IBM at Agile Australia 2012

The IBM Rational Agile Transformation Story

.... the Behind the Scenes Tour

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Our Journey to Agile…

Was a bit daunting at first…

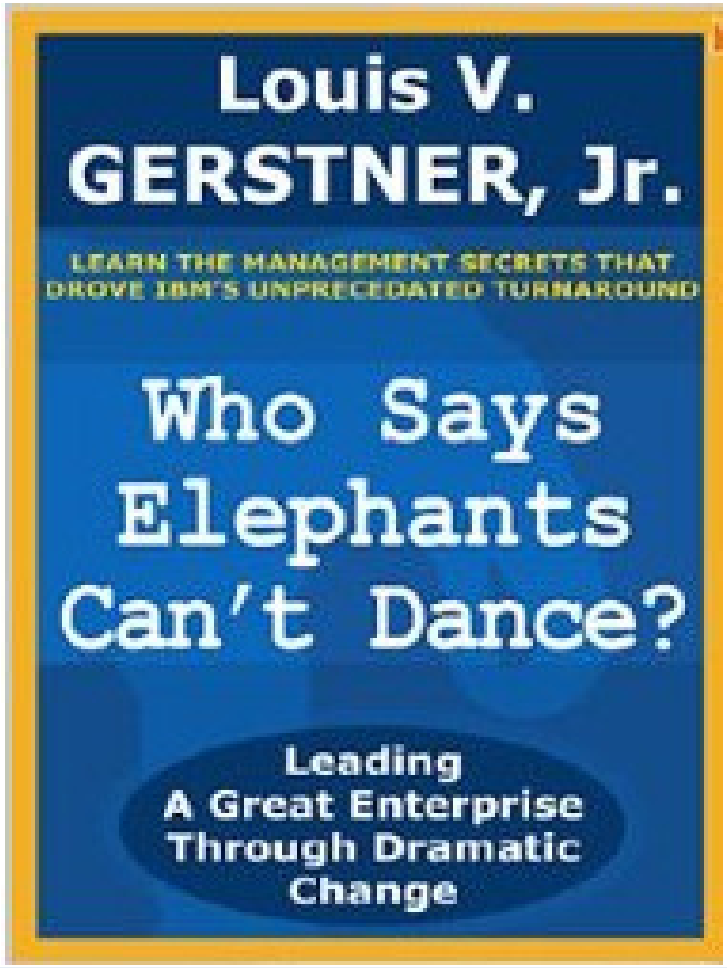
But through Teamwork…

No Fear of Heights

And a Clear Focus on Destination

We found our way to Success!

…and We Proved that Elephants CAN dance!

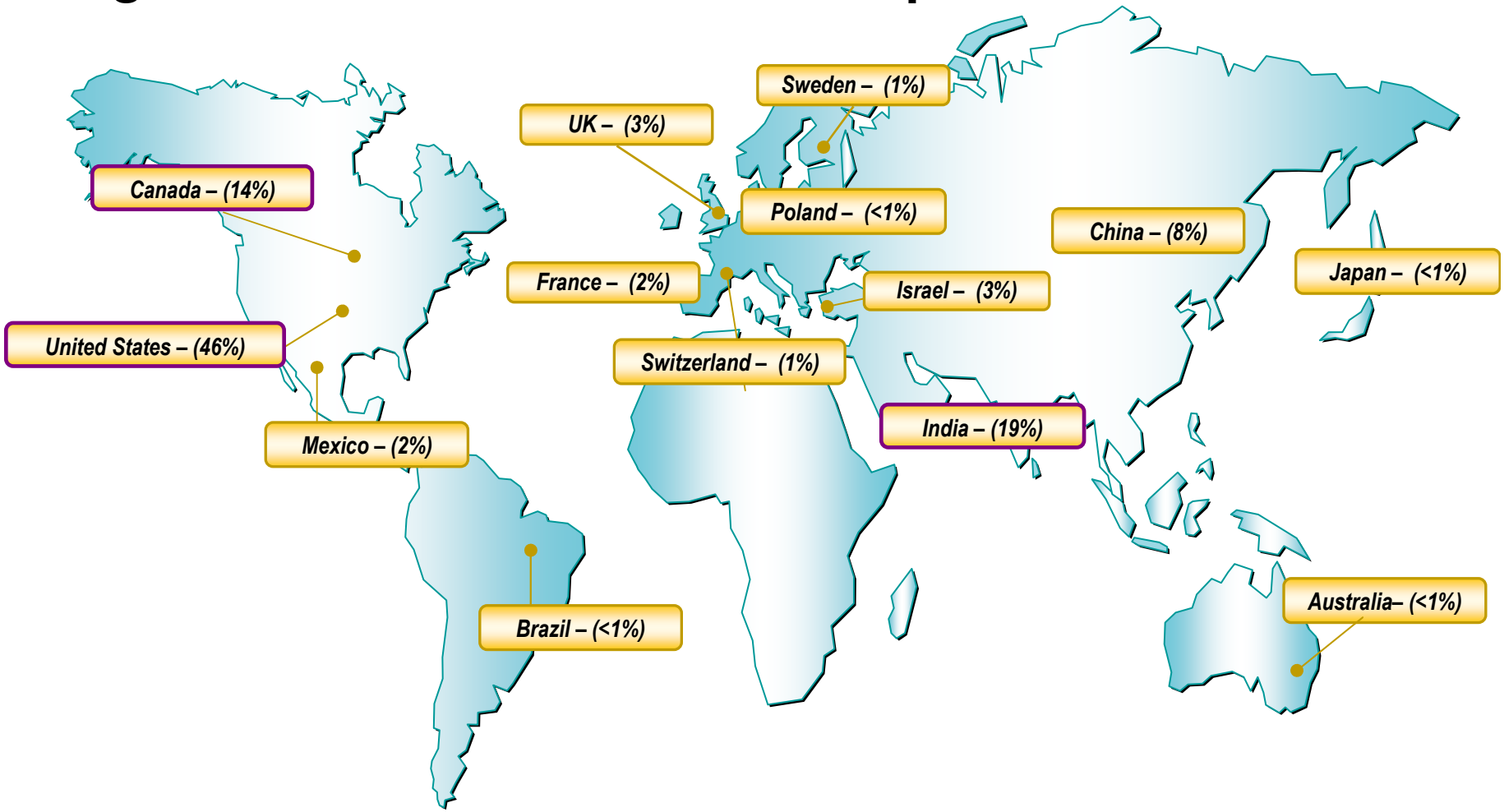


Agenda

- **Current Situation**
- Five Best Practices
- Our Transformation to agility@scale™
- Drinking our own Champagne

Driving Business Differentiation

The global IBM Rational core development team



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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

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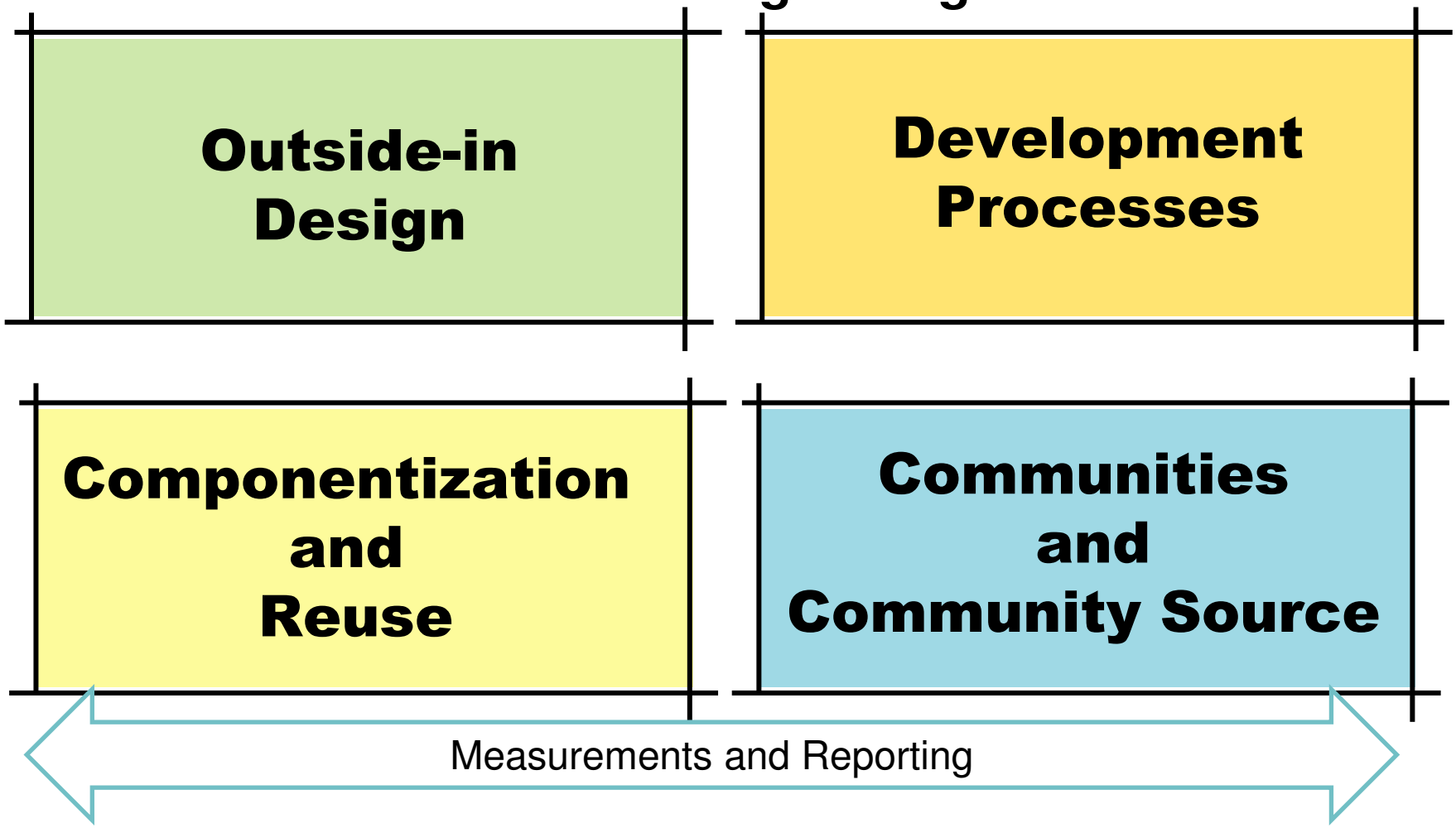
Measuring Improvements…

