

Coaching Teams along the Path through Agile Fluency™

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Appreciation & Collaboration:

James Shore

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author, *The Art of Agile Development*

Prompts

Brian Marick's <http://arxta.net/>

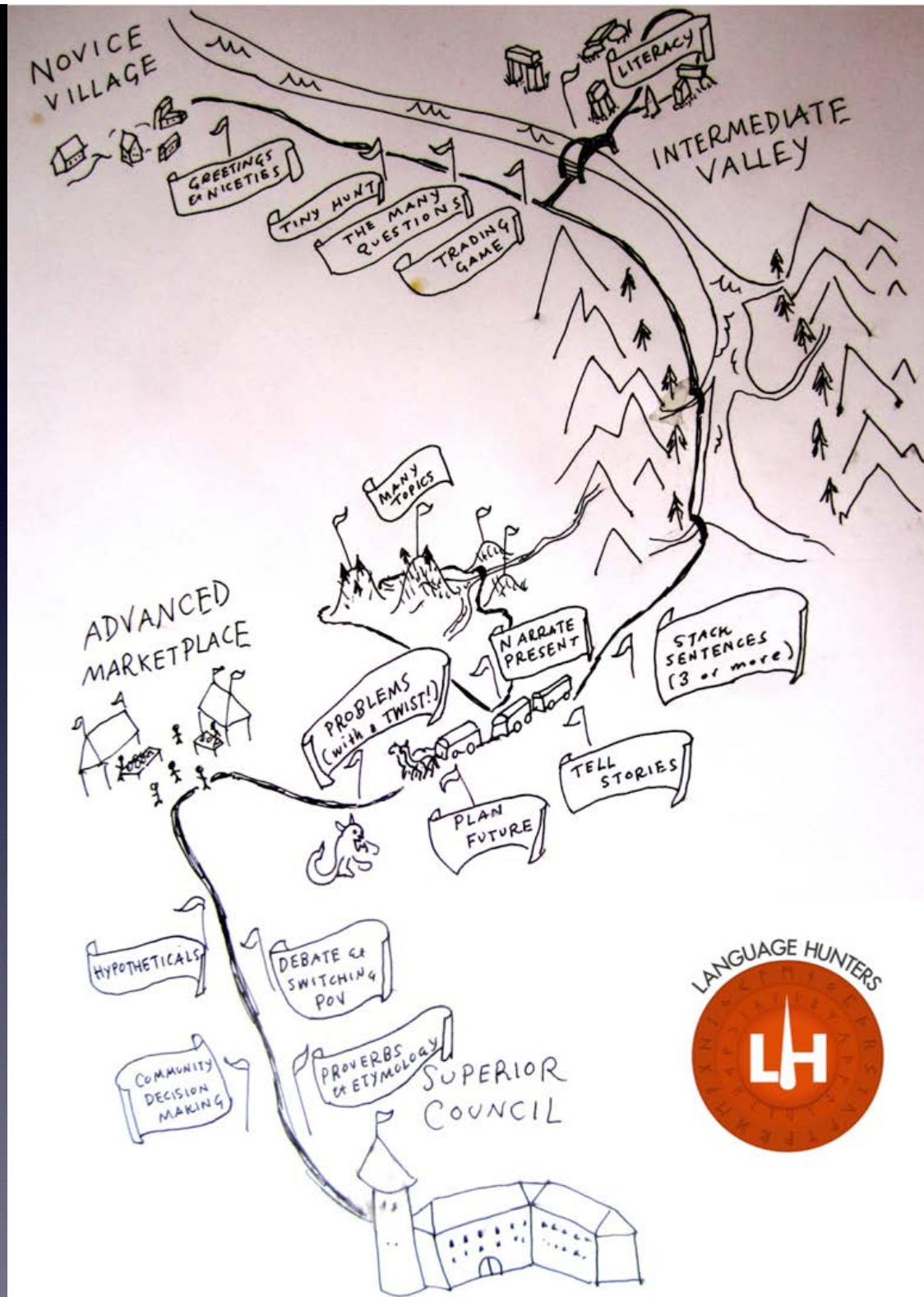
FutureWorks Vision

Agile Mis-Representations

