



Executing on Strategy
Successfully Govern your Information
Management program with Agile

Conrad Bates, Managing Partner, C3 Business Solutions

Who is C3 Business Solutions?

- Cool
 - Fast
 - Smart
 - Innovative and
 - Great...
-
- **Business Intelligence and Information Management Specialists**
-
- **A Services Company... with niche innovative products and solutions**





- The Problem
- What is Agile BI & IM?
- Agile Governance Fundamentals
- Wrap Up
- Questions

The bigger they are, the harder they fail



LESSON LEARNED
Succeed with small teams
with small incremental
deliverables

*The Standish Group International.. Chaos: A Recipe for Success.
“Success” defined as “on time, on budget, all requested features.” Dollar amounts adjusted for 2008*

Traditional approach



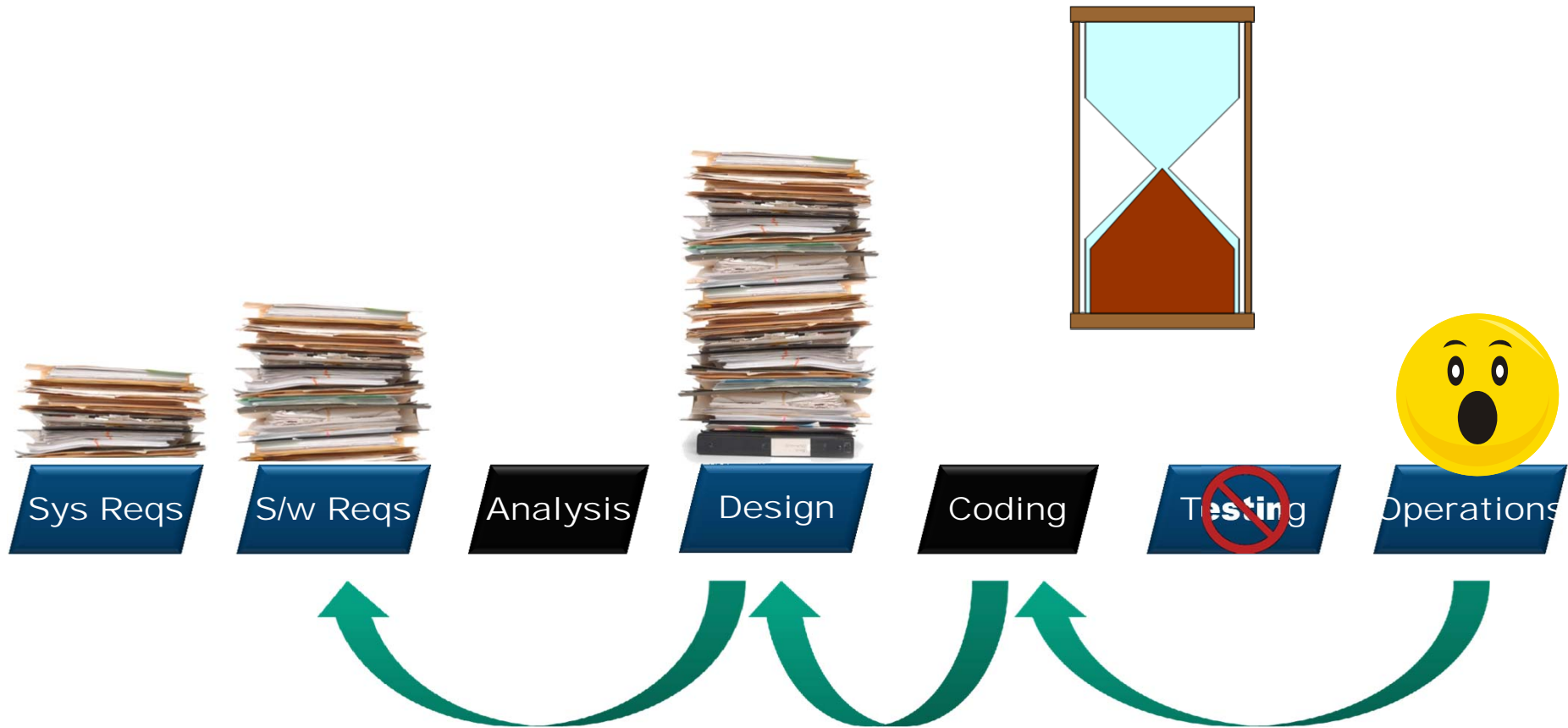
Single Pass



Courtesy of Ralph Hughes, Agile Data Warehousing, www.Ceregenics.com

Traditional approach

But, where is the feedback?





