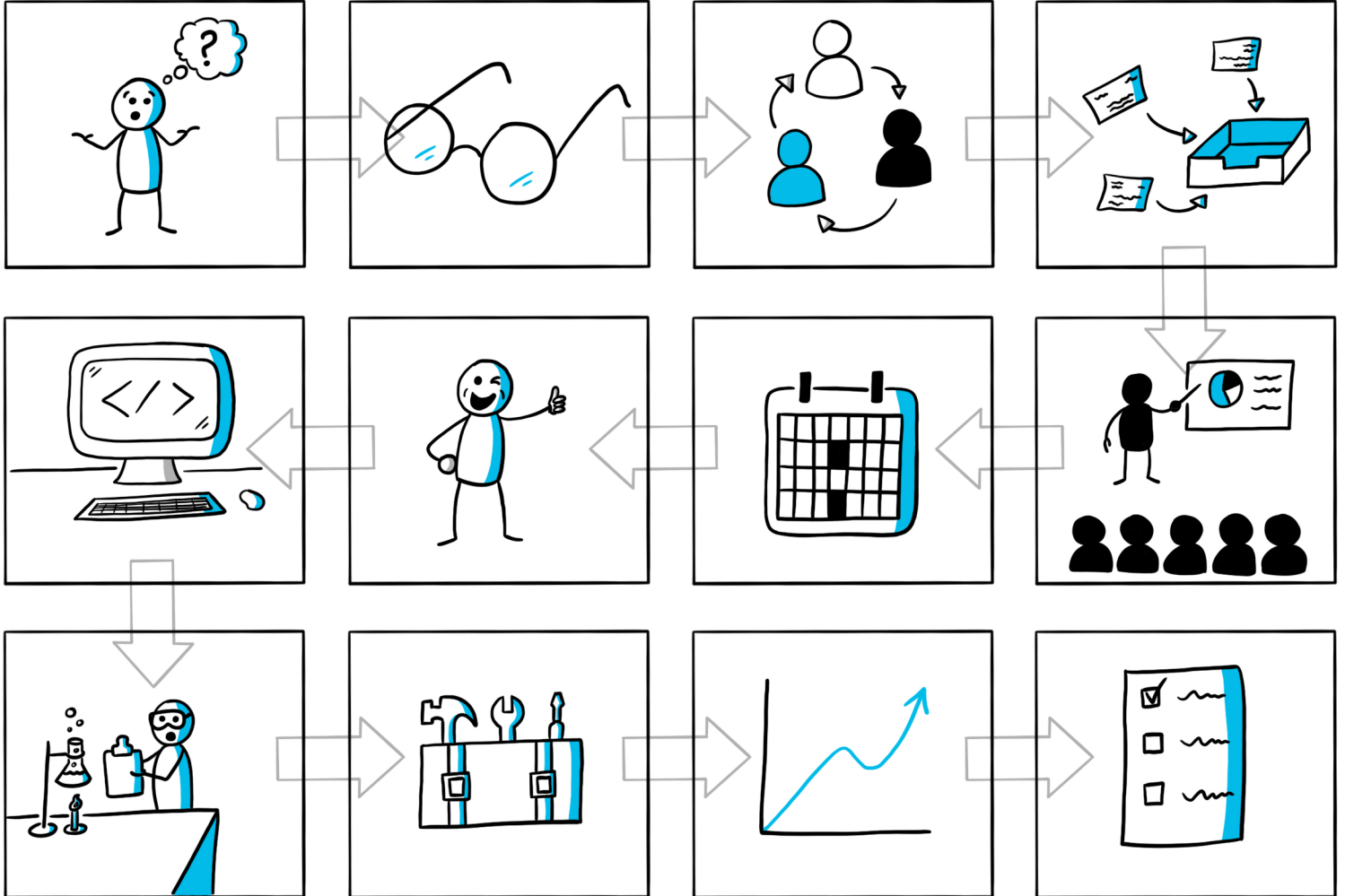
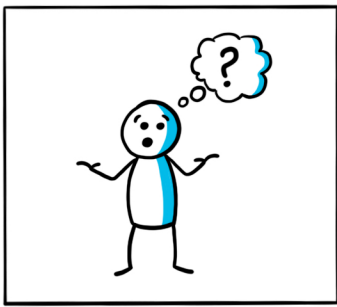


