
MSPIN Presentation

Assessing Your Agility

by Kenny Rubin





Background of Kenny Rubin

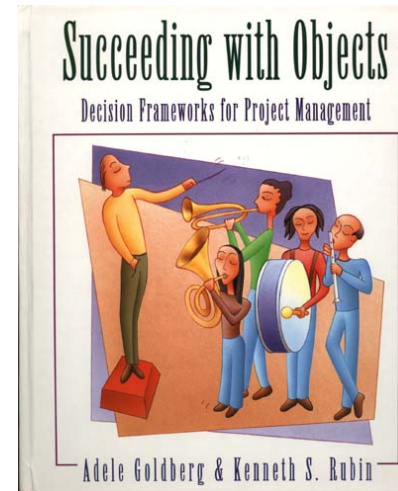
Agile Trainer and Coach

Trained > 10,000 people in Agile/Scrum SW dev and PM

Provide Agile Coaching to developers and executives

20 yrs SW exp with large-public & pre-IPO companies

CEO, VP Eng, VP BD, VP Mrk
VP Prod Mrk, VP Prof Srv



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Agenda



Assessment
Background

Assessment
Framework

Assessment
Instrument

Example
Preliminary Data



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Assessment Background





Scenario

Our Company has decided to use Agile

We get training and maybe some coaching

After 6 months, management wants to know:
“Where are we with adopting Agile?”



Specific Questions

Are we where we should be?

In which areas do we need improvement?

In which areas are we excelling?

How are we doing relative to others?

How are we doing relative to our competitors?

We Need An Assessment Framework



An instrument for “measuring” Agility

Should evaluate several dimensions of Agility

Should lead to actionable recommendations

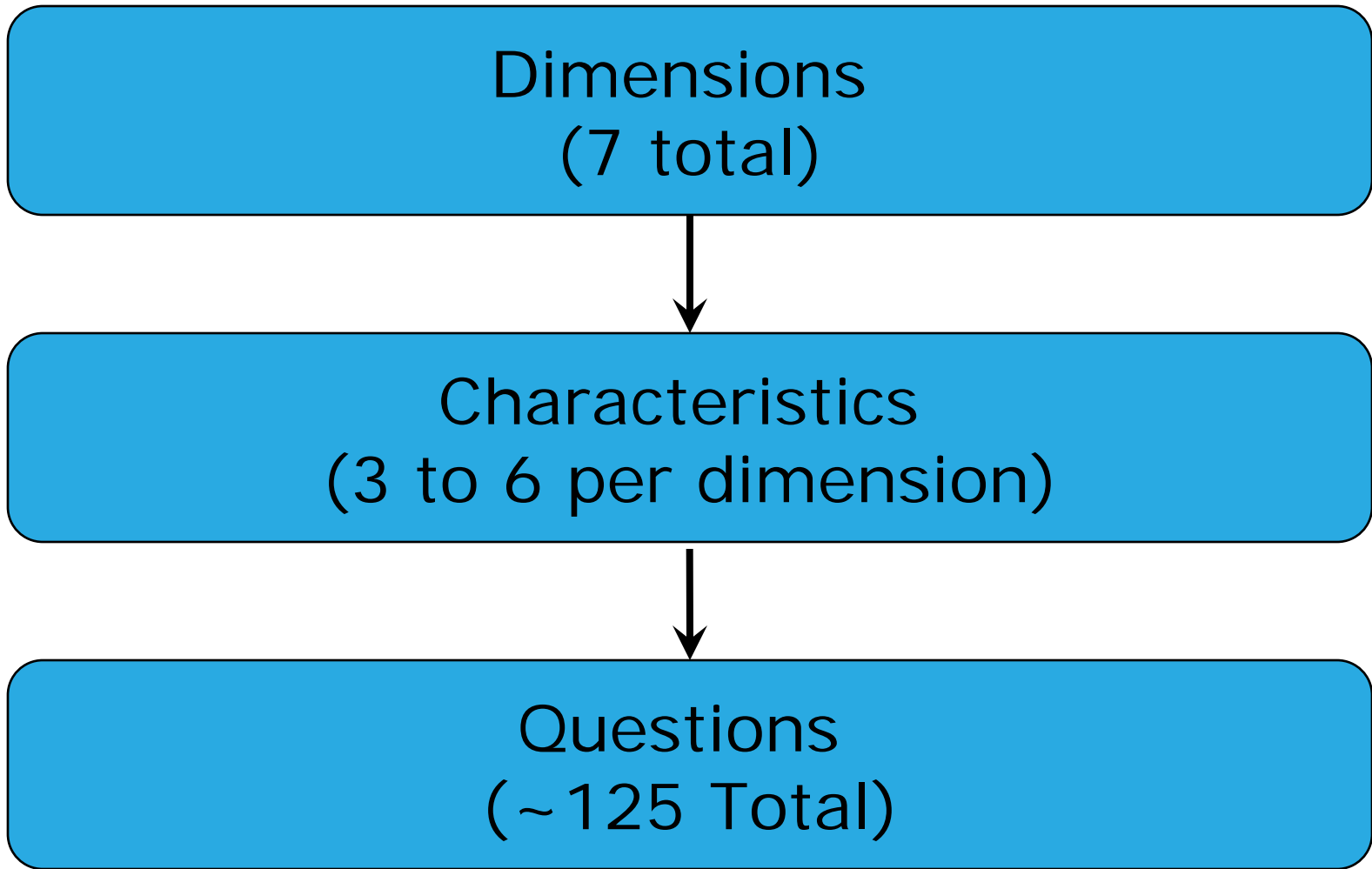


A central graphic featuring a green chalkboard with the text "Assessment Framework" written in white. To the left of the chalkboard is a red eraser with the text "100% Pure Pink Pearl" and "100" visible. Below the chalkboard is a black pencil with a silver band. The entire graphic is pinned to the top left corner with two white pushpins.

