Can We Assess an Organization's Agile Readiness?

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Software Engineering,
Creating Tomorrow's Technology
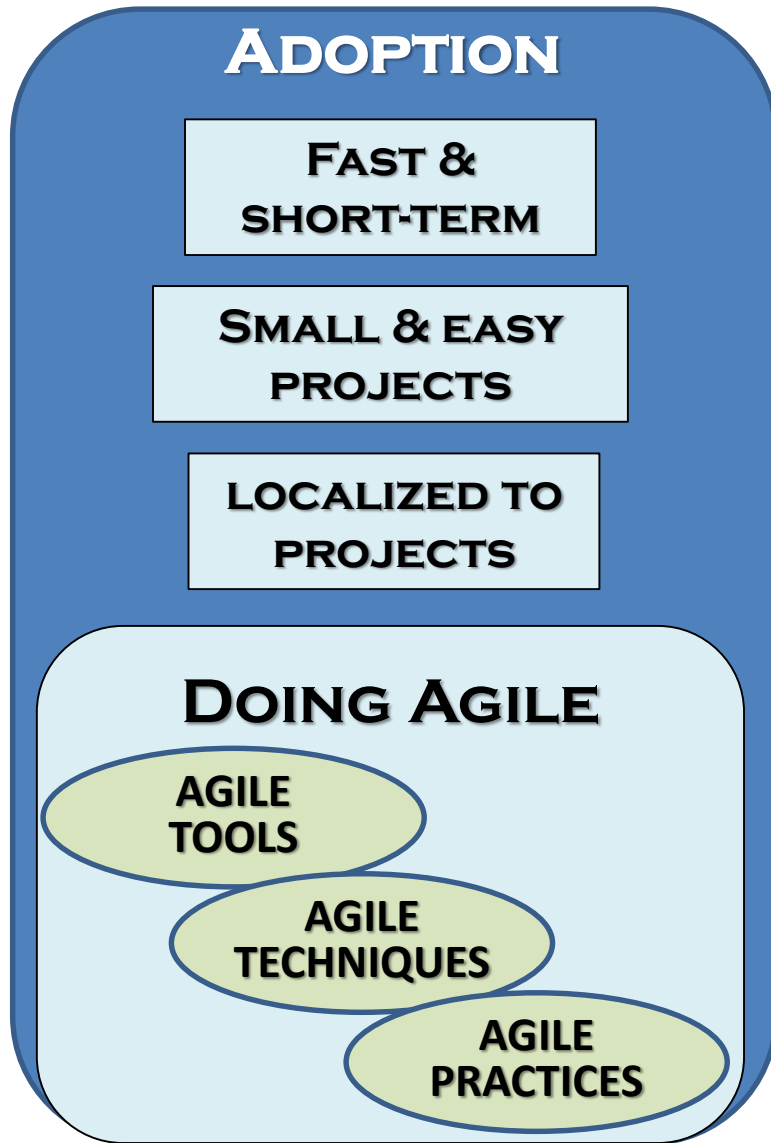and Employment with D.N.A
(Devops aNd Agile)

25th SW Quality Insight

Scope of the Talk

- **Adoption and Transformation**

- **Guru vs Evidence**

- **The Top 6 Questions**

- **Agile Readiness Tools**

- **Conclusions**

Adoption & Transformation

Readiness for Adoption or Transformation?

Doing Agile - Agile Tools
12th State of Agile Survey, 2018

Kanban Board	**74%**
Bug Tracker	**72%**
Taskboard	**71%**
Agile Project Management tool	**67%**
Spreadsheet	**65%**
Wiki	**62%**
Automated Build tool	**60%**
Unit Test tool	**57%**
Continuous Integration tool	**52%**

Doing Agile - Agile Techniques
12th State of Agile Survey, 2018

Daily Stand-Up	**90%**
Sprint/Iteration Planning	**88%**
Retrospectives	**85%**
Sprint/Iteration Review	**80%**
Short Iterations	**69%**
Release Planning	**67%**
Planning Poker / Team Estimation	**65%**
Kanban	**65%**
Dedicated Product Owner	**63%**

Doing Agile - Agile Practices
12th State of Agile Survey, 2018

Unit Testing	**75%**
Coding Standards	**64%**
Continuous Integration	**54%**
Refactoring	**45%**
Continuous Deployment	**37%**
Pair Programming	**36%**
Test-Driven Development (TDD)	**35%**
Automated Acceptance Testing	**32%**

Readiness for Adoption or Transformation?

