

Agile ORLANDO JULY 24-28 2023

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#AGILE2023

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Code of Conduct

**“Be curious and welcoming of differences,
be kind to others, and behave professionally”**

**We encourage everyone to help in creating
a welcoming and safe environment**

If you see or experience **anything** of concern, please **contact** the Registration Desk, Agile Alliance Staff & Board, Volunteers, Program Committee Members, or Venue Security.

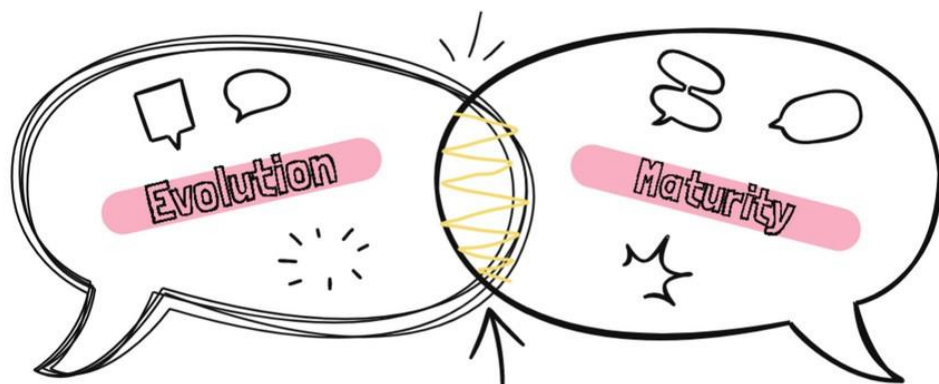
View the full Code of Conduct at agilealliance.org/conduct

Jeremy Berriault and Tom Cagley

Agile Maturity: An Agile Anti-Pattern?



Agile ORLANDO
JULY 24-28 **2023**



Jeremy



GREAT CONVERSATION

Tom





What image do you see in your mind when people talk about agile maturity in your organization?

Our velocity
increases

WE'RE MATURE

We have a solid
workflow

We do our events
well



We consistently
meet our goals

Types of Maturity

Psychological*

- Mental
- Physical
- Emotional
- Somatic growth
- Development

Business**

- Chaotic. No processes at all or no uniform processes
- Aware. A company that learns to be proactive in nature
- Enabled. Companies that strive to create value
- Managed
- Optimized

Last set

Not done yet

We have even more requirements

Do you meet all the requirements?

TAKE A STEP OUT OF
THE BOX.

LIGHT UP AND SEE THE
WHOLE PICTURE

AGILITY IS MORE THAN
FRAMEWORKS

VS



Time to have some fun – First Activity

- Each person at the table will need to have a pen and paper
- There will be 4 rounds of 45 seconds
- Each round there will be shapes on the screen that you will need to draw

ROUND 1

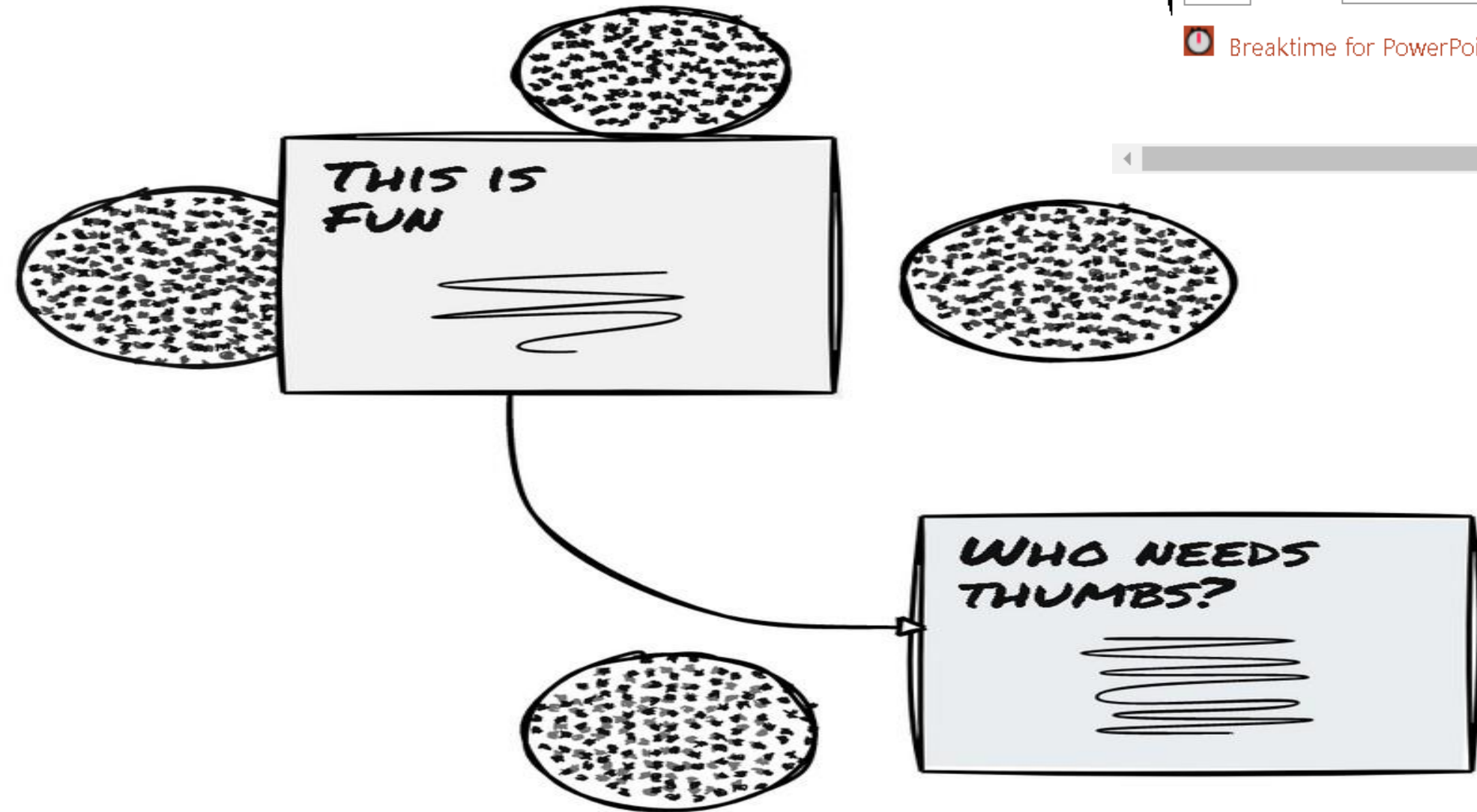
Each person at the table will need to have a pen and paper

Goal

Draw what is on the screen

Rules

1. Cannot use your thumbs to hold your pen as you normally do
2. Use one sheet of paper only



Start Stop Reset mins: 00 secs:

45 type: None

Breaktime for PowerPoint by Flow Simulation Ltd.

Pin controls when stopped

ROUND 2

Each person at the table will need to have a pen and paper

Goal

Draw what is on the screen

Rules

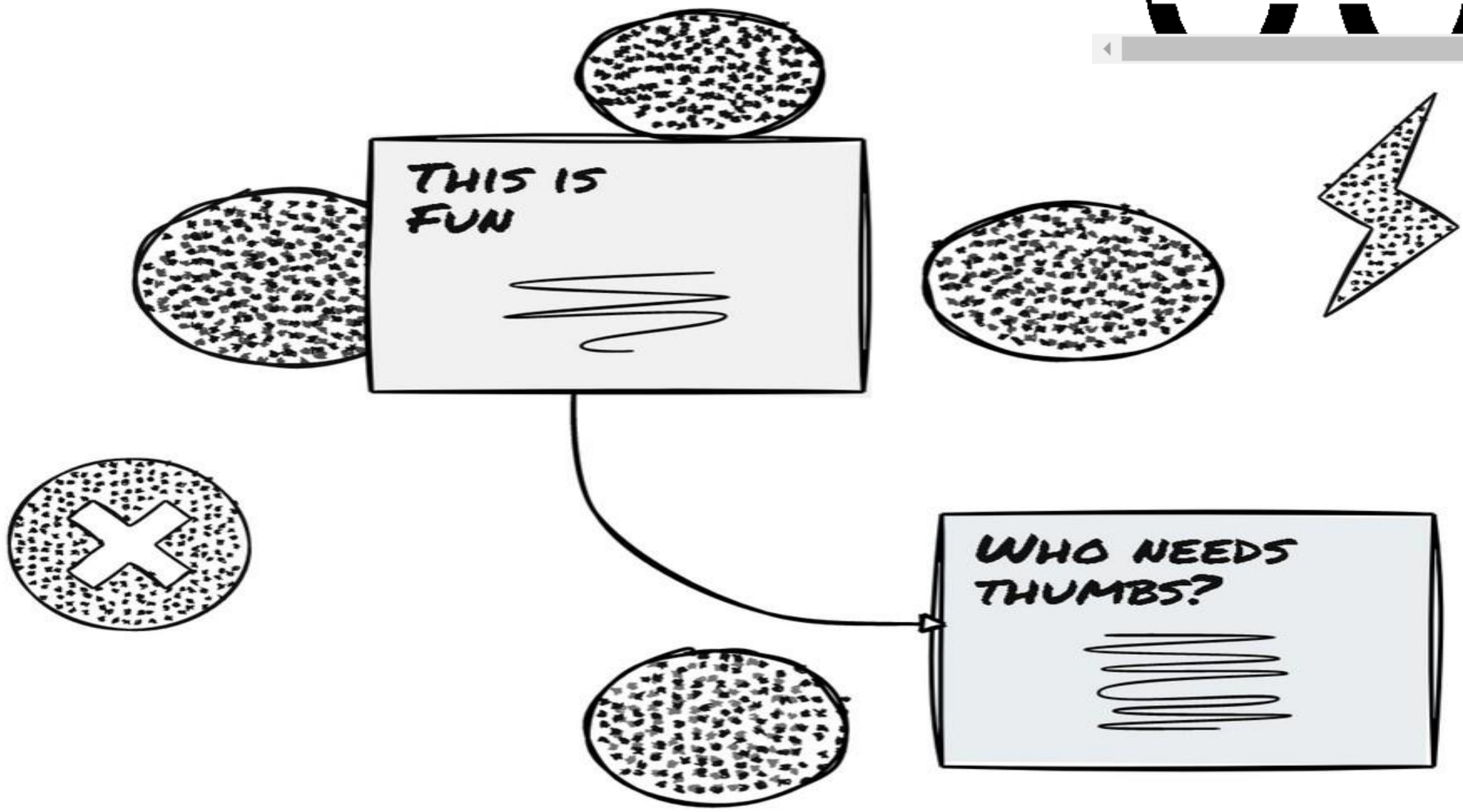
1. Cannot use your thumbs to hold your pen as you normally do
2. Use one sheet of paper only
3. Must be a new sheet of paper

Start Stop Reset mins: 0 secs:

45 type: None

Breaktime for PowerPoint by Flow Simulation Ltd.

