



2013 | **Agile**
Symposium



agile

Continuous Delivery Solutions

Welcome to the 2013
Agile Symposium



2013 | Agile
Symposium



Continuous Delivery Solutions

Stuart Oakley – Agile Practice Lead

Agile CoE

Solution Delivery Services

Master of Ceremonies

Housekeeping

- Our **attendees**, Please...
- Remote attendees will only be able to hear the presentation and see the slides.
- Set your cell phones and pagers to “vibrate”.
- Rest rooms are outside, up the stairs and left of the coffee shop.
- Questions for the presenters will be handled after each session.
- All registered RBC attendees will automatically receive the survey via Email.
- Respond to the electronic survey that will be sent to you after the event for your chance to win one of two sets of RBC glasses
- If you **have not** pre-registered by accepting the conference invitation, please ensure your name is registered on the attendance sheet at the entrance.

Complete the
online
survey and
you could
win!



Agenda

08:30 – 09:00	Refreshments
09:00 – 09:10	Opening Remarks Jennifer McGarrity RBC Insurance
09:10 – 09:55	<u>Being</u> over <u>Doing</u> Agile Ken Collier ThoughtWorks
10:00 – 10:45	Are You Ready? The Challenges of Agile Adoption Peter Paul ESI International
10:50 – 11:50	Agile for “ <i>Special Projects</i> ” Joe Justice WikiSpeed
11:50 – 12:00	Closing Remarks

Opening Remarks



Jennifer McGarrity

Director, Technology Enablement
RBC Insurance



Being over Doing Agile

**20
13** | **Agile**
Symposium



09:10 - 09:55
Ken Collier
ThoughtWorks



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Doing is not wrong...





...but Being will take you farther.

Agile is a behavior not a methodology

Core Values

Individuals and interactions

Working software

Customer collaboration

Responding to change

Guiding Principles

Early, continuous delivery of value

Welcome changing requirements

Working software is primary measure

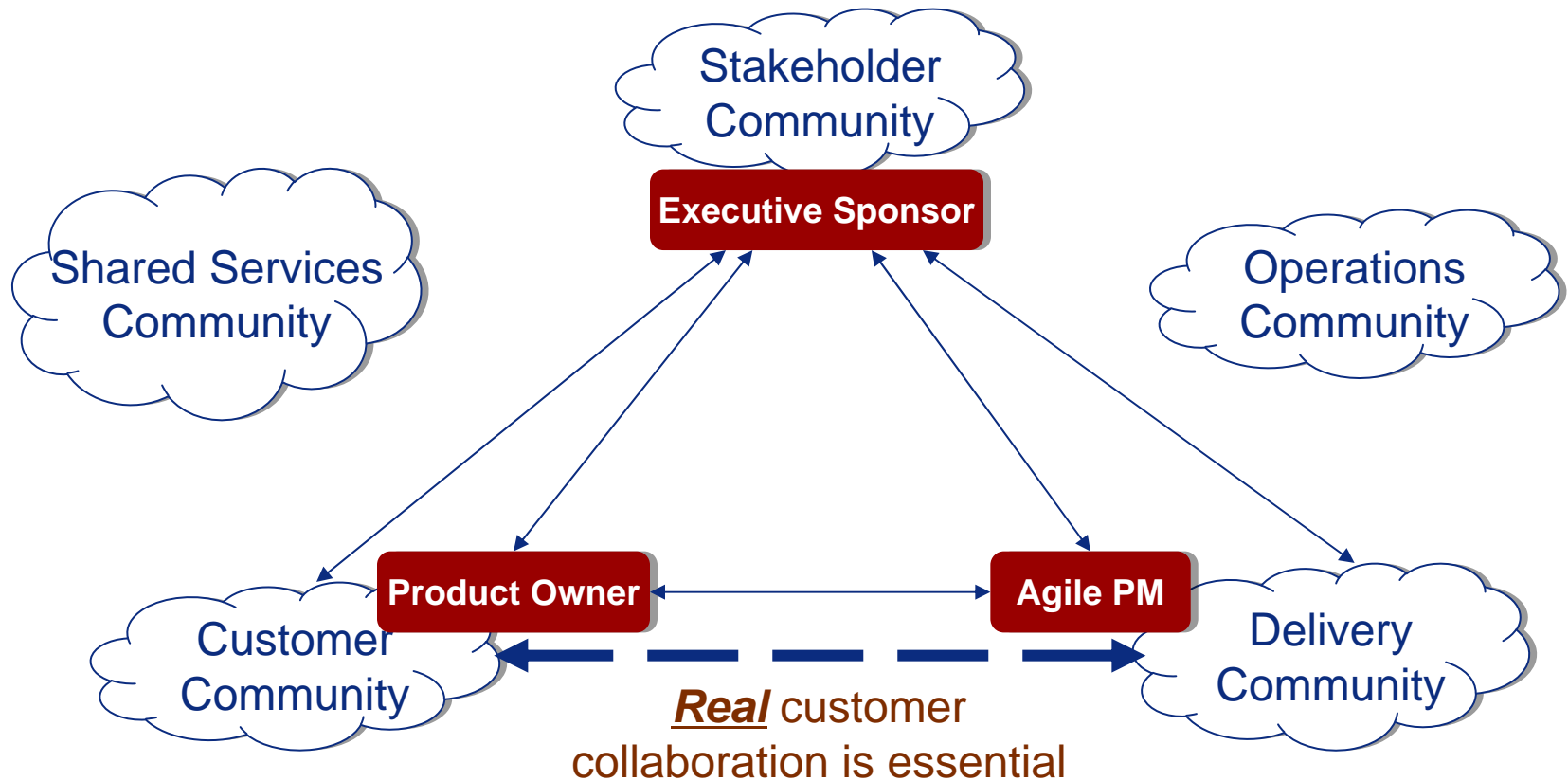
Daily developer-customer collaboration

Self-organizing teams

...

