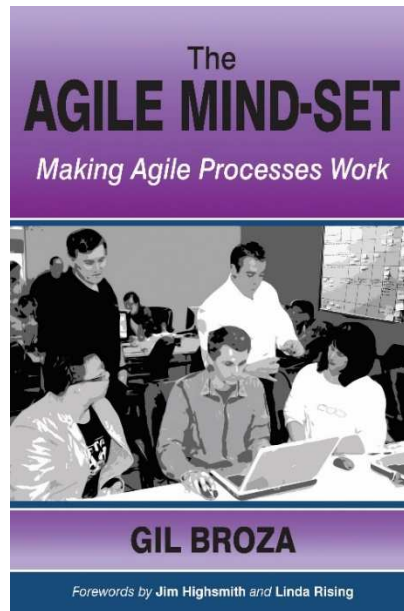


3PVantage



[TheAgileMindsetBook.info](http://TheAgileMindsetBook.info)  
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# Being Agile: Having the Mind-Set That Delivers

*Gil Broza*

# Why this talk: 3 Agile pains

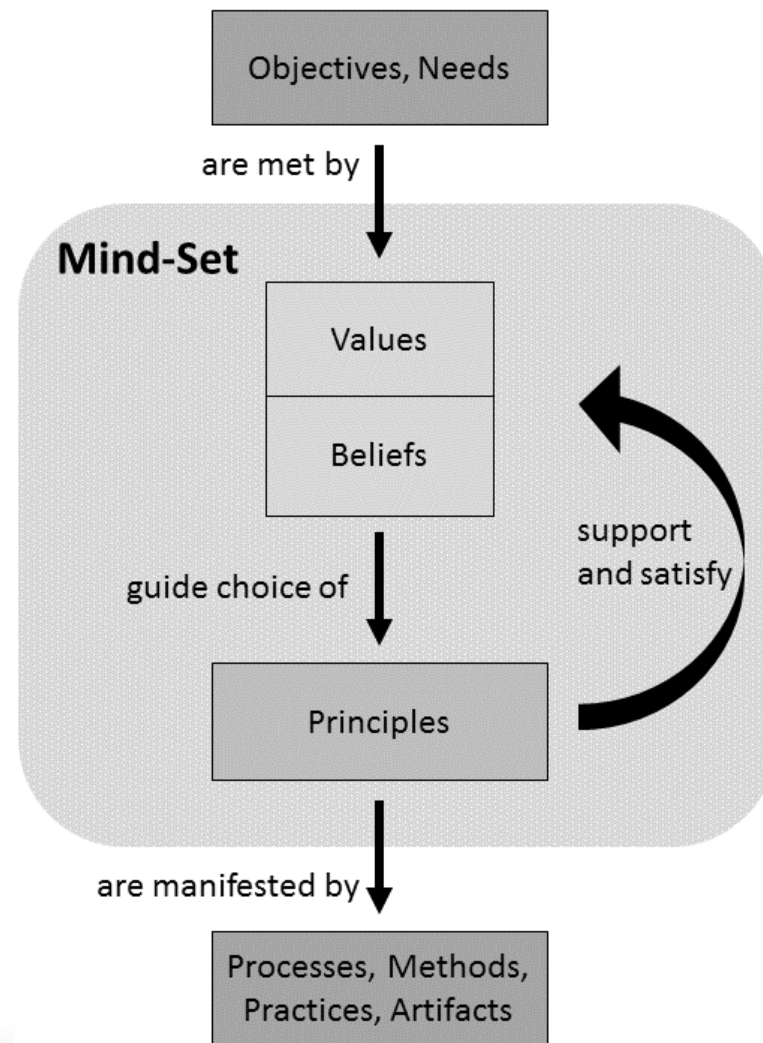
1. Most implementations aren't great, but the practitioners can't explain why
2. Leaders don't realize the magnitude & complexity of the change
  - Unintended casualties
  - Lose staff's trust
  - Do shoddy work
3. Wanting/rejecting Agile without quite understanding it
  - For/against Agile for the wrong reasons
  - Process and practices alone are not too appealing
  - People don't know how to succeed

# What's in it for you

- Understand the values, beliefs, and principles of Agile thinking (we will **define** the mind-set).
- Learn how to choose Agile-minded methods, process, and practices for your needs and context.
- Support mindful implementation and the necessary culture change.

