



מובילים באקדמיה



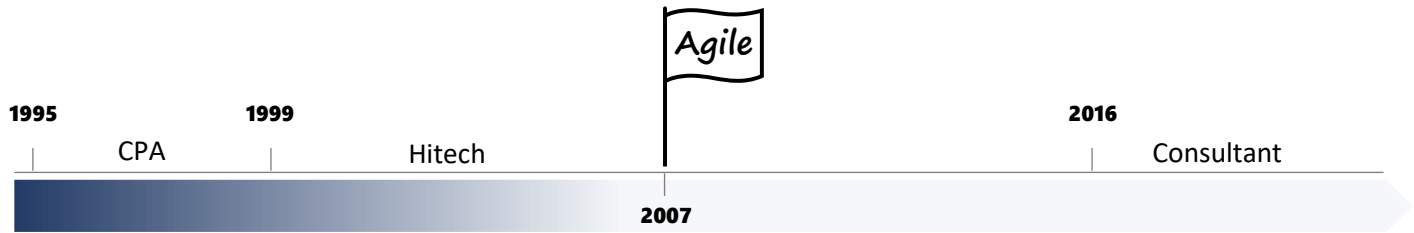
Agile Overview

Philippe Slama – Feb. 2024

Hi, I'm Philippe



Background



Certif.

Interesting variety of companies



The widespread adoption of Agile practices

Mercedes-Benz Mobility AG

Mercedes-Benz to achieve the shift from hardware to software, master the electrification of vehicles, meet requirements for zero emission, and adapt to environmental, geopolitical, and consumer demands

Nordea Bank

They currently see over 120 million logins per month in their app, which is one of the top-ranked apps in Europe

Petrobras

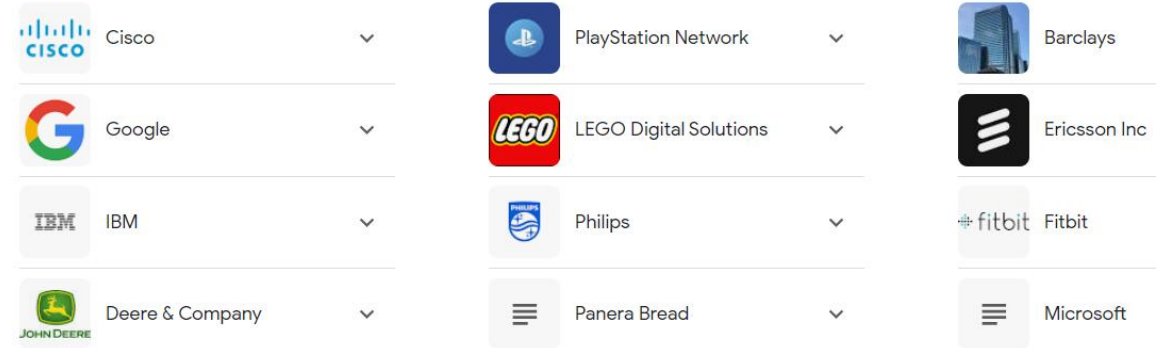
In 2022, Petrobras said it gained US\$300 million in “economic value added” through digital implementations and cost savings, and they project to have \$700 million in economic value-add in 2023.

FedEx

“I knew the organization’s changing because when the people that do the work, the most valuable people in our enterprise, the people that do the work, love this and are passionate about it, the rest will take care of itself.” —Ken Spangler, Executive Vice President IT and CIO Global Operation Technologies, FedEx

Oracle

Oracle reported a 15% increase in touchless orders. More than 80% of all orders became automated and 95% of cloud orders became automated.



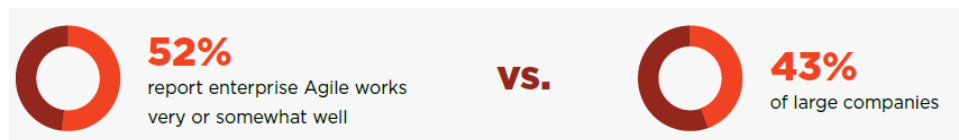
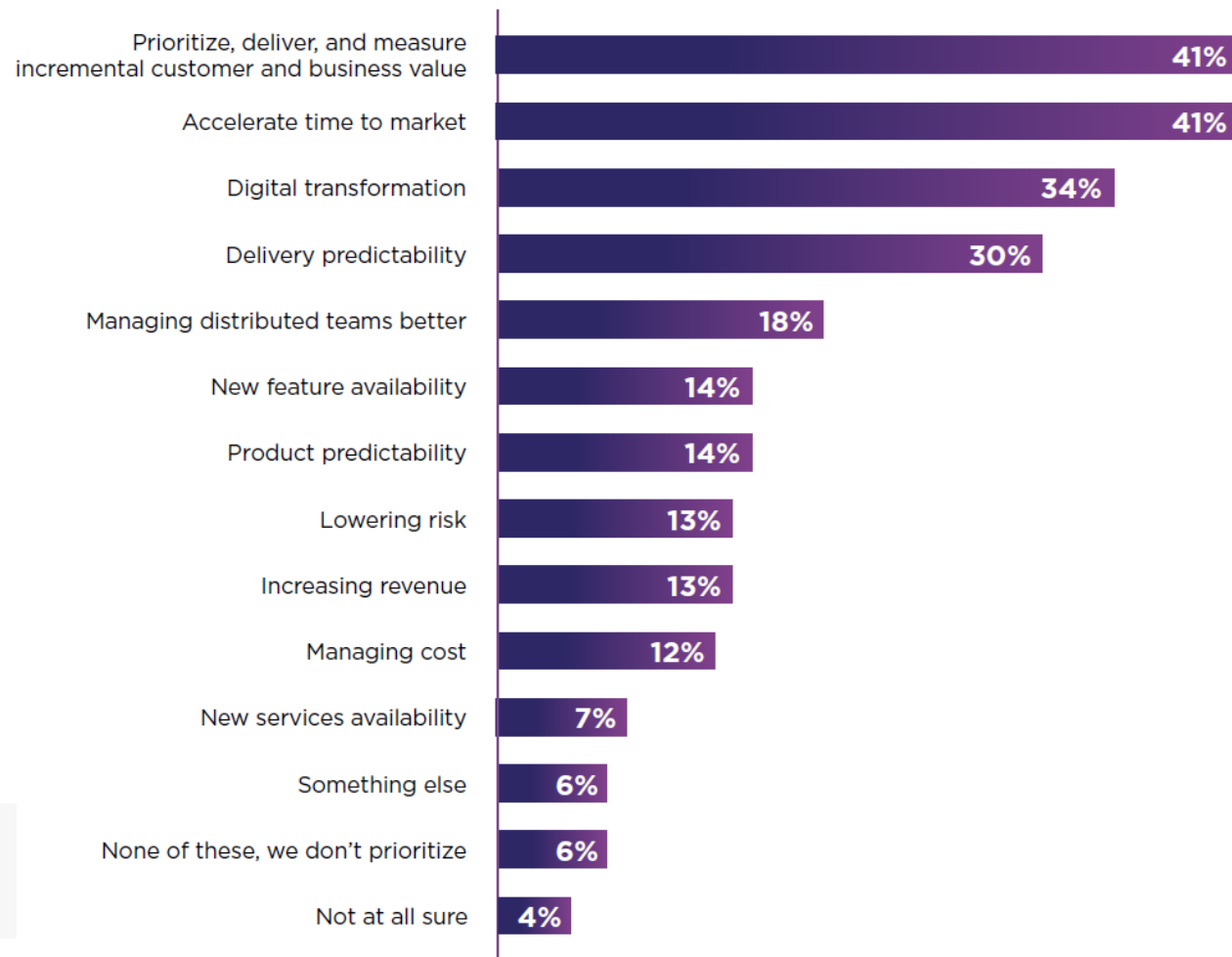
Tracking the trend

- Industry Surveys and Organizational Reports -
- Training and Certifications and consultant offices -
- Tool adoption -
- Job market trend -



At least 71% of U.S. companies are now using Agile

What Drives Agile Adoption?



