regoUniversity 2017

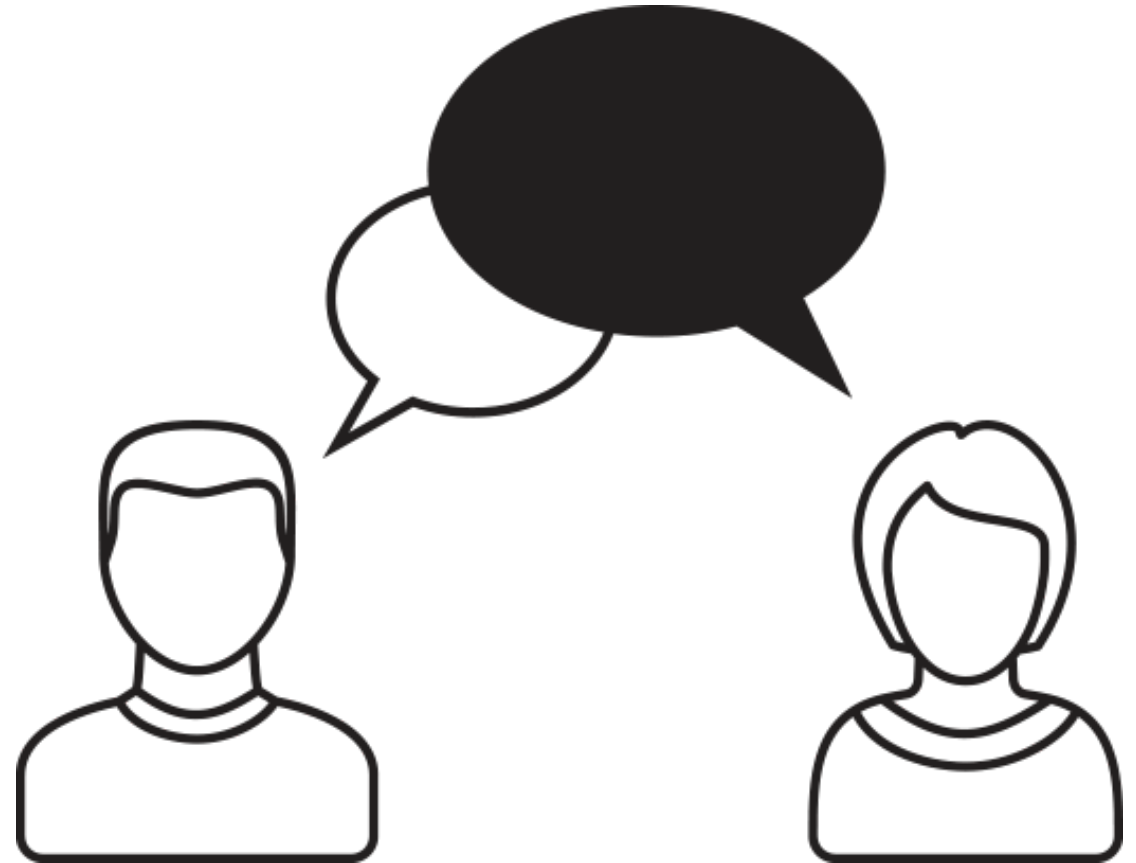# Agile Primer

Your Guide: Julie Chickering

Introductions

- Take 5 Minutes

- Turn to a Person Near You

- Introduce Yourself

Part I:
Why Agile?

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Let Rego be your guide.

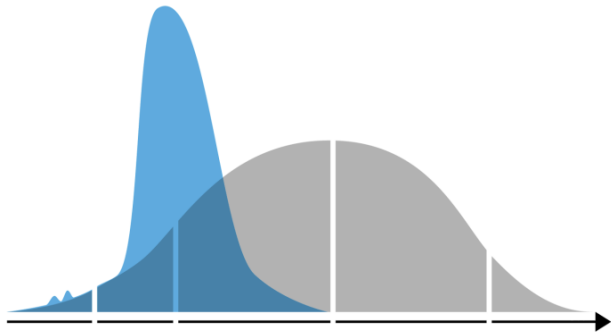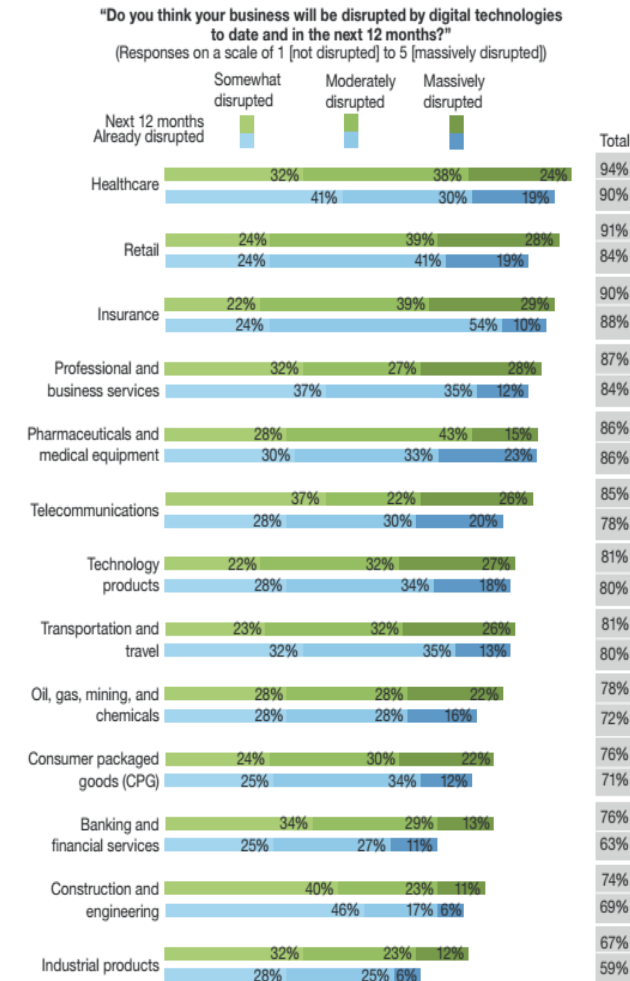# Why Agile?

