



*Knowledge ≠ Understanding:  
An Agile Journey*

FRANK RIOS

AGILE COACH / TRAINER

WORK: FRANK.1.RIOS@HERE.COM

PERSONAL: FRANKTRIOS@GMAIL.COM

*Knowledge ≠ Understanding*

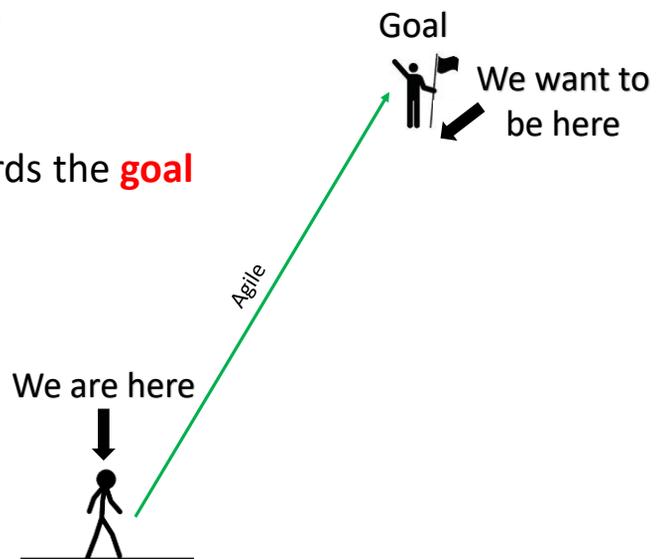
# *What does “Agile” mean to you?*

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## An Agile Journey

Agile is the **journey** towards the **goal**

Agile is not the goal



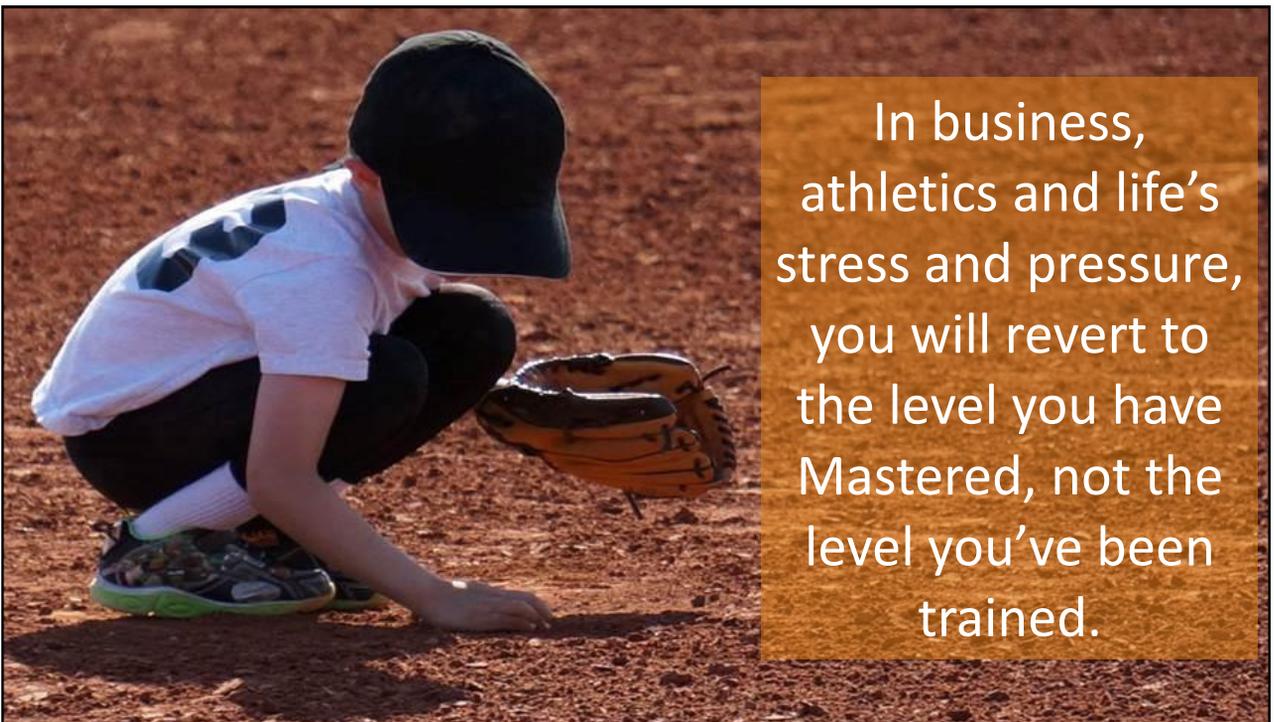
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# Change is hard

