

1: NCDOT | Financial Evaluation - Agile Enterprise

*The Agile Enterprise: Building and Running Agile Organizations [Mario E. Moreira] on www.enganchecubano.com
FREE shipping on qualifying offers. Discover how to implement and operate in an Agile manner at every level of your enterprise and at every point from idea to delivery.*

Types of Agile Coaches As you see in the following diagram we like to distinguish between several types of coaches: As the name suggests, a Team Coach coaches solution delivery teams through improvement efforts. The focus is usually on improving the performance of individual teams. They are typically senior team coaches who have a deep background in one or more process blades. The people who are working in non-solution delivery areas need coaching just like people on solution delivery teams do. More on this in a future blog posting. Sometimes called Transformation Coaches or Executive Coaches, these coaches work with senior and executive management to help them to understand new ways of working and organizing themselves. IT executive coaching, business executive coaching and manager coaching. All are equally vital to your agile transformation and continuous improvement efforts. An area often ignored in coaching is the role of managers as agile leaders and coaches of your agile teams. Enterprise Coaches often find that they also need to take on the role of a Specialized Coach too. The focus of this blog is on Enterprise Coaches. First and foremost, enterprise coaches are coaches. They require all the people, collaboration, and mentoring skills of other agile coaches. They should have many years of hands-on coaching of individual agile and lean teams in many types of situations, from the simple to very complex. An enterprise coach must have knowledge of the domain that they are working in. Understanding of how IT works. Understanding of how to apply agility at the enterprise level. Enterprise Coaches should be experienced with modern agile practices related to non-IT functions such as human resources also called People Management or People Operations , finance, and control. Coaches bring expertise on practices in these areas such as modern compensation and reward systems, agile budgeting, rolling wave planning, agile procurement, and agile marketing. Experience and knowledge of the various IT domains. A broad understanding of IT is critical, and better yet deep knowledge of several of the IT process blades so that someone in the Enterprise Coach role can guide any specialized coaches or step into that role themselves. Without a good understanding of these areas an Enterprise Coach will struggle to help the IT leaders that they are coaching to counteract these arguments. Transformation and improvement coaching. Enterprise Coaches should understand, and be experienced at, lean approaches to organizational transformation and improvement, often referred to as Organizational Change Management OCM. Traditional approaches to OCM will not work. Ability to support team and specialized coaches. Enterprise Coaches help executives to understand modern agile and lean practices used by successful agile organizations and help to create a roadmap for moving from their current to target state. Experienced coaches can help organizations to create organizational structure to be conducive to the evolution of high performance teams. This would include design of cross-functional, stable teams aligned to value streams or lines of business LOBs. They can also help design workspaces for effective collaboration between team members, and help reduce the need for separate meeting rooms. One of the most important things that an Enterprise Coach does is help team coaches to overcome challenges collaborating with other, not-so-agile teams. Some of those teams may very well be struggling with working in an agile manner and may even be opposed to it. These sorts of challenges are often beyond the remit of a team coach to address, so when they occur the team coach will often ask for help from an Enterprise Coach who does have the relationships with the right people to smooth over such problems. Enterprise Coaches can also provide advice for effective collaboration strategies with vendors and offshore teams. They will of course be actively working with the people responsible for communicating this information to the rest of the organization as well. Enterprise Coaches, being senior, will often be coaching the team and specialist coaches all the while learning themselves. There is of course a lot more to agile coaching that what is covered in this short blog.

2: Agile in the Enterprise

The agile enterprise www.enganchecubano.com Taking stock of learning agility to gauge the fit of the talent pool to the strategy.

