

# DISCIPLINED AGILE

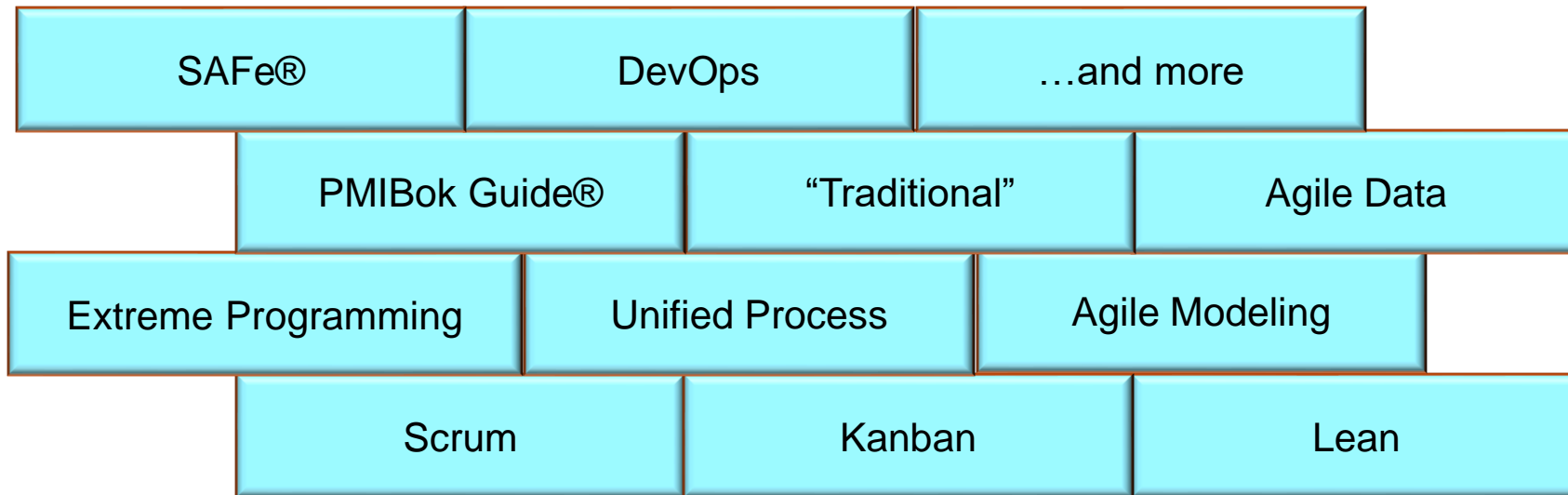
An Overview

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DA Champion, PMI Chicagoland

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**Disciplined Agile is an agnostic hybrid that leverages strategies from a variety of sources**

# Disciplined Agile (DA)

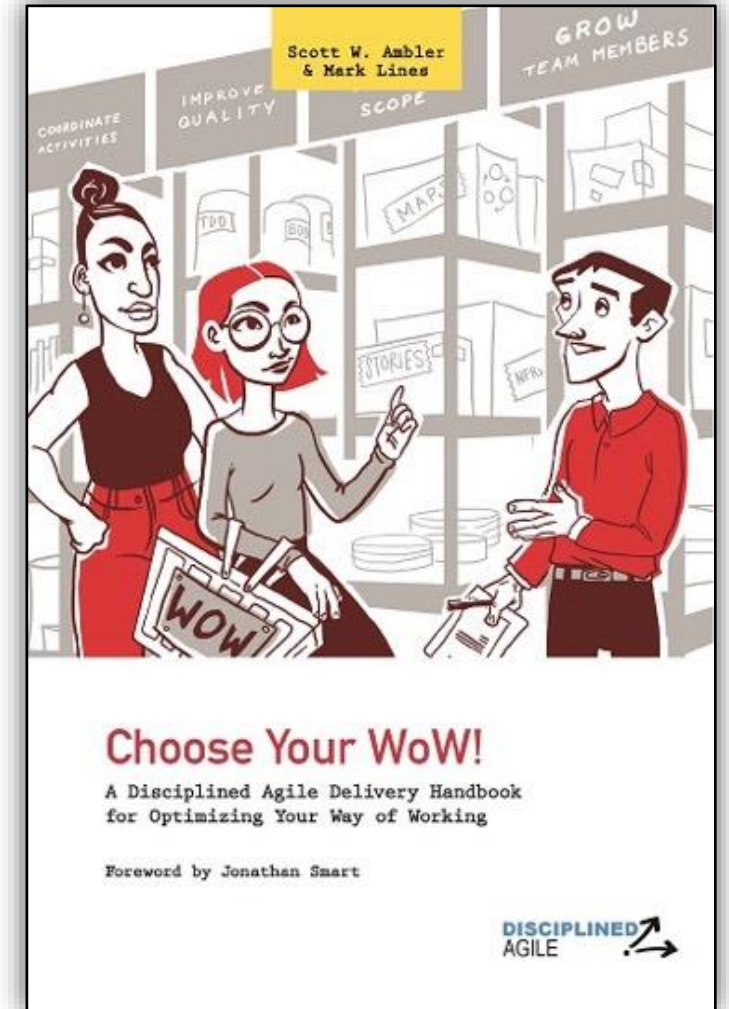
Disciplined Agile (DA) is a process-decision toolkit that provides straightforward guidance to help people, teams, and organizations to streamline their processes in a context-sensitive manner.

DA provides a solid foundation for business agility by showing how the various activities such as Solution Delivery (software development), IT Operations, Enterprise Architecture, Portfolio Management, Security, Finance, Procurement and many others work together.

DA also describes what these activities should address, provides a range of options for doing so, and describes the trade-offs associated with each option.

