

Agility is the Tool, Not the Master: Gilb's Ten Key Agile Principles to deliver stakeholder value, avoid bureaucracy and give creative freedom

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www.Gilb.com (slides will be here)

http://www.gilb.com/tiki-download_file.php?fileId=389

Unicom Keynote 27th April 2010 London

Paper: To appear agilerecord.com Summer 2010.

<http://homepage.mac.com/tomgilb/filechute/Agile%20Principles%20and%20Values%20for%20Agile%20Record%202010%20Gilb.doc>

Summary

- Introduction
- What is Stakeholder Value?
- How does stakeholder value relate to business benefits?
- How does IT System Quality relate to stakeholder values?
- What does Scrum do about this? why is Scrum inadequate?
- What new front end do we need for Scrum – or any Agile variant?
- 10 Principles for Agile Value Delivery

Introduction

What is Stakeholder Value?

- Critical Stakeholders
 - Can determine system success or failure
- Stakeholder value
 - any things that stakeholders want, need, value
 - Independently of 'your' system
 - Independently of the cost to someone of delivering those values
 - For example (stakeholder values)
 - Save time
 - Easier to learn
 - More secure
 - Easier to get things changed

How does stakeholder value relate to business benefits?

Stakeholder values

- will to some degree *directly drive* business benefits
- To some degree stakeholder values are necessary to satisfy in order to *avoid constraining delivery* of business benefits
- To some degree are *irrelevant* to business benefits

How does IT System Quality relate to stakeholder value?

If stakeholder value is 'save my time'

then we can satisfy their needs in many ways

For example: (IT system design, requirements

- Higher availability of the system
- More usability
- Better performance (throughput, response)
- More integration with other subsystems
- Better automatic error detection and correction

What does Scrum do about this?

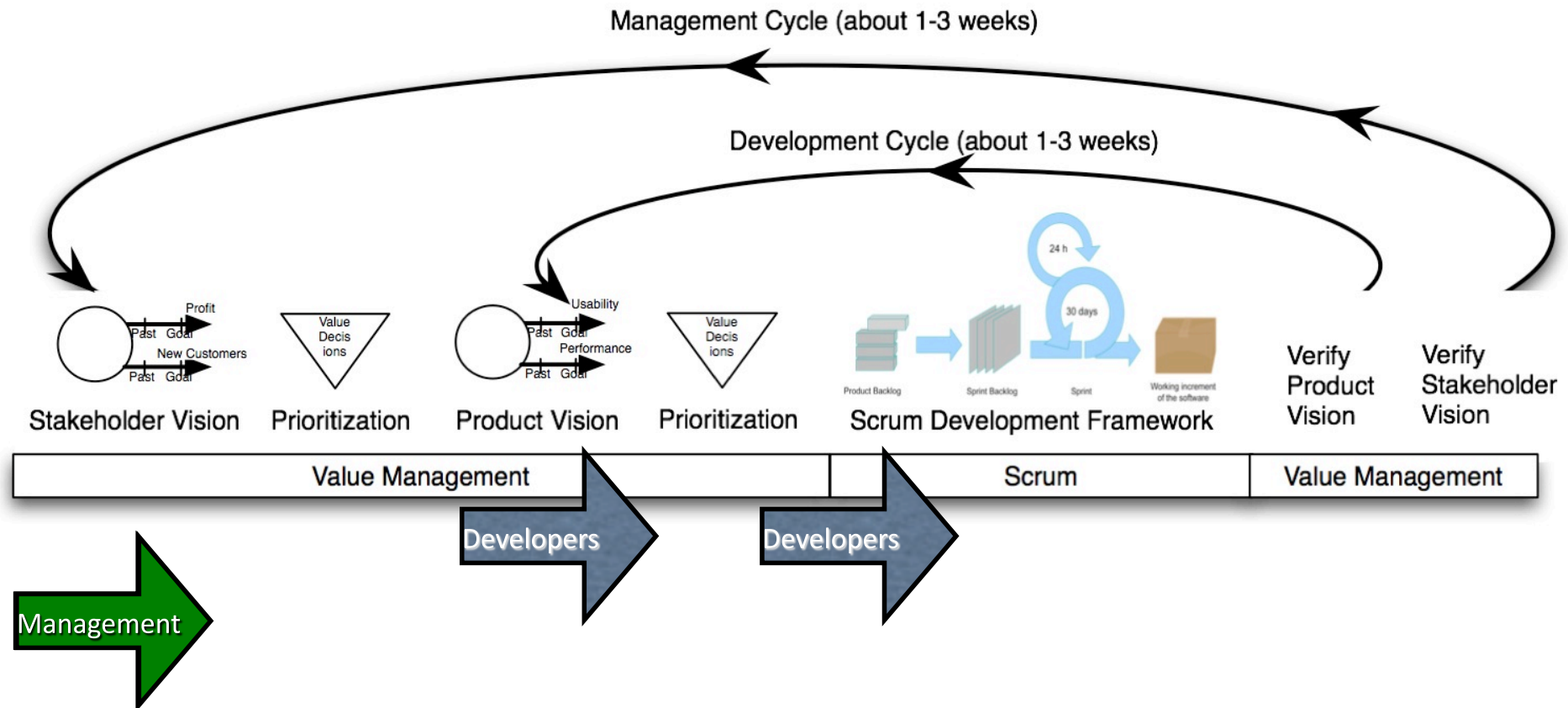
- Scrum is focussed on implementing designs, functions, features, use cases
 - As interpreted by a product owner
- It does not explicitly deal with business requirements, stakeholder values, product qualities.
- You need to add explicit 'front ends' to Scrum in order to deal with values
- You can think of this as an extension of what the Product Owner needs to be taught to do.
- http://www.gilb.com/tiki-download_file.php?fileId=353
 - Is a free set of slides designed to teach Product Owners how to do this
 - Developed with Gabrielle Benefield (Scum Alliance) Oct 2009

What new 'front end' do we need for Scrum – or any Agile variant?

