

# THE ILLUSTRATED GUIDE TO AGILE BEST PRACTICES

A tribute to the freedom of Creation. Lean and Agile practices shared by the participants of Lean Kanban France.



Based on the original idea of:

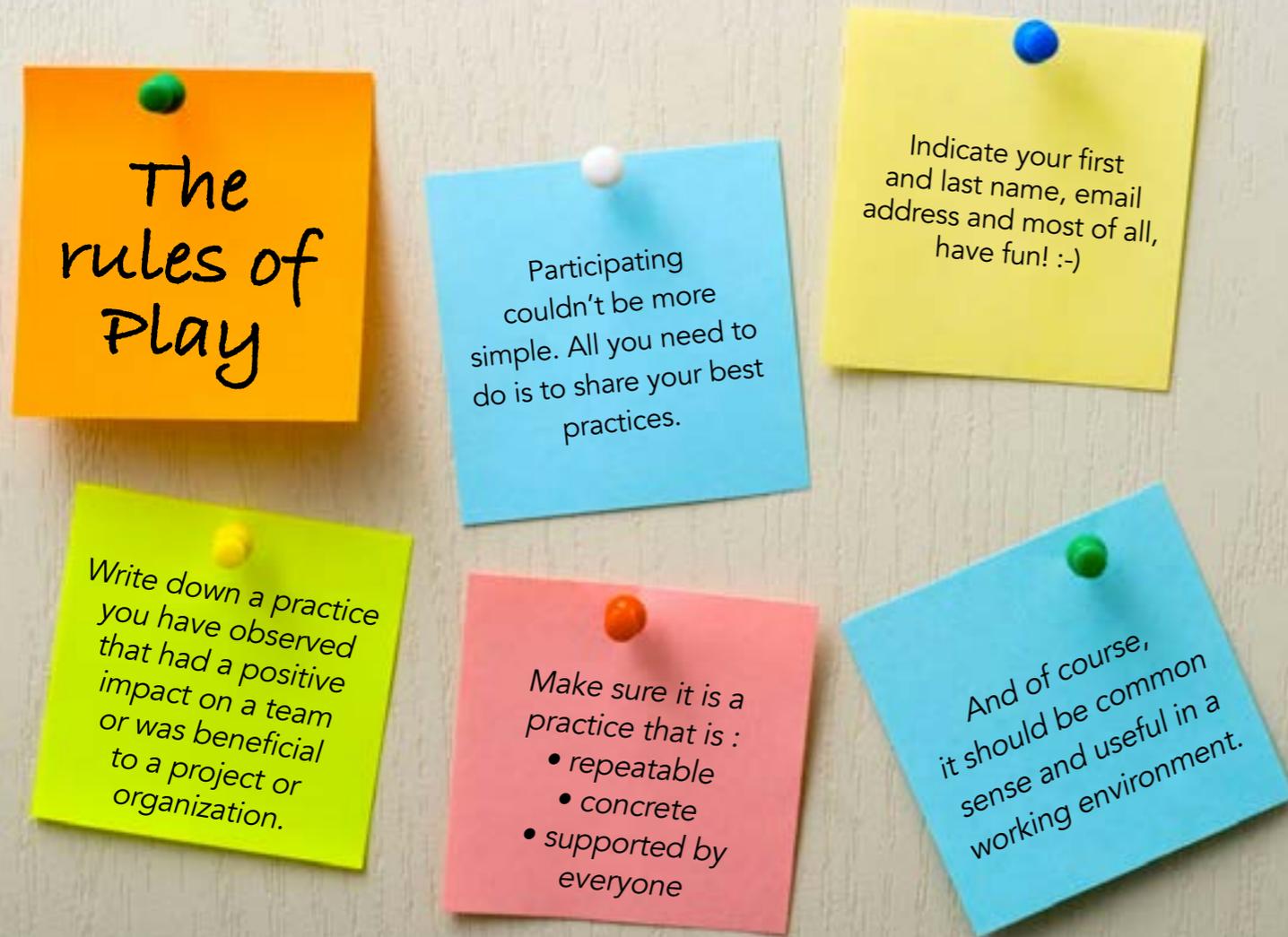
**wemanimy**  
The Agile Driving Force

In cooperation with:

 **LeanKanban**  
France

&

  
**Terre d'Agile**  
L'agilité pour tous les projets



## 120 participants, 48 hours, one book

### “What if we created a book together in 2 days?”

*That's the challenge we gave to the Agile community during the Lean Kanban France event in 2015: To co-write a book, together, which bundles those best practices we hold close to our hearts and wish to see gain ground in our organizations and projects.*

*For **two days**, we exchanged, discussed, debated sometimes, sketched and ended-up with a wall full of illustrated best practices.*

*These practices, as you will find them in this book, are the result of a collective work, the fruit of a labor of love, that you can nibble as you wish, through these 3 booklets:*

- *The first booklet touches on some great **Agile principles** and opens a new horizon on general issues.*
- *Booklet 2, in line with booklet 1, broadens the discussion towards a new challenge: **Autonomy**.*
- *In booklet 3, you'll find illustrated best practices on **vision deployment** and **learning processes**.*

*We hope you enjoy reading this book, and that it stimulates exchange and the sharing of ideas!*

*Wemanity*

# *Booklet 1*

**LEARNING AND MASTERING  
THE USE OF GOOD LEAN  
AND AGILE PRACTICES IN  
YOUR OWN WORKING  
ENVIRONMENT**

## 1.1

# MAKE THE VISION MEANINGFUL

Vision is an integral part of a company's ecosystem. It is shared, taken into account and everyone builds on it with strategic and business objectives required to make it successful. Increasingly, the vision needs to be meaningful.

Through best practices, the creation of 'the vision' is a shared experience, allowing everyone to define and familiarize him or herself with the company's common goal. In this way, the vision becomes more tangible and results-oriented. Words are no longer enough, evidence is required.

Top management should be the first to support and adopt the vision. It is, after all, a shared story that should be written together.

Without a shared history, without a re-examined strategy, there can be no product.

The following pages show 4 illustrated practices which challenge you to review your ideas and values.

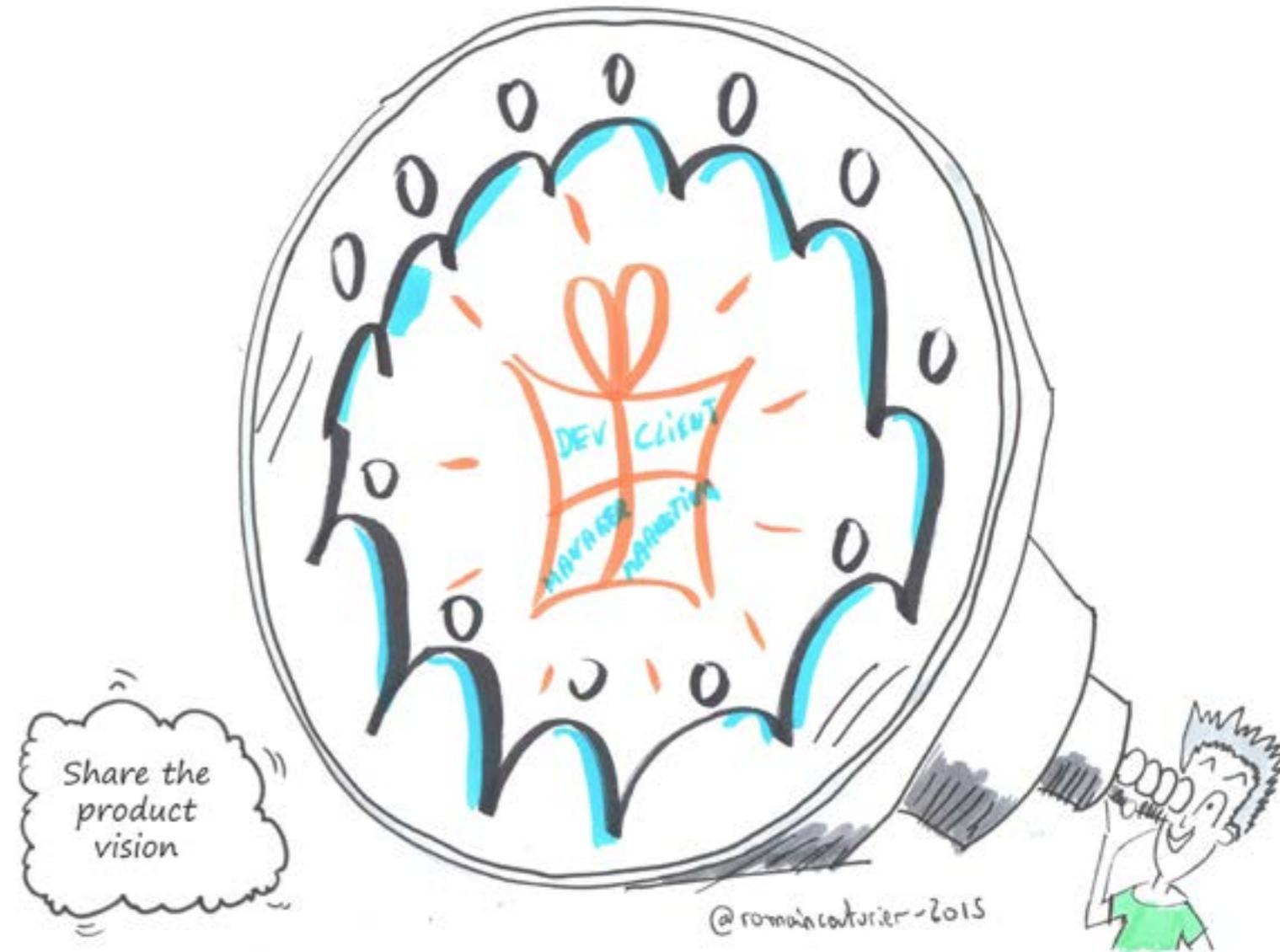
## Share the product vision

*Development teams that understand the business value they deliver every time they add code, regardless if they are creating or delivering a build, are more involved and committed compared to those who don't have any idea about the relationship between their everyday work and the purpose of their project. You really should avoid having a group of people "that knows" the client's needs (marketing) and another group "who executes" (the developers, testers, ops) what the first group decided or ordered. For how can we satisfy the customer without any information about his/her initial desires?*

*The goal: empower everyone involved in a project, not just the managers and the marketing team.*

**by Nadjat Attoumane**

#TeamSpirit #CustomerFocusAtAllLevels

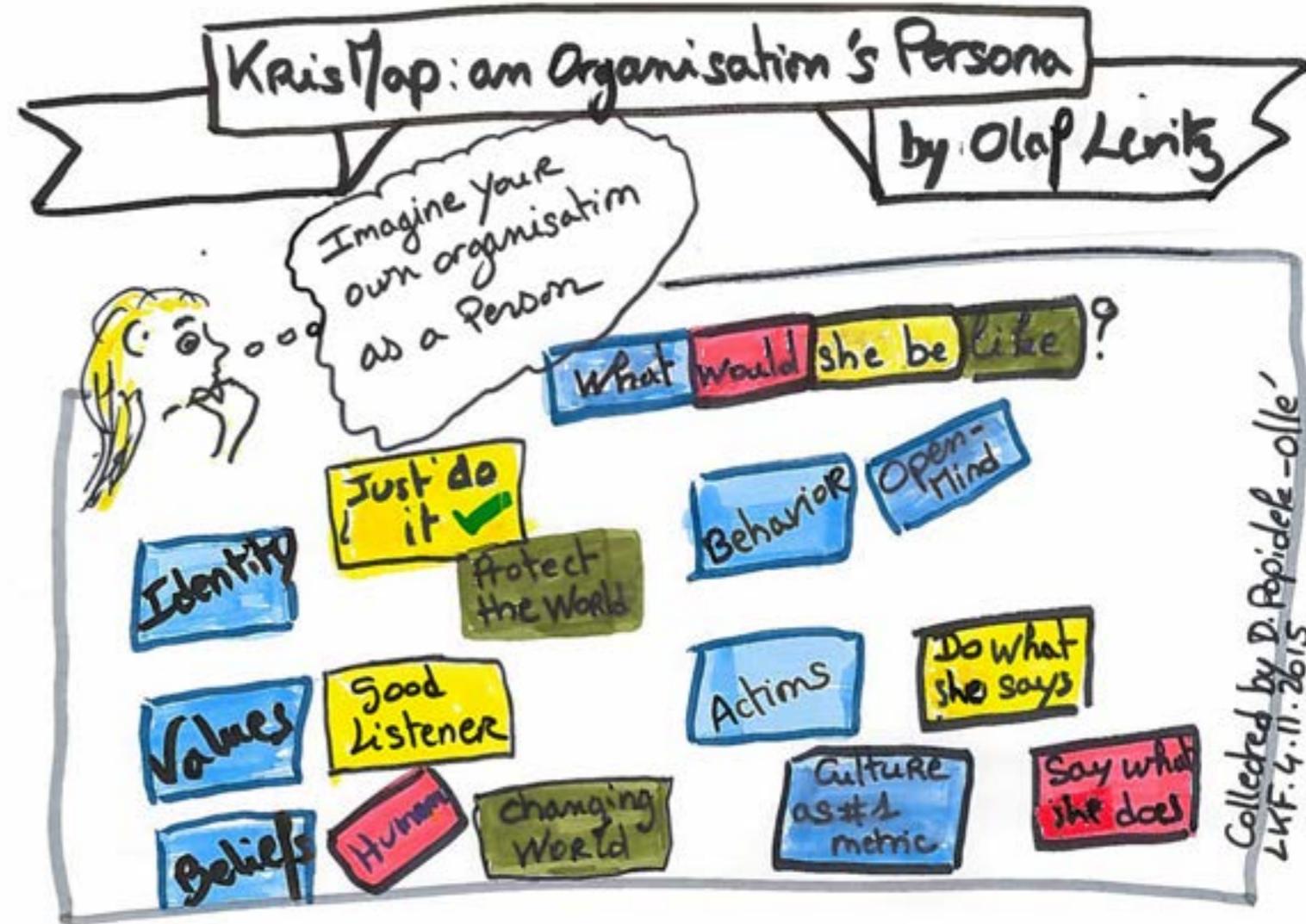


## An organisation's persona with stickies

*“If your dream organisation was a person, what would he or she be like?  
Gather post-its on the wall. Distil what's essential, name her  
and use to focus attention on what you want.  
It is important to nurture awareness and improvement,  
to focus attention and to develop new habits. You can find  
more details on Krismap on Google.*

