

MAR 4, 2020

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U.S. Air Force

#GSAW

#AgileAF

#SpaceStartsHere

#USSpaceForce



# AGILE READINESS AT SMC:

APPLYING AGILE PRINCIPLES AND  
PRACTICES IN A HIGH STAKES  
ACQUISITION ENVIRONMENT



The  
Challenge



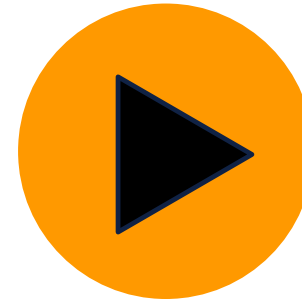
Our Goals



New  
Approach



The  
Results

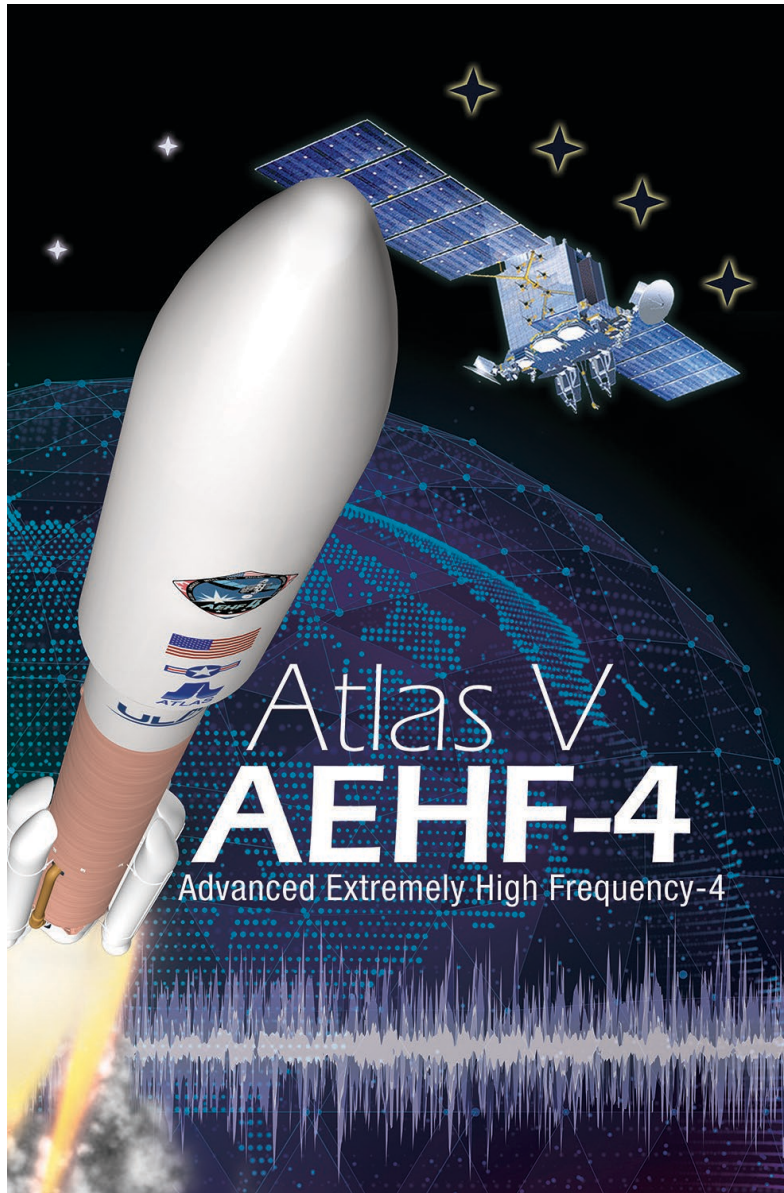


Getting  
Started



What's  
Next

OVERVIEW



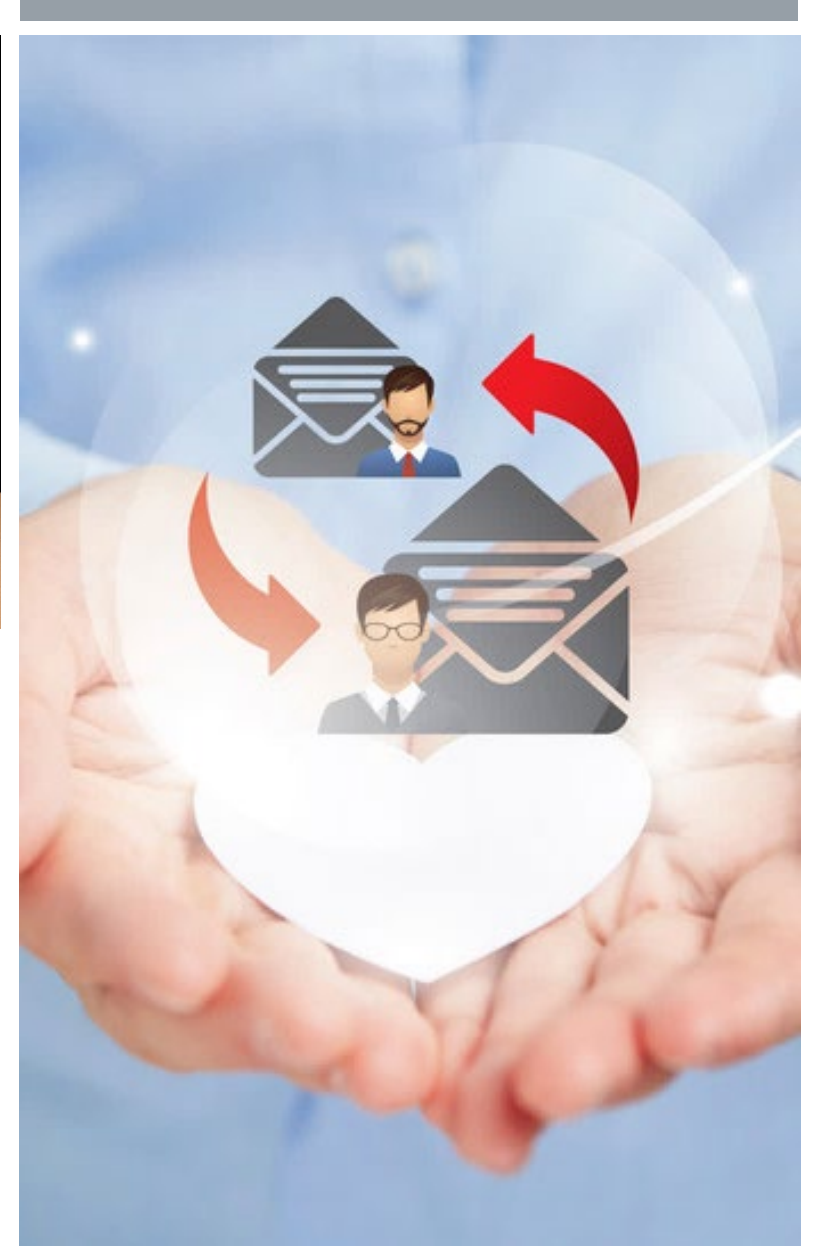
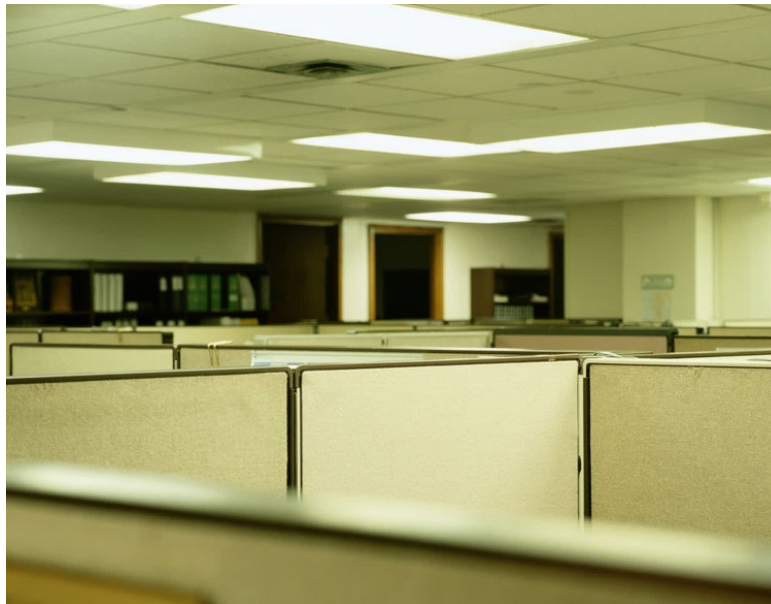
# THE HIGH STAKES CONTEXT

