

? *answer in the chat:*

**WHAT'S THE MOST AGILE THING  
YOU'VE EVER DONE?**



# AGILE 2 - THE NEXT ITERATION OF AGILE



# ABOUT ME

- ★ Agile Coach since 2009
- ★ Product Program & Operations Manager
- ★ Working out loud in my [Digital Garden](#) 🌱

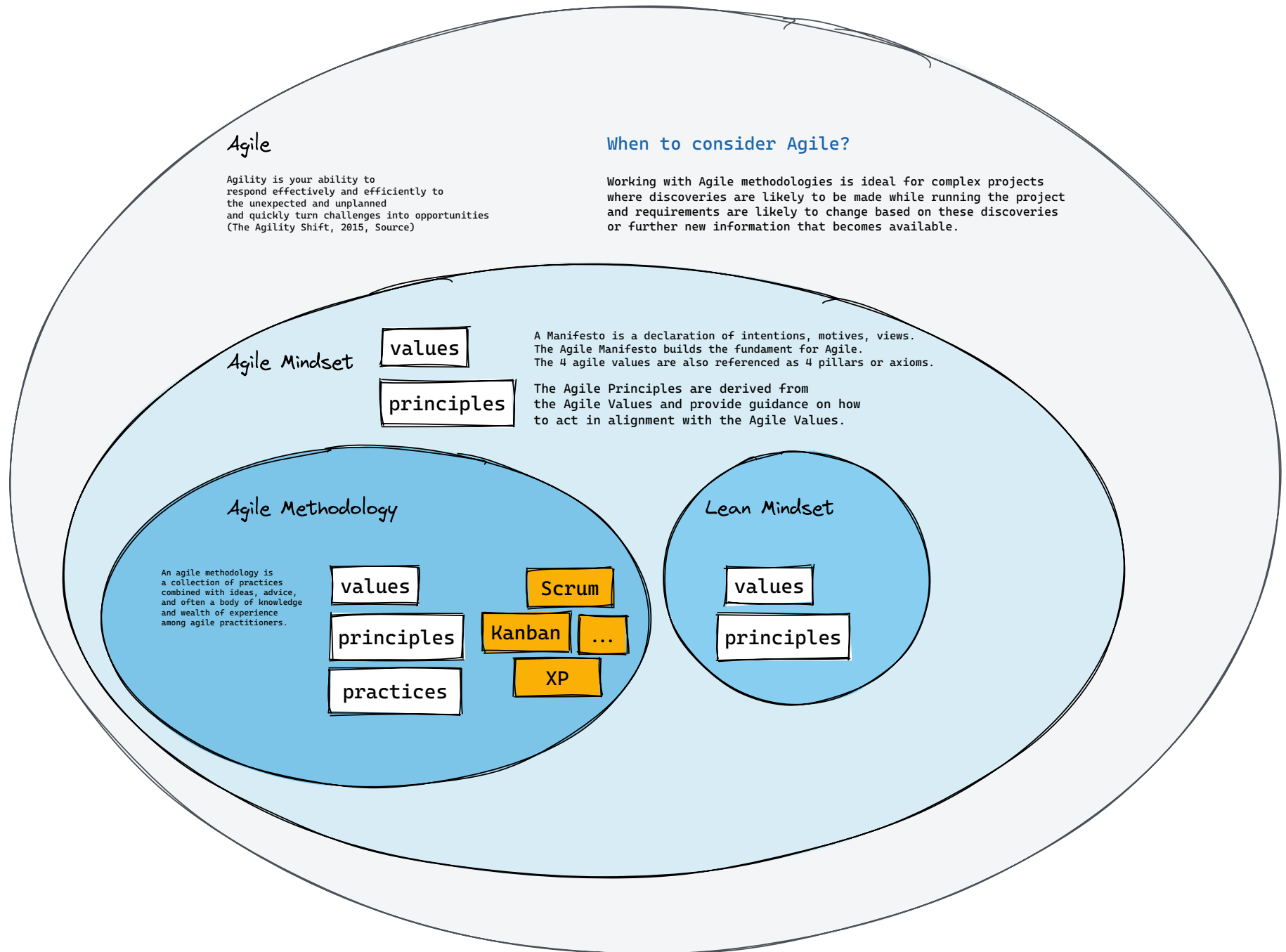
# TODAY WE LOOK AT

- ★ Agile 1 limitations and Agile 2 evolution
- ★ Main aspects of Agile 2
- ★ Implementing Agile 2

