How Sustainable is your "Agile?"

Transforming to Sustainable Organizational Agility

Ahmed Sidky, Ph.D.

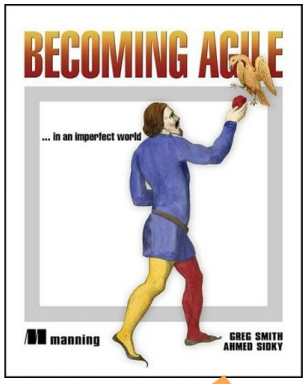
15 years of experience in software development, management and delivery

YEARS

Co-founded

ICAgile International Consortium for Agile

Co-authored



Virginia Tech

Ph.D. in Agile Transformation and Agility Assessment

on the PMI-ACP Steering committee

PMI Project Management Institute

Agile2009 Conference

Program Chair

Consulted, trained or coached with people and teams from …

THALES

RAVA Pulse Of The Future

ConAgra Foods Food you love

ITWORX

Riot Games

U.S. Department of Homeland Security

Raytheon

Booz | Allen | Hamilton

Nationwide

vodafone

AAMVA

MITRE

Federal Communications Commission

United States Government Accountability Office

Blackboard

CGI

verizon wireless

CATERPILLAR®

ExxonMobil

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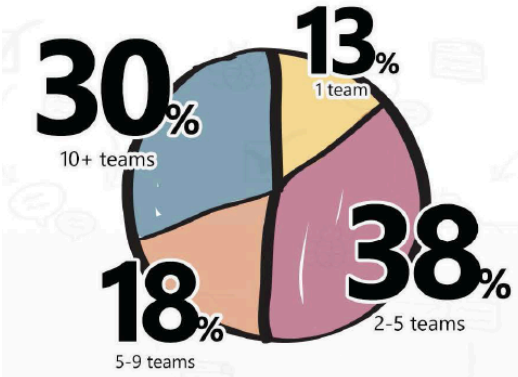
We can all agree, Agile Adoption is on a Rise ...

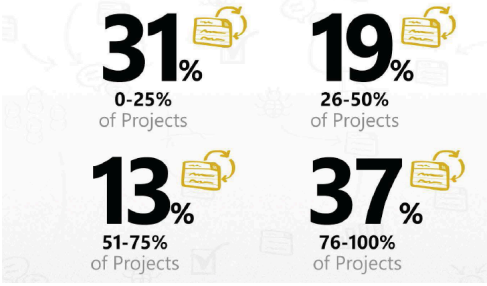
HOW MANY TEAMS ADOPTED AGILE?

This year we've seen growth in the number of teams practicing agile at each organization surveyed. Nearly half of respondents worked at companies that had adopted agile practices across 5 or more teams (48%), up from 33% in 2011, and 30% said they had 10 or more agile teams.



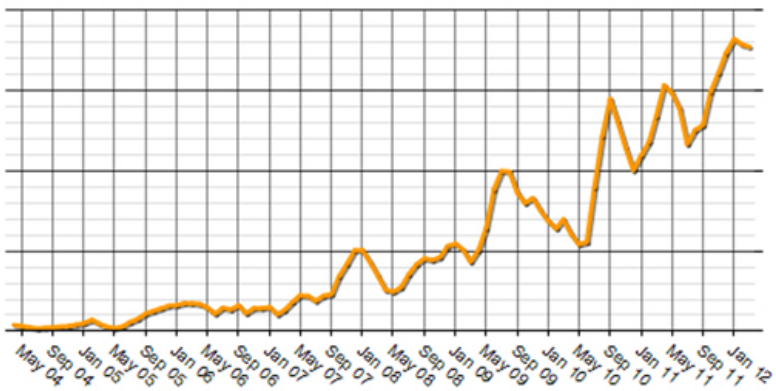
Source: 7th Annual VersionOne State of Agile Development Survey

PERCENTAGE OF PROJECTS USING AGILE



Source: 7th Annual VersionOne State of

Agile Project Management Demand Trend



Source: IT Jobs Watch, March 2012

Meet Jack

Company**: Future Corp**
Size**: 10,000 people**
Profession**: CIO**
Size of IT**: 3000 People**
Goal**: Transform organization to Agile - ASAP**
Plan: ***Something like this***

1. Start training across IT – probably on Scrum
2. Picked a star, Stacy, in the IT organization and put her in charge of the transformation – in addition to her day job.
3. Two pilot projects were launched successfully (doing Scrum) !
4. Memo from the CIO that says we're moving to an agile/scrum process for all IT projects by the end of the year.
5. The plan is to launch five pilots/teams every quarter.
6. The CIO is meeting monthly with Stacy to track the number of projects who are adopting the agile process.
7. Stacy is procuring an agile tool to help teams be consistent in their agile process.

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WILL IT WORK? WILL WE REALLY BE AGILE?

FOR HOW LONG? HOW SUSTAINABLE WILL IT BE?

What is Agile?

No Documentation

Process ?

No Architecture

Fad?

Framework ?

Chaos

Methodology ?

Cult?

No Planning

Approach ?

No Discipline

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Agile is a Mindset …

Your mindset is the established set of attitudes and habits you have about how to succeed at getting work done.

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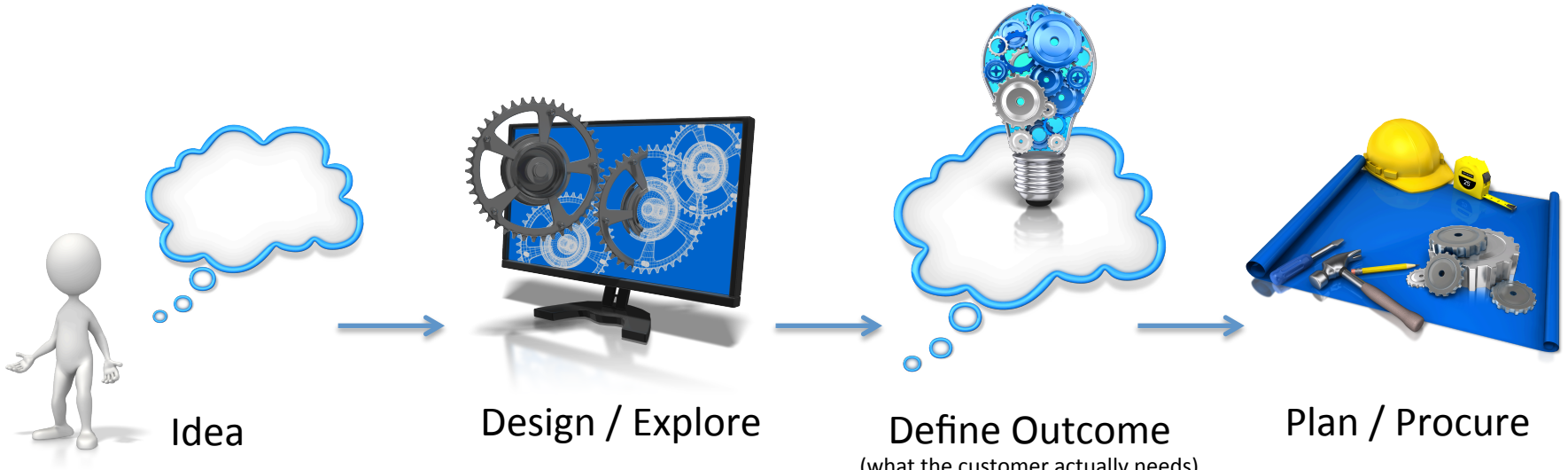
How do we get work done?



Idea

Design / Explore

Define Outcome
(what the customer actually needs)

Plan / Procure

Do Work (Execute / Implement)
to produce desired outcome

Get Outcome

Get Reward

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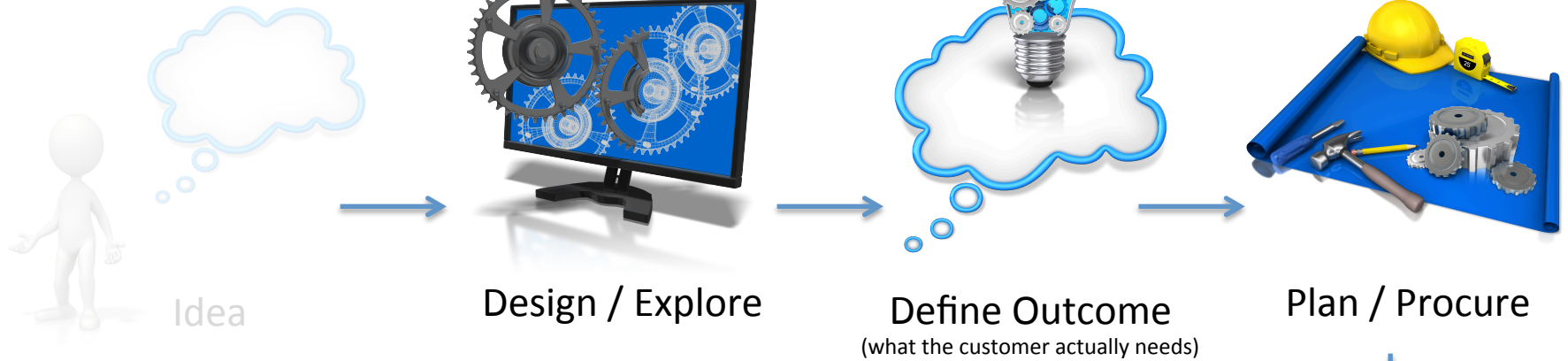
What is our Mindset towards ...



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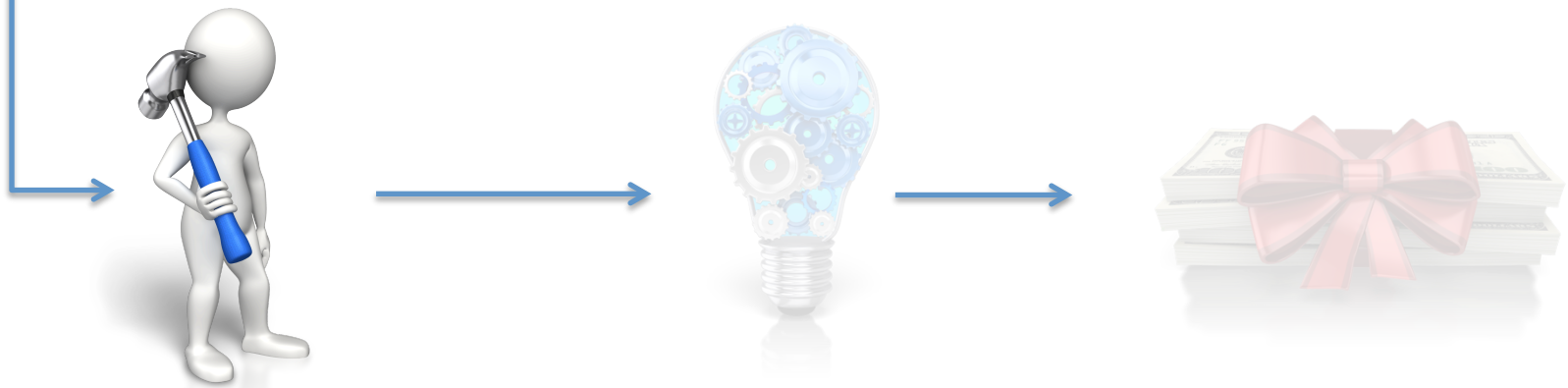

Do Work (Execute / Implement)
to produce desired outcome

Get Outcome

Get Reward

What is our Mindset towards ...

Assembly Line Mentality

Exact outcome is knowable in advance

Exact outcome is not knowable in advance

Outcome based on tangible & physical components

Outcome based on intangible, thoughts, and knowledge

Defined Process to realize outcome

Empirical Process to realize outcome

Knowledge Work Mentality

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What is our Mindset towards ...

Exact outcome is not knowable in advance

Outcome based on intangible, thoughts, and knowledge

Empirical Process to realize outcome

The Tunnel of Uncertainty

We have an idea where we are going, and we don't know exactly what the outcome will be, and we know there will be lots of changes and we really can't control all the players needed to produce the outcome according to plan.

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What is our

Mindset

towards succeeding when there is

Uncertainty

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What is our

established set of attitudes and habits

towards succeeding when there is

Uncertainty

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Fixed Mindset

I believe that my **[Intelligence, Personality, Character]** is locked-down or fixed. My potential is determined at birth. It doesn't change.

Desire to **avoid failure and look smart** in every situation and prove myself.

Avoids challenges and obstacles because risk of failure.

Stick to what they know and can do.

Failure is an impression of **lack of talent**, therefore quick to blame and be defensive.

Feedback and criticism is **personal** as it impacts self-image.

They **don't change** or improve so to this confirms that "they are as they are."

Context of Personal Life

Growth Mindset

I believe that my **[Intelligence, Personality, Character]** can be continuously developed. My true potential is unknown and unknowable.

Desire **continuous learning**. Confront uncertainties.

Embracing challenges because will learn something new

Not afraid to fail – an opportunity to learn

Put lots of effort to learn and master something new

Feedback and criticism is not about them but **about current capabilities**

Elicit feedback since it is a source of new information and learning

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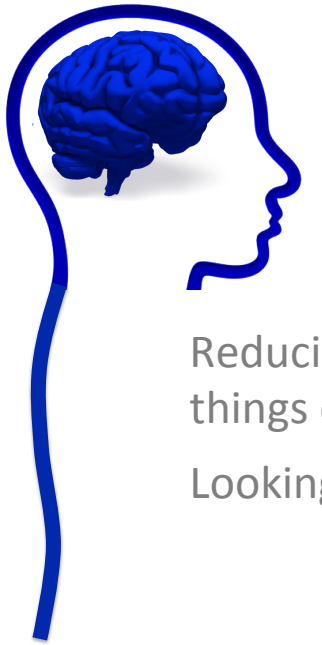
Which Mindset ?

Exact outcome is not knowable in advance

Outcome based on intangible, thoughts, and knowledge

Empirical Process to realize outcome



Fixed Mindset
approach to managing uncertainty

Reducing uncertainty by "nailing things down."

Looking to fix and confirm things.

Agile Mindset
approach to managing uncertainty

Reducing uncertainty by discovering and learning.

Looking to learn and discover in the most efficient way possible.

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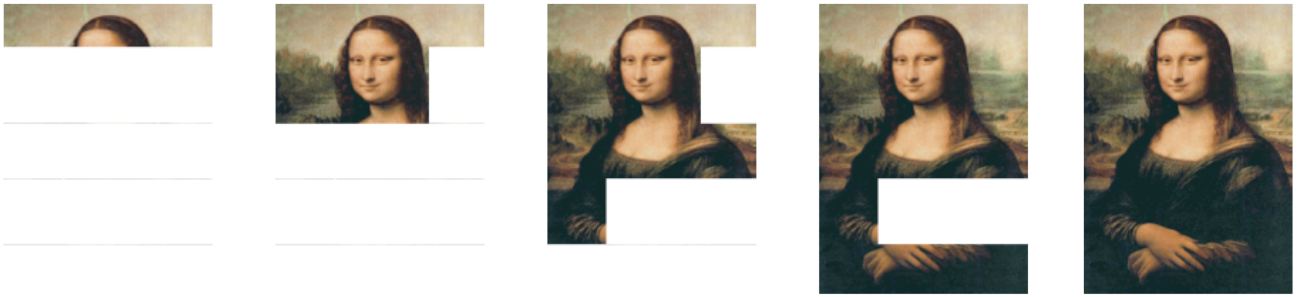
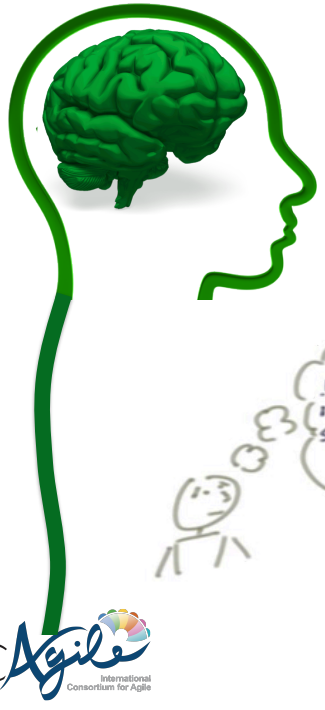
Fixed Mindset approach to using Iterations

Reducing uncertainty by "nailing things down."

1 2 3 4 5





Agile Mindset approach to using iterations

Reducing uncertainty by discovering and learning.

1 2 3 4 5

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How to manage **Uncertainty** using the **Agile Mindset** in the **Software domain**

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

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

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

- Welcome Change
- Failing Early
- Build and Feedback loops
- Continuous Delivery
- Value-Driven Development
- Small value-add slices
- Learn through Discovery
- Continuous Improvement

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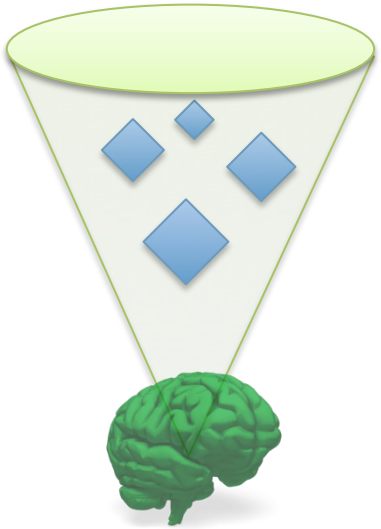

A Value is an established ideal that the members of a given society regard as desirable

Individuals and interactions over processes and tools
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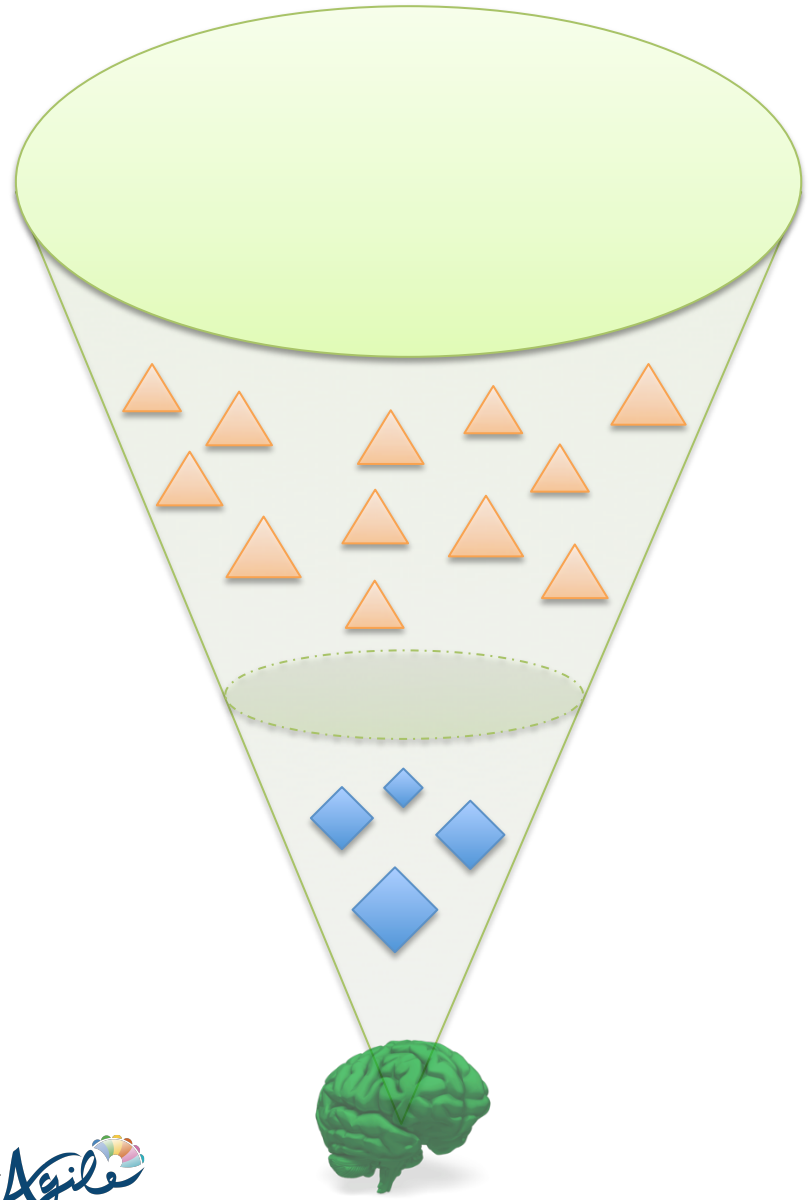

Agile is a mindset

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Established through 4 values

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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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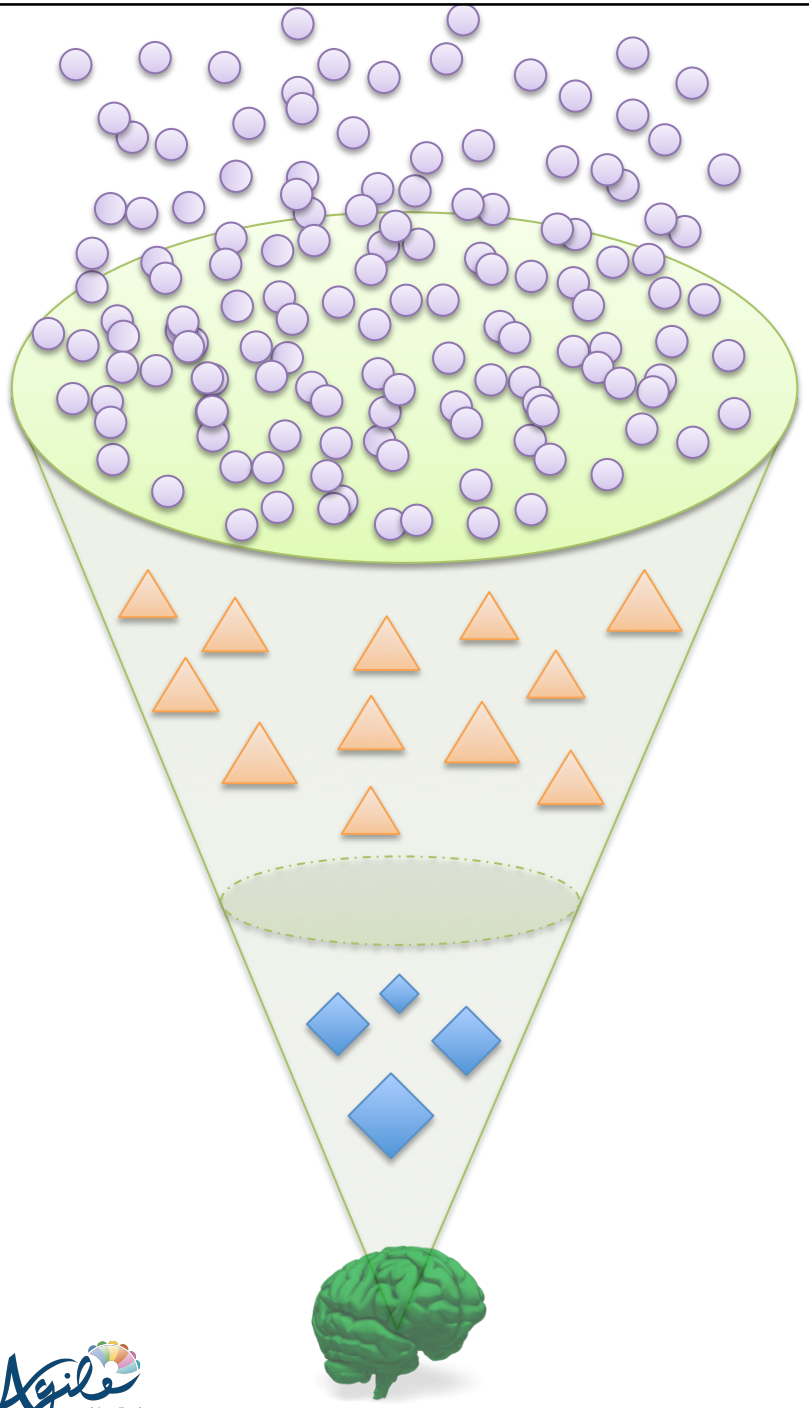

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Product visioning
Project chartering
Affinity (relative) estimation
Size-based (point) estimation
Planning poker
Group estimation
Value-based documentation
Prioritized product backlog
User stories
Progressive elaboration
Personas
Story maps / MMF
Story 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

