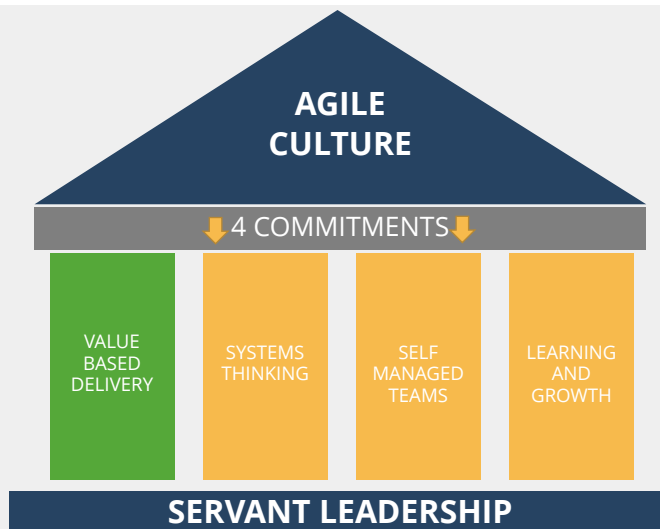


# COMMITMENT 1: VALUE-BASED DELIVERY

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## THE HOUSE OF ORGANIZATIONAL AGILITY



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# VALUE-BASED DELIVERY

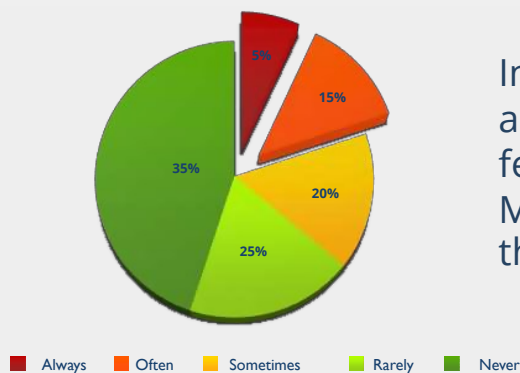
- Every organization exists to deliver value to their customers
- Customers are willing to pay for what is valuable to them and not what is given to them
- A product, feature, or service is only valuable in a certain time and context
- The value delivered should make economic sense to both the customers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

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# ARE WE DELIVERING THE RIGHT THINGS?

Standish Group Survey



In software applications, when asked about the actual features used:  
Most value is in only **20%** of the delivered solution.

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# FACTORS DRIVING VALUE

## WHO

**Your customers**

How well do you know the people you are serving?

## WHAT

**What would help your customers and the price they are willing to pay**

What exactly will help them now that you can provide?

## WHEN

**The timing and context of delivery**

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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# AGILE PRODUCT DELIVERY

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

Do you think WillowTree's "Project Driven with a Product Mindset" model achieve this objective?

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# UNDERSTAND YOUR CUSTOMERS


- The more you understand your customers and their needs and wants, the better 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 KNOW CUSTOMERS

## Customer Persona



**Sara**

**WHO SHE IS:**  
Sara shops at Target once every 2-3 months, but browses products online at least once a month. She's trendy and knows what's in style and looks to Target to give her stylish options at an affordable price. She seeks out inspiration for new decorating ideas and looks for curated collections that match her style. She's confident in her own decorating abilities.

**WHAT SHE CARES ABOUT:**

- Wants her home to feel like her own but also on trend
- Wants home goods products that are stylish at an affordable price
- Finding a good deal and telling her friends about it

**GOALS:**

- Wants to easily find what's new so she doesn't miss out on any new products
- Likes to shop online by style so she can buy products that match her décor
- Browses by curated collections for decorating ideas
- Buys online if there are reviews from other people

**DESIGNING FOR HER:**

- Design for a personalized shopping experience
- Needs collections and specific keywords to find styles she likes
- Needs to see products in stylized completed rooms
- Make customer reviews accessible and easy to find

**"I shop online by a specific collection or style that I like"**





































**PERSONALITY:**

In Store Shopper ☐ Online Shopper ☒

Contemporary ☐ Trendy ☒

Browse ☐ Search ☒

## Customer Journey Map

Stages of Journey	Motivation	Searches for Websites		Browses the Site	Evaluates Products		Pay		
Activities	Wants to buy a Christmas gift for a friend	Searches products keywords on search engines	Clicks the 1st ads. result.	Checks online again and goes to the 1st original result.	Checks out ongoing deals and hot sale products	Opens a product page to check product details.	Opens more product pages to compare info.	Processes to pay a preferred product.	Contacts online service for help.
Feelings									
Very Happy									
Overall Satisfied									
Unhappy									
Experiences	Excited to give a surprise to the friend.	<ul style="list-style-type: none"><li>• Happy to see many options</li><li>• Confusing about how to choose.</li></ul>	Annoyed at the useless info.	<ul style="list-style-type: none"><li>• Happy with the informative shopping website.</li><li>• Not sure about how to find the best price.</li></ul>	Surprise to see lots of discounts	Frustrated about reviews from other customers.	<ul style="list-style-type: none"><li>• Released with images &amp; designs.</li><li>• Sad to see out of stock products.</li></ul>	Frustrated to find only the PayPal payment option.	<ul style="list-style-type: none"><li>• Satisfied with bank card payment.</li><li>• Feels unhappy to wait for a bit of long time.</li></ul>
Customer Expectations	Easy to obtain discount news.	More user-friendly search engine.	Allow to hide unnecessary ads.	Clear and innovative website design.	More discounts during holidays.	Higher quality products.	Faster supply chain system.	More payment choices.	Faster website speed.

