Disciplined Agile

AN INTRODUCTION TO DISCIPLINED AGILE



Project Management Institute. Florida Suncoast

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- VP & Chief Scientist, Disciplined Agile at PMI
- Thought Leader behind Agile Modeling and Agile Data methods

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Disciplined Agile

pmi.org/disciplined-agile

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Agenda

- What is Disciplined Agile (DA)?
- A closer look at DA
- Choosing your way of working (WoW)
- Learning more
- Discussion



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What is

Disciplined Agile



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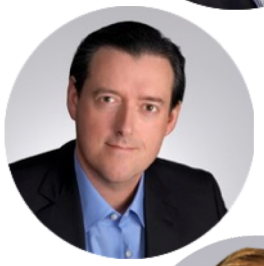
Disciplined Agile (DA)

A **tool kit** encompassing theories of Flow, Lean, Theory of Constraints (ToC) and organizational development. DA provides straightforward guidance that enables us to make better decisions inside our organizations about our Way of Working (WoW).

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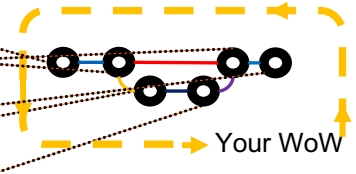
An umbrella over agile and lean







Regression testing
Generalizing specialists
Automated tests
MVPs
Taskboards
Active stakeholder participation
GQM
Acceptance Tests
Onsite customer
Mob programming
User stories
Guilds
Static analysis
Dashboards
Scrum
User Experience
Daily standups
Continuous Integration
Squads
Backlogs
Split testing
Dynamic analysis
Net Promoter Score (NPS)
MBIs
BDD
Demos
Pair programming
Database refactoring
Test driven development (TDD)
Technical Debt
Exploratory testing
DevOps
OKRs
Canary testing
Shift left
Epics
Burndowns
Continuous Deployment
Tribes
Shift right
Open space
Product Owners
Design
Release Planning
Program Increments (PIs)
Refactoring
Business canvas
ATDD
Architecture Owners
Burnups
Spikes



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Discussion

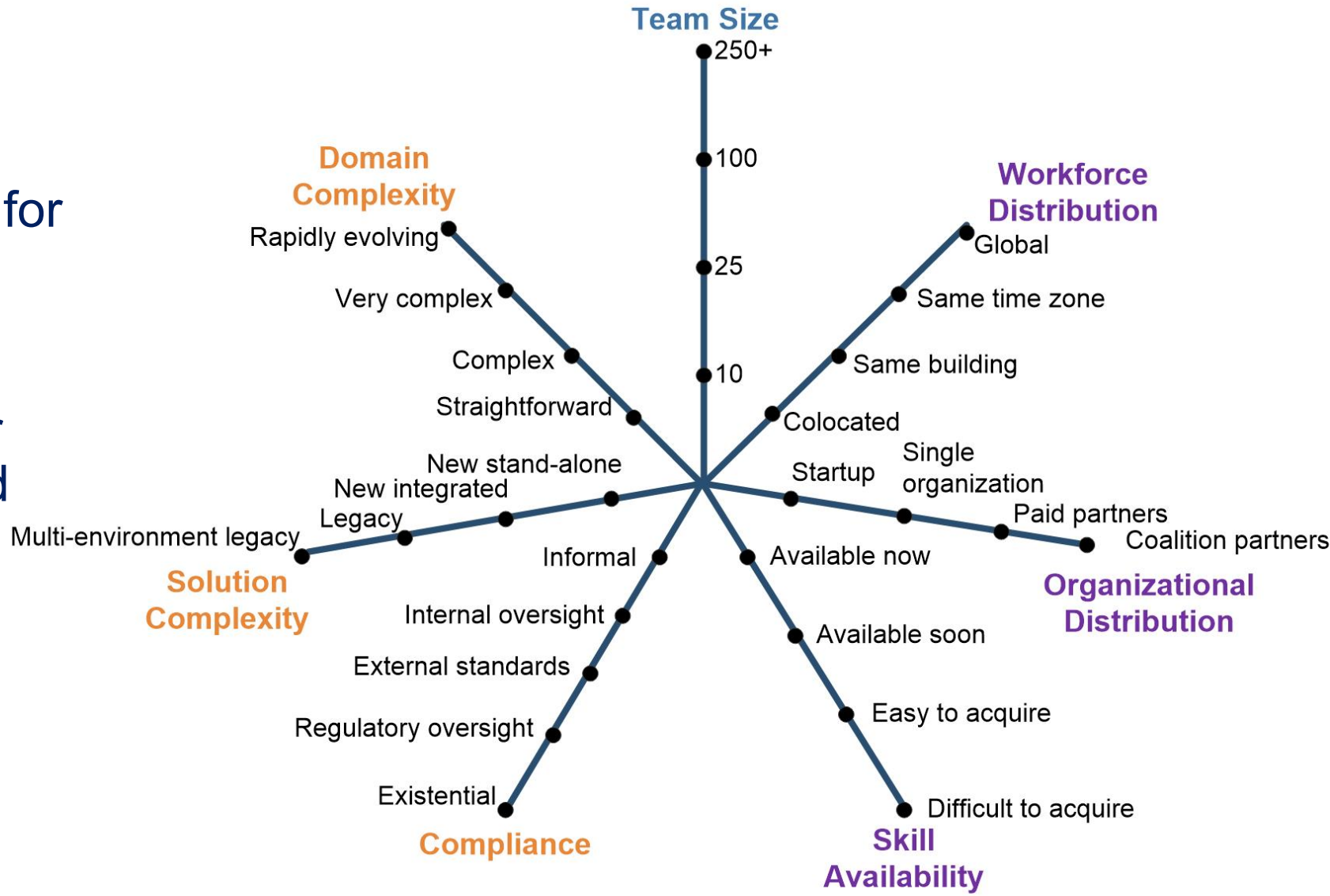
What does “scaling agile” mean to you?

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Tactically scaling agile is about more than team size.

One Way of Working (WoW) for all teams will not suffice!

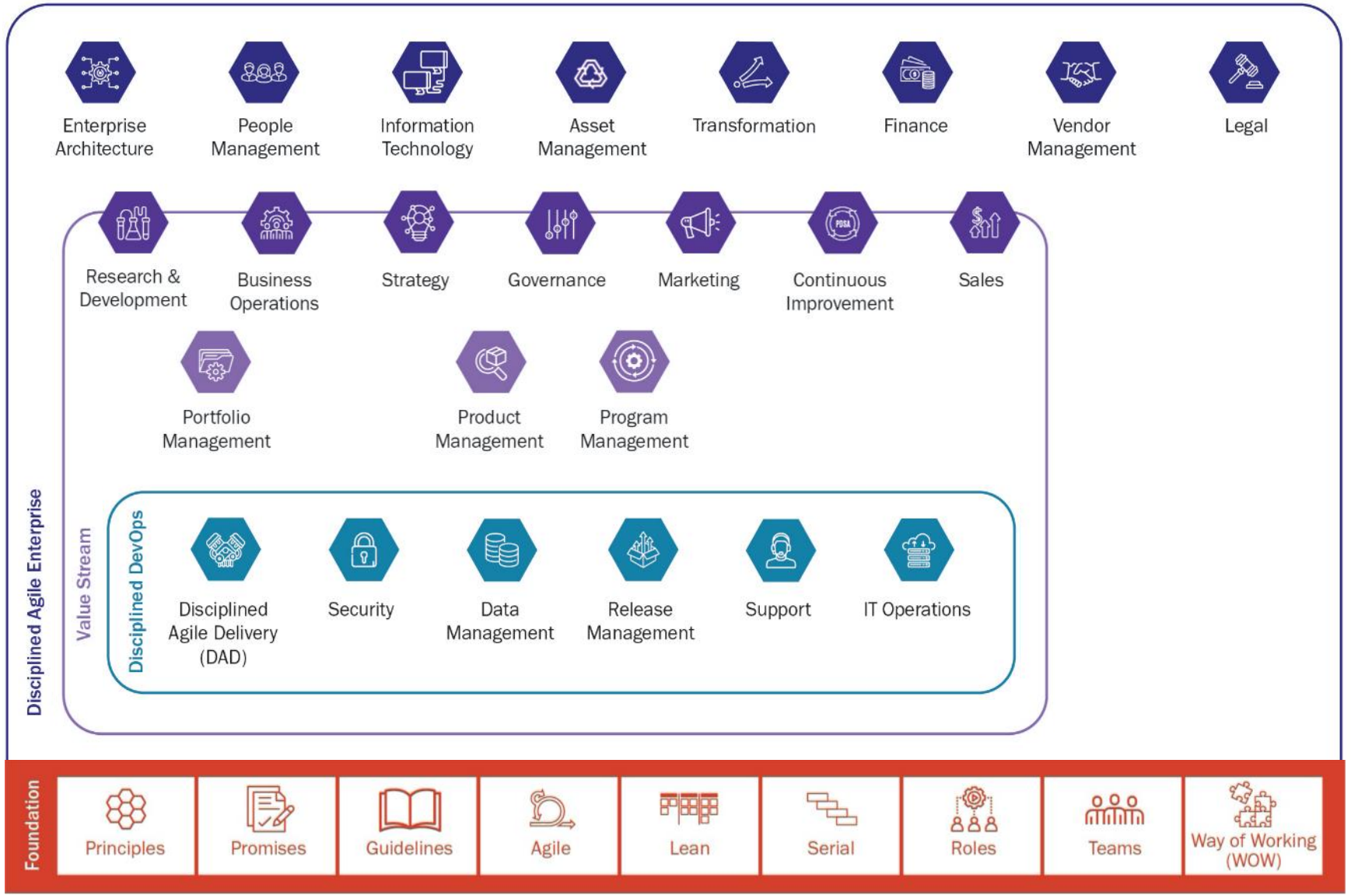
Teams must be allowed to choose and then evolve their WoW to meet the unique and changing situation that they face.



