



# One Executive's Views on Agile

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# My Agile Journey

## PMI Type Projects

Fake predictability  
Late delivery of varied scope  
Continuous contention

## Informed Agile Champion

Focus on a system of delivery  
Scrum focus  
Mostly successful

## Building cool stuff

Kanban focus  
Beginning to connect agile concepts to strategic goals  
Evangelist

## Uninformed Agile Champion

Scrum in a PMI world  
No product alignment

## Agile Consultant

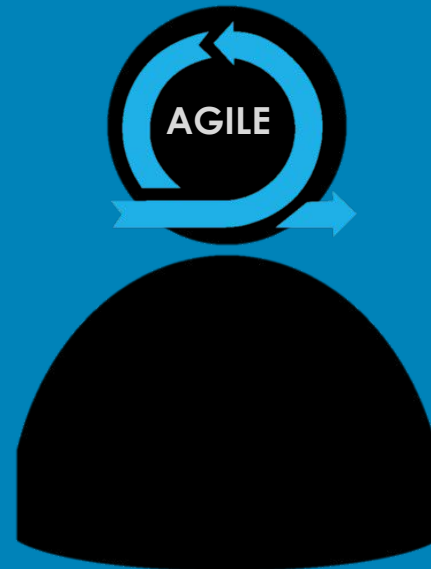
Change agent  
Defining systems of delivery  
Influencer

## MSF

Mini-waterfall  
Big releases  
Late identification of quality

**Do executives  
really care about  
Agile?**

**How do I get my  
leaders to care about  
Agile?**



**Do executives really  
care about Agile?**

# NO

Agile is a means to an end but is not a  
driver for most executives



How do I get my executives  
to care about Agile?

~~How do I get my executives  
to care about agile?~~

What does my leader care  
about and does Agile help  
them solve a problem?



**Product  
Strategy**

**Technology  
Execution**

**Profit**

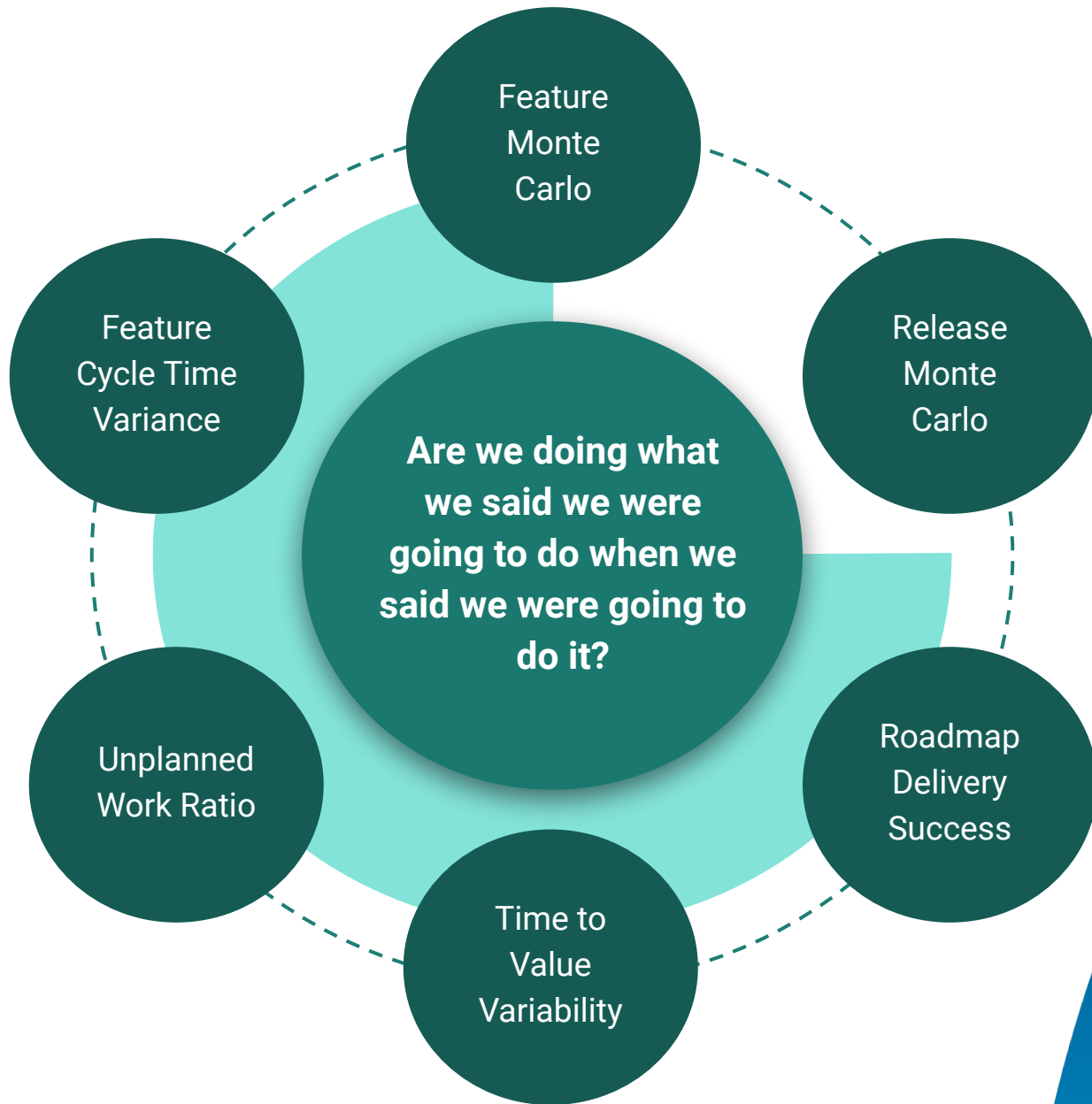
**The average tenure of  
a CIO is 4.3 years**