Assessment Framework



Assessment Framework





Seven Assessment Dimensions

- Teamwork
- Requirements
- Planning
- Technical Practices
- Quality
- Culture
- Knowledge-creating



Teamwork Dimension

Sequential	Dimension	Agile
Directed; individuals work in silos; multiple locations; multiple projects	Teamwork	Self-organizing, cross-functional teams; dedicated team members; collocated



Requirements Dimension

Sequential	Dimension	Agile
Document-centric; collected upfront; little acknowledgement of emergence	Requirements	Collected at different levels of detail; progressively refined; conversation-focused, augmented with documentation



Planning Dimension

Sequential	Dimension	Agile
All-encompassing, task-oriented plans created upfront; reluctance to update plans; little buy-in to dates from team	Planning	Created at multiple levels of detail; frequently updated; created by team with full buy-in



Technical Practices Dimension

Sequential	Dimension	Agile
Code written by programmers working alone; little emphasis on testing; code becomes harder to maintain over time; infrequent integration and system builds	Technical Practices	Code written in pairs using test-driven development; code not allowed to degrade over time; frequent integration; system built and tested at least once per day



Quality Dimension

Sequential	Dimension	Agile
Quality is tested in after development; little emphasis on or effective use of automation	Quality	Quality is built into the product during each iteration; automated unit and acceptance tests



Culture Dimension

Sequential	Dimension	Agile
Satisfied with status quo; meets deadlines through heroic effort; command-and-control	Culture	Trusting, collaborative, and adaptive

Knowledge Creating Dimension



Sequential	Dimension	Agile
Infrequent or ineffective reflection and team interactions; inconsistent use of iterations	Knowledge-creating	All work performed in strictly adhered-to iterations; frequent reflection; focus on team learning



Teamwork Characteristics

Team Composition	Cross-functional; sized right; number of teams; team continuity
Team Management	Members choose tasks; mgmt sets goals; tasks are value adding
Focus	Shared goal; mgmt rarely interferes
Communication	Face-to-face; docs supplement; in-person project initiation; daily stand-ups
Team Member Location	Location of team members; work-hour overlap



Requirements Characteristics

Communication Focus	Docs augmented with discussion; JIT discussions; PO is available
Level of Detail	Can start with incomplete requirements; Negotiable features; multiple levels of detail
Emergence	Ack change; change w/o fuss; dev can negotiate change; PO ack size changes
Technical Design	Team activity; BUFD; design occurs iteratively



Planning Characteristics

Planning Levels	Release planning; iteration planning
Critical Variables	Changes to scope, schedule or resources; PO willing to discuss; PO Prioritizes
Progress Tracking	Know velocity; Release burndown; Iteration burndown; Done or not
Source dates & Estimates	Developers in planning process; Estimates created collaboratively
When Do We Plan	Upfront helpful, not excessive; understand & believe commitments; communicate changes ASAP; spread evenly

Technical Practices Characteristics



Test-Driven Development	Production code written using TDD; write failing unit test before production code
Pair Programming	Production code; switch pairing partners; proper physical & computer infrastructure
Refactoring	Little duplication in code; done as-needed; no code too dangerous; test safety net
Continuous Integration	CM System; system built daily; unit & acceptance tests run; frequent code checkin
Coding Standards	Standards exist; known & used by team; support collective code ownership
Collective Code Ownership	Developers can change any code; test safety net



Quality Characteristics

Automated Unit Testing	Are written; run & pass before code checkin; entire suite run automatically; fast
Acceptance Testing	Automated & run daily; POs provide criteria; feature not done until pass
Timing	Bugs fixed when found; No dev/tester hand-off; little manual testing; all tests types; test effective from start



Culture Characteristics

Management Style	Appropriate pressure; <100% ok; Collab feature planning; no canceling when behind; productive without overwork
Responses to Stress	Prioritize/explore tradeoffs; death marches; Scope or schedule 1 st , people later
Customer Involvement	Consistently involved; reasonable access; respond in timely manner; co-located
Title & Salary	Bonuses, annual reviews, & comp promote teaming; titles insignificant in interactions
Infrastructure	Physical environment, telecom, sw tools promote agile; not forced to use tools
People	Team is skilled; know PO; PO is good; know ScrumMaster; SM is good; default is "yes"

Knowledge-Creating Characteristics



Reflection	Iteration reviews; PO attends; Actionable feedback; Retrospectives; all team members; refinement of process
Timeboxes	Iterations \leq 30 days; working sw; no mini-waterfall; agree on testing/deployment
Team Learning	Ask questions & advocate positions; value learning; share common principles; flexible with other options; courage problem discussions



Assessment
Instrument

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Assessment Approaches

- Consultative
 - Administered to a team of people by a consultant
 - Consultant fills in the questionnaire based on responses
- Self-administered
 - Individuals working on projects complete either paper or online version of the survey
 - Online version is at www.surveymonkey.com



Survey Monkey First Screen

Agility Assessment

Page 1 of 3



[Exit this survey >>](#)

Agility Assessment

1. Demographics

	12%
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*** 1. As you respond to this survey will you be thinking mostly about your:**

