

Core Agility Workout

AgileIndy 2015
Matt Block



Fusion Alliance



Matt Block – CSP, CSM, CSPO

- Agile Coach/Consultant @ Fusion Alliance
- Founder of AgileIndy and the AgileIndy Conference
- Leading agile teams since 2008
- Passionate about creating great places to work
- Happy, motivated employees create delighted customers which results in profits.

“Profit is the applause you get for taking care of your customers and creating a motivating environment for your people.”

– The One Minute Entrepreneur




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WARM UP

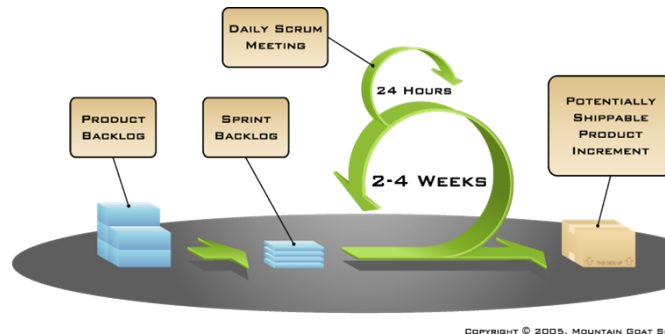
The Agile Manifesto

Individuals and Interactions	over	Processes and Tools
Working Software	over	Comprehensive Documentation
Customer Collaboration	over	Contract Negotiation
Responding to Change	over	Following a Plan

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Scrum



12 Agile Principles

- Satisfy the customer through early and continuous delivery
- Welcome changing requirements, even late in development
- Deliver Frequently
- Business people and developers work together daily
- Build projects around motivated individuals
- Face-to-Face communication
- Working software is the primary measure of progress
- Sustainable pace
- Continuous attention to technical excellence
- Maximize the amount of work NOT done
- Emergent design from self-organizing teams
- Regularly inspect and adapt

Scrum Details

Scrum Roles

- Product Owner
- ScrumMaster
- Team Member

Scrum Events

- Sprint Planning
- Daily Stand-up
- Sprint Review
- Sprint Retrospective

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Lean Principles

- Eliminate Waste
- Amplify Learning
- Just-in-time Decisions
- Rapid, Small Deliveries
- Empowered Teams
- Build with Integrity
- Focus on Big Picture

EXERCISE #1 MULTI TASKING

Rules

- Worker
 - Group A – Multi-task
 - Group B – Complete projects one at a time
- Manager
 - Time your worker
 - How long does it take to deliver the first project
 - How long does it take to deliver all three projects
- Projects
 - Project 1 – Numbers 0-9
 - Project 2 – Letters A – J
 - Project 3 – Roman Numerals I - X



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Results

	Group A First Project	Group B First Project	Group A All Projects	Group B All Projects
1				
2				
3				
4				
5				

What did we learn?

- Humans are poor multi-taskers
- Focusing on one project at a time allows it to get done quickly and with higher quality
- Since you don't have the cost of context switching, you actually finish all the projects faster doing them one at a time

How does this apply to agile?

- Agile encourages dedicated teams, not individuals allocated across multiple projects.
 - Build projects around motivated individuals.
- Task switching is one of the 7 wastes called out by Lean
- This supports small, quick, deliverables
 - Focus on this one problem and get it done, then move on to the next.



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EXERCISE #2 THE PENNY GAME

Rules

- Magic Penny Company
 - A penny gets its magic by being flipped one time by 4 different people
- Workers (4 Workers for each company)
 - Only use one hand, only flip one penny at a time
- Managers (4 Managers, one for each worker)
 - Time how long your worker is “active” (start when touches first penny, stop when passes off the last penny)
- CEO (1 CEO)
 - How long does it take until you get your first penny?
 - How long does it take until you have all of the pennies?

Results

	Team 1 20	Team 1 5	Team 1 1	Team 2 20	Team 2 5	Team 2 1	Team 3 20	Team 3 5	Team 3 1
A									
B									
C									
D									
1 st									
Total									

What did we learn?

- Cycle time decreases as batch size decreases
 - Smaller pieces of work can get through the system faster
 - Overall cycle time of all the pieces also decreases
- As total time decreases, worker time increases!
 - I could get this done a lot quicker if I could work on all these stories at the same time.
- Idle time is higher with higher batch size
- Cost of change higher with higher batch size

How does this apply to agile?

- Heavily related to the lean principle Eliminate Waste
 - Partially done work
 - Extra features
- Small User Stories, Quick deliverables
 - “If I could work on all of those stories at the same time I’d get them done quicker”
- Speaks to the pitfalls of local optimization

EXERCISE #3 THE HUMAN KNOT

Rules

- The Team – 7 team members
- Group A – Manager led
 - Team ties the knot, Manager unties it
 - Team members are not allowed to talk or help the manager in any way, just do as the manager asks you
- Group B – Self-Organizing
 - Team ties the know, team unties the knot



Results

Team	Time



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What did we learn?

- Self-organizing groups out-perform manager led groups
- Those closest to the work should decide how to do the work
- How did the groups self-organize
 - Did any leaders emerge?
 - What would you do different next time?



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How does this relate to agile?

- Scrum – self organizing teams
- Agile Principles
 - Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.



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COOL DOWN

Lots of Games Available

- The Marshmallow Challenge
- Paper folding exercise
- Ball point game

- <http://tastycupcakes.org/>
- <http://www.innovationgames.com/resources/the-games/>

Why use games

- Help us visualize and internalize otherwise theoretical concepts
- Play is an essential part of human life
 - Builds team cohesiveness
 - Builds trust
- Gives us a different perspective from which to consider problems



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APPENDIX

Words can be tricky

- I didn't say she stole my money.
- *I* didn't say she stole my money.
- I **didn't** say she stole my money.
- I didn't **say** she stole my money.
- I didn't say **she** stole my money.
- I didn't say she **stole** my money.
- I didn't say she stole **my** money.
- I didn't say she stole my **money**.



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