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What is Agile?

www.agilemanifesto.org

We are uncovering better ways of developing software by doing it and helping others do it. Through this work, we have come to value:

Individuals and interactions	over	processes and tools
Working software	over	thorough specifications*
Customer collaboration	over	contract negotiation
Responding to change	over	following a plan

* originally "comprehensive documentation"

There is value on the right, but we value the left more

"Maximise the work NOT done"

Agile is a New Vocabulary

Velocity

Stories

Points

Burn Down

EPICS

Scrum

Technical Debt

ACIT

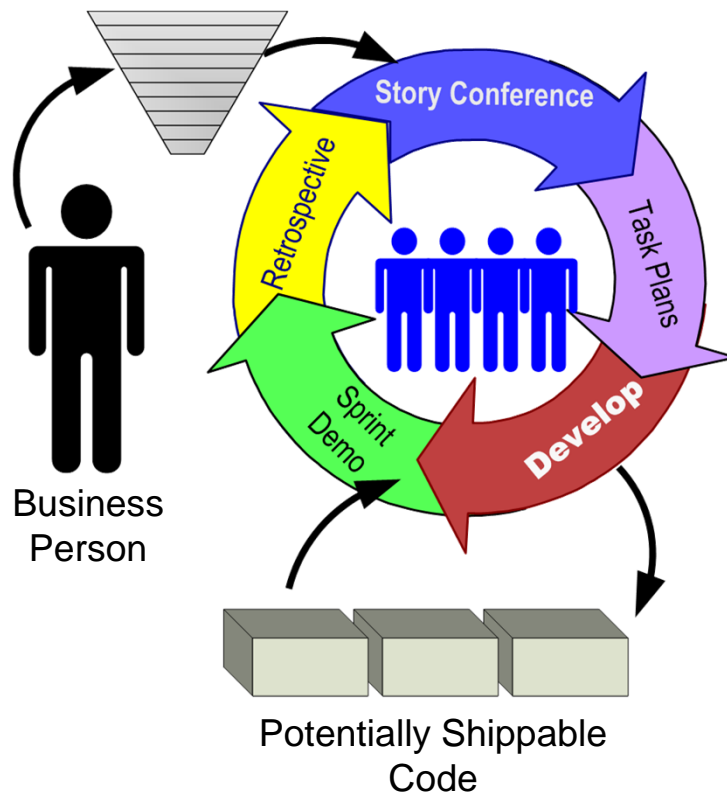
Rework

Refactoring

The Agile (Scrum) Flywheel

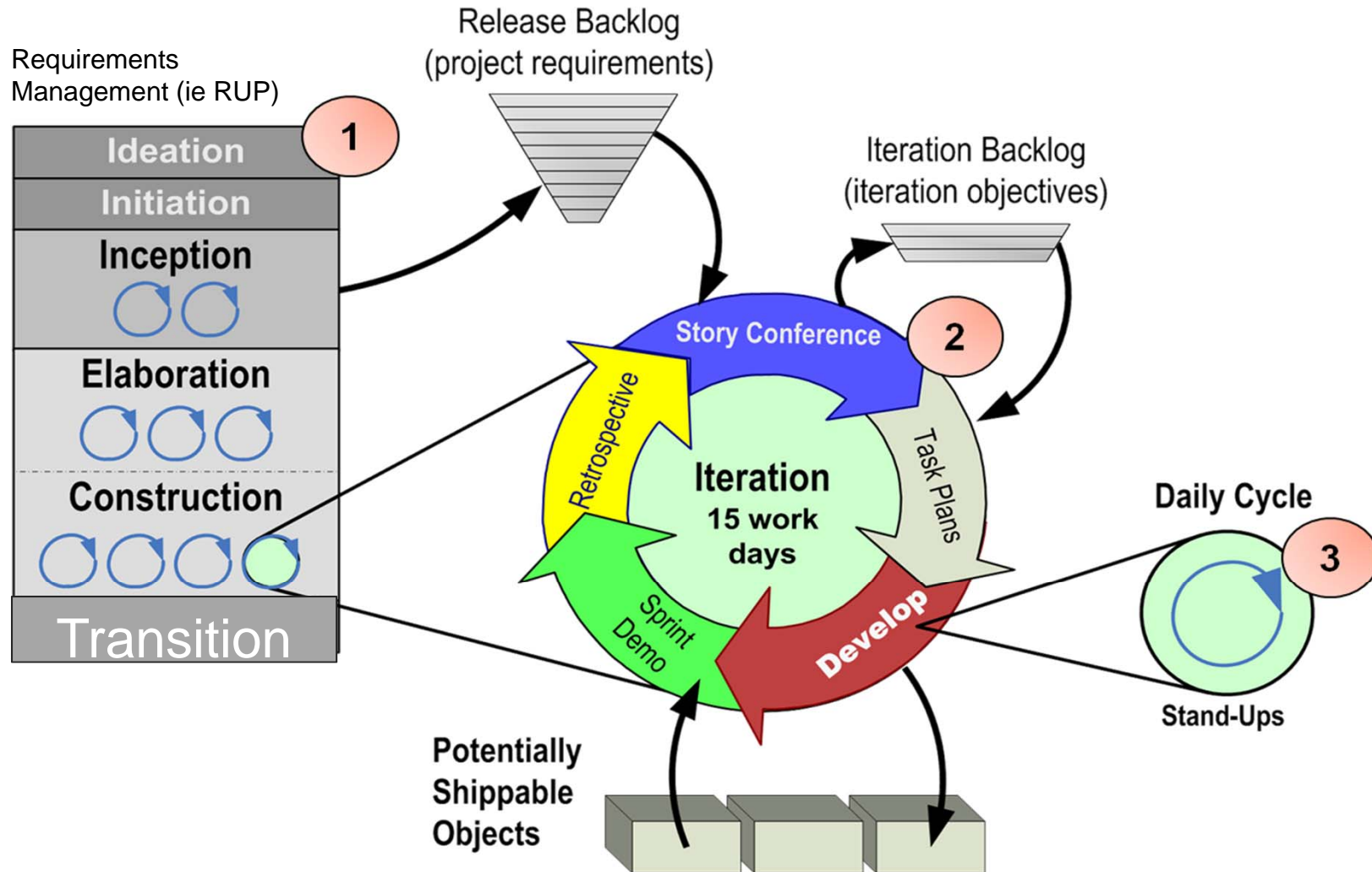
...The Sprint

- Small team delivering regular incremental value
