Agile nowadays. Need for a higher gear

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Agile is mainstream.

- Adopted as a mix of Agile methodologies
- Management methods (Scrum, Kanban)
- Technical practices, mostly from XP (Continuous Integration, TDD, Refactoring, Continuous Delivery, ...)
- Teams deliver business value early and frequently
- ... but
“Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.”

Manifesto for Agile Software Development, 2001
Developers deliver

★ Working software
★ Features they are asked for

but still often don’t know what business value they create

★ Rely on product managers to take care of business value
★ What if business value prediction fails?
With Agile, we’ve learned HOW TO BUILD STUFF
However, we still struggle to choose

THE RIGHT STUFF TO BUILD
Need for a higher gear

How to maximize business value?

★ Methods, techniques
★ How they can be combined with Agile methods
★ How they change developer role
4 distinct zones of Agile Fluency

- Focus on value ★
- Deliver value ★★
- Optimize value ★★★
- Optimize for systems ★★★★
Team plans in terms of customer benefits rather than technology

**Methods:** Scrum, Kanban

**Benefits:** Transparency into team’s work; ability to redirect

**Core metric:** Team regularly reports progress from a business value perspective

**Time to achieve:** 2-6 months

**Achievement rate:** 45%

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**Focus on value**

See progress from business perspective
Redirect teams when needed
Deliver value

Team consistently and predictably delivers value

Methods: Extreme Programming, often complemented with Scrum or Kanban

Benefits: Low defects, high productivity

Core metric: Team ships on market cadence

Time to achieve: 3-24 months
Achievement rate: 35%
Company delegates business decisions to the team
★ **Methods:** Lean Startup, Design Thinking, Beyond Budgeting
★ **Benefits:** Higher value deliveries and better product decisions
★ **Core metric:** Team provides concrete business metrics

Time to achieve: 1-5 years
Achievement rate: 5%
Optimize for Systems
★★★★★
Cross-polinate perspectives
Stimulate innovation
Optimize value stream

★ Methods: None
The Agile Fluency Model

- Focus on value
  ★
- Deliver value
  ★★★
- Optimize value
  ★★★★
- Optimize for systems
  ★★★★★
Scientific approach for successful startup
Startup = extreme uncertainty

★ Any product idea is a HYPOTHESIS
★ Developers, a wake up call for us!
★ Hypotheses need to be validated scientifically
Build-Measure-Learn Feedback Loop

★ Build MVP
★ Run an experiment
★ Measure customer reaction
★ Get validated learning
★ Pivot or persevere

Minimize TOTAL time through the loop!
Developers play a crucial role

Developers can greatly minimize total time through the loop, when they:

★ understand product and quickly get the idea
★ ask what expected business value impact is
★ make sure all necessary tracking is in place
★ choose least effort technical solution
★ monitor the AB test after launch
DEVELOPERS become significantly more PRODUCTIVE when they think as ENTREPRENEURS!
Shifting Agile into a higher gear

- Mainstream Agile makes us capable to deliver product
- Lean Startup helps us to build a good product
- Build-Measure-Learn feedback loop is essential
- 3-star zone requires investment and time
- Use product discovery techniques (ideas from data, talking to customers)
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