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%

Five Best Practices for Driving Change



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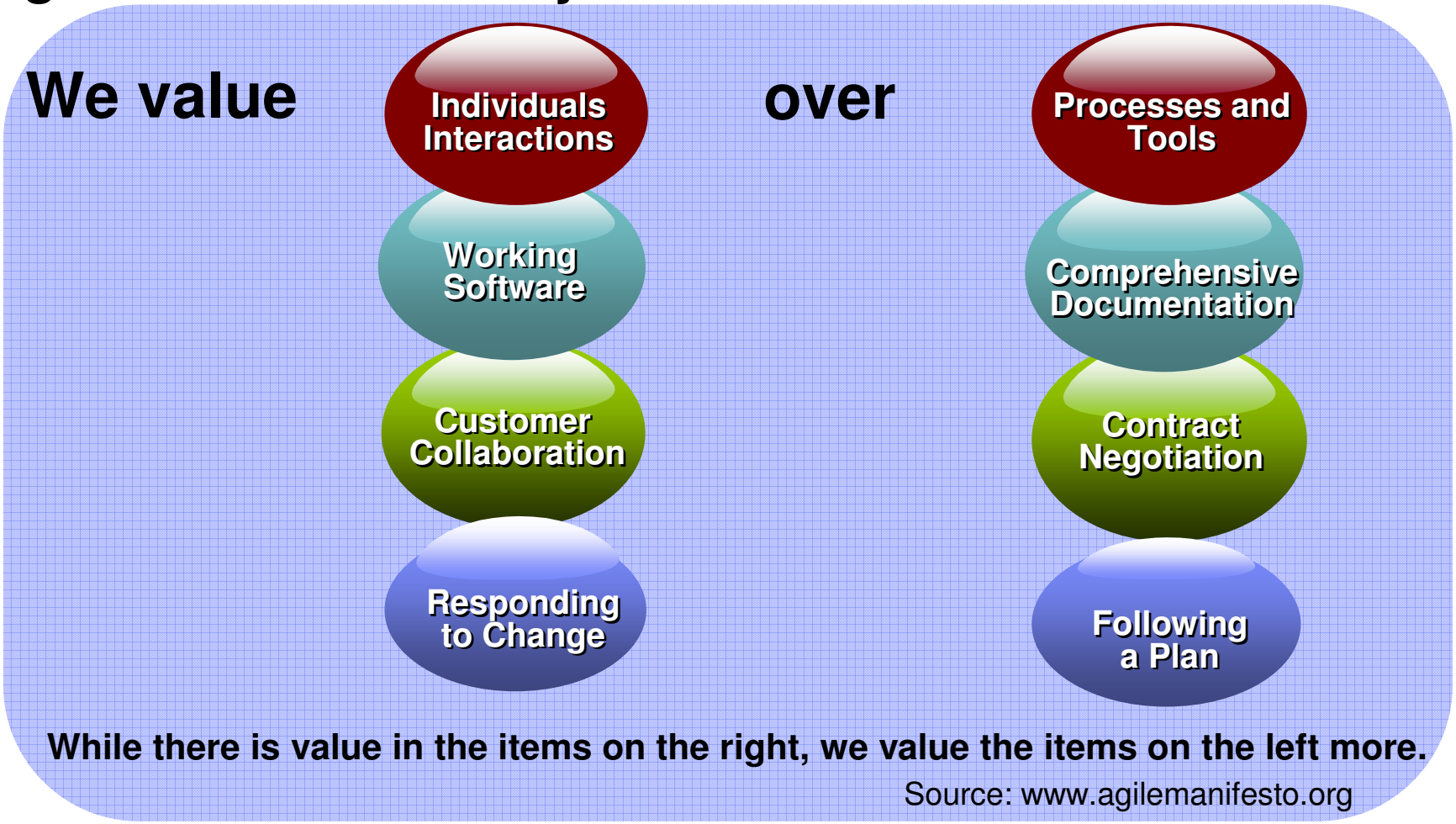
Agile Software Delivery and Values



While there is value in the items on the right, we value the items on the left more.

Source: www.agilemanifesto.org

Big projects	Decoupled development and flexible releases
System/development/test silo organization	Cross functional teams
Individual offices	Team spaces
Narrow & specialized competences	Broader competences and continuous learning
Individual accomplishment	Team success
Following a defined & detailed processes	Agile and Lean thinking
Top down control	More people initiative and self organization

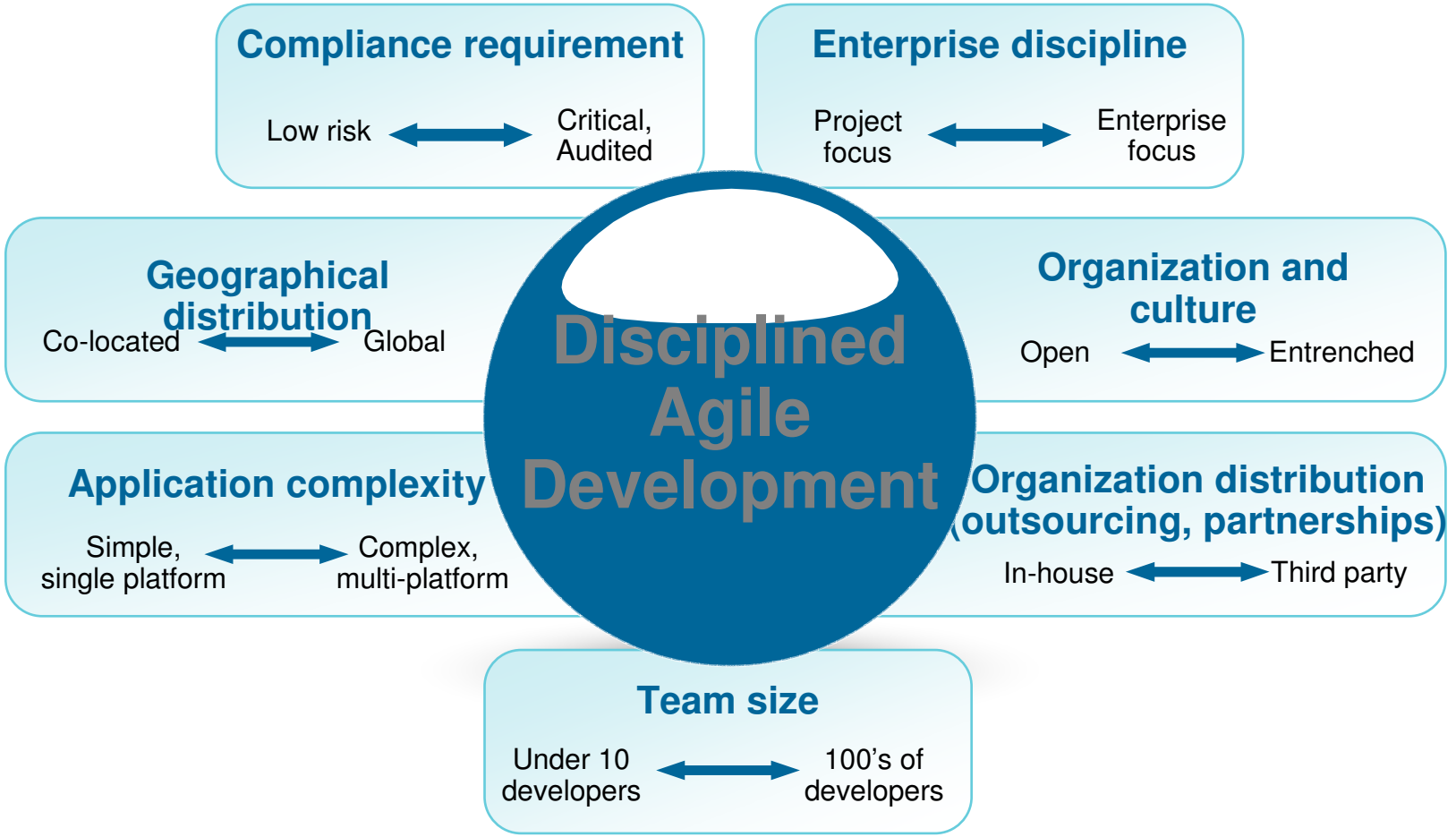
A sense of pride and ownership in every aspect of software delivery!