Overview[edit] The agile enterprise strives to make change a routine part of organizational life to reduce or eliminate the organizational trauma that paralyzes many businesses attempting to adapt to new markets and environments. The agile enterprise views itself as an integral component of a larger system whose activities produce a ripple effect of change both within the enterprise itself and the broader system. The model of hierarchical complexity is a framework for scoring the complexity of behavior developed by Michael Commons and others since it has been adapted to describe the stages of complexity in enterprise architecture. Similarly, projects are generated everywhere in the enterprise, sometimes even from outside affiliates. Key decisions are made collaboratively, on the spot, and on the fly. Because of this, knowledge, power, and intelligence are spread through the enterprise, making it uniquely capable of quickly recovering and adapting to the loss of any key enterprise component. In business, projects can be complex with uncertain outcomes and goals that can change over time. Traditionally these issues were dealt with by planning experts that would attempt to pre-determine every possible detail prior to implementation; however, in many situations, even the most carefully thought out projects will be impossibly difficult to manage. Agile techniques, originating from the software development community, represent an alternative approach to the classic prescriptive planning approaches to management. The main focus of agile methods is to address the issues of complexity, uncertainty, and dynamic goals, by making planning and execution work in parallel rather than in sequence to eliminate unnecessary planning activity, and the resulting unnecessary work. The major causes of chaos on a project include incomplete understanding of project components, incomplete understanding of component interactions and changing requirements. Sometimes requirements change as a greater understanding of the project components unfolds over time. Requirements also change due to changing needs and wants of the stakeholders. The agile approach allows a team or organization of collective trust, competence and motivation to implement successful projects quickly by only focusing on a small set of details in any change iteration. This is in contrast to non-agile in which all the details necessary for completion are generally taken to be foreseeable and have equal priority inside of one large iteration. History[edit] A concept of "agility" as an attribute of business organizations arose in response to the requirements of the modern business to operate in predictable ways even in the face of extreme complexity. In particular, software development organizations have developed a specific set of techniques known as agile methods to address the problems of changing requirements, uncertain outcomes due to technological complexity, and uncertain system dynamics due to overall system complexity. Some of the ideas that have shaped thinking in the agile community arose from the studies of complexity science and the notion of complex adaptive systems CAS. As with complex adaptive systems, the outcomes or products of agile organizations such as software teams are inherently unpredictable yet will eventually form an identifiable pattern. Despite their unpredictability, agile enterprises are thought to be best positioned to take advantage of hypercompetitive external environments. Agile enterprises exist in corporate e. Key topics in agile enterprise studies[edit] Comparing agile enterprises to complex systems [11] [edit] Interactions, self-organizing , co-evolution, and the edge of chaos are concepts borrowed from complexity science that can help define some of the processes that take place within an agile enterprise. Interactions are exchanges among individuals etc. They are an important driving force for agile enterprises, because new ideas, products, services, and solutions emerge from the multiple exchanges happening over time. The interactions themselves, rather than individuals or the external environment, are significant drivers of innovation and change in an agile enterprise. Self-organizing describes the spontaneous, unchoreographed, feedback-driven exchanges that are often found within agile enterprises. Vital initiatives within the agile enterprise are not always managed by one single person rather all parties involved collectively make decisions without guidance or management from an outside source. The creativity and innovation that arises from this self-organizing process gives the agile enterprise an edge in developing and

redeveloping products, services, and solutions for a hypercompetitive marketplace. Co-evolution is a key process through which the enterprise learns from experience and adapts. The agile enterprise is constantly evolving in concert with and in reaction to external environmental factors. In one sense, nothing is ever completely "finished", although this does not mean that nothing is ever made, produced, or launched. The edge of chaos is a borderline region that lies between complete anarchy or randomness and a state of punctuated equilibrium. The agile enterprise ideally operates in this region, needing the tension between constant change and the constraints that weaken change efforts to keep the organization perturbed enough for innovation and success. In other words, the edge of chaos is the space in which self-organizing and co-evolution flourish.

Agile enterprise versus bureaucracy[edit] There are several key distinctions between the agile enterprise and the traditional bureaucratic organization. Unlike the rigid hierarchies characterizing traditional bureaucracies, organizational structures within agile enterprises are more likely to fluidly adapt to changing business conditions into structures that support the current direction and any emergent competitive advantage. Operating in hypercompetitive, continuously changing markets, agile enterprises pursue a series of temporary competitive advantagesâ€”capitalizing for a time on the strength of an idea, product, or service then readily discarding it when no longer tenable. There are no "subject-matter experts" specializing for years in one topical area, as found typically in a traditional bureaucracy. Operating at the edge of chaos[edit] Although agile enterprises by definition include numerous, constantly co-evolving and moving parts, they do require some structure. The enterprise must develop specific structures also called system constraints to serve as a counterbalance to randomness and anarchy, keeping the enterprise optimally functioning on the edge of chaos. These structuresâ€”including a shared purpose or vision, resource management aids, reward systems, and shared operating platformsâ€”often emerge from three key organizational processes: Organizing is an ongoing activity to develop structures and communication methods that promote serial execution. It often includes defining a shared vision, as well as systems and platforms, that ground the enterprise. Mobilizing involves managing resources, ensuring the fluid movement of people between projects, and finding ways to enhance internal and external interactions. Typically, enterprise values, personal accountability, and motivational and reward systems are a key output of this process. Institutes, research centers, and journals[edit] Institutes and research centers.

