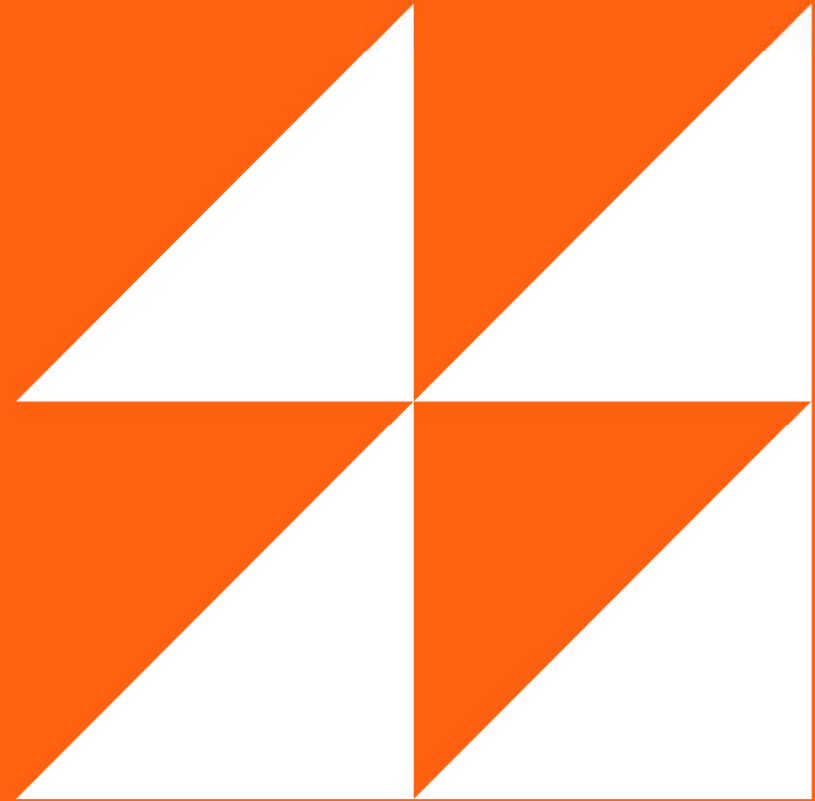




# MONTHLY TALKS

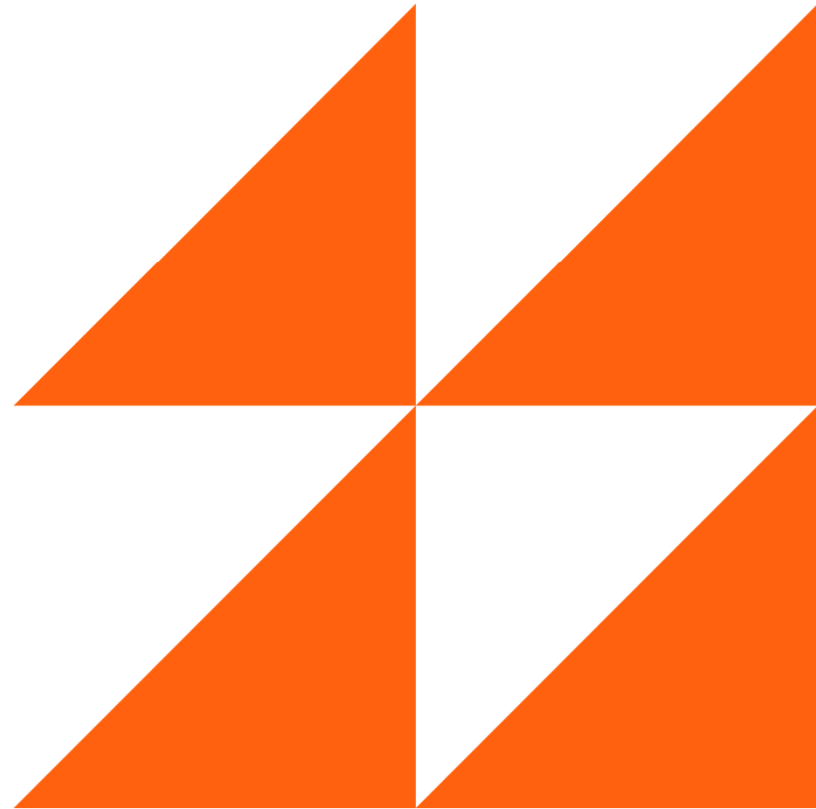
# WHAT IS DISCIPLINED AGILE?

