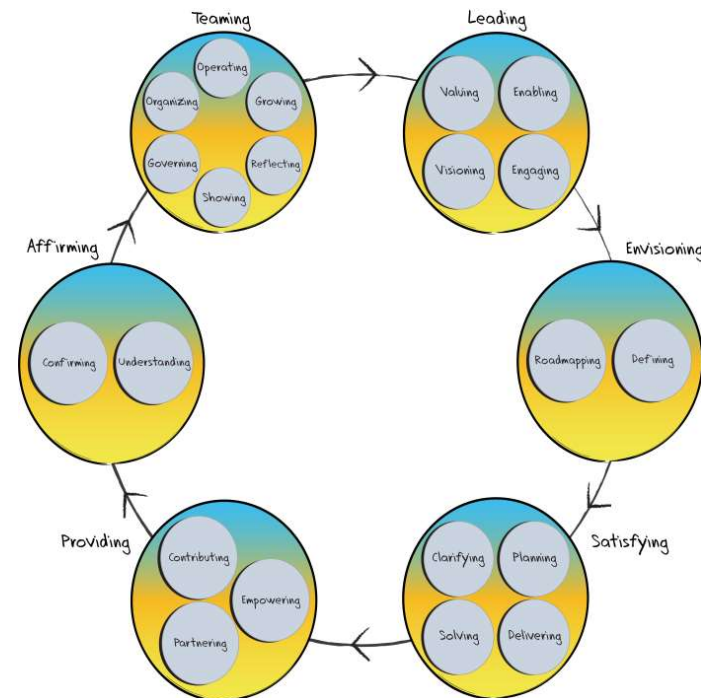




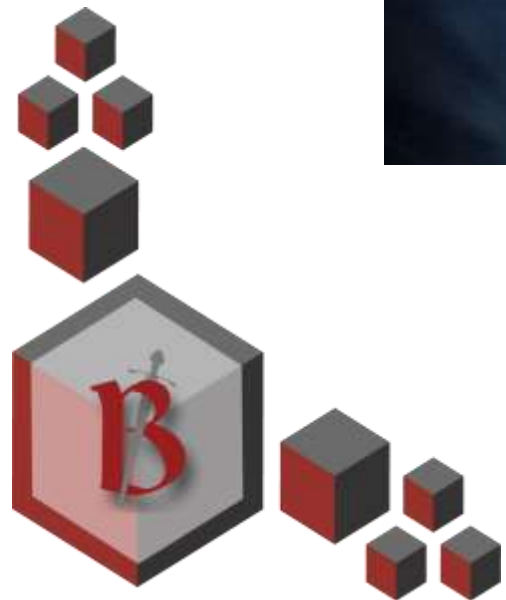
The Agile Performance Holarchy

Jeff Dalton, Agile Evangelist and President of Broadsword

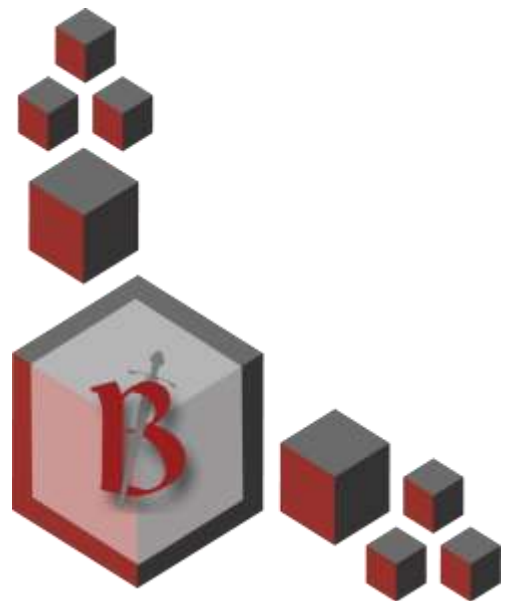
Monday March 20, 2017



Agility, Capability, and Stability



Into the storm...



Agility and Values are Symbiotic



VALUES

- Fly the plane
- Collaborate with the crew
- Strive to Survive
- Communicate
- Depend on your training
- The Pilot is in command
- Sterile cockpit!



Capability is the Price of Admission

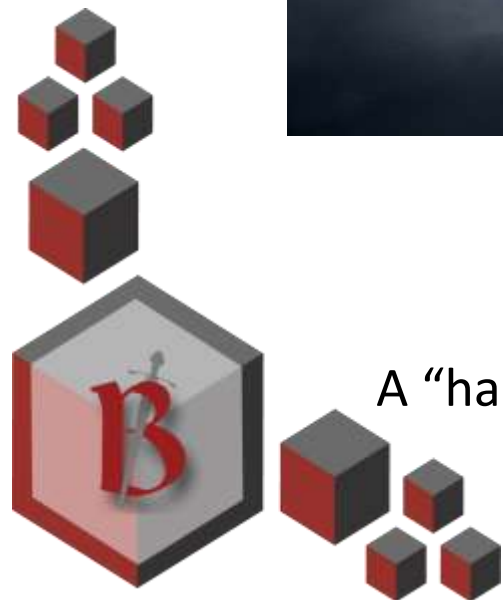


CAPABILITY

- Emergency checklist
- Level the wings
- Slow to minimum speed
- Switch gas tanks
- Carb heat on
- Radio Center/ATC
- Assign Tasks
- Focus on instruments
- Follow the FARs

IF-THEN-ELSE-IF COLLABORATION

A “hands-off” substitute for FMEA, Five-Whys, or Decision Analysis and Resolution

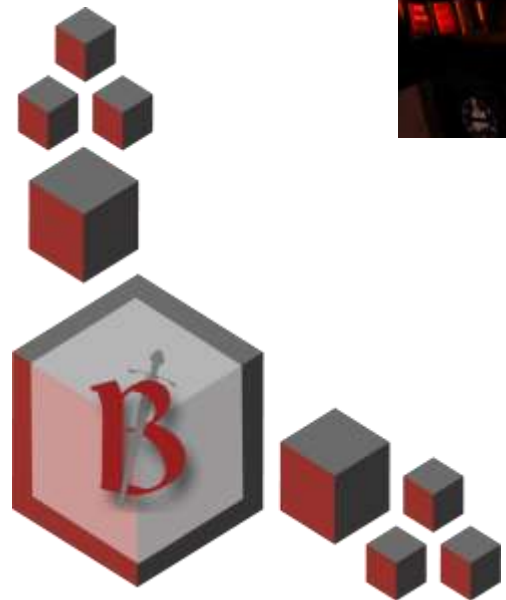


Stability Allows a focus on success



STABILITY

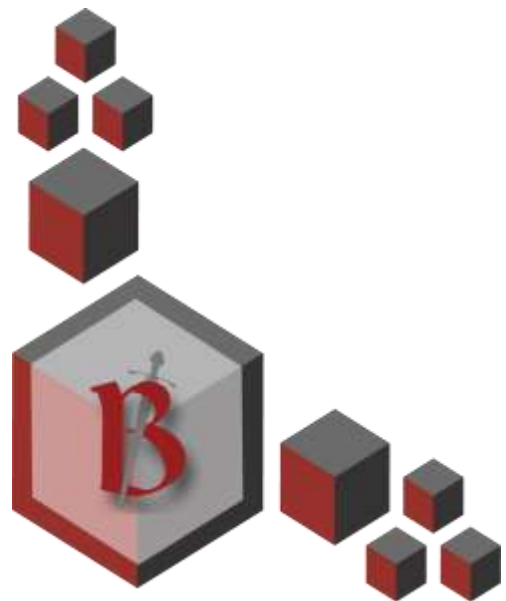
- Safe flight
- Enjoyable trip
- Longer life
- Lifetime hobby
- Easier travel
- Pass it on to my children



AGILITY

CAPABILITY

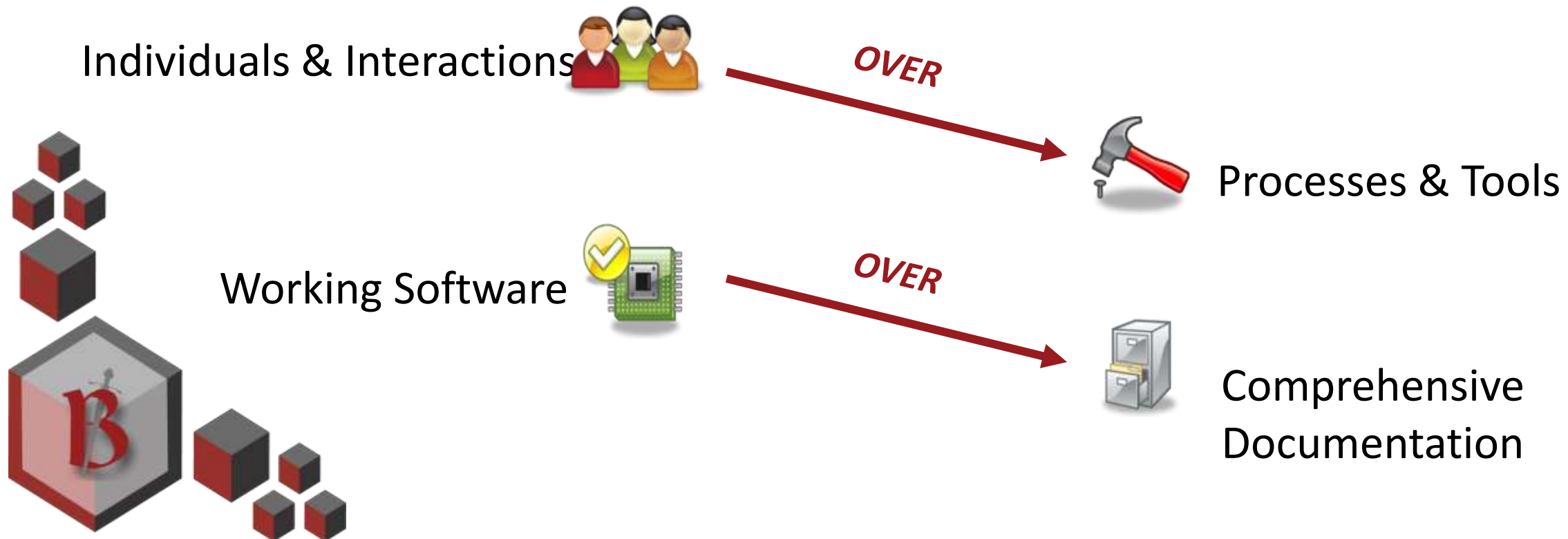
STABILITY



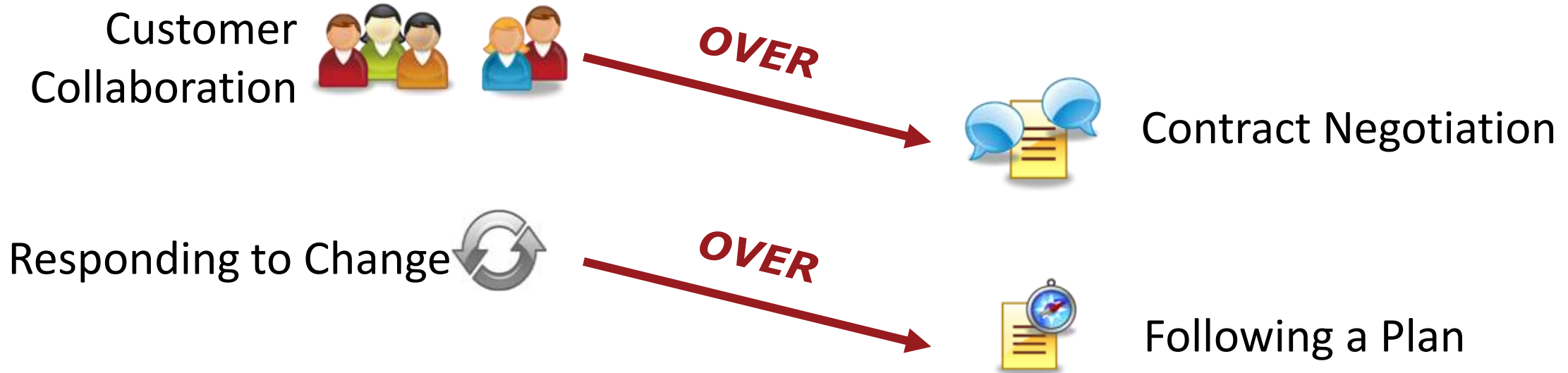
Agility is about values – part 1

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

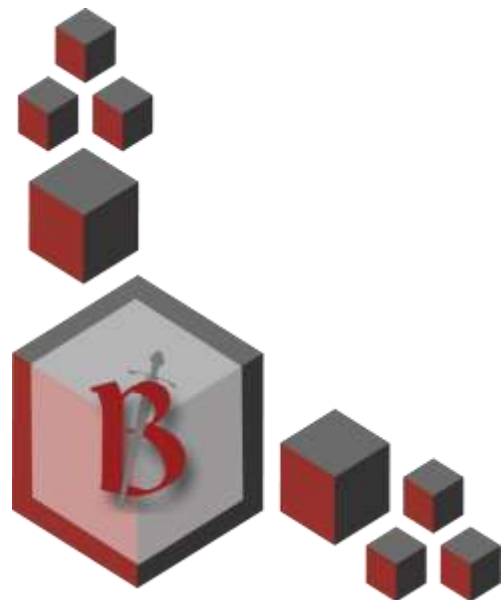


Agility is about values - part 2



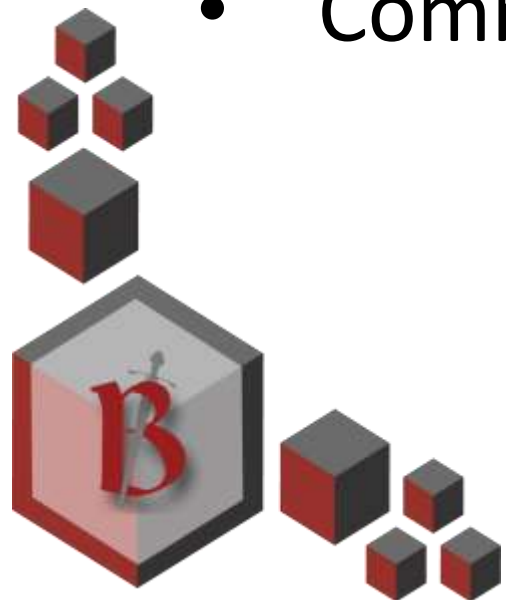
That is, while there is value in the items on the right,
we value the items on the left more.

