The Principles of Disciplined Agile
Enabling Your Future WoW

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Agenda

• Who Do You Fear?
• The Principles of Disciplined Agile
• The Disciplined Agile Toolkit
• Enabling Your Future WoW
• Guided Continuous Improvement (GCI)
• Parting Thoughts
Who Do You Fear?

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Step 1: Who Are Your Competitors?

Scary Competitor

- Hyper competitive
- Apex predator
- Disruptive

Just Another Competitor

- You keep an eye on them
- They don’t keep you up at night

One competitor (i.e. RBC) per sticky note
Step 2: Agile Scaling Frameworks?

For each of the competitors that you’ve identified, ask yourself which process category they are likely to fall under

• Category 1: Framework Adopter
  – They have, or are likely to, adopt one of the agile scaling frameworks

• Category 2: Unique WoW (Way of Working)
  – They have, or are likely to, identify and actively improve their own way of working?
The Seven Principles of Disciplined Agile

- Be Awesome
- Pragmatism
- Delight Customers
- Context Counts
- Enterprise Awareness
- Optimize Flow
- Choice is Good
Delight Customers

We delight our customers when our products and services not only fulfill their needs and expectations but surpass them.

Supporting strategies:
- Build with the customer in mind
- Reduce the feedback cycle
- Active stakeholder participation
- Embrace change
- Take an experimentation/hypothesis driven approach
Be Awesome

Awesome teams are built around motivated individuals who are given the environment and support required to fulfill their objectives

Supporting strategies for individuals:
- Respect others
- Be trustworthy
- Willingly collaborate with others
- Be an active learner
- Master your craft
- Become a generalizing specialist
- Be quality driven

Supporting strategies for leaders:
- Enable psychological safety
- Build whole teams
- Provide people with autonomy and opportunities to grow
Pragmatism

Let’s be as effective as we can be, and that may mean we go beyond being just agile/lean

Supporting strategies:

– Look beyond agile and lean
– Respect others
– Take a context-sensitive approach
– Be prepared to experiment
Context Counts

Every person, every team, and every organization is unique. Let’s find and evolve an effective strategy given the situation we actually face.

Supporting strategies:
- Observe your environment
- Be prepared to experiment
- Be prepared to evolve as the situation evolves
- Teams should own their process
- Leadership should support varying processes
Choice is Good

Different contexts require different strategies. Teams need to be able to own their own process and to experiment to discover what works in practice for them given the situation that they face. Having process options to choose from, and understanding the trade-offs of those options, enables you to home in on better options sooner.

Supporting strategies:
- Multiple lifecycle support
- Goal-driven strategy
- Recognize that context counts
- Be prepared to experiment
- Recognize that others have solved similar challenges
- Adopt a fail/learn fast mindset
Your organization is a complex adaptive system (CAS) of interacting teams and groups that evolve continuously and affect each other as they do. To succeed you must ensure that these teams are well aligned, remained well aligned, and better yet improve their alignment over time.

Supporting strategies:

– Deliver continuously at a sustainable pace
– Be enterprise aware (optimize the whole)
– Eliminate waste
– Improve continuously
– Experiment to learn
– Measure what counts
– Prefer long-lived stable teams
Enterprise Awareness

When people are enterprise aware they are motivated to consider the overall needs of their organization, to ensure that what they’re doing contributes positively to the goals of the organization and not just to the sub-optimal goals of their team.

Supporting strategies:
- Work closely with enterprise professionals
- Adopt, follow, and evolve enterprise guidance
- Leverage enterprise assets
- Pay down technical debt
- Share your learnings
- Adopt appropriate governance strategies
- Work transparently
The Disciplined Agile (DA) Toolkit
What it Means to Scale

**Tactical Scaling**

- Scrum programs: Team of Scrum teams
- Agile Program: Team of agile or lean teams
- Portfolio management

But what about:

**Strategic Scaling**

1. Development/Delivery
2. DevOps (for the enterprise)
3. Information technology
4. Enterprise agility
The Disciplined Agile Toolkit: A Foundation for Business Agility
Enabling Your Future WoW: Getting Started

Select a Lifecycle

Select (Initial) Techniques

Learn and Adapt

Choose Your WoW!
A Disciplined Agile Delivery Handbook for Optimizing Your Way of Working

Foreword by Jonathan Smart

Scott W. Ambler & Mark Lines

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Choosing a Lifecycle

<table>
<thead>
<tr>
<th>Single Team</th>
<th>Project Teams</th>
<th>Long-Standing Teams</th>
<th>Experimental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agile</td>
<td>Agile</td>
<td>Continuous Delivery: Agile</td>
<td></td>
</tr>
<tr>
<td>Lean</td>
<td>Lean</td>
<td>Continuous Delivery: Lean</td>
<td></td>
</tr>
<tr>
<td>Team of Teams</td>
<td>Program</td>
<td>Exploratory</td>
<td></td>
</tr>
</tbody>
</table>
The Agile Lifecycle

Inception
- One or more short iterations
- Stakeholder vision
- Proven architecture

Construction
- Many short iterations producing a potentially consumable solution each iteration
- Continued viability (several)

Transition
- One or more short iterations
- Sufficient functionality
- Production ready
- Delighted stakeholders
The Continuous Delivery: Agile Lifecycle
The Continuous Delivery: Lean Lifecycle