Pin controls when stopped



ROUND 3

Each person at the table will need to have a pen and paper

Goal

Draw what is on the screen

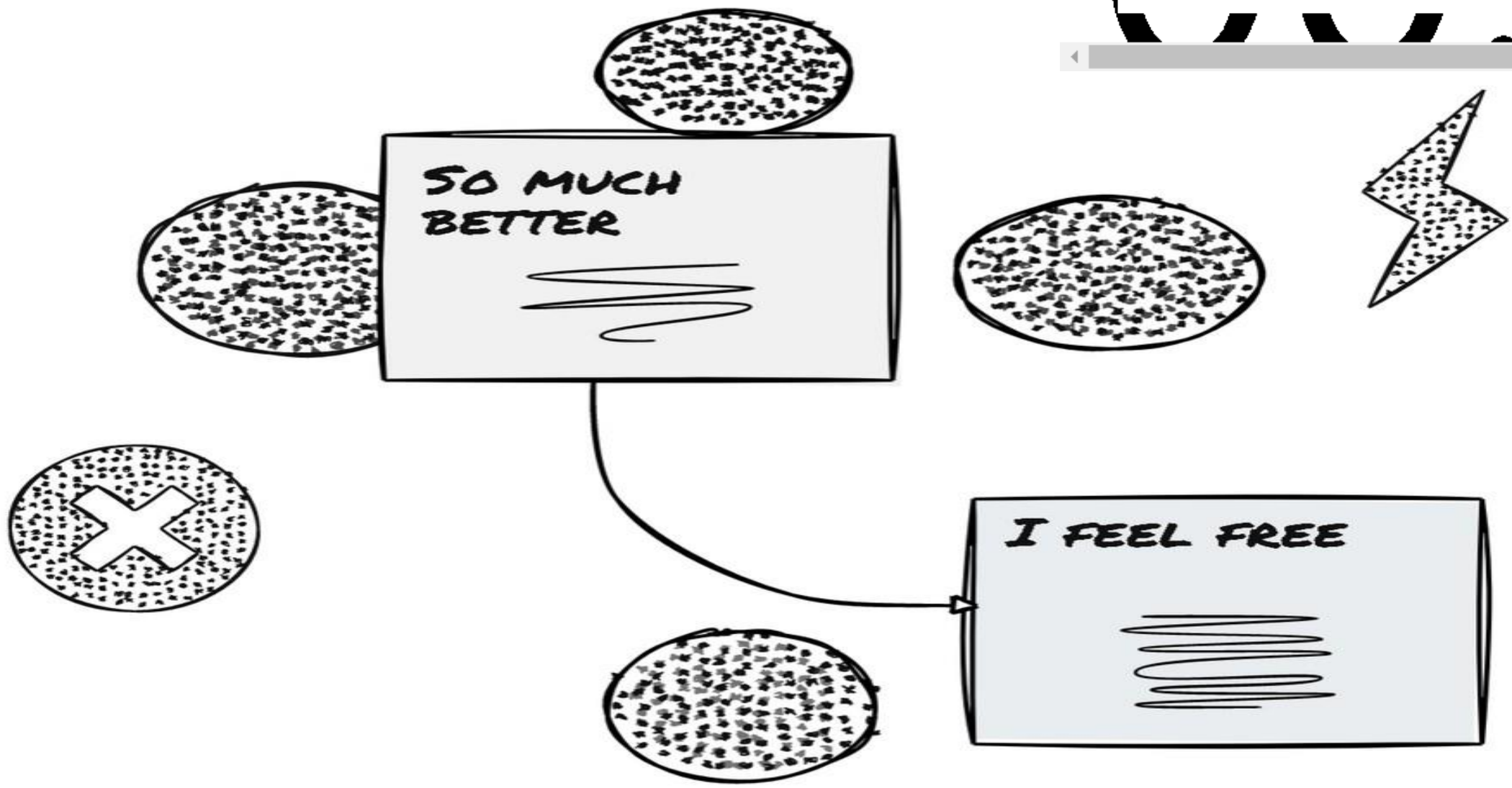
Rules

1. You can hold your pen as you normally do
2. Use one sheet of paper only
3. Must be a new sheet of paper

Start Stop Reset mins: 0 secs:

45 type: None

Breaktime for PowerPoint by Flow Simulation Ltd. Pin controls when stopped



ROUND 4

Each person at the table will need to have a pen and paper

Goal

Draw what is on the screen

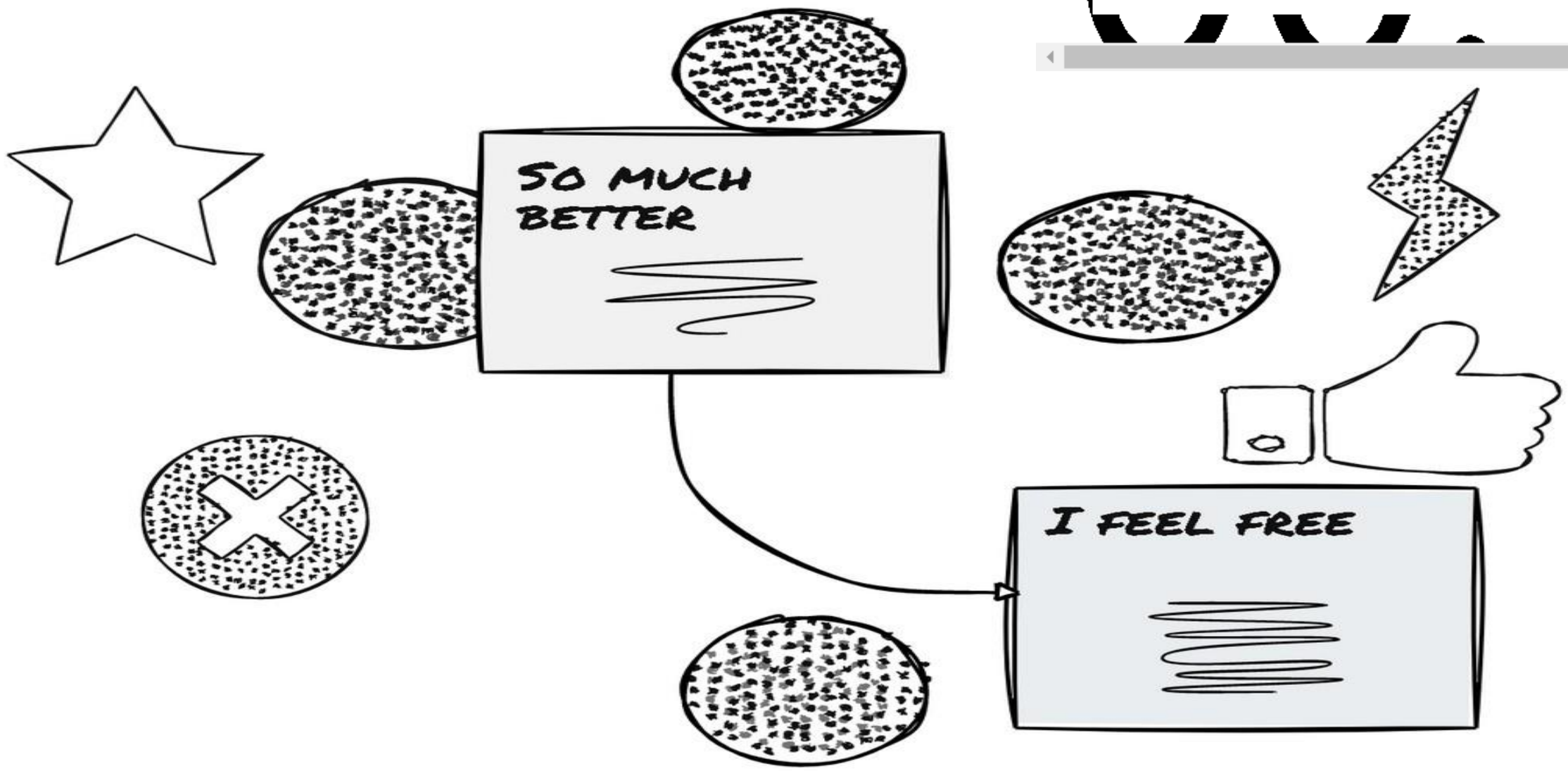
Rules

1. You can hold your pen as you normally do
2. Use one sheet of paper only
3. Must be a new sheet of paper

Start Stop Reset mins: 0 secs:

45 type: None

Breaktime for PowerPoint by Flow Simulation Ltd. Pin controls when stopped

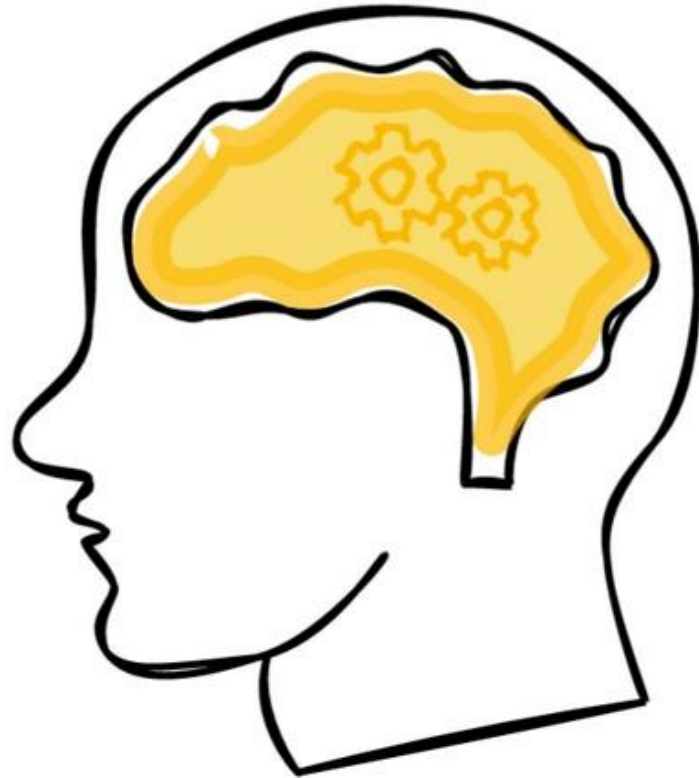


What did we see?

