

# Agile Primer

Your Guides: Rob Greca and Doug Greer

# Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself





# Part I: Why Agile?

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# Why Agile?

## Digital technologies: How are you affected?

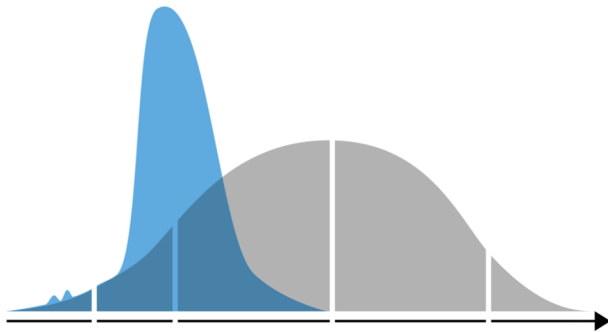
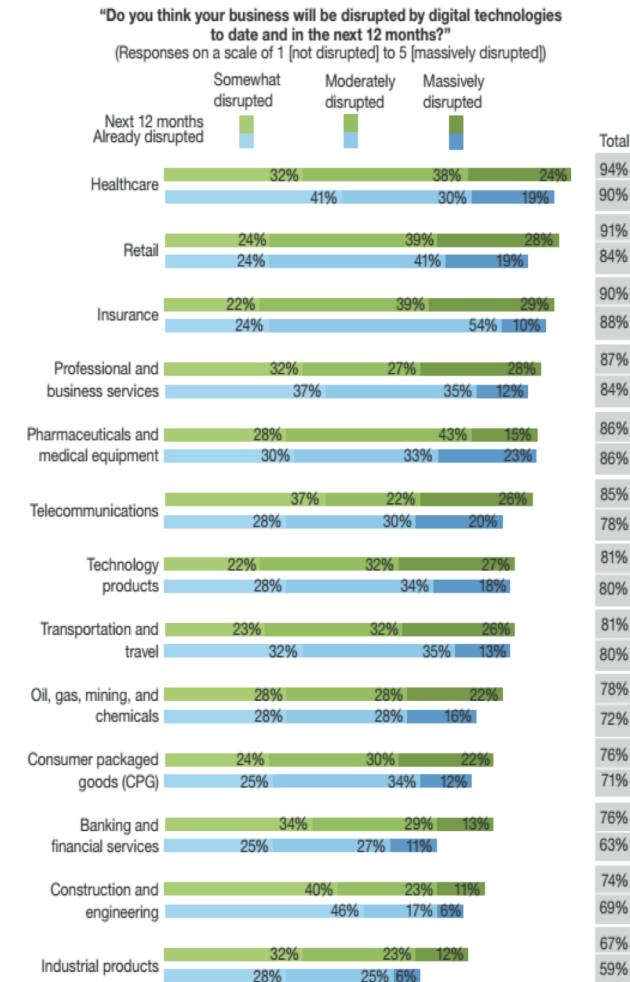


Image source: Big Bang Disruption: Strategy in the Age of Devastating Innovation, Larry Downes

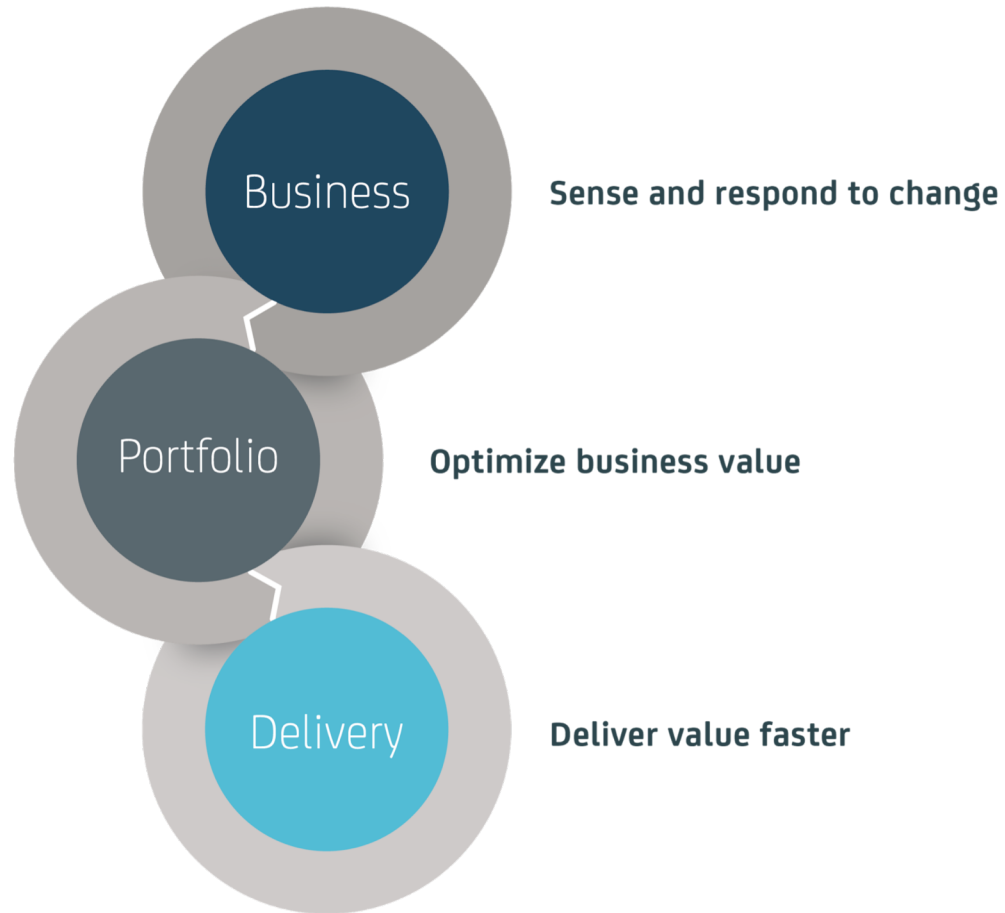
Across industries, **67% to 94%** of Executives say their business will be disrupted by digital technologies in the next 12 months. Up to **90%** say their business is **already disrupted**.