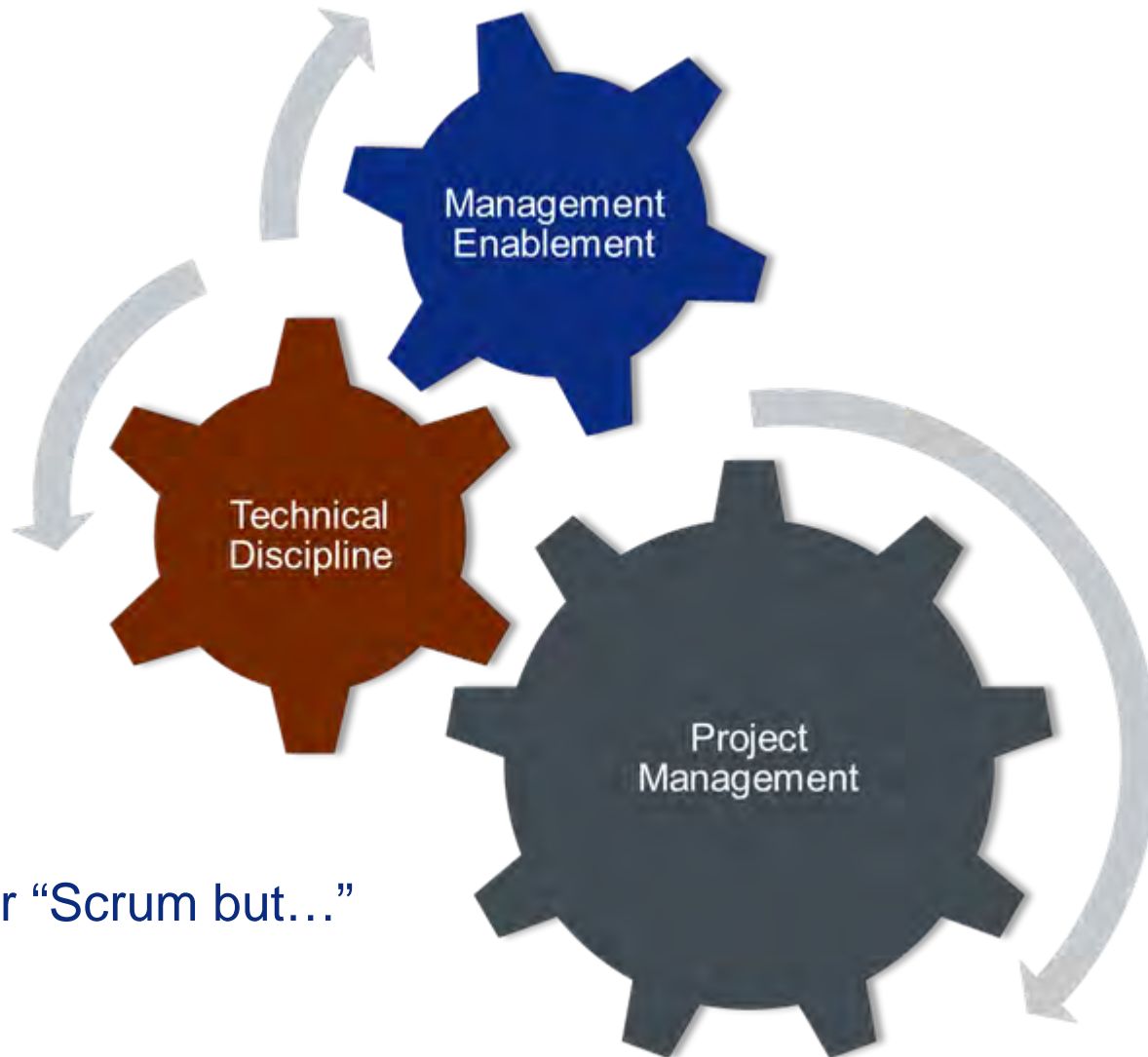


Agile is Everyone's Concern





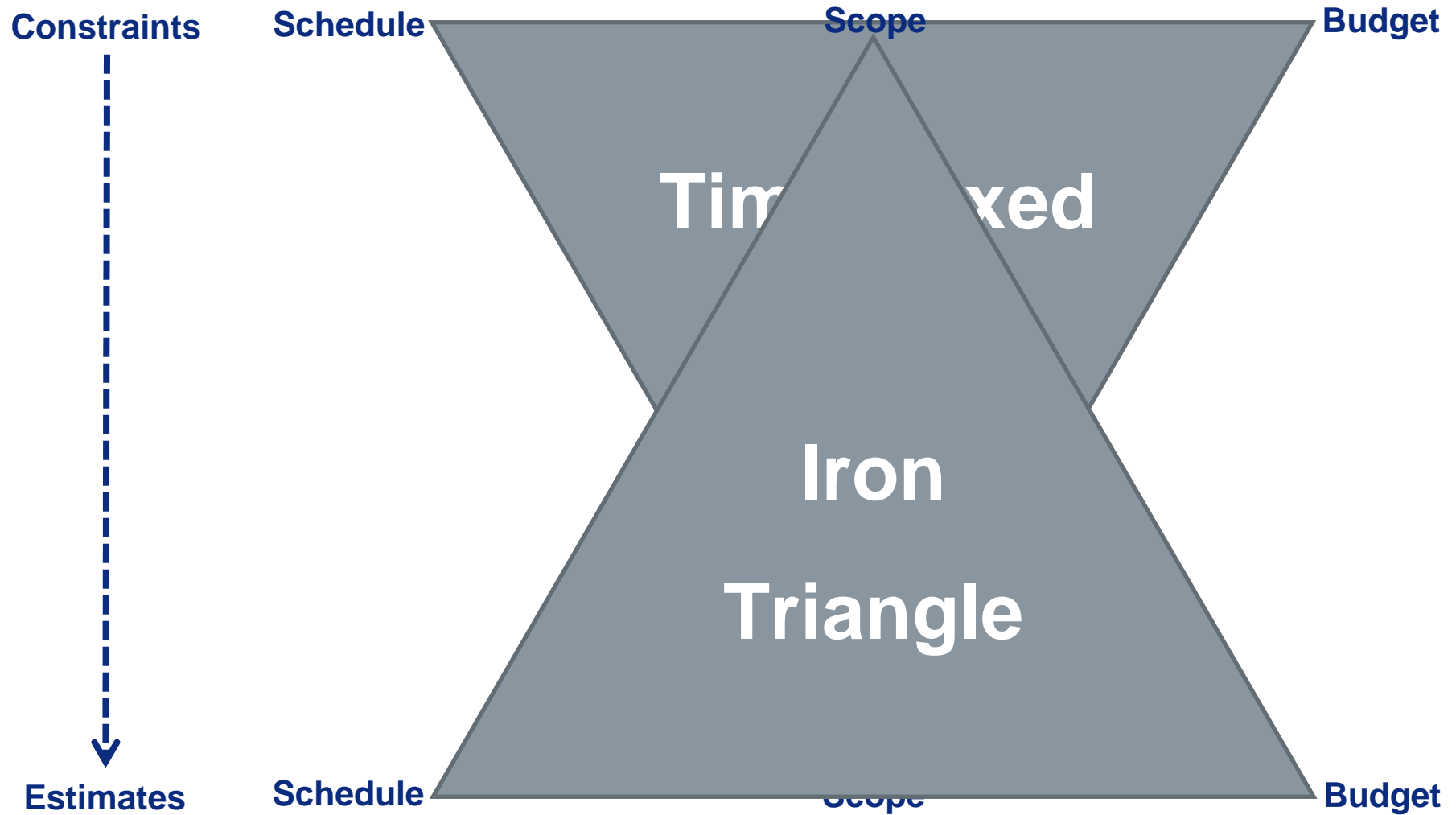
Agile is more than Scrum



Watch out for “Scrum but...”



Adaptive Scoping





Motivational Leaders



Balance Priorities



Today's
Customer

Value



Constraints

Manager

Quality

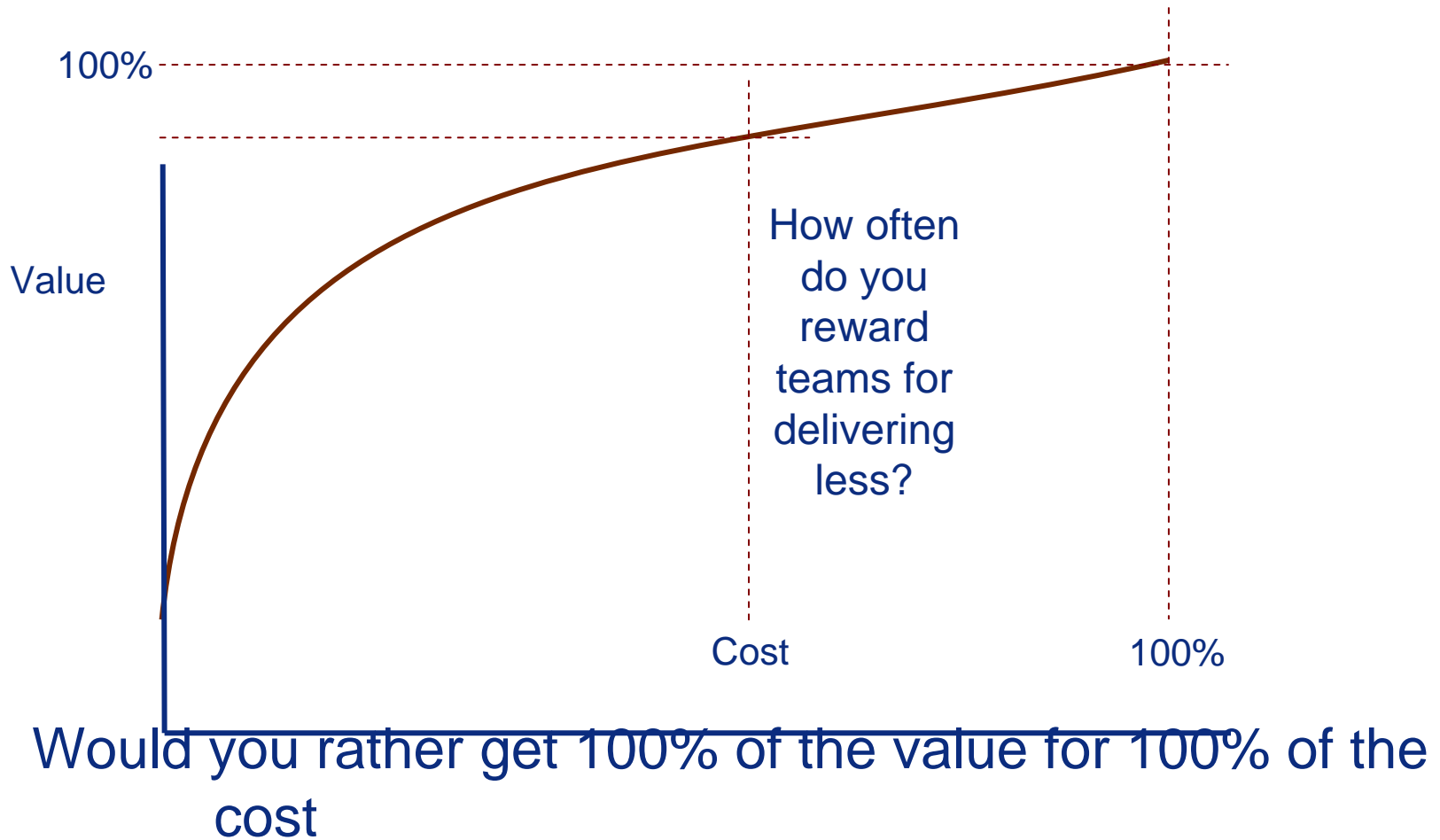
Tomorrow's
Customer





Do Less!

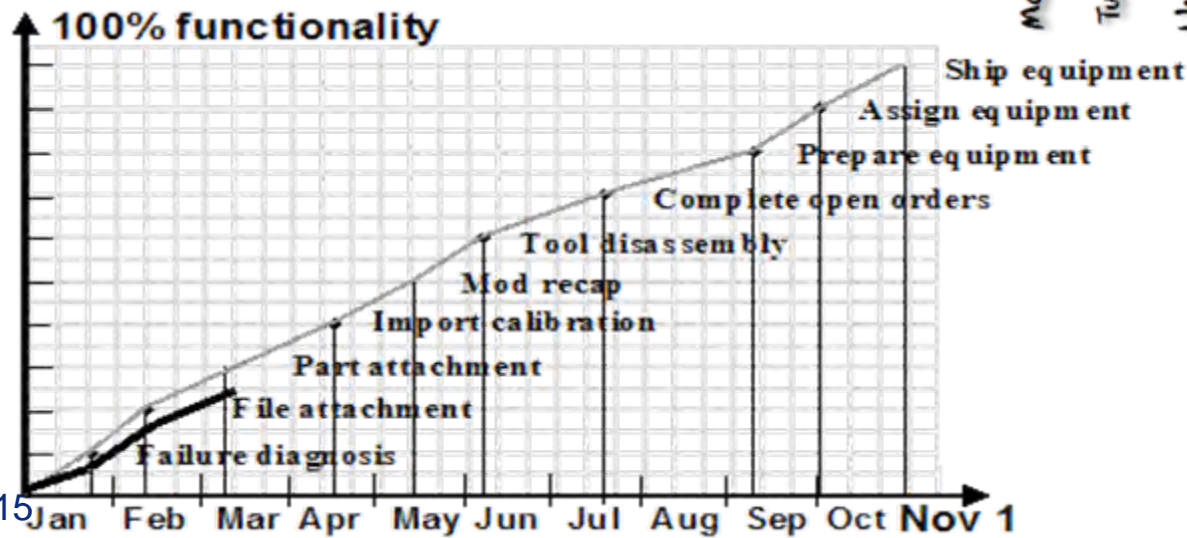
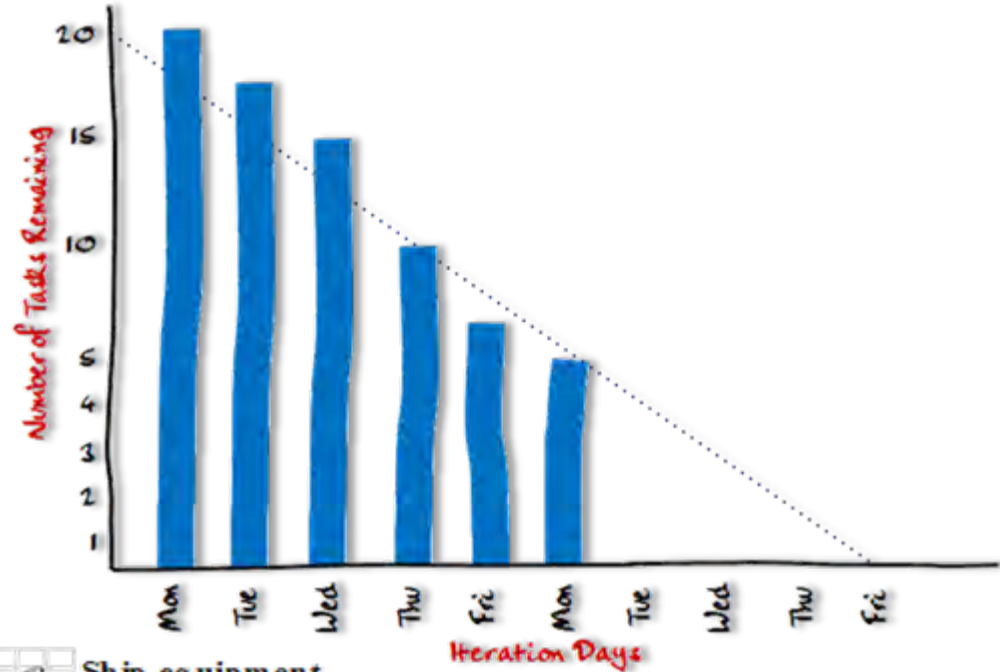
The art of maximizing the amount of work not done.