# Successful Agile Organizations Take Responsibility for Evolving their own Agility

- Success doesn't come from adopting a prescriptive framework or methodology such as Scrum or SAFe, *although it may be a good start!*
- For true business agility, we need to “Choose our agile way of working (WoW)”, bespoke agile, optimizing for our unique situations



Choose Your Wow! is DA's BOK for Disciplined Agile Delivery

# The Seven Principles of Disciplined Agile



# Agile Software Development Manifesto vs. The DA Manifesto

## Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.  
Through this work we have come to value:

Individuals and interactions over processes and tools  
Working software over comprehensive documentation  
Customer collaboration over contract negotiation  
Responding to change over following a plan

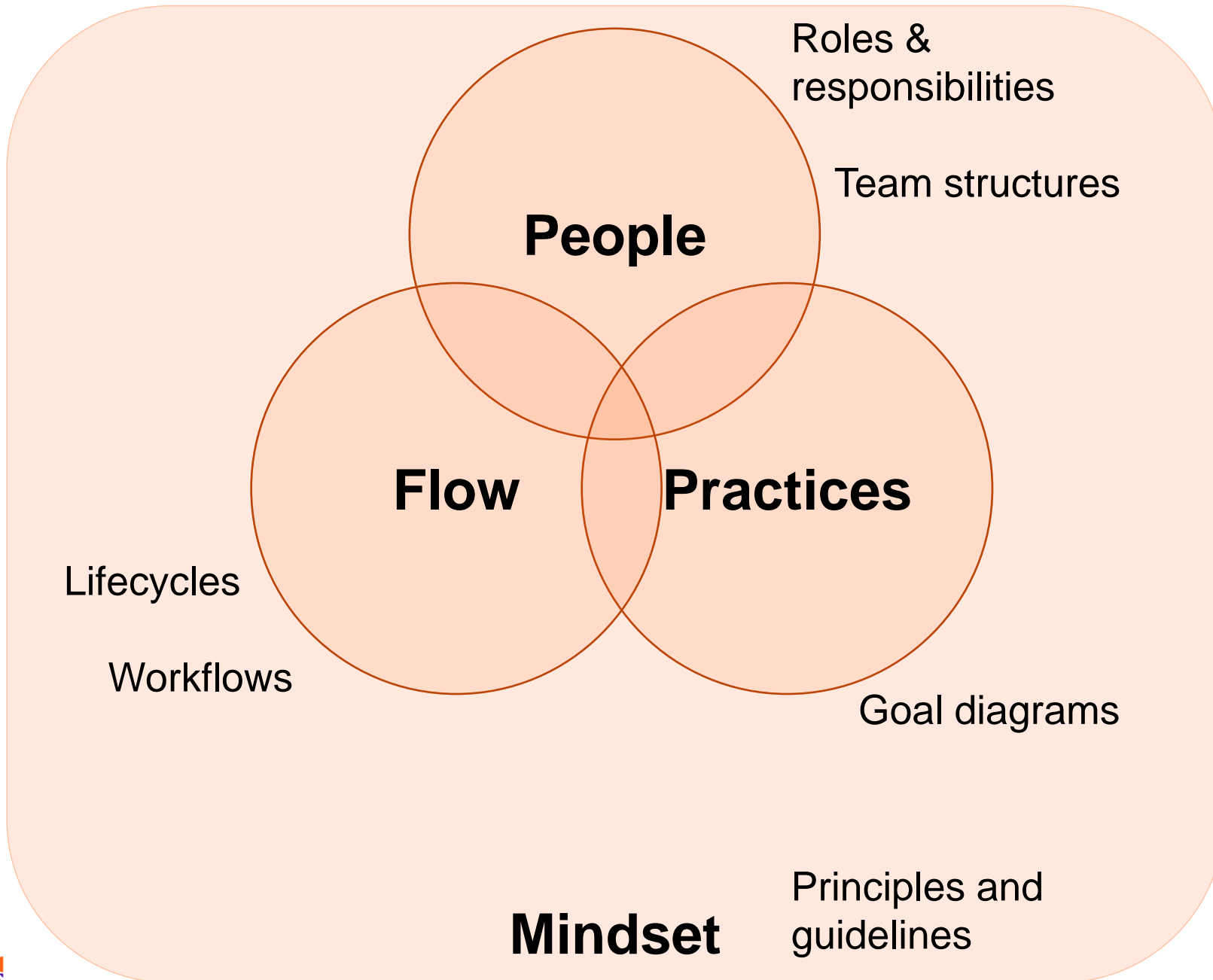
That is, while there is value in the items on the right, we value the items on the left more.

## The Discipline Agile (DA) Manifesto

We are uncovering better ways of **working (WoW)** by doing it and helping others to do it.  
Through this work we have come to value:

**Individuals and interactions** over process and tools  
**Consumable solutions** over comprehensive documentation  
**Stakeholder collaboration** over contract negotiation  
**Responding to feedback** over following a plan  
**Transparency** over (false) predictability

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



**Disciplined Agile (DA) is described in four views**

# Primary Roles on Disciplined Agile Delivery (DAD) Teams



## Team Lead

Agile process expert, keeps team focused on achievement of goals, removes impediments



## Product Owner

Owns the product vision, scope and priorities of the solution



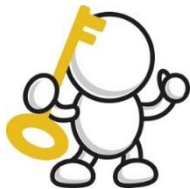
## Architecture Owner

Owns the architecture decisions and technical priorities, mitigates key technical risks



## Team Member

Cross-functional team members that deliver the solution



## Stakeholder

Includes the customer but also other stakeholders such as the sponsor, operations engineers, support staff, architecture, database groups, finance, and more





**Your team interacts with others, and they need to become agile too!**

**Disciplined Agile Enterprise (DAE)**

- Business Operations
- Control
- Finance
- Legal
- Marketing
- Procurement
- Sales

**Disciplined Agile IT (DAIT)**

- Continuous Improvement
- Enterprise Architecture
- People Management
- Portfolio Management
- Product Management
- IT Governance
- Reuse Engineering

