

# Experiences in deploying agility@scale

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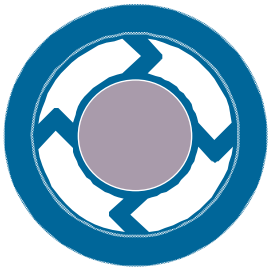


## Introduction

- Achieving greater “agility” is a common software delivery organisation ambition
- But, Agile methods do not naturally support large-scale challenges
- However, IBM Rational’s agility@scale™ solutions do
  
- Topics of discussion, and lessons learned, include:
  - ▶ Guidance – context-rich for practice adopters
  - ▶ Education – including IBM and home-grown solutions
  - ▶ Community – practitioners around the globe adopting and contributing
  - ▶ Distribution – projects delivered around the globe using a common approach
  - ▶ Commercials – with “ethical” contracts delivering win-win scenarios
  - ▶ Plus much more... with time for plenty of questions



# Agile Scaling Model (ASM)



## Core Agile Development

- Focus is on construction
- Goal is to develop a high-quality system in an evolutionary, collaborative, and self-organizing manner
- Value-driven lifecycle with regular production of working software
- Small, co-located team developing straightforward software

## Disciplined Agile Delivery

- Extends agile development to address full system lifecycle
- Risk and value-driven lifecycle
- Self organization within an appropriate governance framework
- Small, co-located team delivering a straightforward solution

## Agility at Scale

- Disciplined agile delivery and one or more scaling factors applies



## What is disciplined agile delivery (DAD)?

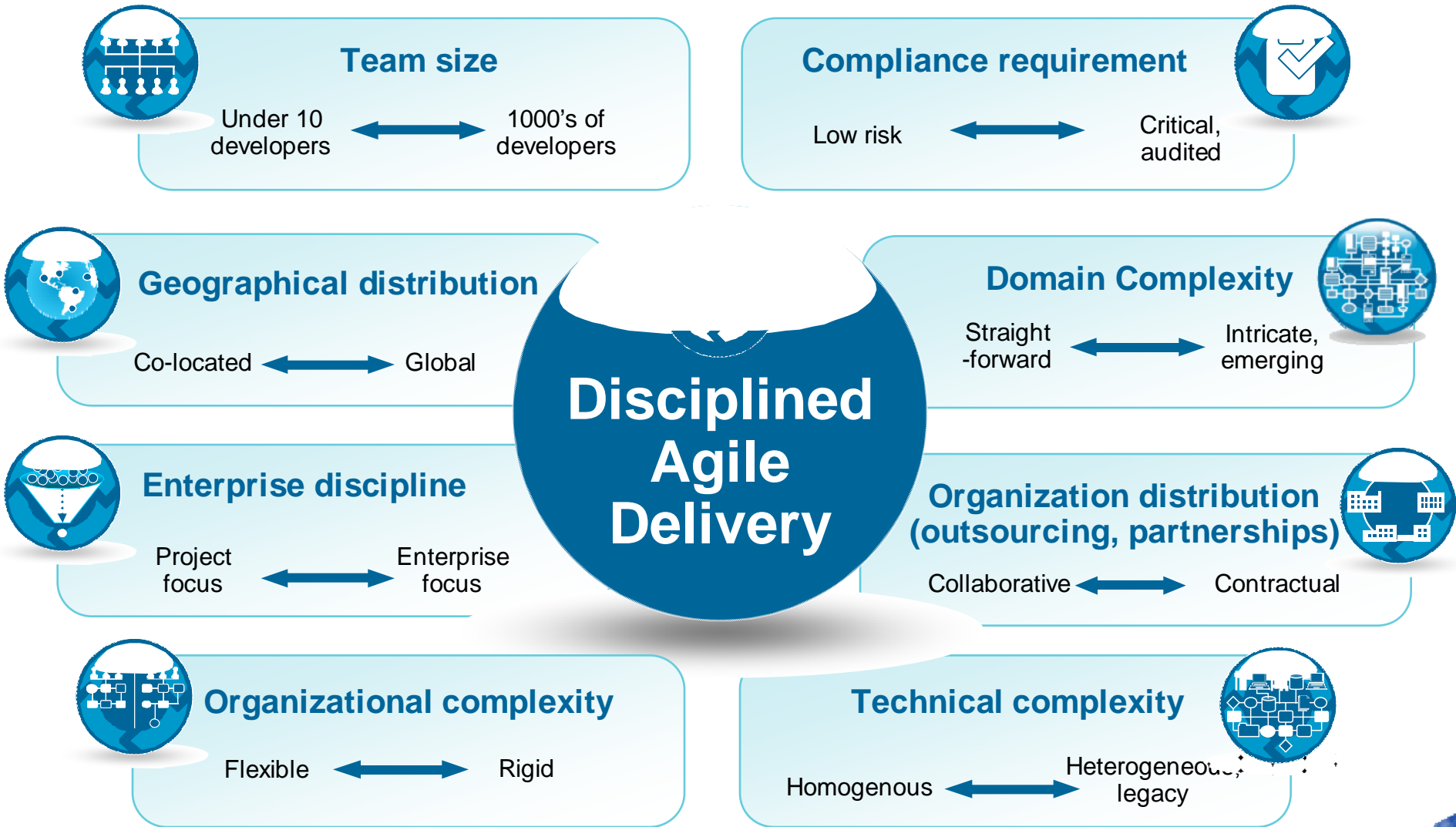
- Disciplined agile delivery is an evolutionary (iterative and incremental) approach that regularly produces high quality solutions in a cost-effective and timely manner via a risk and value driven lifecycle.
- It is performed in a highly collaborative, disciplined, and self-organizing manner within an appropriate governance framework, with active stakeholder participation to ensure that the team understands and addresses the changing needs of its stakeholders.
- Disciplined agile delivery teams provide repeatable results by adopting just the right amount of ceremony for the situation which they face.

