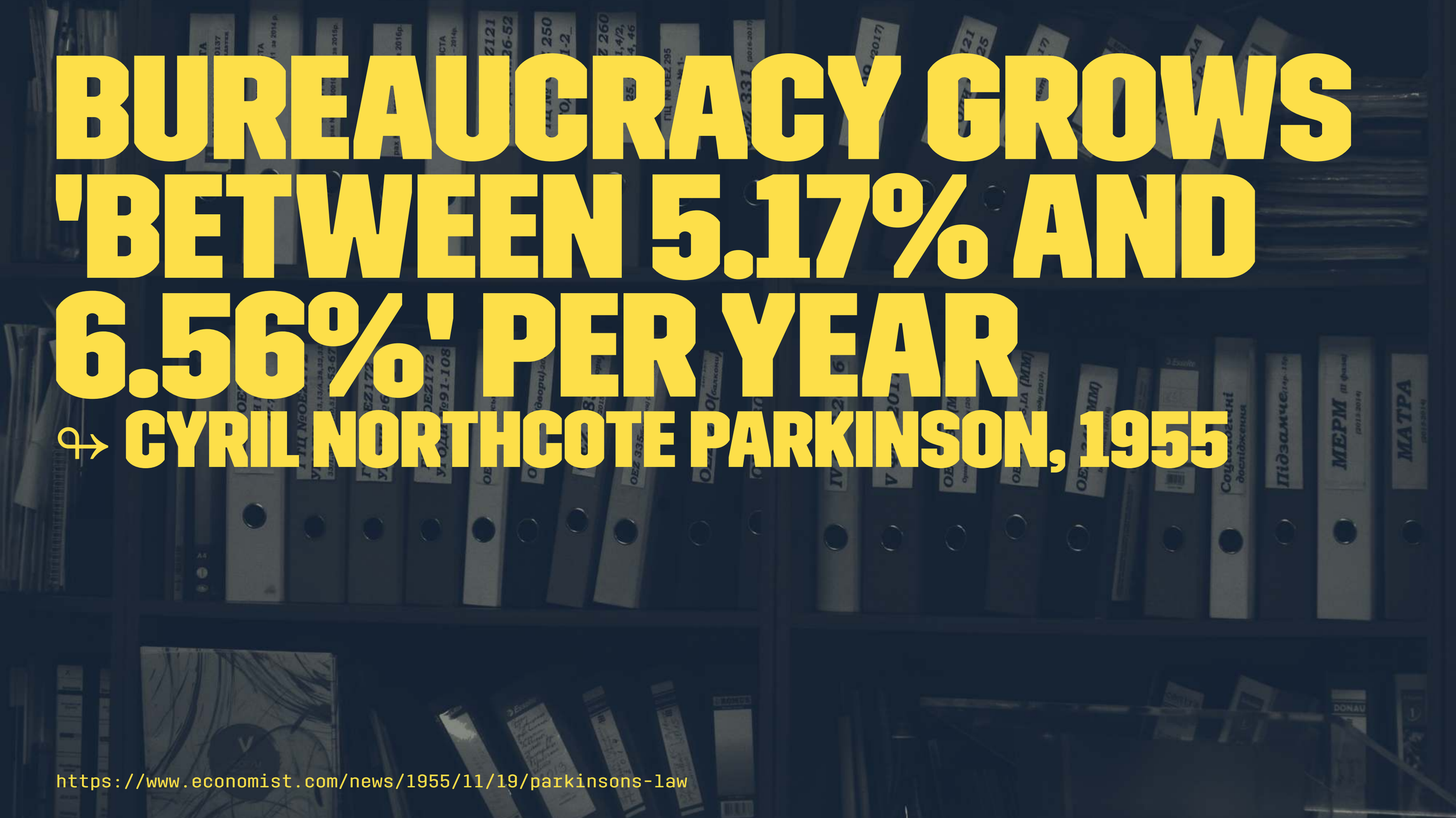
DESCALING AGILE

GOJKO ADZIC | @GOJKOADZIC | GOJKO.NET | AGILE SCOTLAND DECEMBER 2019

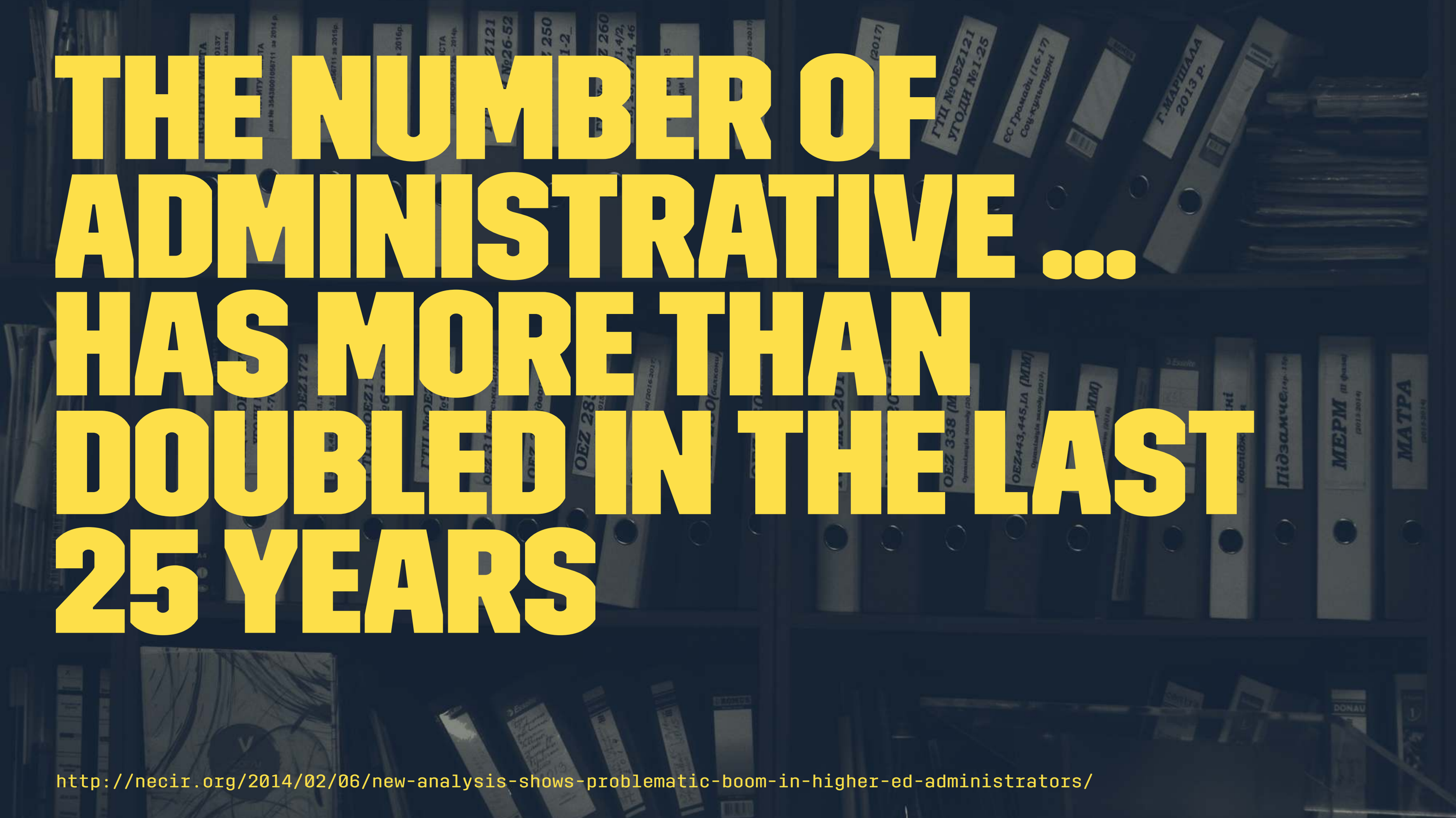
INSTAPOLL.ME/1050



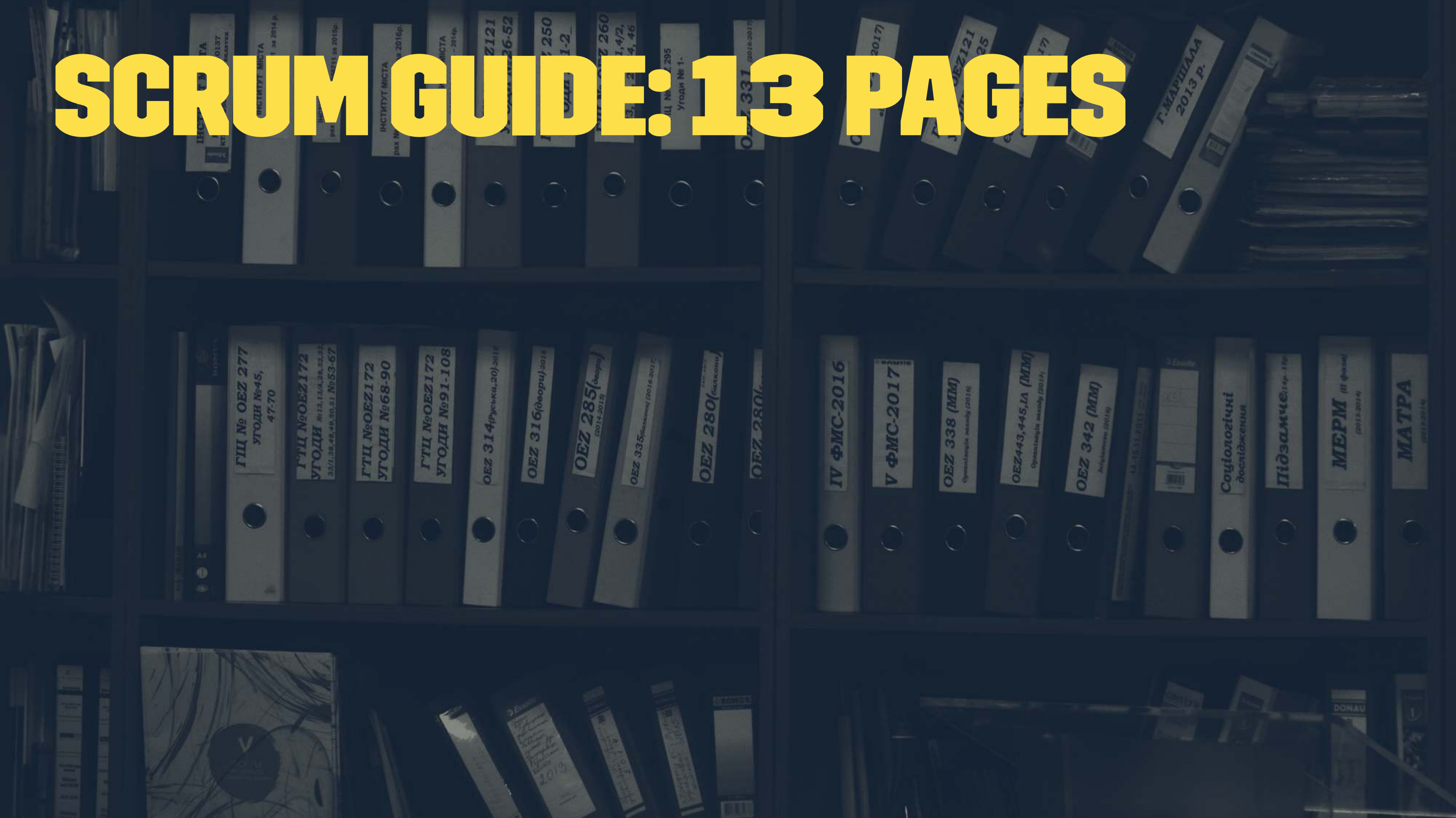
BUREAUCRACY GROWS 'BETWEEN 5.17% AND 6.56%' PER YEAR

