My narrative

- from teaching to policy making
- from agile in education to agile education policies
- from public to private sector and vice versa
Agile Companies
Key pain

useless products
+ ruined clients
More pains

- rapid changes leading to multitasking and loss of focus
- unpredictability and bad planning
- inefficient meetings, low efficiency
- complexity, interdependencies & vague requirements
- too many ideas, insufficient resources
- reactive behaviours and lack of commitment
- lack of vision, innovation
- poor quality
Key reasons for agile adoption…

• Accelerate product delivery
• Enhance ability to manage changing priorities
• Increase productivity
Industries


**INDUSTRIES**

Most respondents (25%) worked for software/ISV companies. In addition, a significant number of respondents worked for financial services (12%) and professional services (11%) organizations.

*Write-in responses were commonly Education, Consulting, Energy, Oil, Construction, and Non-Profit*
Agile world

what do you see?
You expect objects to conform to a set of rules, and if they don’t, you stare at them.
INFORMATION

orality

literacy

digitacy
literacy
orality
digitacy
Reductionism

reduces complex phenomena to the interactions of their parts

a complex system is nothing but the sum of its parts

literacy
literacy
orality
digitacy
We are balancing between...

- hierarchy
- command and control
- reductionism
- knowledge towers
- plan
- structure

- heterarchy
- inspect and adapt
- wholism
- learning organisation
- change
- culture
We are balancing between...

- processes
- documentation
- contracts
- planning
  - waterfall
  - addie
  - increment
- people
- real results
- collaboration
- responding to change
  - scrum
  - kanban
  - iteration
We are balancing between...

- competition
- sedentary
- standardized
- perfect
- all in
- push
- meetings
- wisdom of elders
- rules
- nostrification

- collaboration
- dynamic
- customizable
- good enough
- less is more
- pull
- open collab.
- wisdom of crowds
- values
- fair recognition
We are balancing between...

- sequential, linear
- single, mono
- waterfall & addie
- spreadsheets
- resource efficiency
- hidden

- modular
- multi, inter
- lean & agile
- kanban
- flow efficiency
- visible (by jocko)
What does it mean to be agile?

• **Culture:**
  • New set of values and principles
  • Culture of achievement and self-actualization
  • Self-organization

• **Structure:**
  • Empiricism
  • Discovery and Delivery Orders
  • JIT Commitment
  • Integration
  • Rhythm
  • Visualization
Agile Manifesto: Values

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.
Agile Manifesto: Principles

01 Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

02 Welcome changing requirements, even late in development. Agile processes harness change for the customer’s competitive advantage.

03 Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

04 Business people and developers must work together daily throughout the project.

05 Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

06 Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

07 Working software is the primary measure of progress.

08 The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

09 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 Manifesto: Adaptations for Education

Agile manifesto in Education

- Teachers and Students over Administration and Infrastructure
- Competence and Collaboration over Compliance and Competition
- Employability and Marketability over Syllabus and Marks
- Attitude and Learning skills over Aptitude and formal degree
Vision

- big objectives
- strategic objectives

- principles
- behavioral styles

Results

- action plans
- individual behaviours

Structure vs. Culture

values
every *To Do* has its *Why*

*VISION* without action is daydream.

*ACTION* without vision is nightmare.

Japanese Proverb

where is the *Why*, what are the values?

if not value-driven, than plan-driven, or deal-driven *(subject, major)* or improvised
Without culture: Structure soldiers
Culture of Achievement
http://www.humansynergistics.com/
Planning loops and iterations
Product Ownership

• elaborate
• prioritize
• decompose
• refine
• estimate
JIT Commitment
Commit in the last responsible moment

“This day and age we're living in
Gives cause for apprehension
With speed and new invention
And things like fourth dimension”
Why do some developers at strong companies like Google consider Agile development...?

As the inventor and Co-Creator of Scrum who worked inside 11 product companies implementing the Scrum of Takeuchi and Nonaka (not as a consultant, as a developer and leader), I don't recognize the Agile-Scrum you are talking about here.

Recently I was in Silicon Valley and found that 80% of the thousands of teams I met with did not have working software at the end of a sprint so there is clearly an enormous mess out there. 80% of teams are not Agile as they don't meet the second value of the Agile Manifesto. They don't have a shippable product increment at the end of a sprint so they are not doing Scrum either. This must be the so-called "Scrum" you are talking about here, the Scrum that doesn't exist.

