



Stairway to Agility - An Agile Adoption Path

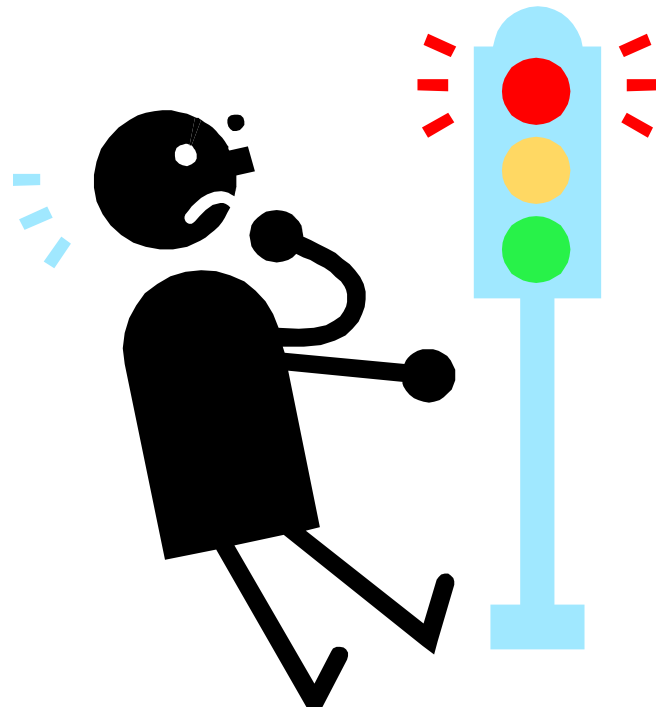
We Cannot Direct the Wind... But We Can Adjust the Sails
-- Anonymous

Robbie Mac Iver
Principal Consultant

How Do We Get There?



Failure Mode



*Agility as
the Goal*

Agility Is NOT the Goal



What IS the Goal?

What Are You Trying to Improve?