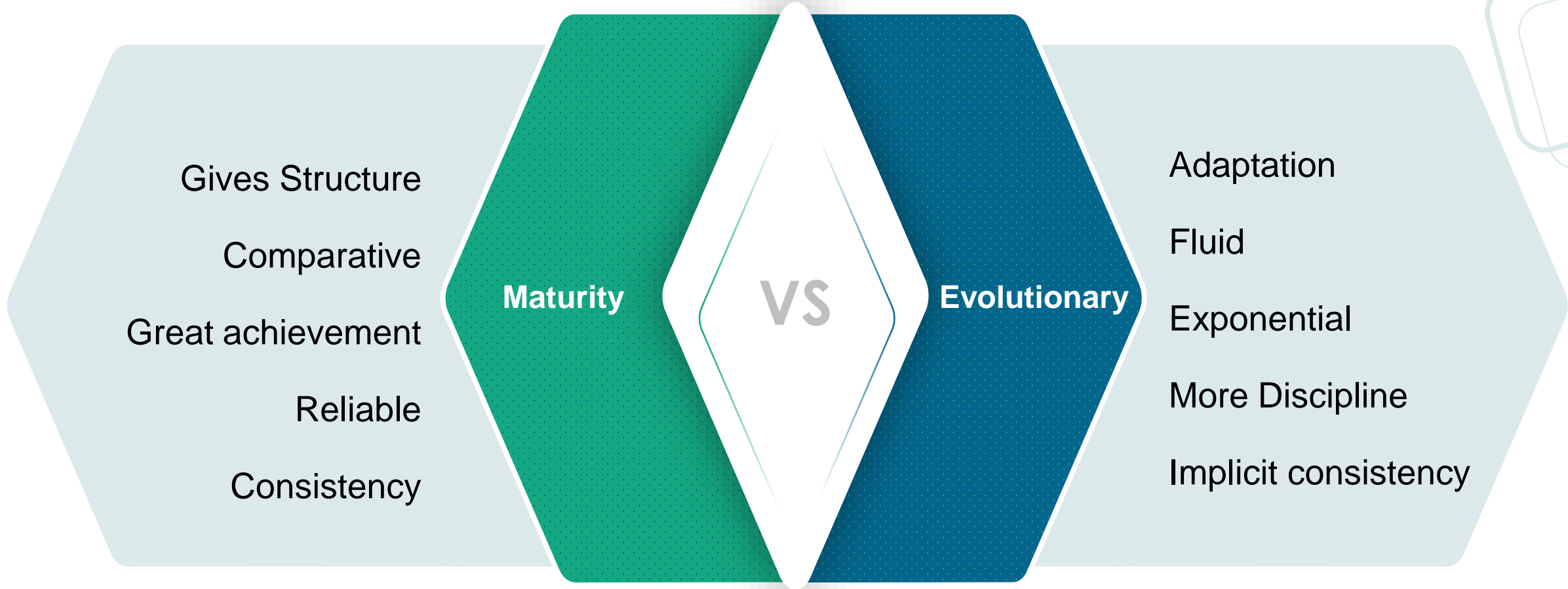
- Tools did not change
 - Same pen
 - Same sheets of paper
- We did get better between round one and round two
- Increasingly better between Round 2 and 3
 - Apposable thumbs 😊
- Drastically better quality and speed in Round 4 compared to 1

Behaviors are how
I use the tool

Pen is
the tool



Frameworks
are tools



Gives Structure

Comparative

Great achievement

Reliable

Consistency

Maturity

VS

Evolutionary

Adaptation

Fluid

Exponential

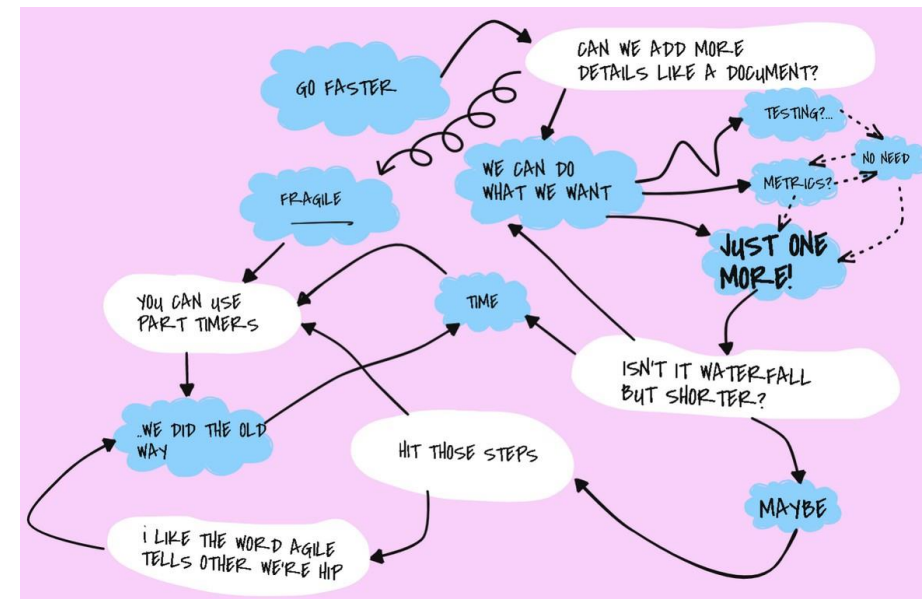
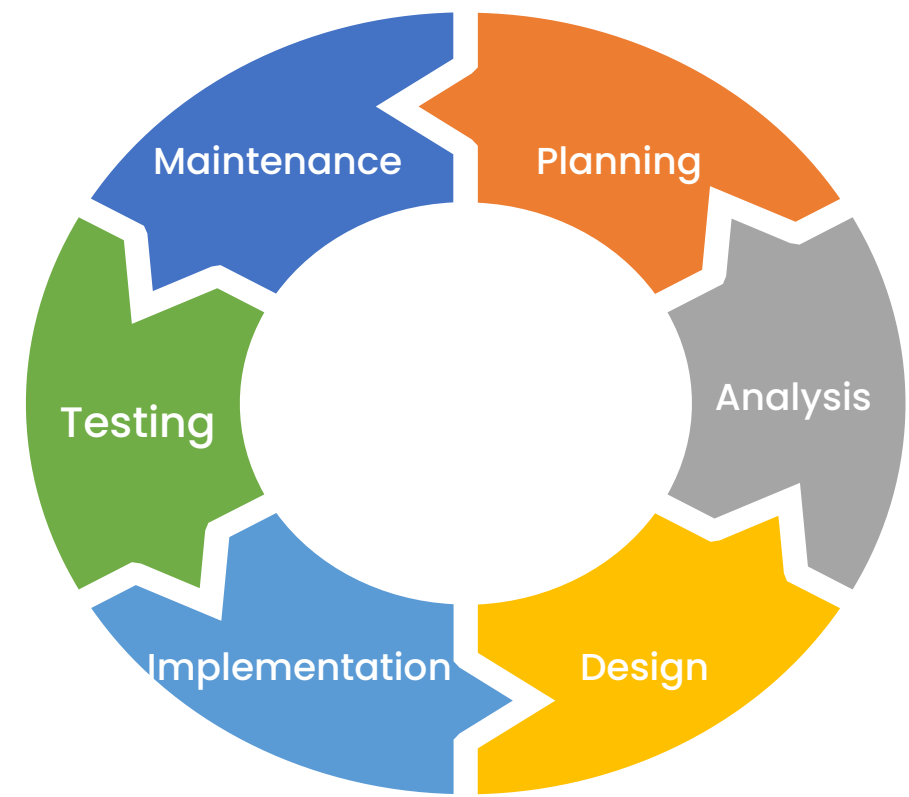
More Discipline

Implicit consistency



Agile is Dead – GOTO 2015

“Agile is an adjective”



How can an adjective
be mature?

FIRST STOP THINKING OF FRAMEWORKS AS AGILE

“We follow Scrum. Therefore we are agile.”

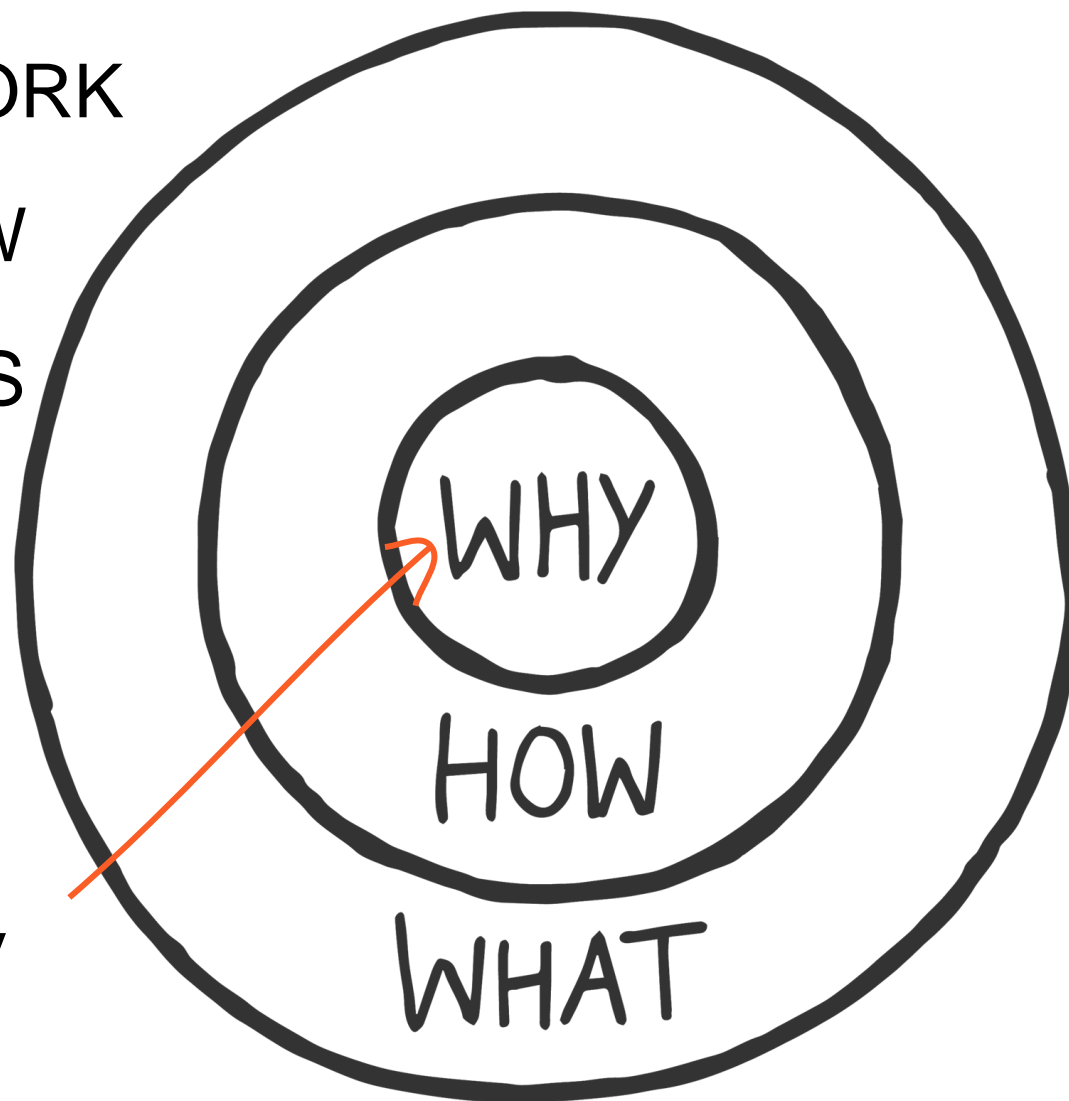
- Dean Peters wrote a blog describing:
 - “Hyperscrumentalism”
 - Focused on the framework regardless of the environment
 - Using a hammer to put in a screw
 - “Cargo-Cultism”
 - Just following the steps without any thought about behaviors
 - “Meh, we did our stand-up today”

WHAT = FRAMEWORK

HOW = WORKFLOW

WHY = BEHAVIORS

Maturity



A group of people in a meeting, with text overlaid. The background is a blurred image of several people sitting around a table, engaged in a discussion. The text is centered and reads:

