

**You can't buy an agile
transformation:**

#stopbadagile



Sally Slovic



A stylized illustration of a toucan with a large, colorful beak (blue, grey, and black) perched on a black branch. The background is a light pink color with a faint floral pattern. A white speech bubble with a black border is positioned to the left of the toucan, containing the text "You can't buy an agile transformation".

**You can't buy an
agile transformation**



**There is no agile
opmodel**

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There is no
agile playbook

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**There is no such thing
as a framework that
will make your whole
company agile**




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Using an agile
framework doesn't
guarantee agility



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A yellow cockatiel with a crest and a speech bubble. The cockatiel is on the right side of the image, facing left. It has a yellow body with black dots, a white crest, and a red beak. A white speech bubble with a black outline and a dotted border is positioned to the left of the cockatiel's head. Inside the speech bubble, the text reads: "Becoming an agile organization is not something that can be managed". The background is a solid orange color. There are black silhouettes of leaves or branches in the upper left corner.

Becoming an agile organization is not something that can be managed

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If someone brings a company a scaling framework before they have any knowledge of the complexity of the system of work that exists, they are not bringing anything that will lead to agility



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**If an "OpModel" being
sold as agile requires
100's of agile coaches
and scrum masters,
there will be no agile**





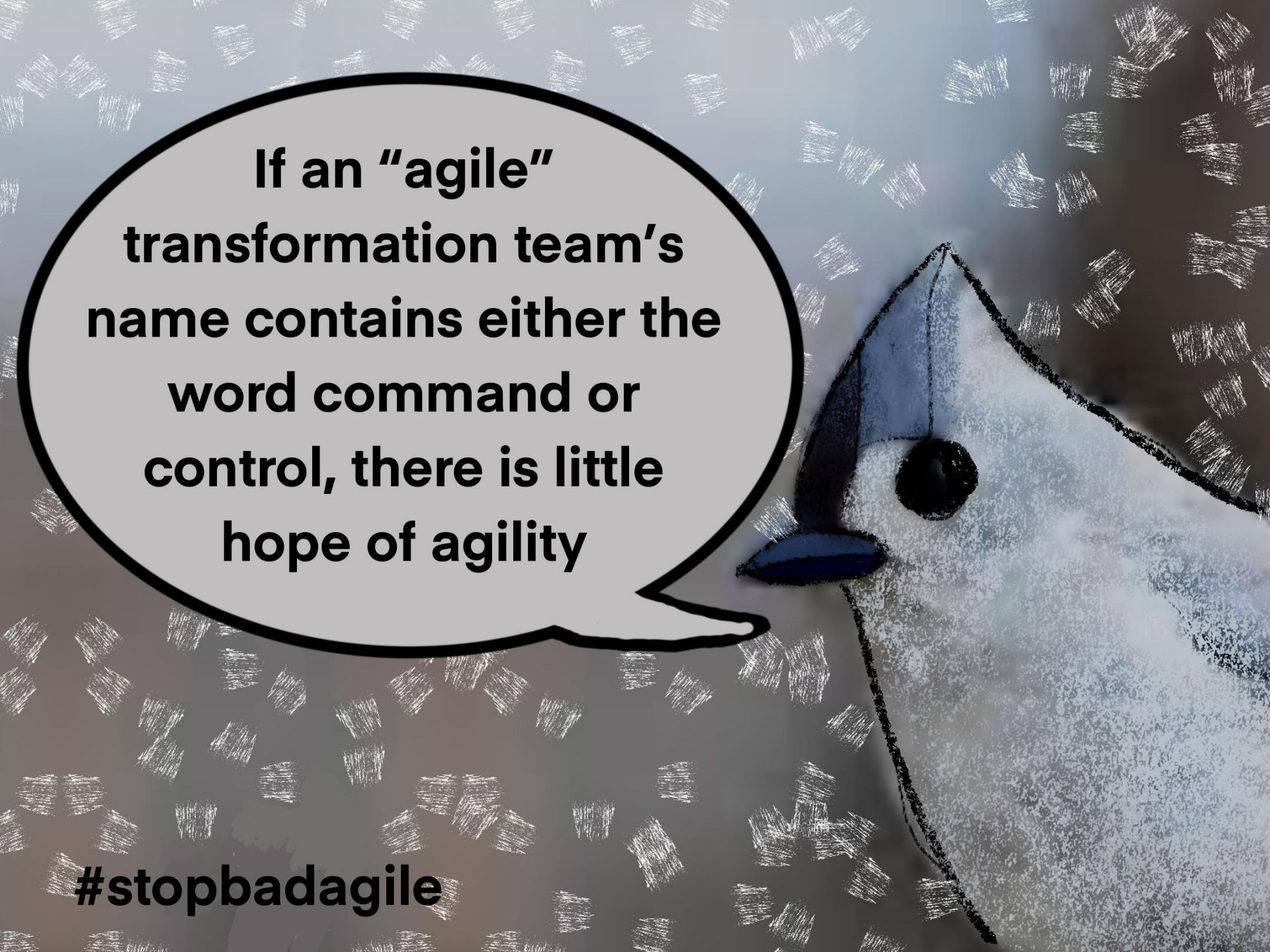
If an "OpModel", being sold as agile mandates that the same set of roles must be filled for every team and group of teams, there will be no agile

