

# Agile for Startups

*Getting the most from your software  
development team*

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**Allan Kelly  
Associates**


How many of you work  
at startups?

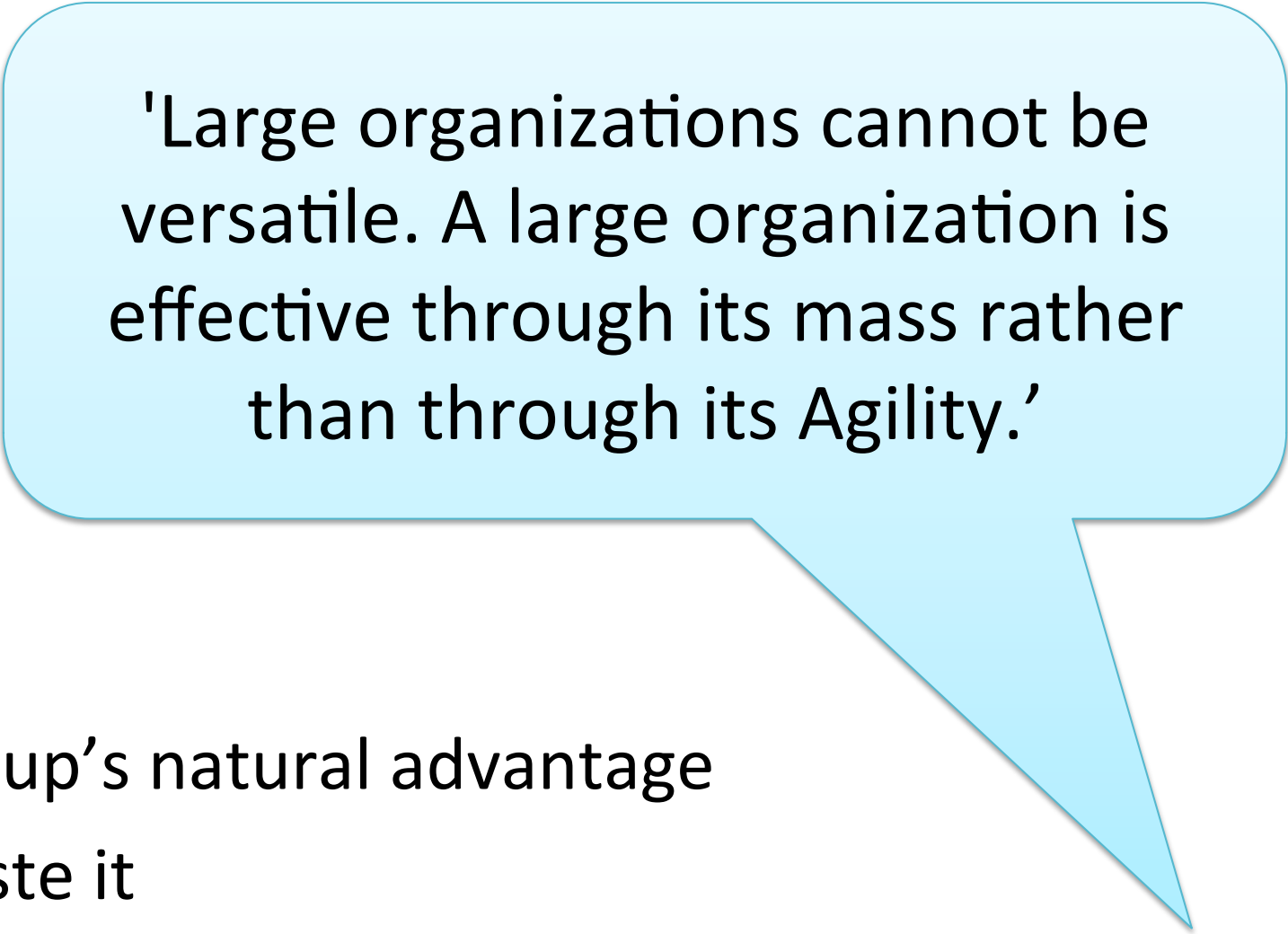


# Inspiring teams & individuals

## Advice Digital Consulting Agile Training



 [www.allankellyassociates.co.uk](http://www.allankellyassociates.co.uk)