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## DISCUSSION # 2



Discuss some of the differences between Customers, Users and Stakeholders?

Who comes first when designing a new Feature of a Product?

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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

A product could be a **service**, a **physical product**, or something **more abstract**.

Example Products:

- An insurance claim processing software
- An email marketing campaign
- A consulting engagement
- A business operating model
- An electronic gadget

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# TYPES OF PRODUCTS AND SERVICES



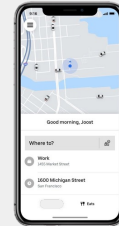
## Simple

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.



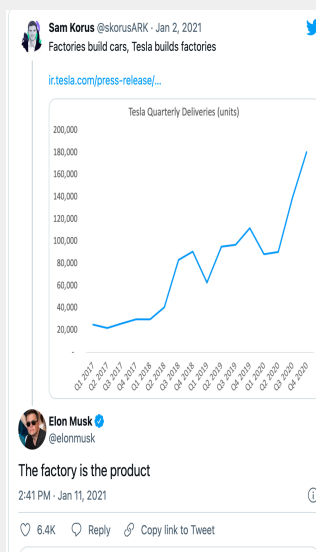
## Complex

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 FACTORY IS THE PRODUCT"



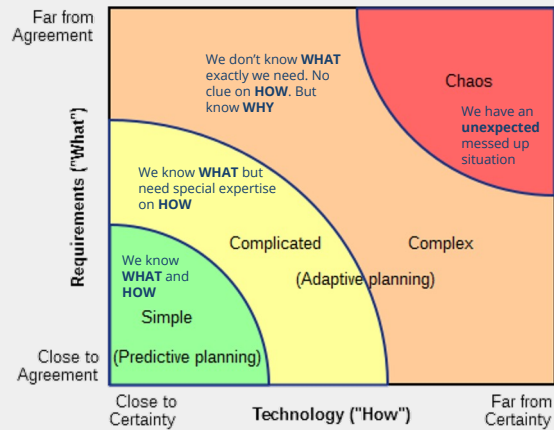
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# THE COMPLEXITY MATRIX

Stacey Complexity Matrix



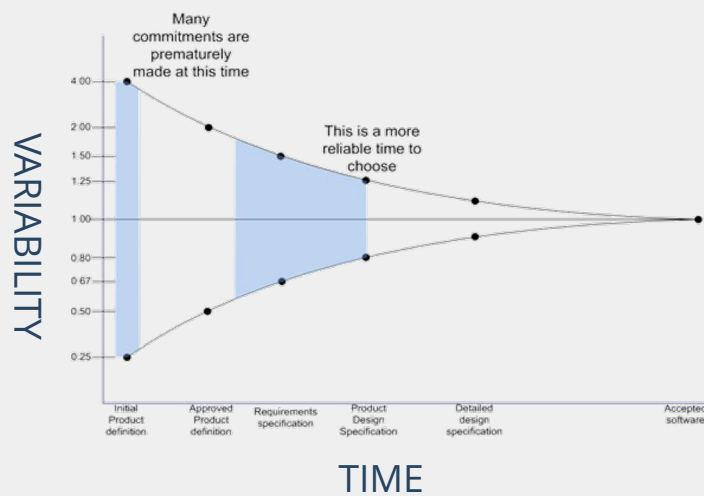
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# CONE OF UNCERTAINTY

Remember:

*The more complex the product, the more the variability, unknowns and uncertainties.*



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# POWER OF INCREMENTAL DELIVERY



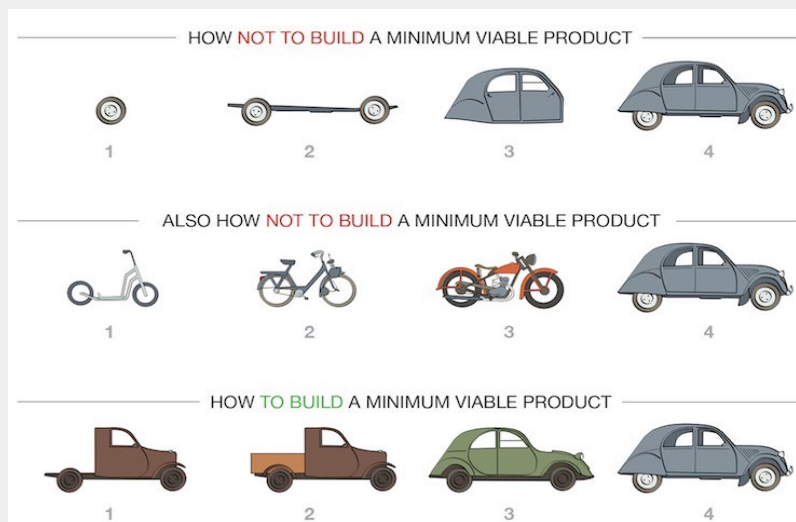
As we move from simple to more complex, we need to deliver incrementally.