IT'S ALL ABOUT PEOPLE!

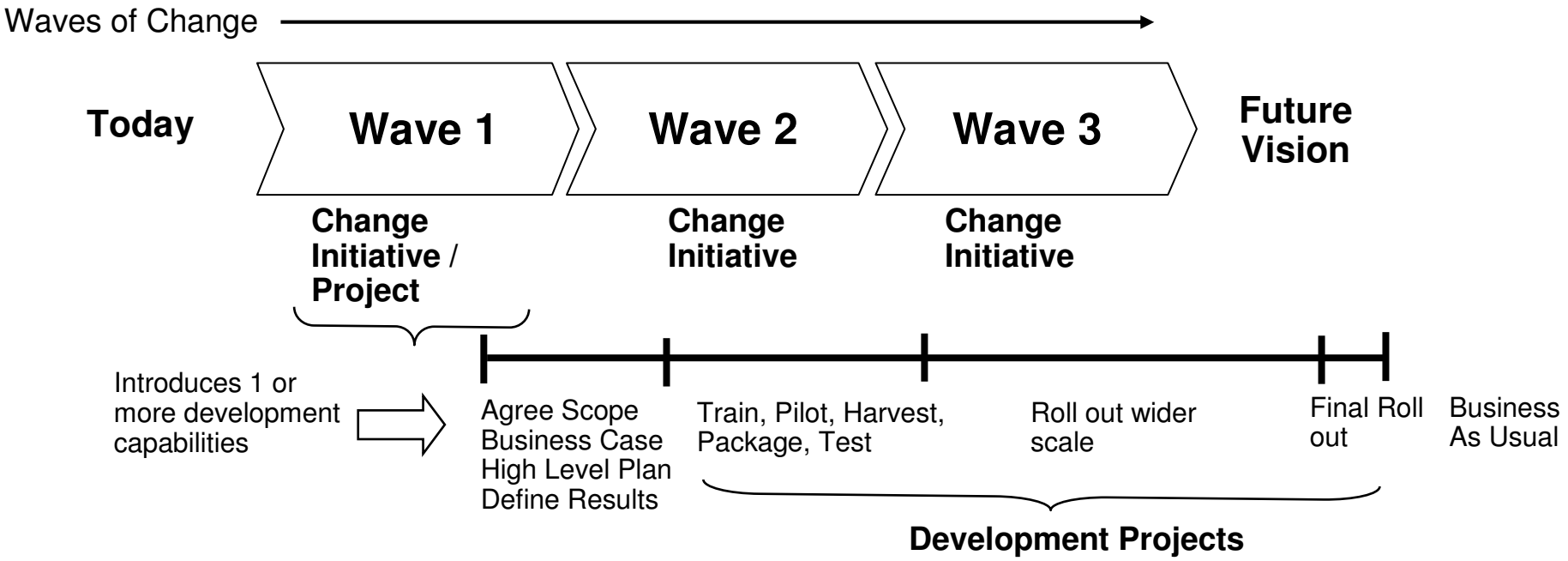
Energy and excitement about their work and the results!

Openness and willingness to share experiences!

What is agility@scale™?



Our Strategy for Agile Transformation

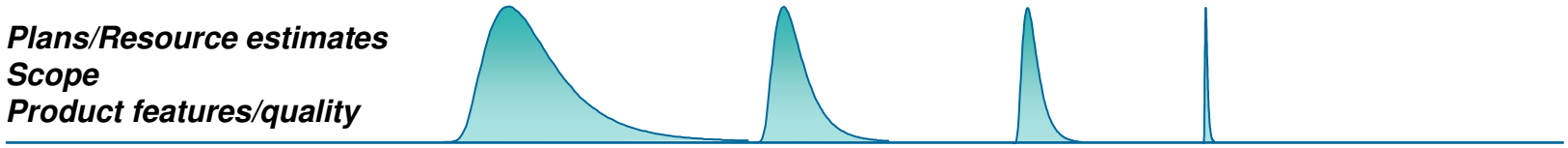


[Best Practices for Transformation]

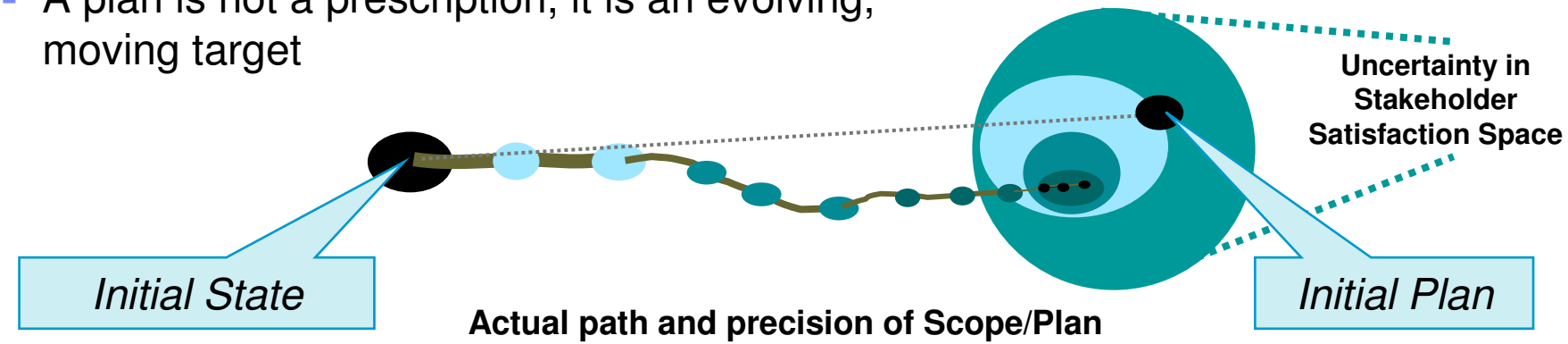
- Adopt process & tools incrementally in projects
- Support project teams with just-in-time training & mentoring to accelerate learning/adoption
- Demonstrate quick-wins from projects.
- Develop internal SMEs/Mentors who deliver mentoring to project team via CoE/Tools Group

