

Joshua Kerievsky
CEO, Industrial Logic
IndustrialLogic.com

@JoshuaKerievsky



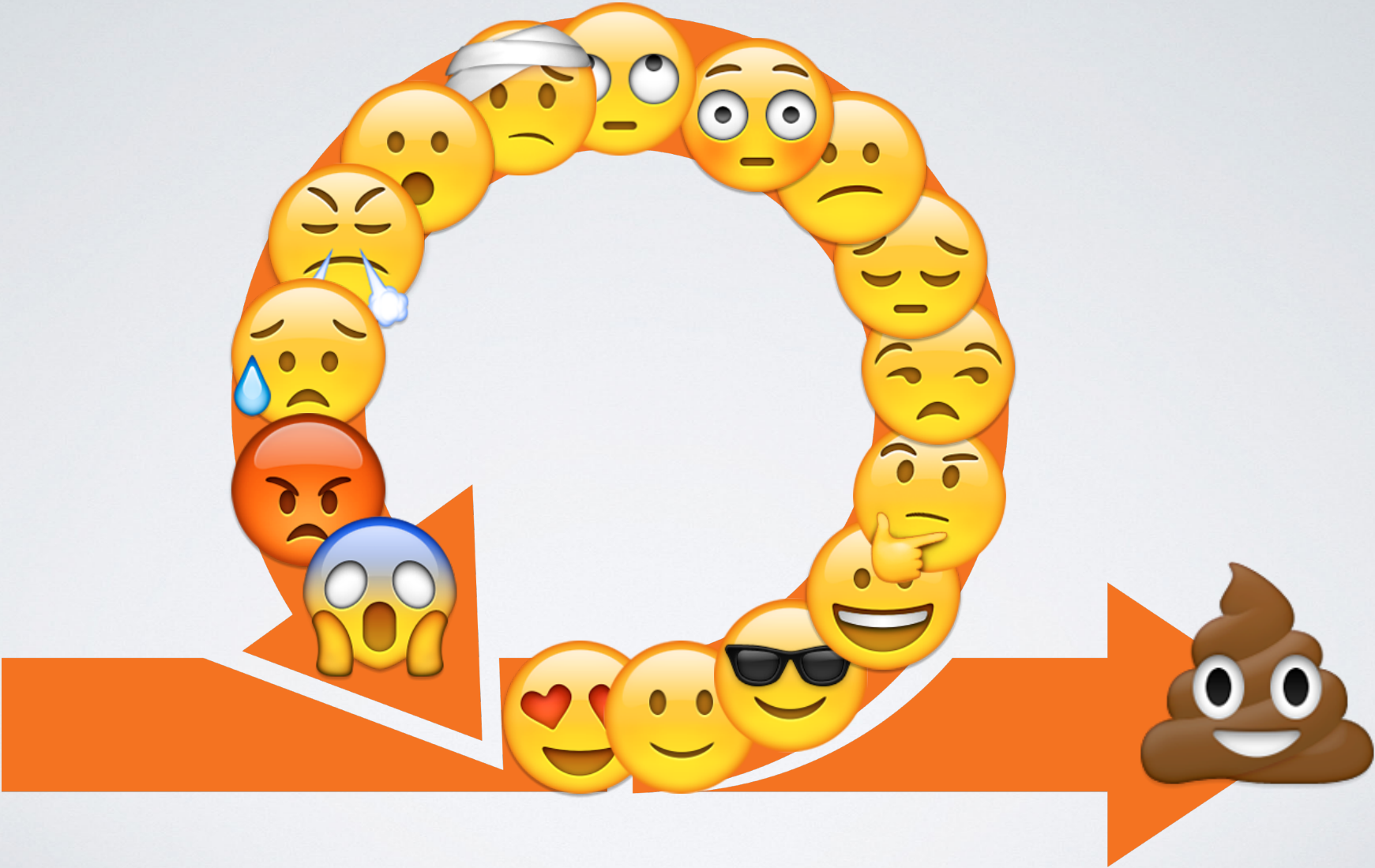
#ModernAgile

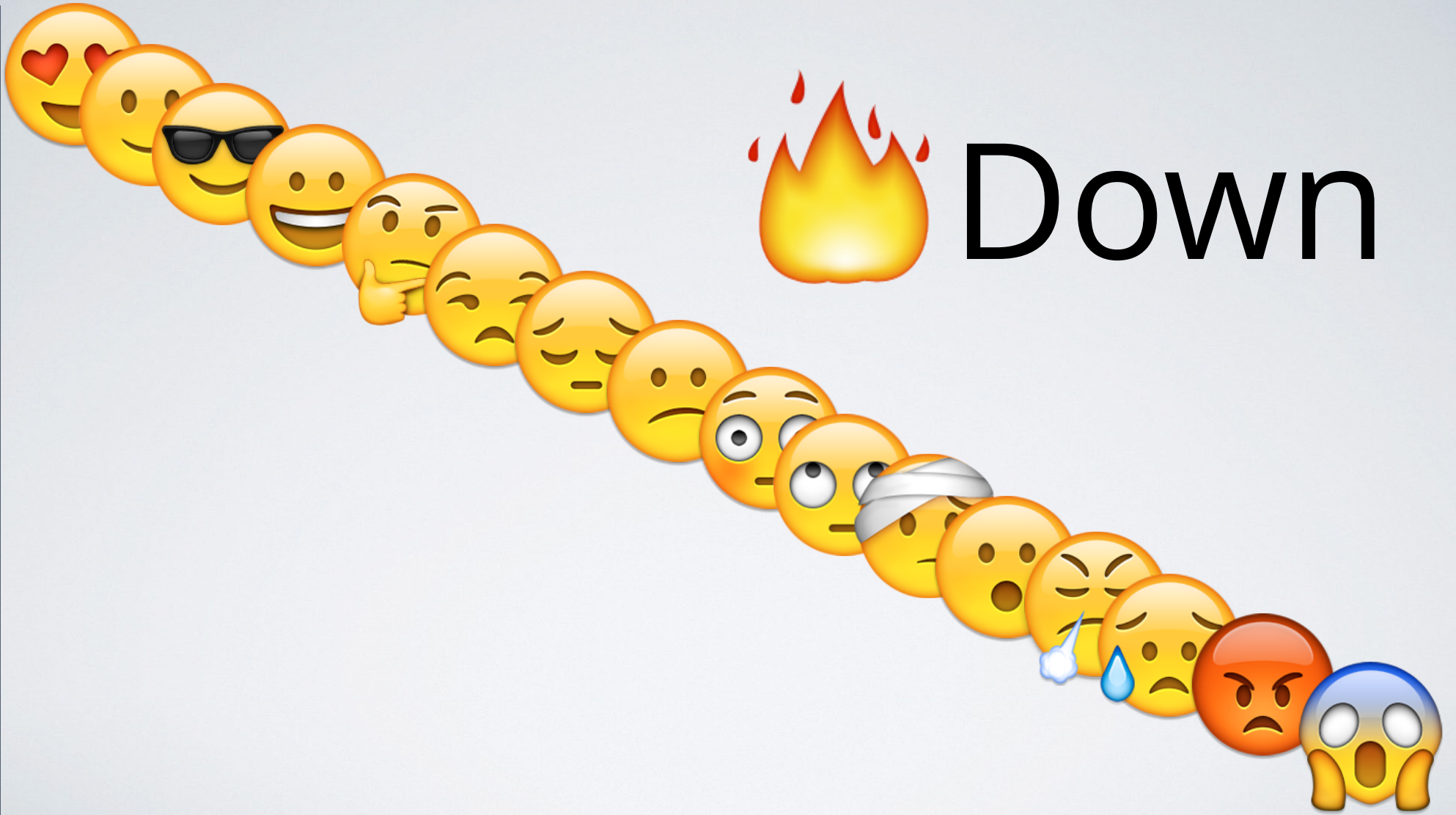
“The future is already
here – it's just not very
evenly distributed.”

William Gibson



Author, Neuromancer





Down

StoryCoaster™





“Let’s Get Out of the Deliverables Business!”

-Jeff Gothelf, *Lean UX*



http://img.blog.yahoo.co.kr/ybi/1/lc/f6/cliffordmlarsen/folder/717992/img_717992_1359004_3?1103025176.jpg

If a team's velocity is 26 story points per 2-week sprint but John takes a 3 hour lunch and Sally is sick for 2 days, what's the team's velocity?

Who
Cares?

"I may have
invented **points**.
If I did, **I'm sorry**
now."



Ron Jeffries

<https://pragprog.com/magazines/2013-02/estimation-is-evil>

"**Velocity**
is Killing
Agility!"



Jim Highsmith

<http://jimhighsmith.com/velocity-is-killing-agility/>

Stop Using Story Points

Posted October 12, 2012 by [Joshua Kerievsky](#)

 Like 31

 Tweet

Sprints, standups and story points have come to symbolize Agile methods much like burgers, fries and cola symbolize fast food.

Ready for your Agile Happy Meal?

I hope not.

Like researchers of fast food, we now know that the Agile Happy Meal contains unnatural ingredients that decrease agility and cause process indigestion.

In 2007, a series of experiments led my colleagues and me to increase our agility by dropping story points and velocity calculations.

Those same experiments led us to replace fixed-length sprints with a flow-based workflow, and



 SUBSCRIBE

Search...



Joshua Kerievsky

Joshua is CEO of Industrial Logic, an internationally recognized pioneer, practitioner and author of modern software development methods.