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**If an "OpModel"
being sold as agile
mandates
compliance, there
will be no agility**




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**If an "agile"
transformation team's
name contains either the
word command or
control, there is little
hope of agility**


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A grey bird with a red eye is perched on a wooden ledge. A speech bubble is positioned to the right of the bird, containing text. The background is a solid orange color with black silhouettes of leaves and branches.

If you don't have a solid agile foundation, you aren't ready for a scaling framework. If you have a solid agile foundation, you don't need a scaling framework.

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Agile cannot survive in
a command-and-control
environment

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**Popularity
doesn't make a
framework fit
for purpose**

A cartoon illustration of a budgie perched on a branch. The budgie has a white head with black stripes, a yellow beak, and a blue body with black stripes. A speech bubble with a black border and a dotted pattern inside contains the text. The background is a solid purple color.

There is no such thing
as an Agile
Transformation
Roadmap

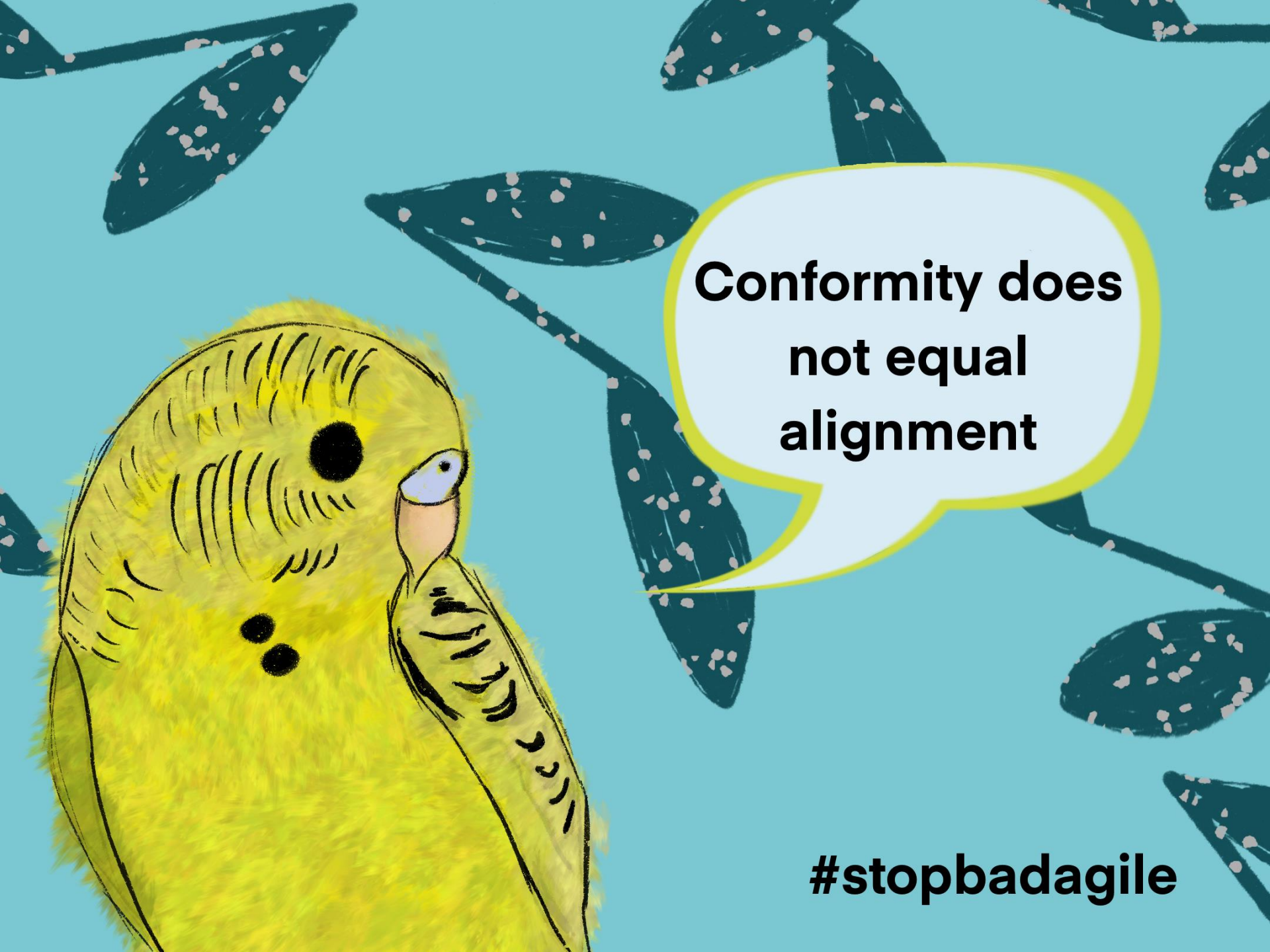
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**Quarterly plans are
not commitments to
deliver**

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**Conformity does
not equal
alignment**

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Roadmaps are not
commitments to deliver

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**Agile is not
a push
system**

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**Agile coaches do
not implement agile
practices**

