

BC - Agile Overview at AT&T

Welcome

Welcome to **Agile Overview at AT&T**.

The Agile Methodology is being used to help the AT&T family of companies achieve agility and flexibility during the end-to-end development of products and services for our customers.

This course discusses how Agile is changing our processes and methodologies to drive improvements in the way we work together to quickly deliver high-value, cost-effective products and services to our customers.

Course Objectives

Upon completing this course, you will be able to:

- Restate the benefits of achieving agility and speed to market using the Agile methodology.
 - Define Agile.
 - List the expected benefits of implementing the Agile Methodology.
 - Differentiate between Waterfall and Agile.
 - Identify Agile frameworks AT&T utilizes.

The course will take approximately **30 minutes** to complete.

Lesson 1: What Is Agile?

What Is Agile? Video

This video discusses the benefits and importance of implementing the Agile Methodology at AT&T.

This video will take you approximately **3 minutes** to complete.

What Is Agile? – Video Begin

1 Welcome

Let's discuss the importance of agility at AT&T.



2 Continuously Adapting and Improving

At AT&T, we are always trying to uncover ways of working that create competitive advantage in an increasingly demanding marketplace.

We define agility as:

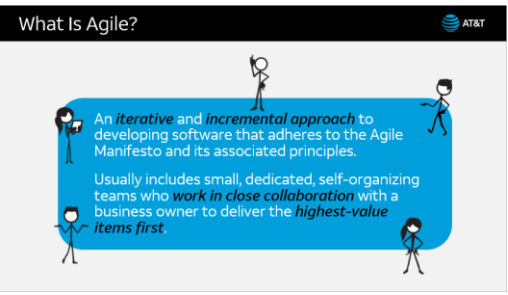
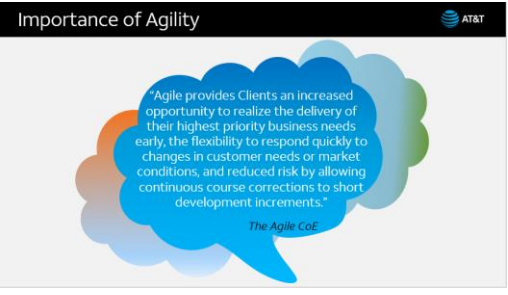
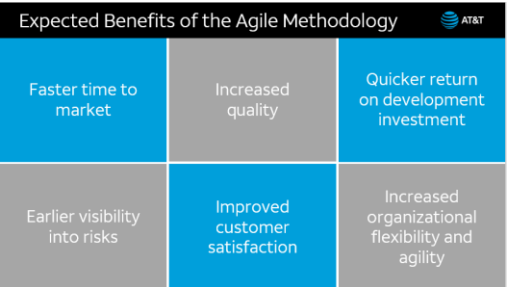
- *The ability to anticipate, sense, and respond in efficient and effective ways, which lowers the cost of change and uncertainty.*
- *To seamlessly adjust in any direction and execute quickly.*
- *And, to accommodate and thrive under continually changing circumstances.*



To accomplish this goal, AT&T will be moving to adopting an Agile mindset.

Continuously Adapting and Improving




Commented [RR1]: Wouldn't "is" work better here?

<p>3</p>	<p>What Is Agile?</p> <p><i>Agile is an umbrella term for a set of frameworks and approaches based on the values and principles expressed in the Manifesto for Agile Software Development.</i></p> <p><i>While founded in software development, the Agile mindset has proven to be widely applicable to all areas of a business.</i></p> <p><i>“The Agile methodology is an iterative and incremental approach to delivering work using small, dedicated, motivated, self-organizing teams who work in close collaboration with a client or customer to deliver the highest-value items first, early, and often.”</i></p> <p><i>Iterative and incremental means delivering small amounts of work over relatively short periods of time.</i></p>							
<p>4</p>	<p>Importance of Agility</p> <p><i>Why is Agile important?</i></p> <p><i>Agile gives the client (also known as the internal or external customer) transparency into – and participation in – the work effort.</i></p> <p><i>This provides the client an increased opportunity to realize the delivery of their highest priority business needs early, the flexibility to respond quickly to changes in customer needs or market conditions, and reduced risk by allowing continuous course corrections to short development increments.</i></p>							
<p>5</p>	<p>Expected Benefits of the Agile Methodology</p> <p><i>The expected benefits of using Agile include faster times to market, delivering increased quality products and services as soon as possible.</i></p> <p><i>Incremental delivery will allow us to realize a quicker return on our investment while providing earlier visibility into risks, thus helping to reduce costs.</i></p>	 <table border="1" data-bbox="1029 1096 1533 1347"> <tr> <td>Faster time to market</td> <td>Increased quality</td> <td>Quicker return on development investment</td> </tr> <tr> <td>Earlier visibility into risks</td> <td>Improved customer satisfaction</td> <td>Increased organizational flexibility and agility</td> </tr> </table>	Faster time to market	Increased quality	Quicker return on development investment	Earlier visibility into risks	Improved customer satisfaction	Increased organizational flexibility and agility
Faster time to market	Increased quality	Quicker return on development investment						
Earlier visibility into risks	Improved customer satisfaction	Increased organizational flexibility and agility						

