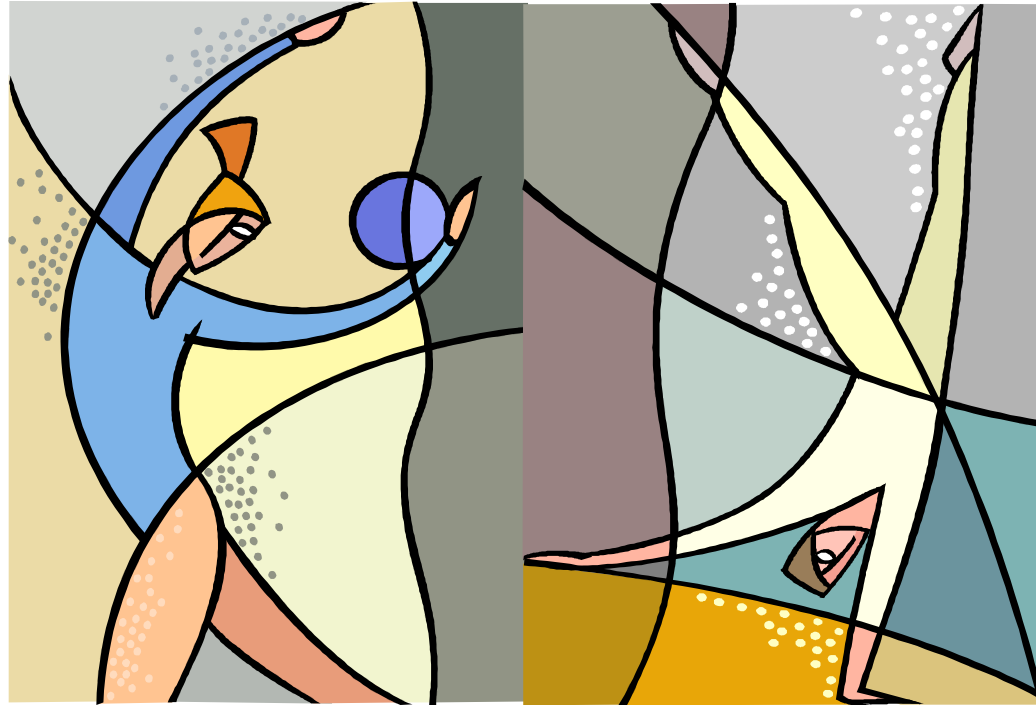# mac iver group, lp
growing teams & leaders

Agility - What's It All About?

*We can't solve problems by using the same kind of thinking
we used when we created them. -- Albert Einstein*

Robbie Mac Iver
Principal Consultant

What Do You Think of When You Hear "Agile"?

Process Versus Culture

Process

Practices
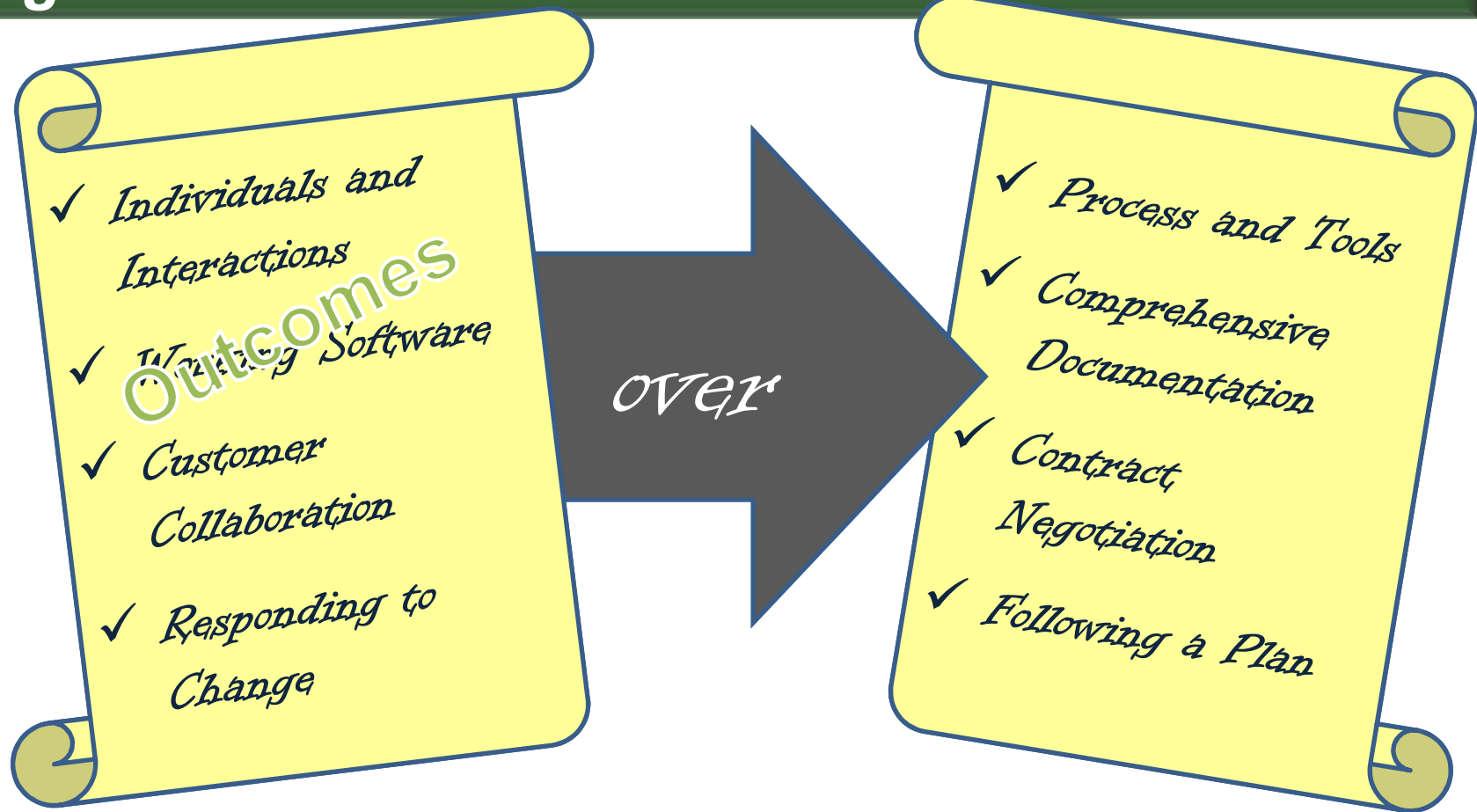
Controls

Tools

Left Brain

Culture

Values

Behavior

People

Right Brain

Agility Changes the Balance

Agile Manifesto

Left scroll:
- ✓ Individuals and Interactions
- ✓ Working Software
- ✓ Customer Collaboration
- ✓ Responding to Change

(Outcomes)

over

Right scroll:
- ✓ Process and Tools
- ✓ Comprehensive Documentation
- ✓ Contract Negotiation
- ✓ Following a Plan

Source: AgileAlliance.org

While there is value in the things on the right,
we value the things on the left more