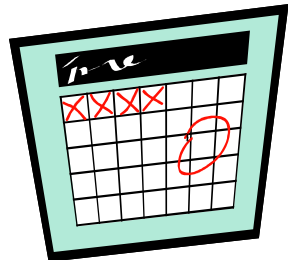
Speed to Market



Alignment Between
Business and IT



ROI on Projects



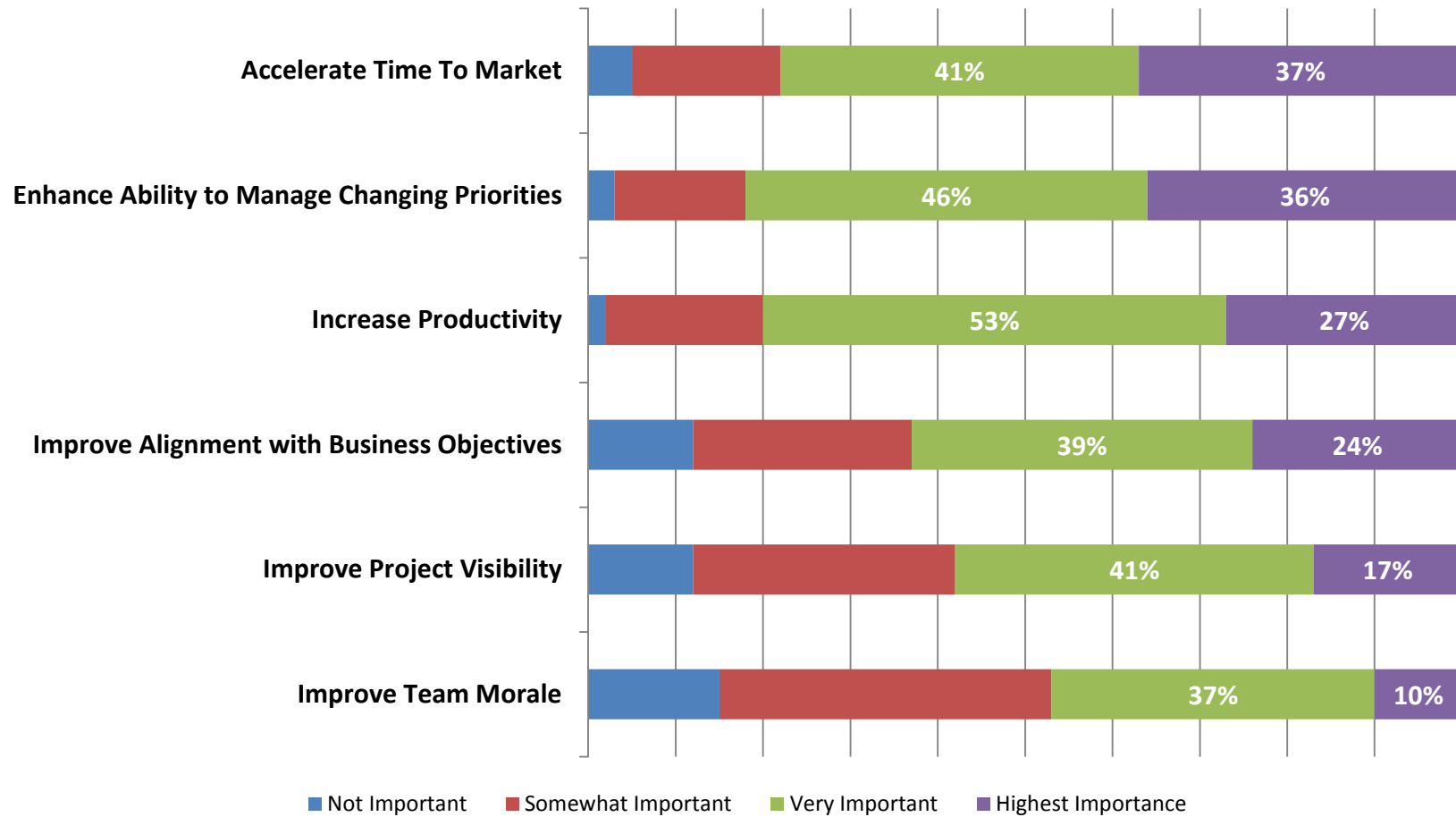
Predictable Delivery



Team Morale –
Employee Retention

These Could Be the Real Goals

Reasons for Adopting Agile



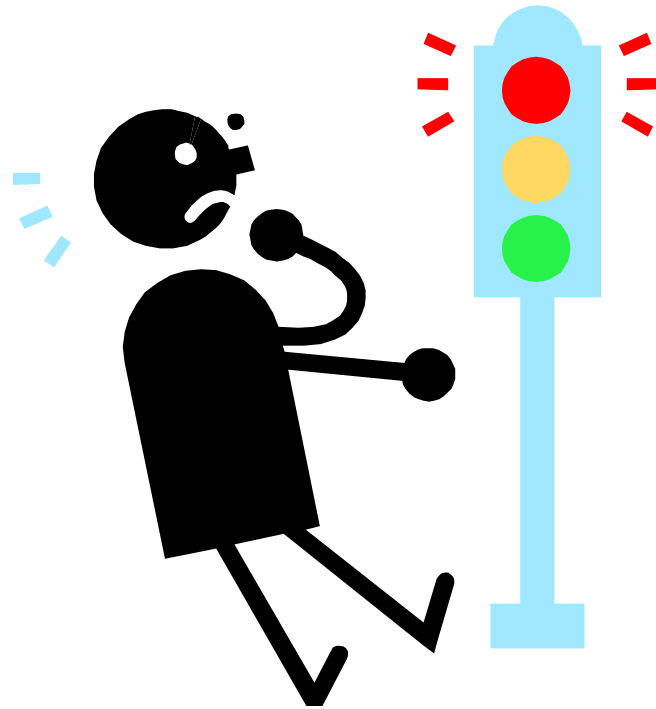
Source: 2010 State of Agile Survey  **VERSIONONE**
Simplifying Software Delivery

How Do We Get There?



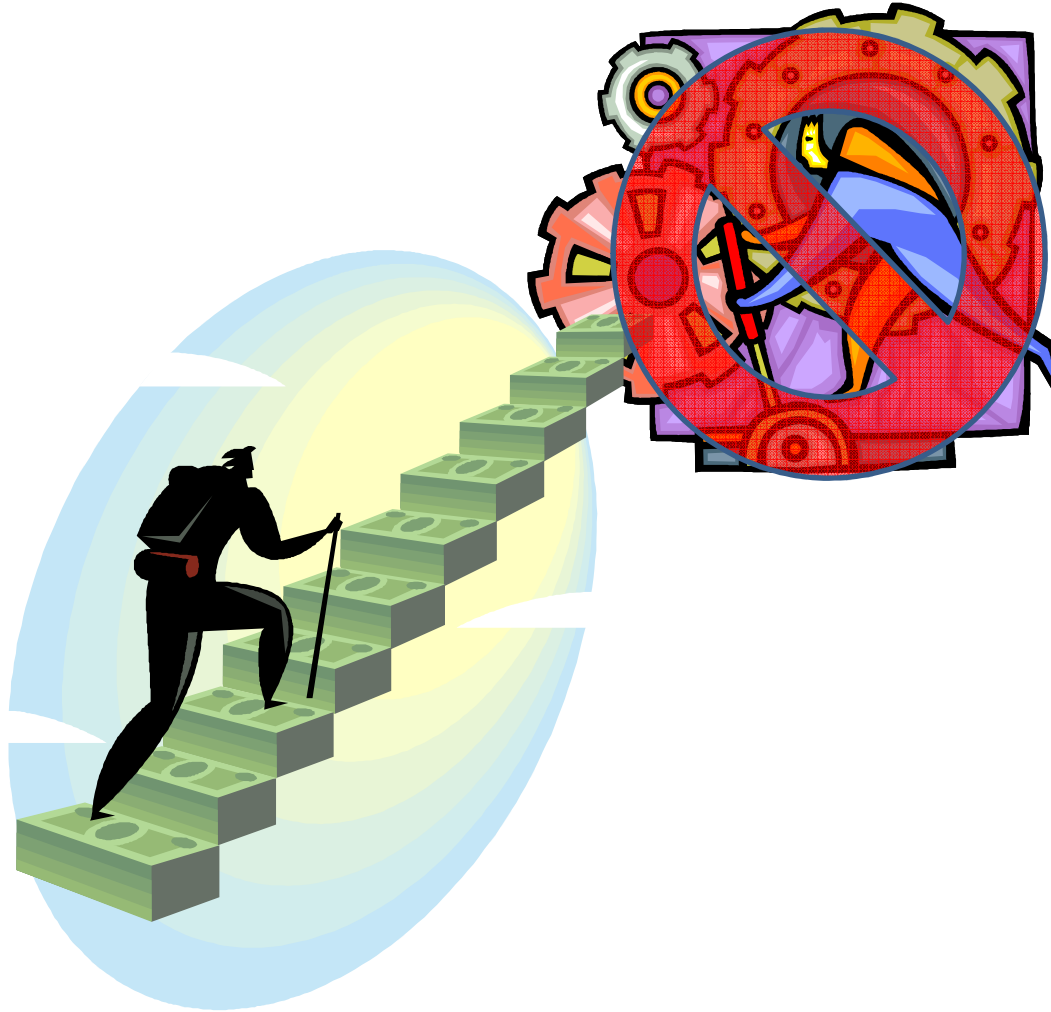
❖ Identify Organizational Improvement Goals

Failure Mode



*It's All
About
Practices*

It Is NOT Just About Practices



Agility is More About Behavior Than Practices

Culture → Mindset → Practices



Culture



Mindset



Practices

Agility Takes All Three

Beliefs of High Performance Teams

- ◆ Clear and Public Accountability
- ◆ Trusted Competency
- ◆ Give and Take
- ◆ Total Transparency
- ◆ Shared Glory
- ◆ Meaningful Mission Value
- ◆ Outcome Optimism



Source: Ken Thompson- [Bioteams](#)

