


When You Should Be **Procedural** & When You Should Be **Agile**

Procedural

Known/Knowable
(i.e. shipping process)

-  **Risks:**
- Over-thinking
 - Missing Window
 - Wrong Assumptions

3 Easy Steps to Being More Agile

- 1 Assess your projects.** Plot all major money-making initiatives against this. Adjust your approach if needed. Let people know why you're doing it.
- 2 Start with your successes.** Find 3 people or projects which did this well. Have a company-wide get-together to celebrate, and do some sort of lessons learned exercise. Don't forget to celebrate cases where planning was the correct way to approach it.
- 3 Hold people accountable.** Follow up bi-weekly, and have periodic celebratory events.

Agile

Unknownable
Current Market

-  **Risks:**
- Skipping Steps
 - Poor Quality

Rules of Thumb

Agile is no good if it's slow - If you can do something in <20 hours and <\$500 to test the market for a big company change, just do it. If you can't, just forget it.

Cut your losses - If you have a new product that's been in the works for over a year, give it one more month, and then cut it. Don't talk endlessly about potential.

Rule of 3 (by Gavin Andresen)

1st time - just do it, don't document it.

2nd time - just do it, and roughly document it.

3rd time - If it's *really* the same thing, build tools/processes to make it as efficient as possible. Otherwise see "1st time."

Fail early & fail often - If you're going to be agile, your team must be willing to fail and move on quickly. Anne Mulcahy (CEO Xerox) says that the main qualities she looks for employees that she didn't look for 2 years ago are adaptability & flexibility.

Hire experts - Don't reinvent the wheel. Procedures are less expensive and have fewer risks than Agile development. But don't let this replace your ability to be agile when necessary.

Plan for flexibility - Agile doesn't mean sloppy.

Use new sources of data - Use Google Labs, Wordtracker.com, Alexa.com and paid adwords to test the market.