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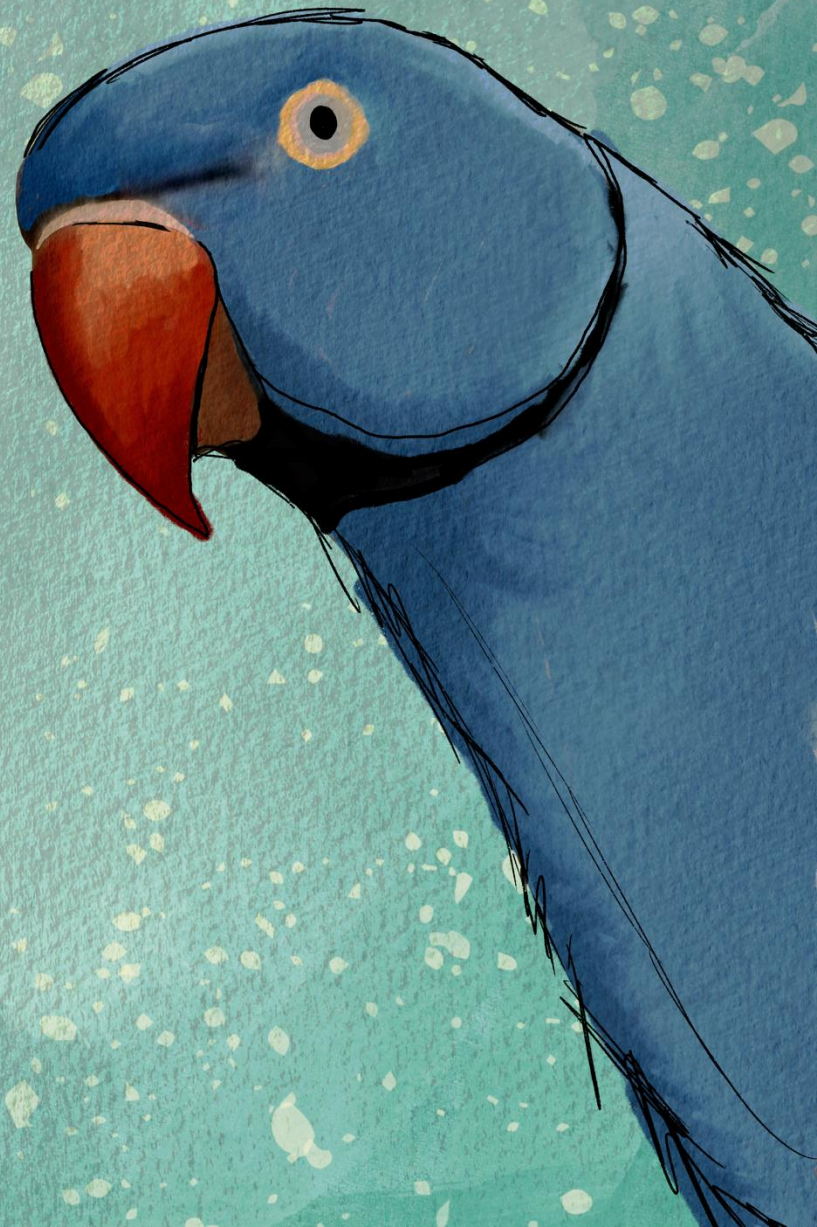




**The goal of an
agile coach is
not "to move the
agile agenda
forward"**

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**Agile coaches do
not create
alignment to a
playbook or
framework**



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**Just changing
someone's title to
agile coach,
doesn't make
them an agile
coach**

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**Agile coaches do
not enforce
processes**

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The focus for an agile coach is not to standardize ways of working

