

A photograph of a forest with a tree trunk in the foreground showing a teal-colored mark on its bark. The background is a dense forest of tall, thin trees, slightly out of focus. The lighting is soft, suggesting a forest floor.

# Making Sense Of Your Role On An Agile Project

# About Equinox IT

A photograph of a man and a woman in an office setting. The man, wearing a light blue striped shirt, is gesturing with his hands while talking to the woman. The woman, wearing a floral patterned top, is looking at him. They are sitting at a desk with a computer monitor, keyboard, and mouse. The background shows a window with a view of a city building.

Equinox IT is New Zealand's leading independent IT consultancy, delivering software development, consulting and training services.

Established in 1995, we inject fresh thinking to solve tough business problems.

Equinox IT has over 60 staff based in Wellington and Auckland.

# A familiar story (in a galaxy not so far away)

Our systems are a mess after **8** prior major IT projects



We will build a new Deathstar and learn the lessons of the past



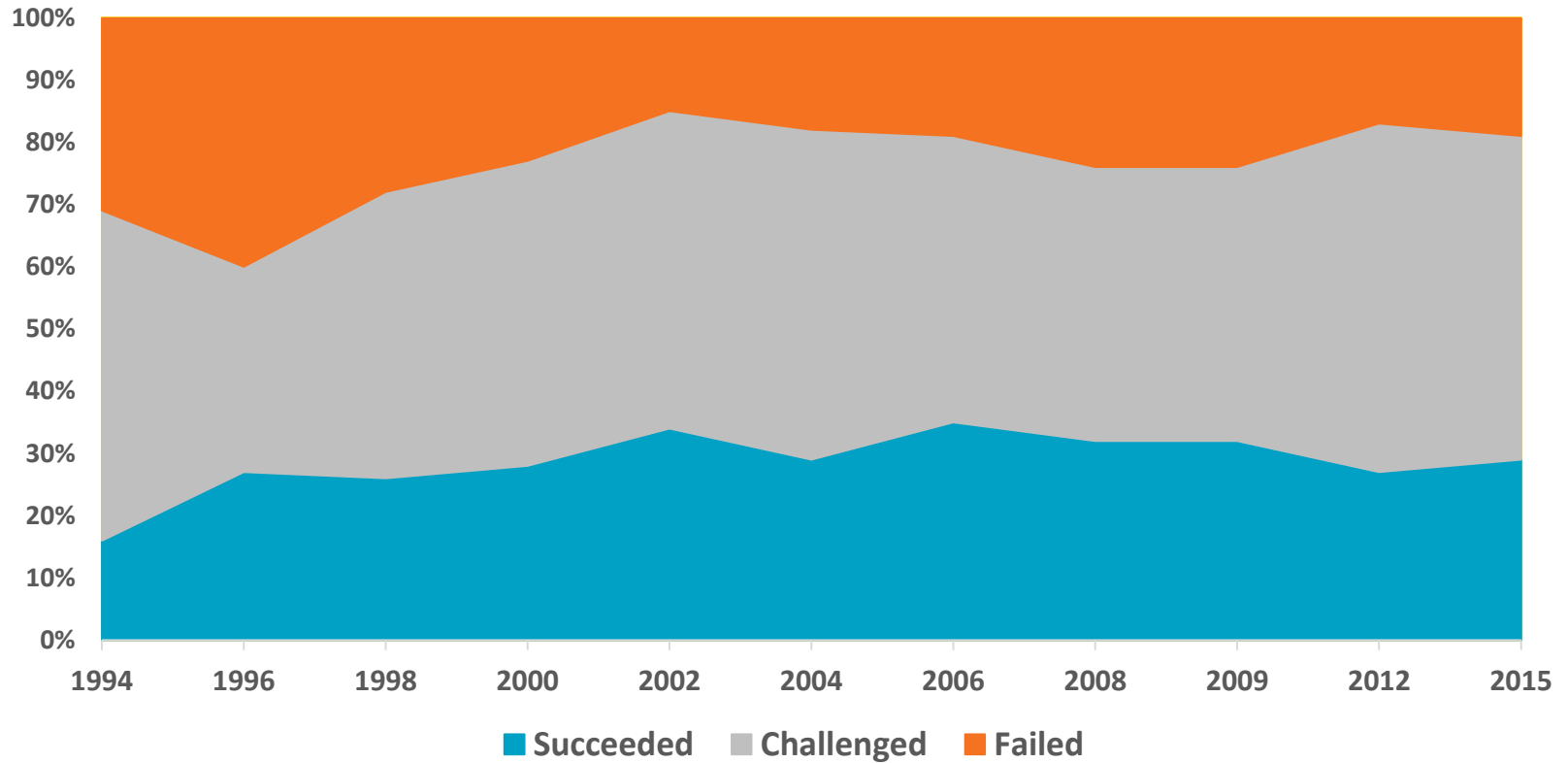
Our systems are a mess after **9** prior major IT projects



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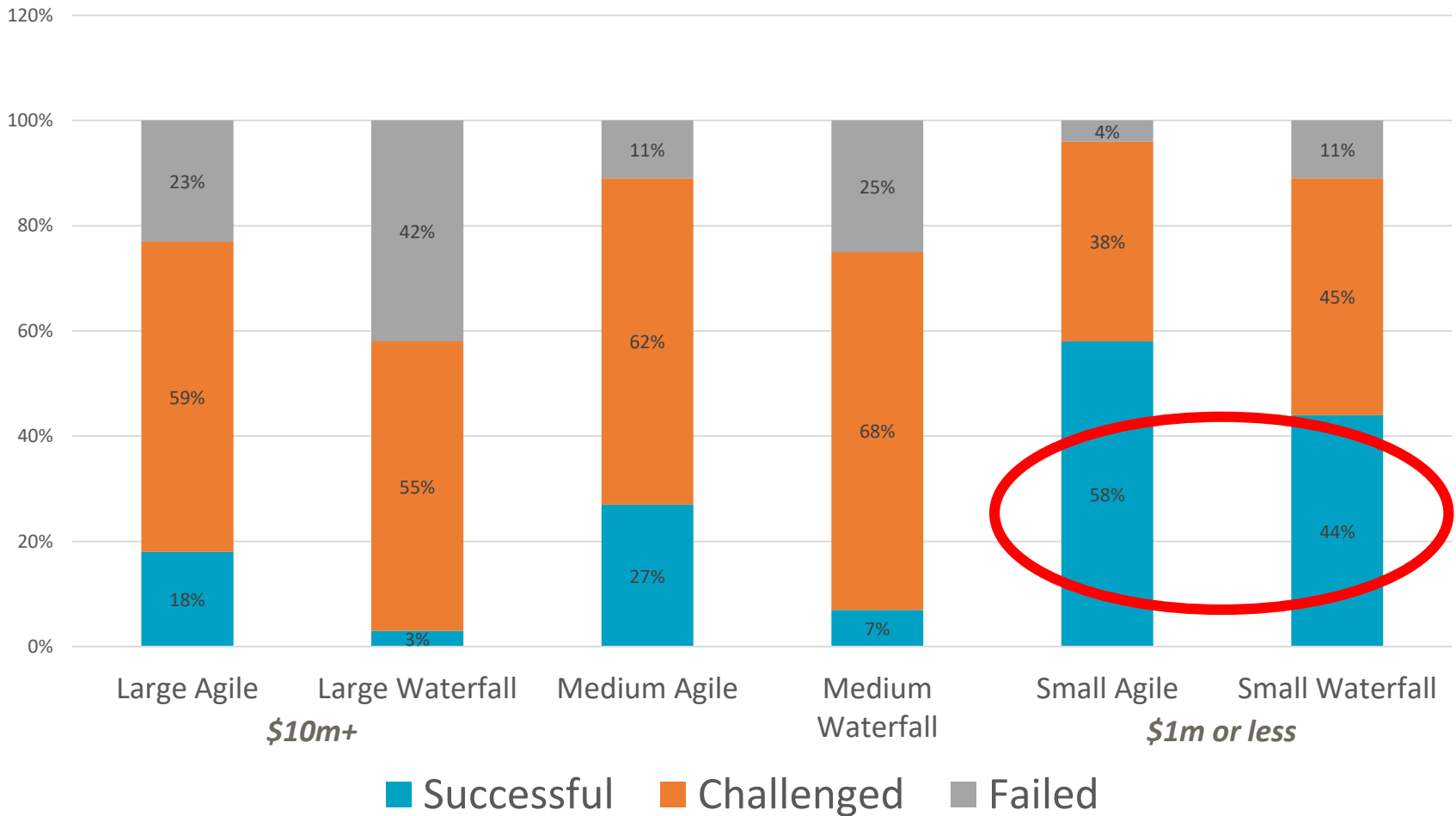


