

# Choose your WoW!

## Disciplined Agile Strategies for Optimizing Your Way of Working (WoW)

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“I am not here to tell you how to do Agile!”



## *Disciplined Agile Shop*

Our Industry is Fixated on Calling ourselves a Certain kind of “Shop”



It is time to break  
out of  
“Methods Prison”  
– Ivar Jacobson

# Agenda

- Step 1: Understand the Situation
- Step 2: Adopt a Continuous Improvement Strategy
- Step 3: Choose Your WoW!
- Q&A

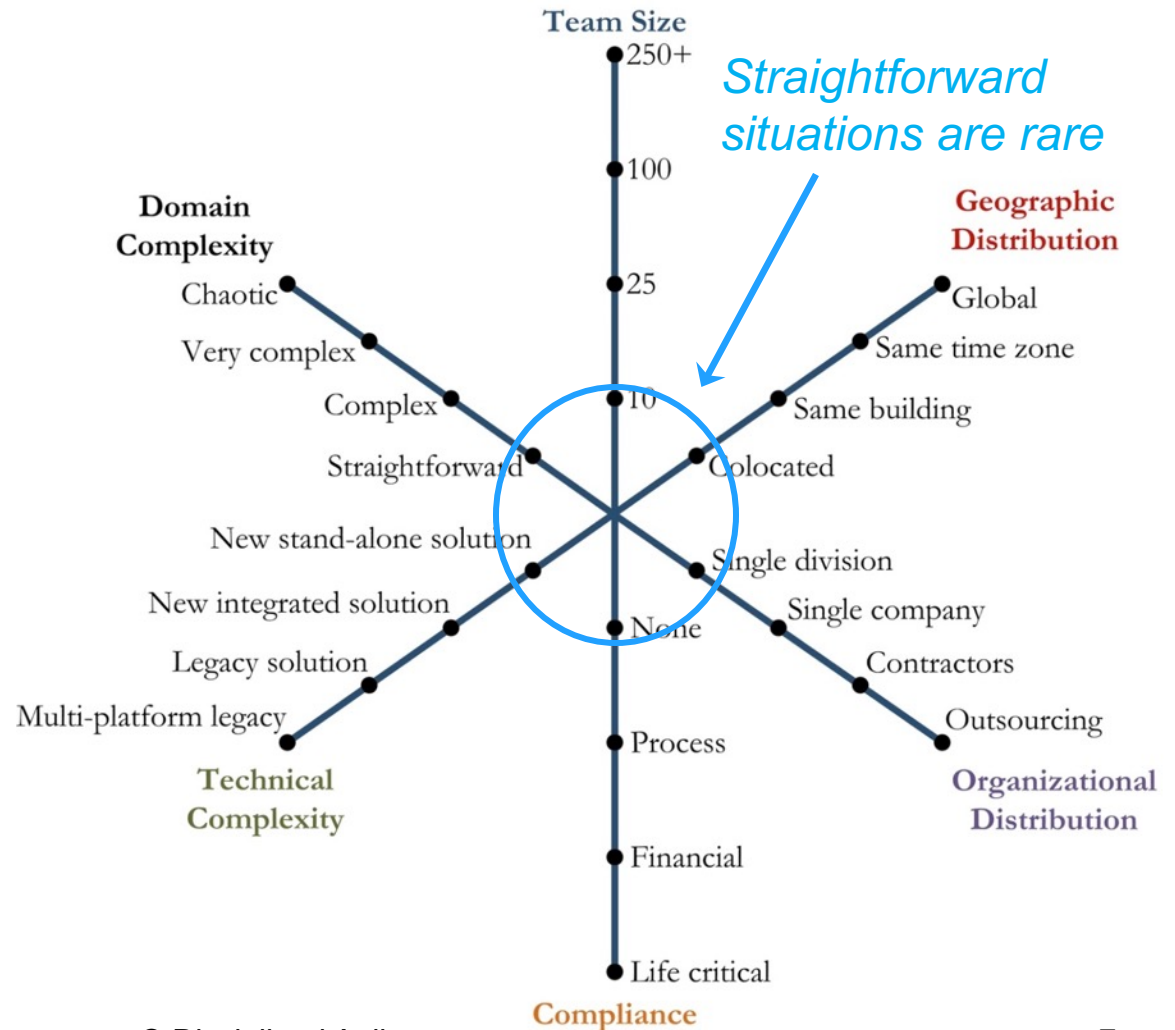


# Step 1: Understand the Situation



# Context Counts

Start by identifying the situation that your team faces so that you can tailor your WoW to address that context

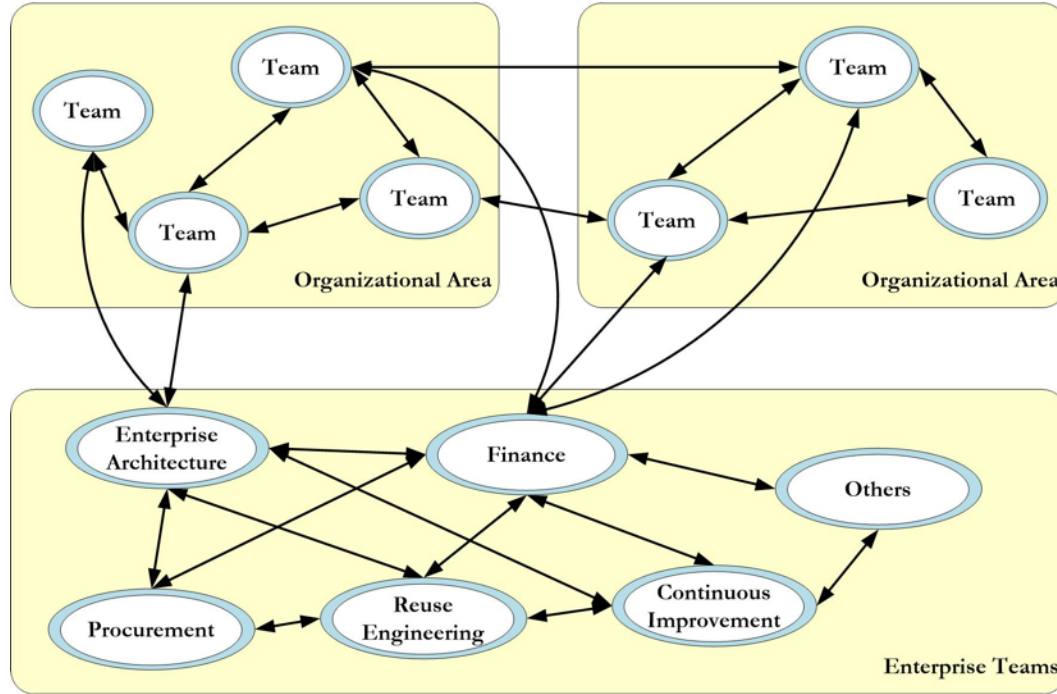


Unfortunately,  
there is no  
"Easy Button"