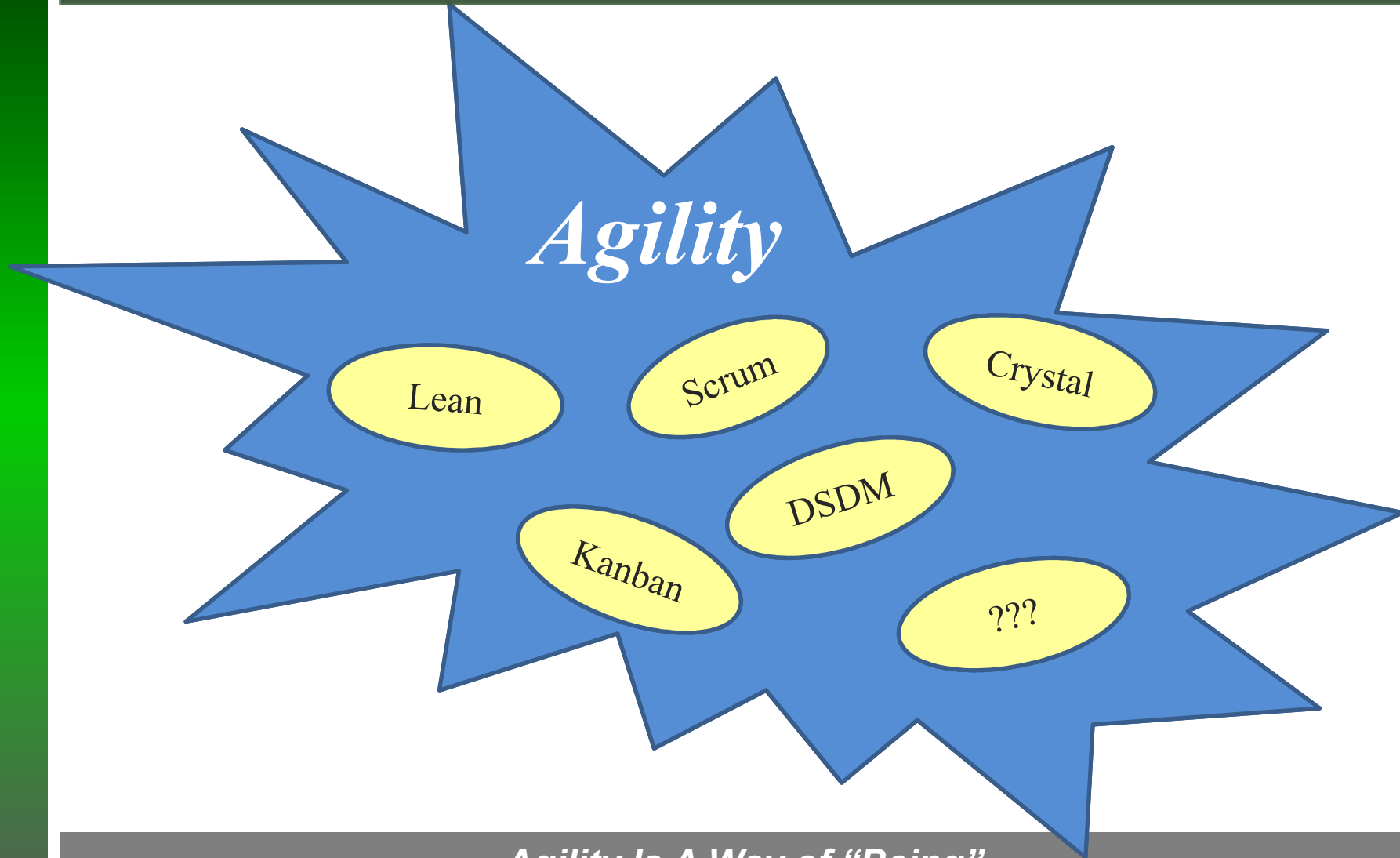# Culture & Mindset Linked with Practices

Culture

Mindset
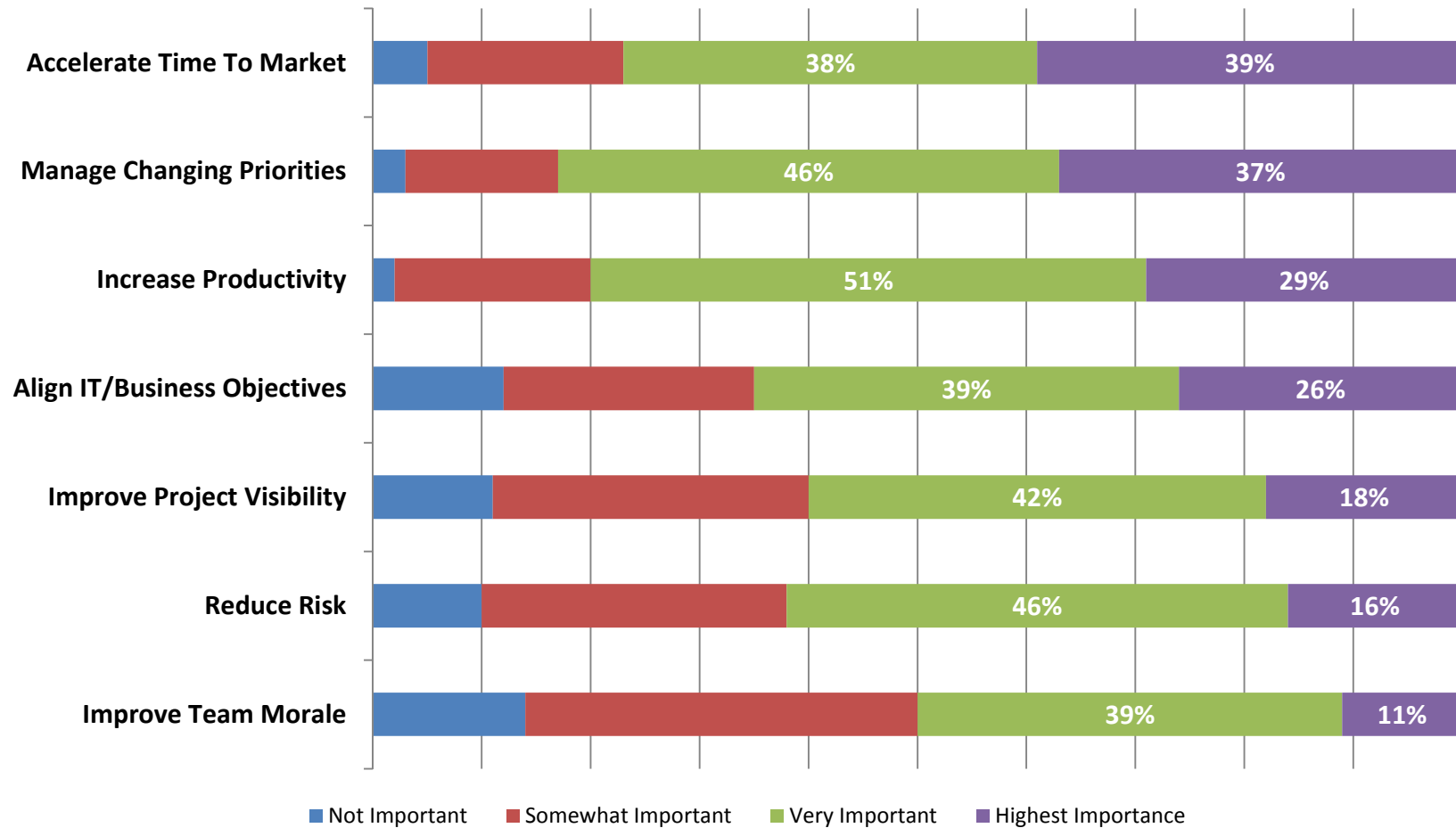
Practices

Agility Is All Three

The Agile Cloud

Agility

- Lean
- Scrum
- Crystal
- Kanban
- DSDM
- ???