Our Approach for Agile Governance = Managing Uncertainty and Managing Variance

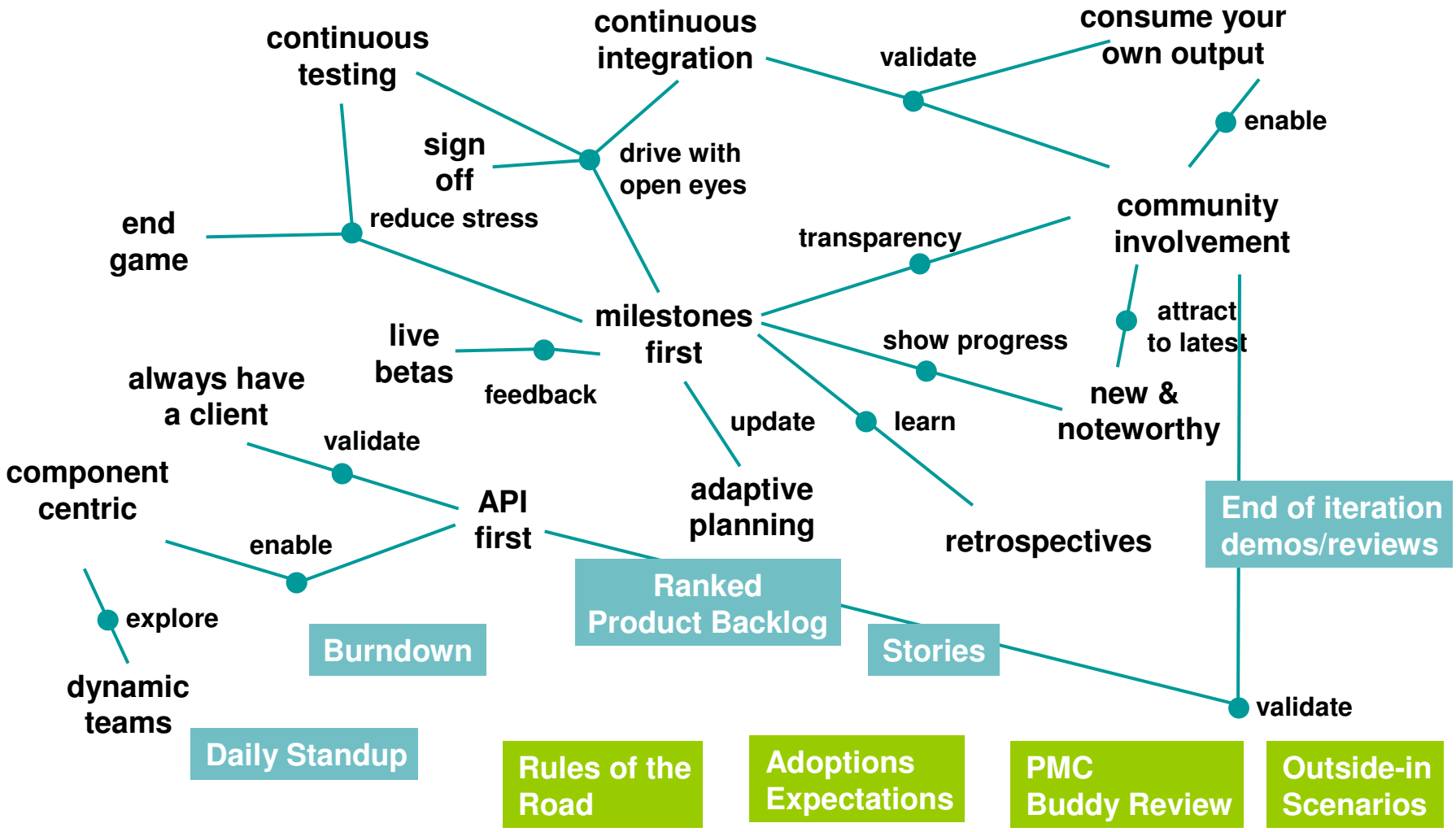
- Scope is not a requirements document, it is a continuous negotiation



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



A Detailed View of our Method



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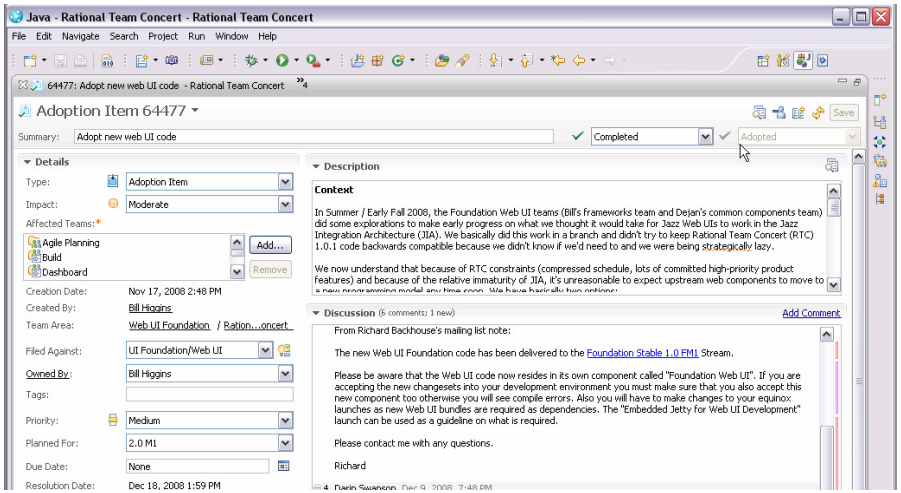
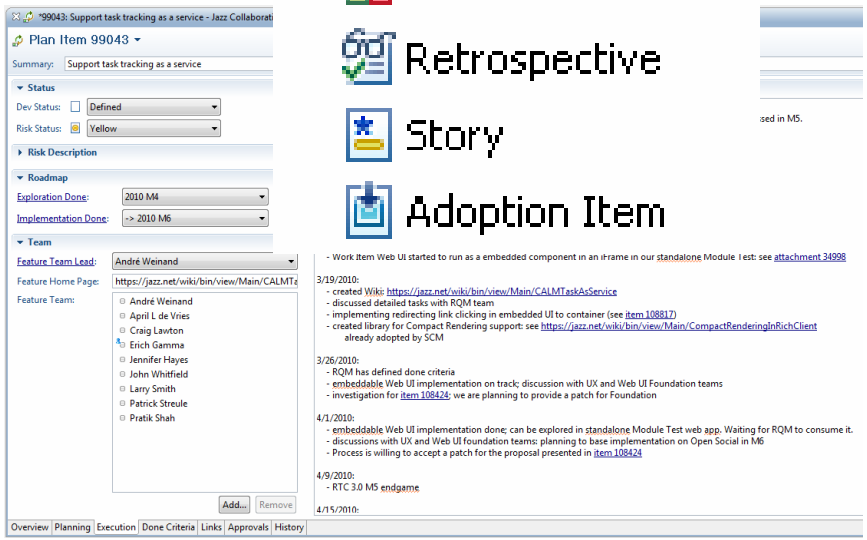
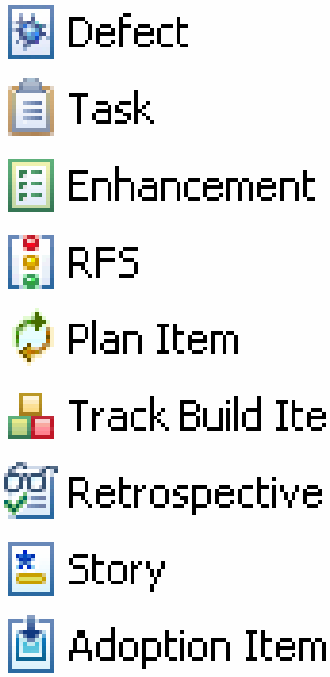
Tracked Items

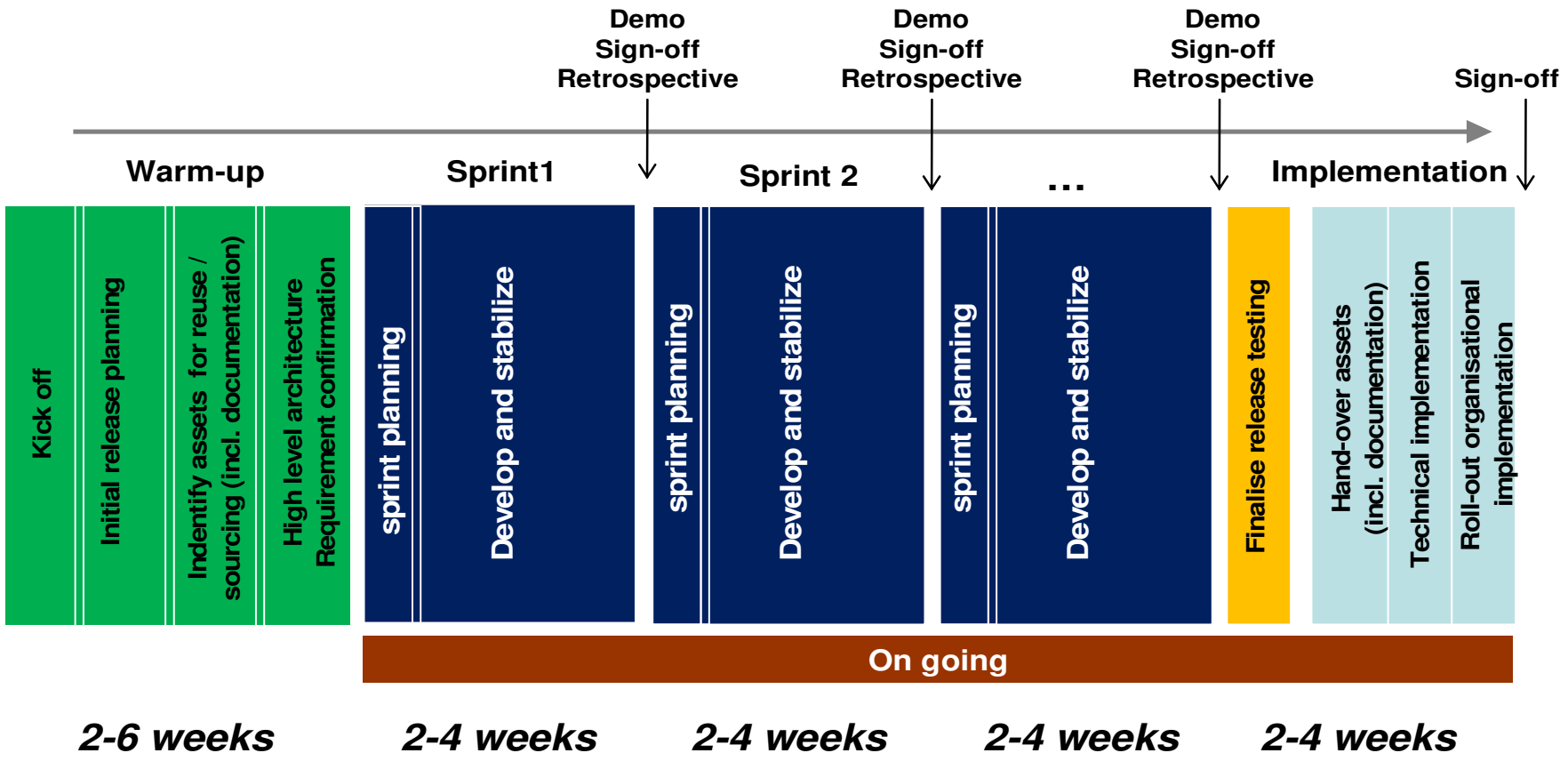
- Planning
  - Plan items, Stories, Tasks
- Tracking
  - Build status, Adoptions
- Feedback
  - Defects, Enhancement, Retrospectives