ADOPTION

FAST & SHORT-TERM

SMALL & EASY PROJECTS

LOCALIZED TO PROJECTS

DOING AGILE

- AGILE TOOLS
- AGILE TECHNIQUES
- AGILE PRACTICES

TRANSFORMATION

SLOW & LONG-TERM

BIG & COMPLEX PROJECTS

ORGANIZATION-WIDE

BEING AGILE

- AGILE PRINCIPLES
- AGILE VALUES
- AGILE MINDSET
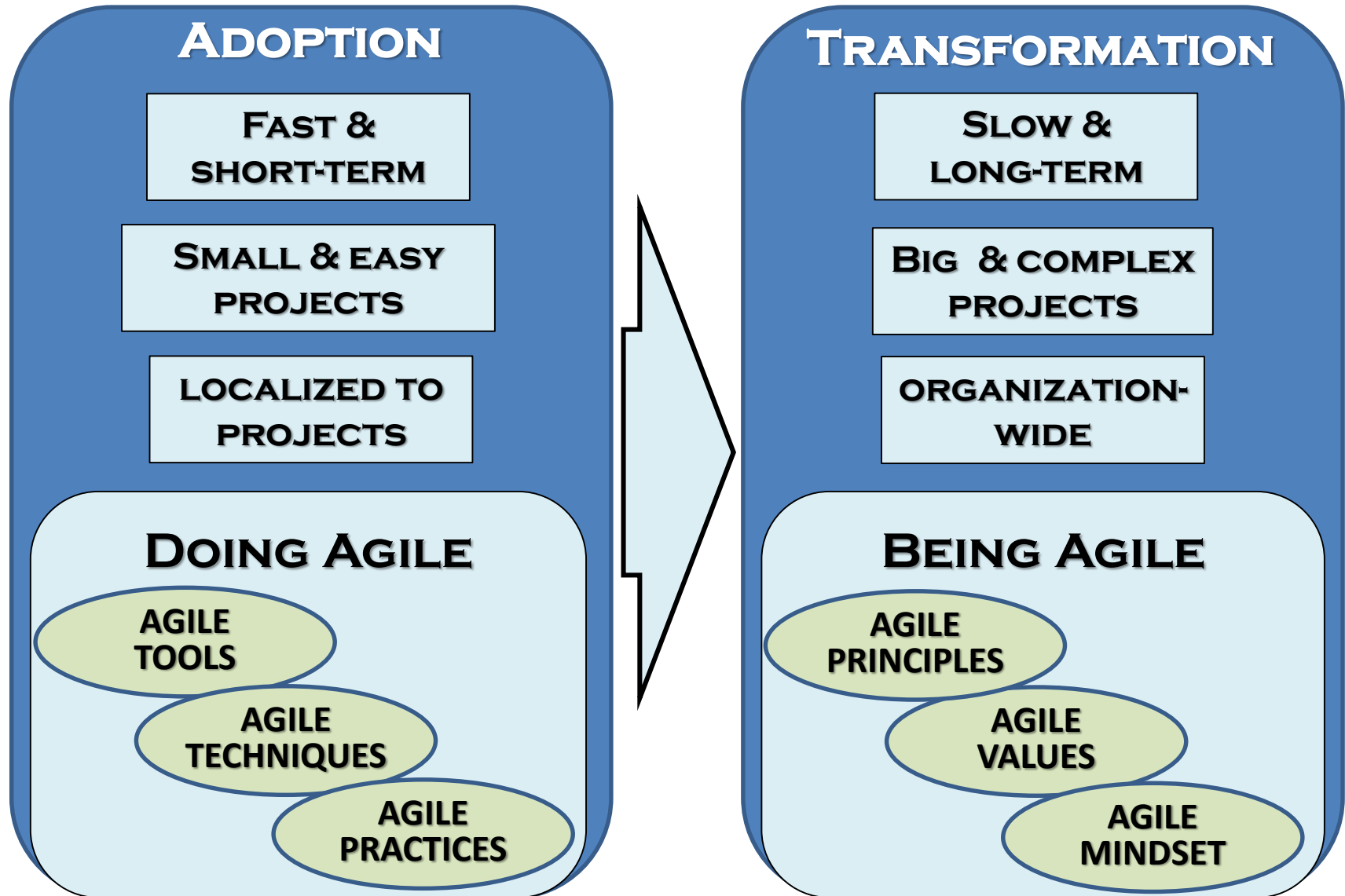
Being Agile

- **12 Agile Principles**
  - See Agile Manifesto
- **Agile Values**
  - Trust, Respect & Courage
- **Agile Mindset**
  - Being Positive
  - Embracing Failure
  - User-Centric
  - Team-Driven
  - Expecting to Improve
  - Adaptability

Guru vs Evidence

Agile Guru Approach

Ready for Agile?

yes ☒
no ☒
it depends ☑

Evidence-Based Approach

Ready for Agile?

