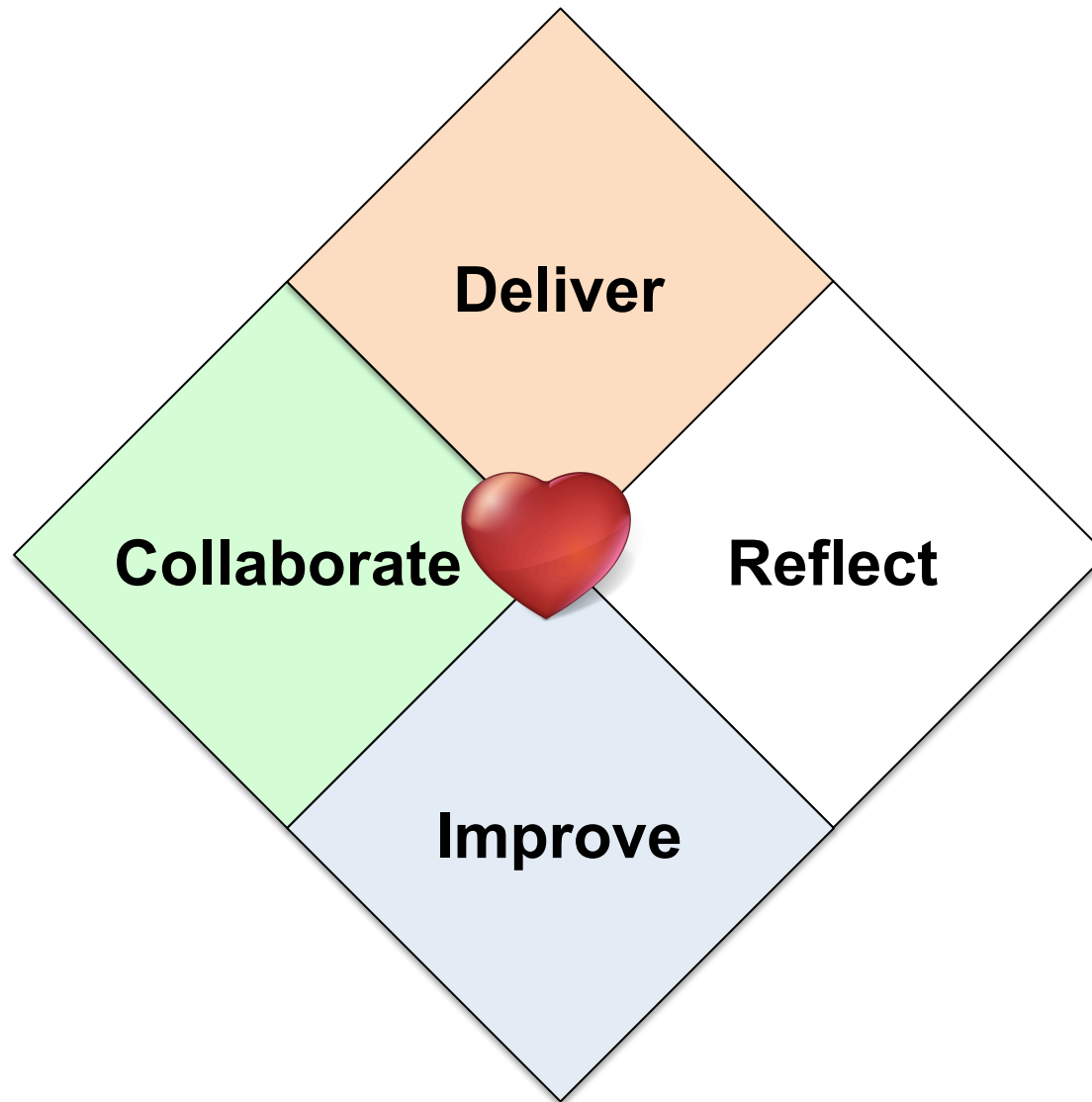


Heart of Agile

<http://Alistair.Cockburn.us>



The Agile Manifesto invites wimpy-ness

- "... **Individuals and interactions** over processes & tools..."
(Yayy!! I don't have to follow those stupid processes any more!)
- "... **Working software** over comprehensive documentation..."
(WOOT!! Dump the documentation! I LOVE this agile stuff!)
- "... **Customer collaboration** over contract negotiations..."
(I'm done when I'm done and I never have to say when!)
- "... **Responding to change** over following a plan..."
(No plans! No project managers! No architects!)

Where do I sign up?

People ...



Expressing ideas
in a language

With people

Creating a solution

Solving a problem

... they don't understand
which keeps changing

To an interpreter unforgiving of error

Making decisions

every decision has economic consequences
and resources are limited.



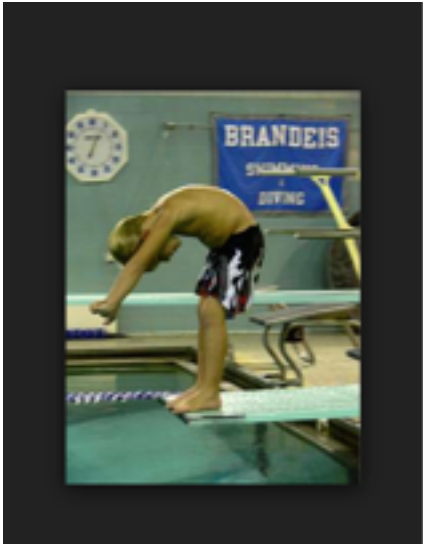
守

破

離

心

People develop skills in 4 stages



"Shu"
(Learn 1 technique)



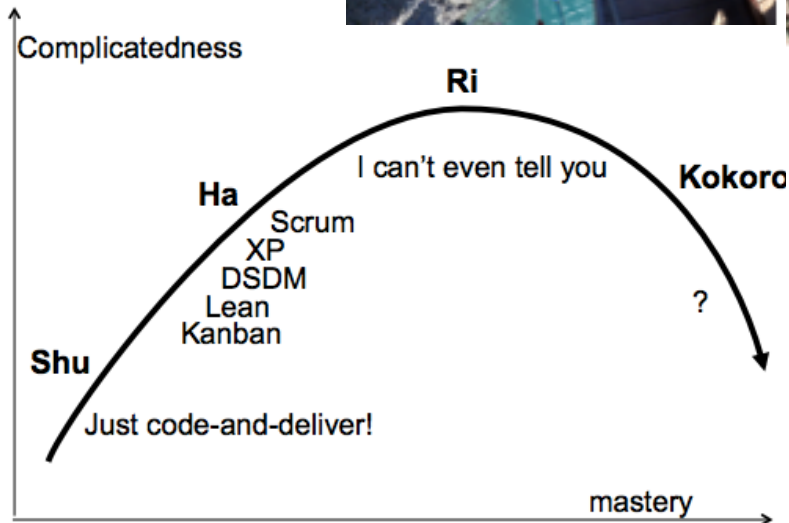
"Ha"
(Collect techniques)