THE AGILE 12 STEP PROGRAM



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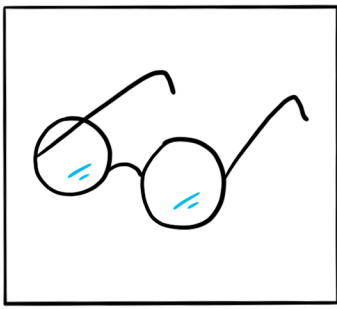


ADMIT THERE'S A PROBLEM

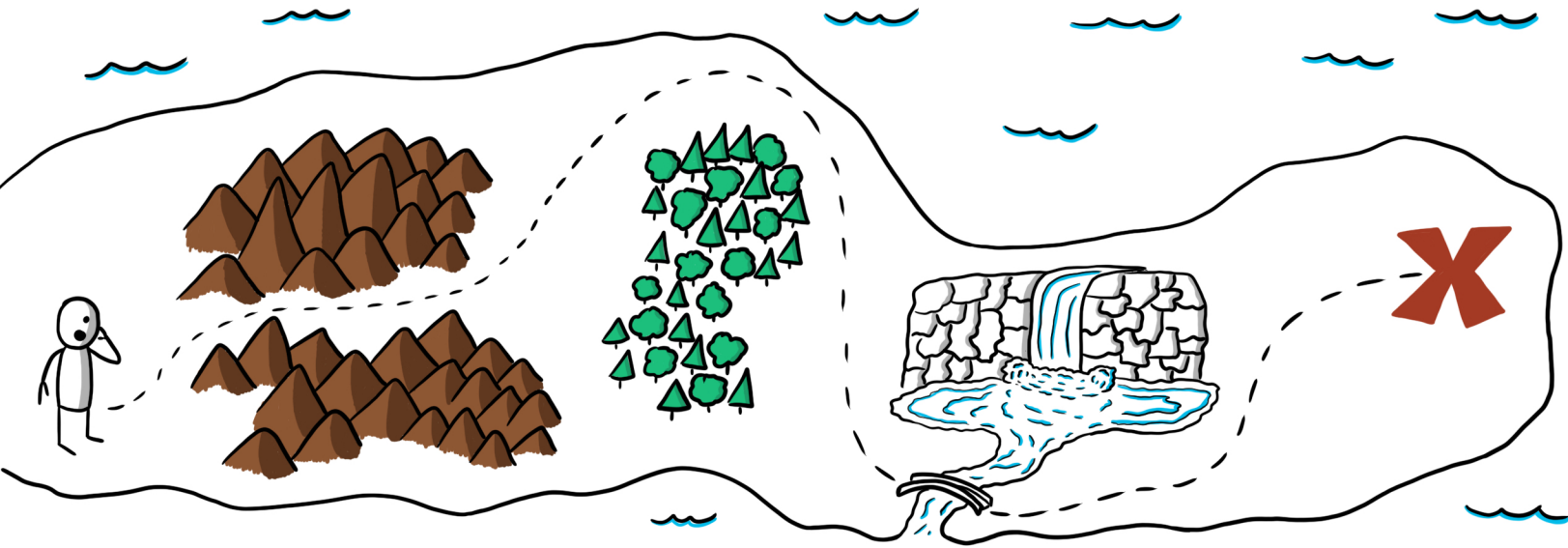


ADMIT YOU HAVE A PROBLEM THAT YOU ARE TRYING TO SOLVE AND DISCLOSE WHY YOU HAVE SELECTED IMPLEMENTATION OF AGILE TO HELP YOU SOLVE THE PROBLEM: KNOWING WHAT YOU ARE TRYING TO SOLVE AND WHY IS THE FIRST STEP TO A SUCCESSFUL AGILE IMPLEMENTATION.

