THE CORRIE PARTNERSHIP

LIMITED

Supporting Agile Leadership from the C-Suite down

THE ART OF GOVERNANCE IN THE AGE OF AGILE

Agile Thinking with Governance

Governance is built in

Planning
continuous & responsive to change

Budgeting
based on reality, not best estimates

Reporting & Forecasting
frequent, lightweight & relevant

Risk ↓

Waste ↓

Value ↑

Revenue ↑

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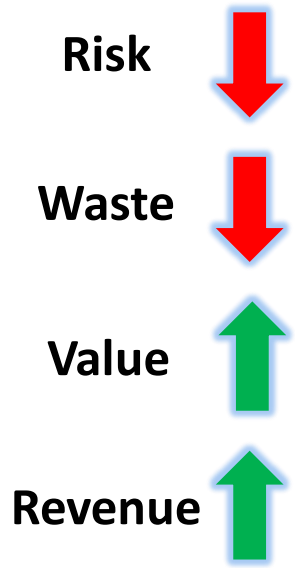
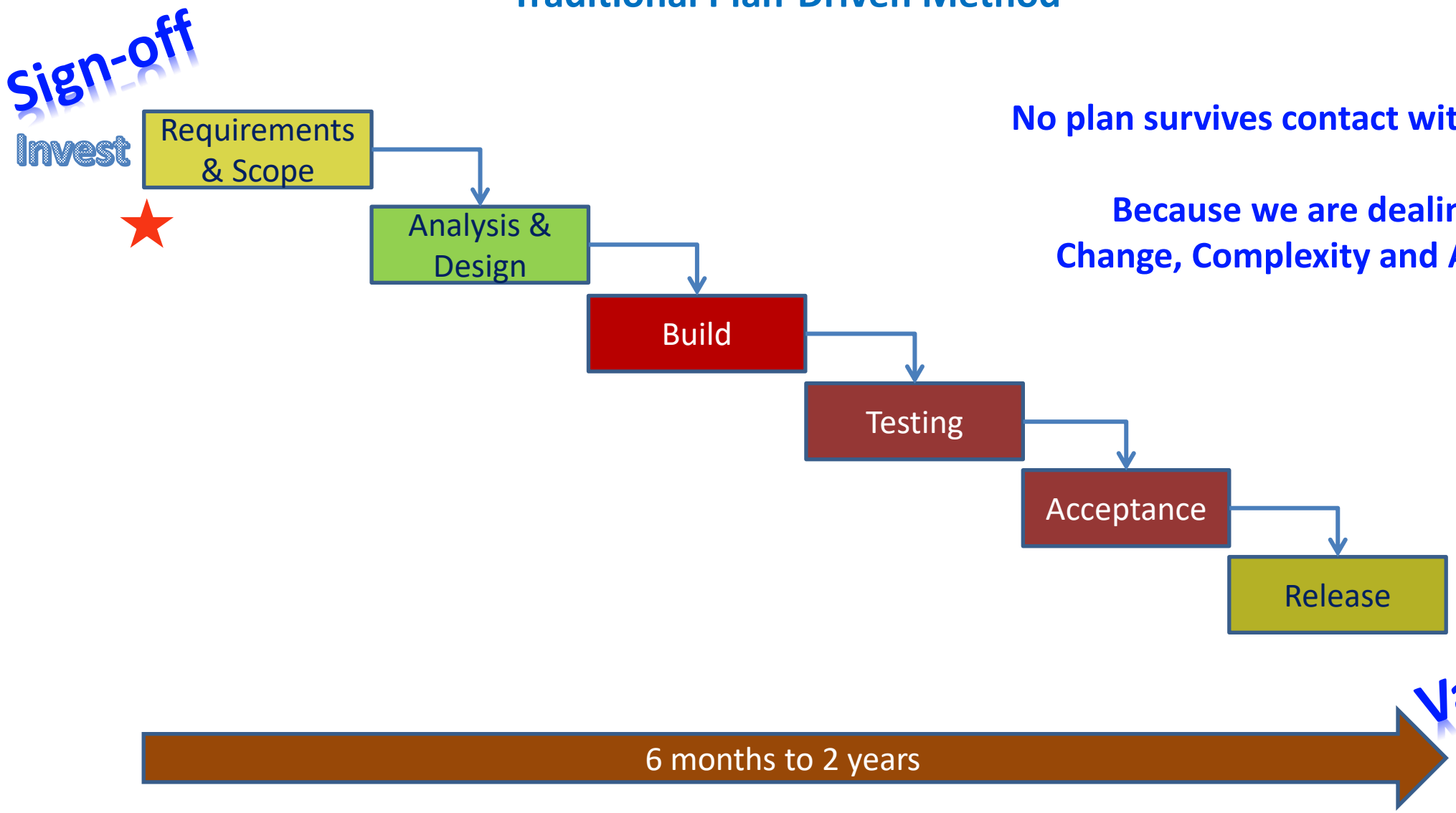


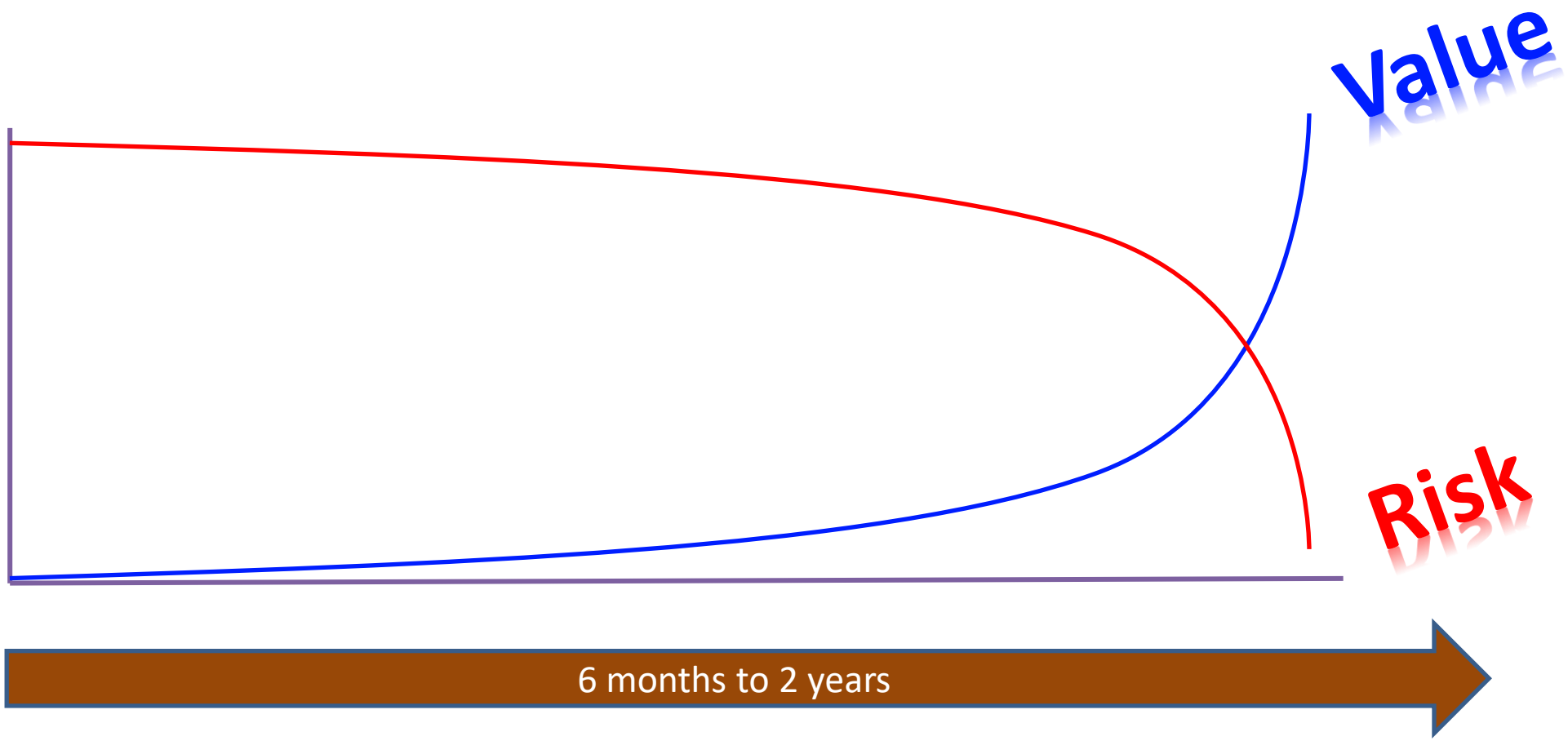
Waterfall
Traditional Plan-Driven Method



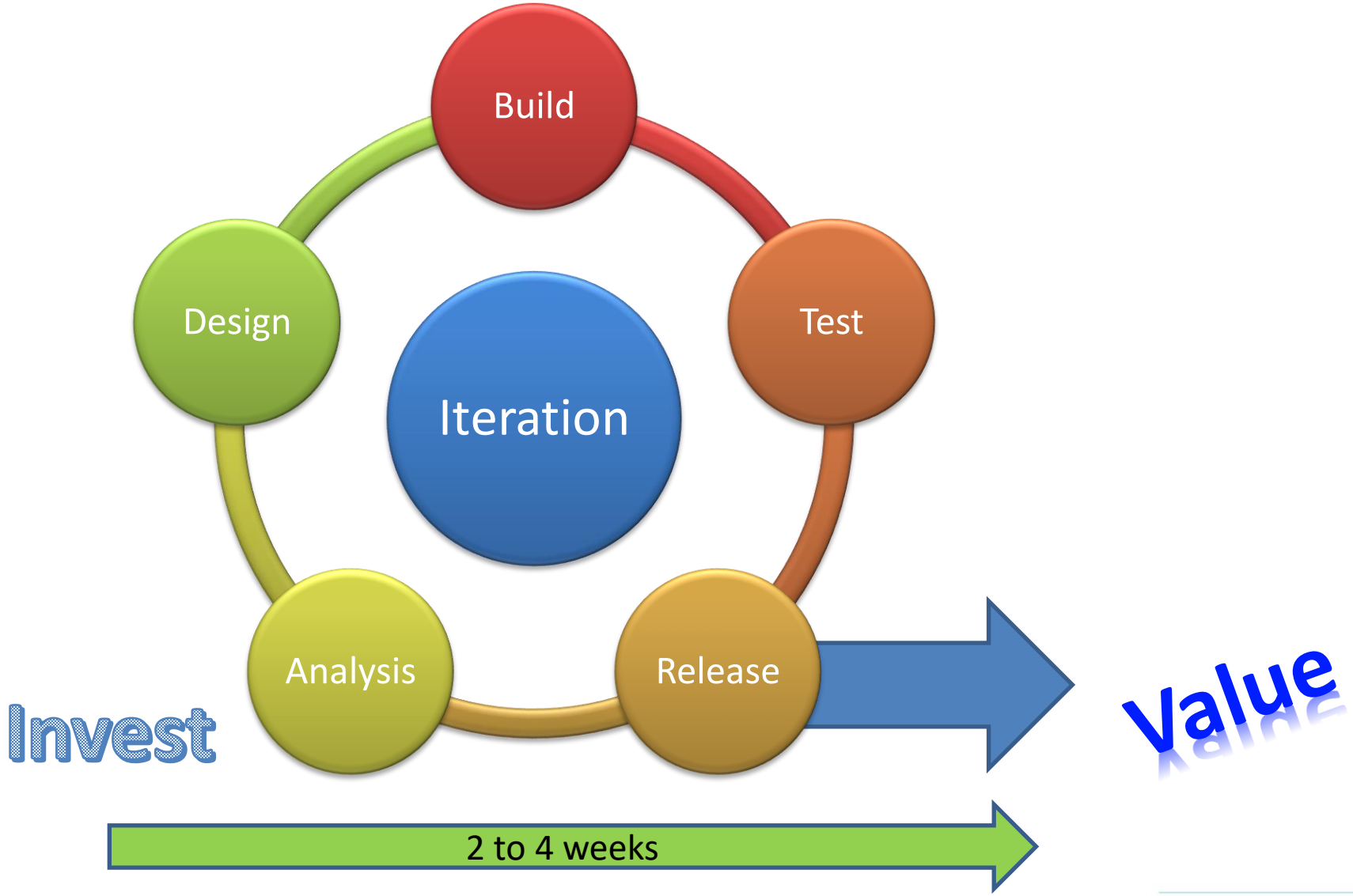
No plan survives contact with the enemy.

