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# The Art of Agile

The only certainty is constant change...





### **Volatility-**

**Dynamics of change:  
Change is more frequent, faster and more extreme**



### **Uncertainty-**

**Prediction is getting more complicated**



### **Complexity-**

**Significant interconnectedness and non-linear relationships prevent easy to understand and a simple solution**



### **Ambiguity-**

**There is no simple "right " or "wrong"; facts can have different meanings; they can be assessed in different ways.**

# How do you work with changes at a school?

# How do you deal with resistance to change?

**What do you imagine by the term  
"continuous improvement"**

**and how do you bring it about at  
the school?**



# Simulation - gallery project



Radovan

Art gallery owners

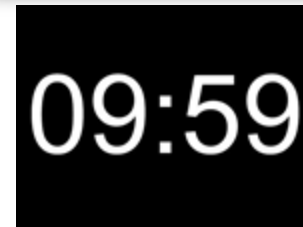
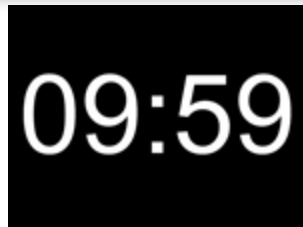
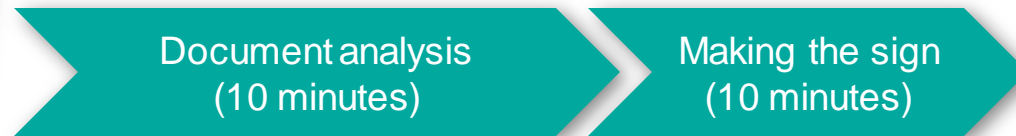


Jiri

- We are opening the SCMA art gallery (Square & Circle Modern Art)
- We need navigation signage ← **your simple task**
- Everything must be drawn by hand, even the navigation signs

# Let's do it!

- We will try cooperating with you in creating a simple sign.
- We have prepared the assignment with all the necessary details so that everything is as clear as possible and you can start working right away.