Causes of Agile Failure

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Readiness Questions

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Minimise

Challenges when Adopting Agile

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Address

25th SW Quality Insight

Challenges when Adopting Agile
12th State of Agile Survey, 2018

Organizational culture at odds with agile values	53%
Organizational resistance to change	46%
Inadequate management support and sponsorship	42%
Lack of skill / experience with agile methods	41%
Insufficient training and education	35%
Lack of business/customer availability	31%
Pervasiveness of traditional development methods	30%
Minimal collaboration and data sharing	21%
Regulatory compliance or government issues	14%

The State Of Agile (Forrester, 2017)

- **50% claim that culture and behaviour are still the top impediment to agile adoption**

- **44% say that their firms lack skilled Product Owners from the business**

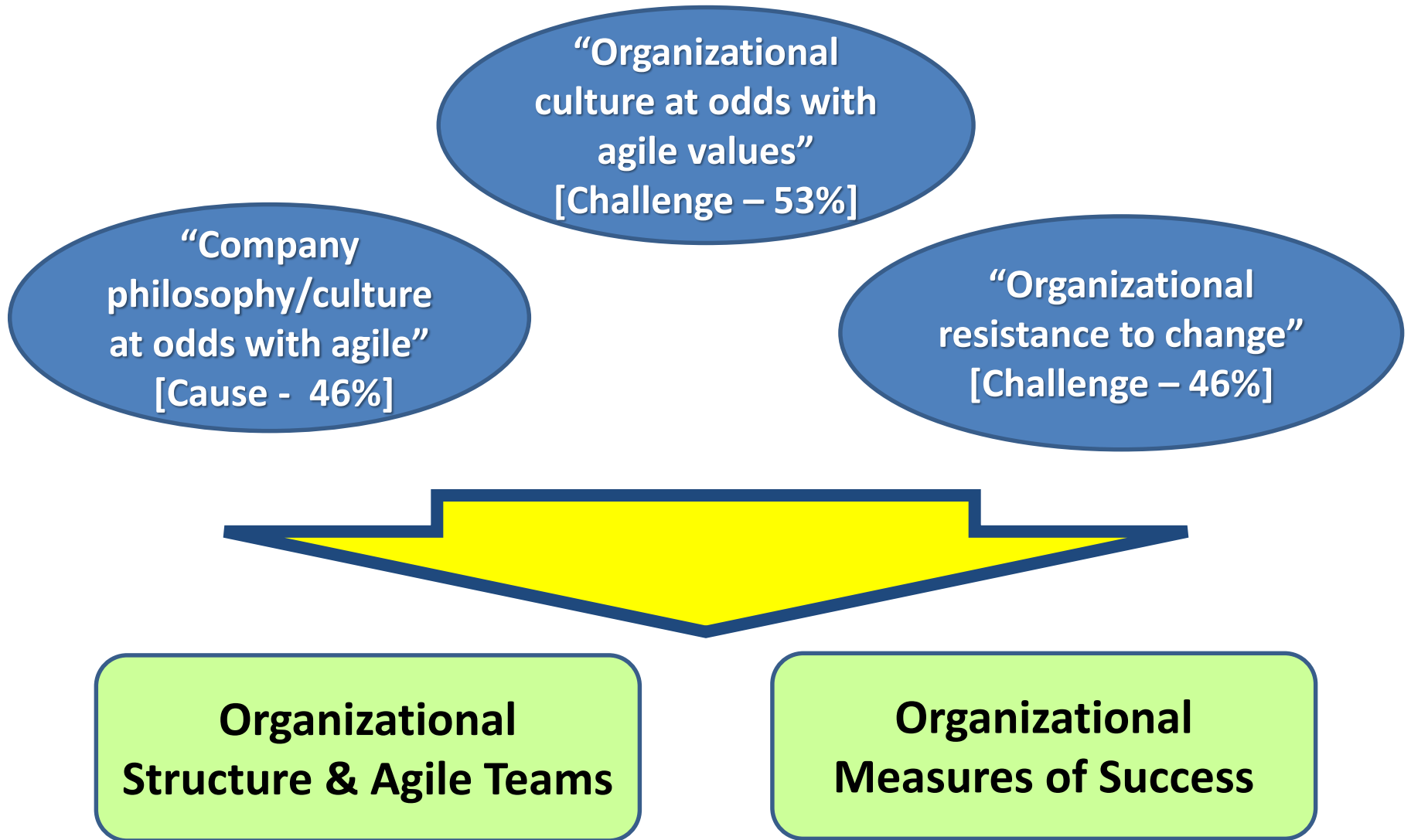- **30% consider the lack of executive leadership on agile transformation to be a barrier**