As for Google, as long as they have one code branch for 15000 developers and deploy multiple times a day for multiple products, they are Agile as far as I am concerned no matter what they are doing. As long as they having working software every day and don't tolerate developers who can't deliver it, I think that is awesome!
Traditional structure
Command and Control
Agile Structure for Integration
Inspect and Adapt

- Cross-functional teams
- Self-organized team
- Number will depend on
  - num.of functionalities
  - noise
Sequential vs. Integrative Behaviours
Flow efficiency
Incremental vs. Iterative

Incremental

Iterative

woman in pastoral setting
Customization, yes...

...for value-driven development
Lean Kanban

- resource efficiency
- adding time

Production

- flow
- efficiency
- receiving time
Kanban users in Education
via Leankit.com
Kanban boards

Why visualize Work in Progress?
Curriculum development
Teaching
Španska književnost 2014/15

**To Do**
- III nedjela - Pesma o Sidu
  - Odlučiti vrijeme za konsultaciju
- Zameniti fajl s kriterijumima u II nedjelji

**Doing**
- Izabrati temu
  - 2 vole, 1 komentari
- Odvoriti bordove za članke na Vikipediji

**Done**
- II nedjela - Priprema za projekat i predispunjene obaveze
  - 1 vole, 6 komentari, Oktobra 22
- IV nedjela
  - 4 vole, Novembar 3
- V nedjela
  - Novembar 10
- VI nedjela
  - Novembar 17

**Wikipedia**
- Prijavljivanje za ambasadora Vikipedije
- Scrum Teams
- Wikipedia Tutorial
- Scrum Tutorial
- Naziv timova
- MLA Citation Style
- Također

**Add a card...**
Why limiting the WIP?

WIP: why limiting work in progress makes sense

by David Lowe
ScrumAndKanban.co.uk
The Agile: Scrum Framework at a glance

- Inputs from Executives, Team, Stakeholders, Customers, Users
- Product Owner
- The Team
- Sprint Backlog
- Sprint Planning Meeting
- Task Breakout
- Sprint Backlog
- Sprint Review
- Finished Work
- Sprint Retrospective
- Scrum Master
- Burndown/up Charts
- Daily Scrum Meeting

1-4 Week Sprint

- Team selects starting at top as much as it can commit to deliver by end of Sprint
- Sprint end date and team deliverable do not change

1-4 Week Sprint

- Ranked list of what is required: features, stories, ...

[Image of Neon Rain Interactive logo]

AGILE FOR ALL
Why is it called Scrum?

Development team?
Why keeping the rhythm?
First estimate

- effort
- business value
- risk
- ...

THINKING, FAST AND SLOW
DANIEL KAHNEMAN
WINNER OF THE NOBEL PRIZE IN ECONOMICS
Then discuss and repeat

Twelve angry men

Consensus making = clarifying complexity
Key Roles

- Product
  - Discovery
  - Delivery
- Processes and Tools
- People
Daily Stand-Ups

