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Agile Maturity

NK Shrivastava, PMP, RMP, ACP, CSP, SPC4
CEO/Enterprise Agile Coach - RefineM

Agenda

1. Introductions and Expectations
2. Agile Maturity
   a. Why Measure Agile Maturity?
   b. Agile Maturity Metrics / KPIs
   c. RefineM's Agility Assessment
   d. Conclusion
3. Upcoming Learning Opportunities from RefineM
4. How to get 1 PDU for this Webinar?
5. Final Q&A

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RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.

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Your Expectations

What are your expectations from this webinar?

Why are you here today?

NK Shrivastava
PMP, RMP, ACP, CSP, SPC4

- CEO/Consultant since Dec 2011
  - Agile Transformation/Coaching/Adoption
    - Enterprise Agile Coach @ IBM
  - Project Management/Process Improvement Consulting and Training
  - Products for Project Professionals
    - Essential Gear for Project Managers
    - PMP Exam Simulator
    - PMP Videos at Vimeo

- 20+ years of successful project leadership
  - Successfully led hundreds of projects of all sizes
  - Recovered many projects, saved millions of dollars
  - Implemented numerous process improvements
  - Coached/mentored hundreds of PMs and executives
  - Board member of SWMO PMI Chapter (2008-2014)

Helping organizations turn their project management capability into a *competitive advantage*

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What's New at RefineM

Webinar Title	Date
Backlog/Story Grooming (*ProjectManagement.com*)	Jan 9
2019 Project Management / Agile Trends	Feb 6

- New Training and Outreach
  - Several in-person and virtual PMP classes in 2018
  - New BA classes – Business Analysis Fundamentals and Business Requirements Gathering for Agile Projects
  - New Agile class – Kanban Fundamentals / Kanban 101

- PMP Exam Prep Test Simulator -- ***2-day free trial available now.***

- Agile and Business Requirements Gathering Videos at Vimeo
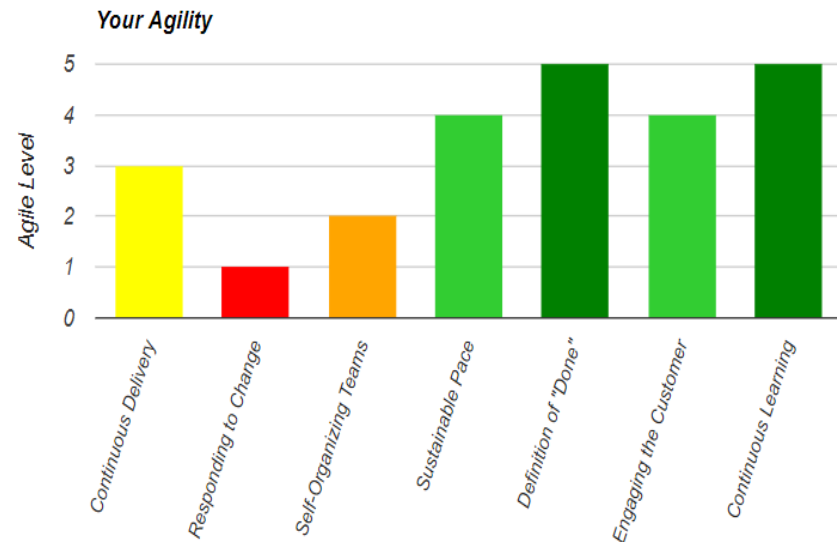
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Agile Maturity

Why Measure Agile Maturity?

- Make sure teams are improving

- Identify weak areas so teams can improve
  - ✓ And identify strengths so they can be celebrated

Why else?

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Agile Maturity KPIs / Metrics

1. Continuous Delivery of a Valuable Product
2. Responding to Change
3. Self-Organizing Teams
4. Sustainable Pace
5. Definition of "Done"
6. Engaging the Customer
7. Continuous Learning

Your Agility

Agile Level

Continuous Delivery — Responding to Change — Self-Organizing Teams — Sustainable Pace — Definition of "Done" — Engaging the Customer — Continuous Learning

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Continuous Delivery

Do your teams:

1. Frequently release to customers (every 2-4 weeks).
2. Provide value to the customer with each release?
3. Quickly identify and resolve defects after each release?
4. Deliver more value in each iteration than in the previous?
5. Increase customer satisfaction with each delivery?

How many of these do your teams follow?

Take the survey - 1 minute

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Continuous Delivery – How to Improve?

