

Agile – where are we at?

Keynote - Agile Tour Bangkok
Nov 2017

Consultant


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Climate guy



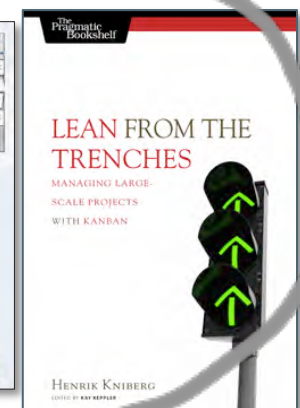
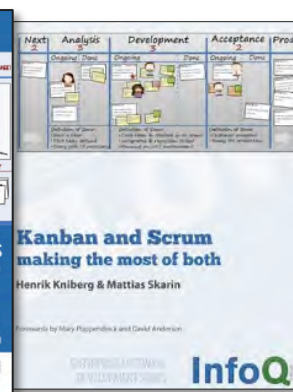
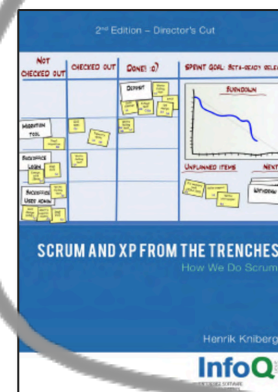
Dad

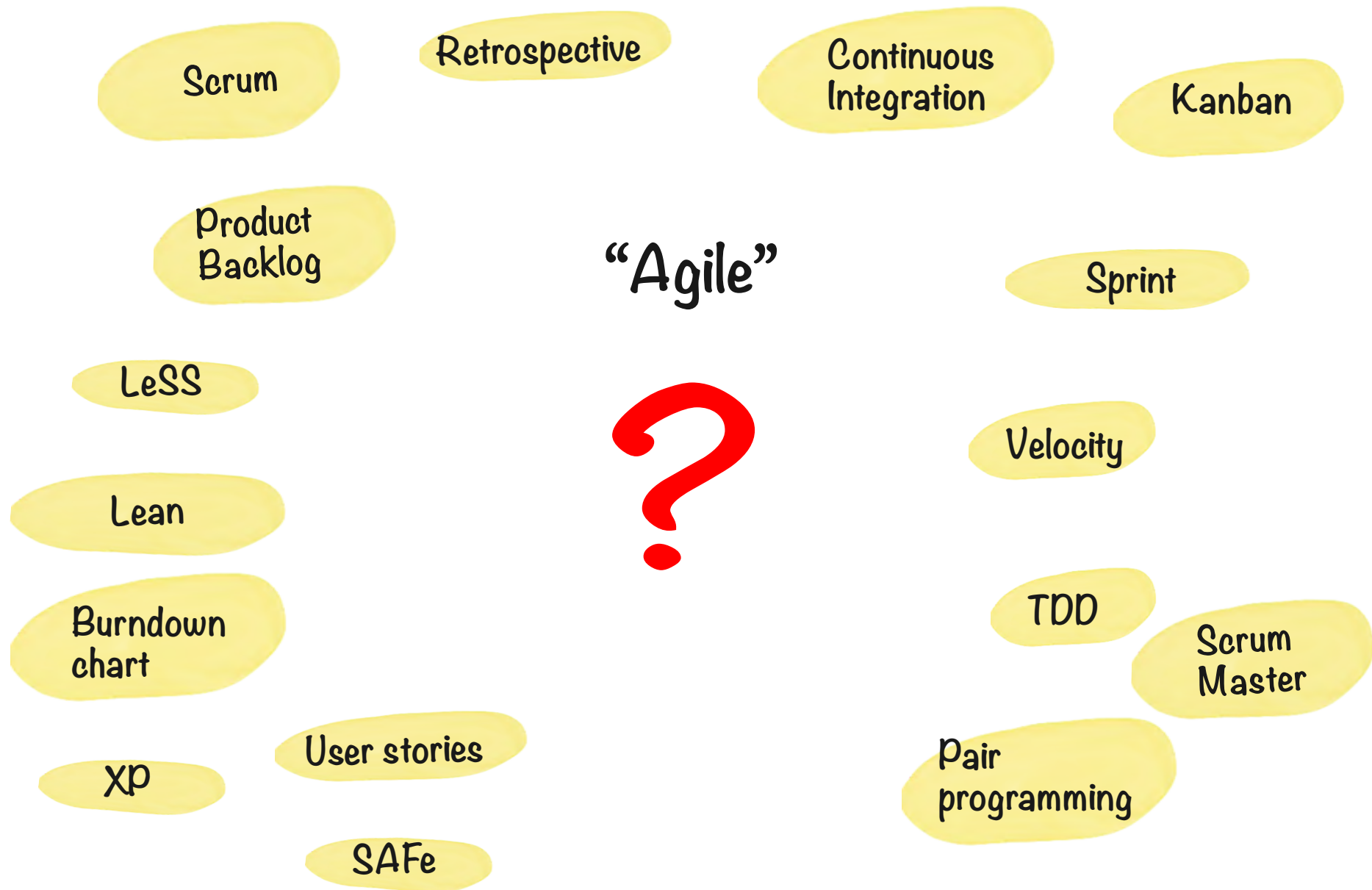


Organizational coach
& Change Instigator



Author





Agile scaling

Agile Education

Agile project
leadership

Agile
contracting

Agile hardware

Agile
budgeting

Agile portfolio
management

Agile
procurement

Modern Agile

Agile HR



Ancient Agile?

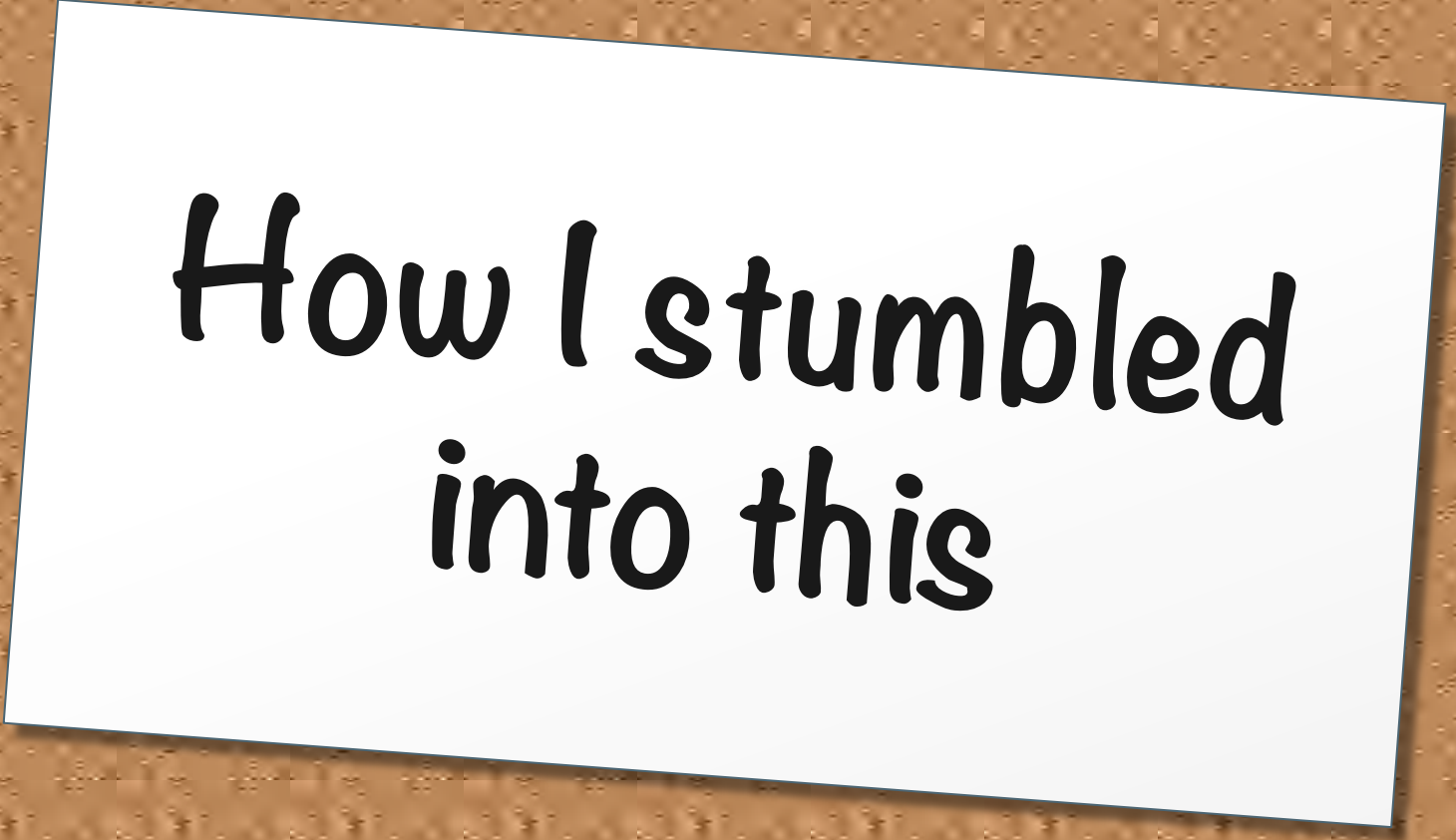


Neoclassical Agile?



Postmodern Agile?