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Business Agility

Disciplined Agile across the enterprise



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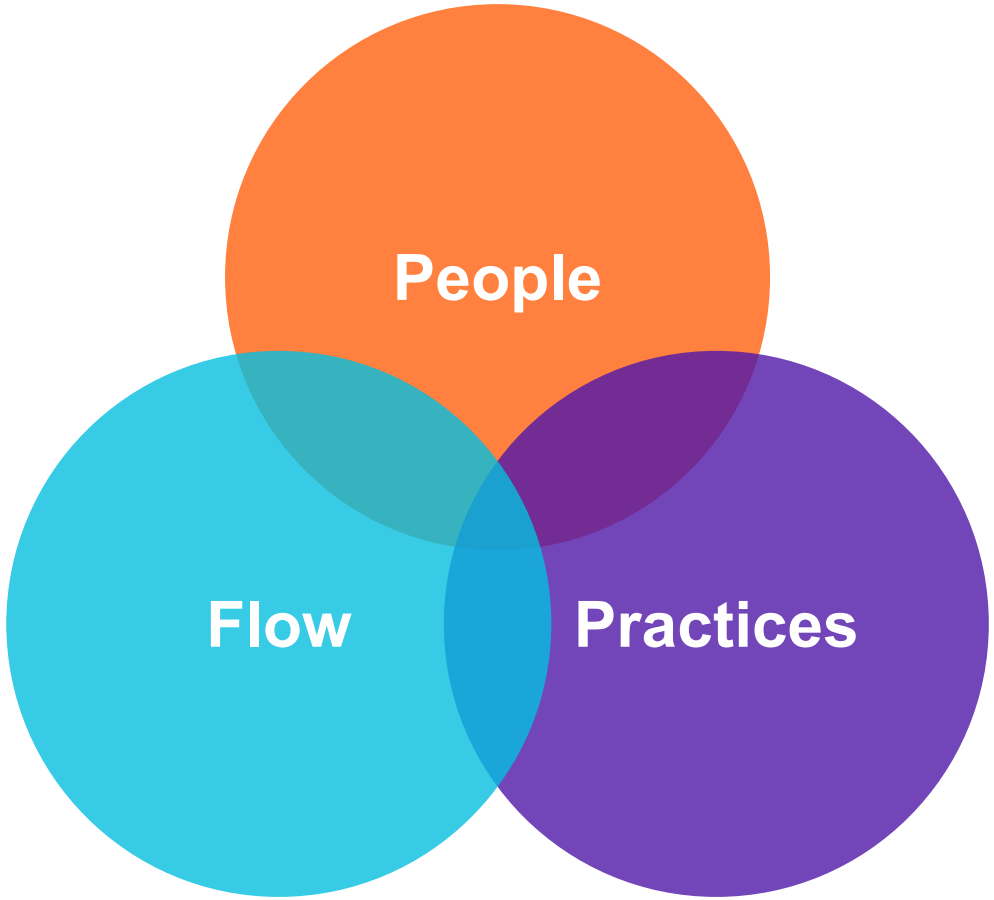
A closer look



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DA MINDSET

Roles & responsibilities, team structures



Life cycles & workflows

Goal diagrams

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DA Mindset

Principles

We believe in these principles:

- Delight customers
- Be awesome
- Context counts
- Be pragmatic
- Choice is good
- Optimize flow
- Organize around products/services
- Enterprise awareness

Promises

So we promise to:

- Create psychological safety and embrace diversity
- Accelerate value realization
- Collaborate proactively
- Make all work and workflow visible
- Improve predictability
- Keep workloads within capacity
- Improve continuously

Guidelines

And follow these guidelines:

- Validate our learnings
- Apply design thinking
- Attend to relationships through the value stream
- Create effective environments that foster joy
- Change culture by improving the system
- Create semi-autonomous self-organizing teams
- Adopt measures to improve outcomes
- Leverage and enhance organizational assets

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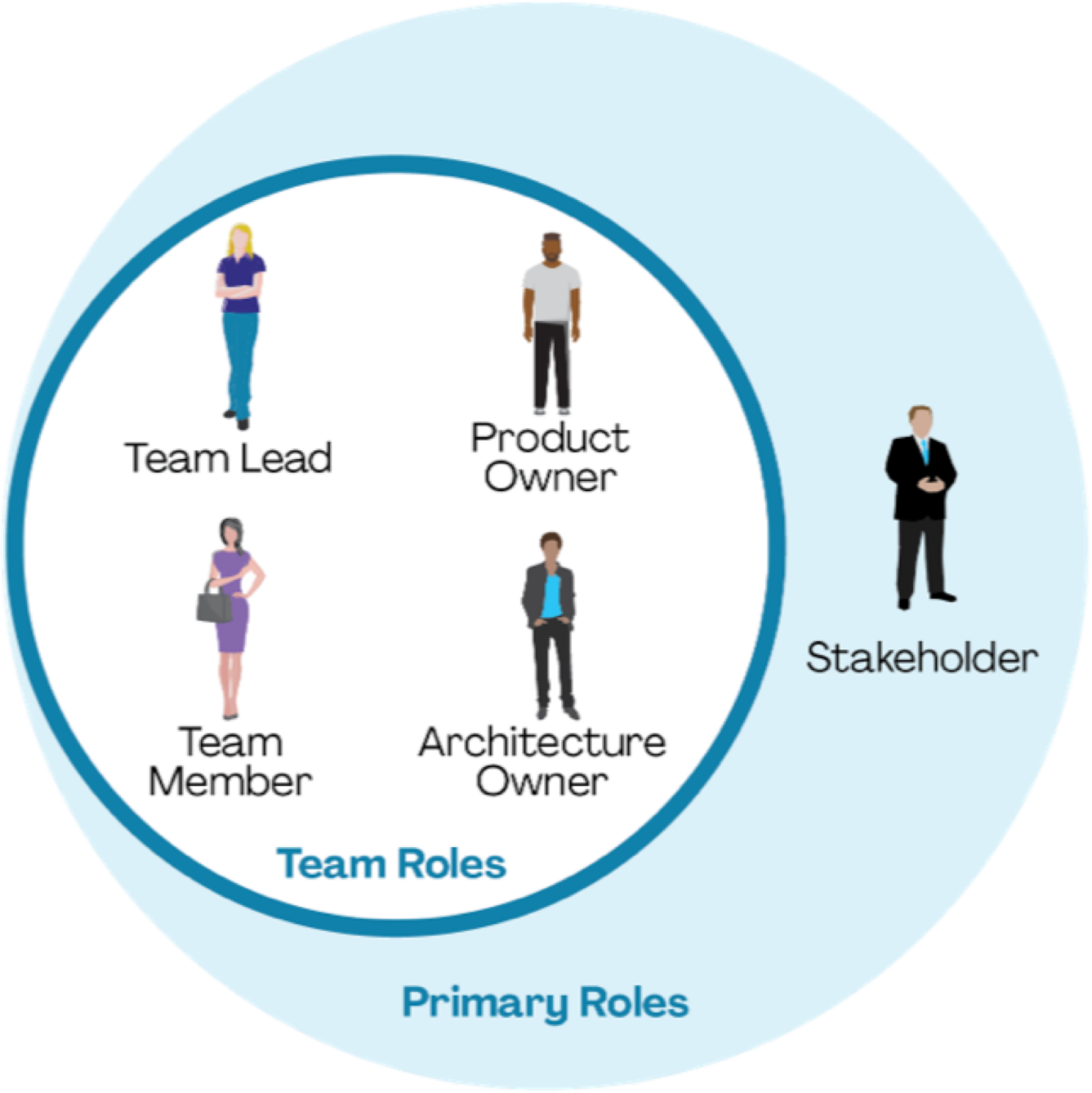
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Discussion

What spoke to you about the DA mindset?