Digital technologies: How are you affected?

Image source: Big Bang Disruption: Strategy in the Age of Devastating Innovation, Larry Downes

Across industries, 67% to 94% of Executives say their business will be disrupted by digital technologies in the next 12 months. Up to 90% say their business is already disrupted.

"Do you think your business will be disrupted by digital technologies to date and in the next 12 months?"
(Responses on a scale of 1 [not disrupted] to 5 [massively disrupted])

	Somewhat disrupted	Moderately disrupted	Massively disrupted	Total
Next 12 months Already disrupted				
Healthcare	32%	38%	24%	94%
	41%	30%	19%	90%
Retail	24%	39%	28%	91%
	24%	41%	19%	84%
Insurance	22%	39%	29%	90%
	24%	54%	10%	88%
Professional and business services	32%	27%	28%	87%
	37%	35%	12%	84%
Pharmaceuticals and medical equipment	28%	43%	15%	86%
	30%	33%	23%	86%
Telecommunications	37%	22%	26%	85%
	28%	30%	20%	78%
Technology products	22%	32%	27%	81%
	28%	34%	18%	80%
Transportation and travel	23%	32%	26%	81%
	32%	35%	13%	80%
Oil, gas, mining, and chemicals	28%	28%	22%	78%
	28%	28%	16%	72%
Consumer packaged goods (CPG)	24%	30%	22%	76%
	25%	34%	12%	71%
Banking and financial services	34%	29%	13%	76%
	25%	27%	11%	63%
Construction and engineering	40%	23%	11%	74%
	46%	17%	6%	69%
Industrial products	32%	23%	12%	67%
	28%	25%	6%	59%

The State Of Digital Business, 2015 To 2020, November 2015, Forrester Research.

Business Agility - Sense and Respond to Change

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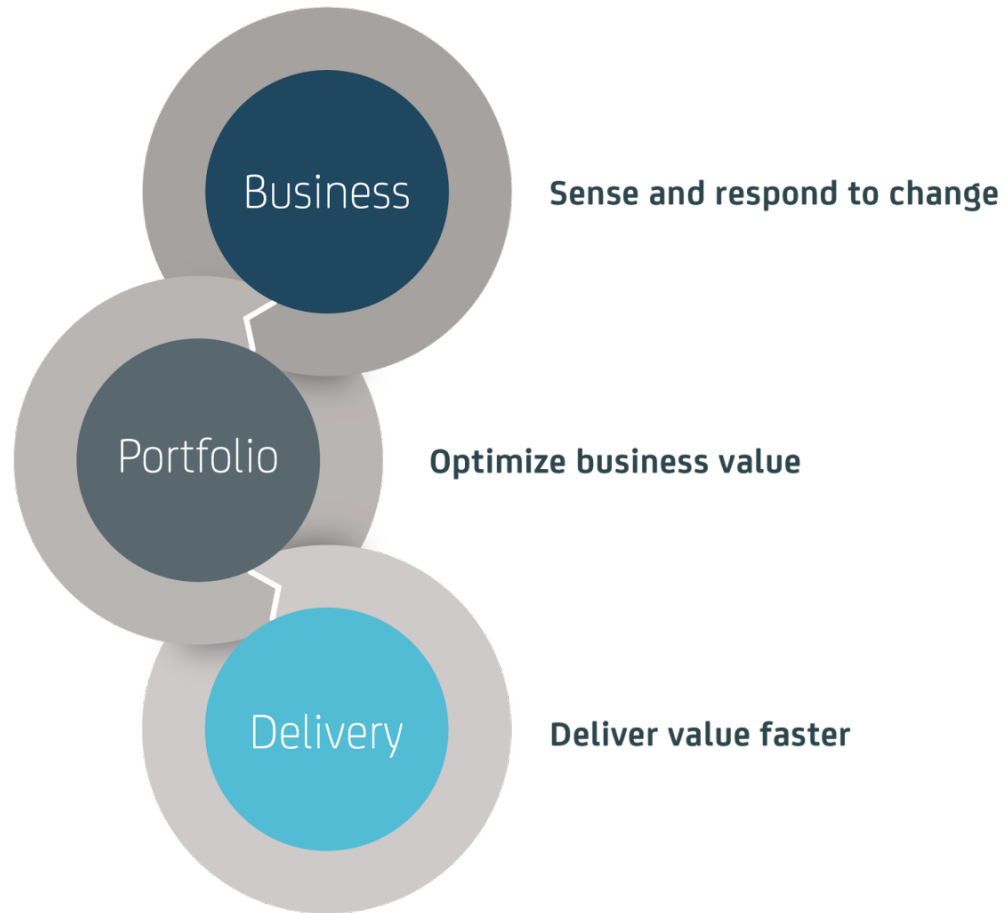
What the Analysts Say

- Waterfall is too slow for today's business challenges; Agile speeds time-to-market

- Agile yields better-quality results

- Agile enables detection of issues and midcourse corrections

- Agile improves IT alignment with business goals and customer satisfaction

FORRESTER®

From: "Justify Agile With Shorter, Faster Development" by Forrester Analyst Diego Lo Guidice, February 8, 2012"

Part II:
What's Agile?

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What's Agile?

Agile is a group of development methodologies

based on iterative and incremental development

where requirements and solutions evolve through collaboration

among self-organizing and cross-functional teams

who focus on delivering customer value as early and as often as possible.

The Agile Manifesto introduced the term in 2001.

