



Agile Series:

# Business Agility

*The Journey from Vision to Value*

Stephen Gristock, Agile Delivery Leader

Eliassen Group

February 2020

We once thought we'd be developing like this...



But sometimes it feels more like this:



# YOUR PRESENTER



**Stephen Gristock – Agile Delivery Leader**

Mobile: 631-903-3648



Originally from Wales (UK), Stephen has an extensive background in model based process improvement acquired as a consultant, practitioner and implementation leader. Specializing in Lean-Agile solutions, he is a CSM, CSPO, SAFe SPC, ISO auditor, S@S, PMI-ACP, PMI-PMP, SEI Lead Appraiser and Trainer. He has also served as a member on both the SEI's and PMI's Development Teams. Having managed several corporate agile transformation initiatives, he now leads Eliassen Group's Agile advisory and training services in NY.





# OUR OBJECTIVES FOR THIS SESSION

- The Business Agility imperative
- Conduct a quick tour of the Lean Agile requirements hierarchy, roles and practices
- Stimulate discussion and ideas for follow-up action



# AGENDA

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1. Agile 101
2. Facets of Business Agility
3. The Journey to Value
4. Practices & Techniques
5. Quick Q&A



# 1. Agile 101

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# WHAT IS THE ULTIMATE GOAL OF AGILE?

## Value

What a **Customer** wants or needs (is willing to pay for)

Agile seeks to Optimize delivery of **value** in the face of uncertainty, risk and change



