Using Agile and Agile-Adaptive Planning to WIN.

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Introduction - 1

- Goal: Help you have success: yourself, your Team, your Customers
- Define success // Clemson —> 100% better to start
- Connect Agile Planning and Agile Playing (Plans and Sprints)

Introduction - 2

- Time-boxed: 90 mins.
- For beginners: It’s a LOT.
- For experienced people: Some surprises / challenges

Introduction - 3

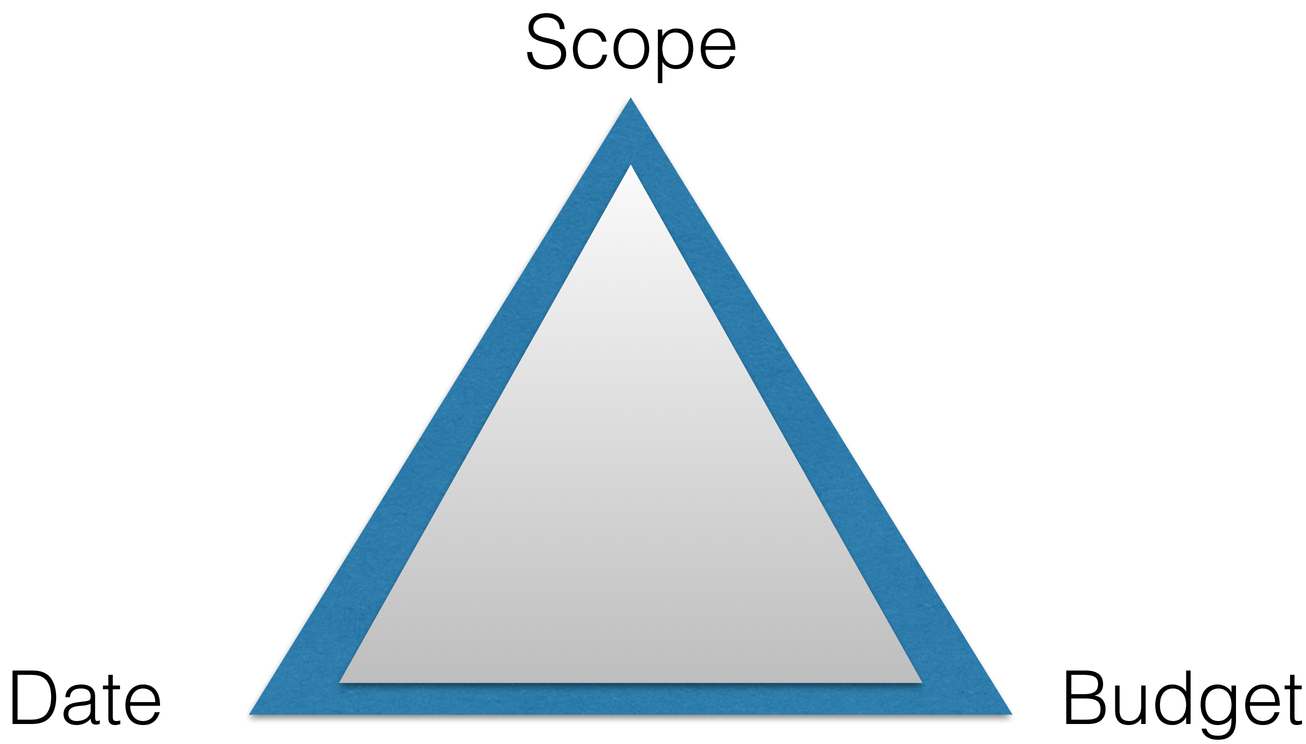
The path I am recommending …:

- Is difficult to do (apparently -> 70%)
- Requires hard work (that you can do)
- Is more FUN!
- Is very rewarding
- Gives dividends

Challenge - Levels

- Do you do it at all?
- Do you do it kind of professionally?
- Can you do it fairly well?