**Agile coaches do
not deliver
transformational
change**

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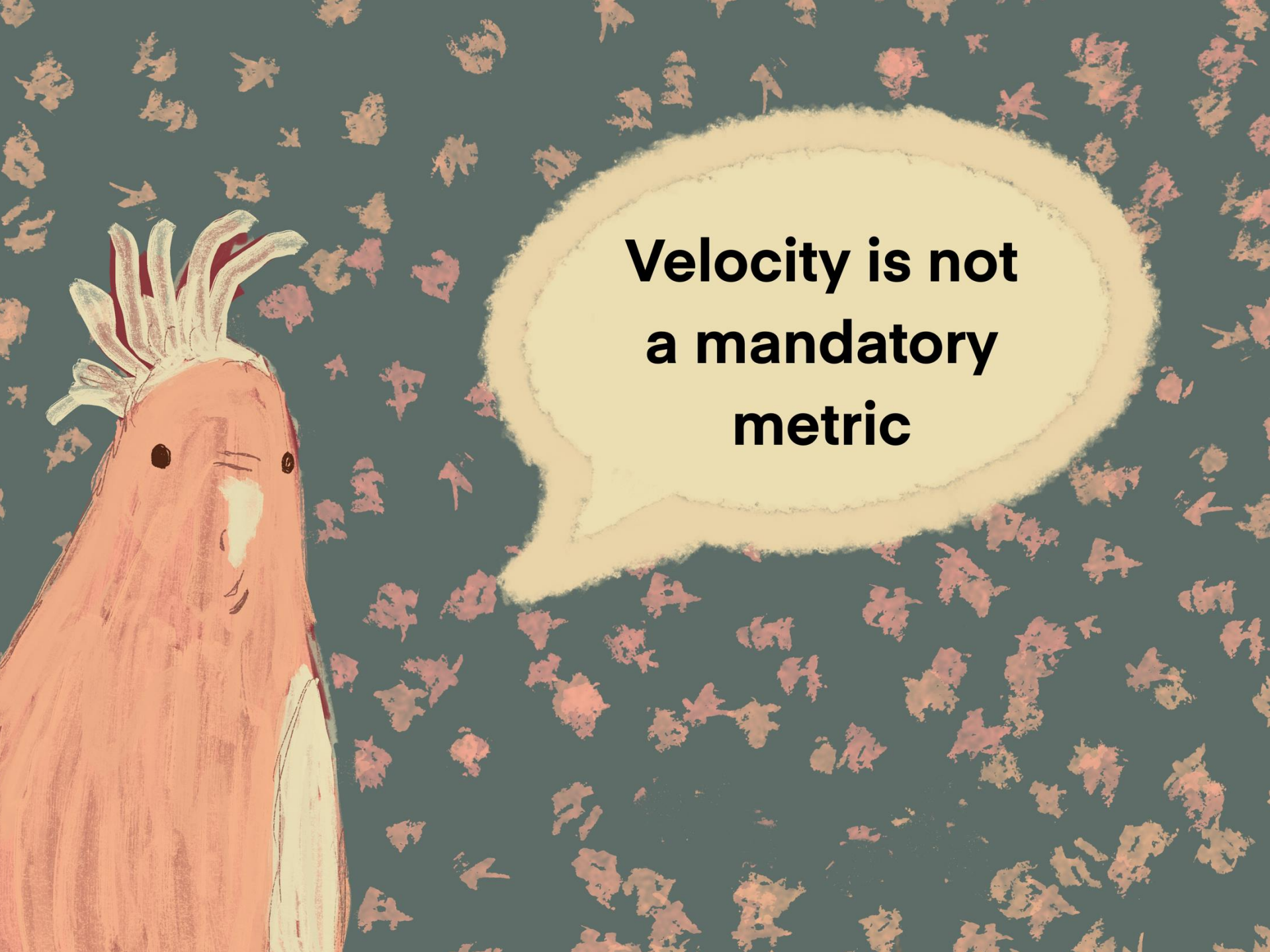
**Making team
boards identical
will not provide
valuable
information**

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**A Scrum team
has one
Product Owner**

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A stylized illustration of a pink bird with a white crest and a yellow speech bubble containing the text "Velocity is not a mandatory metric". The background is dark blue with scattered pink and white floral patterns.

**Velocity is not
a mandatory
metric**



**Scrum masters do not
enforce scrum
compliance**

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**Jira admin is
not a Scrum
Master
accountability**



**Retrospectives
are not limited to
three questions**

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**It is not
mandatory that
Scrum teams
pre-plan future
sprints**

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A white cockatiel with a yellow crest is shown in profile, looking towards the left. The background is a dense pattern of yellow leaves. A speech bubble is positioned to the left of the bird's head.

**You do not
have to start
with Scrum**

**A leadership team
should not be a
scrum team**



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**Retrospectives
are not limited to
three questions**

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**Just having teams move
to scrum won't make
them agile**

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**Scrum masters are not
team secretaries**


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**Scrum masters
are not project
managers**



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**The ability to use
Jira is not a
required skill for an
agile coach (or a
scrum master**

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**Changing people's titles and
requiring them to be
accountable for skills they don't
have is not going to fix existing
challenges**




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If teams do not
have access to
their customers
they are not
agile teams

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The focus is not
on processes and
tools