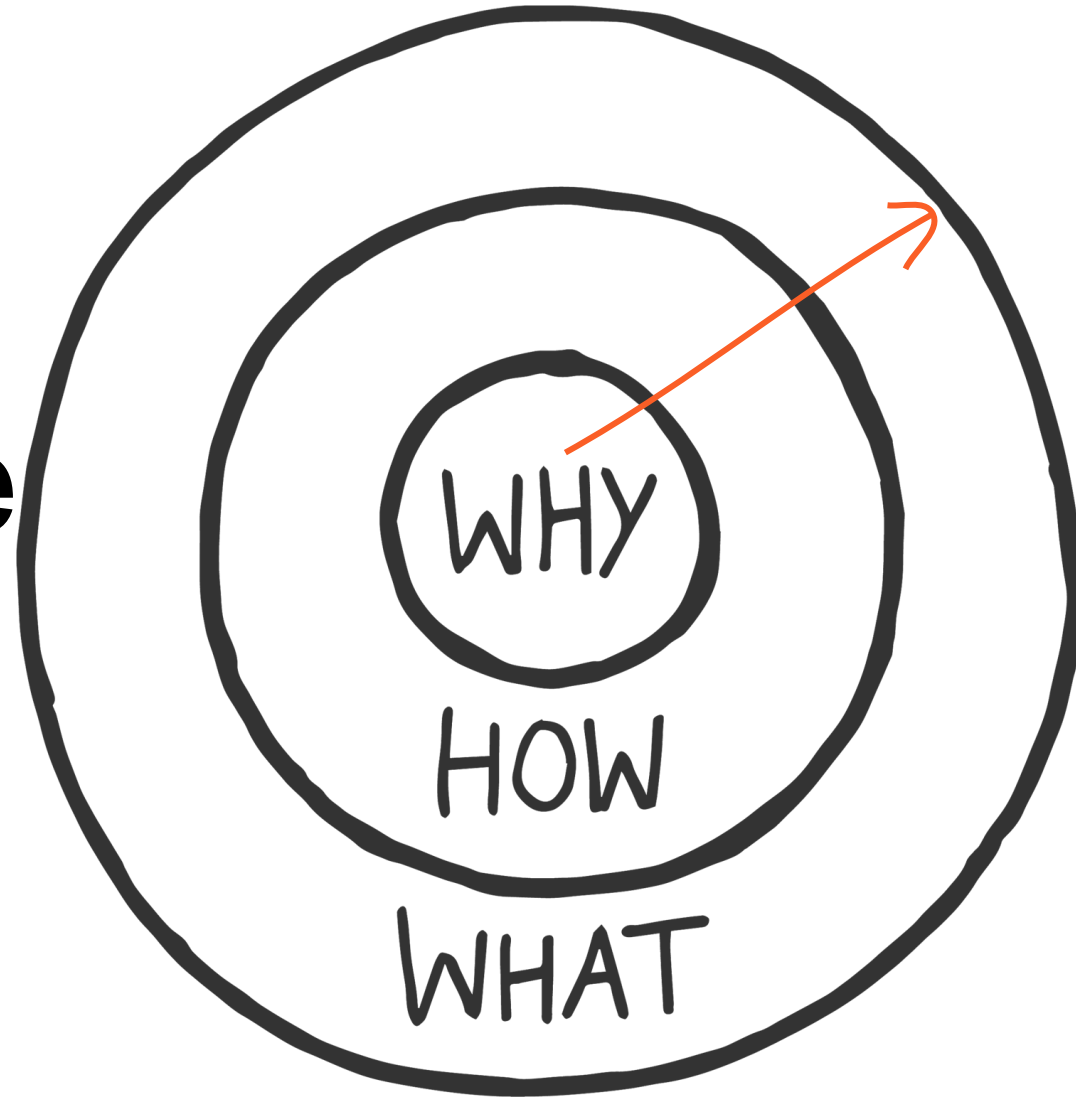
Manifesto for Agile Software Development

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.

Being agile





Word Puzzles

Two games

Different puzzles each game

Game 1

Paraphrase or clue

Game 2

Word Cypher

A close-up photograph of a camera lens, showing the front element and the surrounding barrel. The lens is slightly out of focus, and the background is a soft, bokeh-filled blur of purple and blue lights. The text "Guess the movie titles" is overlaid in white, sans-serif font across the center of the lens.

Guess the movie titles

Royal address

King's Speech

GAME 1

Each person at the table will need something to write down the answers

Pen/paper

Phone

Tablet

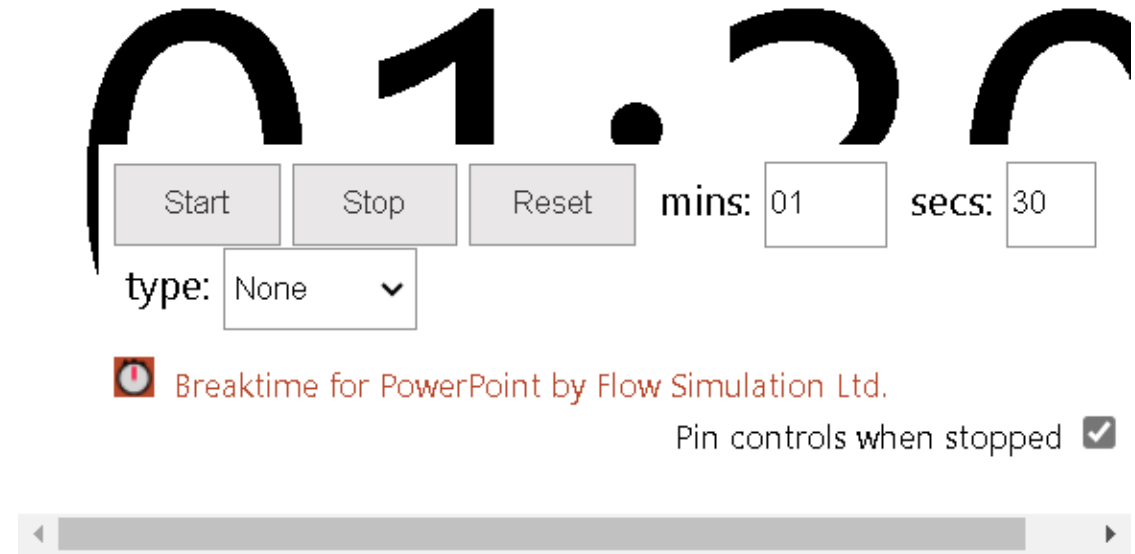
Goal

Each person at the table needs to have all the answers

Rules

1. No form of communication between anyone at any point during the round
2. When the round is over stop guessing.
3. No sharing the answers.
4. 90 Seconds

Work in Italy
A Place Where We Work
Fighting Planets
New Weapons
Unconstrained Limb
Elevated
Cold Season of Unhappiness for
You and Me
Steve Miller Band Tune
Eden Misplaced



1969 and 2003 Italian Job

A Place Where We Work

Fighting Planets

New Weapons

Unconstrained Limb

Elevated

Cold Season of Unhappiness for You and Me

Steve Miller Band Tune

Eden Misplaced

1969 and 2003 Italian Job

1999 Office Space

Fighting Planets

New Weapons

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Steve Miller Band Tune

Eden Misplaced

1969 and 2003 Italian Job

1999 Office Space

1953 and 2005 War of the Worlds

New Weapons

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Eden Misplaced

1969 and 2003 Italian Job

1999 Office Space

1953 and 2005 War of the Worlds

1988 Young Guns

Unconstrained Limb

Elevated

Cold Season of Unhappiness for You and Me

Steve Miller Band Tune

Eden Misplaced

1969 and 2003 Italian Job

1999 Office Space

1953 and 2005 War of the Worlds

1988 Young Guns

1984 Footloose

Elevated

Cold Season of Unhappiness for You and Me

Steve Miller Band Tune

Eden Misplaced

1969 and 2003 Italian Job

1999 Office Space

1953 and 2005 War of the Worlds

1988 Young Guns

1984 Footloose

2009 Up

Cold Season of Unhappiness for You and Me

Steve Miller Band Tune

Eden Misplaced

1969 and 2003 Italian Job

1999 Office Space

1953 and 2005 War of the Worlds

1988 Young Guns

1984 Footloose

2009 Up

1961 The Winter of Our Discontent

Steve Miller Band Tune

Eden Misplaced

1969 and 2003 Italian Job

1999 Office Space

1953 and 2005 War of the Worlds

1988 Young Guns

1984 Footloose

2009 Up

1961 The Winter of Our Discontent

2019 The Joker

Eden Misplaced

1969 and 2003 Italian Job

1999 Office Space

1953 and 2005 War of the Worlds

1988 Young Guns

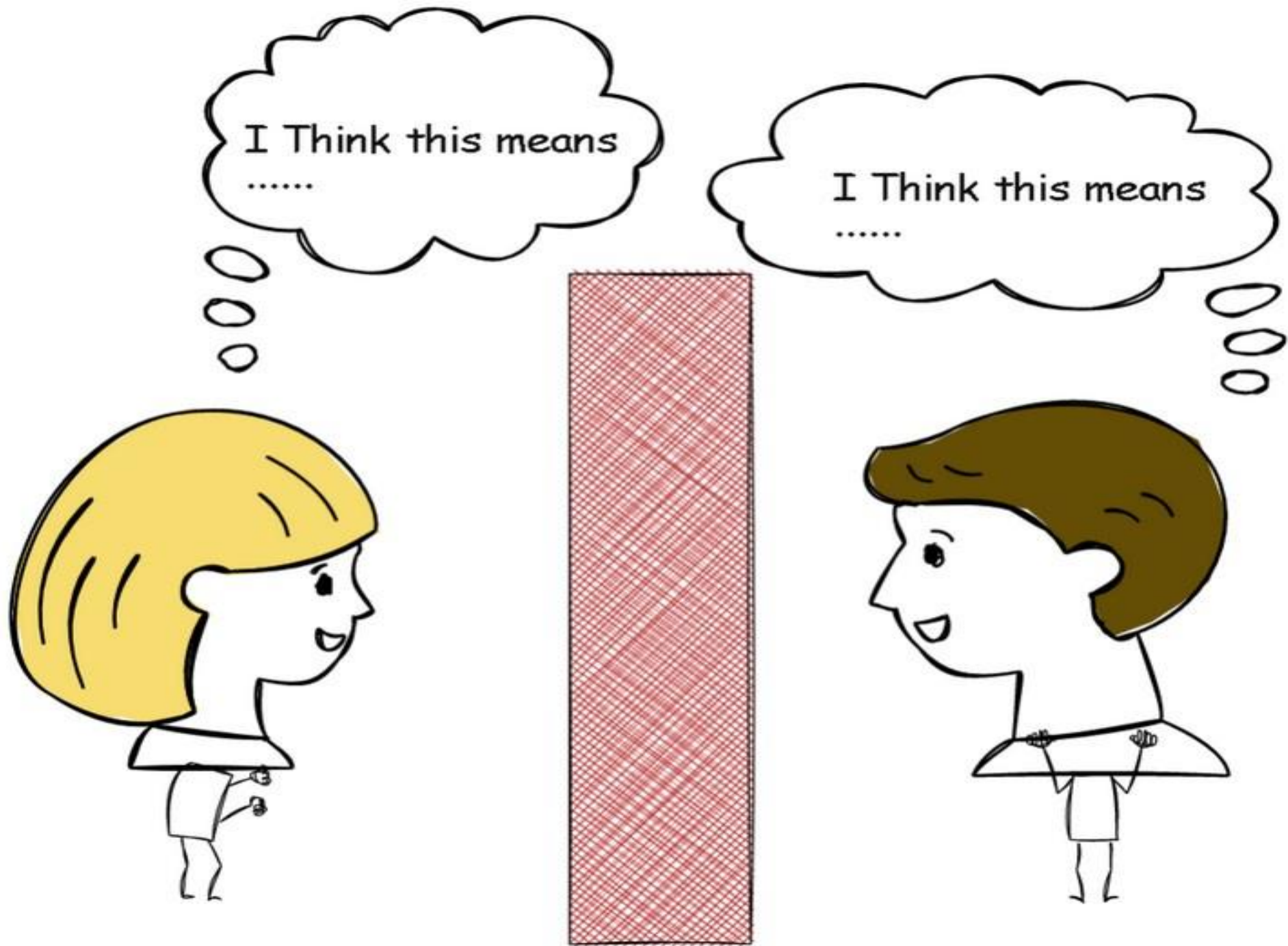
1984 Footloose

2009 Up

1961 The Winter of Our Discontent

2019 The Joker

1967 Paradise Lost



I Think this means
.....