"Ri"
(Invent & Blend)

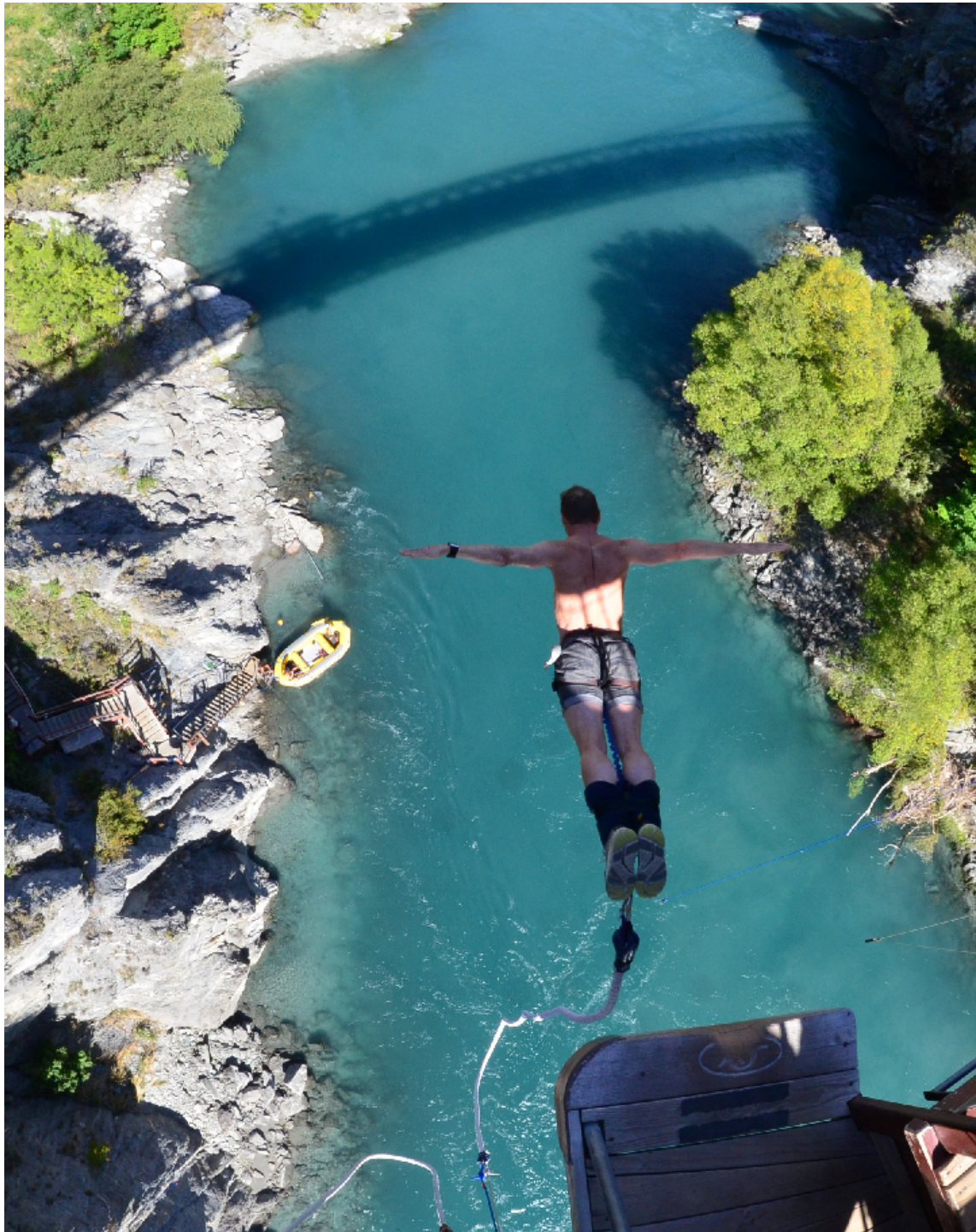


"Kokoro"
(Simplify)





“Shu”
(Learn 1 technique)



“Ha”
(Collect techniques)