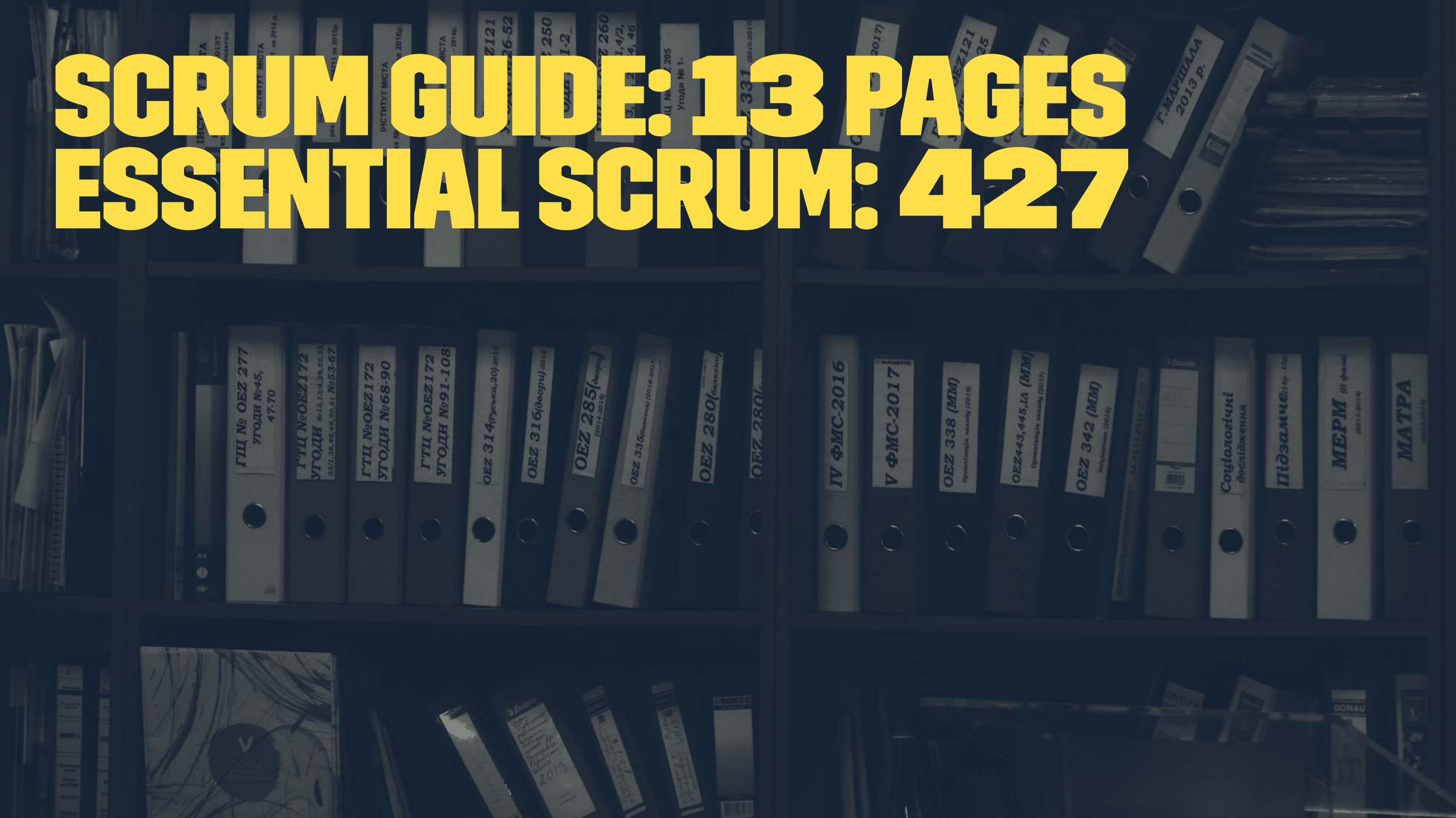
↳ CYRIL NORTHCOTE PARKINSON, 1955

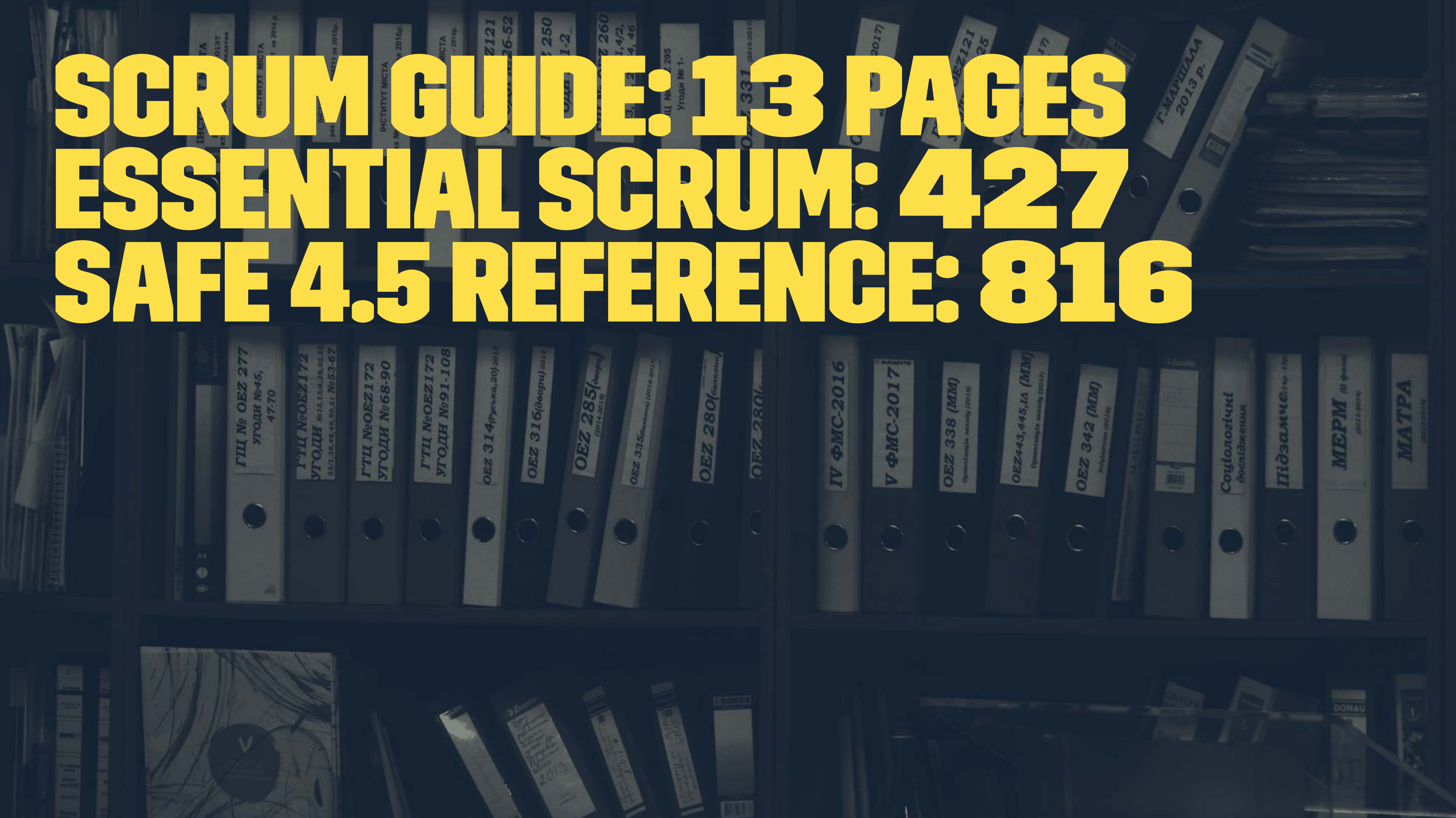
https://www.economist.com/news/1955/11/19/parkinsons-law


THE NUMBER OF ADMINISTRATIVE ... HAS MORE THAN DOUBLED IN THE LAST 25 YEARS
http://necir.org/2014/02/06/new-analysis-shows-problematic-boom-in-higher-ed-administrators/

SCRUM GUIDE: 13 PAGES




SCRUM GUIDE: 13 PAGES
ESSENTIAL SCRUM: 427


SCRUM GUIDE: 13 PAGES
ESSENTIAL SCRUM: 427
SAFE 4.5 REFERENCE: 816

OFFICIALS MAKE WORK FOR EACH OTHER

↳ PARKINSON'S LAW

https://www.economist.com/news/1955/11/19/parkinsons-law

AGILE COACHES HIRE MORE AGILE COACHES

↳ PARKINSON'S LAW, SCRUM VERSION

