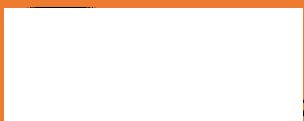




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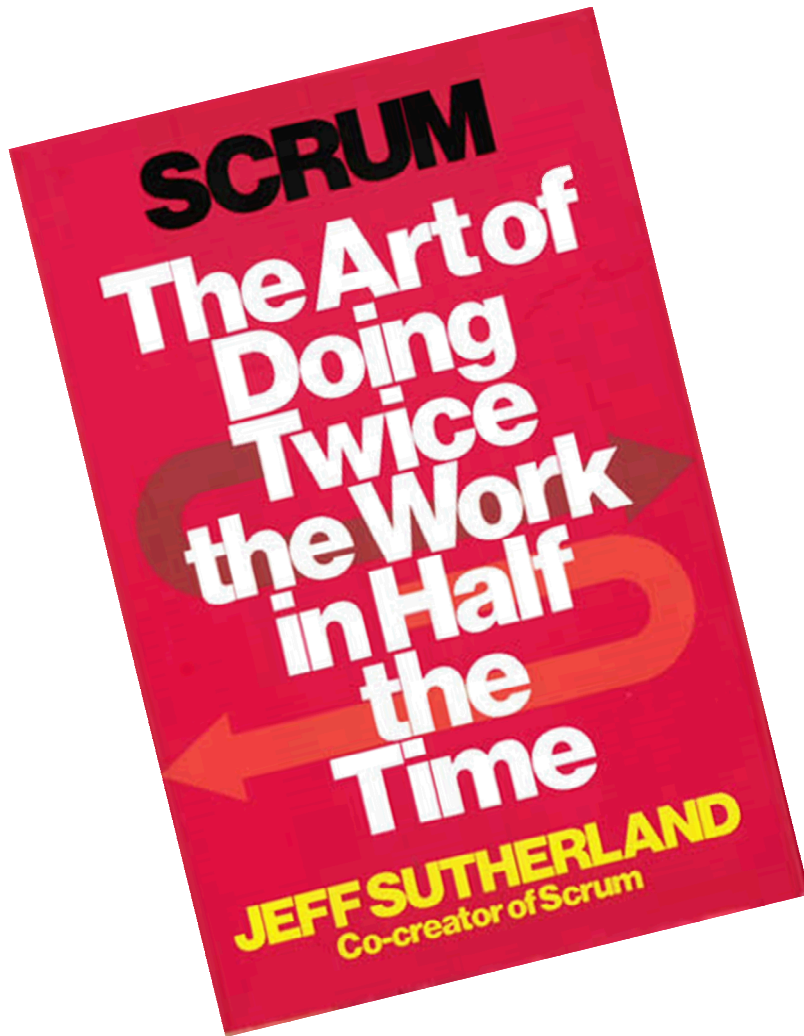




