



# Agile Roles Explained

## NCPMI Agile CoP

November 15<sup>th</sup>, 2017

Presented By CAMILLE SPRUILL

# Who We Are

- ❑ ezTagile is an agile solutions consulting firm, headquartered in Research Triangle Park, North Carolina.
- ❑ We are industry thought leaders who provide a framework to deliver products and services to the market faster and more efficiently, with the ability to adapt to the changing needs of the customer using lean agile strategies and best practices.
- ❑ We tailor our agile transformation services to fit the needs of our clients, and produce immediate business results. Our evolutionary model transforms organizations cultures, solves business problems and expedites ROI.
- ❑ We foster an agile leadership mindset, from executives down to individuals through **consulting, training and coaching**, to build stronger innovative high performing teams to satisfy customers, outpace the competition and drive organizations to become industry leaders.
- ❑ Website: <https://www.eztagile.com/>
- ❑ <https://www.eztagile.com/agiletraining>
  - ✓ **SCALED AGILE PARTNERS**
  - ✓ [SAFe NC Meetup User Group Leaders](#)
  - ✓ [Atlassian User Group Leaders](#)



# Presenter



## CAMILLE SPRUILL


### President & Agile Transformation Leader at ezTagile

Camille is an Enterprise Agile Transformation Expert, Coach and Trainer, who provides education and pragmatic direction to organizations on their agile journeys. She has proven experience leading agility centers of excellences. Her wealth of hands-on agile experience cuts across a wide array of industries and Fortune 500 companies nationally and globally. Camille is highly active in the agile, business analysis and project management communities and is also a public speaker.

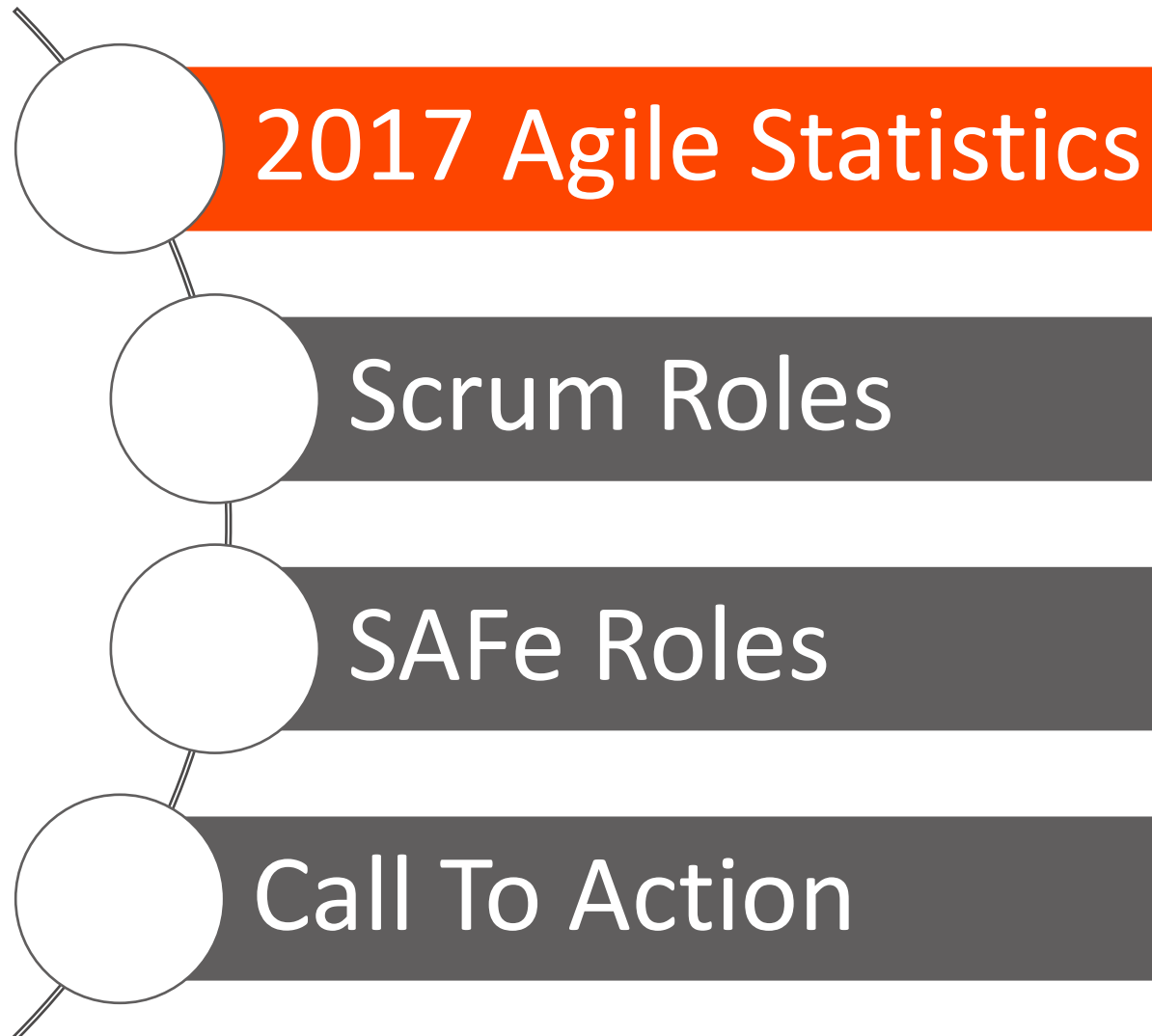
- Certified Scaled Agile Framework Program Consultant (SPC4<sup>®</sup>)
- Certified Scaled Agile Framework Agilist (SA<sup>®</sup>)
- Certified Scaled Agile Framework Scrum Master (SSM<sup>®</sup>)
- Certified Scrum Professional (CSP<sup>®</sup>)
- Certified Scrum Master (CSM<sup>®</sup>).
- Certified Business Analysis Professional (CBAP<sup>®</sup>)
- Certified Project Management Professional (PMP<sup>®</sup>)

You can contact Camille at [Camille@eztagile.com](mailto:Camille@eztagile.com)

# Agenda

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- 2017 Agile Statistics
  - Scrum Roles
  - SAFe Roles
  - Call To Action

# Agenda



# RESPONDENT DEMOGRAPHICS

For the first time, half of the respondents were from outside North America. While the largest number of respondents (23%) worked for software/ISV companies, that number declined from 26% last year. Respondents from very large organizations, employing more than 20,000 people, increased from 24% last year to 26% this year.