I Think this means
.....

A close-up photograph of a brass key inserted into a lock. The key is positioned horizontally, with its bit end on the right, partially inside the lock mechanism. A bright, warm light shines through the keyhole, creating a strong glow and casting a soft shadow of the key onto the lock's surface. The background is dark and out of focus.

Game Two

More fun – Game 2

- Each table is a team
- There will be 4 rounds of 2 minutes with 30 Seconds to plan.
- Release goal: All tables have solved the key and puzzle
- Rules
 - Word cypher
 - Each table communicates, plans and works together to identify the key
 - First part is a clue to get the key
 - Once the puzzle is solved the team can spread out to one table per person to share the key
 - After sharing the key return to the table and raise your flag



Example

△ 2x 3 4 5 : 6 7 8 9 10 11 12 13 14 15
A B C D E F G H I J K L M

16 17 18 19 20 21 22 23 24 25 26 27 28
N O P Q R S T U V W X Y Z

29 30 31 32 33 34 35 36 37 38 39 40
a b c d e f g h i j k l m

41 42 43 44 45 46 47 48 49 50
n o p q r s t u v w x

Sprint 1



Each person at the table will need to have a pen and paper
Release goal: All tables have solved the key and puzzle

Rules

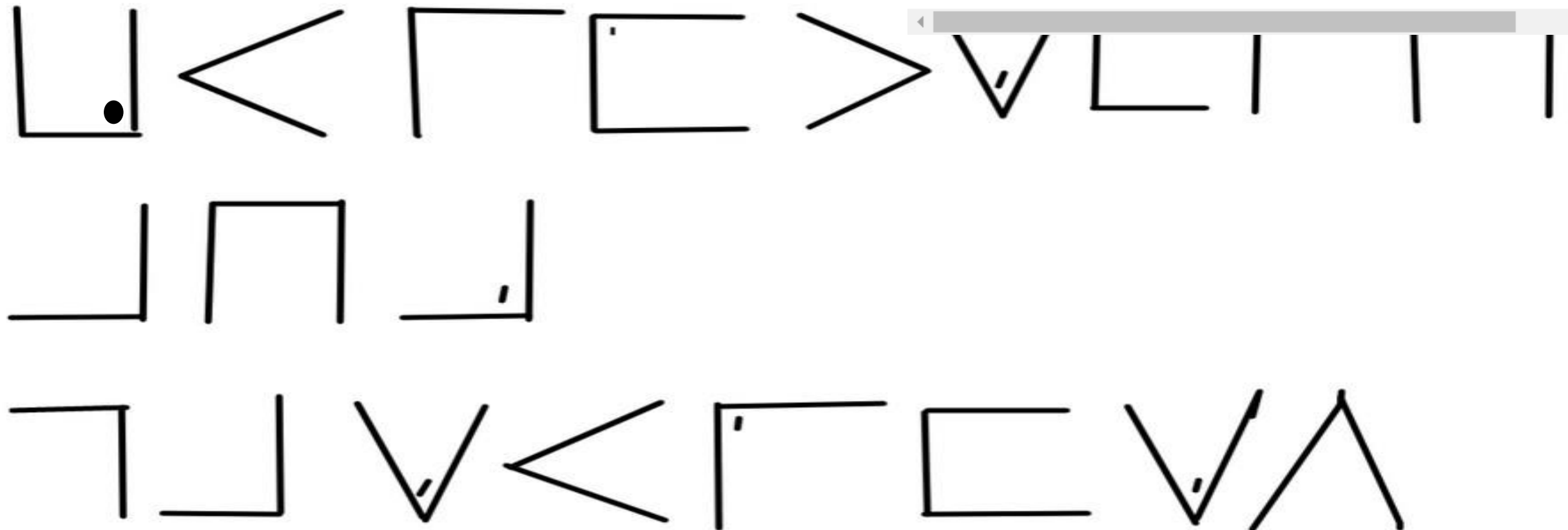
1. Can use any tool available at the table
2. Communicate with team members at your table
3. Only communicate with other tables after finding the solution for the key and the puzzle.
4. Clue - What pen should never be used for writing?

What pen should never be used for writing?



Start Stop Reset mins: 2 secs:
00 type: None

 Breaktime for PowerPoint by Flow Simulation Ltd.
Pin controls when stopped



Retrospective/Sprint Plan

Did you meet your goal for the sprint?

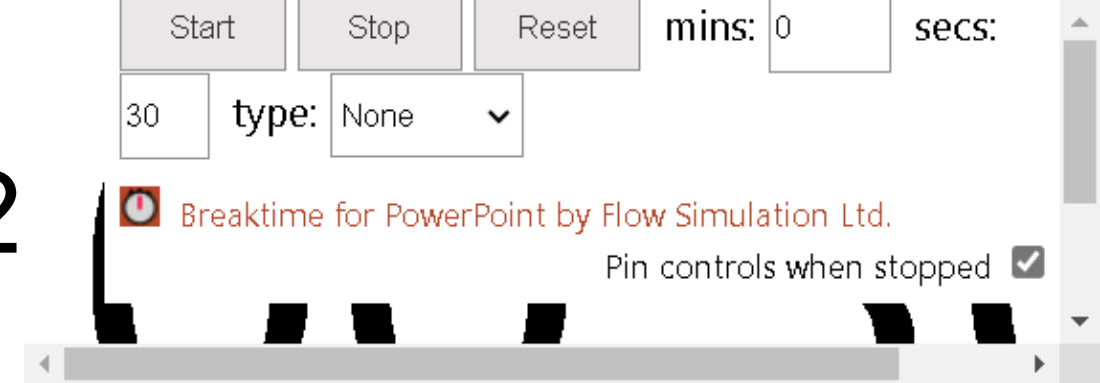
What are your plans for the next 2 Minute sprint?

Identify Sprint Goal

Rules

1. Can use any tool available at the table
2. Communicate with team members at your table
3. Only communicate with other tables after finding the solution for the key and the puzzle.

Sprint 2



Each person at the table will need to have a pen and paper

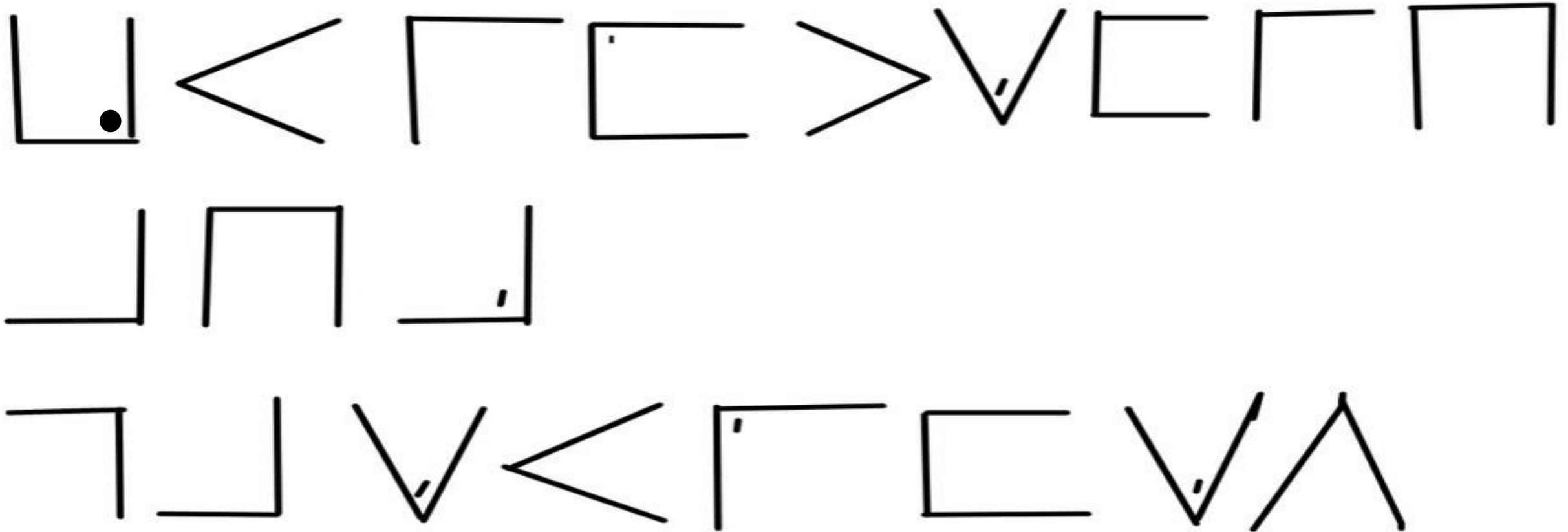
Release goal: All tables have solved the key and puzzle

Rules

1. Can use any tool available at the table
2. Communicate with team members at your table
3. Only communicate with other tables after finding the solution for the key and the puzzle.

What pen should never be used for writing?

Start Stop Reset mins: 2 secs:
0 type: None ▾
Breaktime for PowerPoint by Flow Simulation Ltd.
Pin controls when stopped



Retrospective/Sprint Plan

Did you meet your goal for the sprint?

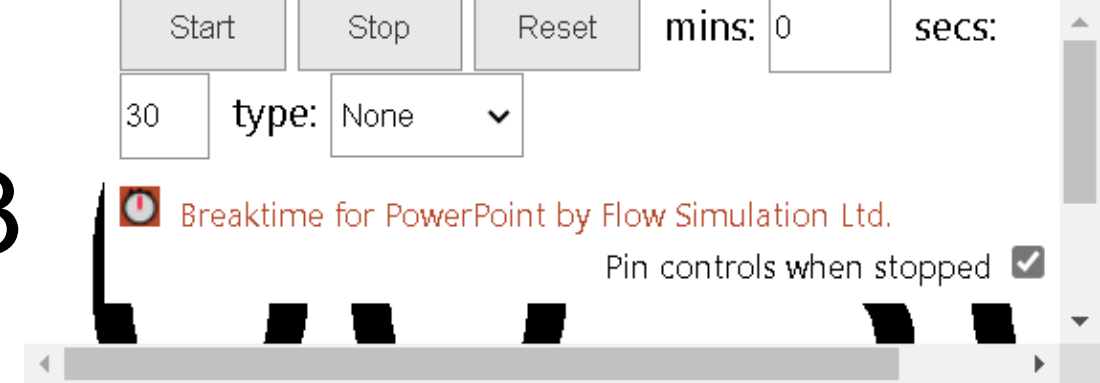
What are your plans for the next 2 Minute sprint?