### Core Principles

- “Fits just right” process
- Continuous testing and validation
- Consistent team collaboration
- Rapid response to change
- Ongoing customer involvement
- Frequent delivery of working solutions



# Agile scaling factors





- A global leader in consulting, technology, outsourcing, and local professional services
- 90k employees across 30 countries
- The *Collaborative Business Experience*<sup>TM</sup>
  - ▶ Developing closer, more effective, trust-based relationships
  - ▶ Boosting flexibility, agility, and creativity
- A successful IBM Rational Unified Process advocate and adopter (With some RINO!)
- An IBM Rational Software reference site in the UK
  - ▶ Custom Solution Delivery, a leading business unit
- Regularly facing the challenge of Agile scaling factors



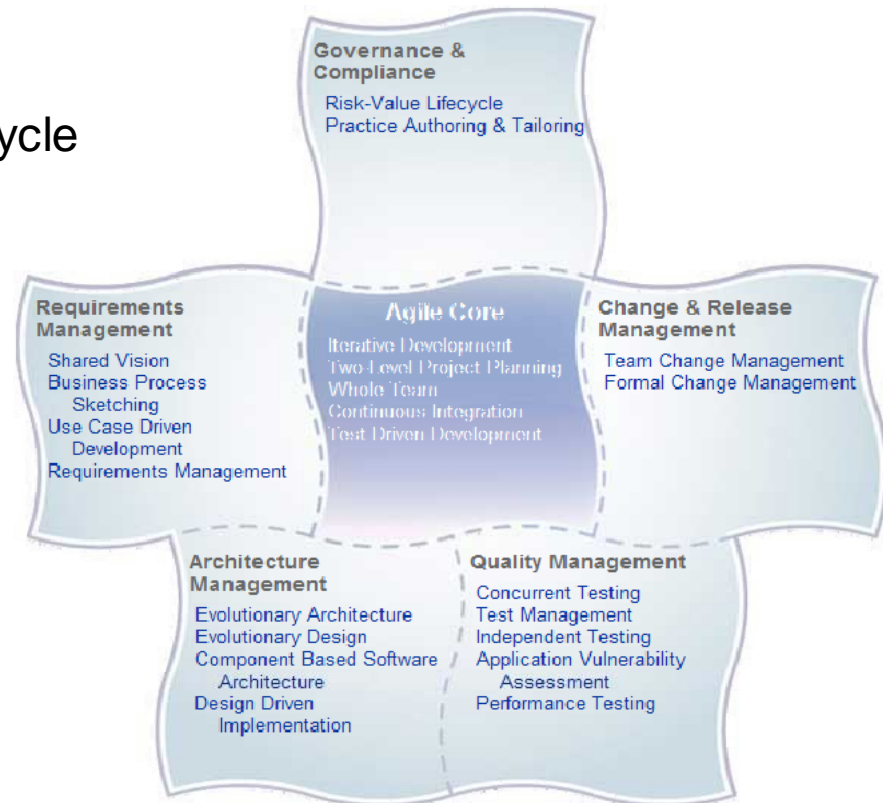
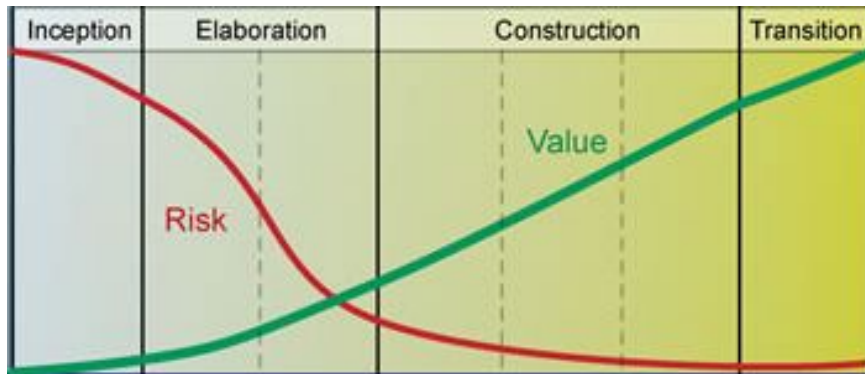
## The Solution – Agile RUP