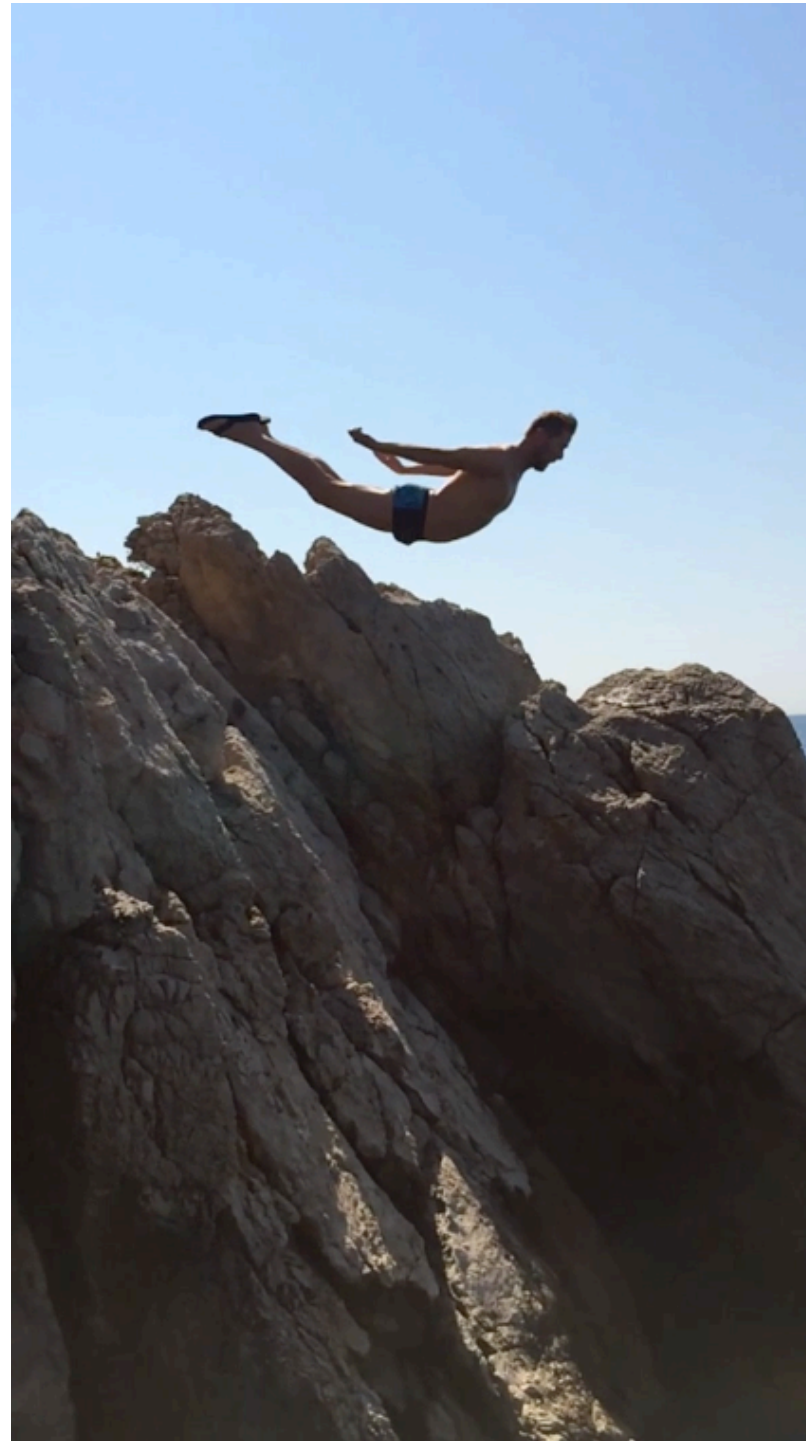


離佳

“Ri”
(Invent, Blend)



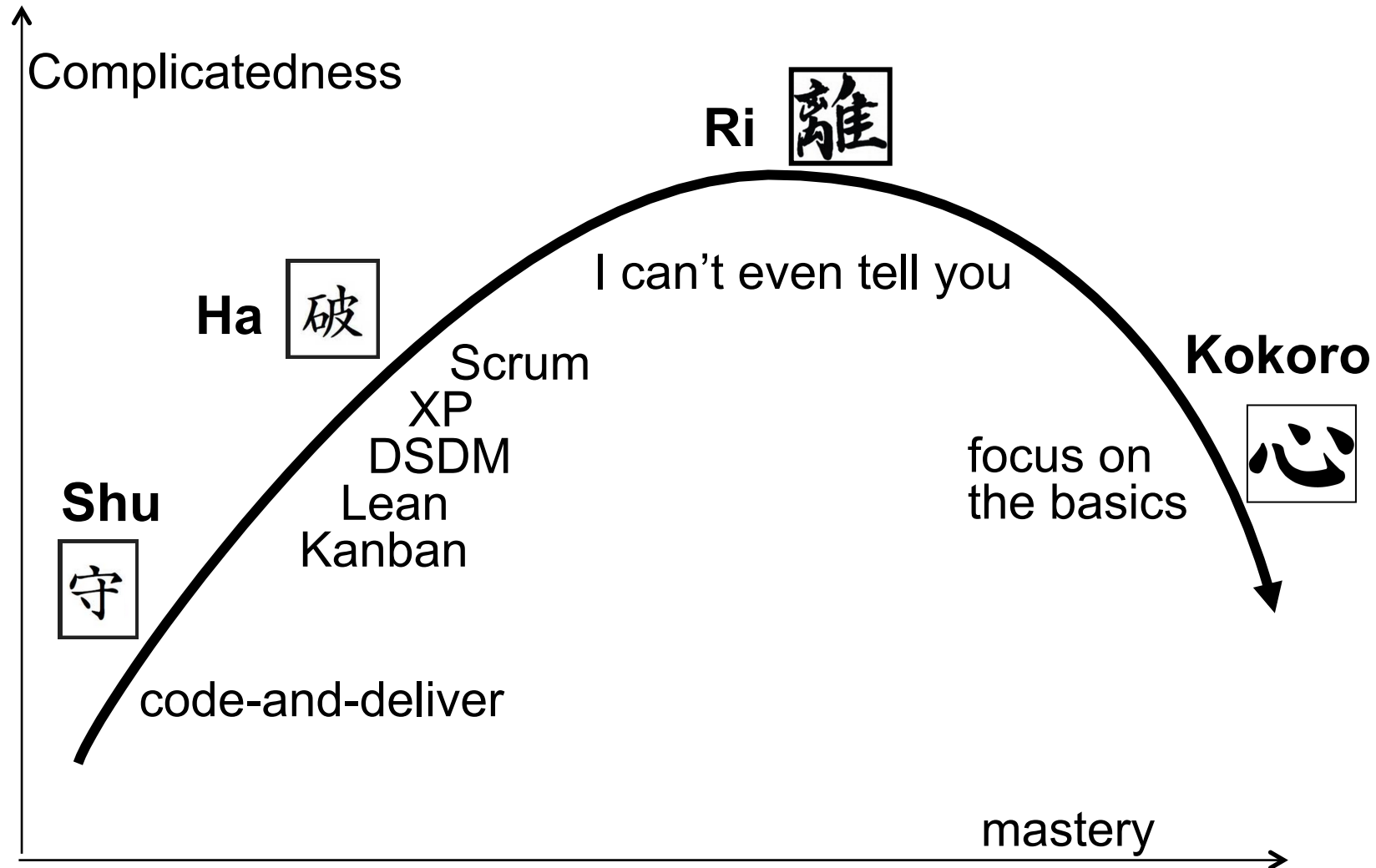
**“Kokoro”
(Simplify)**





“Jiro Dreams of Sushi”

