AGILE BOOT CAMP PROGRAM

• Introduction to Agile: The Genesis (James Newkirk)
• Agile Requirements (Mary Gorman)
• Agile Testing (Matthew Heusser)
• Agile Development Practice Basics (Tim Ottinger)
• Agile Collaboration and Teamwork (Nicole Belilos)
• Agile Delivery (James Shore)
• Agile Leadership (Thomas Perry)
• Agile Enterprise Transitions (Hendrik Esser)
• Agile Product Innovations (Rich Mironov)
Introduction to Agile
(The Genesis)
James Newkirk
Think back to 2000
Heavyweight Processes
Lightweight Processes
MANIFESTO FOR AGILE SOFTWARE DEVELOPMENT

(HTTPS://AGILEMANIFESTO.ORG/)

• **Individuals & interactions**
  over processes & tools
  
  • **Working software**
  over comprehensive documents

• **Customer collaboration**
  over contract negotiation

• **Responding to change**
  over following a plan
Agile [ˈajəl] adv.
• Quick and well-coordinated in movement
• Active; lively
• Marked by the ability to think quickly; mentally acute or aware.
Opposite of Agile

- Inactive
- Lazy
- Lethargic
- Rigid
- Slow
- Sluggish
- Stiff
- Brittle
Extremely
Sluggish
KEY PRINCIPLES

(HTTP://AGILEMANIFESTO.ORG/)

• Build projects around motivated individuals, give them the environment and support they need, and trust them to get the job done

• Our highest priority is to satisfy the customer through early and continuous delivery of valuable software

• Working software is the primary measure of progress

• The most efficient and effective method of conveying information to and within a development team is face-to-face conversation

• At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly
climate \hspace{1cm} values

agility

practices
climate
RECOMMENDED READING

“Tribal Leadership should be required reading for anyone in teams with an interest in improving performance and job satisfaction.”

—David Allen, bestselling author of Getting Things Done

“An unusually nuanced view of high-performance cultures.... Share the book with your Type As and prima donnas.”

—Inc.
STAGE 1

- Members are despairingly hostile
- Life is inherently hopeless and unfair

LIFE SUCKS
STAGE 2

- Members are passively antagonistic, sarcastic, and resistant to new initiatives
- The boss or system is holding them back
STAGE 3

- Marked by knowledge hoarders who want to outwork/outhink their competitors on an individual basis
- They are lone warriors who not only want to win, but need to be the best and brightest
- Self-Perception is that they are doing all the work
STAGE 4

- Members are excited to work together for the benefit of the entire company
- Shared Values
- Members hold each other accountable
STAGE 5

- Members have made substantial innovations
- Members seek to use their potential on a history making project
Surveying Your Team
An Exercise
# RESULTS

<table>
<thead>
<tr>
<th>Stage</th>
<th>Tribal Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2% or less</td>
</tr>
<tr>
<td>2</td>
<td>25%</td>
</tr>
<tr>
<td>3</td>
<td>48%</td>
</tr>
<tr>
<td>4</td>
<td>23%</td>
</tr>
<tr>
<td>5</td>
<td>2% or less</td>
</tr>
</tbody>
</table>
All things being equal, contend Logan and his colleagues, a stage 5 culture will outperform a stage 4 culture, which will outperform a stage 3 culture, and so on.
SEPARATING STAGE 3 AND 4

- Knowledge hoarding
- Competitive team members

- Shared Values
- Accountability
ACCOUNTABILITY

CEO

- Sales & Marketing
- Engineering
- Operations

Venn Diagram:

- CEO
- Operations
- Engineering
- Sales & Marketing
WHAT ARE VALUE STATEMENTS WORTH?

- Integrity
- Communication
- Respect
- Excellence
CORE VALUES

- Integrity
- Communication
- Respect
- Excellence
DO

Recognize and reward only those individuals who’s actions demonstrate the values
DO NOT

Recognize or reward any individual who’s actions oppose the values
SHARED VALUES

YOU → TEAM → COMPANY

YOU ↔ TEAM ↔ COMPANY
What is Simple?
Simple [ˈsimpəl] adj.