- The next evolution of how Capgemini’s Software Engineers should work
  - ▶ Combining Rational Unified Process principles with Agile practices
  
- Reacting to changing market needs
  - ▶ Smaller projects
  - ▶ Dynamic requirements and funding decisions
  - ▶ Early Return-on-Investment and delivered value
  - ▶ Customers want more Agile delivery
  
- Solutions developed by practitioners, for practitioners
  - ▶ Minimal top-down method imposition
  - ▶ Gathering best practices and experiences to be shared
  
- Suitable for any software delivery project
  - ▶ “Adapt the process” is still the key principle



## Agile RUP Solutions – Method

- Based upon the IBM Rational Method Composer practices for Scaling Agile Development
  - A combination of Agile and RUP
- Mostly standards re-use
- Maintains a focus on the Risk/Value lifecycle





# Agile RUP Solutions – Guidance

- Developed on Capgemini Wiki (CWiki)
  - ▶ Mostly community contribution
- Guidance developed by:
  - ▶ Lifecycle phase
  - ▶ Practice
  - ▶ Role & discipline
- Additional guidance includes:
  - ▶ Sales and Bid teams
  - ▶ Estimation and Measurement
  - ▶ Distributed / Rightshore™
  - ▶ Large-scale teams
  - ▶ Rapid Design and Visualisation
  - ▶ Engagement Management
  - ▶ Tools

The screenshot shows the AgileRUP wiki page. It includes a navigation sidebar with sections like 'navigation', 'user manuals', 'upload assets', 'blogging', 'wiki search', and 'toolbox'. The main content area is titled 'AgileRUP' and contains an introduction, a 'Guidance' section, a 'Risk / Value Lifecycle' graph, and a 'Role Domains' diagram.

**Risk / Value Lifecycle**

Agile RUP is built on a foundation of the Risk/Value Lifecycle.

Pre-Sales	Inception	Elaboration	Construction	Transition
Risk (decreasing)		Value (increasing)		

Risk/Value Lifecycle: Pre-Sales -> Inception -> Elaboration -> Construction -> Transition

**Role Domains**

Agile RUP is also founded upon a simpler set of Role Domains

Role Domains: Analyst, Architect, Developer, Tester, Project Manager, Stakeholder

## Agile RUP Solutions – Education

- Further reading provided on CWiki
  - ▶ Articles, books, whitepapers
  - ▶ Case Studies and experiences
- Capgemini solutions:
  - ▶ Agile Awareness
    - Introducing Agile RUP concepts
  - ▶ Agile RUP Academy
    - Collaborative teamwork for generalising specialists
    - A week-long simulated project
    - Teaching Agile practices in a RUP context
- IBM Solutions:
  - ▶ Disciplined Agile Delivery workshop
    - Experiencing key agile practices in a disciplined context