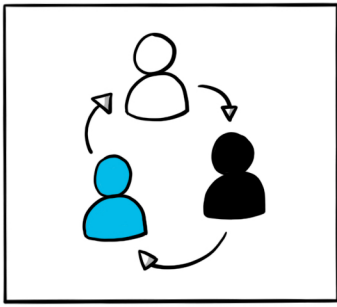




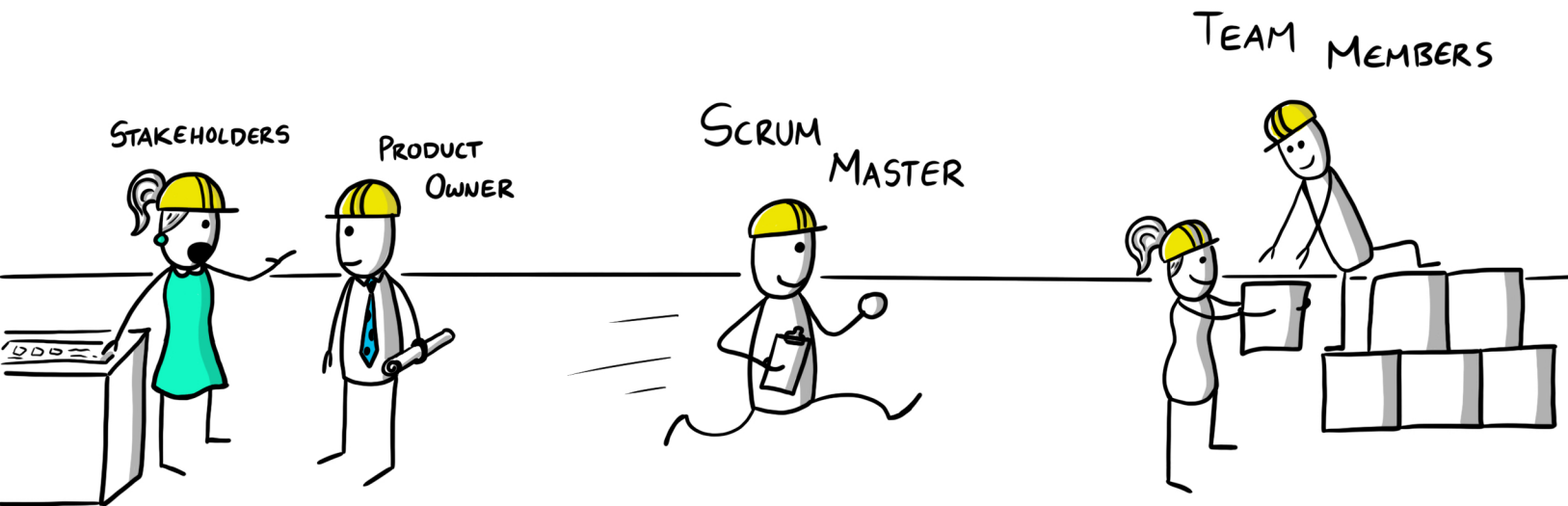
ESTABLISH A VISION



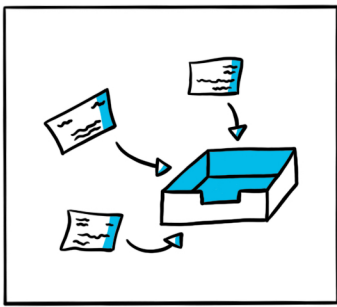
SET MANAGEMENT/EXECUTIVE LEVEL EXPECTATIONS AND ESTABLISH AN AGILE VISION: WITHOUT A CLEAR VISION OF WHERE WE ARE HEADING AND WHO IS INVOLVED, WE ARE NOTHING LESS THAN LOST.



DEFINE ROLES



IDENTIFY AND ESTABLISH A DISTINCTION OF EVERY AGILE ROLE: WHEN PEOPLE KNOW WHAT THEIR TRUE ROLE IS AND THEY ARE WILLING TO EMBRACE WHAT THEY SHOULD BE DOING, BEST AGILE PRACTICES BECOME MUCH EASIER TO FOLLOW.