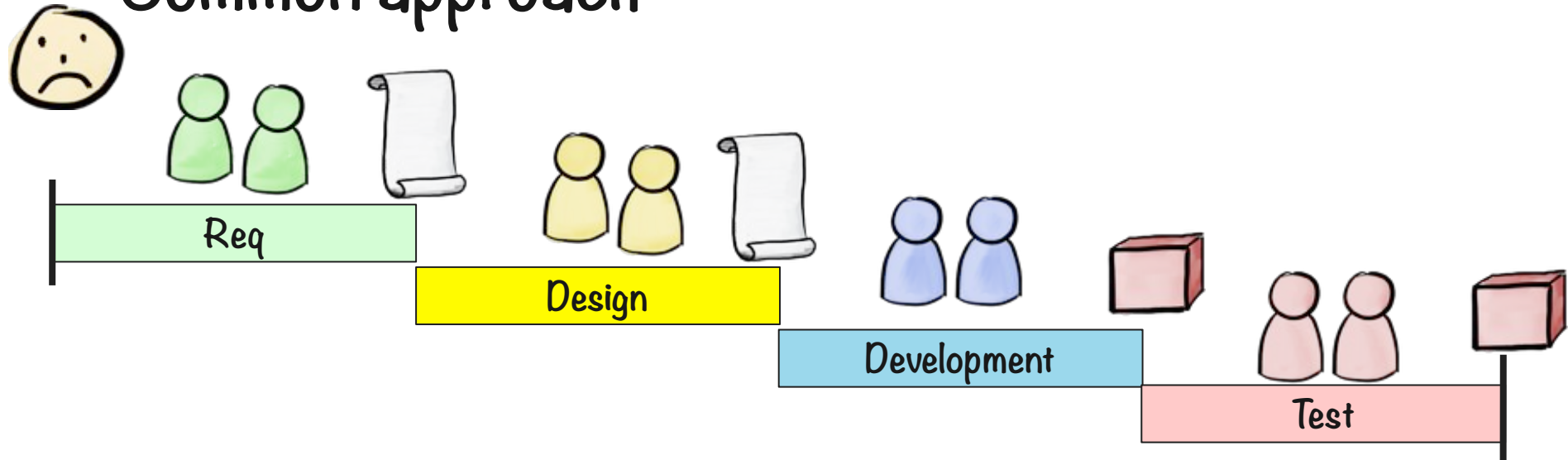




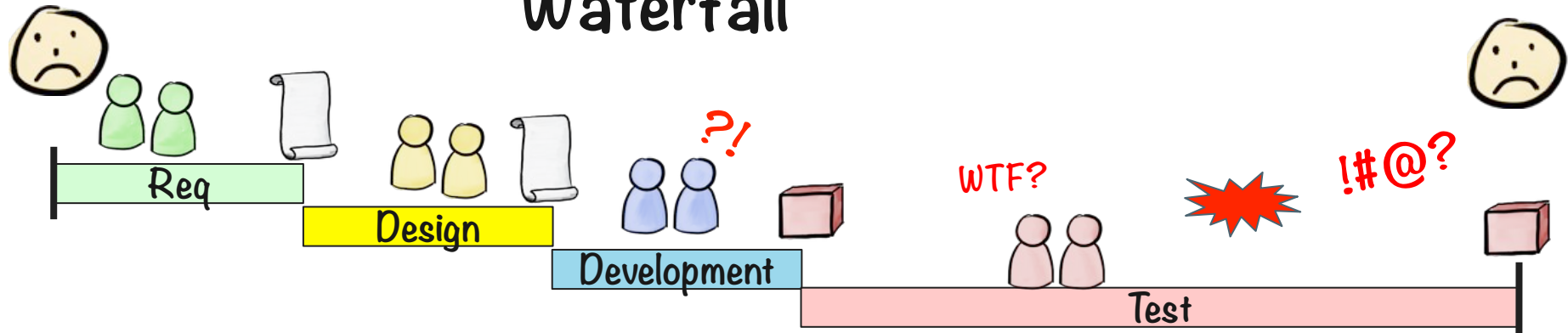
How I stumbled
into this



Common approach



Waterfall



How the customer explained it



How the Project Leader understood it



How the analyst designed it



How the programmer wrote it



What the customer really needed



wiki.c2.com



Welcome Visitors

Welcome to the [WikiWikiWeb](#), also known as "Wiki". A lot of people had their first wiki experience here. This community has been around since 1995 and consists of many people. We always accept newcomers with valuable contributions. If you haven't used a wiki before, be prepared for a bit of [CultureShock](#). The usefulness of Wiki is in the freedom, simplicity, and power it offers.

This site's primary focus is [PeopleProjectsAndPatterns](#) in SoftwareDevelopment. However, it is more than just an [InformalHistoryOfProgrammingIdeas](#). It started there, but the theme has created a culture and [DramaticIdentity](#) all its own. All Wiki content is [WorkInProgress](#). Most of all, this is a forum where people share ideas! It changes as people come and go. Much of the information here is subjective. If you are looking for a dedicated reference site, try [WikiPedia](#); [WikisNotWikiPedia](#)!

- Browse via [StartingPoints](#), or use the [FindPage](#) search facility to find your way.
- Bookmark [RecentChanges](#) and watch how things change.
- Please pay attention to the tone of articles. See [WelcomeToWikiPleaseBePolite](#).
- If you have beginner questions, you can see [NewUserQuestions](#).
- When learning [TextFormattingRules](#) to edit pages, **please** use the [WikiWikiSandbox](#) for all your trial edits.
- If you have any other questions, ask the [WikiHelpDesk](#), and be patient.
- The [WikiEngines](#) page provides a reference to [WikiImplementations](#).
- You can also select one of the [RandomPages](#), so with some luck, you start on a good point.
- People should know a little [WikiHistory](#).



Pattern Index

The book [PatternLanguagesOfProgramDesign](#) (<http://hillside.net/patterns/books/Details/070.htm>) contains 23 patterns. Many of them are accessible on line.

See [CategoryPattern](#) index.

The [GangOfFour](#) wrote up 23 [DesignPatterns](#). See their work:

[ExtensionObjects](#)
[HiddenManagers](#)

They are also interested in [UsesOfGofPatterns](#).

Some pattern languages that are useful for large business applications.

[CrossingChasms](#)
[RelationalDatabaseAccessLayer](#)
[ErrorHandling](#)
[DecouplingObjects \(DecouplingOfObjectOrientedSystems\)](#)
[FrameworkConstruction](#)

Other sets of patterns (often pattern languages).

- [UserInterfacePatterns](#)
- [MessagingPattern](#)
- [SystemOfNames](#)
- [TransactionsAndAccounts](#)
- [DebuggingPatternLanguage](#)
- [TestingPatterns](#)

Manifesto for Agile Software Development

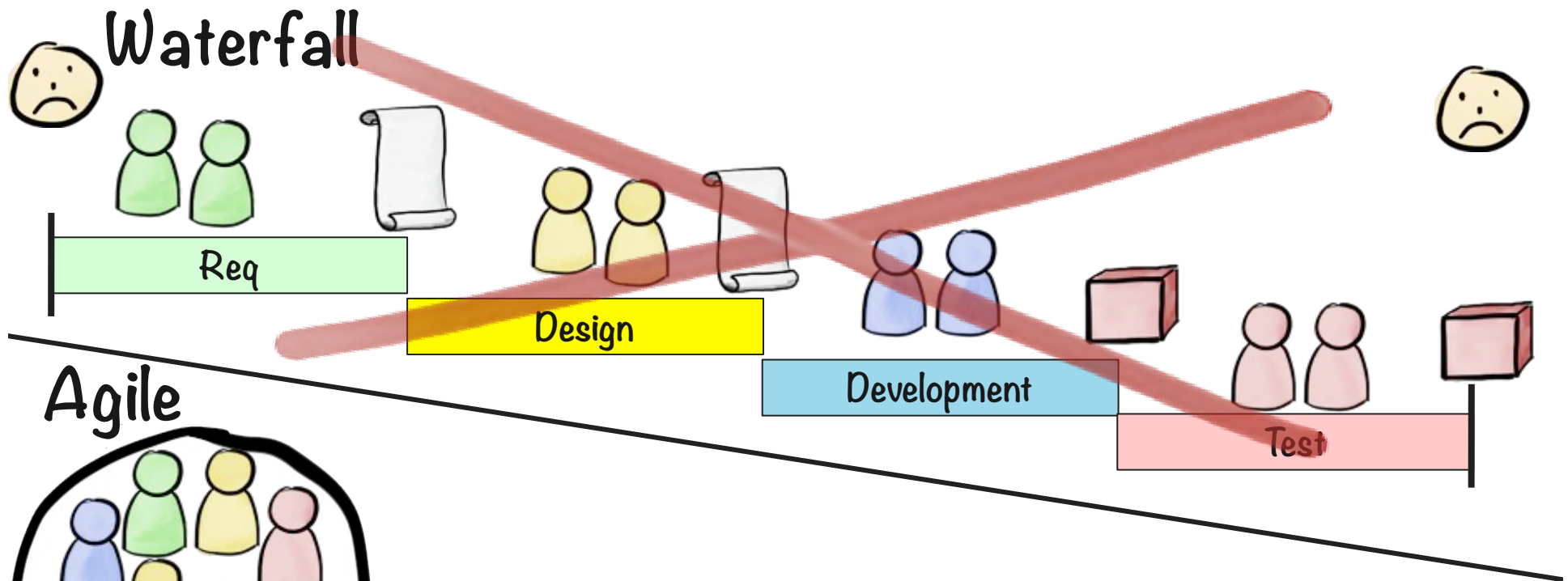
We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