Knowledge makes things more complicated
until it starts to simplify

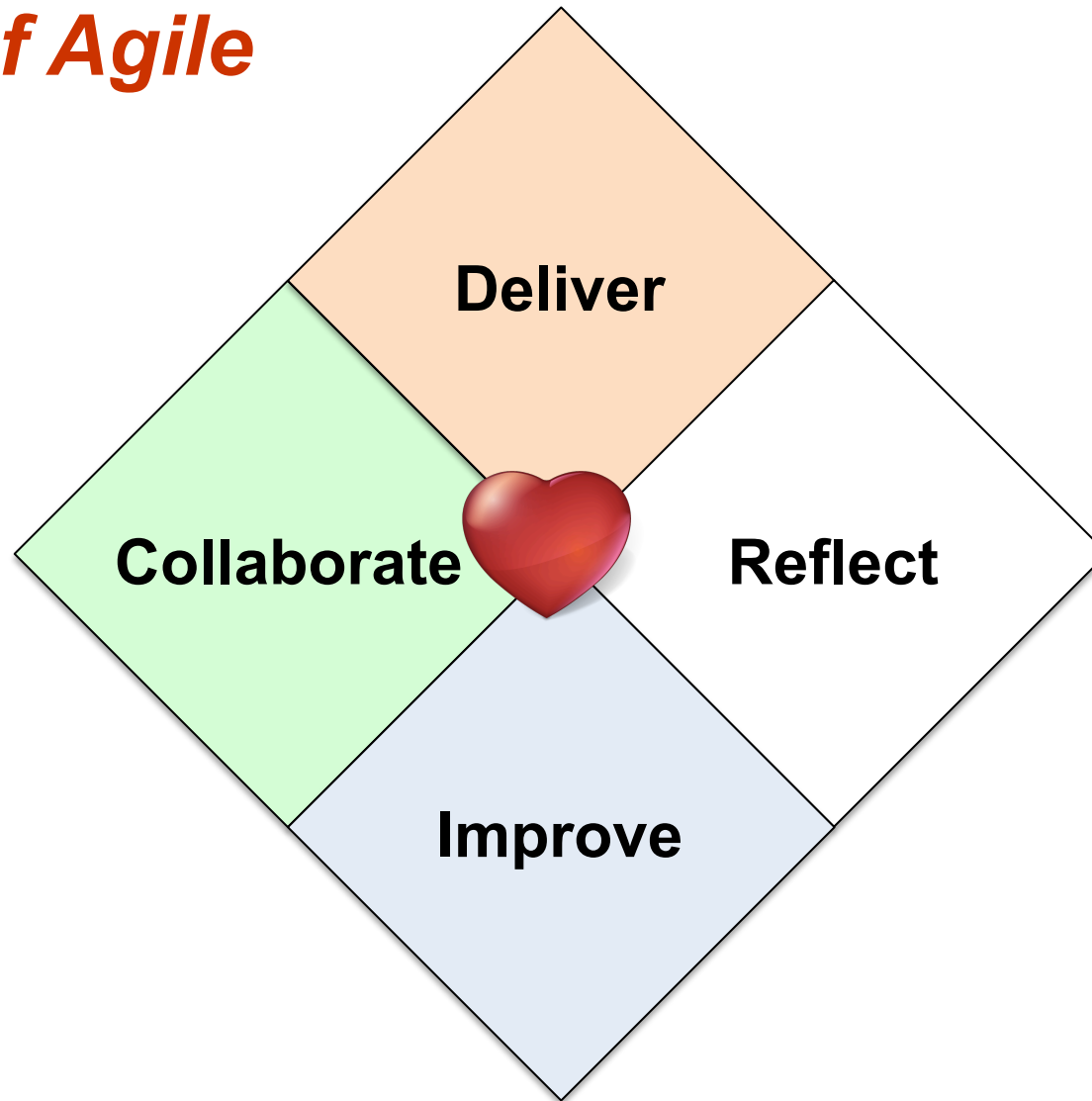


Agile の 心

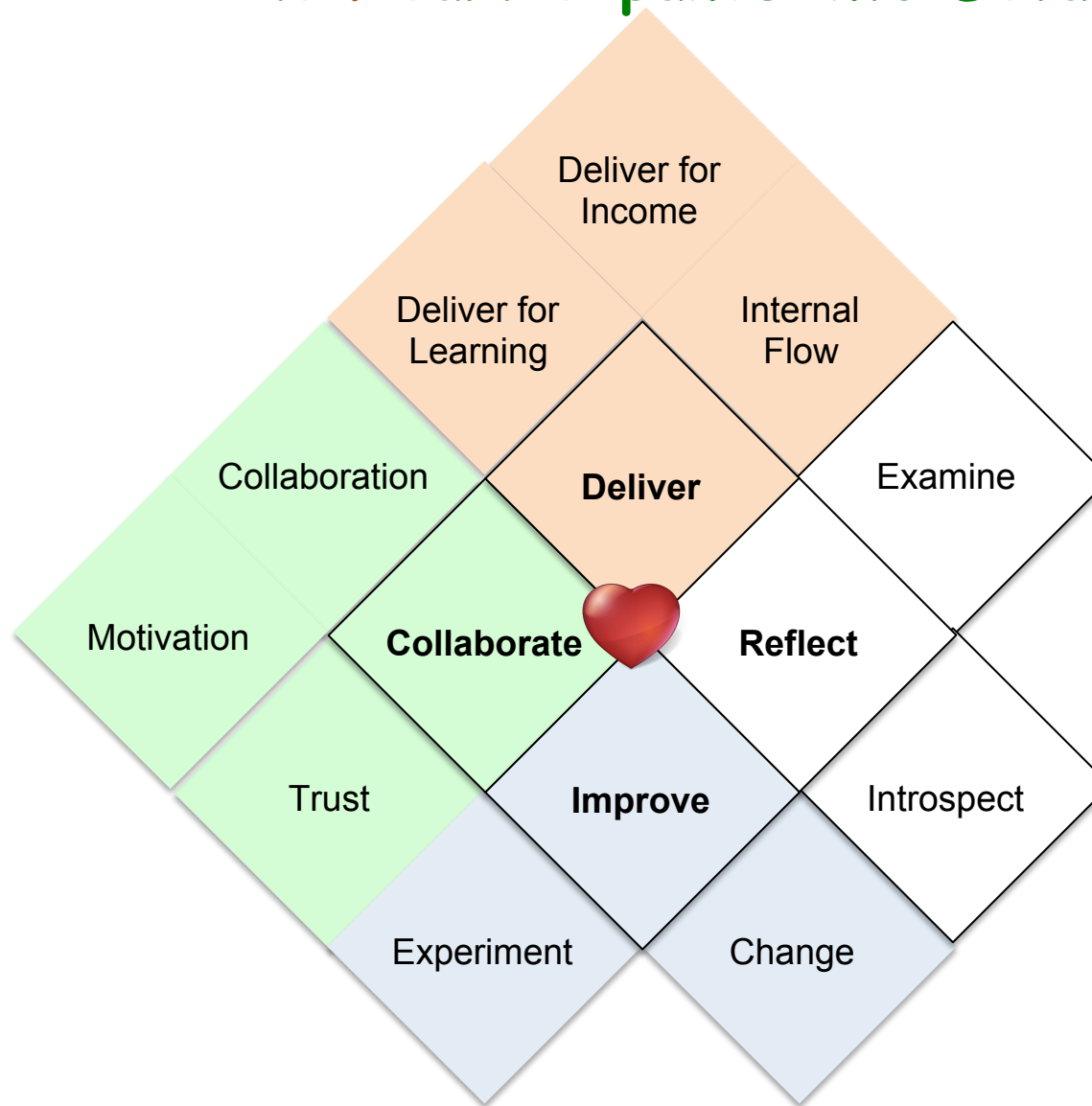
Heart of Agile

Agile の心

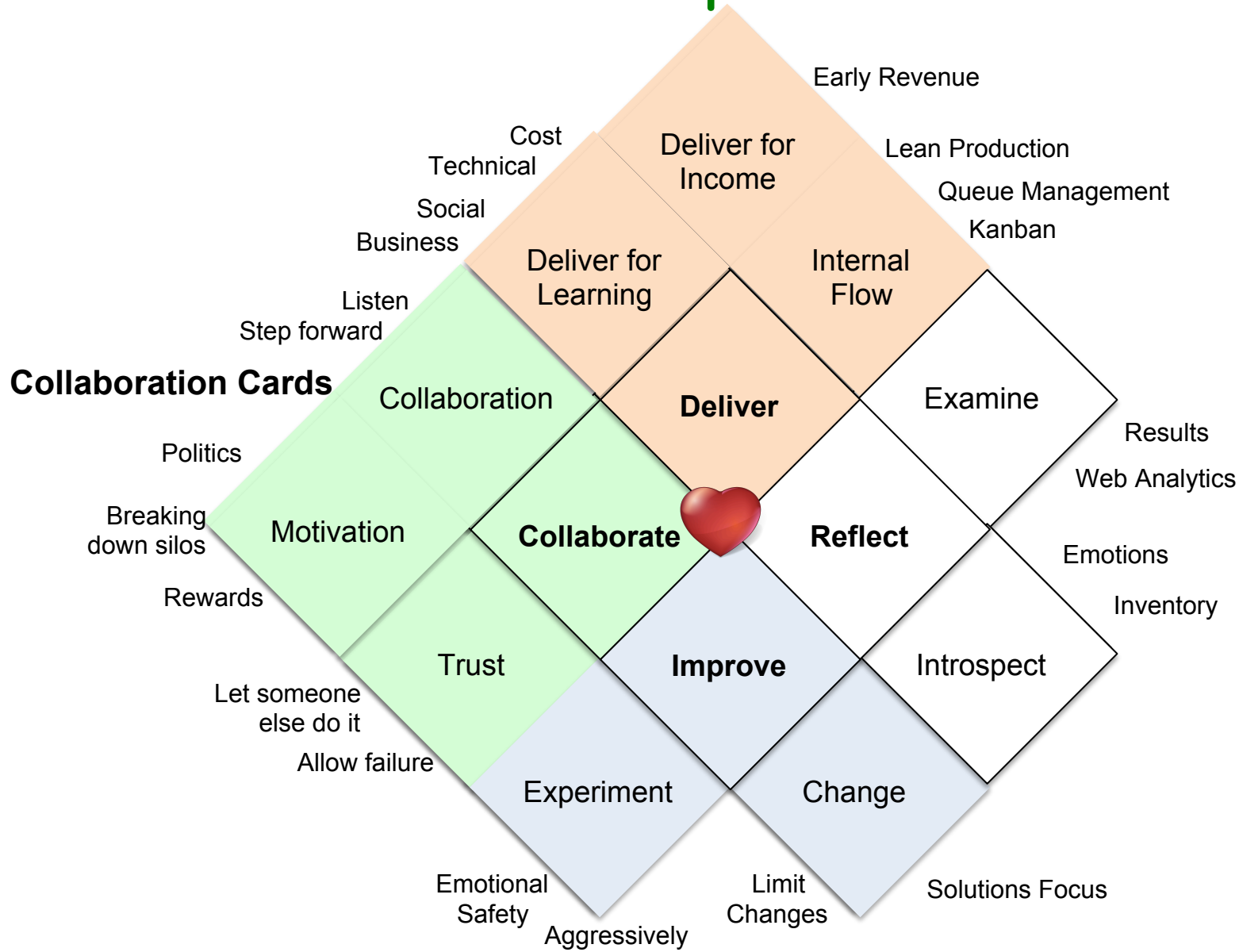
Heart of Agile



The *Heart* expands into Details



The Heart expands into Details



Collaboration at the Shu level

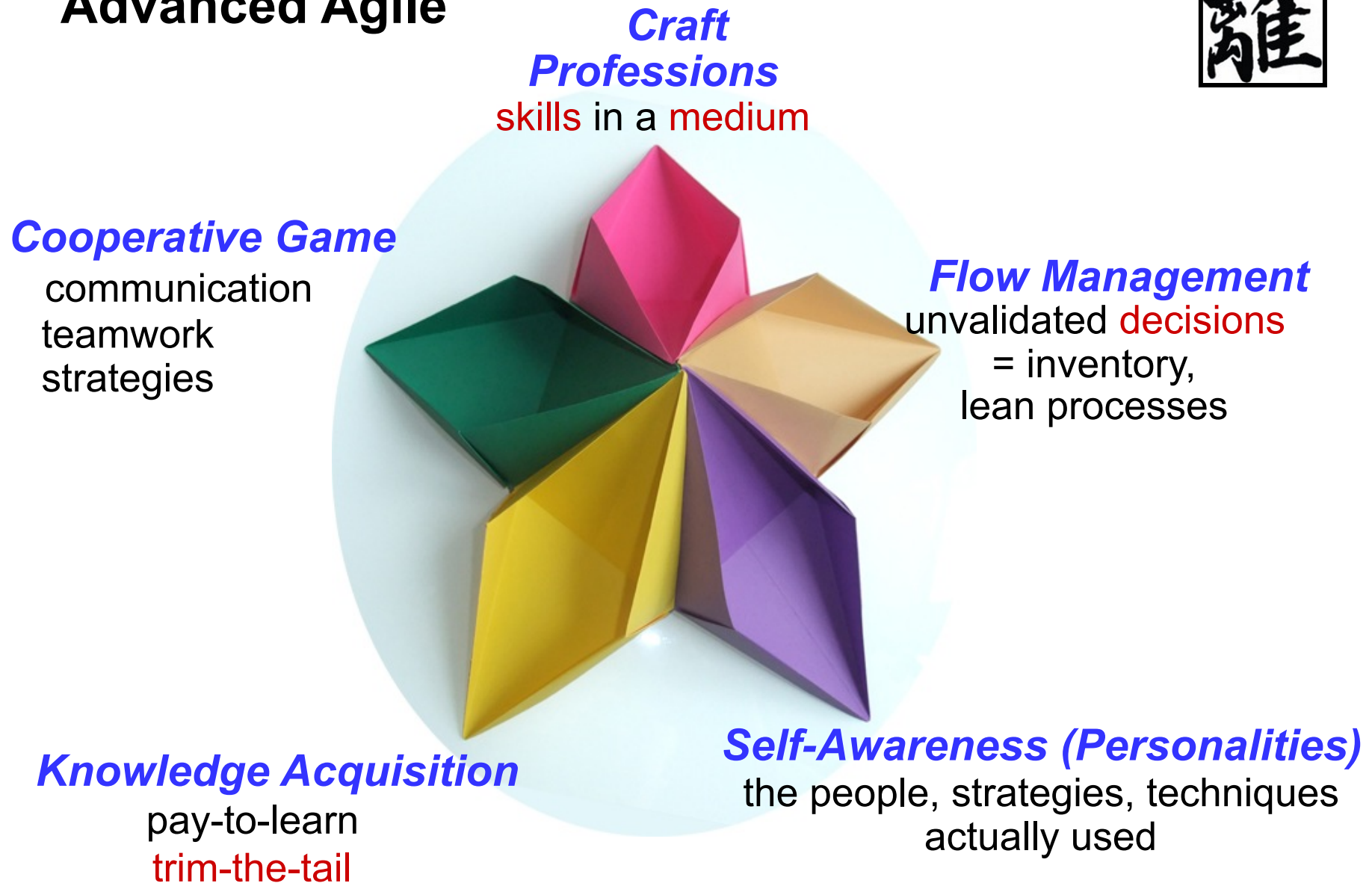
<p><i>-Collaboration- the Dance of contribution</i></p>  <p>LIFT OTHERS</p>	<p><i>-Collaboration- the Dance of contribution</i></p>  <p>GET RESULTS</p>	<p><i>-Collaboration- the Dance of contribution</i></p>  <p>INCREASE SAFTY</p>	<p><i>-Collaboration- the Dance of contribution</i></p>  <p>ADD ENERGY</p>
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<p>LIFT OTHERS</p> <p>Lower your relative social position</p> <p>By tone of voice and gesture, place the other person at your same level or higher.</p> <p>This includes self-deprecating humor.</p> <p>It does not mean groveling.</p> <p>http://Alistair.Cockburn.us/Collaboration+Cards</p> <p>© Alistair Cockburn, 2008</p>	<p>GET RESULTS</p> <p>Get one result</p> <p>Getting a result is heartening.</p> <p>Good facilitators often generate a victory to help encourage and bind the group.</p> <p>If the session is ending, aim for a small goal, so that the group can end with a victory.