Copyright © 2001: Kent Beck, Mike Beedle, Arie van Bennekum, Alistair Cockburn, Ward Cunningham, Martin Fowler, James Grenning, Jim Highsmith, Andrew Hunt, Ron Jeffries, Jon Kern, Brian Marick, Robert C. Martin, Steve Mellor, Ken Schwaber, Jeff Sutherland, Dave Thomas



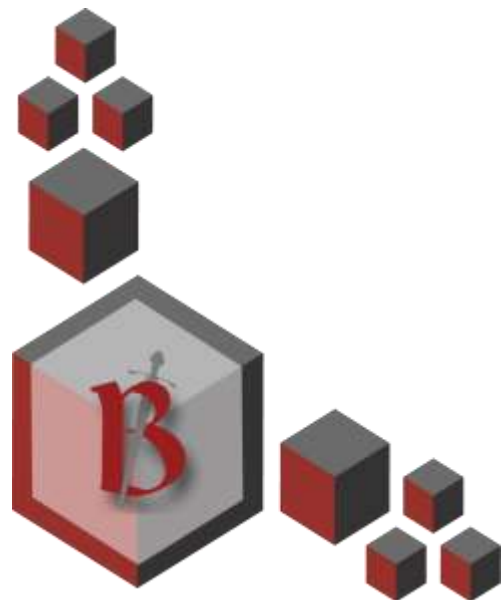
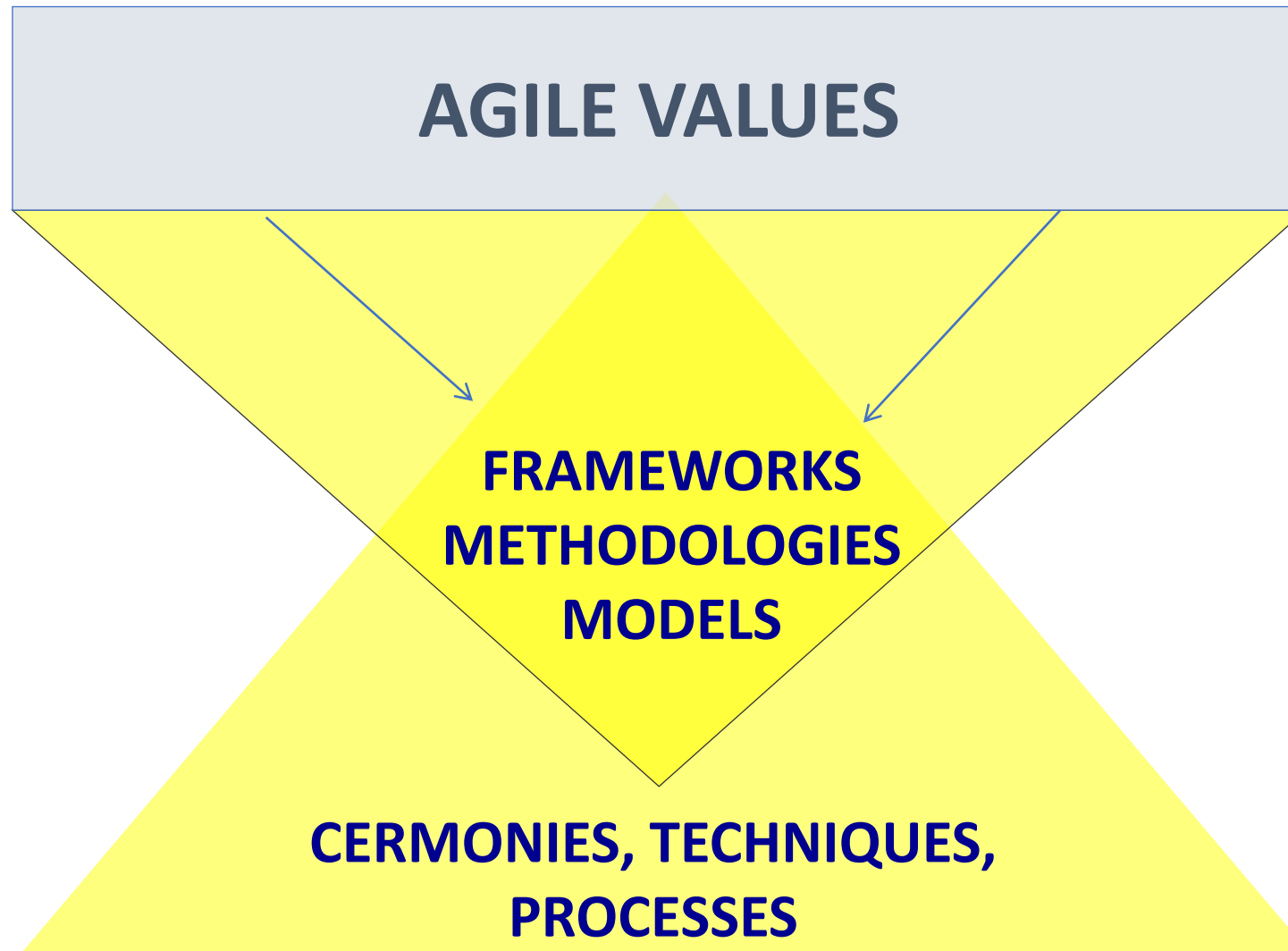
Core agile values*

- Openness
- Courage
- Focus
- Visibility
- Commitment
- Sense of humor
- Respect
- Fail Fast
- Transparency

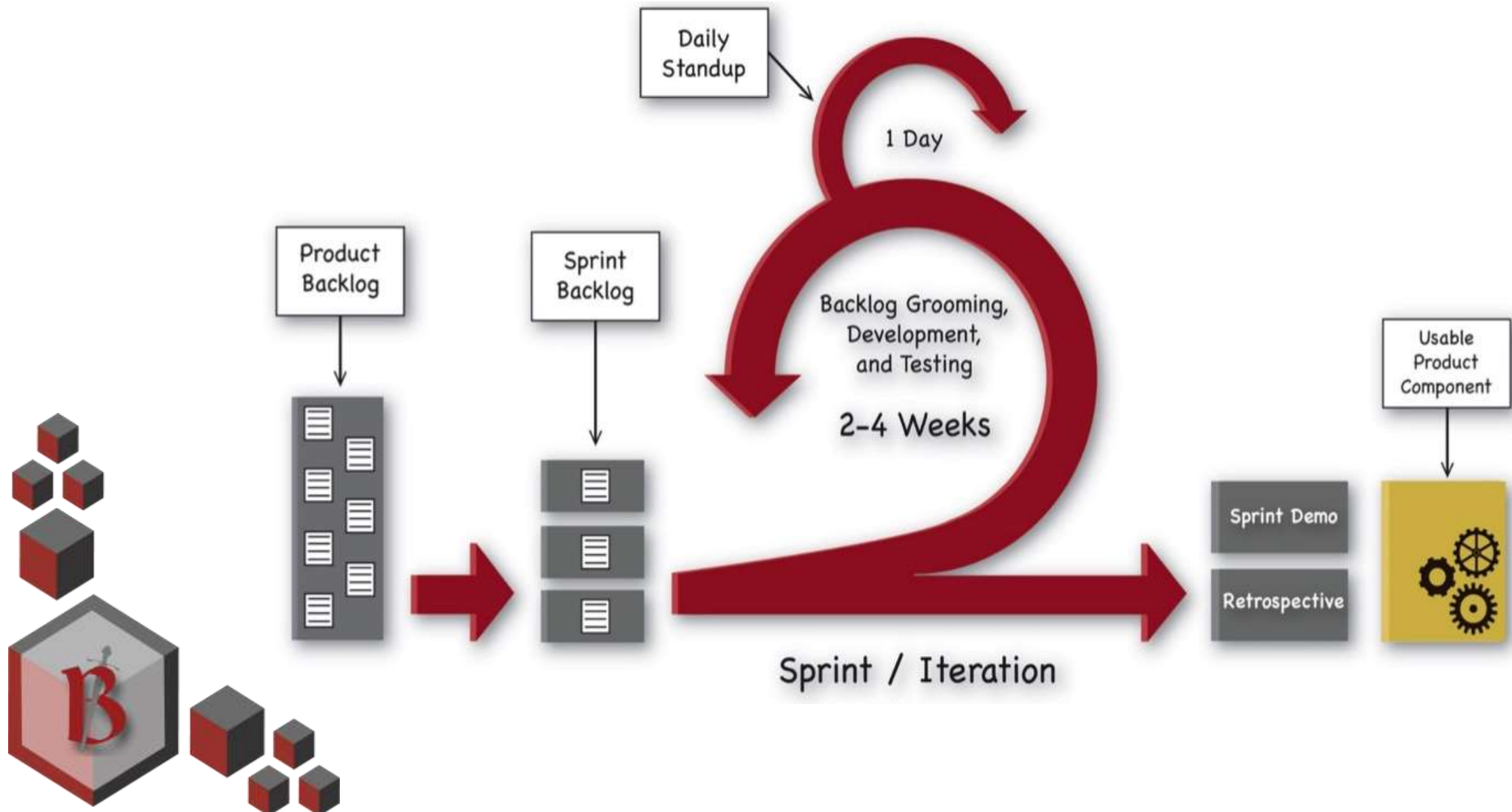


*Derived from Exploring Scrum: The Fundamentals by Dan Rawsthorne and Doug Shimp

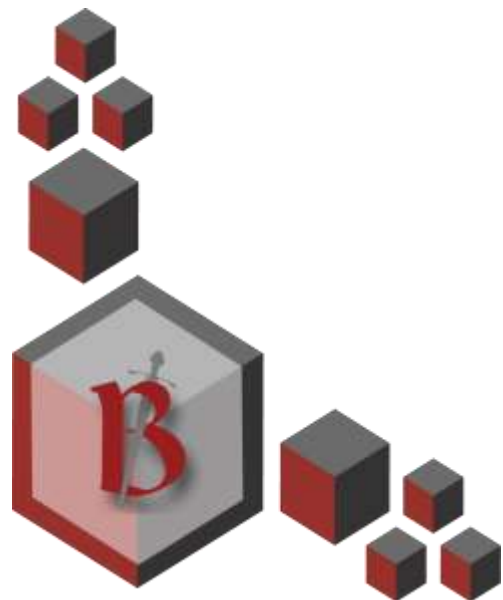
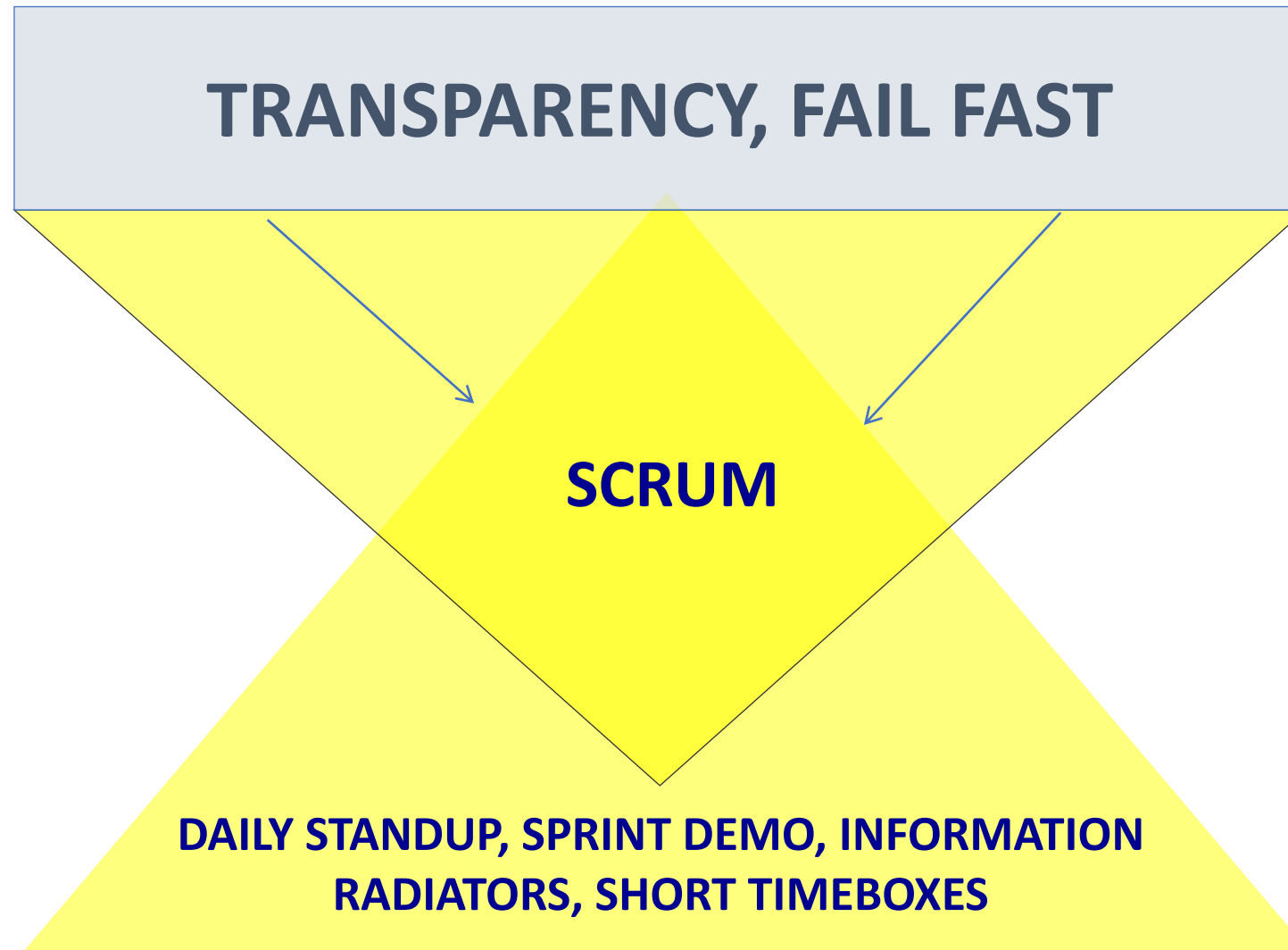
Values traceability is critical to stability.



