

Bringing An Agile Mindset To GPI 3

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What are we going to discuss?

- Agile mindset
- GPI basics
- What to do in your breakouts

What you should walk away with

- You should understand why Agile is mostly a mindset
- You should understand the roots of GPI planning
- You should understand the expected outcomes of GPI planning
- You should understand what you need to do in your breakout sessions

What is Agile

Per Merriam Webster's Dictionary:

Agile (adj.)

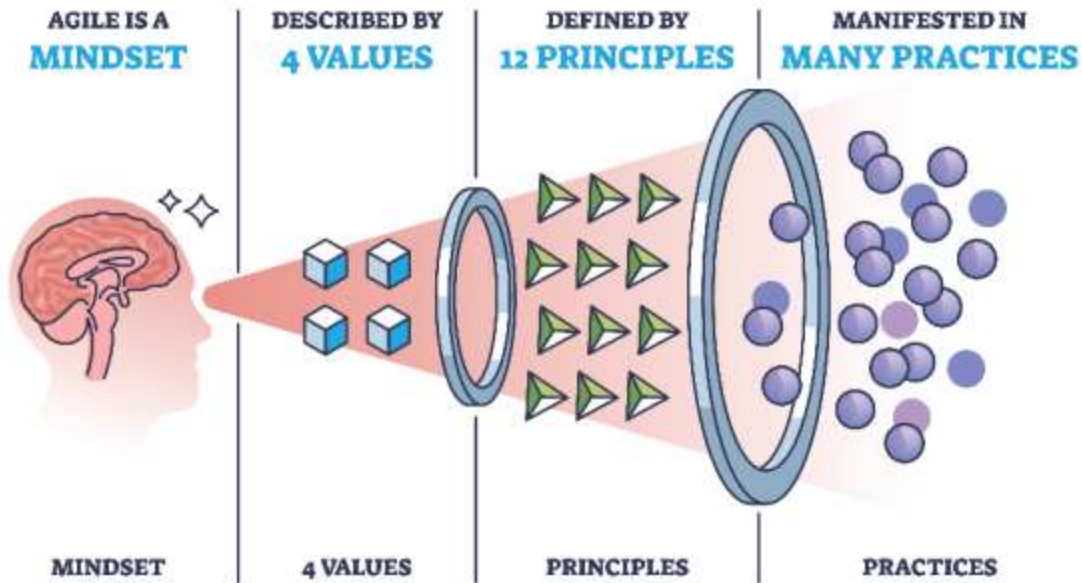
1. Marked by ready ability to move with quick easy grace
2. Having a quick and resourceful and adaptable character

Working Definition of Agile Software Development

Agile (adj.): An iterative and incremental (evolutionary) approach to software development which is performed in a highly collaborative manner by self-organizing teams within an effective governance framework with “just enough” ceremony that produces high quality software in a cost effective and timely manner which meets the changing needs of its stakeholders. [Ambler 2013]

[Ambler 2013] Ambler, Scott. Disciplined Agile Software Development: Definition.
<http://www.agilemodeling.com/essays/agileSoftwareDevelopment.htm>

Agile Mindset



Implementing the practices, tools and processes **without** the Agile mindset, values, and principles of the Agile Manifesto

Is NOT Agile!

Doing Agile \neq Being Agile

It isn't enough to adopt the **practices** of a successful team. You must adopt attitudes and a mindset for making decisions to adopt practices that will lead to your success.

Agile practice which GPI is based off

Scaled Agile Framework (SAFe®)

- Implements agile and lean practices at enterprise scale
- Promotes alignment, collaboration, and delivery across large number of teams
- Continuous learning culture

Key concepts/practices from SAFe®:

- ***Planning Increments***
- ***Big Room Planning***
- Roadmap/Vision
- Backlog(s)
- Time boxing and sprints
- Fixed scope within the time box

<https://scaledagileframework.com/>

More detail on GPI planning

Government Program Increment (GPI) Planning Event: A face-to-face, three-day event that gives our government teams programmed time to plan the actionable steps to reach our 90-days goals

Expected Outcomes of GPI:

- **Strategic Outlook**: Improves quarterly strategic event sequencing and help teams define 90-day priorities in the right order
- **Data-Driven Picture**: Creates a data-driven picture of MxS operations around the amount of work planned, interdependencies, and risks

GPI planning is an opportunity to plan as self-organized teams, to learn from each other, and to make sure your plans align with each other to achieve a common vision. Use this opportunity to focus on planning rather than problem solving.