3: Review: The Agile Enterprise | Henny Portman's Blog

The Agile Enterprise is an invaluable resource, offering both strategic and tactical insights for leaders as they create adaptive organizations." Kirk Rothrock, President and CEO, CompBenefits "Forget the past, the Agile Enterprise examines the future of business and government in which the ability to change with speed defines success.

Distribution Fuel Cost As stated by von Moltke, risk management can be divided into two basic activities: Therefore the challenge resides in understanding the best choices within a portfolio of options. Prior to the age of specialization and automation business in general was far less complex. But complexity and volatility often work in tandem. Integrated Business Planning As previously stated, managing risk is accomplished through one of three approaches: All three approaches or base solutions rely on a foundation of understanding. Each requires a comprehensive understanding of uncertainty. Then the potential impact of the uncertainty must be quantified in financial terms. Next the company must understand and quantify the potential impact of alternative choices, then compare each to determine the optimal course of action. Before quantifying the risk, decision makers must understand the nature of the risk. This is accomplished through a cyclical process designed for continuous improvement. While many processes for managing risk have been introduced, most are similar to the Plan-Do-Check-Act cycle used by American statistician W. Principles and Guidelines on Implementation. As illustrated in Figure 2, after risks are assessed and evaluated, the appropriate risk treatment can be determined and implemented. Risk Treatment, as defined in ISO , includes the following options: After risks are assessed and evaluated, the appropriate risk treatment can be determined and implemented. Selecting the right treatment requires proper evaluation of the risk and accurate modeling of alternate choices or activities. In other words, both the existing risk and the alternative actions must be quantified in order to determine if the alternative approach provides greater opportunities compared to the status quo. For example, process network redesign may include outsourced providers, which changes the likelihood c and consequences d of the risk, as well as shares the risk with other parties f. Multiple treatments may be found in a number of risk management activities including capital planning, inventory policy, segmentation and supplier hedging. Understanding the Nature of Risk In order to make effective capital planning and business decisions that mitigate the impact of risk, managers must understand the relevant risk factors, their interactions, aggregations and consequences. Obtaining this level of understanding requires managers to: Accomplishing this requires a sophisticated and intelligent modeling environment; one that can utilize powerful simulation and optimization techniques. This enables a simulation process which maps the statistical fluctuations of each area of risk into the model. Once the model is created, managers benefit from the rapid execution of mathematical analysis against the model, as well as creating alternative scenarios. Users can conduct hundreds of scenarios, each using hundreds of constraints and millions of variables, without having to reconstruct the model. Using rapid scenario analysis enables managers to quickly identify which scenarios will deliver the optimal solution under a given set of circumstances. For example, automakers could model and quantify the financial impact resulting from a sudden rise in oil prices. In this example, a single model would be used to simulate market conditions, distribution costs, production costs and related variables. The model, which would provide insight for decision makers across the enterprise, could also be used in determining profitability by model, by customer and by channel. Any public, private or community enterprise, association, group or individual can use this International Standard. Therefore, this International Standard is not specific to any industry or sector. This International Standard can be applied to any type of risk whatever its nature, whether having positive or negative consequences. Although this International Standard provides generic guidelines it is not intended to promote uniformity of risk management across organizations. The design and implementation of risk management plans and frameworks will need to take into account the varying needs of a specific organization, its particular objectives, context, structure, operations, processes, functions, projects, products, services, or assets and specific practices employed. It is intended that this International Standard be utilized to harmonize risk management processes in existing and future standards. Printed with permissions from the International Organization for Standardization. About ISO Organizations of

all types and sizes face internal and external factors and influences that make it uncertain whether and when they will achieve their objectives. Organizations manage risk by identifying it, analyzing it and then evaluating whether the risk should be modified by risk treatment in order to satisfy their risk criteria. Throughout this process they communicate and consult with stakeholders and monitor and review the risk and the controls that are modifying the risk to ensure that no further risk treatment is required. This International Standard describes this systematic and logical process in detail. While all organizations manage risk to some degree, this International Standard establishes a number of principles that need to be satisfied to make risk management effective. Risk management can be applied to an entire organization, at its many areas and levels, at any time, as well as to specific functions, projects and activities. Although the practice of risk management has been developed over time and within many sectors to meet diverse needs, the adoption of consistent processes within a comprehensive framework can help to ensure that risk is managed effectively, efficiently and coherently across an organization. The generic approach described in this International Standard provides the principles and guidelines for managing any form of risk in a systematic, transparent and credible manner and within any scope and context. Each specific sector or application of risk management brings with it individual needs, audiences, perceptions and criteria. Establishing the context will capture the objectives of the organization, the environment in which it pursues those objectives, its stakeholders and the diversity of risk criteria – all of which will help reveal and assess the nature and complexity of its risks. Jeff Rice jrjce riverlogic.

