? 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

- Addin Appects of Agile 2
- ☆ Implementing Agile 2



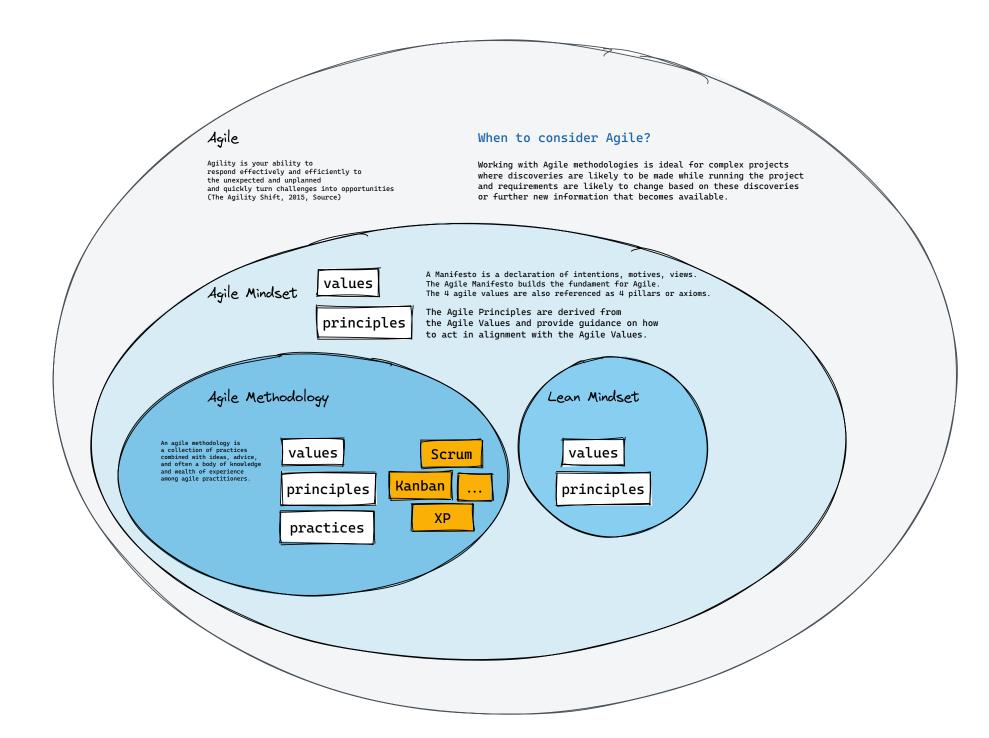


## AGILE 1 AND AGILE 2





## **AGILE - A BRIEF OVERVIEW**





Sebastian Kamilli

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# AGILE 1 LIMITATIONS

rightarrow The topic of leadership is not covered sufficiently

☆ Scaling is not considered

Team, team, team ... (<mark>individuals lost</mark>?)

🔶 Focus and <mark>Deep work</mark> is not at core

Business and Developers are not partners

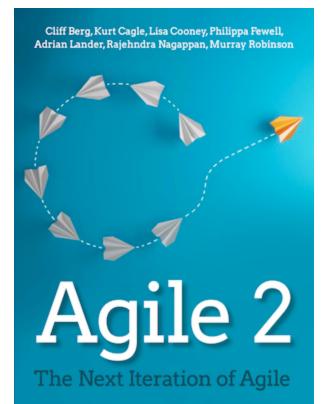
☆ DevSecOps (holistic perspective on agility) missing





숨 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)



WILEY





## AGILE 2

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



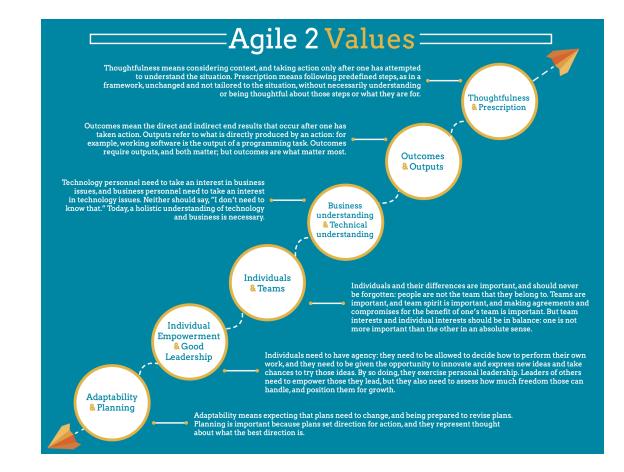
🔶 Don't be extreme, unless the situation is extreme

🔶 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 <mark>plans</mark> need to <mark>change</mark>, 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 <mark>empower</mark> those they lead, but they also <mark>need to assess how much freedom</mark> 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 <mark>end results</mark> that occur <mark>after</mark> one has taken <mark>action</mark>.

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





## **THOUGHTFULNESS & PRESCRIPTION**

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

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





## **AGILE 2 PRINCIPLES**

# 10 areas with currently 43 principles

	=Agile 2 Principles ====
Planning, Transition	<ul> <li>- Any initiative requires both a vision or goal, and a flexible, steerable, outcome-oriented plan</li> <li>- Any significant transformation is mostly a learning journey – not merely a process change.</li> </ul>
& Transformation	- Change must come from the top. - Product development is mostly a learning journey – not merely an "implementation."
	- Obtain feedback from the market and stakeholders continuously.
Product, Portfolio & Stakeholders	- The only proof of value is a business outcome.
	- Work iteratively in small batches.
	Product design must be integrated with product implementation.     Create documentation to share and deepen understanding.
	- Those offering products and services should feel accountable to their customers for the impact of defects.
Data	- Data has strategic value. - An organization's information model is strategic.
	- Carefully gather and analyze data for product validation.
Technical Dimension & Technical Fluency	<ul> <li>Technical agility and business agility are inseparable: one cannot understand one without also understanding the other.</li> </ul>
	- Business leaders must understand how products and services are built and delivered.
	- Technology delivery leadership must understand technology delivery.
	- Technology delivery leadership and teams need to understand the business
Frameworks &	- Fit an Agile framework to your work, your culture, and your circumstances.
Methodologies	- Organizations need an "inception framework" tailored to their needs.
Individuality v. Team	- The whole team solves the whole problem.
	- Foster diversity of communication and diversity of working style.
	- Individuals matter just as the team matters. - Both specialists and generalists are valuable.
	- Different Agile certifications have unequal value and require scrutiny.
Team v. Organization	- Favor mostly-autonomous end-to-end delivery streams whose teams have authority to act.
	<ul> <li>Foster collaboration between teams through shared objectives.</li> <li>Favor long-lived teams, and turn their expertise into competitive advantage.</li> </ul>
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	- Place limits on things that cause drag.
Continuous	- Integrate early and often. - From time to time, reflect, and then enact change.
Improvement	- Don't fully commit capacity.
	- Respect cognitive flow.
Focus	- Make it easy for people to engage in uninterrupted, focused work.
	- Foster deep exchanges.
	- The most impactful success factor is the leadership paradigm that the organization exhibits
	and incentivizes. - Provide leadership who can both empower individuals and teams, and set direction.
	- Leadership models scale.
Leadership	- Organizational models for structure and leadership should evolve.
	- Good leaders are open. - A team often needs more than one leader, each of a different kind.
	- Self organization and autonomy are aspirations, and should be given according to capability
	<ul> <li>Validate ideas through small contained experiments.</li> <li>Professional development of individuals is essential.</li> </ul>

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 <mark>business outcome</mark>

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

Susiness 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

A 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







### **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