by Olaf Lewitz

#Culture #Engagement #BehaviourAwarenes

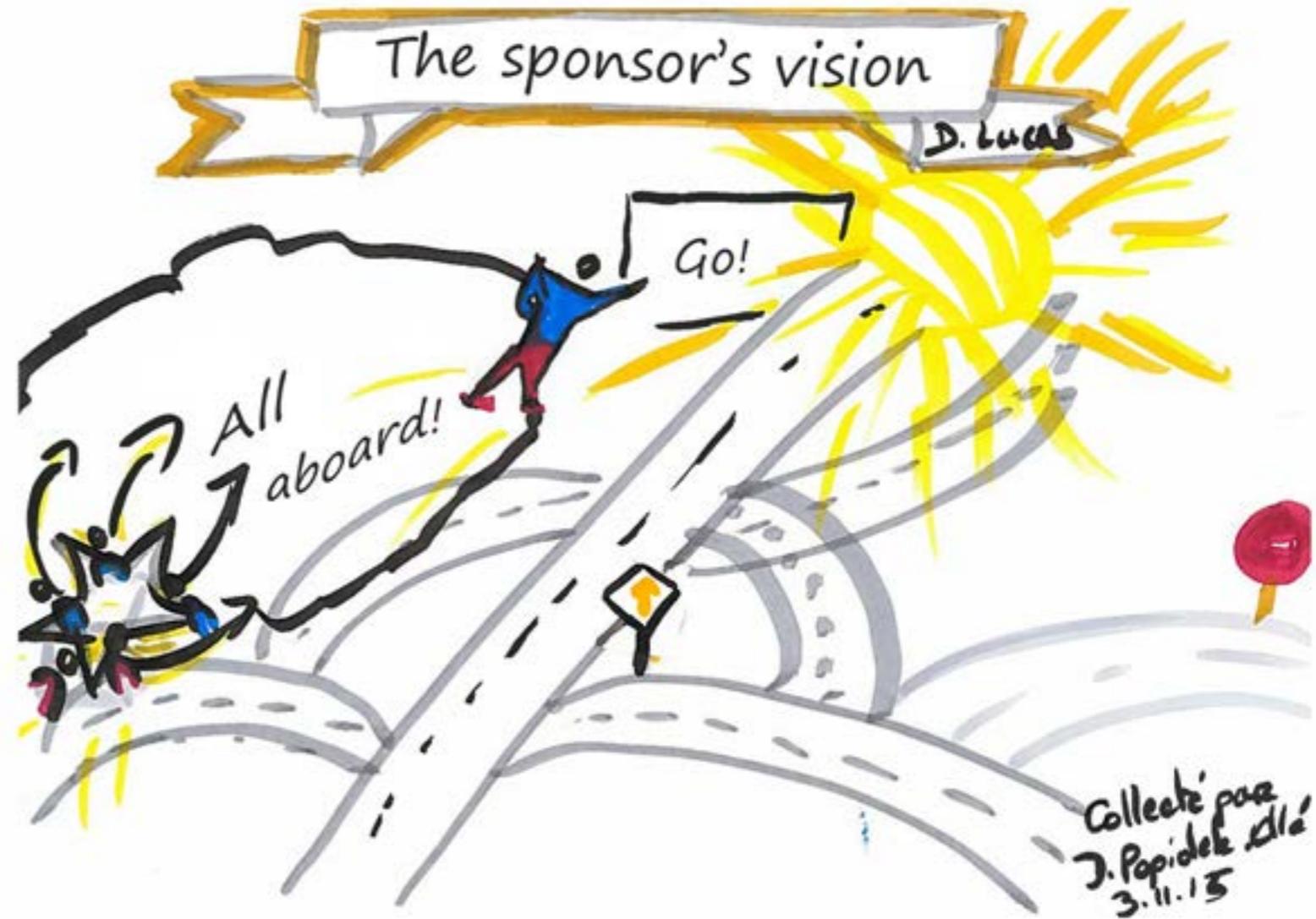


## The sponsor's vision

*It is important to have an inspiring vision early in the project, before translating it into tactical objectives. Ask the sponsor at the start of a project to share his vision by means of a photo chosen from a set spread across the table. Ensure (s)he chooses the photo on the basis of her or his gut feeling. Work with him/her to create a short story illustrating his vision that contributes to kick-start the project.*

*by Christophe Keromen*

#Sponsor #Vision #Photo-Language #Story-telling #Kickoff



## No strategy, no product

*In software development, we differentiate between exploration and production. Every stage has its own strategy!*

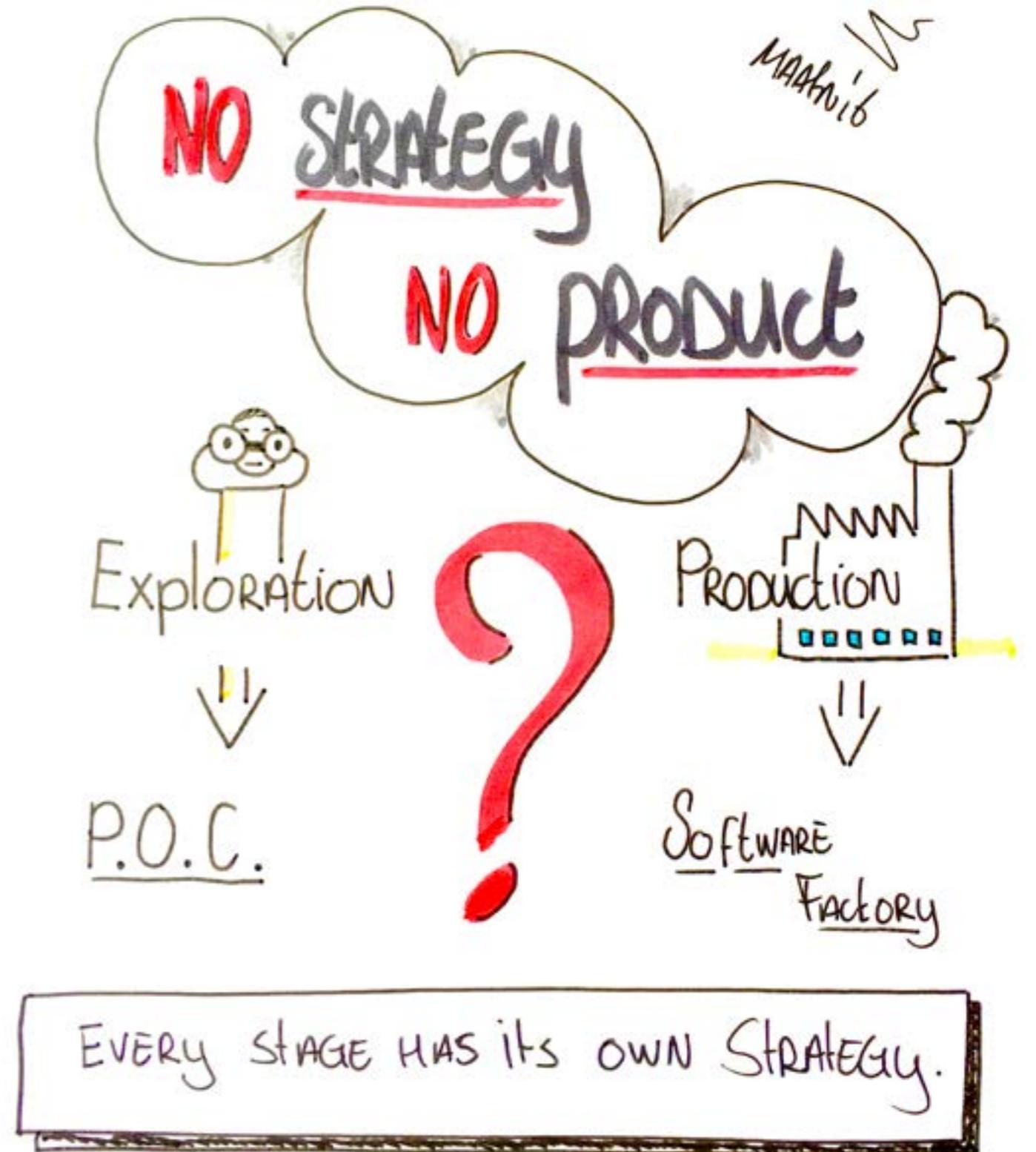
*Exploring is not structuring: the POC*

*Experimenting is structuring: the software factory*

*Goal: You therefore have to choose the right development strategy to iterate towards an IT product.*

*by Fabien Vauchelles*

#SoftwareFactory #PoC #Kanban



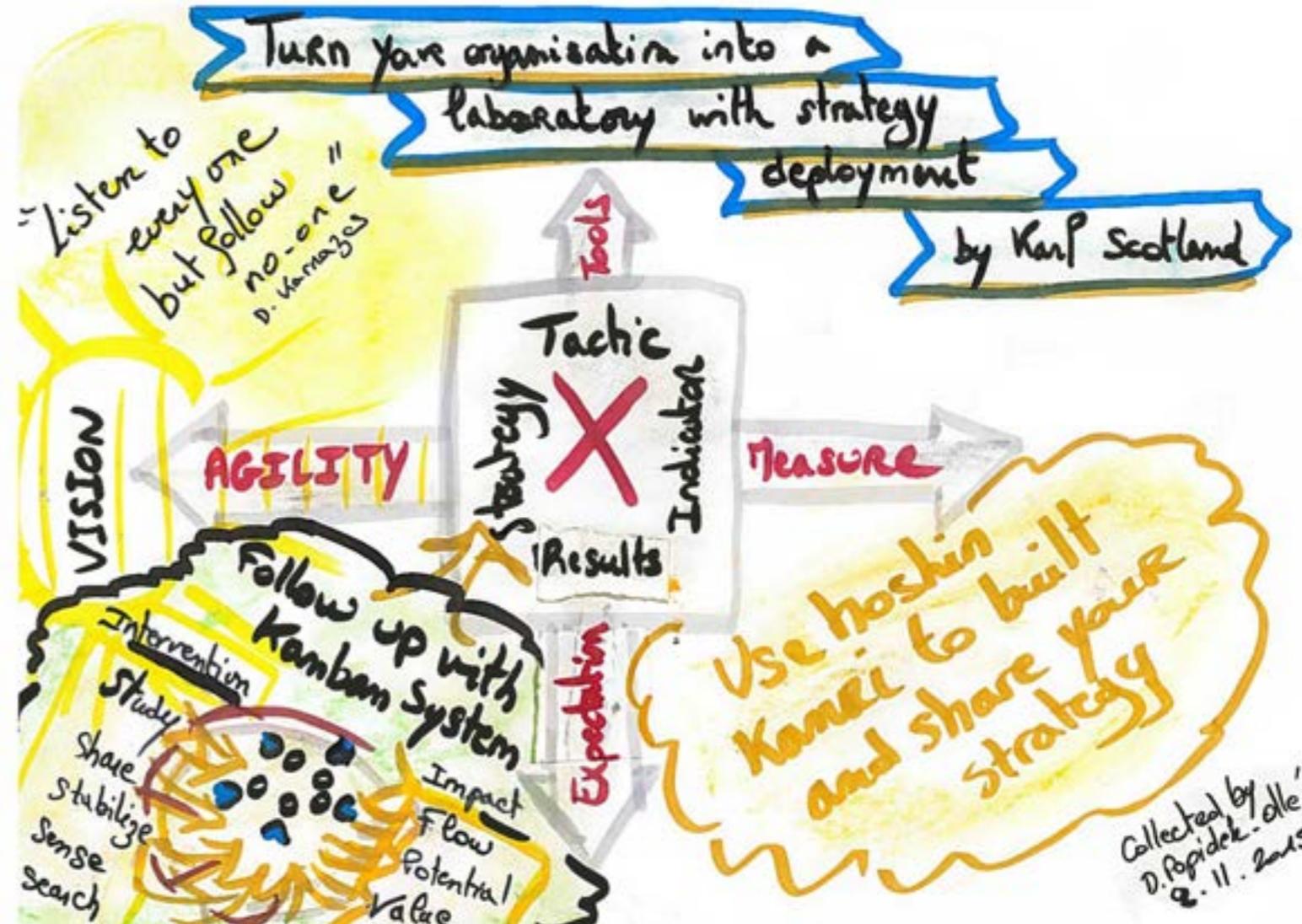
## Turn your organisation into a Lab

Turn your organisation into a lab with strategy deployment. Use Hoshin Kanri to define and build your strategy. Link it to useful tools, measurements and results.

Be careful : not to be confused with what is strategy : Agility (ex) and what is a method : Agile (ex).

by Dominique Popiolek-Ollé

based on Karl Scotland's keynote



#HoshinKanri #KanbanSystem #Strategy #Method #Result-oriented

## 1.2

# ENGAGE THE TEAMS

The participants have reviewed the concept of commitment. “Finding the right angle” and building your own approach by unique definition, implies “changing daily and continuously”, particularly by observation and learning. The manager, the HIPPO (Highest Important Paid Person’s Opinion), is no longer the only one who knows. Every opinion matters, and should be taken into account and shared.

Opposing opinions actually empower and animate the Group. The power of commitment of the team plays a role amongst all people involved, in every moment of the project’s lifespan.

Gratitude is no longer overlooked. There’s room for a spontaneous and sincere thank you. Down with the HIPPO-crites, let our emotions reign free. Dare to share, confront, develop, create and let us THANK everyone for his or her contribution.

Let us learn and grow TOGETHER. The corporate culture is experienced in plural form. The “I” is no longer relevant. Long live the “we”.

On the following pages, 5 practices are illustrated, recalling stages of team commitment.