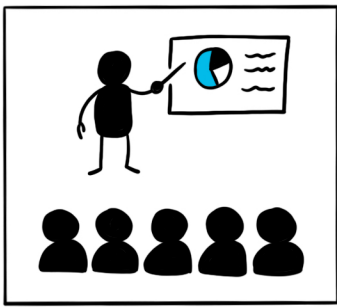


BACKLOG CREATION



FOCUS ON PRODUCT OWNERSHIP AND BACKLOG CREATION:

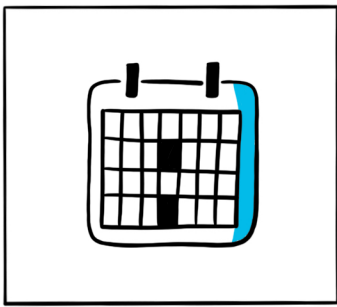
BACKLOG PREPARATION IS THE NUMBER ONE ISSUE I SEE WITH MOST ORGANIZATIONS ATTEMPTING TO EMBRACE AGILE. MANY ARE WAITING UNTIL TOO LATE IN THE PROCESS. OTHERS ARE NOT CREATING BACKLOG ITEMS USING THE INVEST MODEL AND NOT HAVING THEM PREPARED PRIOR TO PLANNING.



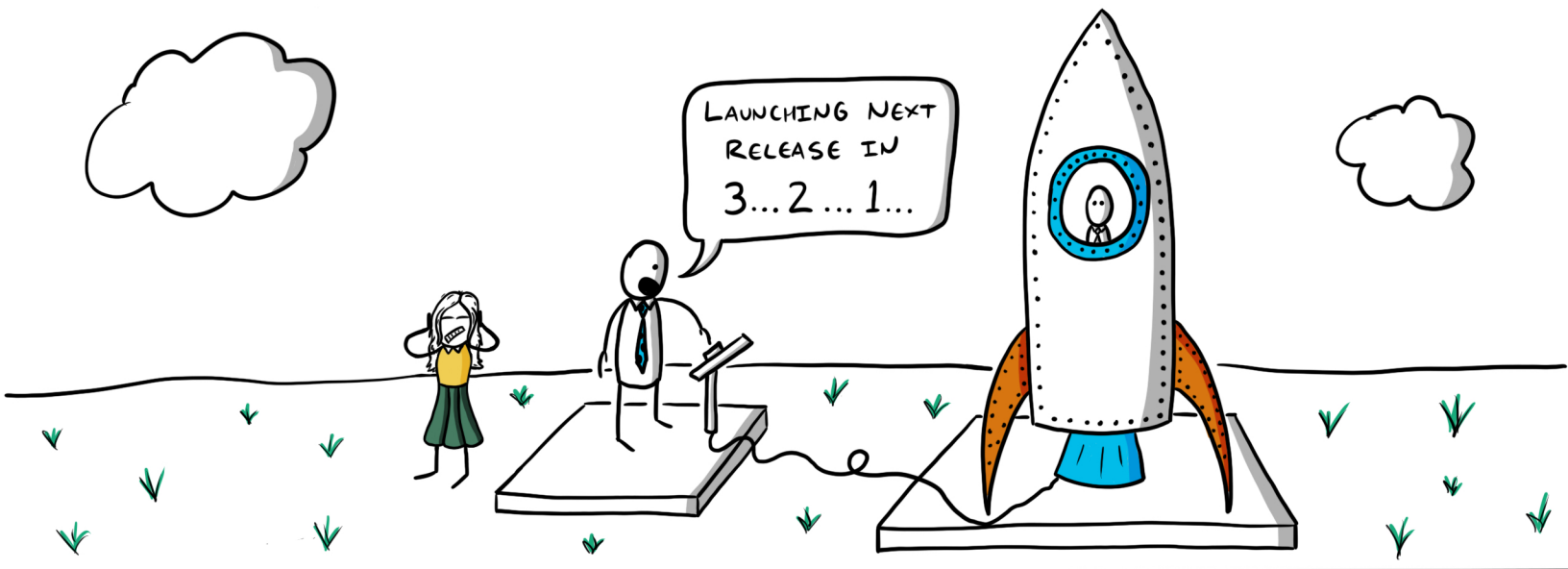
PROPER AGILE MEETINGS



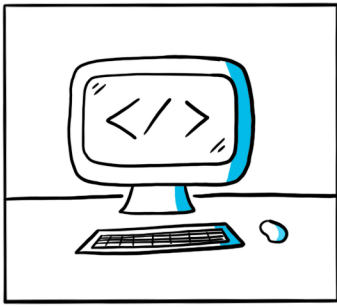
HOLD PROPER AGILE MEETINGS WITH THE CORRECT PURPOSE, ATTENDEES, AND AGENDA: MORE MONEY IS WASTED IN ORGANIZATIONS HOLDING THE INCORRECT CONVERSATIONS WITH THE