WE GET IT. **WE'LL HELP YOU GET IT TOO.**

What it Really Means to be Agile

Kupe Kupersmith, CBAP
President, Senior Instructor

Project Management Institute Registered Education Provider

ICAGILE AUTHORIZED TRAINER

IIBA Endorsed Education Provider Charter Member

B2T Training

Tweeting Today?

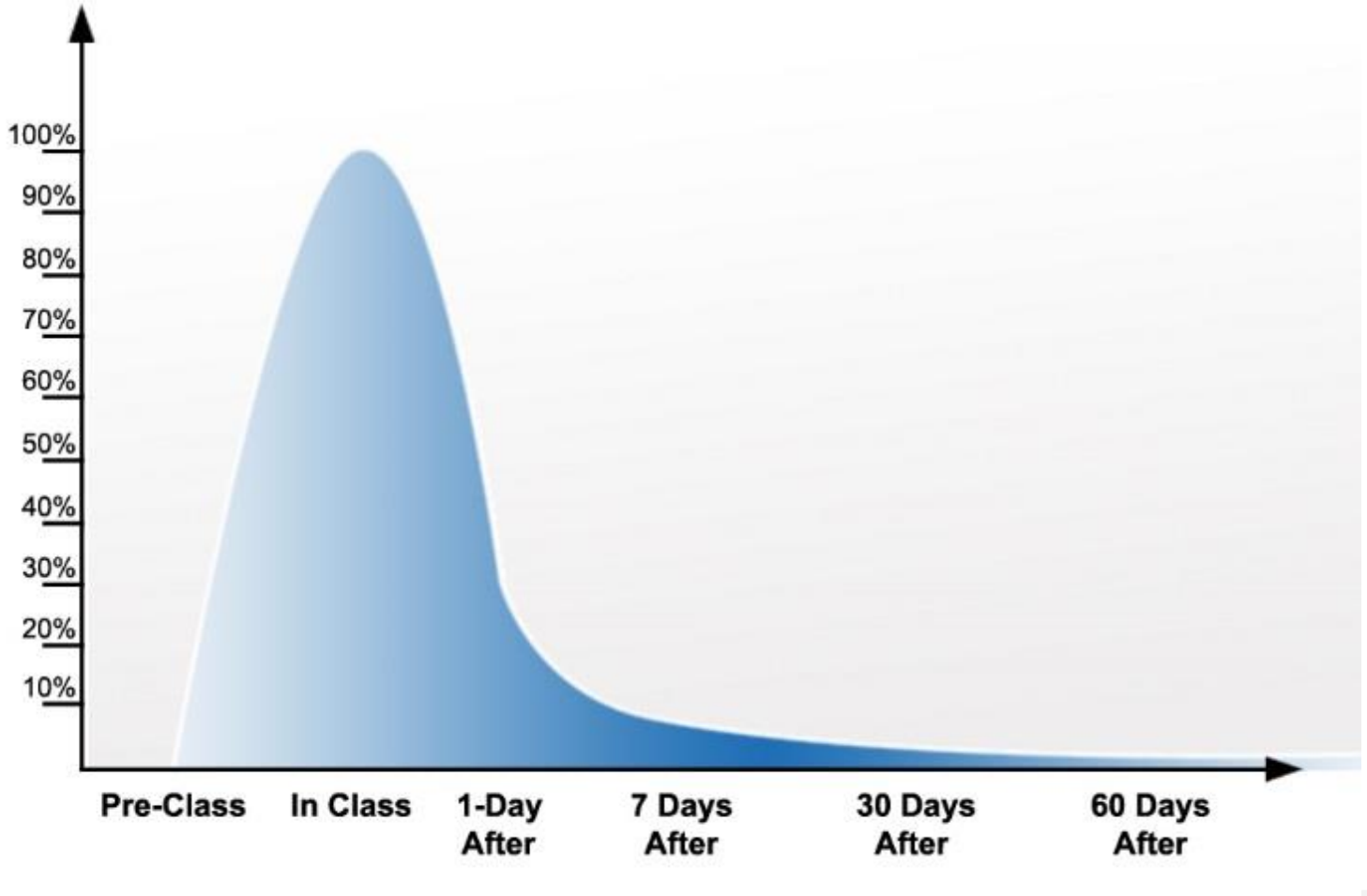
@Kupe

@B2T_Training

#IIBAPHL
#BAOT

Making Learning Stick

People lose 50 – 80 percent of what they've learned after one day! This figure jumps to 97 percent after just 30 days.



Agenda

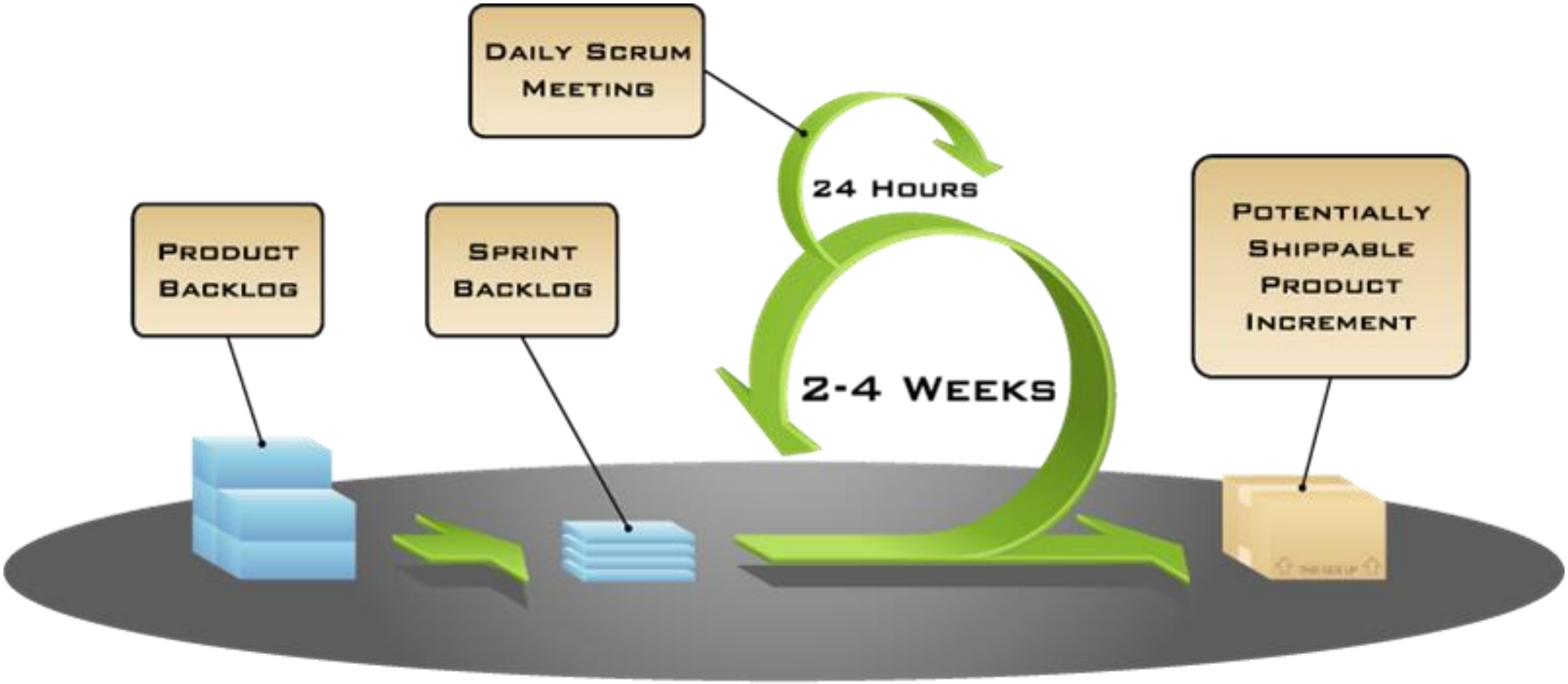
- Doing Agile vs. Being Agile
- Key Ideas in Agile
- What does this mean for Business Analysts?

