The Agile Mindset

A Webinar Presented by:

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15 years of experience in software development, management and delivery

Ph.D. in Agile Transformation and Agility Assessment

Co-founded IC Agile International Consortium for Agile

on the PMI-ACP Steering committee

Consulted, trained or coached with people and teams from...

Co-authored BECOMING AGILE
What is the Biggest Risk in Developing Products?
Developing the Wrong Product!
How the customer explained it
How the Project Leader understood it
How the Analyst designed it
How the Programmer wrote it
How the Business Consultant described it

How the project was documented
What operations installed
How the customer was billed
How it was supported
What the customer really needed
WHO’S FAULT?!!
Discovery changes Understanding
“IKIWISI”
I’ll Know It When I See It
Cone of Uncertainty
What is our Mindset towards succeeding when there is Uncertainty
What is our established set of attitudes and habits towards succeeding when there is Uncertainty
**Fixed Mindset vs. Growth Mindset**

Based on the work of Dr. Carol Dweck

I believe that my [Intelligence, Personality, Character] is inherent and static. Locked-down or fixed. My potential is determined at birth. It doesn’t change.

I believe that my [Intelligence, Personality, Character] can be continuously developed. My true potential is unknown and unknowable.

**Fixed Mindset**
- Avoid failure
- Desire to Look smart
- Avoids challenges
- Stick to what they know
- Feedback and criticism is personal
- They don’t change or improve

**Growth Mindset**
- Desire continuous learning
- Confront uncertainties.
- Embracing challenges
- Not afraid to fail
- Put lots of effort to learn
- Feedback is about current capabilities
What do you do?

**Fixed Mindset** approach to managing uncertainty

Reducing uncertainty by “nailing things down.”
Looking to fix and confirm things.

**Agile Mindset** approach to managing uncertainty

Reducing uncertainty by discovering and learning.
Looking to learn and discover in the most efficient way possible.
**Fixed Mindset** approach to delivery (Assembly Line)
Must “nail down” the output in order to start delivery (Liner Thinking)

**Growth Mindset** approach to delivery (Knowledge Work)
Discover and learn through valuable output and welcoming change (Circular Thinking – IKIWISI)
WHAT IS AGILE
How to manage **Uncertainty** using the **Agile Mindset** in the **Software domain**

The Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.
A mindset is the established set of attitudes held by someone

- Welcome Change
- Failing Early
- Build and Feedback loops
- Continuous Delivery
- Value-Driven Development
- Small value-add slices
- Learn through Discovery
- Continuous Improvement
Agile is a mindset

[that in software world is]

- Established through 4 values
- Grounded by 12 principles, &
- Manifested through many many different practices

A Value is an established ideal that the members of a given society regard as desirable

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan
Agile is a mindset
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1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
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. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.
Agile is a mindset

[that in software world is]

- Established through 4 values
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- Product visioning
- Project chartering
- Affinity (relative) estimation
- Size-based (point) estimation
- Planning poker
- Group estimation
- Value-based documentation
- Prioritized product backlog
- User stories
- Progressive elaboration
- Personas
- Story maps / MMF
- Story slicing
- Acceptance tests as requirements
- Short iterations
- WIP Limits
- Early and frequent releases
- Roadmapping
- Velocity-based planning and commitment
- Iteration planning / Iteration backlog
- Release planning / Release backlog
- Time boxed iterations
- Adaptive (multi-level) planning
- Risk backlog
- Team structure of VT / DT
- Pull-based systems
- Slack
- Sustainable pace
- Frequent face-to-face
- Team chartering
- Cross-silo collaborative teams
- Self-organizing teams
- Cross-functional teams
- Servant leadership
- Task volunteering
- Generalizing specialist
- Tracking progress via velocity
- Burn-up/burn-down charts
- Refactoring
- Automated unit tests
- Coding standards
- Incremental/evolutionary design
- Automated builds
- Ten-minute build
- Monitoring technical debt
- Version control
- Configuration management
- Test driven development
- Pair programming
- Spike solutions
- Continuous integration
- Incremental deployment
- Simple design
- End-of-iteration hands-on UAT
- Automated functional tests
- Automated developer tests (unit tests)
- Exploratory testing
- Software metrics
Agile is a mindset
[that in software world is]

Established through 4 values

Grounded by 12 principles, &

Manifested through many many different practices

Scrum

eXtreme Programming

Your own Agile process
Agile is a mindset [that in software world is]

- Established through 4 values
- Grounded by 12 principles, &
- Manifested through many many different practices

Scrum

extreme Programming

Your own Agile process
Doing Agile
Learning the practices and applying them without knowing the mindset and principles to know when to tailor and how to select the appropriate practices.