But there are always  
*better and more effective*  
ways to work



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# Agile comes from Lean

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## But first...the “traditional way” (a.k.a. Waterfall)

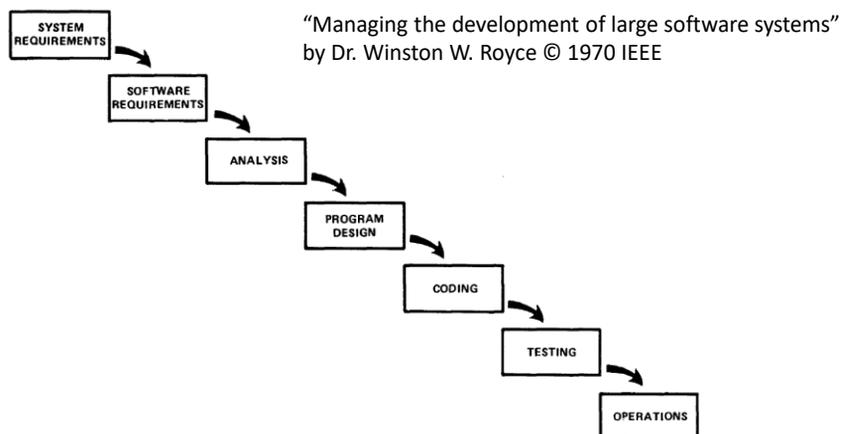


Figure 2. Implementation steps to develop a large computer program for delivery to a customer.

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## So...what's wrong with this approach?

Nobody bothered to read the paragraph directly below this image!



*"I believe in this concept, but **the implementation described above is risky and invites failure...** The testing phase which occurs at the end of the development cycle is the first event for which timing, storage, input/output transfers, etc., are experienced as distinguished from analyzed... Yet if these phenomena fail to satisfy the various external constraints, then invariably a major redesign is required... The required design changes are likely to be so disruptive that the software requirements upon which the design is based and which provides the rationale for everything are violated... In effect the development process has returned to the origin and **one can expect up to a 100-percent overrun in schedule and/or costs.**"*

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## What does this tell us?

- ❖ Just because we've been doing things a certain way (and getting results) does not mean that's the only way to do things
- ❖ "That's the way we've always done it" is never a reason to continue to do it that way

ANY FOOL CAN  
KNOW. THE  
POINT IS TO  
UNDERSTAND.

ALBERT EINSTEIN



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## How do you create a Lean process?

### 5 Principles

1. Specify what does and does not create **value** from the customer's perspective and not from the perspective of individual firms, functions and departments
2. Identify all the steps necessary to design, order and produce the product across the **whole value stream** to highlight non value adding waste
3. Make those actions that create value **flow** without interruption, detours, backflows, waiting or scrap
4. Only make what is **pulled** by the customer
5. **Strive** for perfection by continually removing successive layers of waste as they are uncovered

Source: *Lean Thinking* by Jim Womack and Dan Jones

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## 8 Wastes of Lean (DOWNTIME)