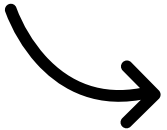
**Disciplined DevOps**

- Data Management**
- IT Operations
- Release Management
- Security
- Support

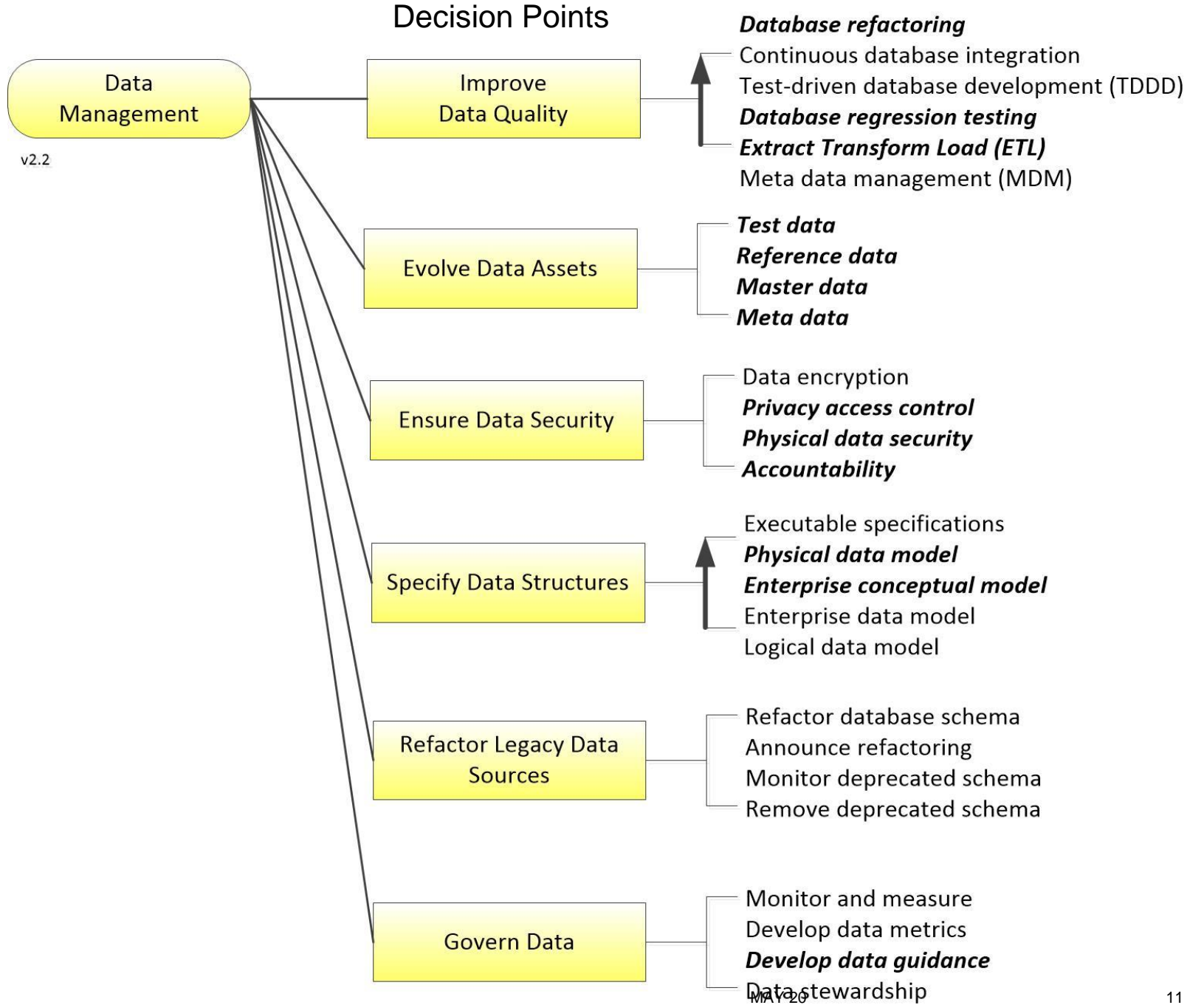
**Disciplined Agile Delivery (DAD)**

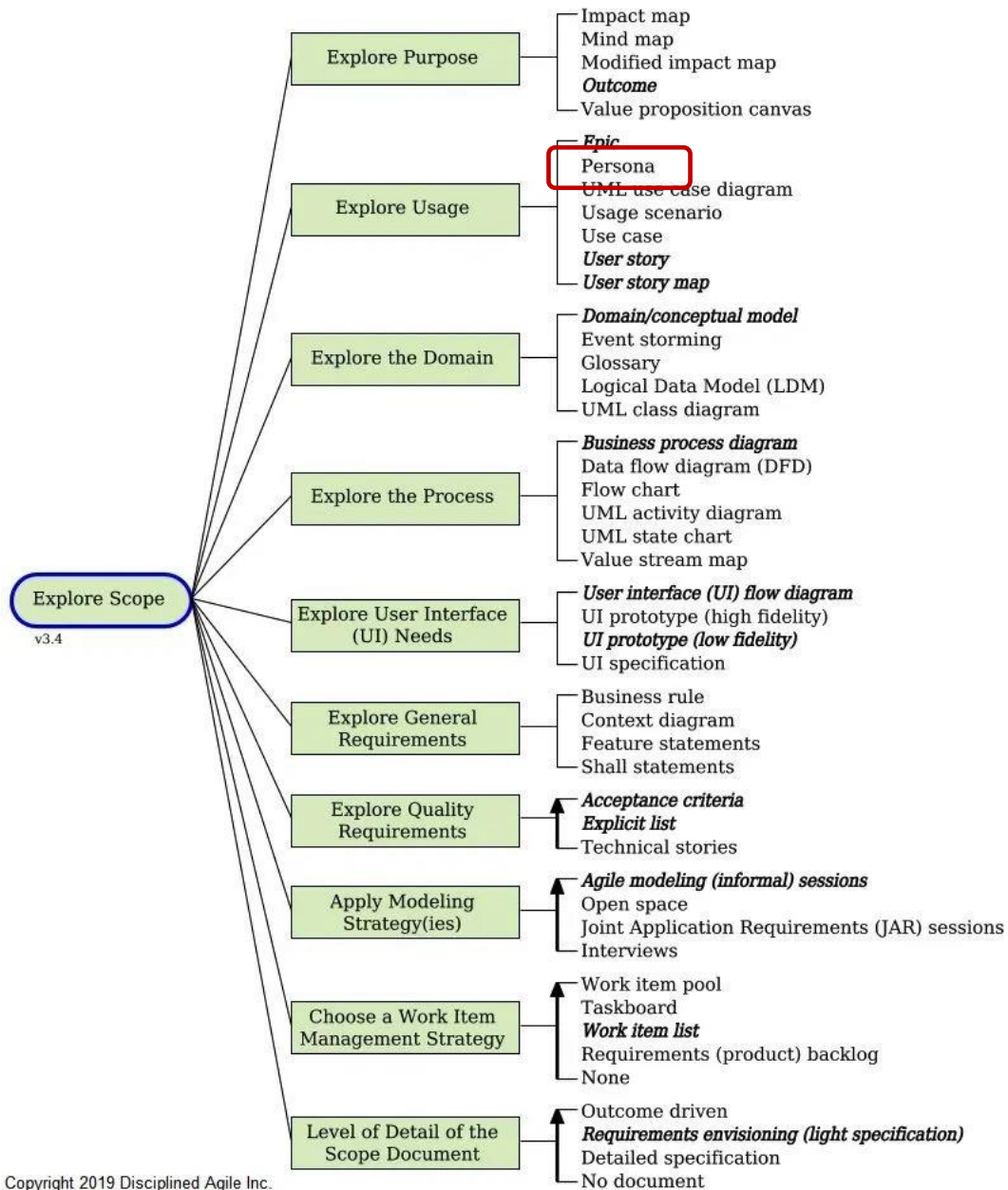
- Agile
- Continuous Delivery: Agile
- Continuous Delivery: Lean
- Exploratory
- Lean
- Program