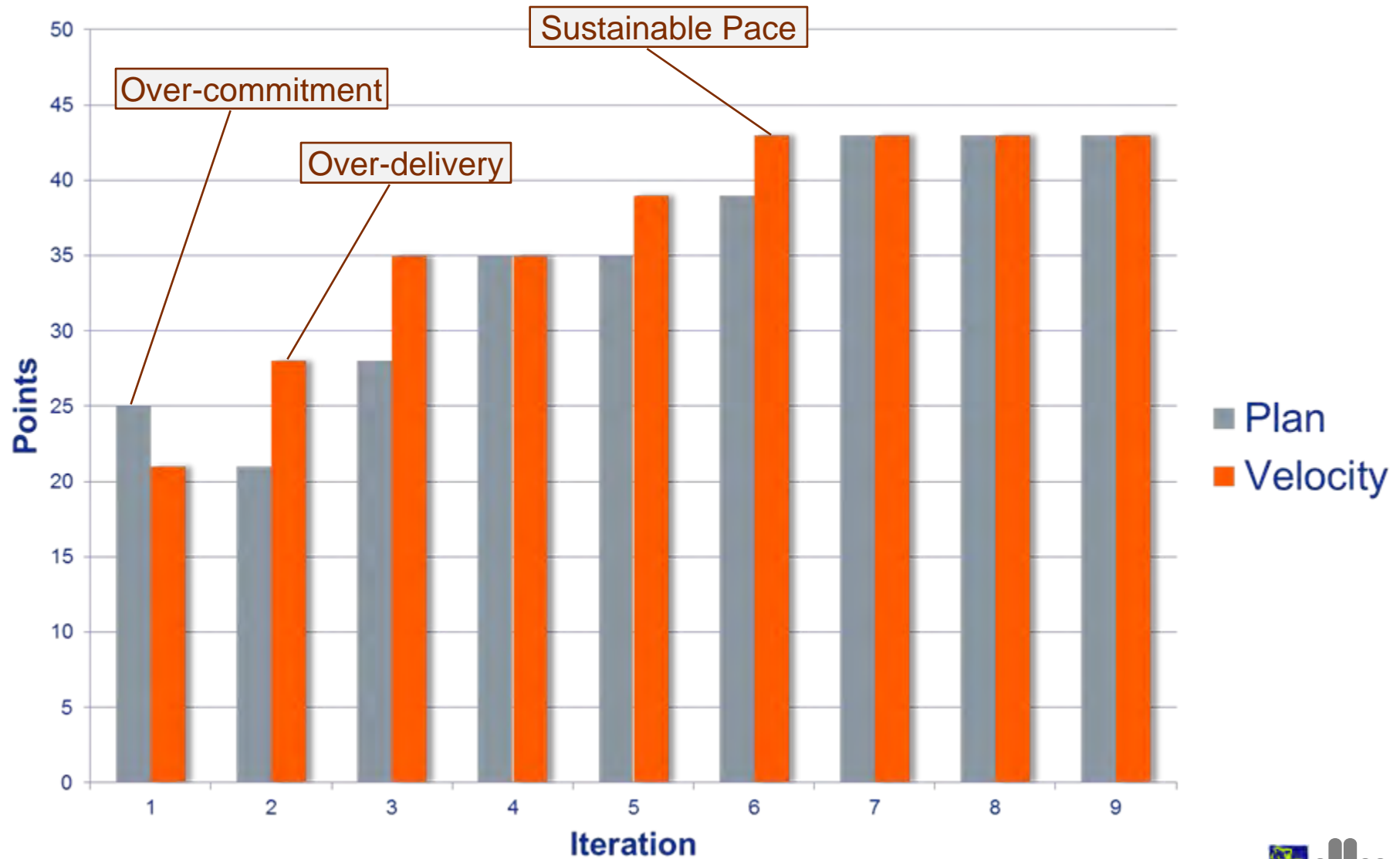


You Get What You Measure

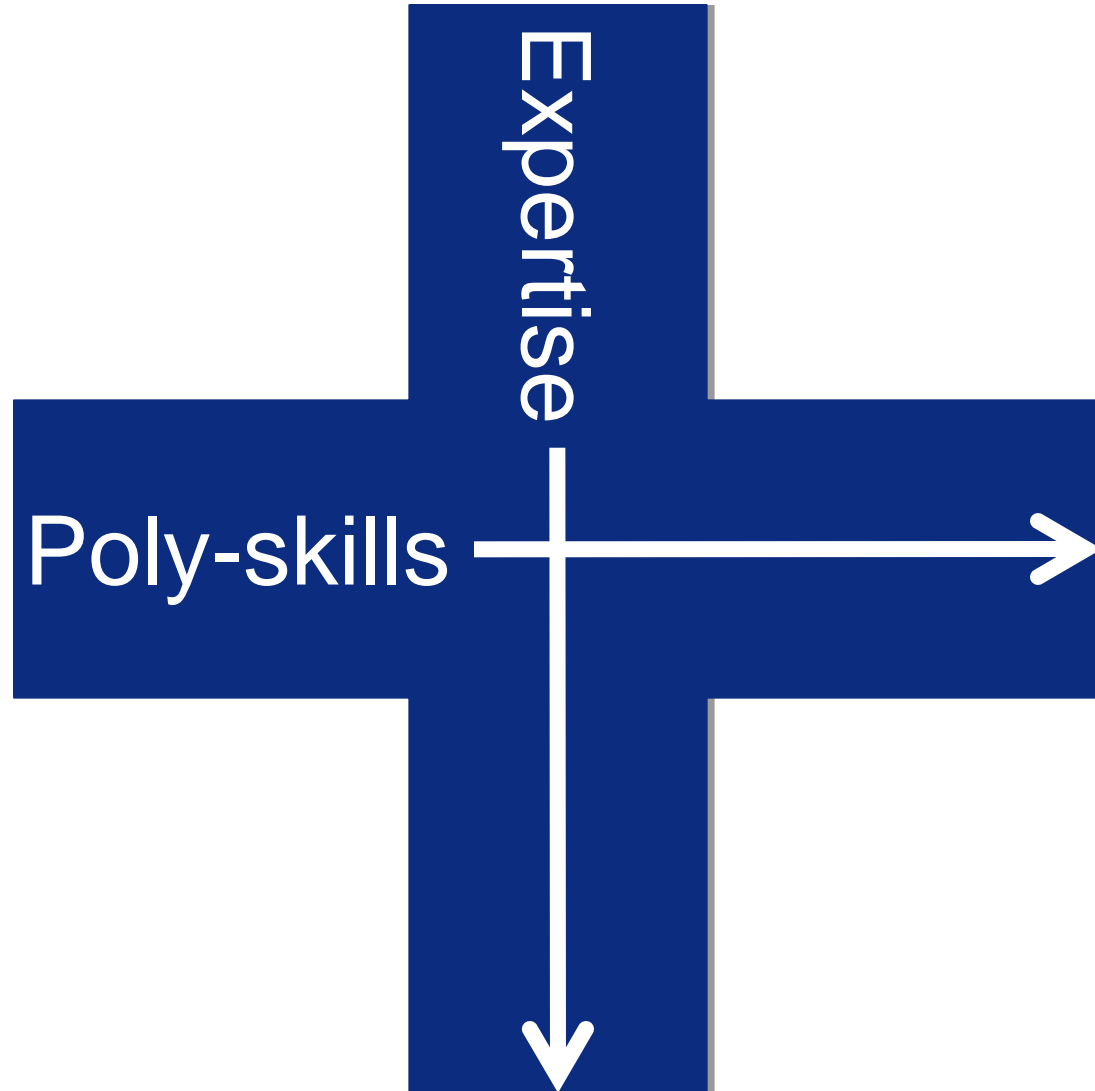
- Burn down charts
- Burn up charts
- Defect rates
- Test coverage
- Code complexity