Because we are dealing with Change, Complexity and Ambiguity.

Waterfall
Traditional Plan-Driven Method



Agile
Iterative Incremental Method



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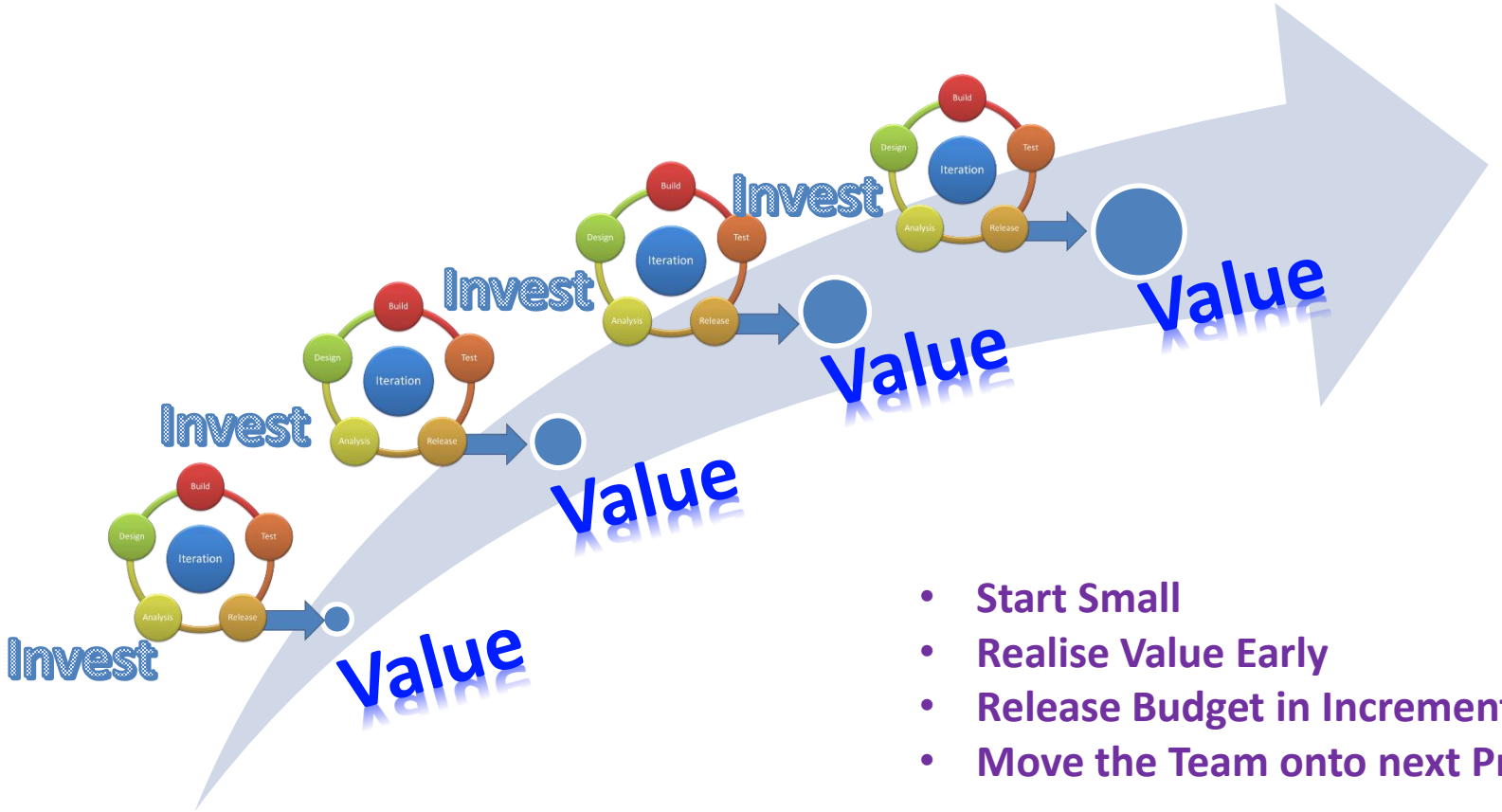
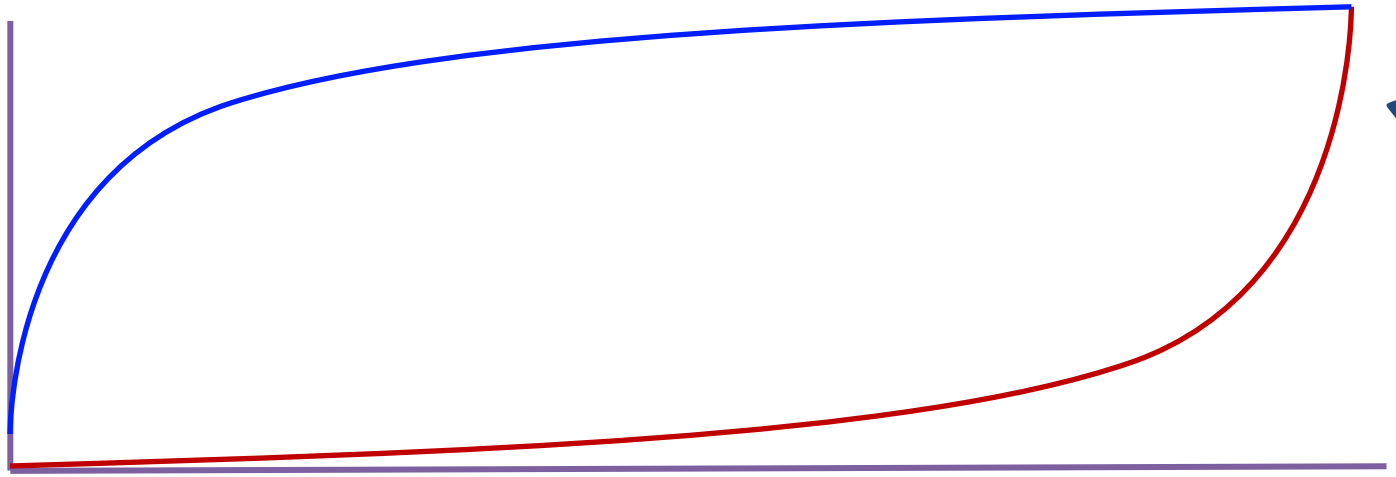


- Start Small
- Realise Value Early
- Release Budget in Increments
- Move the Team onto next Product