Project Timeline Template



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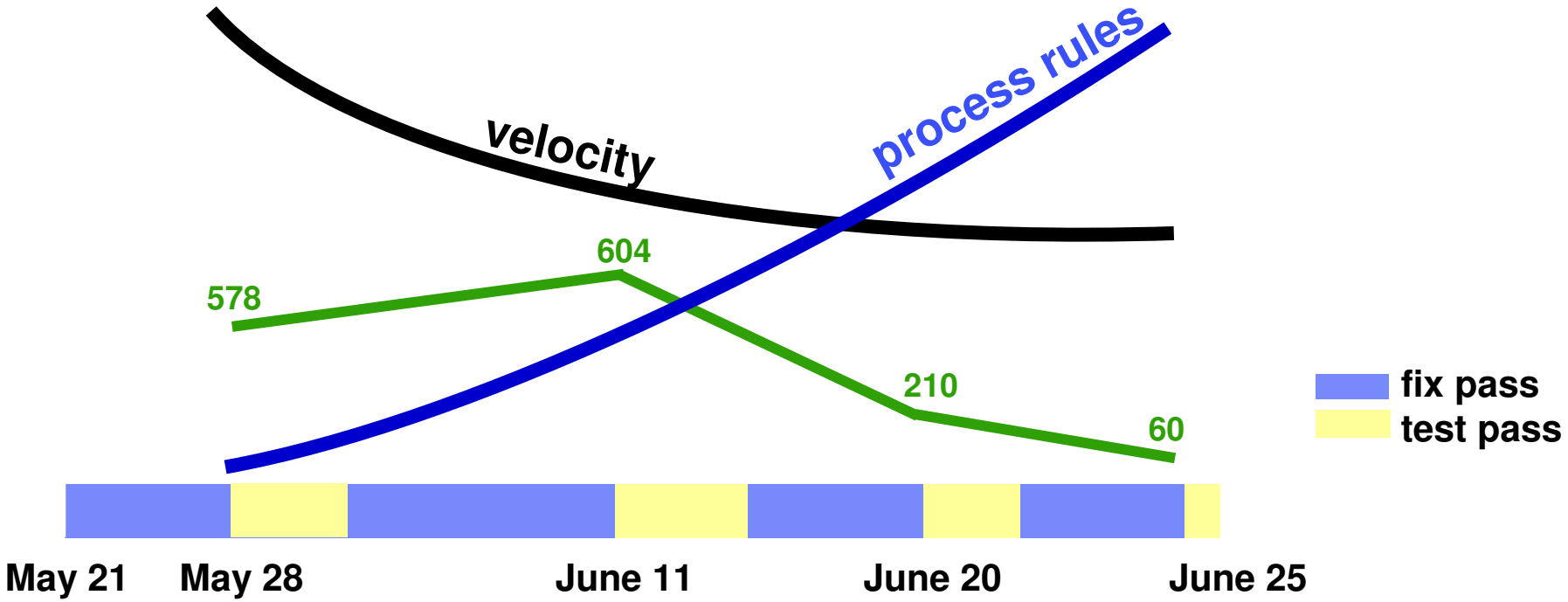
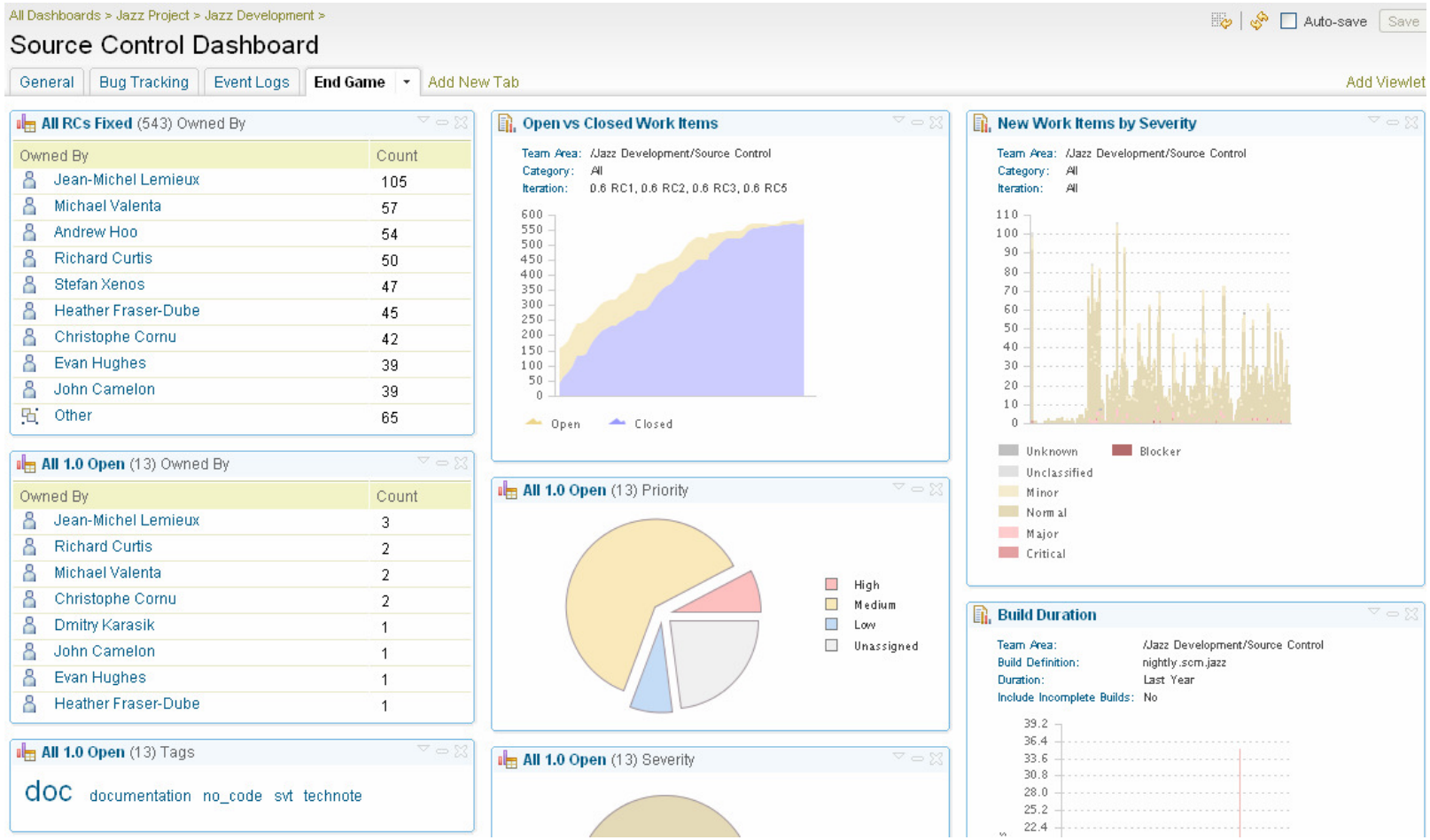
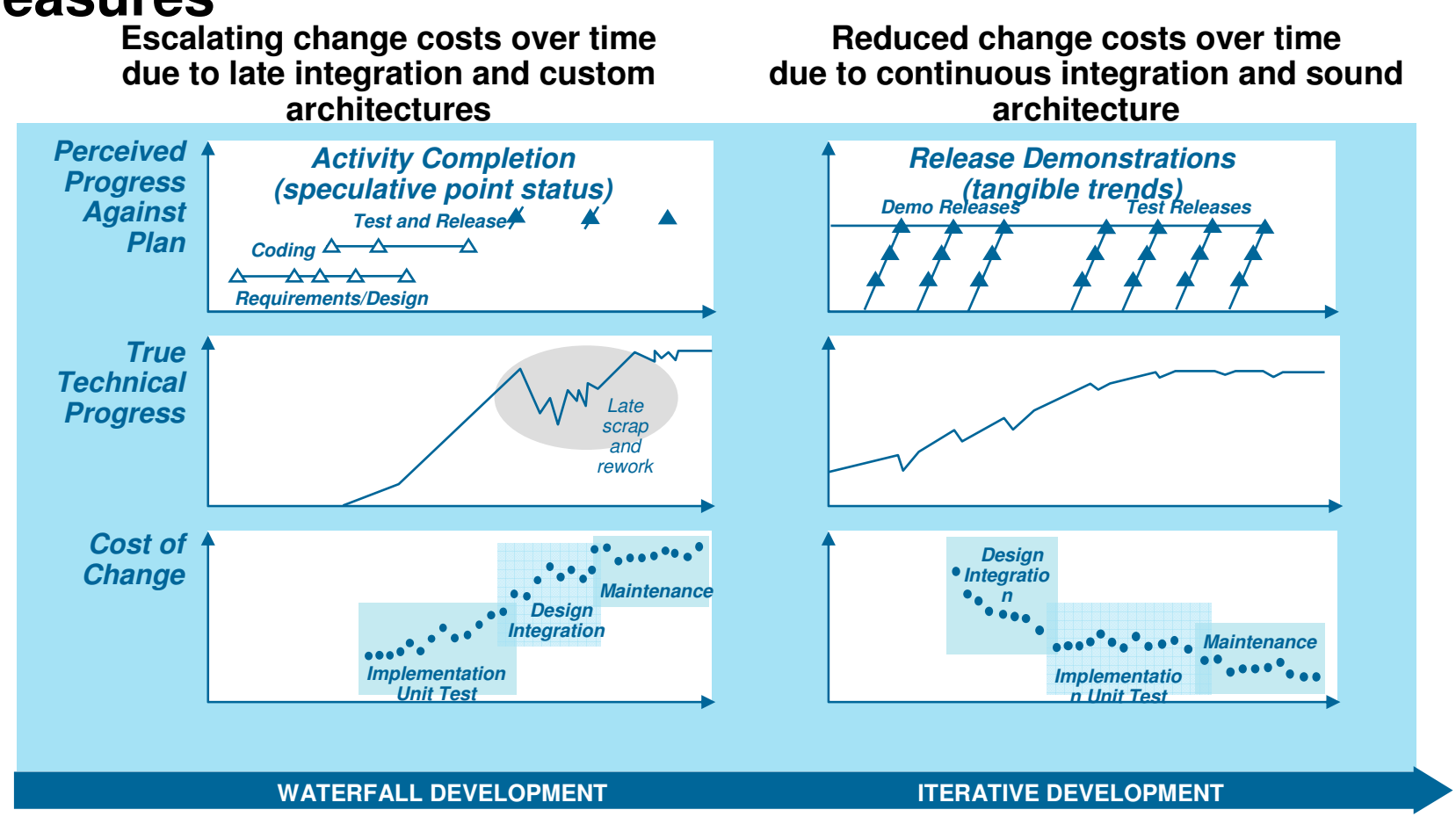
Endgame Convergence



