

IBM at Agile
Australia 2012



Building an Agile framework that fits your organisation

Workshop presenters:
Rick Weaver and Kurt Solarte

Tuesday 29th May 2012

Agenda



- Welcome and introductions
- Activity
- Learning from IBM's transformation to agility@scale
 - ✓ Anti-patterns and scaling factors to look for
 - ✓ Addressing the 5 Ps of IT
- Activity
- Insights to help you build your framework
- Action Plan
 - ✓ Your guide to building an Agile framework that fits your organisation
- Feedback

Learning objectives and expected takeaways



- Understanding of the critical anti-patterns and scaling factors that inhibit scaling Agile within organisations large and small
- Strategies and tactics to overcome challenges faced
- Action plan to build a flexible Agile framework that fits your organisation

Activity

How Agile are you?



Our Journey to Agile...



Was a bit daunting at first...



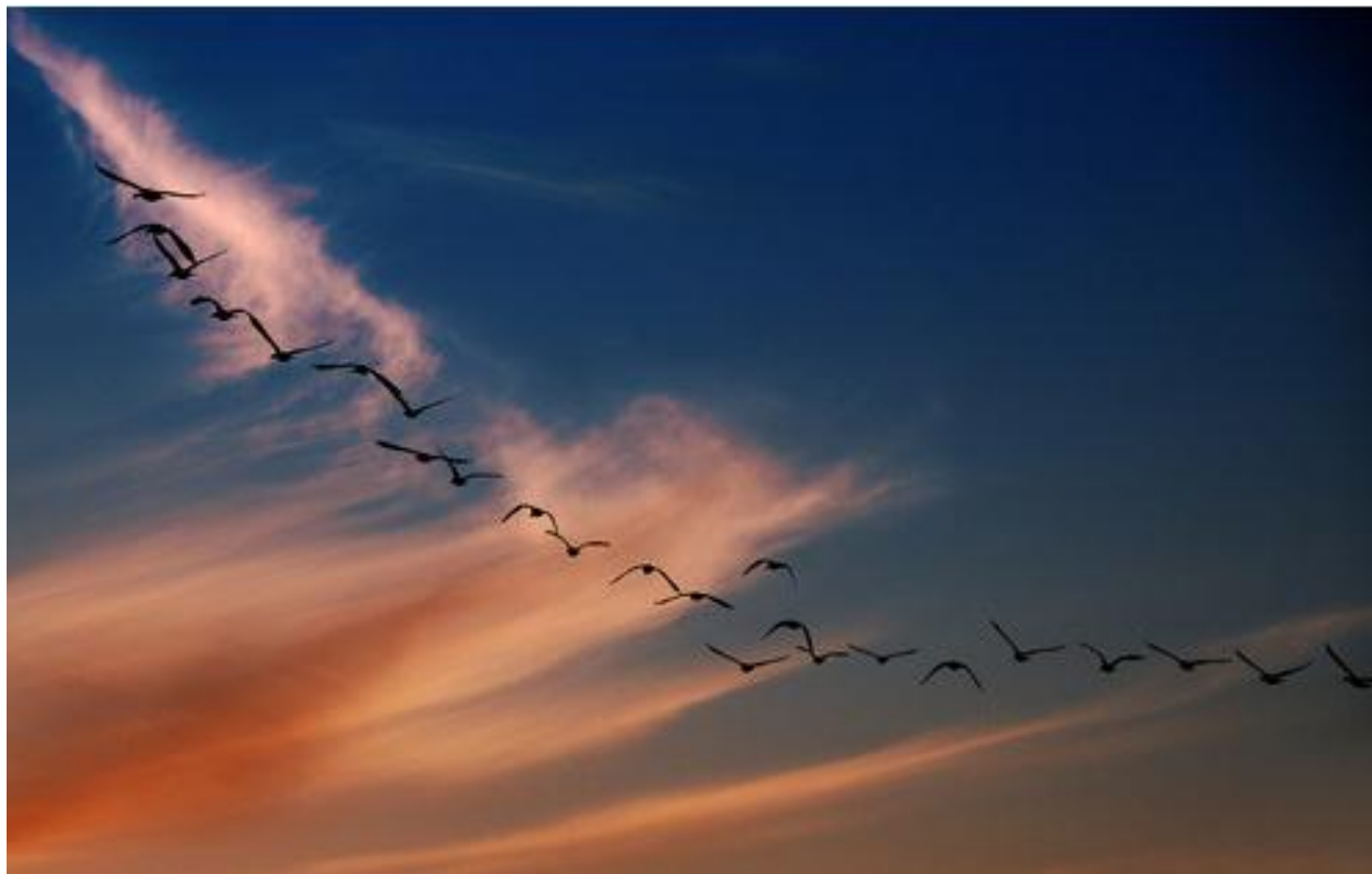
But through Teamwork...



No Fear of Heights



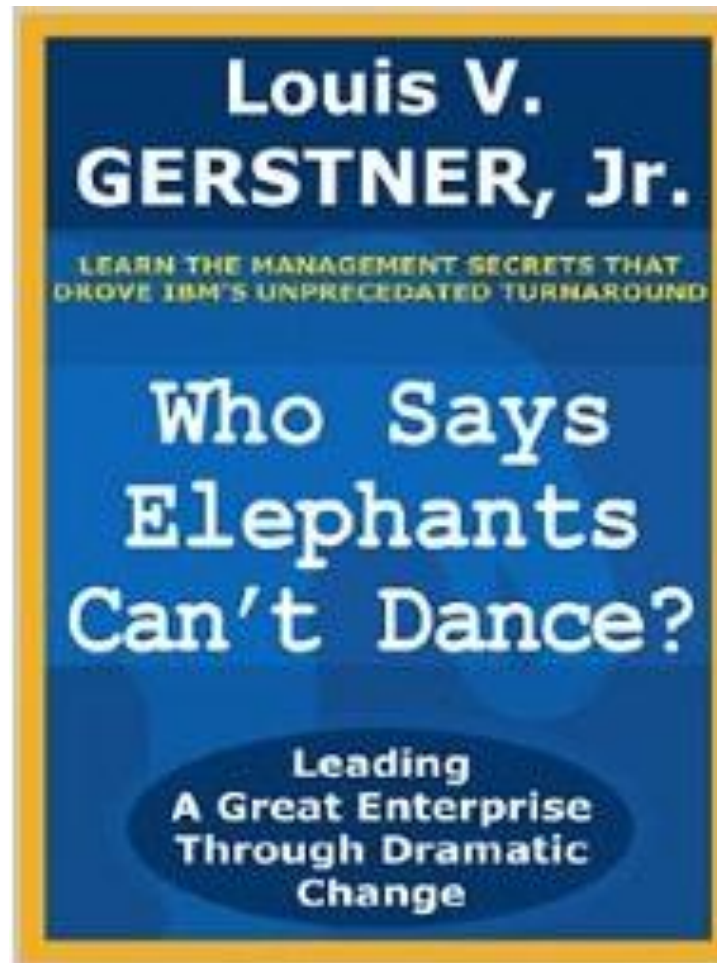
And a Clear Focus on Destination



We found our way to Success!