- Business Partnership
- Tangible demonstrable value every 3-4 weeks
- Put a new version of the application online regularly



Know ⇒ Find ⇒ Change

Agile within traditional process





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Governance fundamentals under Agile IM & BI development



Governance Fundamental 1

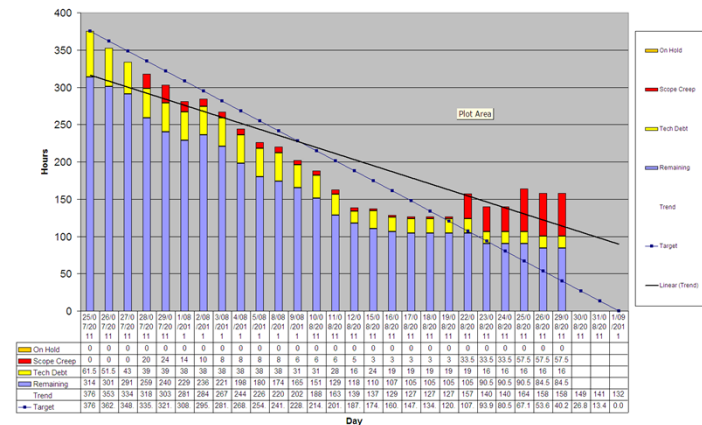
Team Tracking

Story by Priority	Tasks Waiting	Tests Written	Under Development	Waiting Validation	Ready to Demo
#1 User needs to...2 sp		List... Tally... Compare		Code the... 10 hr / 0	Code the... 5 hr / 0
#2 User needs to...8 sp	Code the 24 hr	List... Tally... Compare	Code the... 8 hr / 4		
#3 User needs to...6 sp	Code the 12 hr	List... Tally... Compare	Code the... 12 hr / 14		

Task Board

- Light-weight
- Divide up work
- IDs extra effort
- Transparent

Sprint 9 Red (25/7/2011 - 1/9/2011)

