



Agile Israel 2014 Trends Update

Yuval Yeret
AgileSparks CTO
yuval@agilesparks.com
@yuvalyeret on twitter

Slides available at:
<http://bit.ly/AgileIL14-Trends>

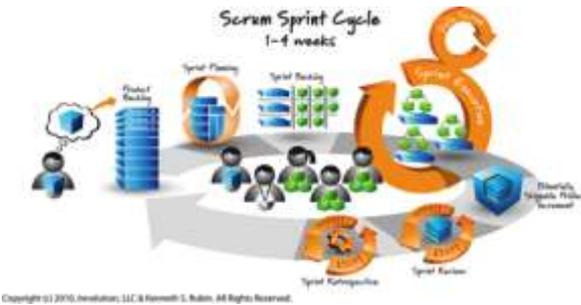
Kanban

Evolve into Lean/Agile

Focus on the flow



What are you using?



Scrum

Jump into Lean/Agile

Still the leading classic agile approach

Extreme Programming

Lean/Agile Engineering practices

Bring in the right practices at the right time, but ignore at your own risk!



Check out our methodologies battle ... 15:00

Where are you?

The AgileSparks Way

PLAN & INITIATE



- Understand Pains
- Establish Goals for Agile Initiative
- Management Workshop

ROLLOUT

KICK OFF

- Define & Kick Off Agile Cadence
- Visualize Work Across Teams
- Kick off Agile in the Teams
- Initial Backlog Grooming + Grooming Routine
- All-Hands Agile Intro
- Establish Initial Work Policies
- Agile Requirements Training
- Agile Training for Leads
- ALM Tool Yes/No? When? Which?

STABILIZE

- Focused Coaching in Hot Areas
- Agile-based Visibility & Prediction
- Launch Forums ScrumMasters Managers...
- Stabilizing Retrospectives
- Focus on Struggling & Blocked Work
- Agile Testing Principles & Practices
- Inspect & Adapt Policies
- More Frequent Builds & Integration
- Build Agile Training & Development Plan Per Role

Phase Summary & Plan Next Steps

Recharge



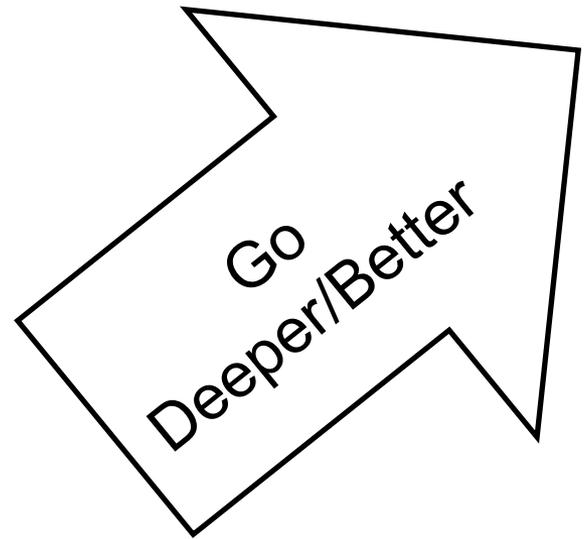
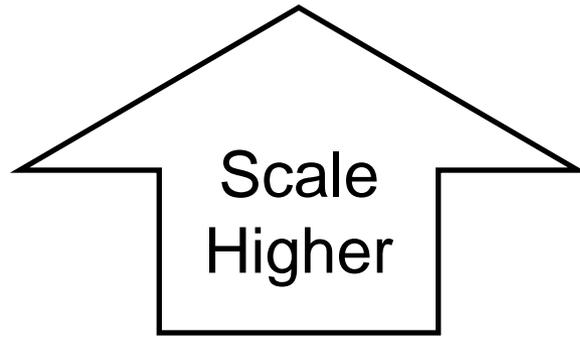
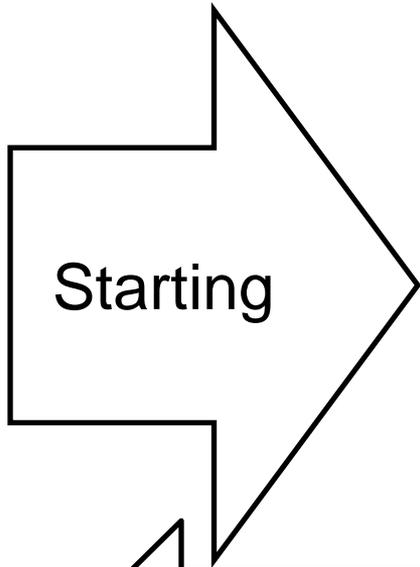
IMPROVE

- WIP Diet
- Focus on Improving Agile KPIs
- From Components to Feature Teams
- Frequent Releases Diet
- Agile Management & HR
- Identify & Coach Agile Champions From Within
- Agile Engineering Practices
- Amplify Feedback Loops
- Create Slack for Working on Improvement
- Assess Agile Implementation Depth
- Improve Meetings Using Facilitation
- ...