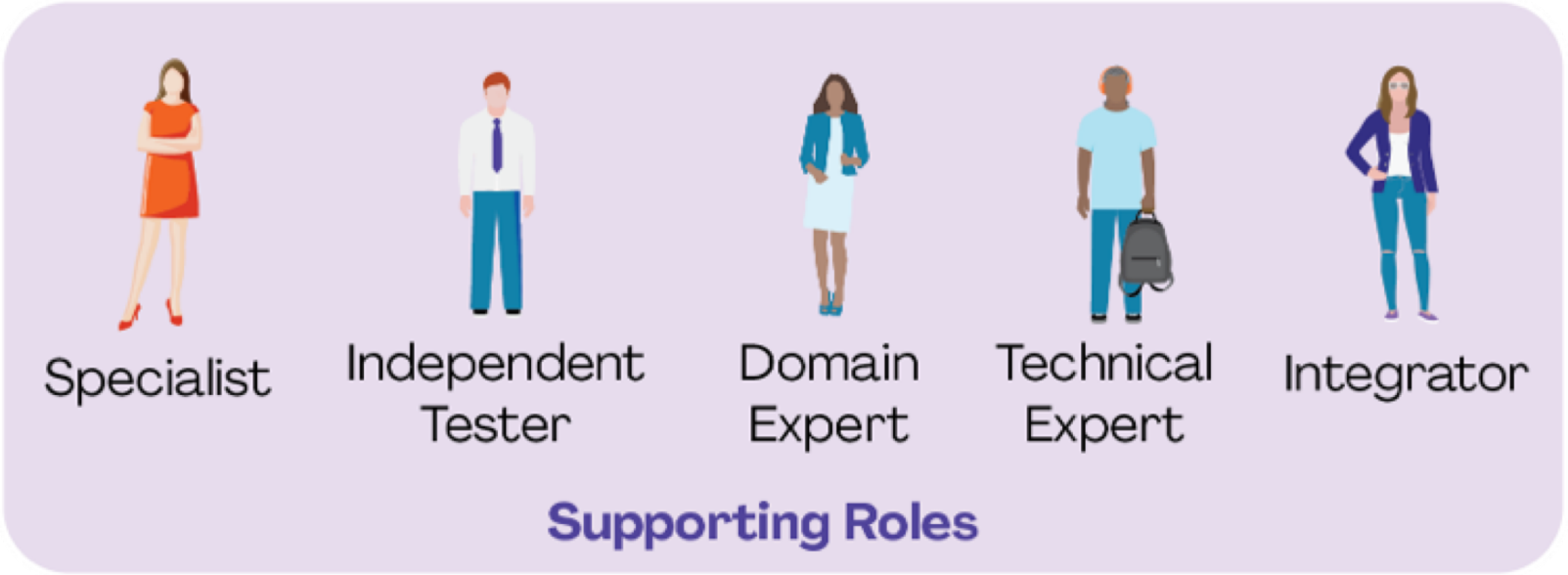
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Primary roles in an agile/lean team



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Supporting roles in an agile/lean team



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There are a myriad of roles within organizations



Procurement Specialist



Asset Manager



People Manager



Portfolio Manager



UX Designer



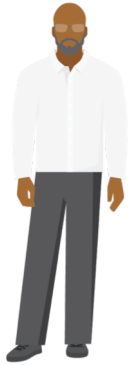
Chief Financial Officer



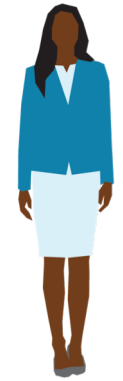
Data Manager



Customer Care Specialist



Enterprise Architect



Security Engineer

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Discussion

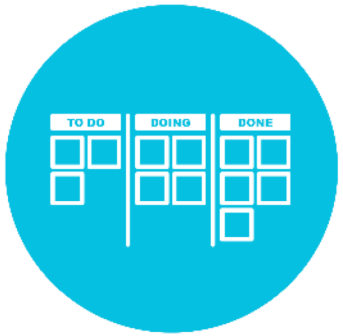
Do your teams work in different ways in practice?

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Teams should choose a life cycle that fits their context.



Agile



Lean



Exploratory



Continuous Delivery: Agile



Continuous Delivery: Lean

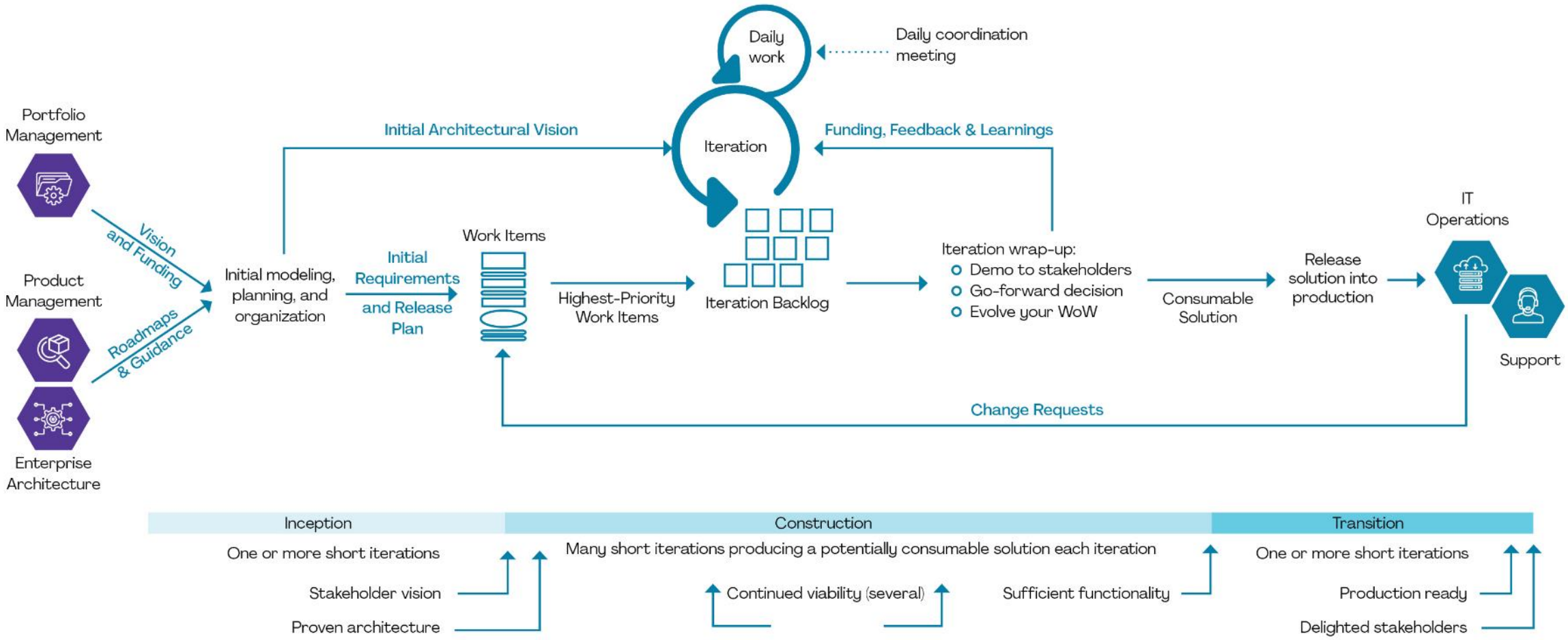


Program

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Agile life cycle

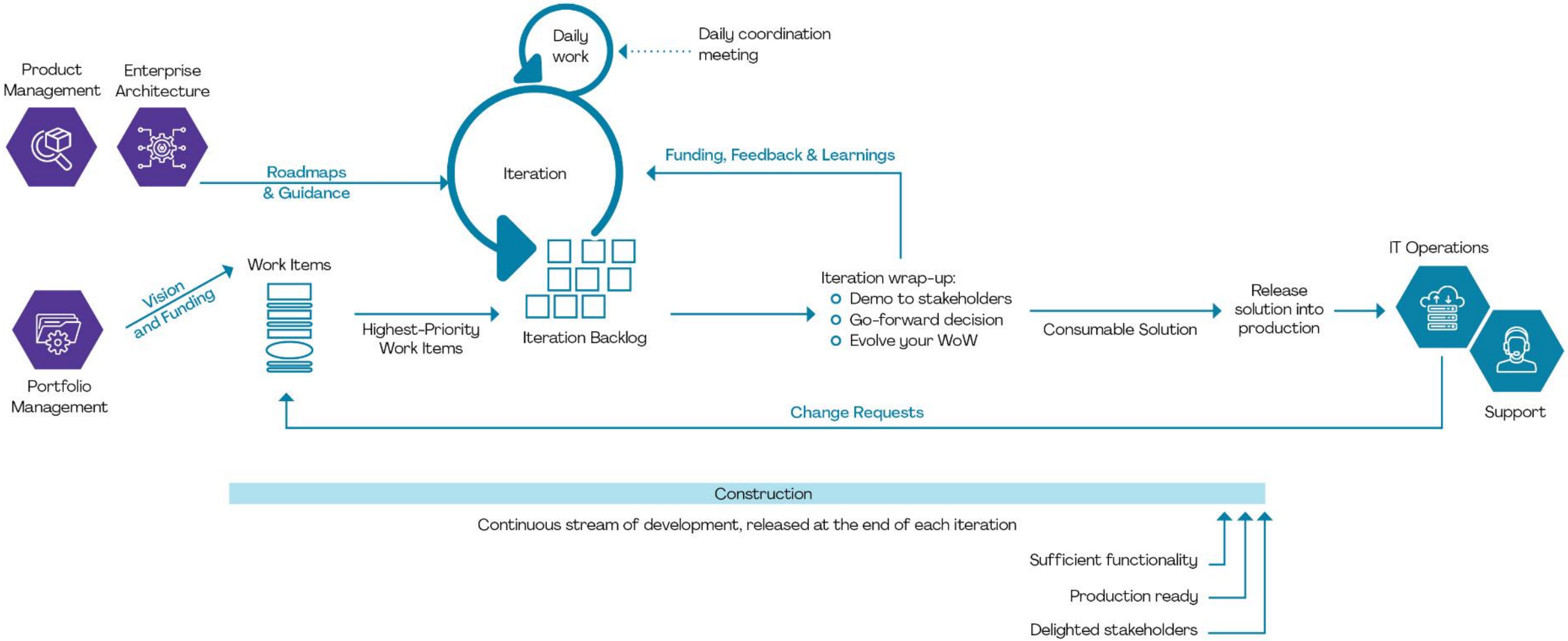
Extending Scrum to the enterprise



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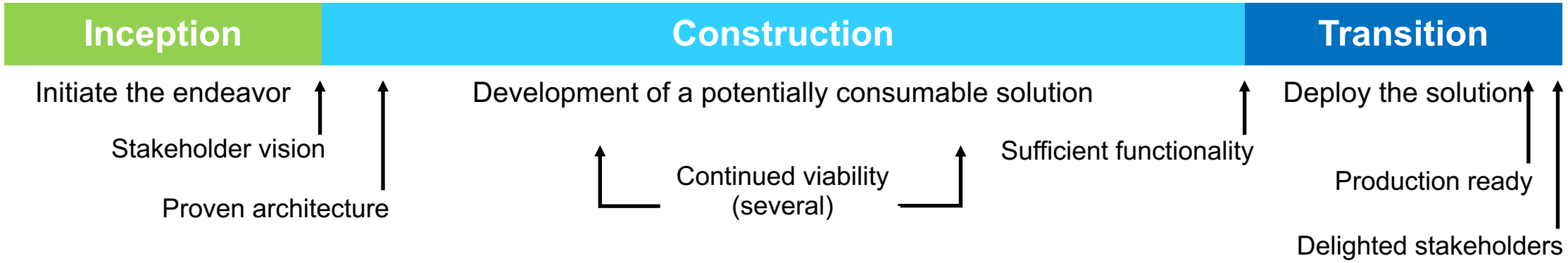
Continuous Delivery: Agile life cycle