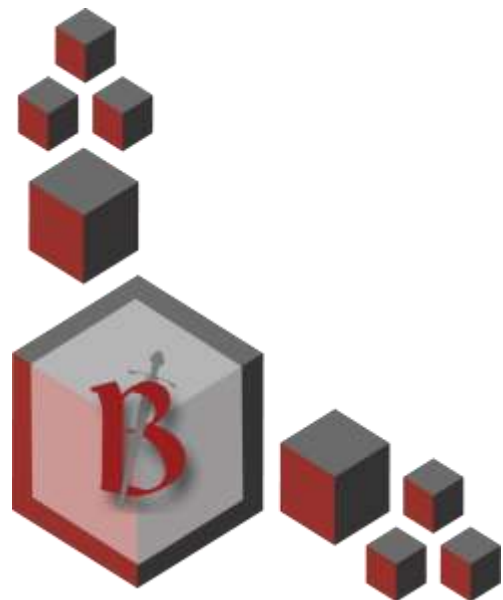
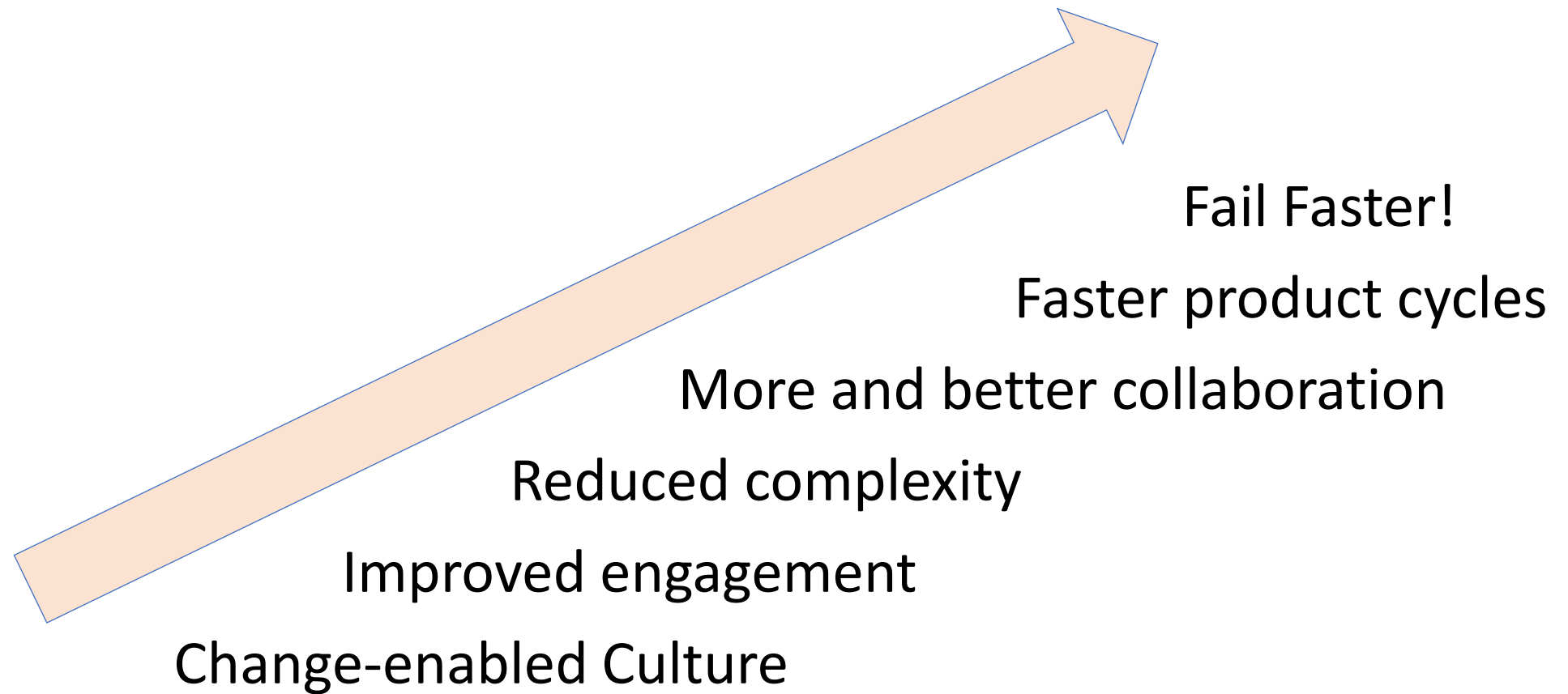
Empirical process control framework



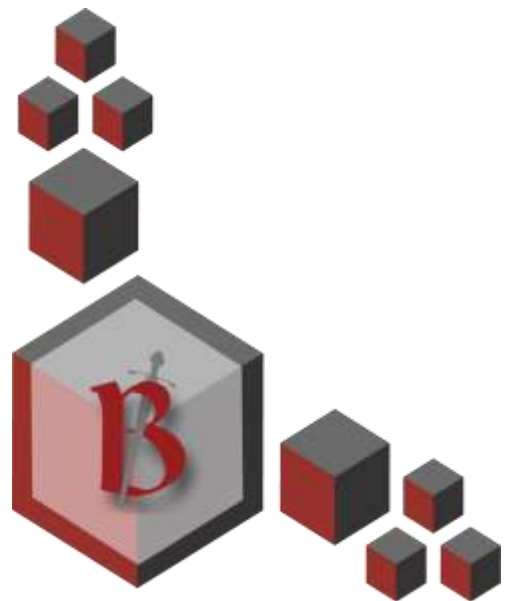
Agile Traceability Example: Scrum



Benefits of Agility



AGILITY
CAPABILITY
STABILITY

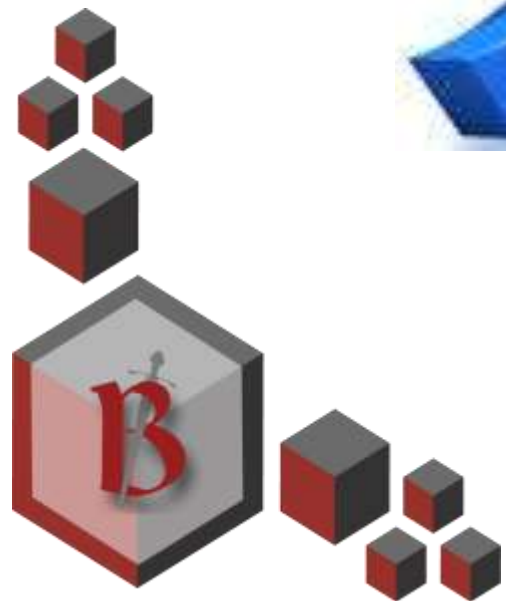


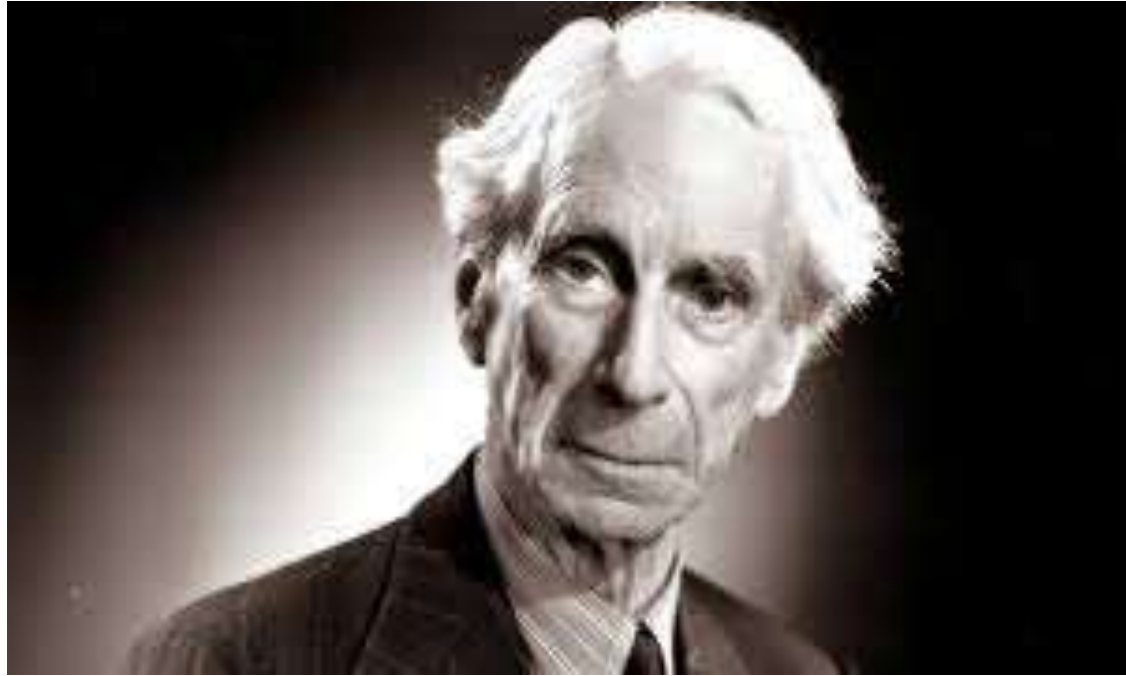


93%

CxOs who “fear
their capabilities
aren’t strong
enough.”*

*Boston Consulting Group,
2012

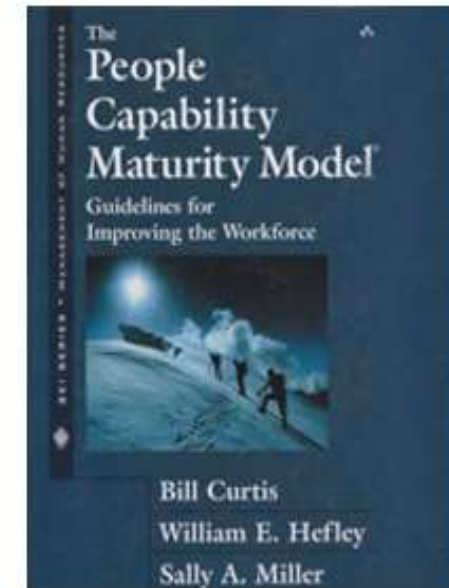
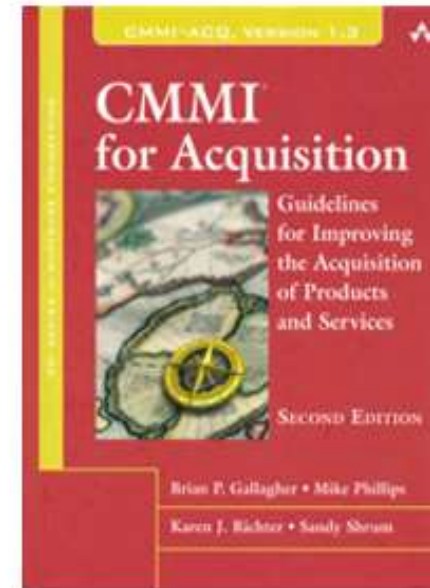
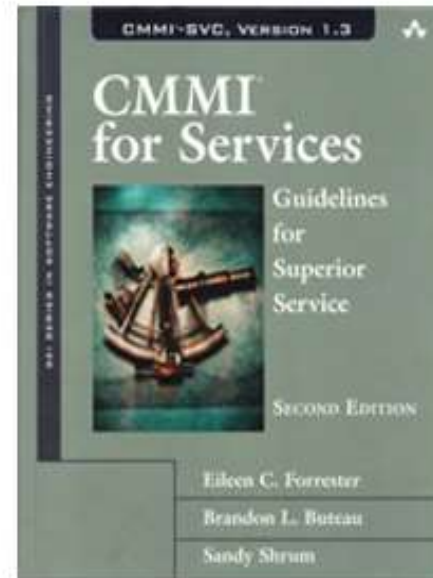
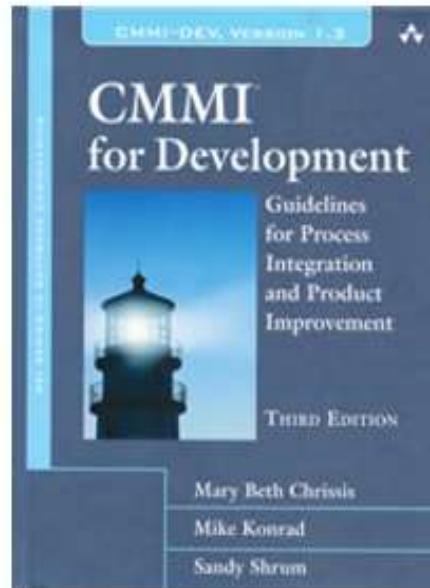




*“Everything is vague to a degree you do not realize till
you have tried to make it precise.”*