'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

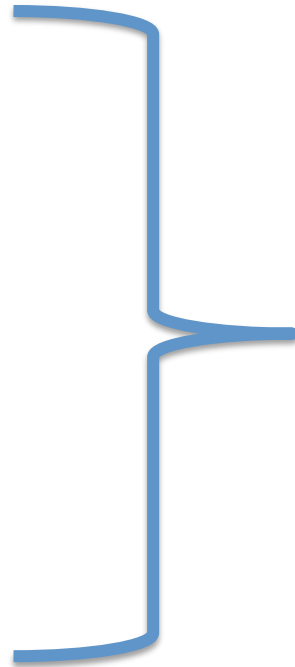
- Brilliant idea
  - Dog on hind legs
  - Customers biting your hands off
- Innate High Energy Start-up Agility
  - The future is yours



# Starts ups need Agile when...

1. Success becomes Scale Up
  - A model to bring structure
2. Need to iterate
  - MVP

**M**inimal  
**V**iable  
**P**roduct



The most  
misused 3 letters  
this century



An MVP is **NOT** about technology

An MVP **is** marketing exercise

MVPs probe the market

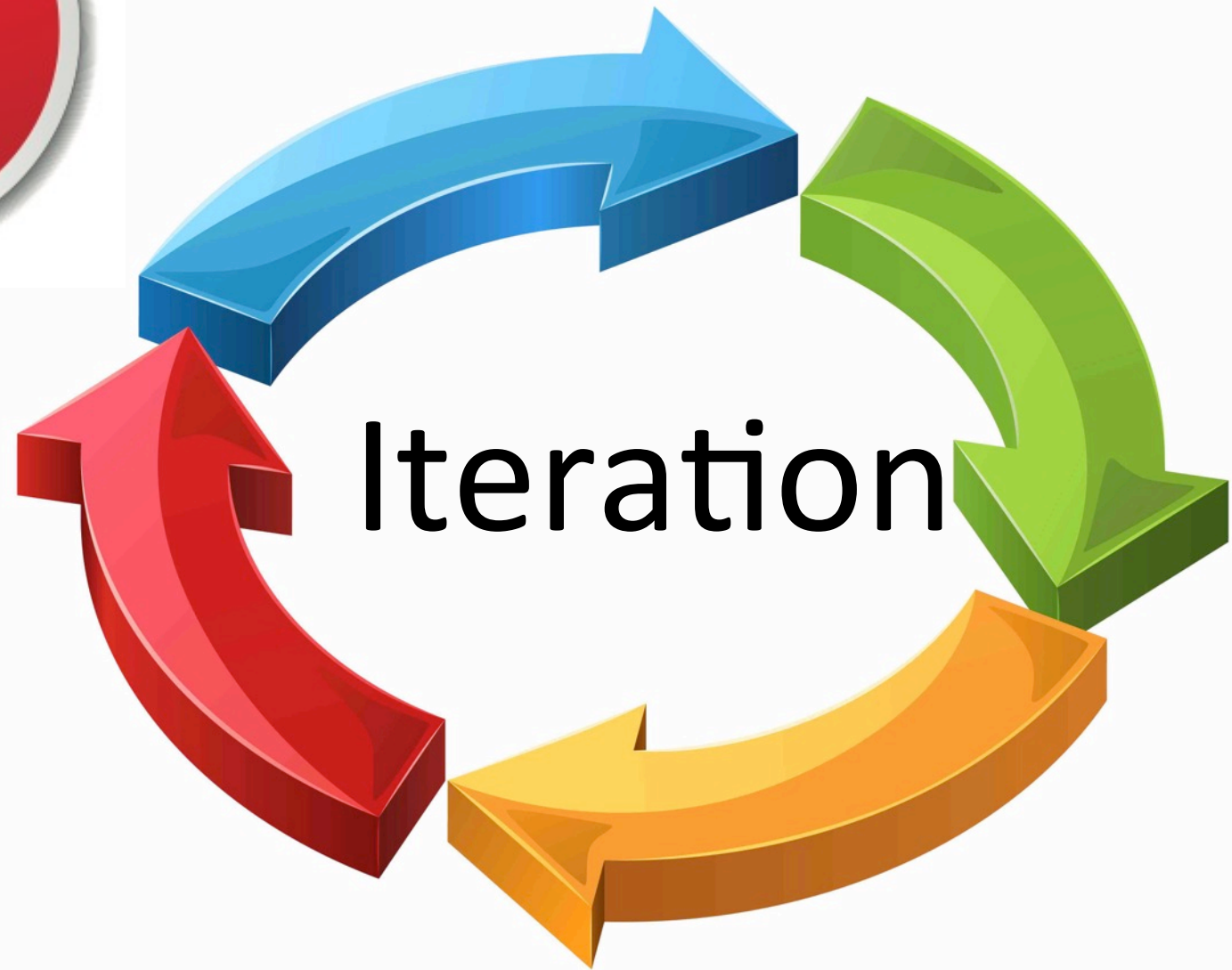
MVP aid understand of customers &  
markets