Extending Scrum for DevOps



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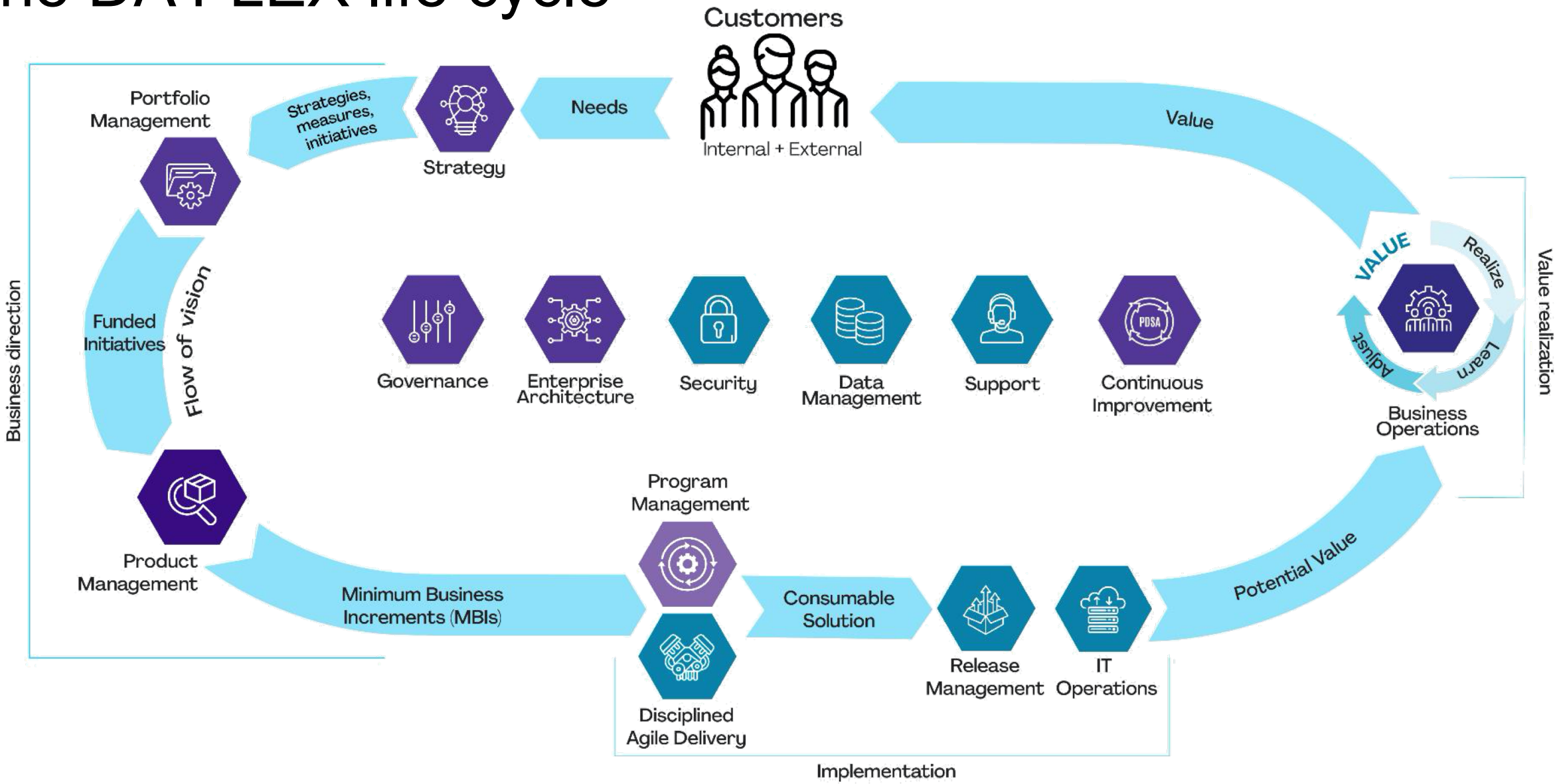
Lean Governance
Baked into Disciplined Agile



Milestone	Fundamental Question Asked
Stakeholder vision	Do stakeholders agree with your strategy?
Proven architecture	Can you actually build this?
Continued viability	Does the effort still make sense?
Sufficient functionality	Does it make sense to release the current solution?
Production ready	Will the solution work in production?
Delighted stakeholders	Are stakeholders happy with the deployed solution?

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The DA FLEX life cycle

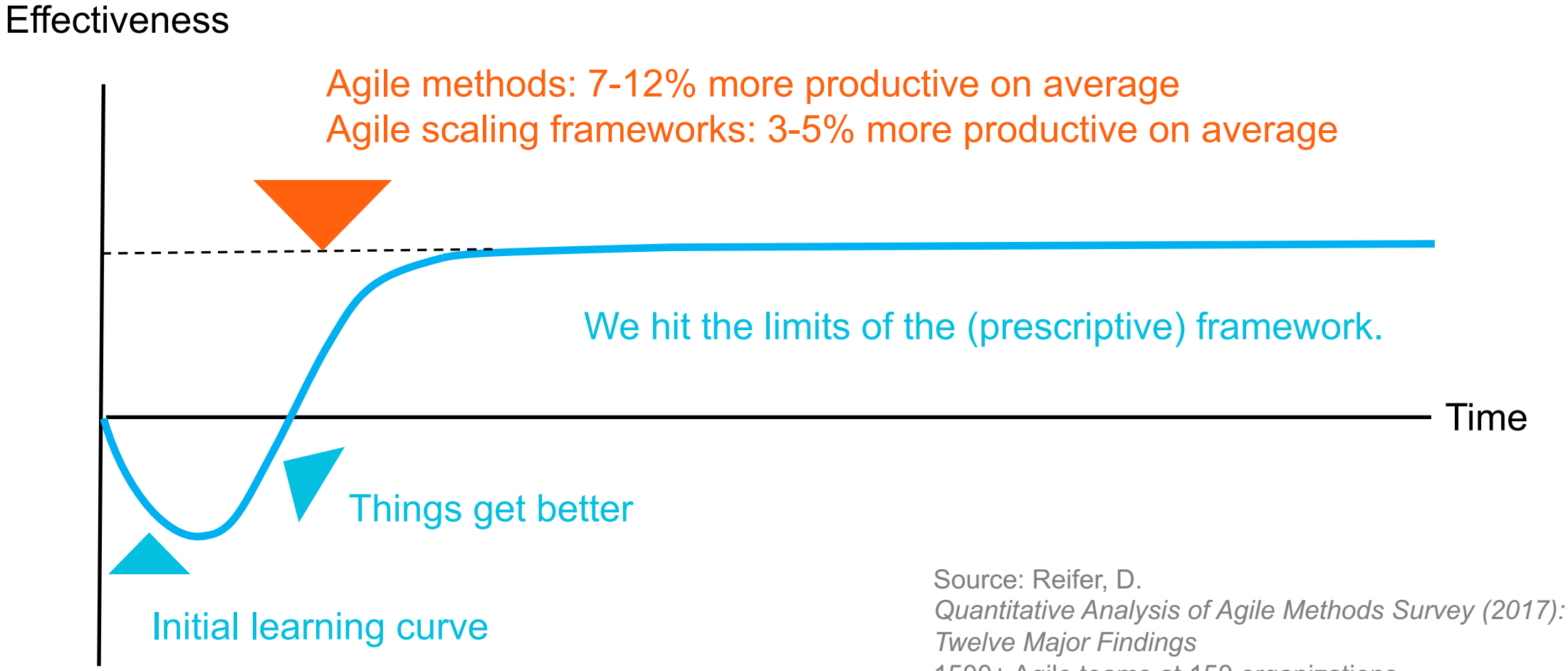


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Choosing Your Way of Working