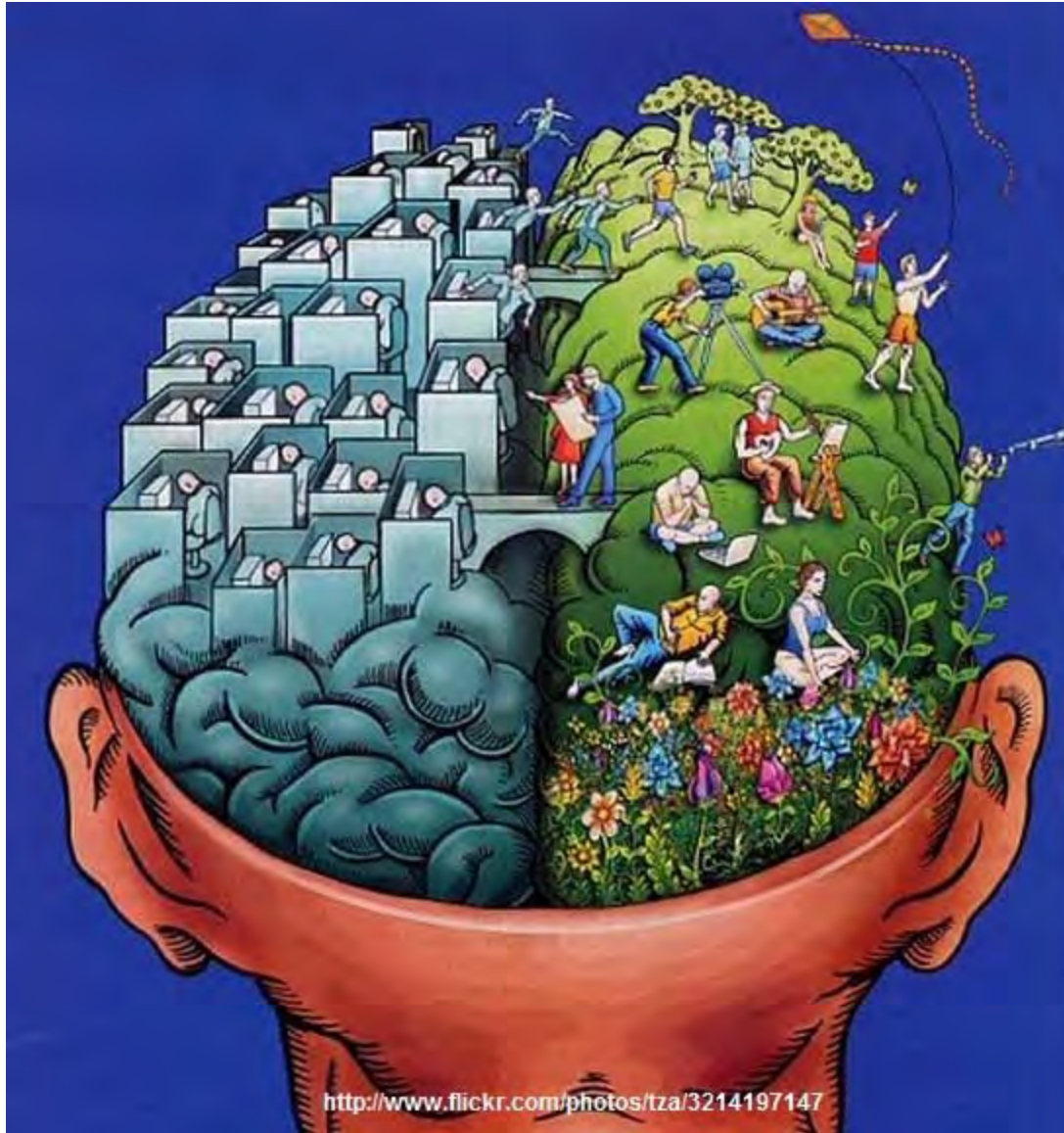
Capacity Based Planning



Celebrate Specialists, Encourage Generalists



Cultivate Agile Mindsets



<http://www.flickr.com/photos/tza/3214197147>



Q

&

A



Ken Collier

Director, Agile Analytics

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Corporation

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Phone: 416 214 7737

ThoughtWorksTM

Are You Ready? The Challenges of Agile Adoption

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10:00 - 10:45

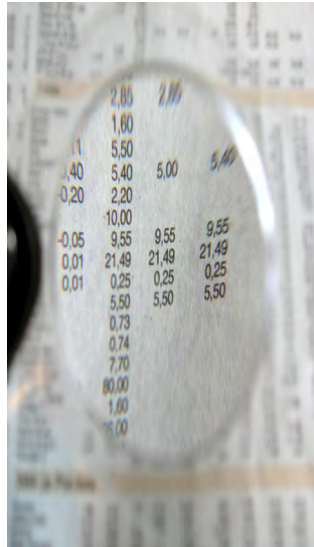
Peter Paul

ESI International

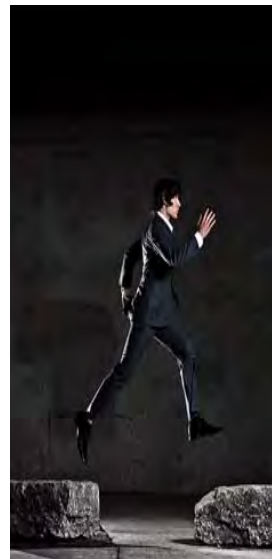


Continuous Delivery Solutions

Themes



**The Value of
Agile**



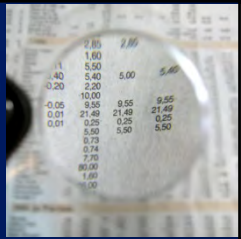
**Challenges to
Agile
Adoption**



**Transitioning
to Agile**



Agile Project Management

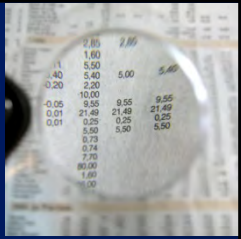


What do we mean when we refer to Agile project management?

	Emphasis on highly skilled developers with the ability to motivate themselves
	Iterative, incremental delivery of work products or prototypes (iteration or sprint)
	Customer involvement and participation as an integral part of the project effort, continuously available for review and consultation
	Change-readiness—the ability to create and respond to change



Strengths of Agile Development



Agile development—

1

Fosters innovation and creativity

Immerses the customer and vendor into the ownership of the solution

Engages self-motivated and creative team members

Helps customers who cannot articulate requirements

Facilitates leadership among team members

Provides time for evolving expectations and requirements

2

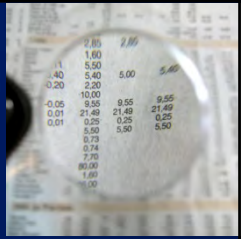
Centers the quality of the product around the customer's demands

Produces products to market faster

3

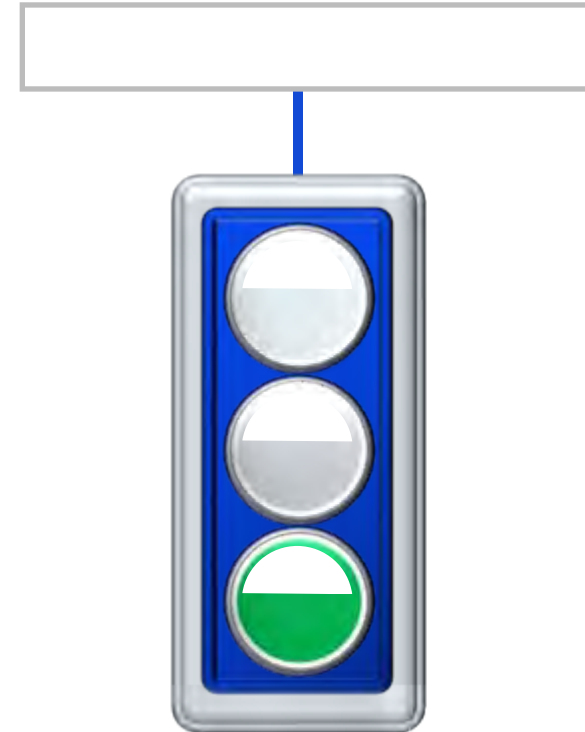


When to Use Agile?



When your project...

- Is innovative, experimental or has “never been done” by the organization
- Has an actively engaged and available customer
- Has a project team of highly skilled, motivated, and driven professionals
- Will have close collaboration and communication within the team and with the customer on a daily basis

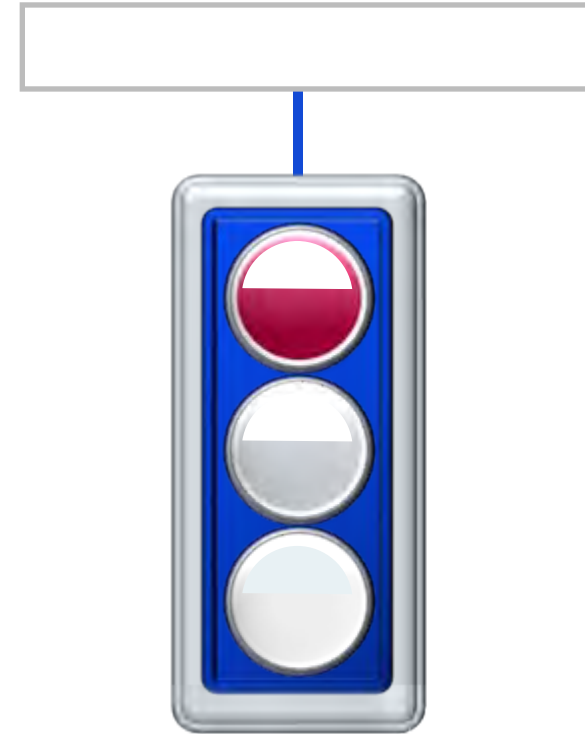




When Not to Use Agile?



- In industries in which formal change management processes and extensive documentation are required
- For projects that have high regulatory compliance requirements
- For project teams with novice team members in key roles
- When customers/users have limited involvement



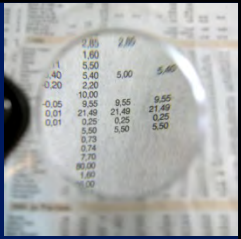


Why Agile?



- Agile approaches seek to deliver:
 - **The correct end result** – Deliver the exact features and functionality that the customer expected. The customer drives the iteration backlog and helps prioritize exactly which features are included in the end product.
 - **At the right cost** – The cost the customer or key stakeholder believes is fair. The budget is fixed, up front, by the customer.
 - **In the right time** – When the customer wants it. The schedule is fixed, up front, by the customer.

Management Value of Migrating to Agile Methods



Long-term planning and budgeting can be achieved, but in a different format.



Complex situations can work when the PMs are flexible and realistic about change.



Self-organized and self-managed development teams can be trusted to develop innovative products.



Measurements and status updates can be delivered, but in a different format.



Traditional and agile methods can be merged to respect the unique circumstances of the organization and the project.

Adoption of agile methods will still achieve the same traditional results



5 Common Agile Myths



MYTH 1

Agile projects can be completed more quickly with fewer resources.

TRUTH

It depends...

MYTH 2

Agile practitioners see requirements definition and design as “not adding customer value” and as “ceremony” to be avoided.

TRUTH

Requirements definition and management are extremely important as they define the success of each iteration.

MYTH 3

Agile practitioners do not plan or document their work.

TRUTH

Planning and estimating are needed in “rolling waves” with just enough documentation to meet customer expectations.

MYTH 4

Agile methods conflict with the PMBOK® Guide project management.

TRUTH

The PMBOK® areas are still applicable to each iteration and need to be planned and managed to stay on-spec, on-time, and on-budget.

