

Building Fluency in Agile Teams

Agile SoCal: 21 July 2021

Michael J. Tardiff

@AgileFluency

@mjt

michael@AgileFluency.org



SKILLED Agile Teams = Fit for BUSINESS Purpose

Our Vision:

- Agile is done well in every organization.
- All teams practice in a zone of fluent skilled proficiency that meets the business' needs.

		BUSINESS BENEFITS		
Agile Fluency™ Value		Transparency Core Metrics Reduce Risk	Achievement Increase Productivity Increase ROI	Alignment Increase Productivity Increase Satisfaction
Focusing	<p>Core Metric: At least once per month, the team shows what its working on and how it's progressing from a business value perspective.</p> <p>Reduce Risk: Management knows when the team is building the wrong thing, or isn't making progress, and has the ability to positively intervene.</p>	<p>Core Metric: The team can release their latest work, at minimal risk and cost, whenever the business desires.</p> <p>Reduce Risk: Systemic flaws in your production lifecycle are revealed early.</p> <p>Reduce Risk: The team provides useful releases, forecasts for managers and customers as needed.</p>	<p>Increase Productivity: The team regularly reflects upon, tunes, and adjusts its work habits to provide more value.</p> <p>Increase ROI: The team focuses their effort on the priority that they are told is most important to the business.</p> <p>Increase ROI: The team makes incremental progress on business priorities every month.</p>	<p>Increase Productivity: Collaborative communication reduces misunderstandings and hand-off delays among team members.</p>
Delivering	<p>Core Metric: The team can release their products stand in their market and how they'll improve their position.</p> <p>Reduce Risk: The team coordinates with leadership to cancel or pivot low-value products early.</p>	<p>Core Metric: The team describes where their products stand in their market and how they'll improve their position.</p> <p>Reduce Risk: The team coordinates with leadership to cancel or pivot low-value products early.</p>	<p>Increase Productivity: The team's codebase defect rates, so less time is wasted in making improvements.</p> <p>Increase Productivity: The team's codebase has low technical debt, which makes changes developer and tester.</p> <p>Increase ROI: The team ships on the market changes capturing value as often as the market will bear.</p> <p>Increase ROI: The team delivers products that meet business objectives and market needs.</p> <p>Increase ROI: The team learns from market feedback to anticipate customer needs and create new business opportunities.</p> <p>Increase ROI: The team includes broad-based expertise that promotes optimal cost/value decisions.</p>	<p>Increase Productivity: Low defect rates and technical debt are beneficial to job satisfaction and morale, improving retention and productivity.</p> <p>Increase Productivity: The team's broke-based expertise eliminates hand-offs and speeds decision-making.</p> <p>Increase Productivity: Mutual trust between the team and its organization leads to rapid, effective negotiation.</p>
Optimizing	<p>Core Metric: The team describes its work in the context of the business's other initiatives allowing products to be balanced against each other.</p> <p>Reduce Risk: The team raises, and helps address, cross-organizational bottlenecks and issues early.</p>	<p>Core Metric: The team describes where their products stand in their market and how they'll improve their position.</p> <p>Reduce Risk: The team coordinates with leadership to cancel or pivot low-value products early.</p>	<p>Increase Productivity: The team participates in multi-organizational value stream.</p> <p>Increase Productivity: The team recognizes when they can contribute to another team's work, and when that work is more vital, redirects their effort to help them.</p>	<p>Increase Productivity: The team cross-pollinates perspectives, context, learning, and innovations with other teams and other parts of the organization.</p>
Strengthening	<p>Core Metric: The team describes its work in the context of the business's other initiatives allowing products to be balanced against each other.</p> <p>Reduce Risk: The team raises, and helps address, cross-organizational bottlenecks and issues early.</p>	<p>Core Metric: The team describes where their products stand in their market and how they'll improve their position.</p> <p>Reduce Risk: The team coordinates with leadership to cancel or pivot low-value products early.</p>	<p>Increase Productivity: The team participates in multi-organizational value stream.</p> <p>Increase Productivity: The team recognizes when they can contribute to another team's work, and when that work is more vital, redirects their effort to help them.</p>	<p>Increase Productivity: The team cross-pollinates perspectives, context, learning, and innovations with other teams and other parts of the organization.</p>

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What is Fluency?