Doing vs Being



Practices

Principles,

Values,

Mindset

02

Agile Definition

Activity:

Definition of 'agility'

Find on the internet the definition of "agility"



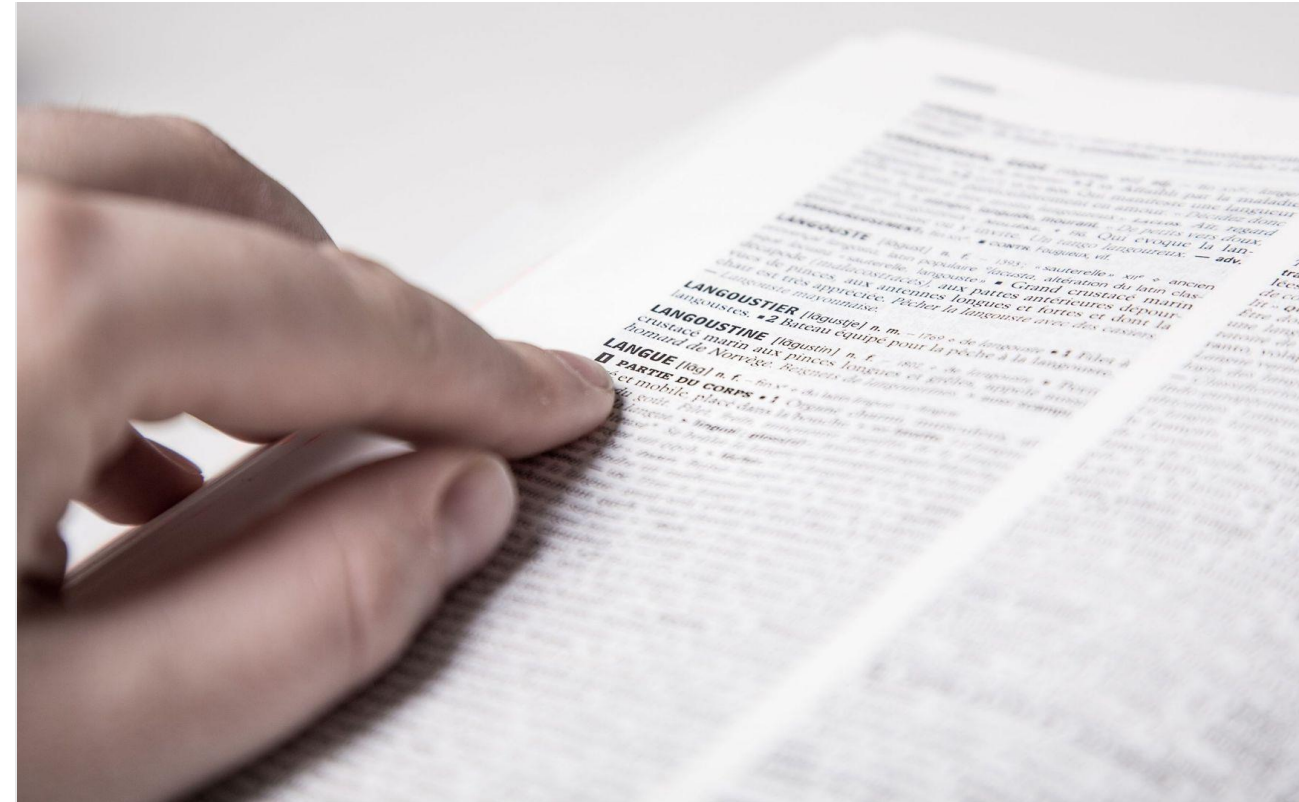
Russian

Arabic

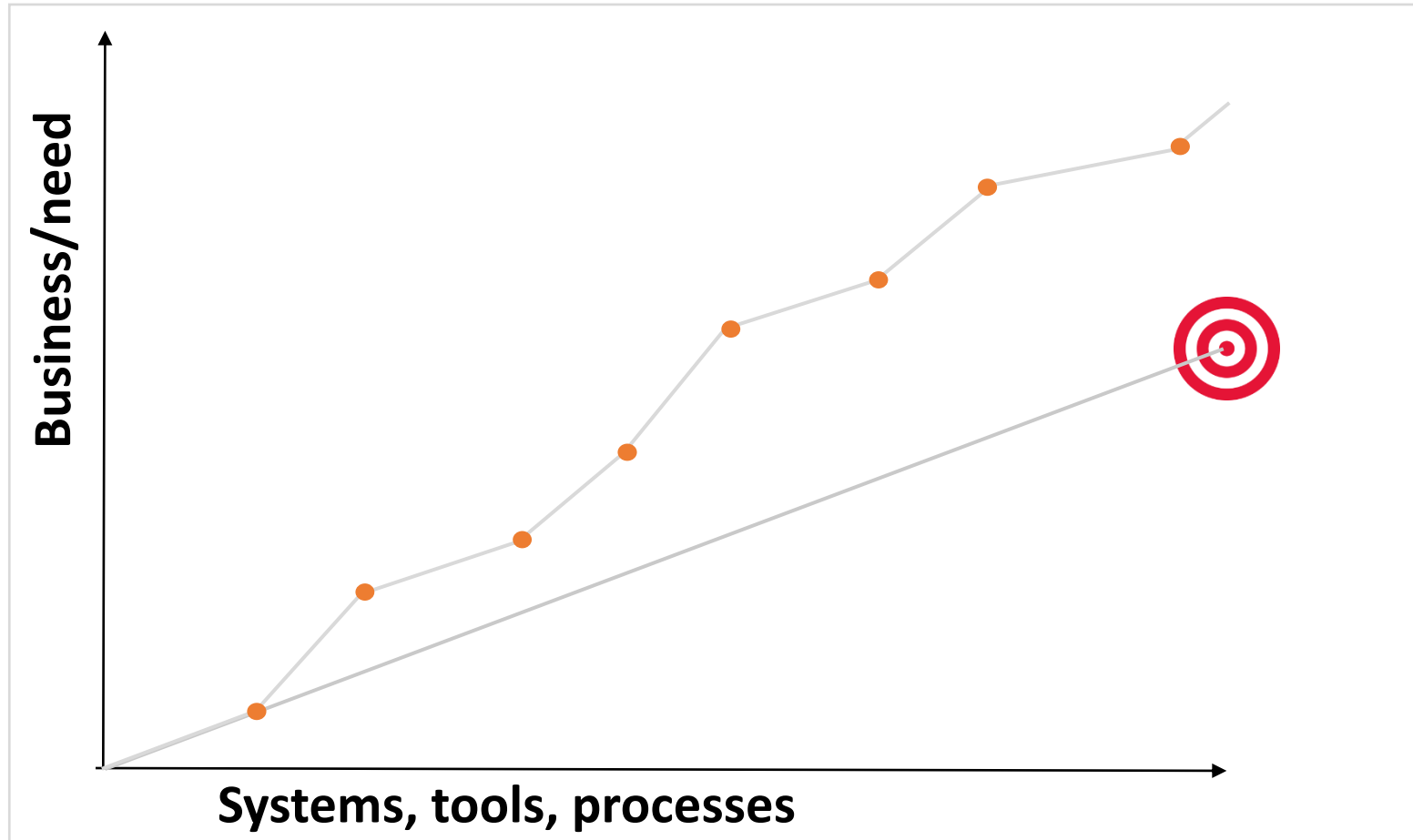
Spanish

French

English



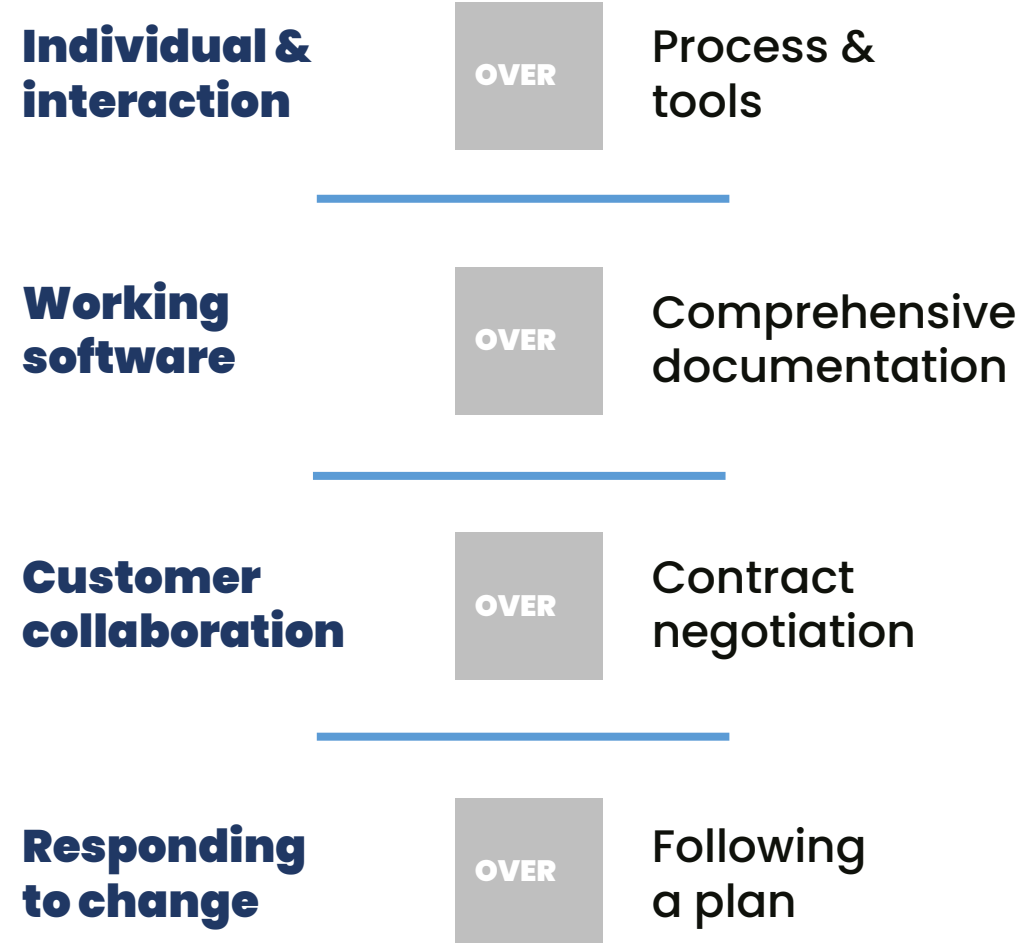
A World of Change



Agile for business: the early delivery of business value

Agile Manifesto

While there is value in
the terms on the right side,
**We value the items on
the left more**