Agility Is A Way of "Being"

Why Change?

Change our way of being? That sounds hard....

Reasons for Adopting Agile Techniques

Accelerate Time To Market		38%	39%
Manage Changing Priorities		46%	37%
Increase Productivity		51%	29%
Align IT/Business Objectives		39%	26%
Improve Project Visibility		42%	18%
Reduce Risk		46%	16%
Improve Team Morale		39%	11%

- Not Important
- Somewhat Important
- Very Important
- Highest Importance

Business is Changing…

When economic recovery takes hold CFOs expect to

- Return To Normal
- Operate in a New Environment

88%

CFO Magazine study of 400 senior executives

Of International CIOs

50%

- Expect the Need to Implement MAJOR Change
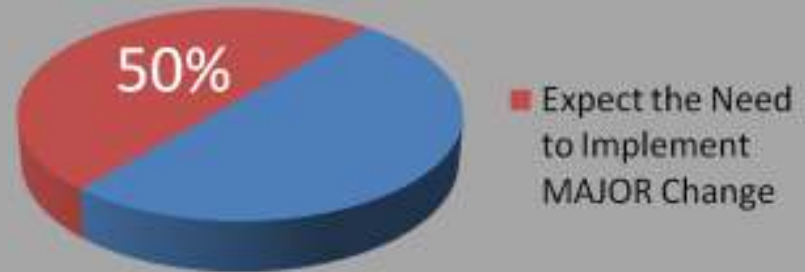
Recent study of 1000 CIOs

2/3

Of CEOs are Implementing EXTENSIVE Change in their Business Model…

KPMG study of international CEOs

Agility Defined

Agility is the ability to both
create and respond to change
in order to profit in a
turbulent business environment.

- Jim Highsmith, Executive Consultant at ThoughtWorks

Source: Agile Project Management: Creating Innovative Products – Jim Highsmith

Closing Stock Prices – Last 10 Years

Amazon — Customer Delight

Apple — Customer Delight

Salesforce — Customer Delight

Walmart — Making Money

Cisco — Making Money

GE — Making Money

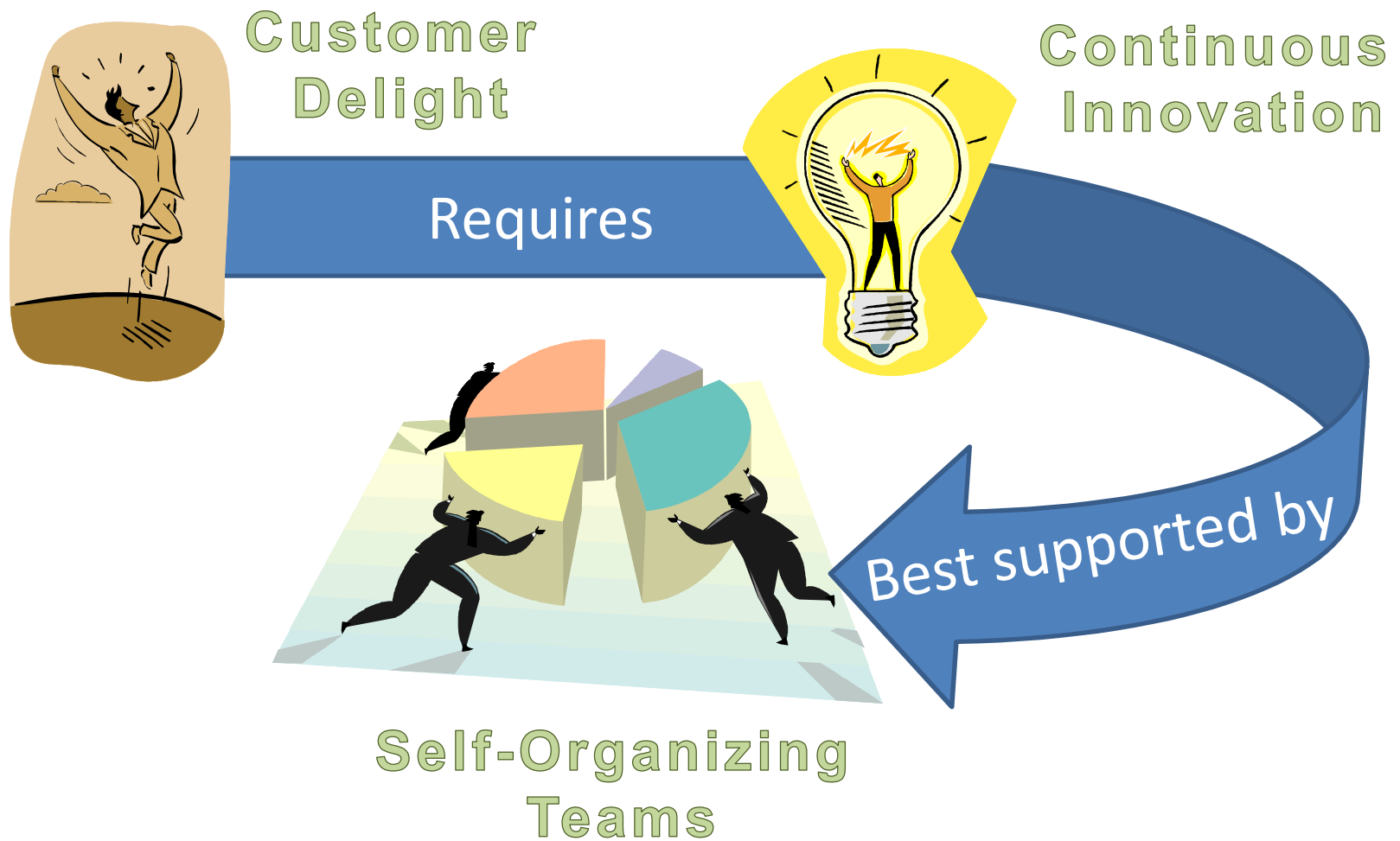Source: Radical Management – Stephen Denning

What's the Difference?

Global Competition and Continuous Change

"In today's world of global competition and continuous change, a firm that isn't delighting its clients and turning them into active promoters of its goods and services is unlikely to endure."