**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

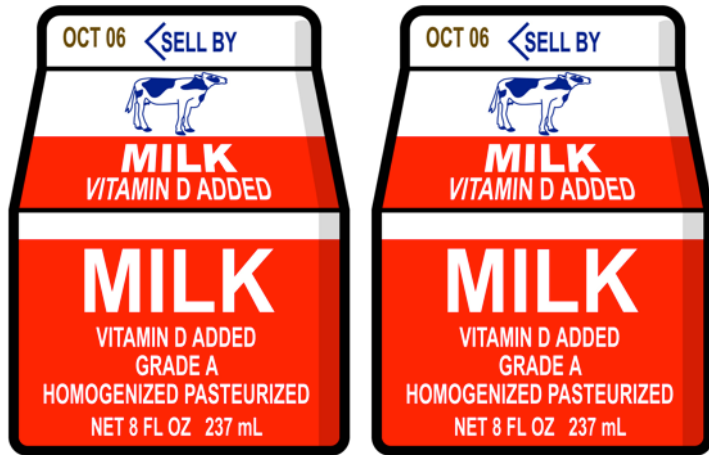
The Mantra...

Fail Fast

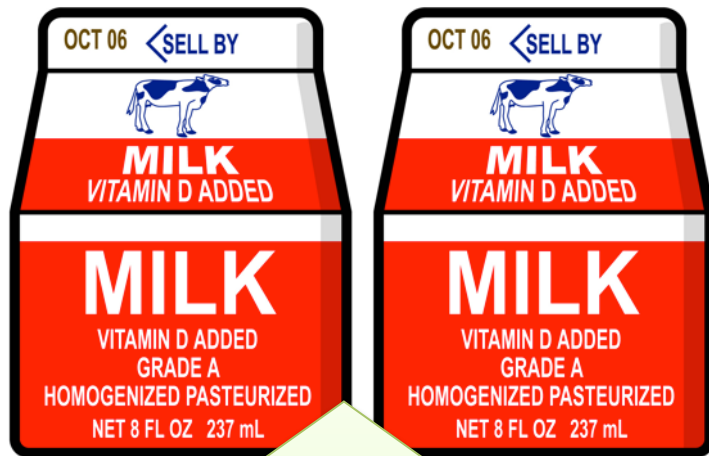
Fail Cheap

Learn & Salvage

Think small



Milk is cheapest  
in BIG cartons



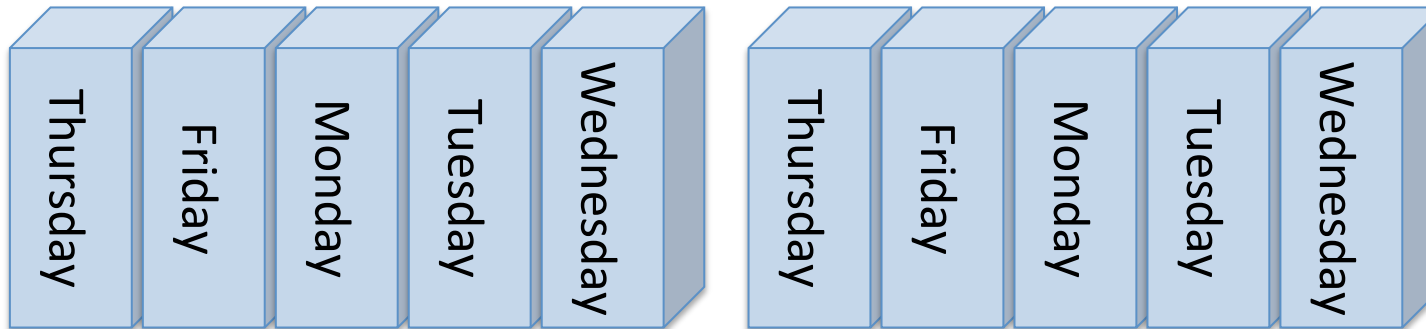
Software is  
cheapest in  
lots of small  
cartons