- Team
- Department
- Division
- Organization

*** 2. How long had this "group" (as identified above) been doing agile development prior to starting this project?**

- 0-6 months
- 7-12 months
- 1 year
- 2 years
- Longer

3. Does your project need to meet any regulatory requirements (ISO 9001, Sarbanes-Oxley, etc.):

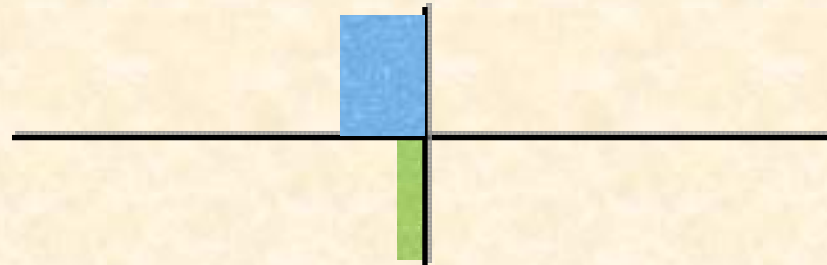
- No
- Yes

Which:



Teamwork

Directed;
individuals work
in silos; multiple
locations;
multiple
projects



Self-organizing,
cross-functional
teams; dedicated
team members;
collocated

Teams

ScrumMasters



Culture

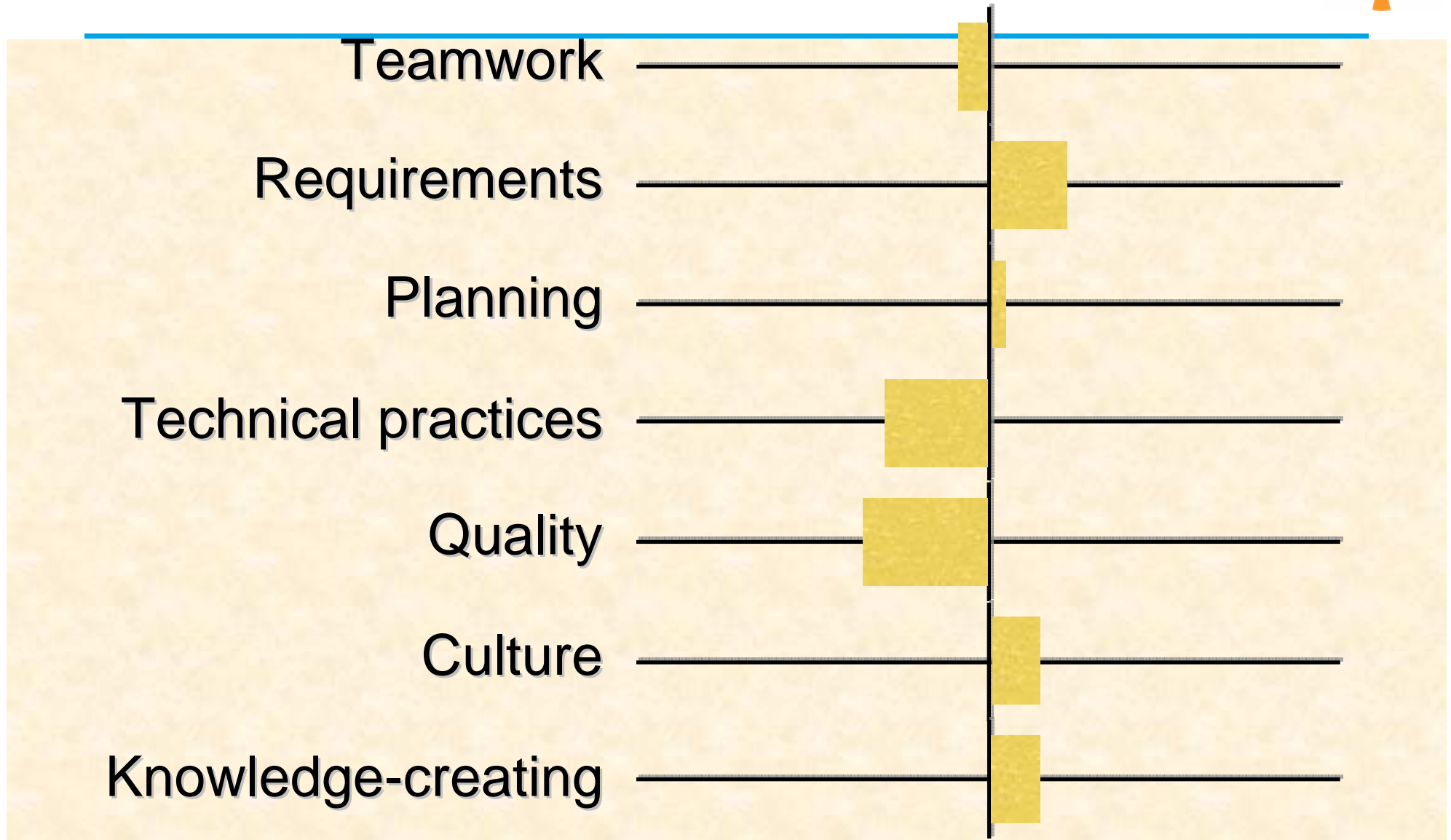
Satisfied with status quo; meets deadlines through heroic effort; command-and-control