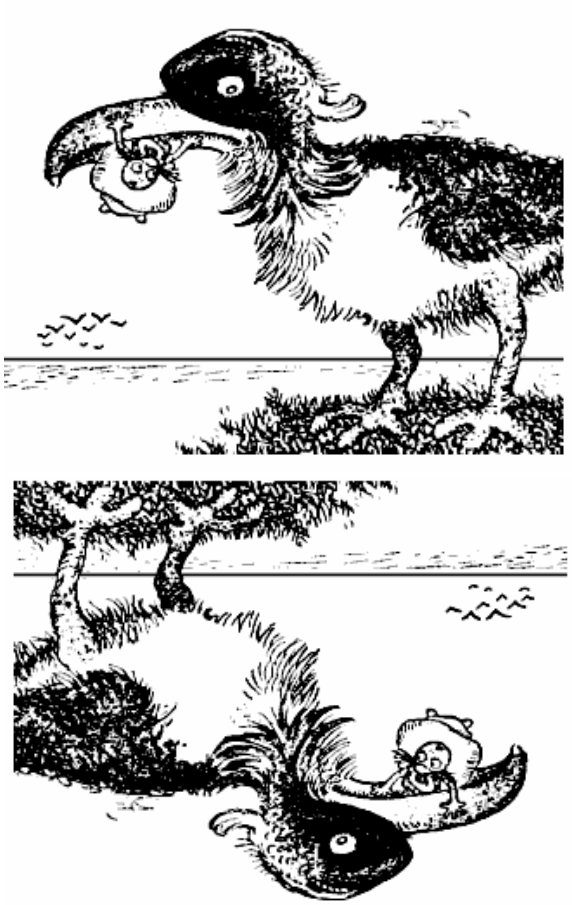
Endgame tracking dashboard of a team



Moving from waterfall to iterative and agile trend measures



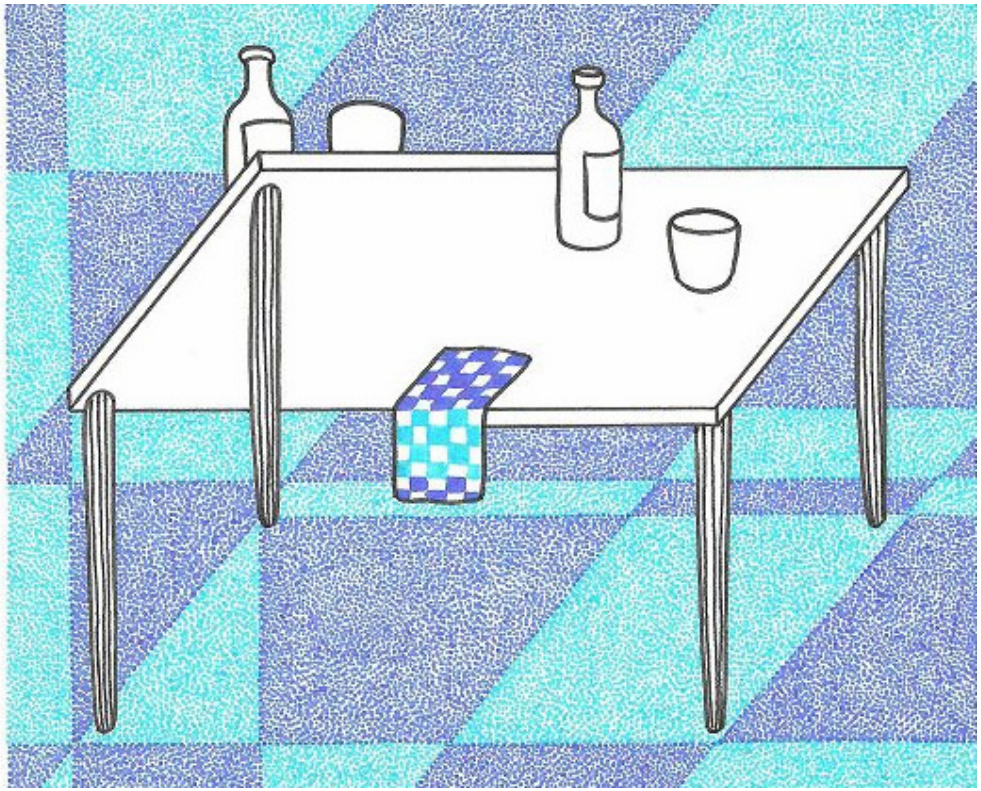
What do you see?

