



Agile New England
Importance of Agile Readiness
*Success Factors for a
Transformation to Agile*

Mario E. Moreira

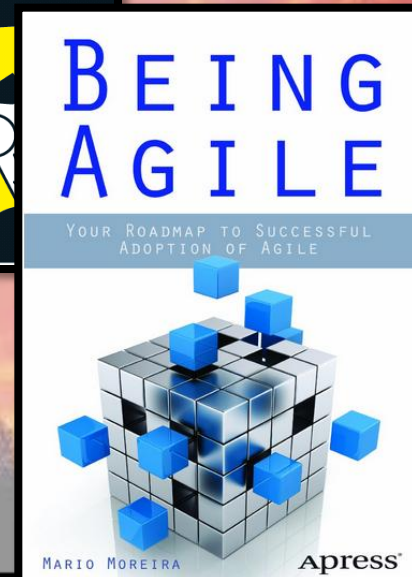
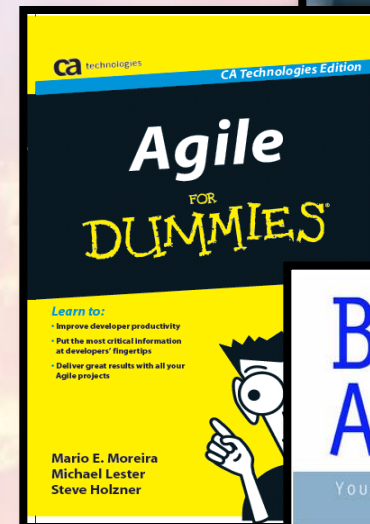
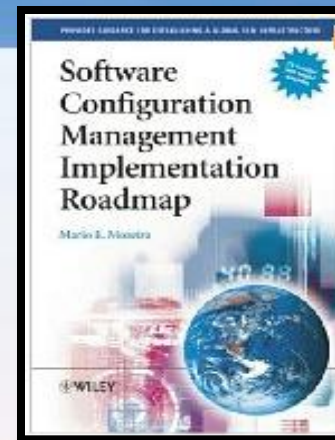
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Welcome!

- Enterprise Agile Coach helping companies transform to Agile. Coached over 50 teams
- Writer of the **Agile Adoption Roadmap Blog** (at <http://cmforagile.blogspot.com/>)
- CSM and CSP having implemented Scrum, XP, & Kanban at the product and organizational levels.
- Author:
 - ◆ **Being Agile: Your Roadmap to Successful Adoption of Agile**, 2013, Apress (Springer) - **New!**
 - ◆ **Agile for Dummies**, 2010, Wiley and written for CA Agile Vision Product Marketing
 - ◆ **Adapting Configuration Management for Agile Teams**, 2009, Wiley
 - ◆ **Software Configuration Management Implementation Roadmap**, 2004, Wiley



The Journey

- My hypothesis
- Agile Principles
- RICH Deployment Model



Why this session?

- To little focus on the Agile culture
- Not seeing the business benefits (and outcomes) that Agile can bring
- Not seeing enough project successes
- Why?
 - ◆ Too much focus on doing Agile for Agile's sake
 - ◆ Too much focus on mechanics (doing Agile), not enough on the culture change (being Agile)
 - ◆ Not enough focus on Customer Value



What is Agile?

