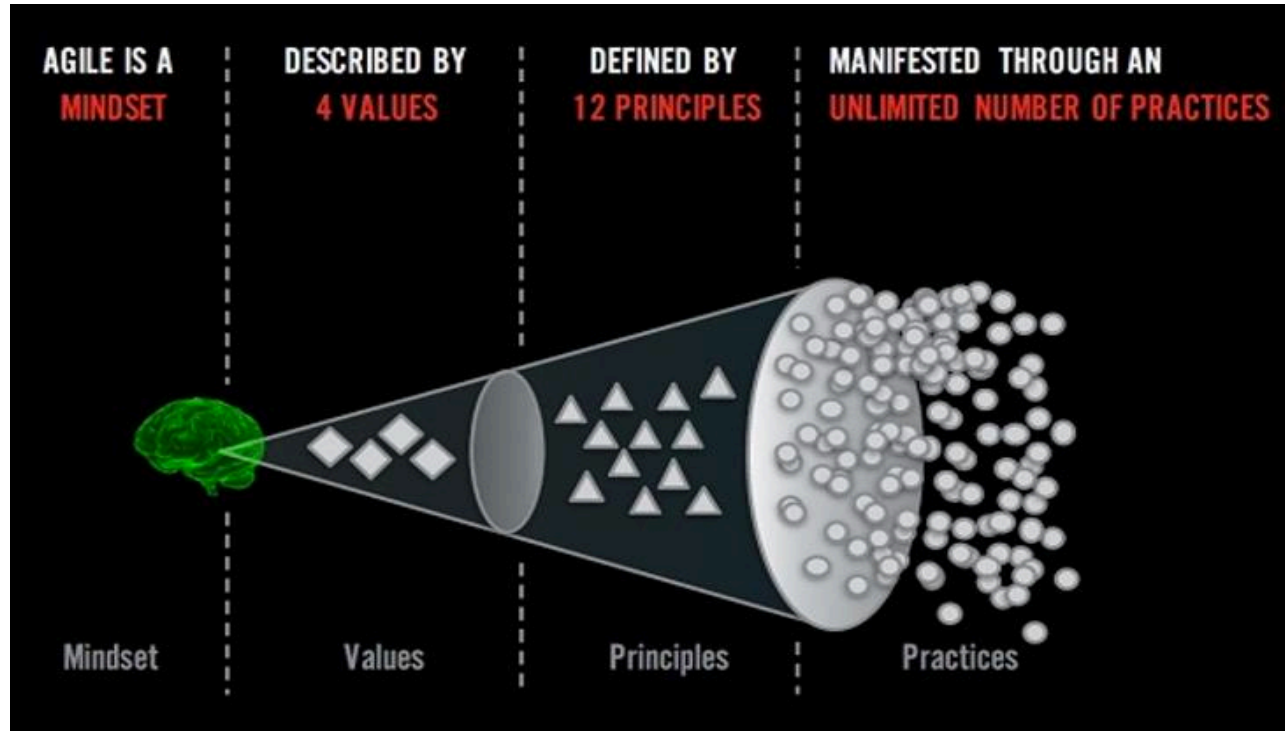agileXL insights

WHAT IS AGILE, AGILE-AT-SCALE, AND ENTERPRISE AGILITY?

What is "agile" exactly?
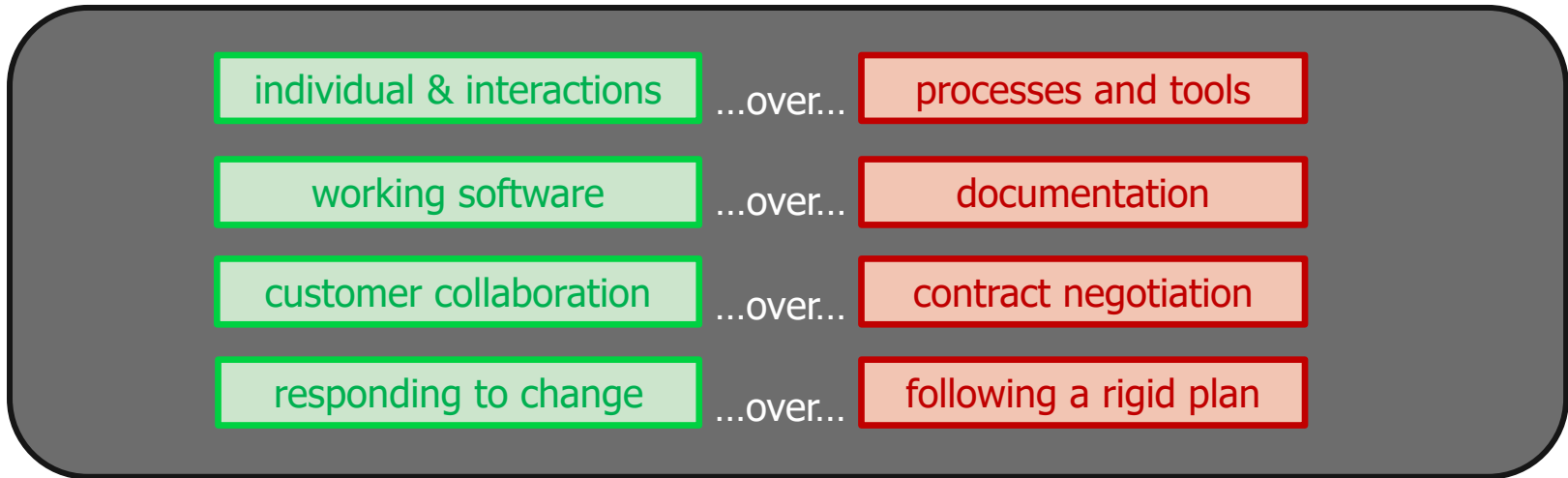

the "Agile Manifesto"

agile methods
(XP, Scrum, Kanban, custom)

4 Agile values (Agile Manifesto)

individual & interactions	...over...	processes and tools
working software	...over...	documentation
customer collaboration	...over...	contract negotiation
responding to change	...over...	following a rigid plan

12 Agile principles (Agile Manifesto)

FEEDBACK Early and continuous delivery of valuable software **1**	WELCOME Welcome changing requirements even late in development **2**	Deliver working software frequently **3**	Business people and developers working together daily **4**	Build projects around motivated individuals and trust them to get the job done **5**	The most effective method of conveying information is face-to-face conversation **6**
WORKING SOFTWARE Working software is the primary measure of progress **7**	Sustainable development: maintain a constant pace indefinitely **8**	Continuous attention to technical excellence **9**	KISS keep it simple … Simplicity: maximize the amount of work not done **10**	Teams self-organize **11**	Teams regularly reflect and adjust behaviour **12**

Agile Way of Working

The agile approach to change management...

...cused on **stabilization** with emergent *standardization*

create small increments and get feedback

The agile organization...

Container for empowerment

Worker 1 → Worker 2 → Work

Collaboration

the design is based on **trust**...

Decentrali Control red overhead, encourage collaborati

focus on value, prioritize accordingly

The agile organization...

Feature A → Feature D
Feature B → Feature E
Feature C

Release Release Release Release Release

...variable scope and variable date...

De-synchroni development reduce cost o

decentralize control whenever possible

The agile organization...

Feature A → Feature D
Feature B → Feature E
Feature C

Release Release Release Release Release

...variable scope and variable date...