Praxis: deliberate practical application of skills+theory

Return on an Investment (ROI) in Learning



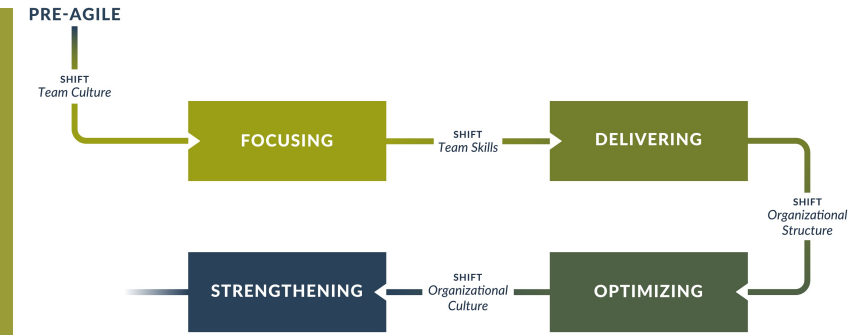
What you do automatically, without thinking

Routine, smooth, skillful, ease.

Persists under stress & distraction.

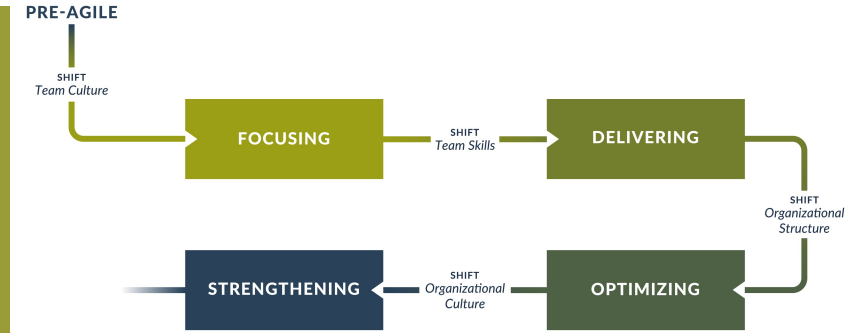
The Agile Fluency® Suite

AGILE FLUENCY MODEL

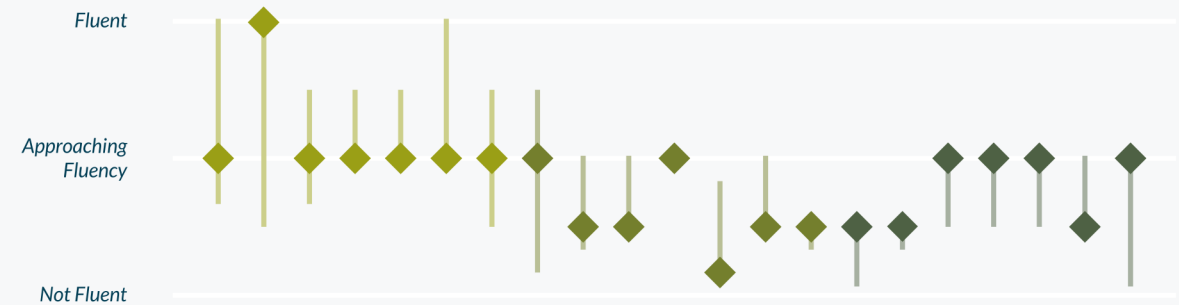


The Agile Fluency® Suite

AGILE FLUENCY MODEL

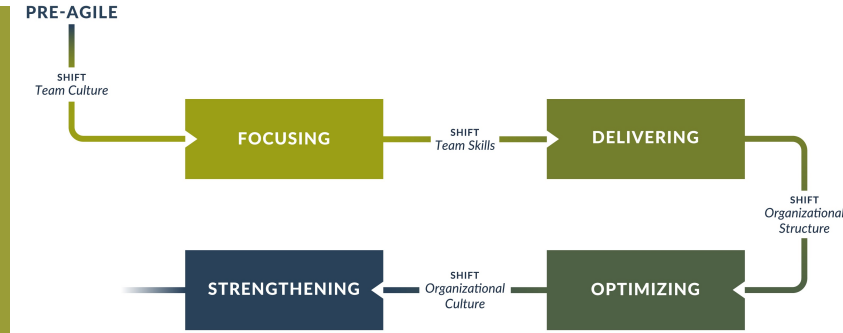


AGILE FLUENCY DIAGNOSTIC

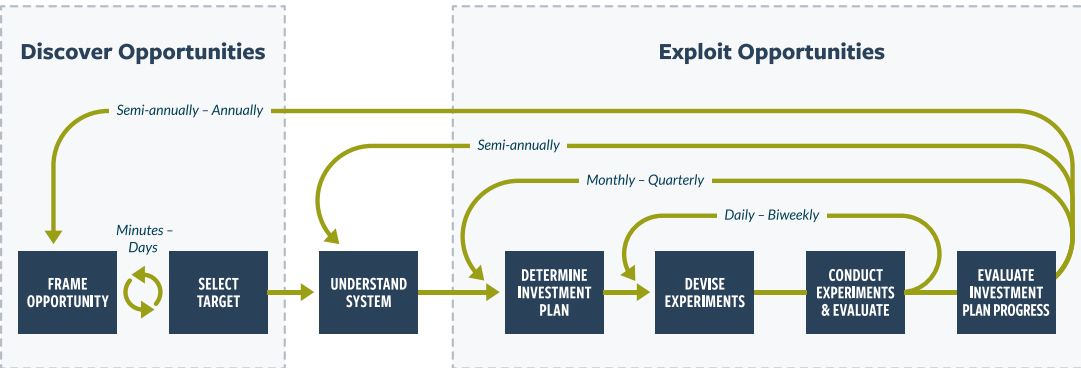


The Agile Fluency® Suite

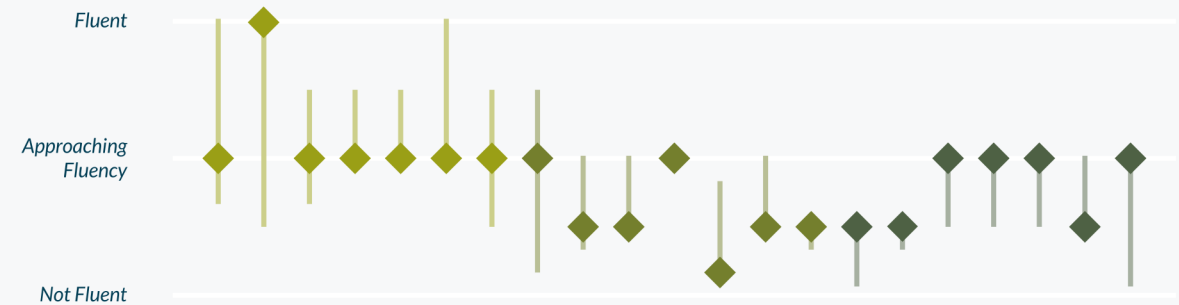
AGILE FLUENCY MODEL



AGILE FLUENCY IMPROVEMENT CYCLE



AGILE FLUENCY DIAGNOSTIC



BUSINESS BENEFITS

Agile Fluency® Value / Zone	Transparency Core Metrics Reduce Risk	Achievement Increase Productivity Increase ROI	Alignment Increase Productivity Increase Satisfaction
Focusing	<p>Core Metric: At least once per month, the team shows what it's working on and how it's progressing from a business value perspective.</p> <p>Reduce Risk: Management knows when the team is building the wrong thing, or isn't making progress, and has the ability to positively intervene.</p>	<p>Increase Productivity: The team regularly reflects upon, tunes, and adjusts its work habits to provide more value.</p> <p>Increase ROI: The team focuses their effort on the priority that they are told is most important to the business.</p> <p>Increase ROI: The team makes incremental progress on business priorities every month</p>	<p>Increase Productivity, Increase Satisfaction: Collaborative communication reduces misunderstandings and hand-off delays among team members.</p>
