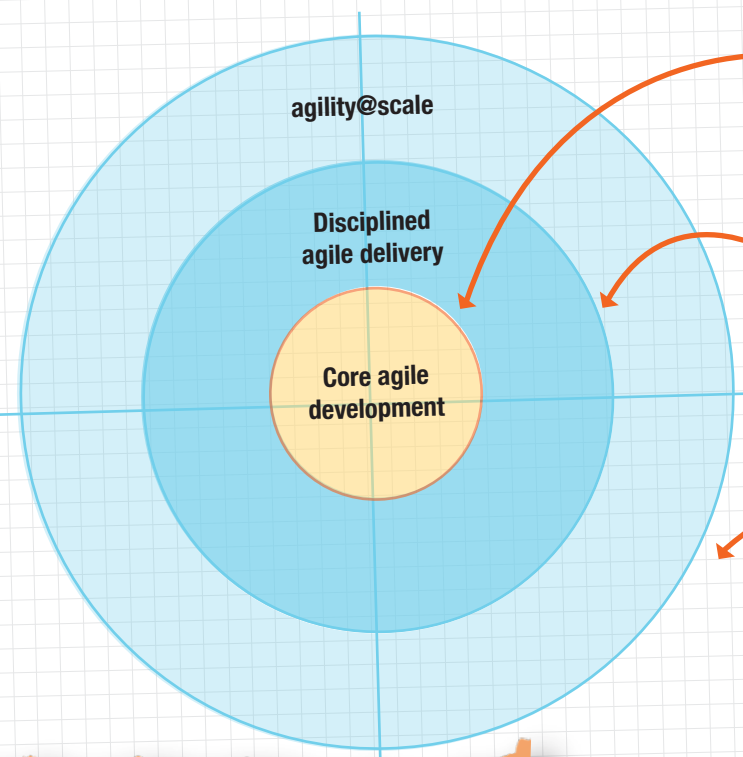


BE AS AGILE AS YOU NEED TO BE

Agile scaling model



CORE AGILE DEVELOPMENT

- Value-driven lifecycle
- Self-organizing teams
- Focus on construction

DISCIPLINED AGILE DELIVERY

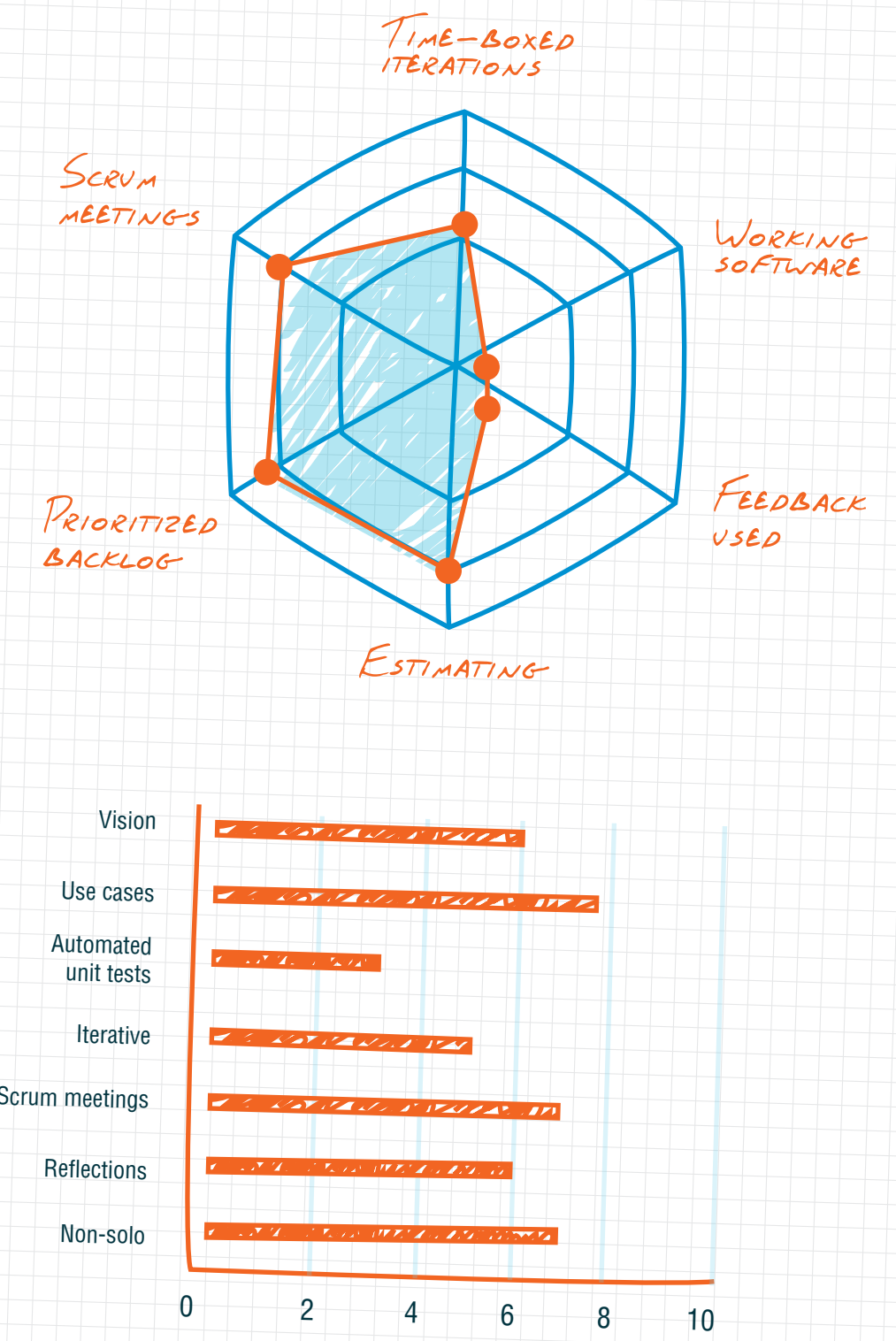
- Risk + value-driven lifecycle
- Self-organizing within appropriate governance framework
- Full delivery lifecycle

