*Agile Focus on Work

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*You are what you Do

My favorite Agile Platitudes

- Agile is the pursuit of productive work valued by our Stakeholders

YOU ARE WHAT YOU DO, NOT WHAT YOU SAY YOU'LL DO.
- CARL GUSTAV JUNG

- Let's parse that a bit:
  - What's the nature of productive work?
  - What makes it valuable?
  - Who are the Stakeholders?
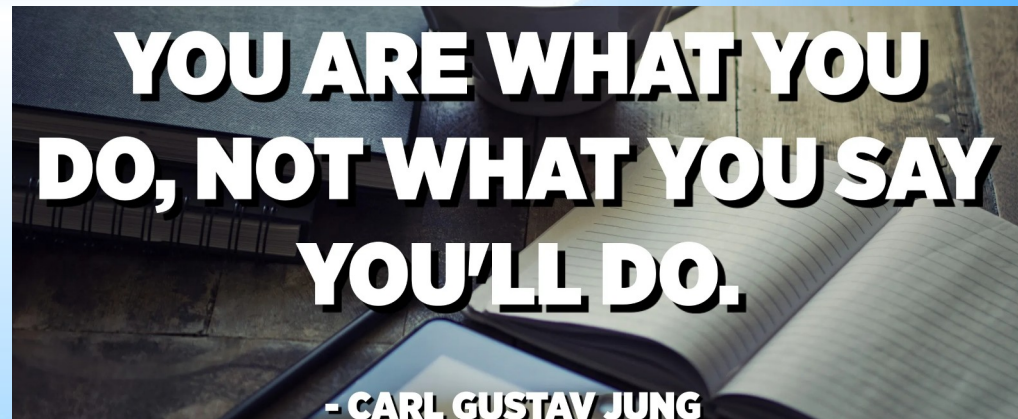
You are what you do!
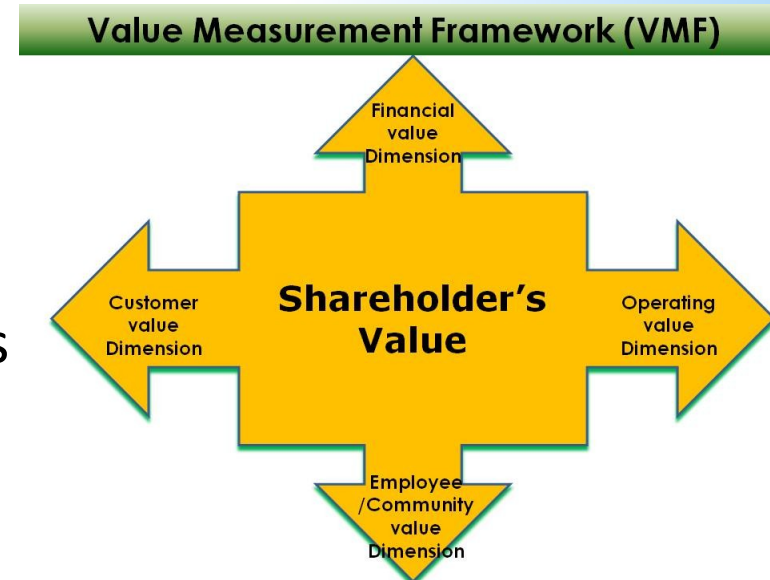
Conversational Approach to Process Evaluation

- Definitions to establish common ground
- Red flags see if you're going off the rails
- Foundational principles to consider
- Questions to spark your conversation
- Three aspects of manageable work:
  1) value-based work,
  2) minimalism. and
  3) workflow

Ron Jeffries
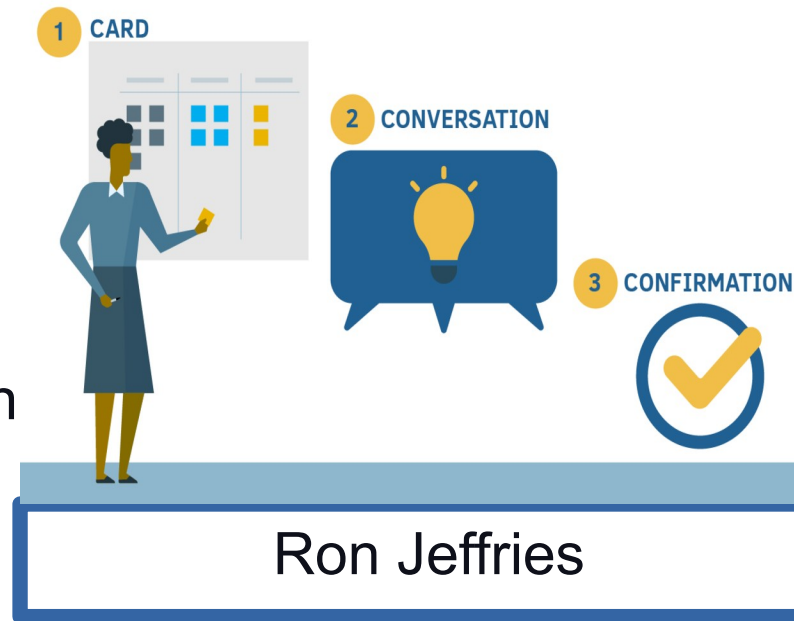
What are you doing?