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[Amplify](#) (1)
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[Anzeneering](#) (18)
[Coaching](#) (16)

Definition of Agile?

Certified ability to
sprint, estimate with
storypoints and
conduct standup
meetings.



SprintCare™ Senior Living

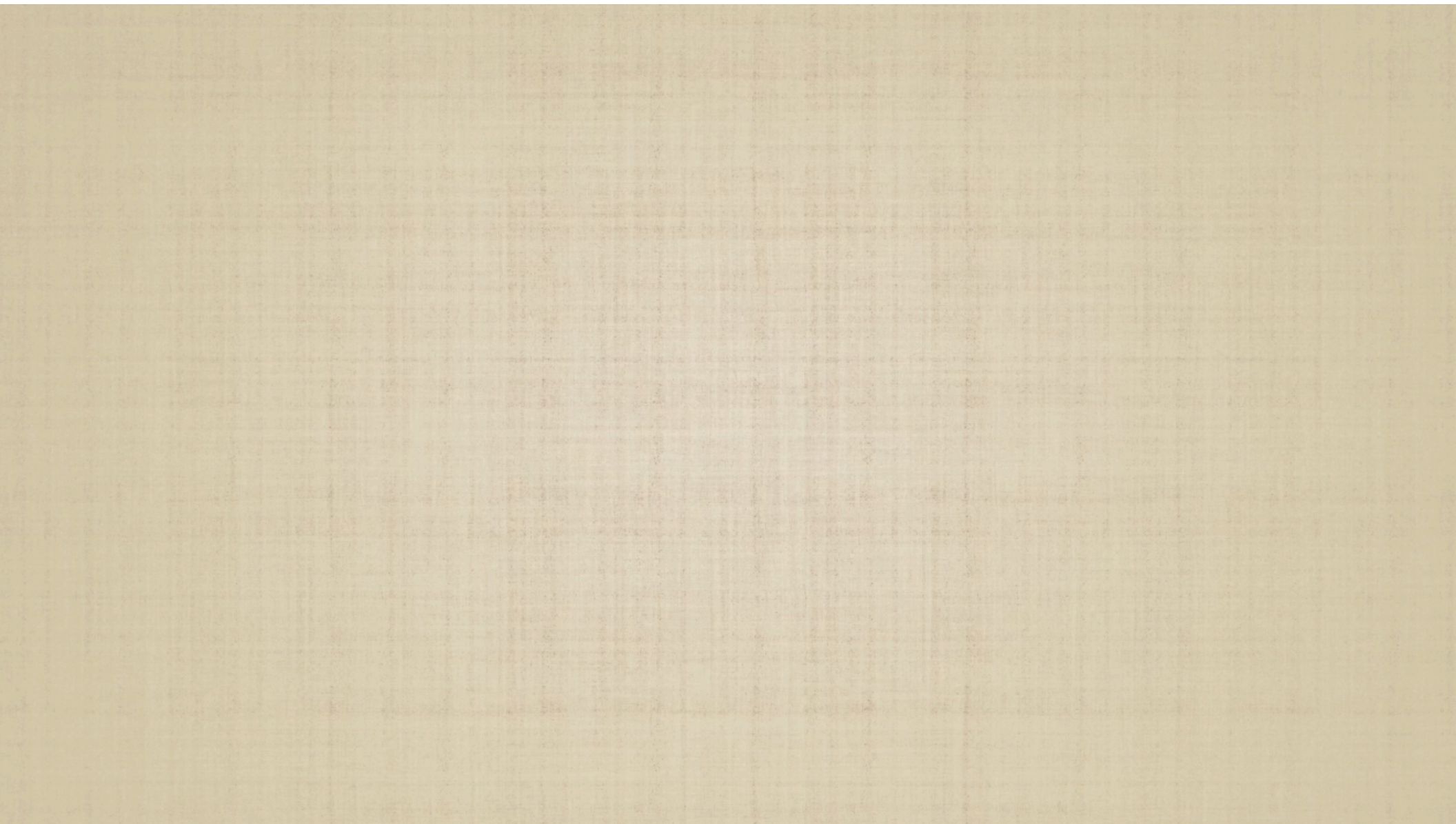








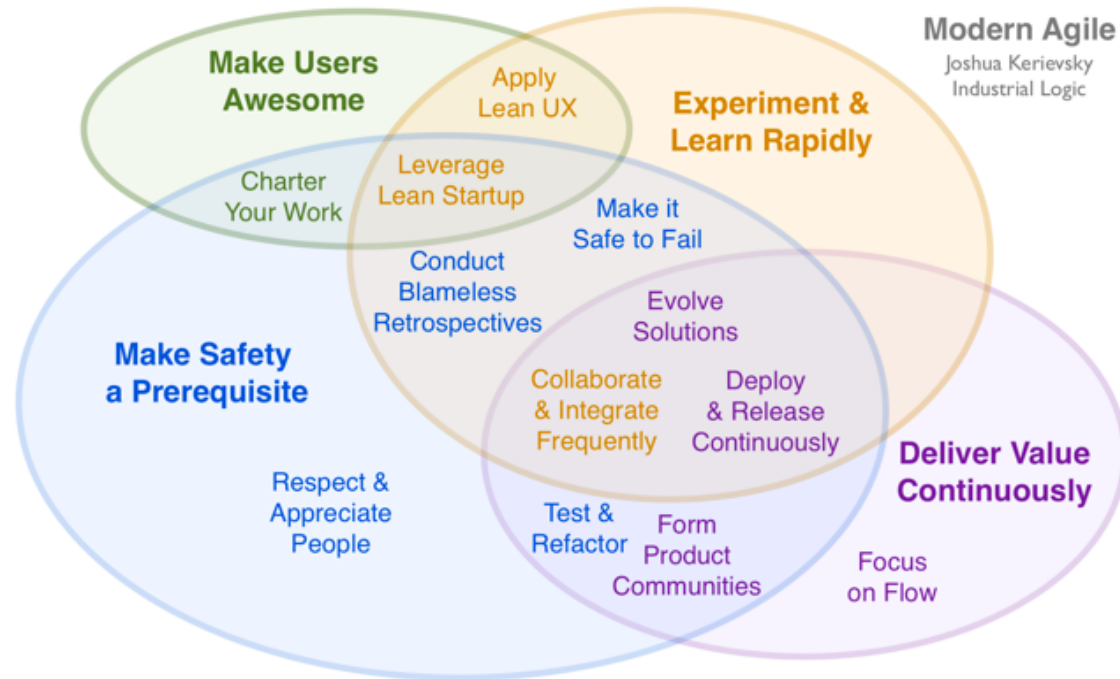


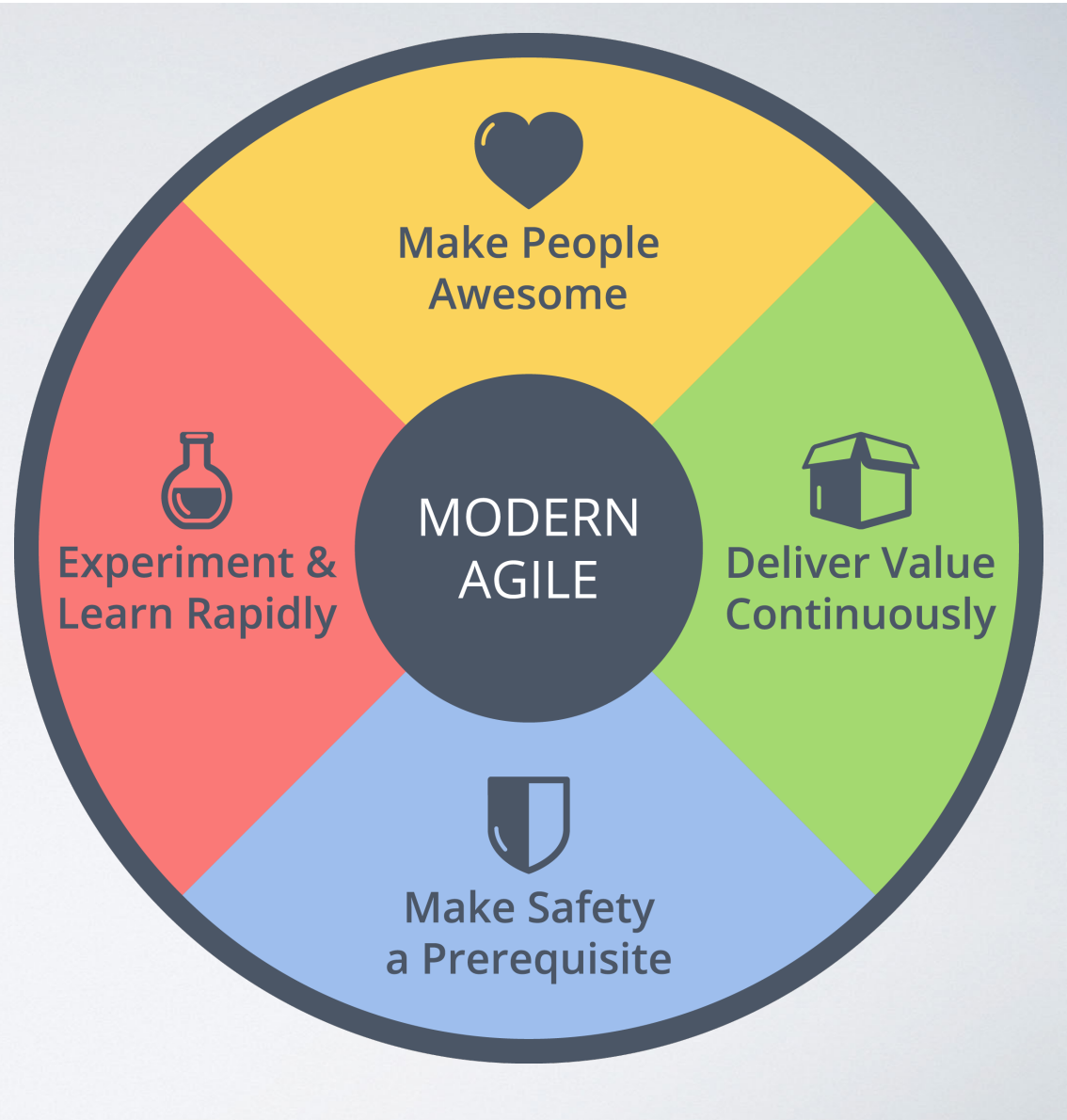




MODERN AGile

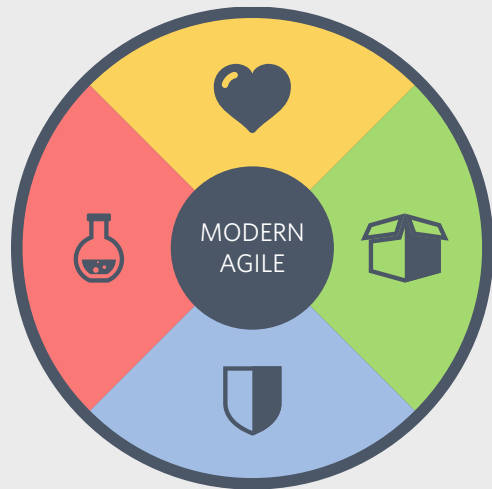
Outcome - BADASS
Chartering Definition of Done
Lean Startup DevOps
Continuous Deployment
Blameless Culture