...and We Proved that Elephants CAN dance!



Measuring Improvements...



Metric	2006 Measurement	2011 Measurement
On Time Delivery	47%	95%
Defect Backlog	9+ Months	3.5 months
Enhancements Triaged	3%	100%
Enhancements into Release	1%	21%
Customer Sat Index	88%	96%
Beta Defects Fixed Before GA	3%	94%
% of Agile Projects	5%	78%

Some of the Challenges IBM faced...



Complexity Challenges

- More granular service functionality in composite business applications
- Large number of projects and assets (coming from all different sources)

Team Challenges

- Geographically dispersed teams
- Effective cross-organizational visibility and synchronization, sharing becomes an imperative

Process Challenges

- Blind adherence to process insensitive to potential business trade-offs
- Need for agility *at scale*

Tools Challenges

- Lack of standards impacts ability to collaborate, automate and report across teams and assumptions
- Frequent asset updates and changing interdependencies

Key Principles We Learned (Inspired by LEAN)



Eliminate Waste

- Value Stream Maps
- Complete Solution



Build Quality In

- Foundation Disciplines
- Continuous Validation



Defer Commitment

Keep options open



Deliver Fast

Queuing theory



Focus on Learning

Product & process



Respect People

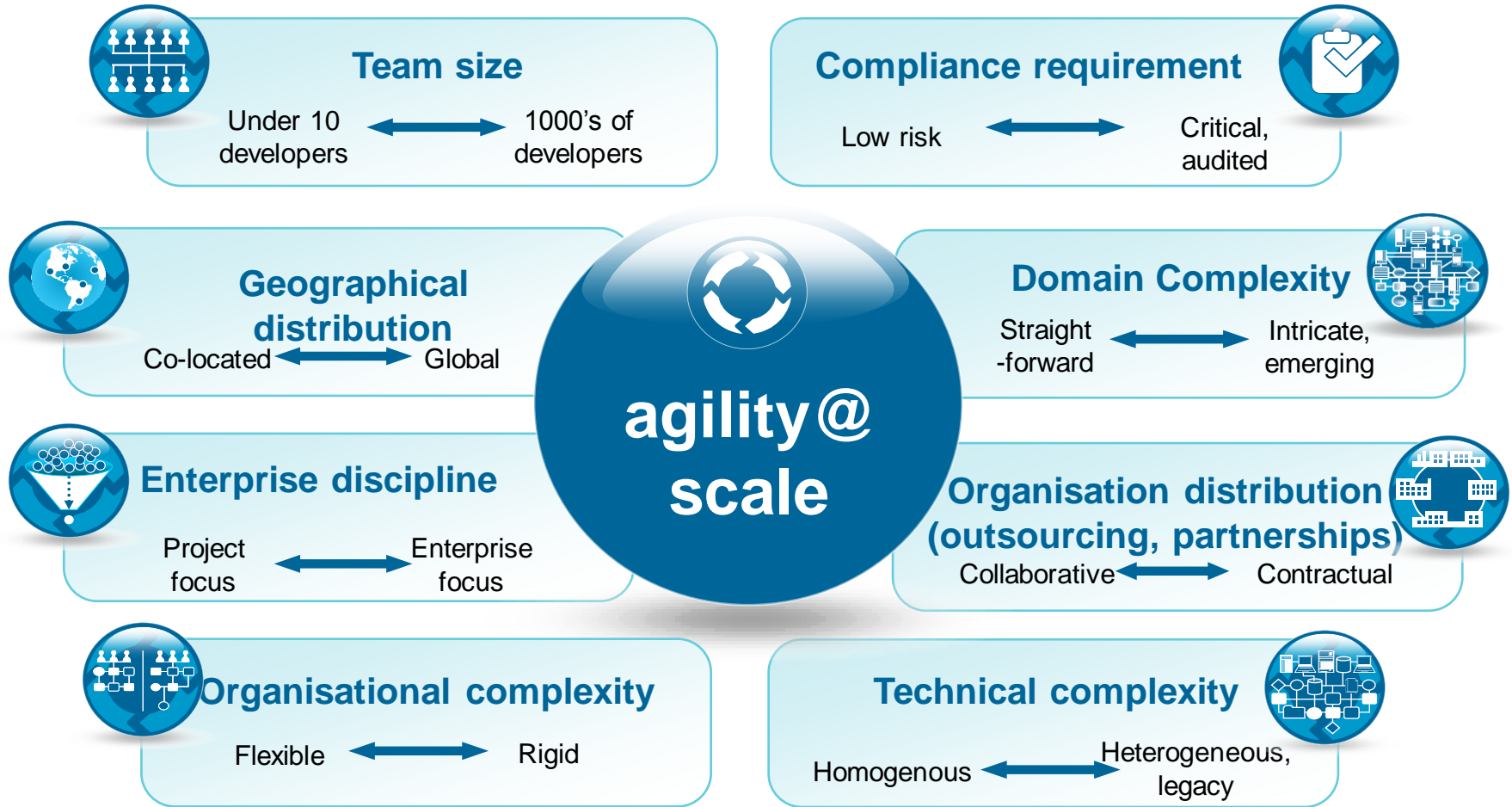
- Teams
- Partners



Optimize the Whole

- Systems thinking
- Set-based design

Agile Scaling Factors



Common anti-patterns



⚡ No support for skills development
? Have you invested in coaching, training and education

⚡ Agile in name only
? Agile adoption is a paradigm shift

⚡ Only focusing on construction
? Have you applied agile practices to the full delivery cycle?