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Any product development approach or general philosophy that follows the spirit of the guiding practices and principles in the Agile Manifesto is considered Agile

AGILE

Scrum

Kanban

XP

Scaled Agile Frameworks
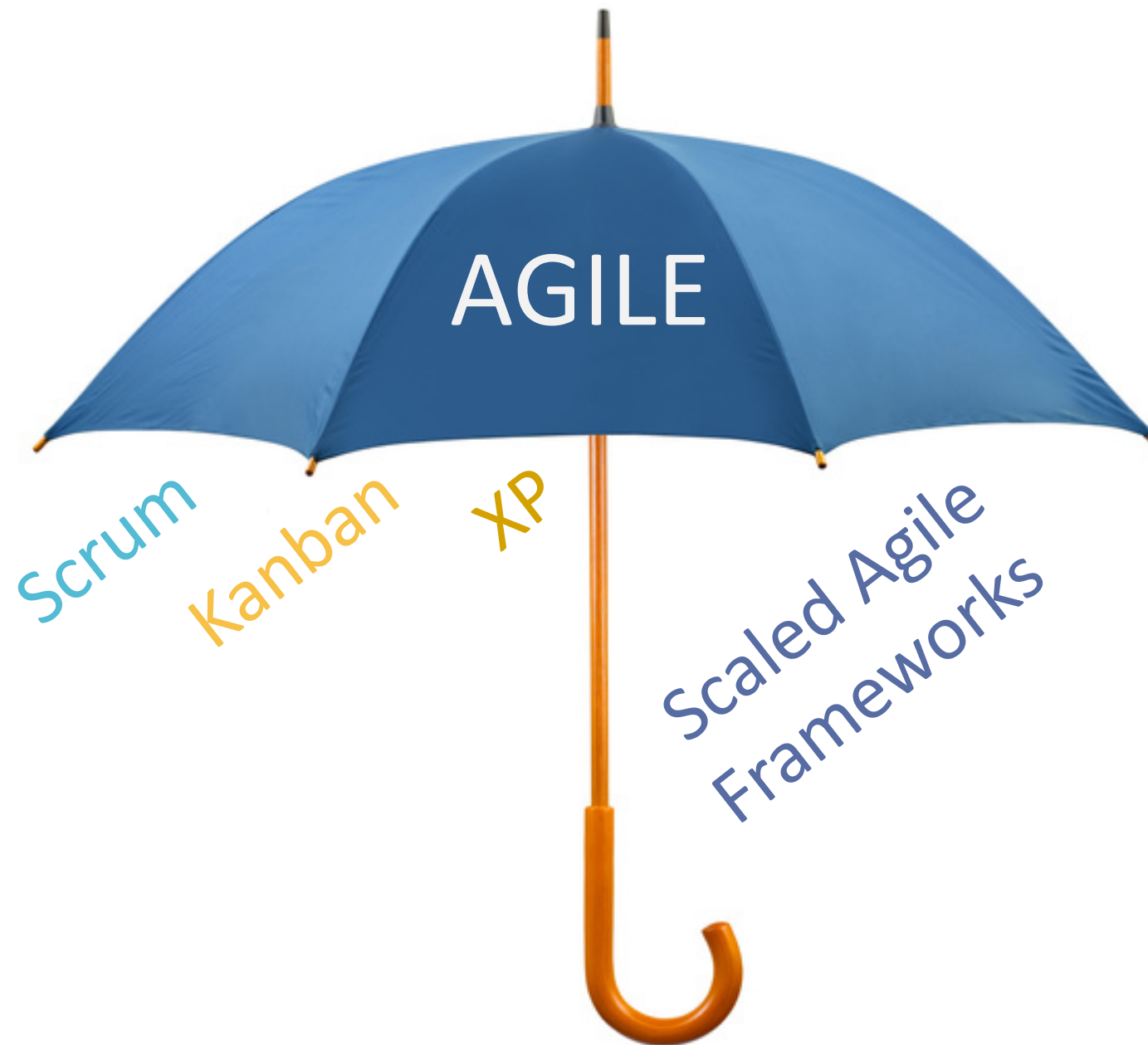
Let Rego be your guide.

Part III:
Agile and Traditional

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Agile and Traditional

TRADITIONAL DEVELOPMENT	AGILE DEVELOPMENT
Plan Driven	Value Driven
Fixed Scope	Variable Scope
Variable Resources/People	Fixed Resources/People
Variable Time	Fixed Time

Traditional Software Development

Long, Large, Linear, Often Late

Time to Market
12 to 36 Months

Lifecycle
Define → Code → Test → Deploy

Deliverables
MRD ▸ PRD ▸ Tech spec ▸ Code ▸ Test plan ▸ Funct test ▸ Doc ▸ Train
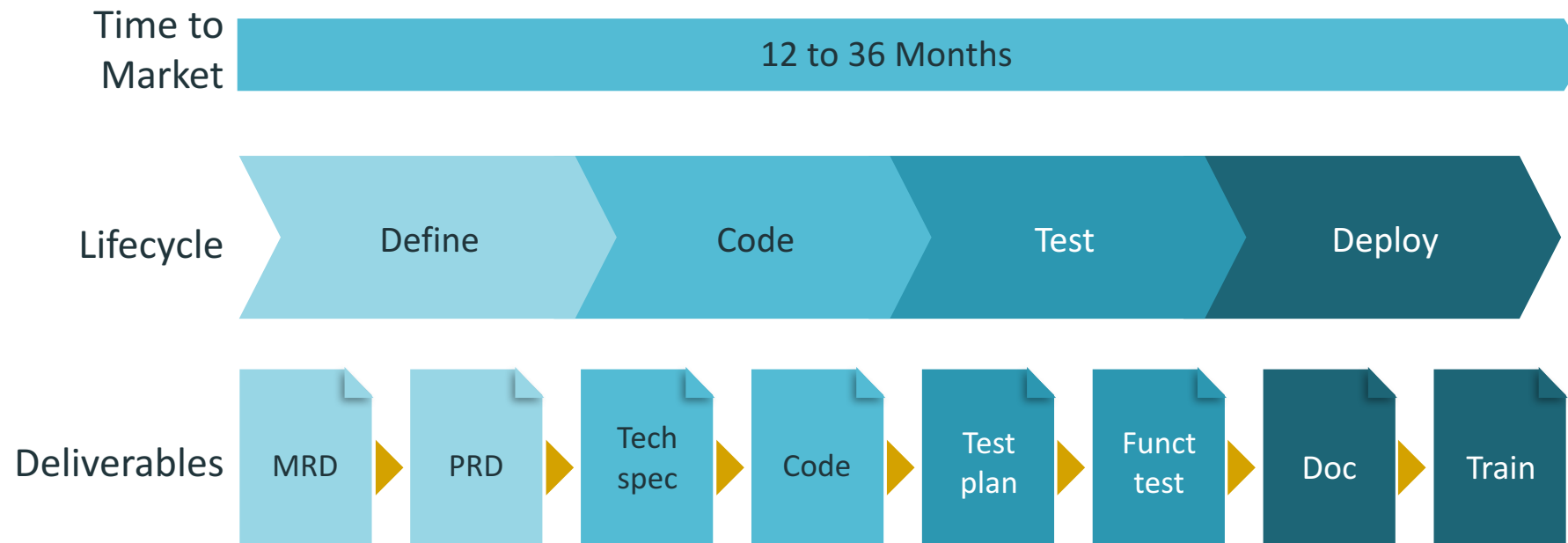
Agile Software Development