4: Agile for the Enterprise | Jama Software

Dean Leffingwell, author of the Scaled Agile Framework (SAFe) method, calls the goal "the agile enterprise," and its benefits can be huge for organizations that can get there. But if you ever find yourself having to explain these benefits to a skeptical front office, read on.

Posted on May 7, Leave a comment Mario E. Individuals at all levels in the organization must be committed to the agile mindset and focusing on delivering value to the customer. On top of this all employees must be empowered to take ownership. The author uses a metaphor of the Agile galaxy: The book contains 22 chapters, where the first four chapters I would say the first five explains the conceptual groundwork for an effective customer-value-driven enterprise and all other chapters provides in-depth knowledge of concepts, mindsets, practices, and techniques to build this customer-value-driven enterprise. The landscape of the agile galaxy has three axes. The horizontal view, the delivery axis, following the recording of an idea towards the release of that idea. A vertical view, the hierarchical axis, from top exec level to bottom team level. And the third dimension is the culture: Agile as it relates to the customer: The key is narrowing the gap between employees and customers two-degrees-of separation rule. Customer input and feedback are the two primary guides towards customer value. To understand customer ideas the author describes how you can record them by using a lean or customer-value canvas and customer personas. Agile as it relates to the employee: If your organization is following the agile transformation journey and your role has not adapted you may not be part of the transformation. Topics like bounded authority and holocracy are discussed and what is needed to build a learning enterprise. Focus early on the readying the mind for agile with agile mindset education and not with education on an agile process or agile role the mechanics. A culture with a discovery mindset, infused with incremental thinking, experimental thinking, divergent and convergent thinking, feedback thinking and design thinking is key. HR can play an important role to promote education and agile and hiring agile-minded employees. Agile culture and mindset: In the previous clusters already several topics were highlighted, e. To understand your own culture an Agile cultural assessment survey based on desired agile behaviors is included in the book. Running an agile enterprise: The delivery axis in the agile galaxy can be seen as the enterprise idea pipeline or portfolio backlog or enterprise Kanban board. The 5R model is explained as a path to deliver customer value Record, Reveal, Refine, Realize and Release and the 6R model added the Reflect step at the end and how this pipeline can be connected to the backlogs. Prioritization techniques like the Cost of Delay CoD or CoD3 are explained and what it means if you move away from traditional budgeting towards agile budgeting and make use of lightning-bolt-shaped teams with primary and at least two additional skills to be able to handle a broader range of work. Agile success measures are discussed and it ends with an explanation of an incremental approach toward an agile adoption learn, grow, accelerate, transform and sustain. Establishing your requirements relationships and decomposing requirements from idea to task: To show the relative hierarchy among various requirements the author uses the requirements tree corporate strategy, division strategy, ideas, idea increment, epic, user story, and task and story mapping points you at options that help validate customer value including collaboration on user stories. A good book when you are at the beginning or in the middle of an agile transformation. I like the idea of the agile galaxy with the three axes. The author gives a lot of in-depth information, mindsets, principles, tools and practices to increase the chance of success of your journey. To read the book from front to back is not easy. I miss a sort of red thread throughout the book, I sometimes had the idea that some chapters could be combined, e.

5: Risk Management: The Agile Enterprise | Analytics Magazine

Financial Evaluation Agile Enterprise The Agile Enterprise Section is a flexible work section designed as a rapid response mechanism to handle urgent matters with very short notice for the Financial Evaluation Division as well as other areas of the Company Services Group.