INCORRECT PARTIES INVOLVED. THE ART OF THE CONVERSATION IS ONE THAT POSITIVELY NEEDS TO BE MASTERED. EVERY MEETING SHOULD HAVE AN AGENDA AND PURPOSE. WHILE THIS MAY SEEM SIMPLE ON THE SURFACE, I SEE GROUPS SUFFERING FROM THIS ISSUE REGULARLY.



PRODUCT RELEASE CYCLES



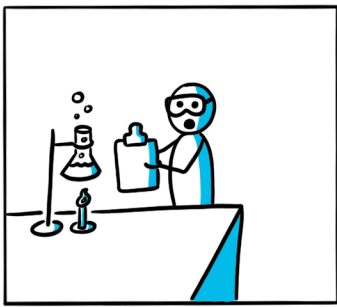
CLEARLY DEFINE PRODUCT RELEASE CYCLES: FIGURING OUT A CADENCE FOR RELEASE THAT IS TOLERABLE TO BOTH THE ORGANIZATION AND THE CUSTOMER CAN BE CHALLENGING. NOT TO MENTION THAT THE PEOPLE ON THE GROUND FREQUENTLY WANT TO FLEX DATES THAT HAVE BEEN SET FORTH BY THE ORGANIZATION WITH REGARD TO RELEASE TIMEFRAMES. WE NEED TO DEFINE AND STICK TO THE RELEASE CYCLES THAT MAKE SENSE.