Greta Blash, PgMP, PMP, PMI-PBA, PMI-ACP, CDAP  
Facilitated Methods



# WHAT IS DISCIPLINED AGILE?

Greta Blash, PgMP, PMP, PMI-PBA, PMI-ACP, CDAP



# AGILE MINDSET

*\*Explore, embrace, and apply agile principles and mindset within the context of the project team and organization*



## Adoption of Agile Approaches

Demand for “being agile” is higher than ever

To successfully deliver value

- Inspection
- Adaptation
- Transparency

# Agile Approaches

Disciplined Agile

Lean

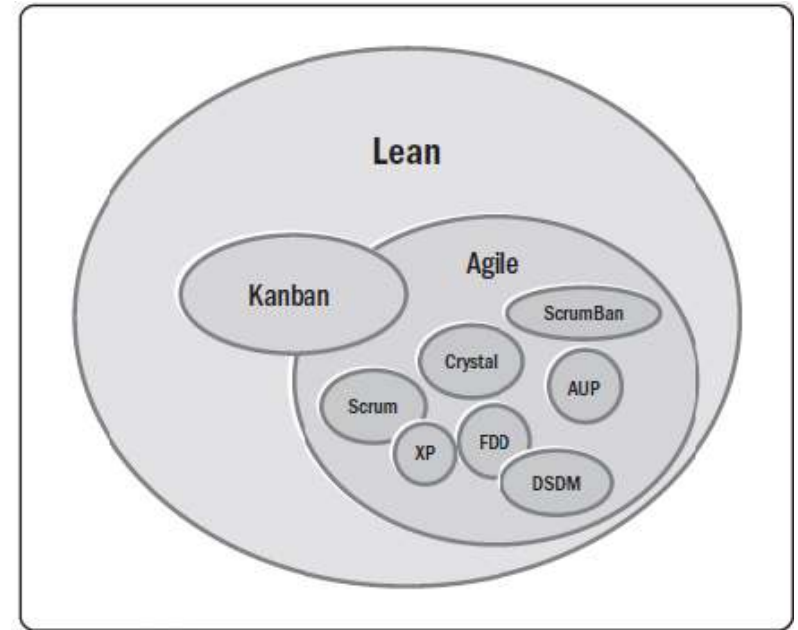
Scrum

XP

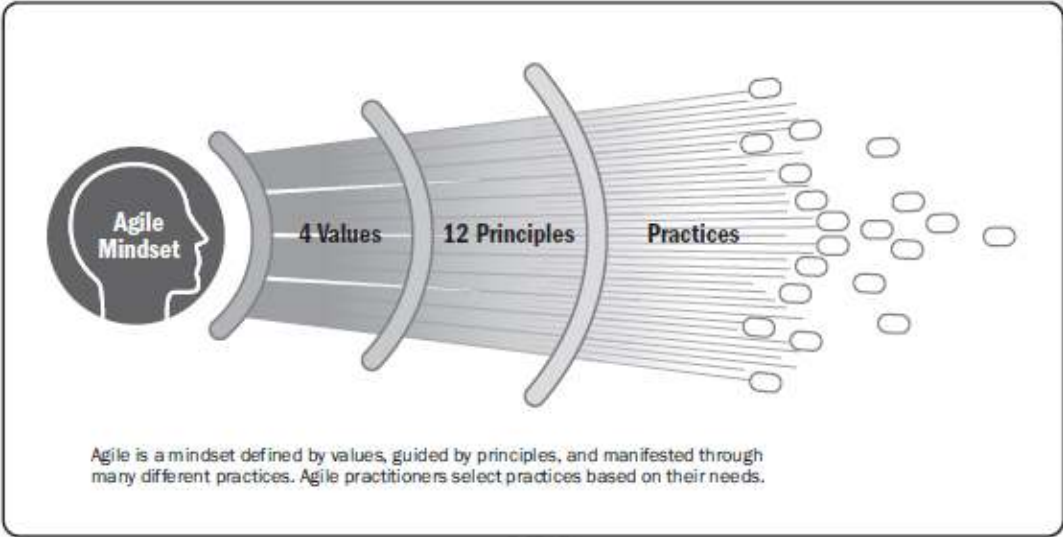
Kanban

Other Approaches

- DSDM (Dynamic Systems Development Methodology)
- FDD (Feature Driven Development)
- TDD (Test/Acceptance Test Driven Development)



# Agile Values, Principles and Common Practices



Inspired by Ahmed Sidkey

# Basic Agile Concepts

## Iteration-based or flow-based

- Focus on important stuff first
- Small steps to get results into the hands of customer as quickly as possible
- Work still planned – but steps much smaller
- What is delivered “works”

## Teams

- Cross-functional
- Colocation
- Everyone accountable and empowered
- Seek and incorporate feedback
- Make course corrections when needed

Risk is reduced (fail early)



# All Agile Approaches

## Focus on

- Continuously improving
- Delivering value
- Respect for people
- Minimizing waste
- Being transparent
- Adapting to change

## Business Agility

### Enables realization of highest value

- Shorter amount of time
- Predictably
- Sustainably
- High quality

### Working in small delivery increments

- Continuously adjust to what is need
- Enables change to direct at a low cost

**Business Agility  
is critical to  
enterprise  
success**



# DISCIPLINED AGILE



# DA Manifesto for Agile Software Development

We are uncovering better ways of development software by doing it and helping others do it.  
Through this work we have come to value:

<b>Individuals and interaction</b>	<b>over</b>	<b>Process and tools</b>
<b>Consumable software</b>	<b>over</b>	<b>Comprehensive documentation</b>
<b>Stakeholder collaboration</b>	<b>over</b>	<b>Contract negotiation</b>
<b>Responding to feedback</b>	<b>over</b>	<b>Following a plan</b>
<b>Transparency</b>	<b>over</b>	<b>(False) predictability</b>