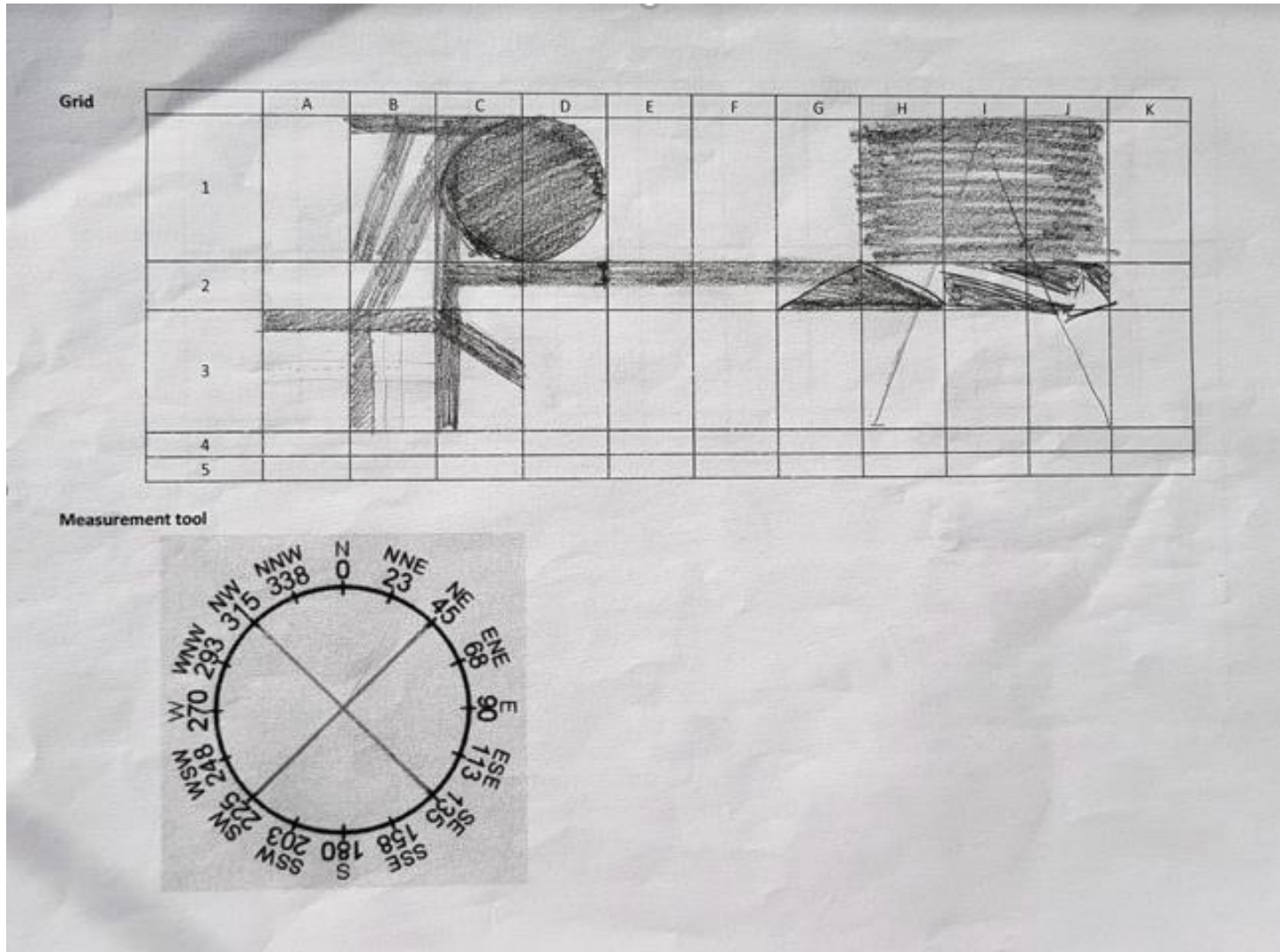


Grid

	A	B	C	D	E	F	G	H	I	J	K
1											
2											
3											
4											
5											

Measurement tool

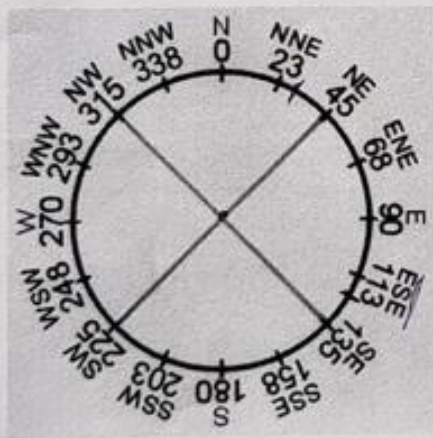




Mřížka

	A	B	C	D	E	F	G	H	I	J	K
1											
2											
3											
4											
5											

Úhloměr



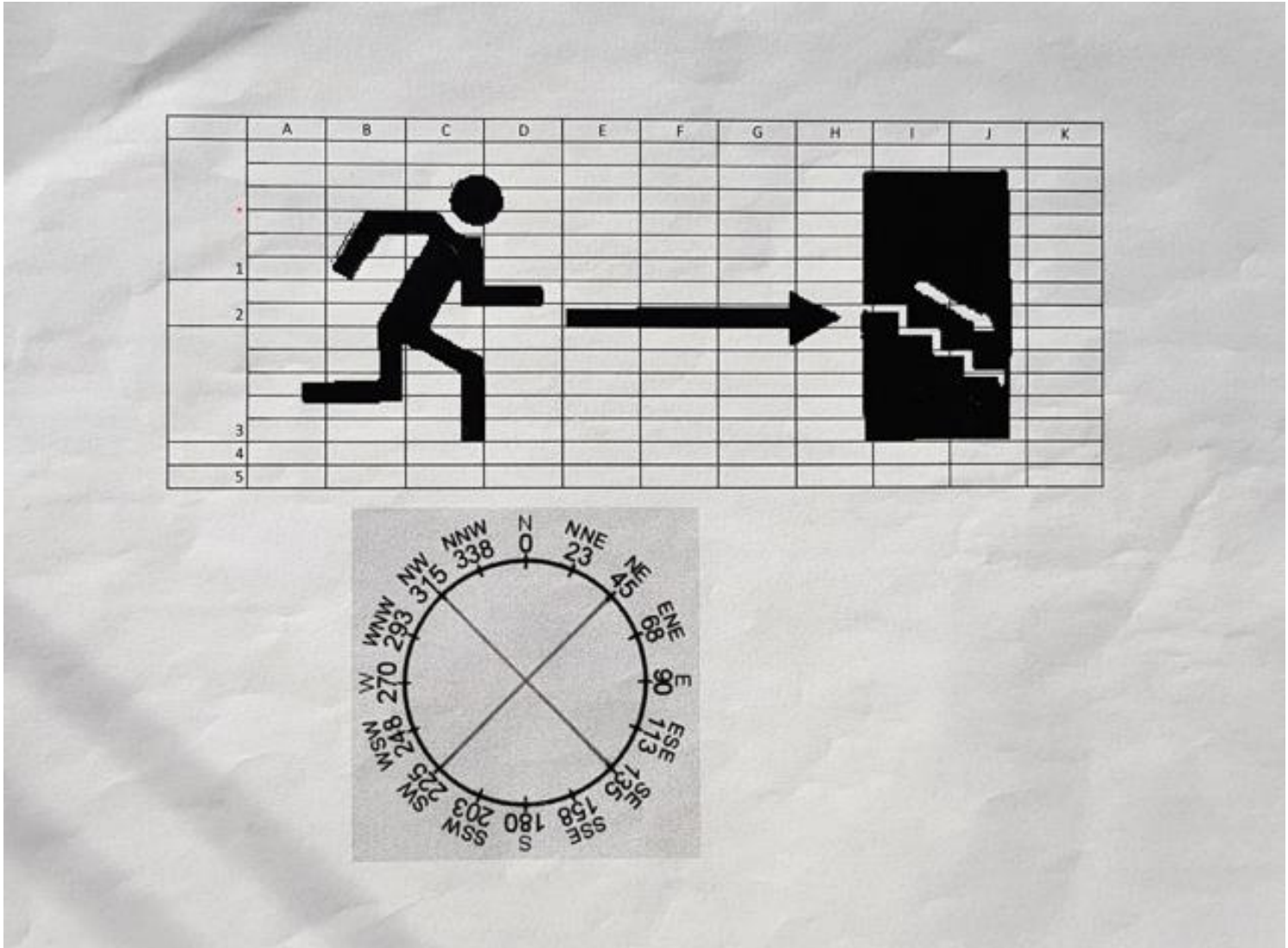
**Mřížka**

	A	B	C	D	E	F	G	H	I	J	K
1											
2											
3											
4											
5											

**Úhломěr**

Direction	Frequency
N	0
NNE	23
NNE	4
NNE	1
ENE	68
E	90
ESE	113
SE	135
SSE	158
S	180
SSW	203
SW	225
WSW	248
W	270
WNW	293
NW	315
NNW	338





# What do "customers" really need?

## .. to know

1. that we are always working on the **most important** thing
2. that we work **efficiently** and are still **improving**
3. **a rough estimate** for the future

- 
1. that our **agreements apply**
  2. that **we respect them**



# Evaluation

## Emotion

- How did that make you feel?
- What do you think the picture was meant to express?
- Are you satisfied with the result? How satisfied is the customer?

## Demonstration of the correct solution...

## So what now?

- Do you think we can use it in our gallery?
- Do you think this will help our visitors in the event of a fire?
- Was this collaboration successful?

## Are there any cases where such approach might work?

## What would you need to change to make the result better?

Note: The future PO writes the discussion on the board, the future AC facilitates and summarizes at the end  
-> we will try to change after the break

# Let's approach it differently – In an **AGILE** manner

Iteratively instead of specifying all the images in detail in advance...