# SOME KEY ATTRIBUTES OF LEAN AGILE

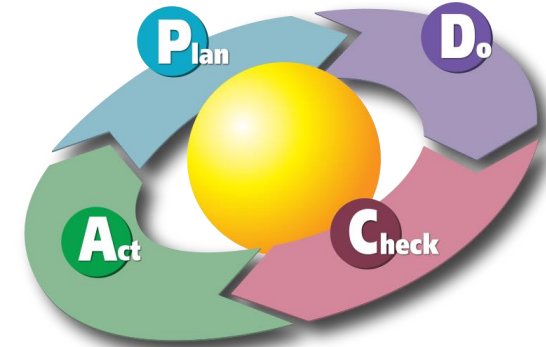
**Small Increments**



**Eliminate Waste**



**Self Organized  
x-functional Teams**



**Relentless Improvement**



**Make Work Visible**

**Drive Value**



**Time-box Work**



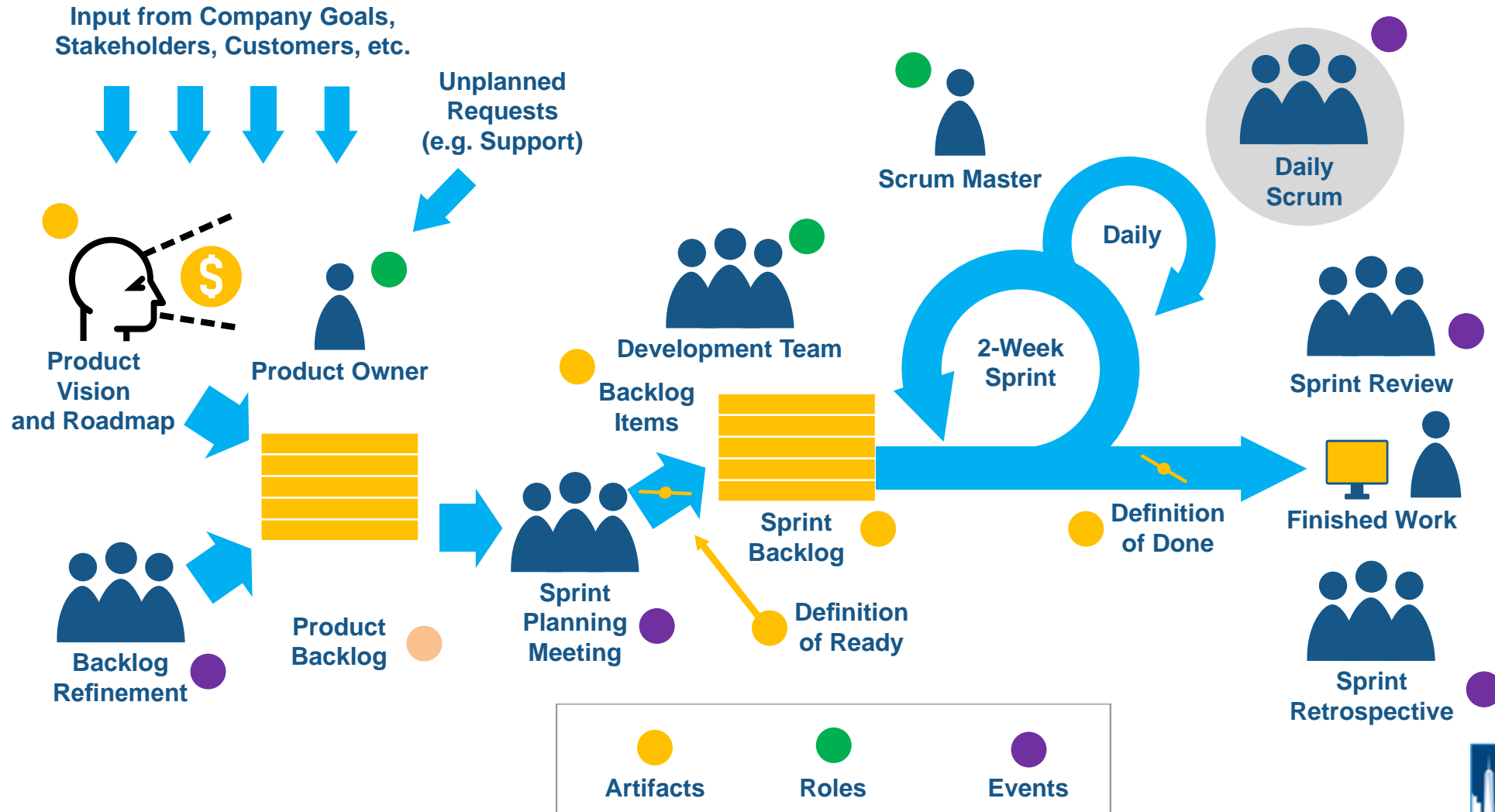
**Adaptive: Fast Feed-  
back Loop**



**Quality- TDD/Acceptance**

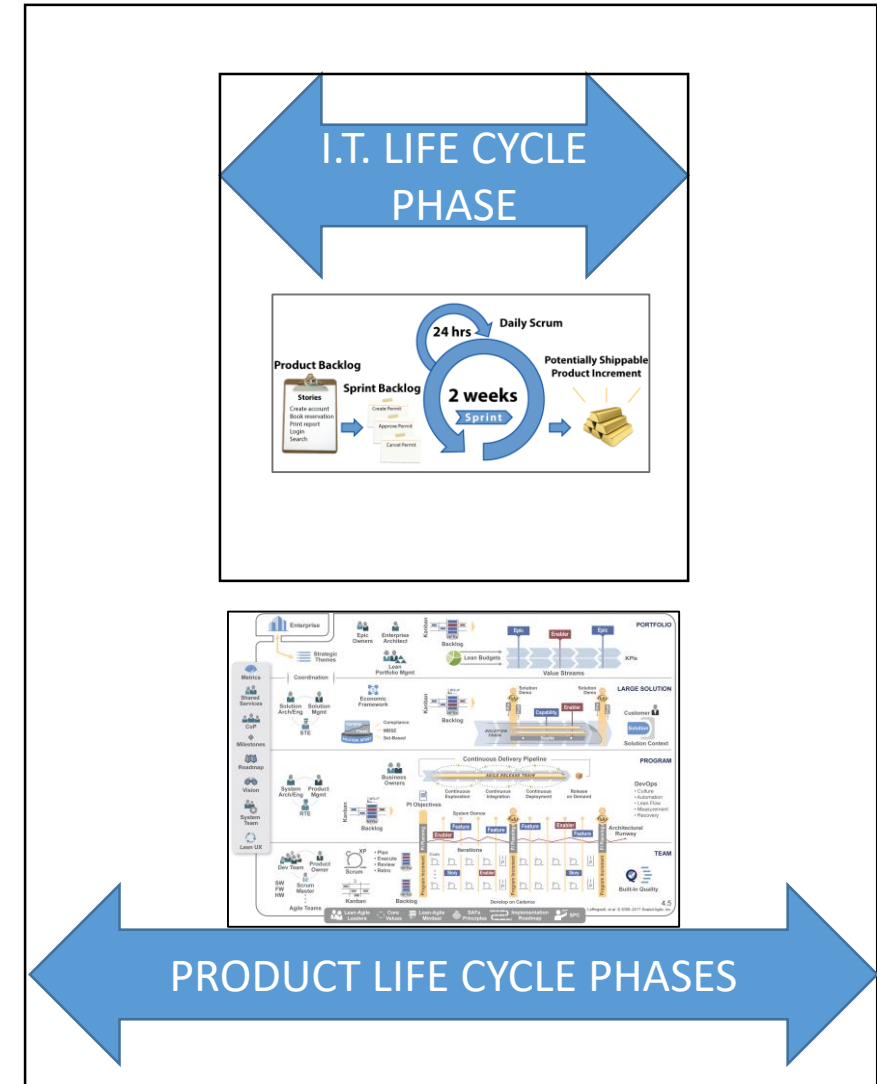


# TEAM LEVEL: SCRUM BIG PICTURE



# SCALED AGILE: SCOPE

- Early Agile methods focused almost exclusively on software development
- Over time the focus expanded to other technical/I.T. groups
- Slowly organizations recognized that their gains were limited by upstream/downstream legacy processes