## Look for the right angle and determine your approach

*Every organisation has its own culture.  
Every project its own context.  
Analyse what is there; pick elements from  
methodologies that deliver value.*

*Objective: make change a daily habit, without fanfare.*

*by Thierry Boissay*

#Context #MethodologicalAngle

Observe



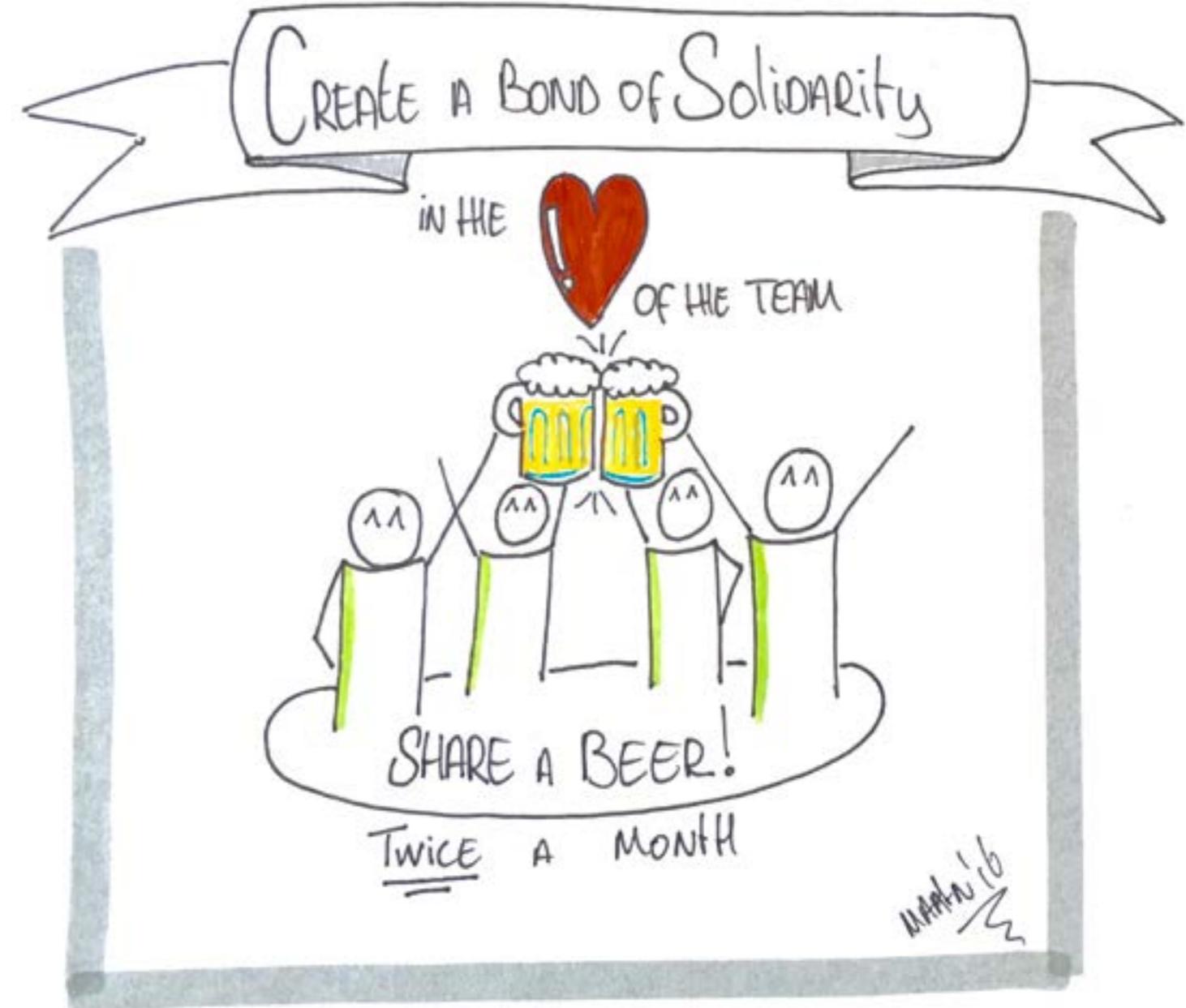
## Create a bond of solidarity in the heart of the team

*Sharing a beer bi-monthly with all people involved in our projects strengthens team spirit and solidarity to facilitate problem solving.*

*Objective: Team Spirit*

*by Ben Cheik Dhia Eddine*

#TeamSpirit #Atmosphere #Solidarity



## How to manage the HIPPO!

The weight of the HIPPO (Highest Important Paid Person's Opinion) paralyzes decision making and forces the approach.

Objective: Managing, initiating the discussion with the HIPPOS stimulates team commitment and give meaning to what they do!

by D.Popiolek-Ollé

based on the conference LKF 2015 of Yüce Ozlem

#Context #MethodologicalAngle



## Retrospective strength boat

Activity to be used for a retrospective. The “speed boat” approaches the idea of a retrospective in a slightly different way by having a “Solution Focus”. As is the case with a classic retrospective, this activity starts with the identification of actions that can be implemented on a short-term basis.

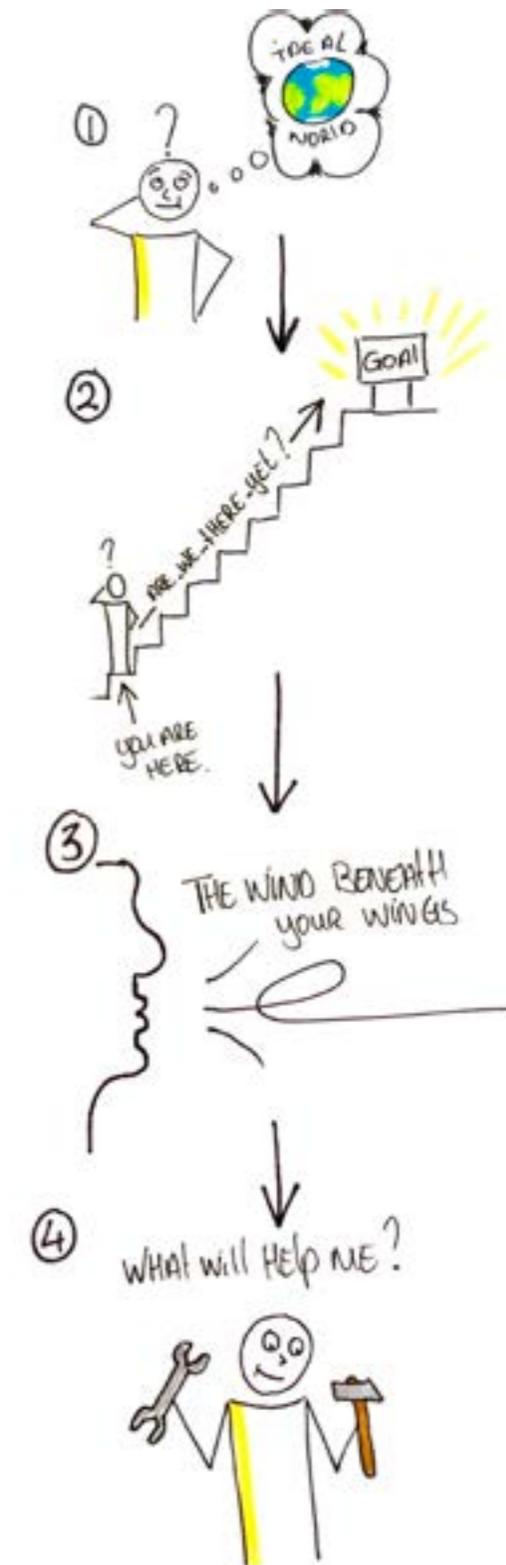
Take these steps in the following order:

1. First off, identify the characteristics of a perfect project (in an ideal world)  
Measure, on a scale of 1 to 10, of how close we are to this ideal world.
3. Identify the elements that have allowed us to reach this proximity to the ideal world (the wind beneath our wings).
4. And identify the actions that could bring us even closer to the ideal world.
5. Finally, identify how we could show progression towards the ideal world.

by **Dominique Lucas**

based on the method of Géry Derbier

#SolutionFocus



## Know when to say thank you

*Teams often perform high value work that is highly invisible and therefore not recognised. By simply recognising and appreciating people's efforts, we can encourage them to carry on doing good work. Simply by placing the human factor above the process.*

by Cedric Miachon

#ThankYou



## 1.3

# SET A GOAL (FOR YOURSELF)

Of course, without a goal there would be no achievements...But let's re-examine this classical concept.

The wall between the professional and private world has been breached, for sure. We are constantly looking for balance in our lives, and it's here that we find nobility in "The power to say NO".

"If I haven't taught you to say 'No', at least I have taught you to not be mistaken in your objective", resumes Pierre Hervouet. This reflects the changes in our current world and could very well be a motto to carry loud and clear in the mid- to long-term.

On the following pages, 4 practices are illustrated and invite the participants to think about their short, medium, and long-term goals.

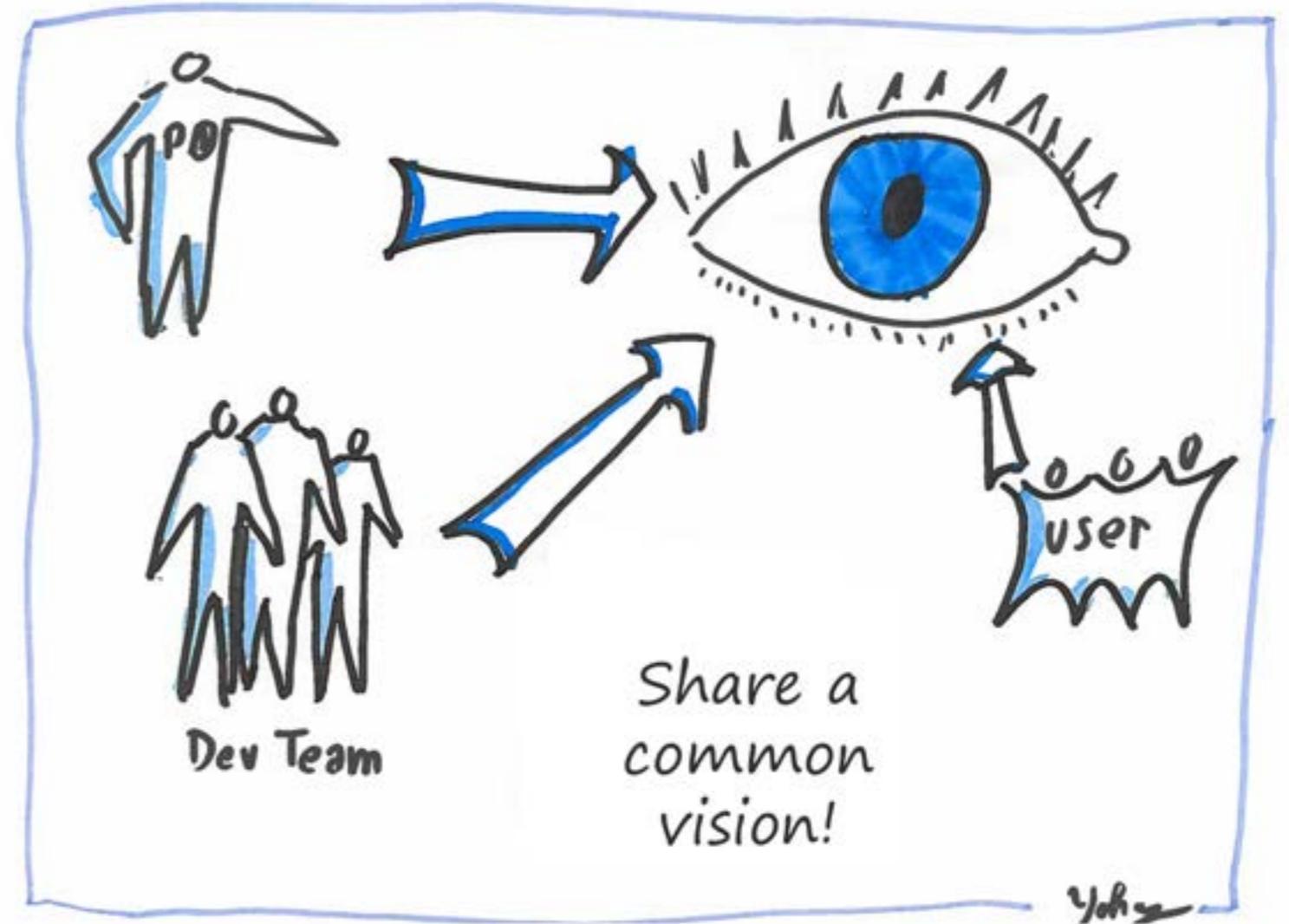
## Share a product vision for the short and long term

*Use storytelling (How do I want to use the product? In case of errors?...), discuss together: the conversation itself is key!*

*Objective: that all involved in making the product (BA, dev, PO, users,...) share the same product vision by drawing, for example, a functionality map.*

*by Nils Lesieur*

#UserStoryMapping #CommonLanguage



## Working on a single metric

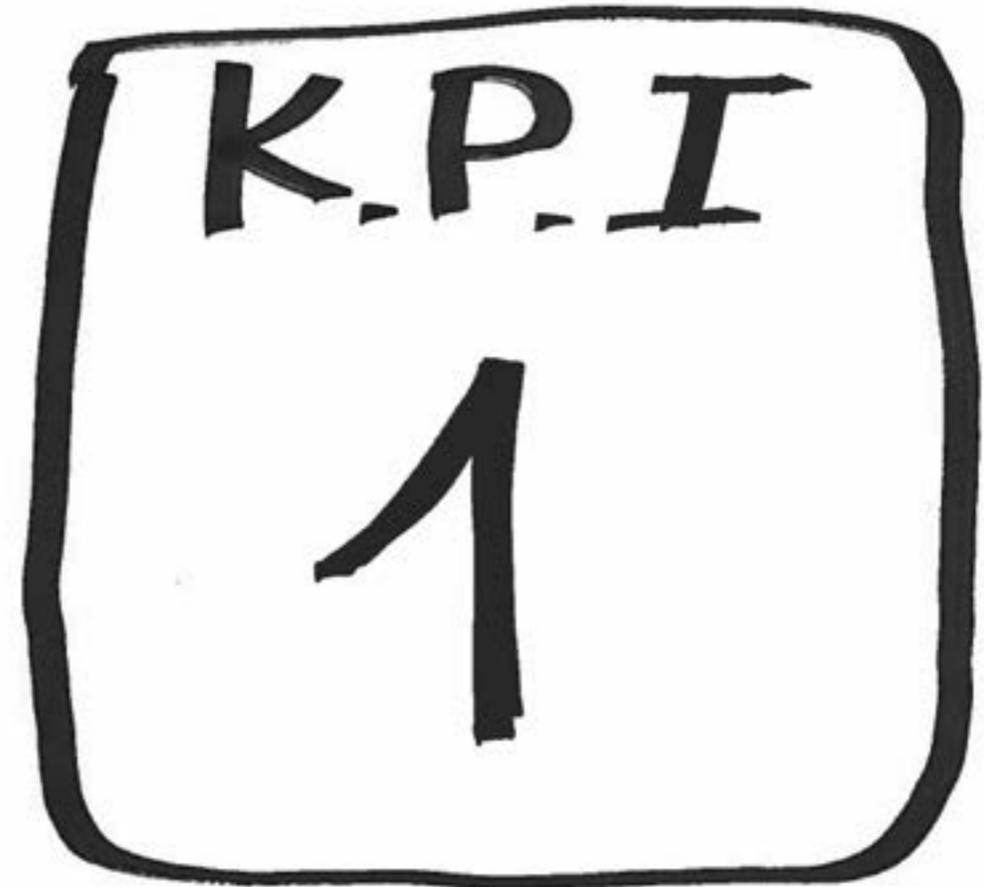
*Define and only work on one single indicator at a time. Identify one specific success indicator for your project and its progress rate. Change it when you have reached your objective or when your project has evolved.*