media.defense.gov/2018/Oct/09/2002049591/-1/-1/0/DIB_DETECTING_AGILE_BS_2018.10.05.PDF

CLEARED
For Open Publication

Oct 09, 2018

Department of Defense
OFFICE OF PREPUBLICATION AND SECURITY REVIEW

DIB Guide: Detecting Agile BS

Version 0.4, last modified 3 Oct 2018

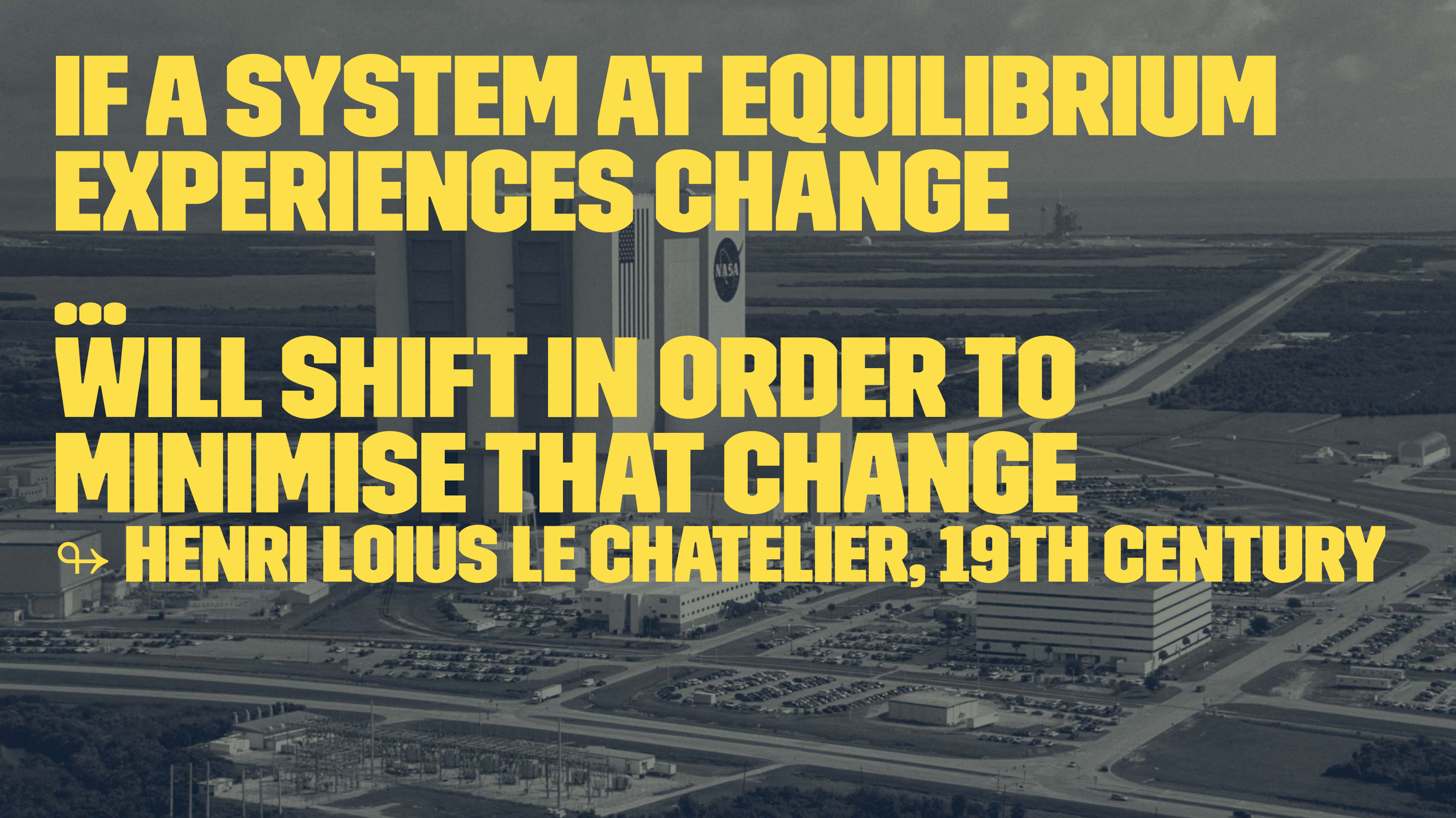
Agile is a buzzword of software development, and so all DoD software development projects are, almost by default, now declared to be “agile.” The purpose of this document is to provide guidance to DoD program executives and acquisition professionals on how to detect software projects that are really using agile development versus those that are simply waterfall or spiral development in agile clothing (“agile-scrum-fall”).

