1. Agile Mindset
2. Scrum Framework
3. Roles
4. Contracts
5. Adoption
6. The Future
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- Agile trainer & coach
- Experience in government and commercial Agile transformations
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Agile Mindset
We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- **Individuals & interactions** over **Process and tools**
- **Working software** over **Comprehensive documentation**
- **Customer collaboration** over **Contract negotiation**
- **Responding to change** over **Following a plan**

That is, while there is value in the items on the right, we value the items on the left more.

http://agilemanifesto.org/
Scrum Overview

Product Vision

Roadmap

Idea

Initiation

Plan

Release

Plan

Release

Plan

Release

Plan

Sprint

Review

Retro

Plan

Sprint

Review

Retro

Day

Day

Day

Daily Scrum

Time
Principles Behind The Agile Manifesto:

1. "Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.”

2. "Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.”

3. "Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.”

4. "Business people and developers must work together daily throughout the project.”

5. "Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.”

6. "The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.”

7. "Working software is the primary measure of progress.”

8. "Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.”

9. "Continuous attention to technical excellence and good design enhances agility.”

10. "Simplicity--the art of maximizing the amount of work not done--is essential.”

11. "The best architectures, requirements, and designs emerge from self-organizing teams.”

12. "At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.”
Agile Umbrella

Scrum  XP  Kanban
Scrum Framework
Scrum Framework

- **Artifacts**
- **Roles**
- **Events/Activities**

Input from End-User, Customers, Team and Other Stakeholders

Sprint
1-4 Weeks

No Changes in Duration or Goal

PBI

Tasks
Scrum Roles
The Scrum Team
The Peripheral Team
Answer these questions

1. Should the Product Owner come from the client or the vendor?
2. Should the Dev Team come from the client or the vendor?
3. Should the ScrumMaster come from the client or the vendor?
4. Can a Project Manager become a good Product Owner?
5. Can a Project Manager become a good ScrumMaster?
6. Is the SM a full time position?
7. Can I be a SM across multiple teams?
8. Can I be a SM & PO or a SM & Dev team member?
Qualities of a Good Product Owner

- Bandwidth
- Power
- Knowledge
- Interest
- Direction
Qualities of a Good Scrum Dev Team

• Cross functional
• Self Organized
• Empowered
• Highly skilled
Qualities of a Good Scrum Master

• Knowledge
• Experience
• Coaching
• Facilitation
• Servant Leadership

“A good Scrum Master is always on the verge of being fired…..”

- Ken Schwaber
Is the ScrumMaster doing a good job?

1. Are we making the same mistakes time and time again?
2. Are we encountering the same issues time and time again?
3. Are we getting better over time or are we stuck where we are?
SM Progression for Problem Solving

1. Did we talk about it in the Retrospective
2. Did we discuss the impact?
3. Did we identify root causes?
4. Did we come up with solutions?
5. Have we tried the solutions?
6. What were the initial results?
7. What are next steps from here?
Contracts
Agile and Federal Contracts

Product Vision

Sprints 1 | Sprints 2 | Sprints 3 | ....

Master Contract

Task Order 1 | Task Order 2 | Task Order 3 | ....
## Acquisition / Procurement

<table>
<thead>
<tr>
<th>CONTRACTING PROFESSIONALS</th>
<th>REQUEST FOR PROPOSALS</th>
<th>GOVERNANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Work early and often with the business</td>
<td>• State desired outcome, not statements of work</td>
<td>• Shift away from approval before start to acceptance when complete</td>
</tr>
<tr>
<td>• Training and coaching</td>
<td>• Smaller, shorter contracts</td>
<td>• Govern outcomes and milestones, not work and sequencing</td>
</tr>
<tr>
<td></td>
<td>• Past experiences based on results, not knowledge</td>
<td></td>
</tr>
</tbody>
</table>
Building the 21st century digital government.

The Olympus Supercomputer (ENERGY.GOV)

Delivery is the strategy.
Contracting Lifecycle Pre-award

Acquisition Pre-Planning
- Brainstorm product ideas
- Run agile product idea workshops
- Quickly prototype and validate ideas
- User experience considerations
- Design thinking

Acquisition Planning
- Scope a product vision that can grow iteratively
- Research which regulations allow agile contract construction
- Recommend which metrics measure success
- Provide technical expertise at the early phases of a project
- Contract modularization

Solicitation Development
- API Design for RFP
- Test writing for RFP
- RFP ghostwriting and review

Source Selection
- Evaluate technical abilities of vendor prospect(s)
Project Delivery Lifecycle

**Post-award**

**Iteration -1**
Assess organizational readiness
Develop adoption strategy

**Iteration 0**
Brainstorm product ideas
Run agile product idea workshops and design research
Quickly prototype and test ideas

**Iterations 1+**
Manage effective, short iteration cycles with contractor
Code review coaching
Lean UX coaching
Measure earned value
Periodic assessments of agile practices
Outcomes of Fixed Date / Fixed Scope projects:

• Waterfall
  1. Delivered _______ and working _____________
  2. “Delivered”_______ ... with ______
  3. Cannot deliver on time, _______________

• Scrum
  1. Delivered _______ and ___________________
  2. The ____________________ are _________ by the requested date and working ___________
Fixed Date / Fixed Scope

Outcomes of Fixed Date / Fixed Scope projects:

• Waterfall
  1. Delivered on time and working as expected
  2. “Delivered” on time … with issues
  3. Cannot deliver on time, need to extend

• Scrum
  1. Delivered on time and working as expected
  2. The highest valued stories are delivered by the requested date and working as expected
Missed Deadline?

![Graph showing work remaining over time with a deadline marker.](image-url)
Adoption
Adoption Patterns

• Viral adoption or Big Bang approach?
• Executive Champion
• Top Down, Bottom Up, and Middle Out
• Government networking and support
Building a more awesome government through technology

The United States Digital Service is a startup at The White House, using design and technology to deliver better services to the American people.
Building the 21st century digital government.

Delivery is the strategy.
The Future
Geoffrey Moore’s ‘Crossing the Chasm’ diagram circa 1991
Agile in Government
Continue the Conversation

Meet us at our booth to connect, discuss, and explore any questions that you have!

Come Visit Our Booth!

Connect With Us!

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