*This allows the whole team to make the right decisions, to join forces in achieving the same objective and to measure the impact of their efforts.*

*Objective: focus on what is really important today.*

*by David Cliquot*

[#Focus](#) [#1KPI](#) [#OneMetricThatMatters](#)



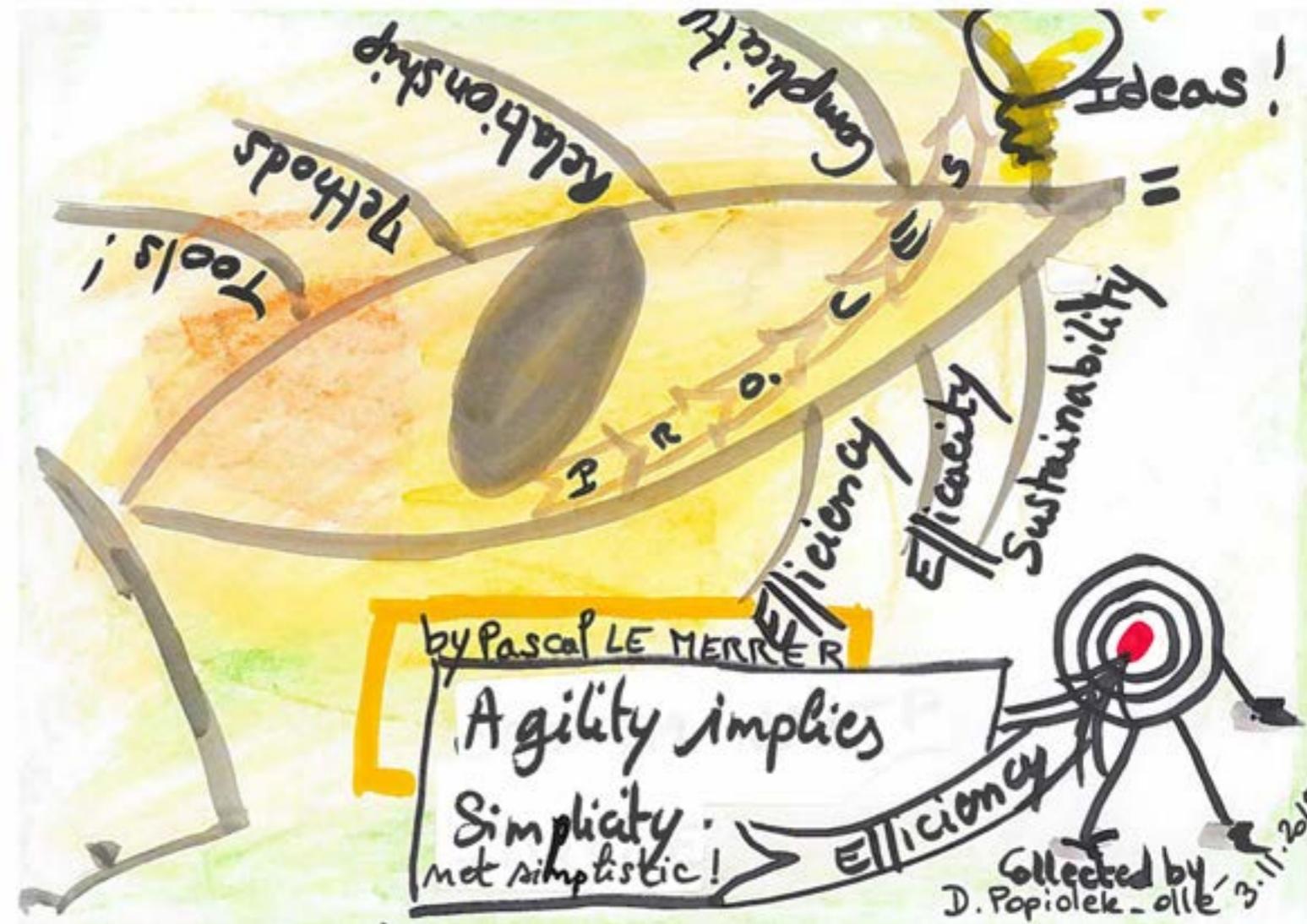
## Agility rhymes with simplicity. Yet simple doesn't mean simplistic!

*A simple solution is not a simplistic solution.  
A simple, well-designed solution will be easy  
to develop and maintain.*

*Target: efficiency*

*by Pascal Le Merrer*

#Simplicity #InteractionWithPeople #Tools  
#Process #ConceptionAsIdea



## The power of saying NO!

*I haven't taught you to say No, but I did teach you not to be mistaken in your objective.*

*by Pierre Hervouet*

#NON



# MANAGE THE INTERACTIONS BETWEEN THE TEAMS

## 1.4

The challenge, HERE, is not to manage a team, but the interactions themselves. Re-learn communication, listen actively to take the individual or group emotions into account; this is the leitmotiv advocated here. Interactions between individuals are praised. Emotions are not taboo, but shared, listened to, even understood. A confrontation is not a personal attack, but rather a shared vision, presented in order to make stronger decisions and unlock added value.

The concepts of a role are reconsidered, instead of the ideas that were valued in the 20th century.

In the next pages, we share with you 5 illustrated practices.

## Squad health check

*With a card game representing an area of work, the team votes on its feelings about it. “Ok, there is no problem” or “Help, we are stuck”. The aim is to create a visual that allows to recognise tough issues and to work on what’s important for the team.*

**by Sebastien Lansiaux**

*based on the method of Henrik Kniberg*

[#SquadHealthCheck](#)

Squad health  
check

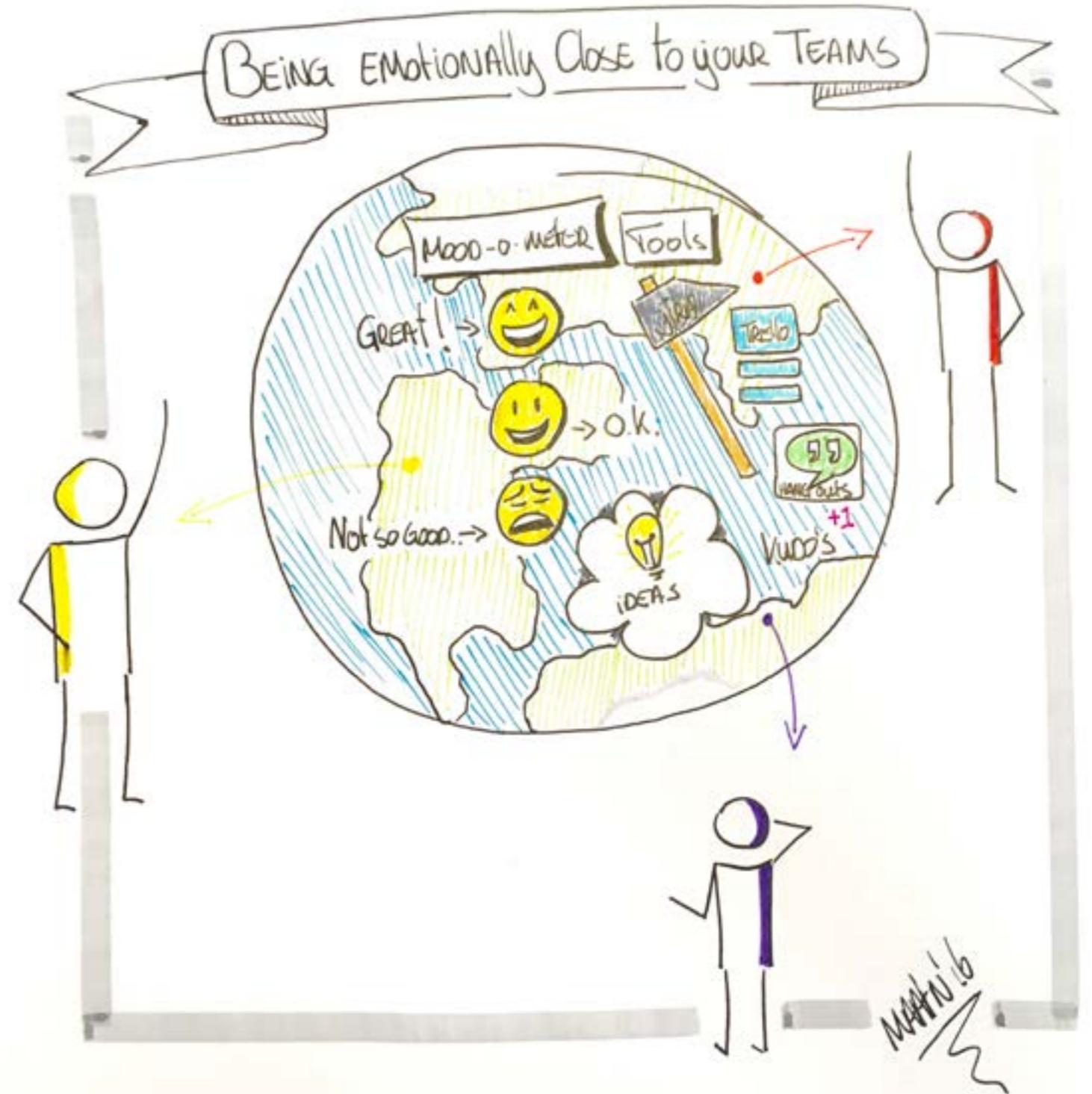


## Being emotionally close to your teams

*Distance is not a problem if you are emotionally close to your teams. The key is to communicate well and to define an overview of emotions and needs within the teams. The subjective view on the project is in itself an objective indicator of the project health.*

*by Eve Vinclair-Berkemeir*

#HI #Remote #Follow-up



## I will be your worst nightmare

*It often happens that two teams grow a resentment, especially when these two teams are not co-located. To clear the air and start again with a clean sheet, you can use an adaptation of the Innovation Games'® "My worst nightmare". You ask each team to depict itself on a board or a poster as the worst nightmare of the opposing team. Participants are encouraged to exaggerate and to present the results to the other team. This allows the teams to view it from a different angle, to reframe interpretations, to enlarge their empathy, all in an atmosphere that usually leads to laughter and eases up the relationship. The following phase consists of sharing improvement requests regarding the relationship with the other team in a spirit of NVC (Non Violent Communication). This workshop may also be conducted via videoconference.*

by Christophe Keronem

#Mediation #Team

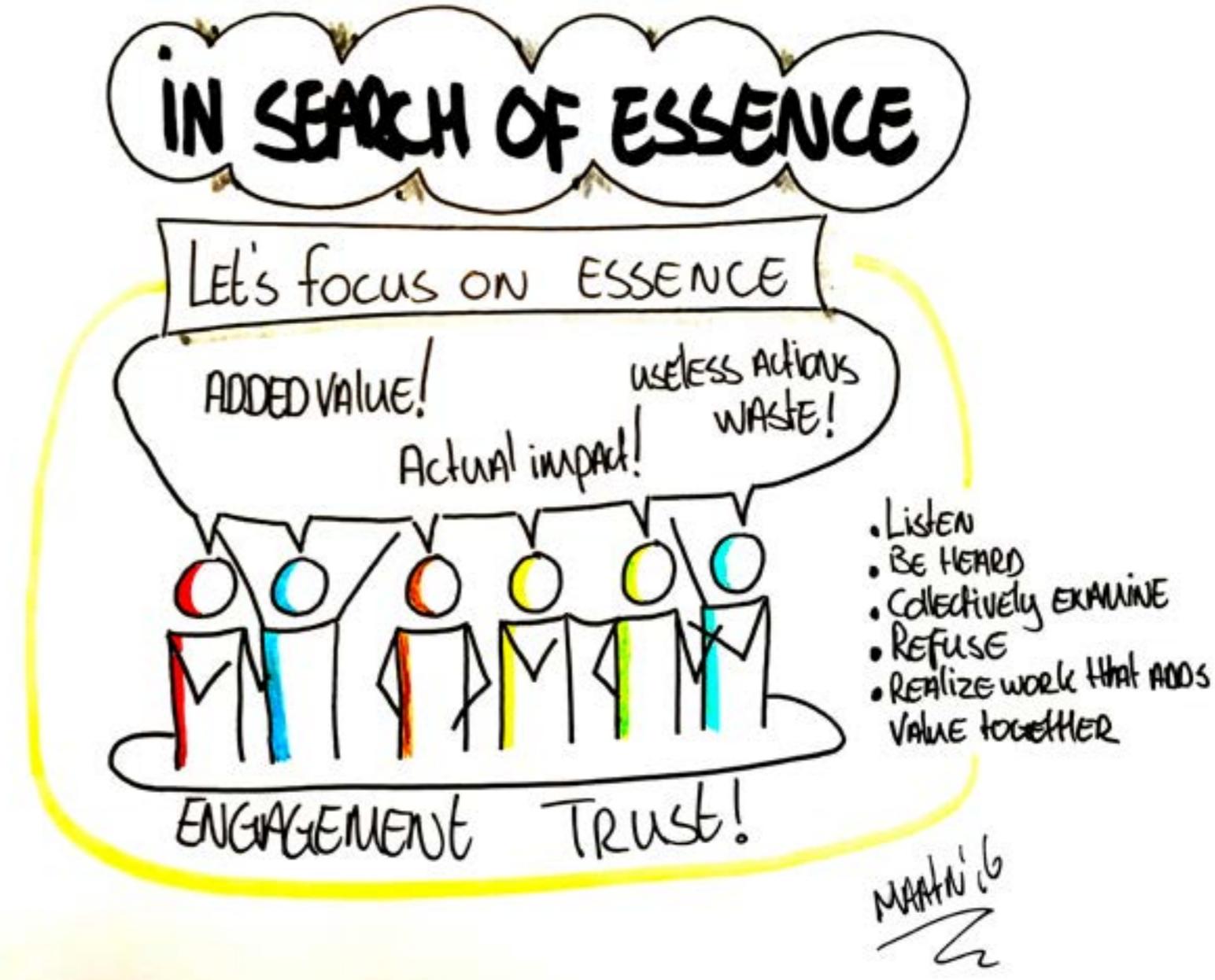


## In search of the essence

*Listen, be heard, discuss and collectively examine the impact of the job done. Reserve the right to not do something that doesn't add any value or efficiency and of which the time investment is higher than the expected profit.*