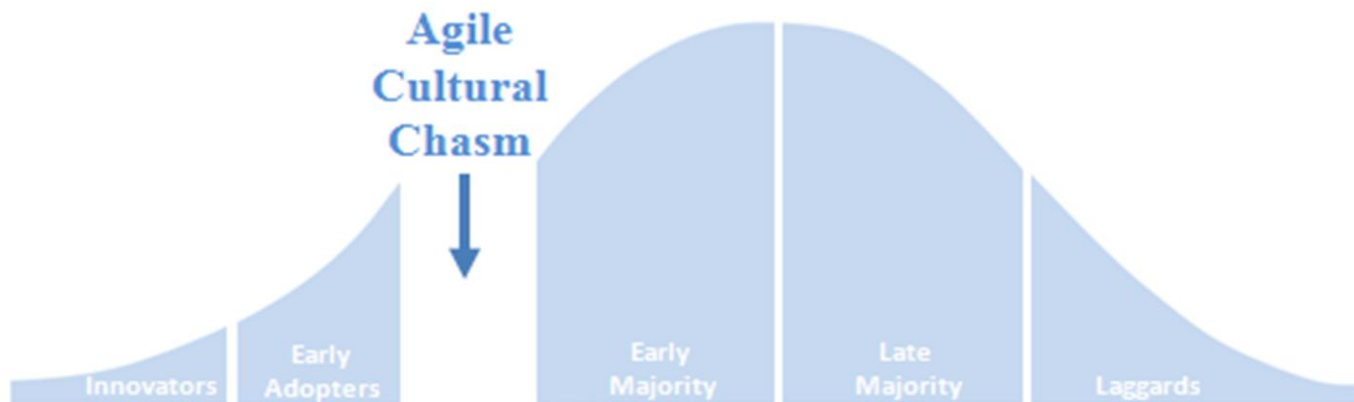
- An iterative and incremental framework?
- A set of practices and techniques?
- A SDLC methodology or process?
- A collection of tools?

Or is it...

A set of **values** and **principles**

My Hypothesis is...

- We are so focused on the mechanics (the doing) that we blow right by what it means to mentally align with the values and principles
- And in order to cross the Agile chasm, we must embrace the Agile values and principles



Let's test The question is how well do you know the Principles?

- **A little Quiz** (pass out paper)...
 1. Name as many of the **4 Scrum events** as you can
 2. Name as many of the **12 Agile Principles** as you can

No peeking on other's paper



Last question

3. In your Agile deployments, what percentage of time do you spend educating on and gauging whether you are following the Agile principles and values?

- A. 0 to 5%
- B. 5 to 10%
- C. 11 to 25%
- D. 25 to 50%
- E. 51 to 75%
- F. 76 to 100%

