

Hello everyone!
Welcome to today's webinar

3 reasons why agile
IS NOT
what you thought it was

We will start soon ...

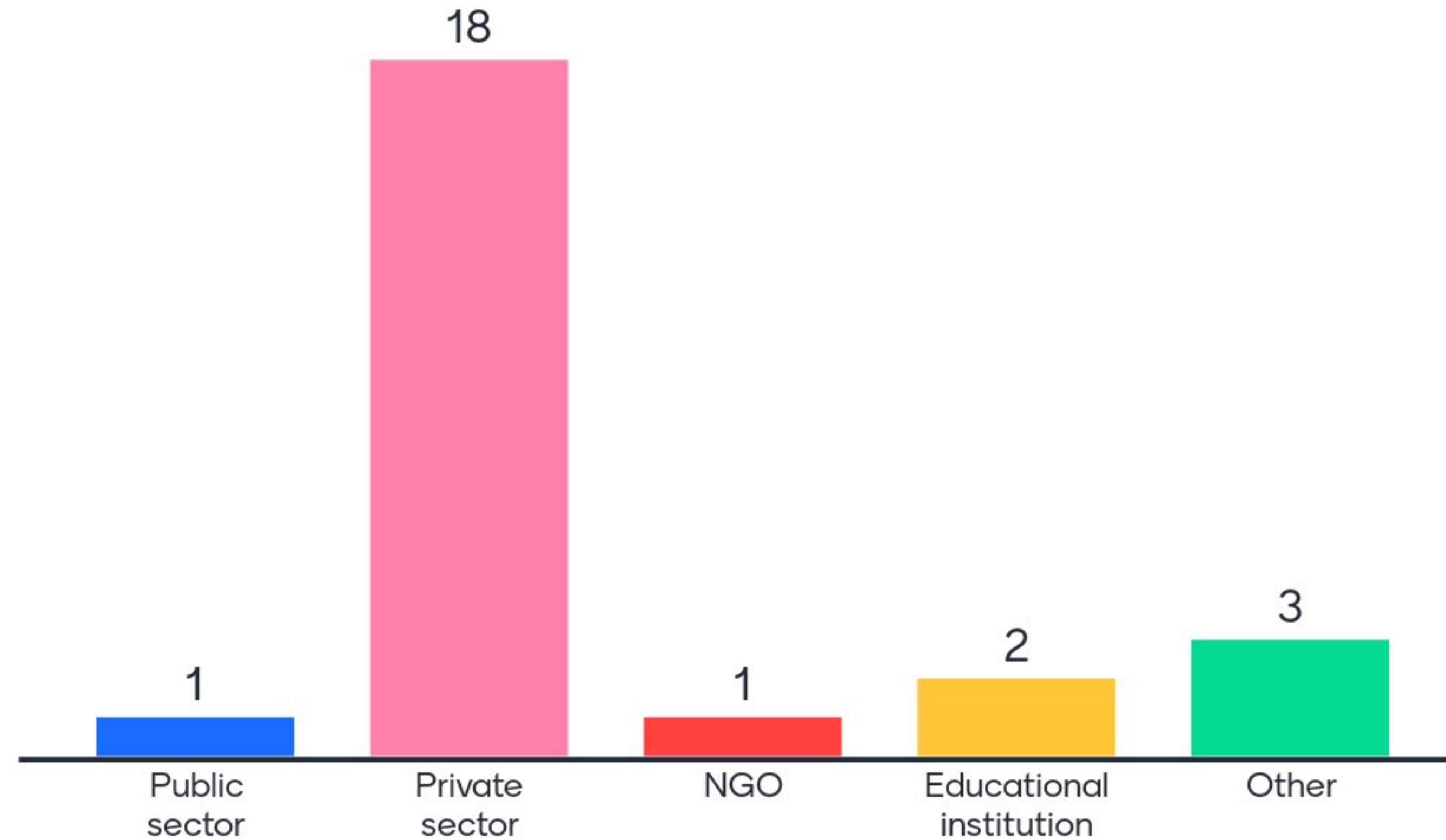


Join us on Mentimeter

Which country are you from?

bulgaria
lithuania serbia
denmark
hungary danmark latvia
romania malta estonia
gitte

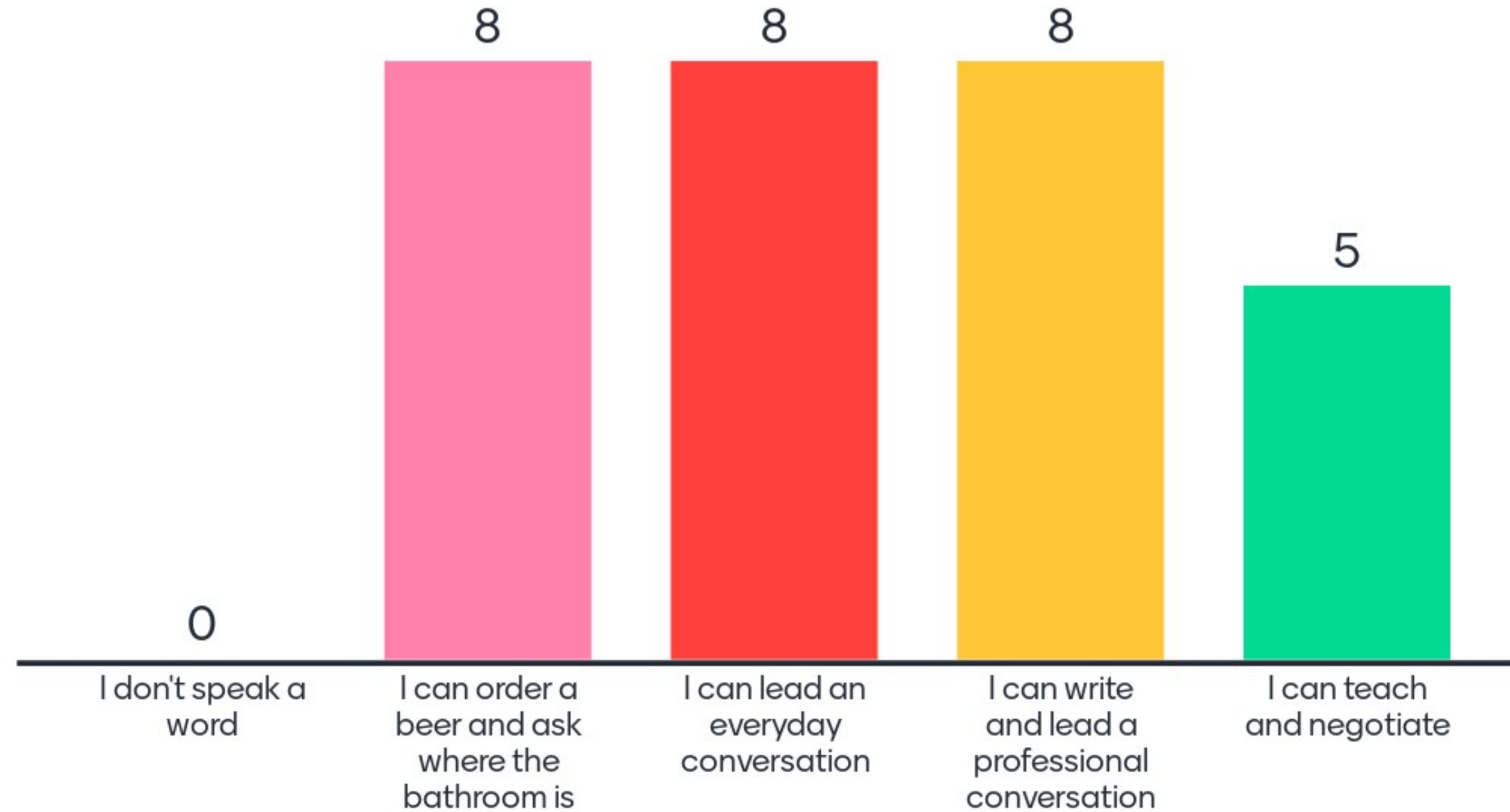
What sector do you work in?