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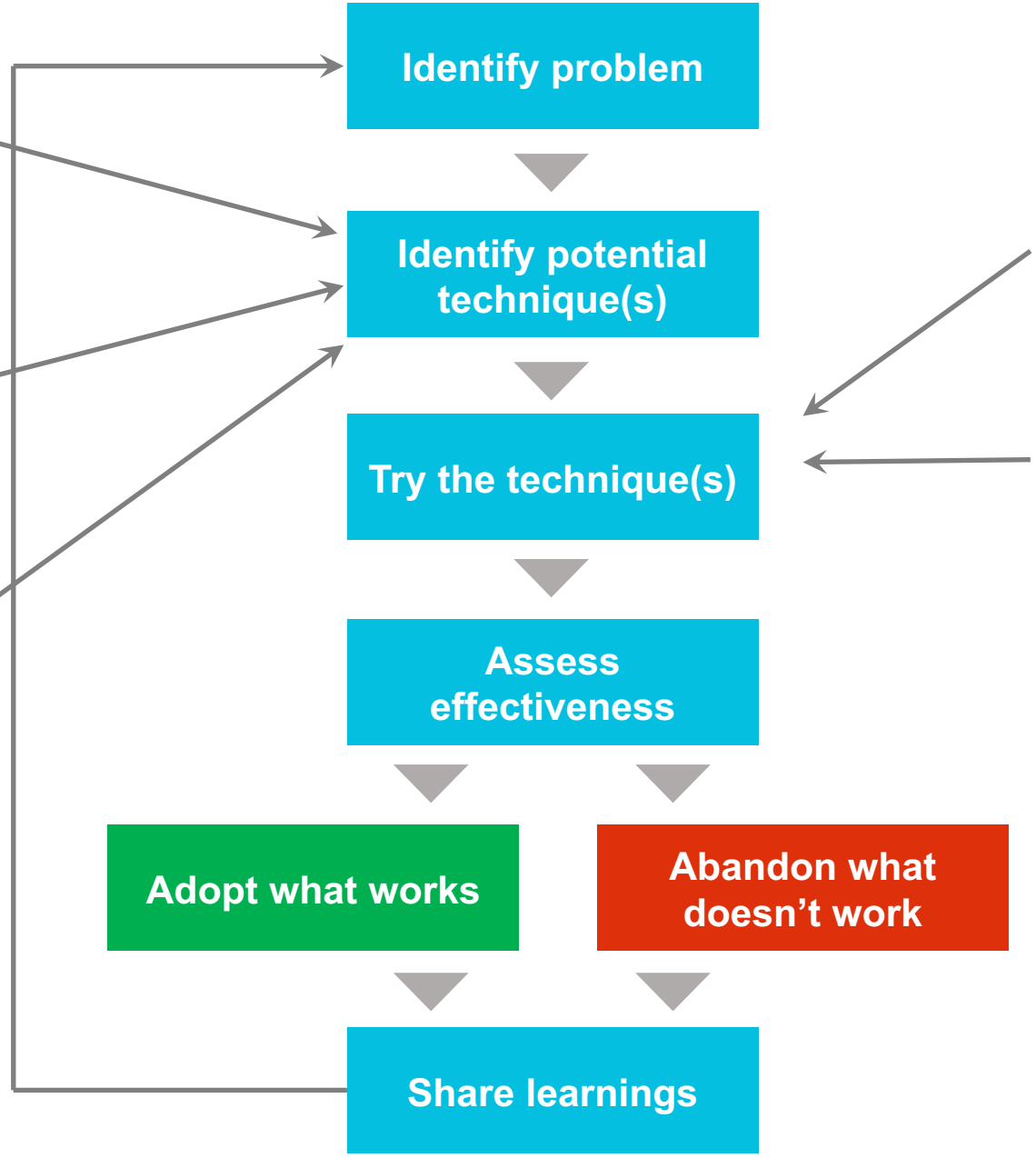
Source: Reifer, D.
Quantitative Analysis of Agile Methods Survey (2017): Twelve Major Findings
1500+ Agile teams at 150 organizations

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If we get better at this, we succeed more often, and we improve faster.

We can do this if we have access to an experienced agile coach; but they can be expensive and hard to find.

We can do this if we have access to a process knowledge base, such as the **Disciplined Agile tool kit**.



Some experiments fail. You learn something, but it doesn't get you closer to your goal.

Failing fast is fine, but how can we **succeed earlier**?

Guided
Continuous Improvement

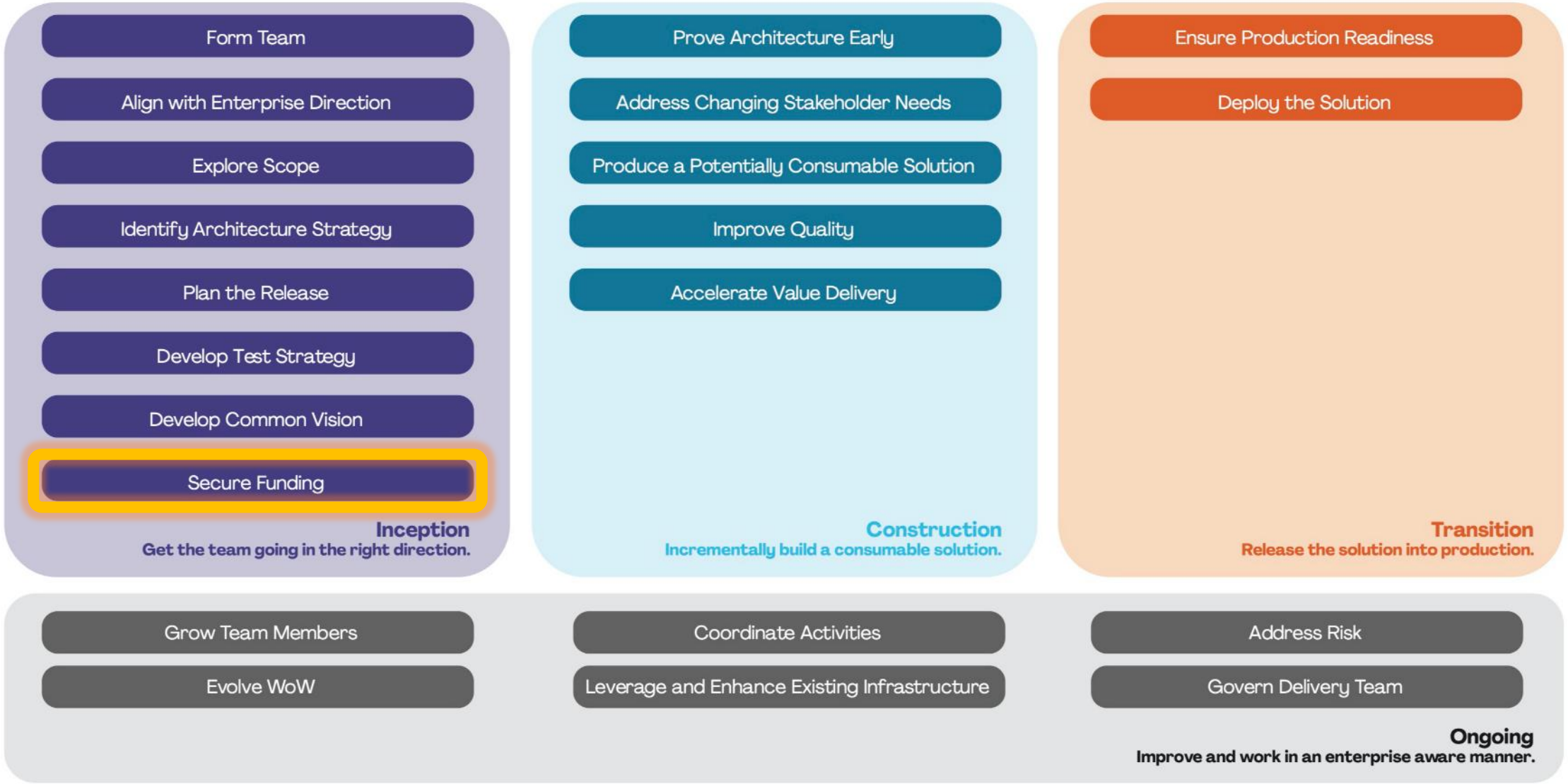
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Scenario: Mismatch between project funding and agile

- Our organization currently requires project teams to provide an initial, up-front estimate with a +/- 25% range.
- Although this has worked reasonably well in the past with traditional projects, it isn’t working well for agile teams.
- Producing such an estimate is seen as an unnecessary overhead by the agile teams.
- When they did produce such estimates, the scope for the projects evolved sufficiently that the initial estimates often proved to be off most of the time.

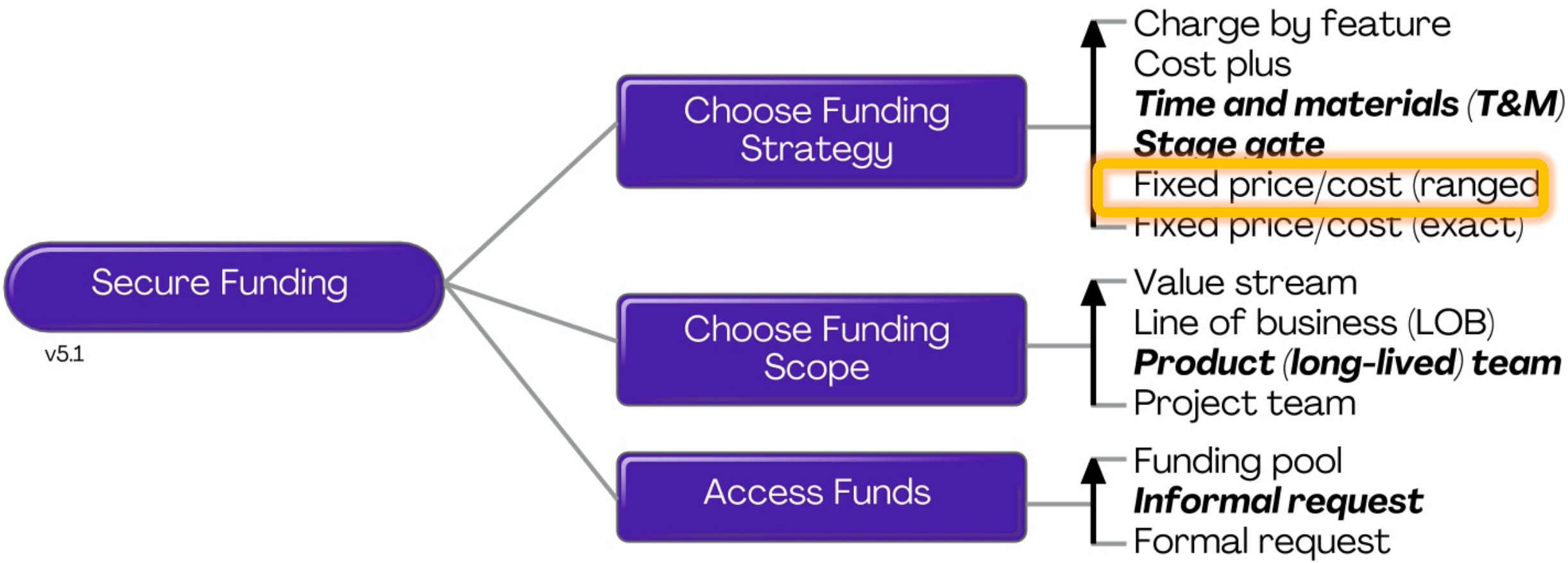
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The process goals for team agility