1. easy to understand, deal with, use, etc.: a simple matter; simple tools 2. not elaborate or artificial; plain: a simple style. 3. not ornate or luxurious; unadorned: a simple gown. 4. unaffected; unassuming; modest: a simple manner. 5. not complicated: a simple design. 6. not complex or compound; single. 7. occurring or considered alone; mere; bare: the simple truth; a simple fact. 8. free of deceit or guile; sincere; unconditional: a frank, simple answer. 9. common or ordinary: a simple soldier. 10. not grand or sophisticated; unpretentious: a simple way of life 11. humble or lowly: simple folk. 12. inconsequential or rudimentary. 13. unlearned; ignorant. 14. lacking mental acuteness or sense: a simple way of thinking. 15. unsophisticated; naive; credulous. 16. simpleminded. 17. Chemistry. a. composed of only one substance or element: a simple substance. b. not mixed. 18. Botany. not divided into parts: a simple leaf; a simple stem. 19. Zoology. not compound: a simple ascidian. 20. Music. uncompounded or without overtones; single: simple tone. 21. Grammar. having only the head without modifying elements included: The simple subject of “The dappled pony gazed over the fence” is “pony.” Compare complete (def. 5). 22. (of a verb tense) consisting of a main verb with no auxiliaries, as takes (simple present) or stood (simple past) (opposed to compound). 23. Mathematics. linear (def. 7). 24. Optics. (of a lens) having two optical surfaces only. 25. an ignorant, foolish, or gullible person. 26. something simple, unmixed, or uncompounded. 27. simples, Textiles. cords for controlling the warp threads in forming the shed on draw-loom. 28. a person of humble origins; commoner. 29. an herb or other plant used for medicinal purposes: country simples.
SIMPLE

- easy to understand, deal with, use, etc.
- a simple matter
- simple tools

this

- unsophisticated
- naive
- credulous
“Form follows Function”
—Mies van der Rohe
MY AGILE VALUES

- Minimalism
- Feedback
- Transparency
- Sustainability
Values = Why
Practices = How
practices
AN EXAMPLE

- What is this driving technique?
- Why do this?
- Is it correct?
CONTROL VEHICLE
MY AGILE VALUES

Minimalism

Feedback

Transparency

Sustainability
FEEDBACK

- Test-first programming
- Incremental design
- Ten minute build
- Continuous integration/delivery
- Weekly cycles
<table>
<thead>
<tr>
<th>Branch</th>
<th>Tag</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>master</td>
<td>#1.0.10483</td>
<td>Tests passed: 12243</td>
</tr>
<tr>
<td>appSe...leUser</td>
<td>#1.0.10480</td>
<td>Tests failed: 2 (2 new), passed: 10997</td>
</tr>
<tr>
<td>hotfix</td>
<td>#1.0.10476</td>
<td>Tests passed: 11674</td>
</tr>
<tr>
<td>newAr...erTool</td>
<td>#1.0.10471</td>
<td>Tests passed: 12227</td>
</tr>
<tr>
<td>statusIo</td>
<td>#1.0.10470</td>
<td>Tests passed: 12120</td>
</tr>
<tr>
<td>hotfi...Report</td>
<td>#1.0.10468</td>
<td>Tests failed: 1 (1 new), passed: 10510</td>
</tr>
<tr>
<td>WIPIm...gToken</td>
<td>#1.0.10459</td>
<td>Tests failed: 3 (3 new), passed: 10985</td>
</tr>
<tr>
<td>nstet...import</td>
<td>#1.0.10456</td>
<td>Tests passed: 12227</td>
</tr>
</tbody>
</table>
TRANSPARENCY

- Sit together
- Whole team
- Informative workspace
- Collective ownership
January 6 - February 3, 2015
Current as of 8:00 AM, January 22, 2015

Burndown Chart
SUSTAINABILITY

• Weekly Cycles
• Energized work
• Slack (20% of time)
Big Bang Effort
MINIMALISM

• Incremental design
• User stories
• Minimum viable product
• Weekly cycles
Minimum Viable Product
Wrong:
Minimum viable product is not the crappiest product you could possibly release.

Right:
The minimum viable product is the smallest product release that successfully achieves it’s desired outcomes.

A minimal viable product is also the smallest thing you could create or do to prove or disprove an assumption.

Jeff Patton, User Story Mapping
Layers
Layers
5%
Layers
20%
Layers
60%
Progressive Refinement
5%
Progressive Refinement
20%
Progressive Refinement
40%
Progressive Refinement
60%
Progressive Refinement
85%
Progressive Refinement
100%
MAINTAIN CONTINUITY
AGILE IN PRACTICE

Sprint

Minimum Feasible Deployment

Time
MINIMUM Viable PRODUCT
Key Takeaways
climate

values

agility

practices
Identify Core Value
What Questions Do You Have?
Feedback