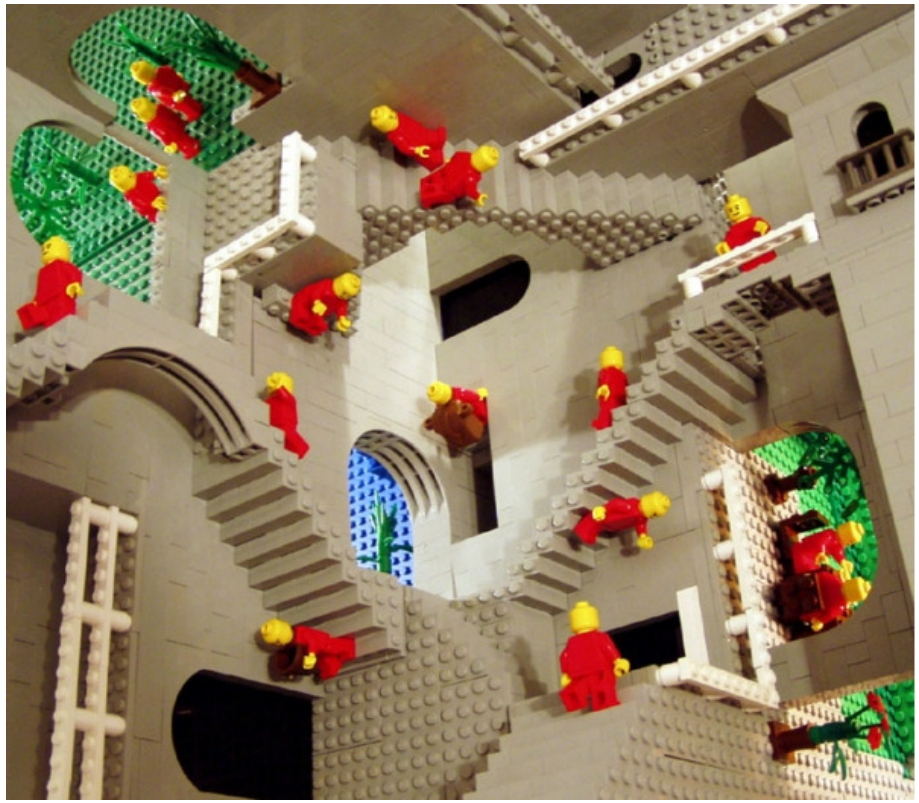


12
ABC
14

victory

What do you see?





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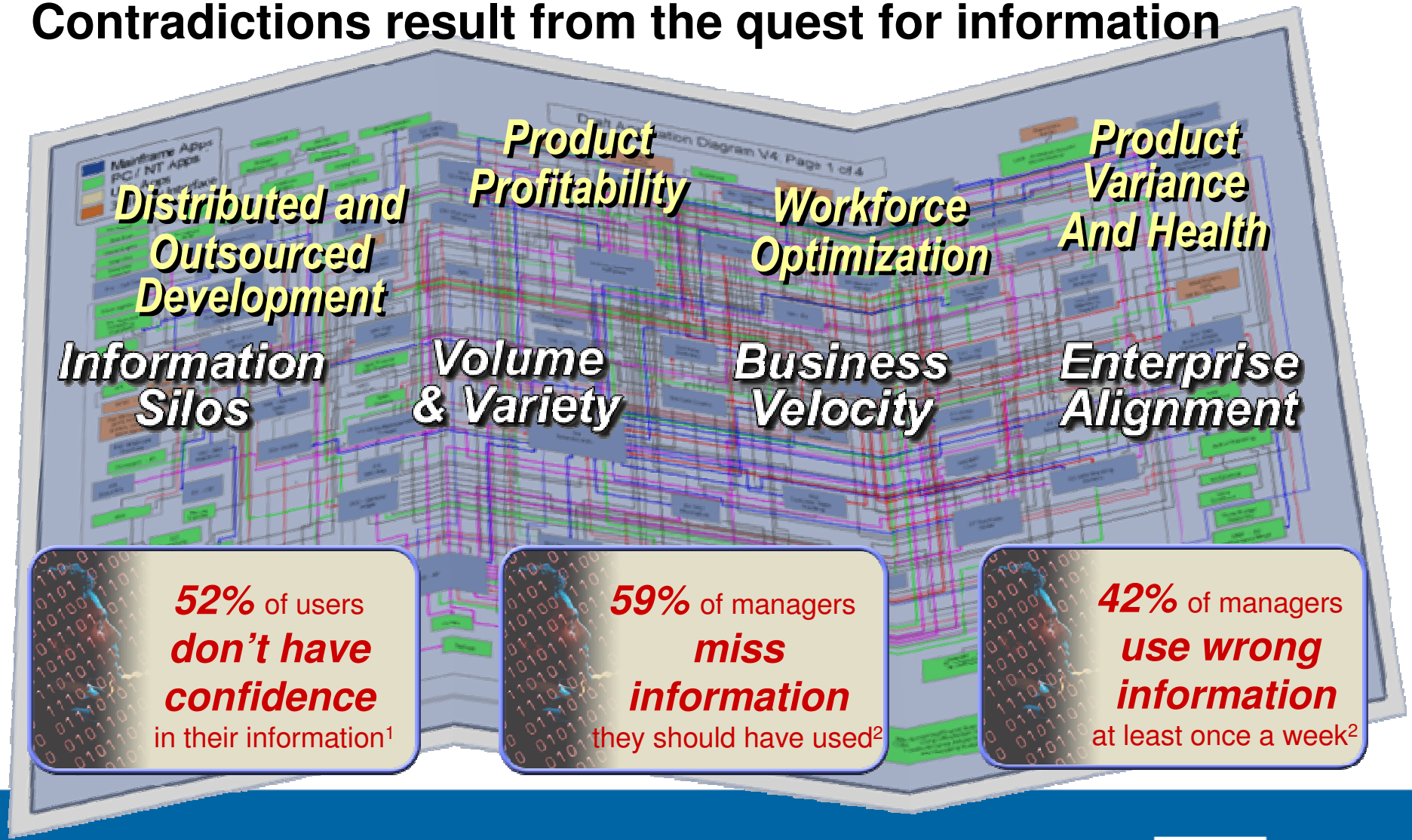
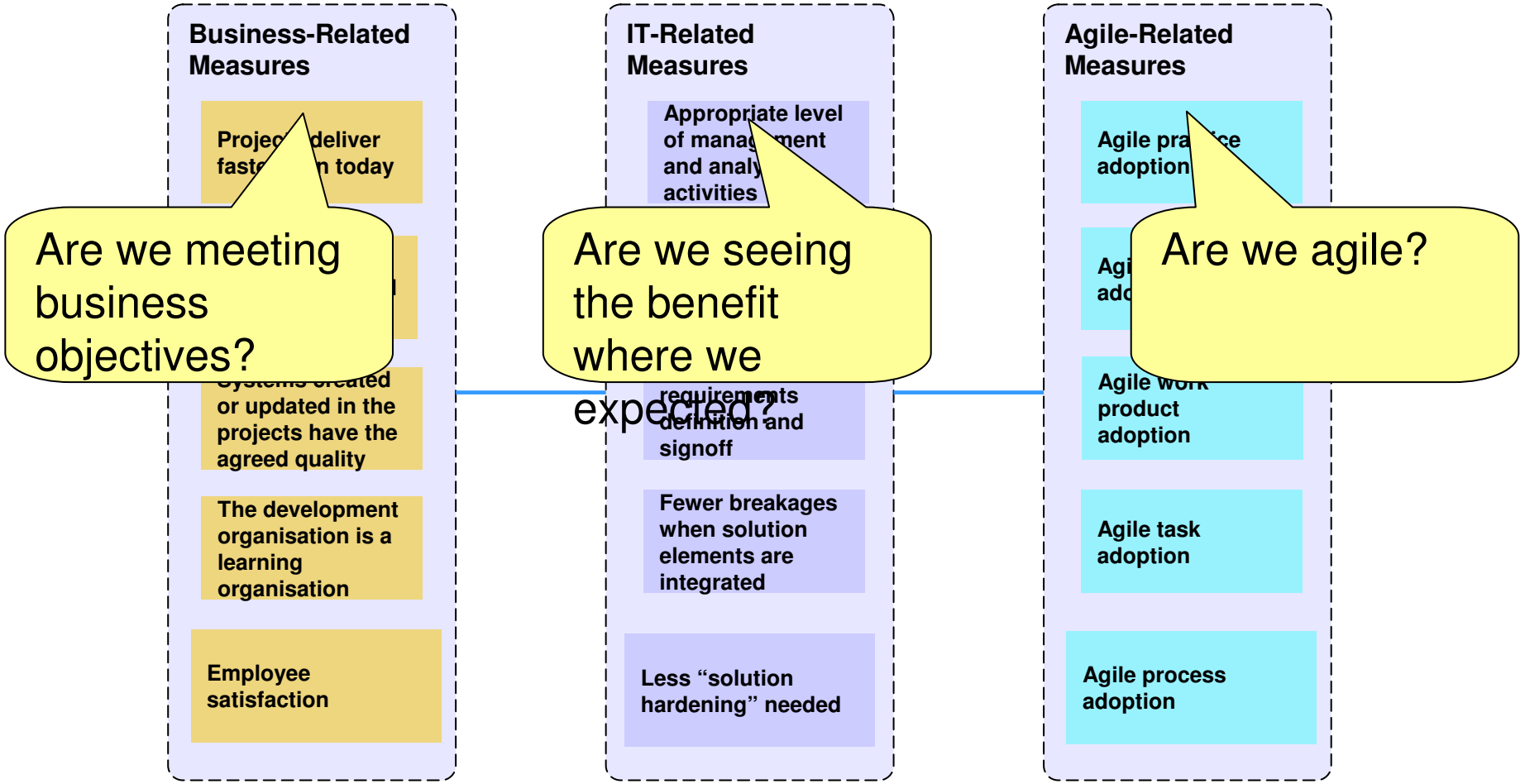
Contradictions result from the quest for information

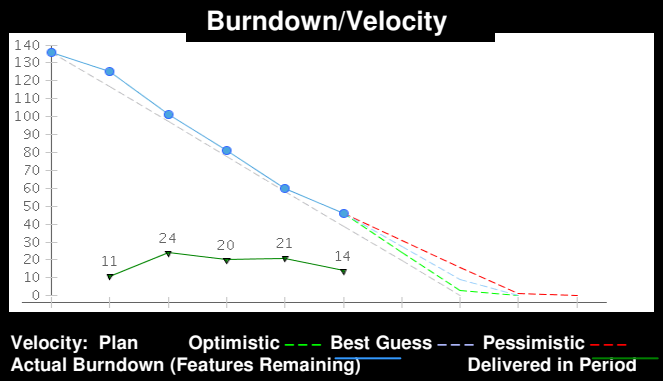


But What Should We Measure?