Process blades encompass lots of practices



# Data Management Goal Diagram



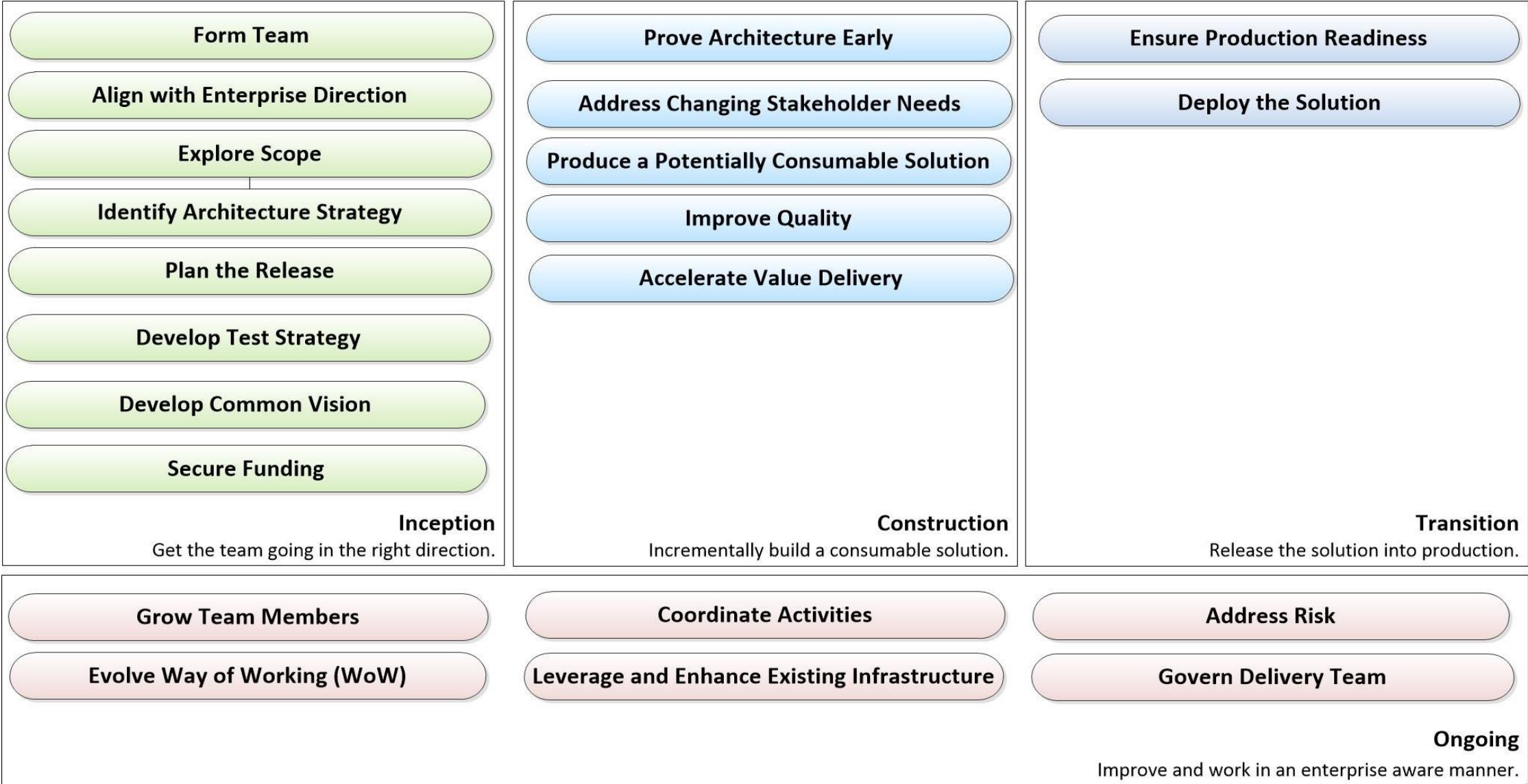


## Explore Usage

There are many ways to explore how people will work with our solution. Although there is significant focus within the Agile community on user stories and epics, these aren't our only choices. Disciplined Agilists prefer to use the best technique for the situation they face, and as you can see in the table below there are several options available to us.