- ❖ **D** – Defects – Time spent doing something incorrectly; **repairing** or **reworking** the output to meet customer needs
- ❖ **O** – Overproduction – **Doing more** than what is needed or sooner than required by the customer
- ❖ **W** – Waiting – Waiting for the next step to occur or **waiting for inputs** before processing can start
- ❖ **N** – Non-utilized talent – Employees **not leveraged** to their full potential
- ❖ **T** – Transportation – Unnecessary **movement** of the product, inputs or outputs
- ❖ **I** – Inventory – Holding material or **information in excess** of what is required
- ❖ **M** – Motion – **Unnecessary** movement of people
- ❖ **E** – Extra processing – Processing more than required. **Extra steps** in the process that are not valued by the customer

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## System Thinking

*A system must be managed. It will not manage itself.*

*Left to themselves, components become selfish, independent profit centers and thus destroy the system...*

*The secret is cooperation between components toward the aim of the organization.*

—W. Edwards Deming



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## Optimize the full value stream

*All we are doing is looking at the timeline, from when the customer gives us an order to when we collect the cash. And we are reducing the timeline by reducing the non-value added wastes.*

— Taiichi Ohno

- Most problems with your process will surface as delays
- Most of the time spent getting to market is a result of these delays
- Reducing delays is the fastest way to reduce time to market

*Focus on the delays!*



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## Agile is based on Lean Principles

- ❖ Eliminate Waste
- ❖ Create Knowledge
- ❖ Build Quality In
- ❖ Defer Commitment
- ❖ Deliver Fast
- ❖ Respect People
- ❖ Optimize the System

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# Agile Values & Principles

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## Agile Manifesto

[www.agilemanifesto.org](http://www.agilemanifesto.org)

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

**Individuals and interactions** over **processes and tools**

**Working software** over **comprehensive documentation**

**Customer collaboration** over **contract negotiation**

**Responding to change** over **following a plan**

That is, while there is value in the items on the right, we value the items on the left more.

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## Principles behind the Agile Manifesto

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximizing the amount of work not done--is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

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# Agile Mindset

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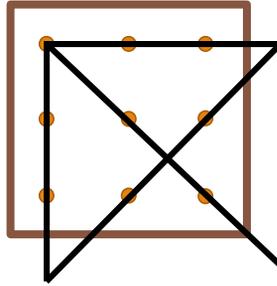
Agile is a *Mindset*, not a *Process*

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## Agile is a *Mindset*, not a *Process*

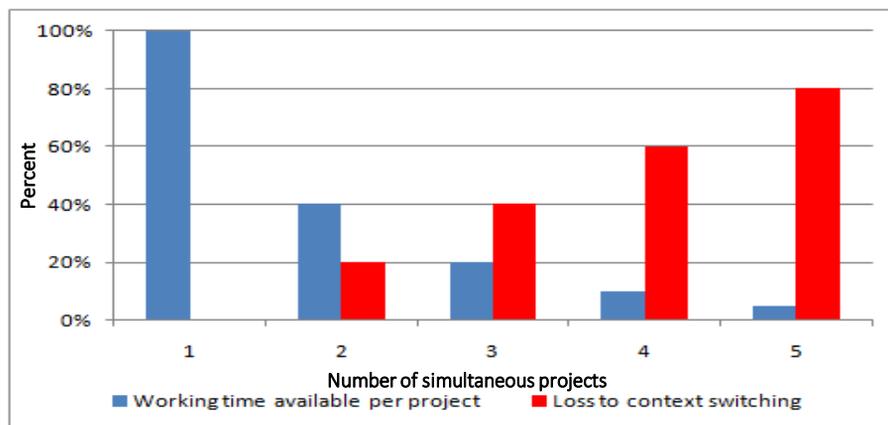


Learn to think  
"outside the box"

Connect all 9 dots using only 4 straight lines  
You cannot lift your pen off the paper