© Disciplined Agile

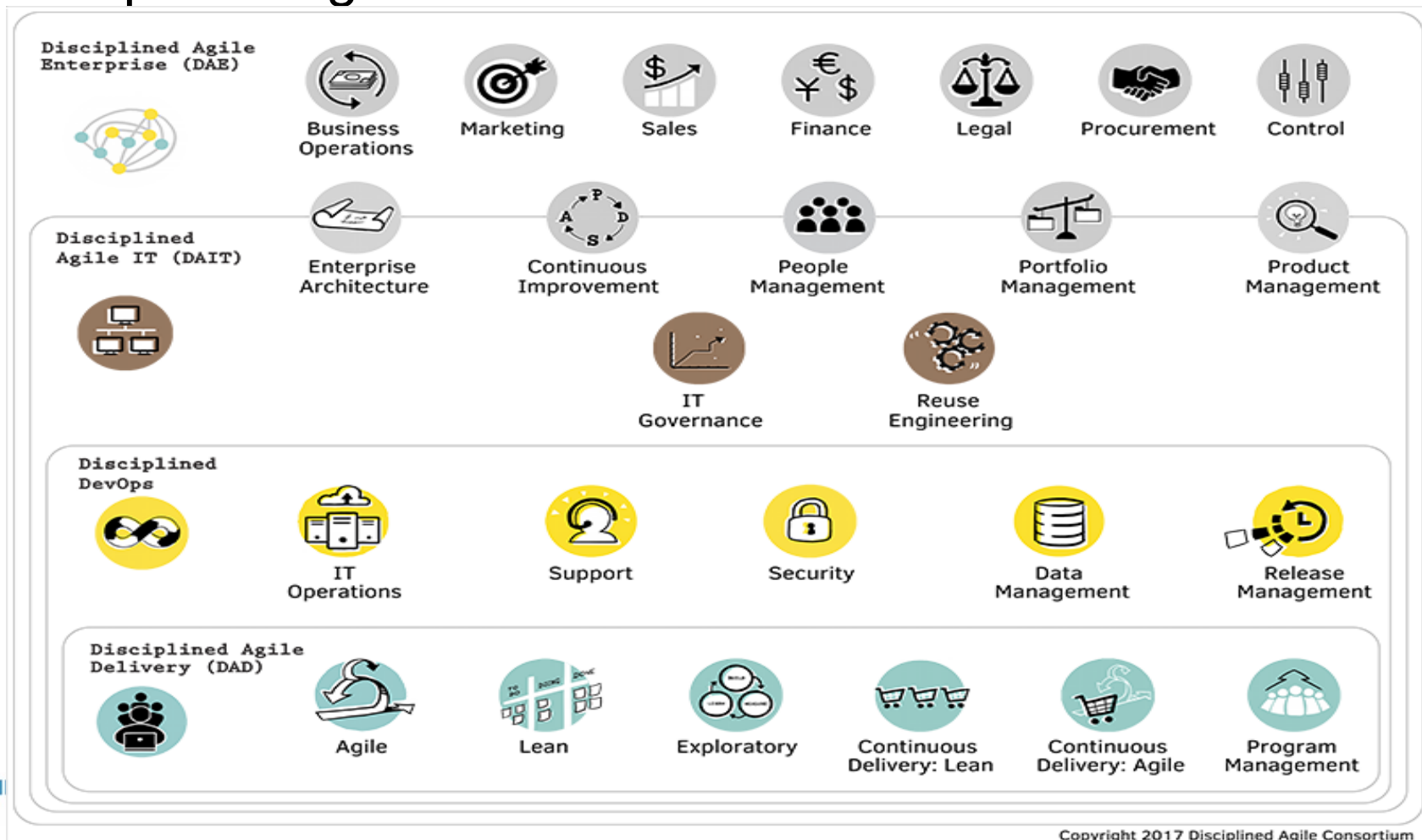
# Your Organization is a Complex Adaptive System



Disciplined Agile  
Delivery (DAD)

Disciplined Agile  
for IT (DAIT) and  
the Enterprise (DAE)

