

TampaBayAgile

V. Lee Henson ~ AgileDad

LearnMore@AgileDad.Com

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Outcome Vs. Output

How happy are your customers? Are you focused on all of the right things? What is your measure of success?

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The REAL Difference Between Outcome & Output

~V. Lee Henson, President and CEO of AgileDad

In the modern era of all things Agile, more companies are jumping on the Agile bandwagon without the full knowledge of what benefits and pitfalls exist! Even more companies are attempting to apply Scaled Agile Frameworks when they do not have the core understanding of foundational Agile that has been applied successfully.



The Approach most commonly seen is where teams engage in Agile practices in an attempt to produce the best product or service possible while leaders hear the buzzwords, Agile, SAFe, Kanban, Twice the work in half the time, etc., and want to apply 'the agile' because that is what the competitors have told them works. Perhaps they read about Scrum or SAFe in a trade magazine. A few even attend the executive offsite retreat and learn about this process there. Leaders want to apply Agile in name only and are purely focused on increasing output while decreasing time to market. This shotgun approach to Agile of let's throw a ton of deliverables out in the marketplace and see what sticks has caused a myriad of confusion and extended timelines.

Leadership wants 'the agile' but they are still operating in a traditional mindset. They still focus intently on what am I going to get? When am I going to get it? How much is this going to cost? They are solely concerned about increasing efficiency and profitability of the organization. On executive coaching engagements I often hear questions like, how do I get all of my people to put in a solid eight hours a day? When will I see the promised 1500% increase in productivity that 'the agile' promises? This agile means I can get six to eight projects spun up at once instead of focusing all of my attention on a single product launch right?



Selecting the right trainer or coach...

What are the steps to finding the right Agile Coach for your group?

- 1) Ask up front for a free Agile evaluation and learn about the services they provide.
- 2) Review recommendations on LinkedIn & Facebook. Ask for qualified references.
- 3) Look for a company that will sell you buckets of hours that never expire and can be used as needed instead of having a full-time embedded single coach that is billable all day every day!



“Input Produces Output. Output Yields Outcome.
Outcome Determines Income. Income Provides Growth.
Growth Precedes Success. Success Begins By Focusing On
Identifying The Right Input And Eliminating Waste.”

The major question that is left unasked is how are measuring success? What metrics are we measuring and do they really matter? Are we simply trying to finish more story points than we did last sprint? Are we trying to get as many projects or products in flight at the same time as possible in an effort to produce more work? Are we introducing scaled agile frameworks too early so that we can produce more crap?

There are a few clearly defined things that we can do in order to eliminate waste and produce work that yields the outcome we hope for, happy customers.

1) Establish a CLEAR vision & strategy for each and every product or service that we undertake. Each and every person involved with the product or service should have a crystal clear understanding of the why behind the what. This vision statement should transcend the ranks from the very top all the way down to the person who gets their hands dirty building the product or service.

2) Leverage Story Mapping techniques in order to best insure you clearly understand how your product or service works and have clearly identified the target audience using well defined roles and personas. It is alarming how many organizations build products and services solely based on the opinion of the perceived subject matter expert without even taking the time to walk through a product or service in the shoes of the direct customer. Properly identifying our target audience helps us to both build the right thing and eliminate waste. Story Mapping pushes stakeholders and product owners to set clear expectations and team members to have clear context for what they are being asked to build.

3) Allow Well-formed teams to actually have a shot at performing! Many organizations I encounter are still into increasing the workload to maximum capacity and dividing the best people across three to five project initiatives. Those “leads or specialists” are asked to divide their time and work on more projects than they have the ability to consume. This forces reduction in team size and cross project allocation, or as some leaders refer to it, multi-tasking. Let’s call it what it really is, context switching! Context switching is very expensive and is one of the largest wastes of time and money. By keeping teams consistent and organizing the work in such a way that it can be better consumed we maximize value and build outcome based solutions. If you want to earn the Outcome focused merit badge, get the product owner the help she needs!

“Agile is not a thing you buy. Agile is a thing you ARE!”

4) Apply solid Work In Progress Limits and allow teams to swarm and complete well defined Agile Backlogs. Successful Agile Organizations focus on getting the backlog well defined and refined in order to provide teams the best chance to swarm without the struggle of context switching. This practice allows individuals and teams to remain focused and get higher quality products and services out to market faster at a lower cost. Instead of constantly trying to align the right people with the right work, we should focus on aligning the work in a backlog that teams can easily digest. Focus on product ownership yields highest consumer value quickly.