- Now Lean Thinking, Scaled Agile, Business Agility and DevOps all seek to address these constraints

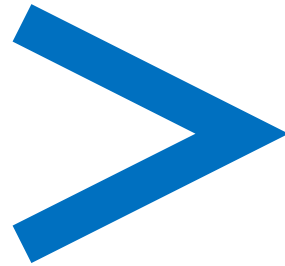


# 2. Facets of Business Agility

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# WHICH SCENARIO IS BETTER?

90% of our  
Deliverables are  
Complete



All of our  
Deliverables are  
90% Complete

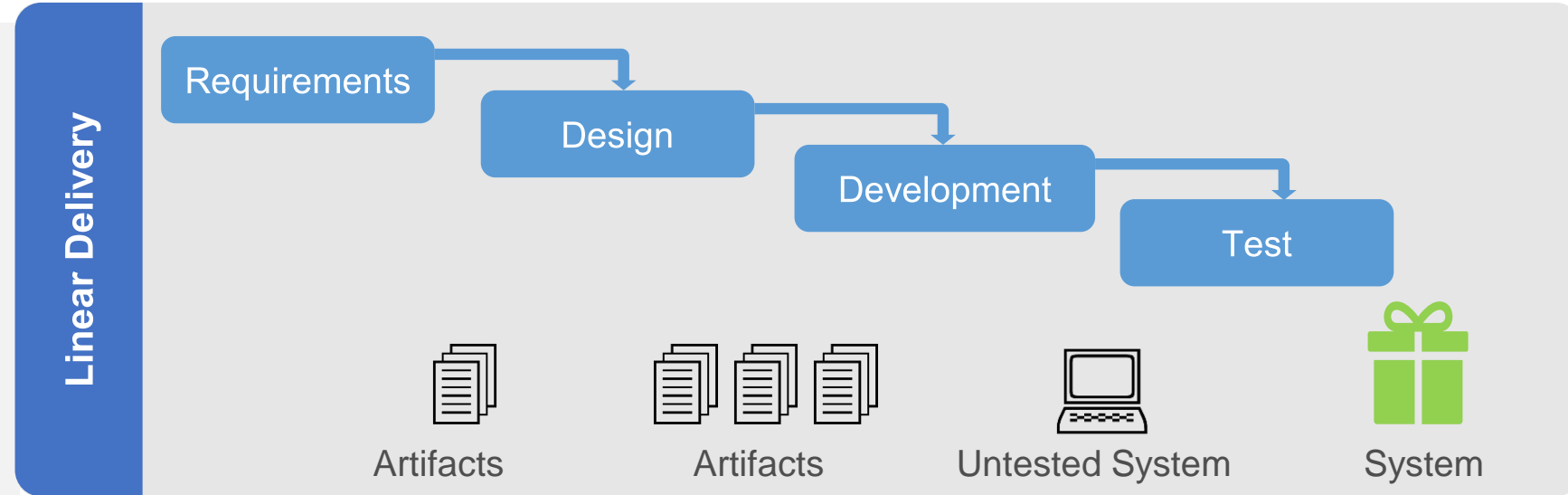


**STOP STARTING – START FINISHING!**  
Low transparency, making inspection  
and adaptation difficult

# INCREMENTAL DELIVERY THROUGH AGILE

## Waterfall

- Large batch transfers
- Delayed feedback
- People working in silos
- Managing to milestones