Measures Help Answer Key Questions

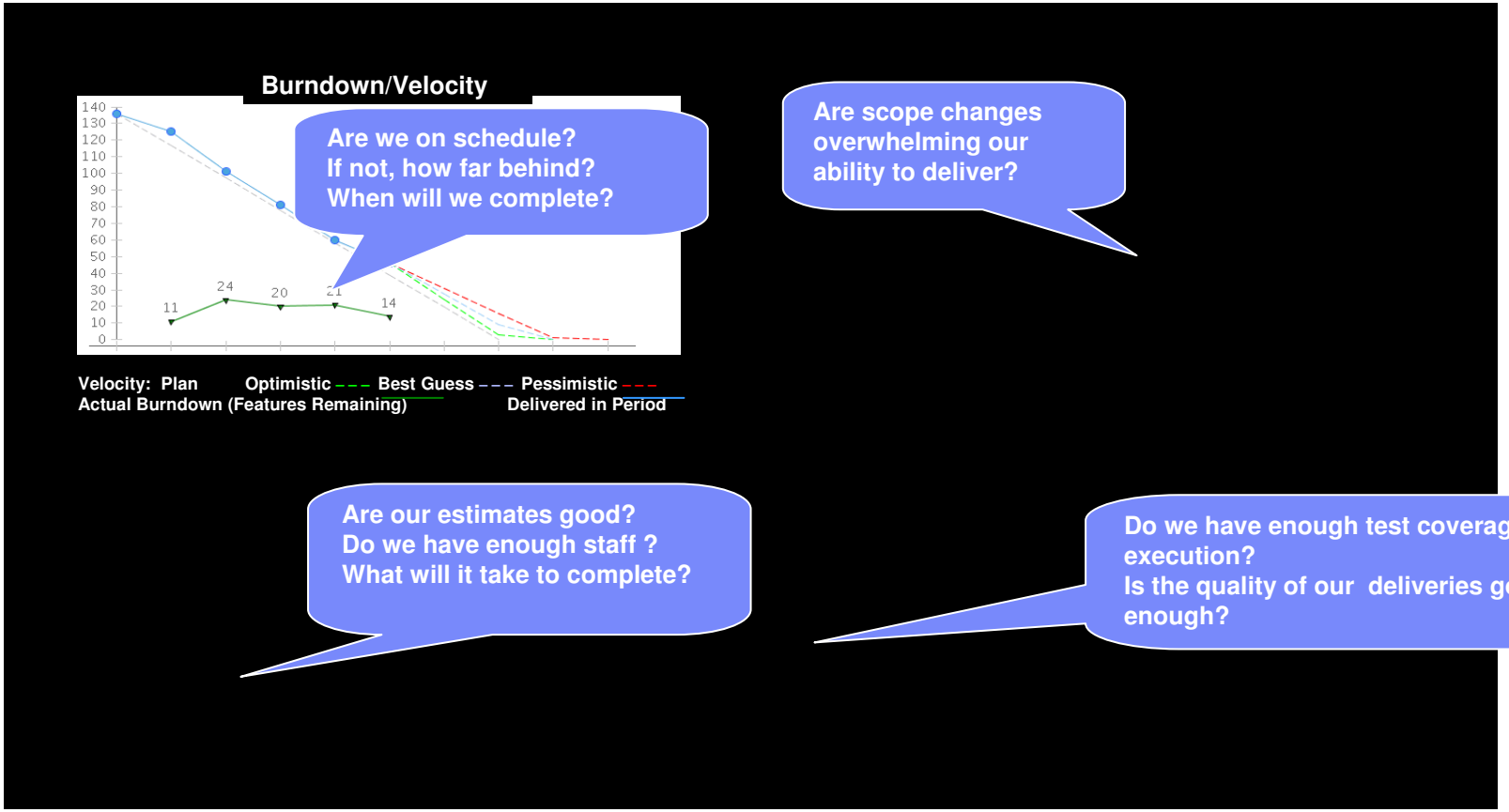


Key Project Performance Metrics: Agile View



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



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.

Other Key Principles We Learned (Inspired from LEAN)

Eliminate Waste

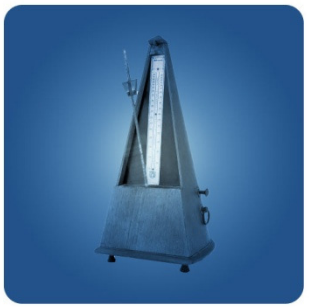
- Value Stream Maps
- Complete Solution

Build Quality In

- Foundation Disciplines
- Continuous Validation

Defer Commitment

Keep options open



Deliver Fast

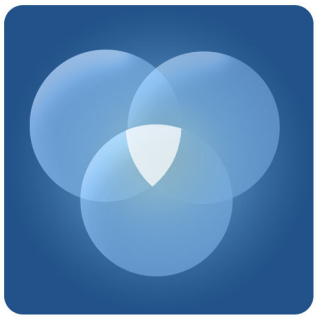
Queuing theory

Focus on Learning

Product & process

Respect People

- Teams
- Partners



Optimize the Whole

- Systems thinking
- Set-based design

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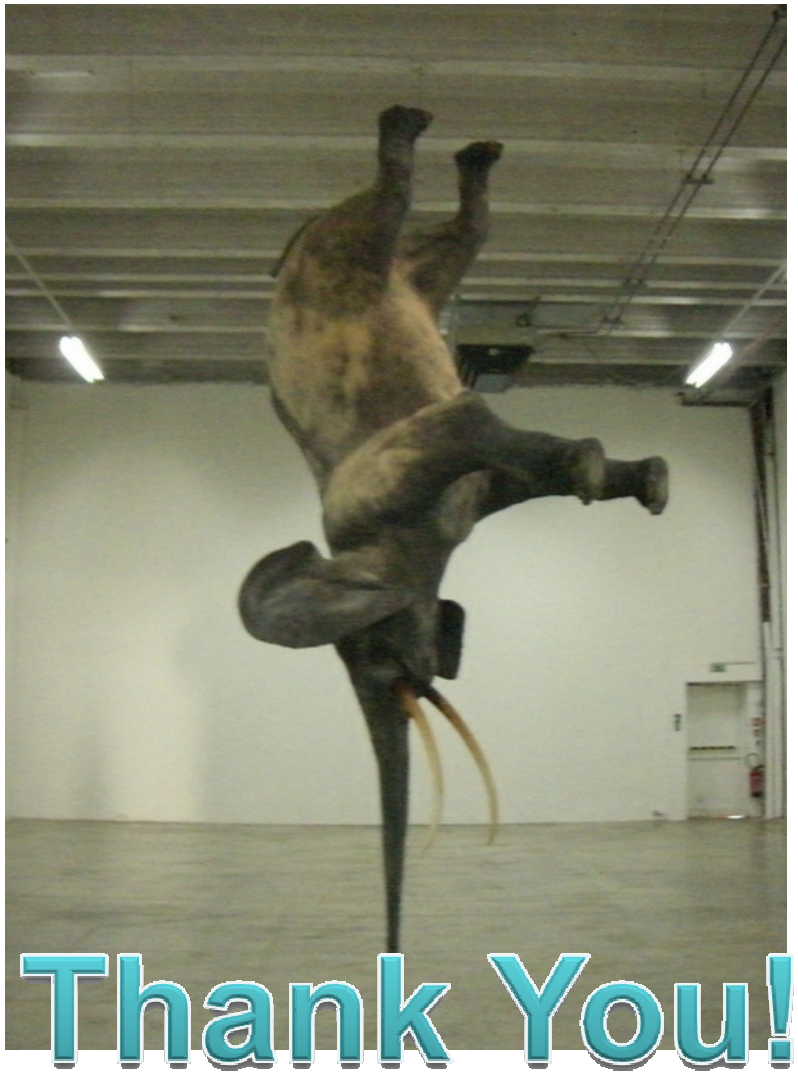
Drinking our Own Champagne

Go see for yourself at jazz.net


Thank You!