

Embracing Business Agility

Hans Eckman | EckmanGuides.com

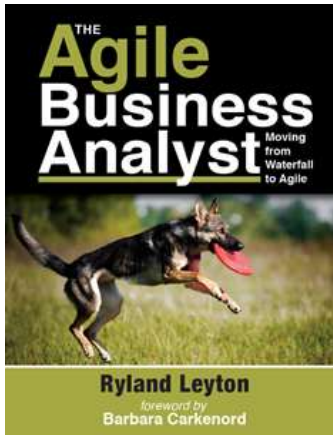
@HansEckman | #BAOT #PMOT

Ground Rules

- **These are tricks and tips that worked for me, but might not be right for everyone or every situation. Please consult a coach or physician to find a program that is best for you.**
- **The views and opinions expressed in this presentation are the sole responsibility of Hans Eckman.**
- **No animals were harmed during the creation of this presentation. Please support your local pet rescue groups.**



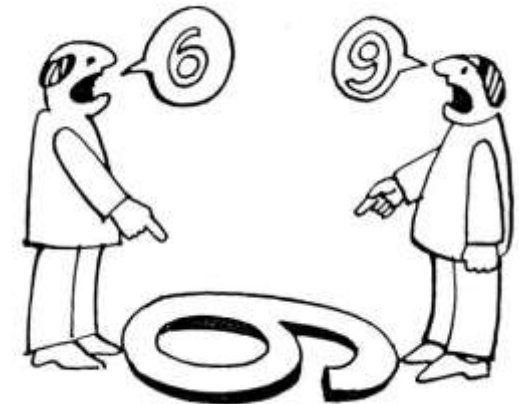
Based on a Presentation Co-developed with Ryland Leyton



- **Ryland Leyton, CBAP, PMP, CSM, is a business analyst, speaker, educator, Agile coach, and technology translator. He has worked in the technology sector since 1998, starting off with database and web programming, gradually moving through project management and finding his passion in the BA field.**
- **Ryland is passionate about strong analysis practice and prefers Agile environments where possible. He has built both Agile and waterfall SDLC processes for development teams, customizing each one to the challenges facing that particular client group.**
- **He is an active member of the Atlanta Chapter of the IIBA, speaks at local and national conferences, and serves as an Agile coach and educator.**
- **Ryland was part of the core team who wrote the Second Edition of the Agile Extension to the BABOK.**
- **Ryland's book, "The Agile Business Analyst: Moving from Waterfall To Agile" has received excellent critical reviews and is available direct from the author or at Amazon.com.**
- **www.RylandLeyton.com**
- **RylandTheBA@Gmail.com**

What Are We Going to Discuss Today?

- **Understand what is meant by “Agility” and “Business Agility”**
- **Understand the relationship between Risk and Value during project lifecycles**
- **Identify business areas that are better suited for Business Agility using the Cynefin Framework**
- **Learn how team culture needs to change to support agility**



What is Meant by Agility?

➤ In sports:

The ability of a player to change direction or speed in response to unexpected threats or opportunities.



➤ In animal training:

The ability of the animal to respond to different commands quickly and complete tasks in any order.



So What is Business Agility?

- **Business Agility is the ability to:**
- **Deliver value quickly**
- **Rapidly respond to change.**



Advantages of Being Agile

The Amazon logo, featuring the word "amazon" in a lowercase, black, sans-serif font with a curved orange arrow underneath it.

- **Within a year of Amazon's move to AWS, engineers were deploying code every 11.7 seconds, on average.**
- **The agile approach also reduced both the number and duration of outages, resulting in increased revenue.**

The Netflix logo, featuring the word "NETFLIX" in a bold, red, sans-serif font with a black drop shadow.