We interrupt this presentation for a survey

Stand Up If You Are:

- Working on an agile team
- Discussing team improvements after iterations
- Planning at the beginning of each iteration
- Making decisions based on value for your clients

Doing Agile



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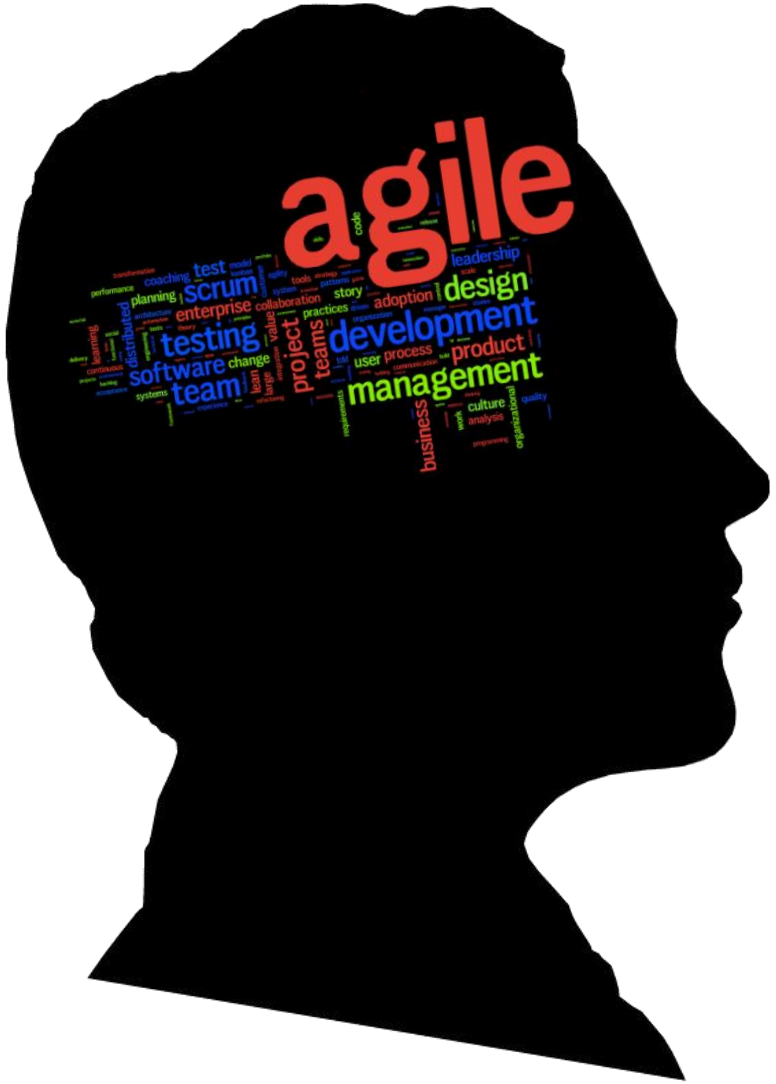
Being Agile


agile
design
development
management
scrum
testing
software
team
project
teams
product
enterprise
adoption
leadership
test
planning
coaching
collaboration
practices
user
process
change
business
culture
analysis
story
code
distributed
learning
performance
systems
value
learn
large
requirements
organizational
quality

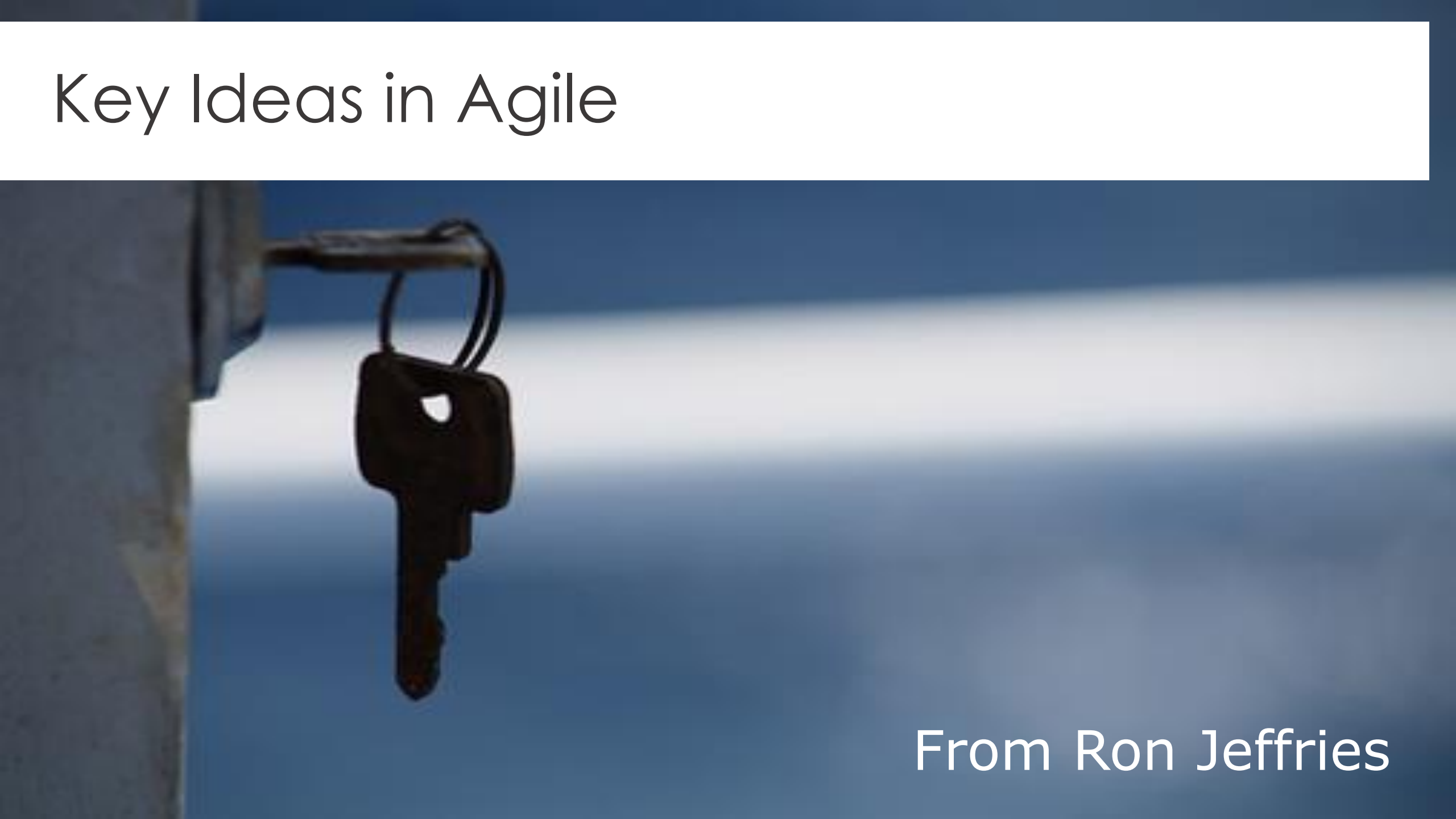
What is an agile mindset?