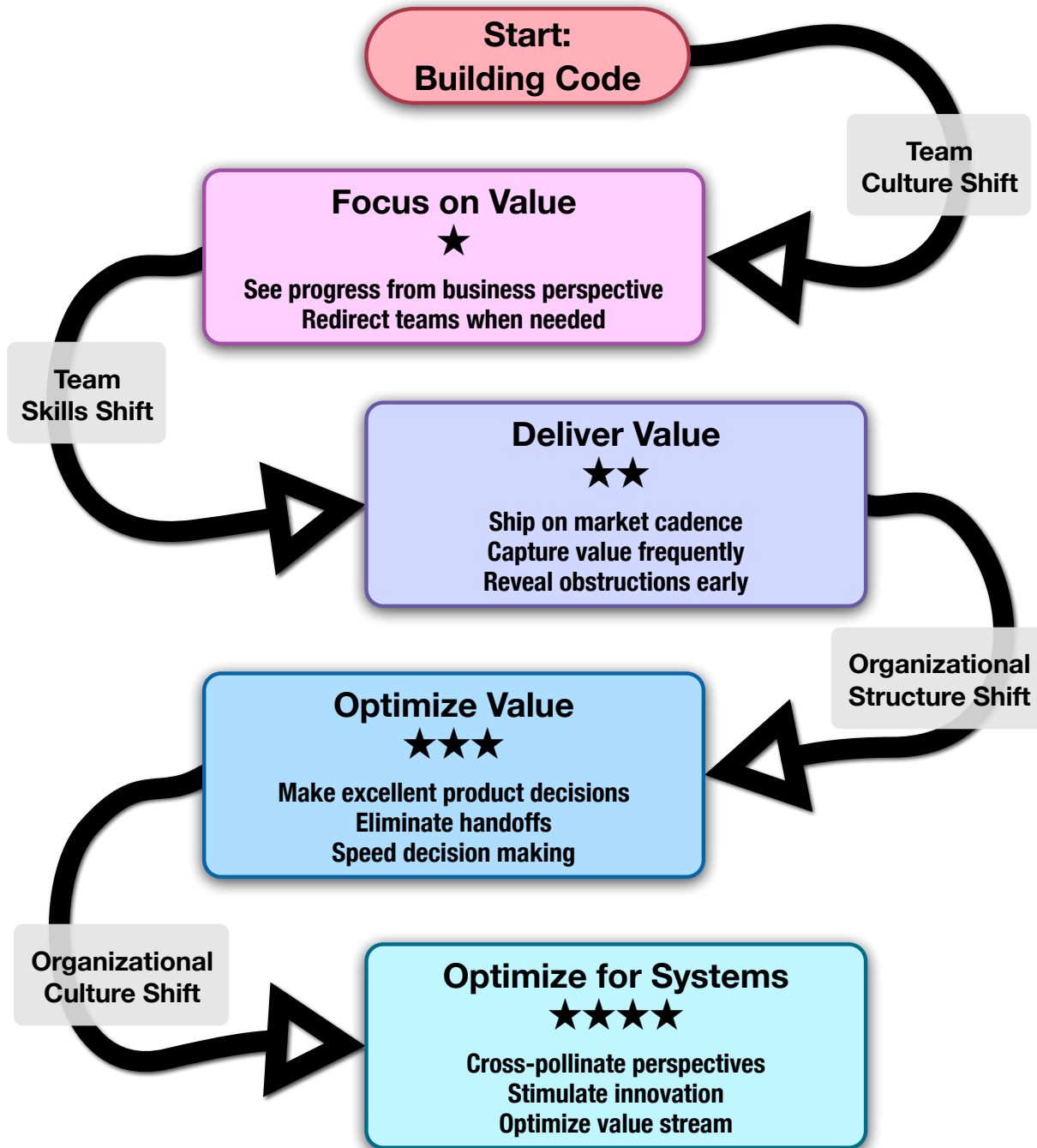
The Art of Agile Planning & Delivery

ACTFL Scale

languagehunters.org



A Team's Path Through Agile Fluency



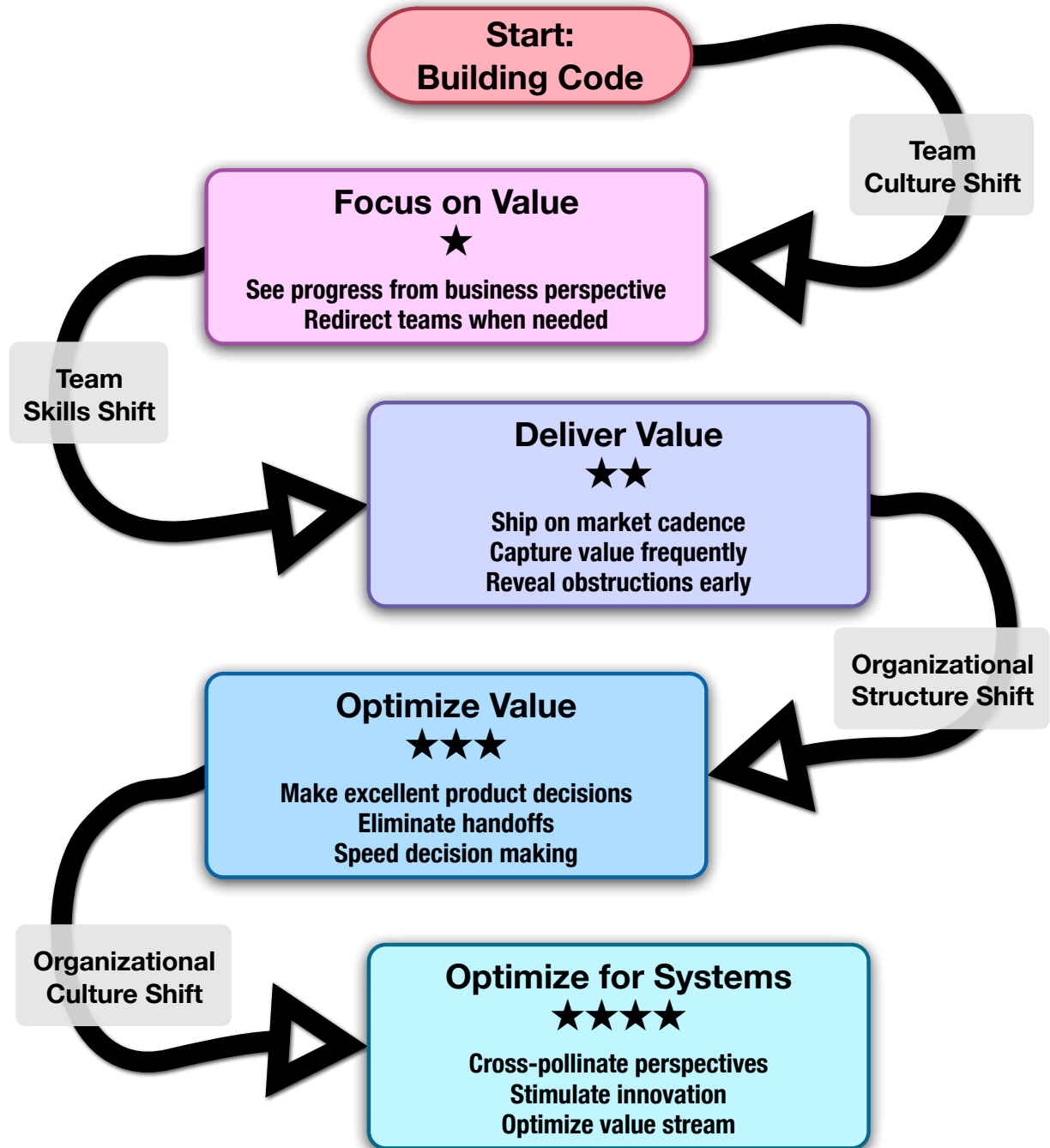
A Team's Path Through Agile Fluency

★ Agile Fundamentals

★★ Agile Sustainability

★★★ Agile's Promise

★★★★ Agile's Future



Team's Path Through Agile Fluency