De-synchroniz development te reduce cost of

avoid flow synchronization if not needed

Organization Cultural Profile (CVF)

Agile Values & Principles

Stability & Control

Most of the organizations have a strong Hierarchy profile

They struggle to introduc more agile and lean appro work, because the hierarc culture is not supportive o values and principles

target culture in an explicit way

purpose

autonomy

mastery

agileX

Agile enables us to adapt to changes

needs
at start

stakeholder
needs

elaboration
for iteration #1

**requirements
elaboration**

elaboration
for iteration n

needs
at deployment

agileX

- #6

SCRUM life cycle method

-- STAKEHOLDERS --
BUSINESS END USERS ARCHITECTS

PO **ENVISIONING**

VISION THEMES EPICS

PRODUCT BACKLOG (1/PRODUCT)

SCRUM MASTER PO SCRUM TEAM

BACKLOG GROOMING

SPRINT sprint = iteration

PO SCRUM TEAM SCRUM MASTER
SPRINT PLANNING

SCRUM TEAM SCRUM MASTER PO
DAILY STANDUP
DAILY

SPRINT BACKLOG (1/TEAM)

1-4 WEEKS

SCRUM TEAM SCRUM MASTER
SPRINT EXECUTION

PO
SCRUM MASTER SCRUM TEAM
SPRINT REVIEW

SCRUM MASTER SCRUM TEAM
SPRINT RETROSPECTIVE

PRODUCT INCREMENT
STAKEHOLDERS

agileX

Roles

In larger organizations, special roles are needed to manage portfolio and program level incl. strategic priorities and deliverables

Management helps create a productive environment, and manages people expertise and performance

Product owners own the business priorities ("what" do we work on)

Scrum Team decides how they work

Scrum Master facilitates only; no command & control style

Agile at different scales

ENTERPRISE (BUSINESS) AGILITY
- all company departments
- focus: flexibility & innovation

AGILE AT SCALE (e.g. SAFe)
- in IT, covers pgm, platform and/or portfolio level
- focus: alignment & collaboration

you need
this first

AGILE (e.g. SCRUM)
- in IT only, at team level
- focus: autonomy & speed

agileX

Agile scaling approaches
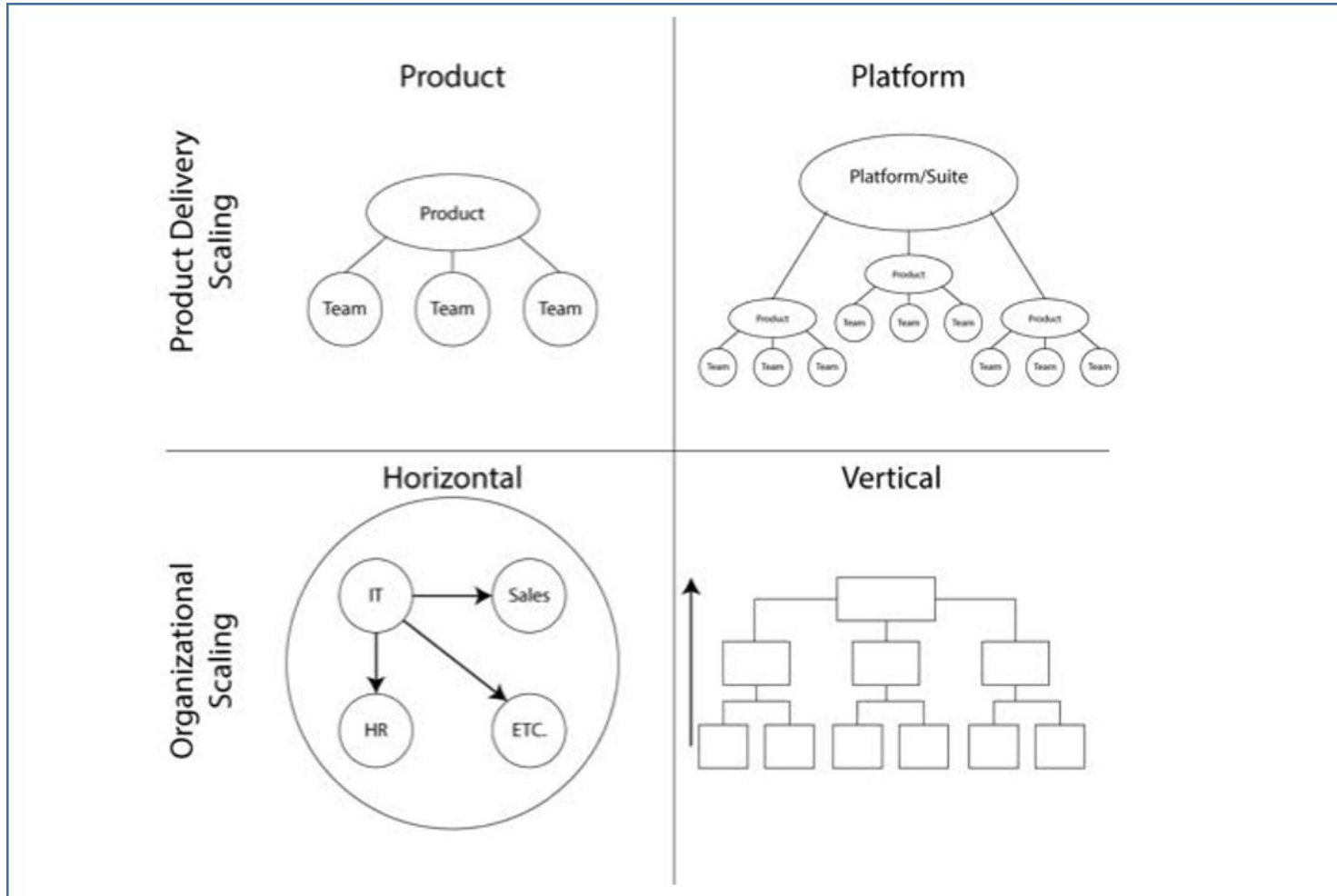
agile…agility

agile
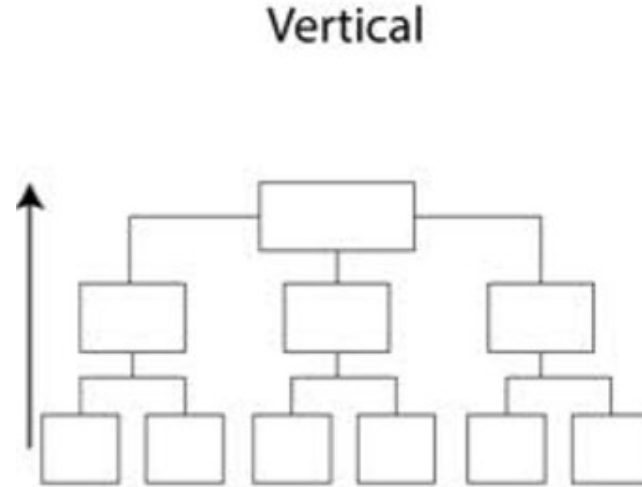
original manifesto

strong focus on methods & tools

agility

culture & people first

modernized manifesto

involves all departments

disseminated to more industries

Horizontal agility scaling
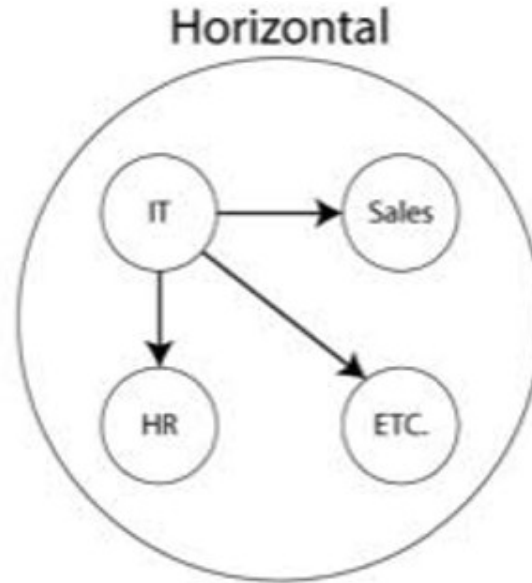
Spreading the agile way of working
into different segments of the organization