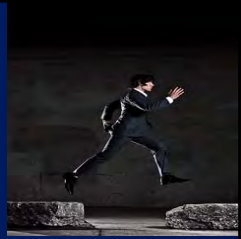
MYTH 5

Agile projects can be done without a project manager.

TRUTH

The PM needs to be a facilitator, relying less on managing and more on leading.

Organizational Culture



Does your environment have more...

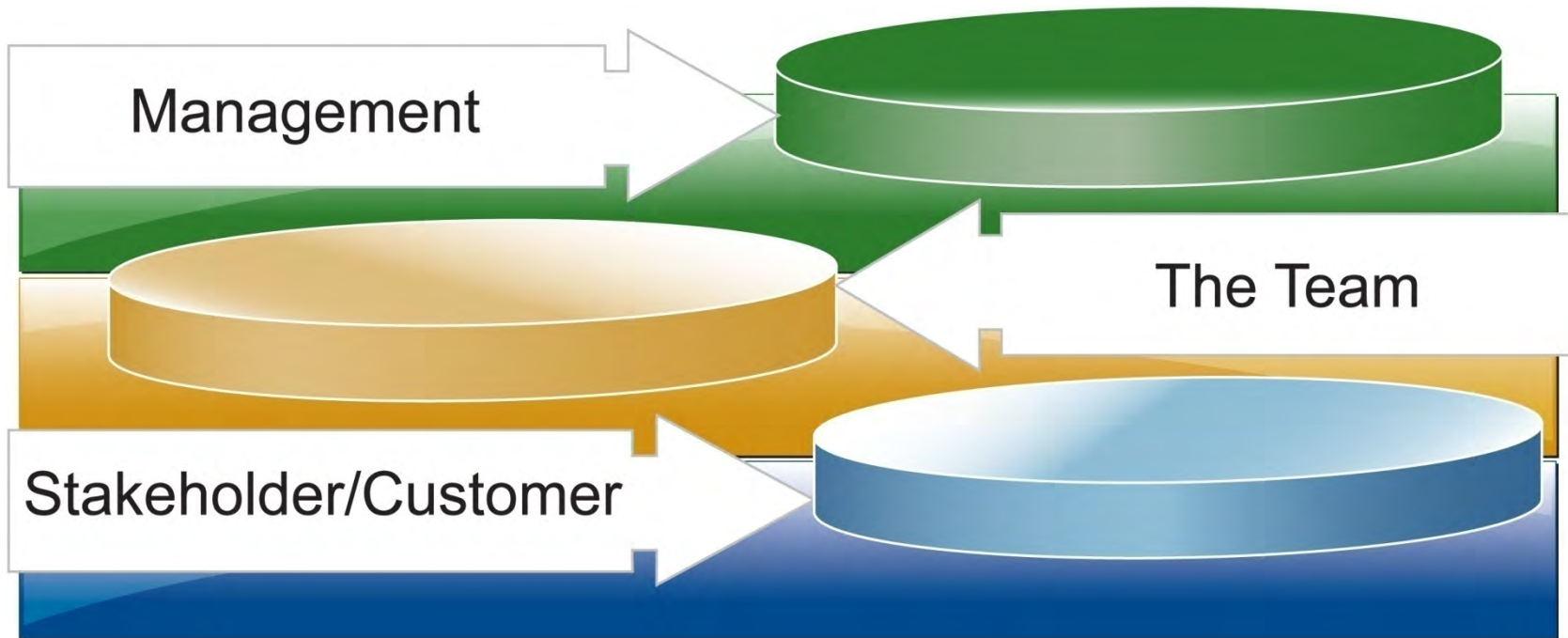
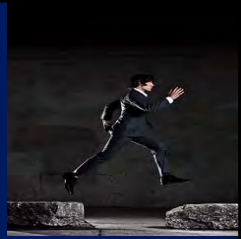
<<< Organization Enablers

than

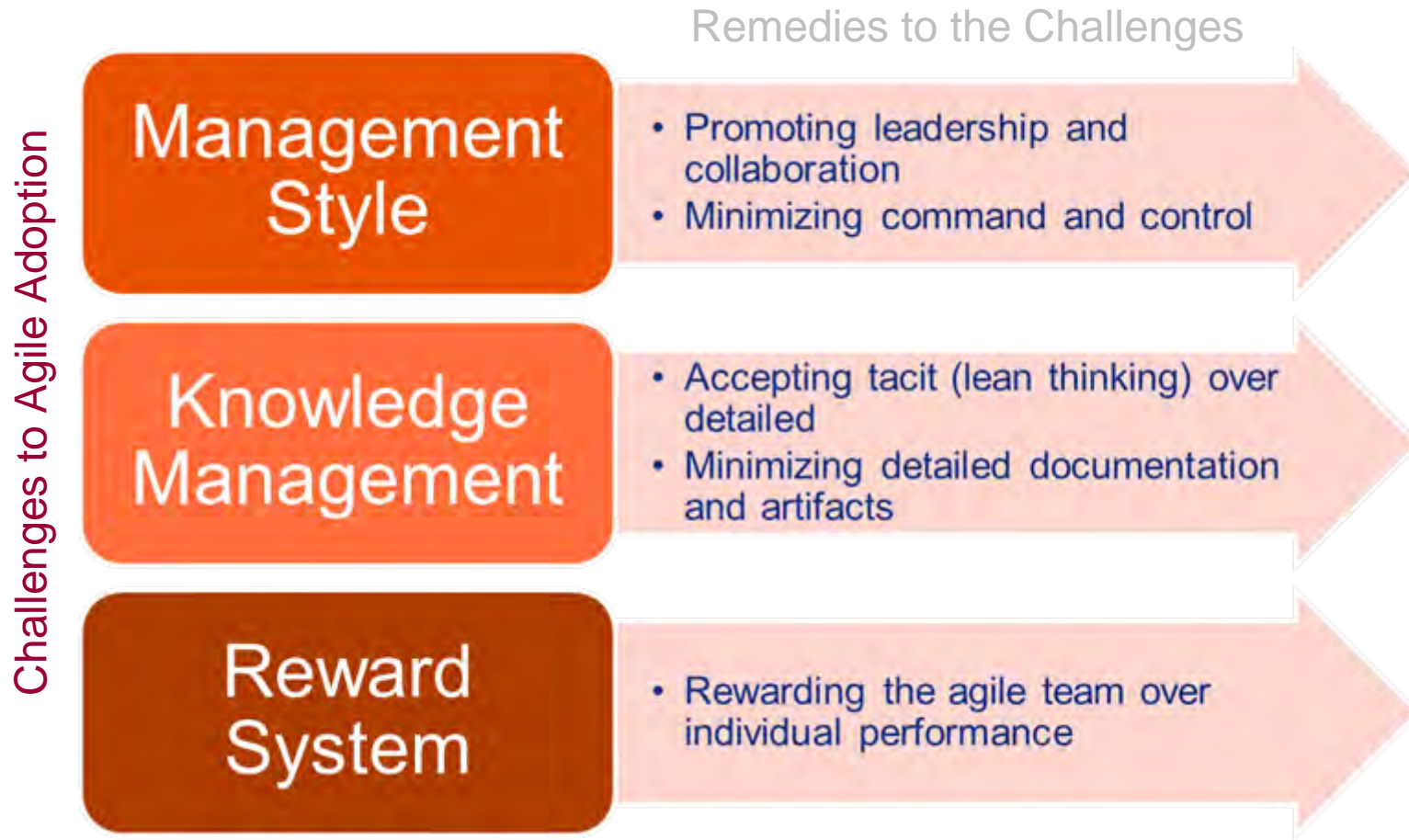
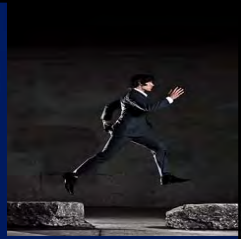
Inhibitors >>>



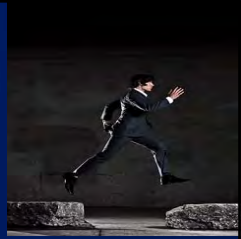
Challenges to Agile Adoption



Management Challenges to Agile Adoption



Team Challenges to Agile Adoption



Challenges to Agile Adoption

Remedies to the Challenges

Requirement for intense and constant customer collaboration

- Highly transparent environment
- Team accomplishments
- No “black-box” programming

Need for daily meetings

- Daily, 15-minute meetings run by the team to coordinate and communicate
- 90-minute planning session

Fear that scope will spin out of control

- Incremental adoption
- Excellence through practice

Adaptation to new tools, techniques, and methods

- Reassurance of team members that jobs are secure
- Support and sponsorship by management

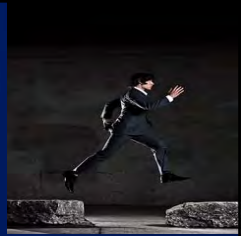
Difficulty of adding or removing team members

- Highly motivated, self-governing, and self-regulated team members
- Creative, collaborative, inventive environment

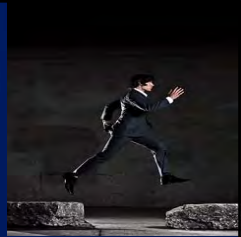
Difference in estimation methods from detailed task-level estimation

- Story-based estimating

Stakeholder Challenges to Agile Adoption



Challenges Applying Agile in Regulated Environments



Organizational Commitment and Collaboration	Preparing for Agile	Executing Development	Evaluating the Product and Project
Teams had difficulty collaborating closely	Timely adoption of new tools was difficult.	Customers did not trust iterative solutions.	Federal reporting practices do not align with Agile.
Teams had difficulty transitioning to self-directed work.	Technical environments were difficult to establish and maintain.	Teams had difficulty managing iterative requirements.	Traditional artifact reviews do not align with Agile.
Staff had difficulty committing to more timely and frequent input.	Agile guidance was not clear.	Compliance reviews were difficult to execute within an iteration time frame.	Traditional status tracking does not align with Agile.
Agencies had trouble committing staff.	Procurement practices may not support Agile projects.	GAO, <i>Effective Practices and Federal Challenges in Applying Agile Methods</i> (Washington, D.C.: July 2012).	