## Size of Organization

Respondents who worked for organizations with:



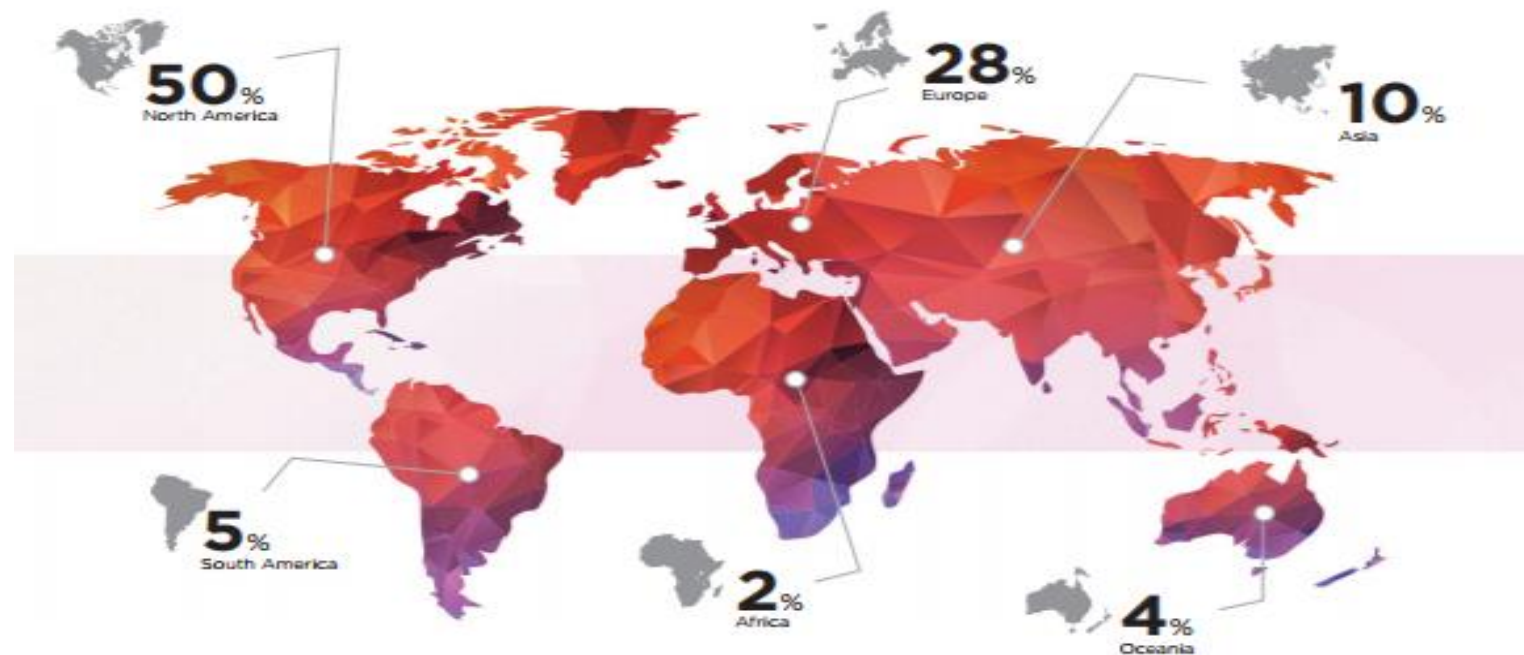
## Size of Software Organization

Respondents who worked for organizations with software groups with:



## Location of Organization

Respondents were from:

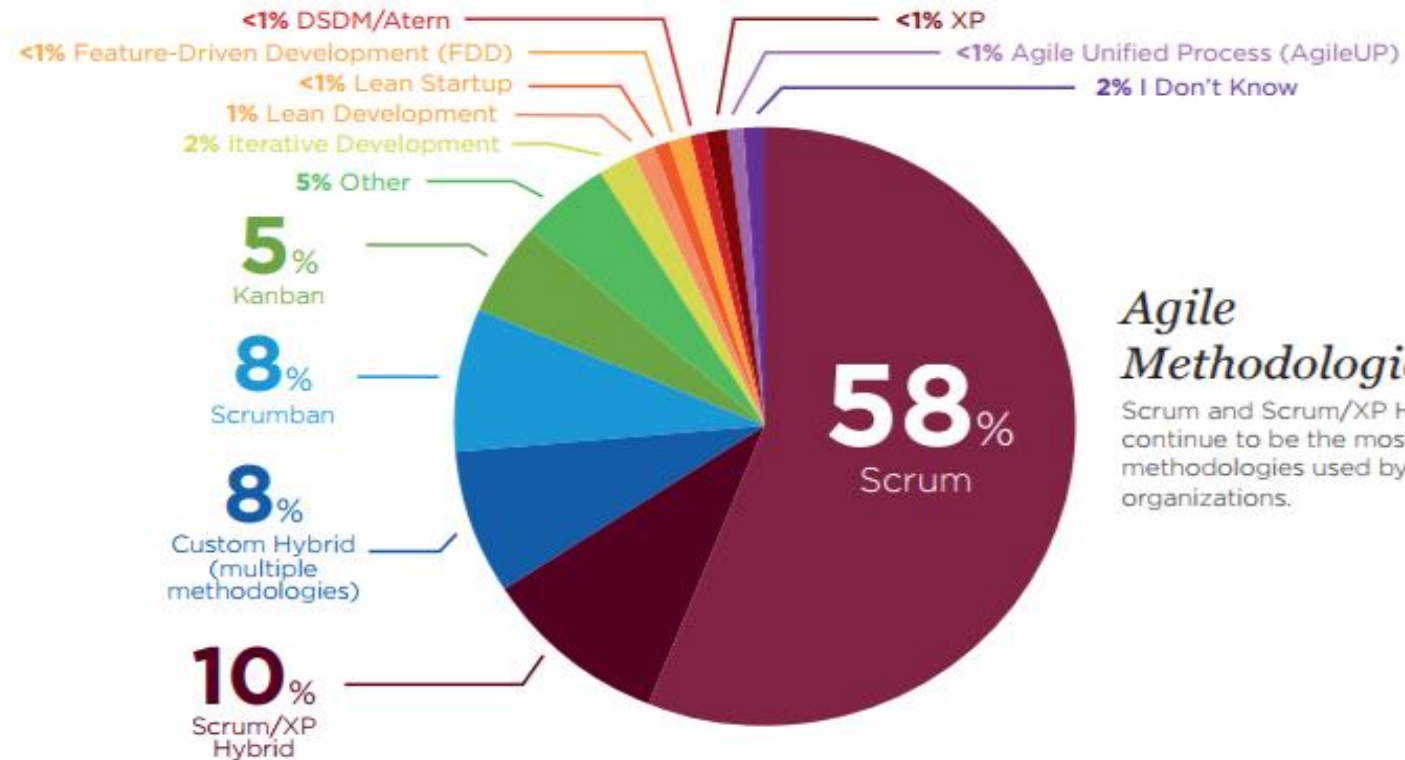


<https://explore.versionone.com/state-of-agile/versionone-11th-annual-state-of-agile-report-2>

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## AGILE METHODS AND PRACTICES



**Agile Methodologies Used**  
Scrum and Scrum/XP Hybrid (68%) continue to be the most common agile methodologies used by respondents' organizations.



<https://explore.versionone.com/state-of-agile/versionone-11th-annual-state-of-agile-report-2>



## SCALING AGILE

### Scaling Methods and Approaches

SAFe (28%) has overtaken SCRUM/SCRUM of SCRUMS (27%) to be the most popular scaling method cited by respondents.





# Agenda



2017 Agile Statistics

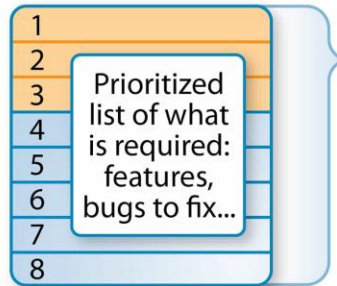
Scrum Roles

SAFe Roles

Call To Action

## The Agile Scrum Framework at a glance

Inputs from  
Customers, Team,  
Managers, Execs



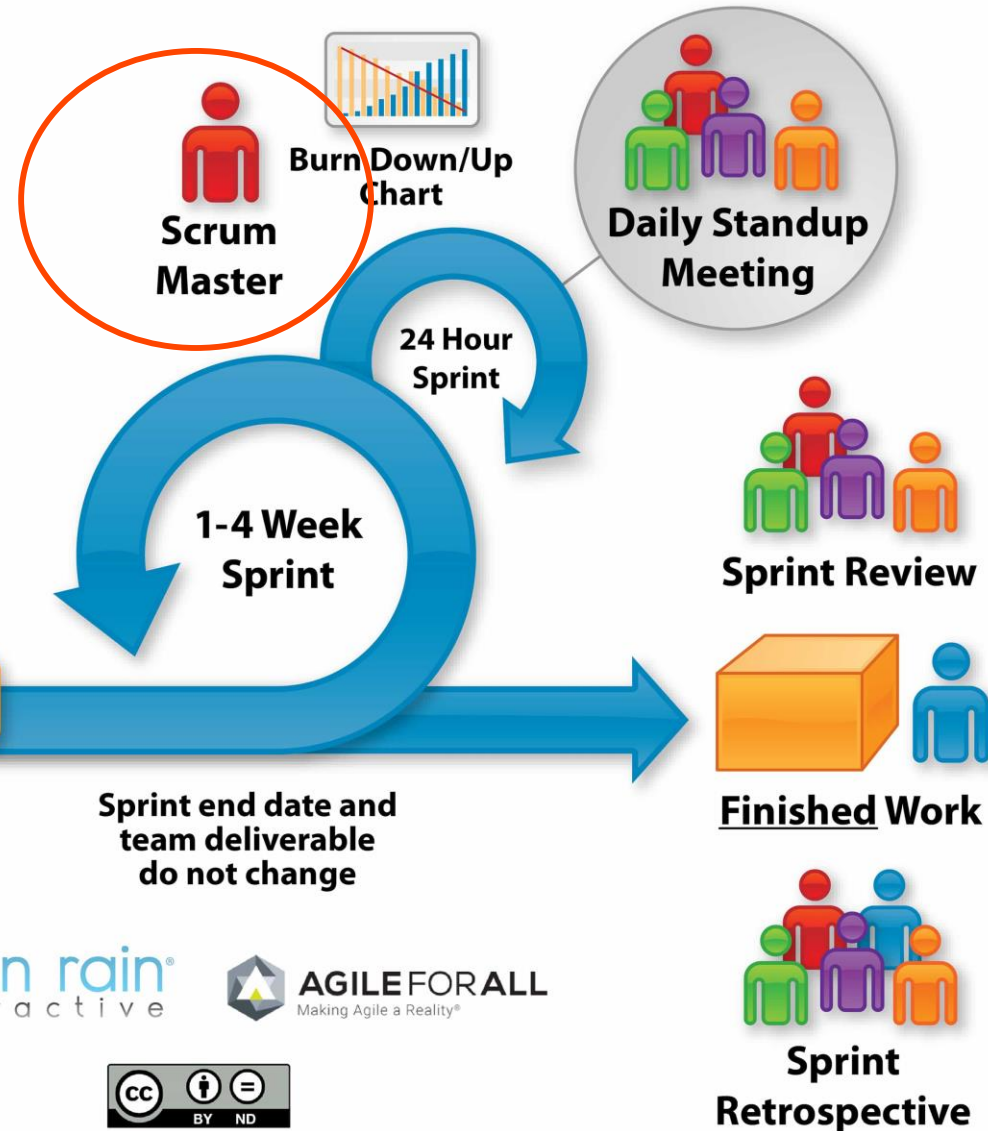
**Product Backlog**

Team selects starting at top as much as it can commit to deliver by end of Sprint

**Sprint Planning Meeting**



**Sprint Backlog**



# Agile Roles – Straight From The Scrum Guide



## The Scrum Master

- Scrum Master Service to the Product Owner
- Scrum Master Service to the Development Team
- Scrum Master Service to the Organization



## The Product Owner

- The Product Owner is the sole person responsible for managing the Product Backlog.
- Clearly expressing Product Backlog items
- Ordering the items in the Product Backlog to best achieve goals and missions
- The Product Owner remains accountable.