Options (Not Ordered)	Trade-Offs
<b>Epic.</b> Large stories that take a lot of effort, often multiple iterations, to complete. Epics are typically organized into a collection of smaller user stories [W]. Sometimes Epics are referred to as Features or User Activities.	<ul style="list-style-type: none"> <li>Useful for high-level program planning.</li> <li>Appropriate level of detail for low priority work since the details are likely not well understood yet and are likely to change anyway.</li> </ul>
<b>Outcome.</b> An outcome describes a desired, measurable result that is pertinent to our stakeholders.	<ul style="list-style-type: none"> <li>Outcomes describe what stakeholders would like to achieve and why they would like to achieve that, but not how to do so.</li> <li>Provides teams flexibility in how to achieve the desired outcome.</li> <li>Useful to capture high-level stakeholder needs.</li> </ul>
<b>Persona.</b> Detailed descriptions of fictional people who fill roles as stakeholders of the solution being developed [W].	<ul style="list-style-type: none"> <li>Used as a technique to build empathy for users as real people, and to understand the optimal user experiences for each.</li> <li>Useful when we don't have access to actual end users, or potential end users.</li> <li>Can be used as an excuse not to work with actual users.</li> </ul>
Unified Modeling Language (UML) use case diagram. Diagrammatic notation for a textual use case [W, ObjectPrimer].	<ul style="list-style-type: none"> <li>Puts use cases, and potentially usage scenarios and epics if we're flexible, into context.</li> <li>Can promote requirements reuse via &lt;&lt;include&gt;&gt; and &lt;&lt;extend&gt;&gt; relationships.</li> <li>Can motivate unnecessary complexity via &lt;&lt;include&gt;&gt; and &lt;&lt;extend&gt;&gt; relationships.</li> </ul>
Usage scenario. Describes the step-by-step interaction between a user/actor and the solution. Similar to acceptance criteria, although tends to cross the equivalent of several stories. Also known as a use-case	<ul style="list-style-type: none"> <li>Useful to flush out all the different ways that a solution can be used, often putting granular requirements such as stories or features into context.</li> <li>Danger of becoming a set of detailed requirements.</li> <li>Scenarios are typically less structured than</li> </ul>