What is your job/ title?

head nerd-my own company
head of research and dev
business developer
people partner
it project manager
portfolio epic owner
researcher
pmo
scrum master
system analyst
head of int rel office
business analyst
sol architect
konsulent
manager
proces manager
pmo manager
transformation manager
manager process reengineer
account manager

If agile was a language

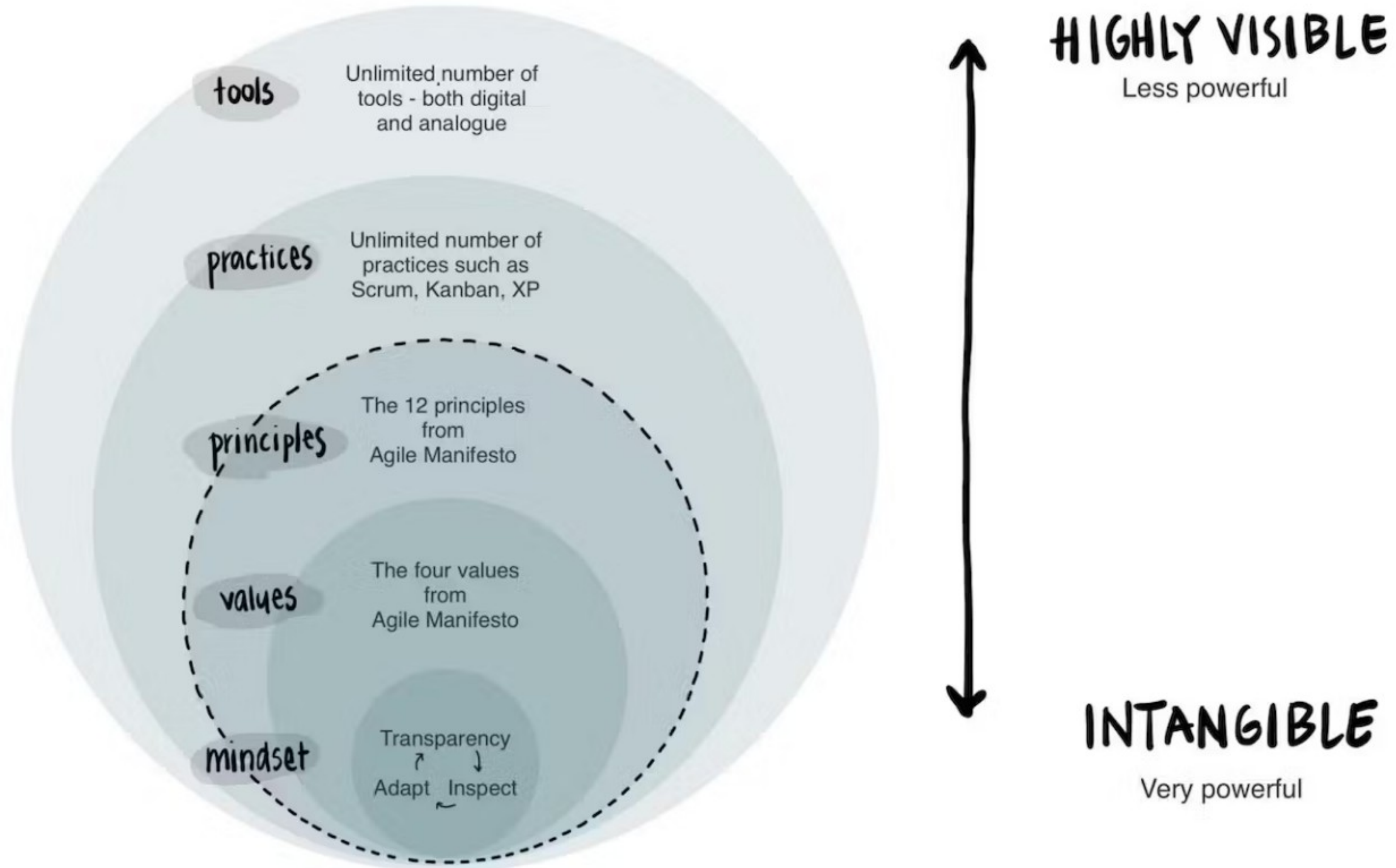


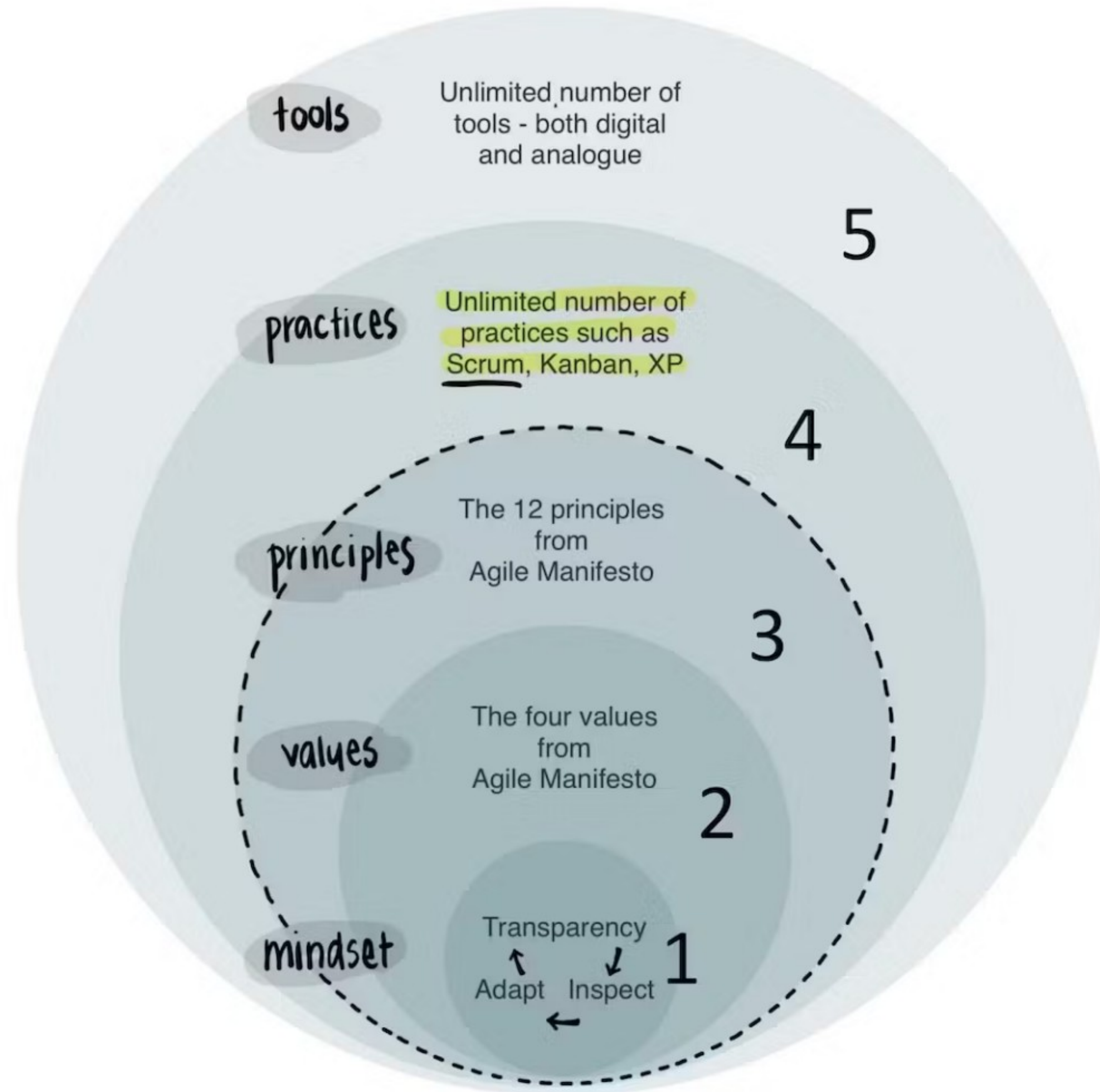
If you start doing agile practices, you
are agile
(or you will eventually become agile)

When I say "agile", you say...