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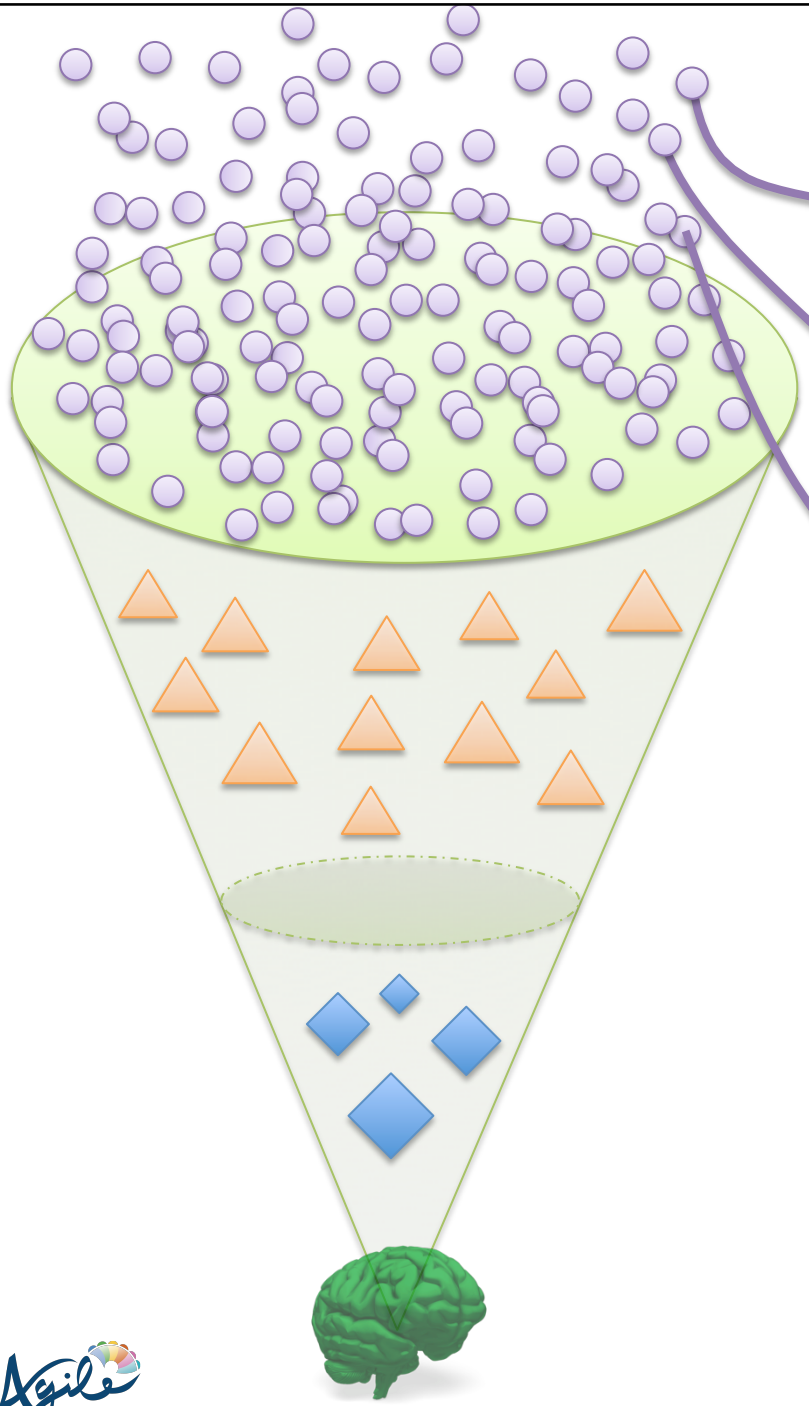

Scrum

eXtreme Programming

Your own Agile process

Agile is a mindset

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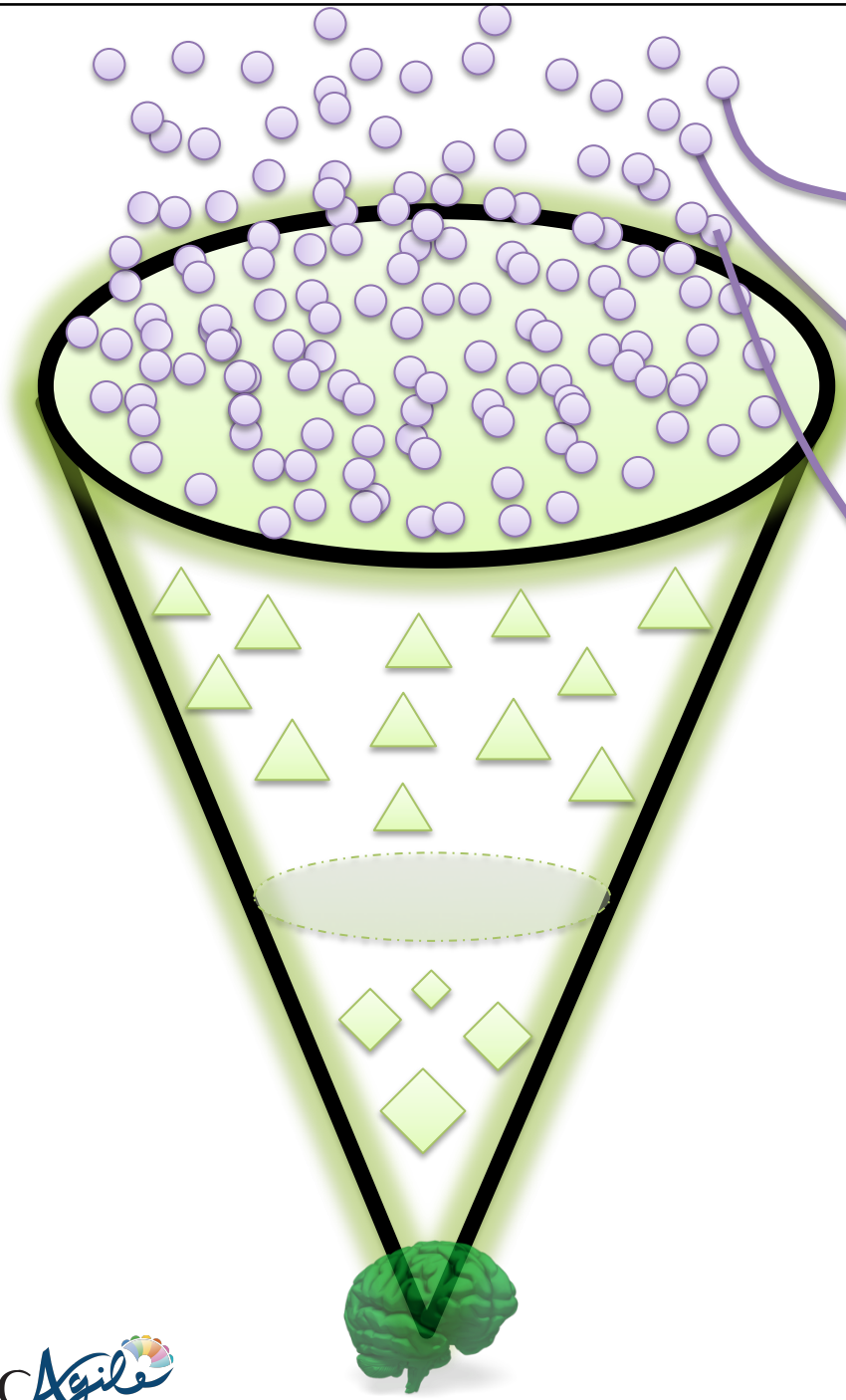

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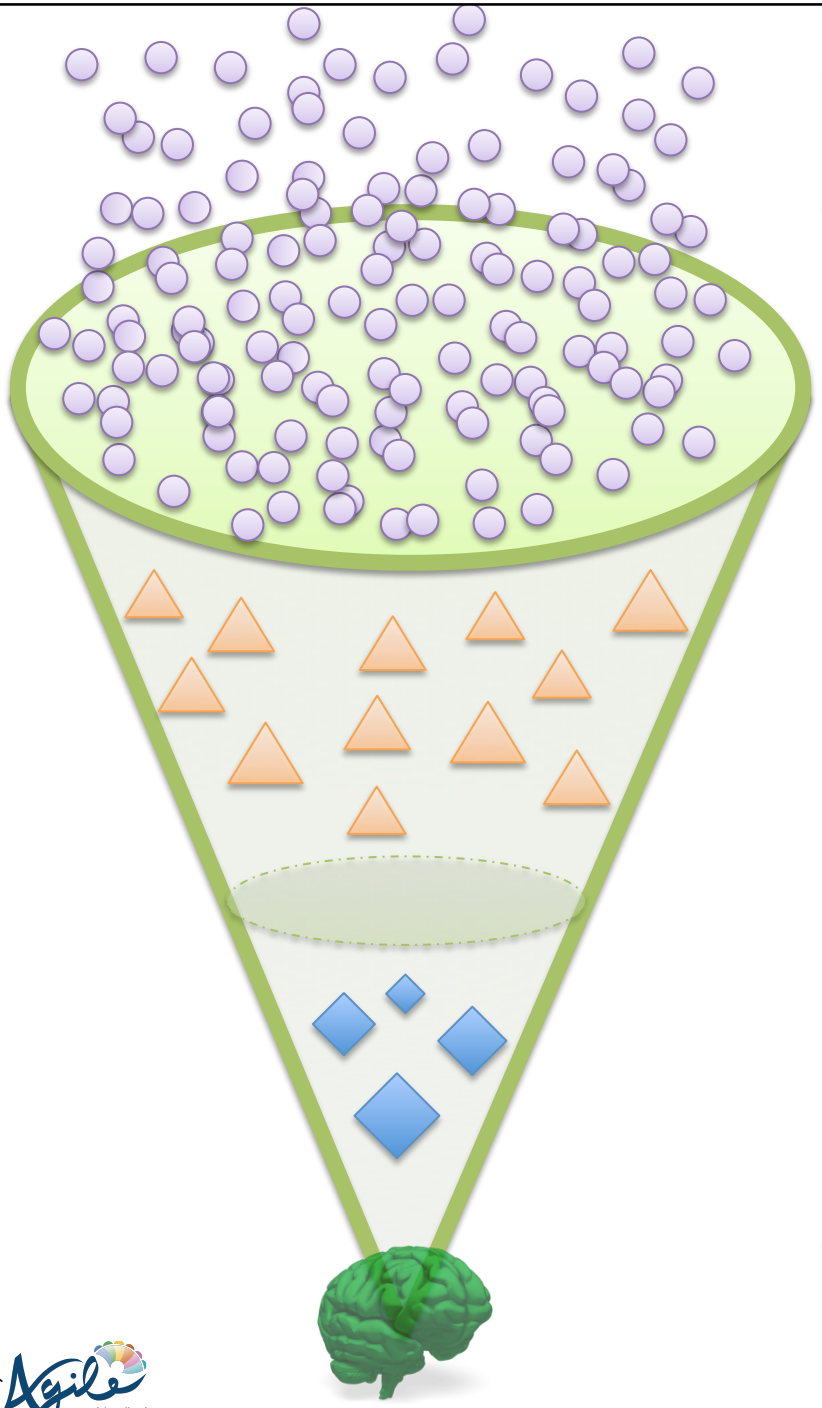

Agile as a Process and Practices

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

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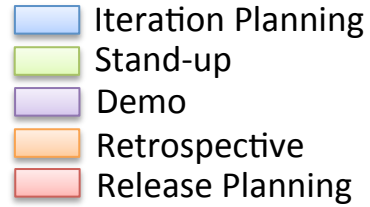
A view of the Doing of Agile vs the Being of Agile

	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								
Day 6								
Day 7								
Day 8								
Day 9								
Day 10								
Other								



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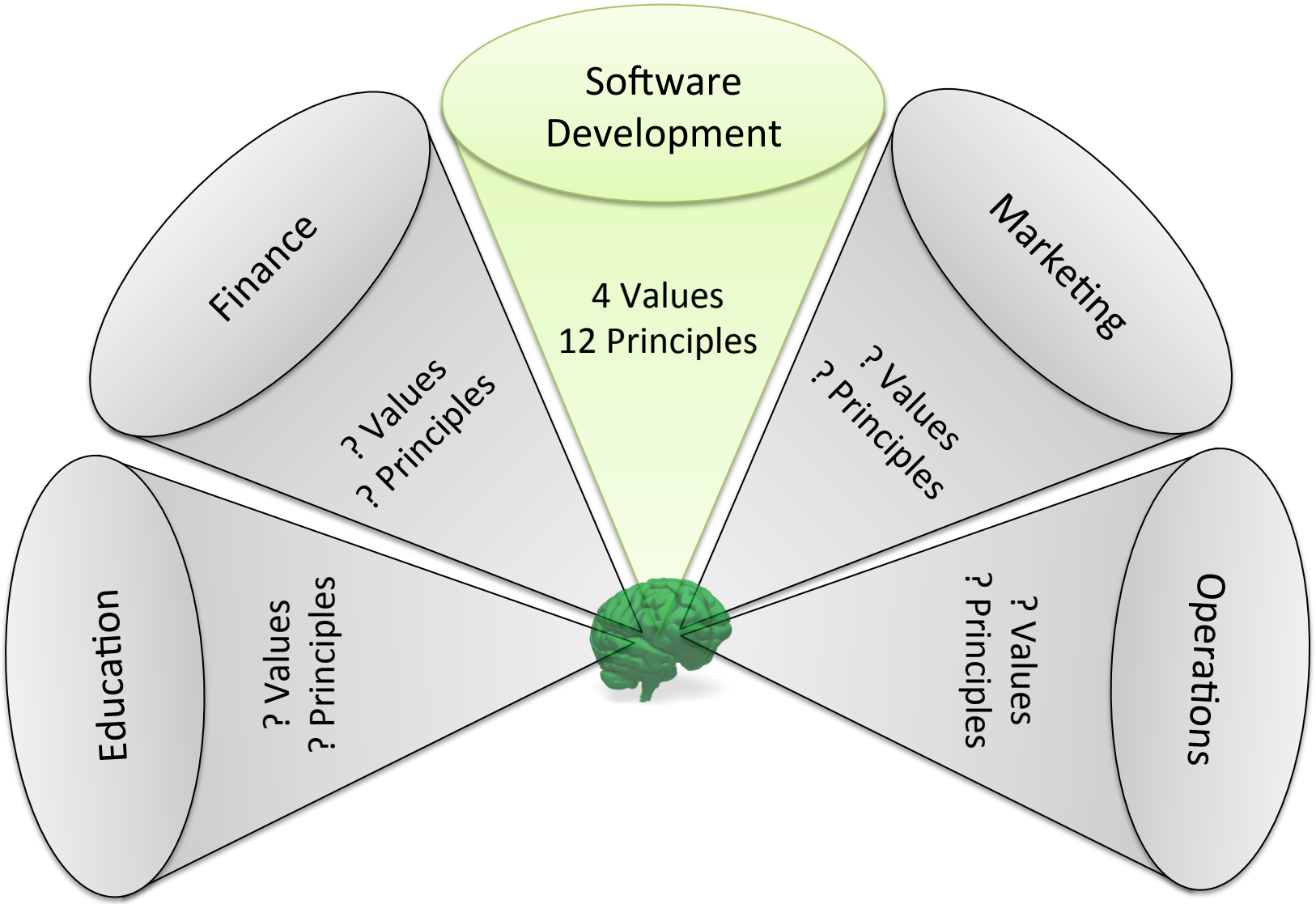
~22%

Of people's time is consumed by "doing agile practices"

What about the rest?

What changes?

1	2	3	4	5	6	7	8
9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24
25	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48
49	50	51	52	53	54	55	56
57	58	59	60	61	62	63	64
65	66	67	68	69	70	71	72
73	74	75	76	77	78	79	80



The Agile Mindset and other Domains

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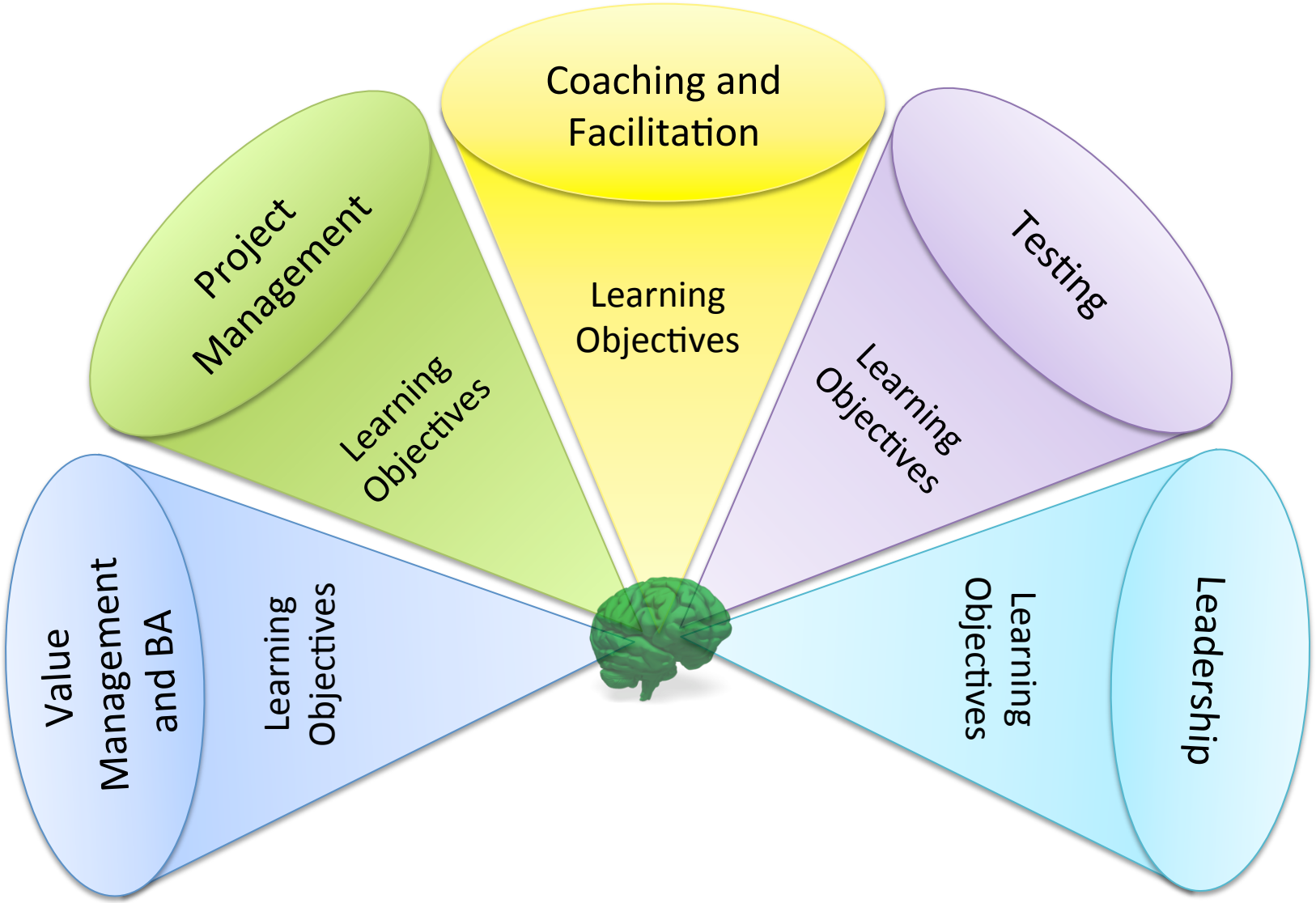

The Agile Mindset to Disciplines inside Software Development

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ICAgile's Roadmap

The Agile Mindset to Disciplines inside Software Development

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Process Adoption vs Culture Transformation

Process Change / Incremental Change	Organizational and Culture Transformation
Focus on Process and Technology	Focus on People
Cascading Decisions	Shared Vision
Training	Educating
Communication	Buy-in
Compliance	Commitment

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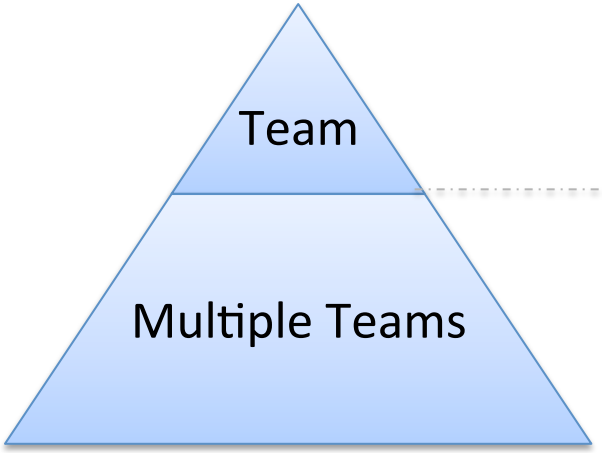
Scaling Agile Spectrum

Individual Mindsets and Team (Sub) Cultures need to be aligned with Agile



Chasm between Transformation and Adoption

Organizational Culture needs to be Aligned with Agile

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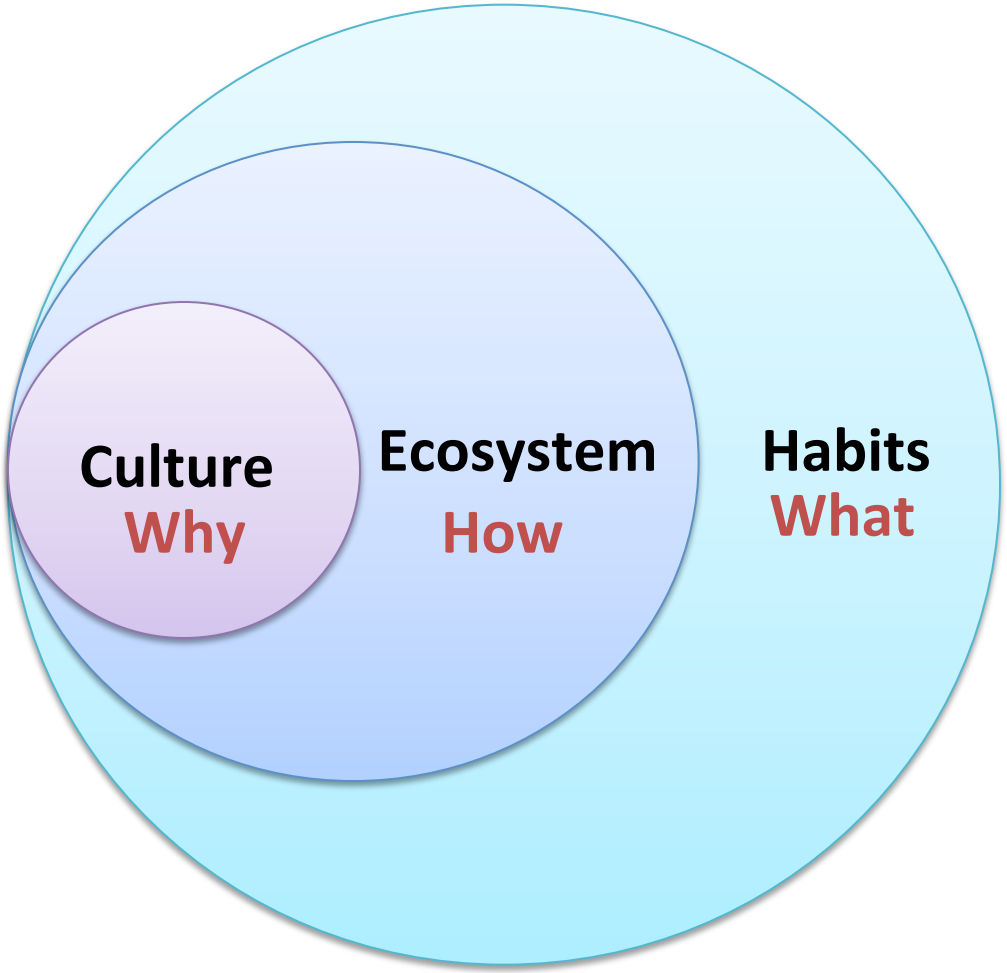
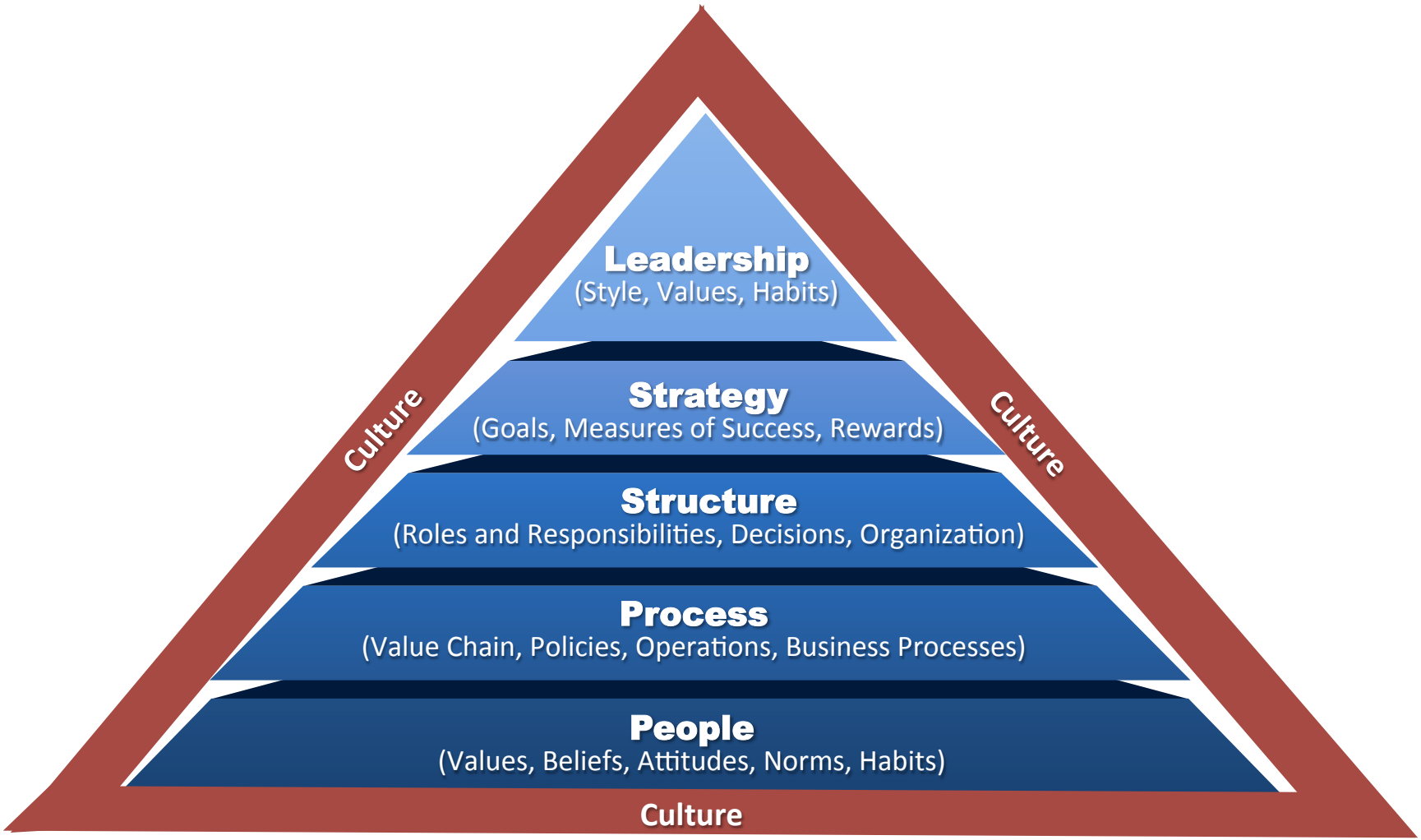
Enterprise Agility



Enterprise Agile is a **culture** based on the ***values and principles*** of Agile, supported by the ***organizational ecosystem*** and manifested through ***personal and organizational habits*** *(how work really gets done around here)*.