</p> <p>http://Alistair.Cockburn.us/Collaboration+Cards</p> <p>© Alistair Cockburn, 2008</p>	<p>INCREASE SAFETY</p> <p>Be yourself</p> <p>People can usually tell if you are being yourself or acting. Being yourself shows there is nothing to be afraid of.</p> <p>Try "being in the bar at 9pm with friends," quite obviously relaxed and your regular self. (This is not an excuse to be crude.)</p> <p>http://Alistair.Cockburn.us/Collaboration+Cards</p> <p>© Alistair Cockburn, 2008</p>	<p>ADD ENERGY</p> <p>Keep your energy high!</p> <p>Avoid being lethargic yourself.</p> <p>Body posture, muscle tone, eye alertness, all communicate your energy level.</p> <p>Even just sitting alert contributes energy to the room. Pay close attention to the speaker, digest what they say, ask a question.</p> <p>http://Alistair.Cockburn.us/Collaboration+Cards</p> <p>© Alistair Cockburn, 2008</p>
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Advanced Agile



origami courtesy of Gery Derbier





Advanced Agile Crib Sheet



Keep these	Try these
Problems	

Personalities
 Self-Awareness (Personal)
 Self-Awareness (Team)
 Process-reality
 Reflective Improvement

Craft teaches us to pay attention to our skills and to the medium

1. Deciding what to build
2. Managing people and projects
3. Modeling
4. Designing the external view
5. Large-scale design (architecture)
6. Fine-scale design (programming)
7. Validating the work



People issues determine a project's speed