## Disciplined Agile (DA)

- Process-decision toolkit providing straightforward guidance to help people, teams and organizations streamline their processes in a context-sensitive manner
- Describes what various activities should address
- Provides a range of options
- Describes the trade-offs associated with each option
- Agnostic hybrid leveraging strategies from various sources
  - SAFe
  - DevOps
  - Scrum
  - Kanban
  - Lean
  - Extreme Programming (XP)
  - Unified Process
  - PMBOK® Guide



## DA Scaling Agility

### Tactical agility at team level

- Complexities/scaling factors (team size, geographic distribution, organizational distribution, domain complexity, technical complexity and regulatory compliance)

### Strategic agility at organization level

- Application of agile and lean across entire organization
- All divisions and teams, not just IT department

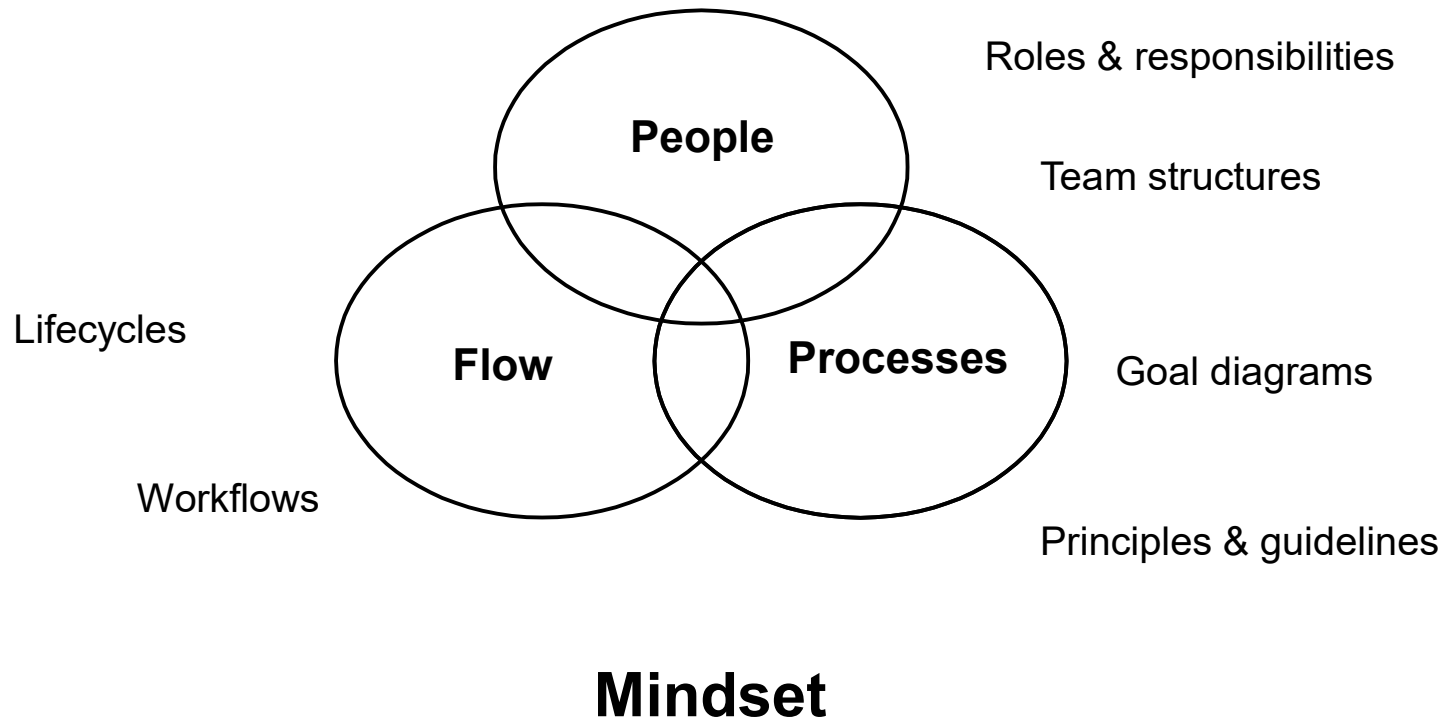