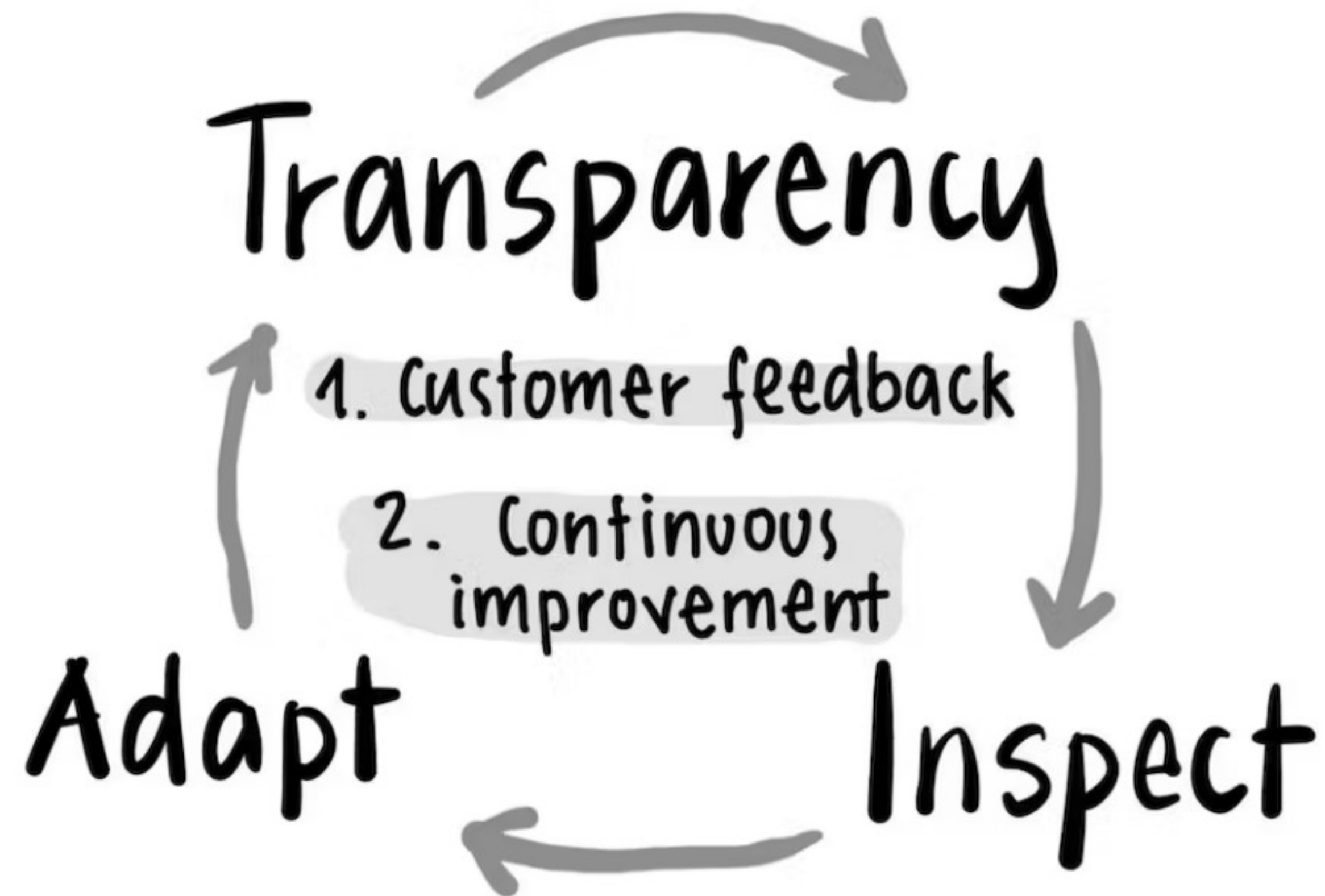


The agile onion

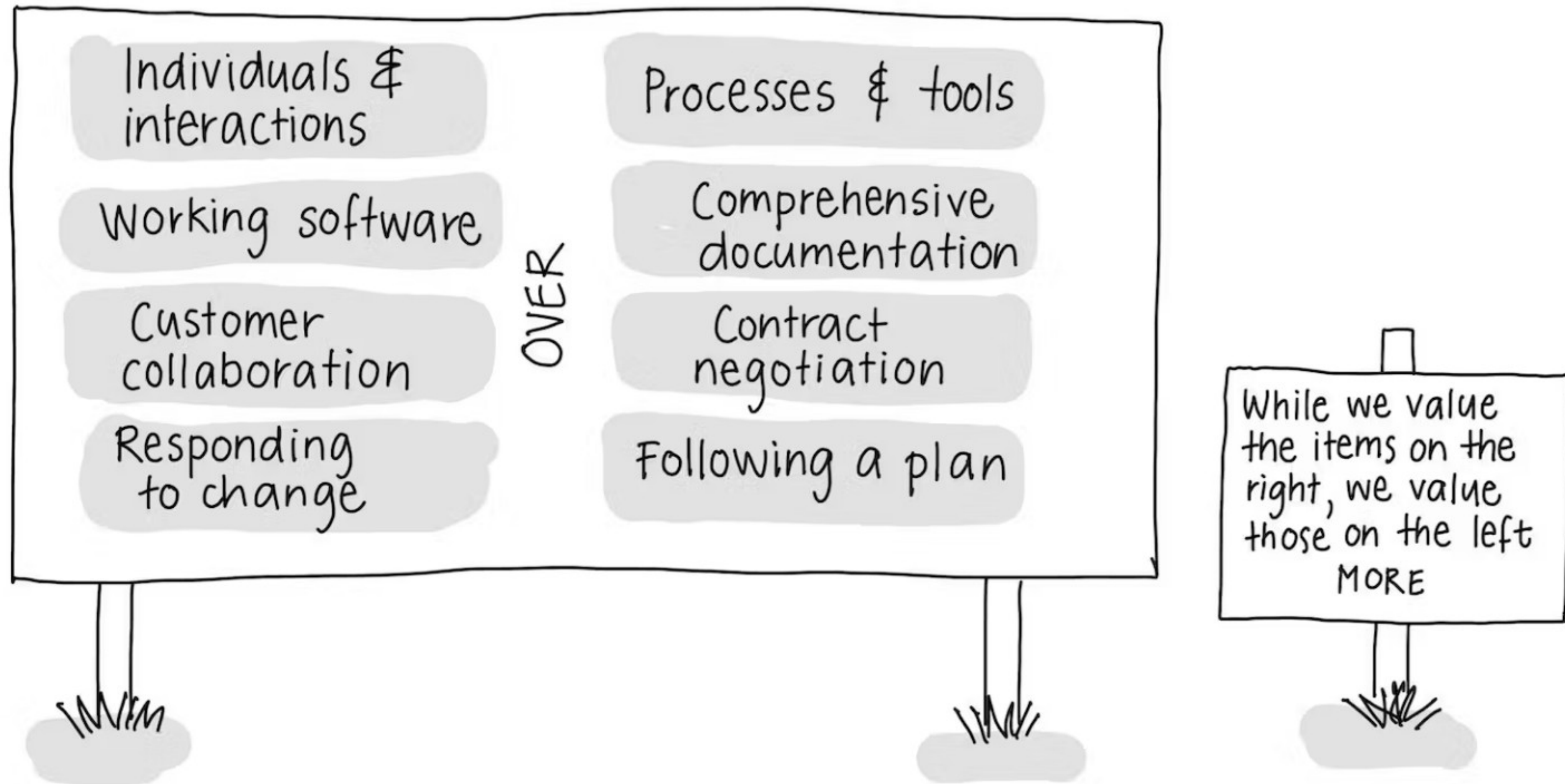




Layer 1 - empiricism



Layer 2 – the agile values



Layer 3 – the agile principles

- 1 Satisfy the customer through early and continuous delivery of valuable software
- 2 Welcome changing requirements - even late in development
- 3 Deliver working software as frequently as possible with a preference to the shorter timescale
- 4 Business people and developers work together every day
- 5 Build projects around motivated individuals and trust them to get the job done
- 6 The most efficient method of communication is face-to-face conversation
- 7 Agile ways of working promote sustainable pace and development
- 8 Working software is our primary measure of progress
- 9 Continuous attention to technical excellence and good design enhances quality
- 10 Simplicity - the art of maximizing the amount of work not done - is essential
- 11 The best architectures, requirements, and designs emerge from self-organizing teams
- 12 The team regularly reflects on how to become more effective, then adjusts its behaviour accordingly



Jeff Gothelf ✓
@jboogie



If you work on a team that changes its priorities based on learning, you're agile.