# What do my leaders care about?

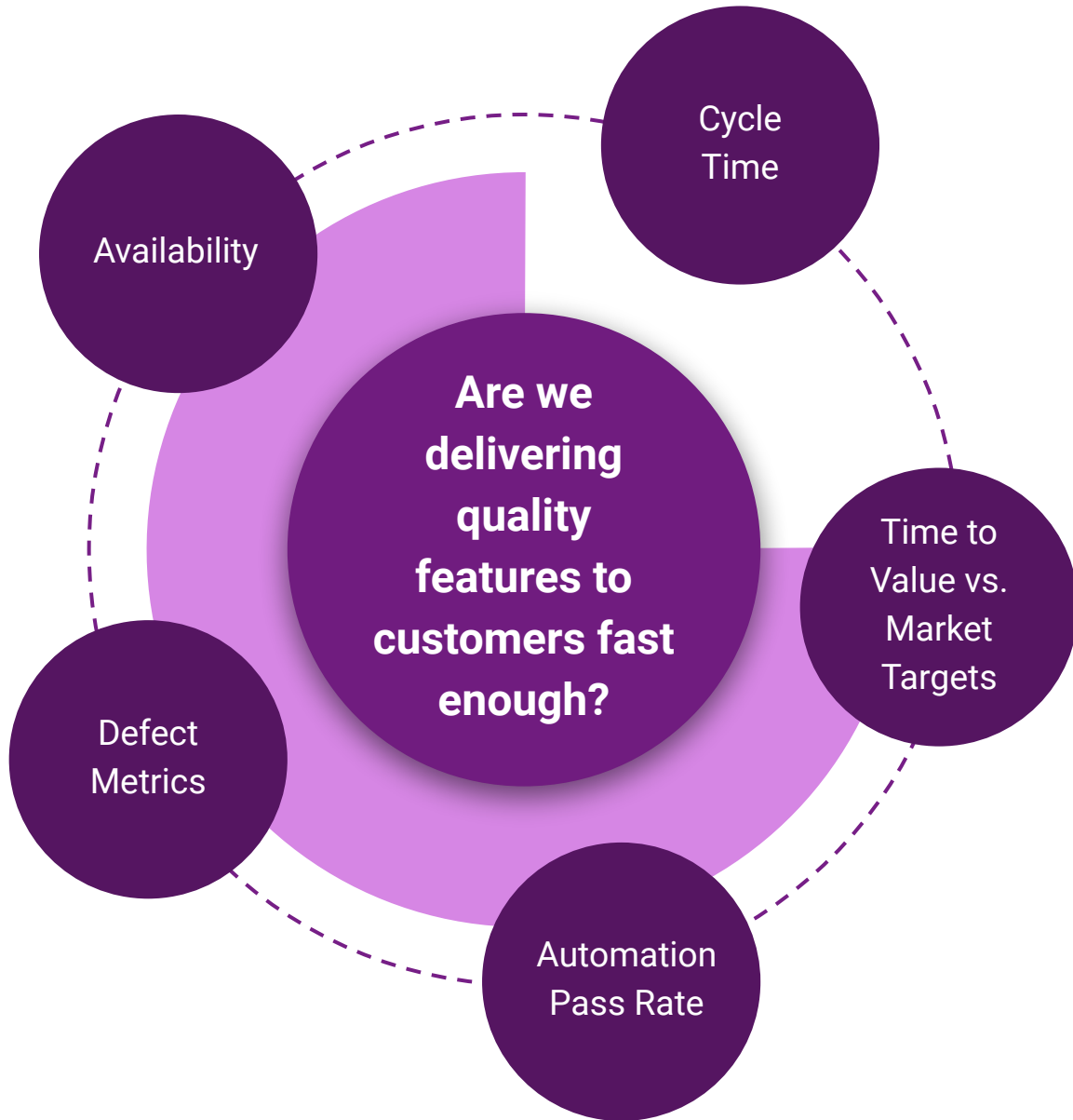
- Are we doing what we said we were going to do when we said we were going to do it?
- Are we delivering quality features to customers fast enough?
- Are we meeting our strategic goals?