	<p><i>We can help improve customer satisfaction by providing them products and services with the highest value.</i></p> <p><i>Agile can provide the organizational agility and flexibility needed to change course in response to market conditions and the needs of our customers as we continue to evolve and grow.</i></p> <p><i>To achieve these potential Agile benefits, it is important client-facing and development teams work together to optimize, align, and integrate our processes, practices, and tools.</i></p>	
6	<p>Leadership Expectations for Agile</p> <p><i>AT&T's Leadership is looking to Design Thinking, Agile, Continuous Integration /Continuous Delivery, and DevOps to form a cohesive product development approach and mindset that enables speed, cost, and quality.</i></p> <p><i>Our Leaders expect that:</i></p> <ul style="list-style-type: none"> <i>Agile will help maximize speed to market by delivering high quality products and services as soon as possible.</i> <i>Incremental delivery will allow us to realize a quicker return on our development investment while providing us earlier visibility into risks, helping to reduce costs</i> <i>Customer satisfaction will improve by providing products and services with the highest value.</i> <i>And finally, that Agile will provide the responsiveness and flexibility needed to change course in response to market conditions and the needs of our customers as we continue to evolve and grow.</i> <p><i>Business and Development must work together to optimize, align, and integrate our processes, practices, and tools in a way that supports the realization of Leadership's expectations for Agile.</i></p>	<p>Leadership Expectations for Agile </p> <ul style="list-style-type: none"> • Help maximize speed to market. • Incremental delivery will allow quicker returns on investment. • Improve customer satisfaction by providing products and services with highest value. • Provide agility and flexibility needed to change. • Business and Development must work together to optimize, align, and integrate processes, best practices and tools. 

Commented [RR2]: I suggest here and above that you use costs rather than cost.

7	<p>End</p> <p><i>Agility will help AT&T become faster to market with our products and services for our customers.</i></p>	
<p>What Is Agile? – Video End</p>		
1	<p>Check Your Knowledge – What Is Agile?</p> <p>Which of the following are true about Agile?</p> <p><i>Choose the correct answers and select Next to continue.</i></p> <ul style="list-style-type: none"> A. Agile is an iterative and incremental approach to developing software. B. Delivers the highest-value items first, early, and often. C. Clients must actively participate in the Agile process. D. Agile includes small, dedicated, self-organizing teams who work in close collaboration. 	
2	<p>Check Your Knowledge – What Is Agile?</p> <p>What are some of the expected benefits of using Agile at AT&T?</p> <p><i>Choose the correct answers and select Next to continue.</i></p> <ul style="list-style-type: none"> A. Faster time to market. B. Increased quality. C. Earlier visibility into risks. D. Improved customer satisfaction. E. Increased flexibility and agility. F. Quicker return on development investment. 	
3	<p>Check Your Knowledge – What Is Agile?</p>	

How is Agile transforming the way we think, manage, and practice our end-to-end product development lifecycle?

Choose the correct answers and select Next to continue.

- A. Establishes hierarchy of change control.
- B. Maximizes speed to market by delivering high quality products and services as soon as possible.
- C. Improves customer satisfaction by providing products and services with the highest value.
- D. Provides responsiveness and flexibility needed to change course in response to market conditions.
- E. Prioritizes maximizing resource utilization.