# Project success remains elusive



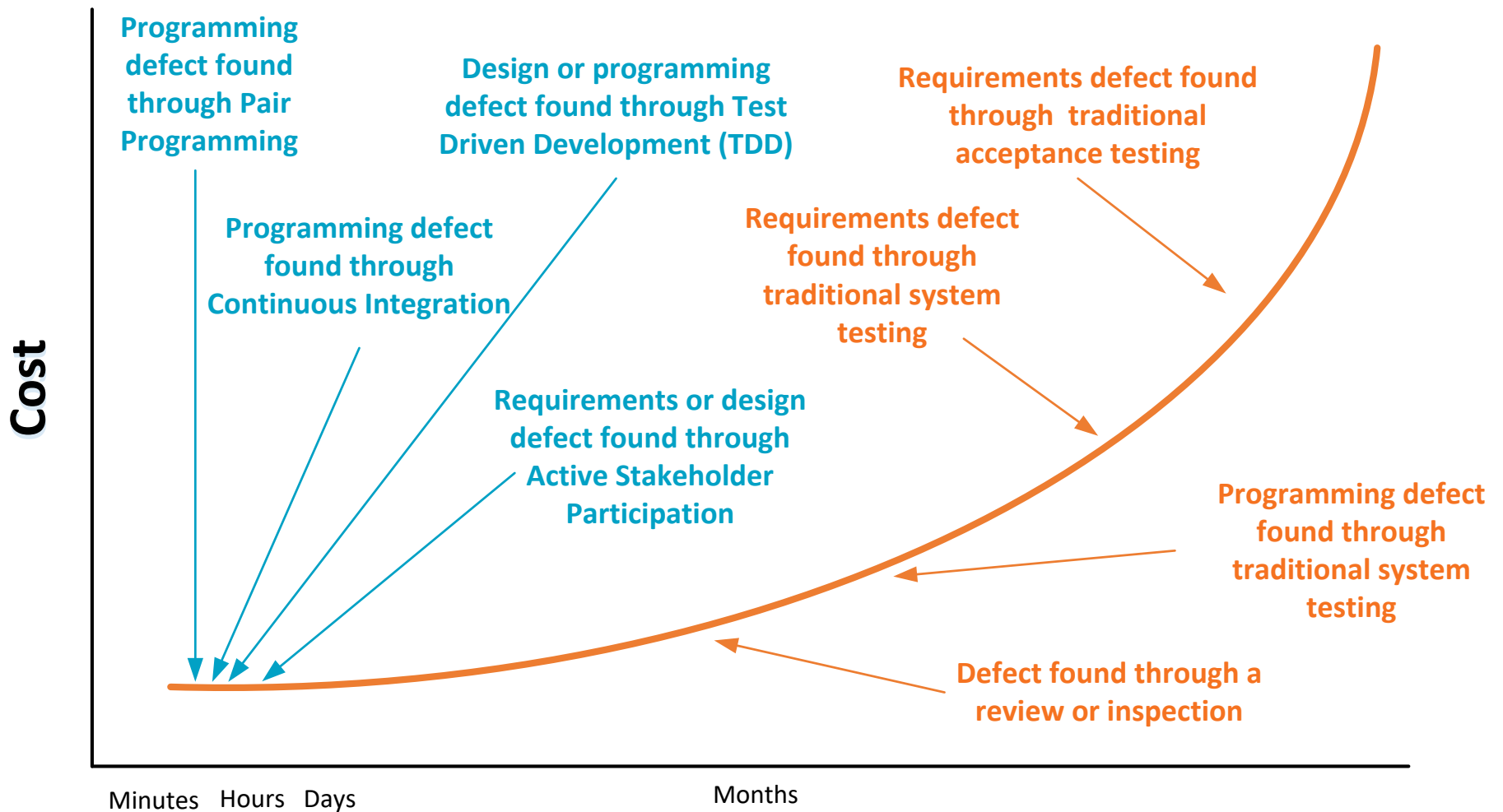
*Courtesy of the Standish Group*

# Key principle – risk scales non-linearly with size



Courtesy of the Standish Group, Chaos Manifesto 2015

# Agile is an approach to minimising risk...



## Length of Feedback Cycle

Source: Scott Ambler <http://www.ambysoft.com/essays/whyAgileWorksFeedback.html>

...but is also a 'radical virus' that is often rejected by its host



VersionOne "State of Agile"	2015	2016	2017
Company philosophy or culture at odds with core agile values	42%	46%	63%
Lack of experience with agile methods	44%	41%	47%
Lack of management support	38%	38%	45%

# Vastly different paradigms and controls

**Mechanistic/reductionist**

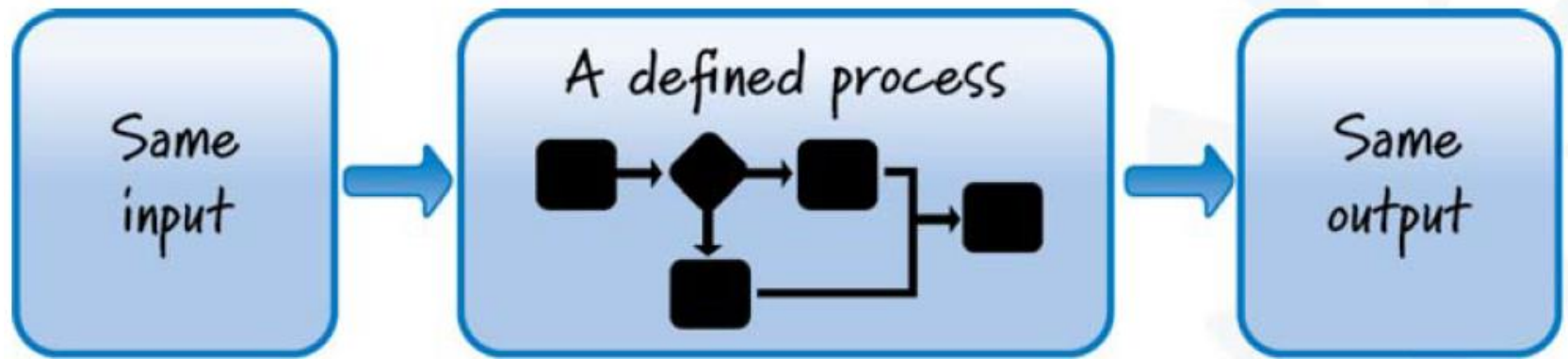
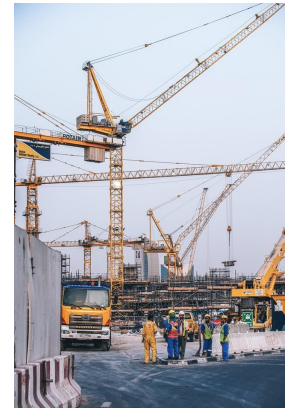


**Artisanal/responsive**





# Defined Process Control

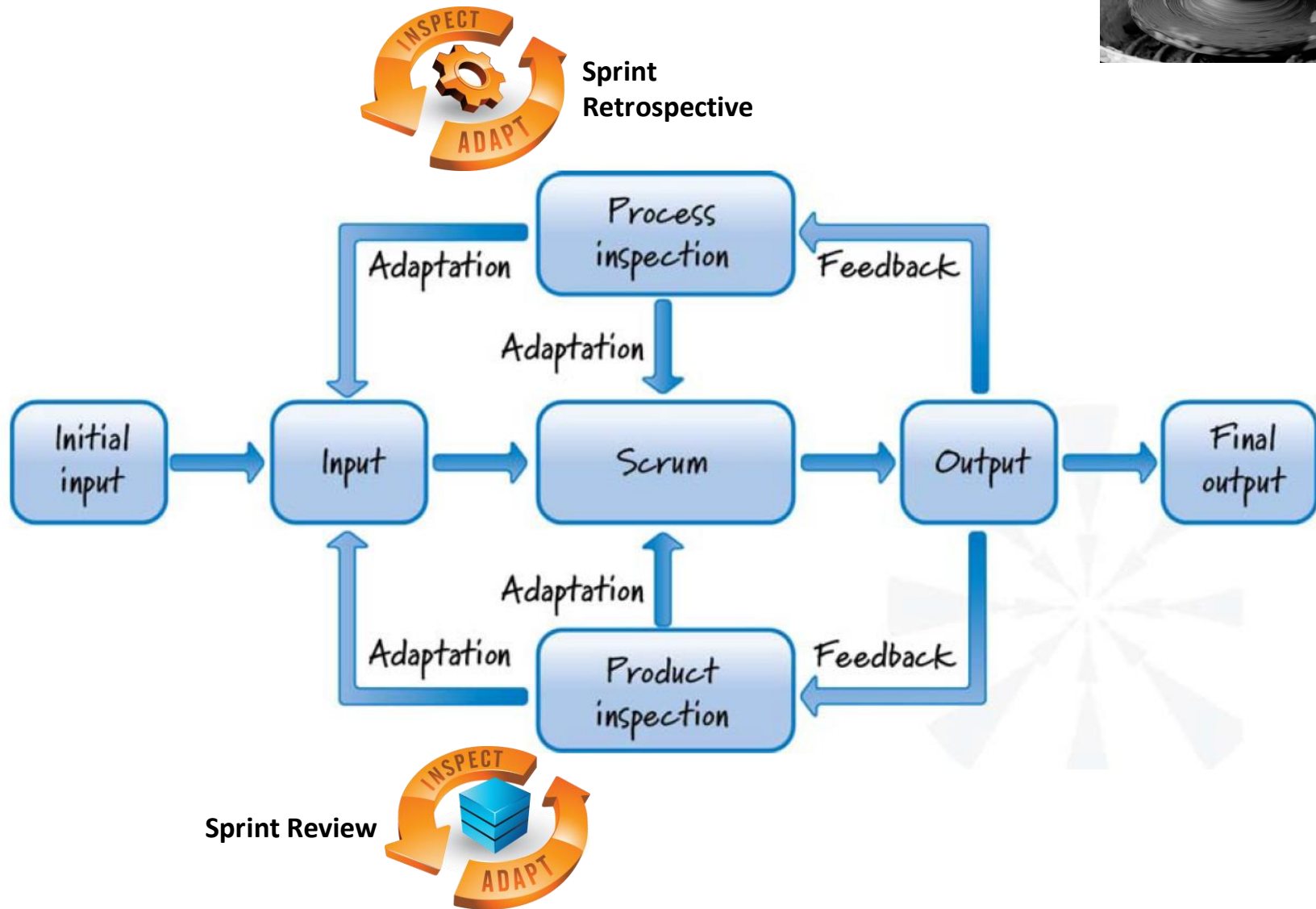


Any wood used in the ground (i.e. foundations, fence posts) must be H4 treated...

