

AGILE: A POWERFUL ENGINE FOR INNOVATION... NOT THE WHOLE VEHICLE

Thousands of organizations have adopted Agile principles and practices because it can be a powerful engine for innovation. But the Agile engine is only part of a larger mechanism that must drive business and technology transformation. We help clients successfully unleash the full potential of Agile as measured in business outcomes.

Net Objectives works with clients of all levels of Agile capability. Some organizations have been using Agile for many years but have not realized the benefits they hoped for. Others have seen initial success at the team level but have had problems expanding more broadly. Enterprise-wide challenges require more than team level solutions.

THREE COMMON CHALLENGES

Organizations face several common challenges:

- Deciding what will provide the greatest business value
- Aligning on delivering business value without overloading technology teams
- Implementing the desired segments of business value efficiently

The mission of Net Objectives is to help organizations successfully address these challenges. Our clients leverage our advice and expertise in a variety of ways.

Focus on business value. At the end of each working day, the goal of Agile is to deliver real business value. What is the minimum business increment (MBI), that is, what can be delivered quickly to the most important customers, that the team should deliver next? What obstacles exist to defining, testing, and delivering that MBI?

Alignment and clarity. Often, members of the same organization or the same team may have different understandings of what Agile is supposed to accomplish. Likely, they do not have any clear idea about the strategic intent of Agile.

The question is, how do we keep everyone on the Agile journey to keep pointed in the same direction? To stay focused on greater customer satisfaction, improved quality, faster adaptability, etc.?

Efficient, reliable implementation. Everyone wants Agile to increase the speed of software delivery. But is Agile

making software innovation a more reliable process? Many pitfalls, such as technical debt and over-commitment, undermine both efficiency and reliability. And it is the realization of value that is important, not merely deploying it. Many services (Ops, Sales, Support) are often left out.

THREE CRITICAL ACTIVITIES FOR RESOLVING THESE CHALLENGES

Net Objectives uses Lean-Thinking as a guiding philosophy behind these offerings. Lean-Thinking involves a focus on the whole, eliminating waste, involved leadership, and continuous improvement. We call our approach “Lean-Agile.” It shapes the way that we work with clients.

We provide strategic consulting for Lean-Agile transformation supported by training, coaching, and a large online library of materials.

We help clients with three critical activities.

Transformation. We help clients define a roadmap to Lean-Agile success in ways that are appropriate for their organizations. Rather than insist on a dogmatic approach, we work backwards from the clients’ goals to craft a strategy that works for them. We use a combination of Lean and Agile as the yardstick for whether these efforts will help the organization meet its objectives, and maximize the speed at which it arrives at them. Lean-Agile guides decisions about which approaches will help this particular organization reach its destination including TDD, ATDD, SAFe® Scrum, or design thinking.

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Education. We provide training and coaching in the approaches the client decides to adopt. All roles from the C-Suite to Dev Ops is available. We can provide popular methods such as SAFe, Scrum and Kanban, but also have created some of our own approaches based on a deep experience continuing our history of leading the industry in innovative Lean-Agile methods. For example, we have extended the standard use of Acceptance Test-Driven Development to include aligning software teams to their customers to ensure truly valuable software is created. In addition to face-to-face coaching and training, we also provide a substantial and substantive library of online resources. Whether the education process happens in person or through the online portal of materials, we stress the larger context into which this material fits.

Community. Agile succeeds in an organization only when there is a sufficiently sized community of Agile practitioners, which reinforces and sustains the necessary principles and practices. Community plays an important part in our own work with clients. Our Coaching Academy, creating internal expertise of your own staff to sustain your Lean-Agile transformation, is one way in which we help clients build their own internal communities of practice, something that a simple certification cannot provide. Our team of experts is deeply connected with your internal Lean-Agile community, so we help our clients navigate through that rapidly-evolving world of new approaches to planning, portfolio management, automated delivery, customer insights, long-distance collaboration, new tools choices, and everything in between.

These three activities are driven forward in an inter-leaving manner allowing them to build on each other.

- **Transformation** defines the different levels of strategy for meeting the organizations goals.
- **Education** equips people with the skills and mindsets needed to carry out the strategy.
- **Community** provides a stable platform for testing, adapting, reinforcing, and sustaining transformation and education.

Community is an essential component of Lean-Agile success. Internal Lean-Agile communities are important for many reasons, but here we will cite the need for a network through which both practices and principles diffuse. No large process template and no “Scrum of Scrums,” will ever accomplish that diffusion. Our *Coaching Academy* helps clients build a community that becomes the center of rapid learning and adaptation within the organization.

Healthy community should involve both technologists and business stakeholders. Business people care about what

the technologists are doing but not always about the specifics. Healthy community provides the right context for meaningful and substantive conversation when specifics do need to be discussed; for example, trying to help business stakeholders understand the business benefits of refactoring or re-architecting code even if it means a temporary slowdown in development). Some of the most rewarding work we do lies in seeing this healthy community develop.