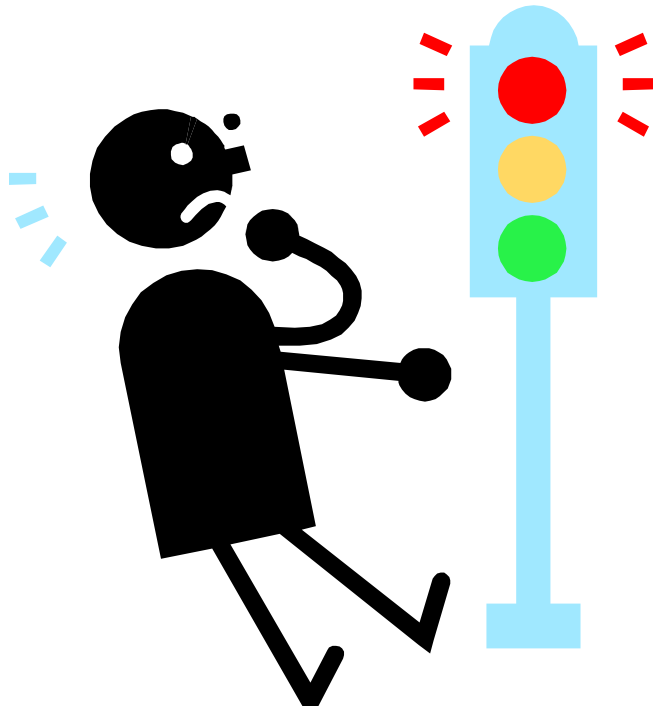
What Behaviors Would Drive These Beliefs?

How Do We Get There?



- ❖ Recognize You Are Changing Behavior
- ❖ Identify Organizational Improvement Goals

Failure Mode



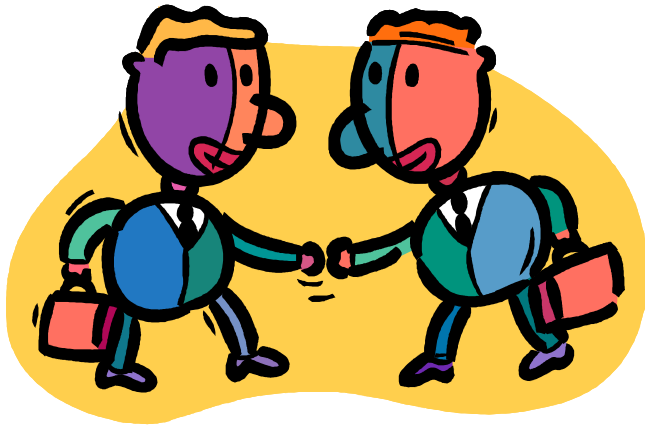
*Only the
Project
Team
Needs to
Change*

Agile Principles



Are These Really Just for the Project Team?