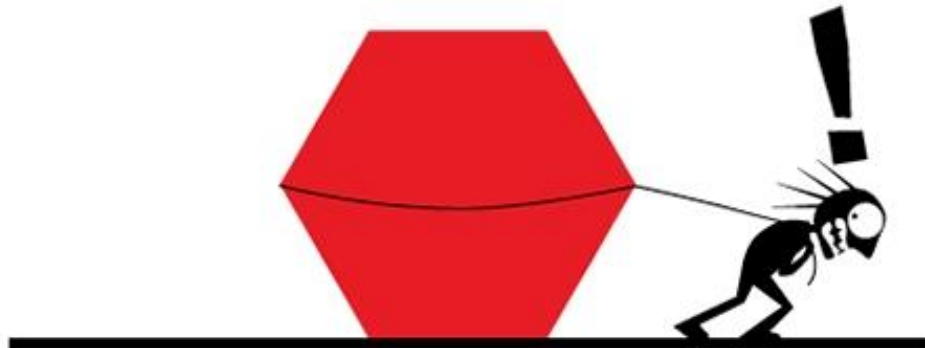
Let's recap

- Agile is not the goal
- Agile is all about more value to our customers, faster

03

Incremental Approach

Reduce batch size

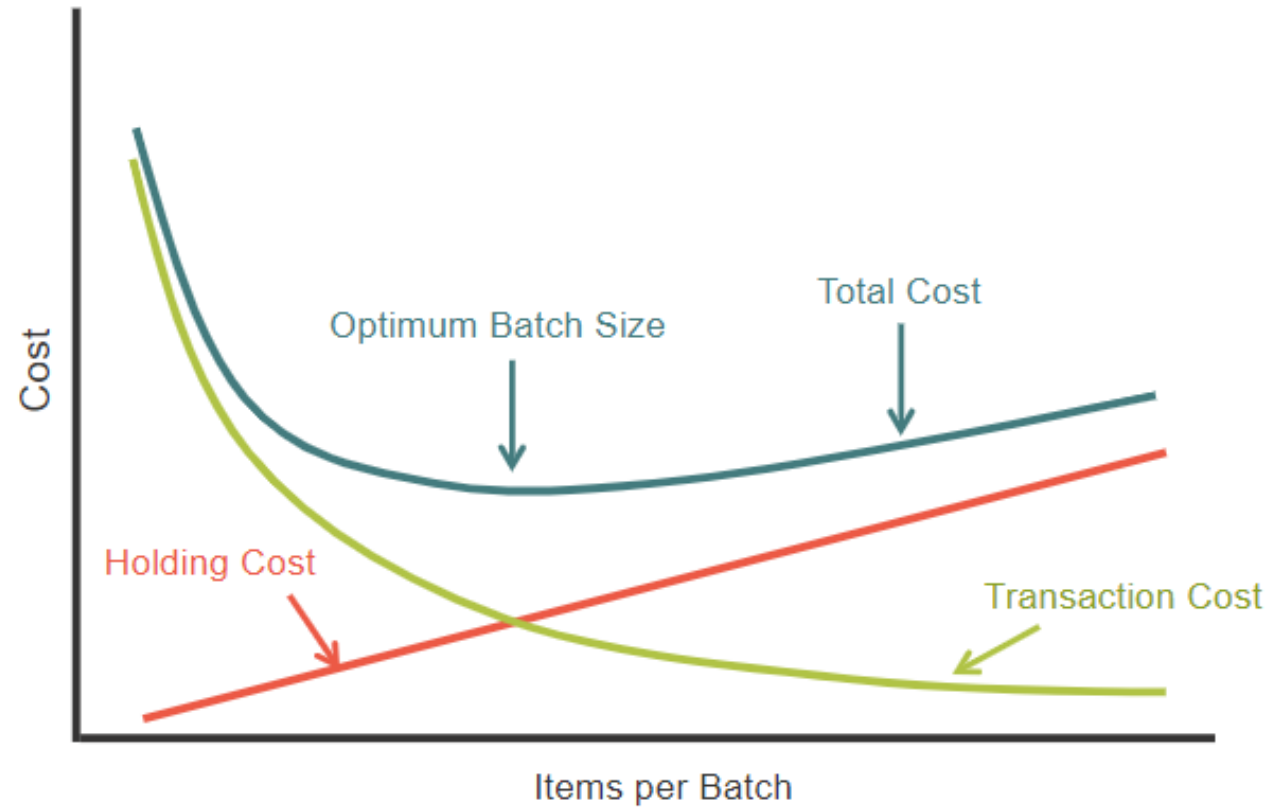


*'This project has got so big,
I'm not sure I'll be able to deliver it!'*



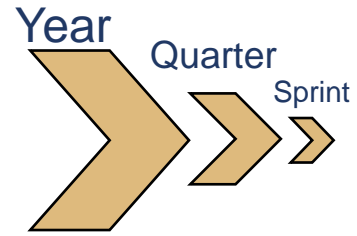
*'It's so much better delivering this
project in bite-sized sections'*

Holding Cost vs Transaction Cost



Break-down for Higher Throughput

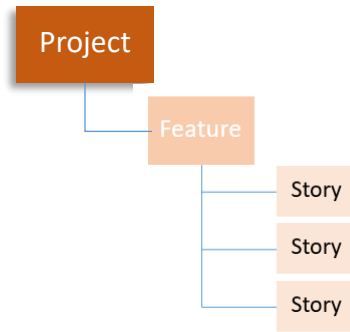
- Time



- Team









- Scope



And integrate continuously

Incremental vs Iterative

	Delivery 1	Delivery 2	Delivery 3
Incremental plan	 A small, cropped portion of the Mona Lisa painting, showing only the head and shoulders.	 A larger portion of the Mona Lisa painting, showing the head, shoulders, and upper torso.	 The complete Mona Lisa painting.
Iterative plan	 A heavily blurred and low-resolution version of the Mona Lisa painting.	 A pixelated, low-resolution version of the Mona Lisa painting.	 The complete Mona Lisa painting.

Let's recap

- Incremental development is delivering a product in small batches
- Incremental & Iterative approach allows fast feedback, continuous delivery
- Makes easier early identification of bugs

04
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Product development Flow & Visual management



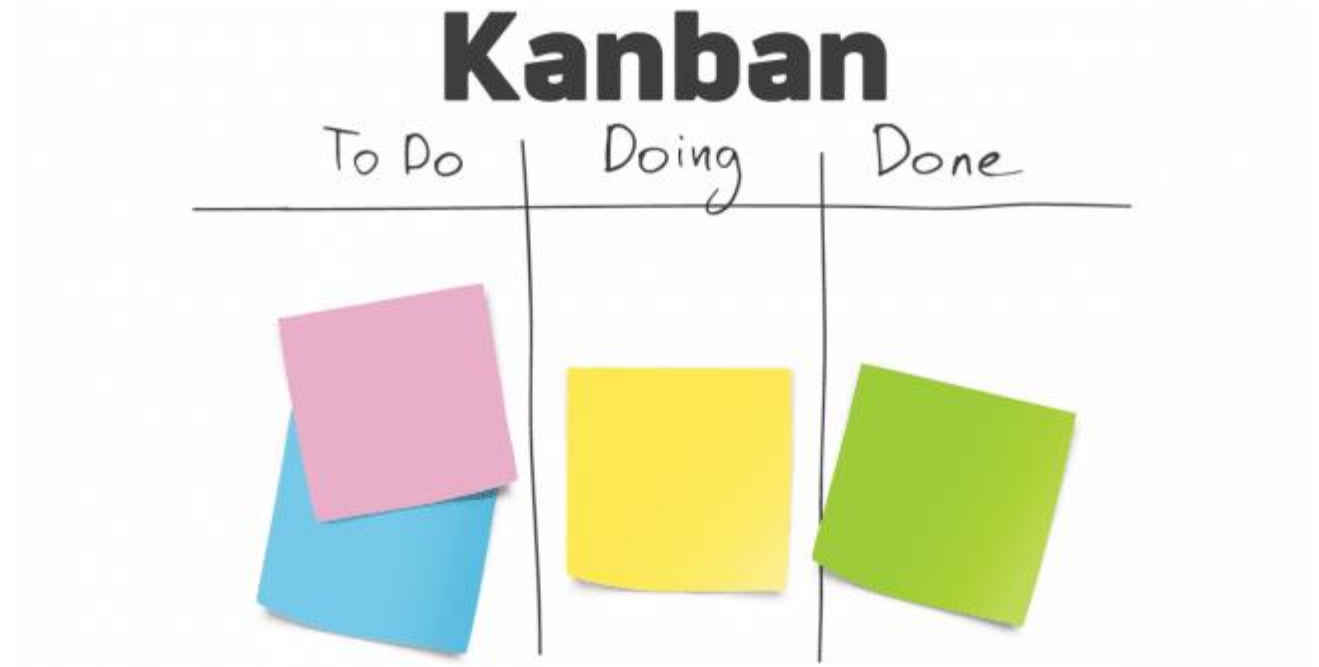
<https://www.youtube.com/watch?v=NkQ58I53mjk>