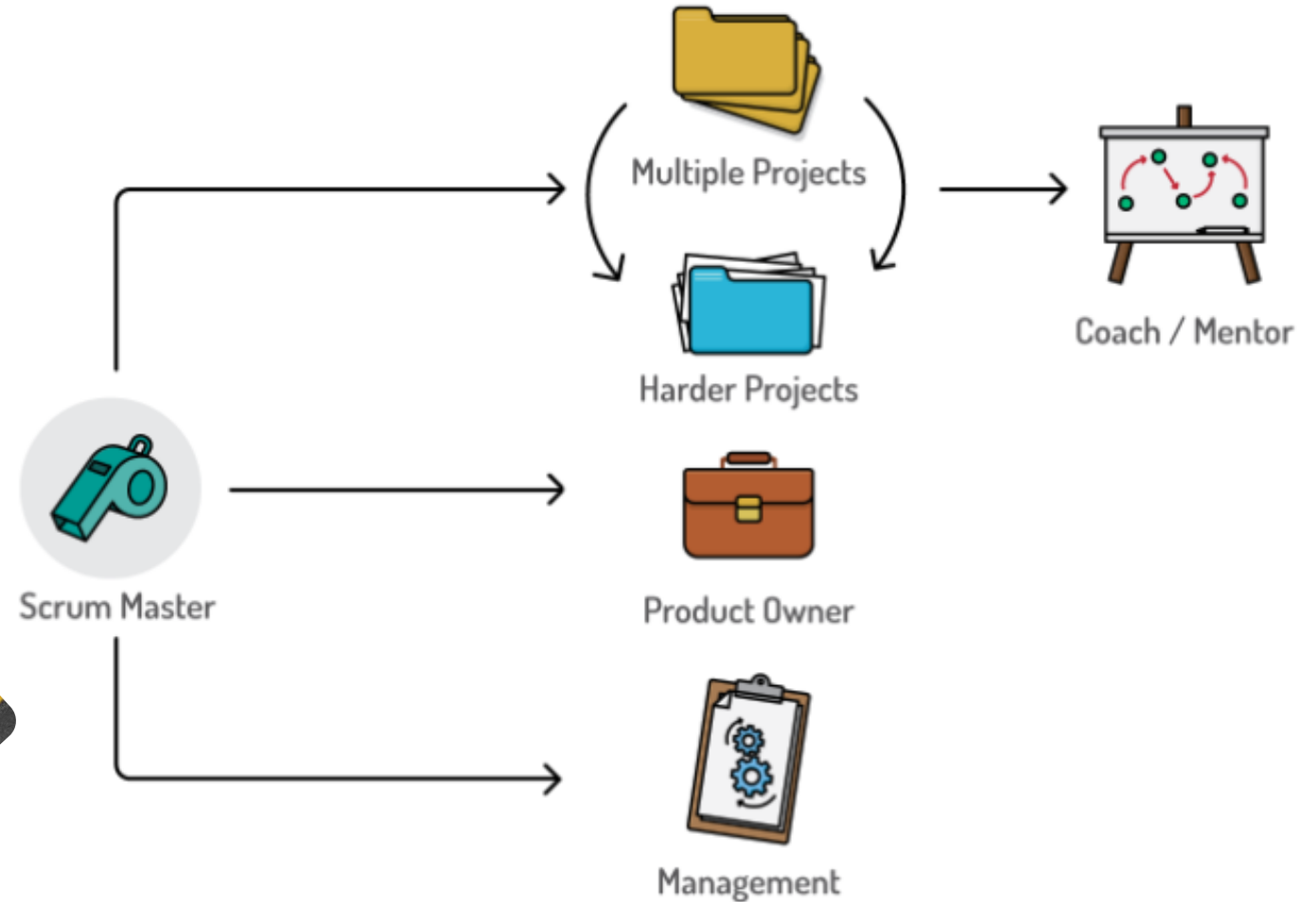
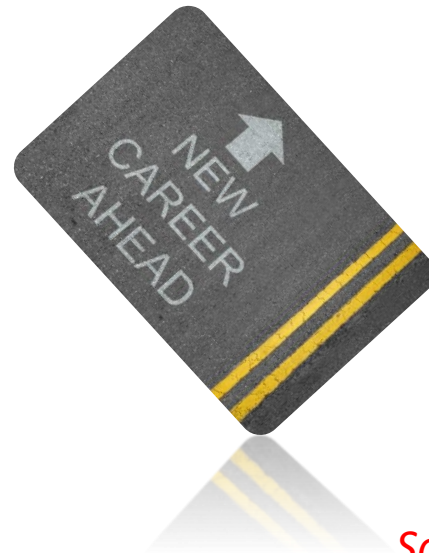


## The Development Team

- Professionals who do the work of delivering a potentially releasable Increment of "Done" product at the end of each Sprint.
- Development Teams are structured and empowered by the organization to organize and manage their own work.