The 'Business End' to Scrum (and other Agile variants) needs to:

- Explicitly, quantitatively, **define business objectives**, and constraints
 - Example: Increase Business Orders and sales
- Identify **stakeholder values**, quantitatively, that are directly related to the business values
 - Example: Help potential customers (Stakeholder) find what they want to more quickly
- Identify and define quantitatively the IT **system quality and performance requirements** needed to satisfy the prioritised stakeholder values
 - Example: Usability requirement: reduce time needed to correctly identify the correct transportation service to average under 50 seconds.
- Identify and define the **technical designs** needed to satisfy the product qualities and performance requirements
 - Design 1: Radical improved User Interface
 - Design 2: train website content providers to write clearer and more product-distinctive texts
- Tie these 4 levels together logically using 3 levels of Impact Estimation Tables, 4 level hierarchy

Value Management



http://www.gilb.com/tiki-download_file.php?fileId=277

slides May 09 Posten

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Value Decision Tables

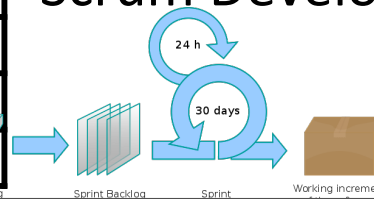
Business Goals	Stakeholder Value 1	Stakeholder Value 2
Business Value 1	-10%	40%
Business Value 2	50%	10%
Resources	20%	10%

Stakeholder Val.	Product Value 1	Product Value 2
Stakeholder Value 1	-10%	50 %
Stakeholder Value 2	10 %	10%
Resources	2 %	5 %

Product Values	Solution 1	Solution 2
Product Value 1	-10%	40%
Product Value 2	50%	80 %
Resources	1 %	2 %

Prioritized List
1. Solution 2
2. Solution 9
3. Solution 7

Scrum Develops



We measure
improvements
Learn and Repeat

So, what are Agile methods missing?

- Stakeholder Focus
 - Real projects have dozens of stakeholders
 - Not just a customer in the next room
- Results Focus
 - It is not about writing code, it is about delivering value to stakeholders
 - It is not about programming, it is about making systems work for real people
- Systems Focus
 - It is not about coding - again
 - It is about reuse, data, hardware, training, motivation, sub-contracting, Outsourcing, help lines, user documentation, user interfaces, security
 - So, a systems engineering scope is necessary to deliver results.
 - Systems Engineering needs quantified performance and quality objectives,
 - to synchronize all necessary disciplines so that they deliver the results.

Gilb's Ten Key Agile Principles

to avoid bureaucracy and give creative freedom (summary)

1. Control projects by quantified critical-few results. 1 Page total !
(not stories, functions, features, use cases, objects, ..)
2. Make sure those results are business results, not technical
3. Align your project with your financial sponsor's interests!
4. Give developers freedom, to find out *how* to deliver those results
5. Estimate the impacts of your designs, on *your* quantified goals
6. Select designs with the best impacts for their costs, do them first.6. Decompose the workflow, into weekly (or 2% of budget) time boxes
7. Change designs, based on quantified experience of implementation
8. Change requirements, based in quantified experience, new inputs
9. Involve the stakeholders, every week, in setting quantified goals
10. Involve the stakeholders, every week, in *actually using* increments



1. Control projects by quantified critical-few results.

1 Page total !

**(not stories, functions, features, use cases,
objects, ..)**

Few Clear Top Goals

- *Instead of directing business according to detailed...strategic plan,*

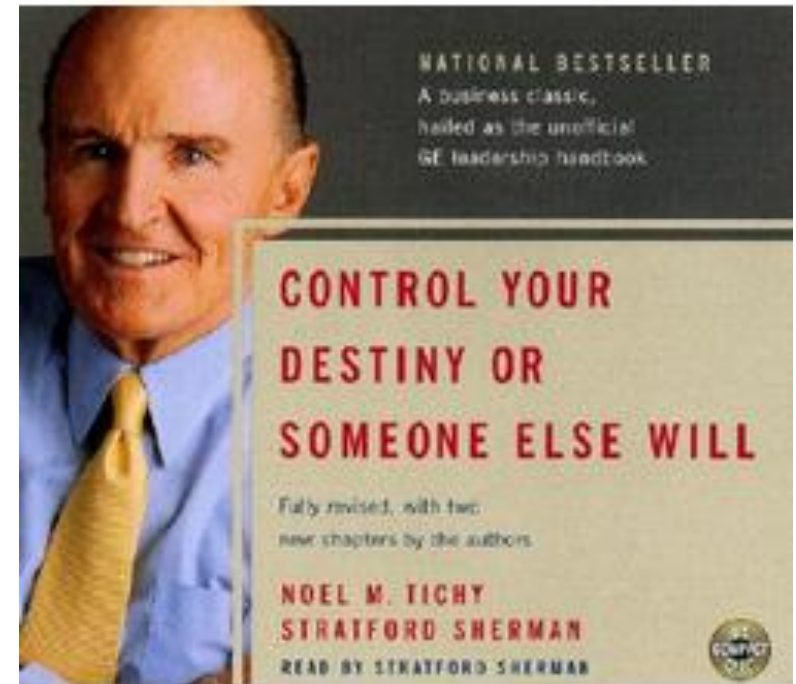
- *[Jack] Welch [General Electric CEO]*

- *believed in setting **only a few clear, overarching goals.***

- *Then, on an ad hoc basis,*

- *his people were free to seize any opportunities*
 - *they saw*
 - *to further those goals. –*