Story Mapping Windows of Time
KANBAN - ~~SPRINTS~~
Evolutionary Design
Cross-functional Teams
Mob Programming / ~~Pairing~~
Blameless Retros
Lean UX





Manifesto for Agile Software Development

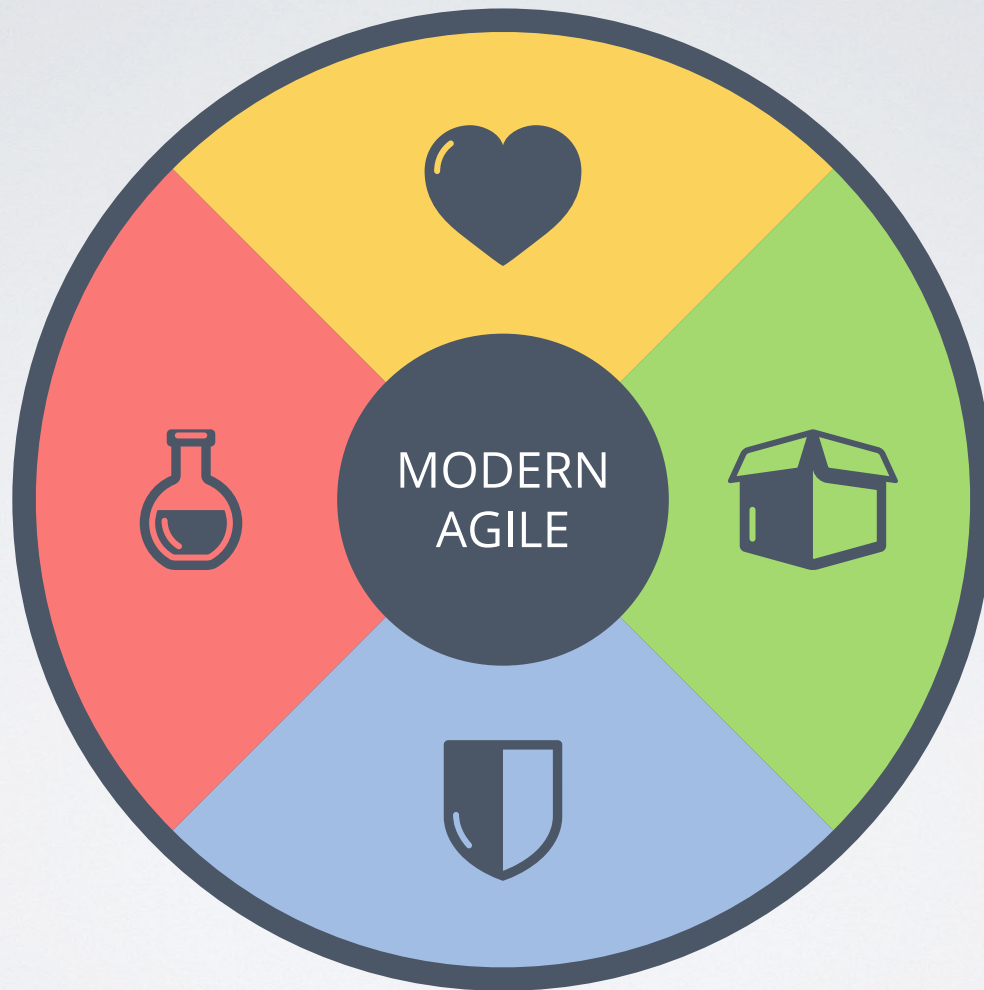
We are uncovering better ways of developing software by doing it and helping others do it.



We are *uncovering*
better ways of getting
awesome results.

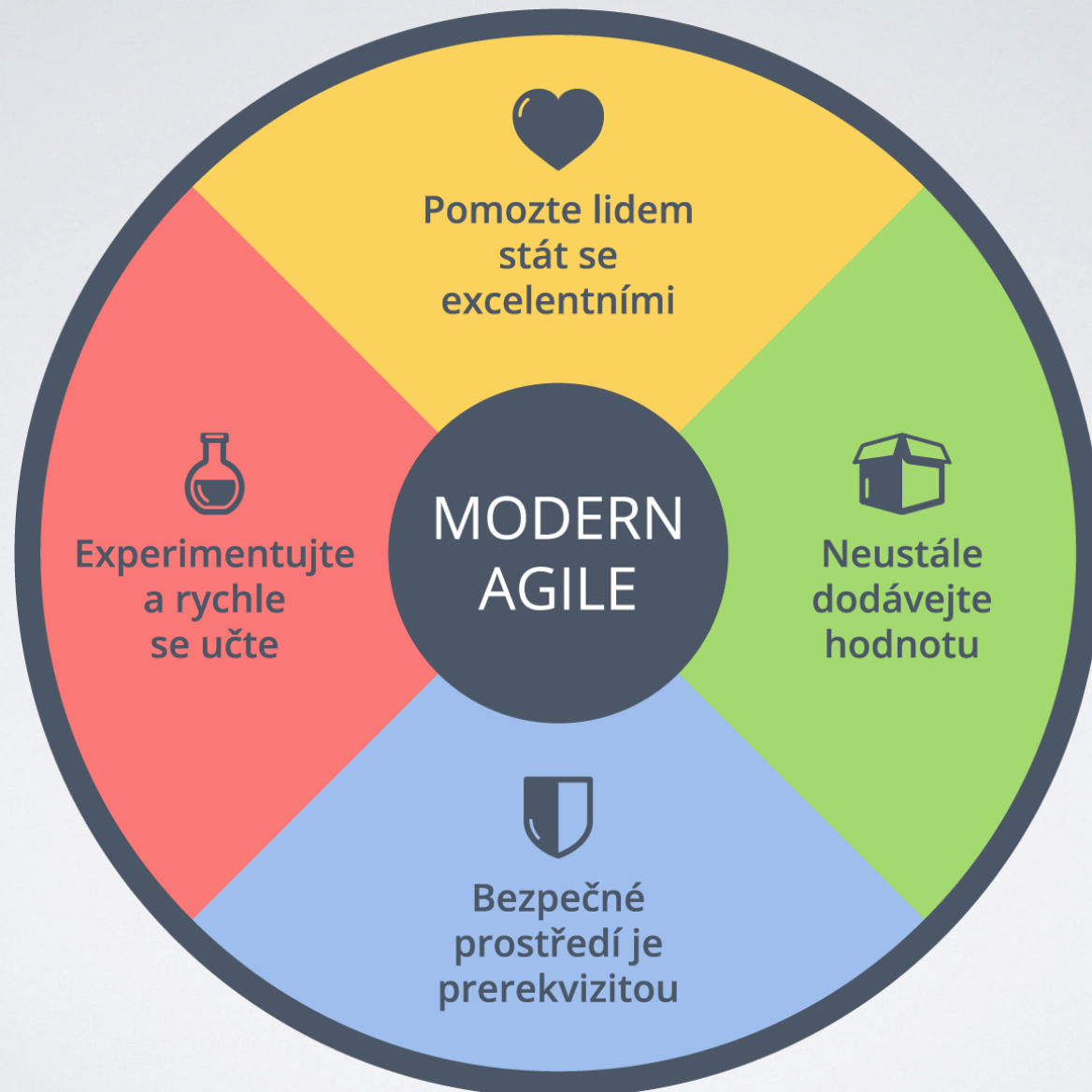


Outcomes Over Outputs





Deliver Value
Continuously



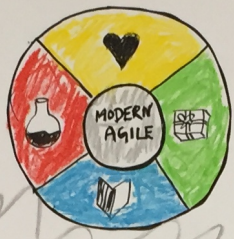
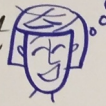
How can we create....