# Mind-set drives what you do

Your mind-set is how you think about acting in a given situation.



**In a given situation,**

**before you ever**

plan, commit, design, implement, improve, or otherwise

**do any work,**

**be explicit and deliberate about your mind-set**

in order to increase your effectiveness

Think about a recent project you were involved in over a few months. (It might be your current project.)

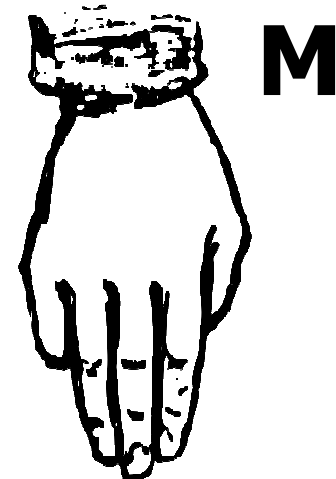
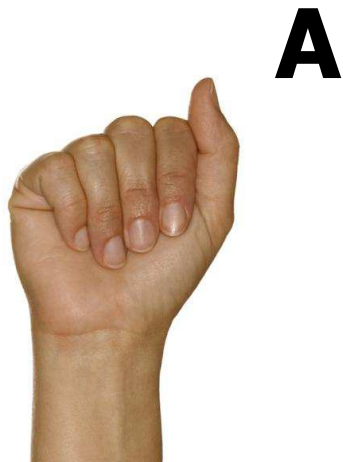
Did it feel like:

- (**A**) real Agile?
- (**M**) mechanical, going-through-the-motions Agile?
- (**W**) Waterfall?

Remember your letter.

# Let's see who we have here

Put up a hand to indicate your letter:



# Values

Reflect on the people who led/managed the project and the team. (*You might be one of them.*) Consider:

- How they made project/product/people decisions
- What worried them
- What they took a stand for



Write down, in a few words:

**What mattered the most to them?**



# Beliefs

Belief = a conviction, something you hold to be true but haven't proven, and perhaps can't prove rigorously.

## **Agile example:**

"The longer you wait to ship, the likelier it is that the requirements have become stale."

## **Waterfall example:**

"What the customer wants now will remain valuable and mostly unchanged when the team is done."

# Beliefs

Reflecting on the same people as before.  
**Write down one thing that they *believed***  
about people, the work, or the customer.