AGILITY@SCALE

- Disciplined agile delivery when one or more scaling factors apply:
  - Large team size
  - Geographic distribution
  - Regulatory compliance
  - Domain complexity
  - Organization distribution
  - Technical complexity
  - Organizational complexity
  - Enterprise discipline

How does agile apply to me?

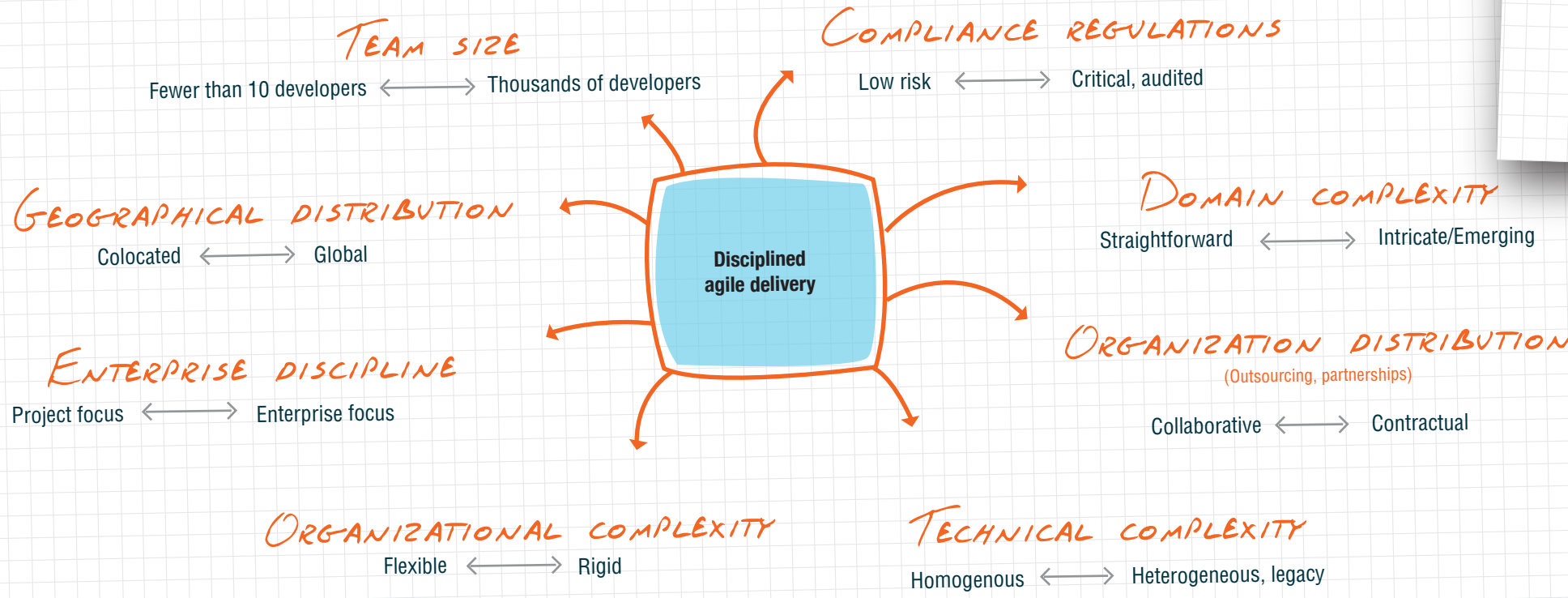
Measuring agile best practices adoption



Teams early in the agile adoption process can improve upon what is broken by outlining business objectives, identifying measurements and metrics, and tracking what is working and what is not. These steps can help you adopt agile best practices and strategies that assist you in meeting objectives and overcoming challenges.