Agile Initiative Steering Forum

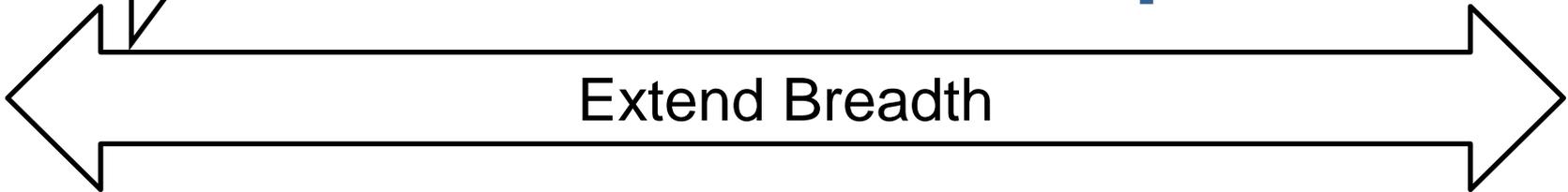
Run Agile Initiative using Agile

CLOSURE
AgileSparks Moving to Full Mode

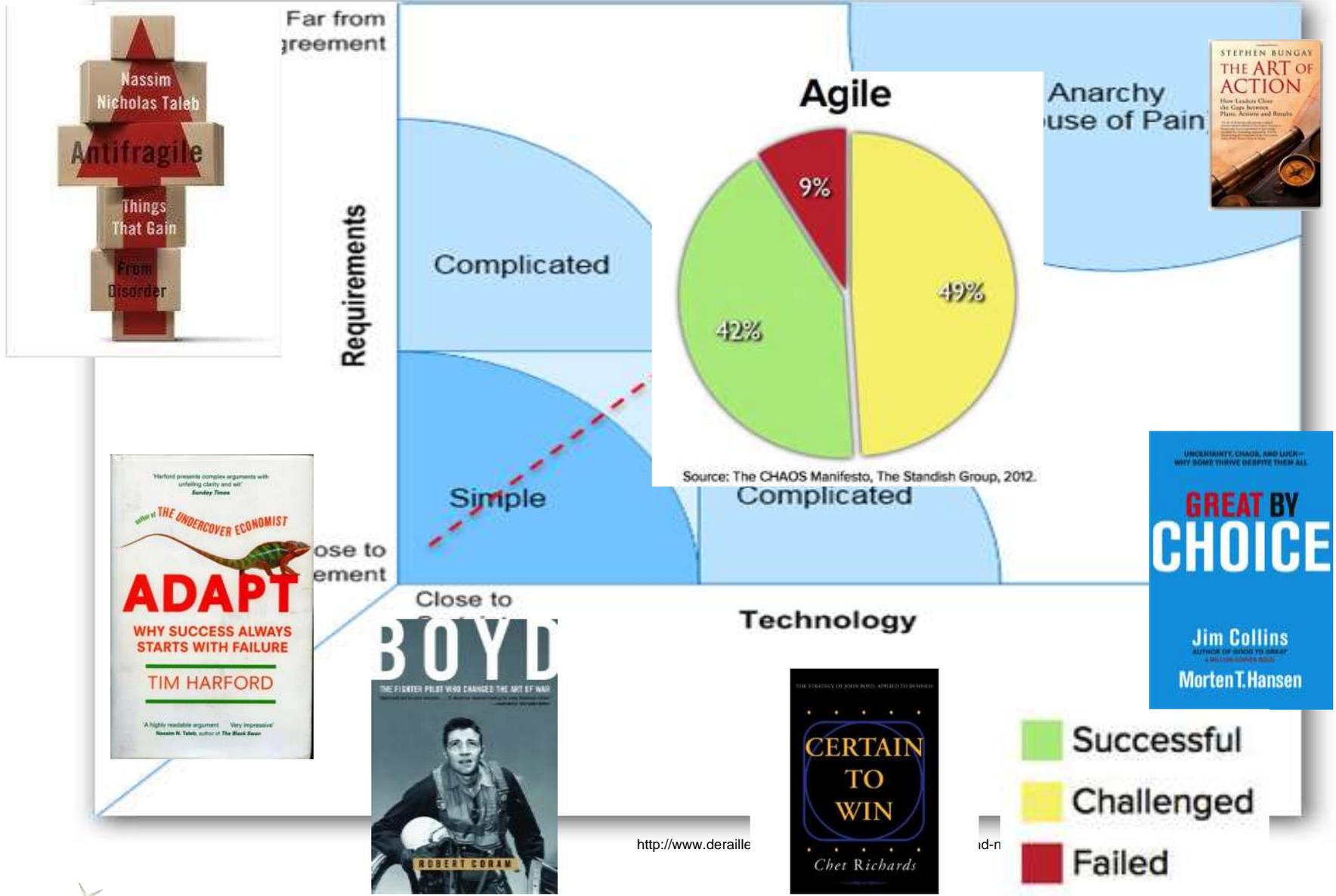


Typical Agile

BizDevTestOps



Trend driving breadth/depth - The rise of demand for real business agility (not just agile by name dev teams)



