

# Day to Day Agile

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22 JUL 2016

STOCKPORT CHANGE TOOLKIT – V1

# Agile principles

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# Manifesto for change

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We are uncovering better ways of working. Through this we have come to value:

**People-led change** over process-led change

**Collaborate towards a solution** over negotiating between solutions

**Creating something that works** over writing documentation

**Responding to change** over sticking with a plan

That is, while there is value in the items on the right, we value the items on the left more.

*Adapted from the Agile Manifesto [www.agilemanifesto.org](http://www.agilemanifesto.org)*

# Day to day agile

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# Purpose

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The aim of this section is to provide a **faster way of doing change**.

You could call this action planning – but it's also about how you follow those actions through until done. All the while being true to the principles in the Manifesto for Change – involving people, collaborating, getting stuff done over creating a document, etc.

# Where are you starting from?

You can use these methods from a standing start i.e. you don't need to have gone through the other parts of the change toolkit – visioning and design or validating design – though they can help to make your actions better for your team and your customers.

It's definitely important to have at least a clearly defined goal(s) before starting to generate actions.

If you have created a To Be User journey or some other design, then a 'gap analysis' is a good next step – see next slide.

If you haven't, just skip the next slide.

# Gap analysis: how do we get there?

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Analyse the To Be User Journey by asking: “What has to change?”

Start guessing what we need to do to achieve the change – get the size of it

Get to think about key stakeholders – who you need on board for planning

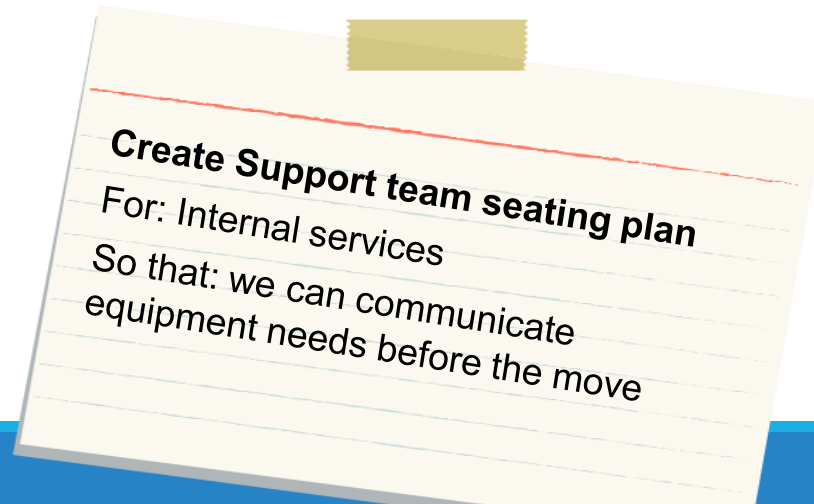
It's ok to re-do this

# Creating actions

Action – be as specific as necessary and no more – use a verb – a noun on its own does not describe an action!

Person - who is it for /who would care the most if not achieved

Value – why? what is the point of this action? If this becomes irrelevant later e.g. we are not going to move, then we easily see that we can ditch the action



# More info on an action

Add owners later (see the doing change part)

Add any useful tags e.g. ref number, category/goal the action contributes to

Estimating **relative** size of action: small/medium/large

Dependencies stuck on

Other notes on the back

# 1

Goal name: Org Merger

**Create Support team seating plan**

For: Internal services

So that: we can communicate equipment needs before the move

Susan

Estimate: Medium

Depends on equipment funding

The image shows a sample action card. It is a light yellow rectangular card with rounded corners and a red horizontal line near the top. The card is tilted slightly to the right. It has a small yellow tab at the top left. The text on the card is as follows: '# 1' in the top left corner; 'Goal name: Org Merger' in the top right corner; 'Create Support team seating plan' in bold black text below the red line; 'For: Internal services' below that; 'So that: we can communicate equipment needs before the move' below that; 'Susan' in a yellow box on the right side; and 'Estimate: Medium' at the bottom left. A purple box at the bottom right contains the text 'Depends on equipment funding'.

# Minimum info for now

For now just write down the action as it's understood now

The purpose is to get enough down to prioritise and to remember this idea in a few weeks time

A yellow sticky note with a red horizontal line. It has a yellow tab at the top. The text on the note is handwritten. There are two colored boxes: a yellow one with the name 'Susan' and a purple one with the text 'Depends on equipment funding'.

# 1

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# EXERCISE – Creating actions

1. Generate actions for implementing the check-in process

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  - a. Start by writing down 3 actions each on sticky notes quickly
  - b. Put together and remove duplicates
  - c. Pick one and, as a group, discuss writing it in the format of the Action on the previous slide: Action, For, Value – use an index card
  - d. Everyone take one of the other actions and have a go at writing them on a card

# EXERCISE - sizing

Take cards one at a time – start with the smallest – but go through in any order

Clarify everyone understands what the action is

Vote - use fingers (1 for Small, 2 for M, 3 for L)

If no consensus, discuss why – remember it's relative sizing on a doubling scale:

M twice as big as Small, Large twice as big as Medium

Vote again or just agree – keep it a quick session

Add any necessary assumptions on the back

Write sizes on the cards

## A photograph of two women sitting at a table during a workshop. The woman on the left has dark hair and glasses, wearing a black top under a tan cardigan. The woman on the right has dark hair, glasses, and a teal lanyard, wearing a grey top. They are looking at a table covered with numerous colorful sticky notes (yellow, orange, pink, blue) that contain handwritten text. Some visible text on the notes includes "Develop self enablers", "maintain relationships", "transform teams and culture", "coaching through 1:1", and "own learning". The background is a plain, light-colored wall.