# AGILE 1 AND AGILE 2



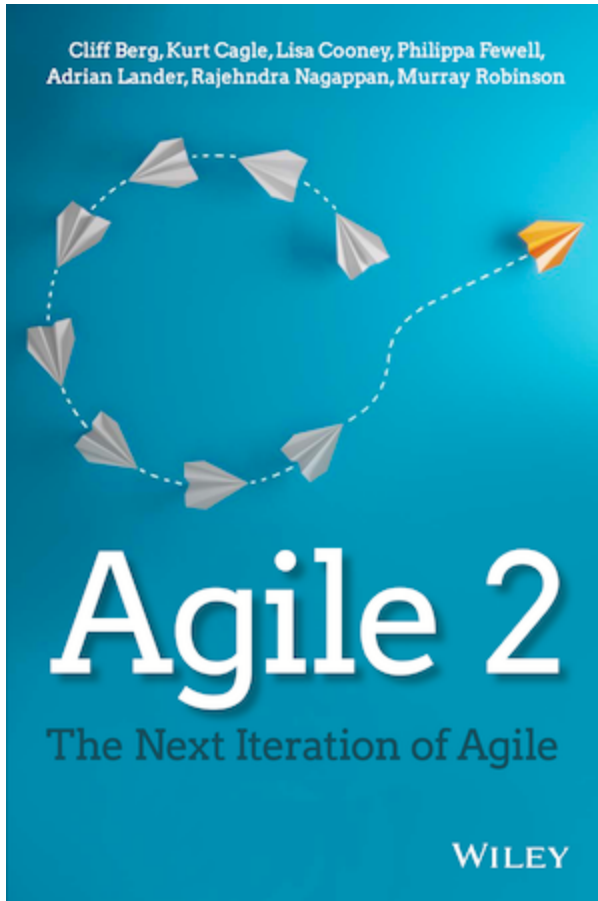
# AGILE - A BRIEF OVERVIEW



# AGILE 1 LIMITATIONS

- ★ The topic of **leadership** is not covered sufficiently
- ★ **Scaling** is not considered
- ★ Team, team, team ... (**individuals lost?**)
- ★ Focus and **Deep work** is not at core
- ★ **Business and Developers are not partners**
- ★ DevSecOps (**holistic perspective on agility**)  
missing

# CREDITS



★ Agile 2 ideas and thoughts

★ Adrian Lander, Cliff Berg, Huet Landry, Kurt Cagle, Lakshmi Chirravuri, Lisa Cooney, MC Moore, Murray Robinson, Navneet Nair, Parul Choudhary, Philippa Fewell, Priya Mayilsamy, Rai Nagappan, Vigneshwaran Kennady, Vincent Harries ([details](#))