How do I assess what's working?

Scaling agile solution delivery



The agile scaling factors are:

**Geographical distribution.** Effective collaboration becomes more challenging and disconnects are more likely to occur when team members work in different buildings, cities or countries.

**Team size.** Mainstream agile processes work very well for smaller teams of ten to fifteen people, but paper-based, face-to-face strategies start to fall apart as the team size grows.

**Compliance requirement.** Regulatory issues may impose requirements from outside your organization, in addition to the customer-driven product requirements.

**Domain complexity.** Some project teams find themselves addressing more complex domains, which require greater exploration and experimentation—including prototyping, modeling and simulation.

**Organization distribution.** A project team might include members from different divisions or even different companies, thereby greatly increasing the risk to your project.

**Technical complexity.** Some applications are more complex than others, and sometimes the nature of the problem that a team is trying to address is complex in its own right.

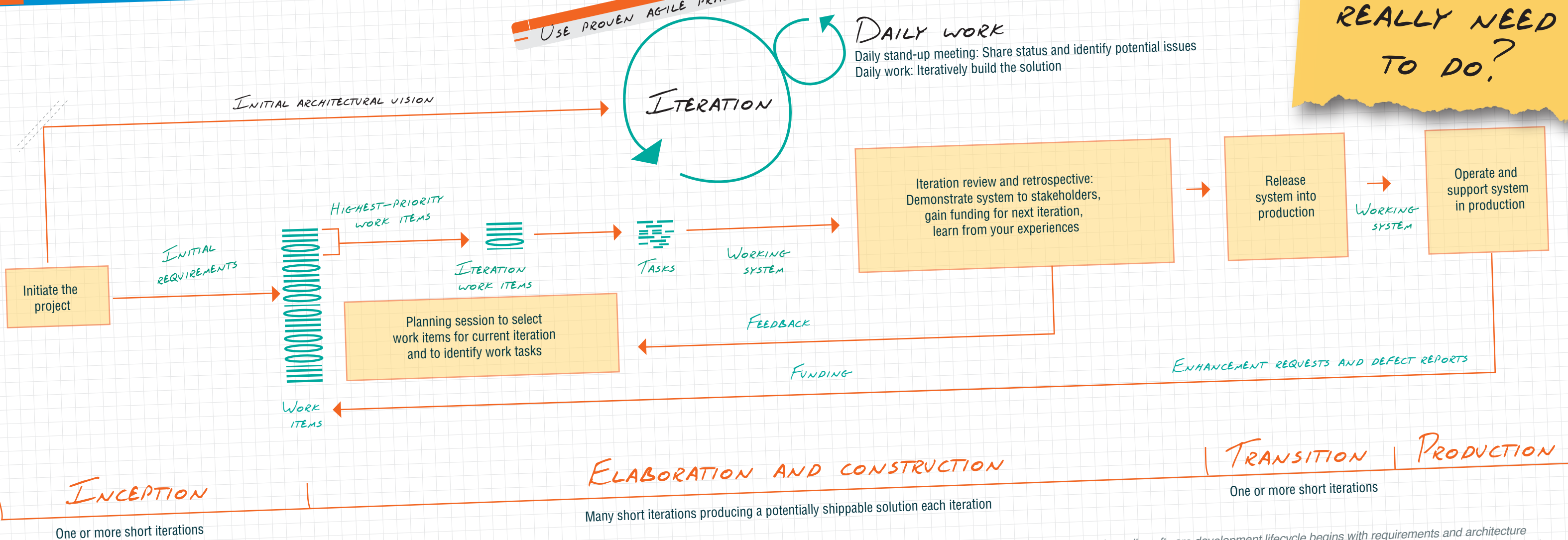
**Organizational complexity.** An organization's structure and culture may reflect traditional values, increasing the complexity of adopting and scaling modern agile strategies within your organization.

**Enterprise discipline.** To leverage a common infrastructure, organizations need effective enterprise architecture, enterprise business modeling, strategic reuse and portfolio management disciplines.

Why is scaling agile needed?

For more information, visit: [ibm.com/rational/agile](http://ibm.com/rational/agile) jazz.net

The disciplined agile delivery lifecycle



WHAT DO WE REALLY NEED TO DO?

This lifecycle is an amalgam of proven practices and workflow from OpenUP, Scrum, Extreme Programming (XP), agile model-driven development (AMDD) and the IBM Rational® Unified Process methodology. The agile software development lifecycle begins with requirements and architecture envisioning to create the initial work item stack and to set a technical direction for the team. From each iteration, the team produces a demonstrable product that can potentially be shipped. During the process, stakeholders actively participate by describing, prioritizing and evolving the requirements. The product is continually validated by the development team, the stakeholders and often by independent testers. Agile projects go through different phases where the focus of the team changes and where process rigor is light at the beginning and tightens up during transition.