[Oversæt Tweet](#)

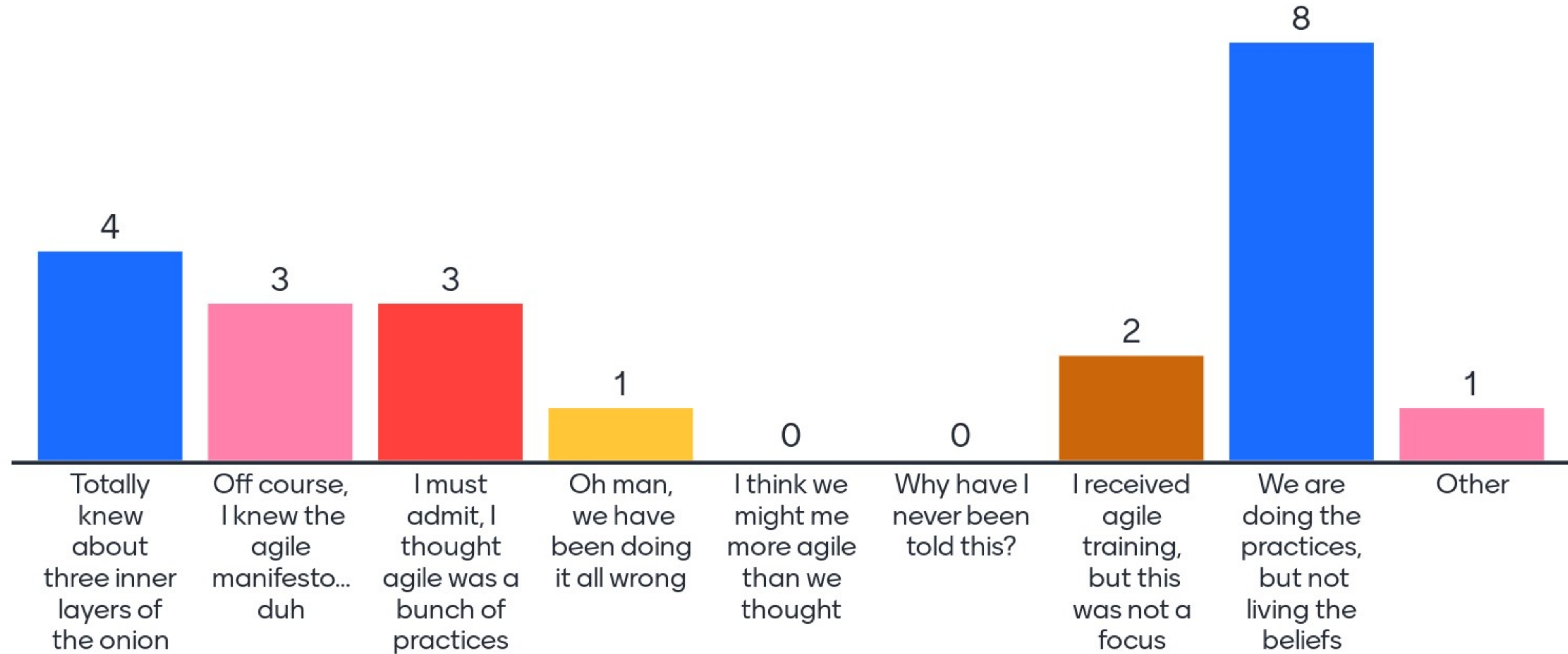
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Agile frameworks are designs that CAN enable us to live
according to specific beliefs

Do not confuse the design with the belief

What is your reaction?