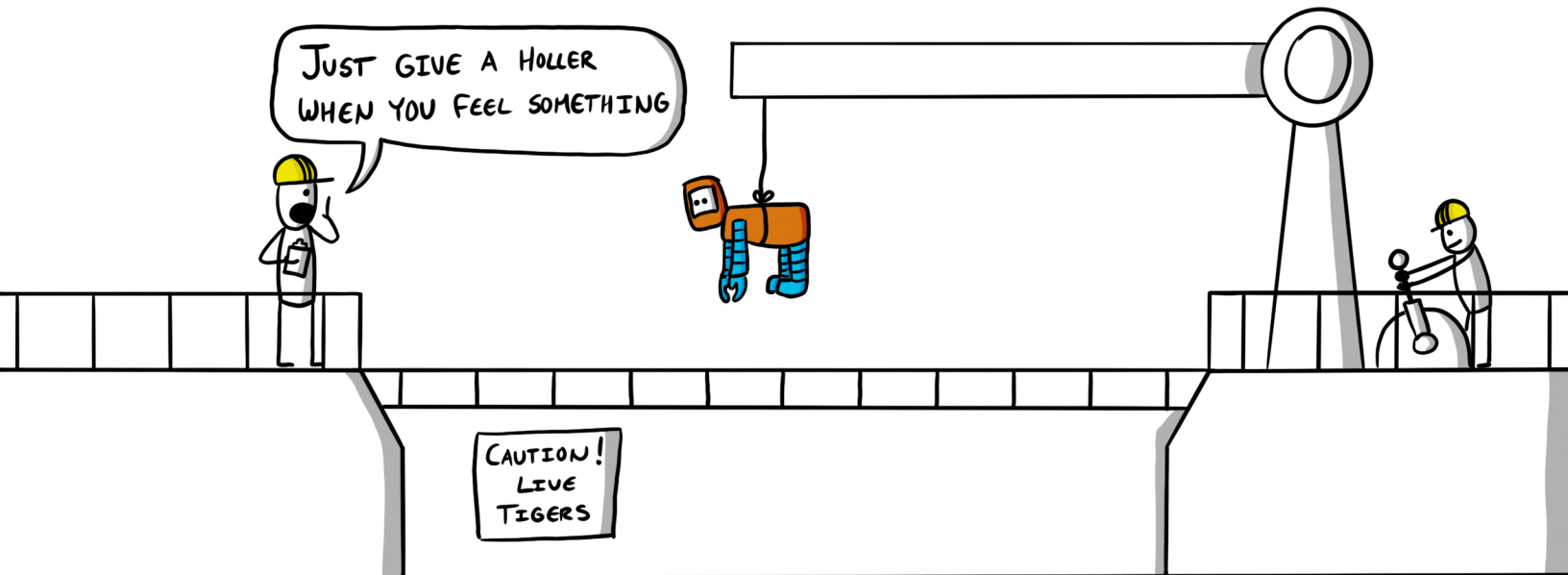
PROGRAMMING PRACTICES



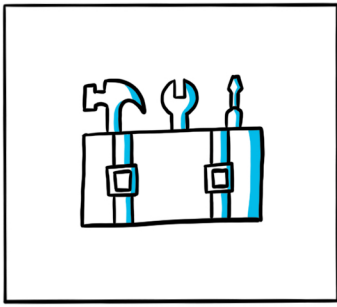
ENHANCE PROGRAMMING PRACTICES : UNIT TESTING = 100%
CODE REVIEW = 100% REFACTORING POORLY DESIGNED CODE = 100%
CODING STANDARD = IN PLACE. THIS IS THE BREAD AND BUTTER WHEN
BUILDING SOFTWARE, (OR ANYTHING ELSE FOR THAT MATTER). THE PROOF OF
FORWARD PROGRESS RESTS IN A DEMO OF WORKING RESULTS.



