



Diana Larsen

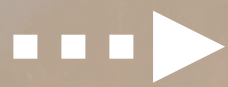
Evolving Agile: The Game We Design Together

A photograph of a busy Nashville street at night, featuring numerous neon signs for businesses like "Robert's Western World", "Jack's Bar-B-Que", and "The Stage". The scene is filled with cars and a bus, creating a vibrant urban atmosphere.

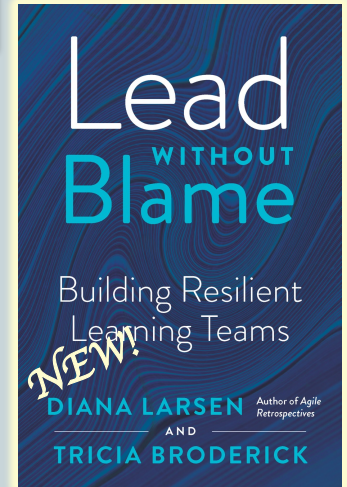
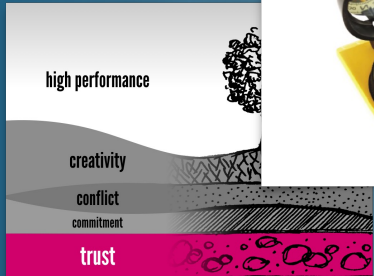
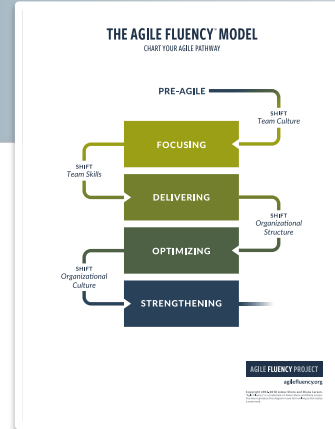
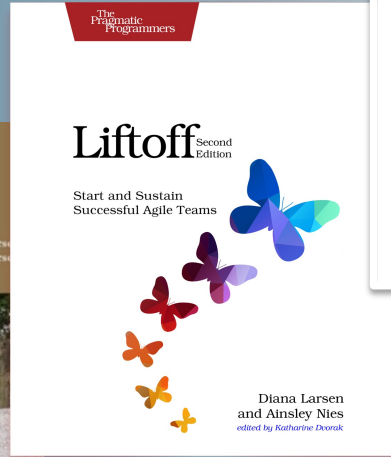
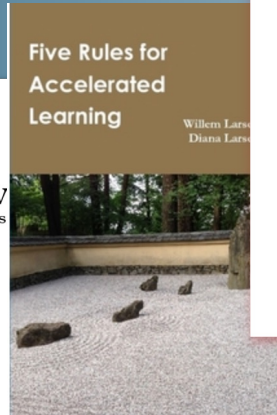
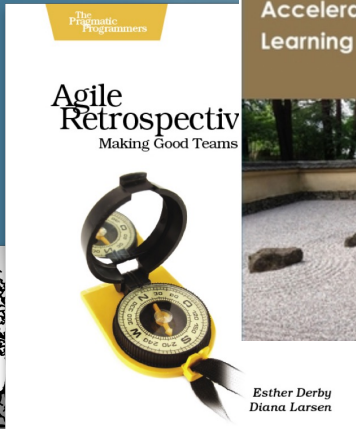
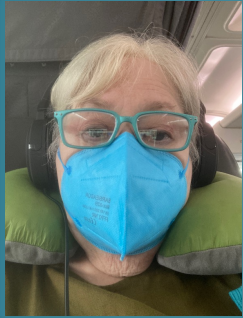
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**NASHVILLE**



**STRETCH**



# A Few of My Contributions



A fluffy black and white cat is lying on a wooden chair, wearing a red Santa hat with a gold bell. The cat is looking towards the camera with a calm expression. The background is a light-colored wall.

# Who's Here?

Functional Mgmt?

Product Mgmt?

People Mgmt?

Dev Team Member?

Contributor/IC

Technical Leader

Process Leader

Design/UX/UI?

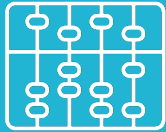
Other?