<http://www.scrumguides.org>

# What? Where is the Business Analyst and The Project Manager?



*Scrum Masters often become coaches, mentors, product owners, managers or continue as Scrum Masters in more challenging situations.*

- Mike Cohn

# Agenda



2017 Agile Statistics

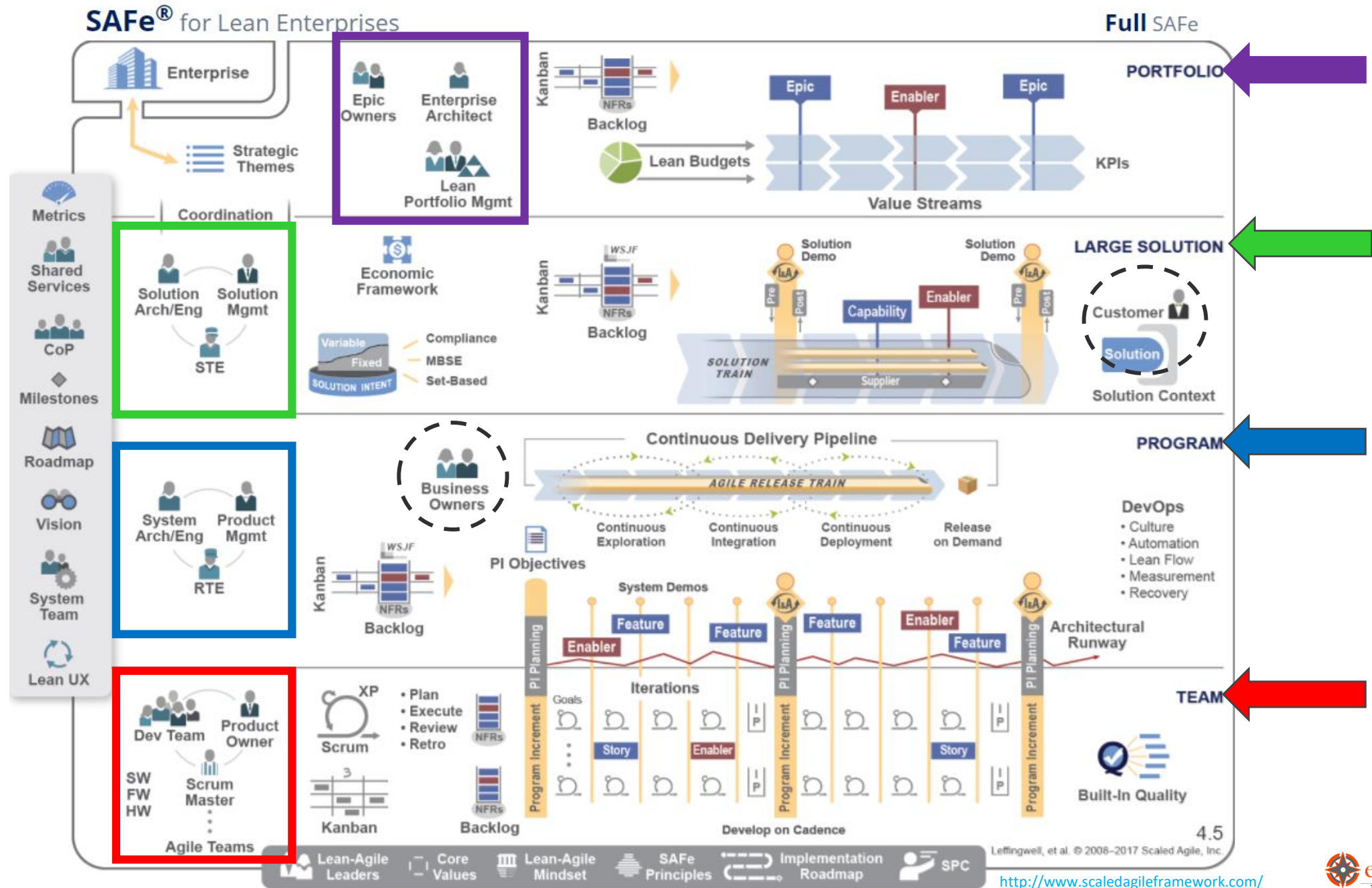
Scrum Roles

SAFe Roles

Call To Action

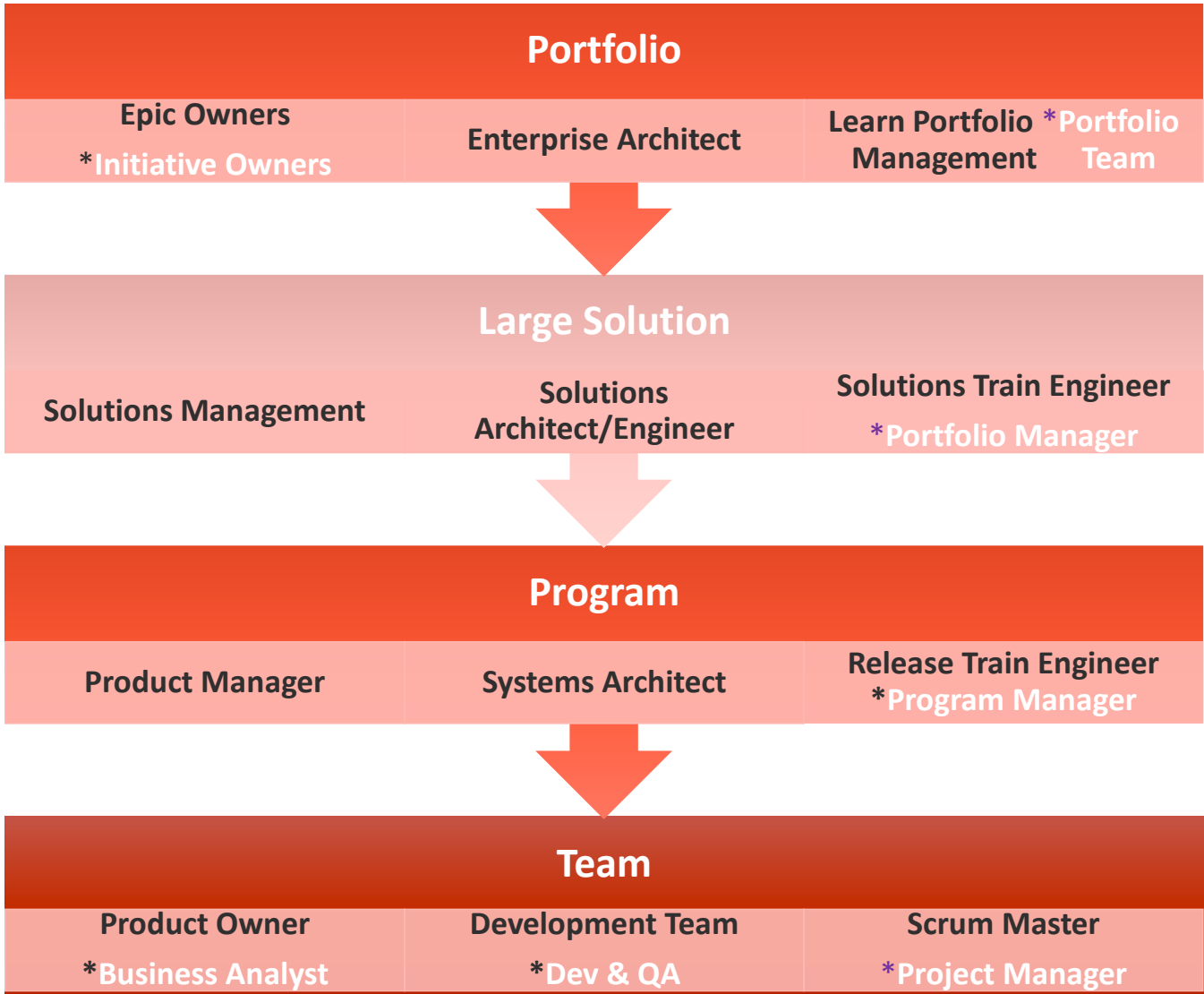


# SAFe 4.5





# Hmm Where Do I Fit In?



# Lean Portfolio Management


The Lean Portfolio Management (LPM) function has the **highest level of decision-making** and **financial accountability for the products and Solutions** in a SAFe portfolio.




Figure 1. Primary responsibilities of Lean Portfolio Management

<http://www.scaledagileframework.com/lean-portfolio-management/>

# Product Manager



Product Management has **content authority for the Program Backlog**. They are responsible for **identifying Customer needs, prioritizing Features**, guiding the work through the Program Kanban and developing the **program Vision and Roadmap**.