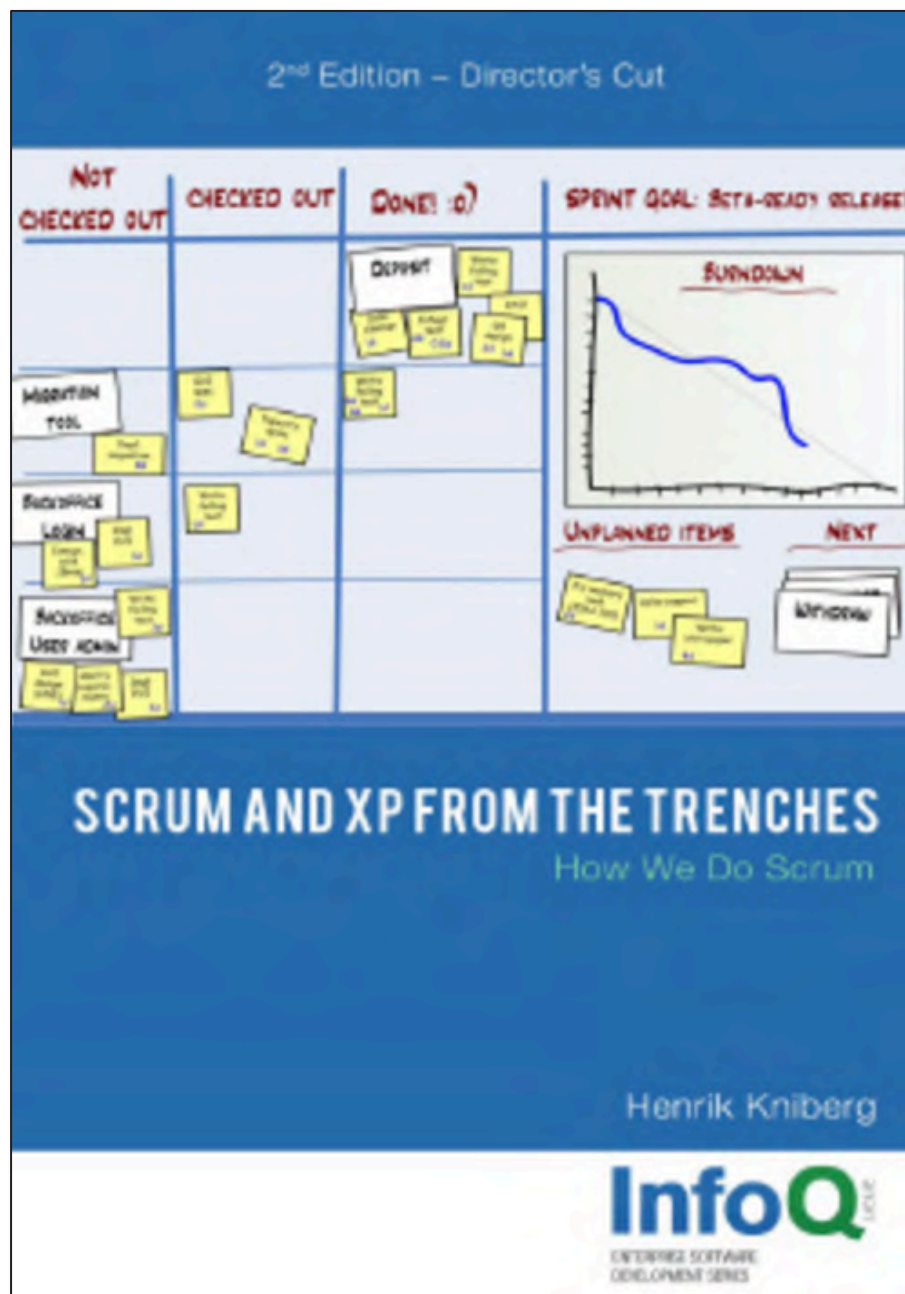
Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

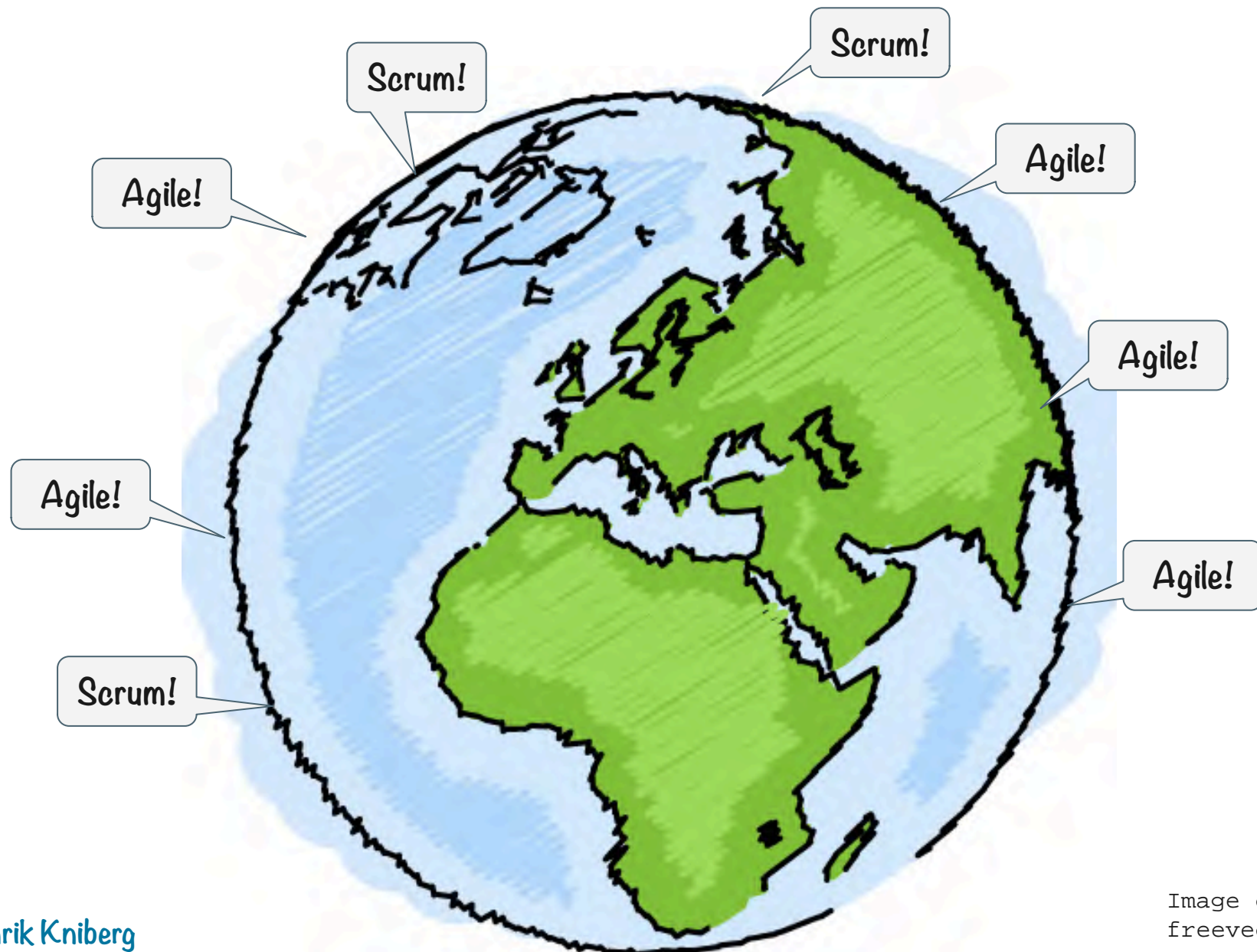
That is, while there is value in the items on the right, we value the items on the left more.

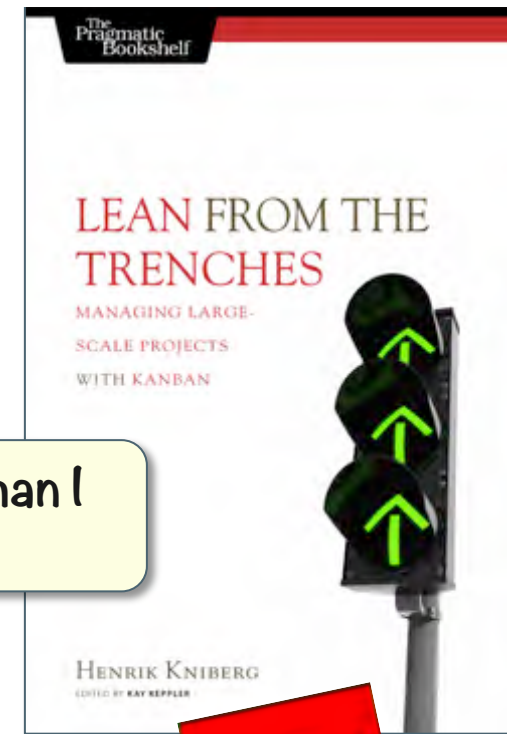
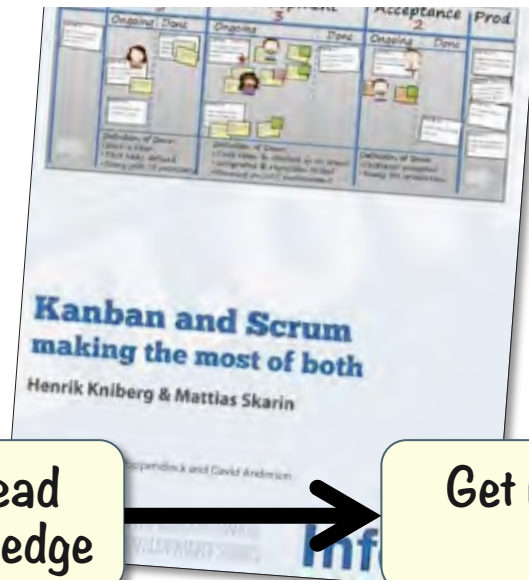
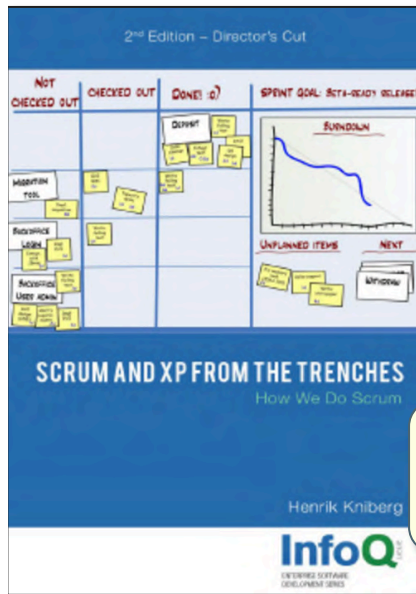
Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Steve Mellor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
Martin Fowler	Brian Marick	

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Spread knowledge

Get more work than I can handle

Learn a lot

Prioritize interesting companies where I can make a difference



Banks...

Game companies...

Government...



Aerospace...

