



Start Making Sense

How to stay on track when 'going agile' gets hard

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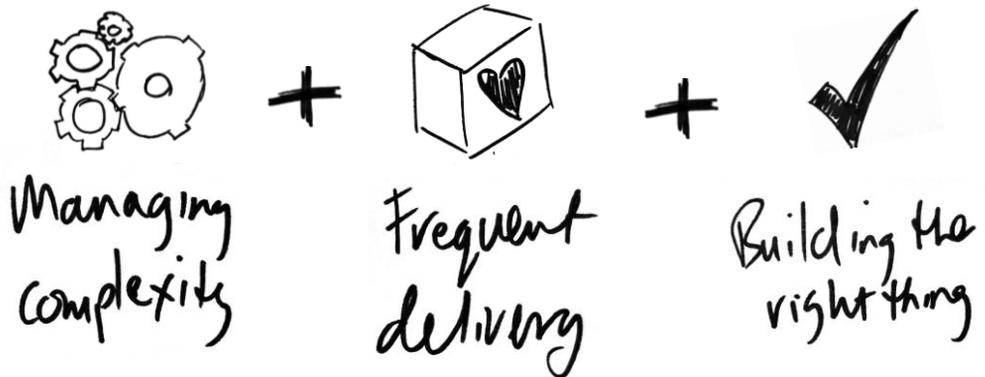
21 February 2020

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START MAKING SENSE

Agile - adjective



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START MAKING SENSE

Agile

It's hard!



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START MAKING SENSE

Agile - *adjective*

1. The ability to change our mind and retrospectively call it 'being agile'
2. The ability to ignore politics and reality
3. The ability to do what's fashionable and miss the point

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START MAKING SENSE

Today's presentation is brought to you by....

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Capital 'A' Agile

- Frameworks -> Scrum/Kanban
- Change the way you work
- May give you some 'efficiency'

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I'm going to paint an 'A'



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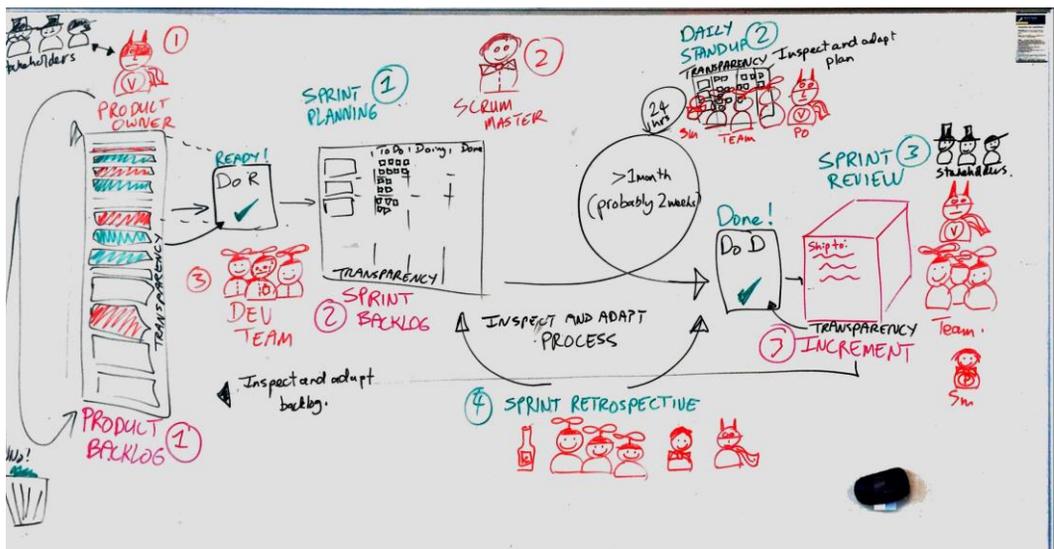
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Scrum



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Kanban



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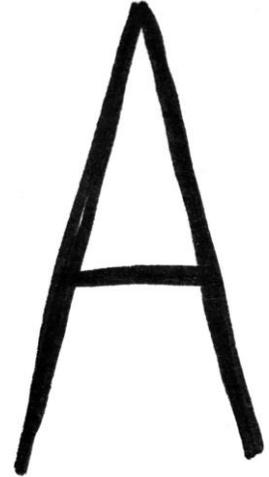
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START MAKING SENSE

With a capital 'A' focus

- You're doing all the meetings
- It will reveal or highlight your problems
- You then have a choice
- We hear:
 - “Agile doesn't work here”
 - “We want to move to Kanban”
 - “We want to go to 3 week sprints”



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What can you do?