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



# Business Agility - Sense and Respond to Change



# 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**



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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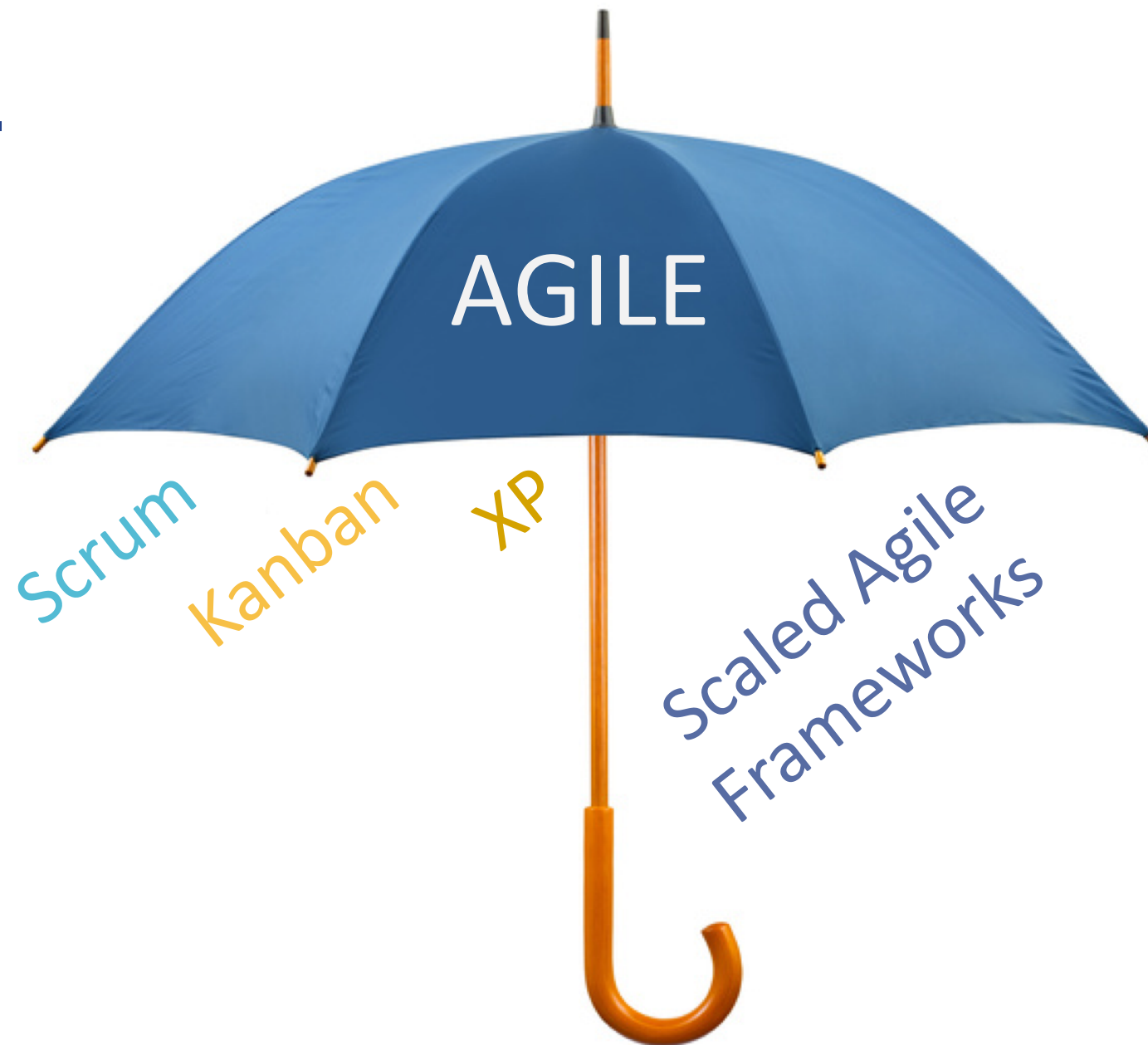


# What's Agile?

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.