Causes of Failed Agile Projects
10th State of Agile Survey, 2016

Company philosophy/culture at odds with agile	**46%**
Lack of experience with agile methods	**41%**
Lack of management support	**38%**
Lack of support for cultural transition	**38%**
Inconsistent agile practices and processes	**38%**
External pressure to follow a waterfall life cycle	**36%**
Ineffective management collaboration	**34%**
Organizational or communications problem	**30%**

The Big Questions - Organizational Issues

Organizational Culture

"Organizational culture at odds with agile values"
[Challenge – 53%]

"Company philosophy/culture at odds with agile"
[Cause - 46%]

"Organizational resistance to change"
[Challenge – 46%]

Organizational Structure & Agile Teams

Organizational Measures of Success

Will You Dismantle Your Organization's Hierarchical Structure?

- **Break the silos – and distribute everyone to agile teams aligned with products**
  - plus, when needed, create a team of specialists to share their skills between agile teams
  - transform managers into facilitators and specialists (e.g. test strategy specialist vs test manager)
    - understand that many managers will resist this
- **Empower Agile teams to make decisions with and for the customer**
- **Beware half-measures…**

Minimal Structural Change
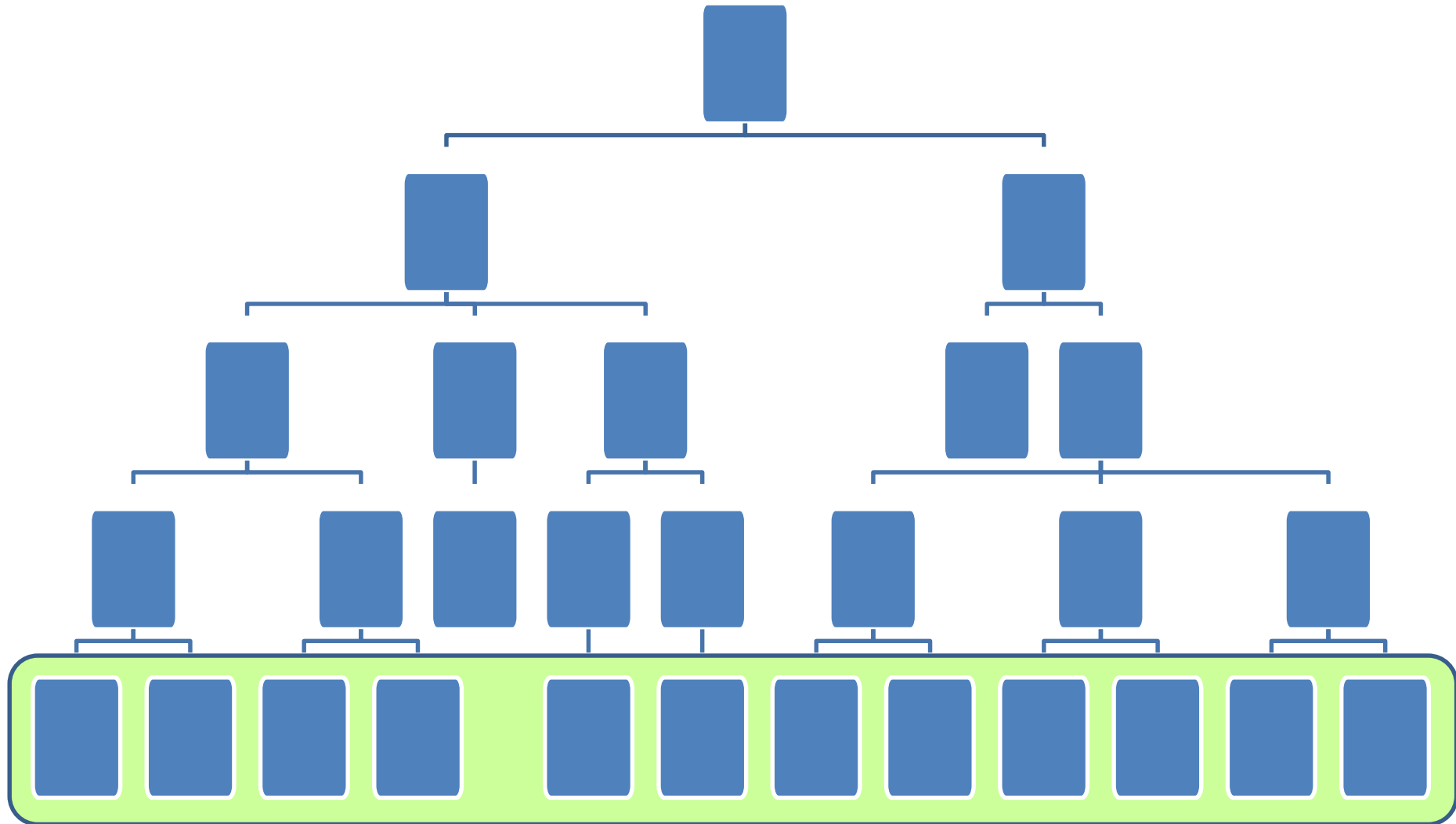
Can You Change Your Measures of Success?