But it can also be simple:

- Get all action cards spread out on a table to one side
- On the other side 3 stickers spaced out: Must, Should, Could
- Facilitator starts off picking up an easy /early action.
- Prioritiser talks through why they choose the priority
- If an action is not clear from its title, most relevant person explains it.
- Encourage people to chip in if they have a strong opinion but also to respect the prioritiser's decision
- Organise a weekly or fortnightly session to prioritise based on changes to actions or priorities (internal or external factors) or new information or new actions

# Prioritisation

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Must



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Should



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Could



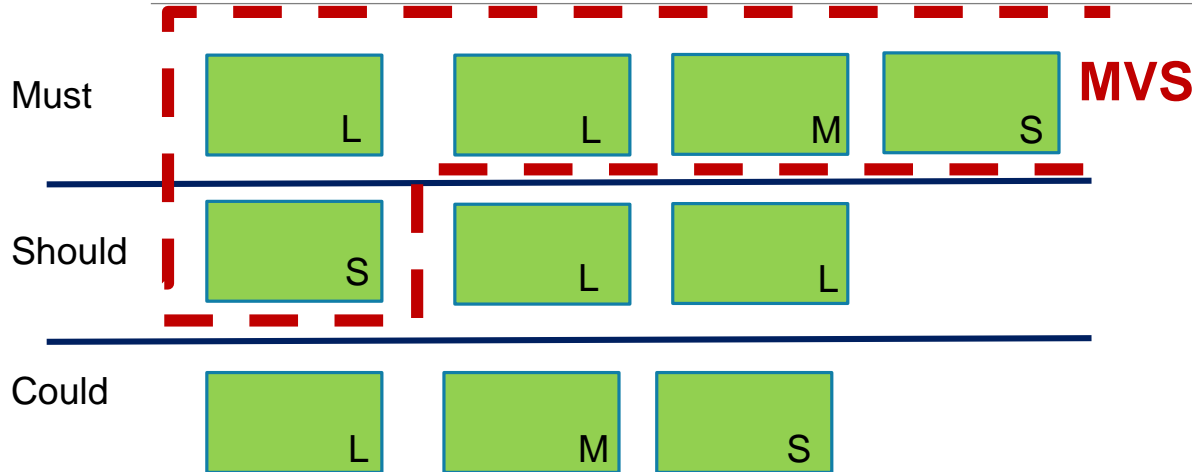
# Minimum Viable Solution

Selecting the Minimum Viable Solution (MVS!) to prove out the design and start the change

First find out what your parameters are: time, scope, cost, best solution, getting something viable out quick to get feedback from – and which is least negotiable

Use your least negotiable parameter to help choose which actions are your MVS

# Minimum Viable Solution - example



Choose what is truly minimum actions to create a viable solution to start using/doing/learning from

Or – use parameters:

Least negotiable = time

Time = 3 weeks

We estimate we can do approx

- 2 x L
- 1 x M
- 2 x S

in 3 weeks

# EXERCISE

Prioritise actions for implementing the check-in process – using Must, Should, Could – pick a 'Product Owner' to make decisions but all can advise

From the actions create an MVS

# Capture and carry forward

Ensure everything produced in sessions gets captured – photos or just ensure you write it up quickly before you lose all the post-it notes – allow write up or ‘consolidation’ time after the session

Carry forward

- Create a wall with the goals and the actions – in priority order (from first prioritisation)

# Picking up an action

Once actions have been prioritised it's clear which action should be picked up first  
Before you can do it, you probably need to think about it, let's call this 'analysis'

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Susan

Estimate: Medium

Depends on equipment funding

# Analysis of an action

This is also a chance to re-evaluate the action in light of any changes e.g. to the To-Be journey

You might re-write the action and think through what it's going to mean in terms of: What, Who, When, How

