

pmconnection

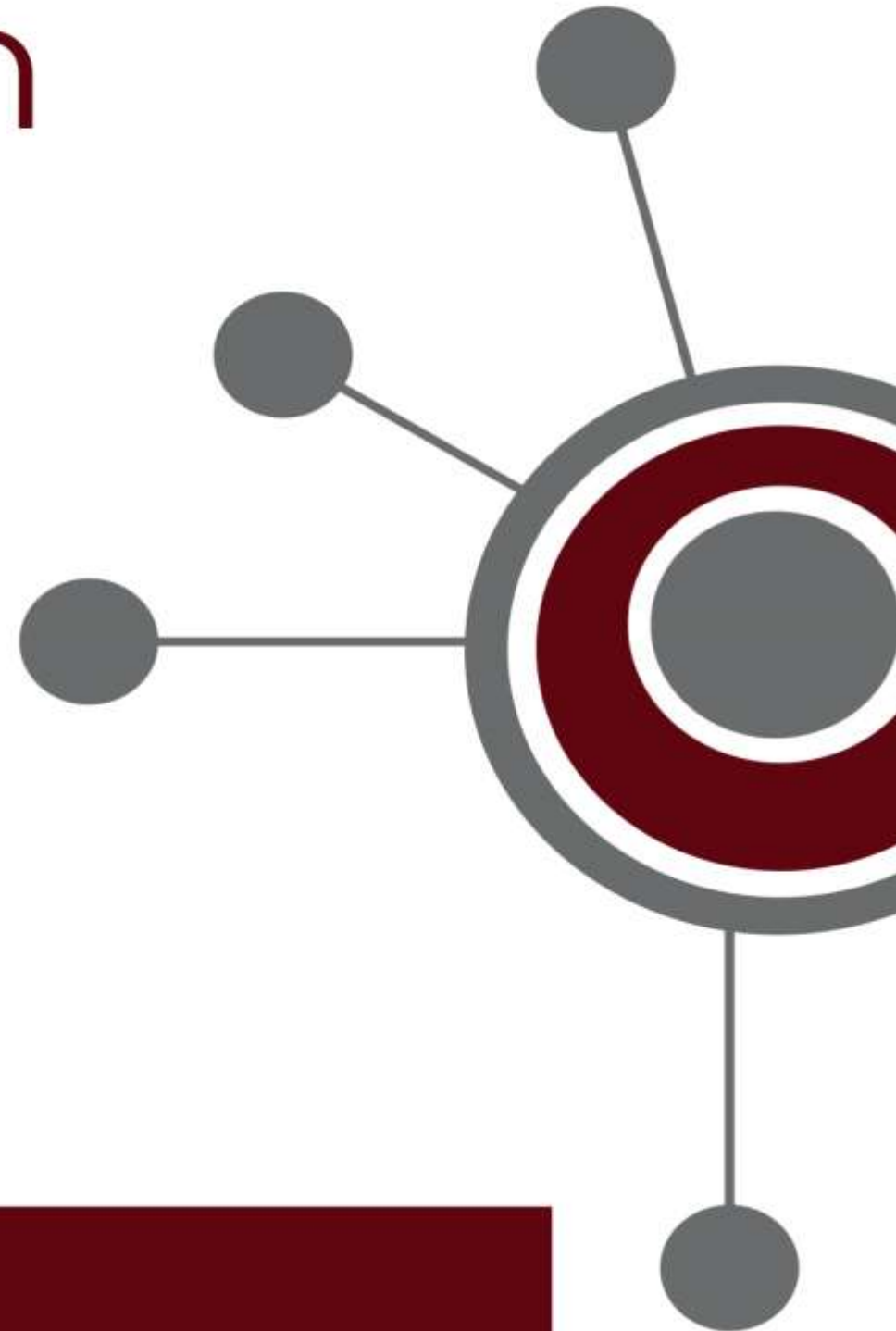
Agile Agnostic

“Non-Spirit of Agile”

Presenter: Mayhew Olivier

(13 June 2019)

Ver 2



What is your view on the success of Agile adoption as a project delivery framework?

A. Always fails	(0)	0%
B. 50/50 success	(25)	83%
C. Successful every time	(5)	17%

Agile promotes a self-organising team, discarding middle management. Can this work?