Principles, Values, and Tools

Experts and devotees profess certain key “values” to characterize the culture and approach of agile development. In its work, the DIB has developed its own guiding maxims that roughly map to these true agile values:

Agile value	**DIB maxim**
Individuals and interactions over processes and tools	“Competence trumps process”
Working software over comprehensive documentation	“Minimize time from program launch to deployment of simplest useful functionality”

HTTPS://MEDIA.DEFENSE.GOV/2018/OCT/09/2002049591/-1/-1/0/DIB_DETECTING_AGILE_BS_2018.10.05.PDF



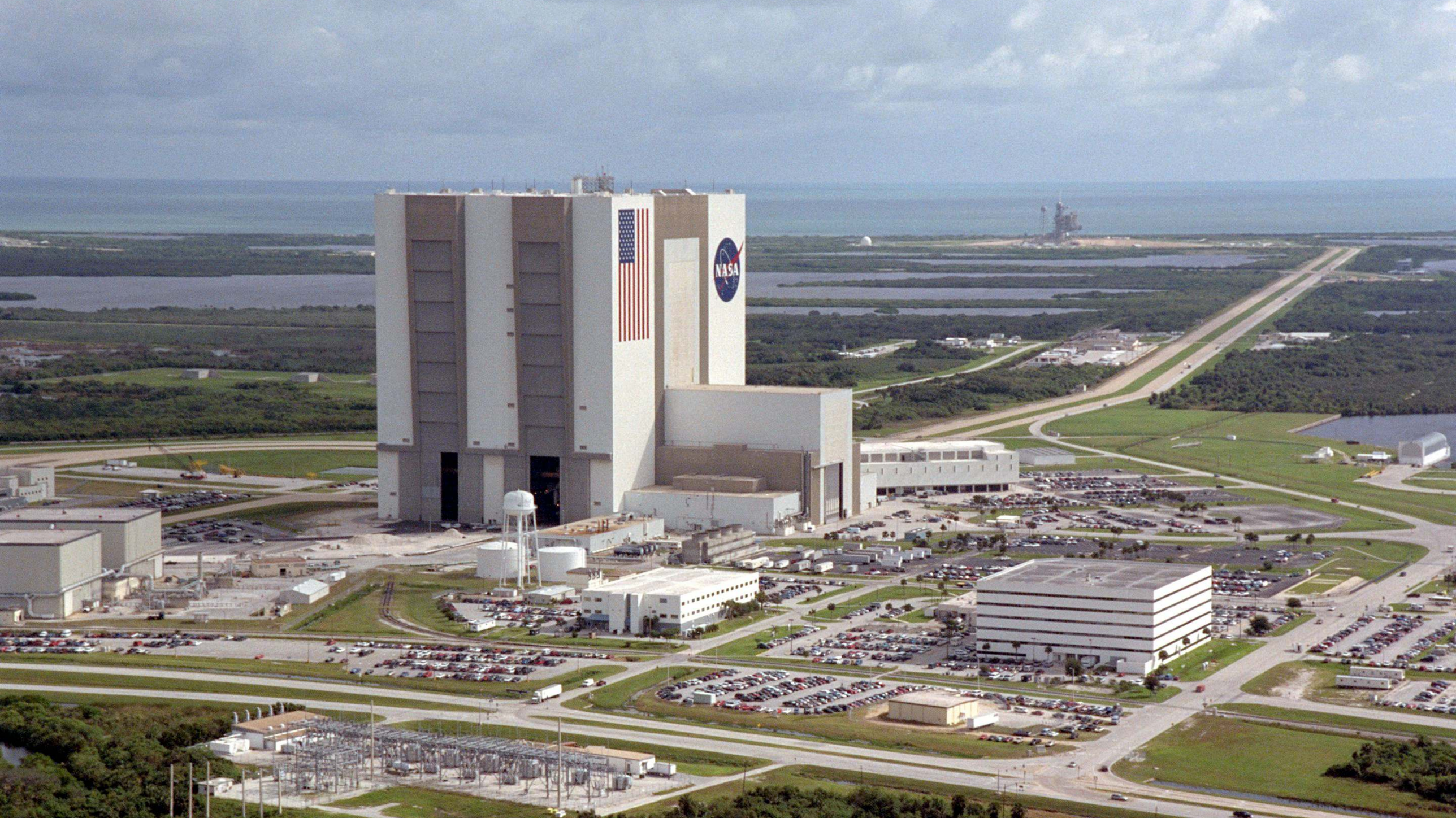
IF A SYSTEM AT EQUILIBRIUM EXPERIENCES CHANGE

…

…WILL SHIFT IN ORDER TO MINIMISE THAT CHANGE

— HENRI LOIUS LE CHATELIER, 19TH CENTURY

[A LARGE SYSTEM] ...
TENDS TO OPPOSE
IT'S OWN PROPER FUNCTION
LE CHATELIER'S, SYSTEMANTICS VERSION
SYSTEMANTICS, JOHN GALL


NASA

SCRUM MASTER JOB POST...

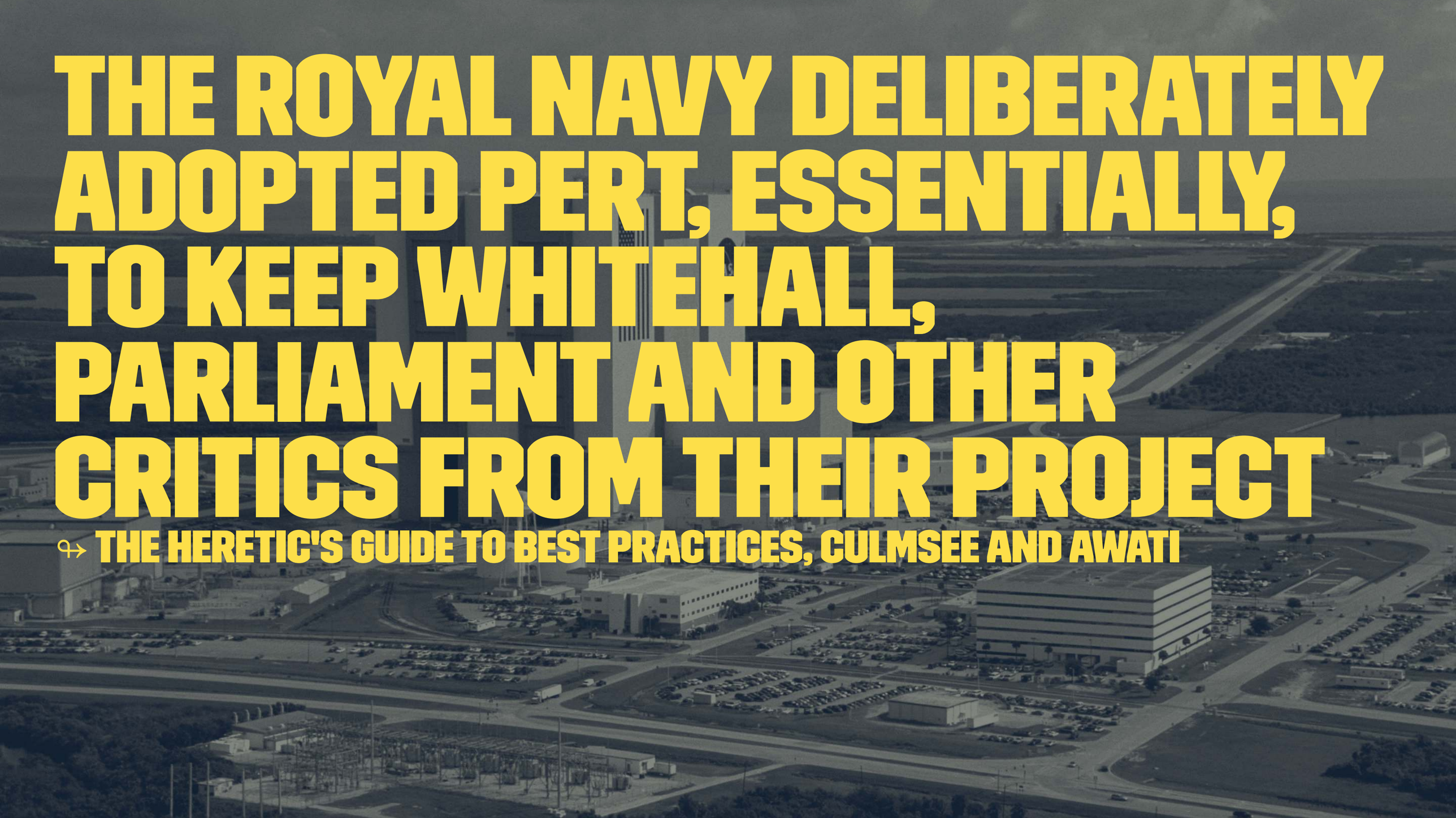
» To deliver digital functionality on time and to expected cost and quality, utilising agile and waterfall methodologies

» To take prime responsibility for ensuring that matrix resources work effectively together

» Manage the project workstream budget monitoring the expenditure and costs and ensuring work orders are fully recovered.