# Principles – examples

Principles: Standards that guide your choices, decisions, and actions

## Agile

**V:** Adaptation

**B:** Short feedback loops enable emergence and adaptation.



**P:** Plan and execute in short time-boxes.

## Waterfall

**V:** Getting it right the first time.

**B:** We can put together a useful plan for that.

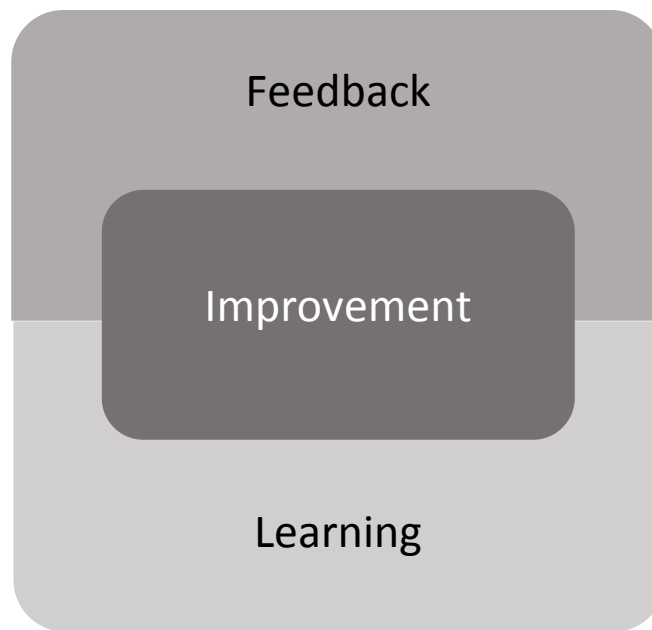


**P:** Plan everything before you start implementing.

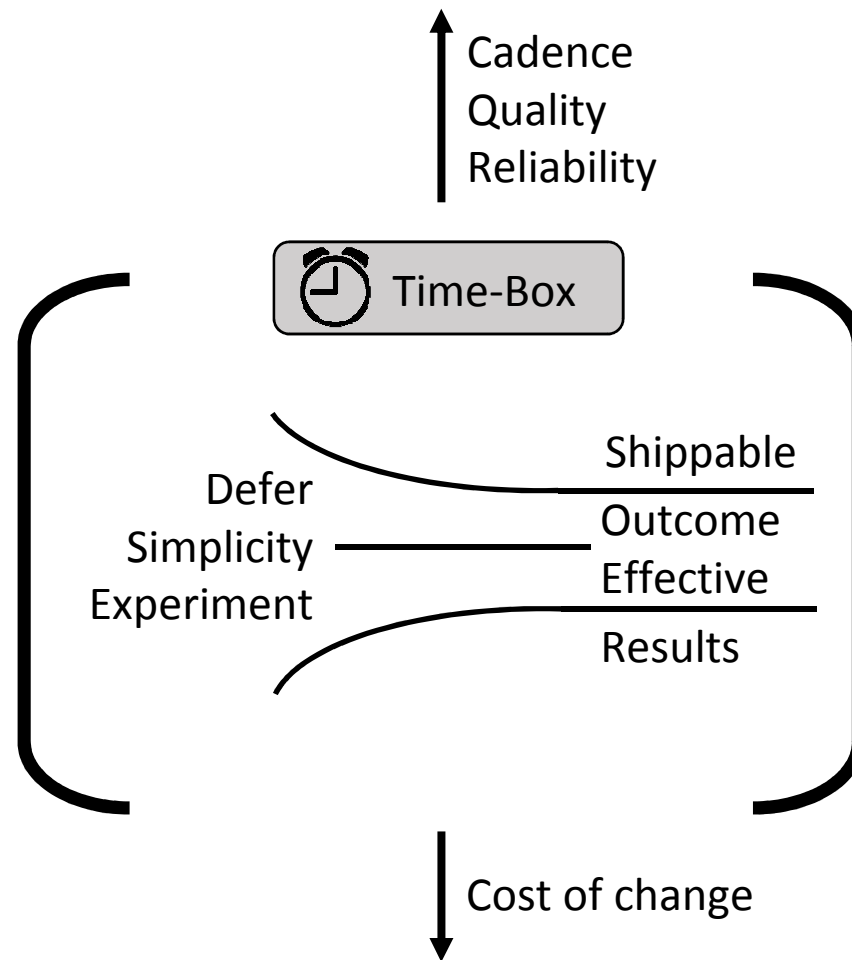
# Principles

**What principles drive Agile work?**

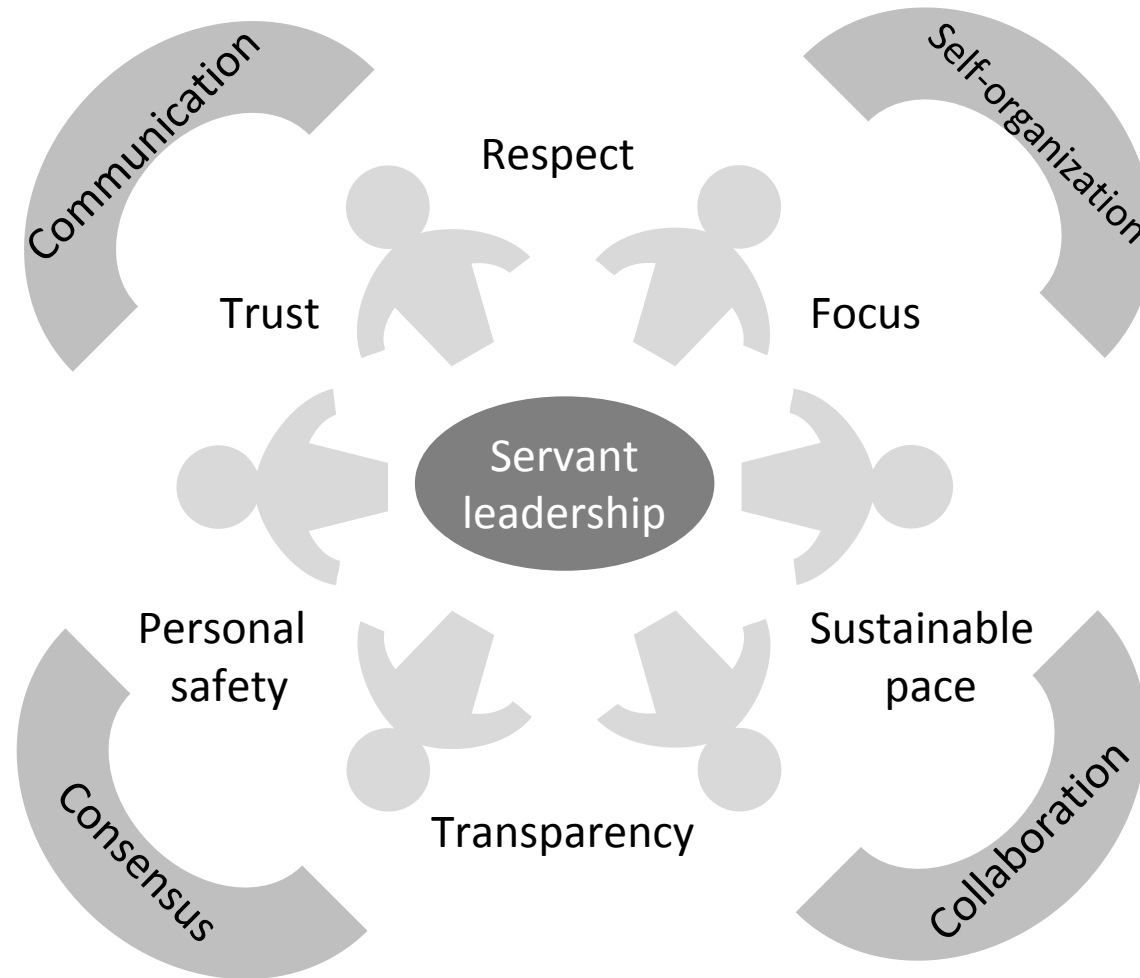
# Meta-principles



# The Agile principles regarding work



# The Agile principles regarding people

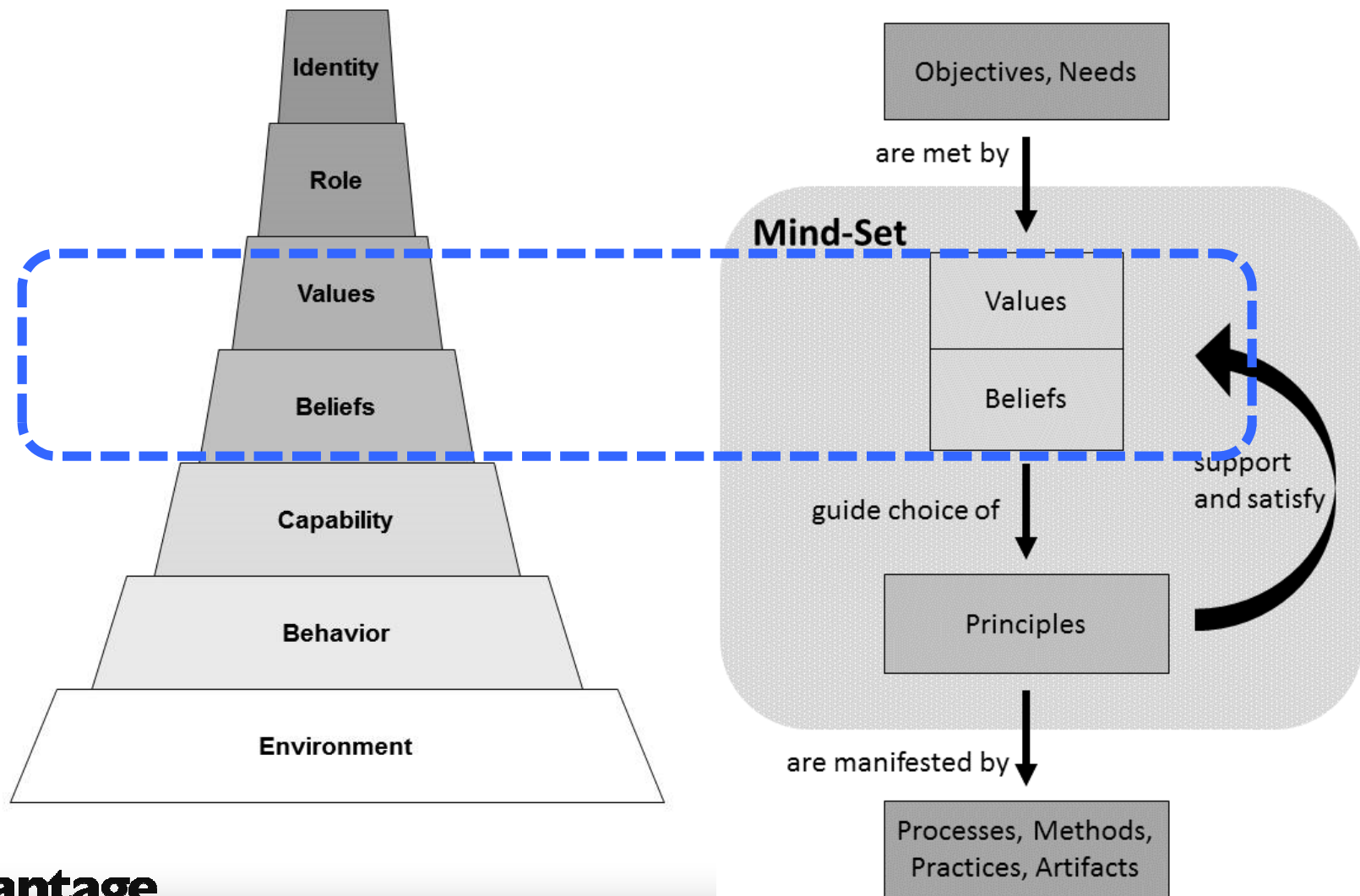