- **[Netflix] created the Simian Army, a suite of automated tools that stress test Netflix's infrastructure and allow the company to proactively identify and resolve vulnerabilities before they impact customers.**

Source: <https://techbeacon.com/10-companies-killing-it-devops>

Delivering Value Quickly

Key Types of Value

➤ Customer Value:

- Increasing value of goods or services received
- Reducing transactional risk

➤ Employee Value:

- Improving employee satisfaction
- Reducing errors
- Increasing throughput

➤ Partner/Vendor Value:

- Increasing value of goods or services
- Decreasing transactional costs

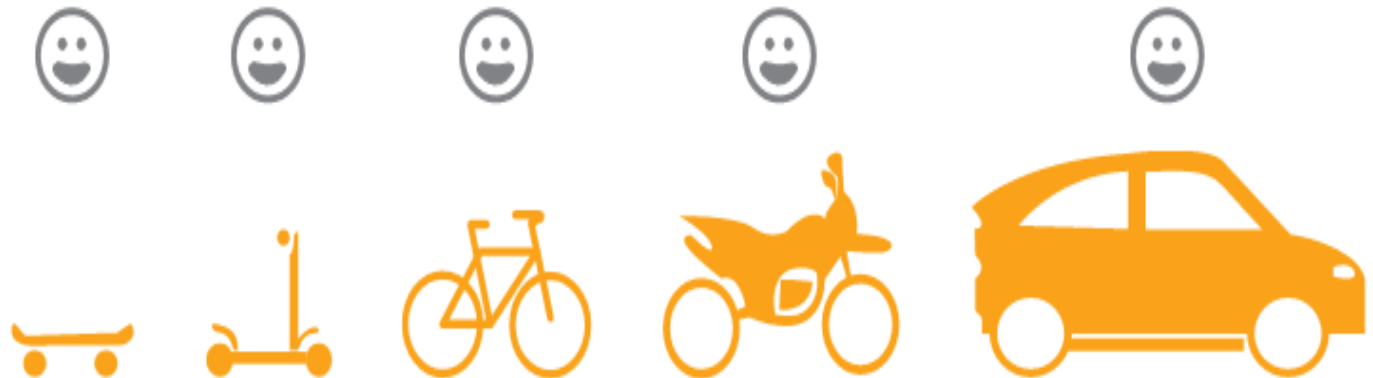


How to Build a Minimum Viable Product

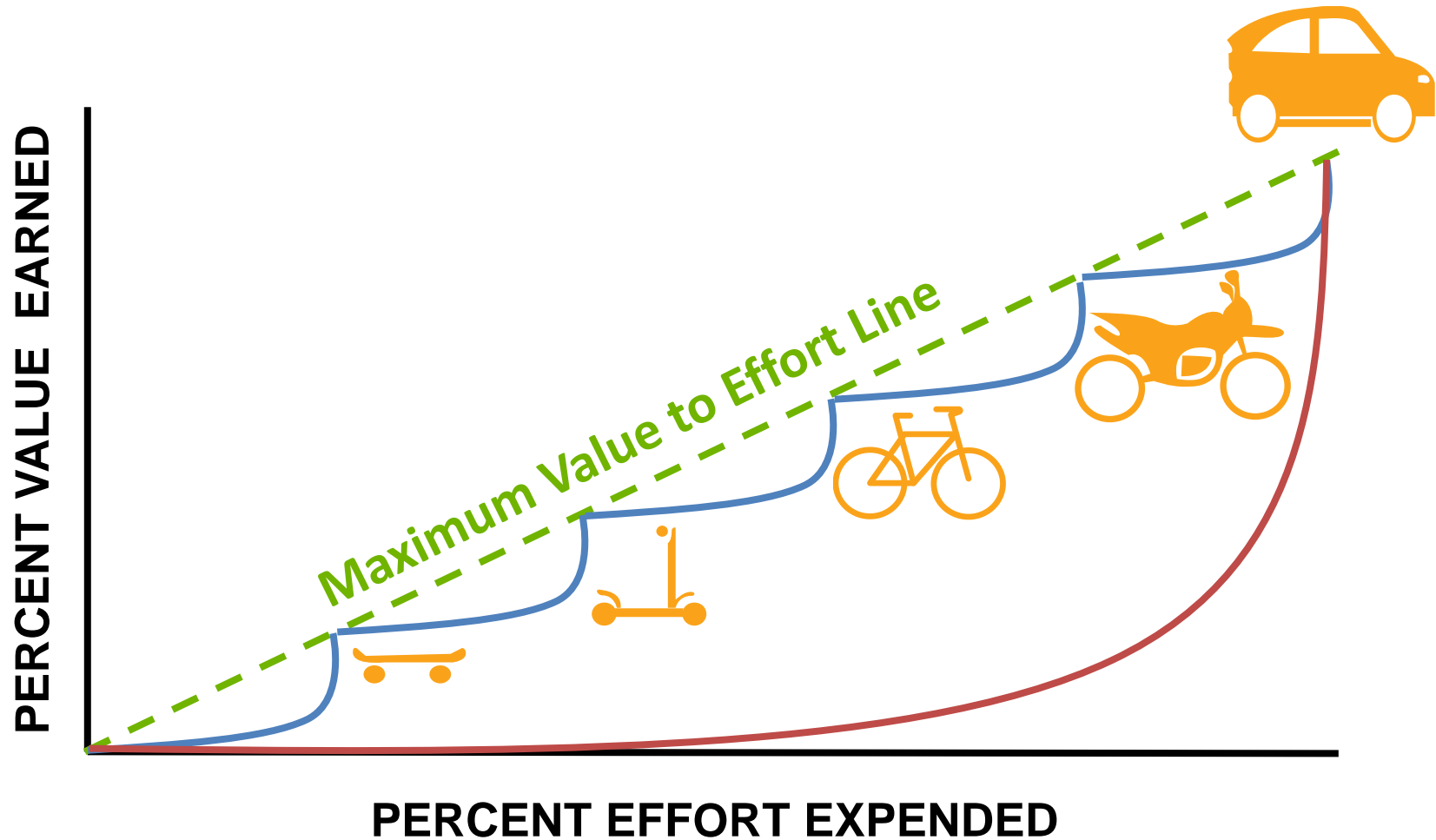
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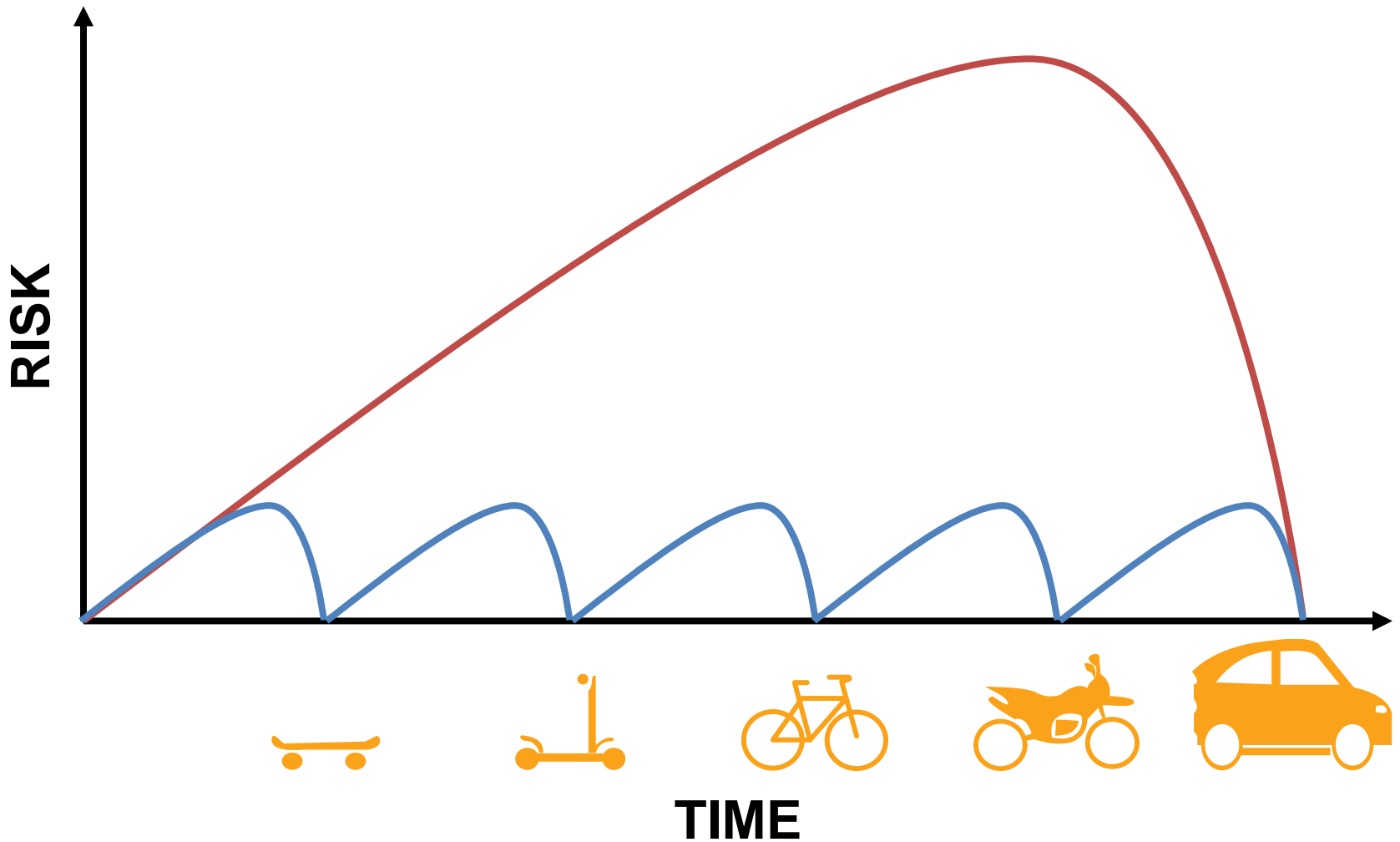
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Percent Completion vs. Value Earned