A. Undecided	(4)	13%
B. <u>Depends</u>	(19)	63%
C. Yes	(4)	13%
D. No	(3)	10%

Warning Signs / Red Flags



- Many organisational Agile transformations are failing.
- The Agile confused are asking the wrong questions.
- The so-called “Agile Experts” riding the money & glamour wave.
- Different views of the truth within a specific Agile framework.

Root Causes – What is Going Wrong?

- ❑ Structure. Scalability demanding more coordination, control & management pyramid structures.
- ❑ Industrialists oblivious to the Agile philosophy, riding the “new wave” with the intent of glamour and money. (Treating Agile philosophy with the right buzz words as a check list.)
- ❑ Organisations looking for the next silver bullet to fix delivery challenges.
- ❑ Gen-Y & Gen-Z joining the workforce, and working differently than previous generations.
- ❑ Incorrect substitution of the adjective *flexible* for agile (noun).
- ❑ Perception that Agile brings “freedom” and “independent self-determination”.



Root Cause - Moving Our “Core” (Beliefs & Culture)

- ❑ Agile’s underlying essence, life-force or Chi. Not minding Agile’s mind-set, philosophy, practices, values & principals.
- ❑ Cultural transformation - Capitalism Vs Socialism perspective & approach. (Moving your own “core” - Like changing your culture or religion!)
- ❑ Extreme pressure to follow proven traditional waterfall processes, behaviours and patterns. (E.g. KRA’s, KPI’s, Contracting, etc.)
- ❑ Suffering heroes Vs sense-of-team.
- ❑ Impression of “loss of control”. (Old granular control frameworks & micromanagement) Self-organising, cross-functional, non-multi-skilled & diverged teams.
- ❑ CYA (cover-your-butt) rather than face-to-face collaboration.
- ❑ HR process, like performance reviews, career growth & progression, individual recognition, etc.
- ❑ Business within the team and enabled to express business need & priority.

Is there a role for a Project Manager in Agile?

A. Undecided.	(1)	3%
B. Yes.	(21)	70%
C. Yes, but the role <u>must</u> change.	(8)	27%
D. No	(0)	0%

In the project environment, is trust “Earned” or “Given”?

A. <u>Earned</u>	(27)	90%
B. Given	(3)	10%

Project Manager Vs Scrum Master

Scrum Master

(Servant-leader)

- **Responsible for +/- 7 people**
- Part of the team
- Servant-Leader (Serve team)
- Team's Gate-keeper
- No accountability
- Coach
- Relationship driven
- Facilitator with high EQ
- Operates out of Trust
- Welcome change
- Issue manager (allotted)
- Sprint planning (now)