**Now**
What is the progress?
Are there any tasks no one is working on?
What are the obstacles?

**Then**
What did I do yesterday?
What will I do today?
Do I have any obstacles?
My example

- 35 Scrum Teams
- 250 students
- 35 Scrum Masters
- And what about POs?
<table>
<thead>
<tr>
<th>Num.</th>
<th>User Type by PO</th>
<th>Product Backlog Item by PO</th>
<th>Acceptance Criteria and Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Website user</td>
<td>As a user of Wikipedia, I want the text to be structured in a logical way, so that I do not have to spend too much time searching for specific information on a certain topic.</td>
<td>Acceptance Criteria: The text is divided into sections that deal with significant aspects of the article based on a set criterion (e.g. chronological, thematic, etc.), in line with the website's established good practice. Acceptance Test: The text is read by a person who knows nothing about the topic and that person is able to retell the structure of the first part deals with..., the second part deals with... etc.).</td>
</tr>
<tr>
<td>2</td>
<td>Website moderator</td>
<td>As a moderator of Wikipedia, I want the text to be in line with the website's policies and guidelines in order to withhold the set standards, and as a user of Wikipedia I want the same thing in order to facilitate new searches based on previous experience.</td>
<td>Acceptance Criteria: The text is entirely in line with the website's policies and guidelines and it is in line with the website's Policies and Guidelines. and it is in line with <a href="http://en.wikipedia.org/wiki/Wikipedia:Manual_of_Style">http://en.wikipedia.org/wiki/Wikipedia:Manual_of_Style</a></td>
</tr>
<tr>
<td>3</td>
<td>Website user</td>
<td>As a user of Wikipedia, I want the text to include all the most significant information/aspects/questions to answers/questions, so that I do not have to search for additional information elsewhere, and at the same time it should be focused on the topic without going too deep into other areas so that it is not confusing.</td>
<td>Acceptance Criteria: The text covers all the information/aspects/questions found on the given topic in a basic literature and internet search. Acceptance Test: The information on the topic is searched on the internet and in literature and the information is the found common information (e.g. the first 50 hits on google, the first 25 hits on wikipedia etc.).</td>
</tr>
<tr>
<td>4</td>
<td>Website user</td>
<td>As a user of Wikipedia, I want the text to be reliable so that I can reference it.</td>
<td>Acceptance Criteria: The text includes only information that expert literature clearly states that the information is also interpreted in different ways. Acceptance Test: The text is read by experts who confirms the reliability of the information and the appropriate references.</td>
</tr>
<tr>
<td>5</td>
<td>Website user</td>
<td>As a user of Wikipedia, I want the text to include</td>
<td>Acceptance Criteria: The text includes sources and references for all facts and information.</td>
</tr>
</tbody>
</table>
**documentation**

- products - links to articles

**Feedback za sve**

Feedback za sve, generalne napomene

**To Do**

Formirati tim iskusnjih studenata koji će pomagati ostalim grupama studenata šaljući im spisak stavki koje je potrebno da poprave u svojim člancima (fidbeke).

**Doing - Španski**

- Drita Tutunovic
- Ernan Kortes
- Sevilja
- Kristofer Kolumbo
- Civilizacija Inka
- Жоан Миро
Španska književnost 2014/15

To Do
- XIII nedelja
  - May 18
- XIV nedelja - Konferencija
  - May 23

Doing
- Proveriti da li je sve upisano kako treba i okačiti prezentacije
  - May 11
- Add a card...

Done
- XII nedelja
  - 1 vote
- XI nedelja
  - 2
- X nedelja
  - Apr 27
- IX nedelja
  - 21 votes

Gotove prezentacije
- Prezentacije - 2.3.2015.
  - 1
- 16.3.2015.
  - 5
  - 2
- 23.3.2015
  - 3
- 30.3.2015
  - 8
- 6. april 2015
  - 6
- 27. april 2015
  - 8
- 4. maj 2015
What felt awkward?

- product led
- assessment and grading
- cross-functional team
- relative value of speed, rhythm, team-work, number of products, higher-than-required product quality
- implementing an iterative process in a scope with fixed content and timelines
- classroom
- Production vs. development
I am not the same teacher I used to be. When I started, I was very focused on power and control. I assigned loads of homework, dished out huge penalties for late assignments, assigned punishments for rule breaking behavior and averaged my marks to get a final grade. I did some of these things because I was trained to do so in university. However, most of these teaching strategies were being done mindlessly, and like a lot of teachers, I was simply teaching the way I was taught.

This kind of teaching made me miserable, and to be honest, some of my students weren’t that happy either. In November 2004, I began my journey towards uprooting some of the most deeply rooted myths that continue to distract people from a love for learning.
Scrum Gathering Paris
As a Reader
I want to be able to change the
structure of an article so that I can guarantee
the page is correct.

As a Creator
I want to be able to change the
structure of all articles in a field
such that the presentation is
equal for old and new articles.

As a Creator
I want to add text content
into article sections
such that I can create
menus to display

As a Creator
I want to be able to choose
from structure templates
such that I can benefit from
determined sections of
text.

As a Consumer (Reader)
I want a clear structure
so that I can easily find
links in an article.

As a Reviewer
I want to be able to see
templates
so that I can choose the
way to present the info.
Schools/Police
Social Network
If we want them to be creative, why not give them the opportunity to design their own education?

If we want them to create a better world, why not let them get started now?
Book: Agile Education

Karl Royle

Jasmina Nikolic
Thank you!

t: @jazilla

e: jasminanikolic@jazillify.com