<http://www.deraile>

id-n

Beyond Budgeting

Towards a simpler, more dynamic and self-regulating Ambition to Action process

Solving a serious budget problem



More event driven
 - less calendar driven
 More translation
 - less cascading
 More relative
 - less absolute KPIs
 More cost conscious
 - less «cost cutting»



The budget way	The Statoil way	
<p>Budget =</p> <ul style="list-style-type: none"> • Target • Forecast • Resource allocation <p>"Same number – conflicting purposes"</p>	<ul style="list-style-type: none">  Target  Forecast  Resource allocation <p>"Different numbers"</p>	<ul style="list-style-type: none"> • Ambitious • Relative KPIs where possible • Holistic performance evaluation • Unbiased - expected outcome • Limited detail • Dynamic - no annual allocation • KPI targets, mandates, decision gates & decision criteria • Trend monitoring <p>"Event driven - not calendar driven"</p>

Extend Breadth

**FOCUS ON
END TO END
FLOW**



Stories level board & flow

Limit work in Progress to accelerate Cycle Times and increase Agility

Try Feature/Service/Product oriented
BizDevTestOps Teams

Use smaller integrative valuable slices of work

AMPLIFY

DEVOPS 2014
Bringing Development and Operations together

**Save the Date
December 2014**

Devops הינה גישה חדשה אך הכרחית לצורך השגת Business-driven Delivery. יכולת חיונית לצורך התמודדות עסקית בעולם הדינמי של המאה ה 21. למרות שהשם מרמז על קשר בין אנשי הפיתוח לאנשי האופרציה, למעשה זוהי יכולת ארגונית הכוללת את המובילים העסקיים של הארגון (business stakeholders), ארכיטקטים, אנשי design, פיתוח, QA, אופרציה ותפעול, אבטחת מידע, ואפילו שותפים וספקים.

אימוץ הגישה מחייב שינויים בתרבות הארגונית, בתהליכים ובטכנולוגיה. הכנס ידון באתגרים אלה, בין היתר:

- DEVOPS practices: Continuous Integration, Continuous Delivery
- DEVOPS Culture
- DEVOPS technology and tools: CLOUD, MOBILE, Web, Open source DevOps/ release/orchestration tools
- Processes in DEVOPS
- DEVOPS and Agile - how do they align?
- DEVOPS and ALM

trainologic | AgileSparks

לחסינות: פנה לנטלי 03-7330770, natali@pc.co.il
לרישום - טל 03-7330777 או באתר http://event.co.il

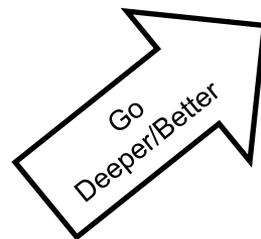
Hear more at [Devops – the future of agile – why, what, how?](#) w/ yours truly at 14:00

conflict be
as well as strong automation-focused tooling

Trend driving depth/mindset– The rise of demand for sustainability/safety



<http://www.youtube.com/watch?v=FGfpIQ1FUFs>



#TechSafety/Anzeneering

It is about protecting people as a core habit that drives cultural change - **Protecting people underlies every Lean or Agile practice.** Reduce Technical Debt, Maintain Sustainable Pace, Empower people, Continuous Integration, etc.



#TechSafety "Anzenengineering"

Anyone here hurt by any of these lately?

consider these common injuries to software makers:

- **Alteration Anxiety:** apprehensive uneasiness associated with making changes
- **Antique Agony:** mental anguish from working with old technology
- **Brain Hernia:** straining your brain to understand code with high conceptual weight
- **Fractured Flow:** feeling interrupted causing an inability to focus
- **Fragility Frustration:** dissatisfaction with fragile code
- **Merge Misery:** suffering caused by merge conflicts
- **Release Rage:** exhausting, releasing code, no time, sleep, joy
- **Schedule Stress:** tension as a deadline nears

TechSafety is about protecting people as a core habit that drives cultural change - **Protecting people underlies every Lean or Agile practice.** Reduce Technical Debt, Maintain Sustainable Pace, Empower people, Continuous Integration, etc.



Sustainable Pace Manifesto

We Value:

Pulling work & going home happy
with today's amount & quality of
work

Delivering working scope

Having a profitable bottom line for
the whole project

Finding the time to fine-tune
the way we work

Over

Pushing for meeting
due dates

Delivering 100% of scope

Meeting construct budget

Focusing on
day to day activities

Meaning:

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

Pull mode with **limited work in process** – A key indicator of deep/shallow agile

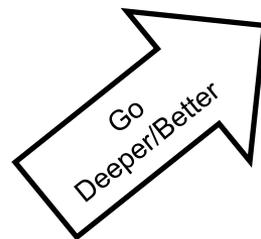
Are YOU limiting work in process in any way?

We
DON'T
limit our
WIP...