Something needs clarification, you…

A. Do nothing.
B. Email
C. Call them
D. Talk to them in person
E. Clarify it, but don't tell anyone so that several people clarify it independently.

http://finding-marbles.com/2011/12/10/agile-mindset-examples/

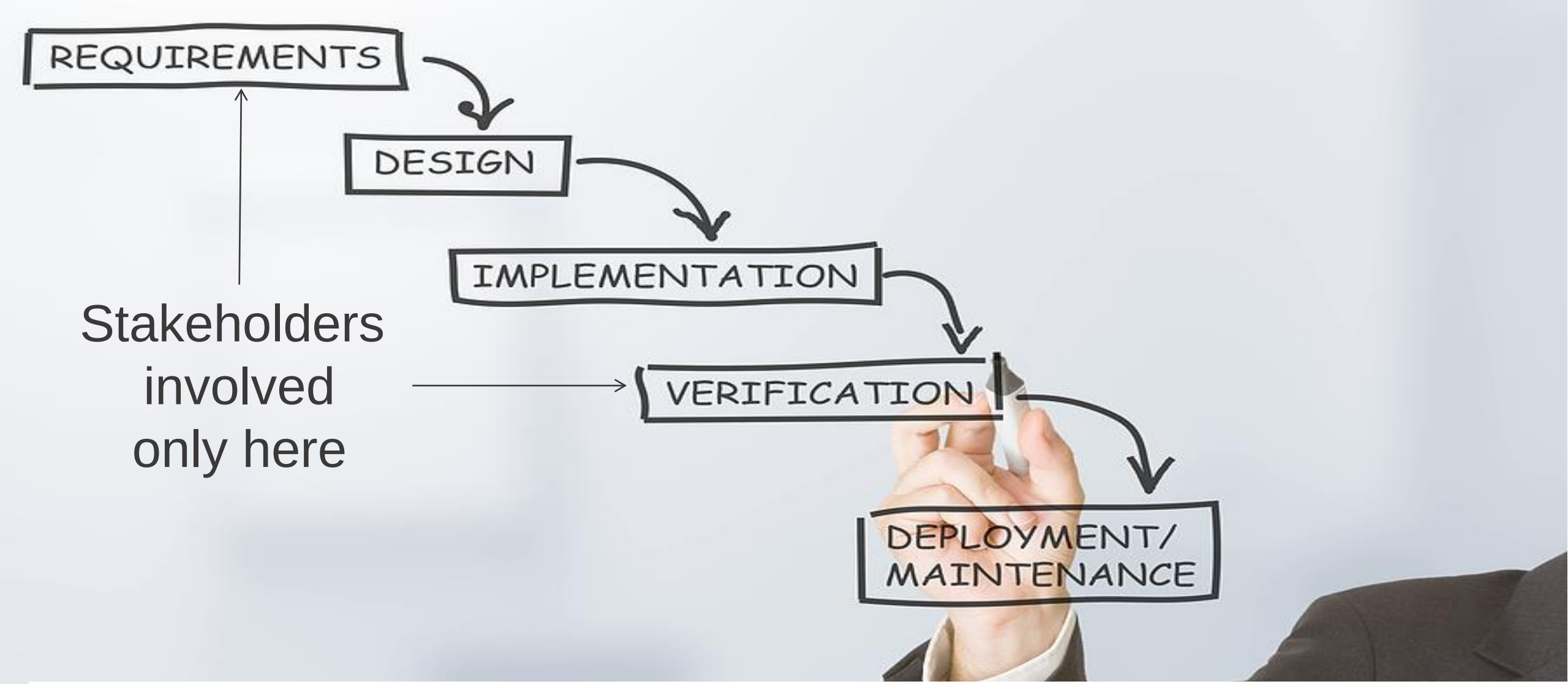
Key Ideas in Agile



From Ron Jeffries

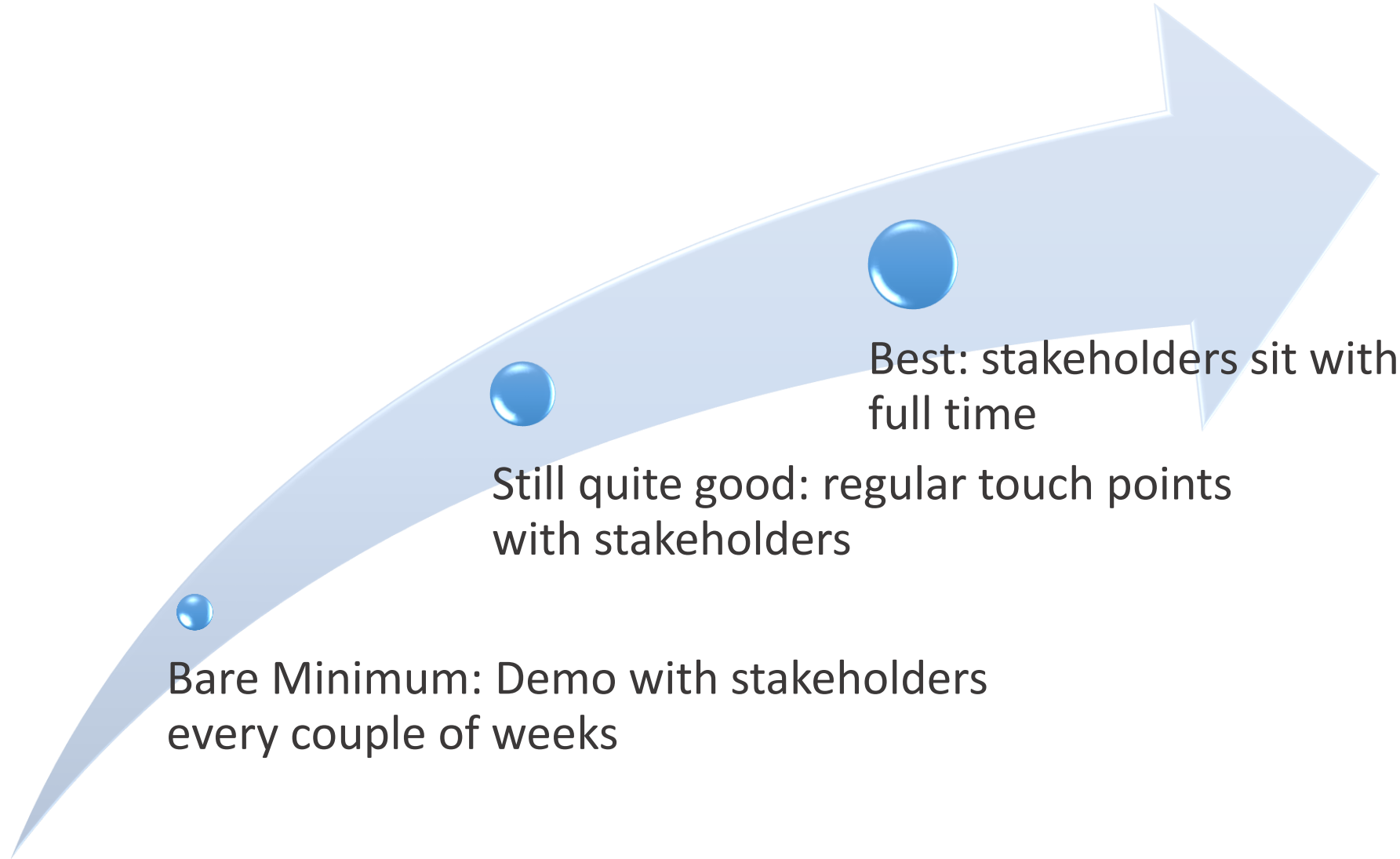
Key Idea #1

Put people with needs in direct contact with people who can fulfill those needs.



This does not work.

Involve your stakeholders



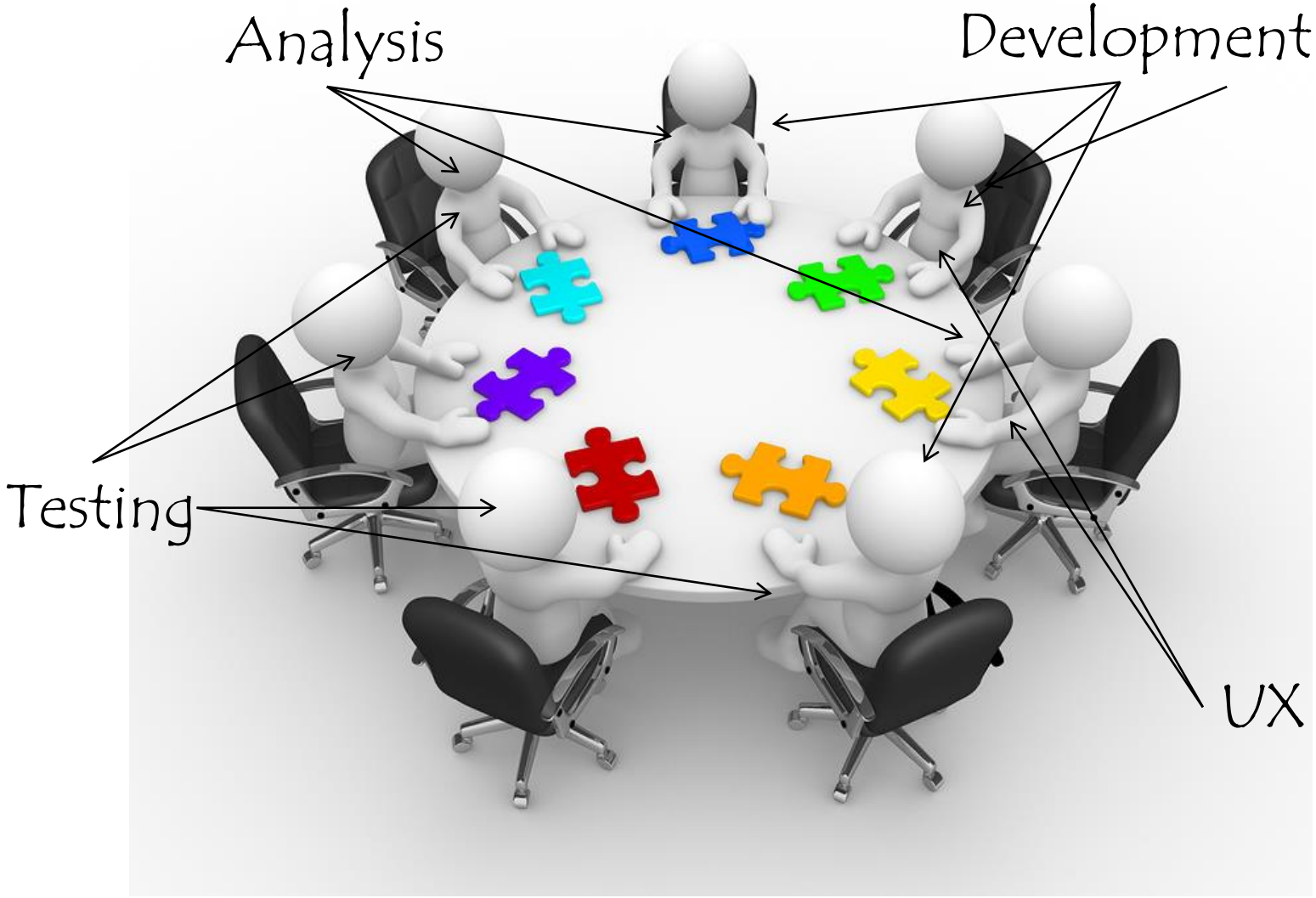
Active conversation looking at work, not a meeting

Key Idea #2

Populate projects with all the needed people & capabilities to get the job done.

Instead of a team built on roles

Build one based on skills



Ideal - Build a Real Team

- 7 +/- 2 People
- Necessary skills
- No defined roles
- Focused on one project
- Bring work to the team, not the other way around
- Have them sit together

Making it work

- Select based on skills, not roles
- Allow team members to focus for blocks of time (at least half a day)
- Provide tools to help communication

What if the team is already formed and a change is needed?

What is an agile mindset?