Organizational Challenges of Agile Development



Cannot easily replace team members on a whim

Can result in a lack of documentation if not managed properly

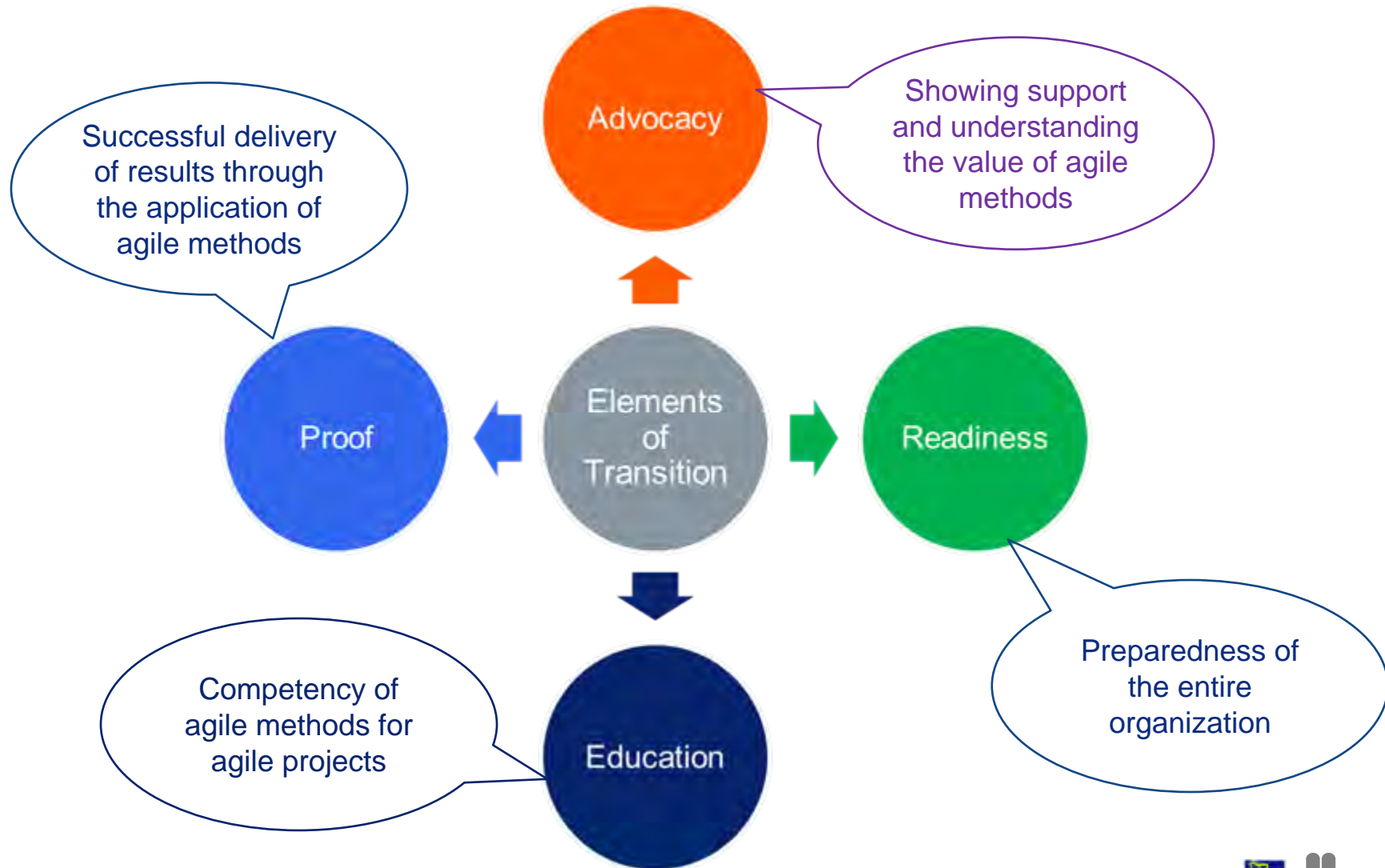
Requires collaboration and communication on a daily basis

Cannot consist of novice team members only

Can be difficult when the team is not co-located

Requires fast-paced environment with iterative deadlines

Elements for Agile Transition







Peter Paul

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Agile for “Special Projects”

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10:50 – 11:50

Joe Justice

Team WikiSpeed



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MY NEXT CAR GETS 100 MPG. U.S. EPA

WIKISPEED

158 IMPERIAL. 2.5 l / 100KM. DE (est)



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what color will yours be?



WE USE: AGILE, LEAN, KANBAN, XP, AND XM.
With Scrum teams and Radical Management.

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WE BUILD ULTRA-EFFICIENT, MODULAR CARS.

CURRENT TESTED BEST:

69.01 MPG HIGHWAY

AND WE THINK WE CAN HIT 109MPG EPA



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WE BUILD ULTRA-EFFICIENT, MODULAR CARS.

CURRENT TESTED BEST:

69.01 MPG HIGHWAY

AND WE THINK WE CAN HIT 109MPG EPA

(Really we do all types of social good projects, but the ultra-efficient modular car is our best known)



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Kerika: WIKISPEED Automotive

https://kerika.com/m/FdVO

MM Justice's Projects > WIKISPEED Automotive

BACKLOG WITH EMBEDDED DEMO VIDEOS

www.Kerika.com/WIKISPEED

Backlog

Shop: patch downstairs drywall (put insulation in first)

Shop: attach rubber floor molding to base of red counter

Shop: check all bins have correct colored tape

Shop: hang Ted x Rainier sign on wall; hang Hillsdale newspaper article

Shop: make new solder wire & router cord to power computer

LED lights on roadster body

Roadster body installed on chassis

Put brakes on Agile 2012 car

Crash testing round #2

STG01D (doors) tested

Cut & weld another engine module frame

Open source components

Backlog NOT Ready

DOT approved glass on LeMans body (XL) Blocked

Parking brake on car #1 (XL) Blocked

Fuel remaining gauge in car #1 (XL) Blocked

Make bigger tie rod bolts & brackets (M) Blocked

Assembly module on rack (M)

Castor bars on bays (S) Blocked

Switch that takes 2 high inputs to pass 12v signal through (M) Blocked

Tow hook (L)

Create a "how to build a car" template in Kerika

Backlog Ready

Organize documentation

Bring all clean, good wood inside, place upstairs in wood pile

Label chassis #006 (M)

Shadow box bay 3 (identical to bay 4) (L)

Repair fire in Le Mans body (XL)

Clear bay 2 & clean (L)

Shadow box bay 2

Cut chassis #003 (L)

Fabricate rear view mirror support (M)

Update BOM on OSE (L)

MR

Install fuel door (L)

Doing: Remember to make VIDEO of your process!!!

Check brakes; do they need to be bled? car #1 (M)

Pull nails out of 2x4s upstairs (XL)

Drill suspension mount holes into chassis #6 (L)

Repair wiring on little red trailer (M)

Shadow box bay 4 (identical to bay 4) (M)

Test horn (S)

Join up suspension plates on chassis #6

Pending Review

temporarily attach fuel door.

attempt fuel-pump fill up at gas station.

"horn" honking from steering wheel button.

WIKISPEED User and Car Kit (identical clearly labeled for FoF (L)

Approve Mary Michael to attend ValuePoint webinar

Done

Show Boeing

Plug in and test

trim fuel door

Cut 2x 20" 6"x

Cut 1x 20" 3x1

Deliver Phil's s (in white box)

Kit chassis #6

Produce a den

Custom tutorial Kerika in the W

Roadster body

10-minute end

Have an AWE



MORALE IS A MULTIPLIER FOR VELOCITY

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175 TEAM MEMBERS IN 20 COUNTRIES



Brazil, Canada, Canary Islands, China, France, Germany, Hungary, India, Indonesia, Ireland, Italy, New Zealand, Philippines, South Africa, Spain, Switzerland, Turkey, United Kingdom, United States, Vietnam.



BUILT IN 3 MONTHS

2010



2011

Product Owner

Scrum Master

Team Members

SCRUM: ROLES AND RESPONSIBILITIES

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A photograph of two men in a workshop setting, focused on working on an engine. The man on the left is wearing an orange long-sleeved shirt and glasses, leaning over the engine. The man on the right is wearing a plaid shirt and glasses, also leaning over the engine. In the background, other people are visible working, and there are various workshop items like a wooden pillar with a 'TEAM' sign and a 'RACE RULES' sign.

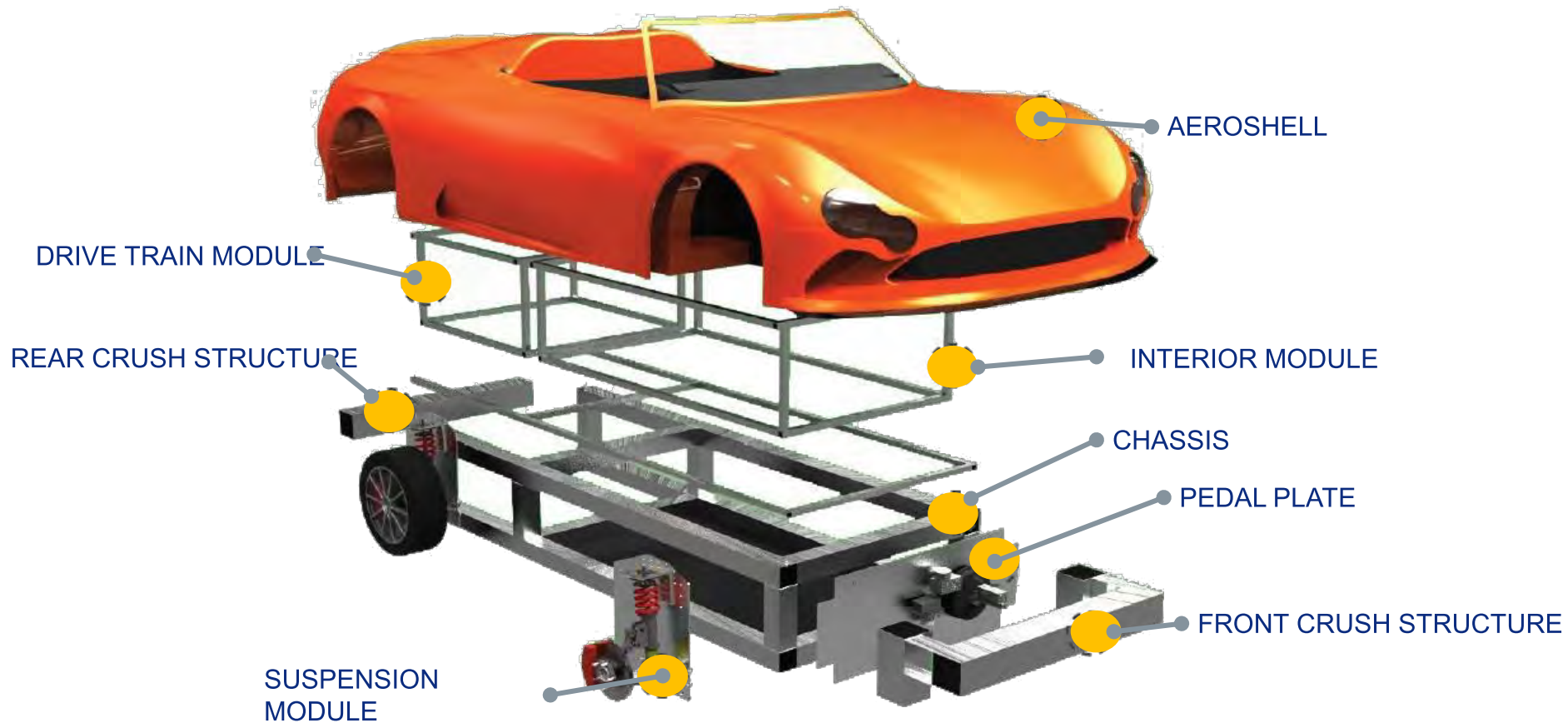
XP: PAIRING AND SWARMING

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2012

Object Oriented Architecture:



OOA

OBJECT ORIENTED ARCHITECTURE

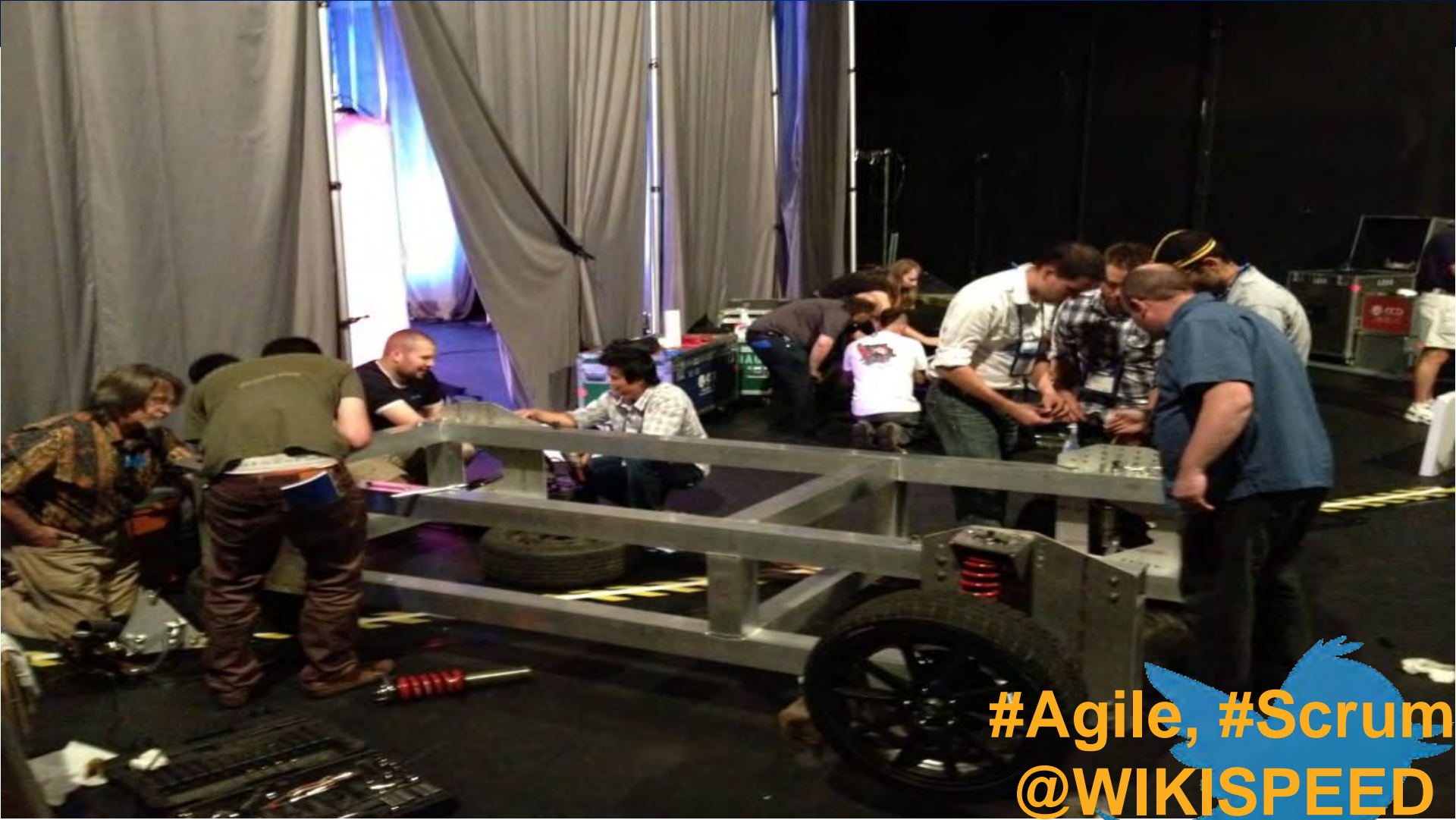
Modularity

Design Patterns

re-use and inheritance



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LEAN: USE LESS STUFF

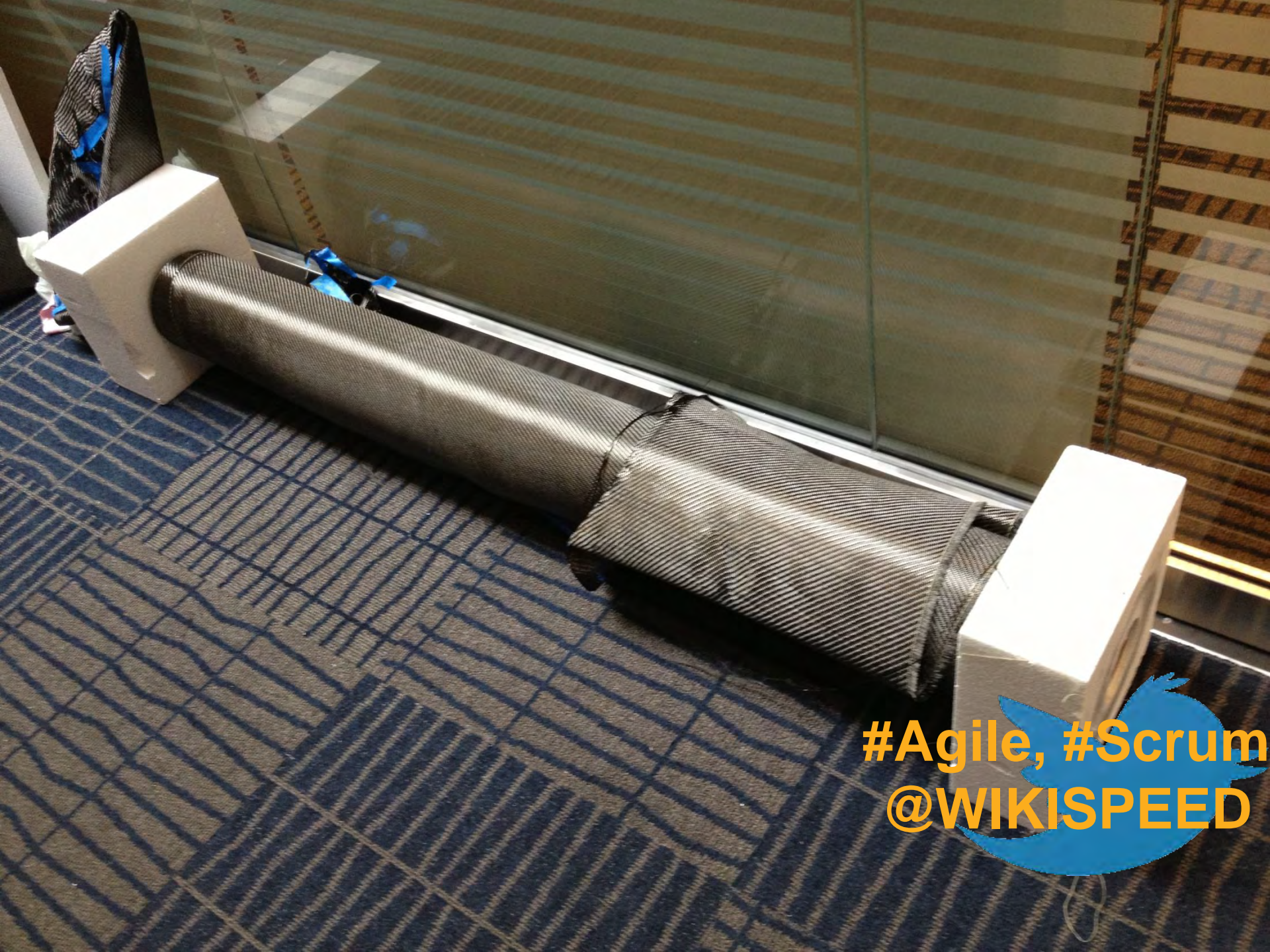
**#Agile, #Scrum
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LOKCHEED MARTIN: BETHESDA, MD, USA





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**#Agile, #Scrum
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WIKISPEED.com
five practices
3
SNACK SHELF



#Agile, #Scrum
@WIKISPEED

five practices
4
VISIBLE TOOLS

#Agile, #Scrum
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WIKISPEED
five practices
5
KANBAN OF TESTS