*by anonymous*

#Efficiency

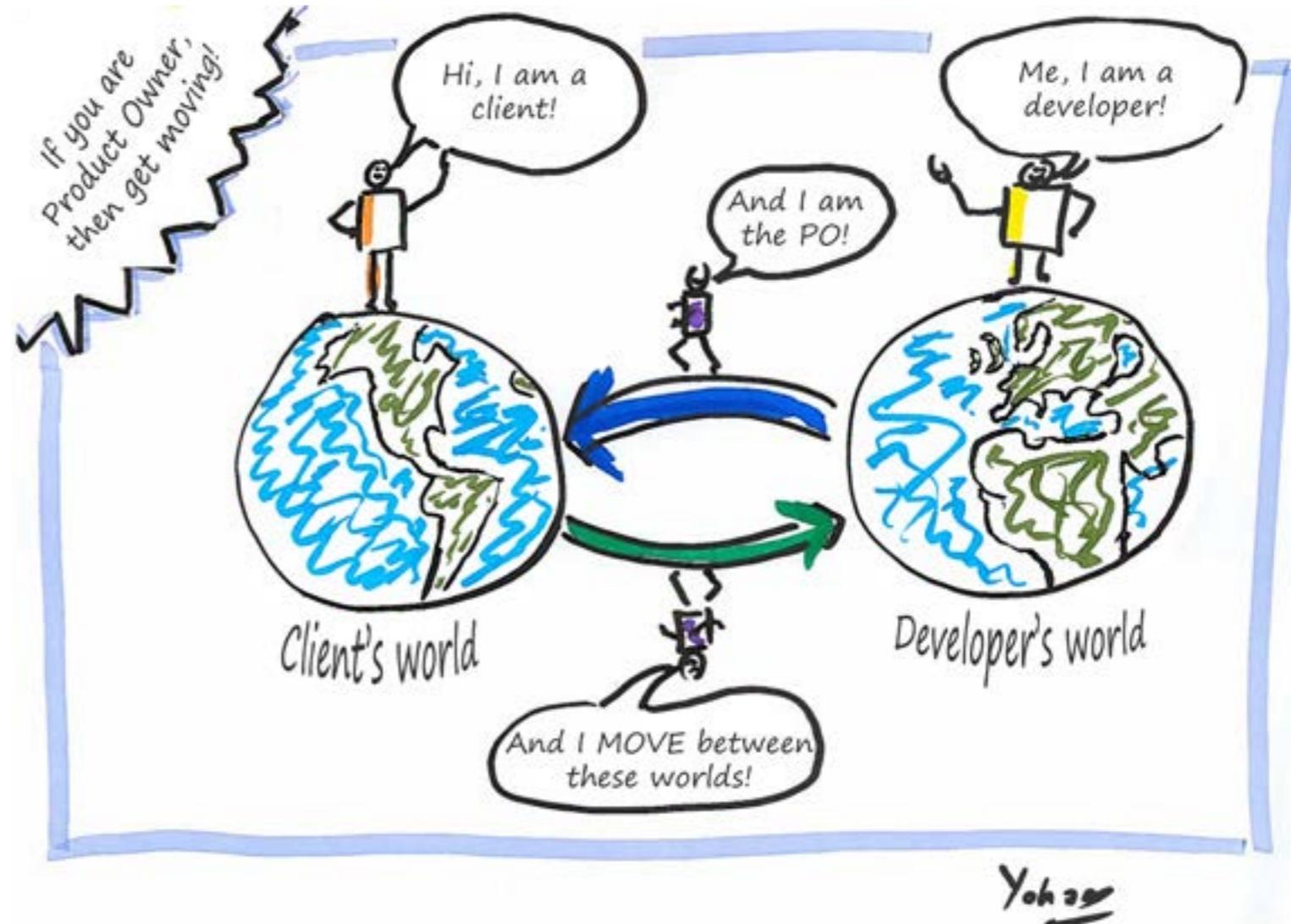


## If you are Product Owner, then get moving!

*Are you a PO? Then it is forbidden to stay behind your desk! Be with the client as well as with the developers, physically and mentally. Talk to everyone all the time, on site, in the canteen, at the photocopier, everywhere. You are all at once: the users, the team, the project. You are the linking pin. Gain their confidence, observe, listen, harvest. Keep track of what really has value. Always put human relationships at the center of your process. And only then will you understand what is really needed.*

by Barbara Bourrissoux

#Interaction



# REACH THE GOAL, ACHIEVE

## 1.5

*The best practices in this part summarize it all: to reach the goal you have to take action. For this you have to encourage responsible behaviour of every individual. Re-learn to identify the value of delivering what is ready without awaiting a hypothetical GO of someone who might be responsible.*

*The system is only there to facilitate the start of decision-making. It should not become an obstacle. The system supports the identification of changes, ideas, delivery management and Everyone's commitment.*

*As far as the team members are concerned, they take charge and do what they committed themselves to. They focus on the action, the continuous delivery of completed work. Team members increase their independency and foster adding value.*

*You will discover three best practices here.*

## Deliver what is ready

*How long does completed functionality have to wait before being implemented on production?*

*Objective: discover value prioritisation and focus on completed work.*

*by Dimitri Baeli*

#ContinuousDelivery #Independency



# Responsibility retrospective

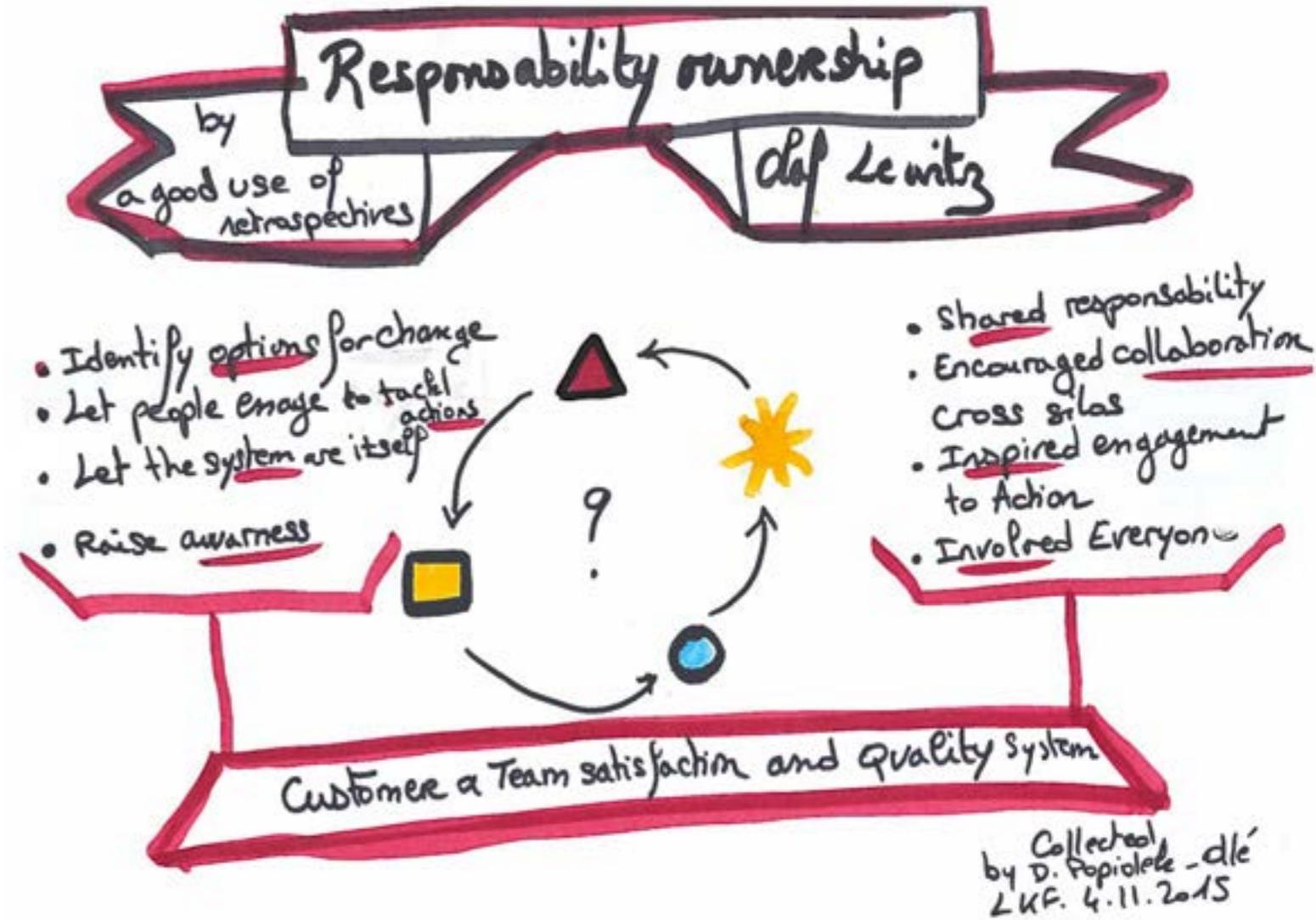
Chris Avery Responsibility Process (Responsibility > Obligation > Shame > Justify > Lay blame > Denial): you have a choice!

Create columns for post-its. Put team activities into columns.  
For ex : "testing" --> denial, "party" --> shame

Nice to identify options for change, let people engage and take actions, let the system define itself, and raise awareness.

by Olaf Lewitz

#ResponsibilityOwnership #ShareEngagement  
#MakeSenseOfWhereWeAreInATransformation.



## Quality Retrospective

What is quality?

- Successful
- Useful
- Usable
- Performant
- Secure
- Deployable
- Functionally ok

How do we take responsibility for those aspects? How do we investigate risks?

Objective: Take responsibility for ALL aspects of quality, involve everyone in a quality conversation, discover options.

by Olaf Lewitz

#Quality #CustomerSatisfaction #SharedResponsibility  
#CollaborationAcrossSilos #InspireEngagementToAction

WHAT IS QUALITY?



## 1.6

# LEARN

*The words retrospective, Lessons Learned, best practices don't have any value post-mortem. They are not used to learn about the past, yet to IMMEDIATELY apply all proven solutions to "benefit from their essence". Failing fast is an option to quickly learn, to find and change your way, and to move forward again.*

*'Learning' is conjugated in the present tense. Learning is more than ever essential to survive. Grasp the real information, use all acquired knowledge to connect the dots and share it, in order to better EXPERIENCE your project, all projects. In order to EXPERIMENT, alone or together.*

*"Inertia is our enemy", Claudio Perrone reminds us with PopcornFlow. The metaphor of popcorn is used, transforming itself when exposed to high heat, as it joyfully emerges, giving birth to popcorn. Each kernel of popcorn is a continuous flow containing so many ideas and opportunities to learn, and to test and experience the change continuously.*

*Yet time is required to be able to learn, experiment and test. So why not formalise this by giving each employee the time (s)he needs to reinforce his/her strengths in doing his/her task? Just do it and create value for all.*

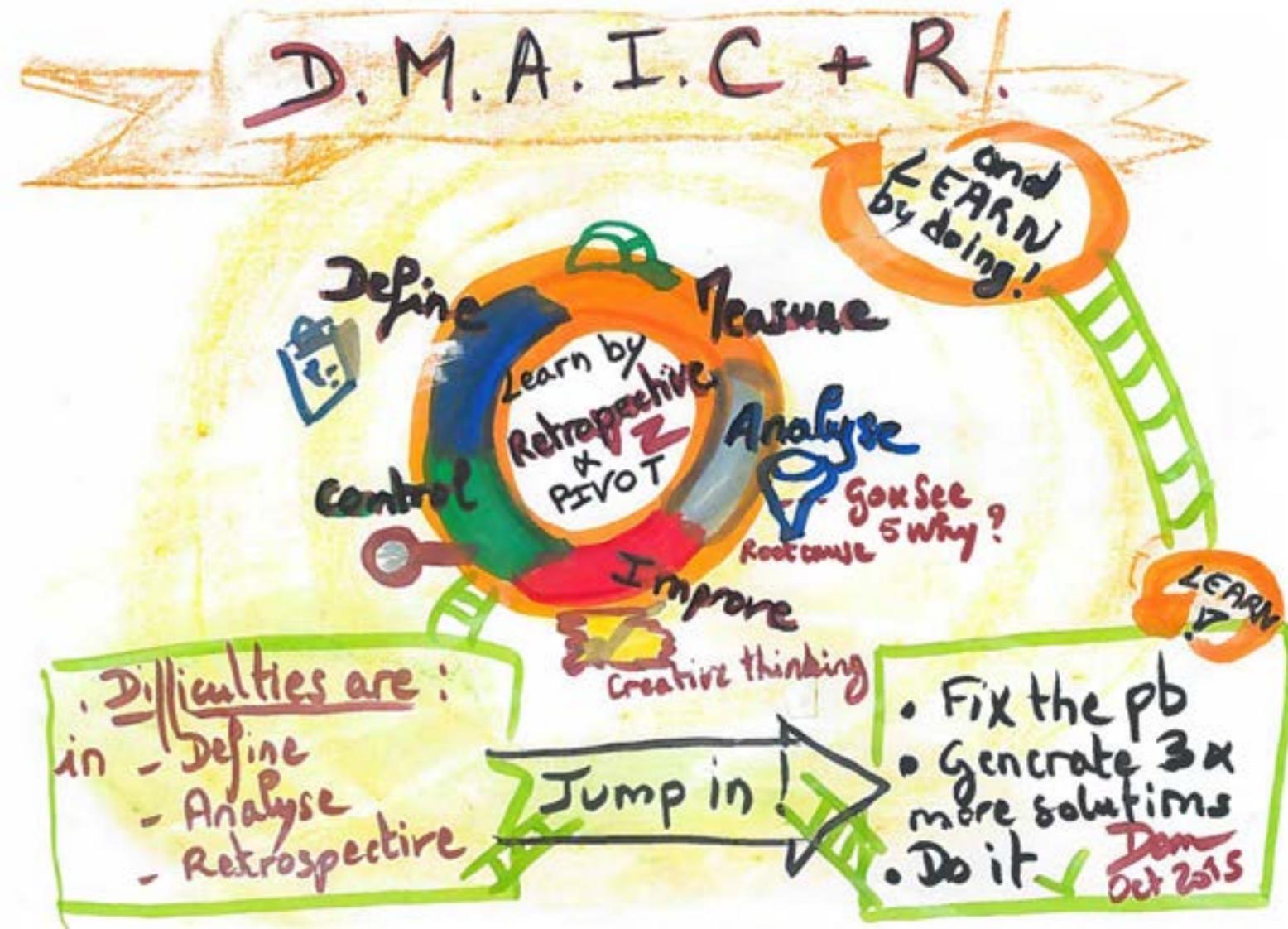
*Here are 4 practices that LKF participants have submitted to us.*