An Organizational Ecosystem consists of its:
Leadership, Strategy, Structure, Processes and People

Culture: The Organizational Ecosystem



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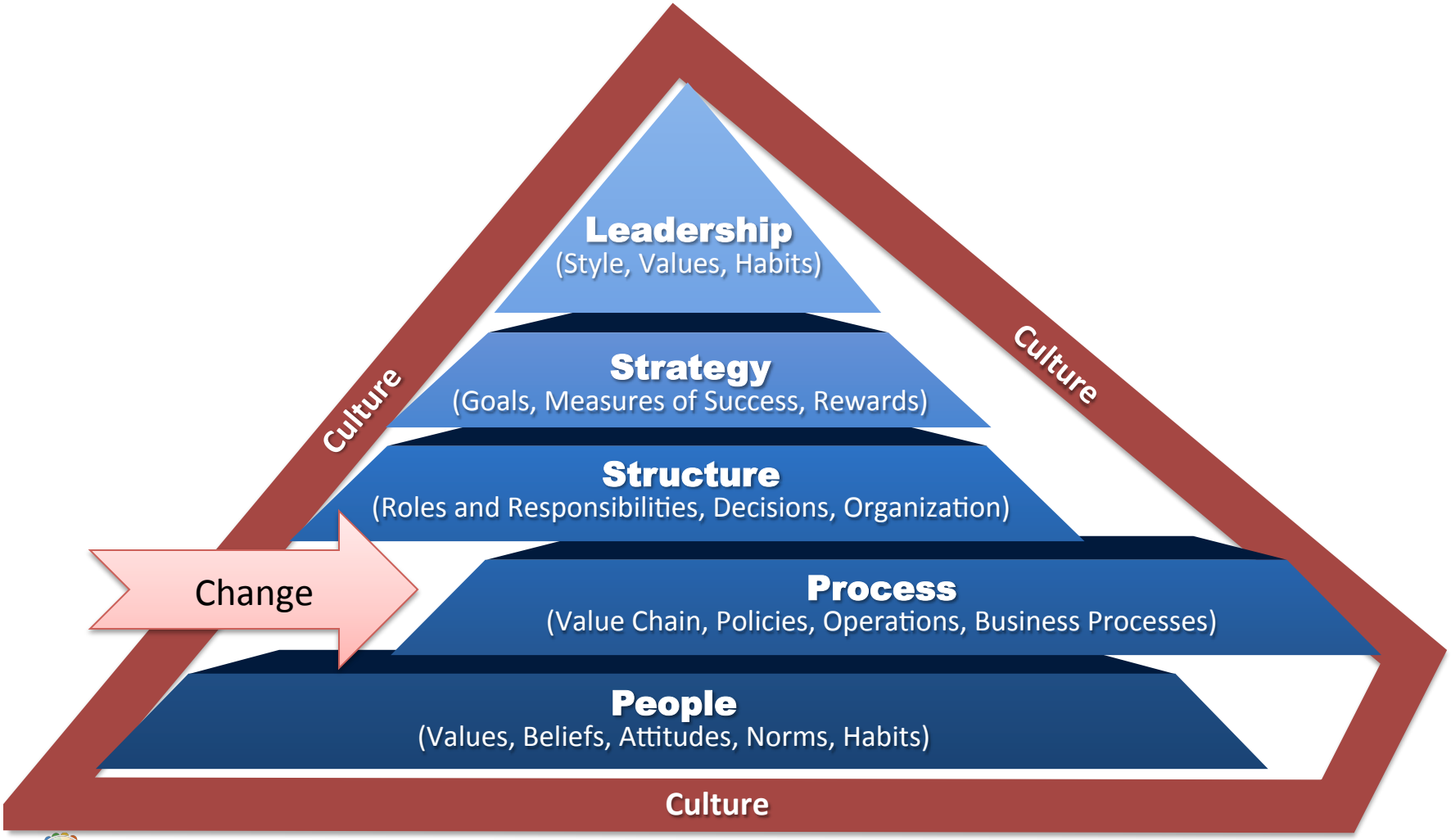
Process-Based Transformation



Culture needs to be Aligned

Collins & Porras studied:

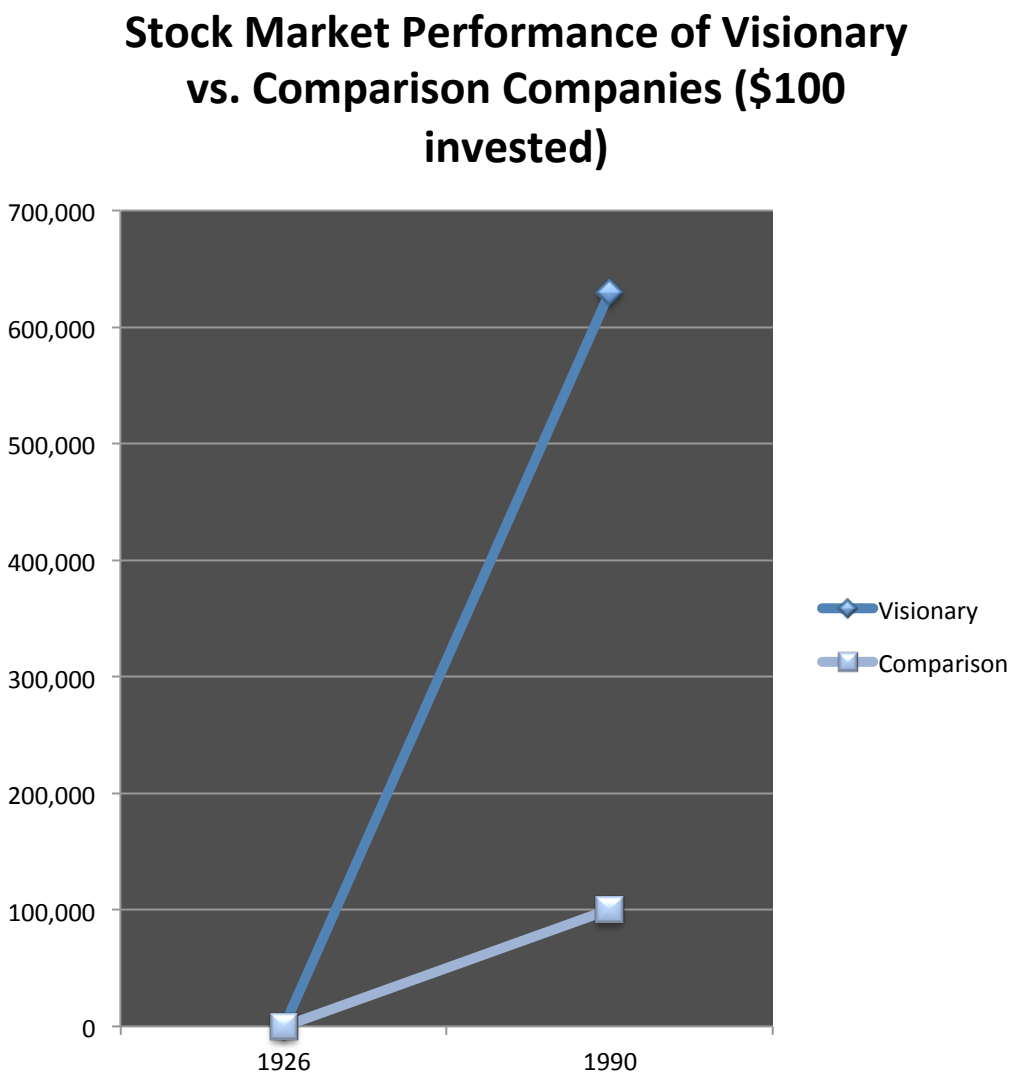
- 18 "visionary" vs. comparisons

Key distinguishing factor:

- presence of a **Strong, Integrated** and **Consistent Culture**

Most critical differentiating factor:

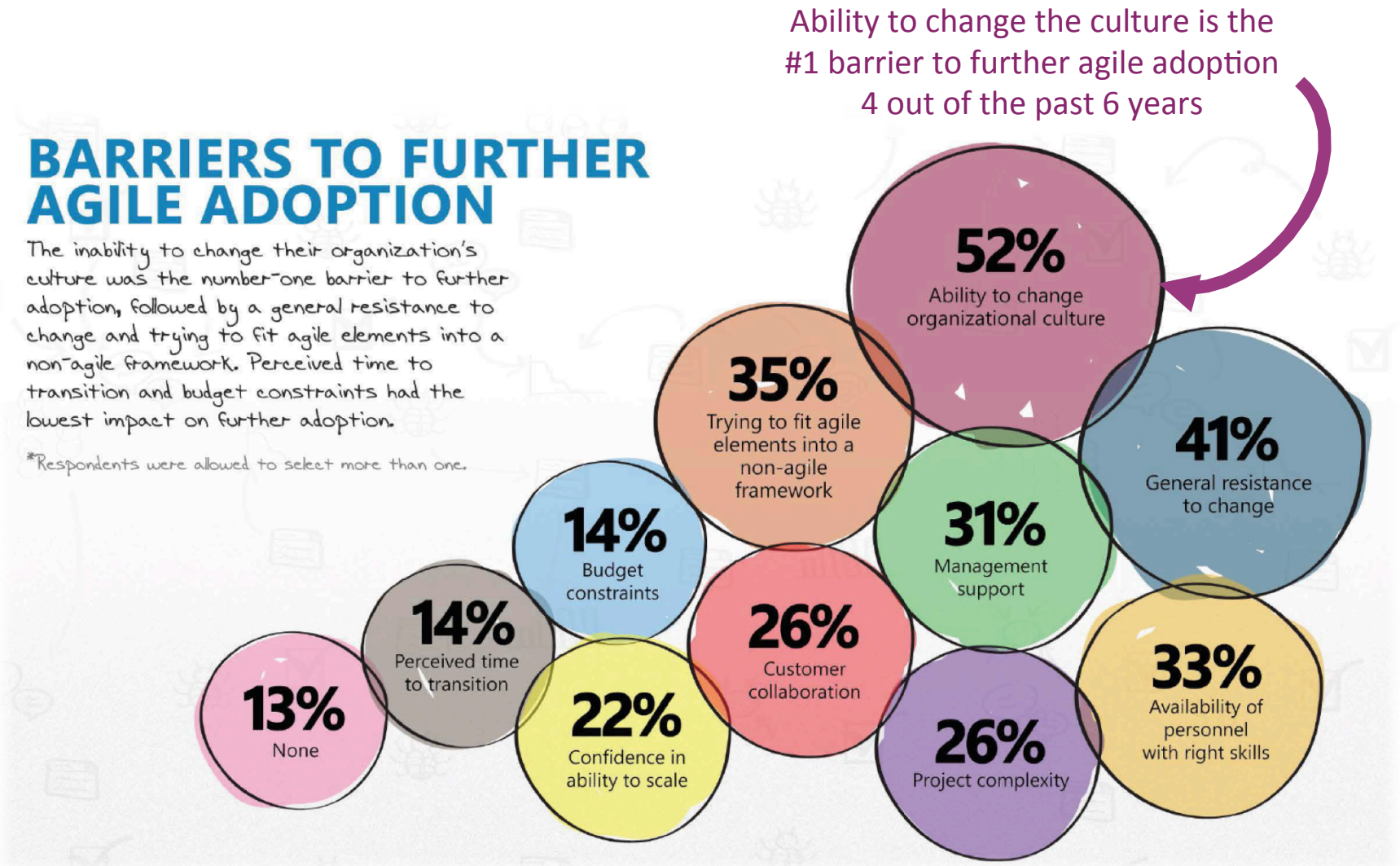
- **Alignment** – where all elements of the organization work in concert



- Jim Collins & Jerry Porras, *Built to Last*

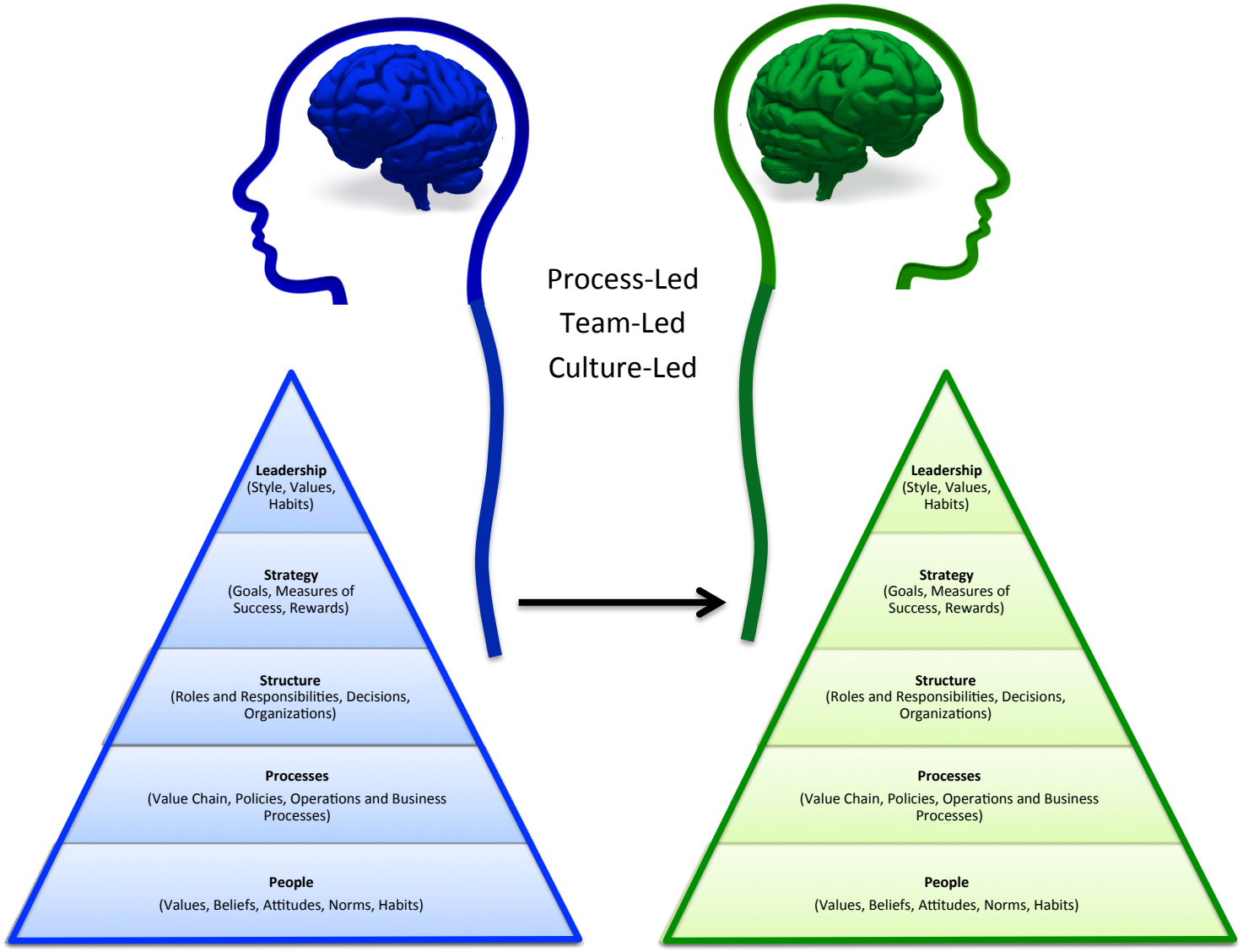
2012 Survey – Barriers to Agile Adoption

Ability to change the culture is the
#1 barrier to further agile adoption
4 out of the past 6 years

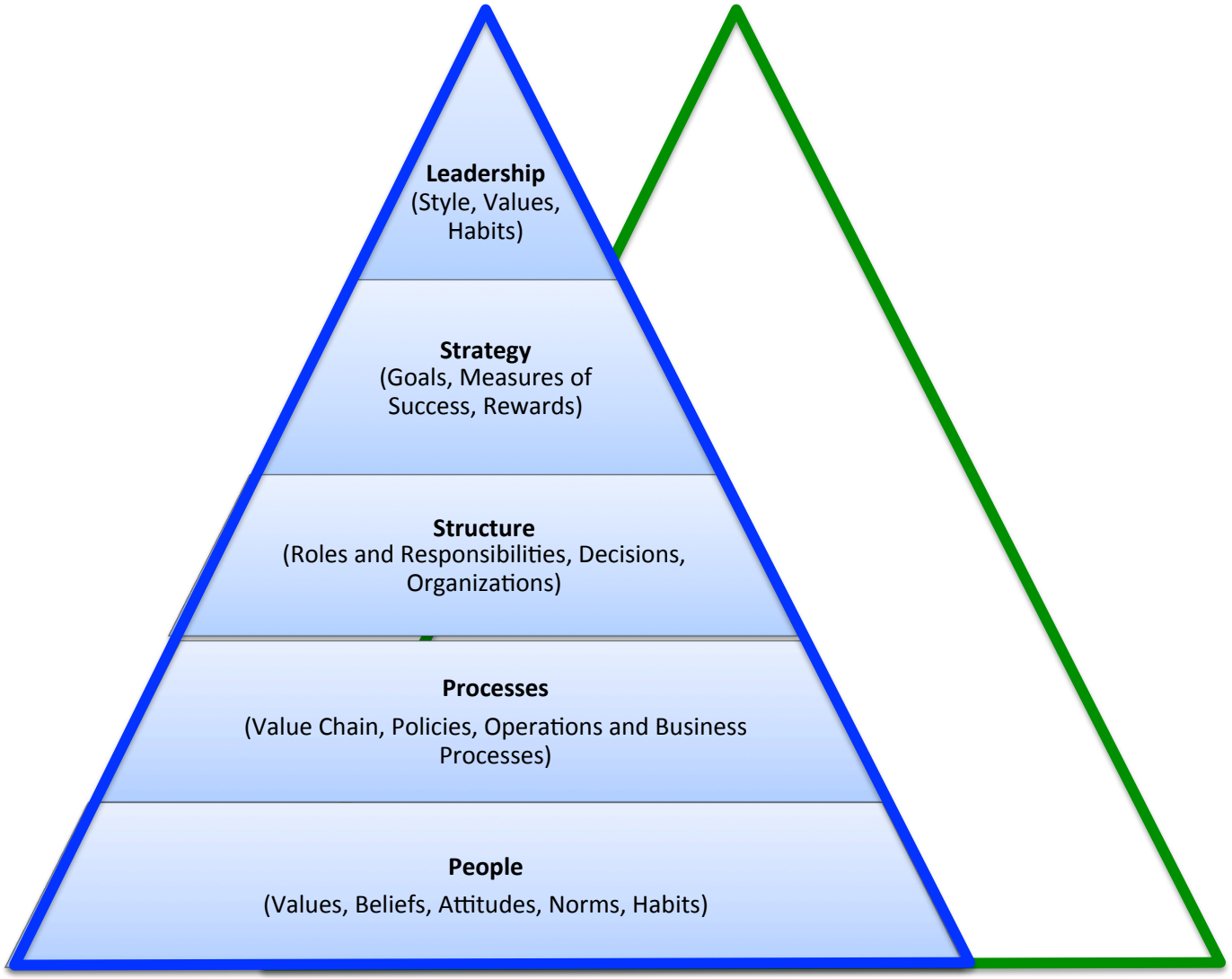


Source: 7th Annual VersionOne State of Agile Development Survey

Common Transform Approaches



Process-Led Transformation



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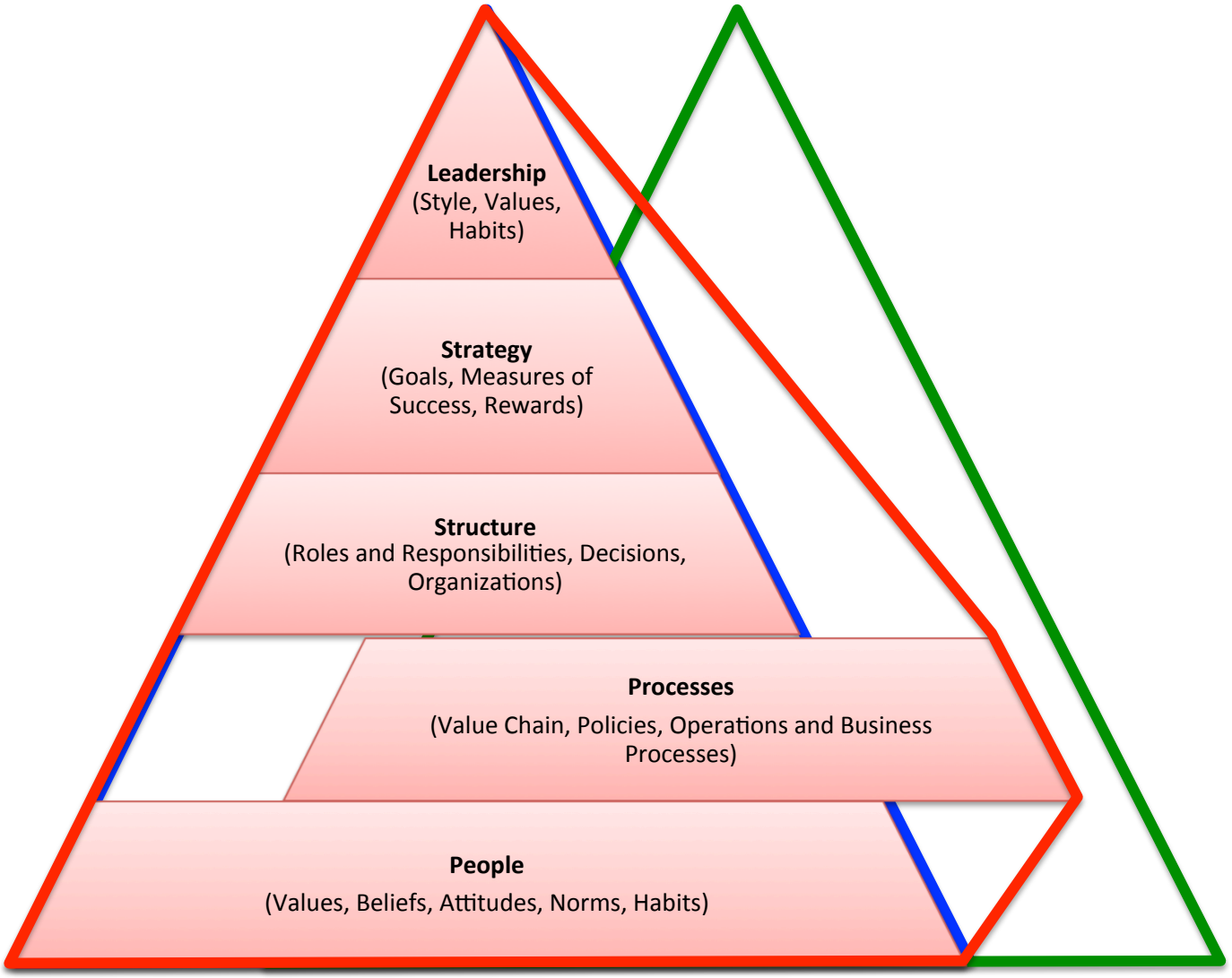