Vertical agility scaling

Vertical

Spreading the agile way of working
up **to the top of the organization**

Agile Way of Working

Agile Ways of Working Promote Speed, Innovation, and Autonomy

Fast-paced
Constantly adapting to changing market conditions

Entrepreneurial
Teams working autonomously; freedom within a frame
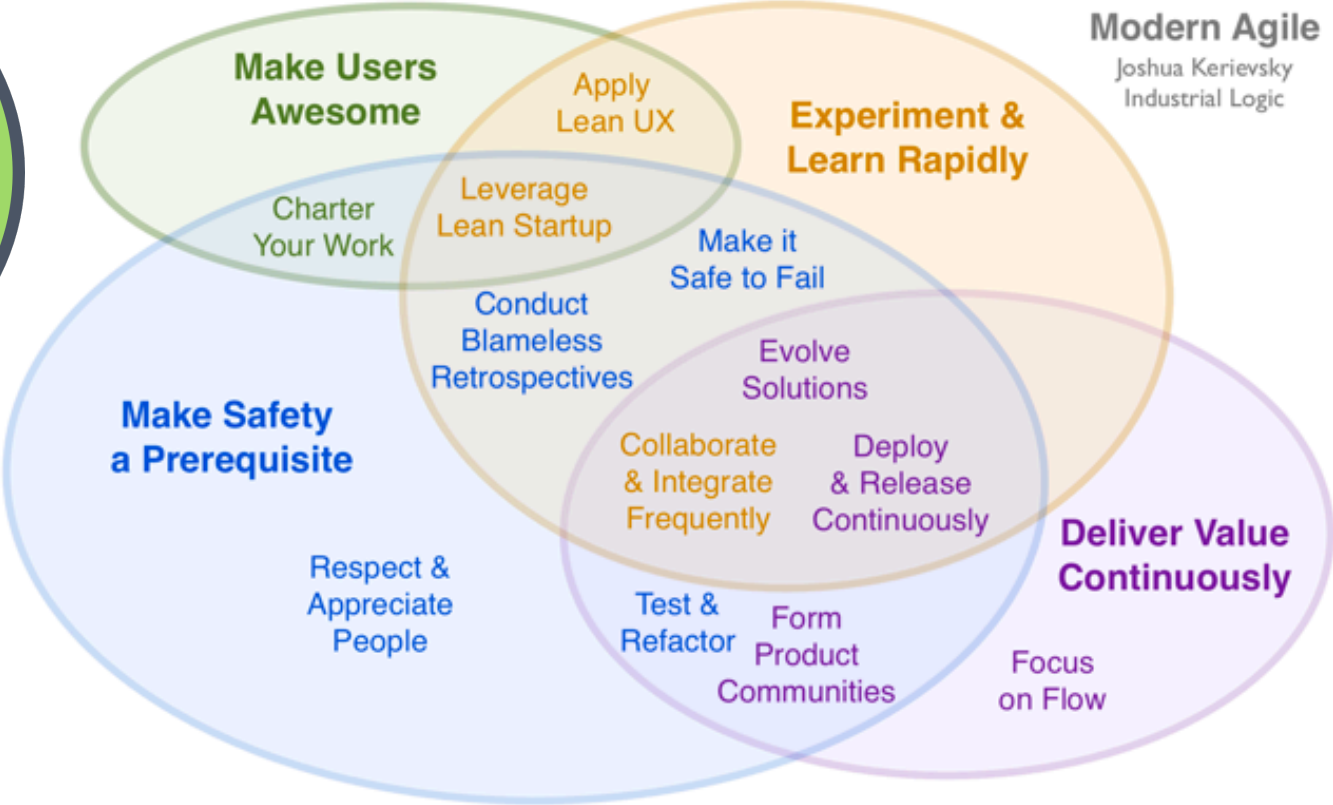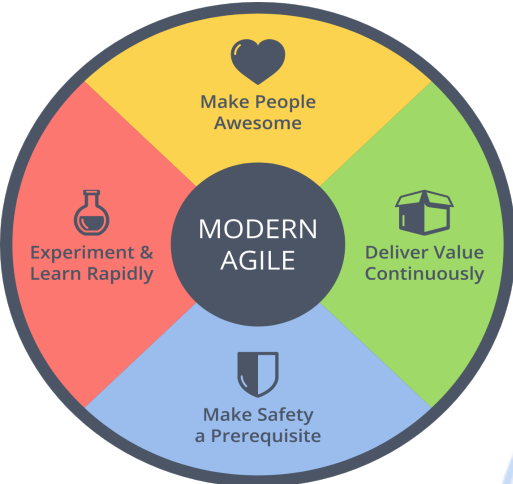
Speedy delivery
Short timelines, minimum viable products

Continual feedback
Problems identified and dealt with early

Agile and agility: the modernized Agile Manifesto

Modern Agile
Joshua Kerievsky
Industrial Logic

MODERN AGILE

- Make People Awesome
- Deliver Value Continuously
- Experiment & Learn Rapidly
- Make Safety a Prerequisite

Make Users Awesome

Experiment & Learn Rapidly

Make Safety a Prerequisite

Deliver Value Continuously

Apply Lean UX

Charter Your Work

Leverage Lean Startup

Make it Safe to Fail

Conduct Blameless Retrospectives

Evolve Solutions

Collaborate & Integrate Frequently

Deploy & Release Continuously

Respect & Appreciate People

Test & Refactor

Form Product Communities

Focus on Flow

agility:
5 trademarks

McKinsey

	Trademark		Organizational-agility practices[1]
Strategy	North Star embodied across the organization		• Shared purpose and vision • Sensing and seizing opportunities • Flexible resource allocation • Actionable strategic guidance
Structure	Network of empowered teams		• Clear, flat structure • Clear accountable roles • Hands-on governance • Robust communities of practice • Active partnerships and ecosystem • Open physical and virtual environment • Fit-for-purpose accountable cells
Process	Rapid decision and learning cycles		• Rapid iteration and experimentation • Standardized ways of working • Performance orientation • Information transparency • Continuous learning • Action-oriented decision making
People	Dynamic people model that ignites passion		• Cohesive community • Shared and servant leadership • Entrepreneurial drive • Role mobility
Technology	Next-generation enabling technology		• Evolving technology architecture, systems, and tools • Next-generation technology development and delivery practices

agile

Culture is the #1 challenge for adopting Agile

Challenge	Percentage
Company philosophy or culture at odds with core agile values	63%
Lack of experience with agile methods	47%
Lack of management support	45%
General organization resistance to change	43%
Lack of business/customer/product owner	41%
Insufficient training	34%
Pervasiveness of traditional development	34%
Inconsistent agile practices and process	31%
Fragmented tooling, data, and measurements	20%
Ineffective collaboration	19%
Regulatory compliance and governance	15%
Don't know	2%

*Respondents were able to make multiple selections.

Source: 11th State of Agile Report (VersionOne)

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ING's Orange Code to influence culture & behaviours

Values and desired behaviour are clearly defined: the Orange Code

Integrity, above all

The Orange Code

Our **Three** Values

- We are **honest**
- We are **prudent**
- We are **responsible**

Our **Three** Behaviours

- You take it on and **make it happen**
- You **help others** to be successful
- You are **always** a step ahead

From resources to people

Strategy
Decisions
Rules
Power

Reporting

Management

Functional Silos
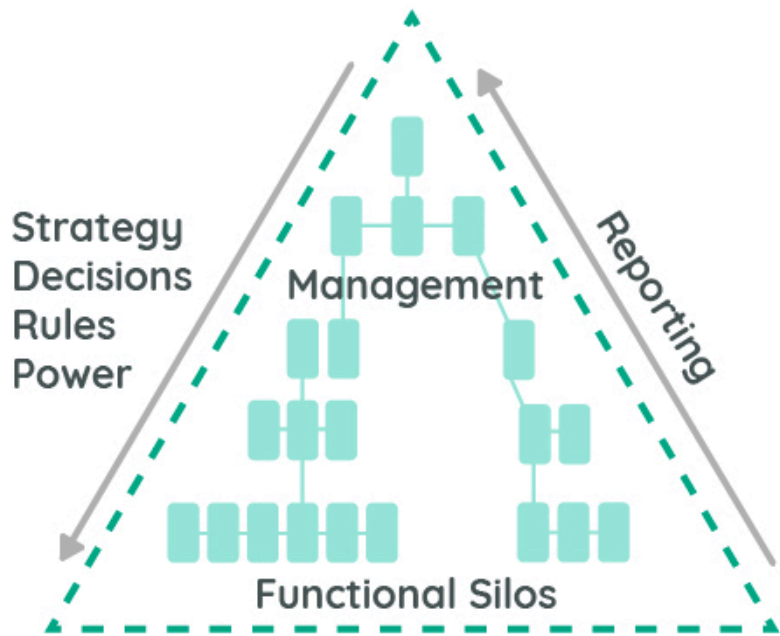
Traditional Organization