## Agile

- Small batches
- Continuous feedback
- Teaming/transparency
- Managing to milestones



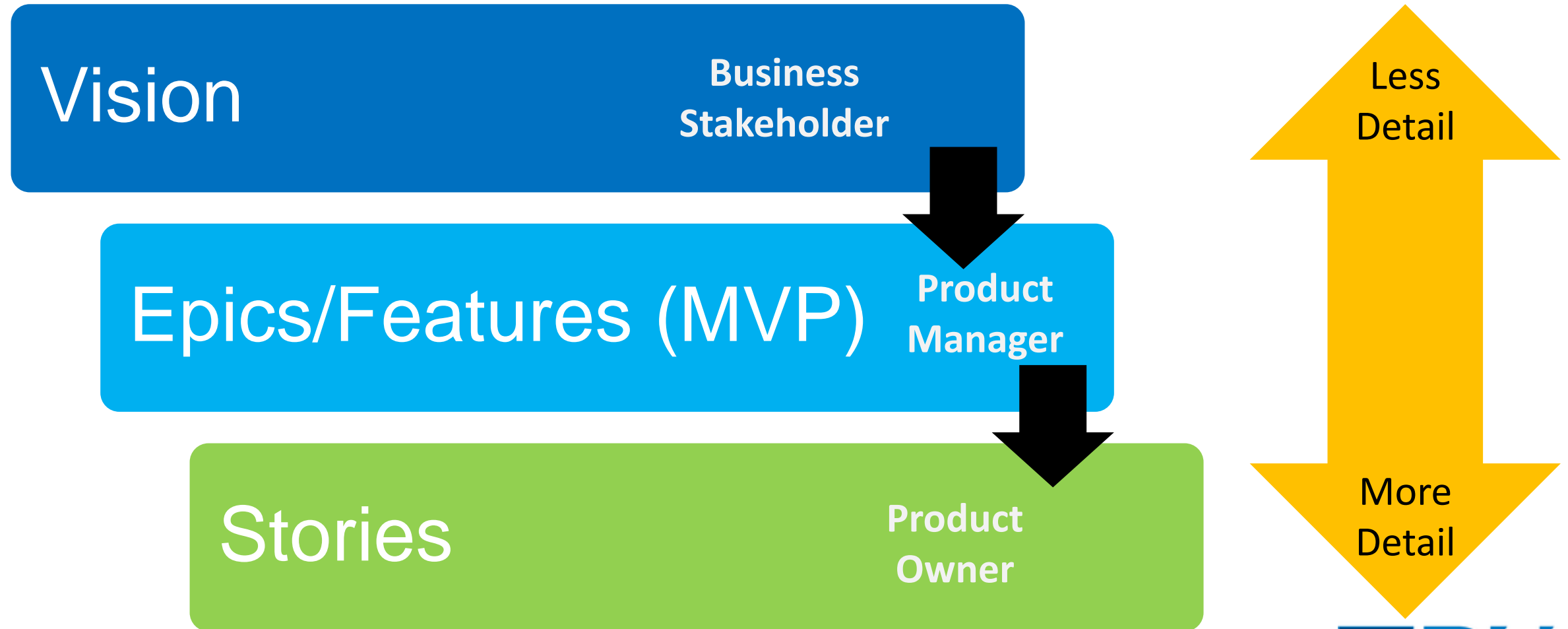


# 3. The Journey to Value

## Requirements Hierarchy



# BREAKING DOWN WORK INTO BUILDABLE UNITS



# PRODUCT VISION

A succinct statement that projects intent and value and builds alignment



# SUPPORTING EPIC/FEATURES (VACATION EXAMPLE)

Epic: a large chunk of value which typically breaks into smaller pieces

Feature: a more defined component of parent Epic

Set up our vacation preferences

Find a place to go

Arrange our travel

Arrange our lodging

Plan for fun!

Buy helpful travel items

# MINIMAL VIABLE PRODUCT (MVP)

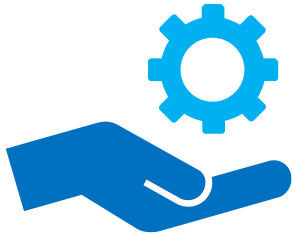


What a sufficient number of customer or users actually choose to use

Set up our vacation preferences

Find a place to go

Arrange our travel



What the provider thinks is needed for the customer to use a product or service

Arrange our lodging

Plan for fun!

