What is Agile Behavior?

GSA Tech Talks
March 30, 2017
Government Organizations According to Digital Maturity

Ability to respond to digital changes

The state of digital transformation in government and the public sector, Deloitte-University-Press
Objectives

● Define “Being Agile”

● Identifying Agile Behaviors:
  ○ Enterprise Level
  ○ Program Level
  ○ Team Level

● Enabling a Supportive Environment
  ○ Building a Supportive Framework
  ○ Agile Investment Process
  ○ Transform Budgets: Agile Investment Process

● Adapting Agile Behaviors
What is “Being Agile”?

Agile is a **mindset** and a cultural change, **not a process implementation**.

Agile is **not an end-goal** by itself, it is a **journey** toward continuous improvement.

Agile is **not a one size fits all**. It is a **tailored** approach for each organization’s unique **vision**, **culture** and **specific needs**. It is neither methodological nor prescriptive. **Agile approaches** such as Scrum, Kanban, Lean, etc., **provide a framework** to continuously improve and deliver value.
Why Organizations Become Agile

Most organizations start the agile transformation process driven by:

- Ability to respond to change
- Building the right / quality products
- Getting faster return on investment (ROI), and/or
- Gaining visibility and transparency

VersionOne: 10th State of Agile Survey
Traditional vs. Agile: Developing a Webform w/ Encryption

Approved EBC → Full Investment $$$$$$$$$$$$$$$

Planning $$$ → Design $$$ → Build $$$ → Test $$$

Initial Target:
A Webform to collect and encrypt PI for $$$$$$$$$$$$$$

Final Delivery:
No functionality to decrypt PI. $$$$$$$$$$$$$$
Customer Feedback:
Requires change request & more $$$$$$

Customer Feedback:
Add ability for decrypting PI for editing

Customer Feedback:
Add decryption capabilities

New Policy: cannot collect SSN

Delivery: Webform template & DB design

Sprint 1 ($$$)

Delivery: Webform updated with decryption capabilities

Sprint 2 ($$$)

Customer Feedback:
Happy with updated functionalities and ability to use the form right away

Sprint 3 ($$$)

Release 1:
Webform updated with new policy

Sprint 4 ($$)

Week 1

Week 2

Week 3

Week 4

Week 5

Week 6

Week 7

Week 8
The Agile Enterprise
Agile Behaviors at the Enterprise Level

Executives articulate the vision for becoming an Agile enterprise. They sponsor and align the process and culture change required to achieve successful adoption.

Leadership style shifts from command and control to facilitating self-organization by guiding organization’s vision.

Funding process manages cost through funding releases (prototypes) rather than full projects. Budgets accept product scope as negotiable for delivering customer value.
Agile Behaviors at the Enterprise Level

**Business and IT share responsibility:** Finance, Operations, Communications, Marketing, HR, etc. are actively represented in the development processes. Contribute requirements, attend demos and provide on-time feedback as organizational customers / stakeholders.

**Organization structure** enables **cross-team collaborations** beyond functional departments. **Product teams** are created based on the **multidisciplinary skills** required to deliver a product or service.
Agile Programs
Agile Behaviors at the **Program** Level

Program Management approach is to provide a business roadmap and **priorities** based on long-term vision rather than short-term project-based engagements.

Program manager’s primary role shifts from controlling projects to leading product / portfolio vision, management of resources, risk and dependencies across teams and removing impediments.

Project planning and scope is broken down into initiative-based tasks to be completed in short timeboxes (2-4 weeks). **Goals are set for each initiative, with product teams** on a rolling basis.
Agile Behaviors at the **Program Level**

**Measurement of success** shifts from directly controlling cost, schedule and scope to **delivering business value faster**. Business value is measured through the early delivery of **working product increments** that lead to optimized cost savings.