Iteration, Sprint, Run, ...  
typically 1-6 weeks

Commencement

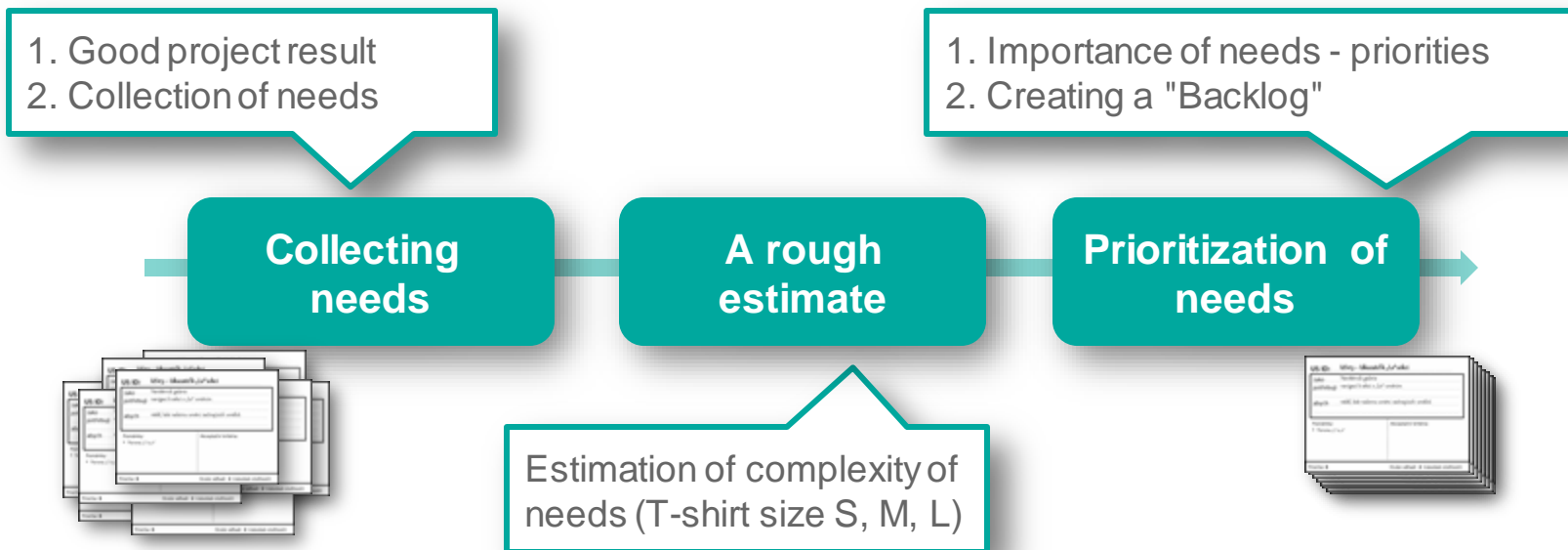
We create the result iteratively

Passing the result



# Commencement

Focusing on a good project result and specific user needs






# Good result of cooperation



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1. Open the gallery on time (in 5 weeks).
2. Have as many priority signs as possible .

Po 1. fj	Út 2	St 3	Čt 4	Pá 5	So 6	Ne 7
Today 1st iteration						
8	9	10	11	12	13	14
2nd iteration						
15	16	17	18	19	20	21
3rd iteration						
22	23	24	25	26	27	28
4th iteration						
29	30	31	1. lis	2	3	4
5th iteration						

# Request - User story

Who needs what and why?

**US ID:** US#3 – Ukazatel k „Lo“ sekci

---

Jako Návštěvník galerie

potřebuji navigaci k sekci s „Lo“ uměním

---

abych věděl, kde naleznu umění začínajících umělců

---

Poznámky:

- Písmena „L“ a „o“

---

Priorita: 3 Hrubý odhad: 2 (násobek složitosti)

From behind:  
Acceptance criteria:  
When do we have fulfilled?

How difficult is it to create?  
We compare the collected USs and estimate complexity