- **Traditional Measures**
  - Are we delivering on time/budget?
  - Are we meeting the specification?
  - Are we following the process?
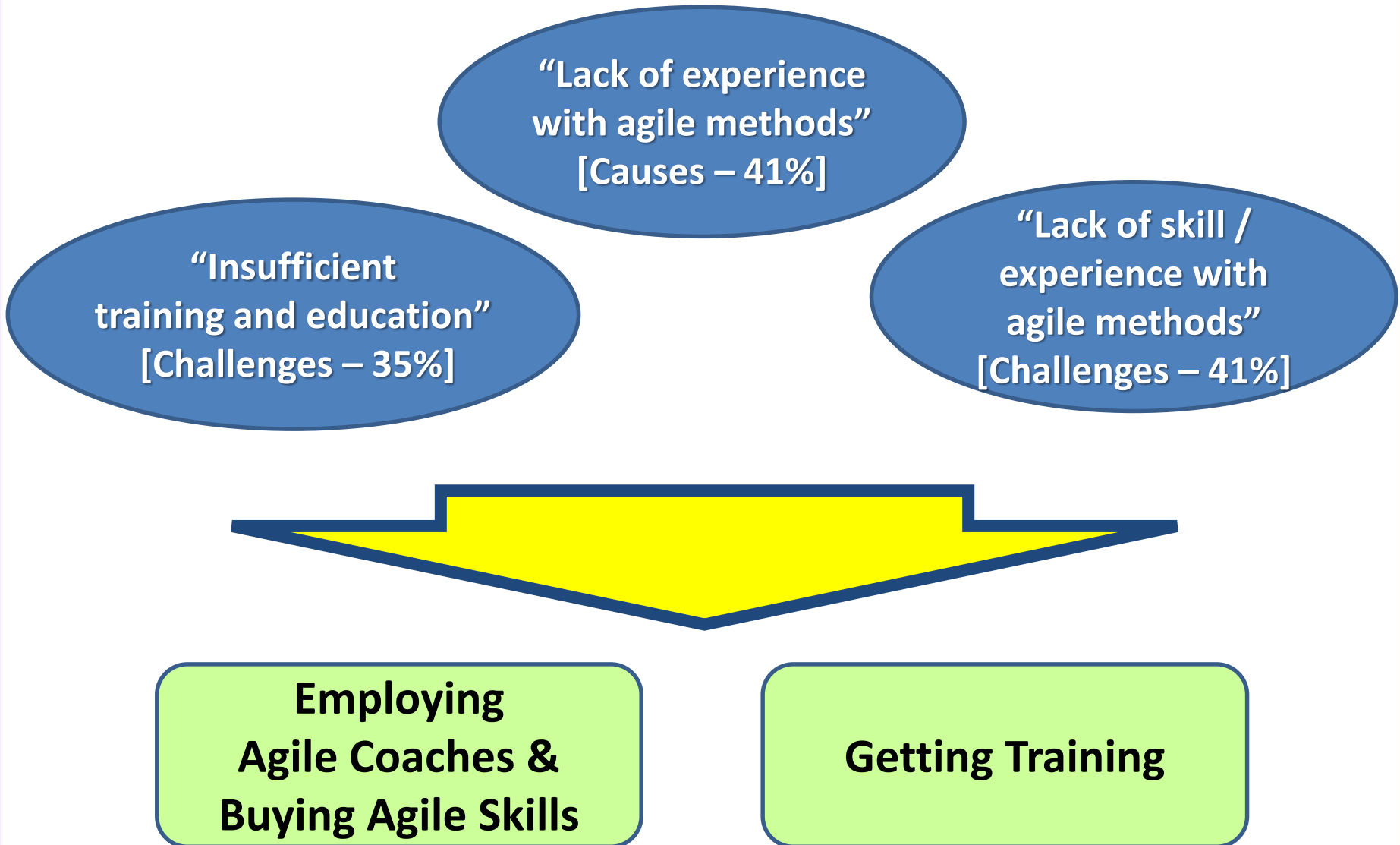 - How are individuals performing?