- Noel Tichy and Stratford Sherman,
“Control Your Own Destiny or
Someone Else Will”

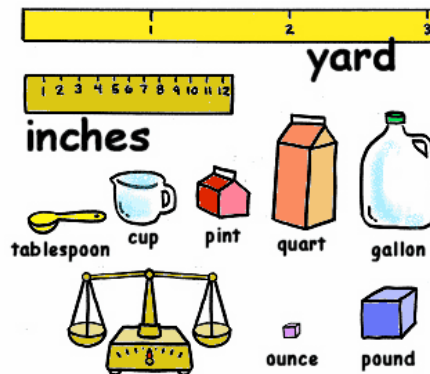


Summary of Top '8' Project Objectives

NOT 'clear'!

Real Example of **Lack** of Clarity

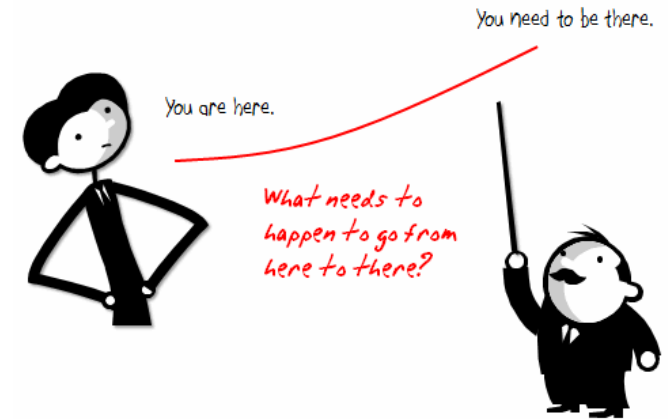
- **Defined Scales of Measure:**
 - Demands **comparative thinking**.
 - Leads to requirements that are unambiguously **clear**
 - Helps Team be **Aligned** with the Business



1. Central to The Corporations business strategy is to be the world's **premier** integrated_<domain> service **provider**.
2. Will provide a much more efficient **user** experience
3. Dramatically scale back the **time** frequently needed after the last data is acquired to time align, depth correct, splice, merge, recompute and/or do whatever else is needed to **generate** the desired **products**
4. Make the system much **easier** to **understand** and **use** than has been the case for previous system.
5. A primary goal is to provide a much more **productive** system **development** environment than was previously the case.
6. Will provide a richer set of functionality for **supporting** next-generation logging **tools** and applications.
7. **Robustness** is an essential system requirement (see rewrite in example below)
8. Major improvements in **data quality** over current practices

This lack of clarity cost them \$100,000, 000 to \$160 mill.

WHY are we doing this?
Part of Platform Rationalisation
Initiative, with below **Main Objectives.**



- Rationalize into a smaller number of core processing platforms. This cuts technology spend on duplicate platforms, and creates the opportunity for operational saves. Expected 60%-80% reduction in processing cost to Fixed Income Business levies.
- International Securities on one platform, Fixed Income and Equities (Institutional and PB).
- Global Processing consistency with single Operations In-Tray and associated workflow.
- Consistent financial processing on one Accounting engine, feeding a single sub-ledger across products.
- First step towards evolution of “Big Ideas” for Securities.
- **Improved development environment**, leading to increased capacity to enhance functionality in future.
- Removes duplicative spend on two back office platforms in support of mandatory message changes, etc.



How can we improve such bad specification? ('Planguage')



Development Capacity:

Version: 3 Sept 2009 16:26

Type: Main <Complex/Elementary> Objective for a project.

Ambition Level: radically increase the capacity for developers to do defined tasks. <- Tsg

Scale: the Calendar Time for defined [Developers] to Successfully carry out defined [Tasks].

Owner: Tim Fxxx

Calendar Time: defined as: full working days within the start to delivery time frame.

Past [2009, {Bxx, Lxx, Gxx}, If QA Approved Processes used, Developer = Architect, Task = Draft Architecture] **15 days** ± 4 ?? <- Rob

Goal[2011, { Bxx, Lxx, Gxx }, If QA Approved Processes used, Developer = Architect, Task = Draft Architecture] **1.5 days** ± 0.4 ?? <- Rob

Justification: Really good architects are very scarce so we need to optimize their use.

Risks: we use effort that should be directed to really high volume or even more critical areas (like Main Objective).

2. Make sure those results are business results, not technical,

What *level* are these objectives?

Business, User stakeholder, IT Technical?

- 1. Central to The Corporations business strategy is to be the world's **premier** integrated_<domain> service **provider**.
- 2. Will provide a much more efficient **user** experience
- 3. Dramatically scale back the **time** frequently needed after the last data is acquired to time align, depth correct, splice, merge, recompute and/or do whatever else is needed to **generate** the desired **products**
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- 5. A primary goal is to provide a much more **productive** system **development** environment than was previously the case.
- 6. Will provide a richer set of functionality for **supporting** next-generation logging **tools** and applications.
- 7. **Robustness** is an essential system requirement (see rewrite in example below)
- 8. Major improvements in **data quality** over current practices

3. Align your project with your financial sponsor's interests!

- The Golden Rule:
 - He who has the gold, rules
- Find out and document exactly what the *project financial sponsors* are expecting for their budget for your project
 - They are a key stakeholder
 - They will expect you to satisfy several other stakeholders

Business Result Alignment: BRA:

- ***Ambition: Maximize delivery speed, and satisfaction level, of the Change the Bank Book of Work to achieve 'key business goals'***
- Scale: % of Planned Value actually Delivered to the Business by defined [Time].
- Past [Corp., Time = Deadline, 2007]: X% (guess
- $X < 30\%??$) <- tg
- Goal [Corp., Time = Deadline, 2009]: < 50%, maybe much more?
- Issue: can The Tool be exploited to track Value?
-

Avoid Duplication:

- ***Ambition: eliminate corporate efforts that duplicate other corporate efforts.***
- Scale: % of project investment that is Duplicated
- Past [2007]: > 30%?? Wild guess
- Goal [2010] < 5% hope
-

Exploiting Existing Tools:

- *Ambition: make use of existing tools, avoid reinventing the wheel.*
- Scale: % by Total Investment Value that Arguably could be avoided by Profitably making use of Existing Tools
- Past: 30%±30% ?? wild initial guess to start discussion tg
- Goal [2012?, Corp. Wide]: ~ 100%
-

Results MIS:

- *Ambition: deliver high-significance real-time metrics, on critical aspects, of project results and resources.*
- Scale: % of defined [Key Project Data] available to management in real time.
- Key Project Data: default: {% of Goal Delivered to date, Stakeholder Satisfaction level, Value for Money}
- Past [Corp., 2007]: 0%
- Goal [Corp., 2010]: > 90%

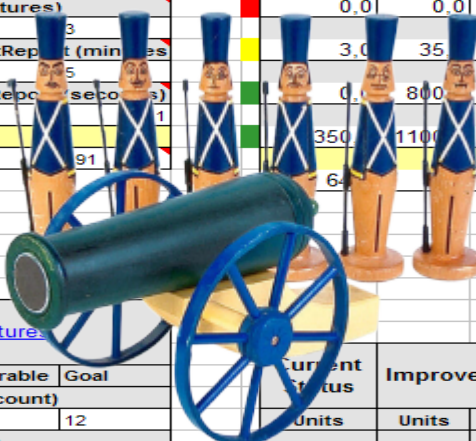
4. Give developers freedom, to find out *how* to deliver those results

- Do not allow customers and salespeople to dictate to developers the technical solutions, such as screen layouts
- They are ‘amateurs’ at design, and will ruin the design for themselves and others
- They have no overview of the many requirements and constraints that a designer must consider simultaneously
- What you need to do is to establish the RESULTS valued by user stakeholders, and allow the developers (architects, user interface engineers, programmers as designers) to find and measure solutions that give the results desired
 - Such as: speed, correctness, input error detection and correction capability, ease of learning, leveraging other systems data.
- One of our clients (Confermit/Firm, see Case gilb.com)calls this ‘Empowered Creativity’

Quantified top level product objectives

4 product areas were attacked in all: 25 Qualities concurrently, one quarter of a year. Total development staff = 13

Impact Estimation Table: Reportal codename "Hyggen"									
Current Status		Improvements		Reportal - E-SAT features					
Units	Units	%	Past	Tolerable	Goal				
75,0	25,0	62,5	Usability.Intuitivness (%)						
			50	75	90				
14,0	14,0	100,0	Usability.Consistency.Visual (Elements)						
			0	11	14				
15,0	15,0	107,1	Usability.Consistency.Interaction (Components)						
			0	11	14				
5,0	75,0	96,2	Usability.Productivity (minutes)						
5,0	45,0	95,7	80	5	2				
			50	5	1				
3,0	2,0	66,7	Usability.Flexibility.OfflineReport.ExportFormats						
			1	3	4				
1,0	22,0	95,7	Usability.Robustness (errors)						
			7	1	0				
4,0	5,0	100,0	Usability.Replacability (nr of features)						
			8	5	3				
1,0	12,0	150,0	Usability.ResponseTime.ExportReport (minutes)						
			13	13	5				
1,0	14,0	100,0	Usability.ResponseTime.ViewReport (seconds)						
				15	1				
203,0			Development resources						
			0		91				



Survey Engine .NET									
Current Status		Improvements		Survey Engine .NET					
Units	Units	%	Past	Tolerable	Goal				
83,0	48,0	80,0	Backwards.Compatibility (%)						
0,0	67,0	100,0	40	85	95				
			67	0	0				
4,0	59,0	100,0	Generate.WI.Time (small/medium/large seconds)						
10,0	397,0	100,0	63	8	4				
94,0	2290,0	103,9	407	100	10				
			2384	500	180				
10,0	10,0	13,3	Testability (%)						
			0	100	100				
774,0	507,0	51,7	Usability.Speed (seconds/user rating 1-10)						
5,0	3,0	60,0	1281	600	300				
			2	5	7				
0,0	0,0	0,0	Runtime.ResourceUsage.Memory						
			?	?	?				
3,0	35	97,2	Runtime.ResourceUsage.CPU						
			38	3	2				
0,0	800	100,0	Runtime.ResourceUsage.MemoryLeak						
			800	0	0				
			Runtime.Concurrency (number of users)						
			150	500	1000				
			Development resources						
			0		84				

Reportal - MR Features									
Current Status		Improvements		Reportal - MR Features					
Units	Units	%	Past	Tolerable	Goal				
1,0	1,0	50,0	Usability.Replacability (feature count)						
			14	13	12				
20,0	45,0	112,5	Usability.Productivity (minutes)						
			65	35	25				
4,4	4,4	36,7	Usability.ClientAcceptance (features count)						
			0	4	12				
101,0			Development resources						
			0		86				

XML Web Services									
Current Status		Improvements		XML Web Services					
Units	Units	%	Past	Tolerable	Goal				
			TransferDefinition.Usability.Efficiency						
			16	10	5				
			25	15	10				
			TransferDefinition.Usability.Response						
			170	60	30				
			TransferDefinition.Usability.Intuitiveness						
			15	7,5	4,5				
			Development resources						
			0		48				

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http://www.gilb.com/tiki-download_file.php?fileId=32

Paper on case.