## D.M.A.I.C. + R.

D.M.A.I.C. + R., Define Measure Analyse Improve Control + Retrospective, is a continuous improvement practice. The difficulties in using this tool generally are on D+A+R. No one wants to stop the current activity, not even to fix a problem and learn. Take time to do it and you will grow!

by Dominique Popiolek-Ollé

#D.M.A.I.C.AsATool #LearnByDoing #Improve #Retrospective





## RESERVE TIME FOR TRAINING

*In Lean, resource utilisation should never exceed 80%. Why not do the same to keep 20% of the time to learn and improve? With Katas, Dojos and code or product experimentations?*

*Continuously improve the team, the products, and yourself, while not “over-using” the “resources” and thus improving the flow.*

*by Yannick Grenzinger*

#ContinuousImprovement #Learn



## POPCORN THINKING

*The “popcorn” effect is a way to experiment in social space.  
A good way to try with others in safe-to-fail environment.*

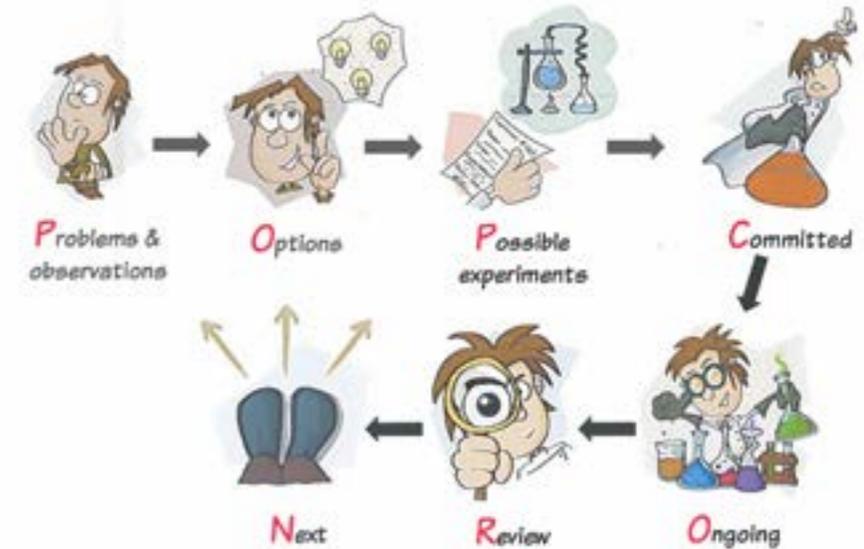
*by Christopher Man*

#Meta-process #Innovation #Practice



As a consequence:

- 1 If change is hard, make it continuous.
- 2 Everybody is entitled to their own opinion, but... A shared opinion is a fact.
- 3 It's not "fail fast, fail often"... It's "learn fast, learn often".



## POPCORN FLOW

*Inertia is our Enemy as a consequence : if change is hard, we should make it continuous ; Everybody is entitled to their own opinion, but... A shared opinion is a fact ; it is not fail fast, fail often... It's **learn fast, learn often.***

by **Claudio Perrone**

#ContinuousChange #Learn



# *Booklet 2*

## **AUTONOMY, A NEW CHALLENGE**

In the first booklet we have seen that the vision of the company is getting more personal. The second booklet deepens this approach. The human adventure becomes the story we want to live and tell, the story we want to identify ourselves with.

It is the right to autonomy: the right to be yourself without judgment, to act and to decide on the approach.

This story is written in three parts: creating space, liberating the teams and liberating yourself.

## 2.1

# CREATING SPACE

Space is considered here in two axes.

The first: the work environment in the sense of a physical space in which the team evolves and grows. We take back ownership of our physical environment in our search for well-being and efficiency. Get rid of tables and chairs, ensure easy access to the walls in order to be able to facilitate and visualise everybody's input, to allow for a better interaction and mutual understanding.

The second axis proposes to redefine our space in relation to others: our counterparts, partners, sponsors. In order to create this common space we must move forward together.

Hubert Tournier shares an interesting experience with us to reach agreement. Without any explicitly shared idea of added value, there is no consensus and therefore no budget to release.

It requires balance, skill and a fair amount of confidence in your environment to validate decisions affecting the group. The environment is no longer considered as hostile but as an opportunity to be curious, to get involved and to promote taking initiatives. This is the ideal opportunity to learn together, to trust each other and to progress together.

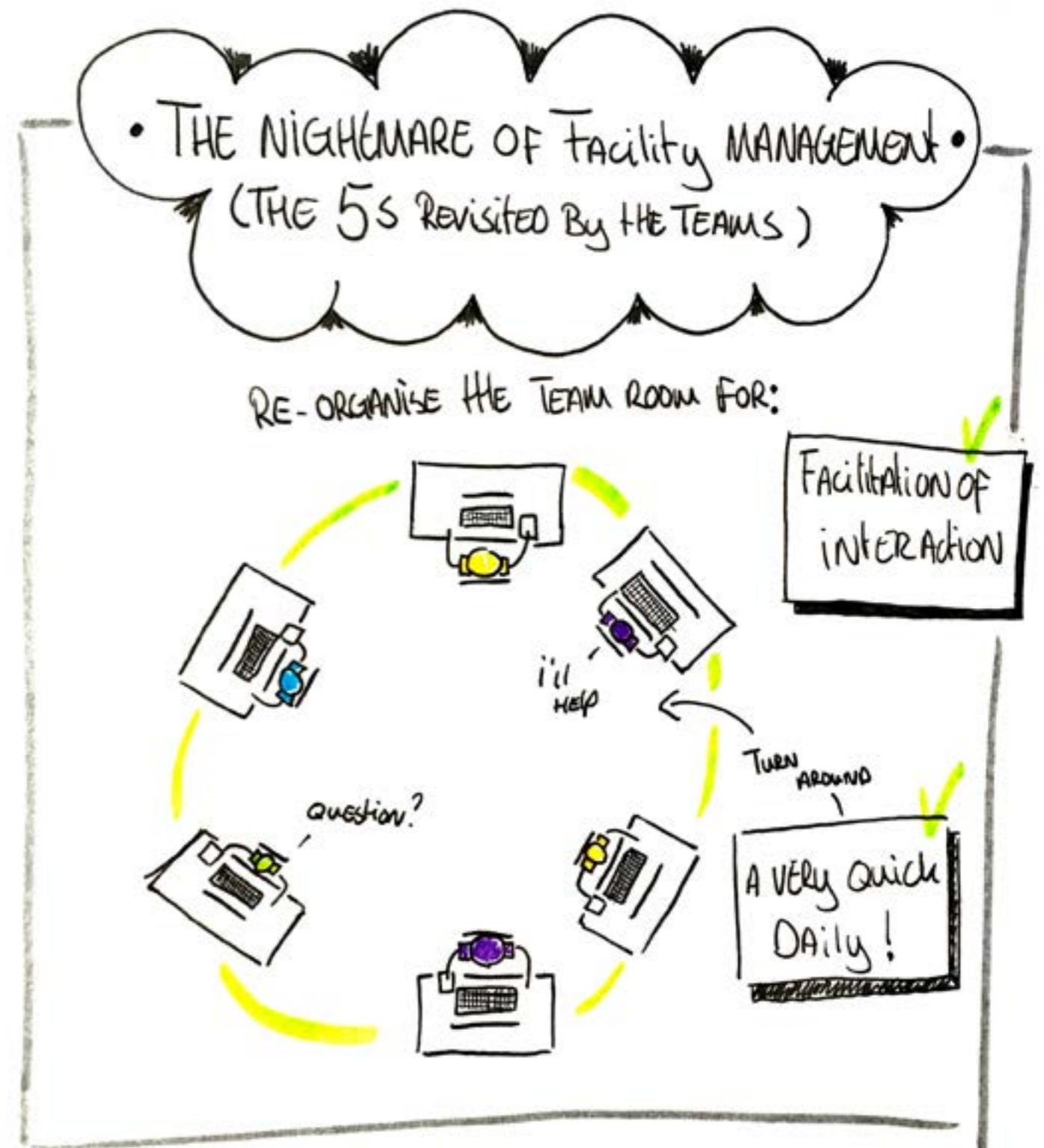
We offer two practices supporting these views.

## The nightmare of Facility Management: The 5S revisited by the teams

*When a project starts, the first thing I take care of is to carefully arrange the desks. I think that it can solve many problems before they even happen and that it can greatly improve the team's functioning. Very often, when a Scrum is formed, it is set up like an island: the people are nearby and can work with their neighbours. I am inclined towards a model that will stimulate the interactions between all members of the team as much as possible. This is why I prefer this setup: it allows everyone to easily interact with each member of the Scrum, not just their neighbour. By turning around, you can see everyone's screen. You can approach the other with a minimal movement of chairs. To do the Daily Meeting, there is no need to go far, just to turn around. This is the nightmare of Facility Management, that likes the power outlets stashed under the desks, yet I find that it makes the Scrums livelier and facilitates the interactions.*

by **Alexandre Moufarek**

#OwnershipOfTheSpace #TeamConstruction



## Use any opportunity to advance your counterparts and sponsors

*Take advantage of any opportunity to find ways to expand the knowledge of your sponsors on subjects as governance, value creation, risk management, resource allocation, prioritisation, demands, cost perception... Concentrate on the sponsors and stakeholders; they might initiate future deregulations. Too often problems involving multiple stakeholders are considered with a narrowed field of vision.*

*by Hubert Tournier*

#Relation #Education #ValueCreation  
#RiskManagement #Governance



## 2.2

# LIBERATING THE TEAMS

To liberate the teams, innovation must be encouraged.

Again, simply executing a task doesn't make sense anymore. The How cannot be imposed, but must be challenged, interpreted, recreated by everyone. This personal approach will lead to new products as well as to team members stepping up to the plate. Some might even cause a revolution in our lives.

An ability to incubate ideas, leading to the liberation of the team where each individual adds his or her personal touch and thus recognizes him or herself in the delivered product, in a project where everyone started individually, but were captured by the product collectively.

To encourage innovations and to invite the individual to express the best of him or herself, brainstorming is revisited and gives room to the human dimensions once more. The popular game Dixit enters the corporate world. Visuals become a means of interaction and collective creation, the focus point for ideas and the best way to progress together.

At last, the team may express itself. Express its vision, leave its mark.

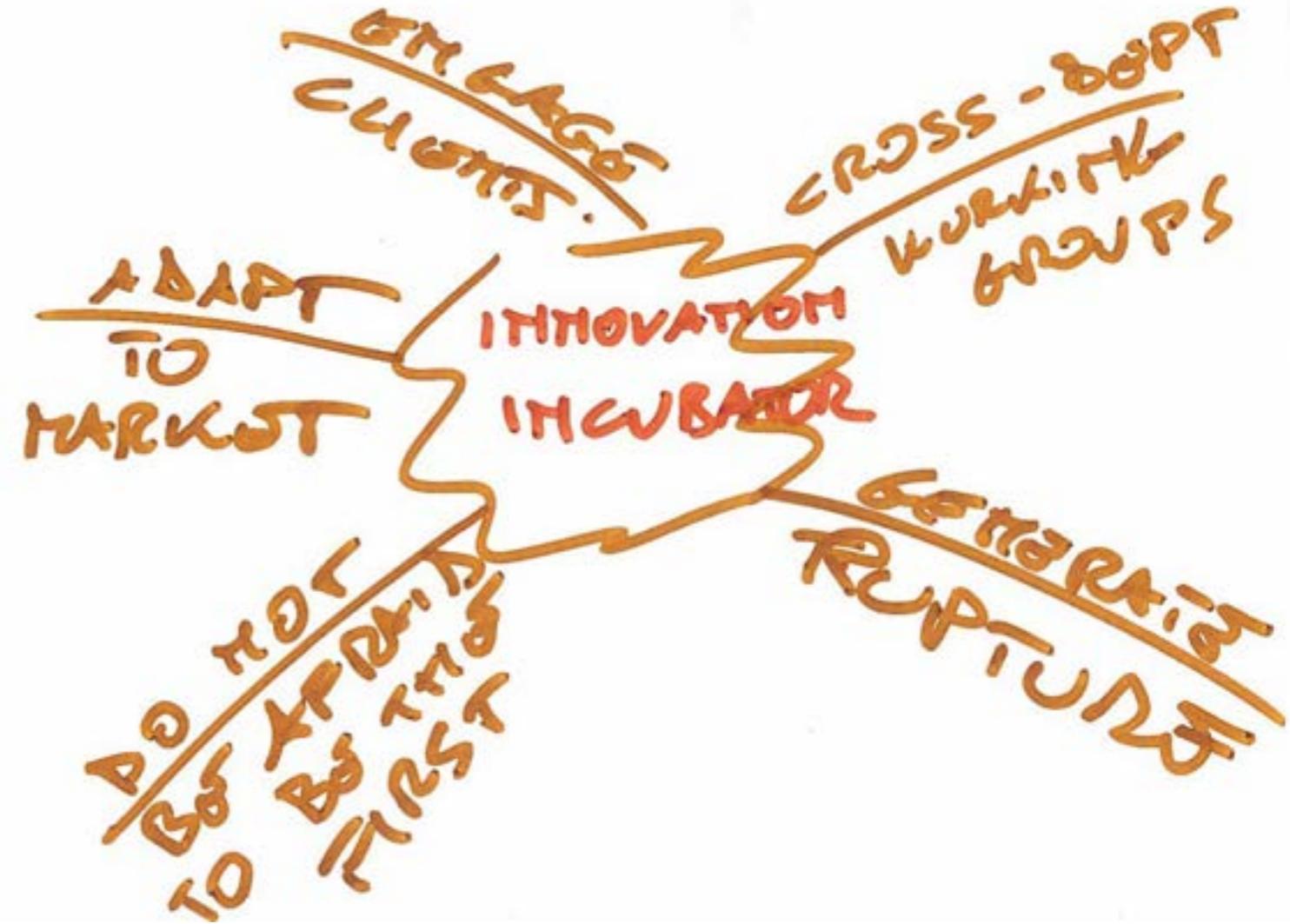
We will share 3 best practices here.