And small cartons  
of software  
reduce risk



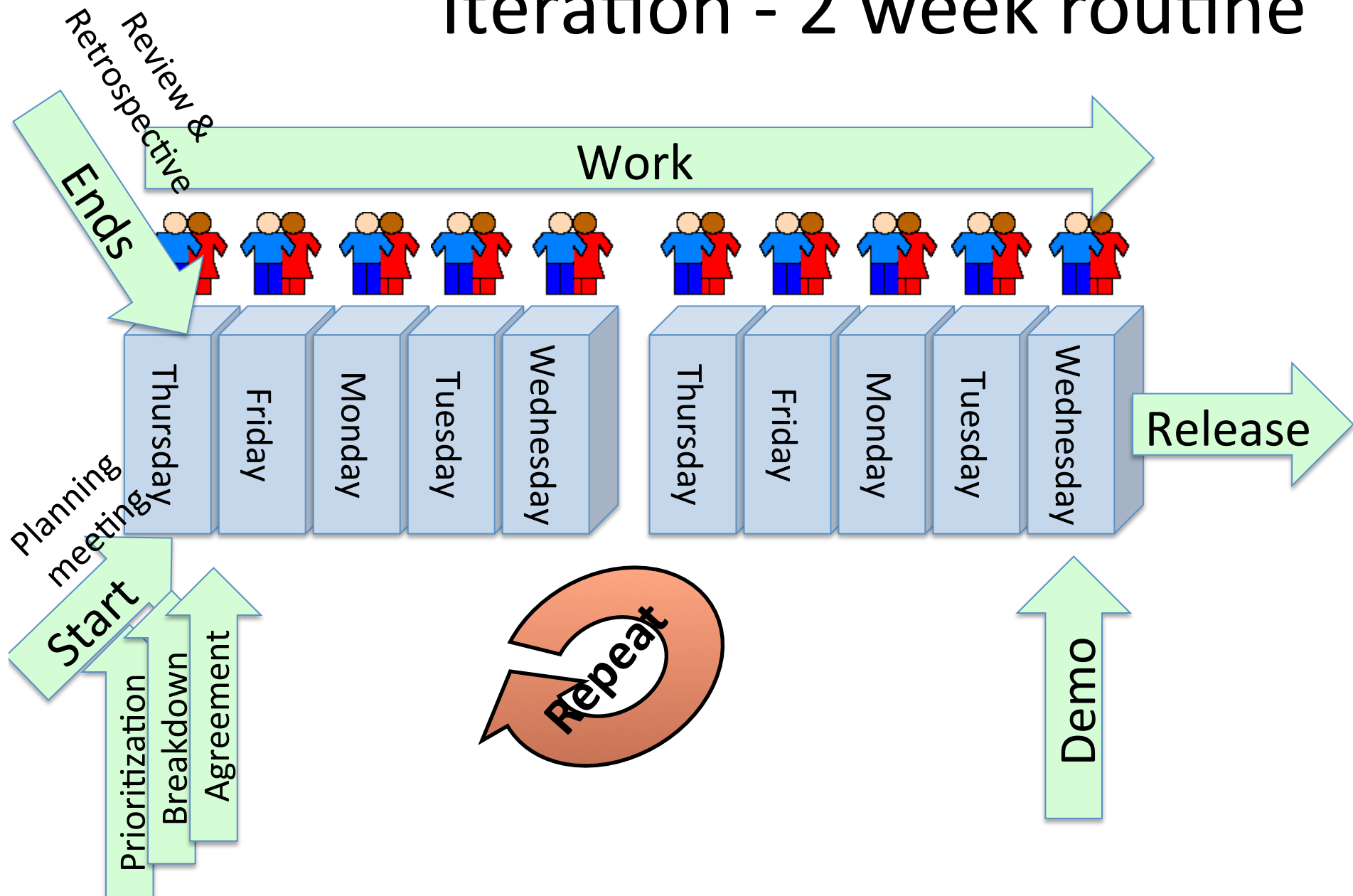
# Iterate

- Sprint, Iteration, Timebox