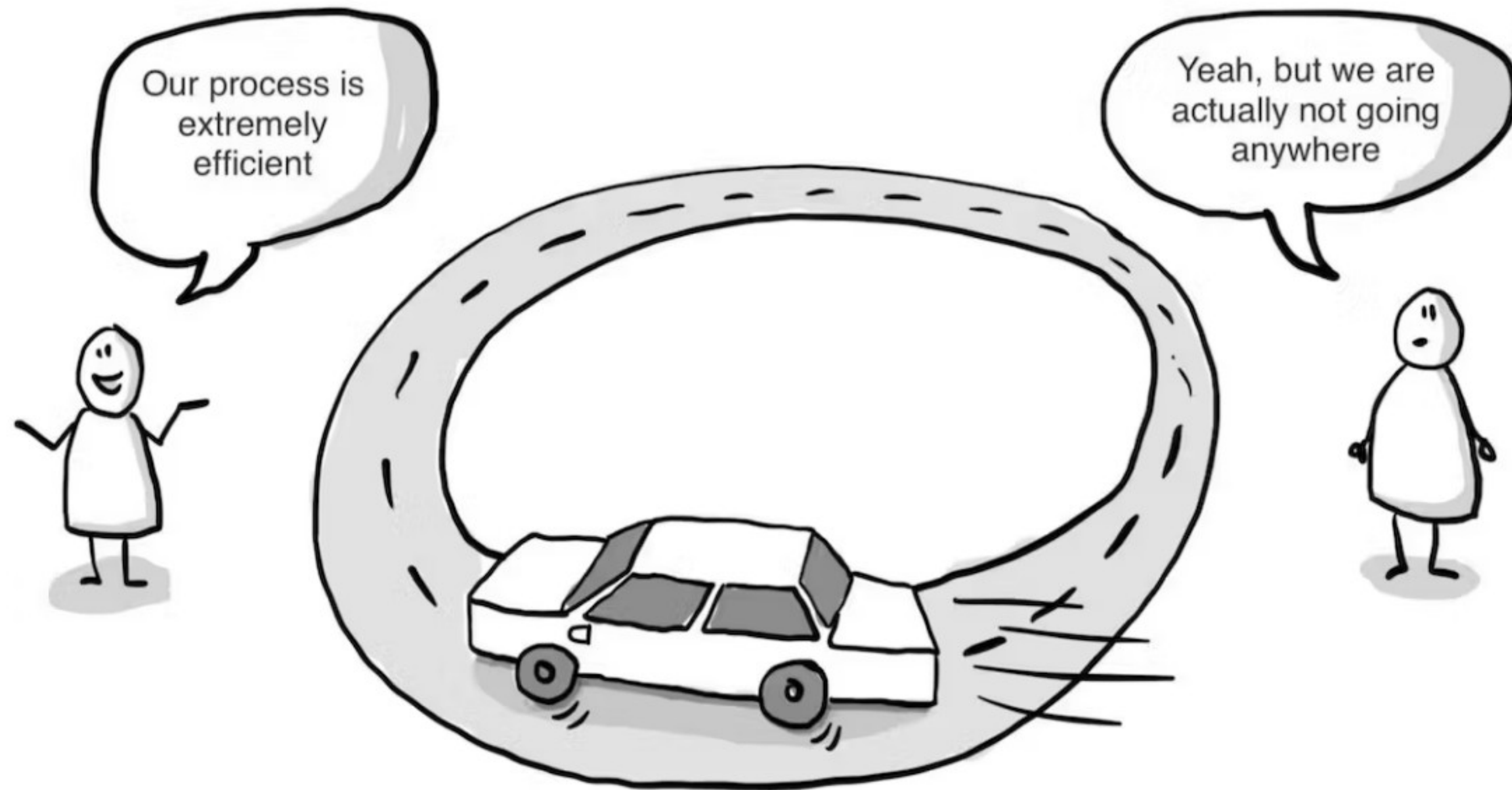


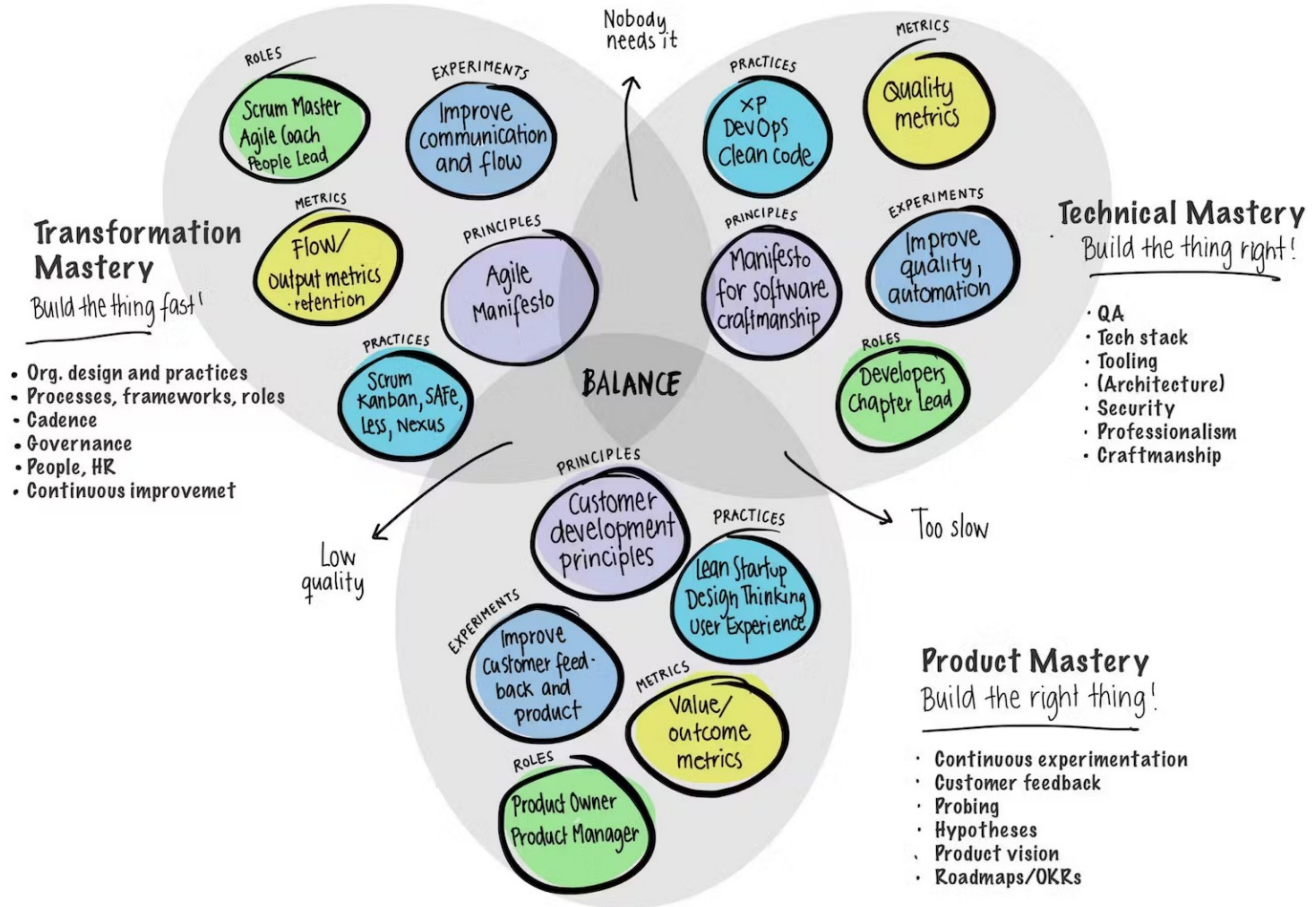
Agility will help us create more value
and ensure that we survive in the
market place

The CEO dream – gotta have that agile thingy

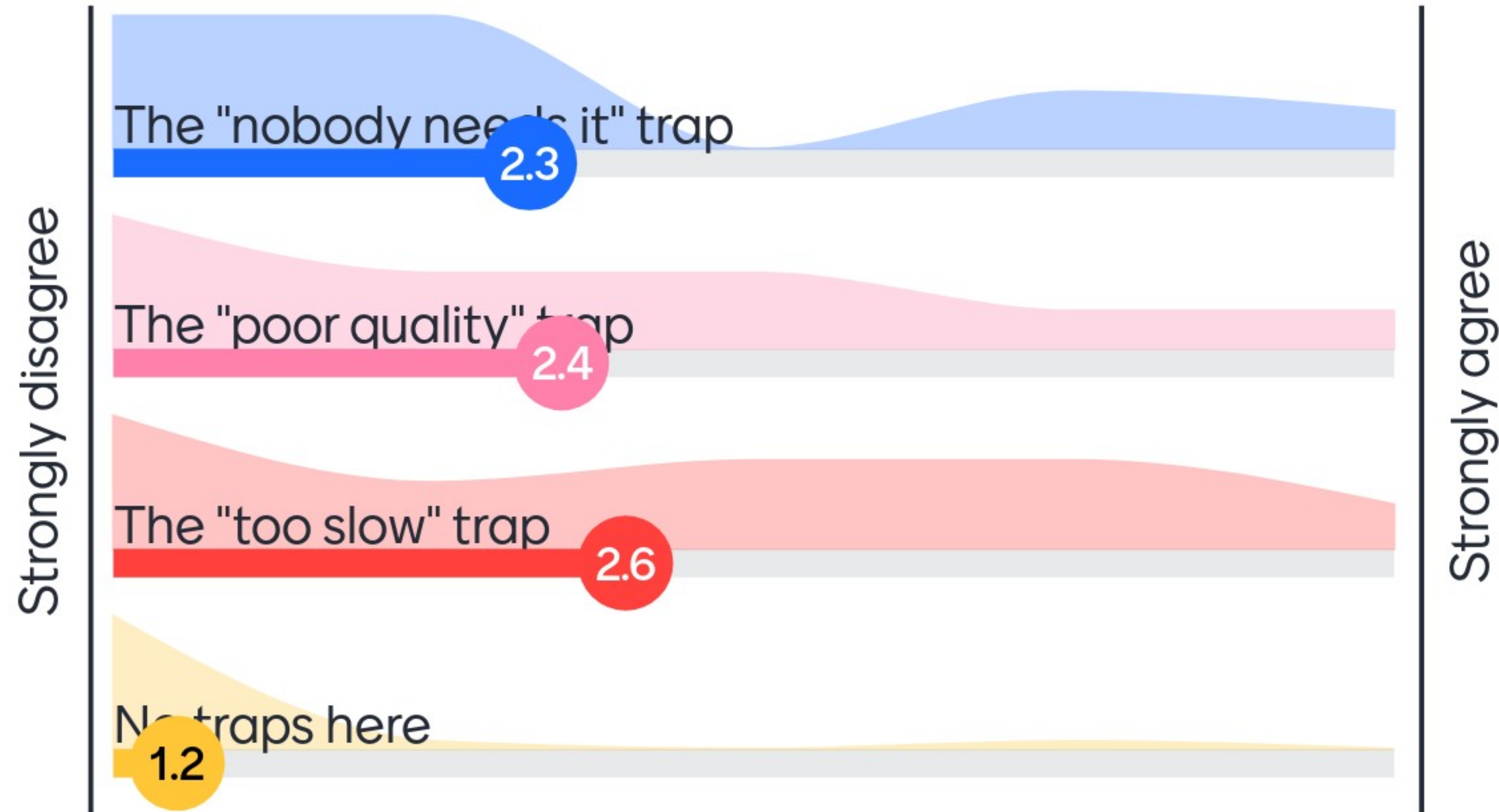


Project/delivery bias





Which trap are you in?