1. Ensure backlog is continuously groomed and stories are "ready" for the sprint before the sprint starts.

2. Ensure every user story has business value assigned to it.

3. Keep some team capacity reserved for fixing high severity defects quickly.

4. Keep customers involved with regular reviews to ensure increased customer satisfaction with each release

5. **Metrics:** Velocity/Cycle time, Repair to Build Ratio, NPS

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Responding to Change

Do your teams:

1. Use a prioritized list and tackles high-priority items first?
2. Always welcome changes?
3. Empower customers to add new requirements, even late?
4. Have a process to incorporate changing requirements?
5. Feel empowered to identify and request changes?

How many of these do your teams follow?

Take the survey - 1 minute

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Responding to Change – How to Improve?

1. Make sure team has a strong Product Owner (PO)
2. The PO grooms the backlog and prioritizes requirements on an ongoing basis, including changes.
3. The team has a mindset to welcome changes.
4. A process exists to implement newly added and prioritized requirements quickly.

5. **Metrics:** % of newly added requirements implemented

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Self-Organizing Teams

Do your teams:

1. Self-organize with little / no command and control?
2. They are fully empowered to make decisions for the work that they do.
3. Have members focused and interested in their work?
4. Maintain contact, either virtually or in-person?
5. Fulfill commitments for each iteration?

How many of these do your teams follow?

Take the survey - 1 minute

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Self-Organizing Teams – How to Improve?

1. Look for inhibiting command-and-control structures
2. Make sure teams have the right skillsets
3. Coach managers/leaders in servant leadership

4. **Metrics**: Velocity/Cycle time, Repair to Build Ratio

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Sustainable Pace

Do your teams:

1. Have a sustainable cadence to meet iteration goals?
2. Meet commitments without a lot of overtime?
3. Check historic performance when planning future iterations?
4. Deliver the same or slightly more value in each iteration?
5. Deliver demonstrable, high-quality output based on evidence?

How many of these do your teams follow?

Take the survey - 1 minute

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Sustainable Pace – How to Improve?

1. Measure to ensure quality and sustainable pace
   - ✓ Variances (planned vs. actual velocity)
   - ✓ Repair-to-build ratio

2. Try not committing to delivering more than last sprint
   - ✓ Gives team chance to catch up and get a quick win

3. **Metrics**: Planned and Actual Velocity, Repair to Build Ratio

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Definition of "Done"

Do your teams:

1. Have a clear and agreed-upon Definition of "Done" ?
2. Follow the Definition of "Done" consistently?
3. Use it to deliver production-ready code each iteration?
4. Ensure everyone understands the Definition of "Done"?
5. Evaluate and update it at the start of each iteration?

How many of these do your teams follow?

Take the survey - 1 minute

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Definition of "Done" – How to Improve?

1. Include milestone deliverables
   - ✓ E.g., fully tested code, code review complete

2. Review definition of "done" frequently with team, customers, and stakeholders

3. **Metrics**: Cycle Time, Repair-to-Build ratio

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Engaging the Customer

Do your teams:

1. Engage the customer and embed them in the team?
2. Present minimum viable products (MVPs) for review?
3. Prioritize customer needs throughout the life cycle?
4. Make the customer feel valuable on the team?
5. Keep customer satisfaction the #1 priority?

How many of these do your teams follow?

Take the survey - 1 minute

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Engaging the Customer – How to Improve?

1. Proactively invite the customer to participate
   - ✓ Reach out and find the best times in their schedule

2. Ensure high-quality customer engagement
   - ✓ Structure review, ceremonies to make it worth their time

3. **Metrics**: Net Promoter Score (NPS)

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Continuous Learning

Do your teams:

1. Reflect on opportunities to improve after each iteration?
2. Implement ideas and show evidence of improvements?
3. Build retrospectives into the team's iterations?
4. Include the entire team in retrospectives?
5. Share the results of retrospectives?

How many of these do your teams follow?

Take the survey - 1 minute

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Continuous Learning – How to Improve?

1. Schedule and hold retrospectives regularly
   ✓ Make sure each team member has it on their schedule

2. Enable candid feedback
   ✓ Sticky notes, team message boards are two examples

3. Ensure action items are implemented

4. **Metrics:** Velocity/Cycle time, Repair to Build Ratio, NPS

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RefineM's Agility Assessment

https://Agility.refinem.com/

Agility Assessment

Please answer all questions below about your Agile practices to determine your Agility.