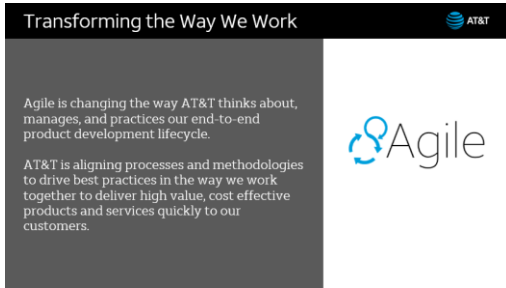
Lesson 2: Transforming How We Work

Transforming How We Work Video

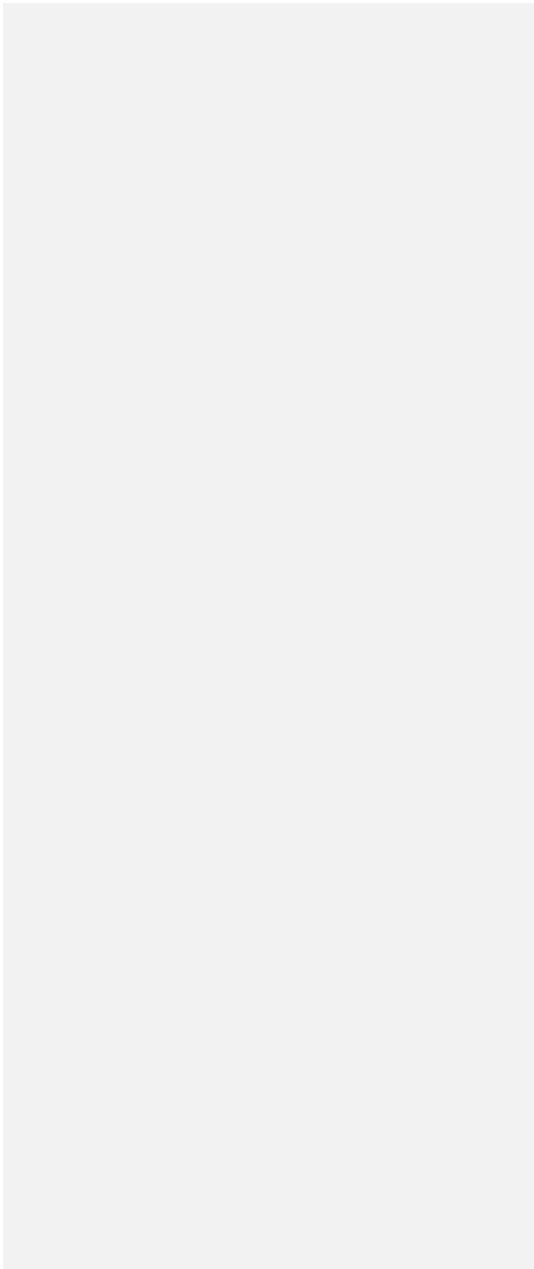
This video discusses how Agile is changing AT&T processes and methodologies to drive best practices in the way we work together to deliver high value, cost-effective products and services quickly to our customers.


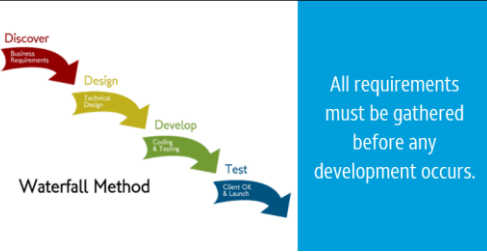

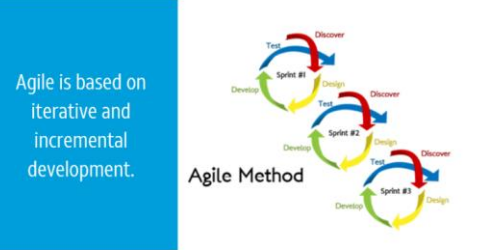
This video will take you approximately **5 minutes** to complete.


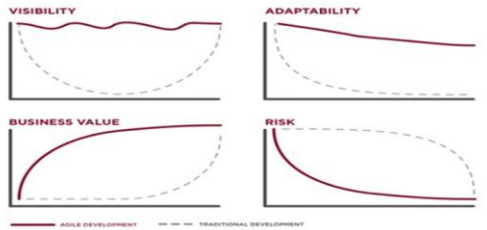


Transforming How We Work – Video Begin


<p>1</p>	<p>Welcome</p> <p><i>Let's talk about how AT&T is going to transform the way we work to get to agility.</i></p>	 <p>AT&T University</p> <p>AT&T Agile Boot Camp</p> <p>Transforming How We Work</p>
<p>2</p>	<p>Transforming How We Work</p> <p><i>Gaining agility through the Agile Methodology is changing the way AT&T thinks, manages, and practices our end-to-end product development lifecycle.</i></p> <p><i>We are aligning our processes and methodologies to drive improvements in the way we work together to deliver high-value, cost-effective products and services quickly to our customers.</i></p>	 <p>Transforming the Way We Work</p> <p>AT&T</p> <p>Agile is changing the way AT&T thinks about, manages, and practices our end-to-end product development lifecycle.</p> <p>AT&T is aligning processes and methodologies to drive best practices in the way we work together to deliver high value, cost effective products and services quickly to our customers.</p> <p>Agile</p>