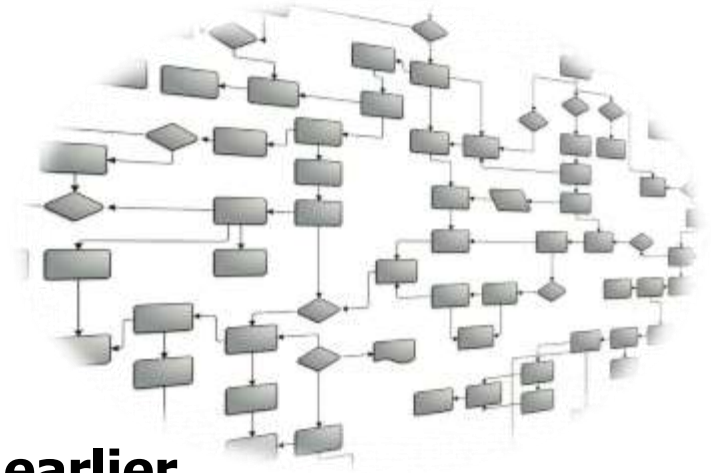


Risk Accumulation Over Time



Why Deliver Work in Smaller Increments?

- **Respond to change faster:**
 - **Reducing stale requirements and false assumptions**
 - **Incorporating new business needs**
 - **Obtaining rapid feedback (instead of waiting on approvals)**
- **Manage risk by:**
 - **Reducing the accumulated risk**
 - **Preserving unspent capital**
 - **Obtaining rapid approvals**
- **Accelerate value by:**
 - **Learning lessons and constraints earlier**
 - **Delivering a usable product or change earlier (like with compound interest)**
 - **Demonstrating progress by frequent “wins”**



Becoming “Business Agile”

Agile Concepts Applicable to Business Agility

➤ WORK PRACTICES

- **Do only those things which have value to the customer**
- **Limit Work-In-Progress (WIP) (When is “Done”, Done?)**
- **Deliver small pieces of value rapidly**

➤ MANAGEMENT PRACTICES

- **Enable self-managing teams**
- **Actively use “Definitions of Done”**
- **Practice “Servant Leadership”**



When Aren't Projects "Business Agile"?