⚡ Thinking that you're special
? Do you think you can't become more agile? Interesting



Scaling Agile - Our point of view



- Each organisation is different and faces a unique set of challenges
- A one size fits all approach to adopting Agile practices may not be appropriate
- Do what is practical for your team
- The ability to understand and prioritise business objectives and track your success in achieving them is key to success
- Your Agile transformation is an ongoing journey that needs constant review and refinement

Activity

Your challenges



Reviewing your organisation



Scaling Factors

- Our team size is growing/is already large
- Our team is distributed geographically
- Enterprise focus is needed, we used to get by on focusing on projects
- Our organisational structure is complex
- We have complex compliance requirements
- Our technical environment is complex
- Our partnering relationships are complex
- Our problem domains are complex

Anti-Patterns

- We have no support for skills development
- We are Agile in name only
- We are only focusing on construction
- We think we have achieved all there is to achieve with Agile practices

Activity

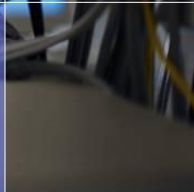
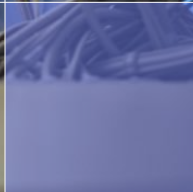
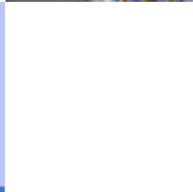
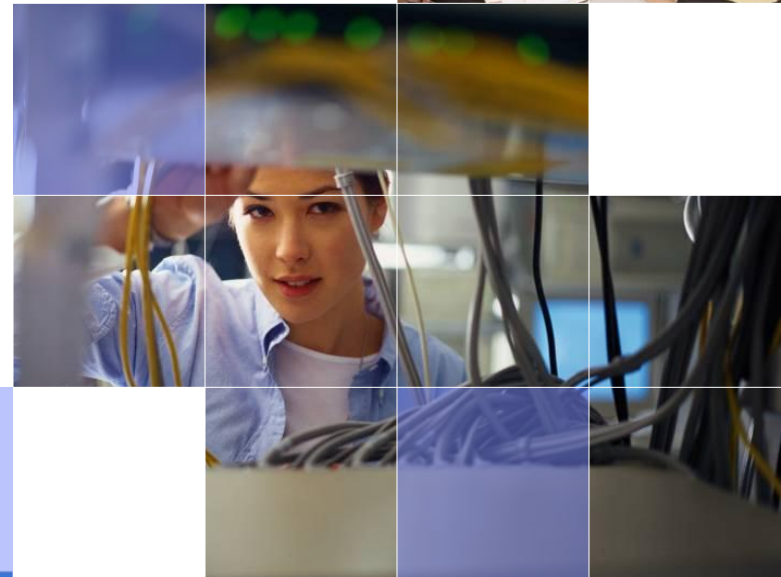
Your challenges
discussed



Organisational Adoption: Address the “5Ps” of IT



1. People
2. Principles/Philosophies
3. Practices/Patterns
4. Products
5. Process



Activity

Your challenges
discussed



Agile changes your relationship with the business



- Your business and development processes must reflect one another
 - Plans must be high-level with the details coming just in time (JIT)
 - Schedules and estimates must be given in ranges
 - Traditional business approaches will eliminate most benefits of agile
- The new relationship with the customer:
 - They must be actively involved with development all the way through the lifecycle
 - The greater visibility and control that they now have implies the need for greater accountability on their part
 - They often don't understand the implications of what they ask for, you need to educate them

Agile changes your relationship with the business



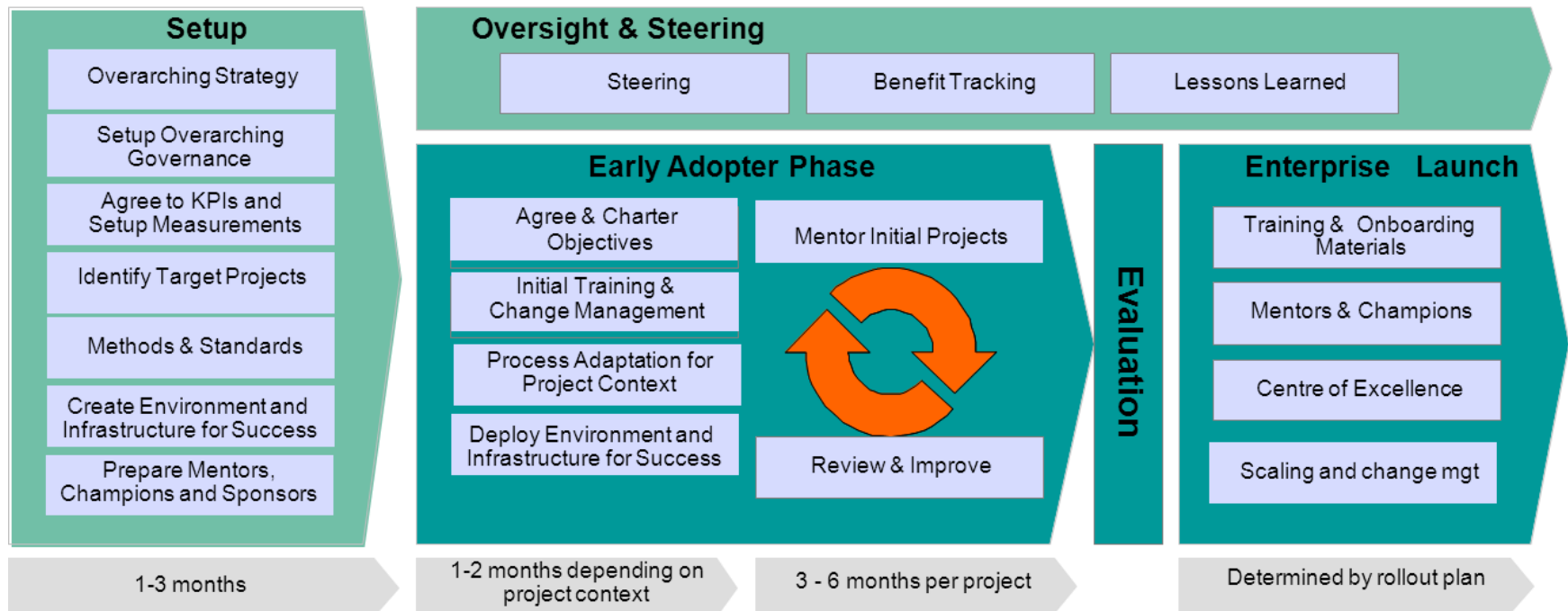
- **Common problem:** Customers don't want to be actively involved with development, not realising that they increase project risk
 - The customer must be involved with development projects on a daily basis
 - The customer must provide information and make decisions in a timely manner

