

Agile 2 Principles

Planning, Transition & Transformation

- Any initiative requires both a vision or goal, and a flexible, steerable, outcome-oriented plan.
- Any significant transformation is mostly a learning journey – not merely a process change.
- Change must come from the top.
- Product development is mostly a learning journey – not merely an “implementation.”

Product, Portfolio & Stakeholders

- Obtain feedback from the market and stakeholders continuously.
- The only proof of value is a business outcome.
- Work iteratively in small batches.
- Product design must be integrated with product implementation.
- Create documentation to share and deepen understanding.
- Those offering products and services should feel accountable to their customers for the impact of defects.

Data

- Data has strategic value.
- An organization’s information model is strategic.
- Carefully gather and analyze data for product validation.

Technical Dimension & Technical Fluency

- Technical agility and business agility are inseparable: one cannot understand one without also understanding the other.
- Business leaders must understand how products and services are built and delivered.
- Technology delivery leadership must understand technology delivery.
- Technology delivery leadership and teams need to understand the business

Frameworks & Methodologies

- Fit an Agile framework to your work, your culture, and your circumstances.
- Organizations need an “inception framework” tailored to their needs.

Individuality v. Team

- The whole team solves the whole problem.
- Foster diversity of communication and diversity of working style.
- Individuals matter just as the team matters.
- Both specialists and generalists are valuable.
- Different Agile certifications have unequal value and require scrutiny.

Team v. Organization

- Favor *mostly*-autonomous end-to-end delivery streams whose teams have authority to act.
- Foster collaboration between teams through shared objectives.
- Favor long-lived teams, and turn their expertise into competitive advantage.

Continuous Improvement

- Place limits on things that cause drag.
- Integrate early and often.
- From time to time, reflect, and then enact change.
- Don’t fully commit capacity.

Focus

- Respect cognitive flow.
- Make it easy for people to engage in uninterrupted, focused work.
- Foster deep exchanges.

Leadership

- The most impactful success factor is the leadership paradigm that the organization exhibits and incentivizes.
- Provide leadership who can both empower individuals and teams, and set direction.
- Leadership models scale.
- Organizational models for structure and leadership should evolve.
- Good leaders are open.
- A team often needs more than one leader, each of a different kind.
- Self organization and autonomy are aspirations, and should be given according to capability.
- Validate ideas through small contained experiments.
- Professional development of individuals is essential.