Delivering	<p>Core Metric: The team can release their latest work, at minimal risk and cost, whenever the business desires.</p> <p>Reduce Risk: Systemic flaws in your production lifecycle are revealed early.</p> <p>Reduce Risk: The team provides useful release forecasts for managers and customers as needed.</p>	<p>Increase Productivity: The team has low defect rates, so less time is wasted fixing bugs and more time is invested in making improvements.</p> <p>Increase Productivity: The team's codebase has low technical debt, which makes changes cheaper and faster.</p> <p>Increase ROI: The team ships on the market cadence, capturing value as often as the market will bear.</p>	<p>Increase Productivity, Increase Satisfaction: Low defect rates and technical debt are beneficial to job satisfaction and morale, improving retention and productivity.</p>
Optimizing	<p>Core Metric: The team describes where their products stand in their market and how they'll improve their position.</p> <p>Reduce Risk: The team coordinates with leadership to cancel or pivot low-value products early.</p>	<p>Increase ROI: The team delivers products that meet business objectives and market needs.</p> <p>Increase ROI: The team learns from market feedback to anticipate customer needs and create new business opportunities.</p> <p>Increase ROI: The team includes broad-based expertise that promotes optimal cost/value decisions</p>	<p>Increase Productivity: The team's broad-based expertise eliminates hand-offs and speeds decision-making.</p> <p>Increase Productivity, Increase Satisfaction: Mutual trust between the team and its organization leads to rapid, effective negotiation.</p>