Servant Leadership

Collaboration

Co-Operation

End to End Value Delivery Teams
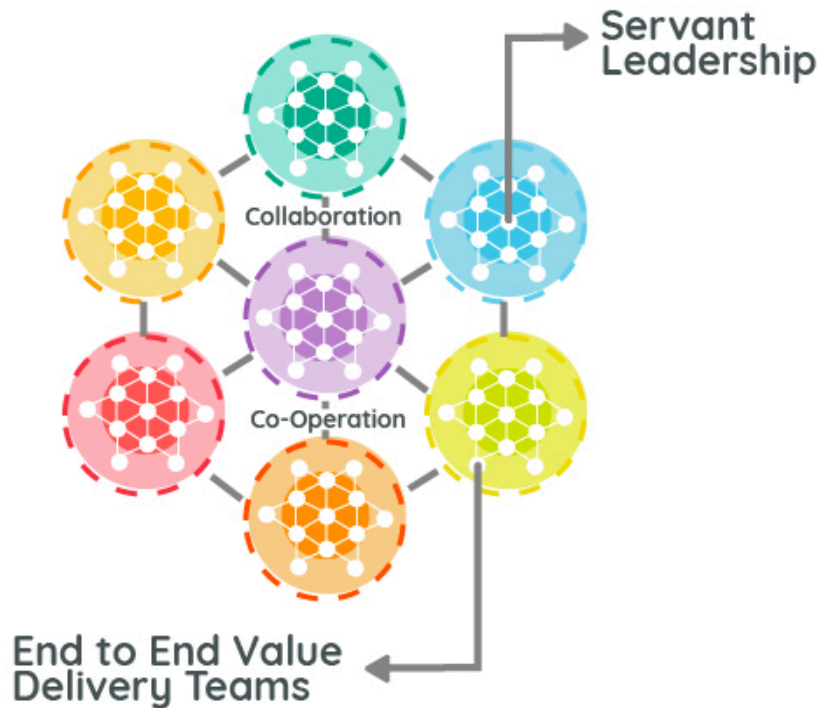
Agile Organization

Is autonomy always possible?
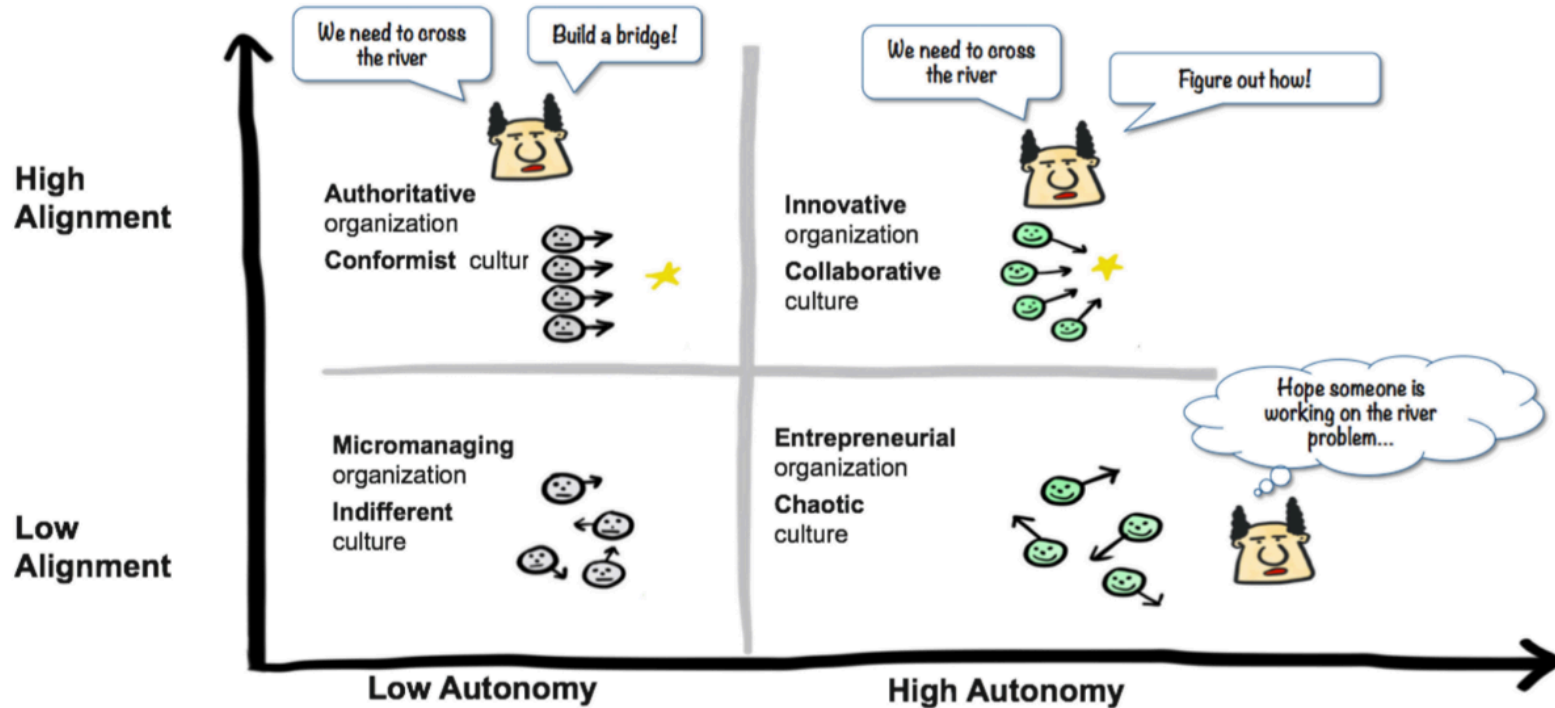
Source: Stephen Bungay, "Art of Action"

CONTROL
hierarchy
management control
REWARDS
money, points
FEAR
fear of failure
fear of punishment

PURPOSE
belonging
meaning
MASTERY
curiosity, interest
AUTONOMY
pride in achievement

Motivation 3.0

EXTRINSIC MOTIVATION
people = resources, machines

INTRINSIC MOTIVATION
people = humans

Motivation 3.0 (Pink)

☐ Intrinsic motivation – based on 3 factors

purpose

intrinsic motivation

mastery

autonomy

Daniel Pink - https://www.youtube.com/watch?v=1SfmmuC9IWs

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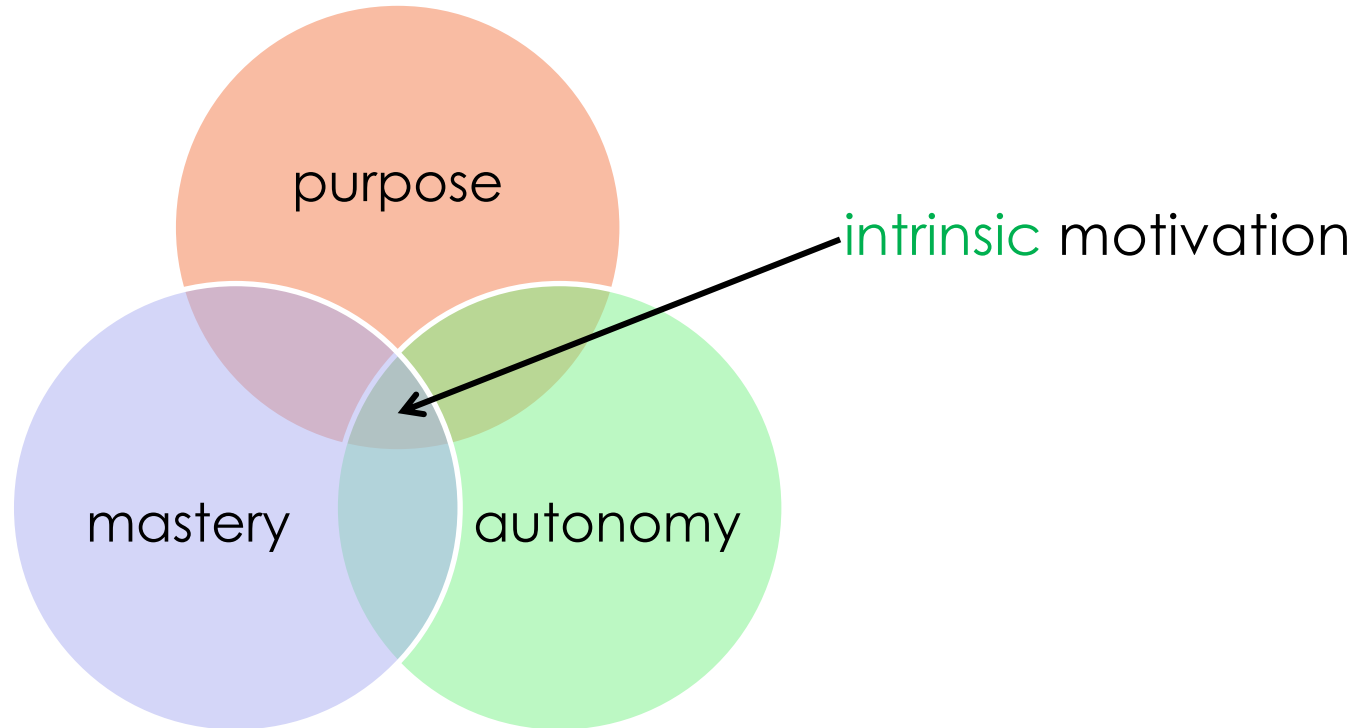
Tribe-squad-chapter organization structure

