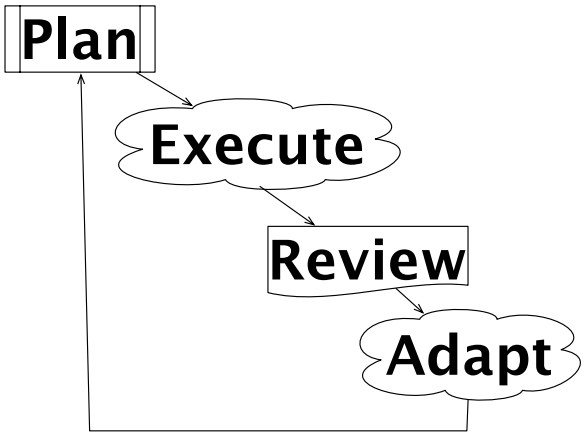
Adopt Before You Adapt: Learning Principles through Practice

Steve Berczuk
Fitbit, Inc.

fitbit

Agile is Simple...



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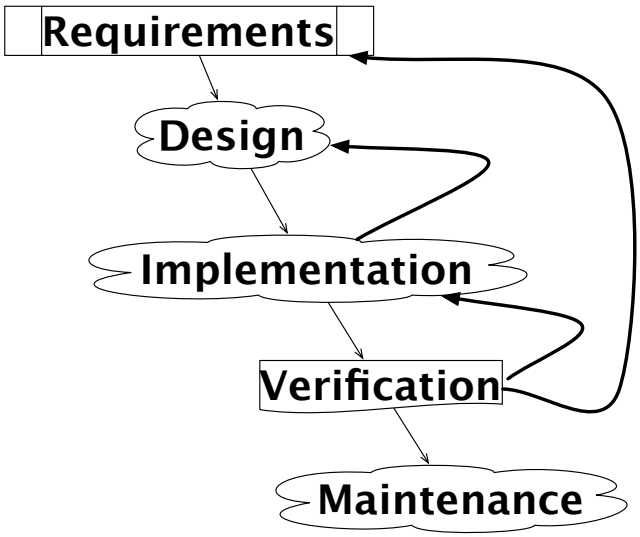
... Similar to Waterfall ...



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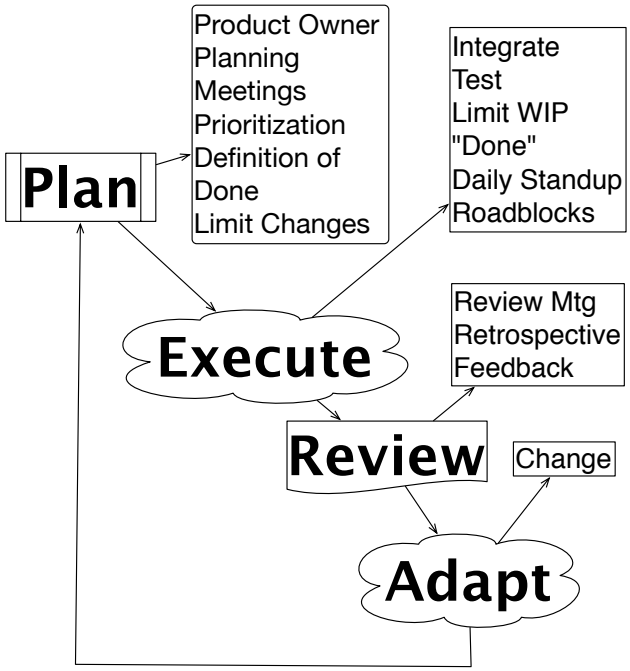
... But for the Details



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"**Agile**" and *Agile*

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The Agile Manifesto

- **Individuals and interactions** *over* processes and tools
- **Working software** *over* comprehensive documentation
- **Customer collaboration** *over* contract negotiation
- **Responding to change** *over* following a plan

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Simple Rules

- Structure
- Tool for Change
- Discipline

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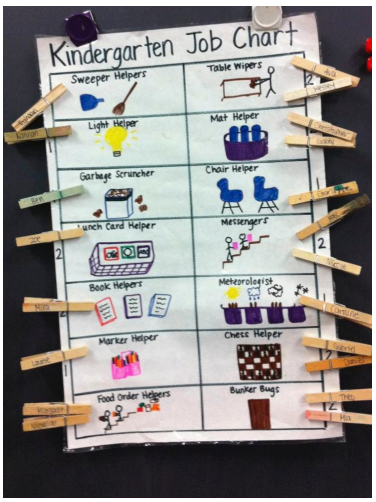
Collaboration