Pass the quizzes back in

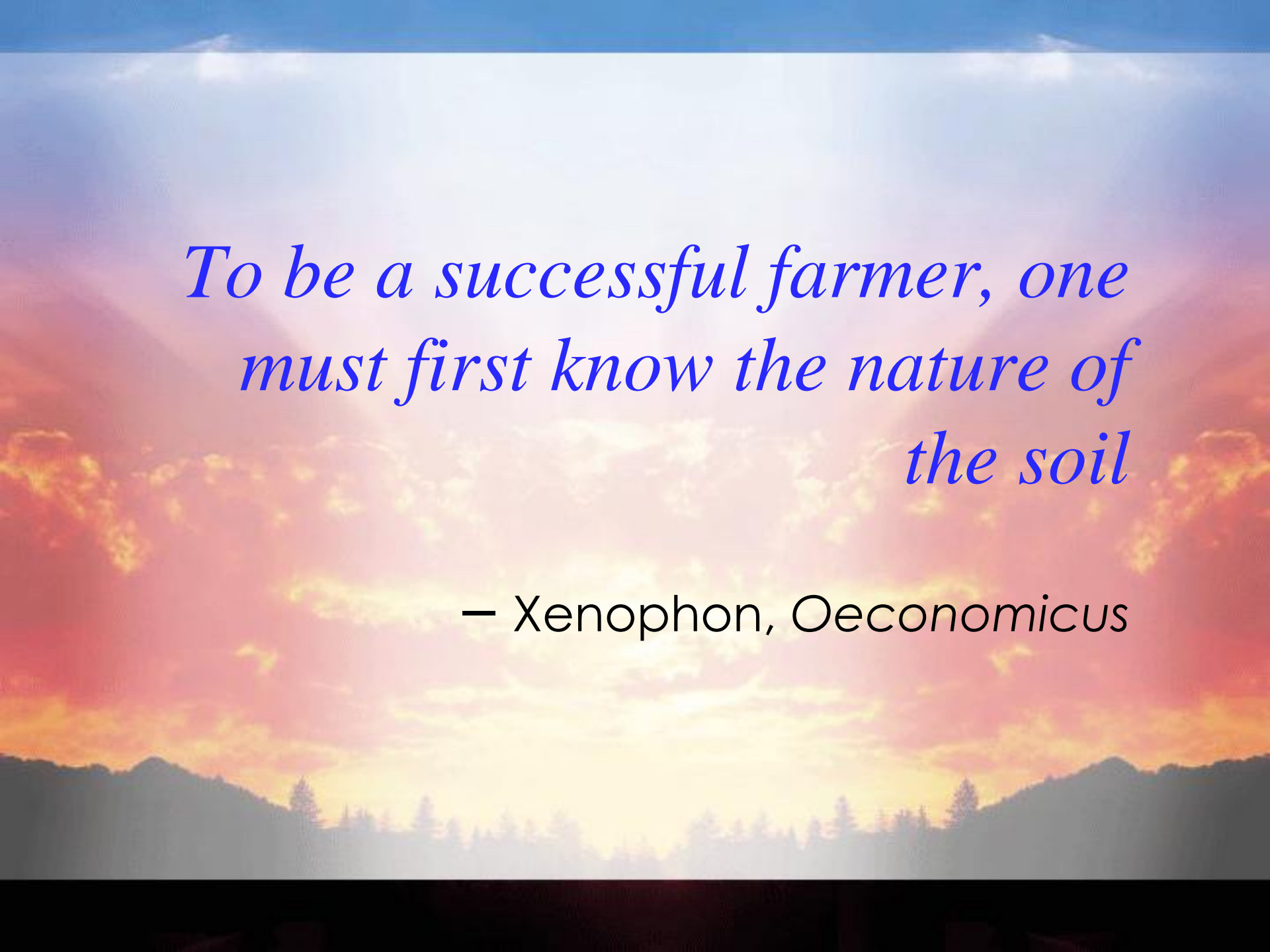


Why is there so much focus on the
mechanics?

Agile Principles* - Revisit

- **Satisfy Customer with Valuable Software**
- **Welcoming Change to Requirements**
- **Frequent/Continuous Delivery**
- **Business and Development Work Together**
- **Motivated Individuals who are Trusted**
- **Face-to-Face Communication**
- **Working Software as Measure of Progress**
- **Sustainable Pace**
- **Technical Excellence**
- **Simplicity**
- **Self-Organizing Teams**
- **Reflection for Improvement**

*Abridged



*To be a successful farmer, one
must first know the nature of
the soil*

— Xenophon, *Oeconomicus*

Ready, Implement, Coach, Hone (RICH)

- **Deployment Model for achieving an Agile transformation**
- **Primarily focused on readiness**
- **Aligns with the inspect-and-adapt framework**
- ***Should be handled in an iterative and emergent manner***



Readiness

- Conditioning the soil (aka, mind) prior to growing the seeds (aka, the people)
- Focusing on the **what** and **why**
- Assessing the current environment
- Understanding the context
- Laying the groundwork of agile values and principles
- Discussing business benefits
- Gauging the willingness
- Shaping the implementation accordingly

So how do we get “ready”



Common understanding of Agile

- **Agile are Values and Principles**
- **Myths about Agile**
 - ◆ No documentation, no design, no planning, team does whatever they like, silver bullet, undisciplined, one way, not predicable
- **Common language helps with clarity and reduces confusion**