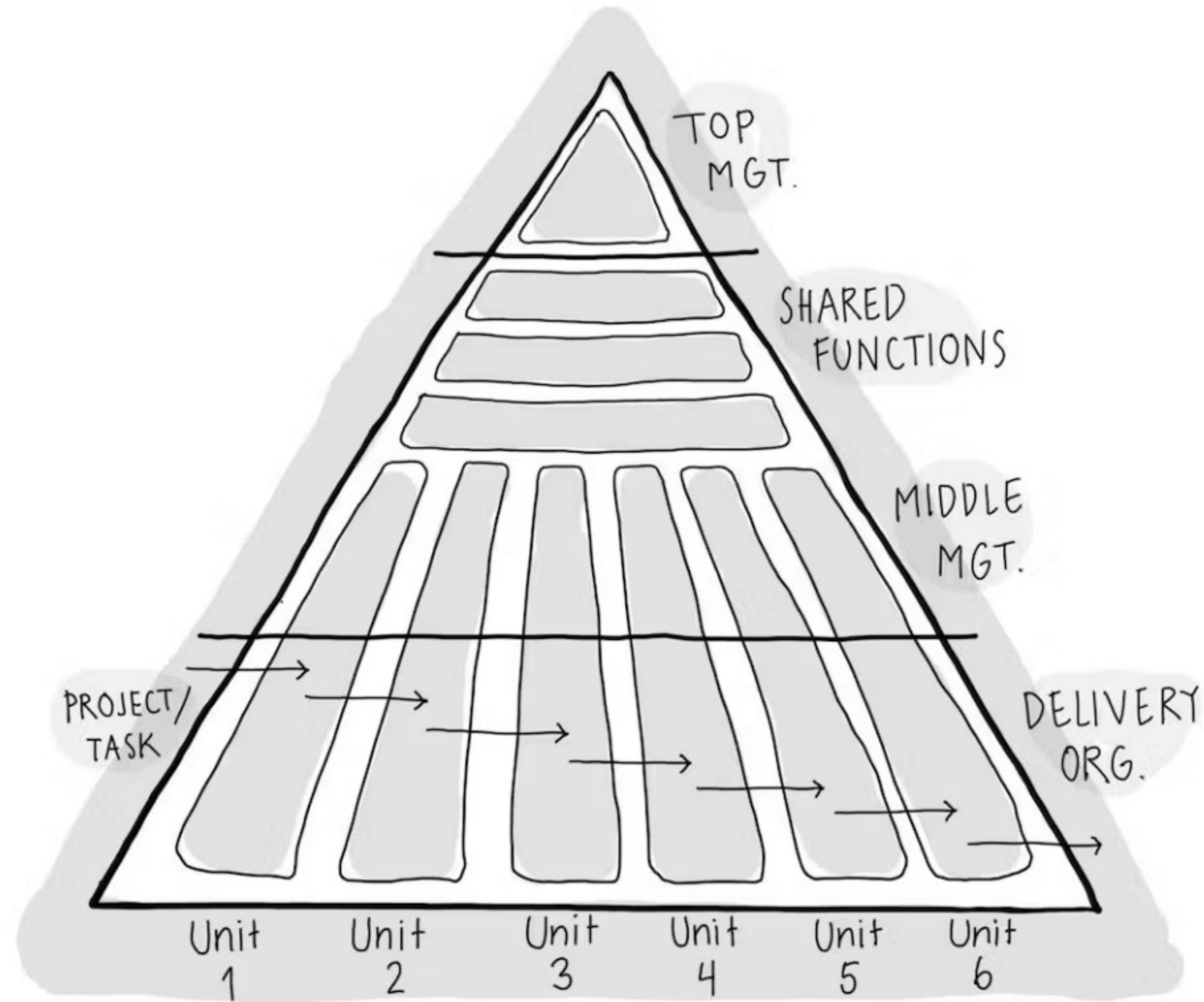


Agile in itself is focused on delivery and transformation.

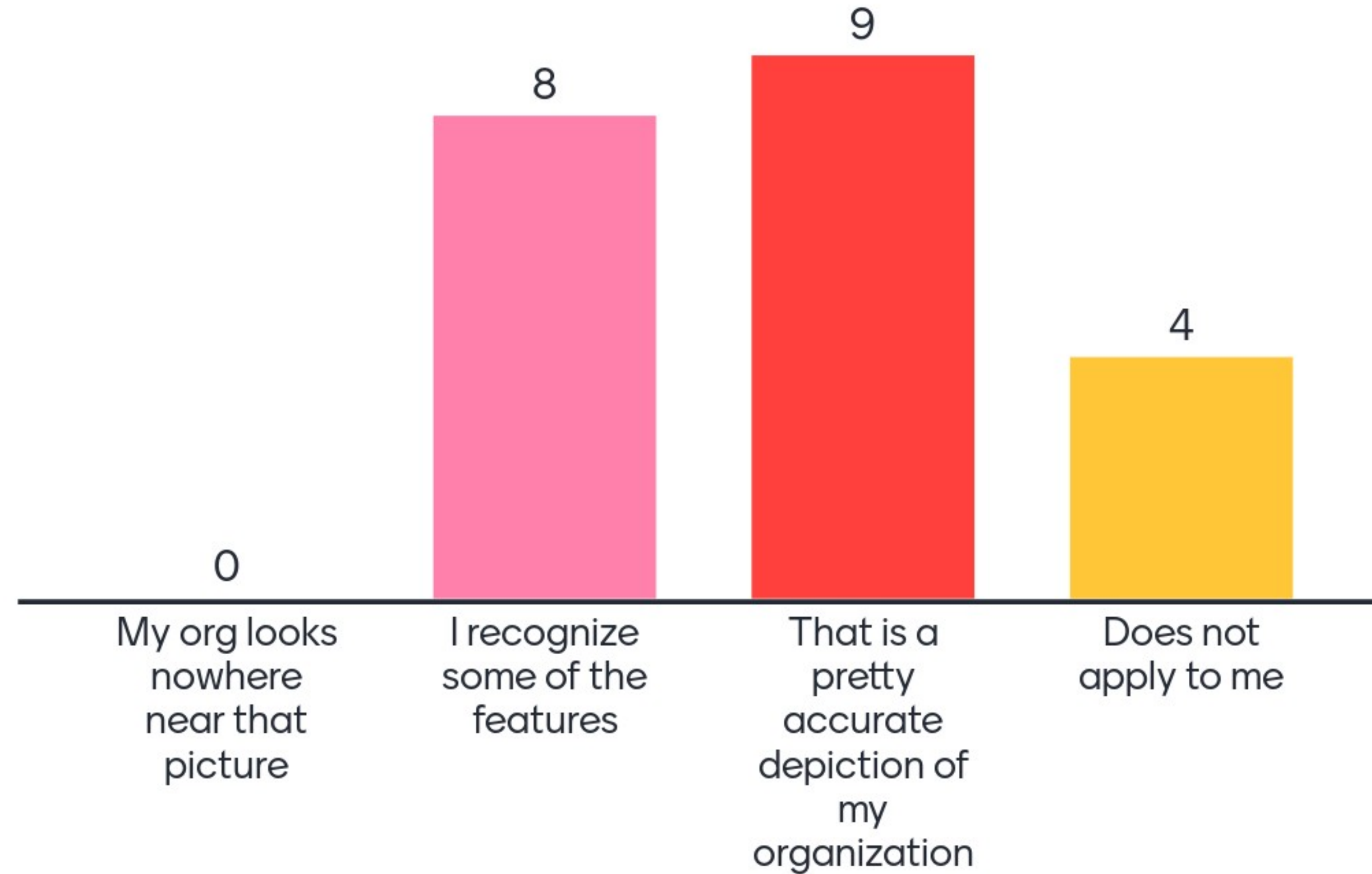
If you want to be truly productive and create real value, you
have to create a balance between transformation,
technology and product