Trusting, collaborative, and adaptive

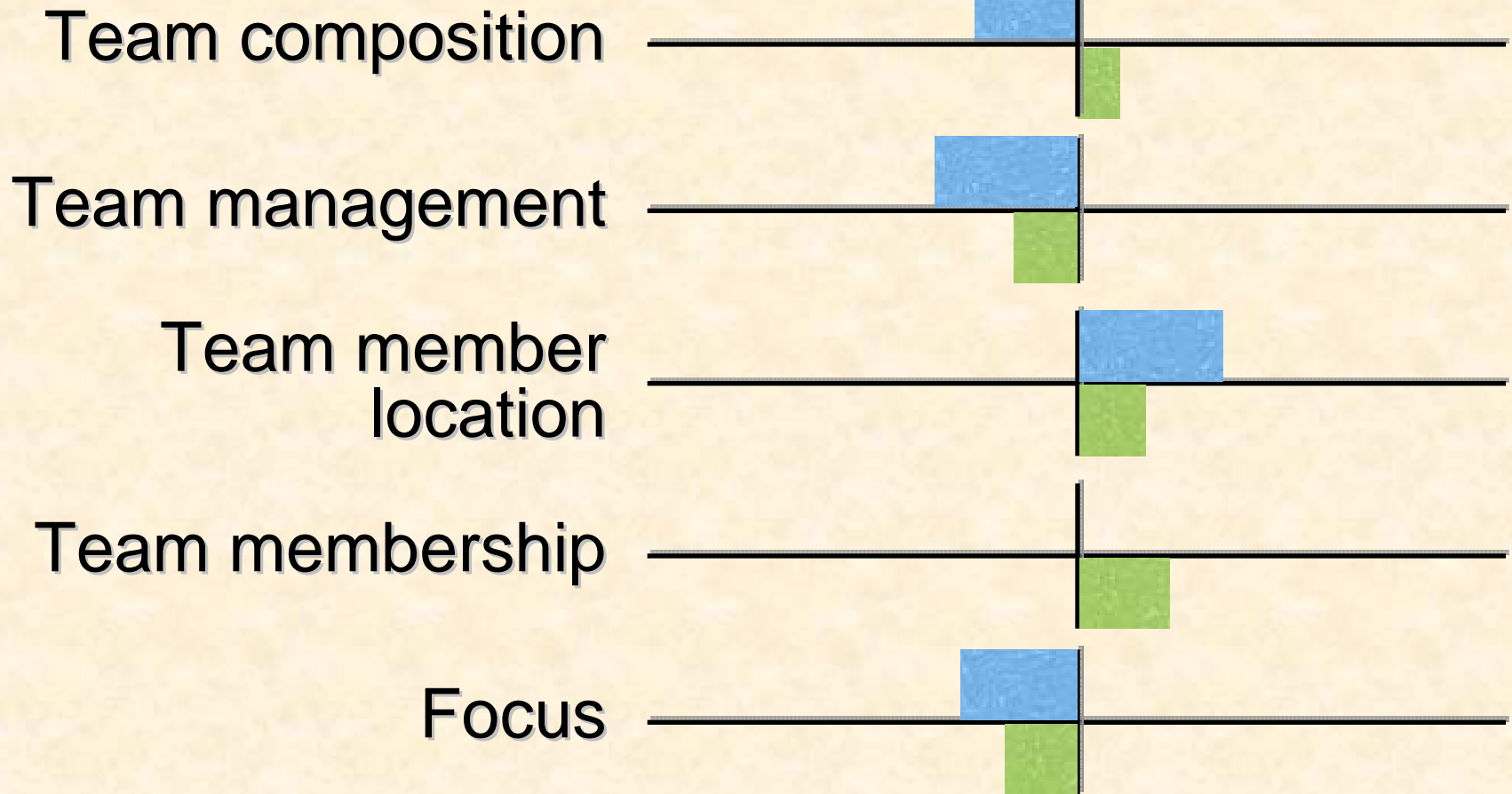
Teams

ScrumMasters

Top-level results



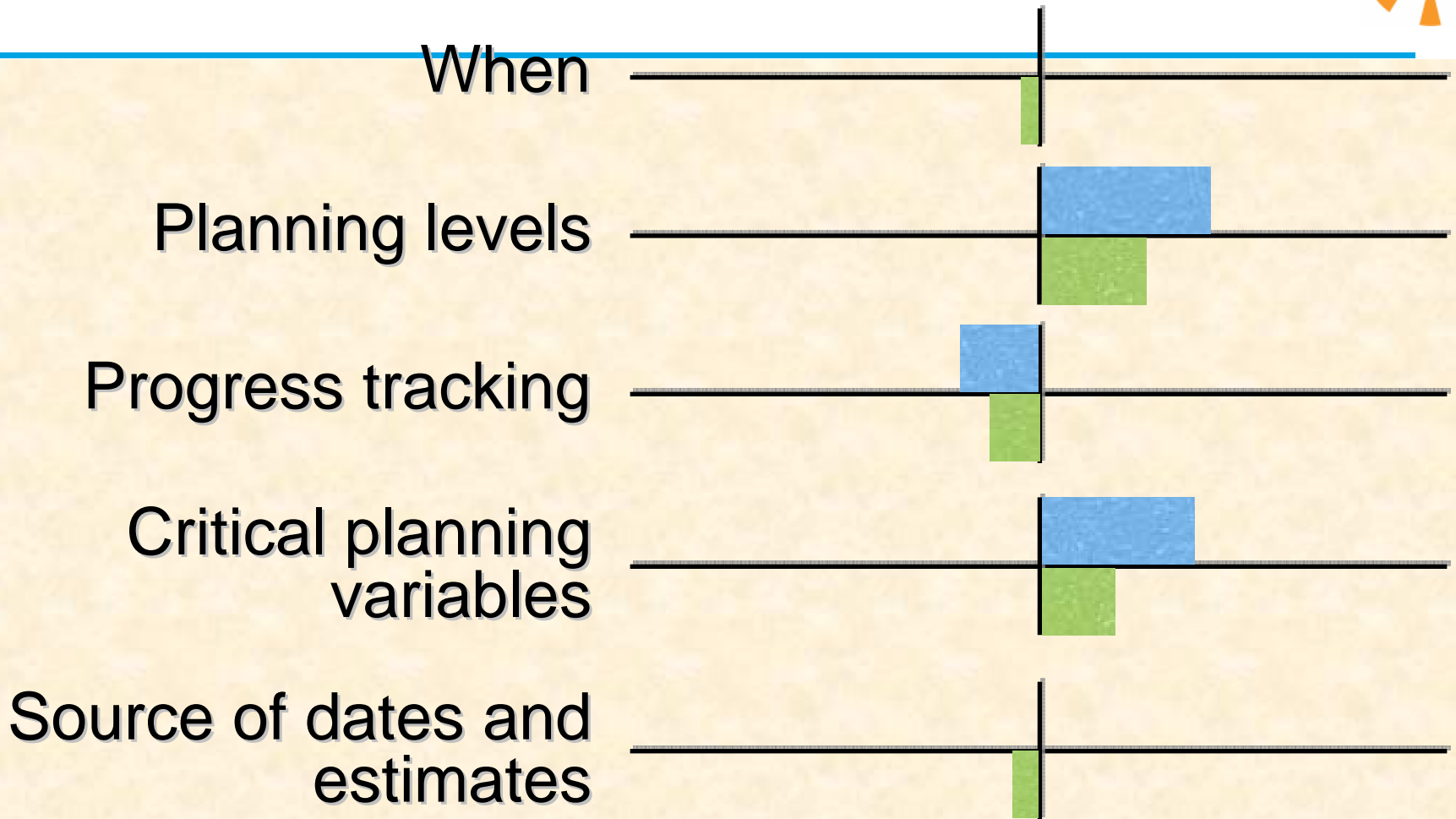
Teamwork



Teams

ScrumMasters

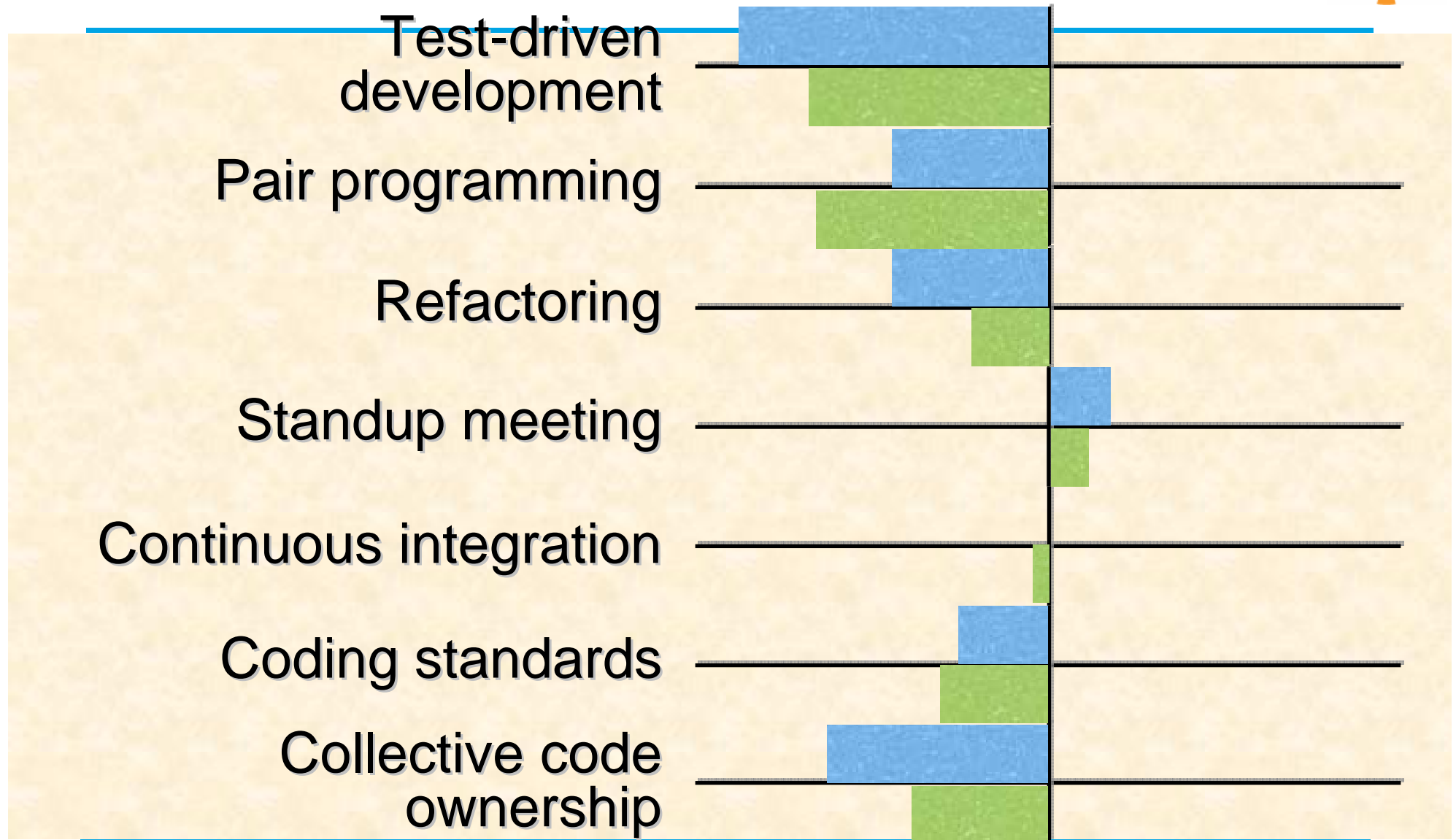
Planning



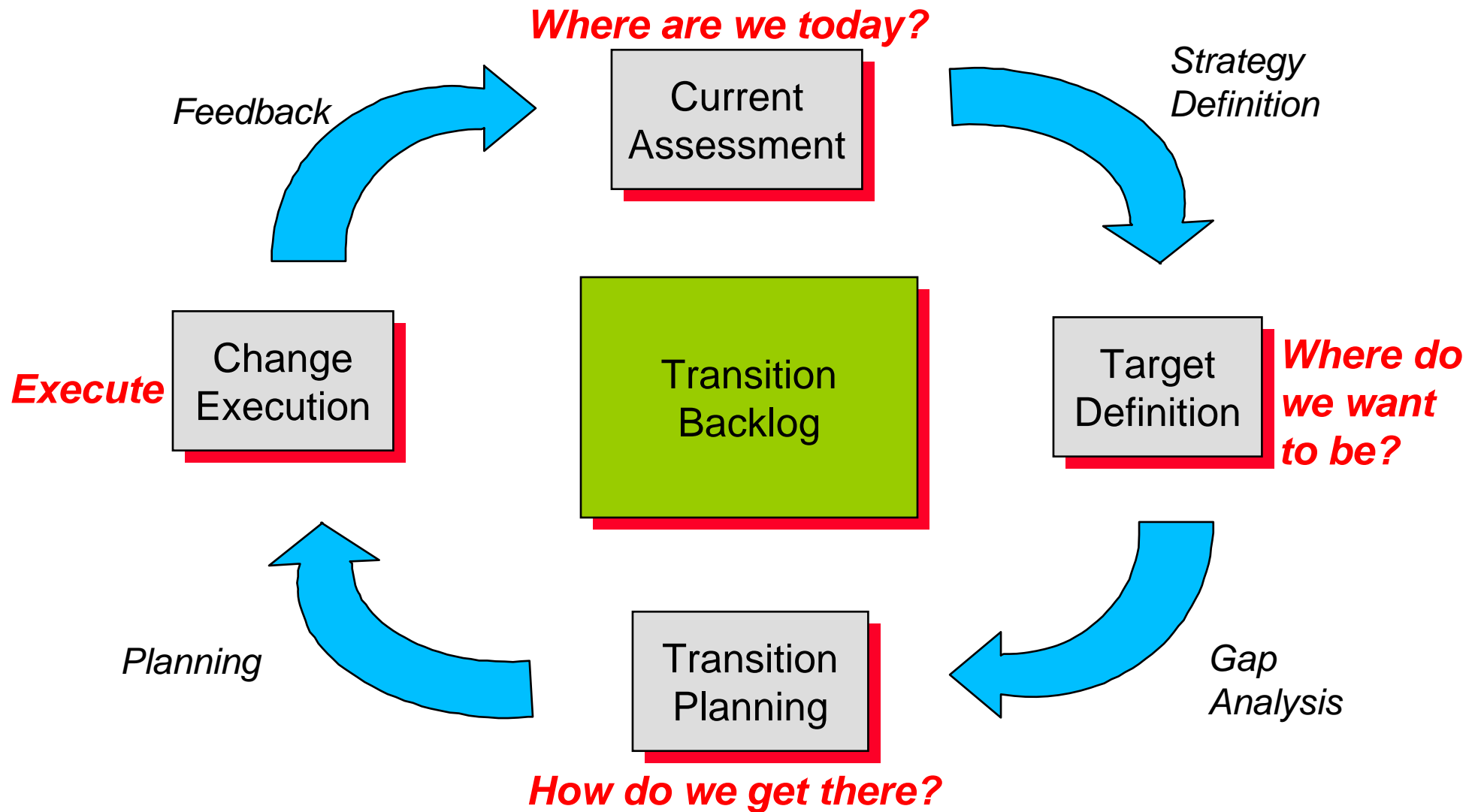
Teams

ScrumMasters

Technical practices



Agile Transition Management Process





Nokia Test

- Iterations
 - Iterations must be timeboxed to less than six weeks
 - Software must be tested and working at the end of an iteration
 - Iteration must start before specification is complete
- Product Owner
 - You know who the product owner is
 - There is a product backlog prioritized by business value
 - The product backlog has estimates created by the team
 - The team generates burndown charts and knows their velocity
 - There are no project managers (or anyone else) disrupting the work of the team