# Seven Principles of Disciplined Agile

Integrates several agile best practices into a comprehensive model

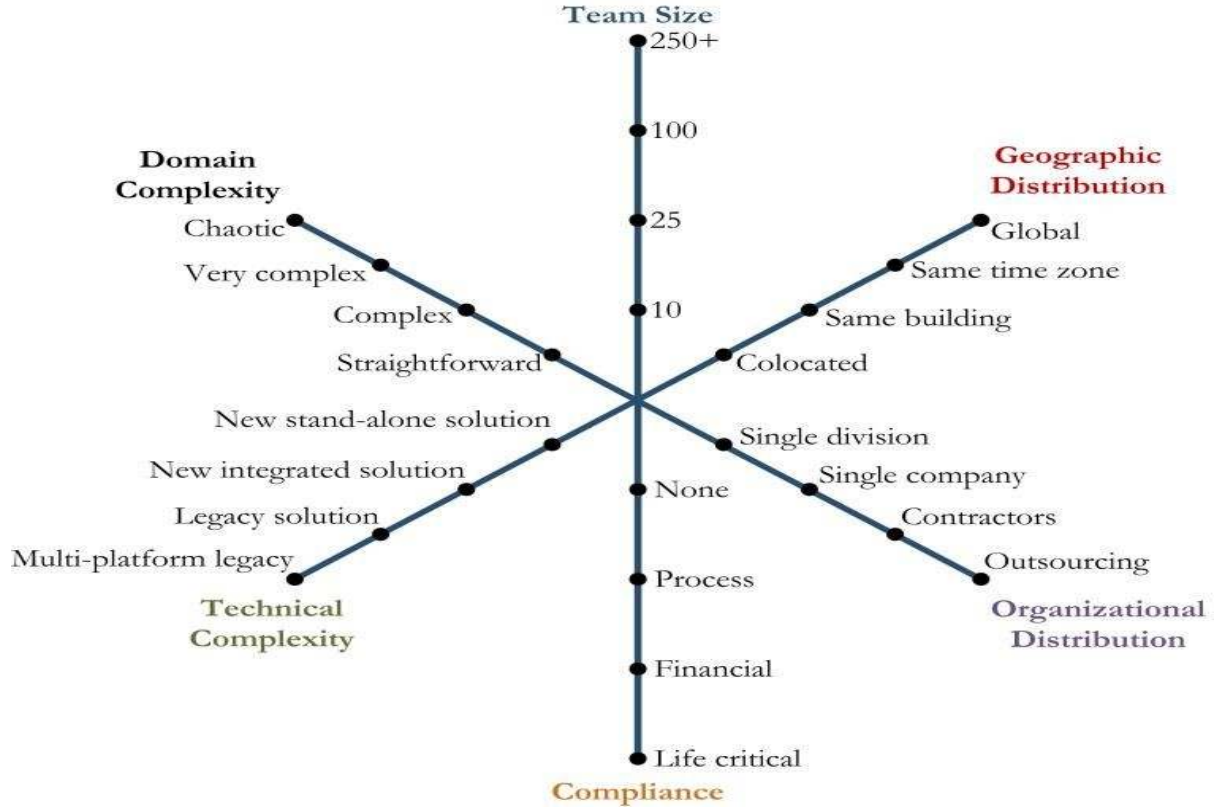


# Four Views of Disciplined Agile





# Context Counts

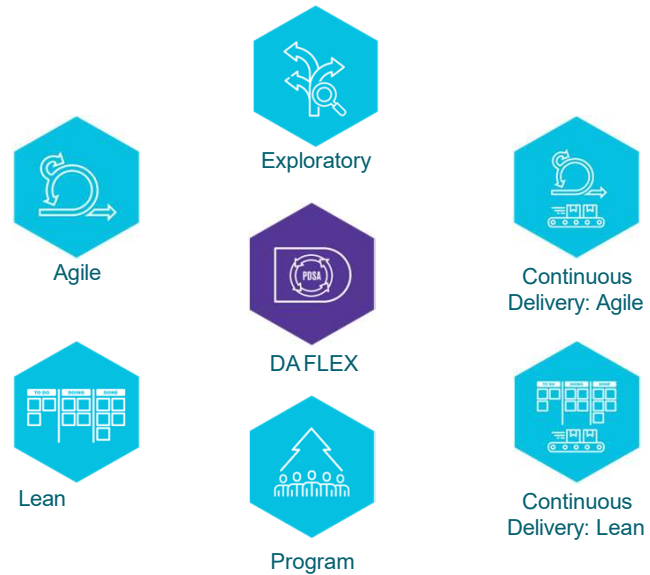


# FLOW VIEW OF DA



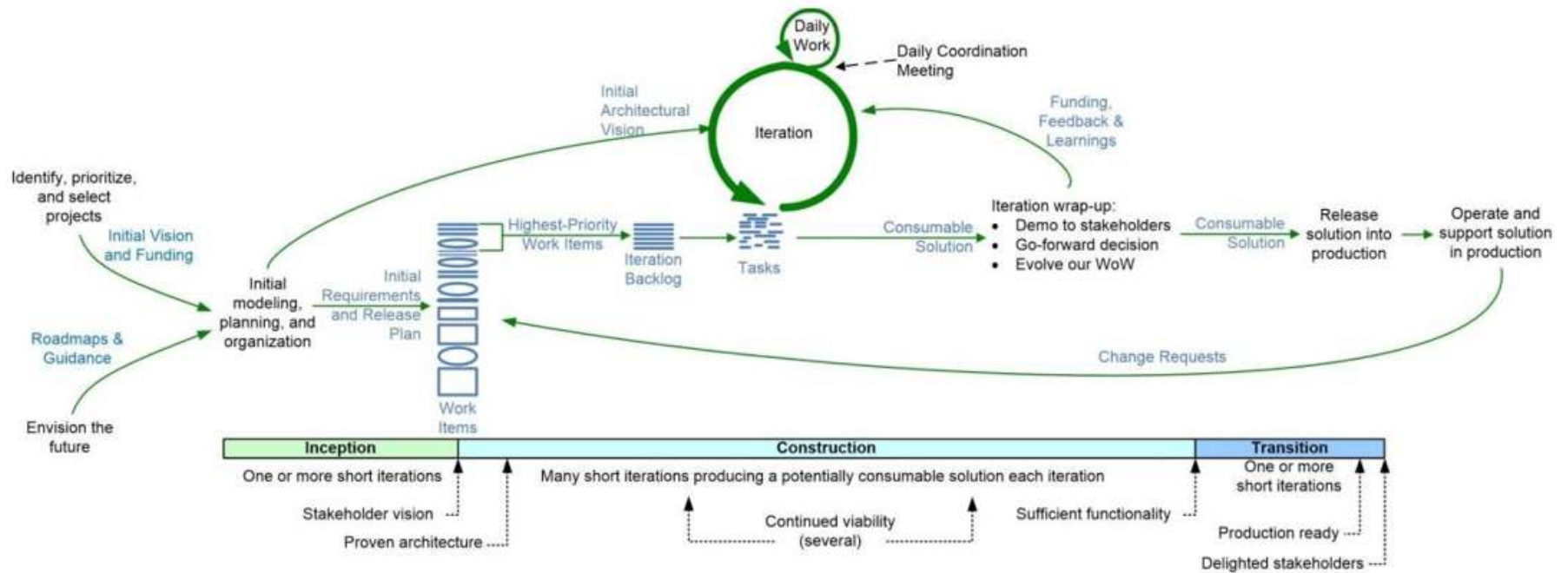
# DA Lifecycles and Workflows

Exploratory  
Continuous Delivery: Agile  
Continuous Delivery: Lean  
Program  
Lean  
Agile  
DA FLEX



# Agile Lifecycle Example

## The Agile Lifecycle



## Process Blade

Addresses a specific organizational capability (finance, people management, data management, agile solution delivery, procurement and more)

Encompasses a collection of process options

- Practices
- Strategies
- Workflows

Chosen and applied in context sensitive manner

# Process Blades

## DA Enterprise (DAE)

- Business Operations

## Overlap of DAE and DAIT

- Continuous Improvement
- People Management
- Product Management
- Enterprise Architecture
- Portfolio Management