Agile is just a fad – old wine on
new bottles.
Not powerful at all

Show-down with the generic organizational blueprint

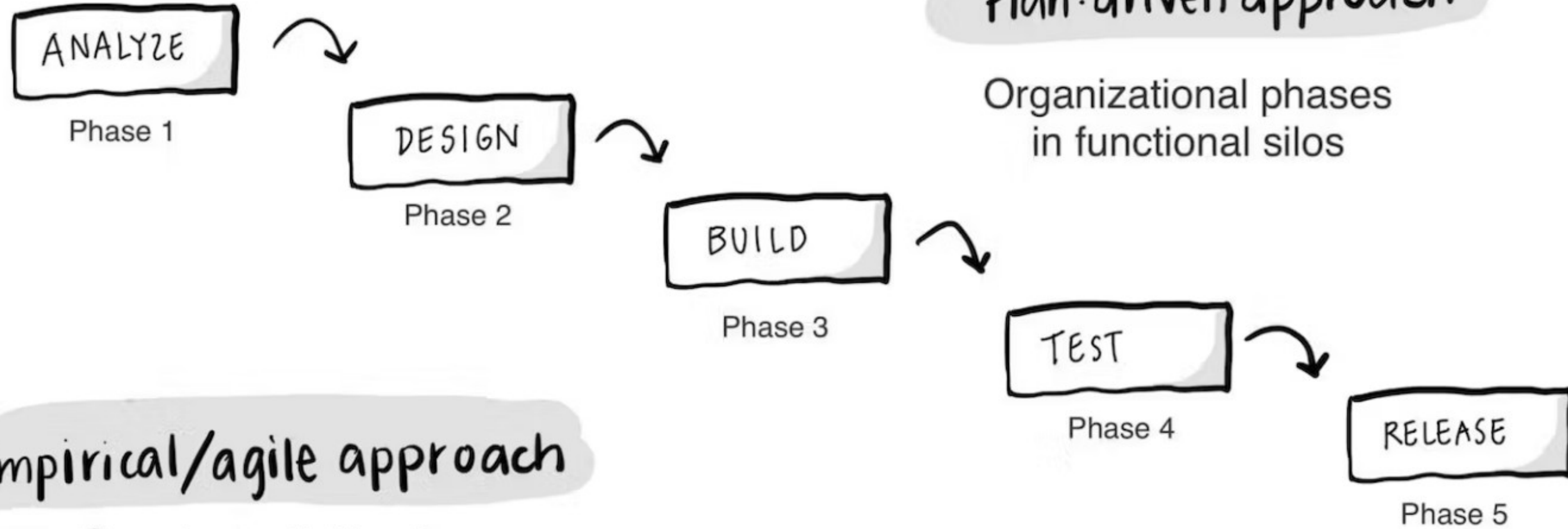


Do you recognize this?