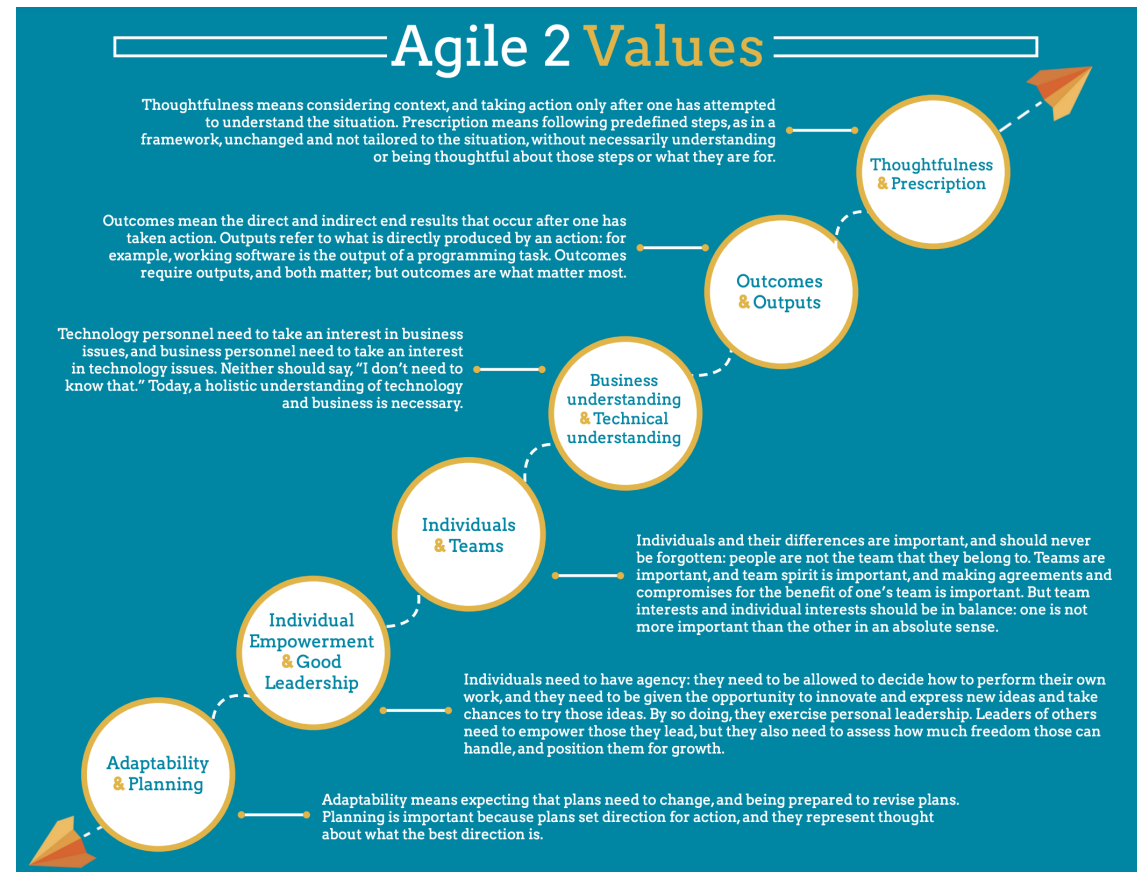
# AGILE 2

Agile 2 does not replace Agile. Rather, it attempts to modify and add to it.

- ★ It depends
- ★ Don't be extreme, unless the situation is extreme
- ★ Think holistically - in terms of the whole system

# AGILE 2 VALUES

6 values with a more detailed explanation



<https://agile2.net/wp-content/uploads/2021/02/Values.pdf>

# ADAPTABILITY & PLANNING

Adaptability means expecting that plans need to change, and being prepared to revise plans. Planning is important because plans set direction for action, and they represent thought about what the best direction is.

# INDIVIDUAL EMPOWERMENT & GOOD LEADERSHIP

Individuals need to have agency: they need to be allowed to decide how to perform their own work, and they need to be given the opportunity to innovate and express new ideas and take chances to try those ideas. By so doing, they exercise personal leadership.

Leaders of others need to empower those they lead, but they also need to assess how much freedom those can handle, and position them for growth.

# INDIVIDUALS & TEAMS

Individuals and their differences are important, and should never be forgotten: people are not the team that they belong to. Teams are important, and team spirit is important, and making agreements and compromises for the benefit of one's team is important. But team interests and individual interests should be in balance: one is not more important than the other in an absolute sense.

# BUSINESS UNDERSTANDING & TECHNICAL UNDERSTANDING

Technology personnel need to take an interest in business issues.

Business personnel need to take an interest in technology issues.

# OUTCOMES & OUTPUTS

**Outcomes** mean the direct and indirect **end results** that occur **after** one has taken **action**.

**Outputs** refer to what is **directly produced by an action**: for example, working software is the output of a programming task. Outcomes require outputs, and both matter; but **outcomes are what matter most**.

# THOUGHTFULNESS & PRESCRIPTION

Thoughtfulness means considering context, and taking action only after one has attempted to understand the situation.

Prescription means following predefined steps, as in a framework, unchanged and not tailored to the situation, without necessarily understanding or being thoughtful about those steps or what they are for.



# AGILE 2 PRINCIPLES

10 areas with currently 43 principles



<https://agile2.net/wp-content/uploads/2021/02/Principles.pdf>

# PRINCIPLES ..MY PICK (1) - LEARNING & OUTCOMES

★ Product Development is **mostly a learning journey** - not merely an "implementation" ➡ **Product Discovery**

★ The only proof of value is a **business outcome**

★ Those offering products and services should feel accountable to their customers for the impact of defects

★ Carefully gather and analyze **data for product validation**

# PRINCIPLES ..MY PICK (2) - DIVERSITY

- ★ Technology delivery leadership & teams need to understand the business
- ★ Business leaders must understand how products and services are build and delivered
- ★ Foster diversity of communication and of working style
- ★ Individuals matter just as team matters
- ★ Both generalists and specialists are valuable

# PRINCIPLES ..MY PICK (3) - FOCUS

★ Respect Cognitive Flow

★ Make it easy for people to engage in uninterrupted, focuses work

★ Foster deep changes

# PRINCIPLES ..MY PICK (4) - LEADERSHIP

- ★ Provide leadership who can both empower individuals and teams, and set direction
- ★ Self organization and autonomy are aspirations, and should be given according to capability
- ★ A team often needs more than one leader, each of a different kind

# LEADERSHIP INSIGHTS

★ Leadership Taxonomy and a Leadership Sketch

★ Detailed Product Development Leadership roles

*Product Value Leadership*

*Implementation Leadership*

*Development Workflow Leadership*

★ Strong insights on Authority and Leadership

# IMPLEMENTATION OF AGILE 2



# VERY HIGH LEVEL RECOMMENDATION

- ★ Understand enhanced Values and Principles and core ideas
- ★ Analyse Deltas and motivate change experiments to improve most important topics
- ★ Unlearn specific aspects that are not longer needed or misleading



# NEXT?!

- ★ Join a [free Blinkist Space](#) around Agile?
- ★ [Agile 2 - further learnings](#)
- ★ Visit me in my [Digital Garden](#) 🌱 and dive deeper