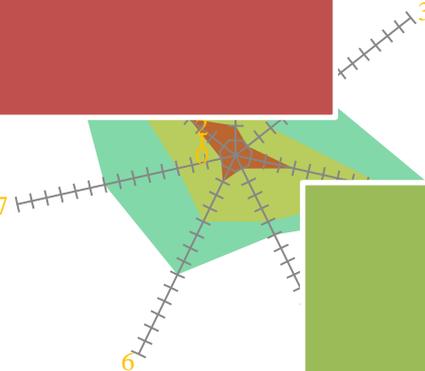
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Scrum – Sprint Forecast/Commitment
Kanban – Explicit WIP Limits



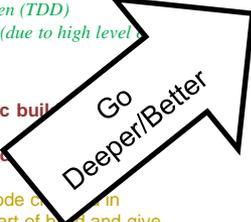
1. Visualize & Manage the Flow

1. Visualize main Work types (using Kanban Board or similar) to create flow awareness
2. Definition of what Done (Working Tested Software) means is clear and adhered to ("DoD") so real flow is measured and so exceptions drive discussion/improvement.
3. Visualize who is working on what in order to be aware of level of multi tasking and dependency on specific people.
4. Commitment to finishing work over starting new (eventually reaching a WIP level that "feels OK" for the team) to start to "weakly" constrain and improve flow.
5. Use flow diagrams/charts (e.g. CFDs) to provide predictability and insight into flow
6. Visualize and focus on blocked work so major flow efficiency issues are addressed
7. Visualize work that is queued/waiting to raise awareness reasons for queue
8. Awareness of Work Types and Work to enable expectation setting with diff
9. Some areas in the flow have local lower WIP and cycle times and more (lack of) flow
10. Visualize work variability and seek to Charts) so that overall average cycle uncertainty about velocity/cycle times
11. Explicit WIP limit at work/level - S flow problems and driving WIP/cycle t
12. Next is re-prioritized continuously (nc decisions (dynamic prioritization) in o
13. Definition of what "Ready for work" m minimize rework or blocks due to untr
14. Guidelines for how to pull work (selec clear to everyone and adhered to so i and made faster as well as driving dis in experiments/improvements
15. Capacity is allocated to Investment Themes using work in process limits so that it is possible to ensure certain investment in each theme.



6. Empowered Teams and Individuals

1. Daily planning meetings (a.k.a. Standups) are used b work (instead of work scheduled by supervisors and
2. Autonomy - People have a high degree of control over t Choose tasks to pull, where to focus
3. Reason/Intent is communicated as part of every requirement motivation as well as empower people to do the right thing for the context rather than blindly follow a plan
4. People pull to capacity - by using Team Estimation approaches or just pull to WIP
5. Autonomy - People have a high degree of control over their personal & professional destiny
6. The behavior that is incentivized (formally and informally) is aligned with lean/agile thinking - Flow, Improvement, Trust, Whole Team, Low WIP, Safe to fail experiments, etc.
7. People work in small teams (not more than 10, ideally around 5-7) enabling good communication and direct collaboration as well as effe
8. Managers are pro-actively and methodically seeking w individuals as a way to enable faster decisions as well
9. People are given opportunity to improve their mastery
10. People can shape their work environment – technologi



2. Business Value Driven Development

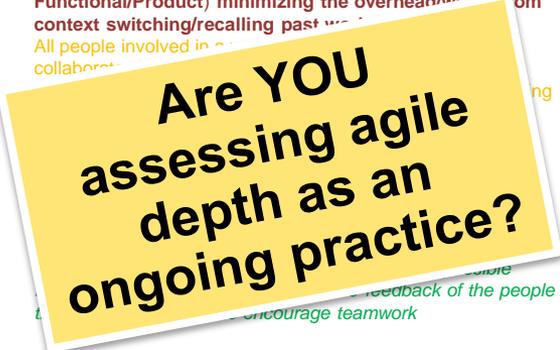
1. Product owner sees working software frequently and uses the feedback to adapt the scope/timeline plan
2. Work items are integrative and testable cross-cutting across the architecture if necessary (e.g. User Stories). Done = Deployable and Performant/Secure, enabling real feedback/learning.
3. Work items are integrative testable & SMALL - can be delivered in days thereby tightening the internal team level feedback loop
4. frequent feedback from stakeholders/users is used to adapt the scope/timeline closing a real feedback beyond the product owner.
5. Escaping Defects and other kinds of Failure Demand (Waste) are analyzed using Five Whys or another kind of root cause analysis process in order to determine reasons for missing them earlier in the process.
6. Value is delivered in iterative chunks using Minimally Marketable Features (MMFs) thereby market and keeping more options open to what will

Using MVP/MVF in a fast learning loop that tinuous Delivery, in order to enable safe/cheap-eas.
 aluated as part of the development lifecycle.
 and future ideas.
 ks apart
 red/activated/validated as part of the work life
 imizing the work done without feedback that it is

3. Individuals & Interactions

Feedback Loops

1. All people involved in a work item work on it more or less in the same time period (Developers, Testers, Functional/Product) minimizing the overhead/transition context switching/recalling past work
2. All people involved in a work item collaborate
- 3.
- 4.
- 5.
6. feedback of the people encourage teamwork