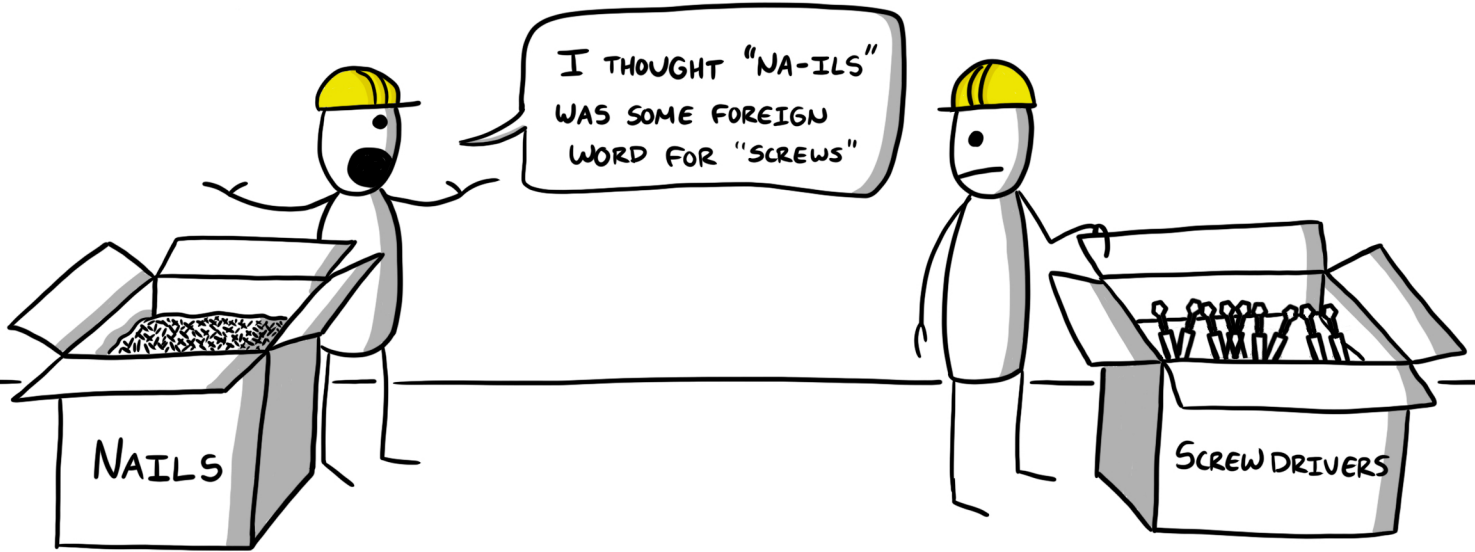
TESTING PRACTICES



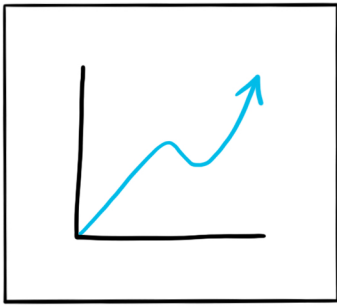
ENHANCE TESTING PRACTICES : EVERY GROUP SHOULD BE WORKING TOWARDS SOME FORM OF TDD. IN MY WORLD THERE IS A TEST IN PLACE TO VALIDATE BEFORE A LINE OF CODE IS EVER WRITTEN. EVEN ACCEPTANCE TESTS SHOULD BE WRITTEN AND SET TO FAIL PRIOR TO THE BEGINNING OF ANY SPRINT. THIS HELPS INSURE THAT WE DO NOT GOLD PLATE THE CODE WE CREATE AND THAT WE WORK TOWARDS POTENTIALLY SHIPPABLE CODE AT THE END OF EVERY ITERATION.



AGILE TOOLING



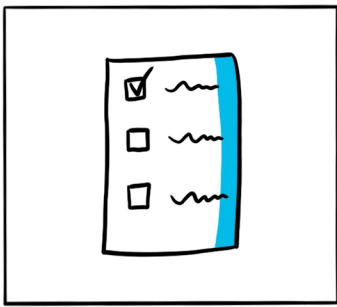
SECURE THE APPROPRIATE AGILE TOOLING SOLUTION: WHILE NOT EVERY AGILE IMPLEMENTATION REQUIRES A LARGE-SCALE TOOL IMPLEMENTATION, KEEPING A CLOSE EYE ON THE PROGRESS OF THE TEAMS AND ORGANIZATION IS A MUST. WHAT IS VISIBLE IS WHAT GETS DONE. THE SIMPLE PRACTICE OF SELECTING THE CORRECT AGILE TOOL BASED ON WHAT INFORMATION YOU WISH TO CONVEY TO MANAGEMENT, IS AN IMPORTANT DECISION THAT SHOULD NOT BE TAKEN LIGHTLY.