- Bertrand Russell

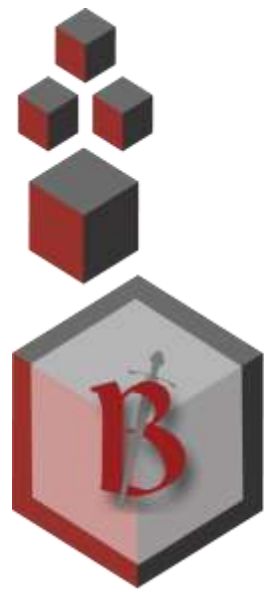
Capability Maturity Model Integration®



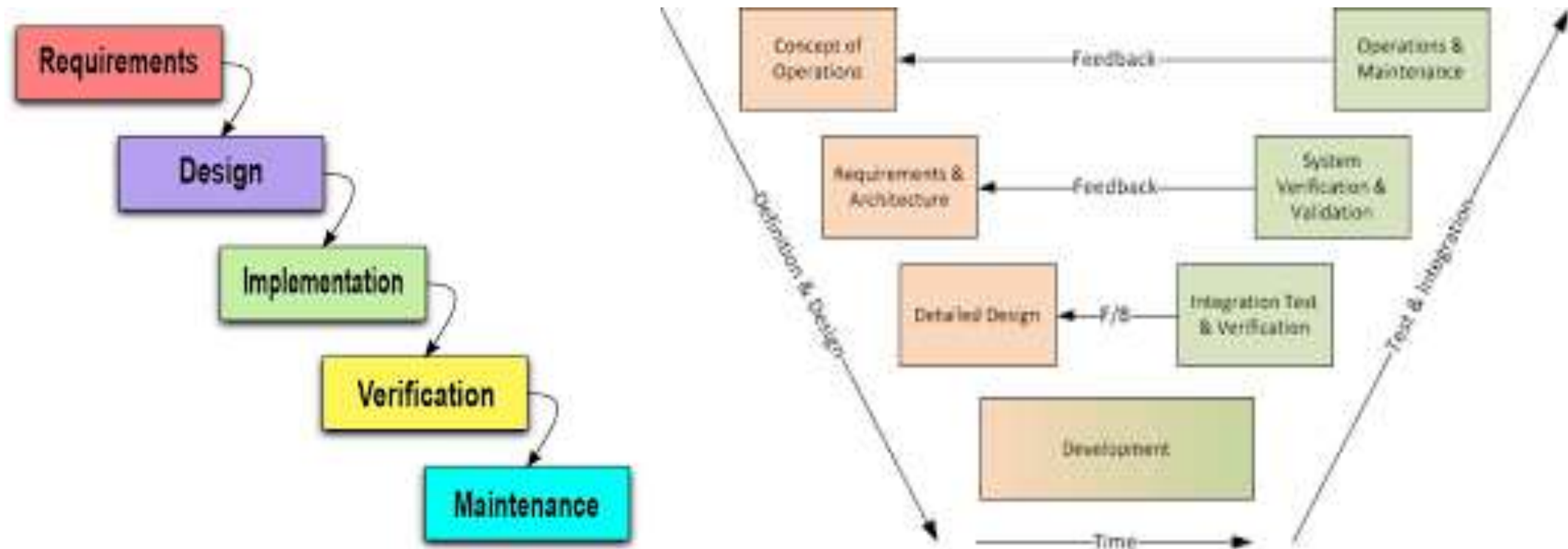
The CMMI® is a set of models that help organizations in the Technology, Services, Acquisition, and Human Capital sectors build **world-class capability**

CMMI Process Areas

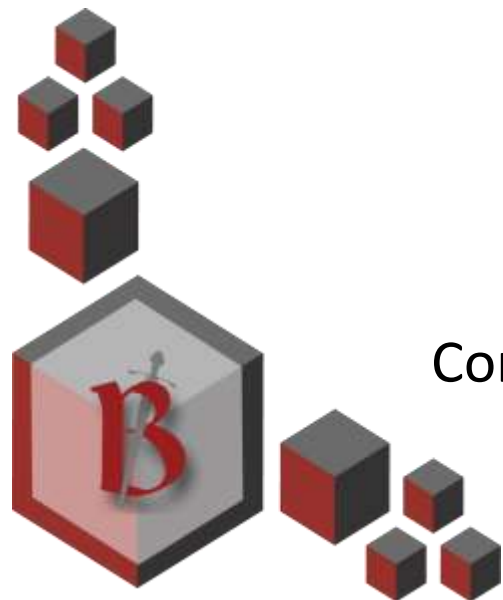
Level	Focus	Process Area	
5 Optimizing	Continuous Process Improvement	<ul style="list-style-type: none"> •Organizational Performance Management 	<ul style="list-style-type: none"> •Casual Analysis & Resolution
4 Quantitatively Managed	Quantitative Management	<ul style="list-style-type: none"> •Organizational Process Performance 	<ul style="list-style-type: none"> •Quantitative Project Management
3 Defined	Process Standardization	<ul style="list-style-type: none"> •Requirements Development •Technical Solutions •Product Integration •Verification •Validation •Organizational Process Focus 	<ul style="list-style-type: none"> •Organizational Process Definition •Organizational Training •Integrated Project Management •Risk Management •Decision Analysis & Resolution
2 Managed	Basic Project Management	<ul style="list-style-type: none"> •Requirements Management •Project Planning •Project Monitoring & Control •Supplier Agreement Management 	<ul style="list-style-type: none"> •Measurement & Analysis •Process & Product Quality Assurance •Configuration Management
1 Initial			



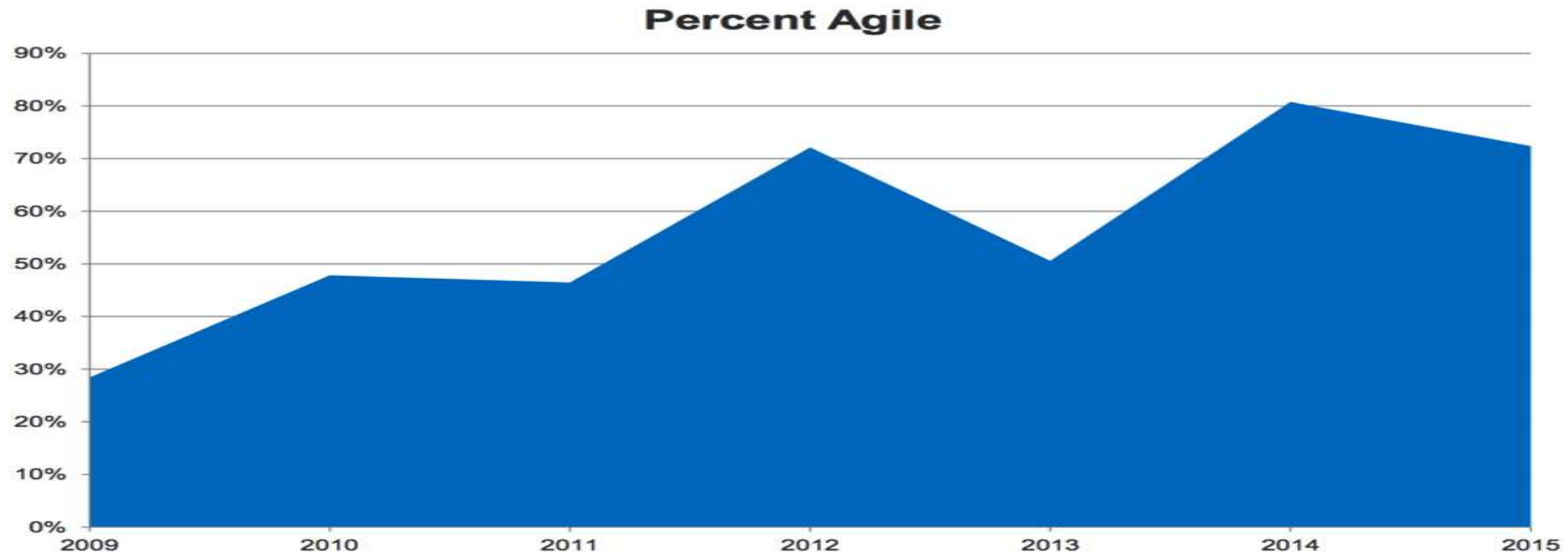
Defined process control frameworks



Early adopters of CMMI were Defense, Manufacturing, High Tech Companies that leaned heavily on Defined Process Control Frameworks

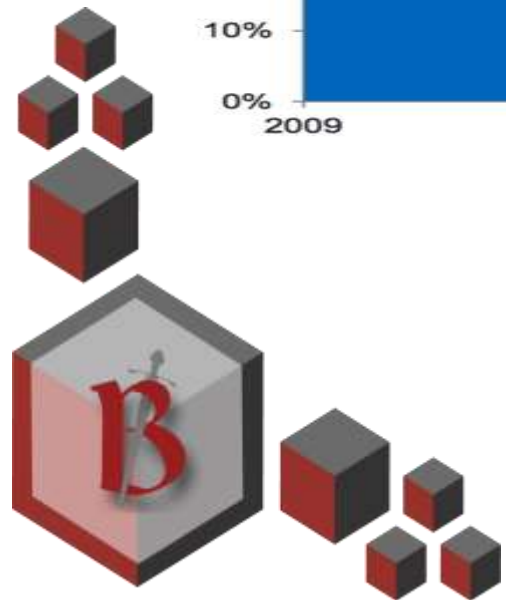


Growth in CMMI adoption by agile organizations



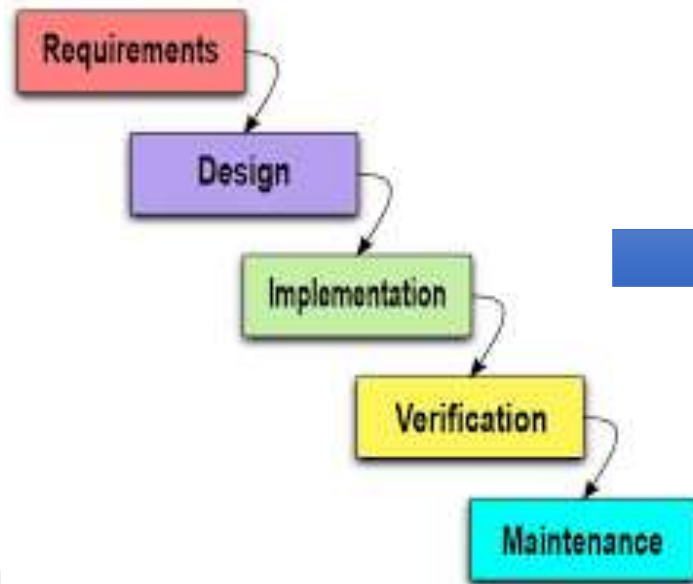
Agile organizations are overlaying Agility
on top of the proven capabilities that
CMMI brings to their operations.

Defined Process Control is no longer dominant!

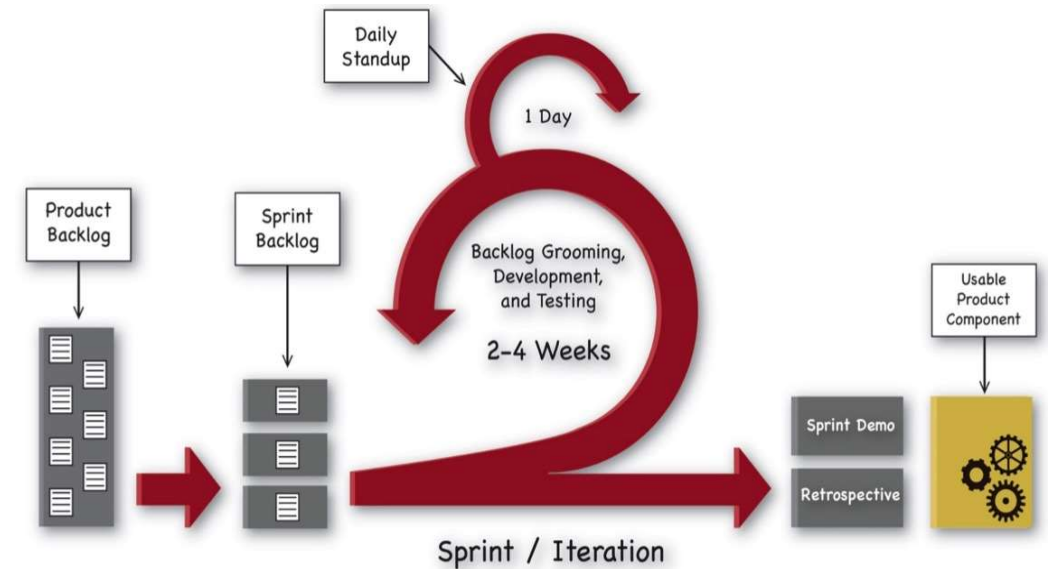


Defined vs. Empirical Process Control

Management's
Reality

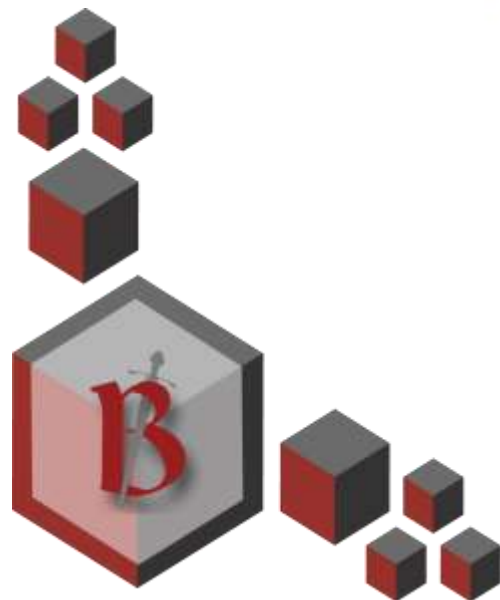


**Organizational
Type Mismatch**



Agile Team's
Reality

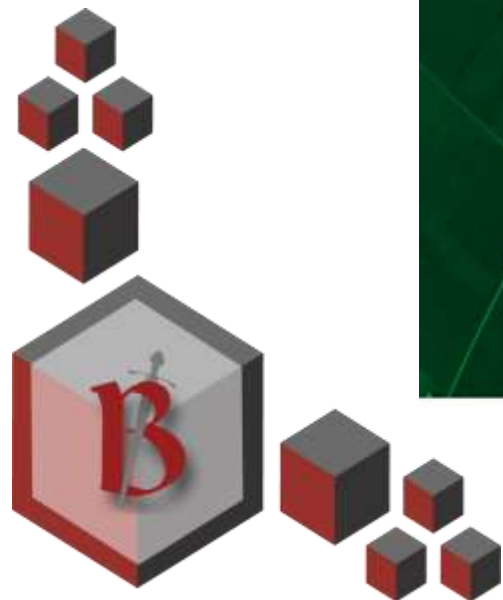
When software experiences a type-mismatch, everything blows up!