Squad:
- Focused on feature-based or component-based purposes
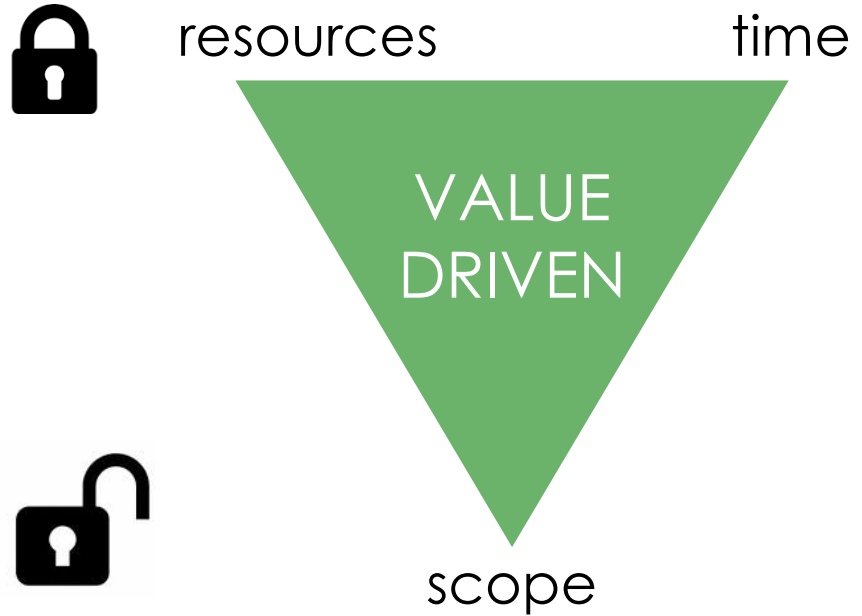- End-to-end ownership, multi-disciplinary
- PO coordinates, not leads
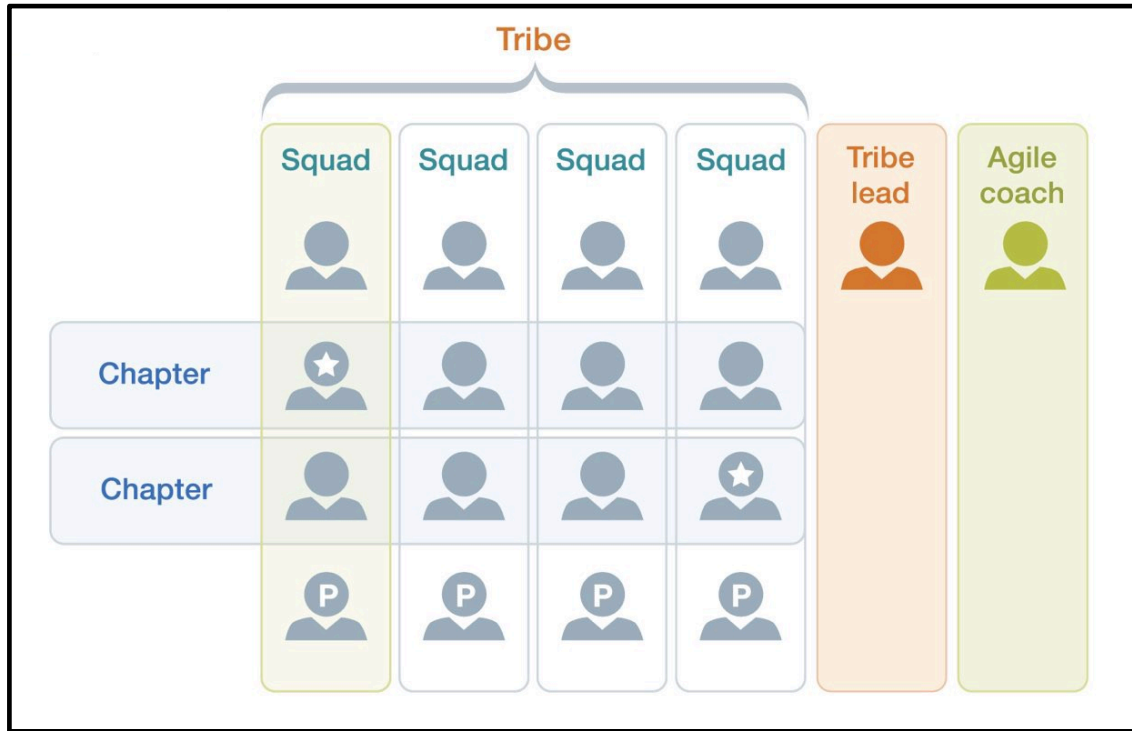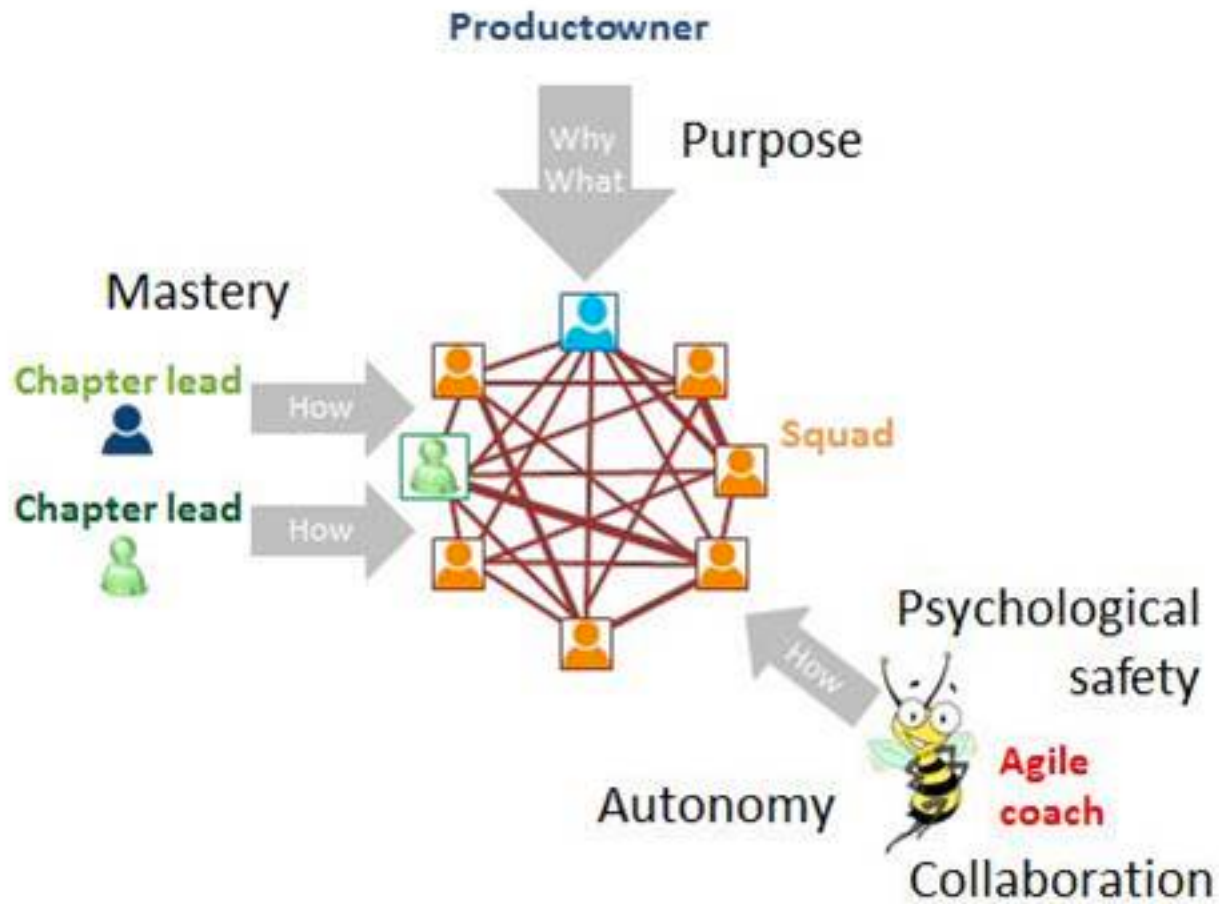
Tribe:
- A collection of squads within the same business area (e.g. Mortgages, Business Lending)
- Led by a Tribe Lead