GPI Opportunities

During GPI planning the agenda provides plenty of highlights of things we have discussed up this point.

Elements:

- Vision
- Opportunity to talk to each other in breakouts
 - Portfolio breakouts
 - Dependency scrums
 - Cross team discussions (Strike teams)
- Opportunity for continuous improvements

Team discussions

Your breakouts within your teams should focus on accomplishing the following work while you are together during the planning:

- Capacity
- Task description
- Work activities to complete the task
- Dependencies
- Risks

Capacity

Conversation around capacity for all teams should be focused on gaining a shared understanding of staffing available to complete identified tasks in GPI 3 Timebox (Oct 16th – Dec 29th).

Questions to consider:

- How many people are dedicated to this work?
- How much work can our team get done?
- How much do holidays, travel, blackout dates, etc. impact our plan?

Should have an understanding of capacity before committing to what you will complete in GPI 3.

Task description

Confirm you clearly understand what tasks are to be completed by the end of the GPI. Document these at a high level for your out brief.

Questions to consider:

- What defines the successful completion of each task?
- Have you considered other supporting work that might go into each task?
- How does each task relate to the vision/objectives? (Empower-Equip-Evolve)

Breaking down the tasks

In some cases, you may need to break down the tasks to lower level. Thinking about all the things that go into completing a task may help you identify if needs to occur or not.

Questions to consider:

- What pieces of work need to be done for each task to be complete?
- Are there dependencies between those pieces of work?

Dependencies

Dependency: refers to a relationship between two or more tasks, activities, or components that are reliant on each other in some way.

Questions to consider after you identify the handoffs to/from other teams:

- What do I need from other teams to complete this task?
- When do I need input from other teams?

Possible MxS dependencies to keep an eye out for:

- Task dependencies: When one task cannot be started or finished until another task is complete.
- Cross team dependencies: When the work of one team depends on the output or progress of another team.
- External dependencies: When MxS relies on deliverables or outcomes from the someone external to the MxS PMO.

Dependency vs Risk

Dependency: Focuses on the logical relationships between tasks, where one task relies on the completion of another.

Risk: Focuses on potential future events that may or may not occur but could have an impact on the project's success.

- Can something be both a dependency and a risk? – Yes
- Example: Reconcile non-PBL with OMITS process
- Sustainment has a dependency on completing PBL/NBPL negotiations. They have talked to parties involved and everyone knows that there is a dependency on this due by a certain date. (this is a dependency) ■
- If PBL/NBPL negotiation progresses really slowly then no agreement will be reached by the deadline. (this is a risk)

Discussions with other teams

Primary focus of discussions with other teams should be on dependencies and reaching agreement on commitments.

Questions to consider:

- Have you communicated what you need to be delivered and when it needs to be delivered by?
- Have you received all the expected requests from other teams to confirm that the work you will provide is what they need?
- Are inter-team dependencies recorded?
- Are there any dependencies that need to be elevated to Sr. Leadership?

Drafting a plan

Creating your plan for GPI-3

- An outcome for GPI planning is to leave with an idea of what work your team wants to accomplish over the GPI mapped out with enough detail to be confident your team can complete it
- That plan should be documented in JIRA/Confluence for others to see and reference
- When finalizing your plan for the GPI consider the following based on what you learn during the GPI planning event
 - Does your plan work to support key milestones and events?
 - Is there risk mitigation work that needs to be included?
 - Does your plan support negotiated dependencies?

Out briefs

- Your out briefs are an opportunity for your team(s) to share their commitments for GPI 3 with the entire group.
- This is not just for leadership, but for your teammates as well.
 - Someone may notice something that slipped by during breakout sessions.
- This group's out briefs:
 - What are your team's GPI 3 priorities?
 - What partner dependencies does your portfolio have?
 - Partner dependency POC(s).
- Also don't forget your risks that will be ROAMed.

Backup

Agile Values

Manifesto for Agile Software Development defines 4 Values:

Individuals and Interactions

Over

Processes and Tools

Customer Collaboration

Over

Contract Negotiation

Working Product or Service

Over

Comprehensive Documentation

Responding to Change

Over

Following a Plan

Think of these as a backlog. They both have value, but one is higher priority.

<https://agilemanifesto.org>

Agile Principles

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable working product/service.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver products/services frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working products/service is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Agile Principles: <http://agilemanifesto.org>