Confermit Release 8.5



Trond Johansen

8

3

5 Estimate the impacts of your designs, on *your* quantified goals

- The only justification for a design is that it helps us reach our goals, as expressed by our requirement levels.
- It is critical that we have a fairly clear expectation of how powerful or useful a design will be for us.
- It is not an efficient practice to just select a promising design, and then try it out.
- You risk wasted energy. Better to face the bad news early – by estimating the power of the design, before you decide which design to try out.
- One problem is that the best solutions might also have bad side effects too tight security might destroy user friendliness.
- Another problem is that the costs of the design need to be estimated, and need to be compatible with overall resource budgets, and the resources needed for all the other designs!
- If you think the above is just good common sense, then recognize that in IT and software it is the exception. Designs are selected intuitively, and culturally – but there is no ‘engineering’ evaluation behind them. No wonder we fail so often!

Case of Estimating Impact of a Design on a Required Goal Level



Trond Johansen

- Impact Table for Market Research Web=product Project
- **Solution:** 'Recoding' (Market Research data recoding)
 - “Make it possible to recode variable on the fly from Reportal”.
 - Estimated effort: 4 days
 - **Estimated** Productivity improvement: 20 minutes (50% way to Goal)
 - actual result 38 minutes (95% progress towards Goal)

	A	B	C	D	E	F	G	BX	BY	BZ	CA
1											
2		Current Status	Improvements		Goals			Step9			
3								Recoding			
4								Estimated impact		Actual impact	
5		Units	Units	%	Past	Tolerable	Goal	Units	%	Units	%
6					Usability.Replacability (feature count)						
7		1,00	1,0	50,0	2	1	0				
8					Usability.Speed.NewFeaturesImpact (%)						
9		5,00	5,0	100,0	0	15	5				
10		10,00	10,0	66,7	0	15	5				
11		0,00	0,0	0,0	0	30	10				
12					Usability.Intuitiveness (%)						
13		0,00	0,0	0,0	0	60	80				
14					Usability.Productivity (minutes)						
15		20,00	45,0	112,5	65	35	25	20,00	50,00	38,00	95,00
20					Development resources						
21			101,0	91,8	0		110	4,00	3,64	4,00	3,64


**6. Select designs with the best impacts for their costs,
do them first.**

- **Designs should be chosen**
 - **Based on their contribution to our requirements *Goal levels*.**
 - **And on their contribution to the *entire set* of critical objectives (top ten)**
 - **And on their total value for *total costs***
 - **Both short-term and long-term costs, and resources**



Value Decision Tables

Product Values	Solution 1	Solution 2
Product Value 1		
Product Value 2		
Resources		




Value Decision Tables

		
Product Values		
Product Value 1		
Product Value 2		
Resources		




Value Decision Tables

		
Product Values		
Product Value 1		
Product Value 2		
Resources		




Value Decision Tables

			
Product Values			
Product Value 1			
Product Value 2			
Resources			




Value Decision Tables

			
Product Values			
Taste			
Resources			




Value Decision Tables

			
Product Values			
Taste			
Nutrition			
Resources			


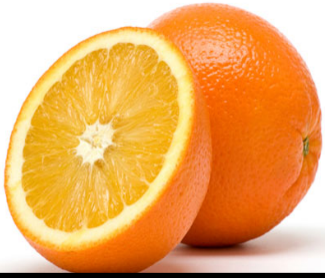

Value Decision Tables

			
Product Values			
Taste			
Nutrition			
Shelf Life			
Resources			

Value Decision Tables

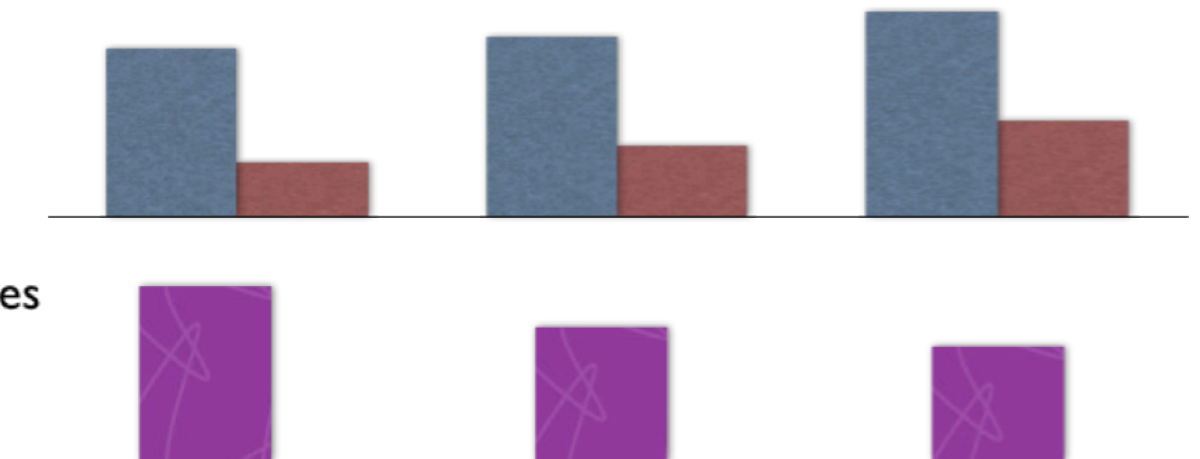
			
Product Values			
Taste			
Nutrition			
Shelf Life			
Sum Goodies			
Resources			

Value Decision Tables




			
Product Values	20 %	50 %	90 %
Taste	30 %	70 %	90 %
Nutrition	80 %	30 %	-10 %
Shelf Life	130 %	150 %	170 %
Sum Goodies	40 %	60 %	80 %
Resources			