https://www.totaljobs.com/job/scrum-master/capgemini-financial-services-uk-ltd-job85051240

RATHER THAN A FRONTAL ASSAULT ON AGILE, 'EMBRACE AND EXTEND' MARKETING STRATEGY
↳ MARTY CAGAN, REVENGE OF THE PMO
https://svpg.com/revenge-of-the-pmo/



THE ROYAL NAVY DELIBERATELY ADOPTED PERT, ESSENTIALLY, TO KEEP WHITEHALL, PARLIAMENT AND OTHER CRITICS FROM THEIR PROJECT

↳ THE HERETIC'S GUIDE TO BEST PRACTICES, CULMSEE AND AWATI

DOD KEY FLAGS

» Nobody on the software development team is observing the users in action

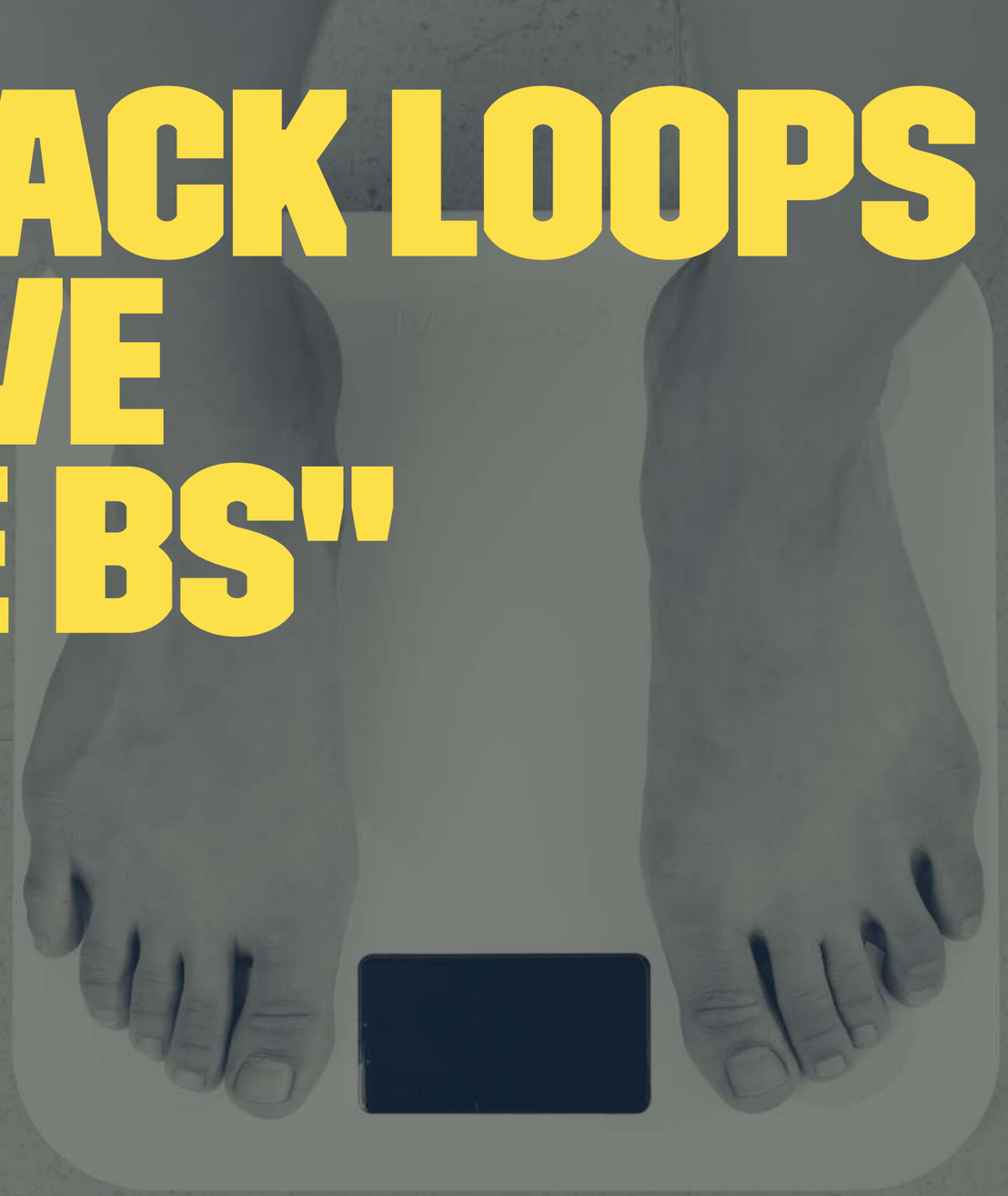
» Continuous feedback from users not available

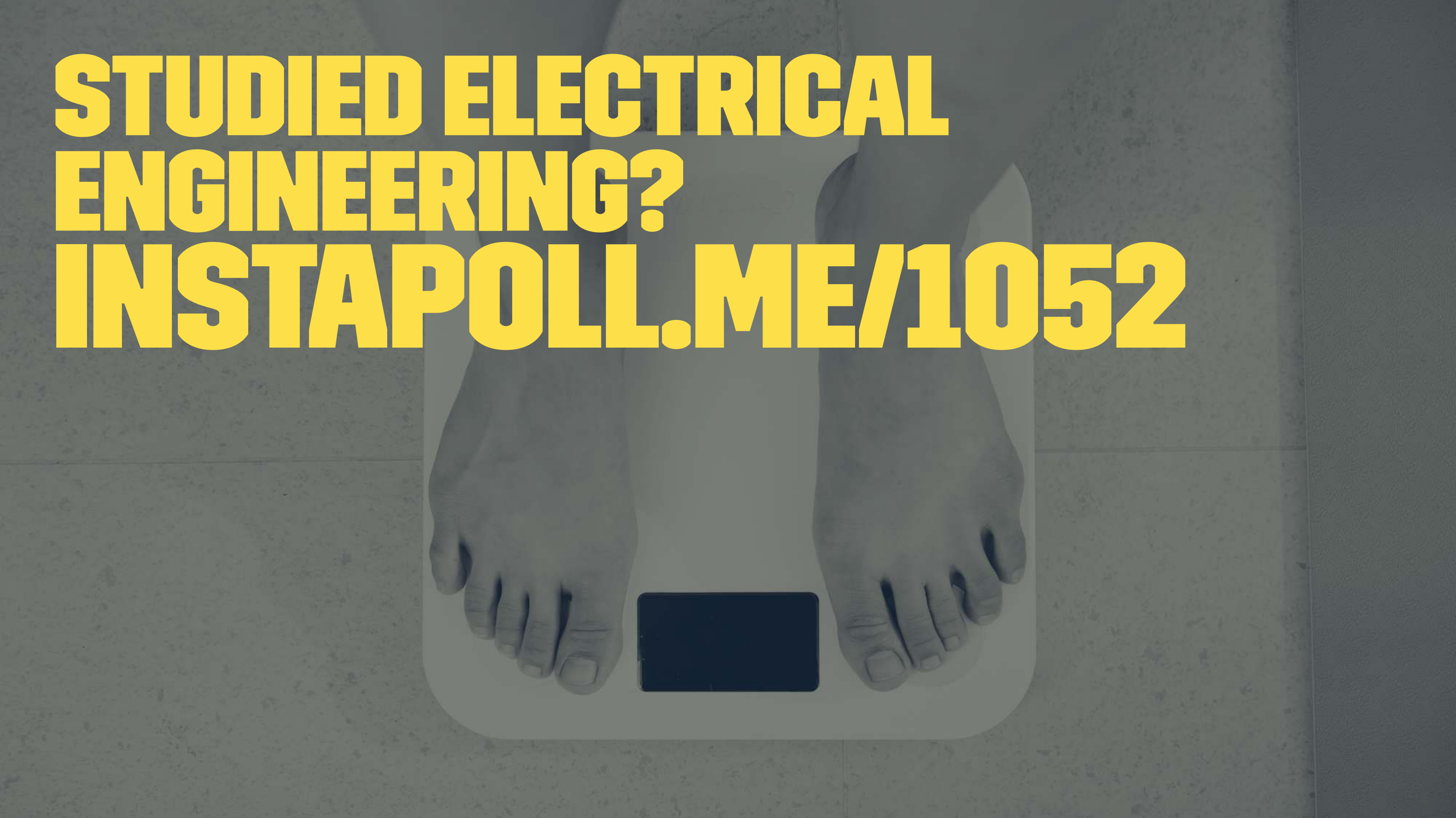
» Meeting requirements more important than getting something useful into the field as quickly as possible