ONE · ALIGNED · AGILE · TEAM

Methods *aka what are we going to do*

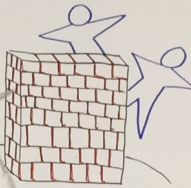
- Agile Transformation
- Career Development
- Innovation

great career @ eBay!



1

Obstacles

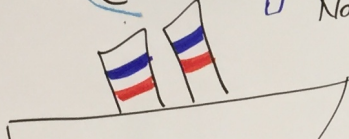


- Changing roles and expectations for success
- No shared goals for innovation and team formation
- Locked roadmaps
- Oversubscribed SME'S & participants
- Not planning time for change

Sharks

Values

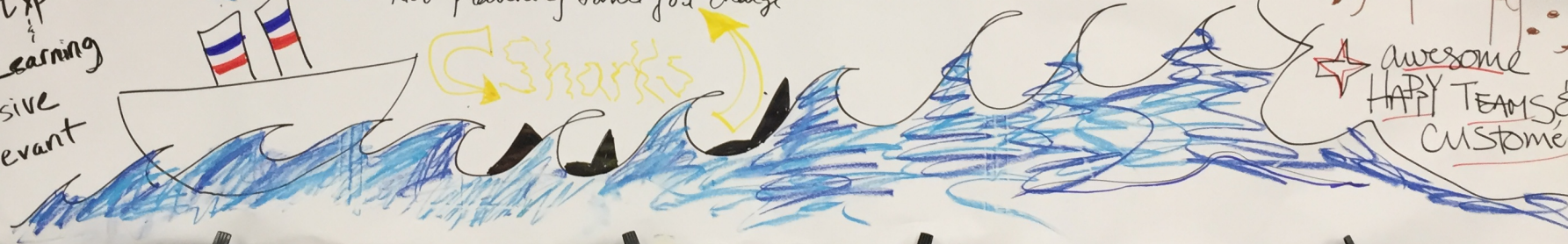
- Bold Experimentation & Learning
- Decisive
- Relevant



Outcomes *aka Metrics*

- Well-formed Teams
- Self-Assessments++
- Execute Sprints
- See + Plan Domain Capacity
- Career Dev++
- Sat ++ for Talent + Training
- Inventor Engagement 15%
- Domain Sponsorship of Inv. Comm

awesome HAPPY TEAMS & CUSTOMERS



Agile in a Nutshell

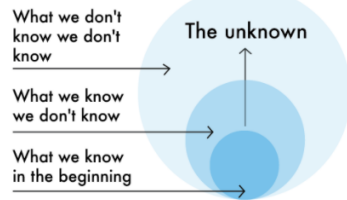
with a spice of Lean

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

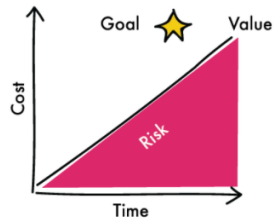
Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.
 2001 - Agile Manifesto

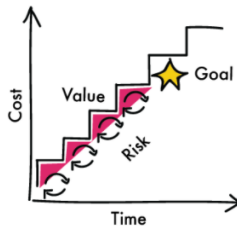
Why Agile



Waterfall - or "Faith Driven Development"

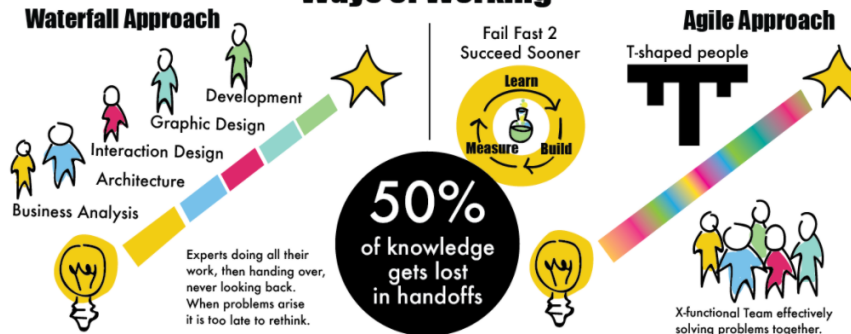


Agile - or "Incremental Development"

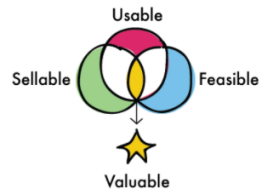


mia.kolmodin@crisp.se
 Free download: blog.crisp.se

Ways of Working



Teamwork to find Value



Modern Agile



Incremental Delivery

	1	2	3
GUI	█	█	█
Client	█	█	█
Server	█	█	█
DB schema	█	█	█

Product Backlog



PO owns the PB.

The Scrum Team

The awesome X-functional Team, Co-located, with mandate to make decisions on business- & user value and tech solutions. They have the competences needed to build and ship it.



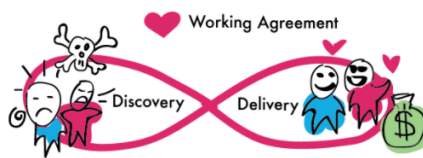
Sprint Backlog

Prio	To do	Doing	Done
█	█	█	█
█	█	█	█
█	█	█	█

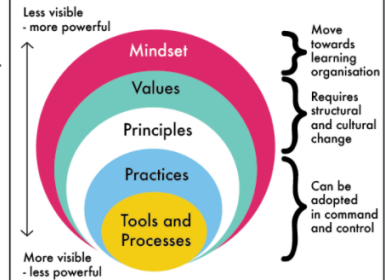
User Story Task DoD

Sprints

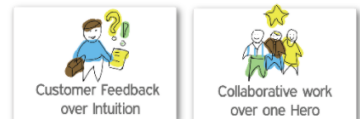
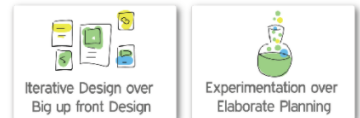
- Agile Heartbeat - Cadence
- Week 1
- Week 2
- Daily Standups 15 min
- Backlog Refinement to find Value
- Sprint Planning
- Sprint Goal
- Demo
- Retrospective



To Be Agile



Cynefin



Agile Onion by AWA, Simon Powers
 Cynefin by Dave Snowden
 Modern Agile by Joshua Kerievsky



Hello! Welcome To **industrial logic**



[Culture](#) [Services](#) [Results](#) [Approach](#) [About](#) [Contact](#)



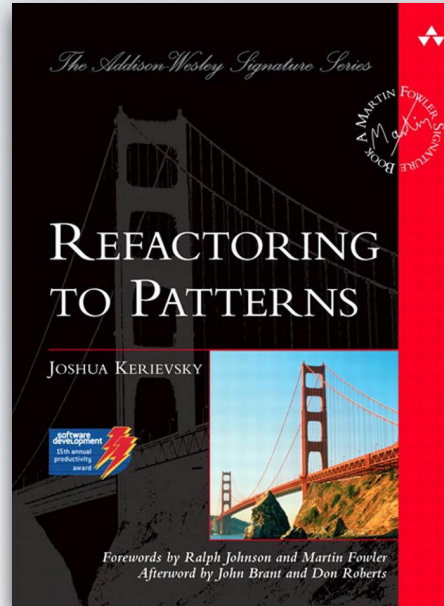
Founder & CEO

Pioneering consultancy that radically improves software development for organizations worldwide