4. Engineering Practices

1. There is a clear definition of what "Coding Done" means and people are working according to it
2. People are expected to write SOLID/CLEAN code and estimations reflect it
3. Automation coverage is planned and implemented as an integral part of production code implementation
4. Defects created as part of new development are fixed as early as possible and in any case before considering that work item as done
5. There is a Test Automation Pyramid strategy guiding Automation coverage decisions (Preference to Unit Tests>>API tests>>UI tests)

ly code as part of "Coding Done" and
 ly Driven (ATDD/BDD)
 e is verified at build time using code
 ly improving collective ownership
 s, gaps are closed within hours
 need to do effective SW engineering
 debt (ugly code, missing tests, etc.) is
 o reducing it
 e active ownership - most tasks can be
 without a major effect on efficiency
 en (TDD)
 (due to high level)

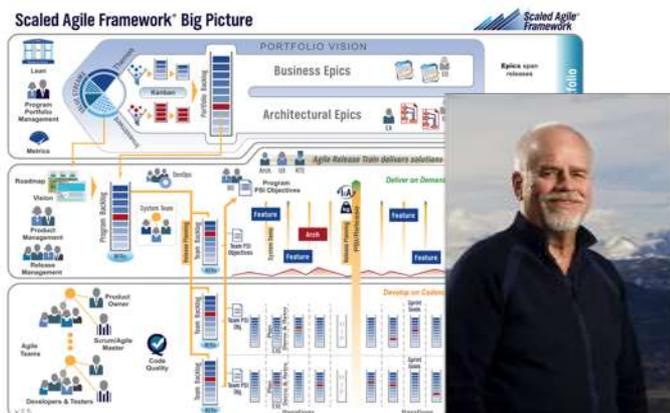
1. least nightly
2. All code and artifacts are versioned scheme
3. Build is triggered automatically upon code d in
4. Automated regression tests run as part of build and give a green/red binary answer (no need for analysis to determine success/failure)
5. Frequent check-ins to common branch

<http://www.slideshare.net/yayeret/leanagile-depth-assessment>

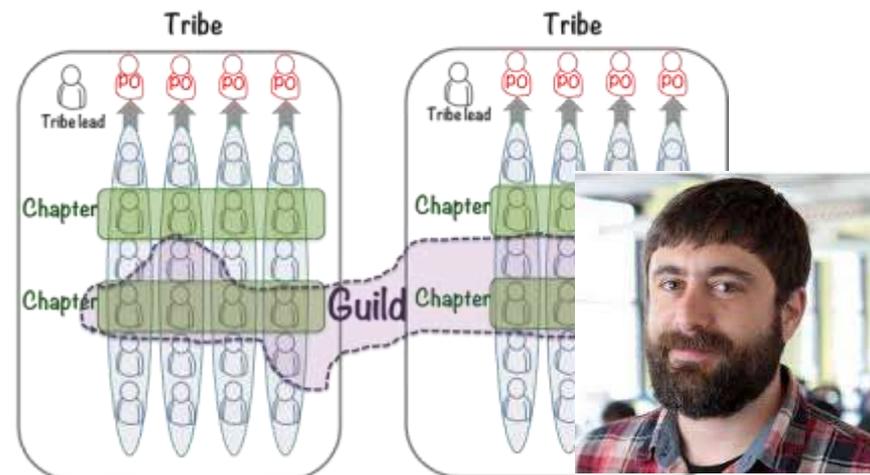
Scale Higher

Patterns for Scaling Agile

Frameworks enabling agility from demand to delivery, across programs and portfolios – based on experiences scaling agile in recent years



Our opening keynote – Dean Leffingwell



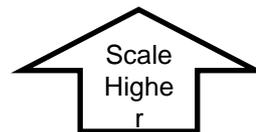
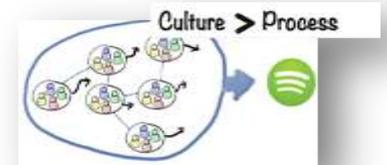
Our closing keynote – Simon Marcus @ Spotify

Kanban @ Scale at Siemens Health Services w/ Daniel Vacanti and Bennett Vallet at 13:00