Buy helpful travel items



# USER STORY (TOKEN OF WORK)

Who

As a travel agent I would like to issue credit when a customer cancels a refundable flight, so that I can take care of the customer while observing airline refund rules

What

Why

**I**ndependent  
**N**egotiable  
**V**aluable  
**E**stimable  
**S**mall  
**T**estable

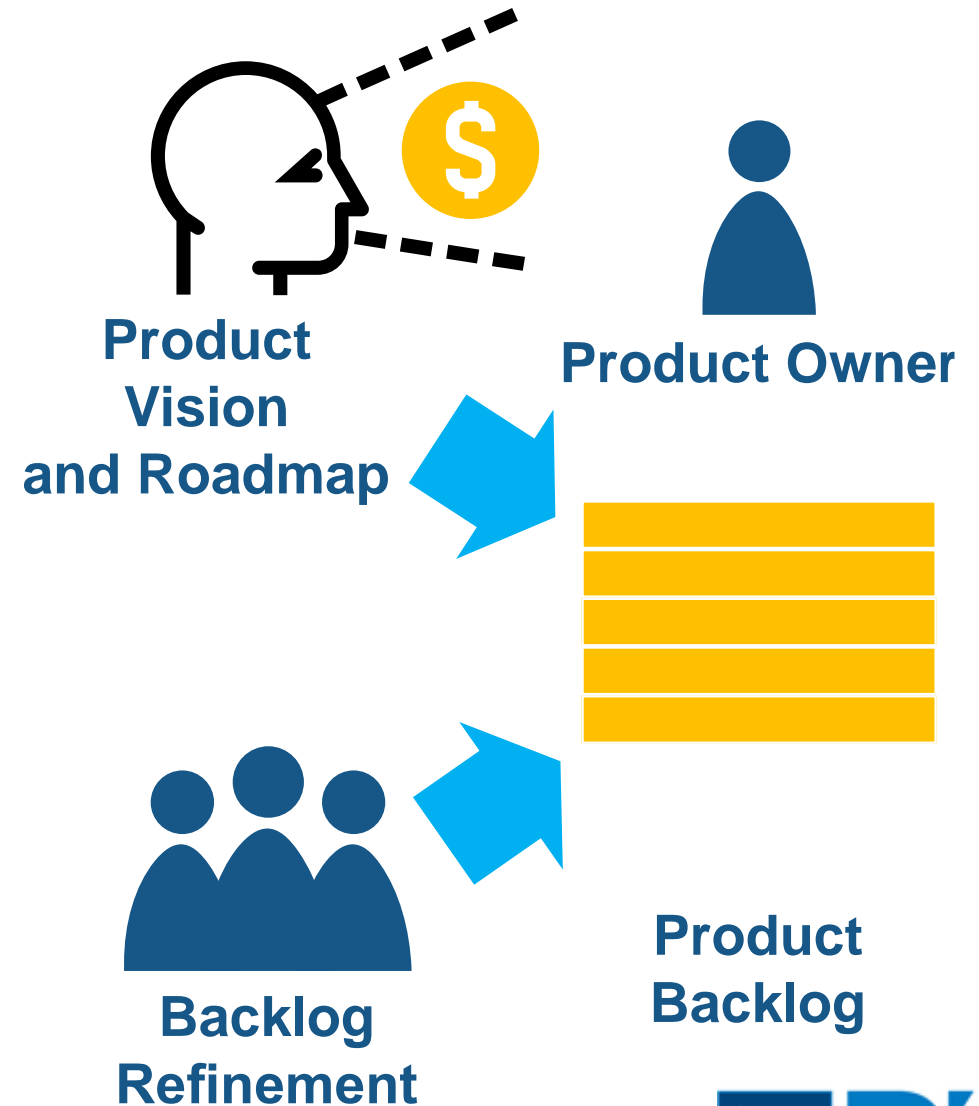
# 4. Practices & Techniques

Quick Tour of Discovery, Refinement, Tracking & Governance



# THE PRODUCT BACKLOG

- The Product Backlog is an ordered list of requirements from highest to lowest priority
- Responsibility of the Product Owner
- The teams works in partnership with the Product Owner to refine and size items during the Backlog Refinement sessions



