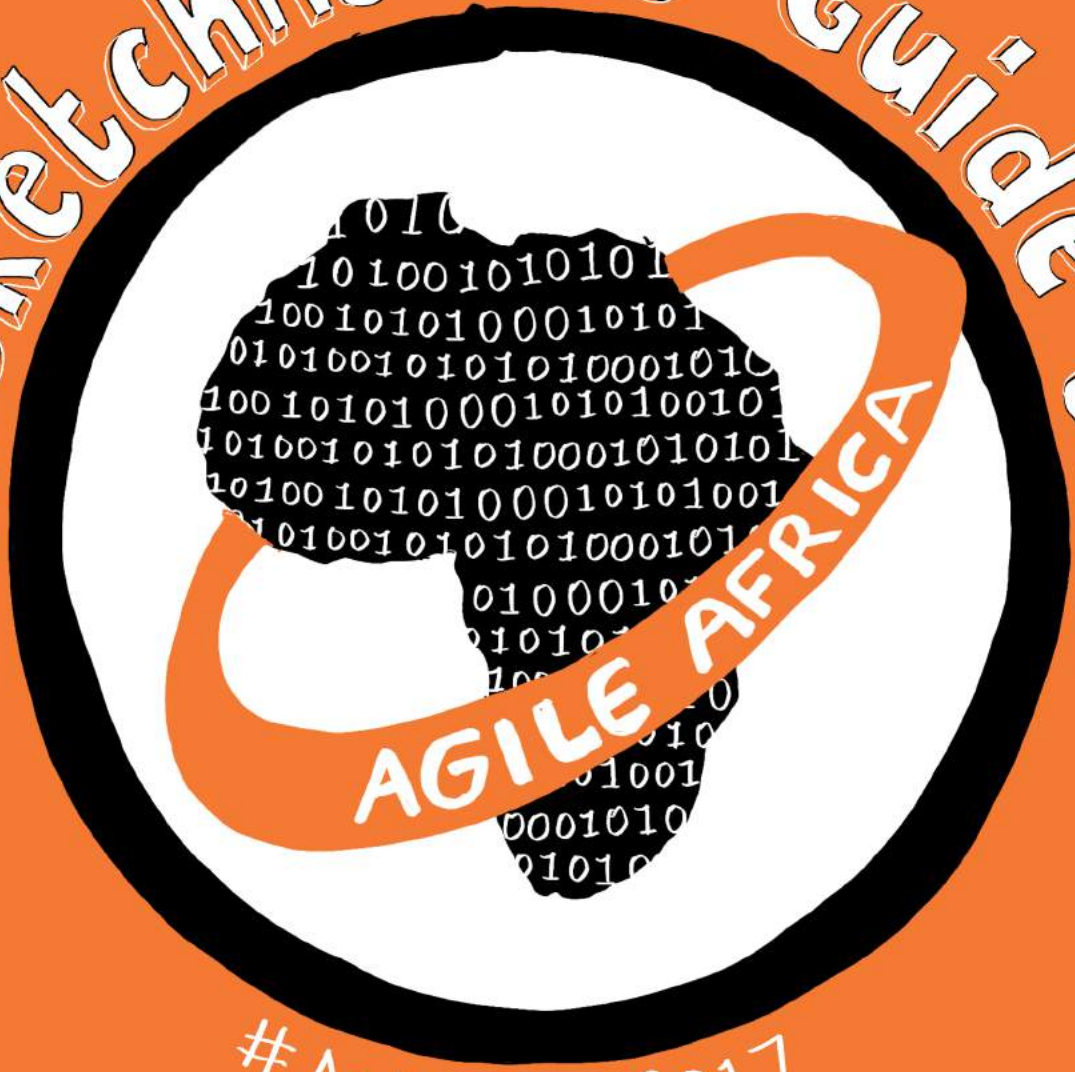
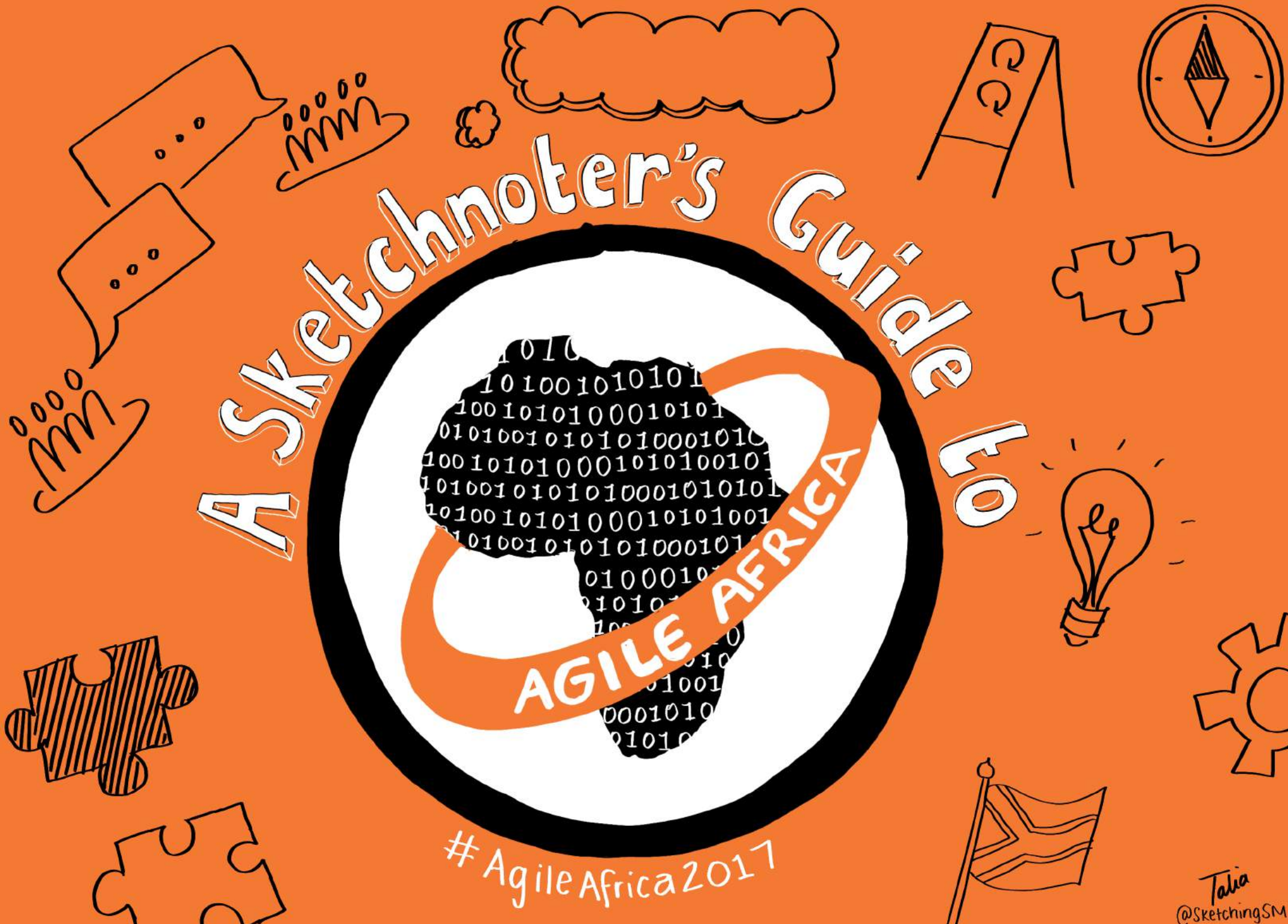
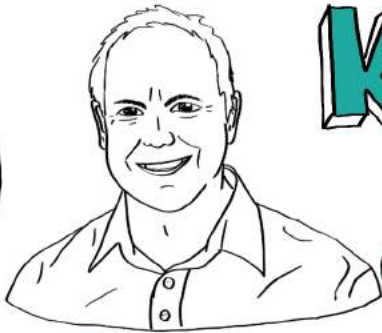


