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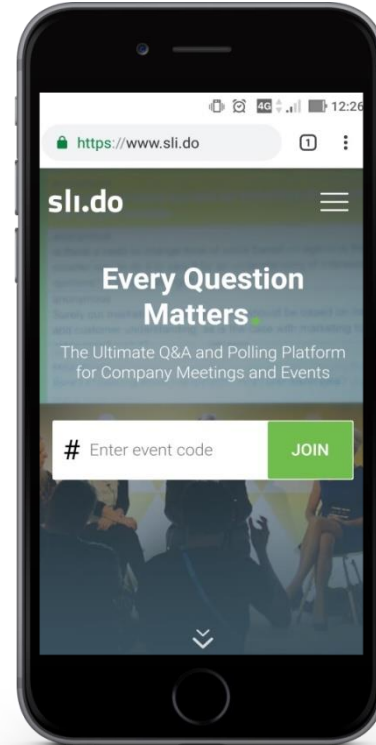
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# Talking about Agile - A New Buzzword Explained

Agnieszka Gasperini

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AGNIESZKA  
GASPERINI

- 17 years experience in multi-international projects
- Master in Project Management in George Washington University and Master in Economics at the University of Warsaw
- Large experience as Project Manager, Coach and Trainer / Speaker in Project Management and Interpersonal Skills
- Large experience in Telecom, Financial Services, Private and Public Sectors
- Global Thinker specialized in Leadership at Practical Thinking Group
- Recipient of the "PMI Distinguished Contribution Award" in 2012
- Founding member of PMI Poland Chapter (2002), Part of PMI Global - BVAC (Board Volunteer Advisory Committee) and Regional Mentor for PMI Central Europe
- Recognized speaker at international events in Europe, Asia Pacific and America

# Talking about Agile – A new Buzzword Explained

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# Agile MYTHS

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## AGILE is a methodology



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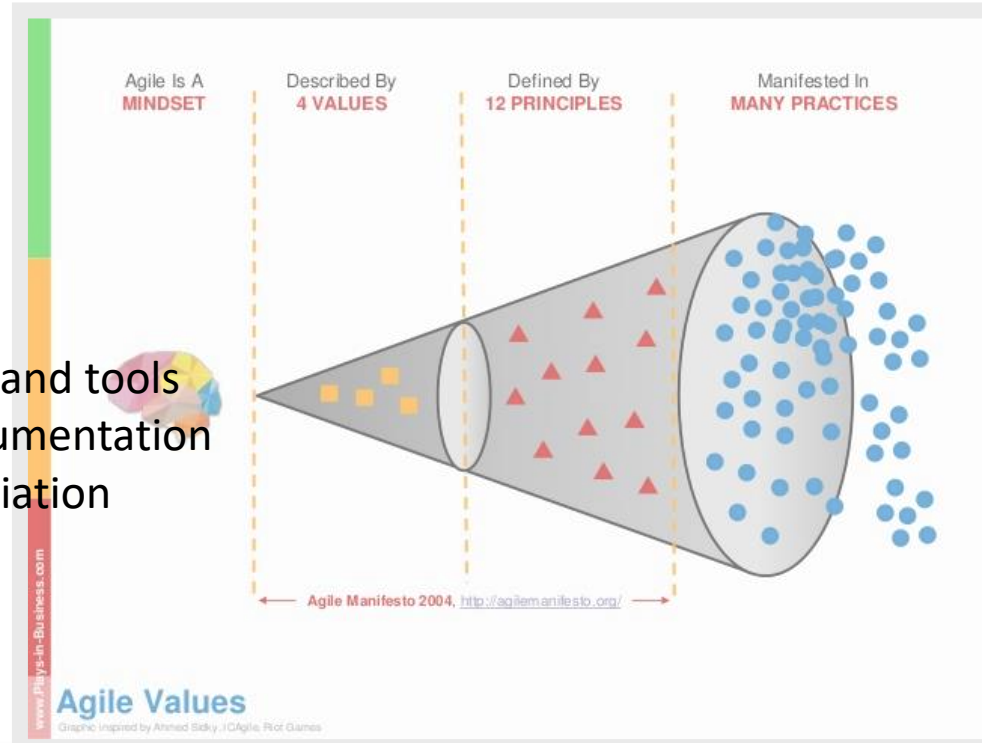