How Success is Measured in Agile Initiatives
12th State of Agile Survey, 2018

Customer/User Satisfaction	57%
On-time Delivery	55%
Business Value	53%
Quality	47%
Productivity	31%
Predictability	29%
Project Visibility	26%

The Big Questions - Experience & Skills

Skills and Training

"Lack of experience with agile methods" [Causes – 41%]

"Insufficient training and education" [Challenges – 35%]

"Lack of skill / experience with agile methods" [Challenges – 41%]

Employing Agile Coaches & Buying Agile Skills

Getting Training

Are You Willing to Buy in Agile Team Members?

- **You cannot simply 'morph' people from the traditional to agile way of thinking (and doing)**
  - You will need to get coaches
  - You will need to get training
- **But, this will not be enough**
  - you will <u>also</u> need to employ some experienced agile team members
    - they will bring in an agile mindset
    - they will also help your ex-managers (and existing team members) to transition to an agile mindset away from micro-management

Will the Whole Organization be Trained in Agile?

- **It is not enough to train only the IT staff**
  - developers
  - testers
  - business analysts
  - managers → scrum masters
- **The customer needs to understand their role**
  - Product Owner
- **Users must change their:**
  - expectations of IT (incremental delivery)
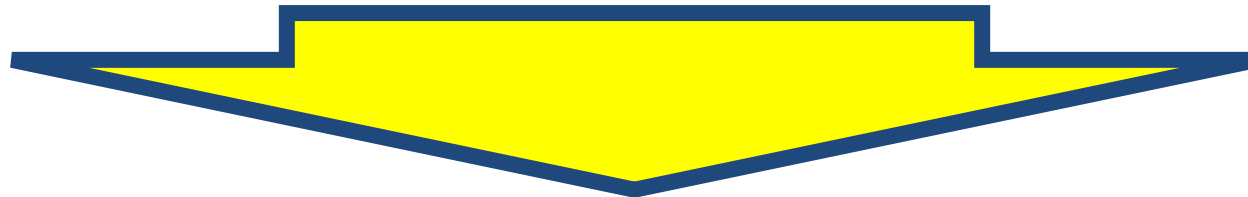 - commitment to supporting IT (regular acceptance testing)

The Big Questions - Management Support

Management Support

"Inadequate management support and sponsorship"
[Challenges – 42%]

"Lack of management support"
[Causes – 38%]

"Lack of support for cultural transition"
[Causes – 38%]

Support from the Top

Change Management

Is the CEO Really Convinced about Agile?

- **You need support from the very top of the organization**
- **You need support from the top of the IT department**
- **You need support from the top of the business side of the organization (customer/users)**

- **You need lots of support!**

Will You Appoint an Agile Champion?