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





# Part III: Agile and Traditional

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# Agile and Traditional

## TRADITIONAL DEVELOPMENT

Plan Driven

Fixed Scope

Variable Resources/People

Variable Time

## AGILE DEVELOPMENT

Value Driven

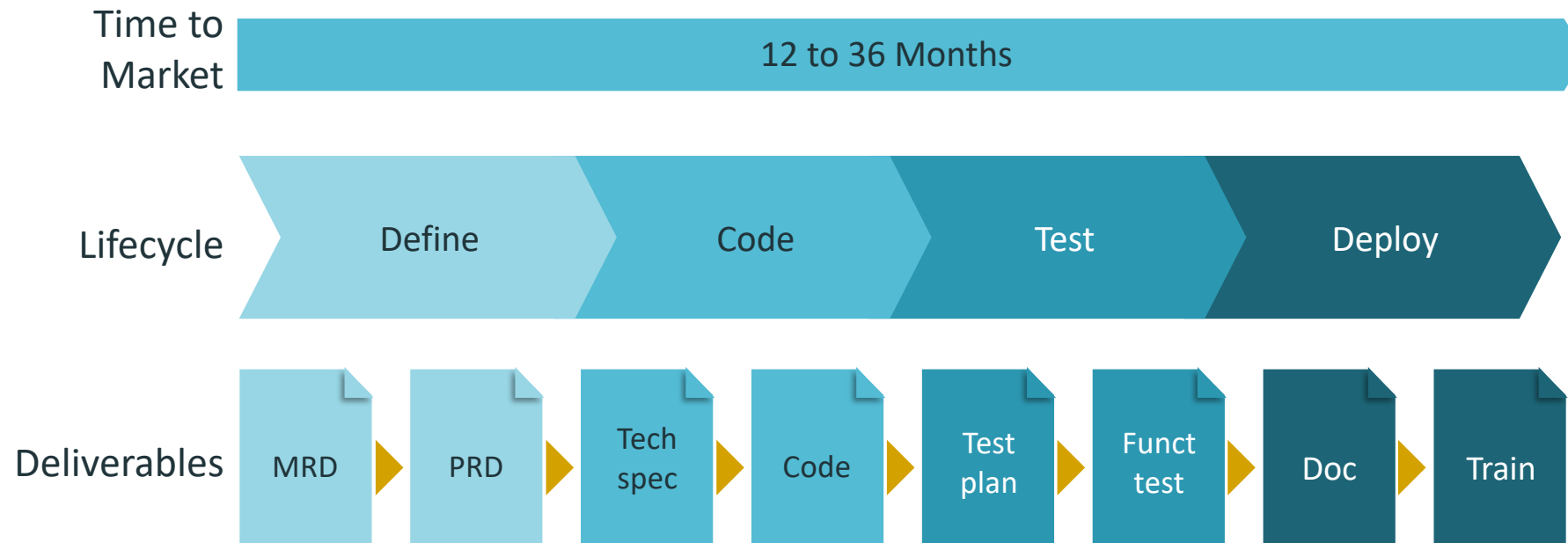
Variable Scope

Fixed Resources/People

Fixed Time

# Traditional Software Development

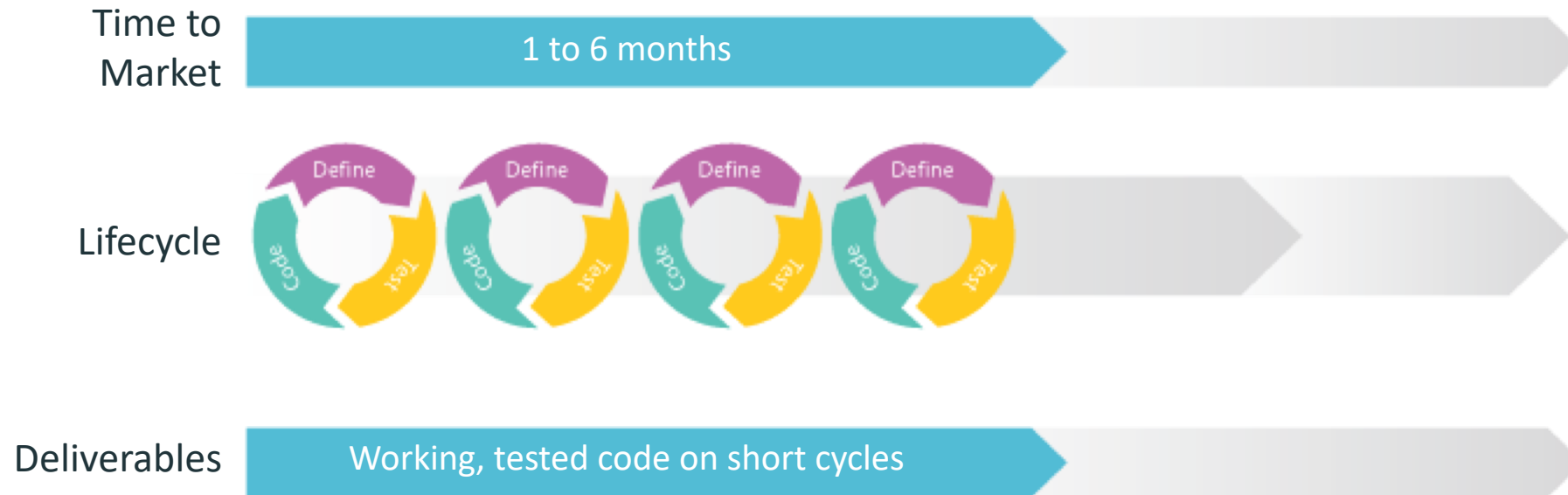
Long, Large, Linear, Often Late



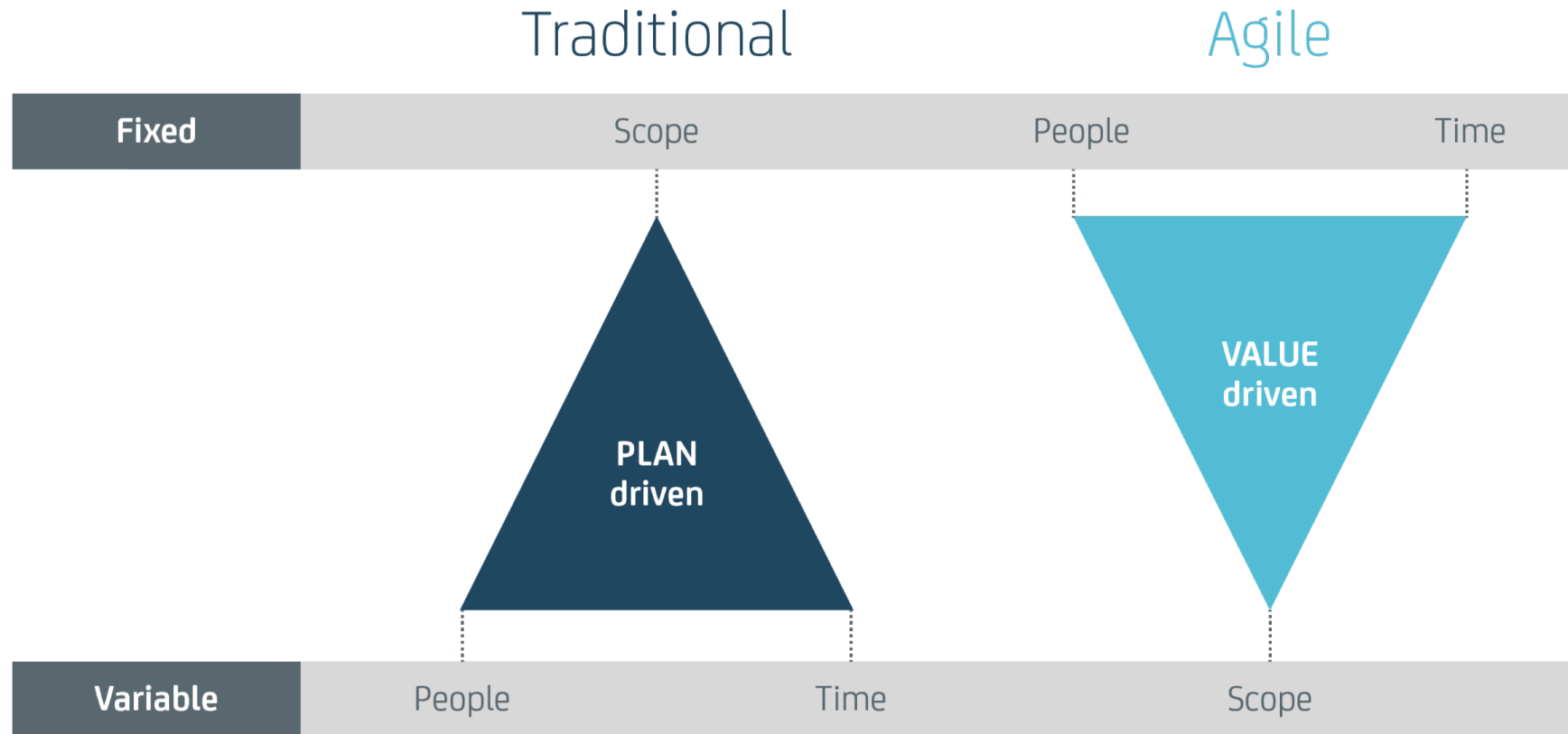


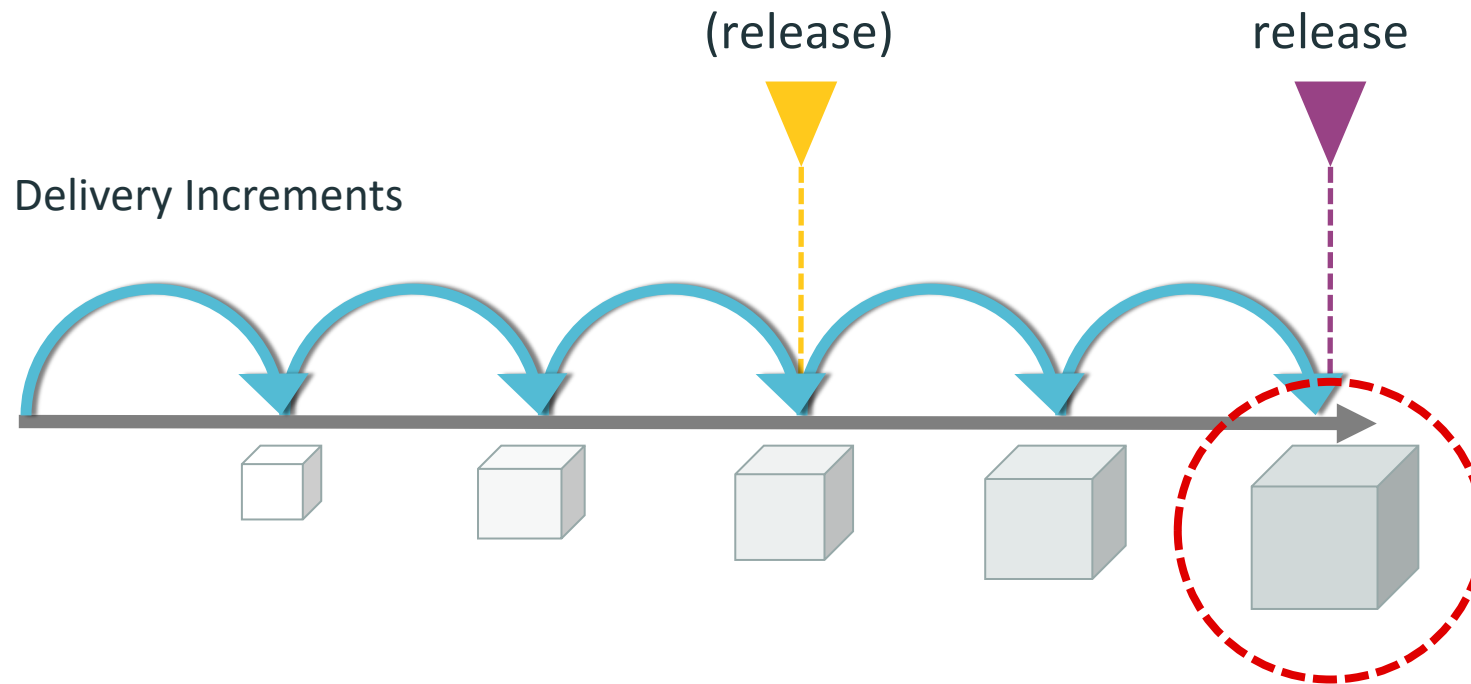
