

The Lean / Agile Mindset

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The Agile Manifesto...An Origin Story

History: The Agile Manifesto

On February 11-13, 2001, at The Lodge at Snowbird ski resort in the Wasatch mountains of Utah, seventeen people met to talk, ski, relax, and try to find common ground—and of course, to eat. What emerged was the Agile 'Software Development' Manifesto. Representatives from Extreme Programming, SCRUM, DSDM, Adaptive Software Development, Crystal, Feature-Driven Development, Pragmatic Programming, and others sympathetic to the need for an alternative to documentation driven, heavyweight software development processes convened.

Now, a bigger gathering of organizational anarchists would be hard to find, so what emerged from this meeting was symbolic—a *Manifesto for Agile Software Development*—signed by all participants. The only concern with the term *agile* came from Martin Fowler (a Brit for those who don't know him) who allowed that most Americans didn't know how to pronounce the word 'agile'.

Alistair Cockburn's initial concerns reflected the early thoughts of many participants. "I personally didn't expect that this particular group of agilites to ever agree on anything substantive." But his post-meeting feelings were also shared, "Speaking for myself, I am delighted by the final phrasing [of the Manifesto]. I was surprised that the others appeared equally delighted by the final phrasing. So we did agree on something substantive."

Naming ourselves "The Agile Alliance," this group of independent thinkers about software development, and sometimes competitors to each other, agreed on the *Manifesto for Agile Software Development* displayed on the title page of this web site.

2001, Really?... Look Harder



My Hero!

Some trace agile methodologies all the way back to Francis Bacon’s articulation of the scientific method in 1620. A more reasonable starting point might be the 1930s, when the physicist and statistician Walter Shewhart of Bell Labs began applying Plan-Do-Study-Act (PDSA) cycles to the improvement of products and processes. Shewhart taught this iterative and incremental-development methodology to his mentee, W. Edwards Deming, who used it extensively in Japan in the years following World War II. Toyota hired Deming to train hundreds of the company’s managers, eventually capitalizing on his expertise to develop the famous Toyota Production System – the primary source of today’s “lean” thinking. Iterative and incremental development

<https://hbr.org/2016/04/the-secret-history-of-agile-innovation>

We value engineering as a discipline, so...

**Does software engineering
equate to physical engineering?**

Let's discuss!