Visual Management



Kanban

- Visualize
- Limit WIP
- Minimize cycle time



看板

Waste in Software Development

The 7 wastes of Manufacturing

Inventory

Overproduction

Extra processing steps

Motion

Defects

Waiting

Transportation



The 7 wastes of Software Development

Partial work done

Extra Features

Extra processes/Relearning

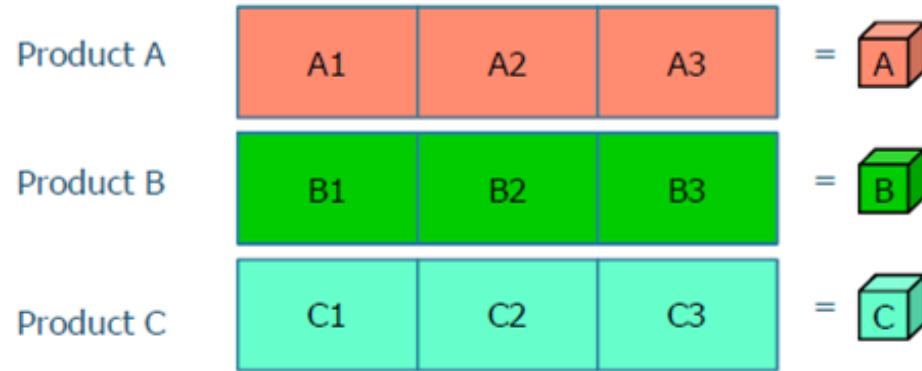
Task Switching

Defects

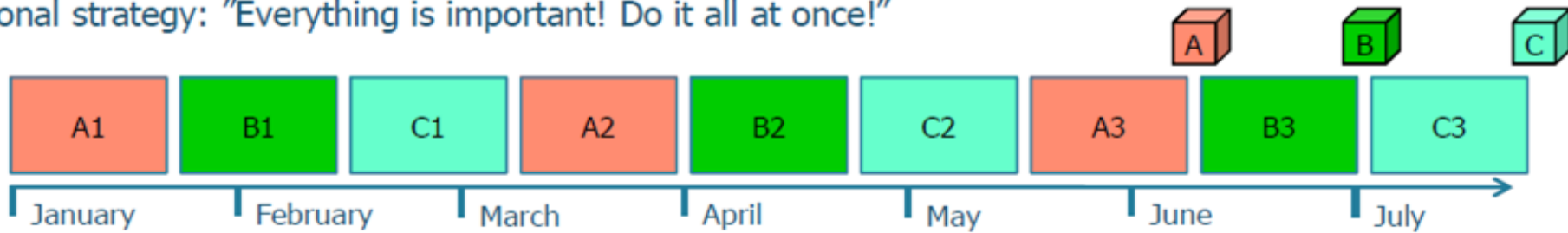
Delays

Handoffs

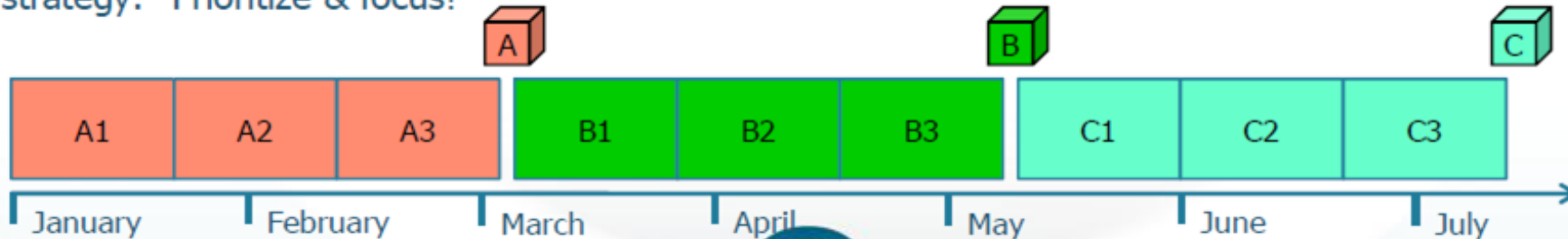
Deliver fast – limit multi tasking



Traditional strategy: "Everything is important! Do it all at once!"



Agile strategy: "Prioritize & focus!"



Let's recap

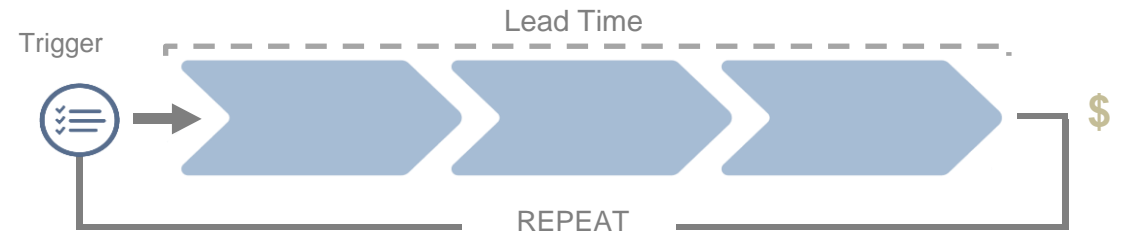
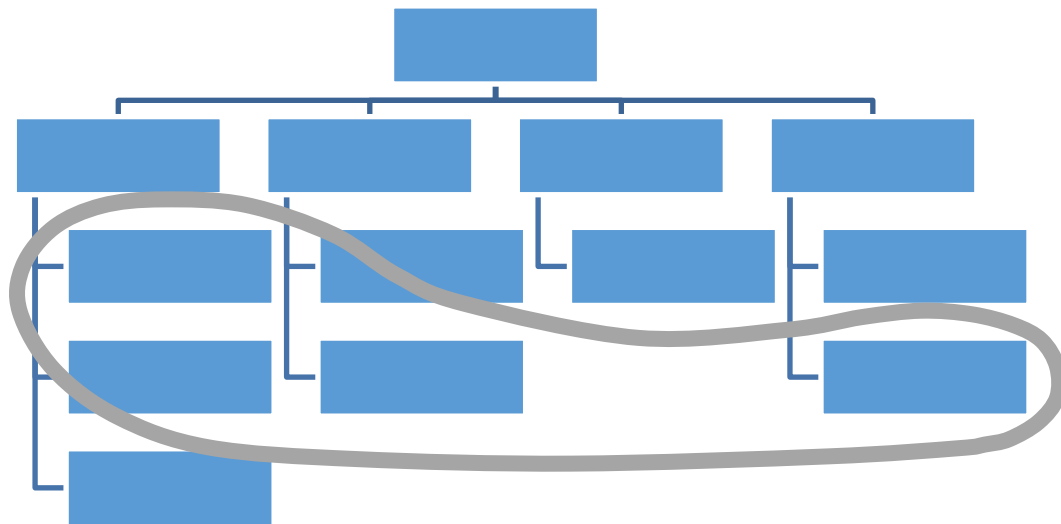
- pull not push
- Focus on minimizing cycle time
- WIP Limit
- Minimize context switches
- Small work items
- Team commitment: not personal