<http://www.scaledagileframework.com/product-and-solution-management/>

# Content Authority

At scale, a single person cannot handle product and market strategy while also being dedicated to an Agile team. Since Product Management and the PO share the content authority for the program, it's important to have a clear delineation of roles and responsibilities, as illustrated in Figure 1.

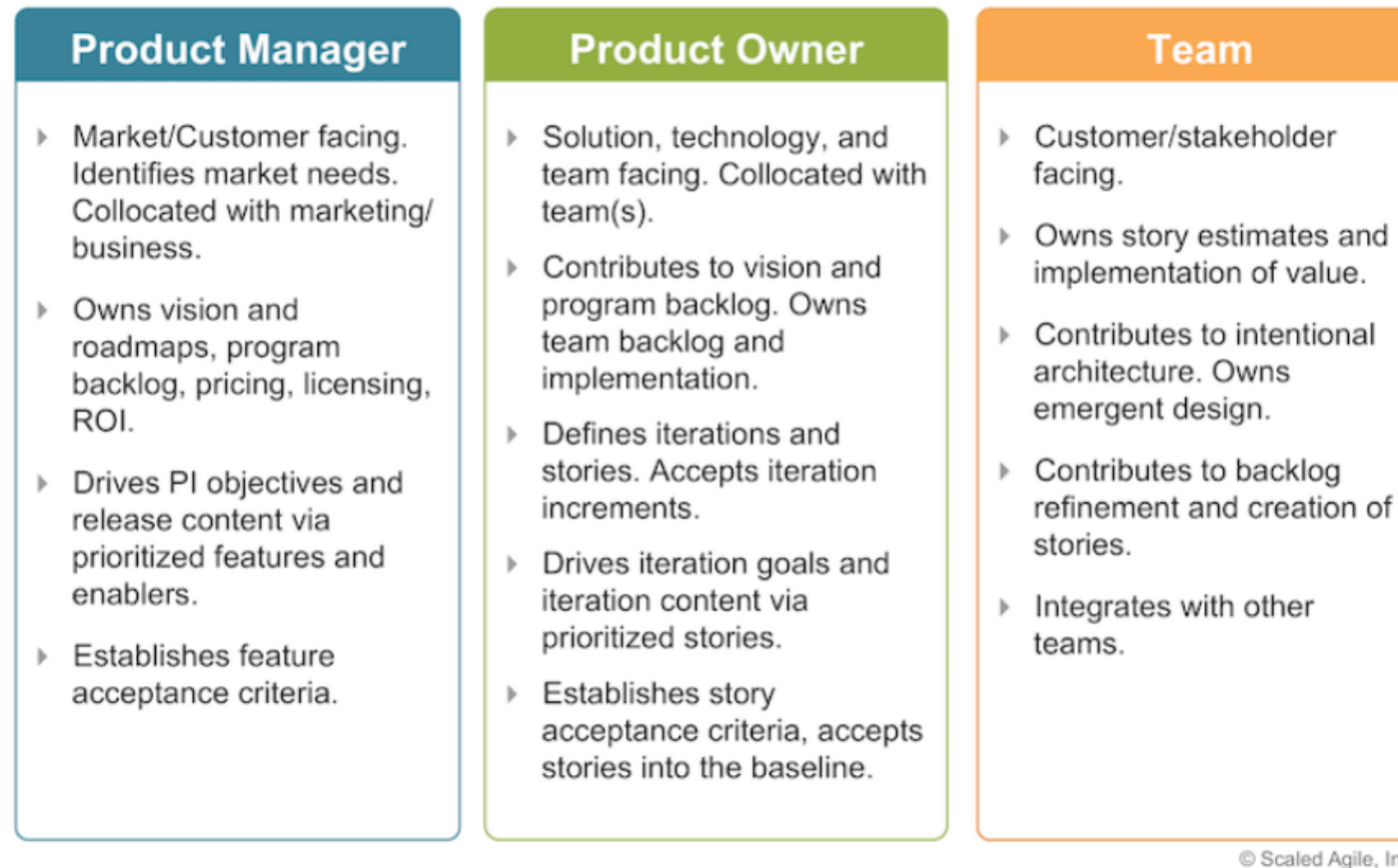



Figure 1. Release content governance


<http://www.scaledagileframework.com/product-owner/>

# Release Train Engineer (RTE)



The **RTE** and the **STE** facilitate ART and Solution Train **processes and execution, respectively.** They **escalate impediments, manage risk, help ensure value delivery, and help drive relentless improvement.** Many also participate in the Lean-Agile transformation, coaching leaders, teams, and Scrum Masters in the new processes and mindsets. They help configure SAFe to the organization's needs, standardizing and documenting practices.