SMC VISION:  
TO FORGE AN AGILE TEAM THAT DELIVERS  
INNOVATIVE, WAR-WINNING  
CAPABILITIES...

THE 2018 NATIONAL DEFENSE STRATEGY  
SIGNALS A RETURN TO GREAT-POWER  
COMPETITION

# THE CHALLENGE:

## TRADITIONAL WATERFALL ACQUISITION METHODS



THE CHALLENGE:

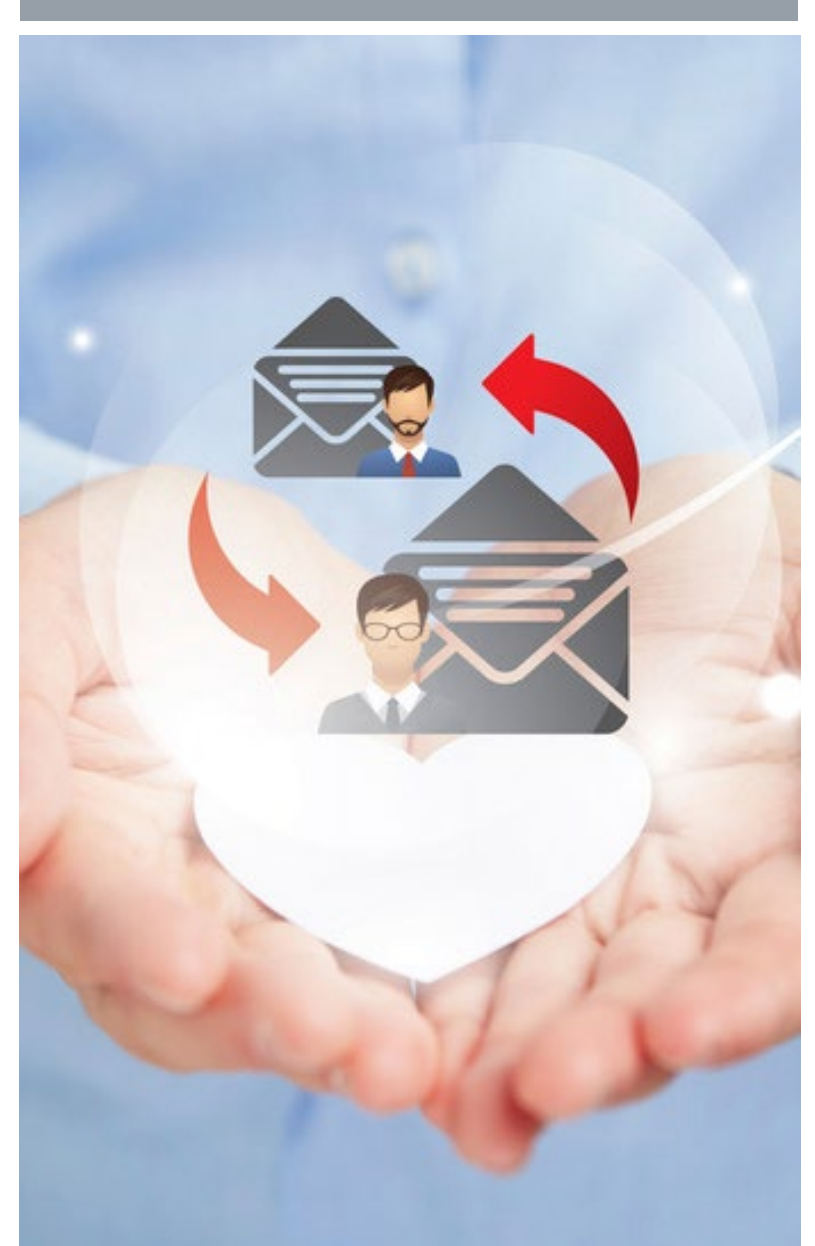
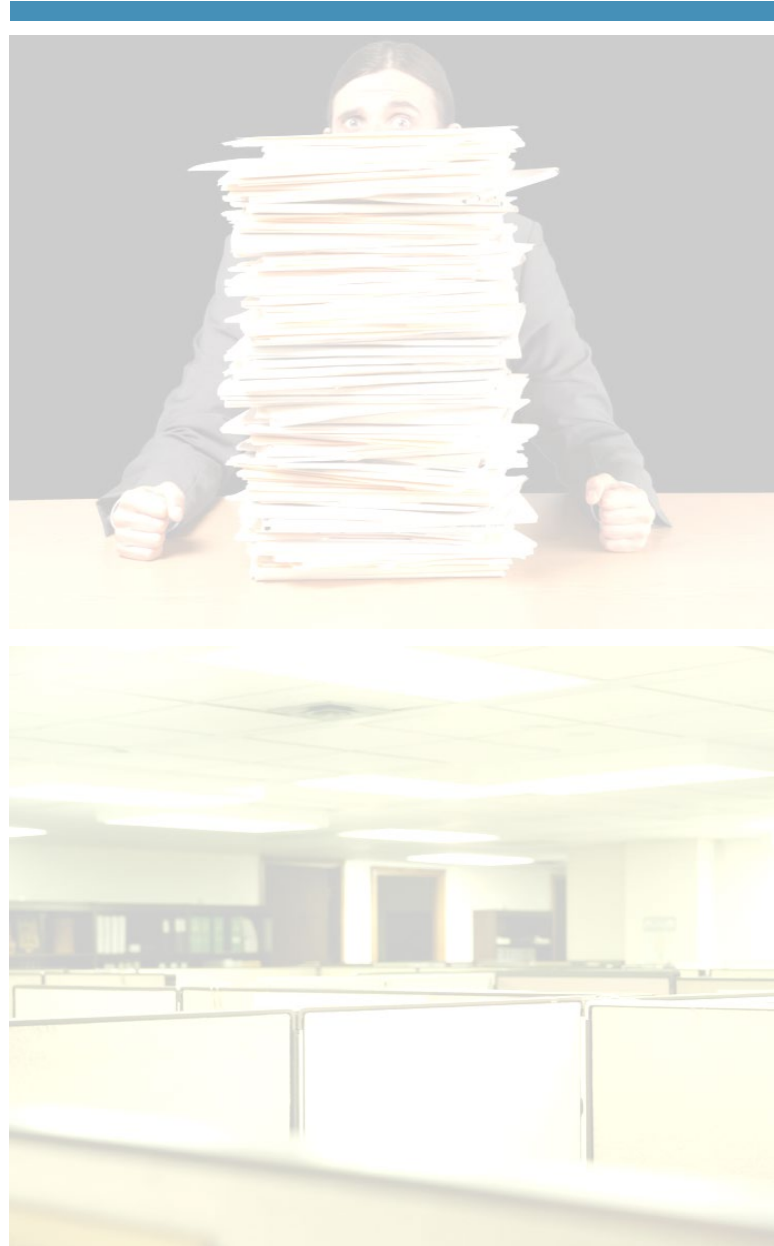
THE WAY WE  
STORE DATA





THE CHALLENGE:

THE WAY WE  
COMMUNICATE



THE CHALLENGE:

THE WAY WE ARE  
ORGANIZED





Connect People in  
Meaningful Ways



Put Data at their  
Fingertips

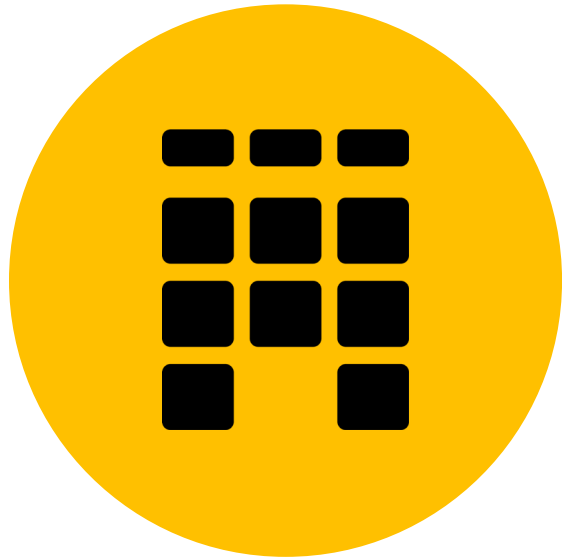


Establish Enduring  
Collaboration Platform

GOALS



# A NEW APPROACH



KANBAN



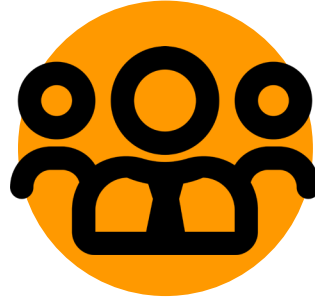
# **THE KANBAN PRIMER**



Start with  
What You Do  
Now



Improve Through  
Evolutionary  
Change



Encourage Acts  
of Leadership at  
Every Level



Understand &  
Focus on  
Customer  
Needs



Manage the Work  
and Let People  
Self-Organize  
Around It



Evolve Policies  
to Improve  
Outcomes

# THE KANBAN PRIMER

## PRINCIPLES



Visualize the  
Work



Limit Work in  
Progress (WIP)



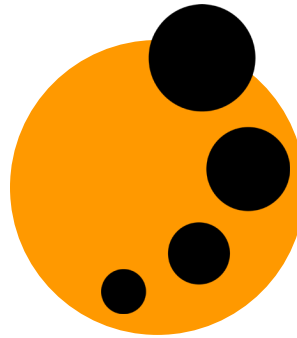
Manage Flow



Make Policies  
Explicit



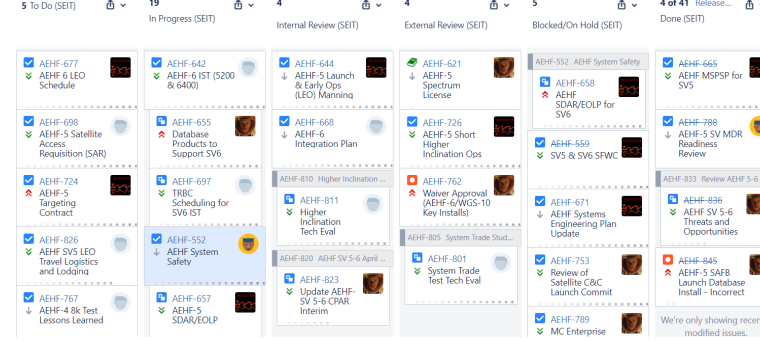
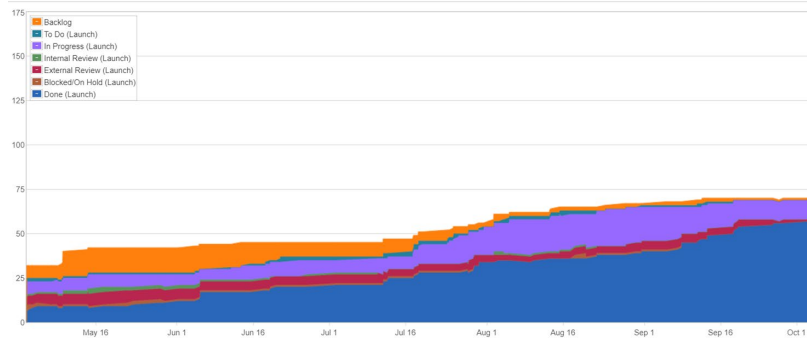
Feedback Loops