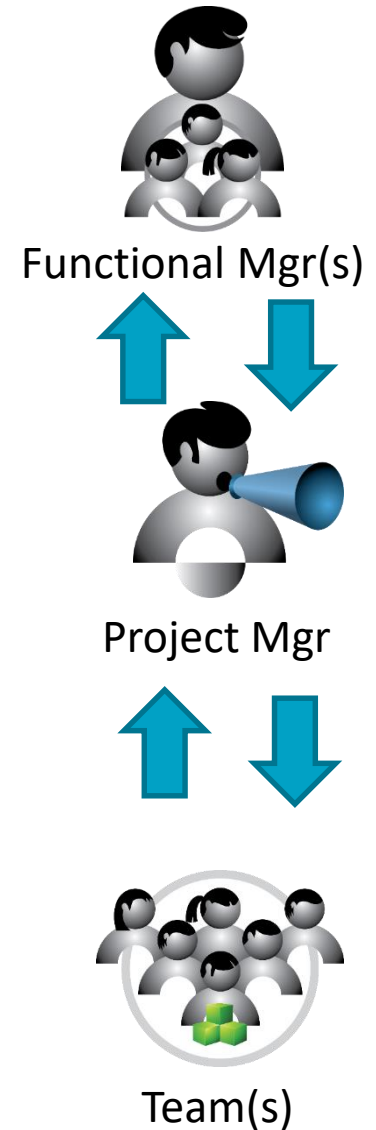
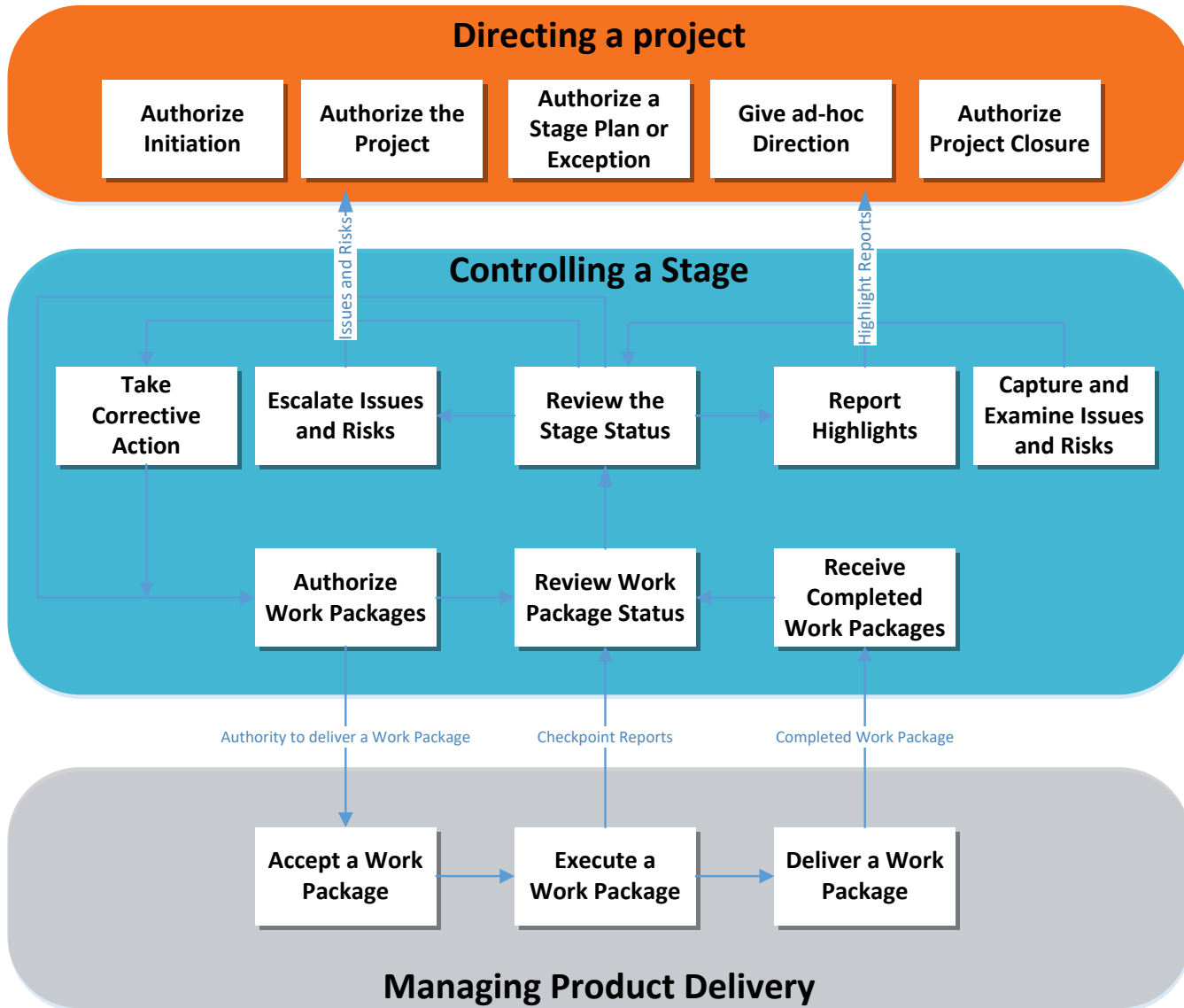
Spacing of foundations must meet standard, joists must be fixed to foundations using z-nails...

Foundations and other structural elements must meet durability expectations of 50 years...