**Start:
Building Code**



Focus on Value



**See progress from business perspective
Redirect teams when needed**



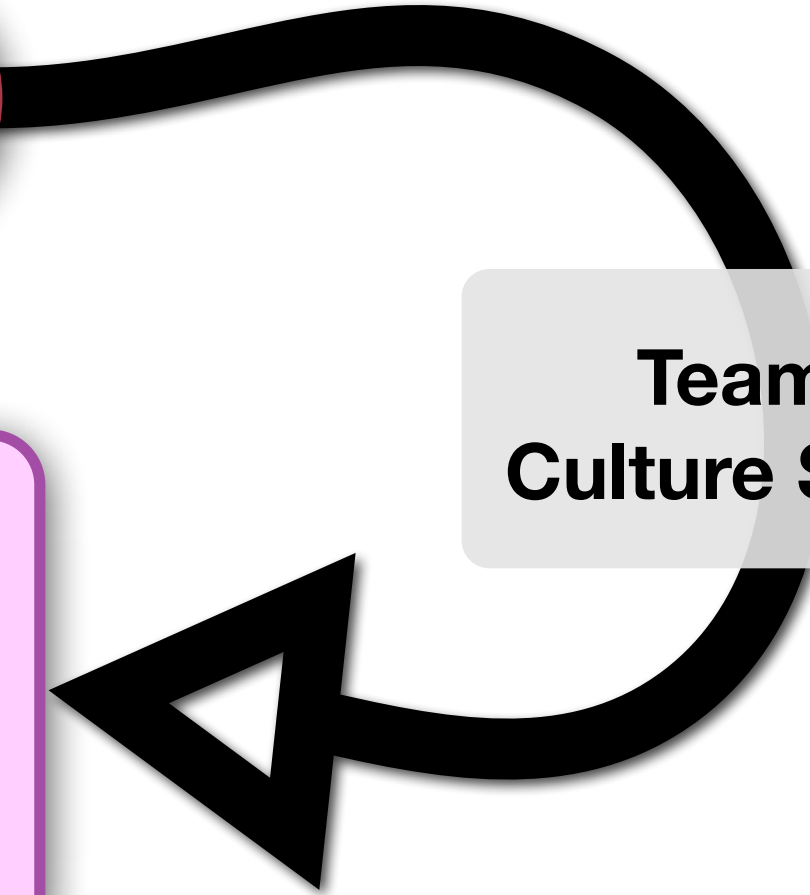
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Start:
Writing Code

Value
Business perspective
When needed

Deliver Value

Team
Culture Shift



**Start:
Building Code**

Focus on Value



