The Agile Performance Holarchy
A new model for building and evaluating Agile Capability

Jeff Dalton

President of Broadsword
Chief Evangelist, AgileCxO.org

Presented By: Broadsword
Process Innovation at the speed of life

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Agility, Capability, and Stability
Into the storm...
Agility and Values are Symbiotic

VALUES

• Fly the plane
• Collaborate with the crew
• Strive to Survive
• Communicate
• Depend on your training
• The Pilot is in command
• Sterile cockpit!
Capability is the Price of Admission

CAPABILITY

- Emergency checklist
- Level the wings
- Slow to minimum speed
- Switch gas tanks
- Carb heat on
- Radio Center/ATC
- Assign Tasks
- Focus on instruments
- Follow the FARs

IF-THEN-ELSE-IF COLLABORATION

A “hands-off” substitute for FMEA, Five-Whys, or Decision Analysis and Resolution
Stability Allows us to focus on success

STABILITY

• Safe flight
• Enjoyable trip
• Longer life
• Lifetime hobby
• Easier travel
• Pass it on to my children
AGILITY
Agility is about values – part 1

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

- Individuals & Interactions
- Working Software
- Processes & Tools
- Comprehensive Documentation
Agility is about values - part 2

Customer Collaboration

Responding to Change

That is, while there is value in the items on the right, we value the items on the left more.
Core agile values*

- Openness
- Courage
- Focus
- Visibility
- Commitment

- Sense of humor
- Respect
- Fail Fast
- Transparency

*Derived from Exploring Scrum: The Fundamentals by Dan Rawsthorne and Doug Shimp
Values traceability is critical to stability.
Empirical process control framework
Agile Traceability Example: Scrum

TRANSPARENCY, FAIL FAST

DAILY STANDUP, SPRINT DEMO, INFORMATION RADIATORS, SHORT TIMEBOXES
CAPABILITY
CxOs “fear their capabilities aren’t strong enough.”

*Boston Consulting Group, 2012
85% of CEOs believe business process helps them share knowledge across divisions and regions.*

The CMMI® is a set of models that help organizations in the Technology, Services, Acquisition, and Human Capital sectors build world-class capability.
Early adopters of CMMI were Defense, Manufacturing, High Tech Companies that leaned heavily on Defined Process Control Frameworks
Growth in CMMI adoption by agile organizations

Agile organizations are overlaying Agility on top of the proven capabilities that CMMI brings to their operations.
“Everything is vague to a degree you do not realize till you have tried to make it precise.”

- Bertrand Russell
A Guide to Scrum and CMMI®: Improving Agile Performance with CMMI
The Guide demonstrates how to **build capability** within an Agile Empirical Process Control environment at the **Practice**, **Technique**, and **Ceremony** level using the CMMI.
Empirical process control framework
Ceremonies & techniques should be strengthened.

The Scrum Guide identifies the Process Areas that will help you to improve capability with each Agile ceremony or technique, and works through the improvement recommendations.
Each is evaluated for capability

<table>
<thead>
<tr>
<th>Backlog Grooming</th>
<th>Refactoring</th>
<th>Sprints/Iterations</th>
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<tr>
<td>Continuous Build/Integration</td>
<td>Release Burn Down</td>
<td>Team Agreements</td>
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<td>Daily Standup/Daily Scrum</td>
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<td>Definition of Done</td>
<td>Scrum Board/Task Board</td>
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<td>Epics</td>
<td>Scrum of Scrums</td>
<td>User Stories</td>
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<td>Open Space Technology</td>
<td>Sprint Burn Down</td>
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<td>Pair Programming</td>
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<td>Planning Poker</td>
<td>Sprint Planning</td>
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</tbody>
</table>
Implementation and evaluation are critical

Agile ceremonies and techniques are comprised of behaviors, and the CMMI breaks them down into specific behaviors that can be improved.

This leads to a stronger, more resilient Agile implementation.
STABILITY
A **holon** (Greek: ὅλον, holon neuter form of ὅλος, holos "whole") is something that is simultaneously a whole and a part.
The Agile Performance Holarchy is a hierarchy of Holons, all which can stand alone, and be part of a greater whole.
Performance Circles
- Circle of related roles and functions

Holon
- A standalone set of actions that must be energized as part of a greater whole

Each Holon has:
- Objectives in Agile context
- Agile Ceremonies
- Agile techniques
Agile Performance Levels

As a self-organizing organization, we adopted agile across all segments of our team so that minimal oversight is required to be successful.