Ignite Talk: The Agile Enterprise

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The Agile Enterprise

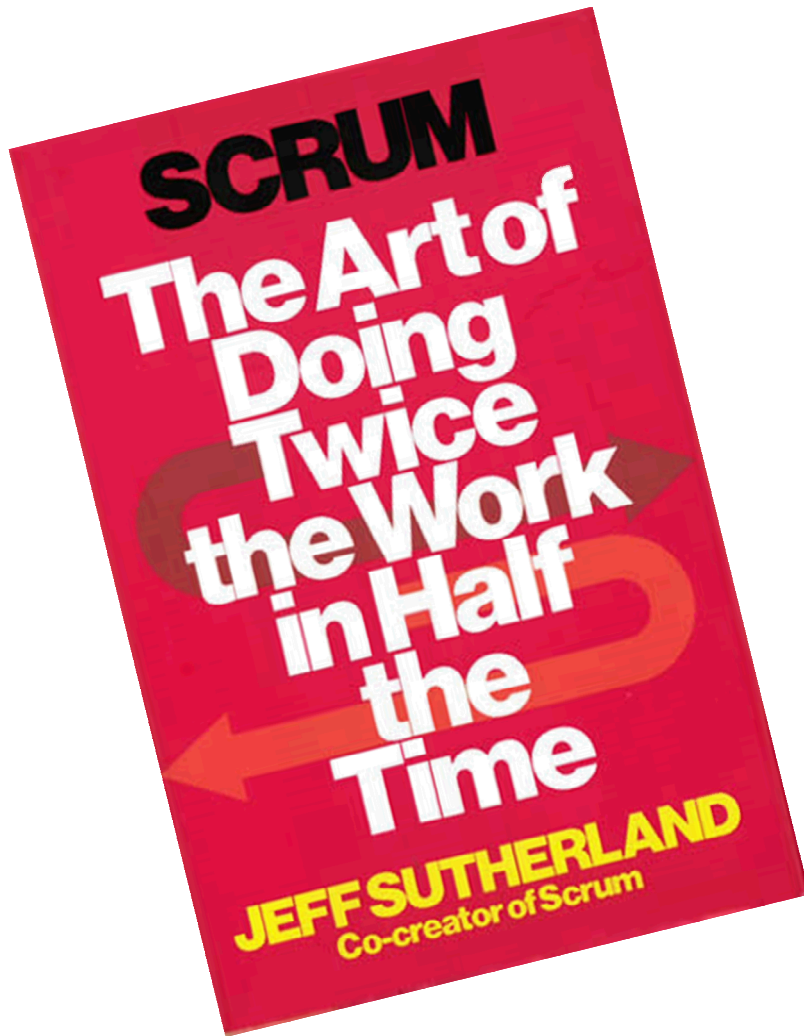


A New Way of Thinking

A company or organization that can't react to changing conditions, competitors, or tastes is in trouble.

The Scrum framework is relatively unknown in general business practice. Diverse businesses can use it for everything from building rocket ships to managing payroll to expanding human resources.

The Agile Enterprise



Reframing Values

- People vs. Processes
- Collaborating vs. Negotiating with Customers
- Responding to Change vs. Following a Plan
- Viable Products/Reliable Results vs. Documenting What is Supposed to Happen, but Doesn't Happen

Managing Work



Mechanism	Definition	Management Approach	Results
Kanban	Controlled Work Workflow managed through cycle time	Phased Radical change Waterfall	Maximizes completion rate by limiting work in progress Enables a pull system for work
Flow	Effective Work Workflow managed through optimization of process steps	Staged Incremental change Agile	Maximizes value of delivery by efficiently sequencing activities required to design, produce, and provide a specific good or service
Cadence	Reliable Work Workflow managed through a sustainable pace over multiple sprints	Dynamic Iterative change Agile	Achieves commitment and reliability with a controlled work system via measurement and adjustment rather than planning Maximizes capability to deliver predictive results at a dependable velocity and increases capacity through synchronization of work

Organizational Management Practices



Business Practice	Traditional Approach	Agile Approach
Strategic Planning	Strategic decisions and milestones established annually to manage mission and capability space	Major integration points (<i>what, why, and how</i>) established annually to focus real-time integration planning and daily execution
Strategy Execution	Programmatic priorities established during annual budget process and reviewed quarterly by executive leaders	Portfolio priorities established collaboratively across organization and reviewed weekly by portfolio managers
Strategy Alignment	Corrective actions established to mitigate risk in accomplishing strategic direction Milestones adjusted based on performance	Long-term strategic needs and incremental changes based on continual improvement principles identified portfolio management and resource management
Performance	Performance assessed annually against milestones, schedule, and budget	Performance continually evaluated in small increments and adjustments made to stay on target
Sustainment	Formal handoff to Program Management Units and Divisions	Collaboration continues throughout the life cycle

Cadence: Synchronized Cycles of Activities