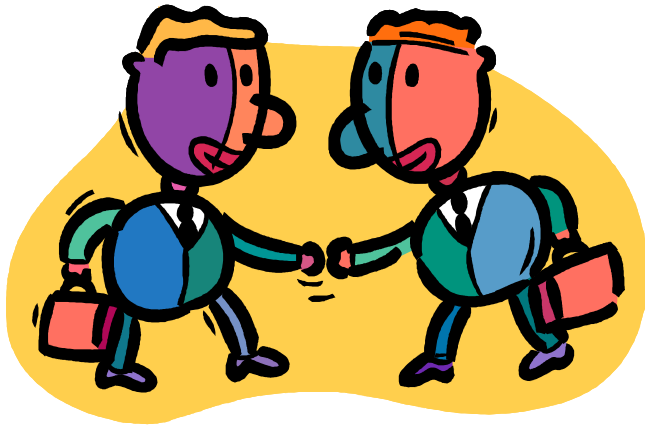*Stephen Denning – Radical Management*

Continuous Innovation

Customer Delight

Continuous Innovation

Requires

Best supported by

Self-Organizing Teams

Source: Radical Management – Stephen Denning

Agile Principles

Agile Principle

♦ Engage the Business Directly

Better Understand Business Objectives & Priorities

Agile Principle

♦ **Embrace Changing Priorities**

Agile Principle

♦ Create Self-Organizing Teams

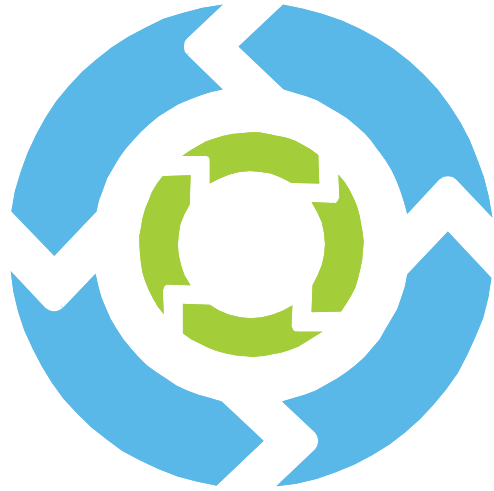*Jointly Accountable for Solving Business Problems*

Agile Principle

♦ Deliver Incrementally

Validate Achievement Toward Business Goals

Agile Principle

♦ Shorten the Feedback Loop

Incorporate Learning As Soon As It Is Learned

Teams

Nature arms each person with some faculty which enables them to do easily some feat impossible to any other. -- Ralph Waldo Emerson

Team One – The Beasts

Team Two – The Players
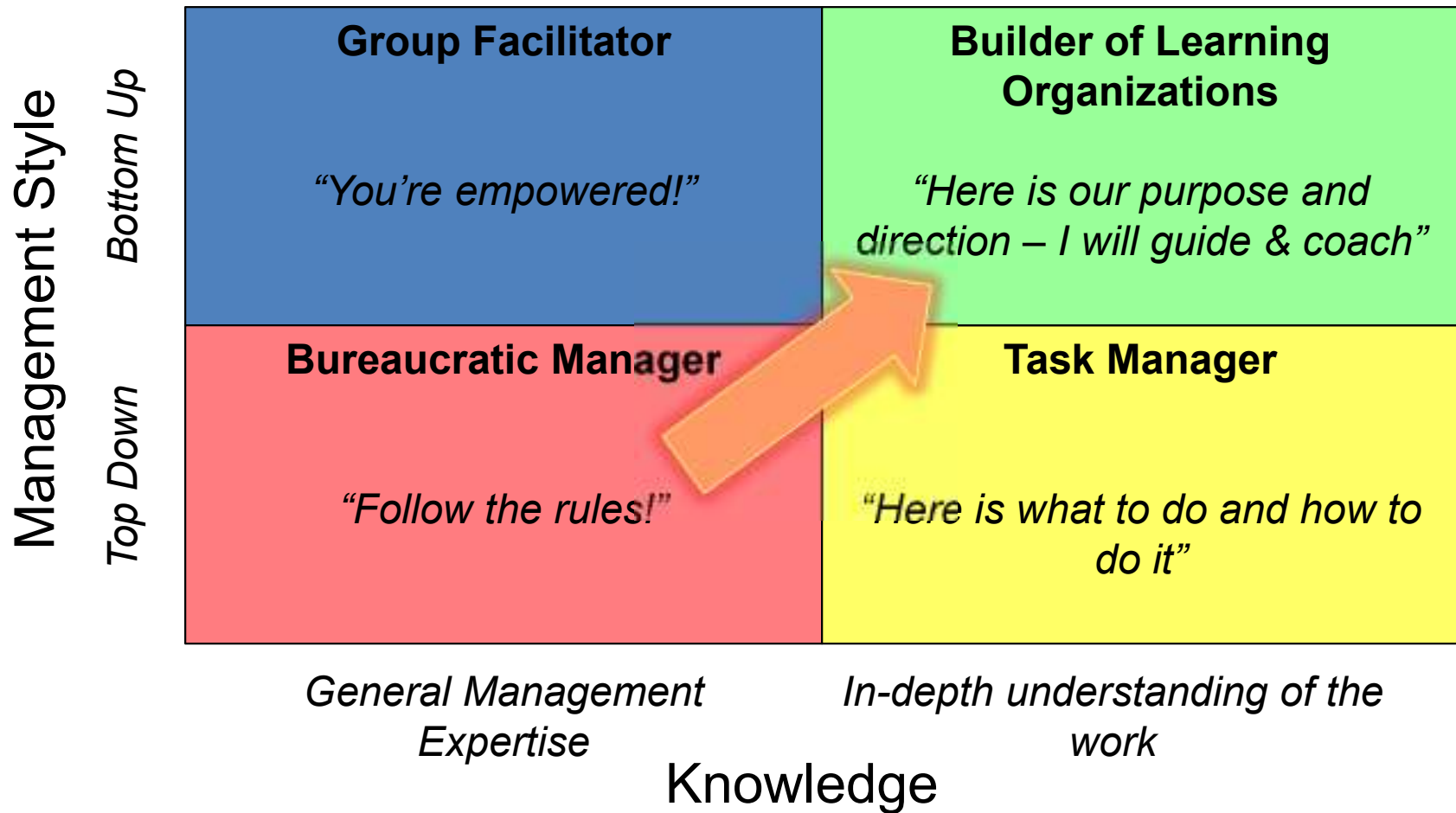
Team Three – The Rowers

Self-Organizing Team Member Behaviors

- ♦ Make Accountability Clear and Public
- ♦ Trust in Each Others' Competency
- ♦ Work Toward Shared Outcomes

- ♦ Make Decisions as a Team
- ♦ Give and Take – Help Each Other
- ♦ Are Open and Transparent
- ♦ Learn from Failures – Open to Failure
- ♦ Share Glory
- ♦ Believe They Can Accomplish Anything

What Leadership is Needed?