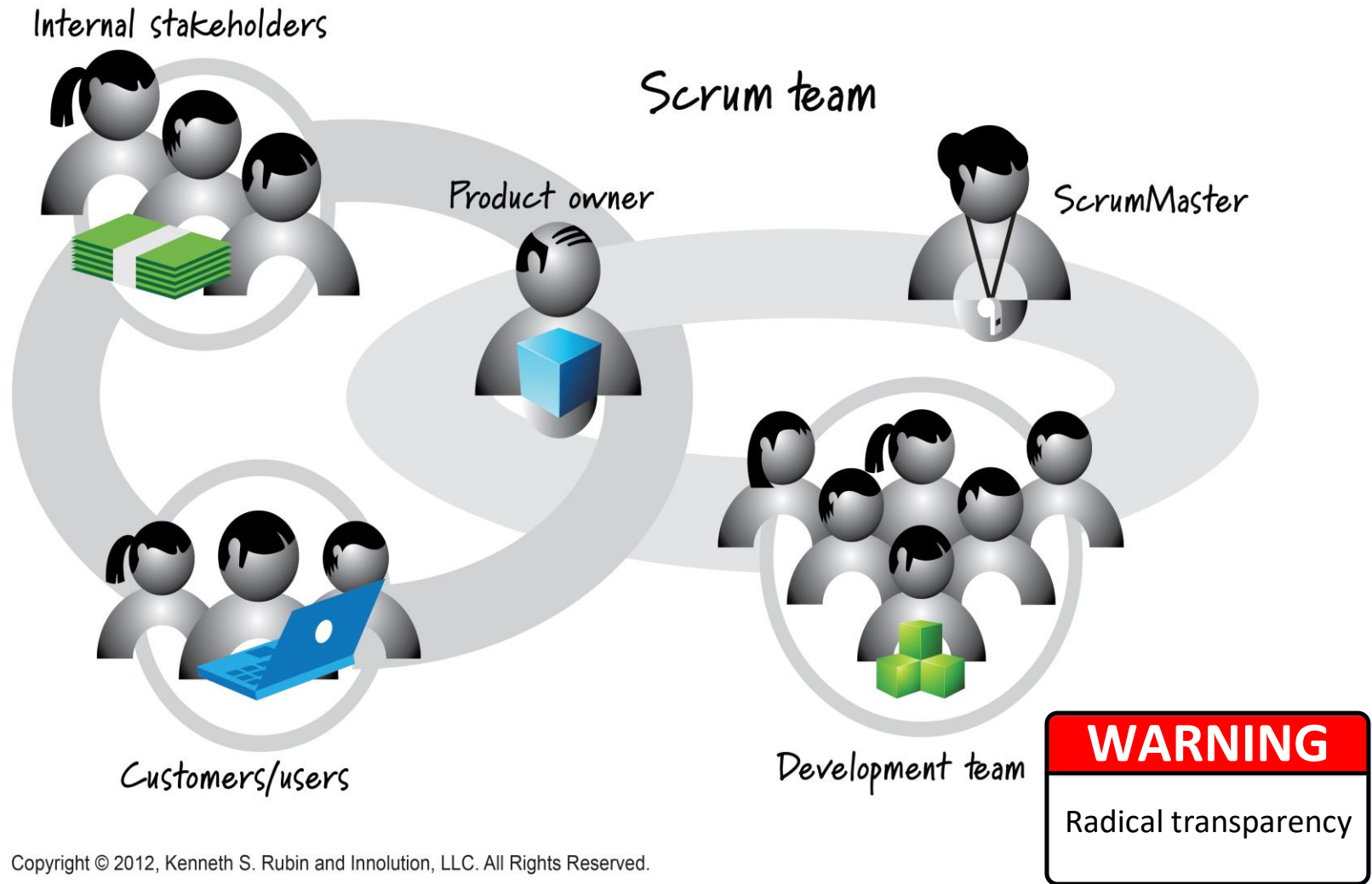
# Empirical Process Control



# PRINCE2 is about control

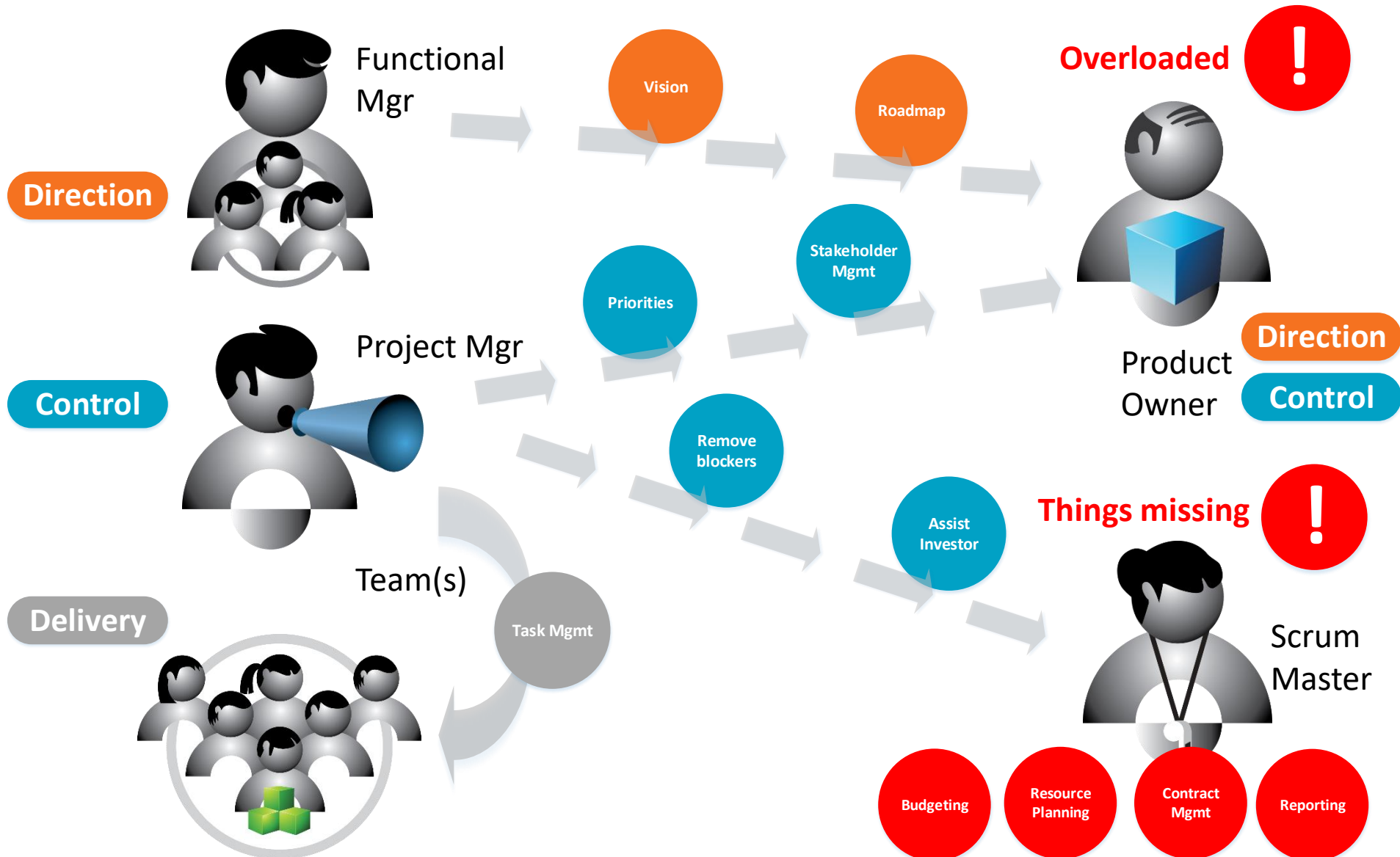


# Agile has very different engagement model

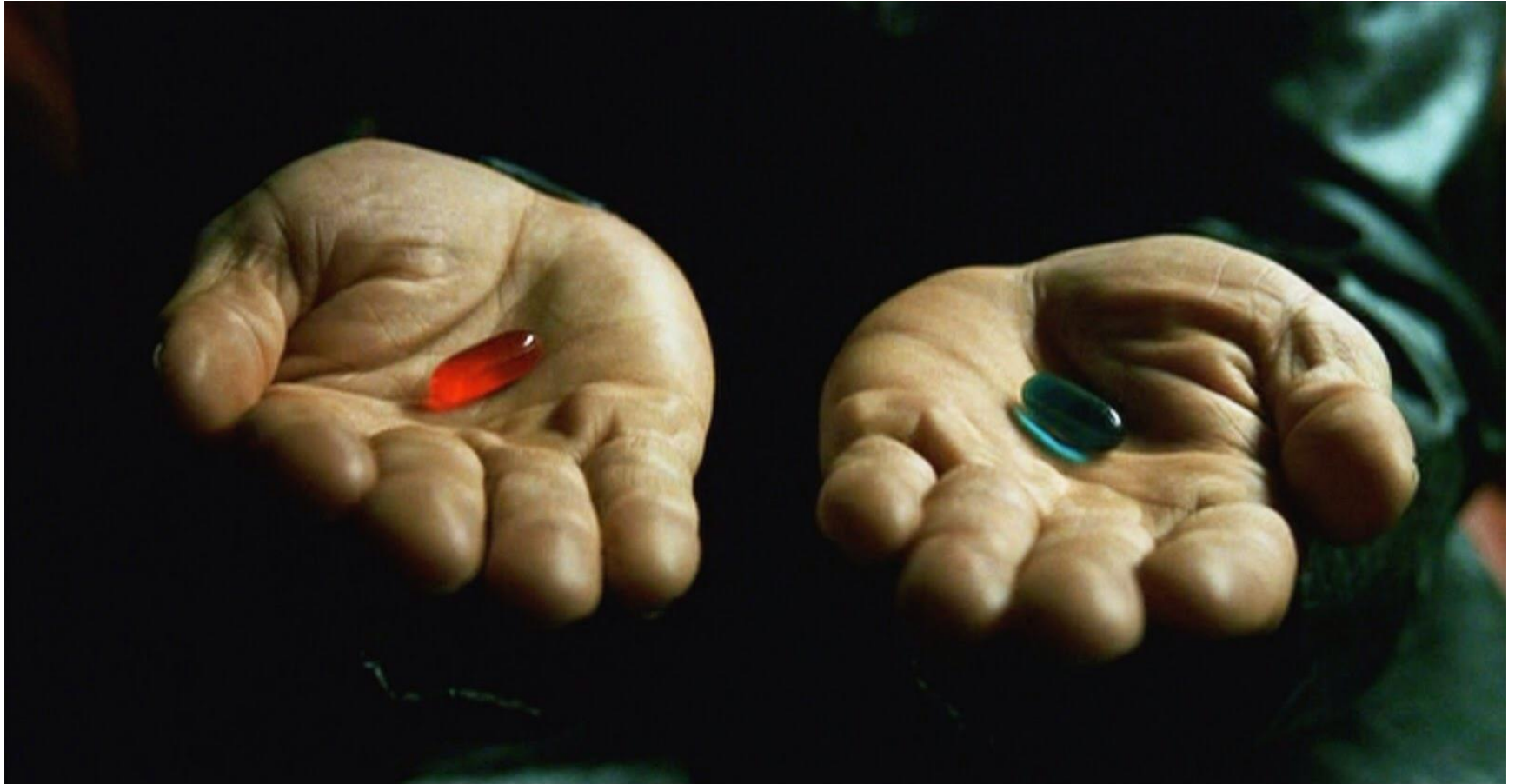


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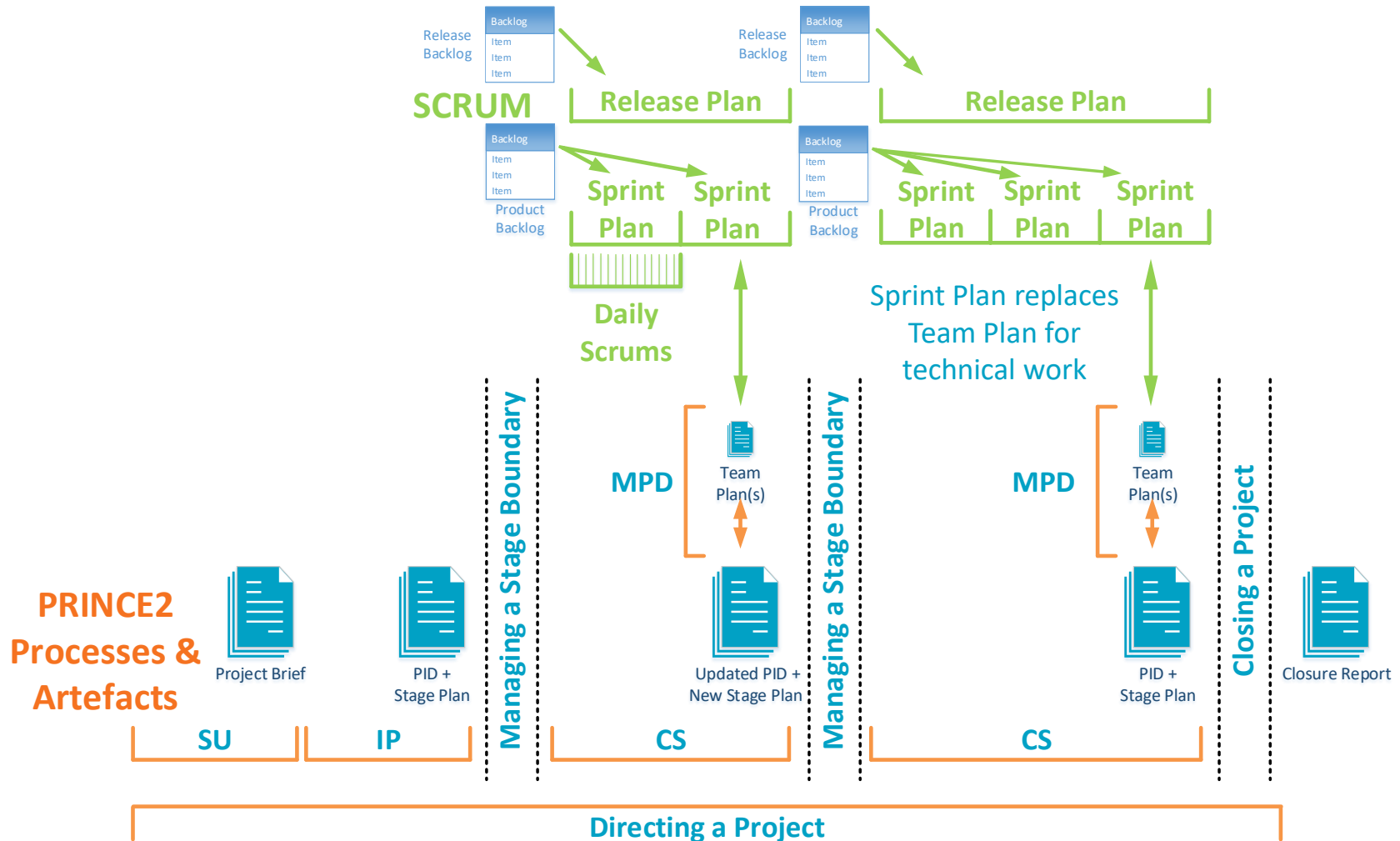
# Scrum – Do we really not need a PM?