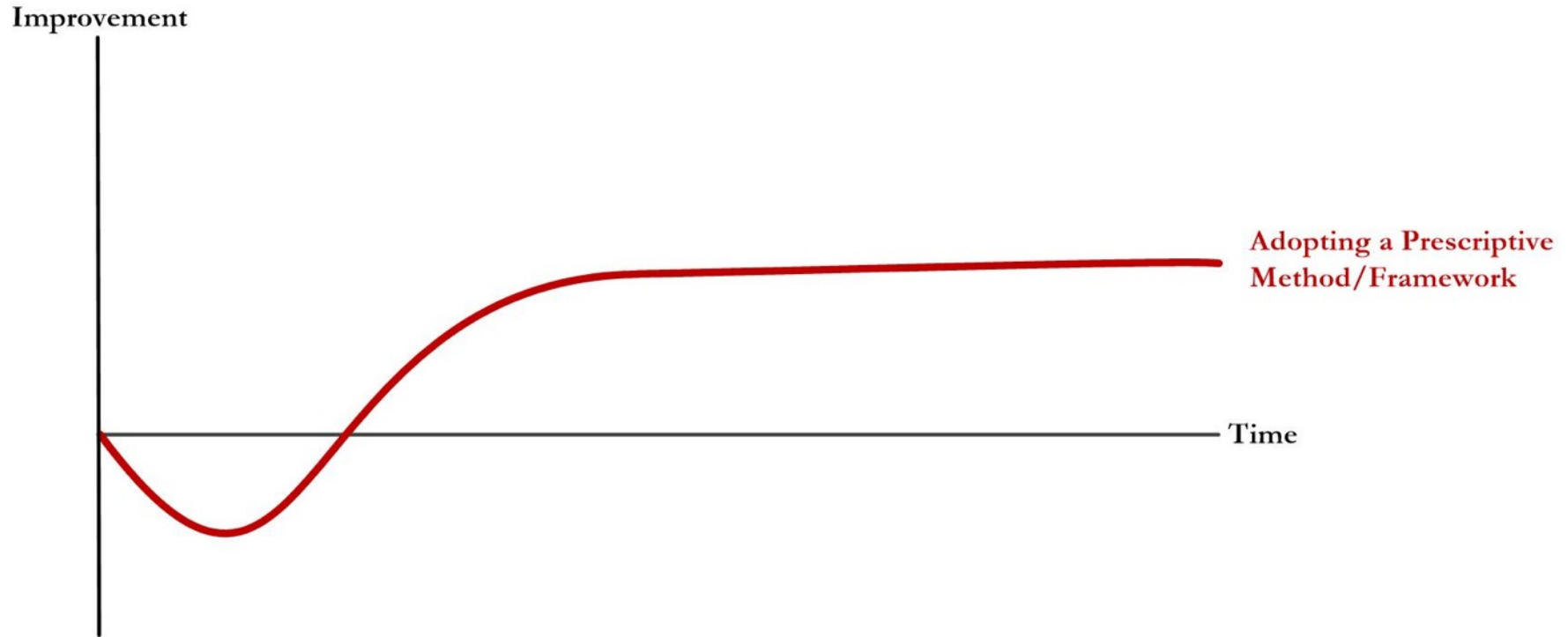
# The Disciplined Agile Toolkit



# Step 2: Adopt a Continuous Improvement Strategy

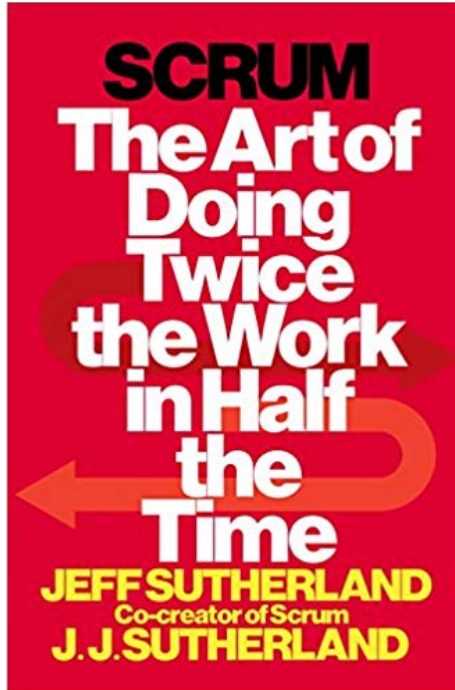


# Adopting a Prescriptive Method Helps a Bit



# Adopting a Prescriptive Method/Framework Helps a Bit

## You Are Promised



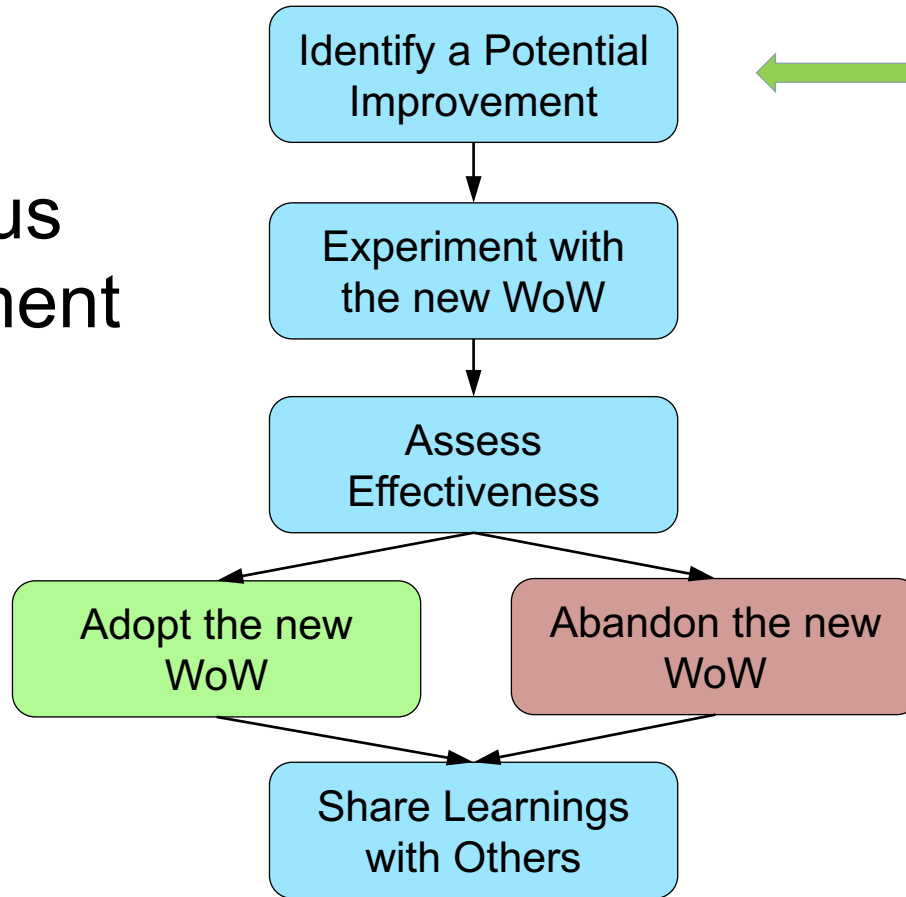
## You Actually Get

Recent study of 3,000+ teams within 155 organizations found:

- Teams adopting agile (mostly Scrum) saw productivity increases of **7 to 12%** on average
- Teams adopting prescriptive scaling frameworks, the most popular of which is SAFe, saw average productivity increases of **3 to 5%**