## DA IT (DAIT)

- IT Governance
- Reuse Engineering

## DA DevOps

- Data Management
- IT Operations
- Release Management
- Security ]
- Support

## DA Delivery (DAD)



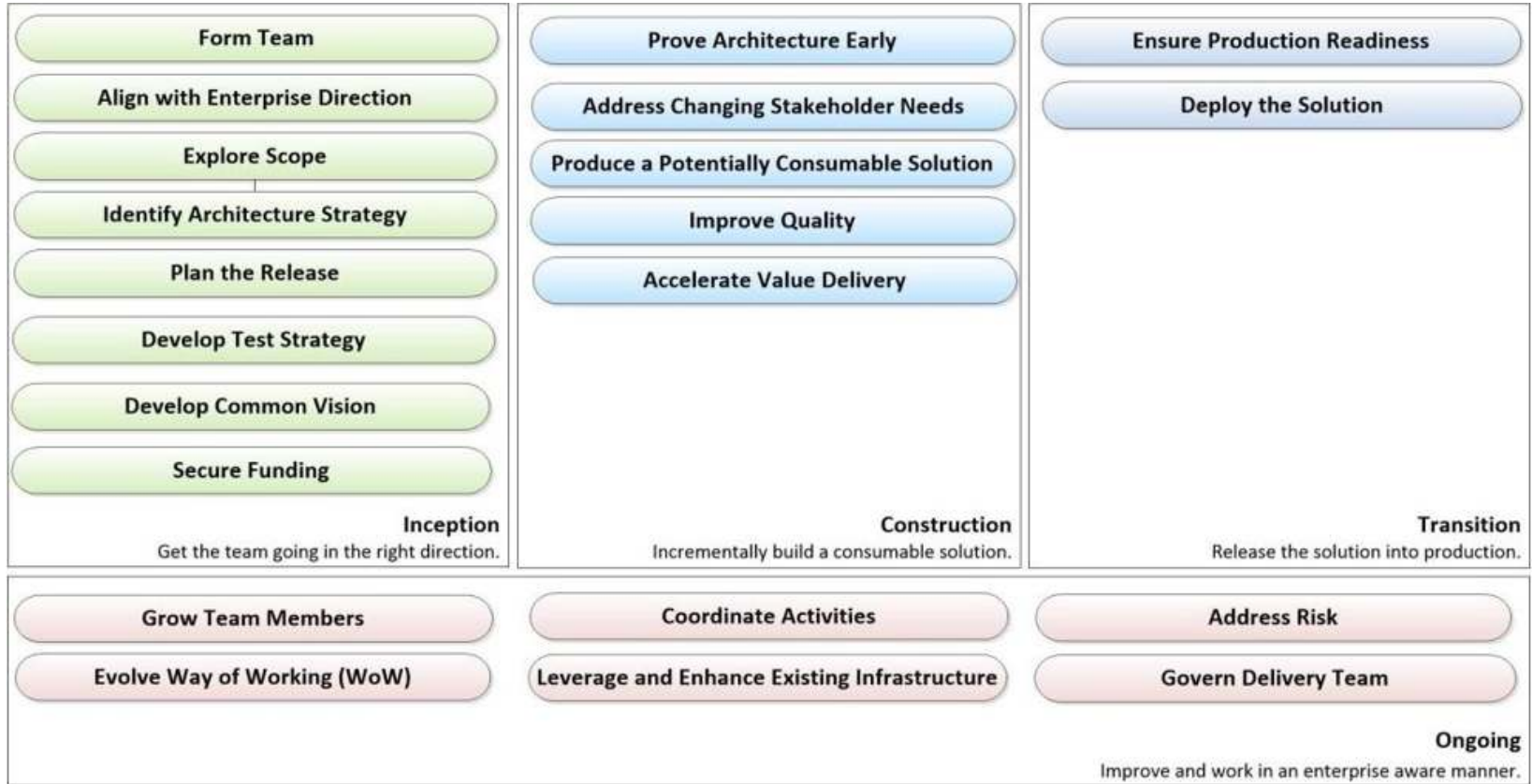
## Process Goal

Captures detailed, process-related decisions and options for a team's WoW

Provide guidance for teams to tailor and scale agile strategies given the context of the situation



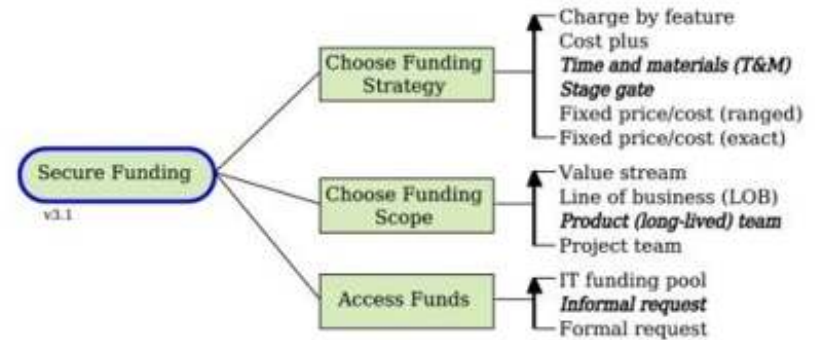
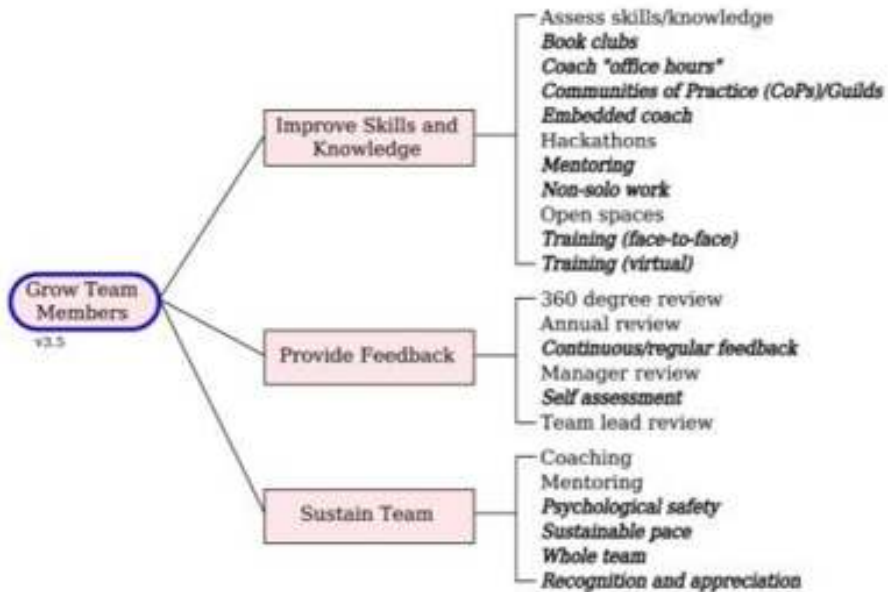