- Cross Functional
- Shared Ownership
- Trust



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Feedback

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Goal

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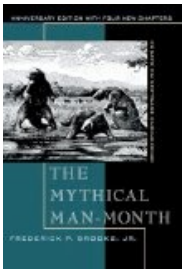
Risk Management

"How does a project get
to be a year late?
... One day at a time."
p153



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Waterfall and Risk

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Agile Risk Management

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Impediments

- Knowledge
- Resources
- Organizational Culture
- Comfort

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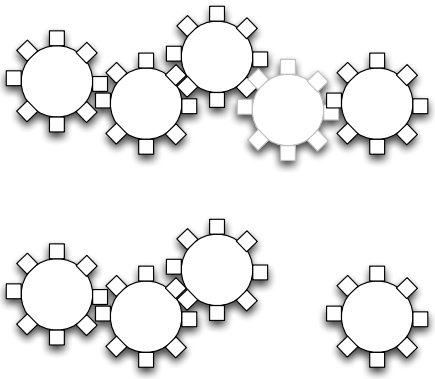
The Problem



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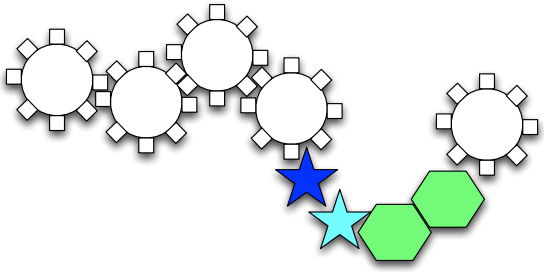
The Other Problem



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Data!

Observe, Adjust

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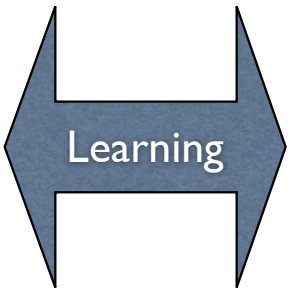
Practices 

Values

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Practice and Values

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Why do *you* want to adopt agile?

~~"To Be Agile"~~

To Deliver Value

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Not Everyone Needs To Be Agile

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Change is Hard

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Resisting Change

- The Unknown
- Failure
- "Survival" Rules

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"Survival rules are not stupid; they are simply over-generalizations of rules we once needed for survival. We don't want to simply throw them away…"

Jerry Weinberg

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"…Survival rules can be transformed into less powerful forms, so that we can still use their wisdom without becoming incongruent."

Jerry Weinberg

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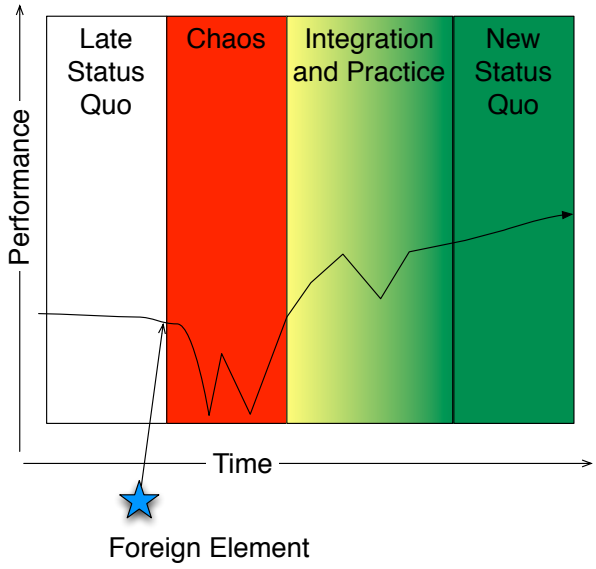
Satir Change Model



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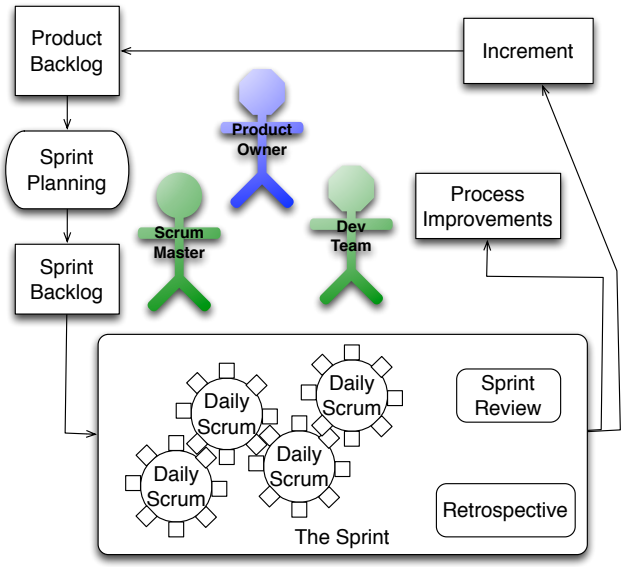
Scrum Overview