Improve and  
Evolve

# THE KANBAN PRIMER

## PRACTICES

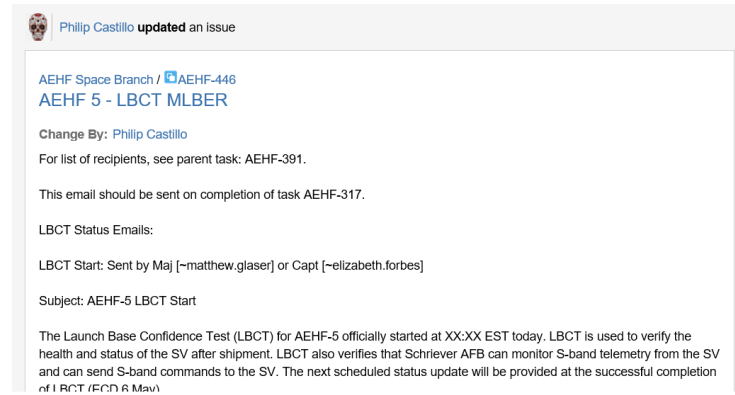
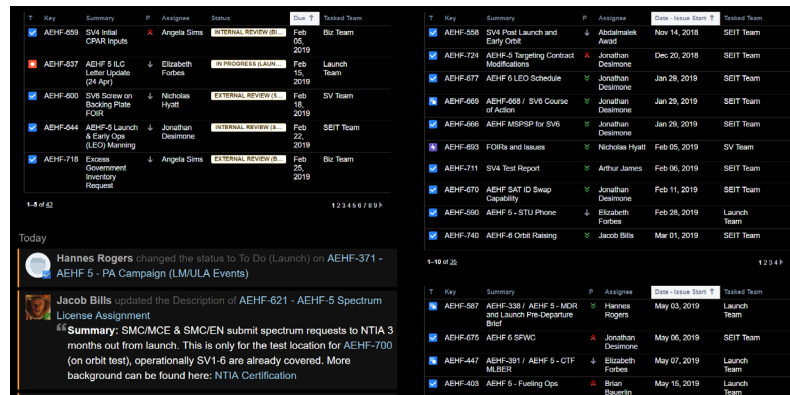


## Cumulative Flow Diagrams

## Kanban Boards

# THE KANBAN PRIMER

## VISUALIZATION TECHNIQUES



## Dashboards

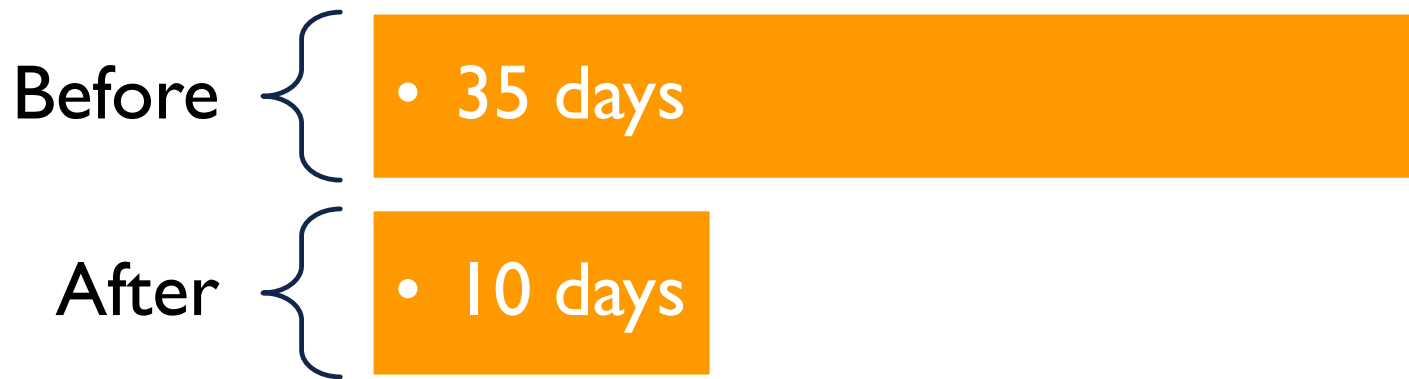
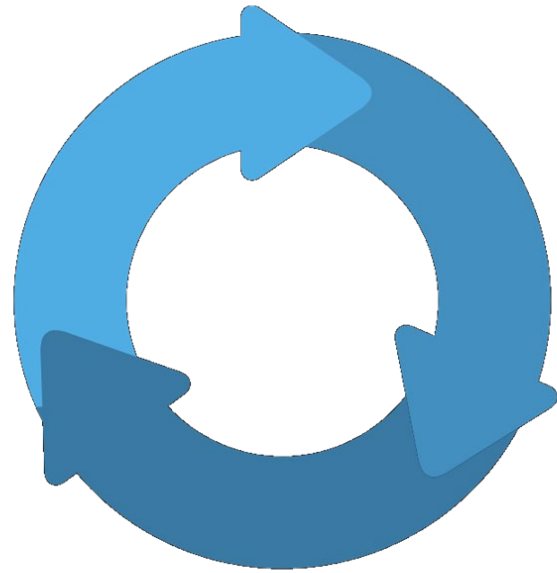
## Automated Messages