Being Agile
Internalizing the Mindset, values, and principles then applying the right practices and tailoring them to different situations as they arise.

Agile as a Process and Practices

Agile as a Mindset and Culture
### Education verses Training

A View of the Doing of Agile vs the Being of Agile

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- **Iteration Planning**
- **Stand-up**
- **Demo**
- **Retrospective**
- **Release Planning**
# Education verses Training

**A view of the Doing of Agile vs the Being of Agile**

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**Doing Agile**

**Being Agile**
The Agile Mindset and other Domains
The Agile Mindset to Disciplines inside Software Development
HOW DO WE LEARN TO BE AGILE?
The journey towards learning Agility

Ri
Be the Rule

Ha
Break the Rule

Shu
Follow the Rule
The journey towards learning Agility

1. Shu (Following Precisely without Modification ) – 2. Ha – 3. Ri
The journey towards learning Agility
1. Shu – 2. Ha (Shifting Between Techniques) – 3. Ri
The journey towards learning Agility

1. Shu – 2. Ha – 3. Ri (New techniques, even unconsciously)
The journey towards learning Agility


Shu
Follow the Rule

Ha
Break the Rule

Ri
Be the Rule

Shu
Follow the Rule
Meet Jack

Company: Future Corp
Size: 10,000 people
Profession: CIO
Size of IT: 3000 People
Goal: Transform organization to Agile - ASAP
Plan: Something like this

1. Start training across IT – probably on Scrum
2. Picked a star, Stacy, in the IT organization and put her in charge of the transformation – in addition to her day job.
3. Two pilot projects were launched successfully (doing Scrum)!
4. Memo from the CIO that says we’re moving to an agile/scrum process for all IT projects by the end of the year.
5. The plan is to launch five pilots/teams every quarter.
6. The CIO is meeting monthly with Stacy to track the number of projects who are adopting the agile process.
7. Stacy is procuring an agile tool to help teams be consistent in their agile process.
Organizational Agility
(Enterprise Agile or agile at Scale)

Organizational Agility is a culture based on the values and principles of Agile, supported by the organizational ecosystem and manifested through personal and organizational habits (how work really gets done around here).

An Organizational Ecosystem consists of its: Leadership, Strategy, Structure, Processes and People
The Organizational Ecosystem

- People
  - Values, Beliefs, Attitudes, Norms, Habits

- Process
  - Value Chain, Policies, Operations, Business Processes

- Structure
  - Roles and Responsibilities, Decisions, Organization

- Strategy
  - Goals, Measures of Success, Rewards

- Leadership
  - Style, Values, Habits

- Culture

- Culture
When Agile is Just a Process

- **People** (Values, Beliefs, Attitudes, Norms, Habits)
- **Process** (Value Chain, Policies, Operations, Business Processes)
- **Structure** (Roles and Responsibilities, Decisions, Organization)
- **Strategy** (Goals, Measures of Success, Rewards)
- **Leadership** (Style, Values, Habits)

Change

Culture
2012 Survey – Barriers to Agile Adoption

BARRIERS TO FURTHER AGILE ADOPTION

The inability to change their organization’s culture was the number-one barrier to further adoption, followed by a general resistance to change and trying to fit agile elements into a non-agile framework. Perceived time to transition and budget constraints had the lowest impact on further adoption.

*Respondents were allowed to select more than one.

- 52% Ability to change organizational culture
- 35% Trying to fit agile elements into a non-agile framework
- 41% General resistance to change
- 31% Management support
- 26% Availability of personnel with right skills
- 26% Project complexity
- 22% Confidence in ability to scale
- 14% Customer collaboration
- 14% Budget constraints
- 13% Perceived time to transition
- None

Ability to change the culture is the #1 barrier to further agile adoption 4 out of the past 6 years

Source: 7th Annual VersionOne State of Agile Development Survey
Basic Elements of the Sustainable Agility

Human Elements

Non-Human Elements

Measurements
The Human Elements:
• A common education journey (not training) to change how people work and illustrate how to live the Agile Mindset in their job
• Leadership Coaching (how to inspire performance not mandate it)
• Mentoring and Coaching on an individual and team level.

