
Jean Tabaka, Rally Software
1985 - FDA approves Nucleus implant system
2005 - Cochlear acquires Bone Anchored Implant
2009 - Nucleus 5 System launched
So what?
Victor Rodrigues
Riaan Rottier
Simon Sinek
Simon Sinek: How great leaders inspire action
The Golden Circle
“Start with Why”
Why
Why
Why = Vision
Why is our gut
Why has emotion and heart
Why gives us purpose, cause, belief
Step back and challenge your compelling Why
Why creates commitment to something bigger than ourselves
Agile transformations must start with a visionary Why
Intentional Agile

Persistent, sustainable Transformation

Create something bigger than yourself
Why can be expressed a number of ways
...but it is always...
Aspiration
BHAG
GOOD TO GREAT

Why Some Companies Make the Leap... and Others Don't

JIM COLLINS

Coauthor of the bestselling BUILT TO LAST
1
True North
Can you articulate your “Why” for your Agile transformation?
Skip **Why** at your own peril!
Why

How
How = Mission
How brings us guiding principles
How has logic and a bias toward action
How provides the infrastructure of intention
A Why needs a How
2000
70%
180,000 recipients in 100 countries
18%* of recalls are software related

* John Murray (FDA) Dec 2007
13% are life threatening
How = guidance on safety, efficacy, process*

*in a regulated environment
How can be derived a number of ways
Systems Thinking
Archetypes, scenarios, recognition, leverage
Mother Strategies
True North:

Metrics to Check on True North:
- #1
- #2
- #3

Mother Strategy 1:

Mother Strategy 2:

Mother Strategy 3:
Principles behind the Agile Manifesto

We follow these principles:

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work
7
Lean Software Development
An Agile Toolkit

Mary Poppendieck
Tom Poppendieck

Mary Poppendieck
Tom Poppendieck
175
“The economics of FLOW is almost always dominated by the cost of queues.”
“Watch the work product not the worker.”
Queues, variability, batch size, WIP, cadence, feedback, distributed decision making
Design Thinking
Start with Empathy

Get Experimental and Experiential

Be Mindful of Process

Bias Toward Action

Collaborate Across Boundaries
Cynefin
(Complexity Domains)
David Snowden
Complex
- Probe
- Sense
- Respond
- Emergent

Complicated
- Sense
- Analyze
- Respond
- Good Practice

Chaotic
- Act
- Sense
- Respond
- Novel

Simple
- Sense
- Categorize
- Respond
- Best Practice
“In a complex system, agents modify the system by their interaction with it and with each other; they co-evolve.”
What is your system complexity?
Can you articulate the “How” of your Agile transformation?
Skip How at your own peril!
Dumles, celery, and rice milk
What = Results
What has practices
What is dynamic, organic
You can’t have a **What** without a **How** and a **Why**
Dumles, celery, and rice milk are not an Agile shopping list of What
Aug 2006 - First use of Scrum at Cochlear

**Process**

- Sprint planning meeting
- Daily cycle
  - Daily scrum
  - Daily work
- Update product backlog
- Product increment
- Product review
- Sprint retrospective

**Preparation**

- Business case & funding
- Contractual agreement
- Vision
- Initial product backlog
- Initial release plan
- Stakeholder buy-in
- Assemble team

**Scrum artefacts**

- Product backlog
- Product backlog burndown
- Impediment list
- Sprint backlog
- Sprint backlog burndown
- Sprint delta report

**Scrum roles**

- Product owner
- Scrum master
- Users
- Team members
- Stakeholders
What can be derived a number of ways
Lean Development
Mary Poppendieck
Scrum
XP
Uncle Bob Martin

Ron Jeffries

Kent Beck
Some more Pair Programming...

You forgot a semicolon

Chill dawg, I'm codin' Ruby
Kanban
Visualize Workflow
Limit WIP
Transparency
Measure and Manage Flow
Continuous Process Inspection
BDD
(Behavior Driven Design)
Ubiquitous Language
Requirements as “should”
Scenarios as Acceptance
Tests
UX
(User Centered Design)
Ethnographic study
Contextual inquiry
Prototype testing
Usability testing
Sequencing backlog stories with workflow information
Can you articulate the “What” of your Agile transformation?
So what?
Sustainable Agile transformations:

Why = Vision
How = Guide
What = Create
Now what?
Start with your personal Why
Seek the heart and meaning in your organizational Why
“I am passionate about collaboration.”
Jim Highsmith
January 1, 2006
“I am passionate about Agile transformations.”
Ryan
Martens
August 1, 2004
“I am passionate about starting with WHY.”
Jean Tabaka
Agile Fellow with Rally Software

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