Identify Sprint Goal

Rules

1. Can use any tool available at the table
2. Communicate with team members at your table
3. Only communicate with other tables after finding the solution for the key and the puzzle.

Sprint 3



Each person at the table will need to have a pen and paper

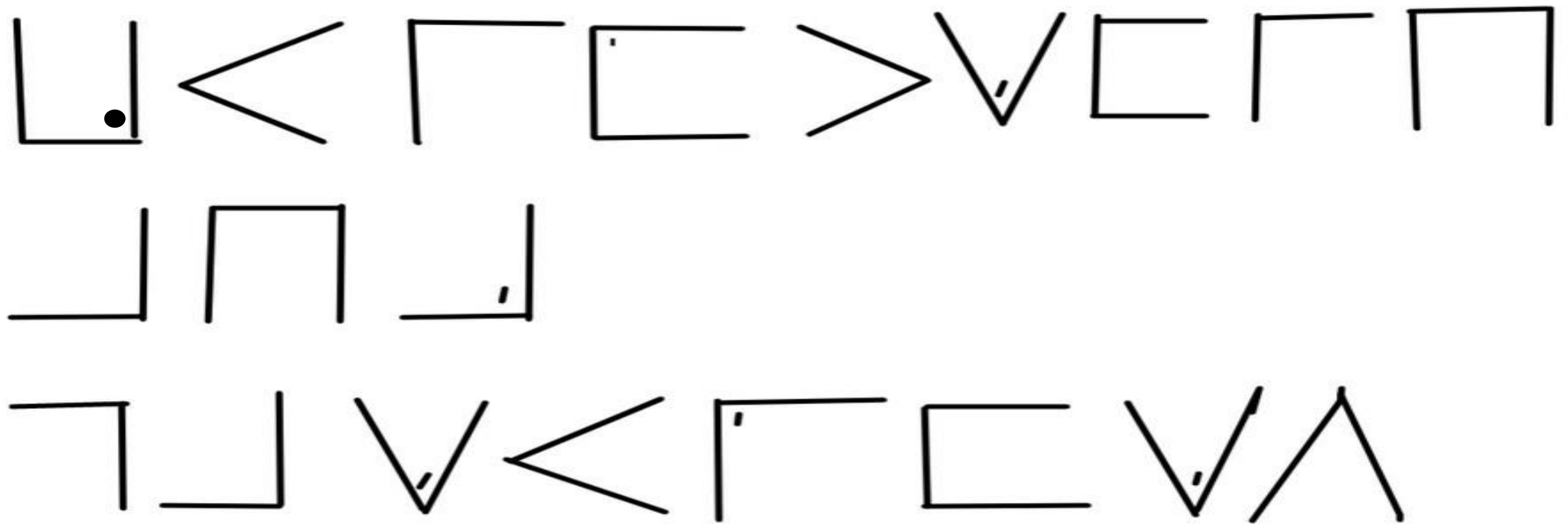
Release goal: All tables have solved the key and puzzle

Rules

1. Can use any tool available at the table
2. Communicate with team members at your table
3. Only communicate with other tables after finding the solution for the key and the puzzle.

What pen should never be used for writing?

Start Stop Reset mins: 2 secs:
0 type: None ▾
Breaktime for PowerPoint by Flow Simulation Ltd.
Pin controls when stopped



Retrospective/Sprint Plan

Did you meet your goal for the sprint?

What are your plans for the next 2 Minute sprint?

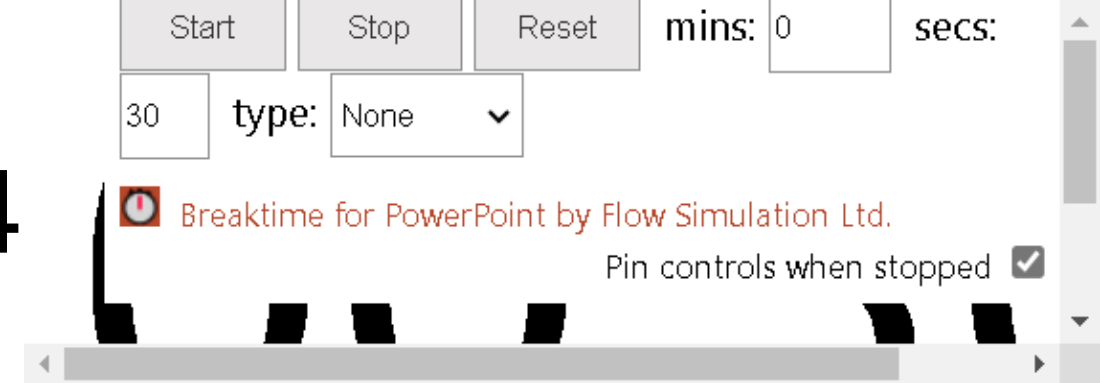
Identify Sprint Goal

Have we met the Release goal yet?

Rules

1. Can use any tool available at the table
2. Communicate with team members at your table
3. Only communicate with other tables after finding the solution for the key and the puzzle.

Sprint 4



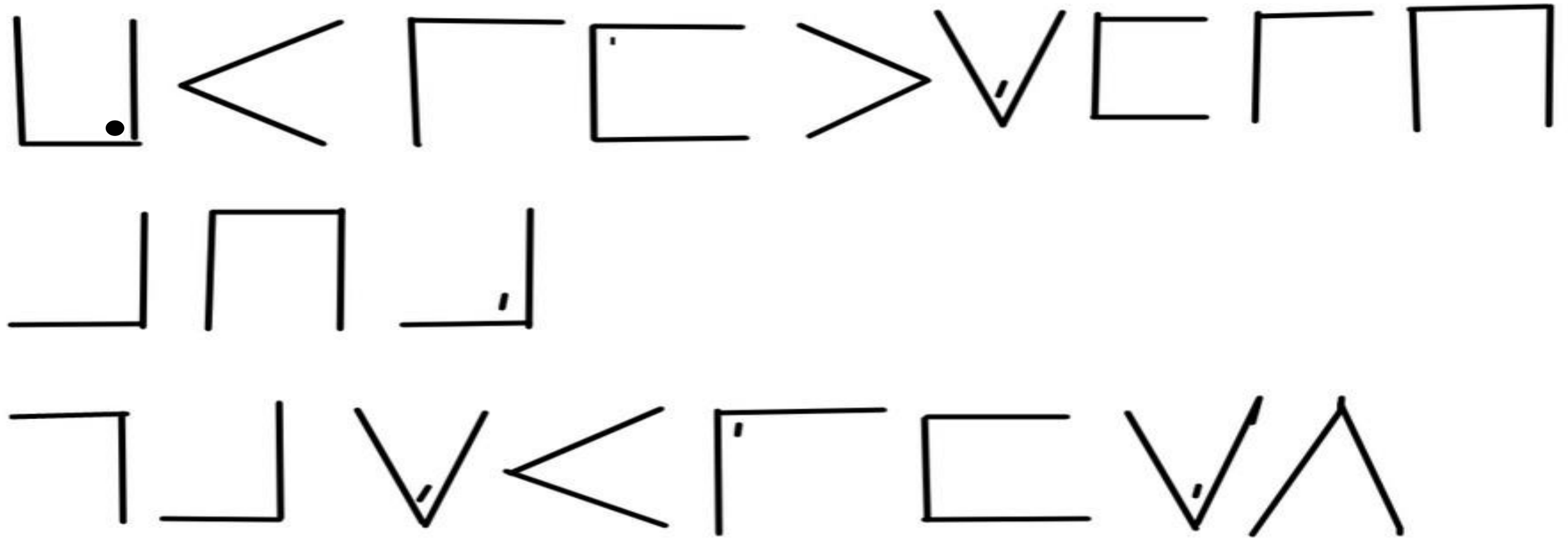
Each person at the table will need to have a pen and paper
Release goal: All tables have solved the key and puzzle