The problem



Scope

Date

Budget

AND: High innovation and High Quality

The problem

- The Customers want ‘everything’ yesterday.
- The Business needs a reasonable price.
- And we are asking people to do something they have never done before. (Well, at least not this)
- People are random carbon units
- To predict is difficult, particularly of the future

Not the problem

- No one knows what we’re trying to do
- No one cares. The customer can wait forever
- There is nothing important to do (aka “Everything is equally important”)
- We have endless barrels of money
- Time can go to eternity

The Solution

- Honestly, there is no solution.
- We are stuck in a hard problem.
- But there are better ways and worse ways of dealing with this dilemma.

What is Victory?

- More….
  - fun
  - innovation
  - business value
  - productivity
- Higher quality / less technical debt

What is victory really?

- Better lives for…
    - You
    - The Team
    - The Customers
    - Others
    - [from inside out]

People Situation

- The Team
- The Business
- The Customers

One (wrong) solution

- Let’s all fight
- Let’s not cooperate
- Let’s blame each other
- Let’s have fantasy expectations of reality and then pretend that someone else is to blame when our fantasy does not become reality

Proposed solution

- Let's collaborate
- But….how?

Respect People

- This is central.
- We respect the Customers and the Business and the Team and others.

KISS

- We do a number of things to Keep It Stupid Simple.
- And remove or minimize distractions.

One dedicated Team

- The Team includes
  - a PO, a SM, Doers (builders and testers) - 7.
  - dedicated to one release at a time
  - can get help from people outside the Team
  - minimize distractions

Initial Plan

- We quickly build an initial plan, together
- Identify the work quickly
- Estimate the Business Value (BVP)
- Estimate the Effort (SP)
- Consider ROI (=BVP/SP)
- Consider other factors

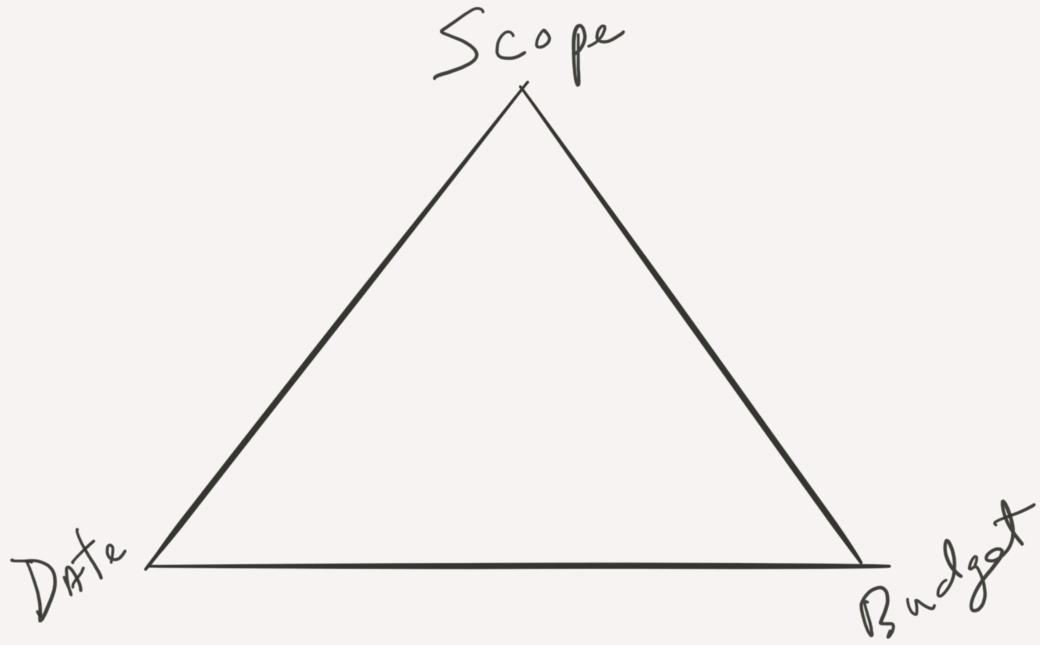
Live and Learn

- As we learn, we continuously refactor the plan

Key ideas

- The customer cannot define the problem well
- Something small quickly is better than a BIG thing much later
- “I’ll know it when I see it”
- “The future ain’t what it used to be.” (Y. Berra)
AKA: Things are gonna change.
- We often discover key features late

