MINIMUM VIABLE AGILITY

TRAINING OUTLINE

BETTER FASTER HAPPIER

CONTENTS

For more information contact:

amanda@betterfasterhappier.com

betterfasterhappier.com

MODULE 1: AGILE - WHAT, WHY AND HOW?

Learning outcomes and topics	Activities
What is agile and why should we adopt it? ● Agile is about working in short feedback loops ● Short feedback loops increase value and improve quality ● Short customer feedback loops increase value ● Short development feedback loops improve quality	**Exercise** “What is agile” Post-it capture & sort
How to create short feedback loops ● Small Batches + Limiting WIP = Short Feedback Loop ● Feedback loops require validation criteria ● Cycle time is the metric for measuring feedback loops	**Exercise** Validating Manhattan Defining the problem before you define the solution
Mindset ● Agile is full of “dumb ideas” because it’s highly counter-intuitive ● Adopting agile requires an open mind and willingness to change	**Exercise** Understanding Mindset Card sort identifying agile vs non-agile mindsets
Collaboration ● Product and software delivery is a team sport, not an isolated pursuit ● Agile working optimises for team outcomes over individual productivity, value of volume, team success before individual success, company success before team success	

MODULE 2: SMALL BATCHES - ITERATIONS

Learning outcomes and topics	Activities
Working in small batches: why and how? ● Why smaller is faster ● Reducing batch size is a 3 step process ○ Features -> Iterations ○ Iterations -> User Stories ○ User Stories -> Very small sprint stories	**Exercise** The Coin Game Coin flipping to understand the impact of batch size
Defining iterations with Story Mapping ● Small iterations shorten the customer feedback loop to increase value ● Story Mapping is a technique for breaking large scale work into iterations	**Exercise** Story Mapping Introduction Applying story mapping to your morning routine **Exercise** Story Mapping Practice Create a story map for a hotel booking site
Scoping and Tracking Iterations ● The qualities of a good iteration: ○ Has an outcome ○ Has clearly defined scope ○ Can be completed in 2-3 weeks ○ Can be released to a customer OR is a system that works end-to-end ● Define iteration scope with true/false acceptance criteria ● Track and manage iterations in Jira with epics and epic boards	

MODULE 3: SMALL BATCHES - STORIES

Learning outcomes	Activities
Defining stories test first ● Small stories shorten the development feedback loop to improve quality ● BDD encourages you to work test-first. It uses natural language to define behaviour, not implementation ● Use the Gherkin syntax to write test cases	
Vertical slicing ● Vertical stories: ○ Connect all components ○ Have at least one input and one output ○ Can be tested independently ● The qualities of a good story: ○ Contribute to the iteration value ○ Independently testable ○ And deployable (behind a feature flag) ○ Small ○ Estimable ● Managing planning and delivery in parallel ● Tracking and managing refinement with a Refinement Board ● Using issue types in Jira ● Definition of Ready ● Definition of Done	**Exercise** Hotels.com - Part 1 Break a simple iteration into 3 vertical stories with test cases Hotels.com - Part 2 Break the 3 stories down further, into at least 8 very small stories with test cases Hotels.com - Part 3 Deliver the stories in 4 x 10 minute sprints
Bugs and incidents are just missing tests ● Defining tests first reduces the number of bugs created ● Use 5 Whys to root cause bugs and improve quality in future	**Exercise** Bugs Are Missing Tests Root cause bugs and identifying missing tests
Sprint Estimation ● Small stories are easy to estimate ● Keep stories small enough to complete in 3 days or less ● Use 1 point per day when estimating	
Sprint Planning ● Define capacity by tracking working days and average points per developer per day ● Use a Capacity Planning Calculator ● How to carry work over between sprints ● Use sprint planning to define opportunities to pair and swarm	

MODULE 4: LIMITING WORK IN PROGRESS

Learning outcomes	Activities
Reducing delays by limiting WIP ● Delays increase cycle time ● Limiting work in progress reduces delays and shortens feedback loops ● Applying WIP limits	**Exercise** The Multi-Tasking Name Game Understanding the impact of high WIP
Using Pairing & Swarming to Reduce WIP ● Pairing and swarming improves quality and increases speed ● Tips for successful, sustainable pairing	**Exercise** Pairing Patterns Mapping different scenarios with different pairing patterns
Using Stand-Ups and Sprint Planning to Limit WIP ● Stand-ups are a planning session not a status update ● Use stand-ups to focus on finishing ● Stand-Up tips	**Exercise** Let's Make Stand-Ups Great Again Review a stand-up plan and improve it to get more finished. **Exercise** Treat Every Day Like the Last Day of the Sprint Plan the first day of the sprint aiming to maintain the lowest WIP