# Want Agile? Be mindful of:

- Your, and other people's, values and beliefs
- Suitability of the V & B to the situation
  - the work
  - its objectives
  - the team and the customer
- Buy-in to the mind-set
  - Buy-in to processes or practices alone is not useful
- The danger of mix-and-match and "best practices"
- Customize and adapt based on the principles

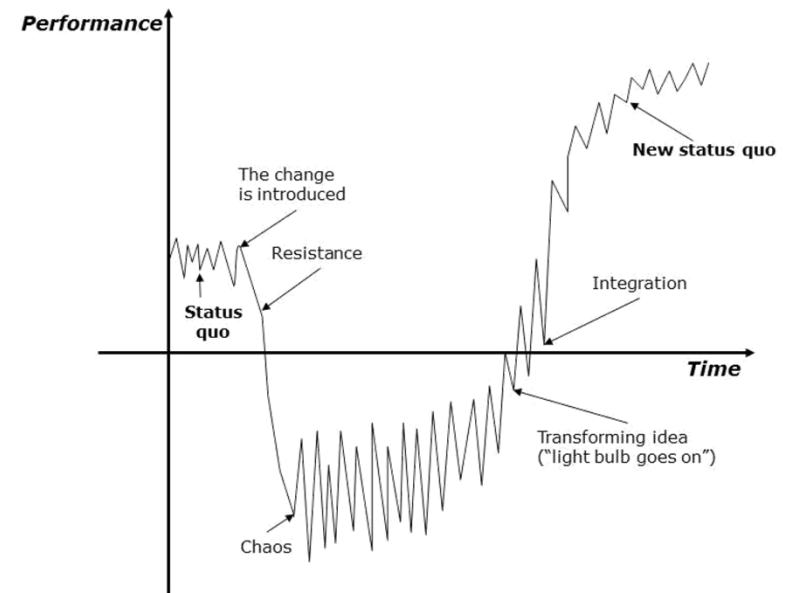


# A useful model for looking at change



# How to transform effectively?

- Start with an accepted framework only if you also embrace its values and principles
- “One principle at a time” doesn’t work
- Getting better at all of them does
- Leadership, support, and patience for the change curve (expect tribulations)
- Want to know how well you’re doing? Look for principled behavior, not process compliance or velocity



# Quick and easy help for you

## “Something Happened on the Way to Agile”

- ✓ How to foster product owner accountability
- ✓ Ways to balance commitments with support activities
- ✓ How to integrate code reviews effectively
- ✓ How much unit test coverage is enough (or too much)
- ✓ 8 tips for effective retrospectives
- ✓ What do managers do in Agile?
- ✓ 14 other popular issues

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