Approaches such as Acceptance Test-Driven Development, story mapping, and value stream analysis create and structure the critical conversations between business and technology professionals.

OUR APPROACH

No single approach that fits all situations. We take an approach that adapts to your situation. The first step is begin understanding the challenges you are facing and how they interrelate to each other.

The next step is to decide what improvements to start with. While there are a dozen practices that must be implemented in order to be effective in building software, it is best to focus on those that will provide the most benefit and prepare the organization for the next ones. This provides everyone with a well-defined answer to “what do we do?”

Fundamental to our approach is a set of agreements that all roles in the organization make together. Taken together, these agreements have an outsized impact on organizational development, keeping everyone aligned and on track for transformation.

Everyone agrees to:

- Work on items that will have us realize the greatest amount of **business value** across the enterprise.
- **Collaborate** with each other in order to maximize the realization of Business value across the enterprise.
- Ensure that all work will be made **visible**.
- Take the necessary steps to **sustain or increase predictability**.
- Keep the work throughout the value stream **within our capacity**.
- Encourage everyone to strive for **continuous improvement**.

Finally, on a regular basis, we work with you to **validate** how you are doing and **whether** you should change the framework on which you are working. This enables the organization to have a well-defined solution that is tailored for them while adjusting it on a regular basis as the organization improves.

CONCLUSION

The Net Objectives approach to transformation is based on a philosophy that shapes both the advice we give to clients and how we operate as a company.

We help companies address their Agile transformation challenges across a broad spectrum, both horizontally (including the entire value stream, including both teams and business) and vertically (from the C-suite to the trenches).

In providing this help, we do not believe that one size fits all. Lean-Agile is a guide to choices that will work best in a particular organization. The combination of frameworks, Agile practices, other practices, and tools that each client adopts will be different.

Our Agile and Lean thought leaders address the needs of the client. Sometimes, it is an answer to a short question. Other times, it involves more extended help. By building long-term relationships with clients, we can engage in both kinds of conversations.

Our long-term relationships extend beyond our client base. We also contribute the larger Agile community, another important resource for any organization taking the road to Agile transformation.

CONTACT US

Contact us and let us see how we can help.

Visit our website at www.netobjectives.com

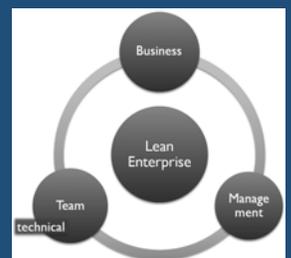
Visit our Lean-Agile knowledge portal at <http://portal.netobjectives.com>.

Email us at info@netobjectives.com

Call us at 888-LEAN-244 (888-532-6244)

NET OBJECTIVES

We are committed to delivering the principles, practices, and perspectives that businesses must know in order to maximize their return on their technology solution and software development efforts. We combine our experience and a time proven approach based on lean thinking to continuously extend the capability of what is possible in creating effective technology delivery organizations (IT or product). We provide these learned methods to our clients to assist them in achieving their goals and in assisting them in making their organizations more successful.



Full course descriptions may be found at
www.NetObjectives.com/training

Lean • Agile • Kanban Patterns •
TDD • ATDD • Assessments •
Consulting Training • Coaching

LEARN TO DRIVE DEVELOPMENT FROM THE DELIVERY OF BUSINESS VALUE

What really matters to any organization? The delivery of value to customers. Most development organizations, both large and small, are not organized to optimize the delivery of value. By focusing the system within which your people are working and by aligning your people by giving them clear visibility into the value they are creating, any development organization can deliver far more value, lower friction, and do it with fewer acts of self-destructive heroism on the part of the teams.

THE NET OBJECTIVES TRANSFORMATION MODEL

Our approach is to start where you are and then set out a roadmap to get you to where you want to be, with concrete actionable steps to make immediate progress at a rate your people and organization can absorb. We do this by guiding executive leadership, middle management, and the teams at the working surface. The coordination of all three is required to make change that will stick.

OUR EXPERTS

Net Objectives' consultants are actually a team. Some are well known thought leaders. Most of them are authors. All of them are contributors to our approach.



Al Shalloway



Alan Chedalawada



Guy Beaver



Scott Bain



Amir Kolsky



Israel Gat



Luniel de Beer



Max Guernsey



Iqbal Singh

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Emergent Design

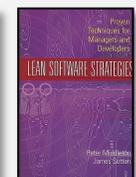
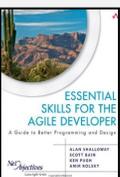
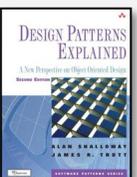
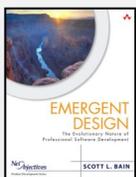
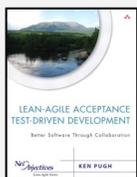
Sustainable Test-Driven Development

DevOps

DevOps for Leaders and Managers

DevOps Roadmap Overview

OUR BOOKS AND RESOURCES



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