<p>3</p>	<p>Transforming How We Work</p> <p><i>Agile provides an adaptable, flexible response to changing business needs or market conditions by continuously exploring, producing, and adjusting accordingly.</i></p> <p><i>Agile delivers value early and often to facilitate frequent feedback and a rapid return on effort.</i></p> <p><i>Agile significantly lowers the risk of failure by providing high visibility, transparency, collaboration, adaptability to change, and continuously delivering value of the highest quality.</i></p>	
<p>4</p>	<p>Transformation, Maturity, and Agile at Scale</p> <p><i>The practice of Agile is a constant, evolutionary journey towards maturity in our mindset, culture, processes, methodologies, tools, management philosophy, and business infrastructure.</i></p> <p><i>Our teams, programs, and organizations have reached varying levels of maturity where it comes to Agile.</i></p> <p><i>Starting the adoption process is not the goal; rather, it is the beginning of the transformation journey.</i></p> <p><i>Continuing our Agile journey requires us to transform in the areas that we might not have addressed yet.</i></p>	
<p>5</p>	<p>Transformation, Maturity, and Agile at Scale</p> <p><i>Agile is the foundation for success of other business and technology transformation initiatives.</i></p> <p><i>Agile goals and practices such as customer first, collaborative open communication, breaking down silos, and a one-team philosophy support and complement the transformation of our mindset and culture across all the companies in the Enterprise.</i></p>	



	<p><i>In summary, our Agile practitioners show commitment by doing whatever is necessary to build the best product possible.</i></p>	
<p>6</p>	<p>Comparing Waterfall and Agile Methodologies</p> <p><i>To help understand the power of agility, let's compare Agile and Waterfall methodologies.</i></p> <p><i>In Waterfall, all requirements must be gathered before any work can begin.</i></p> <p><i>Waterfall utilizes a baselined set of business requirements to drive a sequential series of activities with controlled outputs.</i></p> <p><i>The final output is delivered at the end of the overall cycle.</i></p>	<p>Comparing Waterfall and Agile Methodologies </p> 
<p>7</p>	<p>Comparing Waterfall and Agile Methodologies</p> <p><i>In contrast, Agile is based on iterative and incremental improvements.</i></p> <p><i>Agile repeats the series of activities in shorter cycles, delivering functionality and value incrementally over multiple cycles.</i></p> <p><i>The Agile team inspects and adjusts the quality of the product and process by demonstrating the functionality in each cycle, reflecting on what worked and what didn't work, and making the appropriate improvements.</i></p> <p><i>Finally, with Agile, teams have the flexibility to adjust each cycle in response to changes and discoveries made along the way.</i></p>	<p>Comparing Waterfall and Agile Methodologies </p> 

<p>8</p>	<p>The Agile Value Proposition</p> <p><i>Looking at the graphs on the screen, the solid lines represent typical Agile performance, while the dotted lines represent typical Waterfall performance in these key areas:</i></p> <ul style="list-style-type: none"> • Higher visibility of ongoing work through increased communication and transparency between business and technology through the Product Owner. • Adapts to and welcomes change through an adaptable, flexible response to changing business needs or market conditions by constantly prioritizing work by highest business value. • Delivers highest business value earlier and incrementally to facilitate a rapid return on AT&T investment, reduced risk, and higher quality. • Reduces risk of failure by providing high visibility, transparency and collaboration, adaptability to change, and continuously delivering functionality of the highest business value and quality. 	<p>The Agile Value Proposition </p>  <p>The graphs show that Agile Development (solid lines) consistently outperforms Traditional Development (dotted lines) in all four areas: Visibility, Adaptability, Business Value, and Risk.</p>
<p>9</p>	<p>Considerations for Using Agile</p> <p><i>An Agile approach is appropriate when the:</i></p> <ul style="list-style-type: none"> • <i>Desire to deliver and adapt quickly exists.</i> • <i>Requirements, design, and solution are uncertain.</i> • <i>Development of products or solutions that continually evolve.</i> • <i>Scope of work can be delivered in small batches.</i> • <i>Tradeoff of decisions are flexible.</i> • <i>Development teams are in a common workspace.</i> • <i>Clients are engaged and proactive.</i> • <i>Teamwork and collaboration are valued.</i> • <i>Willingness to fail and learn exists.</i> • <i>Leadership is supportive of decentralized decision-making.</i> <p><i>Keep in mind not all of them must be met, but each one met increases the chances of success.</i></p>	<p>Considerations for Using Agile </p> <ul style="list-style-type: none"> Client fully engaged throughout lifecycle. Work can be broken down into small chunks. Can make tradeoffs on scope, schedule, or resources. Flexible response to needs of the business. 