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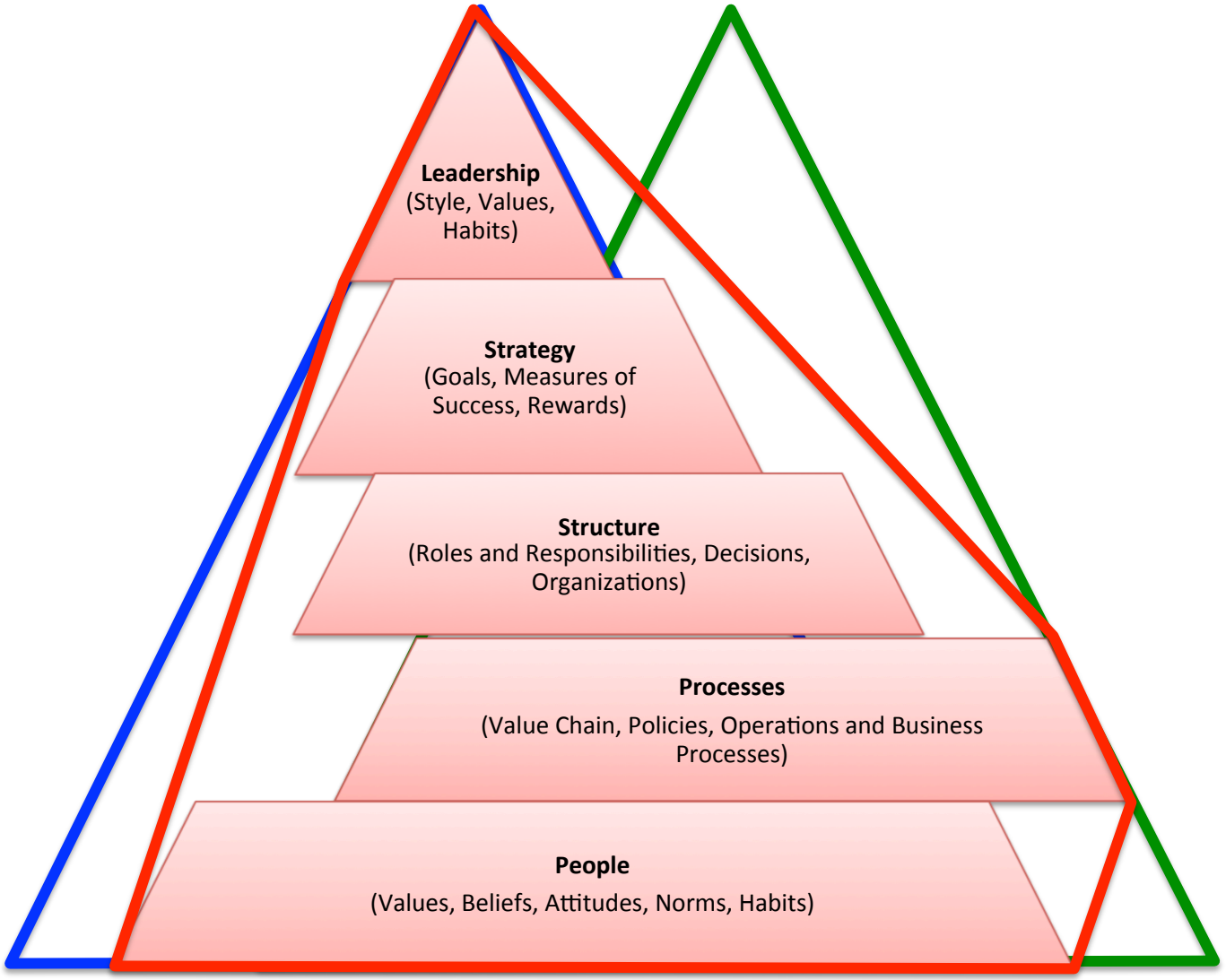
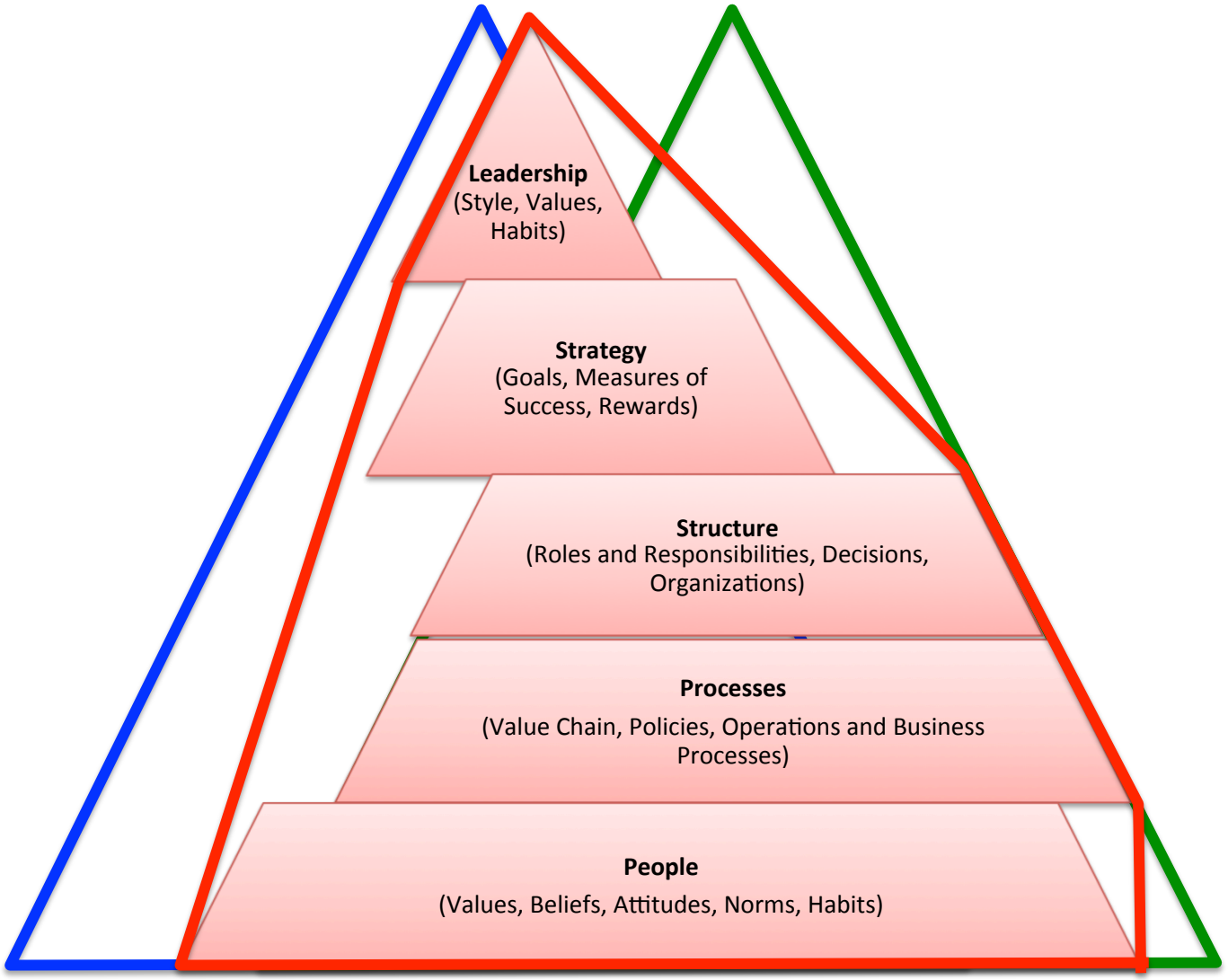
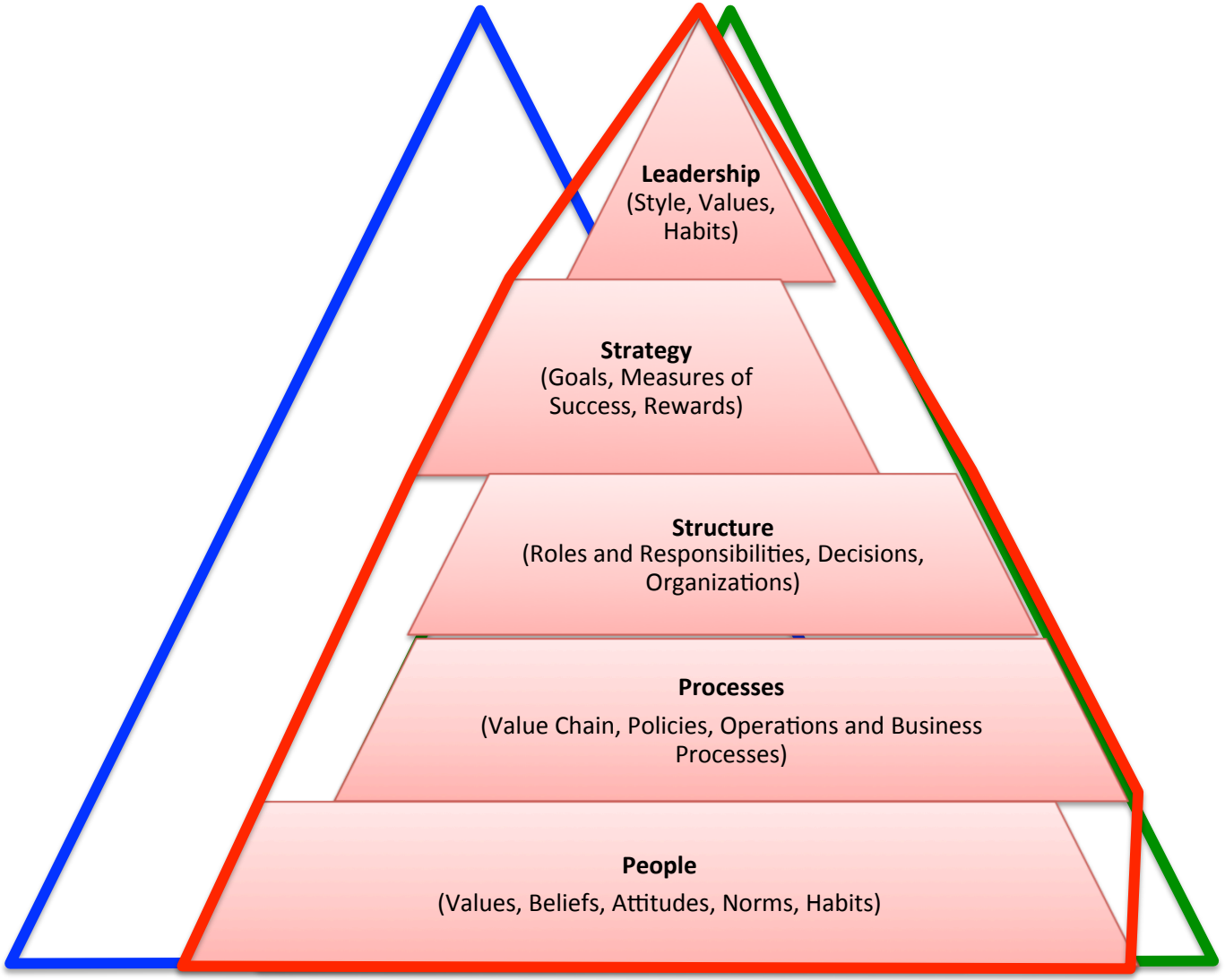