Iron Triangle



Some realities

- The myth: Agile ‘avoids’ these realities. **<u>Not so</u>**:
    - Dates can be unmovable
    - There are SOME minimum requirements; sometimes the minimum is rather large
    - Budgets typically have some maximum (usually related to date)

Simple Solution

1. Do the best we can, given the constraints

2. Show traction earlier, to gain management's confidence (aka 'build trust'). And confidence for the business side

3. Identify failure early, so that we can reduce impact

Questions

- Any questions so far?

More Complex Solution

- In chrono order (mostly)

Start

- Get a clear vision that is compelling.

- Our example assumes a good-sized piece of work (release) — 2 to 36+ months for 1 team. 6 months is classic to me.

- Grab a Team of 7 people, presumably capable, dedicated, co-located.

- All members of the Team are full-time, dedicated, willing, all-in. A good PO, a good SM, a good Team.

Comment

- You can break these rules (before or after) a bit.
- The more you break them, the more you will have waste, and the more likely failure becomes.

Key Things

- Team is motivated. Willing volunteers.
- Treat them like adults.
- **<u>They are responsible for success. Full, real success.</u>**
- They must ask for help.
- (Are they are up to the challenge?)

Delay ‘Research’

- ‘Research’ is defined on next slide

- Most research is delayed until AFTER the ARP day.

- Note: Surely some things that we call research have happened before now. (min’l delay)

- I do NOT recommend zero research, even zero research up-front. I do recommend (for almost all of you) a LOT less research up-front.

Research

- These all are fancy advanced techniques for wasting time and delay.
- That is, some is clearly necessary, but usually it leads to analysis paralysis. And a lot of BAD delay.
- It is all the 'thinking' that happens before you start writing coding and testing.
- It includes the following (and other things):

✦ Focus groups
✦ Building use cases
✦ Reviewing the old system
✦ Building a BRD
✦ Interviewing users
✦ Analyzing the competition
✦ Evaluating feasibility
✦ Putting together a Bus Case
✦ Defining the Architecture
✦ Designing the system

Start-up

- Team training in Scrum (or: a team start-up to jump start on ‘the same real Scrum’)

- Agree to use all of Scrum from the get-go.

- Identify good ‘Business Stakeholders’ (see 2nd slide)

- Do Agile Release Planning (see in 3 slides)

- Provide Agile Coach (2 months)

More Start-up

- Manager(s) engaged in identifying impediments
- Team prioritizes Impediment List
- Budget to fix impediments
- Manager(s) engaged in fixing impediments

Business Stakeholders

- As I define them (your company may use the BSH words differently):
  - Can give good high-level feedback of business value of features
  - Can give good, complete, fast feedback on details of stories
  - Will come to Sprint Review every time and give quick, good feedback (+ and -)
  - Will come to Sprint Planning Meeting (1st part)