Management Style

Bottom Up

	Group Facilitator	Builder of Learning Organizations
	"You're empowered!"	"Here is our purpose and direction – I will guide & coach"

Top Down

	Bureaucratic Manager	Task Manager
	"Follow the rules!"	"Here is what to do and how to do it"

General Management Expertise — *In-depth understanding of the work*

Knowledge

Courtesy of Mike Cohn – Succeeding with Agile

MOUNTAIN GOAT SOFTWARE

Agile Practices

We Cannot Direct the Wind… But We Can Adjust the Sails
-- Anonymous

Scrum in a Nutshell

Work Product
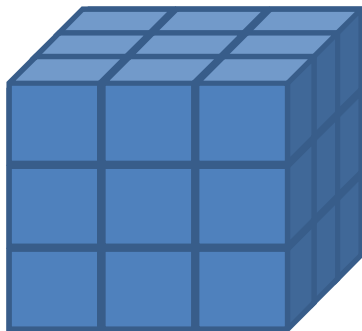
People

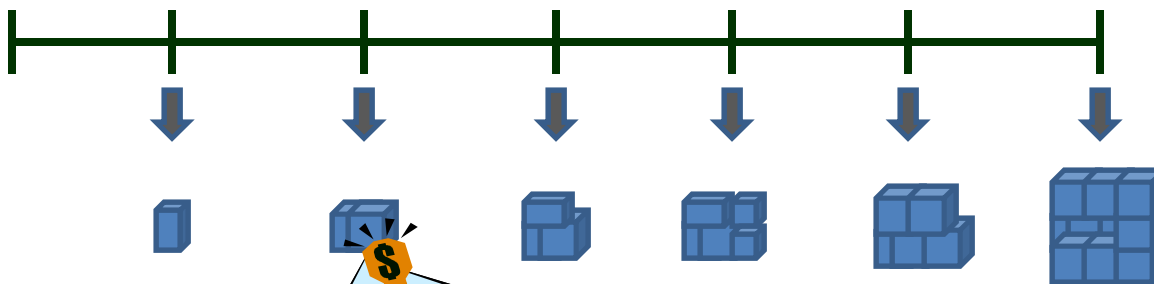~~Large group~~ spending ~~large time~~ building ~~a huge thing~~

Small group spending small time building a small thing
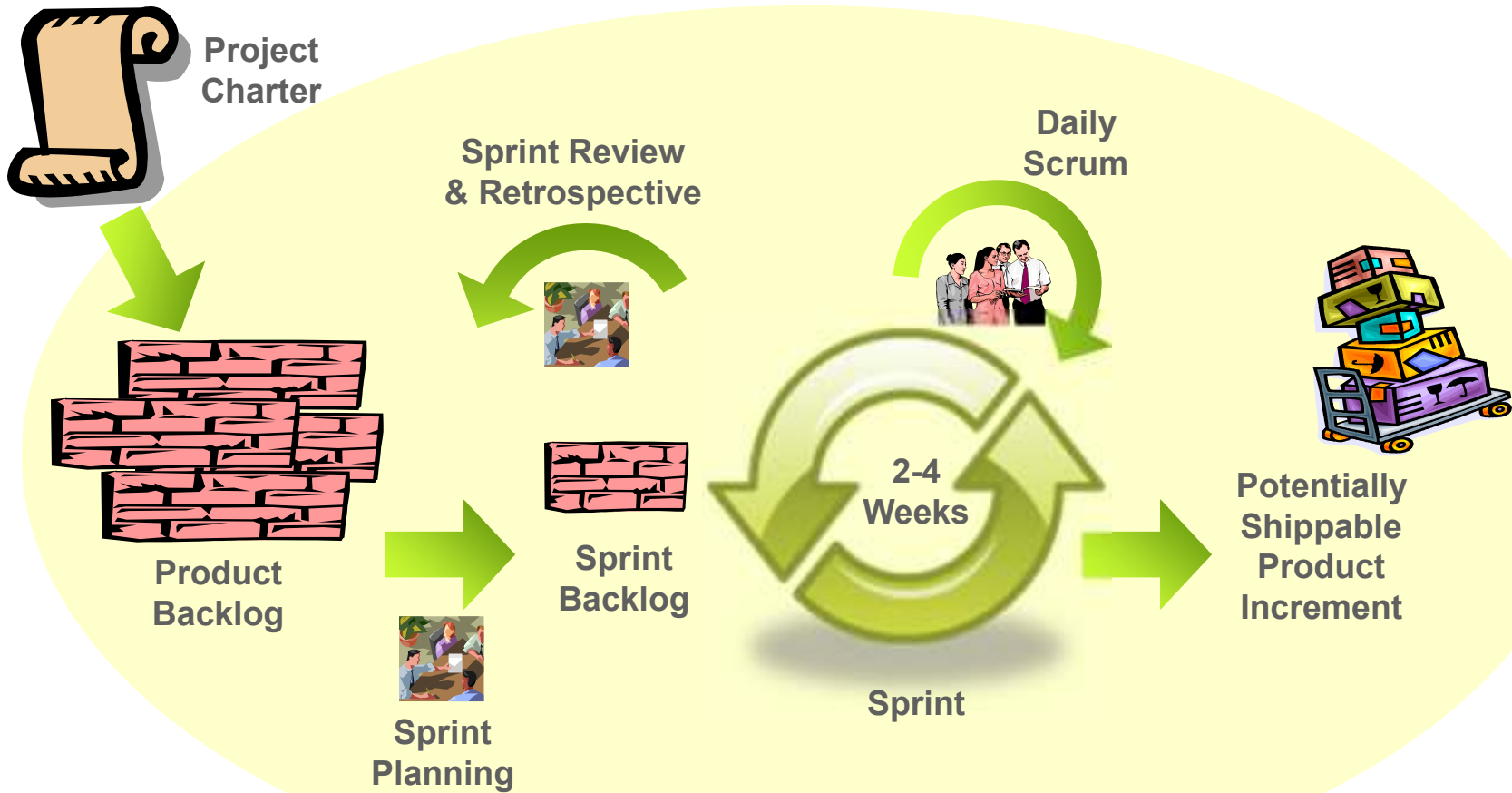… but integrating regularly to see the whole