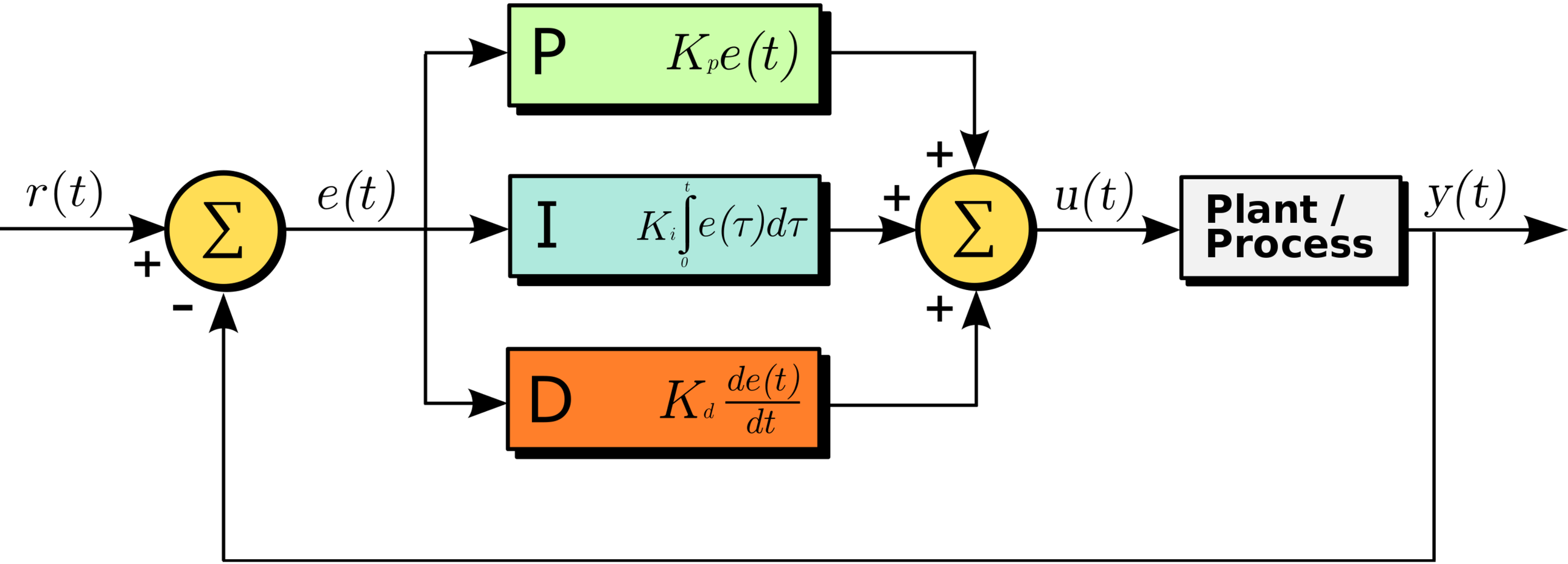
» Manual processes tolerated when such processes can and should be automated

https://media.defense.gov/2018/Oct/09/2002049591/-1/-1/0/DIB_DETECTING_AGILE_BS_2018.10.05.PDF

FEEDBACK LOOPS REMOVE "AGILE BS"




STUDIED ELECTRICAL ENGINEERING?
INSTAPOLL.ME/1052


P
$K_p e(t)$
I
$K_i \int_0^t e(\tau)d\tau$
D
$K_d \frac{de(t)}{dt}$
$r(t)$
$e(t)$
$u(t)$
$y(t)$
Plant / Process
+
-
+
+
+

THE PRINCIPLE OF FEEDBACK

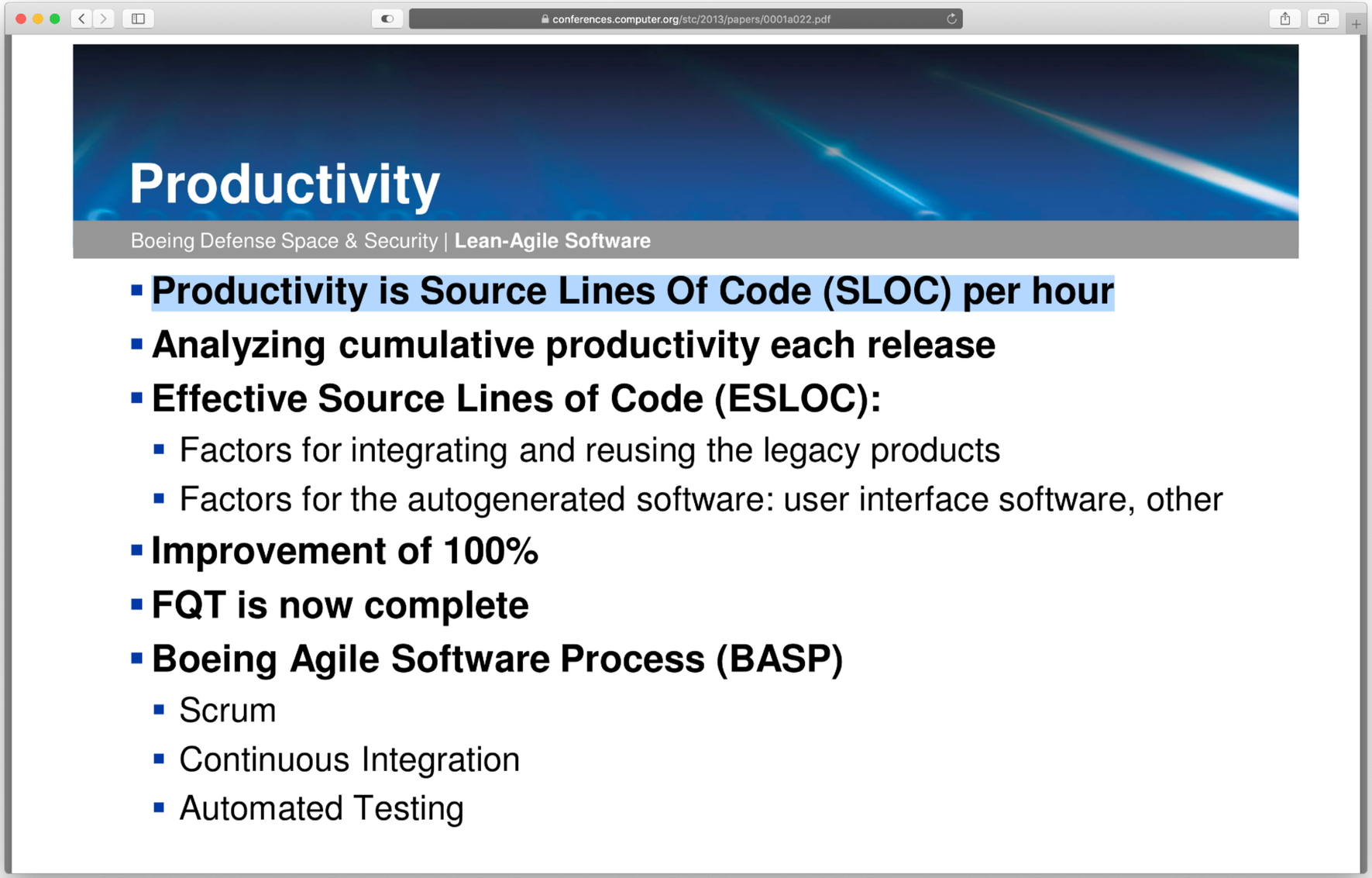
Base correcting actions
on the difference between
desired and actual performance

FEEDBACK SYSTEMS, K. ASTRÖM, R. M. MURRAY

FEEDBACK WITHOUT CORRECTION IS JUST BAD NEWS!