# Agile Software Development

## Iterate, Increment and Innovate



# The Agile Paradigm Shift







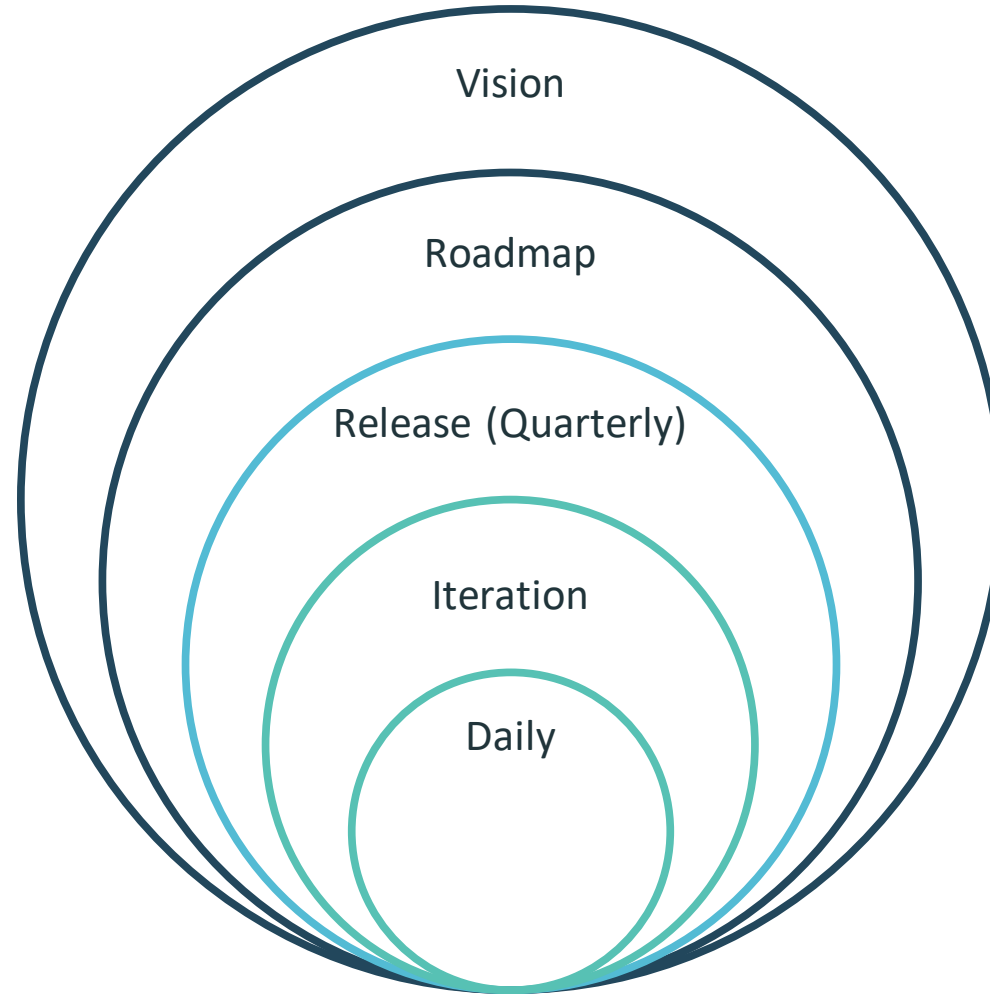
# Part IV: Agile Planning

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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