# The Process Goals of Disciplined Agile Delivery (Current)



# Teams should choose an appropriate lifecycle



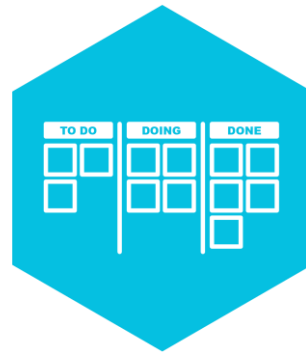
Agile



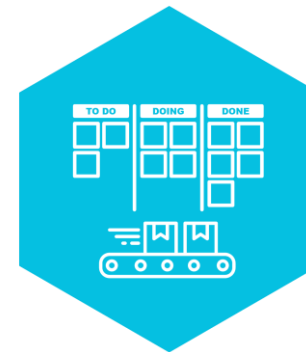
Continuous Delivery: Agile



Exploratory



Lean

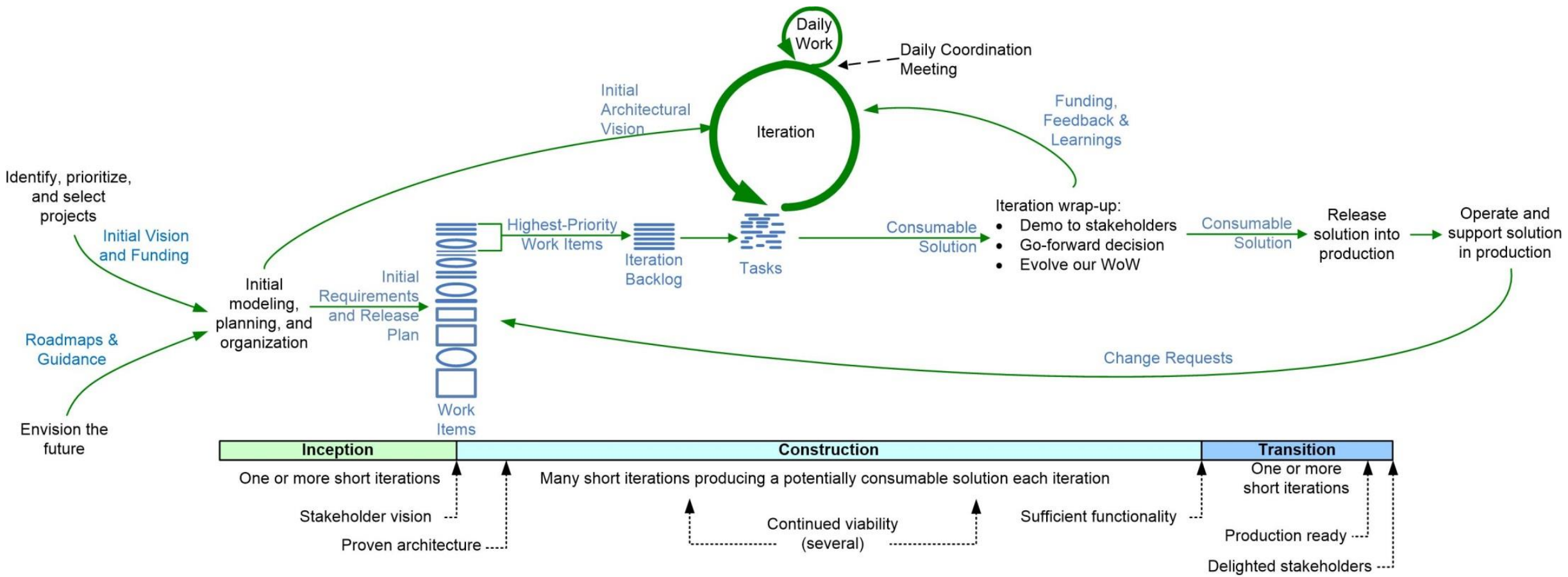


Continuous Delivery: Lean



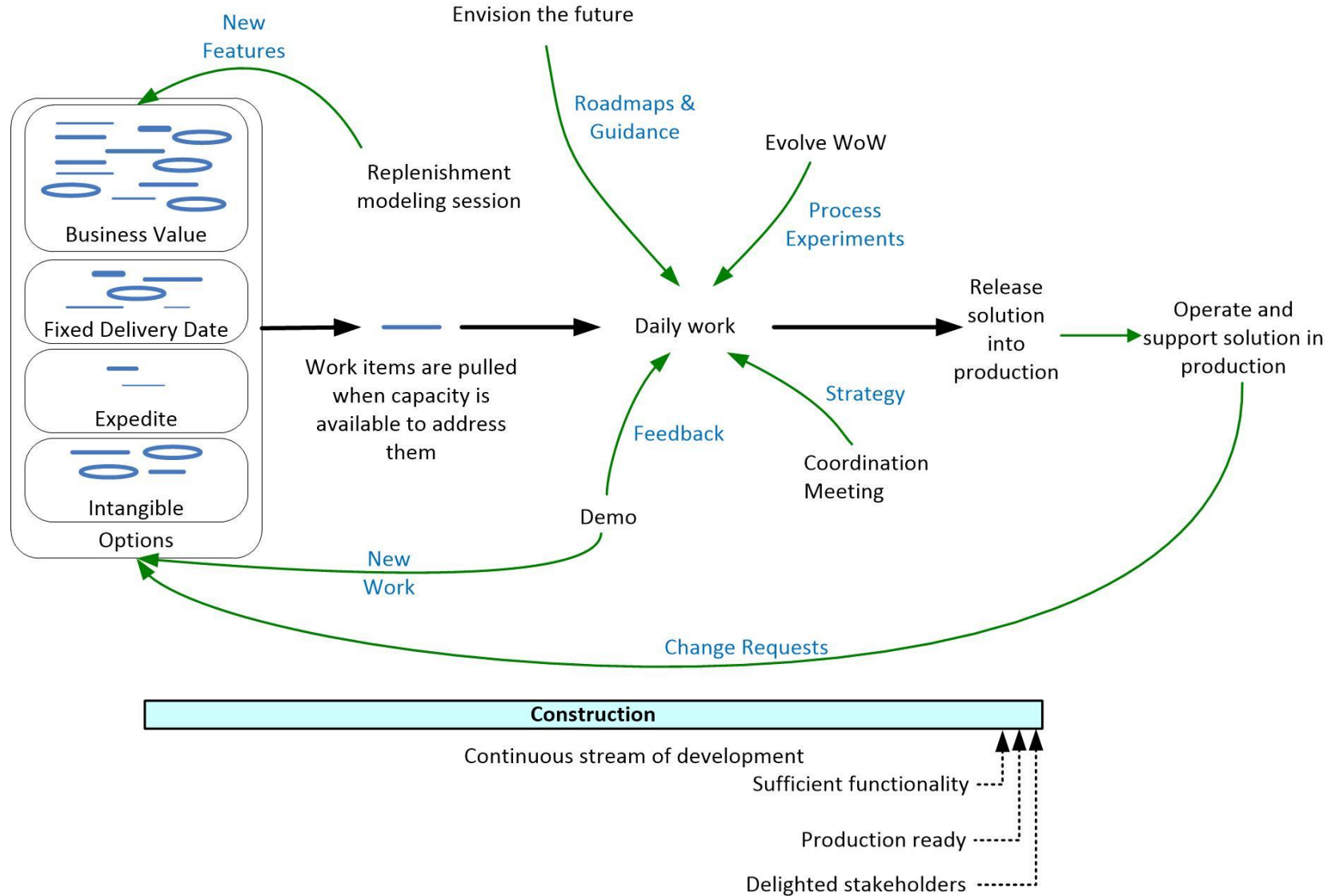
Program

# The Agile Lifecycle



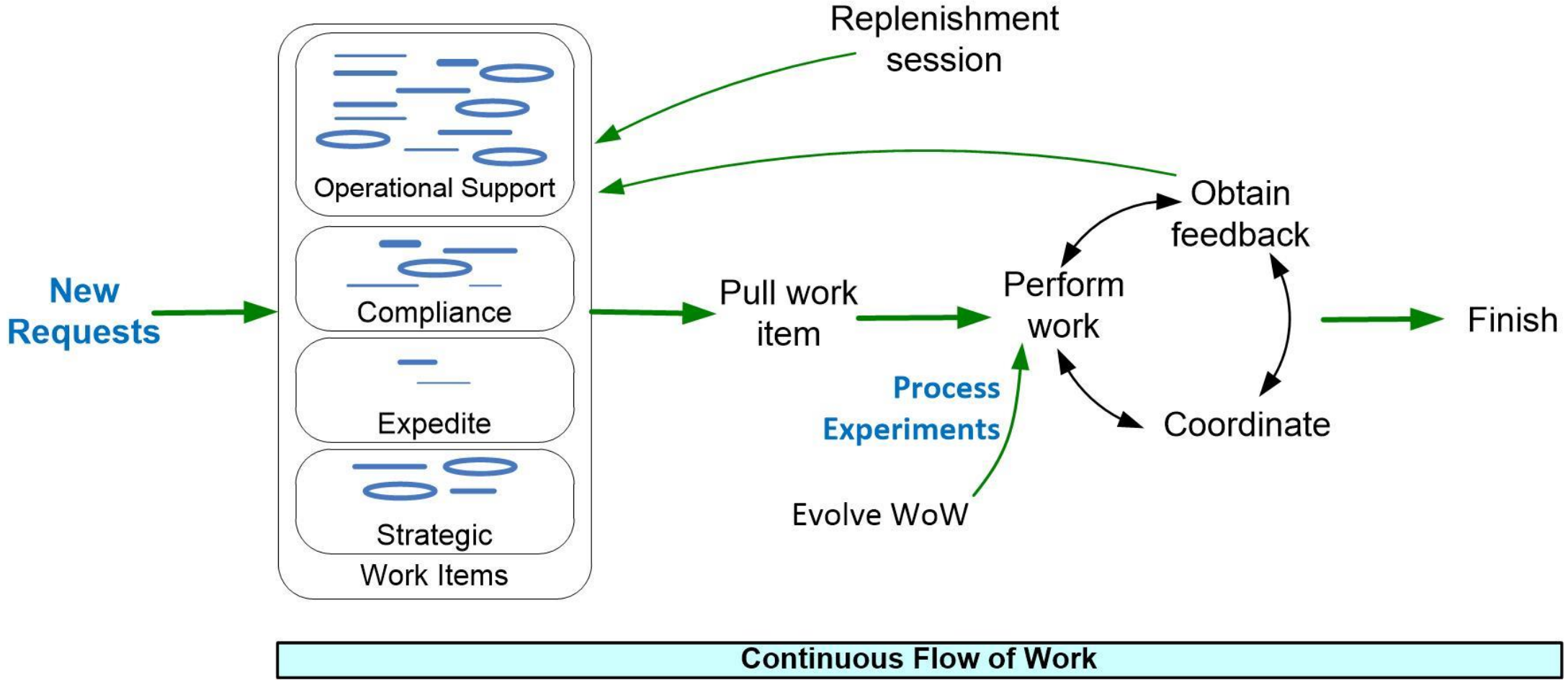


# The Continuous Delivery: Lean Lifecycle





# The Business Service Team Lifecycle



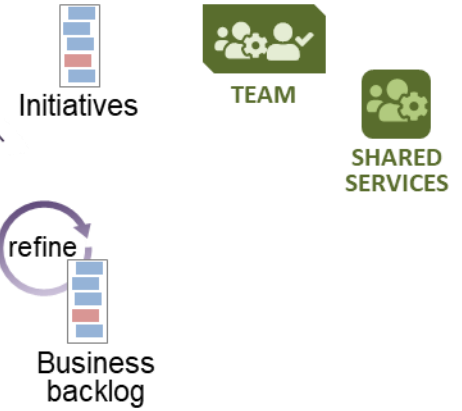
# DA- FLEX: The Value Stream of the Effective Organization