**TRUST**



- Are we on track to deliver the next planned features?
- Are we achieving the published roadmaps?
- Do we predictably deliver customer solutions?





- How long does it take a feature to go from idea to deployment to customers?
- Do we deliver working, tested, remediated software?
- Do we deliver at “Market Speed”?







- What does it cost to deliver and support our solutions?
- Are we delivering the solutions our customers need?
- Are we seeing the expected adoption rate in the market?

**Answering those questions is actually harder than just installing agile practices?**

Dependency Management

Product Strategy

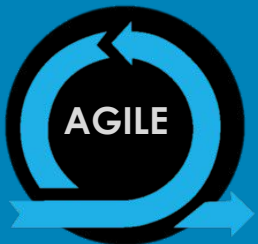
Predictable Delivery

Escalation / Incident Management

Availability

Cost to Deliver / Serve

Work intake systems



**Will any of this fix what is  
actually broken?**

**Will this help me deliver  
on the strategy & goals we  
defined?**



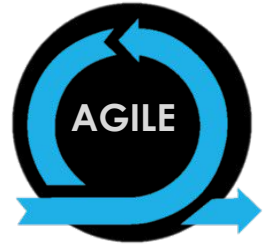
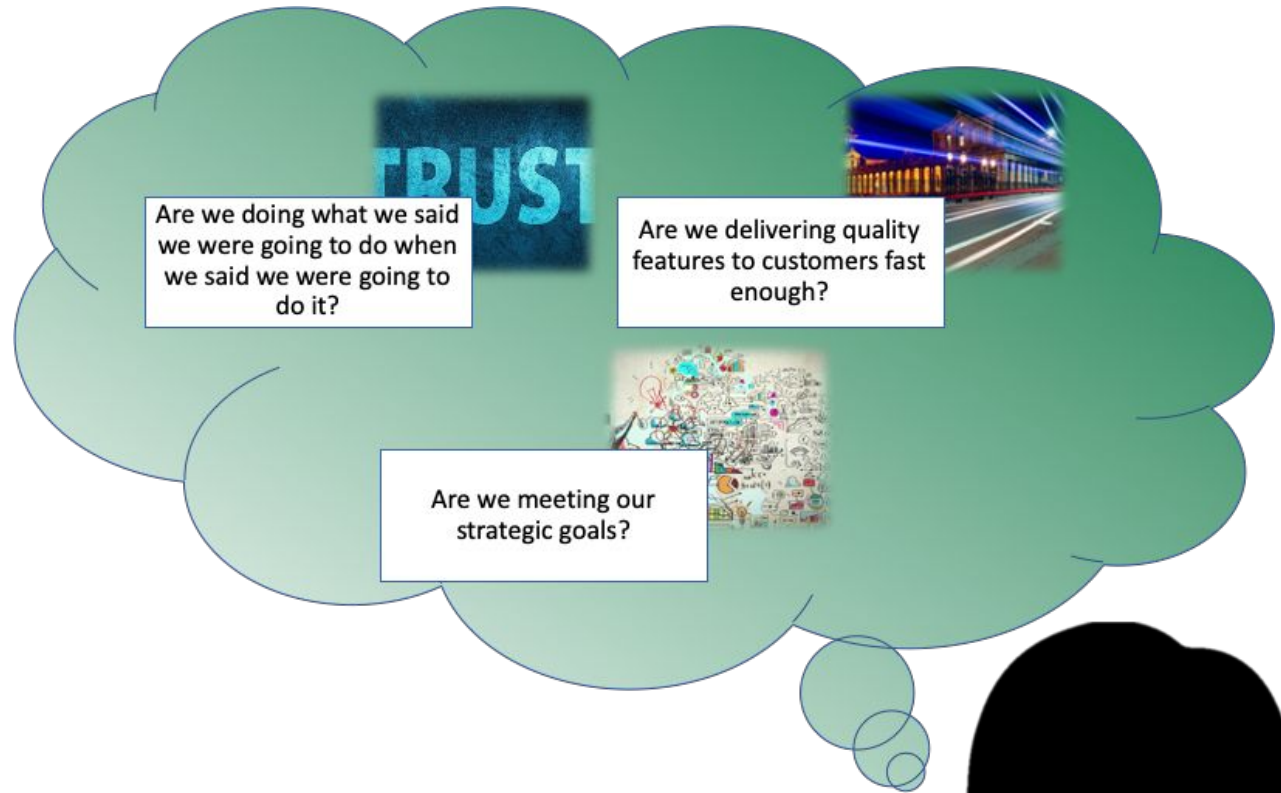
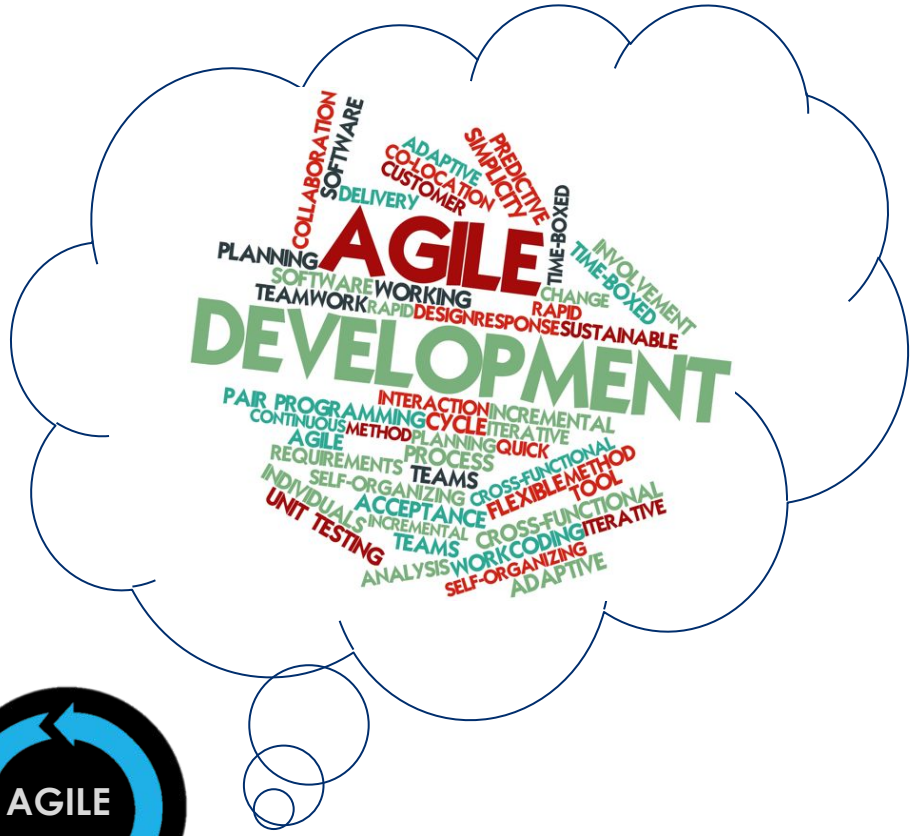
When we don't rise to the level of  
our goals, we will fall to the level of  
our systems