Capgemini University EFMD  
CLIP  
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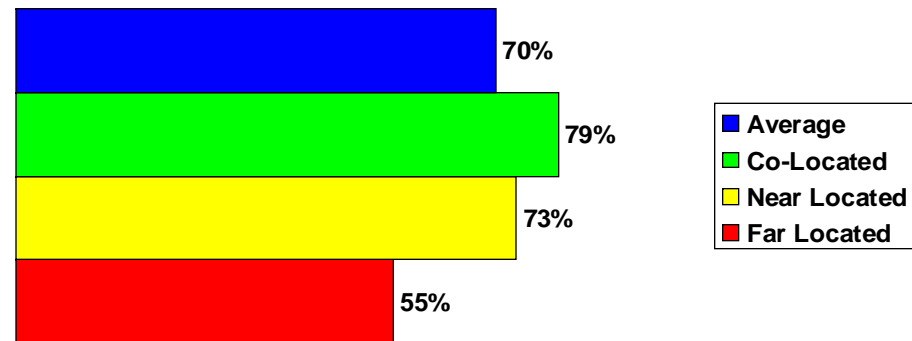
## Agile RUP Solutions – Community

- Fostered by the adoption-project team
- Started within CSD UK
- Represents most regions
- Aligned to a global Software Engineers Community
  
- Enabled through collaboration tools, mostly
  - ▶ CWiki – capturing knowledge
  - ▶ Yammer – sharing and communicating
  
- Engagement follows the 1:9:90 rule
  - ▶ 1% creating
  - ▶ 9% commenting
  - ▶ 90% watching



## Agile RUP – Distributed projects

- Distribution brings challenges:
  - ▶ Cultural differences
  - ▶ Communication breakdowns
  - ▶ Expectation and deliverable mismatches
  - ▶ Additional management and governance overhead
  - ▶ Time zone differences
  
- Agile RUP approach
  - ▶ A “one-team” mentality
  - ▶ One project budget – no off-shore sub-contracting
  - ▶ Consistent methods, terms and education
  - ▶ Local whole teams
  - ▶ Tool support focussed on collaboration



## Agile RUP – Delivery contracts

- An excellent reputation for software delivery, but
  - ▶ Governed by clients that instinctively trusted no-one
  - ▶ Pushed toward a linear lifecycle
  - ▶ Constrained by overly bureaucratic quality assurance
  
- Capgemini CSD knew things could be better
  - ▶ They had delivered “agile by stealth”
  - ▶ Organisation culture was already to be collaborative
  - ▶ A growing market demand for ‘Agile’
  
- Selling Agile RUP to clients proved easy
  - ▶ Establishing contracts and working practices was not
  - ▶ Client commitment, requirements management, change procedures, acceptance...
  - ▶ But it can be done, if everyone remains conceptually aligned



## Agile RUP – Adoption project

- Small team +
  - ▶ Product Owner – Capgemini Director
  - ▶ Team Leader – Julian
  - ▶ Team – CSD thought-leaders and evangelists
  - ▶ Community – Actively encouraged to engage
- Planned using Agile RUP
  - ▶ 4-phase Risk / Value lifecycle
  - ▶ Product Backlog – The needs of the PO
  - ▶ Work Items List – The tasks for the team
  - ▶ Documented and managed on the CWiki
- Adoption projects
  - ▶ Mentored by a team of active practitioners
  - ▶ All fully Agile RUP trained and experienced
  - ▶ Joining projects at critical stages



## Agile RUP – Success Examples

- Local Government
  - ▶ 10-person, 6 month project
  - ▶ Proposed and implemented an Agile RUP approach to transform productivity
  - ▶ Challenged client’s linear and bureaucratic standards
  - ▶ Delivered against challenging deadlines, securing further project work
- National Government
  - ▶ 40-person, 12 month project
  - ▶ A trial project as part of a PRINCE2-dominated and bureaucratic outsourcing contract
  - ▶ Client fully engaged, taking ownership, and “proud” of their project’s success
  - ▶ Agile RUP now being rolled out across the whole customer account
- Multi-National “Blue-Chip”
  - ▶ 100 person, 3-site, and 18-month programme
  - ▶ Contract won on the basis of an Agile RUP proposal
  - ▶ Previous supplier deliveries had failed with long waterfall approaches
  - ▶ A true “agility@scale” solution with almost all the scaling factors



## Experiences in adopting agility@scale – Summary

- The industry needs suppliers that can deliver agility@scale
  - ▶ Capgemini has demonstrated it can deliver with Agile RUP
  - ▶ The IBM Practice Libraries support this approach
- Agile RUP is a market differentiator for Capgemini
  - ▶ Contracts have been won, repeat business maintained, client relationships transformed
  - ▶ A natural fit with the company culture of client collaboration
- Challenges to adoption have been overcome
  - ▶ Demonstrating success and developing a passionate community
  - ▶ An opportunity for Capgemini people to contribute and be recognised
- Agile RUP may become the “official” Capgemini global standard





# Questions





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