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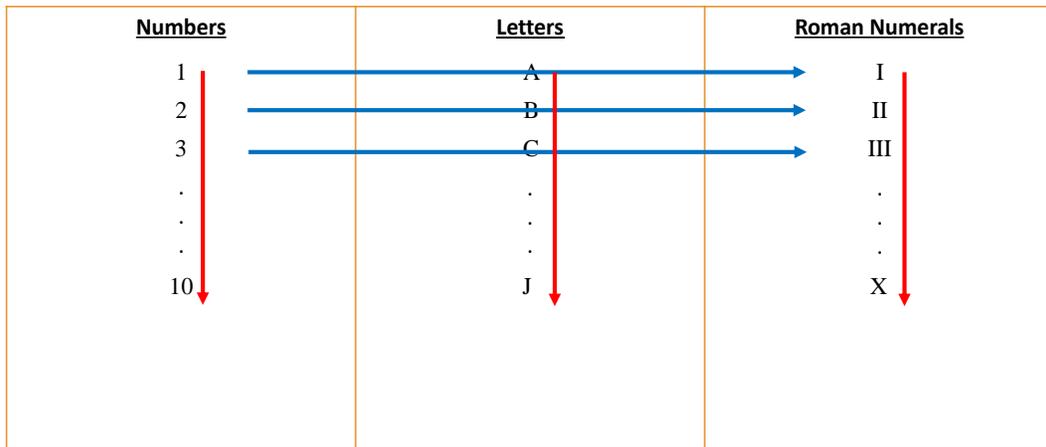
## Stay focused by reducing task switching



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# Activity

## Task Switching



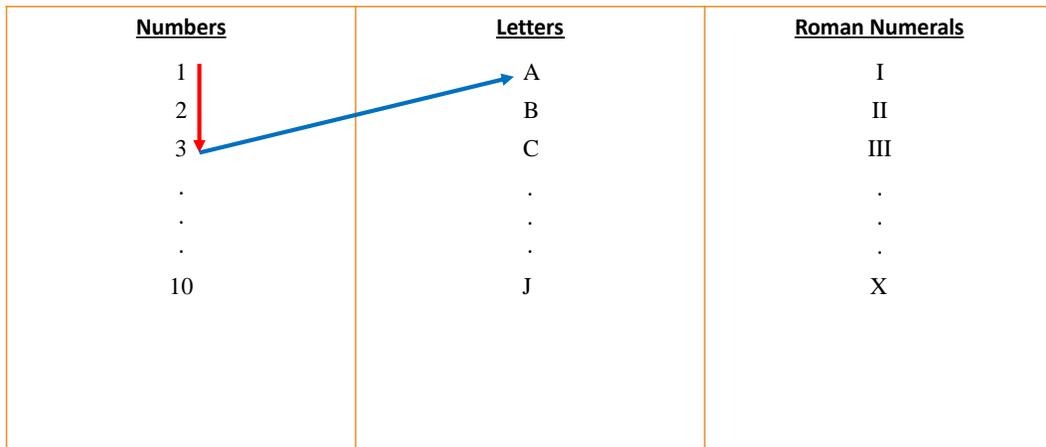
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By focusing on 1 thing at a time,  
 were able to deliver all 3 projects in  
**40% less time,**  
**using less energy,**  
**stress, and effort,**  
 than we could deliver a single  
 project by multitasking

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## Task Switching

<u>Numbers</u>	<u>Letters</u>	<u>Roman Numerals</u>
1	A	I
2	B	II
3	C	III
.	.	.
.	.	.
.	.	.
10	J	X



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*“Stop starting and start finishing.”*

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# Agile Culture

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The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.

— Edgar Schein —

AZ QUOTES

## WHAT IS YOUR FOCUS?

Visibility  
Focus  
Efficiency

Alignment  
Effectiveness  
Capability

BREAK-THROUGH RESULTS  
Delighted Customers  
Engaged Staff  
Innovation

### TACTICAL

"How do we work?"

Process

Work Practices e.g. Batch size

Communication

### STRATEGIC

"What do we want to achieve?"

