



# INNOLUTION AGILE 101: A PRIMER FOR OUTSTANDING RESULTS



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Module	Description
<p><b>Course Introduction</b></p>	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Overview of the course agenda</li> <li>• Collection of student discussion topics</li> </ul>
<p><b>Failing to Achieve Returns</b></p>	<ul style="list-style-type: none"> <li>• Common reasons businesses fail to deliver target results</li> <li>• Failing to understand customer needs and wants</li> <li>• Assuming product-market fit without validation</li> <li>• Scaling up without evidence of a valid business model</li> <li>• Lack of prioritization</li> <li>• We need an economic framework</li> <li>• Working on too many things at the same time</li> <li>• Delayed market entry</li> </ul>
<p><b>What is Agile?</b></p>	<ul style="list-style-type: none"> <li>• Introduction to core agile principles</li> <li>• Overview of the Scrum framework</li> <li>• Overview of the Kanban method</li> <li>• Agile for product development and business model development</li> <li>• Misalignment throughout the value chain</li> </ul>
<p><b>Uncertainty &amp; Assumptions</b></p>	<ul style="list-style-type: none"> <li>• Uncertainty mental model</li> <li>• Three types of uncertainty</li> <li>• Sequencing the management of uncertainty</li> <li>• Fragile, robust, antifragile</li> <li>• Asymmetric payoffs</li> <li>• Uncertainty is lurking in assumptions</li> <li>• Statement assertions</li> <li>• Cause-and-effect assertions</li> <li>• Prediction assertions</li> <li>• Faith assertions</li> <li>• Assumption validation process</li> <li>• Real options</li> </ul>
<p><b>What We Know and When We Know It</b></p>	<ul style="list-style-type: none"> <li>• Getting it right up-front</li> <li>• Keep options open (last responsible moment)</li> <li>• Exploration vs. exploitation</li> <li>• Adaptive exploratory approach</li> <li>• Balance between predictive and adaptive</li> </ul>



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<b>Manage Your WIP</b>	<ul style="list-style-type: none"> <li>• Poorly managed inventory causes economic damage</li> <li>• Recognize inventory (WIP) and manage it for good flow</li> <li>• Focus on idle work not idle workers</li> <li>• Exercise – benefits of a WIP constraint (calligraphy)</li> </ul>
<b>Fast Feedback</b>	<ul style="list-style-type: none"> <li>• Motivation for working iteratively</li> <li>• Economics of fast feedback</li> <li>• Leverage multiple concurrent learning loops</li> <li>• Book authoring example</li> </ul>
<b>Small Batches</b>	<ul style="list-style-type: none"> <li>• Large batches vs. small batches</li> <li>• Reduced cycle times</li> <li>• Reduced flow variability</li> <li>• Accelerated feedback</li> <li>• Reduced risk of failure</li> <li>• Reduced overhead</li> <li>• Increased motivation and urgency</li> <li>• Reduced cost and schedule growth</li> </ul>
<b>Example Business Decision Through and Agile Lens</b>	<ul style="list-style-type: none"> <li>• Background of example</li> <li>• Using agile principles to decide</li> <li>• Avoid narrow framing</li> <li>• Work in small batches</li> <li>• Keep your options open</li> <li>• Validate assumptions with fast feedback</li> <li>• Leverage the wisdom of others</li> </ul>
<b>Closing</b>	<ul style="list-style-type: none"> <li>• Review of the class</li> <li>• Final question answering</li> </ul>