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

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# BUILDING THE RIGHT MVP

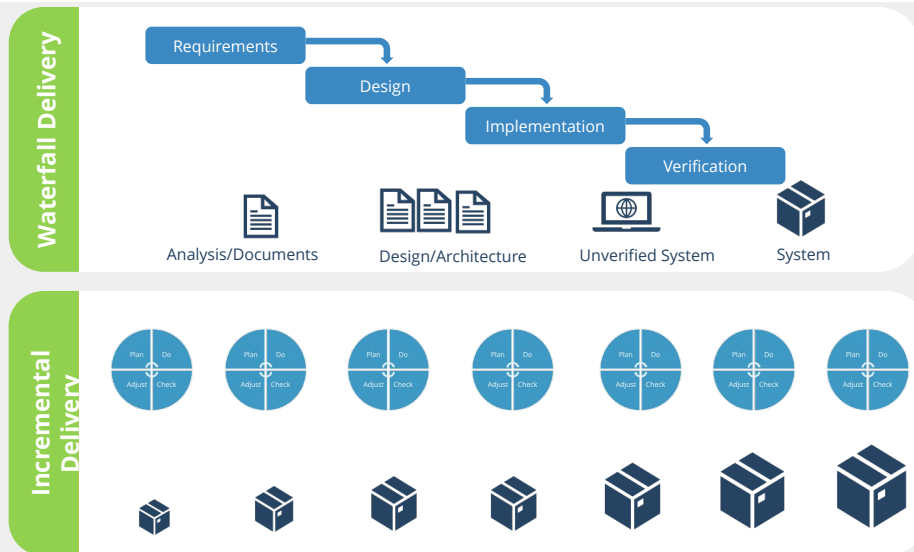


The Minimum Viable Product (MVP) is an economical way to discover unknowns and validate hypothesis so that you increase your chances of success.

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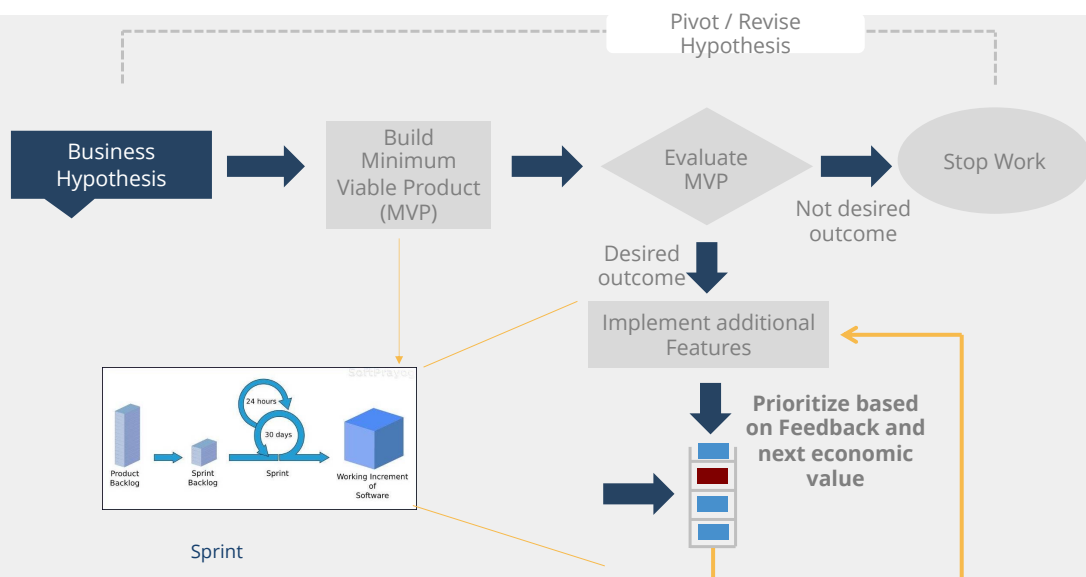
# INCREMENTAL DELIVERY