5) Build Agile Contracts in such a way that you are identifying a problem to solve or a part of the end user experience to enhance. Successful Agile Organizations often break down funding for Agile projects into three distinct buckets including; Ideation, MVP, and feature build-out. By maintaining focus on what we are really asking for, this creates an opportunity for stakeholders to not be locked in to a specific idea. This also allows for the ability to pivot based on newly learned information.

6) When building backlog items focus on the big three: Strategic Priority, Technical Complexity Sizing, and Consumer Awareness (MoSCoW). This allows for a very objective way to interpret and sort a well defined backlog. Product owners often rely on a small team of analysts to assist them in collecting this information so that they can in turn make the most well informed decisions regarding the stack ranking for the product backlog. This practice places emphasis on consumer value.

7) When trying to determine if a product is ready to build, we should review and make certain we are well balanced between building the right thing, building the thing right, and building it quickly. This could also be described as the balance between ROI, Quality, and Efficiency. Often times we only achieve two of the three areas and leave huge trade off zones where we sacrifice quality, speed, and effectiveness. While getting the perfect balance may not be easy, it should still be a goal that we all strive for early and often.

One might call this the Lucky Seven things you can do in order to better focus on Outcome instead of Output. We certainly welcome your feedback at AgileDad.Com

Upcoming Tampa Bay Agile Meetups:

June 13, 2018 - Product Owner Group
How to show real world status on Agile Projects

June 15, 2018 - Lean Coffee for All Things Agile
Downtown Tampa & Seminole Heights

June 20, 2018 - QA The Agile Way
The changing role of quality assurance

June 21, 2018 - Lean Beer for All Things Agile

June 22, 2018 - Lean Coffee for All Things Agile (Westshore)

Be certain to come out and support your Tampa Bay Agile Meetups!



AgileDad provides innovative solutions to help your organization achieve Agile Excellence in ANY industry! By hiring trainers and coaches that have not only book knowledge, but years of practical real world experience in various industries we have had the opportunity to service hundreds of companies ranging in size from Fortune 10 to incubator startup. Let us teach you how to fish instead of fishing for you!

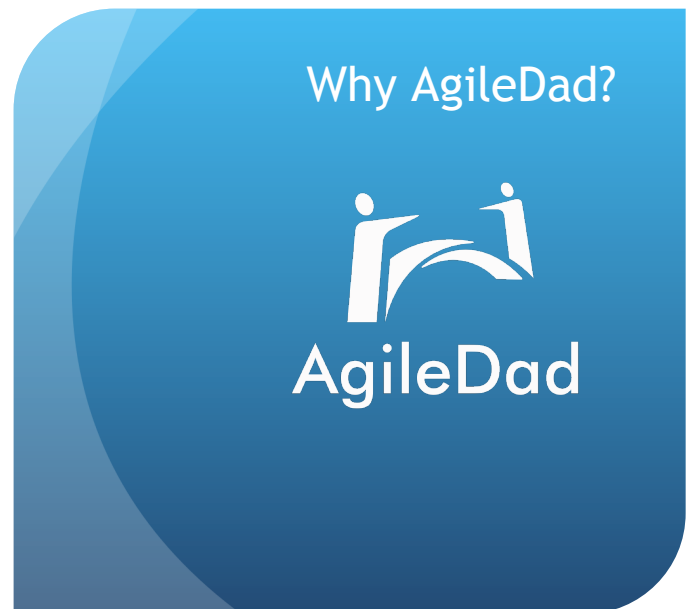
The BEST part of engaging with AgileDad is that we often are able to provide Agile Coaching for LITTLE or NO cost!

Our services include:

Scrum Alliance Certification: Become a Certified ScrumMaster/Product Owner! Our Certified Scrum Trainer has been personally trained and mentored by Ken Schwaber, the creator of Scrum! Lee has certified over 5,600 individuals and maintains one of the highest test score averages in the industry. These courses include: CSM, Advanced CSM, CSPO, Advanced CSPO!

Agile Training: For those organizations that do not require certification, we also offer: Agile & Scrum Foundations, Advancing & Scaling Agile, Agile Product Ownership, Empowering Agile Teams, and interactive team immersion workshops.

Agile Evaluation: Sometimes things are just more visible from the outside looking in! Our professional coaches can quickly assess your business model and teams. Our goal is to leave you with a definitive plan that you can follow to achieve success! This assessment can often be performed for little to no cost. This is a great way for you to learn more about where your gaps are and what we might be able to do to assist you in enhancing and improving your Agile implementation.