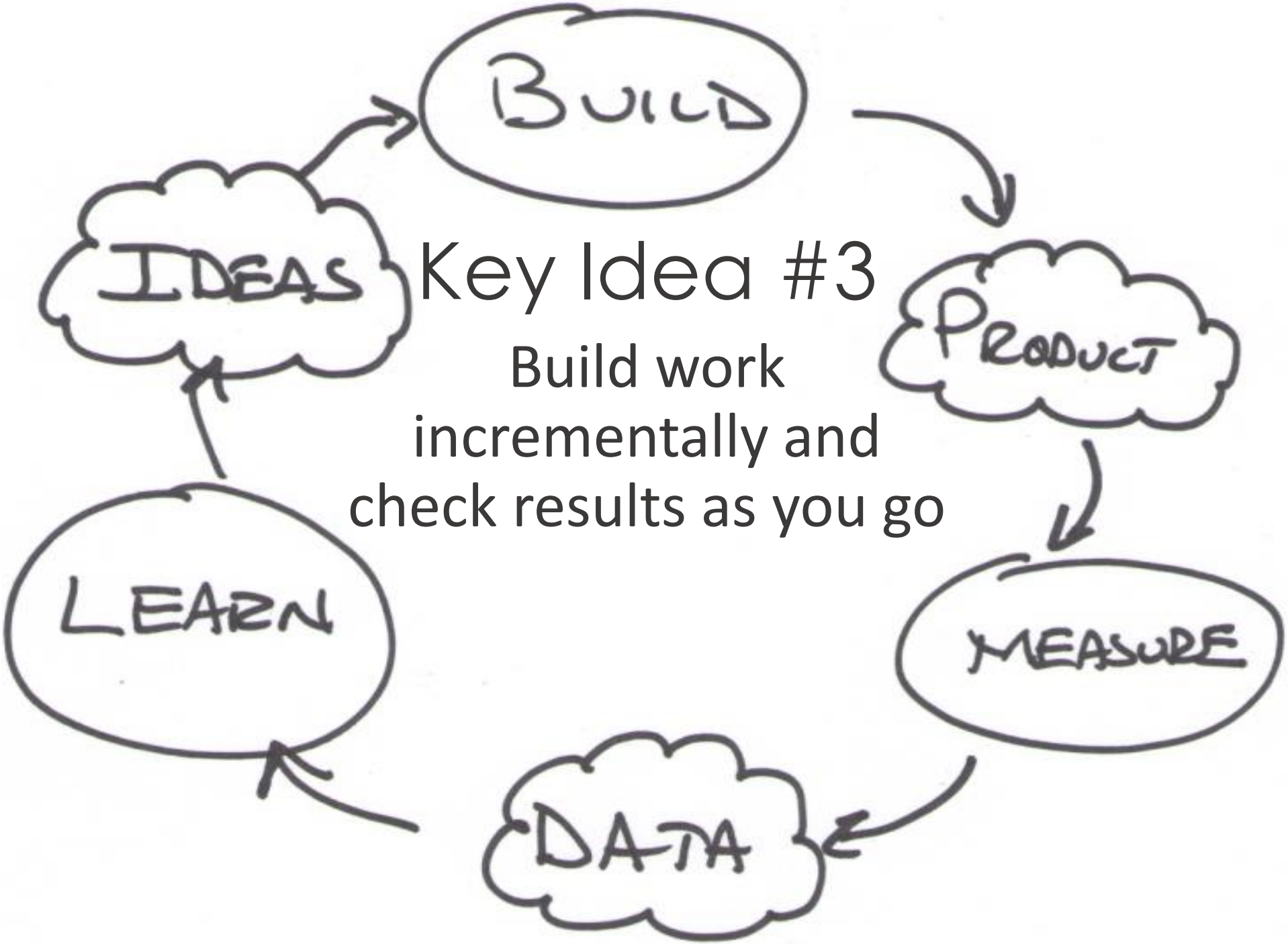
You build the right products by…

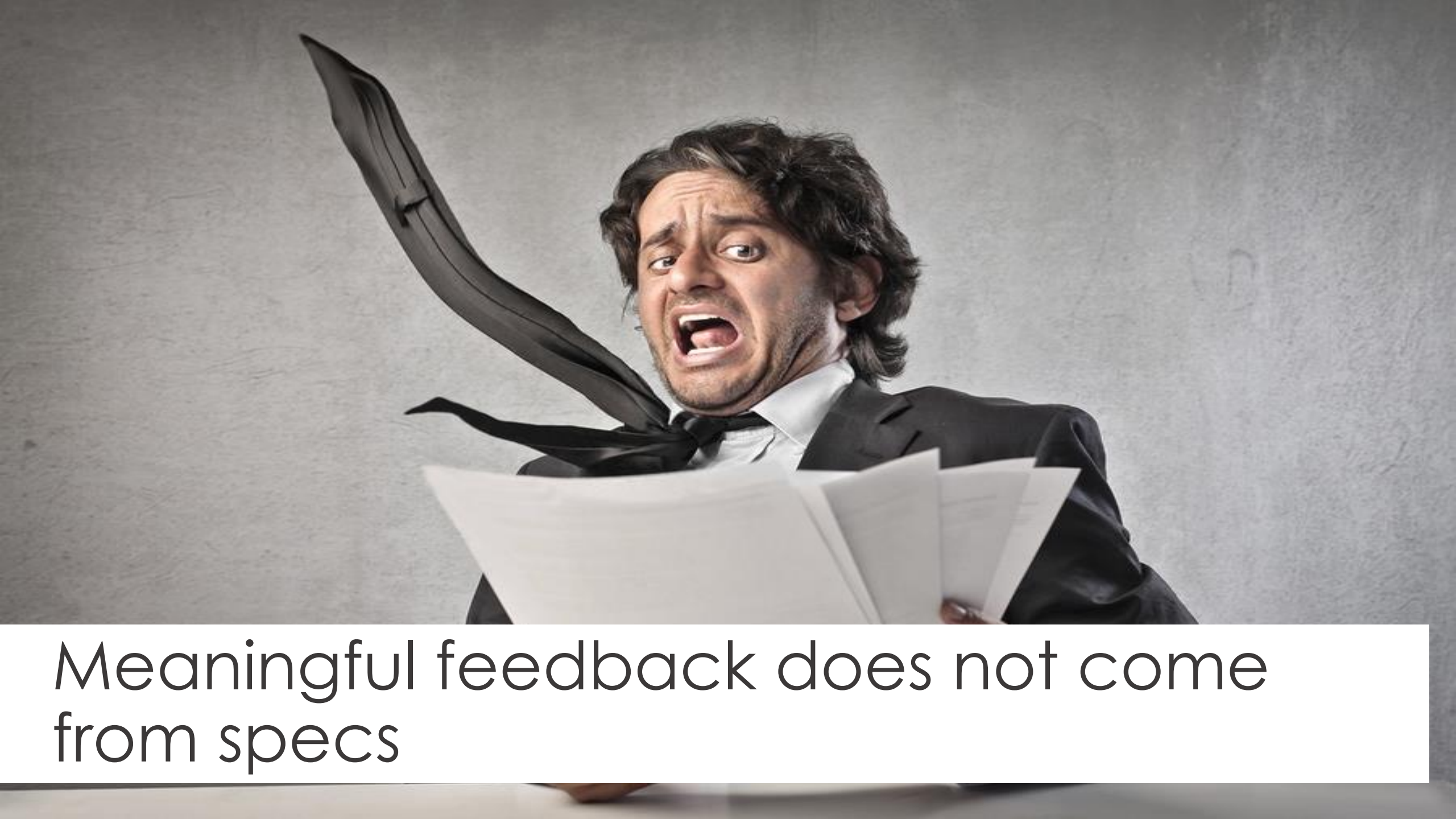
A. Rigorously analyzing requirements and writing detailed specs.
B. Frequently showing it to the customer and prospective users.