1. Software is released to customers frequently (every couple weeks to a month).
   - Never
   - Most of the time
   - Sometimes
   - Always
   - Half the time

2. The team uses a list of prioritized requirements and tackles the high priority items first.
   - Never
   - Most of the time
   - Sometimes
   - Always
   - Half the time

3. The team is self-organized and empowered to do its work with minimal command and control.
   - Never
   - Most of the time
   - Sometimes
   - Always
   - Half the time

4. The team develops a cadence that allows them to consistently meet project goals with high quality software.
   - Never
   - Most of the time
   - Sometimes
   - Always
   - Half the time

5. There is a clearly defined and agreed upon definition of "done" that the team follows.
   - Never
   - Most of the time
   - Sometimes
   - Always
   - Half the time

6. The customer is highly engaged and embedded in the team (provide input, review stories, provide feedback).
   - Never
   - Most of the time
   - Sometimes
   - Always
   - Half the time

7. The team continuously improves by reflecting on previous iterations.
   - Never
   - Most of the time
   - Sometimes
   - Always
   - Half the time

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Conclusion

- Each of the seven KPIs are critical to full Agile maturity

- Teams strong in all 7 are high-performing Agile teams

- Any Agile team can continue to learn and improve
  - ✓ Regardless of maturity level

Keep improving your Agile teams with these KPIs

Next Lunch and Learn

- ***Backlog Grooming for Agile Requirements
  (on ProjectManagement.com)***
  - ✓ What is backlog grooming?
  - ✓ Who is responsible?
  - ✓ How do coarse-grained and fine-grained requirements differ?
  - ✓ What are some best practices?

- ***Wednesday, January 9, 12:00-1:00 PM Eastern***

Register Today - Don't wait for the last Minute

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RefineM's Agility Assessment

Now available: https://Agility.RefineM.com

Features

- Quick 7-question test

- Bar chart of results

- Ability to email results

- Follow-up for more insight on your results

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RefineM's PMP Practice Test Simulator

https://Examprep.RefineM.com - **2-day free trial now available**

PROJECT MANAGEMENT PROFESSIONAL (PMP®) EXAM PRACTICE TEST

ExamPrep.RefineM.com

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Subscriptions (USD)		
Level	**Duration**	**Price**
Bronze	2 weeks	$30
Silver	1 month	$50
Gold	2 months	$75
Platinum	3 months	$100

Features

- 20, 40, 100, 200 question tests
- Questions written by experts
- Knowledge area-wise tests
- Score history tracking
- Stop/restart tests

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Business Requirements Gathering Videos

https://vimeo.com/ondemand/refinembusreq/

About the Series

- Business Requirements Gathering for Agile Projects is a 3-hour deep dive into how business requirements are gathered in an Agile environment.

- Learn techniques to gather business requirements in an Agile way.

- **$49.99/month** for access to all videos

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Agile Fundamentals Videos

https://vimeo.com/ondemand/refinemagile/

About the Series

- Four core modules and supplemental 1-hour videos cover Agile principles and mindset, planning and estimation, project execution, and more

- Over 9 total hours of videos

- **$49.99/month** for access to all videos

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Next Online Training Course

Agile for Waterfall and Operational Work

**January 19, 2019
One full day over the Web.**

*Learn how Agile can be adapted to any environment.
Learn more at: https://refinem.com/agile-for-waterfall-and-operational-work/*

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How to Earn 1 PDU for this Webinar?

1. **Log in to** ccrs.pmi.org **and Click** on "Report PDUs" link.
2. **Click** "Courses and Training" **and Input** the following:

Activity Name	"Agile Maturity" *(complete before selecting provider)*
Provider	"RefineM LLC" *(key in the Provider name)*
Date Started	December 6, 2018
Date Completed	December 6, 2018
Contact Person	NK Shrivastava
Contact Phone	(417) 763-6762
Contact Email	Trainings@RefineM.com
PDUs	1.00 Leadership.

3. **Check** "I agree this claim is accurate" box and then **Submit.**

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Questions?

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Training Opportunities from RefineM

Name	Online	SGF	KC	Raleigh	LA	San Diego
PMP® Exam Prep	Feb 16-24	Feb 26-Mar 01	Mar 05-08	Mar 12-15	Mar 19-23	Mar 26-29
Recipe to Deliver Projects Successfully	Feb 09	Mar 26	Jan 26	Feb 09	Feb 23	Mar 09
Agile Fundamentals / Agile 101	Feb 12-13		Jan 29-30	Feb 27-28	Mar 12-13	Mar 26-27
PMI-ACP® Exam Prep	Feb 12-14		Jan 29-31	Feb 27-Mar 01	Mar 12-14	Mar 26-28
Agile for Waterfall/Operational Work	Jan 19	Feb 02	Feb 16	Mar 02	Mar 16	Mar 30
Backlog Grooming for Agile Requirements	Mar 15		Jan 25	Feb 08	Feb 22	Mar 08
Kanban Fundamentals / Kanban 101	Mar 23					
Business Requirements Gathering for Agile	Feb 07		Jan 24	Feb 07	Feb 21	Mar 07

Click here for more details.

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