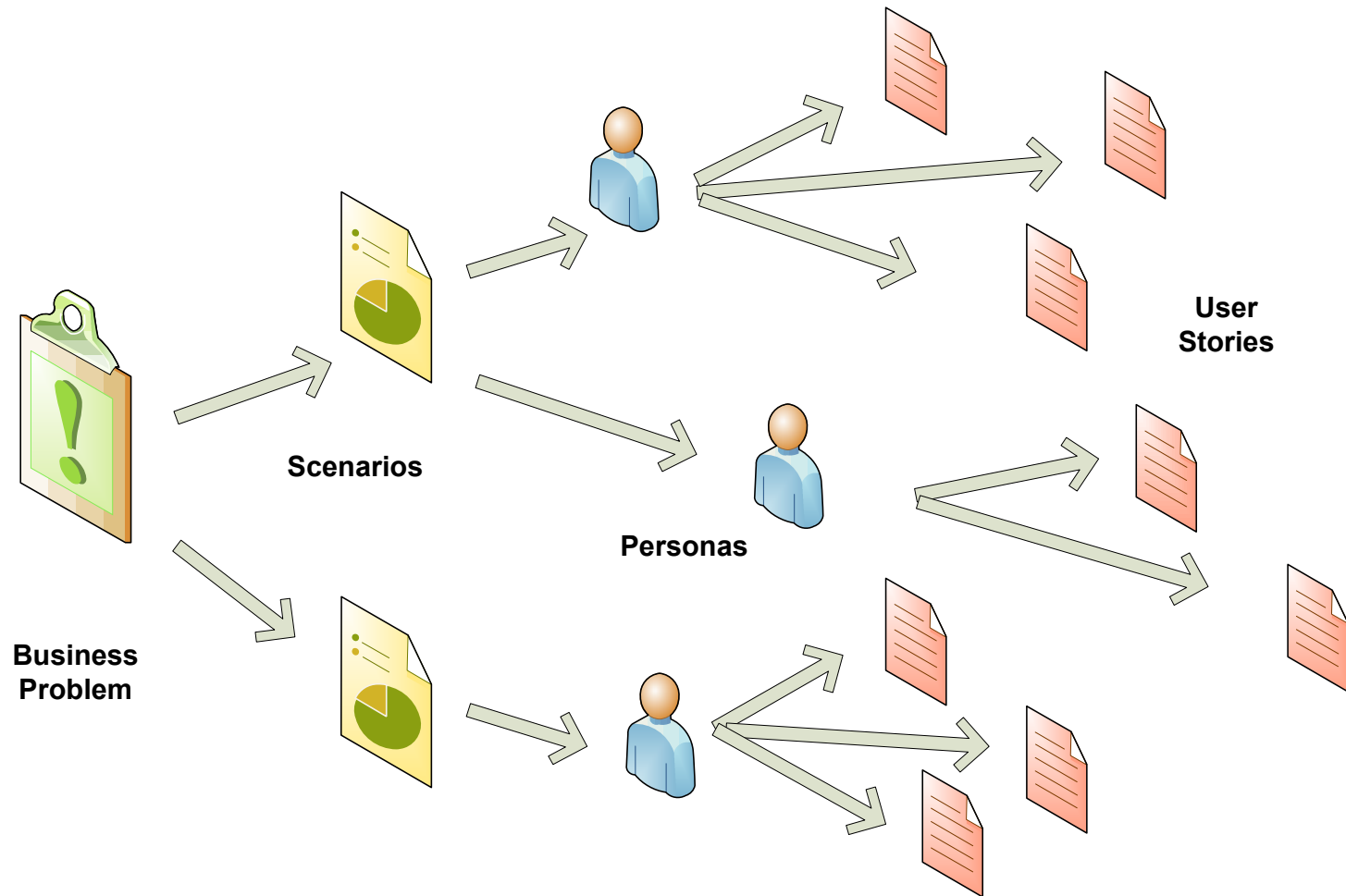
Agile Principle



- ◆ Engage the Business Directly

Better Understand Business Objectives & Priorities

Project Teams Need More Business Context



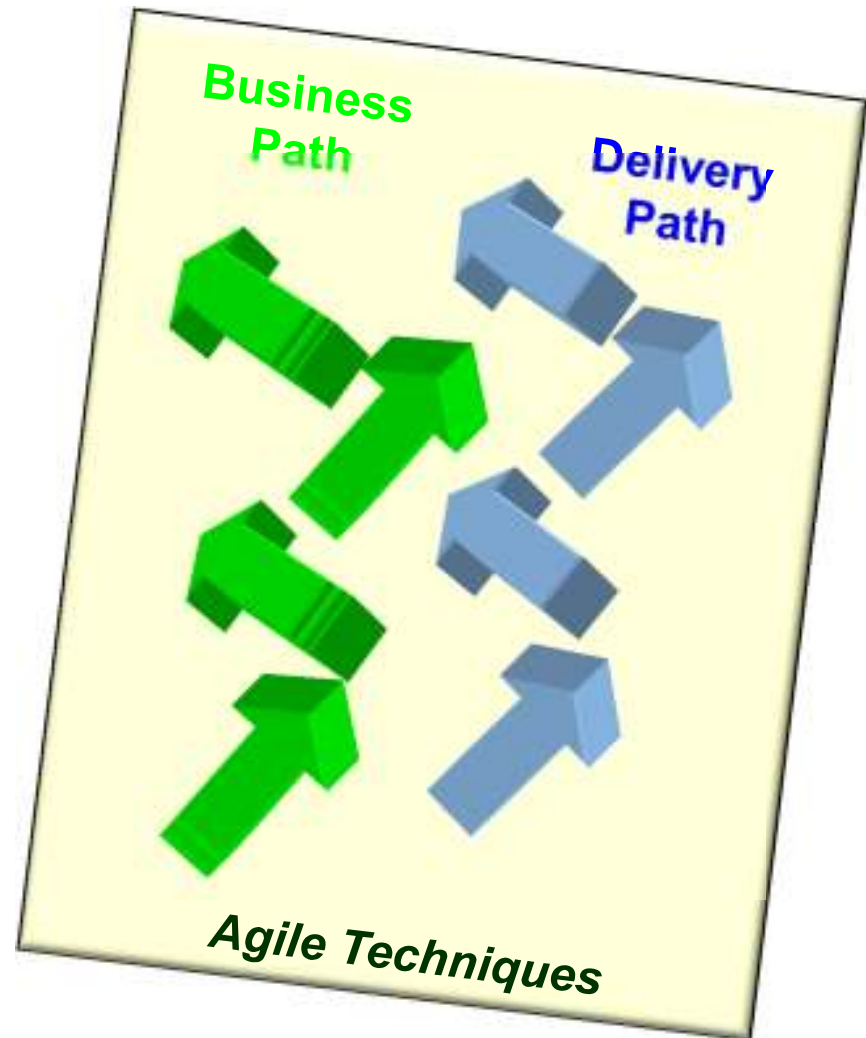
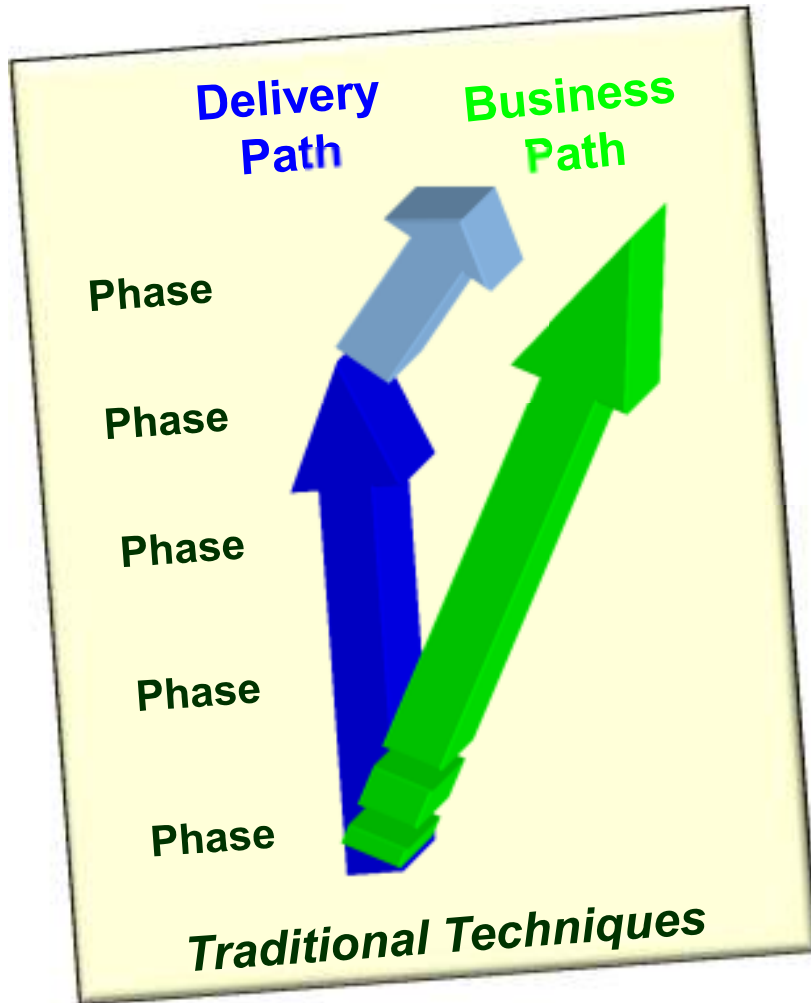
Agile Principle