A Sketchnoter's Guide



#AgileAfrica2017





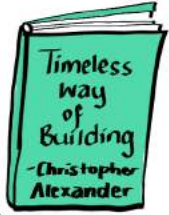
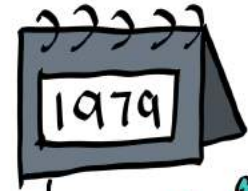
KENT BECK

@kentbeck

I'm here because it's



Koi pond worth the work because it's good for the soul



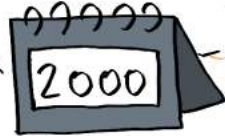
Quality without a name... "Qwan" now it has a name.



Only the people in the environment can design what they need to make a great place



We're all going to work in iterations together



Architecture is a **PROCESS** not a phase...

Design is an **ACTIVITY** not a phase

We can only go as fast as the slowest person, and only if we do it together...

COMPLAIN & PROPOSE a solution/alternative

NEW alternative

1 PRINCIPLE SKIN IN THE GAME
ALIGN **AUTHORITY** → **RESPONSIBILITY**

If it's not aligned at the top, it won't magically align in the middle

how? **Work in shorter cycles**
"end to end is further than you think"
Shorter loop that covers **MORE** of the system



Better & shorter

Be Kind ♥ ^{not lovey dovey}
make a bunch of decisions about how to connect people - choose the ones that don't piss people off

Assume good intent

Feedback is a gift... (gifts are not always wanted)



those Christmas presents from dumpy

Be honest
"we always x2"



"I always ÷ 2"



Let's be honest in our conversations - we aren't used to this

Each team will have their own process



Simon van Dyk
@siefi
Adam Sachs

Platform+5 Agile Design & Development

TODAY

- Lessons
- 1 Entire team must agree to be Agile - including client
 - 2 Focus on values + Principles
 - 3 Tailor your practices - the practices you use today may not work tomorrow

FIND YOUR FLAVOUR!



More meaningful CEREMONIES

- Code + design reviews
- What is the APPROPRIATE solution? It's about the customer...
- T-shaped people... cross-skilled
- design reviews
- CREATIVE COLLABORATION
- ADAPT or DIE



"Software is eating the world"

Design-led development
Test & get feedback from real users



Agile Journey

How do we set up teams for SUCCESS?

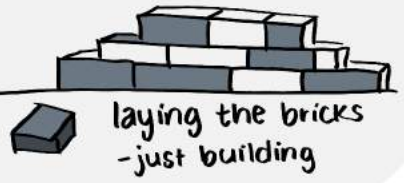


8 years ago...

PURE DEVELOPMENT



little input into product



we did practices before principles



Agile Squads
smaller teams



estimation & predictability

We're not just building software, we're finding a SOLUTION to a problem...



REFLECT using retros

KUDOS

People over processes

Face-to-face interaction

EMPATHY

coach for our clients - coach on how to be Product Owner

improved PLANNING

2-3 Sprints ahead

Dual-track - design team working ahead





JAMES Knupfer
@Seamus_Knupfer

THE AGILE ECOSYSTEM

our MODEL

- 1 SKILLS
Scrum Masters & PO
- 2 EDUCATION
· Scrum Master Academy
· Why? Competitors
- 3 STRATEGY
Can't just create teams & expect them to work

CREATE ENVIRONMENT
where teams can create themselves...

CULTURE follows STRUCTURE

OUR STRATEGY

PERFORMANCE MANAGEMENT

REWARD
take money off the table - Dan Pink

ROLES & GRADES

PMO

10-15% accurate

Business Case

APPROVALS
waste time - push back

RISK

COST EFFICIENCIES
- deliver quicker - ROI

% OF REALISED SPEND & WASTED EXPENDITURE

PROFIT & LOSS

FINANCE

TECH RISK vs. INNOVATION
- incremental delivery mitigates risk

AUTOMATED RISK
RISK

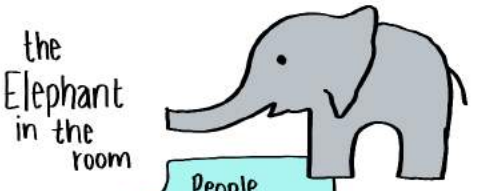
AUDIT

PRE- & POST agile AUDIT



People are not selfish - the way they are measured makes them that way

HR ADMIN is waste - I'm going on leave & I have approval from the team



People are resistant to change

failure makes people even MORE resistant to change

3800 people

148 scrum teams

R 10 million



Where's the VALUE?

CHALLENGES

FUNDING

SKILLS

ORGANISATIONAL IMMUNE SYSTEM - people leave

SCALABILITY

SUSTAINABILITY



Ryan Ripley @RyanRipley
Faye Thompson @AgileFaye

Collaborative CURIOUSITY

it's your KEYNOTE

15 QUESTIONS

1 What is Agile really?



MINDSET & ACTION

"you can't mindset your way to delivery"

4
12

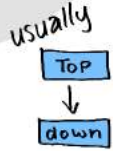
Read Agile Manifesto

2 Is there a home for manual testers in the future?

we're always going to need human intervention

3 Why is CHANGE missing?

Esther "People don't resist change, they resist coercion"



Why are PEOPLE missing in transformation?