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Process Goal Diagram: Secure Funding



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There are known problems with our current approach.

Options (Ordered)	Trade-Offs
Fixed price/cost (ranged). At the beginning of the project we develop, and then commit to, an initial estimate that is based on our up-front requirements and architecture modeling efforts. The estimate should be presented as a fairly large range, often +/- 25% or even +/- 50% to reflect the riskiness of "fixed price" estimates.	• Ranges provide stakeholders with a more realistic assessment of the uncertainty faced by the team • High financial risk due to the initial estimate being based on initial requirements that are very likely to change and a potential for technical unknowns. • To narrow the range we will need to do significant up-front modeling and planning, thereby increasing our cost of delay and overall risk of incurring waste. • Many stakeholders will focus on the lower end of the estimate range. • Many stakeholders don't understand the need for ranged estimates, and we will likely need to educate them on the concept.

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There are better options available to us.

Options (Ordered)
Charge by feature. Features, such as the addition of a new report or implementation of a new user story, are funded individually.
Cost plus. A variation on time and materials where a low rate is paid for a developer's time to cover their basic costs with delivery bonuses paid for the production of consumable solutions. This is also called "outcome based" or "cost reimbursement".
Time and materials (T&M). With this approach we pay as we go, paying an hourly or daily rate ("the time") plus any expenses ("the materials") incurred.
Stage gate. With this strategy we estimate and then fund the project for a given period of time before going back for more funding. This is effectively a series of small fixed-cost funding increments.
Fixed price/cost (ranged). At the beginning of the project we develop, and then commit to, an initial estimate that is based on our up-front requirements and architecture modeling efforts. The estimate should be presented as a fairly large range, often +/- 25% or even +/- 50% to reflect the riskiness of "fixed price" estimates.
Fixed price/cost (exact). An initial estimate is created early in the life cycle and presented either as an exact figure or as a very small range (e.g., +/- 5% or +/- 10%).

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We can identify better strategy to experiment with…

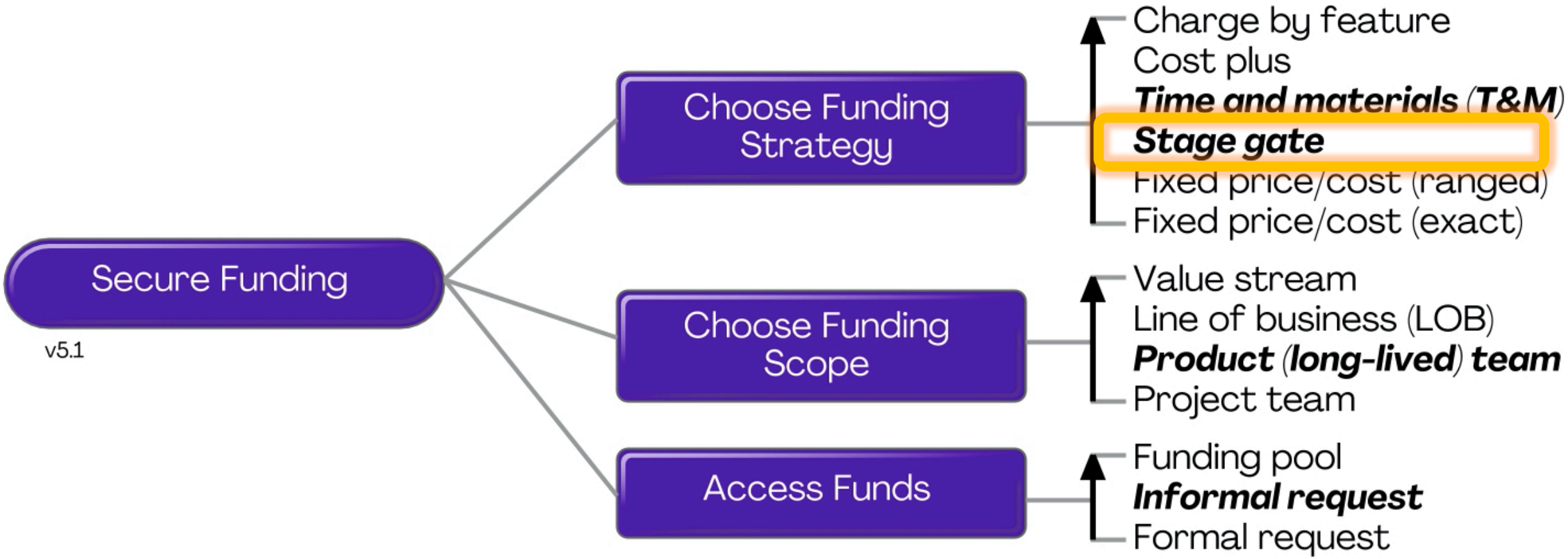
Options (Ordered)	Trade-Offs
Time and materials (T&M). …	• Low financial risk when teams are governed appropriately. • Requires stakeholders to actively monitor and govern the team's finances. • In the case of outsourcing, vendors should provide complete transparency such as task boards so that stakeholders are confident that they are getting value for their money.
Stage gate. ….	• Medium-level financial risk as it provides stakeholders with financial leverage over a delivery team. • Some organizations have an onerous funding process, so requiring teams to obtain funding in stages can increase their bureaucratic overhead and risk of delivering late. • Except for the Inception phase, funding should be tied to delivery of increments of working solutions, not paper-based artifacts. The stage gates could coincide with DA's Stakeholder Vision, Proven Architecture, and/or Continued Viability milestones as a component of our agile governance.
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…sometimes we choose the best we can do right now

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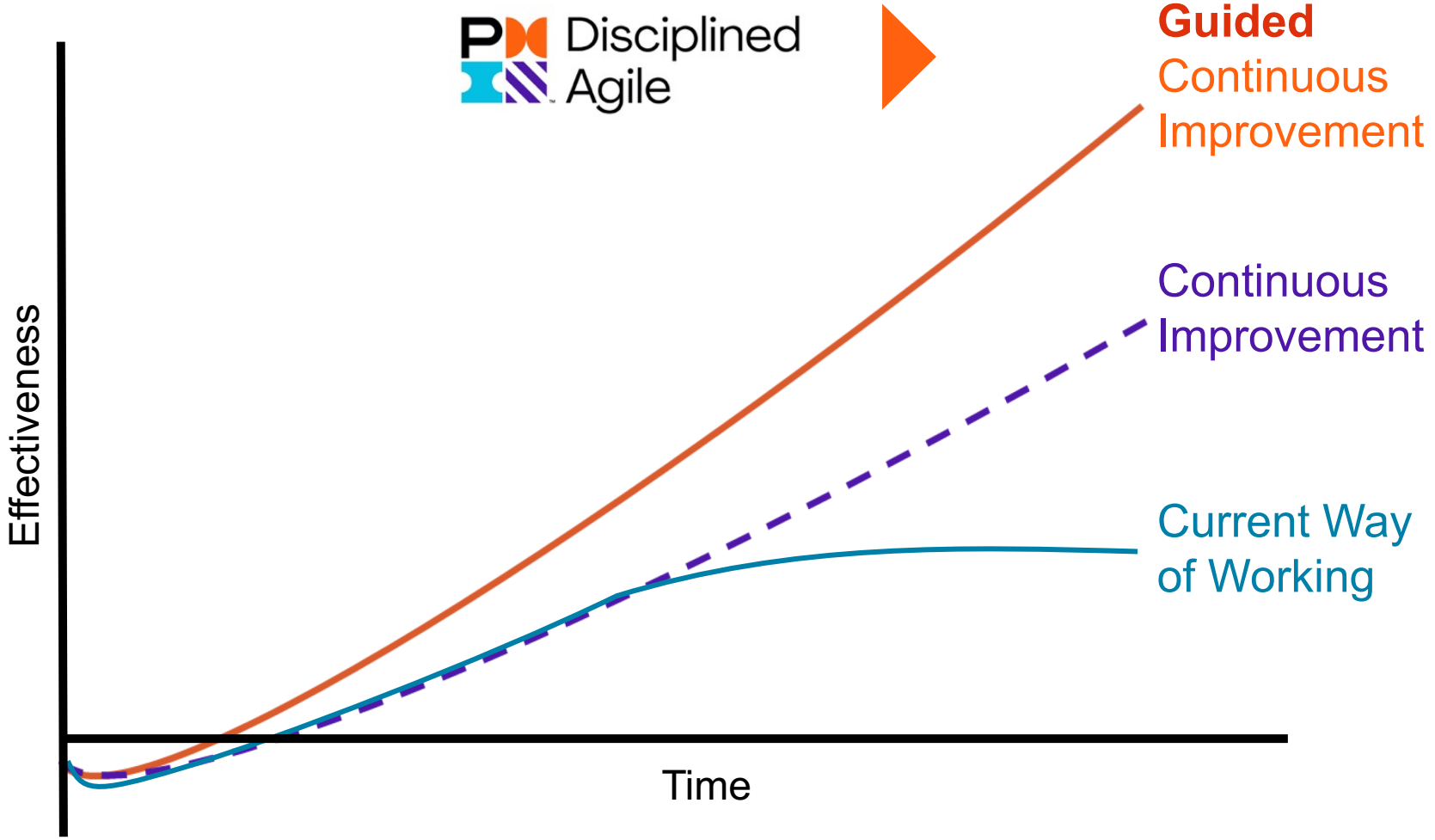
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Result: We get on the path to improving this aspect of our WoW