- ◆ Embrace Changing Priorities

They Benefit the Business

Adapting to Changing Priorities



In Partnership with the Business

Agile Principle



- ◆ Create Self-Organizing Teams

Jointly Accountable for Solving Business Problems

Group Exercise

- ◆ Form Small Groups
- ◆ Build a Bridge
 - Using only supplies provided
 - Able to support one book



Building Agile Teams

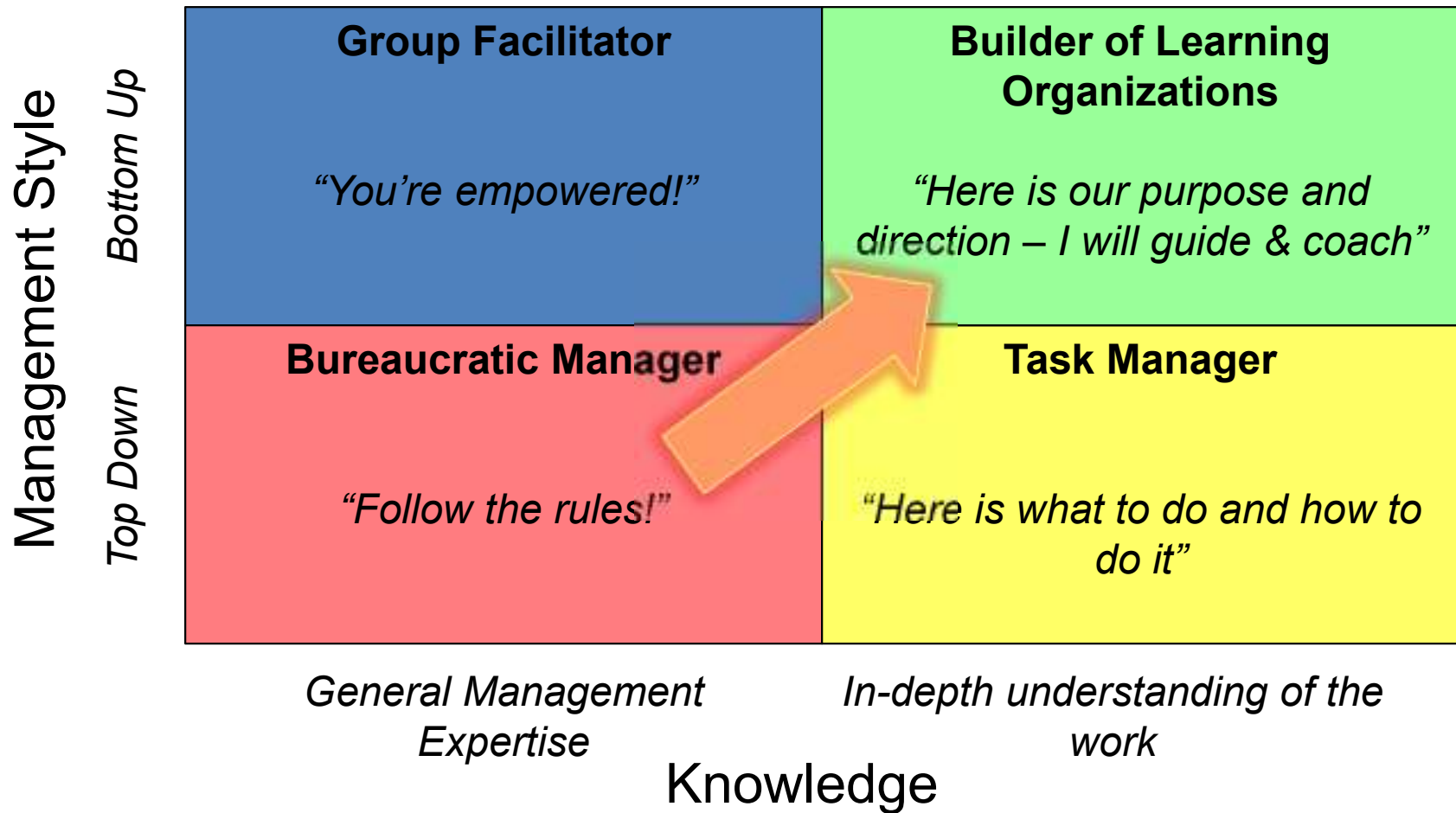


*Stop Giving
Teams Work
To Do*

*Start Giving
Teams
Problems To
Solve*



Be The Leader Your Team Needs You To Be



Courtesy of Mike Cohn – [Succeeding with Agile](#)