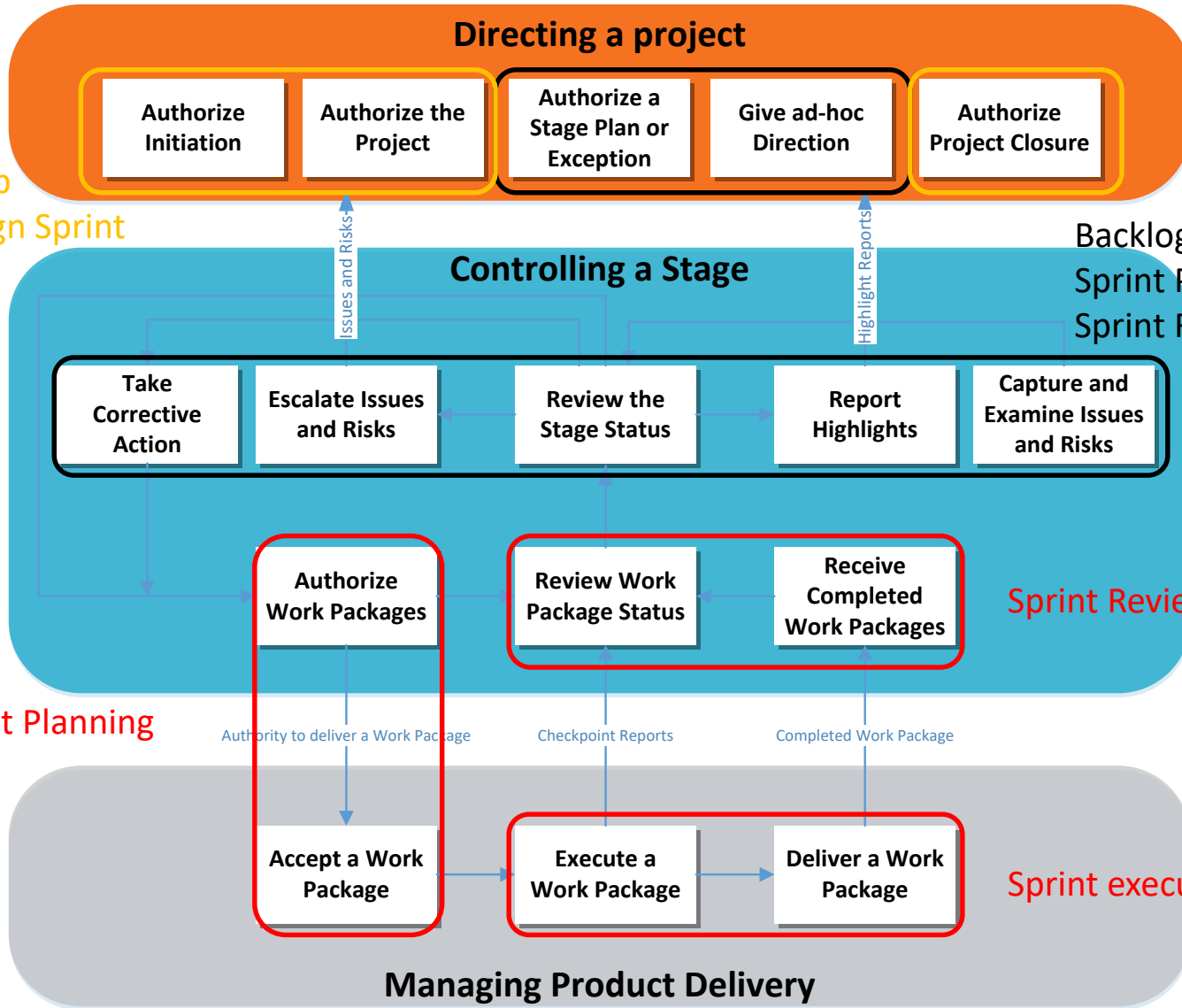
# A choice...