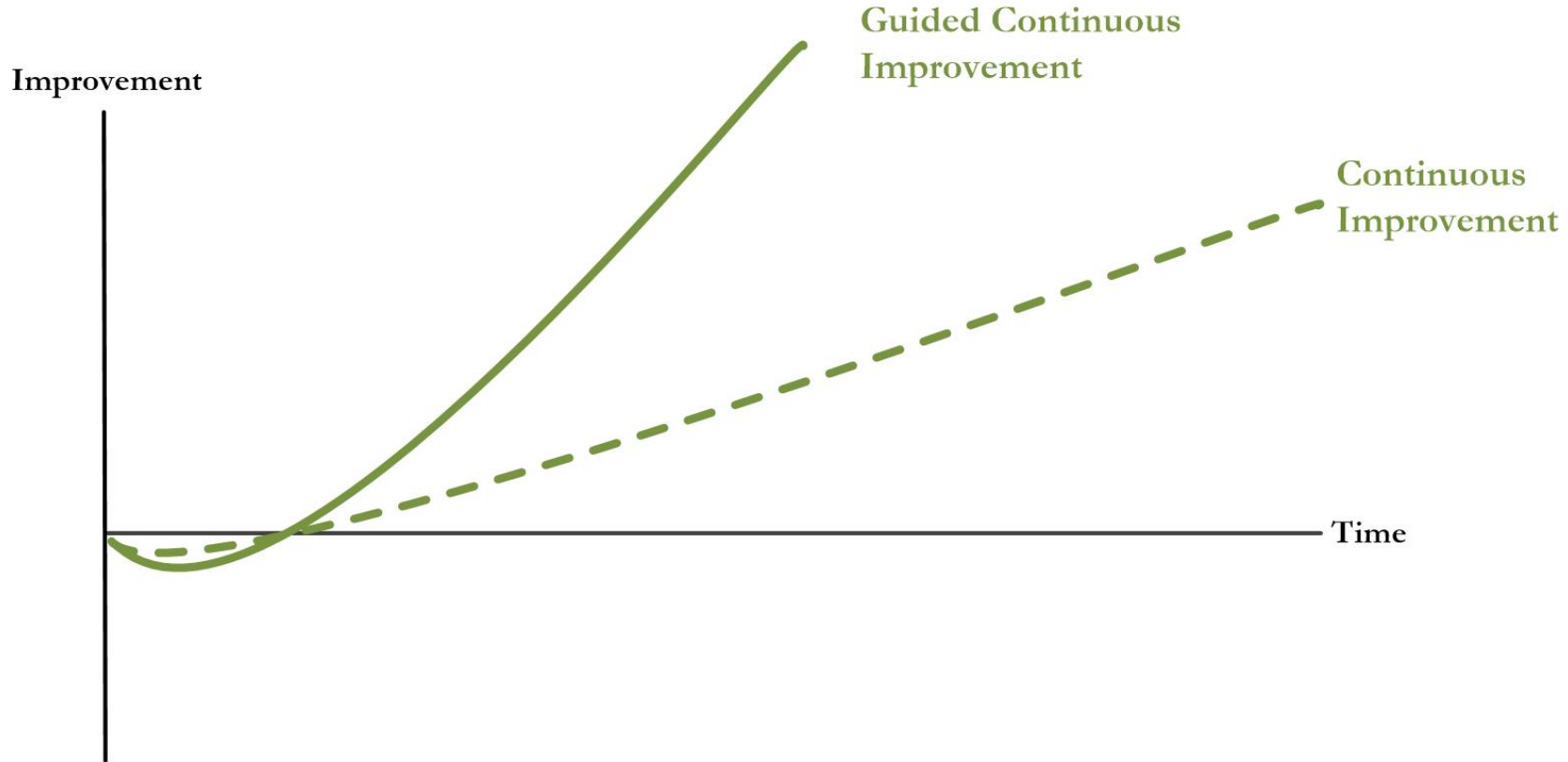
[InfoQ.com/articles/reifer-agile-study-2017](https://infoq.com/articles/reifer-agile-study-2017)

# *Guided* Continuous Improvement

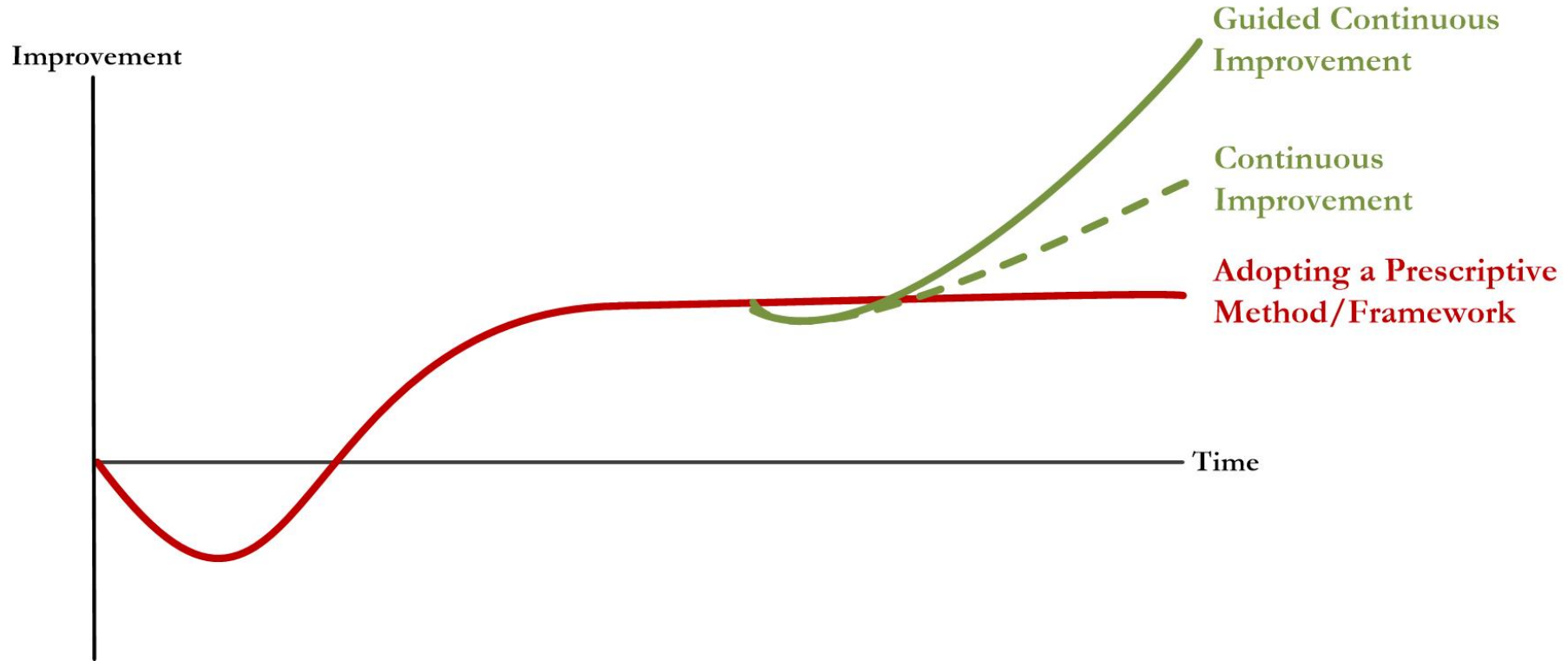


← Apply the Disciplined Agile (DA) toolkit to identify better options

# It Works Even Better With Light-Weight Guidance

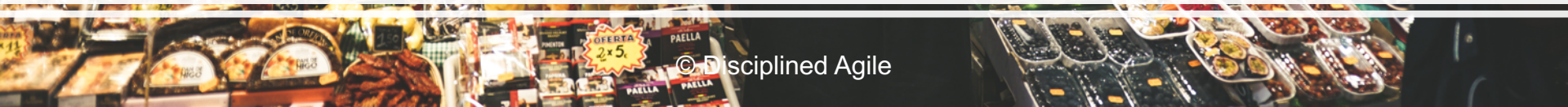


# You Can Combine Strategies





Step 3: Choose your Own Way of Working (WoW)



A background image showing a chef's hands plating food on white plates in a kitchen setting. The chef is wearing a white shirt and a dark apron. The text "How to be a better Agile 'Chef'" is overlaid in white. 