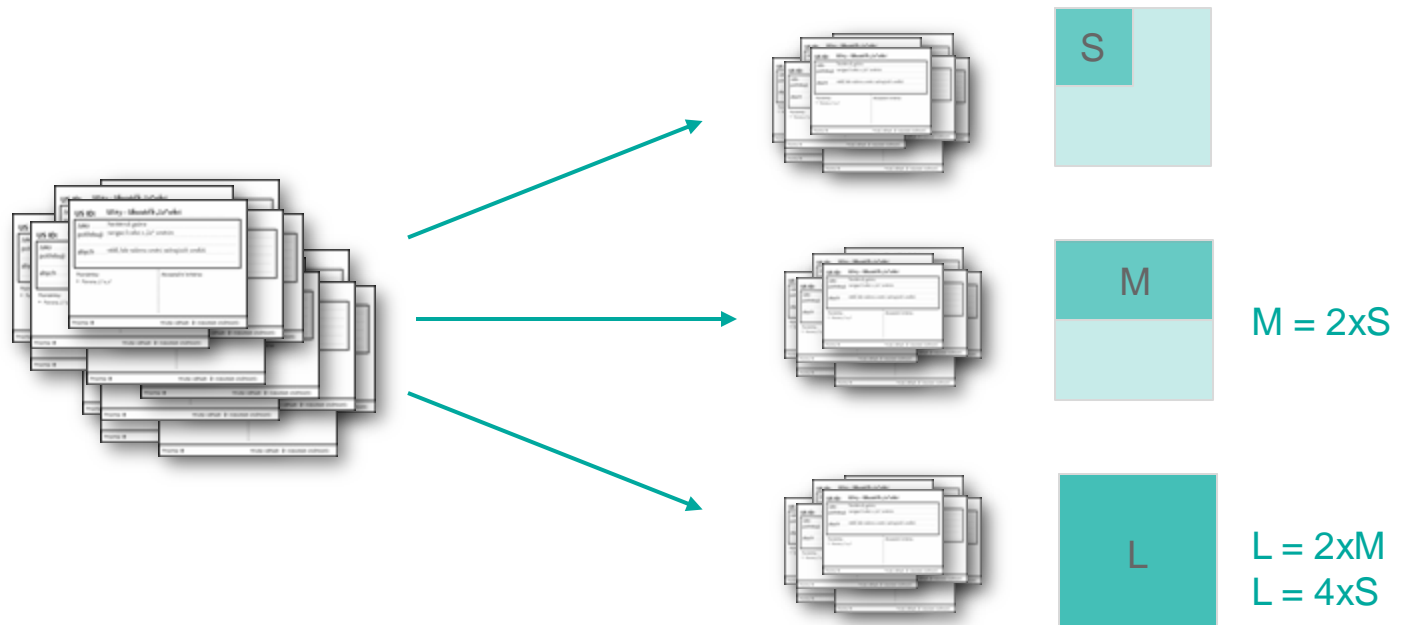
A vs A vs A



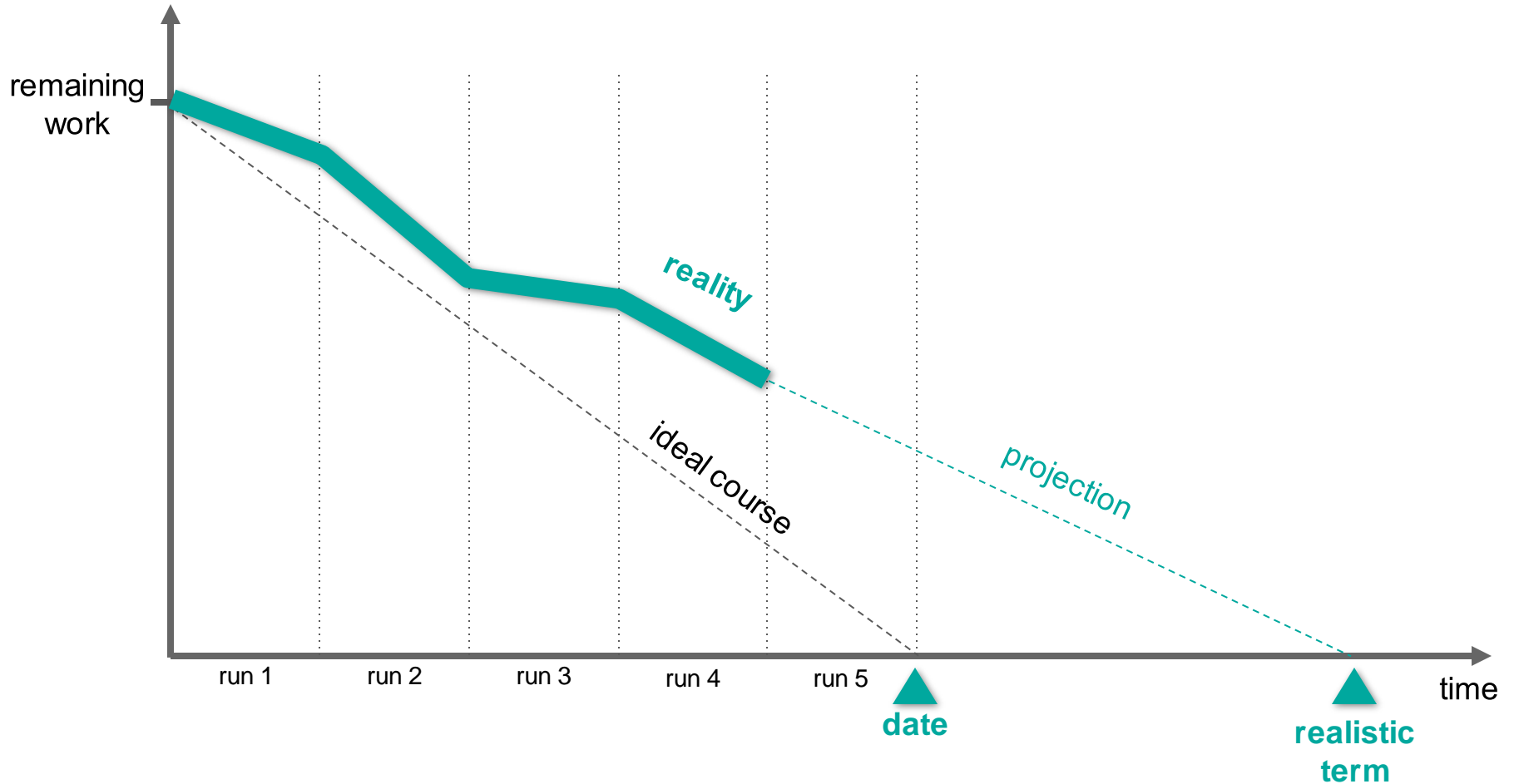
User story (US) is a **balcony view** of a request **in the context of the need** behind it.  
**US alone is not enough to create!!!** - it is a "voucher" for a later discussion.

# Rough estimate - complexity (S-M-L)

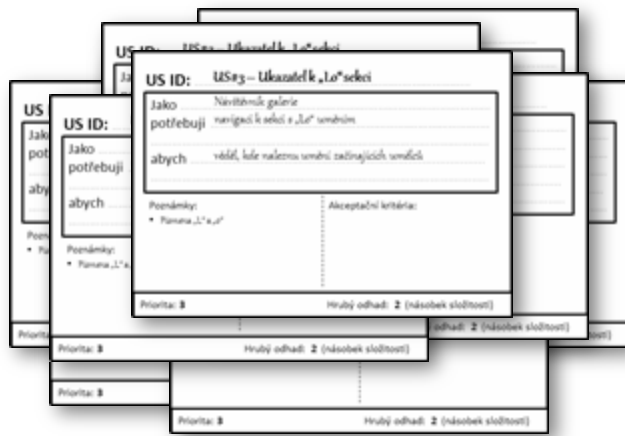
- **Complexity** : how **difficult** is the need to implement?
- **Estimation** : **we compare** needs among each other
  - a. Find **the simplest** need – that is the 'S'
  - b. Compare the others in relation to this one
  - c. Finally, compare the bundles to see if the needs are equally complex



# Burn-down chart



# Prioritized list of needs (Backlog)



- Value for customer
- Need in time
- Dependencies between User stories
- Risks
- ...

**Task:** create your backlog on the table in front of you:



Commencement

We create the result iteratively

Passing the result

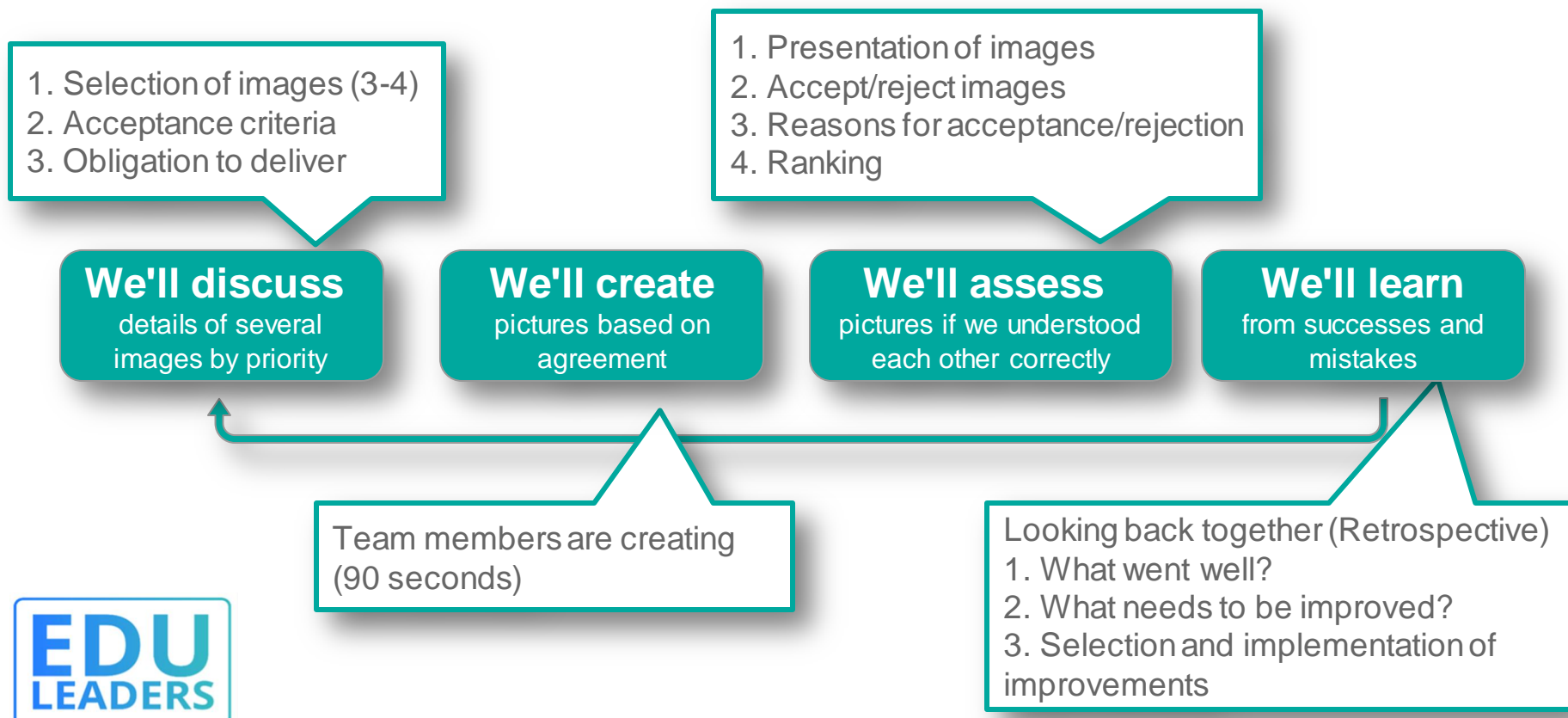
Support and maintenance



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# We create the result iteratively