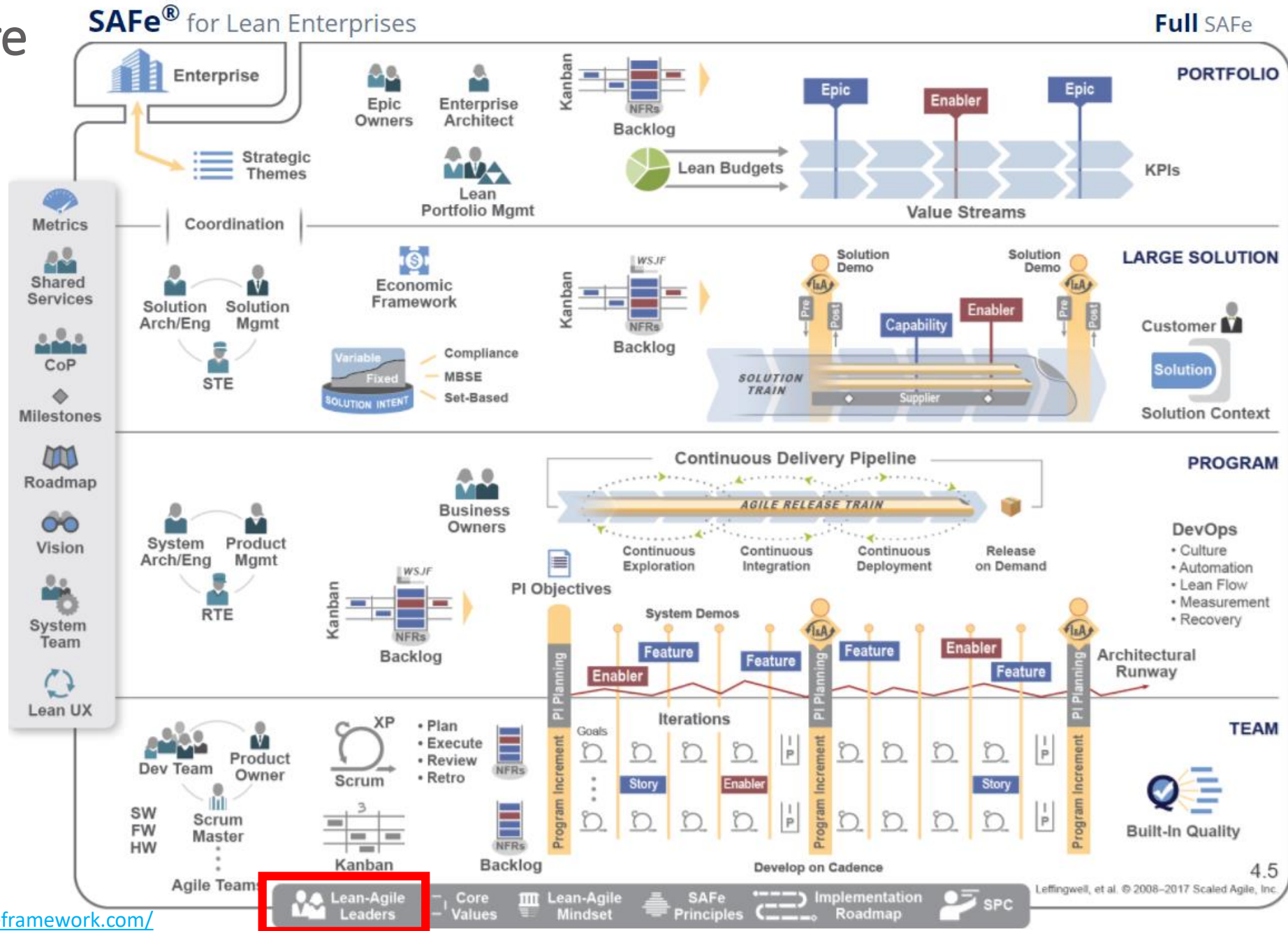
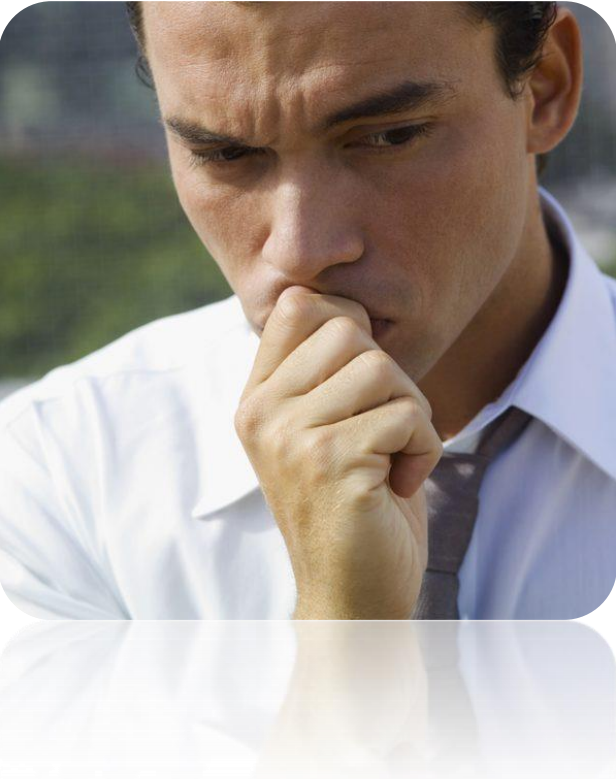
The Release Train Engineer (RTE) is a **servant leader and coach for the Agile Release Train (ART).** The RTE's major responsibilities are to **facilitate the ART events and processes and assist the teams in delivering value.**



<http://www.scaledagileframework.com/release-train-engineer-and-solution-train-engineer/>



# Wait a Minute, Where is Management?





# The Role of A Lean Agile Leader

## Lead the Change

The work of steering an organization toward Lean and Agile behaviors, habits, and results cannot be delegated.