# ABOUT YOU



Q: Years with Agile

A: <10, <5, <3, <1



Q: Times attending Agile 20xx

A: >5, 2-4, 1st



Q: Times attending any Local or Regional Agile Conference

A: >10, 6-9, 1-5, 0

# What makes a game?

“There are at least two kinds of games...A finite game is played for the purpose of winning, an infinite game for the purpose of continuing the play.” James P. Carse, *Finite and Infinite Games: A Vision of Life as Play and Possibility*. 1986.

The Invariable Principles of Games:

“Whoever plays, plays freely.”

“No one can play a game alone.”

# Comparing Game Play (adapted from Carse)

## **Finite** games have:

An end, when one player is declared winner

Boundaries (spatial, numerical, and time)

Rules of play about the players, the end, and the boundaries.

Potential to play within an infinite game as part of the infinite game

Theatrical nature, power dynamics

## **Infinite** games have:

A continuation goal, to play indefinitely

Flexible boundaries may change any time

Rules of play lead to agreement on how to continue the game

A sense of wholeness, of paradox, of joyful playfulness

Dramatic nature, strength dynamics

# Agile as an infinite game

- ✓ An infinite game we design together to continue over time, indefinitely.
- ✓ Players (practitioners, researchers, explorers, methodologists, authors...) explore new boundaries. Consensus forms about which to add to the rules.
- ✓ Early ideas incorporate emergent ideas to build its strength.
- ✓ Players express their dramatic passion for team greatness, software excellence, and connected workplaces.
- ✓ Agile game moves, like conferences, add to the sense of wholeness, explore paradoxes, and make space for joyful playfulness and learning.