Set up systems that will enable you to succeed

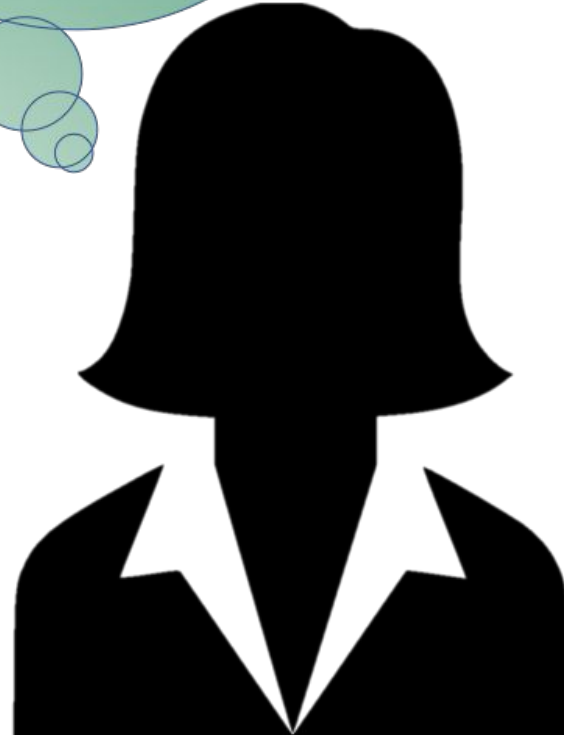
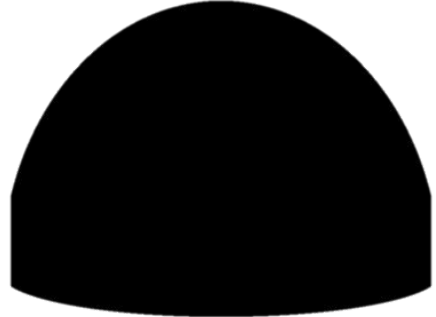
# How do I support agile efforts?

## Create the conditions necessary for success

- Implement a clear system of delivery
- Encapsulate and eliminate dependencies and constraints
- Avoid “Agile Theater”
- Elevate Agile beyond that “engineering thing”
- Fight the Cultural Immune System



Understand what my leader cares about and identify how Agile can help them solve a problem





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Questions?

- Are we on track to deliver the next planned features?
- Are we achieving the published roadmaps?
- Do we predictably deliver customer solutions?

**Are we doing  
what we said  
we were  
going to do  
when we said  
we were  
going to do it?**

# Answer the questions with Agile Metrics

Are we doing what we said we were going to do when we said we were going to do it?

Question 1: Are we on track to deliver the next planned features?

Question 2: Are we achieving the published roadmaps?

Question 3: Do we predictably deliver customer solutions?

<b>Metric</b>	<b>Leading / Lagging?</b>	<b>Question</b>
Monte Carlo for features on the roadmap	Leading	1,2
Release Monte Carlo	Leading	1
Roadmap Confidence Success Rate	Lagging	2
Time to value variability & trends	Lagging	2
Unplanned work ratio	Lagging	3
Feature Cycle Time & Variance	Lagging	3

- How long does it take a feature to go from idea to deployment to customers?
- Do we deliver working, tested, remediated software?
- Do we deliver at “Market Speed”?

**Are we  
delivering  
quality  
features to  
customers fast  
enough?**

# Answer the questions with Agile Metrics

How long does it take to get quality features to customers?

Question 1: How long does it take a feature to go from idea to deployment to customers?

Question 2: Do we deliver working, tested, remediated software?

Question 3: Do we deliver at “Market Speed”?

<b>Metric</b>	<b>Leading / Lagging?</b>	<b>Question</b>
Cycle Time (Feature, Story)	Leading	1
Time to value	Lagging	1, 3
Automation Pass Rate	Leading	2
Defect Metrics	Leading	2
Availability Metrics	Lagging	2
Escalation Metrics	Lagging	2
Time to value vs. market targets	Lagging	3

- What does it cost to deliver and support our solutions?
- Are we delivering the solutions our customers need?
- Are we seeing the expected adoption rate in the market?

**Are we  
meeting our  
strategic  
goals?**

# Answer the questions with Agile Metrics

Are we meeting our strategic goals?

Question 1: What does it cost to deliver and support our solutions?

Question 2: Are we delivering the solutions our customers need?

Question 3: Are we seeing the expected adoption rate in the market?

<b>Metric</b>	<b>Leading / Lagging?</b>	<b>Question</b>
Cost to deliver	Lagging	1
Cost to serve	Lagging	1
Net promoter score	Lagging	2
Customer ideas on roadmap	Leading	2
Attach rate, market share, etc.	Lagging	3

(absolute & trend)