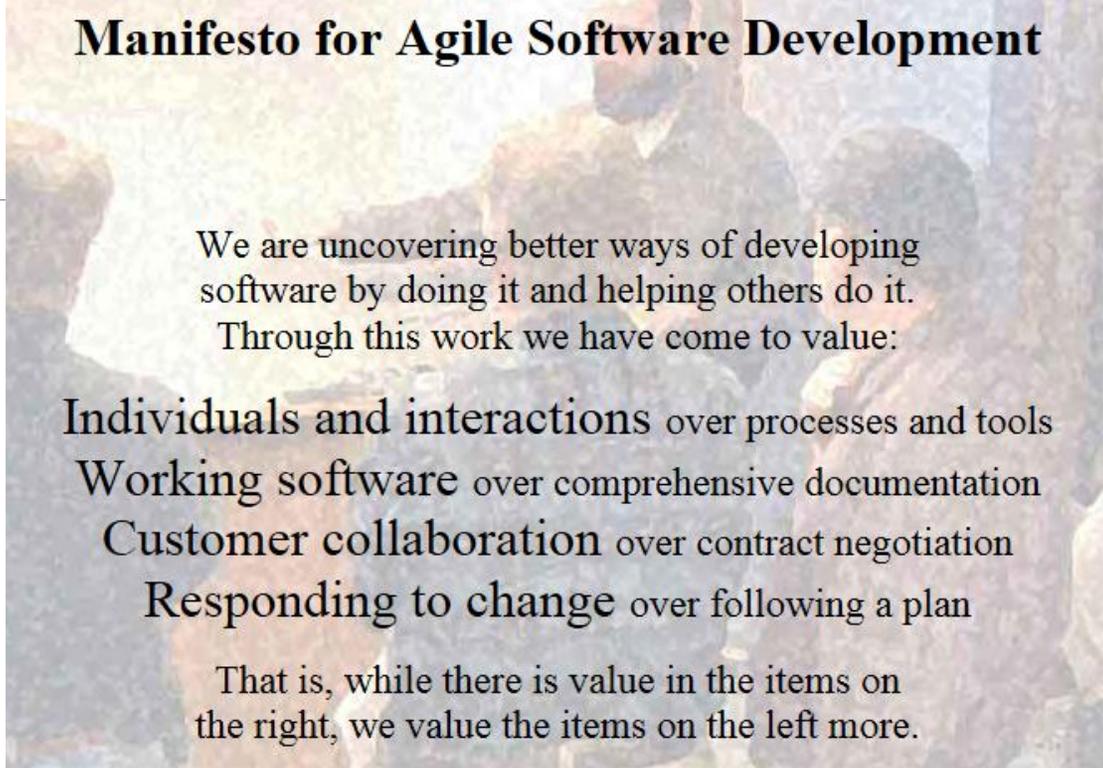


Let's get back to
where we started

This sounds awesome, right?
Where did it go awry?

Let's retrospect on our own
Agile experiences

Activity → Experience Mapping

The graphic features a background image of a group of people in a meeting, with text overlaid in a serif font. The text is centered and reads:

Manifesto for Agile Software Development

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

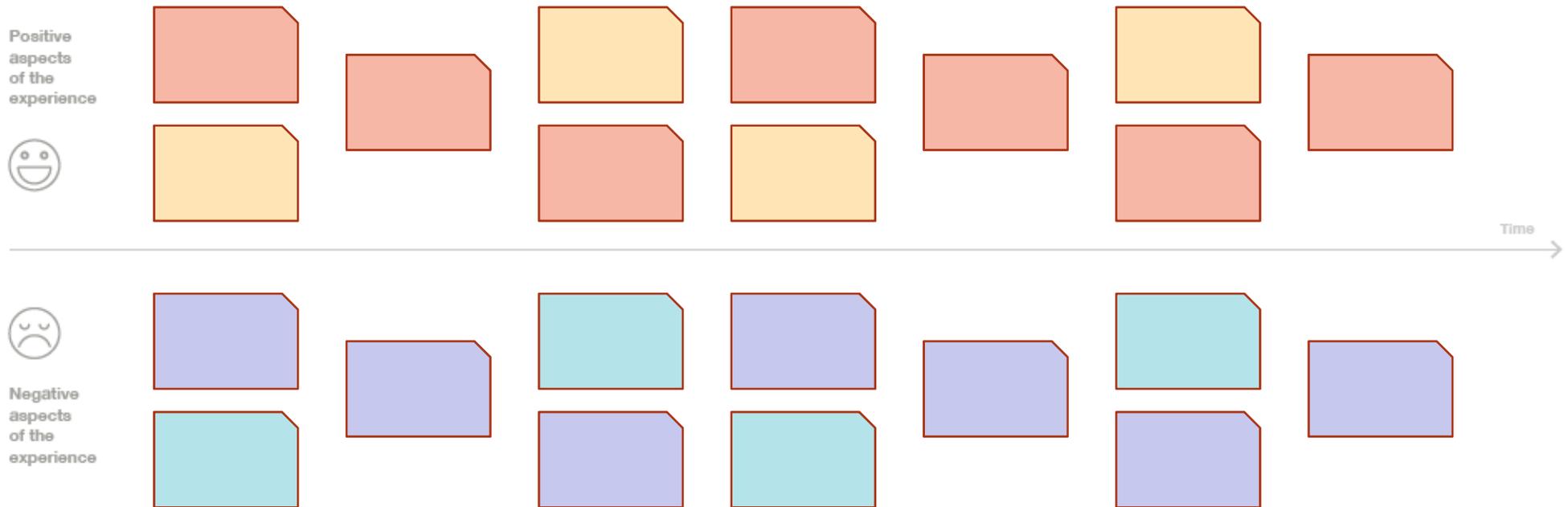
That is, while there is value in the items on the right, we value the items on the left more.

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Debrief on the Agile Experience



History Repeats

1990's

The Information Age was exploding.

Disruptive technologies were terrorizing slow-footed competitors.

Start-ups and incumbents alike sought better ways to adapt to the unfamiliar and turbulent environment.

Software was becoming an integral part of nearly every business function.