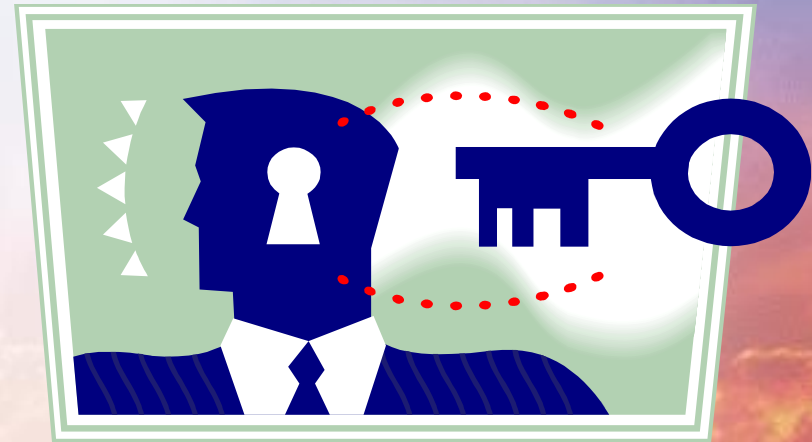


Understand the drivers for organizational change.

- **Examine the drivers around Agile**
- **Is it targeted toward teams only**
- **Is going to Agile tied to business goals?**
 - ◆ Is it a trend or is there belief?
 - ◆ The answer is often in between

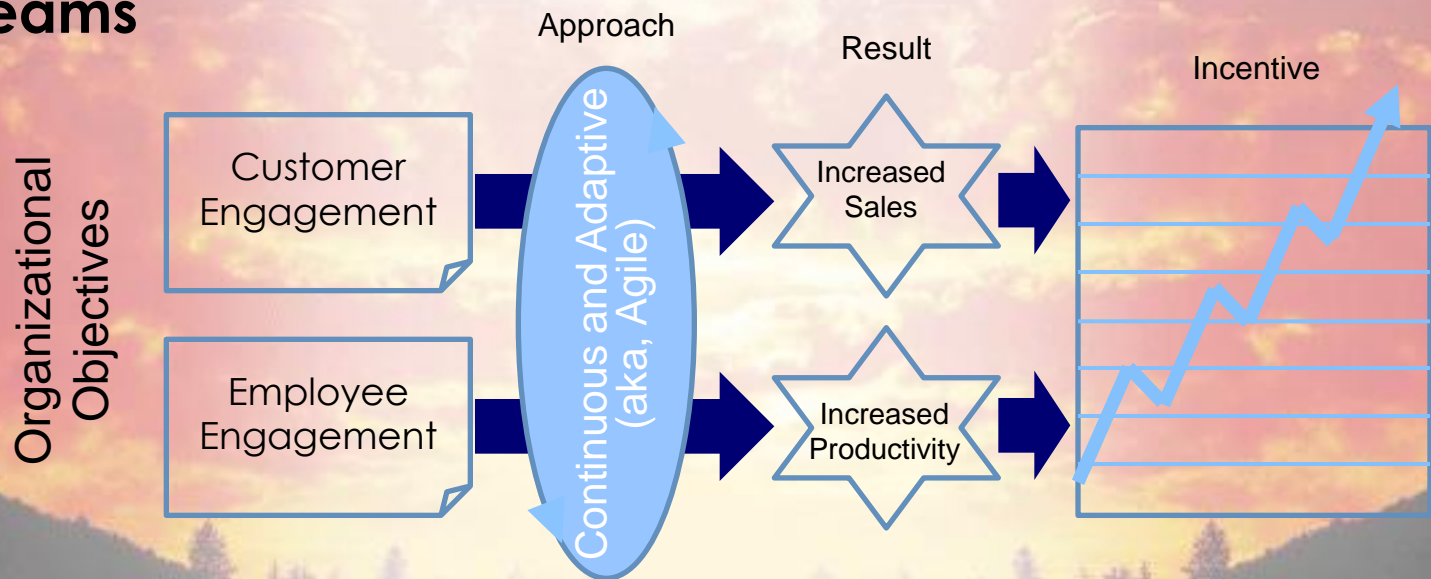
Building the Agile Mindset

- **Build awareness of the Agile culture. Begin education**
- **Determine level of belief**
- **Beyond values & principles**
 - ◆ No one succeeds unless the team exceeds
 - ◆ Understand business value as the driver
 - ◆ While Mgt must be less command-and-control, the Team must be more assertive
 - ◆ Team members volunteer/commit to the work
 - ◆ Shared leadership and trust
 - ◆ Belief in transparency