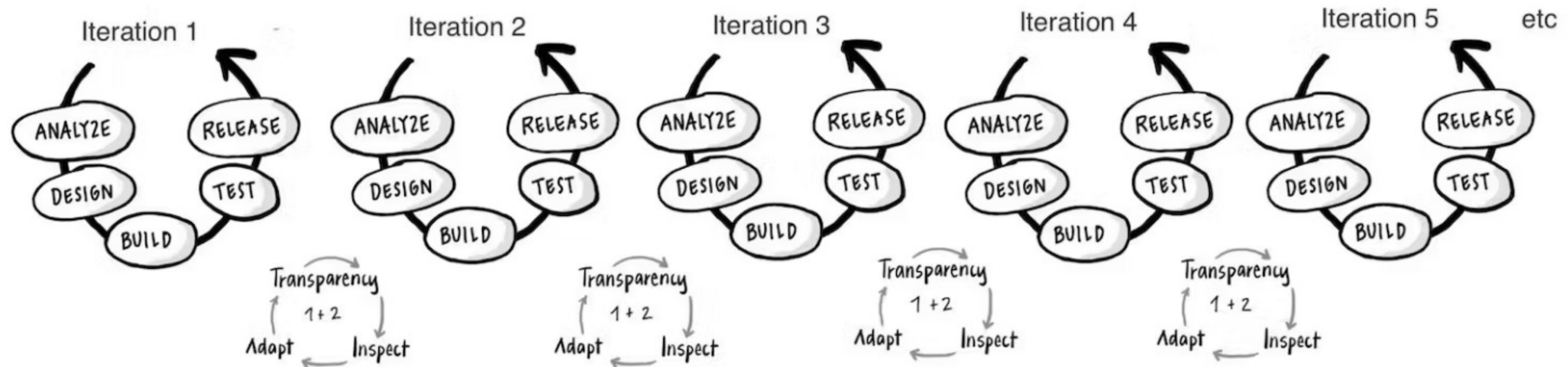
Plan-driven approach

Organizational phases
in functional silos



Empirical/agile approach

Ongoing activities in
cross-functional teams



PLAN-DRIVEN APPROACH



Defined target/destination

Upfront analysis and planning → THE PLAN

Goal: delivering on the plan

Classical project mgt, waterfall

EMPIRICAL APPROACH



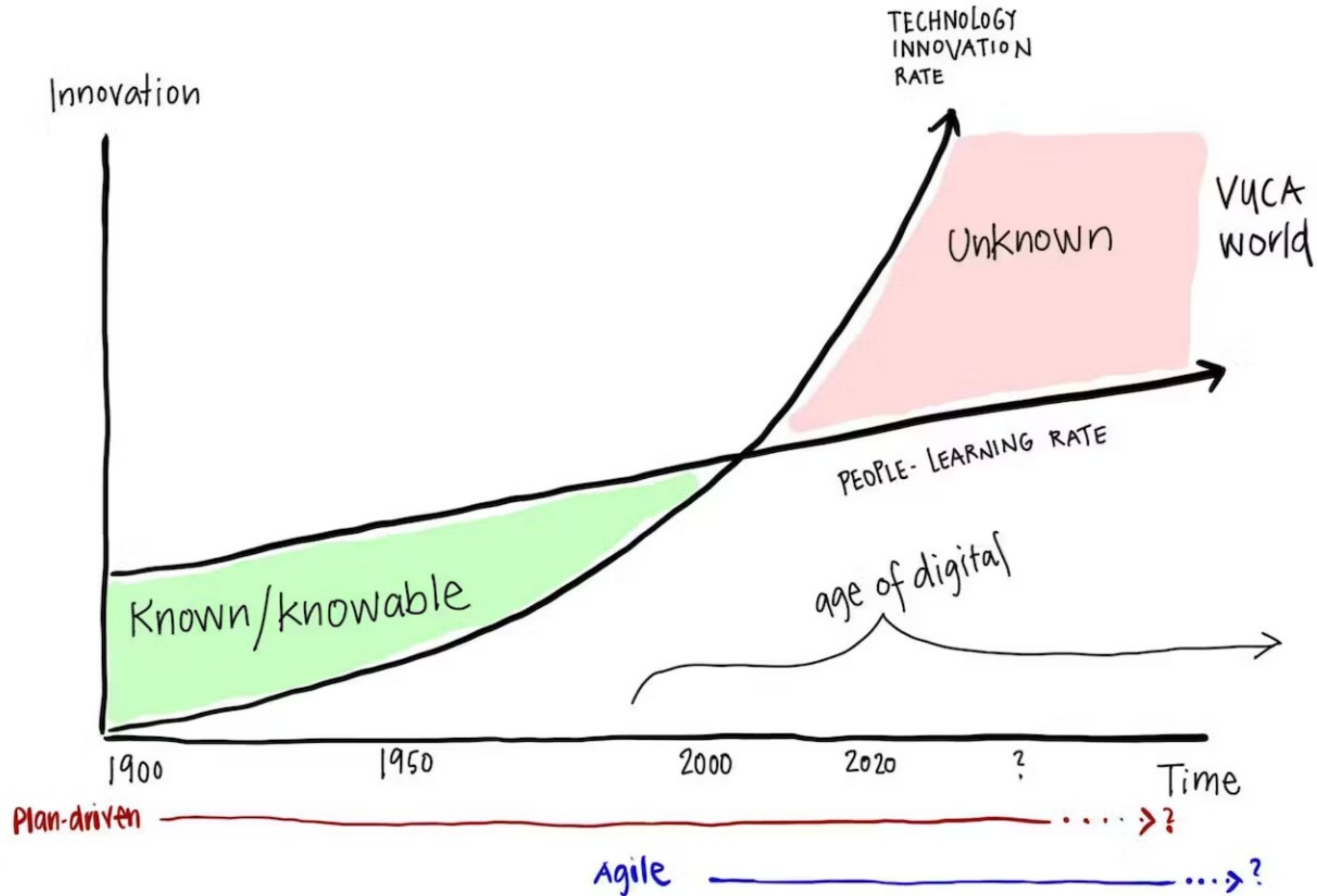
Overall direction

Continuous learning and (re) PLANNING

Goal: learning from past experience to validate next best step

Iterative and incremental development

Plan-driven has served us well, but

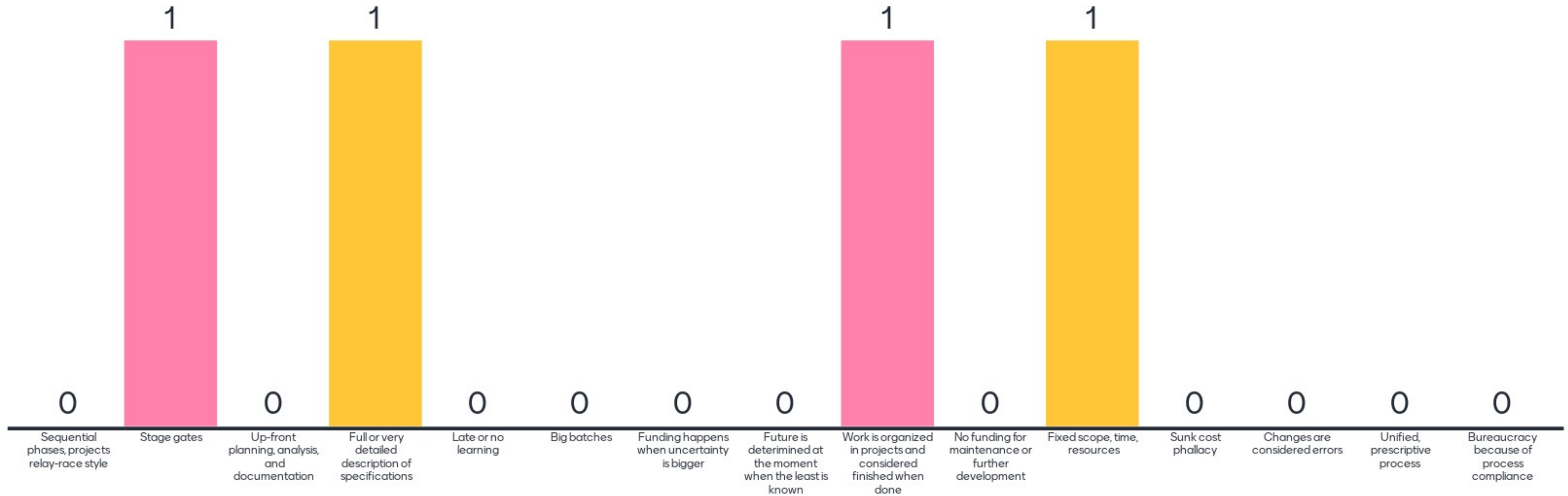


Plan-driven bingo



Sequential phases, projects relay race-style	Stage gates	Up-front planning, analysis, and documentation	Full or very detailed description of specifications	Late learning
Big batches	Funding happens when uncertainty is biggest	Future is determined at the moment when the least is known	Work is organized in projects and considered finished when done	No funding for maintenance or further development
Fixed scope, time, resources	Sunk cost phallacy	Changes are considered errors	Unified, prescriptive process	Bureaucracy because of process compliance

Plan-driven bingo





Agile is extremely powerful when done right but it requires foresight, discipline, courage and leadership

Churchill, paraphrased

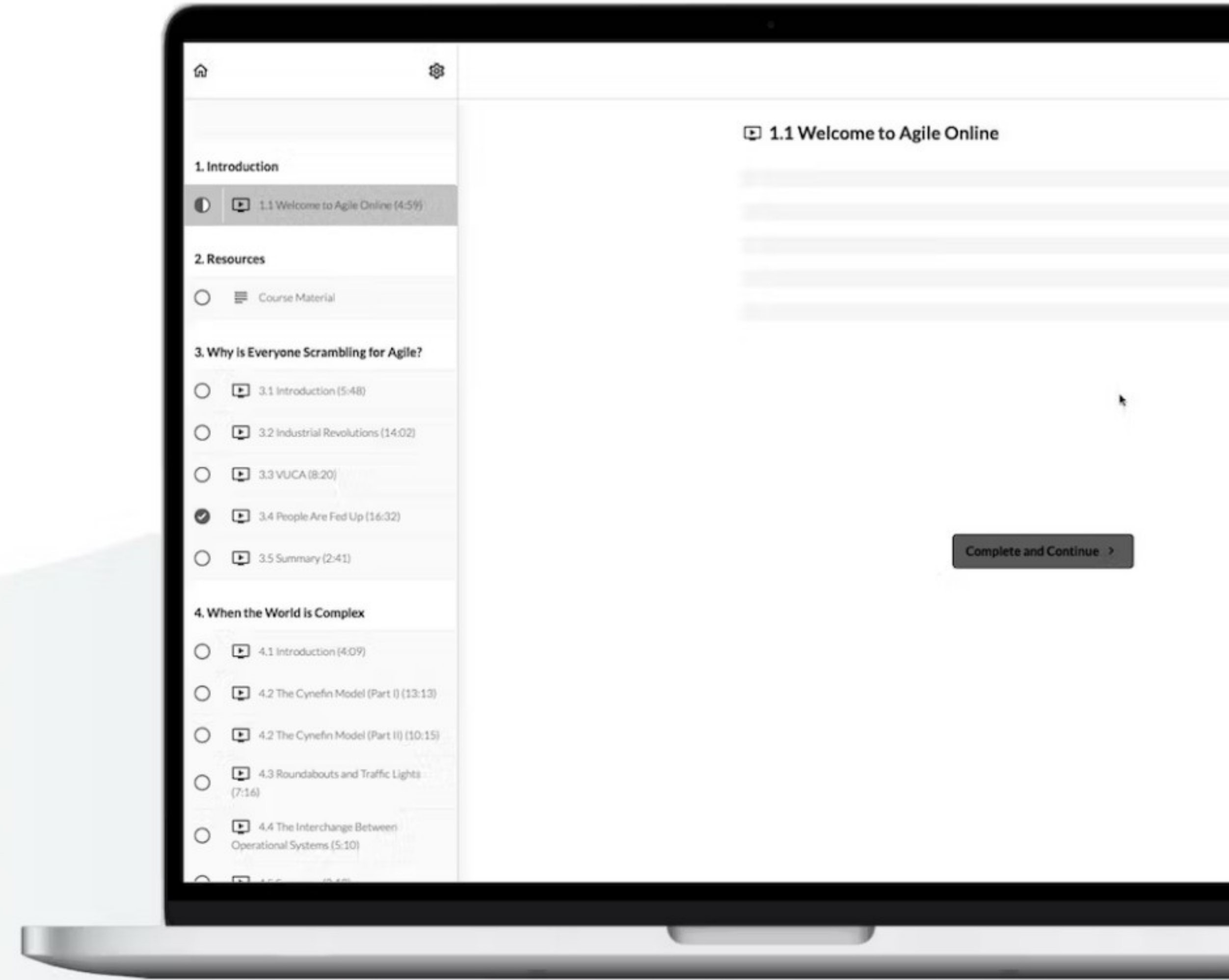


No one pretends that ^{agile}~~democracy~~ is perfect or all-wise.

Indeed, it has been said that ^{agile}~~democracy~~ is the worst ^{way of working}~~form of~~ ~~government~~ except all those other forms that have been tried from time to time.

Agile Online

1. Introduction
2. Resources
3. Why is Everyone Scrambling for Agile?
4. When the World is Complex
5. The Origins and Context of the Agile Manifesto
6. So What is Agile Really?
7. Agile is Not Enough



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Thank you

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