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# LEAN PRODUCT FLOW



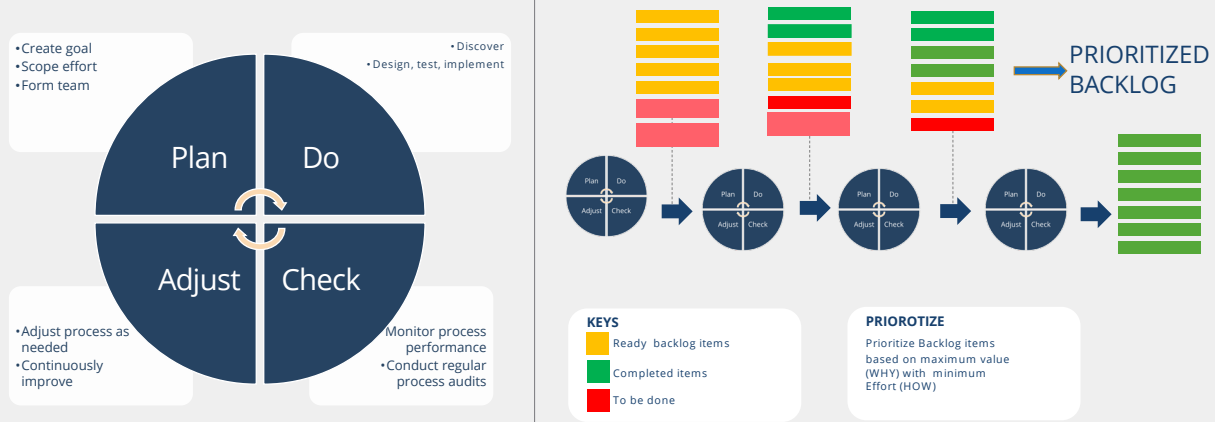
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# AN ITERATION

## An Iteration / Sprint

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



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# PRODUCT VISION EXAMPLE

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

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

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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 Product Selection

### 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 in engagement and usability

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

## Advanced Usage

### User experience in Complex orders Management

Observe users usage on multiple stores in one order

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

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# OUTPUT VS OUTCOME

**Output**  
Measures

**Outcome**  
Measures

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Features implemented

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User Stories

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Bug Fixes

Output leads to Outcomes

20%

Increase in User Visits

25%

More orders placed

30%

Less time to complete a transaction

The quantity of goods or services produced ( Work Done)

The impact on or progress toward the ultimate goal or purpose ( Value Delivered)

*Unless Outcomes are measured, we do not know if Outputs delivered Value or not.*

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## DISCUSSION # 3



WillowTree approached their clients' NPD with an outcome-based strategy.

When they prioritized backlog in a given project, what other factor(s) did they take into account?

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## REQUIREMENTS AT EXECUTION

### User Story

User Story is a great template to communicate the intent of the user

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

The details are in a conversation with the user

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

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

### Acceptance Criteria

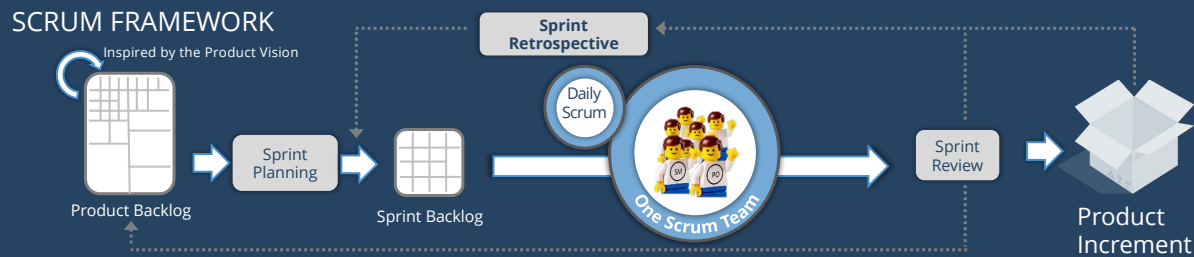
Acceptance criteria tells us what scope is needed to deliver value (for a specific goal)

- 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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# SPRINT: AN ITERATION IN SCRUM



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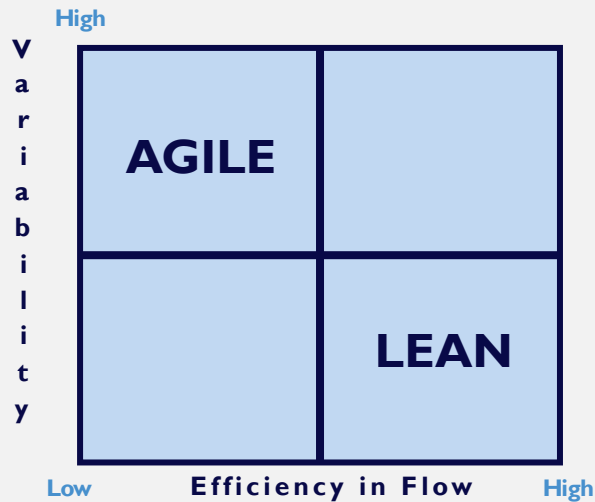
# RIGHT ENVIRONMENT FOR VALUE

- 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 skill set of the people.