From project to product (or value stream)
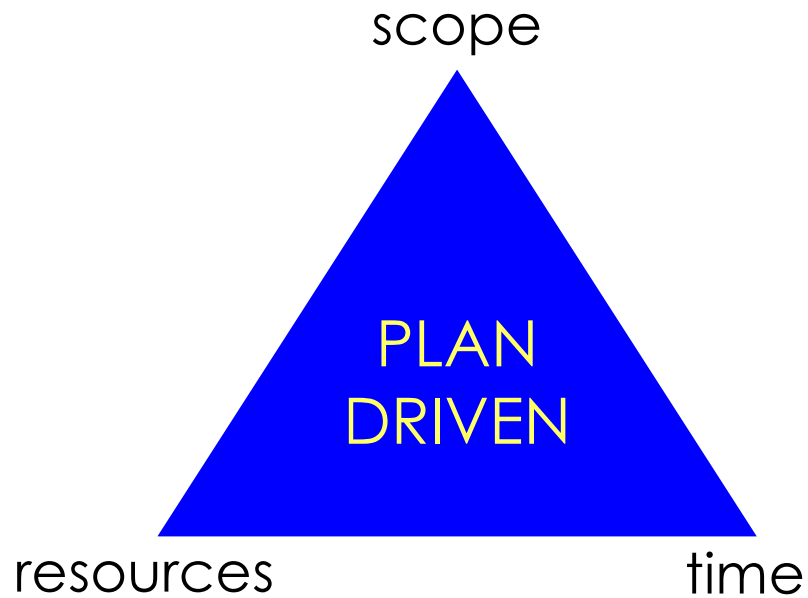
From project to product (or value stream)

PROJECT	FIXED vs VARIABLE	PRODUCT
Fix scope, estimate cost & schedule	FIXED vs VARIABLE	Fix time/cost, derive scope
Application-oriented focus	FOCUS	Product/value-based focus
Changing teams & pooled resources with application knowledge	TEAMS	Stable teams, dedicated resources with customer knowledge
Fixed budget allocated to projects	FUNDING	Fund teams & value streams, VC-style
The world must be predictable!	PREDICTABILITY	The world is unpredictable!
Success = finish the scope	SUCCESS	Success = high customer value

Backlogs and work item types
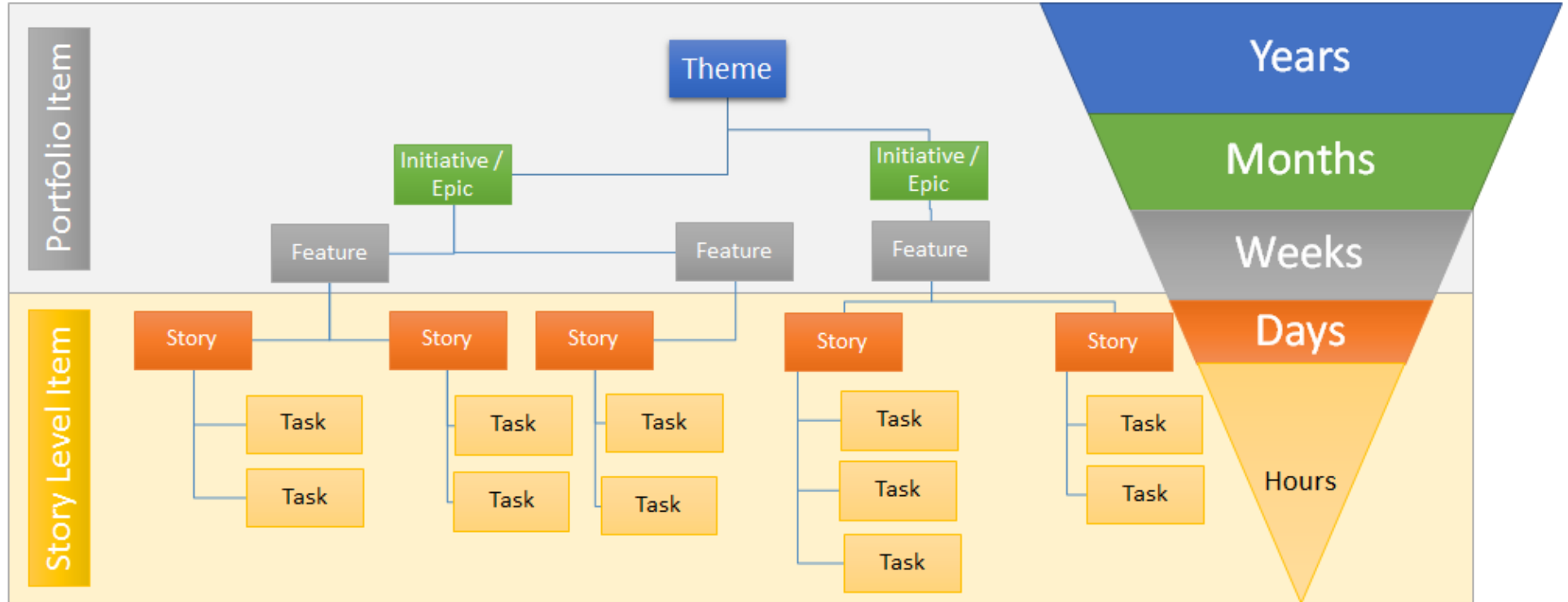
One tool…or several?
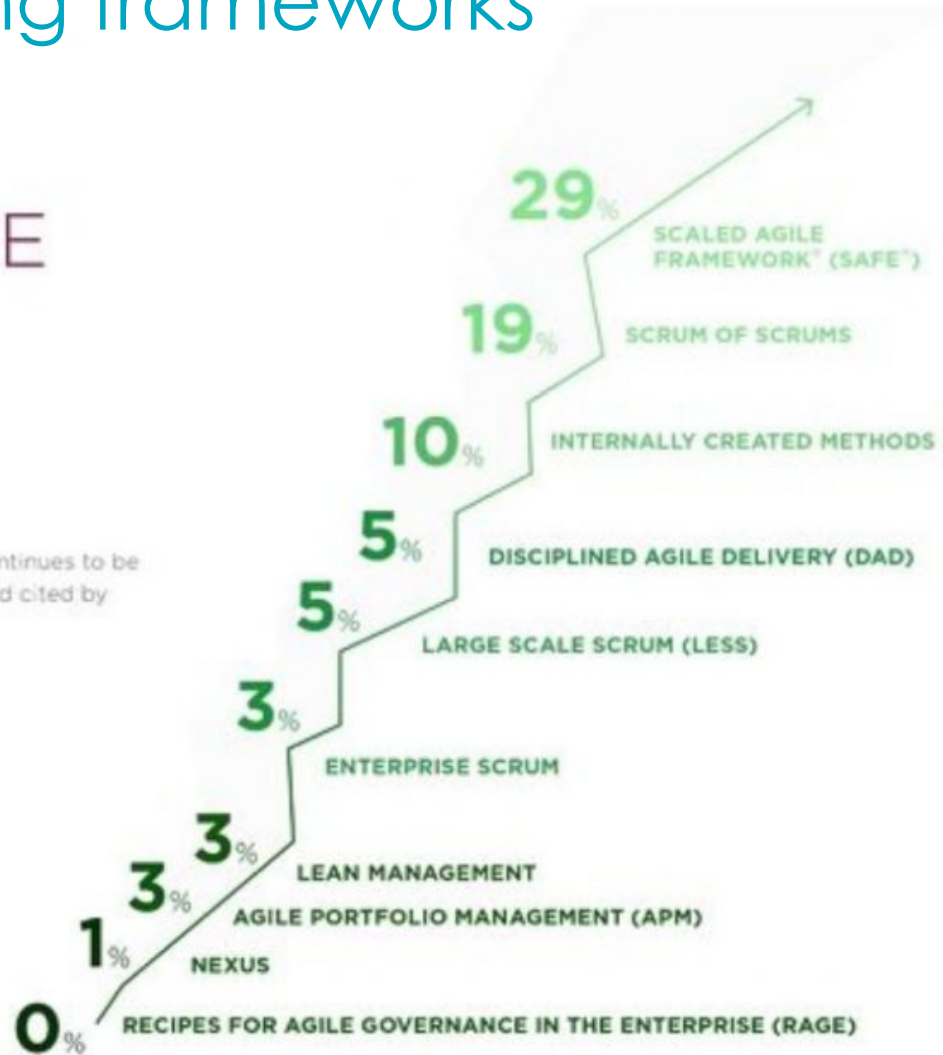
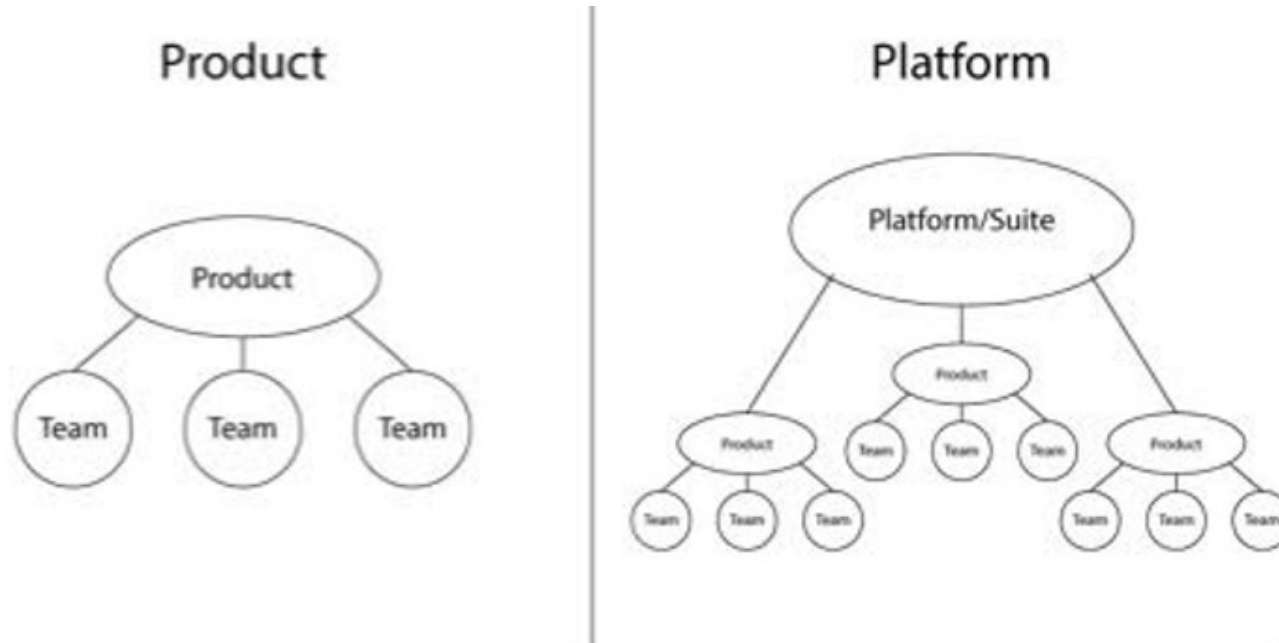# Scaling frameworks