<p>10</p>	<p>End</p> <p><i>Transforming the way AT&T thinks, manages, and practices our end-to-end product development lifecycle is important for AT&T to achieve agility.</i></p>	
<p>Transforming How We Work – Video End</p>		
<p>1</p>	<p>Check Your Knowledge – Transforming How We Work</p> <p>Which of the following Agile goals and practices support and complement the transformation of our mindset and culture across all the companies in the Enterprise?</p> <ul style="list-style-type: none"> A. Customer first. B. Collaborative open communication. C. Breaking down silos. D. One-team philosophy. 	
<p>2</p>	<p>Check Your Knowledge – Waterfall vs Agile</p> <p>Which of the following are true about Waterfall development?</p> <p><i>Choose the correct answers and select Next to continue.</i></p> <ul style="list-style-type: none"> A. All requirements must be gathered before any development occurs. B. It is based on iterative and incremental development. C. Functionality and value are delivered as a completed product at the end of the cycle. D. Utilizes a baselined set of business requirements to drive a sequential development. 	
<p>3</p>	<p>Check Your Knowledge – Using Agile</p> <p>When is it appropriate to consider using Agile?</p>	

Choose the correct answers and select Next to continue.

- A. When the desire to deliver and adapt quickly exists.
- B. When the scope of work can be delivered in small batches.
- C. When the trade-off decisions are inflexible.
- D. When the clients are engaged and proactive.
- E. When failure is not an option.
- F. When Leadership is supportive of decentralized decision making.


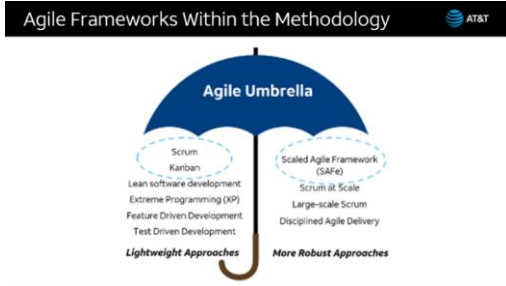
Lesson 3: Achieving Agility

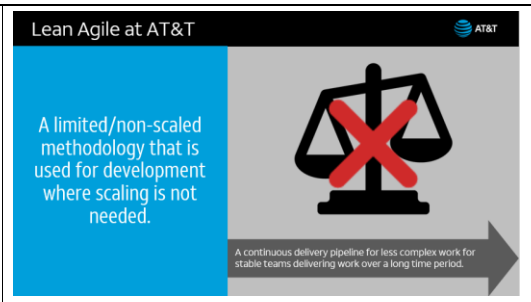
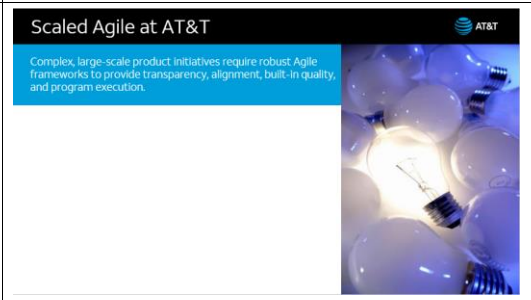