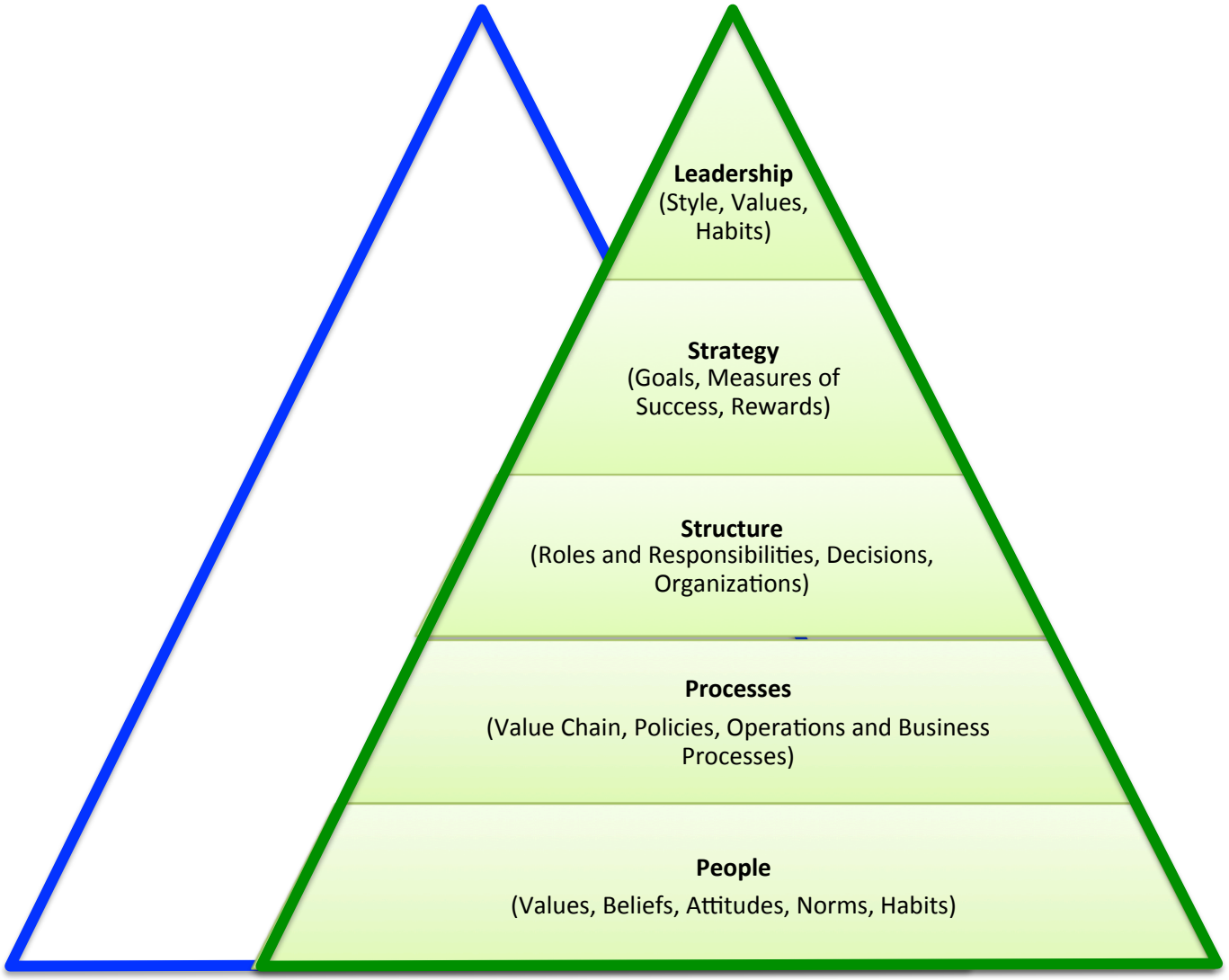
Process-Led Transformation



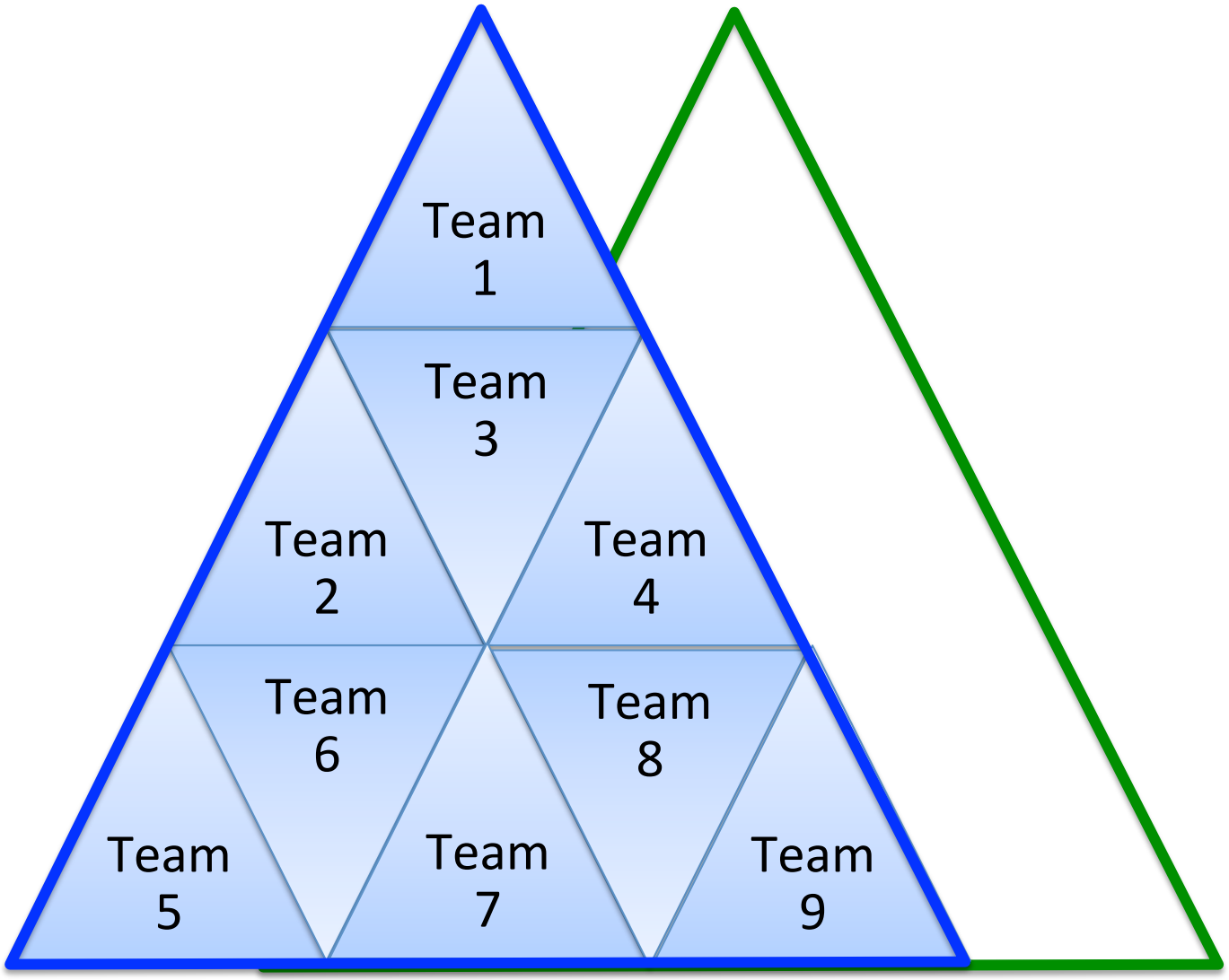
Process-Led Transformation



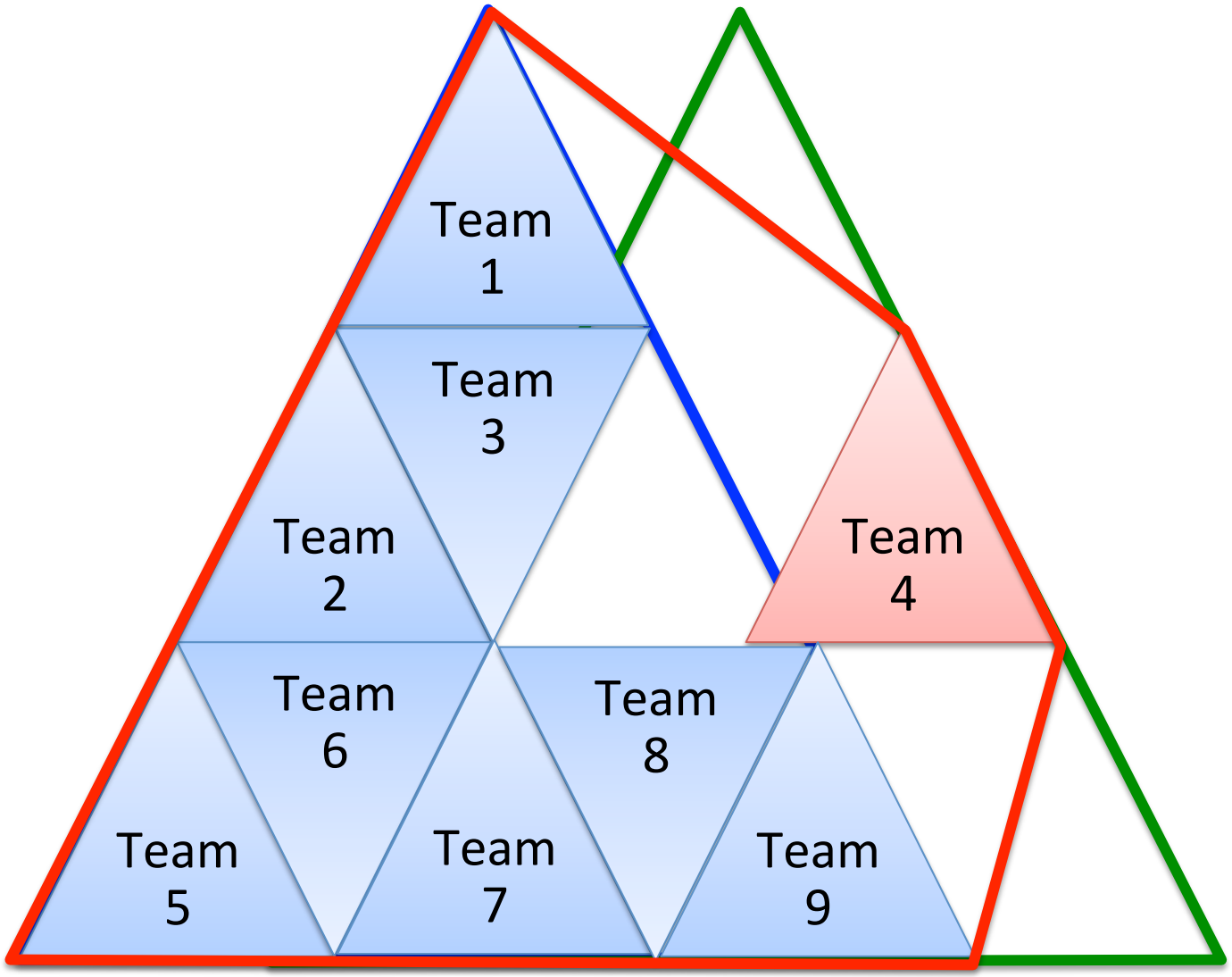
Process-Led Transformation



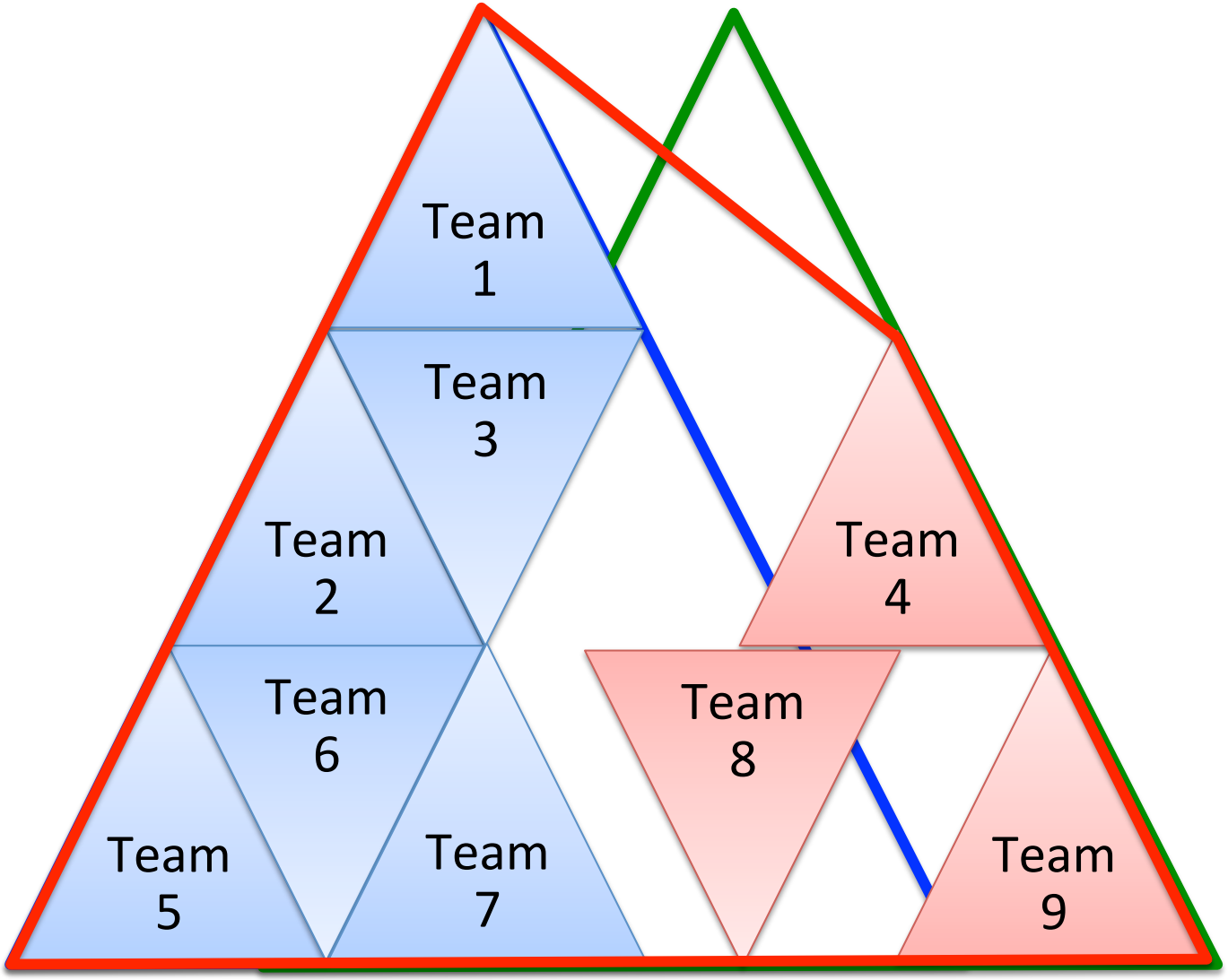
Team-Led Transformation



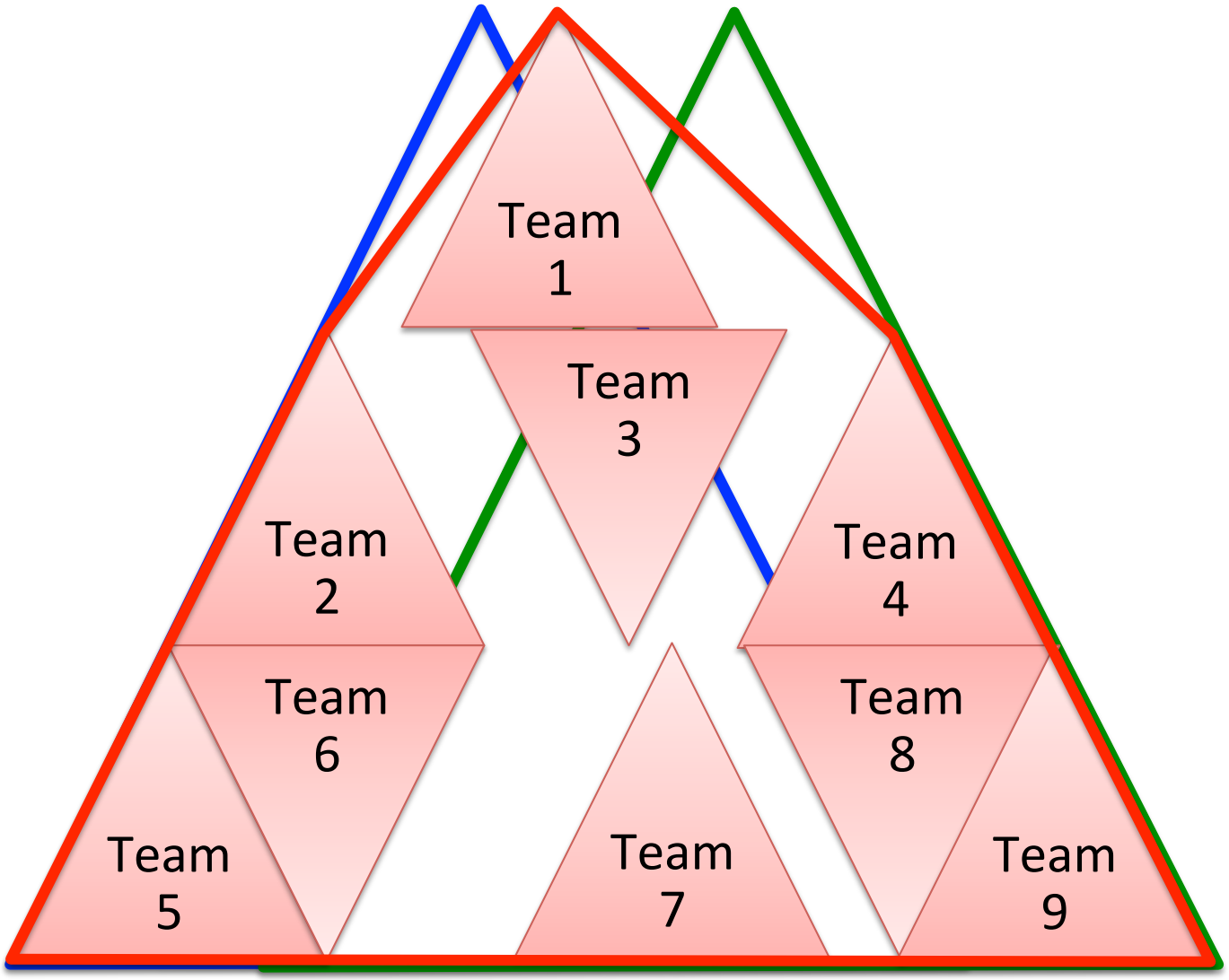
Team-Led Transformation



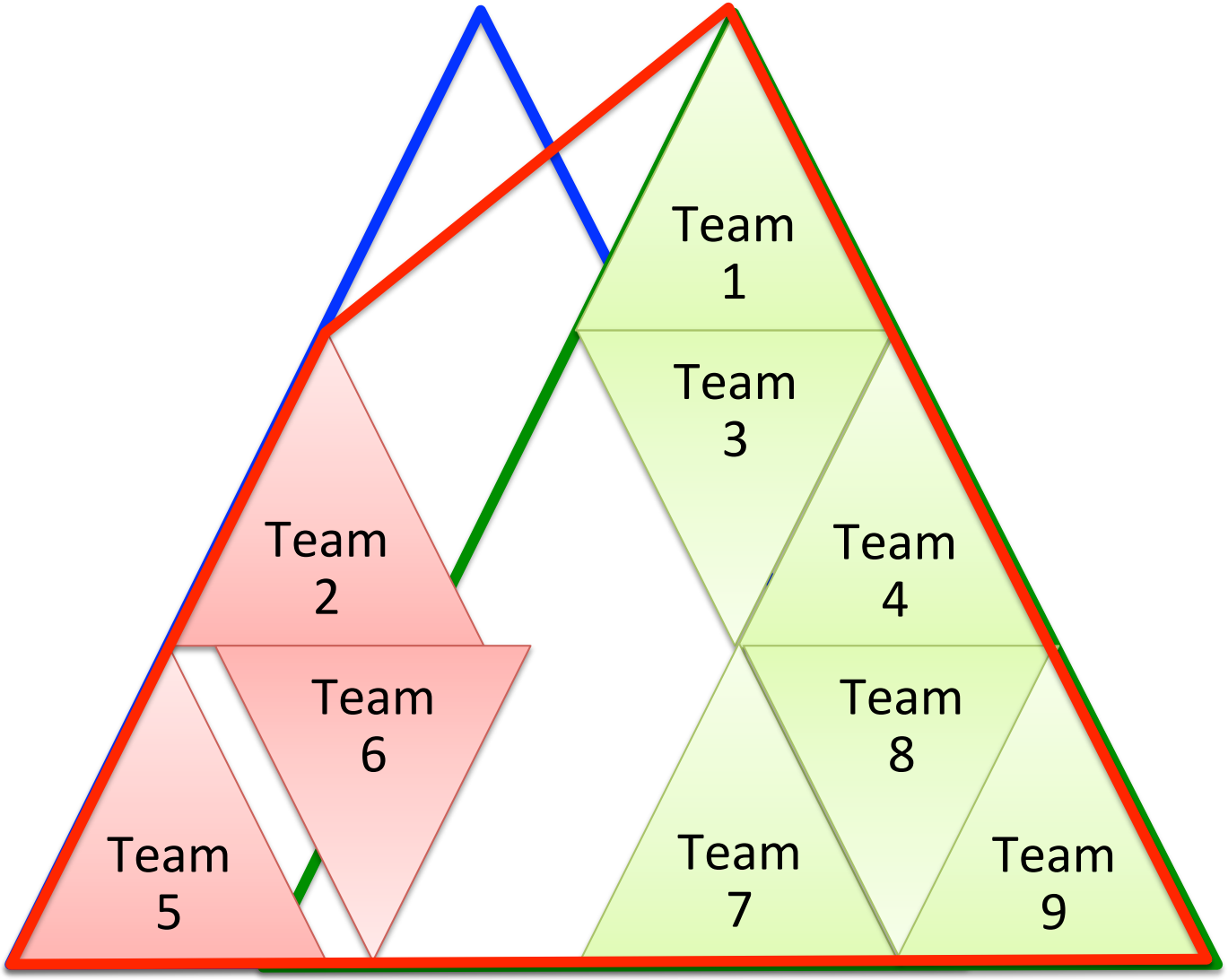
Team-Led Transformation



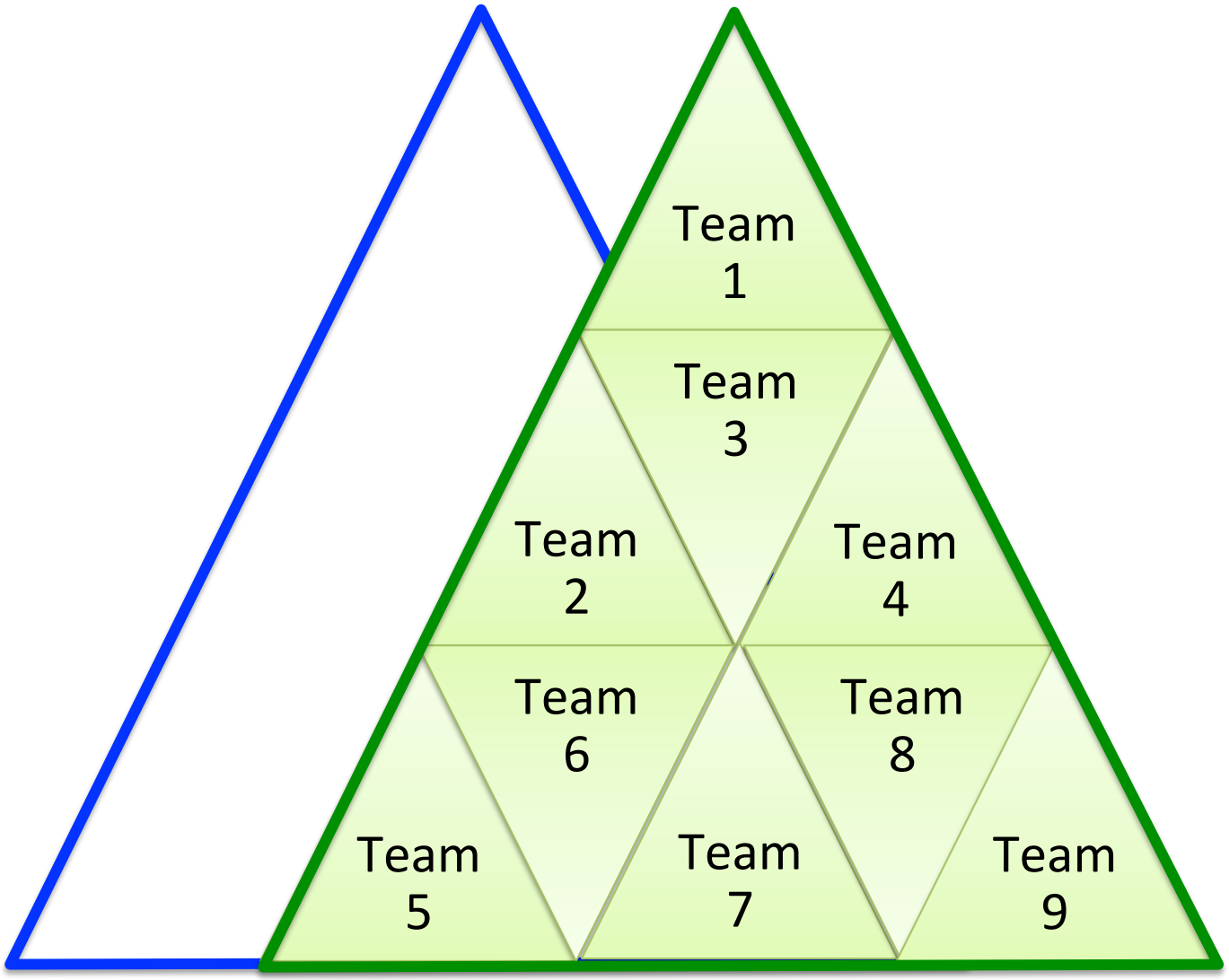
Team-Led Transformation



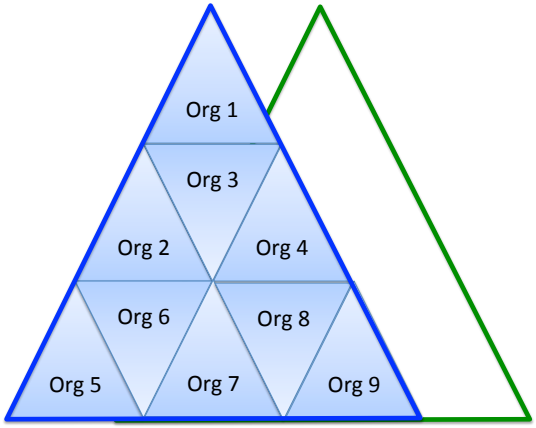
Team-Led Transformation



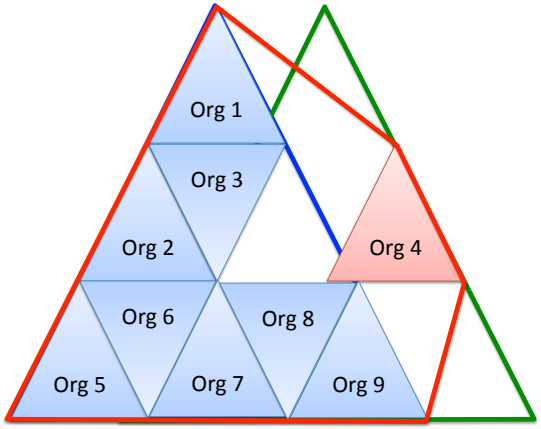
Team-Led Transformation



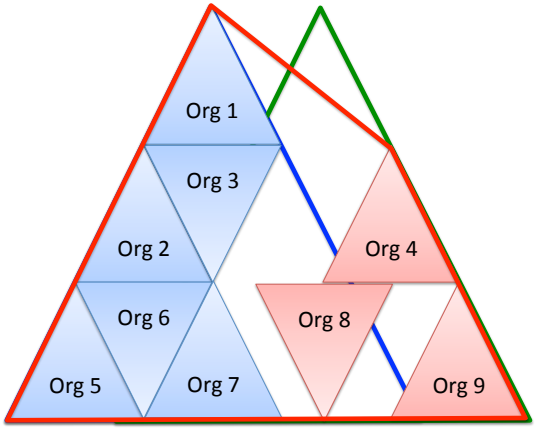
Organizational-Led Transformation



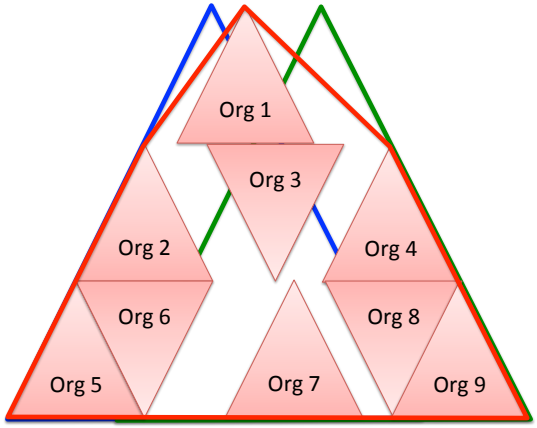
Current State
all orgs aligned
with culture



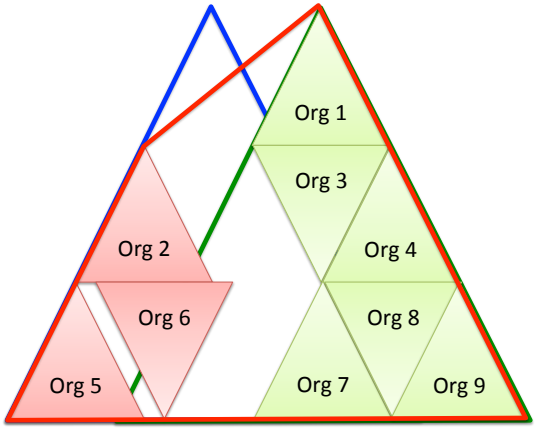
Stage 1
1 org not aligned
with the old org culture



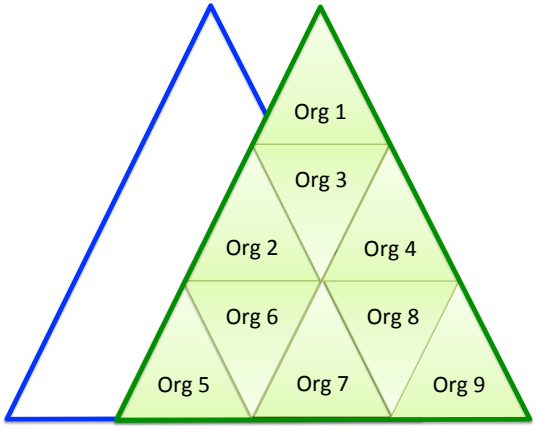
Stage 2
3 orgs not aligned
with the old org culture



Stage 3
all orgs are not aligned
with each other - chaos



Stage 4
3 orgs not aligned
with the new org culture



Transformed State
all orgs aligned with
new culture

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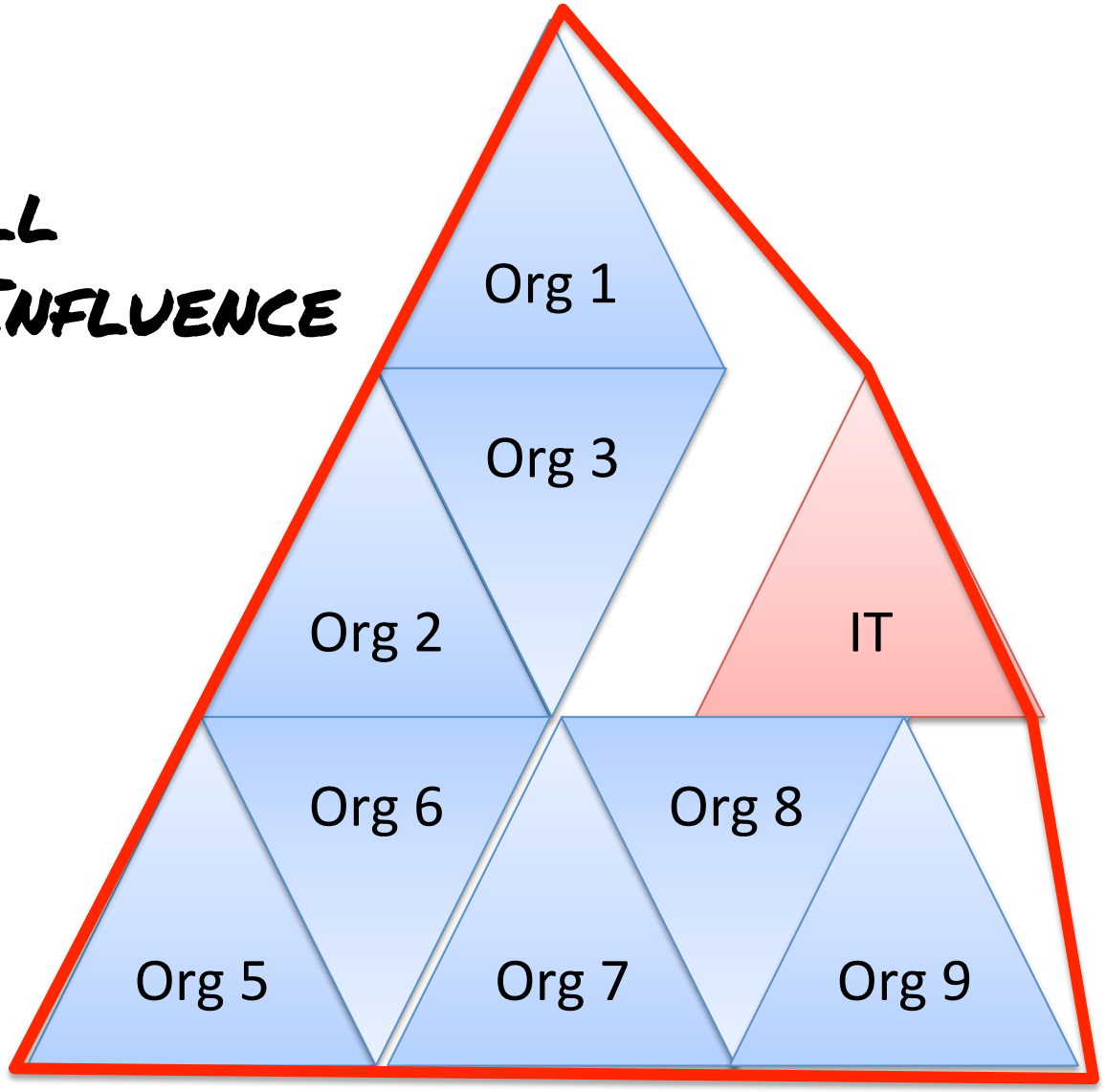
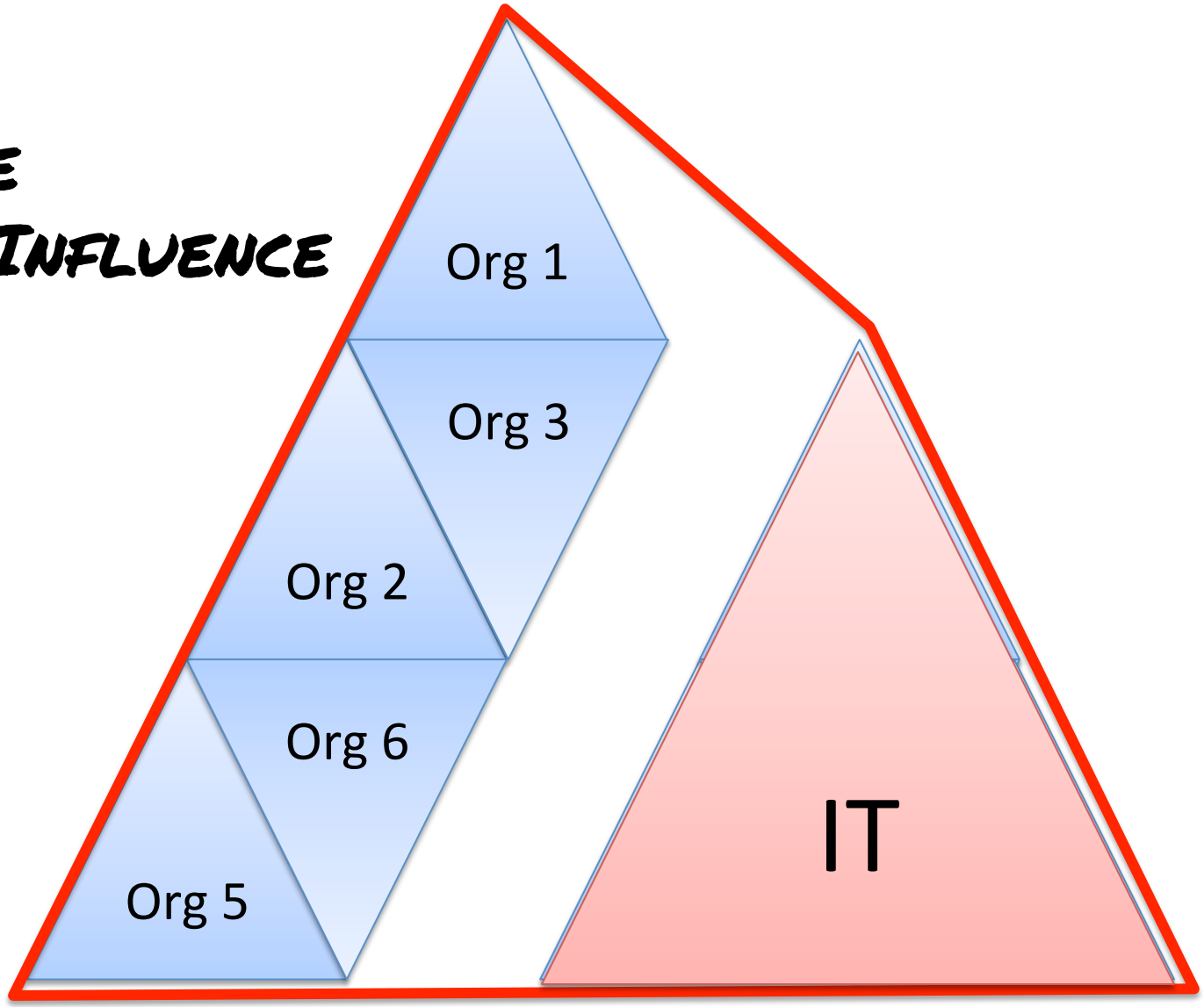
Organizational-Led Transformation