**Status reports** and **tracking** capture **Agile metrics** via shared tracking platforms that are visible across the organization. This enables a better understanding of the development process, increases planning and release predictability and informs decisions on funding and long-term alignment.
Agile Teams
Agile Behaviors at the **Team** Level

While the PO is the main driver of the product vision, the **Team also assumes responsibility and accountability** in making their work visible, identifying and communicating dependencies / impediments, and providing technical excellence in the delivery of quality products.

The Team’s delivery process enables **regular discussions** with the various **stakeholders** and an improved understanding of their needs. It also supports the frequent **delivery of usable products** to their internal / external customers with better responsiveness to changes in requirements.
Agile Behaviors at the **Team** Level

**Cross-team collaboration** ensures each team has clear objectives and a separation of work to minimize duplication of efforts.

The Team regularly **reflects on process** and ways of working. They identify issues and address them for **continuous improvement**.

The team follows **architectural standards** and **engineering best practices** that enable them to enhance design, performance and usability to **deliver continuously**.
Enabling a Supportive Environment
Building a Supportive Framework

In order to create a supporting environment, organizations must also transform:

- Contracts & Resource Procurement
- Development Environments & Practices
- Content & Training
- Communication & Storytelling
Transform Budgets: Agile Investment Process

- All projects would derive from approved business concepts
- All projects will engage the right resources for success
- Not all pilots will lead to prototype / scalable solutions

**CONCEPT**
- **FUNDING RELEASE:** $0
- **LEAD:** Dedicated Business Line Owner (Requester)
- **OUTCOMES:** Identify business problem / opportunity. Obtain Business acceptance of approved concept.

**DISCOVERY**
- **FUNDING RELEASE:** $0
- **LEAD:** CTO Office with dedicated Business Line Owner
- **OUTCOMES:** Conduct discovery analysis of approved concept. Identify scope for Proof of Concept (PoC) phase.

**PoC**
- **FUNDING RELEASE:** $
- **LEAD:** CTO Office with dedicated Business Line Owner
- **OUTCOMES:** Develop proposal for initial Proof of Concept funding request. Continue discovery analysis and refine business requirements.

**PROTOTYPE**
- **FUNDING RELEASE:** $$$
- **LEAD:** Business Line Owner with CTO Office support
- **OUTCOMES:** Develop proposal for additional incremental funding request. Identify scope for Prototype phase. Continue refining business requirements.

**SCALE**
- **FUNDING RELEASE:** $$$$
- **LEAD:** Business Line Owner
- **OUTCOMES:** Develop strategy for full scale implementation and release. Submit Executive Business Case (EBC) for full scale funding request.
Adapting Agile Behaviors
Agile Behaviors: Debunking the Myths

Conducting 30 minute standups helps teams communicate status, discuss issues and is being Agile.

*MYTH*

The purpose of Stand-ups is to communicate priorities and identify impediments fast. Stand-ups should be short, frequent and used to surface issues, not for discussion.

The Scrum Master manages the Team and the Project.

*MYTH*

The SM role is not meant to “manage” the team or the project, but to guide the Scrum process and encourage self-organization.

Some of our projects are too big for Agile. We need a predictive and structured way to manage them successfully.

*MYTH*

About 1/3 of the requirements for Waterfall projects never get developed. The bigger the project, the more an Agile approach can provide a means of continuous requirement prioritization, delivery and customer engagement.

A project cannot have a Product Owner from IT.

*MYTH*

The PO role shifts based on the project type. If it’s a technical project, a technical lead who has the knowledge and autonomy to guide and prioritize product vision and requirements can be the PO.
How Do We “Be”-come More Agile?

Agile Behavior Adaptation

- Stop the Jargon!
- Shift the Mindset
- Communication
- Accountability
- Transparency
- Change Management

Agile Adoption Approach

- Establish working agreements for teams
- Create a supportive infrastructure
- Introduce Scrum / Kanban into development teams
- Implement a tailored Agile project approach
Thank You!

Q&A