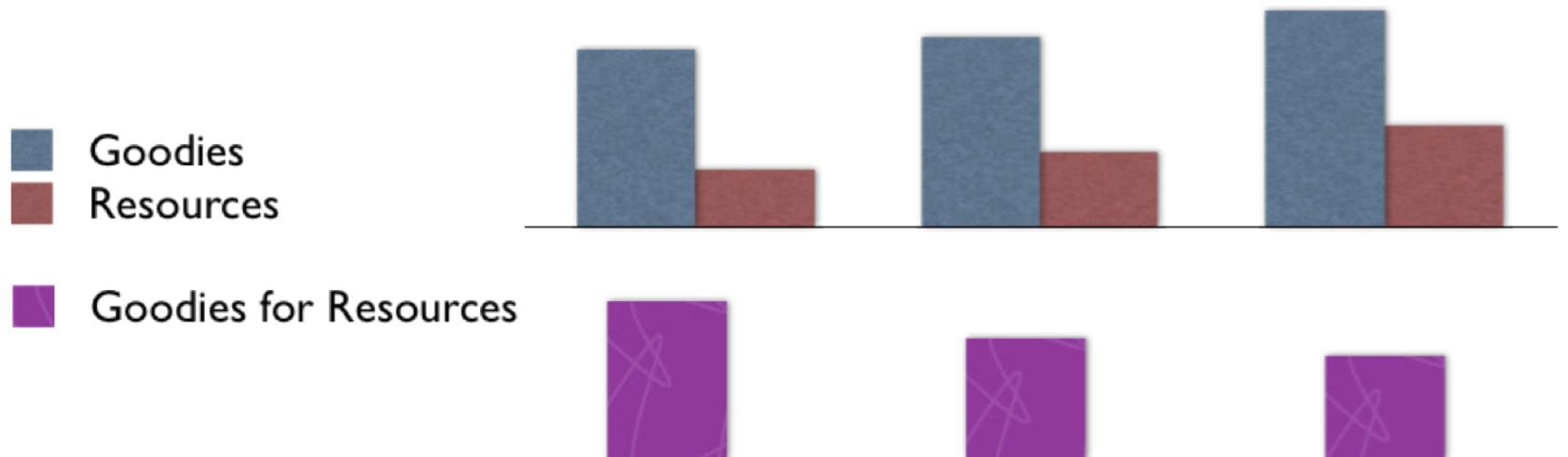
 Goodies
 Resources

 Goodies for Resources



Value Decision Tables

			
Product Values			
Taste	20 %	50 %	90 %
Nutrition	30 %	70 %	90 %
Shelf Life	80 %	30 %	-10 %
Sum Goodies	130 %	150 %	170 %
Resources	40 %	60 %	80 %



Real Case of for different designs

[illegible]

7. Decompose the workflow, into weekly (or 2% of budget) time boxes

- Objectives of Decomposition
 - Early delivery of some value
 - Build credibility with stakeholders
 - Test out your development process
 - Reduce risk of loss to '2%'
 - Create value for money (ROI control)
- How to decompose?
 - By value
 - 1.1.1.1.1.1 method
 - 1 stakeholder, 1 value, 1% progress, 1 strategy, 1 week, 1 function
 - Use common sense and domain, technical knowledge

7. Decompose the workflow, into weekly time boxes

A Real Example of A Planned Step in Planguage (2010)

Reconcile Project X P&L Formulas Vanilla Case 1:

Type: Evo Value Delivery Step

[Potentially Reusable for various positions and books]

Stakeholders: Dinesh, Developers who use it (Dan X), Neil?,

Step Owner: Michal X

Step Manager: Tom?

Status: first rough draft to see if we can define an Evo step at all

Approval: NOT YET

Approval Instance: Will

Version: April 9 2010 14:53

Summary: Identify and Reconcile Project X P&L Formulas for a Single Vanilla Position.

Detailed Step:

For

1 Position in 1 Simple (Vanilla Govt Bonds) Instrument,

1 Book,

1 Region

2 days in a row

intra-month, with no deals in progress

Do

1. Identify and consolidate info about P&L formulas in Project X

2. Put those formulas in Excel

3. Reconcile Excel with live Project X books

Part of Strategy Called:

P&L Documentation

Impacts Objectives called:

Primary: Increase The Transparency

% (to Goal) 1-3% ?? (very rough guess, not strictly on the I T T scale MG)

Issue: are we in fact missing some objectives? (MG thinks we are).

Secondary:

Negative:

Indirect Impacts Above:

P&L Consistency

Deliverables:

A spreadsheet (that increases our transparency)

Estimated Time:

1 week±? ?

Necessary Resources:

Development

Time from Michal or equivalent

Neil X on holiday until Wednesday 14 April)

Ben?

From Krishna's group

Dinesh?

UAT 1 Environment

Assumption: generally available every day

Assumption: we do not need the downstream systems, at this stage

'I'd like it to be a copy of production' <-MG

I do not need a live system. <- MG

Dependencies:

D1:

Assumptions:

A1: we are just doing front to front.

Issues:

I1: does anyone know if the Project X methodology is the same across regions <- Eric (nobody was sure)

Resolution: Chris and ...

I2: will any stakeholder really care? <- Eric

Risks:

R1: you might have to repeat this 3 times in order to get real value delivered <- Atul X

I might have to do it for every region, I am not sure there is any way to avoid it.

Future Step Variations: "not this week"!

