

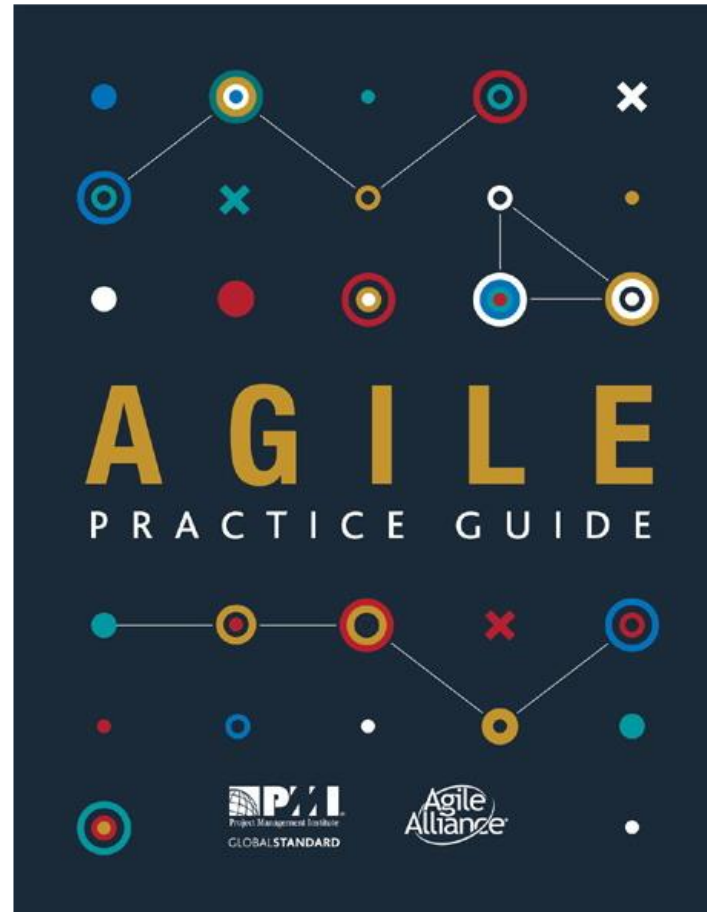
PMG 622 – Agile Project Management

Spring 2022

Assignment 02

Disciplined Agile

Reference Book



A3.14 DISCIPLINED AGILE (DA)

Disciplined Agile (DA) is a process decision framework that integrates several agile best practices into a comprehensive model. DA was designed to offer a balance between those popular methods deemed to be either too narrow in focus (e.g., Scrum) or too prescriptive in detail (e.g., AgileUP). To achieve that balance, it blends various agile techniques according to the following principles:

- ◆ **People-first.** Enumerating roles and organization elements at various levels.
- ◆ **Learning-oriented.** Encouraging collaborative improvement.
- ◆ **Full delivery life cycle.** Promoting several fit-for-purpose life cycles.
- ◆ **Goal-driven.** Tailoring processes to achieve specific outcomes.
- ◆ **Enterprise awareness.** Offering guidance on cross-departmental governance.
- ◆ **Scalable.** Covering multiple dimensions of program complexity.

Disciplined Agile (DA).

- A process decision framework that enables simplified process decisions around incremental and iterative solution delivery.

PMI Reference

- <https://www.pmi.org/disciplined-agile/introduction-to-disciplined-agile>

Introduction to Disciplined Agile[®] (DA[™])

- True business agility comes from freedom, not frameworks.
- Disciplined Agile (DA) is an agnostic, hybrid tool kit that harnesses hundreds of Agile, Lean, and traditional strategies to guide you to the best way of working (WoW) for your team or organization.
- DA is context sensitive; rather than prescribing a collection of "best practices," it teaches you how to choose and later evolve a fit-for-purpose WoW that is best for you given the situation you face.

A Quick Primer on Disciplined Agile

- Disciplined Agile (DA) is very much a tool kit, not a framework.
- An agile framework will present you with a collection of what it considers to be “best practices,” but the reality is that all practices are contextual in nature, working well in some situations and poorly in others.
- DA is a process-decision tool kit that enables you to easily choose your own WoW that is fit-for-purpose for you.
- Where frameworks prescribe what to do, regardless of whether it’s appropriate for you, the DA tool kit instead provides you with freedom of choice.

DA addresses four views:

- **Mindset.** DA builds on the foundations of agile and lean to address enterprise realities.
- **People.** DA describes the roles, responsibilities, and team structures you should have in place.
- **Flow.** DA describes the dynamic aspects of processes via lifecycle and workflow diagrams.
- **Practices.** DA outlines the techniques that move your team forward, using straightforward goal diagrams that provide a high-level picklist of practices.

The Disciplined Agile Mindset

Principles

We believe in these principles:

- Delight customers
- Be awesome
- Context counts
- Be pragmatic
- Choice is good
- Optimize flow
- Organize around products/services
- Enterprise awareness

Promises

So we promise to:

- Create psychological safety and embrace diversity
- Accelerate value realization
- Collaborate proactively
- Make all work and workflow visible
- Improve predictability
- Keep workloads within capacity
- Improve continuously

Guidelines

And follow these guidelines:

- Validate our learnings
- Apply design thinking
- Attend to relationships through the value stream
- Create effective environments that foster joy
- Change culture by improving the system
- Create semi-autonomous self-organizing teams
- Adopt measures to improve outcomes
- Leverage and enhance organizational assets

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Primary Roles on Disciplined Agile Delivery (DAD) Teams

- Team Lead
 - Agile process expert, keeps team focused on achievement of goals, removes impediments (i.e. call Agile PM, Scrum Master)
- Product Owner
 - Owns the product vision, scope and priorities of the solution
- Architecture Owner
 - Owns the architecture decisions and technical priorities, mitigates key technical risks
- Team Member
 - Cross-functional team members that deliver the solution
- Stakeholder
 - Includes the customer but also other stakeholders such as the sponsor, operations engineers, support staff, architecture, database groups, finance, and more