# THE AGILE PROGRAM OFFICE

## RESULTS – THE ADVANCED EHF CASE STUDY







## THE AGILE PROGRAM OFFICE

AVERAGE CYCLE TIME

35d → 10d



# THE AGILE PROGRAM OFFICE

TECHNICAL  
EVALUATION – 17  
DAYS



# THE AGILE PROGRAM OFFICE

INCREASED  
RESILIENCY



TRAINING

THE AGILE  
PROGRAM OFFICE:  
WHERE TO START

**I.TRAINING**





The Backwards Brain Bicycle - Smarter Every Day 133 - YouTube

YouTube · SmarterEveryDay



KNOWLEDGE



UNDERSTANDING

THE AGILE  
PROGRAM OFFICE:  
WHERE TO START

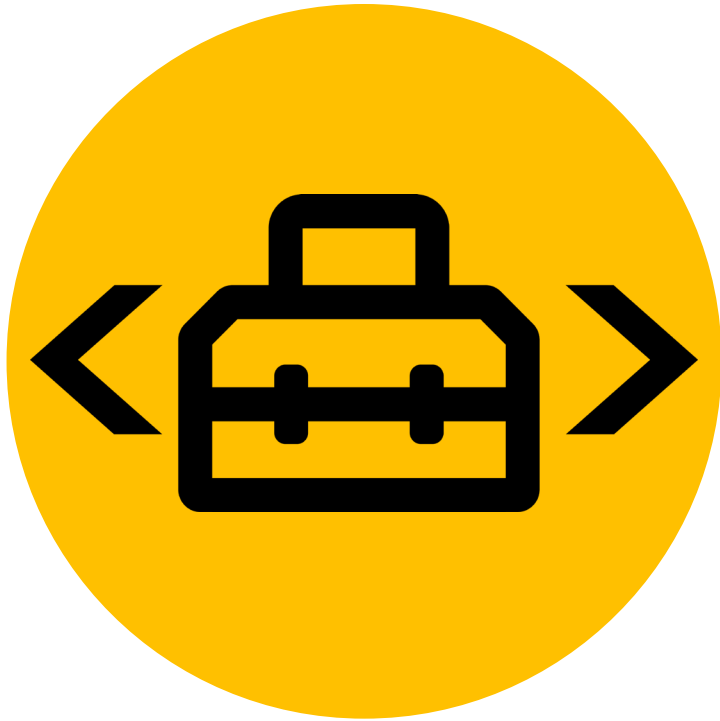


**COACHING**

THE AGILE  
PROGRAM OFFICE:  
WHERE TO START

1. TRAINING
2. COACHING





**TOOLING**

THE AGILE  
PROGRAM OFFICE:  
WHERE TO START

1. TRAINING
2. COACHING
3. **TOOLING**



**SPONSORSHIP**



**CULTURE**

**THE AGILE  
PROGRAM OFFICE:  
WHERE TO START**

**ENABLERS**



# ATLAS

GATEWAY TO INNOVATION

#atlasx #innovation #development #agile #analytics

NEXT STEPS

# SCALE THE ADOPTION OF AGILE PRINCIPLES & PRACTICES

ATLASX



## AGILE IS EXPANDING WITHIN THE DOD ENTERPRISE

There is a national imperative to leverage agile practices within the Department of Defense.