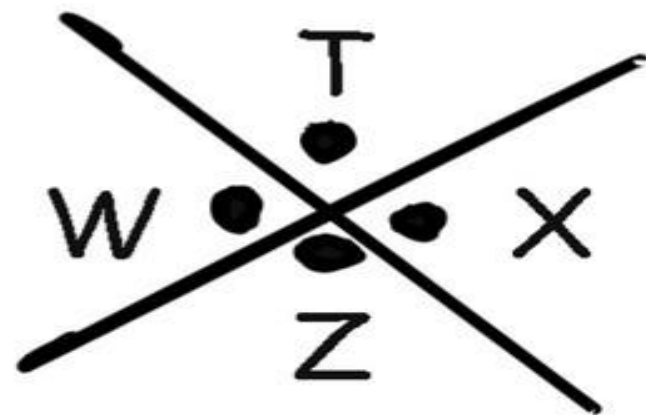
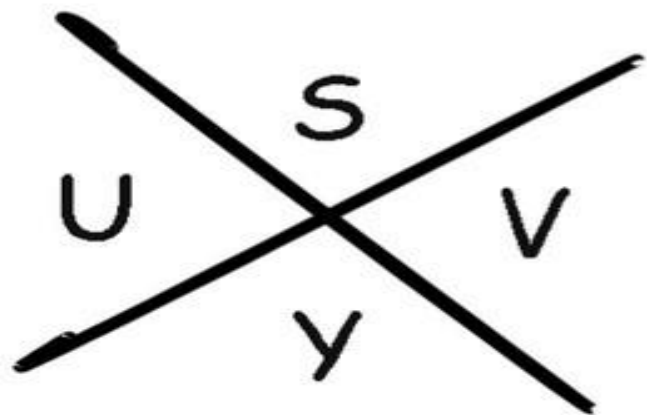
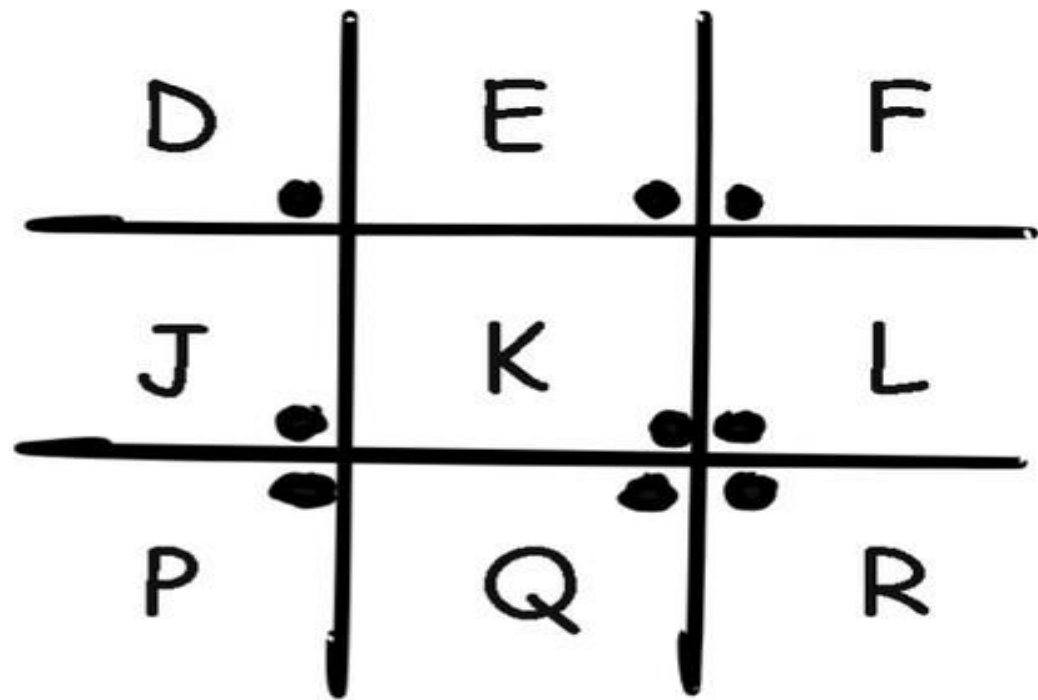
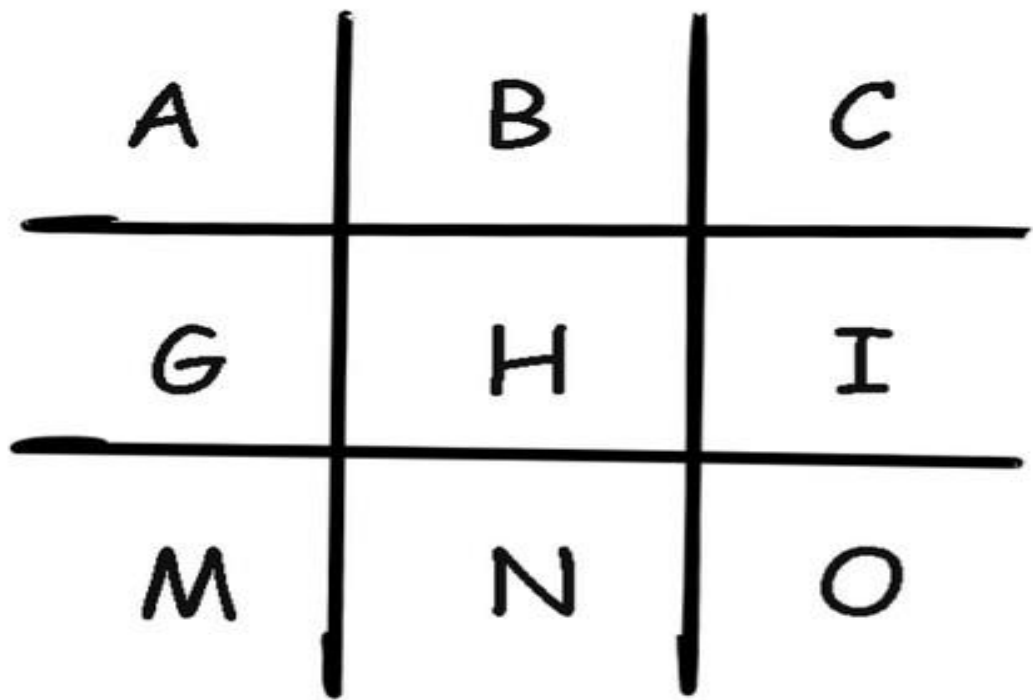
Rules

1. Can use any tool available at the table
2. Communicate with team members at your table
3. Only communicate with other tables after finding the solution for the key and the puzzle.

What pen should never be used for writing?

Start Stop Reset mins: 2 secs:
0 type: None ▾
Breaktime for PowerPoint by Flow Simulation Ltd.
Pin controls when stopped







What did we see?

- No two teams worked the same
- We can see how the spread of information flowed
- Everyone helped everyone
- Kept within the guidelines although there were different ways of achieving it

Evolution And Maturity





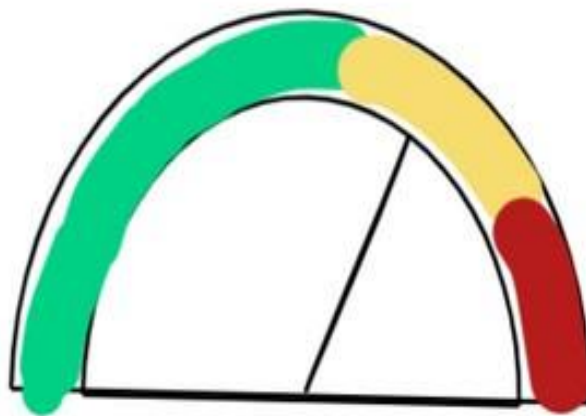
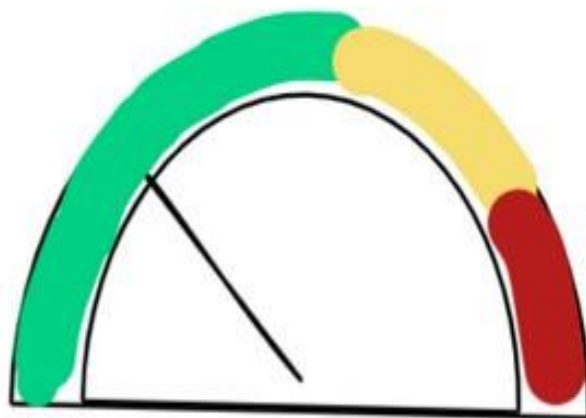
- Streamlined
- Effective
- A lot of power
- Efficient

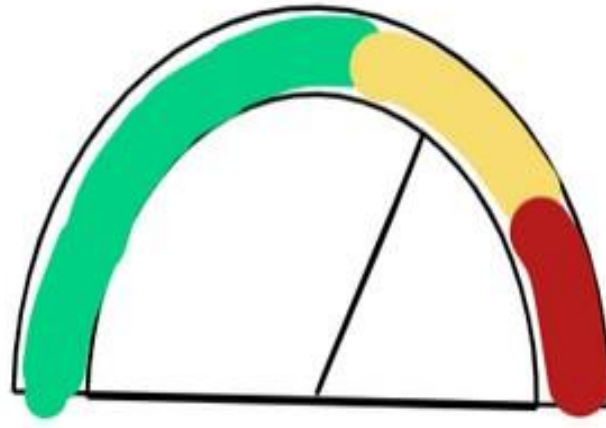
- Not a lot of Power
- Effective
- Gets from Point A to Point B
- Efficient