## TRADITIONAL PLANNING

Expert analysis

Unknown duration

Detailed

Limit changes

## AGILE ITERATION 0

Whole team

Time-boxed

Just enough

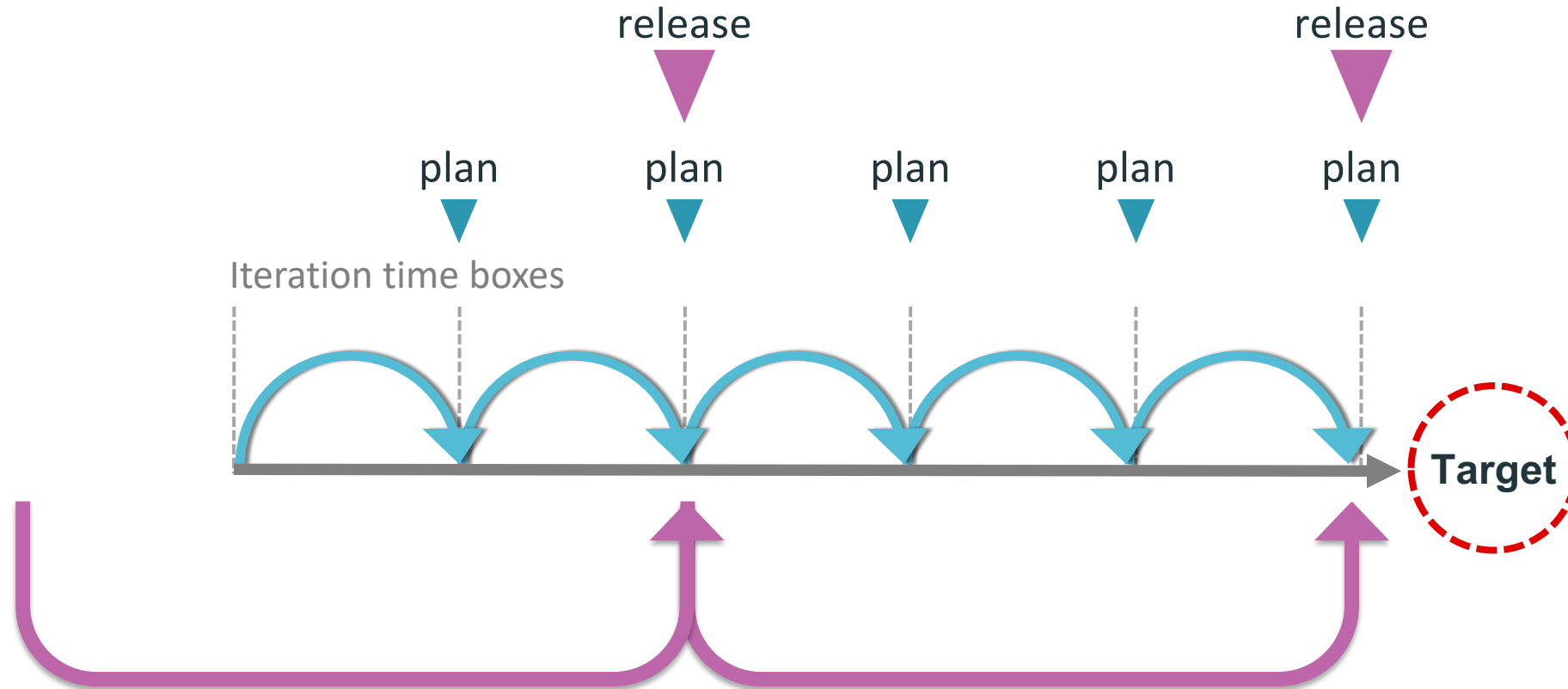
Plan to re-plan

# 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

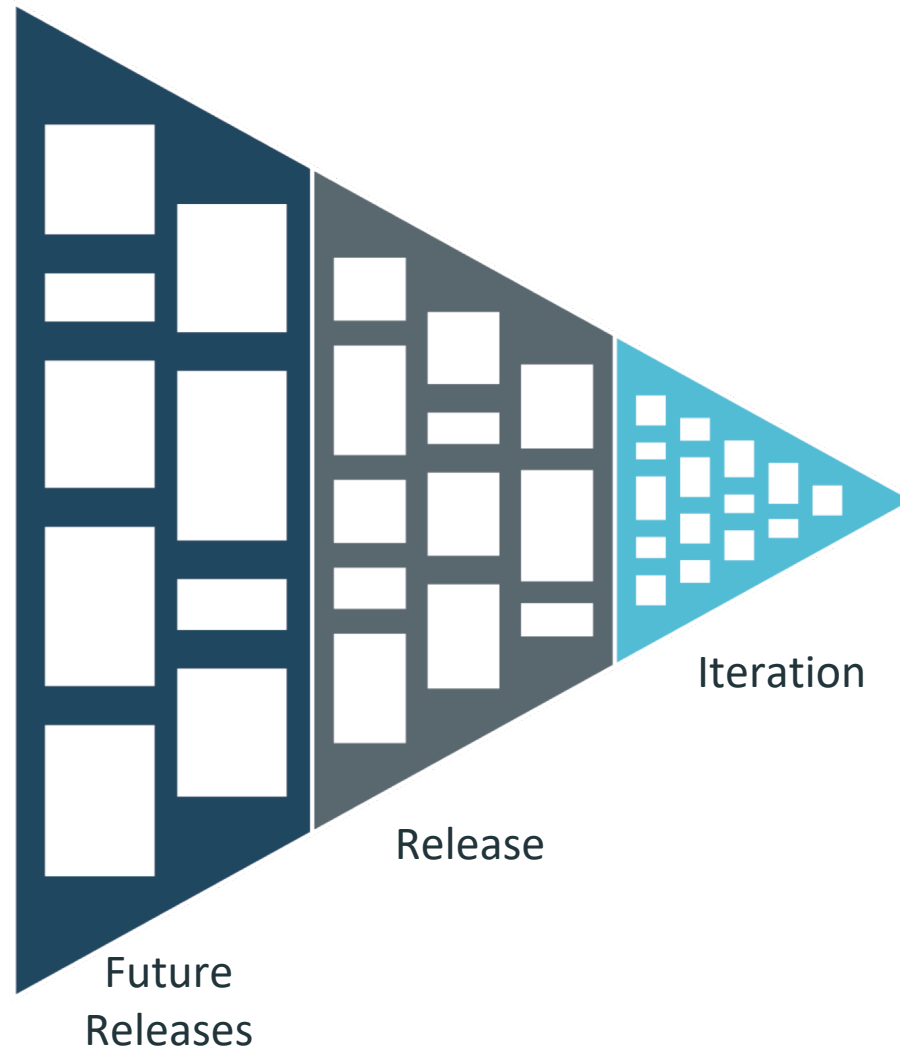