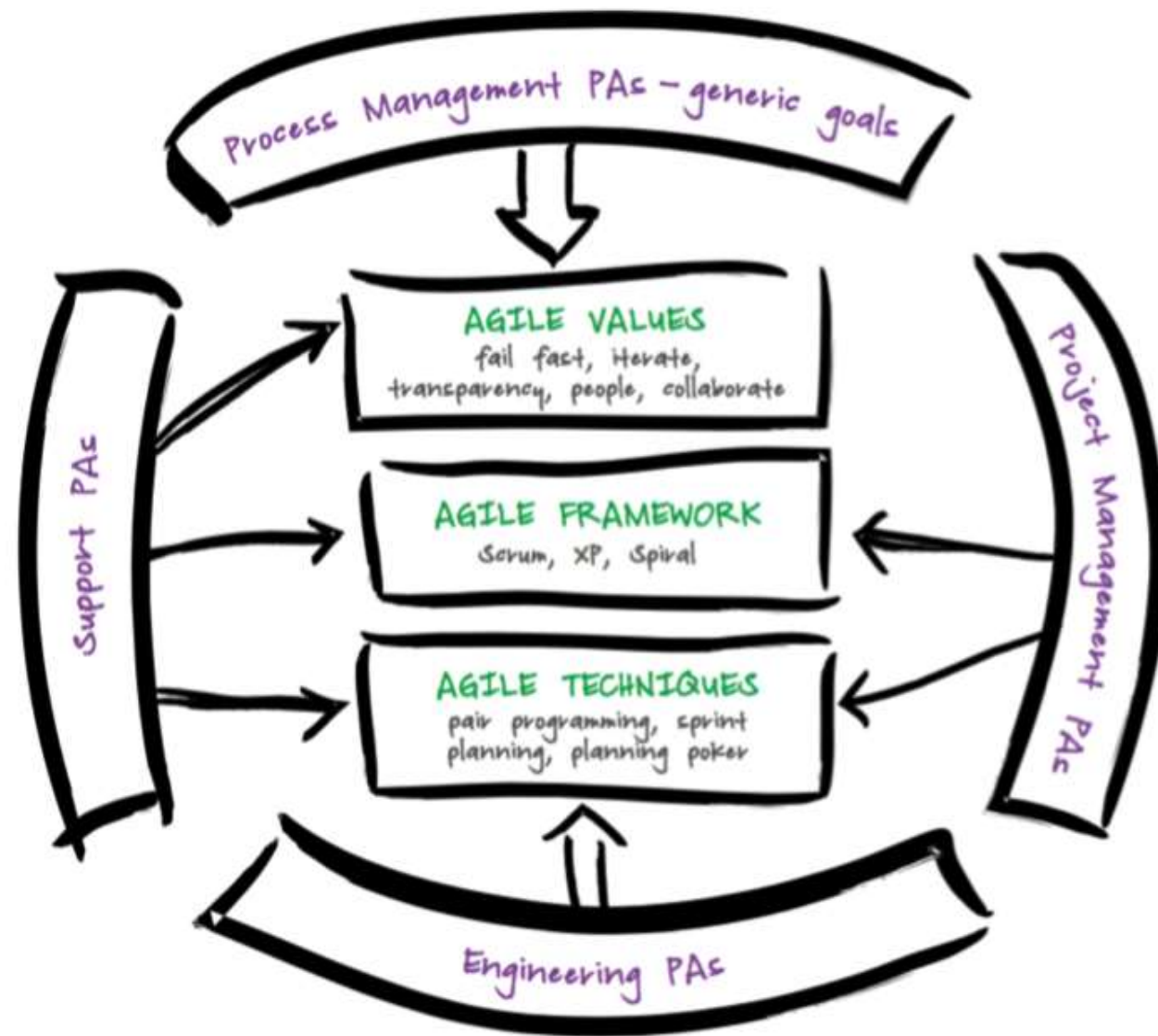


Integrating Capability with Agility v1.0



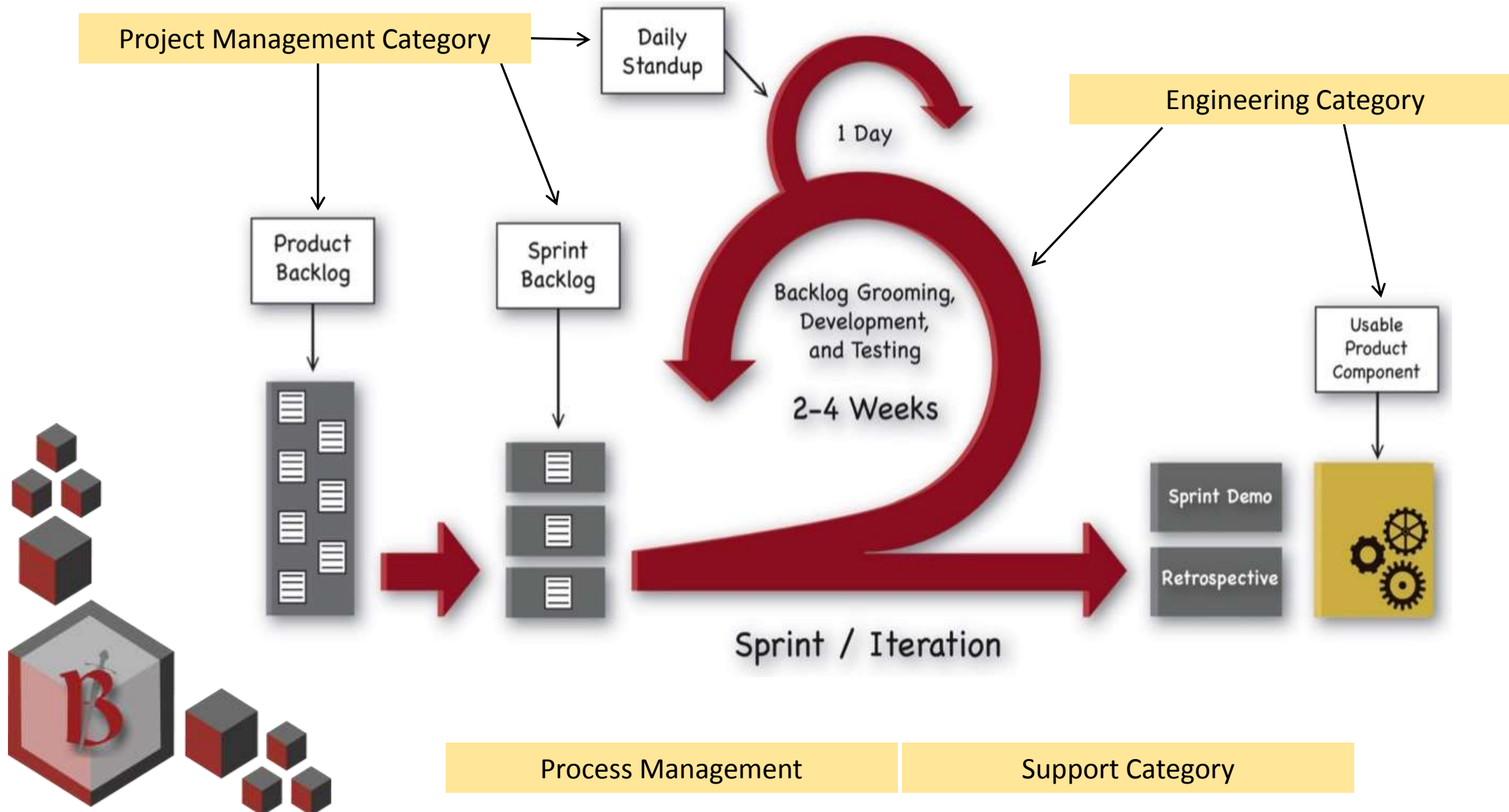
A Guide to Scrum and CMMI®:
Improving Agile Performance with CMMI



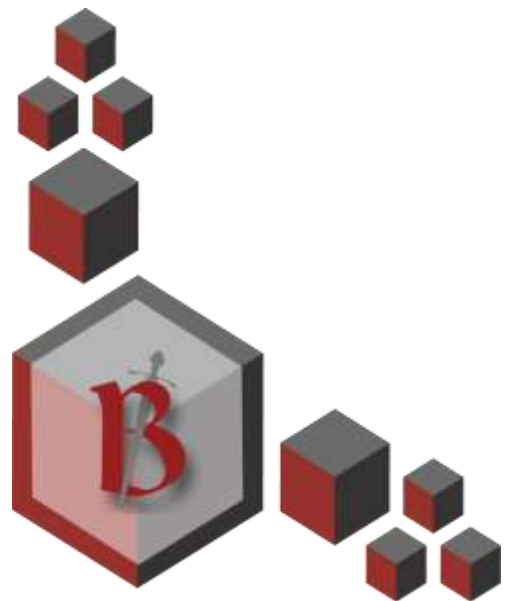


The Guide demonstrates how to **build capability** within an Agile Empirical Process Control environment at the **Practice, Technique, and Ceremony level** using the **CMMI**

Empirical process control framework



AGILITY
CAPABILITY
STABILITY



Introducing: The Agile Performance Hierarchy[®]

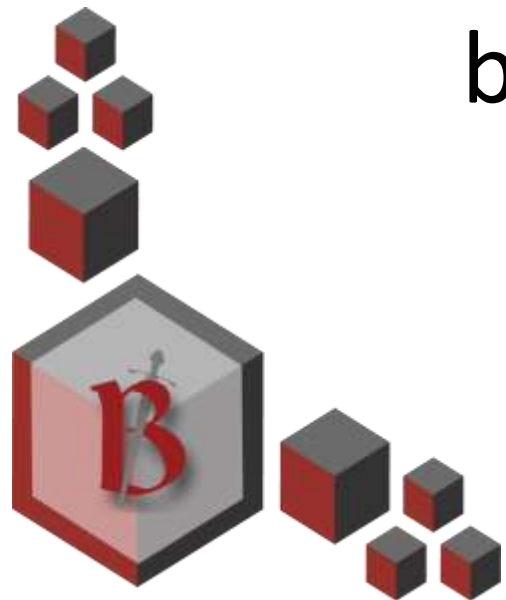
- Simplifies Agile Capability and Performance
- Self Organizing Behavioral Model from AgileCxO.org
- Adopting, Transforming, Sustaining, and Evaluating Agile Performance
- Non-Hierarchical and Self Organizing
- Detailed Guidance on Agile Values, Ceremonies, and Techniques
- Peer-to-Peer Evaluations
- Iterative and Incremental Observations
- Evaluate with Three Agile Performance Levels

An Agile Performance Model for Great Agile Organizations

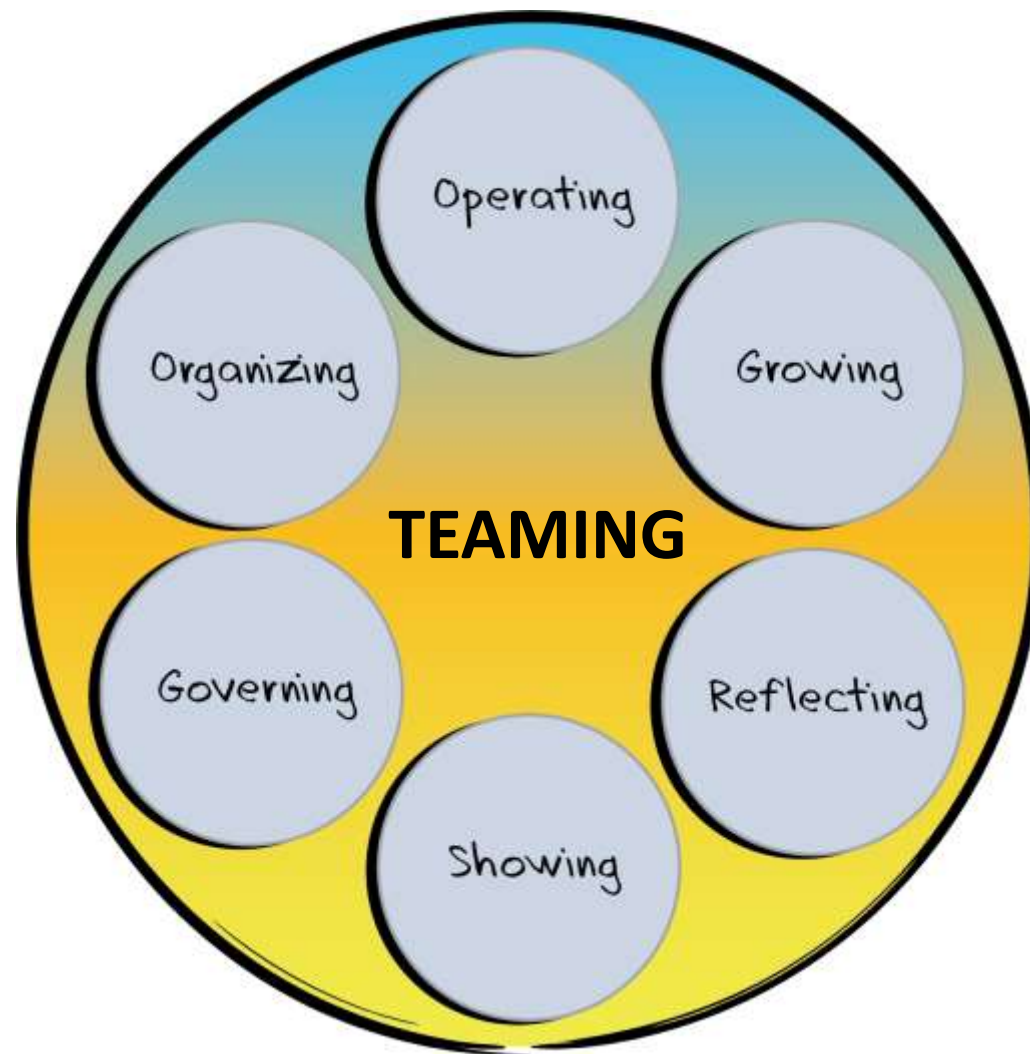


Introducing: The Holon

A holon (Greek: ὅλον, holon neuter form of ὅλος, holos "whole") is something that is simultaneously a whole and a part. The word was coined by Arthur Koestler in his book The Ghost in the Machine.