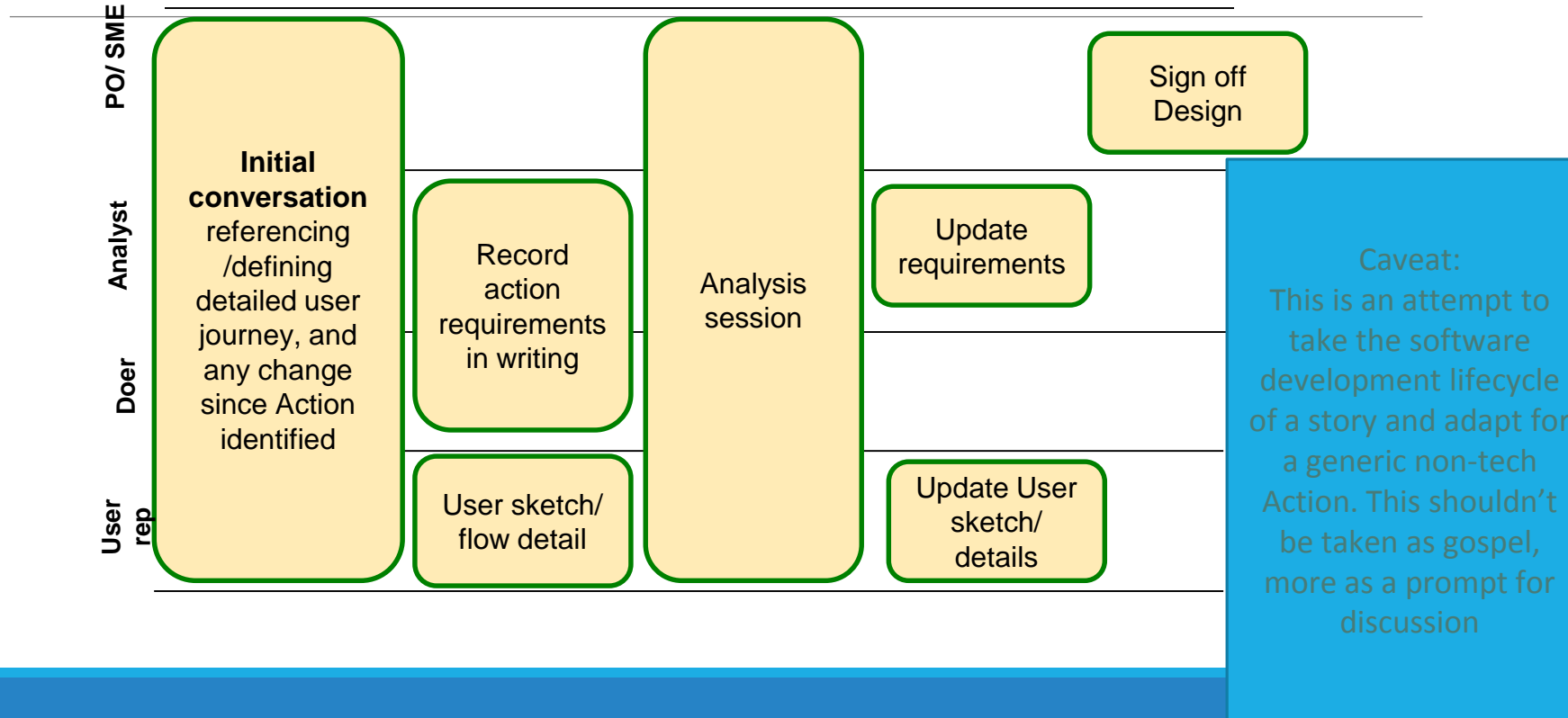
It might require getting a few people together to discuss, agree and plan – then communicate this

# Just In Time

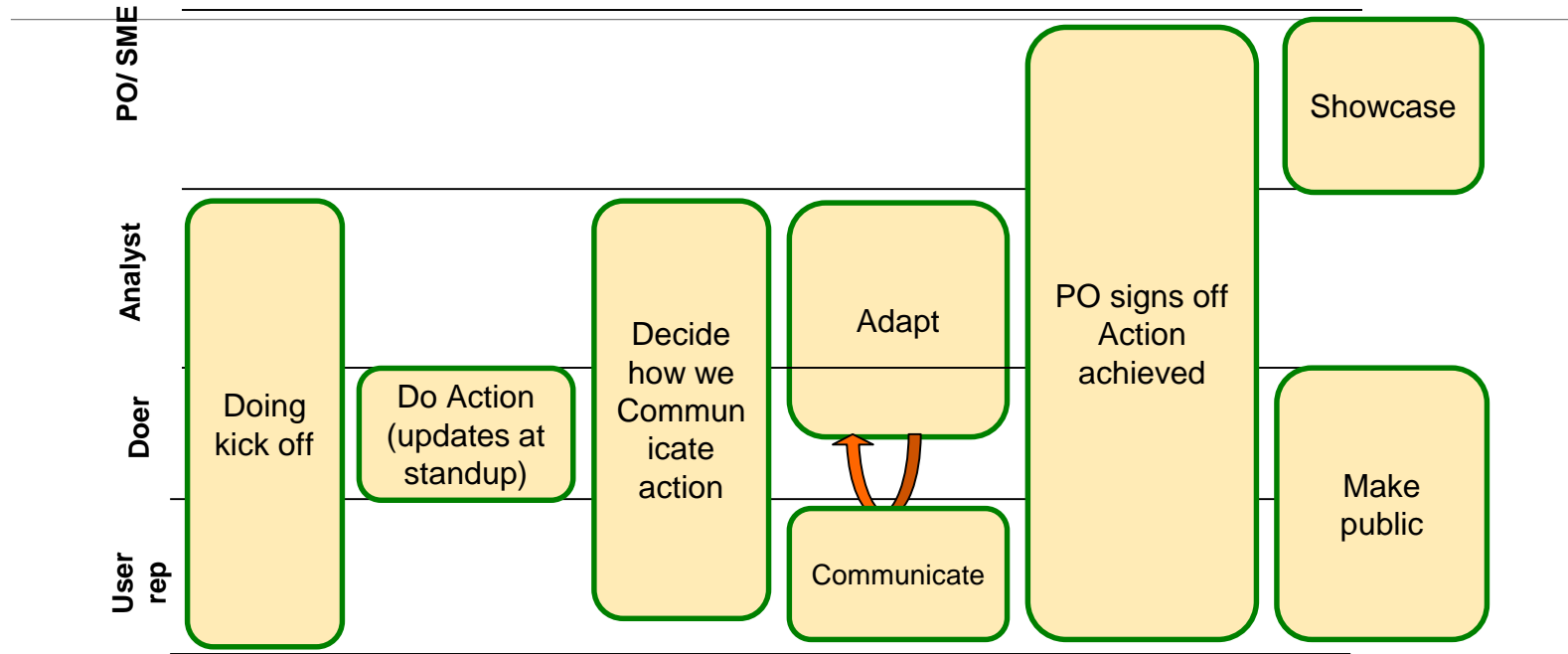
Why is it good to only do Just-In-Time analysis on the priority actions?