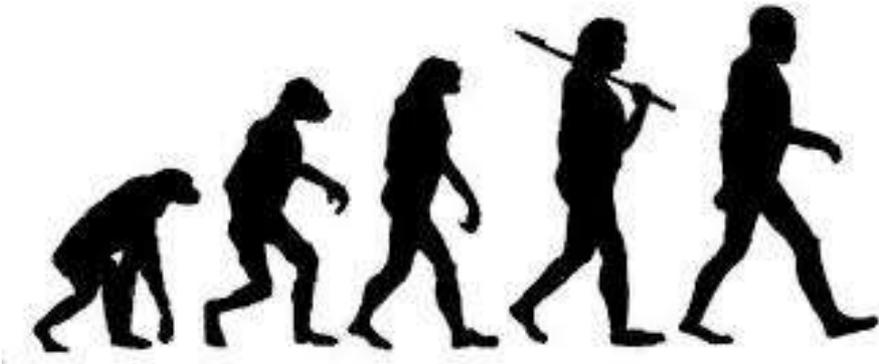


Successful Agility at Scale requires Leadership

- Real impact/improvement requires going beyond the team practices. Scaling and shifting the culture/mindset requires understanding, buy-in and engagement by leaders, in a way most companies have not achieved yet.
- Relevant Sessions:
 - **Spotify - Closing Keynote w/ Simon**
 - **Principles of Lean/Agile Leadership** - Track session w/ Dean
 - **Why managers have to change?** w/ Danko
 - **The 5 habits of Successful Team Leads** w/ Yael & Sagi
- Even more (not today...)
 - Pull based change (Yuval), Open Agile Adoption (Dan Mezick), Lean Startup for Change (Jeff Anderson)



Evolution & Revolution



What has been
YOUR
approach?

What would
you do next
time?

Check out our Evolution/Revolution battle ...12:00

Test is Dead (GTAC 2011)

This year's GTAC conference (<http://www.gtac.biz>) was awesome. Lots of interesting talks for two full days. It was one of the best technical conferences I attended, on par with QCon. James Whittaker did a fantastic show. He was witty, knowledgeable and made great introductions to each speaker. Here are some notes/comments from the conference.

Tech Transformation

How do YOU test in Agile?

No professional testers in the life cycle

Professional testers/QA testing before release (Agile followed by Waterfall)

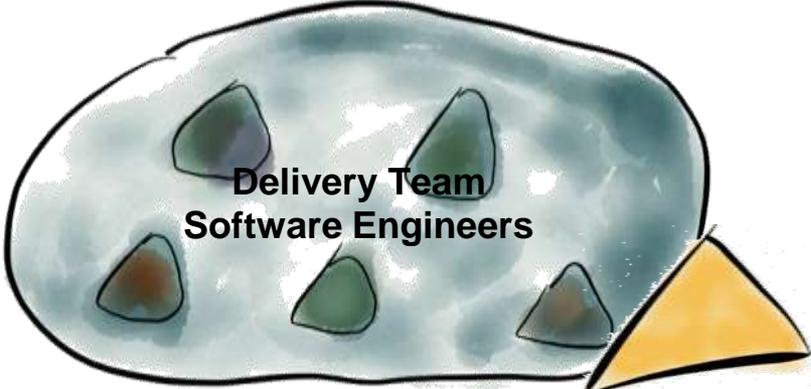
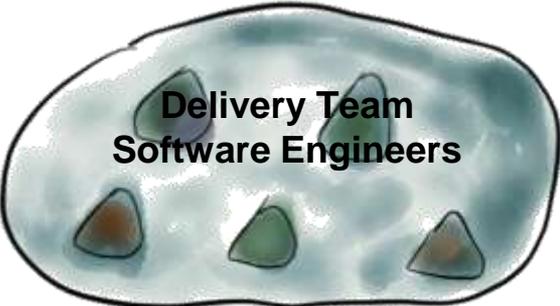
Professional testers/QA testing features as agile teams deliver them to them

Professional testers join some of the agile teams and work on the story level

Professional testers on all agile teams testing all stories before Done

saw some seeds of change

Quality OVER Quantity - experts SUPPORTING delivery

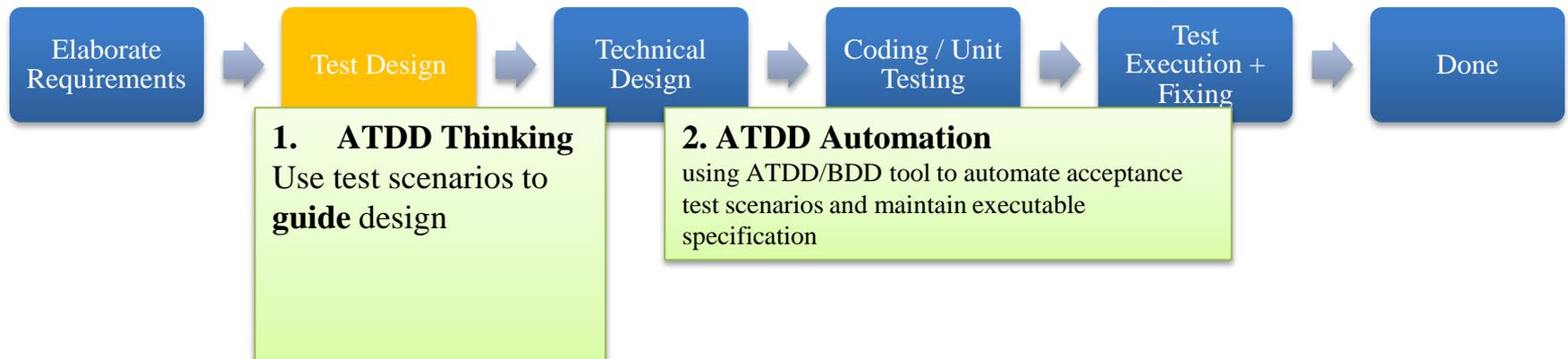


Choose where to be involved



In 2014 this is already a reality in more and more organizations.