IT Small
Little Influence



Organizational-Led Transformation

IT Large
Lots of Influence



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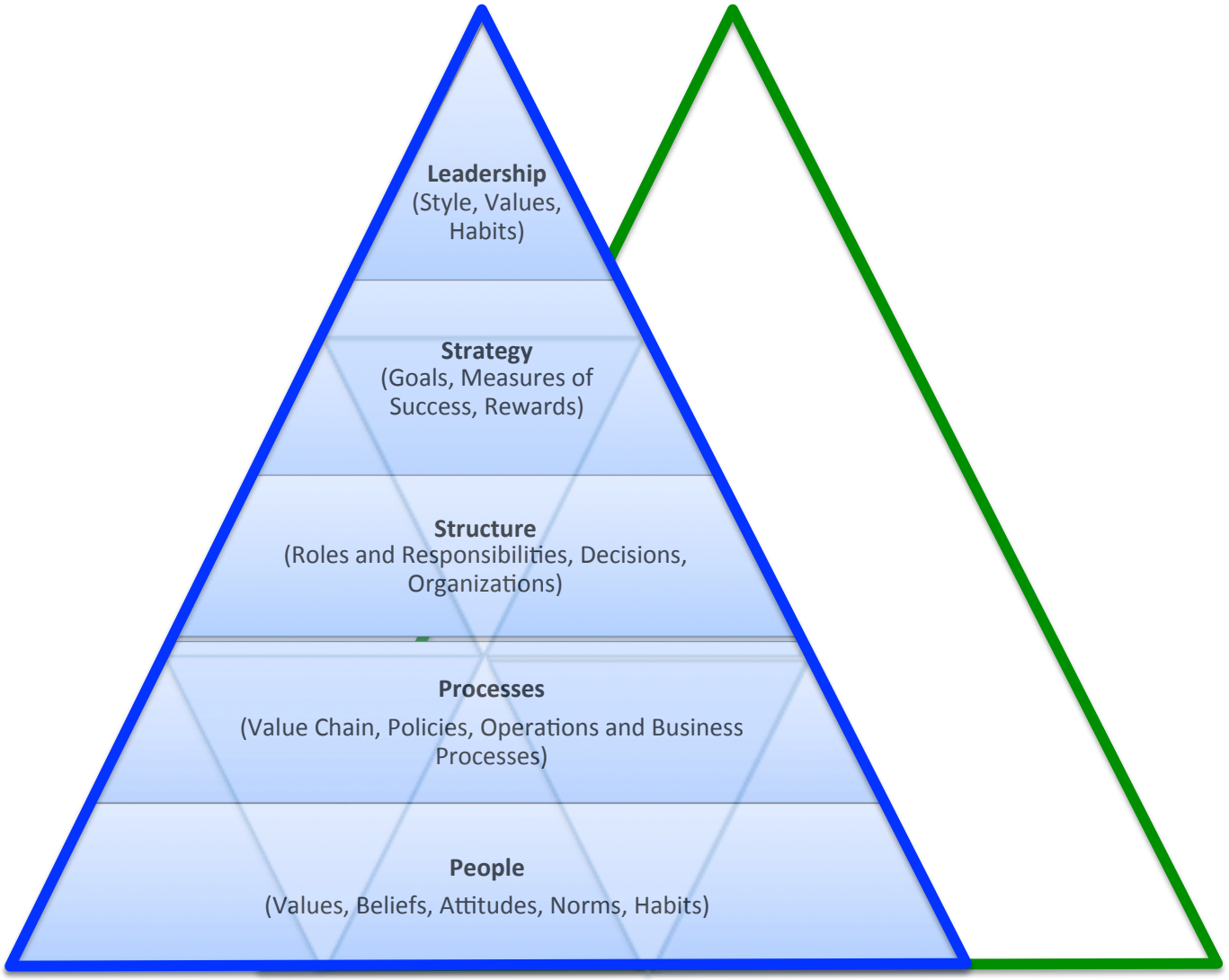
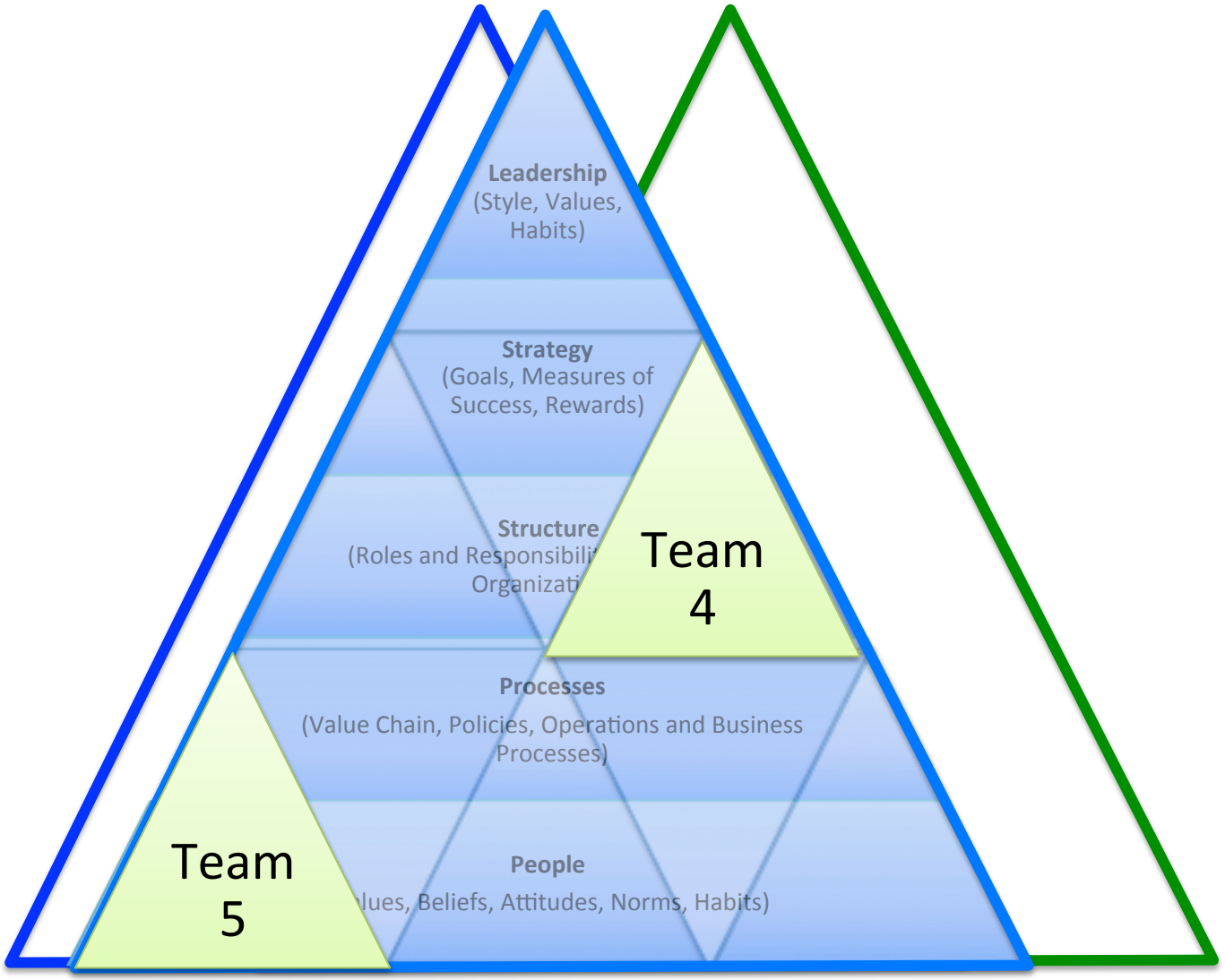
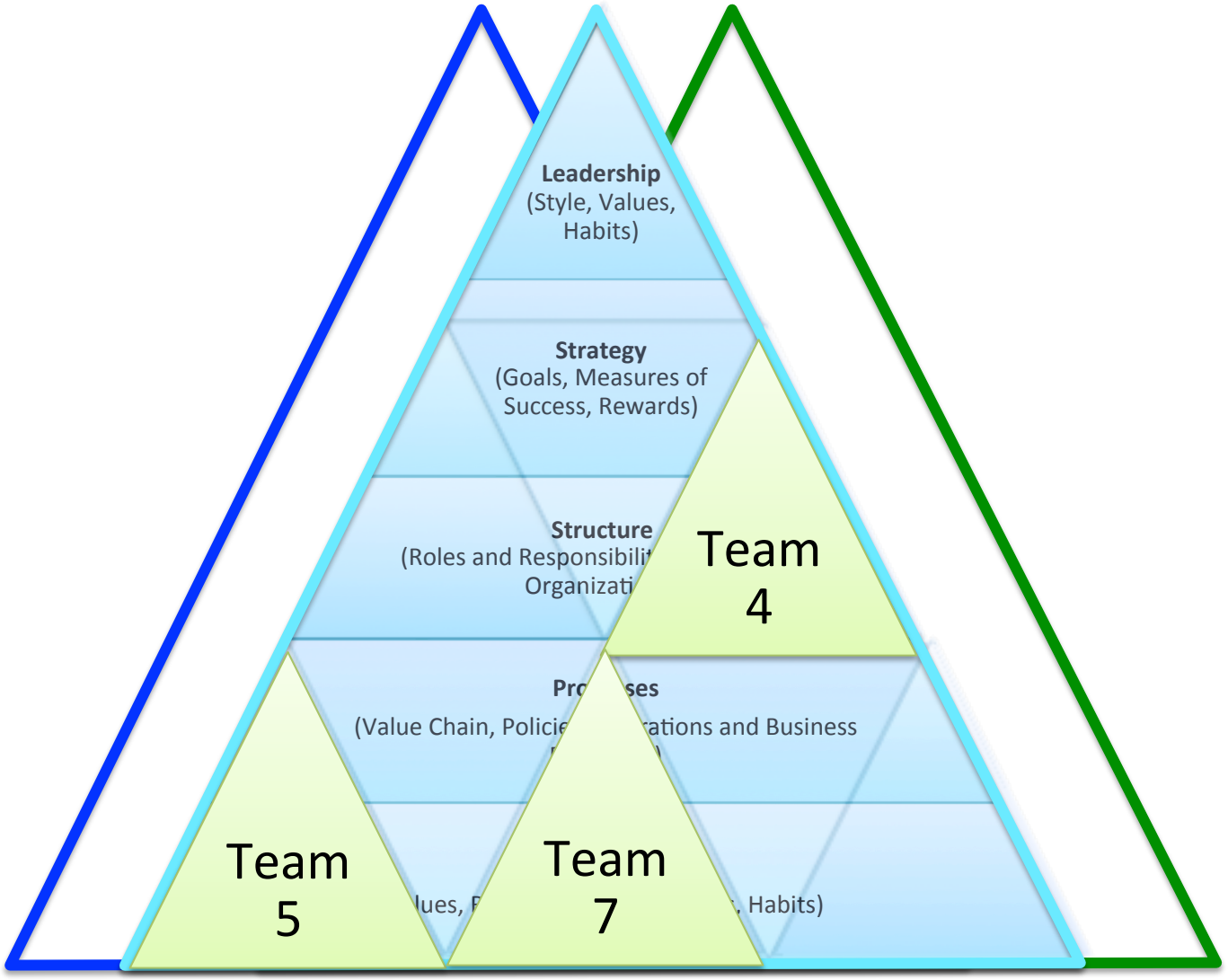
Culture-Led Transformation



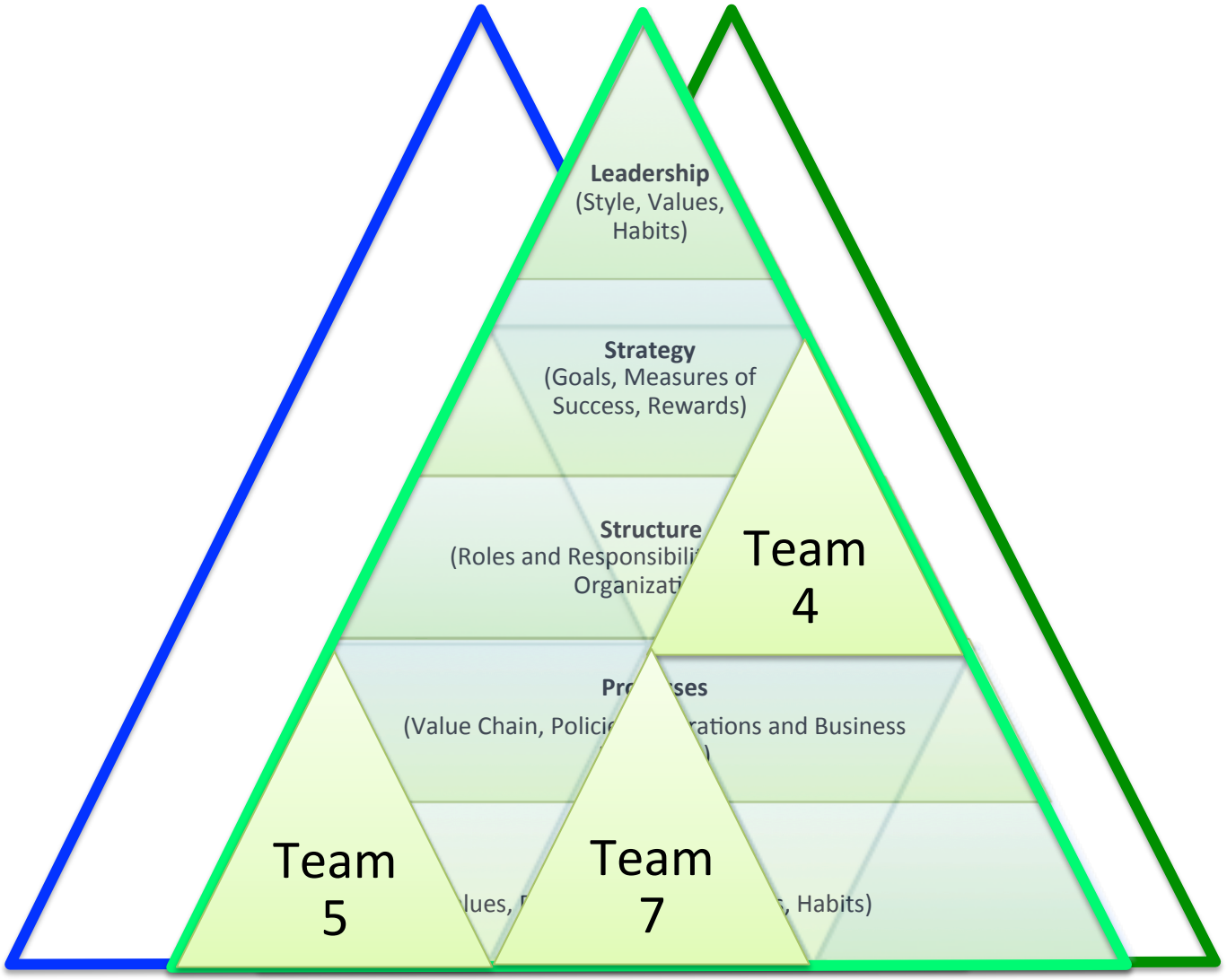
Culture-Led Transformation



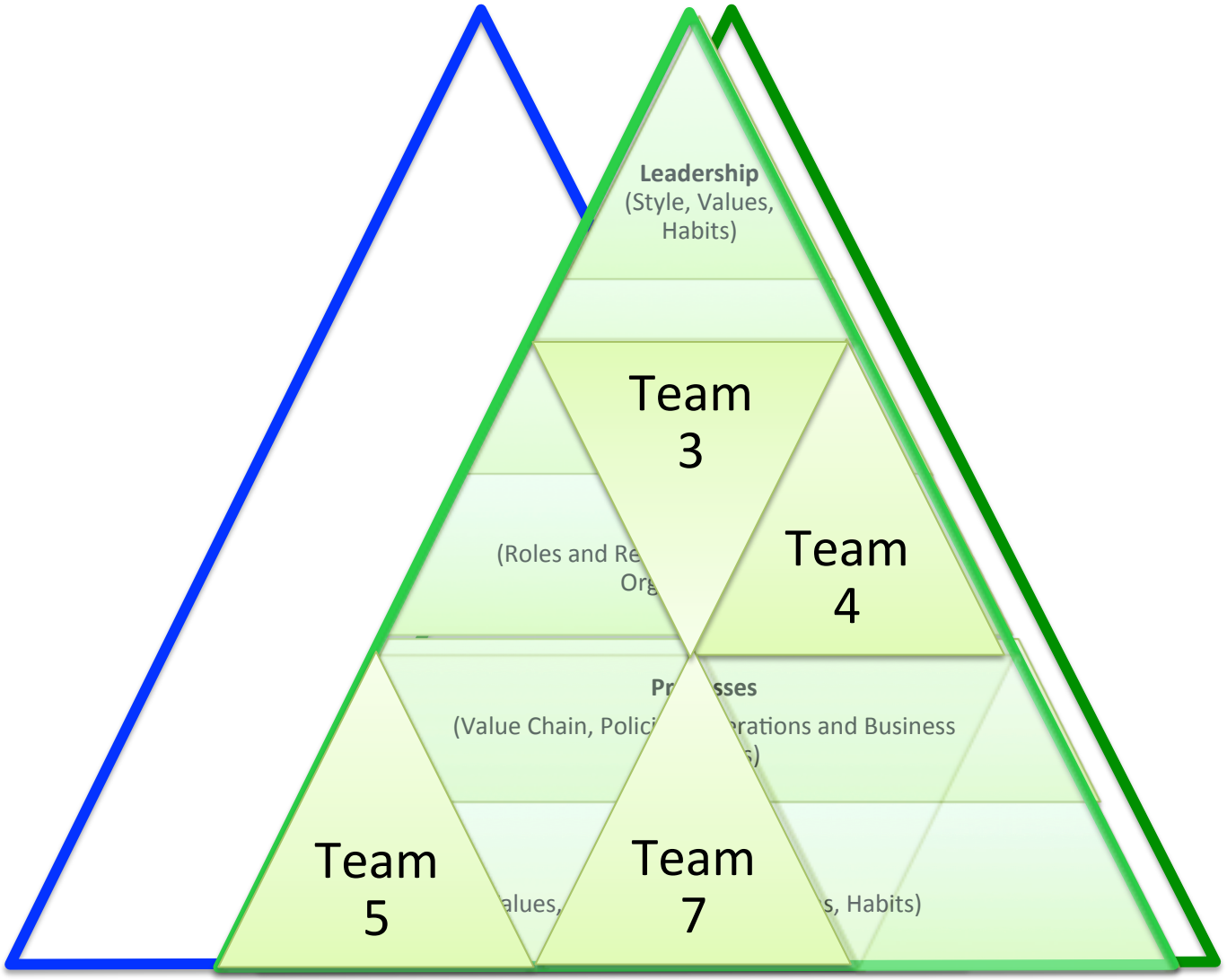
Culture-Led Transformation



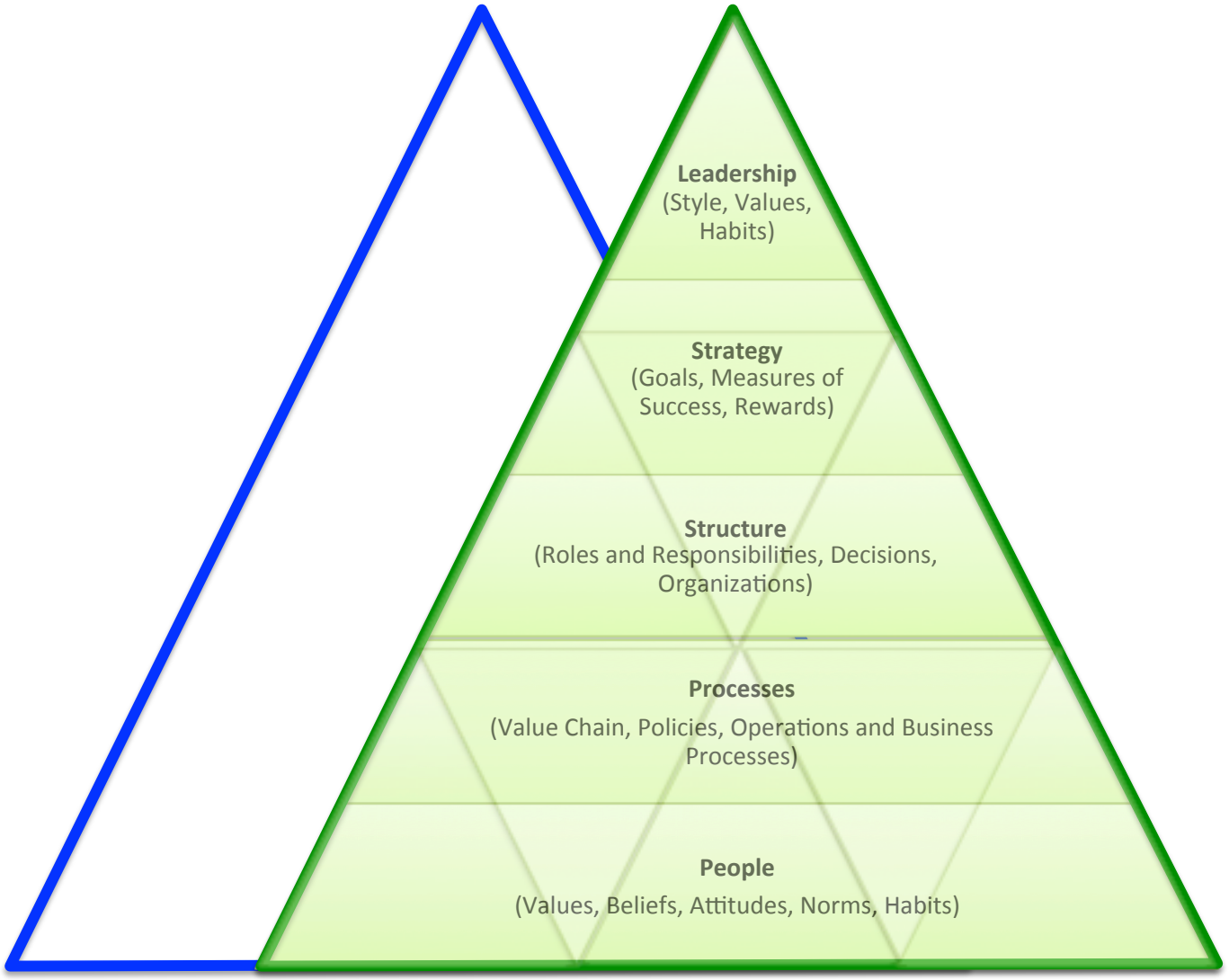
Culture-Led Transformation



Culture-Led Transformation



Culture-Led Transformation

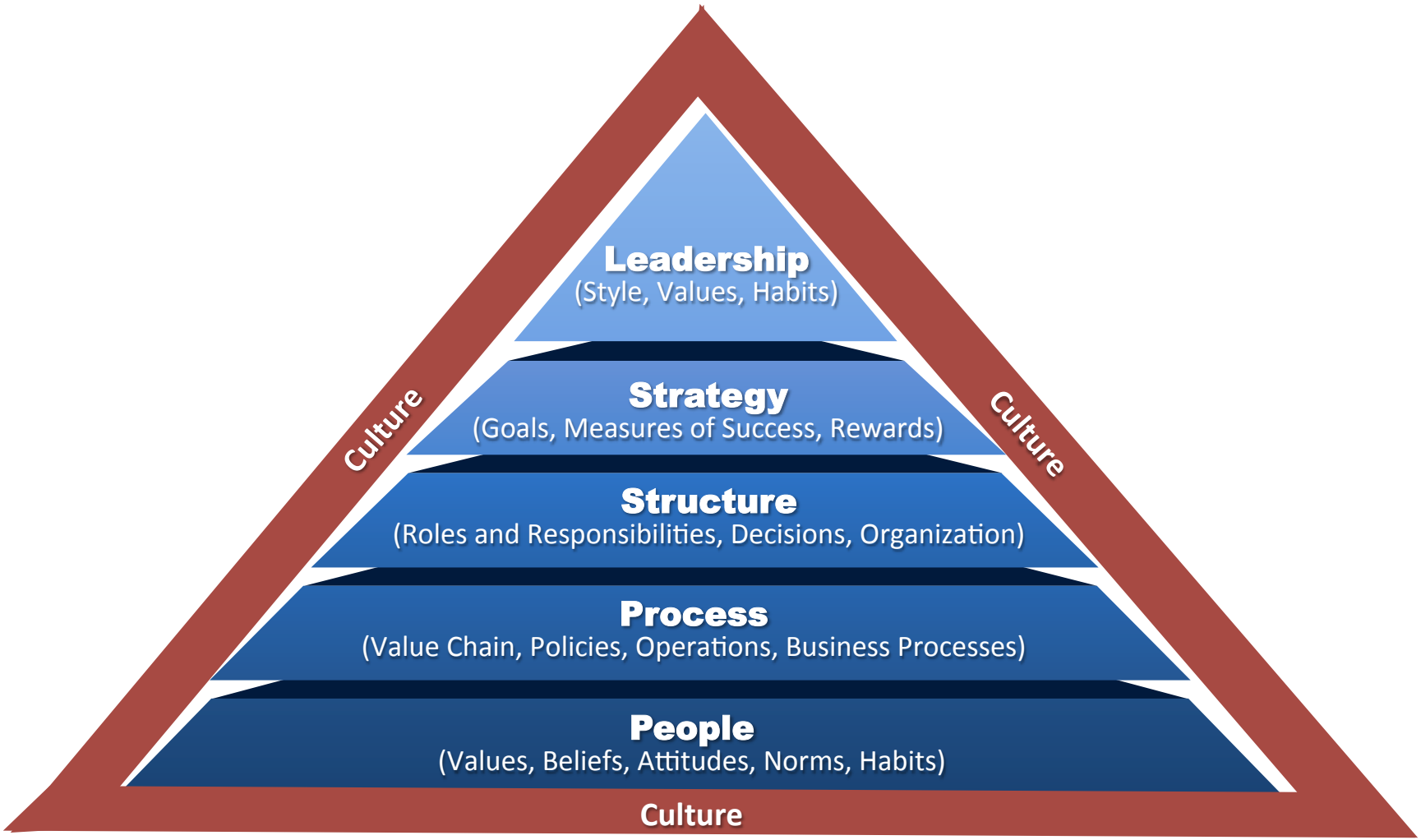


You can't buy a culture transformation. It is hard work from within the Organization

Key Question:
Do you want temporary change or sustainable transformation?

It's a change of lifestyle
- It's a change of Mindset

Culture: The Organizational Ecosystem



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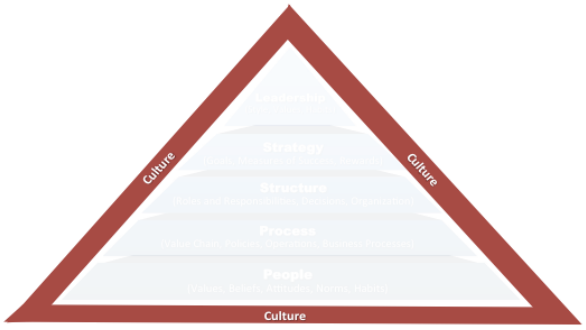
Keys to Sustainable Agility

The keys for sustainably transforming the leadership and people elements:

- A common education journey (not training) to change how people work and illustrate how to live the Agile Mindset in their job
- Leadership Coaching (how to inspire performance not mandate it)
- Mentoring and Coaching on an individual and team level.

The keys for sustainably transforming the strategy, structure and process elements:

- Designing and Implementing a multi-stage roadmap to agility that changes all three of these element in synergy and harmony
- A combination of consulting, mentoring, organizational coaching, business process re-engineering and organizational change management to roll-out the changes across the organization



The keys for sustainably transforming the culture

- Establishing a measurement system that is consistently monitoring the alignment of the culture
- Primary measure of progress is the mindset shift and the transformation of personal and organizational work habits
- Reporting progress, as a function of culture change not process change, nor structure change.