Trades not yet settled

Forward starting trades

New issues

Fails

Cross end of month

Weekends, holidays

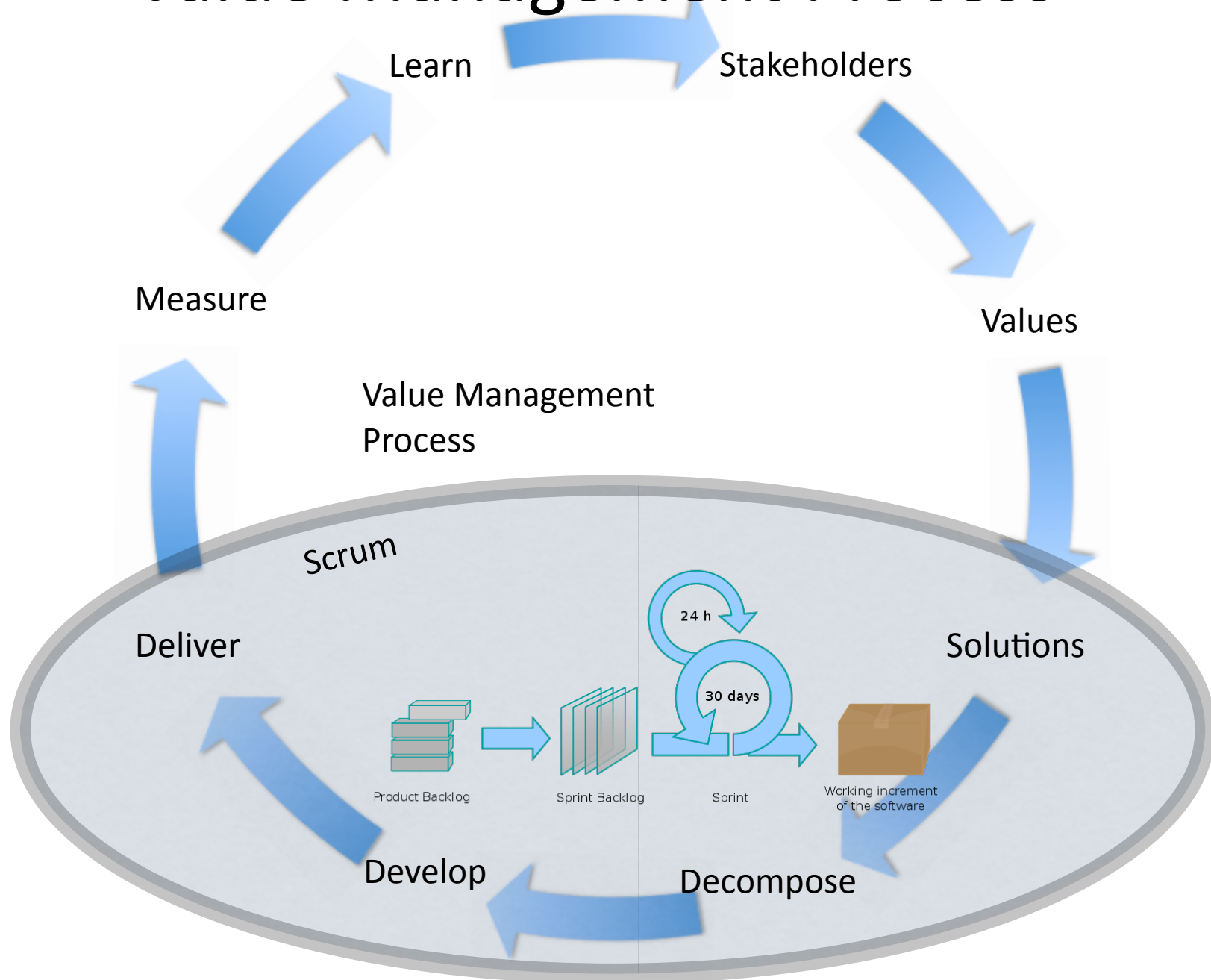
Late Trades/As Of

8. Change designs, based on quantified experience of implementation

Nobody can accurately predict the multiple effects of a design, which is added to a mix of other designs in a real world setting.

- It is too complicated, and we have too little knowledge to do so.
- In fact, like cooking, it is easier to taste the effect incrementally, to be sure.
- So, we are going to get some surprises
- And our only recourse is to learn quickly, and adjust quickly.
 - We don't want too much
 - And we don't want too little of the effects
 - Just right is fine.
- The reward for learning and for adjusting quickly is that we will reach more of our critical objectives, for less resource – or within our budgets and deadlines

Value Management Process



Quantified top level product objectives

NOTICE IN THE 9TH WEEK OF 12 THE % IMPROVEMENT IS FAR MORE THAN 75%
THIS IS ACHIEVED BY RAPID DYNAMIC FEEDBACK LEARNING AND REDEPLOYMENT

9

Impact Estimation Table: Reportal codename "Hyggen"

Current Status	Improvements		Reportal - E-SAT features		
	Units	%	Past	Tolerable	Goal
			Usability.Intuitivness (%)		
	75,0	25,0	62,5	75	90
			Usability.Consistency.Visual (Elements)		
	14,0	14,0	100,0	0	11
			Usability.Consistency.Interaction (Components)		
	15,0	15,0	107,1	0	11
			Usability.Productivity (minutes)		
	5,0	75,0	96,2	5	2
	5,0	45,0	95,7	5	1
			Usability.Flexibility.OfflineReport.ExportFormats		
	3,0	2,0	66,7	3	4
			Usability.Robustness (errors)		
	1,0	22,0	95,7	1	0
			Usability.Replacability (nr of features)		
	4,0	5,0	100,0	5	3
			Usability.ResponseTime.ExportReport (minutes)		
	1,0	12,0	150,0	13	5
			Usability.ResponseTime.ViewReport (seconds)		
	1,0	14,0	100,0	15	3
	203,0		Development resources		191