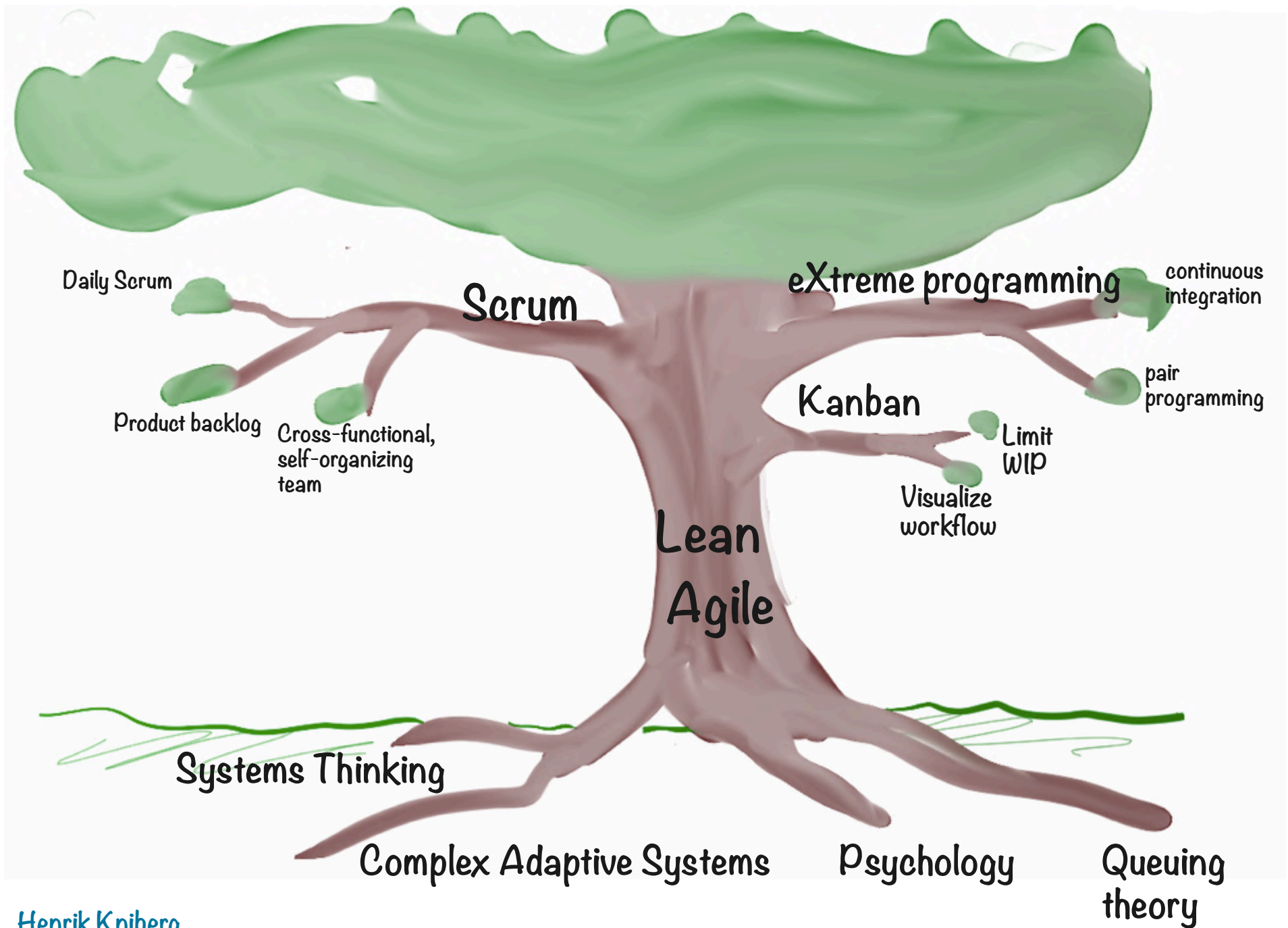
Big telcos...

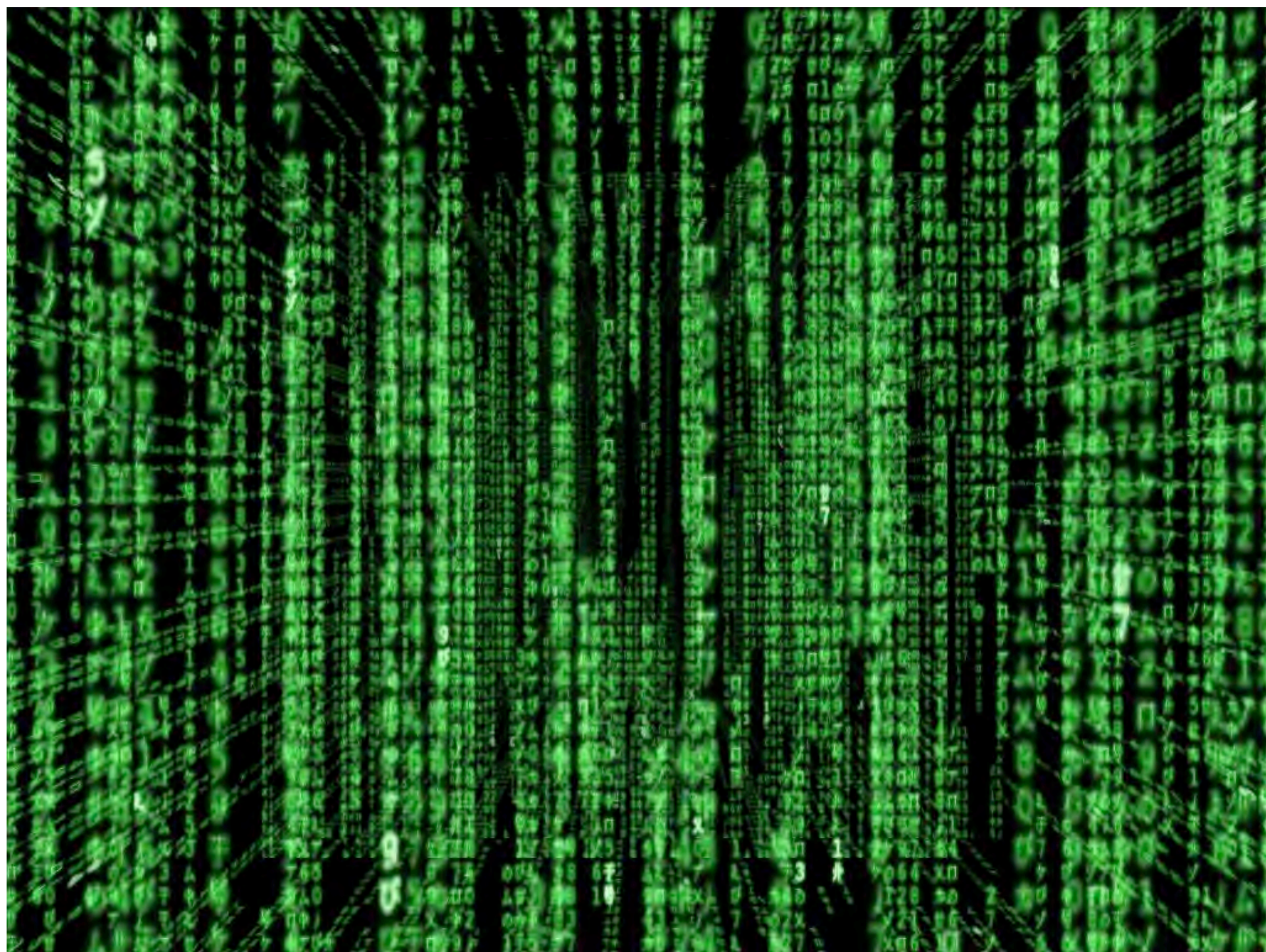


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Starting seeing a
pattern





Organizations are riddled with waste!



Needed: 5 volunteers

DEMO

100% resource utilization = 0% flow

Max utilization, Slow flow



Low utilization, Fast flow





**Achieving more by
doing less**

Focus on Value

not Effort or Output

Effort (hours spent)

Output (items delivered)



