Real Agility for Everyone: Project, Service, Operations and Management

- Brief introductions
- A story
- Types of work
- Types of agility
- Real agility and culture
- Another story
- An invitation
Brief Introductions

• Mishkin Berteig
• Baha’i, father of 4, husband
• Entrepreneur, teacher, consultant
• Serious fan of Lego
• Based in London, often in Toronto
• Agility since 1996
A Serious Question

What would happen if you finished all the projects?
A Story: Suncor Mining Projects

- Started with a canoe trip
- The problems
- Culture and leadership
- Tragedy
- Great results
- “I wish I wasn’t retiring”
- Long-term results
Types of Work: The Hammer Analogy

- Hammers and nails
- Project agility
- Service agility
- Operational agility
- Management agility
- And... Enterprise agility
Types of Agility: History

- Workshops and craftsmen
- Ford assembly line production
- Toyota and Deming
- Software Development
- Crisis: the Bureaucratic Beast
- The Agile Manifesto
- Enterprise Agility
Types of Agility: Individual, Team and Organization

- Personal Kanban
- Scrum
- OpenAgile
- Kanban
- SAFe
- LeSS
Types of Agility: Highlight Scrum

Sprint
(1 to 4 weeks)

Sprint Planning
Sprint Backlog
Daily Scrum
(15 minutes)
- What have I done?
- Will I do?
- Obstacles?

Sprint Review
Demonstrate to customers and get feedback

Sprint Retrospective
Improve the way the Scrum Team works
- Private
- Can't change Scrum itself

COMMITMENT to the Sprint Goal

PBI* in the Sprint Goal
*PBI = Product Backlog Item

For the latest definition of Scrum please see the Scrum Guide at http://www.scrumguides.org

Definition of “Done”
- External Quality
- Internal Quality
- Bureaucracy/Authorizations
- System Constraints
- Non-Functional Requirements
Types of Agility: Highlight Kanban

Kanban Reference Card
Visualize the Service Workflow
And make it visible on a wall or whiteboard:

Limit Work-in-Progress (WIP)
Customized to your capacity and environment:

Measure Lead Time
Track start time and finish time for each item or task:

“Pull” System
Only move items when there is space in the WIP

Cumulative Flow Diagram
Track WIP and Lead Time:

Experiment with Changes
Implement changes to your process, teams, skills, tools, WIP limits, workspace or anything else, and track the impact of changes.
Real Agility and Culture

- Improvement
- Vision
- Focus
- Teamwork
- Urgency
Another Story: Equitable Life Insurance IT

- Assessment and benchmarking
- Leadership role
- Launching teams
- Team crisis
- Quality
- Lead time
- “We’re done everything”
An Invitation

- Culture
- Recommendations
- A turning point?

- Request a complimentary assessment for your group: begin@berteig.com