- **Suggested strategy:**
 - Help your customers to understand what is expected of them and why
 - Customer decision makers need to be coached too
 - Be selective about the projects you apply agile strategies to. If the customer isn't willing to step up then the project isn't a good choice for agile

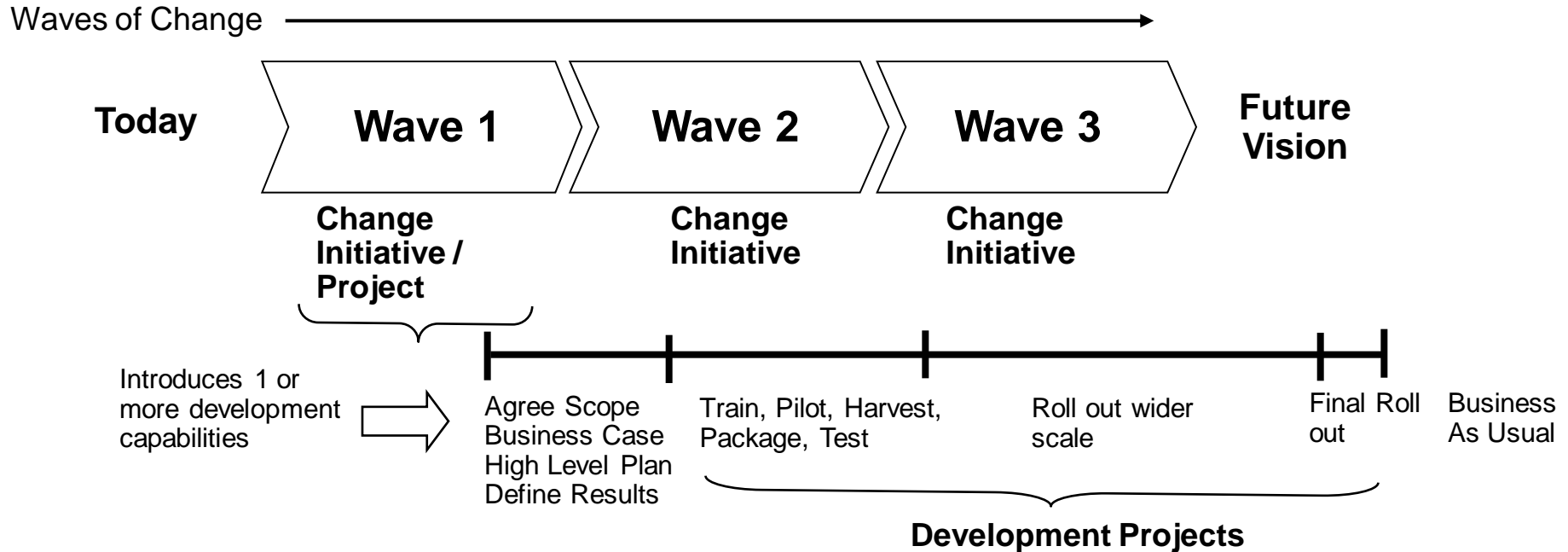
Pulling it all together with planning & governance



- Treat agile adoption like an agile project
 - Have a release plan
 - Have iterations where you deliver something regularly
 - Demo your results, both successes and failures
 - Reflect on what you've learned and steer the project accordingly



Our Strategy for Agile Transformation



[Best Practices for Transformation]

- Adopt process & tools incrementally in projects
- Support project teams with just-in-time training & mentoring to accelerate learning/adoption
- Demonstrate quick-wins from projects.
- Develop internal SMEs/Mentors who deliver mentoring to project team via CoE/Tools Group

Five Best Practices for Driving Change



**Outside-in
Design**

**Development
Processes**

**Componentization
and
Reuse**

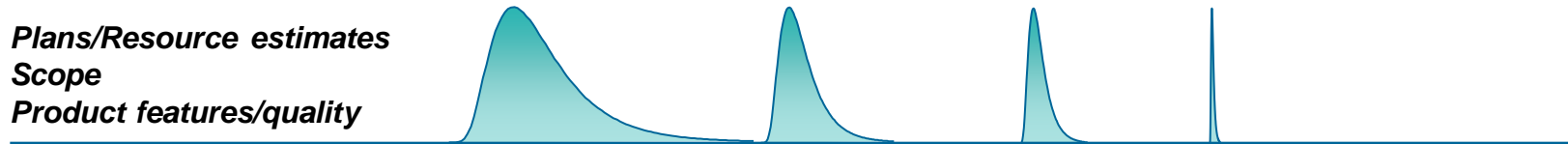
**Communities
and
Community Source**

Measurements and Reporting

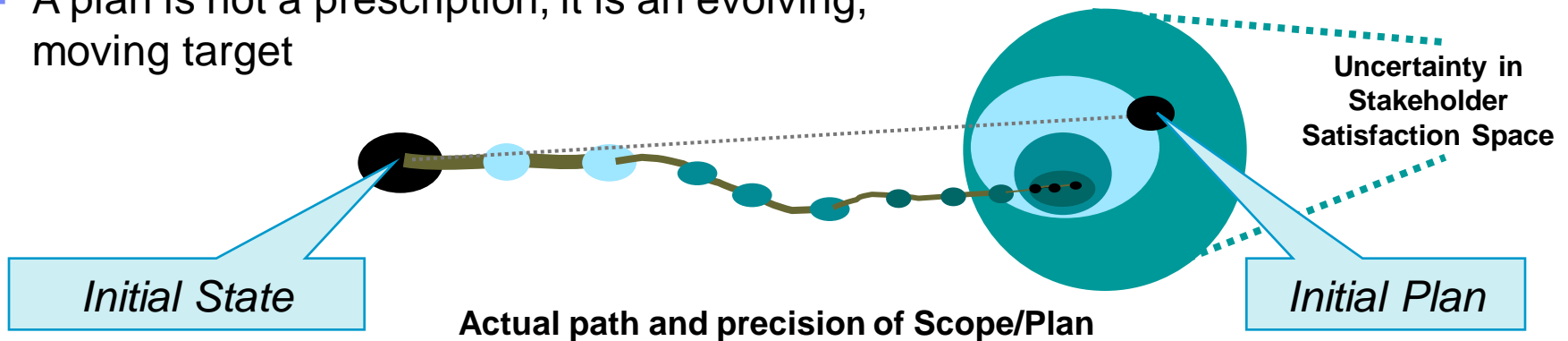
Our Approach for Agile Governance = Managing Uncertainty and Managing Variance