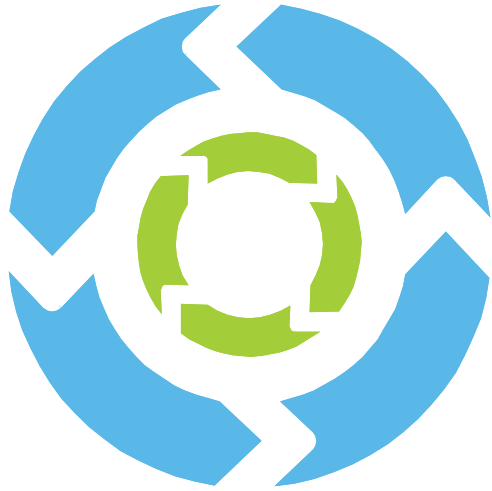
Agile Principle



◆ Deliver Incrementally

Validate Achievement Toward Business Goals

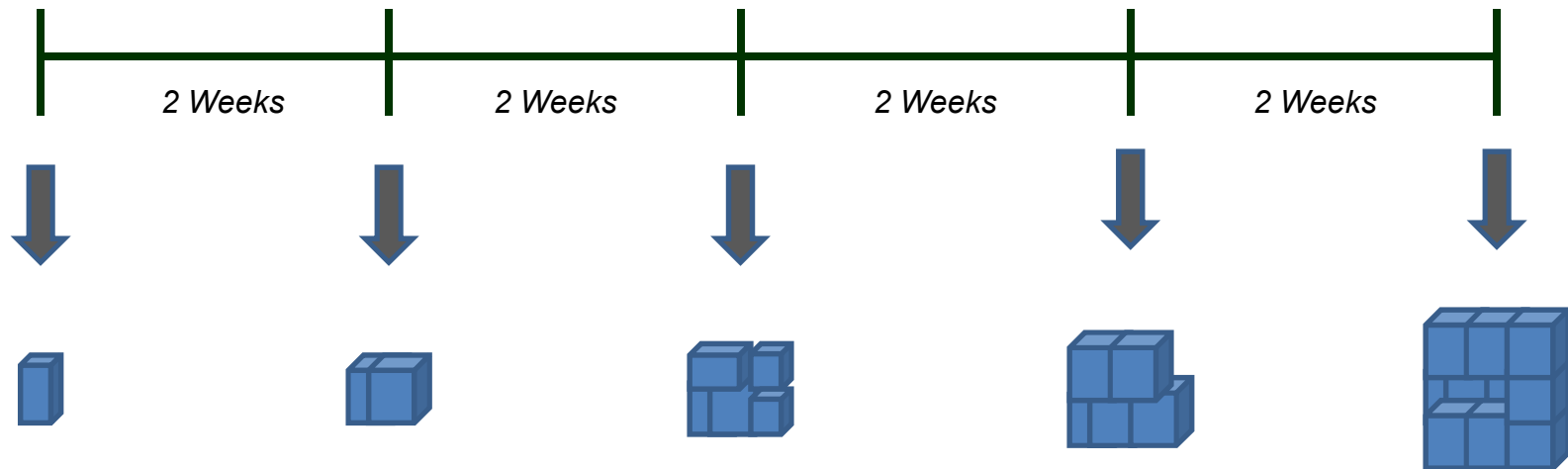
Agile Principle



- ◆ Shorten the Feedback Loop

Incorporate Learning As Soon As It Is Learned

Iterative & Incremental Delivery



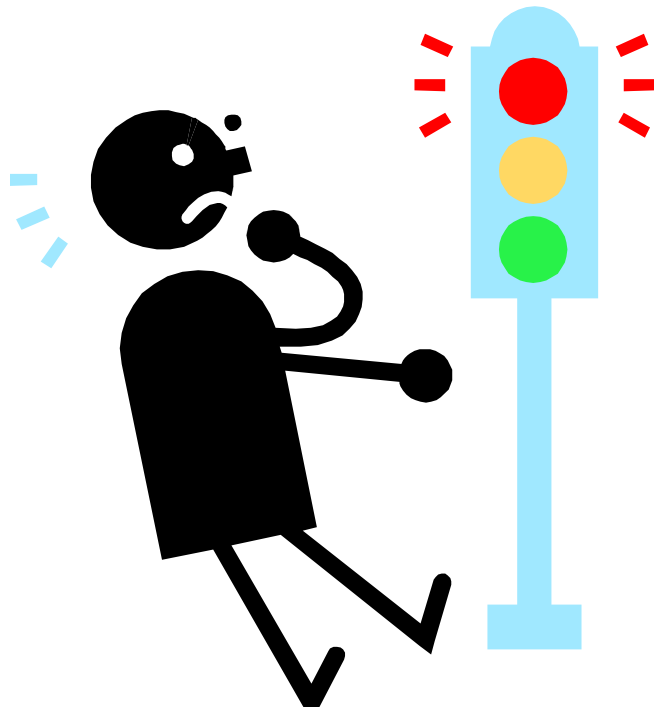
- ◆ What Challenges Might This Introduce?
- ◆ For Who?

How Do We Get There?



- ❖ Respect the Breadth of Agile Principles
- ❖ Recognize You Are Changing Behavior
- ❖ Identify Organizational Improvement Goals