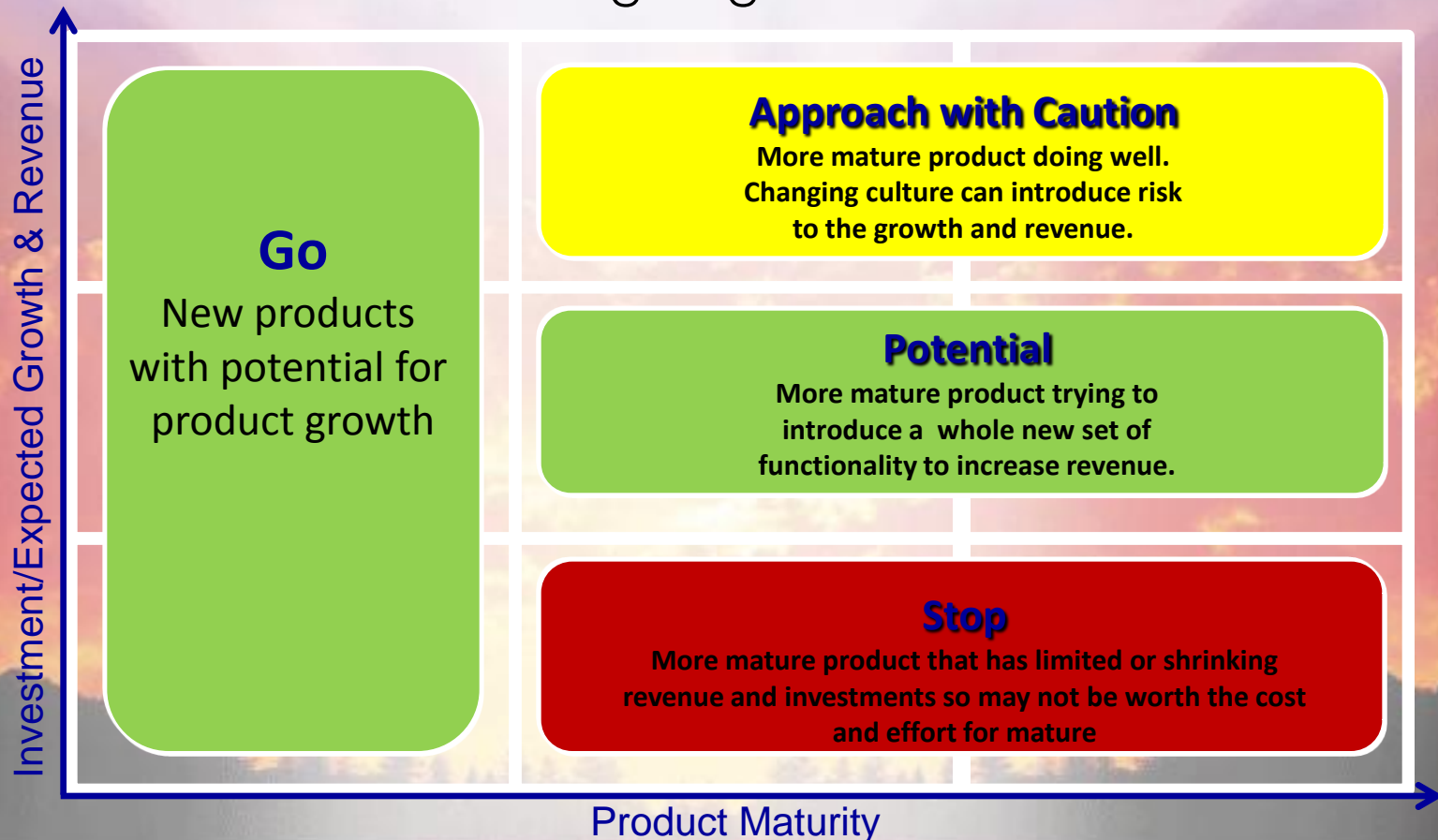
Customers and Employees matter

- Does company vision include objectives regarding customer and employee engagement?
- Ensuring commitment to change
- Adapting reward to customer value and self-organizing teams



Are you Suitable for Agile

- **While anyone can go Agile...**
 - ◆ Is the work right for Agile?
 - ◆ Is it worth the effort to go Agile?



Executive and stakeholder buy-in.

- **Understand the current level of stakeholder buy-in (or resistance) at various levels**
- **Explain their role**
 - ◆ Funding and resources
 - ◆ Aligning leadership around Agile
 - ◆ On-going communication
 - ◆ Adapt language toward value
- **Evaluate engagement (how willing?)**



Messaging for Agile

- **Communication Vision for messaging**
- **Creating buzz**
- **Listening to concerns**
- **Using appropriate channels**
- **Signaling in the new culture**
- **Align story telling to the culture you want**
- **Adapting rewards**



Treat Agile Transformation as an initiative

If you do not manage culture, it manages you... – Edgar Schein

- Transformation doesn't happen in an ad hoc manner
 - What is the scope of your deployment?
 - Who are the sponsor and champions?
 - What is your incremental path?
 - What support will be provided?
-
- Consider an iterative approach

State of engineering and Agile

- **To know where you are, its important to baseline**
- **If no Agile, baseline engineering practices**



Agile Framework

- **What Agile method, process, practice works for you**
 - ◆ Scrum, XP, Kanban, DSDM, etc...
- **Look for optimization from the idea to the delivery (e.g., covers end-to-end)**
- **Think about scaling elements**