# Process Goals of Disciplined Agile Delivery





# Process Goal Diagrams

Capture choices for Goals



Process Goal → Decision Point → Options (defaults and preferences)

# Project Lifecycle Phases

## Inception

- Initiate initial planning and modeling
- Obtain agreement on vision with stakeholders

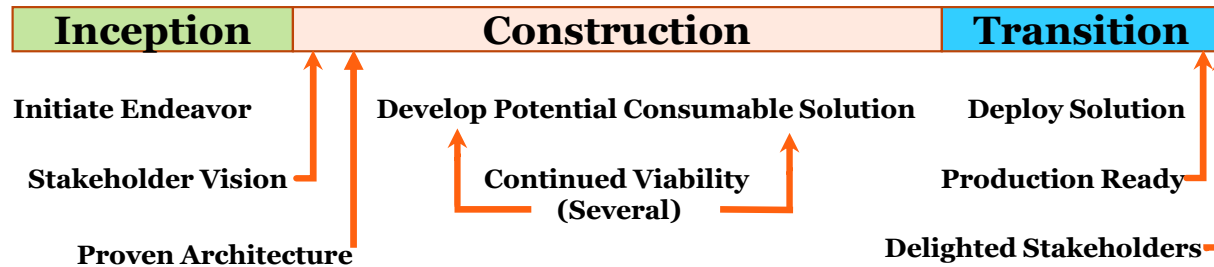
## Construction

- Develop consumable solution in collaborative and increment manner
- Requests feedback regularly and act accordingly

