Agile Africa - 2014

Getting Governance Right for Agile Ways-of-Working

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11 August 2014

“From Sight to Insyte”
AGENDA

- Introduction
- Setting the Scene - CASM
- Organic Production Governance
- Low Ceremony Management Governance
- Getting Governance Wrong
- Options to enable Agile success
Introduction

- **Point of departure:**
  - A team is a complex adaptive system
    - Made up of multiple interacting parts within a boundary,
    - With a capacity to change and learn from experience
    - Achieving a state of *dynamic equilibrium* with its environment
  - In line with constraints related to:
    - Management Governance and
    - Production Governance
Governance

Management Governance
- A method or system of *management*
- Ranging from
  - Formal, high ceremony methods on the one hand, to
  - Informal, low ceremony on the other

Production Governance
- A method or system of *production*
- Ranging from
  - Conventional, engineering method on the one hand, to
  - Organic, iterative or “agile” on the other
CASM – Complex Adaptive Situational Model

CASM – Providing key insights . . .

A Reminder . . .

Essentially, all models are wrong, but some are useful.

George E. P. Box

CASM is a useful model of complexity
Examples of Organic Production Governance

- Backlog of User Stories
- Essential blueprint of evolving architecture and design, including understanding of
  - Components
  - Interfaces: Technical, User
  - Database
- Mutually agreed coding standards
Examples of Low Ceremony Management Governance

- Sprint planning meetings
- Selection of sprint backlog
- Burndown charts
- Daily standup meeting
- Sprint review
- Sprint retrospective
Getting Governance Wrong

Lip service to high ceremony governance (Governance?)

Settling in WetAgile, Managed Costs

Wanting to become Agile

Work executed organically “under the radar”

Coming from a Waterfall culture
Options To Enable Agile Success

- Either
  - Relax management governance while encouraging organic production
- Or
  - Outsource development work to organisations that can achieve the required governance balance
Conclusion

- Set the Scene - CASM
- Governance
  - Organic Production
  - Low Ceremony Management
- Getting Governance Wrong
- Options to enable Agile success