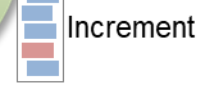
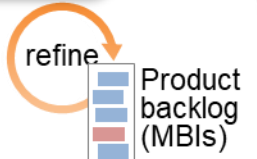
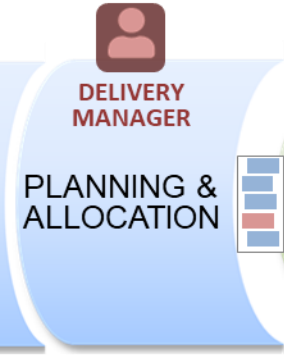
STRATEGIES, MEASURES, INITIATIVES



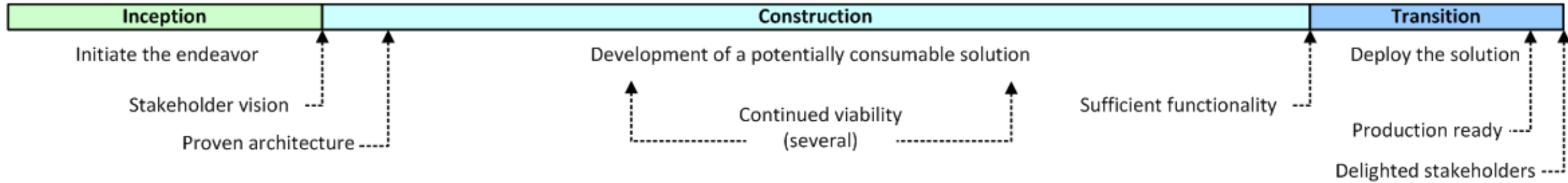
PORTFOLIO MANAGEMENT



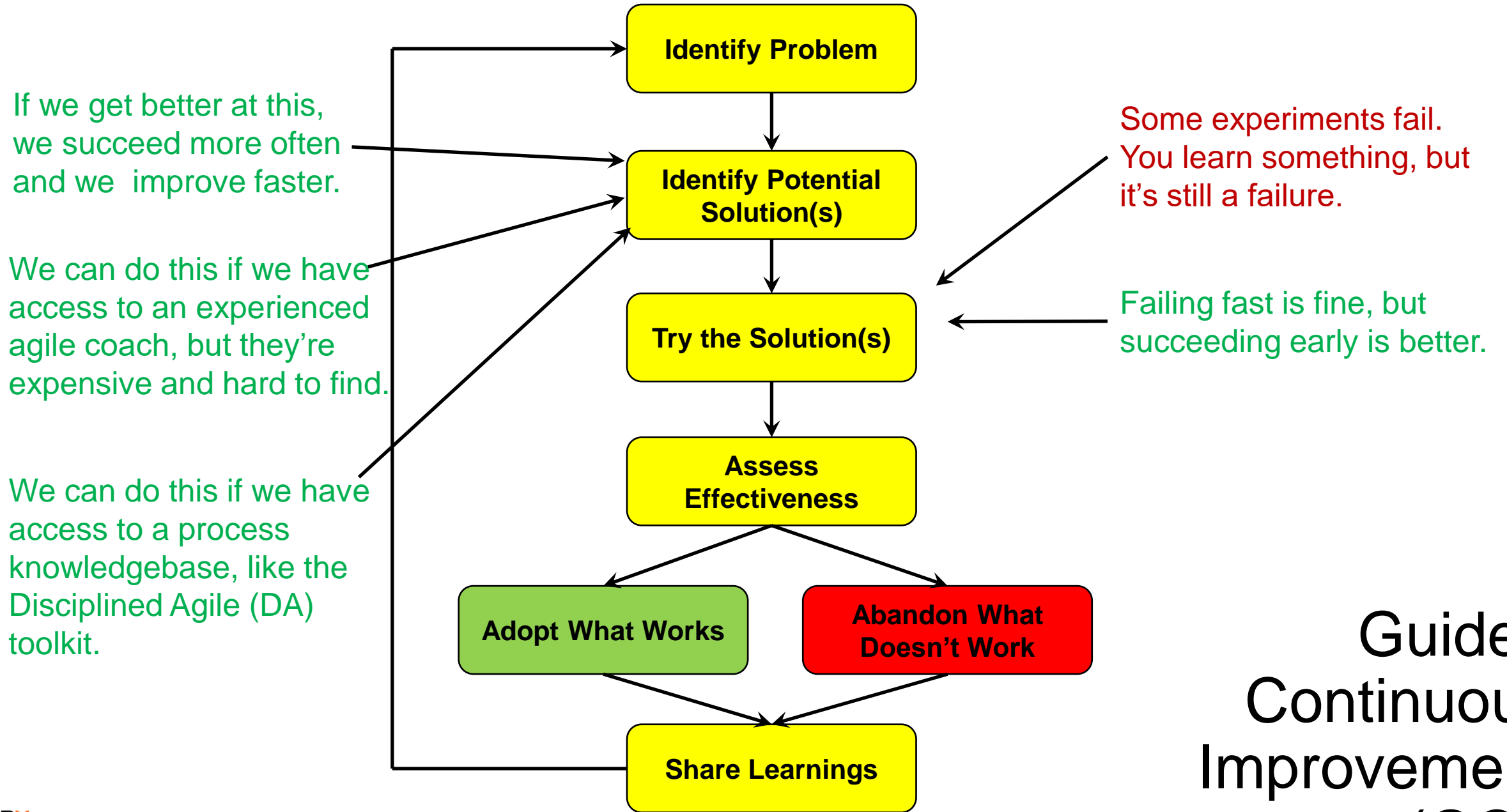
PRODUCT MANAGEMENT & DISCOVERY INTAKE



# DAD milestones – Lightweight and consistent



Milestone	Fundamental Question Asked
Stakeholder vision	Do stakeholders agree with your strategy?
Proven architecture	Can you actually build this?
Continued viability	Does the effort still make sense?
Sufficient functionality	Has the team produced (at least) a minimum business increment (MBI)?
Production ready	Will the solution work in production?
Delighted stakeholders	Are stakeholders happy with the deployed solution?