Work valued by the Stakeholders

- Product Owner represents the interests of the Stakeholders
- Stakeholders try to predict the behavior the product users
- Stakeholders may be buried by layers of bureaucracy
- Customer usage patterns may be difficult to perceive
- Is value determined by those who pay for the product or those who use it?

Value Measurement Framework (VMF)

Financial value Dimension

Customer value Dimension

Shareholder's Value

Operating value Dimension

Employee /Community value Dimension

But Who are the Stakeholders?

Highly Functioning Teams

- Are teams just order takers?, or
- Engaged in value-based work
- Have a clear and aligned purpose
- Have clearly stated priorities
- Understand the objectives of the Sprint and how it benefits the stakeholders
- Understand the value they provide to the customer
- Understand the Value Proposition

TEAMWORK

Working together means sharing the credit

GrumpyDispatcher.blogspot.com

What do we mean by Value?

Highly Dysfunctional Teams

And now a bit of Dilbert

Value Proposition

- Clearly and concisely communicates what customers can gain from selecting your brand over your competitors
- What the brand is offering?
- What job do customers hire my brand to do?
- Who are my competition?
- What sets my brand apart from the competition?

The Product Owner articulates the value!

Who Determines Value?

- The Scrum Team doesn't determine value
- They need to engage in a conversation about value
- The Product Owner doesn't determine value
- They gather a consensus of the Stakeholders
- Stakeholders need to predict current and future usage trends of their customers
- The market place determines value!

The Scrum Team, Product Owners, or Stakeholders?

Pain Points

- It's difficult to identify the value for features being delivered
- The Stakeholders request work without explanation
- High-valued features have a low priority in the work queue
- The Sprint is crashed without explanation
- Refactoring is not performed periodically

## A Few Red Flags

Policy Check Points

- The Product Owner has provided:
    - A Product Goal
    - Objectives for the Sprint
    - Intended Value Proposition
- The work performed has an immediate or future value
- The team is free to ask questions about the value of work being considered from the:
    - Product Owner,
    - Stakeholders, and
    - Management

So what is the path?

As Described by Christiaan Verwijs
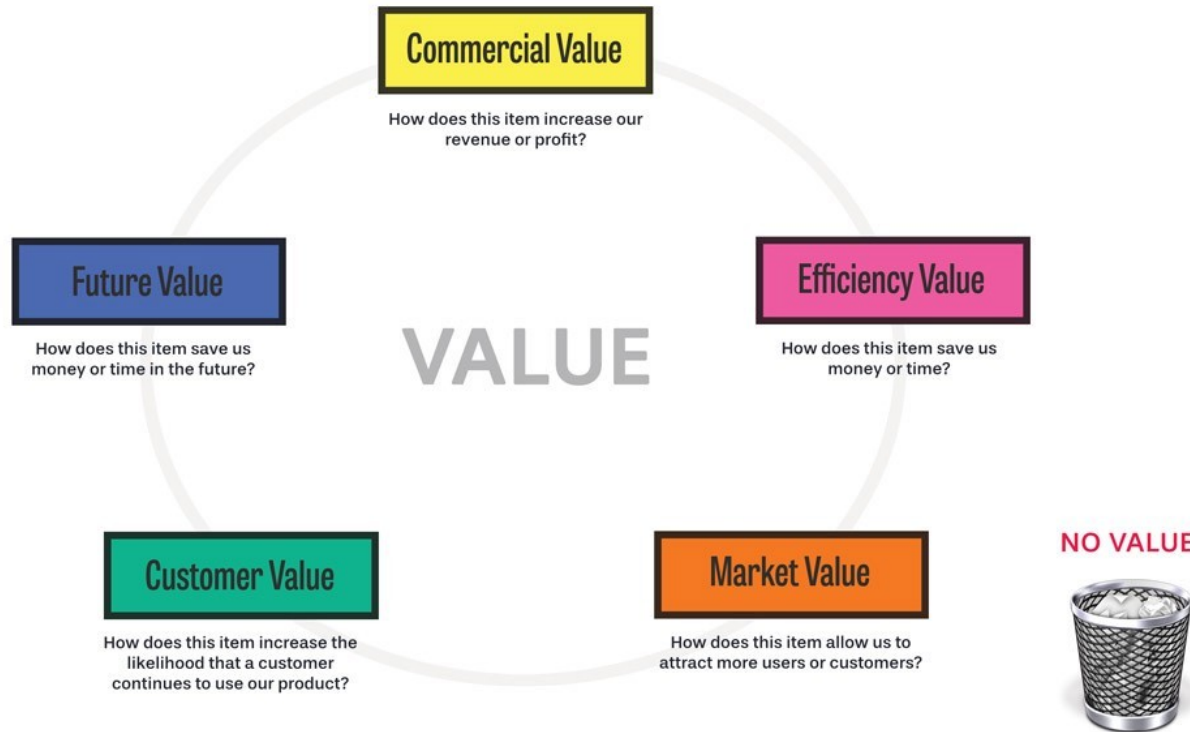
What are your views on value?