**See progress from business perspective
Redirect teams when needed**

**m
Shift**

Deliver Value



**Ship on market cadence
Capture value frequently**

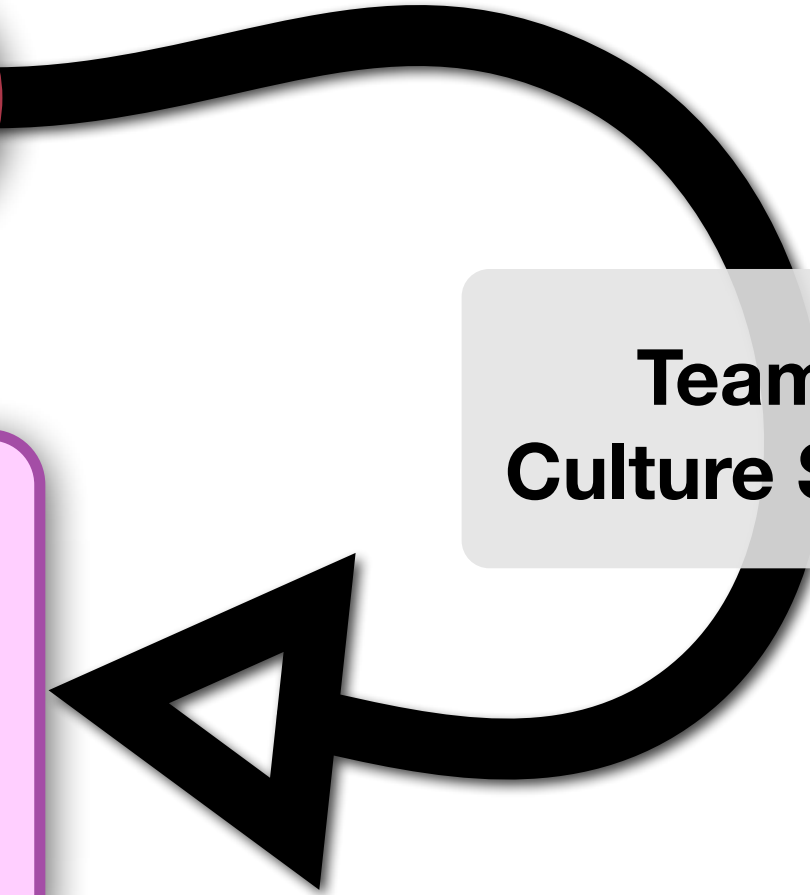
- ❖ Is your team ready to plan and work according to value?
- ❖ Can anyone in your organization see progress?
- ❖ Would these represent a valuable step forward for your team?