## Innovation Incubator

*Transform your organisation in cross-department working groups to reduce the time to market.*

*by Gianluca Costanzi*

#DeliverFaster



## Dixit - Picture it!

*Some enchanting visuals, one question. A whole world reveals itself: emotions, intimacy, truth. Objective: to evoke feelings and emotions, to invoke the emotional register and to express your state of mind at that moment. The visuals serving as an incubator, leading from one open idea to another.*

*by Mélanie Poulain*

#Catharsis

# Dixit: picture it!



Some enchanting  
visuals

A question



reveals itself

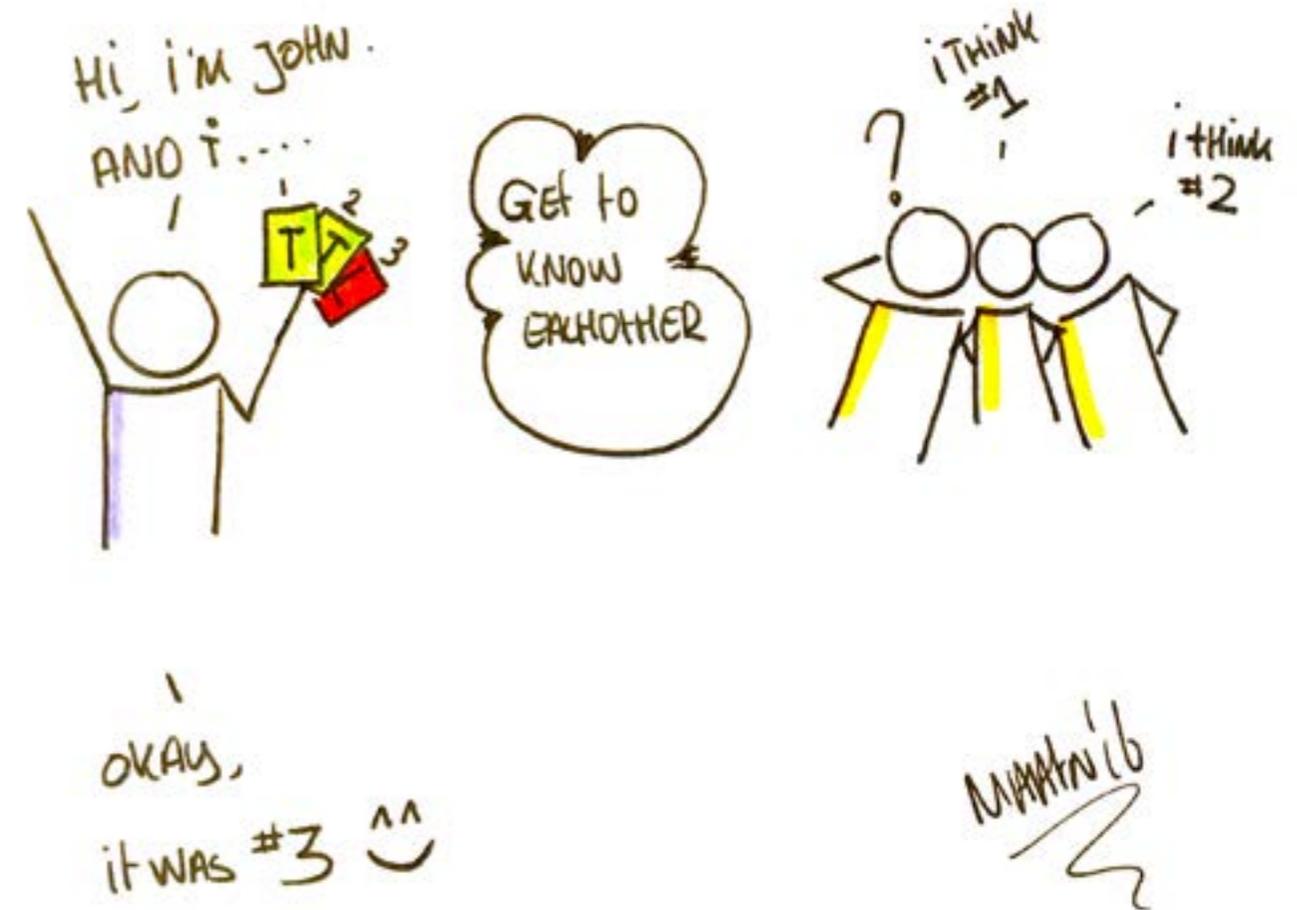
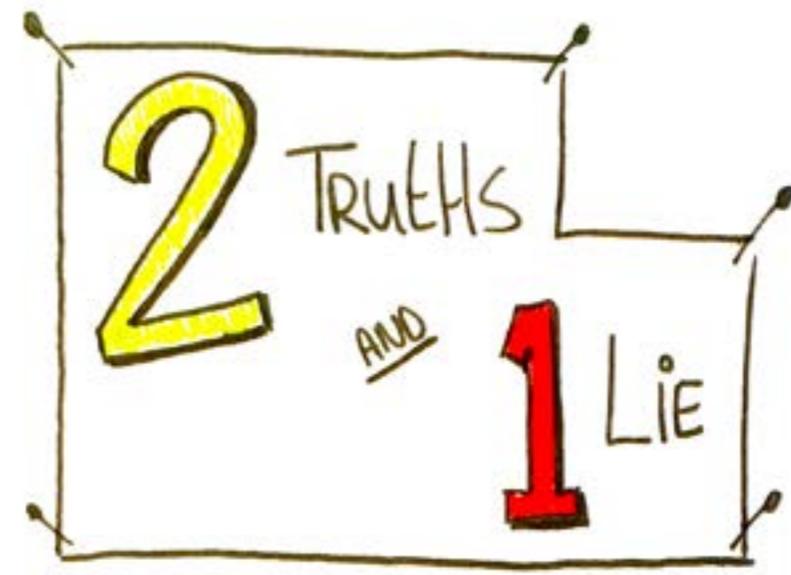
## 2 truths, 1 lie

Each person writes down two truths and one lie about him or herself. He or she presents the 3 phrases. The others have to cast their vote for what they think is a lie.

Objective: get to know each other via a fun activity and create a bond within a recently composed team.

by Yohan Bouffandeau

#LearningToGetToKnowEachOther



## 2.3

# BREAKING FREE

Olaf Lewitz offers us more than just a tool with Temenos; it is a reflection on the safe space that will allow the individual to be him or herself. Regardless of the role that he or she might have.

More than ever, facing an environment impacted by events, the individual is searching for his/her Tribe, the place where (s)he can be fully him/herself. It is up to us to get to a shared understanding of how to welcome others and how to create this environment, more than ever required to understand, address and handle crises.

And of course, you remain free to “use your two feet” if this place is not working for you. Freedom of movement, of choice underlines full autonomy, taking full responsibility on an individual level.

By taking responsibility individually, group awareness will emerge regarding the commitments we have to make.

2 best practices are assembled here.

## Use your two feet

*Take care of yourself and know how to move on when you are neither learning nor contributing anymore; do not waste each other's time.*

*by Olivier Albiez*

*inspired by Open Space Technology: A User's Guide by Harrison Owen*

#OpenSpace #LawOfTwoFeet



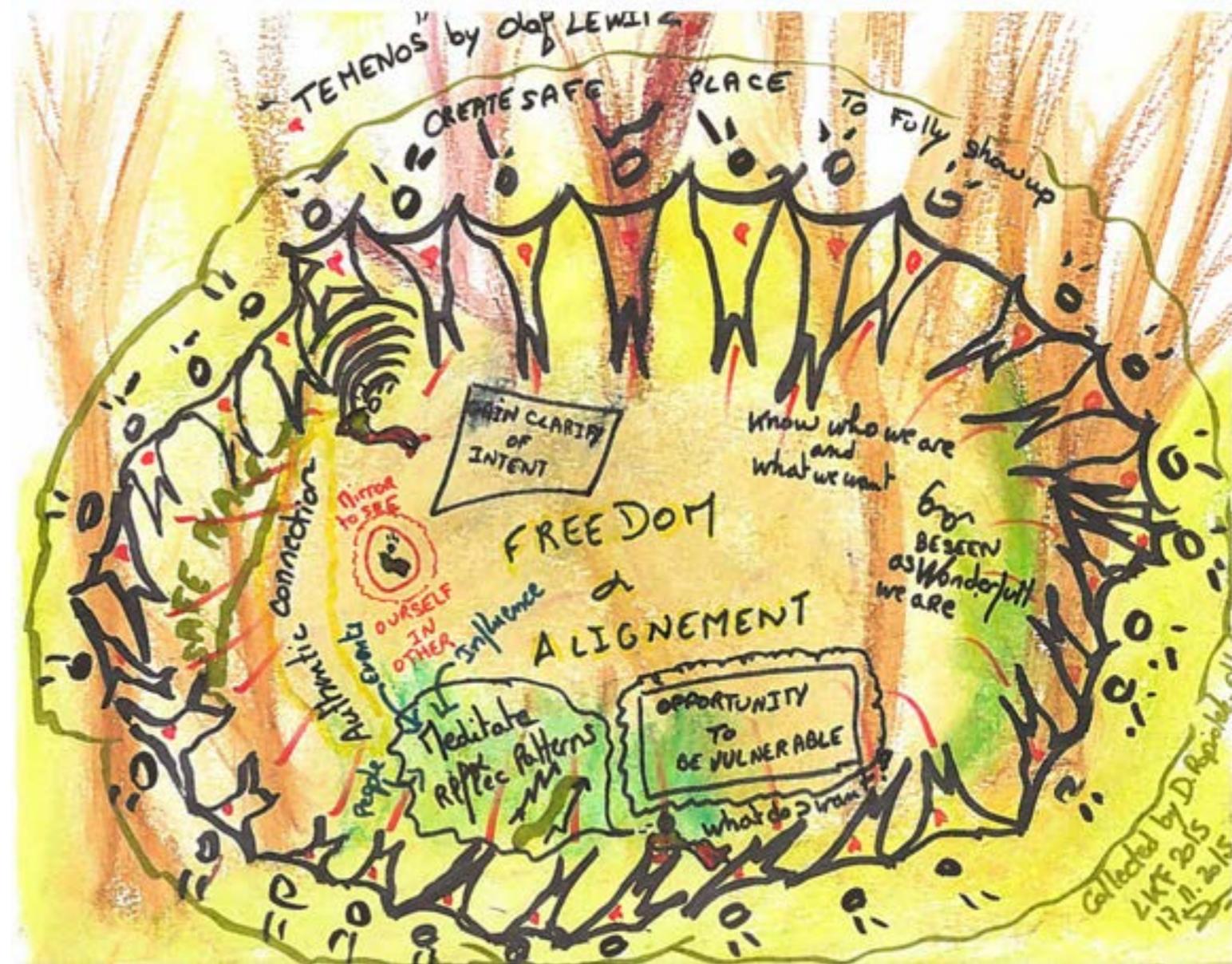
## Temenos

*Check in Meditate and reflect on patterns in your behaviour.*

*Which influences made me the person I am?  
Which choices did I have regarding these patterns?  
Do they help me now?  
What do I want?*

*Useful to gain clarity of intent and identity, to know who we are and what we want and to create a safe space to fully open up.*

*by Olaf Lewitz*



# *Booklet 3*

## 1, 2, 3,...GO

The LFK participants have given us a number of useful tools to work together. Special attention is given to the importance of having a shared vision to ignite taking action, to solve problems and above all to reserve time for a retrospective.

This third booklet focuses on 5 tools that above all remind us that we are human, that we are engaged by verified facts and that everyone has the right to express him or herself and to collaborate together. It revisits the icebreakers and the impact mapping to identify what to Do, embodied by the Leader and the construction of the vision.

The 5 Whys technique invites us to pause and find the problem source and its solution in order to save time and cost. This method ensures the group's commitment and helps the organisation to keep on listening to its employees over time.

Then comes the time to do a retrospective.

5 simple tools are presented here.

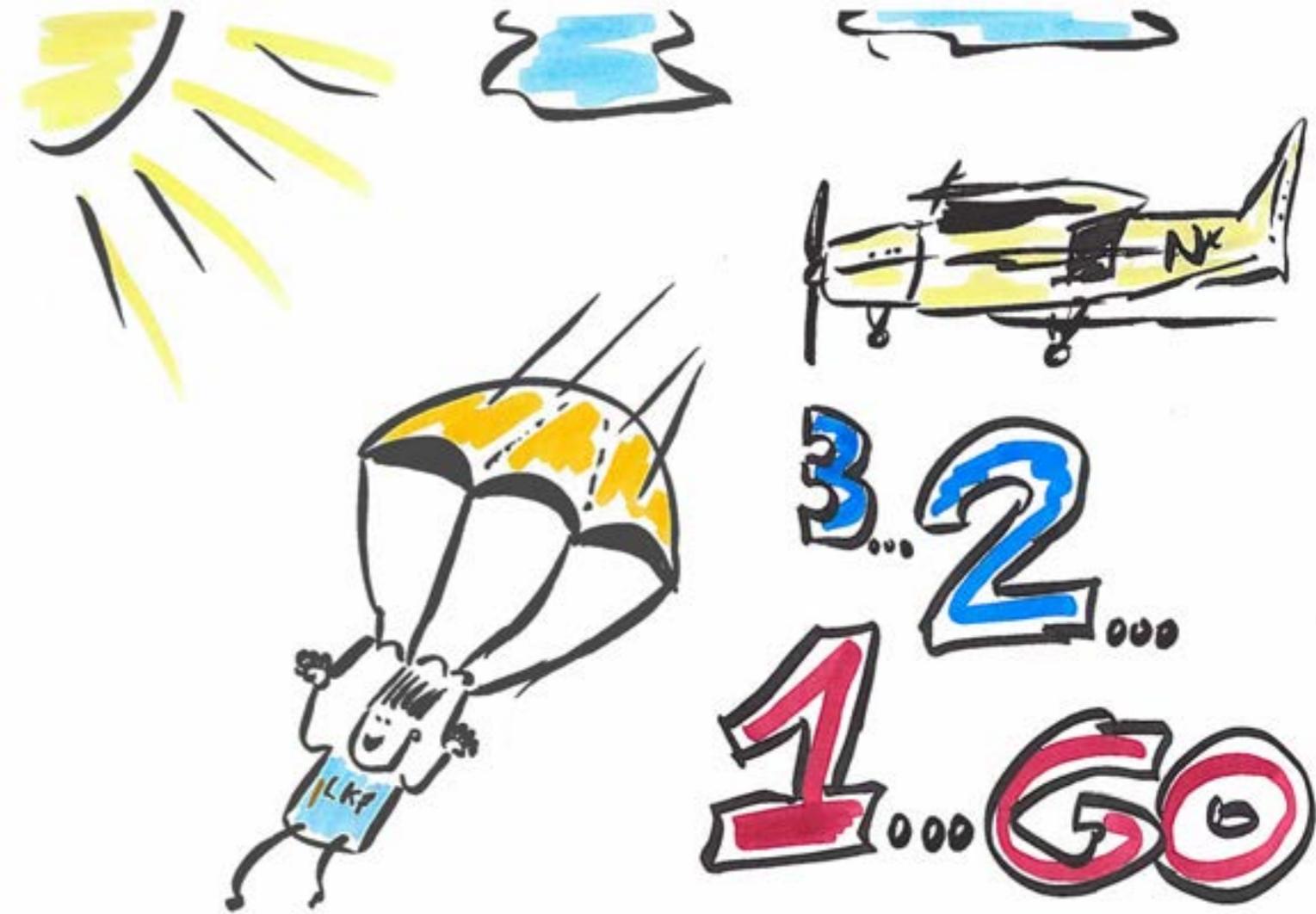
## 1,2,3...GO

*The facilitator gives the group a very simple instruction : “Clap your hands at exactly the same time when I say GO.” The facilitator then claps his hands before saying GO... The group will do the same thing.*