1999... Extreme Programming



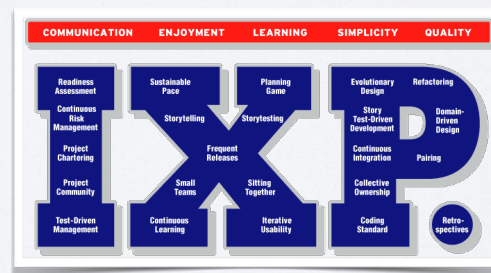
2004 Book



2006... Agile eLearning



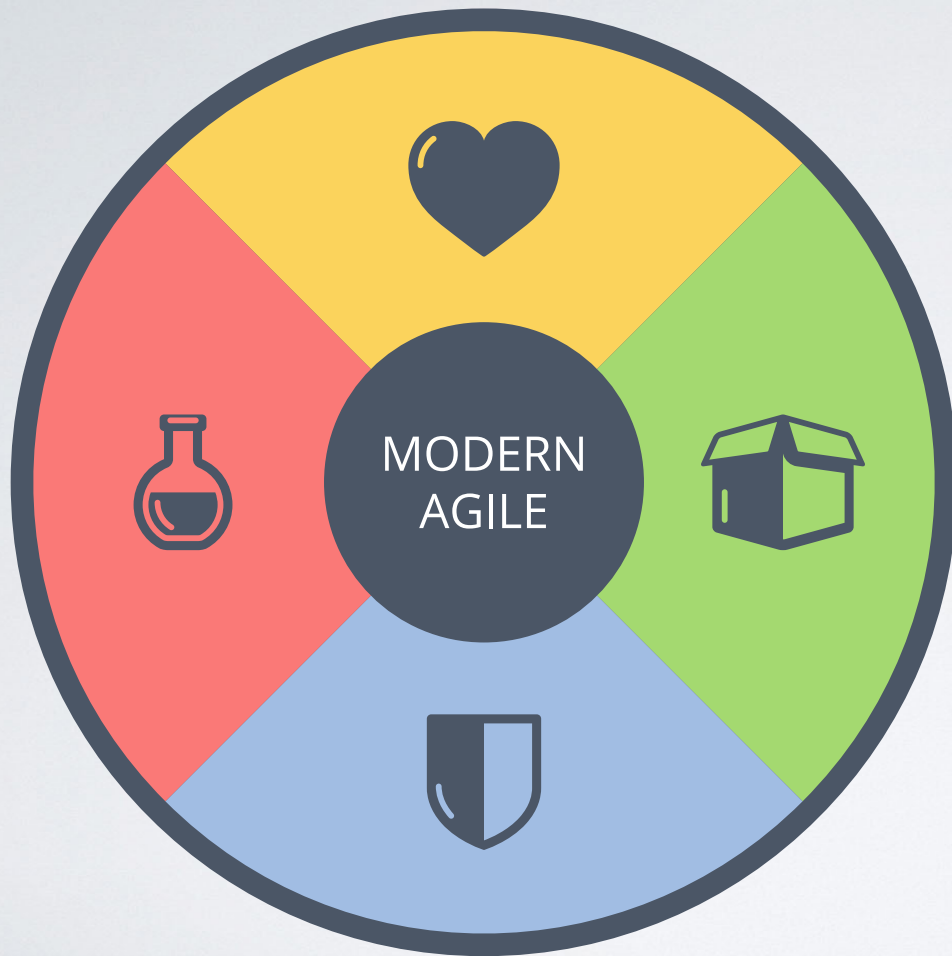
2000... Agile Coaching



2004 Enterprise Agile



2013... Anzeneering

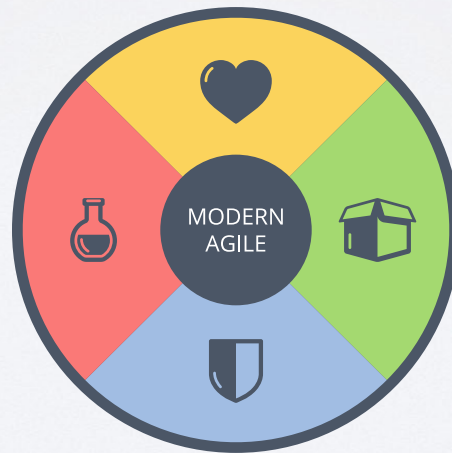


Yes, but
does It
SCALE?



MODERN
AGILE

Smart organizations scale principles.



amazon

The Amazon logo, featuring the word "amazon" in a bold, black, lowercase sans-serif font. Below the text is a curved orange arrow that starts under the letter 'a' and points to the right, ending under the letter 'n'.

Fastest company to
reach **\$100 billion**
in annual sales.



Hit \$10 billion in
annual sales faster
than amazon.com

“They share a **distinctive organizational culture that cares deeply about and acts with conviction on a small number of principles.**”

Jeff Bezos
CEO, Amazon



2016 Letter to
Shareholders



Customer obsession rather than competitor obsession



Eagerness to invent, simplify & pioneer, willingness to fail



Taking professional pride in operational excellence



Treating others respectfully,
Patience to think long-term



Amazonians use them, **every day**, whether they're **discussing** ideas for new projects, **deciding** on the best solution for a customer's problem, or **interviewing** candidates.



**Make People
Awesome**



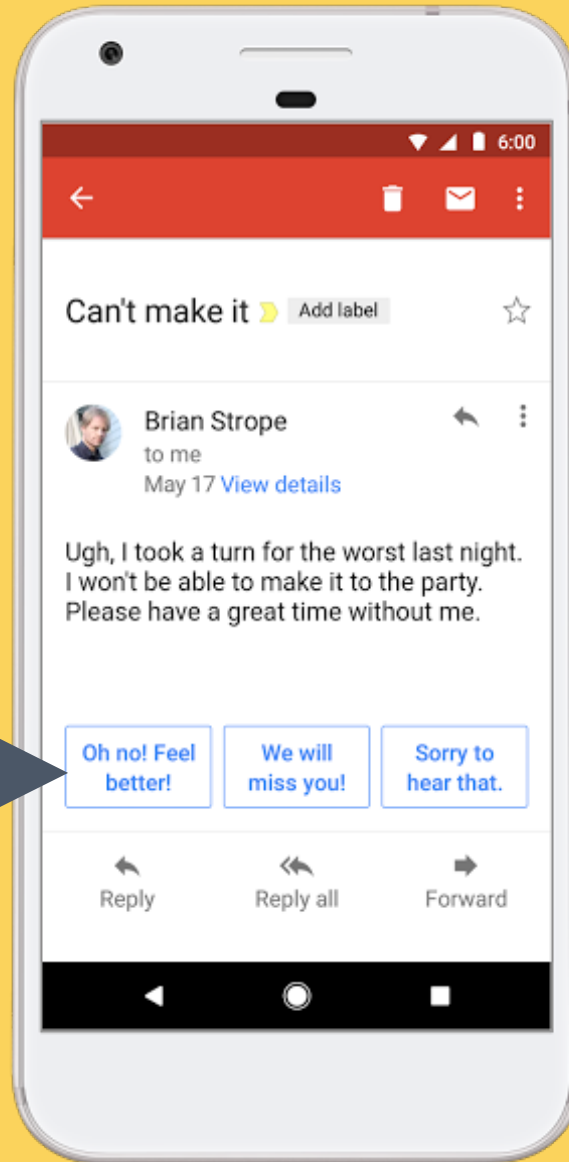




Smart Reply



in Gmail



O'REILLY®

"Kathy's back, and her new book is simple, brilliant,
and useful. What else do you need to know?"

—Seth Godin, Author, *What To Do When It's Your Turn*

BADASS

Making Users Awesome

KATHY SIERRA



amazon Leadership Principles

Customer Obsession
Hire & Develop the Best
Ownership ♥ Think Big



Love Metrics

Delivered customer benefit?

Customers actively using it?

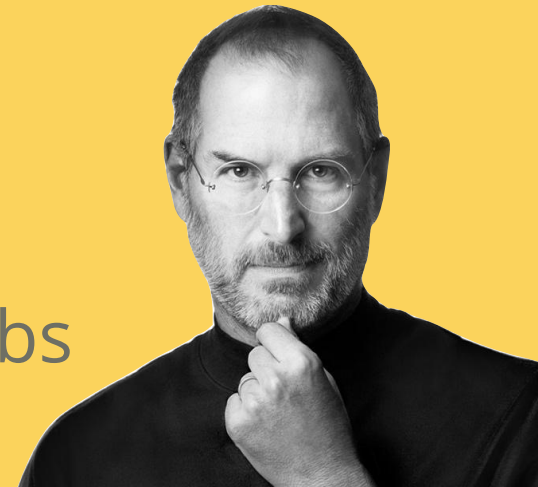
Customers telling
others about it?

intuit.[®]

“You’ve got to start with the customer experience and work backwards to the technology.”



Steve Jobs



“Invent a faster train.”
— Head of Japanese
railway system, 1955

100 km/h?
150 km/h?
250 km/h!!



1964: Tōkaidō Shinkansen



Jack
Welch



**Make Safety
a Prerequisite**





Disagree & Commit
Insist on Highest Standards
Earn Trust  Frugality

amazon Leadership Principles

SITE OUTAGE



Etsy

Status of Etsy.com

If you're here, it could be because [Etsy's](#) down. Rest assured that we're aware of it, and we'll post info about it right here and [@etsystatus](#) on [Twitter](#).

Site Outage – Thu, Mar 8

In [Tech Updates](#) on March 8, 2012 by [patrickatetsy](#)