http://finding-marbles.com/2011/12/10/agile-mindset-examples/

Key Idea #3

Build work incrementally and check results as you go

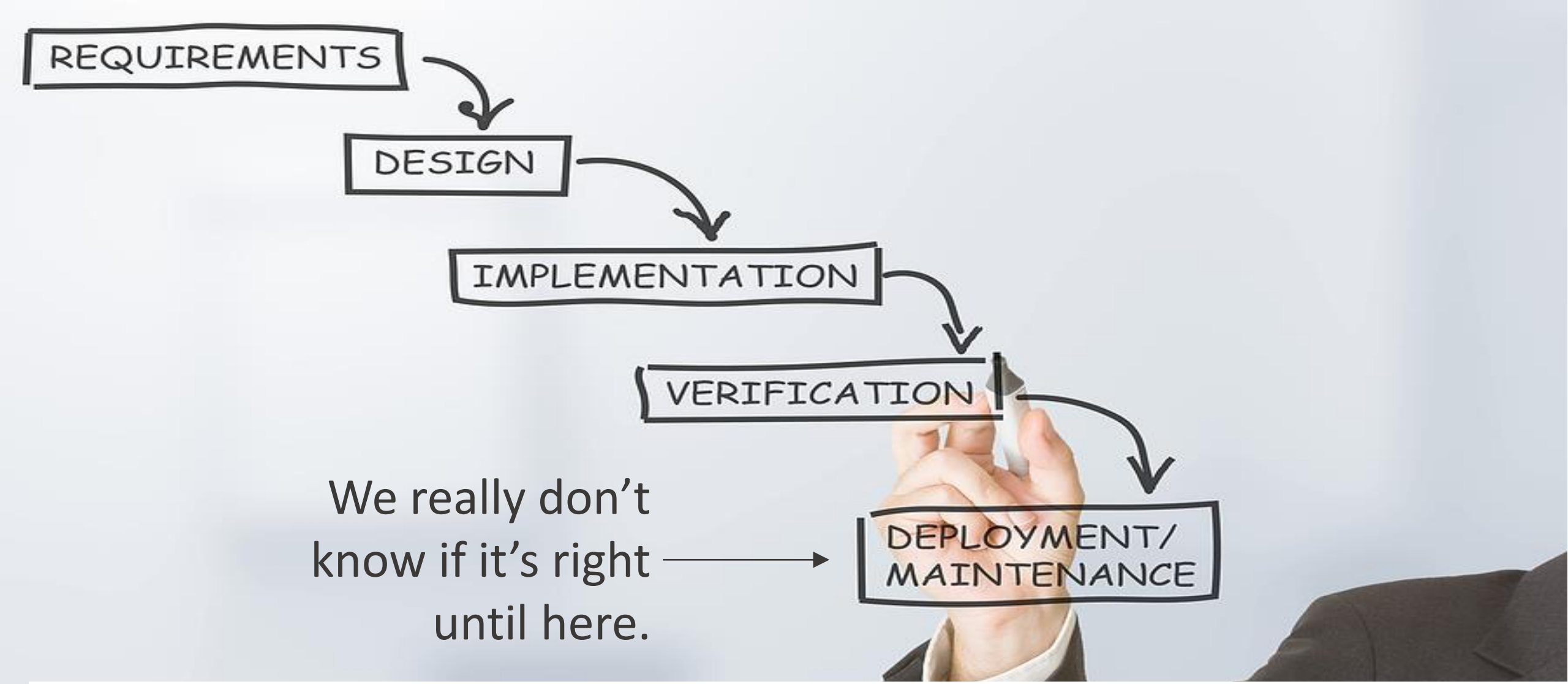




Meaningful feedback does not come from specs

Meaningful Feedback

Comes from seeing the actual product.



We really don't know if it's right until here.

We need feedback sooner than after we're done

How to increment

- Organize work by feature delivered
- Fit work into time boxes
- Deliver small bits of production quality work at the end of each time box
- Learn from each delivery

Key Idea #4

Prepare for and influence the future but don’t predict it

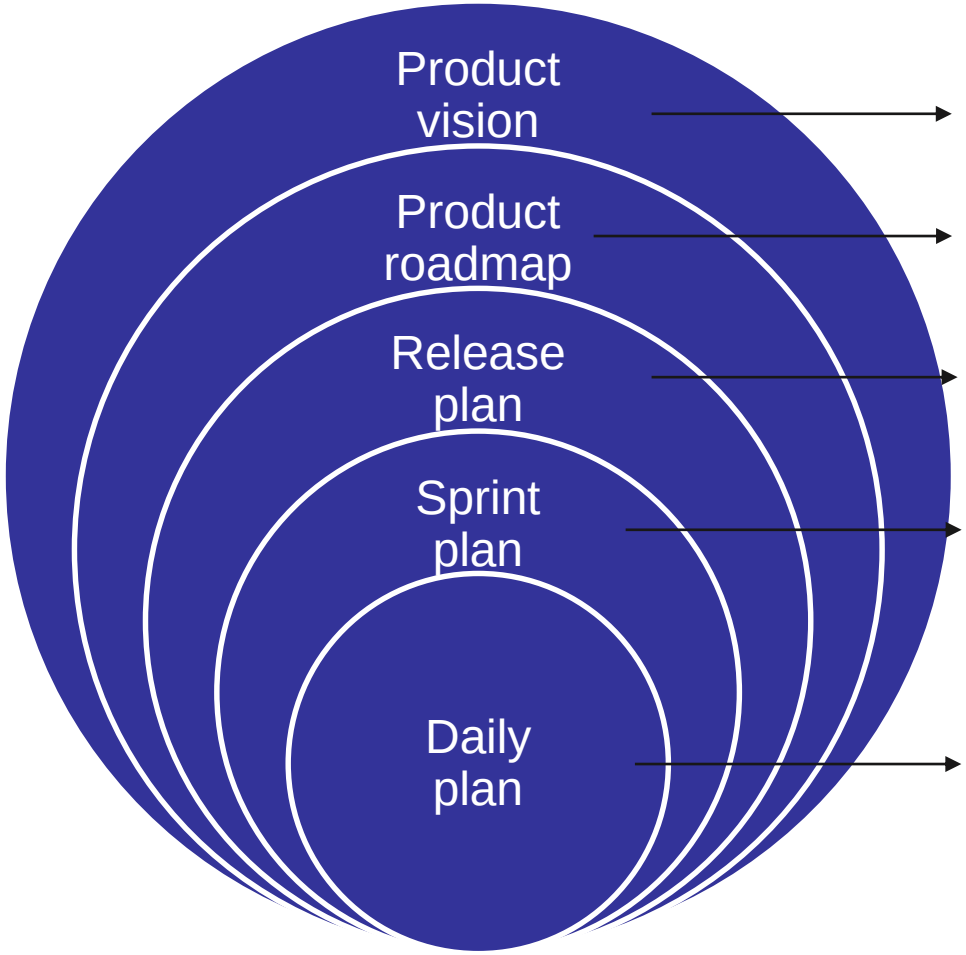
Incorrect assumption about projects

The Plan is always correct. If something does not go according to plan, we messed up implementation.