Customer Focus

Organization Structure

Long-term thinking. e.g. Quality

### CULTURAL

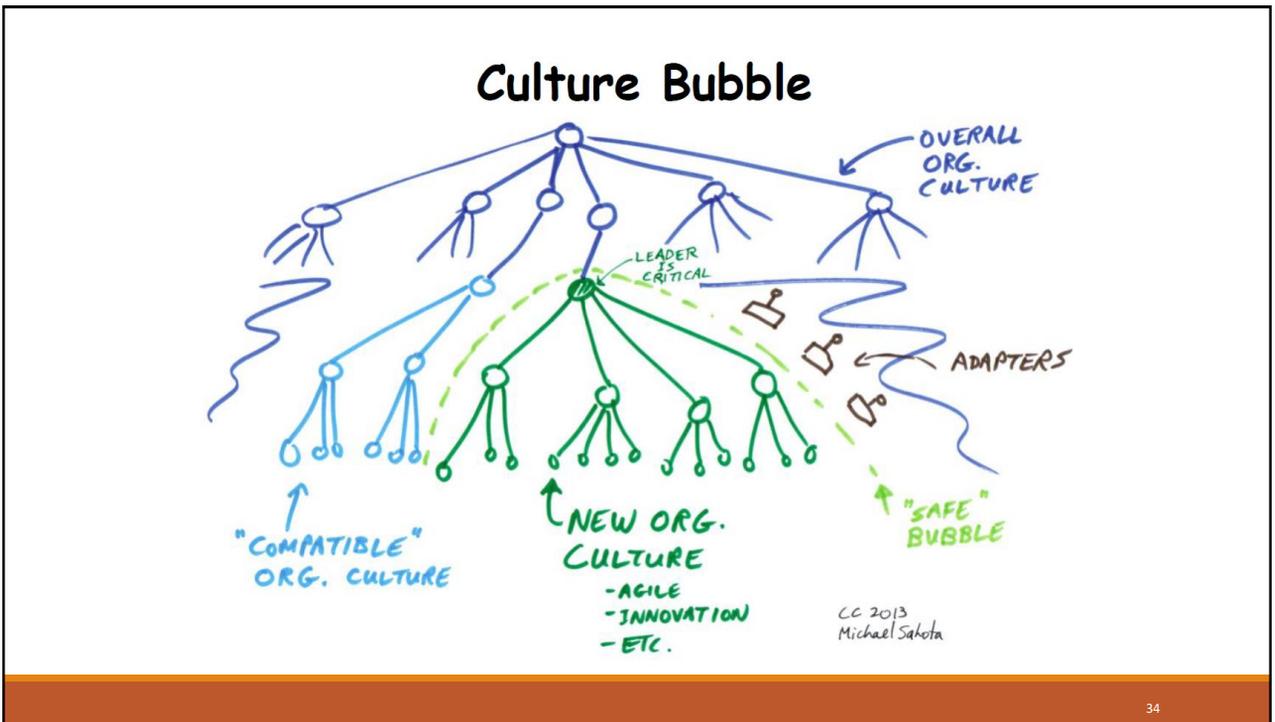
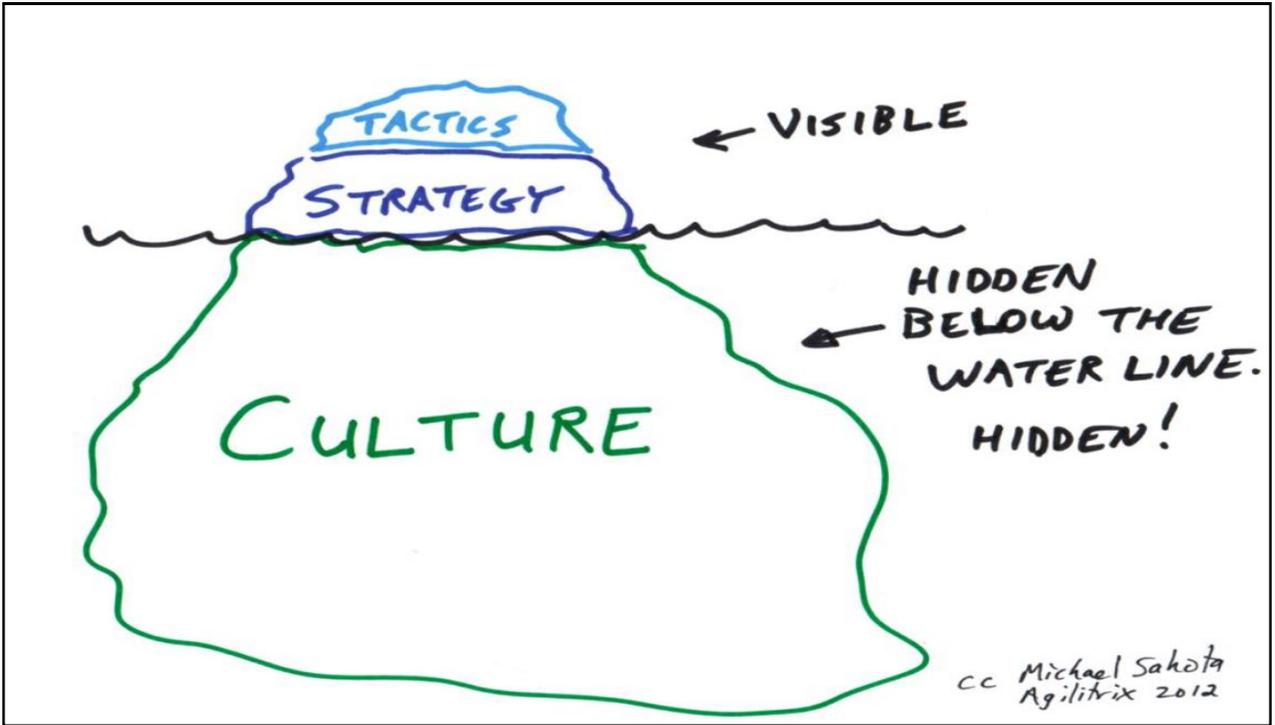
"Who do we want to be?"