Now

Why Now? The Digital Revolution

Industry disruption

Digital native companies

Consumer experiences

Technology as a differentiator

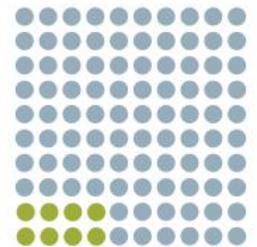
Low cost of entry

Uncertainty is everywhere

Innovation is anywhere

Speed matters

Employee engagement

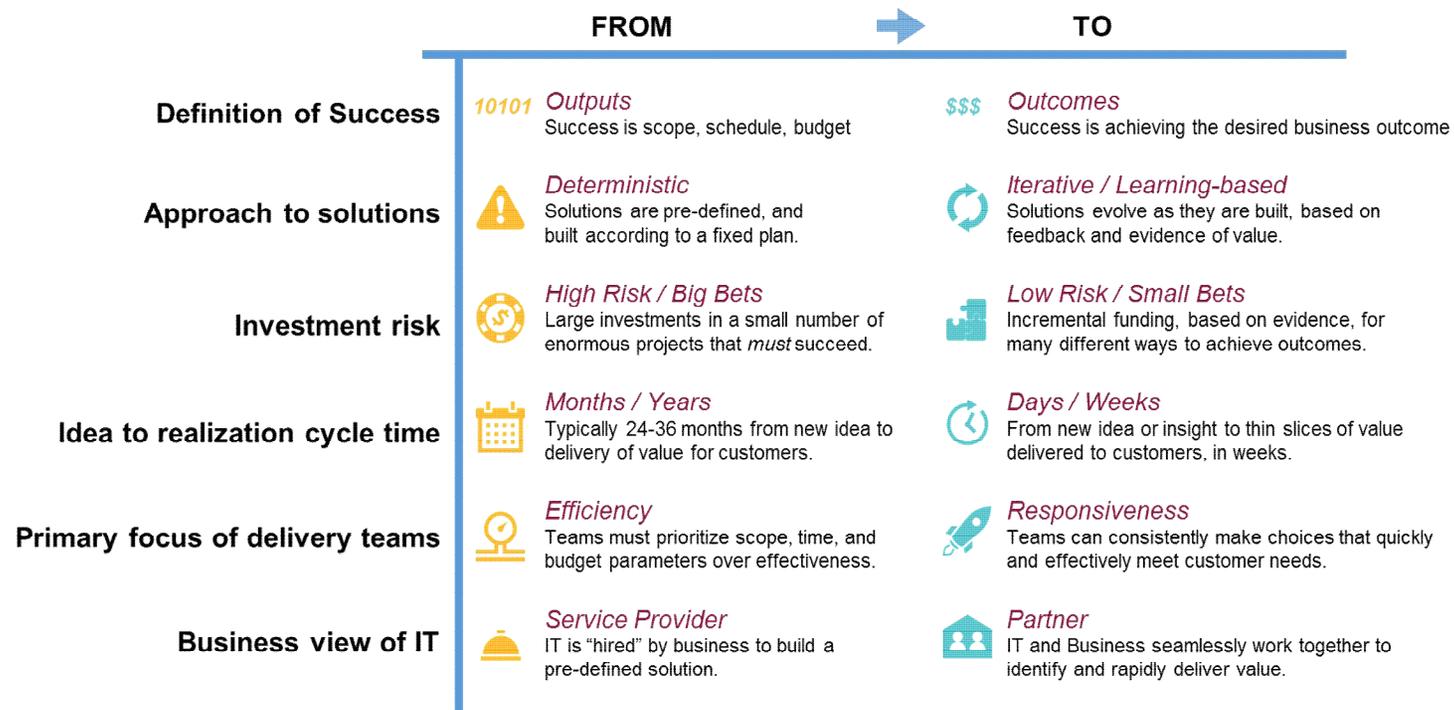


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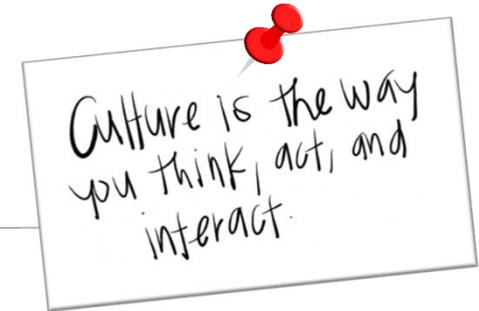
of companies believe their business model will remain economically viable through digitization

Source: McKinsey Digital Global Survey, 2016 and 2017; McKinsey analysis

What could the change look like?