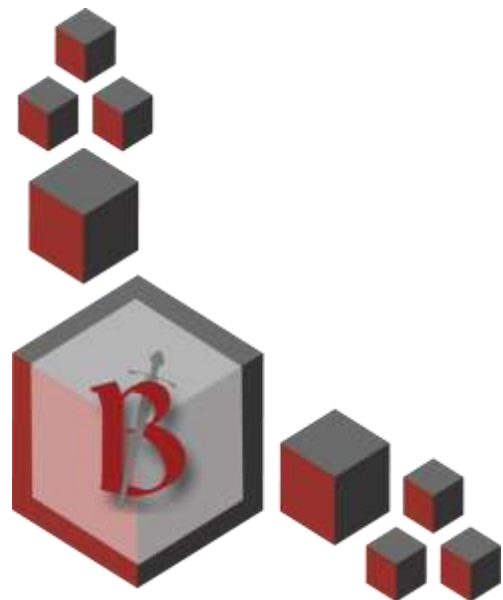
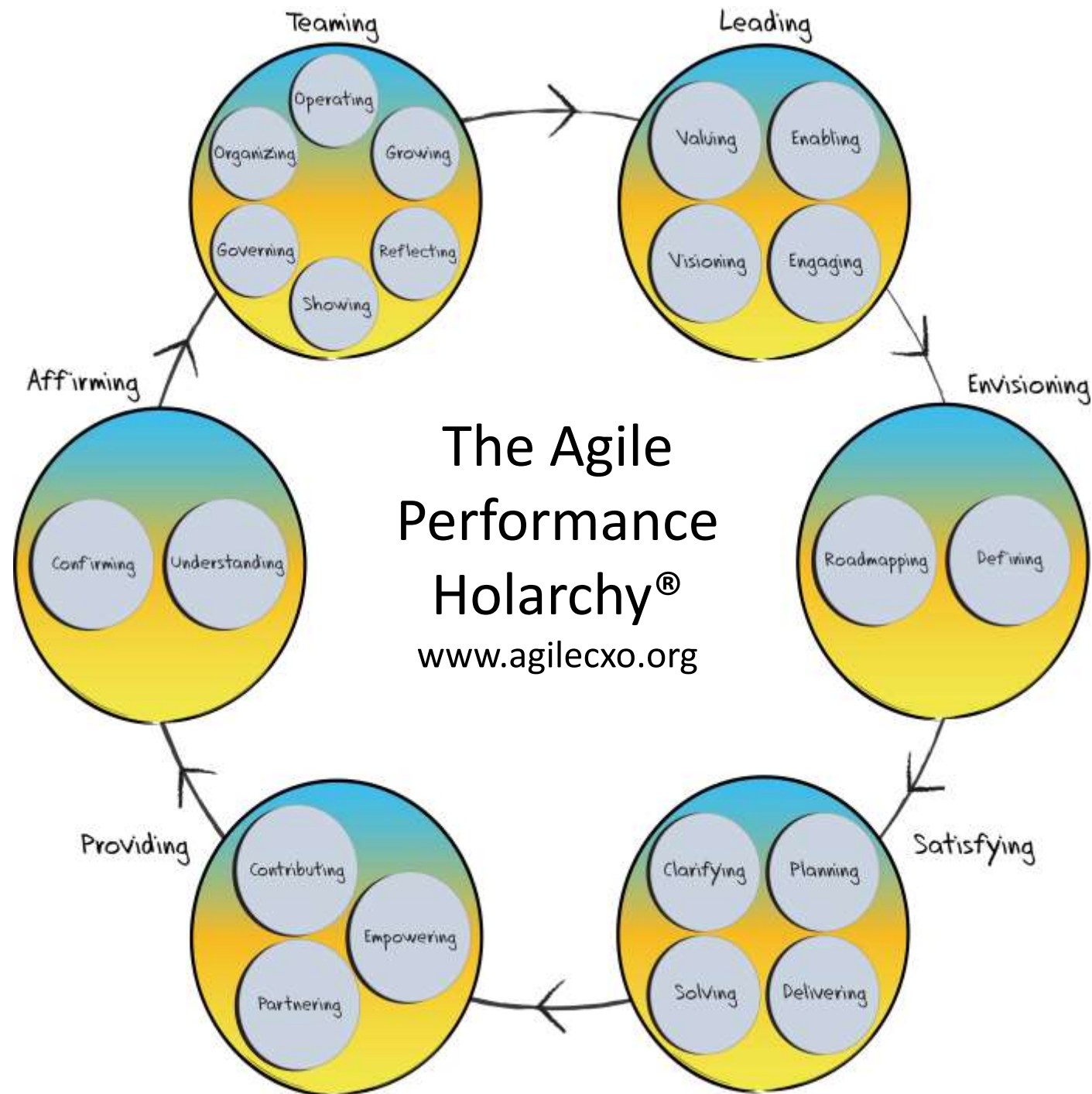


Performance Circle

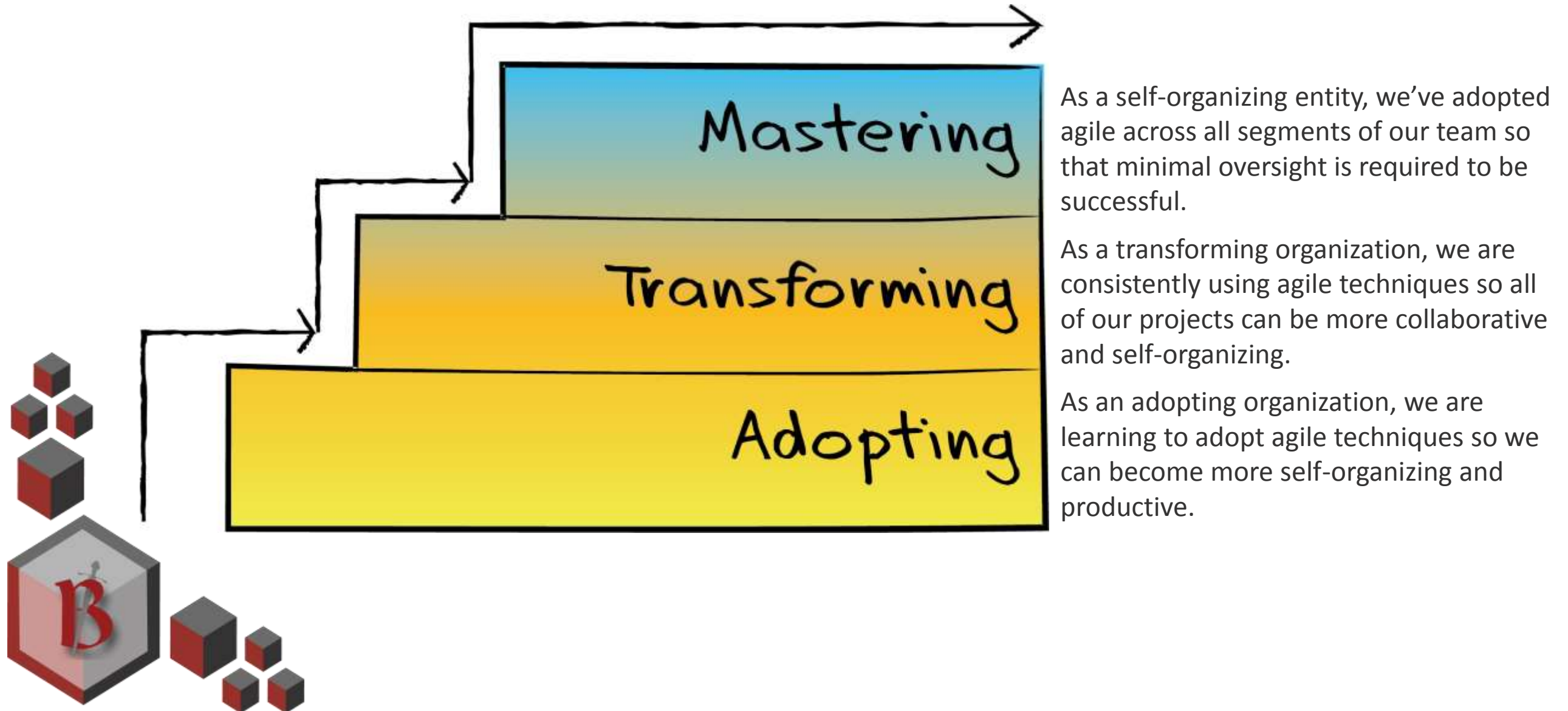


A interdependent set of Holons (a “holarchy”) that describe actions, roles, and outcomes for high performing Agile teams.

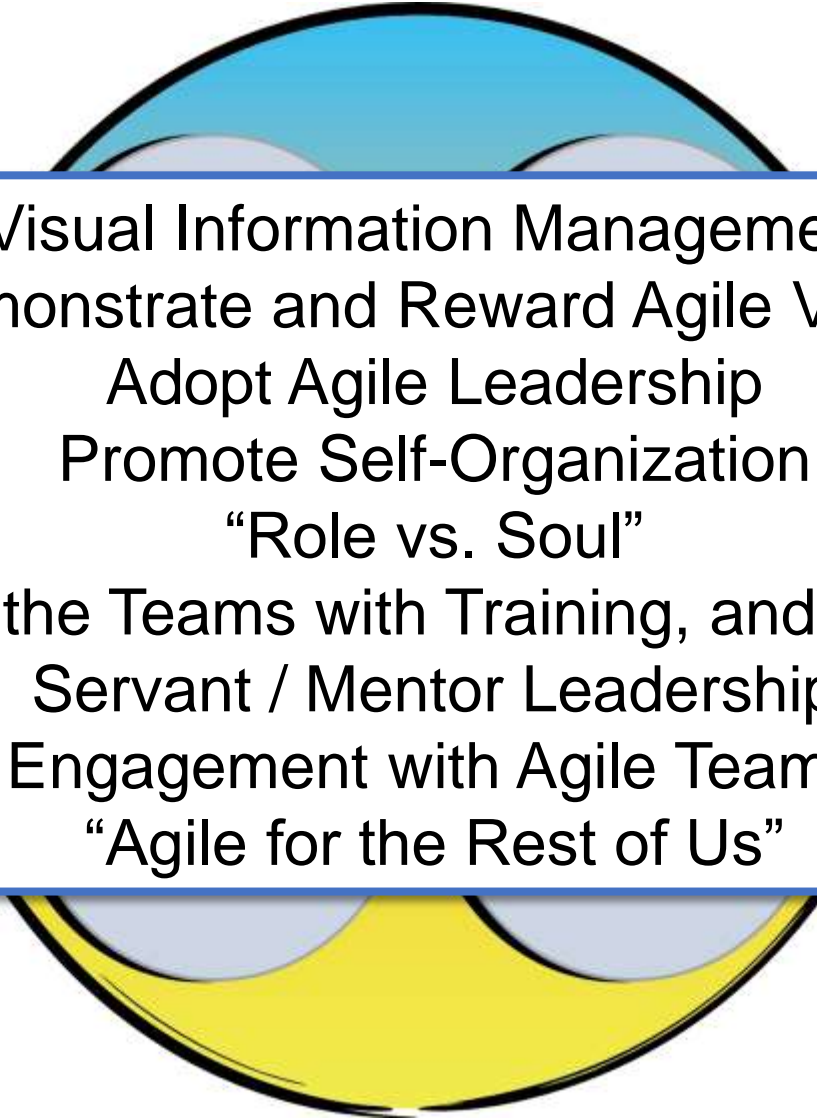
This **Teaming Performance Circle** describes how an Agile team Organizes, Operates, Grows, Reflects, Shows, and Governs their work.