8

Current Status	Improvements		Survey Engine .NET		
	Units	%	Past	Tolerable	Goal
			Backwards.Compatibility (%)		
	83,0	48,0	80,0	40	95
	0,0	67,0	100,0	67	0
			Generate.WI.Time (small/medium/large seconds)		
	4,0	59,0	100,0	63	4
	10,0	397,0	100,0	407	10
	94,0	2290,0	103,9	2384	180
			Testability (%)		
	10,0	10,0	13,3	0	100
			Usability.Speed (seconds/user rating 1-10)		
	774,0	507,0	51,7	1281	300
	5,0	3,0	60,0	2	7
			Runtime.ResourceUsage.Memory		
	0,0	0,0	0,0	?	?
			Runtime.ResourceUsage.CPU		
	3,0	35,0	97,2	38	2
			Runtime.ResourceUsage.MemoryLeak		
	0,0	800,0	100,0	800	0
			Runtime.Concurrency (number of users)		
	1350,0	1100,0	146,7	150	1000
	64,0		Development resources		84

3

Current Status	Improvements		Reportal - MR Features		
	Units	%	Past	Tolerable	Goal
			Usability.Replacability (feature count)		
	1,0	1,0	50,0	14	12
			Usability.Productivity (minutes)		
	20,0	45,0	112,5	65	25
			Usability.ClientAcceptance (features count)		
	4,4	4,4	36,7	0	12
	101,0		Development resources		86

Current Status	Improvements		XML Web Services		
	Units	%	Past	Tolerable	Goal
			TransferDefinition.Usability.Efficiency		
	7,0	9,0	81,8	16	5
	17,0	8,0	53,3	25	10
			TransferDefinition.Usability.Response		
	943,0	-186,0	#####	170	30
			TransferDefinition.Usability.Intuitiveness		
	5,0	10,0	95,2	15	4,5
			Development re		
	2,0			0	48

http://www.gilb.com/tiki-download_file.php?fileId=32

Paper on case.
Confirmit Release 8.5



Trond Johansen

9. Involve the stakeholders, every week, in setting quantified goals

- When stakeholders experience that you really can deliver what they want
 - Then they will be more willing to spend time with you determining their real and immediate values.
 - Their values may have been changed by external events, since you last determined what they want
 - Resetting requirement levels, is bringing the requirements in line with current reality
 - Not locked into past misconceptions

10 . Involve the stakeholders, every week, in *actually using* increments

- ‘delivering working code to customers’ is not smart enough
- You need to deliver value increments to real stakeholder, like a clear time saving
- You need to spread from trial stakeholders towards all of them
- You need to measure reasonably well,
 - But not perfectly
 - Sometimes ‘early indicators’ (like speed for trial users) are more useful than the unrealistic dream of the final ‘lagging indicators’ (like time saved and staff reduction)
- You need to plan to capture other feedback in addition to the primary measures of value delivery

ACTUAL RESULTS IN *SECOND* 12 WEEKS OF USING 'Evo'

Evo's impact on Conconfirm 9.0 product qualities

Product quality	Description	Customer value
Intuitiveness	Probability that an inexperienced user can intuitively figure out how to set up a defined Simple Survey correctly.	Probability increased by 175%
Productivity	Time in minutes for a defined advanced user, with full knowledge of 9.0 functionality, to set up a defined advanced survey correctly.	Time reduced by 38%

Product quality	Description	Customer value
Productivity	Time (in minutes) to test a defined survey and identify 4 inserted script errors, starting from when the questionnaire is finished to the time testing is complete and is ready for production. (Defined Survey: Complex survey, 60 questions, comprehensive JScripting.)	Time reduced by 83% and error tracking increased by 25%

MORE ACTUAL RESULTS IN SECOND 12 WEEKS OF USING 'Evo'

Evo's impact on Conformat 9.0 product qualities

Product quality	Description	Customer value
Performance	Max number of panelists that the system can support without exceeding a defined time for the defined task, with all components of the panel system performing acceptable.	Number of panelists increased by 1500%
Scalability	Ability to accomplish a bulk-update of X panelists within a timeframe of Z sec.	Number of panelists increased by 700%
Performance	Number of responses a database can contain if the generation of a defined table should be run in 5 seconds.	Number of responses increased by 1400%

My 10 Agile Values?

- **Simplicity**
 - 1. Focus on real stakeholder values
- **Communication**
 - 2. Communicate stakeholder values quantitatively
 - 3. Estimate expected results and costs for weekly steps
- **Feedback**
 - 4. Generate results, weekly, for stakeholders, in their environment
 - 5. Measure all critical aspects of the improved results cycle.
 - 6. Analyze deviation from your initial estimates
- **Courage**
 - 7. Change plans to reflect weekly learning
 - 8. Immediately implement valued stakeholder needs, next week
 - *Don't wait, don't study (analysis paralysis), don't make excuses.*
 - *Just Do It!*
 - 9. Tell stakeholders exactly what you will deliver next week
 - 10. Use any design, strategy, method, process that works quantitatively well - to get your results
 - Be a systems engineer, not a just programmer (a 'Softcrafter').
 - Do not be limited by your craft background, in serving your paymasters



My 10 Agile Values?

- **Slides note: I am not going to detail these points yet as I suspect I will do them in a single keynote.**
- **I have also not detailed the corresponding points in the Paper**
 - Written for agilerecord.com



Simplicity

1. Focus on real stakeholder values

Communication

2. Communicate stakeholder values quantitatively

3. Estimate expected results and costs for weekly steps

Feedback

4. Generate results, weekly, for stakeholders, in their environment

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