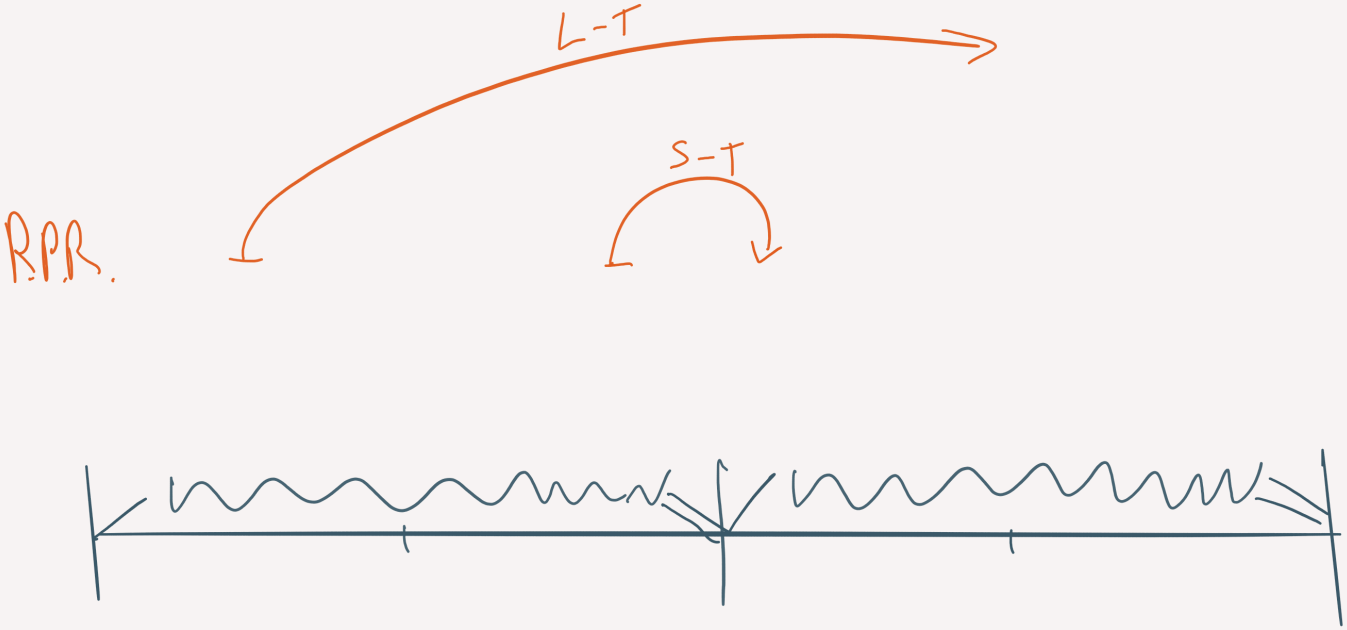
Initial Agile Release Planning

- In 1 day:
  - Vision
  - Build product backlog (50 stories or so)
  - Estimate BVP with Priority Poker (100 to 0 scale)
  - Estimate SP with Planning Poker (0 to 144 scale; mostly lower numbers)
  - Calc R (=BVP/SP); order by R
  - Adjust order by: Risks, depend, Learning, MMFS/MVP, other
  - SWAG the Velocity
  - Draw the lines (scope/date trade-off)
  - Add initial contingency and ‘Landing Strip’
  - Discuss (initially) the communication plan
  - Fix-It Plan

Key Outcomes

- Team + BSHs are ready
- All see the same elephant
- All are more motivated
- All have shared the Tacit Knowledge (much more)

- They are ready to DO the work.



2 mtgs every sprint.
1 hr each!

Release Plan Refactoring

- Improve the plan every Sprint
  - Actively (try to) get smarter every Sprint
  - Improve the plan in every way.
  - Get each story ‘ready-ready’
  - Break down the stories into 8+ small, about equal ones each Sprint (2 weeks)

Do Scrum

- 2 week Sprints
- Sprint Planning Meeting (4 hrs max)
- Daily Scrums (15m)
- Sprint Review (2 hrs)
- Retrospective (2 hrs) - useful!

What’s different?