- **Has someone been identified to be the change manager?**

- **Is there a change plan?**
  - an ad hoc approach is too risky

- **If the organization has had a bad change experience in the past, more effort will be required this time**
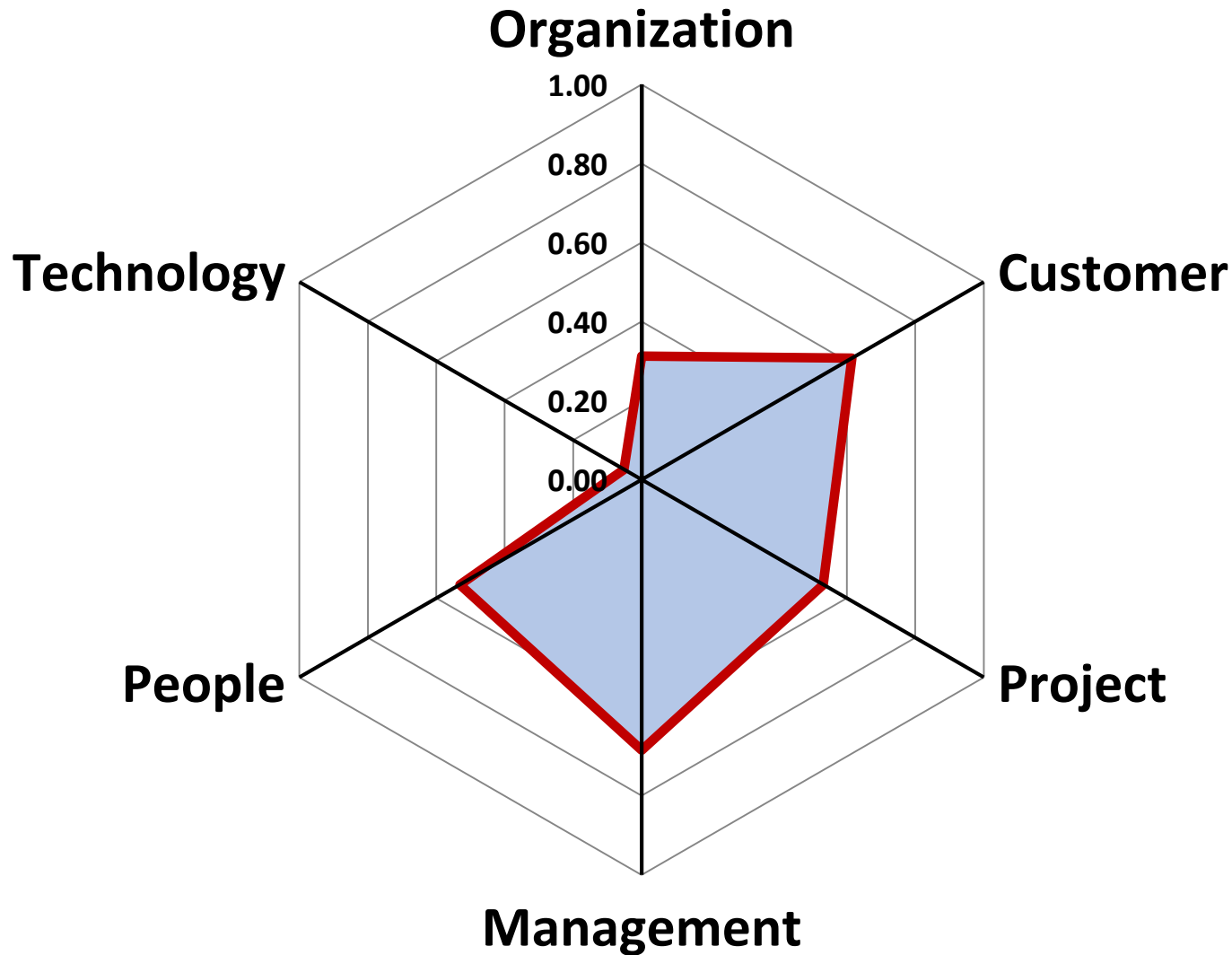
Agile Readiness Tools