Value



What you measure is what you get

Focusing on
Effort



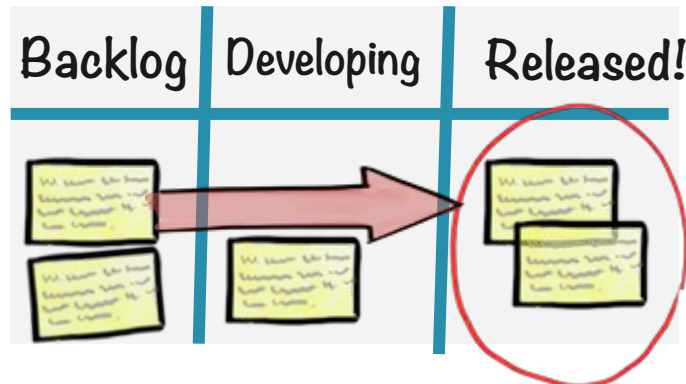
Hours

Time reports

Resource utilization



Focusing on
Output



Cycle time

Velocity



Focusing on
Value & Learning



Customer
satisfaction



Profit

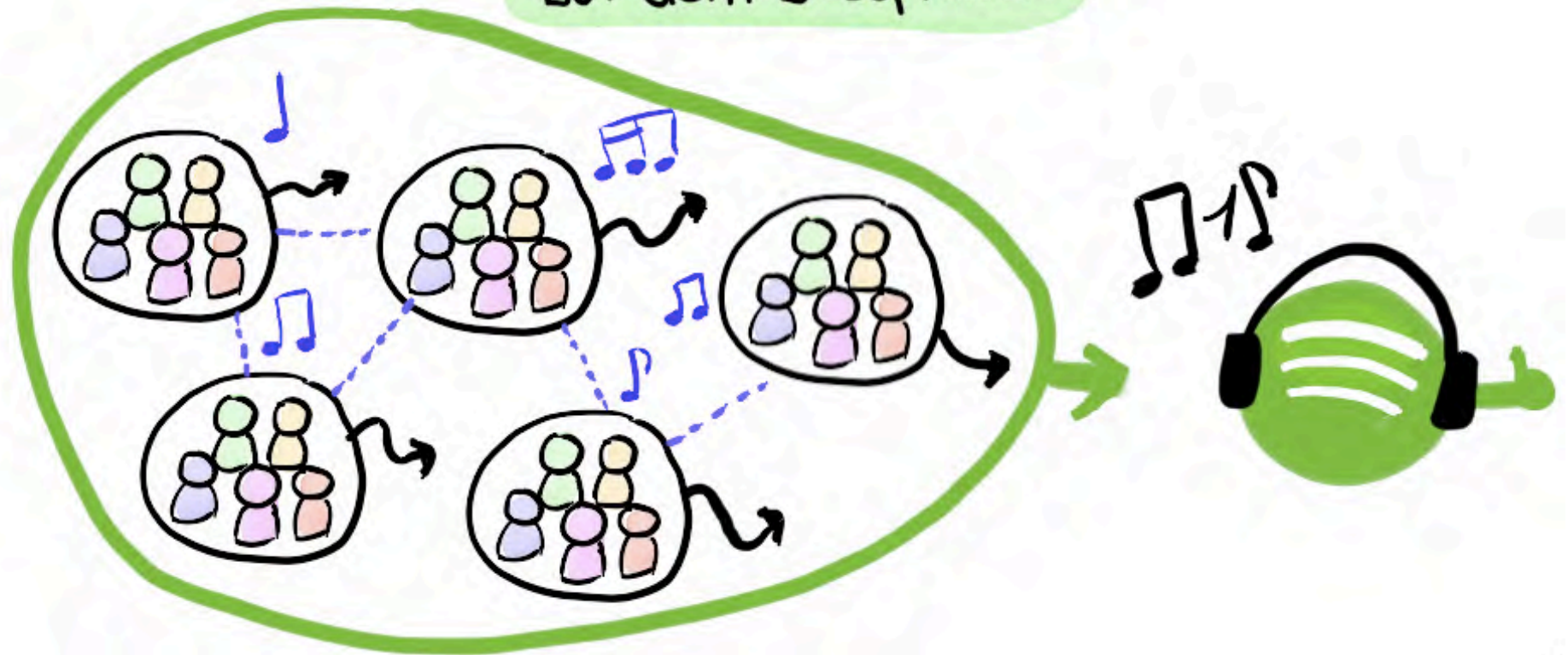


Learning

The mystery of the
“Spotify model”

Autonomous Squads

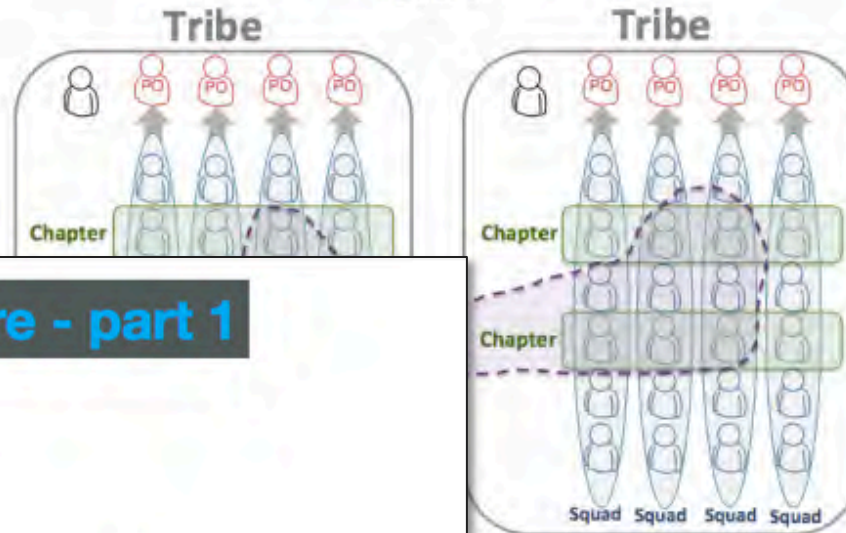
Be autonomous,
but don't suboptimize!



Scaling Agile @ Spotify

with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson
Oct 2012



Spotify Engineering Culture - part 1

from Spotify Training & Development



13:12

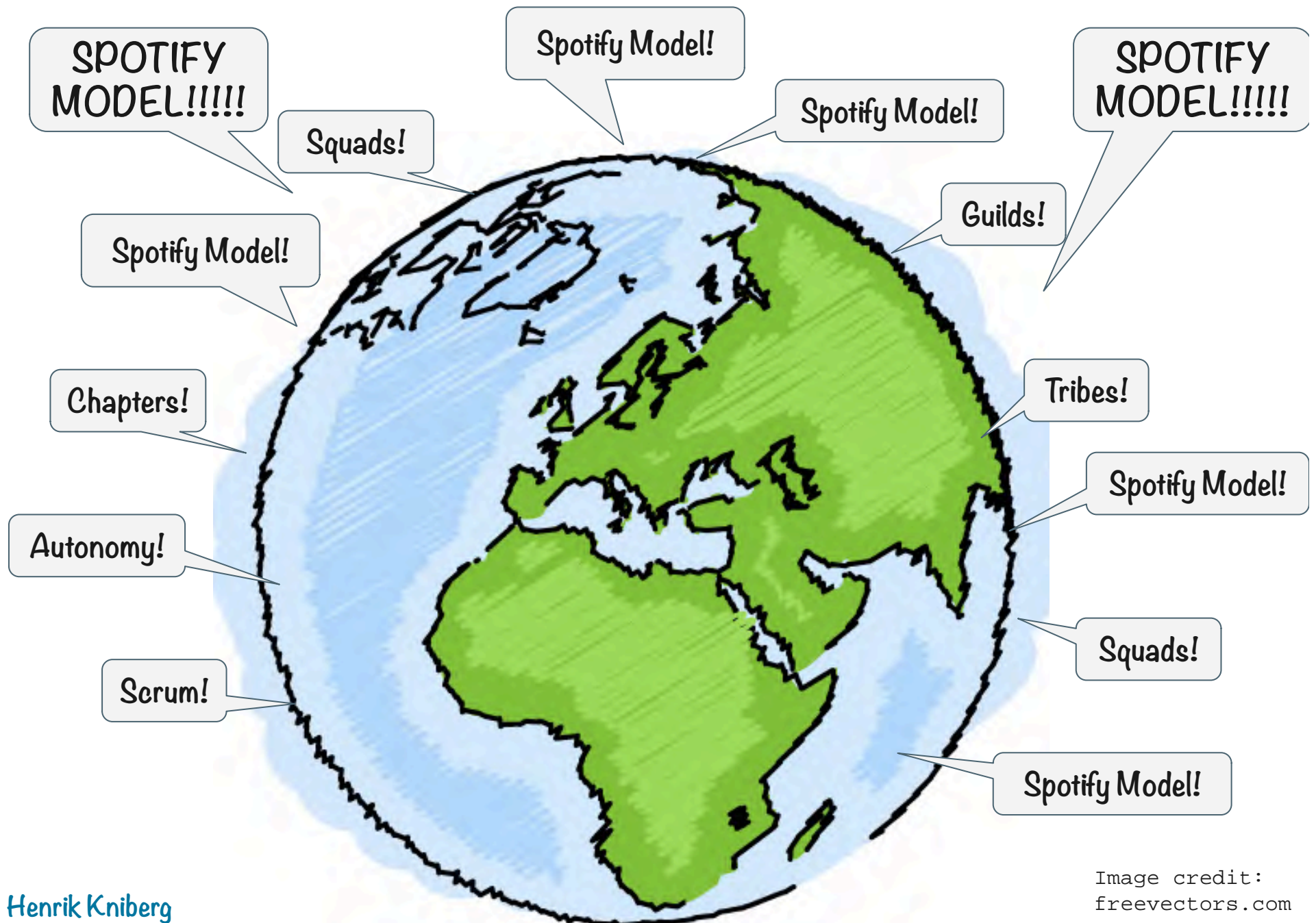


HD :: vimeo

Organization is always a challenge!

At Spotify, which has kept an agile mindset despite

the music industry. The company has only existed 6
years but has over 4 million paying users. The product itself can be
described as "the world's most popular way to find and play every song in the world".