- Team is all-in
- Everyone is contributing; everyone helps see the Elephant
- New plan every 2 weeks
- Information developed ‘just in time’
- Plan (the PB) is easy to adjust
- Using ROI at story level (BVP/SP)

Once you know the Real Velocity

- This typically takes 3 sprints.
- And 5 sprints before you have a 3-sprint average
- THEN: adjust the plan based on the new known velocity

TOTAL 180

WAS	20	20	20	20	20	20	20	20	20
NOW	22	24	26	28	30	32	34	36	38

TOTAL 270

+ 90 SPs

9 Sprints

Some Actions

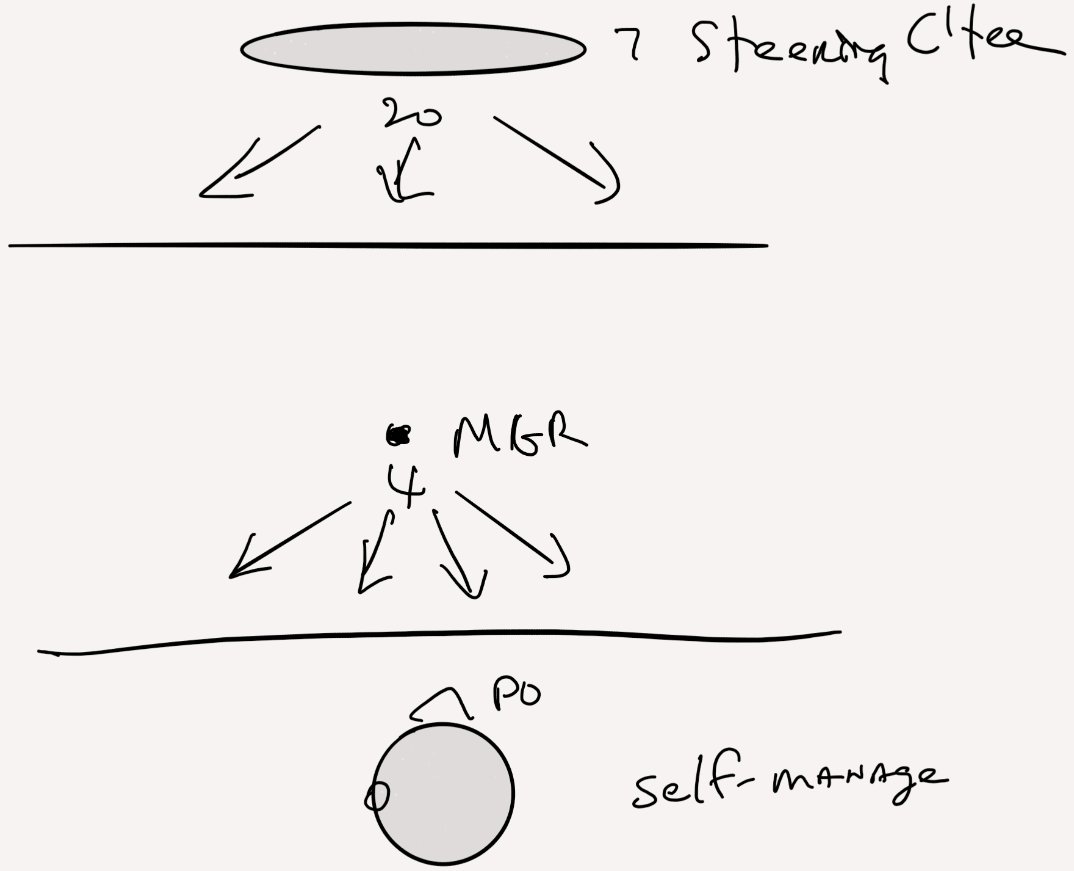
One or more are possible:

- SM is driving improvements in velocity (eg, 100%)
- PO has Pareto-ized the stories; we see that not nearly so many SPs must be done for the 1st release
- Trust between Business and Tech is growing
- Failure is obvious; we have stopped the project
- One or more serious impediments has been fixed. (Ex: Replaced PO, replaced ‘best’ member of team, serious pivot, etc.)

How to Manage

In reverse order of importance:

- A Steering Committee manages (portfolio)
- A Manager can intervene (4 teams)
- The Team self-manages!!!