- 2 week routine





# Iteration - 2 week routine



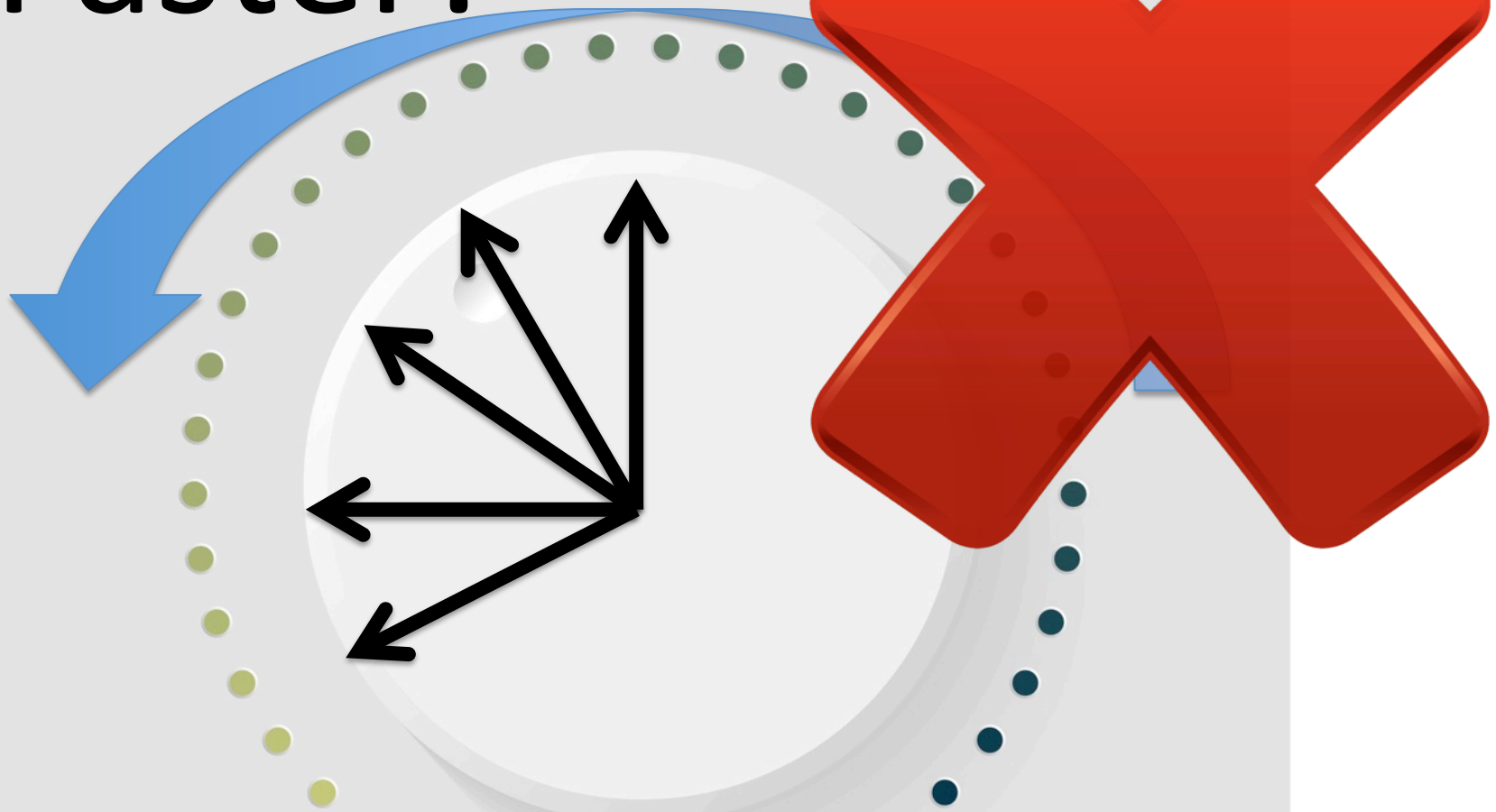
# One True Test

Are you releasable every two weeks?