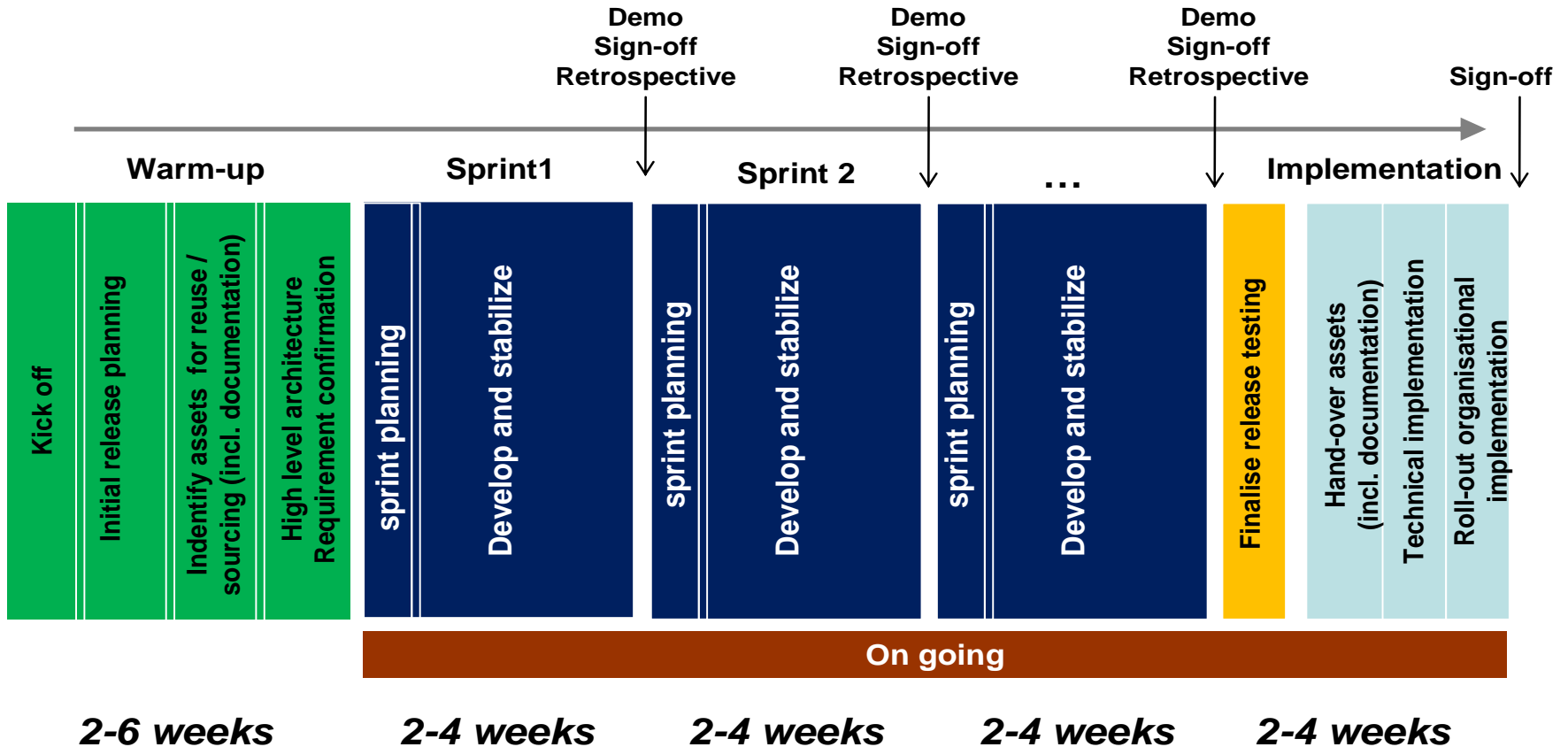
- Scope is not a requirements document, it is a continuous negotiation



