

Agile is not just for software development

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Agile is not just for software development

- **Over the past 5 years, SEI has seen more and more program offices (the actual program office) adopt Lean and Agile Principles**
 - **Think contracting, budgeting, acquisitions, etc.**
- **These are organizations that are not strictly developing software or cyber-physical systems (some are in areas), but they are providing services**
- **Each instance has a slightly different feel and reason for happening**

What we are going to discuss today

- **We would like to share some of the biggest takeaways from what we are seeing when it comes to program offices taking on a more agile mindset**
- **We encourage this session to be interactive and we would like to hear your stories as well of business agility**

What are we talking about

Buzzword bingo:

- Agile
- Lean
- Kanban
- Scrum
- Principles
- Values
- What others?

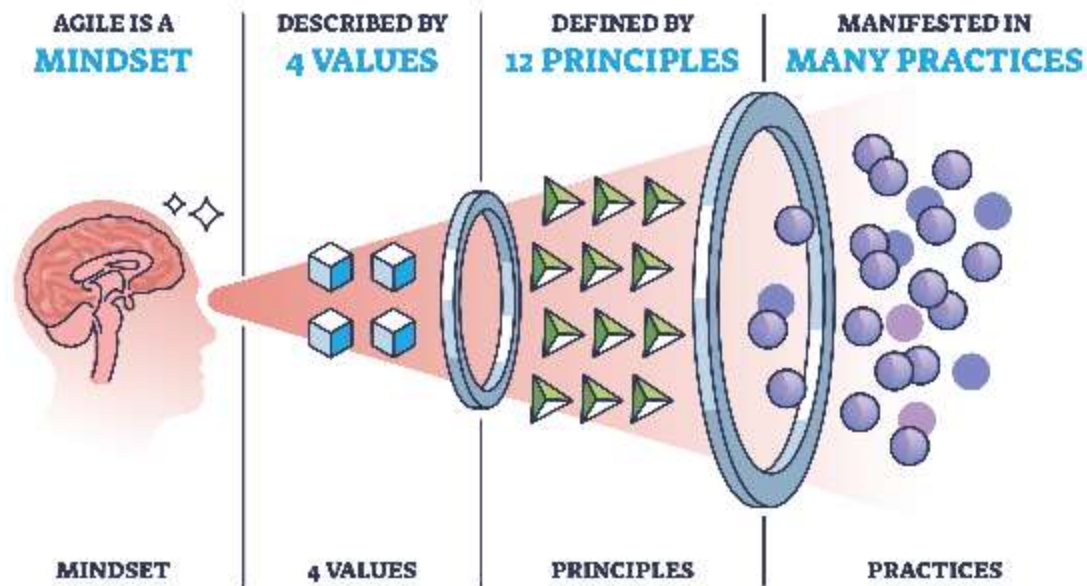


Ultimately, we want to highlight business agility

- It is about the entire organization shifting their mindset to one that embraces Lean and agile practices to continually deliver innovative business solutions and continually improve along the way
- Not just talking about software development or product delivery, but business practices and services
- This all starts with a shift in *mindset*



Agile Mindset



Implementing the practices, tools and processes **without** the Agile mindset, values, and principles of the Agile Manifesto

Is NOT Agile!

Doing Agile \neq Being Agile

It isn't enough to adopt the **practices** of a successful team. You must adopt attitudes and a mindset for making decisions to adopt practices that will lead to your success.

Why would an organization want to do this

- **Program office would like to be able to ‘speak the same language’ as their developer partner, who is using agile software development**
- **Programs that want to get more organized and make their work more visible at all levels**
- **We have partners who understand the quality that comes with agile development and wanted to benefit from some of the lean and agile concepts to help them at their job**
- **Leadership believes there is a better way to do business**
- **Maybe leadership attended a conference or a talk like this and just want to try something different**

Communication

- **Programs come in all shapes and sizes, but the bigger they get the more complicated communication can become**
- **Agile principles and values create more opportunities to communicate**
- **Planning events create a time for teams to understand the overall vision, top level objectives, and ‘the why’ among other things**
- **These events also provide ample opportunities for teams to talk with each other, which could be quite rare depending on the teams**
- **Making a few tweaks to the way your team uses its time together can tremendously improve communication in all directions**

Value 1: Individuals and interactions over processes and tools

Visualization

- **One major benefit for businesses adopting Agile and Lean principles is if they adopt tools that allow their work to become more visualized**
- **Moving from using Excel sheets and email to communicate and move documents to a centralized repository that can be utilized in many ways**
- **A number of tools can be utilized to achieve this goal**
- **You can create shared visible backlogs to work from and activity boards to speak to in meetings instead of having to update charts or create new content**

Principle 10: Simplicity--the art of maximizing the amount of work not done --is essential.

Prioritization

- **Moving our work into some sort of repository and creating a shared and visual backlog allows for easier prioritization**
- **As fires start to pop up as you are trying to work the backlog you can stack these up against the tasks you have to understand and communicate the true priorities**
- **You may have heard of Objectives and Key Results, implementing these for any organization will help put the weight behind the priorities and the ‘why’**

Value 4: Responding to change over following a plan

Fast Learning

- **Agile and Lean principles allow you to break down the work into smaller pieces of work**
- **This can increase efficiency as you can add value or services faster than working on longer timelines and ‘bigger chunks of work’**
- **Recognition of where work is getting stuck or people are being overloaded**

Principle 3: Deliver value frequently
SAFe Lean-Agile Principle 4: Fast, integrated learning cycles

Continuous Improvement

- Arguably one of the most important aspects of what we have seen, is the adoption of a continuous improvement mentality
- Retrospectives can serve such a wonderful role in this area
- Taking time to stop and talk with the team is so valuable
- This is where innovation can occur
- At the end of the day the conversation around how things are going is what will truly drive you to where you want to be

Principle 12: At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly

Key takeaways

- **Agile is a mindset, not some orchestrated adoption of some branded framework or tool**
- **Organizations should mindfully tailor lean and agile concepts to make them work for them, don't throw things out because they are hard**
- **One of the main things that led to success were these teams starting where they were and introducing concepts over time**
- **You can really see change when they start combining some of the concepts we just discussed**
- **Embrace the continuous learning culture, hold retrospectives, plan as a team, enhance that communication across the team to grow together**



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