# PRODUCT DISCOVERY TECHNIQUE: EXAMPLES

## STORY MAPPING



## PERSONAS



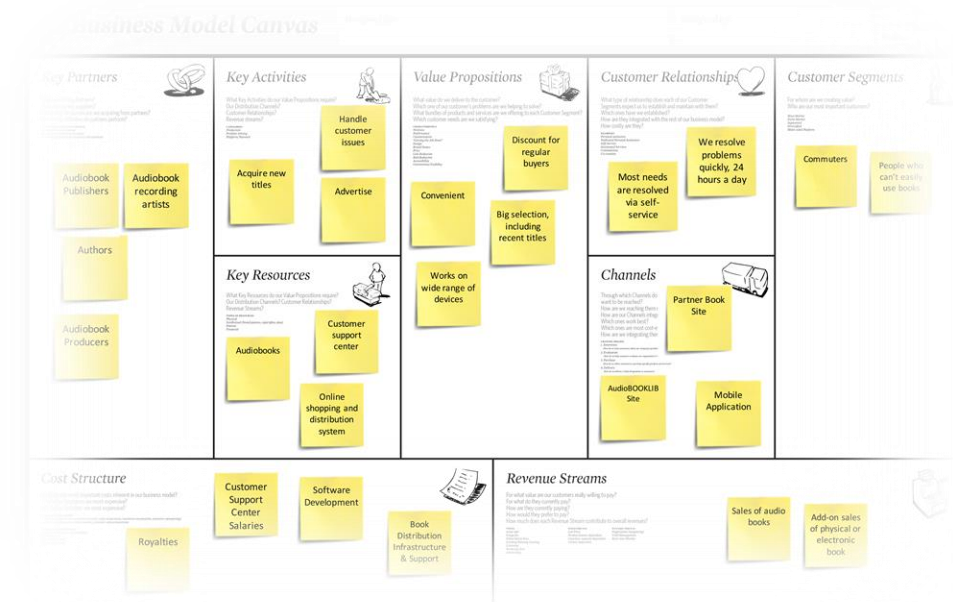
### Mike the Fleet Manager

**Age:** 36  
**Location:** Reno, Nevada, USA  
**Manages:** 50 vans, 80 part-time and full-time drivers

*"I started my own courier van service when I was 18. I did everything – delivery, managing the vehicles and handling customers. During the last recession I had to shut down my company – but that's OK, because I was getting tired of working alone. I'm now the Fleet Manager for big company. Driver safety is my top priority."*

<i>I have an office but I'm in constant motion – my tablet is more useful than my desktop computer.</i>	<i>I used to be a driver and driver safety is a personal priority.</i>	<i>My vans need to be on the road – a van in the shop doesn't make me any money!</i>
<i>I need to be able to respond quickly to emergencies.</i>	<i>Reno weather is hard on vans. I think my maintenance schedule is better than what TTC recommends.</i>	<i>I learned Spanish and some Vietnamese to better communicate with my drivers.</i>