# How to be a better Agile “Chef”




## What Recipes does your Organization Use?

- Scrum?
- SAFe?
- Extreme Programming (XP)?
- Lean/Kanban?
- DevOps?
- Traditional/Waterfall?
- Hybrid?

# The Ingredients for the Scrum Recipe are Few

- Sprint Planning
- Daily Stand-up (Scrum)
- Sprint Review
- Retrospective



A close-up photograph of a clear glass bowl filled with orange macaroni and cheese. The pasta is a short, curved, tubular shape, and the cheese sauce is a vibrant orange color. The bowl is positioned in the lower right portion of the frame. In the upper left corner, there is a white circular overlay with a black border containing text.

If you are  
just using  
Scrum your  
possibilities  
are limited



# What if your Pantry contained more ingredients?

- Retrospectives
- Behaviour Driven Development (BDD)
- Test-driven Development (TDD)
- Big Room Planning
- Value Stream Mapping
- Mob Programming
- Boundary Spanners
- Feature Toggles
- Etc...

# The Seven Principles of Disciplined Agile



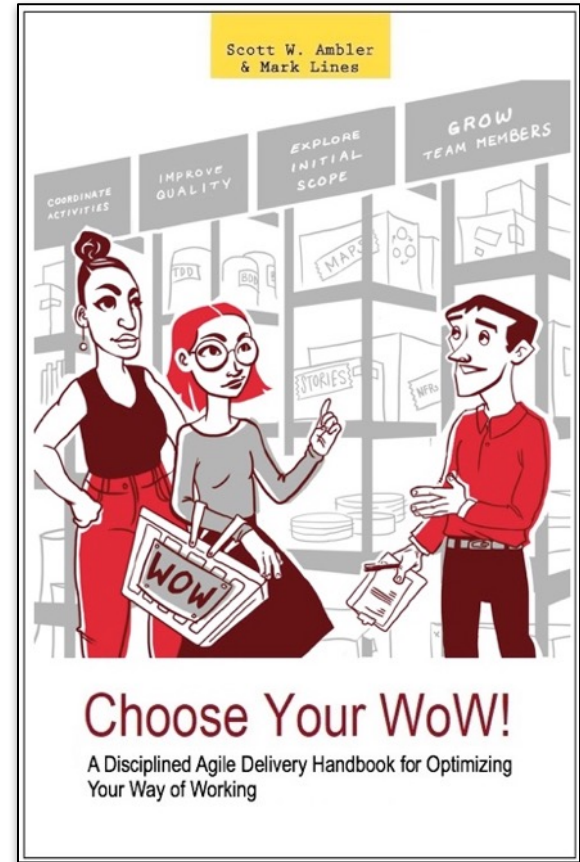
**Choice is  
Good**

## **Disciplined Agile Delivery (DAD) A Toolkit of Practices**









# Tailoring Your WoW

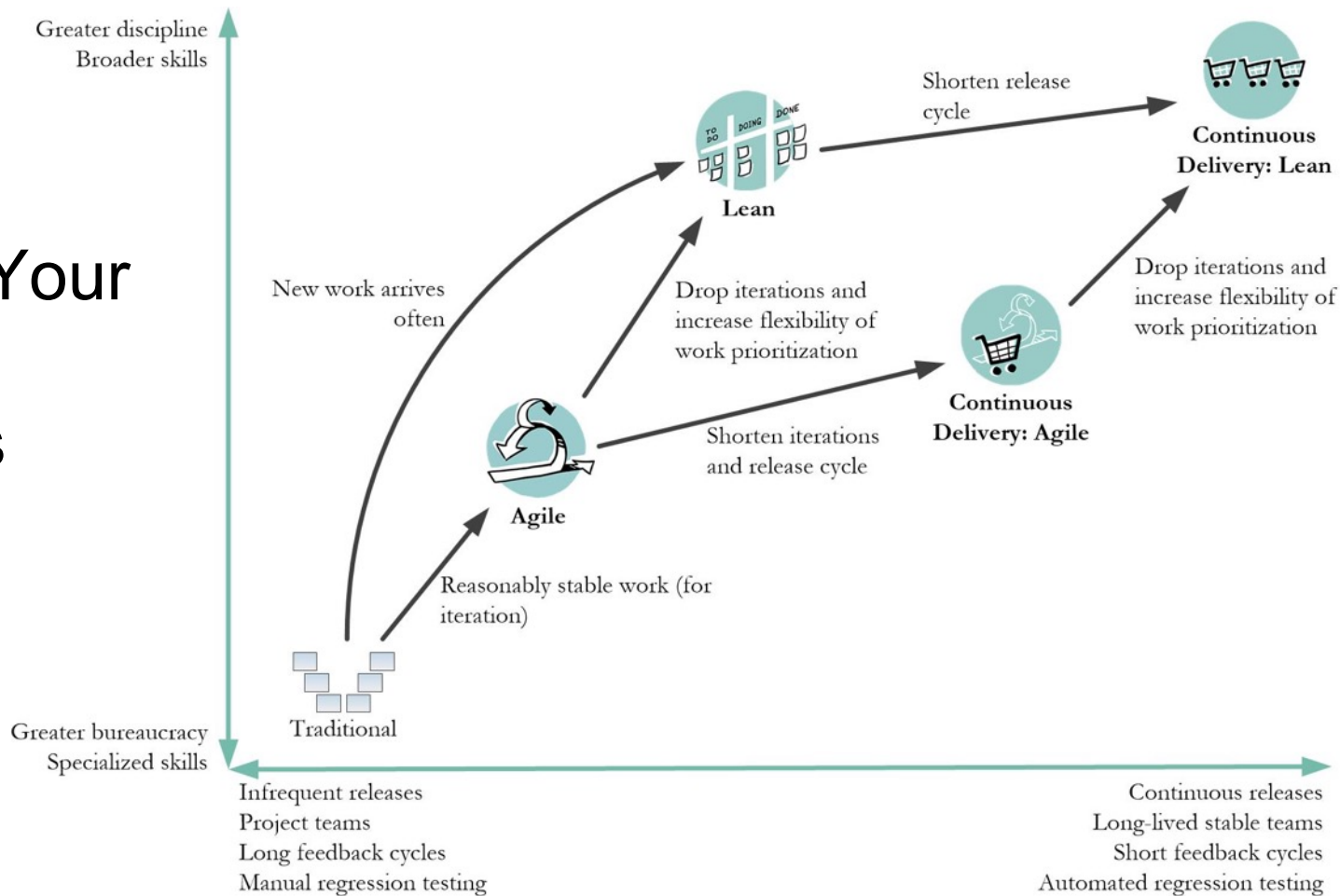
- Initially:
  - Understand the situation that you face
  - Choose the most appropriate lifecycle
  - Choose the best strategies/practices that your team can perform
- Over time:
  - Regularly reflect
  - Experiment with new strategies
  - Evolve your WoW