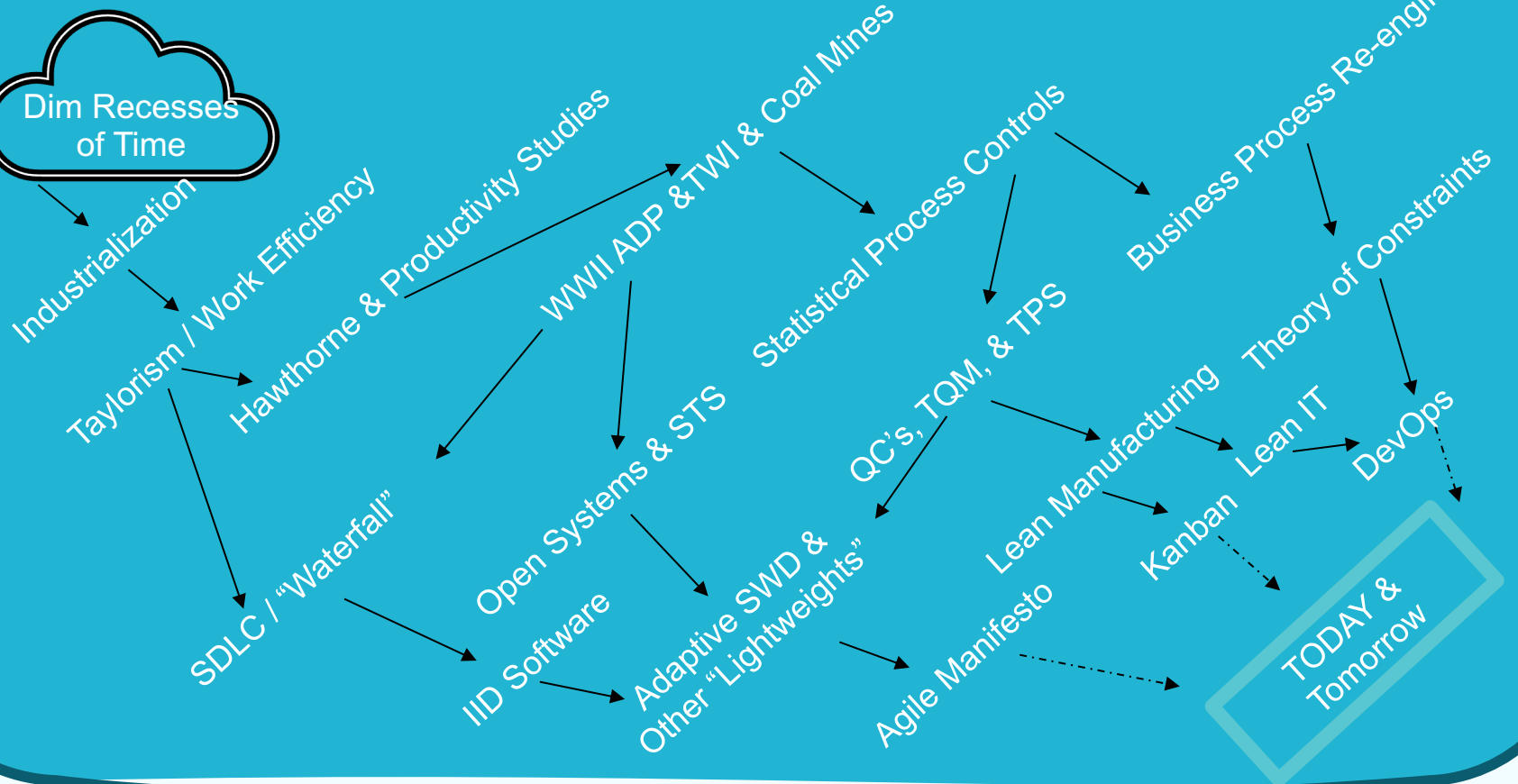
# Software development as a finite game

“Software development is a (resource-limited) cooperative game of inventiveness and communication. The primary goal of the game is to deliver useful working software. The secondary goal...is to set up for the next game.”

“Although any one project is a cooperative and finite game, the players are busy playing competitive and infinite games at the same time.”

Alistair Cockburn, *Agile Software Development: The Cooperative Game*, 2<sup>nd</sup> edition. 2007.

# What a long strange trip it's been...



# The Rules of the Game Change Over Time. New Possibilities Emerge.

Software / Product Development as a Complex Problem

VUCA on Many Dimensions

Projects < Products

Scaling Frameworks

Efficiency < Effectiveness

Ensembles

Team Member Engagement

Knowledge Work < Learning Work

Agile Managers / Leaders





**STRETCH**



# Agile Software Development

[agilemanifesto.org](http://agilemanifesto.org)



## Manifesto for Agile Software Development

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.

Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Steve Mellor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
Martin Fowler	Brian Marick	

## Principles behind the Agile Manifesto (aka page two)

We follow these principles:

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximizing the amount of work not done--is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

# The Agile Manifesto Principles as Observable Measures

1. “Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.”
2. “Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.”
3. “Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.”
4. “Business people and developers must work together daily throughout the project.”

Key: A = Never; B= Rarely; C= Sometimes; D=Often; E=Always

# The Agile Manifesto Principles as Observable Measures

5. “Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.”
6. “The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.”
7. “Working software is the primary measure of progress.”
8. “Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.”

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# The Agile Manifesto Principles as Observable Measures

9. “Continuous attention to technical excellence and good design enhances agility.”
10. “Simplicity--the art of maximizing the amount of work not done--is essential.”
11. “The best architectures, requirements, and designs emerge from self-organizing teams.”
12. “At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.”

Key: A = Never; B= Rarely; C= Sometimes; D=Often; E=Always



# A Short Personal Retrospective on AMP-OM\*

**O**bservation: What objective facts do you see in your ratings?

**R**eflective: What subjective responses do you experience?

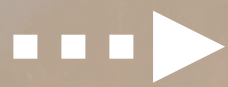
**I**nterpretative: What is significant about the facts and your responses?

**D**ecisive: What do you resolve about future action?

How can you make it as easy as possible to make that move?