Determine team willingness and capability

Capability

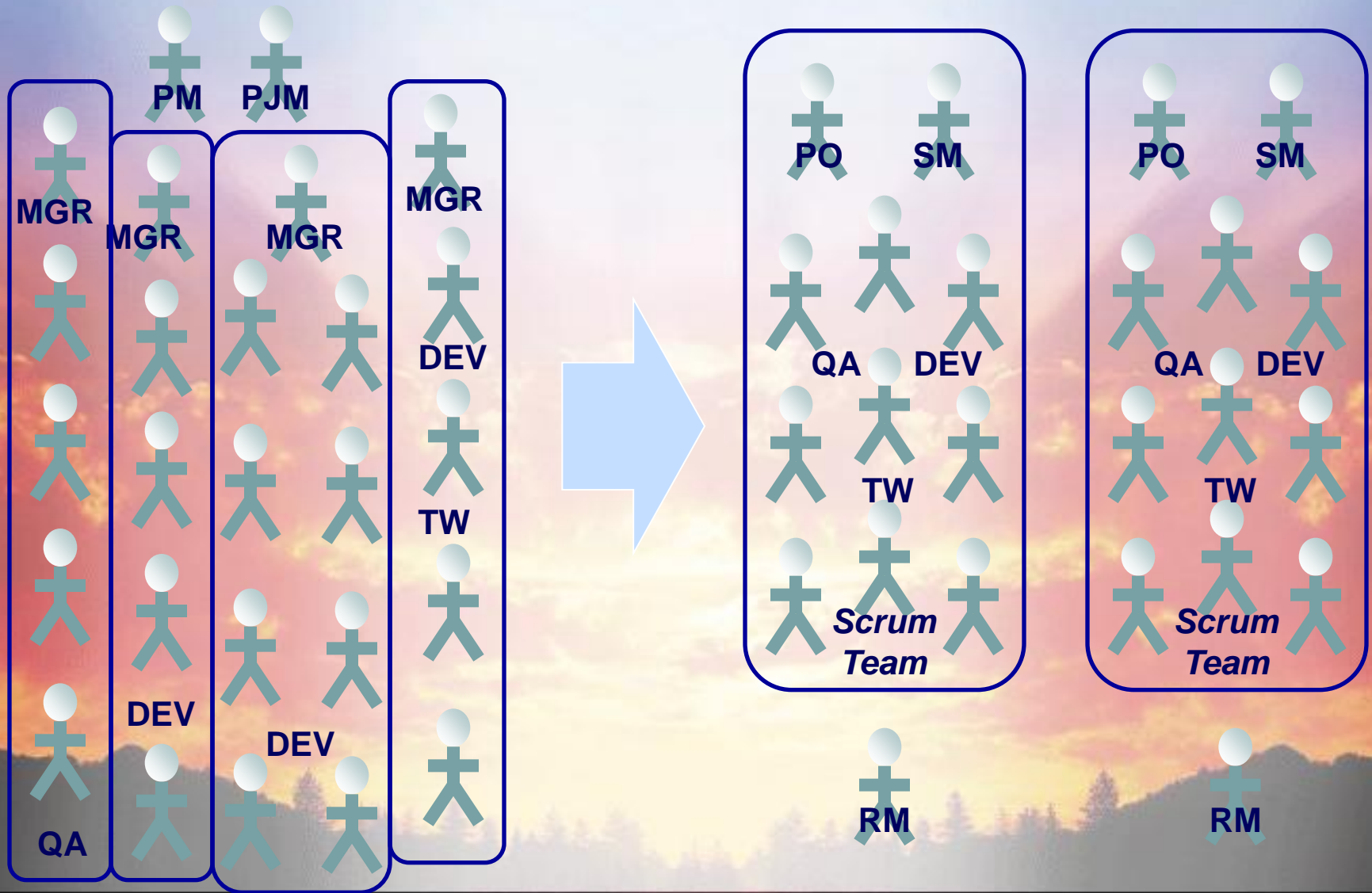
*How capable
are team
members
in Agile
methods*

Willingness

*How willing
are team
members and
mgt to move
to Agile*



Agile Roles and Team Organization



Education Vision

- **Laying the groundwork to educate**
- **Awareness**
- **Training**
- **Coaching**
- **Reading**
- **Giving Back**



Agile Measures of Success

- **How do you know you are Agile?**
 - ◆ *Are you “Doing Agile” (i.e., mechanical adoption)?*
 - ◆ *Are you “Being Agile” (i.e., cultural transformation)?*
 - ◆ *Are you receiving business benefit (revenue)?*



Wrap-up and take-aways

- Agile is a set of Values and Principles (only)
- Agile is a state of being (Being Agile)
- Agile should be part of the business strategy
- A strong focus on delivering customer value
- Get ready for your Agile adventure



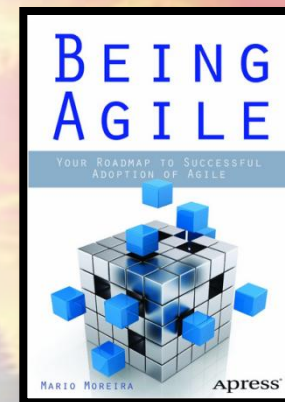


Questions and Answers

Thank You!

Check out my Agile Adoption Blog at:
<http://cmforagile.blogspot.com/>

Consider the new Agile book entitled:
[Being Agile:
Your Roadmap to adopting Agile](#)



BEING AGILE Book Launch

- **First time the Being Agile book is being discussed in a public forum**
- **3 books will be raffled off**
- **Additional books are available for sale at a discounted cash price of \$20 (\$20 off from list)**
- **Signed copies available**