- Make it easier to work with your team
 - What are non-negotiables?
- Show impact of problems/roadblocks e.g. unplanned
- Celebrate any learning/successes
- Things to say:
 - “If we drop Agile our problems will still exist”
 - “How can we challenge ourselves to be better?”
 - “How do we know we're building the right thing?”

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START MAKING SENSE

Lowercase 'a' agile

- Manifestos, movements, mindsets and models
- Change the *way you think* about your work
- Trying to be more 'effective'

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One of these things is not like the other...

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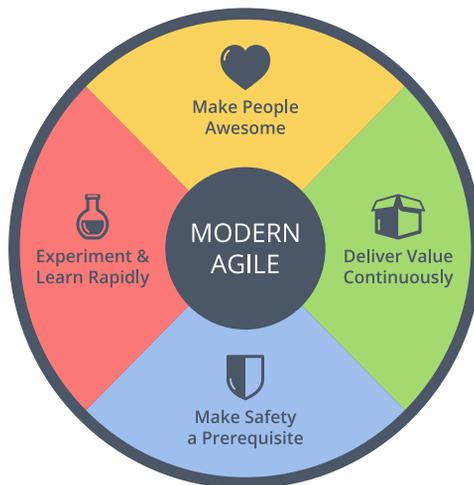
The Agile Manifesto 2001

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	over following a plan

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

Modern Agile



Modernagile.com

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Someone with an Agile Mindset

Will Demonstrate these attributes and behaviours:

Tackles their work with a positive attitude

Find innovative solutions through their willingness to experiment

Asks the right questions to understand the value of what they are doing to the business

Focused on helping the team succeed

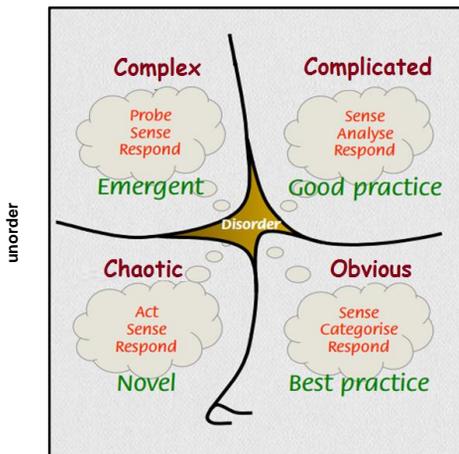
Provides input into how to solve problems

THRIVE WITH AGILE

Complexity Cynefin (kin – e – vin)

We don't know what we don't know
Flux and unpredictability
Minor changes = major consequences
Problem is dynamic
Safe-to-fail

We'll never understand
No cause & effect relationships
No point looking for right answers
Many decisions to make and no time to think



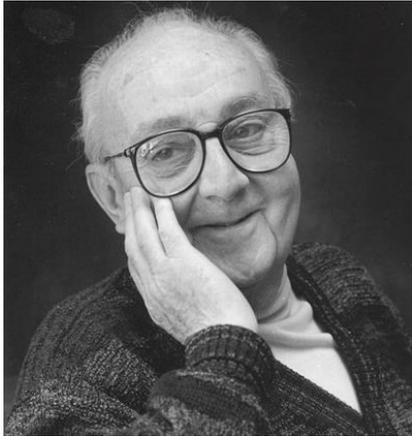
We know what we don't know
Assumption: order exists
Cause-and-effect relationships discoverable
Expert diagnosis required
Fail-safe

We know what we know
Assumption: order exists
Clear cause-and-effect relationships evident to everyone
Fail-safe



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George Box



“Always models are broken but some are useful.”