Optimizing Processes

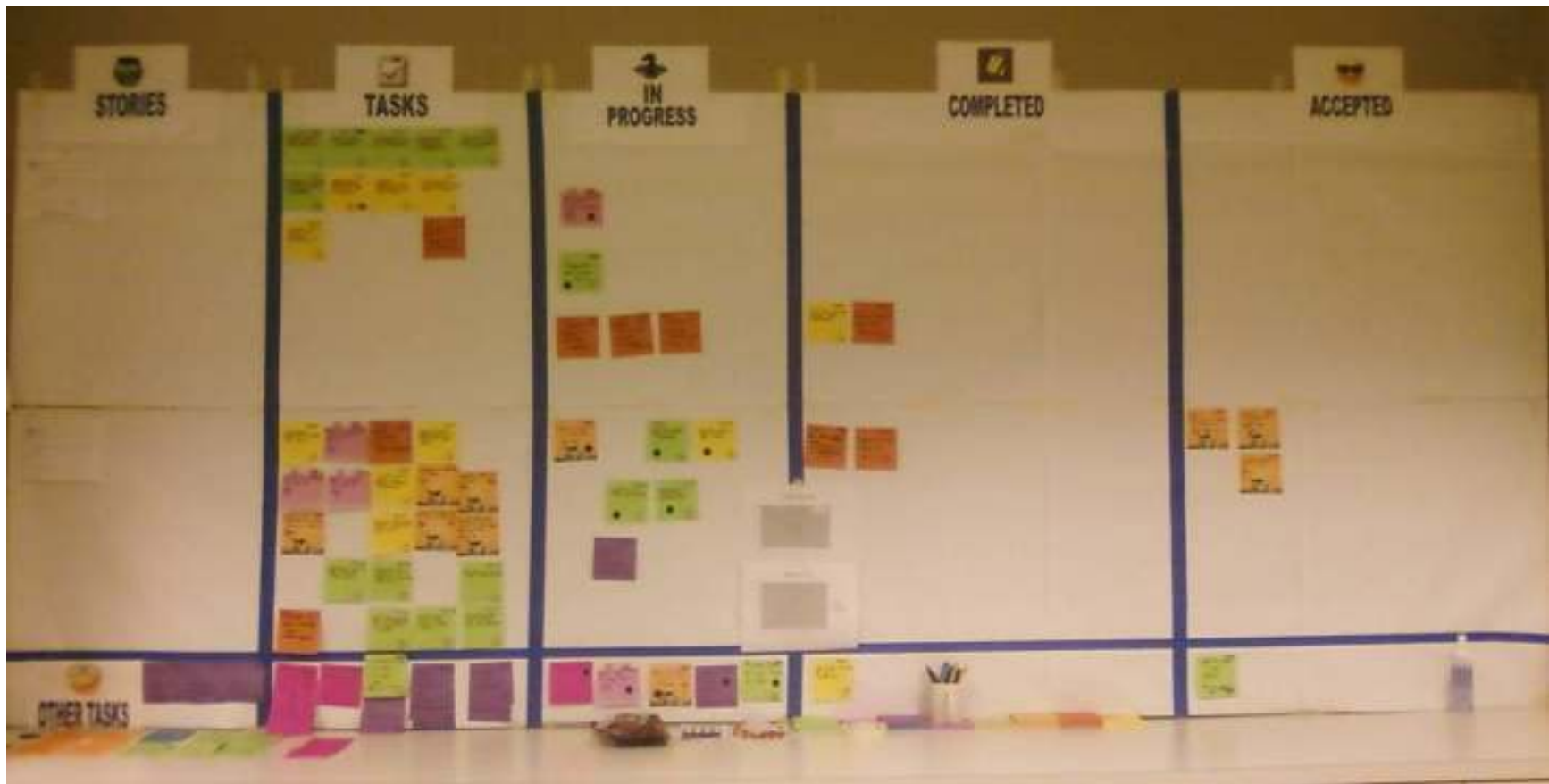Time

Optimizing Business Value
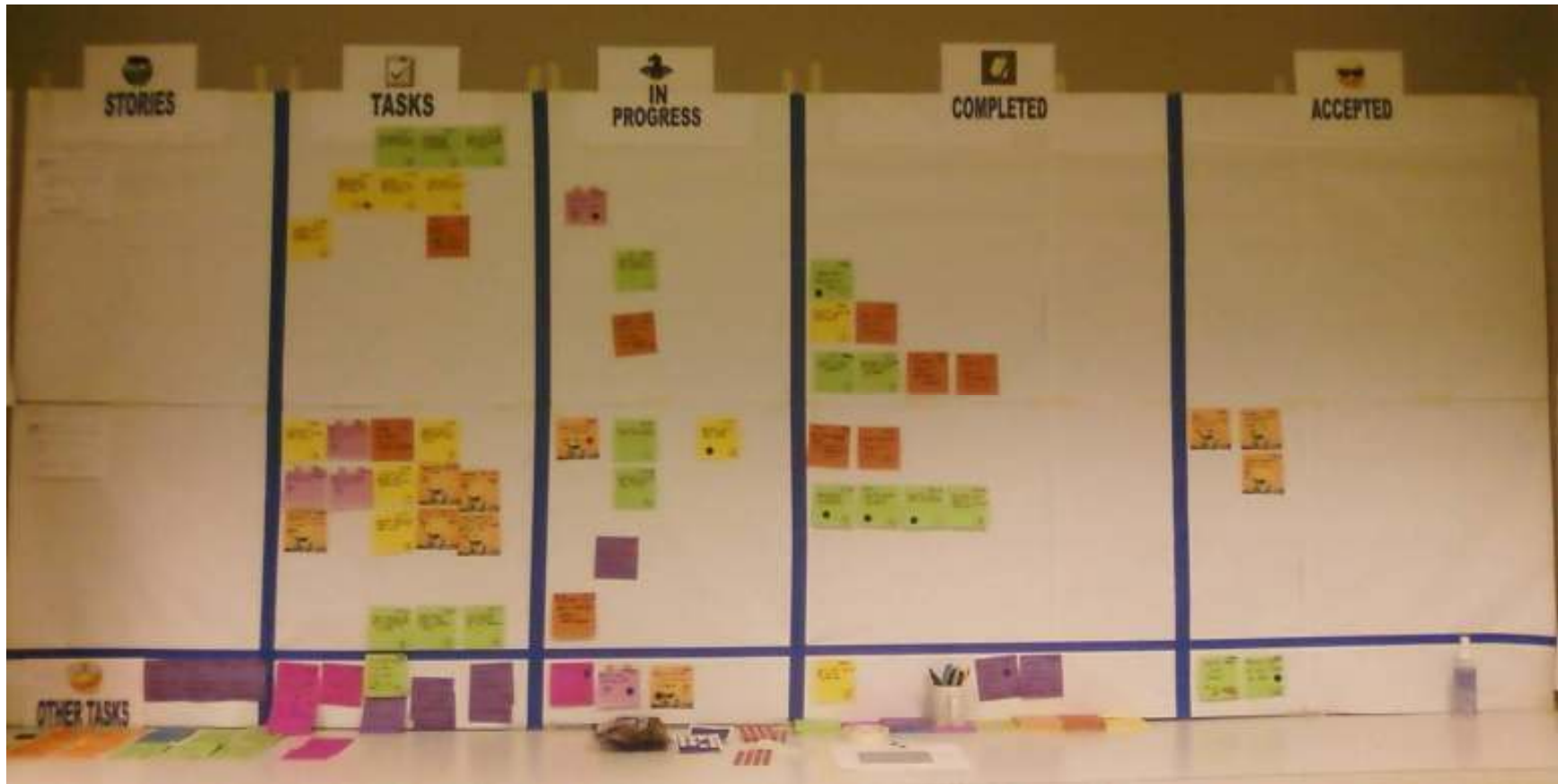
Courtesy of Henrik Kniberg crisp