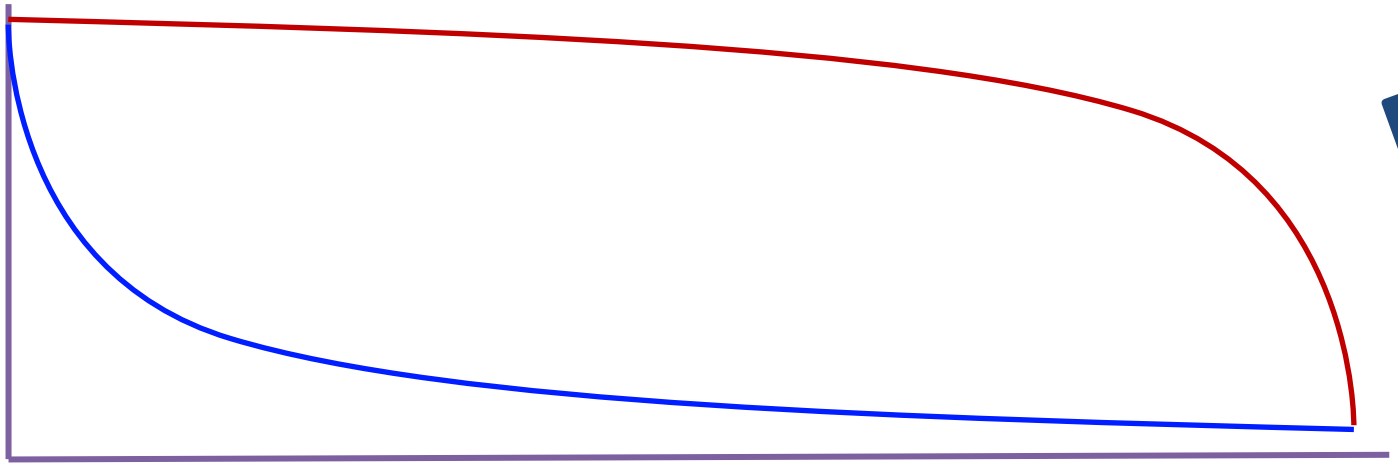
Value

You decide when you have enough

Agile vs Waterfall

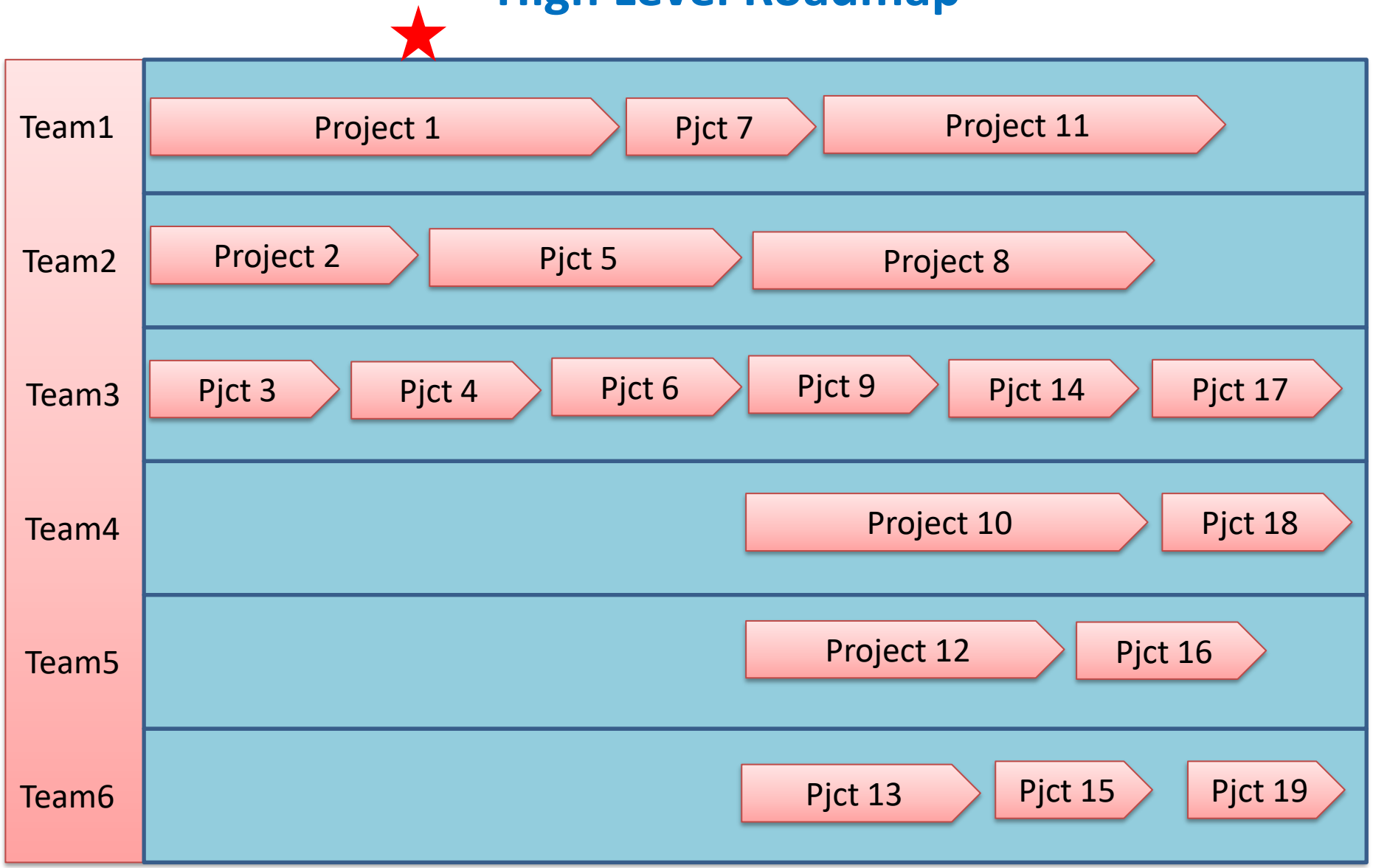


Delivered early and often



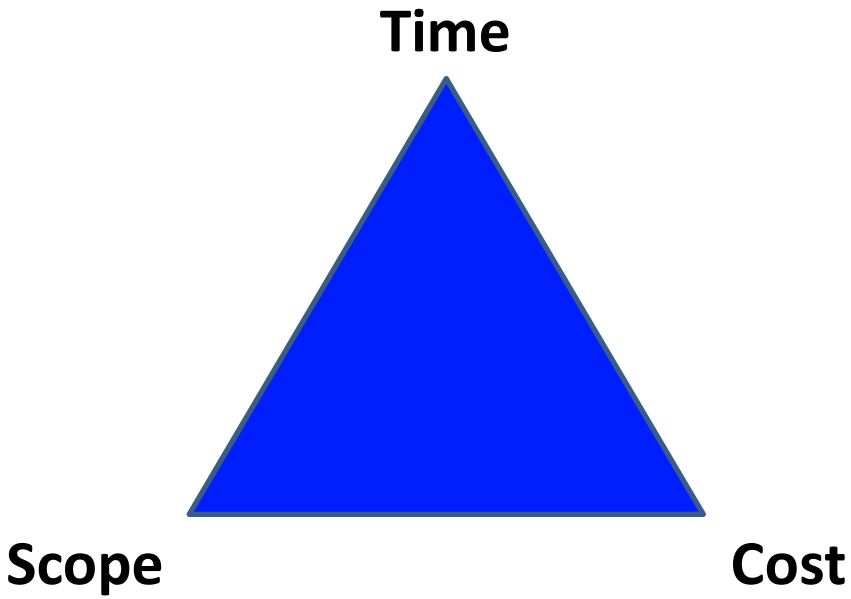
Early feedback from users

High Level Roadmap



Governance

What are we trying to control?

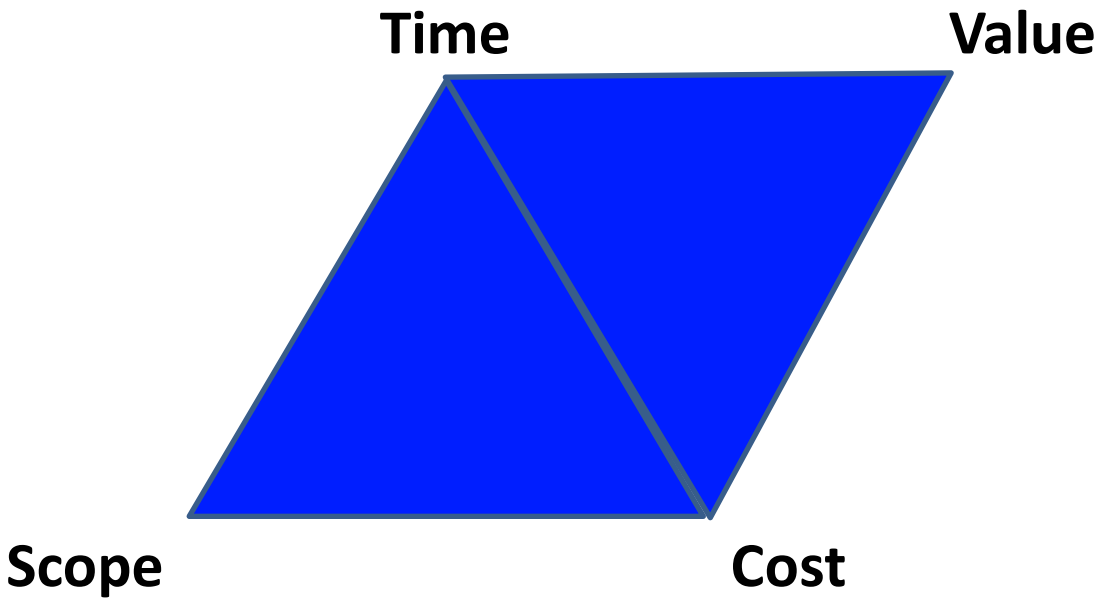


- Risk
- Performance
- Quality

We are looking for certainty

Agile Governance

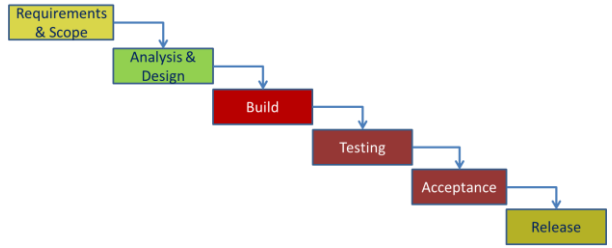
What are we controlling?



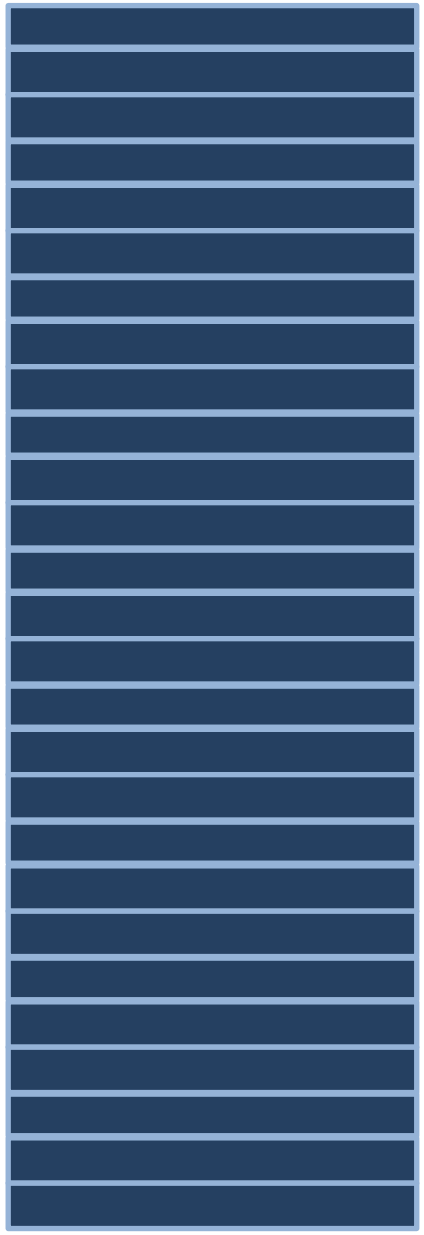
- Value
- Risk
- Budgets
- Performance
- Waste
- Quality
- Revenue
- Technical Debt
- …

We are solving for Complexity and handling Ambiguity

Scope / Requirements



Requirements



Build in order based on…

Complexity
Ability
Availability
Architecture
Vanity
Security
…

Level of detail

100% before start a Plan-driven project

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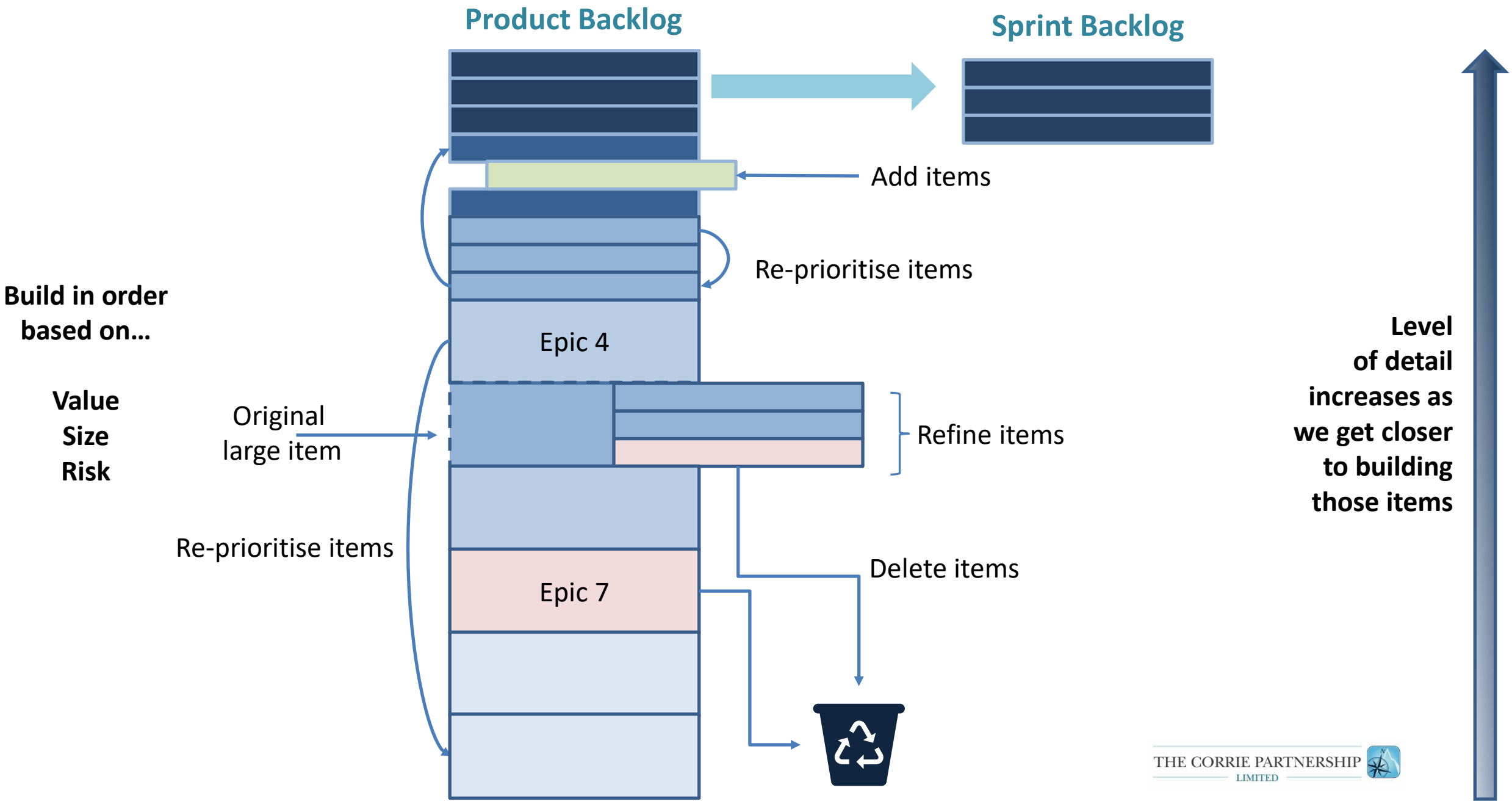
Visible, Continuous Review of the Product Backlog - Inspect & Adapt