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START MAKING SENSE

With a lowercase ‘a’ focus

- Change the way you think about your work
- It will help you solve your problems and challenges
- Kanban helps here
- We see:
 - Good people can leave
 - Reveal your next problem
 - Continuous improvement (congratulations!)
 - Culture bubbles

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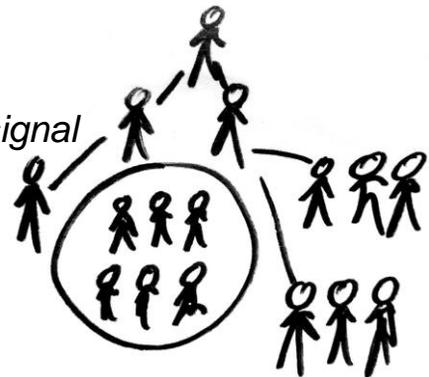
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A word on culture bubbles...

- They are your friends
- “we’re ok, you’re ok”
- Build adapters, pay your taxes
- Stop pushing, wait for the *pull* signal



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What can you do?

- Talk
- Encourage attendance at events
- Develop strong relationships
- Watch for pull signals
- Remember: “we’re ok, you’re ok”



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What can you do?

- Focus on
 - Building the right thing
 - Delivering value
 - Experimenting and learning
 - Creating safety
 - Celebrating learning and issues overcome
- Be intentional about this!



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START MAKING SENSE

Agile.....ility

agile

ility



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agile - adjective





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Agility

- Change the way you *think about and align* your organisation
- Get everyone moving in the same direction
- Scale the *mindset*
- Alignment around things that matter...like customers!

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This is Rowena...



- Strategy outlined the things that mattered
- Portfolio wasn't aligned with strategy

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START MAKING SENSE

This is Rowena...

- In an agility world
 - Strategy focused on outcomes
 - Teams aligned around strategic outcomes
 - Clear goals and measures
 - Rowena can see progress against strategy
- Be like Rowena!

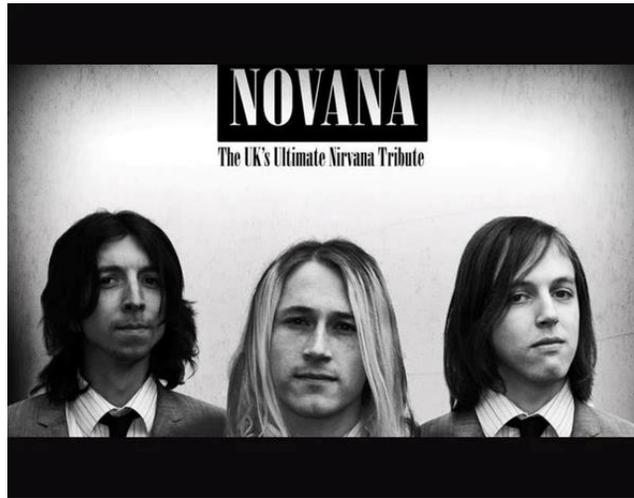


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This is not nirvana



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We now have a lifecycle

- Uppercase A - “Agile”
- Lowercase a - “agile”
- “agility”

So what?

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So what?

Visualised work

Prioritised work

Owned work

Daily conversation

Reflect on the system of work

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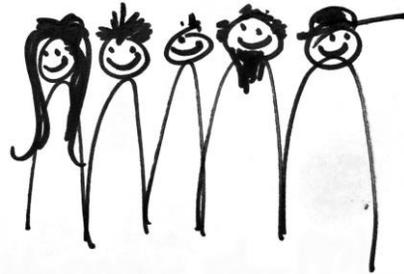
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So what?

- Are customers happy?
- Are the people doing the work happy?

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Now what?

- Consider this...
 - Are you working differently?
 - Are you thinking about your work differently?
 - Are you thinking about and aligning your organisation differently?
- If not, what do you need to give up to get there?

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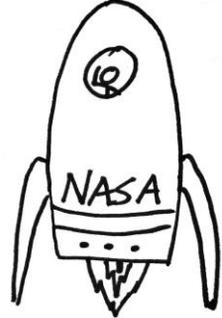
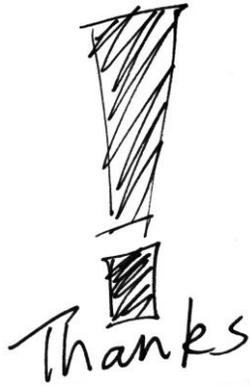


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