Scrum Lifecycle

Project Charter

Product Backlog

Sprint Planning

Sprint Review & Retrospective

Sprint Backlog

Daily Scrum

2-4 Weeks

Sprint

Potentially Shippable Product Increment

Scrum Board – Sprint 2 - Day 2

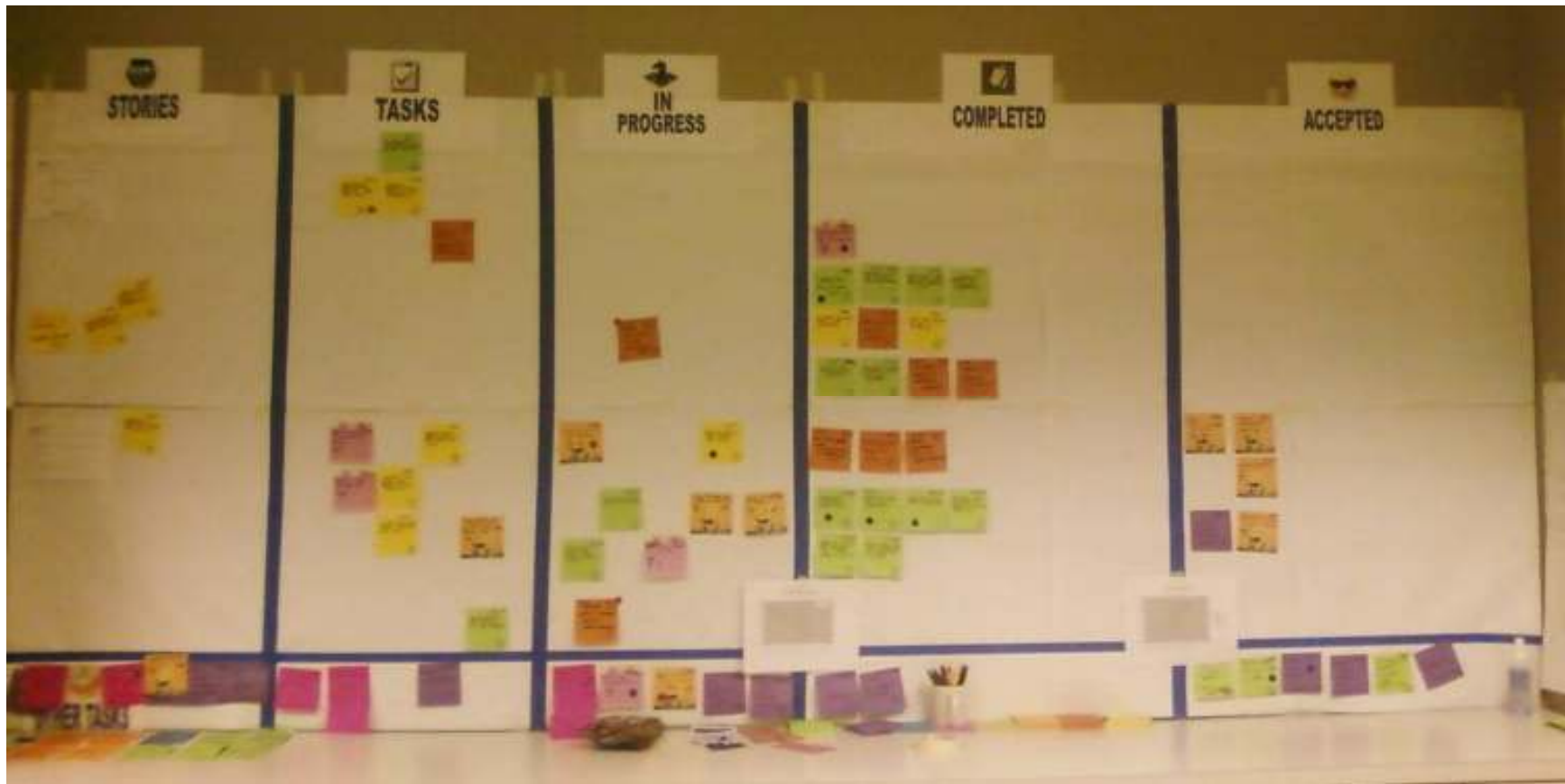# *Scrum Board – Sprint 2 - Day 3*

Scrum Board – Sprint 2 - Day 4
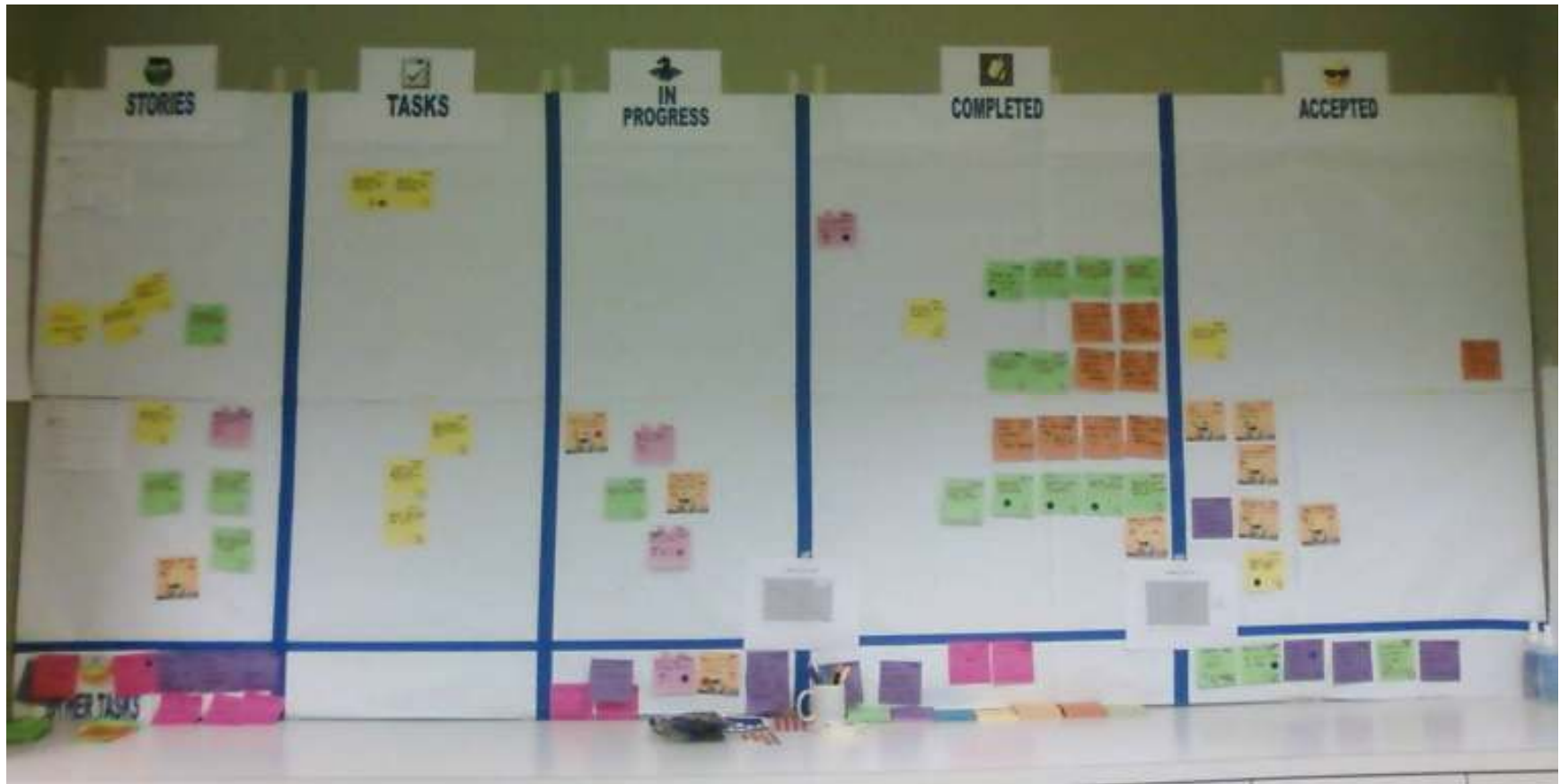
Scrum Board – Sprint 2 - Day 5