WBS	Task Name	Duration	S
1	**Summary of Master Training**	**303 days**	W
1.1	**Update Training Strategy**	**20 days**	W
1.1.1	Define scope and assumptions	20 days	W
1.1.2	Define Goals & Objectives	20 days	W
1.1.3	Identify target audiences	20 days	W
1.1.4	Define learning architecture	20 days	W
1.1.5	Define Curriculum Approach	20 days	W
1.1.6	Define Learning Infrastructure	20 days	W
1.1.7	Define Development Approach	20 days	W
1.1.8	Define Delivery to End Users	20 days	W
1.1.9	Define Learner Assessment and Metrics	20 days	W
1.1.10	Define Program Evaluation and Metrics	20 days	W
1.1.11	Define Support for Learners During Implementation	20 days	W
1.1.12	Define Post-implemenation Support and Transition to Production	20 days	W
1.1.13	Define Training Roles and Responsibilities	20 days	W
1.2	**Socialize Strategy with Key Stakeholders**	**40 days**	F
1.2.1	Program Leaders	40 days	F
1.2.2	LILs	21 days	F
1.2.3	Curriculum Owners	21 days	F
1.3	**Training Workplan**	**218 days**	W
1.3.1	Develop Workplan	24 days	W
1.3.2	Maintain Workplan	195 days	M
1.4	**Technical Infrastructure**	**219 days**	Tu
1.4.1	Monitor - Build of Infrastructure	1 day	Tu

Incorrect assumption about agile

Planning Levels



Yearly by the Product Owner

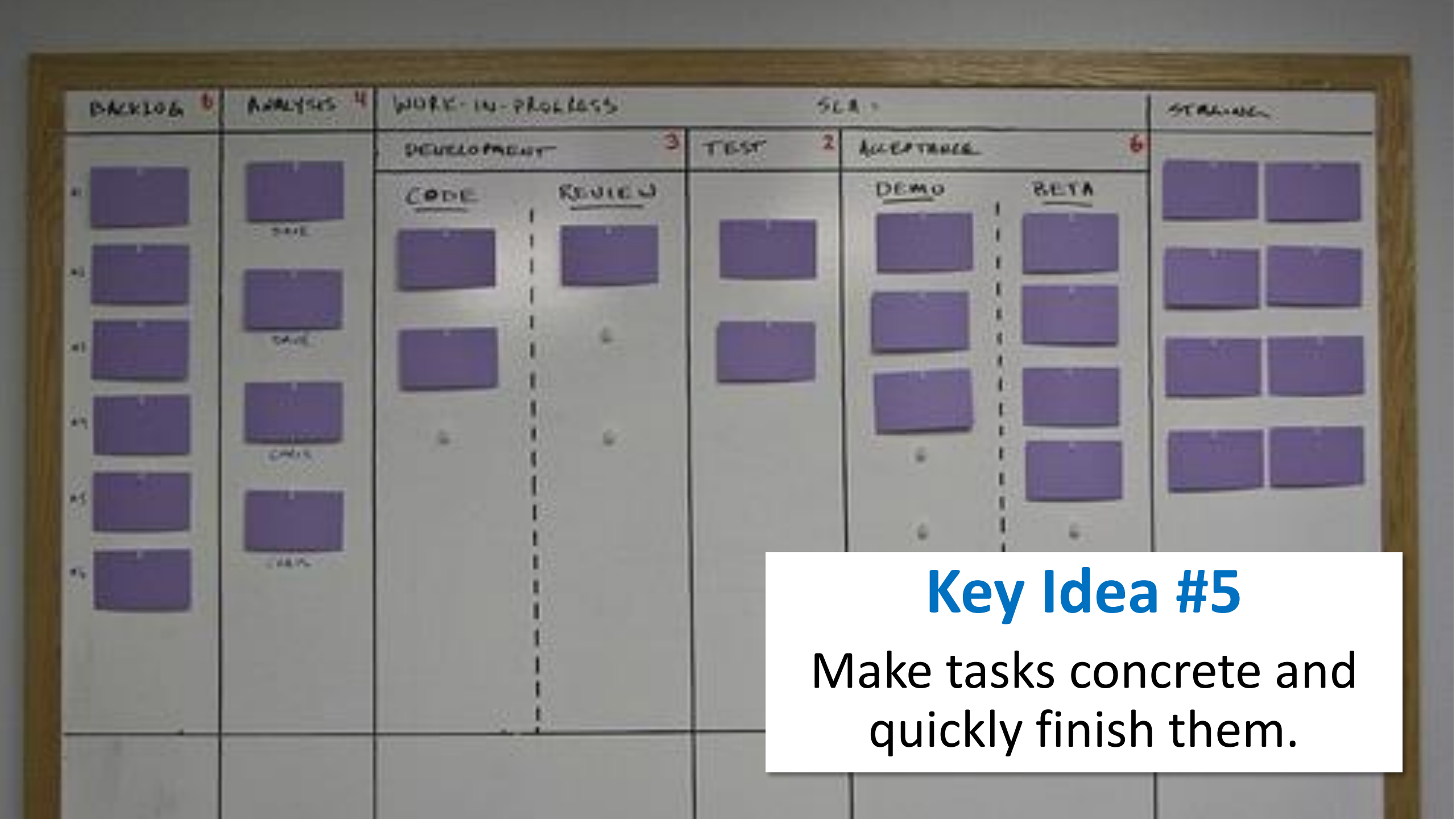
Bi-yearly by the Product Owner

~Quarterly by Product Owner and Team

Every 2 weeks by the Product Owner and Team

Daily by the team

“But the Plan said we’re supposed to start on the next release”