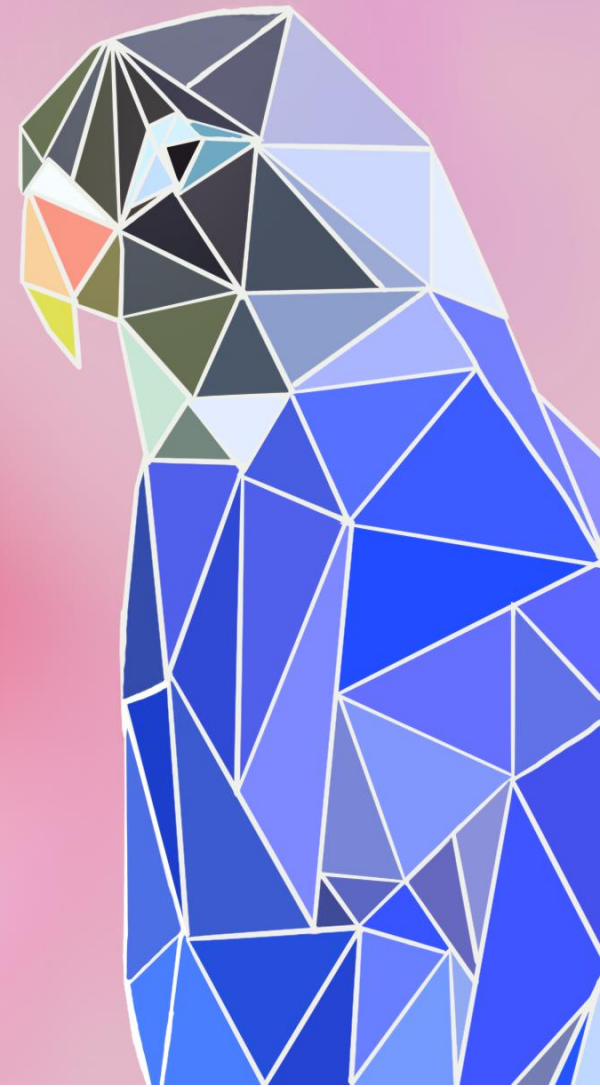
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There are no agile best practices. There are only good practices that work in someone else's context.

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**Changing only your
ways of working will
not solve your
problems.**



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**There is no
such thing
as an "Agile
Scrum
Framework"**



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**Sprint reports
are not a Scrum
artifact**

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**Scrum does not guarantee
faster delivery**

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**Story points are
not mandatory**

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Just because some
teams use scrum
doesn't mean all
teams have to


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**Epics and features
are not mandatory**

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**A culture of
agility can't be
implemented
in teams**

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**Kanban teams are
not required to work
in sprints**


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**Kanban is not just
for co-located
teams**



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A green parrot with a red beak is shown in profile, looking towards a light green speech bubble. The background is a textured orange-brown color. The text inside the speech bubble reads:

**Managers do not
dictate the rate at
which teams
work**

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**Kanban is not just
for maintenance
and support**

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A purple parrot is perched on a black branch on the right side of the image. It is looking towards a large, light-colored speech bubble on the left. The background is a solid light purple color. The text inside the speech bubble is in bold black font.

**Team boards reflect what
the team needs to see, not
what management
mandates**

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A close-up illustration of a cockatiel bird's head and neck. The bird has a grey beak, dark eyes, and a crest of feathers on its head. A large, light-brown speech bubble is positioned to the right of the bird's head, containing text. The background is a textured, light-brown surface with dark, stylized silhouettes of birds in flight.


**Kanban does not
mandate breaking
all work into tasks**

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**Kanban isn't just
for co-located
teams**



#stopbadagile




**Kanban is not
just for service
delivery teams**

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A purple parrot is perched on a black branch on the right side of the image. It is looking towards a large, light-colored speech bubble on the left. The background is a solid purple color. The text inside the speech bubble is in a bold, black, sans-serif font.


**Team boards reflect what
the team needs to see, not
what management
mandates**

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A brown owl with a yellow eye looking to the left, with a speech bubble containing text.


**Kanban
doesn't have
enough
discipline**

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**Kanban is not
more difficult
than scrum**

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**Kanban is not
just for service
delivery teams**

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A blue bird is shown in profile on the right side of the image, looking towards a large black speech bubble on the left. The background is a bright yellow-green color with a speckled texture.