Achieving Agility Video

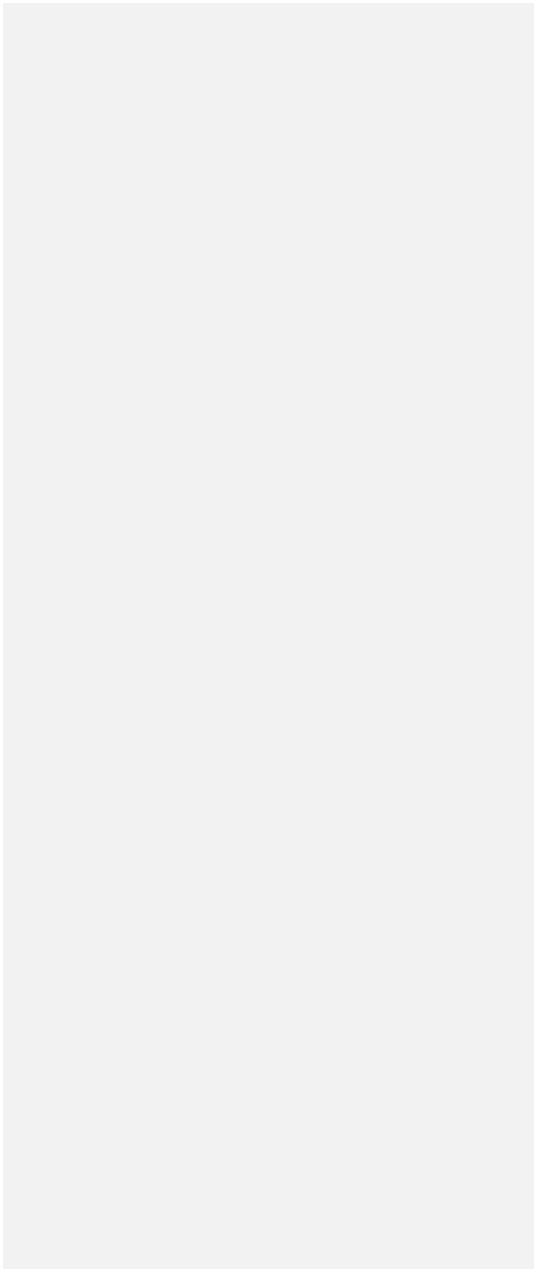
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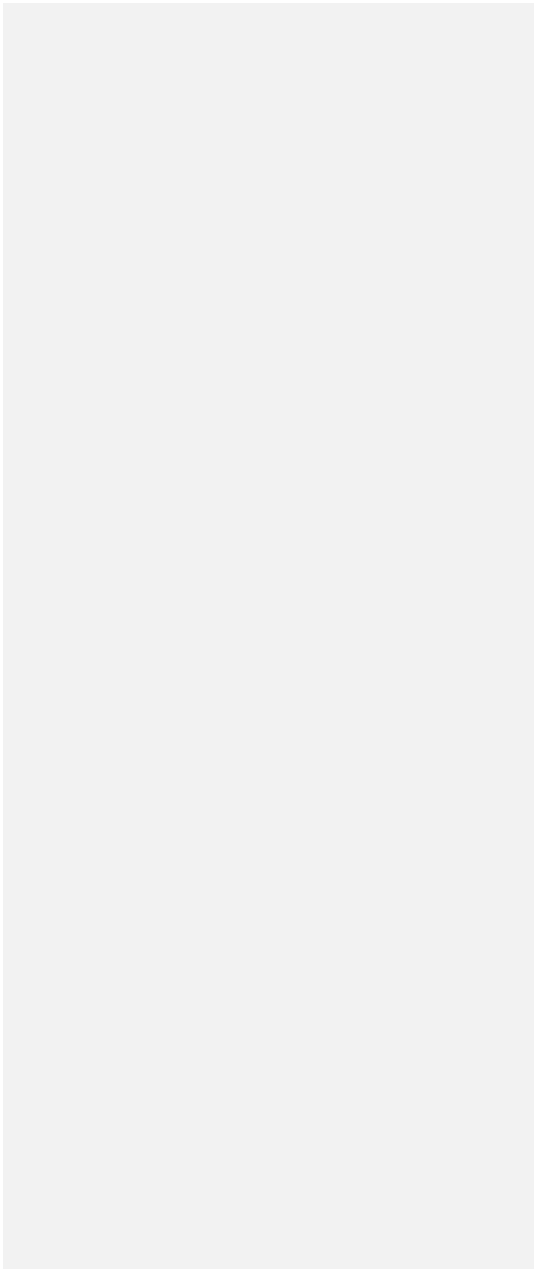
Achieving Agility – Video Begin