Acceptance Tests/Behavior Driving Design - ATDD/BDD/SbE



What is it?

We started to experiment with it

We use ATDD to guide the majority of our development

We use ATDD thinking AND automation

Are you using ATDD/BDD?

Is TDD Dead ?

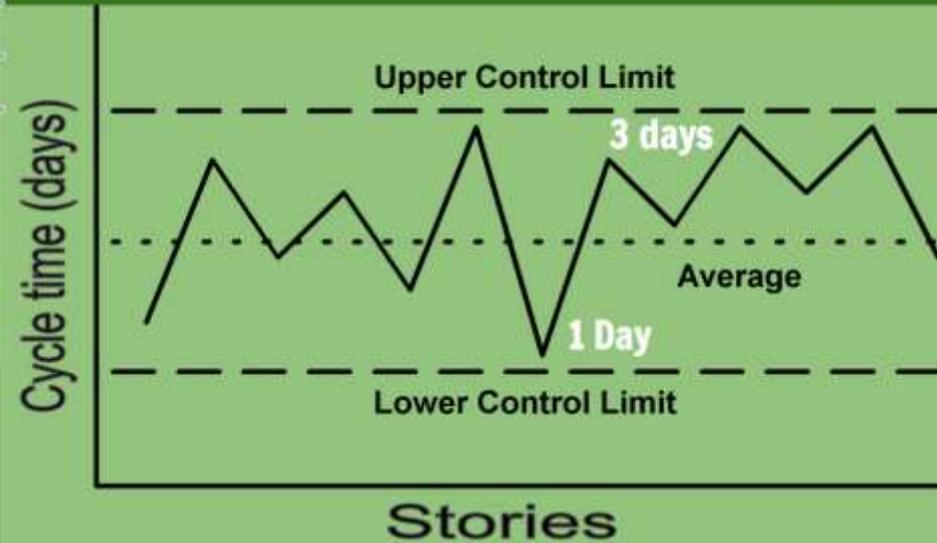


Photo credit <http://www.industriallogic.com/>



Are Estimations Dead?

Better Predictability



Alternatives to Agile
Estimation and...

the

#NoEstimates

debate

Neil Killick, Agile Coach / Trainer

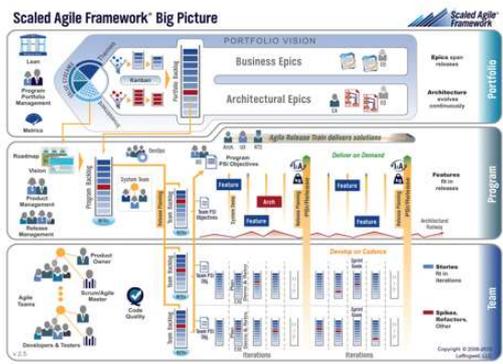
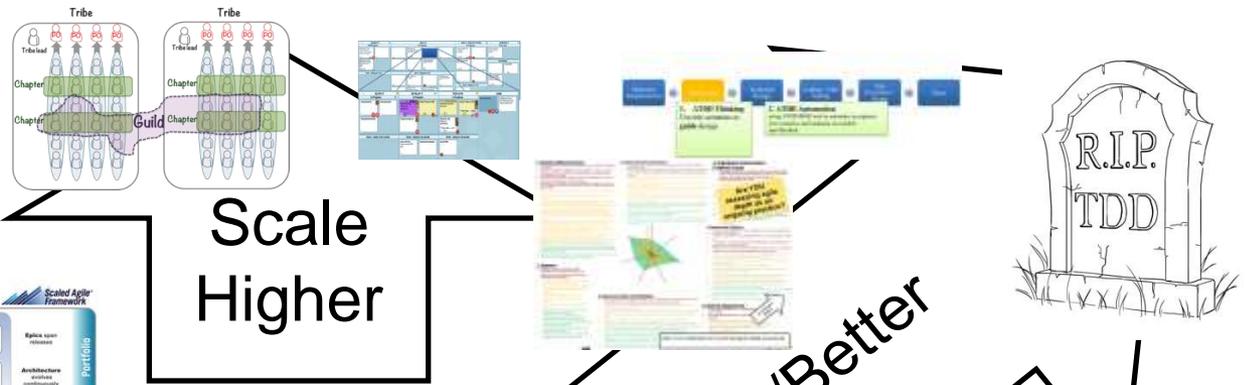
neilkillick.com / iterative.com.au  neil_killick

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 iterative

<http://www.slideshare.net/neilkillick/the-noestimates-debate>

Successful Agility at Scale requires Leadership

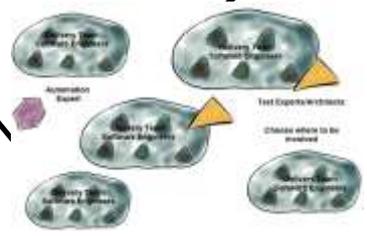
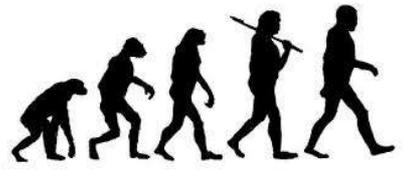