MODULE 5: DATA-DRIVEN RETROSPECTIVES

Learning outcomes	Activities
Retros: What and why? ● Retrospectives are a feedback loop to improve process ● Retros exist to prevent us making the same mistake twice	
Data-driven Process Improvement ● Process health data is a tool to learn and improve ● Key metrics give a picture of overall health ● Key metrics: ○ Cycle Time, Throughput, Predictability ● Leading indicators help debug process problems ● Leading indicators: ○ Focus (WIP) metrics, batch size metrics	**Exercise** Map the Metrics What can we learn from each metric
Identifying and Root Causing Problems ● How to use data to identify process problems ● How to root cause process problems ● Data highlights problems within and external to the team ● Retro tips	**Exercise** Using Data to Identify Process Problems Review a set of metrics to identify opportunities to improve
Agile Guard Rails: Minimum Viable Agility ● MVA guard rails ensure you remain agile whilst still giving you flexibility to tailor your process to your team and context ● MVA guard rails: ○ Define goals and measure success ○ Measure platform health ○ Limit Work in Progress ○ Work in small batches ○ Visualise work ○ Hold a daily stand-up ○ Measure cycle time ○ Hold regular retrospectives	
Ownership ● With autonomy comes accountability. When teams are empowered they have to take responsibility for their decisions and way of working	

MODULE 6: DESIGN YOUR WAYS OF WORKING

This final module is a workshop in which participants will define their new way of working based on what they have learned during the course. It is intended to create clarity around process and ownershership for its effectiveness.

Part One: The “Pre-Sprint” Workflow

1) Define the end to end workflow for your “pre-sprint” process, from story mapping through to having a backlog of small stories ready to develop.
2) Agree who needs to be involved at each stage
3) Agree who is accountable for each stage.

Part Two: Ownership for Agile Activities

1) Decide who will take ownership for:
    - Refinement
    - Sprint Planning
    - Stand-Ups
    - Retrospectives
2) Agree how often you would like to rotate roles.

Part Three: Definition of Ready

Define your definition of ready

Part Four: Definition of Done

Define your definition of ready

FORMAT & DELIVERY

The training consists of 6 modules totalling 3 days delivered face to face.
The training can be delivered in one go, or in 2-3 parts.

At the end of the training participants will receive:

- PDF copies of the training decks
- A summary of key learnings, resources and further reading
- A set of guides to running agile ceremonies effectively

PRICE

Training

£750 per person for 3 days*
Maximum 16 people per session
*Discount available for multiple teams

Training can be customised to meet the needs of your organisation.

Optional Follow-Up Coaching & Troubleshooting

£150 per hour
2 hours per team per month for a 3 month period is usually sufficient (£900/team)

ADDITIONAL SERVICES

Deliver Metrics Set-Up

Visualise process health and empower your teams and leadership to identify and debug process problems fast with agile metrics. The price includes:

- A team process metrics dashboard with key process metrics and leading indicators
- A sprint capacity calculator
- A video guide to updating metrics
- A guide to using metrics to debug process problems

A sample is available on request.

Agile Knowledge Base

Provide on-demand support for your teams with a comprehensive agile knowledge base located in Confluence or the equivalent. The Knowledge Base includes:

- Guides to common agile practices including breaking work down, BDD, TDD and pair programming
- A self-learning playlist of blogs and talks covering all aspects of agile working
- A recommended reading list for people to explore topics in more depth
- A guide to using Confluence

A sample is available on request.

Jira Project Template Set-Up

Get new teams set up quickly and ensure consistency where required with a template Jira project. This is provided together with a guide to setting up a new project from the template.

Agile Onboarding Workshop

Get new people up to speed with your ways of working with an agile onboarding workshop. The price includes the workshop design and training your team to run it.

For more information contact:

amanda@betterfasterhappier.com

betterfasterhappier.com