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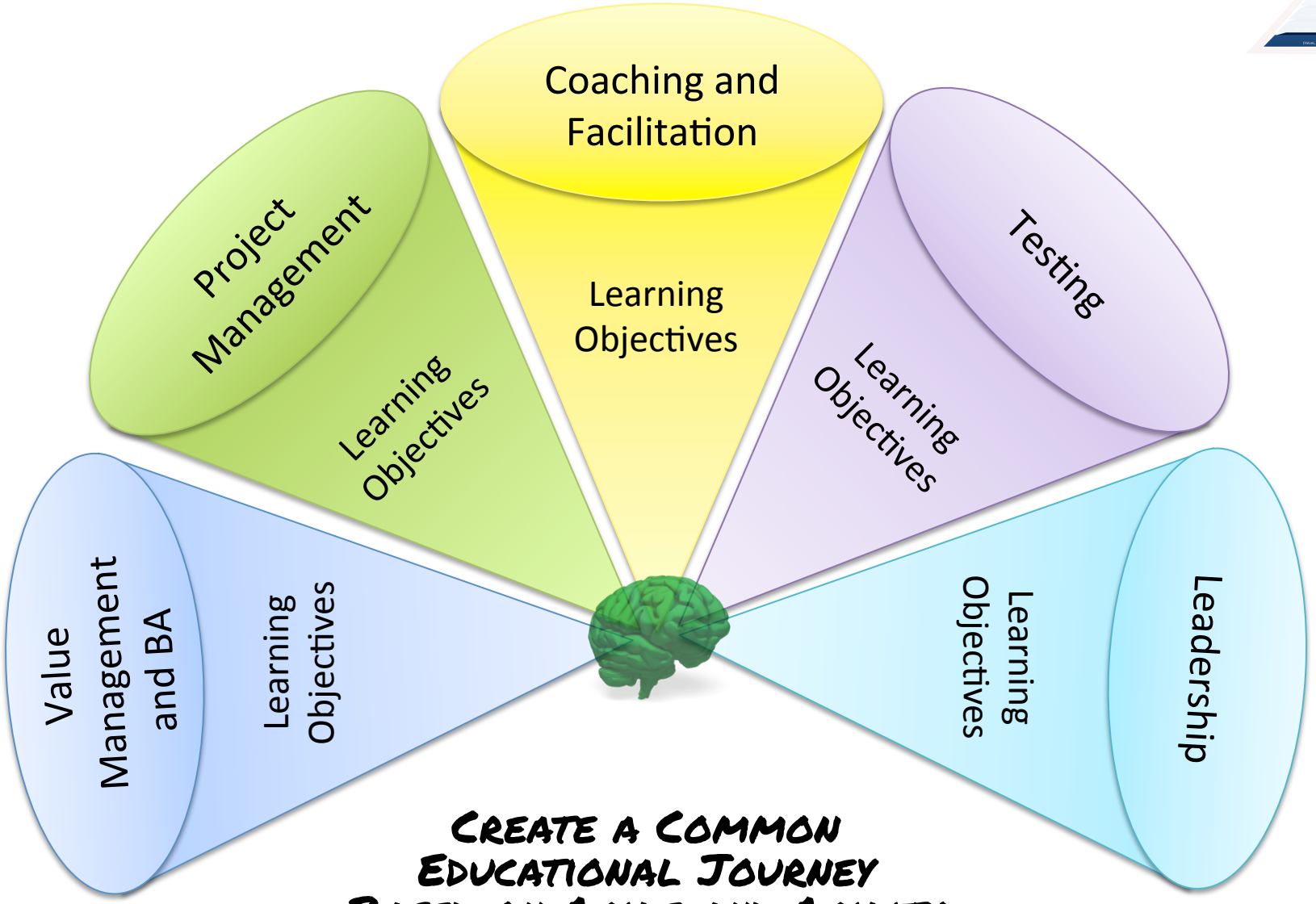

Create a Common Educational Journey Based on Agile and Agility (not Scrum and Process)

ICAgile's Roadmap

The Agile Mindset for all Disciplines inside Software Development

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International Consortium for Agile

How ICAgile Helps your Educational Journey

1. Helping define what to learn by engaging agile experts to create learning objectives for each discipline
2. Ensure quality education by accrediting courses for training organizations and universities
3. Recognizing the education through certifications

ICAgile International Consortium for Agile

1. Helping Define what to Learn by Engaging Agile Experts to create learning objectives for Each Discipline

Ahmed Sidky
Alex Kell
Alistair Cockburn
Ben Butler
Bob Galen
Brian Corrales
Chris Turner
Christian Hargraves
Cindy Shelton
Claire Moss
Curt Hibbs
Dan Mezick
Dennis Stevens
Derek Huether
Elisabeth Hendrickson
Eric Jacobson
Erin Beierwaltes
Gerard Meszaros
Jeff "Cheezy" Morgan
Jeff Nielsen
Jeffery Payne
Jennifer Stone
Jon Stahl
Kevin Steffensen
Larry Cooper
Laurie Reuben
Lyssa Adkins
Marsha Acker
Michael "Doc" Norton
Michael Spayd
Michi Tyson
Mike Burrows
Mike Griffiths
Olav Maassen
Paul Mahoney
Pete Behrens
Randy Rice
Richard Turner
Sally Elatta
Shane Hastie
Sharon Robson
Venkat Subramanian
and many more …

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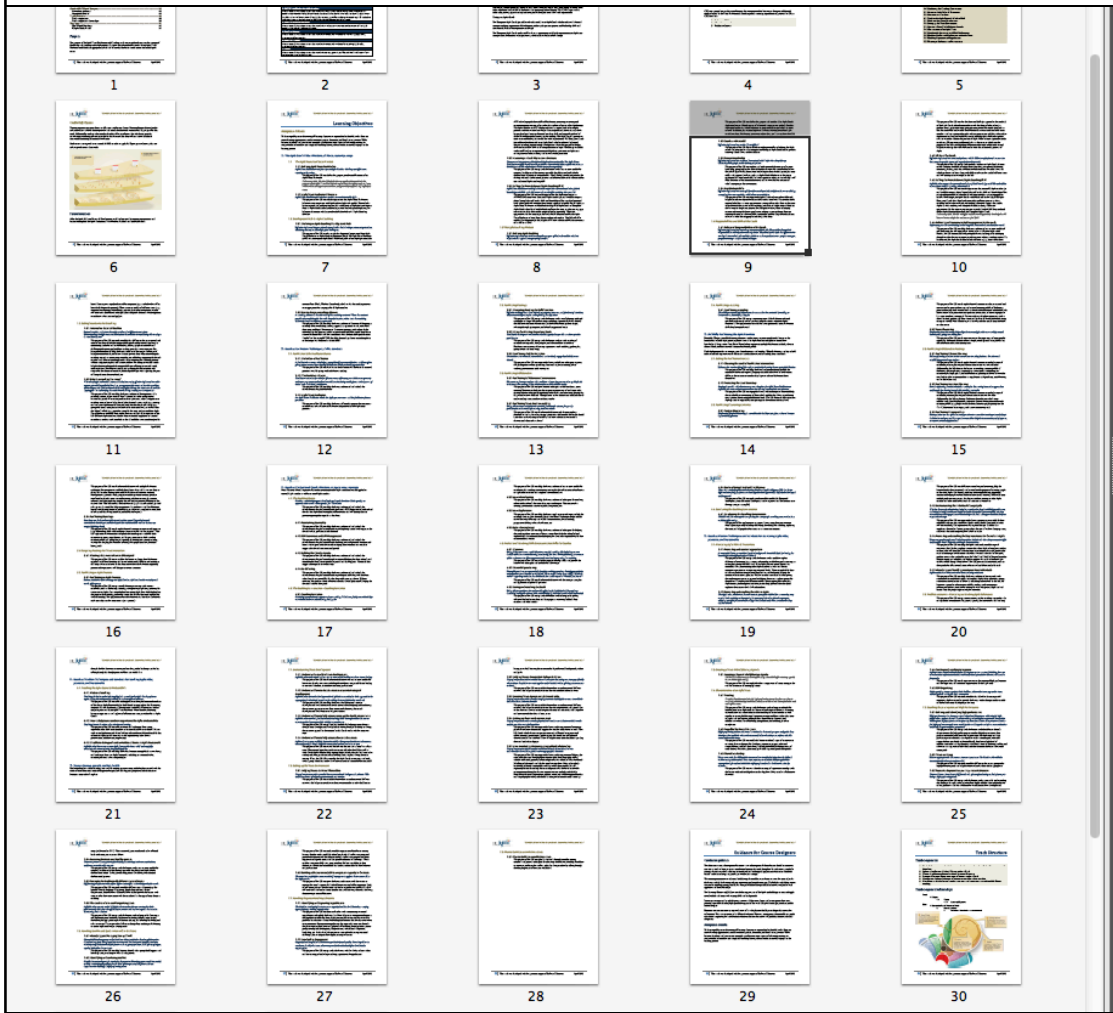
The Learning Objectives



learner practical advice on how to do so.

1.3.3 Servant Leadership

Effective Agile coaches employ a "servant as leader" style when they take up leadership with people, teams and organizations.

The purpose of this LO is to explain and make practical the concept of servant leadership, going back to the roots of the idea as originally conceived by Robert Greenleaf. Specifically, that servant leadership means more than getting the team coffee and pizza and, in fact, guides an Agile Coach's behavior in the proper application of "servant as leader" to build capacity in others, to remove one's self from the center of the action and attention and to serve the best interests of what's emerging in the environment.

1.3.4 Key Mindset shifts

Effective Agile coaches successfully make some key mindset shifts and serve as a living example of how one can thrive within these new mindsets.

The purpose of this LO is to expose the Agile Coach to key mindset shifts and help the coach see ways to live these shifts in their own lives. Key mindset shifts may include: focus on team improvement over specific results; focus on business value-driven delivery over achieving scope, schedule or budget targets; focus on the leverage in the present moment over the past or future; focus on staying curious and seeing the best in people over judging or manipulating; focus on assisting the team in achieving their commitment and learning when they do not achieve it rather than stepping in and doing it for them.

1.4 Responsibilities and Skills of the Coach

1.4.1 Roles and Responsibilities of the Coach

Effective Agile coaches know the parameters of their job. They avidly take up their responsibilities and help others take up theirs. They clearly articulate the difference (or overlap) between their role and that of others, such as product owner, project manager, program manager and functional manager.

The purpose of this LO is to list the duties and skills (as opposed to the mindset) of the Agile Coach job and contrast them with the duties of other roles (i.e. product owner, project manager, program manager and functional manager) so that the coach fully understands the difference between a coach and other team members and can negotiate their role within a given context of other roles in their organization so they can healthfully coexist and help others fully take up their roles in ways that enhance the practice of Agile. Note: In some organizations the coach may fill one or more additional roles on the team, in which case the

2. Ensure Quality Education by Accrediting Courses for Training Organizations and Universities and Corporations

santeon group innovation forward

SMS Management & Technology

CIKLUM

TEAMCATAPULT Breakthrough to Excellence

software EDUCATION

ScrumTrek culture of process

Kaizania Academies an EDH company

Agile Coaching Institute

BSSNEXUS Global Inc.

SQE TRAINING

coveros

LeadingAgile

ASPE SDLC TRAINING

AGILE TRANSFORMATION

Humans and Technology

ICAgile International Consortium for Agile

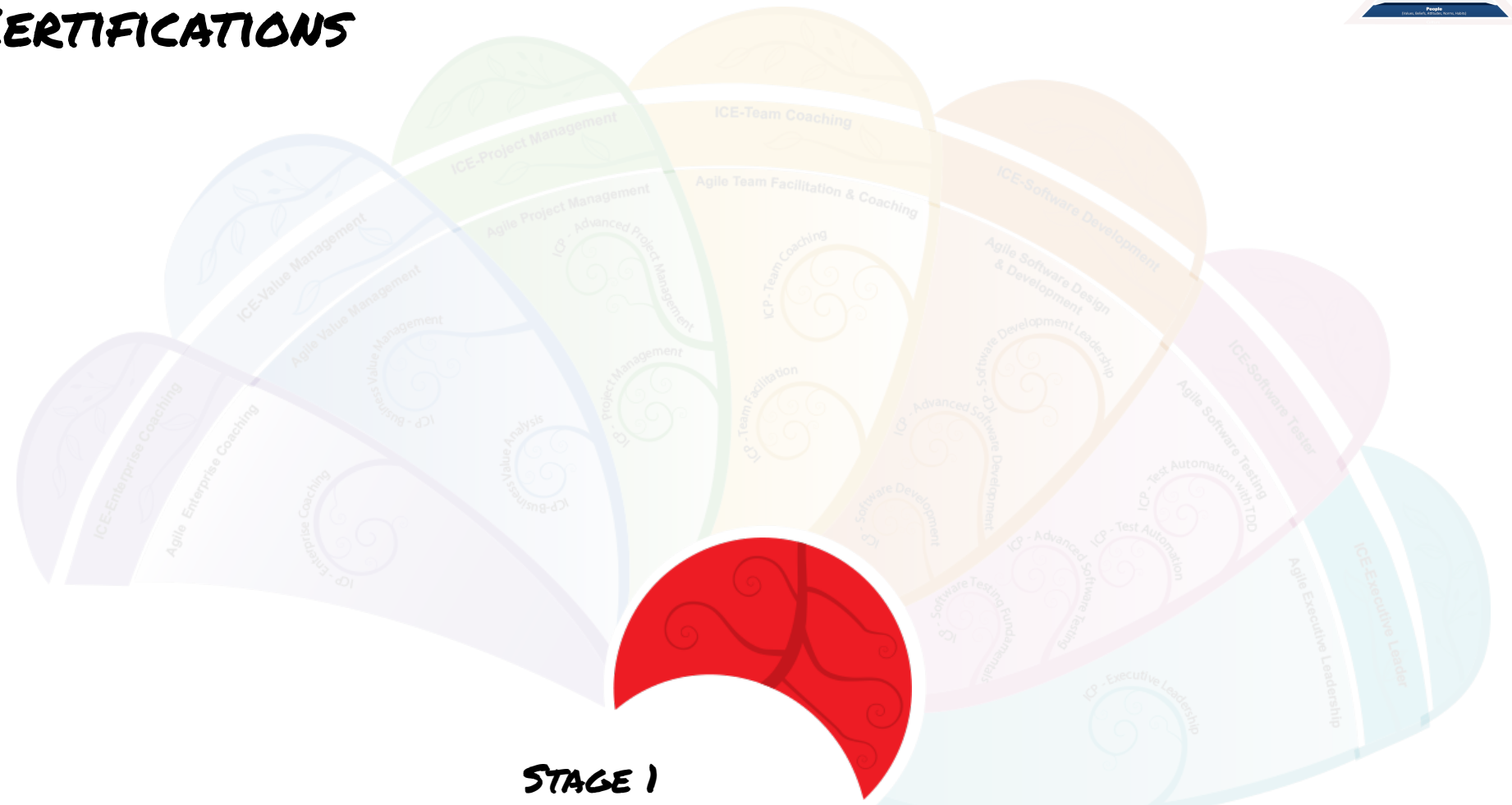
Accreditation Process

Full	2.2.3. Facilitating full participation		1) During: Opening the Session: Delivering a POWER Start (Day 1) 2) During: Opening the Session: Using Check-Ins (Day 1) 3) Information Gathering Techniques Grouping (Day 1) 4) During: Doing the Work: Engagement Strategies	All the exercise we do throughout "demo" full participation techniques. Co-leads will meta-comment to make this clear.	1) Practice "Exciting" as part of a POWER Start 2) Weather Check 3) Brainstorming Exercise 4) Evening Practice - Facilitating a Retrospective				
	2.3. Facilitating Collaboration	**Handouts**	**Slides**	**Exercises**	**Instructors Guide**	**Other**	**Explanation**	**Assessment**	**Reviewer Comments**
Partial	2.3.1. Facilitating collaborative conversations		Throughout: Dealing with Dysfunction: The DiSC Model (Day 1) Other Collaborative Conversations (Day 2)		Walk the DiSC Model				Something about giving and receiving feedback
Partial	2.3.2. Facilitating team decision-making								Scope of authority is covered - decision making is not complete
	2.4. Facilitating a Meeting	**Handouts**	**Slides**	**Exercises**	**Instructors Guide**	**Other**	**Explanation**	**Assessment**	**Reviewer Comments**
Full	2.4.1. Facilitating a meeting				1) Evening Practice - Facilitating a Retrospective 2) Release Planning				
	3. Skillfully Facilitating the Agile Practices								
	3.1. Setting the Facilitation Context	**Handouts**	**Slides**	**Exercises**	**Instructors Guide**	**Other**	**Explanation**	**Assessment**	**Reviewer Comments**
Full	3.1.1. Choosing the level of facilitation intervention		On each "Meeting Rundown" slide (Day 2)						
Partial	3.1.2. Protecting the team boundary		Your Role: The Agile Facilitator Stance (day 2)		See "Learning Points" under Standup section		See notes on slide: Your Role: The Agile Facilitator Stance (day 2)		How to protect the team boundary - the words to use - signature phrases
	3.2. Facilitating Chartering Activities	**Handouts**	**Slides**	**Exercises**	**Instructors Guide**	**Other**	**Explanation**	**Assessment**	**Reviewer Comments**
Full	3.2.1. Project chartering		Project Chartering: Meeting Rundown (Day 2)						
Full	3.2.2. Team chartering		Team Chartering: Meeting Rundown (Day 2)						
	3.3. Facilitating Collaborative Meetings	**Handouts**	**Slides**	**Exercises**	**Instructors Guide**	**Other**	**Explanation**	**Assessment**	**Reviewer Comments**
Full	3.3.1. Facilitating release planning		Release Planning: Meeting Rundown (Day 2)		Release Planning				
Full	3.3.2. Facilitating iteration planning		Iteration Planning: Meeting Rundown (Day 2)		Iteration Planning				
Full	3.3.3. Facilitating retrospectives		Retrospectives: Meeting Rundown (Day 2)		1) Evening Practice - Facilitating a Retrospective 2) Retrospectives				
Full	3.3.4. Facilitating stand-ups		Standups: Meeting Rundown (Day 2)		Standups				

3. Recognizing the education through Certifications

1. Intent to Learn
2. Actively Acquiring Knowledge
3. Developed Knowledge into Competency
4. Maturing Competency into Proficiency

3. Recognizing the education through Certifications



Stage 1

Stage of Education: Intent to Learn

Certification: ICP (ICAgile Certified Professional)

Validation: Sufficient display of intent to learn agile (not Scrum, XP, Lean, etc.). Attending a 2 or 3-day class on **Agile** is sufficient display of intent.

Meaning: The certified person has demonstrated the intent to learn and be a professional in the agile space (not only Scrum, XP, Lean, etc.)

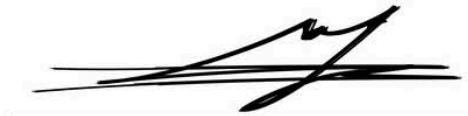
ICAgile International Consortium for Agile

Lyssa Test

The International Consortium for Agile (ICAgile) hereby certifies that, having successfully completed the requirements for this certification, the holder shall be recognized as an ICAgile Certified Professional, with rights to affix and display the letters ICP. This certification signifies that the student has demonstrated (as assessed by instructors) the intent to learn Agile and act as an Agile professional.
This certification does not signify the assessment of competency.

ICAgile Certified Professional

ICP



Ahmed Sidky, Ph.D.
Executive Director, ICAgile

ICAgile
International Consortium for Agile

Ahmed Sidky

Ahmed Sidky
ICAgile, LLC

Tuesday, August 06, 2013

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3. Recognizing the education through Certifications

Stage 2

Stage of Education: Actively Acquiring Knowledge

Certification: ICP-X (ICAgile Certified Professional - Extension)

Validation: Instructor decides how to validate the knowledge acquisition. Informs ICAgile and Students and assesses knowledge acquisition during class.

Meaning: The Certified Person has extended their intent to learn and acquired agile knowledge pertaining to a specific discipline or domain

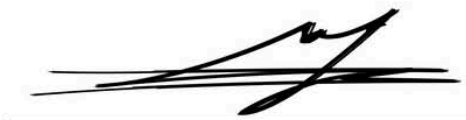
Lyssa Test

The International Consortium for Agile (ICAgile) hereby certifies that, having successfully completed the learning and evaluation for this Continuing Education Certification, the holder shall be recognized as an ICAgile Certified Professional in Agile Coaching, with rights to affix and display the letters ICP-AC. This certification signifies that the student has acquired knowledge (as assessed by instructors) in the Agile Coaching discipline. This certification does not signify the assessment of competency.

ICAgile Certified Professional

Agile Coaching

ICP-AC



Ahmed Sidky, Ph.D.
Executive Director, ICAgile

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International Consortium for Agile

Lyssa Adkins, Michael Spayd

Lyssa Adkins, Michael Spayd
Agile Coaching Institute

Monday, August 05, 2013

40-431-81873636-6860-440e-a978-a51b409d77c8

3. Recognizing the education through Certifications

Stage 3

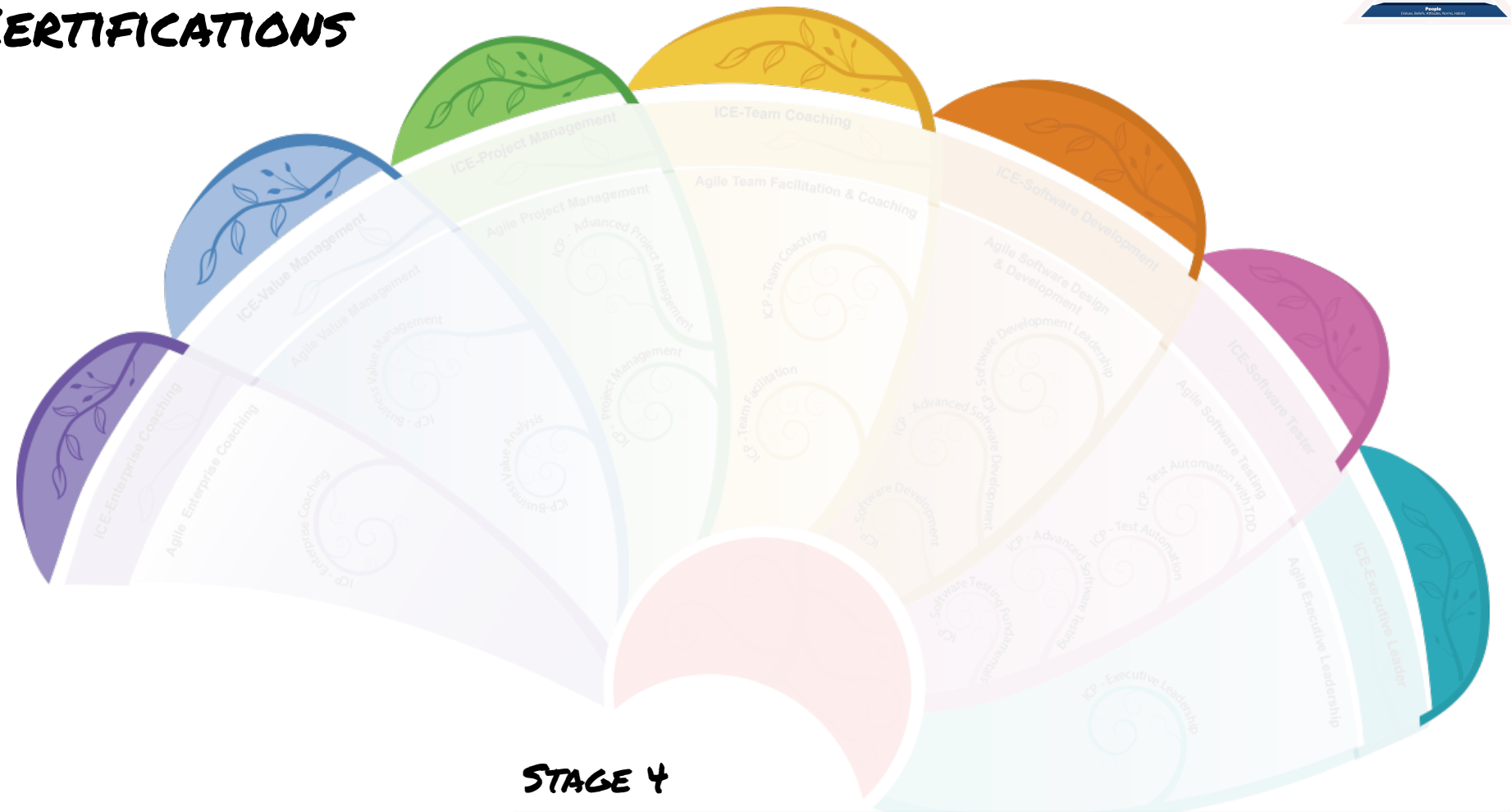
Stage of Education: Developed Knowledge into Competency

Certification: ICE (ICAgile Certified Expert)

Validation: Through a gate submission and review process entailing a presentation of knowledge coupled with an assessment of competency.

Meaning: The Certified Person has demonstrated knowledge and competency (and some experience) in a specific discipline

3. Recognizing the education through Certifications



Stage 4

Stage of Education: Maturing Competency into Proficiency

Certification: ICM (ICAgile Certified Master Agilist)

Validation: Under development: Entails an in-person display of competency, client testimonials in addition to other assessments.

Meaning: The Certified Person has demonstrated knowledge and proficiency along with extensive experience in multiple agile disciplines and domains.

