32nd Annual **INCOSE**
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Gating Alternatives for Agile Programs

Agile Oversight

www.incose.org/symp2022

Agile Development vs. Stage-Gate Reviews

Agile Programs:

- Develop Iteratively

- Learn as they go

- Evaluate working capabilities

- Maximize work not done

Stage Gate Reviews:

- Assess upon completion

- Assume complete knowledge at evaluation points

- Evaauate schedule / CDRL compliance

- Focus on detailed documentation

Assumptions and Constraints Differ Between Agile Development and Stage-Gate Reviews

What is the value of gate reviews?

- Deliver insight

- Ensure alignment

- Understand risks and costs

- Facilitate data drive decision making

- Provide governance

- Enable course corrections with minimal sunk costs

Goals are the same for agile and waterfall reviews

Applying Agile Values to Reviews
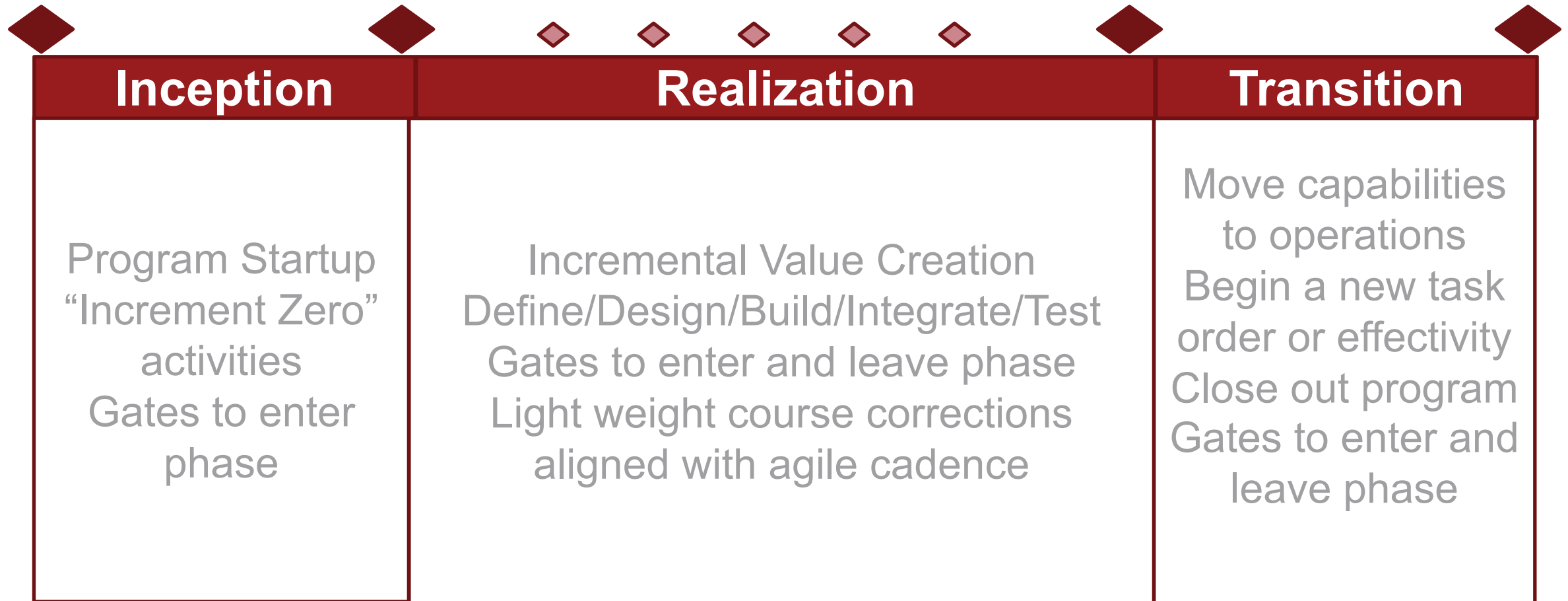
Agile Value Statement

- Individuals and interactions over processes and tools
- Working capabilities over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

Application in Agile Reviews

- Group reviews of core topics supplemented by SME reviews
- Prioritize review of working program artifacts over documents
- Focus on how the contract allows the program to collaborate with the customer to create value
- Frequent light-weight touchpoints rather than rigid go-no go decisions

Embody agile philosophy in agile reviews

Framing Oversight for Agile Programs: Program Stages

Inception	Realization	Transition
Program Startup "Increment Zero" activities Gates to enter phase	Incremental Value Creation Define/Design/Build/Integrate/Test Gates to enter and leave phase Light weight course corrections aligned with agile cadence	Move capabilities to operations Begin a new task order or effectivity Close out program Gates to enter and leave phase

Simplified Phase Structure

Framing Oversight for Agile Programs: Review Focus

- Best practices for agile program execution

- Integration and synchronization

- Working execution assets (e.g. backlog, regression test results, demonstrations)

- Working capabilities

- Health of baselines

Directly Assess Valuable Assets

Framing Oversight for Agile Programs: Review Content

- Backlog / Roadmap

- Test Plan and Results

- Traceability

- Tool Chains

- Baseline Maturation and Quality

- Agile/DevSecOps Metrics

- Agile Program Operation

- Change Management

- Continuous Improvement

Agile Principles in Practice

Framing Oversight for Agile Programs: Review Approach

- Cross functional not stovepipe

- Value focused not compliance focused

- Collaborative not confrontation

- Course correction not velocity reduction

- Continuous improvement not "lines in the sand"

Review the same way you implement

Framing Oversight for Agile Programs: Review Outcomes

- Continuous learning for program and organization

- Ongoing improvements not step functions

- Enhanced value delivery

- Predictable performance

Review the factors that contribute to agile success

Summary Recommendations for Agile Reviews

- Review like you develop – agilely

- Encourage inline quality improvements

- Focus on valuable outcomes, fast feedback and continuous learning

Apply agile best practices to reviews

Go Forward Challenges and Opportunities

- Oversight at the speed of progress – defining appropriate cadence

- Instrumentation for in-line oversight

- Leverage program reviews for organizational improvement

Employ agile techniques to improve agile reviews