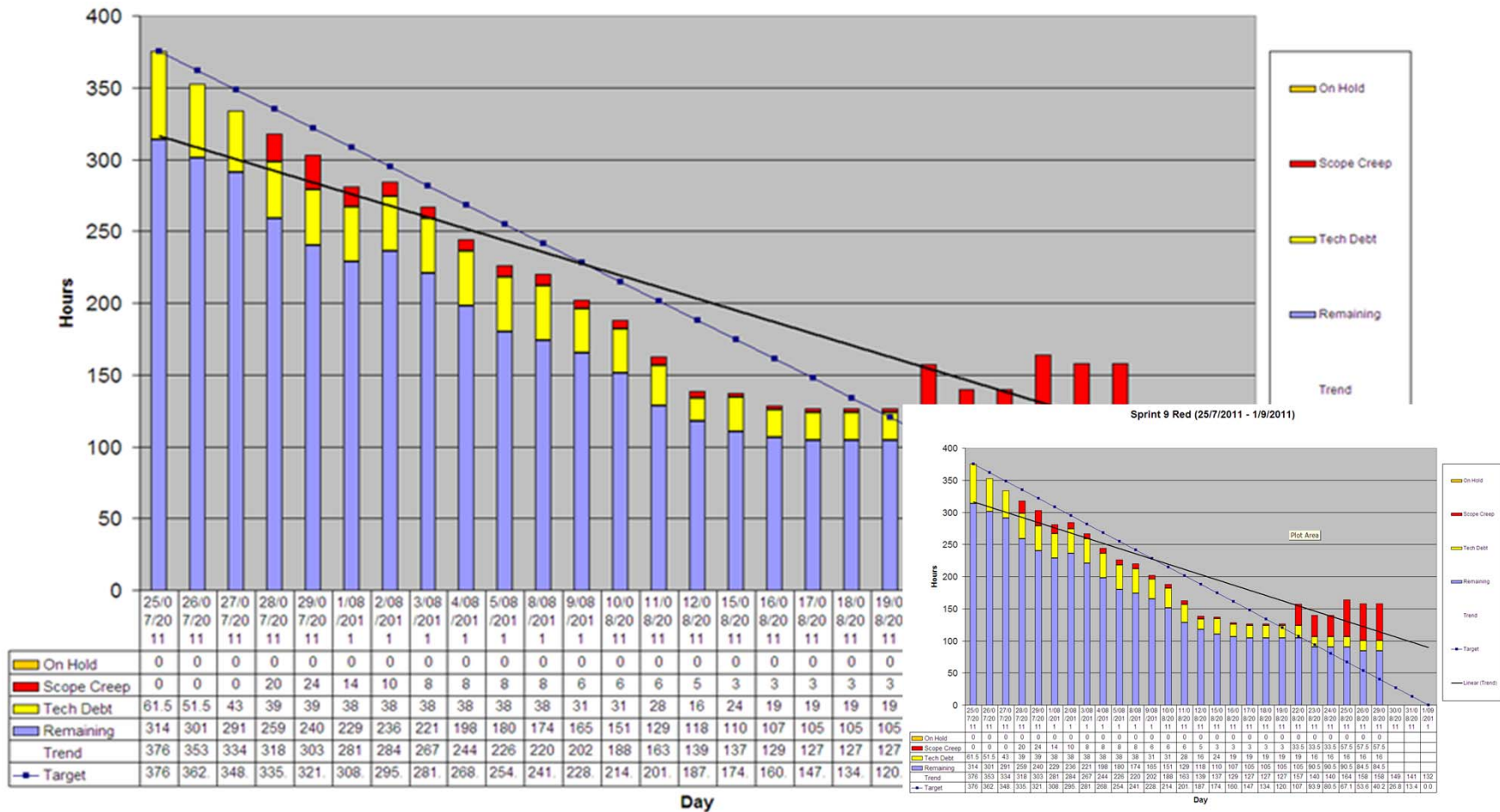


Burndown Chart

Governance Fundamental 1

Team Tracking - Burn Down

Sprint 9 Red (25/7/2011 - 1/9/2011)



Governance Fundamental 2

Estimating



- Every story conference: simple size-based estimation
- Validate through task plan labour estimates
- Confirmed in three weeks with actual performance
- Team becomes & stays good at estimating

