
So What's this Agile Thing, Anyway?

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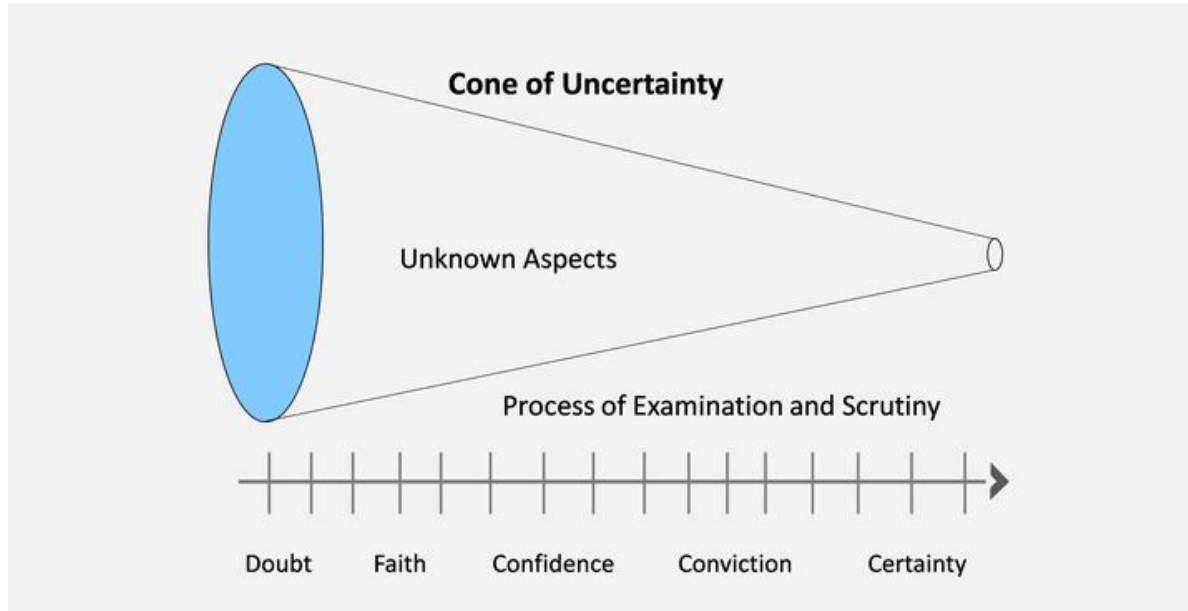
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A “VUCA” World

VUCA:

- V = Volatile
Dynamic, ever-changing, different forces at work
 - U = Uncertain
Lack of predictability, prospects for surprise
 - C = Complex
No “cause-and-effect” chain, confounding issues
 - A = Ambiguous
The haziness of reality
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The Cone of Uncertainty



The beginning of any endeavor is the time at which we know the least about the results.

What Is “Agile?”

- An iterative problem solving methodology that values human communication and feedback, adapting to change, and producing working results.
 - An approach and a mindset that can be used to solve complex problems.
 - Agile can (and has) been used in many fields outside software development.
 - Deming Cycle (Plan-Do-Check-Act) is a basic example
 - Frameworks include: Kanban, XP, DevOps, Scrum, and many others.
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Agile Manifesto

Individuals and interactions over processes and tools

Working solutions 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.

Toyota Production System

Example of Agility before Agile Software Development

- An organizational culture as much as a factory system
- Designed for learning and continuous improvement
- Motivate and develop problem solving ability
- Helped mitigate supply chain problems

Harvard Business Review article:

<https://hbr.org/2022/11/what-really-makes-toyotas-production-system-resilient>

Conventional vs. Agile Mindset

	Conventional Thinking	Agile Thinking
People Are:	Resources who need extrinsic motivation to do well	Humans with intrinsic motivation (They want to do their best)
People Excel Because:	They are more intelligent	They put in effort and learn
Decisions Are Made By:	Management Only	Those Impacted by the decision
Build the Right Product By:	Rigorous Upfront Analysis and Detailed Specifications	Demos to the Customer and getting the Customer's feedback
Groups Work As:	Siloed Groups of Individuals	Self-Organized Teams
Clients Are:	Who We Get Specs from in the beginning; Testers at completion	Collaborative Partners throughout the process

Iterative Adaptation

“I want to be able to speak to someone in another building”



“I want to be able to specify which device I want to connect with”



“I don't like waiting for the dial to rotate back. Can we have buttons instead?”



“What if I'm outside?”



“Can I put it in my pocket?”



Miami Example - BI W-2 Reporting

Problem:

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- Planning beginning in June for January 31 deadline.
- Payroll “conventional mindset”.
- Pandemic - shift to remote work - more tax bodies (and reports!)

Result:

- Highly stressful, working late nights, weekends, holidays.
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Miami Example - BI W-2 Reporting

Solutions:

- Meeting with Payroll more often (2-3 times per week Nov./Dec.).
- Reviewing specifications as a team.
- Using previous year's reports as template.
- Listening to each other and sharing information.

RA POSITIONS	POSITION DESCRIPTION	SPACES	11/8/2022	1/9/2023	1/11/2023
1-2	Record Identifier	2	ok		
3-11	Submitter's Employer EIN	9	ok		
12-19	User Identification (User ID)	8	ok		
20-23	Software Vendor Code	4	ok		
24-28	Blank	5	ok		
29	Resubmission Indicator	1	ok		
30-35	Resubmission Wage File Identifier	6	ok		
36-37	Software Code	2	ok		
38-94	Company Name	57	ok		

Results

- 2022 planning moved from June to September.
 - All 2022 reports filed mid-January “We’ve never been finished this soon before!”
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Final Thoughts

- People Working Together
 - Shared Vision of Solution
 - Respond to Change
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Questions?

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Thank You