# Iterative Cadences

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# Just In Time, Progressive Elaboration of Requirements



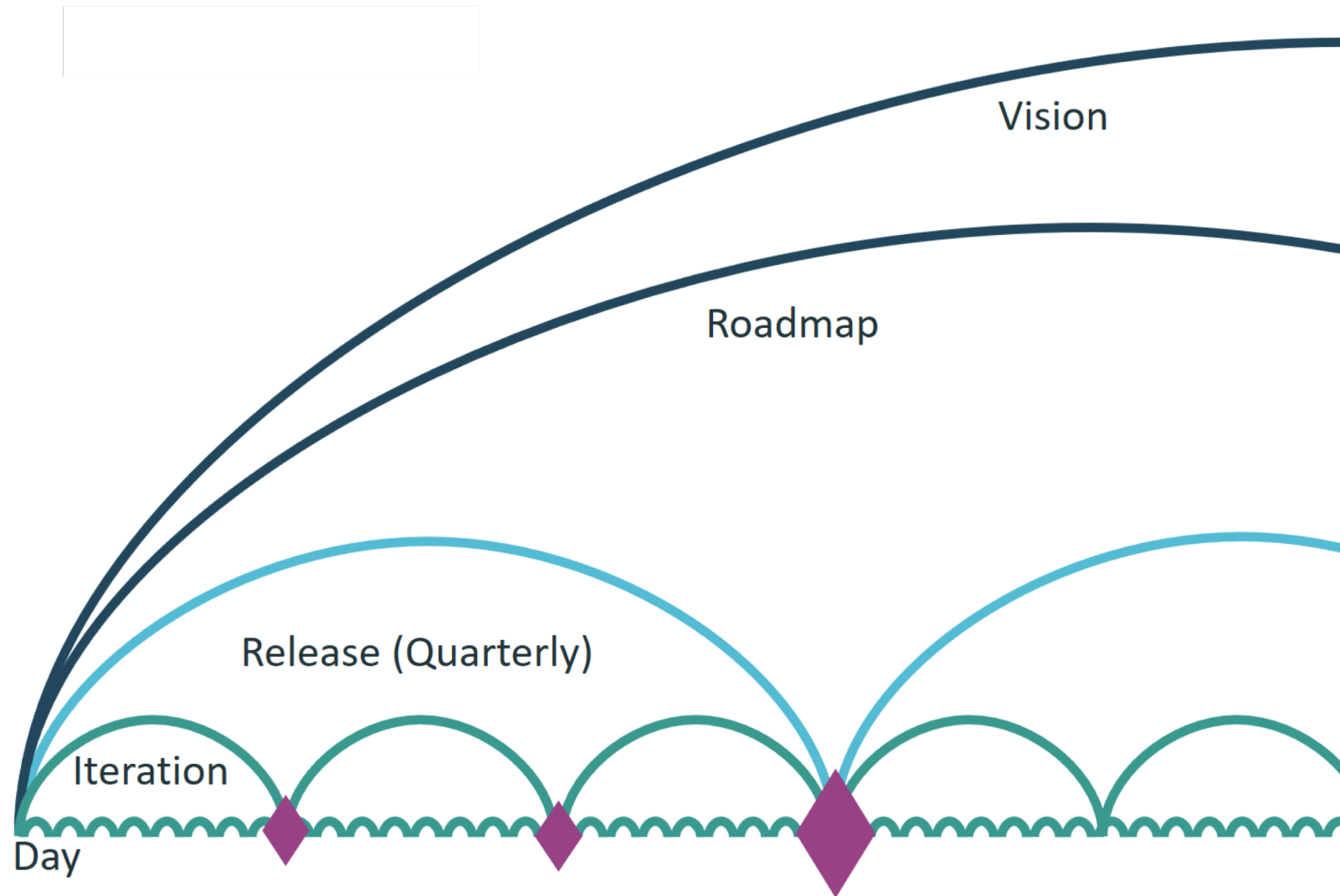
- Constantly working to break down features to prepare for planning
- Break off lower-priority bits
- Re-rank
- Add acceptance criteria
- Never “done,” evolves over time