Every PBI should
not be a user story

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You can't install culture

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**Everything can't be
priority one**

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**There is no such
thing as an agile
change
manager**

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Nothing about agility
should be mandated

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**Mapping
dependencies
won't eliminate
dependencies**

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**Agile does not
require small
teams**

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METRICS ARE NOT THE
WHOLE STORY

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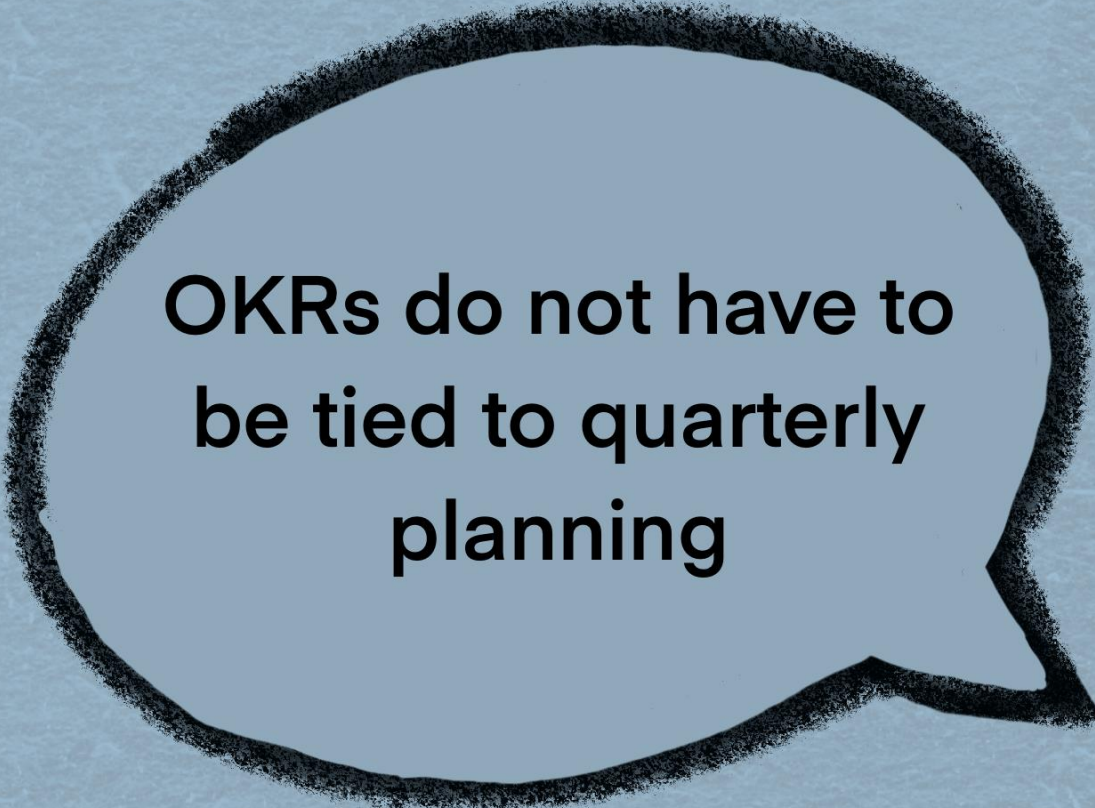
**There is no
such thing
as agile
software**

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**It is not mandatory
that teams report
the results of their
retrospectives to
their managers**

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**OKRs do not have to
be tied to quarterly
planning**

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OKRs are aspirational. It is not mandatory that they be met

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For all the details on where to buy my upcoming book based on the birds in this talk!

<https://sallysloley.com/book>



Women in Agile Podcast w/ Renee Craven -

<https://womeninagile.podbean.com/e/how-to-stopbadagile-one-bird-at-a-time-sally-sloley-2412/?token=f3c45303d0c067fff6428ddd2345f37c>



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