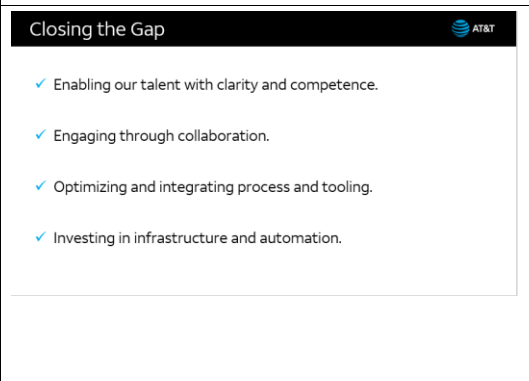
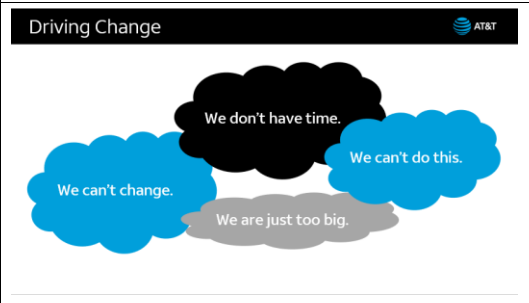
<p>1</p>	<p>Welcome</p> <p><i>Let's talk about how AT&T is going to achieve agility.</i></p>	 A video thumbnail showing four people in a meeting room. The text 'AT&T Agile Boot Camp' and 'Achieving Agility' is overlaid on the image. The AT&T logo is in the bottom right corner.
<p>2</p>	<p>Agile Frameworks Within the Methodology</p> <p><i>Agile can be implemented in many forms, usually in framework approaches.</i></p> <p><i>There are popular, lightweight, and common ones like Scrum, Lean, Kanban, and XP that can be used independently or intermingled.</i></p> <p><i>AT&T primarily focuses on Scrum and Kanban for workflow and XP for technical practices.</i></p> <p><i>When we work in large, interrelated groups at AT&T, we may implement a fuller approach such as Scaled Agile Framework (SAFe).</i></p>	 A diagram titled 'Agile Frameworks Within the Methodology' with the AT&T logo. It features an umbrella labeled 'Agile Umbrella'. Under the umbrella, there are two groups of frameworks: 'Lightweight Approaches' (Scrum, Kanban, Lean software development, Extreme Programming (XP), Feature Driven Development, Test Driven Development) and 'More Robust Approaches' (Scaled Agile Framework (SAFe), Scrum at Scale, Large-scale Scrum, Disciplined Agile Delivery).

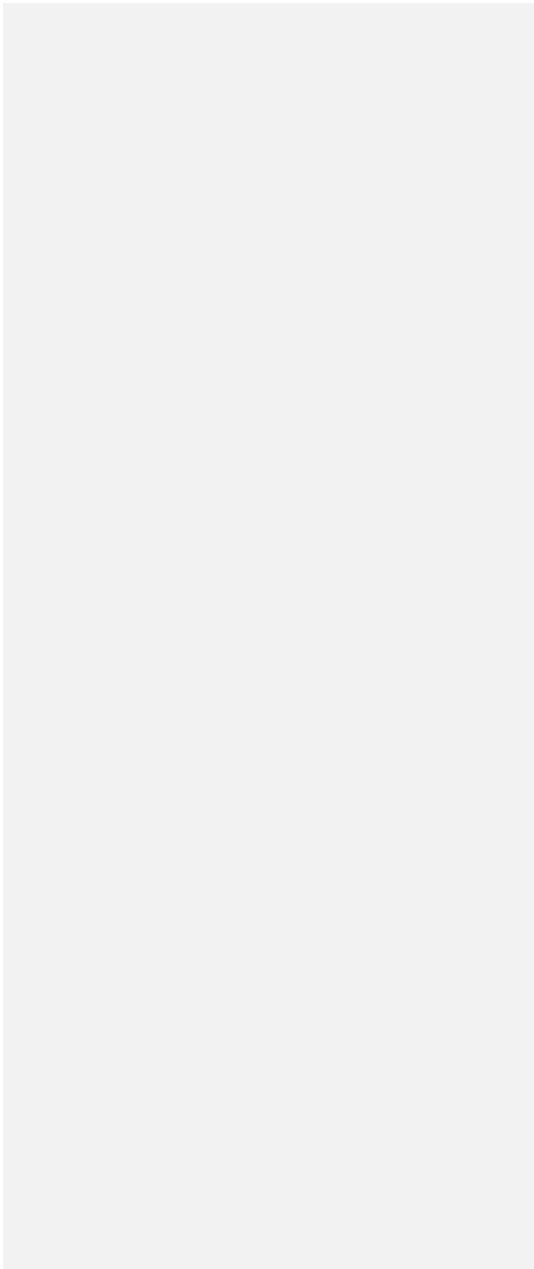
<p>3</p>	<p>Lean Agile at AT&T</p> <p><i>At AT&T, we borrow a combination of concepts from both lightweight and scaled approaches such as Lean, Scrum, and SAFe to apply Lean Agile to teams.</i></p> <p><i>This is done by visualizing the flow of work, limiting Work in Progress, and streamlining processes and reducing waste.</i></p>	 <p>Lean Agile at AT&T</p> <p>A limited/non-scaled methodology that is used for development where scaling is not needed.</p> <p>A continuous delivery pipeline for less complex work for stable teams delivering work over a long time period.</p>
<p>4a</p>	<p>Scaled Agile at AT&T</p> <p><i>Complex, large-scale product initiatives require robust Agile frameworks to provide transparency, alignment, built-in quality, and program execution.</i></p>	 <p>Scaled Agile at AT&T</p> <p>Complex, large-scale product initiatives require robust Agile frameworks to provide transparency, alignment, built-in quality, and program execution.</p>
<p>4b</p>	<p>Scaled Agile at AT&T</p> <p><i>A Scaled Agile Framework (or SAFe) transformation aligns large, complex, blended initiatives to support our growth as an integrated solutions company.</i></p> <p><i>Scaled communication and collaboration are required to manage and guide this work.</i></p>	 <p>Scaled Agile at AT&T</p> <p>Complex, large-scale product initiatives require robust Agile frameworks to provide transparency, alignment, built-in quality, and program execution.</p> <p>A Scaled Agile Framework (or SAFe) transformation aligns large, complex, blended initiatives to support our growth as an integrated solutions company.</p>