Governance Fundamental 3

Good estimating = accurate Planning

Rel 1

ID	BU	SA	Src	Topic	Value Pts	Story Pts	It #	It SP
8	CMG	OE	CROES	Cust-Accts ad hoc	20	8	1	40
7	CMG	OE	WROES	Cust-Accts ad hoc	20	13	2	
21	CMG	WO	WRWO	Product ad hoc	20	3	2	
41	BMG	Rev	CRIS	Product ad hoc	20	13	2	
42	BMG	Rev	ORIS	Product ad hoc	20	3	2	
50	BMG	WO	ORSA	Xactn ad hoc	40	5	1	39
51	BMG	WO	ORSA	Xactn ad hoc	40	5	1	
58	BMG	OE	CROS	Xactn ad hoc	40	5	1	
59	BMG	OE	OROS	Xactn ad hoc	40	13	1	
61	WMG	OE	ProTrac	Xactn KPIs	20	8	2	
57	BMG	OE	OROS	Xactn KPIs	20	13	3	39
54	CMG	OE	CROES	Xactn KPIs	20	5	3	
4	BMG	WO	CRSA	Cust-Accts ad hoc	13	13	3	
12	WMG	OE	ConTrac	Cust-Accts ad hoc	13	8	3	
19	WMG	Rev	ConTrac	Cust-Accts ad hoc	13	5	4	41
46	CMG	WO	CRWO	Xactn KPIs	13	5	4	
62	CMG	Rev	WRBS	Xactn KPIs	13	8	4	
13	WMG	OE	ProTrac	Cust-Accts ad hoc	8	5	4	
15	CMG	Rev	CRBS	Cust-Accts ad hoc	8	5	4	
16	CMG	Rev	ERBS	Cust-Accts ad hoc	8	13	4	
18	BMG	Rev	ORIS	Cust-Accts ad hoc	8	3	5	40
23	CMG	WO	WRWO	Product ad hoc	8	8	5	
24	BMG	WO	ORSA	Product ad hoc	8	8	5	
36	WMG	OE	ConTrac	Product ad hoc	8	13	5	
45	CMG	WO	WRWO	Xactn KPIs	8	3	5	
47	CMG	WO	WRWO	Xactn KPIs	8	5	6	39
49	BMG	WO	ORSA	Xactn KPIs	8	3	6	
60	WMG	OE	ConTrac	Xactn KPIs	8	8	6	
64	CMG	Rev	ERBS	Xactn KPIs	8	3	6	
1	CMG	WO	WRWO	Cust-Accts ad hoc	5	5	6	
2	CMG	WO	CRWO	Cust-Accts ad hoc	5	5	6	
5	BMG	WO	ORSA	Cust-Accts ad hoc	5	5	6	
22	CMG	WO	CRWO	Product ad hoc	5	5	6	