➤ **Typical project lifecycle:**



- **Most projects manage constraints: Scope/Resources/Time.**
- **This means teams really manage: Tasks/Schedules/Blame.**
- **Teams are missing "Servant Leaders".**

What is Servant Leadership?

- **Instead of Managing, you are Facilitating.**
- **What does our team need to be successful?**
- **What obstacles need to be cleared?**

➤ **Wrong:**



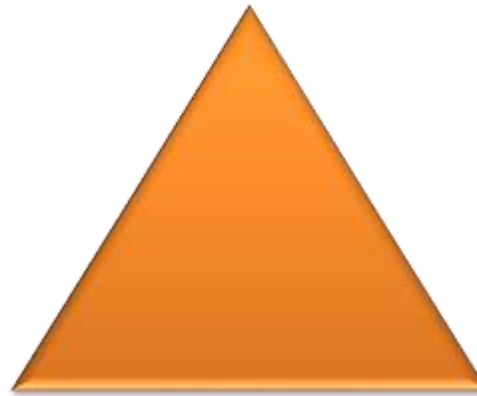
➤ **Right:**



Principles of Servant Leadership

Empower the Team

- **Collaboration**
- **Accountability**
- **Trust Team decisions**



Support the Team

- **Clear obstacles**
- **Secure resources**
- **Free the team from outside interference**

Listen to Understand

- **Ready for handoff?**
- **Waiting on?**
- **Issue: Who owns offline?**

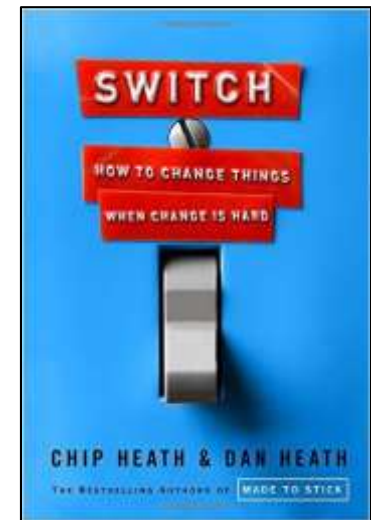
Managing Tasks vs. Managing Deliverables

Task Management:

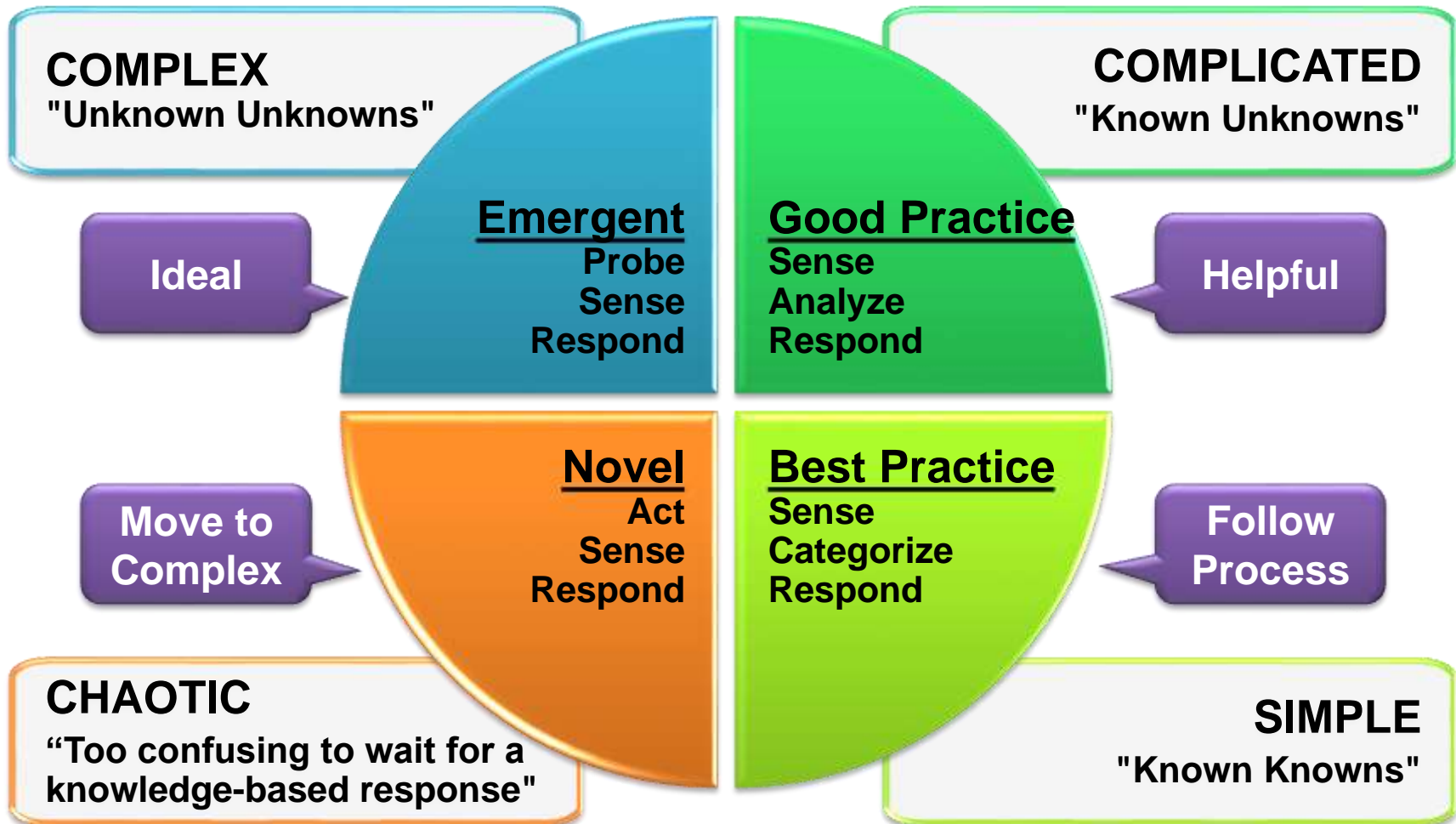


Managing Deliverables:

- [Switch by Dan and Chip Heath](#)
- Define the “Destination Postcard”
- Script the Critical Steps.
- Break work into sprints/time boxes:
 - What can be accomplished in each block?
 - Reset future blocks as needs and velocity change.



Cynefin Framework - Where More Iterations Help



Source: Cynefin (*KUN-iv-in*) https://en.wikipedia.org/wiki/Cynefin_framework

Apply and Discuss



Stay Connected

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- @HansEckman

➤ Twitter

- **#BAoT – Business Analysis on Twitter**
- **#PMoT – Project Management on Twitter**

Bonus Exercises

The Blamer

- **Share an example of an assign and blame manager.**
- **How would you change the scenario to be an Enabler?**
- **What principles of Servant Leadership was this person breaking?**

Shifting from WIP to Deliverables

- **What is an example where the team has Work In Progress that could be divided into deliverables instead?**
- **What advantages would this bring?**
- **How can you help your team “Stop starting, and Start finishing”?**

I'm the Decider!

- **Share an example where your team came to you for a team decision and didn't take ownership.
(Transferring accountability by asking for a decision.)**

- **How could you change the scenario to get "three options and a recommendation"?**

When is “Done”, Done?

- **For each defined deliverable, how can the team agree to what “Done” will look like?**
- **Are you getting signoff on acceptance criteria before starting an iteration?**

Conflict Resolution

- **All teams will have conflict.**
- **Think about recent examples where you found team of individual conflict.**
- **How could you help resolve conflict as a Servant Leader?**

Applying “Business Agile”

- **What are changes you could make starting Monday to make your teams and project more “Business Agile”?**
- **What risks or obstacles will you need to overcome to be successful?**