## Transition

- Release/deploy solution to stakeholders
- As new MBIs have been developed

# DAD Milestones



Milestone	Fundamental Question Asked
Stakeholder vision	Do stakeholders agree with the strategy?
Proven architecture	Can you actually build this?
Continued viability	Does the effort still make sense?
Sufficient functionality	Has the team produced an MBI?
Production ready	Will the solution work in production?
Delighted stakeholders	Are stakeholders happy with the deployed solution?

## Additional Concepts

Minimum Business Increment (MBI) →

Minimal Valuable Product (MVP)→

Minimal Marketable Feature (MMF)

Consumable result (software)

Wanted

Meets expectations

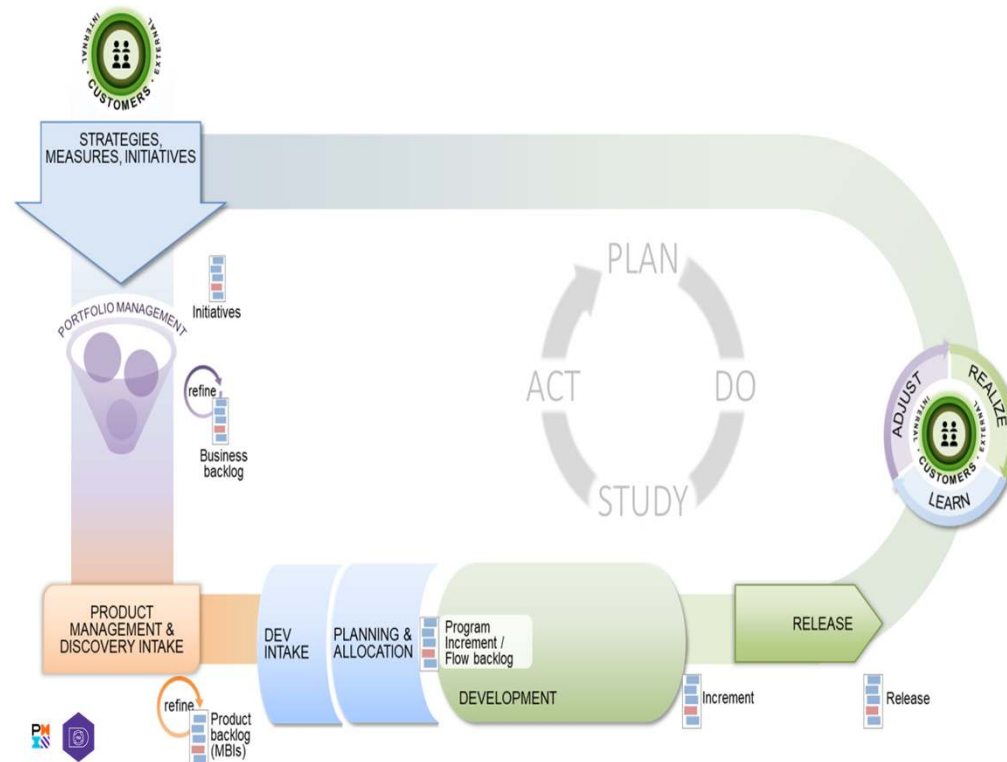
Used

# DA FLEX

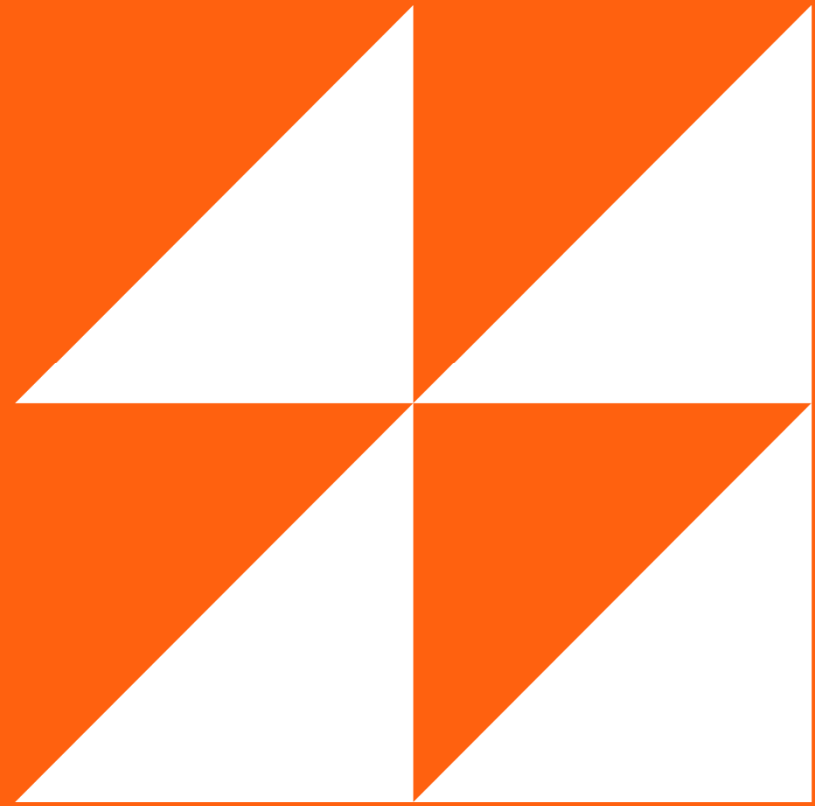
Approach based on Lean-Thinking and process patterns  
Improves organization's ability to achieve business agility”