According to the priorities, we will agree on the details and create a small piece of the solution



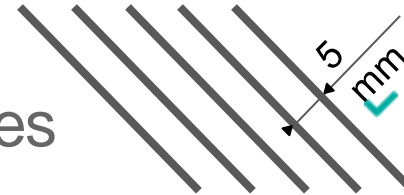
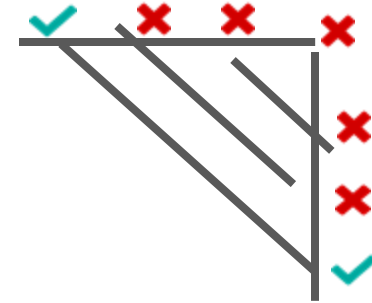
90



# What does "fulfilled" mean?

## (Definition of Done)

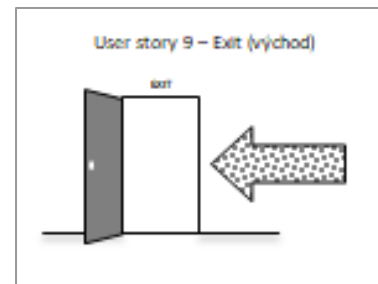
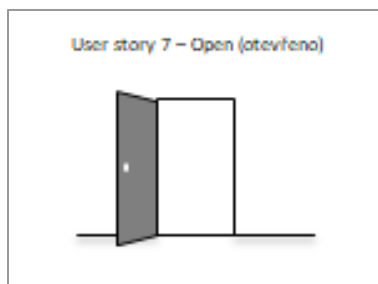
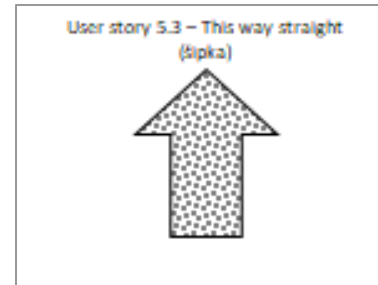
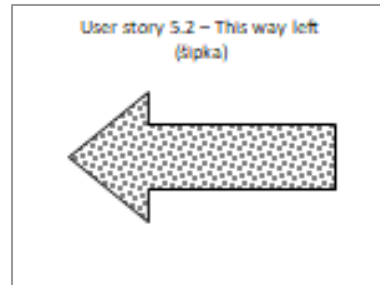
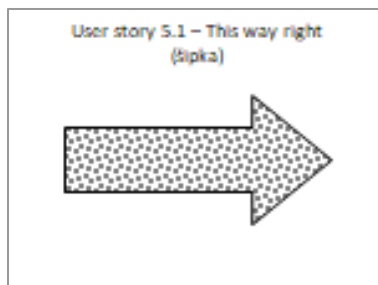
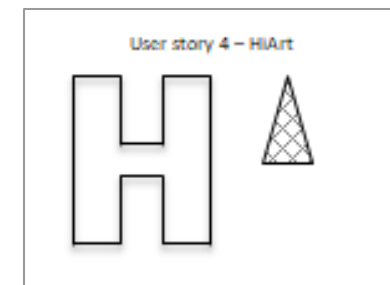
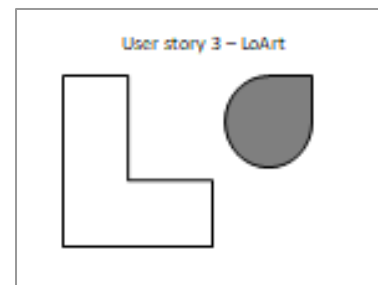
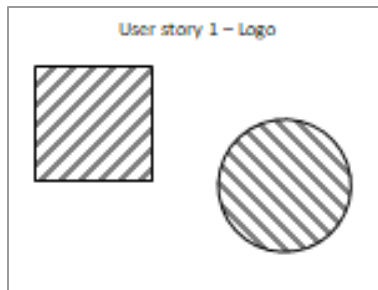
- Lines must start and end on lines
- Max. 5mm gap between hatches
- Object outlines (and lines in general) are a single line



- White page margin at least 1cm
- The fillings of the objects are stretched to the edges