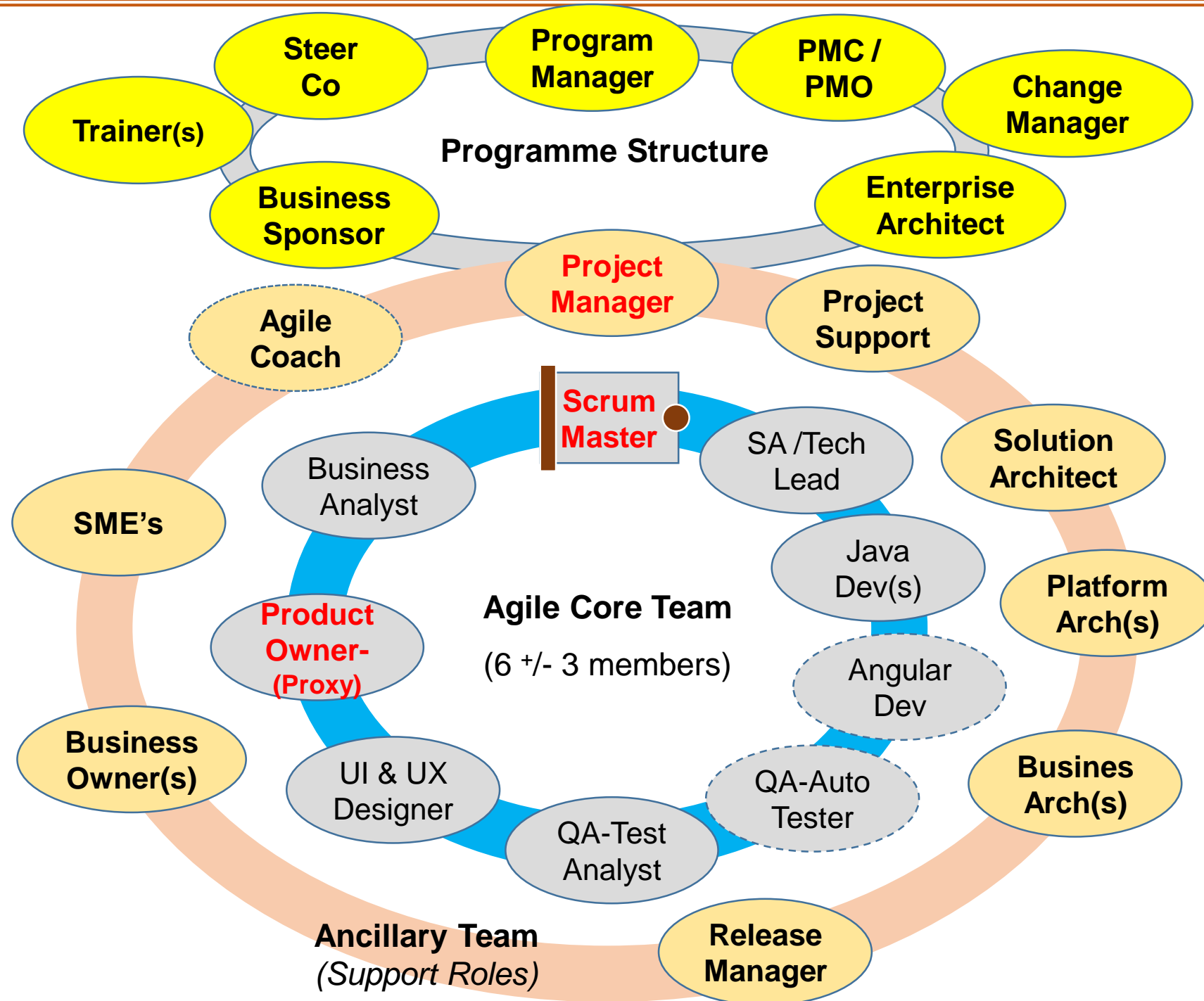
Project Manager

(Methodical & Structured)

- **Responsible for 10 – 60+ people**
- Outside the team
- Command-and-Control (Serve Org)
- Manager
- Full accountability
- Mentor
- Process driven
- Project HR manager
- Metrics, KPI's & Controls
- Change manager
- Risk manager (assimilated)
- Release planning (future)
- Financial & Cost manager
- Integration manager
- Scope manager

- ✓ Conflict manager
- ✓ Analyst & lateral thinker
- ✓ Content knowledge
- ✓ People's person
- ✓ Leadership
- ✓ Enabler