Can they easily **detect** something needs attention? (Mind of Looking Around)

Will they **act** enough to do something about it? (Mind-in-work, Availability)

Can they **effectively** pass along the information? (Proximity, Face-to-Face)

Games have positions, moves, strategies

Infinitely Open-ended	Open-ended	Finite goal-directed
Organizational Survival Product Line Management	King-of-the-hill Marketing Public	Survival Class
Case Management Product Line Management	Survival Class	Survival Class
Competitive	Cooperative	Cooperative

Project Classification Scale

Criticality	Life	Essential money	Discretionary money	Comfort
	L1, L2, L3, L4, L100	E1, E2, E3, E4, E100	D1, D2, D3, D4, D100	C1, C2, C3, C4, C100
	1-5	-20	-40	-100

Number of people coordinated

Richness of communication channel

2 people at whiteboard
2 people at phone
2 people on chat
2 people on video (see Screen Answer)

Pay to learn early in the project

Depth of knowledge with early, continuous integration

Delivers knowledge (risk reduction)

Development requires multiplication (with respect to knowledge)

Develop for business value once risks are down

Knowledge growing (risk reduction)

Business value growing

Reduce risks:
 - Business
 - Social
 - Technical
 - Cost / Schedule

Time-to-Fail: Deliver by value or date

Time to deliver on-time (or early)

Delay to get more on time

Design - manufacturing if Inventory = Decisions!