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# LEAN VS. AGILE



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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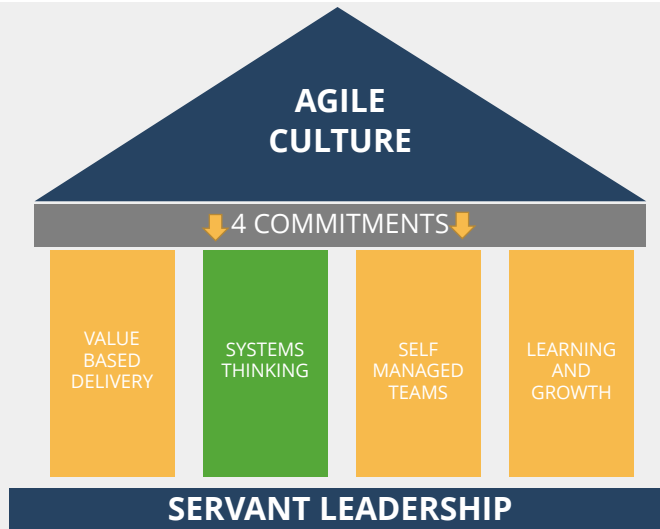
## COMMITMENT 2: SYSTEMS THINKING

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# THE HOUSE OF ORGANIZATIONAL AGILITY



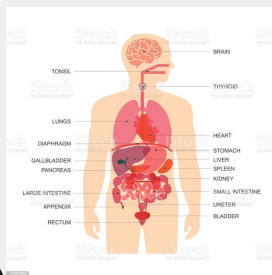
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# WHAT IS A SYSTEM?

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

## Examples of System



## Examples of Heap



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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!



Each component is optimized properly, but the system is failing. Why?

Who is responsible for optimizing the System?

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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 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, its ownership and accountabilities.

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

Only 3% are attributable to people.

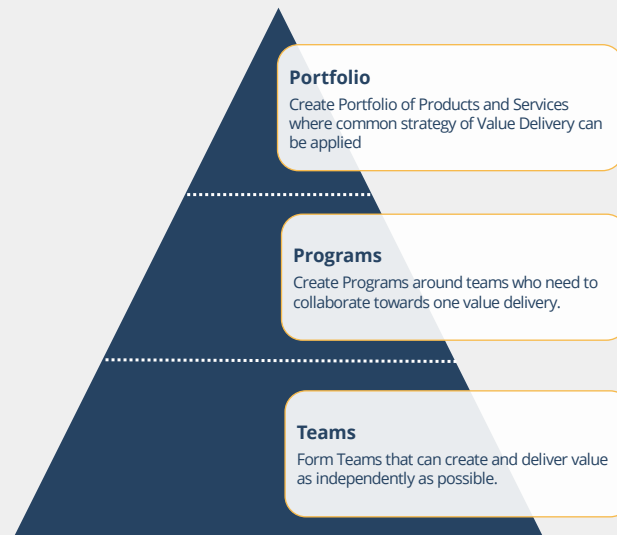
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# ORGANIZE AROUND VALUE

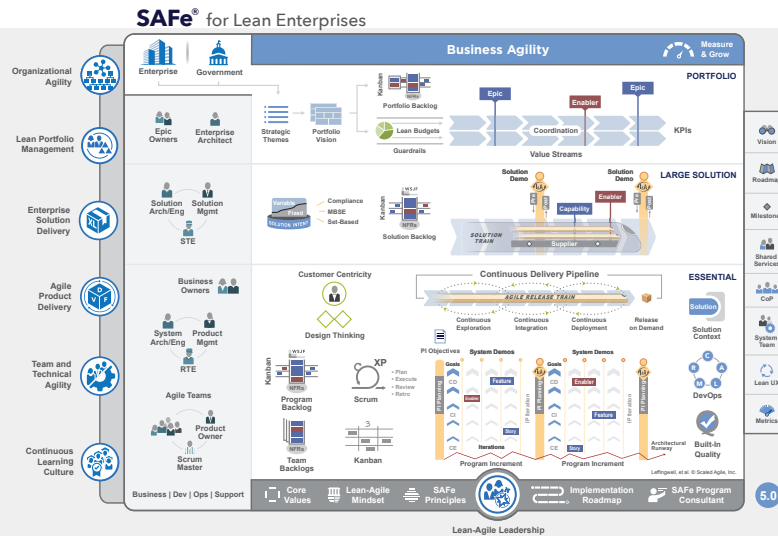
In large Agile organizations, Teams, Programs, and Portfolio are organized around value delivery and should be aligned.



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# SAFe Framework



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## APPLY SYSTEMS THINKING:

### 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).*

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## DISCUSSION # 4



What could be the System for following Roles:

A Product Manger - ?

A Department Head - ?

CEO - ?