On the other hand, some experienced large-scale project managers feel agile practitioners are hopelessly naive, thinking their small-team methods can work for an enterprise as large and complex as theirs. Both perspectives are understandable. Of course, agility at scale has worked for many others, along with DevOps practices around cloud, containers, and continuous delivery. But if you ever find yourself having to explain these benefits to a skeptical front office, read on. World Quality Report In many businesses, the components of a larger system are developed by agile teams, but the overall system made up of those components might be managed like a large waterfall project. At best, agile may have scaled "horizontally" across the organization, but not in such a way that the company benefits from agility. If only the entire system, or business itself, could be organized and managed like an individual agile project, then executives could assure partners and suppliers that software will be delivered on schedule, for instance, with a greater degree of certainty. This is what agility at scale is all about. But getting the C-suite and the program management office PMO to understand the advantages, then green light a program to prove agility at scale, can be difficult. What follows are the issues business leaders and PMOs tend to think about when they consider agility at scale. These issues are addressed by five experts: Most experts and practitioners will answer yes to this question. Isaacs, senior researcher for HPE, suggests that we return to the Agile Manifesto to understand how the core of agility can apply farther and wider: Is there anything there that only applies to small teams? Showing people how modeling and collaborative up-front thinking fit into agile goes a long way to addressing their concerns about agile being only for small-scale projects. But long before SAFe, many companies learned to carry the agile patterns upwards and outwards to large teams. SAFe itself has a super elegant model for managing teams of up to using a train of agile teams and a small agile program team, too. Bittner, recently a principal analyst at Forrester Research and now heading up enterprise solutions at Scrum. Using services and versioned interfaces reduces inter-team architectural dependencies and enables teams to work independently without complex coordination. Reducing the size of releases also reduces the coordination problem as there is less scope in common between teams. Reducing component dependencies by opening up the code base so that any team can modify any line of code also helps reduce dependencies, but it requires them to use continuous integration and automated regression testing to verify that they did not break the code. He notes the difference between scaling vertically vs. They have seen agile scale horizontally, meaning more agile teams, separate missions. But they have not been able to scale vertically, to build a truly agile enterprise out of that core capability. Not knowing how to provide mission and vision to agile teams in a scenario like this is a problem. What about our more traditional approaches to program and portfolio management? Still, the unique challenges of software development project manages leaves some agile experts wanting more guidance than the PMBOK has to offer. They use agile to manage their entire IT portfolio, which has both waterfall and agile projects, plus Kanban and other flavors as well. How do we get a handle on all the requirements? So they tend to make a poor proxy for a larger problem. What we need are different levels of abstraction. User stories are good, but they need to come later in large projects. The business team does not have a special pass to get whatever they want. The business team typically has a lot of incorrect assumptions about what customers want and need, and the only way to fix this is to deliver faster, in smaller increments, measuring results and adjusting direction based on feedback. What about projects for highly regulated industries? Businesses that provide software to medical, transportation, insurance, and financial customers face an array of scrutiny from internal auditors and other specialists seeking to ensure strict compliance with mandates and standards before software is deployed. Naturally, the complexity mounts as projects grow in size, and interdependencies multiply. Thus you can pass your audits and stay agile. You have to verify against software requirements specifications. They all do agile task management, but far fewer do agile engineering. And even less deeply understand and live the agile

mindset.

6: Business agility - Wikipedia

Building the Agile Enterprise with Capabilities, Collaborations and Values, Second Edition is a must have reference for business leaders, CTOs; business architects, information systems architects and business process modeling professionals who wish to close the gap between strategic planning and business operations as well as the gap between.