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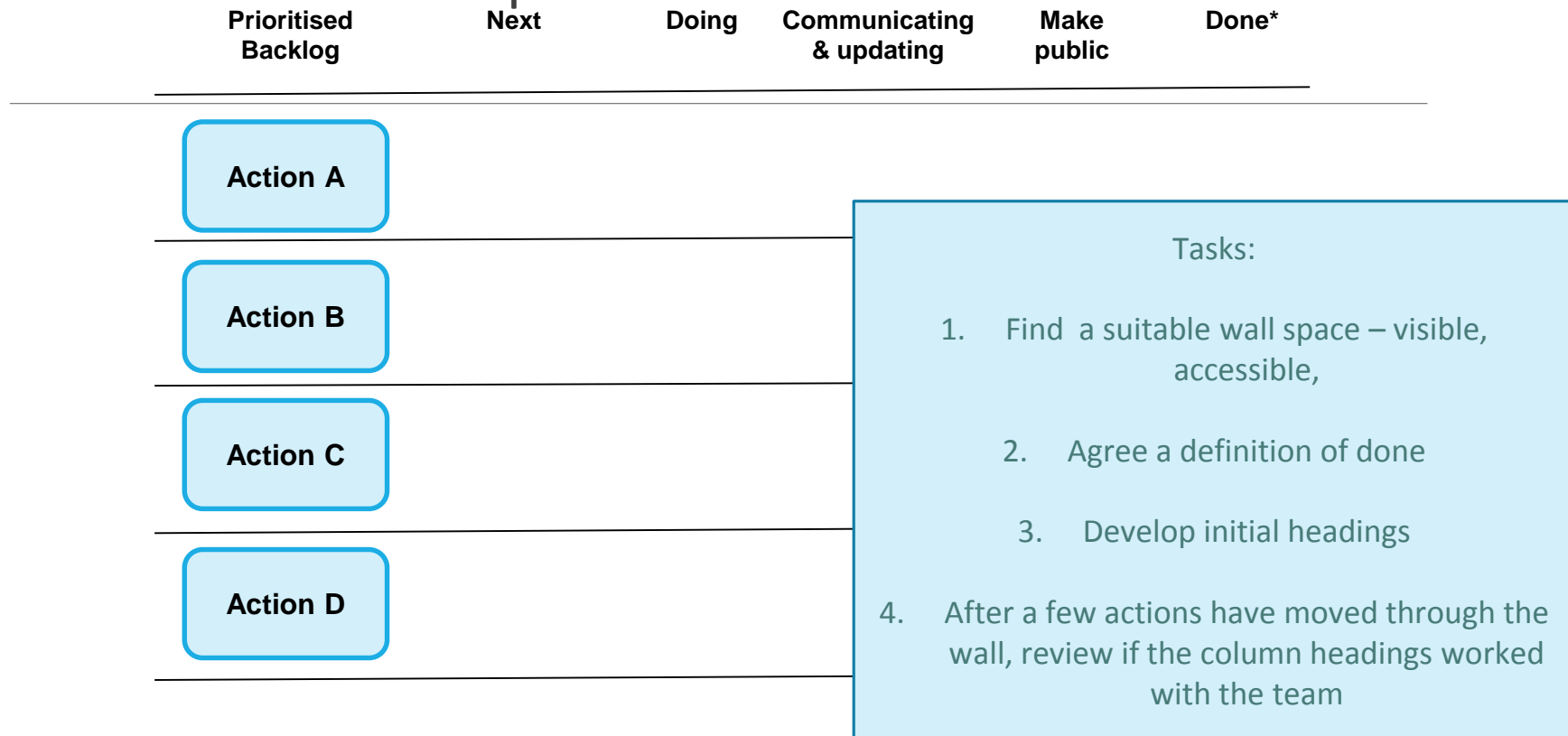
# Lifecycle of a Action: **analysis**



# Lifecycle of a Action: doing & communicating



# Kanban: an example



# Day 1

Prioritised Backlog	Next	Doing	Communicating & updating	Make public	Done*
Action B	Action A				
Action C					
Action D					