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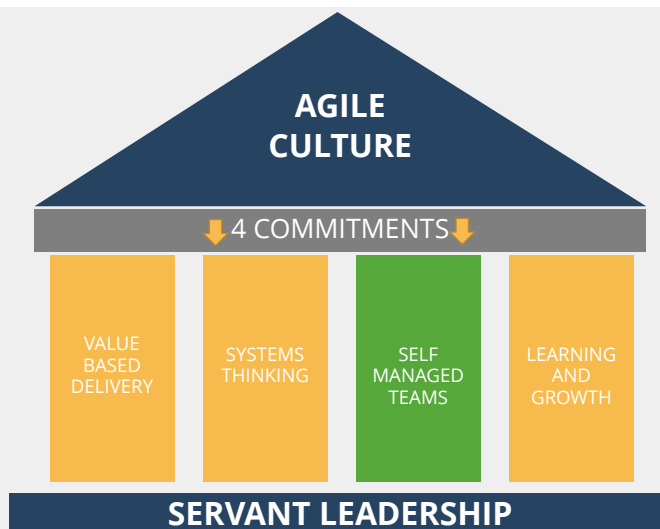


## COMMITMENT 3: SELF-MANAGED TEAMS

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# THE HOUSE OF ORGANIZATIONAL AGILITY



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## SELF-MANAGED TEAM

### Managed Team 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 more 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 What, How, and Who aspects of the job they undertake.

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## STRUCTURE OF A SELF-MANAGED TEAM



### 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.

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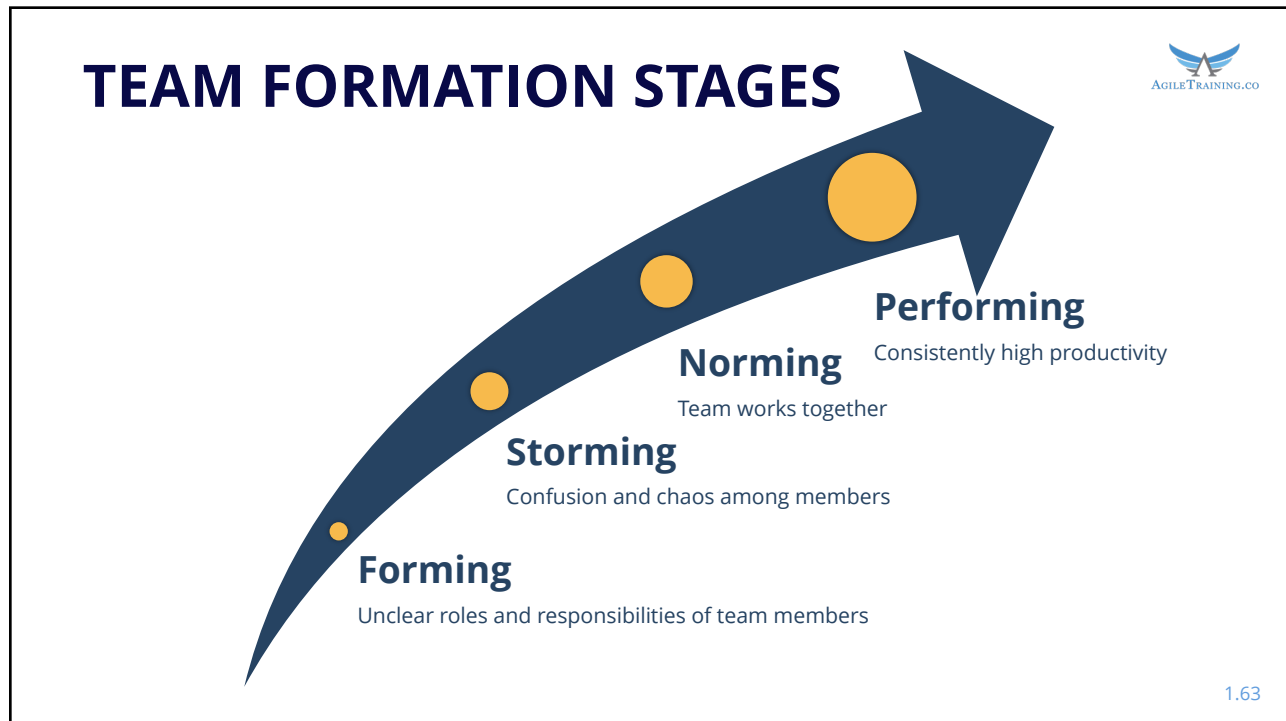
## ADVANTAGES OF SELF-MANAGED TEAM