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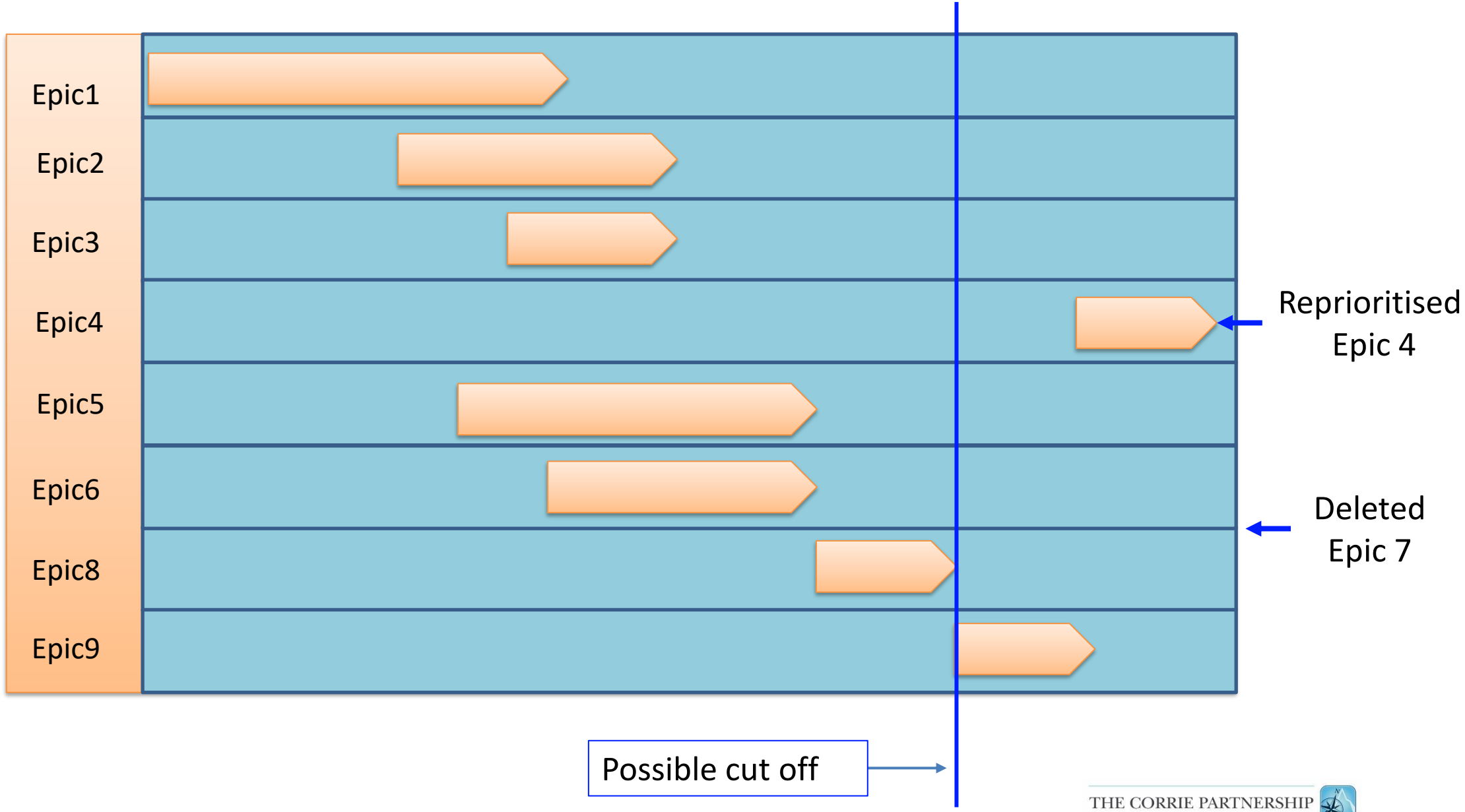
Project / Product Roadmap



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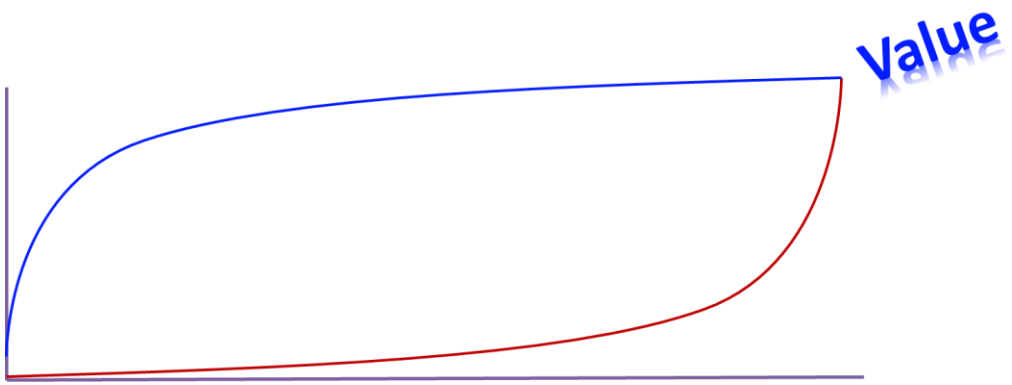
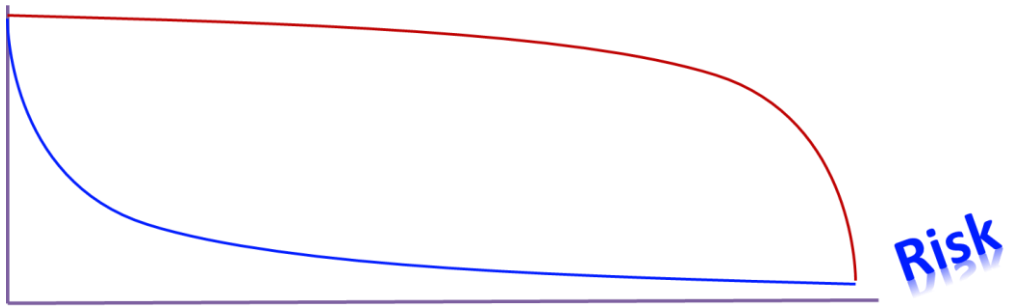
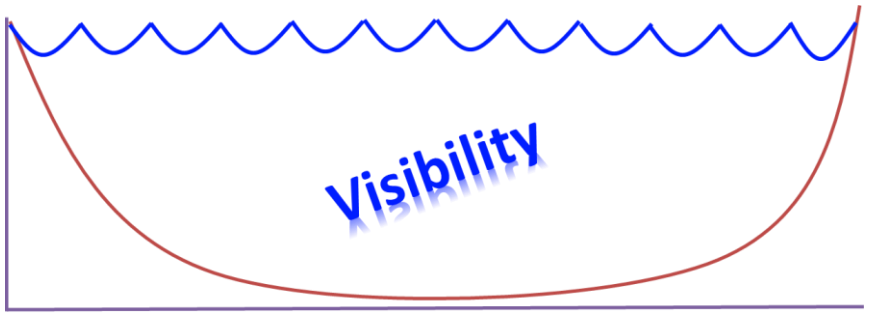
Agile vs Waterfall

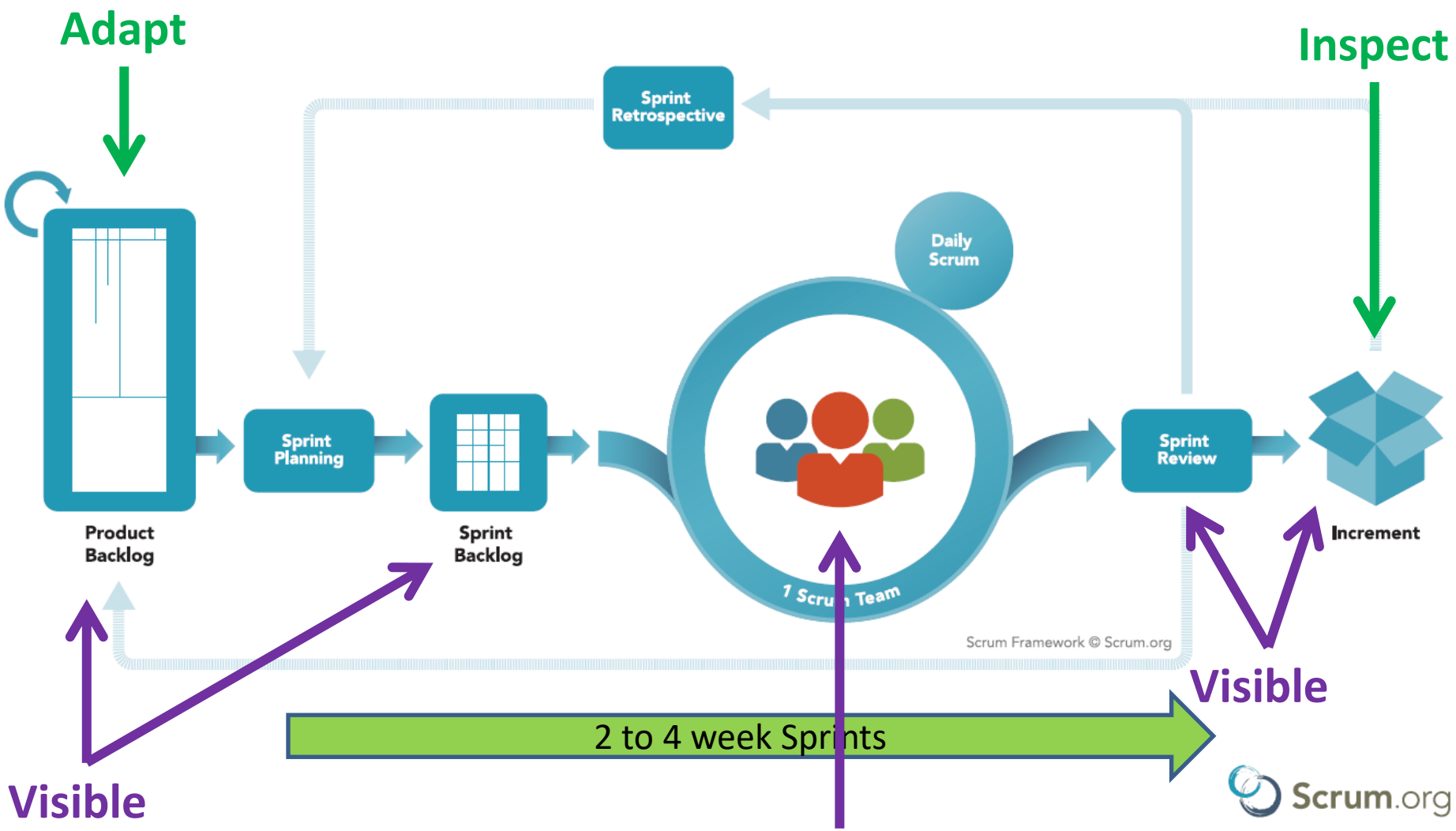






SCRUM FRAMEWORK

Transparency, Inspection & Adaptation



Visible Dashboards

Visible Kanbans, Burn-Ups & Burn-Downs

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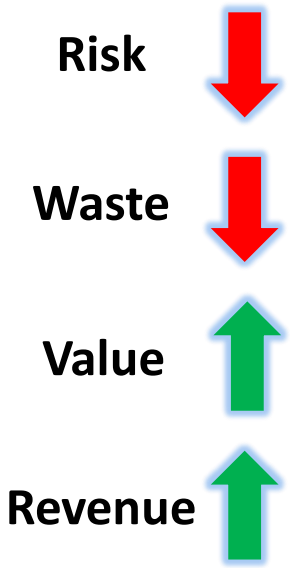