Convert **jobs** to continuous flow.

Learn from your **queues and backups**

Business Analysis

Programmers

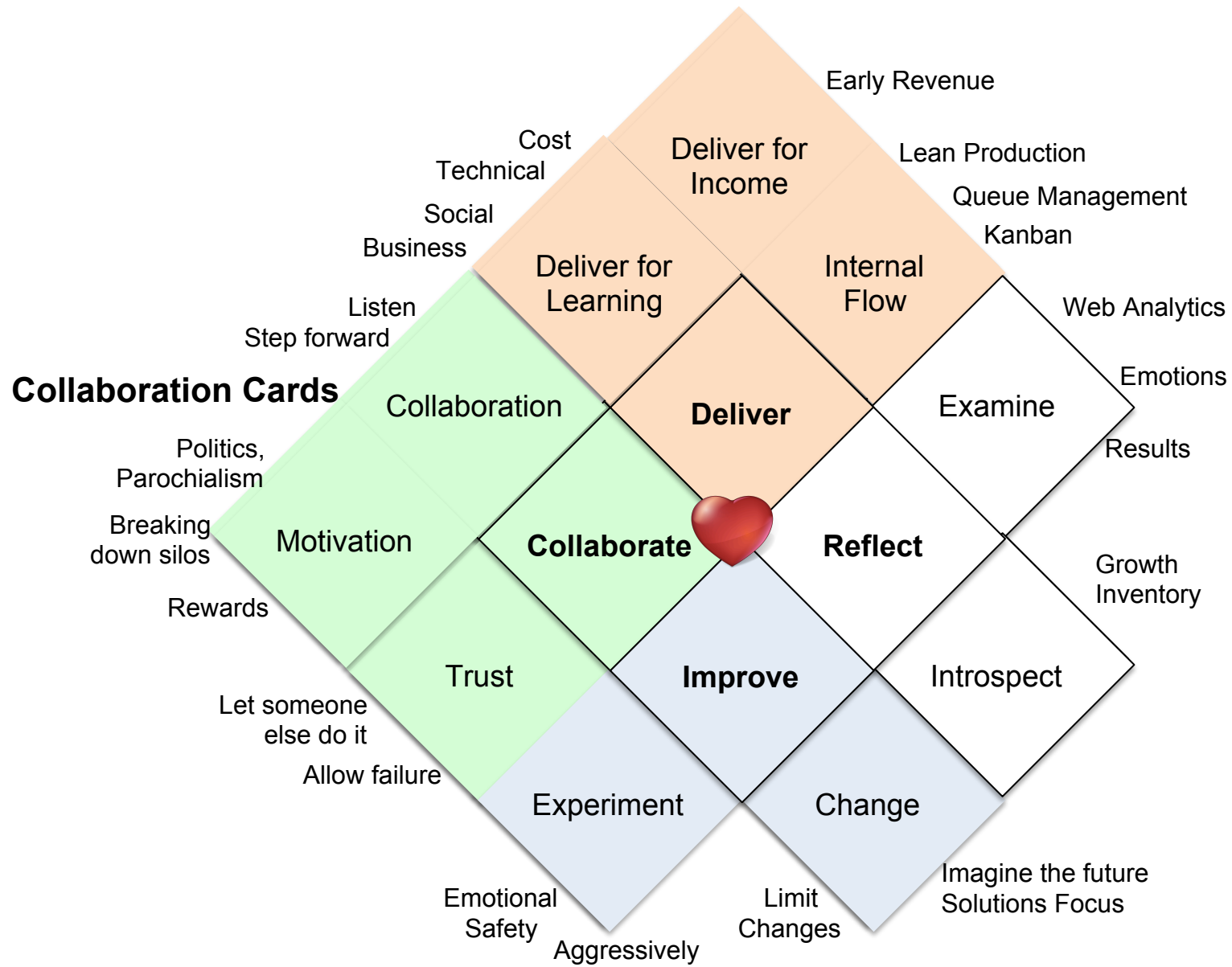
Testers