START





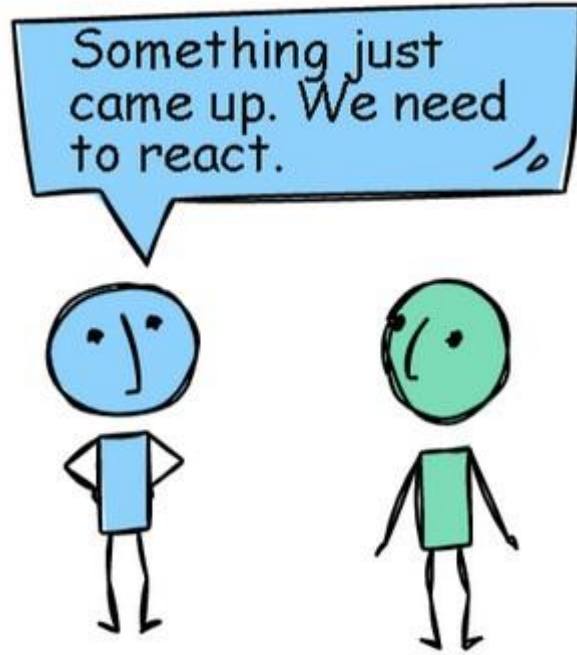


Volatile

Uncertain

Complex

Ambiguous





Jacko Willink

Extreme Ownership

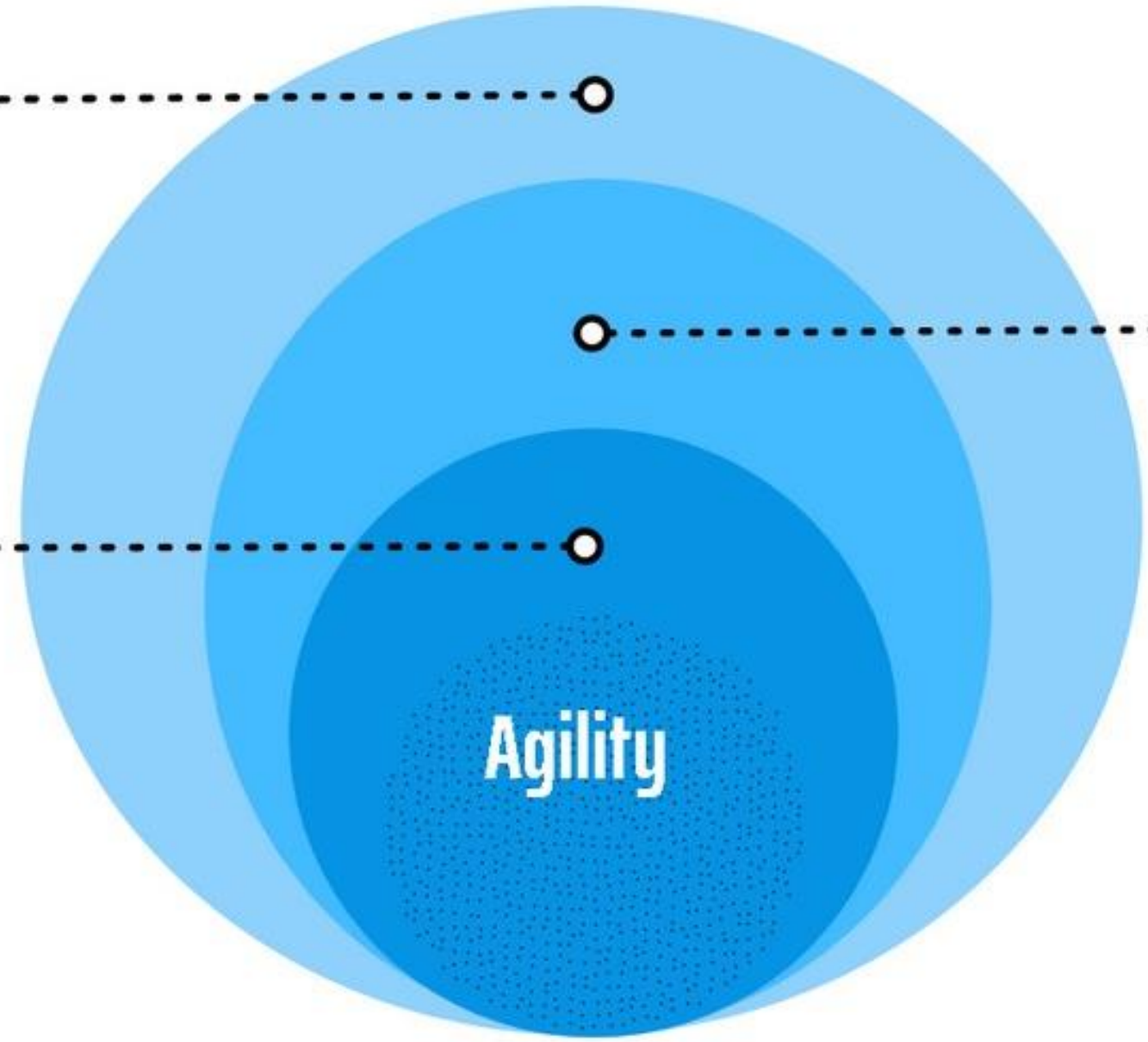
Decentralized Command

A form of agility

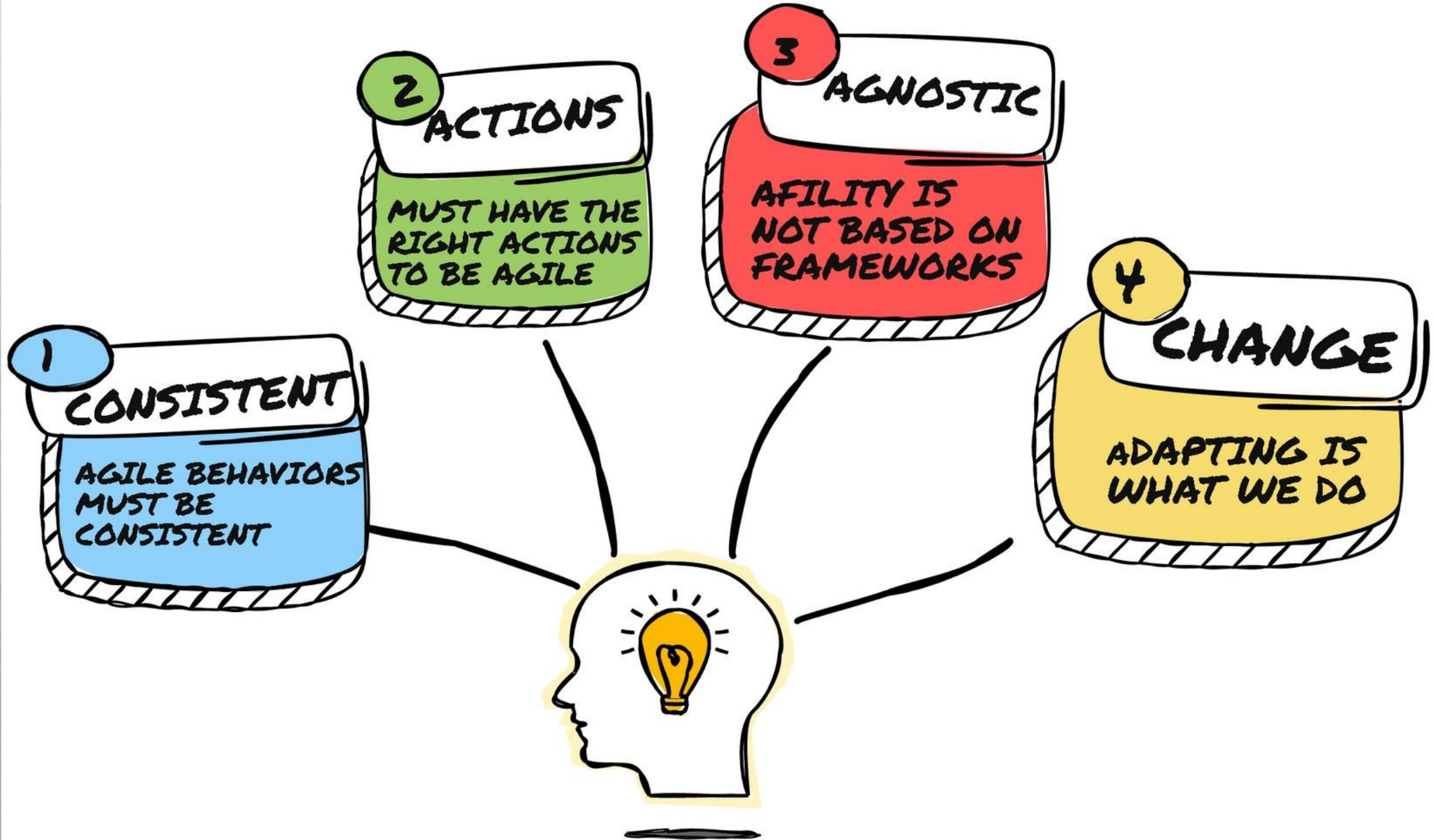
Discipline is the Pathway
to Freedom

**Adaptive
is
Evolutionary**

**Quality of
Being agile**



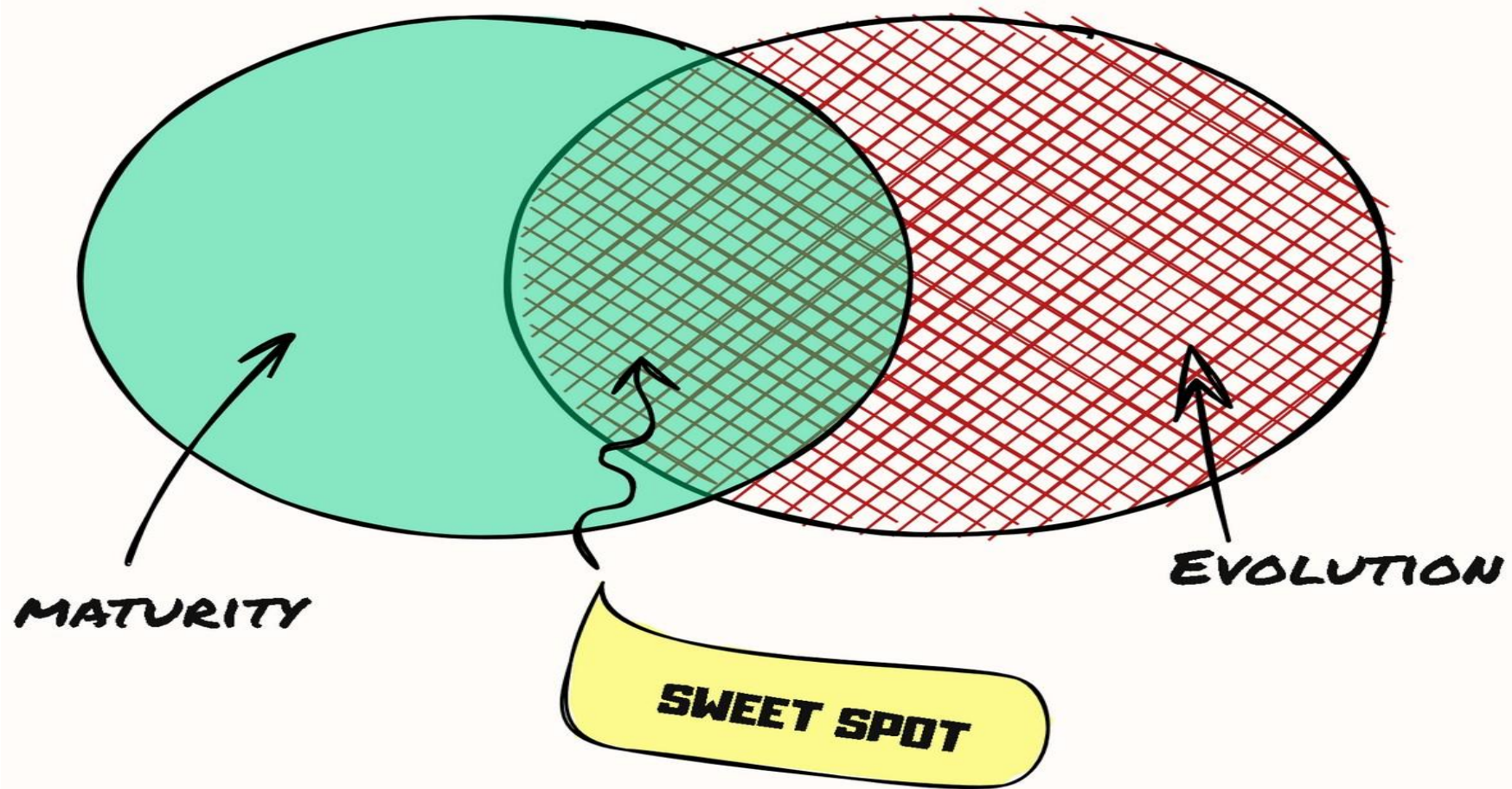
**Adaptive
Character**

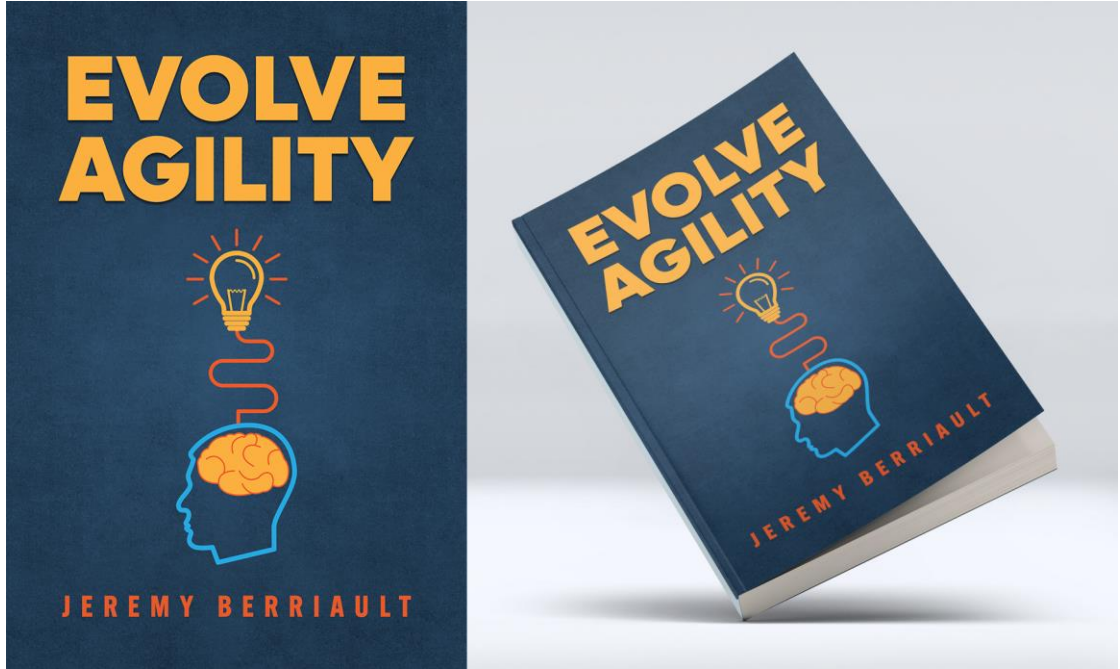


Is Agile Maturity An Anti-Pattern



KEEPING IT IN CONTEXT





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TOM CAGLEY
& ASSOCIATES





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Agile ORLANDO 2023

JULY 24-28

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