# Agile is workflow management



# Agile as delivery AND governance



BAU backlog

Lean Start-up  
Google Design Sprint  
PoCs/Spikes

Backlog prioritisation  
Sprint Planning  
Sprint Review

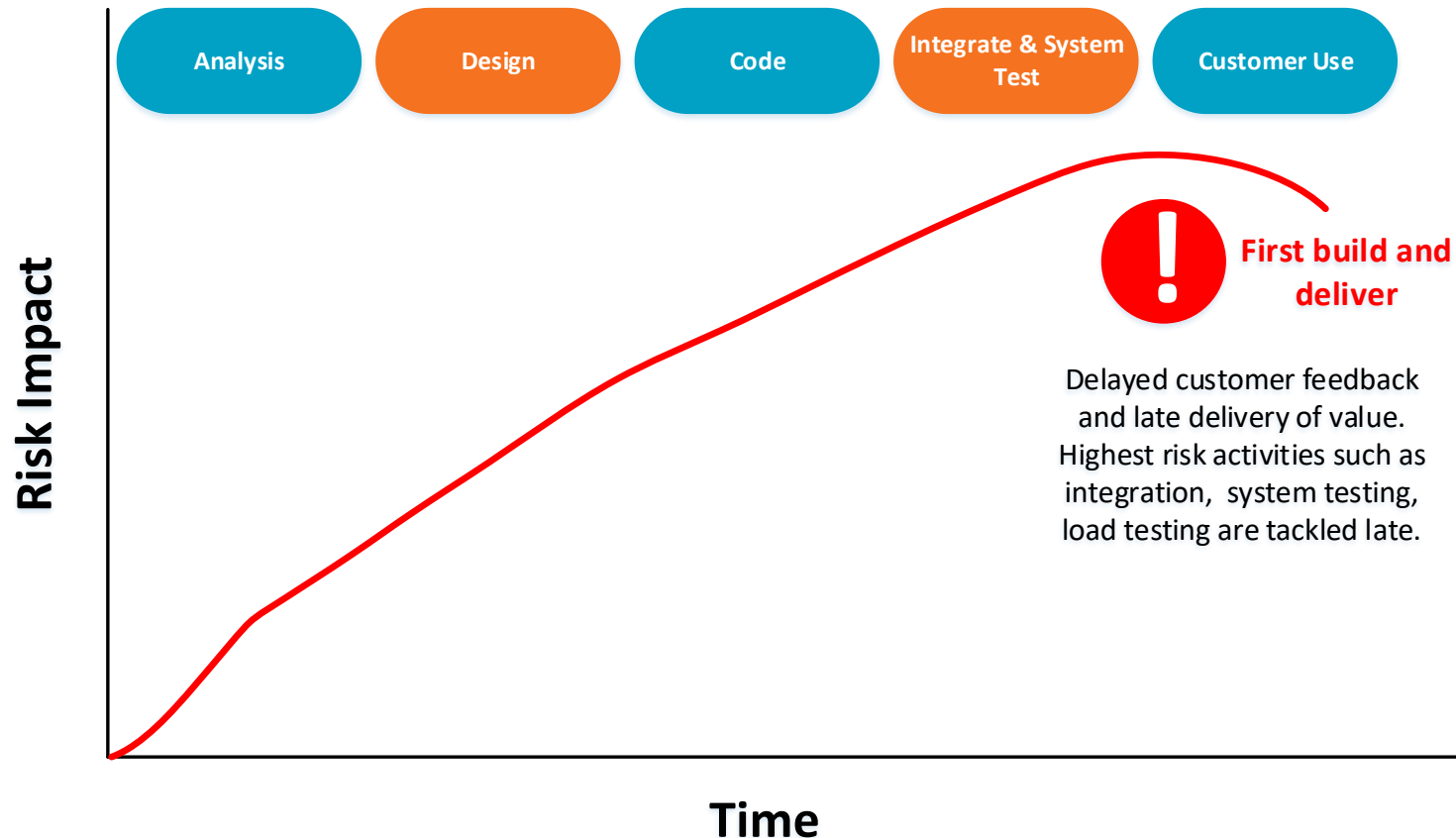
Sprint Review

Sprint Planning

Sprint execution

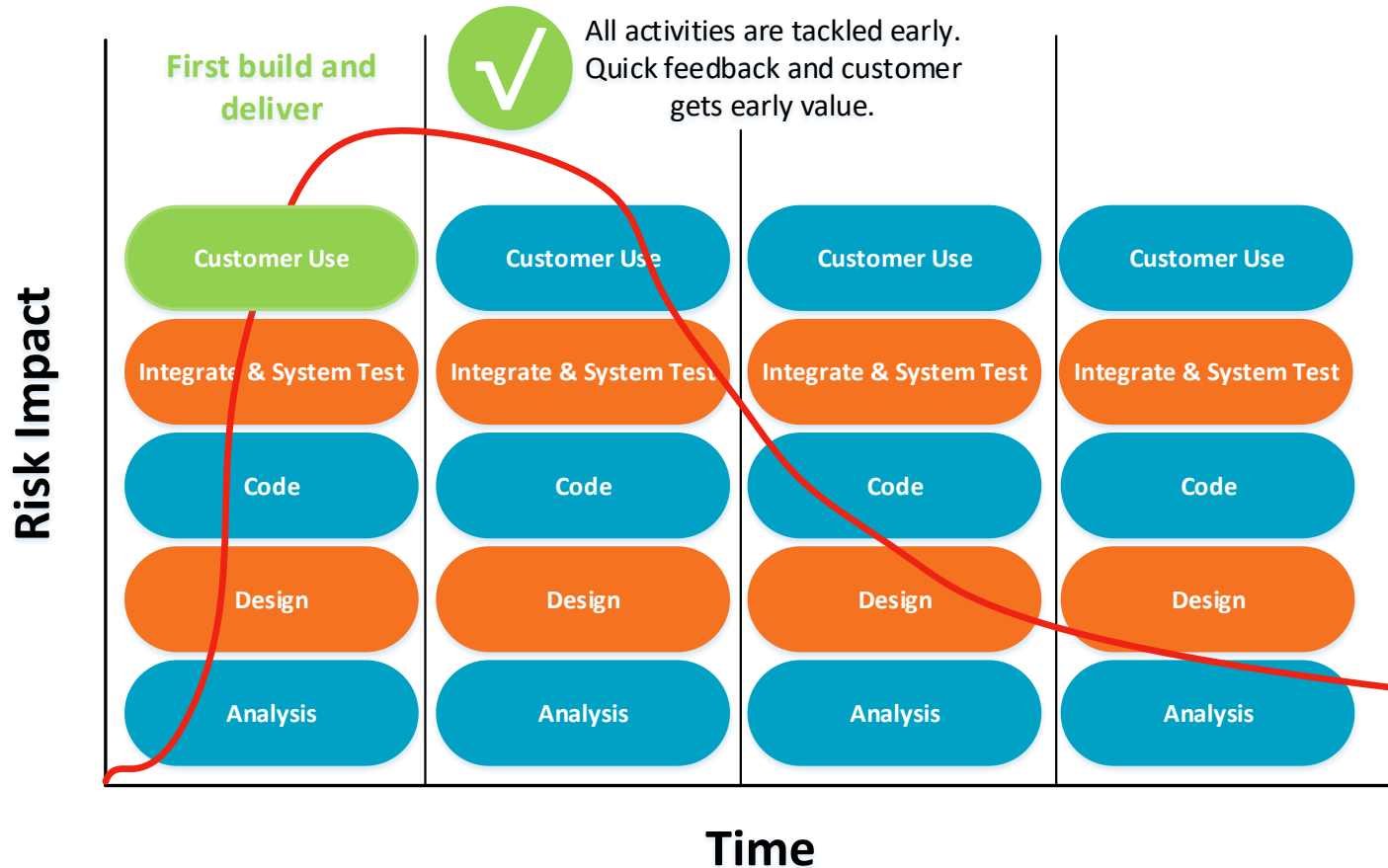


# So why choose Agile?



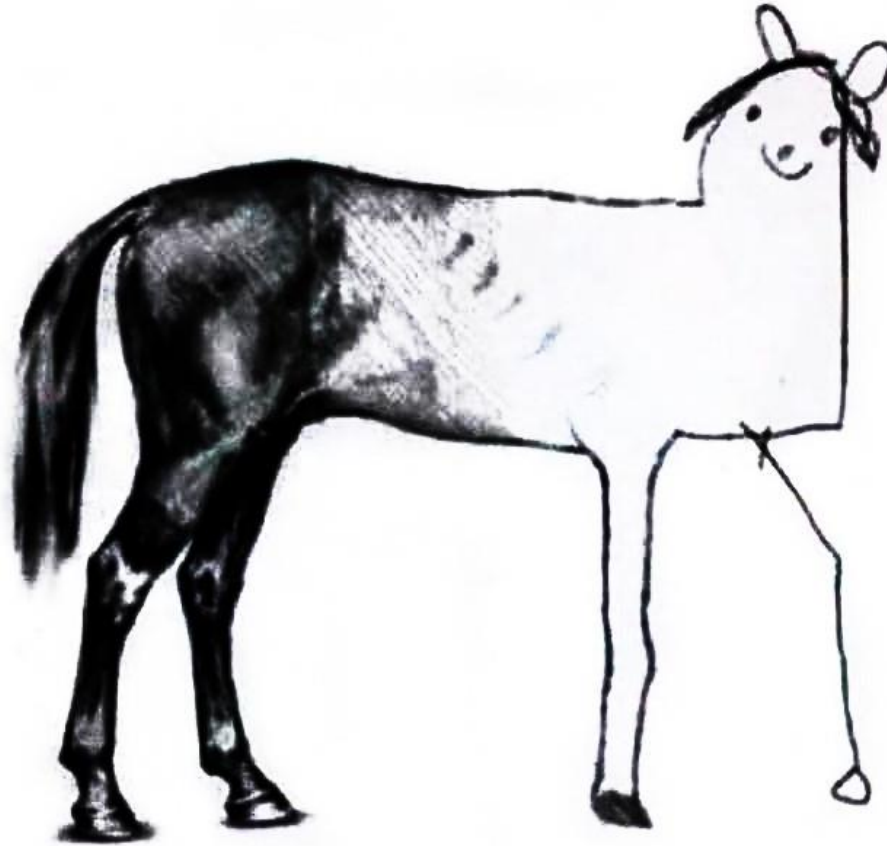
Adapted from: Craig Larman, *Agile & Iterative Development*, 2004

# So why choose Agile?



Adapted from: Craig Larman, *Agile & Iterative Development*, 2004

# And you avoid this



*Picture from  
Franck Nijimbere*

**Early Delivery – so  
much optimism!**

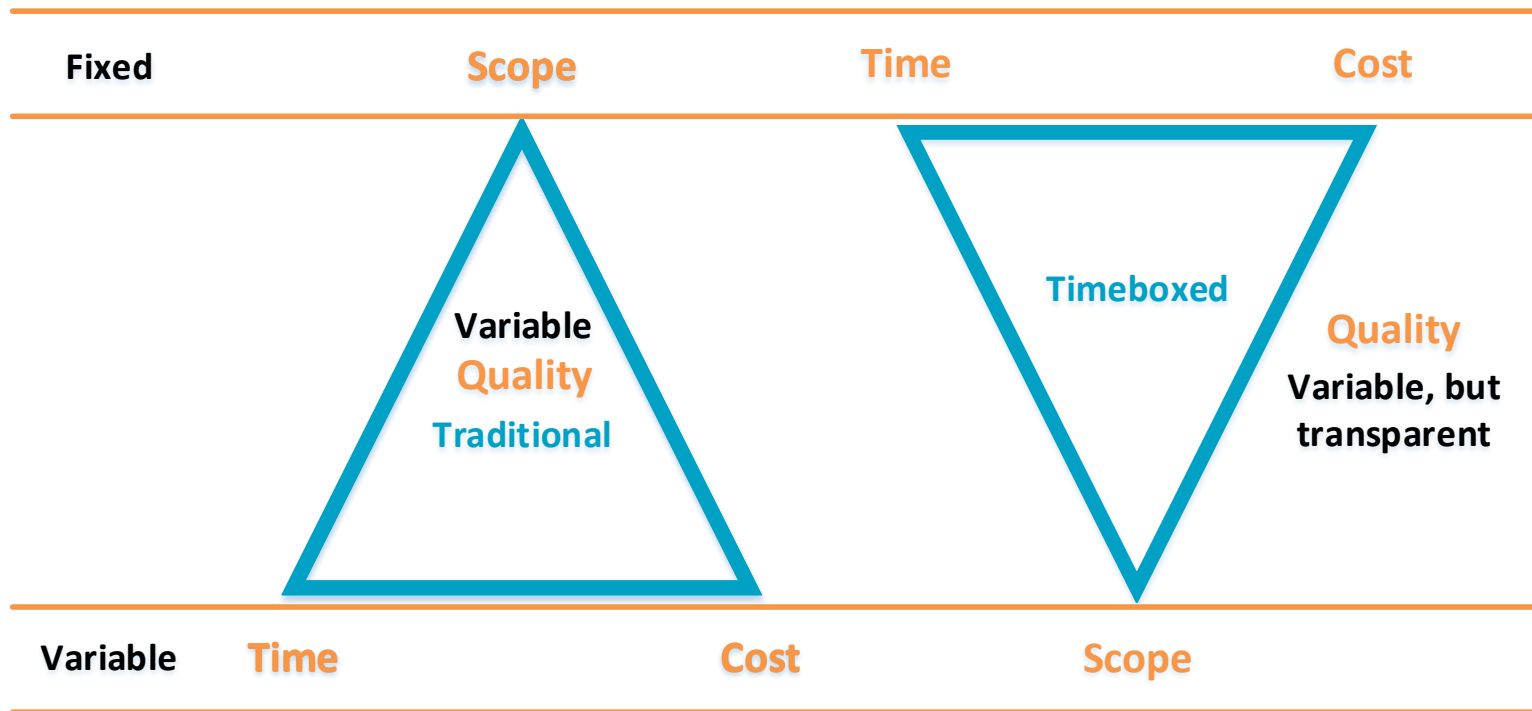
**Issues. The  
pressure rises**

**Overtime starts,  
quality suffers**

**The death  
march ends**

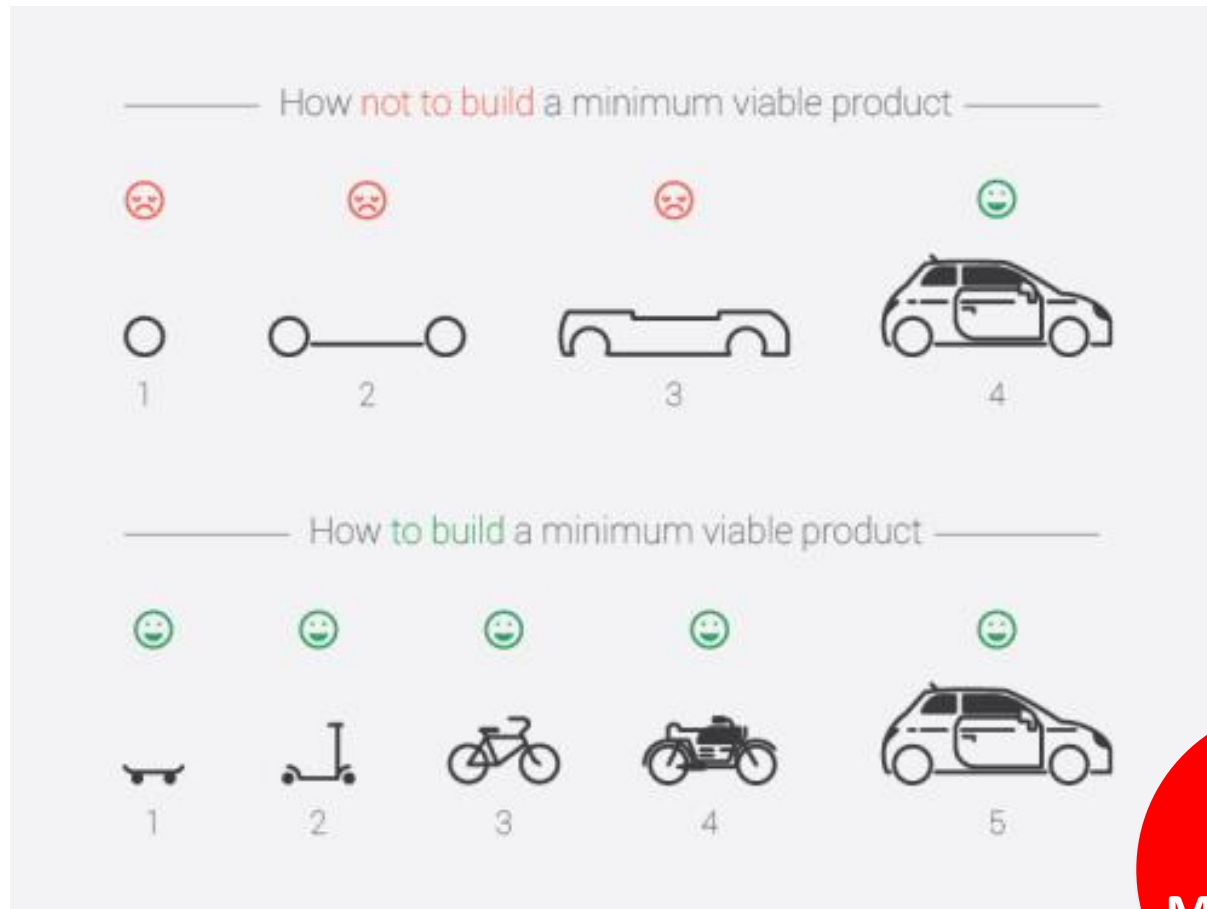
# Key principle – being in control is making explicit trade-offs