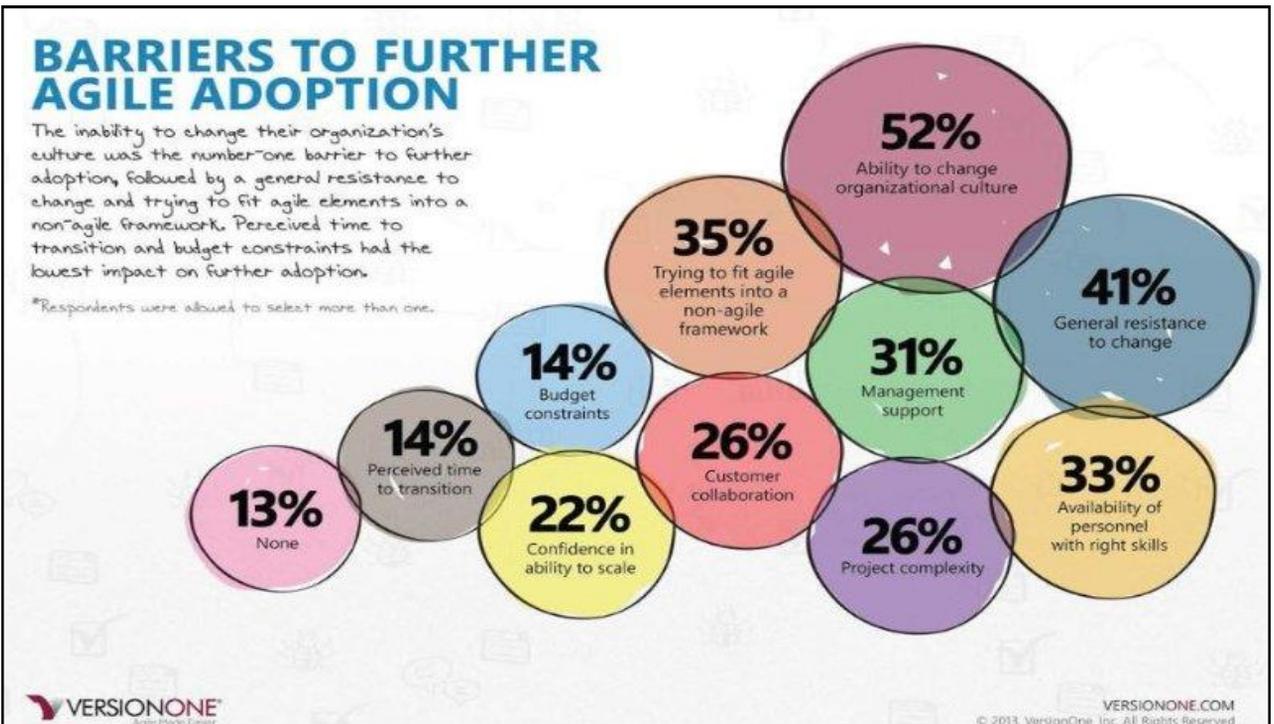
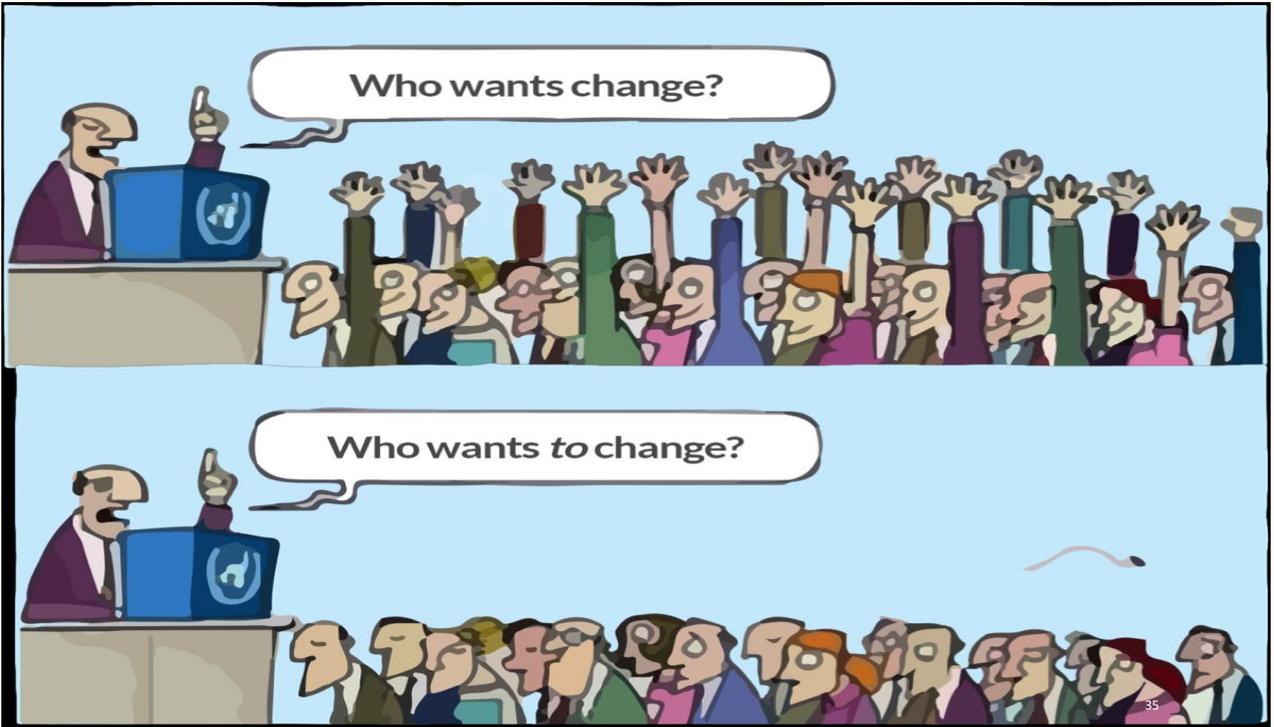
Organization Identity