Iterate, Increment and Innovate

Time to Market	1 to 6 months

Lifecycle	Define / Code / Test (repeated cycles)

Deliverables	Working, tested code on short cycles
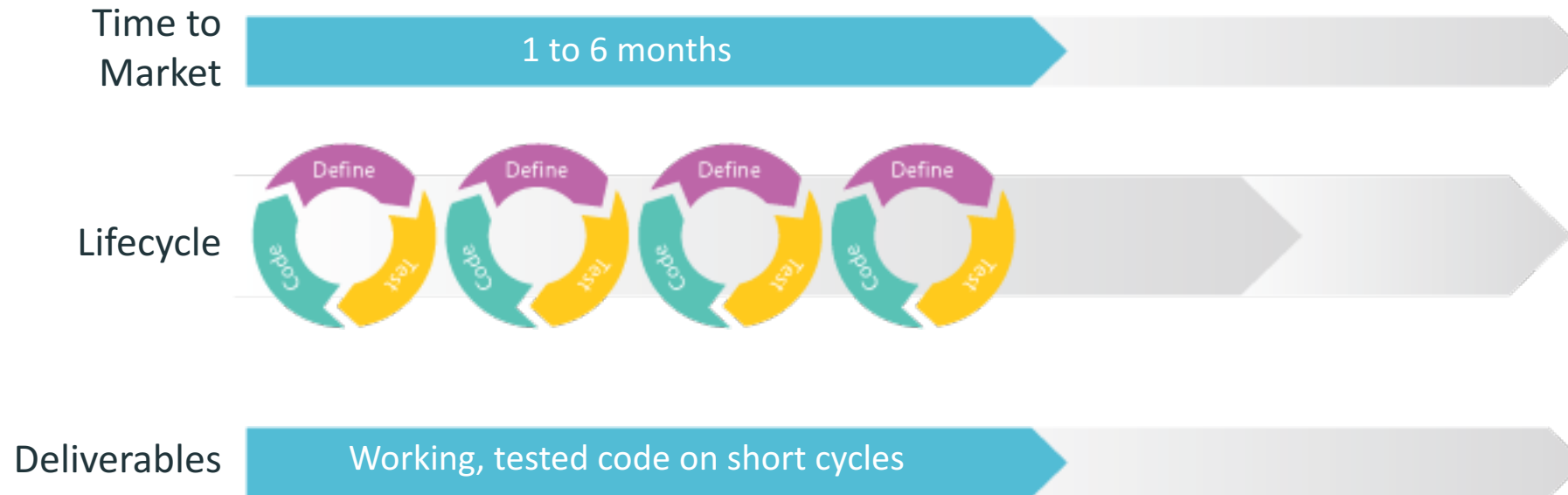
The Agile Paradigm Shift