Sustainable  
Pace



Source: DSDM Consortium

# Key principle – MVP is the least you can do and be successful



**MVP ≠  
Must Haves**

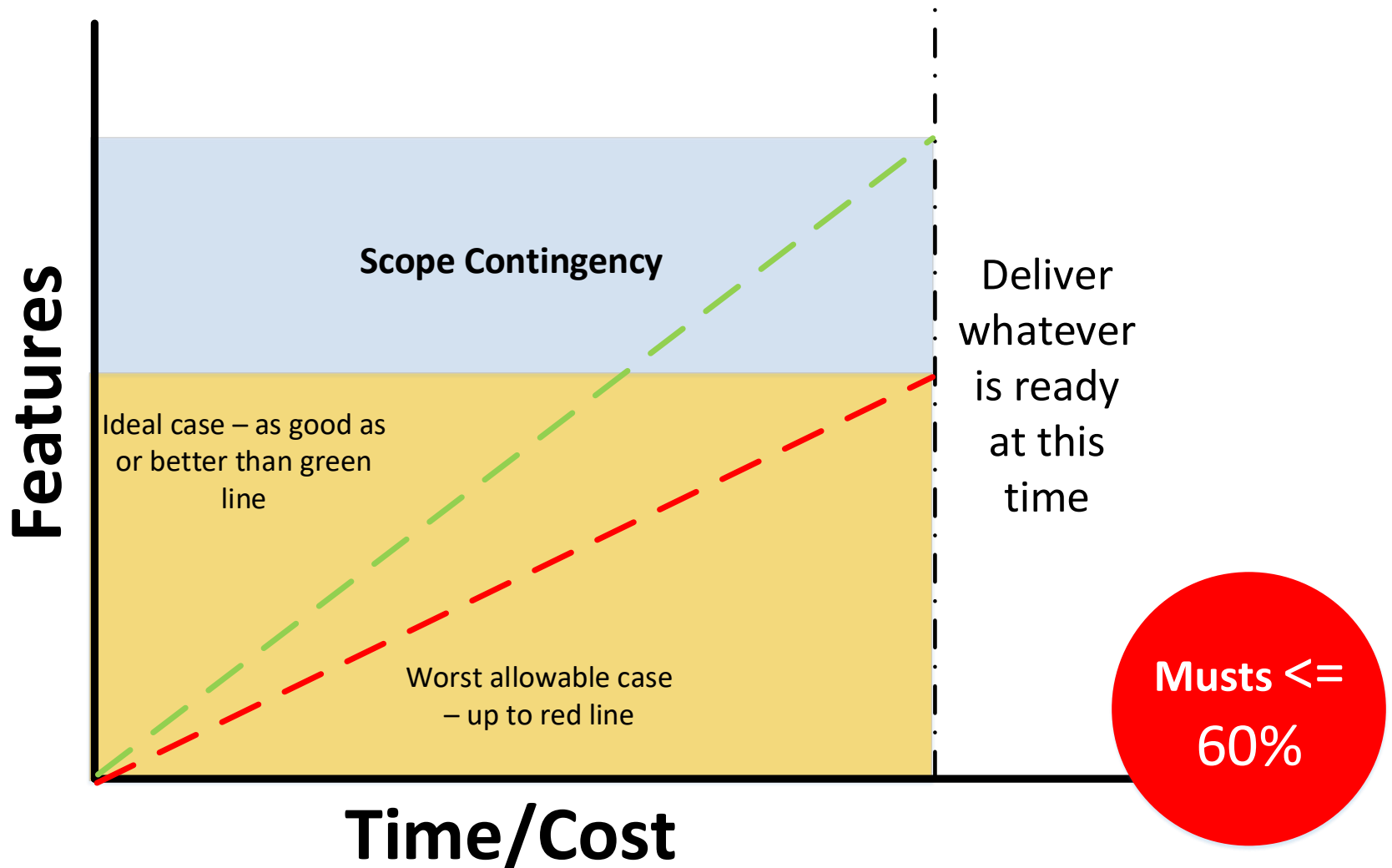
<https://www.quora.com/Startups/What-is-a-minimum-viable-product#!n=48>

# New Tools

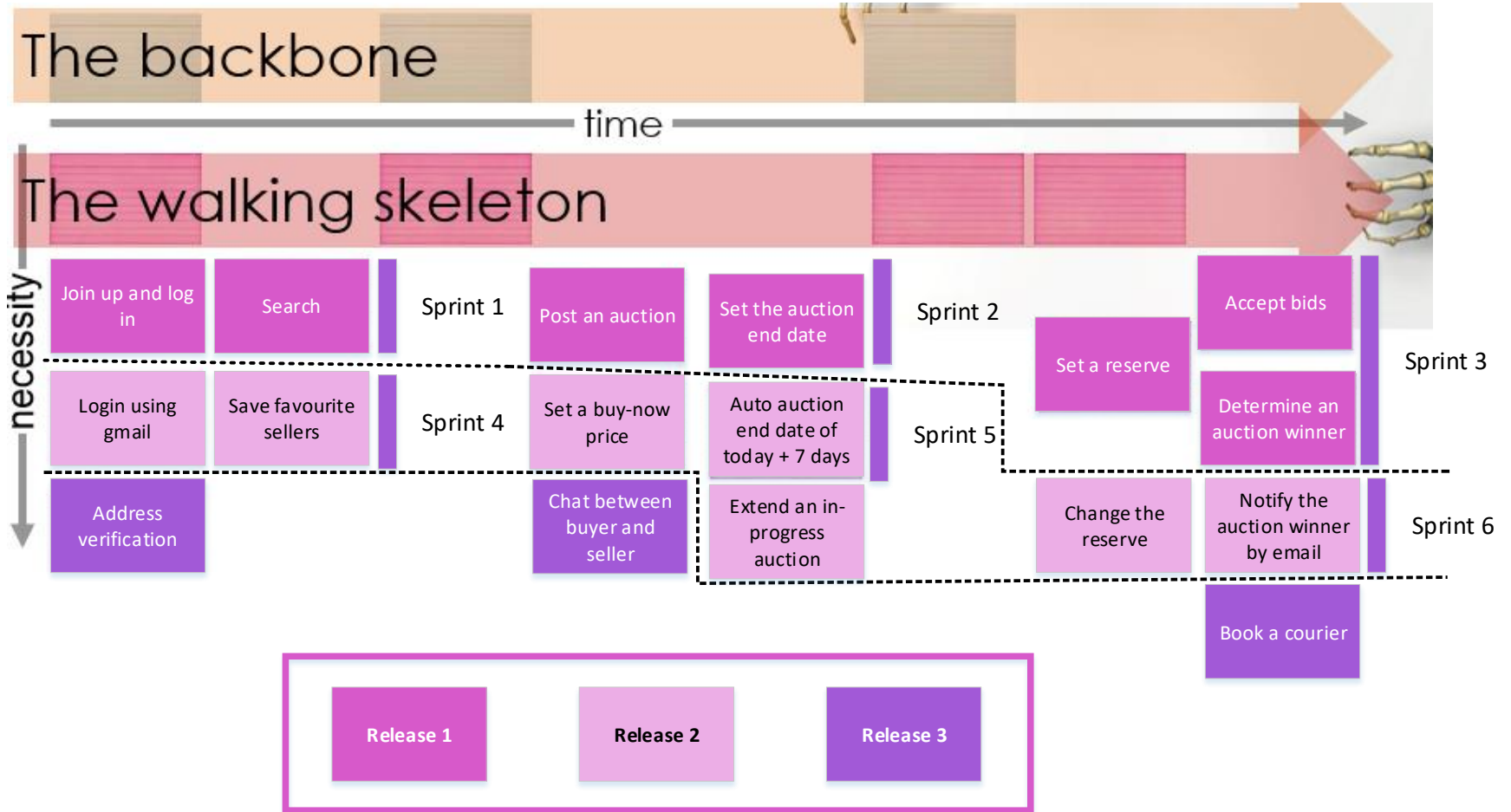


*Source: Adam Sherez - Unsplash.com*

# Agreeing baselines on a Fixed Time Project



# Story Mapping Multiple Releases



Adapted from work by Jeff Patton [www.agileproductdesign.com](http://www.agileproductdesign.com)