Your content is available to read below. Yes, it can be done. As the Agile Manifesto methodology matures, the values it offers engineering teams remain, but its principles, including continuous and frequent delivery, harnessing change for competitive advantage, efficient multi-team collaboration—and the resulting benefits of faster prioritization and production—have many business teams curious about adapting Agile for their ways of working. Like any professional process, Agile requires learning some new skills to gain the promised benefits. Most often, Agile has been embraced by the development team and the challenge is addressing how the rest of the organization will adapt to the new process. We often hear questions like: What are we really building? What happens to the requirements? How do we control scope and manage change? How do we know what the development team will deliver at the end of the sprint? Your senior team has heard all about Agile and wants to gain from all the benefits—better products, shorter development cycles, happy customers and bigger returns. You, as the Agile evangelist, have been selected to lead this effort. You also have a new project just getting started. You can picture building your Agile development process and sharing your success with the rest of the company until everyone is bathing in Agile goodness. What are you building? The Solution Even the worst car drivers will have a general understanding of where they are going before making their first turn out of the driveway. The development team should participate of course in thinking about architecture, performance needs, user experience, platform needs, etc. However, even this front-end vision planning can apply Agile approaches using epics, fast prototyping without writing code and immediate customer feedback cycles to get clear, early guidance to kick off a new project. Light documentation of this vision, clarity on who you are targeting, why customers care and your big picture roadmap will make everyone from the CEO to the receptionist ecstatic that you have a plan. Challenge Two Clarifying the Role of Product Owner Another critical challenge that can cause short- and long-term angst is in selecting, defining, and empowering the role of Product Owner in your new Agile process. Product Owners are responsible for being the voice of the customer, the evangelist and decision-maker, and the perfect blend of business acumen and technical savvy. Perhaps you should select a Project Manager or Program Manager that understands software development and focus groups. Or, perhaps you should nominate a solid, innovative architect that can design a 20 billion-user system? Whatever the choice, the Product Owner is a critical role to drive priorities, approve software releases, and be a liaison between development and the rest of the company—and often the market. Selecting the wrong person or incorrectly defining the Product Owner role leaves your Agile team limping along, or worst, at the whims of a control freak bent on driving personal opinions into the product. The Solution The role of Product Owner is indeed challenging. You should think about it more as a set of activities, interactions and desired outcomes rather than a job title, and structure your team and responsibilities accordingly. As a Product Owner, one of the main roles is spending a significant amount of time directly with the development team. The Product Owner participates in every iteration review often multiple meetings per week, writes and reviews use cases, helps write and approve test cases, and is available to review and approve software releases. This is a very hands-on role that requires serious time and commitment. If someone is this engaged with the development team, who is doing all that important market and customer work? It has to be someone, or expect to fail. Getting these two roles in a room to work out how they will work together and how decisions will be made at the very tactical level is a key step to success. One tip—have the Product Manager participate in planning meetings, agree on priorities and implementation, then allow a more technical Product Owner to drive day-to-day decisions, write use cases and approve test cases. Have them sync back up for software releases, and then fix any conflicts with the next sprint. If one person is responsible for all of these activities, only a superhero will be successful except on small projects or in much-defined markets. The people

in marketing are NOT the customer. The only person that is the customer is the customer. When Agile first got traction with internal development efforts, bringing customers directly into the Agile process was relatively straightforward. There are several reasons why teams find it challenging to bring in real customers during the Agile development process: The perception these activities will slow the team down. The input is vague and often ignored. Uncertainty of who the customer really is. The Solution To be truly Agile, it is critical to bring customers into your efforts at the right points and with the right methods. We use three simple and equally important steps to gain Rapid Customer Insight that support Agile development efforts. You must find and identify a set of target customers that you can rely on to provide accurate, timely insight. These are often early adopter customers that will not only share their insight, but want to be part of your success. Successful Agile requires developing a well-maintained customer panel or advisory board. Once you have direct and rapid access to customers, you must build skills to actively listen to them. Although these methods can also be used, having high-quality interaction with your customers in person or through collaboration tools is critical, as is probing customers for real needs, problems, desires and objective feedback. Listening also means sharing designs early to learn what your customers are thinking, how they would prioritize elements of your solution and the tradeoffs they are considering. Disclose learned insight into your development efforts through clear and prioritized use cases, explain the relative value of each feature and build test cases that reflect how your customers would want to experience your product. This is one of the main reasons that many companies either overtly or covertly create a hybrid of Waterfall and Agile. They use Waterfall to clarify the front end to develop a plan, and then allow the development team to take over and use their Agile approach. Once the product is near market release, the team will attempt go back to the plan developed under Waterfall thinking. In Waterfall, once a plan is baked and approved, there is an expectation that the plan will be followed and delivered upon, even if the development team is using Agile to execute. Let the blame games begin! The Solution True Agile requires that management, marketing, operations, and other functions are aligned with the principles of Agile development. Agile evangelists must acknowledge the needs of business leaders and other departments, and these other groups must acknowledge the methods and benefits of Agile. In more concrete terms, product roadmap milestones and market releases developed in the Waterfall model must be aligned completely with Agile sprints and software releases. If the development team is practicing Agile, it must create deliverables that track to the plan and provide early warning of what is really getting completed, and how it reflects on the roadmap. Communication of progress and product deliverables must also be spoken in both Agile and business teams. For example, use cases and tasks must be translated to the promised features, and business models must be broken down into user stories. Any Agile approach used by the development team must support all business needs and address all stakeholder concerns. Your team is working on user stories, test cases, building features, and happily coding along. But as Agile hums along, the backlog increases, new ideas come into the mix, bugs stack up and the development team starts getting tired and frustrated. Progress appears to be slowing down since more time is spent on bugs, design changes and minor enhancements. At this point it seems easier to focus on what can get done over what should or must get done. Decisions get tougher and frustrations set in. What are the features, user stories, use cases, and other attributes that you MUST get right to be successful in the marketplace? While nothing provides more satisfaction than a complete product that does everything you want it to do, when the schedule conflicts with completeness and it always will, err on delivering a solid solution that does less. Then, get it into the hands of real customers, learn, iterate and succeed. Starting with a clear vision of the problem you wanted to solve for customers, you clarified who the customers are, what they would really value in this system and outlined a solution to get started. As the Product Owner, you also developed clear working relationships with other marketing leaders to make decisions and communicate progress. While Agile is new to your company, you helped translate Agile methods, metrics and terms to language that is clear to your business leaders. You also made them comfortable with your progress and helped them see the power in staying flexible throughout the development effort as new information arose and customer learning evolved. When the going got tough, you used your Agile skills to refocus efforts on the most valuable features to give your product the best chance in the market. While many more iterations remain to fully achieve your vision, customers love your home