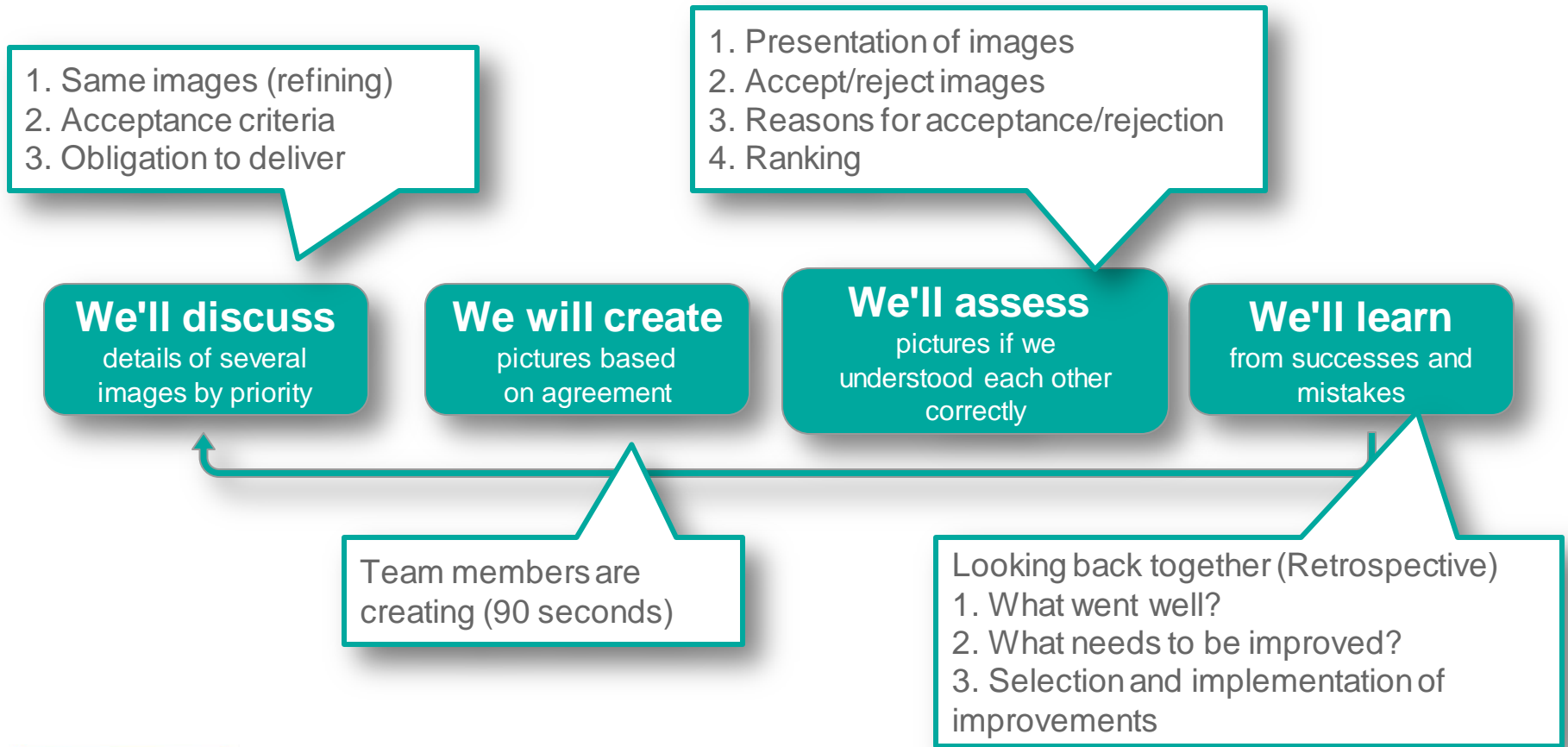






# Image sketches

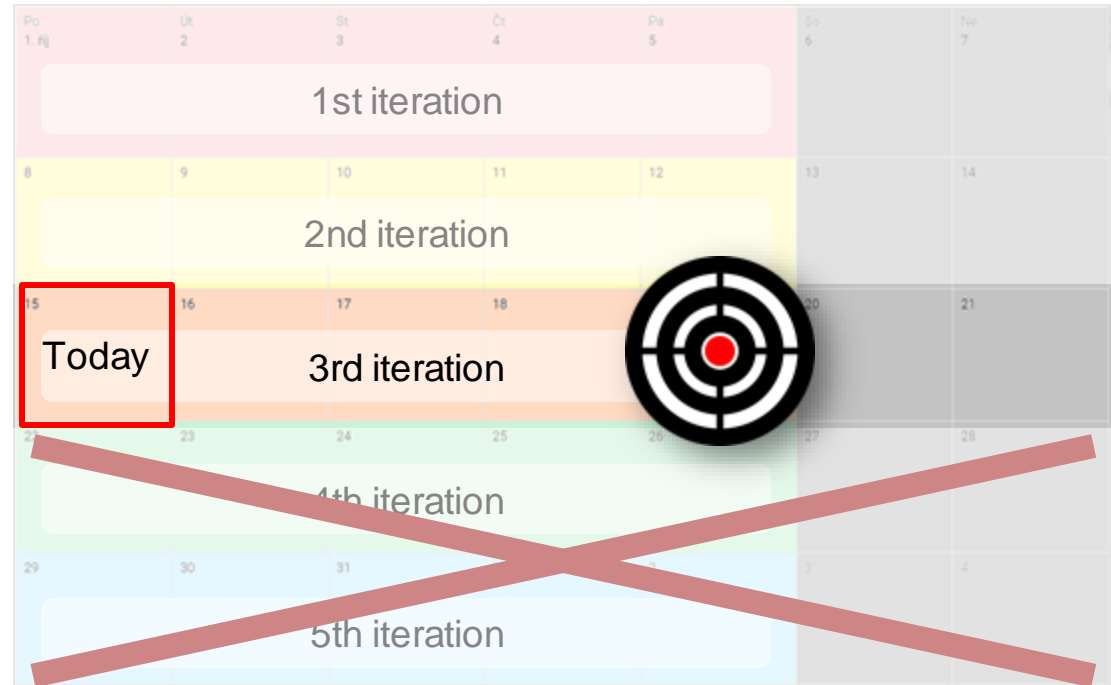
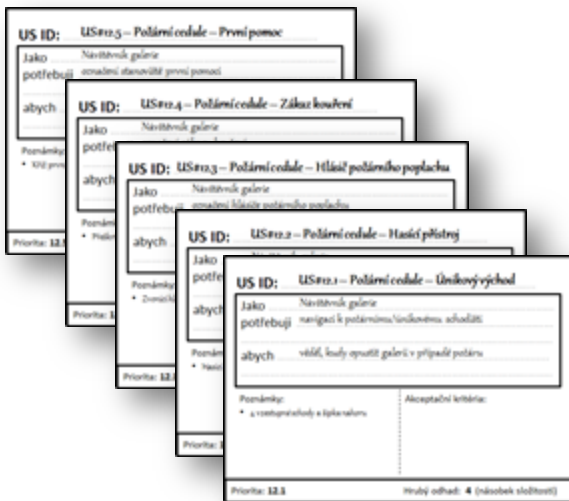
# Let's do it again!







# New circumstances!



Fire sign!