Go Deeper/Better



Alternatives to Agile Estimation and...
the #NoEstimates debate
 Neil Killick, Agile Coach / Trainer
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Starting



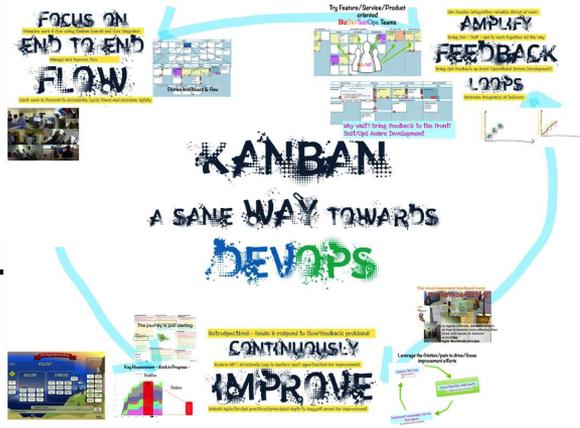
Beyond Budgeting

Towards a simpler, more dynamic and self-regulating Ambition to Action process



Solving a serious budget problem

The budget way	The stable way
Budget	None
Target	None
Performance measurement	None
Resource allocation	None
Forecasting	None
Control	None
Feedback	None
Learning	None
Adaptability	None
Resilience	None
Agility	None
Collaboration	None
Transparency	None
Accountability	None
Ownership	None
Empowerment	None
Autonomy	None
Flexibility	None
Resilience	None
Adaptability	None
Agility	None
Collaboration	None
Transparency	None
Accountability	None
Ownership	None
Empowerment	None
Autonomy	None
Flexibility	None



Where to learn more:

<http://bit.ly/AIL-Learn>



Challenging your comfort zone

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Home

Learn on your own using our Resources

In AgileSparks we pride ourselves on both staying up-to-date with latest trends and useful materials as well as knowing to point you towards best resources for learning whether you are new to agile trying to understand what it is all about or an experienced practitioner looking to improve.

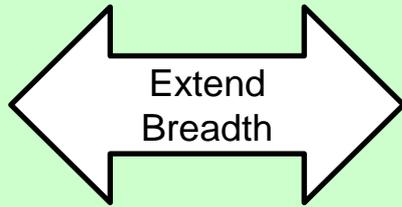
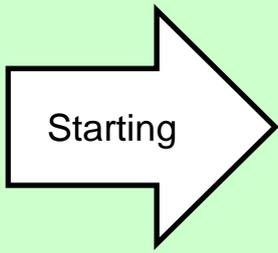
In our recently refreshed and frequently updated Resources section you can find:

- **Per topic reading lists** - where you can find our favorite materials for key lean/agile topics. The materials range from basic to advanced, typically ordered top down to help you in your education/learning process.
- **Books to read** - Sometimes an article is not enough or you would like to settle down with a good agile book. To look at our virtual bookshelf with the books we like to get back to and recommend to our friends and clients.
- **Our Presentations** - where we collect interesting presentations we delivered in conferences, seminars, meetups we organized or participated in.
- **Our videos** - Videos of the Sparkies in action - whether delivering a conference talk, a webinar or an online overview of a topic.
- **What to watch** - Our videos not enough? Here are our favorite talks/videos collected lovingly over the years.
- **Useful links** - A general listing of links collected by the Sparkies, mainly our CTO Yuval Yeret.
- Our company **Blog**.
- **Agile Twits from the Sparkies** - Can't get enough? Connect straight to the hose for the latest and greatest links and discussions from the AgileSparks team on Twitter.
- Our tools - **Timer utility** for facilitating timeboxed sessions, **FLOWER - Flow simulator** which is our kanban flow simulator game.

Note most of the content is refreshed on an ongoing basis when we find new and interesting materials so we encourage you to visit frequently. If you are interested to get frequent email summaries of new resources from us, or are missing anything, [Let us know](#).



More lists by Yuval Yeret



Evolve towards Agile

Beyond Budgeting

Use Scaling Frameworks such as SAFe / LeSS / DAD

#TechSafety/
#Anzeneering/
Sustainability

DevOps / Continuous Delivery

Go to an agile org structure/culture e.g. Spotify

Limit WIP

Agile Management / Leadership

Agility Depth Assessments

#QAisDead ?

ATDD/BDD/SbE

#isTDDDead ?

#NoEstimates ?

Agile Israel 2014 Trends Update

Slides available at:

<http://bit.ly/AgileIL14-Trends>

Yuval Yeret
AgileSparks CTO
yuval@agilesparks.com
@yuvalyeret on twitter

Get a copy of the trends list at our booth + let us know which trends you are interested in!