### Lean-Agile Leaders:

- Exhibit urgency for change
- Communicate the need for the change
- Build a plan for successful change
- Understand and manage the change process
- Address problems as they come up

<http://www.scaledagileframework.com/lean-agile-leaders/>

“Agile project leaders help their team balance at the edge of chaos—some structure, but not too much; adequate documentation, but not too much; some up-front architecture work, but not too much. Finding these balance points is the "art" of agile leadership.”

— **Jim Highsmith**, *Agile Project Management: Creating Innovative Products*

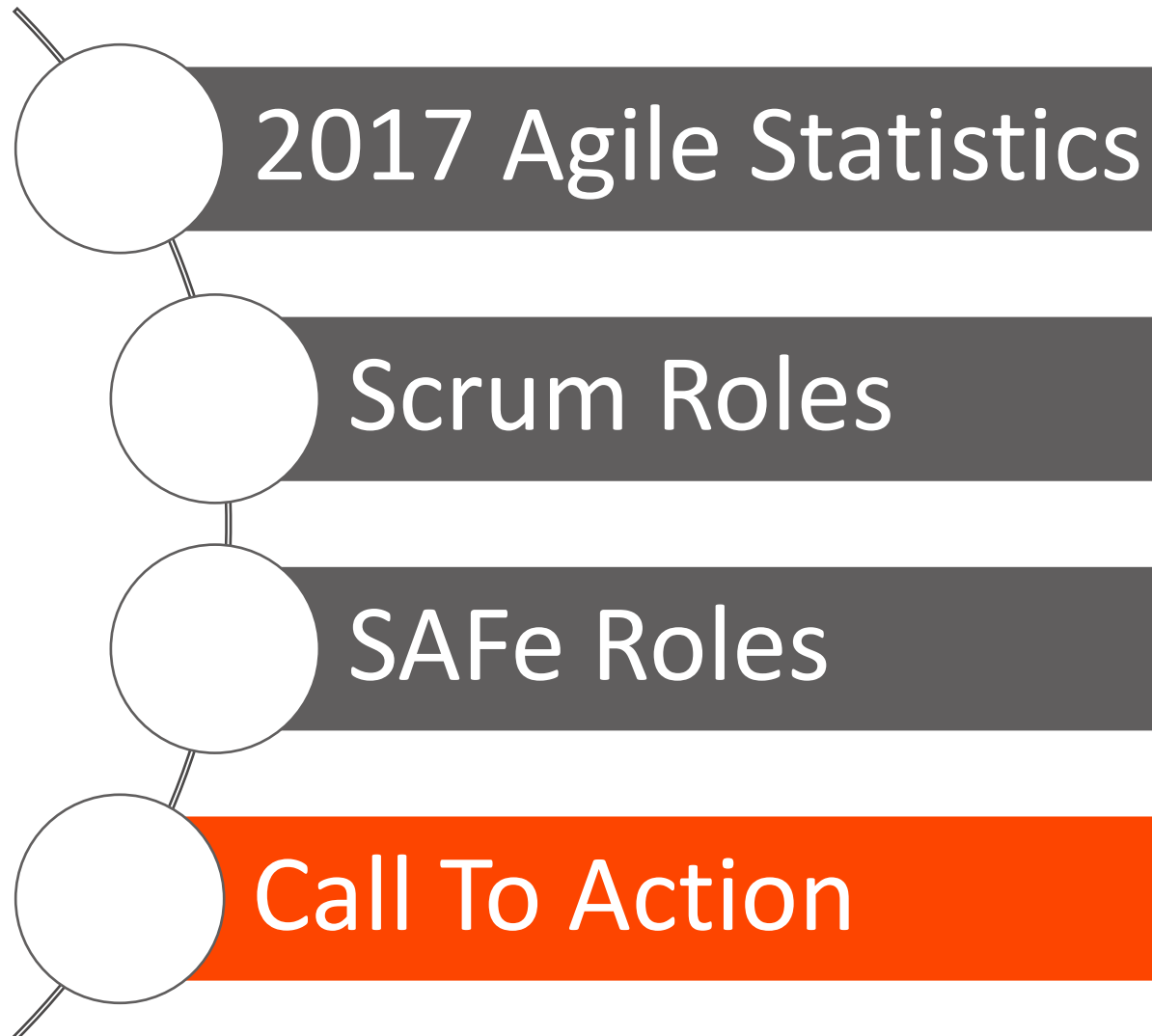
# Key Responsibilities

- ✓ Attract, recruit, and retain capable individuals
- ✓ Build high-performance teams; establish mission and purpose for individuals and teams
- ✓ Perform career counseling and personal development
- ✓ Listen and support teams in problem identification, root cause analysis, and decision-making
- ✓ Participate in defining and administering compensation, benefits, and promotions
- ✓ Eliminate impediments and evolve systems and practices in support of Lean-Agile development

- ✓ Address issues that teams cannot resolve, and make personnel changes where necessary
- ✓ Evaluate performance, including team input; provide guidance and corrective actions
- ✓ Serve as Agile coach and advisor to Agile teams
- ✓ Remain close enough to the team to add value and to be a competent manager; stay far enough away to let them problem-solve on their own
- ✓ Help build Agile Milestones and Roadmaps, as well the plans that enable them.
- ✓ Continuously assist in aligning teams to the system mission and vision

<http://www.scaledagileframework.com/lean-agile-leaders/>

# Agenda



# Your Call To Action



## For those who requested this information...

Here is the NCPMI discount coupon code for ezTagile's upcoming Leading SAFe Class on December 9th.

<https://www.eztagile.com/product-page/leading-safe-4-5-with-sa-certification-durham-rtp-nc-12-09-12-10>