Rel 2

\$\$\$ workload reduction

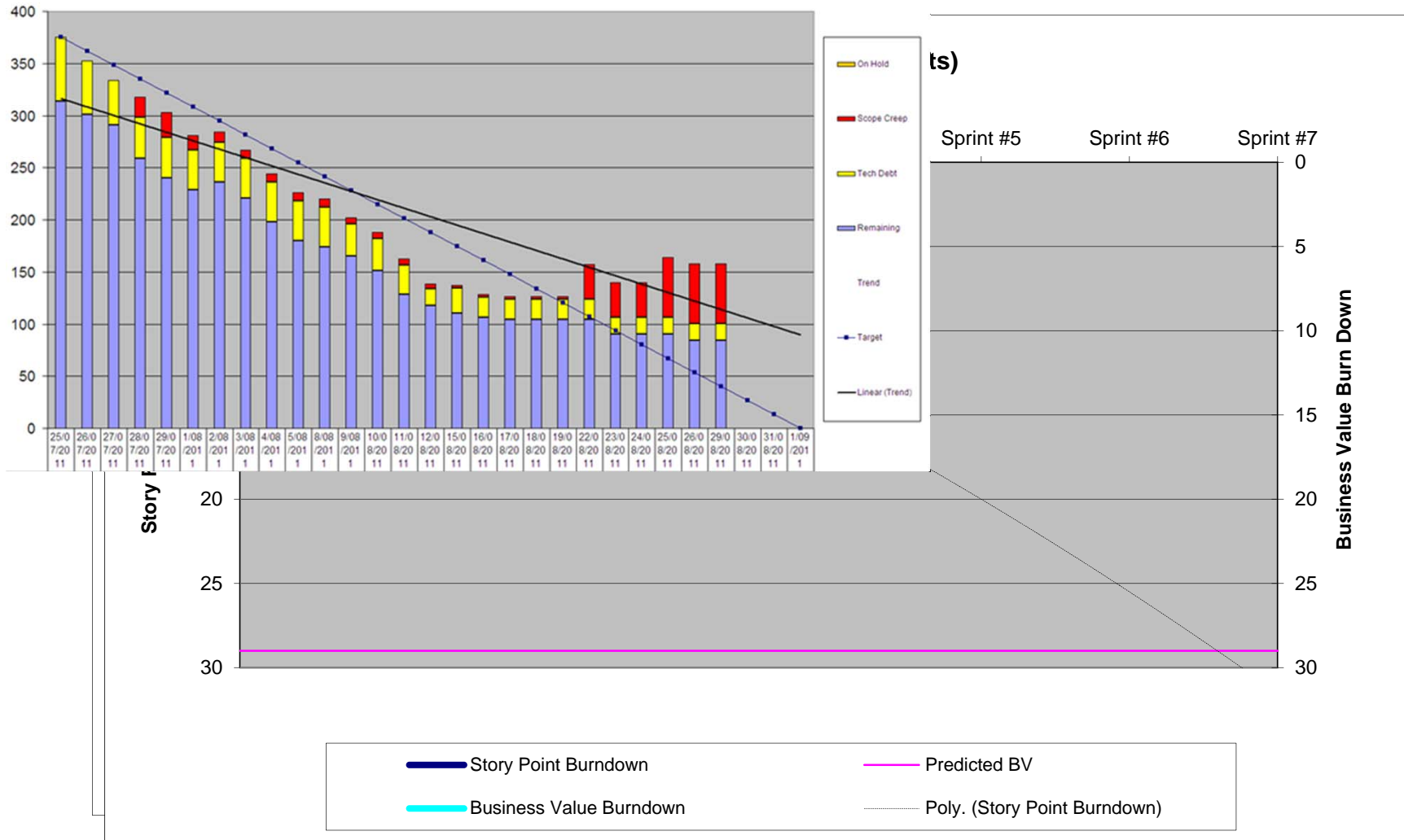
\$\$\$ workload reduction

- Team estimates all functional requests after initial 'trial' iterations
- Brackets items by Sprint velocity (& spin the flywheel)
- What is done when then becomes clear
- Estimate is then simple: (head count) x (# iterations)
- Re-visited after each iteration

Plan, Estimate, Track...

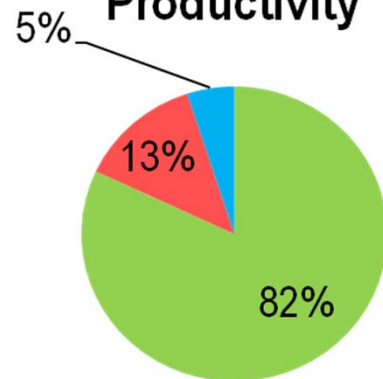
... Report Delivery

Sprint 9 Red (25/7/2011 - 1/9/2011)