With Agile, budgeting is iterative & incremental

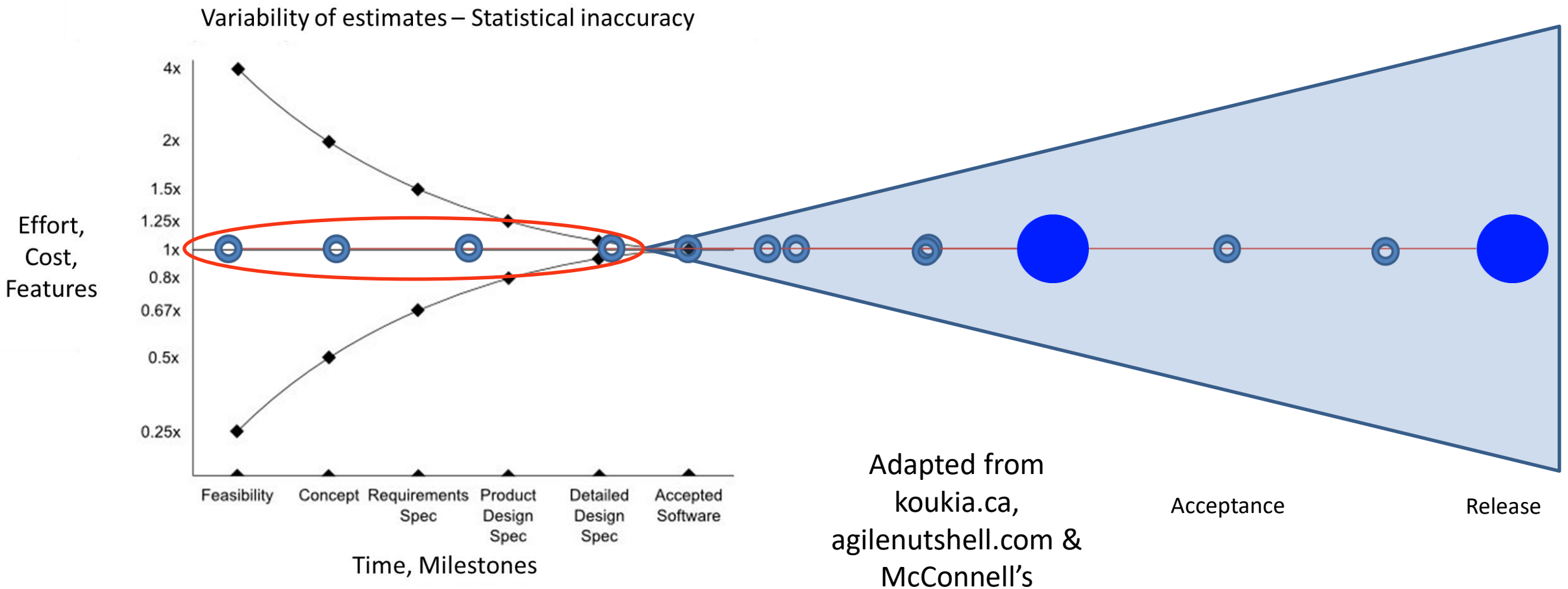
- We are extremely poor at estimating costs & time…

  …but we are good at relative sizing

- We cannot predict the future…

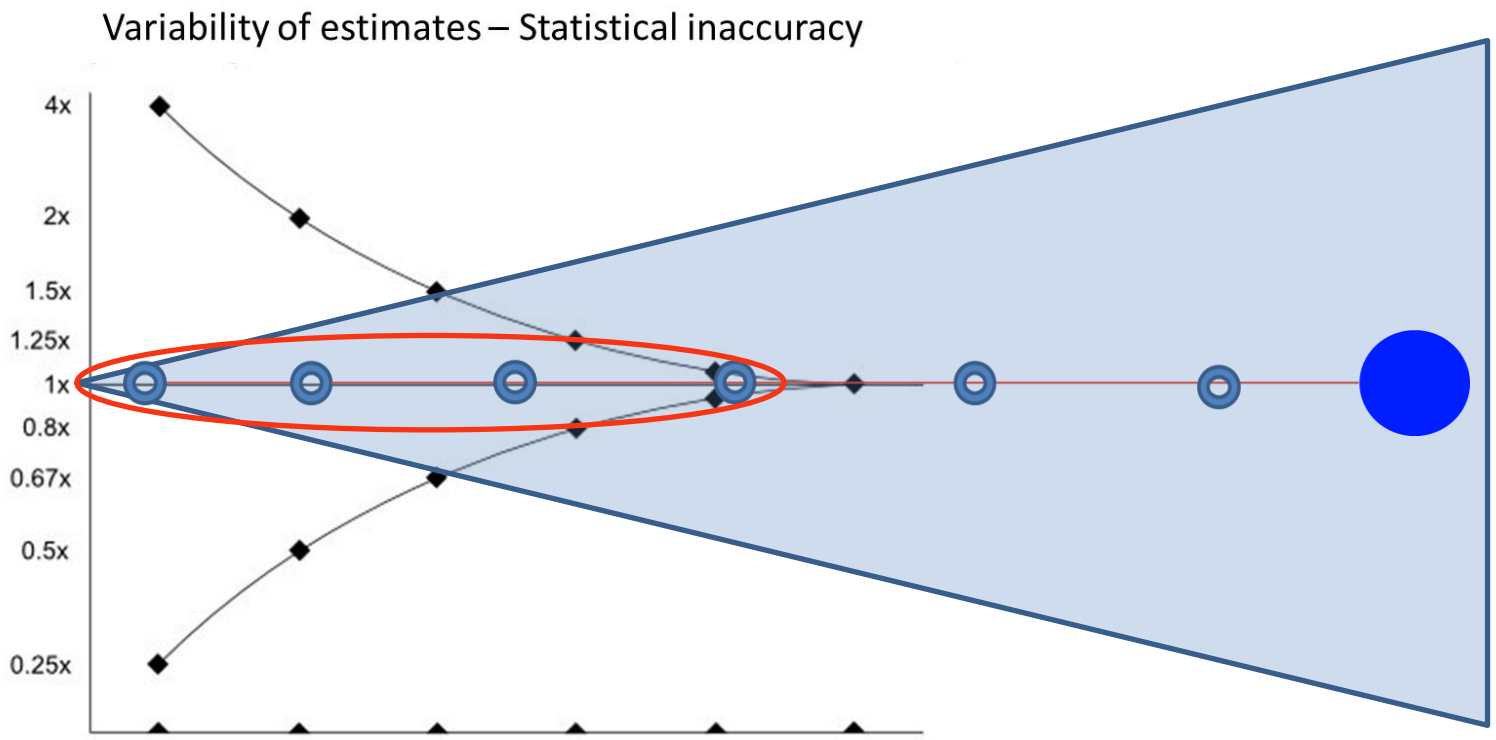
  …but we can learn from empirical evidence

The Double Cones of Uncertainty



Adapted from koukia.ca, agilenutshell.com & McConnell's Software Estimation: Demystifying the Black Art

The Double Cones of Uncertainty



Building	Building	Building	Building	Building
Testing	Testing	Testing	Testing	Testing
Acceptance	Acceptance	Acceptance	Acceptance	Acceptance
Release	Release	Release	Release	Release

Acceptance

Release

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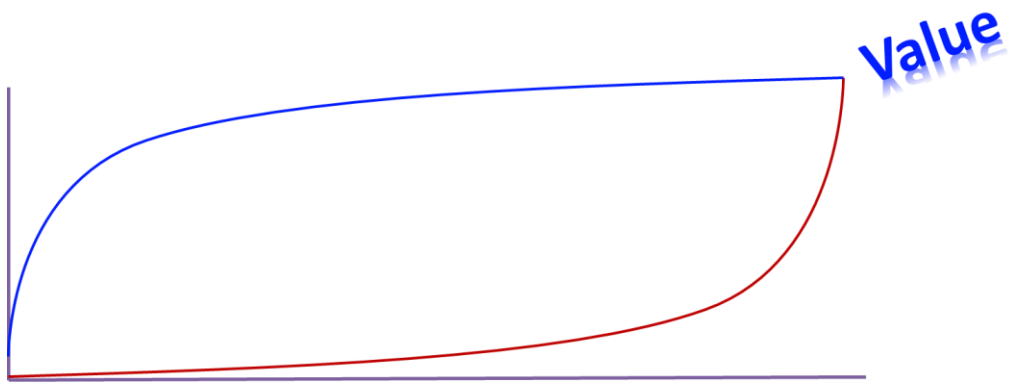
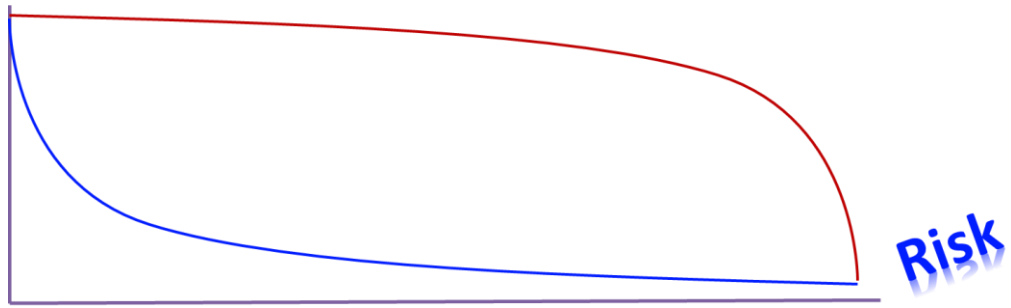
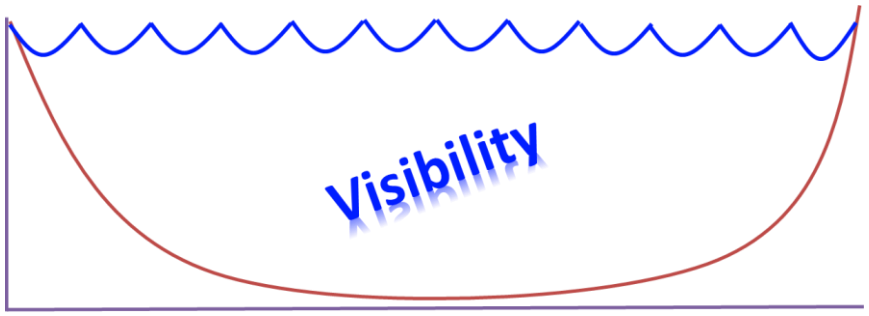
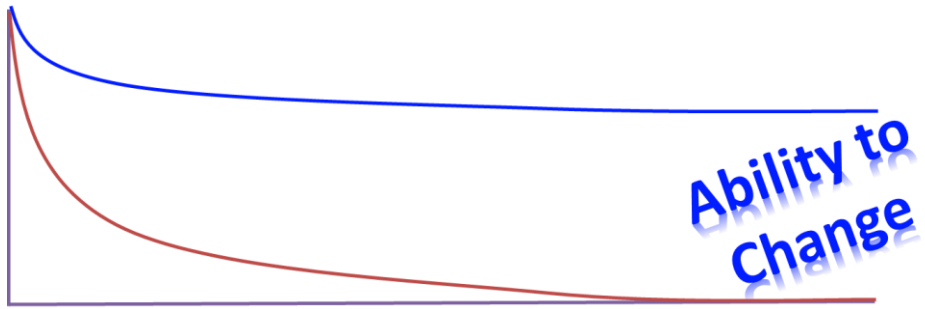
Agile vs Waterfall