- A plan is not a prescription, it is an evolving, moving target



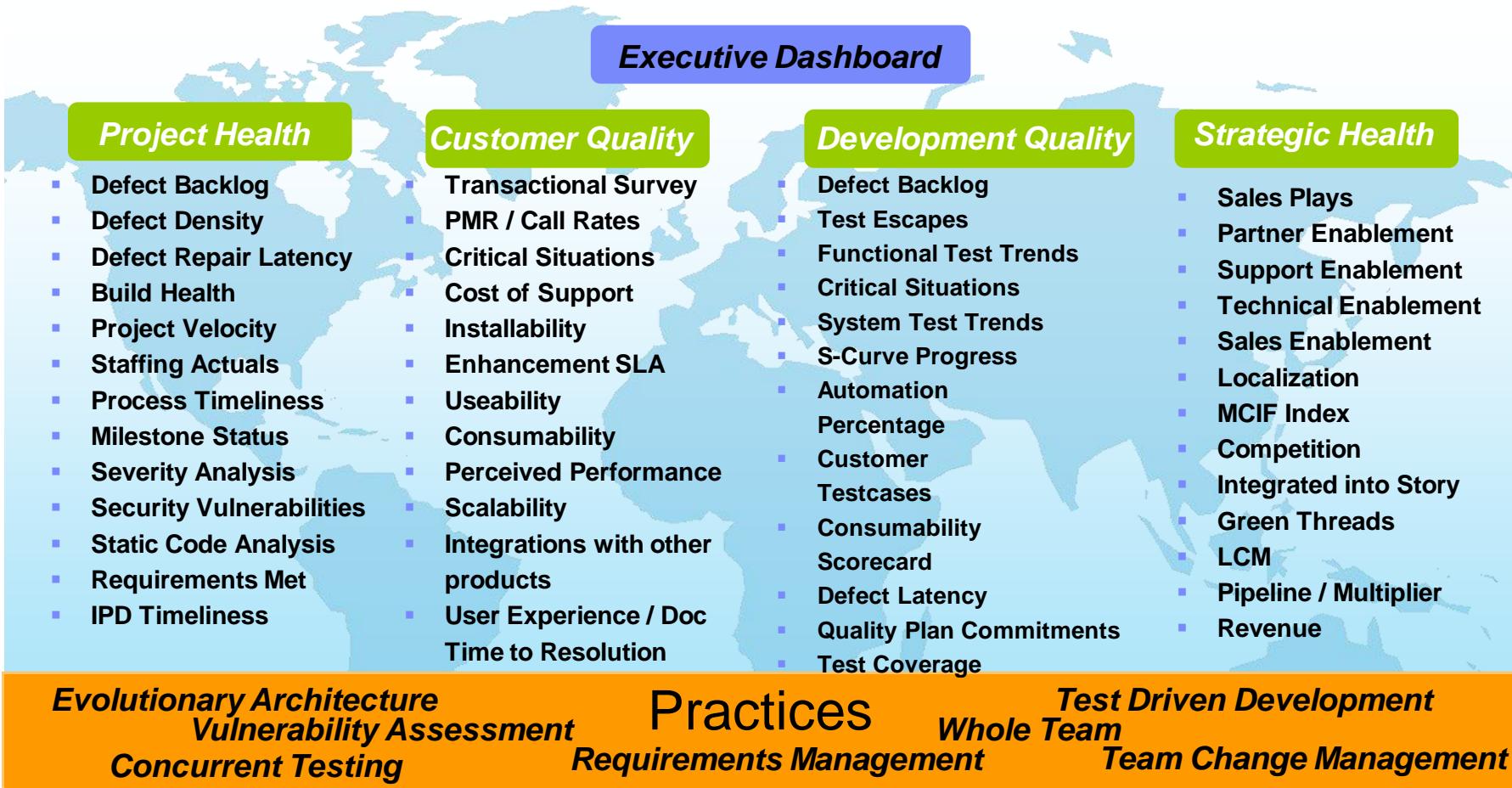
Project Timeline Template



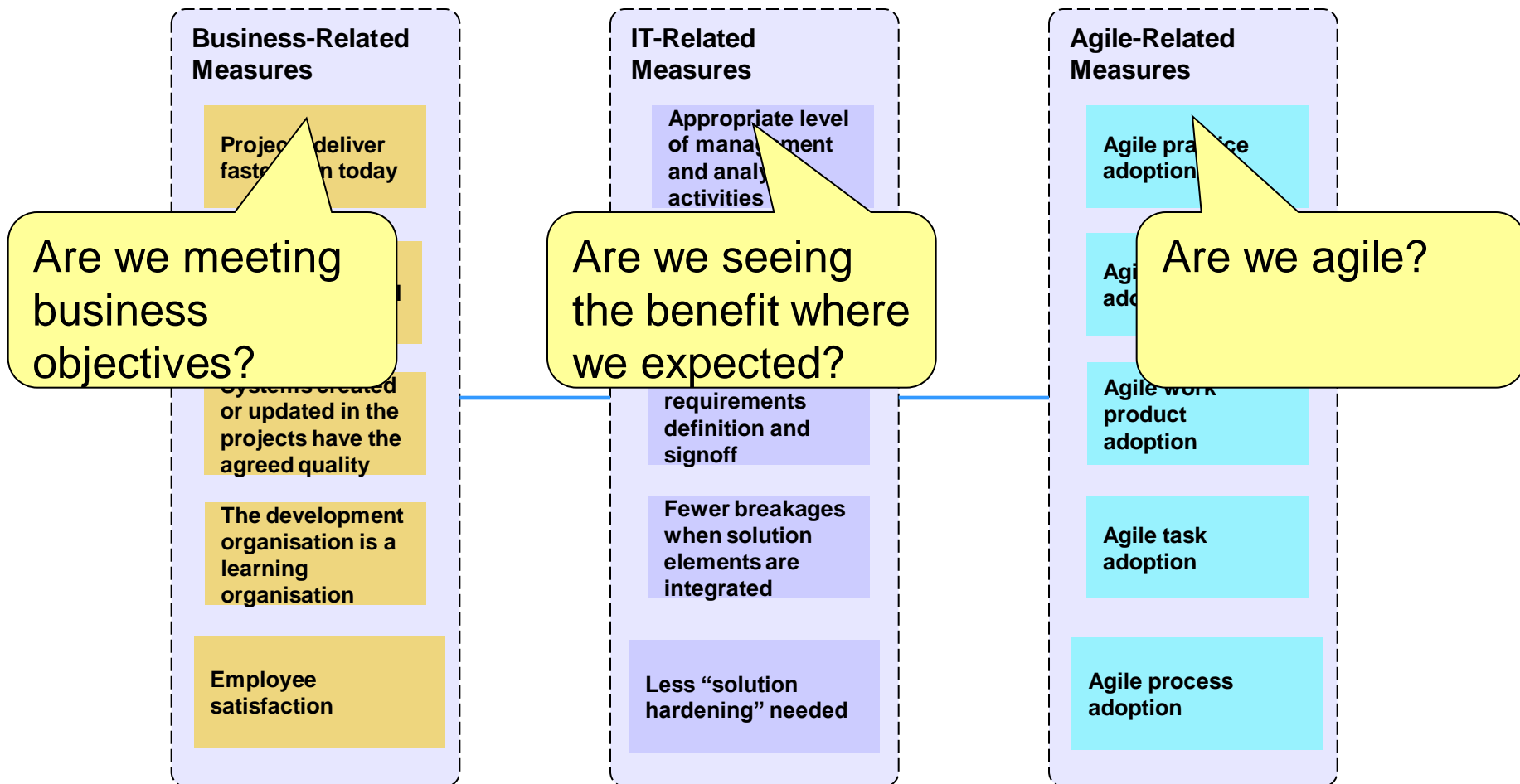


But What Should We Measure?