# Day 1 – at stand up

Prioritised  
Backlog

Next

Doing

Communicating  
& updating

Make  
public

Done\*

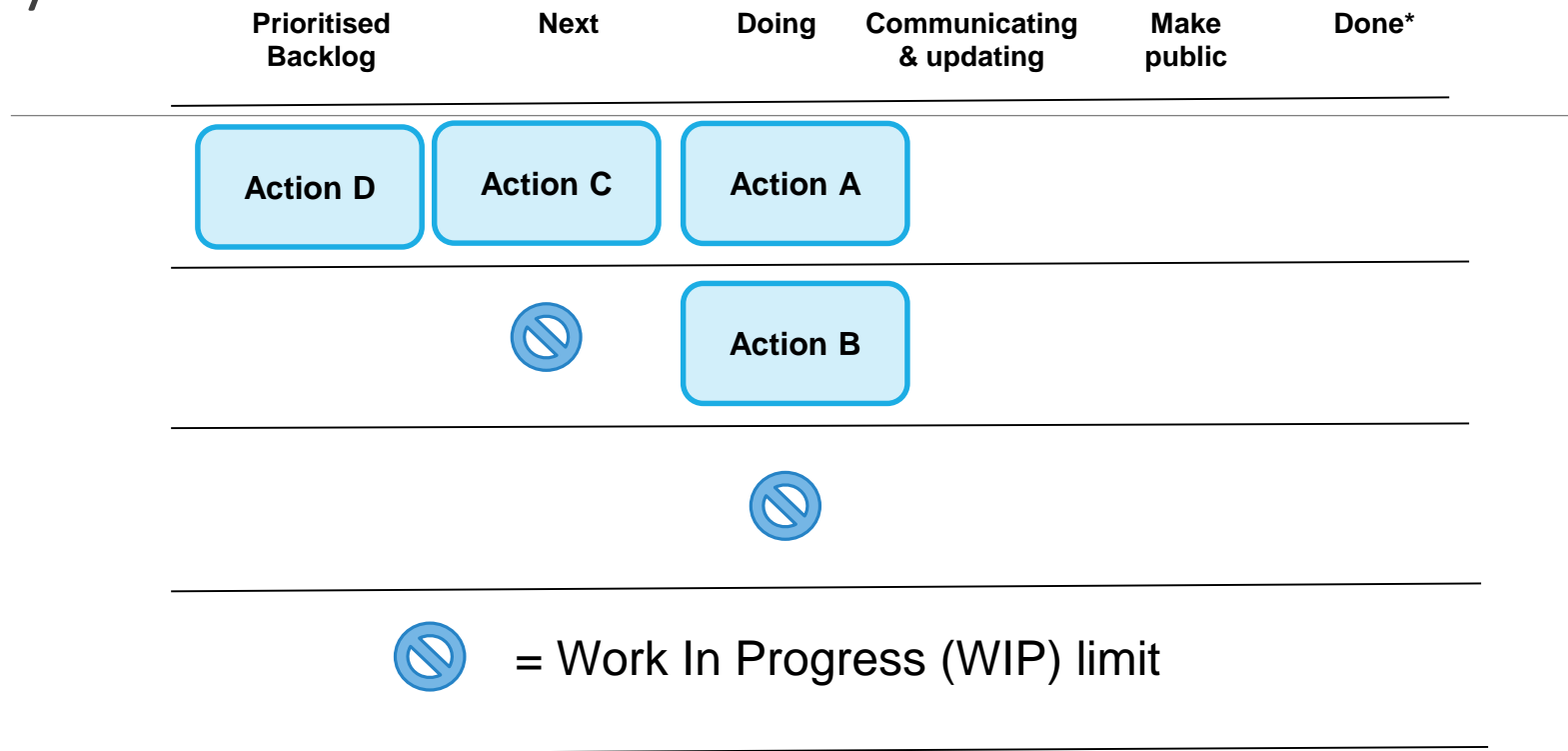
Action C

Action B

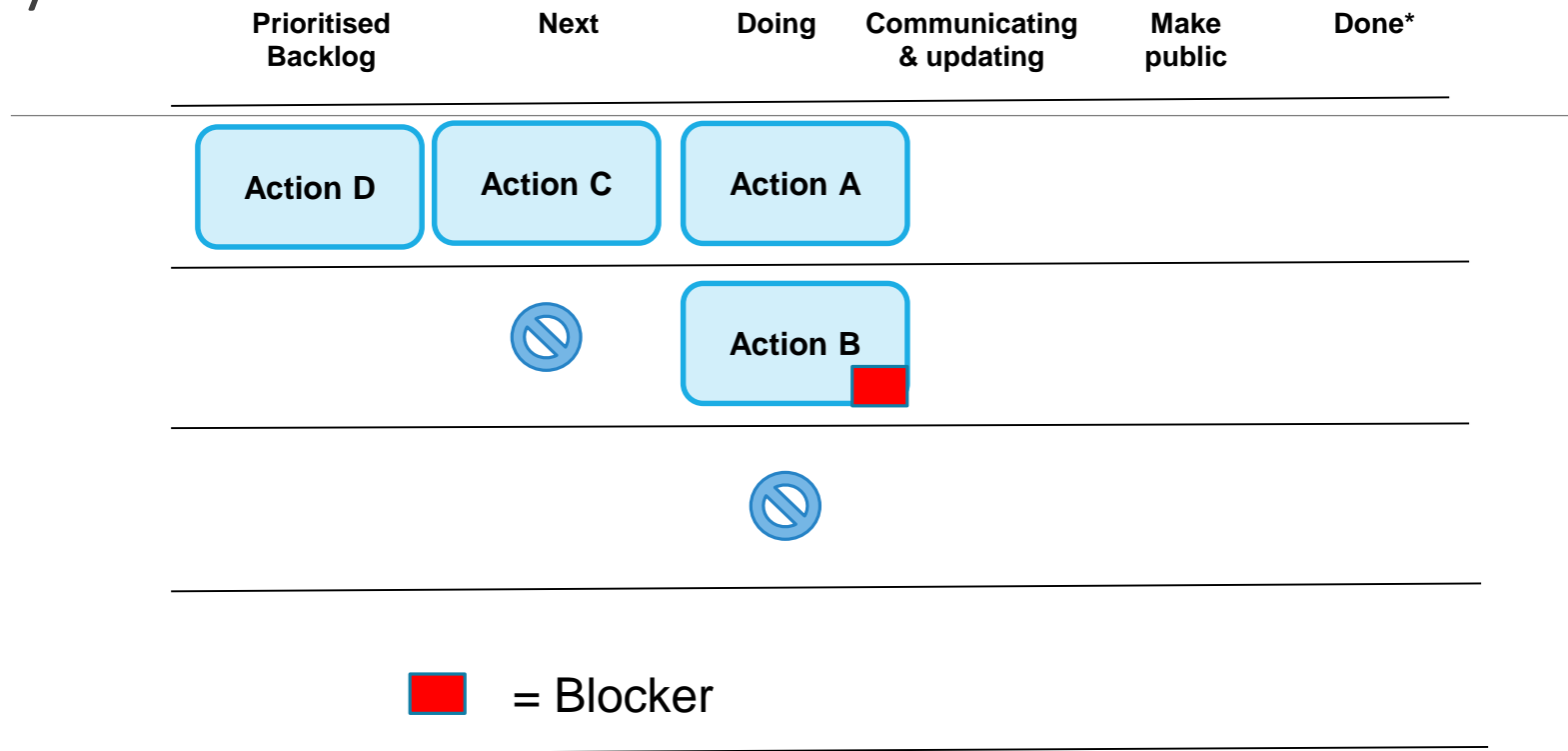
Action A

Action D

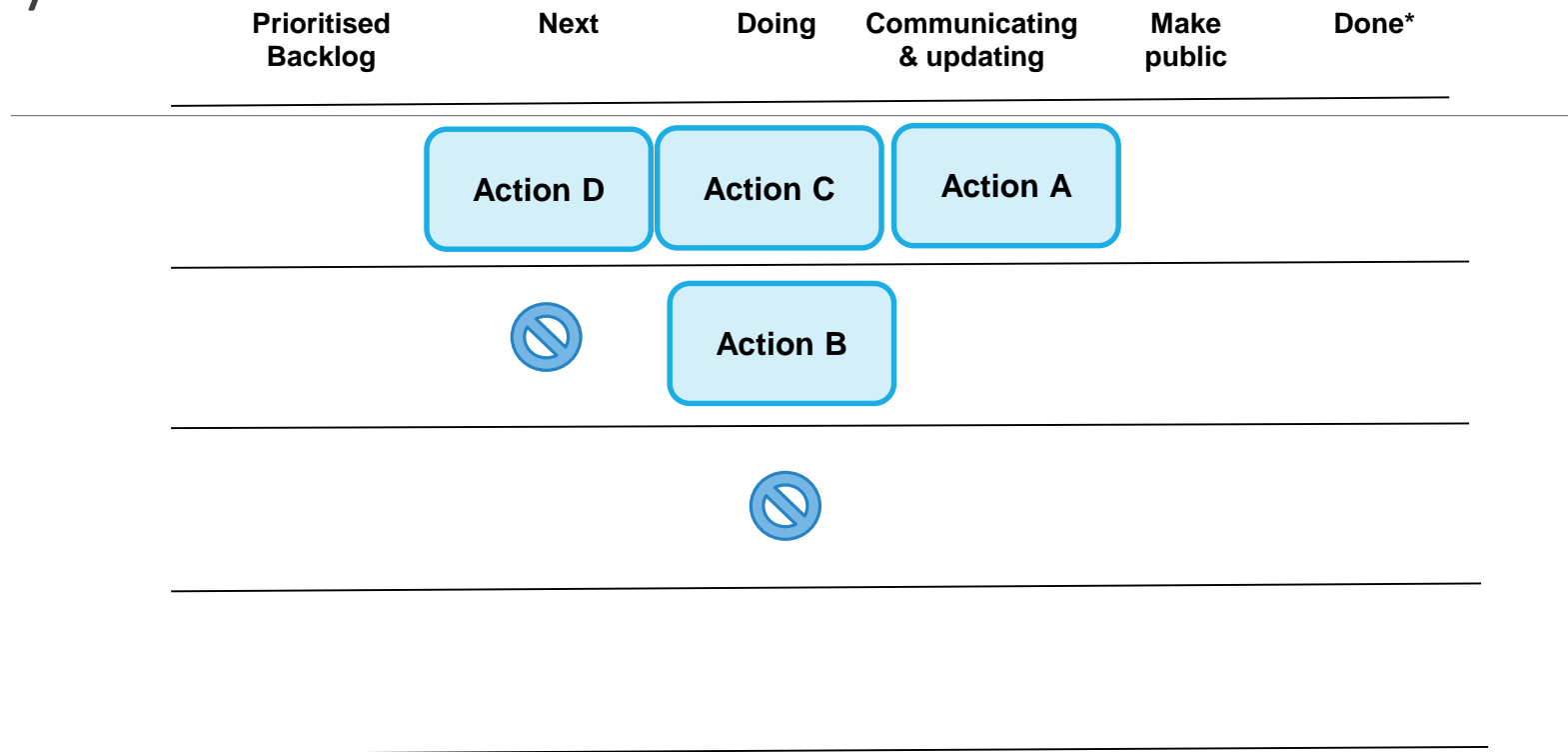
# Day 2



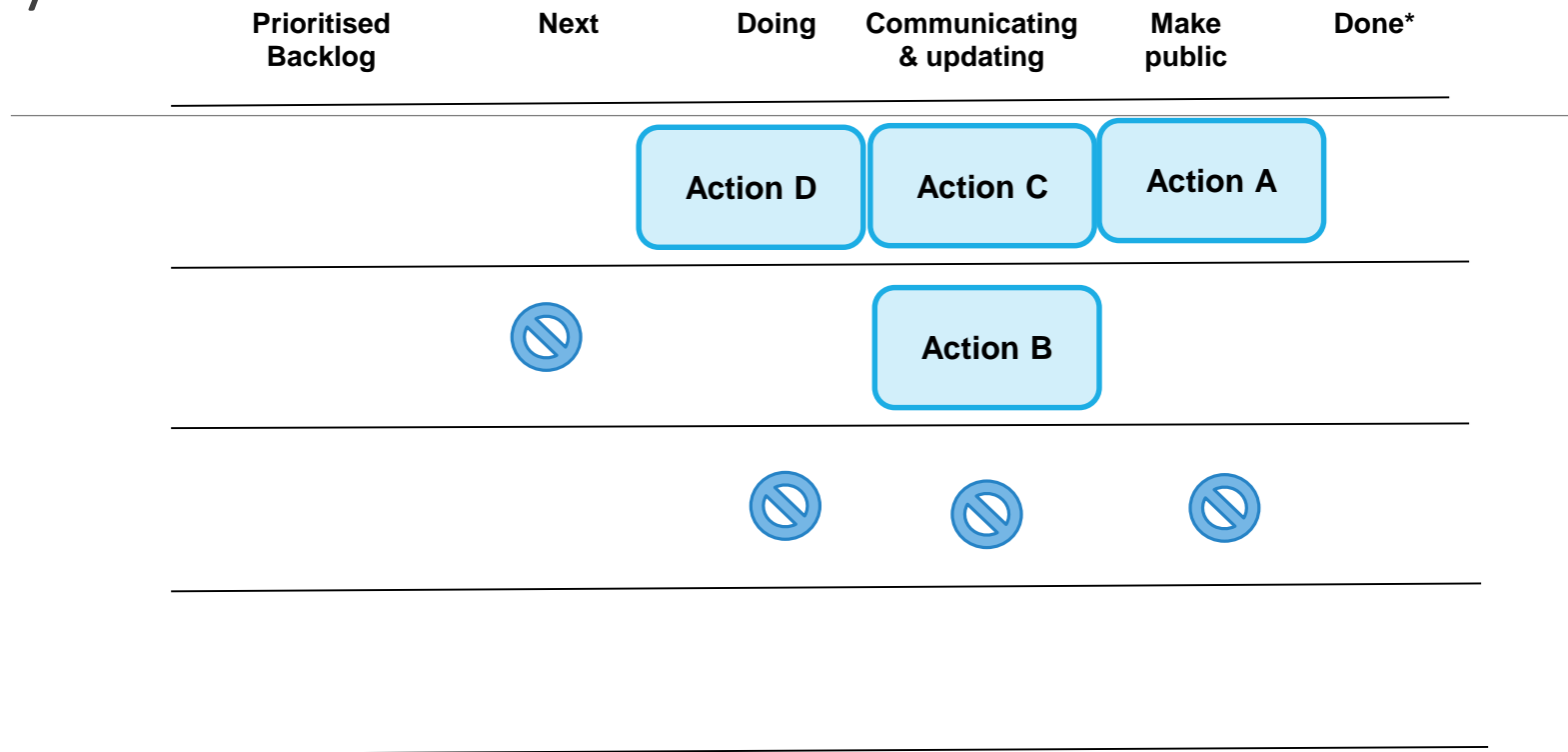