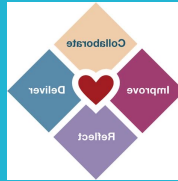


**STRETCH**



# Compatible, Related, and Aligned Moves

## Related Perspectives



## Broadening Agile's Reach

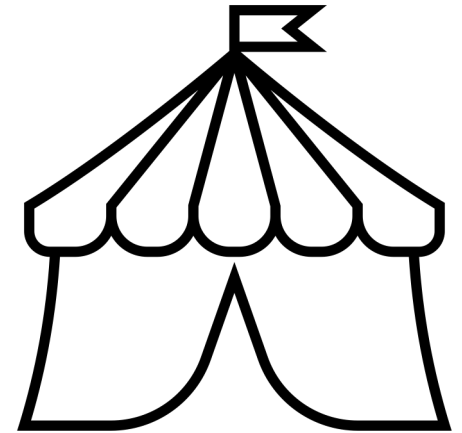
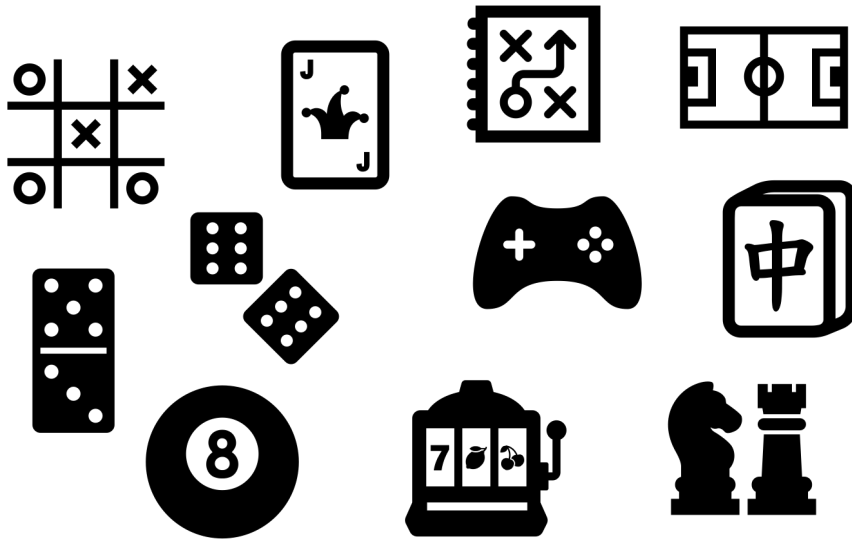
Business Agility  
Sustainability

Software Ethics  
Agile HR

Community Presence,  
and more...

You are

HERE



**What version of the Game do you play now?**

**What learning quest have you arrived with?**

**What's the next evolution step you want to explore?**



# DIY Your Conference – Part 1

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## Food for Thought:

- ✓ Follow your interests and your energy. How much downtime do you need?
- ✓ Watch for interesting Hallway conversations. Create your own. (Tip: Open Jam)
- ✓ Come with a partner? When will you attend separately or pair?
- ✓ Think about the alternatives. E.g., Exhibits, Walks, Lean Coffees, Bookstore,...
- ✓ Ask your favorite high profile Agilist to lunch. (You might be surprised!)
- ✓ To Keynote or Not to Keynote....Consider your learning style.
- ✓ Make time to integrate your learning, during the week and later.

# The Program

<https://events.agilealliance.org/agile2022/Agenda>

## The Key:

Food = Blue

Keynotes/Plenary = Orange

Featured Sessions = Green

Exhibit Hall Open = Yellow

Breaks = White

Sessions = Pale Green

## The Agile2022 Program Overview

	SUN 7/17	MON 7/18	TUE 7/19	WED 7/20	THU 7/21	FRI 7/22
8:00 AM		Breakfast Overview*	Breakfast	Breakfast	Breakfast	Breakfast
9:00 AM		OPENING KEYNOTE	FEATURED SESSIONS	WEDNESDAY KEYNOTE	FEATURED SESSIONS	Agile in Action
10:15 AM		Break				
10:45 AM		FEATURED SESSIONS	Sessions	Sessions	Sessions	CLOSING KEYNOTE
NOON		Exhibit Space Open	Exhibit Space Open	Exhibit Space Open	Exhibit Space Open	* Get the most out of Agile2022 by attending "Navigating Your Conference." This can be a great opportunity to find a group of people to share the conference experience with.  ** Women in Agile is produced in partnership with Agile Alliance, and requires a separate registration.
1:00 PM	Women in Agile** 1-5 PM					
2:00 PM		Sessions	Sessions	WORKSHOP WEDNESDAY	Sessions	
3:00 PM	Registration Opens 3 PM	Break	Break	Break	Break	
3:15 PM	Overview* 3:15-3:45 PM	Sessions	FEATURED SESSIONS	WORKSHOP WEDNESDAY	FEATURED PANEL	
3:45 PM		Break				
5:00 PM		Break				
Evening	Overview* 6-7 PM Welcome Reception 6-7 PM	Icebreaker Reception Exhibit Space 7-10 PM	Agile Together #SitWithMe 5:15-6:15 PM Free Night	This is Your Alliance 5:15-6:15 PM Sponsor Reception Exhibit Space 6:30-8:30 PM	Conference Party 7-10 PM	