05

**Agile Team
& Iterative Process**

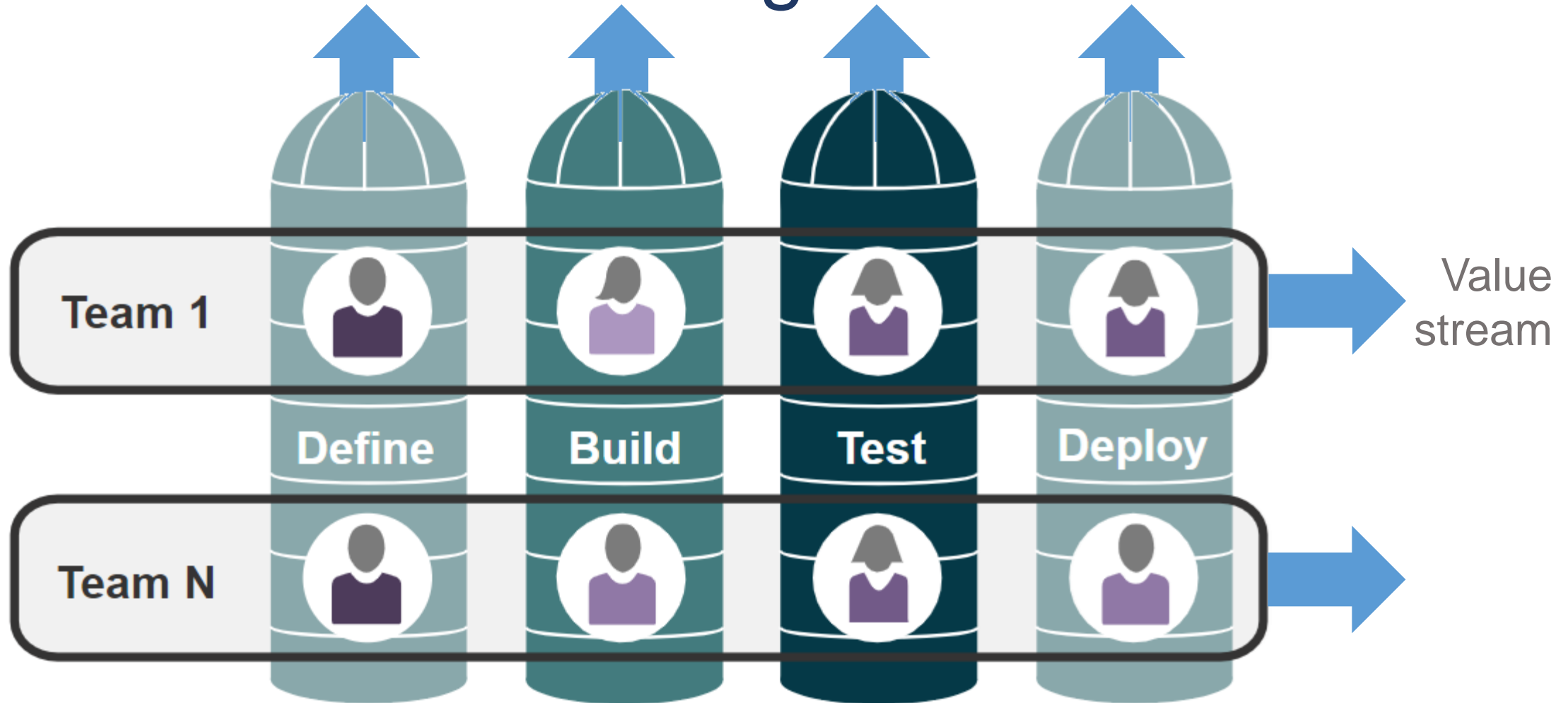
Organized around the flow of value

Value Stream - Sequence of **activities** and the **people** required to convert a **need** into a **product or a service**



**Organizing teams
around value delivery**

Agile Team is stream aligned



Scrum Team



Scrum Events

- Backlog refinement
- *Pre-planning*
- Sprint planning
- Daily stand up / team sync
- Sprint review (includes live demo)
- Retrospective

Artifacts

- Team Backlog
- Board
- Sprint
- Metrics

Scrum Team

- Developers
- Product owner
- Scrum master

Let's recap

Agile team

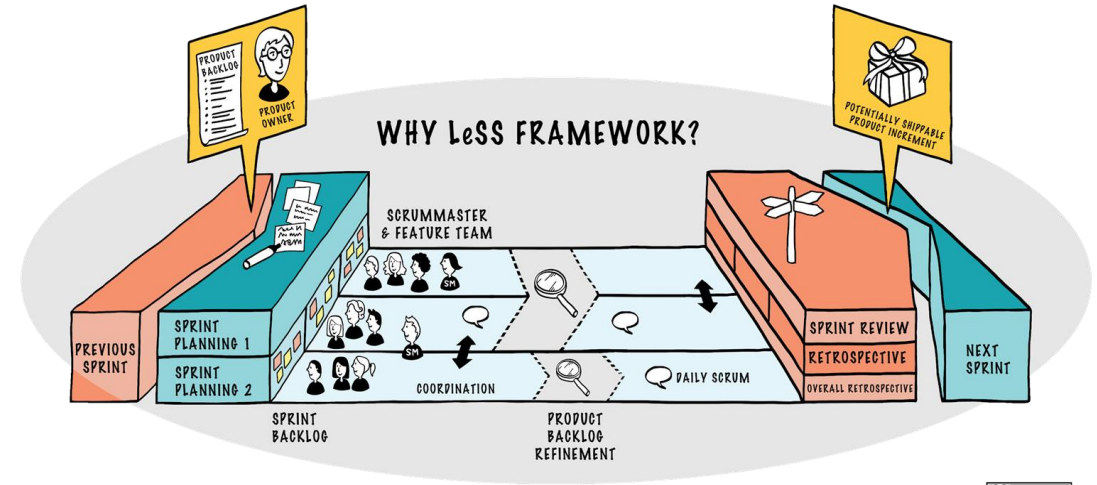
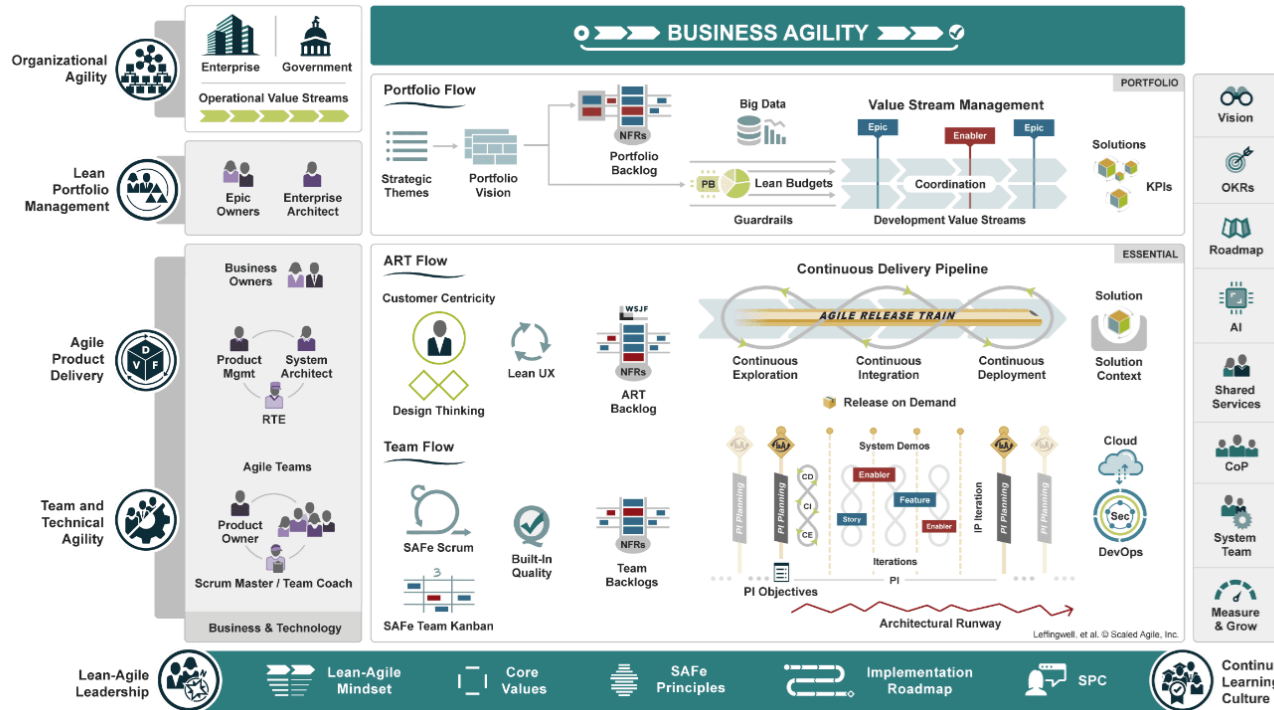
- works based on specific practice (scrum, Kanban,..)
- Agile team is cross functional & stream aligned
- Self-managed & autonomous
- < 10

06



Scaling up

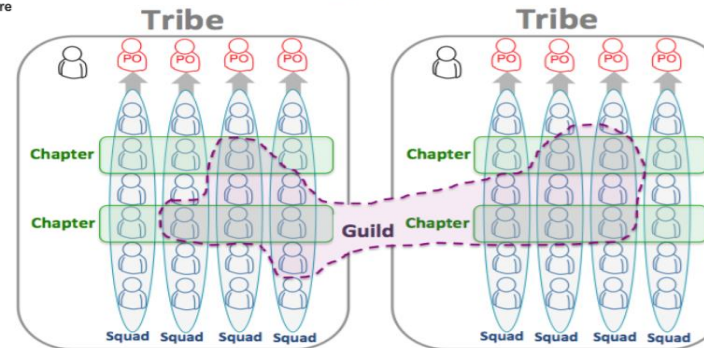
Different Framework, same goal (and same principles)