Agile Performance Levels

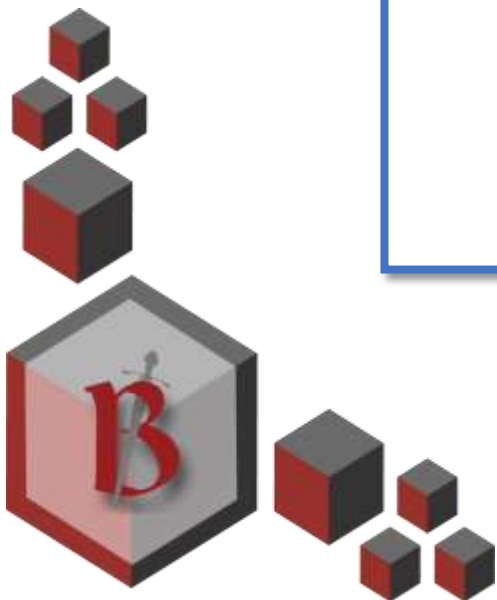


Performance Circle: Leading

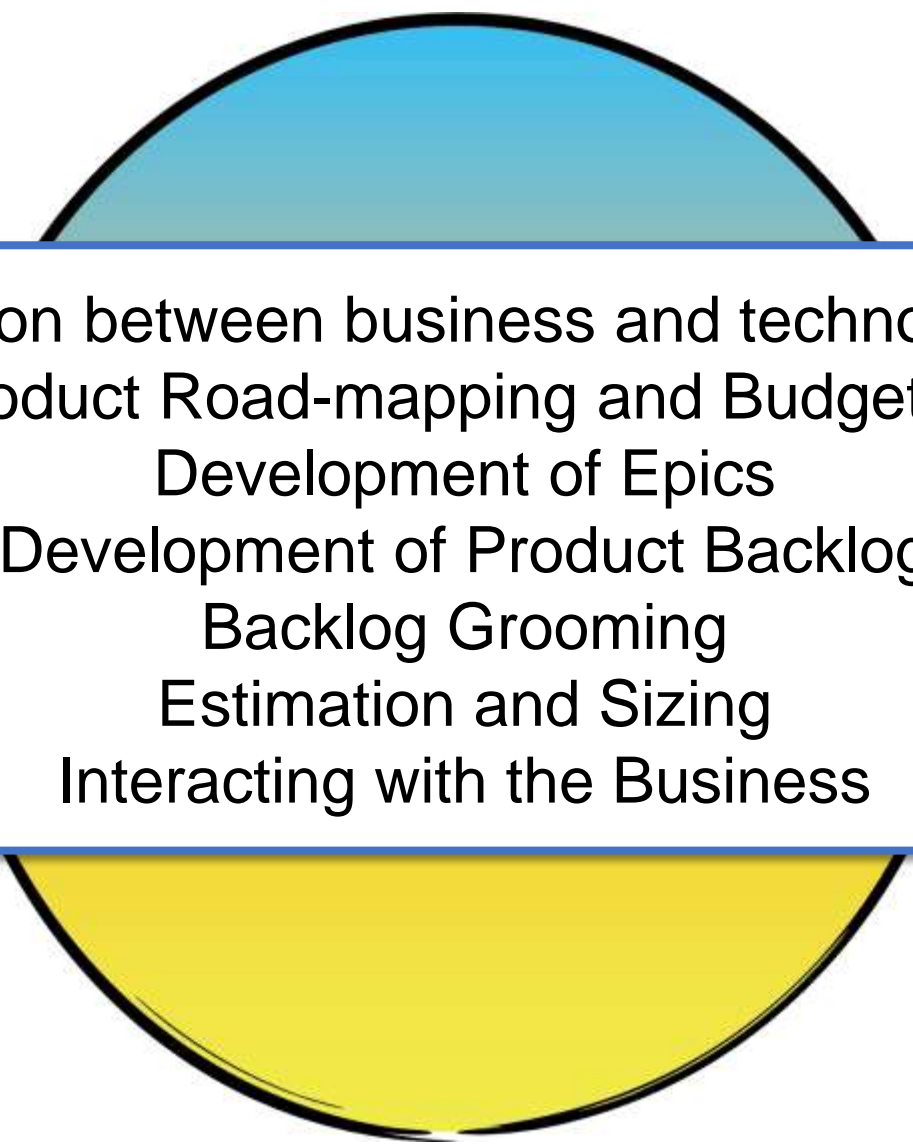


Visual Information Management
Demonstrate and Reward Agile Values
Adopt Agile Leadership
Promote Self-Organization
“Role vs. Soul”

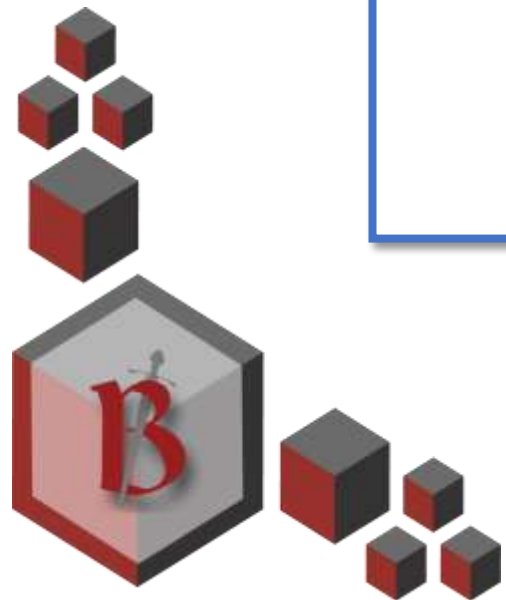
Enable the Teams with Training, and Authority
Servant / Mentor Leadership
Engagement with Agile Teams
“Agile for the Rest of Us”



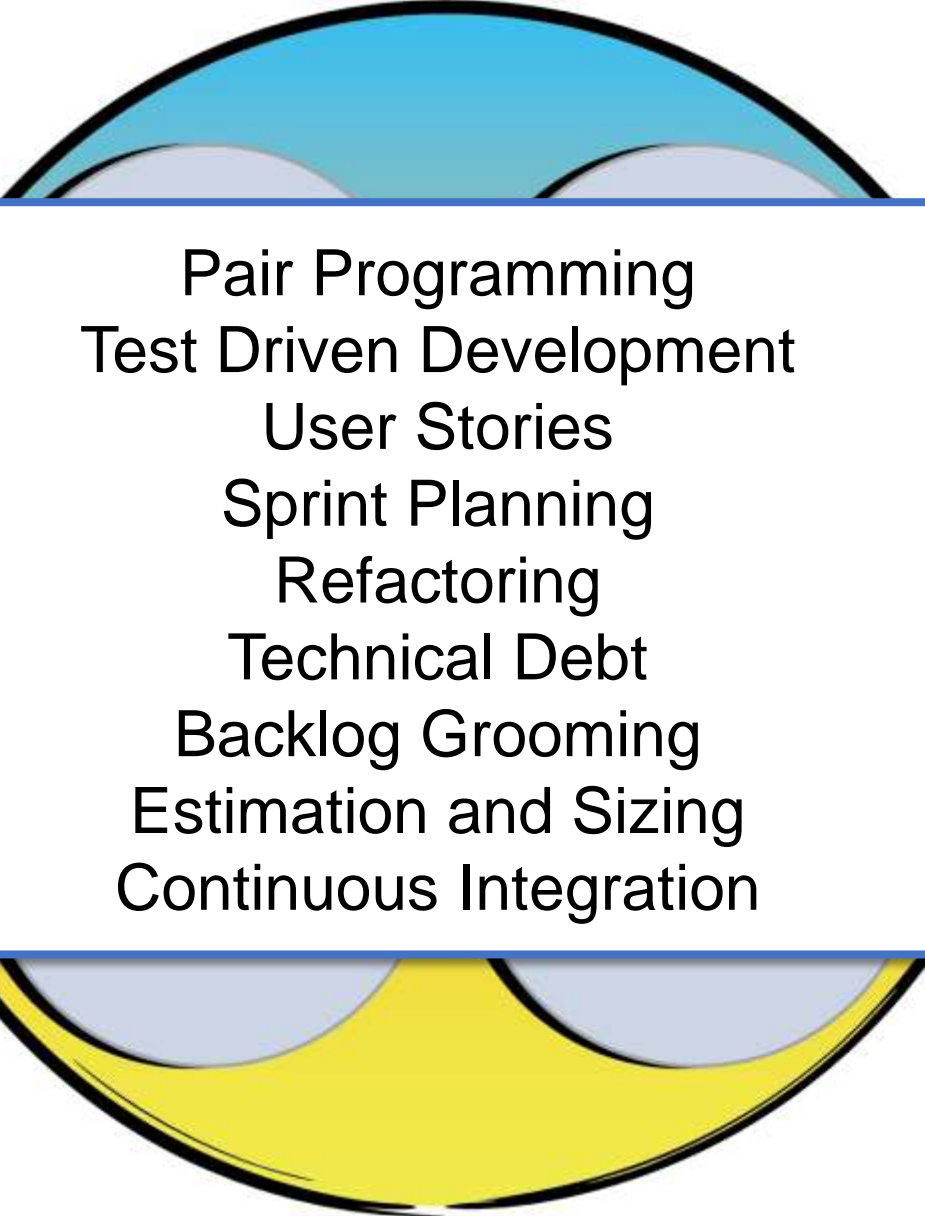
Performance Circle: Envisioning

A large circle is split horizontally. The top half is light blue and the bottom half is yellow. A white rectangular box with a blue border is centered over the circle, containing a list of activities.

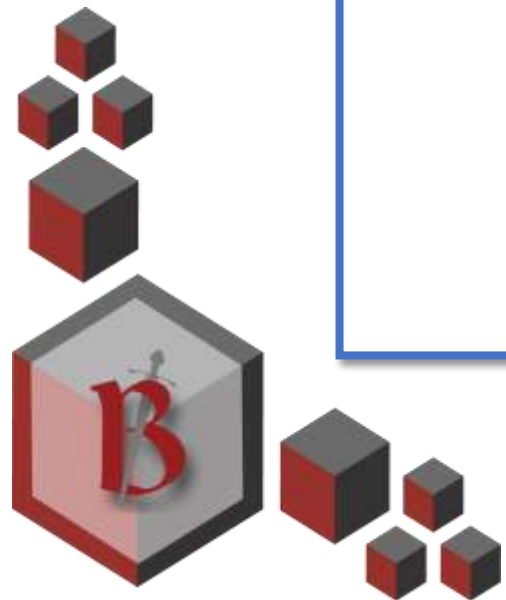
Collaboration between business and technology teams
Product Road-mapping and Budgeting
Development of Epics
Development of Product Backlog
Backlog Grooming
Estimation and Sizing
Interacting with the Business




Performance Circle: Satisfying

A large circle with a blue upper half and a yellow lower half, separated by a horizontal line. The circle is partially obscured by a white rectangular box in the center.

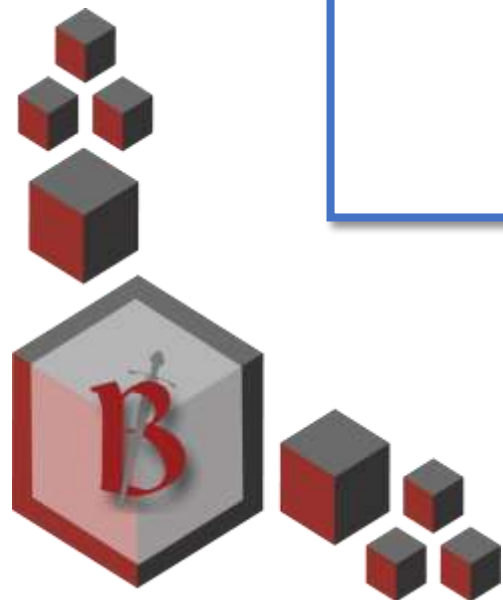
Pair Programming
Test Driven Development
User Stories
Sprint Planning
Refactoring
Technical Debt
Backlog Grooming
Estimation and Sizing
Continuous Integration




Performance Circle: Providing

A diagram of a circle with a light blue center and a yellow outer ring. A white rectangular box with a blue border is positioned in the center of the circle, containing a list of items.

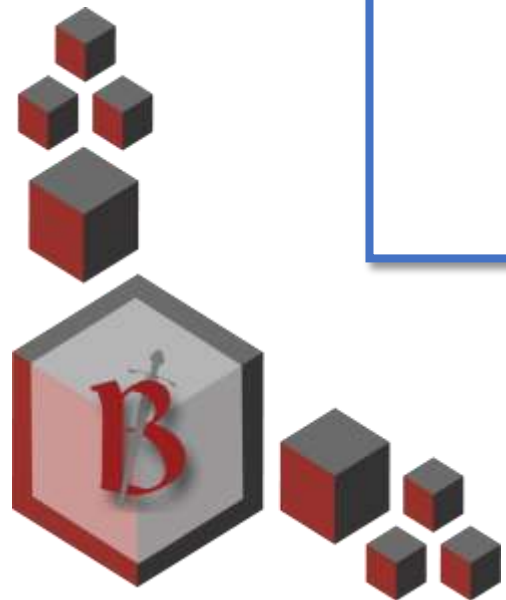
Retrospectives
Self-Organizing Empowerment
Evaluating Agile Suppliers
Integrating with DevOps/BD/HR
Co-Located Facilities
Peer Evaluations



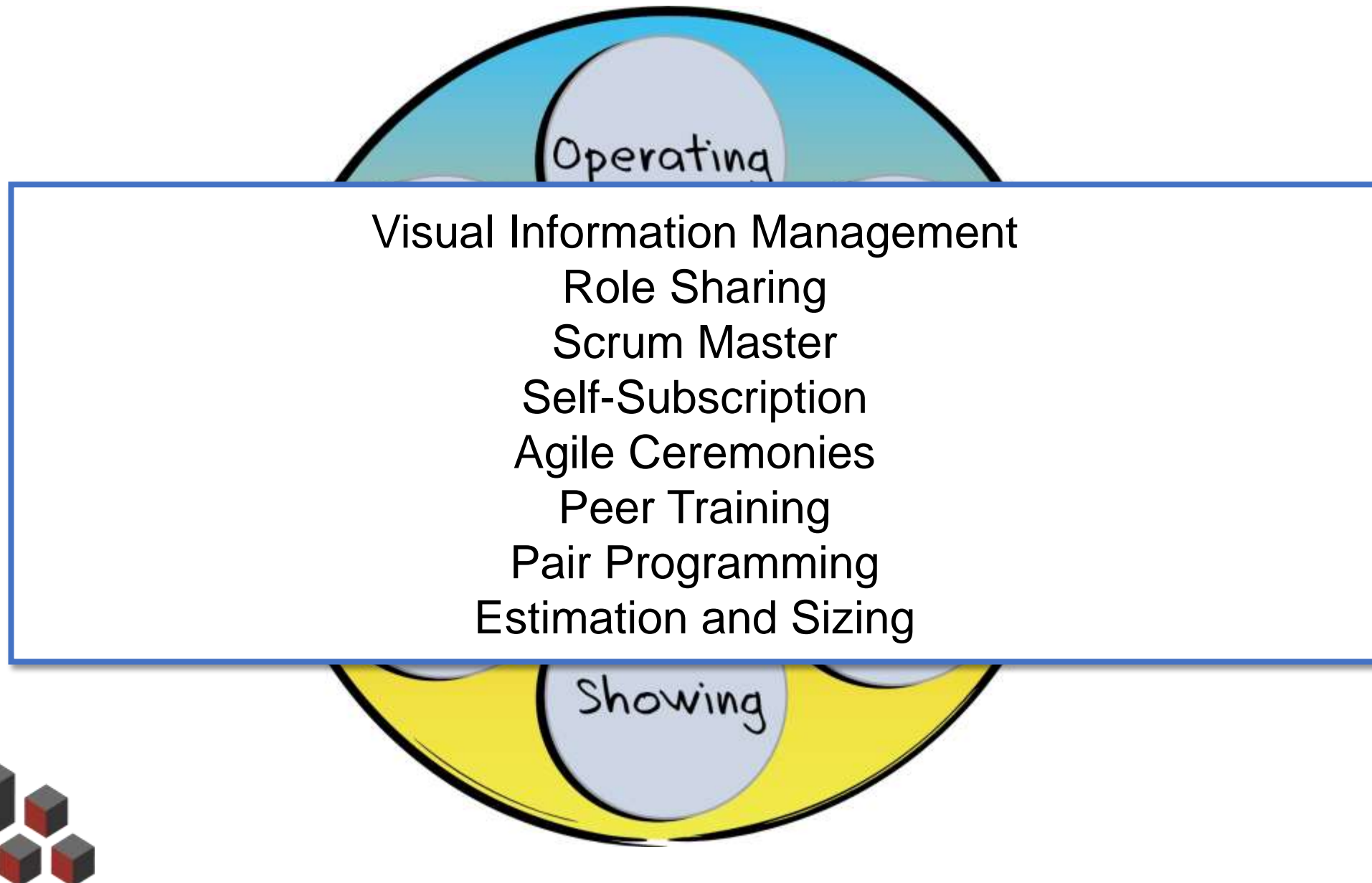
Performance Circle: Affirming

A diagram consisting of a circle split horizontally. The top half is light blue and the bottom half is yellow. A white rectangular box with a blue border is centered over the circle.