3. Recognizing the education through Certifications

1. Intent to Learn → ICP
2. Actively Acquiring Knowledge → ICP-x
3. Developed Knowledge into Competency → ICE
4. Maturing Competency into Proficiency → ICM

Disciplines – Not Roles

- Enabling individuals with knowledge in all areas and disciplines they need to succeed, not molding them into specific roles
- Supporting the Generalizing Specialist Model

Current Tracks
Agile Software Design & Development
Agile Software Testing
Agile Team Facilitation & Coaching
Enterprise Coaching
Agile Project Management
Value Management & Business Analysis
Executive Leadership

Agile Education Transcript

Timothy Meyers

ICAgile Certified Professional
Completed July 2012

March 2011, Fundamentals of Agile by Santeon Group
ICAgile Certified Professional

July 2012, Fundamentals of Agile: PMI-ACP Prep by Santeon Group
ICAgile Certified Professional

ICAgile Certified Expert in Team Coaching
Gate Pending Approval

November 2012, Facilitating Agile Teams by Santeon Group, Team Catapult
ICAgile Certified Professional - Team Facilitation

February 2013, Coaching Agile Teams (ICAgile Coach Certification Edition) by Agile Coaching Institute
ICAgile Certified Professional - Team Coaching

Transcript

Agile Fundamentals — 100% Complete — Complete

History | Culture & Mindset | Creating Shared Understanding | Shifts in Roles | Incremental Development | Work-in-progress (WIP) | Including Customers and Users | Product Adaptation | Planning and Adapting | Process & Project Adaptation

Team Facilitation & Coaching — 100% Complete — Complete

The Agile Team Facilitator Mindset | Development Path for Agile Coaching | The Agile Coaching Mindset | Responsibilities and Skills of the Coach | Setting Boundaries for Coaching | Facilitation & the Facilitator Stance | Facilitating Meetings | Facilitating Collaboration | Facilitating a Meeting | Setting the Facilitation Context | Facilitating Chartering Activities | Facilitating Collaborative Meetings | Designing Meetings for Team Interaction | Facilitating an Agile Practice | The Coaching Stance | The Coaching Conversation – Coaching for Action | Professional Coaching Skills | Conducting the Coaching Conversation | Mentoring Agile Roles & Transitions | Mentoring vs. Coaching | Teaching the Agile Basics & Mindset Shift | Understanding Team Development | Setting up the Team Environment | Creating a Team Kickoff/Startup Agenda | Characteristics of an Agile Team | Coaching the Journey toward High Performance | Handling Conflict and Dysfunction within the Team | Handling Organizational Impediments | Planning to facilitate a conflict in a team

Value Management & Business Analysis — 0% Complete — In Progress

Value Management as an Agile Specialization | Role Scope and Diversity | Attributes of the Role | Thinking Skills | Behaviors | Defining Value | Determining Value | Communicating Value | Understanding Stakeholders | Performing Analysis | Exploring the Solution | Incorporating Feedback | Managing Artifacts | Managing Delivery | Antipatterns & Pitfalls

Testing — 43% Complete — In Progress

History of Agile Testing | Testing Mindset & Culture | Testing Non-Functional Requirements | Integration and System Testing | Story and Feature Testing | Subsystem Testing (aka Testing to Support Development) | Categories of Testing | Working on Distributed Teams | Test Environments and Infrastructure | Testing During Releases | Roles and Responsibilities | Test Strategy and Planning | Testing During Iterations | Automating Non-Functional Testing | Automation Support for Integration and System Testing | Automating Story and Feature Testing | Automating Unit/Component Testing | Continuous Integration | Test Automation Strategy | Integrating with other Products or External Technologies | Addressing Governance and Policy Requirements | Organizational Structure | Cultural Challenges

Software Design & Development — 0% Complete — In Progress

Test Driven Development | Legacy Code | Refactoring | Technical Debt | Good Design | Programming the tests | Acceptance Testing | Team activities | Collective accountability | Collaboration | Planning | Function-Based Development | Leveraging tools

Status towards Expert Level

Certifications Completed

Selected Learning Tracks

Progress within Tracks

Learning Objective Completed

Learning Objective Not Yet Completed

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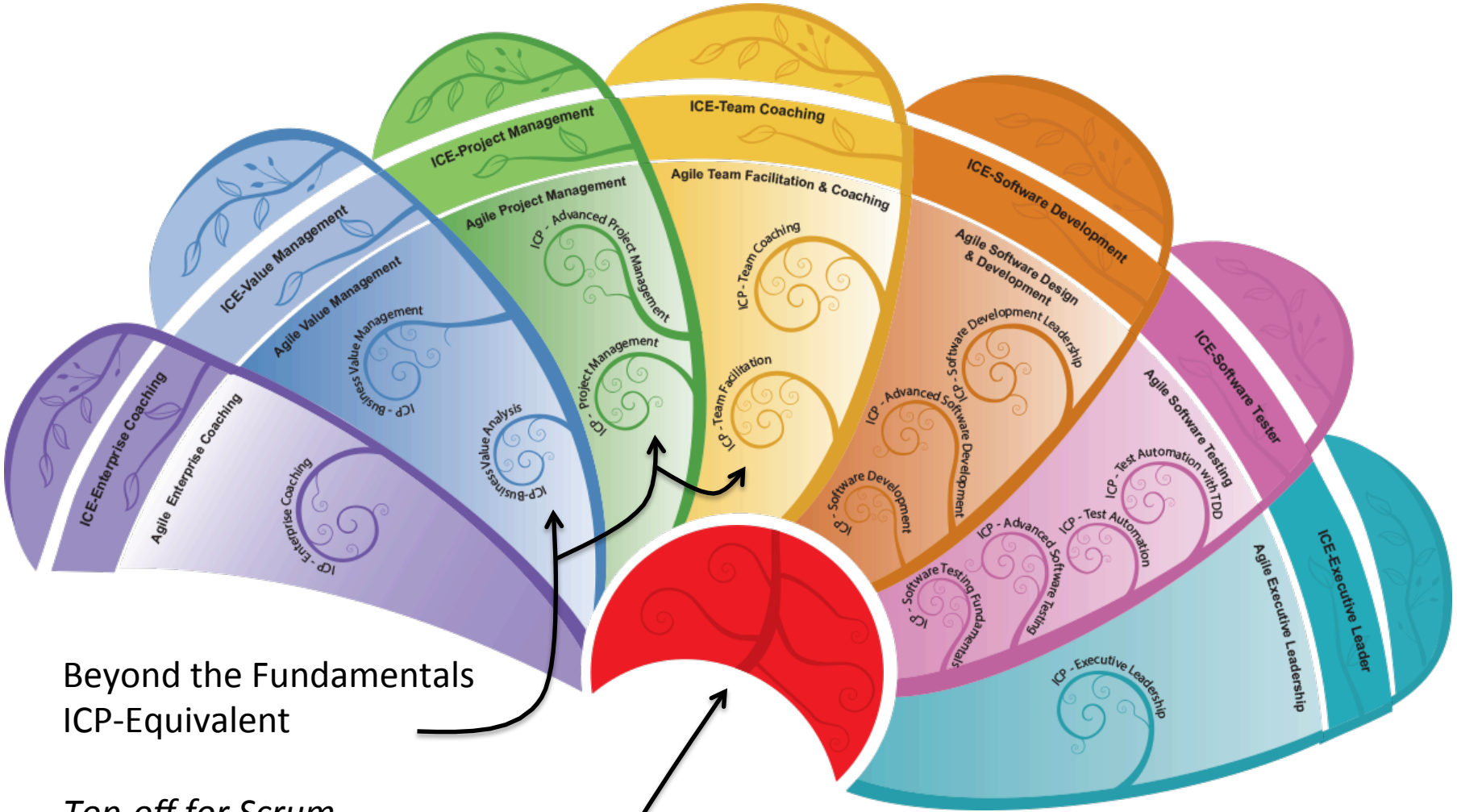
Getting Started with ICAgile



Beyond the Fundamentals
ICP-Equivalent

Top-off for Scrum

Start with the Fundamentals
ICP

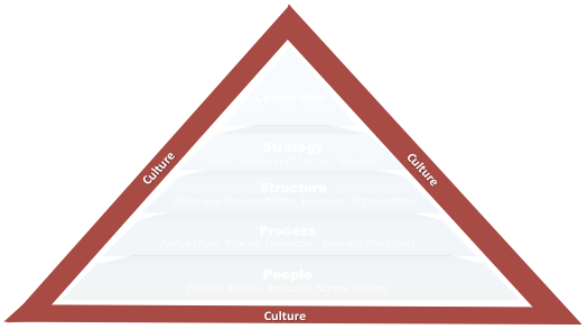
Keys to Sustainable Agility

The keys for sustainably transforming the leadership and people elements:

- A common education journey (not training) to change how people work and illustrate how to live the Agile Mindset in their job
- Leadership Coaching (how to inspire performance not mandate it)
- Mentoring and Coaching on an individual and team level.

The keys for sustainably transforming the strategy, structure and process elements:

- Designing and Implementing a multi-stage roadmap to agility that changes all three of these element in synergy and harmony
- A combination of consulting, mentoring, organizational coaching, business process re-engineering and organizational change management to roll-out the changes across the organization



The keys for sustainably transforming the culture

- Establishing a measurement system that is consistently monitoring the alignment of the culture
- Primary measure of progress is the mindset shift and the transformation of personal and organizational work habits
- Reporting progress, as a function of culture change not process change, nor structure change.

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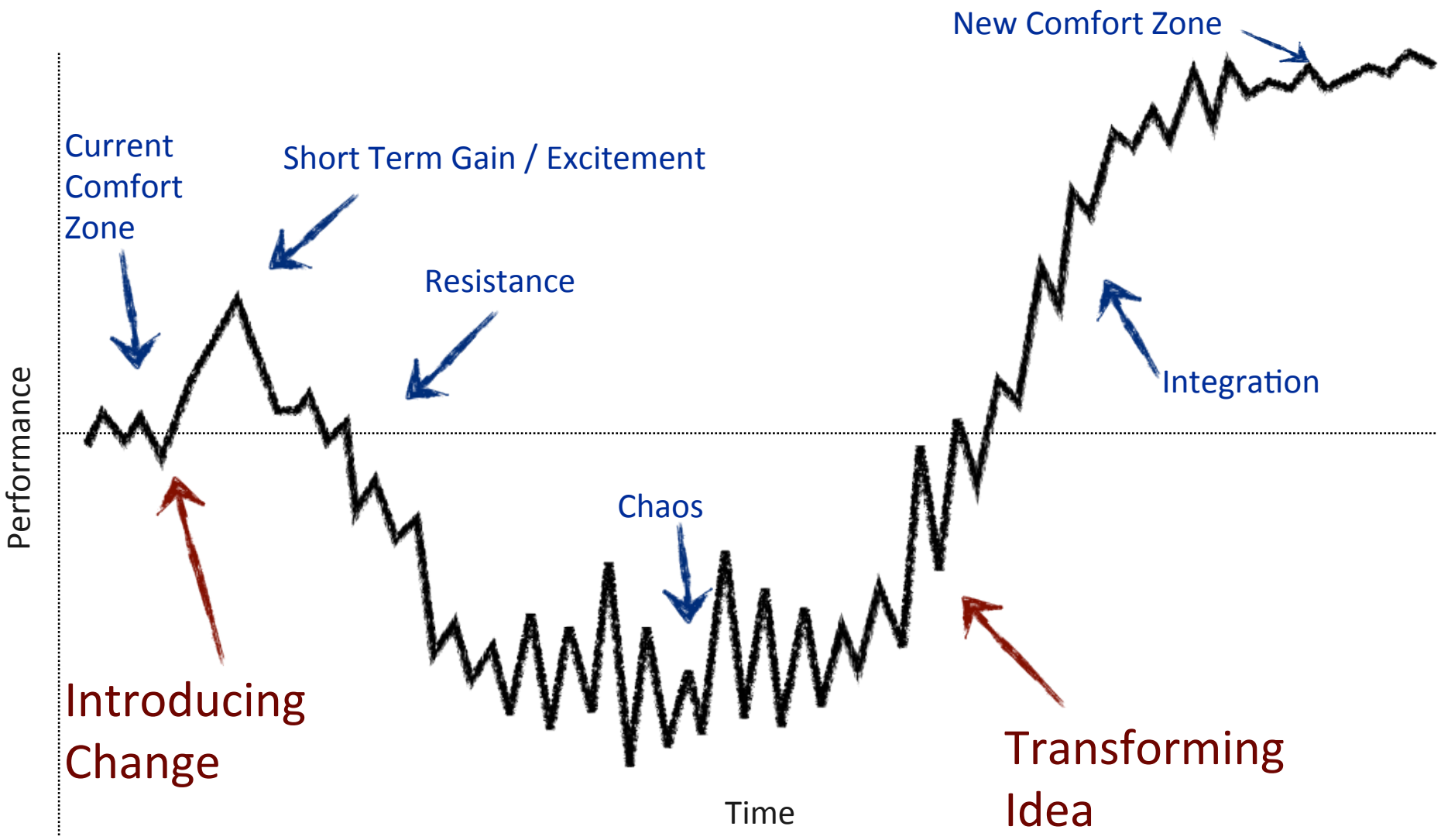
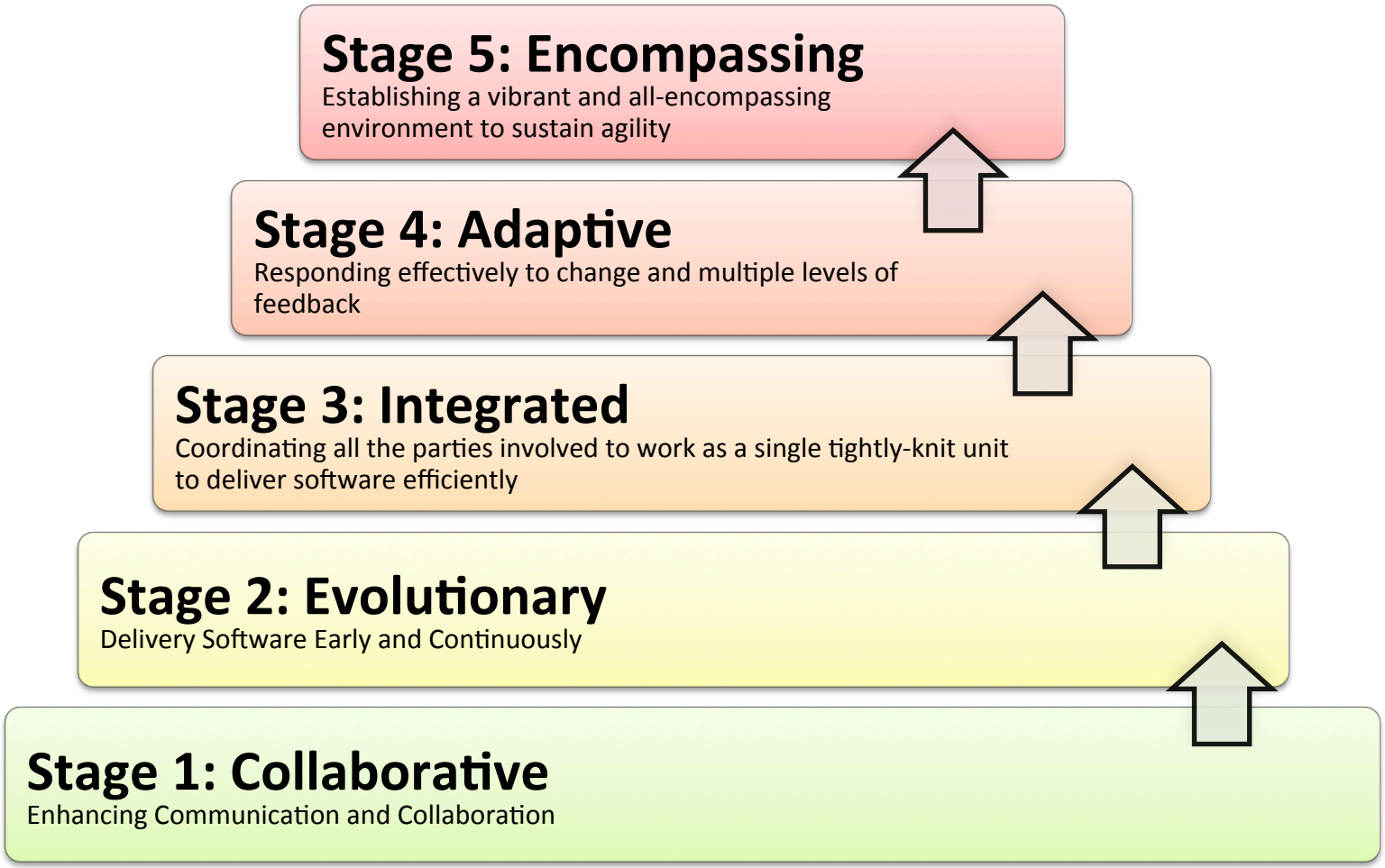
Virginia-Satir Change Curve



Agile Transformation Roadmap



Agile Transformation Roadmap

Stage 5: Encompassing
Establishing a vibrant and all-encompassing environment to sustain agility.

Stage 4: Adaptive
Responding effectively to change and multiple levels of feedback

Stage 3: Integrated
All parties involved work as a single tightly-knit unit to deliver value efficiently

Stage 2: Evolutionary
Delivering Value Early and Continuously

Stage 1: Collaborative
Enhancing communication and collaboration

Performance

Time

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Agile Transformation Roadmap

Stage 5: Encompassing
Yields a Culture of Learning and Improvement

Once a transformation spreads to encompass the enablers and sustainers of the new desired culture of learning and agility (vendors, HR polices, budgeting, etc.) then agile will be the new culture and the natural way people do things.

Stage 3: Integrated
Yields Organizational Efficiency

Through integration, bottlenecks and waste are identified on a system level (not a silo level) and when resolved the whole system is optimized

Stage 1: Collaborative
Yields More Innovation

Realizing that in the age of knowledge work, individuals and interactions are the basis of an innovative culture

Stage 4: Adaptive
Yields Higher Effectiveness of Products in Market

Responding efficiently to changes and enhancements coming from market shifts, customer feedback, and value-add innovation will increase the effectiveness of products and services in the market.

Stage 2: Evolutionary
Yields Disciplined Flexibility

Constant change and shifting priorities coupled with a "assembly line" process causes organizations circumvent current processes to keep up to speed with the market. By focusing on delivering working products in a prioritized evolutionary manner, shifts and changes can be accommodated with less chaos and less waste.

Performance

Time

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Roadmap for Fortune 50 Company – 2500 People

Stage 5: Encompassing Establishing a vibrant and all-encompassing environment to sustain agility.	• Personas (project level)	• Prioritized product backlog • Prioritized program backlog	• Test-driven development (TDD)	
Stage 4: Adaptive Responding effectively to change and multiple levels of feedback	• Value team at CAT electronics level • Value team at product-line level	• Architectural standards (deployment) • Definition of Done (architectural level)		
Stage 3: Integrated Coordinating all the parties involved to work as a single tightly-knit unit to deliver software efficiently	• Fixed, stable teams • Virtual team rooms • Collcation	• Generalizing specialist • Story swarming • Pair programming	• Continuous integration • Automated tests	• Concept of slack
Stage 2: Evolutionary Delivering Software Early and Continuously	• Short time-boxed iterations • User stories • Collaborating on requirements • Shared team rooms	• Velocity-based planning & commitment • WIP limits • Prioritized iteration backlog • Burn up/down charts	• Iteration kickoff meeting • Iteration demo • Product-line domain owners • Awareness of architectural standards	• Task volunteering • Coding standards • Automated builds • Managing technical debt
Stage 1: Collaborative Enhancing communication and collaboration	• Agile mindset (internal E&SI) • Group estimation of value • Group estimation of effort	• Project chartering • Prioritized release backlog • Release kickoff meeting • Release demo • Retrospectives	• Definition of Done (activity level) • Informative workspace • Personas (org. level)	

Sample Roadmap for Fortune 100 Company

	Managing Rapidly changing Priorities	Executing with Excellence and Discipline	Deliver Valuable and Useable Software quicker to market	Align with Business Needs	Improve Project Visibility	Early Exposure of Risk	Increase Productivity and Reducing Waste
Stage 5: Encompassing Establishing a vibrant and all-encompassing environment to sustain agility.		Sustainable Pace					Servant leadership
Stage 4: Adaptive Responding effectively to change and multiple levels of feedback	Adaptive Planning				Managing Capacity via velocity	Monitoring Technical Debt	Task Volunteering Cross-functional teams Fixed Teams (E)
Stage 3: Integrated Coordinating all the parties involved to work as a single tightly-knit unit to deliver software efficiently	Release Planning Limiting Portfolio WIP (E)		Collaborative Roadmapping	Team Structure of DT/VT	Burn-up Burn-Down Story Point Estimates Tracking progress via velocity	Maintain Risk Backlog	Team Room Generalizing Specialists Self organizing teams
Stage 2: Evolutionary Delivering Software Early and Continuously	Progressive Elaboration of Stories Time boxed Iterations Iteration Review	Iteration Planning	Early and Frequent Releases Story-maps Story Slicing Constant Prioritization of Backlog	Business committed to work with Delivery team throughout the project Planning Poker Value Team (multiple delivery teams)		Spikes Iteration0	Dedicated Team Members (E)
Stage 1: Collaborative Enhancing communication and collaboration	Limiting WIP Maintain a backlog Size Estimation	Team Chartering Retrospective Team Members identified and fixed for the project	Personas User Stories	Project Chartering Acceptance Tests Business Accessible by App (Delivery) Teams	Information Radiators Affinity Estimation	Daily Standup Group Estimation	Value based documentation Relative estimation Frequent face to face interactions

Roadmap for Fortune 20 Company – 3800 People

	Prep Work	Team Level		Beyond the team	Mindset / Culture
		Non Technical	Technical		
Stage 5: Encompassing Establishing a vibrant and all-encompassing environment to sustain agility.		Static cross-app team clusters ("Enterprise" teams) Ideal physical setup	Pair programming	Process improvement backlog (eliminate waste)	
Stage 4: Adaptive Responding effectively to change and multiple levels of feedback	Assemble enterprise process improvement team	Value-based documentation	Refactoring Incremental design & architecture	Buy-a-feature for prioritization Static Teams (projects come to teams)	Adaptive planning
Stage 3: Integrated Coordinating all the parties involved to work as a single tightly-knit unit to deliver software efficiently		Dedicated and stable teams Team rooms (collocation) Task volunteering Retrospectives Agile metrics	Test-Driven Development	Iterations & releases on enterprise-wide cadence Shippable increments at iteration boundaries	Self organizing teams
Stage 2: Evolutionary Delivering Software Early and Continuously	Facility planning for team rooms Restructuring towards dedicated and stable teams	User Stories + Definition of Done Slicing features into stories Prioritized story backlog Fixed-length iterations Velocity based planning Group Estimation between VT and pertinent DT Working software at the end of iteration	Automated Builds	Slicing Projects into features Feature based prioritization on a portfolio level	Effective Meetings
Stage 1: Collaborative Enhancing communication and collaboration	Revamp documents, phone calls, etc. (lightweight artifacts) Restructuring towards dedicated and stable teams	Chartering Creation of Value Teams Group Estimation within VT: High-level LOE	Automated Tests Continuous Integration	"Portfolio value team" with strategic/shared vision WIP limits for sequential list Info radiation of all WIP on enterprise level	Agile Mindset Servant Leadership

	Prep Work	Non Technical	Technical	Beyond the team	Mindset / Culture
Stage 5: Encompassing Establishing a vibrant and all-encompassing environment to sustain agility.		✧ Static cross-app team clusters ("Enterprise" teams) ✧ Ideal physical setup	✧ Pair programming	✧ Process improvement backlog (eliminate waste)	
Stage 4: Adaptive Responding effectively to change and multiple levels of feedback	✧ Assemble enterprise process improvement team	✧ Value-based documentation	✧ Refactoring ✧ Incremental design & architecture	✧ Buy-a-feature for prioritization ✧ Static Teams (projects come to teams)	✧ Adaptive planning
Stage 3: Integrated Coordinating all the parties involved to work as a single tightly-knit unit to deliver software efficiently		✧ Dedicated and stable teams ✧ Team rooms (collocation) ✧ Task volunteering ✧ Agile metrics	✧ Test-Driven Development	✧ Iterations & releases on enterprise-wide cadence ✧ Shippable increments at iteration boundaries	✧ Self organizing teams
Stage 2: Evolutionary Delivering Value Early and Continuously	✧ Facility planning for team rooms ✧ Restructuring towards dedicated and stable teams	✧ User Stories ✧ Definition of Done ✧ Slicing features into stories ✧ Prioritized story backlog ✧ Fixed-length iterations ✧ Velocity based planning ✧ Group Estimation between VT and pertinent DT ✧ Working software at the end of iteration	✧ Automated Builds	✧ Slicing Projects into features ✧ Feature based prioritization on a portfolio level	✧ Effective Meetings
Stage 1: Collaborative Enhancing communication and collaboration	✧ Revamp documents, phone calls, etc. (lightweight artifacts) ✧ Servant Leadership ✧ Restructuring towards dedicated and stable teams ✧ Education about the value of WIP limits	✧ Chartering ✧ Information Radiators ✧ Collaboration Tools ✧ Value Team Facilitator ✧ 15 Minute Daily Touch Points ✧ Retrospectives	✧ Automated Tests ✧ Continuous Integration	✧ Portfolio value team tasked with designing Agile portfolio management process	✧ Agile Mindset

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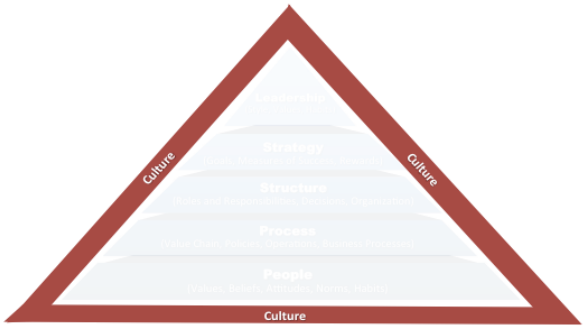

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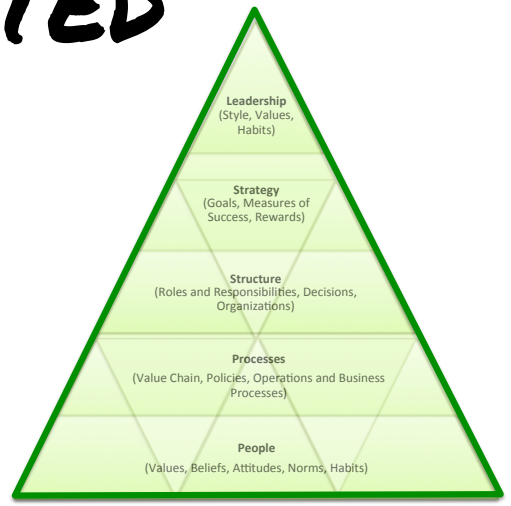
A Strong Effective Measurement System

- Validate quantitatively the progress of the transformation
  - e.g. #of people educated, coaches ... etc.
- Validate quantitatively the impact of the transformation
  - e.g. Daily Innovation → Escalations
- Monitor quantitatively the alignment of the culture
  - e.g. Buy-in and commitment

Steps to Get Started



1. Executive Alignment and Visioning
2. Agile Readiness Assessment
3. Charter Internal Capability Building

4. Define Common Educational Journey
5. Design an Agile Transformation Roadmap
6. Define and Establish Measurements

7. Identify and Launch "Anchor Projects/Teams"
8. Prepare for rollout of Stage 1 with a change management plan

Thank you

Questions?

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