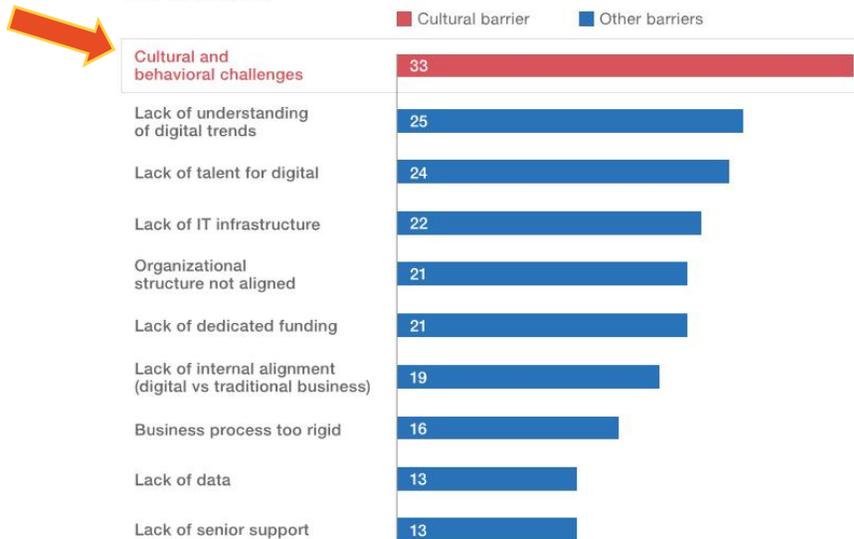


The most significant challenge is ... culture



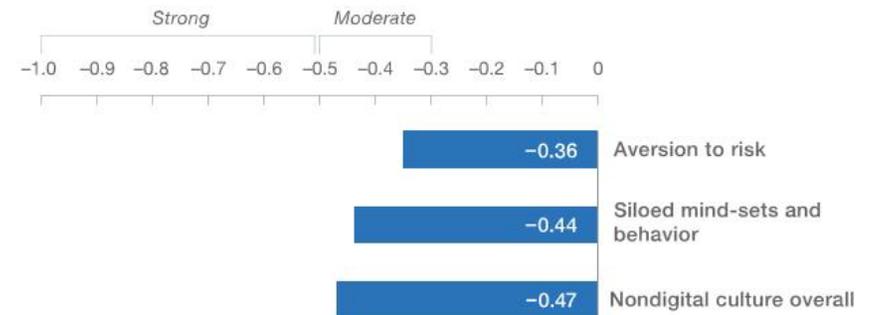
Culture is the most significant self-reported barrier to digital effectiveness.

Which are the most significant challenges to meeting digital priorities?
% of respondents



Cultural obstacles correlate clearly with negative economic performance.

Negative correlation with economic performance
(correlation coefficient)