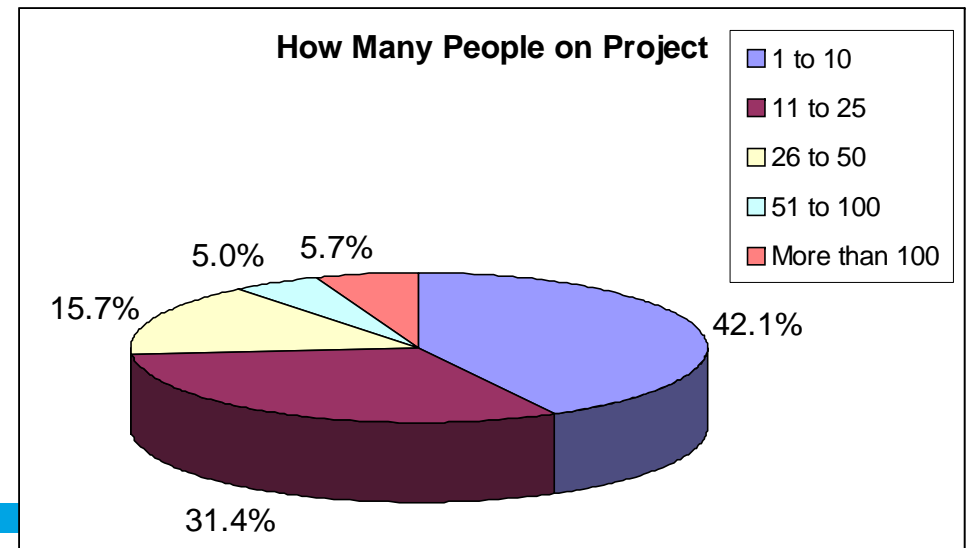
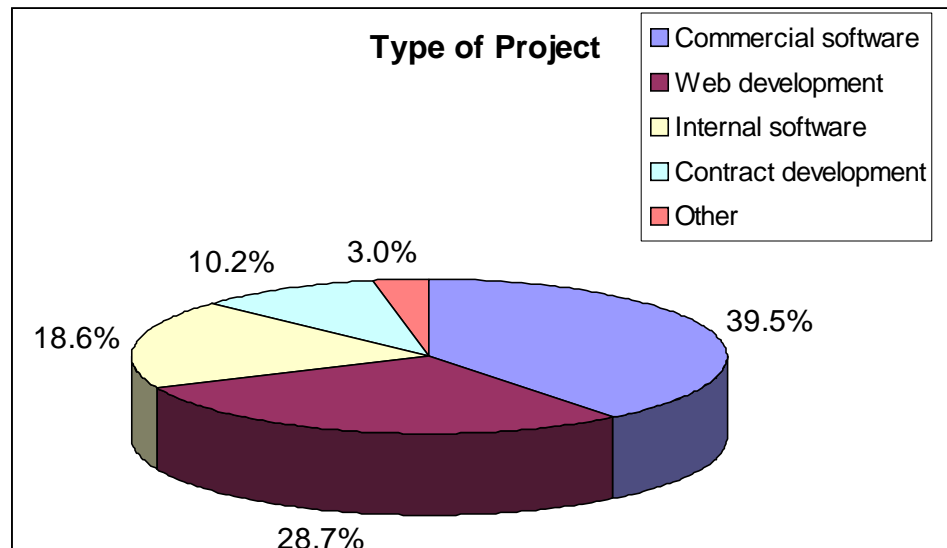
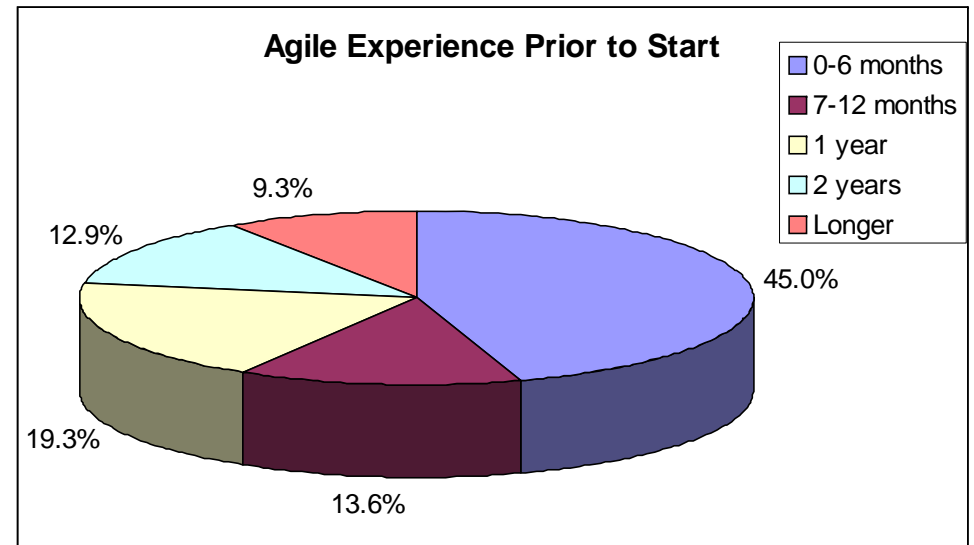
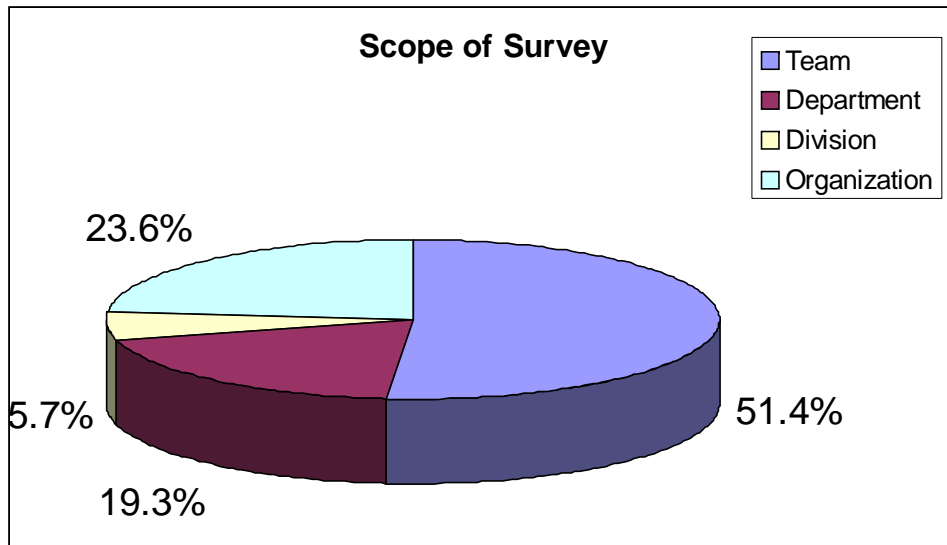