Vision

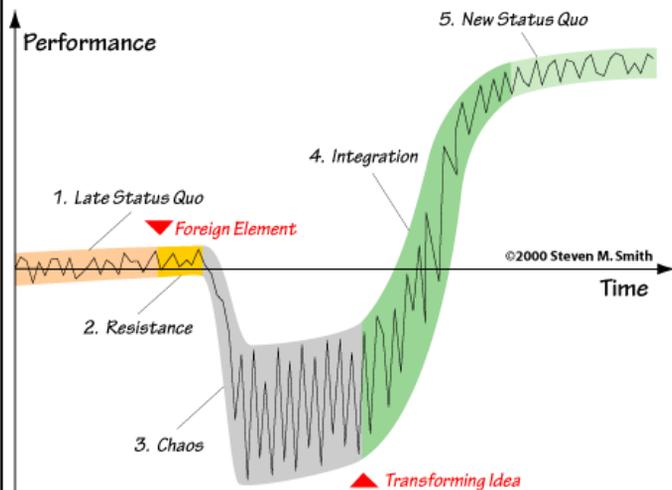
Values e.g. kindness, caring, integrity, creativity

CC Michael Sabota, Agilefix 2012





# Satir Change Model

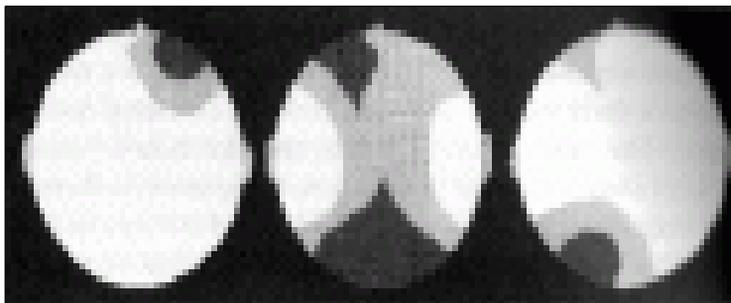


Stage Description	How to Help
1 Late Status Quo	Encourage people to seek improvement information and concepts from outside the group.
2 Resistance	Help people to open up, become aware, and overcome the reaction to deny, avoid or blame.
3 Chaos	Help build a safe environment that enables people to focus on their feelings, acknowledge their fear, and use their support systems. Help management avoid any attempt to short circuit this stage with magical solutions.
4 Integration	Offer reassurance and help finding new methods for coping with difficulties.
5 New Status Quo	Help people feel safe so they can practice.

<https://stevenmsmith.com/ar-satir-change-model/>

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## A learning journey



"The Backwards Brain Bicycle"  
<https://youtu.be/MFzDaBzBIL0>  
 7:57

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## Most Value Comes from Mindset/Culture, not Practices

DOING AGILE  
PRACTICES



'Scrum, BUT...'  
'Cargo cult Agile'

~20% Benefit

- Ability to manage changing priorities
- Improved visibility
- Increased Productivity
- Improved Quality
- Reduced Risk

≠  
≠

BEING AGILE  
MINDSET

RELATIONSHIPS  
SAFETY  
TRUST

INNOVATION

OUTLOOK TO  
FUTURE

"JOY AT WORK"  
"#1 WORKPLACE"

"DELIGHTED  
CUSTOMERS"

~3X Benefit

- Customer Delight
- Joy at work
- Engagement
- Innovation, Creativity
- Continuous Learning

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"Now that we agree what is important, we can see  
that Agile is not a goal.

**We are not seeking to Do Agile or Be Agile.**

Sure, we will likely use Agile as a means to our end  
since it is really useful."

- Michael Sahota,  
Organizational Growth Guide

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## The training to competence myth



marc rosenberg  
www.marccrosenberg.com

Beyond Competence: The Journey from Novice to Mastery  
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Slide 10

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*Knowledge ≠ Understanding*