Start:
Writing Code

Value
Business perspective
When needed

Deliver Value
★ ★

Team
Culture Shift



TRANSPARENCY

✓ Core Metric

On a frequent cadence, the team reports what it's working on and how it's progressing from a business value perspective.

Reduce Risk

Management knows when the team is building the wrong thing and

Reduce Risk

Management knows when the team is making progress

Focus on



**See progress from busi
Redirect teams w**

**Team
Skills Shift**

Optimize

**See progress from business perspective
Redirect teams when needed**

Deliver Value



**Ship on market cadence
Capture value frequently
Reveal obstructions early**

Optimize Value



Make excellent product decisions

**Organiza
Structur**

- ❖ Does your team know the right delivery cadence?
- ❖ Do team members have the skills to deliver no defects?
- ❖ Would these represent a significant sweet spot?

Focus on



**See progress from busi
Redirect teams w**

**Team
Skills Shift**

Optimize

TRANSPARENCY

Core Metric

On a frequent cadence, the team reports what they are working on and how they are progressing from a customer value perspective.

✓ Core Metric

On a frequent cadence, the team demonstrates their ability to ship.

Reduce Risk

Management knows when the team is building the wrong thing and

Reduce Risk

Management knows when the team isn't making progress.

Reduce

Fast and frequent delivery cycles reveal system

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ture value frequently
eal obstructions early

Organizational
Structure Shift

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nize for Systems
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Reveal obstructions early

Optimize Value



Make excellent product decisions
Eliminate handoffs
Speed decision making

**Organizational
culture Shift**

Optimize for Systems



Cross-pollinate perspectives
Stimulate innovation

- ❖ Does every team have fluid, immediate access to business information?
- ❖ Does the team make rapid product decisions in tune with the market?
- ❖ Does your organization need the innovative action these would provide?

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decisions
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nize for Systems

Organizational
Structure Shift



Core Metric

requent cadence,
am demonstrates
ility to ship.

✓ Core Metric

The team reports results using concrete business metrics, such as RoI, net profit per employee, and customer satisfaction.

Reduce Risk

gement knows
the team isn't
progress.

Reduce Risk

Fast concept-to-delivery cycle times reveal systemic flaws early.

Reduce Risk

The team is always
to ship.

**Organizational
Culture Shift**

**Make excellent prod
Eliminate ha
Speed decision**

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Optimize for Systems



Cross-pollinate perspectives

Stimulate innovation

Optimize value stream

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- ❖ Are your teams full partners in anticipating customer needs?
- ❖ Do your teams make choices that support organizational success?
- ❖ Could your organization benefit by engaging everyone at all levels?

**Organizational
Culture Shift**

**Make excellent prod
Eliminate ha
Speed decision**

Op

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Core Metric

reports results
crete business
ch as RoI, net
mployee, and
satisfaction.

✓ Core Metric

The team reports how
its actions impact the
overall system.

Reduce

High opport
projects are
early.

Reduce Risk

cept-to-delivery
s reveal sys-
s early.

Reduce Risk

The team is always ready
to ship.