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Improve faster through **Guided Continuous Improvement**



Start where you are.
Do the best that you can in the situation that you face.
Always strive to get better.

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Discussion

Are you willing to enable teams to experiment with new WoW?

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Learning More

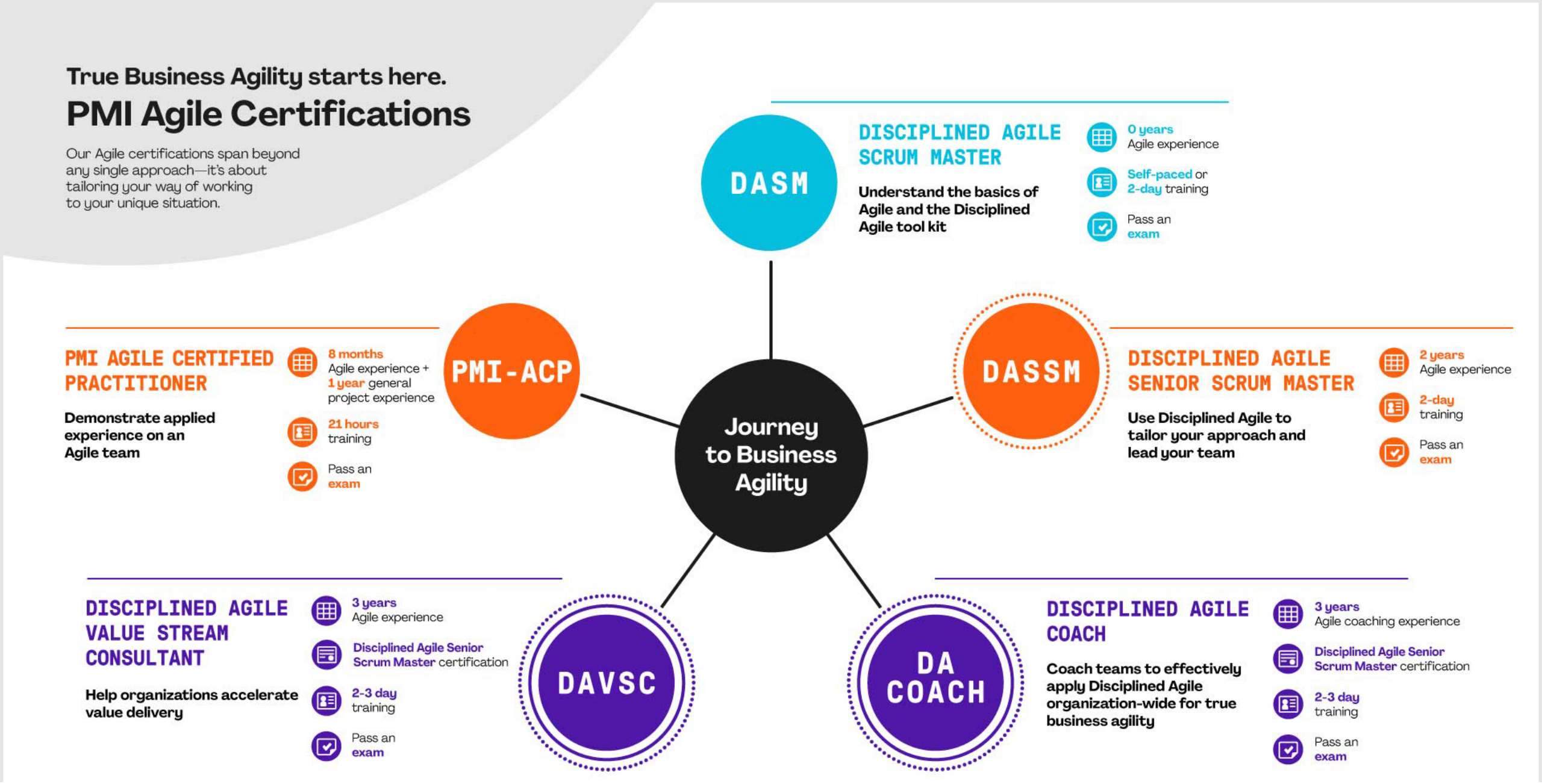


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True Business Agility starts here.

PMI Agile Certifications

Our Agile certifications span beyond any single approach—it's about tailoring your way of working to your unique situation.



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Basics of Disciplined Agile online course

- An eight-module, self-paced and scenario-based introduction to how Disciplined Agile works.
- See PMI.org/da-basics.

Instructor-led workshops

- Find them at DisciplinedAgileConsortium.org/DA-Training.

Books

- PMI members can download the *Choose Your WoW* book from PMI.org/disciplined-agile/books/dad-handbook

Websites

- DA "micro site": PMI.org/disciplined-agile
- DA blog: ProjectManagement.com/blogs/611075/Disciplined-Agile
- DA Applied blog: ProjectManagement.com/blogs/578692/Disciplined-Agile-Applied
- Manifesting Business Agility blog: ProjectManagement.com/blogs/581099/Manifesting-Business-Agility

Learning more about Disciplined Agile

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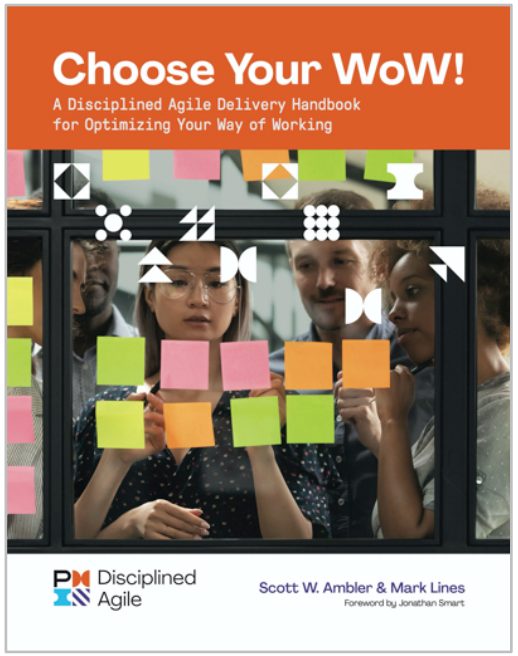
Thank You!



- Twitter: @scottwambler
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BACKUP SLIDES

FOR MORE INFORMATION:
WWW.PMI.ORG/DISCIPLINED-AGILE

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AGILE CERTIFICATION JOURNEY

Three Components:



VALUABLE and ACTIONABLE
Webinars, tool kits and content.

GLOBAL and ENGAGING
Mentors, peers and agile experts just a click away.



ENGAGING and ACCESSIBLE
On your schedule and led by experts.

PREPARES YOU
for the validation and credibility that come with a PMI certification behind your name.



MARKETABLE and HIGH-VALUE
Based on recognizable job roles.