12th annual STATE OF AGILE REPORT

SCALING AGILE

Scaling Methods and Approaches

The Scaled Agile Framework continues to be the most popular scaling method cited by respondents.

29% SCALED AGILE FRAMEWORK (SAFE)

19% SCRUM OF SCRUMS

10% INTERNALLY CREATED METHODS

5% DISCIPLINED AGILE DELIVERY (DAD)

5% LARGE SCALE SCRUM (LESS)

3% ENTERPRISE SCRUM

3% LEAN MANAGEMENT

3% AGILE PORTFOLIO MANAGEMENT (APM)

1% NEXUS

0% RECIPES FOR AGILE GOVERNANCE IN THE ENTERPRISE (RAGE)

agile

Process scaling up to program/platform
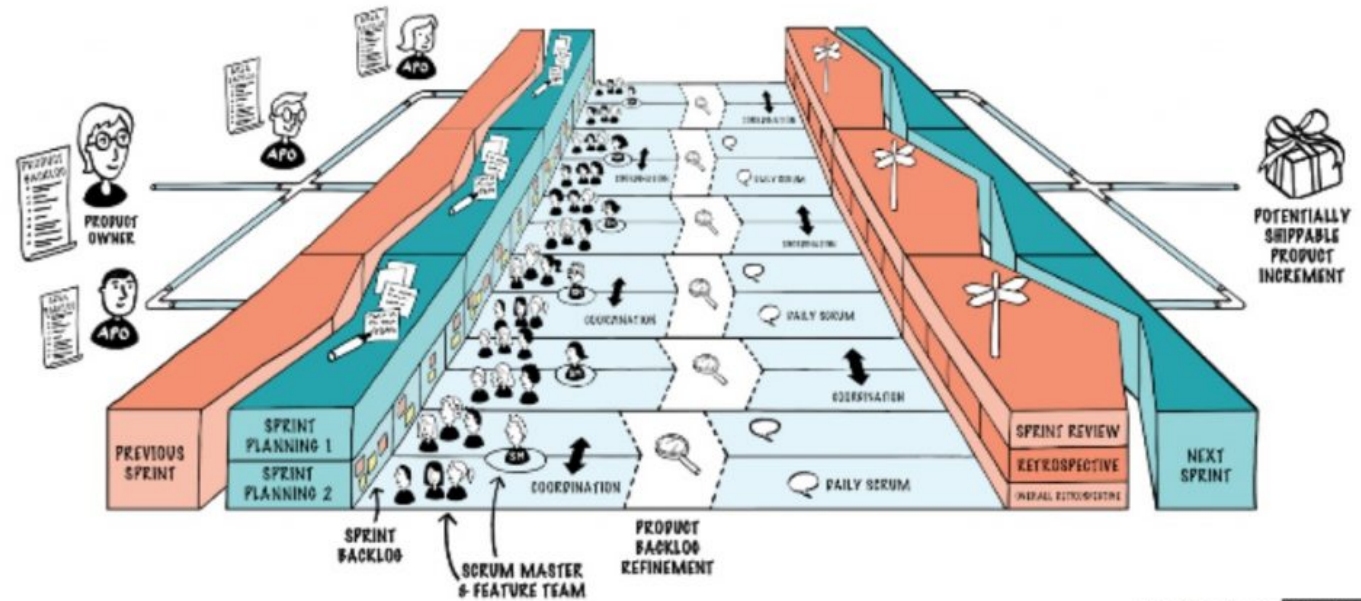

Product

Platform

Extending process and roles
to program/product/platform level

Scaling (frameworks): Scrum of Scrums
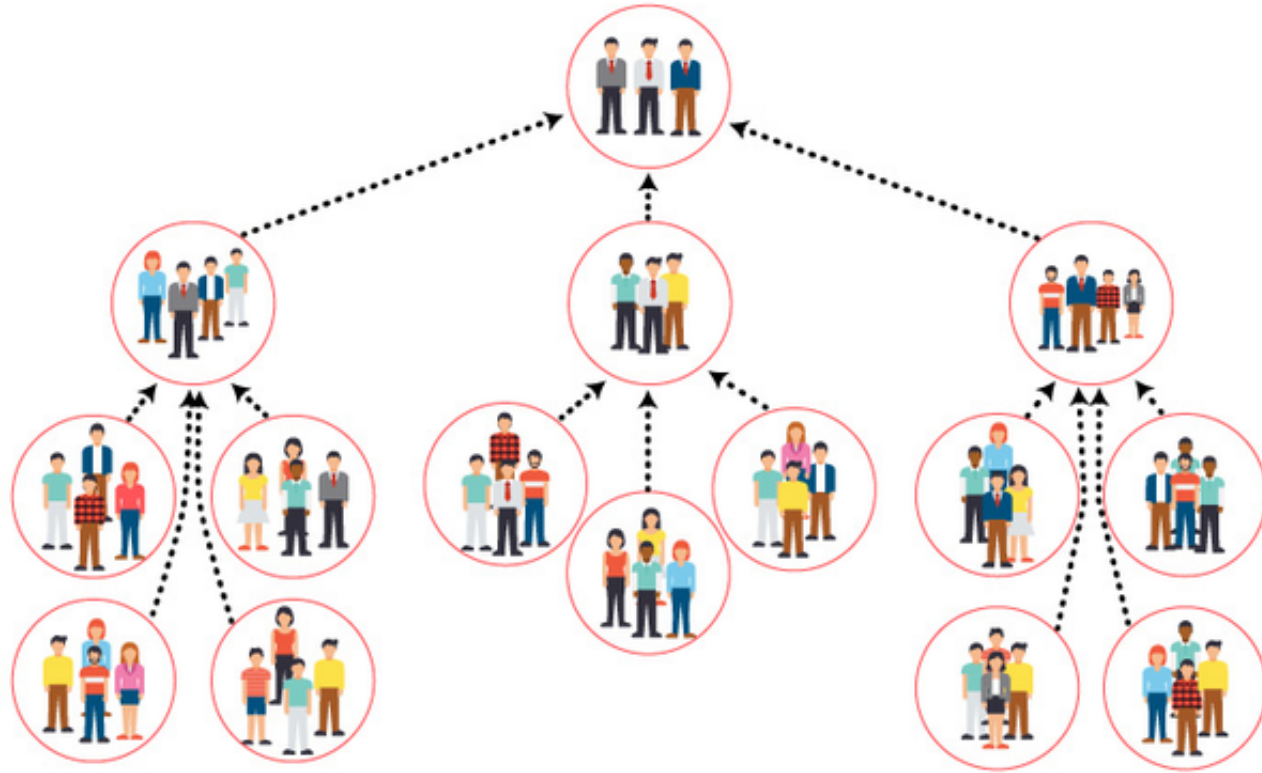
Scaling frameworks: Large-Scale Scrum (LeSS)

…applied to many teams—cross-functional, cross-component, full-stack feature teams of 3–9 learning-focused people that do it all—from UX to back-end

…working together—with common goal to deliver one common shippable product at the end of each sprint.