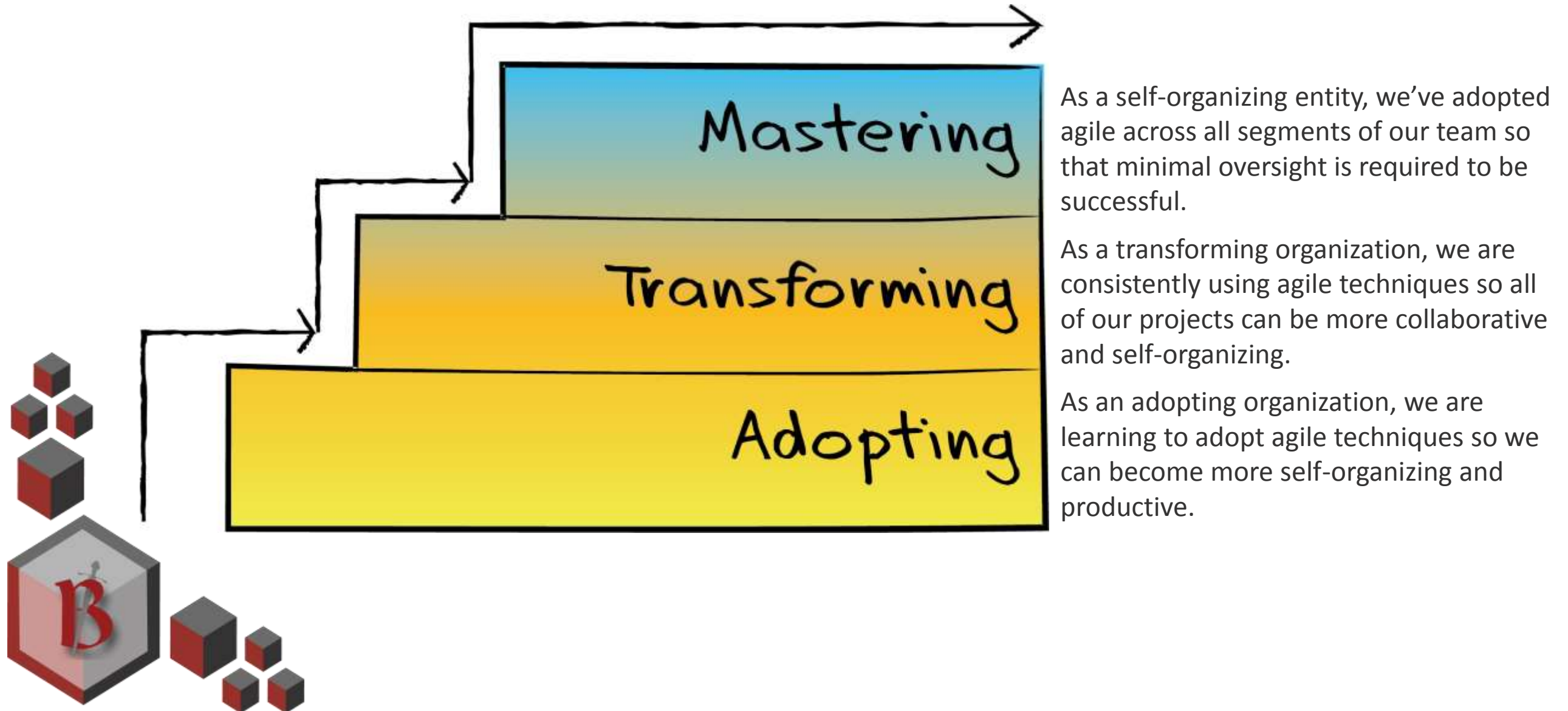
Automated Testing
Continuous Build
Show and Tell
Sprint Demos
Daily Standups
Peer Evaluations

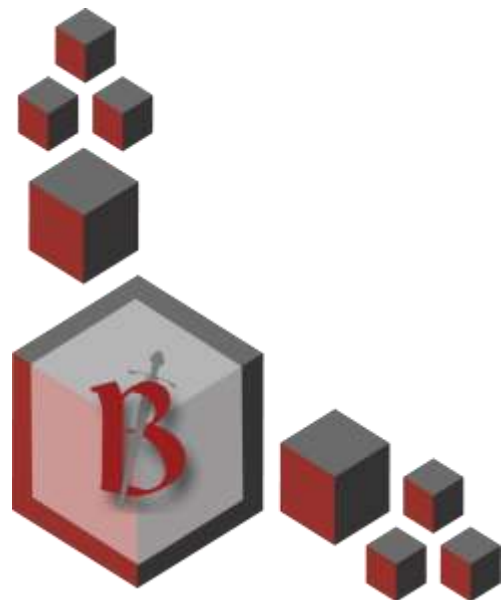
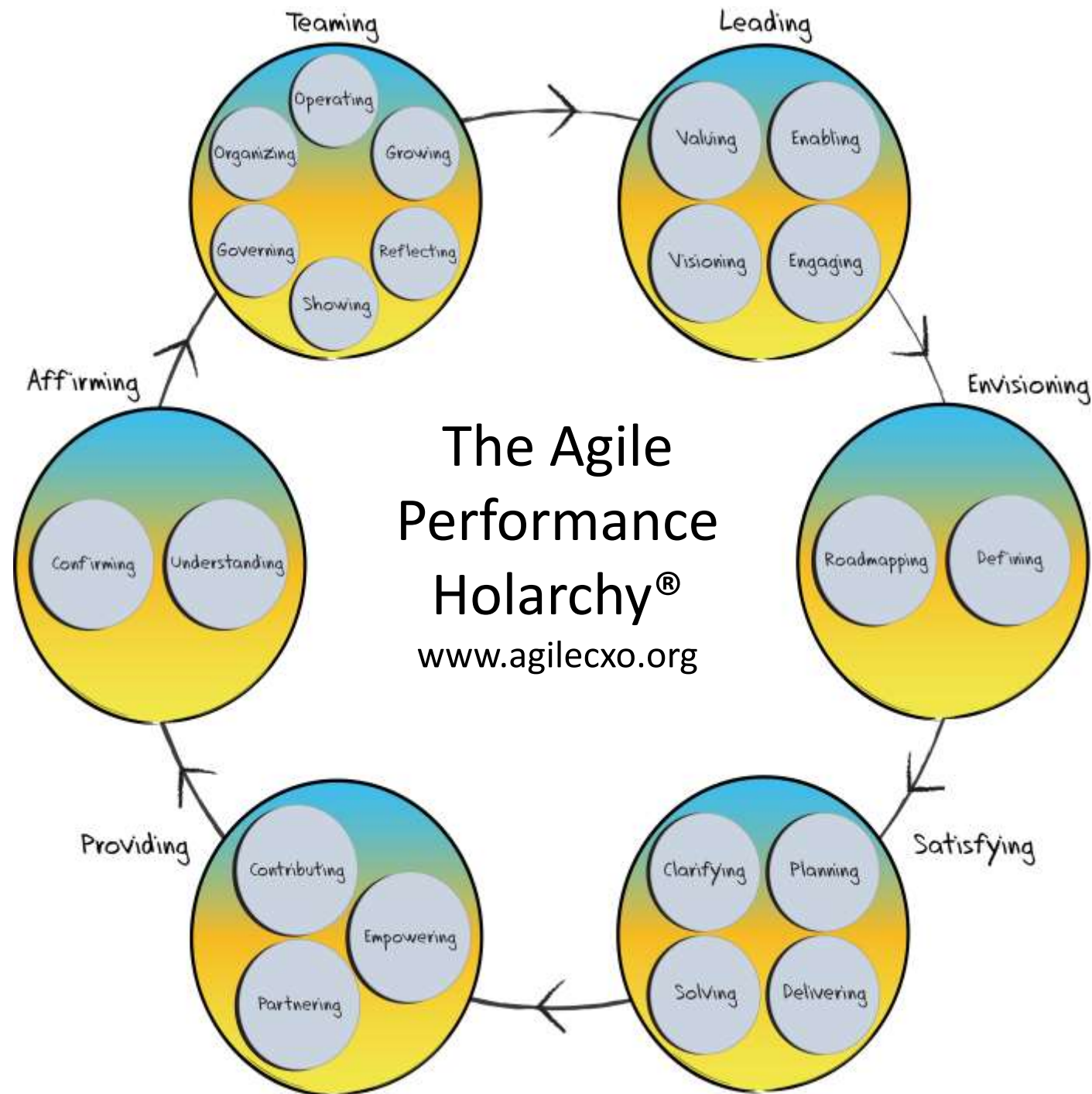


Performance Circle: Teaming



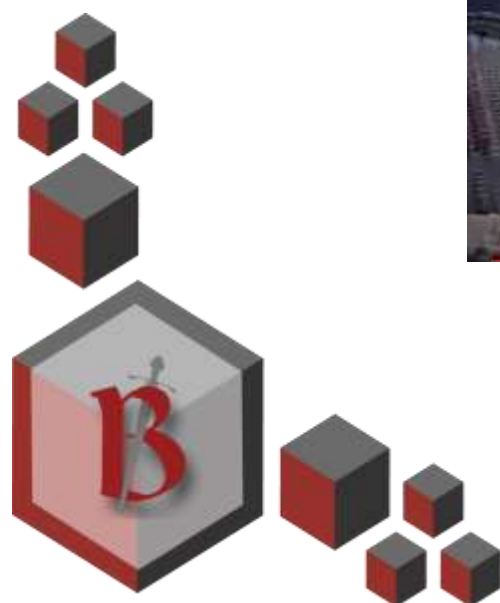
Agile Performance Levels



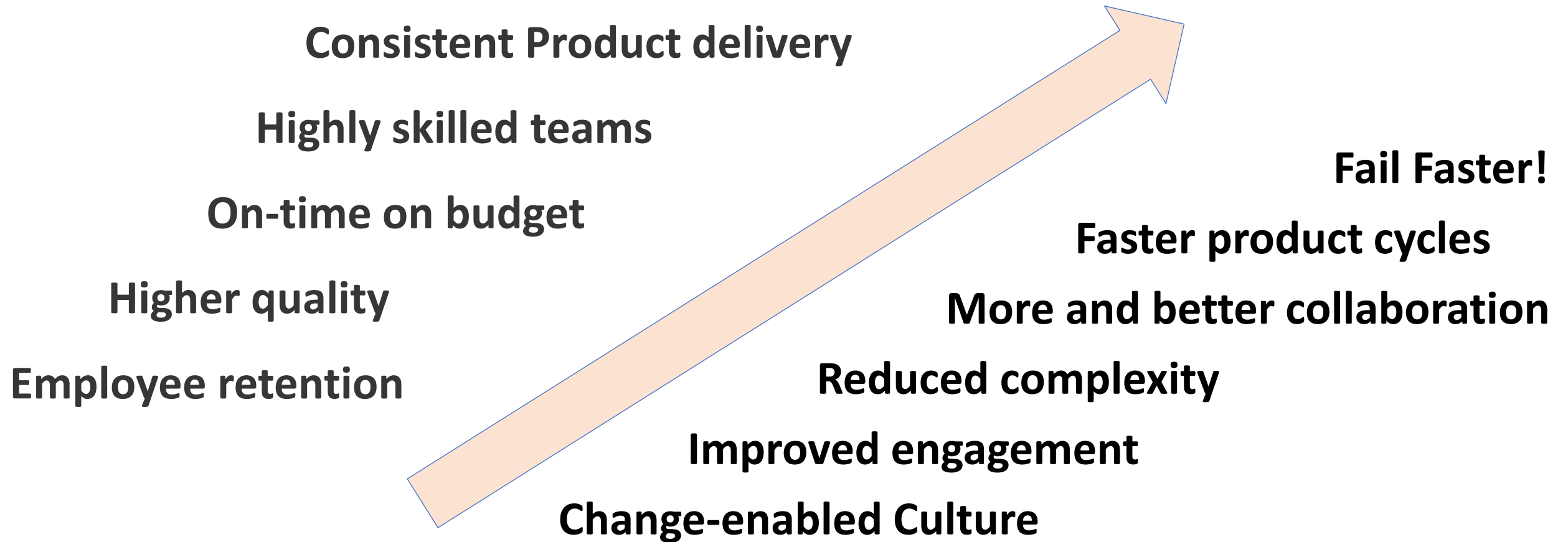




[Click picture or here to watch video](#)
(Browser will open)



Benefits of STABILITY



The real dividends of stability



After 2,500 hours, over 1,000 landings, continuous training, learning, and **building capability**, we've enjoyed a lifetime of safety and success!

DOWNLOAD THE GUIDE TO SCRUM AND CMMI



<http://cmmiinstitute.com/cmmi-and-agile>

SPEAKER RESOURCES



**TEXT “Agility” to 313131
Receive a signed copy of
this webinar!**

www.broadwordsolutions.com

www.agileCxO.org

(Agile Performance Hierarchy)

www.asktheCMMIApraiser.com (blog)