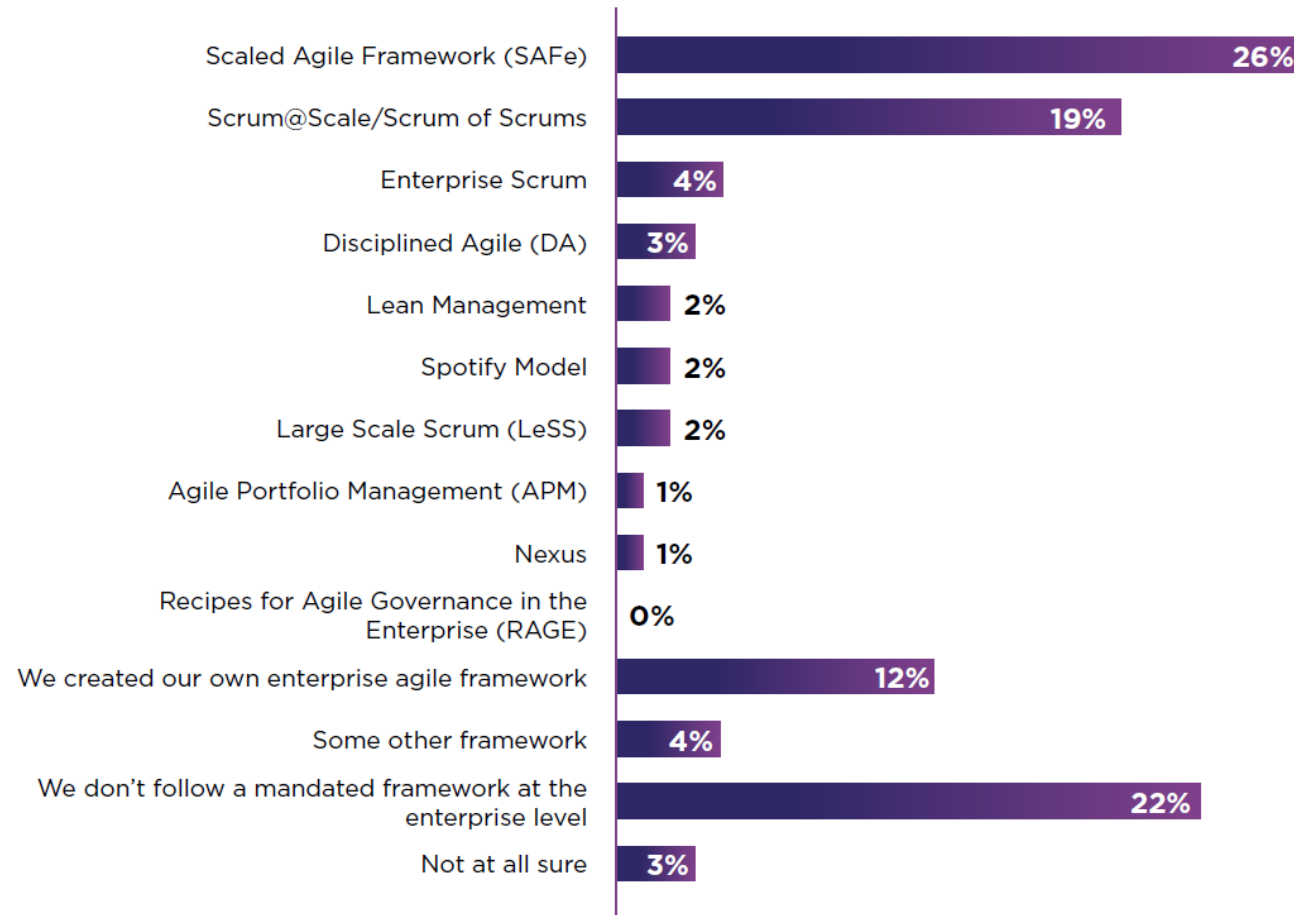
<http://less.works> (cc) BY-ND

Scaling Agile @ Spotify with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012



Enterprise Agile Frameworks

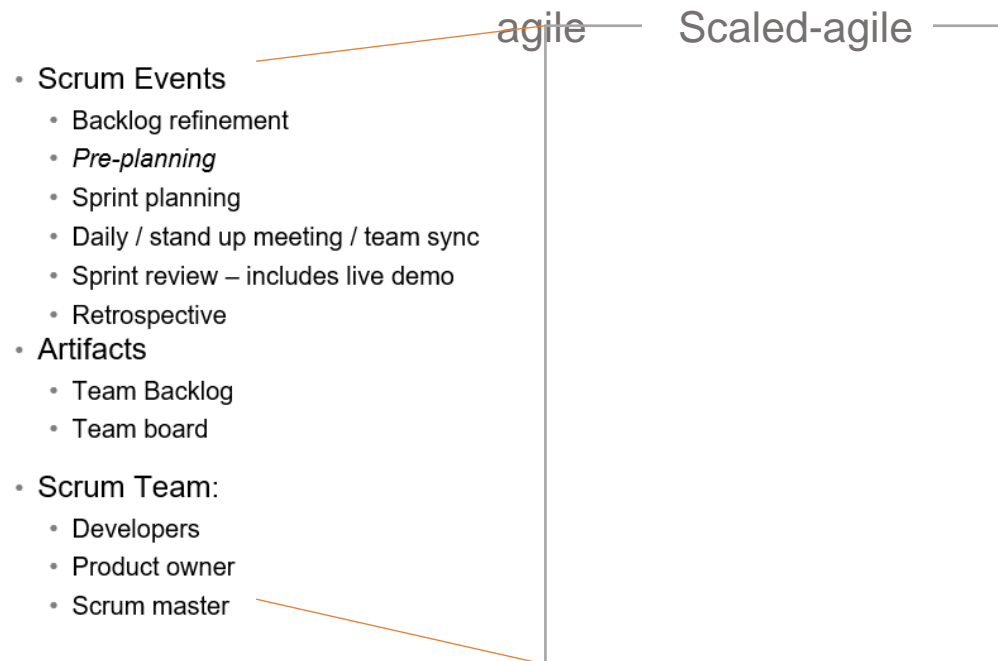


Activity:

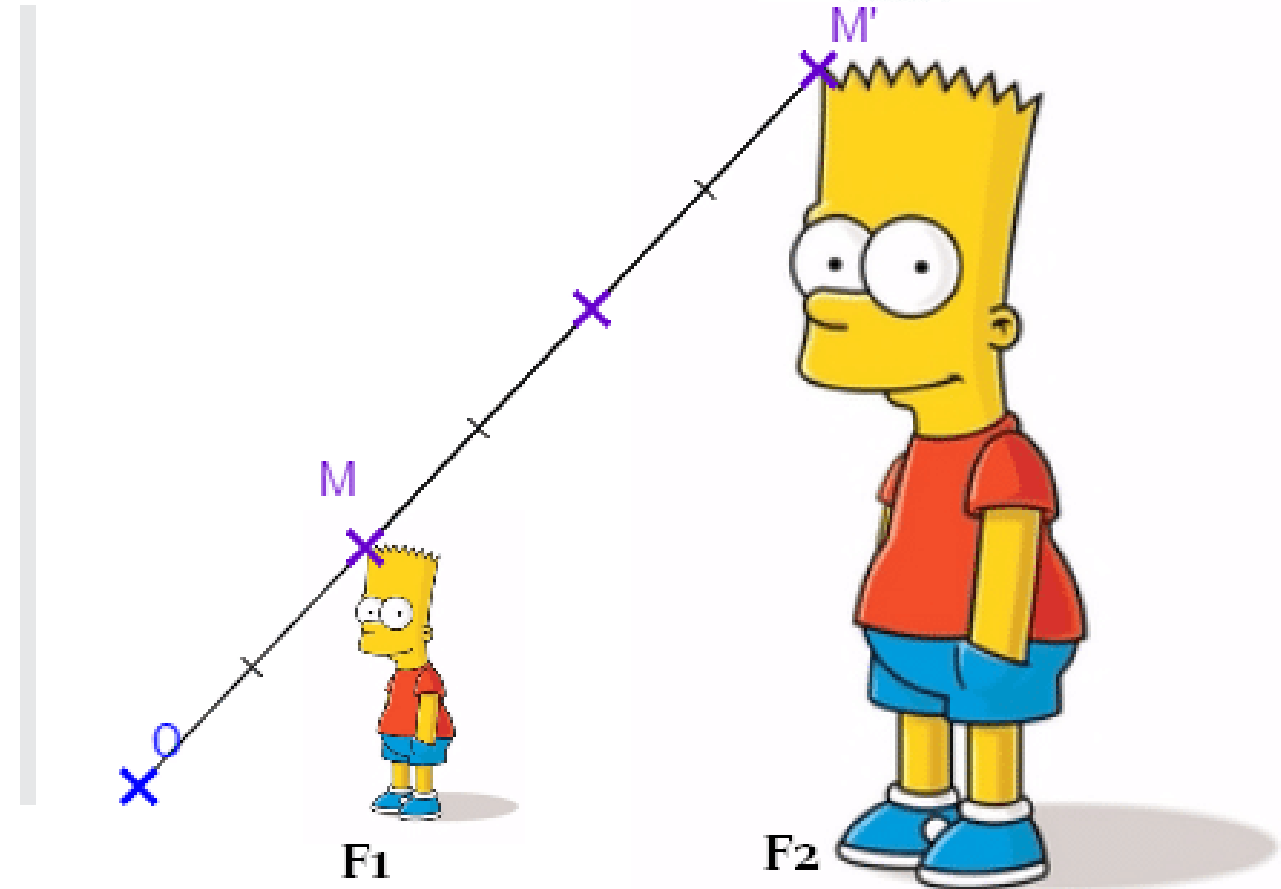
Build your scale model

Review the scrum events, artifacts & roles – the model

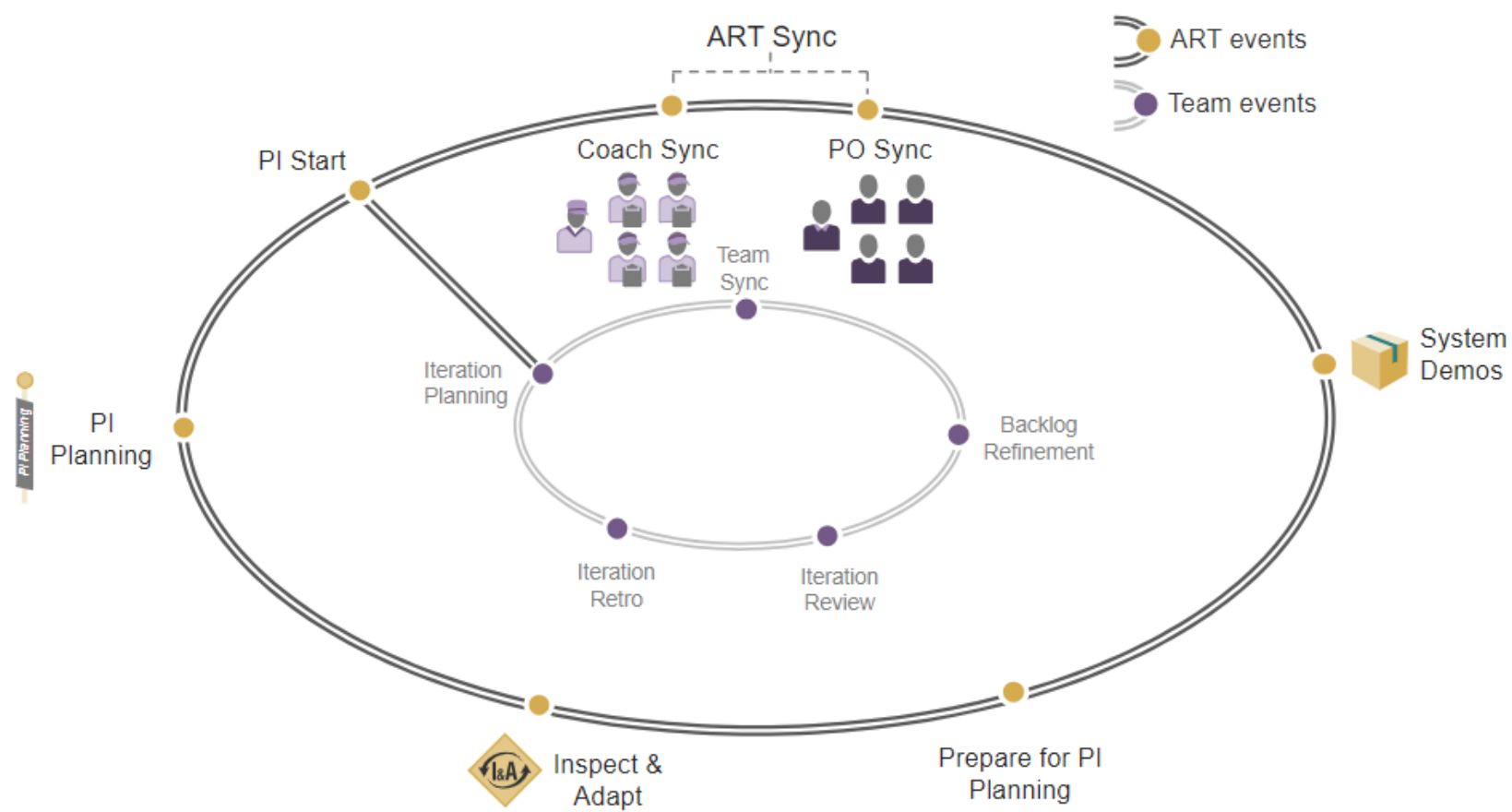
Scale the model up



10 min

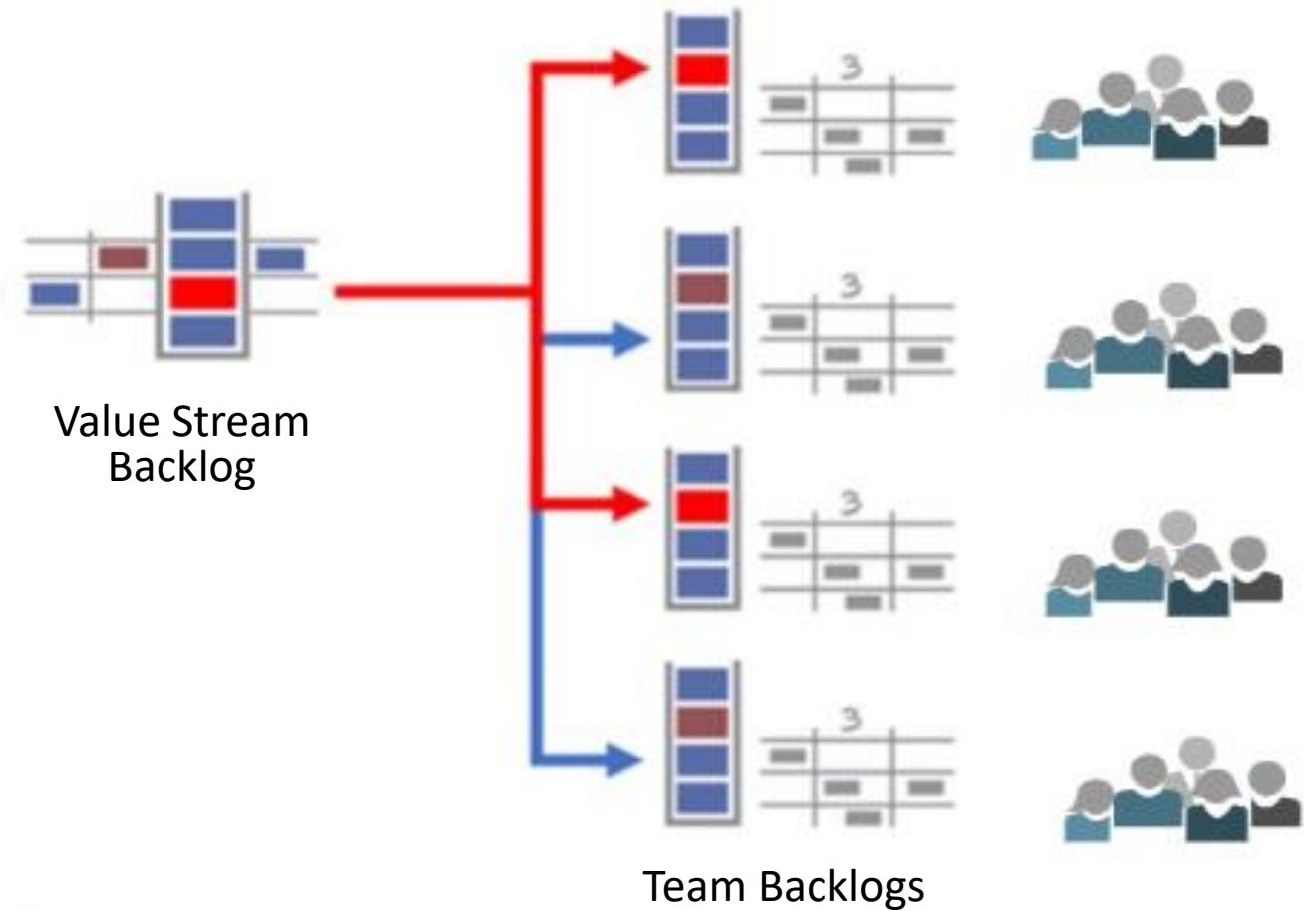


Agile at Scale Events



Aligned Backlog feeds Team Backlogs

- **One prioritized backlog** per Value Stream
- **Owned** by Product Manager
- Includes product **features and enabler**
- **Team backlog** owned by TPM



Let's recap

- Allow alignment and sync among multiple Agile teams
- Select the best fitting frameworks
- Scale a validated model

07

Practice



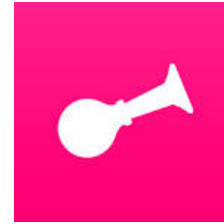
Kanban 'Tools'



Trello



Monday



Klaxoon



Jira



Miro



Excel



Sticky notes



Activity:

Academic project - launching a new course

Apply agile principles

- Define your Kanban board
- Identify tasks into your backlog
- Prioritize
- Evaluate the capacity of your team
- Plans 2 weeks "sprints" – drag &



drop task to planned sprint



Launch a new course

1. Define Course Objectives and Target Audience

1. Conduct market research to identify the demand.
2. Define the learning objectives and target audience for the course.

2. Create Course Outline

1. Develop a detailed outline of the course content and structure.
2. Include modules, topics, and estimated duration for each.

3. Design Course Materials

1. Develop slides, handouts, or any necessary materials for the course.
2. Ensure alignment with the course objectives.

4. Select and Prepare Instructors

1. Identify and invite qualified instructors for the course.
2. Provide them with necessary information and resources.

5. Set Up Registration System

1. Choose or set up a platform for course registration.
2. Ensure a user-friendly registration process.

6. Marketing and Promotion

1. Develop a marketing plan to promote the course.
2. Utilize various channels like social media, email, or university announcements.

7. Logistics and Technical Setup

1. Arrange the necessary technical infrastructure for online or offline delivery.
2. Ensure compatibility with participants' devices.