FEEDFORWARD

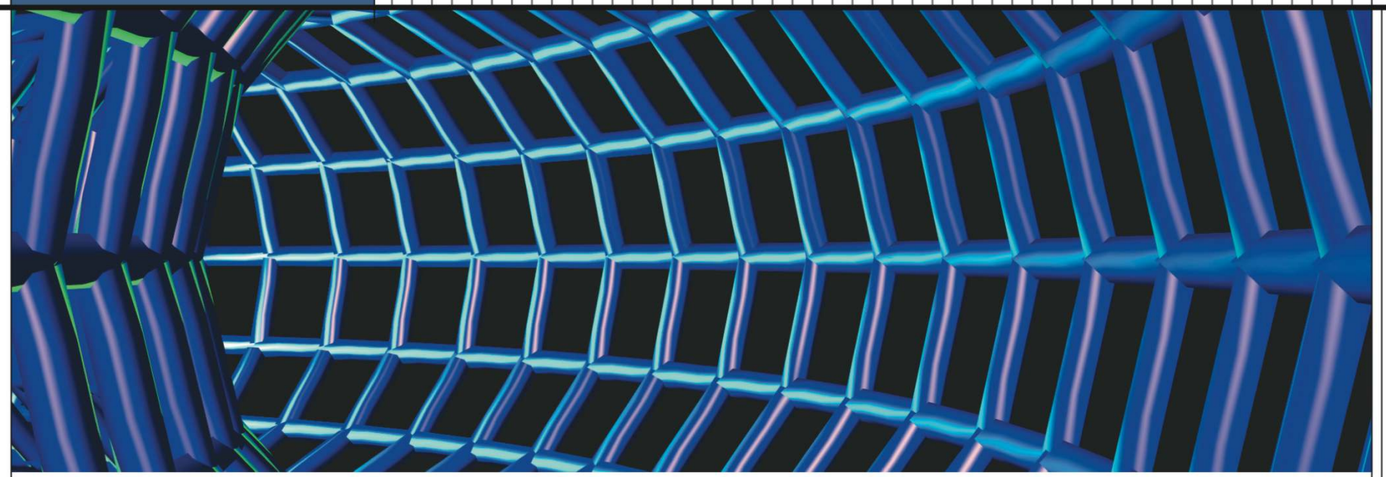
SCALED ASTROLOGY FRAMEWORK



HTTPS://CONFERENCES.COMPUTER.ORG/STC/2013/PAPERS/0001A022.PDF

DO YOU USE STORYPOINTS TO TRACK PROGRESS?
INSTAPOLL.ME/1051

ISO/IEC 20926?

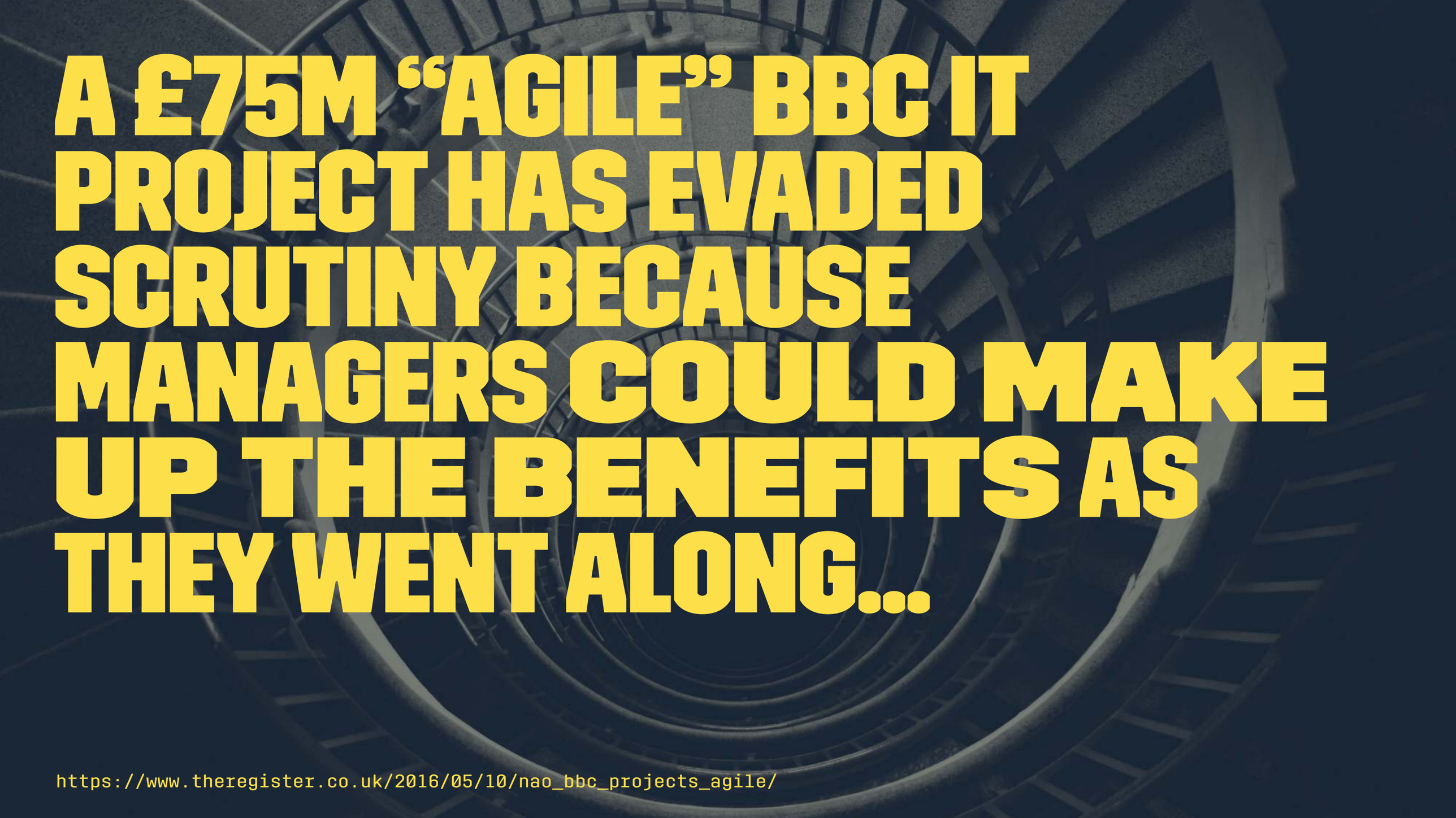


Why the FBI Can't Build a Case Management System

Jerome W. Israel

A review of the problems that haunted the FBI's Virtual Case File and Sentinel case management programs and an examination of the technical reasons for these failures provide the basis for recommendations to help avoid their repetition.

HTTPS://WWW.COMPUTER.ORG/CSDL/MAGAZINE/CO/2012/06/MCO2012060073/13RRUX0XQ39



https://www.theregister.co.uk/2016/05/10/nao_bbc_projects_agile/

A LOOP WITHOUT FEEDBACK IS JUST RUNNING IN CIRCLES!

HOW DO SUCCESSFUL ORGS SCALE?

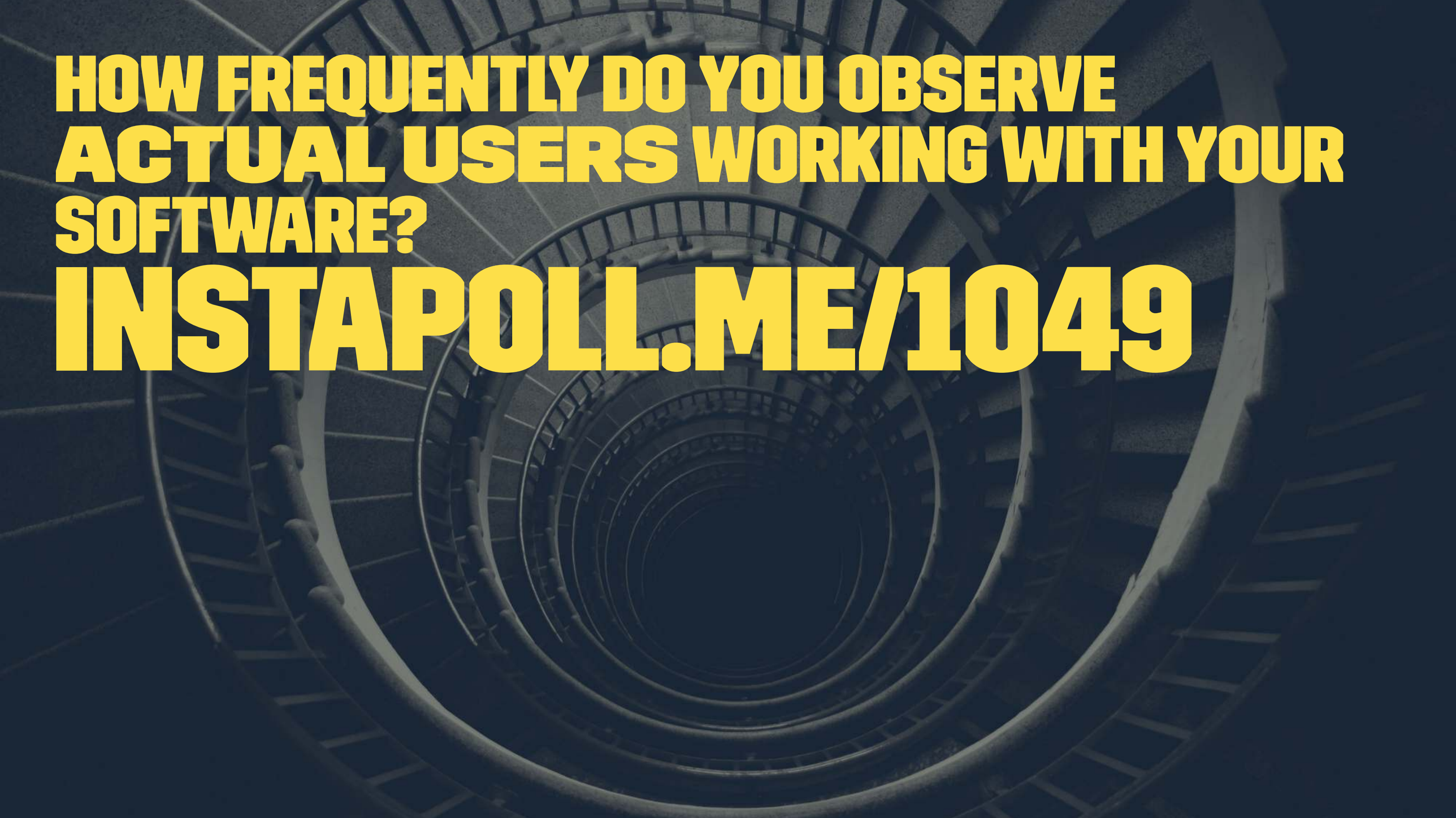
» start somewhere simple that kind-of-works