monitoring solution, are enjoying vast energy savings and have peace-of-mind knowing they are saving the planet. I think we can agree on that. The Jama Product Development Platform is the solution for complex systems development.

7: Agile Enterprise Solutions

Enterprise Coaches help executives to understand modern agile and lean practices used by successful agile organizations and help to create a roadmap for moving from their current to target state. Organizational structural change.

Product owners, product managers, business analysts Business and finance Scrum masters and agile project managers

InfoQ: Why should we move away from certainty if we want to deliver customer value? In many organizations, there is a need to act as if you are certain. The higher up you go in an organization, the compulsion of acting with certainty becomes greater and greater. Unfortunately, this arrogance can be interpreted as confidence which can be dangerous to the success of a company and limit options. A healthier and more realistic approach is to have leaders who understand that uncertainty is actually a smart starting position and then apply a discovery, experimental, and learning approach that supports the gaining of certainty. It is incumbent upon you to have an approach that admits to limited information and certainty, then applies a discovery and fact-building approach toward customer value. This is why you must almost immediately discover and learn more about the customer and their need for the new idea or feature you are building for them. What is the "agile galaxy"? The agile galaxy is a metaphor for where in your company landscape agile is being applied. It is the landscape where all agile processes, roles, and culture live that have a focus on delivering customer value. It helps you understand where agile is adopted and applied. The agile galaxy has a vertical view titled the hierarchical axis where the executives are at the top and the teams are at the bottom although this can be reversed. The galaxy also has a horizontal view titled the delivery axis that illustrates the end-to-end flow of work from the moment an idea is recorded to the point where it is released and then reflected upon. The delivery axis is the channel by which the enterprise is focused on delivering customer value. The purpose of establishing your own agile galaxy construct is for you to understand where along both the delivery and hierarchical axis do you have people e. Whether you are in the midst of your agile transformation or you are looking to begin, it is beneficial to have a living agile galaxy related to your enterprise. You may consider it a heat map of where agile is occurring. As you plan the next increment of your agile journey, you can use this as input on where you want to go next. What can organizations do to adopt an agile mindset in all quadrants of the agile galaxy? As you look across your agile galaxy, it is important to apply the agile mindset to all quadrants. This involves educating people on the agile values and principles and focusing people on business outcomes and less on outputs. This should occur in all quadrants as everyone must understand the agile mindset they should bring to their work so it becomes easier to understand their processes and their roles in a more agile manner. The goal is to embrace the agile values and principles and then operate in a manner that aligns with an agile mindset with a focus on delivering customer value. The result of achieving an agile mindset means you should see different behaviors and a change in the culture including changes in responsibilities, assurances to engage customers, commitment to empower employees, an obligation to bring business and development together, and more. Without a commitment to readying the mind with a focus on the agile values and principles, you may find that you are going through the mechanical motions without grasping the benefit of uncovering better ways of working. As an example, a retrospective can mechanically occur with no commitment to actually improve. How can the role of middle management evolve when an enterprise adopts agile? Within the book, I share insight into a number of roles in an enterprise that will evolve. When moving toward agile and customer focus, middle management must build a healthy agile culture by encouraging their teams to align with agile values and principles and focus on being customer value driven. They must adapt and act as a coach and servant leader toward their teams and become less directive. They must trust their teams to make good decisions, establish bounded authority, encourage their teams to self-organize, create safe work environments, and remove employee and team roadblocks. They should focus on the optimal location of people that reduce impediments and enable flow of work. They should promote career and personal development through continuous education and apply agile minded performance excellence. If they have strong product knowledge, some functional management shift their roles and become