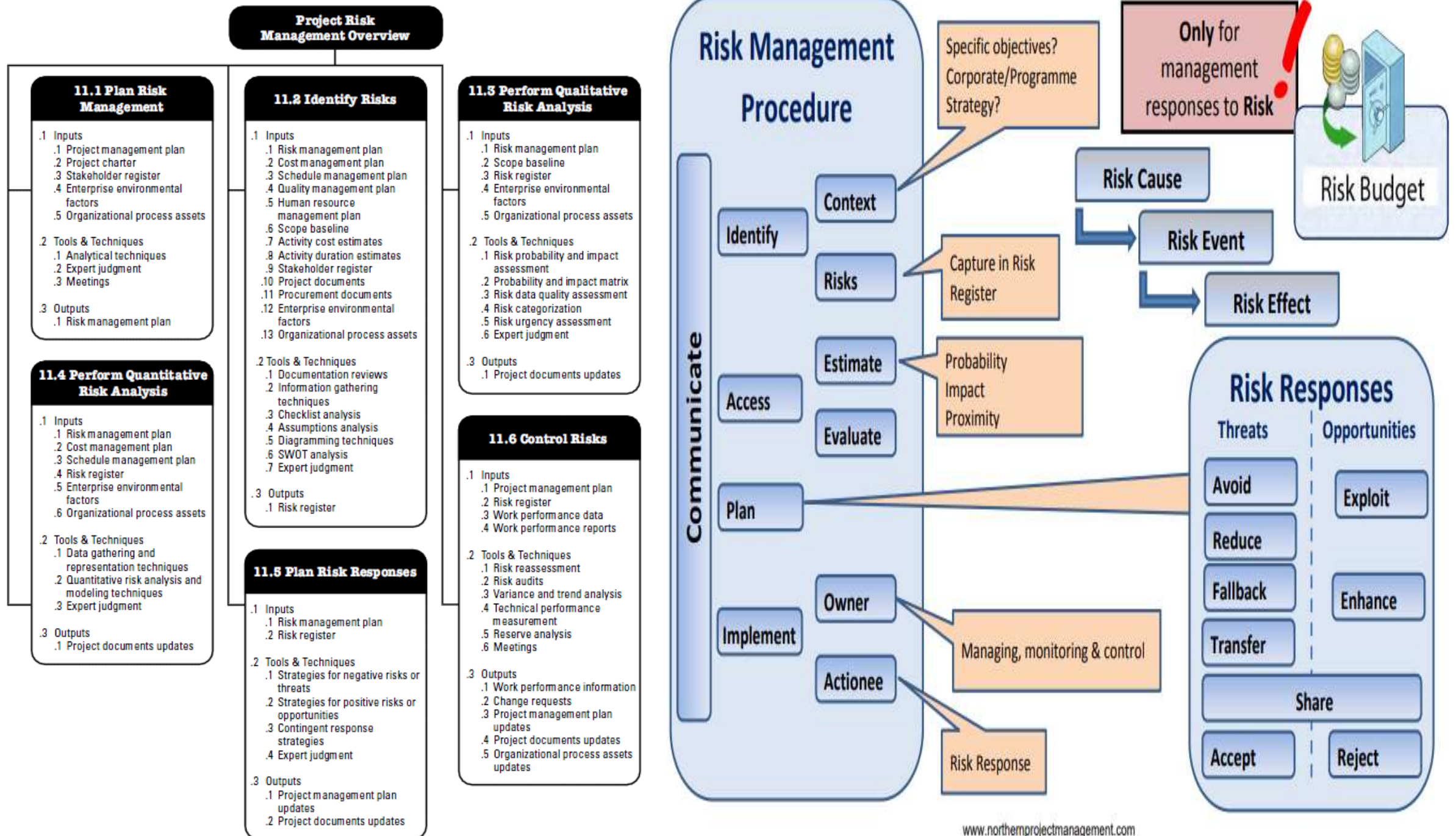
Agile Team Organisation



Key Agile Project Roles

Product Owner	Scrum Master	Agile Project Manager
Scope & Product Backlog	Sprint Vision & Backlog	
Product Backlog Prioritisation (Own <u>outside</u> Sprint – Can only advises <u>into/during</u> Sprint)	Sprint Prioritisation	CSP (Conceptual Sprint Plan)
Quality of Delivery (DoD Acceptance for US, Sprint & Release)	Driving (delivery) Velocity	
Ceremonies: <ul style="list-style-type: none"> • Backlog Grooming • EoS & Demo • Sprint Planning 1 	Ceremonies: <ul style="list-style-type: none"> • Daily Stand-Up • Sprint Planning 2 • Retrospective 	Meetings: <ul style="list-style-type: none"> • SteerCom / Board • SoS (Scrum of Scrums) • Change Control
<ul style="list-style-type: none"> • Release Status 	<ul style="list-style-type: none"> • Daily Status (Jira updates) • Sprint Status 	<ul style="list-style-type: none"> • SteerCom / Board Status • PMO / PMC tool updates
	Risk & Issue (Impediments) Management	<ul style="list-style-type: none"> • Risk & Issue Escalations • External Interdependency management
		Financial & Cost management