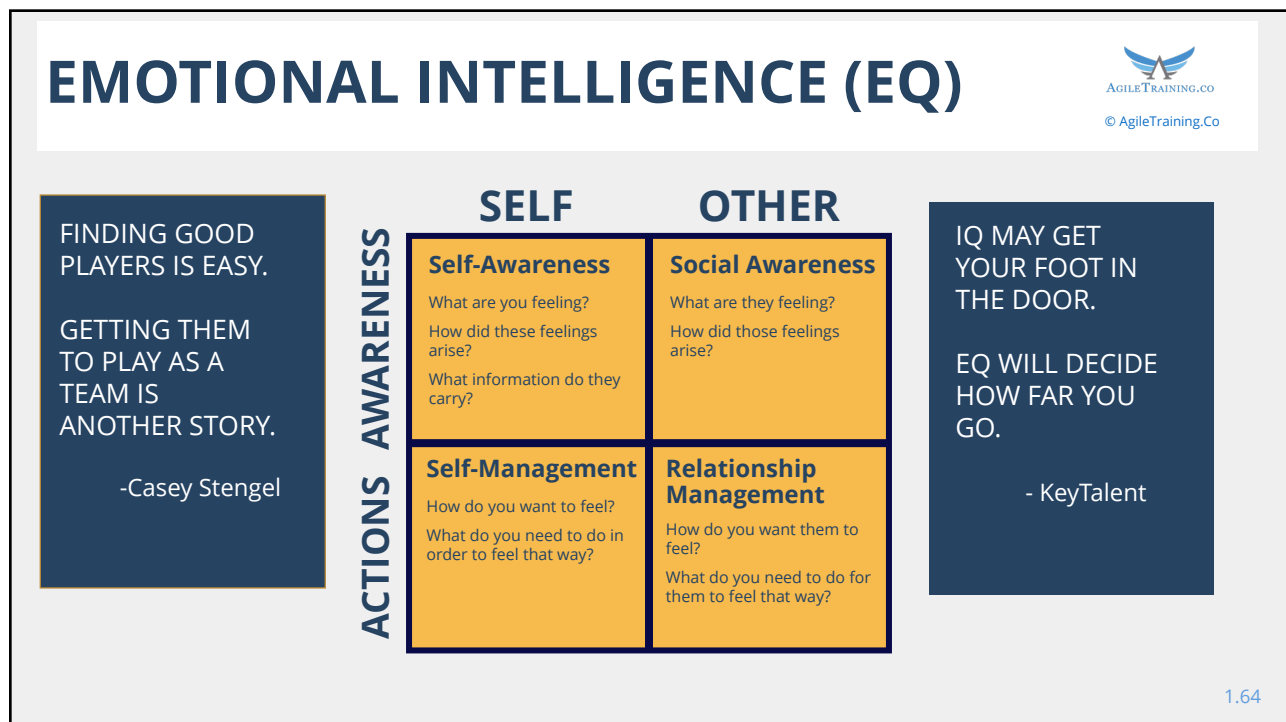
- A self-managed team makes fast decisions, learns fast, and takes corrective actions fast
- A self-managed team is accountable for all decisions taken by them
- The collective intelligence that emerges from a self-managed team is much higher than the sum of their individual knowledge
- The work structure of a self-managed team mirrors their communication structure
- The team motivation level is generally high once team achieve a certain level of maturity

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# COACHING A SELF-MANAGED TEAM

- The right coach can make a disorganized team into a high-performing 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.

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# SCRUM TEAM: THREE CORE ROLES

## Scrum Master (One per team)



- Facilitates and protects the process
- Removes team impediments

## Product Owner (One per team)



- Represents the business interests
- Sets priorities
- Owns the product backlog

## Developers (3 – 8 people)



- Does the work
- Self-organizes
- Owns Sprint Backlog
- All skill sets included

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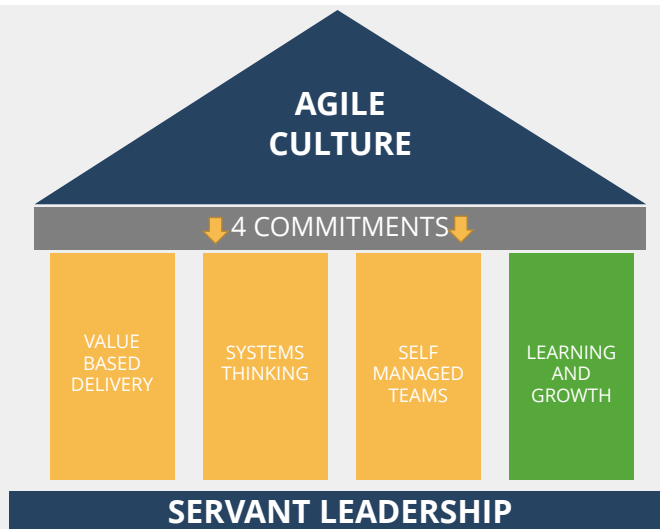


## COMMITMENT 4: LEARNING AND GROWTH

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## THE HOUSE OF ORGANIZATIONAL AGILITY



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# GROWTH VS. FIXED MINDSET



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# 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 our 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.

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# 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.

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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 strive to build a learning culture where failure and mistakes create inquiry for the purpose of improvement and not for punishment.