<p>5</p>	<p>Scaled Agile at AT&T</p> <p><i>Scaled Agile, Design Thinking, DevOps, and Continuous Improvement/Continuous Design (CI/CD) practices at AT&T need a strong foundation of Agile practice for success.</i></p> <p><i>These end-to-end product development practices require us to transform our culture and mindset.</i></p>	
<p>6</p>	<p>Scaled Agile at AT&T</p> <p><i>We need to achieve business agility and flexibility as a company, and our leadership is looking to the Agile methodology to help deliver key business results, such as improving our time to market, increasing our quality, and delivering products with the highest value to our customers.</i></p> <p><i>Everyone involved in the product development lifecycle should understand, embrace, and demonstrate agility in our thinking and actions.</i></p>	
<p>7</p>	<p>Achieving High Performance Using Agile</p> <p><i>As we've mentioned earlier, adoption is not the end goal. Many organizations have adopted Agile, but we are at varying levels of organizational maturity.</i></p> <p><i>We must make changes to leadership, strategy, structure, process, and people to move to a culture of agility.</i></p> <p><i>One cannot expect to keep most areas of the business the same and achieve different results.</i></p>	



<p>8</p>	<p>Achieving High Performance Using Agile</p> <p><i>If we don't change the way we work, it will be difficult to achieve the business results we are all responsible for.</i></p> <p><i>Leadership is the foundation, and the development team is the building block.</i></p> <p><i>Together is how we achieve greatness.</i></p>	
<p>9</p>	<p>Closing the Gap</p> <p><i>As part of AT&T's Agile adoption and transformation, we need to close the gap between where we are today and where we want to be by:</i></p> <ul style="list-style-type: none"> • <i>Enabling our talent with clarity and competence.</i> • <i>Engaging through collaboration.</i> • <i>Optimizing and integrating process and tooling.</i> • <i>Investing in infrastructure and automation.</i> 	
<p>10</p>	<p>Driving Change</p> <p><i>It is a challenge to change any culture.</i></p> <p><i>You will hear things like, "we can't change, we don't have time, we are just too big, we can't do this," and so on, but we must be relentless in our desire for and commitment to continuous improvement.</i></p> <p><i>As we strive to change our culture, keep in mind that agility is for everyone!</i></p>	



11	The End <i>As you can see, there are various ways to implement agility at AT&T.</i>	 A video thumbnail showing four people in a modern office setting sitting around a table, engaged in a meeting. The AT&T University logo is in the top left, and the text 'AT&T Agile Boot Camp Achieving Agility' is overlaid at the bottom. The AT&T logo is also visible in the bottom right corner of the image.
Achieving Agility – Video End		
1	Check Your Knowledge – Agile Frameworks What are the primary Agile frameworks that AT&T implements? <i>Choose the correct answers and select Next to continue.</i> A. Scrum and Kanban for workflow. B. Nexus for scaling. C. XP for technical practices. D. Scaled Agile Framework (SAFe) for work in large, interrelated groups.	