Non-Human Elements:
• Designing and Implementing a multi-stage roadmap to agility that changes all three of these element in synergy and harmony
• A combination of consulting, mentoring, organizational coaching, business process re-engineering and organizational change management to roll-out the changes across the organization

Measurements:
• Establishing a measurement system that is consistently monitoring the alignment of the culture
• Primary measure of progress is the mindset shift and the transformation of personal and organizational work habits
• Reporting progress, as a function of culture change not process change, nor structure change.
1. **Advancing the State of Agile Learning** by engaging agile experts to create learning objectives for agile disciplines

2. **Accrediting Agile Programs** for training providers, corporations, academic institutes and governments.

3. **Awarding Meaningful Certifications to** recognize people’s the educational journey and motivate them to deepen their knowledge and competency **through 3 levels of certifications** (Professional, Expert, Master)
Learning objectives defined by Agile Gurus

Marsha Acker
Lyssa Adkins
Kris Ashton
Pete Behrens
Erin Beierwaltes
Mike Burrows
Ben Butler
Alistair Cockburn
Rod Collins
Larry Cooper
Brian Corrales
Sally Elatta
Bob Galen

Colin Garlick
Janet Gregory
Mike Griffiths
Christian Hargraves
Shane Hastie
Elisabeth Hendrickson
Curt Hibbs
Derek Huether
Eric Jacobson
Alex Kell
Olav Maassen
Paul Mahoney
Gerard Meszaros

Dan Mezick
Jeff Morgan
Claire Moss
Niel Nickolaisen
Jeff Nielsen
Michael Norton
Jeffery Payne
Pat Reed
Laurie Reuben
Randy Rice
Sharon Robson
Ronica Roth
Charlie Rudd

Cindy Shelton
Ahmed Sidky
Michael Spayd
Jon Stahl
Kevin Steffensen
Dennis Stevens
Jennifer Stone
Venkat Subramanian
Chris Turner
Richard Turner
Michi Tyson
And Many More...
ICAgile’s Learning Roadmap

CREATE A COMMON EDUCATIONAL JOURNEY
BASED ON AGILE AND AGILITY
(Not Scrum and Process)
ICAgile’s Learning Roadmap & Detailed Certification Paths

ICAgile Certified Master Agilist

ICAgile Certified Expert in Agile Coaching and Facilitation

ICAgile Certified Expert in Agile Development & Design

ICAgile Certified Expert in Agile Testing & Test Automation

ICAgile Certified Expert in Agile Executive Leadership

Agile Enterprise Coaching Track
(Under Development)

Agile Coaching

Agile Team Facilitation

Agile Development & Design

Agile Testing

Agile Software Design

ICAgile Certified Expert in Agile Programming

ICAgile Certified Expert in Agile Management

Adaptive Management

Business Value Management

Business Value Analysis

Agile Value Management

Agile Project Management

ICAgile Certified Expert in Agile Enterprise Coaching

Fundamentals of Agile Track

KEY
- **Master Level Certification**
  - ICAgile Certified Master Agilist (ICM)
  - Granted for demonstrating mastery within 2 or more Agile disciplines
- **Expert Level Certifications**
  - ICAgile Certified Expert (ICE)
  - Granted for demonstrating competency within an Agile discipline
- **Professional Level Certification**
  - ICAgile Certified Professional (ICP)
  - Granted for intent to learn Agile
  - ICAgile Certified Professional (ICP) - Extensions in Agile Disciplines
  - Granted for demonstrating knowledge acquisition within an Agile discipline

ICAgile
International Consortium for Agile
### Certifications

**Certifications Completed**

- IDAgile Certified Professional
- IDAgile Certified Expert in Team Coaching

### Status Towards Expert Level

- **Completed**
- **Not Yet Completed**

### Selected Learning Tracks

- Agile Transition
- Team Facilitation & Coaching
- Value Management & Business Analysis
- Testing
- Software Design & Development

### Learning Objective Completed

- **Completed**

### Learning Objective Not Yet Completed

- **In Progress**

Thank you
Questions?

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