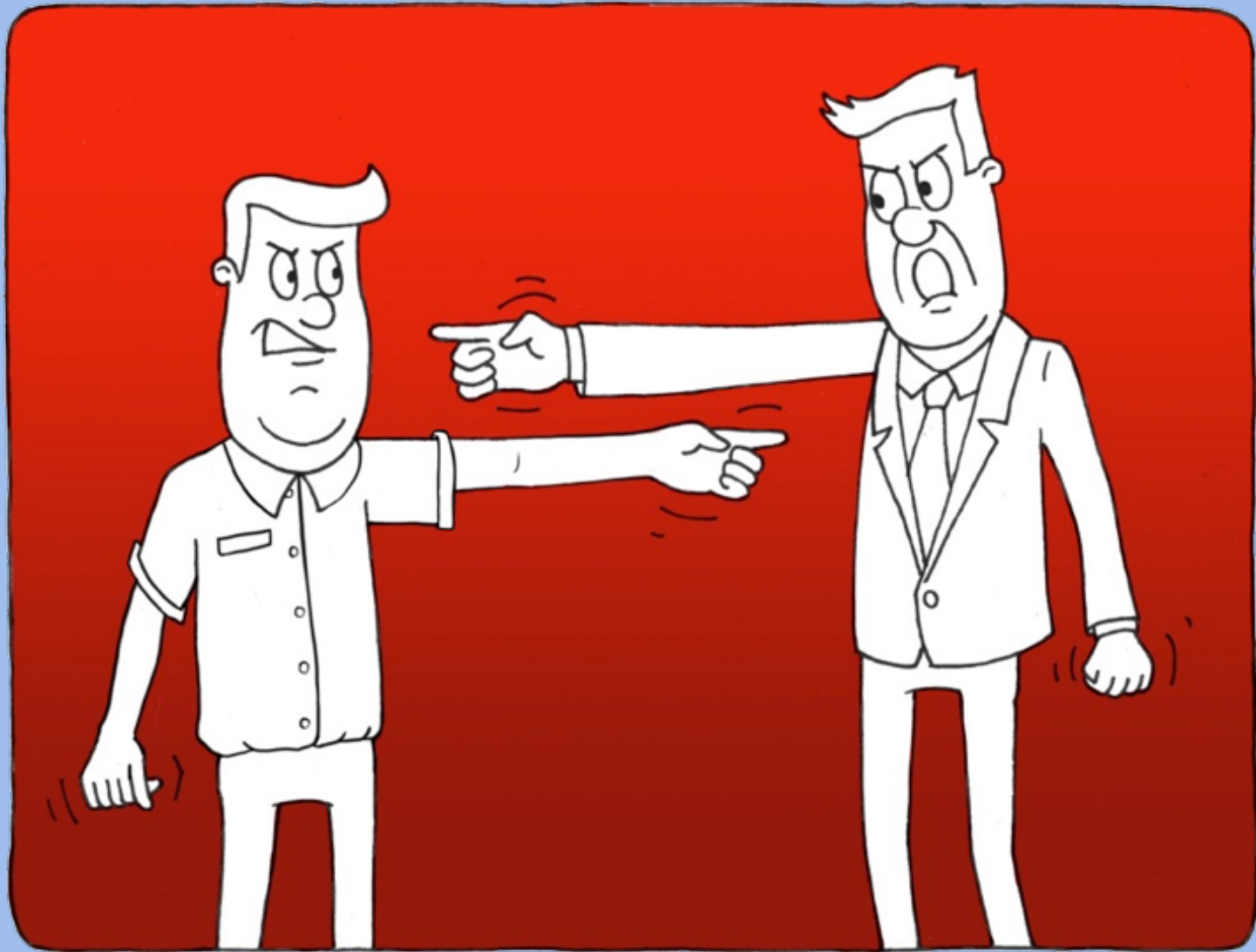
1:50 PM EST: We are experiencing a site outage and working to remediate it. We apologize for the inconvenience.

2:03 PM EST: We have traced the outage to a database change and are taking the appropriate steps to alleviate the issue.

2:23 PM EST: There is a long-running query blocking the site from loading that we are working to bypass right now.

2:30 PM EST: Some of the databases have recovered, and we are going through to clear the remainder.

 SITEDOWN.CO



**If you have a culture of
fear, none of your fancy
practices or processes
will help you.**

@JoshuaKerievsky

MODERN AGILE
♥ 🛡️ 🧪 📦



“People are not afraid
of **failure**, they’re
afraid of **blame**.”



SETH GODIN

Etsy



<https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/>

1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.



Psychological safety exists
when you're *not afraid to*

Be Yourself

Take Risks

Make Mistakes

Raise Problems

Ask Questions

Disagree



Psychologically Safe Meetings

Encourage Everyone
to Contribute

Listen to
One Another

Review/Repeat
People's Points

Avoid Dominating
or Interrupting

Be Caring, Curious & Nonjudgmental



Adapted from *Smarter Faster Better* by Charles Duhigg

Tailboarding



The screenshot displays a Tailboard interface with four columns: **TODO** (15 items), **TAILBOARD** (5 items), **IN PROCESS** (4 items), and **DONE** (4 items). The **TAILBOARD** column is highlighted with a red border and contains a red card titled "Student Views CSharp Pages" with a pink exclamation mark icon. The **IN PROCESS** column is divided into "In Process" and "Done" sub-sections. The "In Process" sub-section contains two yellow cards: "Guest Tries TDD Critiques" (2 OF 5) and "Student Obtains C# Critique From Mono". The "Done" sub-section contains three yellow cards: "Student Requests TDD Videos In Javascript", "Managers Get New Usage Report", and "C# Student Performs Sound Check". The **DONE** column contains two yellow cards: "Students Checks Completion Checkmarks On" (1 OF 1) and "C++ Student Performs Sound Check".

Stop Work Authority

Stop any work or behavior you deem unsafe to yourself or others.



STOP

Be safe.

Please help protect our:



Health



Time



Money



Information



Relationships

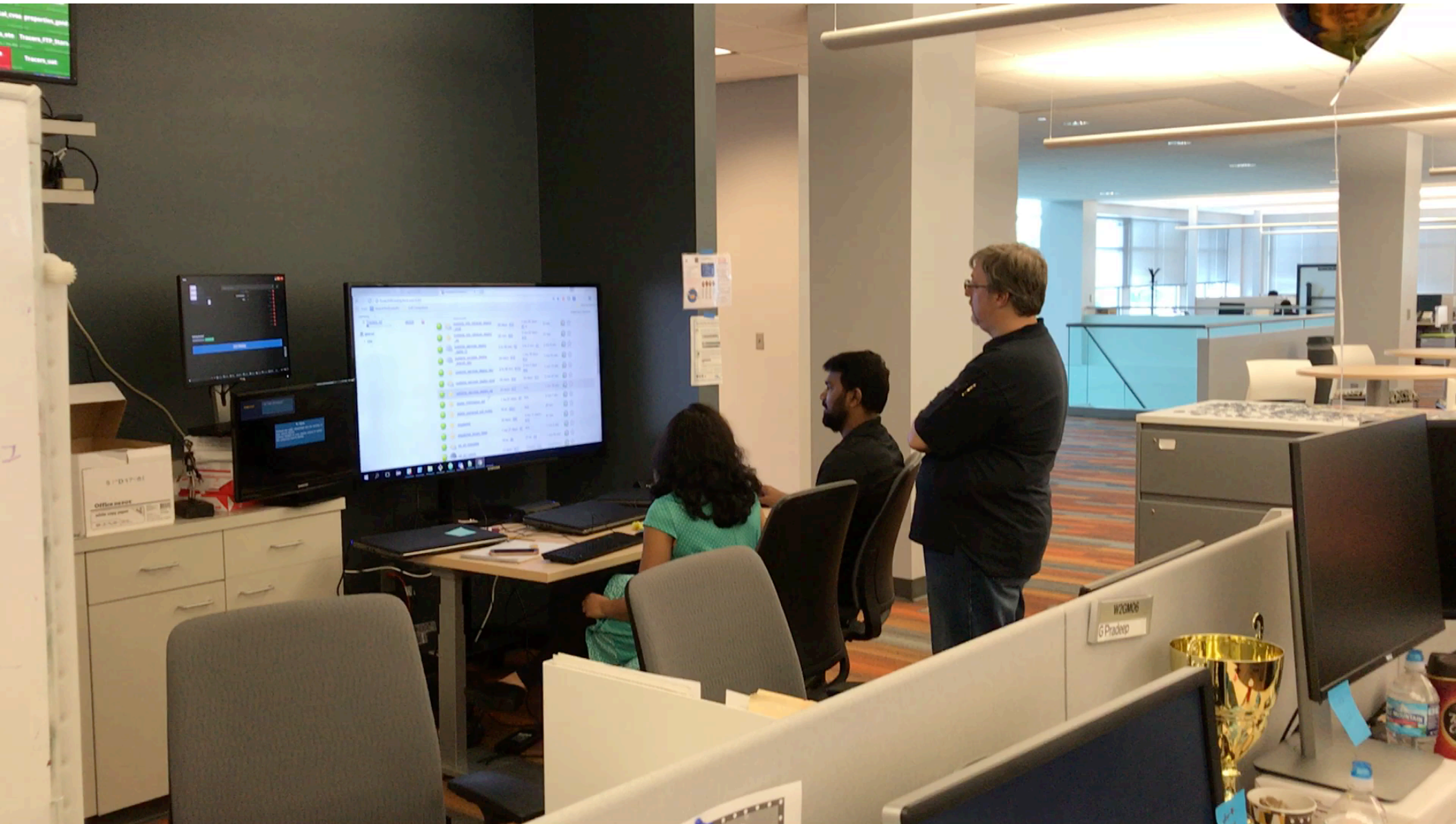


Reputation

Safety unlocks high performance. You will never be penalized for stopping unsafe work or speaking up about hazards or injuries.

MODERNAGILE.ORG









**Experiment &
Learn Rapidly**

**MODERN
AGILE**



“Learn more,
earn more.”

Warren
Buffett



Business
Magnate

amazon
Leadership
Principles

Dive Deep

Invent & Simplify



Are Right, A Lot

Learn & Be Curious

“Learn more,
earn more.”

Warren
Buffett



Business
Magnate

“Learn more,
earn more.”

Warren
Buffett



Business
Magnate



PHONE

PHONE

“We’re working on
much bigger
failures right now.”

Jeff Bezos



CEO, Amazon

“We have \$100 billion-plus in annual sales, 250,000-plus people — the **size** of your **mistakes** needs to **grow** along with that.”

Jeff Bezos



CEO, Amazon

"I don't start new tours in arenas. I perform 40 - 50 shows in a small, local club to get ready for a tour."