Scrum Board – Sprint 2 - Day 6

Scrum Board – Sprint 2 - Day 7

Scrum Board – Sprint 2 - Day 8

Scrum Board – Sprint 2 - Day 9

Where Are Agile Techniques Being Used?

♦ Software and Technology

♦ Business Processes

- Marketing
- Supply chain – adding new vendors

♦ Research

♦ Non-profits

♦ Construction

- Washington Nationals Stadium

Companies In Houston Using Agile

Source: Agile Leadership Network Houston Surveys

Agile Principles

♦ Engage the Business Directly

♦ Embrace Changing Priorities
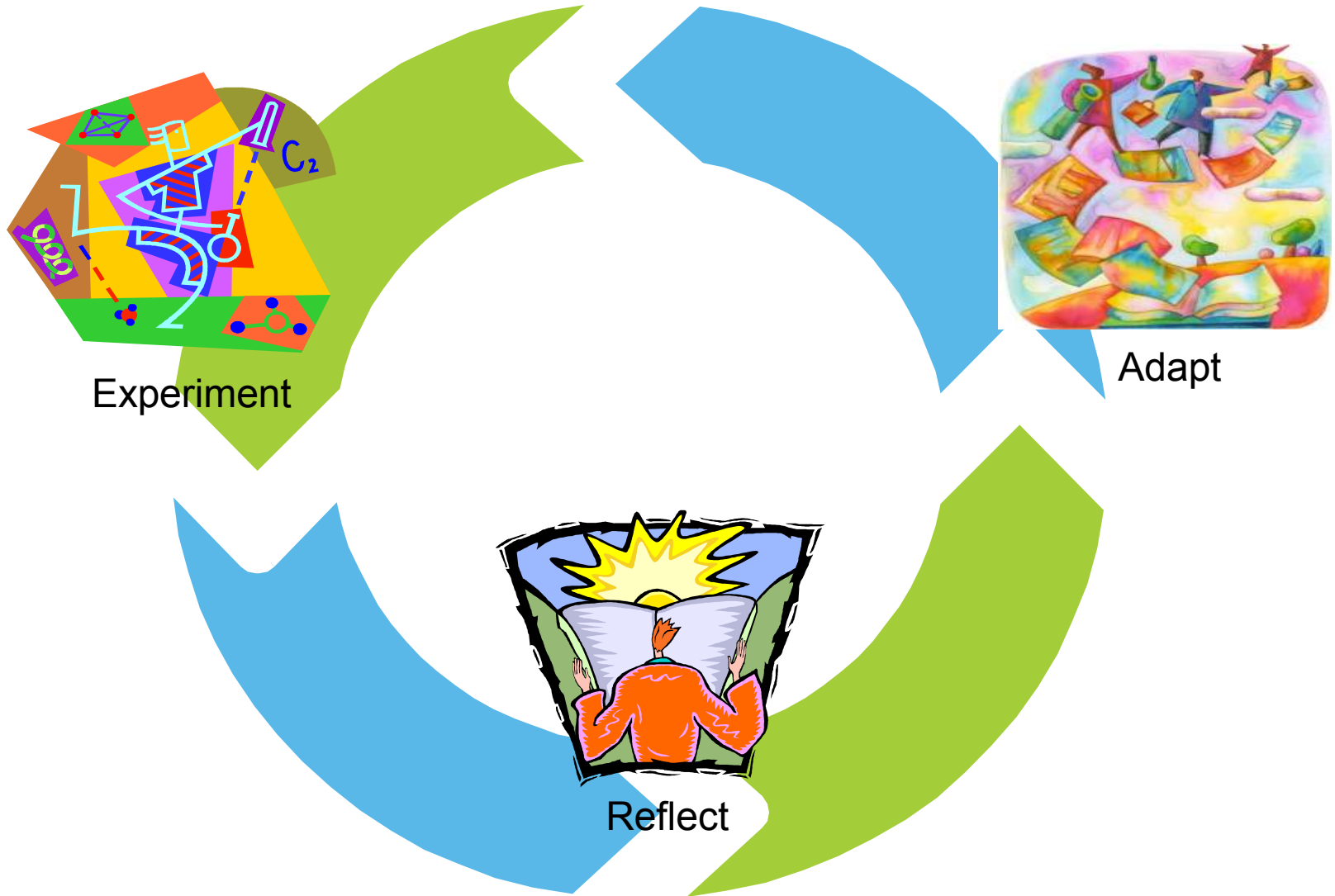
♦ Create Self-Organizing Teams

♦ Deliver Incrementally

♦ Shorten the Feedback Loop

Agility is More About Behavior Than Practices

Create a Learning Organization

Experiment

Adapt

Reflect

ENGAGE WITH PEERS to grow a community of agile leaders in a local Agile Leadership Network chapter

EXCHANGE IDEAS AND LEARN about agile leadership from industry experts at an Agile Leadership Summit

SHARE YOUR CASE STUDIES on the Agile Leadership Network website to help show others the way

ASK & ANSWER QUESTIONS of your fellow agile leaders on the Agile Leadership Network website

GET INVOLVED! Grow your own leadership skills! Volunteer at info@AgileLeadershipNetwork.org

VISIT US TODAY TO LEARN MORE!
www.AgileLeadershipNetwork.org

www.ALNHouston.org

Accelerate **A**gility
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Transform Your Enterprise

Robbie Mac Iver, Principal Consultant

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▪ Coaching ▪ Mentoring ▪ Project Management

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▪ 20+ Years Information Technology

▪ President National Board of Directors
▪ Founder Houston Chapter

▪ Agile Adoption Stage Producer – Agile2010
▪ Business & Project Management Stage Producer – Agile2011
▪ Stage Producer – Agile Executive Forum 2011

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www.linkedin.com/in/robbiemaciver ◊ www.twitter.com/robbiemaciver