a PO since the PO now owns the product direction. Because of less functional responsibility of their people, some management may evolve from a functional manager to a resource or career manager. If management embrace agile, then the change may succeed. Otherwise, they can block the change to an agile culture if they feel the need for control and not allow a team to self-organize. When moving toward agile and customer focus, there may be a significant shift in how the PMO operates. Since most work in agile are facilitated by a Scrum master and the product owner decides the value and priority of the work, there is less work for a project manager to do. It is not uncommon for some project managers to become Scrum masters depending on their ability to adapt to an agile mindset and act as more of a coach and facilitator. In an agile environment, the focus is not the project, but the incremental delivery of value. In agile, the team creates increments of value and the PO collects customer feedback used to adapt the product toward customer value. While the PMO may be leaner due to the Scrum master and product owner, the PMO may focus on managing bigger releases where multiple teams are required to build the product or idea. Which different kinds of feedback loops are possible? Having a mindset of learning what the customer finds as valuable is important in the journey to customer value. This allows you to shed the dangerous attitude of pretend or arrogant certainty and allows you to explore what the customer needs. The better approach is to incorporate the concept of learning through fast feedback to identify what is customer value. This is a discovery method of gaining incremental information through customer feedback loops and taking what you learned to continuously adapt toward customer value. There are many types of customer feedback loops that can be applied as the idea travels through the enterprise idea pipeline. The most common customer feedback loop is the sprint review or demo where customers view the working product developed to date. When an idea gets documented you can share it with customers to validate if they find it valuable. When you cut an increment of an idea, it is important to get feedback from customers by walking through the options to gauge their level of interest and to see if some options are more compelling than others. Invite customers to the sprint review or demos. Invite customers to participate in a hands-on customer experience CX or UX activities or alphas and betas. Once released, collect customer satisfaction and revenue data. What kind of measurements exist in agile, and how can you use them to deliver customer value? The primary goal of agile measures is to help you become more aligned with delivering customer value. This is why outcome based measures are much more aligned with agile than output measures. Output measures focus on how much you deliver, while outcome measures focus on the results of what you deliver. It is the results that matter. Capturing revenue is a good starting point. However, because revenue is an outcome metric, it is lagging. To supplement lagging metrics, you need leading metrics or indicators that provide you visibility into what is currently occurring with the customer and the progress of the idea. There are indeed different kinds of measurements that you may consider in an agile world. Some to consider are establishing your black swan value curve with CoD distribution, measuring the number of customers that are occurring at your demos, capturing customer satisfaction, identifying end-to-end lead times, tracking customer revenue, and assessing employee satisfaction. What can the HR department do to increase the value of agile in an enterprise? Both agile coaches and HR staff focus on the culture of an enterprise. Much like agile is looking for more of an incremental approach to building products, HR systems need to become more incremental so that they can adapt to the needs of the employees as those needs evolve. HR is poised, should they be willing, to take a leadership role in moving the enterprise to an agile culture. The value-add that HR can bring to an agile transformation can include promoting agile and the discovery mindset, experimenting with motivation, exploring self-management, fostering servant leadership, getting closer to the customer, facilitating open space sessions, incorporating gamification, supporting the shift toward agile roles, moving to team-based performance, moving toward continuous employee feedback, and hiring for agile minded employees. About the Book Author Mario E. Moreira is an enterprise agile consultant and master agile coach focusing on achieving better business outcomes by increasing customer value, optimizing speed of delivery, and increasing quality. Moreira specializes in transforming enterprises to agile, bringing cutting edge concepts and practices to help companies gain business benefits that agile brings. Moreira is the author of several business and technology books including The Agile Enterprise: He writes regularly for his Agile Adoption Roadmap blog.

8: Q&A on the Book Agile Enterprise

The workforce itself is changing, too. Millennials are fast becoming the largest generation represented in the workforce, bringing with them new ideas about career paths and work-life balance.

9: The Agile Enterprise Coach | The Disciplined Agile (DA) Framework

The agile enterprise strives to make change a routine part of organizational life to reduce or eliminate the organizational trauma that paralyzes many businesses attempting to adapt to new markets and environments.

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