Chris Rock

“The problem is we don’t
know what the problem is.”
— Paul MacCready



Gossamer
Condor



1st Human
Powered
Flight

AWESOME

MODERN
AGILE



Deliver Value
Continuously



Bias for Action

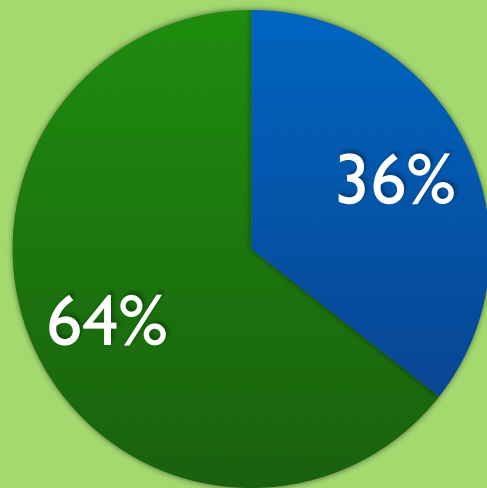


Deliver Results

amazon

Leadership
Principles

Measure Usage



- Used
- Not Used

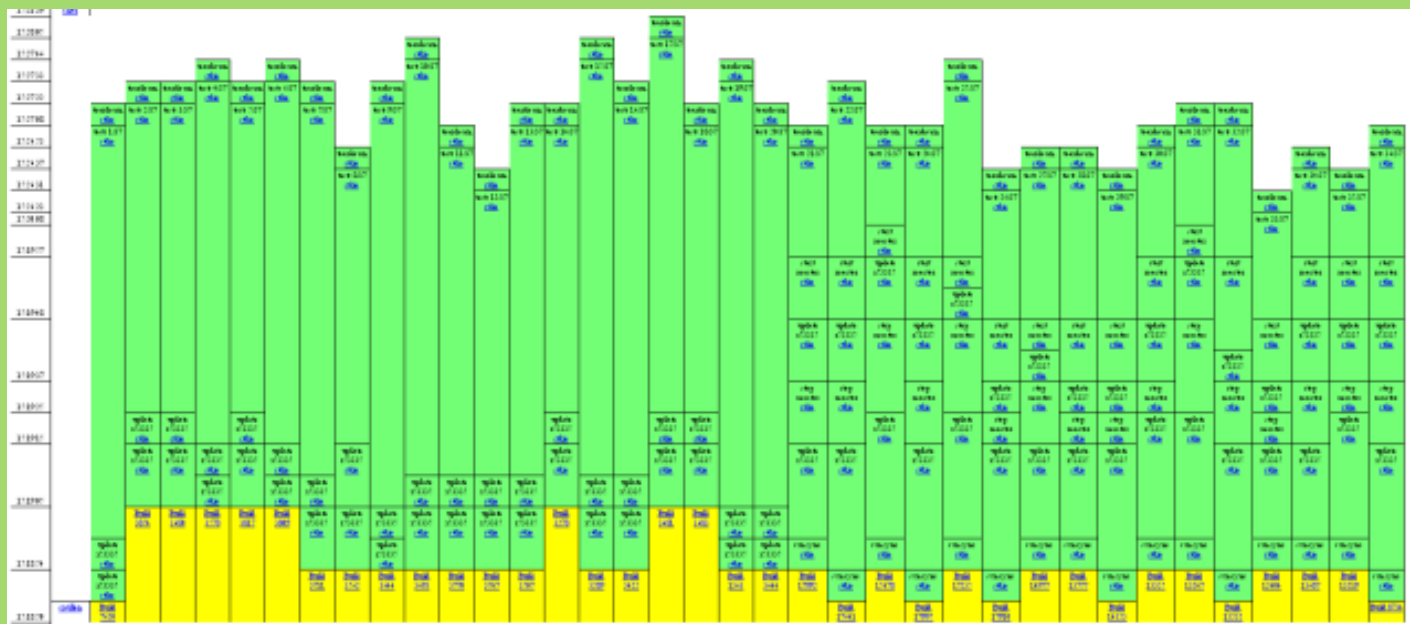


[Resume!](#)

Album: Composing User Stories
Track: Users and Roles
Page: Favored or Disfavored?

Logins with Resume	Resumes	Non-Resumes
4965	1767 (36%)	3198 (64%)

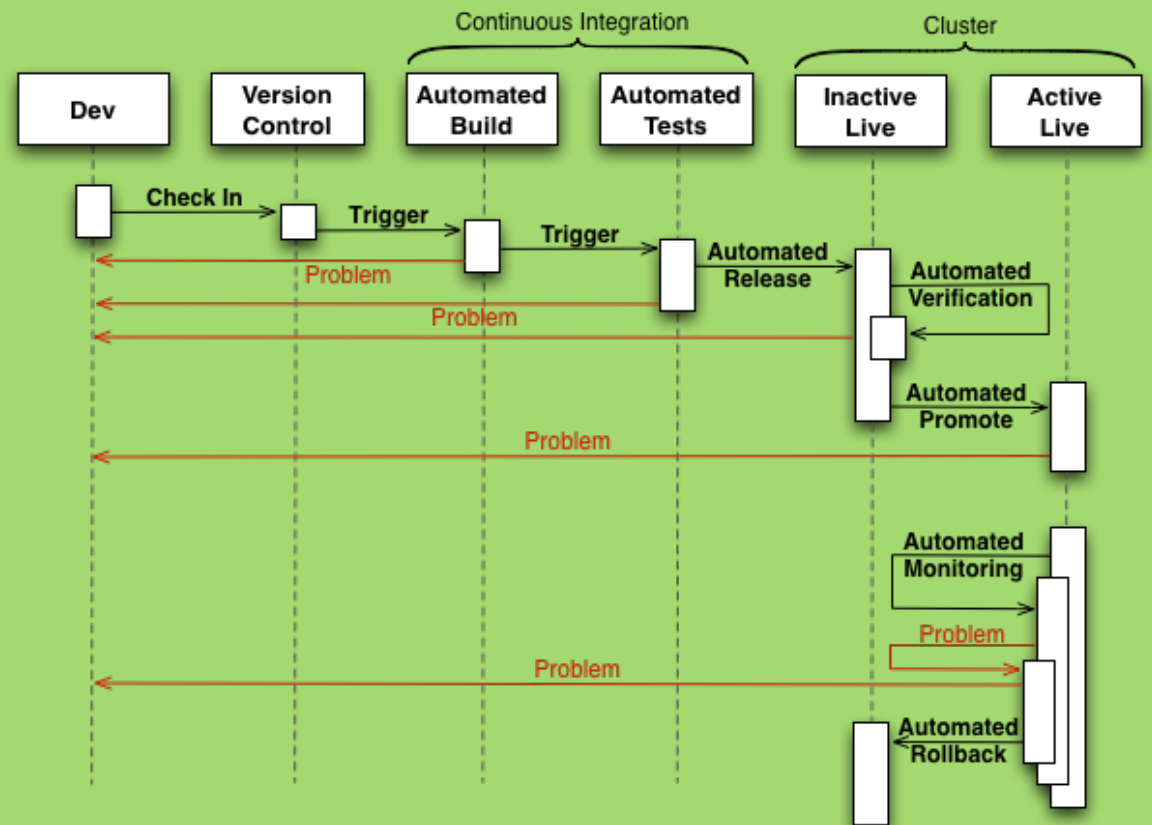
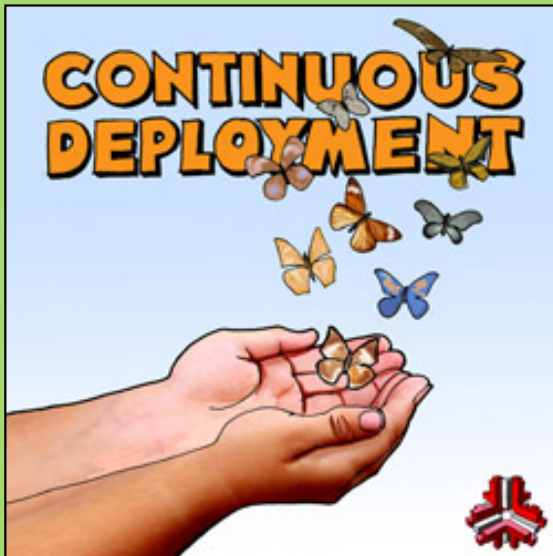
Doing The Impossible 50 Times A Day



Tests running on 36 machines at IMVU



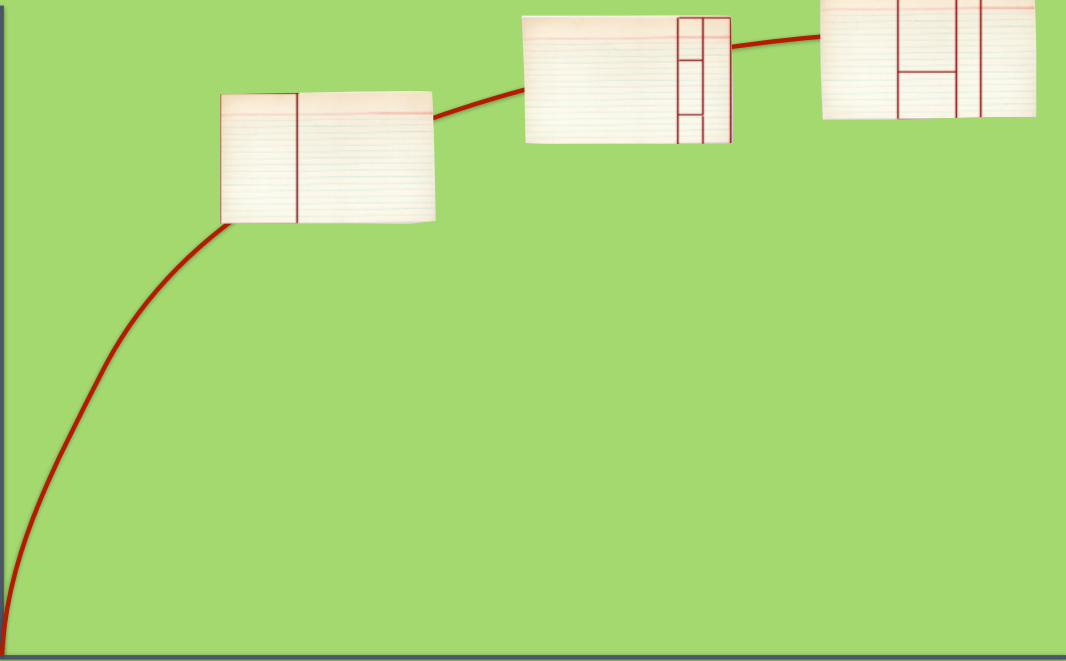
Make It Safe To Deploy



Evolutionary Design



Value



Time

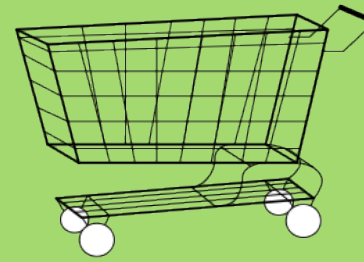
Fran Adds Items To Cart

Don't calculate sales tax (for now), make checkout be free (first cut).