Agile Coaching: When you are looking to get specific help to solve real-world issues regarding your products and services, look no further than AgileDad. Our trainers and coaches have trained and coached in 43 of the Fortune 100 Companies! What sets our coaching apart is the way it can be purchased and applied. Organizations purchase a bucket of hours at a flat rate that never expire. They are allowed to utilize those hours across the entire team of AgileDad Coaches and are not limited to the viewpoint of a single individual on the team. This person is only there when you need them and is always the right level of coach based on your specific need.

Agile Leadership: Whether you are just embarking on your Agile journey, or trying to optimize at the leadership and C-level suite, our experienced coaches have years of experience to guide you and your organization to true corporate Agility. Agile leadership groups from all over the world have entrusted their leadership summits and organizational Agile Scaling to our team.

Email: LearnMore@AgileDad.Com

Call: 866-94-AGILE

Web: <http://www.AgileDad.Com>



Upcoming AgileDad Public Courses:

Certified ScrumMaster
Jun 12-13 - Tampa, FL

Advanced Certified
ScrumMaster
Jun 14-15 - Tampa, FL

Certified ScrumMaster
Jun 18-19 - Sandy, UT

Advanced Certified
ScrumMaster
Jun 20-21 - Sandy, UT

Certified Scrum Product
Owner Workshop
Jul 12-13 - Tampa, FL

Certified ScrumMaster
Feb 16-17 - Phoenix, AZ

Certified ScrumMaster
Jul 24-25 - Atlanta, GA

Advanced Certified
ScrumMaster
Jul 26-27 - Atlanta, GA

Agile In Marketing
Certification
Jul 25-27 - Atlanta, GA

For Info on hosting
Private Sessions:

LearnMore@AgileDad.Com
Or Call: 866-410-1616

ScrumMaster DO's and 'Donuts'

By: Stephanie Lindstrom
AgileDad Tampa Coach



The ScrumMaster, the servant leader, the one who shepherds teams to become self organizing, efficient and effective, the core & soul to a great team, is strong, understanding, firm and flexible. This individual is the key to success.

As a Certified ScrumMaster and Agile coach, I have a few observations and tips to share as to how to be effective in this critical role in the scrum process. I have worked with both experienced and brand new ScrumMasters that have changed roles within teams. The previous observations lead to the following:

DO motivate your team and empower them to become self - organizing. While this will come in time, it will be necessary for the ScrumMaster to take a more commanding role as teams move towards the agile process. DO NOT exercise an innate inner passion or need to micromanage anyone. Remember Individuals and Interactions over Processes and Tools. As they move forward and mature, be confident to step back and let them lead the discussions. You will facilitate, but not dominate the ceremonies.

DO be a liaison with the product owner group and your team(s). Encourage team members to engage with one another, rather than fixing the impediment your self. Suggest desk drop-bys, occasional meetings with others to solve these issues.

DO listen to your team... diligently. Listen to your product owner... diligently. While doing that, keep in mind the velocity, behavior and productivity of your team. Know that there will be "firestorms". That's ok, plan for them. This will enable you as the facilitator to help your team stay in balance rather than frantically panic when unknown items are added to a sprint.

DO be understanding, forgiving and nimble. That is what agile is all about, right? The process to adapt and adjust based on current circumstances. Follow the empirical process.

DO know how to say NO. Stand your ground. You know the velocity of your team, stay true to that. Oftentimes, a product owner or stakeholder may need to hear that unthinkable word, NO! This does not mean no forever, just a no for this current sprint. Again, stand your ground and do what is best for your team.

At the end of the day, you are the one shepherding a team towards success. Be confident, firm and for goodness sakes, buy them some donuts!

Thank You!

AgileDad would like to thank all of you who have joined us for this session of the Tampa Bay Agile Meetup! We would also like to thank Stephanie and all of the organizers for helping pull all of this together. A special thank you to KForce for hosting this event.

Most importantly thank you to all of the organizations who are represented here tonight! Without your active engagement in improving the world we live in, Agile would not even be a thing!

“It is critical that we realize in order to be successful in life, we need a story to tell. What legacy are you leaving behind? We are all the fabric of a much grander story. It is our responsibility to interweave the fabric of our story with others in order to enrich them and compose a beautiful tapestry called life.”

V. Lee Henson - 2018



*Applying and
Humanizing Agile
implementations
since 2001*

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