As a transforming organization, we are consistently using agile techniques so all of our projects can be more collaborative and self-organizing.

As an adopting organization, we are learning to adopt agile techniques so we can become more self-organizing and productive.

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Leading

Valuing:
Describes the objectives, behaviors, and ceremonies required to design and deploy the set of Agile Values that will drive organizational behavior.

Enabling:
Describes the objectives, behaviors, and ceremonies required to design and deploy the set of Agile Keys that define the Capability Levels.

Visioning:
Describes the objectives, behaviors, and ceremonies required to set and communicate a vision that is compatible with Agile Values and the desire to have a healthy Agile organization.

Engaging:
Describes the objectives and behaviors required to be an agile "servant leader" that engages, mentors, and participates with the Agile community in the organization.

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**HOLON: VALUING**

Describes the objectives, behaviors, and ceremonies required to design and deploy the set of Agile Values that will drive organizational behavior

<table>
<thead>
<tr>
<th>Objective:</th>
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<tbody>
<tr>
<td>Define and Deploy Agile Values</td>
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<tr>
<td>Align Agile values with frameworks, ceremonies, and techniques</td>
</tr>
<tr>
<td>Communicate Agile Values to your teams</td>
</tr>
<tr>
<td>Sustain, inspect, and adapt Agile Values</td>
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</tbody>
</table>
Envisioning

<table>
<thead>
<tr>
<th>Planning</th>
<th>Defining</th>
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</thead>
<tbody>
<tr>
<td>Describes the objectives, behaviors, and ceremonies required to Envision, Plan, and achieve consensus on product direction, define teams, and understand sizing</td>
<td></td>
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<tr>
<td>Defining</td>
<td></td>
</tr>
<tr>
<td>Describes the objectives, behaviors, and ceremonies required to define and prioritize the product or service's functionality at the Epic and User story</td>
<td></td>
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Satisfying

Clarifying
Describes the objectives, behaviors, and ceremonies required to iteratively evolve the business needs into User Stories and child stories, and to better understand the customer's needs.

Planning
Describes the objectives, behaviors, and ceremonies required to estimate and plan for the upcoming sprint or iteration, and to groom the backlog mid-sprint.

Solving
Describes the objectives, behaviors, and ceremonies required to design and build a solution, and continuously improve the development team.

Delivering
Describes the objectives, behaviors, and ceremonies required to plan an implement the solution using an incremental and iterative approach.
Contributing
Describes the objectives, behaviors, and ceremonies required to identify, capture, and deploy lessons learned based on the empirical experience of Agile teams.

Partnering
Describes the objectives, behaviors, and ceremonies required to define relationships and agreements between teams and internal or external partners and suppliers.

Empowering
Describes the objectives, behaviors, and actions required to support an Agile culture with tools, facilities, and team agreements.
Affirming

Confirming
Describes the objectives, behaviors, and ceremonies required to evaluate team members for their adherence to agile values, frameworks, and techniques.

Understanding
Demonstrate business is receiving expected benefits of Agile adoption
Teaming:
Describes the objectives, behaviors, and ceremonies required to support a capable Agile team, including co-located facilities, tools, team agreements, charters, and management infrastructure.

Growing:
Describes the objectives, behaviors, and ceremonies required to provide a training, mentoring, and learning environment.

Reflecting:
Describes the objectives, behaviors, and ceremonies required to capture experiences and improve performance, including Retrospectives, Lessons Learned, and after-action reviews.

Showing:
Describes the objectives, behaviors, and ceremonies required to understand performance and progress of the product and supporting teams.

Governing:
Describes the objectives, behaviors, and ceremonies required to provide a strong agile governance infrastructure for both product and process performance.

Organizing:
Describes the objectives, behaviors, and ceremonies required to implement self-organization, interfaces with non-agile teams, and definition of project manager and/or non-Agile roles.

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The real dividends of stability

After 2,500 hours, over 1,000 landings, continuous training, learning, and building capability, we’ve enjoyed a lifetime of safety and success!
Download the Guide to Scrum and CMMI

http://cmmiinstitute.com/cmmi-and-agile
SPEAKER RESOURCES

www.broadswordsolutions.com

www.agileCxO.org

www.asktheCMMIAppraiser.com (blog)