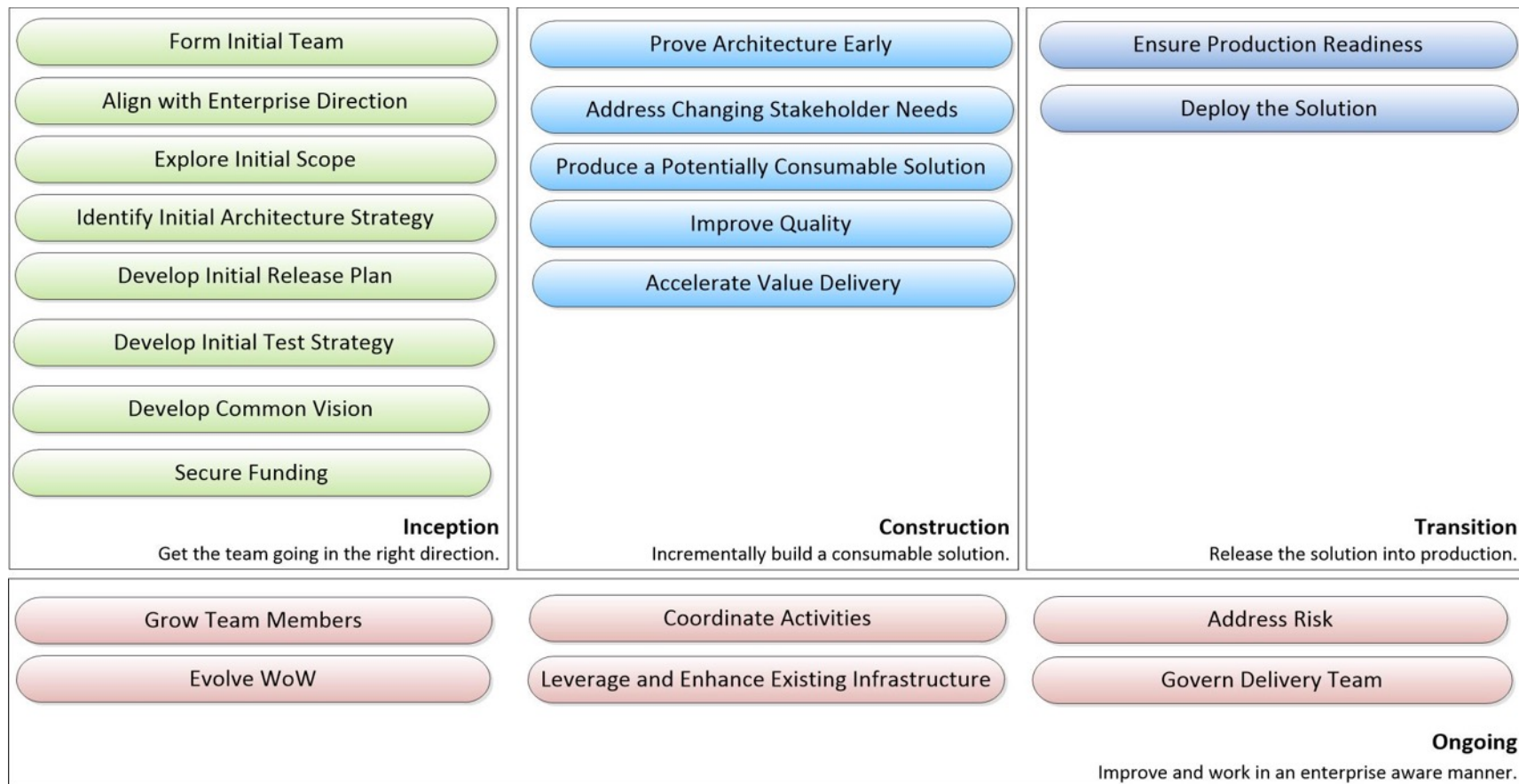
# Choosing a Lifecycle

		Project Teams	Long-Standing Teams	Experimental
Single Team	Agile	 <p>Agile</p>	 <p>Continuous Delivery: Agile</p>	
	Lean	 <p>Lean</p>	 <p>Continuous Delivery: Lean</p>	 <p>Exploratory</p>
Team of Teams		 <p>Program</p>		