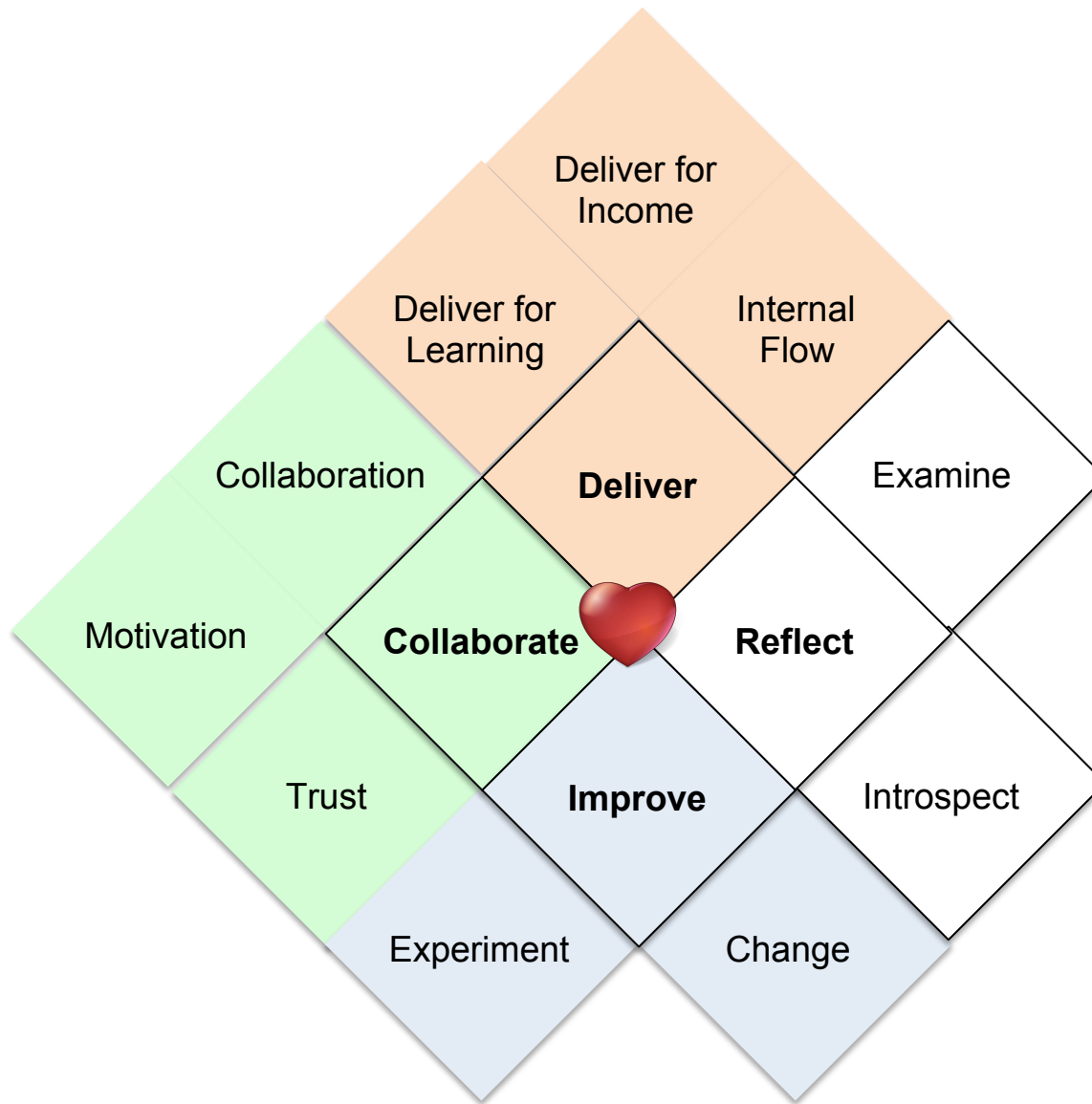
Business Analysts

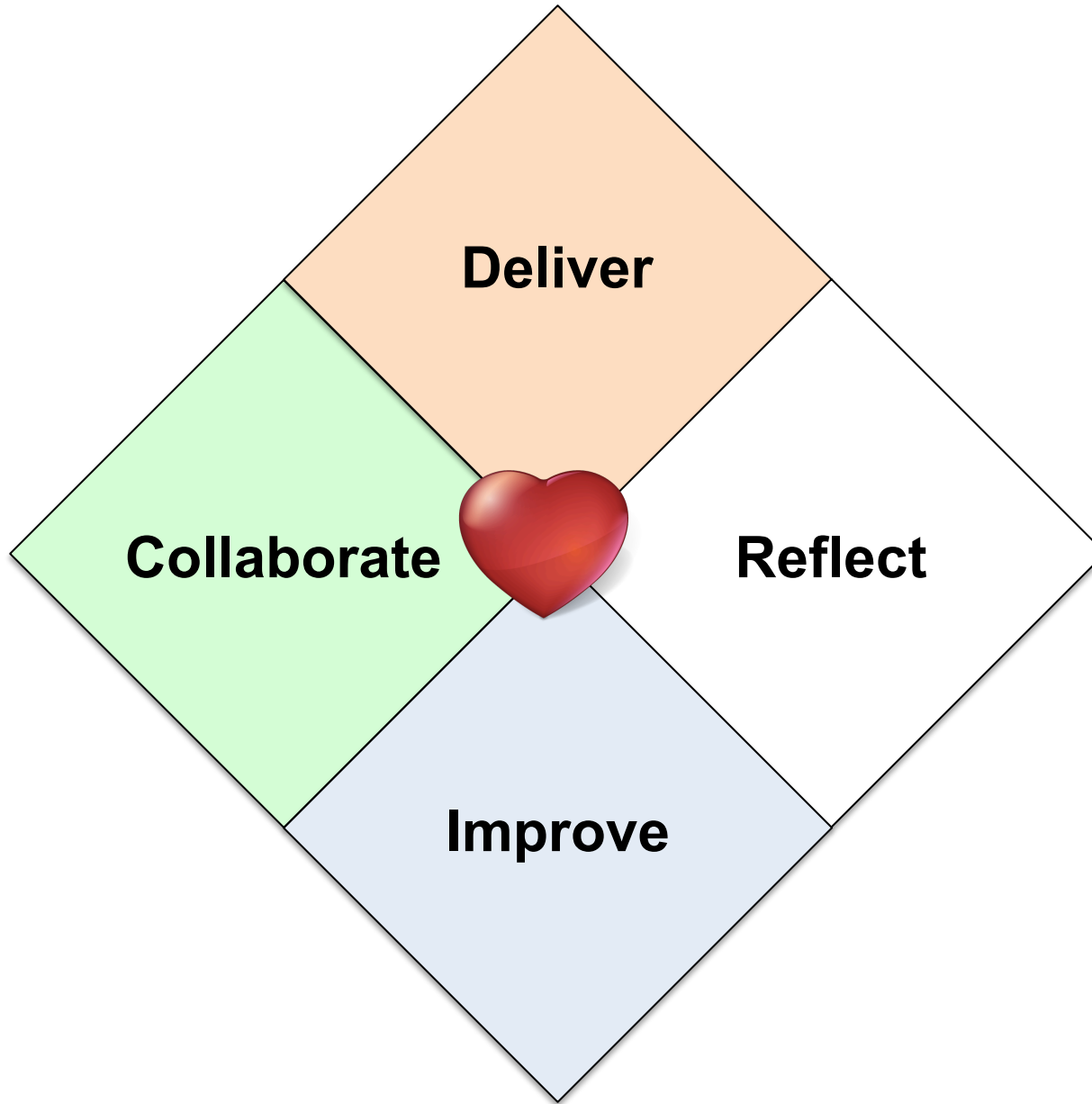
Programmers

Testers









(I'll send you the PDF, email me: TotherAlistair@aol.com)

