Agile for Startups

Getting the most from your software development team

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How many of you work at startups?
'Large organizations cannot be versatile. A large organization is effective through its mass rather than through its Agility.'

Agile
The start-up’s natural advantage
Don’t waste it

Peter Drucker
1968
Small & fast
beats
Big & slow
Startups don’t need Agile

- Brilliant idea
  - Dog on hind legs
  - Customers biting your hands off

- Innate High Energy Start-up Agility
  - The future is yours
Starts ups need Agile when...

1. Success becomes Scale Up
   – A model to bring structure
2. Need to iterate
   – MVP
Minimal
Viable
Product

The most misused 3 letters this century
An MVP is **NOT** about technology

An MVP **is** marking exercise

MVPs probe the market

MVP aid understand of customers & markets
Not 1 MVP
Many MVPs
Each adds understanding
You need to... Iterate
1) **Do the right thing**
   Build a machine which can iterate
   A learning machine

2) **Do it right**
   Iterate your way to the right thing
The Mantra...

Fail Fast

Fail Cheap

Learn & Salvage
Think small
Milk is cheapest in BIG cartons

And small cartons of software reduce risk

Software is cheapest in lots of small cartons
Iterate
- Sprint, Iteration, Timebox
- 2 week routine
Iteration - 2 week routine

- **Prioritization**
- **Breakdown**
- **Agreement**
- **Review & Retrospective**
- **Release**
- **Demo**

**Start**

**Planning meeting**

**Repeat**

- **Thursday**
- **Friday**
- **Monday**
- **Tuesday**
- **Wednesday**
- **Thursday**
- **Friday**
- **Monday**
- **Tuesday**
- **Wednesday**

**Work**
One True Test

Are you releasable every two weeks?

Faster is better
• 1 week is better
• Daily is better
• Hourly is better
Faster!

Low Quality  High Quality
Faster!

Low Quality  High Quality
Technical Excellence
Keep technical quality high

Defects are not free. Somebody makes them, and gets paid for making them

John Cage
How do you improve quality?

T D D
A T D D
B D D

Pair programming
Mob programming
Product Ownership

Someone needs
• To limit intake
• To prioritize
• To say No
Who is the *Product Owner*?

- Subject Matter Expert (Domain Expert)
- Product Manager
- Business Analyst
Product Owner needs

1. **Skills** to do the job
2. **Authority** from company
   - To set priorities and decide work
3. **Legitimacy** in the company
   - To ask questions, to make decisions
4. **Time**
   - To do the job properly
Who?

• Early stage start-up the Product Owner is...
  – THE FOUNDER, THE CEO

• As you grow, get a professional
  – PRODUCT MANAGER

• Business Analysts have no place in a product start-up
Get some help
Warning #1: Contradictions

Predictability hinders Flexibility
High utilization -> long lead time
Short lead -> lower utilization
Lower cost through higher quality
Warning #2: You too

An Agile organization needs leadership with an agile mindset

You can’t delegate this
You have to live it
1. Iterate
2. Quality
3. Product Ownership
4. Ask for help

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