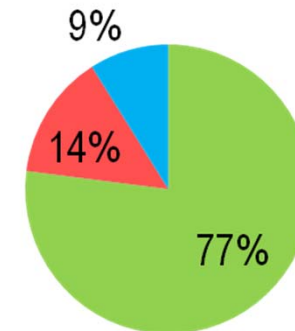


Governance Fundamental 4 Assessment: fast, quality, low cost

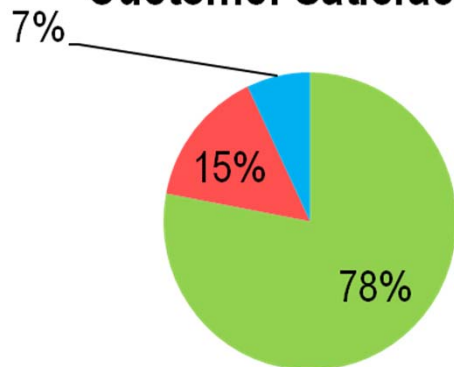
Productivity



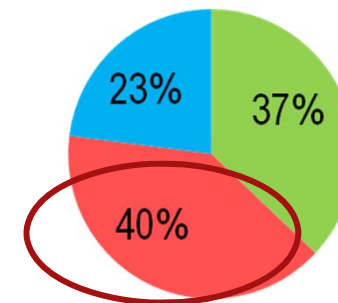
Quality



Customer Satisfaction



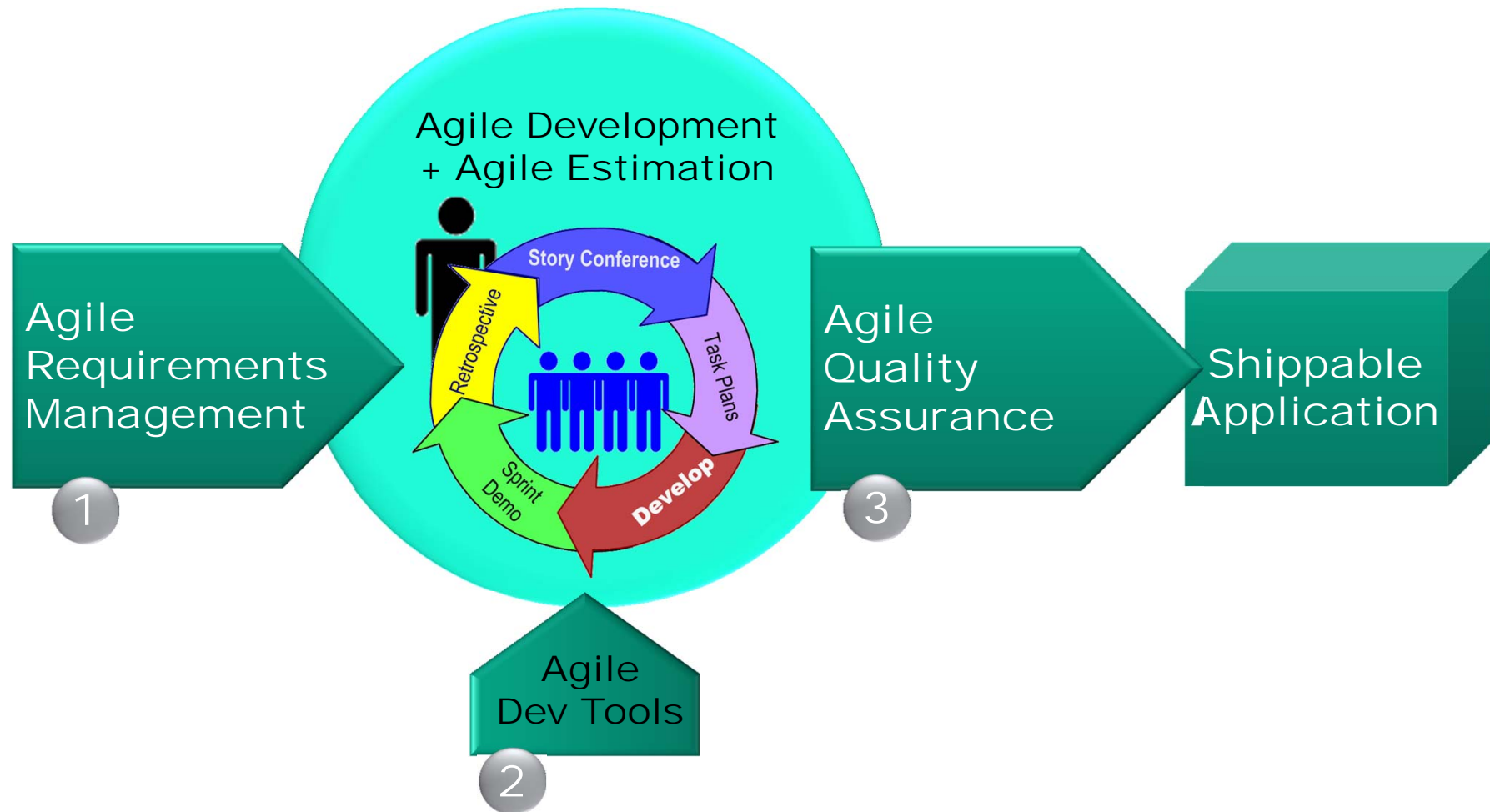
Cost



Increased emphasis on quality

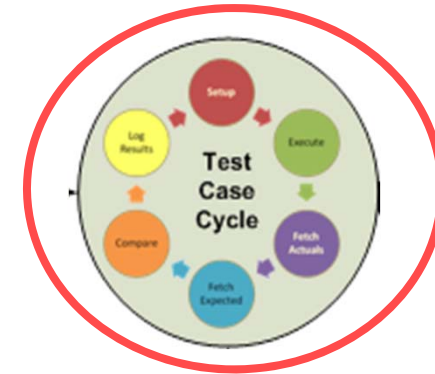
Governance Fundamental 5

Manage risk: leverage technology



Accuracy: automate QA

Iteration 1 Day 1

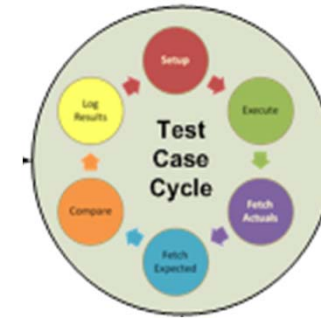


(animated grid)

Topic	Staging	Integration	Enterprise	Marts
Individuals Dim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partner Agencies Dim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remedies Dim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff Dim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application Fact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Court Action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Starts with all test lit red for "failure"

Iteration 1 Demo Day

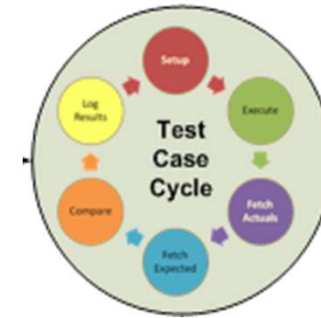


(animated grid)

A subset now lit green for 'success'

Topic	Staging	Integration	Enterprise	Marts
Individuals Dim	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partner Agencies Dim	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remedies Dim	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Dim	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Application Fact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Court Action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Iteration 2 Demo Day



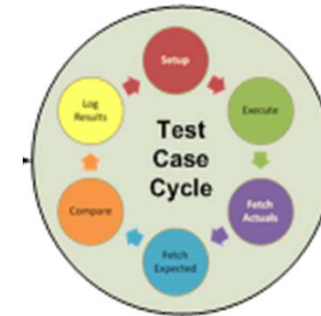
(animated grid)

Topic	Staging	Integration	Enterprise	Marts
Individuals Dim	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partner Agencies Dim	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remedies Dim	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Dim	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Application Fact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Court Action	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A larger subset now lit green for 'success'