Agile Readiness Tools

- **CXO Advisor**

- **Organizational Change Management (OCM)**

- **SEI Readiness and Fit Analysis (RFA) for Agile**

- **California Agile Framework**

- **Marcel Britsch Agile Questionnaire**

- **Genesis10 Agile Maturity Framework**
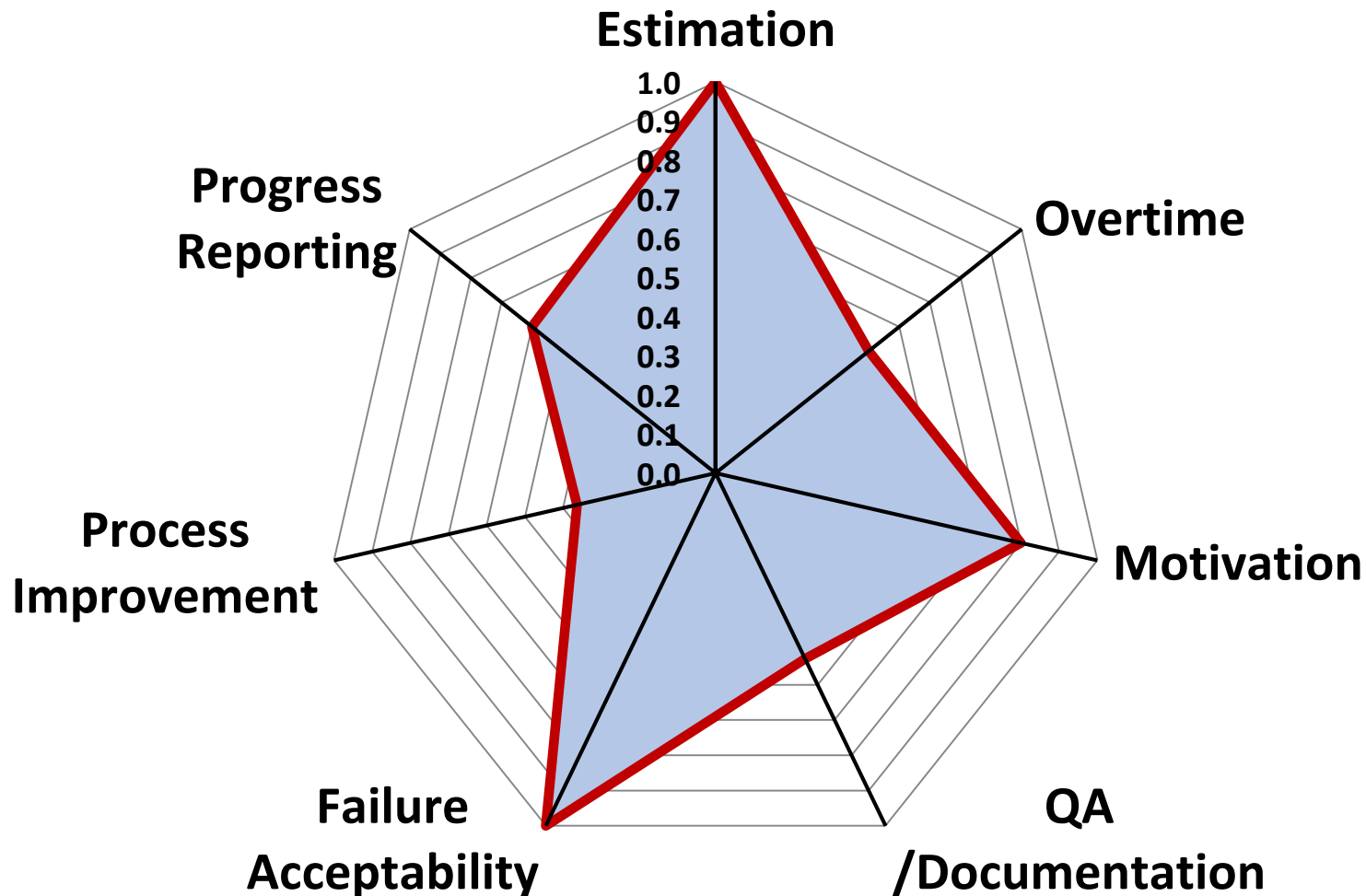
- **STA Agile Readiness Tool**

Overall Readiness

Example - Management Agile Readiness

Management Aspects

Conclusions

Agile Readiness Questions

- **Will you dismantle your organization's hierarchical structure?**

- **Can you change your measures of success?**

- **Are you willing to buy in agile team members?**

- **Will the whole organization be trained in agile?**

- **Is the CEO really convinced about agile?**

- **Will you appoint an Agile Champion?**

Conclusions

- **Agile Adoption is only the first step in an Agile Transformation**

- **The top two challenges are:**

  > *Organizational Culture*

  > *Management Commitment*

  – Moving to agile is NOT a technical challenge

- **Readiness tools can be useful**

  – but typically need some expert support (gurus still useful!)

Thank you for listening

Any Questions?