Act Your Way to a New Culture

Unite by a shared view of the customer and a common definition of success

Have a bias to action

Think big, act small, move quickly

Assume accountability

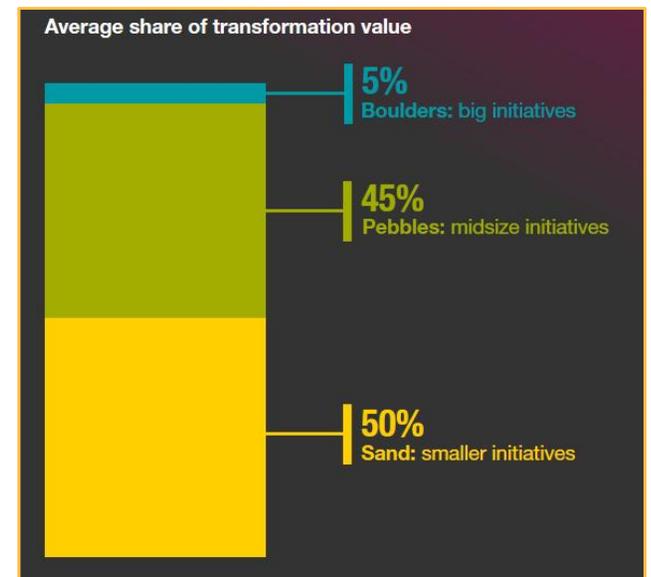
Be humble

Learn quickly & safely

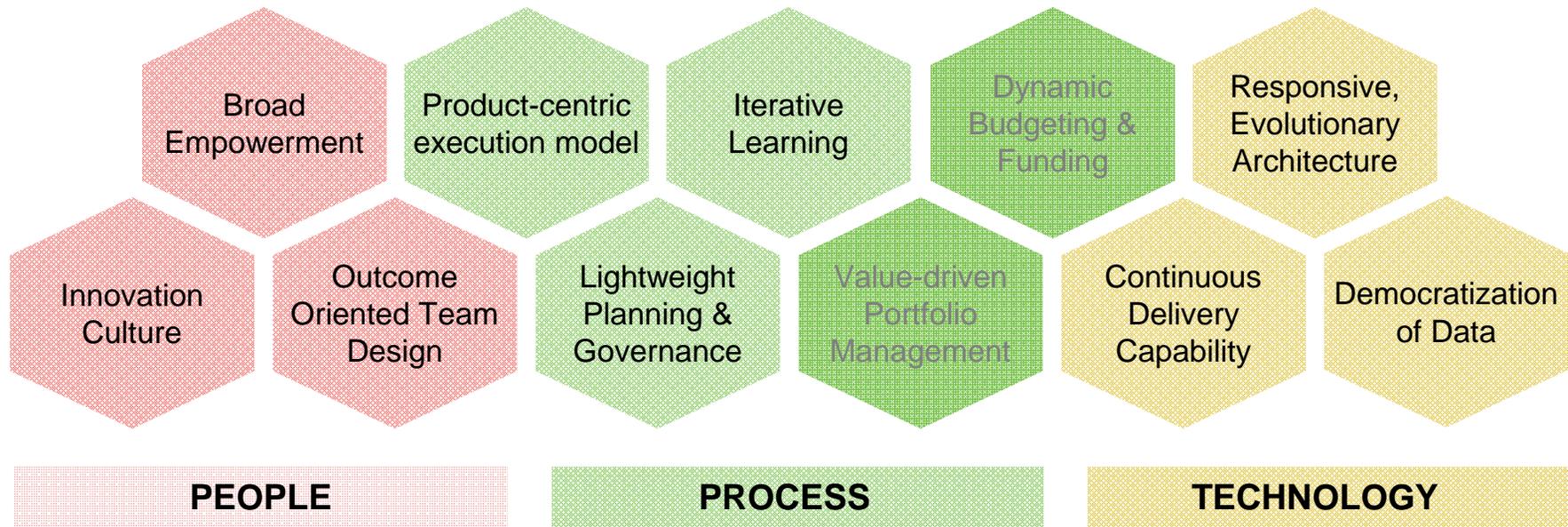
Pound sand

It's counterintuitive, but more than half of a transformation's cumulative value arises from slighter-seeming initiatives. You've got to think small.

Macro & Micro Actions



A Lean Operating Model

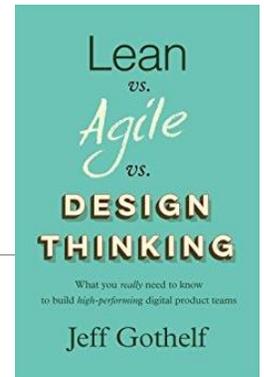


Blended Approach



Core Practices

- Work in short cycles
- Hold regular retrospectives
- Put the customer at the center of everything
- Go and see
- Balance discovery & delivery
- Do research
- Work & train as a balanced team
- Promote radical transparency
- Recognize the right behaviors
- Make experiments a first-class citizen of your backlog