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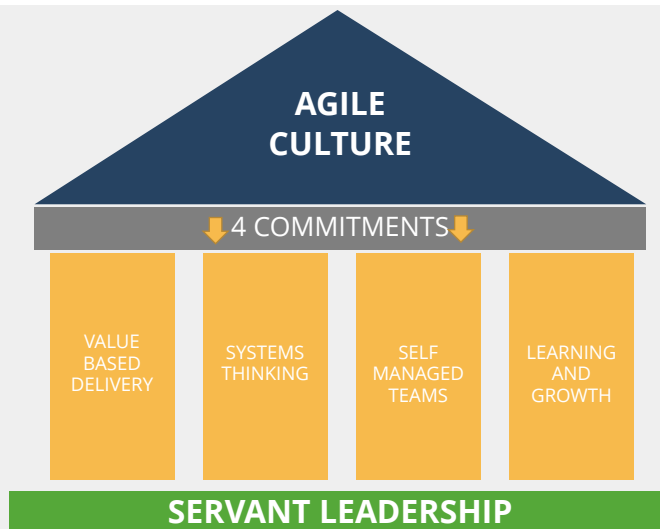


## SUPPORTED BY SERVANT LEADERSHIP

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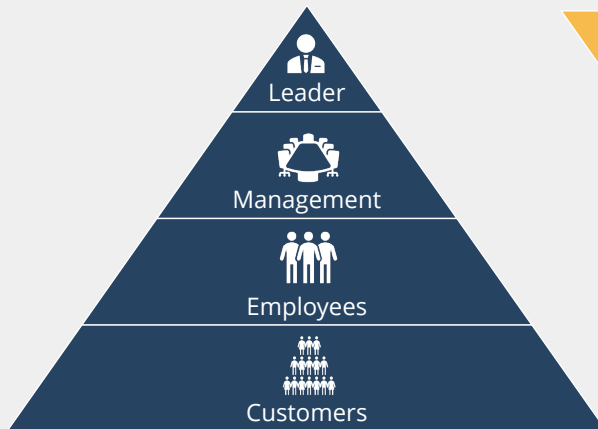
## THE HOUSE OF ORGANIZATIONAL AGILITY



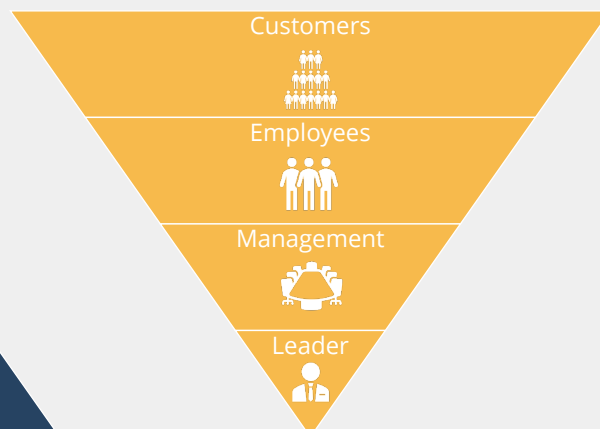
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# SERVANT LEADERSHIP



Traditional Leadership (Top down)



Servant Leadership (Bottom Up)

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# SERVANT LEADERSHIP



## 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

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# 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](http://www.agilemanifesto.org)

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# AGILE PRINCIPLES

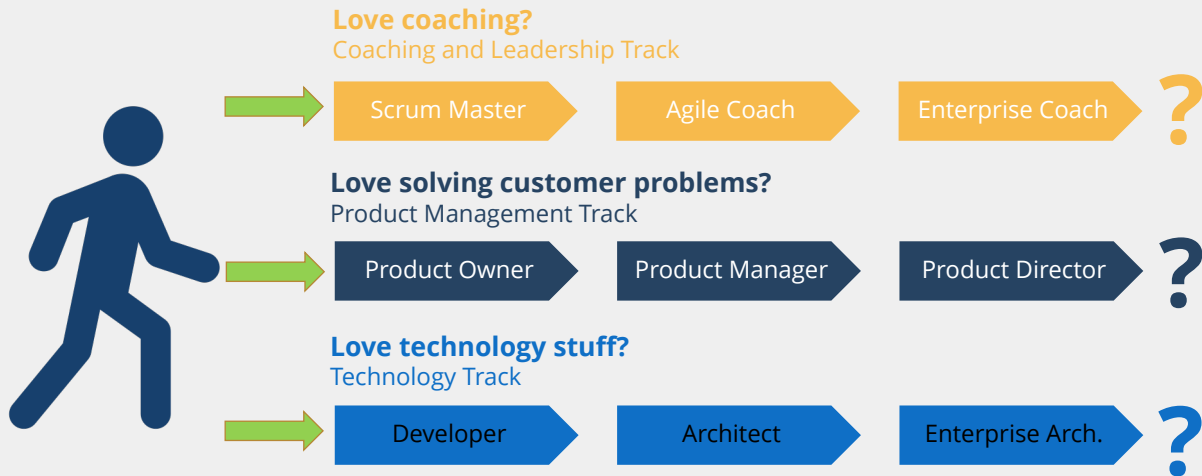


- 01** Our **highest priority** is to satisfy the customer through early and continuous delivery of valuable software.
- 02** Welcome changing requirements, even late in development. Agile processes **harness change** for the customer's competitive advantage.
- 03** **Deliver** working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale.
- 04** Business people 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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# AGILE CAREER PATH



Check out : <https://www.agiletraining.co/course-navigation/>

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## Book Recommendations



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**QUESTIONS?  
FEEDBACK?**

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**THANK YOU!**

1.82

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