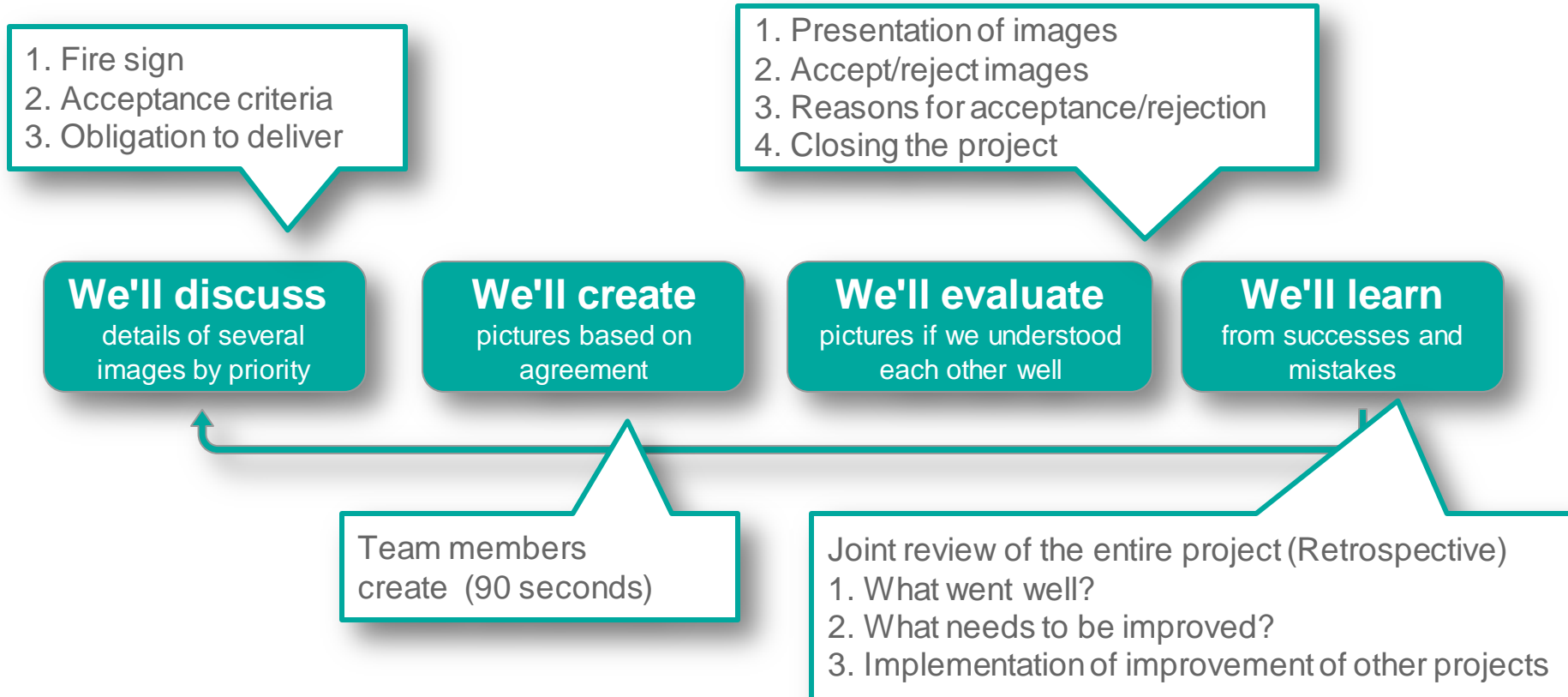
Early gallery opening!

# Strategies for coping with change

- ✓ Reduce project **content** → 5 images
- ✗ More **people**
- ✗ Push **the deadline**
- ✗ More **time**
- ✗ Reduce **quality**
- ✓ Reduce **complexity**
- ✗ Use an **existing solution**
- ✗ **Cancel** project
- ✗ **Sabotage**



# Let's do it a third time!



90

# You've delivered, congratulations!

Describe the key principles  
(retrospective of the whole game)





## Complex

Only known in retrospect



The effect of the cause cannot be known in advance, only retrospectively



I try - I see - I act (in cycles)



Experimentation, verification

## Complicated

Potentially recognizable



The effect follows long after the cause, the relationship is unclear



I see - I analyze - I act



Analysis or expert opinion

Confusion

## Chaotic

Unrecognizable



It is not possible to clearly determine cause of the effect



I intervene - I see stability - I act



Limiting complexity, action leading to stability

## Simple

We understand, we know



Clear cause and effect



I see - I classify - I act



Procedures, knowledge base

# Main outputs

## Prototype

plan - step - evaluate - incorporate changes - next step

## Continuous improvement

retrospective (I'm in the same boat = engagement)

## Quick response to change

change is not a Big Bang - I have a northerner - we solve problems together, it's not just about the leader



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# The Agile Manifesto

**Individuals and interactions** before processes and tools

**A working product** before exhaustive documentation

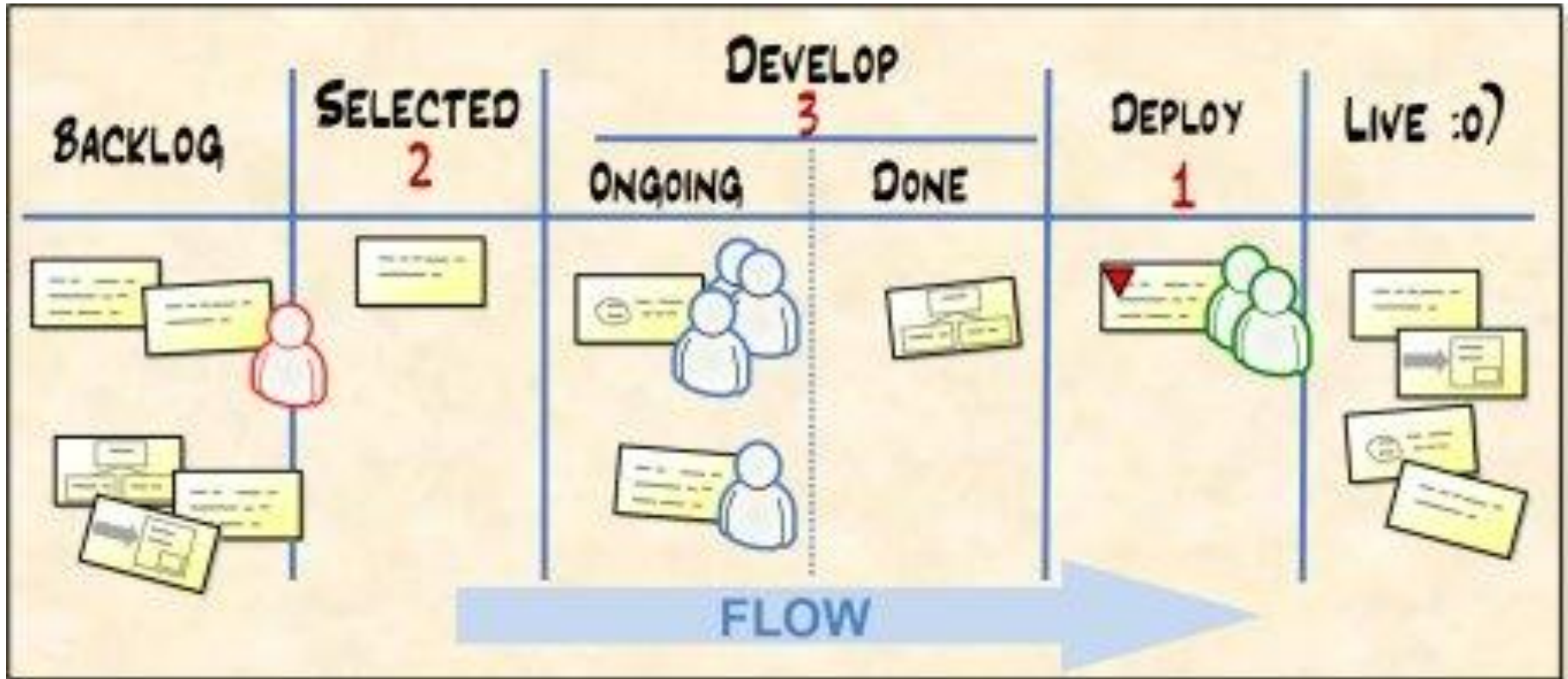
**Working with the customer** before negotiating the contract