Backlog
Not Ready

Backlog
Ready

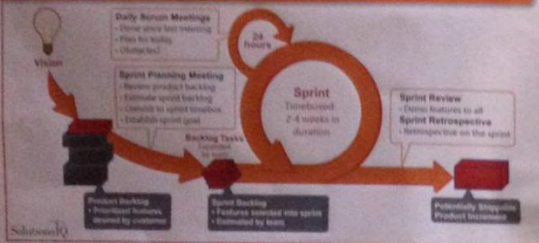
In
Progress

Pending
Review

Done

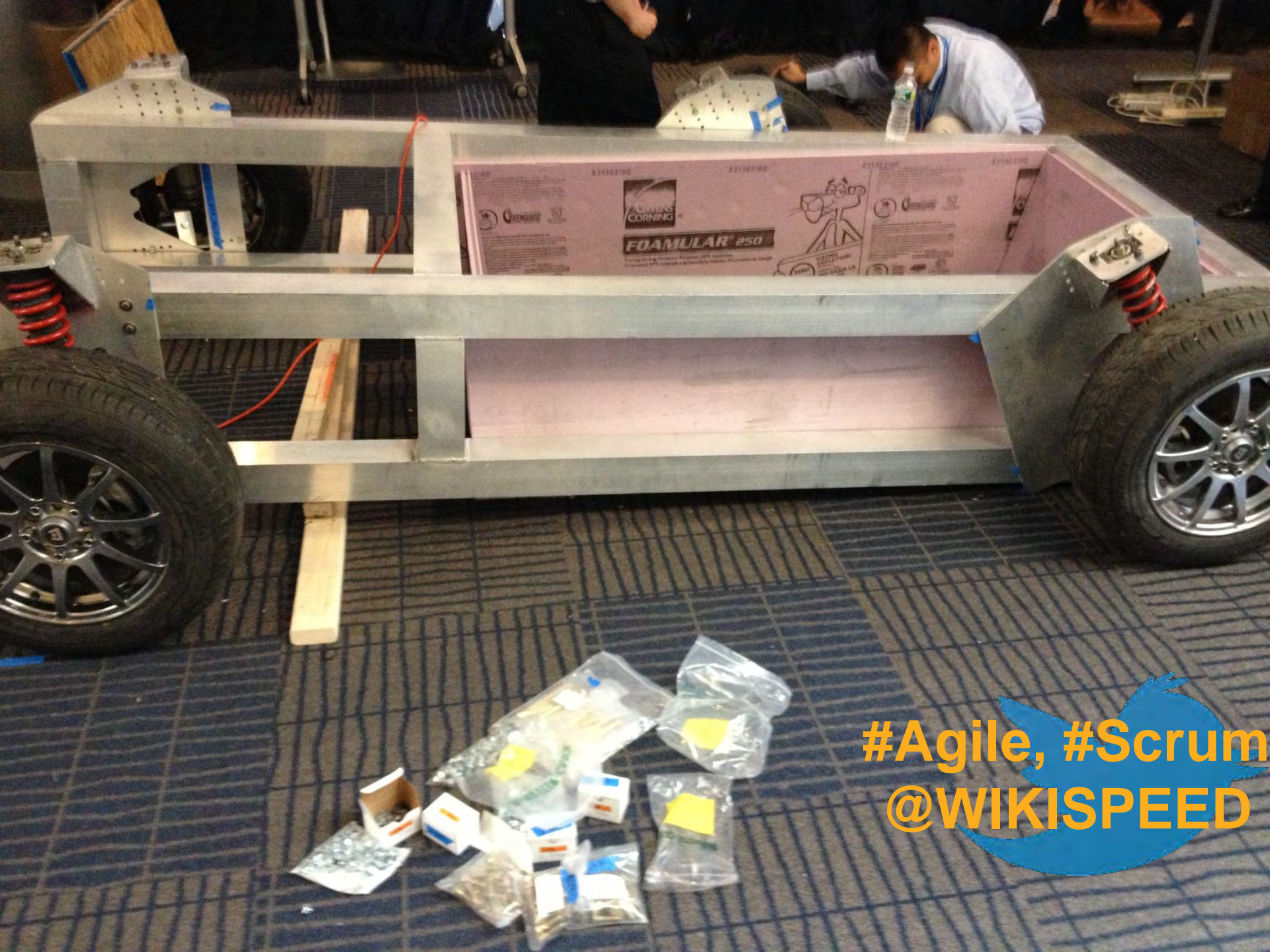
IMPEDIMENT

The Scrum Framework



Blocked

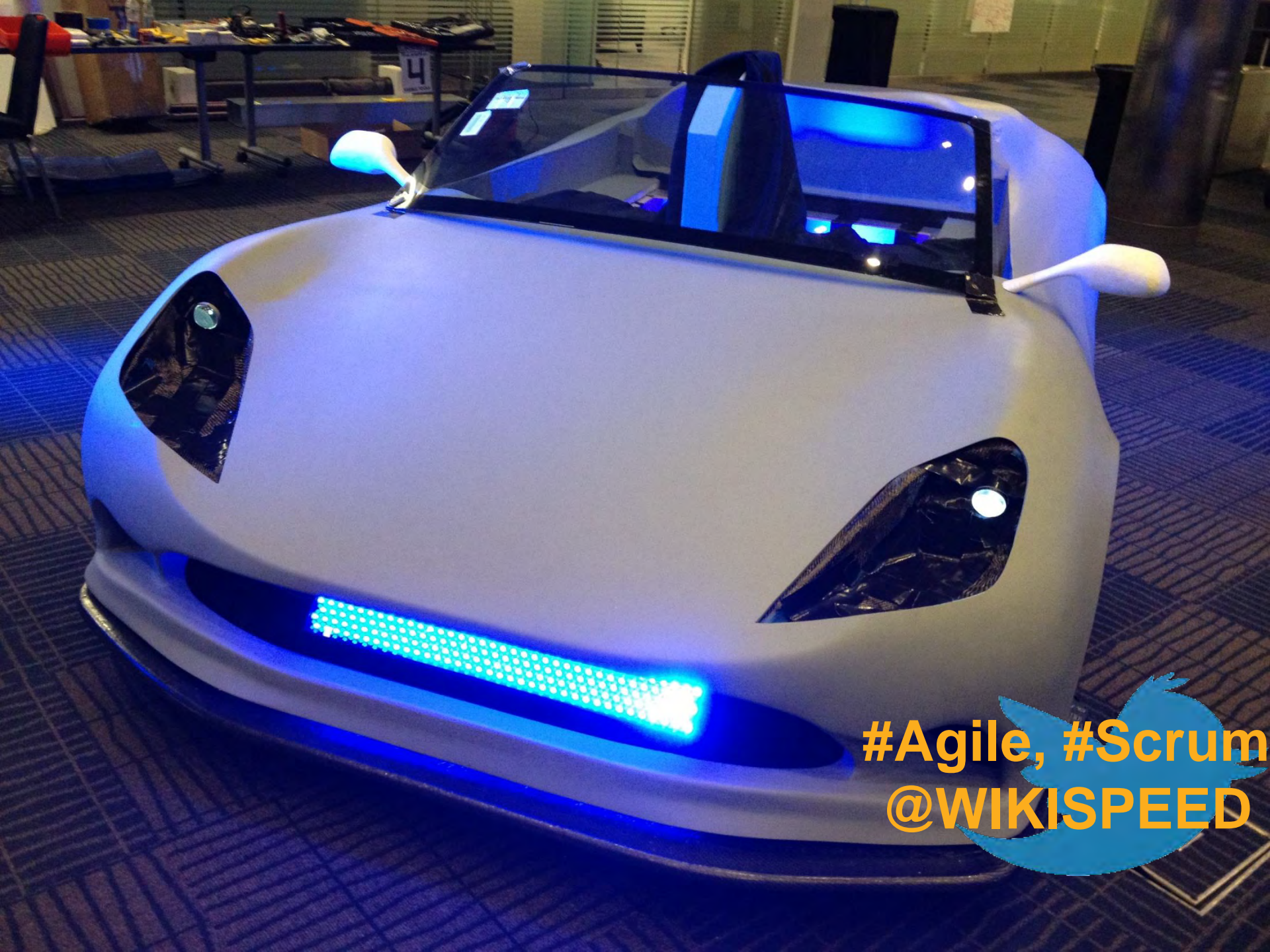
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RED RIVER COLLEGE: WINNIPEG, CANADA



RED RIVER COLLEGE: WINNIPEG, CANADA



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@WIKISPEED

"**Extreme manufacturing** takes the best practices for distributed team management, frugal engineering and frugal design and applies back to the **physical world**."

This process could be our greatest common good for the future"

Joe Justice – Team Wikispeed
Software Architect and Manufacturing Innovator

Creating a new process

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TAIT RADIO: CHRISTCHURCH, NEW ZEALAND



SCRUM TEAM

XM: SCRUM IN HARDWARE DESIGN

**#Agile, #Scrum
@WIKISPEED**

**THE TEAM LAUNCHED
MONDAY, AND THE
PROXY-CUSTOMER
USED THE NEW
PROTOTYPE FRIDAY**

**#Agile, #Scrum
@WIKISPEED**

SCRUM TEAM



XM: SCRUM IN MASS MANUFACTURING

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XM: REQUIRES XP TO BE SAFE AT HIGH SPEED



← TDD

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**JOHN DEERE:
MOLINE,
IL, USA**



**BOEING:
MULKITEO,
WA, USA**



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ITERATE YOUR SCRUM TO IMPROVE IT

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the way teams work

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AGILE, LEAN, KANBAN, SCRUM XP, XM AND RADICAL MANAGEMENT IN ONE HOUR.

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TECAN
MÄNNEDORF, SWITZERLAND

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For more information on Agile, Lean,
Scrum, XM:

scruminc.
the way teams work

www.ScrumInc.com



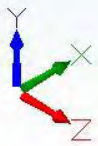
THE WHOLE POINT: MAKE IT CHEAP TO CHANGE YOUR MIND

AGILE: REDUCE COST TO MAKE CHANGE

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- 1) Clean Bedroom
- 2) Clean Bathroom
- 3) Lockable Front Door
- 4) <\$100 USD

WIKISPEED - MICROHOUSE



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KEEP UP THE AWESOME!!

RAPIDLY SOLVE PROBLEMS
FOR SOCIAL GOOD.



#Agile, #Scrum
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RUN YOUR COMPANY THIS WAY:
WWW.SCRUMINC.COM





Joe Justice

Founder & CEO

Team WikiSpeed

21002 44th Ave. W. Lynnwood,
WA, USA

98036

Email: info@WIKISPEED.com

Phone: 425-312-3996





Closing Remarks

Thank You To Our Volunteers!

(alphabetically by surname)

- Ovidiu Comaniciu
- Cathryn Dao-Le
- Luiz Estevo
- Tim Hannan
- Mingbo Jiao
- Bilal Khan
- Xiongwen Lu
- Rosario Murillo
- Jimmy Pimentel
- John Thong
- Vera Veljanov



Door Prizes



Thank You!

Our Website

<http://lil.devfg.rbc.com/lilurl/1sv>

Our Email Address

AgileCOE@rbc.com