Traditional

Agile

| Fixed | Scope | People | Time |

PLAN driven

VALUE driven

| Variable | People | Time | Scope |

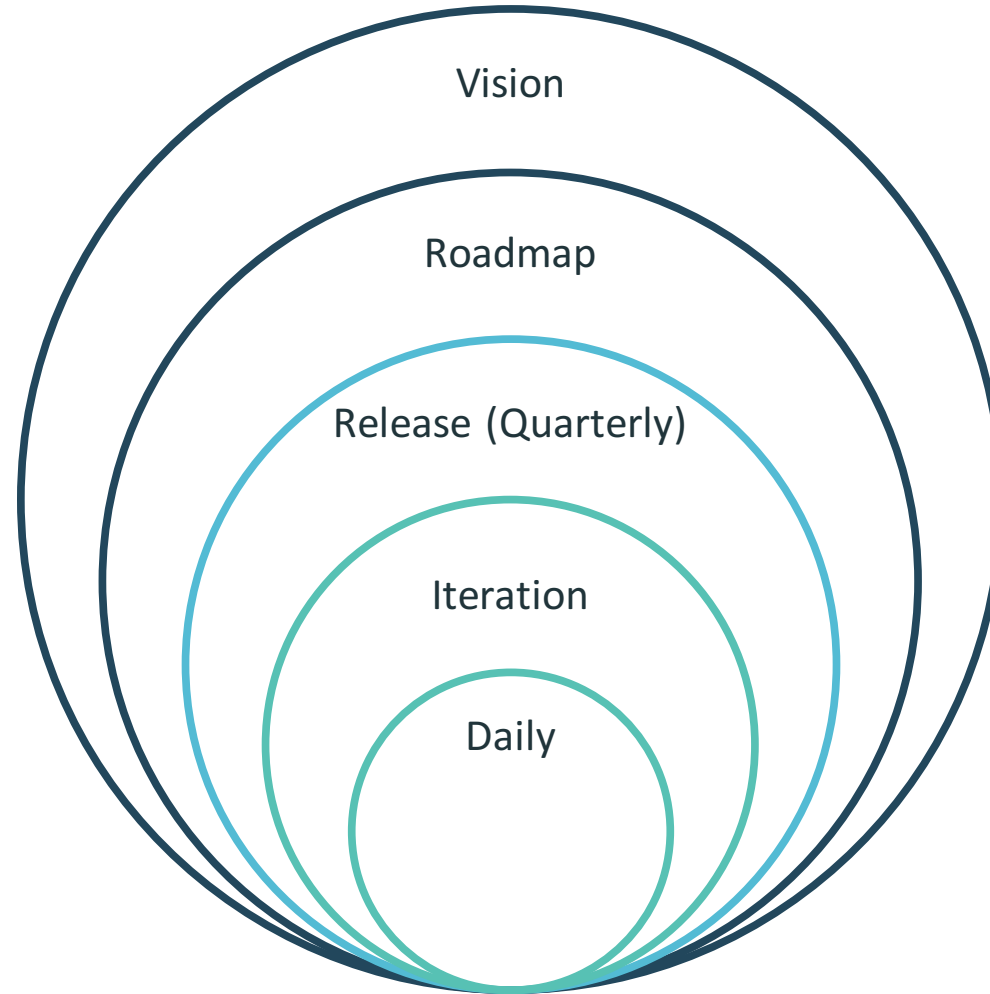regoUniversity

Agile Delivery
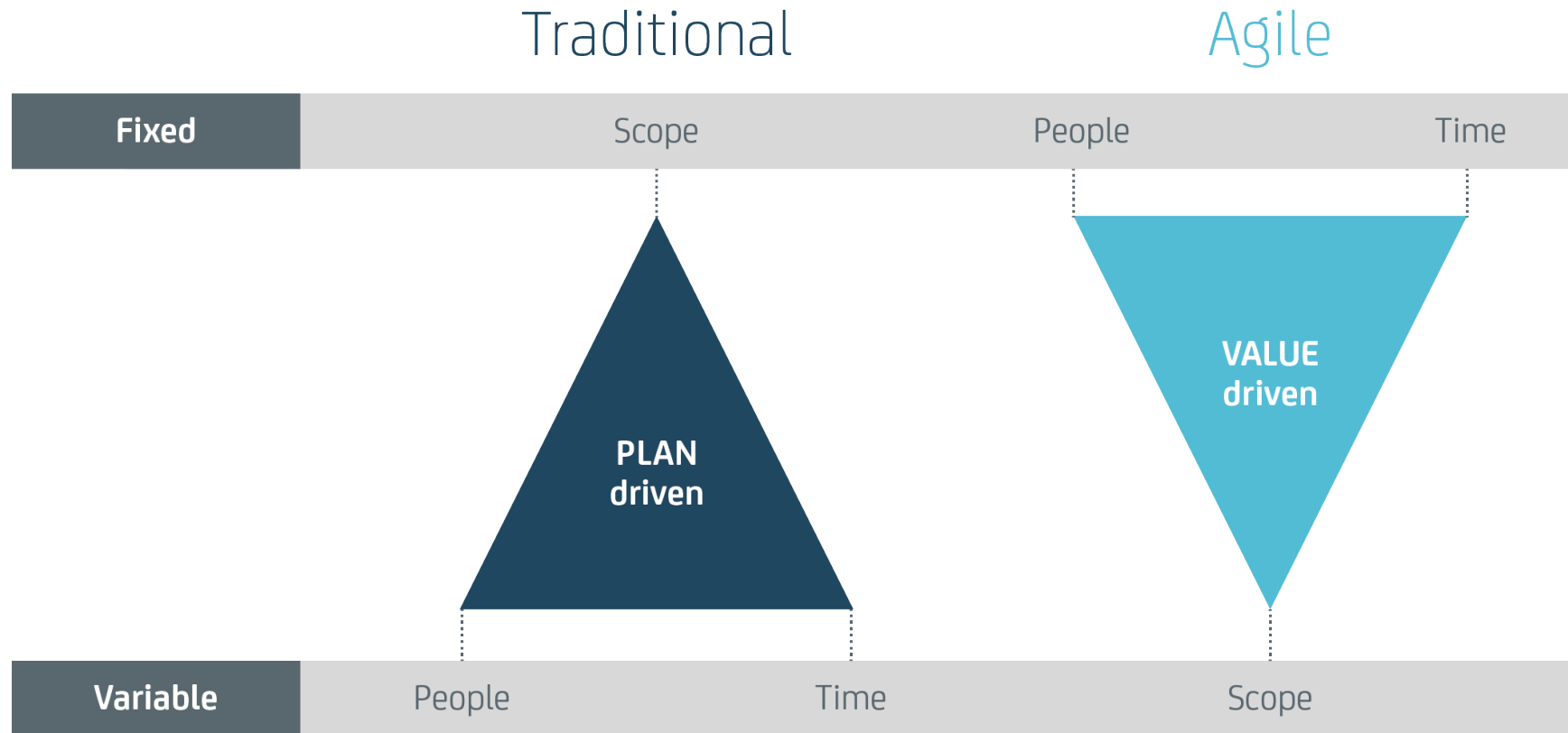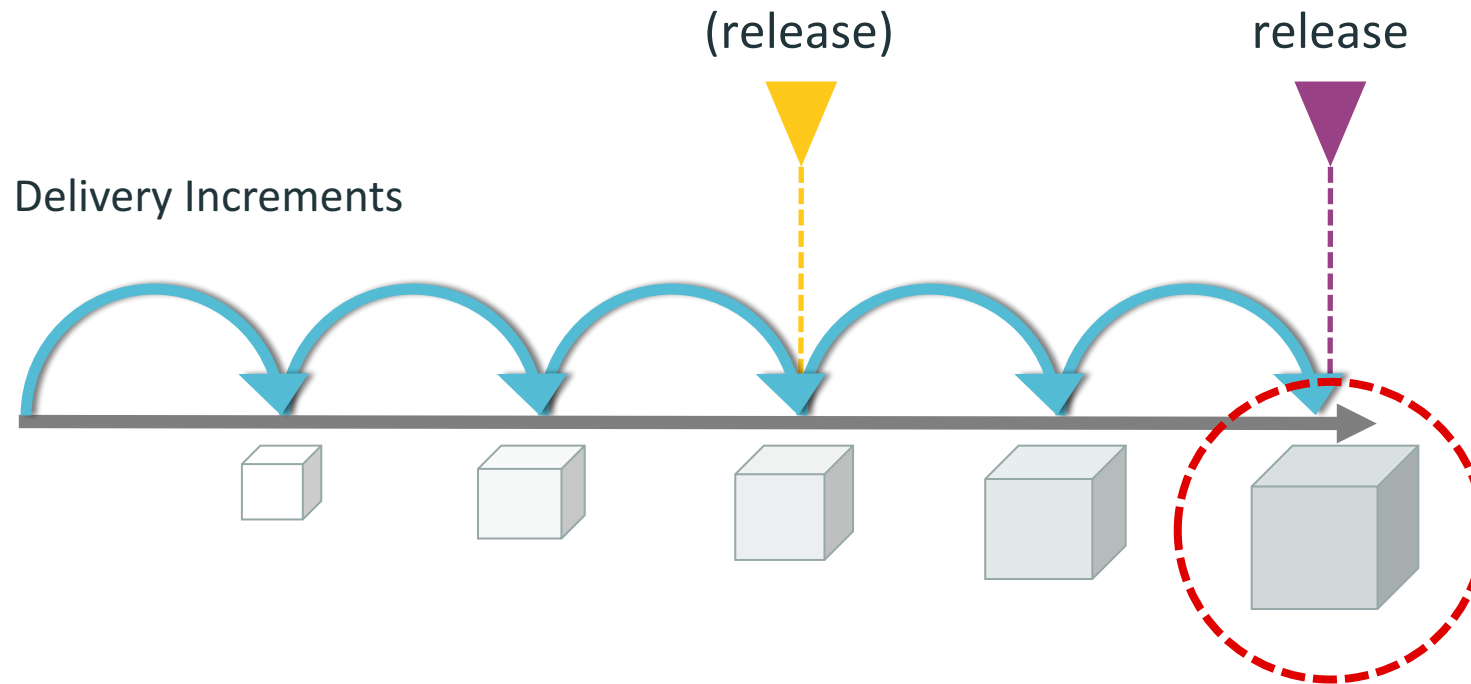
Part IV:
Agile Planning