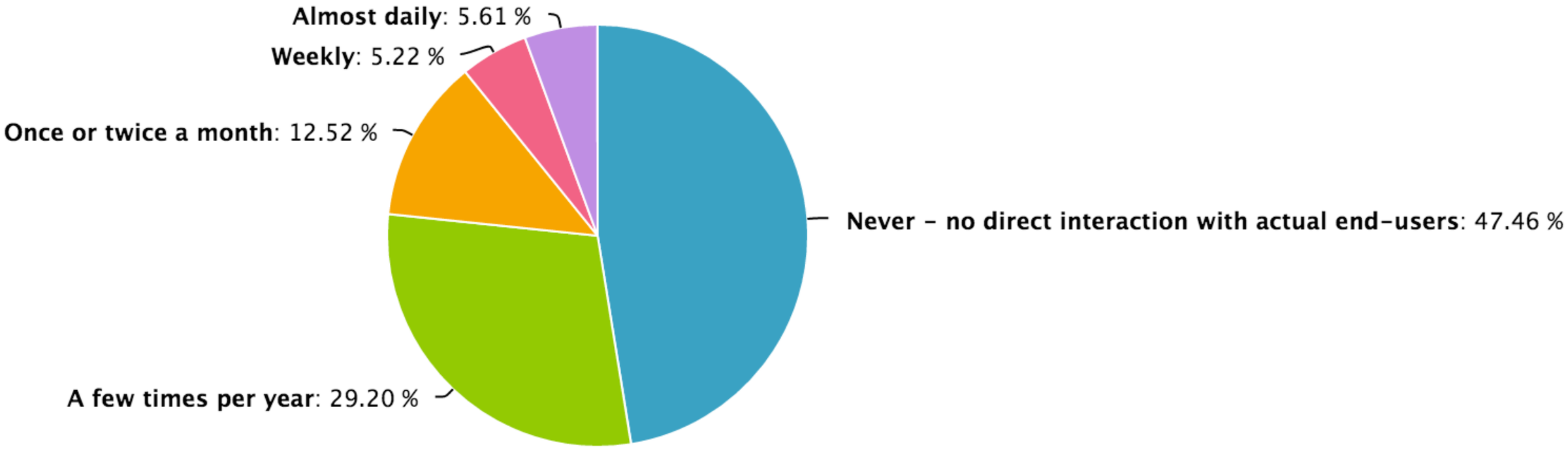
» question and honestly evaluate current state

» adjust until it stops hurting

» high degree of automation supporting feedback

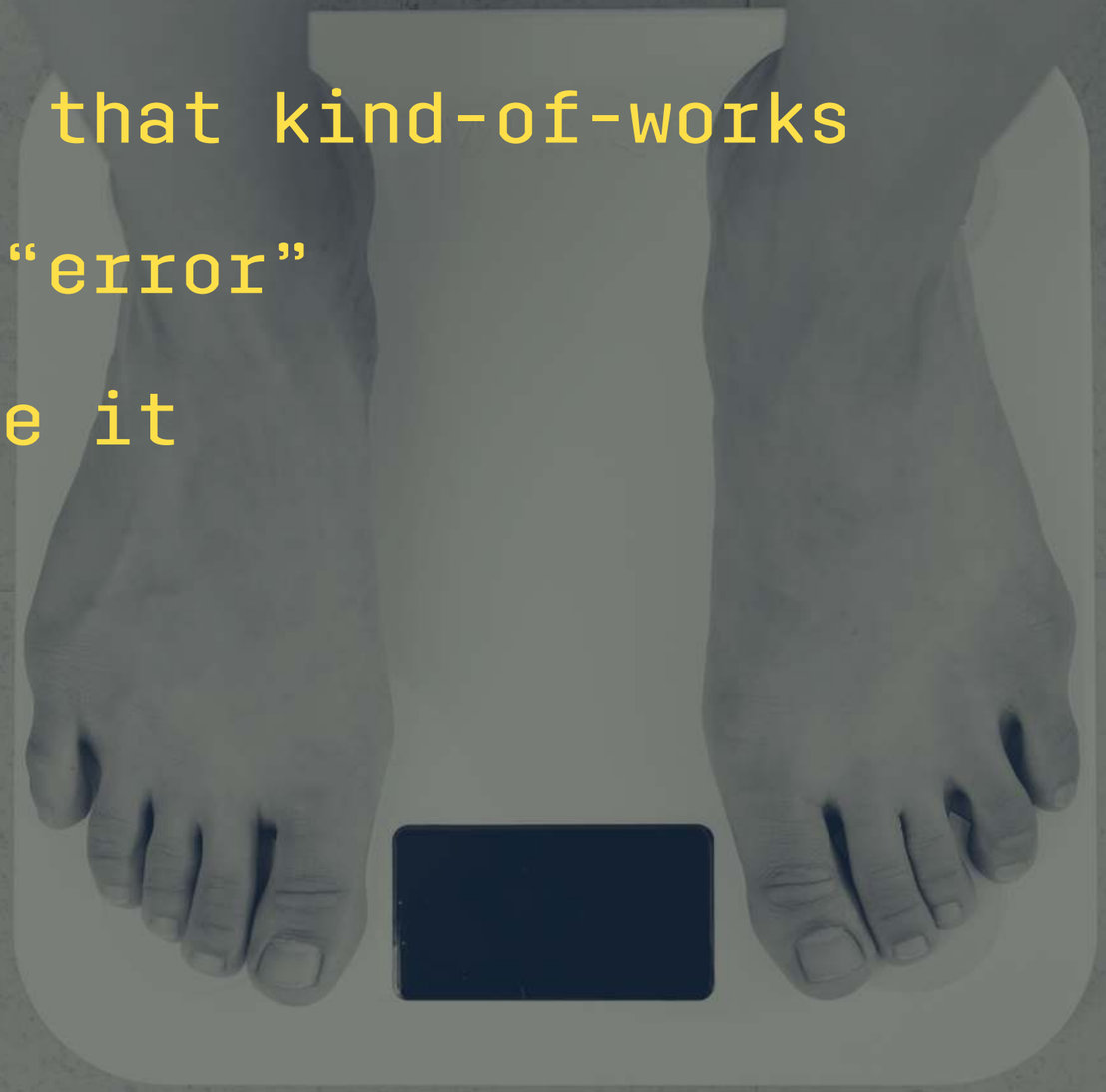
» repeat


HOW FREQUENTLY DO YOU OBSERVE ACTUAL USERS WORKING WITH YOUR SOFTWARE?
INSTAPOLL.ME/1049



HTTPS://GOJKO.NET/2016/03/14/MOST-IMPORTANT-LESSON/

SMAL: 4 KEY STEPS



» Simple start that kind-of-works

» Measure the “error”

» Act to reduce it

» Loop

SMALL: 4 KEY STEPS

» Simple start that kind-of-works

» Measure the “error”

» Act to reduce it

» LLoop faster

CREATE A MEANINGFUL GOAL FOR IMPROVEMENT

» cost per business transaction

» number of cases per day

» flow/throughput

» cycle time

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