New Features
Envision the future
Replenishment modeling session
Evolve WoW
Process Experiments
Release solution into production
Operate and support solution in production

Business Value
Fixed Delivery Date
Expedite
Intangible Options

Work items are pulled when capacity is available to address them
Feedback
Coordination Meeting
Strategy

New Work
Change Requests

Construction
Continuous stream of development
Sufficient functionality
Production ready
Delighted stakeholders

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The Exploratory “Lean Startup” Lifecycle

- Initial Idea
- Envision
- Hypothesis
- Build a little
- MVP(s)
- Deploy
- Observe & Measure
  - Keep going
  - Pivot
  - Proven Idea(s)
  - Disproven Idea(s)
- Productize
- Drop
The Program Lifecycle

- Architecture
- Work Items
- Feedback
- Change Requests
- Direction
- Potential Issues
- Working Builds
- Parallel Development
- Integration and Cross-Team Testing
- Release solution into production
- Operate and support solution in production

Inception
- Stakeholder vision
- Proven architecture

Construction
- Sufficient functionality
- Production ready
- Delighted stakeholders
Consistent Governance: Risk-based Milestones

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

Inception
- Initiate the endeavor
- Stakeholder vision
- Proven architecture

Construction
- Development of a potentially consumable solution
- Continued viability (several)
- Sufficient functionality

Transition
- Deploy the solution
- Production ready
- Delighted stakeholders

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The Process Goals of Disciplined Agile Delivery

**Inception**
- Form Team
- Align with Enterprise Direction
- Explore Scope
- Identify Architecture Strategy
- Plan the Release
- Develop Test Strategy
- Develop Common Vision
- Secure Funding

Get the team going in the right direction.

**Construction**
- Prove Architecture Early
- Address Changing Stakeholder Needs
- Produce a Potentially Consumable Solution
- Improve Quality
- Accelerate Value Delivery

Incrementally build a consumable solution.

**Transition**
- Ensure Production Readiness
- Deploy the Solution

Release the solution into production.

**Ongoing**
- Grow Team Members
- Coordinate Activities
- Leverage and Enhance Existing Infrastructure
- Address Risk
- Govern Delivery Team

Improve and work in an enterprise aware manner.

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Goal: Identify Architecture Strategy

- Identify a Delivery Strategy
  - Extend existing solution(s)
  - Build from scratch
  - Configure a commercial package
  - Extend a commercial package

- Select an Architecture Strategy
  - Existing proven architecture
    - Multiple candidates architecture
    - Single candidate architecture

- Explore the Architecture
  - Model
    - Discuss
      - Mob programming
      - Open space
      - Spike
      - Proof of concept (PoC)
    - Agile modeling (informal sessions)
      - Interviews
      - Joint Application Design (JAD) sessions
      - MDD/CASE
      - Open space
      - "What if" discussions

- Apply Modeling Strategy(s)
  - Architectural stack diagram
  - Cloud architecture diagram
  - Network diagram
    - Threat model
    - UML component diagram
    - UML deployment diagram
    - UML statechart

- Model Technology Architecture
  - Business process diagram
    - Capability map
    - Data flow diagram (DFD)
    - Domain/conceptual model
    - Logical modules diagram
    - UML component diagram

- Model Business Architecture
  - UI flow/Wireframe diagram
    - UI prototype (high fidelity)
    - UI prototype (low fidelity)

- Model User Interface (UI) architecture
  - Collaborate with asset owner(s)
    - Reverse engineer models
    - Run regression test suite
    - Read overview documentation
    - Analyze data sources
    - Read source code
    - Read detailed documentation

- Investigate Legacy Assets
  - High-level overview
    - Executable interface specification
    - Detailed interface specification
    - Detailed specification
    - No document

- Level of Detail of Architecture Document

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Goal: Secure Funding

Choose Funding Strategy
- Charge by feature
- Cost plus
  - Time and materials (T&M)
  - Stage gate
    - Fixed price/cost (ranged)
    - Fixed price/cost (exact)

Choose Funding Scope
- Value stream
  - Line of business (LOB)
  - Product (long-lived) team
    - Project team

Access Funds
- IT funding pool
  - Informal request
  - Formal request
Goal:
Coordinate Activities
Enabling Your Future WoW: Guided Continuous Improvement (GCI)
The DevOps Case Study Pattern

1. At some point in the distant past:
   - We’re in trouble!
   - We need to improve! Now!
   - Let’s start an improvement project!

2. Realization: Improvement is a journey, not a project! Who knew?

3. New strategy: Adopt an “improve through experiments” approach

4. Today: Look at us, we’re awesome and not afraid to share our “secret”
Kaizen Loops: Improve via Experiments
Continuous Improvement via Kaizen Loops

Effectiveness vs. Time

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Some experiments fail. You learn something, but it’s still a failure.

Failing fast is fine, but succeeding early is better.

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’re expensive and hard to find.

We can do this if we have access to a process knowledgebase, like the Disciplined Agile (DA) toolkit.

Identify Problem

Identify Potential Solution(s)

Try the Solution(s)

Assess Effectiveness

Adopt What Works

Abandon What Doesn’t Work

Share Learnings

Guided Continuous Improvement (GCI)
Start Where You Are

Effectiveness

Time

Guided Continuous Improvement (GCI)

Your current WoW

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Parting Thoughts

Start where you are....

do the best that you can in the situation that you face...

and always work to get better.
Thank You

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