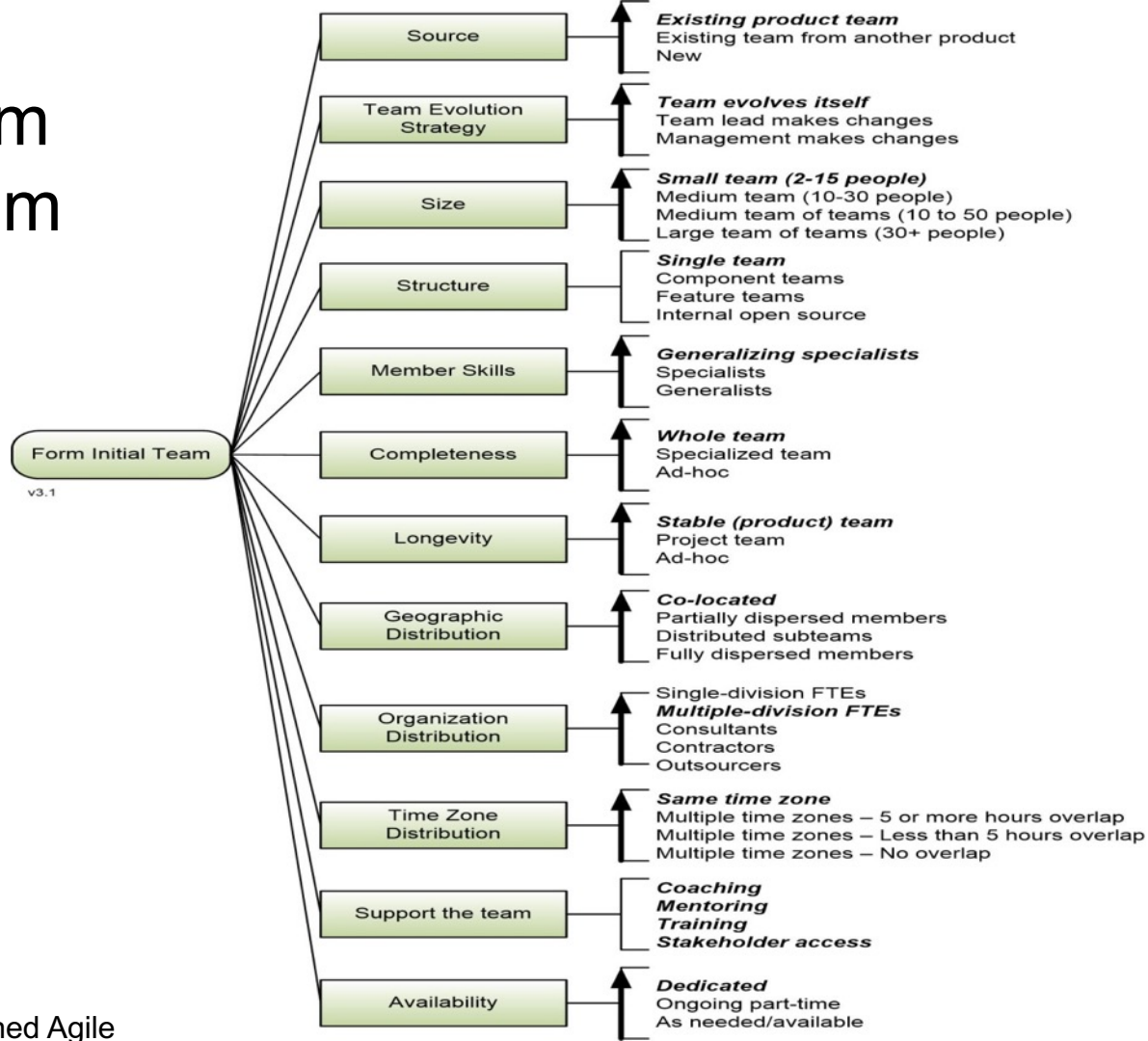
# Evolving Your WoW: Lifecycles



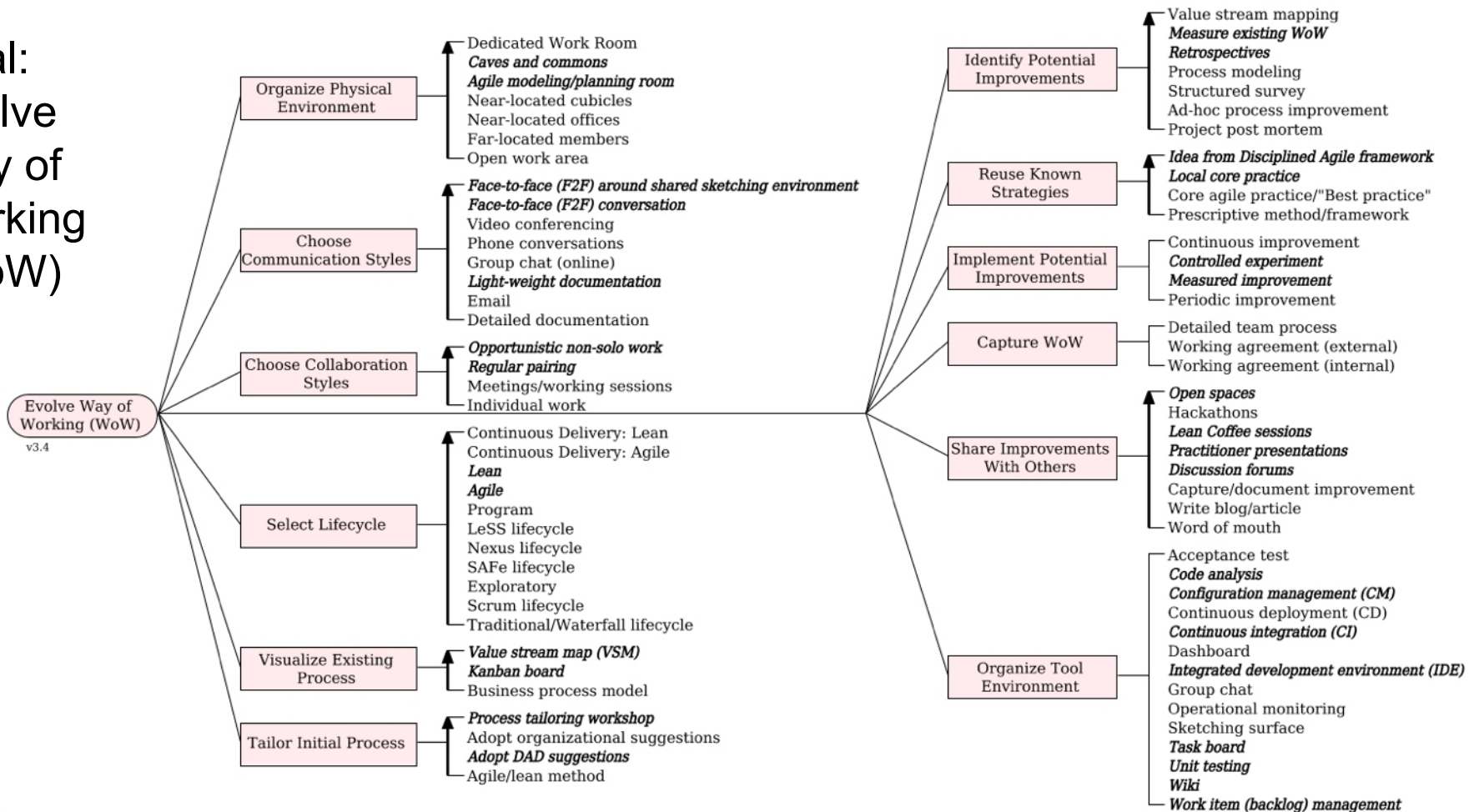
# The Process Goals of Disciplined Agile Delivery