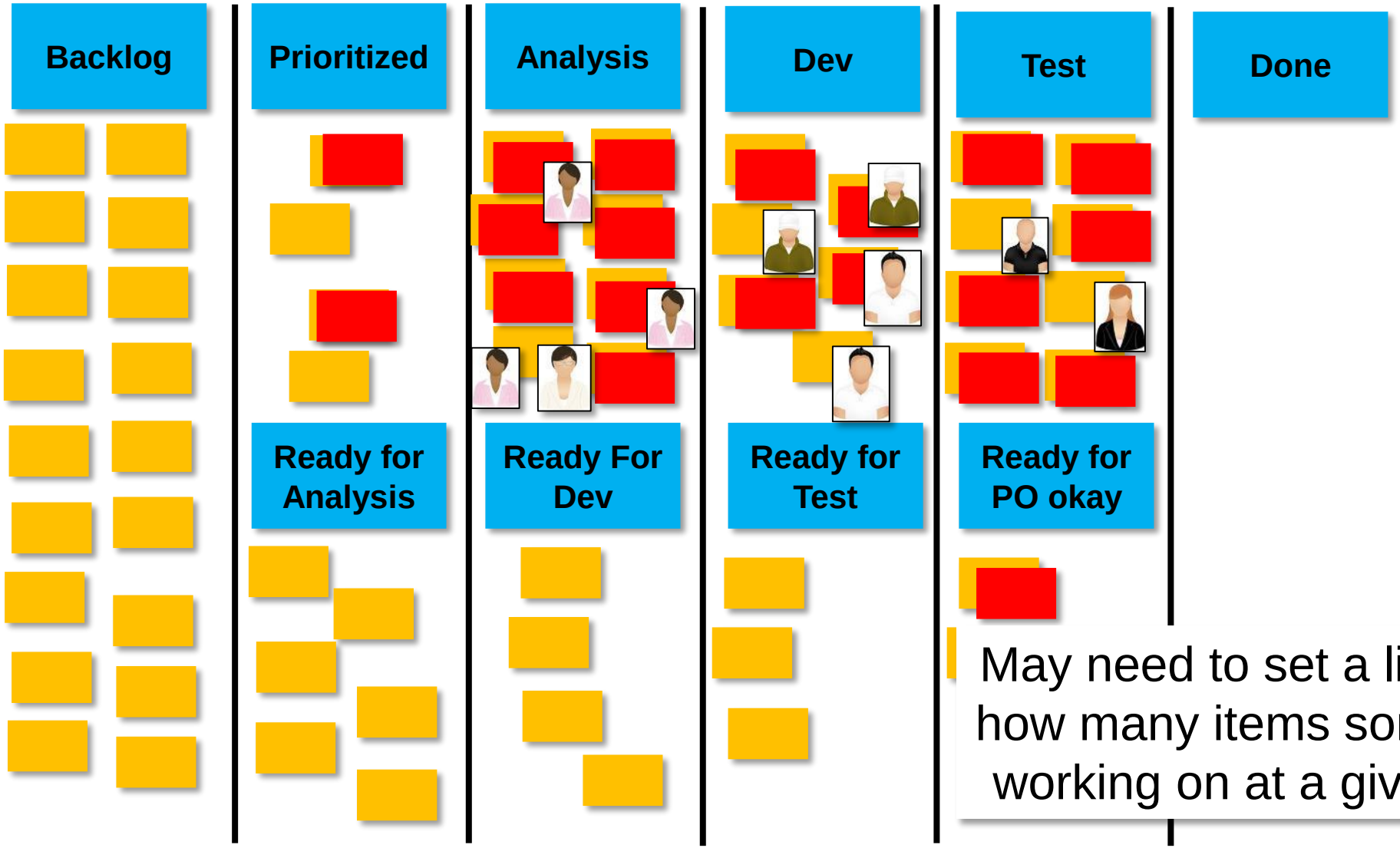


Key Idea #5

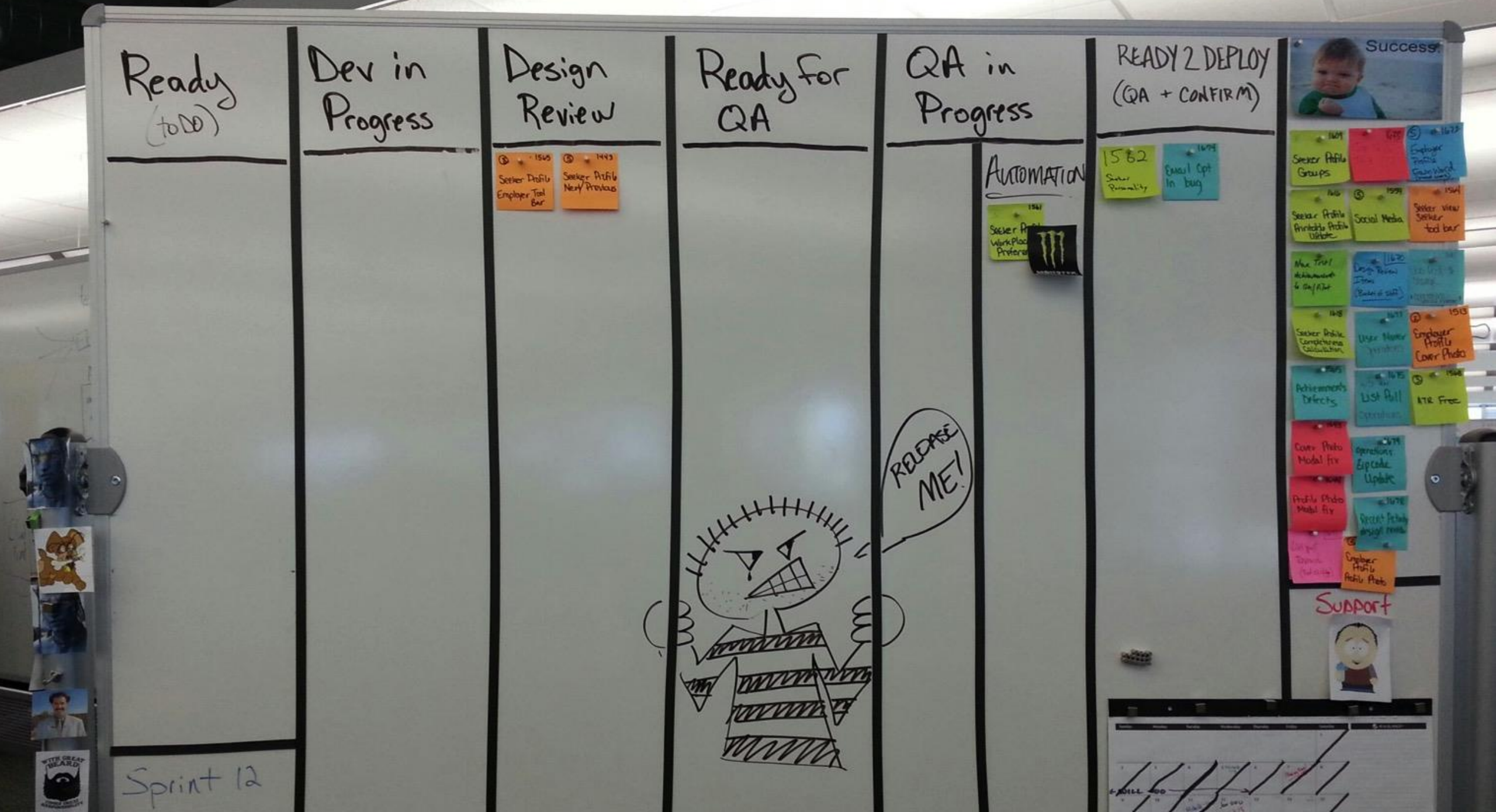
Make tasks concrete and quickly finish them.

START
Finishing
STOP
Starting

Visualization Boards



May need to set a limit as to how many items someone is working on at a given time.


Ready (toDO)
Dev in Progress
Design Review
Ready for QA
QA in Progress
READY 2 DEPLOY (QA + CONFIRM)
Success
Seeker Profile Employer Tool Bar
Seeker Profile Next/Previous
AUTOMATION
RELEASE ME!
Support
Sprint 12

Key Idea #6

Give people work to do and the knowledge to do it, do not push them around like pawns on a chessboard

Shocking Admission #1

People are not “resources”

Treat team members like… people

Shocking Admission #2

- 2(a) Multi-tasking is not effective.
- 2(b) People do not multi task. They switch rapidly between areas of focus.

Let them focus.

“They’ll never volunteer for tasks”

Key Idea #7

Focus on providing value frequently and rapidly, not directly on cost

Success is not based on a triangle

What does this mean for BA's?

Don’t be a ferry boat!

Build Shared Understanding

What is an agile mindset?

Documentation is…

A. There's none. Haven't you read the Manifesto?
B. Outdated
C. Extensive and hard to maintain
D. Just enough. When you discover something's missing, you add that particular part.

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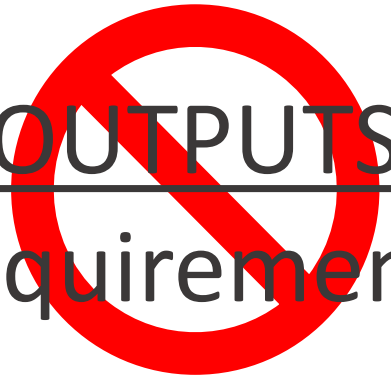
Your Job



OUTPUTS

Requirements

OUTCOMES

My stakeholders' needs are satisfied

What did you learn?

If you remember nothing else…

- Doing agile is using techniques
- Being agile is changing your mindset
- Tis better to be agile quietly than do agile gregariously

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