An Example Set of Candidate Agile Metrics..lots of



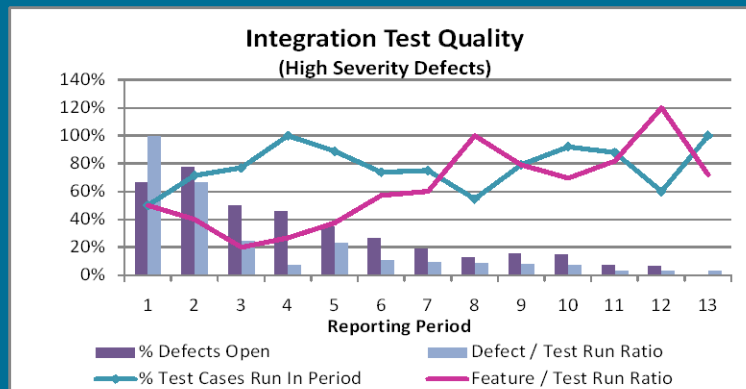
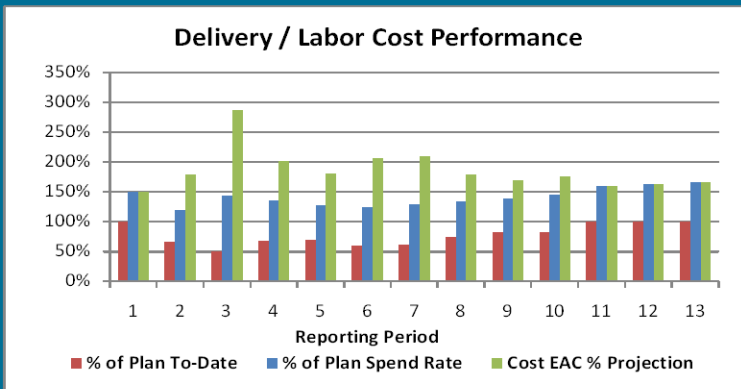
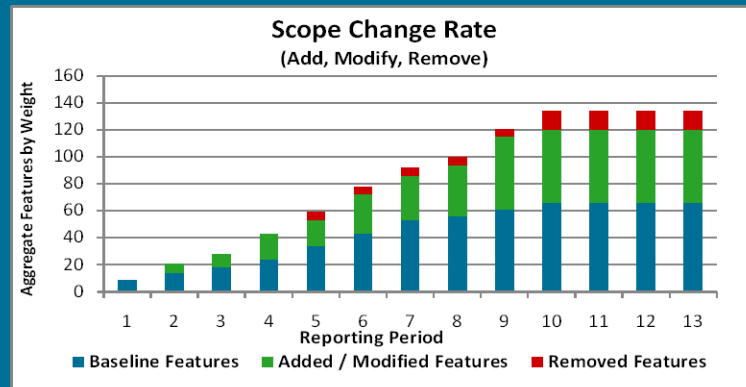
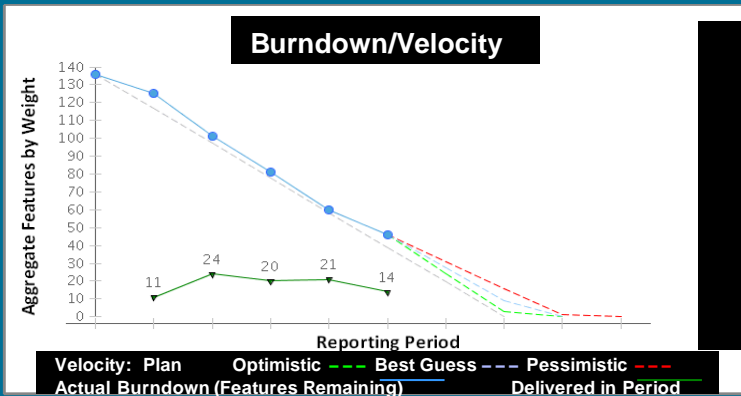
Measures Help Answer Key Questions



Key Project Performance Metrics: Agile View



(all reported by common reporting period)

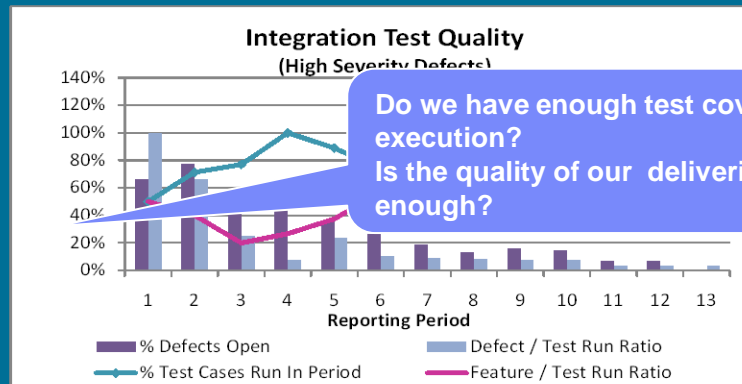
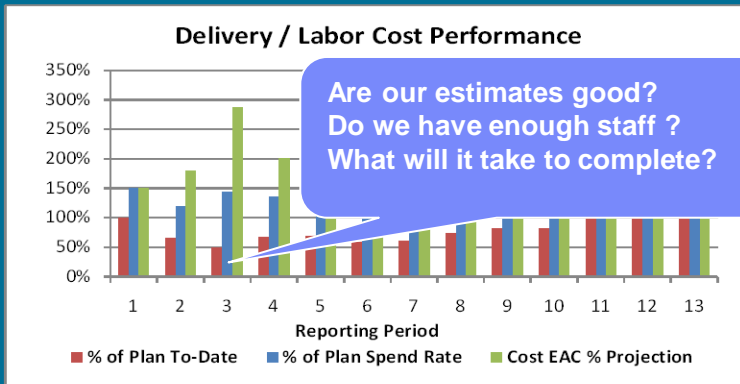
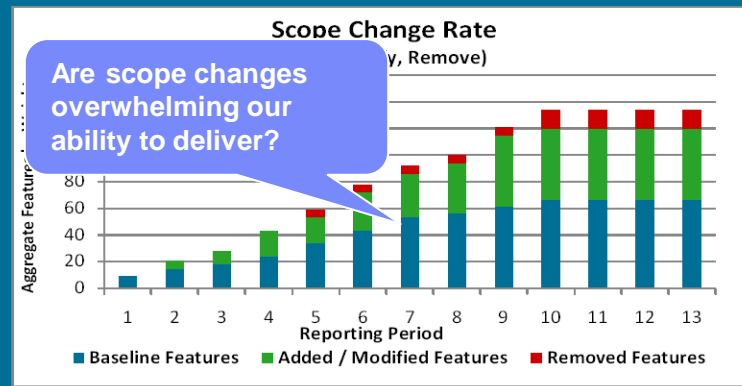
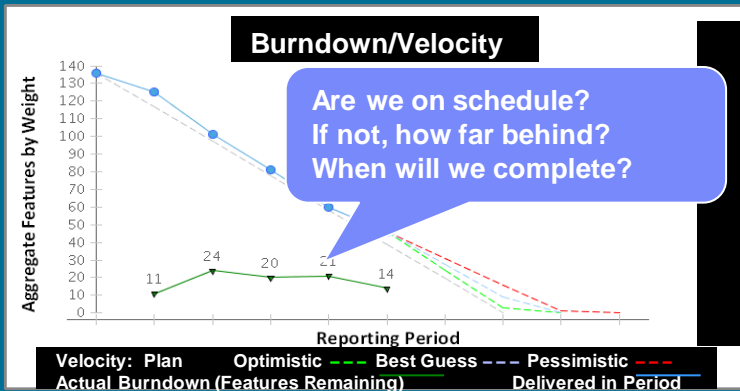