Reduce

Low-value pr
cancelled early

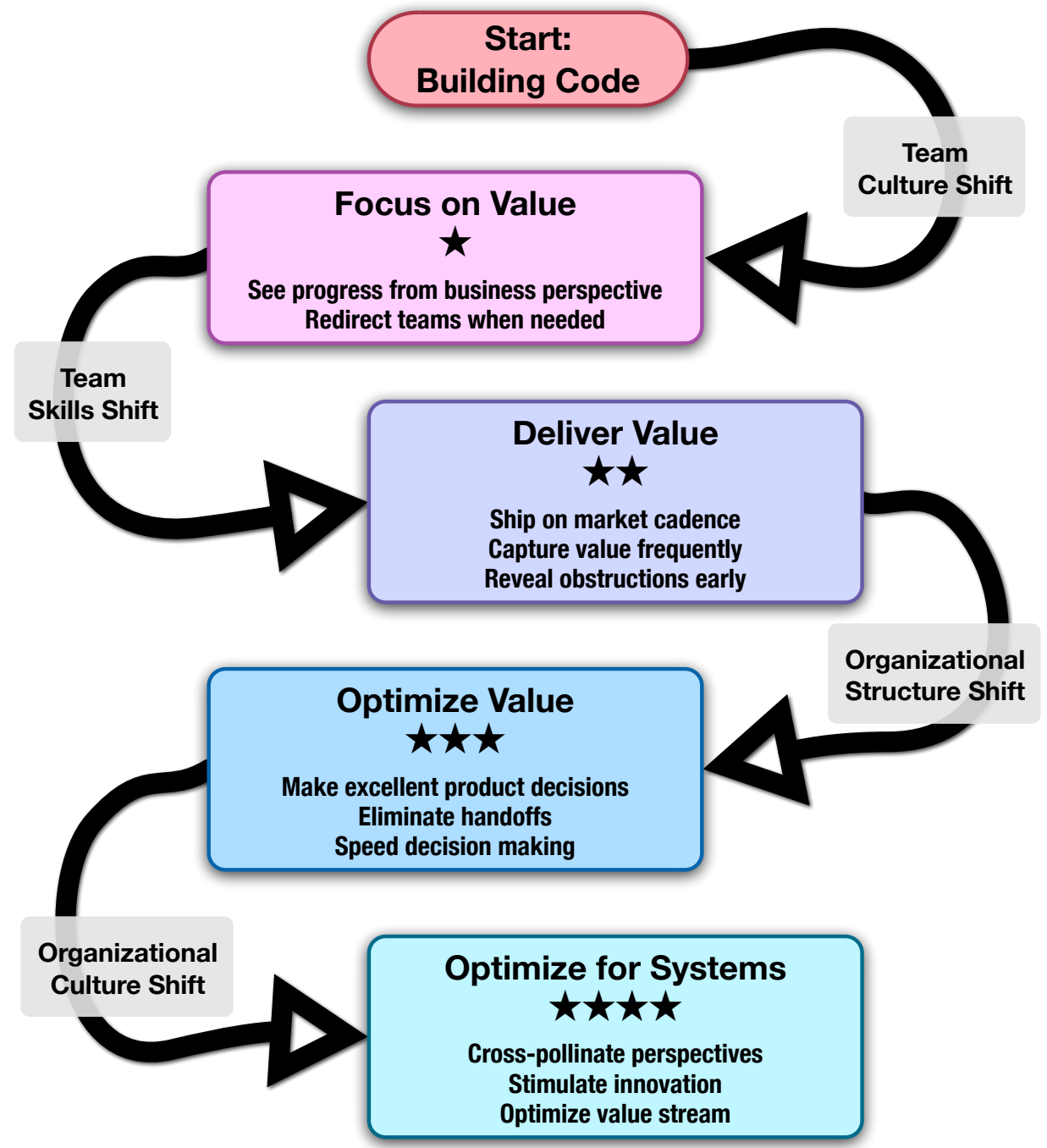
A Team's Path Through Agile Fluency

Scrum
Kanban

XP
SW Craftmanship
FDD, Devops

Lean Software
Lean Startup
++ ...

Complex Adaptive
Systems
(Semco? Valve?
W.L. Gore? GitHub?)