Quick realization of value

- Reliable
- Sustainable
- High quality



# TEAMS



# DA Delivery Team Roles

## Primary Team Roles

- Team Lead
- Product Owner
- Architecture Owner
- Team Member
- Stakeholder

## Supporting Roles

- Independent Tester
- Specialist
- Domain Expert (SME)
- Technical Expert
- Integrator

Shared services team



## Unique Teams Variations

Purpose (finance, software development, marketing, security, customer service, etc.)

Approach (agile, lean, hybrid, traditional, etc.)

Size (small, large, etc.)

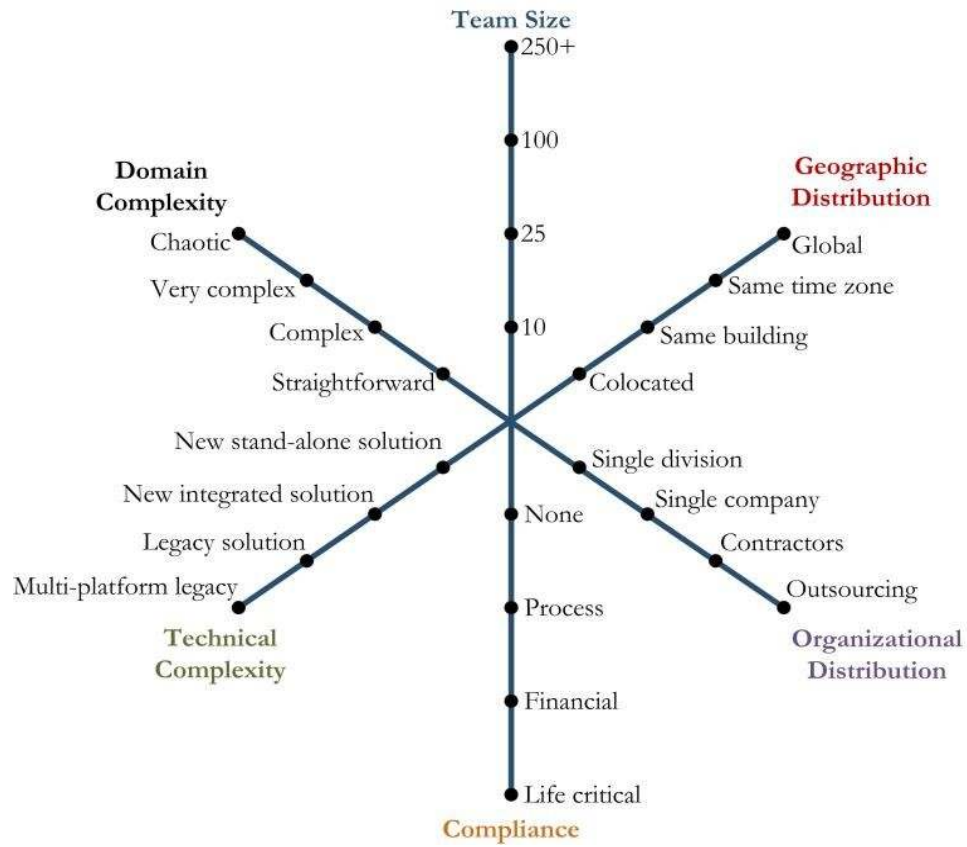
Culture (flexible, rigid, trusting, etc.)

Geographic distribution (co-location, same city, global, etc.)

Other factors



# Team Context Adaptations



Improving the way  
teams work  
By improving their  
WoW  
(Way of Working)



**Choose Your WoW!**

A Specialized Airline Delivery Handbook



## Disciplined Agile Certification Paths

DA Instructor Trainer (DAIT)

DA Program Consultant (DAPC)

DA Program Manager (DAPM)

Certified DA Instructor (CDAI)

Certified DA Coach (CDAC)

DA Lean Project Management (DALPM)

DA Lean Manager (DALM)

DA Lean Scrum Master (DALSM)

Certified DA Practitioner (CDAP)\*

Certified Disciplined Agilist (CDA)

DA Financial Specialist

DA Marketing Specialist

DA Product Owner



## Agile is Not a Silver Bullet

“ A well-functioning team of adequate people will complete a project almost regardless of the process or technology they are asked to use (although the process and technology may help or hinder them along the way) .”

- Alistair Cockburn

THANK YOU