# The Program

<https://events.agilealliance.org/agile2022/Agenda>

## The Key:

Ask your specific questions

See the TL's; e.g., Linda Rising

Networking

Sun pm & Mon am only

-----

Fundamentals

Filter By Track ▾

- Accelerating Products, Sponsored by LTI Canvas
- Agile Advice Ask your specific questions
- Agile Essentials, Sponsored by Netmind
- Agile Luminaries, Sponsored by Nimble Evolution See the TL's; e.g., Linda Rising
- Agile in Action, Sponsored by CertiProf
- Business Agility Lab Ask your specific questions
- Energizing People and Teams Sponsored by AgilityHealth
- Enriching Organizations, Sponsored by Lucid
- Keynotes
- Lightning Talks Take a break
- Navigating Your Conference Sun PM & Mon AM only
- Open Jam Ask your specific questions
- Social Networking
- The Salon, Sponsored by RAF



# Re: Games – Remember Playfulness Supports Learning

The Key: **Look for Opportunities to Play**

Learning is serious business.

Remember you are human.

Humans learn in the direction of their questions.

Throughout history, from our birth, humans learn through play.

Plan for Monday (or next time back at work) :

- ✓ Ask others about their week before sharing about yours.
- ✓ Personal retrospective on your conference week.
- ✓ Download your learnings/takeaways, review with another person.
- ✓ What's the one, small, first, next step in your career Game? What's your play?

Slice your intentions into bite-sized pieces.

- ✓ Who will you need to influence on your return?
- ✓ Continue regular Personal Retros on AMP-OM

# Continuing Personal Retrospective on AMP-ON\*

**O**bservation: What objective facts do you see in your ratings?

**R**eflective: What subjective responses do you experience?

**I**nterpretative: What is significant about the facts and your responses?

**D**ecisive: What do you resolve about future action?

How can you make it as easy as possible to make that move?

**Thank You! Have a Great Conference!**

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**Welcome.**

**You are the FUTURE of the infinite Agile Game.**

**Work Well.**

**Take Breaks.**

**Enjoy Playing! Find your jam!**



Q & A

# Sources and & Resources

The original creators and signers of the Agile Manifesto and the early “lightweight” methods. [www.agilealliance.org/agile101/](http://www.agilealliance.org/agile101/)

Kevin Behr. “First In, Last Out: DevOps and its Roots in Coal Mining.” LeanAgileScotland conference . Video. 2014. <https://www.youtube.com/channel/UCgt1IVMrdwlZKBaerxxp2iQ>

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Alistair Cockburn. Heart of Agile XXXX

Jutta Eckstein and John Buck. *Company-wide Agility with Beyond Budgeting, Open Space & Sociocracy: Survive & Thrive on Disruption*. 2018

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James Shore. *The Art of Agile Development*. 2<sup>nd</sup> edition. 2021.

Brian Stanfield, ed. *The Art of Focused Conversation*. 2000.

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# Evolving Agile: The Game We Design Together

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## Handout 1: Agile Manifesto Principles as Observable Measures

1. \_\_\_\_\_

5. \_\_\_\_\_

9. \_\_\_\_\_

2. \_\_\_\_\_

6. \_\_\_\_\_

10. \_\_\_\_\_

3. \_\_\_\_\_

7. \_\_\_\_\_

11. \_\_\_\_\_

4. \_\_\_\_\_

8. \_\_\_\_\_

12. \_\_\_\_\_

Key: A = Never, B = Rarely, C = Sometimes, D = Often, E = Always

# Evolving Agile: The Game We Design Together

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Handout 2: ORID – Notes: Personal Retrospective on AMP-OM

Objective Data

Reflective Response

Interpretative analysis

Decisive intent