E.g. PMBok Vs PRINCE2 – Risk Management

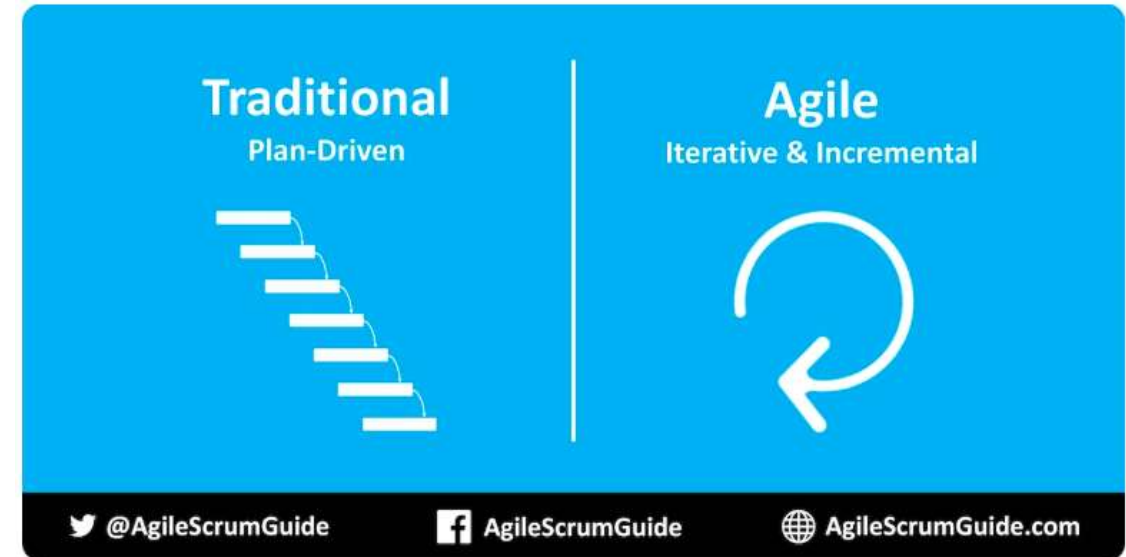


Agile – No Formal Risk Management

Ken Rubin

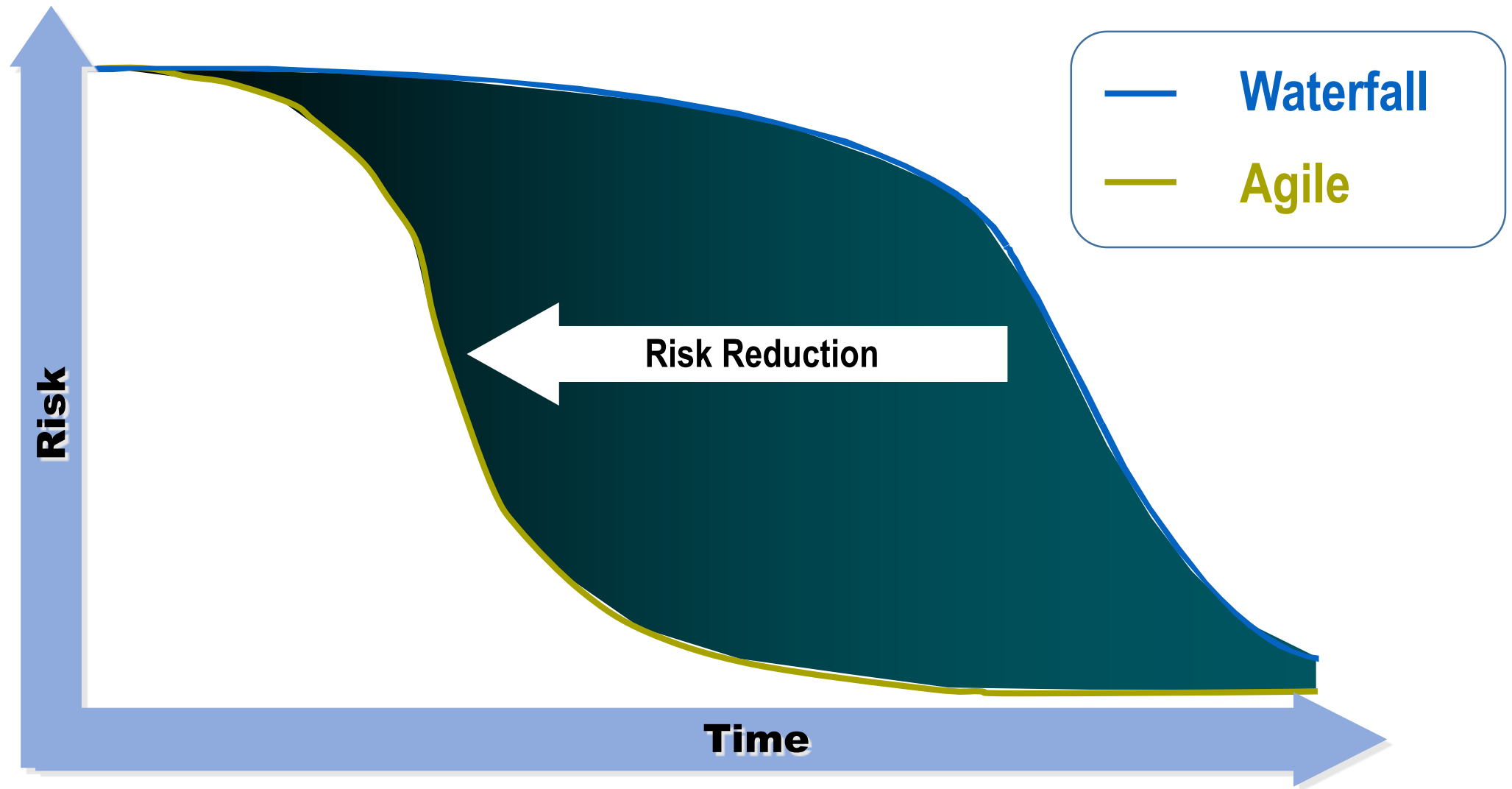
Agile is Risk Management – Dump the Process