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Positive
Inclusive
Promotes Improvement

THE AGILE FLUENCY

CHART YOUR AGILE PATH

PRE-AGILE

FOCUSING

See progress from biz perspective
Redirect teams when needed
Work on most valuable things

INVEST IN:
Productivity dip
DevOps, UX, etc. in team

THE AGILE FLUENCY™ MODEL

CHART YOUR AGILE PATHWAY



SHIFT
Team Culture

FOCUSING

See progress from biz perspective

Fluency
Comes From

INVEST IN:
Full-time to
Team work
Business re
Team coach
Management

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THE AGILE FLUENCY™ MODEL

CHART YOUR AGILE PATHWAY



Fluency
Comes From

INVEST IN:
Full-time to
Team work
Business re
Team coach
Management

AGILE FU
Basic Scrum
Kanban

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eam
mentoring

SHIFT

THE AGILE FLUENCY™ MODEL

CHART YOUR AGILE PATHWAY

**Fluency: Routine, Skillful Ease
Comes From Investment In Learning**

PRE-AGILE

SHIFT
Team Culture

FOCUSING

See progress from biz perspective
Redirect teams when needed
Work on most valuable thing

INVEST IN:

- Full-time team members
- Team workspace
- Business representation
- Team coaching
- Management training

AGILE FUNDAMENTALS: 2-6 MO.

- Basic Scrum
- Kanban

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ITY: +3-24 MO.



Full-time team
Team worksp
Business repr
Team coachin
Management

AGILE FUNDS
Basic Scrum
Kanban

INVEST IN:
Market focus
Business exper
Team business
Management

AGILE'S PR
Lean Startup
Lean Softwar
Design Think
Beyond Budg

INVEST IN:

Productivity dip
DevOps, UX, etc. in team
Technical training & mentoring

AGILE SUSTAINABILITY: +3-24 MO.