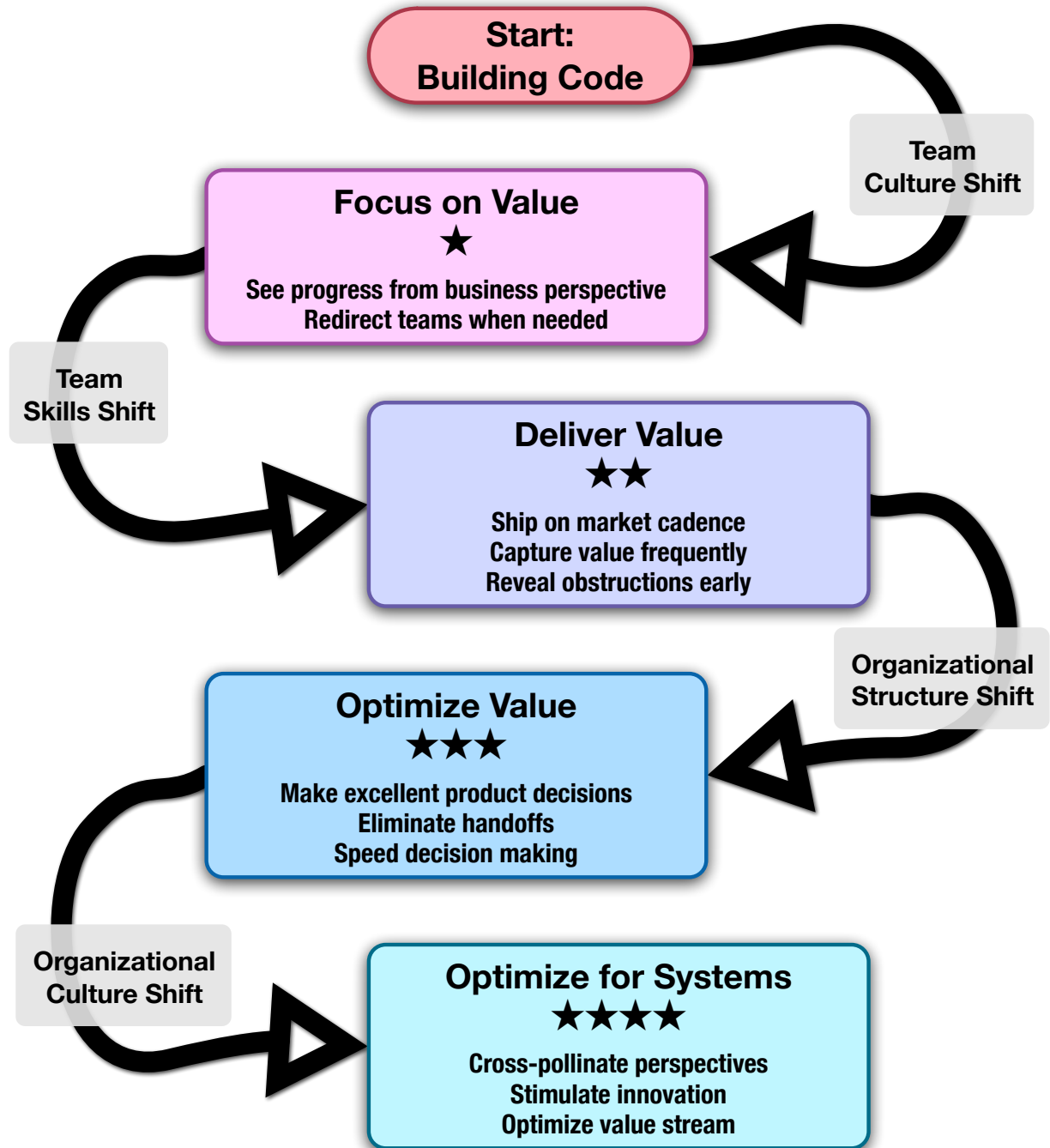


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✿ How can you contribute to your teams' effectiveness in achieving organizational goals?

A Team's Path Through Agile Fluency

Team Config
Clear Biz Priorities
Process Redesign
Training
Tech Mentoring
Productivity
Business Experts
Management Shifts
"Social Capital"
Whole System Focus
Culture Change
Complexity