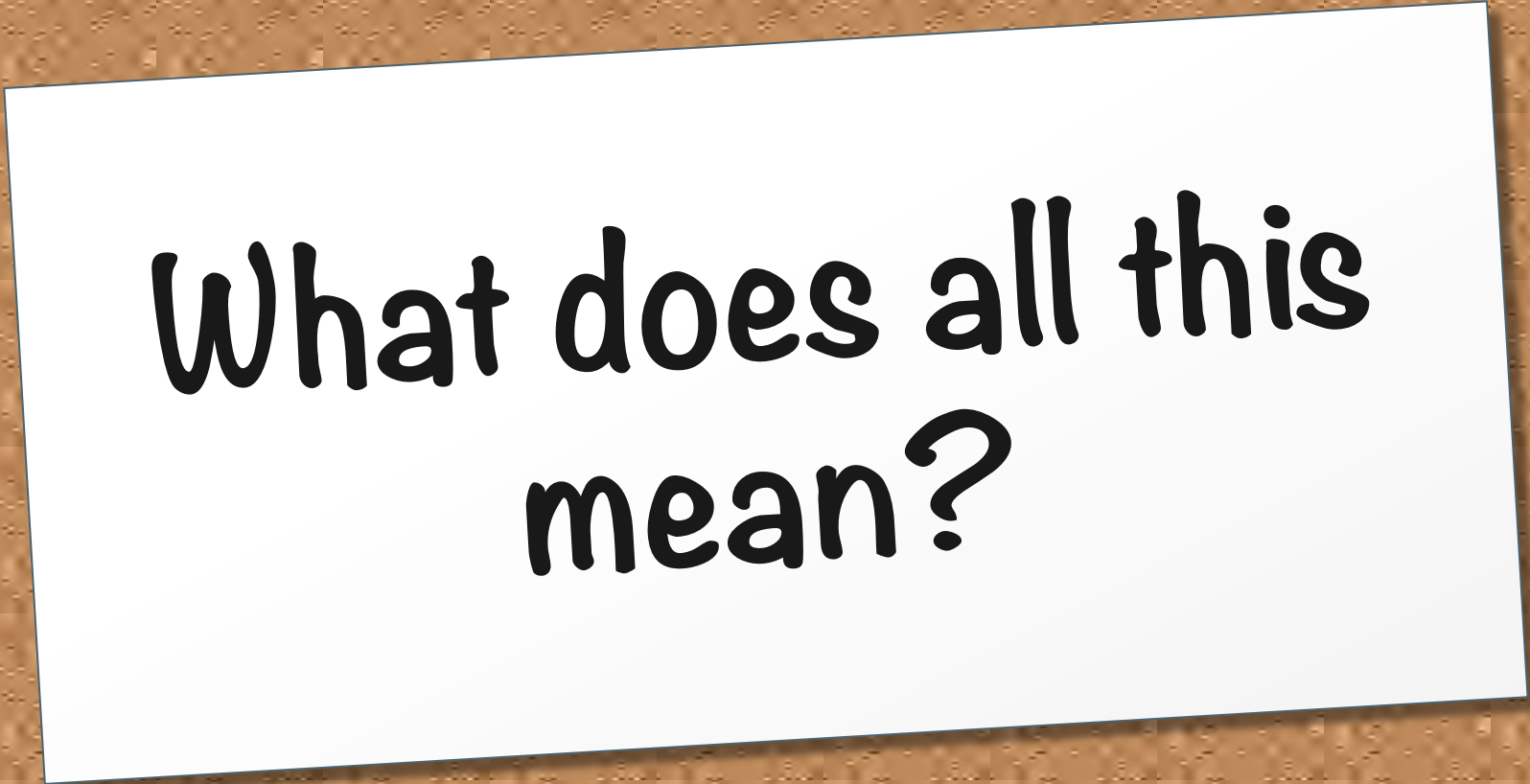


Meanwhile, at Spotify HQ....

What's all the fuss about?



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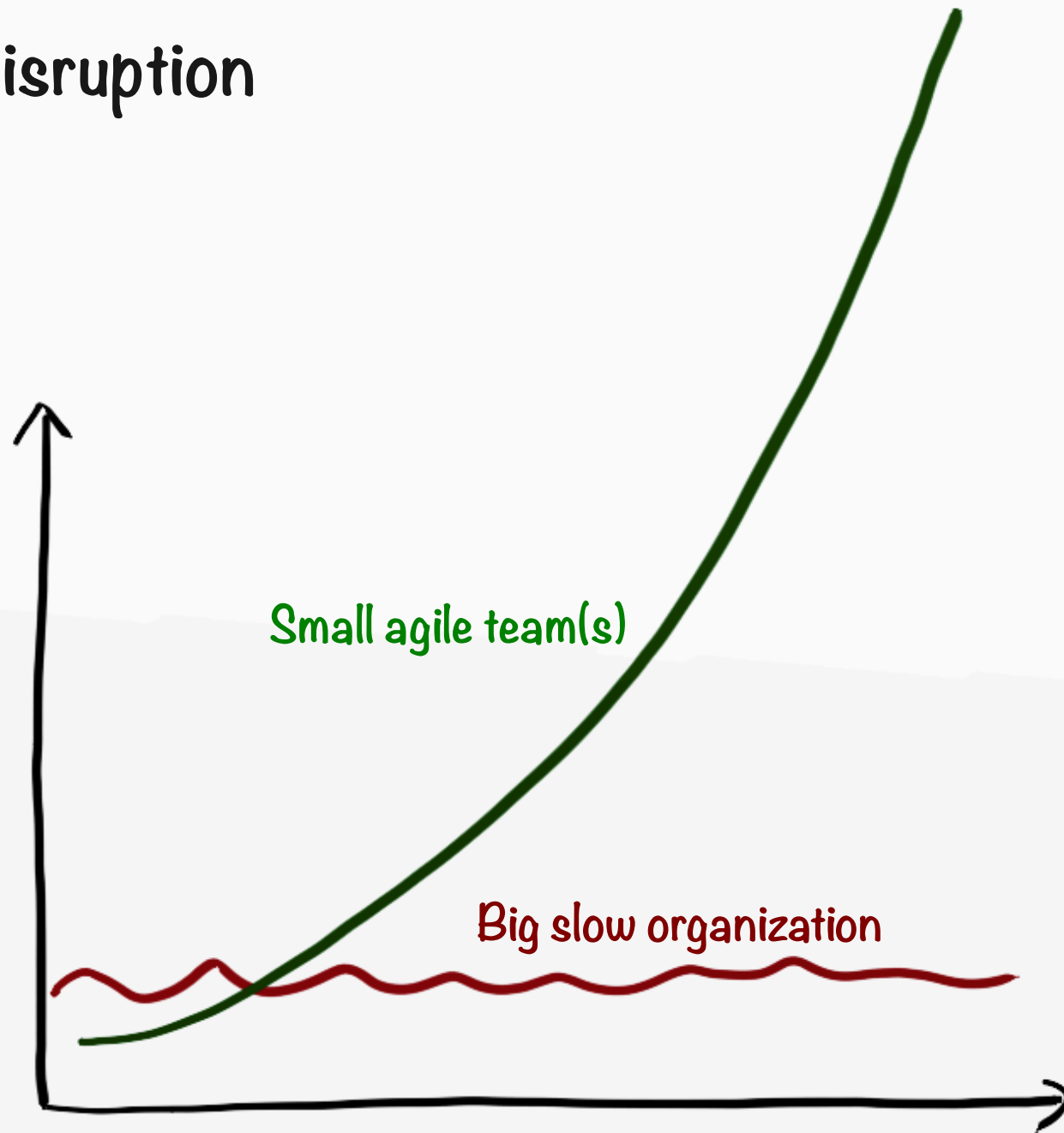


**What does all this
mean?**

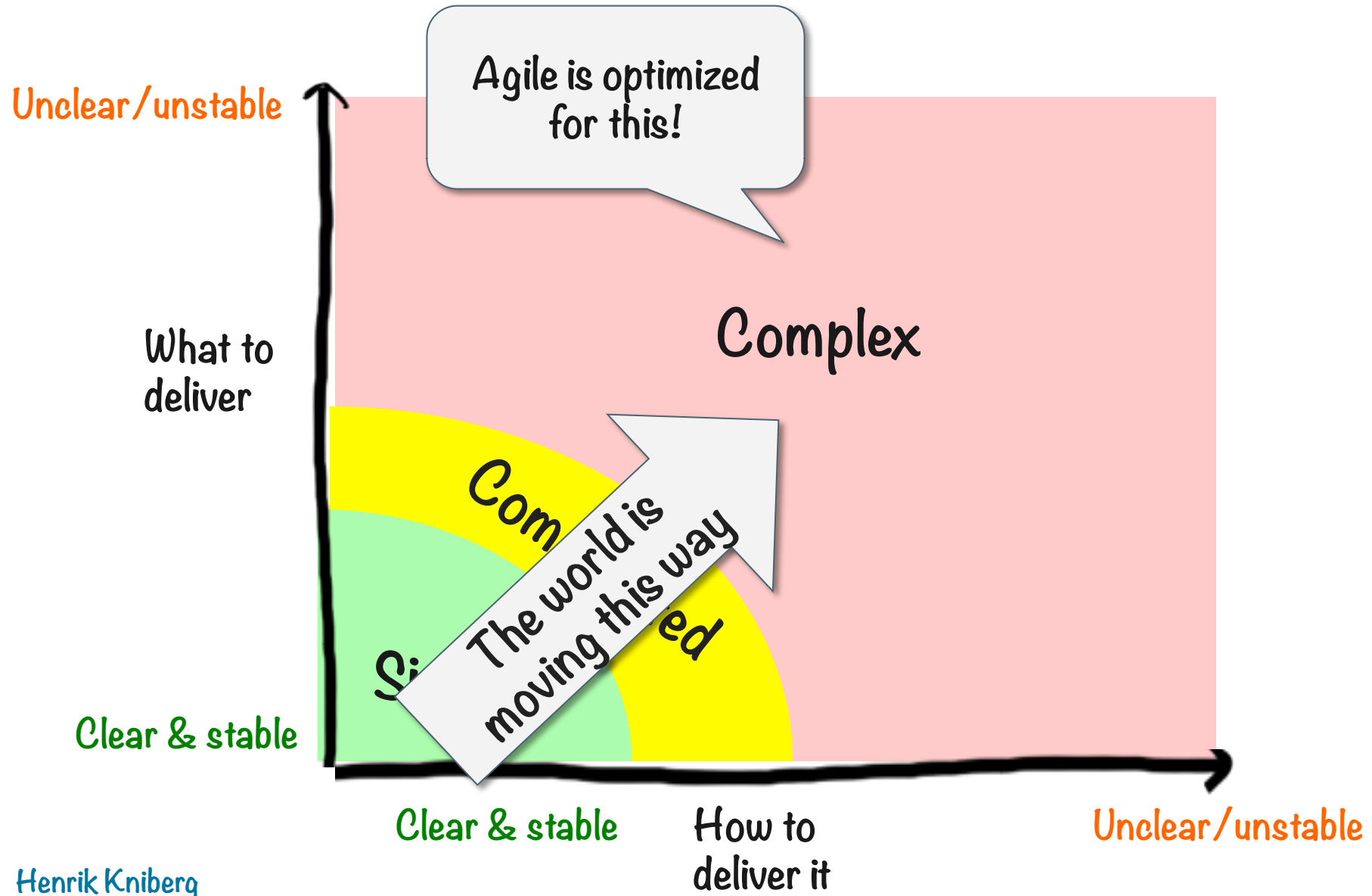
Organizations are desperate for Change!



Disruption



Why is agile spreading so fast?



“State of Agile” survey

<https://explore.versionone.com/state-of-agile/versionone-11th-annual-state-of-agile-report-2>

HOW MANY?