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Since core PMBOK has put much emphasis on upfront planning -- and may appear contradictory to agile -- some translation is needed.

5 Levels of Planning

Vision

Roadmap

Release (Quarterly)

Iteration

Daily

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Planning

| TRADITIONAL PLANNING	AGILE ITERATION 0
Expert analysis	Whole team
Unknown duration	Time-boxed
Detailed	Just enough
Limit changes	Plan to re-plan

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# Iteration 0 – Typical Activities

- Create the initial Backlog-Requirements
  - Story writing
  - Estimating
  - Splitting
  - Prioritizing
- Architecture –Initial
  - Emergent design
  - Spikes

- Planning - Determine
  - Team(s) formation
  - Iteration length
  - Velocity/Capacity
  - Dependencies
  - Risks
  - Scheduling
  - Coordination

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Iterative Cadences
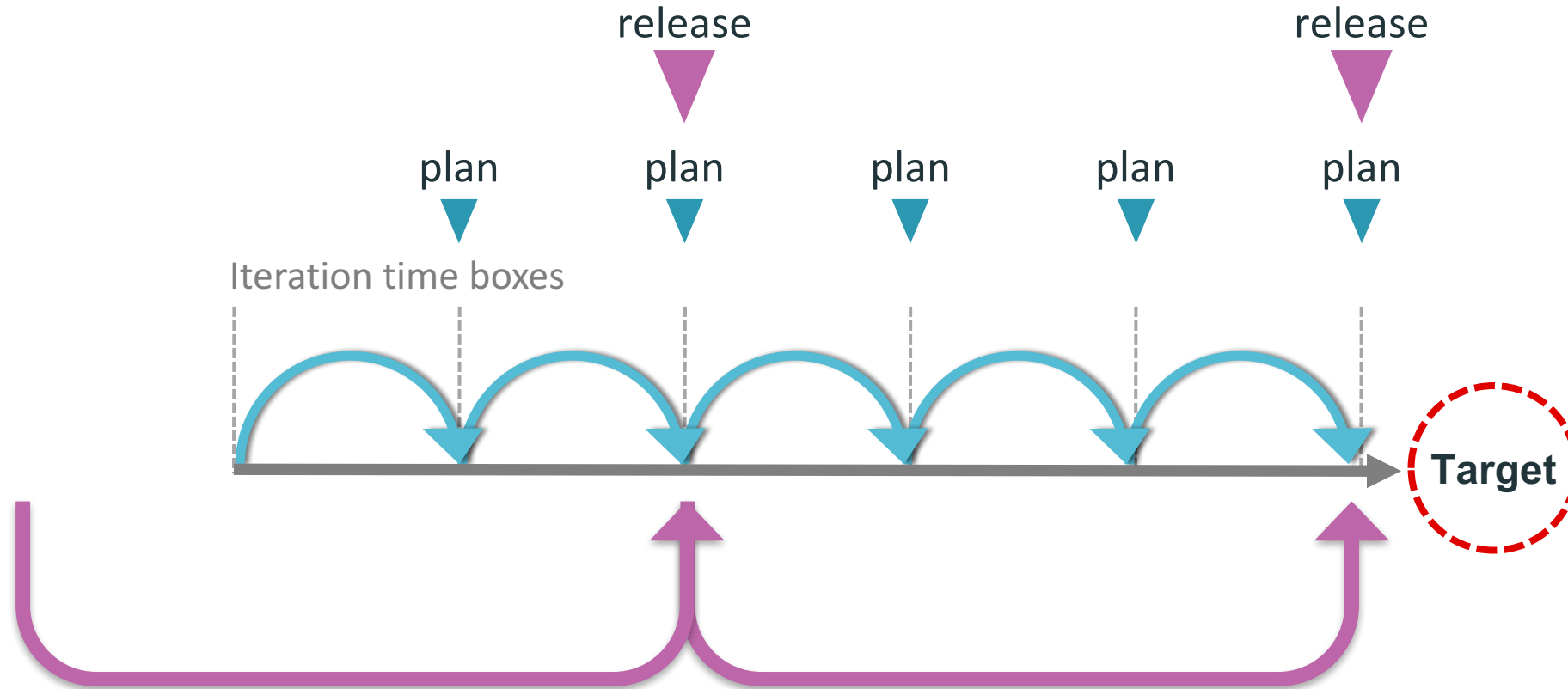
Just In Time, Progressive Elaboration of Requirements