# Goal: Form Initial Team



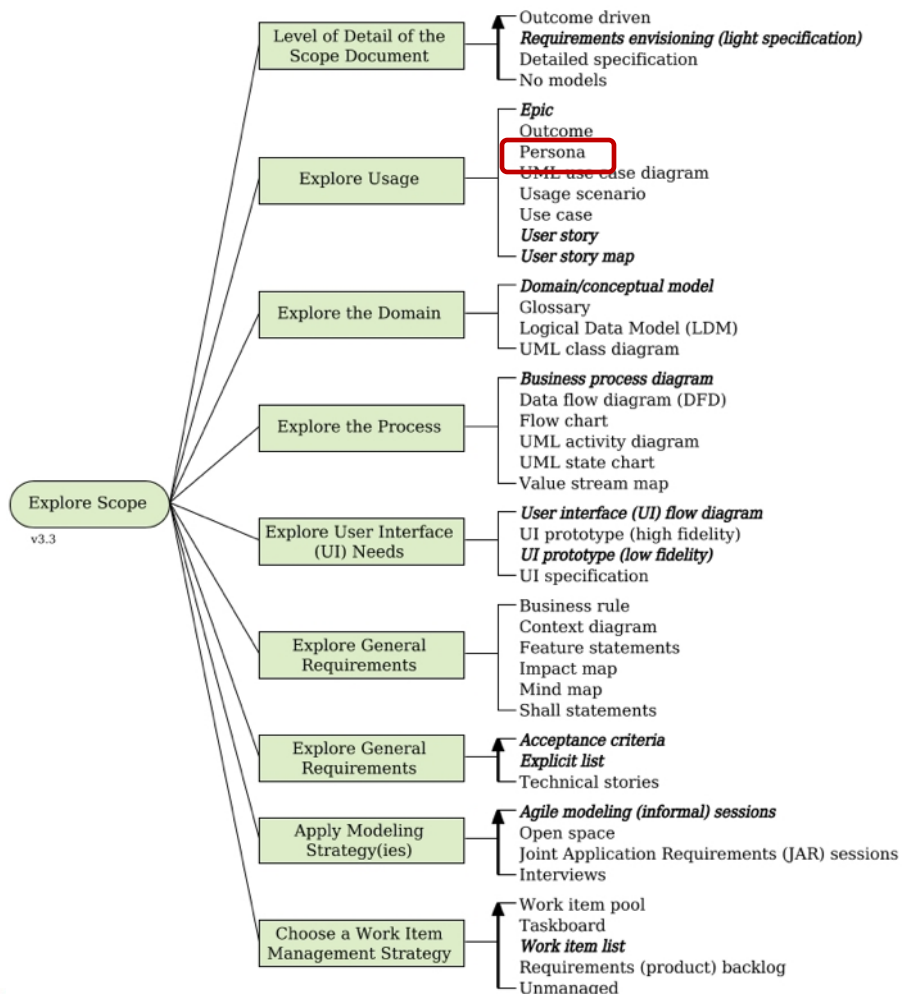
# Goal: Evolve Way of Working (WoW)



Ok, but how  
to I actually  
use this  
toolkit?

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## Explore Usage

There are many ways to explore how people will work with our solution. Although there is significant focus within the Agile community on user stories and epics, these aren't our only choices. Disciplined Agilists prefer to use the best technique for the situation they face, and as you can see in the table below there are several options available to us.

Options (Not Ordered)	Trade-Offs
<b>Epic.</b> Large stories that take a lot of effort, often multiple iterations, to complete. Epics are typically organized into a collection of smaller user stories [W]. Sometimes Epics are referred to as Features or User Activities.	<ul style="list-style-type: none"> <li>Useful for high-level program planning.</li> <li>Appropriate level of detail for low priority work since the details are likely not well understood yet and are likely to change anyway.</li> </ul>
Outcome. An outcome describes a desired, measurable result that is pertinent to our stakeholders.	<ul style="list-style-type: none"> <li>Outcomes describe what stakeholders would like to achieve and why they would like to achieve that, but not how to do so.</li> <li>Provides teams flexibility in how to achieve the desired outcome.</li> <li>Useful to capture high-level stakeholder needs.</li> </ul>
Persona. Detailed descriptions of fictional people who fill roles as stakeholders of the solution being developed [W].	<ul style="list-style-type: none"> <li>Used as a technique to build empathy for users as real people, and to understand the optimal user experiences for each.</li> <li>Useful when we don't have access to actual end users, or potential end users.</li> <li>Can be used as an excuse not to work with actual users.</li> </ul>
Unified Modeling Language (UML) use case diagram. Diagrammatic notation for a textual use case [W, ObjectPrimer].	<ul style="list-style-type: none"> <li>Puts use cases, and potentially usage scenarios and epics if we're flexible, into context.</li> <li>Can promote requirements reuse via &lt;&lt;include&gt;&gt; and &lt;&lt;extend&gt;&gt; relationships.</li> <li>Can motivate unnecessary complexity via &lt;&lt;include&gt;&gt; and &lt;&lt;extend&gt;&gt; relationships.</li> </ul>
Usage scenario. Describes the step-by-step interaction between a user/actor and the solution. Similar to acceptance criteria, although tends to cross the equivalent of several stories. Also known as a use-case	<ul style="list-style-type: none"> <li>Useful to flush out all the different ways that a solution can be used, often putting granular requirements such as stories or features into context.</li> <li>Danger of becoming a set of detailed requirements.</li> <li>Scenarios are typically less structured than</li> </ul>



## Evolving Your WoW: Referencing the Practices

- Tailoring sessions
  - Early in your projects
- Retrospectives
  - Throughout your Projects
  - Identify a problem area
  - Look in the DA knowledgebase for suggestions
  - Choose a likely candidate to experiment with
- Experiment
  - Try out a practice/strategy in your environment
  - Measure the results
  - Aim is to determine whether the new strategy works well for you

## Expand your Pantry with new Ideas

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- Learn about New Ingredients/Practices
- Disciplined Agile is a rich pantry of ingredients
- Use Different Recipes for your different Contexts
- Putting them together is *not hard*

It is not DAD  
“OR...”  
it is DAD  
“AND...”

Providing “fit-for-context” Practices for  
ANY and ALL Methods & Frameworks

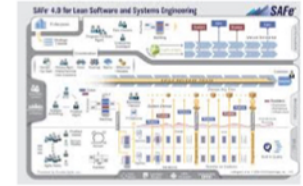


Scrum

Big Room Planning

Guilds

Lean Governance



SAFe

Outsourcing

Mob Programming

Component Diagram



Disciplined Agile Delivery (DAD)  
Toolkit

Architecture Owner

TDD

Release Trains

Story Maps



Lean/Kanban

Boundary Spanners

BDD

Independent Testing

Continuous Delivery



100's of strategies to help optimize your Way of Working (WoW)



# Parting Thoughts

- Context counts - Every team is unique, facing a unique situation
- Choice is good - Agile teams own their own process, they get to choose their Way of Working (WoW)
- Pragmatism – There are hundreds of practices/ingredients and strategies to choose from, we need to choose the ones that are right for us so that we can be a better Chef and get better results

# QUESTIONS?

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Thank you!



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