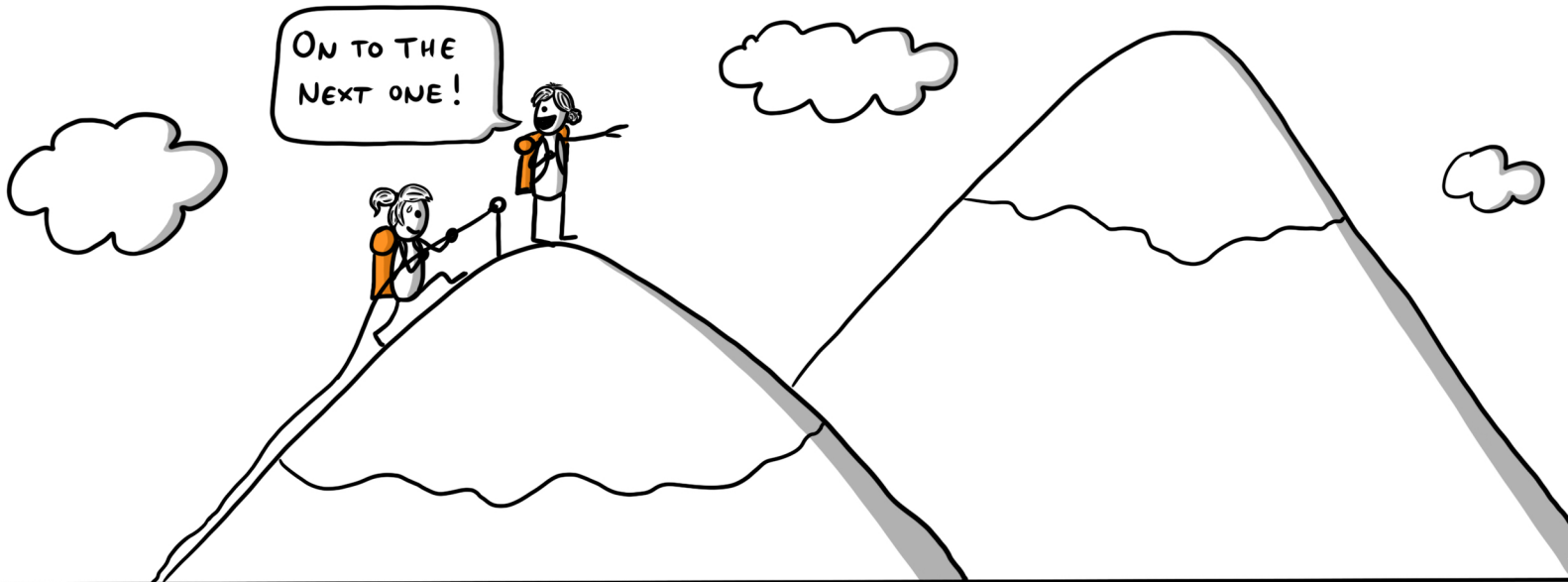
TEAM SUCCESS



IDENTIFY WAYS TO MEASURE TEAM AND GROUP SUCCESS: TAKE TIME TO IDENTIFY INTERNAL AND EXTERNAL SERVICE LEVEL AGREEMENTS AND DETERMINE WHAT METRICS OF SUCCESS WILL BE CELEBRATED AS A TEAM. DO NOT LET THE TEAM GET INTO A MODE WHERE THEY FEEL LIKE ALL THEY DO IS SPRINT AND MEET AND SPRINT AND MEET OVER AND OVER AGAIN. THEY NEED TO BE RECOGNIZED FOR POSITIVE ACCOMPLISHMENTS AND NEED TO BUILD TOWARDS HIGH PERFORMING TEAMS.



CONTINUOUS IMPROVEMENT



IDENTIFY THE TOP THREE ISSUES THAT STILL MAY NOT HAVE BEEN ADDRESSED TO DATE AND PLAN A COURSE OF ACTION TO GET THESE TAKEN CARE OF: WHILE THIS LIST IS COMPREHENSIVE, NO SINGLE LIST COULD INCLUDE EVERYTHING ONE ORGANIZATION NEEDS TO DO IN ORDER TO SEE ALL FACETS OF AGILE SUCCESS. IT IS IMPERATIVE TO CONSTANTLY LOOK TOWARDS CONTINUOUS IMPROVEMENT. THIS STEP ALLOWS YOU TO REVIEW ALL PREVIOUS STEPS AND MAKE CERTAIN THERE WAS NOTHING THAT WAS MISSED OR OVERLOOKED. THIS ALSO ALLOWS FOR TIME NEEDED TO INSPECT AND ADAPT INTERNALLY. IT IS ALWAYS A BEST PRACTICE TO LOOK INTERNALLY FOR ADDITIONAL OPPORTUNITIES TO IMPROVE.