Failure Mode



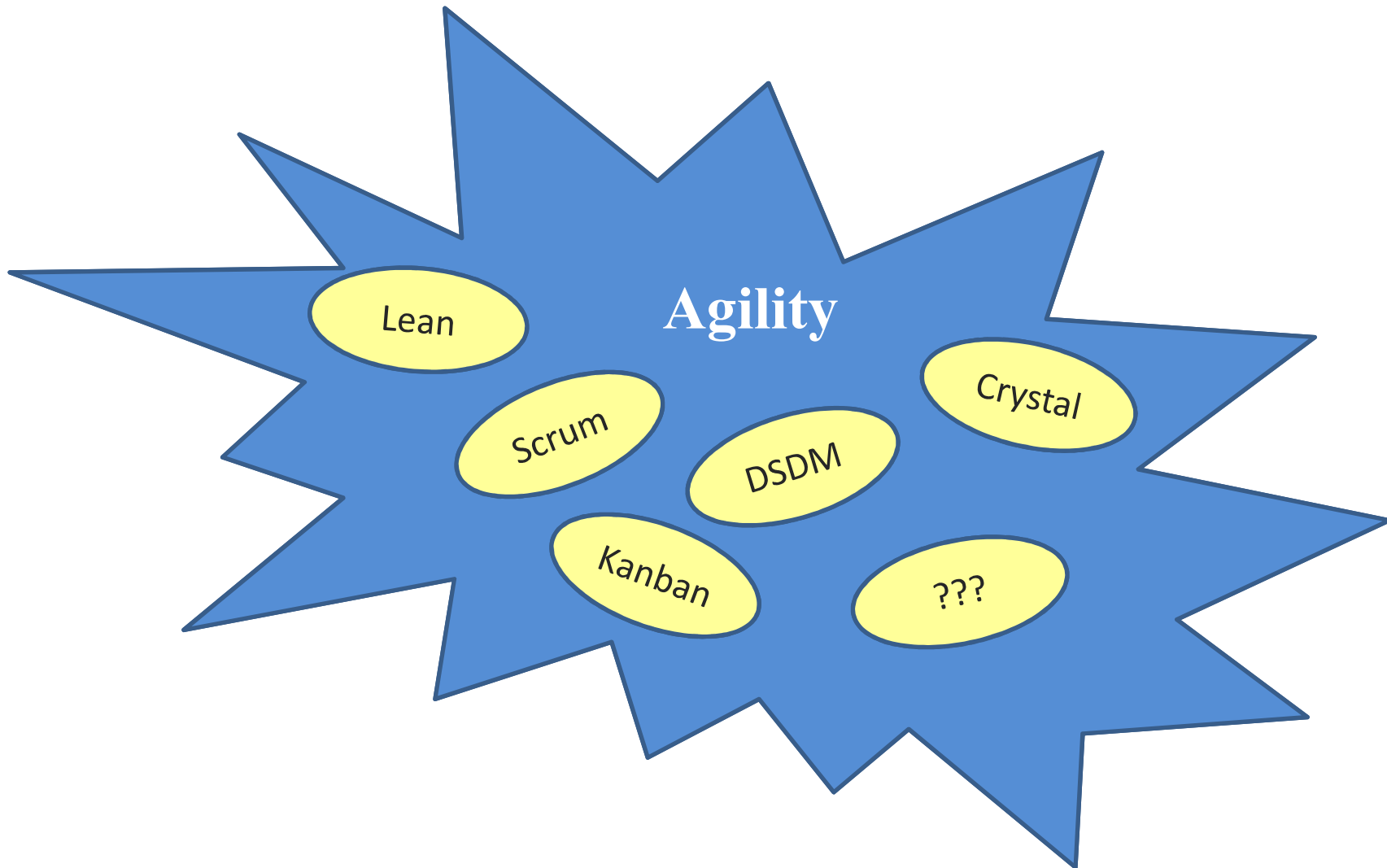
***Not Having
a
Transition
Plan***

Adoption Planning



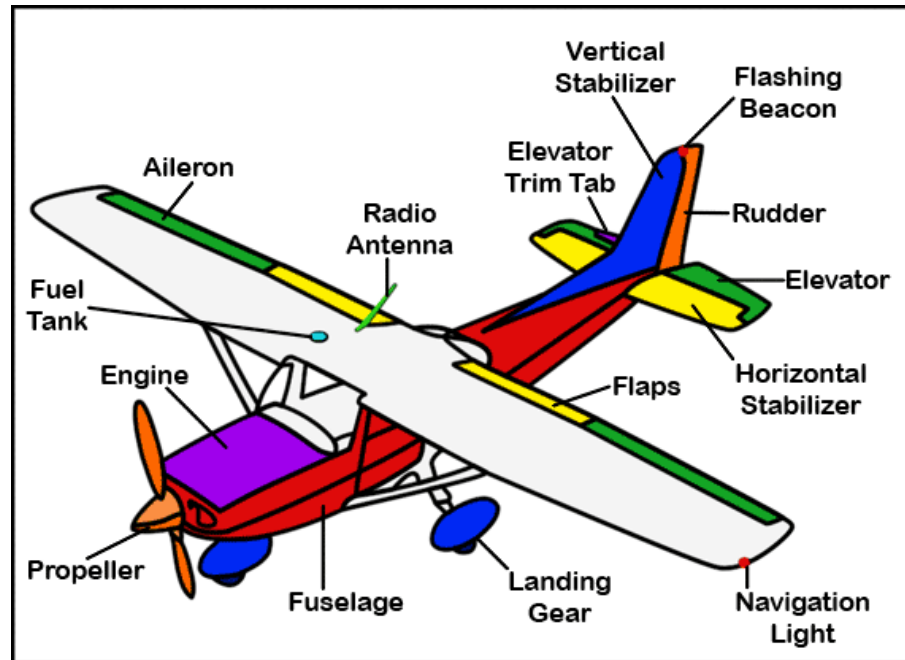
- ◆ Which Agile Practices Should We Try?
- ◆ Do Any Technical/Delivery Practices Need to Change?
- ◆ What Organizational Support is Needed?

The Agile Cloud



Agile Practices

If You Are Learning to Fly an Airplane...



...Which of These Parts Are You Willing To Go Without?

Agile Practices

If You Are Going To Do Scrum...