# “Precise enough” planning



1.8 metres high

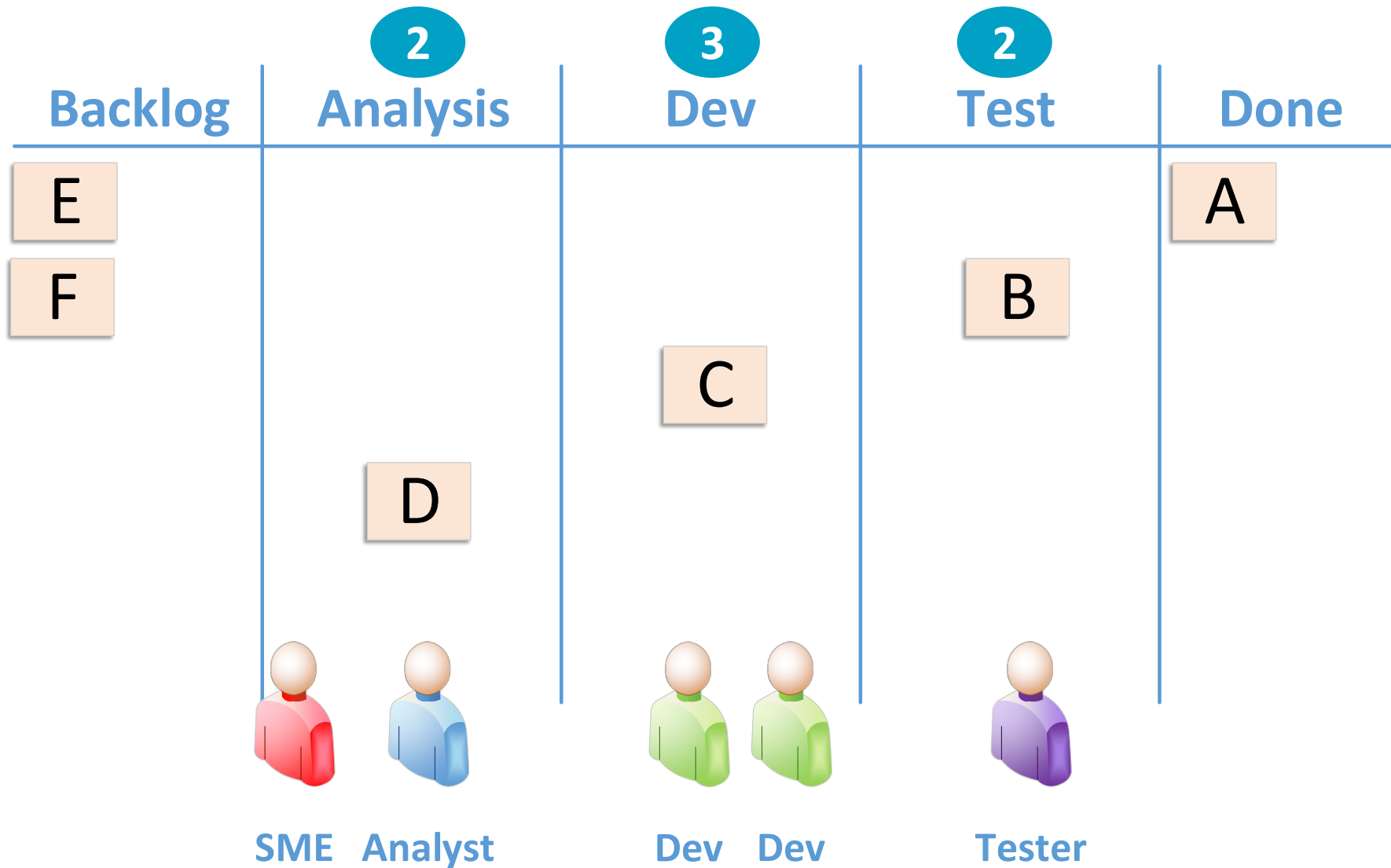


5 metres high

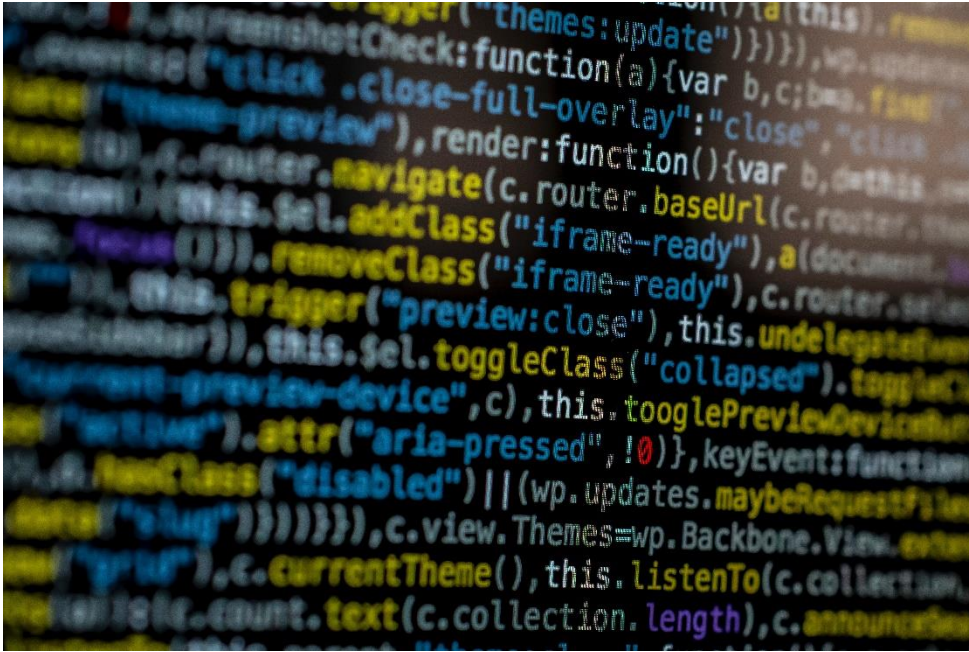


180 metres high

# WIP, Flow, and Team Composition



# New governance metrics

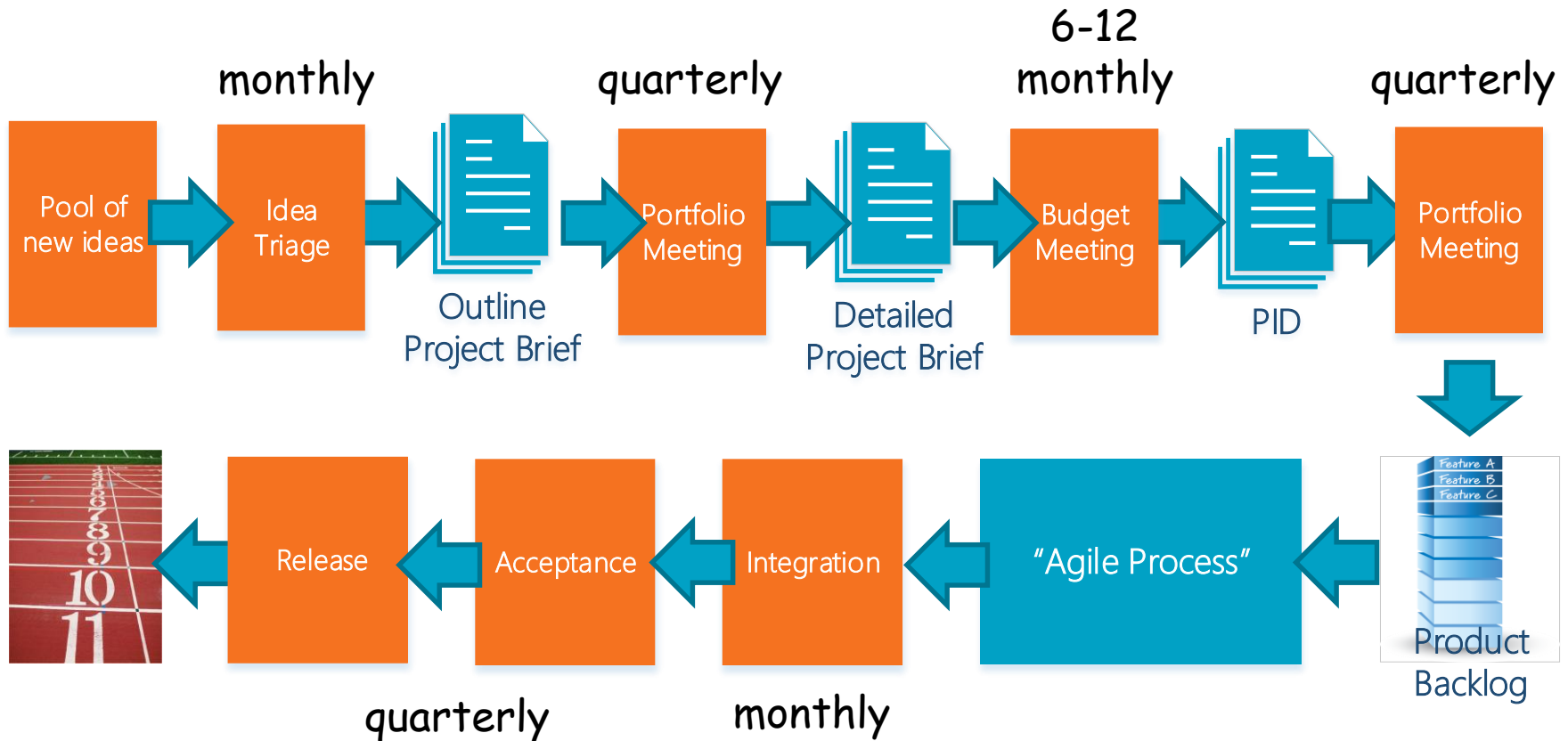


Source : Evan Dennis - Unsplash.com

## Working Software

Lead time    Cycle time  
Average Velocity

# Lastly, focus your attention on the right things

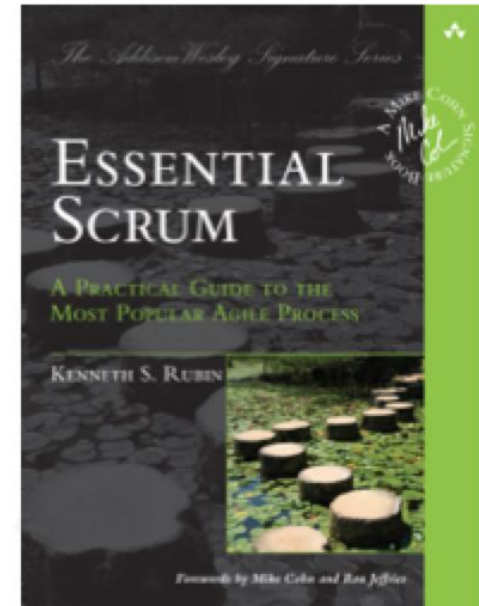


*Adapted from work by Klaus Leopold*

# Wrap-up

- Small is beautiful, and much less risky
- Project management and Agile come from different paradigms, and we need skills from both
- To be really agile, projects need to shift from a push model to a pull model. New “levers” are scope and quality
- You need to understand the purpose of events or artefacts and the implications of using/not using them
- Don't accept proxy measures of progress

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- ✿ The Visual AGILExicon is used and described in the book: ***Essential Scrum: A Practical Guide to the Most Popular Agile Process.***
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Visual AGILExicon®

Thank  
you!

Source : *Morvanic Lee- Unsplash.com*

**Questions?**

**You can also email me:  
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Injecting fresh thinking to solve  
tough business problems.