Sketch by: sketchingscrummaster.com

4 Is Agile applicable outside of IT?

e.g. EduScrum
Scrum in education
Anywhere
learn sense

5 Will Agile Evolve? What's next?

Inspect & Adapt
Humanization of Agile
Psychological Safety



Kent Beck: "Be Kind. Be honest."

6 Where does the PM fit in?

you are no longer directing people to do their work...
you can become an SM if you can adopt Servant leadership
PO: could be an option
Ask the team how you can serve them
CO-create. Make people a part of the change...

7 Buzzword Bingo

- DevOps
- Design
words are fun, I look at behaviour...
Model the behaviour...
Focus on Outcomes
These words can become snake oil.

8 No Estimates

STOP doing estimates RIGHT NOW (the short version)

9 Scrum vs. Kanban

depends on situation
Validated learning - try & use data to see if it worked...
Experiment - try one

10 How does Agile work with distributed teams?

teams will always be more successful face-to-face
try my best to get the team together...
try make them co-located periodically...
break bread together

11 Recommendations for someone new to Agile?



Immerse yourself in the material
- Agile Manifesto
- Scrum Guide
Intentional - take opportunities to help you grow - cut down on the B.S business silliness

12 Where's Josh's laptop?



13 How do we get rid of the scourge of certifications?

People look for Buzz words when hiring...
use as learning opportunity
If I'm Selling you something, my solution always works... (you need to question fit for purpose)

14 Recipe/Silver Bullet

There's no one solution fits all - there is no silver bullet.
Talk to people. Inspect & adapt.
if someone tells you otherwise they are trying to sell you something

15 Steps to build an Agile team

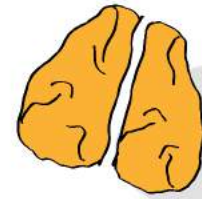
Team liftoff
Team liftoff
Larsen & Nies



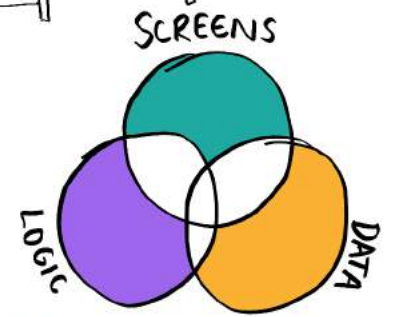
AGILE ARCHITECTURE

WAYNE YAN

AGILE follows BUSINESS



Take into account the cost of learning



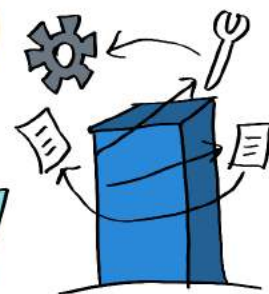
conway's Law
we ship our org. culture



how long does it take a new team member to learn the architecture?



CUSTOMER JOURNEY'S ARE a series of events...
EVENT-BASED



FLEXIBILITY
we build in configurability, which leads to COMPLEXITY

Enabling change at a reasonable RATE & COST

CUSTOMER NEED
VALUE
ORG. PROCESSES & SYSTEMS

⚡ slows down Business agility

EMPOWER to help the customer

Tech should ENABLE us to deal with the customer



Biase De Gregorio @biased77

ARE WE FRAGILE OR ARE WE Agile? CRITICAL Success factors

WHY?

South African Statistics
Team delivery
Business Engagement
Local Optimism

How is Agile doing in South Africa?

A-HA moments

We've crossed the chasm - adoption rates

Lack of focus on technical practices

We need to go back to basics

TIP: Prioritise technical items on the same backlog

Are we really FASTER?

#1 reason for adopting Agile... but initially may slow you down...

Remove impediments in the end-to-end value chain
We can only release twice a year

Is Agile cheaper?

Save money by removing waste - projects & programme

HOW?

Quantitative & Qualitative

Lack of buy-in

usually top-down
Lean change management
not 18 months to plan
mandated, but delegated down to Middle Managers

Middle Management Career Path

let people do what they love
many developers HAVE to become managers

Business agility

determination to survive - same mentality as startups

Resilience

celebrate success
it's a long journey

Roles

3X more Scrum Masters than Product Owners

Proxy Roles

TIP: Provide slack
Put the right people in the role

Moving from IT to culture

other areas see the benefit & apply Agile in their areas



Where are all the Product Owners?



Talia Lancaster

Sketching Scrum Master

Design | Sketchnoting | Graphic Recording



@sketchingSM



@sketchingSM



sketchingscrummaster.com



+27 73 925 9070