## SMC MUST BE OPERATIONALLY RESPONSIVE

The threat in the space domain is moving fast, and SMC must move faster.



## BENEFITS OF AGILE ADOPTION BEING REALIZED

We need to understand the strategic impacts of adopting agile practices at SMC.



## WHAT DOES AGILE MEAN TO TEAMS?

There is no one-size-fits-all solution. The key is to use best practices that fit the mission and team dynamics.

# THANK YOU

AEHF Launch Highlights

## THE AGILE PROGRAM OFFICE

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#GSAW2020

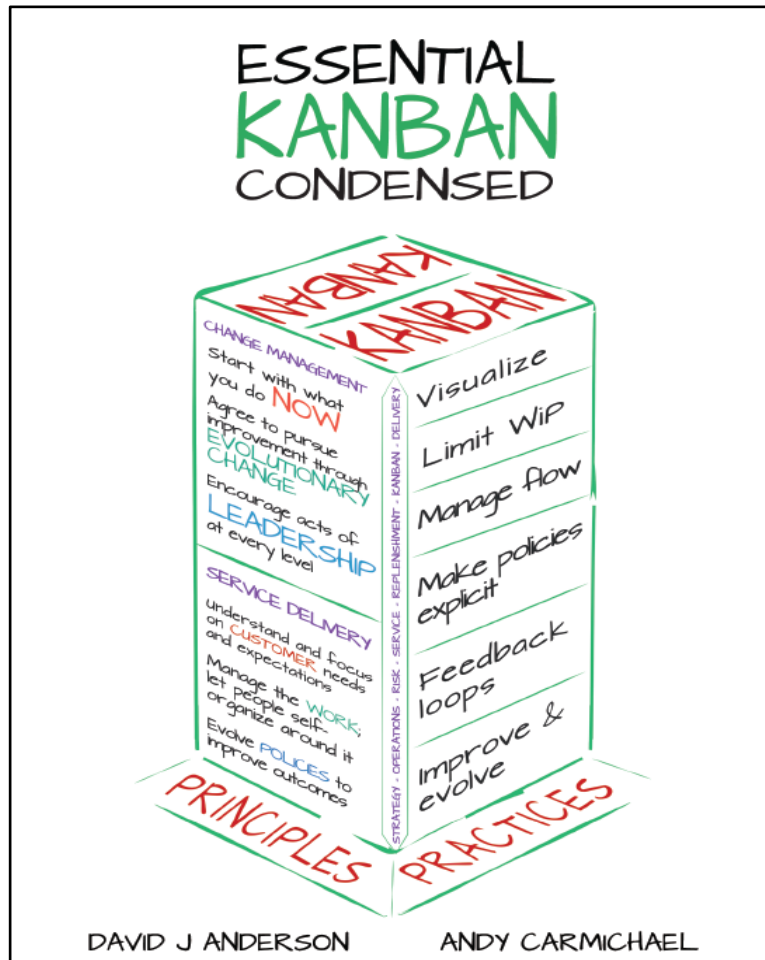
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# RESOURCES



## Practical Considerations in Adopting Agile/Lean in Government Settings

Suzanne Miller  
Eileen Wrubel

Software Engineering Institute  
Carnegie Mellon University  
Pittsburgh, PA 15213



Software Engineering Institute

Carnegie Mellon University

Practical Considerations in Adopting Agile/Lean in  
Government Settings  
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