2016 **94%**

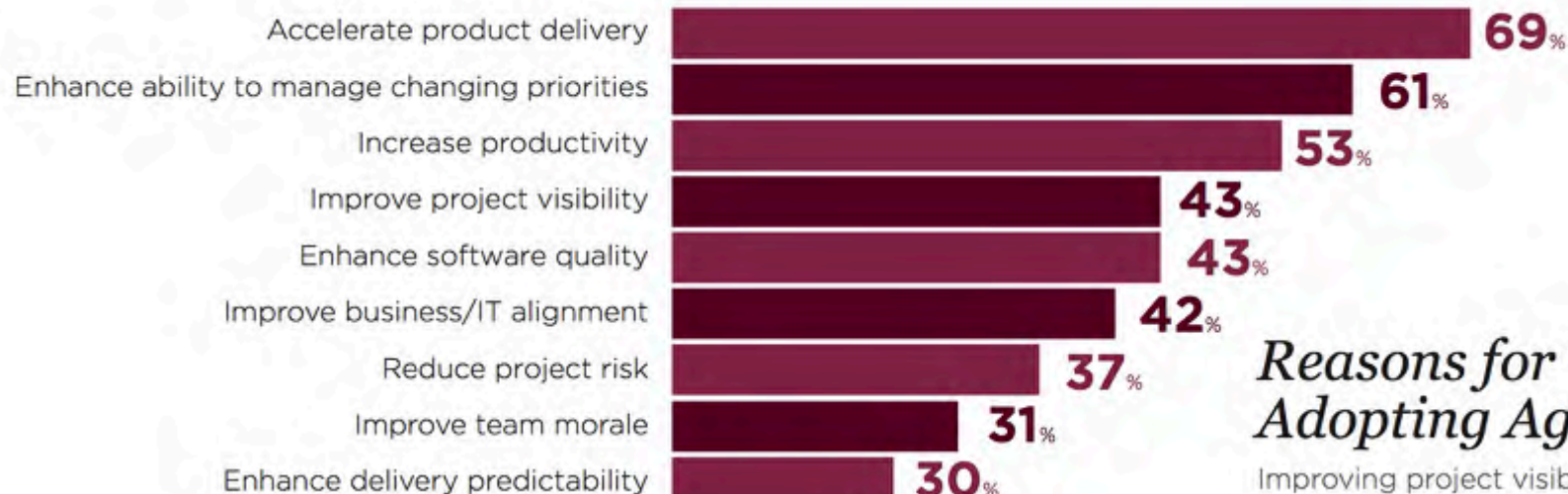
The percentage of respondents' organizations that practice agile



Agile has gone mainstream!


Top 3 reasons:

- Speed
- Manage changing priorities
- Productivity



Reasons for Adopting Agile

Improving project visibility (43%) moved

A white rectangular card with a thin black border is placed on a brown corkboard background. The card is slightly tilted. The text "Things to ponder" is written on the card in a bold, black, sans-serif font.

Things to ponder

What's going to happen?

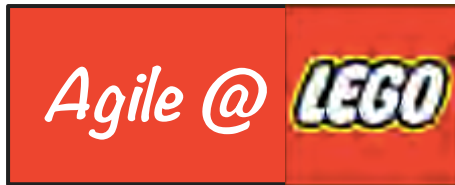


Is Agile only for Software?

Is Agile a Silver Bullet?

Is Agile only for
software?

NOPE.



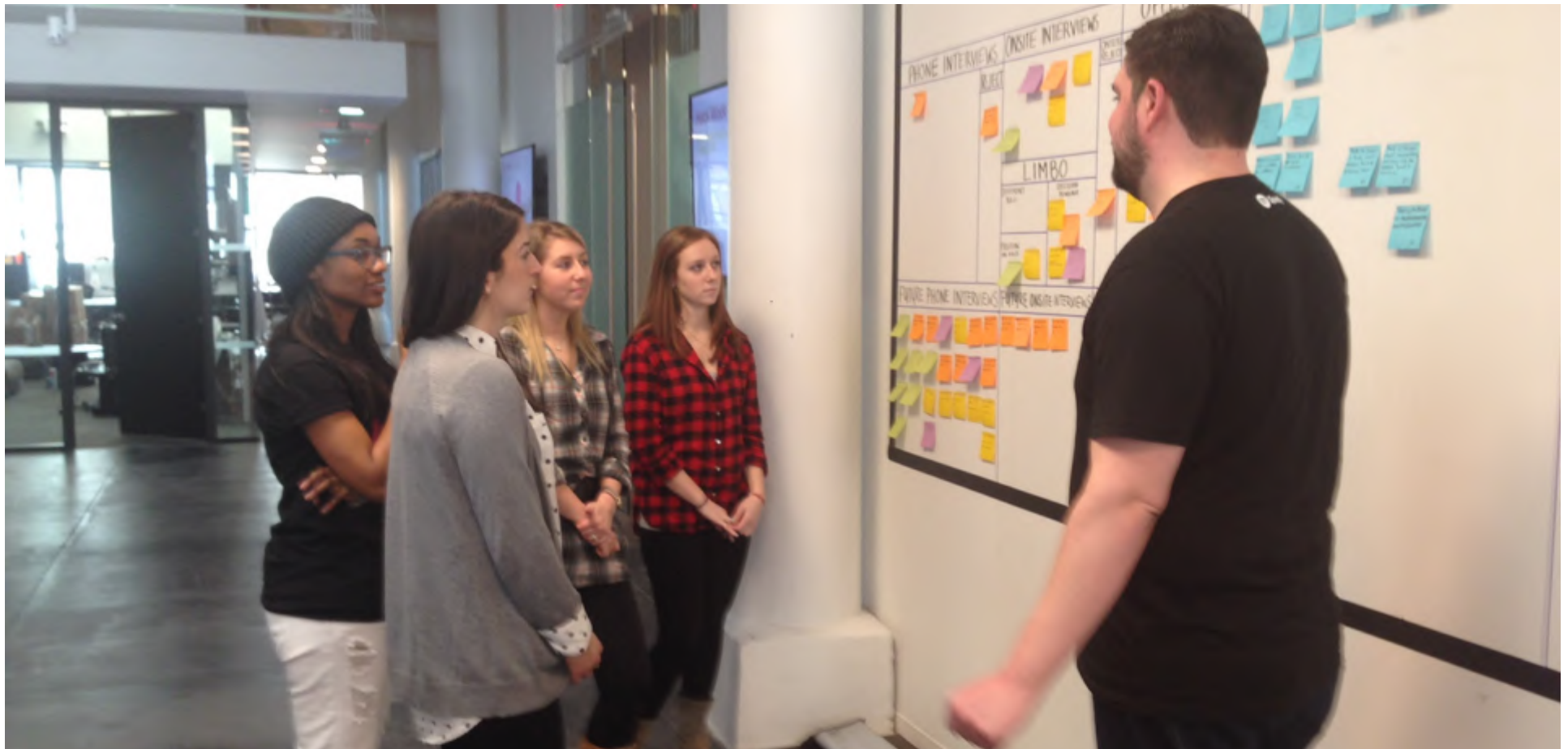
“Spreading like a virus”



Henrik Kniberg



Recruitment team



Recruitment team

PHONE INTERVIEWS		ONSITE INTERVIEWS		OFFERS	
	REJECT		REJECT		DECLINE
					
	TOTAL 19		DECLINE		
TOTAL 10		TOTAL 10		TOTAL 10	
FUTURE		LIMBO	FUTURE ONSITES	HIRES ☺☺	
					

JAS 39E Saab Gripen



Agile practices implemented at every level and in every discipline: software, hardware and fuselage design.

World's most cost-effective military aircraft

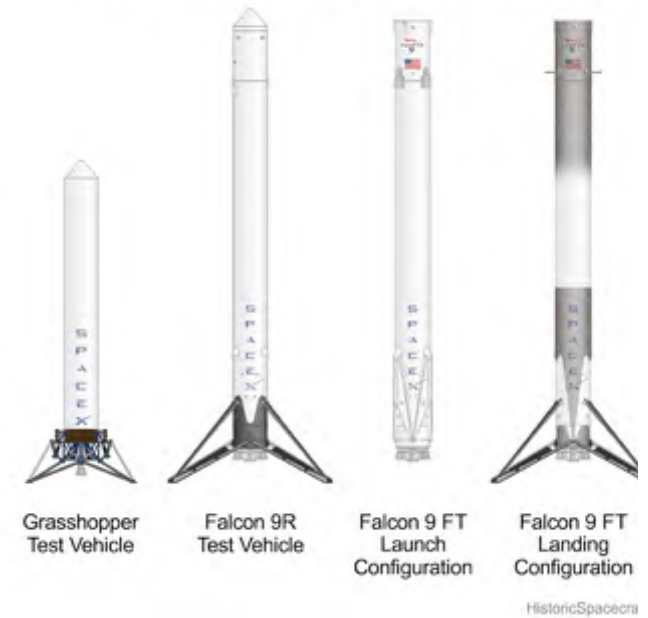
Pilots on the same site as development teams.
Direct feedback provided every sprint.

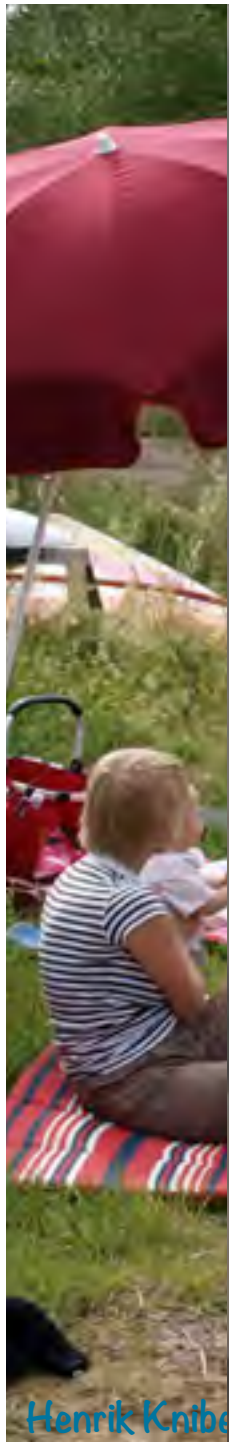
1500 people, all co-located in Linköping, Sweden.