# Day 3



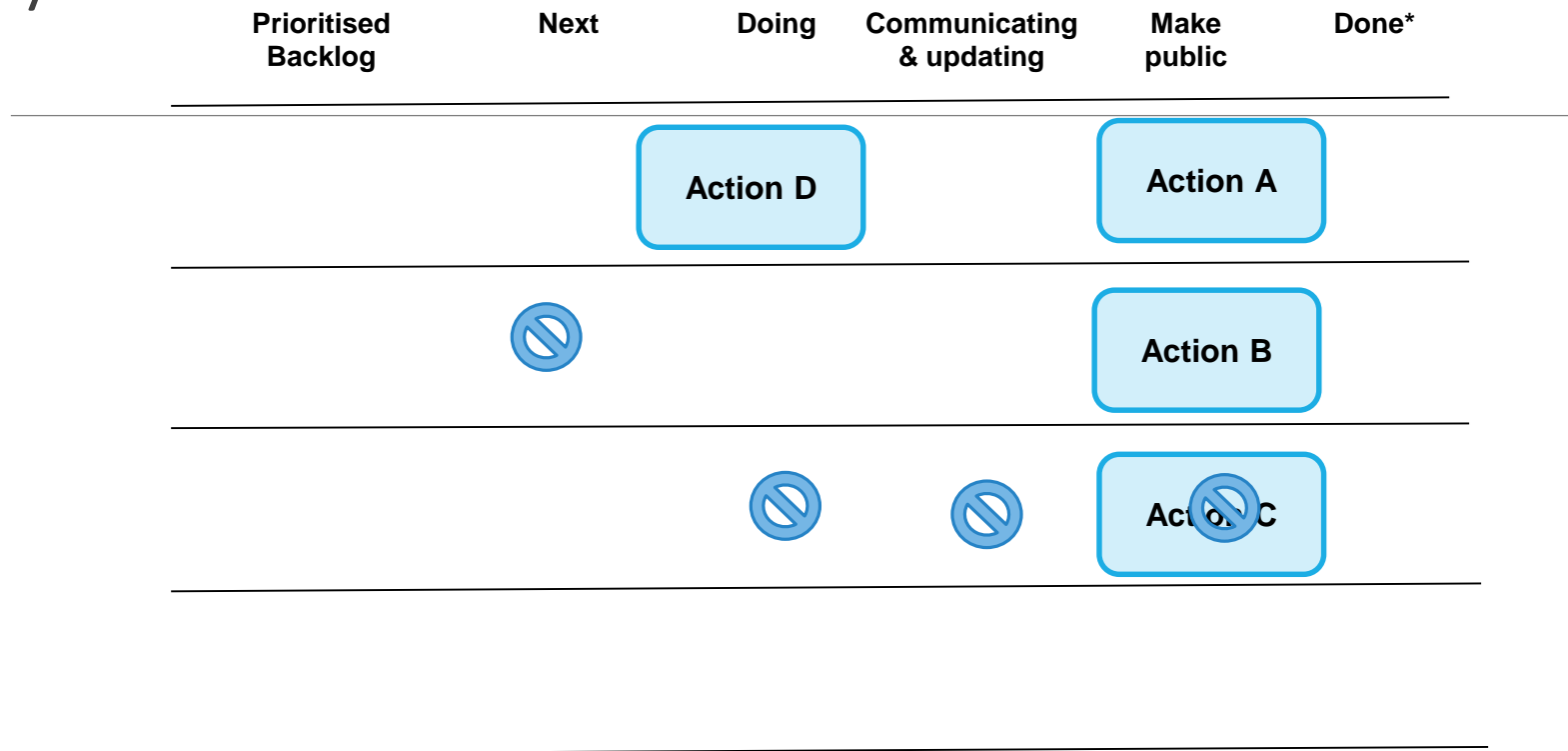
# Day 4



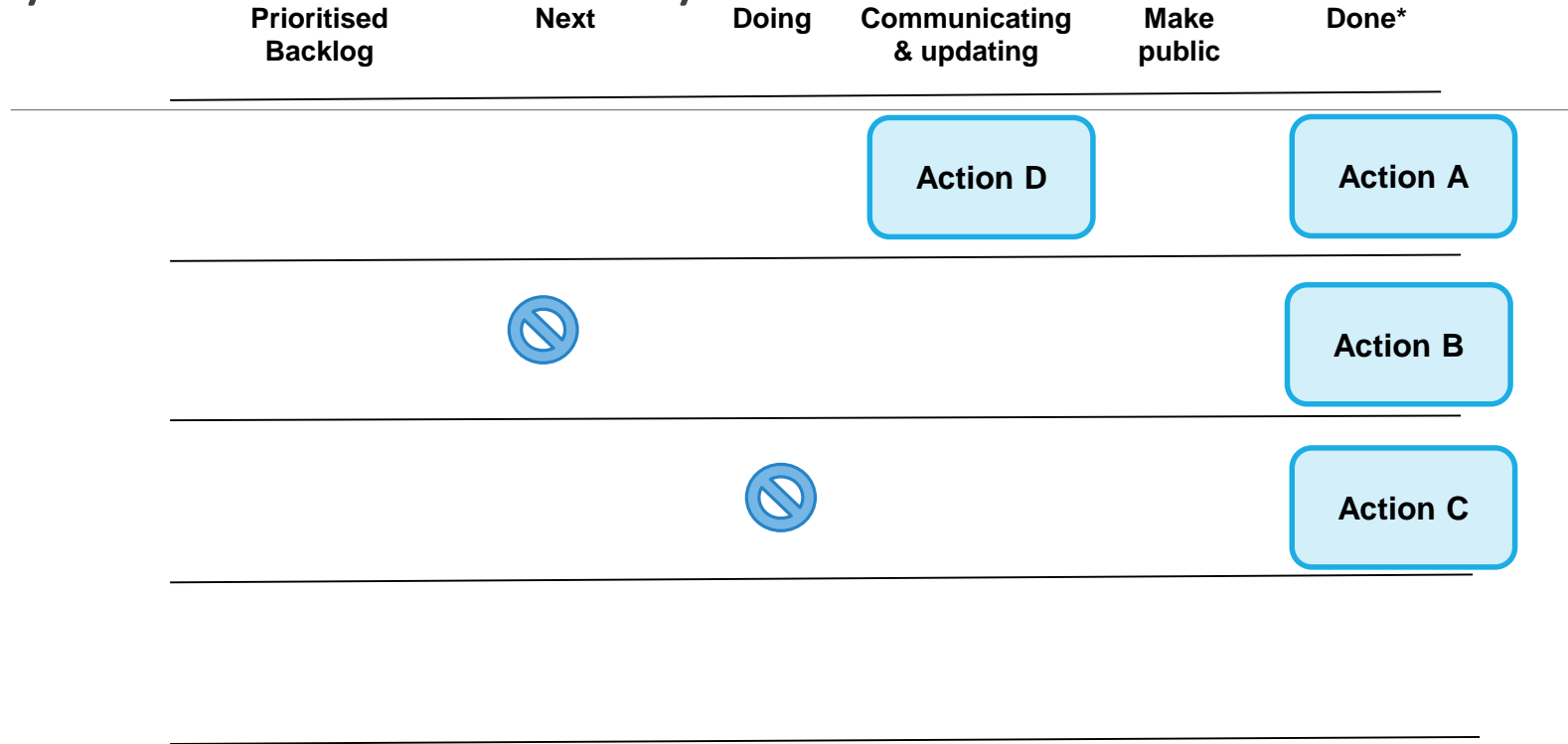
# Day 5



# Day 6



# Day 6 – later that day



# Exercise

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Use the actions you've created to start a Kanban wall

Go through 5 days of stand ups

Take turns to facilitate

Each day – walk away and back again

Just role play – make up what happened the day before

What works? What doesn't? What extra things did you add to help it make sense?

# Understanding how it all fits together

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This video is about the Product Owner role.

But actually it shows how the methods described – such as actions (or stories), team throughput, demand from customers/design and feedback – all fit together.

Agile Product Ownership in a Nutshell

By Henrik Kniberg

<https://www.youtube.com/watch?v=502ILHjX9EE>