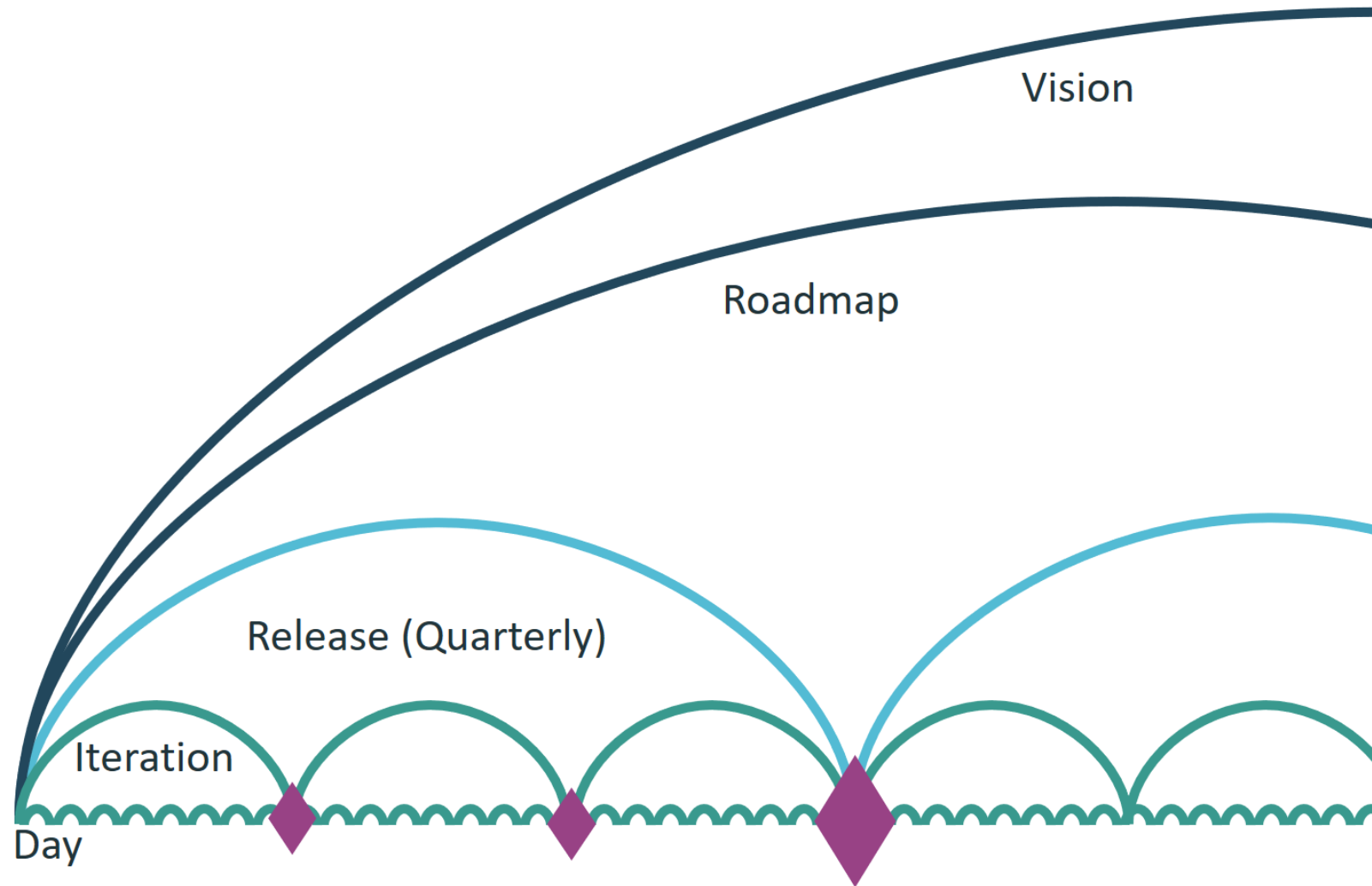

Future Releases

Release

Iteration
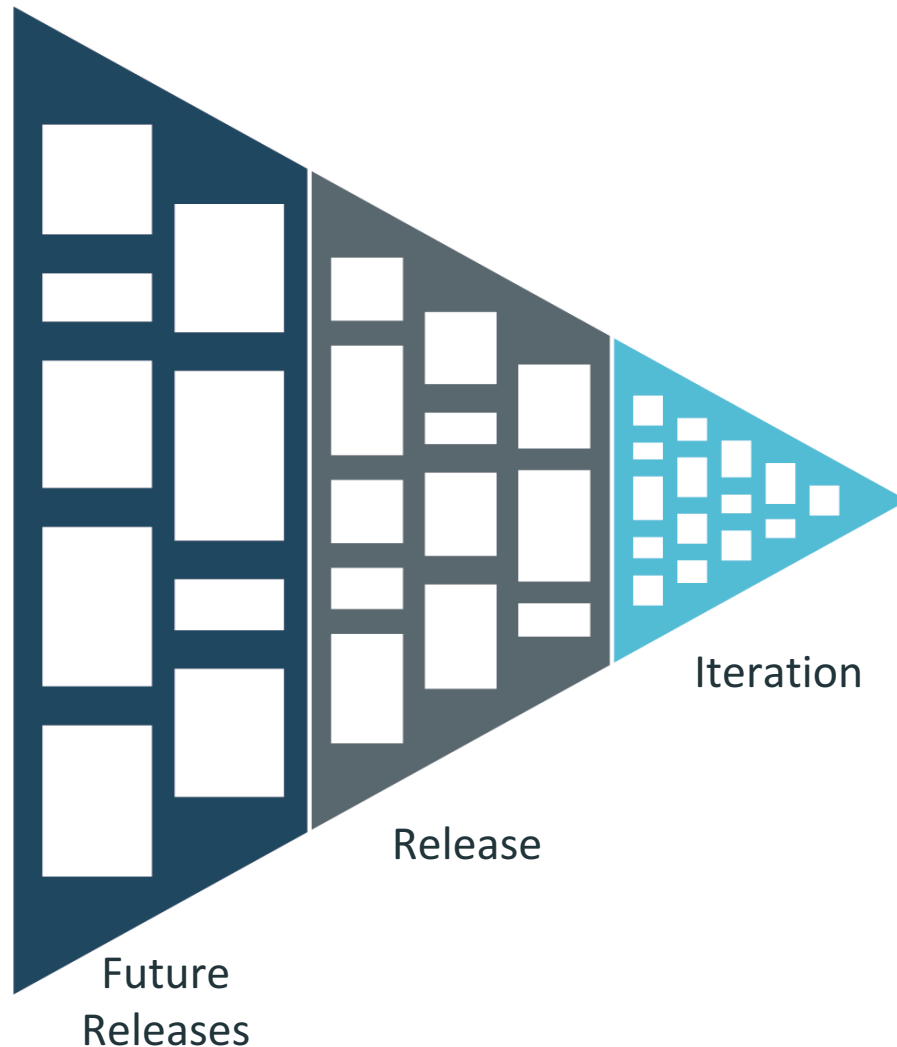
- Constantly working to break down features to prepare for planning

- Break off lower-priority bits

- Re-rank

- Add acceptance criteria

- Never "done," evolves over time
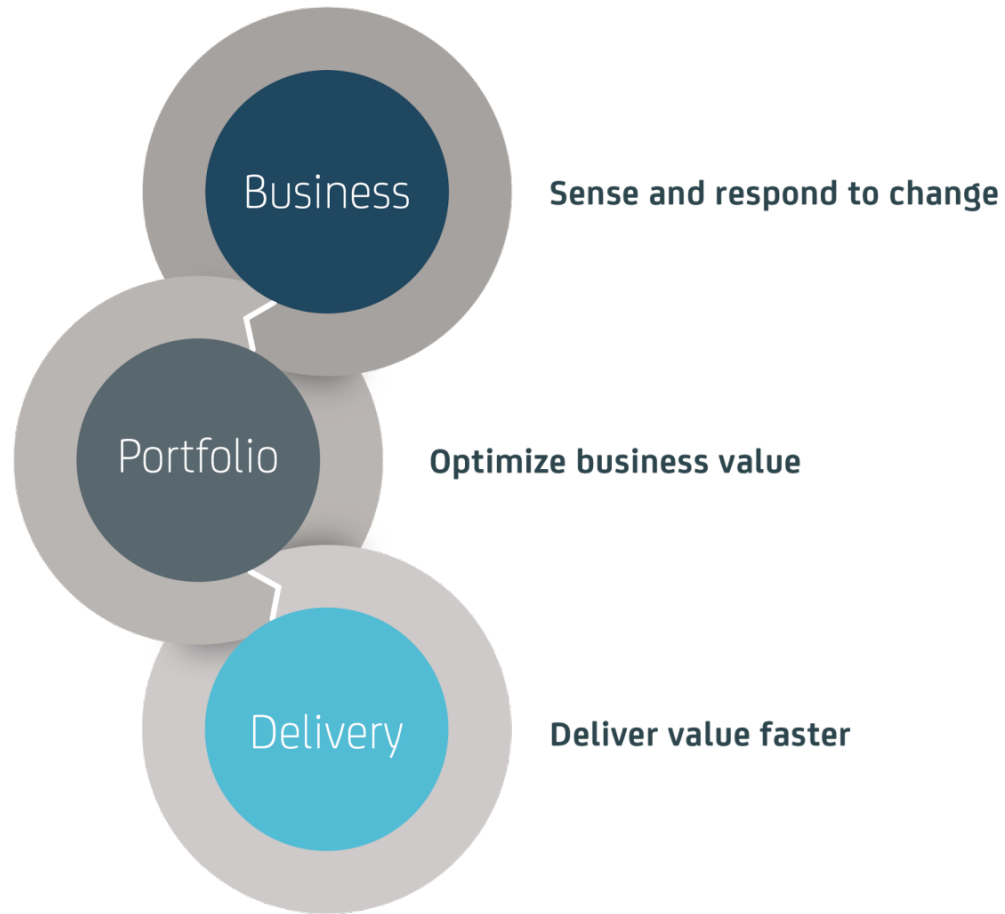
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Secret Sauce - How to Improve…From Deming

Feedback Loops

Vision

Roadmap

Release (Quarterly)

Iteration

Day

Business Agility - Sense and Respond to Change

Business — Sense and respond to change

Portfolio — Optimize business value

Delivery — Deliver value faster

Questions?

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- Access your account at pmi.org
- Click on **Certification**
- Click on **Maintain My Certification**
- Scroll down to **Report PDU's**
- Select **Education-Category B-Continuing Education or Category C-Self-Directed Learning**
- 1 PDU per hour
- Class Name = **regoUniversity**
- Course Number = **Session Number**
- Date Started = **Today's Date**
- Date Completed = **Today's Date**
- Hours Completed = **1 PDU per hour of class time**

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