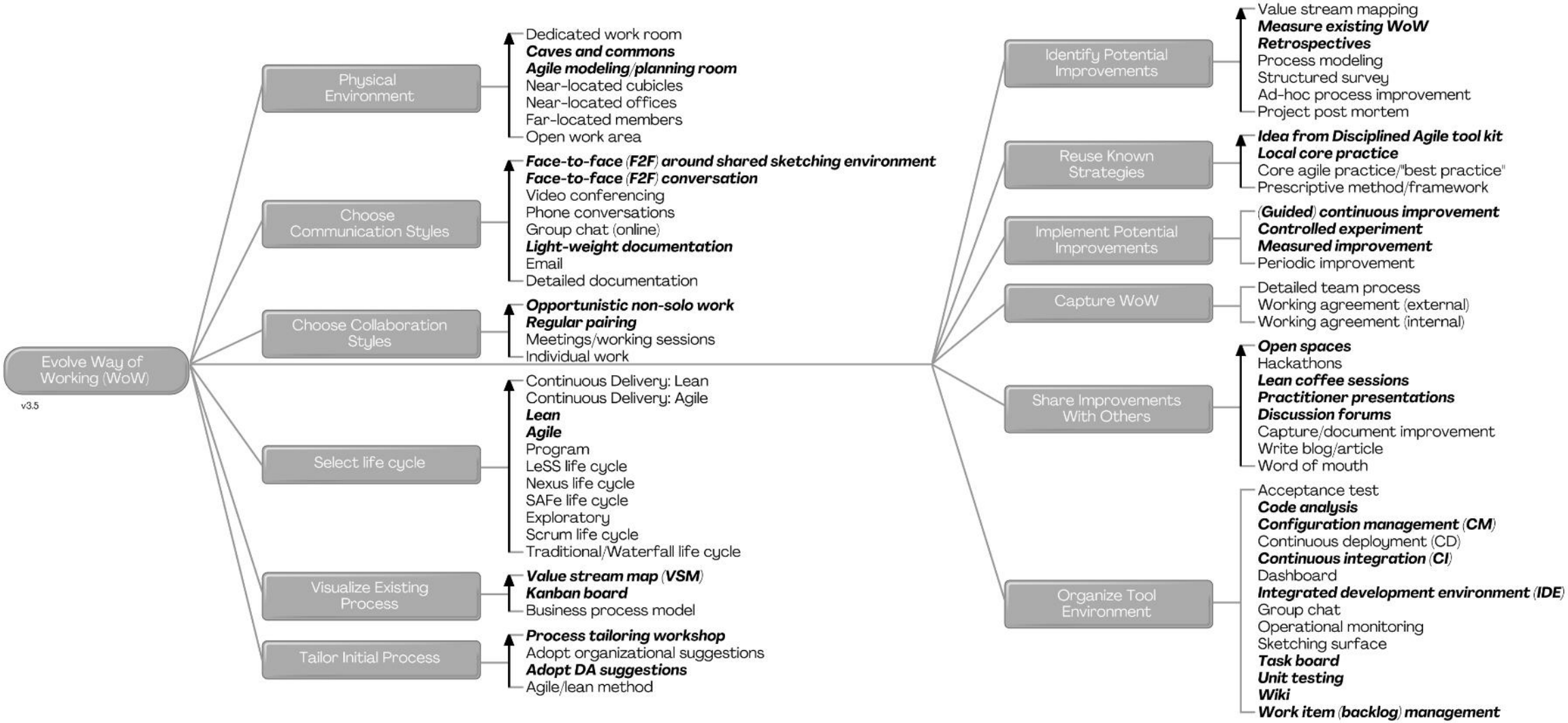
CREDIBLE and SCALABLE
Multiple entry points and career paths.

SUPPORTIVE & STRAIGHTFORWARD: **Meets you where you are** to guide you along your agile trajectory

COMPREHENSIVE: Provides an integrated roadmap to true business agility for **individuals & enterprise**

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Evolve Way of Working

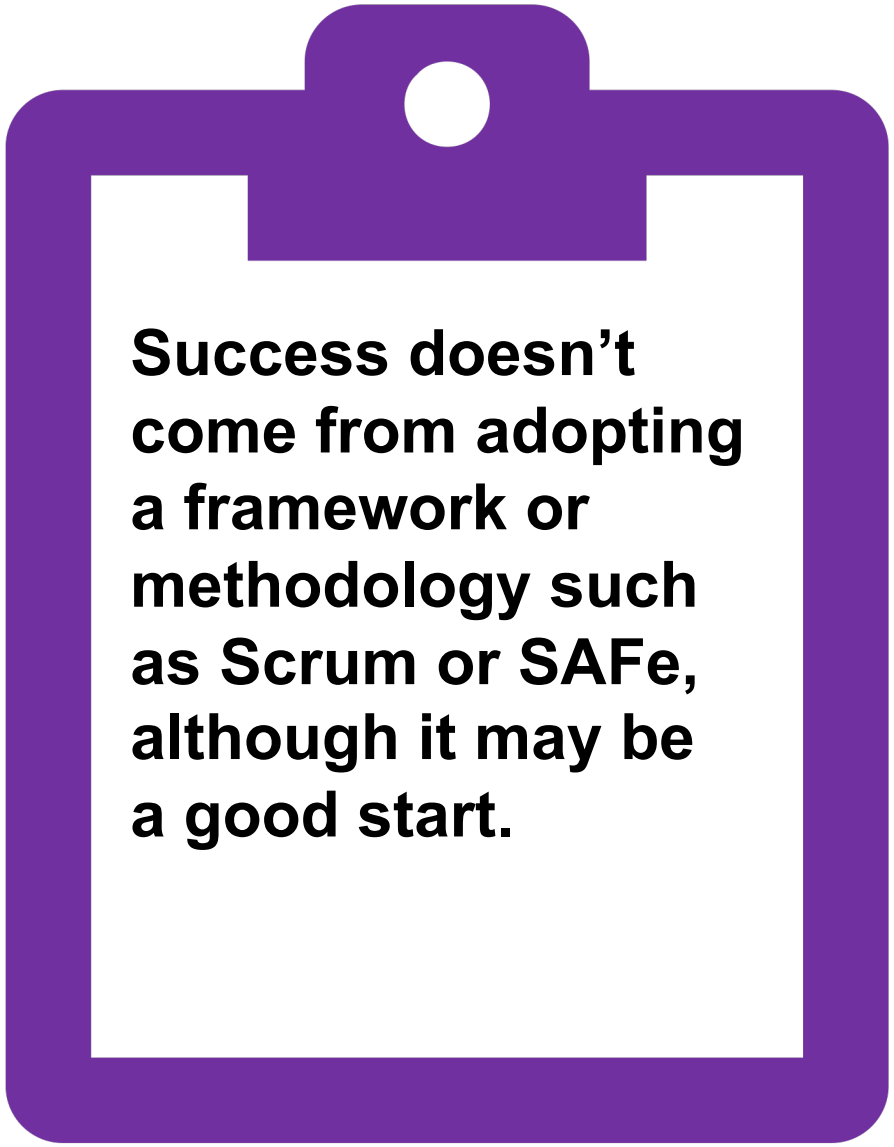


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Some Organizations using Disciplined Agile



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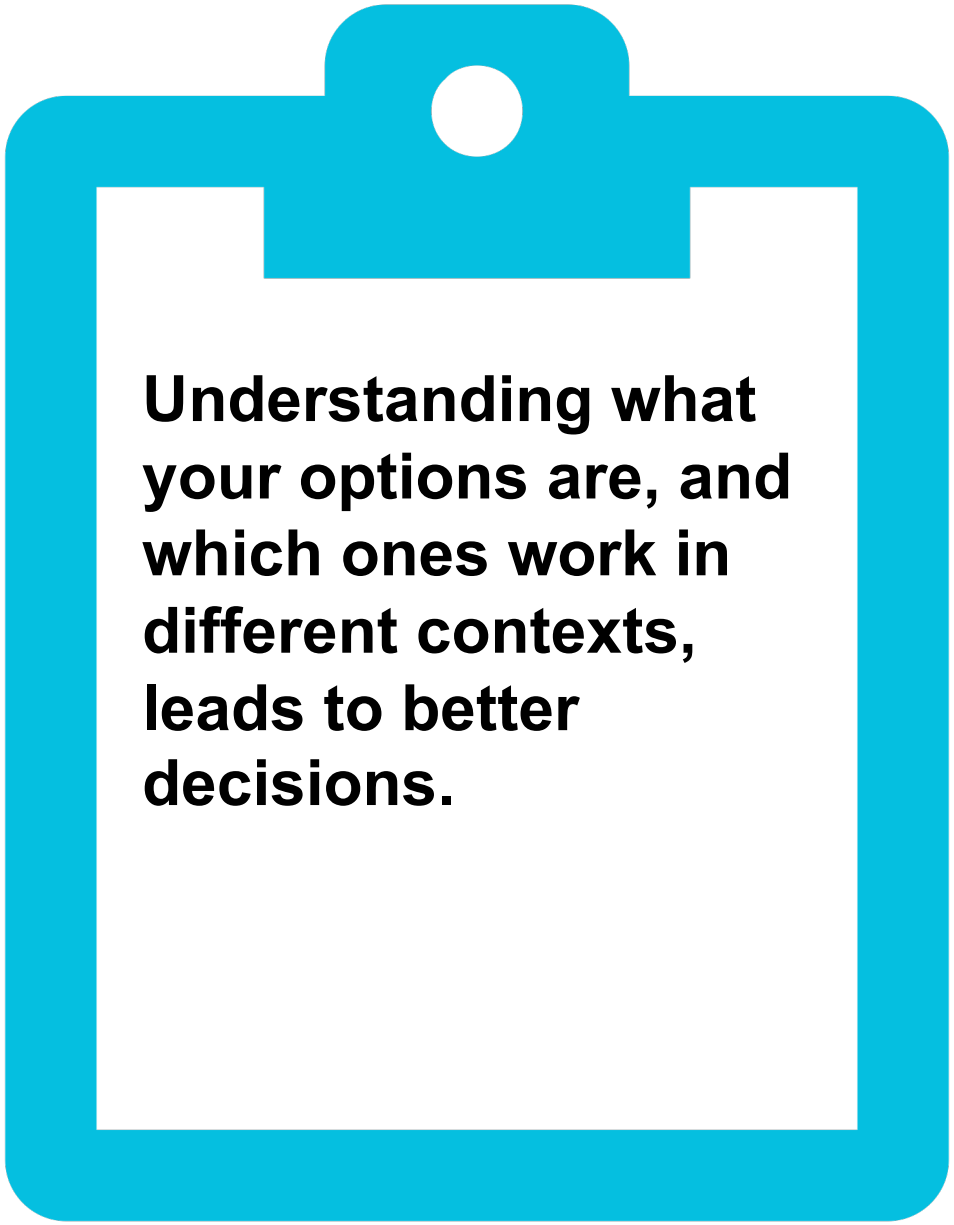


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