Sources:

- <http://www.stratpost.com/gripen-operational-cost-lowest-of-all-western-fighters-janes>
- Personal visit to SAAB Linköping
- Research paper "Owning the Sky with Agile"

Falcon 9 First Stage Recovery Tests



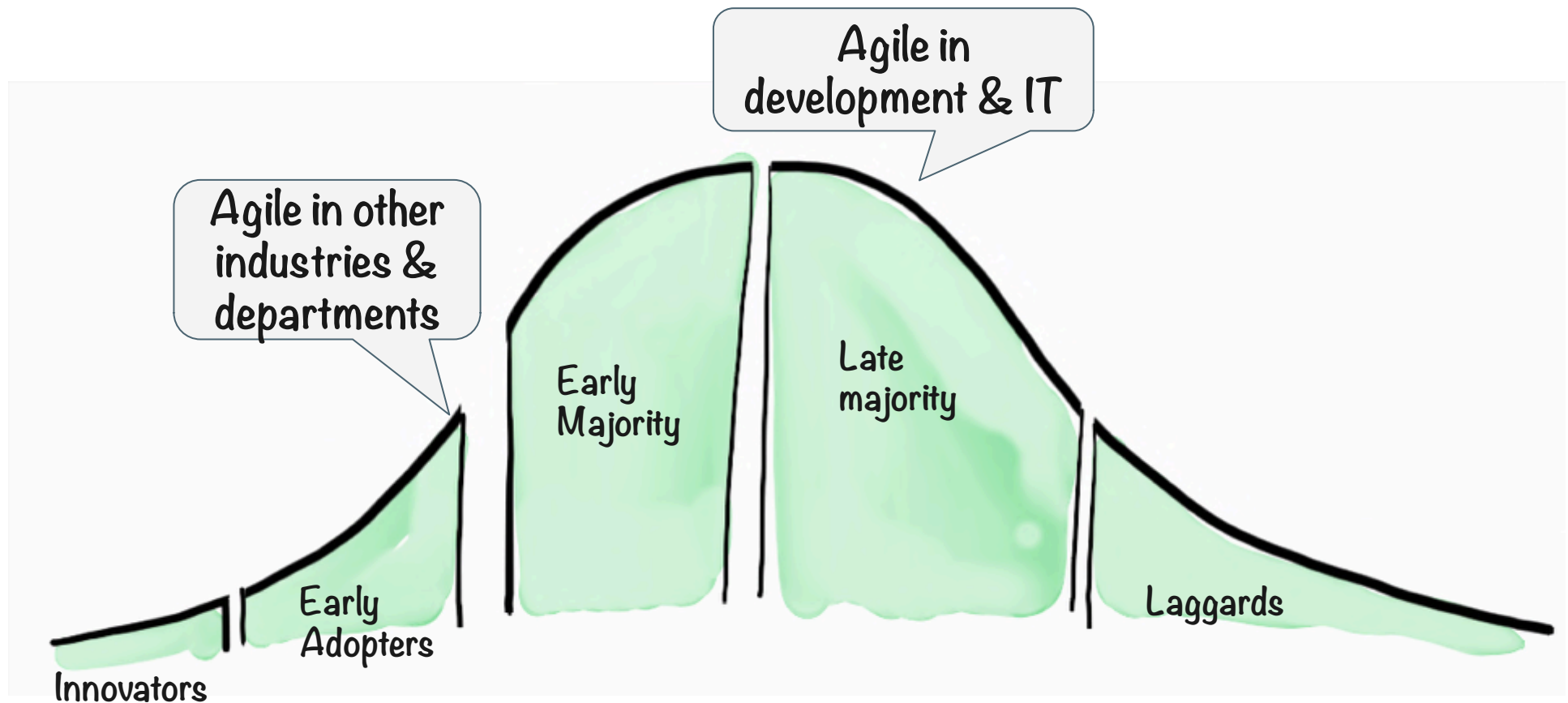


BBQ Board

To do	Going on	Done! 
		<div>Drink table </div> <div>Dip snacks </div> <div>Light the BBQ </div> <div>Orange Juice </div> <div>Veggie sticks </div> <div>Sallad </div> <div>Food serving table </div> <div>BBQ </div> <div>Ice cream </div> <div>Grapes + cheese crackers </div>



Agile is spreading

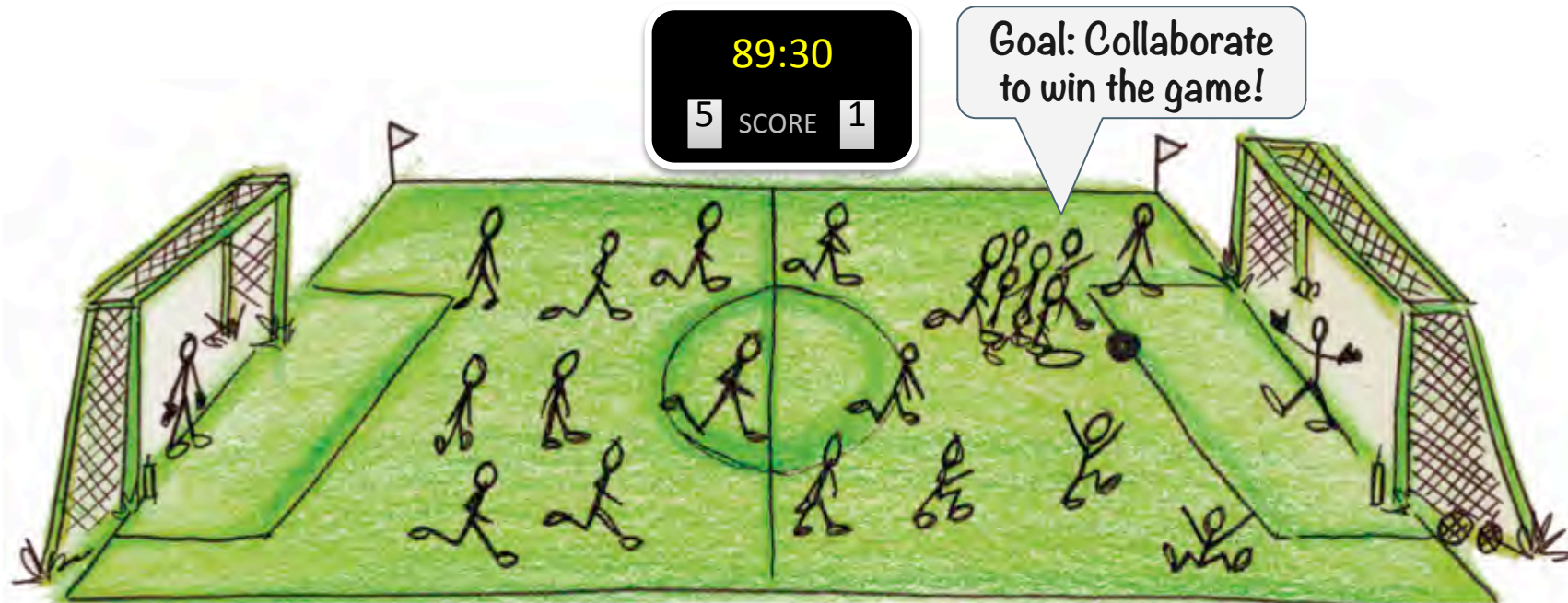


Let's use Agile to save the world!



Is Agile a
Silver Bullet?

NOPE!



A white rectangular card with a thin black border is placed on a brown corkboard background. The card is slightly tilted. The text "What next?" is written on the card in a bold, black, sans-serif font.

What next?

Next 10 years?

“It’s hard to make predictions – especially about the future”
– someone

- More complexity, faster change.
- Agile will keep spreading to different industries
- The word “Agile” will fade, as the principles get more and more embedded in the way we lead and organize companies.
- Agile approach considered obvious, and therefore not interesting to talk about.
- Various agile frameworks will keep coming and going (because we’re suckers for cool buzzwords and agile is a fashion industry)
- In complex competitive industries, organizations that don’t go agile will die off.

Take aways



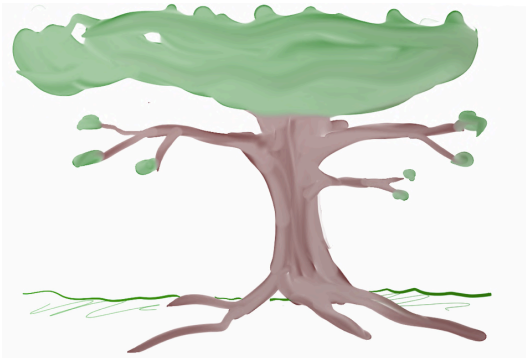
Agile is a direction, not a place
You won't get it right from start,
so experiment a lot!



Agile is a tool
not a goal



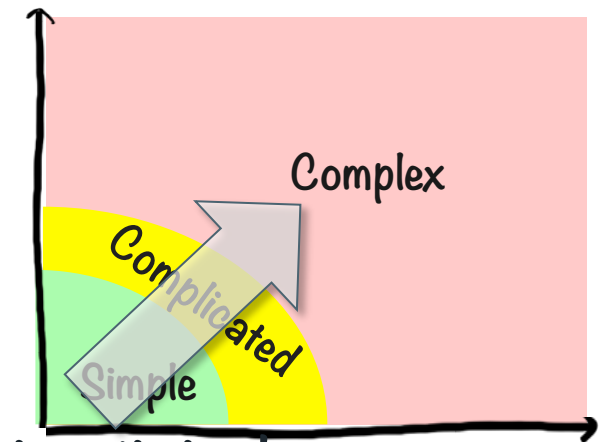
Distinguish between the words and the ideas
Words come and go
Principles are timeless



Distinguish between principles and practices

Agile principles apply widely
... but specific practices must be adapted to your context

Henrik Kniberg



Agile is optimized for complexity

The more complex your environment is, the more you need agility