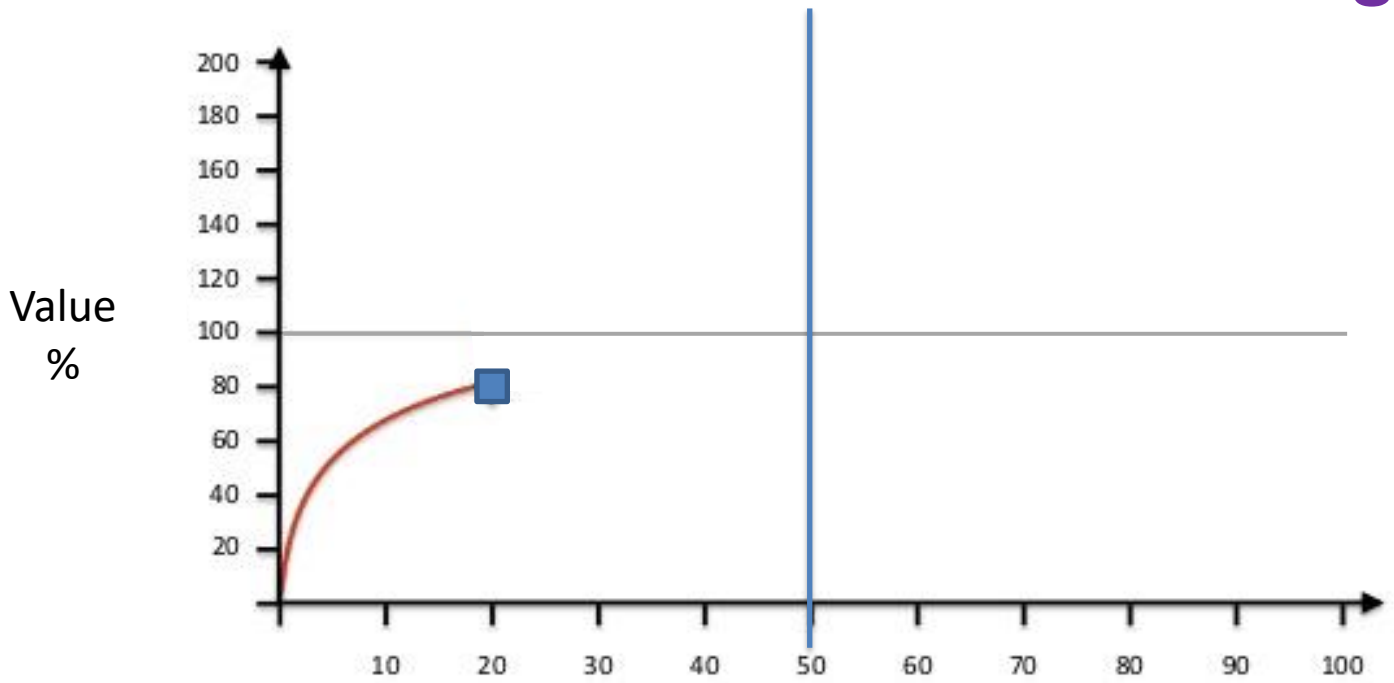




The Agile Prize: Value

Value is delivered early and often

20% features deliver 80% of the Value



The minimum viable product (MVP)

Adapted from Jeff Sutherland

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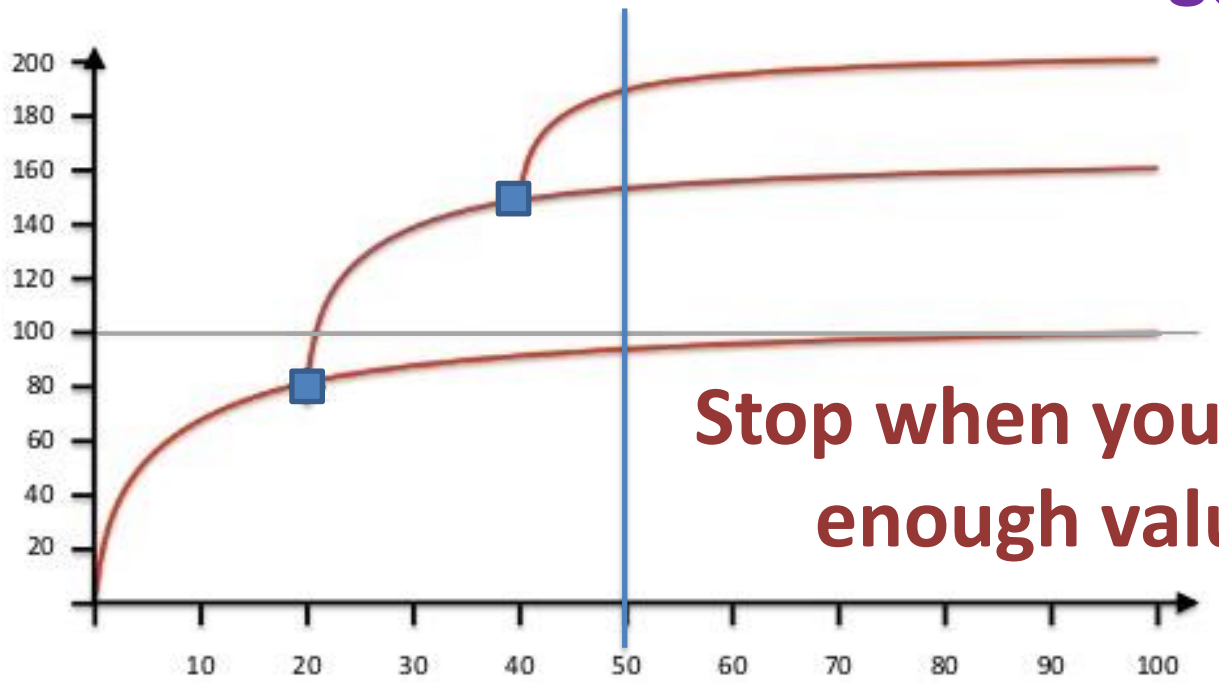

Stop when you have enough value

The minimum viable product (MVP)

Adapted from Jeff Sutherland

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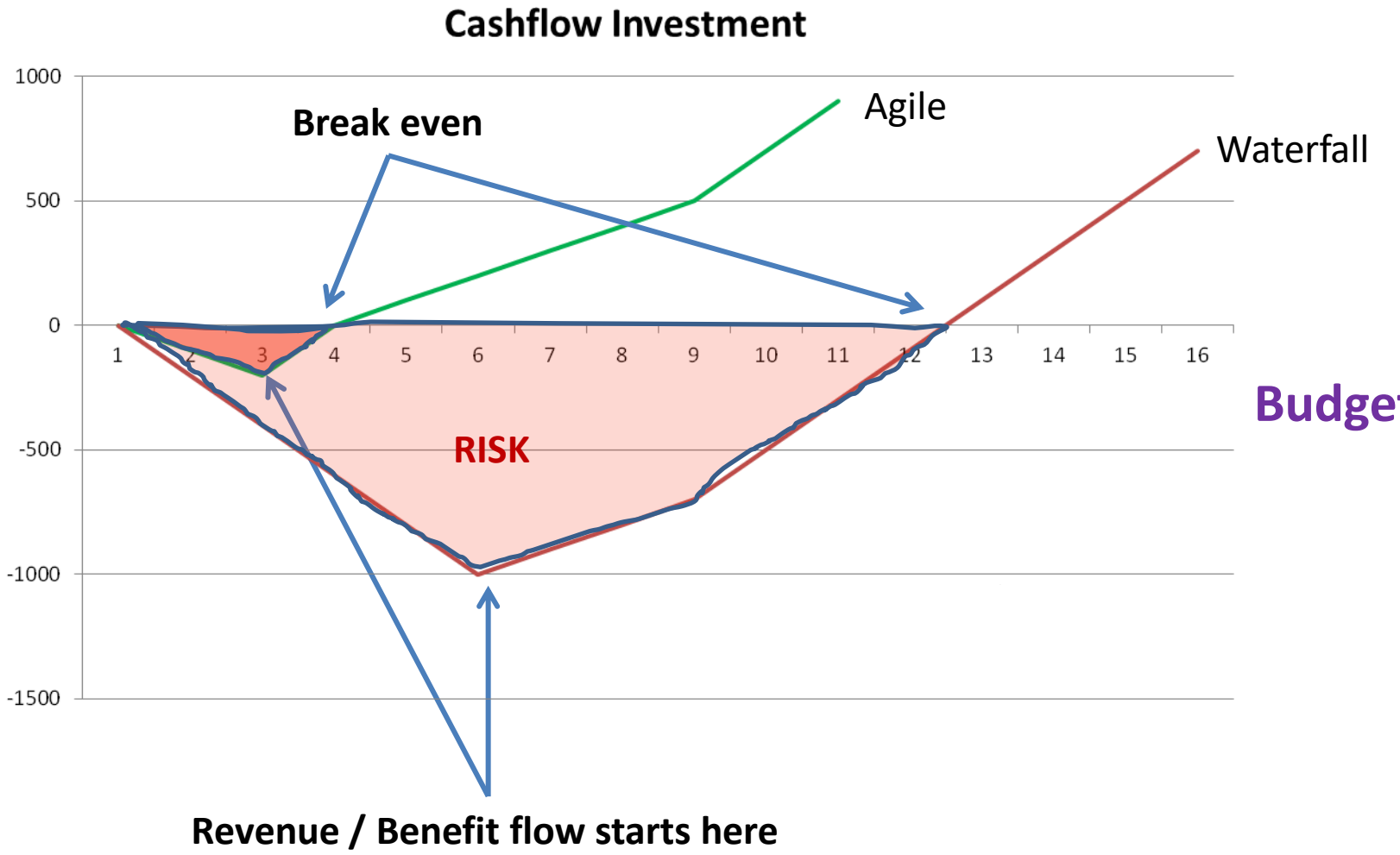
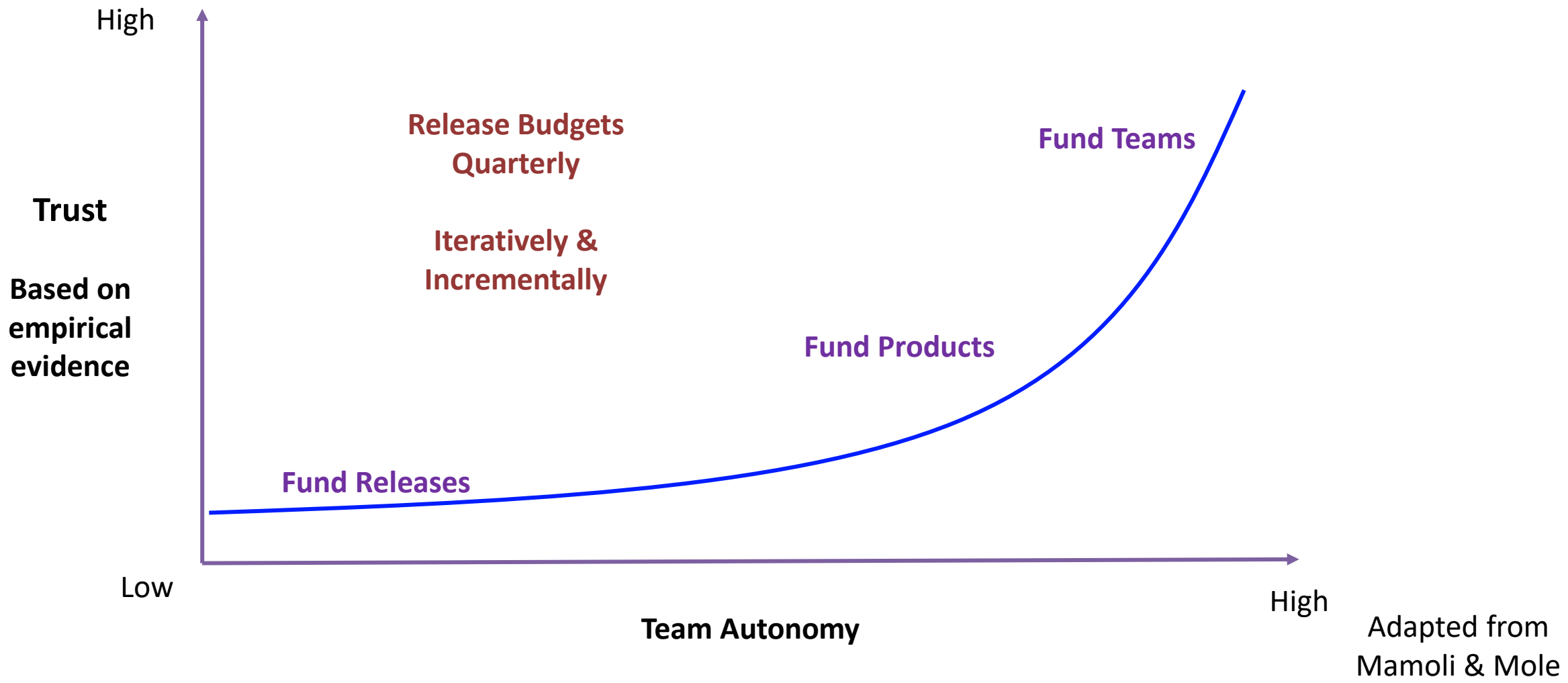
Agile Cashflow and Early Payback