Example
Preliminary Data

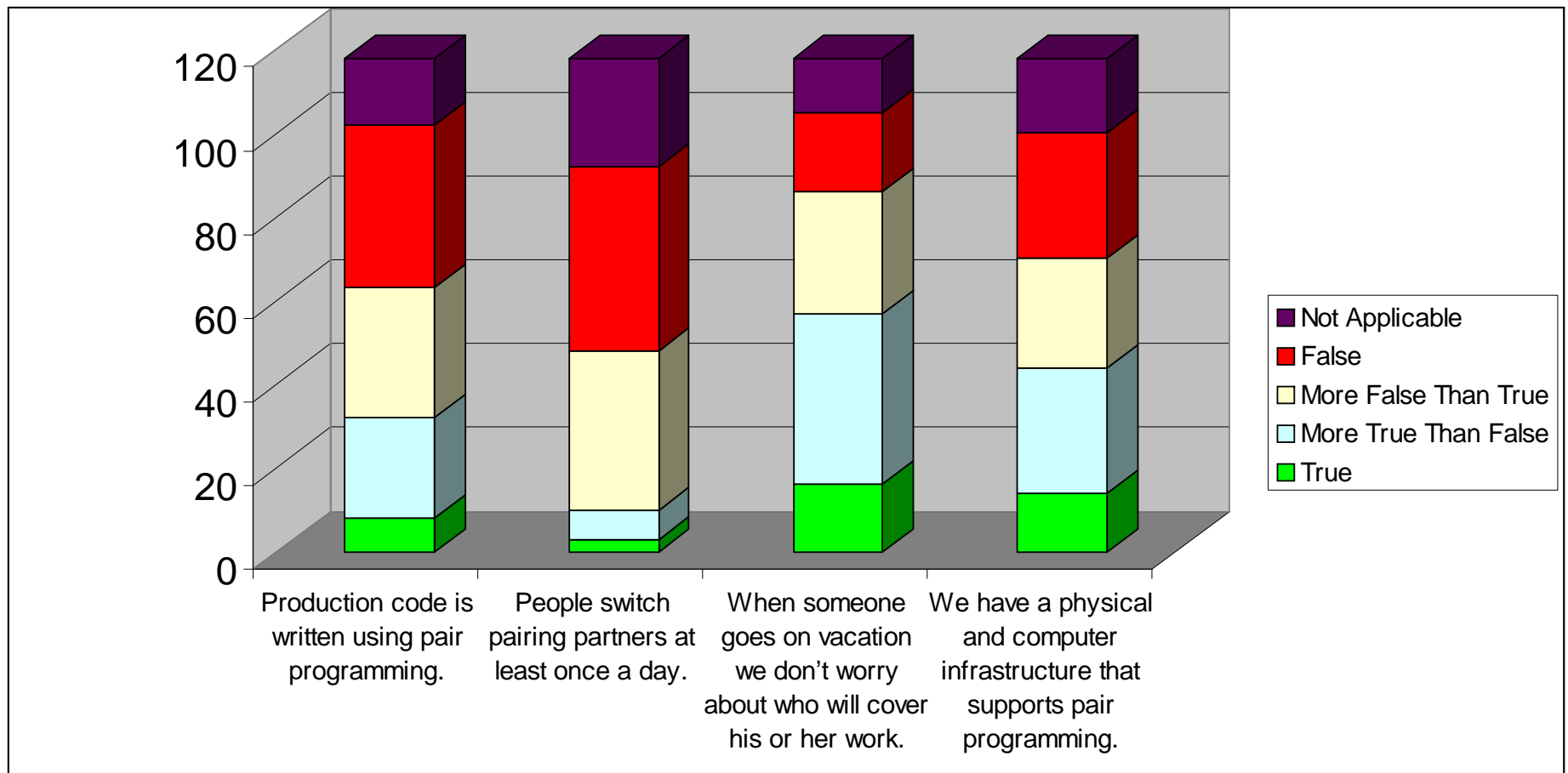
A green chalkboard with a white border, tilted slightly to the right. It has two white pushpins in the top left corner. The text "Example Preliminary Data" is written in white, bold, sans-serif font. To the left of the chalkboard is a red eraser with the text "Pink Pearl 100" and "Erasor" written on it. Below the chalkboard is a black pencil with a silver band and a sharpened lead tip.



Demographics



Example – Pair Programming (Aggregate Data)



Example – Team Management (Aggregate Data)