# Secret Sauce - How to Improve...From Deming

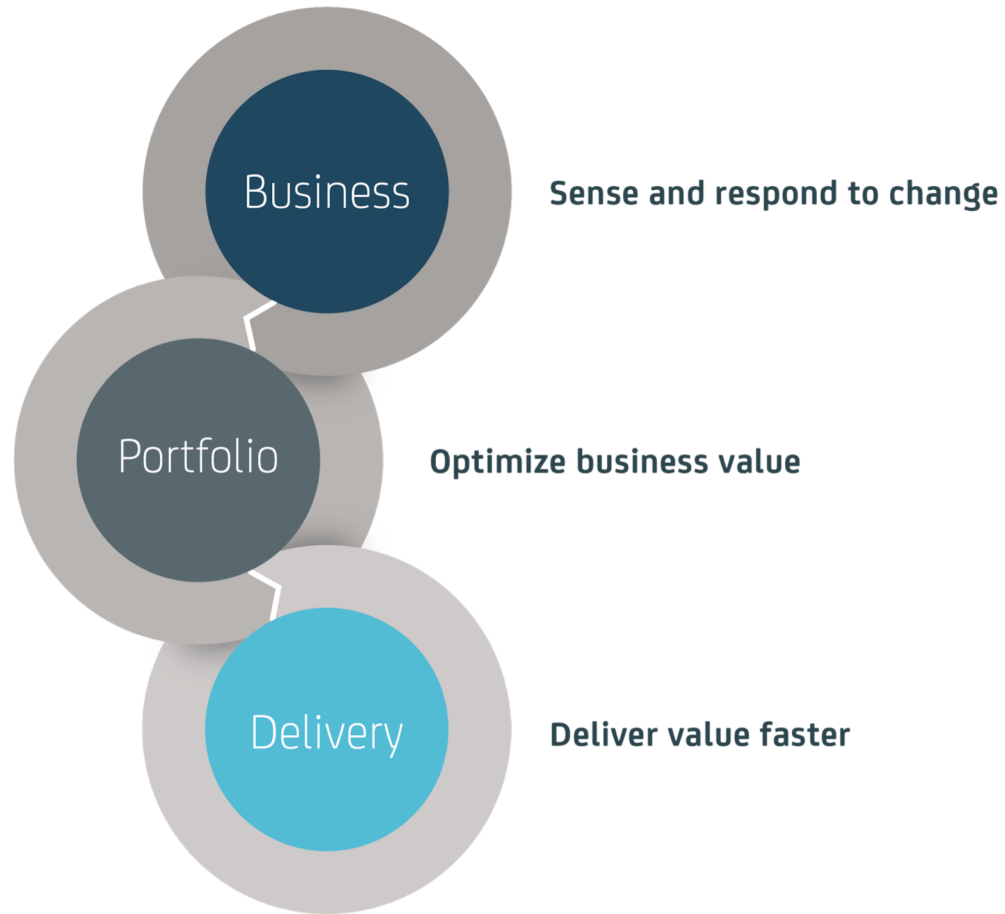


# Feedback Loops

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# Business Agility - Sense and Respond to Change



# Questions?



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