If we get better at this, we succeed more often and we improve faster.

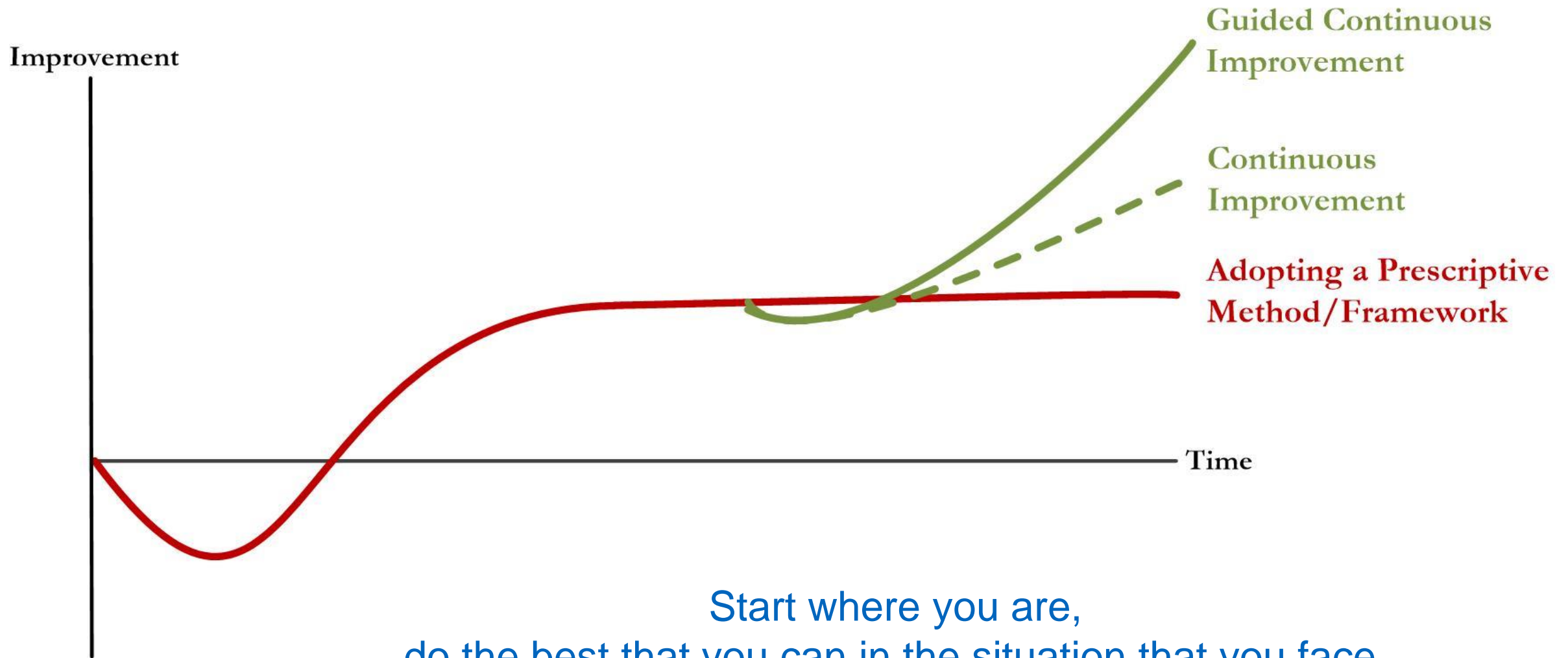
We can do this if we have access to an experienced agile coach, but they're expensive and hard to find.

We can do this if we have access to a process knowledgebase, like the Disciplined Agile (DA) toolkit.

Some experiments fail. You learn something, but it's still a failure.

Failing fast is fine, but succeeding early is better.

# Guided Continuous Improvement (GCI)



Start where you are,  
do the best that you can in the situation that you face,  
and always strive to get better.

## In Summary

- Disciplined Agile is a rich, comprehensive and well-organized toolkit of strategies to help your organization be more successful with Agile
- DA brings a disciplined, agnostic, professional, enterprise approach to agile which is what our industry has been lacking in the past
- Understanding what your options are, and which ones work in different contexts leads to better decisions

**“Better  
Decisions Lead  
to Better  
Outcomes”**



# DA Certification Program - Our Vision



*To create the world's most respected, comprehensive, credible, and worthwhile Agile Membership and Certification body in the world to enable organizations and community members to maximize their enterprise agility potential*

# HOW TO FIND TRAINING & MORE INFORMATION ON DA MEMBERSHIP & CERTIFICATION

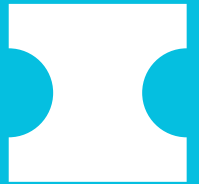
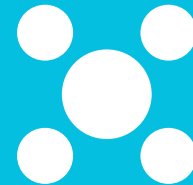
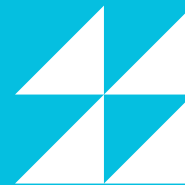
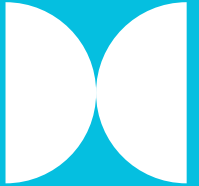
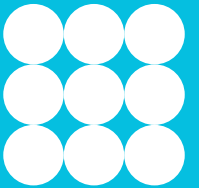
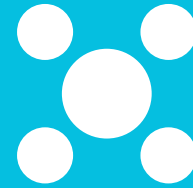
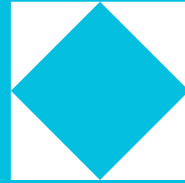
[www.disciplinedagaileconsortium.org](http://www.disciplinedagaileconsortium.org)

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# THANK YOU



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