This is a sample view. Metrics can take different forms. The intent is ensure that the charts address core management concerns and associated questions.

Agile Performance Metrics: Core Answers



(all reported by common reporting period)



Here are the key management questions answered by each chart. An inability to answer any of these questions serves as a source of fundamental risk.

Activity

Your action plan





Thank You!

**Back Up
Slides**



Addressing the scaling factors



1. Our team is growing/ is already large

- Manage growth carefully – break teams up functionally or whatever works – need lots of sub teams
- Invest in tools that enable the team to collaborate real time and manage them effectively

Addressing the scaling factors



2. Our team is distributed geographically

- Teaming exercises are important – build as much rapport as possible virtually
- Video conferences and scrum of scrums
- Co-locate by location or function if possible
- Invest in tools that enable the team to collaborate real time and allow effective management

Addressing the scaling factors



3. We need to take an enterprise approach and move beyond single projects

- Metrics and Measured Capability Framework become increasingly important
- Be flexible and pragmatic – sometimes Agile does not apply
- Invest in flexible tools that can capture metrics but are also have minimal impact on workload

Addressing the scaling factors



4. Our organisational structure is complex

- You need to be flexible enough so you can change the process model mid project
- Aim for repeatable results, not repeatable processes
- Have manageable growth – grow in increments and demonstrate success as you go

Addressing the scaling factors



5. We have complex compliance requirements

- Invest in people to understand the reason and ramifications of compliance
- Deep understanding of the compliance requirements and the minimum effort needed to meet them
- Invest in tools that allow lifecycle traceability with minimum resource overhead

Addressing the scaling factors



6. Our technical environment is complex

- Cross train the teams across different technologies, processes and organisations
- Be as Agile as you need to be
- Tooling that can handle multiple environments, languages and processes

Addressing the scaling factors



7. Our delivery partner relationships are complex

- Clear rules of engagement – including governance program
- Enable process visibility
- A platform that promotes collaboration where possible and separation if needed

8. Our problem domains are complex

- Extended team of experts that are integrated into the project
- Tooling platform that can manage additional requirements beyond stories

Addressing the anti patterns



1. We have no support for skills development

- Create a business case and demonstrate value of the agile skills to your organisation
- Train people on a just in time (JIT) basis
- Find an Agile champion in the business to support your efforts

2. We are Agile in name only

- Recognise that Agile requires organisational change management
- Identify business champions to help drive commitment
- Agility and achieving results is more important than being Agile

Addressing the anti patterns



3. We are only focusing on construction

- Nothing in isolation – there is a lifecycle and interdependency in all processes
- Isolation is anti Agile – to achieve agility you must collaborate

Addressing the anti patterns



4. We think we have achieved all there is to achieve with Agile practices

- Are you ready for disruptive change to the business eg growth, acquisition?
- Can you demonstrate your success to management with on demand reporting and dashboards?
- Acknowledge that process improvement is continuous

The roles have changed, so must you



- Traditional roles:
 - Analyst
 - Architect
 - Database Administrator
 - Designer
 - Developer
 - Product Manager
 - Project Manager
 - Quality Assurance (QA)
 - Tester
- Agile roles:
 - Stakeholder/Customer
 - Team Lead/Scrum Master
 - Product Owner
 - Agile Team Member
 - Architecture Owner

Agile Coaches



- Good agile coaches
 - Have deep experience in agile
 - Have good interpersonal skills
 - Are respected by their teams based on merit, not on positional status
 - Are actively involved with the team(s) that they are mentoring, but don't dominate them
 - Create an environment where people collaborate and learn together
- Role and responsibilities of an agile coach
 - Provide advice to the team
 - Provide opportunities for people to learn, even through mistakes
 - Pair with the people they are coaching to provide detailed mentoring
 - Help teams to solve problems
 - Negotiate conflicts within the team
 - Promote self organization and self discipline within the team
 - Help the team to understand and meet their improvement goals
- “Growing” your coaches
 - 1 experienced coach can coach two teams (10 people each) on one project at a time. While doing so, they can also develop one agile coach with each team.
 - Senior coaches can develop coaches in about 3 months, but typically it takes 6 months to develop new coaches

Agile Champions



- Good agile champions
 - Understand the fundamentals of agile
 - Understand how to apply agile at scale
 - Understand enterprise-level implications of agile
 - Are respected by agile teams based on their merit, not positional status
 - Create an environment where agile teams are given the resources to succeed

- Role and responsibilities of agile champions
 - Support the agile coaches
 - Work closely with the business to help them understand and shift to agile
 - Work closely with IT senior management to help them understand and adopt agile
 - Communicate to the organization the current status of the agile adoption, successes, ...
 - Help promote communication between the agile coaches and teams
 - Promote and defend agile approach in their LoB
 - Use collected results to show value