*Useful insight : even when the vision is simple and clearly expressed, the group will do what the leader does. Not what he wants them to do. The same applies for a manager.*

*by Nabil Berkous*

#Vision #PurposeFocus #IceBreaker



# Innovative Games

A toolbox useful in various contexts (retrospective, continuous improvement...), allowing you to enhance your vision.

by Anne Gabrillagues

Based on Gamestorming by Dave Gray, Sunni Brown and James Macanufo or Innovation Games by Luke Hohmann

#Innovation #Workshop #Participatory



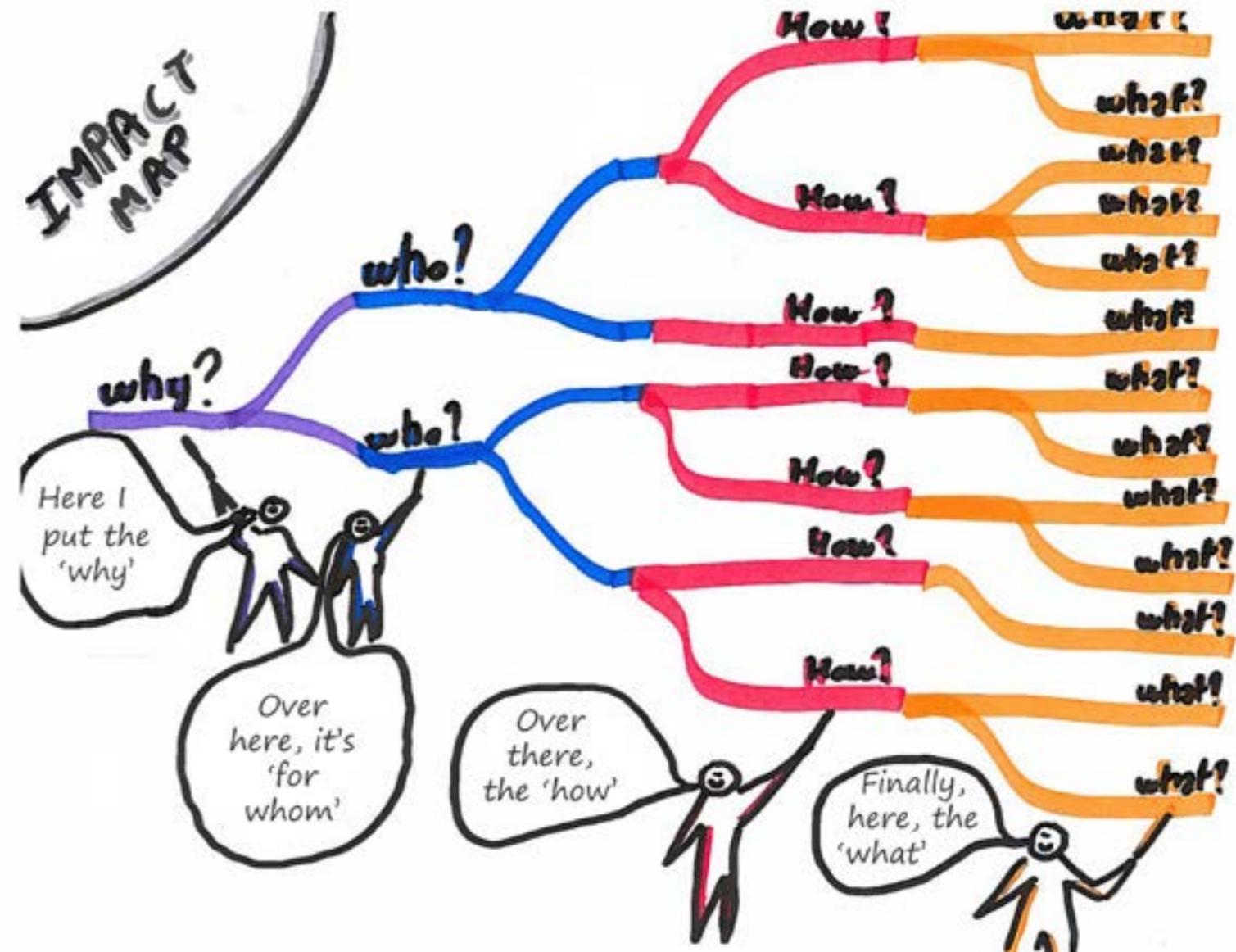
# Impact Map

Build the map by linking the objective (measurable), the project members and the desired impact it should have on them (change of behaviour). And only then define the features to be developed or the actions to be undertaken. This allows to align the project with the business goals (KPI) and to make decisions based on a shared vision of value.

by Philippe Brière

based on the book *Impact Mapping* by Gojko Adzic

#Vision #Foundations #Sponsorship #Transparency

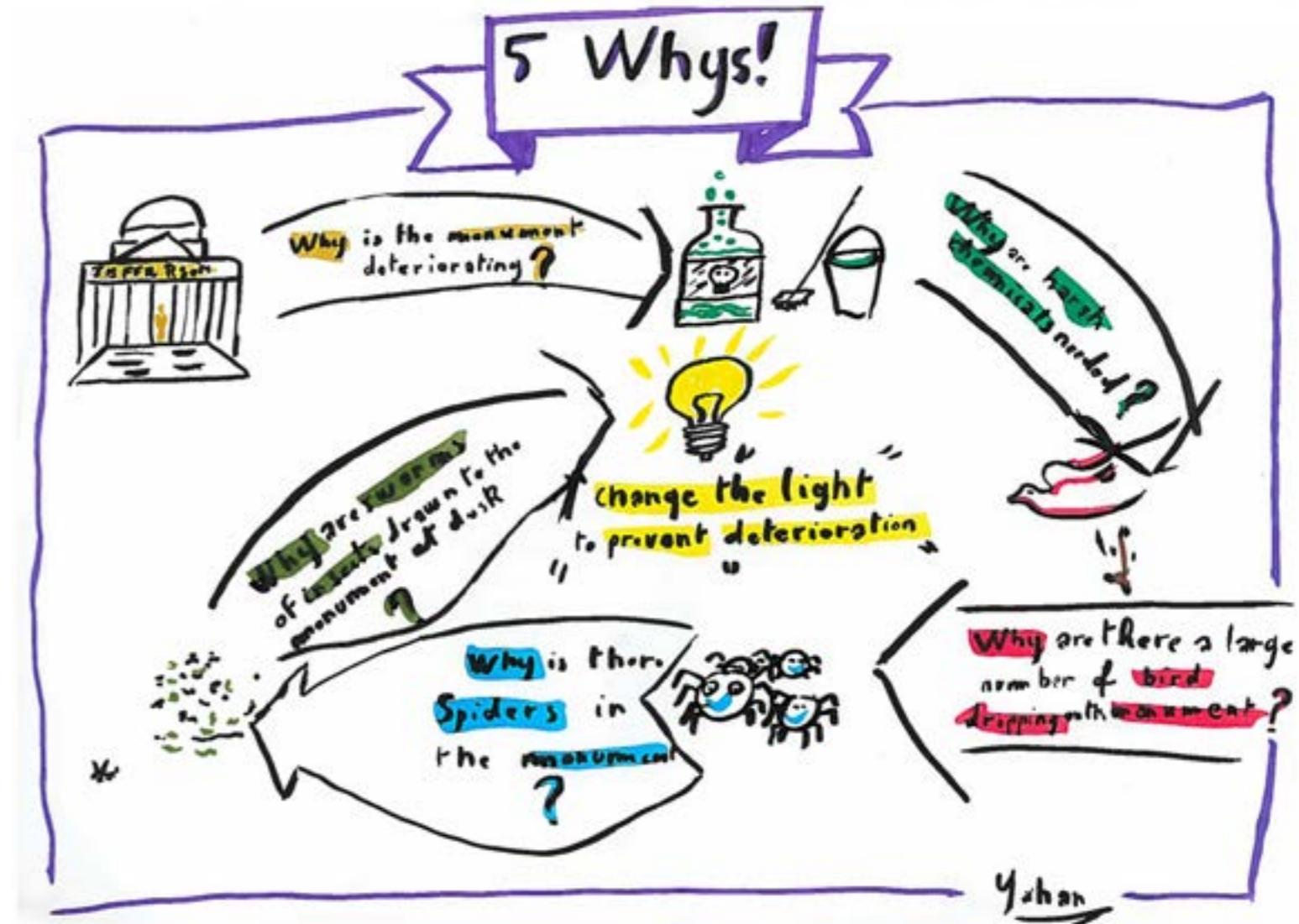


## 5 Whys

Select a problem, ask people "why" this problem occurs and repeat this question 5 times in order to really get to the bottom and discover the root cause.

by Yohan Bouffandeau

#Retrospective #FindTheRootCause



## Communication : Speed dating

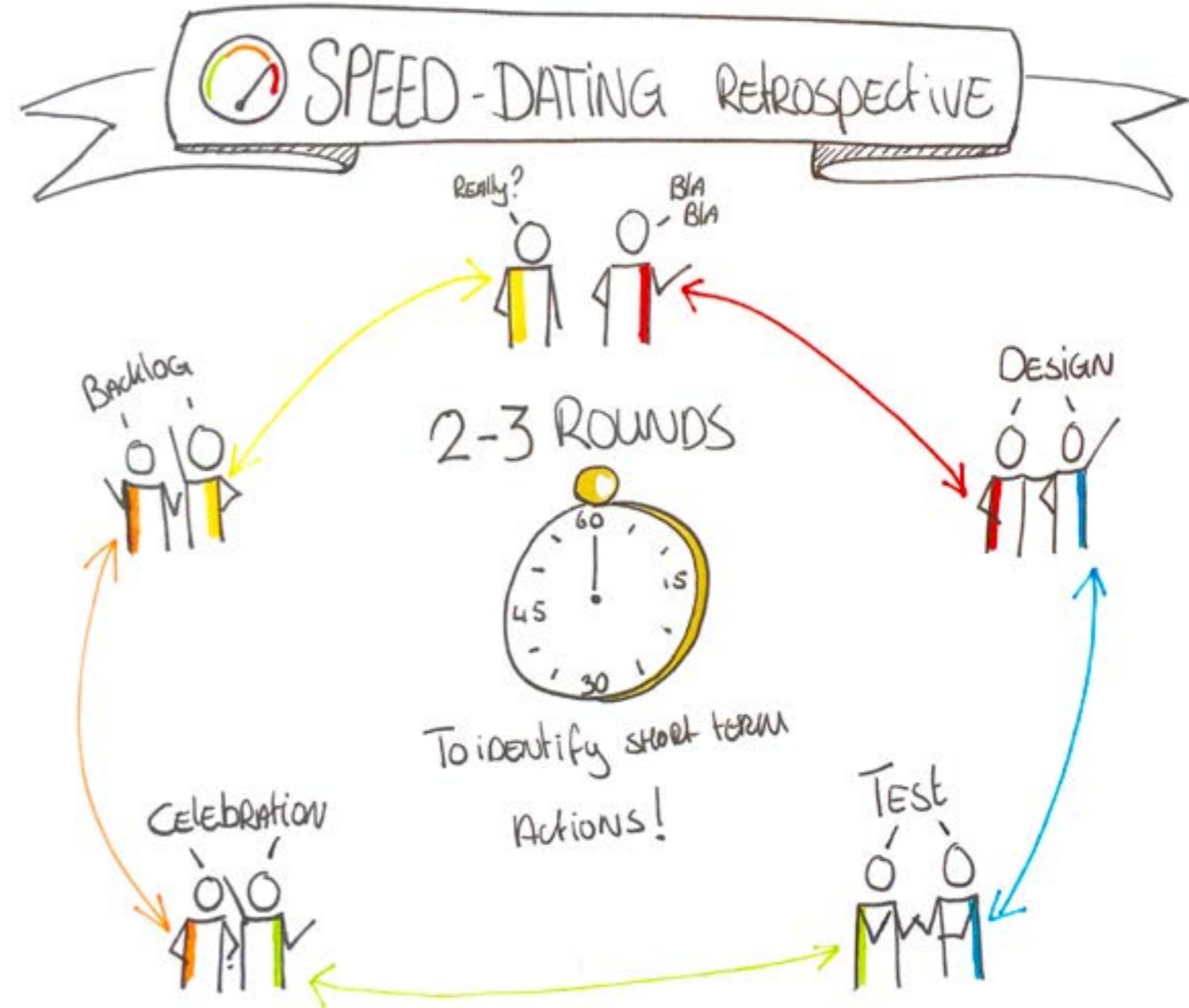
To identify short-term actions in a retrospective, simply do semi-open brainstorm with interchangeable pairs of participants.

- Semi-open to maintain the active participation of all
  - In pairs to stimulate a bit of competition
  - Interchangeable to propagate idea generation

This activity leads to quick results, usually with much value.

by Dominique Lucas

#SpeedDating #Retrospective





# THANK YOU!

We take advantage of this opportunity to immediately implement the best practice of Know when to say thank you. Thank you all for making this initiative possible!

Thank you, dear contributors, for participating and letting this initiative grow. A book emerged in 48 hours, bundling our best practices. It's the symbol of a joint success, speaking on behalf of an entire community.

A big thank you to the organisers of the Lean Kanban France, who allowed us to initiate and helped organize this challenge during the two days conference. Also a big thank you to the facilitation team (Terre d'Agile and Wemanity), ensuring the illustration of each practice : Yohan, Dominique L., Dominique P., Stéphane, and Romain. Thanks also to Sandra, Kate and Hans for the translation of the guide.

And of course thank you, our readers, for bringing this book to life.

*Wemanity*

The book you are holding in your hands is the fruit of an experience like no other.

Wemanity launched a daunting challenge to the French agile community:  
to co-write a book, together and in 48 hours,  
bundling our best practices, those we hold close to our hearts.  
This guide, in which you will find all these agile practices to be adopted  
urgently, bears the fruit of this moment of sharing and collective work.

The illustrated guide of agile practices is a publication by Wemanity,  
with the kind participation of Lean Kanban France, Terre d'Agile  
and the agile community gathered at Lean Kanban France 2015.

**wemanity**  
The Agile Driving Force