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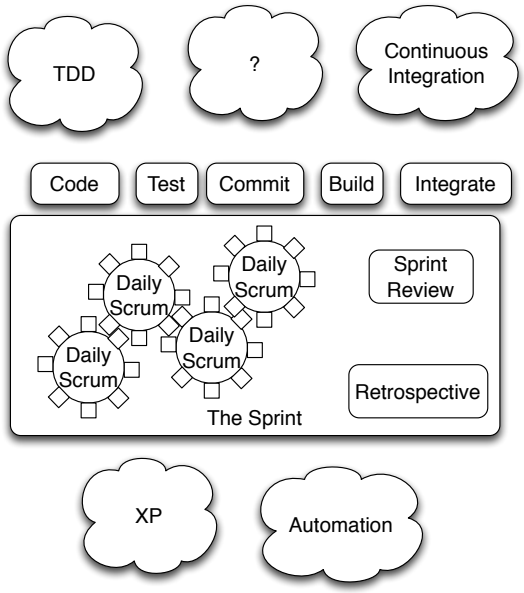
Scrum Engineering



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Effects

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Diagram of Effects

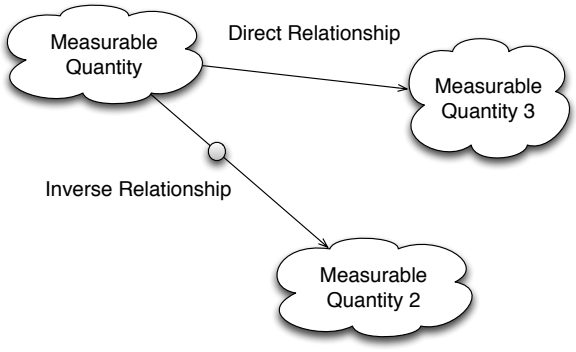

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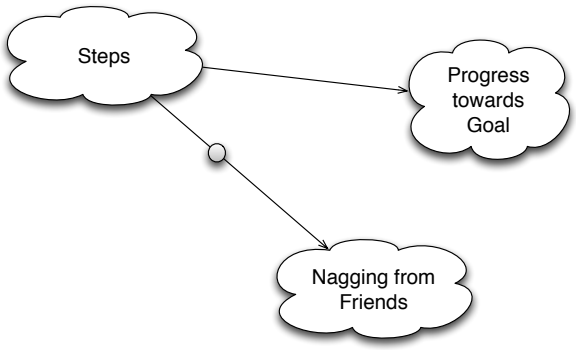
Diagram of Effects



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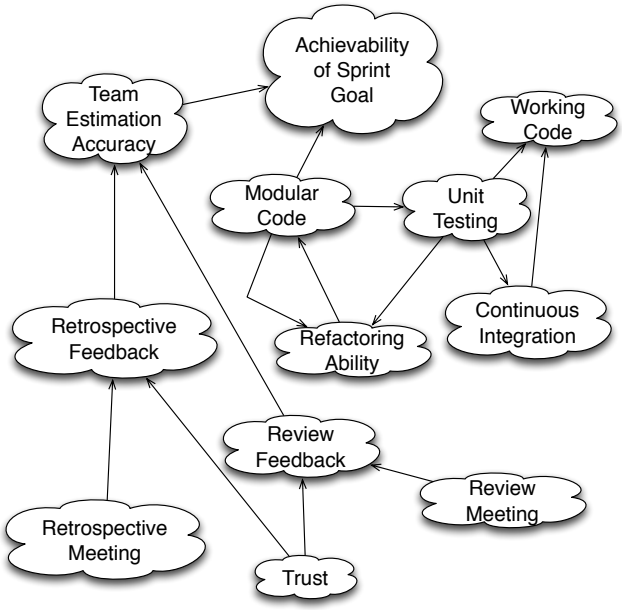
Scrum Processes