Accuracy: automate QA

Iteration 3
Day 10



(animated grid)

One green turns red...the last update broke something that worked the day before

Topic	Staging	Integration	Enterprise	Marts
Individuals Dim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partner Agencies Dim	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remedies Dim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff Dim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application Fact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Court Action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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Take aways: Agile Governance

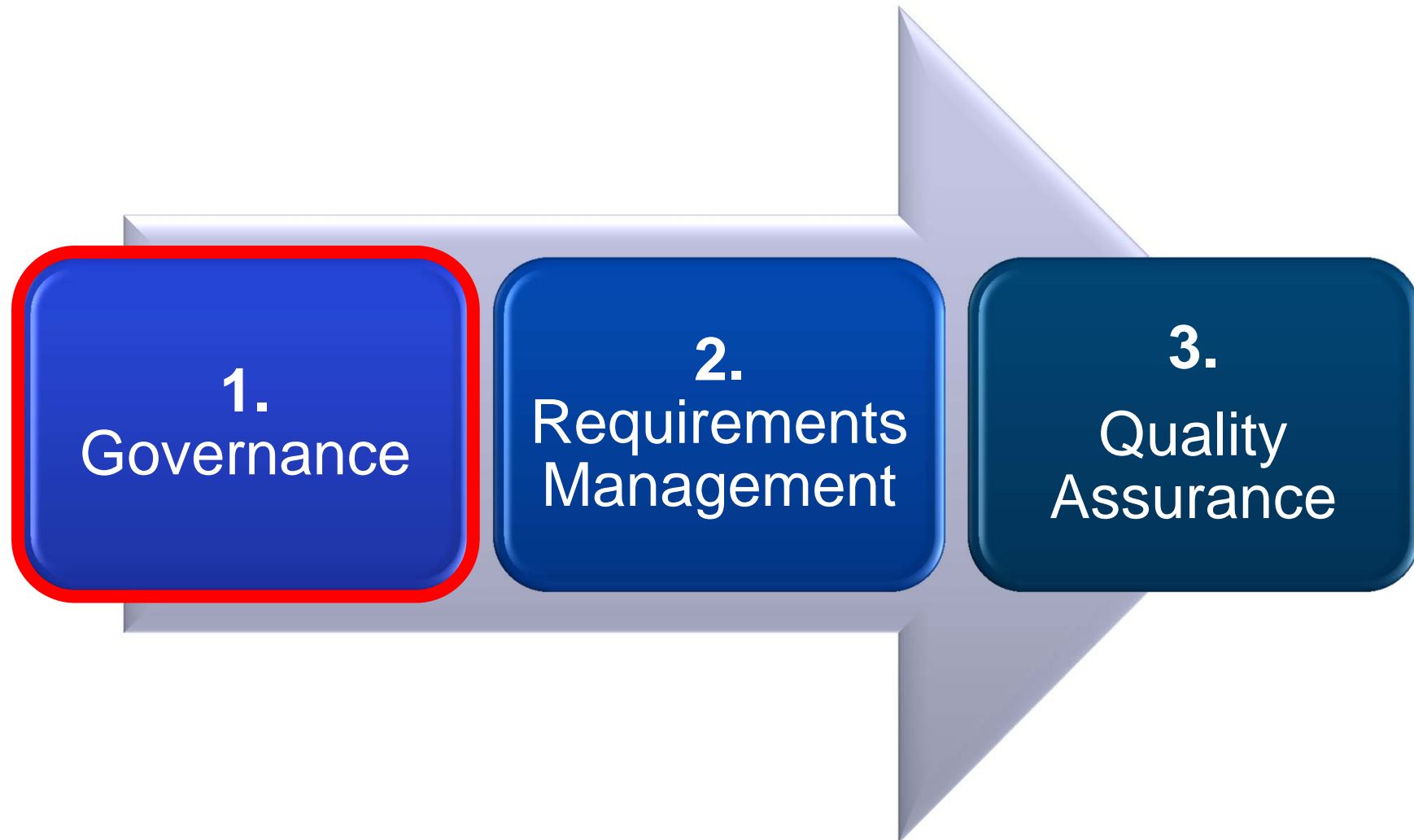
Allocates resources more accurately

Focuses on true value generation

Complete transparency

Small, regular increments

Agile is... a **MONUMENTAL** cultural change



Early indicator of success?

*“That is an **Epic!** With the current **velocity** how many **sprints** do we need to **burn that down**”*

Thanks. Questions?

C3 Business Solutions...

- BI & IM Specialists
- www.c3businesssolutions.com
- 1300 530 335
- conrad.bates@c3businesssolutions.com