**Responding to changes** before following the plan





# Kanban





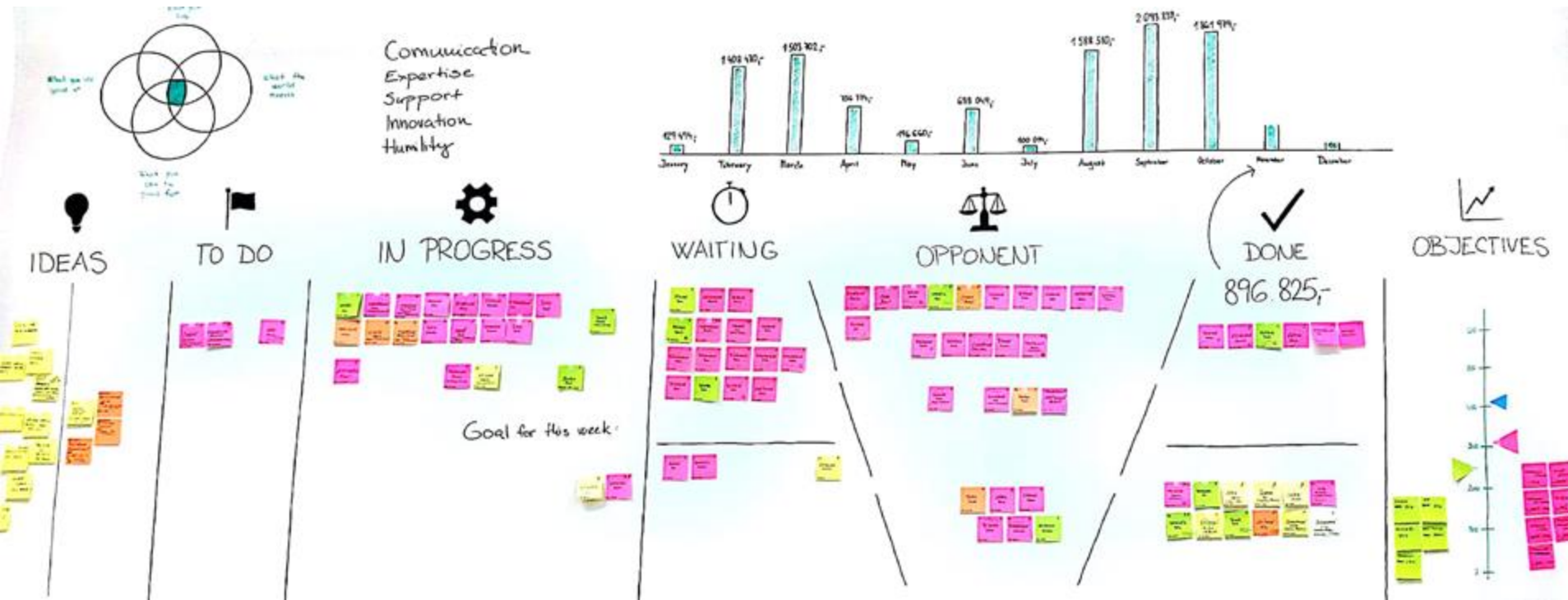
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# Kanban



Example of use outside of IT: Avogado Legal Services (<https://avogado.cz/>)



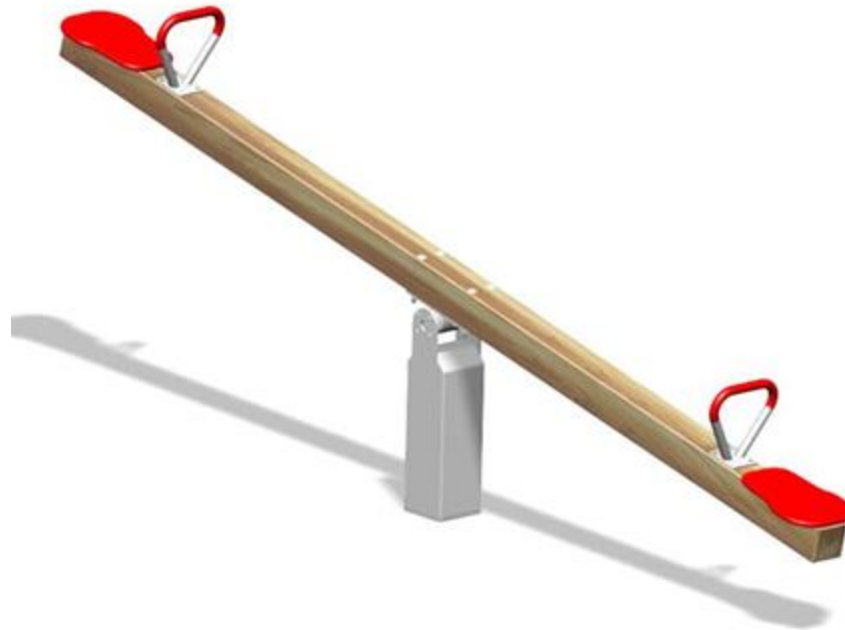
# Level of culture

Degree	Relationship with others	Language	Visualization of relationships
5	Altruism	"Life is great"	
4	Cooperation	"We are great"	
3	Rivalry	"I'm great"	
2	Apathy	"My life sucks"	
1	Hostility	"Life sucks"	





# Change at the school



*"People's  
Mindset  
Can Be  
Changed at  
School for  
Breakfast"*

Training  
Methodology  
Guideline  
Organizational  
structure

change in thinking = change in culture = **real change**



# Retrospective

**How can we bring this  
experience back to our school?**



# Why?

- Talking about challenges/topics that the team deals with
- Feedback
- Engagement, self-organization
  - "Does anyone care about my opinion?!"*
- Building a safe and open culture
- Continuous improvement (error avoidance, efficiency)
- Sharing a vision, "North" - where are we going




# How to begin?

- Choose the group well (cohort, subject committee, management)
- The principle of voluntariness
- If more than 15 people - work with triads
- Forward the agenda (what is the topic, good result)  
"Somewhat different advice"
- Try a circle (if resistance - with benches)
- Max. 90 minutes



# What to do beforehand

- Work in a director/representative pair.
- Agree on roles, who leads, facilitates, writes down, measures time, observes the process.
- Prepare the cards and flipchart, blackboard
- Choose a format and prepare your flipcharts
  - Start, stop, continue 
  - "What went well", "What needs to be improved",  
"Action steps"



# What to do in retrospective

- "Why are we here" and "good result"
- Generating topics - everyone individually - brainstorming (5 - 10 minutes)
- Presentation of the slips in the group and adding them on the appropriate flip chart
- Grouping of similar topics
- Voting (prioritization) of the topic - every 5 lines
- Check-in according to priorities - timebox 10 min - action steps
- Last 15 minutes - reflection - "What I leave with"

# Quest - Retrospective

**Which ideas interested me the most?**

**What do I start with?**

**What do I end with?**

**What will I continue with?**

**What exactly will I do and when?**

**What will you try to transfer from today to school practice?**



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