...Do ALL of Scrum

Agile Practices



**FOLLOW
THE
RULES**

Over Time

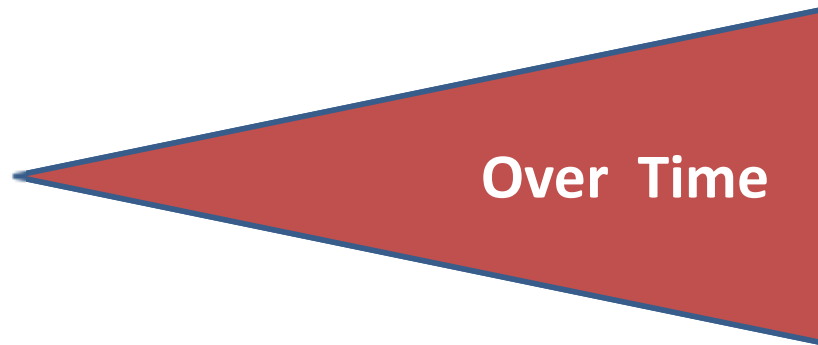
**ADAPT TO
THE
SITUATION**

Get Good at Agile Practices

Technical Practices



**MINIMIZE
CHANGE**



TDD
**Continuous
Integration**

EXPERIMENT

???
**Pair
Programming**

Let Agile Practices Be the Driver

Organizational Support



PROTECT

Over Time

PROMOTE

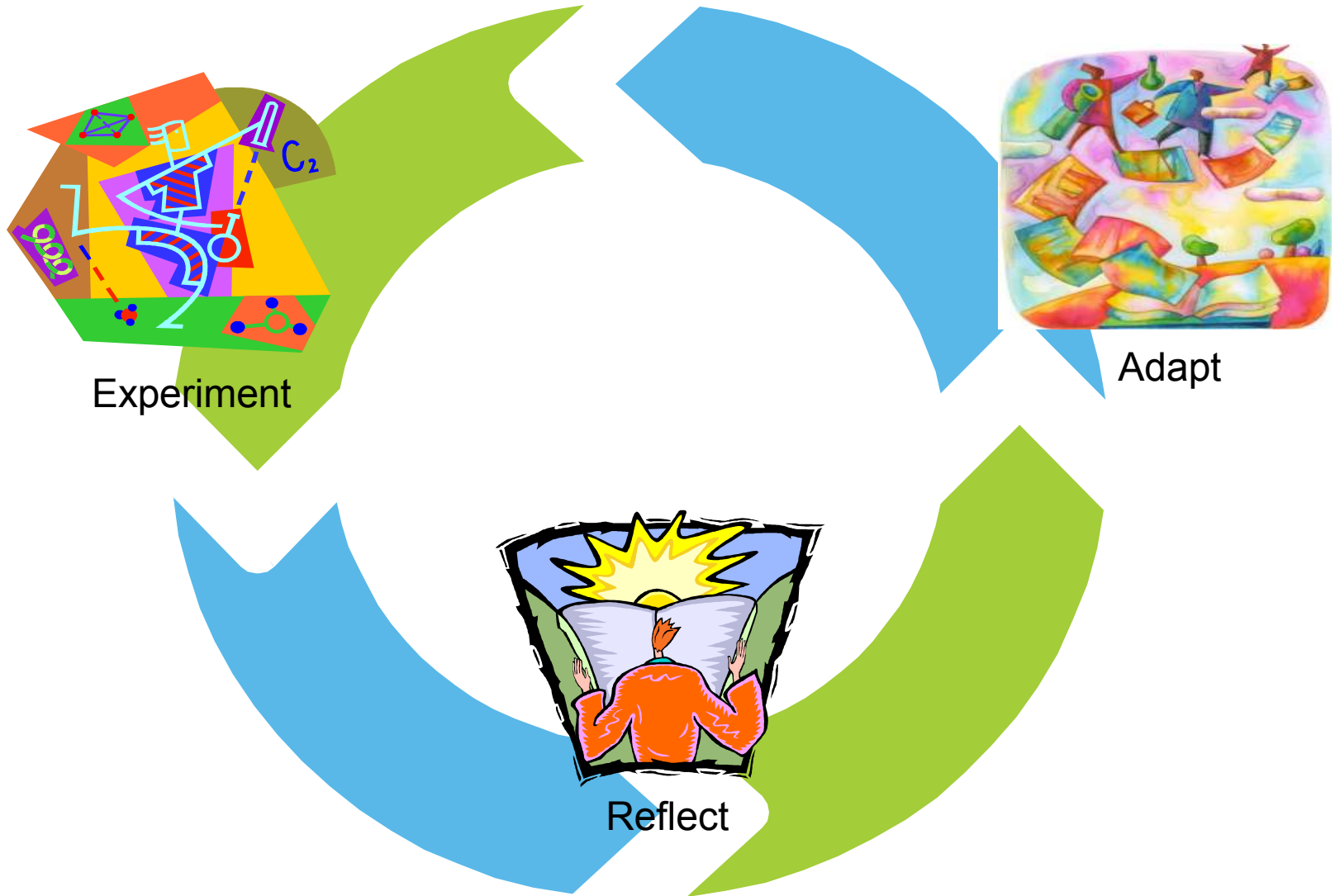
Build on Success Stories

How Do We Get There?



- ❖ Formulate Adoption Plan
- ❖ Respect the Breadth of Agile Principles
- ❖ Recognize You Are Changing Behavior
- ❖ Identify Organizational Improvement Goals

Create a Learning Organization



How Do We Get There?



Evolution Not Design

*Agile Organizations Result from
Evolution not Design*

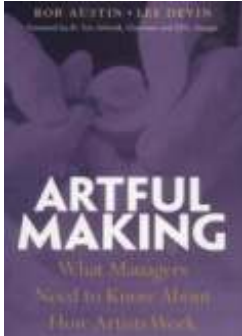


The Journey Never Ends...

How Do We Get There?



Reading More



Austin & Devin: Artful Making

Harvard Business School professor Rob Austin and Theatre Professor Lee Devin collaborate on a metaphor of making a play to provide an excellent model for leading knowledge workers.

Reading More



Joseph Badaracco: Leading Quietly

Harvard Business School Professor Joseph Badaracco argues that larger-than-life accomplishments are simply not what makes the world work. What does, he says, is the sum of millions of small yet consequential decisions that men and women working far from the limelight make every day. A great thought for agile adopters to keep in mind.

Reading More



Manns & Rising: Fearless Change

Mary Lynn Manns and Linda Rising bring their years of research and experience together to provide a common sense set of patterns that give us a great structure in which to shape our change initiatives.

*As an **Evangelist** I want to introduce iterative development by proceeding **Step By Step** to **Test the Waters** while taking **Time for Reflection** and focusing on **Small Successes**.*

Learn More

◆ Agile Organizations

- Agile Leadership Network: www.AgileLeadershipNetwork.org
- APLN Houston: www.aplnhouston.org
- Agile Alliance: www.agilealliance.com
- ScrumAlliance: www.scrumalliance.org

◆ PMI Agile

- finance.groups.yahoo.com/group/pmiagile

◆ Agile on the Web References at

- www.robbiemaciver.com/resources/agile-on-the-web



Robbie Mac Iver



Principal Consultant – The Mac Iver Group, LP

- ◆ Consulting in
 - Project Management
 - Agile Leadership
 - Agile Training
 - Agile Transition
 - Coaching
 - Mentoring
- ◆ 20+ Years Information Technology
 - 10+ Years Project Leadership
 - 7+ Years Agile Techniques



- President National Board of Directors
- Founder Houston Chapter



- Agile Adoption Stage Producer – Agile2010
- Business & Project Management Stage Producer – Agile2011

robbie@robbiemaciver.com ◇ www.robbiemaciver.com
www.linkedin.com/in/robbiemaciver ◇ www.twitter.com/robbiemaciver