8. Participant Enrollment

1. Monitor and manage participant enrollment.
2. Address any issues related to enrollment.

9. Sprint Review and Adaptation

1. Review progress and adapt plans based on feedback.
2. Identify and address any issues or changes needed.

10. Conduct Pilot Sessions

1. Conduct a pilot session to gather feedback.
2. Make necessary adjustments based on the pilot results.

11. Finalize Course Schedule

1. Confirm the schedule for the course sessions.
2. Communicate the schedule to participants and instructors.

12. Launch and Delivery

1. Execute the launch of the course.
2. Monitor and support the delivery of the course sessions.

08

Changes in the leadership paradigm

At Toyota, we don't build car. We build people that build car
Fujio Cho

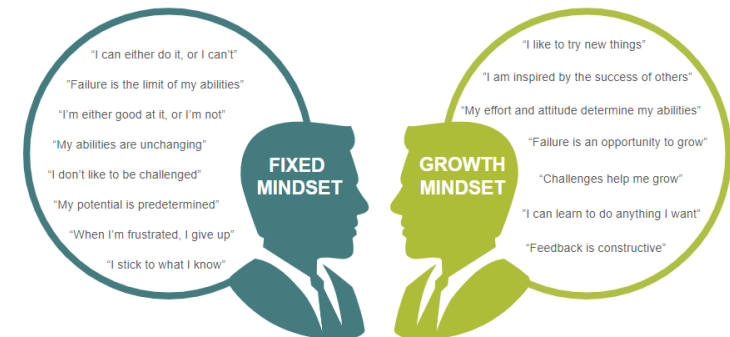
THE Goal



High performing team

Why Lean-agile leadership?

- Leaders have
 - Authority to govern how work is performed
 - Responsibility of the adoption, success and on-going improvement
 - Ability to create & encourage high performing team
 - Organize and reorganize around value
 - Identify and reduce long queues and excess Work in Process (WIP)
 - Continually focus on eliminating bottlenecks and delays
 - Eliminate demotivating policies and procedures
 - Inspire and motivate others
 - Create a culture of relentless improvement
 - Provide the space for teams to innovate



Why intrinsic* Motivation

- No single, obvious pathway to the result
- Problem solving by:
 - creative thinking
 - Exploration
 - Experimentation

*the drive to perform an activity without any obvious external rewards

Leadership – Special point: Motivation

- Motivation is the key currency for any creative, complex endeavor – much more important than man-hours.
- Motivated people build better product faster The difference can be quite mind boggling!
- You can't just "motivate people". Instead, people will be intrinsically motivated by things like:

Autonomy

The desire to have control over one's actions and decisions

Mastery

The desire to become better at something and achieve a higher level of proficiency

Purpose

The sense of working toward something meaningful and having a clear understanding of the impact of one's work

Fostering Intrinsic Motivation



A

- Lead with objectives, no task
- Decentralize decision making

M

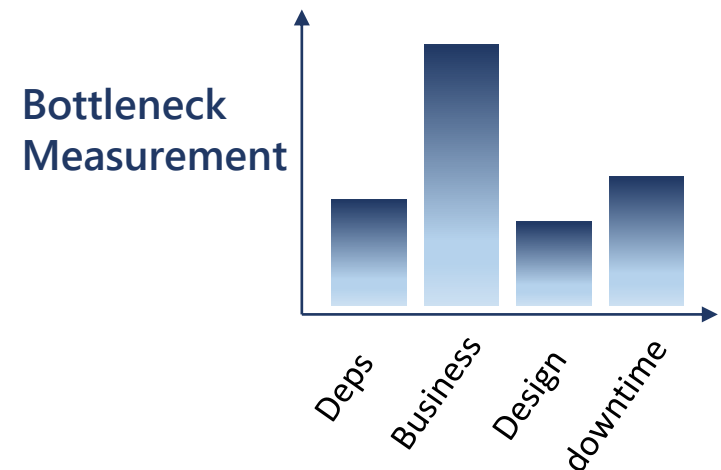
- Built in quality, learning opportunities

P

- Bridge work to outcomes, provide mission and vision

Agile Metrics and Measurement

- Importance of metrics: how metrics help track progress and **drive** continuous improvement.
- Key Agile metrics: metrics such as velocity, lead time, and customer satisfaction.
- Balancing quantitative and qualitative measurements: the importance of a holistic approach to measurement.



Let's recap

- Leader leads & walk the talk
- Operational excellence
- Move decision where the information is

Q&A Session

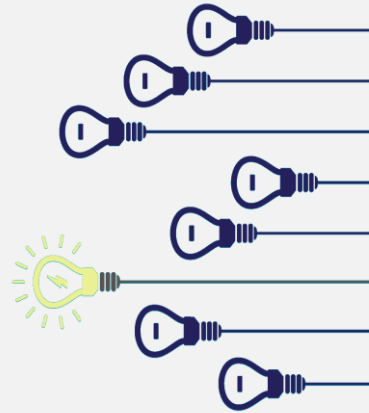
Floor opened for questions: ask questions? share experiences?

Agile Overview

Thank You

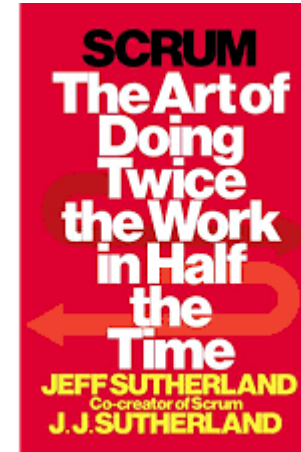
Key takeaways

1. Iterative and Incremental Development: the concept of **breaking down** projects into smaller, **manageable** increments
2. Customer Feedback and Collaboration: the need for **regular customer input** and collaboration for successful outcomes
3. Empowered and Self-Organizing Teams: the importance of team **autonomy** and self-organization
4. Continuous Improvement: the iterative nature of **improvement** in Agile



Next Steps

Resources for learning:



Contact information:



philipes@prophilz.com



054 88 74650

The Six Leadership Styles (Goleman)

	Commanding	Visionary	Affiliative	Democratic	Pacesetter	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Vision/mission. Ensure the the work being done has a clear purpose, clear hypotheses, clear boundaries/scope (“what are we NOT doing”), and clear success metrics based on business impact rather than deliveries. Ensure this is crystal clear to everyone involved, teams as well as customers and other stakeholders.

Iterative and incremental delivery. Ensure that the work is split into sub-deliveries, to enable iterative and incremental delivery rather than big bang. Avoid large projects whenever possible, instead try to split the work into a series of smaller projects whenever feasible.

Adaptive planning. Ensure that plans are created and communicated to everyone involved. Ensure the plans are adaptive rather than predictive, and updated as we learn. Ensure that deadlines are communicated and forecasts created as necessary, and updated based on empirical data as the work progresses. Make sure any constraints (date or scope) are clear to everyone.

Feedback. Ensure a short feedback loop with tight and frequent communication between teams and customers. Collaborative planning, demos, etc. Ensure that hypotheses and assumptions are field-tested early and that learning happens continuously. Ensure that progress is measured based on actual deliveries and feedback and business impact, not by compliance to plan.

Continuous improvement and knowledge sharing. Ensuring that learning and improvement happens continuously as the work progresses (not just at the end), and that key learnings are shared within the teams as well as across different parts of the organization.

Focus and alignment. Ensure that participants are focused and dedicated (not multitasking), and aligned with the same list of priorities. Bash silos. Ensure that people are focusing on achieving the highest possible business impact with the lowest possible effort and output (working smart is more important than working hard).

Impediment removal. Ensure that waste and impediments are visualized, prioritized, and systematically removed. Encourage teams to own and solve their own impediments whenever possible. Collaborate with other managers and take ownership of impediments that are escalated.

Decision enablement. Ensure that decisions are made in a just-in-time manner and by the people who have the best insight into the matter, decentralized whenever possible. Ensure that nobody (including you) becomes a decision bottleneck. Minimize the number of decisions that have to be made by you.

Visualize status and progress. Ensure that everyone can see the “big picture” – dashboards and such showing where we are going and why, where we are now, impediments, etc. Keep it at a high level, leave the details to the teams.

Flow. Optimize for end-to-end flow of value, not resource utilization. Look for bottlenecks and queues, and apply systems thinking and lean principles to streamline the delivery of business value.

Self-organization and autonomy. Make the goal and current situation clear so that people can think and act autonomously, with no need for you to tell them what to do. Ensure people are given problems to solve rather than tasks to execute. Harness the collective intelligence of the group, rather than trying to be a mastermind yourself.

Staffing and capacity planning. Work with managers to ensure that the right people and teams are available at the right time to maximize the velocity and chance of success.

Budgets and estimates. Ensure that any budget and contractual constraints are known and managed. Ensure that estimates are done by the team closest to the work at hand, kept at a high level, and adjusted when necessary. Ensure that estimates are treated as estimates, not promises. Make costs transparent.

Dependencies. Ensure that cross-team and cross-company dependencies are visualized and managed effectively, and that teams aren’t blocked waiting for each other.

Cross-functional collaboration. Use techniques such as co-location and cross-functional communication channels to reduce siloing and suboptimization.

Communication. Create an environment that facilitates high bandwidth face-to-face communication and minimizes the need for unnecessary documents, emails, and other low-bandwidth communication. Documents should be used to support communication, not replace it.

Fast failure. Create a context where small failures can happen early and often, thereby reducing the risk of a big failure at the end.