Extreme Programming
DevOps Movement

INVEST IN:

Inventing new practices
Cross-organization focus

AGILE'S FUTURE

SHIFT
Team Skills

SHIFT
Organizational Culture

FOCUSING

See progress from biz perspective
Redirect teams when needed
Work on most valuable thing

DELIVERING

Release at will
Capture value frequently
Reveal obstructions early

OPTIMIZING

Excellent product decisions
Eliminate hand-offs and wait time
Innovation/disruption

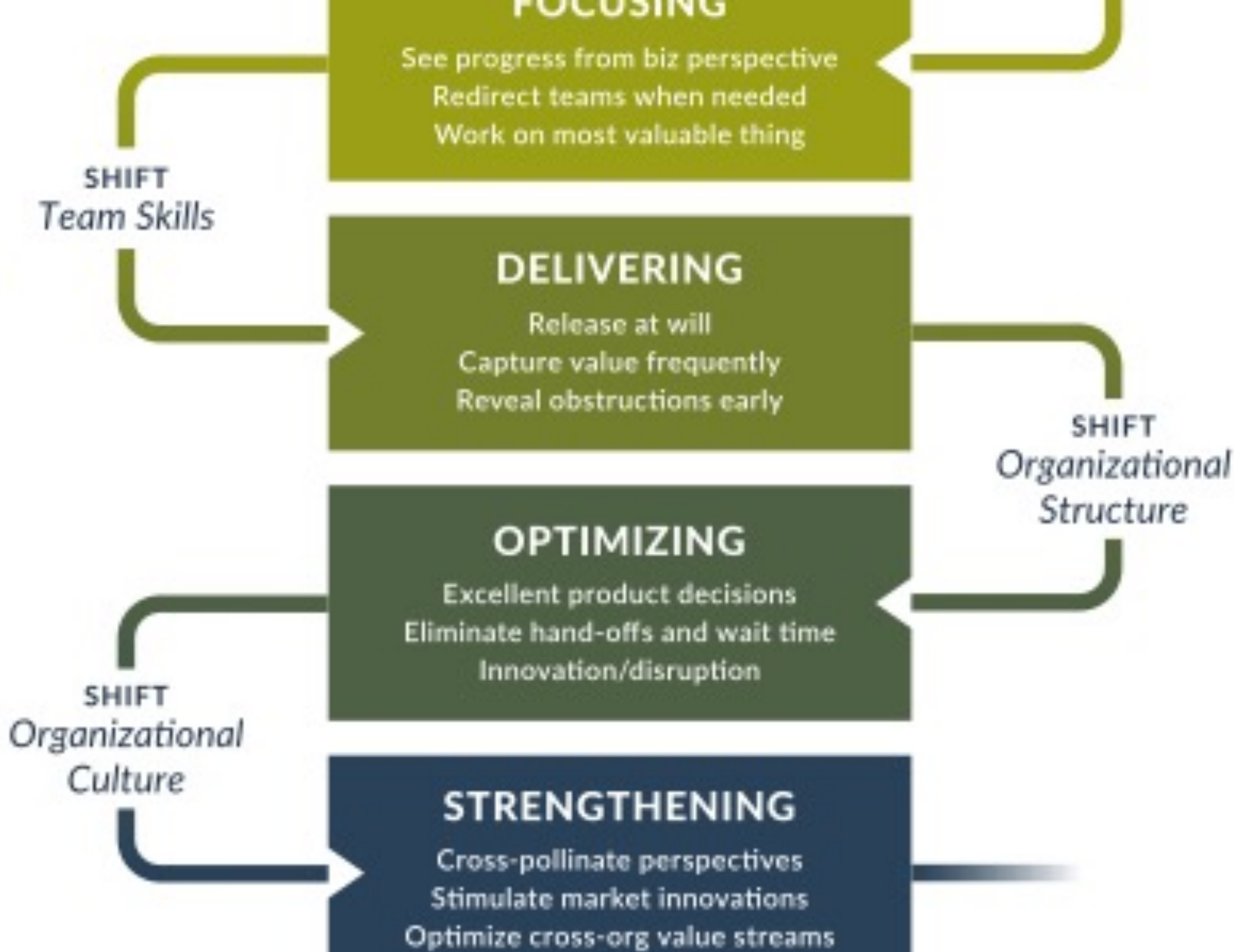
in team
& mentoring

ABILITY: +3-24 MO.