The existence of a heavyweight risk management process is a good indicator that a company has failed to embrace the essence of what agile is. But software development is risky. You're



- No formal risk management.
- Deal with “issues”, as they materialize. No mitigation plans nor steps.
- Principal 2 – We welcome CHANGE, even late in development...”
- Collaboration, collaboration, collaboration...

Agile Vs Traditional - Risk Profile



Agile Mind-Set & Philosophy

(Frameworks & Practices, based on 4 Values & 12 Principals)

Scrum, Kanban, XP, Lean, DSDM, SAFE, Crystal, RUP, etc.

Delivered through Agile Frameworks

- Scrum ceremonies.
- Iterative development.
- Incremental development.
- Time-boxing & iterations.
- Relative estimation.
- Velocity.
- Product backlog.
- CSP
- Information radiator.
- Task & Kanban boards.
- DoR & DoD.
- etc.

1. Satisfy the customer.
2. Welcome change.
3. Deliver working software, frequently.
4. Effective collaboration.
5. Trusted, supported & motivated team.
6. Co-location.
7. "Done" or Not-done.
8. Sustainable cadence.
9. Technical excellence.
10. Maintain simplicity
11. Self-organising teams.
12. Reflect and adjust.

Manifest through Practices

Guided by 12 Principles

Defined by 4 Values

Agile Manifesto

- Individuals & Interaction **over** Processes & Tools
- Working Software **over** Comprehensive Documentation
- Customer Collaboration **over** Contract Negotiation
- Responding to Change **over** Plan

Mind-set & Philosophy

Attitudes, Team culture, JBGE, Leadership styles, CI, LRM, Scrum values, Cut waste, etc.

*It does not do to leave
a live dragon out of
your calculations, if you
live near one.*

→ J.R.R. Tolkien



Agnostic Agile

“As experienced agile practitioners and as people responsible for agile change and transformation, we should recognise the importance of being agnostic with agility at any level. This means one size does not fit all, one framework is not the answer, and the ‘what’ and ‘how’ should be suited to customer context and to a wider strategic vision.

We should take this very seriously. Our work is to help our customers attain the right level of agility that meets their needs, our work is not to create framework lock-ins nor to limit how agility can be applied to the organisation, whether at team levels or at scale.

This means we as agile practitioners must strive to be masters of our craft, understand and practice at least two formally established frameworks or methods, uphold good conduct between ourselves and others, and help to nurture and grow our community of agile practitioners.”

<https://agnosticagile.org/>

THANK YOU

Eloff van Gend

Cell: 083 2704147

Email:

Eloff@pmconnection.co.za