…on one product—a broad complete end-to-end customer-centric solution that real customers use. It's not a component, platform, layer, or library.

Scaling frameworks: SAFe
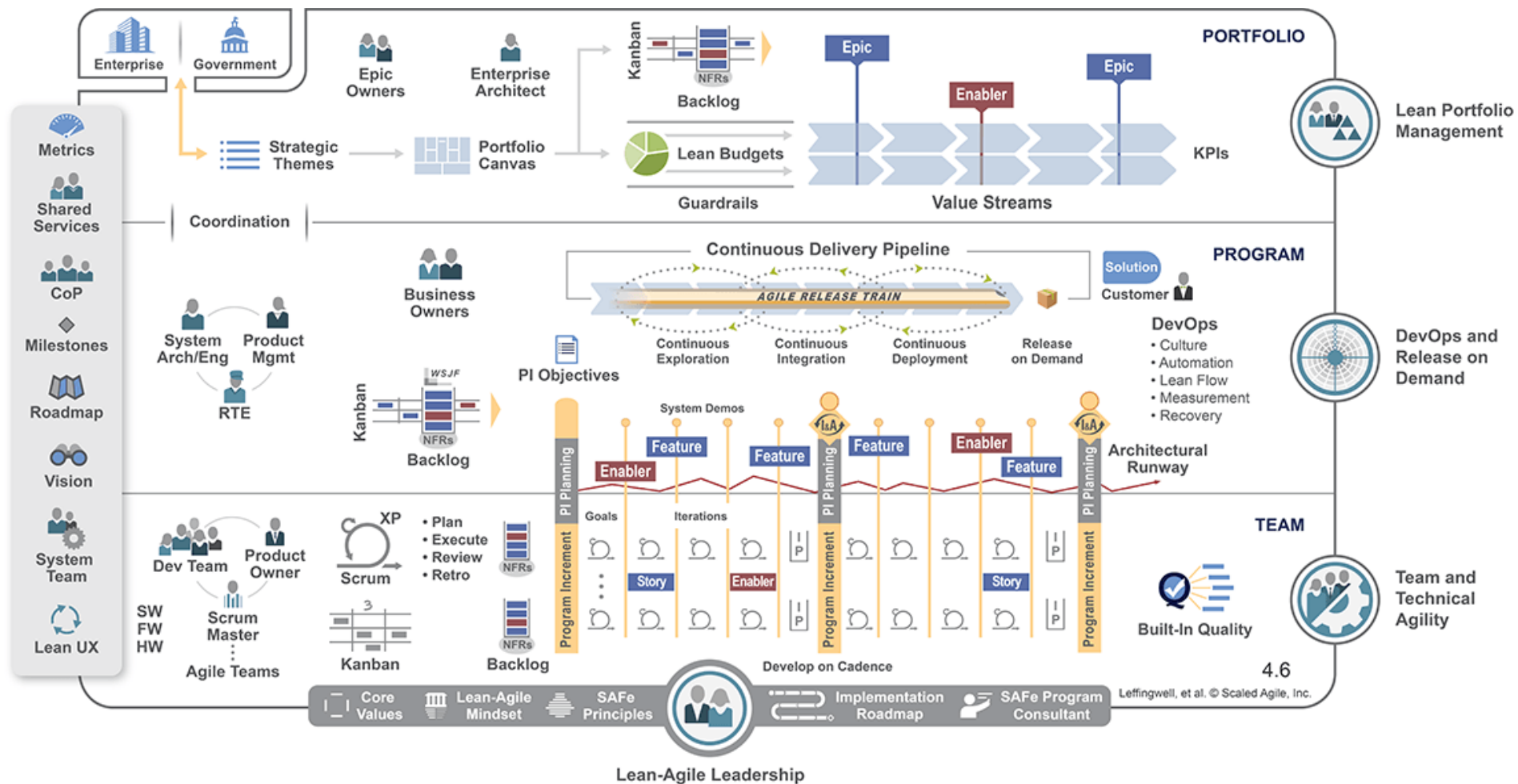
Custom in-house framework: Microsoft

ORGANIZATION

- **Group** with customer-focused feature teams
- **Team** owns entire pipeline (planning, execution, deployment & operations)
- **Program manager** coordinates work content for ~5 teams

CROSS-TEAM

- Pgm mgr owns "**scenario**" = 18m product goal; reviewed every 6m
- **Feature team chat** every 3m: each team shares plan
- **Dependencies** are handled at team-level
- All teams **integrate** in same branch, all-the-time

LIFE CYCLE

- **Sprint length = 3w**; at all times, each team has a **detailed 3-sprint plan**
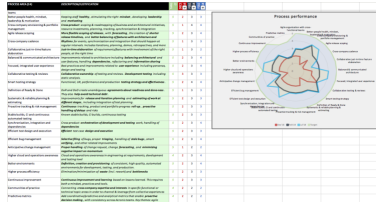- At end of each sprint, team can change next sprint backlog (judgment)

agile

More resources

about enterprise agile
transformations
agilexl.com

resources & insights
agilexl.com/blog

agile health &
readiness check
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