Budgets are safer

Funding



Adapted from Mamoli & Mole

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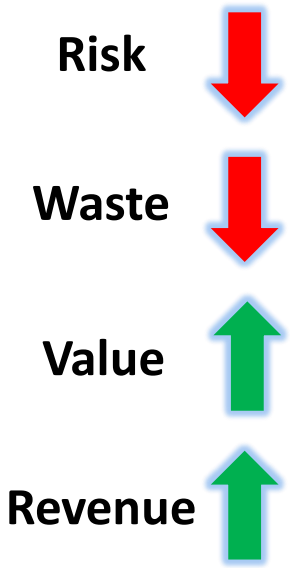
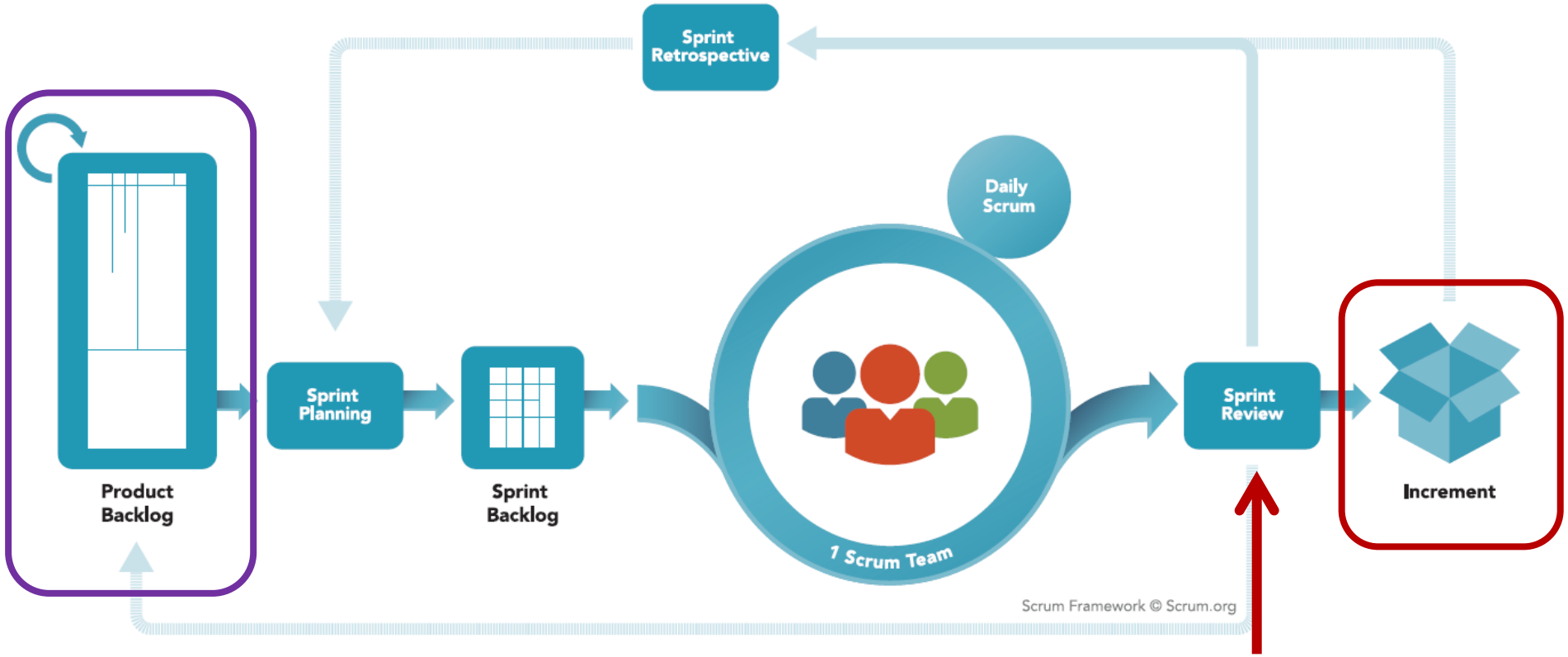


What do we need to report on?

From MS PowerBI

SCRUM FRAMEWORK

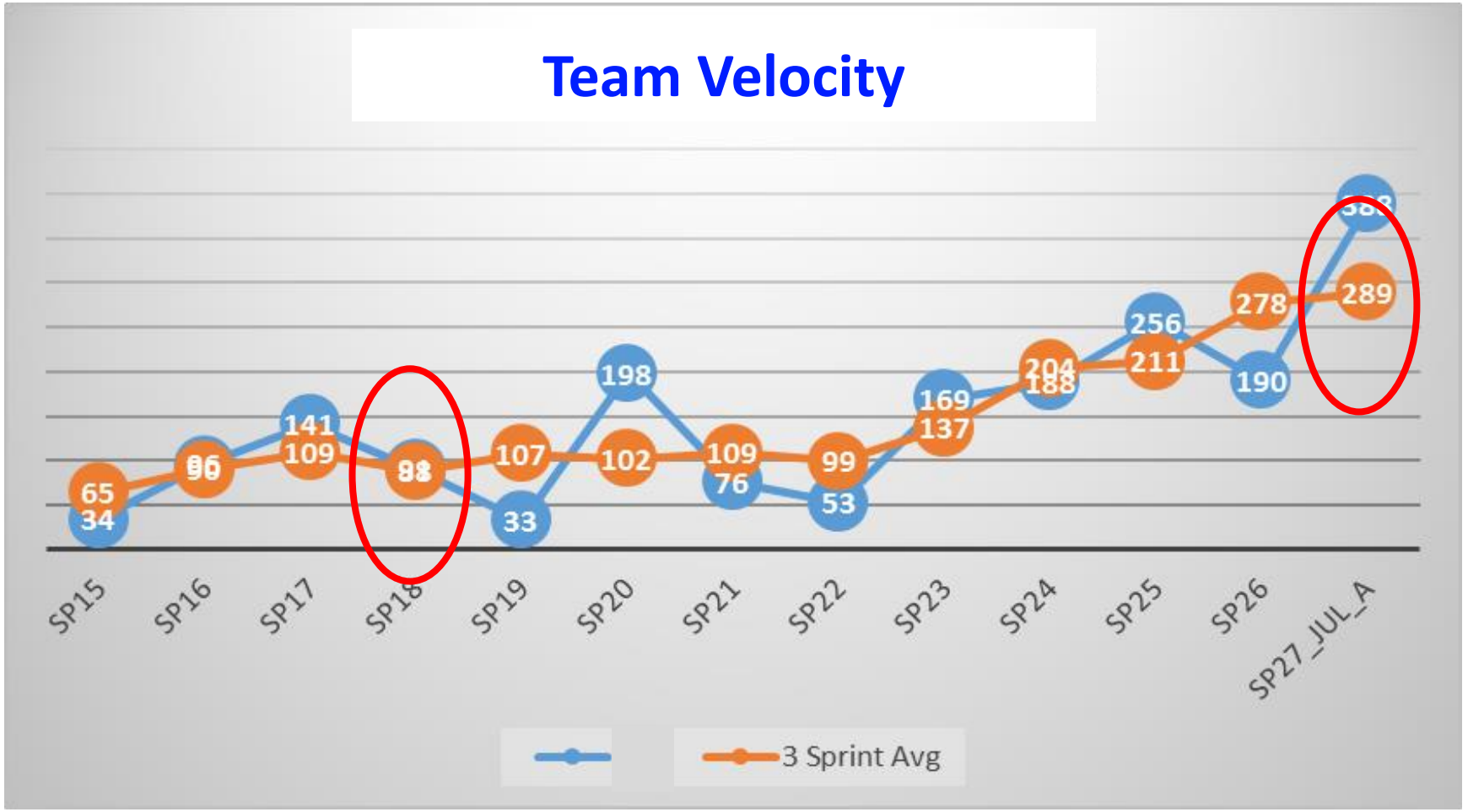


Team Velocity

Scrum.org

What do we need to report on?