## BUSINESS MODEL CANVAS



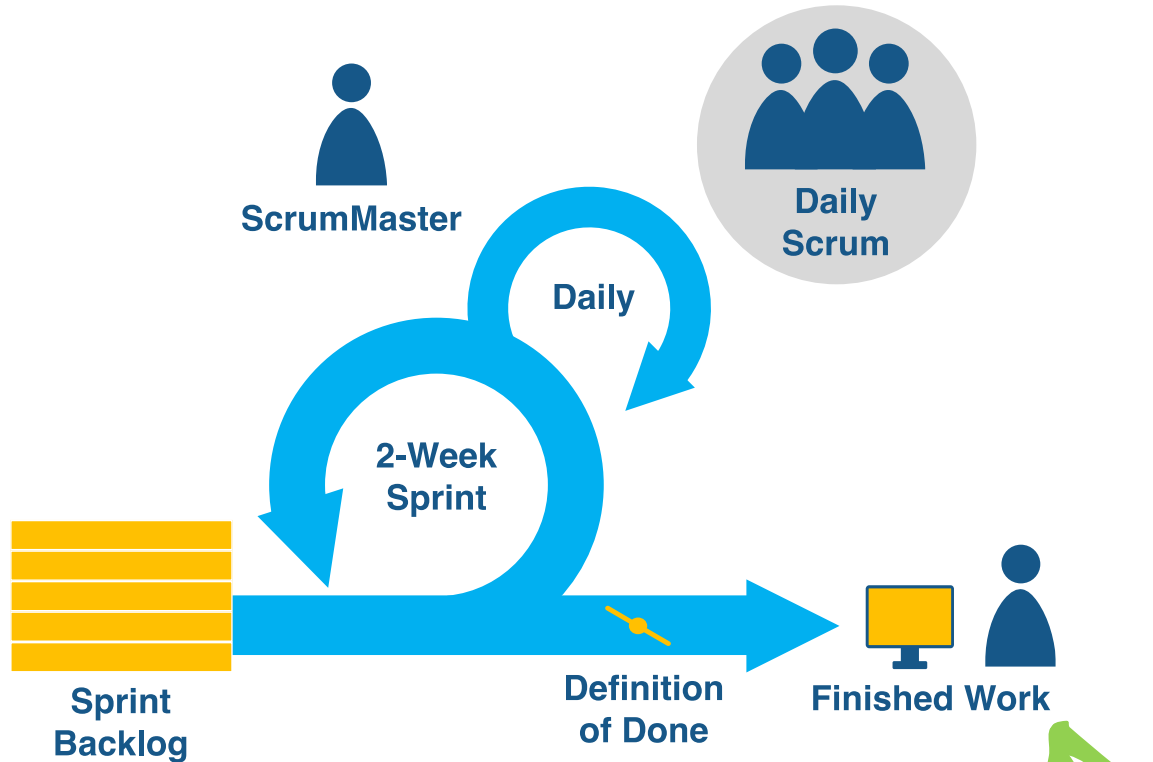
“However beautiful the strategy, you should occasionally look at the results.”

Winston Churchill



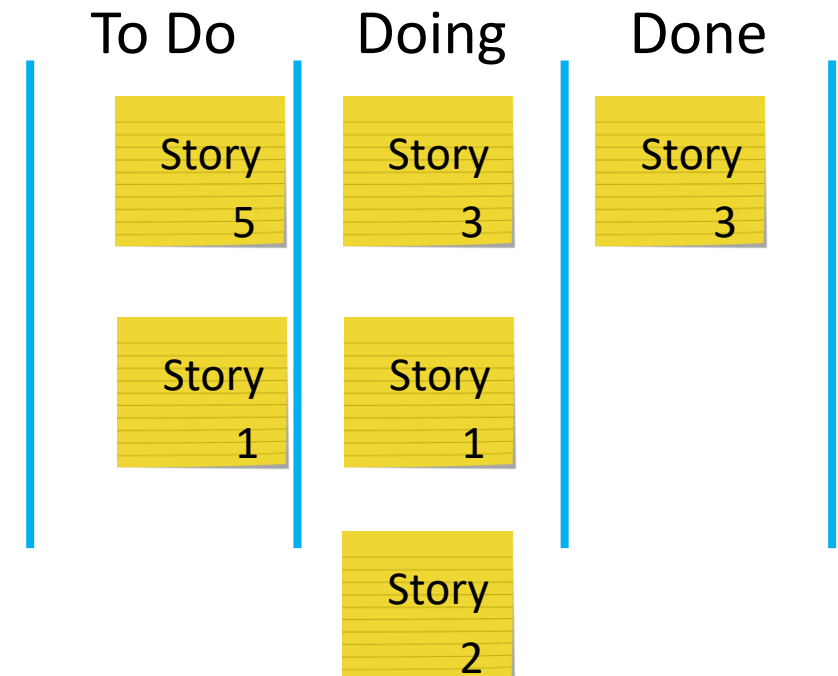


# DAILY SCRUM & SCRUM BOARD



- The Agile Team meets daily for 15 minutes to synchronize and plan for the next day
- Longer topics are discussed outside of the Daily Scrum

The Scrum Board promotes transparency by serving as an information radiator



# SPRINT REVIEW & RETROSPECTIVE



**Sprint Review**



- Did we meet our planned commitment?
- Did we meet the needs of the client?



**Finished Work**



**Sprint Retrospective**



- Can we improve our process/protocols?
- What do we need to improve product quality?

# 5. Quick Q&A

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# RECAP AND FINAL Q&A

So, during this session we covered:

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2. Facets of Business Agility
3. The Journey to Value
4. Practices & Techniques
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