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AGILE
Basic S
Kanban

INVEST
Market
Business
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Design
Beyond

AGILE

FOCUSING

See progress from biz perspective
Redirect teams when needed
Work on most valuable thing

Management training

AGILE FUNDAMENTALS: 2-6 MO.

Basic Scrum
Kanban

DELIVERING

Release at will
Capture value frequently
Reveal obstructions early

SHIFT
*Organizational
Structure*

INVEST IN:

Market focus
Business expertise in team
Team business ownership
Management coaching

OPTIMIZING

Excellent product decisions
Eliminate hand-offs and wait time
Innovation/disruption

AGILE'S PROMISE: +1-5 YR.

Lean Startup
Lean Software Development
Design Thinking
Beyond Budgeting

STRENGTHENING

Cross-pollinate perspectives
Stimulate market innovations



INVEST I
Market f
Business
Team bu
Manager

AGILE'S
Lean Sta
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Beyond I

AGILE

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AGILE SUSTAINABILITY: +3-24 MO.

Extreme Programming
DevOps Movement

INVEST IN:

Inventing new practices
Cross-organization focus

AGILE'S FUTURE

Complexity Theory
Organization Design Theory
Alternative Governance Structures

Team Skills

DELIVERING

Release at will
Capture value frequently
Reveal obstructions

OPTIMIZING

Excellent product decisions
Eliminate hand-offs and
Innovation/disrupt

SHIFT

Organizational
Culture

STRENGTHENING

Cross-pollinate perspectives
Stimulate market innovation
Optimize cross-org value

new practices
organization focus

FUTURE

Design Theory
on Design Theory
Governance Structures



Positive
Inclusive
Promotes Improvement

THE AGILE FLUENCY™ MODEL

CHART YOUR AGILE PATHWAY

Fluency: Routine, Skillful Ease
Comes From Investment In Learning

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Productivity dip
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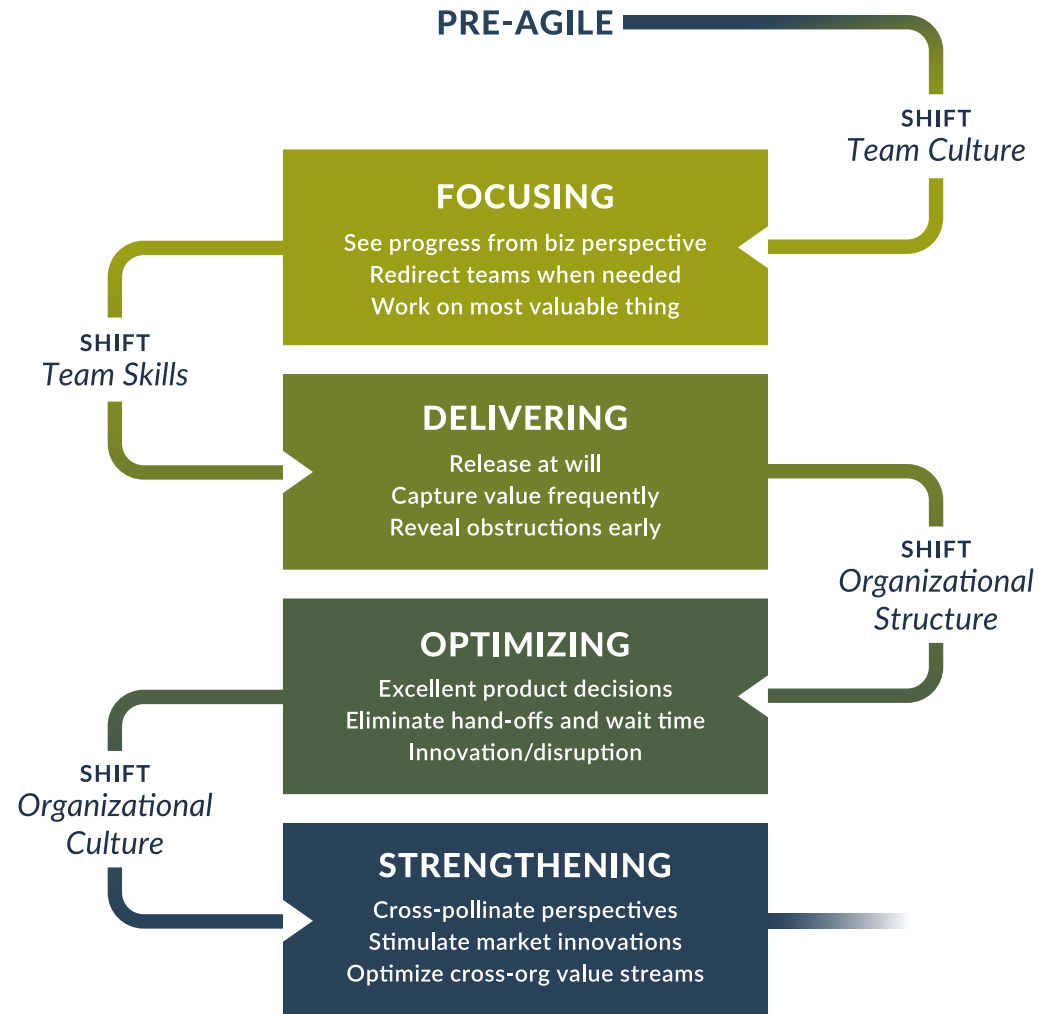
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Extreme Programming
DevOps Movement