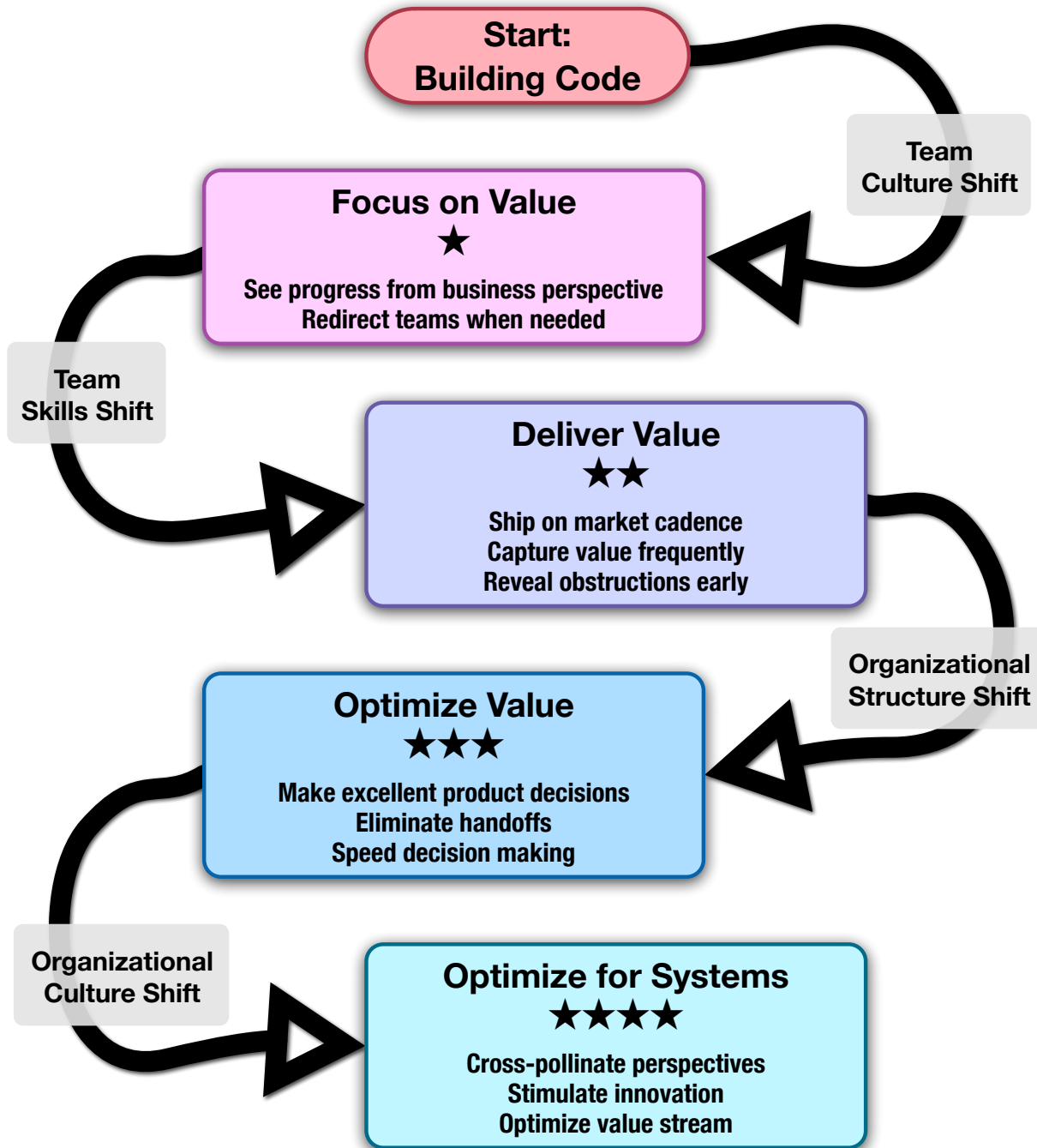


- ❖ What **benefit** does your organization want/need?
- ❖ What **investments** are you willing to make to get that?

Feedback on the AF Model

- Positive - Every level of fluency holds value
- Inclusive - Any/all methods get you there
- Promotes improvement - Each new star illuminates new benefits

A Team's Path Through Agile Fluency



Articles & Resources for Agile Fluency

<http://agilefluency.com>

<http://project.agilefluency.com>

<http://www.infoq.com/articles/agile-fluency-fit-purpose>

<http://www.infoq.com/news/2013/06/martin-fowler-agile-essence>

<http://www.infoq.com/interviews/larsen-agile-fluency>

<http://xp2013.org/program/keynotes/agile-fluency-what-weve-learned-about-how-we-learn/>

About me:

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Books

with Esther Derby

Agile Retrospectives: Making Good Teams Great (Pragmatic Bookshelf, 2006)

with Ainsley Nies

Liftoff: Launching Agile Teams & Projects (Onyx Neon Press 2011)

with Willem Larsen

Quickstart Guide to Five Rules for Accelerated Learning (leanpub.com 2013)

Podcasts & Blog

<http://futureworksconsulting.com/podcasts>

<http://futureworksconsulting.com/blog>