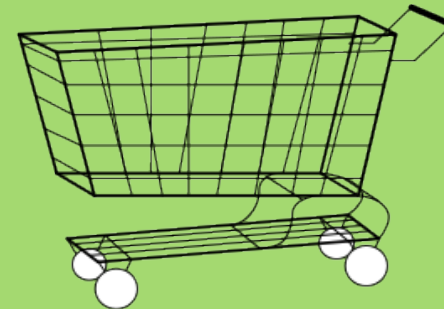
Fran Adds/Removes Items In Cart

Calculate US sales tax, support checkout with Visa only, basic fraud detection.



Fran Adds/Removes Items In Cart

Calculate US sales tax, support all major credit cards, excellent fraud detection, release to subset of web traffic.



The Manifesto for Agile Software Development

Customer over contract
Collaboration negotiation



**Make People
Awesome**



Deliver Value
Continuously

Working
Software

over
comprehensive
documentation

**Responding
to Change**

over
following
a plan

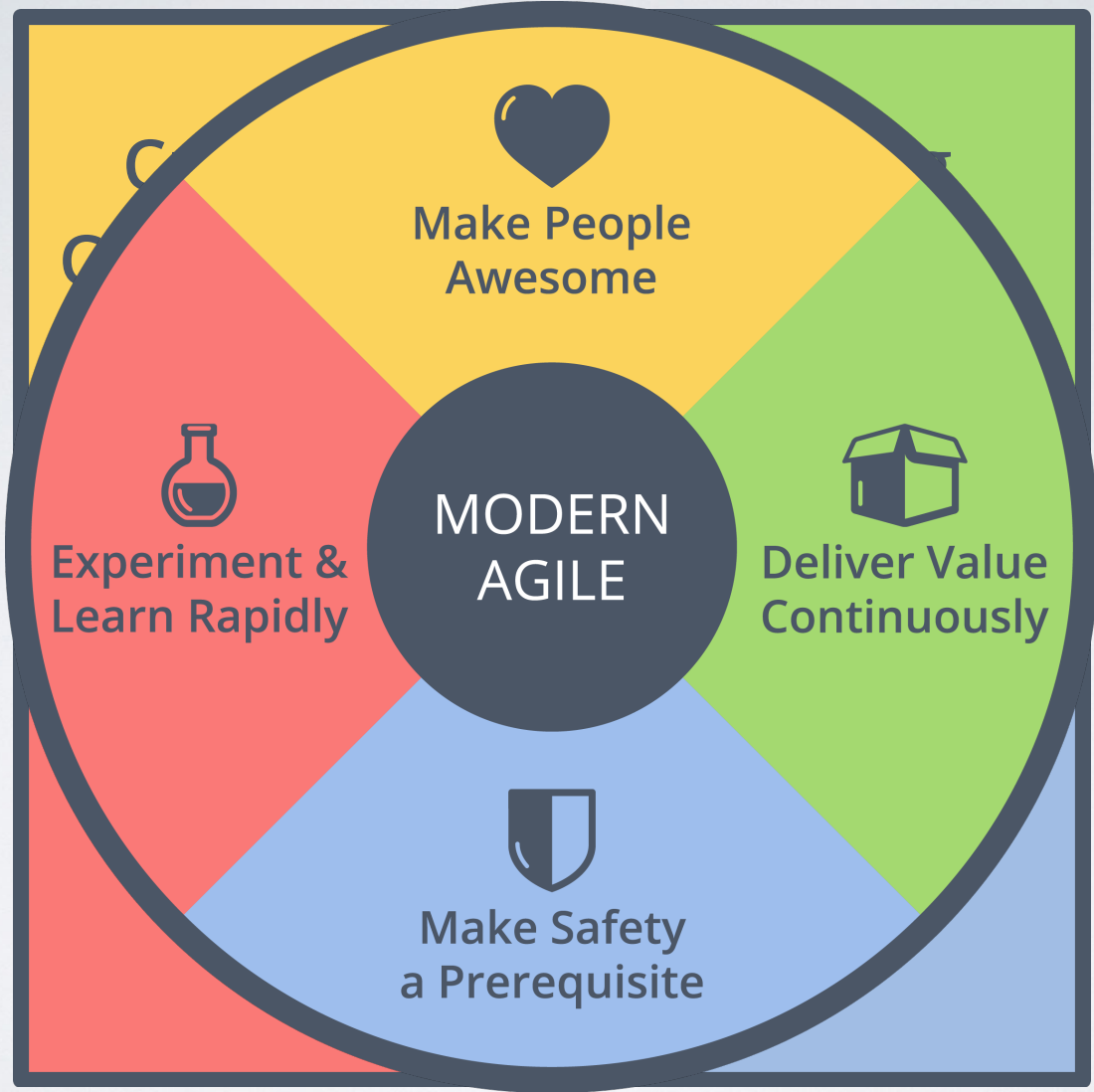


**Experiment &
Learn Rapidly**

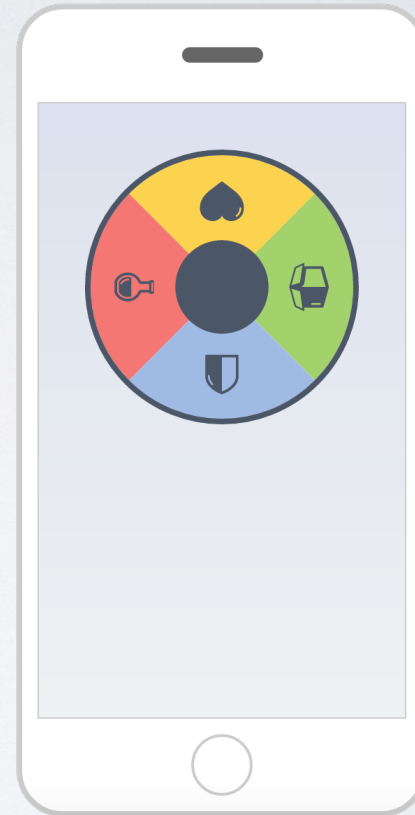
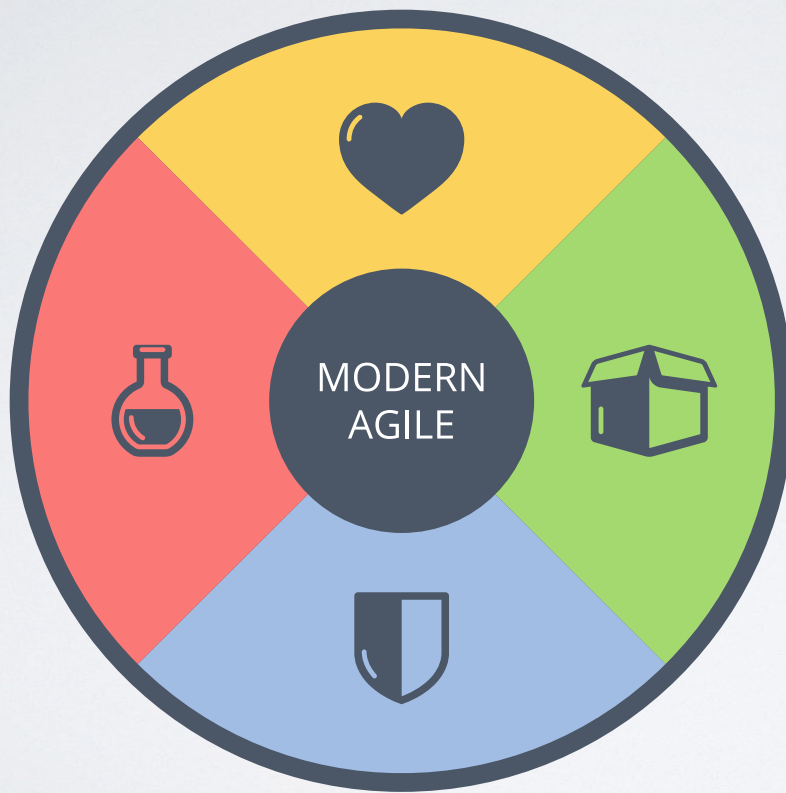


Make Safety
a Prerequisite

Individuals over processes
& **Interactions** and tools



ModernAgile.org



THE

#

MODERNAGILE

SHOW



#ModernAgile

@JoshuaKerievsky