7 Steering C'tee
20
MGR
4
PO
self-manage

Victory #1

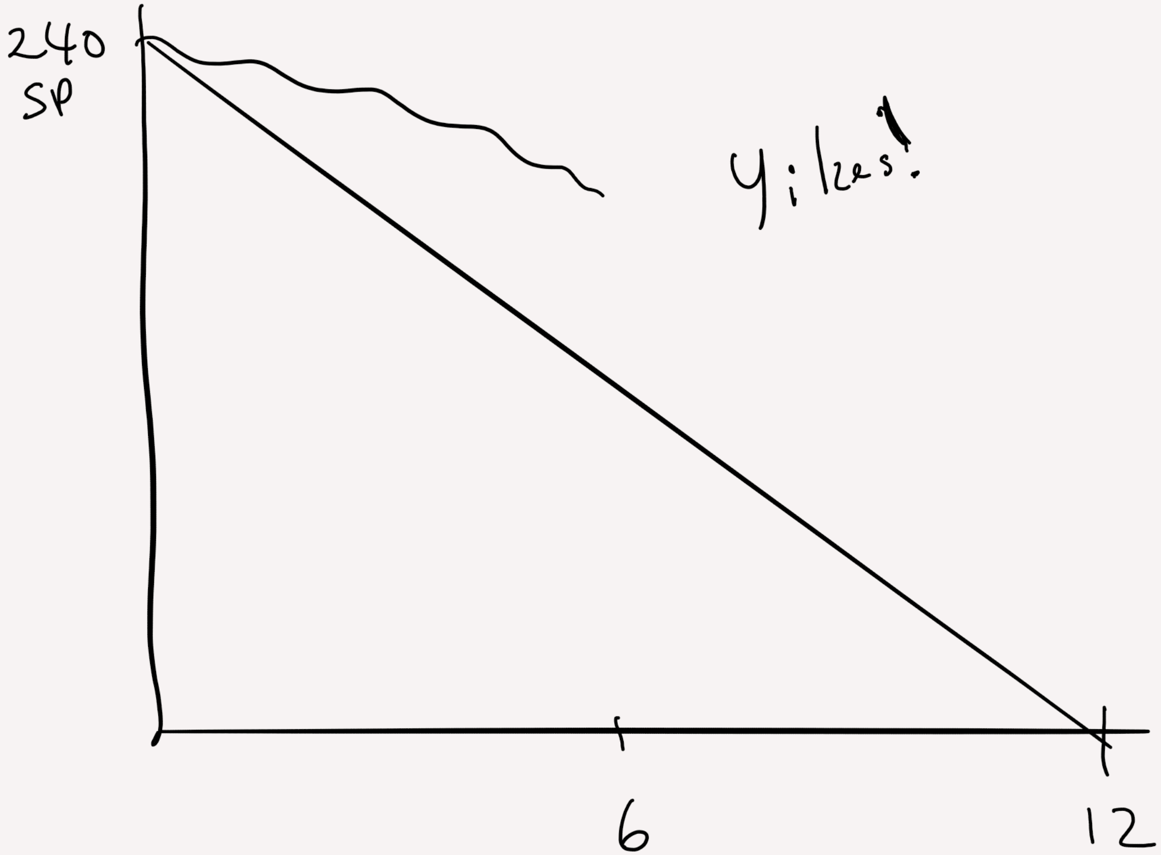
- If you are going to lose, lose quickly.
- THIS is a HUGE victory: we do not waste time, people, money, emotions on a losing cause.
- But usually we have Victory #2…

Victory #2

- We deliver something acceptable or better by a good date and within a reasonable budget.

- Did things change? 100% certain that some things did.

- Did change stop success? Only very rarely, in my experience.


240
SP
Yikes!
6
12

The “Emergency Procedure”

- More Innovation (remove impediments)
  - Managers
  - Team
- Reduce Scope
  - Stories out
  - Stories on diet
- Add People
  - Separate team
  - Experts

- Push back the release date

Keys to Success

Many, but including…

- Minimize delay (research). Aka: No waterfall
- Empowered Team
- Management support
- Adaptive approach

Victory!

Questions

- Please ask your questions…

Thank you!

- Hope these ideas are helpful to you.

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