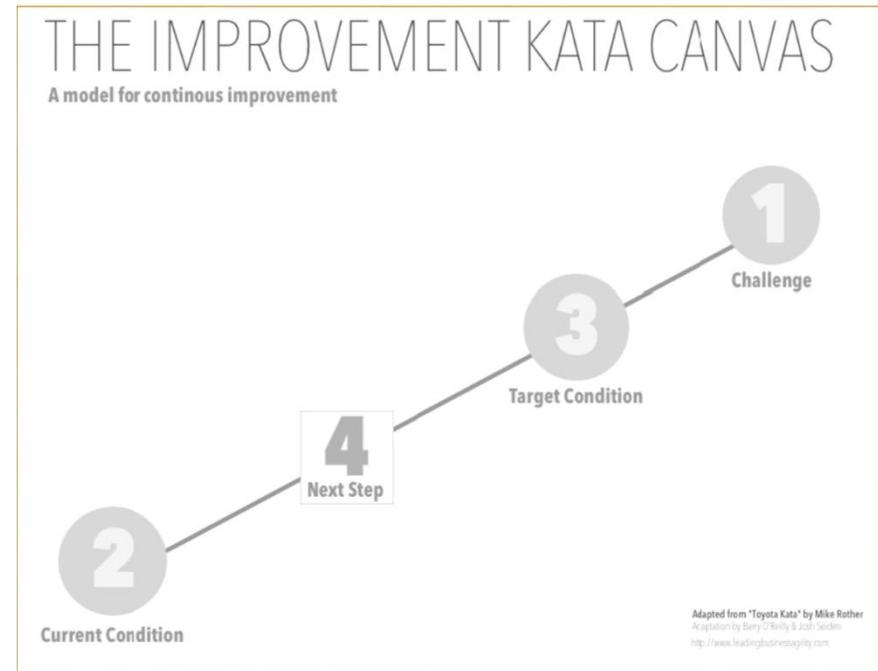
Let's Make a Change

Activity →
Improvement Kata

Set an improvement goal:

1. What does ultimate success look like? -> *define the outcome*
2. What is the current state?
3. What is a directional indicator of success? -> *define the outcome*
4. What steps might you take to drive towards that direction?

The steps become opportunities to continuously improve

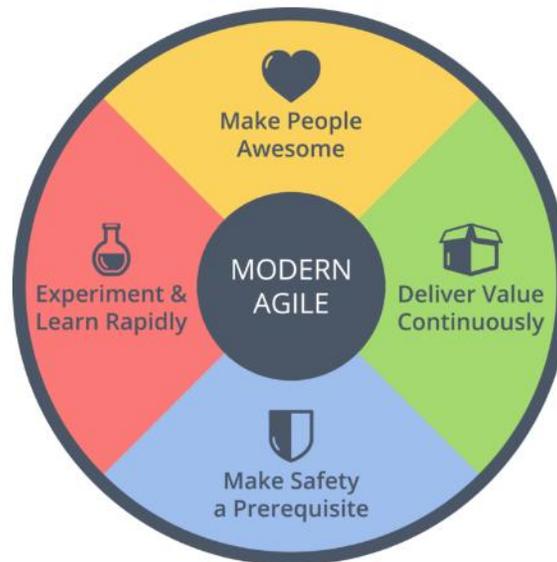


Maybe an Updated Set of Principles?

“Responding to change over following a plan” was incredibly important when we wanted to defeat waterfall with agile, he explains. Now we want to “experiment and learn rapidly” because “sometimes we don’t even know what the problem is.”

“Individuals and interactions” could be replaced by “make safety a prerequisite.” We want to provide psychological safety in our interactions.

Joshua Kerievsky's "Modern Agile"



Rather than “customer collaboration over contract negotiation,” Modern Agile’s “Make people awesome” is more important for our focus. We want our entire ecosystem to be awesome.

Though “working software over comprehensive documentation” was great in 2001, today we want to “deliver value continuously,” he says. “The bar has been raised.”

<https://www.agilealliance.org/resources/videos/modern-agile/>

Are You Inspired to Continue the Journey? 😊

1. GET SMART

- Read the articles, presentations, blogs, & books; watch the videos
- Follow folks
- Try to understand the core concepts

2. GET EXCITED

- Visualize and believe that there is a better way
- Bring positive energy to the journey
- Reflect on the changes you need to make

3. GET STARTED

- Discuss with your peers, boss, team, and partners
- Start small. Get better & better
- Share your learnings

Some Recommended Reading