Faster is better

- 1 week is better
- Daily is better
- Hourly is better

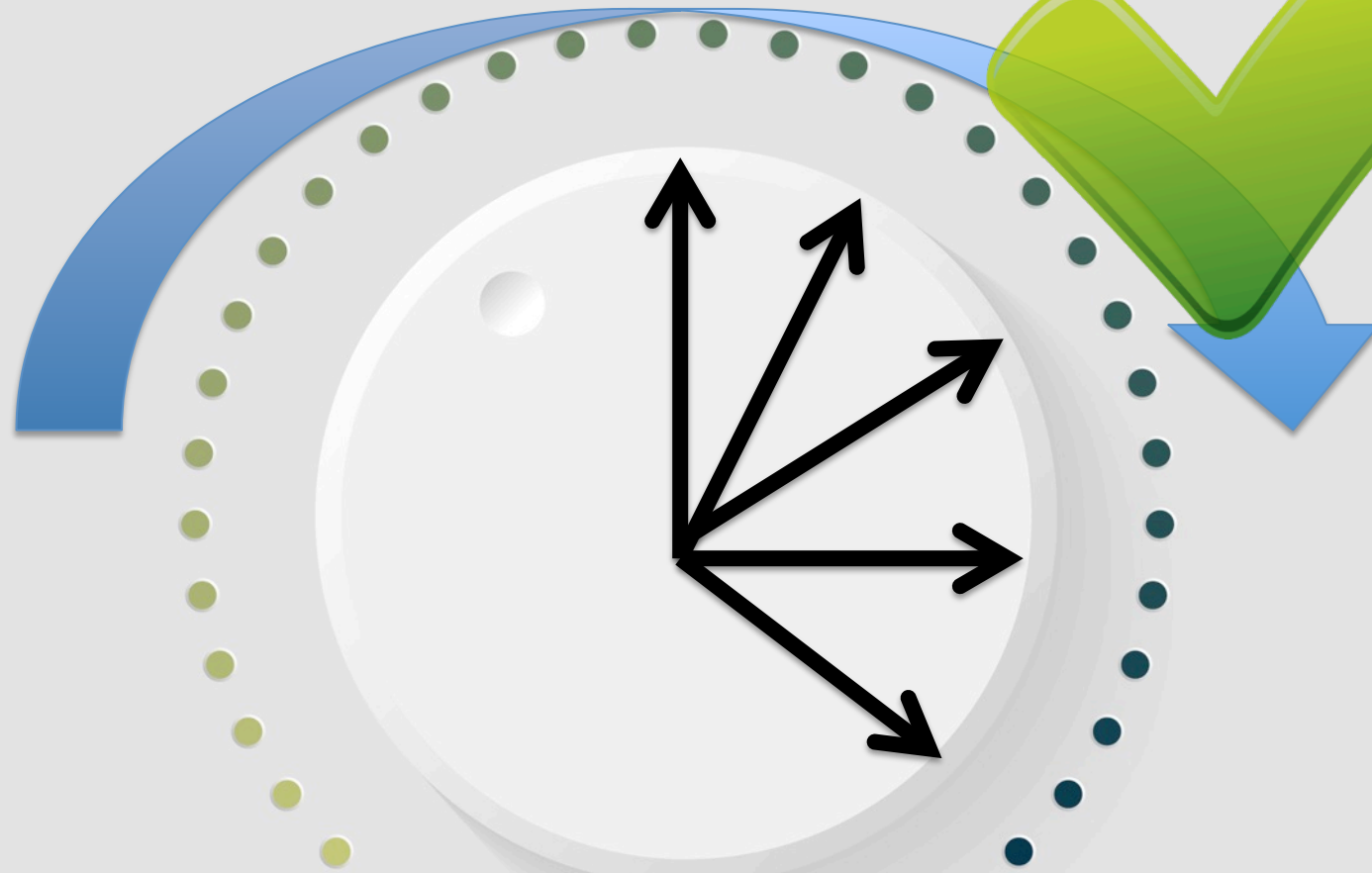
# Faster!



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

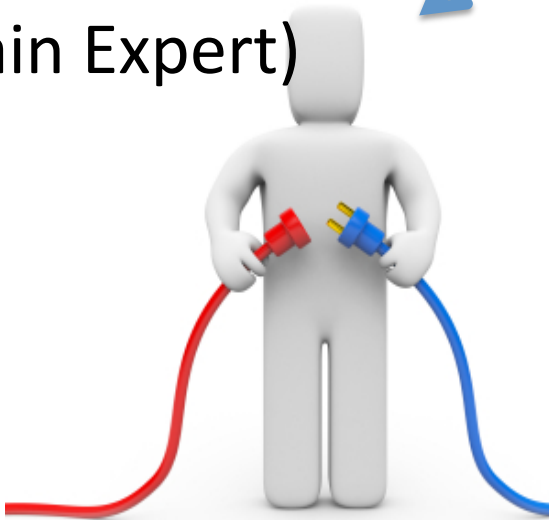
- To limit intake
- To prioritize
- To say No



# Who is the *Product Owner*?



Subject Matter  
Expert  
(Domain Expert)



Business  
Analyst



Product Manager





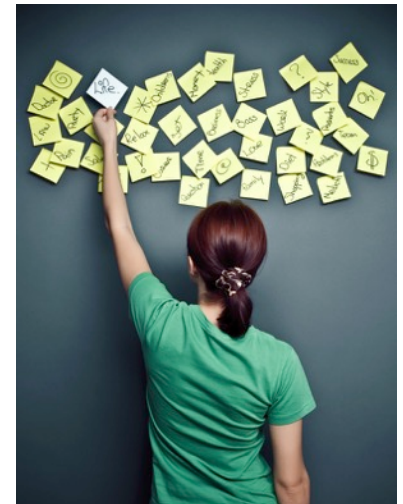
# Product Owner needs

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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