Commercial Value

- The amount a willing buyer would pay a willing seller in a non-regulated environment
- These items directly produce revenue
- Typically, what comes to mind when discussing the value

Bottom line – are we making money?

Efficiency Value

- The ability to perform without waste, to achieve the highest amount of output
- Won't necessarily generate revenue
- How is the team spending its time?
- Are you reducing the costs associated with delivery, maintenance and production?

Are we wasting money?

Market Value

- What distinguishes us from the competition?
- Who is the competition and what makes them successful?

- How can we best position our product or service in our current market or new markets?
- How do we become the preferred provider and provide a great customer experience?

I want you to want me!

Future Value

- The value of a current asset at a future date based on an assumed rate of growth
- In our context, it's how these activities have a future payoff:
  - Research, or
  - Innovation, or
  - Reduction of technical debt, or
  - Test automation

Never Stand Still!

Customer Value

- What makes it more valuable or useful to the customer

- Features commonly requested by customers

- Keeps users invested in the product

- Increases the "Stickiness of the product" - Eric Ries

- Everything is worth what its purchaser will pay for it – Publilius Syrus, 85 -43 BC

The cool factor?

Assessment Questions

- How does the enterprise ensure value is part of the long-term planning or forecasting efforts?
- How does the enterprise evaluate customer usage trends
- Are Milestones and Roadmaps reviewed with the team?

Institutionalizing Value

Assessment Questions

- How does this item increase the likelihood that a customer continues to use our product? - Christiaan Verwijs

- How does the new feature increase customer retention, or enhance the customer experience?

- Are Sprints evaluated for customer satisfaction?

- Can the Product Owner articulate what customers value, the business value, or the goal of the Sprint?

- Does the Sprint lack Stakeholder input?

Customer Value

Group Discussion

- Pick a Product Owner
- Selected Value Proposition Category
- Have a conversation how their effort adds value to their product or service
- Draw from your own experience
- Provide a quick summary to the room

By Table

Assessment Questions

- How does this item increase our revenue or profit – Christiaan Verwijs
- When can the team expect to see an increase in revenue from the product or service being offered?
- Does the new feature lower the price of what's being offered to the customer?
- Does the product or service being offered cost more to produce than they are worth to the customer?

Commercial Value

Assessment Questions

- How does this item save us money or time – Christiaan Verwijs

- Does refactoring include simplifying the existing codebase into a more elegant solution?

- How can the team increase efficiencies in producing the product or production process?

- Is team members' time being used productively?

- Are we maximizing the use of productivity tools?

Efficiency Value

Assessment Questions

- How does this item save us money or time in the future – Christiaan Verwijs
- How does this increase the customer's experience, customer retention, and product longevity or attract more customers?
- How much effort is allowed for:
  - Conducting research, innovative solutions, or
  - Reduction of technical debt or
  - Implementing test automation?

Future Value

Assessment Questions

- How does this item allow us to attract more users or customers – Christiaan Verwijs
- Has the Product Owner articulated the:
  - Intended Value Proposition, or
  - Strategic significance of what's being offered?
- Can the team explain how their invest effort provides a competitive advantage for their product or service?
- Does the product or service satisfy predicted market trends or emerging customer expectations?

Market Value

Institutionalizing Value

- Embeds value into the decisions and actions of the organization
- Creates a culture and structures which embed value as part of the decision making process
- Empowers people at every stage of the creative process
- Creates smarter institutions

How do we keep it going?

Closing Thoughts

- An extension of Ron Jeffries' "The Card Conversation, Confirmation

- Agile assessment as a "social" as opposed to "documentary" approach

- This is simply a question-based, non-linear maturity assessment

- After you consider evaluating your Scrum ceremonies consider how your team relates to the work itself

Any Questions?

Handouts

- A sign indicating the Value Proposition
- One page handout for one element of the Value Proposition
- Sticky notes,
- Magic marker,

One per table

Commercial Value

- Items that directly produce revenue
- What a willing buyer would pay a willing seller in a non-regulated environment
- How does this item increase our revenue?
- Notes:

Are we making money?

Efficiency Value

- To maximize output and perform without waste
- How does this item save us money or time?
- Notes:

Are we wasting money?

Market Value

- What distinguishes us from the competition?
- How does this item allow us to attract more customers?
- Notes:

I want you to want me!

Future Value

- What is the future payoff:
  - Innovation,
  - Automation,
  - Reduction of technical debt
- How does this item save us money or time?
- Notes:

Never Stand Still!

Customer Value

- What makes it more valuable to the customer
- How does it increase the likelihood that a customer continues to use our product?
- Notes:

The cool factor?

Institutionalizing Value

- Creates a culture and structures which embed value as part of the decision making process
- How does the enterprise do this?
- Notes:

How do we keep it going?