INVEST IN:
Inventing new practices
Cross-organization focus

AGILE'S FUTURE

Complexity Theory
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Alternative Governance Structures



INVEST IN:
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AGILE'S PROMISE: +1-5 YR.

Lean Startup
Lean Software Development
Design Thinking
Beyond Budgeting

AGILE FLUENCY PROJECT

agilefluency.org

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Does your organization
have the will to invest in
cultivating
the teams it needs?

LEADERSHIP BEHAVIORS

- ◆ Patience
- ◆ Seeing Teams as Entities
- ◆ Investing/Enabling/Supporting
- ◆ Advocating & Using Social Capital for Influencing
- ◆ Acting on System Improvement Opportunities
- ◆ Choosing Effectiveness over Efficiency



RESOURCES

Free Downloadable eBook, *The Agile Fluency Model: A Brief Guide to Success with Agile*

Find it at: <https://www.agilefluency.org/ebook.php>

Subscribe to our **Newsletter** at:

<https://www.agilefluency.org/subscribe>

Read James Shore's *The Art of Agile Development*, 2nd edition.

<https://www.jamesshore.com/v2/blog/2020/coming-soon>

Upcoming workshops:

<https://www.agilefluency.org/workshops.php>

Upcoming Workshops – Summer/Fall 2021

12 Aug–14 Oct – Agile Fluency Facilitators Workshop in English (09:00 PDT/12:00 EDT/17:00 BST/18:00 CET/) <https://www.agilefluency.org/workshops.php>

26 Aug–28 Oct – Agile Fluency Facilitators Workshop in English (08:00 CET/11:30 IST/13:00 AWT/14:00 JST/) <https://www.agilefluency.org/workshops.php>

26 Aug–29 Oct – Agile Fluency Facilitators Workshop in German (15:00 CET) <https://www.agilefluency.org/workshops.php/>

19-22 Oct – Team Fluency: Investing in Skilled Ease in Action (12:00 EDT/18:00 CEST/16:00 UTC) <https://workshopbutler.com/public/event/yCCZ0UoU>

See our Workshops and Events page for specific schedules, details + links to other upcoming events.

AFP "Town Hall" events at two times a month for multiple time zone convenience.

1st Town Hall – 19:00 PT/ 21:00 ET/ 08:30 IST/12:00 JST/14:00 AEDT/16:00 NZDT

2nd Town Hall – 09:00 PT/12:00 ET/14:00 BRT/19:00 CET /22:30 IST/ 06:00 NZDT