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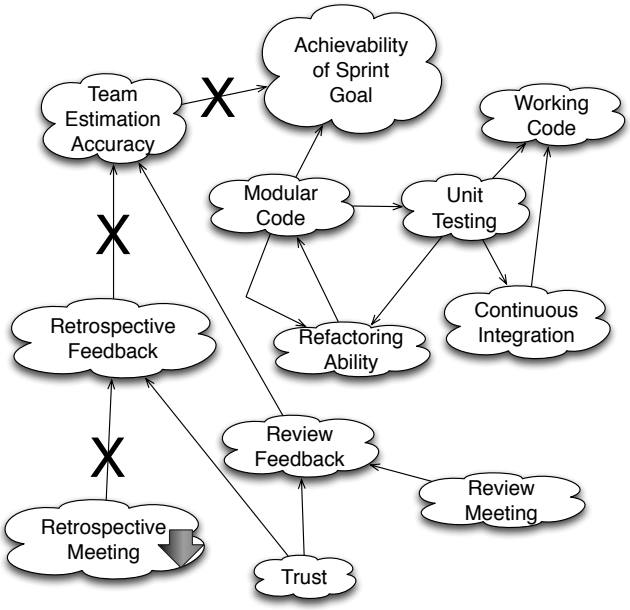
Cascade Effects



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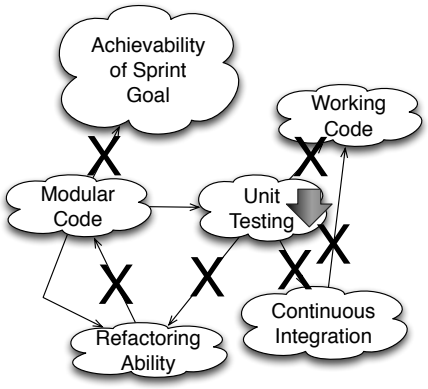
Cascade Effects



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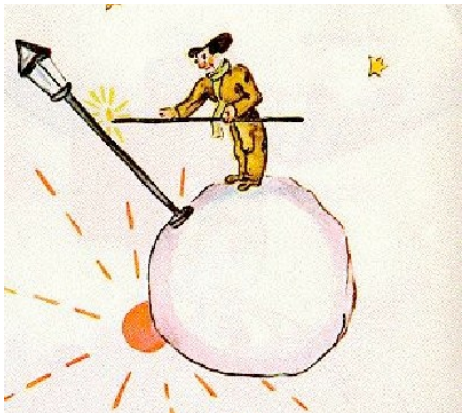

Don't Not Adapt

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Adapt (What)

- Estimation and Planning
- Engineering Execution
- Task Flow/Assignment
- Feedback (Review and Retrospective)

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Adapt (When & How)

- After Retrospective / Gather Data

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Don't Call It Agile if it is Not!

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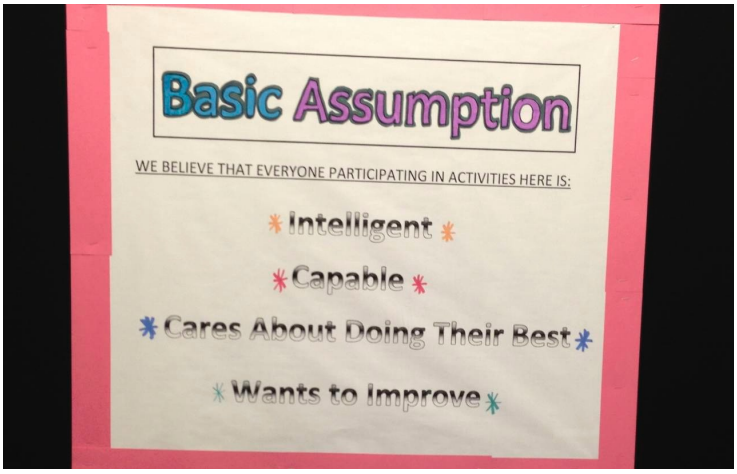

Trust

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Recap

- Practice and Learn
- Review and Retrospect
- Adapt, Measure, and Adapt
- Be Willing to Fail

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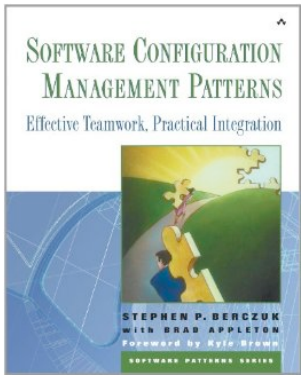
My Book



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