Story Points



Sprints

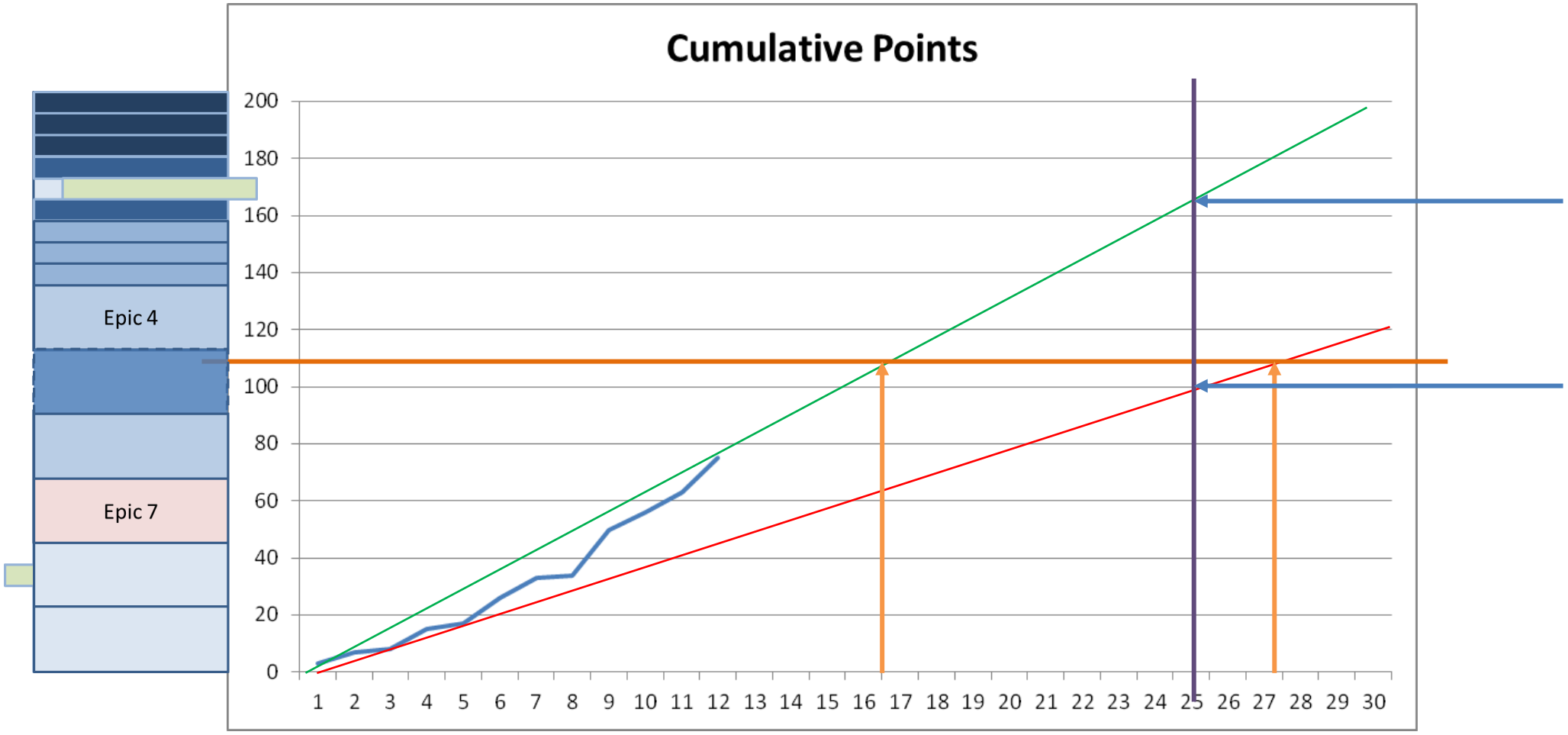
98 points per Sprint
to
289 points per Sprint

in 9 sprints

How do we know what we are going to get when?

Burn-up Chart

Product Backlog Points



Sprints

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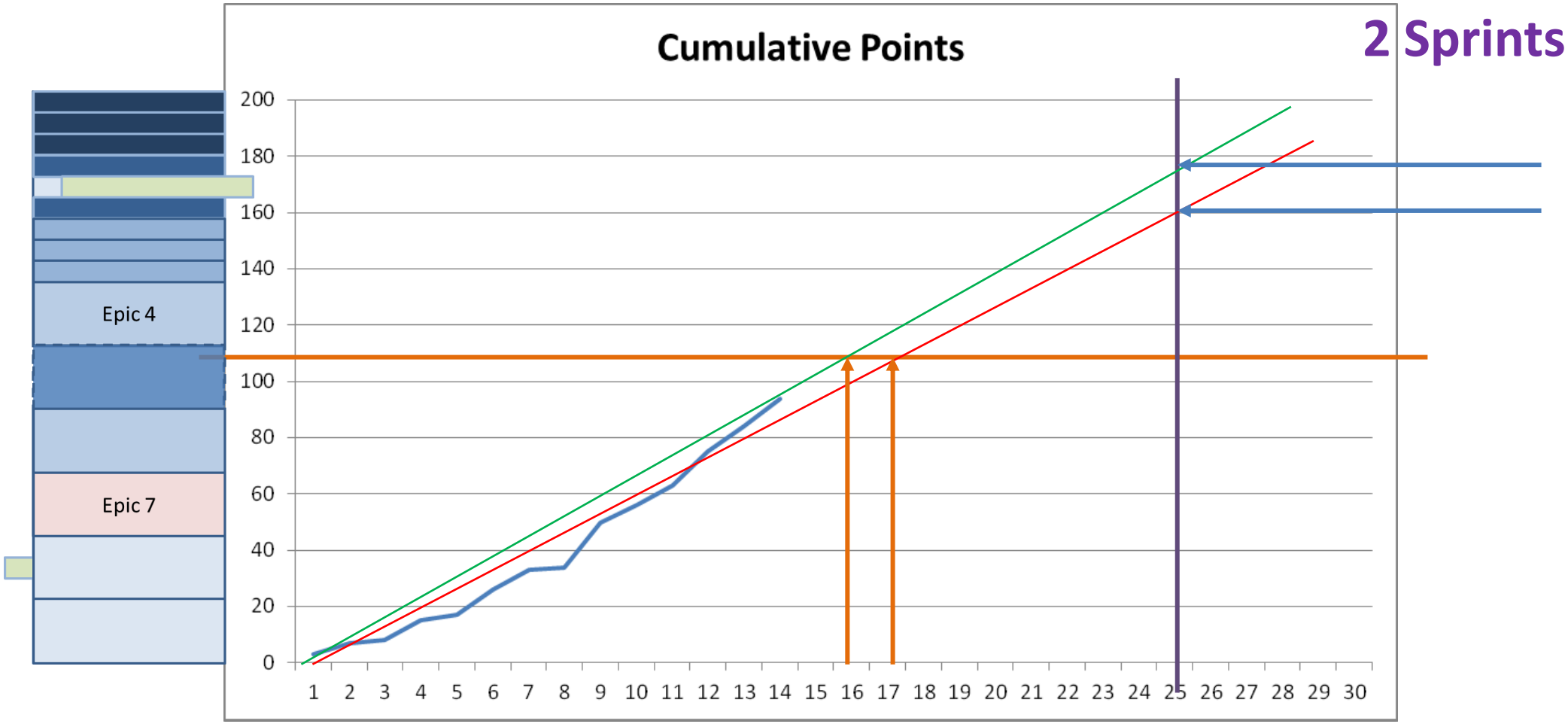
How do we know what we are going to get when?

Burn-up Chart

2 Sprints Later

Product Backlog Points



Sprints

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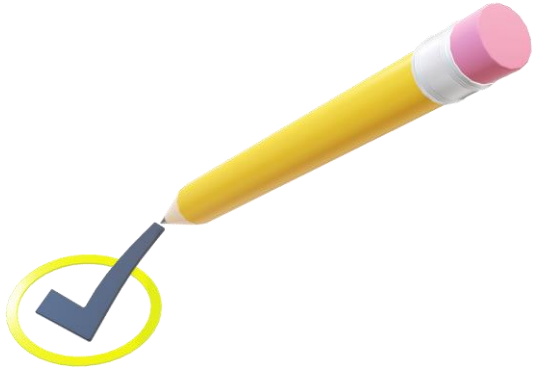

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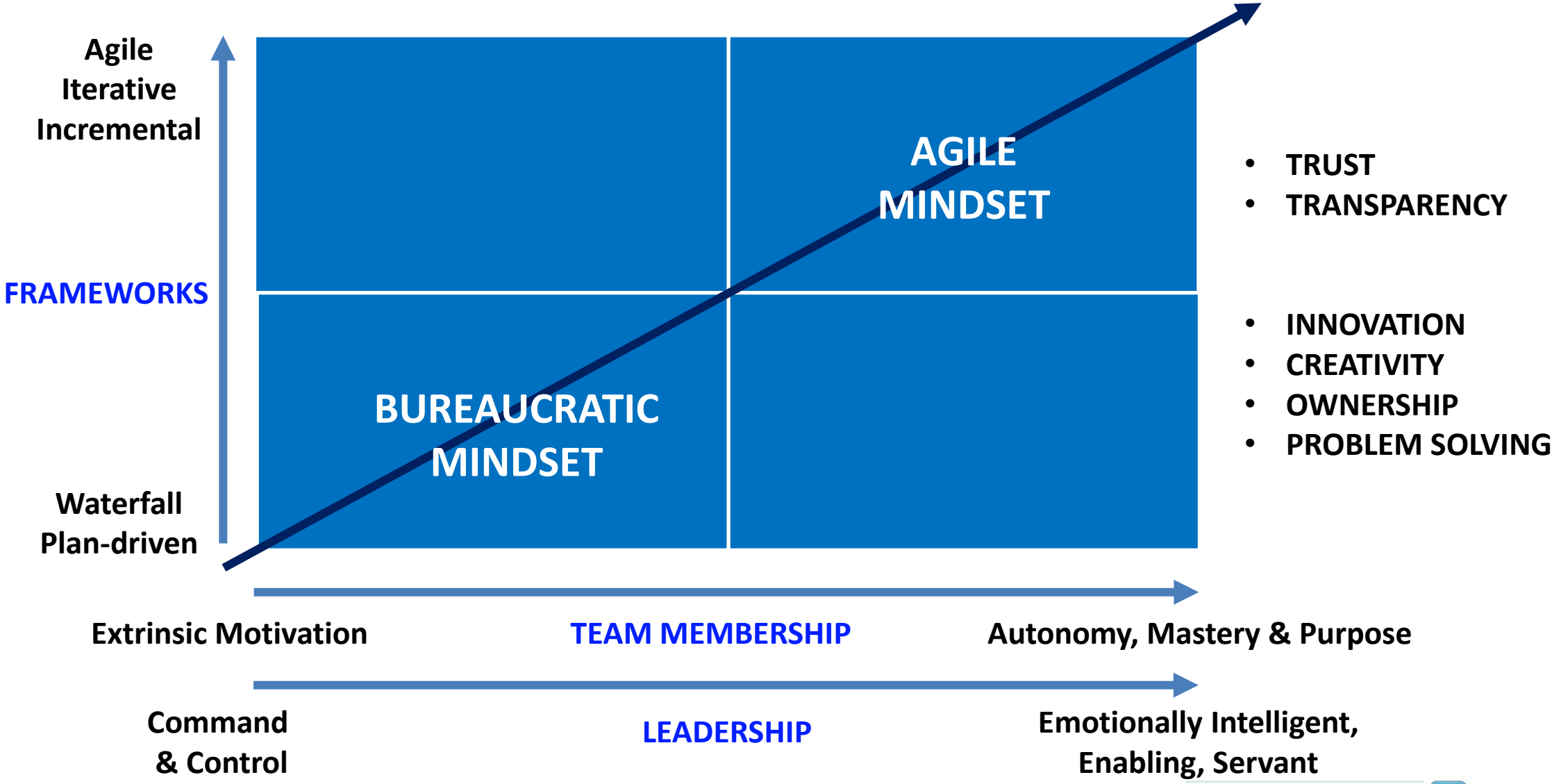

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Thank you

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