# Agile MANIFESTO

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<http://agilemanifesto.org/>

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



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## *Self – organizing teams*

Represents the agile teams characteristics and means that teams should not be heavily managed or directed but should be formed more organically

- Team members use their own knowledge to determine how best to do their work
- Managers and leaders do not provide detailed task lists, but only high level description of iteration goals and lets the team to establish how to accomplish the work
- Self-organizing is liberating and motivating for team members
- Project manager or leader shield the team from interruptions, remove impediments communicates the project vision, provide support and encouragement
- Is a goal for teams that are in the Norming phase

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## *Self-Directing teams*

- Self-directing teams are teams that work collectively to create norms and make their own local decisions
  - Team is given freedom to take decisions within the confines of an iteration
  - Project managers or leaders respects teams estimations and decisions by allowing them to make mistakes and correct them in the next iterations
  - Is a goal for teams that are in the Norming phase

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# Servant Leadership

model that recognizes that it is the team members who get the technical work done and achieve business value

Four primary ***duties a leader performs*** in this role of serving the team:

- shield the team from interruptions
- remove impediments to progress
- (re) communicate project vision
- carry food and water

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# *Agile is Evidence-Based Decision-Making*

- Requirements of future iterations based on user feedback from previous iterations.
- Schedules are based on experience from previous iterations.

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## AGILE means weak control

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- RETROSPECTIVES** - Special meeting that takes places at the end of each iteration, with the scope of inspecting and improving methods and teamwork.
- Tool that helps to plan and improve the next iteration
  - Team discusses three things: what went well, what didn't and what could be improved.
  - Offer a number of benefits for teams : improved productivity, capability, quality and capacity.

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# Agile working recommendations

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***Employees that are ABLE*** - you recognize that your employees come to work to do a good job – you can trust them to do a good job and not have to police them. It's trusting that they perform to the best of their ability and that they can work with autonomy in a flexible way.

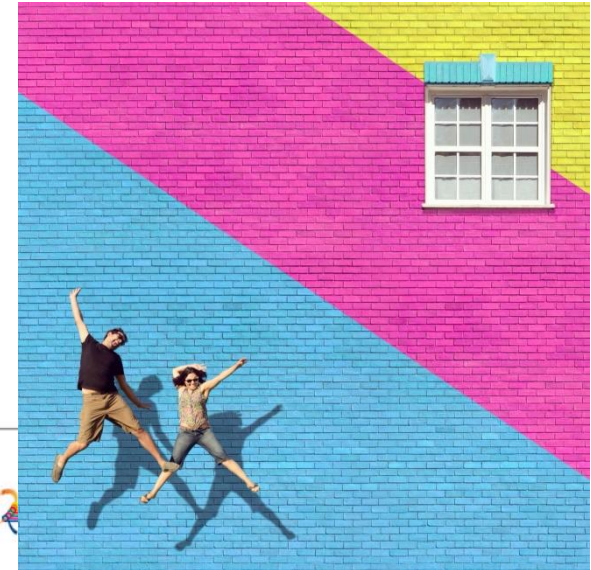


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***Employees that are Game – Changer*** Your employees are where the majority of your ideas, creativity and innovation can come from. They know what works well and what needs to be changed. Involve them in the way you do things and reap the benefits.



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**Employees that are Individuals** - we used to create a one size- fits-all to policies, procedures, programs and processes and then wondering why nobody follows them. If you start by recognizing that your employees have different wants, needs, and drives, then you are onto a winner.



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***Employees that are Leaders*** - we used Leaders within a business are too often seen as only those that hold the most senior positions, but this is not the case. Leaders are those that are able to lead, engage and develop others within the business.



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***Employees that are Engaged*** - it is about shared values, a shared vision, and a shared purpose. IF you can give them the space to work in a way that suits them, that encourages their ideas, that recognizes them as individuals and allows them to lead, they will be engaged and happy customers.



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# Summary

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- Allow space for your employees to demonstrate their ability in a trusting and autonomous way
- Encourage ideas, creativity, and innovation for your people
- Demonstrate that your people are individuals
- Demonstrate that your people are leaders
- Reflect a shared purpose, a shared vision, and shared values that you would feel proud about sharing with your family and friends

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